SHERWOOD, OREGON

Parks and Recreation Master Plan

OCTOBER 17, 2006

City of Sherwood Oregon

Home of the Tualatin River National Wildlife Refuge

ACKNOWLEDGEMENTS

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Foreword

September 26, 2006

Dear Fellow Sherwood Residents

The Parks and Recreation Advisory Board is excited to put forth a new Master Plan. The Board has been working on this project since the Fall of 2005. This comprehensive look at the park facilities and recreational services will give the city a vision for the future. The process has included input to our board from citizens, recreational partners, city staff, and other volunteer advisory boards. This plan will be a useful tool as the City of Sherwood moves forward and matures.

During the development of the plan we initiated a survey that went out to citizens, hosted stakeholder input sessions, reviewed current park assets, assessed the data collected, received input from students at Sherwood Middle and High School, and the Woodhaven Homeowners Association. The Board took into account national standards for parks and coupled them with the desires of Sherwood residents. For example, one theme that has been constant in the process is connectivity, which provides alternate access by way of interconnected trails throughout Sherwood. This is a theme that provides many benefits to the majority of our citizens. As the concern for childhood obesity increases nationwide, Sherwood can become a model for prevention through keeping our children and ourselves active. Walking, biking and running trails provide access to events such as "Music on the Green," the YMCA and Old Town businesses. As the trails are developed further, children can go to school, athletic events, or to the library.

I hope you take the time to look at the data contained in the plan and see the recommendations are in fact backed by the information we have gathered. I feel safe in saying the Parks and Recreation Advisory Board is looking forward to the implementation of this plan. As we continue our advisement to City Council, we hope citizens will get involved. Our meetings take place on the first Monday of the month, are always open to the public, and we are looking for new members who want to keep Sherwood a great place to live and work. Please check the City website (www.ci.sherwood.or.us) for more detailed information.

David Scheirman
Chair 2006
Parks and Recreation Advisory Board

I. Executive Summary

A. Past, Present and Future – The Master Planning Context

Project Purpose
The Parks and Recreation Master Plan involves a comprehensive review of the existing inventory of land, recreation facilities, and recreation opportunities; development of a mission statement; development of a strategic set of goals, objectives, and actions for the next twenty years; survey of the needs of residents; identification of land for future parks and open space acquisition, preservation, or conservation; development of conceptual designs for parks; provision of a capital improvement schedule, and review of existing finance strategies; and development of recommendations to fund improvements.

Organizational Overview
The City of Sherwood, incorporated in 1893, encompasses 4.1 square miles of land on the south edge of the Portland metropolitan area, in northwestern Oregon.

Relationship to the Previous Master Plan
This 2006 Parks and Recreation Master Plan is intended to replace all previous master planning efforts. It is not intended as an update to previous work. Instead, it is an examination of current conditions within the City of Sherwood, level of service, and available partnerships while considering the future of the city, the anticipated and unprecedented growth projections, and the potential urban growth boundary.

Methodology of this Planning Process
The City of Sherwood has been recognized as the first or second fastest growing city in the State of Oregon in recent years. While the substantial population growth and associated development has placed demands upon the City for services, it has been able to maintain a quality of life for the residents substantially through the park and recreation system. The City recognizes that the vitality of a community is directly correlated to its quality of life and that a strong component of a community's vitality is in the quality of its parks and recreation amenities and services.

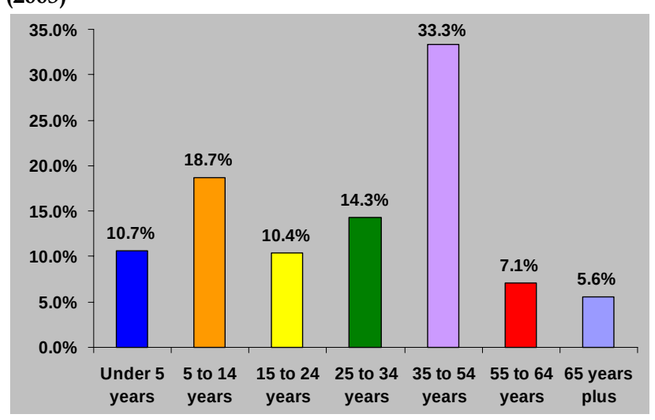
This project was to facilitate a community planning process that would create a long-range master planning document for the City of Sherwood to help guide decisions related to providing parks, recreation and open space opportunities. The planning process provided the City with the opportunity to articulate its vision for these services and provided a framework of action plans for implementation during the next 20 years. The planning process created an innovative Parks and Recreation Master Plan that provided the City, and ultimately the community residents, with the means to address current and projected trends and facilitate excellent and innovative community based design and implementation.

Timeline for Completing the Plan
The Master Plan was completed within ten months, with a draft final report presented to City Council in September 2006.

B. What We Want - Our Community Identified Needs

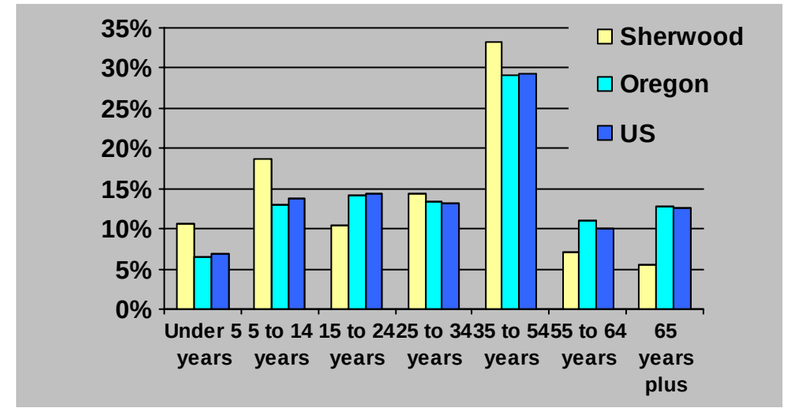
Community Profile and Demographic Study
The primary service area for this analysis was the City of Sherwood, Oregon which encompasses 4.5 square miles and is located on Highway 99W between Tigard and Newberg. The estimated population for the City of Sherwood in 2005 was 15,800 people according 2005 Water System Master Plan. **Figure 1** shows the population break down by age and **Figure 2** shows the population compared to the state and the country.

Figure 1: Population Breakdown – City of Sherwood, Oregon (2005)



Source: ESRI Business Information Solutions

Figure 2: Population Comparisons – City of Sherwood, State of Oregon and United States (2005)



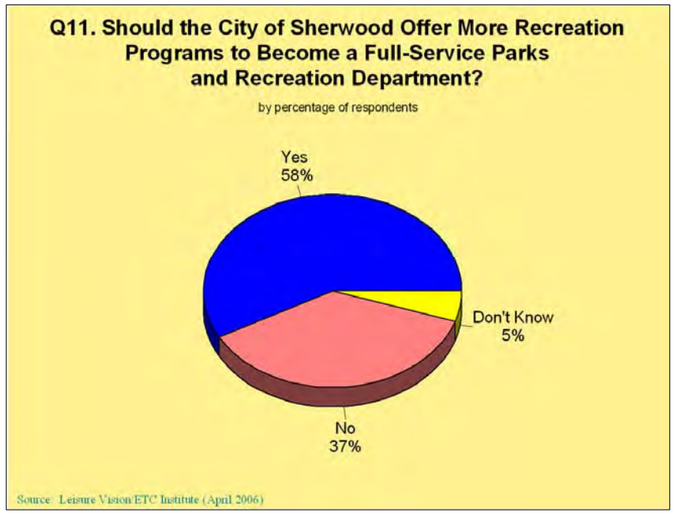
Source: ESRI Business Information Solutions

Once again the Water System Master Plan (August 2005) was used as the determination of current and future population projections due to its utilization of the most recent release of the City's growth boundaries and housing projections. In 2010, the population is anticipated to be 18,910.

Current Trends
Various data sources convey national trends which can influence the City of Sherwood. The National Sporting Goods Association (NSGA) survey on sports participation revealed several activities pertinent to the City are currently very popular or growing in popularity. These include various aquatics related activities, sports, walking and exercising with equipment.

Community and Stakeholder Input
Over the course of several months the public, stakeholders and City staff provided information on what the City of Sherwood and their partners are providing in parks and recreation facilities, programs, and services. Several public focus group meetings, interviews conducted in person and over the phone, email correspondence, and two surveys were conducted. Stakeholders included the Sherwood Family YMCA, various youth sports associations, the local swimming association, Raindrops to Refuge, Metro, the Sherwood School District, the Cultural Arts and Planning Commissions.

The statistically valid citizen survey was mailed out to a 1,000 house holds with a total of 218 surveys having been completed. The results of the random sample of 218 households have a 95% level of confidence with a precision of at least +/-6.6%. One driving response came out of the survey regarding the development of a full service parks and recreation department. Question 11 is graphically represented here.

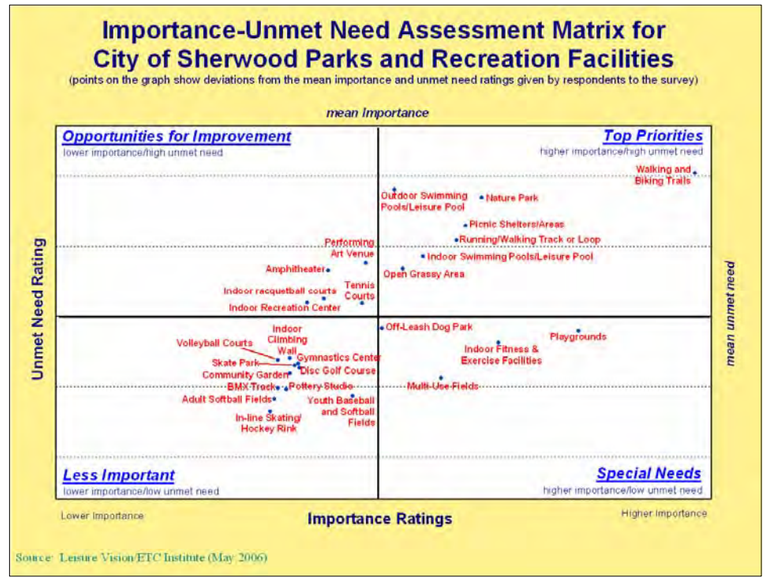


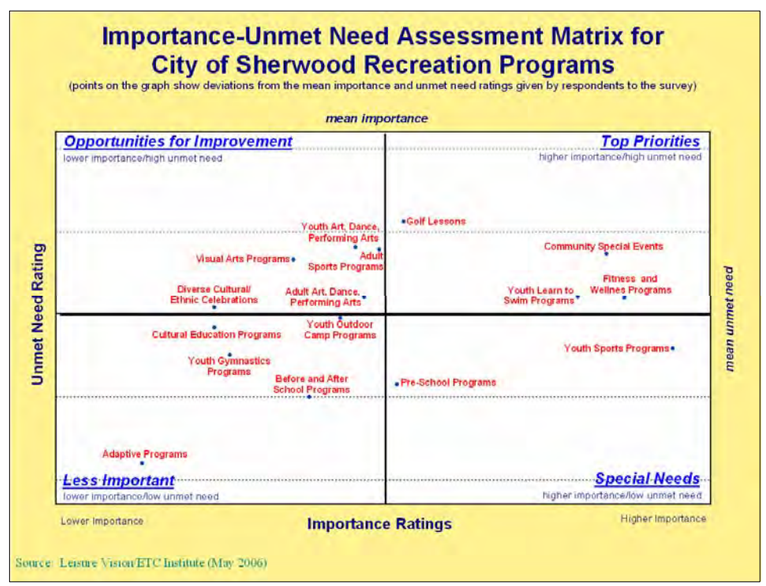
The Importance/Satisfaction Matrix demonstrates where facilities and programs are important and have an unmet need which drove the development of the recommendations.

Teen Survey

A short teen interest survey was administered through the Sherwood Police Department's School Resource Officer to 900 high school and middle school kids on March 6, 2006. The entire survey results are found in **Appendix D.** The overall results from 834 students indicate the top ten activities of interest in order of overall score are:

- Soccer/Football/Lacrosse
- Weight Training
- Skate Park
- Music - Singing/Instruments
- Baseball/Softball
- Running/Walking Track or Trail
- Tennis
- BMX/Extreme Sports
- Dance
- Swimming





C. *What We Have Now – An Analysis of Public Programs and Spaces*

A Strenghts, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted on the community recreation programs and events managed by the City, and the athletics and sports programs managed by youth sports associations. Outdoor active facilities, parks and recreation facilities, including those owned and operated by the City and their intergovernmental partners; indoor recreation facilities, including those managed by both the City and their non-profit partners; alternative providers; and outdoor parks and natural areas were inventoried and evaluated. Opportunities for imporvements have been identified.

D. *How We Manage - Administrative Findings and Oversight*

The overall organizational structure; budget; the economic impact of parks and recreation programs, facilities and services; administrative and survey benchmarking were reviewed. Planning and design; marketing efforts; information technology systems; park maintenance and recreation operations; finances, traditional and alternative funding; and partnerships were also evaluated.

The summary of key findings was a result of the Visioning workshop conducted in May 2006 with the Parks and Recreation Advisory Board; the following key issues and themes emerged which will focus the recommendations:

- Land
- Restrooms in Parks
- Trails / Connectivity
- Pools
- Skate Park (Field House, YMCA, Police Station)
- Sports Complex
- Performing Arts Venue (tiered, outdoor)
- Tennis
- Fitness / Wellness
- Picnic Shelters
- Complete Projects
- Funding Maintenance

E. Great Things to Come - Analysis, Recommendations and Action Plans

New Departmental Vision
On May 1, 2006 the Parks and Recreation Advisory Board and members of the public reviewed key issues and themes that emerged from the needs assessment and findings that were collected since November 2005. On May 2, 2006 the Board participated in a visioning workshop to hone the Department's new mission, focus on the future, and to begin to prioritize the recommendations and strategic goals of the master plan. The following Departmental purpose statement, core values and mission were developed.

Departmental Purpose Statement
Our purpose is to provide the citizens of our community with quality parks and recreational opportunities.

Core Values, Guiding Principles and Mandates
The following core values, principles and mandates will guide the Department in the achievement of its mission:

- ***Community / Family***
- ***Recreational Opportunities***
- ***Connectivity***
- ***Balance***
- ***Inclusion***
- ***Sustainability***
- ***Quality Maintenance***
- ***Preservation & Conservation***
- ***Cultural Arts Opportunities***
- ***"Finish What We Started"***
- ***Partnerships***

Departmental Mission
The mission of the Department is designed to be achievable and measurable. The Parks and Recreation Advisory Board will evaluate the mission on an annual basis along with the specific goals to ensure continued forward focus and progress toward achieving the strategic goals of this master plan.

The new Parks and Recreation Department's mission is:

To create and maintain quality parks and recreational opportunities that improves the quality of life for our community. Our success will be measured by:

- ***Acquisition***
- ***Connectivity***
- ***Participation***
- ***Accessibility***
- ***Satisfaction; and***
- ***Sustainability***

Parks and Recreation Valued Equally
The role of the local parks and recreation agency including its contributions to the communities' economic health, physical health, and quality of life is defined, as well as a review of current and national relevant legislation.

Analysis and Recommendations
The following components were analyzed:

- management issues concerning the intergovernmental and other agreements with the Sherwood Family YMCA and the School District;
- financial planning and recommendations for funding strategies including traditional and alternative funding for capital development, operations, maintenance and equipment maintenance;
- financial and funding opportunities;
- staffing, information technology, and expanded programming;
- level of service;
- land acquisitions;
- crime prevention site planning and design
- parks maintenance standards

Implementation and Action Plans - Guiding Themes
Throughout this planning process, four primary themes emerged to address current needs, future goals, and guide the action and implementation plan.

Expansion and Improvements: The improvements to the existing programs, facilities and services offered by or in collaboration with others, as well as the development of additional active recreation facilities and programs, and support for trail development and connectivity are desired and expected by the community in order to meet and maintain current and expected levels of satisfaction.

Organizational Management: The creation of a full service Parks and Recreation Department, with policies and procedures that will define how to operate, facilitate data collection and provide for increased financial sustainability is paramount. *The importance of the role of public input and the leadership in the decision making process can not be disregarded.* The importance of creating an equal place at the table as a vital and essential service for the community and an economic driver for the Department throughout the organization is imperative.

Optimal and Efficient Use of Space, Land and Partnerships: The growing demand for leisure and recreation services has created the need for the City of Sherwood to maximize use of its resources through leveraging its partnerships and assets. Continued partnership development between the City of Sherwood and the Sherwood Family YMCA and the School District will help provide additional resources for the City to utilize space for recreational programming. Additionally, from a land use perspective, it is vital to work with Metro through the UGB expansion process (5 year cycle of periodic review) to provide for new parks and recreation opportunities for the current and future residents of the City. It is also imperative from a funding and administrative perspective to work with Metro's Greenspaces Program to leverage resources for planning, acquisition, and coordination of new facilities. For example, the City is currently working with Metro on a Tonquin Trail Master Plan that will serve the cities of Wilsonville, Sherwood, and Tualatin with a regional multi-use path that will eventually connect to the Powerline trail in Tigard. In addition, Metro administers a volunteer program.

Cost Recovery and Funding: It is important for the City of Sherwood to develop a Pricing and Cost Recovery Philosophy that reflects the values of the community and the responsibility it has to the community. This philosophy will be especially important if the City moves forward in the development of new programs, additional and/or expanded aquatics facilities, and a new sports complex, and as it strives for sustainability and determines how much it is willing to subsidize operations.

Recommendations	Timing
Action Theme One – **Expansion and Improvements**	
Recommendation 1.1: Complete the Trail System and Connect the Community	Short Term
Recommendation 1.2: Create More Recreation Program Opportunities	Immediate
Recommendation 1.3: Conduct a Sports Complex Feasibility Study	Long Term
Recommendation 1.4: Design and Construct a Skatepark	Short Term
Recommendation 1.5: Future Acquisitions Map	Short Term
Recommendation 1.6: Expand the Aquatics Program and Conduct an Outdoor Leisure Pool Feasibility Study	Long Term
Recommendation 1.7: CIP Chart	Immediate; Short Term; Long Term
Recommendation 1.8 Drainage Study for Stella Olsen Park	Immediate
Action Theme Two - Organizational Management	
Recommendation 2.1: Create Policies	Immediate
Recommendation 2.2: Review and Revise Existing Ordinances and Policies; Facilitate Planning Efforts	Immediate
Recommendation 2.3: Finalize the Disposition of the Sherwood Old Town Field House	Immediate
Action Theme Three - Optimal and Efficient Use of Space, Land and Partnerships	
Recommendation 3.1: Create and Implement a Partnership Policy	Immediate
Recommendation 3.2: Encourage, Enhance and Maximize Relationships and Partnerships Opportunities	Immediate; Ongoing
Recommendation 3.3: Maximize Partnerships with City of Sherwood and the School District	Immediate
Recommendation 3.4: Maximize Partnership with City of Sherwood and the YMCA	Immediate
Recommendation 3.5: Continue Tracking Labor Hours and Equipment Use for Parks' and Athletic Fields' Maintenance Tasks	Ongoing
Recommendation 3.6: Re-instate Naturalist Position	Short Term
Recommendation 3.7: Engage and Educate Sports Associations to Assist in Minimizing their Impact on Parks and Athletic Fields	Short Term
Recommendation 3.8: Institute an Athletic Field Closure Policy	Long Term
Action Theme Four – Cost Recovery and Funding	
Recommendation 4.1: Establish Life Cycle Costing Assessments	Short Term
Recommendation 4.2: Create an Information Management and Technology Plan	Short Term
Recommendation 4.3: Create a Stronger Brand for the City of Sherwood (new) Parks and Recreation Department	Short Term
Recommendation 4.4: Implement a 5-Year Master Planning Schedule with Annual Updates	Long Term
Recommendation 4.5: Establish a 501 (c) 3 Park and Recreation Foundation	Immediate
Recommendation 4.6: Pursue Grant Opportunities	Immediate; ongoing
Recommendation 4.7: Institute Volunteer Opportunities	Immediate; ongoing
Recommendation 4.8: Research the Feasibility of Creating an Independent Park Authority or District	Immediate
Recommendation 4.9: Create a Public Art Master Plan	Short to Long Term
Recommendation 4.10: Create a Cost Recovery Policy	Immediate

Summary Table for CIP - Park Components - Sherwood, OR
Prepared by Design Concepts, September 26, 2006
O & M includes depreciation and replacement costs amortized over the useful lifespan per Community Recreation Components Summary Table

I. Immediate Needs - as soon as possible			
	Recommendation	**CIP Total Cost**	**Annual O & M Costs (inc. life cycle costs)**
A	Preserve natural areas as annexations occur	TBD	TBD
B	Provide eight more open turf areas	$200,000	$6,500
C	Provide picnic facilities, restrooms & parking for 20 cars in Woodhaven park	$238,000	$25,000
D	Provide additional picnic facilities in new parks	$200,000	$49,000
E	Provide 10 new walking loops	$450,000	$151,000
TOTALS		**$1,088,000**	**$231,500**

II. Short-Term Needs - in the next 1-2 years			
	Recommendation	**CIP Total Cost**	**Annual O & M Costs (inc. life cycle costs)**
A	Improve amphitheater and restrooms in Stella Olsen Park	$60,000*	TBD
B	Provide 2 new large multi-use fields	$500,000	$61,000
C	Provide 1 new small multi-use field	$50,000	$15,250
D	New playgrounds with new growth	TBD	TBD
E	Provide 3 new tennis courts	$150,000	$34,500
TOTALS		**$760,000**	**$110,750**

* Estimate includes only the restroom improvements; amphitheater and other improvements are dependent on drainage study: Recommendation 1.8, and conceptual design.

III. Long-Term Needs - by 2010			
	Recommendation	**CIP Total Cost**	**Annual O & M Costs (inc. life cycle costs)**
A	Provide 2 new ballfields	$800,000	$137,400
B	Provide 2 new basketball courts	$100,000	$11,000
C	Add Sprayground at Woodhaven park	$50,000	$10,700
TOTALS		**$950,000**	**$159,100**

CIP TOTALS TO THE YEAR 2010	**$2,798,000**	**$501,350**

1. CIP Total Cost column shows the construction cost for the recommendation.
2. Land costs or cost of support features, if needed, such as parking lots, buffer areas, percentage for art, etc. are not included. See the Land Acquisition Requirements for CIP Recommendations text for additional explanation of land requirements.
3. Annual Life Cycle Costs column includes operating and maintenance costs, as well as replacement cost for the improvements and finance charges, amortized over the expected lifespan of the equipment.
4. See the Community Recreation Components Summary Table for detailed cost information on each recommended component.

Land Acquisition Requirements for CIP Recommendations

I.A Preserve Natural Areas as Annexations Occur
Lands that exhibit special natural qualities should be considered for acquisition as new annexations occur. The amount of this land acquired will depend upon the amount of land that is suitable for natural space, the funds available to acquire the land, and/or the negotiating position of the City.

I.B Provide Eight More Open Turf Areas
This recommendation is to provide areas within parks or at schools, or other sites that are relatively level turfgrass that is suitable for informal play, but not intended for organized sports or other regular programming. These would primarily be designed into any new parks, schools, or other sites that occur as a result of annexations; however, it may be possible to find other sites within the existing City. One of these could currently be located at Woodhaven Park.

The size of these areas should ideally be approximately ½ acre, but this may vary, depending upon the shape, slope, or other considerations. The intent is to provide a place to run, throw a Frisbee, play a game of catch, etc. Some widely-spaced trees or other obstacles may even be located within this space if they do not preclude these uses.

Although the eight turf areas prescribed will occupy about four (4) acres, there is no recommendation to acquire land specifically for this purpose, but rather to insure that space is available and dedicated within in new parks, schools, etc. for this use.

I.C Provide Picnic Facilities in Woodhaven Park
This recommendation does not require any acquisition of new land. The recommended components would be located on existing undeveloped park land in Woodhaven Park.

I.D Provide Additional Picnic Facilities in New Parks
This recommendation is similar to I.B; there is no recommendation to acquire new land specifically for this purpose, but rather to incorporate this use into any new parks, schools or other facilities as they are acquired. These could also be incorporated into natural areas. The land area that these components would occupy is approximately three (3) to four (4) acres, but is distributed as described.

I.E Provide 10 New Walking Loops
This recommendation also does not require the acquisition of land specifically for this purpose. The walking loops are to be incorporated into existing parks, schools, or natural areas, as well as into any new parks, schools, or natural areas that might be acquired as part of annexations. These paths should be 8′ wide and constructed of concrete. The length may vary, but will probably be between ¼ and ½ mile each. They will occupy approximately two (2) to three (3) acres of land.

II.A Improve Amphitheater in Stella Olsen Park
No new land is required for this recommendation, as the space for this is currently being used for this purpose. Some expansion of the area dedicated to this use may be required if the re-design dictates, but this would not require any new acquisitions.

II.B Provide Two New Large Multi-Purpose Fields
This would require anywhere from three (3) to ten (10) acres, depending upon whether the fields are placed on sites with existing support features, such as parking, or located on one (1) or two (2) free-standing sites. The ideal recommendation would be to place them in a single new park and/or school that would be constructed as part of an annexation.

II.C Provide One New Small Multi-Purpose Field
This field should also be located within a new park or school that would be constructed as part of an annexation. It will require approximately one (1) acre of land.

II.B & II.C Alternative
The fields recommended in II.B and II.C may be included in a regional sports complex, if one is constructed. The acreage required for these fields would be approximately ten (10) to fifteen (15) acres.

II.D New Playgrounds with New Growth
There is no set number for these playgrounds; only the recommendation that all new parks and schools contain a playground within them. No land acquisition is required beyond assuring that new sites have adequate space for this use. Each playground will require less than ¼ acre of space.

II.E Provide Three New Tennis Courts
If possible, these courts could be incorporated into new parks or schools as part of new annexations. They could also be incorporated into a new regional sports complex if one is developed. The land area they would occupy would be between two (2) and four (4) acres. If an independent site were to be acquired for tennis, it is recommended that a larger parcel be acquired to allow for future expansion up to as many as twelve courts total. This would require approximately ten (10) acres.

III.A Provide Two New Ballfields
Ideally these would be provided as part of new schools to be built as part of annexations. They will require approximately three (3) acres for each field. The City may want to partner with the school district to provide these fields.

III.B Provide Two New Basketball Courts
These courts should be provided on existing park land, or as part of new parks built as a result of annexations. They could also be located on school sites.

III.C Add Spray Ground at Woodhaven Park
The recommendation is to provide this feature at Woodhaven Park. This land is currently owned by the City, so no new acquisition is required.

II. Past, Present and Future – The Master Planning Context

A. Vision and Mission

Vision Statement

The Sherwood Parks system will become an outstanding feature of the community that promotes recreation, celebration, inspiration, and inclusion. A network of high quality social, recreational and natural spaces will contribute to a healthy and involved community. The vision is one of community building. In this vision the City of Sherwood, the Sherwood School District, private enterprises, service organizations and the citizens will form partnerships that create a park system that fulfills the needs of all community members.

Recreation: Recreation facilities and programs provide the community members with a balance between work and play. It adds to personal development and growth, as well as physical health and maintenance. Recreation and parks play an integral role in providing opportunities for families, work groups, neighborhoods, and the community to interact and live. It promotes a strong, vital, involved community.

Celebration: The Sherwood Parks system will provide places for special events, community gatherings and celebrations. Community pride and social bonding are important benefits that the system will provide.

Inspiration: Providing and preserving Sherwood parks and open space enhances the desirability of our area as well as contributing to the safety and health of our residents. Parks and open space are an investment in the future well being of individuals and groups as well as the continued viability of our community.

Inclusion: Diversity is a cornerstone of our society and culture and thus should be celebrated. Including people with disabilities in the fabric of society strengthens the community and its individual members. The Sherwood Parks system, in conjunction with the National Recreation and Park Association, is dedicated to the four inclusion concepts of: 1) Right to leisure (for all individuals), 2) Quality of life, 3) Support, assistance and accommodations and, 4) Barrier removal in all park, recreation and leisure services.

Encouraged in the right way, inclusion is the right thing to plan for, implement and celebrate.

Project Vision

- Balance passive and active, sport and non-sport recreation
- Connectivity and walkability
- Prioritize and phase recommendations
- Land acquisition, preservation opportunities and economic development impact
- Assure citizen involvement and communication

Background

Over the past few years, Sherwood has held the honor of being the first or second fastest growing city in Oregon. With a population of only 3,125 in 1990, the City has boomed to a current population exceeding 14,410. With the swirl of growth around it, the City has managed to maintain a quality of life for its residents through a unique park and recreation system that has remained relatively intact. However, only four individual master plans (Stella Olsen, Murdock, Woodhaven, & Snyder Park) have been completed for a park system that has about 61 acres of active parkland.

The current Parks, Recreation and Open Space Master Plan was last updated in 2000. In the last five years the city has added 4,000 people for a population nearing 15,000. The City expects continuing growth, new residents, and demand for more parks, recreation, and open space. A new master plan is intended to direct the development of parks, open space, recreation, and trails for the next twenty years. In addition to the larger vision, the consultant will develop design standards for future parks. These standards will provide the framework needed to develop individual master plans for parks. For example, three conceptual plans are needed for Stella Olsen Park, Area 59, and Murdock Park. A master plan for Stella Olsen Park was developed in 1989 and has been largely completed. Area 59 is an 85 acre area added to the Urban Growth Boundary (UGB) in 2002 and has a small park planned to serve the new neighborhood along with new schools and athletic fields. Murdoch Park, a three acre park serving southeast Sherwood, had a master plan completed in the early 1990s. Conceptual plans generate new ideas that can be designed in detail, financed, and implemented in the next five years as part of a capital improvement plan (CIP). In order to plan for expected growth, the master plan will identify areas for new parks, open space, trails, and other community facilities for the next 20 years. Recommendations for financing new improvements and funding operations will also be addressed so the plan can be implemented with community wide support.

Process & Timeline

The Parks and Recreation Advisory Board will act as the Citizens Advisory Committee for this project. Additional members of the community, such as the Sherwood School District, YMCA, and youth sports organizations will also participate. Beginning in November 2005 and finishing in September 2006 the Parks and Recreation Advisory Board will recommend a final master plan for adoption and forward it for review and recommendation for approval by the Planning Commission prior to final adoption by the City Council by ordinance.

B. Purpose of this Plan

Project Description

The Parks and Recreation Master Plan involves a comprehensive review of the existing inventory of land, recreation facilities, and recreation opportunities; development of a mission statement; development of a strategic set of goals, objectives, and actions for the next twenty years; survey of the needs of residents; identification of land for future parks and open space acquisition, preservation, or conservation; development of conceptual designs for parks; provision of a capital improvement schedule, and review of existing finance strategies; and development of recommendations to fund improvements. Throughout the process the consultant will develop and implement a public involvement plan that will engage all stakeholders, demonstrate a capacity for effective outreach and education methods, and provide multiple opportunities for formal and informal comments from the public. Funding for this project comes from local parks System Development Charges (SDC) funds. No state or federal grants are involved.

Current Conditions

The City's park system has about 61 acres of park land, 30 acres of Sherwood School District 88J land the City maintains through an Intergovernmental Agreement (IGA), and 324 acres of open space that includes greenways corridors, wetlands, and floodplain habitat. This is a significant amount of parks and open space for a small city in the Portland Metropolitan region.

Services Required

Through a Request for Qualifications (RFQ) process, the City received seven Statements of Qualifications (SOQs) for qualified and experienced consultants with landscape architecture, urban design, and city planning experience. Out of the original seven, five were asked to submit an RFP. This consultant serves as lead for this project. The services required by the consultant team for this project include:

- Inventory existing parks, recreation, and open space system through review of 2000 Plan, applicable public facility elements, and field visits;
- Conduct a statistically accurate needs survey to establish a baseline of expected services and improvements, develop other survey mechanisms to gauge public opinion for future level of services (LOS), and establish new criteria for a sustainable LOS tailored to Sherwood;
- Conduct a citywide outreach and public involvement process to measure user interface with park system and interest in future improvements;
- Develop a mission statement and a strategic plan of goals, objectives, and implementation measures for a park system with recommended actions and tasks;
- Identify future parks and open space for acquisition, preservation, or conservation;
- Develop conceptual designs for existing and future parks and open space that is not already programmed;
- Develop a feasible capital improvement plan and schedule for parks and open space that plans various LOS scenarios for operations and maintenance constraints; and
- Review existing funding sources and recommend finance tools to fund future improvements.

Schedule

RFP issued August 15, 2005
Proposals due September 26, 2005 (5:00 pm, Pacific)
Consultant interviews October 10, 2005 (Parks Board)
Consultant selected October 11-14, 2005
Contract Negotiations October 2005
Master Plan Process October 2005 – October 2006

Project Team

The City of Sherwood Parks and Recreation Advisory Board selected the consultant team of GreenPlay, LLC, Design Concepts, Geowest, Leisure Vision and EDAW to develop a new Parks and Recreation Master Plan. This team brings national and international experience in park system master plans, park design, and city planning. This selection was made with careful thought and examination.

C. History of Parks and Recreation

Sherwood History

The following information was taken from the City's website.

The first people to live in Sherwood were the Tualatin Indians. They roamed the area for many years before the first white men came. The first wagon train arrived in Oregon in 1843, and by 1853, Sherwood was being settled by farmers. They built their houses of the logs taken from the forest which once covered the area. They grew nearly everything they needed. Twice a year they took the three day journey into Portland for staples like salt, sugar and syrup.

By 1870, many families had moved into the area we now call Sherwood. In 1885, J.C Smock granted the railroad the right-of-way through his property. In 1889, he and his wife Mary Ellen Sebastion then planned and named the streets surrounding the railroad tracks. The town which emerged was known as Smockville.

In the early 1890's, Sherwood's main industry was a brickyard that supplied building bricks for most of Portland's growth. Most of Sherwood's commercial buildings were built at this time, including the nine-block area known as Old Town. (The original home of J. C. Smock and Mary Ellen Sebastion now stands at 260 NW First Street, between Washington and Main.)

The brickyard closed in 1895, and a year later, a terrible fire razed most of the business district. The citizens' only defense was a bucket brigade. Another fire in 1911 caused the city council to recommend that all new buildings be fireproof - thus the hotel at 20 NW Washington was rebuilt by Ed Colfelt of fireproof brick. That same building was Sherwood's City Hall.

With the brickyard closed, the economy diversified to include a fruit and vegetable cannery and tannery, which supported Sherwood until 1971. Today, the city's main industry is manufacturing.

In 1911, Sherwood's city limits were one square mile, and a population of 350. Today, Sherwood's population is 14,410 and the city limits have expanded to four and a half square miles. With the growth comes thriving business and modern amenities - all amongst the small town charm and friendliness for which Sherwood has always been known.

Sherwood is one of the fastest growing towns in Oregon. But all the growth has not squelched the small-town atmosphere of the historic Old Town, and the camaraderie that is evident at community gatherings such as the city's annual Robin Hood Festival.

Sherwood is a medley of juxtapositions - the old and the new creating a unique harmony. The protected wetlands of the Tualatin River National Wildlife Refuge and the rolling hills of fertile farmland surround Sherwood's bustling roads and city center. The quiet of Old Town's antique stores and tea shops are only minutes away from new commercial businesses such as the ACT III 10-screen theater, the YMCA, and the Ice Hus, a double-sheet ice rink.

This vitality of oppositions makes Sherwood one of Oregon's most livable cities, providing attractions for all. It is a family-oriented community not far from the commercial bustle of Portland.

The city is located on Highway 99W, between Tigard and Newberg, an important transportation triangle in south Washington County. The location also makes it ideal for professionals who commute to work in Portland and return to live in the quiet of the Sherwood community.

D. Organizational Overview

The following information was taken from the 2005-06 budget information on the City's website with comments by Ross Schultz, City Manager.

The City of Sherwood, incorporated in 1893, encompasses 4.1 square miles of land on the south edge of the Portland metropolitan area, in northwestern Oregon.

The City has all powers granted to municipal corporations by State statutes, including the power to issue debt, levy taxes on real property within its boundaries, and extend its corporate limits by annexation.

The City provides a full range of services, including police protection, library, construction and maintenance of streets, parks, and utility infrastructure, recreational activities and cultural events, short and long-range planning and development review, and building permits and inspection. Senior services are provided by a nonprofit organization, housed in the City-owned Senior Center.

Certain services are provided by or in cooperation with regional organizations. Fire protection is through Tualatin Valley Fire and Rescue, a separate regional entity. The City owns its water utility; the Tualatin Valley Water District operates it under contract with the City. Sherwood owns and operates sanitary sewer and storm water collection facilities; treatment is by the regional Clean Water Services. Electricity, telephone service, and trash disposal are provided by private businesses. Sherwood is part of School District 88.

Sherwood is governed by a City Council comprised of an elected Mayor and six Councilors. The City Council exercises policy-making and legislative authority and is responsible for City legislation, adopting the budget, appointing committees, and hiring the City Manager. All Council members are elected at large. The Mayor serves a two year term. Councilors serve for four years, with three of the six Councilor's terms expiring in each biennial election. The City Manager is responsible for carrying out the day-to-day operations of the City.

E. Related Planning Efforts and Integration

The following documents were used as background information and supporting studies. This Parks and Recreation Master Plan is intended to provide relative and current information which will support the planned update to the City's Comprehensive Plan.

- 1998 Parks Recreation and Open Space Needs Assessment Survey Results
- 2003 Snyder Park - Robin Hood Festival Engineering Department Booth Questionnaire Results
- 2003 Snyder Park - Robin Hood Festival Survey Results
- Operating Agreement between City of Sherwood and YMCA of Columbia-Willamette for Sherwood Recreation Center, December 1996, and 2002 Addendums A and B
- 2003/2004, 2004/2005 and 2005/2006 Budgets
- 2000 Master Plan
- 1989 and 1990 Updates to the 1974 Comprehensive Land Use Plan for the City of Sherwood

F. Relationship to the Previous Master Plan

This 2006 Parks and Recreation Master Plan is intended to replace all previous master planning efforts. It is not intended as an update to previous work. Instead, it is an examination of current conditions within the City of Sherwood, level of service, and available partnerships while considering the future of the city, the anticipated and unprecedented growth projections, and the potential urban growth boundary.

G. Methodology of this Planning Process

This project was to develop a comprehensive Parks and Recreation Master Plan that replaced an existing version updated in 2000. The Master Plan provides a **framework for decision making** for the City's parks, recreation and open space for the next **twenty years**. The City of Sherwood has been recognized as the first or second fastest growing city in the State of Oregon in recent years. While the substantial population growth and associated development has placed demands upon the City for services, it has been able to maintain a quality of life for the residents substantially through the park and recreation system. GreenPlay recognizes that the vitality of a community is directly correlated to its quality of life and that a strong component of a community's vitality is in the quality of its parks and recreation amenities and services.

To that end, many innovative techniques were employed that are useful for dealing with a rapidly growing community. GreenPlay has developed the **GRASP® Methodology for Level of Service Analysis,** the **Pyramid Cost Recovery Methodology** for dealing with difficult decisions related to prioritizing resource allocation, and successful techniques for **assessing, planning and procuring alternative funding**. These innovations are being taught and used across the U.S., and are utilized in this plan.

In addition, parks, recreation and open space comprise the "green infrastructure" of a community, and can provide not only quality of life and recreational assets, but also create a positive economic impact and help with control and management of growth through creation of strategic land use and buffers. All of our efforts go towards **balancing these community needs with the resources** that are and/or could be available in the coming years.

Specific goals of the project included:

- Creating an **innovative** Master Plan that reflects current and projected trends in excellent community based park design and implementation.
- Developing a **comprehensive inventory** of the existing parks, recreation and open space that includes analyzing and evaluating the **current and future needs and priorities**.
- Conducting a **statistically-valid survey** to further evaluate the desires and needs of the community including those of current non-users.
- Facilitating community meetings using a nominal group process and/or charettes along with stakeholder interviews to create **a plan that reflects the voices of the diverse communities** served by the City.
- Creating an in-depth updatable **GRASP® Level-of Service Analysis** to establish a level of standards for all relevant system components.

- Developing a relevant **mission statement** and **strategic goals and objectives** that are implementable.
- Providing a **capital improvement plan** and an **implementation schedule** considerate of funding obligations.
- Evaluating current **funding systems** and providing **methodologies** for future funding opportunities and alternatives.
- Providing **well-written plans and lucid graphic maps** to help guide the execution of the project goals through an **Action Plan** and a future **Vision**.

The Approach

This project was to facilitate a community planning process that would create a long-range master planning document for the City of Sherwood to help guide decisions related to providing parks, recreation and opens space opportunities. The planning process provided the City with the opportunity to articulate its vision for these services and provided a framework of action plans for implementation during the next 20 years. The planning process created an innovative Parks and Recreation Master Plan that provided the City, and ultimately the community residents, with the means to address current and projected trends and facilitate excellent and innovative community based design and implementation.

Scope of Work

Task 1: Refine Planning Scope of Work and Schedules

Upon selection, GreenPlay reviewed the details of the work plan with the project team, staff and other key stakeholders, as selected by the Project Manager, at an orientation meeting. The timeline and details of the master planning process were formalized, including the number and types of meetings, final methodology for the needs assessment, desired benchmarking comparables, expected quality and formats for deliverables, and agreement on the implementation strategies. A timeline for the focus groups, survey execution and analysis, and all preparation of work products, along with working with the Project Team was established.

As part of this process, the team concentrated on **Issues Identification** to help ensure that this plan addresses and fulfills the primary needs of the City of Sherwood.

Task 2: Public Involvement and Goal Setting

The GreenPlay team believes deeply in creating **an in-depth, efficient, open, and citizen-focused community process** as part of all public projects. Additionally, this team brought first-hand knowledge of local issues and concerns that assisted in producing useful and pertinent community feedback. The process followed a well thought-out involvement plan including:

- Developing and maintaining a **strong enabling relationship** with the Parks and Recreation Advisory Board and the Citizen Advisory Committee to **collaboratively achieve** the task components of the project.
- Identifying, describing and implementing a **comprehensive strategy** and **innovative yet successful methodology** for citizen and public involvement in this Parks and Recreation Master Plan development process.
- Acting as **professional facilitators** to gather specific information about services, use, preferences, and any agency strengths, weaknesses, opportunities, and threats.
- Providing well-organized and directed activities, techniques, and formats that ensured that **a positive, open, and proactive public participation process** was achieved.
- Providing methods to **hear from as many people** as possible, including **users** and **non-users** of Sherwood's services and facilities.
- Assuring policy makers, staff, user groups, associations, and other stakeholders that they were provided an opportunity to participate in the development of this plan through an appropriate number of meetings:
    - **One orientation meeting** with the **project staff**.
    - A minimum of **four meetings** with the **Citizen Advisory Committee**.
    - At least **five public involvement meetings** to provide broad-based community input.
    - A minimum of **five meetings** with **stakeholders** to provide opportunity for discussion and address pertinent issues.
    - Up to **ten project team meetings** to review tasks status.
    - At least **two public hearings and/or presentations** with the **Parks and Recreation Advisory Board**, **Planning Commission**, and **City Council** for the presentation of the **draft and final documents** of the Parks and Recreation Master Plan.
- Weekly conference calls between Project Managers
- Providing **written records and summaries** of the results of all public process and communications strategies.
- **Building consensus** and agreement on the plan, and if consensus was not possible, providing information for informed decision making by the City Council.

Task 3: Data Collection/Existing Conditions Inventory/User Survey

1. Demographic and Trends Analysis

We compiled all information available from previous planning efforts including the City's past and current planning efforts, the U.S. Census Bureau, and other national and local sources. We relied heavily on our state-of-the art technology and used approved methods to evaluate spatial information and qualitative information, and portrayed the demographic and related results in ways that are easy to understand, but highly representative of the actual and projected trends, growth, and levels of service. We used improved analysis methods to examine trends, markets and alternative providers and how they can be used to forecast future needs.

2. Inventory Services and Classify Needs

We developed a comprehensive assessment of each of the City's services including parks, recreation, open space and special use facilities to determine current conditions, use patterns, environmental issues and economic impacts. In addition, we included those services provided by other agencies that may impact the City. The assessment included a comparative analysis to agencies of similar size and density using regionally and nationally accepted standards. The inventory identified areas of parkland needed and provided a verifiable basis for acquisition opportunities along with future parkland development priorities.

The inventory also included an analysis of best possible providers of community and recreation services, and recommendations for minimizing duplication and/or enhancing possibilities for collaborative partnerships where appropriate. The inventory was compiled and analyzed to provide complete information. We produced the final deliverables in both shape-file and textual formats that are dynamic and will be easily used in the future.

The textual assessment included a comparative analysis to agencies of similar size and density, both regionally and statewide, using nationally accepted standards and **GRASP®** technology *(see below)*. Specific park types are clearly defined. All mapping of facilities and

open spaces is incorporated into the dynamic digital database that is now the property of the City.

3. Analysis of Standards and Demands for Service

Level of Service (LOS) Analysis - GRASP® Methodology
(Geo-Referenced Amenities Standards Program) **A Somewhat Different and Improved Approach**

Traditional Level of Service (LOS), often called the **NRPA (**National Recreation and Parks Association) standards method, is typically based on providing "X" number of acres or "X" number of facilities per 1,000 population (or "***capacity analysis***"). This methodology was developed in the 1970's and 80's, and the methodology is not accurate for the majority of public agency usage. Even most NRPA officials are now calling this standards methodology "obsolete".

In order to create a way to standardize that is accurate, can be implemented, can be benchmarked, and is unique to the Sherwood community, we have adapted these practices to a slightly different approach using a "***composite values analysis***". The *composite values analysis* methodology GreenPlay uses is proprietary and is called the **Geo-Referenced Amenities Standards Program** (**GRASP®**). This methodology builds on the traditional capacity analysis, but can track not only the quantity (or capacity), but quality of components of an entire parks, recreation, and/or open space system. We are now using this methodology nationwide in all of our planning projects, teaching it to technical and planning firms around the US, and presenting it to agencies through local, state, and national association conferences and seminars.

As a general summary, the following gives some specific outcomes of our **GRASP®** approach.

- While we still use the traditional methods for comparisons, we are moving away from *capacity analysis* that relies on the broad and often ambiguous categorization of facilities per thousand and have developed a system that looks at individual *components* of service, such as ballfields, picnic shelters, trailheads, parking, wetlands, playgrounds, location-based programs, recreational amenities, etc., and then measures the service that each component provides to the community. This would have been impossibly tedious before, but now is easy with the technology available to us.
- We are using GIS to provide a better way of analyzing how any specific location, home or business is being served by amenities.
- We are bringing a *qualitative* component into the measurement of service. Traditional capacity methods of LOS analysis are lacking in this respect.
- We can evaluate the components and easily graphically display them for decision makers, quickly identifying gaps in service on a neighborhood, community, regional and/or community-wide basis. This also allows us to combine a population density factor into the traditional LOS equations.
- This new methodology allows us to examine Levels of Service in a new and specific way. Sherwood's **GRASP®** based LOS is not just be based on standards outlined for non-comparable agencies in the 1980's, but is specifically pertinent for the Sherwood community.

GreenPlay incorporated the **GRASP®** LOS methodology into mapping and tabular information that becomes a decision-making and management tool. The methodologies provided easily understood information that will help guide staff and the elected officials in decision making from this point forward. In addition, the selected parameters are easily explainable to the public, allowing for justification and presentations as needed for managing the lands.

4. Statistically-Valid Survey

We believe that a statistically-valid survey is crucial in getting reliable information from the residents of the Sherwood community to establish a baseline for setting realistic and achievable goals in the Parks and Recreation Master Plan. We believe it is the only method that gives us statistically valid information, not only from the **users**, but from your **non-users** who are also taxpayers and voters.

GreenPlay worked with Leisure Vision, a firm that specializes in creating, performing, and analyzing these types of surveys. Leisure Vision is the top survey research firm in the United States for parks, recreation, open space and other types of planning research, and they have been doing this specific type of analysis for many years, having completed more than 300 such surveys to date.

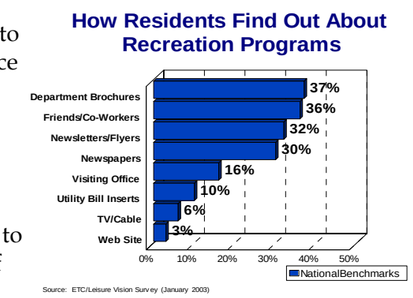
GreenPlay worked with Leisure Vision to administer a statistically-valid random sampling Needs Assessment Survey completing 218 household surveys based on the estimated population of the community. The survey was administered by mail with telephone follow up as needed to obtain desired valid results. Leisure Vision specializes in conducting survey research that assists clients in prioritizing the unmet need for outdoor and indoor facilities, developing level of performance standards, voter referendums, and other strategic issues to assist "decision makers in making better decisions."

Questions on the survey were developed in partnership with GreenPlay project staff and the City's Project Coordinator. The survey instrument was administered at a timeline within the project where the information was best be used to help break down barriers and build consensus. Overall results for the entire survey of the 200 households has a 95% level of confidence with a margin of error of +/- 7% overall.

The survey instrument was 6 pages in length. This allowed for 23 questions to be asked, with many of the questions having multiple components. The phone survey took approximately 15 minutes to administer.

Importance-Satisfaction Matrix and Ratings

Leisure Vision developed an Importance-Satisfaction Matrix to display the perceived importance of core services against the perceived quality of service delivery. The I-S (Importance-Satisfaction) matrix allowed GreenPlay and City officials to further analyze the survey data to meet priorities, identify areas of concern and where the City is exceeding community expectations, and those areas that are lower in priority.



The Importance-Satisfaction Rating is a strong tool that is used to help public officials to set organizational priorities. More than 70 agencies currently use Leisure Vision's I-S Rating to set priorities.

National Benchmarking

Leisure Vision has an unparalleled database of more than 50,000 survey responses from community services and recreation and parks needs assessment surveys from communities across the country.

Benchmarking "National Averages" have been developed for numerous strategically important recreation planning and management issues including: customer satisfaction and usage of recreation programs; methods for receiving marketing information regarding recreation programs; reasons that prevent members of households from using recreation programs and facilities more often; priority recreation programs, outdoor and indoor recreation facilities to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; etc. ***This information is provided as compared to survey findings from the City of Sherwood to aid in the planning process and consensus development.***

Task 4: SWOT Analysis & Program Evaluation
To develop a short term and long term strategy for the future planning of facilities and the provision of programs and services we conducted a SWOT Analysis of the organization. A SWOT Analysis is an effective and realistic way of identifying the market Strengths and internal and external Weaknesses, and of examining the Opportunities and Threats faced by the City of Sherwood in the provision of parks, recreation and open space facilities and services.

Task 5: Future Parks, Open Space, and Trails
It is important to evaluate opportunities for property acquisition, preservation, conservation and development as they relate to the anticipated growth and subsequent recreational needs of the community. We identified the opportunities for the recommended use of currently developed and undeveloped City properties. Additionally, opportunities were identified with recommendations for the creation of greenways to establish appropriate linkages through the community. Recommendations were developed for the acquisition and renovations of properties that would satisfy the recommendations developed for the Parks and Recreation Master Plan. Potential partnerships are also identified to develop key relationships for future land and facility development and improvements to the overall benefit of the Sherwood community.

The application of the **GRASP®** LOS methodologies provided an accurate assessment of the opportunities and direction to address the current and future needs based on realistic measures. Multiple perspectives were evaluated to provide alternatives for the development of a city-wide system of amenities, facilities and interconnections to best serve the Sherwood community.

We developed conceptual designs of future viable amenities as identified through the overall analysis. A summary of projected development costs of the potential amenities along with viable alternatives was developed along with projections for future operational and maintenance costs.

Task 6: Finance and Administration (Capital Improvement Plan)
We conducted an analysis of the existing budget procedures, resources, capital improvement plans, cost recovery, traditional and alternative funding, pricing methodology, and, where appropriate, potential fee adjustments or increases. A current year, 5 year and long term **Capital Improvement Plan** was developed that is reflective of the alternatives proposed in the Parks and Recreation Master Plan. We also provided recommendations to address the potential development an efficient and responsive parks and recreation system for the City of Sherwood.

Funding Options

***Pricing and Cost Recovery* – An Important Foundation**

GreenPlay has established and improved the **"Pricing & Cost Recovery Pyramid"** methodology for helping agencies create an overall philosophy and methodology for pricing programs and evaluating cost recovery. We are currently training agencies nationwide and at conferences in the implementation and use of this relatively straight forward but innovative methodology. This method is invaluable for creating pricing and cost recovery strategies that are equitable, defensible, can be implemented at all levels, and are based on the VALUE of the services to the community, not just a comparative evaluation of "what has been done before" or "what others are doing". It is an extension of "activity-based costing", but takes the analysis further into assimilating the values accepted and defined by your community and elected officials. As part of this project, we explained and documented the methodology, and evaluated Sherwood's current and potential methods for fair pricing that helps with increased cost recovery using this method.

***Alternative Funding and Partnerships* – Dollars That Make Sense**

On many similar projects, we are seeing a trend for agencies to look outside the traditional funding mechanisms towards the use of partnerships to fund improvements and future programming and use of public spaces. GreenPlay has extensive experience in looking at options for alternative funding. Alternative Funding typically includes grants, donor programs and/or partnerships. This may include partnerships with other business, governmental (federal, state, school, nearby agencies, etc.), and/or non-profit agencies, along with creation of policies and evaluation processes to help determine if they might be a "good fit". We worked with the City of Sherwood to identify key partnership strategies to help support the goals of the City's Parks and Recreation Master Plan.

- The team identified key partners in the area that are identified through this planning process, and analyzed those potentially viable community partnerships for the City.
- The team identified strategies to address Public and Private Partnership opportunities, facilitate the partnerships and minimize risk.
- The team provided recommendations and sample documents that can be utilized to formulate a Partnership Policy that can be approved and implemented to help minimize risk and streamline the partnership opportunities.

Task 7: Final Plan, Review, and Public Hearings
1. Action Strategies and Recommendations
From the information accumulated throughout the planning process, we developed a Parks and Recreation Master Plan for the City of Sherwood to address the needs and desires of a broad range of service areas. We compiled all information accumulated at each stage of the process to include:

- Summation of public and stakeholder input and comments.
- Data on City parks, recreation and open space inventory, along with Level of Service recommendations.
- Complete survey results with tabulations that provide further analysis of collected data.
- Digitally synthesized demographic information for the City.
- An analysis of the demands for services related to complementary service offerings by other jurisdictions along with service deficiencies.

2. Final Report and Presentation
We realize that for any Master Plan to be considered successful, it must **communicate** well the ideas and concepts of the plan, and be useful and able to be implemented. We at GreenPlay pride ourselves on creating well-written, concise, and understandable documents that will get used. **We provided:**

- Electronic versions of the **Draft** Parks and Recreation Master Plan to be used for distribution and review, plus one (1) unbound reproducible copy for public distribution.
- After final editing, we provided **five (5) bound copies** of the **Final** Parks and Recreation Master Plan report in a well-formatted version. In addition, we provided **one (1) unbound reproducible copy** of the Final Parks and Recreation Master Plan and the Executive Summary Report, plus **one (1) CD-ROM disk** of all materials in MS Word and/or .PDF format.
- We provided the applicable Parks and Recreation Master Plan **policies** that can be incorporated into the City's **Comprehensive Plan** and amendments **Transportation System Plan** as deemed necessary.
- All spatial information was provided in a format readable by common GIS software (including the free version of "ArcView" reader software) that will be useful for staff throughout the life of the plan and in the future. Final maps are produced in replicable .PDF and color poster formats. All materials are digitally integrated with GIS formats coordinated with the City of Sherwood's formats and are adaptable to print and website applications.

Information gathered from the many planning stages throughout the process was then shared with the general public. We provided specific concepts and maps to share with them. We also presented the plan to the staff, the Planning Commission and the Parks and Recreation Advisory Board. At the end of each meeting, we provided summarized meeting notes, as well as revisions to the materials being presented. This process synthesized all concerns of both the desires of the City and the constituents into a Parks and Recreation Master Plan that truly reflected what they envisioned as successful. Following any adjustments to the draft plan, the final document was then presented by the staff to the City Council.

Specifically, we provided:

- Written goals, plans, objectives, and policy statements that articulate a **clear vision and a sustainable "road map"** and model for the City's future.
- **Charts, graphics, maps, and other data** as needed to support the Parks and Recreation Master Plan and its presentation to the appropriate audiences.
- **Recommendations** for defining or redefining future vision and usage for designated parks, recreation facilities and open space.
- An evaluation of the **future trends** that could impact the City.
- A **Public Presentation** of the final document to the staff and the Parks and Recreation Advisory Board.
- An **Implementation Plan** with recommendations for:
  - **Improvements** of existing and/or new parks, recreation facilities and open space.
  - **Responding** to upcoming trends and citizen requests
  - Optional **Pricing and Cost Recovery Strategies to help fund** projects.
  - A section on opportunities for the City to **strengthen areas of service** within the service area, and an analysis of the opportunities for the City to enhance the **economic vitality** of the region.

Task 8: Project Management
The coordination of all project tasks and associated communications and reference were managed with the designated City's Project Manager.

We at **GreenPlay, LLC** value, as one of our primary responsibilities, providing **personal service** and developing great relationships with our clients. We believe these components are very important in our client/consultant relations and form the core of our firm's philosophy.

Personalized Service + Achievement = Great Relationships

GreenPlay professionals were available and communicated regularly with project contacts on a mutually agreed to schedule, generally at least once a week. This communication often took the form of **project progress reports**, but also involved **requests for information**, requests for **review of drafts**, along with **questions and insights** needed to **maximize the project's effectiveness.** The consultant staff also communicated via telephone and email.

H. Timeline for Completing the Plan

Upon award of the project in December 2005 we had the Master Plan completed within ten months, with a draft final report completed by late September 2006.

Task and Key Meetings 2005-2006	D	J	F	M	A	M	J	J	A	S	A	S
1. Refine Scope of Work	X											
2. Public Involvement		X		X					X		X	X
3. Data Collection												
1 Demographic & Trends Analysis												
2. Inventory Services & Classify Needs		X		X								
3. Analysis of Standards & Demands for Service												
4. Statistically-Valid Survey												
4. SWOT Analysis		X										
5. Future Parks, Open Space, and Trails									X			
6. Finance & Administration												
1. Action Strategies & Recommendations									X			
2. Funding Options												
7. Final Plan												
1. Compile Findings				X					X			
2. Draft Master Plan											X	
3. Final Presentation												X

X = key meetings and presentations. Other meetings were arranged as needed.

III. What We Want - Our Community and Identified Needs

A. Community Profile and Demographic Study

Market Analysis

Service Area and Population

The primary service area for this analysis will be the City of Sherwood, Oregon. This unique city encompasses 4.5 square miles and is located on Highway 99W between Tigard and Newberg, an important transportation triangle in southeast Washington County. For this study, several sources were examined to determine current and future population projections for the City of Sherwood:

- US Census (2000)
- ESRI Business Information Solutions (Demographic Studies)
- Sherwood Water System Master Plan (August 2005)
- Local Transportation Analysis Zones Population Projections
- Portland State University – Population Research Center
- Internal Sherwood Population Estimates (Provided by Planning Department)

It was concluded that for consistency that this study would utilize current and future population used in the 2005 City of Sherwood Water System Master Plan due to the recent understanding of the future expansion of city boundaries and calculation in the growth in housing. The estimated population for the City of Sherwood in 2005 was 15,800 people according 2005 Water System Master Plan. Portland State University's Population Research Center estimated the 2005 population at 14,940.

*A comparison of the above mentioned sources of current and future population projections can be found in **Figure 5** with source information in **Table 4.***

Auxiliary data such as age, gender and race distribution along with household income, household size and educational attainment was derived from ESRI Business Information Solutions.

Population, Age Ranges, and Family Information

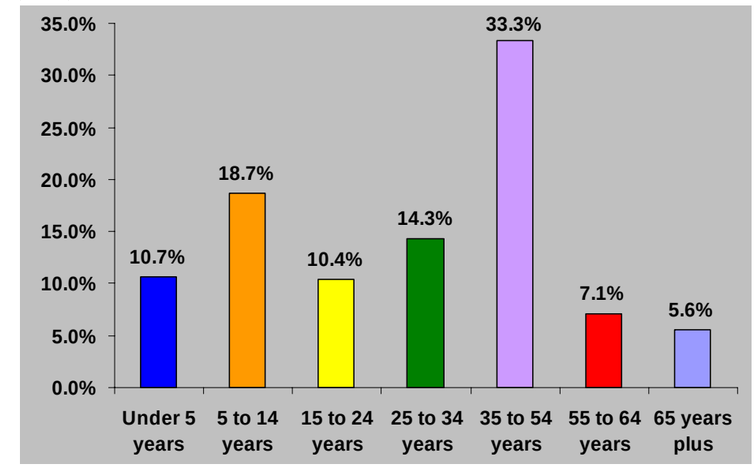
Age Distribution

The following age breakdown is used to separate the population into age-sensitive user groups and to retain the ability to adjust to future age-sensitive trends. Population distribution by age for the City of Sherwood is demonstrated in **Figure 1.**

- **Under 5 years:** This group represents users of preschool and tot programs and facilities, and as trails and open space users, are often in strollers. These individuals are the future participants in youth activities.
- **5 to 14 years:** This group represents current youth program participants.
- **15 to 24 years:** This group represents teen/young adult program participants moving out of the youth programs and into adult programs. Members of this age group are often seasonal employment seekers.
- **25 to 34 years:** This group represents involvement in adult programming with characteristics of beginning long-term relationships and establishing families.
- **35 to 54 years:** This group represents users of a wide range of adult programming and park facilities. Their characteristics extend from having children using preschool and youth programs to becoming empty nesters.
- **55 to 64 years:** This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren.

65 years plus: This group will be doubling in 14 years. Programming for this group should positively impact the health of older adults through networking, training and technical assistance, and fundraising. Recreation Centers, senior centers and other senior programs can be a significant link in the health care system. This group generally also ranges from very healthy, active seniors to more physically inactive seniors.

Figure 3: Population Breakdown – City of Sherwood, Oregon (2005)

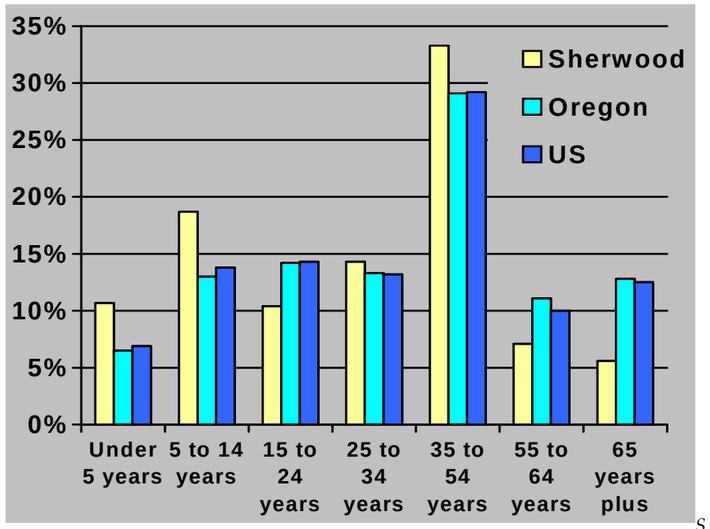


Source: ESRI Business Information Solutions

Population Comparisons

According to ESRI Business Information Solutions, the State of Oregon is within two percentage points of national population percentages in all categories. The population of the City of Sherwood, however, varies significantly in all categories except 25 to 34. The proportion of population in the categories Under 5, 5 to 14, and 35 to 54 are 4.2%, 5.7%, and 3.6% (respectively) higher than the State of Oregon. Conversely, the population in the categories of 15 to 24, 55 to 64, and 5 Years Plus are 3.8%, 4%, and 7.2% (respectively) lower than the State of Oregon. This is graphically represented in Figure 2. The median age in 2005 for the City of Sherwood was 32.8. The median for the State of Oregon was 37.3 and the Nation's median age was 36.3.

Figure 4: Population Comparisons – City of Sherwood, State of Oregon and United States (2005)



ource: ESRI Business Information Solutions

Gender

The 2005 population estimate for the City of Sherwood consists of 49.0% male and 51.0% female. The State of Oregon consists of 49.6% male and 50.4% female, and the United States consists of 49.2% male and 50.8% female. Sherwood has a slightly larger female population than both the State and the nation.

Race (2005)

Statistics gathered from ESRI Business Solutions provide the race breakdown for the City of Sherwood. As shown in **Table 1**, the race with the largest population is white (91%) while the second largest race is Asian, making up 2.6% of the total population. Those of Hispanic Origin, regardless of race, make up 6.4% of the total population.

Table 1: Race Comparisons for 2005

Race	City of Sherwood	State of Oregon	United States
White Alone	91.0%	84.9%	78.3%
Black Alone	0.5%	1.7%	12.5%
American Indian Alone	0.5%	1.3%	0.9%
Asian Alone	2.6%	3.5%	4.2%
Pacific Islander Alone	0.0%	0.3%	0.1%
Some Other Race Alone	2.4%	5.2%	6.3%
Two or More Races	3.0%	3.3%	2.7%
Hispanic Origin (Any Race)	6.4%	9.9%	14.5%

Source: ESRI Business Information Solutions

Education

According to ESRI Business Information Solutions, 35.6% of the population has either a Bachelor's or a Master's degree. 25.1% of the population in the State of Oregon and 24.4% of the population in the US has a Bachelor's or a Master's degree. The educational attainment breakdown is shown in Table 2. The significantly higher proportion of population with higher education in the City of Sherwood may correspond with the City's high median income earnings.

Table 2: Educational Attainment – 18 Years and Older (2000)

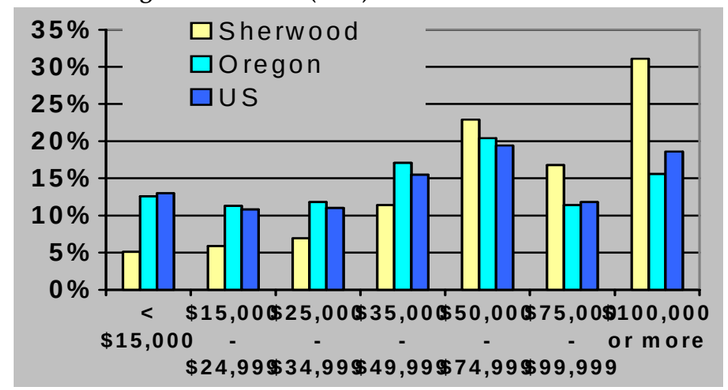
Degree	City of Sherwood	State of Oregon	United States
Less then 9th Grade	1.4%	5.0%	7.5%
9th-12th Grade, No Diploma	4.5%	9.9%	12.1%
High School Graduate	20.1%	26.3%	28.6%
Some College, No Diploma	29.4%	27.1%	21.0%
Associate	9.0%	6.6%	6.3%
Bachelor's	28.2%	16.4%	15.5%
Master's/Prof/Doctorate	7.4%	8.7%	8.9%

Source: ESRI Business Information Solutions

Household Income

According to ESRI Business Information Solutions, the estimated 2005 median household income for the City of Sherwood is $72,289. Per capita income was $30,726. The median household income for the State of Oregon was $47,424 and the US was $49,747. The per capita income for the State was $24,789 and the US was $26,228. As you can see from **Figure 3,** Sherwood has considerably larger household incomes than both the State and the Nation. This could have a positive impact on the available disposable and investment income of the community which could translate into a higher ability to pay for participation in leisure and recreation activities and willingness to financially support (through fees or taxes) additional recreational facilities.

Figure 5: Household Income – City of Sherwood compared to the State of Oregon and the US (2005)



Source: ESRI Business Information Solutions

The largest share of households (31.1%) earns $100,000 or more, followed next by those earning $50,000 to $74,999 (22.9%). 16.8% of the population earns $75,000 to $99,999 and 11.4% earns $35,000 to $49,999. 6.9% earn $25,000 to $34,999 and 5.9% earn $15,000 to $24,999. The smallest percentage of the population (5.1%) earns less than $15,000.

The State of Oregon is within two percentage points of national household income earnings in all categories except $100,000 or more where the State has 3% fewer population. The City of Sherwood differs significantly in all categories. The proportion of population earning $0 to $49,999 is 5-6% less than the State. The proportion of population earning $50,000 to $74,999 is 2.5% higher, the proportion earning $75,000 to $99,999 is 5.4% higher and the proportion earning $100,000 or more is 15.5% higher.

Household Size and Units

The 2005 average household size in the City of Sherwood is 2.78 people. Nationally, the average size is 2.59 and in the State of Oregon it is 2.52. **Table 3** shows that a significantly larger percentage of housing units in Sherwood are owner occupied rather than rented.

Table 3: Housing Units (2005)

Housing Type	City of Sherwood	State of Oregon	United States
Owner Occupied Housing Units	77.7%	60.6%	61.5%
Renter Occupied Housing Units	19.8%	31.5%	28.9%
Vacant Housing Units	2.5%	7.9%	9.6%

Source: ESRI Business Information Solutions

Employment

The estimated 2005 employed work force in Sherwood is 7,111 or 50.2%of the population 16 years and over (ESRI Business Information Solutions). The employed work force in Oregon and the Nation are both 46% of the population 16 years and over. Of the employed work force in Sherwood, 76.7% are engaged "white collar" professions such as management, business, financial and sales and the balance of the work force is engaged in service (9.4%) and "blue collar" (13.9%) professions. The high professional work force is reflective of the City's high educational attainment and high average household income.

According to the City of Sherwood web site[1], in the early 1890's, Sherwood's main industry was a brickyard that supplied building bricks for most of Portland's growth. The brickyard closed in 1895 which resulted in the economy diversifying to include a fruit and vegetable cannery and tannery that supported Sherwood until 1971. Today, the city's main industry is manufacturing and retail services.

Additional Information
Sherwood School District Enrollment
(Information provided by Sherwood School District – Enrollment Projection Update, Judith A. Barmack, October 2005)

Rapid growth remains in the cards for the Sherwood School District. During the next ten years, annual enrollment gains of nearly 6 percent are anticipated with a slower growth from 2008 through 2010. Other pertinent projections include:

- In 2010, total district enrollment is forecasted at 4,712, an increase of 23.4 percent over the current year.
- In 2010 Sherwood Middle School enrollment is projected at 1,121 and Sherwood High School enrollment at 1,290. The fastest growth will be at the high school level.

Health and Obesity

The United Health Foundation[2] has ranked Oregon 18th in its 2005 State Health Rankings. It was 21st in 2004. The State's biggest strengths include:

- low occupational fatalities rate at 3.7 deaths per 100,000 workers;
- low rate of cardiovascular deaths at 296.1 deaths per 100,000 population;
- low prevalence of obesity at 21.2 percent of the population;
- low prevalence of smoking at 20.0 percent of the population;
- low rate of motor vehicle deaths at 1.3 deaths per 100,000,000 miles driven; and
- high per capita public health spending at $174 per person.

Some of the challenges the State faces include:

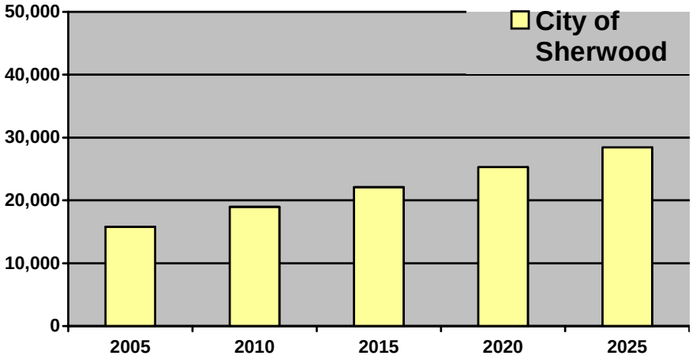
- high number of limited activity days per month at 2.5 days in the previous 30 days;
- low immunization coverage with 78.9 percent of children ages 19 to 35 months receiving complete immunizations; and
- a high rate of uninsured population at 16.5 percent.

www.ci.sherwood.or.us/community/history.html
[2] *Source: http://www.unitedhealthfoundation.org/shr2005/states/Oregon.html*

Population Forecasts

Although we can never know the future with certainty, it is helpful to make assumptions about it for planning and economic development reasons. The City of Sherwood 2005 Water System Master Plan has produced the following results for 2005, 2010, 2015, 2020, and 2025 population projections. The approximate average annual growth rate (AAGR) is projected at 3.0% and is depicted in **Figure 4**.

Figure 6: Population Projections 2005 to 2025

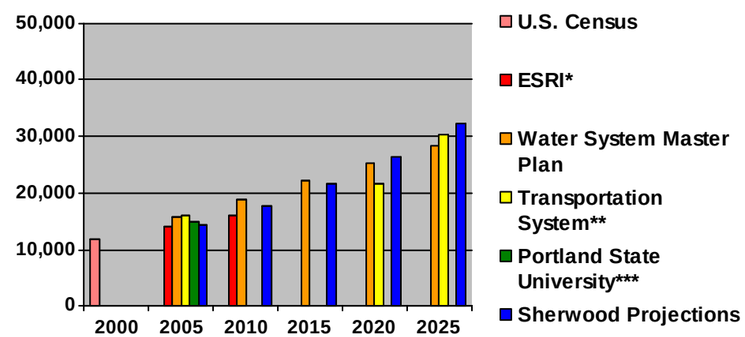


Source: ESRI Business Information Solutions

Population Projections Comparisons

Figure 5 below shows a comparison of the sources examined to determine current and projected population for the City to Sherwood. If a projection is missing from a source for any particular year it means it was not available.

Figure 7: City of Sherwood Population Projections Comparisons



Source: ESRI Business Information Solutions

Table 4 compiles the sources of the information shown in **Figure 5** and their population projections for the City of Sherwood. As you can see the sources provide varying population projections due to the specific community attributes they look for and different calculations they use. Once again the Water System Master Plan (August 2005) was used as the determination of current and future population projections due to its utilizations of the most recent release of the City's growth boundaries and housing projections. It is also an adopted public facility plan to the Comprehensive Plan acknowledged by the State of Oregon.

Table 4: Population Projection Comparisons for Sherwood, OR

Source	AAGR (approx)	2005 Population Estimate	2010 Population Projection	2015 Population Projection	2020 Population Projection	2025 Population Projection
ESRI*	2.52% (2005 to 2010)	14,175	16,052	n/a	n/a	n/a
Water System Master Plan (Based on Metro Planning Data)	3.0 % (2005 to 2025)	15,800	18,970	22,130	25,290	28,450
Transportation System Plan (Based on TAZ housing growth x 2.77*** person per household)**	3.23% (2005 to 2025)	15,980	n/a	n/a	21,520	30,193
Portland State University**	n/a	14,940	n/a	n/a	n/a	n/a
City of Sherwood (Based on average certified Portland State University AAGR from 2001 to 2005)	4.1% (2005 to 2025)	14,410	17,616	21,536	26,328	32,187

* *ESRI does not project beyond 5 years.*
** *Spreadsheet supplied by the Sherwood Planning Department.*
*** *2.77 = estimated number of people per household per 2000 census.*
**** *Portland State – Projections for future years are available but at a cost.*

B. Current Trends

Various data sources convey national trends which can influence the City of Sherwood. The National Sporting Goods Association (NSGA) survey on sports participation revealed several activities pertinent to the City are currently very popular or growing in popularity. These include various aquatics related activities, sports, walking and exercising with equipment. A detailed narrative on related trends can be found in **Appendix A**. Selected activities pertinent to the City are highlighted below.

- Swimming - experienced a 2.2% increase in total participation from 2003 to 2004
- Skateboarding - participation has increased 48.6% from 1999 to 2004
- Exercising with equipment - had a 15.4% increase in total participation from 1999 to 2004
- Volleyball - has increased 4%% from 1999 to 2004 for females
- Aerobic exercise - saw an increase of 12.2% in total population from 1999-2004
- Exercise walking and running/jogging boasted well over 7 million participants 55 years of age in 2002 according to the Superstudy of Sports Participation conducted by American Sports Data, Inc. in January 2002.

Other relevant recreational trends noted in the NSGA's 2003 study:

- Snowboarding had 6.3 million participants in 2003. It continued on a 12.9% increase from 2002. This popular sport has most likely impacted alpine skiing, which has had a continual percentage decrease over the last five years (-11.8% from 1998 to 2003).
- Ice hockey has had an overall increase of 9.4% since 1993, and participation by children ages 7- 11 years old has increased 59.7% in the last ten years. However, as a total percentage it is still fairly low.
- Skateboarding continues a steady increase in popularity, and now includes 9 million participants.
- Exercise walking continues to be the number one sport in American participation, with 79.5 million participants.
- Yoga and Tai Chi were introduced to the survey in 2002 and included in the 2003 survey. Total participation was 5.6 million, with women comprising 83.3% of that total.
- Martial Arts has the largest percent change from 2002 to 2003 with a 15% increase and 4.8 million participants.

C. Community and Stakeholder Input

Users and Stakeholders

During the week of January 9-12, 2006, several meetings were conducted with public focus groups, various stakeholders, the Parks and Recreation Advisory Board, the Planning Commission, and the Cultural Arts Commission. In addition, staff interviews and subsequent follow up telephone conference calls and emailed questionnaires were conducted with other stakeholders.

Focus Group Results

The largest segment (37%) of the public who participated in the three focus groups has lived in Sherwood less than five years which reflects the recent growth the City has seen. Key issues were identified to include:

- Future Planning –urban growth boundary, rapid growth, long range vision, small town values
- Connectivity, walk-ability, access, crossing 99W, maintenance, location
- Variety of programs, family oriented, multi-generational, non-sport activities, cultural arts, drop-in use, flexible schedule, diversity
- Integrated approach, balanced use
- Prioritization
- Land acquisition
- Natural areas, National Wildlife Refuge
- Communication, inform the public, finish what's begun
- Ordinances, SDC's appropriate, strengthen IGA's
- YMCA - variety of aquatic amenities and programs; at capacity, not meeting the needs of everyone

When asked "where they go to recreate" the responses indicate that the vast majority use facilities in the City where they live with a larger percentage utilizing the Sherwood Family YMCA.

The greatest strength of the Department is the special events. When asked how statisfied they were with the quality of the existing programs, and quality of customer service provided by the City of Sherwood, the groups rated the deaprtment as "Good" in both categories; however, the majority said there isn't enough programming and what is offered by the YMCA is at capacity.

Other desired programs not currently available include aquatics; cultural and performing arts; adult fitness, dance and athletics; toddler and preschool activities; senior and mulit-generational activities including enrichment, education, interpretive and outdoor activities; and opportunities for volunteerism.

When asked how satisfied are they with the available parks and facilities within the City of Sherwood, the respondents answered "Fair" with a 2.56 out fo 5 point scale. The following comments are divided into three areas:

Design and planning issues;
Mnagement issues; and
Staffing and use of resources

Design and planning issues:

- Woodhaven Park is kind of a mess
- Murdock needs better play facilities, didn't plan well
- In general, the design is poor, no thought; all the same, no versatility, rubber stamped
- No information about improvements to the parks
- No covered area for picnics, lacking quality or lacking restrooms, benches and trash cans at parks
- No basketball or tennis
- Area 59 - need to maintain connectivity
- Sometimes a problem getting City to do what they say and should do
- Is a ditch an architectural feature?
- Spend the money it takes to do it right

Maintenance issues:

- Other than the new parks, maintenance at other parks lack towards end of summer; some progress though
- How do we maintain additional parks with no more funding?
- Things take a lot of time to get done like refilling the dog pick up stations (but the staff is doing the best they can)
- Trees and grass not taken care of; poor sidewalks
- School fields and local parks look bad and lack maintenance at the end of summer
- City doesn't understand the need for staff to manage different types of lands like natural resources
- Enhanced planted areas; beatification right of ways

Staffing and use of resources:

- Organizations want to make improvements (concessions stand) but permitting fees and time table makes it hard to do; protracted process.
- City has done a poor job of tapping into citizens and businesses that would be willing to help (money, volunteers and labor) in improving sites
- When there was a natural resource specialist he ran a lot of volunteer programs
- Lost parks and recreation manager
- Public Works is worked to limit

Citizens expressed the desire for additional facilities and amenities including an aquatics center and outdoor pool with lap and leisure features (the YMCA is at capacity); trails for connection & walk-ability; a sports complex and tennis courts; a dog park, skate park and nature park; performing arts center/theater; and a full service recreation center with media, music and art classrooms, and an indoor playground.

The City was ranked as "Below Average" in soliciting feedback from the public to improve their performance; although many felt that it was improving.

When asked, "What percentage of operational and maintenance (O & M) costs are you willing to recover through some sort of tax support?," 88% said they would be willing to support a O & M tax of 60% or greater. Then they were asked if they thought that voters would support some kind of a tax increase to fund operations. Many felt yes, if timing is right, and it depends on balance, variety and maintaining it; it should provide opportunity to everyone; and that what the money will be used for would need to be very defined.

The next steps were to use the information gained from the stakeholders and public focus groups to shape the needs assessment citizen opinion/satisifaction survey instrument. This allowed the testing of what was heard from the users against the citizens of Sherwood as an entire community; hearing from both the users and the non-users through a statistically valid random survey which represents the desires of the voting community.

The results were summarized in a PowerPoint presentation for the Parks and Recreation Advisory Board and members of City Council. The presentation can be found in **Appendix B, Public Process Presentation.**

Stakeholder Input - Youth Sports Associations

Overall, the common theme of 'not enough space for the growing needs,' plagues every sports association for users of both athletic fields and gymnasiums.

Interviews with organizations that use City of Sherwood, the Sherwood YMCA and the Sherwood School District athletic fields, pools and gymnasiums revealed many similar attributes and concerns. Although all organizations support others' needs and plights they are most concerned about supporting their participants and the growth and sustainability of their sport. The list below summaries the primary points made during the interview process.

- Outdoor and indoor youth sports are popular and have grown in participation over the last ten years.
- The popularity in youth sports reflects the "Young Demographics" in the City.
- Even with the addition of the athletic fields at Snyder Park there is still a shortage of athletic fields in the City of Sherwood.
- The demands for the fields and overlapping schedules create some difficulties.
- Adding lights to one or two fields would go a long way in solving field availability issues.
- The City is trying please everybody, which in turn takes athletic fields beyond capacity.
- Quality of maintenance is good.
- Quality of the indoor spaces is good, with the exception of the pool where air quality, water temperature and use of chemicals are of concern.
- The number of lap lanes and availability of the aquatics facility is of major concern (under sized).
- Quality of fields falls off dramatically from July on.
- Planning efforts by the City to solve athletic field issues have been reactionary instead of visionary.

For a complete analysis of each youth sports association, please refer to **Appendix C, Youth Sports Associations Analysis.**

Stakeholder Input - Youth Swimming

Both the High School and year round competitive swimming club (YAWAMAS) use the present YMCA pool's three available lap lanes for practice. With over seventy club kids and thirty high school kids completing for pool time, the teams are at capacity due to space. There is no additional time available with the demands from the learn-to-swim program, aqua fitness, open and lap swimming, not to mention a healthy masters swim program of 10-12, and team practice. Although the coaches refuse to turn any child away from participating, they don't know what they will do when demand increases beyond present numbers.

Stakeholder Input - Metro

One of the challenges for this master planning process is to incorporate the implications of several other planning processes that are occurring concurrently, or have occurred. The Urban Growth Boundary (UGB) will have conceptual master planning for specific areas to annex into the City boundaries through an application process to Metro.

Metro is the directly elected regional government that serves more than 1.3 million residents in Clackamas, Multnomah and Washington counties, and the 25 cities in the Portland, Oregon, metropolitan area. Metro protects open space and parks, plans for land use and transportation, and manages garbage disposal and recycling for 1.3 million residents in three counties and 25 cities in the Portland, Oregon, region.

Metro's 2040 growth concept guides the region's transportation and land-use planning. Metro manages the urban growth boundary and provides planning expertise and maps and data to local governments, businesses and citizens. Metro sets the region's transportation funding priorities and plans and implements transportation improvements. Metro's programs help developers build vibrant downtowns and centers and livable streets.

Consideration for the following Metro planning processes has included:

- Greenspaces Master Plan – the updated plan identifies a cooperative regional system of parks, natural areas, greenways and trails
- Open Spaces Program – purchases natural areas, trails and greenways to be held for future use as parks, trails, and fish and wildlife habitat
    - Natural area acquisition - the Metro Council is crafting a 2006 natural areas bond measure to protect water quality and fish and wildlife habitat
- Livable Streets Program – explains how streets can be designed to encourage walking, biking and transit use and protect streams and wildlife
- 2040 Growth Concept – explains the planning policies, including the urban growth boundary, adopted in 1995 that will allow our metropolitan area to manage growth, make improvements to facilities and infrastructure, and protect natural resources
- Regional Transportation Plan and the 2035 Update – guides transportation investments in the region to reduce congestion, build sidewalks and bike facilities and improve freight access
- Nature in Neighborhoods - a region-wide conservation initiative that brings people and government together to ensure a healthy urban ecosystem, with grant opportunities such as:
    - Restoration grants – for projects that benefit local watersheds
        - **Building Community – Your neighborhood, your watershed ($1,000–$5,000)** These projects are community level projects that link participants and citizens to their watershed through education and active restoration.
        - **Community Challenge for Watersheds ($5,000–$25,000)** These projects are broader in scope than the Building Community projects. Projects in this category look to develop partnerships and possibly foster innovative public/private enterpriser.
        - **Creeks to Rivers Regional Challenge (more than $25,000)** These projects are the broadest in scope and build upon the other grant categories. Projects in this category have a higher partner and financial match requirement and focus on expanding existing restoration projects or developing projects that become anchor sites for future restoration.

Stakeholder Input - Raindrops to Refuge (R2R)

This watershed stewardship organization agrees that the relationship between Metro's planning process and recommendations and broad vision for parks and recreation facilities, programs and services should be integrated. Of major interest is the acquisition of upland natural land. The concern is that money is not readily available to restore or maintain the land as it is to acquire it. Also concerning is the implication of development and its impact on storm water runoff and flash flooding.

While R2R has applied for several grants, they have not been successful because of the lack of community support. Often the grants require a 50% match that the organization cannot supply.

Of ongoing concern is the continued education process regarding the non-native invasive plants, various animals and the benefits and detriments of dams. Public opinion, often uninformed, believes that ivy is a desired erosion control plant; that Scotch Broom, Cherry and Nutria are good flora and fauna; and that bull frogs and small mouth bass are good fauna. Previous funding of a naturalist position within the City created another educational partner. It would benefit the community if this position and its funding were restored.

According to R2R, "overall, for the City of Sherwood's Park and Recreation Master Plan to be effective, it must first recognize the distinctive differences between natural area parks land from those areas developed and maintained for active recreation. Then the plan must set targets and define strategies appropriate to the unique needs and opportunities natural areas present. Finally, the plan needs to set up the necessary integration of both natural areas and developed park areas that successfully addresses the whole."

"Natural areas in general, are those portions of publicly owned open spaces left undeveloped and mostly located within stream corridors, floodplains, delineated wetlands, wetland buffers, and sites protected as key urban wildlife habitat. Natural area park lands function both for biological benefit and for the use and enjoyment of citizens:

- Storm water management
- Biological remediation
- Wildlife habitat/diversity
- Botanical diversity
- Water quality
- Wildlife viewing
- Walking/biking
- Outdoor education
- Urban connectivity
- Home site views

Planning must recognize this dual purpose status."

"While the distinct qualities and needs of natural areas must be distinguished from developed areas, natural areas also must be accessible and managed as part of the integrated whole. Public access is required to raise awareness of the value of natural areas.

- Awareness leads to involvement and support for natural areas;
- Access also inevitably leads to damage so planning must account for the need for periodic cleanup, repair, re-vegetation, and for public stewardship education;
- Public access facilities ought to be designed to balance the need for safety, ease of access, ease of maintenance, and public enjoyment with protection of the natural resources:
    - Porous surface facilities as possible
    - Wetland buffers maintained
    - Limit toxic materials
    - Wildlife screening as possible
    - Retention of snags, downed trees, and other natural detritus as possible
- Extra care is called for when siting active recreation areas adjacent to natural areas:
    - Fencing
    - Education
    - Supervision of active recreation"

"Currently un-planned or un-annexed urban areas contain disproportionately large amounts of land suited for natural area park acquisition and/or protections.

- SE Sherwood area (annexed but unplanned and not developed and some un-annexed)
    - Delineated wetland
    - Designated key upland habitat area
    - Proximity of wetland and Wildlife Refuge
- Brookman Road area
    - Significant Cedar Creek corridor wetlands and buffer areas
    - Border area to rural lands
- Area 59
    - Contains modest but important wetland and vegetated buffer in close proximity to 30 acre public school site. Excellent environmental education opportunity
    - Storm water runoff management is particularly critical issue to topography"

Stakeholder Input - School District

The Sherwood School District 88J is the fastest growing school district among the 198 districts within the state of Oregon. The unparalleled growth facing Sherwood has created demands on the existing infrastructure far beyond the current capacity. The school district anticipates a bond election in November 2006 to expand the current high school and prepare for the growth in the future annexation area 59 within the urban growth boundaries. This area will necessitate an additional elementary and middle school.
The School District sees a huge gap in the community to provide a cultural and performing arts venue, including art studio, dance room, music room, stage and supporting spaces and programs. If either the City and/or the School District in partnership would pursue this goal, interagency support and the opportunity for collaborations on design, construction, use and maintenance would develop.

The school is also seeing a gap in service for at risk youth and suggest the potential of an extreme sports venue and programming. Additionally, the current YMCA pool is too small and cannot possibly keep pace with demand. The community also lacks intergenerational programming.

The School District sees the potential to increase the level of use of the school facilities by the Community Services Division and the Parks and Recreation programs through community-based recreation programming. Consistent with the current cooperative use arrangement between the School District and the City detailed in the Intergovernmental Agreement, the opportunity to strengthen and expand this partnership is embraced on all sides. The ability to increase the City's use of classrooms, kitchens, and future fields, parks, and school amenities for recreation programming is available.

When the School District pursues a bond measure in November 2006, or if and when the City pursues a bond measure to increase the community's infrastructure, the citizens of Sherwood can be confident that the two agencies are looking for creative ways to create economies and maximize the use of all available resources through shared use and partnerships.

Stakeholder Input - Cultural Arts and Planning Commissions

The Cultural Arts and Planning Commissions participated in a stakeholder meeting to discuss the issues facing the City; goals for the park and recreation master plan, barriers, threats, values and sensitivities; strengths and weaknesses of the Community Services Division and the Parks and Recreation programs; and needed improvements or additions to facilities, programs and services.

Growth and not enough financial stability to support the growth were mentioned as major issues facing the City. Coupled with the dilemma that existing facilities and services are at capacity, and the need to better transportation, more schools and planned growth, leads to the importance of adequate funding, economic development and proper planning.

They envisioned the Parks and Recreation Master Plan as contributing to the revitalization of the Historic Old Town area, perhaps establishing a cultural and performing arts center or venue while assuring enough park space evenly distributed for access of all. Walkability and connectivity; balance of programming; listening to the community's needs; and prioritized recommendations are top priorities for the Parks and Recreation Master Plan.

There is also a perception that the City should finish what has been started before starting anything new. Although most agreed that the parks have improved dramatically in the last five years, the City is still behind satisfying the demands for programs, facilities and services.

Offering more aquatics programs and facilities, additional non-athletic programming, tennis and, depending on who you ask, a park for person with dogs is necessary. Repeatedly, the Wildlife Refuge was mentioned as a key partner and an incredible opportunity upon which the City could capitalize.

Additional observations and comments included:

- There are probably not enough ball fields--sports is huge in Sherwood; but we need some balance in programming
- In the past four years, millions of dollars have been spent on ball fields and more are currently under construction; the justification is that it would bring economic growth to Old Town by having a "sports town USA" concept and bringing in large masses of people for tournaments, the economic impact thus far has been a huge disappointment
- The biggest waste of money was nearly $850,000 on an indoor soccer field that no one could afford to use and now sits virtually empty as the YMCA gave up on trying to keep it afloat
- Arts programming can bring wonderful economic impact to our community
- Over 500 families a week come to Old Town Sherwood for some sort of music or arts training at a private school; participation has grown from 120 families three years ago to over 500 families and they are completely out of space and would love to stay in Old Town
- We desperately need a sales tax, but until we can make some headway there we must maximize the dollars we do have available
- With our urban wetland reserve (Wildlife Refuge) coming on-line soon, there is a huge potential for all of us--parks, cultural arts, private enterprise--to pull together and capitalize on these opportunities
- Providing the general populace--not just the little league football and soccer teams--with places to play, walking trails, programming and event space, will help bring the economic growth we need to support our community
- Several years ago the City leadership envisioned the impact cultural arts could have after a theatre was donated to the City and drew up the urban renewal district. Sadly, with the change of City leadership the theatre was torn down and not $1 has been spent from urban renewal funds for cultural arts
- Sherwood is the perfect place to capitalize on the impact surrounding cultural arts

Stakeholder Input - YMCA

According to the Senior Program Director for the Sherwood YMCA, the primary issues facing the City of Sherwood in relation to Park and Recreation services includes a general lack of space and a lack of programming outside of sports. For the YMCA specifically, they have outgrown their building, need to expand, and the aquatics programming and space were under sized and are overcrowded. They would love to add a downtown satellite facility but lack the funds, staff and space at this time.

Through the City's master planning process, it is hoped that the roles, responsibilities and goals are defined for both what the City offers and what the community's partners offer. In addition, the plan should identify the needs for programming and services.

As for future challenges, the YMCA is beginning to address the growing Spanish-speaking language barrier by recruiting bilingual staff. Creating interactive programming for the teens to keep their interest and involvement is also critical. Transportation is an issue for both seniors and the teens and disseminating information regarding what programs and services are available is difficult.

Previous Surveys

The 1998 Parks Recreation and Open Space Needs Assessment was conducted in preparation for the 2000 Master Plan. The non-statically valid survey was mailed out with water bills. 586 households responded to the survey.

In 2003, the same survey was conducted at Snyder Park during the Robin Hood Festival. This non-statistically valid survey was administered to passers-by from a booth. The number of responses varied by question from 46-68.

Table 5 compares the top ten amenities for inclusion in park design from the 1998 and 2003 surveys.

Degree	City of Sherwood	State of Oregon	United States
Less then 9th Grade	1.4%	5.0%	7.5%
9th-12th Grade, No Diploma	4.5%	9.9%	12.1%
High School Graduate	20.1%	26.3%	28.6%
Some College, No Diploma	29.4%	27.1%	21.0%
Associate	9.0%	6.6%	6.3%
Bachelor's	28.2%	16.4%	15.5%
Master's/Prof/Doctorate	7.4%	8.7%	8.9%

Table 5: Top ten park design amenities - 1998 & 2003 surveys comparison

Rank	1998	2003
1	Restrooms in parks	Restrooms in parks
2	Walking trails	Walking trails
3	Running/walking path	Running/walking path
4	Benches	Drinking fountains

Rank	1998	2003
5	Bicycle path	Benches
6	Lighting	Bicycle path
7	Picnic tables	Picnic tables
8	Playground equipment (ages 5-12)	Open Play areas
9	Drinking fountains	Playground equipment (ages 6-12)
10	Natural areas	Natural areas

The respondents were asked what activities they participated in from a limited number of outdoor, primarily athletic activities. The top five were:

- Walking for health
- Camping/hiking *
- Bicycling *
- Gardening
- Swimming

* These two activities were in reverse order when asked at the 2003 Robin Hood Festival

The respondents were asked, from a limited number of items, to rank how important certain park and recreation services and programs were to them. The top five were:

- Providing safe park areas *
- Providing play areas for children
- Protecting open space
- Providing bike paths/trails
- Providing recreational facilities

These items were in the same order for the 2003 Robin Hood Festival respondents.

*When asked what "safe parks" meant, the respondents stated that play areas need to be maintained and checked regularly; lighting needs to be installed in potentially dark areas; trails and paths need to be open and free from underbrush, slippery leaves and blackberry bushes; sight lines should be open and clear; and grass areas should be maintained and free from tripping hazards like potholes and sprinkler heads.

The Engineering Department also conducted a survey at the 2003 Robin Hood Festival at a booth. Those who took the time to respond commented on the design of Snyder Park. The preferred park feature or element of the current plan for Snyder Park was the interactive water feature, followed by the picnic areas and trails/path. The park feature or element that the respondents desired adding or changing was tennis courts and an outdoor swimming pool (both lacking in the existing and final plan). There were also comments that parking may be lacking.

Sherwood School District Survey

During March 2-6, 2006, the Sherwood School District conducted a telephone survey through Moore Information. Questions regarding voter opinions as to how the District was performing, qualitative ratings on class size and facilities, and inquiry as to the support of an $89 million bond levy were asked.

Question 6 asked "Would you vote for or against an $89 million bond measure for the Sherwood School District, which would increase property tax rates by $1.73 per thousand dollars of assessed value, or $294 per year for the average homeowner of a $250,000 home, in order to provide funds for:

- Construction of a new elementary school
- Construction of a new middle school
- Expansion and renovation of Sherwood High School, including renovation of an instructional space at Sherwood High, adding 22 new classrooms, with an emphasis on science, technology and vocational areas-a new, larger performing arts center and covered bleachers for the main athletic field
- Purchase of additional land for future school sites

The results were promising for the future bond levy which could open additional possibilities for future collaboration efforts between the City and the School District. Specifically the addition of a performing arts venue and additional technology and vocational areas could allow for new recreation programming opportunities.

Teen Survey

A short teen interest survey was administered through the School Resource Officer to 900 high school and middle school kids on March 6, 2006. The entire survey results are found in **Appendix D.** The over all results from 834 students indicate that the top four activities of interest in order of overall score are:

1. Soccer/Football/Lacrosse (with soccer having the fewest write-ins)
2. Weight Training
3. Skate Park
4. Music - Singing/Instruments

The middle tier of the top four activities in descending order is:

1. Baseball/Softball
2. Running/Walking Track or Trail (most thought it was referring to track and field activities)
3. Tennis
4. BMX/Extreme Sports

The lowest tier of the top four activities in descending order is:

1. Dance
2. Indoor Swim *(many wrote in swimming without indicating indoor or outdoor and all write-ins were categorized here; if they specifically wrote outdoor swimming then it was put in that category)*
3. 9 or 18 Hole Golf
4. Drawing/Painting

There were several categories not on the list that were written in including basketball, cheerleading, snowboarding/skiing and wrestling although most received few votes except for basketball which ranked 22 out of 38 activities. Over 834 teens completed the survey. An additional 20 were un-categorized due to not selecting either an age or gender; and 20 did not rank their top four activities.

Statistically Valid Survey

The City of Sherwood conducted a Community Attitude and Interest Survey during February and March of 2006 to help establish priorities for the future development of a Parks and Recreation Master Plan within the community. The survey was designed to obtain statistically valid results from households throughout the City of Sherwood. The survey was administered by a combination of mail and phone.

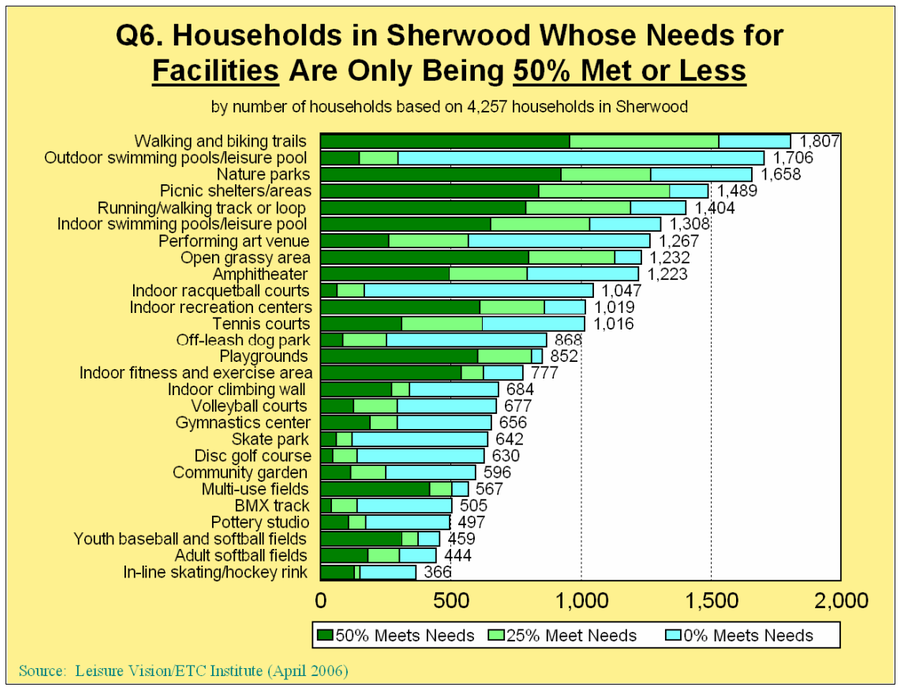
Leisure Vision worked extensively with City of Sherwood officials, as well as members of the GreenPlay LLC. project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

In February 2006, surveys were mailed to a random sample of 1,000 households in the City of Sherwood. Approximately three days

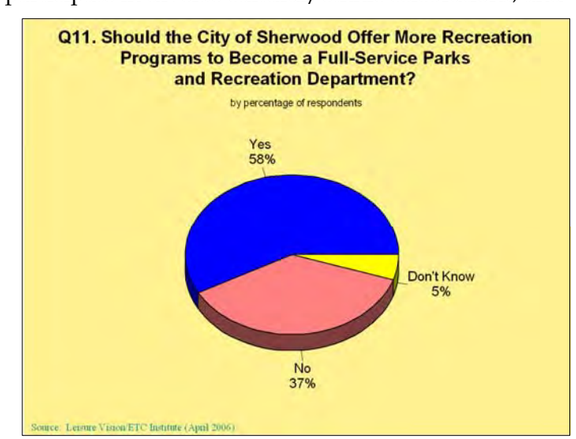
after the surveys were mailed, each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone, either to encourage completion of the mailed survey or to administer the survey by phone.

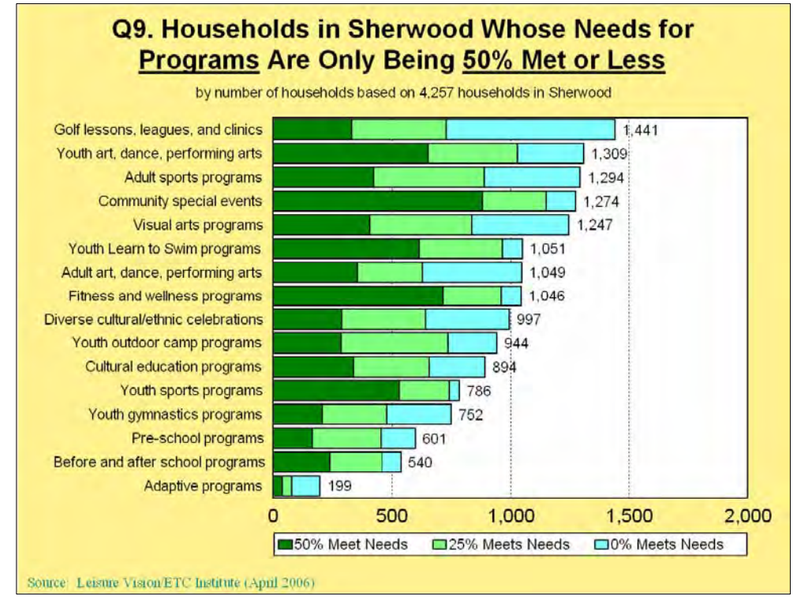
The goal was to obtain a total of at least 200 completed surveys. This goal was accomplished, with a total of 218 surveys having been completed. The results of the random sample of 218 households have a 95% level of confidence with a precision of at least +/-6.6%. Please refer to Appendix E for the complete Executive Summary. Highlights from the survey include:

- **Eight of the 27 parks and recreation facilities had over 55% of respondent households indicate they have a need for it.** These eight facilities include: walking and biking trails (84%), open grassy area (73%), running/walking track or loop (72%), picnic shelters/areas (67%), playgrounds (60%), nature parks (59%), indoor fitness and exercise area (58%), and indoor swimming pools/leisure pool.



- **For all 27 facilities, less than 35% of respondents indicated the facility 100% meets the needs of their household.**
- **Sherwood Households with Their Facility Needs Being 50% Met or Less**. From the list of 27 parks and recreation facilities, respondent households that have a need for facilities were asked to indicate how well those facilities meet their needs. The graph of question 6 to the right shows the estimated number of households in the City of Sherwood whose needs for facilities are only being 50% met or less, based on 4,257 households in the City.
- **Four of the 16 recreation programs had over 45% of respondent households indicate they have a need for them.** These four programs include: community special events (59%), fitness and wellness programs (52%), youth sports programs (48%), and Youth Learn-to-Swim programs (46%).
- **For all 16 programs, less than 30% of respondents indicated the program 100% meets the needs of their household.**
- **Sherwood Households with Their Program Needs Being 50% Met or Less**. From the list of 16 recreation programs, respondent households that have a need for programs were asked to indicate how well those programs meet their needs. The graph of question 9 to the right shows the estimated number of households in the City of Sherwood whose needs for programs are only being 50% met or less, based on 4,257 households in the City.
- **Fifty-three percent (53%) of respondents indicated they would walk to participate in performing arts.** In addition, 39% of respondents would walk to participate in visual arts, 36% would walk to participate in diverse cultural/ethnic celebrations, and



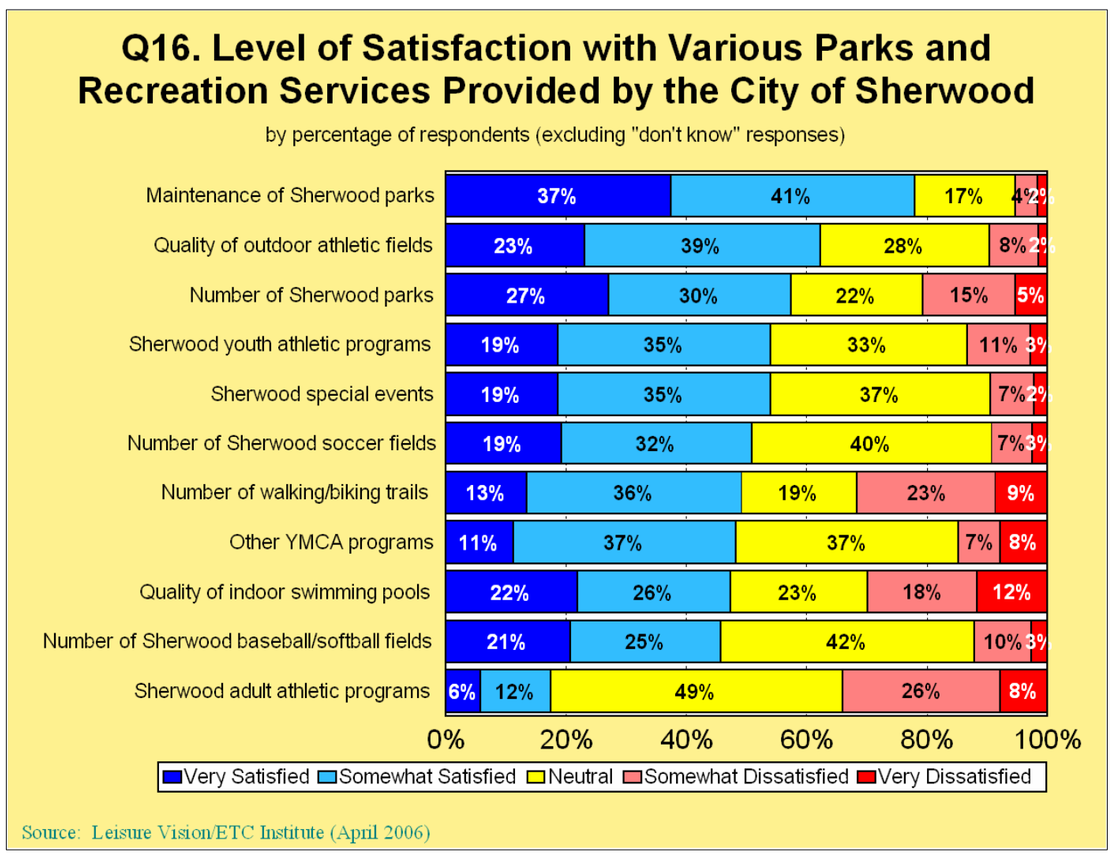


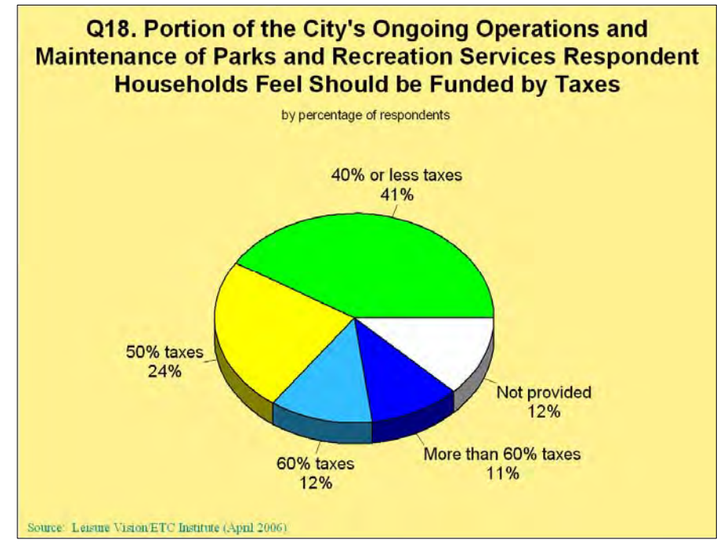
35% would walk to participate in cultural education.

- **Fifty-eight percent (58%) of respondents indicated that the City of Sherwood should offer more recreation programs to become a full-service parks and recreation department.** An additional 37% of respondents indicated the City should not offer more programs, and 5% indicated "don't know."
- **Restrooms (72%) had the highest percentage of respondents select it as an improvement they would most like to have made to City of Sherwood parks.** There are three other improvements that over 50% of respondents indicated they would like to have made, including: walking trails (61%), drinking fountains (54%) and benches (51%).
- **Walking and biking trails (48%) had the highest percentage of respondents select it as one of the four most important facilities.** Other facilities that a high percentage of respondents selected as one of the four most important include: playgrounds (35%), indoor fitness and exercise area (26%), nature parks (24%), picnic shelters/areas (23%), and running/walking track or loop (22%). It should also be noted that walking and biking trails had the highest percentage of respondents select it as their first choice as the most important facility.
- **Six of the 27 parks and recreation facilities had over two-thirds of respondents indicate they would walk to use them.** These

six facilities include: walking and biking trails (86%), open grassy area (79%), running/walking track or loop (75%), playgrounds (70%), nature parks (67%), and picnic shelters/areas (67%).

- **Restrooms (72%) had the highest percentage of respondents select it as an improvement they would most like to have made to City of Sherwood parks.** There are three other improvements that over 50% of respondents indicated they would like to have made, including: walking trails (61%), drinking fountains (54%) and benches (51%).
- **Restrooms (57%) had the highest percentage of respondents select it as one of the three features that add the most value to City of Sherwood parks.** There are three other improvements that over 20% of respondents selected as one of the three that add the most value to parks, including: walking trails (36%), playground equipment (28%), and drinking fountains (21%). It should also be noted that restrooms had the highest percentage of respondents select it as their first choice as the feature that adds the most value to City of Sherwood parks.
- **Youth sports programs (34%) had the highest percentage of respondents select it as one of the four most important programs.** Other programs that respondents selected as one of the four most important include: fitness and water programs (31%), community special events (30%), and Youth Learn to Swim programs (29%). It should also be noted that youth sports programs had the highest percentage of respondents select it as their first choice as the most important program.
- **"Fees are too high" (36%) is the reason preventing the highest percentage of respondent households from using parks and recreation facilities of the City of Sherwood more often.** The other most frequently mentioned reasons preventing respondents from using parks and recreation facilities more often include: "we are too busy or not interested" (28%) and "I do not know what is being offered" (25%).
- **Two of the 11 parks and recreation services had over 25% of respondents indicate being very satisfied with them.** These two services include maintenance of Sherwood parks (37%) and number of Sherwood parks (27%). It should also be noted that 6 of the 11 parks and recreation services had over 50% of respondents indicate being either very satisfied or somewhat satisfied with them.
- Forty-one percent of respondents indicated that the City's ongoing operations and maintenance of parks and recreation services should be funded by 40% or less taxes. In addition, 24% of respondents feel the operations and maintenance should be funded 50% by taxes, 12% feel they should be funded 60% by taxes, and 11% feel they should be funded by more than 60% by taxes.





Importance Satisfaction Matrix

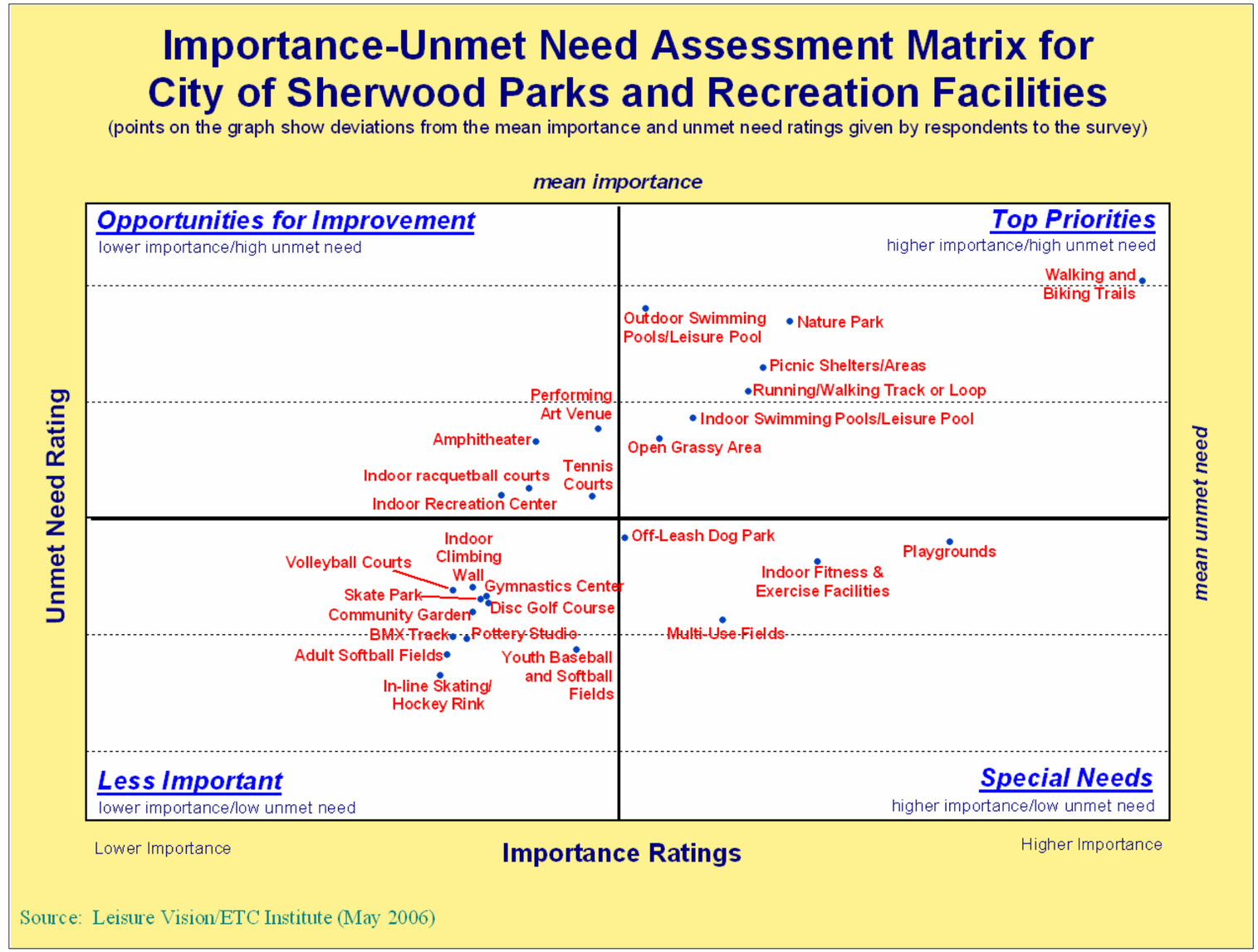
The Importance-Unmet Needs Matrix is a tool for assessing the priority that should be placed on parks and recreation facilities and recreation programs in the City of Sherwood. Each of the facilities and programs that were assessed on the survey were placed in one of the following four quadrants:

- **Top Priorities** (higher unmet need and higher importance): Items in this quadrant should be given the highest priority for improvement. Respondents placed a high level of importance on these items, and the unmet need rating is high. Improvements to items in this quadrant will have positive benefits for the highest number of Sherwood residents.
- **Opportunities for Improvement** (higher unmet need and lower importance): Respondents placed a lower level of importance on these items, but the unmet need rating is relatively high. Items in this quadrant should be given secondary priority for improvement.
- **Special Needs** (lower unmet need and higher importance): This quadrant shows where improvements may be needed to serve the needs of specialized populations. Respondents placed a high level of importance on these items, but the unmet need rating is relatively low.
- **Less Important** (lower unmet need and lower importance): Items in this quadrant should receive the lowest priority for improvement. Respondents placed a lower level of importance on these items, and the unmet need rating is relatively low.

The following pages contain the Importance-Unmet Needs Matrix for all parks and recreation facilities and recreation programs that were assessed on the survey.

Figure 8 graphically represents the top priorities for parks and recreation facility improvements or additions.

Figure 8: Importance-Satisfaction Matrix Facilities (Unmet Need Assessment)



Top priorities include:

- Trails, track or loop
- Pools (indoor and outdoor)
- Picnic shelters/areas
- Nature park and open grassy areas

Secondary priorities include:

- Performing arts venue and amphitheater
- Tennis courts
- Indoor recreation center and racquetball courts

Figure 9 graphically represents the top priorities for parks and recreation program improvements or additions.

Top priorities include:

- Golf lesions
- Special events
- Youth learn to swim programs
- Fitness and wellness

Secondary priorities include:

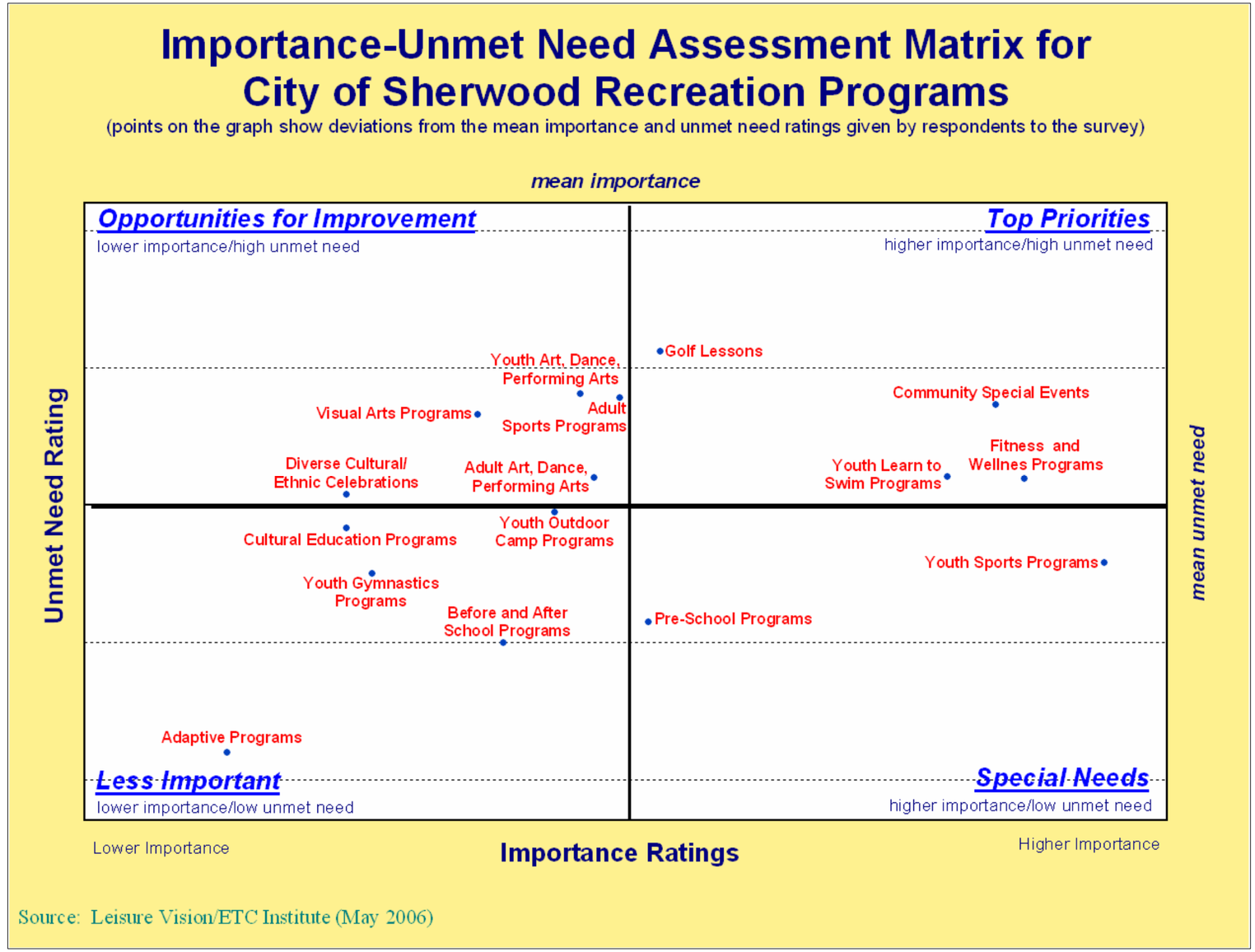
- Art, dance, performing arts (youth and adult)
- Visual arts
- Adult sports programs
- Diverse cultural/ethnic celebrations

Comparative Analysis of All Surveys

There is a slight disconnect between the statistically valid citizen opinion survey and the teen survey which is noteworthy. The teens rated the skate park as number three (3) of thirty-six (36) different activities desired. BMX and extreme sports ranked number eight (8). And football/ lacrosse/soccer and softball/baseball ranked high with the teens; numbers one (1) and five (5) respectively. All of these facilities were found in the less important quadrant in the matrix.

Consideration to tempering the results of the statistically valid survey with the results of the teen survey is warranted.

Figure 9: Importance-Satisfaction Matrix Programs (Unmet Need Assessment)



IV. What We Have Now – An Analysis of Public Programs and Spaces

A. Community Recreation Programs

City of Sherwood - Park and Recreation Services

The City of Sherwood offers the following special events in whole or in support of other organizations throughout the summer months.

Events run by the City:

- Music on the Green
  Every Wednesday night during July and August
  www.musiconthegreen.net
- Movies in the Park
  Last 3 Fridays in August
  www.ci.sherwood.or.us
  With the Cultural Arts Commission who pays for movies from moneys from the city and raised funds; also in-kind services by City
- Sherwood Community Services Fair
  Held the third Saturday of April
  www.ci.sherwood.or.us
  With Tualatin Fire and Rescue
- Sherwood Old Town Art Festival
  Mid-September
  www.ci.sherwood.or.us
  Along with the Cultural Arts Commission who pays for movies from moneys from the City and raised funds; also in-kind services by City
- Missoula Children's Theater
  Funded by Cultural Arts Commission
- Small annual special performance
  Funded by Cultural Arts Commission

Events run by other associations, partnered with the City:

- Robin Hood Festival
  3rd weekend in July
  www.robinhoodfestival.org
  $10,000 financial contribution from City and in kind services
- Old Town Holiday Celebration
  1st Saturday in December
  www.ci.sherwood.or.us
  Robin Hood Festival Foundation
  Funded by the Robin Hood Festival proceeds and in kind services from the City
- Senior Center Run for the Roses
  At High School - free field use
  Funds raised are matched by the City to an allocated amount;

Events run by others:

- Migratory Song Bird Festival - Friends of the Refuge - May
- Cruising Sherwood Classic and Custom Car Show
  2nd Saturday in June
  www.sherwoodchamber.org
  In kind services from the City
- American Cancer Society's Relay for Life event
  Starting at 6pm on a Friday in late July to 2pm on the next Saturday
  Sherwood Middle School
  Charged for the field use, need to raise the fee
- The Great Onion Festival
  2nd Saturday in October
  www.sherwoodchamber.org

The community and the City are proud of these events and they are considered exceptional in quality and highly desirable. The events are partly responsible for the quality of life in Sherwood and contribute to the overall economic development potential of the City.

Youth Non-Profit Sports Associations

The following youth sports associations and organizations serve the athletic needs of Sherwood's school age children.

- Fall Sports
  - Sherwood Youth Football Association
  - Sherwood Youth Soccer Club
  - Volleyball
- Winter Sports
  - Sherwood Basketball Organization
  - Sherwood Youth Wrestling
- Spring Sports
  - Sherwood Junior Baseball
  - Sherwood Fast Pitch Association (softball)
  - Robin Hood Track Club
  - Sherwood Lacrosse Club
  - Sherwood Soccer Club

There is also an organized year round competitive swim team called the YAWAMAS with participants ranging in age from 5 years through high school. Sometimes, college students return on break and special Para Olympians may be older. The team currently boasts over seventy participants.

B. Indoor Recreation Facilities

City of Sherwood - Park and Recreation Facilities

Sherwood Old Town Field House
15543 SW Willamette Street
(503) 925-2330
www.sherwoodfieldhouse.com

The Sherwood Old Town Field House is home to the Public Works Department offices and is open to the public as well as. The City presently offers adult and youth soccer leagues, field rentals for games or practices, facility rentals for parties and get-togethers, and pre-school play time with sports and play equipment for toddlers and pre-school age youth. Additionally, the field can be used for indoor football, flag football, lacrosse, softball, ultimate Frisbee, field hockey, rugby, and sport camps.

Two years ago the City partnered with the YMCA to renovate and repurpose this industrial building with a 175' x 75' "Indoor AstroPlay" synthetic turf soccer field. The building still sports the hoist in tribute to its former purpose, adding character to the facility. There is a party room at one end that looks out over a goal. This room is also used as a conference room. The glass dasher boards along one side protect the spectator seating along the hallway. Sponsorship and advertising opportunities are available although the City doesn't yet have a formal policy.

The original intention was for the YMCA to operate this facility, but it was not successful for them. The YMCA exercised its option to dissolve the contract and the City took over the operations of the building last July. The potential for expanded programming and use of this facility exists.

The nearest competition is Tualatin Indoor Soccer. While the facility offers an oversized field and may be more conducive to spectators, the fees are significantly higher. It appears as though this facility had a marketing advantage by getting a head start in operations.

Partnership with the School District

The City of Sherwood has an intergovernmental agreement (IGA) with the Sherwood School District 88J for joint use of the gyms, as well as fields and a maintenance agreement.

Schools

- For schools, Sherwood maintains everything except for the front of the buildings
- Tennis courts are maintained by schools
- Sports leagues pay for their potties (except for the HS) at the school fields

Sherwood Middle School
Baseball field with soccer field overlays; Football (takes a big beating; just got lights); track

Hopkins Elementary
Adjacent to Sherwood Middle School fields
Baseball Complex

Archer Glen Elementary
Football and 2 baseball fields overlaid; sand based; work hard to keep green

City of Sherwood - Alternative Providers of Various Recreation Services

While some alternative and complementary services exist within the service area, the population growth forecasted, the demand for indoor aquatics and recreation facilities, and the obesity epidemic continue to demonstrate an increasing need for all public, private and non-profit venues. Often, existing providers are operating at or near capacity during peak operating hours.

A general overview of the services provided by these facilities is listed subsequently. This information is relevant in defining the facility and program components of a Parks and Recreation Master Plan. It also provides awareness of the alternative providers and their distinct differences, insight regarding the market opportunities in an area, how new facilities could provide services in an underserved market, and how partnerships and open communication with various agencies could help limit duplication of services.

Creating synergy based on the opening of a new facility, expanded program offerings, and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. However, while competition provides choice for the consumer it will be important for an agency to track program offerings at other facilities. This will help reduce potential duplication and/or saturation of program offerings and identify where deficiencies are occurring in the market.

The facilities listed on the following pages offer a wide variety of indoor fitness, aquatics and recreation programming.

Alternative Providers, Public, Private and Non-Profit
The following is a list of alternative recreation, fitness, gym, cultural arts, ice and swimming providers. Specific information was obtained through the consultant's site tours and stakeholder interviews, the Chamber of Commerce, DexOnline, Sherwood's telephone yellow pages and various websites.

Partnerships with the City - Non-Profit Organizations
Sherwood Regional Family YMCA
www.ymca-sherwood.org
Recreation Center
2300 SW Pacific Highway
(503) 625-9622
Teen Center
(503) 625-9622

In 1996, the City of Sherwood passed a bond measure to fund the building of the YMCA for the community. Per the 1996 operating agreement between the City of Sherwood and the YMCA of Columbia-Willamette, the City owns the land and the facility and built the recreation center, and the YMCA will operate and maintain it. The agreement calls for the YMCA to pay the City annual rental fees. The initial term of the agreement was 20 years with an Addendum in 2002 to modify the financial arrangements.

The facility opened in 1998 and includes a three lane lap pool area, a small leisure pool with a 65 foot slide and limited water play features; gymnasium with basketball and a rock climbing wall; several fitness areas with cardiovascular machines, free weights, cardio theater, and walking/jogging track with 14 laps to the mile; two multi-purpose rooms for Kid's Fun Club (on premise child care); a multi-purpose birthday party room; a conference room; dance/fitness studio; game area, pro-shop, reception/lobby area and offices. City of Sherwood trails connect to the facility. The recreation/aquatics center is open Monday through Friday 5am to 10pm, Saturday 6am to 7pm, and 7am to 5pm on Sunday.

In 2003, the City funded a 10,400 square foot expansion of the YMCA facility that enclosed the gym, and added square footage downstairs for a free weight area and SilverSneakers® senior fitness workout space. An adjoining upstairs 5,200 square foot Teen facility with a separate entrance was also included in the capital improvement project.

The Teen Center is open to teens in 6th through 12th grade and includes a classroom with a computer lab, café area, game area and lounge. The Teen Center is free and many activities in the main building are included and available on a supervised schedule and led by the staff at the Teen Center. Transportation to the Teen Center is also provided by the YMCA. During the school year, the hours of operation are Monday through Thursday, 3:15-7pm, Friday 3:15-7:30pm, and 2-7pm on Saturday. During the summer, the facility is open 12-7pm Monday through Saturday. In keeping with the mission of the organization, the Teen Center is not open on Sunday.

Because the City's name and logo appears on the building, it is clearly identified as a City facility and thus contributes to the City's image. The Sherwood Regional Family YMCA says its mission is:

> *"To put Christian principles into practice through programs that build healthy spirit, mind, and body for all through love, respect, honesty, responsibility and service."*

The YMCA fact sheet indicates that more than 46% of the population in Sherwood are members. This means that over half the population remains unserved. Because the YMCA staff indicate that most programs are at capacity (especially aquatics, but not land or aqua fitness); the population in Sherwood is expected to continue to increase; not everyone is served by a membership-based fee structure; the Teen Center is closed on

Sunday; and not everyone may be served by the mission of the YMCA, the available recreation facility is not adequate for the need. The following **Table 6** is a matrix of the current YMCA fees structure for City of Sherwood residents, indicating monthly and annual dues and the one time joining fee. These fees are slightly less than what was found through previous studies.

Table 6: Sherwood Family YMCA Fees

Category	Monthly Dues	Annual Dues	One-time Joining Fee
Youth (0-13 years)	$15	$180	$30
Teen (14-18 years)	$23	$276	$50
Young Adult or Student (19-24 years)	$24	$288	$55
Adult (25-64 years)	$40	$480	$105
2 Adults	$56	$672	$150
Senior (65 years +)	$34	$408	$80
2 Seniors	$48	$576	$125
1 Adult Family	$47	$564	$125
2 Adult Family	$6	$744	$170

At the time of writing this master plan, the YMCA was offering a promotional $25 joining fee for all categories effective through January 31, 2006 (and it might be extended or offered again.) The YMCA does offer membership and program financial assistance.

The three methods of payment include:

- Automatic bank draft
- Automatic charge card draft
- Semi-annual or annual payment

One of these methods must be selected at the time of joining.

There are other YMCA facilities in surrounding cities that some may use.

According to the Sherwood Chamber of Commerce 2005/2006 Business and Community Directory:

"This 55,000 square foot facility opened in 1998 and provides a variety of recreational opportunities including swimming, basketball, indoor track, rock climbing, group fitness classes, youth/adult leagues, cardio-theater, a free weights area, and a wide variety of classes for all ages."

"The Sherwood Family Regional YMCA was the first in the nation utilizing a joint-use agreement by the City of Sherwood and the YMCA that saw the City issue a bond to build the center and the YMCA to operate it."

"In a cooperative effort by the City, the YMCA, and generous donors, a 5,200 square foot Teen Center was opened January 2003. The Teen Center is free to all area teens grade 6 though 12."

The Young Men's Christian Association (YMCA)

Mission:
The YMCA's mission is to foster the spiritual, mental and physical development of individuals, families and communities according to the ideals of inclusiveness, equality and mutual respect for all. To accomplish this, YMCA instills the following core values: caring, honesty, respect, and responsibility.

History:
The YMCA is a non-profit organization founded in London, England, on June 6, 1844, in response to unhealthy social conditions arising in the big cities at the end of the Industrial Revolution. Together, the nation's more than 2,500 YMCAs are the largest not-for-profit community service organizations in America, working to meet the health and social service needs of 18.9 million men, women and children in 10,000 communities in the United States. YMCA's are for people of all faiths, races, abilities, ages and incomes. No one is turned away for inability to pay. Because all communities have different needs, all YMCAs are different. YMCAs stretch beyond the United States. About 230 U.S. YMCAs maintain relationships with YMCA's in other countries.

Core Competency:
Local YMCA's programs vary from one community to another based on the unique needs of each market. The YMCA has five (5) main programs relating to youth and youth services. The YMCA provides Aquatic, Athletics, Child Care, Health & Fitness and Leadership Programs. A summary of each program follows:

- *Aquatics* - YMCA Aquatics Programs include infant-parent classes, preschool classes, classes for people with disabilities and classes for teens. These include water exercise, aquatic therapy and water sports. Competitive programs are also available for youth.
- *Athletics* – YMCA's Athletic Programs include basketball (ages 6 -12), wall climbing (ages 14 – 18), jump roping (ages 8 – 14), and cheerleading (ages 8 – 12).
- *Health & Fitness* – YMCA's Health and Fitness Programs include Teen Weight Training (ages 13 – 17), Tae Kwon Do, Fitness Camp (ages 5 – 12), and Kids' PACE, a class combining music with aerobic exercise, and resistance training. The class intends to improve a child's strength, speed, endurance and flexibility.
- *Child Care* – Most of the YMCA locations offer child care services. These services include Infant/Toddler Creative Curriculum, Preschool Creative Curriculum and School age YMCA School-Age Care Curriculum for children ages 5 -14.

Supplemental Programs:

- *Aquatics* – YMCA offers adult swim classes and private swim lessons. In addition, they offer specialty and fitness aquatic classes, including CPR, American Red Cross Lifeguard classes, Underwater Photography, and Scuba Diving, and Water Aerobics.
- *Athletics* – Local YMCAs offer adult athletic classes, including Tae Kwon Do, Karate, Racquetball, and Basketball.
- *Dance* – Local YMCAs offer adult dance classes, including Salsa, and ballroom dancing.
- *Health & Fitness* - Local YMCAs offer adult Health & Fitness Programs, including equipment orientation, Massage, Dance Aerobics, Cycling, Yoga, T'ai Chi, and a climbing wall.
- *Senior Services* - Local YMCAs offer senior services, including SASSY and Y Cardiac. These programs are senior fitness classes aimed to ease tension, and reduce stress.

Years in Service: 161

Fee Structure: The YMCA offers monthly and yearly memberships. Members receive free use of the facilities and discounts on all classes. Non-members may sign up for classes and pay the full price.

Strengths:

- *Promotional/Marketing Strategy* - The YMCA utilizes their long history and well-known name as an industry leader in youth related programs to market its organization.
- *Years in Service* - YMCA has been around for 161 years, and has a name that is well known and respected.

- *Fee Structure* – Being a non-profit organization, the YMCA is able to supplement its program costs with government grants and contributions. Therefore, the YMCA is able to keep the fees comparatively low.
- *Programs Offered* – the YMCA offers a wide breadth of Youth Services, Health & Fitness, Athletics, Aquatics, Dance and Senior Services programming.

Weaknesses:

- *Mission* - Those who do not share the mission of the organization may not wish to participate.
- *Fee Structure* - Those who don't want membership based fees, or those who prefer less commitment or opportunities for drop-in activity fees may not wish to participate.
- *Capacity* – The current facility has only three lap lanes in the pool and is presently at capacity.
- *Facilities / Equipment* – As a not-for-profit entity that has a relatively low reliance on funding from fees, the YMCA may not be able to generate significant capital to purchase adequate amounts of current "state of the art" new equipment and facilities similar to the for profit operators or even certain non-profit operators that charge higher fees.

National YMCA Statistics:

According to Li Li,, Senior Vice President of The Winfield Consulting Group, Inc., as of May 31, 2005 the YMCA's national average market share is 4.5% of all households in a community that show a great deal of interest in joining a YMCA. This statistic refers to the number of households regardless of the number of persons in the household (which could be 1 to 4 plus.) The Winfield Consulting Group is a market research and strategic planning company for nonprofit organizations that has conducted many market share analyses for YMCA's across the country.

The relevance of the Winfield studies is a YMCA's potential or future impact on market share for new facilities. The demand for additional facilities and services can best be met by the City by providing the necessary renovations, repairs and expansions to existing facilities, as well as working with the YMCA as a potential partner for the provision of services if the opportunity presents itself.

According to its national web site, the YMCA's mission is "to put Christian principles into practice through programs that build healthy spirit, mind and body for all." Because all communities have different needs, all YMCAs are different. A YMCA in one community may offer child care or teen leadership clubs. A YMCA in the next town may have swimming lessons or drawing classes. Every YMCA makes its own decisions on what programs to offer and how to operate.

Together, the nation's more than 2,500 YMCAs are the largest not-for-profit community service organizations in America, working to meet the health and social service needs of 18.9 million men, women and children in 10,000 communities in the United States. YMCAs are for people of all faiths, races, abilities, ages and incomes. No one is turned away for inability to pay. YMCAs' strength is in the people they bring together.

While YMCA's can fundraise for the construction costs of a new facility, many cities pay $60,000 or more per year to subsidize the operations of the facility and have often allowed construction on City property at no cost to the YMCA*. Operations are funded through memberships, fees and charges, and donations; however, memberships are often higher than public agency annual fees. Refer to **Table 7** for an average fee matrix.

* In Hamilton, OH, the city pays the local YMCA over $67,000 per year to operate its four outdoor, seasonal aquatic facilities, and provides the labor to maintain them.

Table 7: YMCA Average Fee Matrix

Category	Monthly Rates (depends on what part of country and the amenities at the facility)		Average Monthly fees based on high and low from studies	Average Annual Fees based on average monthly fees	One-time Joining Fee
	High	Low			
Youth/Teen Under 18 years	$25`	$14	$19.50	$234	No fee
Young Adult 18-23/24 years	$38	$22	$30	$360	$20-75
Individual Adult Age 24/25 or Over	$53	$26	$39.50	$474	$50
Adult Couple	$44	$35	$39.50	$474	$100
Family	$75	$40	$57.50	$690	$50-100
Household	$75	$48	$61.50	$738	$50
Single Parent Family	$65	$42	$53.50	$642	$50
Senior 65 years or Over	$54	$22	$38	$456	$50-75

Source: Winfield Studies for new or additional facilities, April 2004, Las Cruces, NM; date undetermined, Fargo, ND/Moorhead, MN.

Regional Implications

YMCA CLOSING TUALATIN LOCATION

Per the City of Tualatin's website:

Effective September 1, 2005, the Westside Family YMCA will stop providing recreation services in Tualatin from the Van Raden Community Center in Tualatin Community Park due to region-wide financial constraints.

The Westside Family YMCA has been the City of Tualatin's recreation service provider since October of 1999. The City will continue to provide a limited number of classes, activities and events for teens through the Community Services Division's Teen Program. The City Council will determine the course of action to take given the loss of recreation services provided by Westside Family YMCA.

Cultural Arts, History, Museums

Heritage Center

16289 SW 1st Street at Veterans Memorial Park

(503) 625-1236

From the Sherwood Chamber of Commerce 2005/2006 Business and Community Directory:

"The Heritage center serves as a destination point for people of all ages to experience the Native American, pioneer, and frontier eras. The Center features two historically significant buildings, the Morback House and the Smock House. Both houses were acquired and renovated by the Sherwood Historical Society in 2003."

"Through exhibits and educational programs the center increases awareness and understanding of Sherwood as well as Oregon's rich cultural heritage. Exhibits and displays include a scaled down

version of Old Sherwood complete with historical buildings, streets, local topography, and a model railroad running through town."

Seniors
Marjorie Stewart Senior Community Center
21907 SW Sherwood Blvd.
(503) 625-5644
Private non-profit
Open Monday through Friday, 9am - 4pm

The mission of the Marjorie Stewart Senior Center (sometimes referred to as the Sherwood Senior Center) is "to enhance the dignity of older adults, to support independence, to encourage involvement in the community by providing programs and services in the areas of education, creative arts, recreation, leadership, health, nutrition, volunteer opportunities, and social work."

From the Sherwood Chamber of Commerce 2005/2006 Business and Community Directory:

"The Sherwood Senior Center has been serving the older adults of the Sherwood Community since 1981. The center is a great place for individuals to meet new friends, pursue hobbies, learn new skills, and share talents. A delicious "home-cooked" meal is served weekdays at noon. Home-delivery meals are also available through the senior center. A variety of classes, activities, and health clinics are offered monthly. Monthly newsletters, which list activities, trips, special events, and menus, may be picked up at the center. The center is also a popular site for private receptions and community meetings."

Ice Arenas
Sherwood Ice Arena (private/public facility)
20407 S.W. Borchers Drive
(503) 625-5757
www.sherwoodicearena.com
Open to public and offering the following programs:

- Learn to skate academy
- Adult hockey leagues
- Portland Junior Hawks - Portland area's oldest youth hockey organization
- Figure skating
- Private lessons
- Group rates
- Broomball
- Longbottom Coffee Club
- Birthday parties

Amenities include: one NHL regulation sized sheet; arcade; snack bar; skate rentals; locker rooms; spectator seating for 500; offices; and birthday party room

Sherwood Ice Arena staff instructors are recognized by the Professional Skaters Association as "Excellence on Ice." This is a program that provides arenas and clubs with national recognition as a progressive training facility dedicated to excellence in coaching both on and off the ice. Sherwood Ice Arena is one of only thirty-two arenas nationwide that are recognized for "Excellence on Ice." The Ice Arena offers sponsorships through the sale of scoreboard, on-ice and dasher board advertisement.

For a complete list of additional for-profit businesses that offer a variety of recreation and leisure programming and activities, please refer to **Appendix F Alternative Providers.** Other Potential Partners could include:

- Portland Community College
- Portland State University
- Oregon College of Art and Craft (in Portland)

C. Opportunities to Improve Indoor Facilities and Programs

The City of Sherwood operates one indoor sports facility. **The Sherwood Old Town Field House** has an enclosed indoor synthetic turf field suitable for indoor sports such a soccer, flag football, field hockey, lacrosse and limited baseball/softball/golf instruction. The Sherwood Old Town Field House is available for rentals and birthday parties and offers activities to preschool age children. The Sherwood Old Town Field House also offers youth and adult (men, women and co-ed) indoor soccer leagues from November to March.

One drawback of the Sherwood Old Town Field House is the lack of spectator space. Spectator space is more desirable for youth activities, so parents can watch, than adult activities. The playing surface is state of the art synthetic turf which is a highly desirable, especially for adults.

The Sherwood Old Town Field House is a viable venue that is currently underutilized and under marketed. Although market demand is not known, it would be assumed that with the popularity of soccer in the Portland area and the emergence of lacrosse as the next up and coming sport, the opportunity to expand the programming and uses is realistic. Adding additional programming opportunities such as sports camps, golf instruction and portable batting cages would help increase use of this facility. The opportunity to generate significant revenues, possibly enough to cover operating costs is also realistic. However a concentrated marketing effort would be needed.

The location of the Sherwood Old Town Field House is on a prime and valuable piece of real estate that sits in the downtown re-development area. This may necessitate that the facility be considered for re-development, renovation or re-purposing within the next five to ten years. Prior to a commitment attempting to increase the operating revenues through increasing user participation, programming and rentals at this facility, it is recommended that there be a thorough analysis of the future of this facility. Any re-development or re-purposing would impact the programs, the users or renters, and the Public Works Department which is housed in this facility. It would not be wise to grow programs and a user base, only to close the building without a plan and commitment to relocate those programs and services.

The Old Schoolhouse by all accounts is a difficult and expensive facility to renovate. This 2 story, 5000 square footprint building was built in 1912. The first code was adopted in 1974 so it is not at all accessible. You can't have an assembly on second floor; it's not sprinkled, ramped, etc. According to the City's Building Official, the 2000 code estimates $440,000 for structural upgrades plus the sprinkler system without upgrading any finishes, fixtures, or the HVAC system. Repurposing the building for an art or other recreational venue is not included either. There appears to be interest by members of the community and members of the Cultural Arts Commission to save this facility, and a general feeling that it holds sentimental or historic value. Unfortunately, the cost to renovate may outweigh the consideration of the cost of a new building.
The YMCA's existing facility could be expanded. Plumbing stub outs for additional aquatics features, or a conversion exist where the berm is located. A third level could be added to house the demand for additional fitness and group exercise space, as well as more dedicated space for the child watch program with appropriate bathroom facilities and an outdoor play area. The current outside

play space is a swamp and could be converted to a concrete pad with adequate drainage and a shade structure. The summer camp is meeting in a tent and could also use some of the space made available by an addition.

D. Outdoor Active Facilities and Sports

The Sherwood School District is the primary provider of athletic fields in the City. In many instances the construction and maintenance of these facilities happens as a result of a partnership and intergovernmental agreement between the School District and the City of Sherwood. The City of Sherwood has two sports fields at Snyder Park that include a synthetic turf multi-use field and a fenced baseball field with a synthetic turf infield and a natural turf outfield. Additionally there is ½ size basketball court located in Pioneer Park.

There are thirteen public playgrounds located in the City of Sherwood. Nine of the playgrounds are located in City of Sherwood Parks and the four are located at School District's Elementary Schools. All but one of the playgrounds are local in nature meaning that the size and components of the playgrounds probably serve the immediate neighborhoods in which they are located. The exception would be the playground located in Snyder Park which would be considered a destination playground (serving the entire city) due to its size and unique features. A complete inventory matrix of athletic fields and playgrounds can be found in **Appendix G.**

E. Parks and Natural Resources Facilities

Tualatin River National Wildlife Refuge
The Wildlife Refuge is located within the floodplain along the stream tributaries of the Tualatin River bordered by Sherwood, Tualatin, Scholls, Tigard and King City. In the early 1900s, the United States Fish and Wildlife Service (USFWS) recommended acquisition of about 3,000 acres of land from willing sellers within the Refuge boundary. The Refuge was officially established in 1992 when a 12-acre parcel was donated. As a result of subsequent land acquisition, the Refuge currently encompasses over 1,000 acres and a USFWS Refuge manager is on site.

Several organizations support the refuge. **Friends of the Refuge** (FOR), is a community based volunteer organization supporting the Refuge. FOR is dedicated to protection and restoration of the Refuge for the benefit of fish and wildlife, and for public education and recreation.

Raindrops to Refuge (R2R) is a non-profit, 501 (c) 3 stewardship organization for the protection of watershed for Sherwood. The organization began four and a half years ago with an AmeriCorp*National Service volunteer. It presently employs one staff member and its mission is to deliver clean water to the Refuge.

Through cooperative efforts, the Wildlife Refuge visitor's center is soon to open and the opportunities for the City to capitalize on furthering the partnership with the Refuge and other grassroots stewardship organizations will develop. More information is available on the website: http://www.friendsoftualatinrefuge.org

Part of the relevance of the Refuge to the City of Sherwood's Parks and Recreation Master Plan is the relationship between this plan and the Metro Trails Plan (part of the Metro Greenspace Program); the Tonquin Trail, Sherwood Trail and Refuge Trail connection potential; granting and partnership opportunities; and the opportunity for acquisition of upland natural land.

F. Opportunities to Improve Outdoor Facilities, Parks and Natural Areas

"Green Spaces Workshop"

On February 27, 2006, EDAW conducted a "Green Spaces Workshop" at an advertised public meeting. The City advertised the workshop through the *Sherwood Gazette*, (*The Archer*), "News Update," February 2006 press release to *The Oregonian*, with an article published March 2, 2006, emailed notices to interested parties and prior participants in Master Plan public meetings, web announcement – "Latest News"- on City Homepage, and public postings of flyers on boards. Seventeen (17) members of the public were in attendance including three Parks and Recreation Advisory Board members and one Planning Commission member.
The workshop began with the introduction and discussion of the current GRASP® inventory map. It was made clear that the inventory map was a draft and corrections and comments were strongly encouraged. A comment was made regarding differentiating current open space into more specific categories such as open fields, forested wetland, scrub, etc. Another participant suggested that a current aerial/satellite image would also be helpful, allowing the community to identify key structures.

The group was asked to define passive and active uses. Some participants voiced their concerns about the connotation of the term passive use. Lists were generated to help identify what the community views as active and passive uses.

The existing inventory mapped on a GRASP® current inventory map and spreadsheet of the database was presented for discussion and inclusion of any missing City inventory or components. Then members broke into small groups to identify future needs for the following areas:

- Active uses
- Passive uses
- Indoor facilities
- Connectivity

Quantity, location, and the variety of uses were all issues discussed. The workshop summary report can be found in **Appendix H.**

The workshop was effective in generating discussions on the topics most important to the citizens of Sherwood. The most important topic was safety, mainly that trails, roads, and connections should be made safer; and an improved connection across 99W was stressed. Enlargement of the YMCA facility was also important to attendees. The community felt very strongly that an expansion to this facility is imperative. Other comments noted were creating a destination sports complex to help alleviate pressure on smaller neighborhood fields, and a City run clearinghouse where anyone can post information on local events and activities.

G. Current Level of Service – The GRASP® Analysis

During the week of January 9-12, 2006, an in-depth physical inventory of all parks, facilities, amenities and components was conducted. The current level of service is shown in the inventory mapping found in **Appendix I.**

V. How We Manage – Administrative Findings and Oversight

A. Administration, Management and Organizational Development

City Government Structure

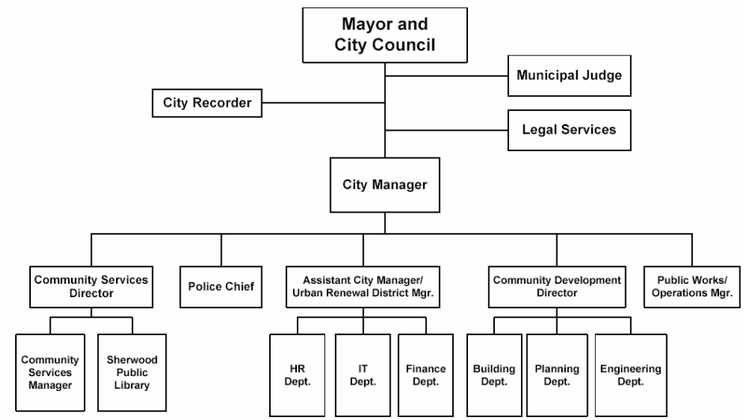
The following information is taken from the Sherwood Chamber of Commerce 2005/2006 Business and Community Directory:

Sherwood works under a Council- Manager Government system. The Mayor and six Council Members, including the Council President, direct policy implementation by a professional city staff. Council members are elected for four-year terms of office through a general election. The mayor is elected to a two-year term.

The council makes appointments to and considers the recommendations of all City Boards, Commissions, and Committees; reviews staff reports in conjunction with regular council meetings; participates in the deliberation of agenda items; enacts legislation; and participates in a number of regional meetings with other government agencies and jurisdictions.

Other city government Boards and Commissions made up of citizen volunteers include the Planning Commission, the Budget Committee, the Parks and Recreation Advisory Board, Sherwood Urban Renewal Planning Advisory Committee (SURPAC), the Library Advisory Board, and the Cultural Arts Committee.

Organizational Chart



Budget

The following information was taken from the 2005/2006 budget information on the City's website with comments by Ross Schultz, City Manager.

Other cities that are part of or near the metro area, such as Tigard, Tualatin, and Wilsonville, are used for comparisons in this budget where data is available.

The City's population on July 1, 2004 was 14,190, and is predicted to increase by 1,000 people per year for the next several years. The assessed value of real property exceeded one billion dollars in 2004-05. About 78% of the assessed value is in residential property, 10% is industrial, and 6% commercial. The remaining 6% is utilities, business personal property, and other.

In 2003, the Metropolitan Service District, the regional land use planning entity, added about 300 acres to the City's Urban Growth Boundary (UGB). Planning for future infrastructure improvements and annexation, which requires voter approval, has begun.

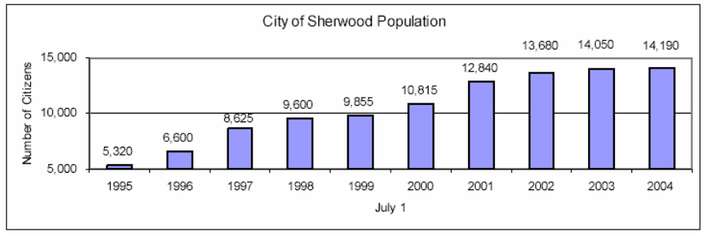
Sherwood is in the Portland, Oregon – Vancouver, Washington metropolitan area. The economy of the metro area is broad and well diversified 86% of the employed residents of the City work outside its boundaries, primarily in the Metro area. Of people employed in the City of Sherwood, 28% work in manufacturing and 20% in retail trade.

Sherwood has an Urban Renewal Agency (URA) which undertakes activities and projects in the portion of the City designated as the Urban Renewal District. Although the Sherwood City Council is the Board of Directors for the URA, the URA is a distinct municipal corporation and its budget is a separate document.

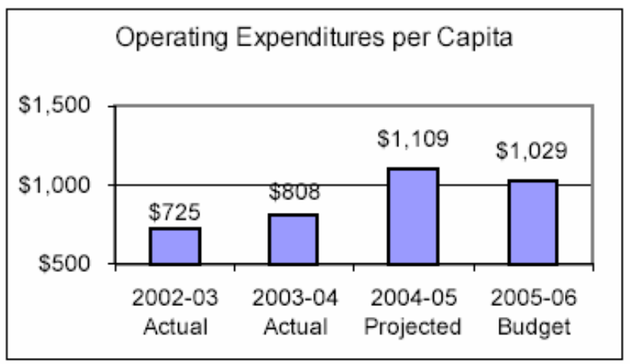
The City's fiscal year begins July 1 and ends June 30.

The Government Finance Officers Association of the United States and Canada presented the Distinguished Budget Presentation Award to the City of Sherwood, Oregon for its annual budget for the Fiscal year beginning July 1, 2004. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Portland State University tracks population for all cities and counties. The methodology changed from 2003 to 2004. The increase in 2003-04 appears minimal when in fact the City has been growing in the amount of 800 people annually.

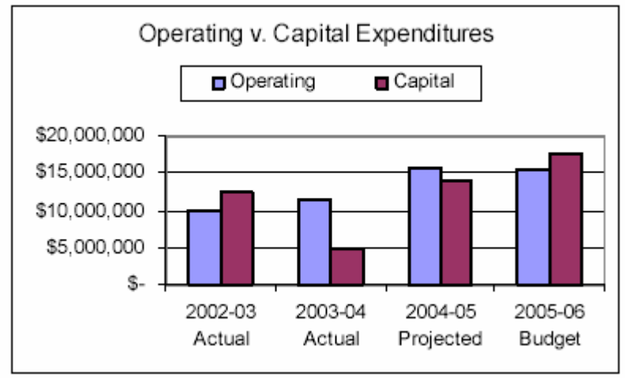


Cost per capita for Sherwood's citizens has increased. The one year anomaly created by PSU distorts 2004-05. Cost per capita will increase in 2005-06 due to increased employee expenses.



Operational commitments will continue to increase as the City continues growing at a record setting pace. The City proposed adding FTEs in Building, Public Works and Engineering to keep up with demands from developers and added infrastructure.

Capital projects are budgeted at over $17,000,000:



The budget document includes resources to complete or substantially complete the following projects during 2005:

- Civic Building
- Old Town Streets
- Railroad Siding Relocation
- Snyder Park build-out
- Well 3 upgrade
- Spada Well on-line
- Cannery Site Development

This budget has also made money available to do the Parks. In the past five years the City has enjoyed a large beginning balance for the General Fund in each of those budget years for several different reasons. The budget committee has used that beginning balance as a source of revenue in the past and has reduced the number to a point where further use of the beginning balance is not financially prudent. This year staff will recommend use of approximately $150,000 of beginning balance and plans are in place to use none of the beginning balance as a revenue source for 2006-07. This may result in a recommendation to cut some services supported by the General Fund next budget year.

Significant Budget Issues

This budget proposes a General Fund Contingency of roughly $800,000 in accordance with the administrative financial guidelines. However, it should be kept in mind that two-thirds of that contingency is accumulated reserves of the Building Department, as required by law, as such is not discretionary in nature.

Employee benefits have jumped significantly from 2003-04 actual to 2004-05 projected levels. This is due to raising wages last year to competitive levels for Sherwood employees, increased Public Employees Retirement System (PERS) costs and increased medical insurance expenses.

This budget will support the first complete year of operations for Sherwood Broadband, the City's Telecommunication Utility.

With the anticipated completion of the Civic Building in late 2005 staff will spend a significant amount of time relocating from the existing City Hall and the Sherwood Old Town Field House.

Conclusion

From a financial standpoint the 2005-06 budget could be stronger. Reponses to keeping a competent staff and maintaining quality operations have certainly increased the cost of government per citizen. However, Sherwood's future looks bright. In 2005-06 all of the City's facilities will be less than five years old, Master Plans for future growth will be complete, and SDCs will support future growth paying for itself. Staff is capable and well organized. Technology and processes to keep staff growth at a minimum are in place. Increased growth in assessed value and major economic development being spurred by our Urban Renewal investments are well underway.

In future years Council will be challenged to deal with population and geographic growth which will drive requirements to increase operational staff to maintain the same level of livability that the citizens of Sherwood enjoy today. However, this budget insures that the foundation for those future decisions is in place today.

Economic Development

The 1989 Update to the 1974 Comprehensive Plan details that among other local factors influencing economic development and attracting businesses is quality of life and proximity to parks.

According to Raindrops to Refuge, estimates from the Portland State University indicate the economic impact of the Wildlife Refuge upon the properties in close proximity increase the property values $10,000-15,000.

The community is growing and along with this growth will come more opportunities for developing the tourism market. With the

outstanding amenities of the Refuge, the Sherwood location as the gateway to the Yamhill wine country, and the renowned special events, the hotel and motel industry will soon see Sherwood as a destination spot ready for investment. The developing tourism market will need the support of leisure amenities and services within the community. In addition, if a sports complex is considered in the future, the economic benefit of the overnight stays can be predicted through a feasibility study. Over time, this financial boost can be measured and benchmarked against other similar communities.

A staff level analysis of the economic impact of a new sports complex without a lodging component revealed that the tournament level play of youth football, baseball, youth and adult soccer, softball, volleyball and basketball could bring the City over $1 million in tournament revenue alone in meals, gas, and ancillary recreation pursuits. This figure is significantly higher when you take into account the secondary multipliers, and add overnight stays. Additionally, the sports complex would sustain practice rentals, instructional programming, and emerging sports like lacrosse. It could also provide the supporting the infrastructure for other desired amenities like a destination skate park, BMX or extreme sports venue.

"One quality that has always instilled a sense of place is a desirable natural landscape. Another is an attractive social environment. Efforts to protect the landscape and enhance the social environment have to be looked at as integral to any economic development strategy."

-- Thomas Power, Economist
University of Montana

Place at the table

According to the survey, 83% of the respondents indicated that parks and recreation services are either very important (34%) or somewhat important (49%) when compared with other priorities for community services such as law enforcement, fire and streets. Although not specifically named as a business unit in the City's charter (it also doesn't specifically name police services, libraries, community development, planning, engineering or public works, et. al.) parks and recreation services is among all the desired and essential business units that a full service city provides.

It is apparent that parks and recreation services play a vital role in attracting residents, developers and businesses to the Sherwood community. Given the positive economic impact that parks and recreation services has on the City, and the community's valuation of those amenities and services, along with their perspective on its priority within the City's service plan, perhaps the City Council, on the recommendation of the Parks and Recreation Advisory Board may wish to re-visit the charter to include parks and recreation services, and all the business units as specified essential city services.

Resource Allocation

At this time, there are adequate resources allocated to maintain the parks, fields, open spaces and trails, but limited staff to develop recreational programs and services. In order for the City to expand the recreational programs and services desired by the community, it will be necessary to increase the staff dedicated to this division.

Use of Volunteers

In fiscal year (FY) 2004/2005, 115 hours of volunteer labor was utilized by the parks maintenance division.

The Independent Sector is the leadership forum for charities, foundations, and corporate giving programs committed to advancing the common good in America and around the world. Since its founding in 1980, they have sponsored ground-breaking research, fought for public policies that support a dynamic, independent sector, and created unparalleled resources so staff, boards, and volunteers can improve their organizations and better serve their communities. According to the Independent Sector's website (www.independentsector.org/ programs/research/ volunteer_time.html), in 2002 the Oregon state-by-state dollar value of volunteers was $15.15 per labor hour. The value of volunteer time is based on the average hourly earnings of all production and non-supervisory workers on private non-farm payrolls (as determined by the Bureau of Labor Statistics). The Independent Sector takes this figure and increases it by 12 percent to estimate for fringe benefits.

The estimated dollar value of volunteer time is $17.55 per hour for 2004 (the most recent year of available data). The 2005 value of volunteer time will be posted next spring, following the release of relevant data from the federal Bureau of Labor Statistics. This equates to over $2000 in saved labor costs in FY2004/5.

The City does not have a formal volunteer program, volunteer coordinator, volunteer manual, job description or application process that details the rights and responsibilities of their volunteers. The potential is there for the City to greatly expand this program. The savings actualized in volunteer labor would offset the cost of a full time volunteer coordinator position to recruit, train, and schedule, track hours, monitor, evaluate and recognize a volunteer workforce. This position would work in concert with the Human Resources Department, conducting the program on behalf of the entire Community Services Division and the new Parks and Recreation Department.

Another benefit to formalizing this program is the ability to track the use of volunteers and the value of the in-kind support to grant funded programs and events. Many grant applications ask for community support and agency in-kind contributions or a match.

B. Benchmarking

Administrative Comparables

Benchmarking is an important tool that allows the comparison of certain attributes of the City's management of Public Spaces (parks, recreation, arts and cultural and related services) with other similar communities. For this Plan, the City of Sherwood was compared to six other communities or park districts from the State of Oregon including:

- Bend
- Corvallis
- Gresham
- Hillsboro
- Lake Oswego
- Tigard

Limits of Comparative Data and Analysis

It is very difficult to find exact comparable communities because each has its own unique identity and in many cases its own way of conducting business. This is especially true with the City of Sherwood in that the City does not have a "traditional" parks and recreation department. This is also true when seeking budgetary and staffing information from other communities. Typically organizations don't break down the details of maintainable park acreage versus natural areas and open spaces or type of indoor recreation spaces they have in the same way. Available details are

also limited due to the time involved in retrieving this information. This being said, the benchmarking information presented here should be used as a catalyst for the City of Sherwood to continue to research best practices for more specific areas when they are needed.

Benchmarking Data Sought

The communities were chosen primarily at the request of the City of Sherwood Staff and comparisons were made to:

- Population (including population density per square mile)
- Household income levels
- Bond ratings (Moody's)
  Moody's long-term obligation ratings are opinions of the relative credit risk of fixed-income obligations with an original maturity of one year or more. They address the possibility that a financial obligation will not be honored as promised. Such ratings reflect both the likelihood of default and any financial loss suffered in the event of default. The highest ratings are as follows Aaa (highest quality), Aa (high quality) and A (upper medium quality). Lower ratings such as Baa, Ba, B, Caa, etc. are considered more speculative and risky.
- Total full time equivalencies (FTE)
- Managed indoor space
- Total parks and open space acres
- Total Parks budget
- Total Recreation budget
- Total Parks revenue
- Total Recreation revenue
- Cost recovery
- System Development Charges (SDCs)

Additionally, benchmarking data looks to weigh pertinent data along with comparing against a "per thousand" population calculation in some cases. **Table 8** details the results of the comparisons.

Table 8: Administrative Benchmarking for Sherwood, OR

Location	Population (2005est.)	Population Density Per Sq Mi	Median Household Income	Total Parks FTE's	Total Recreation FTE's	Managed Indoor Space (sq ft)	Total Parks/ Open Space Acres	Acres per 1000
Sherwood, OR	15,800	3,511	$72,289	4	2	10,000	300	18.9
Bend, OR (Recreation District)	64,432*	2,013	$47,430	31	27	51,000	2,374	36.8
Corvallis, OR	51,960*	3,762	$41,819	28.43	11.18	88,271	1,900	36.6
Gresham, OR	96,317*	4,378	$50,578	13.5	0	0	1,154	11.9
Hillsboro, OR	88,938*	4,042	$60,428	25	27	80,000	639	7.1
Lake Oswego, OR	37,370*	3,336	$80,487	17	8	48,551	556	14.9
Tigard, OR	45,017*	3,914	$60,655	10.75	0	8,000	348	7.7

* Source - ESRI Business Solutions

Location	Total Parks Budget	Parks Budget Per Acre	Total Recreation Budget	Total P & R Budget	Expenditure per 1000	Total Parks Revenues	Total Recreation Revenue	Cost Recovery
Sherwood, OR	$633,386	$2,111	$375,780*	$1,009,166	$63,871	$50,871	$101,190	15%
Bend, OR	$3,424,923	$1,442	$4,738,983	$8,163,306	$126,759	$29,000	$2,818,467	35%
Corvallis, OR	$1,323,490	$696	$2,257,000	$3,580,490	$68,988	$113,300	$1,167,220	29% or 36%
Gresham, OR	$1,129,904	$979	$0	$1,129,904	$1,733	$7,300	$0	>1%
Hillsboro, OR	$1,301,000	$2,035	**	**	**	$983,603	$555,964	65% - 70%
Lake Oswego, OR	$4,308,000	$7,748	$9,700,000	$14,000,800	$375,356	$0	$1,412,000	14%
Tigard, OR	$1,000,000	$2,873	$0	$1,000,000	$22,222	$50,000	$0	5%

*Community Services Division
**Not Attainable

Location	Bond Rating	SDC Single Family Dwelling	SDC Multi-Family Dwelling	SDC Manufacture Housing Unit	Department Web Site
Sherwood, OR	Aaa	$6,039	$4,532	$6,468	www.ci.sherwood.or.us
Bend, OR	N/A	$3,199	$2,870	$3,199	www.bendparksandrec.org
Corvallis, OR	Aaa	$2,001	$1,501	$1,501	www.ci.corvallis.or.us
Gresham, OR	Aaa	$1,115*	$3,504	$3,504	www.ci.gresham.or.us
Hillsboro, OR	Aaa	$2,685	$2,015	$2,015	www.ci.hillsboro.or.us
Lake Oswego, OR	Aaa	$2,825	$2,230	$2,825	www.ci.oswego.or.us
Tigard, OR	A-1	$4,023	$3,234	$4,023	www.tigard-or.gov

*A SDC of $3.504 is being proposed at the time of this report

Analysis of Benchmarking

The City of Sherwood is a unique community, and because they don't have a "traditional" parks and recreation department, it is difficult to find other comparable communities. With that in mind, the City of Sherwood should use this Benchmarking against itself today and over time as its parks and recreation offerings continue to grow in order to maintain the high level of resident satisfaction.

Items of Note:

- **The City of Sherwood is the fourth lowest in Expenditures per 1,000**. This is not surprising due to the low number of recreation programs offered by the City.
- **The City of Sherwood is third highest in acres per 1,000**. This high ranking will be dependent in the future on how the City balances planned development with land acquisition dedicated to parks, athletic fields, and natural areas.
- **The Cost Recovery of 15% for Parks and Recreation is near the lower end of this group**. This is on the low side for this selection of benchmarking communities, and there is a trend for increasing cost recovery throughout the U.S. John Crompton from Texas A&M, a leading educator and researcher on the benefits and economic impact of leisure services indicates that the national average is around 34% cost recovery, conversely indicating an average of around 66% subsidy. With the City of Sherwood's limited recreational program offerings the low level of cost recovery is not surprising. As the City of Sherwood adds more high quality facilities and program opportunities it will be prudent to examine the potential for increasing cost recovery.
- **Park Full Time Employees –** The City of Sherwood has 1 FTE dedicated to parks maintenance for every 75 acres of park land. This ranks close to the staffing level that the Bend Metropolitan Parks and Recreation District of 1:76. The City of Corvallis has a ratio of 1:66 and the City of Gresham has a ratio of 1:85 for their parks maintenance departments. The other three communities have much lower ratios of FTEs to park acreage ranging from 1:25 to 1:32. The difference in these numbers may be correlated to amount of maintainable parkland versus the amount of natural areas and open space in each community.
- **Parks Budget Per Acre –** The City of Sherwood spends approximately $2,111 in maintenance dollars for each acre of park land it owns and operates. This ranks as the third highest compared to the other agencies benchmarked. As with fulltime employees the difference in these numbers may be correlated to amount of maintainable parkland versus the amount of natural areas and open space in each community.
- **System Development Charges (SDC) –** The City of Sherwood ranks from 33% to 81% higher in all categories benchmarked concerning SDCs. Due to the already high SDC it may be difficult to increase the amount to any great degree as a way to generate more parks funding. However, with these charges in place, the City should continue to actualize good revenue generation as the City continues to grow.

National Survey Benchmarking

Leisure Vision (a division of ETC Institute) provided national benchmarking on the results of key survey questions. Since 1998, Leisure Vision has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks and recreation issues in more than 100 communities in over 30 states across the country.

The results of these surveys has provided an unparalleled data base of information to compare responses from household residents in client communities to "National Averages" and therefore provide a unique tool to "assist organizations in better decision making."

Communities within the data base include a full-range of municipal and county governments from 20,000 in population through over 1 million in population. They include communities in warm weather climates and cold weather climates, mature communities and some of the fastest growing cities and counties in the country.

"National Averages" have been developed for numerous strategically important parks and recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc.

Results from household responses for the City of Sherwood were compared to National Benchmarks to gain further strategic information.

The following themes are relevant to and specifically reflective of the City of Sherwood:

- 56% of the survey respondents utilize the Sherwood YMCA for their recreation and leisure activities as compared to the national average of 20%. This high participation is consistent with the fact that the YMCA is operating and maintaining the only full service recreation facility (owned by the City) in the City.
- Only 14% of the survey respondents utilize private fitness and health clubs as compared to the national average of 23%.
- Among the survey respondents' reasons preventing household members from using parks, recreation facilities and programs more often the majority of the answers that were dramatically higher than the national averages centered around issues relating to the growth in Sherwood and the space and capacity issues facing the YMCA:
    - I don't know what's being offered
    - Program not offered
    - Program times are not convenient
    - Facility does not have the right equipment
    - Class is full
    - Lack of quality programs
    - Waiting list for programs
    - Registration for programs is difficult
    - Availability of parking

"Fees too high" was also a significant respondent reason.

- The importance of parks and recreation facilities and services compared to other priorities was rated:
    - Very important 34% compared to the national average of 40%
    - Somewhat important 49% compared to the national average of 44%
    - Not important 11% compared to the national average of 8%

This is somewhat inconsistent with the high value placed on the impact parks and recreation facilities, programs and services has on quality of life that was expressed through the public involvement process and all the needs identified through the stakeholder meetings, interviews and the citizen survey.

A summary of all tabular comparisons as well as the complete survey results can be found in the survey report which is a separate document.

C. Planning and Design

There appears to be no formal planning and design standards, criteria or process in place for park development. Part of this issue is due to the lack of a true parks department who can provide input into the operations and maintenance needs during the design phase. Historically Sherwood parks have been built to meet immediate demand without future demand analysis or planning. Park improvements happen in much the same manner. Previous master plans for parks like Stella Olsen and Woodhaven should be re-visited along with the public input related to this plan. This will help establish standards that reflect successful planning efforts and design criteria for new parks and renovations to existing parks.

D. Marketing and Communications

There is not a formal division or position dedicated to marketing, communication or public relations for the Parks and Recreation programs, services, facilities and staff of the Community Services Division. Existing staff coordinate marketing efforts for special events, athletics and the Sherwood Old Town Field House.

E. Information Management and Technology

The current Information Technology (IT) Department does not work much with recreation, but is looking into software for field and room scheduling that's web based to allow coaches and community to view and use.

For the parks IT systems, the City is trying to use the current fiber optic infrastructure, with a long term desire to bring all parks into a unified system to include:

- irrigation control (currently only at Snyder/Snyder Park)
- telemetry (for pumps controlling the water feature in Snyder/Snyder Park)
- security systems (presently have access control systems for bathroom and entrance gate at Snyder/Snyder Park; and cameras in Stella Olsen Park)
- also the City desires more cameras for Police Department interface throughout the park system

There is also a desire to add WiFi (wireless internet access) in the parks. Sherwood Broadband is run by the City. The Downtown is wireless now. New wireless access locations would be (and where currently available) is free to use and is a community service, intended as an economic development spur. The concern over the opportunity to charge for wireless access is who would be responsible to support it within the city.

For park maintenance management, the City is looking at the work order process and tracking for technology improvements. The Public Works Department tracks tasks per labor hours through the use of PDA's. The City would use the new Hansen system which is anticipated to be on line in 2007 or 2008 to integrate this function. Proper training and the varying skill development of the user will be a critical issue.

There is no point of sale, registration, pass management or other such IT related software or hardware for the Recreation Division. As the division grows, and as of recently they now manage a facility (the Sherwood Old Town Field House), it is time to consider researching this investment for efficient management and tracking of funds and information.

F. Park Maintenance

Open Space, Parks, and Trail Systems

The City of Sherwood manages over 300 acres of open space including most of the 100-year floodplain along Cedar Creek and its tributaries within City limits, as well as lands along Rock Creek. 6.5 miles of paved multi-use paths wind through the open space system. These trails provide many recreational opportunities including wildlife watching, cycling, walking, and running. Current trails link Old Town, City parks, the YMCA, and Sherwood Schools.

Parks

Maintenance of Sherwood City parks is done by the Public Works Department (PW). The PW also maintains most athletic fields located on Sherwood School District sites. In addition to parks and athletic fields (natural and synthetic turf) the PW department also maintains trails (excluding HOA trails), natural areas (through the healthy stream plan form Raindrops to Refuge and streetscapes. Currently PW maintains approximately 300 acres of land located at 21 locations in the City. This includes approximately 65 acres of parkland and 54 acres of athletic fields and 4 miles of trails. Primarily turf and athletic field maintenance is done from February thru November. Maintenance duties include:

- Turf care – sports fields
- Turf care – meadows and open play areas
- Fertilization
- Irrigation
- Litter control
- Pruning
- Disease and pest control
- Lighting
- Other surfaces (sweeping and cleaning)
- Inspection (play structures, buildings and surfaces)
- Repairs (play structures, buildings, fences and surfaces)
- Planting beds
- Restroom servicing (Does not include portable toilets)
- Special features (water features, drinking fountains sculptures, etc.)
- Trial corridors
- Natural areas and greenways
- Tree, plant or shrub replacement
- Water quality facilities (noxious vegetation, weeds control

It is the City's standard to maintain all landscapes, parks and recreation facilities in good condition. Standards for the above mentioned maintenance duties can be found in the "City of Sherwood Maintenance Standards" document dated 5/24/04. These standards also recommend timeframes for responding to maintenance concerns such as lighting, restroom servicing and repairs to playgrounds. The standards do no account for needed labor hours, equipment and supplies to meet these standards. It is the PW goal to provide a consistent level of service to all parks, athletic fields and other areas throughout the City. The Public Works Department feels that current budget and staffing levels are sufficient to meet the approved standards. However budget and staffing levels can quickly become strained if:

- Weather condition are unfavorable to normal maintenance standards (i.e. drought or overly wet conditions)
- Sport groups demand a higher level of maintenance than standards provide

- New facilities come online without an increase in budget and staffing

Note: *As of April 2006 budget cuts were put in place that will affect the ability of the PW to meet adopted maintenance standards. Approximately $100,000 will be cut from the park maintenance budget. Cuts will affect contracted services, equipment replacement and upgrading irrigation systems. Staff levels were not affected by the budget cuts.*

The reduction of contracted services will mainly reduce the quality of athletic fields in the form of eliminating a once a year top dressing, overseeding and deep tine aeration to all fields. The elimination of these tasks will create more bare spots and unfilled depressions in the turf. The budget reduction for equipment replacement and upgrading irrigation system should not necessarily affect the level of maintenance to parks and athletic fields.

Contracted Services

Some PW turf and streetscape tasks are contracted to private companies. Contracted services include:

- Mowing turf area in front of Police Station
- Meinecke Road Streetscape (City maintains fountain)
- Oregon Street roundabout
- Roy Rogers streetscapes
- Six months of mowing on some other streetscapes

Budget Levels

Parks Maintenance falls within the Public Works Operations Division budget. **Table 9** below shows the revenues and expenditures associated with the park maintenance operations.

Table 9: Public Works Operations Division - Park Maintenance Budget

	2003–04 Actual	2004–05 Actual	2005–06 Budget	2006–07 Projected
Revenues:				
IGA – School District	$ 47, 278	$ 48,460	$ 49,671	$ n/a
Facility Rentals	$ 2,080	$ 2,115	$ 2,070	$ 1,200
Total	**$ 49,358**	**$ 50,575**	**$ 50,871**	**$ 1,200**
Expenditures:				
Reimbursements For Personnel	$422,557	$435,127	$479,286	$ n/a
Materials & Services	$ 90,567	$159,835	$147,100	$145,564
Capital Outlay	$ 14,799	$ 10,000	$ 7,000	$ 7,000
Total	**$527,923**	**$604,962**	**$633,386**	**$ n/a**
Net	**($478,565)**	**($554,387)**	**($582,515)**	**$ n/a**

Revenues

Public Works received $48,460 from the Sherwood School District in 2005 for athletic field maintenance per the current Intergovernmental Agreement. An additional $2,000 a year is generated through picnic shelter rentals.

Expenditures

Total expenditures for parks maintenance operations for the City of Sherwood have fluctuated between $500,000 and $610,000 for the last three years. At the beginning of each budget cycle projections are made for materials, services and capital outlay. Personnel and equipment costs are projected in the PW overall budget and then transferred to the park maintenance budget as actual time is charged to park maintenance tasks by staff.

Personnel Costs

Parks maintenance personnel costs are attributed to several areas. Those areas include:

- Park maintenance
- Athletic field maintenance
- Trail maintenance
- Streetscape maintenance
- Special event set up and tear down

The PW has begun to track labor hour for many of the park maintenance areas for which they are responsible. **Table 10** below shows labor hours attributed to different areas for the timeframe described.

Table 10: Public Works Labor Tracking

Area	Labor Hours	Average Labor Hour Cost	Total Labor Costs	Time Frame
City Parks, Athletic Fields, Trails & Streetscapes	5,225	$17.53	$91,594	1/01/05–12/31/05
School Athletic Fields	2,433	$17.53	$42,650	1/01/05–12/31/05
Special Events	1,363	$17.53	$23,497	1/1/04-12-31-04

Cost Per Maintenance Task

The PW is working towards determining a cost per maintenance task by tracking labor and equipment hours. The department has been doing this since April 2005.

Staffing Levels - Paid

Maintenance duties for parks and recreation facilities are handled by 4 full time equivalent (FTE) supplemented by seasonal employees. When necessary other PW staff is pulled from other areas of the Department to meet the maintenance needs of the Parks and Recreation facilities. This need is primarily in March when fields are coming on line for upcoming sports seasons. Additionally at times during the winter months PW street maintenance crews are used for trail maintenance.

Maintenance Scheduling

PW has in place daily, weekly and monthly schedules for mowing edging, field lining, pest and weed control, fertilization, aeration, over seeding and irrigation. For the most part these schedules are met with the exception of aeration which is not always completed due to staffing levels.

Equipment

Primarily turf and field maintenance equipment such as mowers, edgers and blowers are purchased rather than leased. A preventive maintenance program is in place to maximize equipment lifespan. Lifecycle assessments and costing is not used to project future equipment need and costs. The PW has been tracking equipment hours for park, athletic fields and streetscape maintenance for the last six months. Each piece of equipment is assigned a hourly cost for its use. **Table 11** below shows a breakdown of hours/cost by area of use.

Table 11: Public Works Equipment Cost Tracking

Area	Equipment Costs	Time Frame
City Parks, Athletic Fields, Trails and Streetscapes	$21,616	1/01/05–12/31/05
School Athletic Fields	$16,478	1/01/05–12/31/05

Training

PW employees participate in several training programs to enhance their abilities to provide high quality maintenance for the City's Parks and Recreation Facilities. Training programs include:

- Certified Playground Safety Inspector – Oregon Parks and Recreation Association
- Pesticides Licensing
- Commercial Drivers Licensing (CDL)
- Maintenance and Construction Workshop – Oregon Parks and Recreation Association
- Irrigation training

Park Maintenance Primary Concerns

One of the primary concerns of the PW is the elimination of the Naturalist Resource position the City once had. This presents two issues for the City. First the lack of a trained professional to monitor the ongoing issues related to the natural areas located within the City of Sherwood and second being the person that held the last Natural Resource position took with them several years of knowledge and history concerning the natural areas. With preservation and protection of natural areas ranking high on the community's priority list the need to re-fill this position is of importance.

Another concern has to deal with the amount of demand for the City's athletic fields. During the start of sports season (spring) the PW must pull labor from other duties to prepare the fields. By late summer most natural turf fields are in poor shape due to the amount of use received since March. This equates to low quality fields for fall sports such as soccer and football.

Trends in Parks, Open Space and Trail Maintenance Practices

Park Maintenance Staffing Standards

Very limited information exists regarding labor ratios for park maintenance activities. In his book, ***Municipal Benchmarks*** *Assessing Local Performance and Establishing Community Standards*, David N. Ammons reports that "although every municipality may wish to design its own standards to reflect local preferences and conditions, it need not start from scratch." He further suggests that the following labor ratio guidelines devised by the National Recreation and Park Association (NRPA) may be useful to a community deciding on its own standards, procedures, and resource requirements.

Since the City of Sherwood has already adopted maintenance standards and has begun to track labor and equipment hours, the initial ground work is in place and the ability to move towards determining maintenance cost per acre will be easier. **Table 12** describes the labor rates from NRPA.

Table 12: Labor Ratios for Selected Community Services Maintenance Activities

Labor Ratios for Selected Community Services Maintenance Activities	
Task	**Labor Hours**
Mowing 1 Acre, Flat Medium Terrain at Medium Speed	
20″ walking	2.8 per acre
24″ walking	2.2 per acre
30″ riding	2.0 per acre
72″ (6-foot) riding	0.35 per acre
Bush hog	0.5 per acre
Trim	
Gas powered (weedeater)	1.0 per 1,000 linear ft.
Planting Grass	
Cut and plant sod by hand (1.5′ strips)	1.0 per 1,000 sq. ft.
Cut and plant sprigs by hand (not watered)	10.9 per 1,000 linear ft.
Seed, by hand	0.5 per 1,000 sq. ft.
Overseeding, Reconditioning	0.8 per acre
Fertilize Turf	
24″: sifter spreader	0.16 per 1,000 sq. ft.
Hand push spreader 36″	2.96 per acre
Tractor towed spreader 12″	0.43 per acre
Weed Control	
Spraying herbicide w/fence line truck, tank sprayer 2 ft. wide (1″ either side of fence)	0.45 per 1,000 sq. ft.
Leaf Removal	
Hand rake leaves	0.42 per 1,000 sq. ft.
Vacuum 30″	0.08 per 1,000 sq. ft.
Planting Trees	
Plant tree 5-6 ft. ht.	0.44 per tree
Plan tree 2-3.5″ dia.	1.0 per tree
Tree Removal	
Street tree removal	13.0 per tree
Street tree stump removal	3.5 per tree
Park tree removal	5.0 per tree
Park tree stump removal	2.0 per tree

Ammons also indicated that a report "prepared by a management analysis team in Pasadena, California, concluded that a ratio of one park maintenance employee for every 7-10 acres should produce 'A-Level' service—in other words, 'a high-frequency maintenance service' (City of Pasadena [CA] Management Audit Team, 1986, p. 9.4)." However, he was quick to point out that "standards of the maintenance-employee-per-park-acreage variety and corresponding statistics reported by individual cities, are complicated by the question of developed versus undeveloped park acreage … and therefore should be interpreted cautiously." Among ten cities he examined, ratios of 10.6 to 84.7 acres maintained per maintenance employee were reported. Currently the City of Sherwood has one fulltime employee for every 13.5 acres of developed parklands and athletic fields. The City has one fulltime employee for every 75 acres of developed and undeveloped park acreage.

With such variables in reporting from different communities, it is less important to measure this aspect of operations against other communities and more important to establish a benchmark for the City of Sherwood against citizen expectation and satisfaction levels.

Parks Maintenance Budgets
Park maintenance budgets have shrunk over the past years. For instance, in 1998 the City of Denver Parks budget allowed approximately $6,300 per urban park acre. In 2004 the City of Denver Parks budget was reduced to approximately $5,000 per urban park acre. In Boulder, Colorado between the years of 1992 – 1994 the budgeted cost per acre to maintain an urban park acre was approximately $4,000 and in 2004 the budgeted cost per acre to maintain an urban park acre was approximately $4,100 representing only a $100 an acre increase in the parks maintenance budget in 10 years. Using a 3% annual inflation rate, budgeted park maintenance per park acre would have increased by $1,591 from 1994 to 2004 to a total of $5,520 per acre. At a 4% annual inflation rate the budgeted park maintenance per park acre would be approximately $6,100.

Athletic Field Maintenance
A survey of five Colorado community Park and Recreation Departments was conducted to develop a realistic perspective of current annual maintenance costs for athletic fields. The costs for maintenance of athletic fields in park settings ranged between $2,500/acre and $6,000/acre, with three of the five communities projecting between $5,000/acre and $5,500/acre. The costs for maintenance of athletic fields in complex settings ranged between $5,000/acre and $12,000/acre. The average maintenance cost for athletic fields in complex settings is projected to be between $6,500/acre and $7,000/acre. These estimates are based on 2005 budget schedules and actual expenditures for fiscal year 2004.

The maintenance cost figures per acre include mowing operations, fertilization applications, aeration, weed and insect control, over seeding, topdressing, irrigation expenses (includes water where applicable), lining and striping, infield preparation, lighting, restroom cleaning, and trash removal.

A yearly cost for maintaining athletic fields in park settings is projected to be $5,500/acre. This cost includes the normal costs associated with the typical park maintenance operations (generally projected at $4,000 to $5,000/acre) plus increased costs for additional fertilization, aeration, infield preparation, lining and striping, top dressing, etc.

A yearly cost for maintaining athletic fields in a complex setting is projected to be $7,000/acre. This cost includes the normal costs associated with the typical park maintenance operations (generally projected at $4,000 to $5,000/acre) plus increased costs for additional fertilization, aeration, infield preparation, lining and striping, top dressing, field lighting, restroom maintenance, etc.

To project the annual maintenance costs for the existing athletic field facilities, the following categories have been established with size assumptions and proposed uses:

- Baseball/softball fields in park setting: 1.2 to 2.0 acres @ $5,500/acre = $6,600 to $11,000
- Baseball/softball fields in complex setting: 2.0 to 2.5 acres @ $7,000/acre = $14,000 to $17,500
- Multi-use turf fields in park setting: 1.5 to 2.0 acres @ $5,500/acre = $8,250 to $11,000
- Multi-use turf fields in a complex setting:1.5 to 2.0 acres @ $7,000/acre = $10,500 to $14,000

(Multi-use turf fields include soccer, football, lacrosse, rugby, etc.)

G. Recreation

The City currently operates more as a facility provider than a direct provider of a variety of recreation programs and services. With the exception of special events, most activities are provided through partnerships and other collaborations with non-profit organizations.

Contracted Services

The City doesn't contract for the provision of recreation services.

Budget Levels

As of the 2005-06 budget cycle, recreation now falls within the Community Services Divisional budget along with libraries. **Table 13** below shows the revenues and expenditures associated with recreation operations.

Table 13: Community Services Division - Recreation Budget

	2003–04 Actual	2004–05 Actual	2005–06 Budget	2006–07 Projected
Revenues:				
Charges for Services	$ 33,745	$ 55,802	$112,814	$113,600
Total	**$33,745**	**$55,802**	**$112,814**	**$113,600**
Expenditures:				
Personnel	$172,565	$140,033	$174,558	$231,562
Materials & Services	$89,325	$66,335	$105,336	$94,888
Total	**$261,890**	**$206,368**	**$486,262**	**$326,450**
Net (loss)	**($228,145)**	**($150,566)**	**($373,448)**	**($212,850)**
Cost Recovery %	**12.9%**	**27%**	**23.2%**	**34.8%**

Staffing Levels – Paid

Recreation has a full time Community Services Manager that oversees the division and manages special events, and a full time Recreation Coordinator who oversees athletics and manages the Sherwood Old Town Field House operations. A part time person works nights and weekends in the facility. The City is unionized.

Training

There is no formal customer service training for either the part time staff member or the volunteer coaches for adult leagues. The Youth Sports Associations require the following coaches' trainings and may utilize a parents' code of conduct:

- PAYS for basketball - Parents and youth sports. This is a code of conduct put out by the National Alliance of Youth Sports. It may involve training for coaches and/or a paper that parents and/or players sign saying they will have sportsman-like conduct.

- ACE for softball - Achieve, Certify, Educate. The American Softball Association's program to ensure that coaches achieve a certain level of understanding of what their duties are as coach of a youth softball team.
- USA Swimming is the governing body for aquatics. In order to be a coach for a USA Swimming sanctioned team you need to complete their training and be certified through them.

Revenues

The current sources of revenues for recreation include fees and charges relating to programming, and rentals.

There is not a structured or formalized advertisement policy although the Sherwood Old Town Field House can and did sell dasher board advertisement space. This was originally organized by the YMCA when they operated the facility.

H. Finances and Traditional Funding

The primary sources of traditional funding for parks maintenance and recreation operations come from the General Fund. The General Fund is made up of property taxes, service charges, fines and interest. Other sources of funding include System Development Charges (SDC) used for capital projects. SDC funds cannot be used for maintenance.

SCD and Capital Improvement Projects

System Development Charges (SDC) fund capital projects as well as borrowed debt service funding. Capital improvement expenditures were not estimated or allocated beyond the 2005/6 budget. Capital projects must be part of a master plan in order to allocate and spend funding.

SDC reimbursements are for those projects previously completed. Projected funds are based on what's to be built in the future and can be used for new facilities and improvements to existing facilities. Improvement projects must be related to the growth. SDC funding is based on the Seattle construction cost index.

Both residential and commercial development fees are assessed by project type. The City has in place methodology, criteria, process and forms to address these development charges.

I. Alternative Funding

The City doesn't appear to have established procedures for obtaining and using sponsorships or advertisement revenues. Sponsorships are used for special events, but are not used on a regular basis for parks and recreation operations.

Grants are used for various projects based on opportunities and available funding streams. The City does not have a grant administrator that centrally coordinates grant writing and management. Currently, departments apply for individual program related grants. Parks and recreation services do not have any outstanding grants nor does it administer a grant procurement process for the community.

J. Partnerships

Sherwood School District 88J

From the District's perspective, there are no changes necessary in the present Intergovernmental Agreement (IGA). The agreement is annually reviewed by the City Manager and the Superintendent of Schools. The only issue which may need to be further defined is detailing the access and security responsibilities of the Parks and Recreation staff of the Community Services Division, especially as additional use of classroom, kitchen, art room spaces, etc., is negotiated to expand the City's recreational programming.

The Intergovernmental Agreement (IGA) details and clearly distributes the maintenance responsibilities between the School District and the City with disposal of refuge and repairs as the result of damage assigned to the user. Exterior field maintenance excluding the current High School varsity baseball field, concession stands, bleachers and Middle School tennis courts are the responsibility of the City. The Public Works Department is to follow their existing standards for maintaining these fields including the mowing, fertilization, weed and pest control, topdressing and over seeding. The School District is responsible for the interior gymnasium upkeep including score boards.

The School District pays for the water in a remittance to the City and they are supposed to submit an irrigation schedule to the City each year. The IGA further defines the maximum annual increase allowable per year over the next five years. However, there is no evidence that the amounts detailed in the Attachment A or the percent increase have basis in actual costs, predictive preventative maintenance, capital improvement plan or other cost accounting methodology.

Dedicated usage of the facilities and fields are prioritized around the school's academic and athletic schedule. At all other times the facilities are to be made available to the City for scheduled use. The City may establish fees for scheduled use by any and all individuals, groups or businesses. It is stated that the fees shall be dedicated to the maintenance and upkeep of such facilities. The City is the central scheduling agent for the facilities and fields with the exception of Churches.

The dedicated usage of the synthetic turf field is also detailed with the priority and predominance of use allocated to the School District. Regular maintenance is the City's responsibility as is any warranty work and ten-year replacement cycle. Electric bills for the stadium lights at the High School are the responsibility of the School District and the responsibility of the City for the Middle School.

The agreement discusses staffing, opening/closing and securing the facilities. Additionally, the School District may use other fields owned by the City as arranged and coordinated.

Sherwood YMCA

From the YMCA's perspective, there is plenty of demand to keep both them and the City Parks and Recreation programs and services busy; the key is to establish niche services and markets to avoid duplication except where the demand is great.

The orignal partnership agreement dates back to 1996. Addendum A regarding rental fees and the Amendment to Operating Agreement regarding the addition of the teen center, enclosing the gym and other improvements, were both established in 2002, and Addendum B revised Addendum A. The City owns the land and the facility with any improvements. The agreement stipulates the annual rent due to the City for the YMCA operating facility. According to the agreement, the YMCA is to provide the City with quarterly financial reports covering the facility operations and attendance. In addition to the rental payment, the City is to receive 20% of any additional revenues if the annual facility revenues cover operating expenses and the City fees.

While the YMCA has control over all programs conducted which include social, recreation, health and fitness programs consistent with the mission of the YMCA and the types of programs the YMCA typically offers, the agreement does not restrict the City from also offering the same or similar programming and services.

K. Summary of Findings

As a result of the Visioning workshop with the Parks and Recreation Advisory Board the following key issues and themes emerged which will focus the recommendations:

- Land
- Restrooms in Parks
- Trails / Connectivity
- Pools
- Skate Parks (Field House, YMCA, Police station)
- Sports Complex
- Performing Arts Venue (tiered, outdoor)
- Tennis
- Fitness / Wellness
- Picnic Shelters
- Complete Projects
- Funding Maintenance

VI. Great Things to Come – Recommendations and Action Plans

A. Grand Challenges and Opportunities

The Advocacy Update in the January 2006 issue of the National Recreation and Park Association's magazine, pages 14-17 contains an article entitled "*Top Ten Reasons Parks are Important.*" Authors Richard J. Dolesh, Monica Hobbs Vinluan and Michael Phillips discuss the values of public parks and recreation in America. In no particular order, the list of values encompasses the essence of why we agree with the authors that "public parks and recreation are an essential part of our national heritage."

1. "Public parks provide millions of Americans with the opportunity to be physically active. Physical activity is an essential part of an individual's efforts to stay healthy, fight obesity and prevent chronic conditions that lead to coronary disease, high blood pressure and diabetes. Having close-to-home access to places where one can recreate is one of the most important factors linking whether people will become active and stay that way."

2. "Parks have true economic benefits. Proximity to a developed state, regional, or community park improves property value. The economic benefits of park and recreation areas are manifold, but one of the most significant is the increase in value of private land adjacent or near protected public land. The proximity of parks to residential areas leads to increased value of private land, a higher tax base and ultimately many economic benefits to a community including increased local and regional revenue from heritage tourism, steady jobs, and numerous small business benefits. Park and recreation areas are economic engines that improve the quality of life and make communities livable and desirable for businesses and owners."

3. "Parks provide vital green space in a fast-developing American landscape, and provide vegetative buffers to construction and development, thus reducing the effects of sprawl. More importantly, parks and public lands also provide groundwater recharge areas, floodplain protection, natural sound barriers, storm water protection from wetlands, reductions in heat island effects, and carbon uptake from abundant trees and vegetation. Parks keep our living environment healthy."

4. "Parks preserve critical wildlife habitat. As our nation develops and our rural, agricultural and forest landscape is being lost, open space and wildlife habitats are disappearing at an alarming rate. The connected network of local, regional, state and national parks from across our country provide permanently protected wildlife habitat corridors for thousands of indigenous and migratory wildlife species. In addition, stream valley parks and community parks allow natural wildlife to co-exist with people while providing enjoyment for children and families."

5. "Parks and recreation facilitate social interactions that are critical to maintaining community cohesion and pride. Parks provide a meeting place where community members can develop social ties, and where healthy behavior is modeled and admired. People gather to share experiences, socialize and build community bonds in common green spaces. These public commons are often the glue that holds the community together and the means to maintaining and improving future positive social interactions."

6. "Leisure activities in parks improve moods, reduce stress and enhance a sense of wellness. In an increasingly complex world, more and more people are placing a high value on achieving the feelings of relaxation and peacefulness that contact with nature, recreation and exposure to natural open spaces bring. People go to the park to get in a better mood, to reinvigorate themselves and to decrease the anxieties of daily life."

7. "Recreational programs provide organized, structured, enjoyable activities for all ages. The diverse range of recreational programs offered by public park and recreation agencies offer all Americans the opportunity to develop the skills necessary to successfully and confidently engage in sports, dance, crafts and other social activities. Public recreation leagues and classes offer seniors, adults and children alike the opportunity to interact with coaches and teachers who often turn into mentors and role models. Quality recreational programs facilitate safety, good sportsmanship and community participation."

8. "Community recreation services provide a refuge of safety for at-risk youth. Many parents are rightfully concerned with the dangers of unstructured 'hanging-out' or unsupervised after-school activities. Community recreation programs at public park and recreation facilities provide children with a safe refuge and a place to play, which are important in reducing at-risk behavior such as drug use and gang involvement. Recreational programs led by trained leaders offer children healthy role models and give valuable life lessons to help steer youth to a future of promise and opportunity for success."

9. "Therapeutic recreation is an outlet that individuals with disabilities have to be physically active, socially engaged and cognitively stimulated. A goal of all public recreation agencies is to provide access to all people. Public park and recreation agencies are the largest providers in America of high-quality, life-enhancing, therapeutic recreation programs and interventions. Such programs prevent the on-set of secondary conditions due to inactivity, improve physical, social, emotional and cognitive functioning, and slow the onset of regressive conditions."

10. "Public parks embody the American tradition of preserving public lands for the benefit and use of all. Since the creation of the first national park in the early 1900's and the subsequent development and growth of state, regional and local park systems in virtually every part of our nation, Americans have had a special relationship with their parks and public lands. A love of parks is one of the defining characteristics of our national identity. Americans love their parks, historic sites, national monuments, recreation areas and public open spaces because they bring such joy and pleasure to all people. In addition, the American public has shown time after time that they are willing to care for their parks, protect them, and pay for them."

Richard J. Dolesh is acting director of NRPA's Public Policy Division. Monica Hobbs Vinluan is the senior policy associate for health and wellness issues. Michael Phillips is policy and advocacy specialist for the Division. For more information, go to www.nrpa,org.

B. Analysis of Priorities

New Departmental Vision

On May 1, 2006 the Parks and Recreation Advisory Board and members of the public reviewed key issues and themes that emerged from the needs assessment and findings that were collected since

November 2005. On May 2, 2006 the Board participated in a visioning workshop to hone the Department's new mission, focus on the future, and to begin to prioritize the recommendations and strategic goals of the master plan. The following Departmental purpose statement, core values and mission were developed.

Departmental Purpose Statement

Our purpose is to provide the citizens of our community with quality parks and recreational opportunities.

Core Values, Guiding Principles and Mandates

The following core values, principles and mandates will guide the Department in the achievement of its mission:

- ***Community / Family***
- ***Recreational Opportunities***
- ***Connectivity***
- ***Balance***
- ***Inclusion***
- ***Sustainability***
- ***Quality Maintenance***
- ***Preservation & Conservation***
- ***Cultural Arts Opportunities***
- ***"Finish What We Started"***
- ***Partnerships***

Departmental Mission

The mission of the Department is designed to be achievable and measurable. The Parks and Recreation Advisory Board will evaluate the mission on an annual basis along with the specific goals to ensure continued forward focus and progress toward achieving the strategic goals of this master plan.

The new Parks and Recreation Department's mission is:
To create and maintain quality parks and recreational opportunities that improves the quality of life for our community. Our success will be measured by:

- ***Acquisition***
- ***Connectivity***
- ***Participation***
- ***Accessibility***
- ***Satisfaction; and***
- ***Sustainability***

Parks and Recreation Valued Equally

The Research Update in the January 2006 issue of the National Recreation and Park Association's magazine, pages 26-30 contains an article entitled "*Components of Urban Park System*." Authors Chan Chung Shing and Lawal M. Marafa adapt information from Peter Harnik's "*The excellent park system*" The United States: The Trust for Public Land, Harnik, P (2003), regarding the seven broad measures of an excellent city park system. Theses measures include:

Measure	Key Questions (Extracts)
A clear expression of purpose	√ Does your agency have, and make available to the public, a written legislative mandate? A written mission statement? A written set of defined core services? √ Does your agency publish a publicly available annual report? Does it provide hard, numerical information on outcome? Does it provide useful budget numbers?
Ongoing planning and community involvement	√ Is your park and recreation plan integrated into the full city-wide comprehensive plan? √ Does the agency have an official citizen advisory board or similar community involvement mechanism that meets regularly?
Sufficient assets in land, staffing and equipment to meet the systems' goals	√ What was your agency' total actual revenue in the most recent completed fiscal year, including both operating funds and capital funds? √ How many natural resources professionals - horticulturists, foresters and landscape architects - do you have on staff? √ How much did your agency spend in the past fiscal year, including maintenance, programming, capital construction and land acquisition?
Equitable access	√ Do you know the distance from every residence to its nearest park? If so, what percentage of city residents are located more than one-quarter mile from a park of at least one acre in size? √ Is there a formal disability advisory group to assist in meeting the physical and programming mission of your park system?
User satisfaction	√ Is there at least one full-time person in the park agency devoted to surveying park users and non-users, and analyzing the surveys?
Safety form physical hazards and crime	√ How many uniformed park personnel does your agency have or contract with? √ Do you systematically collect data on crimes that occur in parks?
Benefits for the city beyond boundaries of the parks	√ Does your city systematically collect data comparing property values near parks with those farther from parks, and report on the findings?

Source: Adapted from Harnik (2003)

The Role of the Local Parks and Recreation Agency

Contribution to the Community's Economic Health
Portland Parks Vision 2020

As the Portland Parks Vision 2020 document states:

- "Parks add to the vitality of the city, and provide significant economic benefits. Perhaps the most important functions are the intangible ones: public plazas, after-school recreation programs, parks and buildings that create communities and bring us together as a people."
- "A recent Money magazine article credits parks as a key factor for naming Portland 'America's Best Big City' (December 2000)"

- "Besides adding to neighborhoods' desirability and value, as well as the region's environmental health, Portland's park system provides opportunities for physical renewal. 'Parks, paths, shorelines, and other places to get moving' are one reason Portland was named one of 'America's 10 fittest cities.' (Health Magazine 2000), and outdoor recreation is also why Outside magazine named Portland one of the '10 Greatest Places to Live'."

The Portland Vision 2020 document goes on to say that "We have the park system we have today because of a legacy of leadership and public support from the past. It took bold action and foresight to set aside the first park blocks, and later the forests tracks, when Portland was a small town. Each generation has had to recommit its own share of energy and resources to keep the system growing and responsive to emerging needs. Now it is our turn." Now it is the City of Sherwood's turn.

Contribution to the Community's Physical Health

Below is a news release on a policy statement appearing in the May 2006 issue of Pediatrics, the peer-reviewed, scientific journal of the American Academy of Pediatrics (AAP).

Active Healthy Living: Prevention of Childhood Obesity through Increased Physical Activity

Physicians and health care professionals can help prevent and curb childhood obesity by working with families and communities to improve nutrition and encourage physical activity, especially through in-school programs, according to a new American Academy of Pediatrics (AAP) policy statement.

According to the 1999-2000 National Health and Nutrition Examination Survey, the prevalence of overweight or obese children in the U.S. has tripled since the 1960s to more than 15 percent. The policy statement, "Active Healthy Living: Prevention of Childhood Obesity through Increased Physical Activity," recommends that physicians regularly assess a child's weight, diet, and level of physical activity. Physicians should work with families to identify possible barriers to healthy living and suggest positive changes when necessary. Parents also should be encouraged to serve as role models of healthy living through their diet and exercise regimens, and encourage their children to participate in sports and other physical activities.

The policy recommends that physicians and health care professionals aggressively advocate for:

- School and community recreation programs that encourage physical activity;
- School curriculums that foster better nutrition;
- The creation of school wellness councils that include physician representation;
- The reinstatement of compulsory, quality, daily physical education programs;
- The protection of school recess time;
- The creation of safe recreational facilities, parks, playgrounds, bicycle paths, sidewalks and crosswalks;
- More funding for quality research in the prevention of childhood obesity; and
- Social marketing that promotes physical activity.

Clearly, community park and recreation agencies play a vital role in the health and welfare of our children; both as a direct provider of services, programs and facilities; and as a partner with the health profession, the Sherwood Family YMCA and the educational system.

Oregon Coalition for Promoting Physical Activity

Active Living Metro Portland is a project of the Oregon Coalition for Promoting Physical Activity. Promoting active living at a regional level will be the focus of this project. This project will involve three Portland Metro area neighborhoods in two counties. The project is currently in the research and planning phase and has no known budget at this time. More information can be found on the Active Living website, www.activeliving.org.

Damascus, a 13,600-acre rural residential neighborhood of 3,600, will capitalize on the recent extension of Portland's urban growth boundary. The project will influence development and help create a mixed-use community with an integrated system of streets, parkways, and greenways.

North Portland, an urban neighborhood of 3,300 residents, will focus on a light rail line corridor by using TravelSmart to help community residents identify and choose sustainable travel options and encourage physically active modes of travel.

Lents, a district of 5,000 residents in Southeast Portland, will focus on the design, construction, and promotion of the Lents Station Interpretive Trailhead access point on the existing Springwater Corridor. This multipurpose trail will become a bike/pedestrian destination. Planned project improvements include benches, artwork, interpretive signage in several languages, and a community tool shed for bike repairs. Outreach projects to promote use of the Springwater Corridor Trail may create neighborhood walking and biking loops that brings trail users into the community and encourage use of the trail by youth as a safe route to school and recreation.

This organization was one of 25 demonstration projects selected by Active Living by Design, a national program of The Robert Wood Johnson Foundation (RWJF). The City of Sherwood can learn from these examples by incorporating these concepts into individual park plans, concept plans for UGB expansion areas, and coordinating programming with the YMCA, Washington County Health Department, and other stakeholders with an interest in public health and wellness.

Contribution to the Community's Quality of Life

The National Recreation and Park Association has twenty-four (24) policy statements that advocate the breadth of benefits these services and facilities contribute to and provide for the overall economic vitality, health and quality of life within a community. These policy statements include:

1. Childcare, "Latchkey" Children and Recreation
2. Recreation and Fees
3. Recreation Access
4. The Environment and Recreation
5. Fiscal Resources
6. Fiscal Resources for Recreation and Park Capital Investment
7. International Affairs
8. Limited Purpose Accounts, Funds and Trusts
9. Medicaid Reform and Community-based Services
10. National Institution for Policy and Program
11. Recreation and Health
12. Recreation, Health and Fitness
13. Recreation and Older Americans
14. Restoration of Recreation and Park Infrastructure
15. Recreation Youth Development
16. Renewing the Urban Community
17. Savings and Loan Properties
18. Scenic Byways
19. School-Age Children and Recreation

20. Volunteer Protection
21. Water-based Recreation
22. Gender and Equity
23. Fiscal Resources
24. Unfair Competition

According to the NRPA website, on July 11, 2005 bill number ACR 77 was introduced in the California State Assembly that "would recognize the **importance of local recreation and park agencies** in the effort to reverse negative trends in **inactivity**, **obesity**, **diabetes**, and other health problems among Californians and **encourages the state to utilize and partner with local recreation and park providers to create a healthier state**".

Oregon State Legislature
Since 2003, of the bills up for consideration in the Oregon State Legislature regarding health and wellness, most of the bills were dead; a few were enacted; and only one directly pertains to obesity and wellness issues. This particular pending bill is an opportunity for parks and recreation to impact positively and is detailed. Information was not available for bills considered in 2006. The following bill from 2005 may be introduced in the 2007-09 Biennium:

Bill Number	SB860
State	Oregon
State URL	http://www.leg.state.or.us/billsset.htm
Topic	Cafeteria/Meals/Food service, Education, Nutrition, Obesity/Overweight, School, Wellness
Subject	Nutrition, Physical Activity
Year	2005
Bill Status	Pending
Abstract:	Directs school district boards to adopt a student wellness policy and promote through student nutrition education and physical activity. Prohibiting the sale of food with minimal nutritional value.
Sponsor:	erger
Date last reviewed:	April 28, 2005
Content source:	Division of Nutrition and Physical Activity, National Center for Chronic Disease Prevention and Health Promotion

Analysis and Recommendations Regarding Management Issues

This master planning document recognizes that the current management system has many things to be proud of as well as numerous problems. Adequate planning is essential at this critical time in Sherwood's history, for the future of all current and future residents. Although agreements with other entities are in place for the provision of certain services, these agreements are in some cases lacking important components and need to be formally reviewed on an annual basis.

Intergovernmental Agreements and Other Agreements

Sherwood Family YMCA
Review the agreement regarding the required monthly or quarterly and annual reports from the YMCA to ensure receipt of those reports. Assure that the payment amounts detailed in the agreements remain in accordance with the needs of the City of Sherwood.

The City should continue, with the Sherwood Family YMCA, to find ways to increase services offered and address the need for more space. In addition, the City should continue to evaluate who is the best provider of recreation services. In light of the uniqueness of the partnership with the YMCA, there are pros and cons to either continuing the agreement or the City taking over the operations and management of the facility. There is room for both the YMCA to continue to operate the Sherwood Family YMCA facility and for the City to expand the existing YMCA facility and/or build a new leisure facility in another part of the City or a future annexation (master planned) area. If the City wishes to pursue the operations and management of the current YMCA facility, a modified feasibility study focusing on the business plan and operational pro-forma would be advised, as well as a contractual review.

IGA with the School District
Review the IGA regarding the maximum annual increase allowable per year over the next five years. Assure that the amounts detailed in the agreement (Attachment A) or the percent increase have a basis in actual costs, predictive preventative maintenance, capital improvement plan or other cost accounting methodology.
Assure that the City established fees for scheduled use by any and all individuals, groups or businesses not only cover the maintenance and upkeep of such facilities, but the costs to manage and operate the programs; and that this language is written into the IGA. Further, rental fees could generate excess revenue over expenses for the City and should be considered for off setting revenue for other subsidized programs and services provided by the Park and Recreation programs and services of the Community Services Division.

Assure that the long-range Capital Improvement Plan includes the ten-year replacement cycle for the synthetic turf field.

Assure that the City receives a consistent schedule and priority of use in order to schedule programs and rent facilities.

Assure that the IGA is reviewed annually for accuracy and to allow for necessary modification as conditions are rapidly changing in the City.

Analysis of Financial Planning and Recommendations for Funding Strategies

The City of Sherwood uses a number of options for funding parks and recreation services including traditional funding such as System Development Charges and property taxes, to name a few. The City has the ability to use these and other funding mechanisms to enhance the quality of life in Sherwood and expand recreation and park services to the community.

According to the survey data and the available opportunities, it is time for the City to plan for future facility and programming needs. It is time to expand "Parks and Recreation" to become an actual full service administrative department that can leverage current partnerships with a focus on sustainability.

Traditional Funding Mechanisms
Property Taxes
According to the 2006-07 Budget Analysis property taxes are levied for two purposes. The permanent rate levy of $3.2975 per $1,000 assessed value supports General Fund operations. Property taxes for the Debt Service Fund are levied in the amount needed to pay principle and interest on voter approved general obligation bonds for the YMCA.

The permanent rate levy was fixed by ballot initiatives (Measure 5 & 47) in the 1990's and cannot be increased by the City. General Fund property tax revenue depends on assessed values, which are a

function of existing and new development, the annual 3% statutory increment (Measure 50) and the effect of the Sherwood Urban Renewal District. Assessed values are expected to continue growing at a similar rate for the foreseeable future as buildable land is developed and areas within the Urban Growth Boundary annexed.

The permanent rate levy is divided between the City General Fund, and the Sherwood Urban Renewal Agency (URA), based on the incremental assessed value created, captured, and collected in the Urban Renewal District. Property taxes represent 45% of General Fund revenue exclusive of reimbursements from the URA.

Park and Recreation Capital Development
The City of Sherwood has used System Development Charges (SDC), YMCA partnership payments, bank loans, interfund loans and debt service to fund capital improvements and development. The City has also used alternative funding sources like Land and Water Conservation Grants, which will be discussed in the Alternative Funding section.

System Development Charges:
The City's largest growth-related revenues are the System Development Charges (SDC). The Administrative Benchmarking (**page 46**) indicated that of the six cities compared to Sherwood, the City of Sherwood ranks from 33% to 81% higher in all categories benchmarked concerning SDC. Due to the already high SDC it may be difficult to increase the amount by any great degree as a way to generate more parks funding. However, with these charges in place, the City should continue to realize strong revenues as the City continues to grow, especially in annexation areas.

The current and future SDC funding has been leveraged and is dedicated to debt servicing until the 2008/09 FY. At that point, the City can begin another capital campaign. New SDC revenue generated from future annexation areas, such as Area 59, can be used for new development and infrastructure improvements in the annexed area.

Debt Service, Loans and Bonding: Since the City incurred debt to finance unfunded portions of recent capital development, all SDC revenue is pledged against the repayment of various loans. Debt service on general obligation bonds for the YMCA is still being paid down. The City does not have a current interest in incurring more debt until existing notes are retired. However, revenue bonding could be considered for the development of a sports complex in newly annexed areas if a fee structure is in place to pay for maintenance and retire debt.

Dedicated Tax: The City does not have a dedicated tax or special district to fund park and recreation infrastructure improvements. The City could consider a dedicated sales tax, such as a meals tax, or utility (user) tax for Parks, Recreation and Open Space needs.

Park and Recreation Operations, Maintenance and Equipment Repair/Replacement:
The City doesn't dedicate a portion of property tax revenue to Parks and Recreation facilities and services of the Community Services Division but rather the Department's budget competes for tax subsidization support through the General Fund with all other non-enterprise related departments.

Recreation Programming:
There is not a detailed computerized tracking or budget monitoring system in place on the programmatic level. Because the present budgetary system doesn't combine revenues with expenses, it is difficult to determine what the cost recovery and subsidy level of each program and facility is or if they are meeting the desired cost recovery level.

The City of Sherwood Community Services Division and the Parks and Recreation programs are well positioned in its target market. Its fees and charges should be based on community-benefit and market-driven, based on both public and private facilities. The potential of revenue generation is consistent with City of Sherwood's desire for a self-sustaining program, market-driven pricing, and niche market share.

It is recommended that the City of Sherwood develop a subsidy/cost recovery philosophy and policy. Refer to **Appendix J** for the Cost Recovery Pyramid Methodology copyrighted by GreenPlay, LLC. Developing and implementing a subsidy/cost recovery philosophy based on the Department's mission will provide the foundation for revising fees and charges as necessary. This will include the adoption of a pricing policy and strategy that expands on existing pricing practices to provide detail in guiding management decisions. Steps to accomplish this include:

Tracking Costs
Direct and indirect costs will need to be defined and tracked to specific facilities or programs in order to understand costs versus revenues.

Direct costs: includes all the specific, identifiable expenses associated with providing a service. A few examples include wages and benefits, contracted services, rental of facility and equipment directly related to the service, and purchased equipment and supplies.

Indirect costs: encompasses facility overhead including the administrative costs of the Department, debt service, contractual services, and various other appropriate costs.

Identify City-wide Participant Categories
The next step is to identify the various participant categories that should be used for all programs, services and facilities. Participant category examples include resident and non-resident, age, partners identified through various inter-governmental agreements, non-profit organizations, and private organizations, as well as many others.

Determine Fee Schedule and Subsidy Levels
Based on the Pyramid Pricing Model for each program/activity and facility, determine the subsidy/cost recovery level incorporating participant categories.

Partial Cost Fee: recovers something less than full cost. This partial cost fee could be set at a percentage of direct costs, all direct costs, all direct costs plus a percentage of indirect costs, or some combination.

Full Cost Fee: recovers the total cost of a service including all direct and all indirect costs.

Market Rate Fee: based on demand for a service or facility. Determine the market rate by identifying all providers of an identical service (e.g., private sector providers, other municipalities, etc.) and setting the fee at the highest level the market will sustain.

Implement Ability to Pay and Fee Reduction/Waiver Policy
Since park and recreation services exist to benefit the community as a whole, ability to pay can be an issue for all age groups and all persons of varying ability or participation levels.

The fee reduction/waiver policy could be designed to follow the free and reduced school lunch program guidelines utilizing annual household income thresholds to determine eligibility. It is recommended that the fee reduction policy include all persons facing difficulties with ability to pay. A simple application procedure along with consistent and fair proof of eligibility should be implemented. Eligibility requirements might include proof of Medicare or Social Security beneficiary with a per year maximum benefit per person or household. Other criteria can include income verification although this is often not a reliable indicator of ability to pay for retired persons.

Enhance Financial Tracking and Analysis
Relative to the City's budget, the overall monthly, quarterly, and annual tracking systems should be expanded by the Community Services Division and the Parks and Recreation Staff to provide information relative to management decisions.

Alternative Funding Methods
Park and Recreation Capital Development, Operations and Maintenance:
In the past, the City of Sherwood has used alternative funding sources like Land and Water Conservation Grants to fund capital development at Stella Olsen Park. The City has used partnership agreements for operations and shared use of facilities, limited use of volunteers in parks maintenance, and donations solicitation and grant applications as research and management time allowed.

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation and new construction and operating budgets for the Department. This report does not represent any particular funding strategy over another. The economic conditions within the City of Sherwood vary with time and the City should explore the best means of achieving its goals towards the operations of the Department and the Sherwood Old Town Field House on an ongoing basis.

Philanthropic
Defined as the concept of voluntary giving by an individual or group to promote the common good and improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. Current City resources that could be dedicated to such a venture are limited. If this option is deemed possible by City decision-makers, it is recommended that the City outsource most of this task to a non-profit or private agency experienced in seeking funding of this type.

To manage a volunteer program, typically an agency dedicates a staff member to oversee the program for the entire Parks and Recreation Department. This staff member would then work closely with the Human Resources Department as volunteers are another source of staffing a program, facility or event. Relevant methods are discussed below:

Friends Associations:
These groups 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 its special interest.

Volunteers/In-Kind Services:
This revenue source is an indirect revenue source in that persons donate time to assist the department in providing a product or service on an hourly basis. This reduces the City's cost in providing the service plus it builds advocacy for the system.

Grants
Grants are used primarily as a way to supplement or match funding already received. For example, grants can be used for program purposes, planning, design, and seed money. Due to their infrequent nature, grants are normally looked at as a way to fund a specific venture and should not be used as a continuous source of funding.

General Purpose or Operating Grants:
When a grant maker gives your organization an operating grant, you can use it to support the general expenses of operating your organization. An operating grant means the fund provider supports your organization's overall mission and trusts you to make good use of the money.

Program or Support Grants:
A program or support grant is given to support a specific, connected set of activities, with a beginning and an end, specific objectives and predetermined costs. Listed below are some of the most common types of program or support grants:

Planning Grants—When planning a major new program, you may need to spend a good deal of time and money conducting research. You may need to investigate the needs of your constituents, consult with experts in the field, or conduct other planning activities. A planning grant supports this initial project development work.

Facilities and Equipment Grants—These grants help organizations buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help serve its clients better. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but will also inquire as to the financial and program plans for the next several years. Fund providers do not want to help an organization or program, only to see it shut down in a few years because of poor management.

Matching Grants – Many grant makers will provide funding only on the condition that your organization can raise an amount equal to the size of the grant from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

Seed Money or Start-up Grants—These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

Management or Technical Assistance Grants—Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of the organization.

Instead, it supports the organization's management or administration and the fundraising, marketing, financial management, etc.

Program-Related Investments (PRIs)—In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

Types of Grants Available:
Federal Sources:

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: www.tgci.com/funding/fedTodayAR.asp.
- For information on government product news and procurement visit GovPro at www.govpro.com.
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: www.fdncenter.org/pnd/rfp/index.jhtml.
- Safe Routes to Schools Initiatives at: www.saferoutesinfo.org. "This national movement creates safe, convenient and fun opportunities for children to bicycle and walk to school." According to the June 2006 issue of *Parks and Recreation,* the official magazine of the National Recreation and Park Association, "Local park and recreation agencies often own or manage much of the land surrounding local schools and connecting local neighborhoods."
- Research www.eCivis.com for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.
- Next Generation of Service Grants
- Cooperative Agreements for the Comprehensive Community
- Mental Health Services Program for Children and their Families
- Adolescent Family Life Grants
- AmeriCorps*National Service Resources
- Governors' Grants for Drug and Violence Prevention
- Community Services Block Grant Program
- Urban and Community Forestry for and with Minority and Underserved Populations
- Land and Water Conservation Fund (LWCF) (www.nps.gov/lwcf)

The Land and Water Conservation Fund grant program provides up to 50% reimbursement assistance for state and local government subdivisions (towns, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas. Funding is issued to the state and it is at the state's discretion how much of that funding will be made available for local government.

Proposed funding for LWCF is determined by Congress. The federal government provides up to 50 % reimbursement for a public outdoor recreation project through each LWCF grant, while the local agency is responsible for the remainder. Federal funds supporting the LWCF program are derived from offshore oil lease revenues and other non-tax sources. The FY 2006 Department of the Interior appropriations bill (P.L. 109-55) appropriated $27,994,976 for LWCF state grants after two across-the-board reductions.

The allocation for each State and Territory is determined by formula based on law and subsequent approval of a "certificate of apportionment" by the Secretary of the Interior. The FY 2006 certificate was approved by the Secretary on January 27th and each State and Territory was notified by letter of its annual share. **Table 14** shows the City of Sherwood's project allocation since 1970.

Table 14: LWCF Listing of Grants for City of Sherwood, Oregon

Park/Facility	Amount	Start	Completion
Stella M. Olsen Memorial Park	$3,690.64	07/30/1970	10/01/1972
Stella Olsen Park Tennis Court	$4,000.00	06/12/1973	12/31/1973
Stella Olsen Acquisition	$4,105.00	06/25/1974	12/31/1976
Stella Olsen Park Tennis Court No. 2	$4,625.55	03/30/1976	06/30/1979
Stella Olsen Drainage	$923.46	08/20/1976	12/31/1978
Stella Olsen Park Improvements	$34,108.00	04/02/1992	06/30/1997
Sherwood Sports Court Lighting	$44,456.16	08/16/1997	06/30/1999
Total Funding Received	**$95,908.78**		

How States Plan and Select Projects
To be eligible for grants, every State must prepare and regularly update a statewide recreation plan (sometimes called a SCORP). Most SCORPS address the demand for and supply of recreation resources (local, state and federal) within a state, identify needs and new opportunities for recreation improvements and set forth an implementation program to meet the goals identified by its citizens and elected leaders.

When a State's current plan has been approved by the appropriate field office of the National Park Service, all grant applications submitted must be in accord with the priorities listed in its action plan. To make the connection between the SCORP and concrete project proposals, each State also develops an Open Project Selection Process which contains:

- a set of project-ranking selection criteria that allow scoring of each project proposal according to how well it meets the needs and priorities published in the State recreation plan; and,
- a process (usually scheduled annually) to ensure that all eligible applicants can be notified of funding availability, application deadlines and selection criteria when a new project selection cycle starts.

In most years, all States receive individual allocations (apportionments) of LWCF grant funds based on a national formula (with state population being the most influential factor). Then States initiate a statewide competition for the amount available (including the new year allocation, any previous year allocations, and any amounts `recovered' due to cost under runs on earlier projects funded). Applications are received by a State up to its specified deadline date. Then they are scored and ranked according to the project selection criteria so that only the top-ranked projects (up to the total amount available that year) are chosen for funding. "Winning" applications are then forwarded to the National Park Service for formal approval and obligation of federal grant monies. Because each State has its own priorities and selection criteria (tailored to its own particular needs and unique opportunities), and because individual States make the decisions, in effect, about which projects will receive LWCF grants, the first step for potential applicants is to contact the cooperating State office to find out about local application deadlines, state priorities and selection criteria, and what kinds of documentation are required to justify a grant award.

Interested applicants should call or write the appropriate state agency to request application information.

State Sources:
Oregon Parks and Recreation Department
The Oregon Parks and Recreation Department deadline for accepting applications for the Land and Water Conservation Fund was April 1, 2006. The contact information is (503) 986-0711, or write to OPRD, 725 Summer Street NE, Suite C, Salem, Oregon 97301-1271.

The Oregon Outdoor Recreation Committee (OORC) met May 16, 2006 at Tryon Creek Park for project sponsor presentations and to rank and evaluate project applications. The OORC priority list was presented to the Oregon Parks and Recreation Commission for review and approval August 17, 2006 in Tillamook.

Private Grant and Philanthropic Agencies:
The foundations and charitable organizations listed in **Appendix K** appear to generally fit with the City of Sherwood's potential park and recreation partnership opportunities, programming and services. A more thorough investigation and further research is necessary to assure mutually compatible interests and current status of available funding.

Corporate Sponsorships, Naming Rights and Advertising Sales
This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in a park and recreation system. Sponsorships are also highly used for programs and events.

Corporate Sponsorships:
A market analysis of fees and charges from various national companies is found in **Appendix L**. The following web sites are provided and were explored for an analysis of various fees and charges:

www.sportsplexwest.com/Sponsorship_Real_Estate.htms
www.plexindoorsports.com/pdfs/plexx-misc-PlexSponsorshipProspectus.pdf
www.rexplex.com/sponsors/
There are many opportunities for sponsorships within the Sherwood Old Town Field House facility. Comparable rates and limited advertising opportunities strengthen the City's market share and make this a viable alternative funding resource.

Naming Rights:
Many cities, towns and counties throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have also been successfully funded through the sales of naming rights. Generally the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in the recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or spread out with a fixed payment schedule over a defined period of time. During this time the sponsor retains the "rights" to have the building named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group's name as the venue. Naming rights negotiations need to be developed by professionals so as to ensure a proper agreement that benefits all agents in the contractual obligation and provides remedies to change or cancel the arrangements at any time during the agreement period.

Advertising Sales:
Advertising sales is a viable opportunity for revenue through the sale of tasteful and appropriate advertising on park and recreation related items such as in the program guides, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that exposes the product or service to many people. The current sign code (Chapter 5 – Sherwood Zoning Community Development Code - SZCDC) should be reviewed for conflicts and necessary revisions.

Other Fees and Charges
Recreation Service Fee:
The Recreation Service Fee is a dedicated user fee that 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 governing agency. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues, youth baseball, soccer, and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the maintenance of the facilities being used.

Capital Improvement Fees:
These fees are on top of the set user rate for accessing facilities such as golf, recreation centers and pools to support capital improvements that benefit the user of the facility.

Contractual Services
Private Concessionaires:
Contracts can be developed with private businesses to provide and operate desirable recreational activities financed, constructed, and operated by the private sector or non-profit organization with additional compensation paid to the City.

Concession Management:
Concession management is the retail sales or rental of soft goods, hard goods, or consumable items. The City can either contract for the service or receives a percentage of the gross sales or the net revenue dollars from the profits after expenses are paid.

Merchandising Sales or Services:
This revenue source comes from the public or private sector on resale items from gift shops and pro shops for either all of the sales or a defined percentage of the gross sales.

Cell Towers and Wi-Fi:
Cell towers attached to existing or new light poles in game field complexes is another source of revenue the City could seek in helping support the system.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. Wi-Fi, or Wireless Fidelity, allows individuals to connect to the Internet without wires, similar to cell phone technology. Wi-Fi enabled computers send and receive data indoors and out; anywhere within the range of a base station. The connection and data transfer time is several times faster than the fastest cable modem

connection. In California the State Park System is providing wireless internet access and are charging $7.95 for 24 hours of connectivity (approximately $.33 per hour) within their service area. They are connecting 85 state parks with SBC Communications. For more information contact California State Parks at www.parks.ca.gov.

Permitting

Permits (Special Use Permits):
These special permits allow individuals to use specific park property for financial gain. The City either receives a set amount of money or a percentage of the gross service that is being provided.

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 percentage of food sales returning to the City. Also many cities have their own catering service and receive a percentage of dollars off the sale of the food sales.

Partnerships
Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government department, or a private business and a government 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.

Positive Cash Flow
Depending on how aggressive the marketing and management strategies are pursued there may be a positive fund balance at the end of each year; especially if a new leisure pool or sports complex is built. While current projections and fee policies do not anticipate a positive cash flow the climate can change. The ending positive balance could be used to, for example, establish a maintenance endowment for recreation facilities, set aside funds for capital replacement and/or repair, or generate a fund balance for contingency or new programming opportunities. It is suggested that the Department be challenged to generate a fund balance and it not be returned to the City's general fund.

Financial and Funding Opportunities

Opportunities for the City of Sherwood - SDC

Per the ORS 223.297 et al, the statute says that these charges are imposed by governmental units for the purpose of making capital improvements that are necessary to meet increased service demand resultant of new growth and development. The City's methodology in conformance to the state statute should appropriate fair-share cost allocations between current and future users, cost recovery rates are based on maintaining current level of service, and capital development cost estimates based on reliable current information. Due to the potential tourism and destination potential facing the City because of the proximity to the Tualatin River National Wildlife Refuge and other regional attractions , the methodology must also take into account commercial tourism development that provides guest lodging.

It is recommended that the City pursue an evaluation of SDC methodology in consideration of the future demand analysis. Clarity of the methodology will assist in the communication process of when and how application and use of the funds collected is determined. If the City residents wish to raise the level of service within existing areas of the community, another source of funding must be sought.

Opportunities for the City of Sherwood - Fees and Charges

The City of Sherwood should price all programs to generate 100% cost recovery for direct costs (except full time program staff) so that the programs are sustainable, at a minimum. This will also create opportunities to generate excess revenue over direct expenses to support the indirect costs of the Department and the recommended new full time recreation programming position to expand programming based on the community survey results.

Opportunities for the City of Sherwood - Grants

The seeking of philanthropic dollars to augment funding for the development of future facilities would be a large task. But seeking grants to fund programs, to act as seed money, or to provide matching funds is a better time investment.
Many communities have had success in seeking grants for programs and community quality of life. It is recommended that the City of Sherwood evaluate what types of grant programs would best match the opportunities to be provided by future facilities and seek funds either internally or through an associated non-profit.

Grants should not be a priority goal when seeking dollars to initially develop facilities. Most grants that could contribute substantial dollars towards parks and recreation ventures are normally tied to land acquisition and preservation ventures (EPA, Land Water Conservation Fund, Trust for Public Lands, etc.).

Opportunities for the City of Sherwood - Corporate Sponsorships, Naming Rights, and Advertising Sales

The City of Sherwood could create and adopt a sponsorship policy that would allow the agency to target individuals, groups, and companies that may have an interest in having naming rights on a portion of, or the entire Sherwood Old Town Field House or a new sports complex in the future. The policy would stipulate all types of sponsorship opportunities and could be structured to provide remedy for the City of Sherwood to cancel agreements if they were deemed unsuitable for the agency.

The use of securing a named sponsor for an entire facility, sponsorships and naming portions of the facility, and advertising sales are all valid considerations. Please refer to the recommended **Sponsorship Policy** in **Appendix M** for more information.

Opportunities for the City of Sherwood - Permitting

The City will need to be proactive in the promotion and securing of rental reservation and permitting income to balance the overall operating budget. Consideration will need to be given to balanced opportunities for the community with outside users, priority use given to the community and the City of Sherwood Community Services Division and the Parks and Recreation's program offerings, and should be reviewed annually.

Opportunities for the City of Sherwood - Partnerships

It is suggested that the City actively research expanding the partnership opportunities with the School District, any private and charter schools, local non-profit agencies like the YMCA and local businesses. The City might also consider a partnership with the more competitive non-profit sports associations; especially for future development of a sports complex. If preferred, rental opportunities may be more advantageous for these types of partners which should also be reviewed annually.

Regarding expansion of the YMCA's pool, the organization could be challenged to raise the funds necessary to finance the expansion of the aquatics component of the facility at no cost to the City. This would improve the level of service to indoor and aquatics recreation facilities for the citizens, especially in the southwest portion of the city. Certainly, this won't address all the desired improvements, but it is a beginning, and with little investment by the City.

Opportunities for the City of Sherwood - Policies

Sponsorship Policy
It is suggested that the City of Sherwood create a sponsorship policy. Please see **Appendix M** for a sample policy, levels of sponsorship tiers and benefits, and a glossary of terms.

Partnership Policy
It is suggested that the City of Sherwood create a partnership policy. Please see **Appendix N** for a sample policy, a partnering process, an evaluation process and an outline format.

Field Use Policy
It is suggested that the City of Sherwood create a field use policy. Please see **Appendix O** for a sample policy and a facility/responsibility inventory sheet.

Forming a Parks and Recreation Independent Taxing District

Previously there have been discussions regarding the formation of the Atfalati Park and Recreation District in the late 1990s. With the City of Tualatin now considering what to do in light of the recent closure of the Westside Family YMCA due to region-wide financial constraints, perhaps an alliance among neighboring cities could be explored.

Additionally, the City could consider the formation of an independent parks and recreation district, similar to Tualatin Hills Parks & Recreation District or Bend Metro Parks and Recreation District, but one that would serve just the city residents. This option provides a stable source of funds, a separate administration, and an elected body that is accountable to the voters residing in the district.

Analysis of Staffing Issues

The City of Sherwood should add a full time staff position to the Recreation Division to grow the program offerings through the enhanced use of the schools. This position should be challenged to become self sustaining through programming revenues over a specified period of time.

If the City is too keep the current compliment of programs, events and facilities, consolidation of positions is not warranted. An additional position is recommended to expand the non-athletic programming offerings. In addition, with the emphasis on the park system, consideration should be given to reinstating the naturalist position.

Analysis of IT Issues

A potential exists for the City to pursue the charging for wireless internet access in the parks. However, the City is pursuing wireless access for all its citizens as a benefit to living and working within the City of Sherwood.

It would be advantageous for the City to pursue the investment in recreation software - POS, registration, etc… that will integrate with the Hansen applications. Without the necessary software, it is difficult to track registration, attendance, sales and user statistics which demonstrate achieving the desired performance measurement objectives that should be tied to employee job performance and evaluations. It is also difficult to demonstrate need and justify the necessity of certain programs and services without collecting and analyzing the data.

Analysis of Expanded Programming

It is clear from the survey and needs assessment that the community desires more and expanded programs, services and facilities to meet the growing population.

The City of Sherwood's new Parks and Recreation Department should meet the needs by filling the gaps in service not already provided for within the community. In reference to the survey data, program efforts should concentrate where greatest need and interest is demonstrated. Those areas include visual and performing art programs; cultural arts and crafts; and weekend teen programs. The City could contract with existing private providers as independent contractors or the providers of the programs and services to the community.

The City should establish partnerships with alternative providers to utilize available and unused spaces for additional recreation programming. Include all direct costs in the establishment of fees and charges for these programs following the Pyramid Methodology (please refer to **Appendix J** for details on the methodology.)

Staff could contact the Sherwood Senior Center for use of their space after 4pm during the week and on weekends to provide additional youth, teen, adult and senior activities conducive to the space. And the City could work with Sherwood School District for additional use of selected classrooms, kitchen, art and music rooms after school during the week and on weekends to provide additional youth, teen, adult and senior activities conducive to the spaces.

Level of Service Analysis

Using the GRASP® methodology, (Geo-Referenced Amenities Standards Program) the current level of service (LOS) was analyzed and measured for both quantitative and qualitative aspects for every component part of the system. The plan explores opportunities to improve the current level of service to neighborhood access; access to indoor components; access to trails and bike lanes; and access to multi-purpose fields. For a description of the GRASP® methodology, refer to chapter *II. Past, Present and Future – The Master Planning Context,* Section G. Methodology of this Planning Process, Scope of Work, ***3. Analysis of Standards and Demands for Service***
Level of Service (LOS) Analysis - GRASP® Methodology
(Geo-Referenced Amenities Standards Program) **A Somewhat Different and Improved Approach.**

GRASP® Map Analysis
Neighborhood Access to Outdoor Components
See **Appendix P** for the GRASP® Perspective - Neighborhood Access to Outdoor Components. The purpose of this map is to show how well Sherwood is served by park and recreation components within easy reach of residential neighborhoods. To do this, components of the park and recreation infrastructure have been plotted on the map and a service radius (buffer) has been assigned to each asset. A radius of 1/3 mile has been used for the service area, representing the area within which the component can likely be reached within a 10-minute walk, even if the route is indirect.

Walking access has been used for this analysis instead of automobile access because the relatively small size of Sherwood makes virtually all of the components within the city accessible within a 10 minute drive. Not everyone can drive, but most people can walk (or use a wheelchair). Encouraging people to walk instead of driving also enhances the livability of Sherwood and the health of its residents thereby achieving the mission and core values of the department.

The map shows that the highest level of service for Neighborhood Access to Outdoor Components is in the central and southeast sections of City. This is the result of the two primary city parks (Stella Olsen Memorial Park and Snyder Park) being located in these sections of Sherwood. Murdock Neighborhood Park, the Sherwood Old Town Field House, Sherwood High, Sherwood Middle School, and Archer Glen and Clyde Hopkins Elementary Schools also make access to many recreation components easily accessible to people living in these areas.

The southwest and northwest sections of the City show a considerably lesser level of service than the central and southeast sections. Improvements to Woodhaven Park in the southwest section and the development of Area 54/55 and Area 59 would greatly improve the level of service to these sections of town.

Additional information has been obtained from this map and is presented in the LOS **Summary Table 15- GRASP® Perspective - Neighborhood Access to Outdoor Components**. The table shows comparative data for the area northwest of State Highway 99W and for the area south of the highway, as well as for the entire City. This table also breaks out industrial areas from the totals. The table shows the percent of City acreage that falls below the average point value per acre derived from the GRASP® analysis. It also isolates the industrial portion of the northeast corner of city, which is the area southeast from State Highway 99, from that section's score so as not to skew the results.

Table 15: GRASP® Perspective - Neighborhood Access to Outdoor Components

Summary Table
GRASP™ Perspective - Neighborhood Access To Outdoor Components
Sherwood, OR

Area Northwest Of State Highway 99	LOS POINTS		Total LOS	Total Corporate Acres	Avg Points
	< 20	20 +	Acres	In This Area	Per LOS Acre
Acres	266	213	479	480.75	15.4
Percent of LOS Area	56%	44%	100%	Percent Of This Area With LOS	

Area Southeast Of State Highway 99	LOS POINTS		Total LOS	Total Corporate Acres	Avg Points
	< 20	20 +	Acres	In This Area	Per LOS Acre
Acres	625	1039	1665	1680	62.8
Percent of LOS Area	38%	62%	99%	Percent Of This Area With LOS	

Industrial Area	LOS POINTS		Total LOS	Total Corporate Acres	Avg Points
	< 20	20 +	Acres	In This Area	Per LOS Acre
Acres	361	104	465	483	9.2
Percent of LOS Area	78%	22%	96%	Percent Of This Area With LOS	

Combined	LOS POINTS		Total LOS	Total Corporate Acres	Avg Points
	< 20	20 +	Acres		Per LOS Acre
Acres	1252	1357	2610	2643.75	43.7
Percent of LOS Area	48%	52%	99%	Percent Of Corporate Area With LOS	

This information includes the total acres within each area, and the number of acres that experience at least some service according to the map. Service is measured according to a point value that accrues to any given location as a result of the combined service areas within which it lies. This is a point value, or score, that relates to the darkness of the shading on the map. Areas with darker shades experience a higher point value, and hence a higher Level of Service (LOS) than areas with lighter shades.

An average point value per acre is given for each of the areas on the table, and this is further broken down into brackets of "less than 20 points" and "20 points or higher." The score of 20 points represents the score for a location that falls within the service areas of a basic set of components that includes a playground, an open turf area, a shelter or covered area, and a recreational trail or path. This represents an "ideal" set of components for neighborhood service, but a score of 20 points could be obtained from some other set of components. In some cases this might be desirable, as different people have different interests, so any area with a score of 20 points is considered to have service on par with the "ideal" set of components.

The table shows that Sherwood currently has at least some service for 98% of its 2,658 acres located within the city limits. This means that 98% of the City lies within walking access of at least one component of recreation. The table also shows that of the 99% of Sherwood that has service, 52% of this area scores at or above the target of 20 points. The average score per acre for the area with service is 43.7 points.

The numbers for the area southeast of Highway 99W are virtually the same as those for the City overall. Looking at the map, it is evident that the central part of this area has much higher LOS scores. The average points per acre score overall for this area is 62.8, which is well above the citywide average of 43.7 points.

The overall average for the area northwest of Highway 99W is 15.4, which is much lower than the citywide average and the average for the area southeast of Highway 99. However, this area has 100% coverage of service. What this means is that components are well-distributed throughout this area, but there are not enough of them to provide a LOS equitable to the rest of Sherwood.

Access to Indoor Components

See **Appendix Q** for the GRASP® Perspective - Access to Indoor Components. In most cases indoor facilities such as recreation centers, field houses, libraries and senior centers are built to serve a larger portion of a community than those living within walking or biking distance. The residents of Sherwood have relatively low walking access to public indoor recreation. Many parts of the community have only bike or vehicular access to indoor facilities.

There are several indoor components in the City of Sherwood: the Field House, the senior center, and several historic structures. The YMCA also provides indoor recreation to the community and the facility is owned by the City and managed by the YMCA. The facility was discounted in terms of LOS for this map because one can only use the amenities if they have purchased a membership. Additionally, survey results showed indoor aquatics, indoor fitness, and exercise as both high importance and high need of the community, which is currently not being met.

The City owned Sherwood Old Town Field House should be considered an exceptional benefit to the citizens as many other communities across the country are vying for funds to build field houses. Dynamic programming and rental opportunities could create revenues to help offset other City park and recreation services. In the end it may not be as important as to where new indoor facilities are built but what types of components are in them.

Access to Trails and Bicycle Lanes
See **Appendix R** for the GRASP® Perspective - Access to Trails and Bicycle Lanes. This map shows the LOS provided to the community by trails and bike lanes. A majority of the trails in Sherwood are located in parks, open space and school grounds. Currently these trails are not well-connected so bike lanes have been included in an effort to show all of the options for bicycle transportation. However, because bike lanes are single-use routes and are not appropriate for recreational use, their scores have been discounted.

According to the citizens' survey, walking and biking trails rank as the most important recreation facility and also the highest need in the City. Most residents have access to a trail and/or a bike lane. The City has 6.5 miles of trails that primarily run though the open space system on the western section of the City. Therefore the map shows a relatively high LOS for people living in the northwest part of Sherwood, but low LOS in the southeast part of the City where residents have no access to trails or bike lanes. Additionally, Highway 99W creates a major barrier for any type of trails to walk or bike from the southwest to the northeast side of the City.

Access to Multipurpose Fields
See **Appendix S** for the GRASP® Perspective - Access to Outdoor Multiuse Fields. The primary concentration of multi-purpose fields is in the central and southeast sections of the City with one small field located to the southwest at Middleton Elementary. Schools provide multi-use fields, but are less accessible than City owned fields due to competing school sponsored programming. There is no multipurpose LOS northwest of Hwy 99W. This condition can be improved by the inclusion of multipurpose fields in Area 59. Overall LOS could be improved by adding lights or synthetic surfacing which would extend the programmable time available on each field.

Access to Restrooms and Parking within the Park System
The statistically valid survey indicated that restrooms had the highest percentage of respondents select it as an improvement they would most like to have made to City of Sherwood parks and it was selected as their first choice as the feature that adds the most value to the parks. It also had the highest percentage of respondents select it as one of the three features that add the most value to City of Sherwood parks.

Adding parking to parks ranked 9th out of fourteen components as an improvement that should be made to a park and 7th as a feature that adds value to a park.

Restrooms are difficult in several ways. Everybody wants them, but they are very expensive to construct and maintain. And unless they can be maintained to a very high standard, no one wants to use them. Therefore, restrooms usually have to be limited to a few locations. The general theory is that for parks within their own neighborhood, people can make it home to use the restroom; so restrooms are only provided in parks where people are too far from home. These are typically "destination" parks, where people have come from across the community, and there are a large number of people using the park to justify the expense of providing restrooms.

Some communities have had good success with portable restrooms that are provided and serviced under contract by private companies. These can be placed within permanent enclosures to improve the appearance and give a more permanent "built-in" character. One of the drawbacks to these is the lack of facilities for washing hands after use. There are some systems for using chemical hand wash, and also some self-contained hand washing stations that are serviced along with the portables, but most places seem to have opted out of providing hand washing facilities unless permanent restrooms with plumbing are provided.

Parking is also one of those difficult areas. Neighbors don't want to look at parking lots in the park by their home; but they also don't want park visitors to use on street parking in front of their house. Also, giving up valuable park land to cars is frustrating. A solution is to provide the amenities that people can and will walk to in a well-distributed fashion throughout the community and get people to walk to parks instead of driving as much as possible. Things like walking paths, open grassy areas for informal play, playgrounds, family picnic shelters, basketball goals for pickup games, etc. should be easy to walk to for everyone.

Programmed areas for soccer, etc. should be avoided in neighborhood parks. Sports fields, large playgrounds, group picnic facilities, etc. are things that people are unlikely to walk to most of the time, and should be located in places where parking can be provided on-site, or on adjacent sites such as schools. Shopping areas might also make good shared parking, because these are often designed with enough parking for the holiday rush, and have extra capacity the rest of the year. People who park in the shopping area lot to play soccer just might stop in and buy something before or after the game. These types of components should also be located near bike paths, transit stops, etc. to encourage alternate modes of travel.

In the City of Sherwood, Woodhaven Park should probably have some parking and restroom facilities if these can be provided. The restrooms in Stella Olsen need to be put back into service or replaced as well. The new restrooms at the High School should take care of the sports field users. Snyder Park has restrooms already. Any sports fields at other locations should have portable restrooms provided. Neighborhood parks should have portables provided on a case-by-case basis, depending on how far the homes are that are most likely to use that park. If there are no other parks for some distance, then people are probably coming from farther away to use the park, and portable restrooms might be warranted, whereas parts of town with more parks closer together may not need them.

Stella Olsen actually has a lot of opportunities nearby for shared parking, but they may seem far away because people don't know where the trail connections are, or these connections still need to be completed. A good signage and wayfinding system might will alleviate this problem.

Access to Existing Components
The access to the existing inventory was mapped on two different GRASP® Perspectives:

- Active Outdoor
- Passive Outdoor

The survey results were also mapped on two different GRASP® Perspectives:

- Adult Priorities (from the results of the Statistically Valid Survey)
- Youth Priorities (from the results of the Teen Survey)

See **Appendices T, U, V and W** for the four **GRASP® Perspectives - Access to Existing Components - Active Outdoor, Passive Outdoor, Adult Priorities, and Youth Priorities.**

Analysis of Land Acquisitions

See **Appendix X** for Future Acquisitions Map. The primary purpose of this map is to identify general areas of the City where LOS is less than optimal and/or new growth is planned or expected when the UGB is expanded by Metro. Areas of acquisition also include those

lands that were already identified by the Parks and Recreation Advisory Board and approved by City Council (Resolution 2006-015) for the Metro Open Space Bond Measure that will appear on the November 2006 ballot. In addition to any land acquired by the school district for multi-use fields, the former lands are slated for recreation programming where as the latter are consistent with the bond measure criteria for fish and wildlife habitat, open space, other sensitive lands (collectively referred to as Goal 5), and as an added benefit extension of existing trails. The regional, three county bond measure is the funding component that implements the "Nature in Neighborhoods" program to protect, enhance, and conserve natural resources as inventoried by Metro in 2002. Sherwood has participated in the Tualatin Basin Program with other jurisdictions in a lengthy policy making process to implement a regulatory and inventive-based program to achieve protection of these resources.

The following is a list of areas illustrated on the acquisition map that will be considered for future acquisition:

- Sports Complex west of Elwert Road or north of Edy Road as part of a larger urban reserve and future neighborhood;
- Area 59 urban growth boundary (UGB) expansion area per adopted concept plan;
- Stella Olsen Park, habitat restoration, public education of habitat;
- Land acquisition in the Area 54-55 (UGB) area per adopted concept plan;
- Continuation of Cedar Creek trail from Marjorie Stewart Senior Center to Stella Olsen Park, acquisition and development;
- Pedestrian /bike path from Edy Road south along Cedar Creek, acquisition and development;
- A parcel east of Murdock Road (Moser & Snyder Property) consistent with SE Sherwood Master Plan;
- An area north of Sherwood, which straddles Oregon Street for the TRNWR; and
- An area north of Roy Rogers and Hwy 99W for TRNWR.

The Acquisitions Map along with the Inventory Map will replace the Natural Resources & Recreation Plan Map and Open Space & Natural Resources Inventory (Chapter 5) that were adopted in the 1991 update to the Comprehensive Plan (Part 2). As the original maps did for many years, these new maps will guide policy decisions for the Parks & Recreation Advisory Board, Planning Commission, and City Council for another twenty years.

Analysis of Crime Prevention Designing

Designing Against Crime

In areas of rapid growth, crime prevention in parks has become a major issue. It is known that quality parks and trails increase surrounding property values. However, there is also a fear that these types of facilities can also bring undesirable activities into the surrounding neighborhood. The phrase Crime Prevention Through Environmental Design (CPTED) (C. Ray Jeffreys, 1971) is defined as the "proper design and effective use of the built environment that can lead to a reduction in the fear and the incidence of crime, and an improvement in the quality of life." There are four main principles to CPTED:

1. Natural Surveillance: the environment is maintained so that people can be easily seen by others
2. Natural Access Control: the natural access is controlled by some means
3. Territoriality: distinguishing between public and private spaces
4. Maintenance: park and recreation departments should only build what they can maintain

The City of Sherwood should investigate CPTED design standards and incorporate them into any future park development or new improvements. Resources for CPTED include:

- Designing Safer Communities: A CPTED Handbook by the National Crime Prevention Council
- Crime Prevention Through Environmental Design, Second Edition, by Timothy Crowe
- Virginia CPTED Guidelines: www.vcpa.org
- Trees and Crime: The Role of Landscapes in Crime Prevention: www1.brcc.edu/murrary/research/cpted

Analysis of Park Maintenance Issues

Improvements to Maintenance Polices and Procedures
Maintenance Operations Standards

Methods for Tracking Costs
Documentation of Labor and Material Costs

The Parks and Recreation maintenance standards adopted in May of 2004 create the basis for which tasks should be tracked in order to support the standard. Using the standards as a guide should help in providing necessary yearly budget estimates based on costs.

Determine cost per acre for maintenance task

The City of Sherwood's Public Works Department has begun tracking labor for park and athletic field's maintenance tasks. Labor hours have been tracked by location and task. Tasks being tracked include:

- Training
- Inspection
- Meetings
- Fertilizing
- Mowing
- Pruning/Tree Maintenance
- Edging/Weed-eating
- Trash Removal
- Chips
- Marking/Striping
- Maintenance
- Field Preparation
- Irrigation
- Repairs
- Weed control
- Spraying (pesticides, shrubs and trees)
- Hauling
- Trail Maintenance

Additionally the Public Works Department has been tracking equipment costs related to maintenance of parks and athletic fields. Equipment use being measured includes:

- Mowers (various models)
- Trimmers, Hedgers
- Blowers
- Vehicles
- Trailers
- Backhoes

The tracking for labor and equipment cost has been ongoing since April of 2005.

Benefits of Tracking Costs

- **Accurate estimating of costs for new park acreage**
  As new facilities come online, having a cost for each maintenance task that would be required including staffing, supplies and equipment will allow the City to accurately estimate future maintenance costs.

- **Improved scheduling of maintenance activities**
  Understanding how many hours it takes to complete maintenance tasks will allow for better time management for maintenance staff. This in turn should allow for more efficient operations and maximizing use of staff and equipment.
- **Safer conditions**
  More efficient park and athletic field maintenance operations will lead to better maintenance practices therefore improving conditions for user.
- **Improved ability to apply maintenance cost to programming fees**
  As the City's recreation offerings continue to grow, pricing and cost recovery levels will need to be established. Understanding costs associated with maintenance, especially athletic field maintenance, will allow the City to potentially recoup these costs by applying maintenance costs (all or some) to programming and/or field rental and/or player use fees.
- **Determine total maintenance cost per acre**
  Understanding maintenance cost per acre can assist with future planning, evaluate budget trends and used to benchmark against similar agencies.

Preventative Maintenance
The Public Works Department has been tracking equipment use hours since January 2006. By doing this based on manufactures' specifications and their own historical knowledge of equipment maintenance, they will know when certain preventative maintenance tasks need to be scheduled. The continuation of the tracking of equipment use hours will be the basis of a quality preventative maintenance program.

- **Scheduled maintenance**
  Using manufacturing specifications along with internal knowledge, equipment and vehicles should be scheduled for maintenance in a manner that reflects the amount of use it is receiving.
- **Allocating money for preventative maintenance**
  Historical data concerning equipment use will allow for more accurate forecasting of funds needed to maintain and repair equipment and vehicles.
- **Life cycle costing**
  Historical data concerning equipment and vehicles will provide information that will allow for knowing when equipment will need to be replaced and allow for budgeting funds for replacement.

Athletic Fields User Training Programs
It is important for users to understand under what conditions fields should be practiced or played on, and when they should rest or be serviced. It's not easy for user groups not to use an athletic field when needed to meet the demands for practices and games. However, using athletic fields when conditions are poor can cause excessive damage and create an even bigger maintenance concern in the future. Consider and explain the cost of deferring preventative maintenance. Developing a training program to help user groups understand when fields should not be used and how to alternate the use patterns, will help keep the fields maintained to the desired level of service.

Volunteer Programs

- **Adopt a Park**
  Programs, such as adopt-a-park, should be created with and supported by the residents, businesses, and/or organizations. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.
- **Neighborhood Park Watch**
  As a way to reduce cost associated with vandalism and other crimes against property, the City should develop a neighborhood park watch program. This program would develop community ownership of the City's facilities.

C. Implementation and Action Plans

The City of Sherwood is doing many things well related to providing quality parks and limited recreation opportunities to the community. The 2006 Citizen Survey (**Appendix E**) shows satisfaction levels from the community are high for the quality of parks and selected programs. The survey also indicates that it's time for the Department to become a full service department to meet the demands of the growing community. The primary challenge in the coming years will be to meet the desired level of service throughout the community in the immediate future while adjusting to continued population growth, increased demand for programming and facilities, and changing economics and demographics. The **Action Themes Implementation Table 16** summarizes the Master Plan recommendations and the narrative of each of the recommendations follows the description of the **Guiding Themes**.

Guiding Themes

Throughout this planning process, four primary themes emerged to address current needs, future goals, and guide the action and implementation plan.

Expansion and Improvements: The improvements to the existing programs, facilities and services offered by or in collaboration with others, as well as the development of additional active recreation facilities and programs, and support for trail development and connectivity are desired and expected by the community in order to meet and maintain current and expected levels of satisfaction.

Organizational Management: The creation of a full service Parks and Recreation Department, with policies and procedures that will define how to operate, facilitate data collections and provide for increased financial sustainability is paramount. *The importance of the role of public input and the leadership in the decision making process can not be disregarded.* The importance of creating an equal place at the table as a vital and essential service for the community and an economic driver for the Department throughout the organization is imperative.

Optimal and Efficient Use of Space, Land and Partnerships: The growing demand for leisure and recreation services has created the need for the City of Sherwood to maximize use of its resources through leveraging its partnerships and assets. Continued partnership development between the City of Sherwood and the Sherwood Family YMCA and the School District will help provide additional resources for the City to utilize space for recreational programming. Additionally, from a land use perspective, it is vital to work with Metro through the UGB expansion (5 year cycle of periodic review) process to provide for new parks and recreation opportunities for the current and future residents of the City. It is also imperative from a funding and administrative perspective to work with Metro's Greenspaces Program to leverage resources for planning, acquisition, and coordination of new facilities. For example, the City is currently working with Metro on a Tonquin Trail Master Plan that will serve the cities of Wilsonville, Sherwood, and Tualatin with a regional multi-use path that will eventually connect to the Powerline trail in Tigard. In addition, Metro administers a volunteer program

Cost Recovery and Funding: It is important for the City of Sherwood to develop a Pricing and Cost Recovery Philosophy that reflects the values of the community and the responsibility it has to the community. This philosophy will be especially important if the City moves forward in the development of new programs, additional and/or expanded aquatics facilities, and a new sports complex, and as it strives for sustainability and determines how much it is willing to subsidize operations.

Action Theme One - Expansion and Improvements

There is a strong documented need for more programming and active recreation spaces such as walking, hiking and biking; fitness, weight and cardiovascular areas; cultural and performing art spaces, fields, and indoor/outdoor leisure aquatics. There is also solid rationale for improvements to the existing programs, facilities and services.

Recommendation 1.1 – Complete the Trail System and Connect the Community
As with most communities surveyed around the country, the most important recreational need is walking and biking trails, which rank the highest as the most important need in the 2006 Citizen Survey. Connectivity is vital to the Sherwood Community.

Recommendation 1.2 – Create More Recreation Program Opportunities
The statistically-valid citizen and teen opinion surveys indicated a number of recreation programs and services that were desired by the community. Working with and through partnerships, and with an eye toward sustainable programs, the City should offer those programs identified in the survey. The City should add a full time staff person to create and manage the new programs and services desired by the community.

Recommendation 1.3 – Conduct a Sports Complex Feasibility Study
The 2006 Citizen Survey and the Teen Survey documented athletic programs and sports, and fields as very important programs and facilities. A feasibility study should be conducted to determine the construction cost and operation costs based on most needed and relevant athletic field spaces. According to the **Community Components Summary Table Appendix Y** and the **Park System CIP Chart 17** (**Recommendation 1.7**) this study could include several of the components in one complex, like a destination playground, tennis courts, multi-purpose fields and baseball fields, as well as a skatepark (**Recommendation 1.4)** and an outdoor leisure pool (**Recommendation 1.6)**. Additional elements of this study would typically include:

- Complex program analysis and conceptual design
- Pricing and cost recovery projections
- Staffing projections
- Market analysis
- Potential partners
- Impact on the City's economic development
- Financial implications for construction and operational cost

Recommendation 1.4 – Design and Construct a Skatepark
The teen survey indicated that a skatepark, BMX or extreme sports area was desired. The City should enlist the help of a teen advisory design and fundraising board to aid in the development of this type of facility or multiple facilities.

A skatepark should also be considered for the Short-Term needs although this item is separate from the CIP list. Assuming a park of 15,000 to 25,000 square feet with in-ground pools and street elements, a cost of $500,000 should be budgeted for this item.

Recommendation 1.5 – Future Acquisitions Map
As resources become available, the City of Sherwood should look to add other facilities that would enhance the leisure and recreation opportunities for the community. Other facilities might include something new (**Recommendations 1.1, 1.3, 1.4, 1.6, and 1.7)** that supports a growing trend in leisure and recreation activities such as a skatepark, sports complex, tennis courts, a new leisure pool or an outdoor spray ground. Look for opportunities for future acquisitions both within and outside the UGB expansion areas and the City boundaries. See the **Future Acquisitions Map in Appendix X** which integrates both the Metro Regional Government's Goal 5 inventory (wetlands, riparian areas) and Metro Regional Government 2006 Bond Issue for properties they have identified as suitable. New properties will need to be identified and acquired for the larger developments like the Sports Complex (roughly 50 acres) and other facility development like a leisure pool (3-10 acres).

Recommendation 1.6 - Expand the Aquatics Program and Conduct an Outdoor Leisure Pool Feasibility Study
The 2006 Citizen Survey and the Teen Survey documented aquatics as very important programs. The City and the YMCA should explore the feasibility of expanding the Sherwood Family YMCA aquatics area (which is already plumbed). They should also explore all potential funding mechanisms including city indebtedness when available (after 2010); using the 501 (c) 3 foundation (**Recommendation 4.5)** and by having the YMCA plan and implement a strategic fundraising campaign. In addition, the City should conduct a feasibility study to determine the construction and operation costs for an outdoor seasonal leisure pool to be managed and operated by either the City or the YMCA. Additional elements of this study would typically include:

- Complex program analysis and conceptual design
- Pricing and cost recovery projections
- Staffing projections
- Market analysis
- Potential partners
- Impact on the City's economic development
- Financial implications for construction and operational cost

Recommendation 1.7 – Summary Table for CIP – Park Components
The **Community Recreation Components Summary Table Appendix Y** provides an analysis of the current ratios of key components to population for the City of Sherwood. This allows projections to be made for adding future components as the population grows. By comparing the existing quantity of each component to the current population, ratios are generated that can then be used to calculate the number of new components needed to maintain these same ratios as the City of Sherwood grows.

Because the existing ratio for any given component may or may not suit the actual need, data from the statistically-valid survey has been used to adjust the ratios up or down to fit the priorities of the people. The **Importance-Unmet Need Assessment Matrix for City of Sherwood Parks and Recreation Facilities** (see the **Statistically Valid Survey in Section C. Community and Stakeholder Input of Chapter III** ***What We Want - Our Community and Identified Needs)*** ranks the degree of unmet needs, as well as the level of importance for components. Using this, suggested ratios for each component have been placed into the chart. Ratios for components with low unmet need have been left unadjusted or rounded to an approximate number. Ratios for components with a high unmet need have been adjusted upward. The amount of adjustment was based on the judgment of the consultants, and experience with other communities.

The results provide an estimate of the number of each component that should be added to meet the needs of Sherwood's population in the year 2010. Costs for providing these facilities are shown on **Table 17**, and have been incorporated into the **Summary Table for CIP – Park Components in Appendix Y**. The **Importance-Unmet Need Assessment Matrix for City of Sherwood Parks and Recreation Facilities** has been used to prioritize the sequencing of these additions to the park system. Components with a high importance and high unmet need on the matrix have been prioritized for immediate implementation. Those with lower importance but high unmet need, and the ones with higher importance but low unmet need have been assigned to short-term implementation, and those with lower importance and low unmet need have been assigned a longer range implementation.

The **Summary Table for CIP – Park Components Table 17** shows the estimated timing and costs for the capital improvements recommended within this plan. These have been broken down by the *Immediate, Short-Term, and Long-Term* categories described previously. These categories were determined from the **Importance-Unmet Need Assessment Matrix for City of Sherwood Parks and Recreation Facilities**.

Immediate Needs have been defined as within the next year. These include the preservation of natural areas as new annexations and developments occur. The cost for this is "to be determined," as it is uncertain what opportunities will be presented for this item. The City may decide to assign a budget amount for this based on available funding sources. For example, if the 2006 Open Space Bond Measure passes a budget amendment in the amount of the local share should be added accordingly in the CIP.

The other items shown include additional turf areas, new picnic facilities, restrooms and parking in Woodhaven Park, as well as any new parks coming on-line, and the provision of new walking loops. The total cost for these improvements, without the costs for the natural areas, is $2,931,000. Annual costs have also been shown where possible on the chart for operations, maintenance, and amortized replacement over the life-cycle of the components. This totals $206,500 for the Immediate Needs items.

Short-Term Needs have been defined as within the next 1 – 2 years. The improvements to the amphitheater in Stella Olsen Park are included in this category, but costs for this have yet to be fully determined. Restrooms repairs or renovations should be included with the other park improvements. Drainage issues will affect the overall cost of this project, so it is recommended that additional studies be undertaken in the next year to firm up the cost estimate (**Recommendation 1.8)**.

This category also includes providing two (2) new large and one (1) small multi-use fields. This may change if a feasibility study is conducted in the immediate time frame for a regional sports complex, and should be re-evaluated accordingly if the study is conducted.

New playgrounds are included in this category as well, to be located in any new parks that come on-line. The cost for this is to be determined, based upon the number of new parks that may be anticipated within this timeframe.

Three new tennis courts are shown, but this also could change if a tennis facility was to be considered as part of a regional sports complex.

The total cost for the Short-Term capital needs ranges between $2,350,302 and $2,750,302 without the costs for the undetermined items. Annualized costs are expected to be $110,750.

The *Long-Term Needs* are defined as those to be completed before 2010. Included in this group are two new ballfields, two (2) new basketball courts, and an interactive water feature (sprayground) at Woodhaven Park. The ballfields could be part of a new regional sports complex, if it is developed.

Costs for these items total $2,977,277, with annualized costs of $159,100.

Total costs for the CIP through year 2010, with the exceptions and exclusions noted above, amount to a total of $7,706,579. Annual costs on the same items are estimated to be $501,350 after all of the improvements are in place.

It is recommended that the City begin the grant application process with Metro and available federal Land and Water Conservation funds as well as state funds as soon as possible; and concurrently with or immediately after the establishment of a 501 (c) 3 foundation (**Recommendation 4.5)** for private grants. The only other funding options are to consider special taxation, waiting for the SDC funds to become available or other City debt to be retired, or establishing an independent taxing authority or district.

The costs shown in this CIP are in current dollars, and may need to be adjusted for inflation. All of the costs estimated for this CIP have included within them a 2% amount for public art. This is included to coincide with the recommendation that the City of Sherwood conduct a Public Art study and/or master plan (**Recommendation 4.9).** The 2% figure is commensurate with what other communities, as well as the Federal government, typically allocate.

Components with *Immediate Need* include:

- *Natural Areas* and/or a *Nature Park*. It should be noted that the Tualatin River National Wildlife Refuge provides great opportunities for nature park experiences within easy proximity of the residents of Sherwood. The recommendation is that natural areas be preserved on a case by case basis as new development and annexations occur, to preserve and connect such areas within the fabric of the community.
- *Open Turf* areas for unstructured play and other activities. The recommendation is to provide eleven (11) more of these by 2010. All new parks should contain an open grassy area, and opportunities to provide additional open grassy areas in existing parks without them should be explored.
- *Picnic Facilities*. The recommendation is to provide three (3) new picnic areas, three (3) new group picnic shelters, and five (5) new small picnic shelters by 2010. Placing at least one (1) of the group shelters and some of the small ones in Woodhaven Park would enhance the overall Level of Service for the southwest part of Sherwood. Picnic facilities should be incorporated into all parks in new annexation areas as they come on-line.
- *Trails.* T his component should have one of the highest priorities, based upon the results of the survey and on national efforts to combat obesity and other public health issues. This includes both connected, community-wide trails and walking/fitness loops within parks. The recommendation is to create new trails wherever the opportunity arises, and to provide ten (10) new walking loops by 2010. The walking loops can easily be added to existing parks and school sites. All new parks should also contain this component. It simply needs to consist of a

continuous circuit walk within each site that allows for multiple laps to be completed. Placing distance markers on these further enhances the usefulness. These loops should be distributed throughout the city to promote walking access from every home.

Components with *Short-Term Need* include:

- *Amphitheater.* The increase in population does not prescribe additional amphitheaters, but the recommendation is to improve the existing one in Stella Olsen Park, which is a citywide draw for various cultural events. This includes resolving drainage and flooding issues, adding changing rooms, etc.
- *Multi-Use Fields.* The **Importance-Unmet Need Assessment Matrix for City of Sherwood Parks and Recreation Facilities** indicates that the unmet need for fields is low, but that the importance of fields is high. This would suggest that the current ratios are appropriate, but that it is important to sustain this ratio by adding new fields as the population grows. The recommendation is to provide two (2) new large multi-use fields and one (1) small one by 2010. This recommendation should be looked at in conjunction with the recommended feasibility study for a regional sports complex (**Recommendation 1.3**).
- *Playgrounds.* The new playground in Snyder Park provides an excellent destination play facility for the City of Sherwood that should meet the needs until the City grows much larger. However, this should be monitored to assure that the Snyder Park playground is not being over-used if it draws people from beyond the City of Sherwood. A large destination playground might also be a desirable feature as part of a regional sports complex (**Recommendation 1.3**). Additional small playgrounds will be needed as the population grows. These should be provided at schools and in new parks as annexations occur.
- *Tennis.* Tennis courts have a lower importance but higher unmet need. The recommendation is for three (3) additional courts by 2010. However, national trends suggest that participation rates in tennis may be increasing. With this in mind, it may be worthwhile to include a tournament facility for tennis in the feasibility study for a regional sports complex (**Recommendation 1.3**).

Components with a *Longer-Term Need* include:

- *Ballfields.* The recommendation is for five (5) more fields by 2010. These could be part of a regional sports complex (**Recommendation 1.3**), or could be in new parks or schools that are built as a result of annexations.
- *Basketball* did not appear on the **Importance-Unmet Need Assessment Matrix for City of Sherwood Parks and Recreation Facilities;** however, the recommendation is to provide three (3) new outdoor courts by 2010 to maintain the current ratio.
- *Interactive Water Feature.* Like the playground at Snyder Park, this feature should be monitored to determine its success and decide if additional features similar to this should be added or modified. The recommendation is to provide one additional spray ground by 2010. Woodhaven Park should be considered as a possible location for this, to increase levels of service for the southwestern portion of the City of Sherwood.

Summary Table for CIP – Park Components Table 17 details the recommended improvements or additions to the City of Sherwood parks system for the immediate future, short and long term.

Recommendation 1.8 - Drainage Study for Stella Olsen Park
The City should conduct a drainage study for Stella Olsen Park prior to designing and constructing improvements to the amphitheater and park as recommended in 1.7 and detailed in the Summary Table for CIP – Park Components **Table 17**. This could be added to a larger evaluation of the stormwater management system that is needed for the entire city.

Action Theme Two – Organizational Management

A strong dedication to providing quality facilities and programs resonates throughout every level of the City of Sherwood's staff. The following recommendations and strategies can help to clarify operations and create a full service parks and recreation department equally contributing to the overall City organization.

Recommendation 2.1 – Create Policies
The Community Services Division and Parks and Recreation Staff should create the following policies to assist it in the provision of services for the Sherwood Community:

- Cost Recovery and Pricing Policy
- Sponsorship Policy
- Partnership Policy (see recommendation 3.1)
- Field Use Policy
- Fee Reduction or Scholarship Policy

Recommendation 2.2 – Review and Revise Existing Ordinances and Policies; Facilitate Planning Efforts
The following recommendations are the result of the finished Master Plan and assure integration with other planning efforts. These are to be administered by the Planning Department.

- Conduct a zoning code audit to identify inconsistencies between new Parks and Recreation Master Plan and development codes. (Ex: PUD, subdivision, site plan review, off street parking standard)
- Analyze proposed acquisition areas in relationship to local, regional, and state land use policy and prepare an action list to implement acquisition strategies.
- Identify individual parks that do not have an approved master plan and land use approval to guide future development decisions.
- Update or replace the Comprehensive Plan Natural Areas Map as part of the adoption of the master plan. This map identifies existing and future parks, open space, recreation, and trails and the selection of the lands are based on a set of criteria: habitat value, suitability, location, etc.
- Develop a parks management team and have the Planning Supervisor participate with this team to administer the parks and recreation programs.
- Train City staff members in watershed stewardship to assist all departments in a systematic and coordinated approach to conservation and restoration of natural resources.
- Utilize the GRASP® tool to identify park uses when concept planning for new parks in UGB expansion areas.
- Coordinate existing and future programming of recreation areas associated with additions of new school district facilities.
- Develop low impact management and development practices for parks and trail facilities that potentially affect Goal 5 sensitive habitat areas.
- Assign a grant coordinator to apply for and secure outside sources of funding.

Recommendation 2.3 – Finalize the Disposition of the Sherwood Old Town Field House

Before recommendations for the optimization and expansion of the program offerings and marketing efforts for the Sherwood Old Town Field House can be made, the final disposition of this facility must be decided. If the facility and/or land are to be sold due to its prime location in the downtown revitalization effort, then it is recommended that the profit from this sale be used to help fund the expansion of park and recreation programs, facilities and services contained in this study. If re-purposing of this facility is deemed more appropriate, it is also recommended that it be re-purposed for the expansion of park and recreation programs, facilities and services contained in this study.

Action Theme Three - Optimal and Efficient Use of Space, Land and Partnerships

The City of Sherwood has continued to create partnerships with the City and the School District, the Sherwood Family YMCA and other private, governmental and non-profit organizations. These partnerships help leverage funding and other resources for the community, and will continue to be more and more important. The City should pro-actively plan and set policy for procuring and managing partnerships.

Recommendation 3.1 – Create and Implement a Partnership Policy
The City of Sherwood should formalize all partnerships in a written format and review them annually. A policy should provide an outline of what types of partnerships are appropriate for the City, the approval and procurement procedures, steps for partnering, monitoring and evaluation criteria, risk management and exit strategies if for some reason a partnership does not go as planned.

In addition, during this Partnership Policy formation, it will be important to identify a system for tracking and identifying all current and potential partners. A "Sample Partnership Policy" has been provided in the **Appendices** as part of this planning process.

Recommendation 3.2 – Encourage, Enhance and Maximize Relationships and Partnerships Opportunities
Continue to facilitate and improve collaborative relationships and partnerships with all stakeholders including non-profit organizations, other governmental agencies, home owner associations, etc. Where possible, provide liaisons to other boards or commissions; encourage participation and involvement with the Parks and Recreation Advisory Board; exchange information and facilitate collaborative brainstorming, problem solving and decision making for the greater benefit for the citizens of the City of Sherwood.

Recommendation 3.3 – Maximize Partnerships with City of Sherwood and the School District
The ongoing relationship and partnership with the City of Sherwood and the School District continues to be strong and lasting. The City will need to continue to expand programming as the population grows and should seek to utilize the School District's properties as appropriate and vital programming spaces, and should use these spaces as the School District's schedule allows.

Furthermore, as the cost of the maintenance of school athletic fields continues to increase, the City's agreement with the School District will need to be reviewed in regards to the amount of money reimbursed to the City for maintenance. In 2005, labor and equipment costs for school athletic fields amounted to approximately $59,000. Reimbursements to the City from the School District totaled approximately $49,000.

Recommendation 3.4 – Maximize Partnership with City of Sherwood and the YMCA
The ongoing relationship and partnership with the City of Sherwood and the YMCA continues to fulfill a large portion of the recreation needs of the community. The City should continue to monitor and evaluate the effectiveness of the operating agreement with the Sherwood Family YMCA. The City should review the agreement with the YMCA (and all such IGA's) on an annual basis.

In light of capacity issues at the YMCA, future growth and demand for services, and accommodating the needs of those not being served by the YMCA, the City should explore all options for the provision of services with both the YMCA and other partners.

The City could conduct a site development plan; and/or a modified feasibility study focusing on the business plan with an operational pro-forma and a contract review. Theses studies will help the City decide whether or not to expand services at that site; develop services at another site; continue the terms of the current agreement as is; or to pursue the operation and management of this facility with new Community Services Division and Parks and Recreation Staff resources or an independent taxing authority.

Recommendation 3.5 - Continue Tracking Labor Hours and Equipment Use for Parks' and Athletic Fields' Maintenance Tasks
The survey results showed that City of Sherwood maintenance of parks and athletic fields is considered to be good to excellent. The Public Works Department has been tracking labor hours since April 2005 and equipment use since January 2006. It is important for the Public Works Department to continue to track labor hours and equipment use for maintenance tasks in order estimate what it takes to keep parks and athletic fields to the standards developed in May of 2004. Tracking labor costs and equipment costs for maintenance tasks will also allow for:

- More accurate estimating of associated maintenance costs for new parks and athletic fields;
- Establishing true costs for maintenance of school facilities; and
- Greater understanding of the impacts of maintenance budgets fluctuations.

Recommendation 3.6 - Reinstate Naturalist Position
Maintaining and preserving the City's natural areas along with acquiring additional natural areas ranked very high during the public input process. It is recommended that the City reinstate a trained naturalist professional to monitor the ongoing issues related to the natural areas located within the City of Sherwood

Recommendation 3.7 - Engage and Educate Sports Associations to Assist in Minimizing their Impact on Parks and Athletic Fields
There is great demand for City and school athletic fields by the local youth sports associations. Because of this demand youth sports providers may use fields when, because of conditions, they shouldn't. The City needs to develop an annual training program that educates youth sports associations as to when fields should and should not be used. This training program would also allow sports providers to identify potential safety issues and potential future maintenance issues and report them to the Public Works Department.

Recommendation 3.8 - Institute an Athletic Field Closure Policy
Currently the demand for athletic fields outweighs the supply. With this demand athletic fields are sometimes "played to death". Although it may not be realistic at this time due to the demand, the City needs to institute a "Field Closure Policy" in which natural turf athletic fields are taken offline for periods of time for rejuvenation. This will become more realistic and should be instituted when new athletic fields come online and the supply is increased.

Action Theme Four: Cost Recovery and Funding

All indications point to the City of Sherwood needing to expand its leisure and recreation opportunities for the community based on population growth projections for the area. As the City grows, so will the need to develop ongoing systems that help measure success and anticipate potential pitfalls.

Recommendation 4.1: Establish Life Cycle Costing Assessments
A Life-Cycle Costing Assessment could build on current Sherwood inventory assessments and add a component related to the condition of each facility and the anticipated number of years to major renovation or replacement. The goals of this assessment would be to gain a better understanding of deferred maintenance needs that have not been met and to develop a strategy for renovating or replacing facilities. A condition value for park components has been established and can be found in **Appendix Y** - The **Community Recreation Components Summary Table**.

Recommendation 4.2: Create a Information Management and Technology Plan
The City of Sherwood has some information management components in place and should seek to expand the capabilities and integrate the technology to assist staff in managing multiple data sources. With an expanded programming effort and new facilities developing, recreation management and registration software, and a web-based registration process, are two such priority needs identified in this study.

Recommendation 4.3: Create a Stronger Brand for the City of Sherwood (new) Parks and Recreation Department
A branding program can help positively separate the City of Sherwood from other agencies and alternative providers but also be used to promote the City and its partners as the primary active recreation provider in the area. The more this message is delivered, the more people will understand the mission and look to the City of Sherwood for their leisure and recreation needs and support the City in the development of new facilities. Components of the program should include:

- A signage program that clearly identifies that "This facility is brought to you by the City of Sherwood Parks and Recreation Department "
- A "Did You Know" section in the seasonal program guide and website that describes what the City of Sherwood does and doesn't do.
- A "Did you Know" handout to be available at the administration office, aquatics center, and special events, or to be handed out by staff as opportunities arise.

All on-site park signs will be consistent with the Wayfinding Master Plan, which the City has been developing since 2004. As far as branding, a separate logo for a Parks and Recreation Department will be considered if and when a full service department is established.

Recommendation 4.4 – Implement a 5-Year Master Planning Schedule as well as Annual Updates to the Plan
This Master Plan represents the first Master Plan for the City of Sherwood Community Services Division and Parks and Recreation Staff. While some agencies attempt to adopt Master Plans for more than five years it is very difficult to plan accurately more than five years in advance. Technological advancement, along with changes in needs and trends, alter greatly over short periods of time. Current programs and facilities have been developed in a "reactive" manner, due primarily to citizen demand. In order to allow for a more proactive and managed approach, and knowing that the process is detailed and involves extensive public outreach, it is recommended that the City schedule annual updates and a major update every five years by allocating resources starting in 2011.

Since this **Parks and Recreation Master Plan** has been created using dynamic land management tools (including **GRASP®** and GIS), the next update should be easier and less time-consuming, but will still require stakeholder involvement (which should include a statistically valid survey) and needs assessment, along with reexamination of management practices and the future cost recovery and budget realities.

Recommendation 4.5 – Establish a 501 (c) 3 Park and Recreation Foundation
To facilitate the receipt of grant funds and other fundraising activities, the City of Sherwood should establish a 501 (c) 3 Foundation. This Foundation could combine with the efforts of the Cultural Arts Board to facilitate the goals of the Public Art Master Plan Recommendation 4.9.

Recommendation 4.6 – Pursue Grant Opportunities
It has been several years since the City has pursued Land and Water Conservation Grant funding. The Trust for Public Lands may be a resource in conjunction with meeting Goal 5 objectives as the City wishes to participate in the 2006 Metro Bond Issue funding for future acquisitions. In addition, there may be opportunities to pursue grant funds through the United States Tennis Association for tennis court development or seed money. Also, the City should pursue the Safe Routes to Schools Initiatives for trail connection funding.

Recommendation 4.7 – Institute Volunteer Opportunities
Establish an "Adopt a Park Program," and a "Neighborhood Park Watch Program." Consider creating a full time dedicated position in the future to manage these programs as they grow.

Recommendation 4.8 - Research the Feasibility of Creating an Independent Park Authority or District
As an alternative to parks and recreation programs, facilities and services being managed by the City, research the feasibility of establishing an independent authority or special taxing district. This independent authority or district could include either or both the parks and recreation divisions as deem appropriate by and desirable for the City of Sherwood. Consideration should be given to the implications of maintaining ownership of the park estate and facilities versus establishing an Intergovernmental Agreement between the agencies. Additionally, the financial disposition of current general fund allocations and contractual obligations regarding the current tax funding for this independent authority would need to be resolved.

Recommendation 4.9 - Create a Public Art Master Plan
Many communities are creating master plans for public art that add a cultural, historic and aesthetic aspect to the parks system. Public art can not only add value and improve ambiance, it can impact the overall qualitative condition of a park or facility. With the current Rudy Gas Pump Park, and the interactive water feature element in Snyder Park the City is well on its way to incorporating public art elements in its infrastructure. Additionally, the **Community Recreation Components Summary Table, Appendix Y** details a 2% of the cost of construction being dedicated for the Public Art Fund for applicable park system components. A public art master plan helps facilitate the grant application process, creates additional opportunities for the donation solicitation process, and generates the "wow factor" for fundraising efforts. The City should consider creating a public art master plan.

Recommendation 4.10 - Create a Cost Recovery Policy
It is recommended that the City of Sherwood develop a subsidy/cost recovery philosophy and policy. Refer to **Appendix J** for the **Cost Recovery Pyramid Methodology** copyrighted by GreenPlay, LLC.

Action Plans – What Happens Next

The City of Sherwood is continually striving to keep up with the expectations and needs of the community. The current YMCA facility is heavily used and most YMCA and City programs have high participation rates. The City and school athletic fields are also in great demand. All organizations supplying leisure and recreation programs have numerous positive impacts including encouraging healthy lifestyles, promoting social well-being, providing opportunities and facilities for enjoyment, and enhancing the quality of life.

This **Parks and Recreation Master Plan** endeavors to provide a guiding mechanism for continuing to meet existing and future community needs, and expanding the positive impacts of this portion of the City of Sherwood's services. The strengths of this report stem from the extensive research, community involvement, analysis of needs, and public review that form the basis for the recommendations it contains. The recommendations of this Plan are designed to create goals cultivating:

- Focus on consistently meeting and exceeding citizen expectations;
- Use of innovative ideas and methods to successfully meet challenges posed by budgetary, facility and staffing limitations;
- A system that benefits residents by increasing services to all age groups and providing diverse opportunities;
- A service agency that sees itself as a viable partner in providing community services;
- A stewardship approach to providing high-quality facilities, existing and future, through judicious use of public funds;
- Cooperation and partnerships among the City, the YMCA, Public Schools, other non-profit organizations and the private sector in providing recreational services and facilities;
- A proactive planning process guided by community needs and executable strategies; and a process for reviewing and updating this document annually.

Ultimately, this plan is designed to serve as a decision-making tool for the City of Sherwood. Action Strategies are needed to carry out the Parks and Recreation Master Plan recommendations. The following chart has been developed which summarizes the recommendations including actions, funding where appropriate, and timing.

Timing
This plan is intended to be a 5-year Plan. The following **Action Themes Implementation Table 16** indicates timing based on the start of implementation:

- Immediate: immediately or within one- year
- Short-Term: within two-three years
- Long-term: within the five years
- Ongoing

Table 16: Sherwood, OR Parks and Recreation Master Plan Action Themes Implementation Table

Recommendations	Timing	Responsibility	Financial Impact
***Action Theme One* – Expansion and Improvements**			
Recommendation 1.1: Complete the Trail System and Connect the Community	Short Term	Sherwood Planning Department; Community Services Division	Staff time; See CIP chart
Recommendation 1.2: Create More Recreation Program Opportunities	Immediate	City Manager; Sherwood Parks and Recreation Advisory Board; Community Services Division; Parks and Recreation Staff	Full time staff position with benefits in year one (1); reducing staffing subsidy in subsequent years
Recommendation 1.3: Conduct a Sports Complex Feasibility Study	Long Term	Sherwood Parks and Recreation Advisory Board; Planning Department and Staff; Community Services Division; and a Design/Management Consultant; Public Process	Staff time; $35,000-$50,000
Recommendation 1.4: Design and Construct a Skatepark	Short Term	Sherwood Parks and Recreation Advisory Board; Planning Department; Community Services Division; Parks and Recreation Staff; Teen Volunteers in the Community; Public Process	Staff time, Foundation time and fund raising efforts; $500,000 in capital construction costs
Recommendation 1.5: Future Acquisitions Map	Short Term	Sherwood Parks and Recreation Advisory Board; Planning Department	Staff time
Recommendation 1.6: Expand the Aquatics Program and Conduct an Outdoor Leisure Pool Feasibility Study	Long Term	Sherwood Parks and Recreation Advisory Board; Planning Department and Staff; Community Services Division; and a Design/Management Consultant; Public Process	Staff time; $35,000-$50,000
Recommendation 1.7: CIP Chart	Immediate; Short Term; Long Term	Sherwood Planning Department; Community Services Division; Parks and Recreation Staff; Design Consultant	Staff time; See CIP chart
Recommendation 1.8 Drainage Study for Stella Olsen Park	Immediate	Sherwood Planning Department; Community Services Division; Parks and Recreation Staff; Civil Engineer	Staff time; $25,000
***Action Theme Two* - Organizational Management**			
Recommendation 2.1: Create Policies	Immediate	Sherwood Staff	Staff time
Recommendation 2.2: Review and Revise Existing Ordinances and Policies; Facilitate Planning Efforts	Immediate	Community Services Division; Sherwood Planning Department	Staff time
Recommendation 2.3: Finalize the Disposition of the Sherwood Old Town Field House	Immediate	City Manager; Sherwood Parks and Recreation Advisory Board; Sherwood Planning Commission; Planning Department; Community Services Division; Parks and Recreation Staff; Public Process	Staff time
***Action Theme Three* - Optimal and Efficient Use of Space, Land and Partnerships**			
Recommendation 3.1: Create and Implement a Partnership Policy	Immediate	Sherwood Staff	Staff time
Recommendation 3.2: Encourage, Enhance and Maximize Relationships and Partnerships Opportunities	Immediate; Ongoing	Sherwood Parks and Recreation Advisory Board; Community Services Division; Parks and Recreation Staff	Staff time
Recommendation 3.3: Maximize Partnerships with City of Sherwood and the School District	Immediate	Sherwood Parks and Recreation Advisory Board; Community Services Division; Parks and Recreation Staff	Staff time
Recommendation 3.4: Maximize Partnership with City of Sherwood and the YMCA	Immediate	Sherwood Parks and Recreation Advisory Board; Community Services Division; Parks and Recreation Staff; Consultant	Staff time; $10,000 to $25,000 for a consulting firm to do a business plan and operational pro-forma depending on available data

Recommendations	Timing	Responsibility	Financial Impact
Recommendation 3.5: Continue Tracking Labor Hours and Equipment Use for Parks' and Athletic Fields' Maintenance Tasks	Ongoing	Public Works Department	Staff time
Recommendation 3.6: Re-instate Naturalist Position	Short Term	Sherwood City Manager; Community Services Division; Parks and Recreation Staff	Full time staff position with benefits
Recommendation 3.7: Engage and Educate Sports Associations to Assist in Minimizing their Impact on Parks and Athletic Fields	Short Term	Sherwood Community Services Division; Public Works/Parks and Recreation Staff	Staff time
Recommendation 3.8: Institute an Athletic Field Closure Policy	Long Term	Sherwood Community Services Division; Public Works/Planning/Recreation Staff	Staff time
***Action Theme Four* – Cost Recovery and Funding**			
Recommendation 4.1: Establish Life Cycle Costing Assessments	Short Term	Sherwood Staff (or contract consultant)	Staff time
Recommendation 4.2: Create an Information Management and Technology Plan	Short Term	Sherwood Staff (or contract consultant)	Staff time, software costs
Recommendation 4.3: Create a Stronger Brand for the City of Sherwood (new) Parks and Recreation Department	Short Term	Sherwood Staff	Staff time & $7,500 to $10,000 for promotion
Recommendation 4.4: Implement a 5-Year Master Planning Schedule with Annual Updates	Long Term	Sherwood Parks and Recreation Advisory Board; Community Services Division; Staff; Consultants	Staff time; $40,000-50,000 every 5 years
Recommendation 4.5: Establish a 501 (c) 3 Park and Recreation Foundation	Immediate	Sherwood Staff	Staff time; volunteer time
Recommendation 4.6: Pursue Grant Opportunities	Immediate; ongoing	Sherwood Staff; 501 (c) 3 Park and Recreation Foundation	Staff time; volunteer time
Recommendation 4.7: Institute Volunteer Opportunities	Immediate; ongoing	Sherwood Community Services Division; Parks and Recreation Staff	Staff time; eventual full time staff position with benefits whose cost benefit far out weigh the subsidy of the position
Recommendation 4.8: Research the Feasibility of Creating an Independent Park Authority or District	Immediate	Sherwood Staff, Consultants	Staff time; $30,000 to $50,000 for a consulting firm depending on available data
Recommendation 4.9: Create a Public Art Master Plan	Short to Long Term	Sherwood Staff (or contract consultant)	Staff time; 501 (c) 3 Park and Recreation Foundation and volunteer time; $15,000 to $25,000 for a consulting firm depending on available data
Recommendation 4.10: Create a Cost Recovery Policy	Immediate	Sherwood City Manager; Finance Department Staff; Community Services Division; Sherwood Parks and Recreation Staff; Key Stakeholders	Staff time

Table 17: Sherwood, OR Parks and Recreation Master Plan - Summary Table for CIP – Park Components

Summary Table for CIP - Park Components
Sherwood, OR
Prepared by Design Concepts, September 26, 2006
O & M includes depreciation and replacement costs amortized over the useful lifespan per Community Recreation Components Summary Table

I. Immediate Needs - as soon as possible

	Recommendation	CIP Total Cost	Annual O & M Costs (inc. life cycle costs)
A	Preserve natural areas as annexations occur	TBD	TBD
B	Provide eight more open turf areas	$200,000	$6,500
C	Provide picnic facilities, restrooms and parking for 20 cars in Woodhaven park	$238,000	$25,000
D	Provide additional picnic facilities in new parks	$200,000	$49,000
E	Provide 10 new walking loops	$450,000	$151,000
TOTALS		**$1,088,000**	**$231,500**

II. Short-Term Needs - in the next 1-2 years

	Recommendation	CIP Total Cost	Annual O & M Costs (inc. life cycle costs)
A	Improve amphitheater and restrooms in Stella Olsen Park	$60,000*	TBD
B	Provide 2 new large multi-use fields	$500,000	$61,000
C	Provide 1 new small multi-use field	$50,000	$15,250
D	New playgrounds with new growth	TBD	TBD
E	Provide 3 new tennis courts	$150,000	$34,500
TOTALS		**$760,000**	**$110,750**

* Estimate includes only the restroom improvements; amphitheater and other improvements are dependent on drainage study: Recommendation 1.8, and conceptual design.

III. Long-Term Needs - by 2010

	Recommendation	CIP Total Cost	Annual O & M Costs (inc. life cycle costs)
A	Provide 2 new ballfields	$800,000	$137,400
B	Provide 2 new basketball courts	$100,000	$11,000
C	Add Sprayground at Woodhaven park	$50,000	$10,700
TOTALS		**$950,000**	**$159,100**

CIP TOTALS TO THE YEAR 2010	**$2,798,000**	**$501,350**

1. CIP Total Cost column shows the construction cost for the recommendation.

2. Land costs or cost of support features, if needed, such as parking lots, buffer areas, percentage for art, etc. are not included. See the Land Acquisition Requirements for CIP Recommendations text for additional explanation of land requirements.

3. Annual Life Cycle Costs column includes operating and maintenance costs, as well as replacement cost for the improvements and finance charges, amortized over the expected lifespan of the equipment.

4. See the Community Recreation Components Summary Table for detailed cost information on each recommended component.

Land Acquisition Requirements for CIP Recommendations

I.A Preserve Natural Areas as Annexations Occur
Lands that exhibit special natural qualities should be considered for acquisition as new annexations occur. The amount of this land acquired will depend upon the amount of land that is suitable for natural space, the funds available to acquire the land, and/or the negotiating position of the City.

I.B Provide Eight More Open Turf Areas
This recommendation is to provide areas within parks or at schools, or other sites that are relatively level turfgrass that is suitable for informal play, but not intended for organized sports or other regular programming. These would primarily be designed into any new parks, schools, or other sites that occur as a result of annexations; however, it may be possible to find other sites within the existing City. One of these could currently be located at Woodhaven Park.

The size of these areas should ideally be approximately ½ acre, but this may vary, depending upon the shape, slope, or other considerations. The intent is to provide a place to run, throw a Frisbee, play a game of catch, etc. Some widely-spaced trees or other obstacles may even be located within this space if they do not preclude these uses.

Although the eight turf areas prescribed will occupy about four (4) acres, there is no recommendation to acquire land specifically for this purpose, but rather to insure that space is available and dedicated within in new parks, schools, etc. for this use.

I.C Provide Picnic Facilities in Woodhaven Park
This recommendation does not require any acquisition of new land. The recommended components would be located on existing undeveloped park land in Woodhaven Park.

I.D Provide Additional Picnic Facilities in New Parks
This recommendation is similar to I.B; there is no recommendation to acquire new land specifically for this purpose, but rather to incorporate this use into any new parks, schools or other facilities as they are acquired. These could also be incorporated into natural areas. The land area that these components would occupy is approximately three (3) to four (4) acres, but is distributed as described.

I.E Provide 10 New Walking Loops
This recommendation also does not require the acquisition of land specifically for this purpose. The walking loops are to be incorporated into existing parks, schools, or natural areas, as well as into any new parks, schools, or natural areas that might be acquired as part of annexations. These paths should be 8' wide and constructed of concrete. The length may vary, but will probably be between ¼ and ½ mile each. They will occupy approximately two (2) to three (3) acres of land.

II.A Improve Amphitheater in Stella Olsen Park
No new land is required for this recommendation, as the space for this is currently being used for this purpose. Some expansion of the area dedicated to this use may be required if the re-design dictates, but this would not require any new acquisitions.

II.B Provide Two New Large Multi-Purpose Fields
This would require anywhere from three (3) to ten (10) acres, depending upon whether the fields are placed on sites with existing support features, such as parking, or located on one (1) or two (2) free-standing sites. The ideal recommendation would be to place them in a single new park and/or school that would be constructed as part of an annexation.

II.C Provide One New Small Multi-Purpose Field
This field should also be located within a new park or school that would be constructed as part of an annexation. It will require approximately one (1) acre of land.

II.B & II.C Alternative
The fields recommended in II.B and II.C may be included in a regional sports complex, if one is constructed. The acreage required for these fields would be approximately ten (10) to fifteen (15) acres.

II.D New Playgrounds with New Growth
There is no set number for these playgrounds; only the recommendation that all new parks and schools contain a playground within them. No land acquisition is required beyond assuring that new sites have adequate space for this use. Each playground will require less than ¼ acre of space.

II.E Provide Three New Tennis Courts
If possible, these courts could be incorporated into new parks or schools as part of new annexations. They could also be incorporated into a new regional sports complex if one is developed. The land area they would occupy would be between two (2) and four (4) acres. If an independent site were to be acquired for tennis, it is recommended that a larger parcel be acquired to allow for future expansion up to as many as twelve courts total. This would require approximately ten (10) acres.

III.A Provide Two New Ballfields
Ideally these would be provided as part of new schools to be built as part of annexations. They will require approximately three (3) acres for each field. The City may want to partner with the school district to provide these fields.

III.B Provide Two New Basketball Courts
These courts should be provided on existing park land, or as part of new parks built as a result of annexations. They could also be located on school sites.

III.C Add Spray Ground at Woodhaven Park
The recommendation is to provide this feature at Woodhaven Park. This land is currently owned by the City, so no new acquisition is required.

VI. Appendices

Appendix A. Trends

Recreation and Leisure Trends

In this fast paced, modern society it has become essential to stay on top of current trends impacting the field of parks and recreation. The recreational provider is faced with the challenge of meeting and exceeding user expectations. Part of this task involves comprehension about what participants want now, studying what they wanted in the past, and developing an idea of what they will look for in future activities. Statistical data presented by the National Sporting Goods Association 2003 Survey on sports participation is one primary tool to understanding user trends.

The following information was gathered by a mail panel resource of more than 20,000 pre-recruited households. Through a self-administered questionnaire, male and female heads of household and up to two other household members who were at least seven years of age were asked to indicate the sports they participated in 2003, along with the frequency of participation in 2003.

For this study, a participant is defined as an individual seven years of age or older who participates in a sport **more than once a year**. There are seven sports that required participation to be defined as **six times or more a year**: aerobic exercise, bicycle riding, exercise walking, exercising with equipment, running/jogging, step aerobics, swimming, and weightlifting.

The following tables illustrate the results of this study. Activities are listed in descending order by total participation.

Table 18: Top Ten Activities Ranked by Total Participation for National Recreation Participation in 2004

Sport	Total Participation (in Millions)	Percent Change From 2003
Exercise Walking	84.7	3.8%
Camping (vacation/overnight)	55.3	3.5%
Swimming	53.4	2.2%
Exercising with Equipment	52.2	3.9%
Bowling	43.8	4.6%
Fishing	41.2	-3.6%
Bicycle Riding	40.3	5.3%
Billiards/Pool	34.2	3.7%
Workout at Club	31.8	8.0%
Aerobic Exercising	29.5	5.1%

Source: National Sporting Goods Association

Table 19: National Recreation Participation in 2004 of Selected Sports Ranked by Percent Change from 1999 to 2004

Sport	Total Participation (in Millions) 2004	Total Participation (in Millions) 1999	Percent Change 1999 to 2004
Skateboarding	10.3	7.0	48.6%
Workout at Club	31.8	24.1	32.0%
Hockey (ice)	2.4	1.9	28.9%
Mountain Biking	8.0	6.8	18.2%
Exercising w/Equipment	52.2	45.2	15.4%
Aerobic Exercising	29.5	26.2	12.2%
Running/Jogging	24.7	22.4	10.3%
Exercise Walking	84.7	80.8	4.9%
Hiking	28.3	28.1	0.9%
Soccer	13.3	13.2	0.9%
Baseball	15.9	16.3	-2.9%
Bicycle Riding	40.3	42.4	-4.9%
Basketball	27.8	29.6	-6.0%
Swimming	53.4	57.9	-7.7%
Volleyball	10.8	11.7	-7.9%
Martial Arts	4.7	5.1	-8.7%
Golf	24.5	27.0	-9.4%
Tennis	9.6	10.9	-11.9%
Football (touch)	9.6	11.1	-14.1%
Softball	12.5	14.7	-15.0%
In-Line Roller Skating	11.7	24.1	-51.5%

Source: National Sporting Goods Association

Table 20: National Youth Participation in Selected Sports Comparison by Age Group 2004 vs. 1994

Sport	Total Percent Change 1994 – 2004 (Ages 7-17)	Total Percent Change 1994 – 2004 (Ages 7-11)	Total Percent Change 1994 – 2004 (Ages 12-17)
Baseball	-11.6	4.7	15.8
Basketball	-.04	5.6	-9.8
Bicycle Riding	-.22.4	-19.4	-17.0
Golf	37.5	53.3	31.9
Ice Hockey	.05	-24.7	33.3
In-line Skating	-69.8	-52.7	-25.8
Skateboarding	97.6	82.4	111.8
Soccer	-.01	-1.5	1.2

Source: National Sporting Goods Association

Table 21: National Recreation Participation of Women in Selected Sports Comparison 2004 vs. 1999

Sport	Total Participation (in Millions) 2004	Total Female Participation (in Millions) 2004	Total Female Participation (in Millions) 1999	Percent Change 1999 to 2004
Aerobic Exercising	29.5	21.7	19.6	-0.7
Baseball	15.9	3.5	3.5	0.5
Basketball	27.8	8.7	8.6	2.1
Bicycle Riding	40.3	18.7	18.9	2.0
Exercise Walking	84.7	52.4	50.0	-0.1
Exercising w/Equipment	52.2	28.0	23.1	2.6
Football (touch)	9.6	2.2	2.0	4.8
Golf	24.5	5.7	5.6	2.4
Hiking	28.3	13.7	12.8	2.8
Hockey (ice)	2.4	0.6	0.5	0.0
In-Line Roller Skating	11.7	5.9	12.2	-0.4
Martial Arts	4.7	1.6	2.0	-4.8
Mountain Biking	8.0	2.7	2.1	3.0
Running/Jogging	24.7	11.5	10.1	1.4
Skateboarding	10.3	2.6	1.2	7.5
Soccer	13.3	5.5	4.8	5.0
Softball	12.5	6.5	6.9	5.0
Swimming	53.4	28.6	30.8	0.4
Tennis	9.6	5.1	5.0	6.8
Volleyball	10.8	6.3	6.4	4.0
Workout at Club	31.8	17.8	12.9	2.3

Source: National Sporting Goods Association

Other miscellaneous recreational trends noted in the NSGA's 2003 study:

- Snowboarding had 6.3 million participants in 2003. It continued on a 12.9% increase from 2002. This popular sport has most likely impacted alpine skiing, which has had a continual percentage decrease over the last five years (-11.8% from 1998 to 2003).
- Ice hockey has had an overall increase of 9.4% since 1993, and participation by children ages 7- 11 years old has increased 59.7% in the last ten years. However, as a total percentage it is still fairly low.
- Skateboarding continues a steady increase in popularity, and now includes 9 million participants.
- Exercise walking continues to be the number one sport in American participation, with 79.5 million participants.
- Yoga and Tai Chi were introduced to the survey in 2002 and included in the 2003 survey. Total participation was 5.6 million, with women comprising 83.3% of that total.
- Martial Arts is the largest percent change from 2002 to 2003 with a 15% increase and 4.8 million participants.

Demographic Changes:

The greatest trend found in recreation is not a particular sport but rather a sport participant. Baby boomers, defined as anyone born between 1946 and 1964, consist of 77 million people. By 2005 an estimated 42 percent of baby boomers will be over 50 years of age. Below are statistical data on boomers and implications on recreational services for this influential group. Information for this report was gathered by NRPA, AARP, SGMA, and GreenPlay LLC.

Demographics of Baby Boomers

- Median income level is $51,700
- 68% of boomers are married
- Most boomers are well educated, with 50% having at least two years of college
- An estimated 23% of boomers will not be financially prepared for retirement
- With an almost 20 year age gap, it should be noted that baby boomers are a diverse group with regards to social behavior and attitudes

Lifestyle of Baby Boomers

- Known to work hard, play hard, and spend hard
- Place value on exercise and fitness
- Time viewed as a precious commodity
- Less interest in civic engagement (low rate of volunteerism)

- Do not associate with being "old"
- Retirement viewed as "mid-life"
- Tend to participate in more individualized activities rather than group events
- Highest volunteerism rate at 34.5%(Annual Bureau of Labor Statistics survey "Volunteering in the United States" found that the highest rates of volunteering are among persons 35-44 http://www.bls.gov/news.release/pdf/volun.pdf)

Implications of Baby Boomer Trends for Recreation

- Increased demand for well-equipped fitness centers
- Movement away from "senior" related programs such as bridge and shuffleboard since many boomers associate these with being "old"
- Swimming pools better utilized by programs like water walking, water aerobics, and active lap swimming
- Increased demand for on-going educational classes to create life-long hobbies
- Increased interest in computer courses from basic application to Web site design
- Length and timing of programs should be compressed
- Workshops preferable to six- or eight- week classes, weekend and night classes popular
- Increased interest in outdoor recreation and maintaining parks and open space
- Continued interest in arts and entertainment

Business of Baby Boomers

It is important to realize that baby boomers have no intention of "slowing down" in retirement. Many will work part-time, change careers, or create new businesses during this time. Recreation services offered to this age group must be customized to suit each individual need for:

- Self-fulfillment
- Healthy pleasure
- Nostalgic youthfulness
- Individual escapes

Table 22: Recreation Activities for Adults 55 and Older Based on Frequent Participation 2002

Activity	Days Per Year	Participants
Fitness Walking	100 +	6,515,000
Stretching	100 +	4,107,000
Treadmill Exercise	100 +	3,887, 000
Golf	25 +	3,646,000
Freshwater Fishing	15 +	1,903,000
R.V. Camping	15 +	1,736,000
Lifting Free Weights	100 +	1,735,000
Bowling	25 +	1,725,000
Day Hiking	15 +	1,545,000
Weight/Resistance Machines	100 +	1,513,000
Stationary Cycling	100 +	1,298,000
Running/Jogging	100 +	870,000

Source: National Sporting Goods Association

The above information was taken from the Superstudy of Sports Participation conducted by American Sports Data, Inc. in January 2002. Information was gathered by a mail panel resource of 25,000 households with a 58.7% response rate and reprinted by the Sporting Goods Manufacturers Association.

Other Age Cohorts and Their Impact on Leisure Services in the United States

Matures

Source: The Center for Generational Studies

This generation consists of those born prior to 1946. For this age group, survival was a way of life as many grew up during World War II. Sayings such as "a penny saved is a penny earned" and "an honest day's work for an honest day's pay" are firmly implanted in their approach to life and they enter jobs with very strong beliefs about hard work and ethics. This era was a man's economy, women had limited positions in the workplace and their place was "in the home." This generation returned from WWII to produce the Baby Boom and began building a new peace-time economy.

Lifestyle of Matures:

- They are dedicated to a job once they take it
- They are respectful of authority, even if it sometimes frustrates them
- They place duty before pleasure
- Patience is a virtue. They are willing to wait for the delayed reward
- Honor and integrity are critical parts of their being
- They are reluctant to challenge the system
- They are resistant to change and will tend to avoid it

Generation X

Source: The Center for Generational Studies

People in this generation were born between 1965 and 1980. They learned resourcefulness at an early age as most grew up in a house where both parents had careers. Gen-Xers entered a world with social turmoil with the assassination of JFK, anti-war protests, Watergate, inflation, and massive layoffs. As a result of this they have become a generation skeptical of traditional practices and beliefs. With their ability to deal with uncertainty and an emphasis on working to live, rather than living to work, they will continue to transform the way business is done.

Lifestyle of Generation X:

- Gen-Xers work to live rather than live to work
- Jobs are viewed within the context of a contract, not a lifetime commitment
- Clear and consistent expectations are essential
- Providing the opportunity to grow will lengthen tenure
- A sense of contribution while having fun will keep an Gen-Xer productive
- Earning money is only one part of a larger equation which includes contribution to the whole
- To them, versatility of skills & experiences ensures employability

The Millennials

Source: The Center for Generational Studies

Those in this generation were born between 1981 and 1999. With 81 million, Millennials are the largest generational group in U.S. History. Millennials have grown up in a world where beliefs about family and society have been compromised. Media has taught them that they can challenge every convention and individual. They are growing up in a time of unprecedented growth in the U.S. economy and development of technology. They are born into cell phones, pagers, and the Internet. Many enter jobs with what employers are calling a disturbing lack of basic skills, yet they are able to navigate software programs that intimidate those in their 40's. As Millennials continue to grow up in this new world of terrorism, technology, and situational ethics, they will bring to the table new expectations and perceptions that older generations never dreamed possible.

Lifestyle of Millennials:

- They have been conditioned to live in the moment
- They are used to the immediacy of technology and expect everything with it
- Clear and consistent expectations are essential to ensure productivity
- They earn money for the purpose of immediate consumption
- They will demonstrate respect only after they have been treated with respect
- They have grown up learning to question everything
- As a generation, they are astoundingly diverse demographically

Overview of Regional and National Trends in Parks and Recreation

Lifestyle Practices:

- Outside the home, more women than men participate in fitness programs. According to IHRSA, women accounted for 53% of all health club memberships in 2003, an increase of 130.8% from 1987.
- Baby boomers have no intention of "slowing down" in retirement. Many will work part-time, change careers, or create new businesses during this time. According to IHRSA, baby boomers claim 37.6% of all health club memberships in 2003.
- Americans have less leisure time than 5 years ago, but recognize the intrinsic and extrinsic value of recreation and leisure more than ever before.
- The greater the household income, the more likely that members started a new recreational activity in the last year, and patronized public parks and recreation services.
- Participation in structured programmed activities has decreased.
- Action sports (in-line skating, snowboarding, skateboarding, etc.) are the strongest area of growth in the sporting goods industry.
- Americans are participating in less of a variety of activities.
- American's feel a majority of their free time occurs during the weekdays - weekends are jammed with chores that are put off during the week.
- Currently, opportunities for park and recreation participation are greater in mid-sized cities, as opposed to smaller or larger cities.
- Americans spend more than $300 billion on recreation annually.
- The average recreation fee that people are willing to pay is slightly over $12. However, the more satisfied they are with the experience, the more they are willing to pay.
- Choices for recreational activities continue to grow with malls, school activities, entertainment centers (Dave and Buster's, Adventure Golf, etc.), movie complexes, IMAX, skate parks, etc.
- Many homes today are designed as central entertainment centers with televisions, computers, home fitness equipment, workshop and hobby areas, etc.
- On average, Americans watch more than four hours of television a day (NRPA, 2001).
- 77% of personal computer owners come out from behind their monitors for some time outdoors at least once a month.
- Young adults and Americans with annual household incomes of $50,000 or more are more inclined than the total public to engage in outdoor activity frequently.
- Frequency of outdoor activity appears to increase as household income increases, the most socially and politically active group in the nation are the most recreationally active.
- 62% of families in which both spouses work find time to balance the responsibilities of two jobs and the home and still make time for an outing at least once a month.
- According to IHRSA (2003), 8 out of 10 Millennials and almost 9 out of 10 Generation Xers feel the need to take measures to make sure their health will be good when they get older.
- According to IHRSA (2003), 91% of Boomers feel the need to take measures to ensure their future health.
- *The top four free-time activities for all Americans for the last decade have been and remain: watching television, reading, socializing with friends and family, and shopping.* Swimming and walking are the only two physical activities that make the top ten list.

Recreation Programming: (from various NRPA lectures and recreation literature)

- People have less unstructured time, so length of programs and sessions should be reduced.
- Activities are moving towards unstructured, individual, and drop-in programs.
- Increasing demand for self-directed activities, with less reliance on instructors and more flexible timing.
- Adults are moving away from teams to more individual activities.
- According to IHRSA, unmarried adults head 47% of the country's households, and there are now more households headed by people living alone (26%) than households headed by married couples with children (24%). These singletons are looking for clubs that create an environment that fosters a sense of community, as well as create programs and events that they can join without a partner. They want a place they have friends in addition to a place to go for a workout.
- Increased demand for family programs and more programs for girls and women.

- Information technologies allow for the design and customizing of recreation and fitness activities (reducing the need for a "standard package").
- Increased pressure to open traditional male sports to females.
- More activities are being adapted for disabled participants. Programs should strive to be "universally" accessible.
- Fitness and wellness are viewed as a lifestyle that stresses the integration of mental, physical, and spiritual well-being.
- Programs need to encompass a whole "experience," as people look to add quality to the basic recreation activity with depth, self-fulfillment, and self-expression.
- People desire quality over quantity - a first class experience in the form of excellent customer service, programs, and facilities.
- According to SGMA (Sporting Goods Manufacturers Association) International, 6 of the 15 most popular activities for children are team sports.
- According to IHRSA, health clubs have significant opportunities and could play a key role in providing the missing fitness and exercise in students' lives. Organized, after-school activities, club sports and programs targeted to school-age children in communities around the country could fill the fitness void that is growing wider in U.S. schools.
- According to IDEA Health and Fitness Association 2004 Fitness Programs and Equipment Survey, several programming trends emerged. Fitness programs that are growing include personal training (one-on-one), pilates, core-conditioning classes, strength training (individual, non-group), stretching and/or flexibility, personal training and pilates or yoga, yoga, stability, ball-based, strength training, and group with background music; programming that is staying stable includes step aerobics, fitness assessment, mixed-impact aerobics, low-impact aerobics; and programming that is declining includes high-impact aerobics and boxing-based/kickboxing.
- According to IDEA Health and Fitness Association there have been changes in fitness programs from 1998 to 2004. What clients wanted in 1998 is not necessarily what they want today. Programs that have increased in popularity since 1998 include Pilates, stability/ball-based, personal training (two clients share), post-rehab, kids-specific fitness, sport-specific training. Programming that has decreased since 1998 includes dance (ballroom, ballet, etc.), abdominals, health fairs, sports clinics, high-impact aerobics, mixed-impact aerobics, step aerobics, stress-management classes, weight-management classes, lifestyle classes (managing your money, book club), and low-impact aerobics.

Recreation Facilities:

- The current national trend is toward a "one-stop" facility to serve all ages. Large, multi purpose regional centers help increase cost recovery, promote retention, and encourage cross-use.
- Agencies across the U.S. are increasing revenue production and cost recovery
- Amenities that are becoming "typical" as opposed to alternative:
- Multi-purpose, large regional centers (65,000 to 125,000+ sq. ft.) for all ages/abilities with all amenities in one place. This design saves on staff costs, encourages retention and participation, and saves on operating expenses due to economies of scale.
- Leisure and therapeutic pools
- Interactive game rooms
- Nature centers/outdoor recreation and education centers
- Regional playground for all ages of youth
- In-line hockey and skate parks
- Partnerships with private providers or other government agencies
- Indoor walking tracks
- Themed décor
- Amenities that are still considered "alternative" but increasing in popularity:
    - Climbing walls
    - BMX tracks and Indoor Soccer
    - Cultural art facilities
- Green design techniques and certifications such as Leadership in Energy and Environmental Design (LEED). A recent BCA survey indicated that 52% of the recreation-industry survey respondents indicated they were willing to pay more for green design knowing that it would significantly reduce or eliminate the negative impact of buildings on the environment and occupants.

Recreation and Park Administration:

- Level of subsidy for programs is lessening and more "enterprise" activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Agencies are hiring consultants for master planning, feasibility, and strategic/policy plans.
- Recreation programmers and administrators are being involved at the beginning of the planning process.
- Information technology allows for tracking and reporting.
- Pricing is often done by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.
- Organization is structured away from specific geographic units into agency-wide sections for athletics, youth/teen sports, seniors, facilities, parks, planning, etc.

Master Planning Processes:

- Most parks and recreation master planning and other long-range planning processes consider a 20 year, or longer, horizon to assure an adequate vision to move from existing conditions to a desired future. However, the plan itself is most often written for a 5 year period requiring a major update at that time interval. In this age of information, mobility, and ever changing advancements in technology, it is impossible with any acceptable degree of reliability to predict demographics, interests, and how technology will change the way we live work and play, much beyond the 5 year timeframe. The 5 year timeframe also coincides with a typical timeframe for an agency's Capital Improvement Program (CIP).
- Most parks and recreation master planning and other long-range planning processes rely on the mission and vision statements developed as a result of the development of the plan and its public process to guide and drive the facilities, programs and operation of the organization.
- Traditional master planning efforts relied heavily on national level of service standards for the provision of parks and facilities (number of acres or number of facilities/1000 population). Due to unique circumstances in most communities, including but not limited to things such as climate, other providers, exposure to trends, demographics, etc.), today's master planning efforts rely much less on pre-determined standards, and much more on fresh citizen input, often through community surveys that reach current users, as well as non-users of park and recreation systems, supplemented by community open houses, focus groups and stakeholder interviews.

- Early master planning efforts did a good job identifying the initial one-time costs associated with capital improvements. Today's master plans consider the ongoing operating costs and potential revenue generation of equal importance. In addition, plans are identifying traditional and alternative funding sources for projects.

Environmental Stewardship

- People seek natural environments and open space as an antidote to the constant reminder of technology and over-civilization.
- Most studies reveal that access to open space is one of the keys to a satisfactory quality of life.
- There is a shift in how many people view natural resources. It is changing from domination to stewardship, consumption to sustainability, from rights to responsibilities, from surviving to thriving so that the well being of people, the economy and nature are all in balance.
- Many businesses are moving their focus from money-driven objectives to implementing more environmentally sound practices for their customers.

Urban Communities:

- Cities are moving from public to private space; creating less of a community environment and loss of social capital.
- Civic life requires settings in which people meet as equals; the most significant amenity that a city can offer potential residents is a public realm where people can meet.
- Property values are typically higher for property near parks and open spaces.
- In a study done by Amy Zlot for the American Journal of Health Promotion, it was determined that, "the number of route choices a community provides – a mix – the relative percentage of housing, retail, work and recreational opportunities in a community – appear to be important, independent predictors of walking and bicycling."

The Role of Physical Activity and its Effect on Health Trends:

- Regular moderate sports playing add 1.25 years to the life expectancy of a 45 -54 year old man.
- One study found that the U.S. could save $20 billion a year in health care costs if every sedentary American walked an hour a day.
- It is estimated that nearly 250,000 deaths per year in the United States are attributed to lack of exercise.
- In 2002, research showed that 64 percent of the adult population is overweight with 30 percent being obese (Center for Disease Control).
- In 2002, an estimated 15% of children and adolescents age 6-19 were over weight (Center for Disease Control).
- Overall, regular physical exercise is considered to be the "best medicine" since it is inexpensive, has no side effects, can be shared with others and is health promoting as well as disease preventing.
- Some research has demonstrated exercise to be more effective than a tranquilizer drug, and a number of studies of trait anxiety found a meaningful difference between the effectiveness of exercise and other forms of treatment on anxiety levels.
- Physical activity has been linked to slowing of the onset of HIV-related symptoms, including decrement of natural killer cells.
- Kaiser Permanente partners with HealthCare Dimensions Incorporated to offer the Silver Sneakers Fitness Program for seniors to promote an active lifestyle and reduce healthcare costs. The program is beneficial for the following reasons:
    - Participation: Senior-friendly programming is designed to reduce barriers to participation and engage seniors in physical activity
    - Risk Reduction: Increasing the physical activity in seniors reduces their risk for higher claims costs
    - Heath Status: Regular physical activity improves measures of independence and functional health status among seniors
    - Claims Impact: Reducing risk and improving health through increased physical activity and social interactions reduces pharmaceutical and medical claims costs

      (Source: www.silversneakers.com)
- Each additional mile walked or run by a sedentary person would give him/her and extra 21 minutes of life and save society an average of 34 cents in medical and other costs.

Partnerships

- Recreation agencies are forming strategic alliances with health, social services, and educational agencies to offer more comprehensive health and wellness assistance.
- A survey of park and recreation directors and administrators in Illinois showed that:
    - A majority of respondents (72 percent) agree that they would prefer a partnership with a professional health care provider.
    - An overwhelming majority of respondents (83%) agree that they would consider developing a partnership to increase membership and programs. Fewer than half (39%) currently have a professional partnership with another agency.
    - Of the participants who would consider developing a partnership, a large majority (72%) would prefer a partnership with a professional health care provider such as a hospital.
    - More than half (64%) would partner with a non-profit organization such as the YMCA, municipality or school.
    - More than a third (38%) would consider partnering with a professional management corporation.
    - More than three-quarters (81%) would want to remain in control of the management of the facility when developing a professional partnership with another agency.

Programming for Pre-School Age Youngsters

- Local park and recreation agencies are reportedly finding great success in programming for the pre-school age child by responding to parent feedback and desires. The requests tend to center around opportunities to expose a child to a variety of activities to learn the child's interests, and opportunities for interaction outside the child's own home. Popular requests include:
    - Family programming for tots, starting at age 9 months, with an adult, are increasingly popular (in particular: swimming, gymnastics, cooking, music, art, story time, special one time holiday classes such as Father's Day gift or card making)
    - Daytime activities for "at home" parents
    - Activities for families to support home-schooling
    - Activities for child only from 24-36 months (art, music, story time)

- Little tot sports for ages 4-5 (soccer is popular)
- A British medical study found that although the average three year old is consuming more calories a day than 25 years ago, physical activity has decreased, resulting in 200 extra "unburned" calories per day.
- A Kaiser Family Foundation study found that "according to their parents, children age 6 and under spend an average of two hours a day with screen media (TV, DVDs, videos, computers, video games) – about the same amount of time they spend outside."

Employment Practices

- Researchers found that adherence to a work-based physical activity program increased as a result of an incentive based intervention. In addition there were significant improvements in cardiovascular efficiency and work capacity.
- Of the City of Boulder, Colorado's 1,200 employees, 600 are members of their employee wellness program. Program data show that members of the program have reduced their blood pressure, heart rate, body weight, and body fat, and have increased their morale, strength, and flexibility. The number of workplace injuries has gone down significantly since the program began. The program is a cooperative effort between the Human Resources and Parks and Recreation Departments, making use of the Parks and Recreation facilities and programs.

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Appendix B. Public Process Presentation

Focus Group Results

The largest segment (37%) of the public who participated in the three focus groups has lived in Sherwood less than five years which reflects the recent growth the City has seen. Key issues were identified to include:

- Future Planning –urban growth boundary, rapid growth, long range vision, small town values
- Connectivity, walk-ability, access, crossing 99W, maintenance, location
- Variety of programs, family oriented, multi-generational, non-sport activities, cultural arts, drop-in use, flexible schedule, diversity
- Integrated approach, balanced use
- Prioritization
- Land acquisition
- Natural areas, National Wildlife Refuge
- Communication, inform the public, finish what's begun
- Ordinances, SDC's appropriate, strengthen IGA's
- YMCA - variety of aquatic amenities and programs; at capacity, not meeting the needs of everyone

The groups identified the following sensitivities:

- Tournament town concept
- Cultural arts inclusion
- Unfavorable history & unmet promises
- Too much money on acquiring land/not enough development
- Managing expectations; need to under promise and over deliver
- Communication
- New versus old residents
- Faith Communities
- Unrestrained growth; smart growth
- Positive/negative impact of visitors to refuge
- Property value increases with quality of life

When asked "where they go to recreate" the following responses indicate that the vast majority of use facilities in the City where they live with a larger percentage utilizing the Sherwood Family YMCA.

- Facilities in the City you live in 89%
- Sherwood Family YMCA 79%
- Neighboring Communities 53%
- Church 26%
- Programs in Schools 26%
- Sherwood Old Town Field House 21%
- Private Fitness Clubs 16%
- University/College 16%
- Other YMCA's 5%
- Other – Sherwood Ice Arena 5%
- Don't use indoor facilities 1%

<u>When asked about the strengths of the existing Park and Recreation services, the attendees offered:</u>

- Festivals/Events
- Relative location to Portland
- Stella Olsen & Snyder Parks
- Partnerships/IGA's
- Artificial turf fields
- Existing trails
- Natural areas
- Refuge

When asked how statisfied they were with the quality of the existing programs, the groups rated the deaprtment as "Good" (3.33 out of a 5 point scale); although many qualified their response with this list of comments:

- Music on the Green
- Tails system
- Variety & good quality programs offered for a city of this size; more than some communities; diverse things to do but not a lot of it
- Need to address other sports than what we have currently offered
- No adult programs
- YMCA pool is too small & warm; at capacity; scheduling and limited hours for some programs
- Need more recreation components; hasn't expanded with growth
- Squeaky wheel gets greased

Other desired programs not currently available include:

- Aquatics
- Cultural/Performing Arts and performances
- Adult fitness & dance
- Volunteerism
- Toddler/Preschool activities
- Adult sports leagues
- Enrichment/education
- Interpretive & outdoor rec.
- Senior programs
- Indoor Play
- Tennis

When asked how satisfied are they with the available parks and facilities within the City of Sherwood, the respondents answered "Fair" with a 2.56 out fo 5 point scale. The following comments are divided into three areas:

Design and planning issues;
Mnagement issues; and
Staffin and use of resources

Design and planning issues:

- Woodhaven park is kind of a mess
- Murdock needs better play facilities, didn't plan well
- In general, the design is poor, no thought; all the same, no versatility, rubber stamped
- No information about improvements to that park
- No covered area for picnics, lacking quality or lacking restrooms,. benches and trash cans at parks
- No basketball or tennis
- Area 59 - need to maintain connectivity
- Sometimes a problem getting City to do what they said and should do
- Is a ditch an architectural feature?
- Spend the money it takes to do it right

Maintenance issues:

- Other than the new parks, maintenance at other parks lack towards end of summer; some progress though
- How do we maintain additional parks with no more funding?
- Things take a lot of time to get done like refilling the dog pick up stations (but the staff is doing the best they can)
- Trees and grass not taken care of; poor sidewalks
- School fields and local parks look bad and lack maintenance at the end of summer

- City doesn't understand the need for staff to manage different types of lands like natural resources
- Enhanced planted areas; beatification right of ways

Staffing and use of resources:

- Organizations want to make improvements (concessions stand) but permitting fees and time table makes it hard to do, protracted process.
- City has done a poor job of tapping into citizens and businesses that would be willing to help (money, volunteers and labor) in improving sites
- When there was a natural resource specialist he ran a lot of volunteer programs
- Lost parks and recreation manager
- Public Works is worked to limit

The citizen's expressed the desire for the following additional facilities and amenities:

- Aquatics Center (Lap/Leisure – YMCA is at capacity)
- Trails - connection & walk-ability
- Sports Complex
- Dog Park
- Skate Park
- Beautification
- Expand YMCA
- ADA and access
- Media/music/art classrooms – Recreation Center
- Performing arts center/theater
- Indoor playground
- Rails to trails – bike trails
- LEEDS – sustainable design
- Nature parks
- Outdoor pool, volleyball, racquetball, tennis, lacrosse, practice fields
- Bridge over 99W

The focus groups felt that the underserved citizens, groups or geopraphic areas were underserved by the City:

- Seniors, adults, teens, middle school kids, preschoolers
- Swimmers, tennis & lacrosse Players
- West side of 99W
- Middleton Elementary area access
- Some small developments
- Pedestrians
- People with dogs and people without dogs
- People with disabilities

When asked to rate the quality of customer service provided by the City of Sherwood, the public ranked them "Good" at 3.16 out of a 5 point scale. The following comments were offered:

- Too much red tape
- Don't know what they do, lack of visibility
- City hasn't caught up on staffing; stretched too thin
- Appreciate the ability to talk to City staff but needs to be better
- Except for library which is excellent
- The YMCA's service is bad; no one can answer questions
- Wonderful compared to past

However, the City was ranked as "Below Average" (2.34 out of a 5 point scale) in soliciting feedback from the public to improve their performance.

When askded "what percentage of operational and maintenance (O & M) costs are you willing to recover through some sort of tax support'" 88% said they would be willing to support a O & M tax of 60% or greater. Then they were asked if they thought that voters would support some kind of a tax increase to fund the operations. The following responses were capturaed:

- Yes, if timing is right
- No, because schools are more important; increase credibility and follow through
- Depends on balance, variety and maintaining it; it should provide opportunity to everyone; depends on amount
- Needs to be very defined as to what the money will be used for
- Tualatin does a good job of this
- Don't compete against schools bond; don't go head to head; support new schools to get recreation facilities because they have the space
- Improve IGA with schools to use theaters

Key partners and stakeholders to involve in the process include:

- YMCA
- Raindrops 2 Refuge (R2R)
- Friends of the Refuge
- Sports groups - ball sports and non-ball sports
- Moms group (east and west)
- School district
- Metro - five district, 3 counties
- Zoo (nearest)
- Convention Center (nearest)
- Neighborhood communities
- Public transportation
- Sherwood Gazette
- Cultural Arts like library and Robin Hood Festival
- (SURPAC)
- Chamber of Commerce
- Boards and Commissions
- Six corner commercial district
- Service clubs
- Senior center
- Historical society
- HOA's
- ODOT
- Washington County
- Friends of the library

In relation to marketing efforts, the public groups were asked to suggest where additional advertisement or promotional efforst should be directed to get the word out about what Sherwood has to offer. The suggestion were:

- Cultural Arts like library and Robin Hood Festival
- (SURPAC)
- Chamber of Commerce
- Boards and Commissions
- Six corner commercial district
- Service clubs
- Senior center
- Historical society
- HOA's
- ODOT
- Washington County
- Friends of the library
- Parks and Recreation Advisory Board
- New library
- YMCA
- Signage
- Backpack mail
- Reader boards
- City web site
- Web pages (HOA)
- New letters (HOA)

- Utility bills
- Intercept surveys
- Word of mouth
- Postcards

The final question was to list the top priorities for the next 10 years for the City. Top items were:

- The City's mission is no longer relevant; need a new vision for the Parks and Recreation Advisory Board with identity; a vision that the community can get behind
- Put teeth in master plan; master plan is the basis for ordinances
- Don't let Sherwood turn into another Beaverton with strip malls and congestion
- Attention to the economic impact of development for P & R services
- Each neighborhood has equitable active and passive space within walking distance; connectivity and connection to refuge
- Integration of passive and active in parks
- Accountability of taxes dollar spending
- Better maintenance
- Way finding system
- Land acquisition
- Sports facilities/complexes
- Recreation center - full service
- Pool

Sherwood Youth Sports Associations Analysis
April 13, 2006

Sherwood Lacrosse Club
17981 SW Fitch Dr.
Sherwood, OR 97140
Phone: (503) 625-6757
Primary Contact: Glen Foster

Activities Provided
The Sherwood Lacrosse Club offers both recreational and competitive team lacrosse opportunities for youths. Recreational lacrosse serves boys and girls 8 years to 13 years while the competitive side of the organization focuses on high school aged boys and girls 14 years to 18 years. For the most part the Club is the sponsor of high school lacrosse club team since lacrosse is not recognized as a sanctioned sport by the Oregon School Activities Association (OSAA). With the growth of the sport it is expected that within in the next three years lacrosse will become a sanctioned high school sport. Participants with special needs are welcome.

Length of Season
The length of the season follows traditional inter-collegiate seasons that run approximately from the beginning of March through the first week in June.

Participation
The Sherwood Lacrosse Club has seen steady growth in participation since first fielding teams in 2004. The table below reflects that growth.

	2004	2005	2006	2007 (EST)
Number of Participants	40	106	150	200
Number of Teams	2	6	9	11

Satisfaction Levels
The Sherwood Lacrosse Club feels the City of Sherwood/School District Fields are somewhat meeting their needs. With only two turf fields (one synthetic and one natural) competition for field time is high in the spring with both lacrosse and soccer needing space. Additionally the turf field may not be usable until the beginning of April due to the high amount of use it receives in the fall, the need to recover, and if there is an unusually high amount of moisture in the winter months such as 2005-06 school year. The Club's opinion on maintenance levels of the fields range from excellent for the synthetic turf field to fair for the natural turf field.

Top Concerns
The primary concern for the Sherwood Lacrosse Club is the amount of multi-field space that is available. If the City does not build any more multi-use fields the Club feels that priority should be given to "in season" sports first. It is also the opinion of the club that if the City decides to build any additional fields it should build multi-use fields since it would serve a wider range of sports such as soccer, football and lacrosse. Putting lights in one or two of the baseball/softball fields would extend the hours of use available to those sports.

Sherwood Junior Baseball Organization
P.O. Box 605
Sherwood, OR 97140
Phone: (503) 925-8264
Primary Contact: Rick McClain

Activities Provided
The Sherwood Junior Baseball Organization (SJBO) provides several levels of competition for youths (primarily boys) ages 6 to 14 years old. The developmental program serves the youngest participants, 6 yrs to 8 yrs, by providing Tee Ball teams and beginning pitch (machine and player) teams. For the 9 to 14 year olds several levels of competition exist from recreational to elite teams that have the top players by age group. Participants with special needs are welcome.

Length of Season
The length of the SJBO primarily coincides with the State Junior Baseball Organization starting league play the beginning of May and going through the end of July. Teams can participate in tournaments prior to May and after July if they wish.

Participation
Participation levels for the SJBO have remained high and steady the last three years. Currently the SJBO does not have waiting list but needs to be creative in finding field space. Example – Tee Ball teams play on the High School football field. In the spring soccer shares the middle schools fields with SJBO. The table below reflects the participation levels.

	2003	2004	2005
Number of Participants	458	468	480
Number of Teams	41	41	40

Satisfaction Levels
The SJBO feels that City of Sherwood and School District fields are mostly meeting their needs. The primary issue is when league games start then the opportunity to hold practices is severely restricted. In general the SBJO rates the quality of the maintenance as fair. The SBJO applauds the way the City/Schools

install the fields but feels that as the season progresses the quality of the maintenance falls off. The SBJO does some maintenance tasks during the season that include applying Diamond Dry, installing fences and dragging and lining the fields.

Top Concerns
A primary concern of the SBJO is the need for lights to extend the amount of playing time available to the organization. Lights at the Hopkins fields would be very helpful. Another concern is how rough the fields get by the end season and the SBJO feels that maintenance could be better. Finally Archer Glen is in bad shape and needs to be upgraded.

Additional comments
The property that the Elks Lodge is located on has a baseball field on it. Could the City cerate a partnership with the Elks to maintain the field as it would be great for 11 and 12 years old.

Sherwood Fast Pitch Association
P.O. Box 133
Sherwood, OR 97140
Phone: (503) 481-3566
Primary Contact: Frank Funk

Activities Provided
The Sherwood Fast Pitch Association (SFPA) provides both recreational and competitive levels to its participants. Recreational levels are offered to girls from 6years (tee ball) to 14 years and competitive levels are offered to girls from 10 years to 16 years. Participants with special needs are welcome.

Length of Season
Length of season varies from recreational levels of play to competitive levels of play. Recreational play is from March to June and competitive play is from February to August which follows American Softball Association guidelines. The SFPA also offers a season in the fall which combines both recreational and competitive players.

Participation
Participation levels have been steady for the last three years (2003 -2005) at 220 players.

Satisfaction Levels
City of Sherwood and School District athletic fields are mostly meeting the needs of the SFPA. Maintenance levels are rated as excellent by the SFPA in that for as much as the City has to do, they do a good job. The SFPA puts about 10 to 15 hours a week of their own time into maintenance of athletic fields doing tasks that include lining and dragging of fields.

Top Concerns
The SFPA feels that the City needs to do a better job of limiting the number of new sports it allows on its and School District fields. There is not enough room on the existing fields for the current demand and the SFPA feels that the City is being pushed around trying to please everybody. The City needs to understand what the limits are.

Additional Comments
Being a developer/builder Frank Funk believes if home owners actually new the amount of SDC funds they were paying for and what they were receiving in return that there would be issues. Due to the minimum density that developers must build the need for parks is greater than ever.

Sherwood Youth Soccer Club
Phone: (503) 626-0669
Primary Contact: Darrel McSmith

Activities Provided
The Sherwood Youth Soccer Club (SYSC) provides both recreational and competitive levels of play for boys and girls ages 5 years to 18 years. Participants with special needs are welcome.

Length of Season
Length of season varies between recreational and competitive levels of play. Recreation team's season is limited by field availability. Competitive team's play under the rules of the United States Football Association/Oregon Soccer Association and their season runs from June to November.

Participation
Participation numbers were not available. The SYSC does not have waiting lists for youths wishing to participate. However, as a result of field availability the club may have to impose registration limits.

Satisfaction Levels
The SYSC feels that City of Sherwood and School District fields are somewhat meeting their needs. The youngest participants are most impacted by lack of field space. Moisture may also be an issue if the rainy season starts early making fields difficult to play on. The only field with lights has the biggest drainage issue.

Top Concern
Top concerns of the SYSC first deal with field availability and that adding lights to some field would expand the hours available to them. At times the SYSC has rented lights for practices. Another concern is that with addition of Snyder Park many feel the athletic needs of the community have been satisfied and the big push will now be for natural areas and trails and aesthetics rather than use. Future planning efforts should continue to include athletic issues.

Additional Comments
Need another lighted field with good drainage. This is a young community and there is a high demand for sports.

Sherwood Youth Football Association
P.O. Box 92
Sherwood, OR 97140
Phone: (503) 625-3228
Primary Contact: Bob Foote

Activities Provided
The Sherwood Youth Football Association (SYFA) serves youths (primarily boys) from the ages of 7 years to 13 years. The younger participants (3rd and 4th graders) play in a less competitive environment that has a higher emphasis on learning rules and developing skills. Older participant's (5th grade and above) play in a more competitive environment but still seeks to develop the skills of the game. Participants with special needs are welcome. Note: Participants pay no fees to play for the Sherwood Youth Football Association. Participants are required to take part in fundraising efforts to the tune of selling $50 in association car wash tickets and two Entertainment Books.

Length of Season
Length of season is determined solely by the SYFA.

Participation
In the last three years participation in the SYFA has grown steadily. The SYFA does not have waiting lists as it does not turn anybody away who wants to play. The table below reflects the participation rates below:

	2003	2004	2005
Number of Participants	174	195	284
Number of Teams	6	7	12

Satisfaction
The SYFA feels that the City of Sherwood and School District fields are mostly meeting their needs. Finding practice times are more of an issue due to limited space, lack of lights for when the days get shorter and competition with the soccer association. With games being played on the High School synthetic turf field the SYFA regards the field conditions as excellent. The SYFA cleans the stands of the High School Stadium after the varsity game on Friday nights to prepare for the organizations games on Saturday.

Top Concerns
The top concern of the SYFA is the need for lights at other fields to allow longer practices during times of limited sunlight. One more field with lights will eliminate many issues that the SYFA and other organizations have with field shortages.

Additional Comments
The SYFA feels that the City hasn't done a good job of tapping into the resources of sports organization. Sports organizations have manpower and funding resources (personal and business) and other potential in-kind services that could be offer to the City to help develop and support athletic fields.

Summary of Athletic Field Users
Interviews with organizations that use City of Sherwood and School District athletic fields revealed many similar attributes and concerns. Although all organizations support other's needs and plights they are most concerned about supporting their participants and the growth and sustainability of their sport. The list below summaries the primary points made during the interview process:

- Outdoor youth sports are popular and have grown in participation over the last ten years;
- The popularity in youth sports reflects the "Young Demographics" in the City;
- Even with the addition of the athletic fields at Snyder Park there is still a shortage of athletic fields in the City of Sherwood;
- Adding lights to one or two fields would go a long way in solving field availability issues;
- The City is trying please everybody which in turn takes athletic fields beyond capacity;
- Quality of maintenance is good;
- Quality of fields falls off dramatically from July on; and
- Planning efforts by the City to solve athletic field issues have been reactionary instead of visionary.

Volleyball
21970 SW Sherwood Blvd.
Sherwood, OR 97140
Phone: (503) 925-2625
Primary Contact: Mary Gerke
Email: Mgerke@Sherwood.k12.or.us

Activities Provided
Volleyball offers both recreational and competitive team volleyball opportunities for youths. Recreational volleyball serves girls in 6th through 8th grades while the competitive side of the organization focuses on high school aged girls 14 years to 18 years. Volleyball is a sanctioned sport.

Length of Season
The Middle School/Elementary Club Volleyball season is spring; the High School and Sherwood Youth Volleyball season is fall. Camps are held in the summer. Gym availability can be a determining factor for other than the High School level.

Participation
Volleyball's current participation varies between 90-200 children. The High School has three teams and the recreation volleyball league has between three to eight teams. The only time that the high school competes with other schools is either during a summer league or when they are in season. The elementary age kids competed in inter-city this year (it was the first year) and the middle school kids were in a league with Newberg, Wilsonville, etc. As for recruiting, they have camps and sign ups at the schools to inform the girls about the league and by word of mouth.

The coach has tried to get a boys group going, but the interest is not high due to football, basketball, lacrosse, track, and soccer. There isn't time to organize an adult league.

	Recreational Girls 10 years and under	Recreational Girls 10 years and over	Competitive High School
Number of Participants	30-50	30-75	30-75
Number of Teams	3-8	3-8	3

Satisfaction Levels
Volleyball feels the City of Sherwood/School District Gyms are mostly meeting their needs. In general, they feel the overall condition of the City of Sherwood/School District Gyms is good.

Top Concerns
The primary concern for Volleyball is being able to use the on-site equipment at the gym, and being able to have access to the storage units to put poles and nets in.

High School - Sherwood High School
Year Round YMCA Club - YAWAMAS
Phone: (503) 538-6862
Primary Contact: Mark Maxwell
Email: familymaxwell4@yahoo.com

Activities Provided
Swimming offers both high school competitive and year round YMCA/USA Swimming competitive swim team opportunities for youths. The High School team serves boys and girls while a number of them practice with the year round Club program. The High School coach is also the Club's coach. Masters Swimming is provided by the YMCA.

Length of Season
The High School season is November to February, practicing five to six days per week.
The club swimmers practice year round with some Saturday mornings and some Tuesday and Thursday mornings. Both the High School and Club teams practice at the YMCA. There is no summer recreational league.

Participation
The High School Swimming Team has thirty (30) with eight or so (8) kids practicing as the Club Senior Group team. The year round program has twenty-eight (28) kids on the age group division, and twenty-five (25) of the seniors from the High School League. The Novice division has twenty-two (22) participants. The year round league has three (3) paralympic swimmers included.

	Year Round Seniors	Year Round Age Group	Year Round Novice	Competitive High School
Number of Participants	25	28	22	30

Satisfaction Levels
The YMCA facility is mostly meeting the needs of these organizations right now but the demand is increasing and the availability of space and practice time is not. Capacity will become an issue very soon.

The facility's condition is rated as fair**.** Air circulation, cleanliness, chemical control (identified as a lack of attention versus operator error) and the pool temperature (86-87 degrees, too warm for lap swimming and swim team practice) are the major concerns.
Payment for Pool Time
The YAWAMA Swim Club, being a YMCA program, doesn't pay pool time. The Sherwood High School does and it is at the highest level for extended use in the area at a rate of $5.00 per hour per lane.

Swim Meets
The YAWAMA Swim Club does not hold meets here or anywhere else. A group that supports the swimming in the Sherwood area, the Sherwood Swimming Association, holds meets at the Linfield College pool about thirty (30) miles away. Both the Club and High School Teams travel all over the state to find adequate competition.

Top Concerns
The primary concern for swimming is space. The YMCA's pool is poorly designed for swim team practice; and it's too small. The program is over capacity for the limited space and time available, and the coach is trying to accommodate all of the participation right now but doesn't know what to do if they continue to grow. It is reaching a critical capacity. The YMCA's demand for lessons and aqua fitness is making scheduling difficult.

The coach believes that the demand is there for a summer program and that someone could start a summer club with a seasonal pool - a Summer Splash type program - which may attract 25-30 or so kids to start.

Sherwood Youth Wrestling
Phone: (503) 453-7116
Primary Contact: William Taylor
Email: WTaylor@Sherwood.k12.or.us

Activities Provided
Wrestling offers both recreational and competitive wrestling opportunities for both boys and girls ages 8-14 years. Mostly boys participate, but occasionally girls participate too. Wrestling is a sanctioned sport.

Length of Season
The Middle School/Elementary team follows USA Wrestling intramural schedule. They practice two (2) times per week year round and are in season five (5) days per week.
They compete intramural with other local schools. Some participants compete nationally.

Participation
Wrestling's current participation varies between 50-60 children. Weight classifications begin at 55 pounds and graduate in 5 pound increments up to 185 pounds. There are not presently waiting lists for the programs although they are at capacity.

	Recreational Boys 10 years and under	Recreational Boys 11 years and over	Competitive High School
Number of Participants	**25-30**	**25-30**	**30-75**

Satisfaction Levels
The condition of the schools' gyms is excellent and the facilities are mostly meeting the organization's needs. The coach says, "It's a pleasure to work in this community and with these parents."

Top Concerns
The room that they practice in is not closed in. It is in the gym up above in bleachers behind with mats. Noise can be a factor. Also, the program has reached room maximum capacity and would need another room and coach to grow.

Youth Basketball Organization
PO Box 1024, Sherwood OR 97140
Phone #: (503) 209-2246
Email: sherwoodhoop@hotmail.com; or timandchristine.scott@verizon.net
Web Site: www.eteamz.com/sherwoodbasketball
Primary Contact Person: Tim Scott, President

Activities Provided
The Sherwood Basketball Organization offers a recreational and competitive program for the youth of Sherwood attending or living within the Sherwood school district. The recreational program includes both boys and girls grades 3rd through 8th. The classic program provides a more competitive program for both boys and girls grades 5th through 8th. Currently, almost twice as many boys as girls participate.

Length of Season
Currently the season runs from the end of October to the first week in March. The prime factor that influences the schedule is the facility availability as determined by the school district. Other major factors affecting the season's schedule are: (1) an interlock with Tualatin Youth Basketball (a neighboring community), (2) not starting too early so as to not interfere with the end of the football season, and (3) ending our season in time to limit conflicting with the start of the baseball and softball seasons.

Participation
Basketball's current participation is around 380 children in the recreational level and 150 children in the competitive level. Fortunately, we have been able to place all children meeting our eligibility requirements within our recreational program. Placement in the classic program is on a tryout basis. Players who are not selected to a classic team are absorbed in the recreational level. With the influx of numerous young families we foresee being at capacity in the next year or two and will have to start turning potential players away. Sherwood Basketball Organization's program is based on grade, not age.

Number of Participants	Boys 10 years and under*	Girls 10 years and under*	Boys 11 years and over**	Girls 11 years and over**
Recreational	**126**	**70**	**122**	**63**
Competitive	**n/a**	**n/a**	**80**	**70**

* 3r - 4th grades ** 5th - 8th grades

Satisfaction Levels
The condition of the schools' gyms are in good condition, and are somewhat meeting the organization's needs.

Top Concerns
The main concern is the availability of gym space as it relates to the dramatic population growth in Sherwood. Sherwood Basketball Organization knows that more gym space will more than likely only occur if new schools are built. However, with the increasing demand on everyone's dollar, there is a concern whether "gym size" will be overlooked by other building concerns during the planning process.

The coach is quick to point out that "Lance Gilgan (the Recreation Coordinator and Sherwood Old Town Field House Manager), should get the majority of the credit for any success of Sherwood Basketball Organization's program as it relates to working "with" the City of Sherwood and the Sherwood School District. Lance is our liaison with the city and the district. He has done a great job helping our program meet their requirements while at the same time being an advocate for youth sports. As you know, money alone will not guarantee a program's success, it is the people involved. Keeping quality individuals like Lance is a must for any program that you propose to succeed."

Sherwood is being "marketed" as a sports town. There could be some benefits if all the youth sports programs could be operated under one umbrella. This could prevent one sport from benefiting unfairly and give a more complete cooperative approach to youth sports.

Robin Hood Track Club
23034 Pinehurst Drive, Sherwood OR 97140
Phone #: (503) 625-1431
Primary Contact Person: Amy or Todd Schutte
Email: theschuttes@comcast.net

Activities Provided
The Robin Hood Track Club offers a competitive program for the youth of Sherwood. The competitive program includes both boys and girls ages 10 years and under and 11 years and up. Currently, there are 20 more participants in the older group than the younger group; almost 17% more.

Length of Season
Currently their season runs from April to July. The prime factor that influences their schedule is the sport's governing body.

Participation
The Robin Hood Track Club serves about 120 children.

Number of Participants	Boys 10 years and under	Girls 10 years and under	Boys 11 years and over	Girls 11 years and over
Competitive	**25**	**25**	**35**	**35**

Satisfaction Levels
The track areas of the fields are in good condition, and are mostly meeting the organization's needs.

Top Concerns
The primary concern is the field space and available times are very limited due to so many sport groups needing them.

Summary of Gymnasium and Pool Users
Interviews with organizations that use City of Sherwood, the Sherwood YMCA and School District gymnasiums and pools revealed many similar attributes and concerns. Although all organizations support other's needs and plights they are most concerned about supporting their participants and the growth and sustainability of their sport. The list below summaries the primary points made during the interview process:

- Indoor youth sports are popular and have grown in participation over the last ten years;
- The popularity in youth sports reflects the "Young Demographics" in the City;
- Quality of maintenance is good;
- Quality of the indoor spaces is good with the exception of the pool where air quality, water temperature and use of chemicals are of concern; and
- The number of lap lanes and availability of the aquatics facility is of major concern (under sized).

Appendix D. Teen Interest Survey

A teen interest survey instrument was developed to determine specifically what the teens indicate are their top four activity areas of interest.

The City of Sherwood, OR is updating its Parks and Recreation Master Plan.
The City would like your help to determine the priorities for our community in relation to teens.
This survey will take 5 minutes to complete.

#1. How old are you?
13-15 years ☐
15-18 years ☐

#2. Do you drive?
Yes ☐
No ☐

#3. Gender?
Male ☐
Female ☐

#4. From the following list please indicate if you would participate in or have an interest in:
Please check all that apply to you.

Baseball/Softball	☐	Skate Park	☐
Soccer/Football/Lacrosse	☐	In-line Skating/Hockey Rink	☐
Tennis	☐	BMX/Extreme Sports	☐
Volleyball	☐	Ice Skating/Hockey	☐
Disc Golf/Frisbee Golf	☐	Racquetball	☐
9 or 18 hole Golf	☐	Indoor Climbing Wall	☐
Indoor Fitness/Cardiovascular	☐	Cooking/Culinary Arts	☐
Aerobics Classes	☐	Pottery Studio	☐
Yoga/Pilates	☐	Drawing/Painting	☐
Weight Training	☐	Dance	☐
Running/Walking Track/Trail	☐	Music - Singing/Instruments	☐
Outdoor Swimming	☐	Acting/Comedy/Improve	☐
Indoor Swimming	☐	Arts and Crafts	☐
Learn to Swim	☐	Scrapbooking	☐
Swim Team	☐	Needlework/Sewing	☐
Diving	☐	Youth Mentoring/Leadership	☐
Gymnastics	☐	Volunteering/Community Service	☐

#5. Which FOUR of the programs/activities from the list above are most important to you?
1st: _____ **2nd:** _____
3rd: _____ **4th:** _____

This completes the survey.
Your input is very important to us. Thank you for your time!

City of Sherwood Oregon
Home of the Tualatin River National Wildlife Refuge

City of Sherwood, OR Teen Interest Survey Results - Summary
March 29, 2006 by GreenPlay, LLC

Category	Sub-total	Socc Foot-ball La X	Wght Train	Skate Park	Music Sing Instru	Base/ Soft ball	Run Walk Track Trail	Tennis	BMX/ Ext. Sports	Dance	Indoor Swim	9 /18 hole golf	Draw Paint	Out Swim	Cook Culin. Arts	Volley ball	Acting Comedy Improve	Volnt Com. Svrc	Climb Wall
Boys 11-1	45	90	27	49	22	29	11	9	26	2	14	16	20	11	6	0	11	0	8
Girls 11-1	47	50	2	1	8	30	21	9	0	40	34	0	26	6	32	37	14	17	7
Boys 13-1	157	321	138	129	38	103	52	50	75	16	55	67	35	40	24	6	29	8	38
Grils 13-1	117	107	15	13	62	42	69	88	11	78	55	0	52	44	48	69	34	32	24
Boys 15-1	247	379	231	173	150	143	71	52	154	13	75	157	53	64	40	6	74	28	66
Grils 15-1	221	178	53	50	122	52	128	116	24	140	45	24	75	83	89	108	51	103	43
Totals	834	1125	466	415	402	399	352	324	290	289	278	264	261	248	239	226	213	188	186
22 did not answer 1-4; 20 were un-categorized																			
Average		**1.35**	**0.56**	**0.50**	**0.48**	**0.48**	**0.42**	**0.39**	**0.35**	**0.35**	**0.33**	**0.32**	**0.31**	**0.30**	**0.29**	**0.27**	**0.26**	**0.23**	**0.22**
# choosing		353	209	150	150	136	154	115	122	110	122	111	97	107	101	85	91	88	97
Avg ranking of top		3.19	2.23	2.77	2.68	2.93	2.29	2.82	2.38	2.63	2.28	2.38	2.69	2.32	2.37	2.66	2.34	2.14	1.92

Yoga/ Pilates	Ice Skate Hockey	Fitness Cardio	Basket ball	Arts & Crafts	Youth Ment Lead	Gym-nastics	Pottery Studio	In-Line/ Hockey	Scrap-book	Swim Team	Aerob	Disc Frisb Golf	Diving	Racq. ball	Needle work Sewing	Cheer leading	Wrest ling	Snow board	Learn to Swim
0	21	8	15	4	0	0	1	20	0	0	0	4	11	2	0				0
6	18	10	9	16	8	26	10	0	11	0	3	0	3	3	3				0
12	41	16	52	16	8	4	7	22	3	25	4	3	6	10	1		5	5	0
56	40	20	8	24	20	48	14	0	20	10	12	0	14	3	9	12	4		0
13	38	49	59	18	33	16	23	17	4	24	2	38	15	27	4		8		0
98	27	76	13	67	75	42	60	10	68	24	54	10	5	7	30	14			3
185	185	179	156	145	144	136	115	69	106	83	75	55	54	52	47	26	17	5	3
0.22	**0.22**	**0.21**	**0.19**	**0.17**	**0.17**	**0.16**	**0.14**	**0.08**	**0.13**	**0.10**	**0.09**	**0.07**	**0.06**	**0.06**	**0.06**	**0.03**	**0.02**	**0.01**	**0.00**
80	74	78	52	71	61	57	55	32	52	28	37	24	29	29	24	7	5	4	2
2.31	2.50	2.29	3.00	2.04	2.36	2.39	2.09	2.16	2.04	2.96	2.03	2.29	1.86	1.79	1.96	3.71	3.40	1.25	1.50

highest tier of top 4 ranked activities of interest
middle tier of top 4 ranked activities of interest
lowest tier of top 4 ranked activities of interest

Appendix E. Statically Valid Survey - Executive Summary and Survey Instrument

Community Attitude and Interest Survey

Executive Summary of Citizen Survey Results

Overview of the Methodology

The City of Sherwood conducted a Community Attitude and Interest Survey during February and March of 2006 to help establish priorities for the future development of a Parks and Recreation Master Plan within the community. The survey was designed to obtain statistically valid results from households throughout the City of Sherwood. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with City of Sherwood officials, as well as members of the GreenPlay LLC. project team 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.

In February 2006, surveys were mailed to a random sample of 1,000 households in the City of Sherwood. Approximately three days after the surveys were mailed, each household that received a survey also received an electronic 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, either to encourage completion of the mailed survey or to administer the survey by phone.

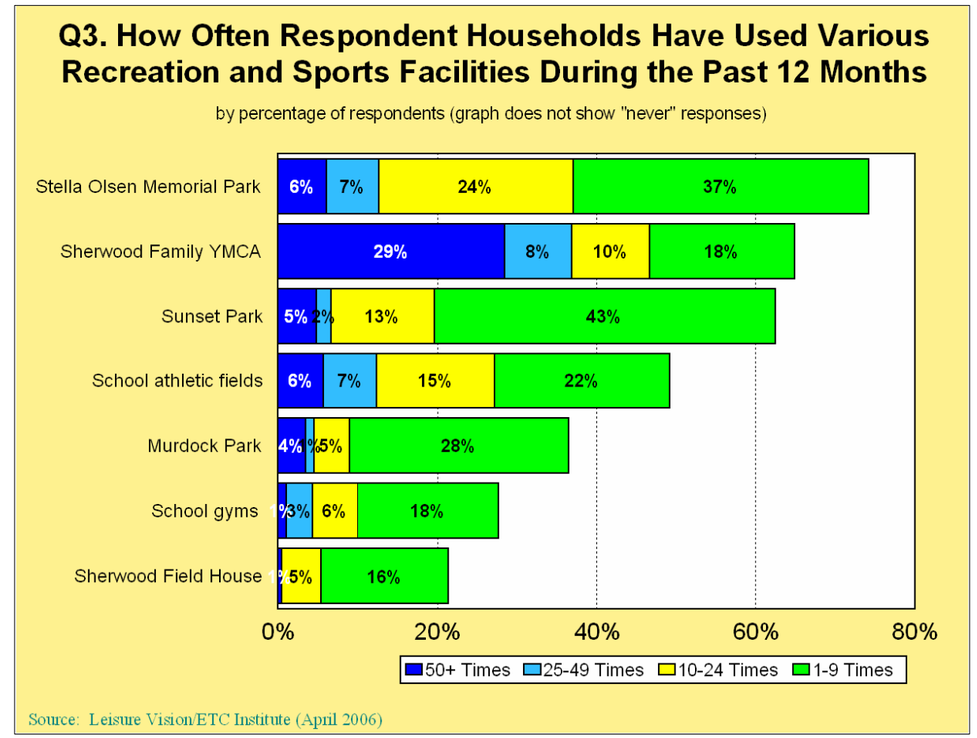
The goal was to obtain a total of at least 200 completed surveys. This goal was accomplished, with a total of 218 surveys having been completed. The results of the random sample of 218 households have a 95% level of confidence with a precision of at least +/-6.6%.

The following pages summarize major survey findings:

Frequency of Use of Various Parks, Recreation and Sports Facilities

From a list of seven various parks, recreation and sports facilities located in the City of Sherwood, respondents were asked to indicate how often they and members of their household have used each of the facilities during the past 12 months. The following summarizes key findings:

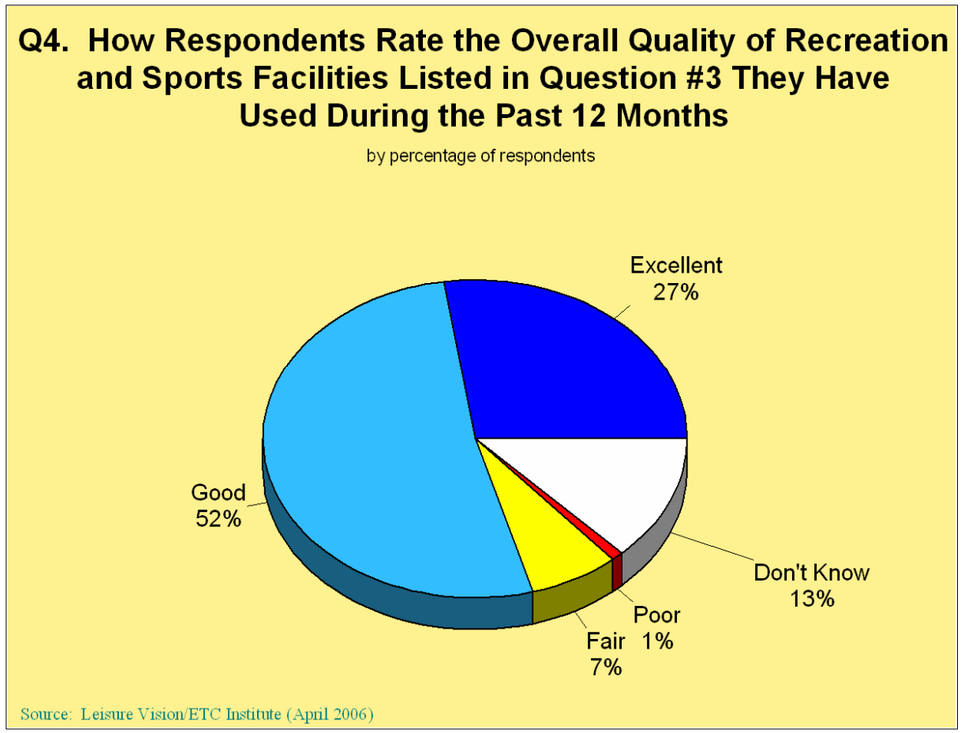
- **Stella Olsen Memorial Park (74%) is the facility that has been used by the highest percentage of respondents at least once in the past 12 months.** There are two other facilities that have been used by over 60% of respondents during the past 12 months, including: Sherwood Family YMCA (65%) and Snyder Park (63%). It should also be noted that the 37% of respondents have used the Sherwood Family YMCA at least 25 times in the past 12 months.



Quality of Parks, Recreation and Sports Facilities

From the list of seven parks, recreation and sports facilities listed in Question 3, respondents were asked to rate the overall quality of the facilities they and members of their household have used during the past 12 months. The following summarizes key findings:

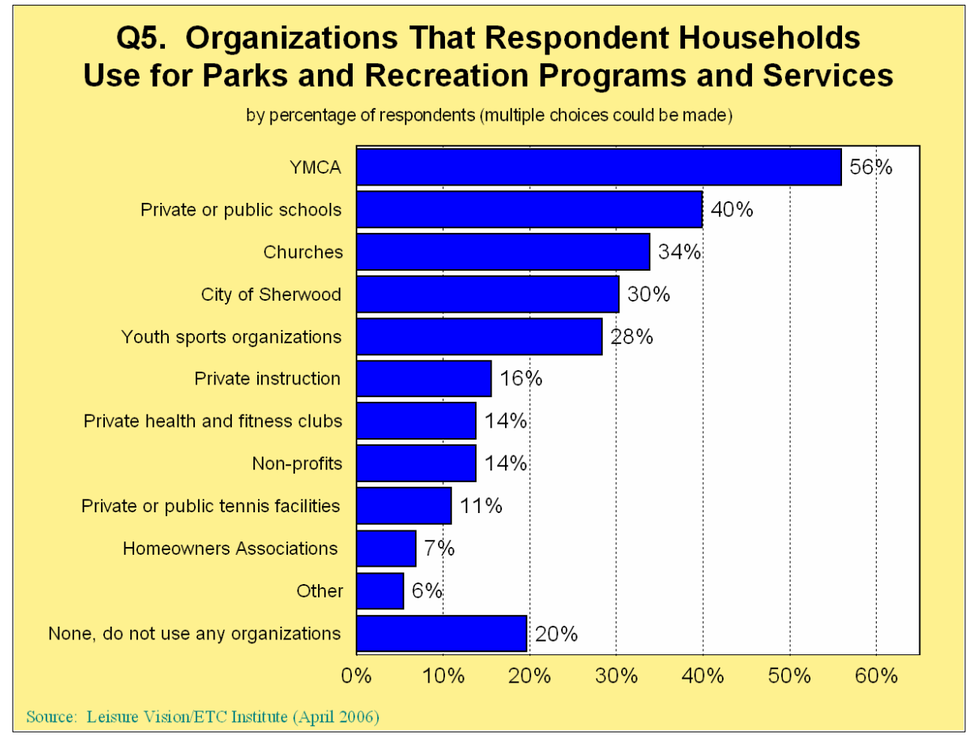
- **Seventy-nine percent (79%) of respondent households rated the quality of the facilities they have used as either excellent (27%) or good (52%).** An additional 7% of respondents rated the facilities as fair, and only 1% rated them as poor. The remaining 13% indicated "don't know."



Organizations Used for Parks and Recreation Programs and Services

From a list of 10 options, respondent households were asked to select all of the organizations they have used for parks and recreation programs and services during the past 12 months. The following summarizes key findings:

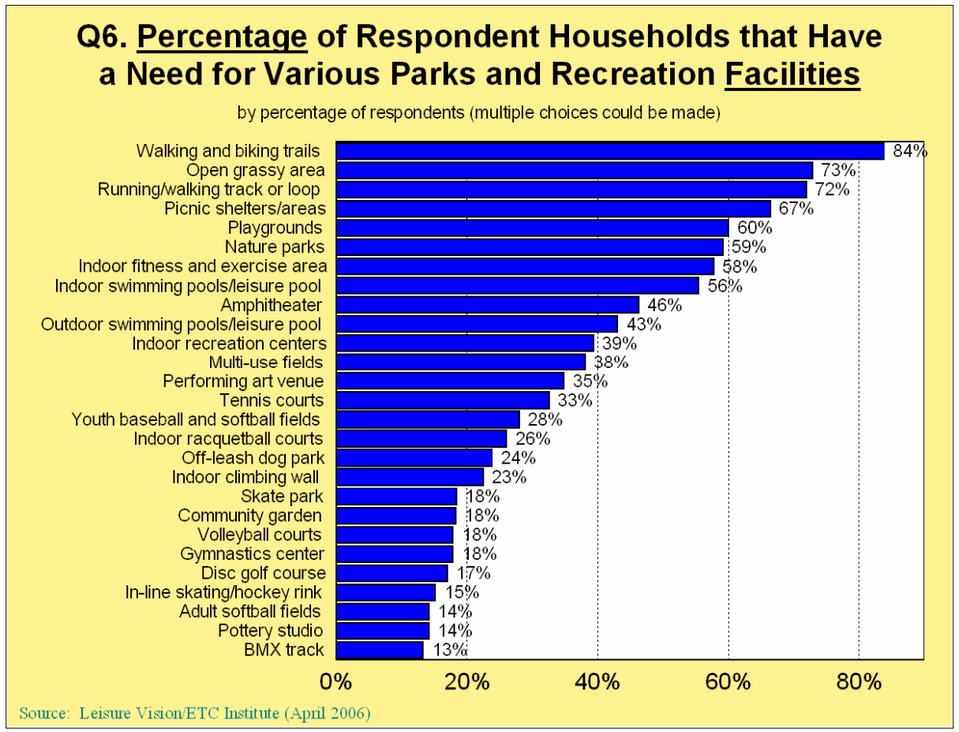
- **The YMCA (56%) is the organization used by the highest percentage of respondent households.** The other organizations used by the highest percentage of respondent households include: private or public schools (40%), churches (34%), City of Sherwood (30%), and youth sports organizations (28%).



Need for Parks and Recreation Facilities

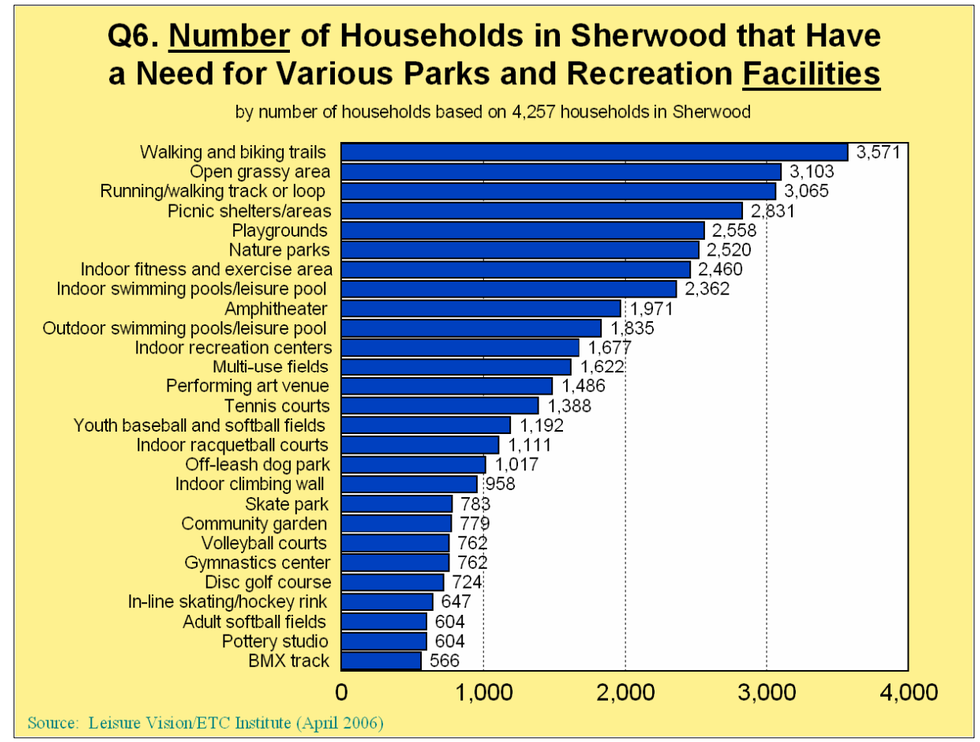
From a list of 27 various parks and recreation facilities, respondents were asked to indicate which ones they and members of their household have a need for. The following summarizes key findings:

- **Eight of the 27 parks and recreation facilities had over 55% of respondent households indicate they have a need for it.** These eight facilities include: walking and biking trails (84%), open grassy area (73%), running/walking track or loop (72%), picnic shelters/areas (67%), playgrounds (60%), nature parks (59%), indoor fitness and exercise area (58%), and indoor swimming pools/leisure pool.



Need For Parks and Recreation Facilities in Sherwood

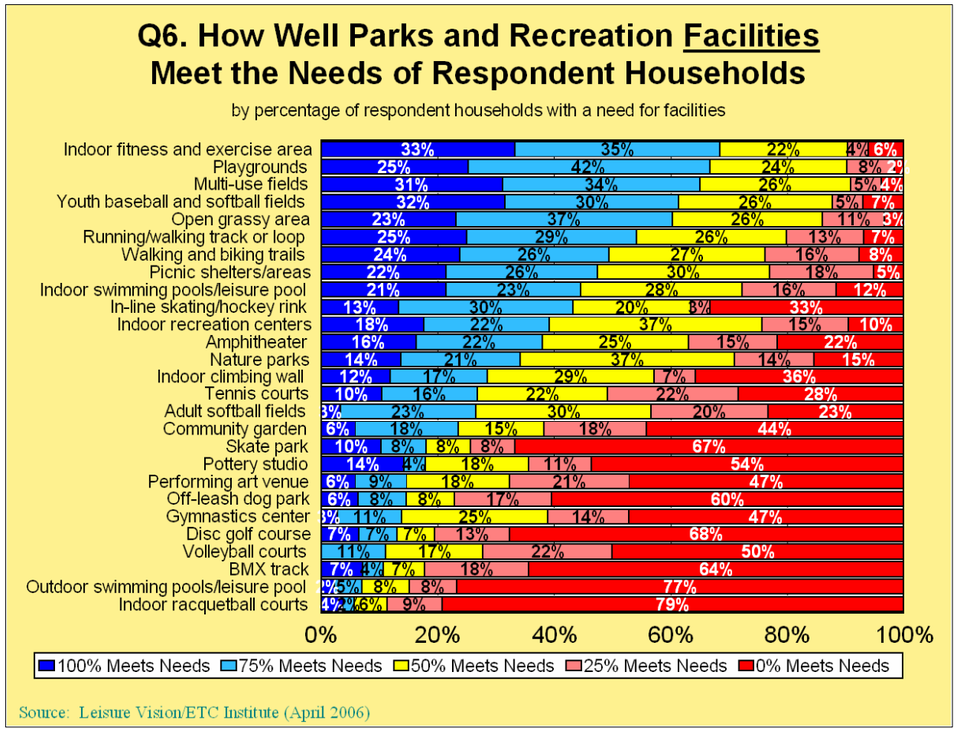
From the list of 27 parks and recreation facilities, respondents were asked to indicate which ones they and members of their household have a need for. The graph below shows the estimated number of households in the City of Sherwood that have a need for various parks and recreation facilities, based on 4,257 households in the City.



How Well Parks and Recreation Facilities Meet Needs

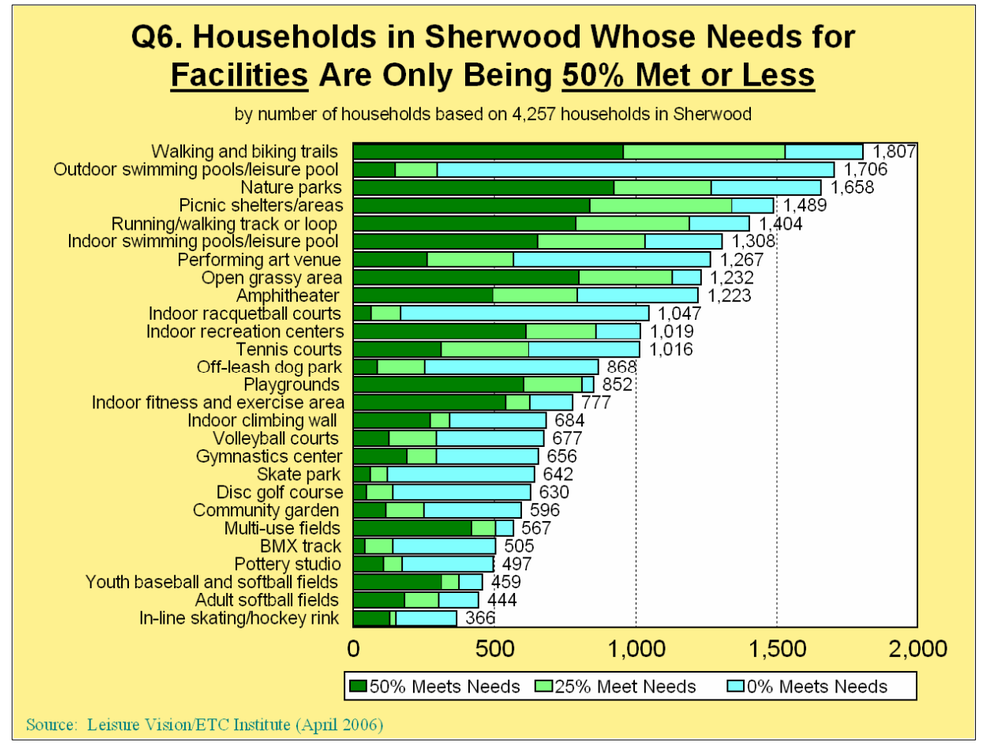
From the list of 27 parks and recreation facilities, respondent households that have a need for facilities were asked to indicate how well those facilities meet their needs. The following summarizes key findings:

- **For all 27 facilities, less than 35% of respondents indicated the facility 100% meets the needs of their household.**



Sherwood Households with Their Facility Needs Being 50% Met or Less

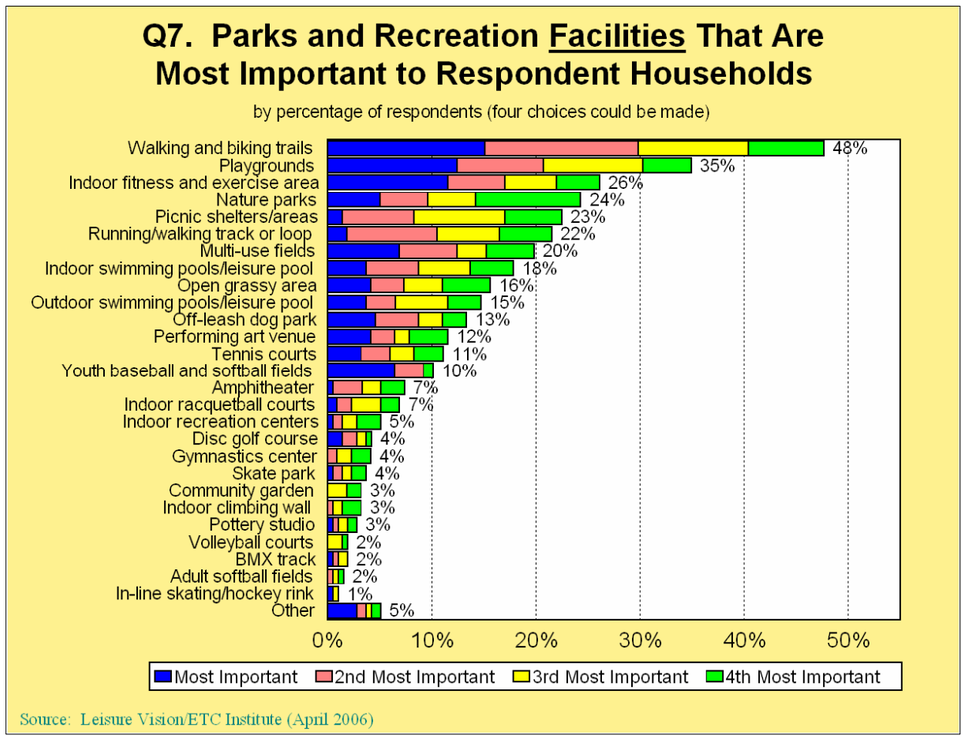
From the list of 27 parks and recreation facilities, respondent households that have a need for facilities were asked to indicate how well those facilities meet their needs. The graph below shows the estimated number of households in the City of Sherwood whose needs for facilities are only being 50% met or less, based on 4,257 households in the City.



Most Important Parks and Recreation Facilities

From the list of 27 parks and recreation facilities, respondents were asked to select the four facilities that are most important to them and members of their household. The following summarizes key findings:

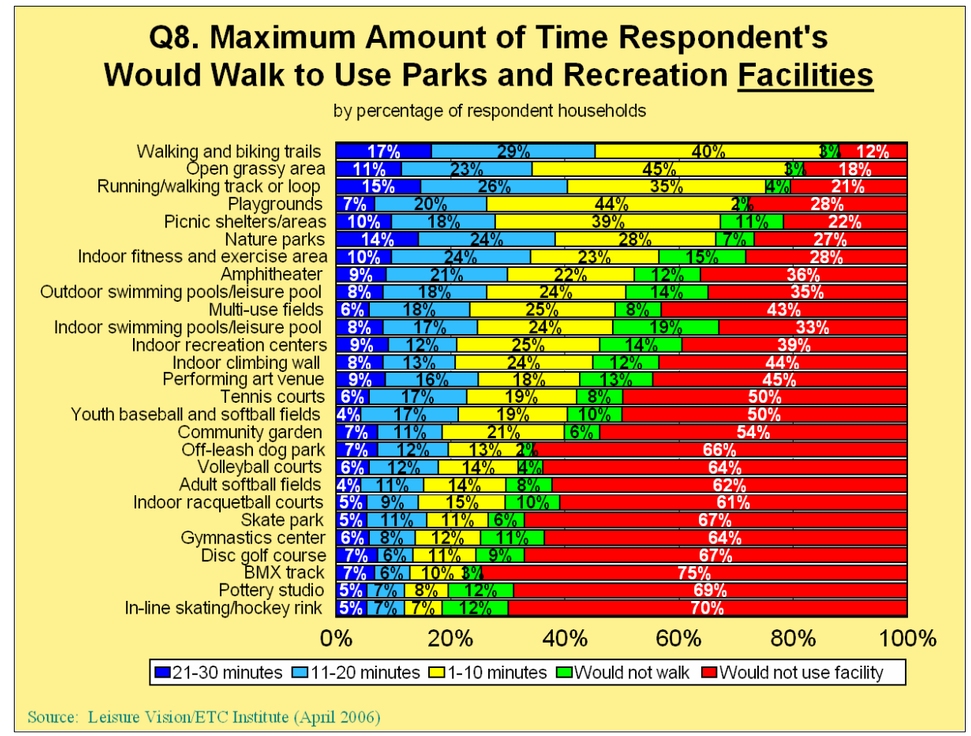
- **Walking and biking trails (48%) had the highest percentage of respondents select it as one of the four most important facilities.** Other facilities that a high percentage of respondents selected as one of the four most important include: playgrounds (35%), indoor fitness and exercise area (26%), nature parks (24%), picnic shelters/areas (23%), and running/walking track or loop (22%). It should also be noted that walking and biking trails had the highest percentage of respondents select it as their first choice as the most important facility.



Willingness to Walk to Use Various Parks and Recreation Facilities

From a list of 27 various parks and recreation facilities, respondents were asked to indicate the maximum amount of time they would be willing to walk to use each of the facilities. The following summarizes key findings:

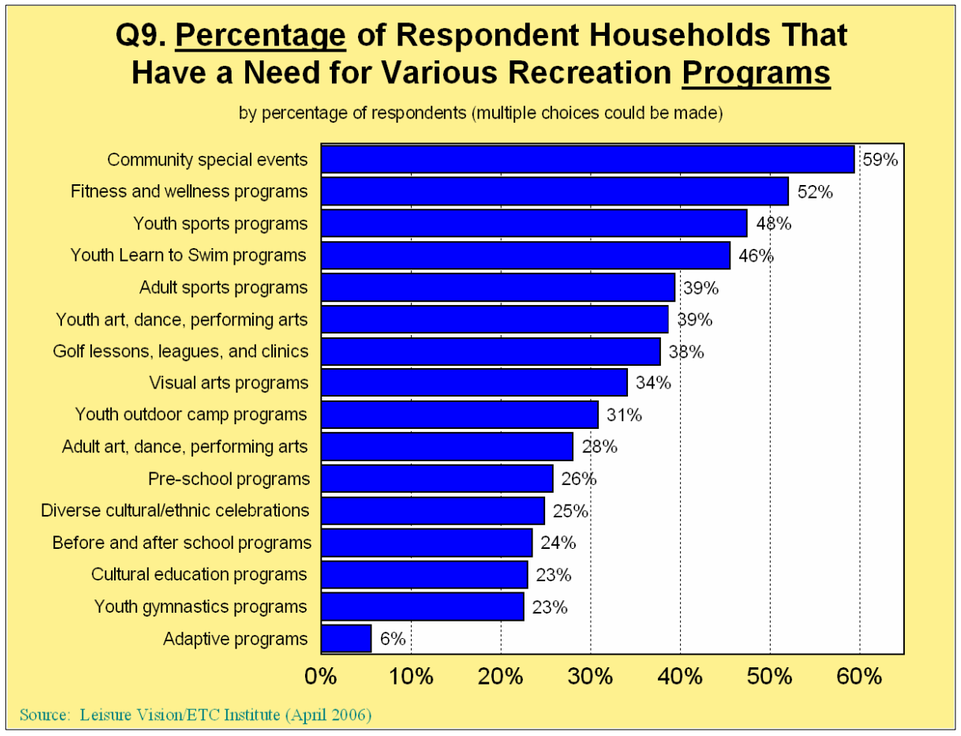
- **Six of the 27 parks and recreation facilities had over two-thirds of respondents indicate they would walk to use them.** These six facilities include: walking and biking trails (86%), open grassy area (79%), running/walking track or loop (75%), playgrounds (70%), nature parks (67%), and picnic shelters/areas (67%).



Need for Recreation Programs

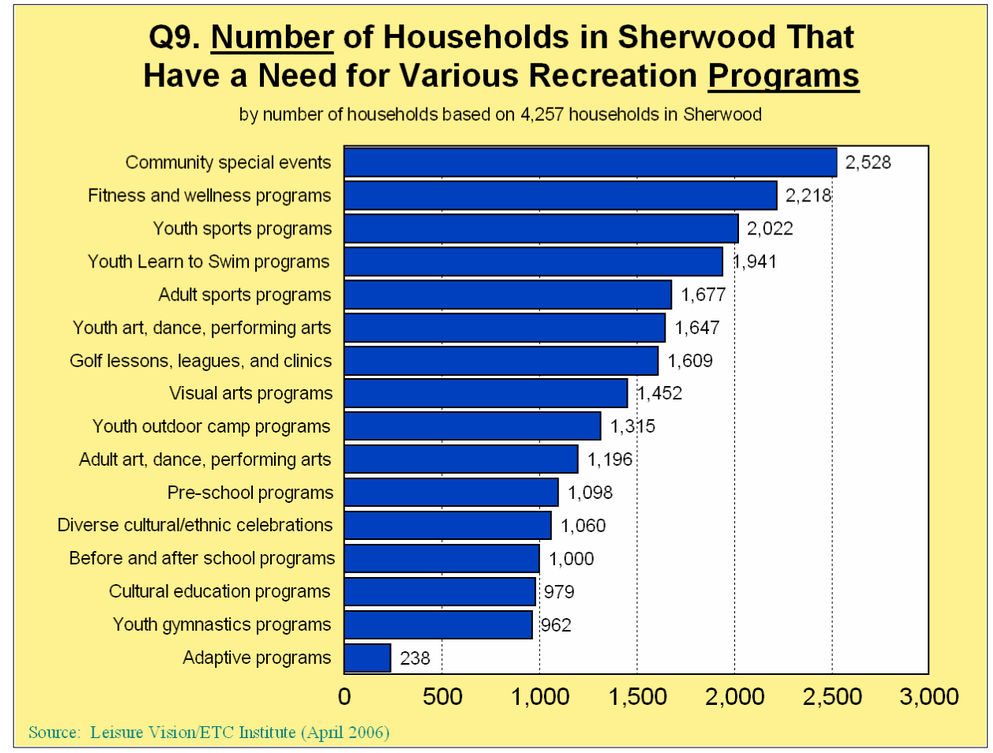
From a list of 16 recreation programs, respondents were asked to indicate which ones they and members of their household have a need for. The following summarizes key findings:

- **Four of the 16 recreation programs had over 45% of respondent households indicate they have a need for them.** These four programs include: community special events (59%), fitness and wellness programs (52%), youth sports programs (48%), and Youth Learn to Swim programs (46%).



Need For Recreation Programs in Sherwood

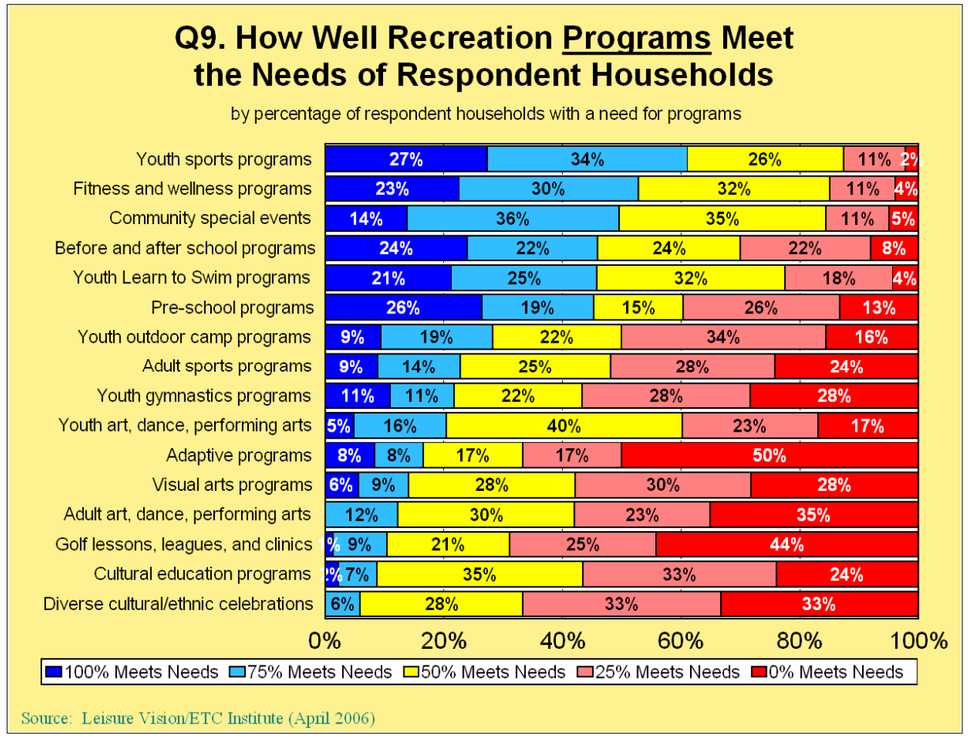
From the list of 16 recreation programs, respondents were asked to indicate which ones they and members of their household have a need for. The graph below shows the estimated number of households in the City of Sherwood that have a need for various recreation programs, based on 4,257 households in the City.



How Well Recreation Programs Meet Needs

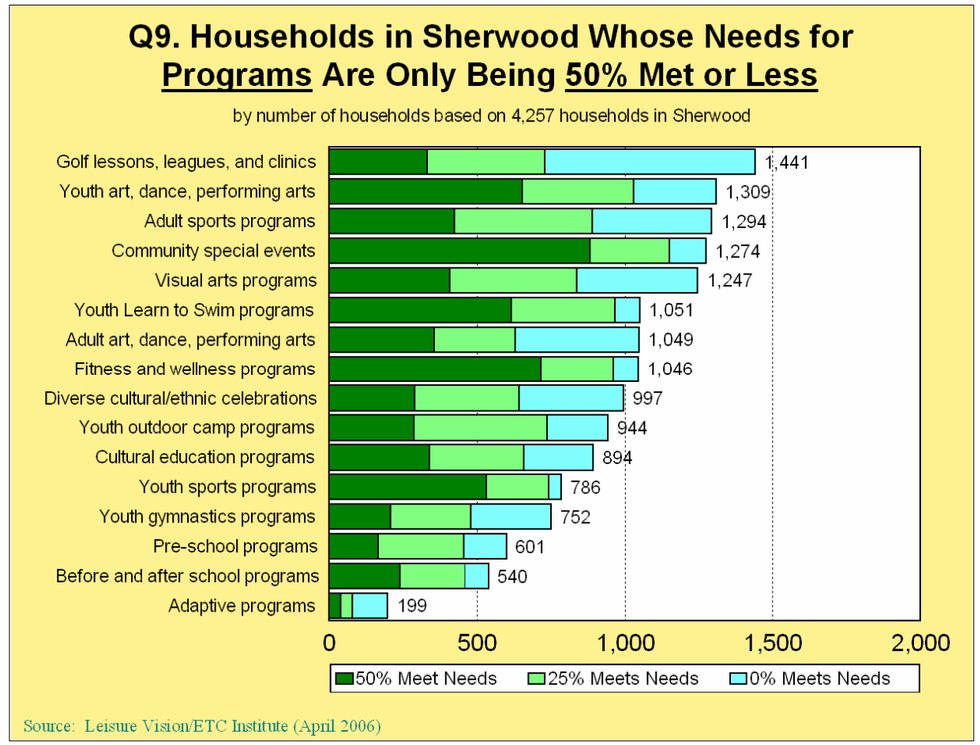
From the list of 16 recreation programs, respondent households that have a need for programs were asked to indicate how well those programs meet their needs. The following summarizes key findings:

- **For all 16 programs, less than 30% of respondents indicated the program 100% meets the needs of their household.**



Sherwood Households with Their Program Needs Being 50% Met or Less

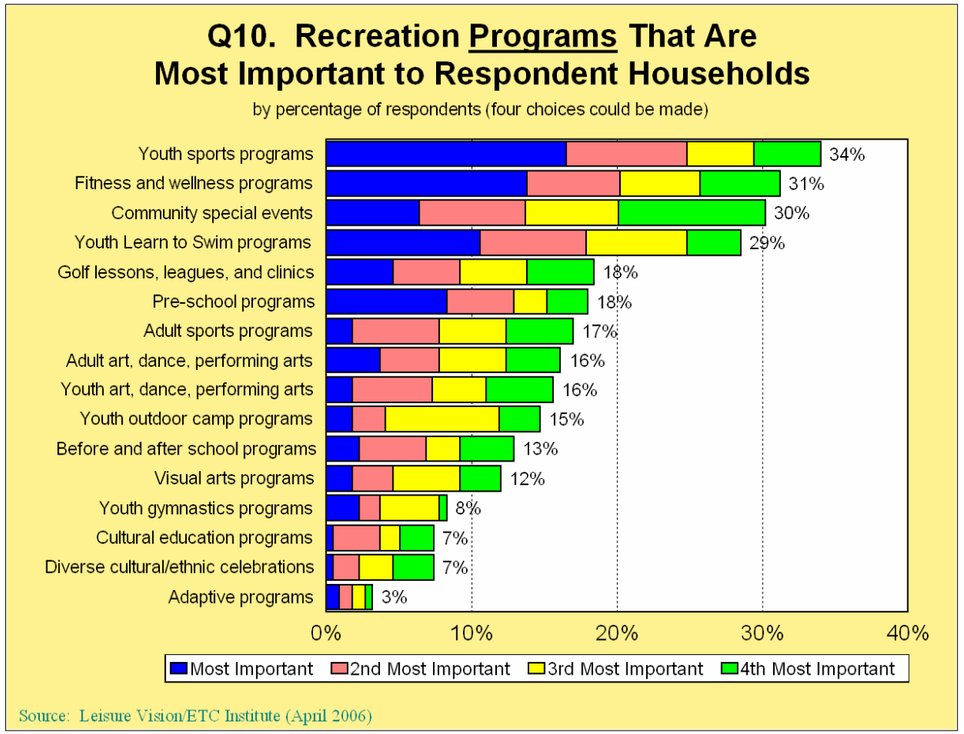
From the list of 16 recreation programs, respondent households that have a need for programs were asked to indicate how well those programs meet their needs. The graph below shows the estimated number of households in the City of Sherwood whose needs for programs are only being 50% met or less, based on 4,257 households in the City.



Most Important Recreation Programs

From the list of 16 recreation programs, respondents were asked to select the four that are most important to them and members of their household. The following summarizes key findings:

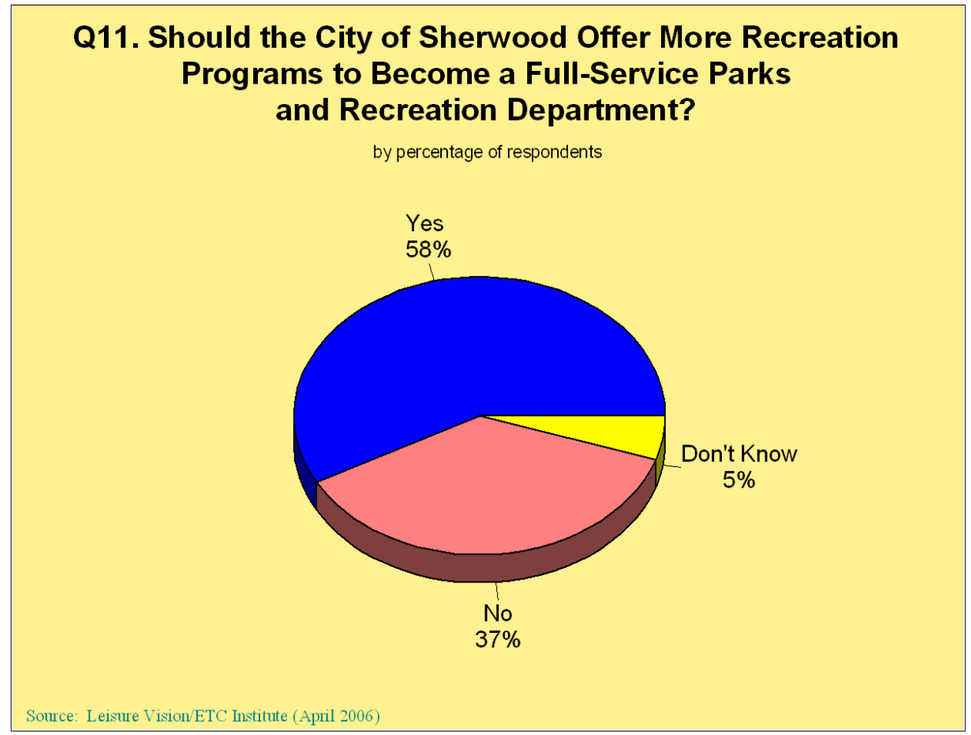
- **Youth sports programs (34%) had the highest percentage of respondents select it as one of the four most important programs.** Other programs that respondents selected as one of the four most important include: fitness and water programs (31%), community special events (30%), and Youth Learn to Swim programs (29%). It should also be noted that youth sports programs had the highest percentage of respondents select it as their first choice as the most important program.



City of Sherwood Becoming a Full-Service Parks and Recreation Department

Respondents were asked to indicate if they feel the City of Sherwood should offer more recreation programs to become a full-service parks and recreation department and major provider of these services in addition to what is currently available. The following summarizes key findings:

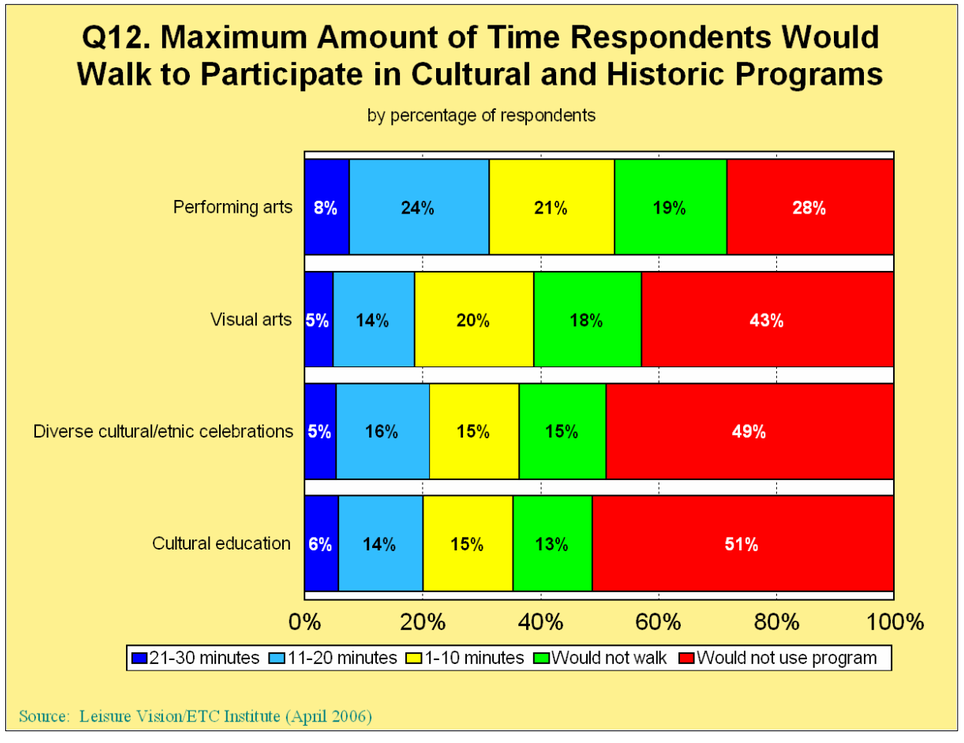
- **Fifty-eight percent (58%) of respondents indicated that the City of Sherwood should offer more recreation programs to become a full-service parks and recreation department.** An additional 37% of respondents indicated the City should not offer more programs, and 5% indicated "don't know".



Willingness to Walk to Use Various Cultural and Historical Programs

From a list of four various cultural and historical programs, services, and events, respondents were asked to indicate the maximum amount of time they would be willing to walk to participate in each of these programs, services, or events. The following summarizes key findings:

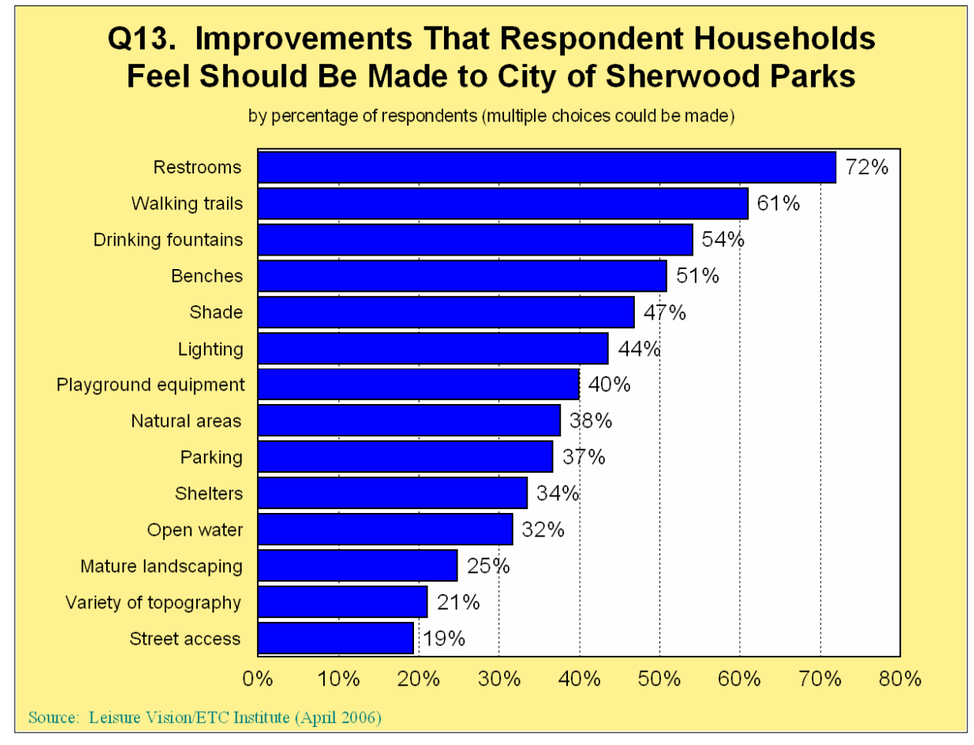
- **Fifty-three percent (53%) of respondents indicated they would walk to participate in performing arts.** In addition, 39% of respondents would walk to participate in visual arts, 36% would walk to participate in diverse cultural/ethnic celebrations, and 35% would walk to participate in cultural education.



Potential Improvements to City of Sherwood Parks

From a list of 14 options, respondents were asked to indicate all of the improvements they would like to have made to City of Sherwood parks. The following summarizes key findings:

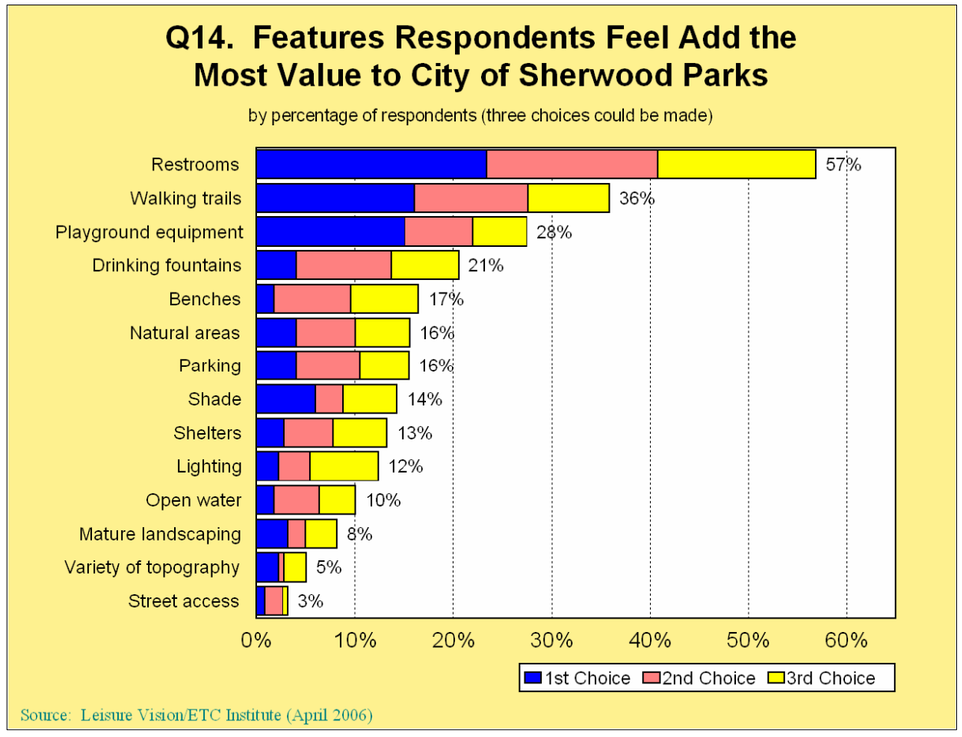
- **Restrooms (72%) had the highest percentage of respondents select it as an improvement they would most like to have made to City of Sherwood parks.** There are three other improvements that over 50% of respondents indicated they would like to have made, including: walking trails (61%), drinking fountains (54%) and benches (51%).



Features That Add the Most Value to Parks

From the list of 14 options, respondents were asked to select the three that they feel add the most value to parks. The following summarizes key findings:

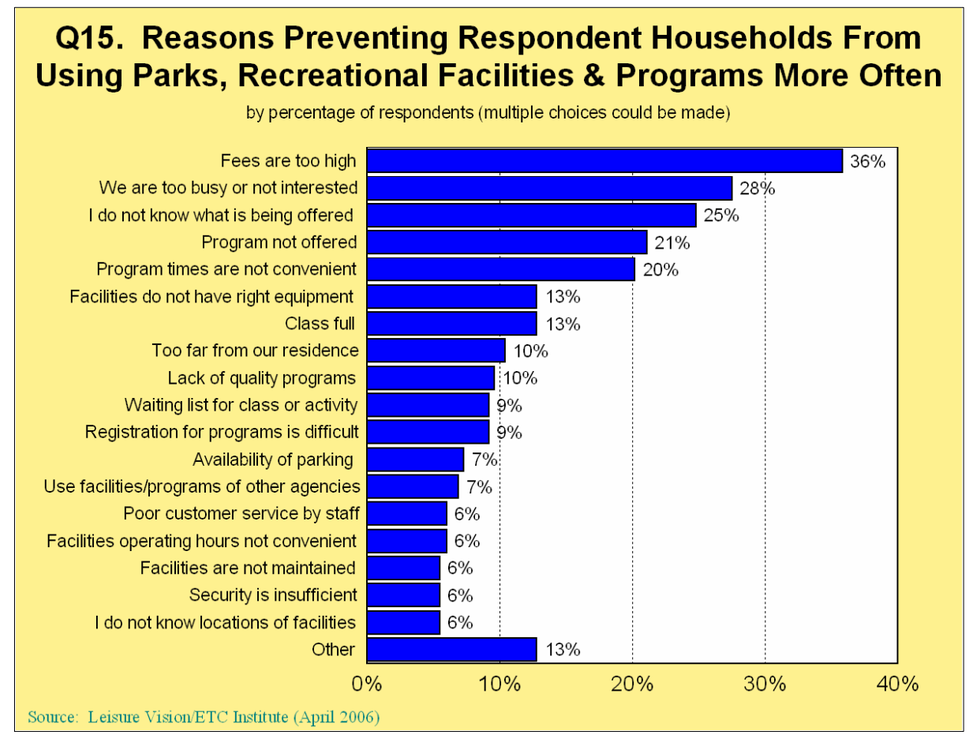
- **Restrooms (57%) had the highest percentage of respondents select it as one of the three features that add the most value to City of Sherwood parks.** There are three other improvements that over 20% of respondents selected as one of the three that add the most value to parks, including: walking trails (36%), playground equipment (28%), and drinking fountains (21%). It should also be noted that restrooms had the highest percentage of respondents select it as their first choice as the feature that adds the most value to City of Sherwood parks.



Reasons Preventing the Use of Parks and Recreation Facilities More Often

From a list of 18 reasons, respondents were asked to select all of the ones that prevent them and members of their household from using parks and recreation facilities in the City of Sherwood, including the YMCA, more often. The following summarizes key findings:

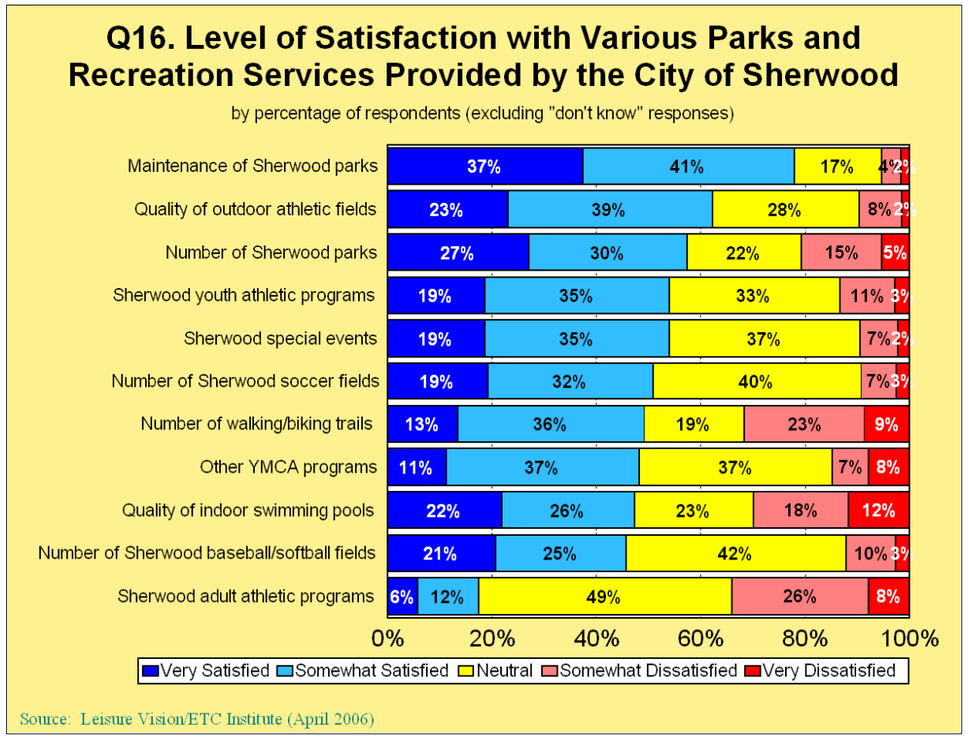
- **"Fees are too high" (36%) is the reason preventing the highest percentage of respondent households from using parks and recreation facilities of the City of Sherwood more often.** The other most frequently mentioned reasons preventing respondents from using parks and recreation facilities more often include: "we are too busy or not interested" (28%) and "I do not know what is being offered" (25%).



Level of Satisfaction with Various Parks and Recreation Services

From a list of 11 various parks and recreation services provided within the City of Sherwood, respondents were asked to rate their level of satisfaction with each one. The following summarizes key findings:

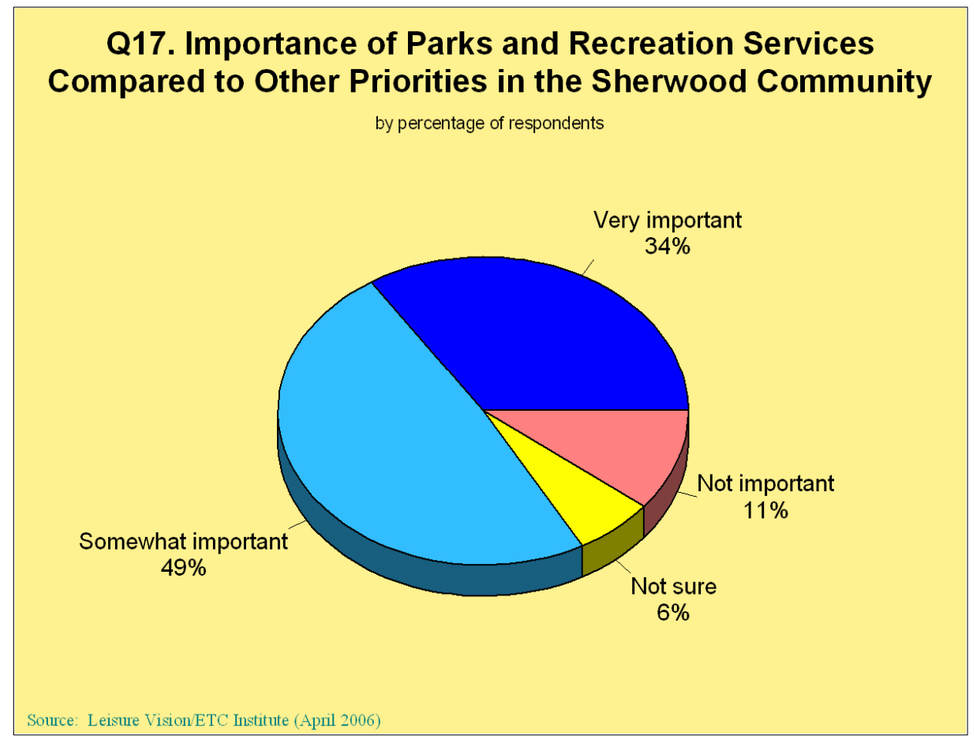
- **Two of the 11 parks and recreation services had over 25% of respondents indicate being very satisfied with them.** These two services include maintenance of Sherwood parks (37%) and number of Sherwood parks (27%). It should also be noted that 6 of the 11 parks and recreation services had over 50% of respondents indicate being either very satisfied or somewhat satisfied with them.



Importance of Parks and Recreation Services Compared to Other Priorities

Respondents were asked to indicate how important parks and recreation services are compared to other priorities for the Sherwood community, such as law enforcement, fire, and streets. The following summarizes key findings:

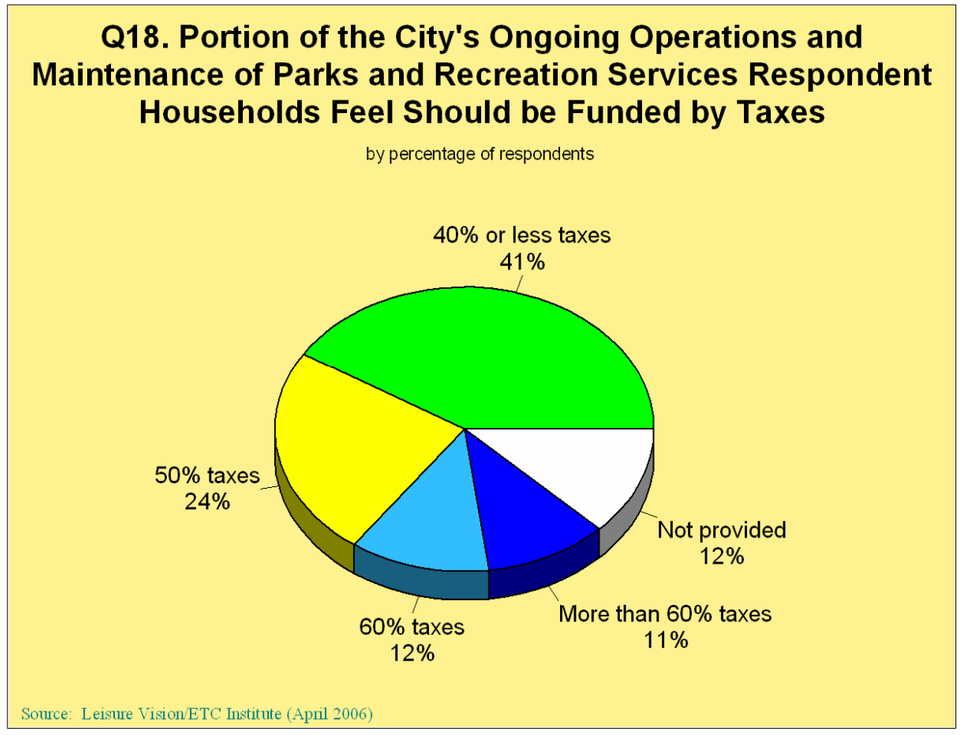
- **Eighty-three percent (83%) of respondents indicated that parks and recreation services are either very important (34%) or somewhat important (49%) compared to other priorities in the Sherwood community.** Only 11% of respondents indicated that parks and recreation services are not important, and 6% also indicated "not sure."



Funding the Operations and Maintenance of Parks and Recreation Services with Taxes

From a list of four options, respondents were asked to indicate what portion of the City's ongoing operations and maintenance of parks and recreation services you feel should be funded by taxes. The following summarizes key findings:

- **Forty-one percent of respondents indicated that the City's ongoing operations and maintenance of parks and recreation services should be funded by 40% or less taxes.** In addition, 24% of respondents feel the operations and maintenance should be funded 50% by taxes, 12% feel they should be funded 60% by taxes, and 11% feel they should be funded by more than 60% by taxes.



Appendix F. Alternative Providers

Alternative Providers, Public, Private and Non-Profit
The following list of alternative recreation, fitness, gym, cultural arts, ice and swimming providers. Specific information was obtained through the consultant's site tours and stakeholder interviews, the Chamber of Commerce, DexOnline, Sherwood's telephone yellow pages and various websites.

Partnerships with the City - Non-Profit Organizations
Sherwood Regional Family YMCA
www.ymca-sherwood.org
Recreation Center
2300 SW Pacific Highway
(503) 625-9622
Teen Center
(503) 625-9622

In 1996, the City of Sherwood passed a bond measure to fund the building of the YMCA for the community. Per the 1996 operating agreement between the City of Sherwood and the YMCA of Columbia-Willamette, the City owns the land and the facility, built the recreation center and the YMCA will operate and maintain it. The agreement calls for the YMCA to pay the City annual rental fees. The initial term of the agreement was 20 years with an Addendum in 2002 to modify the financial arrangements.

The facility opened in 1998 and includes a three lane lap pool area, a small leisure pool with a 65 foot slide and limited water play features; gymnasium with basketball and a rock climbing wall; several fitness areas with cardiovascular machines, free weights, cardio theater, and walking/jogging track with 14 laps to the mile; two multi-purpose rooms for Kid's Fun Club (on premise child care); a multi-purpose birthday party room; a conference room; dance/fitness studio; game area, pro-shop, reception/lobby area and offices. City of Sherwood trails connect to the facility. The recreation/aquatics center is open Monday through Friday 5am to 10pm, Saturday 6am to 7pm, and 7am to 5pm on Sunday.

In 2003, the City funded a 10,400 square foot expansion of the YMCA facility that enclosed the gym, and added square footage downstairs for a free weight area and SilverSneakers® senior fitness workout space. An adjoining upstairs 5,200 square foot Teen facility with a separate entrance was also included in the capital improvement project.

The Teen Center is open to teens in 6th through 12th grade and includes a classroom with a computer lab, café' area, game area and lounge. The Teen Center is free and many activities in the main building are included and available on a supervised schedule and led by the staff at the Teen Center. Transportation to the Teen Center is also provided by the YMCA. During the school year, the hours of operation are Monday through Thursday, 3:15-7pm, Friday 3:15-7:30pm, and 2-7pm on Saturday. During the summer, the facility is open 12-7pm Monday through Saturday. In keeping with the mission of the organization, the Teen Center is not open on Sunday.

Because the City's name and logo appears on the building, it is clearly identified as a City facility and thus contributes to the City's image. The Sherwood Regional Family YMCA says its mission is:

> *"To put Christian principles into practice through programs that build healthy spirit, mind, and body for all through love, respect, honesty, responsibility and service."*

The YMCA fact sheet indicates that more than 46% of the population in Sherwood is members. This means that over half the population is not yet served. Because the YMCA staff indicate that most programs are at capacity (especially aquatics, but not land or aqua fitness); the population in Sherwood is expected to continue to increase; not everyone is served by a membership-based fee structure; the Teen Center is closed on Sunday; and not everyone may be served by the mission of the YMCA, the available recreation facility is not adequate for the need.

The following **Table 23** is a matrix of the current YMCA fees structure for City of Sherwood residents, annual totals and the one time joining fee. These fees are slightly less than what was found through previous studies.

Table 23: Sherwood Family YMCA Fees

Category	Monthly Dues	Annual Dues	One-time Joining Fee
Youth (0-13 years)	$15	$180	$30
Teen (14-18 years)	$23	$276	$50
Young Adult or Student (19-24 years)	$24	$288	$55
Adult (25-64 years)	$40	$480	$105
2 Adults	$56	$672	$150
Senior (65 years +)	$34	$408	$80
2 Seniors	$48	$576	$125
1 Adult Family	$47	$564	$125
2 Adult Family	$6	$744	$170

At the time of writing this master plan, the YMCA was offering a promotional $25 joining fee for all categories effective trough January 31, 2006 (and it might be extended or offered again.) The YMCA does offer membership and program assistance.

The three methods of payment include:
- Automatic bank draft
- Automatic charge card draft
- Semi-annual or annual payment

One of these methods must be selected at the time of joining.

There are other YMCA facilities in surrounding cities that some may use.
From the Sherwood Chamber of Commerce 2005/2006 Business and Community Directory:

"This 55,000 square foot facility opened in 1998 and provides a variety of recreational opportunities including swimming, basketball, indoor track, rock climbing, group fitness classes, youth/adult leagues, cardio-theater, a free weights area, and a wide variety of classes for all ages."

"The Sherwood Family Regional YMCA was the first in the nation utilizing a joint-use agreement by the City of Sherwood and the YMCA that saw the city issue a bond to build the center and the YMCA to operate it."

"In a cooperative effort by the City, the YMCA, and generous donors, a 5,200 square foot Teen Center was opened January 2003. The Teen Center is free to all area teens grade 6 though 12."

The Young Men's Christian Association (YMCA)
Mission:
YMCA's mission is to foster the spiritual, mental and physical development of individuals, families and communities according to the ideals of inclusiveness, equality and mutual respect for all. To accomplish this, YMCA instills the following core values: caring, honesty, respect, and responsibility.

History:
The YMCA is a non-profit organization founded in London, England, on June 6, 1844, in response to unhealthy social conditions arising in the big cities at the end of the Industrial Revolution. Together, the nation's more than 2,500 YMCAs are the largest not-for-profit community service organizations in America, working to meet the health and social service needs of 18.9 million men, women and children in 10,000 communities in the United States. YMCA's are for people of all faiths, races, abilities, ages and incomes. No one is turned away for inability to pay. Because all communities have different needs, all YMCAs are different. YMCAs stretch beyond the United States. About 230 U.S. YMCAs maintain relationships with YMCA's in other countries.

Core Competency:
Local YMCA's programs vary from one community to another based on the unique needs of each market. YMCA has five (5) main programs relating to youths and youth services. YMCA provides Aquatic, Athletics, Child Care, Health & Fitness and Leadership Programs. A summary of each program follows:

- *Aquatics* - YMCA Aquatics Programs include infant-parent classes, preschool classes, classes for people with disabilities and classes for teens. These include water exercise, aquatic therapy and water sports. Competitive programs are also available for youth.
- *Athletics* – YMCA's Athletic Programs include basketball (ages 6 -12), wall climbing (ages 14 – 18), jump roping (ages 8 – 14), and cheerleading (ages 8 – 12).
- *Health & Fitness* – YMCA's Health and Fitness Programs include Teen Weight Training
- (ages 13 – 17), Tae Kwon Do, Fitness Camp (ages 5 – 12), and Kids' PACE, a class combining music with aerobic exercise, and resistance training. The class intends to improve a child's strength, speed, endurance and flexibility.
- *Child Care* – Most of the YMCA locations offer child care services. These services include Infant/Toddler Creative Curriculum, Preschool Creative Curriculum and School age YMCA School-Age Care Curriculum for children ages 5 -14.

Supplemental Programs:

- *Aquatics* – YMCA offers adult swim classes and private swim lessons. In addition, they offer specialty and fitness aquatic classes, including CPR, American Red Cross Lifeguard classes, Underwater Photography, and Scuba Diving, and Water Aerobics.
- *Athletics* – Local YMCAs offer adult athletic classes, including Tae Kwon Do, Karate, Racquetball, and Basketball.
- *Dance* – Local YMCAs offer adult dance classes, including Salsa, and ballroom dancing.
- *Health & Fitness* - Local YMCAs offer adult Health & Fitness Programs, including equipment orientation, Massage, Dance Aerobics, Cycling, Yoga, Tai Chi, and a climbing wall.
- *Senior Services* - Local YMCAs offer senior services, including SASSY and Y Cardiac. These programs are senior fitness classes aimed to ease tension, and reduce stress.

Years in Service: 161
Fee Structure: YMCA offers monthly and yearly memberships. Members receive free use of the facilities and discounts on all classes. Non-members may sign up for classes and pay the full price.

Strengths:

- *Promotional/Marketing Strategy* - The YMCA utilizes their long history and well-known name as an industry leader in youth related programs to market their organizations.
- *Years in Service* - YMCA has been around for 161 years, and has a name that is well known and respected.
- *Fee Structure* – Being a non-profit organization, the YMCA is able to supplement their program costs with government grants and contributions. Therefore, YMCA is able to keep the fees comparatively low.
- *Programs Offered* – YMCA offers a wide breadth of Youth Services, Health & Fitness, Athletics, Aquatics, Dance and Senior Services programming.

Weaknesses:

- *Mission* - Those who do not share the mission of the organization may not wish to participate.
- *Fee Structure* - Those who don't want membership based fees, or those who prefer less commitment or opportunities for drop-in activity fees may not wish to participate.
- *Capacity* – The current facility has only three lap lanes in the pool and is presently at capacity.
- *Facilities / Equipment* – As a not-for-profit entity that has a relatively low reliance on funding from fees, YMCA may not be able to generate significant capital to purchase adequate amounts of current "state of the art" new equipment and facilities similar to the for profit operators or even certain non-profit operators that charge higher fees.

Cultural Arts, History, Museums
Heritage Center
16289 SW 1st Street at Veterans Memorial Park
(503) 625-1236

From the Sherwood Chamber of Commerce 2005/2006 Business and Community Directory:
"The Heritage center serves as a destination point for people of all ages to experience the Native American, pioneer, and frontier eras. The Center features two historically significant buildings, the Morback House

and the Smock House. Both houses were acquired and renovated by the Sherwood Historical Society in 2003."

"Through exhibits and educational programs the center increases awareness and understanding of Sherwood as well as Oregon's rich cultural heritage. Exhibits and displays include a scaled down version of Old Sherwood complete with historical buildings, streets, local topography, and a model railroad running through town."

Seniors
Marjorie Stewart Senior Community Center
21907 SW Sherwood Blvd.
(503) 625-5644
Private non-profit
Open Monday through Friday, 9am - 4pm

The mission of the Sherwood Senior is "to enhance the dignity of older adults, to support independence, to encourage involvement in the community by providing programs and services in the areas of education, creative arts, recreation, leadership, health, nutrition, volunteer opportunities, and social work."

From the Sherwood Chamber of Commerce 2005/2006 Business and Community Directory:
"The Sherwood Senior Center has been serving the older adults of the Sherwood Community since 1981. The center is a great place for individuals to meet new friends, pursue hobbies, learn new skills, and share talents. A delicious "home-cooked" meal is served weekdays at noon. Home-delivery meals are also available through the senior center. A variety of classes, activities, and health clinics are offered monthly. Monthly newsletters, which list activities, trips, special events, and menus, may be picked up at the center. The center is also a popular site for private receptions and community meetings."

For Profit Businesses
Dance
Oregon School of Ballet
22520 SE Washington Street
(503) 227-2718

Sherwood Dance Academy
20407 SW Borchers Drive #205
505) 625-8868

Exercise, Fitness and Health
All Out Fitness
PO Box 1390
(503) 330-7114

Curves
16771 SW 12th Street #E
(5050 625-6558
www.curves.com

- Curves is the largest fitness franchise in the world with over 9,000 membership based locations worldwide. We are the first fitness and weight loss facility dedicated to providing affordable, one-stop exercise and nutritional information for women.
- Concept of 30-minute fitness, strength training, weight-loss guidance, and a comfortable environment designed for women.
- Curves allows you to get a complete aerobic and strength training workout in just 30 minutes. The system is built around easy-to-learn hydraulic resistance machines, so there are no cumbersome weight stacks to change or manage. The machines are designed specially for women.

Jazzercise
20407 SW Borchers Drive, #205
(503) 351-7410
www.jazzercise.com

Ladies Fitness Express
20649 SW Roy Roger Road, Suite 308
(503) 925-9510
www.sherwoodlife.com

- Cardio resistance circuit training
- Elliptical stair stepper and more
- Ono-on-one coaching

Progressive Fitness
20345 SW Pacific Highway #102
(503) 625-4510

Gymnastics
Little Champs
22647 SW Saunders Drive
(503) 997-3137

Ice Arenas
Sherwood Ice Arena (private/public facility)
20407 S.W. Borchers Drive
(503) 625-5757
www.sherwoodicearena.com
Open to public and offering the following programs:

- Learn to skate academy
- Adult hockey leagues
- Portland Junior Hawks - Portland area's oldest youth hockey organization

- Figure sating
- Private lessons
- Group rates
- Broomball
- Longbottom Coffee Club
- Birthday parties

Amenities include: one NHL regulation sized sheet; arcade; snack bar; skate rentals; locker rooms; spectator seating for 500 ; offices; and birthday party room

Sherwood Ice Arena staff instructors are recognized by the Professional Skaters Association as "Excellence on Ice." This is a program that provides arenas and clubs with national recognition as a progressive training facility dedicated to excellence in coaching both on and off the ice. Sherwood Ice Arena is one of only thirty-two arenas nationwide that are recognized for "Excellence on Ice."

The Ice Arena offers sponsorships through the sale of scoreboard, on ice and dasher board advertisement.

Martial Arts
American Family Karate and Fitness
22540 NW Main Street
(503) 925-9200
"Sherwood's premiere 'private lesson' studio where classes are free!"

Taekwondo World, LLC
16555 SW 12th Street
(505) 625-0730

US West Coast Taekwondo
15966 SW Tualatin-Sherwood Road
(503) 625-4447

Music and Vocal Instruction
Karen Johnson-Will Piano Studio
16688 SW Nels Drive
(503) 925-1716

Sundrop Kids Place
20654 SW Sundrop Place
(503) 936-5234

Masterworks Music
PO box 381
(503) 625-0759

Kristen Cichoski Music Studio
21214 SW Ladyfern Drive
(5030 925-0539

Let's Make Music
22573 SW Main
(503) 625-5343

Marchant, Susan
17261 SW Greengate Drive
(503) 925-8558

Masanque, Renee
20775 SW Houston Drive
(503) 625-3152

McDaniel Piamo Studio
23840 SW Scott Ridge Terrace
(503) 625-4088

Walking
Sherwood Merrywalkers
(503) 925-9139
www.sherwoodmerrywalkers.org
Events sanctioned by the American Volksport Association (AVA), a member of the International Federation of Popular Sports (IVV)

Yoga
Mind Body Spirit Essentials
16392 SW Keda Court
(503) 625-8679

Other Private Providers include:

Embroidery
Fly Fishing Instruction
Floral Design

Other Potential Partners include:

Portland Community College
Portland State University
Oregon College of Art and Craft (in Portland)

LOCATION	COMPONENT	MAP_ID	COUNT	SCORE_BASE	NOTES
Arbor Terrace Park (HOA)	Picnic Shelter - Small	0	0.00	2.00	HOA - Private use only?
Arbor Terrace Park (HOA)	Playground - Local	78	1.00	2.00	HOA - Private use only?
Archer Glen Elementary School	Ballfield	23	1.00	2.00	
Archer Glen Elementary School	Ballfield	24	1.00	2.00	
Archer Glen Elementary School	Basketball	46	2.00	2.00	
Archer Glen Elementary School	Multiuse Field - Large	25	1.00	2.00	Shared space with ball fields' outfields - Area is approximately 300x 300'.
Archer Glen Elementary School	Playground - Local	27	1.00	2.00	
Archer Glen Elementary School	Trails - Recreational	26	1.00	2.00	
Atley Estates Park	Horseshoes	76	1.00	2.00	
Atley Estates Park	Open Turf	71	1.00	2.00	
Atley Estates Park	Trails - Recreational	77	1.00	2.00	
Cinnamon Hills Park	Playground - Local	14	1.00	2.00	
Community Campus Park	Structure	0	0.00	0.00	Senior Center
Community Campus Park	Structure	0	0.00	0.00	Old Library
Field House & Public Works	Multiuse Field - Small	70	1.00	2.00	Indoor
Field House & Public Works	Structure	0	1.00	0.00	Field House, Public Works building
J Clyde Hopkins Elementary School	Ballfield	42	1.00	2.00	
J Clyde Hopkins Elementary School	Ballfield	43	1.00	2.00	80' to outer edge of infield skin
J Clyde Hopkins Elementary School	Ballfield	44	1.00	2.00	80' to outer edge of infield skin
J Clyde Hopkins Elementary School	Ballfield	45	1.00	2.00	90' to outer edge of infield skin
J Clyde Hopkins Elementary School	Basketball	47	0.50	2.00	
J Clyde Hopkins Elementary School	Play Pad	48	1.00	2.00	Covered
J Clyde Hopkins Elementary School	Playground - Local	41	1.00	2.00	
J Clyde Hopkins Elementary School	Playground - Local	49	1.00	2.00	
Ladyfern Park	Playground - Local	4	1.00	3.00	
Langer Park (HOA)	Open Turf	6	1.00	3.00	
Langer Park (HOA)	Playground - Local	5	1.00	2.00	
Langer Park (HOA)	Trails - Recreational	7	1.00	2.00	
Middleton Elementary School	Ballfield	20	1.00	2.00	
Middleton Elementary School	Ballfield	21	1.00	2.00	
Middleton Elementary School	Basketball	50	2.00	2.00	
Middleton Elementary School	Multiuse Field - Small	51	1.00	2.00	
Middleton Elementary School	Playground - Local	22	1.00	2.00	
Murdock Park	Open Turf	11	1.00	2.00	
Murdock Park	Open Water	53	1.00	2.00	
Murdock Park	Picnic Shelter - Small	8	1.00	2.00	
Murdock Park	Playground - Local	9	1.00	1.00	
Murdock Park	Trails - Recreational	10	1.00	2.00	
Murdock Park	Viewing Deck	52	1.00	2.00	
Old School	Structure	69	1.00	2.00	Historic School
Oregon Trail Park	Open Turf	2	1.00	2.00	
Oregon Trail Park	Playground - Local	1	1.00	1.00	

Appendix G. Inventory Matrix (continued)

Pioneer Park	Basketball	56	0.50	1.00	
Pioneer Park	Natural Area	57	1.00	2.00	
Pioneer Park	Open Turf	3	1.00	2.00	
Pioneer Park	Picnic Shelter - Small	54	1.00	2.00	
Pioneer Park	Playground - Local	55	1.00	1.00	
Rudy Gas Pump Park	Structure	74	1.00	2.00	Historic
Sherwood High School	Ballfield	28	1.00	3.00	100' skinned infield
Sherwood High School	Ballfield	29	1.00	3.00	100' skinned infield
Sherwood High School	Ballfield	30	1.00	3.00	100' skinned infield
Sherwood High School	Ballfield	33	1.00	3.00	60' home plate to mound. 120' to outer edge of infield skin
Sherwood High School	Multiuse Field - Large	31	1.00	3.00	High School Football Field and Stadium
Sherwood High School	Multiuse Field - Large	34	2.00	3.00	200 x 250'
Sherwood High School	Structure	0	0.00	0.00	New tructure will house restrooms and concession
Sherwood High School	Track - Competition	32	1.00	3.00	0.25 mile inside lane
Sherwood Middle School	Ballfield	39	1.00	2.00	60' home plate to mound. 120' to outer edge of infield skin
Sherwood Middle School	Basketball	36	0.50	2.00	Shared surface with south tennis court.
Sherwood Middle School	Multiuse Field - Large	37	1.00	2.00	350 x 200'
Sherwood Middle School	Multiuse Field - Large	40	1.00	2.00	200 x 400' area shared with ball field outfield
Sherwood Middle School	Tennis	35	3.00	2.00	Lighted. South court shared surface with basketball.
Sherwood Middle School	Track - Competition	38	1.00	2.00	0.25 mile inside lane
Snyder Park	Ballfield	60	1.00	3.00	
Snyder Park	Basketball	75	1.00	2.00	
Snyder Park	Interactive Water Feature	64	1.00	3.00	
Snyder Park	Multiuse Field - Large	12	1.00	3.00	350 x 210' Surface
Snyder Park	Open Turf	61	1.00	3.00	
Snyder Park	Picnic Area	65	1.00	3.00	
Snyder Park	Picnic Shelter - Large	62	1.00	3.00	
Snyder Park	Playground - Destination	63	1.00	3.00	
Snyder Park	Structure	66	1.00	3.00	Concession and Restrooms
Snyder Park	Trails - Recreational	13	1.00	3.00	
Stella Olsen Park	Amphitheater	17	1.00	1.00	
Stella Olsen Park	Horseshoes	79	1.00	2.00	
Stella Olsen Park	Natural Area	58	1.00	3.00	Wooded Glade
Stella Olsen Park	Open Turf	68	1.00	2.00	
Stella Olsen Park	Open Water	59	1.00	3.00	Stream
Stella Olsen Park	Picnic Shelter - Small	18	1.00	2.00	
Stella Olsen Park	Playground - Local	16	1.00	2.00	
Stella Olsen Park	Trails - Recreational	19	1.00	3.00	
Stella Olsen Park	Viewing Deck	67	1.00	2.00	
Veterans Park	Open Turf	72	1.00	2.00	
Veterans Park	Structure	73	1.00	2.00	Historic House
Woodhaven Park	Playground - Local	15	1.00	3.00	
Woodhaven Park	Trails - Recreational	0	0.00	0.00	Sidewalk?
YMCA	Structure	0	1.00	0.00	YMCA

Appendix H. Green Spaces Workshop

Community Workshop - Sherwood, OR
Civic Building
February 27, 2006

Introduction
On February 27, 2006, EDAW conducted a "Green Spaces Workshop" at an advertised public meeting. The City advertised the workshop through the *Sherwood Gazette*, (*The Archer*), - "News Update," February 2006 press release to *The Oregonian*, with an article published March 2, 2006, emailed notices to interested parties and prior participants in Master Plan public meetings, web announcement – "Latest News" - on City Homepage, and public postings of flyers on boards. Seventeen (17) members of the public were in attendance including three Parks and Recreation Advisory Board members and one Planning Commission member.

The workshop began with the introduction and discussion of the current GRASP® inventory map. It was made clear that the inventory map was a draft and corrections and comments were strongly encouraged. A comment was made regarding differentiating current open space into more specific categories such as open fields, forested wetland, scrub, etc. Another participant suggested that a current aerial/satellite image would also be helpful, allowing the community to identify key structures.

The group was asked to define passive and active uses. Some participants voiced their concerns about the connotation of the term passive use. Lists were generated to help identify what the community views as active and passive uses.

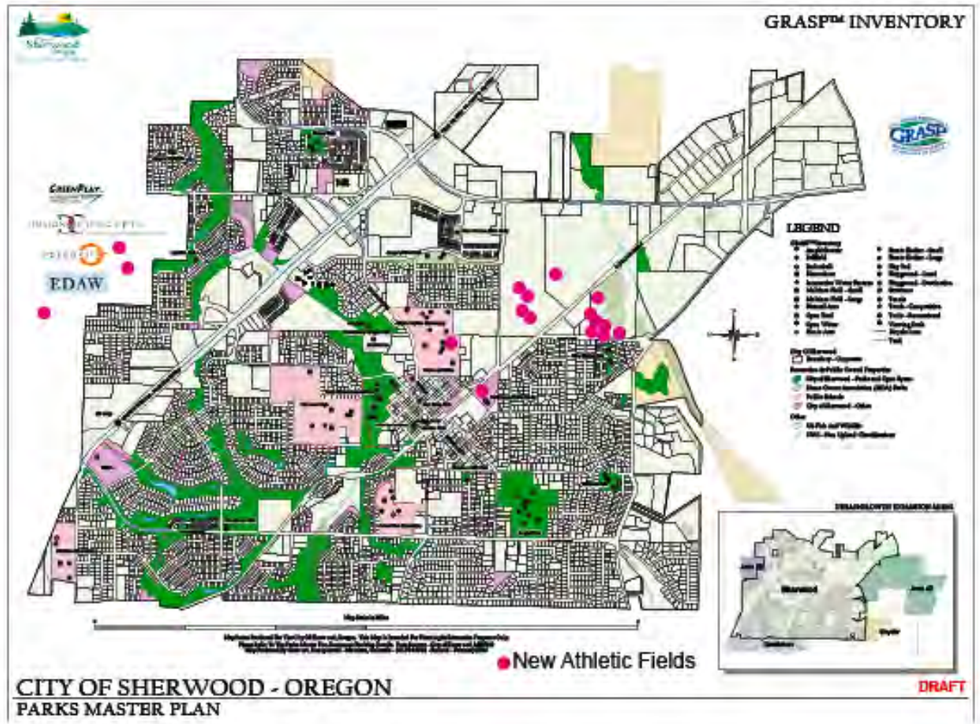
Passive Uses
Views: wildlife, birds, mountains
Individual use
Picnicking
Wetlands
Sitting
Open/Green space
People watching

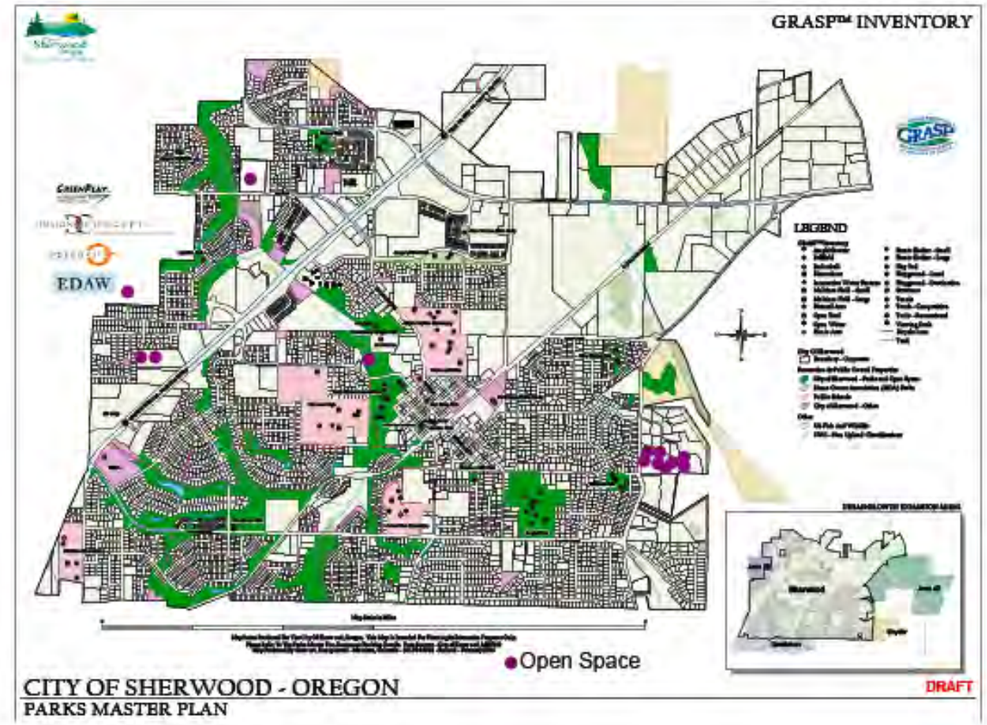
Active Uses
Everyday use
Sports Fields
Bicycling
Walking/ Running
Play structures
Nature Parks
Entertainment/ Festivals
YMCA
Sports: Lacrosse, etc.

Active uses were defined as those that involve equipment or are organized in some way. Conversely, passive uses were described as any use that is not organized by a group and requires no equipment.
Sports Fields Discussion We transitioned to athletic fields and discussed what the attendees' feelings and needs towards existing and new facilities. The following list resulted:

- Destination sports fields/ multi-sport complex
- THPRD like sports and recreation facility
- Adult fields
- Improve current fields
- Lighting concerns
- Pool improvements
- More tennis courts within the community
- Balance with open/natural spaces
- Recreation activities and facilities
- Increase size of the YMCA
- Create a directory /clearing house for sharing public and private events/facilities information

The discussion began with the suggestion of a multi-field sports complex that would act as a hub for athletic activities and could be used for tournaments. A destination sports complex was favored by the group because it would keep major athletic activities centralized rather than scattered throughout the community; this scenario would also alleviate their concerns about light pollution in the smaller neighborhoods. Some felt that the current athletic fields could use more maintenance or be artificially resurfaced, for year-round use. Attendees were encouraged to save there comments concerning the YMCA for the indoor facilities portion of the workshop.





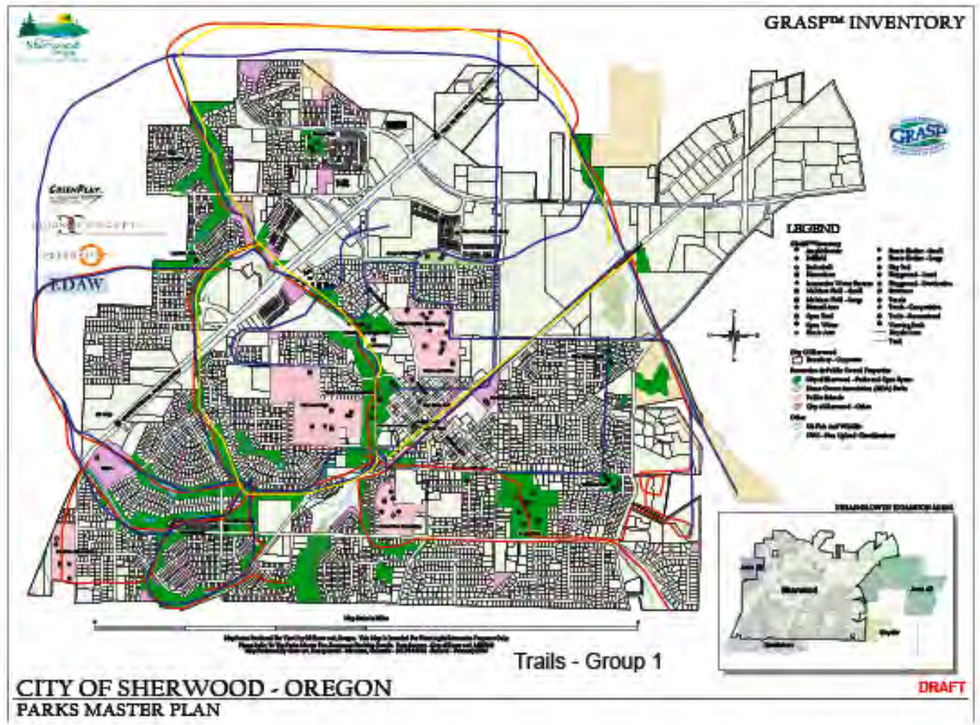
The attendees were given one dot each and asked to place it where they would like to see more athletic fields. Three dots were placed to the west in Area 59, one at the middle school, a tennis court was suggested at the Sherwood Field House, and the remaining 12 dots placed in currently designated light industrial lands, located to the North and South of the Southern Pacific Railroad lines.

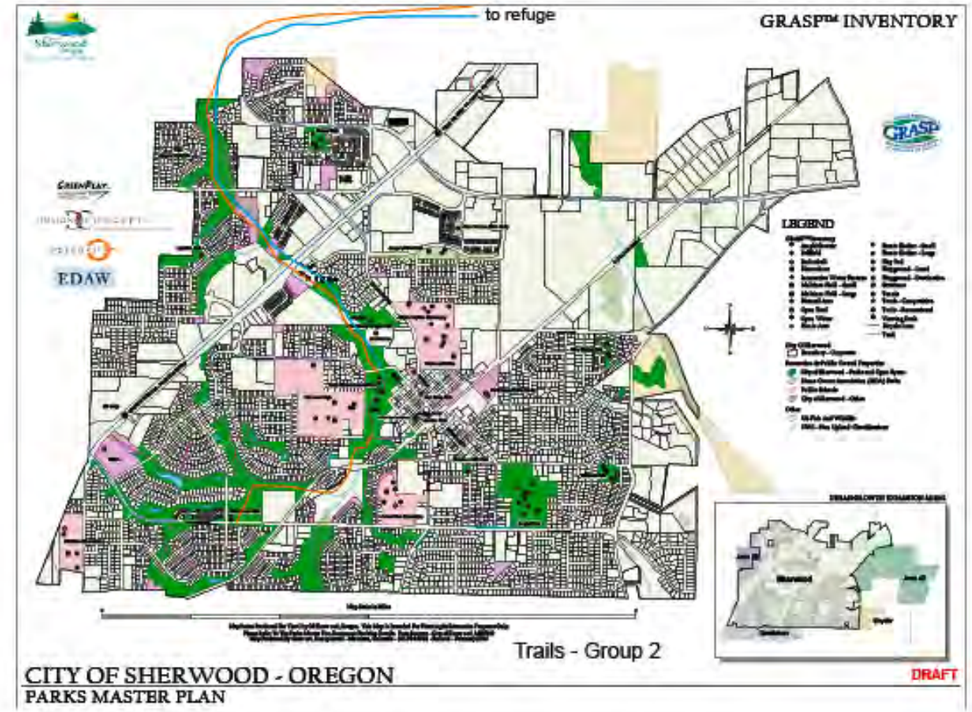
Open Space Discussion
The group addresses the topic of open space and felt that in addition to athletic fields, the community should work to preserve some of its remaining diverse "natural" lands. When asked to indicate where on the map they would like to see more open space they placed eight dots to the East of Murdock Park, two to the west of Highway 99W, one in Area 59, one in the northwest, and one in Stella Olsen Park.

Connectivity Discussion
The topic of connectivity appeared to be the most important to the group, safety being paramount. Concerns were voiced over access across 99W, lack of both signage and adequate shoulders, and the need to link the current parks and open spaces. When asked about connectivity the following list was generated:

- Deeds of access
- Bike trails
- Pedestrian paths
- Accessibility to regional trails (Tonquin Trail)
- Access between all community parks
- Crossing 99W with a tunnel or bridge
- Paths to downtown, important places, and landmarks
- Create a wayfinding system
- Trail maps
- Safety

Participants were then given a colored marker and asked to draw a line where they thought connections or trails should be made. Both groups indicated connections between existing open spaces and new links across the major thoroughfares. The second group illustrated connections to the regional trial system and parks outside of the current city boundaries.





Indoor Facilities Discussion
The last discussion topic was indoor facilities. The group generated the following list regarding the topic:

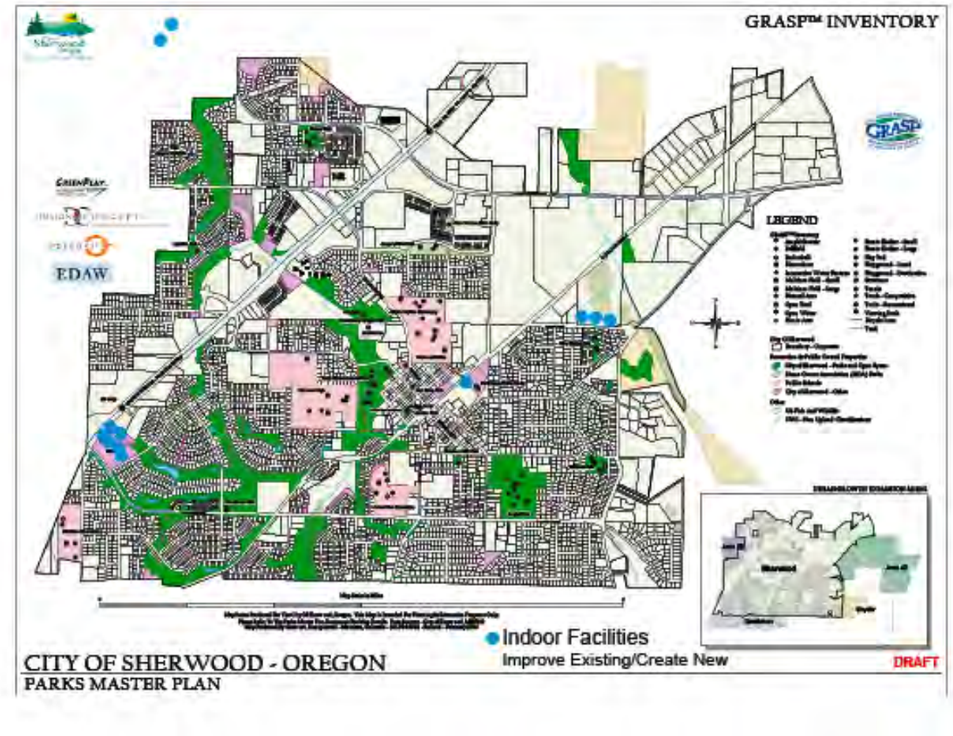
- YMCA
- Field house
- Ice house (private)
- Schools
- Senior Center
- Library
- Cultural Center

The YMCA offers the bulk of the recreational activities in which the community participates. Many felt that the size of the local population could support improvements, if not an expansion to the facility. The group was in agreement over the need to increase the size of the YMCA's pool which is currently not large enough to host a swim meet. Another hot topic was the issue of public and private communication. A well received comment was made regarding the city's level of service; specifically that the city does not

need to provide all activities and facilities but should provide an outlet where information on both public and private activities could be shared. A community bulletin board or an online calendar where events and activities could be uploaded by anyone would be sufficient.

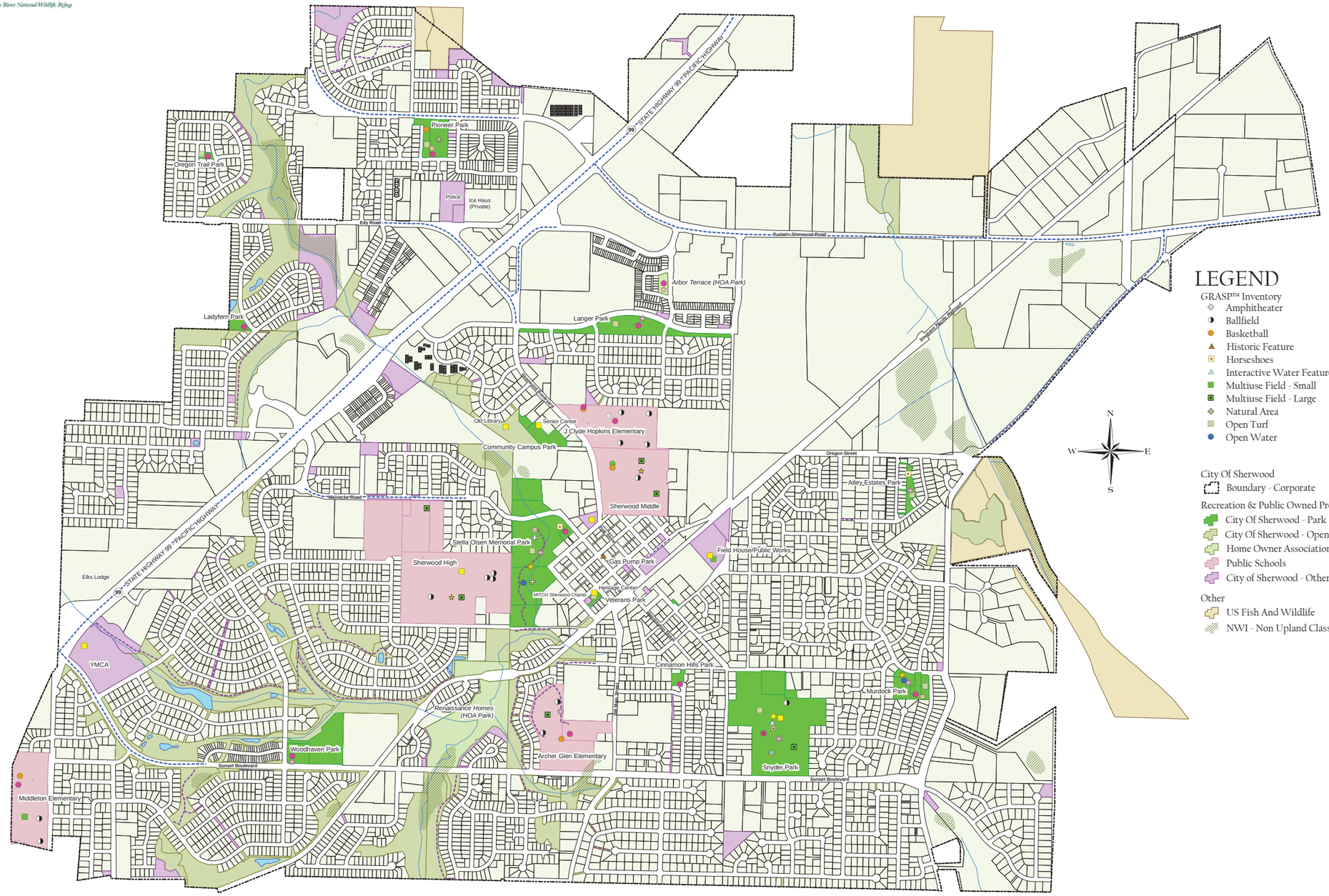
Finally, attendees were again given one dot each and asked to place it where they would like to see either a new facility or improvements to an existing facility. Five dots were placed at the YMCA and one at the Sherwood Field House indicating they would like to see improvements to those facilities. New facilities were indicated with two dots on Sherwood's UGB to the northwest and, three dots to the north of Oregon Street.

Summary
The workshop was effective in generating discussions on the topics most important to the citizens of Sherwood. The most important topic was safety, mainly that trails, roads, and connections should be made safer; an improved connection across 99W was stressed. Enlargement of the YMCA facility was also important to attendees. The community felt very strongly that an expansion to this facility is imperative. Other comments that should be noted were creating a destination sports complex to help alleviate pressure on smaller neighborhood fields, and a city run clearinghouse where anyone can post information on local events and activities.



City of Sherwood Oregon
Home of the Tualatin River National Wildlife Refuge

GRASP™ INVENTORY



LEGEND

GRASP™ Inventory
- Amphitheater
- Ballfield
- Basketball
- Historic Feature
- Horseshoes
- Interactive Water Feature
- Multiuse Field - Small
- Multiuse Field - Large
- Natural Area
- Open Turf
- Open Water
- Picnic Area
- Picnic Shelter - Small
- Picnic Shelter - Large
- Play Pad
- Playground - Local
- Playground - Destination
- Structure
- Tennis
- Track - Competition
- Trails - Recreational
- Viewing Deck
- Bicycle Lane
- Trail

City Of Sherwood
- Boundary - Corporate

Recreation & Public Owned Properties
- City Of Sherwood - Park
- City Of Sherwood - Open Space
- Home Owner Association (HOA) Parks
- Public Schools
- City of Sherwood - Other

Other
- US Fish And Wildlife
- NWI - Non Upland Classifications

Map Scale In Miles

0 — 2

Map Series Produced For The City Of Sherwood, Oregon. This Map Is Intended For Planning & Discussion Purposes Only.
Please Refer To The Parks Master Plan Document For Map Details. Data Sources - City of Sherwood, METRO, GRASP™ Team
Revised -September 2006

CITY OF SHERWOOD - OREGON
PARKS MASTER PLAN

GRASP TEAM: GREENPLAY - GEOWEST - DESIGN CONCEPTS
WITH: OTHER CONSULTANTS

Cost Recovery Pyramid Methodology

The creation of a cost recovery philosophy and policy is a key component to maintaining financial control, equitably pricing offerings, and identifying core programs, facilities and services for an agency.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff and ultimately of citizens. Whether or not significant changes are called for, the organization wants to be certain that it is philosophically aligned with its constituents. The development of the cost recovery philosophy and policy is built upon a very logical foundation, using the understanding of who is benefiting from the parks and recreation service to determine how that service should be paid for.

The development of the cost recovery philosophy can be broken down into the following steps:

Step 1 – Building on Your Mission - What is Your Mission?

The entire premise for this process is to fulfill the Community mission. It is important that organizational values are reflected in the mission. Often mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission. This is accomplished by involving staff in a discussion of a variety of Filter.

Step 2 – Understanding Filters and the Pyramid

Filters are a series of continuums covering different ways of viewing service provision. The **Primary Filters** influence the final positioning of services as they relate to each other and are summarized below. The **Benefits Filter**, however, forms the **foundation** of the **Pyramid Model** and is used in this discussion to illustrate a cost recovery philosophy and policies for parks and recreation organizations. The other filters are explained later.

Filter	Definition
Benefit	Who receives the benefit of the service? (Skill development, education, physical health, mental health, safety)
Commitment	What is the intensity of the program?
Trends	Is it tried and true or a fad?
Obligation	Is it our role to provide? (Is it legally mandated, e.g. ADA)
Market	What is the effect of the program in attracting customers
Relative Cost to Provide	What is the cost per participant?
Environmental Impact	What is the impact to the resource or other visitors?
Political	What out of our control?
Who We Serve	Are we targeting certain populations?

The Benefits Filter
The principal foundation of all the filters is the **Benefits Filter.** It is shown first as a continuum and then applied to the Cost Recovery Pyramid model.

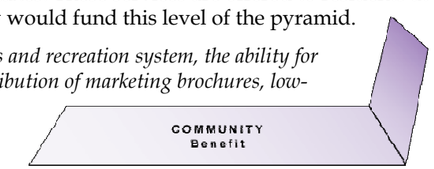
Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation program. Programs appropriate to higher levels of the pyramid should only be offered when the preceding levels below are full enough to provide a foundation for the next level. This foundation and upward progression is intended to represent the public parks and recreation core mission, while also reflecting the growth and maturity of an organization as it enhances its program and facility offerings.

It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, *pyramid* is defined by Webster's Dictionary as "an immaterial structure built on a broad supporting base and narrowing gradually to an apex." Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

COMMUNITY Benefit

The foundational level of the pyramid is the largest, and includes those programs, facilities and services that benefit the **COMMUNITY** as a whole. These programs, facilities and services can increase property values, provide safety, address social needs, and enhance quality of life for residents. The community (made up of residents of the State of Arizona) generally pays for these basic services and facilities through taxes. These services are offered to residents at minimal or no fee. A large percentage of the tax support of the agency would fund this level of the pyramid.

Examples of these services could include the existence of the community parks and recreation system, the ability for youth to visit and enjoy facilities on an informal basis, development and distribution of marketing brochures, low-income or scholarship programs, park and facility planning and design, park maintenance, and research, or others.

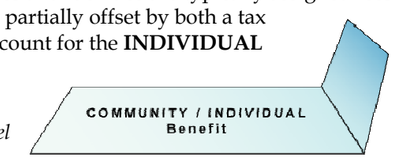


NOTE: All examples are generic - your programs and services may be very different based on your agencies mission, demographics, goals, etc.

COMMUNITY / INDIVIDUAL Benefit

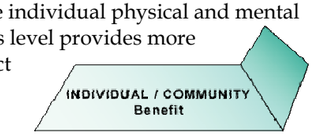
The second and a smaller level of the pyramid represents programs, facilities and services that promote individual physical and mental well-being, and provide recreation skill development. They are generally the more traditionally expected services and beginner instructional levels. These programs, services and facilities are typically assigned fees based on a specified percentage of direct and indirect costs. These costs are partially offset by both a tax subsidy to account for the **COMMUNITY** Benefit and participant fees to account for the **INDIVIDUAL** Benefit.

Examples of these services could include the ability of teens and adults to visit facilities on an informal basis, ranger led interpretive programs, and beginning level instructional programs and classes, etc.



INDIVIDUAL / COMMUNITY Benefit

The third and even, yet smaller level of the pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of recreational skill development. This level provides more **INDIVIDUAL** Benefit and less **COMMUNITY** Benefit and should be priced to reflect this. The individual fee is higher than for programs and services that fall within the lower levels of the pyramid.



Examples of these services could include summer recreational day camp, summer sports leagues, year-round swim team, etc.

MOSTLY INDIVIDUAL Benefit

The fourth and even smaller level of the pyramid represents specialized services generally for specific groups, and may have a competitive focus. In this level, programs and services may be priced to recover full cost, including all direct and indirect costs.

Examples of these services might include specialty classes, golf, and outdoor adventure programs. Examples of these facilities might include camp sites with power hook-ups.

HIGHLY INDIVIDUAL Benefit

Stretching to the top, the fifth and smallest level of the pyramid represents activities that have a profit center potential, and may even fall outside of the core mission. In this level, programs and services should be priced to recover full cost plus a designated profit percentage.

Examples of these activities could include elite diving teams, golf lessons, food concessions, company picnic rentals and other facility rentals, such as for weddings, or other services.

Step 3 – Sorting Services

It is critical that this sorting step be done with staff, and with governing bodies and citizens in mind. This is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, missions and values of the organization. It is the time to develop consensus and get everyone on the same page, the page you write together. Remember, as well, this effort must reflect the community and must align with the thinking of policy makers.

Sample Policy Language:

XXX community brought together staff from across the department to sort existing programs into each level of the pyramid. This was a challenging step. It was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different staff members had to say about serving culturally and economically different parts of the community; about historic versus recreational parks; about adults versus youth versus seniors; about weddings and interpretive programs; and the list goes on. It was important to push through the "what" to the "why" to find common ground. This is what discovering the philosophy is all about.

Step 4 – Understanding the Other Filters

Inherent in sorting programs into the pyramid model using the benefits filter is the realization that other filters come into play. This can result in decisions to place programs in other levels than might first be thought. These filters also follow a continuum form however do not necessarily follow the five levels like the benefits filter. In other words, the continuum may fall totally within the first two levels of the pyramid. These filters can aid in determining core programs versus ancillary programs. These filters represent a layering effect and should be used to make adjustments to an initial placement in the pyramid.

THE MARKETING FILTER: What is the effect of the program in attracting customers?

Loss Leader — **Popular – High Willingness to Pay**

THE COMMITMENT FILTER: What is the intensity of the program, what is the commitment of the participant?

Drop-In Opportunities | **Instructional – Basic** | **Instructional – Intermediate** | **Competitive – Not Recreational** | **Specialized**

THE TRENDS FILTER: Is the program or service tried and true, or is it a fad?

Basic | **Traditionally Expected** | **Staying Current with Trends** | **Cool, Cutting Edge** | **Far Out**

THE OBLIGATION FILTER: Is it our role to provide? Is it legally mandated?

Must Do – Legal Obligation | **Traditionally Expected To Do** | **Should Do –No Other Way To Provide** | **Could Do – Someone Else Could Provide** | **Highly Questionable – Someone Else Is Providing**

THE RELATIVE COST TO PROVIDE FILTER: what is the cost per participant?

Low Cost per Participant | **Medium Cost per Participant** | **High Cost per Participant**

THE ENVIRONMENTAL IMPACT FILTER: what is the impact to the resource or other visitors?

Low Impact to Resource or Others | **High Impact to Resource or Others** | **Exceeds Park Capacity**

WHO WE SERVE: Are we targeting certain populations?

Children and Families | **Local Residents** | **County Residents** | **Regional Residents** | **Non-residents of the Community**

THE POLITICAL FILTER: What is out of our control?
This filter does not operate on a continuum, but is a reality, and will dictate from time to time where certain programs fit in the pyramid.

Step 5 – Determining Current Subsidy/Cost Recovery Levels

Subsidy and cost recovery are complementary. If a program is subsidized at 75%, it has a 25% cost recovery, and vice-versa. It is more powerful to work through this exercise thinking about where the tax subsidy is used rather than what is the cost recovery. When it is complete, you can reverse thinking to articulate the cost recovery philosophy, as necessary.

The overall subsidy/cost recovery level is comprised of the average of everything in all of the levels together as a whole. Determine what the current subsidy level is for the programs sorted into each level. There may be quite a range in each level, and some programs could overlap with other levels of the pyramid. This will be rectified in the final steps.

Step 6 – Assigning Desired Subsidy/Cost Recovery Levels

Ask these questions: Who benefits? Who pays? Now you have the answer; Who benefits – pays! The tax subsidy is used in greater amounts at the bottom levels of the pyramid, reflecting the benefit to the **Community** as a whole. As the pyramid is climbed, the percentage of tax subsidy decreases, and at the top levels it may not be used at all, reflecting the **Individual** benefit. So, what is the right percentage of tax subsidy for each level? It would be appropriate to keep some range within each level; however, the ranges should not overlap from level to level.

Again, this effort must reflect your community and must align with the thinking of your policy makers. In addition, pricing must also reflect what your community thinks is reasonable, as well as the value of the offering.

Examples

Many times categories at the bottom level will be completely or mostly subsidized, but you may have a small cost recovery to convey value for the experience. The range for subsidy may be 90-100% - but it may be higher, depending on your overall goals. The top level may range from 0% subsidy to 50% excess revenues above all costs, or more. Or, your organization may not have any activities or services in the top level.

Step 7 – Adjust Fees to Reflect Your Comprehensive Cost Recovery Philosophy

Across the country, ranges in overall cost recovery levels can vary from less than 10% to over 100%. Your organization sets your target based on your mission, stakeholder input, funding, and/or other circumstances. This exercise may have been completed to determine present cost recovery level. Or, you may have needed to increase your cost recovery from where you are currently to meet budget targets. Sometimes just implementing the policy equitably to existing programs is enough, without a concerted effort to increase fees. Now that this information is apparent, the organization can articulate where it has been and where it is going – by pyramid level and overall, and fees can be adjusted accordingly.

Step 8 – Use Your Efforts to Your Advantage in the Future

The results of this exercise may be used:

- To articulate your comprehensive cost recovery philosophy;
- To train staff at all levels as to why and how things are priced the way they are;
- To shift subsidy to where is it most appropriately needed;
- To recommend program or service cuts to meet budget subsidy targets, or show how revenues can be increased as an alternative; and,
- To justify the pricing of new programs.

This Sample Cost Recovery Philosophy and Policy Outline is provided by:

GreenPlay, LLC, 3050 Industrial Lane, Suite 200, Broomfield, CO 80020
(303) 439-8369; Toll-free: 1-866-849-9959; Info@GreenPlayLLC.com; www.GreenPlayLLC.com

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Appendix K. Private Grant and Philanthropic Agencies

A listing of grants can be found on the web-site of AGS Publishing. A-Z Grants - AGS Funding Center at http://www.agsnet.com/grants.

Anneberg Foundation
The Annenberg Foundation provides support for projects within its grant-making interests of education, culture, the arts, and community and civic life. It generally limits funding to programs likely to produce beneficent change on a large scale. http://www.whanneberg.org

AOL Timewarner Foundation
The AOL Time Warner Foundation is dedicated to using the power of media, communications and information technology to serve the public interest and strengthen society.
http://www.aoltimewarnerfoundation.org/grants/grants.html#exclusion

AT&T Foundation
The AT&T Foundation supports initiatives that focus technology and innovation on improving the quality of life in communities served by AT&T. Support covers three primary areas: Education, Civic & Community Service, and Arts & Culture. http://www.att.com/foundation/

General Mills Foundation
General Mills invests in the people, neighborhoods and education of the communities in which we live and work. Since the General Mills Foundation was created, it has awarded over $270 million to General Mills communities. In fiscal 2001, the Foundation contributed $15 million in the focus areas of family life, education, nutrition and arts and culture. Beyond the financial resources we provide, we support our grants with volunteers and mentors who share their expertise.
http://www.generalmills.com/corporate/commitment/community/default_old.asp

GM Foundation
GM's targeted areas of focus are: education, health, community relations, public policy, arts and culture, and environment and energy, with a strong commitment to diversity in all areas.
http://www.gm.com/company/gmability/philanthropy/guidelines

Pentair Foundation
The mission of The Pentair Foundation is to enrich and advance the communities in which Pentair operates by funding local programs that promote education, vocational readiness, cultural understanding, self-sufficiency, and general well-being so that people in these communities benefit by our presence.
http://www.pentair.com/foundation.html

Positive Youth Development Foundation
In 1999, Philip Morris U.S.A. launched a grant making initiative focused on Positive Youth Development (PYD). In the first three years of this initiative, we have made nearly 600 grants in 40 states -- plus Washington D.C. and Puerto Rico -- to support after-school programs, summer programs, and food expenditures for youth programs. Our Positive Youth Development grant making initiative is a long-term commitment. http://www.philipmorrisusa.com

RGK Foundation
This Foundation includes three main components: Educational, Medical, and Community. Grants in these areas include support for research and conferences as well as support for programs that promote academic excellence in institutions of higher learning; programs that raise literacy levels; programs that attract minority and women students into the fields of math, science, and technology; and programs that promote the health and well being of children. http://www.rgkfoundation.org

Starbucks Foundation
Success through literacy. We call them Opportunity Grants because our mission is to create opportunity in the communities where Starbucks lives and works. Being literate is necessary to succeed in our society, and by ensuring our youth learn to read and write, we are opening a world of opportunity to them.
http://www.starbucks.com/aboutus/foundation.asp

W. K. Kellogg Foundation
Goal: Support healthy infant, child, and youth development by mobilizing, strengthening, and aligning systems that affect children's learning. Strategy 1: Mobilize youth, families, and communities to influence institutions and policies that impact learning and achievement for vulnerable children and youth. Strategy 2: Forge partnerships between education institutions and communities to promote learning, academic performance, and workforce preparation among vulnerable young people. http://www.wkkf.org

Westinghouse Charitable Giving Program
The program serves as the principle funding entity for the company's social investments. The Program makes charitable contributions to nonprofit organizations in Southwestern Pennsylvania and other communities throughout the United States where Westinghouse has a local presence. Areas of emphasis are: Health and welfare, education and civic and social. http://www.westinghouse.com

Windhover Foundation
Windhover Foundation funds organizations focused on meeting a pressing, unfilled need, whether social, educational, cultural or otherwise. The foundation also funds upstart groups of maverick intent, providing seed money to set their work into motion. http://www.qg.com/whoarewe/windhover.html

Other grants from other sources:
Special Olympics Healthy Athletes Grants Program
Special Olympics has announced its new Healthy Athletes Grants Program with the following three grant categories: Healthy Athletes Capacity Grants, Pilot Health Promotion Grants, and Lions Clubs International Opening Eyes Grants.

The Healthy Athletes Capacity Grants competition may be used for one or more games and competitions in which there will be a Healthy Athletes venue. For more information, contact Dr. Mark L. Wagner, by e-mail at mwagner@specialolympics.org.

The Pilot Health Promotion Grants identify and develop community-based and athlete-focused health and fitness programs that go beyond the training and competition environment. This is a two-step grant submission process beginning with a letter of intent, followed by a proposal if Special Olympics likes your idea. Contact Dr. Mark L. Wagner, by e-mail at mwagner@specialolympics.org for more information.

Pew Charitable Trusts Grants
The Trusts make grants in the following program areas:

- Health and Human Services program is designed to promote the health and well-being of the American people and to strengthen disadvantaged communities.
- The Public Policy program advances and helps sustain improvements in America's democratic life by strengthening the foundations of civic engagement and rebuilding Americans' confidence in government and the basic democratic process, primarily elections.

You should first review the information about the program whose interests most closely match those of your organization. The guidelines lay out concisely each program's goals and objectives and the kinds of activities it will and will not consider. The Trusts will respond to all specific letters of inquiry but not to general solicitations for funds. Go to http://www.pewtrusts.com/grants for more information on the letter of inquiry requirements.

Grants with Federal and State Programs
Grants.gov:
Grants.gov allows organizations to electronically find and apply for more than $400 billion in Federal grants. Grants.gov is THE single access point for over 1000 grant programs offered by all Federal grant-making agencies. The US Department of Health and Human Services is proud to be the managing partner for Grants.gov, an initiative that is having an unparalleled impact on the grant community.
http://www.grants.gov

Centers for Disease Control and Prevention:
Steps to a HealthierUS: A Community- Focused Initiative To Reduce the Burden of Asthma, Diabetes, and Obesity To enable communities to reduce the burden of chronic disease, including: Preventing diabetes among populations with pre-diabetes; increasing the likelihood that persons with undiagnosed diabetes are diagnosed; reducing complications of diabetes; preventing overweight and obesity; reducing overweight and obesity; and reducing the complications of asthma. STEPS will achieve these outcomes by improving nutrition; increasing physical activity; preventing tobacco use and exposure, targeting adults who are diabetic or who live with persons with asthma; increasing tobacco cessation, targeting adults who are diabetic or who live with persons with asthma; increasing use of appropriate health care services; improving the quality of care; and increasing effective self-management of chronic diseases and associated risk factors. The key to the success of STEPS will be community-focused programs that include the full engagement of schools, businesses, faith- communities, health care purchasers, health plans, health care providers, academic institutions, senior centers, and many other community sectors working together to promote health and prevent chronic disease. STEPS programs need to build on, but not duplicate current and prior HHS programs and coordinate fully with existing programs and resources in the community. Please consult with agencies listed in the Federal Register announcement
http://www.tgci.com/fedrgtxt/03-10986.txt to apply for this grant.

The Corporation for National and Community Service:
Grants support public safety, public health, and disaster preparedness and relief
The Corporation for National and Community Service awarded a total of $10.3 million in competitive grants to 43 non-profit and public organizations in 26 states and the District of Columbia. These groups will support recruitment of volunteers for local efforts to develop disaster response plans, expand Neighborhood Watch and Community Emergency Response Teams, establish Medical Reserve Corps, train youth to cope with disasters, disseminate information on bioterrorism, and assist ham radio operators and volunteer pilots in responding to disasters. Find out if the grantees can help your disaster preparedness and monitoring efforts by visiting
http://www.nationalservice.org/about/hs/grantees.html.
For more information on corps grant awards to states that you can access, please contact your state commissioner, go to http://www.nationalservice.gov/home/site_map/index.asp.

Centers for Disease Prevention and Control:
Exemplary State Programs to Prevent Chronic Disease and Promote Health
CDC supports a variety of programs to improve the nation's health by preventing chronic diseases and their risk factors. The CDC gives states guidelines, recommendations and resources, helping state health and education agencies promote healthy behaviors. Park and recreation agencies can contract with public health and education agencies to provide these services. For more information on this program, go to
http://www.cdc.gov/nccdphp/programs.htm.
To contact your state chronic disease director, go to: http://www.chronicdisease.org/members.html.

Department of Health and Human Services:
Preventive Health and Health Services Block Grant
The PHHS Block Grant is the primary source of flexible funding that provides states the latitude to fund any of 265 national health objectives available in the nation's Healthy People 2010 health improvement plan. States invest their PHHS block grant dollars in a variety of public health areas. PHHS block grant dollars are used to support existing programs, implement new programs, and respond to unexpected emergencies. For a listing of Healthy People 2010 health improvement plans in your state, go to
http://www.cdc.gov/nccdphp/blockgrant/stateselection.html.
Send an email to: ccdinfo@cdc.gov to find out whom to contact in your state to become involved in these plans.

Department of Health and Human Services:
Social Services Block Grant Program
Funding uses are flexible, but must be used to provide services directed toward one of the following five goals specified in the law: (1) preventing, reducing or eliminating dependency; (2) achieving or maintaining self-sufficiency; (3) preventing neglect, child abuse, or exploitation of children and adults; (4) preventing or reducing inappropriate institutional care; and (5) securing admission or referral for institutional care when other forms of care are not appropriate. SSBG services directed toward the program goals include but are not limited to, child care services, protective services for children and adults, services for children and adults in foster care, services related to the management and maintenance of home, day care services for adults, transportation services, family planning services, training and related services, employment services, information, referral, and counseling services, the preparation and delivery

of meals, health support services, and appropriate combinations of services designed to meet the needs of children, the aged, the mentally retarded, the blind, the emotionally disturbed, the physically handicapped, alcoholics and drug addicts.

Each State receives a block grant and has the flexibility to determine what services will be provided, who is eligible to receive services, and how funds are distributed among various services within the State. States and/or local agencies (i.e., county, city, and regional offices) may provide services directly or purchase them from qualified providers. Each year States must submit a report on the intended use of funds under this Block Grant. Prior to December 1 of each fiscal year, states are notified of their allocation in order to facilitate state planning and preparation of their required report. Funds are sent to states on a quarterly basis. Potential Partners include: Community-based organizations, public and private social service agencies, faith-based organizations, community groups, and public and private child care organizations. For more information, go to: http://www.acf.dhhs.gov/programs/ocs/ssbg/ or call (202) 401-5281.

Department of Housing and Urban Development:
Community Development Block Grant Entitlement Programs
Grants to develop viable urban communities, by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for persons of low and moderate income. Eligible entities include cities or urban counties. There are field offices in most states, cities or urban counties that accept these applications. There is also a state program that handles smaller communities. Each urban area is allocated a formula-derived amount of funds and must submit a consolidated plan to the field office. Contact your local government for information on how to be included in the plan. http://www.hud.gov/offices/cpd/communitydevelopment/programs/
For more information, go to: http://www.hud.gov/grants/index.cfm or call: (202) 708- 1112.

Environmental Protection Agency:
Children's Health Protection
The EPA offers this grant program to enhance public outreach and communication; assist families in evaluating risks to children and in making informed consumer choices; build partnerships that increase a community's long-term capacity to advance protection of children's environmental health and safety; leverage private and public investments to enhance environmental quality by enabling community efforts to continue past EPA's ability to provide assistance to communities; and to promote protection of children from environmental threats. Eligible applicants include community groups, public nonprofit institutions/organizations, tribal governments, specialized groups, profit organizations, private nonprofit institutions/ organizations, municipal and local governments. There is no deadline. For more information, please go to Catalog of Federal Domestic Assistance at http://12.46.245.173/cfda/cfda.html.

Environmental Protection Agency:
Environmental Justice Through Pollution Prevention Grants
These funds are to be used to augment a variety of environmental, environmental justice, academic, tribal, community-based, and grass-roots groups for projects that address environmental justice concerns and use pollution prevention as the proposed solution. This grant program is designed to fund projects that have a direct impact on affected communities.

Eligible applicants include non-profit organizations, State and local governments, and academic institutions; but preferences will be given to nonprofit, community-based/grass-roots organizations and State and federally recognized tribal organizations. Applications are usually due in April each year. Awardees are generally notified in September of each year. For more information, please see: Catalog of Federal Domestic Assistance at http://12.46.245.173/cfda/cfda.html.

Health Resources and Services Administration:
Community Health Centers Grant Program
Grants support the development and operation of community health centers that provide preventive and primary health care services, supplemental health and support services and environmental health services to medically underserved areas/populations. The program's priorities included providing services in the most medically underserved areas and maintaining existing centers that are serving high priority populations. Grants have been used to fund health centers, health networks to support systems of care, community health programs and planning activities.

Public agencies, nonprofit private organizations, and a limited number of state and local governments are eligible to apply. The applicant must assume part of the project costs determined on a case-by-case basis. For more information on how to partner with health care agencies for this grant, please contact state primary care offices or associations, a list is available on the website: http://www.bphc.hrsa.gov, or for more information, call: (301) 594-4300.

Corporation for National Service: AmeriCorps Program Resources:
AmeriCorps seeks to strengthen communities through projects that address education, public safety, the environment, and other unmet human needs. Learn more about how to start a program in your community at http://www.americorps.gov/home/site_map/index.asp. Deadlines vary.

Governor's Grants for Drug and Violence Prevention Activities
This program provides support to governors for a variety of drug and violence prevention activities focused primarily on school-age youths. Governors use their program funds to provide support to parent groups, community-based organizations, and other public and private nonprofit entities for drug and violence prevention activities that complement the state education agency (SEA) and local education agency (LEA) portion of the Safe and Drug-Free Schools and Communities Program. Deadlines vary. For more information, contact your governor's office or the U.S. Department of Education at (202) 260- 3354.

Foundation Grants:
Beaumont Foundation of America
Grants of Toshiba branded equipment will be administered to support digital inclusion for underserved individuals. The Foundation will grant $350 million over 5 years in all 50 states and the District of Columbia. Contact: P.O. Box 1855, Beaumont, TX 77701, 1-866-546-2667 (toll-free)
http://www.bmtfoundation.com.

Bridgestone/Firestone Trust Fund
Founded in 1952, the Bridgestone Firestone Trust Fund proudly supports a wide variety of important charities in the United States, particularly in those markets it calls home. While contributions are made to

nearly a hundred organizations each year, the Trust Fund focuses on organizations with missions supporting: 1) education, 2) environment and conservation, 3) children's programs. Including national and local charities, the Trust Fund has donated more than $20 Million in the past 5 years. Giving for education (including employee matching gifts), health and welfare, civic and community, and culture and the arts especially in areas of major company operations: AR, CO, CT, FL, IA, IL, IN, KY, LA, MI, NC, OH, OK, PA, SC, TN, TX, UT, and WI.
http://www.bridgestone-firestone.com/about/index_citizen.asp?id=trust_main

ConAgra Foods Foundation, Inc.
Our mission is to improve the quality of life in communities where ConAgra Foods employees work and live. We focus our resources in these areas: Arts and Culture; Civic and Community Betterment; Education; Health and Human Services; Hunger, Nutrition and Food Safety. ConAgra Foods is a multi-faceted company operating in many communities across the United States. A listing of all locations is not available. To find out if your organization has a ConAgra Foods facility nearby, please consult your local phone directory or contact your Chamber of Commerce.

Because of ConAgra Foods' major commitment to fighting child hunger in America, there is limited funding available for other new initiatives. Grant proposals will be accepted, however, from organizations meeting these criteria:

- Organization must have IRS 501(c)3 tax-exempt status.
- Organization must have been in existence for at least one year.
- Organization or project must provide a solution for specific community needs.
- Organization must be well-managed, fiscally responsible and demonstrate success in meeting goals.

http://www.conagrafoods.com/company/corporate_responsibility/foundation/community_guidelines.jsp

Cooper Industries Foundation
Contributions to local charities, the United Way, education, civic and community affairs, health services, and cultural programs where company's operations are located. Giving in Houston, TX, and other communities of company operations in AL, AR, CA, CO, CT, FL, GA, IL, ME, MI, MO, MS, NC, NV, NY, OH, OR, PA, SC, TX, and WI. Contact: (713) 209-8464 http://www.cooperindustries.com, or http://www.cooperindustries.com/common/sustainability/old/socialResponsibility.cfm

Eastman Chemical Company Foundation, Inc.
Giving for children/youth services. Contact: (423) 229-1413, P.O. Box 511, Kingsport, TN 37662-5075.

Energizer Charitable Trust
Emphasis on giving for youth services. Contact application address: Energizer Trust Fund, 533 Maryville University Dr., St. Louis, MO 63141.

Enterprise Rent-A-Car Foundation
Support primarily for education and community funds; grants also for social service and youth programs, including services for children with disabilities, and cultural affairs. Giving limited to organizations with which employees, their families, and customers are involved, with some emphasis on MO. Contact: 600 Corporate Park Dr., St. Louis, MO 63105-4211, (314) 512-2754.

Charles P. Ferro Foundation
Giving primarily for health related causes and children's services. Contact: 25 Bayview St., Burlington, VT 05401, (802) 660-2765.

Samuel J. & Connie Frankino Charitable Foundation
Giving primarily for education and for health and human services; children and youth, services. Contact: P.O. Box 250, Richland, NJ 08350, (856) 697-8766.

Charles A. Frueauff Foundation, Inc.
Contact: 3 Financial Ctr., 900 S. Shakleford, Ste. 300, Little Rock, AR 72211 (501) 219-1410.

Heineman Foundation for Research, Educational, Charitable and Scientific Purposes, Inc. Giving for programs for children and youth services. Contact: c/o Brown Brothers Harriman Trust Co., 63 Wall St., New York, NY 10005.

Tommy Hilfiger Corporate Foundation, Inc.
Giving primarily for educational youth organizations; support also for health, environment, human services, and the arts. Contact: 25 W. 39th St., 11th Fl., New York, NY 10018, Telephone: (212) 840-8888.

The Janus Foundation
Giving primarily for at-risk youth through education, community service and volunteerism, and cultural institutions in the Denver, Colorado metropolitan area. Contact: 100 Fillmore St., Ste. 300, Denver, CO 80206-4923, (720) 210-1265. http://www.janusfoundation.org.

Johnson Controls Foundation
Grants for higher education; health and hospitals; community funds; social services, including aid to the disabled, care of children, and the aged.
Contact: Foundation Coordinator; 5757 N. Green Bay Ave., P.O. Box 591, M.S. X-46, Milwaukee, WI 53201 (414) 524-2296, http://www.johnsoncontrols.com/corpvalues/foundation.htm.

Liatis Foundation
Giving to arts education; children/youth services; education; museums. Contact: President; 2707 Kipling, Houston, TX 77098, (713) 520-7600.

M & T Foundation
Giving for athletics/sports, Olympics; athletics/sports, training; Big Brothers/Big Sisters; children/youth, services; health care; health organizations; higher education; hospitals (general); military/veterans' organizations; recreation. Contact: President; P.O. Box 676370, Rancho Santa Fe, CA 92067-6370, (858) 756-1154.

Richard E. & Nancy P. Marriott Foundation, Inc.
Giving to education; youth development; adult & child programs. Contact: 10400 Fernwood Rd., Dept. 901, Bethesda, MD 20817.

Newman's Own Foundation, Inc.
Giving for children's health & human services. Contact: 246 Post Rd. E., Westport, CT 06880-3615. http://www.newmansown.com.

The Pepsi Bottling Group Foundation, Inc.
Giving for arts, youth, services, human services. Company offices in Redding, CA; Denver, CO; Mesquite, TX. Contact: c/o The Pepsi Bottling Group, Inc., 1 Pepsi Way, Somers, NY 10589-2201 (914) 767-7472.

Susan R. & John W. Sullivan Foundation
Giving primarily for educational support, health care, and human services.
Contact: President; 851 S.E. Monterey Commons Blvd., Stuart, FL 34996 (561) 283-3838.

The Textron Charitable Trust
Giving primarily for community funds, higher education, including scholarship programs, and hospitals and health agencies; support also for youth clubs, urban programs, minorities, and cultural programs. Contact: Contributions Coordinator; P.O. Box 1861, Providence, RI 02901, (401) 457-2430.

Timken Foundation of Canton
Promoting broad civic betterment by capital fund grants; support largely for colleges, schools, hospitals, cultural centers, social services and recreation, and other charitable institutions. Contact: Program Director; 200 Market Ave. N., Ste. 210, Canton, OH 44702, (330) 452-1144.

Toy Industry Foundation
The TIF focuses its grant making and other charitable activities on organizations that provide goods or services to children who are homeless in the U.S. and Canada, specifically targeting organizations that are currently bringing and/or planning to bring play and/or a recreational element to their program.
http://www.toy-tia.org/Content/NavigationMenu/Toy_Industy_Foundation/Toy_Industy_Foundation.htm.

The Woods Foundation
Giving primarily for wildlife conservation, the arts and cultural programs, higher education, health care, and youth services. Contact: President; c/o Bessemer Trust Co., N.A., Tax Dept., 630 5th Ave., New York, NY 10111.

Grant Facilitation Organizations:
These organizations facilitate but don't provide grants directly. They may assist you if your goals meet with the goals of these organizations.

Foundation Grants:
Parks and recreation agencies are not 501(c)(3) organizations, but donations to them are tax deductible. If a foundation insists that your agency have 501(c)(3) status, consider forming a "friends of parks and recreation" non-profit organization. Information on this process can be found at The Grantsmanship Center: http://www.tgci.com.

If a foundation or its company's offices reside in your city submit a letter of inquiry. Assistance with grant proposal writing can be found at Non-profit Guides: http://www.npguides.org/.

The Nature Conservancy
The Nature Conservancy works with conservation supporters and partner organizations to create funding for conservation worldwide using a variety of creative methods. We seek to create market incentives for conservation, such as debt for nature swaps. We also strive to increase funding for public land acquisition and management through appropriations and public finance campaigns. http://www.nature.org

The Trust for Public Lands
The Trust for Public Land (TPL) is a national, nonprofit, land conservation organization that conserves land for people to enjoy as parks, community gardens, historic sites, rural lands, and other natural places, ensuring livable communities for generations to come. If possible, the TPL prefers to get paid for their services. http://www.tlp.org

Appendix L. Sponsorship Market Analysis of Fees and Charges

Sponsorship Opportunity	SportsPlex West	Plex Indoor Sports
Premium Facility (3 banners +)	n/a	$8,000 first year $7,000/year for multi-years
Facility (1 banner +)	n/a	$5,000 first year $4,500/year for multi-years
Climbing Gym	$12,000 – 5 year	
Field	$10,000 – 5 year	varies
Scoreboard	¼ panel $2,500 – 3 year ½ panel $4,200 – 3 year 2, ½ panels $8,000 – 3 year	$12,000 first year $5,000/year (max. 3 yr. total) Entire scoreboard
Field/Court Banner (4'x7')	$1,000 – 1 year $1,800 – 2 year $2,600 – 3 year	n/a
Batting Cage Banner (4'x7')	$500 – 1 year $900 – 2 year $1,700 – 3 year	n/a
Signage (4'x8')	n/a	$3,500 first year $3,000 /year for multi-years
Media Partners	n/a	Varies
Dasherboards	n/a	n/a
Billboards	n/a	n/a
Rooftop	n/a	n/a
Skatepark elements	n/a	n/a

The following web sites were explored for an analysis of various fees and charges:

www.sportsplexwest.com/Sponsorship_Real_Estate.htms
www.plexindoorsports.com/pdfs/plexx-misc-PlexSponsorshipProspectus.pdf
www.rexplex.com/sponsors/

Some costs were not available and only two of the three sites provided web pricing.
Sponsorships may include any or all of the following amenities:

- web site recognition
- brochure advertisement recognition
- complimentary team sport registration
- memberships
- discounted fees
- complimentary passes
- discount tickets for spectators
- room rentals

SAMPLE

XX
Parks & Recreation Department

Sponsorship Policy

Draft

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XX Parks & Recreation Department
Sponsorship Policy

Introduction

The following guidelines in this Sponsorship Policy have been specifically designed for the XX Parks & Recreation Department, while considering that these guidelines may be later adapted and implemented on a city-wide basis. Some assumptions regarding this policy are:

- Partnerships for recreation and parks facilities and program development may be pursued based on the XX Partnership Policy, encouraging the development of partnerships for the benefit of the city, its citizens, and potential partners. Sponsorships are one type of partnership, and one avenue of procurement for alternative funding resources. The Sponsorship Policy may evolve as the needs of new projects and other City departments are incorporated into its usage.
- Broad guidelines are offered in this policy to delineate primarily which types of sponsors and approval levels are currently acceptable for the XX Parks & Recreation Department.
- The policy should ensure that the definition of potential sponsors may include non-commercial community organizations (for example: YMCA's and Universities), but does not include a forum for non-commercial speech or advertising.
- Sponsorships are clearly defined and are different from advertisements. Advertisements are one type of benefit that may be offered to a sponsor in exchange for cash or in-kind sponsorship.
- The difference between sponsors and donors must be clarified, as some staff and the public often confuse and misuse these terms.

Structure

Part A of this document gives the **Sponsorship Policy**
Part B gives the **Levels of Sponsorship Tiers and Benefits**
Part C provides the vocabulary and Glossary of Sponsorship Terms

Part A.

Sponsorship Policy
XX Parks & Recreation Department

I. Purpose

In an effort to utilize and maximize the community's resources, it is in the best interest of the City's Parks & Recreation Department to create and enhance relationship-based sponsorships. This may be accomplished by providing local, regional, and national commercial businesses and non-profit groups a method for becoming involved with the many opportunities provided by the Parks & Recreation Department. The Department delivers quality, life-enriching activities to the broadest base of the community. This translates into exceptional visibility for sponsors and supporters. It is the goal of the Department to create relationships and partnerships with sponsors for the financial benefit of the Department.

Sponsorships vs. Donations
It is important to note that there is a difference between a sponsorship and a donation. Basically, sponsorships are cash or in-kind products and services offered by sponsors with the clear expectation that an obligation is created. The recipient is obliged to return something of value to the sponsor. The value is typically public recognition and publicity or advertising highlighting the contribution of the sponsor and/or the sponsor's name, logo, message, products or services. The Sponsor usually has clear marketing objectives that they are trying to achieve, including but not limited to the ability to drive sales directly based on the sponsorship, and/or quite often, the right to be the exclusive sponsor in a specific category of sales. The arrangement is typically consummated by a letter of agreement or contractual arrangement that details the particulars of the exchange.

In contrast, a donation comes with no restrictions on how the money or in-kind resources are used. This policy specifically addresses sponsorships, the agreements for the procurement of the resources, and the benefits provided in return for securing those resources. Since donations or gifts come with no restrictions or expected benefits for the donor, a policy is generally not needed.

II. Guidelines for Acceptable Sponsorships

Sponsors should be businesses, non-profit groups, or individuals that promote mutually beneficial relationships for the Parks & Recreation Department. All potentially sponsored properties (facilities, events or programs) should be reviewed in terms of creating synergistic working relationships with regards to benefits, community contributions, knowledge, and political sensitivity. All sponsored properties should promote the goals and mission of the Parks & Recreation Department as follows:

NEED SPECIFIC MISSION STATEMENT
***Sample* XX Parks & Recreation Mission Statement:**

NEED SPECIFIC GOALS
***Sample* Goals of the Park & Recreation Department:**

III. Sponsorship Selection Criteria

A. Relationship of Sponsorship to Mission and Goals
The first major criterion is the appropriate relationship of a sponsorship to the above outlined Parks & Recreation Department's Mission and Goals. While objective analysis is ideal, the appropriateness of a relationship may sometimes be necessarily subjective. This policy addresses this necessity by including Approval Levels from various levels of City management staff and elected officials, outlined in **Section B**, to help assist with decisions involving larger amounts and benefits for sponsorship.

The following questions are the major guiding components of this policy and should be addressed prior to soliciting potential sponsors:
- Is the sponsorship reasonably related to the purpose of the facility or programs as exemplified by the Mission Statement and Goals of the Department?
- Will the sponsorship help generate more revenue and/or less cost per participant than the City can provide without it?
- What are the real costs, including staff time, for procuring the amount of cash or in-kind resources that come with the generation of the sponsorship?

Sponsorships which shall NOT be considered are those which:
- Promote environmental, work, or other practices that, if they took place in the City, would violate U.S. or state law (i.e., dumping of hazardous waste, exploitation of child labor, etc.), or promote drugs, alcohol, or tobacco, or that constitute violations of law.
- Duplicate or mimic the identity or programs of the Parks & Recreation Department or any of its divisions.
- Exploit participants or staff members of the Department.
- Offer benefits which may violate other accepted policies or the Sign Code. DO YOU HAVE A SIGN CODE?

B. Sponsorship Plan and Approval Levels
Each project or program that involves solicitation of Sponsors should, PRIOR to procurement, create a Sponsorship Plan specific to that project or program that is in line with the Sponsorship Levels given in ***Part B***. This plan needs to be approved by the Management Team Members supervising the project and in accordance to City Partnership, Sponsorship and Sign Code policies. In addition, each sponsorship will need separate approval if they exceed pre-specified limits. The Approval Levels are outlined below:

Under $1,000	The program or project staff may approve this level of Agreement, with review by their supervising Management Team Member.
$1,001 to $10,000	The Agreement needs approval of a Management Team Member.

$10,001 to $25,000	The Agreement needs approval of the entire Senior Management Team and Department Director
Over $25,000	The Agreement needs approval of the City Supervisor (the City Supervisor may recommend a City Council or Board of Trustees review).

C. No Non-Commercial Forum is Permitted
This criterion deals with the commercial character of a sponsorship message. The City intends to create a limited forum, focused on advertisements incidental to commercial sponsorships of Parks & Recreation facilities and programs. While non-commercial community organizations or individuals may wish to sponsor Department activities or facilities for various reasons, no non-commercial speech is permitted in the limited forum created by this policy:

Advertisements incidental to commercial sponsorship must primarily propose a commercial transaction, either directly, through the text, or indirectly, through the association of the sponsor's name with the commercial transaction of purchasing the commercial goods or services which the sponsor sells.

The reasons for this portion of the Policy include:

(1) The desirability of avoiding non-commercial proselytizing of a "captive audience" of event spectators and participants;
(2) The constitutional prohibition on any view-point related decisions about permitted advertising coupled with the danger that the City and the Parks & Recreation Department would be associated with advertising anyway;
(3) The desire of the City to maximize income from sponsorship, weighed against the likelihood that commercial sponsors would be dissuaded from using the same forum commonly used by persons wishing to communicate non-commercial messages, some of which could be offensive to the public;
(4) The desire of the City to maintain a position of neutrality on political and religious issues;
(5) In the case of religious advertising and political advertising, specific concerns about the danger of "excessive entanglement" with religion (and resultant constitutional violations) and the danger of election campaign law violations, respectively.

Guidelines for calculating the **Levels of Sponsorship Tiers and Benefits** are provided and outlined in ***Part B***.

IV. Additional Guidelines for Implementation

A. Equitable Offerings
It is important that all sponsorships of equal levels across divisions within Parks & Recreation yield the same value of benefits for potential sponsors.

B. Sponsorship Contact Database
A designated staff person or representative of the Parks & Recreation Department will keep an updated list of all current sponsors, sponsored activities, and contacts related to sponsorship.

Purpose of Maintaining the Database:
- Limit duplicate solicitations of one sponsor
- Allow management to make decisions based on most appropriate solicitations and levels of benefits offered
- Keep a current list of all Department supporters and contacts
- Help provide leads for new sponsorships, if appropriate

For staff below Management Team level, access to the database will be limited to printouts of listings of names of sponsors and their sponsored events. This limited access will provide information to help limit duplicated solicitations, and will also protect existing sponsor relationships, while allowing the evaluation of future sponsorships to occur at a management level.

If a potential sponsor is already listed, staff should not pursue a sponsorship without researching the sponsor's history with the most recently sponsored division. If more than one division wishes to pursue sponsorship by the same company, the Management Team shall make a decision based on several variables, including but not limited to:

- History of sponsorship, relationships, and types of sponsorship needed
- Amount of funding available
- Best use of funding based on departmental priorities.

C. Sponsorship Committee
A committee consisting of the supervisors of each program using sponsorships and other management team designees shall meet twice per year to review the database, exchange current contract samples, and recommend adjusting benefit levels and policy as needed. Changes shall not take effect before approval by the Management Team.

Part B.

Levels of Sponsorship Tiers and Benefits

The following tiers are presented as a guideline for types of benefits that may be presented as opportunities for potential sponsors.

Each sponsorship will most likely need to be individually negotiated. One purpose for these guidelines is to create equity in exchanges across sponsorship arrangements. While for the sake of ease the examples given for levels are based on amount of sponsorship requested, the level of approval needed from City

staff is really based on the amount of benefits exchanged for the resources. The levels of approval are necessary because the costs and values for different levels of benefits may vary, depending on the sponsorship. It is important to note that these values may be very different. Sponsors typically will not offer to contribute resources that cost them more than the value of resources that they will gain and, typically, seek at least a 2-1 return on their investment. Likewise, the City should not pursue sponsorships unless the total value the City receives is greater than the Township's real costs.

A hierarchy of Sponsors for events, programs or facilities with more than one sponsor is listed below from the highest level to the lowest. Not all Levels will necessarily be used in each Sponsorship Plan. Note that the hierarchy is not dependent on specific levels or amounts of sponsorship. Specific levels and amounts should be designed for each property before sponsorships are procured within the approved Sponsorship Plan. Complete definitions of terms are included in **Part C**.

Hierarchy of Sponsorship Levels (highest to lowest)

Parks and Recreation Department-Wide Sponsor ⇒

Facility/Park Title or Primary Sponsor ⇒

Event/Program Title or Primary Sponsor ⇒

Presenting Sponsor (Facility, Event or Program) ⇒

Facility/Park Sponsor ⇒

Program/Event Sponsor ⇒ Media Sponsor ⇒ Official Supplier ⇒

Co-sponsor

This hierarchy will help decide the amounts to ask various sponsors for, and determine what levels of benefits to provide. It is important to build flexibility and choice into each level so that sponsors can have the ability to choose options that will best fit their objectives. Note that the benefits listed under each level are examples of value.

The listing does not mean that all of the benefits should be offered. It is a menu of options for possible benefits, depending on the circumstances. These are listed primarily as a guideline for **maximum** benefit values. It is recommended that each project create a project-specific Sponsorship Plan for approval in advance of Sponsorship procurement, based on the benefits available and the values specific to the project.

I. Sponsorship Assets and Related Benefits Inventory

TO BE DETERMINED FOR EACH AGENCY BASED ON OFFERINGS (PROPERTIES), VALUATION, AND DETERMINED BENEFITS

A tiered structure of actual values and approval levels should be determined as part of a Sponsorship Plan.

Part C.

Glossary of Sponsorship Terms

Activation
The marketing activity a company conducts to promote its sponsorship. Money spent on activation is over and above the rights fee paid to the sponsored property. Also known as leverage.

Advertising
The direct sale of print or some other types of City communication medium to provide access to a select target market.

Ambush Marketing
A promotional strategy whereby a non-sponsor attempts to capitalize on the popularity/prestige of a property by giving the false impression that it is a sponsor. Often employed by the competitors of a property's official sponsors.

Audio Mention
The mention of a sponsor during a TV or radio broadcast.

Business-to-Business Sponsorship
Programs intended to influence corporate purchase/awareness, as opposed to individual consumers.

Category Exclusivity
The right of a sponsor to be the only company within its product or service category associated with the sponsored property.

Cause Marketing
Promotional strategy that links a company's sales campaign directly to a nonprofit organization. Generally includes an offer by the sponsor to make a donation to the cause with purchase of its product or service. Unlike philanthropy, money spent on cause marketing is a business expense, not a donation, and is expected to show a return on investment.

Cosponsors
Sponsors of the same property.

CPM (Cost Per Thousand)
The cost to deliver an ad message to a thousand people.

Cross-Promotions
A joint marketing effort conducted by to or more cosponsors using the sponsored property as the central theme.

Donations
Cash or in-kind gifts that do not include any additional negotiated conditions in return. Synonyms: Philanthropy, Patronage.

Editorial Coverage
Exposure that is generated by media coverage of the sponsored property that includes mention of the sponsor.

Emblem
A graphic symbol unique to a property. Also called a mark.

Escalator
An annual percentage increase built into the sponsorship fee for multi-year contracts. Escalators are typically tied to inflation.

Exclusive Rights
A company pays a premium or provides economic benefit in exchange for the right to be the sole advertised provider, at the most competitive prices, of goods purchased by consumers within Parks & Recreation Department facilities and parks.

Fulfillment
The delivery of benefits promised to the sponsor in the contract.

Hospitality
Hosting key customers, clients, government officials, employees and other VIPs at an event or facility. Usually involves tickets, parking, dining and other amenities, often in a specially designated area, and may include interaction with athletes.

In-Kind Sponsorship
Payment (full or partial) of sponsorship fee in goods or services rather than cash.

Licensed Merchandise
Goods produced by a manufacturer (the licensee) who has obtained a license to produce and distribute the official Marks on products such as clothing and souvenirs.

Licensee
Manufacturer which has obtained a license to produce and distribute Licensed Merchandise.

Licensing
Right to use a property's logos and terminology on products for retail sale. Note: While a sponsor will typically receive the right to include a property's marks on its packaging and advertising, sponsors are not automatically licensees.

Mark
Any official visual representation of a property, including emblems and mascots.

Mascot
A graphic illustration of a character, usually a cartoon figure, used to promote the identity of a property.

Media Equivalencies
Measuring the exposure value of a sponsorship by adding up all the coverage it generated and calculating what it would have cost to buy a like amount of ad time or space in those outlets based on media rate cards.

Media Sponsor
TV and radio stations, print media and outdoor advertising companies that provide either cash, or more frequently advertising time or space, to a property in exchange for official designation.

Municipal Marketing
Promotional strategy linking a company to community services and activities (sponsorship of parks and recreation programs, libraries, etc.)

Option to Renew
Contractual right to renew a sponsorship on specified terms.

Philanthropy
Support for a nonprofit property where no commercial advantage is expected. Synonym: Patronage.

Perimeter Advertising
Stationary advertising around the perimeter of an arena or event site, often reserved for sponsors.

Premiums
Souvenir merchandise, produced to promote a sponsor's involvement with a property (customized with the names/logos of the sponsor and the property).

Presenting Sponsor
The sponsor that has its name presented just below that of the sponsored property. In presenting arrangements, the event/facility name and the sponsor name are not fully integrated since the word(s) "presents" or "presented by" always come between them.

Primary Sponsor
The sponsor paying the largest fee and receiving the most prominent identification (Would be naming rights or title sponsor if sponsored property sold name or title).

Property
A unique, commercially exploitable entity (could be a facility, site, event, or program) Synonyms: sponsee, rightsholder, seller.

Right of First Refusal
Contractual right granting a sponsor the right to match any offer the property receives during a specific period of time in the sponsor's product category.

Selling Rights
The ability of a sponsor to earn back some or all of its sponsorship fee selling its product or service to the property or its attendees or members.

Signage
Banners, billboards, electronic messages, decals, etc., displayed on-site and containing sponsors ID.

Sole Sponsor
A company that has paid to be the only sponsor of a property.

Sponsee
A property available for sponsorship.

Sponsor
An entity that pays a property for the right to promote itself and its products or services in association with the property.

Sponsor ID
Visual and audio recognition of sponsor in property's publications and advertising; public-address and on-air broadcast mentions.

Sponsorship
The relationship between a sponsor and a property, in which the sponsor pays a cash or in-kind fee in return for access to the commercial potential associated with the property.

Sponsorship Agency
A firm which specializes in advising on, managing, brokering or organizing sponsored properties. The agency may be employed by either the sponsor or property.

Sponsorship Fee
Payment made by a sponsor to a property.

Sports Marketing
Promotional strategy linking a company to sports (sponsorship of competitions, teams, leagues, etc.).

Supplier
Official provider of goods or services in exchange for designated recognition. This level is below official sponsor, and the benefits provided are limited accordingly.

Title Sponsor
The sponsor that has its name incorporated into the name of the sponsored property.

Venue Marketing
Promotional strategy linking a sponsor to a physical site (sponsorship of stadiums, arenas, auditoriums, amphitheaters, racetracks, fairgrounds, etc.)

Web Sponsorship
The purchase (in cash or trade) of the right to utilize the commercial potential associated with a site on the World Wide Web, including integrated relationship building and branding.

Sample Partnership Policy and Proposal Format

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XX Partnership Policy And Proposal Format

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Part Two

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I. XX Partnership Policy

A. Purpose

This policy is designed to guide the process for XX in their desire to partner with other private, non-profit, or other governmental entities for the development, design, construction and operation of possibly partnered recreational or related facilities and/or program partnerships that may occur on Township Property.

XX would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with the Township to develop recreational and related facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including the Township, as well as for the citizens of the Township.

This policy document is designed to:

- Provide essential background information,
- Provide parameters for gathering information regarding the needs and contributions of potential partners, and
- Identify how the partnerships will benefit XX and the community.

Part Two, The "Proposed Partnership Outline Format", provides a format that is intended to help guide Proposing Partners in creating a proposal for review with XX staff.

B. Background and Assumptions

Partnerships are being used across the nation by governmental agencies in order to utilize additional resources for their community's benefit. Examples of partnerships abound, and encompass a broad spectrum of agreements and implementation. The most commonly described partnership is between a public and a private entity, but partnerships also occur between public entities and non-profit organizations and/or other governmental agencies.

Note on Privatization:
This application is specific for proposed partnering for new facilities or programs.
This information does not intend to address the issue of privatization, or transferring existing Township functions to a non-Township entity for improved efficiency and/or competitive cost concerns. An example of privatization would be a contract for a landscaping company to provide mowing services in a park. The Township is always open to suggestions for improving services and cost savings through contractual arrangements. If you have an idea for privatization of current Townships functions, please call or outline your ideas in a letter for the Township's consideration.

In order for partnerships to be successful, research has shown that the following elements should be in place prior to partnership procurement:

- There must be support for the concept and process of partnering from the very highest organizational level – i.e.: the Board or Trustees, a council, and/or department head.
- The most successful agencies have high-ranking officials that believe that they owe it to their citizens to explore partnering opportunities whenever presented, those communities both solicit partners and consider partnering requests brought to them.
- It is very important to have a Partnership Policy in place before partner procurement begins. This allows the agency to be proactive rather than reactive when presented with a partnership opportunity. It also sets a "level playing field" for all potential partners, so that they can know and understand in advance the parameters and selection criteria for a proposed partnership.
- A partnership policy and process should set development priorities and incorporate multiple points for go/no-go decisions.
- The partnership creation process should be a public process, with both Partners and the Partnering Agency well aware in advance of the upcoming steps.

C. Partnership Definition

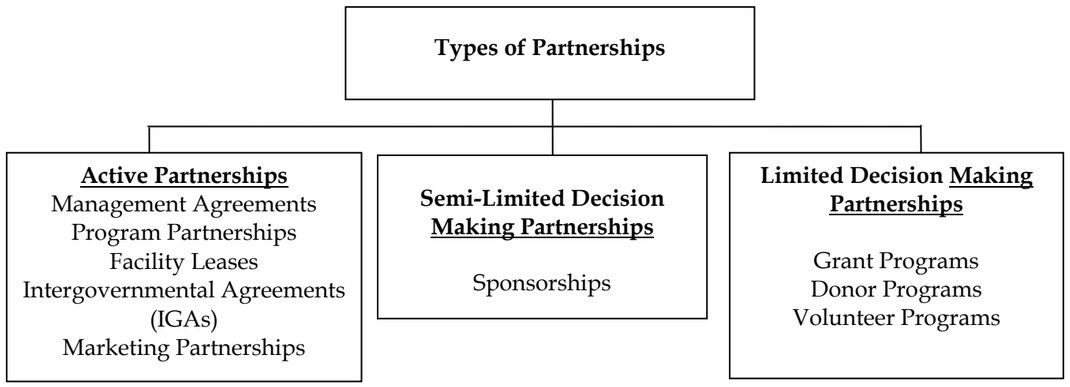
For purposes of this document and policy, a Proposed Partnership is defined as:

"An identified idea or concept involving XX and for-profit, non-profit, and/or governmental entities, outlining the application of combined resources to develop facilities, programs, and/or amenities for the Township and its citizens."

A partnership is a cooperative venture between two or more parties with a common goal, who combine complementary resources to establish a mutual direction or complete a mutually beneficial project. Partnerships can be facility-based or program-specific. The main goal for XX partnerships is enhancing public offerings to meet the mission and goals of the Township. XX is interested in promoting partnerships which involve cooperation among many partners, bringing resources together to accomplish goals in a synergistic manner. Proposals that incorporate such collaborative efforts will receive priority status.

Partnerships can accomplish tasks with limited resources, respond to compelling issues, encourage cooperative interaction and conflict resolution, involve outside interests, and serve as an education and outreach tool. Partnerships broaden ownership in various projects and increase public support for community recreation goals. Partners often have flexibility to obtain and invest resources/dollars on products or activities where municipal government may be limited.

Partnerships can take the form of (1) cash gifts and donor programs, (2) improved access to alternative funding, (3) property investments, (4) charitable trust funds,
(5) labor, (6) materials, (7) equipment, (8) sponsorships, (9) technical skills and/or management skills, and other forms of value. The effective use of volunteers also can figure significantly into developing partnerships. Some partnerships involve active decision making, while in others, certain partners take a more passive role. The following schematic shows the types of possible partnerships discussed in this policy:



D. Possible Types of Active Partnerships

XX is interested in promoting collaborative partnerships among multiple community organizations. Types of agreements for Proposed "Active" Partnerships may include leases, contracts, sponsorship agreements, marketing agreements, management agreements, joint-use agreements, inter-governmental agreements, or a combination of these. An innovative and mutually beneficial partnership that does not fit into any of the following categories may also be considered.

Proposed partnerships will be considered for facility, service, operations, and/or program development including associated needs, such as parking, paving, fencing, drainage systems, signage, outdoor restrooms, lighting, utility infrastructure, etc.

The following examples are provided only to illustrate possible types of partnerships. They are not necessarily examples that would be approved and/or implemented.

Examples of Public/Private Partnerships

- A private business seeing the need for more/different community fitness and wellness activities wants to build a facility on Township land, negotiate a management contract, provide the needed programs, and make a profit.
- A private group interested in environmental conservation obtains a grant from a foundation to build an educational kiosk, providing all materials and labor, and needs a spot to place it.
- Several neighboring businesses see the need for a place for their employees to work out during the work day. They group together to fund initial facilities and an operating subsidy and give the facility to the Township to operate for additional public users.
- A biking club wants to fund the building of a racecourse through a park. The races would be held one night per week, but otherwise the path would be open for public biking and in-line skating.
- A large corporate community relations office wants to provide a skatepark, but doesn't want to run it. They give a check to the Township in exchange for publicizing their underwriting of the park's cost.
- A private restaurant operator sees the need for a concessions stand in a park and funds the building of one, operates it, and provides a share of revenue back to the Township.
- A garden club wants land to build unique butterfly gardens. They will tend the gardens and just need a location and irrigation water.

Examples of Public/Non-Profit Partnerships

- A group of participants for a particular sport or hobby sees a need for more playing space and forms a non-profit entity to raise funds for a facility for their priority use that is open to the public during other hours.
- A non-profit baseball association needs fields for community programs and wants to obtain grants for the building of the fields. They would get priority use of the fields, which would be open for the Township to schedule use during other times.
- A museum funds and constructs a new building, dedicating some space and time for community meetings and paying a portion of revenues to the Township to lease the land.

Examples of Public/Public Partnerships

- Two governmental public safety agencies see the need for more physical training space for their employees. They jointly build two gyms adjacent to Township facilities to share for their training during the day. The gyms would be open for the Township to schedule for other users at night.
- A school district sees the need for a climbing wall for their athletes. The district funds the wall and subsidizes operating costs, and the Township manages and maintains the wall to provide public use during off hours.
- A university needs meeting rooms. They fund a multi-use building on Township land that can be used for Township community programs at night.

E. Sponsorships

XX is interested in actively procuring sponsorships for facilities and programs as one type of beneficial partnership. Please see ***the XX Sponsorship Policy*** for more information.

F. Limited-Decision Making Partnerships: Donor, Volunteer, and Granting Programs

While this policy document focuses on the parameters for more active types of partnerships, the Township is interested in, and will be happy to discuss, a proposal for any of these types of partnerships, and may create specific plans for such in the future.

G. Benefits of Partnerships with XX

The Township expects that any Proposed Partnership will have benefits for all involved parties. Some general expected benefits are:

Benefits for the Township and the Community:

- Merging of resources to create a higher level of service and facility availability for community members.
- Making alternative funding sources available for public community amenities.
- Tapping into the dynamic and entrepreneurial traits of private industry.
- Delivering services and facilities more efficiently by allowing for collaborative business solutions to public organizational challenges.
- Meeting the needs of specific groups of users through the availability of land for development and community use.

Benefits for the Partners:

- Land and/or facility availability at a subsidized level for specific facility and/or program needs.
- Sharing of the risk with an established stable governmental entity.
- Becoming part of a larger network of support for management and promotion of facilities and programs.
- Availability of professional Township recreation and planning experts to maximize the facilities and programs that may result
- Availability of Township staff facilitation to help streamline the planning and operational efforts.

II. The Partnering Process

The steps for the creation of a partnership with the XX are as follows:

A. XX will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the Township. This will be done through notification in area newspapers, listing in the brochure, and through any other notification method that is feasible.

B. The proposing partner takes the first step to propose partnering with the Township. To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the Township asks for a **Preliminary Proposal** according to a specific format as outlined in ***Part Two - Proposed Partnership Outline Format.***

C. If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the Township Mission and Goals, and the Selection Criteria, a Township staff or appointed representative will be assigned to work with potential partners.

D. The Township representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support issues. The Township representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved Township departments, providing guidance for the partners as to necessary steps.

E. An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt the Township to seek a **Request For Proposal (RFP)** from competing/ collaborating organizations.

Request For Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for-profit" entity and a dollar amount greater than $5,000, and the Township has not already undergone a public process for solicitation of that particular type of partnership, the Township will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

F. For most projects, a **Formal Proposal** from the partners for their desired development project will need to be presented for the Township's official development review processes and approvals. The project may require approval by the Legal, Planning, Fire and Safety, Finance and/or other Township Departments, Parks and Recreation Advisory Board, Planning Board, The Board of Trustees, and/or the Township Supervisor's Office, depending on project complexity and applicable Township Charter provisions, ordinances or regulations. If these reviews are necessary, provision to reimburse the Township for its costs incurred in having a representative facilitate the partnered project's passage through Development Review should be included in the partnership proposal.

G. Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the Township's staff, while some projects may proceed most efficiently if the Township contributes staff resources to the partnership.

H. The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If Township staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.

I. Specific **Partnership Agreements** appropriate to the project will be drafted jointly. There is no specifically prescribed format for **Partnership Agreements**, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:

- Lease Agreements
- Management and/or Operating Agreements
- Maintenance Agreements
- Intergovernmental Agreements (IGAs)
- Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing the Township for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

J. If all is approved, the Partnership begins. The Township is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation, the types of measures used, and details on what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

III. The Partnership Evaluation Process

A. Mission Statements and Goals

All partnerships with XX should be in accord with the Township's and any specifically affected Department's Mission and Goals. For purposes of example for this policy, the following sections utilize the XX's Parks & Recreation Department's Mission and Goals to represent how a proposed partnership for that Department would be preliminarily evaluated:

NEED SPECIFIC MISSION STATEMENT
***Sample* XX Parks & Recreation Mission Statement:**
The XX Parks & Recreation Department provides and cares for public park lands and creates opportunities for personal growth. We work with the citizens of the Township to provide a broad spectrum of opportunities to renew, restore, refresh, and recreate, balancing often stressful life-styles. We encourage the participation of individuals and families to develop the highest possible level of physical and mental well-being. We believe that well-balanced, healthy people contribute to a productive and healthy community.

NEED SPECIFIC GOALS
Sample* Goals of the Park & Recreation Department*:

- Promoting physical and mental health and fitness
- Nourishing the development of children and youth
- Helping to build strong communities and neighborhoods
- Promoting environmental stewardship
- Providing beautiful, safe, and functional parks and facilities that improve the lives of all citizens
- Preserving cultural and historic features within the Township's parks and recreation systems
- Providing a work environment for the Parks & Recreation Department staff that encourages initiative, professional development, high morale, productivity, teamwork, innovation, and excellence in management

B. Other Considerations

1. Costs for the Proposal Approval Process
For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, assistance in writing and negotiating agreements, contracting, etc. There may also be costs for
construction and planning documents, design work, and related needs and development review processes mandated by Township ordinances.

Successful Partnerships will take these costs into account and may plan for Township recovery of some or all of these costs within the proposal framework. Some of these costs could be reimbursed through a negotiated agreement once operations begin, considered as construction expenses, or covered through some other creative means.

2. Land Use and/or Site Improvements
Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included as Township contributions and may need to be negotiated for a project include:

- Any Facilities or non-existent Infrastructure Construction
- Roads or Street improvements
- Maintenance to Specified Standards
- Staffing
- Parking
- Snow Removal
- Lighting
- Outdoor Restrooms
- Water Fountains
- Complementary uses of the Site
- Utility Improvements (phone, cable, storm drainage, electricity, water, gas, sewer, etc.)
- Custodial Services
- Trash Removal

3. Need

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve a large number of users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need. Proposals should specifically explain how if they propose to be made available with a subsidy, as would be the case if a partnership is made through the dedication of public land or facilities as a lower than market value.

4. Funding

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for Township citizens, will the Township consider contributing resources at a below market value to a project. The Township recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.

The details of approved and pending funding sources should be clearly identified in a proposal.

For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Getting alternative funding often demands creativity, ingenuity, and persistence, but many forms of funding are available.

Alternative funding can come from many sources, e.g. Sponsorships, Grants, and Donor Programs. A local librarian can help with foundation and grant resources. Developing a solid leadership team for a partnering organization will help find funding sources. In-kind contributions can in some cases add additional funding.

All plans for using alternative funding should be clearly identified. The Township has an established Sponsorship Policy, and partnered projects will be expected to adhere to the Policy. This includes the necessity of having an Approved Sponsorship Plan in place prior to procurement of sponsorships for a Partnered Project.

C. Selection Criteria

In assessing a partnership opportunity to provide facilities and services, the Township will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in Part Two gives a structure to use in creating a proposal. Township staff and representatives will make an evaluation by attempting to answer each of the following Guiding Questions:

- How does the project align with the Township and affected Department's Mission Statement and Goals?
- How does the proposed facility fit into the current Township and the affected Department's Master Plan?
- How does the facility/program meet the needs of Township residents?
- How will the project generate more revenue and/or less cost per participant than the Township can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?
- How much of the existing need is now being met within the Township borders and within adjacent Townships?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure the Township of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet Americans with Disabilities Act and EEOC requirements?
- How will the organization offer programs at reasonable and competitive costs for participants
- What are the overall benefits for both the Township and the Proposing Partners?

Additional Assistance

XX is aware that the partnership process does entail a great deal of background work on the part of the Proposing Partner. The following list of resources may be helpful in preparing a proposal:

- Courses are available through local colleges and universities to help organizations develop a business plan.
- The Chamber of Commerce offers a variety of courses and assistance for business owners and for those contemplating starting new ventures.
- Reference Librarians at local libraries can be very helpful in identifying possible funding sources and partners, including grants, foundations, financing, etc.
- Relevant information including the XX Comprehensive and Master Plans, the Parks and Recreation Master Plan, site maps, and other documents are available at the Township Hall. These documents may be copied or reviewed, but may not be taken off-site.
- The XX Web Site (??????) has additional information.
- **If additional help or information is needed, please call (123) 456-7890.**

Part Two

Proposed Partnership Outline Format

(Sample format to be used by the Parks & Recreation Department)

Please provide as much information as possible in the following outline form.

I. **Description of Proposing Organization**:

- Name of Organization
- Years in Existence
- Contact Names, Mailing Address, Physical Address, Phone, Fax, E-mail
- Purpose of Organization
- Services Provided
- Member/User/Customer Profiles
- Accomplishments
- Legal Status

II. Summary of Proposal (100 words or less)

What is being proposed?

III. Benefits to the Partnering Organization

Why is your organization interested in partnering with the XX Parks & Recreation Department? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

IV. Benefits to the XX Parks & Recreation Department

Please individually list and discuss the benefits (monetary and non-monetary) for the XX Parks & Recreation Department and residents of the Township.

V. Details (as currently known)

The following page lists a series of ***Guiding Questions*** to help you address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of XX Parks & Recreation Department. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.

Guiding Questions

Meeting the Needs of our Community:

- In your experience, how does the project align with park and recreation goals?
- How does the proposed program or facility meet a need for Township residents?
- Who will be the users? What is the projected number and profile of participants who will be served?
- What alternatives currently exist to serve the users identified in this project?
- How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?

The Financial Aspect:

- Can the project generate more revenue and/or less cost per participant than the Township can provide with its own staff or facilities?
- Will your organization offer programs at reasonable and competitive costs for participants? What are the anticipated prices for participants?
- What resources are expected to come from the Parks & Recreation Department?
- Will there be a monetary benefit for the Township, and if so, how and how much?

Logistics:

- How much space do you need? What type of space?
- What is your proposed timeline?
- What are your projected hours of operations?
- What are your initial staffing projections?
- Are there any mutually-beneficial cooperative marketing benefits?
- What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?
- What is your organization's experience in providing this type of facility/program?
- How will your organization meet Americans with Disabilities Act and EEO requirements?

Agreements and Evaluation:

- How, by whom, and at what intervals should the project be evaluated?
- How can you assure the Township of long-term stability of your organization?
- What types and length of agreements should be used for this project?
- What types of "exit strategies" should we include?
- What should be done if the project does not meet the conditions of the original agreements?

Sample Field Use Policy

AGENCY NAME Parks and Recreation
Sample Policies and Procedures
(Items in red require modification or inclusion for relevance to the agency)
Field and Court Assignments and Permits

I. Permit Priority Rating

Permits will be issued to users with the following priority rating:

A. The **AGENCY NAME** Parks and Recreation and **"Recognized"** Independent Sports Organizations (I.S.O.) NOTE: Recognized I.S.O. serves the community at large and pays rental fees as established by **AGENCY NAME**.

List I.S.O.'s

The above listed organizations are only **"Recognized"** for their approved sport and season and are subject to listed procedures for adding additional activities.

B. "Private **Recognized**" I.S.O.
Note: Pays team/player/rental fees as established by **AGENCY NAME**

C. Others - See "Field Rental Application" (Attachment)

II. **Guideline for "Recognizing" New I.S.O. for Field Permits**

The following factors will be considered as significant reasons to consider granting **"Recognized"** status to a new I.S.O.

A. New organizations caused by a mandated split due to National or State Association bylaws of a current "recognized" I.S.O.

1. That organization shall notify the **AGENCY NAME** Parks and Recreation Staff Member in writing, documenting the mandate to split.
2. That organization must then provide the **AGENCY NAME** Parks and Recreation Staff Member with a written plan as to how the split will occur to include:

a. Number of teams and participants which will be affiliated with each of the two new organizations.
b. The **AGENCY NAME** will provide the two new organizations with a list of fields previously allocated to the original organization.
c. The two new organizations will then submit an agreed contract between them listing the fields or courts which will be assigned to each. **In the event no agreement is reached, the AGENCY NAME Parks and Recreation will assign the fields**.
d. Neither of the two new organizations shall be allocated additional fields.
e. Changing of boundaries and/or number of teams serviced may affect the number of fields permitted.

B. A group of parents, community leaders, businesses, etc. request "recognition" of their newly formed youth organization.

1. The new organization must provide written documentation demonstrating a need for their organization. The following criteria will be considered when reviewing new organization's request for **"Recognized" Status**.

a. Isolated Geographic Location - area has been part of **AGENCY NAME or location**, but may have only recently been developed or populated.
b. Different Activity - sport that is **NOT** currently offered or can not be offered by an existing organization.

Along with items(s) a or b, the new organization must also submit:

(1) Rosters of a minimum of 40 participants.
(2) Each team shall consist of minimum of 12 players.
(3) 80% of the players must be residents of the **AGENCY NAME**.
Residency verification is not necessary and the **AGENCY NAME** holds a lottery for teams.
(4) 100% of the organization's games played in the **AGENCY NAME** must involve the **AGENCY NAME** teams.

C. The **AGENCY NAME** Parks and Recreation Staff Member will give the organization written notice of their approval or rejection of **"Recognized"** status.

1. Appeals can be made to the **AGENCY NAME** Recreation Staff Member.

2. If **"Recognition"** is granted, the new organization shall be subject to the ratio of "teams per fields". (See Section V of Policies and Procedures for Field and Court Assignments and Permits).

a. If facilities and/or enough time are not available, The **AGENCY NAME** may re-allocate facilities and times assigned to existing **"Recognized"** organizations.

III. **Organization Requirements for Retaining "Recognized" Status**

A. Organizations must attend the regular annual meeting sponsored by the **AGENCY NAME** Parks and Recreation and keep on file the following information. (NOTE: Additional meetings may be scheduled as necessary).

1. A list of their officers naming: President, Vice President, Field Coordinator, and a contact person for general registration. Please list name, title, address, home and work numbers.
2. A statement of the organization's Philosophy and Goals. (Only needed as philosophy changes or as requested by the **AGENCY NAME** Parks and Recreation).
3. Age range(s) and skill levels the organization is offering.

   Items 1, 2, and 3 will not only give us a better understanding of your organization, but will enable us to pass that information on to the general public.

B. Organizations must pay for their Field/Court Permits within 30 days after the effective date of the Permits. Please submit a summary sheet with payment (see attached "Use Agreement" form).

C. Organization must demonstrate a willingness to adhere to the above guidelines. Failure to do so may result in revocation or suspension of **"Recognized"** status.

IV. **Request for Permits**

A. Organizations must submit written request (see attached "Use Agreement" form) for fields only during the seasonal request dates. (See below)

B. Block permits will be issued to organizations. The **AGENCY NAME** Parks and Recreation will deal only with the "Field Coordinator" of these organizations. It is the responsibility of the organization to schedule games and practices and deal with individual coaches and parents.

1. Appeals can be made to the **AGENCY NAME** Parks and Recreation Staff Member.

FIELD ASSIGNMENTS: Practices and Games

SEASON	REQUEST DUE	PERMITS ISSUED	APPROXIMATE SEASON LENGTHS
Spring (11 weeks)	November 14	December 1	1st week of March 1 - 3rd week of May
Summer (10-11 weeks)	November 14 (currently the same)	December 1	4th week of May 24 - 1st week of August
Fall (13 weeks)	May 15	June 1	3rd week of August - 2nd week of November
Winter	No Permits Issued		

Applicants may submit one permit for all three/four seasons, or submit separate permits for each season. Exception dates will be noted on the permit or "Use Agreement" form.

If an I.S.O.'s season overlaps another season by no more than 30 days, one request will be accepted for that season.

FIELD ASSIGNMENTS: Tournaments and Special Events

Requests for the following year are due in writing by August 15. Assignments for the year will be completed by September 10. After September 10, requests will be taken on a first come - first serve basis as fields are available and the allotted number of special events per field has not been reached. If an organization requests a special event that would exceed the allocated number of special events, consideration will be given to substitute a special event for their regularly scheduled day of games.

V. **Allocation of Fields**

A. The **AGENCY NAME** reserves the right to increase/decrease the number of fields assigned to an organization based upon enrollment changes; unavailability of fields due to maintenance; contractual agreements or priority scheduling; abusive usage and/or failure to use assigned fields; and failure to pay permit fee.

B. Fields will be assigned to the organizations that have the greatest need for fields based on the previous year's ratio of the **AGENCY NAME** residents per field. Additional fields will be assigned as the fields become available for usage.

C. Due to maintenance factors, the design of fields, geographical location, or because "new fields" become available or are upgraded, organizations may be assigned some different fields from season to season.

D. Fields that have been developed primarily through the efforts and financial investment of an I.S.O. shall be assigned to that I.S.O. on a "First Right of Refusal" basis. Documentation of the investment shall be provided to the **AGENCY NAME** to substantiate the assignment. In the event that circumstances change and demand from the public relating to the use of fields increases beyond the **AGENCY NAME** 's capacity to serve the needs of the community, this assignment will be reconsidered through discussion with the I.S.O.

VI. **Sport Seasons**

A. Permanent dates/seasons have been established for I.S.O.'s. This is done in order to prevent different seasonal sports from overlapping and causing field allocation problems as well as to not deprive

youngsters the experience of participating in various sports. (See permit priority rating section above and listed **"Recognized"** Independent Sports Organizations.)

VII. **General Hours of Operation**

AGENCY NAME Fields

Monday - Friday	3:30 p.m. to dark
Saturday & Sunday	8:00 a.m to dark

VIII. **Special Tournament Requests**

Any organization conducting a tournament that requires **any** of the following usage changes MUST fill out a "Field Rental Application" (attached) and submit it to the **AGENCY NAME** Parks and Recreation Staff Member a minimum of 30 days prior to the event.

A. Dates and times of usage
B. Additional portable toilets or portable toilet service.
C. Additional structures, bleachers, tents, concessions, fences.
D. Additional maintenance: lines, heavy drag, mowing, etc.

Due to heavy weekend use of ballfields, it is recommended that requests be made by August 10th of the preceding year. Organizations **MUST** pay in full for any additional services required to conduct a tournament. See the field rental information sheet attached.

IX. **Field Maintenance**

A. The **AGENCY NAME** will "line" foul boundaries only on **AGENCY NAME** "game" fields twice per season.

B. The **AGENCY NAME** will provide general maintenance (cut and water grass), and heavy drag infield only as needed to provide a "safe environment."

C. Organizations must "chalk" their boundary and foul lines, repack batter's box, pitchers mound and drag the infield with light-weight vehicle (no larger than a small truck).

D. Any other request or permission to perform maintenance must be made in writing to the **AGENCY NAME** Parks and Recreation Staff Member.

X. **Maintenance Projects**

As authorized by the **AGENCY NAME'** Council or Board each I.S.O. (see pages 1 & 2 Recognized & Private I.S.O.'s) pays a team/player/rental fee primarily to contribute to the direct expenses incurred in providing and maintaining **AGENCY NAME** game fields. Any surplus funds will be made available for special projects.

It may be necessary to ask the organization(s) requesting projects to provide additional funds and/or materials in order to consider a project or complete it in a timelier manner.

XI. **Portable Toilets**

A. Portable units will be placed only at **AGENCY NAME** owned "**GAME**" locations. Costs of these units are covered by I.S.O. budget. Requests must be made at least 10 business days in advance. Contact the **AGENCY NAME** Athletics Office at (123) 456-7890.

B. Additional units may be placed by individual I.S.O. Written permission must be obtained from the Staff Member, if a unit is to be placed on **AGENCY NAME** Park property. The **AGENCY NAME** Athletics Office will order any extra units and charge the I.S.O. the direct cost.

C. Those parks with permanent toilet facilities will have them in operation from approximately May 1 - October 1.

1. Portable toilets will be available at other times, during the particular sports season in progress.

XII. **Concessions**

A. The **AGENCY NAME** concessionaire has exclusive rights to tournaments and league play at (list all applicable) Parks. The **AGENCY NAME** Concessionaire may waive their right to tournaments or special events in writing to the **AGENCY NAME** Staff Member. At that time permission may be granted by the Staff Member to another person/organization requesting to provide concessions.

B. To set up concessions contact the **AGENCY NAME** Parks and Recreation Staff Member at (123) 456-7890.

C. The following items are required. Each one is fairly easy to obtain and has a minimal or no fee.

1. A **AGENCY NAME** Sales Tax Permit.
2. A State of **BLANK** Sales Tax Permit.
3. A County Health Permit.

XIII. **Emergency Phone Numbers**

A. Fields owned by **AGENCY NAME**:

Contact phone number and staff will contact appropriate person. Police Dispatch: phone number.

B. Please follow-up **ALL** requests, complaints and compliments with a call or letter to:

Athletic Office for **AGENCY NAME**
123 Mainstreet
Anywhere, USA 88888-9999
Office: (123) 456-7890 FAX: (123) 456-7891

We hope this information will enable us to better serve your organization, coaches, parents, and most of all, the players.

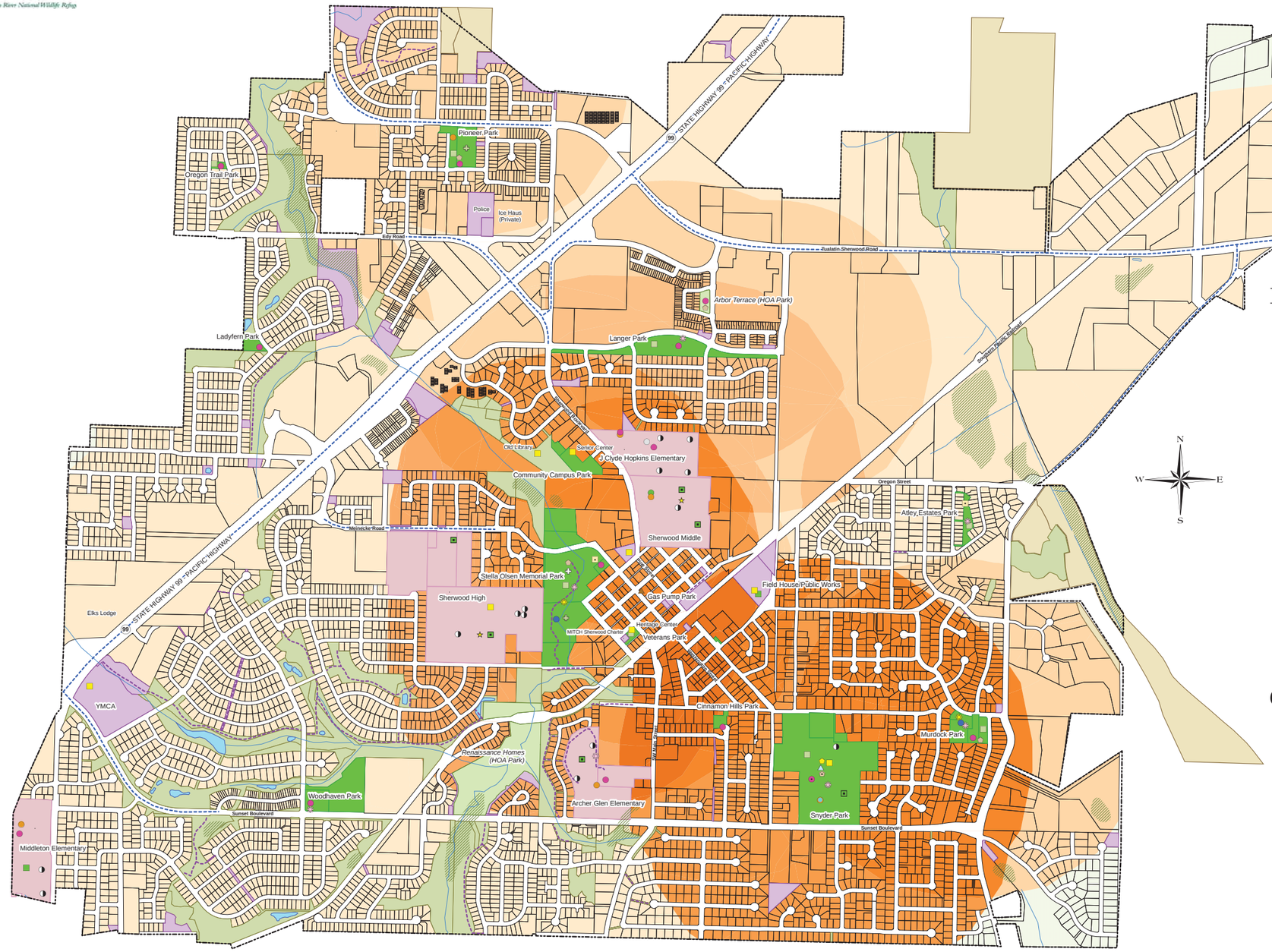
Facility	**Maintenance** **Baseball** **Softball Field**	**Scheduling** **Baseball** **Softball Field**
List all facilities	Select responsible party	
	AGENCY NAME or n/a	**AGENCY NAME** or n/a
	AGENCY NAME or n/a	**AGENCY NAME** or n/a
	AGENCY NAME or n/a	**AGENCY NAME** or n/a

Facility	**Maintenance** **Soccer Field**	**Scheduling** **Soccer Field**
List all facilities	Select responsible party	
	AGENCY NAME or n/a	**AGENCY NAME** or n/a
	AGENCY NAME or n/a	**AGENCY NAME** or n/a
	AGENCY NAME or n/a	**AGENCY NAME** or n/a

GRASP™ PERSPECTIVE – NEIGHBORHOOD ACCESS TO OUTDOOR COMPONENTS

PERSPECTIVE RECOGNIZES EXISTING BARRIERS THAT MAY LIMIT ACCESS

City of Sherwood Oregon
Home of the Tualatin River National Wildlife Refuge



LEGEND

GRASP™ Inventory

- Amphitheater
- Ballfield
- Basketball
- Historic Feature
- Horseshoes
- Interactive Water Feature
- Multiuse Field - Small
- Multiuse Field - Large
- Natural Area
- Open Turf
- Open Water
- Picnic Area
- Picnic Shelter - Small
- Picnic Shelter - Large
- Play Pad
- Playground - Local
- Playground - Destination
- Structure
- Tennis
- Track - Competition
- Trails - Recreational
- Viewing Deck
- Bicycle Lane
- Trail

City Of Sherwood

- Boundary - Corporate

Recreation & Public Owned Properties

- City Of Sherwood - Park
- City Of Sherwood - Open Space
- Home Owner Association (HOA) Parks
- Public Schools
- City of Sherwood - Other

Other

- US Fish And Wildlife
- NWI - Non Upland Classifications

GRASP™ PERSPECTIVE

Access To All Outdoor Components- 1/3 Mile Radius

Low GRASP™ Value = 1

High GRASP™ Value = 222.25

Map Scale In Miles

0 — 2

Map Series Produced For The City Of Sherwood, Oregon. This Map Is Intended For Planning & Discussion Purposes Only.
Please Refer To The Parks Master Plan Document For Map Details. Data Sources - City of Sherwood, METRO, GRASP™ Team
Revised - September 2006

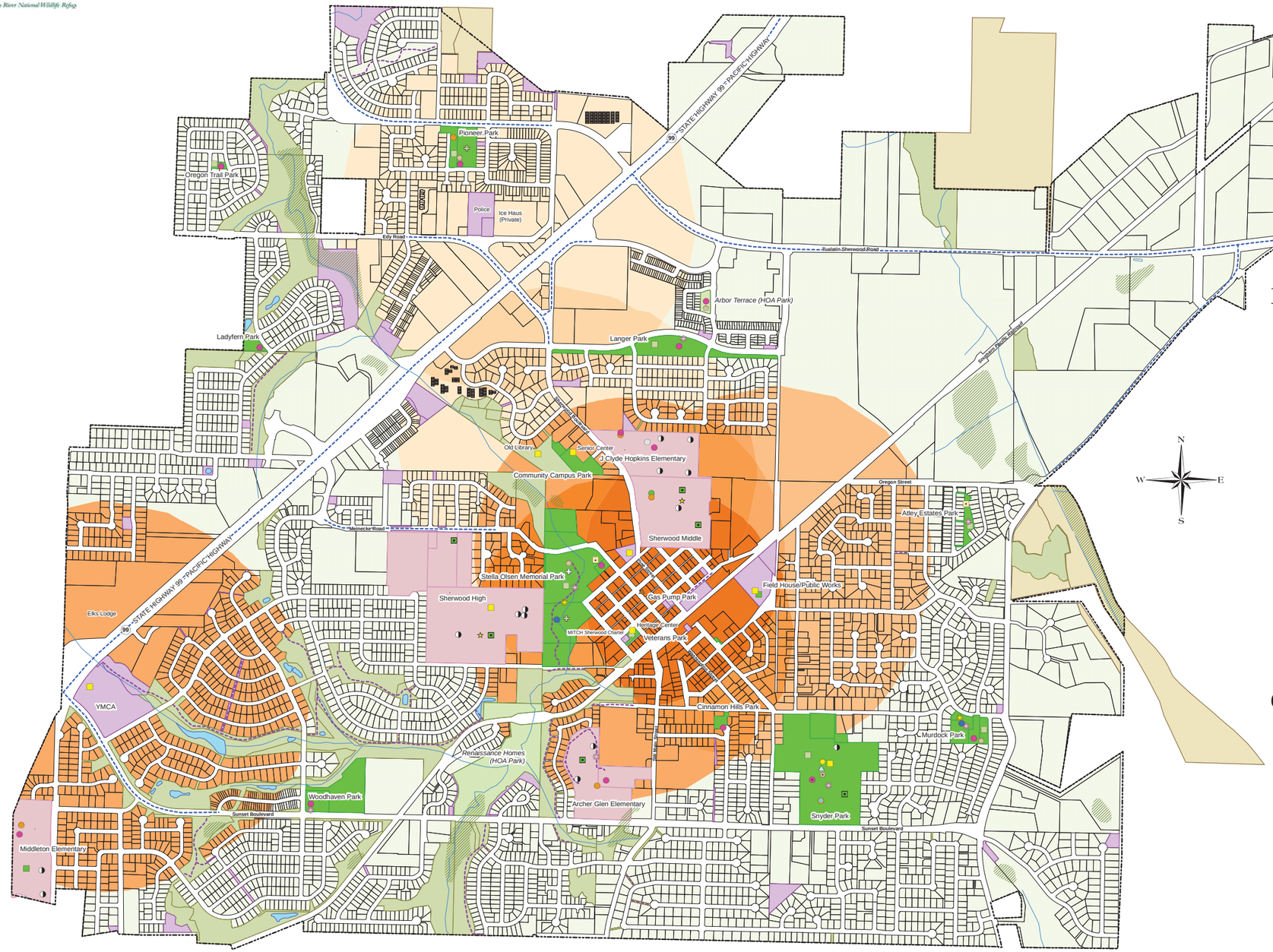
CITY OF SHERWOOD - OREGON

PARKS MASTER PLAN

GRASP TEAM: GREENPLAY - GEOWEST - DESIGN CONCEPTS
WITH: OTHER CONSULTANTS

GRASP™ PERSPECTIVE – ACCESS TO INDOOR COMPONENTS

City of Sherwood Oregon
Home of the Tualatin River National Wildlife Refuge



LEGEND

GRASP™ Inventory
- Amphitheater
- Ballfield
- Basketball
- Historic Feature
- Horseshoes
- Interactive Water Feature
- Multiuse Field - Small
- Multiuse Field - Large
- Natural Area
- Open Turf
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City Of Sherwood
- Boundary - Corporate

Recreation & Public Owned Properties
- City Of Sherwood - Park
- City Of Sherwood - Open Space
- Home Owner Association (HOA) Parks
- Public Schools
- City of Sherwood - Other

Other
- US Fish And Wildlife
- NWI - Non Upland Classifications

GRASP™ PERSPECTIVE

Access To Indoor Components - 1/3 Mile Radius

Low GRASP™ Value = 1

High GRASP™ Value = 12.5

Map Scale In Miles

0 — 2

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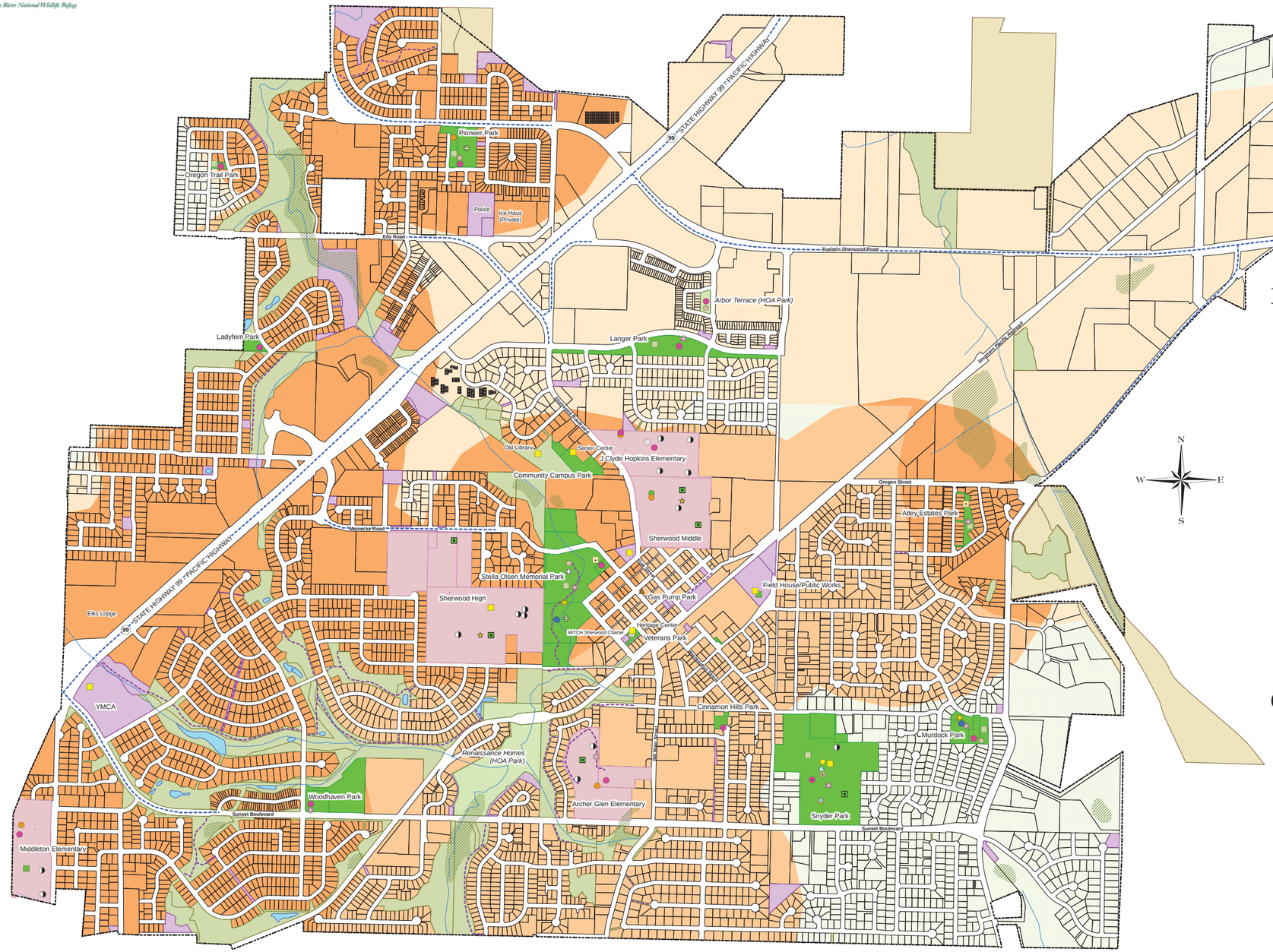
CITY OF SHERWOOD - OREGON

PARKS MASTER PLAN

GRASP TEAM: GREENPLAY - GEOWEST - DESIGN CONCEPTS
WITH: OTHER CONSULTANTS

GRASP™ PERSPECTIVE – ACCESS TO TRAILS & BICYCLE LANES

City of Sherwood Oregon
Home of the Tualatin River National Wildlife Refuge



LEGEND

GRASP™ Inventory
- Amphitheater
- Ballfield
- Basketball
- Historic Feature
- Horseshoes
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City Of Sherwood
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Other
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- NWI - Non Upland Classifications

GRASP™ PERSPECTIVE

Access To Trails & Bike Lanes - 1/3 Mile Radius
- Low GRASP™ Value = 1
- High GRASP™ Value = 3

Map Scale In Miles

0 — 2

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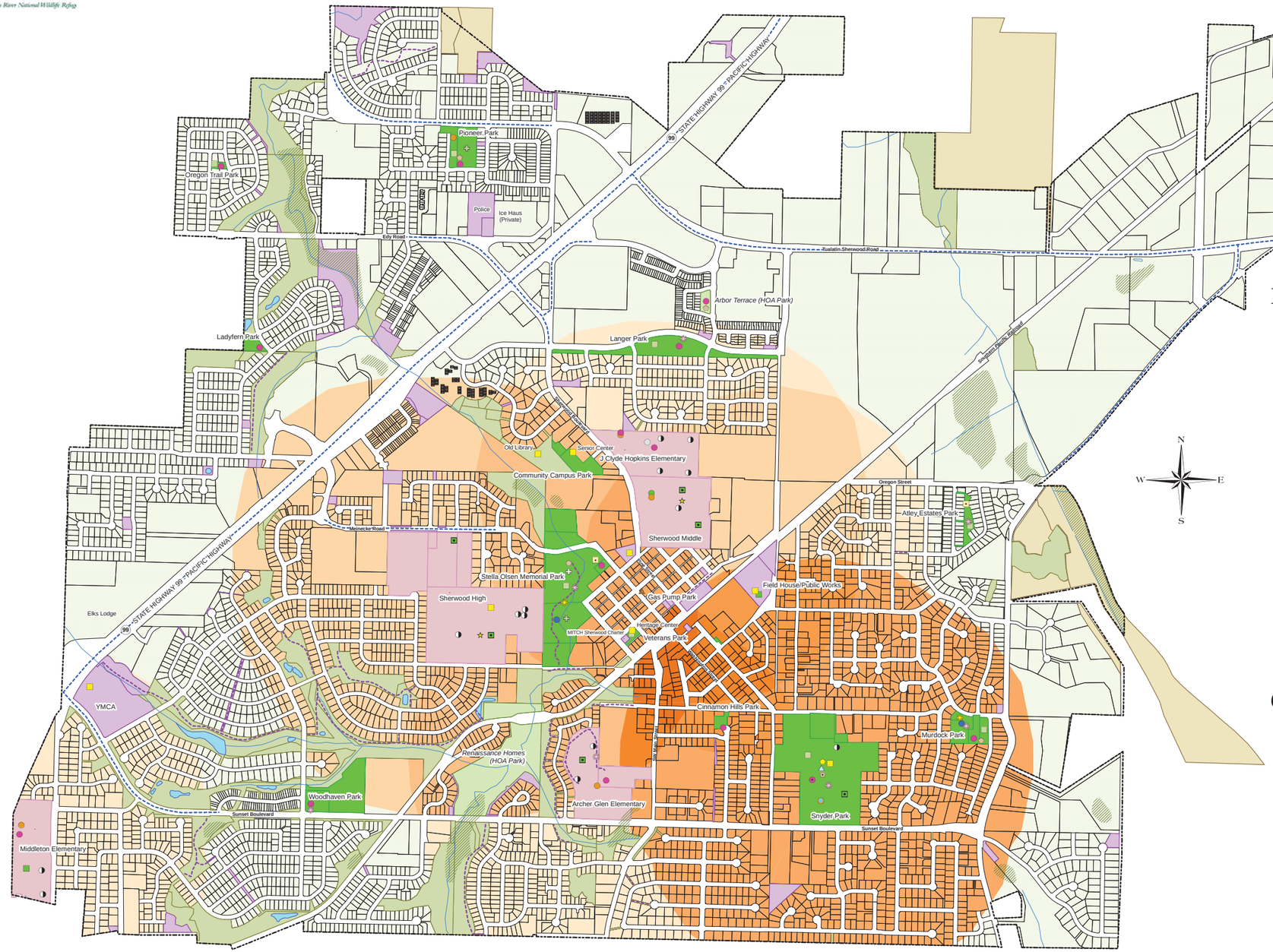
CITY OF SHERWOOD - OREGON
PARKS MASTER PLAN

GRASP TEAM: GREENPLAY - GEOWEST - DESIGN CONCEPTS
WITH: OTHER CONSULTANTS

GRASP™ PERSPECTIVE – ACCESS TO MULTIUSE FIELDS

City of Sherwood Oregon
Home of the Tualatin River National Wildlife Refuge



LEGEND

GRASP™ Inventory
- Amphitheater
- Ballfield
- Basketball
- Historic Feature
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City Of Sherwood
- Boundary - Corporate

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- City of Sherwood - Other

Other
- US Fish And Wildlife
- NWI - Non Upland Classifications

GRASP™ PERSPECTIVE

Access To Multiuse Fields - 1/3 Mile Radius

Low GRASP™ Value = 2

High GRASP™ Value = 32

Map Scale In Miles

0 — 2

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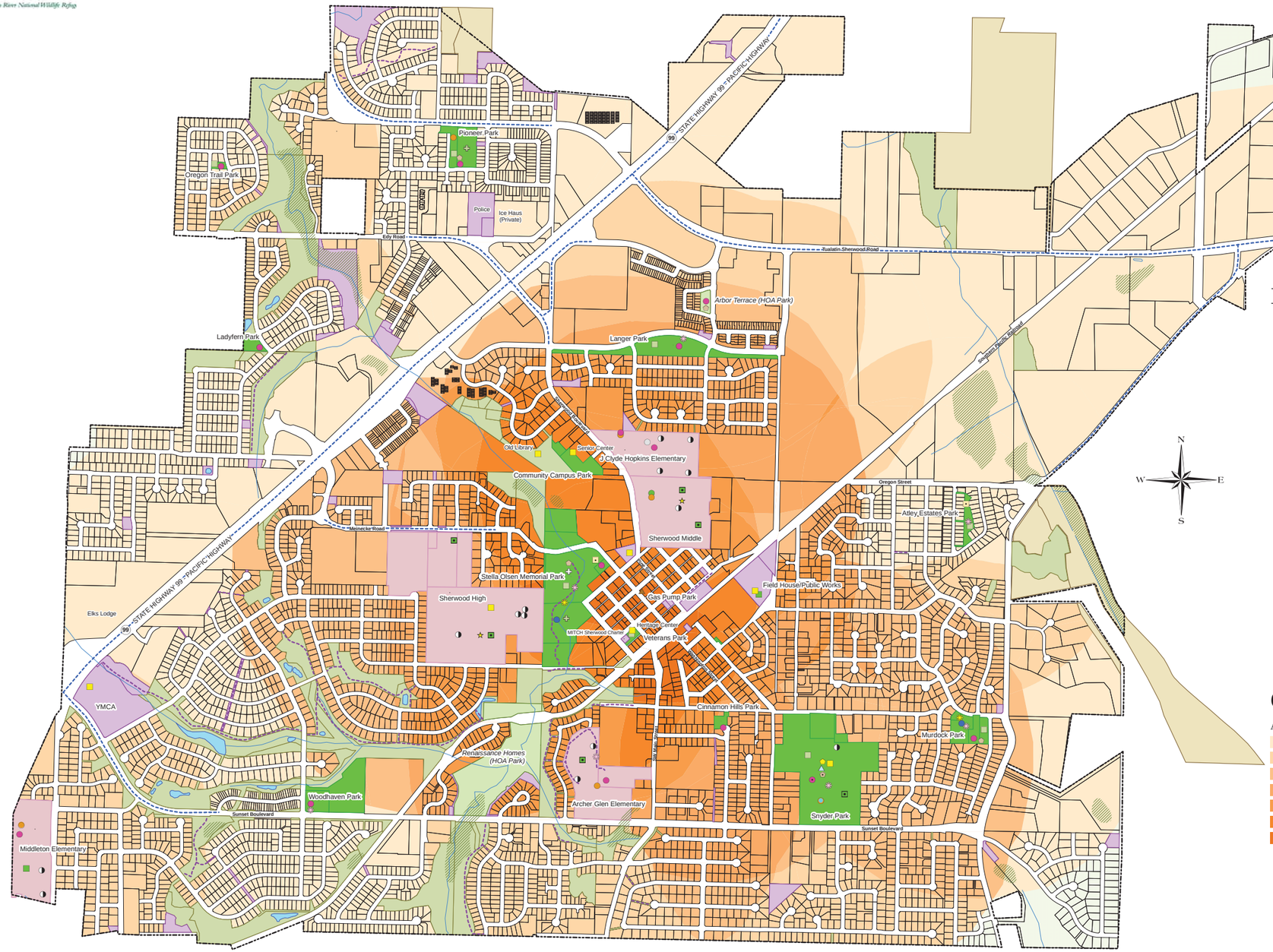
CITY OF SHERWOOD - OREGON

PARKS MASTER PLAN

GRASP TEAM: GREENPLAY - GEOWEST - DESIGN CONCEPTS
WITH: OTHER CONSULTANTS

GRASP™ PERSPECTIVE – ACCESS TO EXISTING COMPONENTS – ACTIVE OUTDOOR

City of Sherwood Oregon
Home of the Tualatin River National Wildlife Refuge



LEGEND

GRASP™ Inventory
- Amphitheater
- Ballfield
- Basketball
- Historic Feature
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City Of Sherwood
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Other
- US Fish And Wildlife
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GRASP™ PERSPECTIVE

Access To Existing Components – Active Outdoor - 1/3 Mile Radius

Low GRASP™ Value = 1

High GRASP™ Value = 122

Map Scale In Miles

0 — 2

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Revised -September 2006

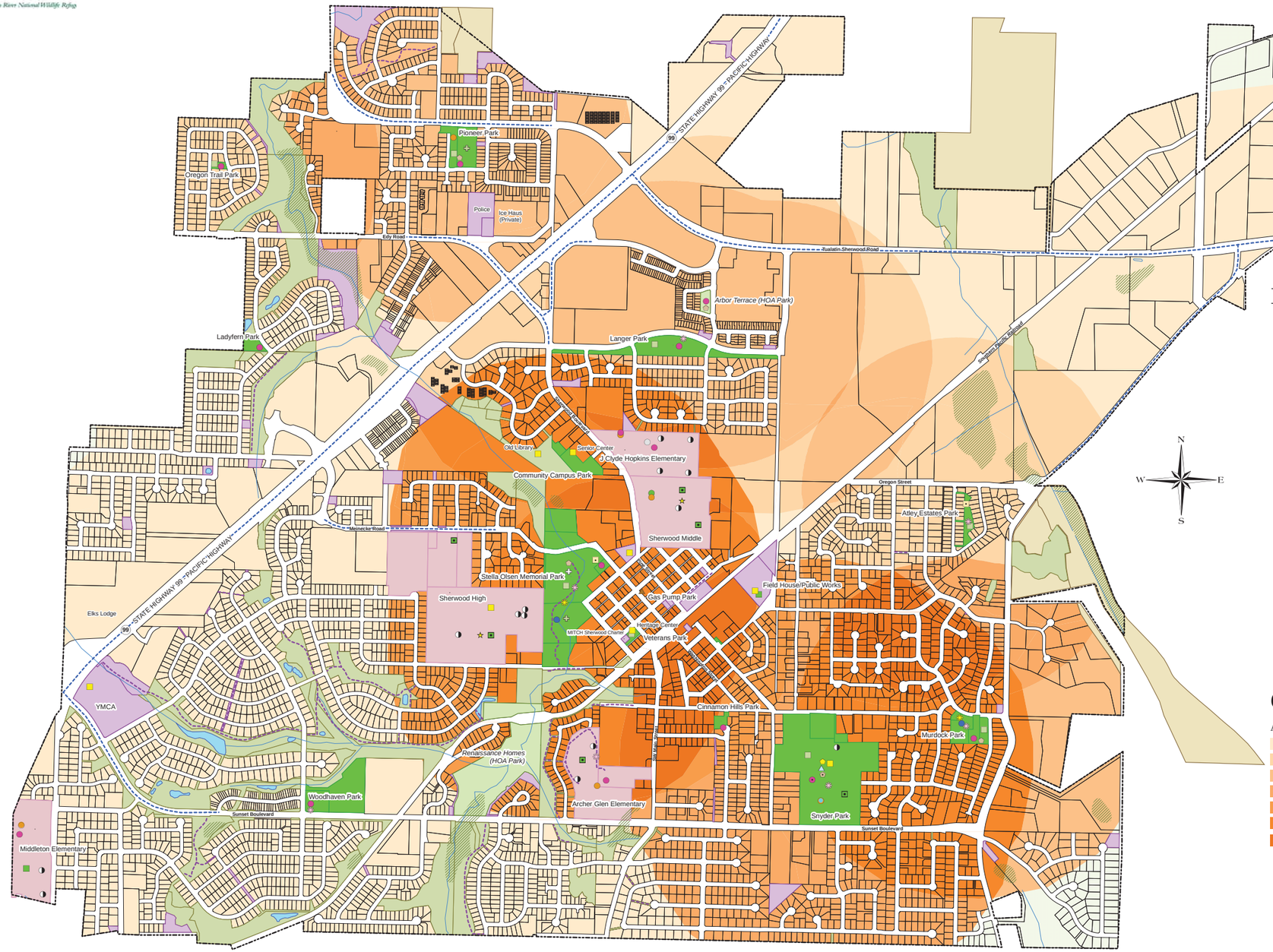
CITY OF SHERWOOD - OREGON

PARKS MASTER PLAN

GRASP TEAM: GREENPLAY - GEOWEST - DESIGN CONCEPTS
WITH: OTHER CONSULTANTS

GRASP™ PERSPECTIVE – ACCESS TO EXISTING COMPONENTS – PASSIVE OUTDOOR

City of Sherwood Oregon
Home of the Tualatin River National Wildlife Refuge



LEGEND

GRASP™ Inventory
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- Ballfield
- Basketball
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GRASP™ PERSPECTIVE

Access To Existing Components – Passive Outdoor - 1/3 Mile Radius

Low GRASP™ Value = 1

High GRASP™ Value = 42

Map Scale In Miles

0 — 2

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CITY OF SHERWOOD - OREGON

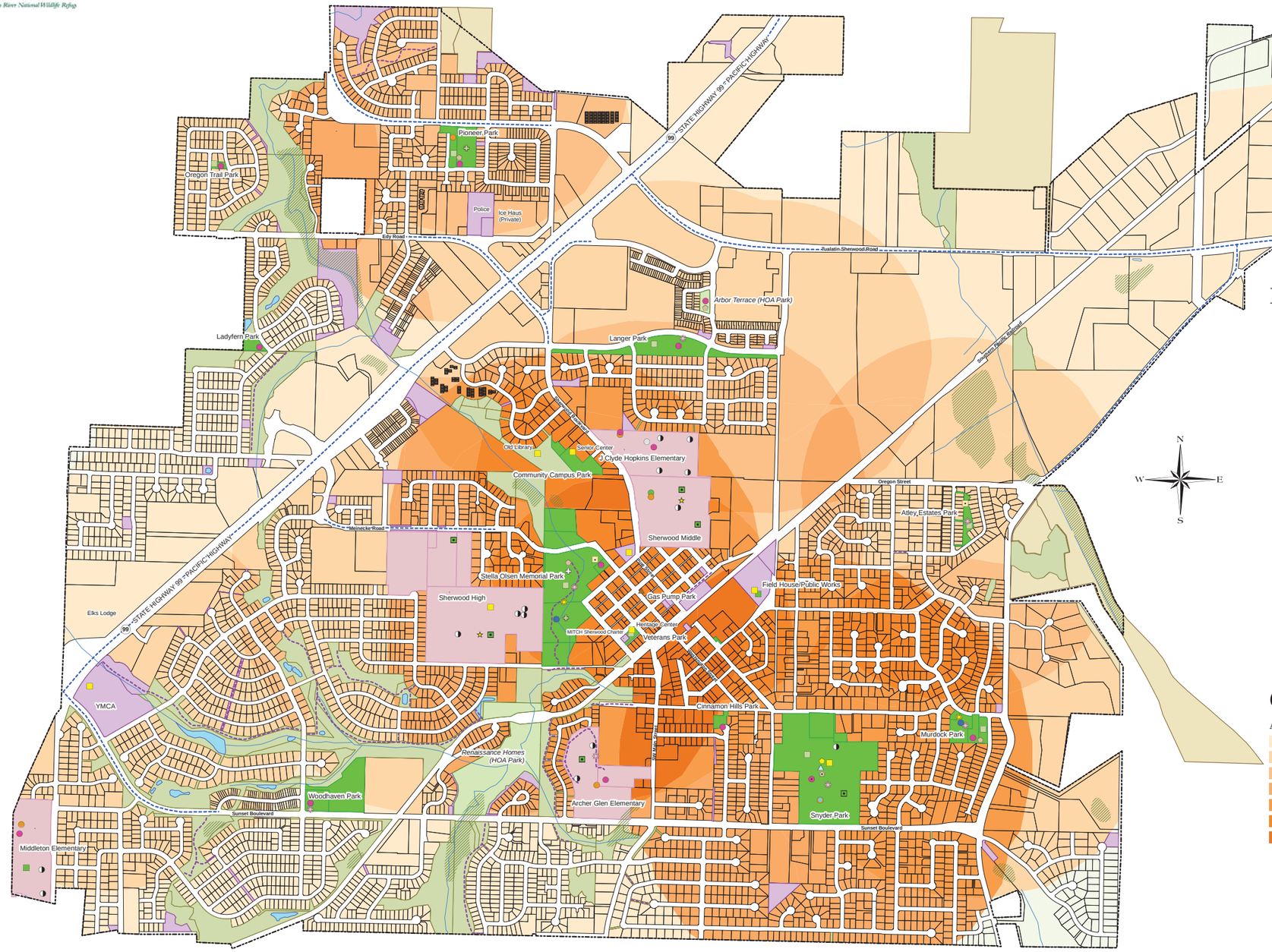
PARKS MASTER PLAN

GRASP TEAM: GREENPLAY - GEOWEST - DESIGN CONCEPTS
WITH: OTHER CONSULTANTS

City of Sherwood Oregon
Home of the Tualatin River National Wildlife Refuge

GRASP™ PERSPECTIVE – ACCESS TO EXISTING COMPONENTS – ADULT PRIORITIES

Priority Components From Adult Survey(s) Included: Trails, Natural Areas, Outdoor Aquatics (Currently Not Available), Picnic Shelters/Areas, Walking/Running Tracks and Loops, Indoor Aquatics, Open Turf Areas



LEGEND

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- Ballfield
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City Of Sherwood
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GRASP™ PERSPECTIVE

Access To Existing Components – Adult Priorities - 1/3 Mile Radius

Low GRASP™ Value = 1

High GRASP™ Value = 43

Map Scale In Miles

0 — 2

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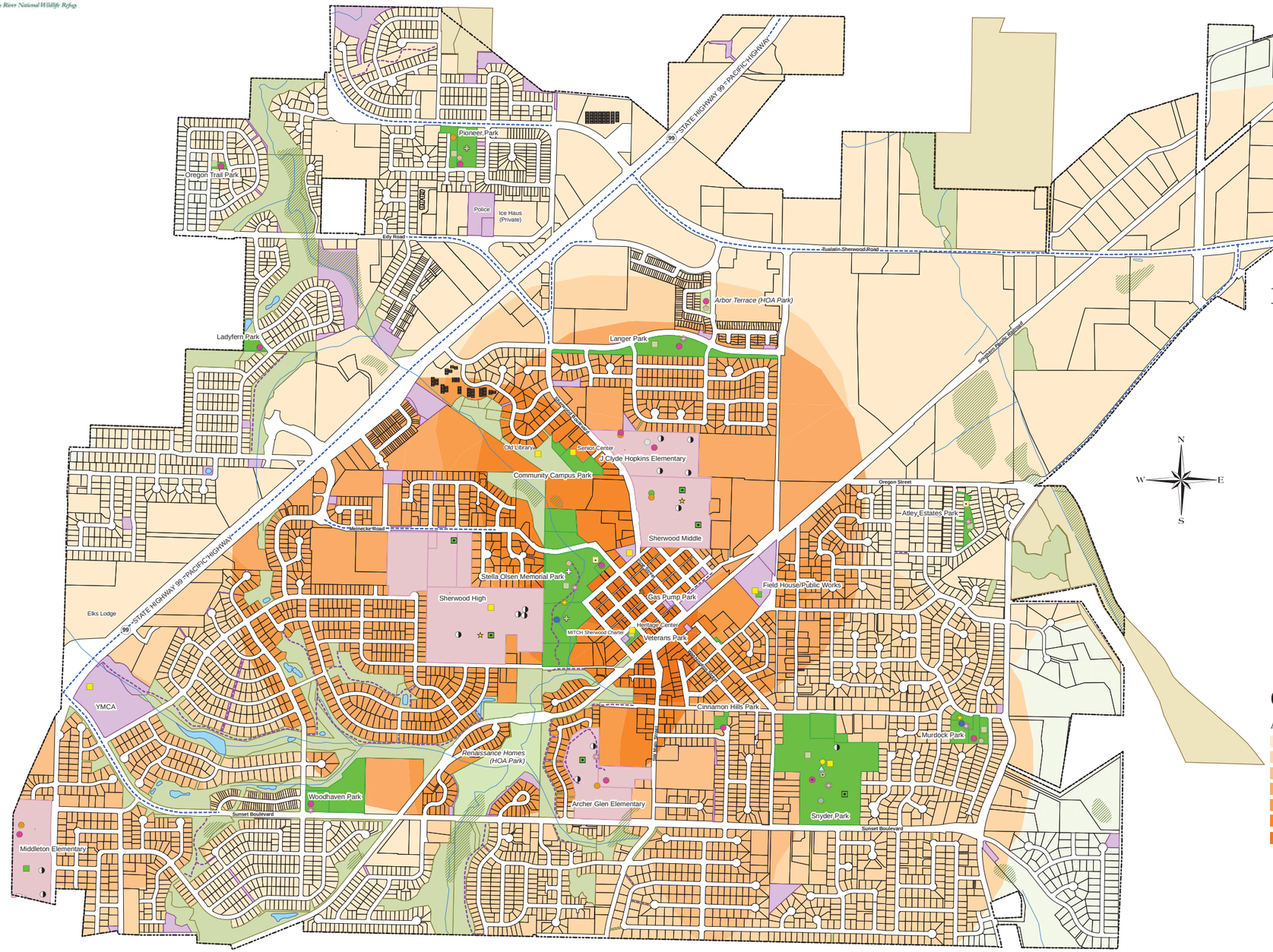
CITY OF SHERWOOD - OREGON
PARKS MASTER PLAN

GRASP TEAM: GREENPLAY - GEOWEST - DESIGN CONCEPTS
WITH: OTHER CONSULTANTS

GRASP™ PERSPECTIVE – ACCESS TO EXISTING COMPONENTS – YOUTH PRIORITIES

City of Sherwood Oregon
Home of the Tualatin River National Wildlife Refuge

Priority Components From Youth Survey(s) Included: Multipurpose Fields, Weight Training Facilities, Skate Parks (Currently Not Available), Music and Perfomance Facilities, Baseball Fields, Tennis Courts, Biking/Running Tracks and Trails



LEGEND

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City Of Sherwood
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- US Fish And Wildlife
- NWI - Non Upland Classifications

GRASP™ PERSPECTIVE

Access To Existing Components – Youth Priorities - 1/3 Mile Radius

Low GRASP™ Value = 1

High GRASP™ Value = 74

Map Scale In Miles

0 — 2

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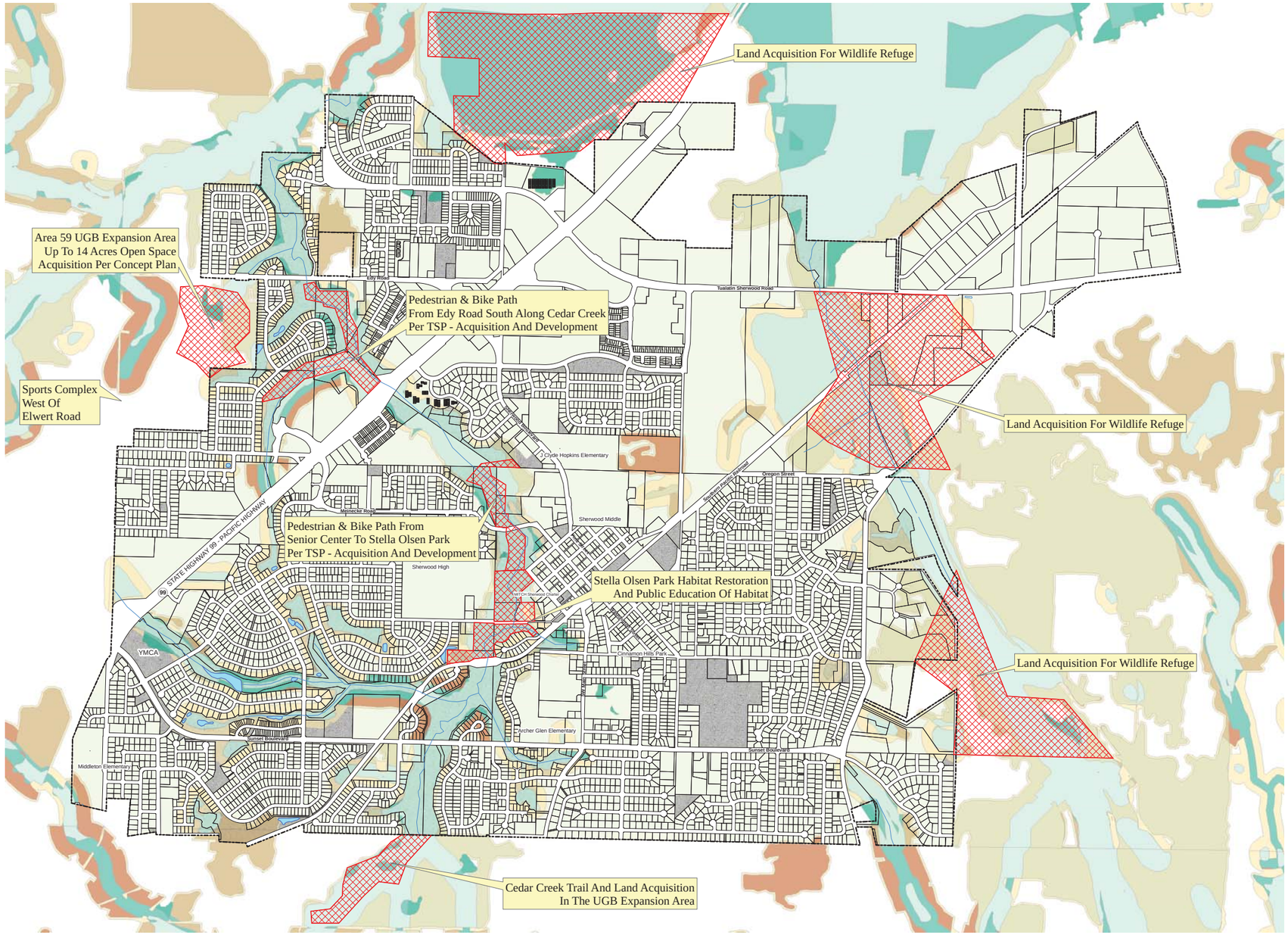
CITY OF SHERWOOD - OREGON

PARKS MASTER PLAN

GRASP TEAM: GREENPLAY - GEOWEST - DESIGN CONCEPTS WITH: OTHER CONSULTANTS

FUTURE ACQUISITIONS

City of Sherwood Oregon
Home of the Tualatin River National Wildlife Refuge



LEGEND

- Potential 2006 Bond Measure Project Areas
- Goal 5 Areas - 40% Transparancy
- Classification *, **
- Impact Area
- Riparian Wildlife Habitat Class I
- Riparian Wildlife Habitat Class II
- Riparian Wildlife Habitat Class III
- Upland Wildlife Habitat Class A
- Upland Wildlife Habitat Class B
- Upland Wildlife Habitat Class C
- Public Owned Properties - City Of Sherwood
- Lakes, Ponds, Rivers
- Rivers, Streams, Irrigation

*
Metro Regional Government Goal 5 designations are assigned values based on a fish and wildlife habitat inventory completed in 2002. Future acquisition of all lands depicted will be dependent on available funding and regulatory conditions and requirements.

**
Class I, II and III refers to regionally significant riparian habitat areas.
Class I is the highest value riparian habitat and generally consists of the highest quality wetlands, floodplains and buffers.
Class III is the lowest value riparian habitat and generally consists of degraded wetlands and floodplains that still provide significant habitat value for fish and wildlife.
Class A, B and C refers to regionally significant upland wildlife habitat areas.
Class A is the highest value which includes the larger patches that are in close proximity to other patches and have access to water.
Class C is the lowest value and generally consists of smaller isolated patches.

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CITY OF SHERWOOD - OREGON
PARKS MASTER PLAN

GRASP TEAM: GREENPLAY-GEOWEST-DESIGN CONCEPTS WITH: OTHER CONSULTANTS

Appendix Y. Community Recreation Components Summary Table

Community Recreation Components Summary Table

City of Sherwood, Oregon
September 29, 2006

		Amphitheater	Ballfield	Basketball	Horseshoes	Interactive Water Feature	Multiuse Field - Large	Multiuse Field - Small	Natural Area	Open Turf	Open Water	Picnic Area	Picnic Shelter - Large	Picnic Shelter - Small	Playground -Destination	Playground - Local	Tennis	Track - Competition	Trails - Loop/Fitness	Viewing Deck
INVENTORY																				
City of Sherwood Park Components		1	1	1.5	2	1	1	1	2	8	2	1	1	4	1	9	0	0	5	2
School Components		0	13	5	0	0	6	1	0	0	0	0	0	0	0	4	3	2	1	0
Other Providers																				
TOTAL		**1**	**14**	**6.5**	**2**	**1**	**7**	**2**	**2**	**8**	**2**	**1**	**1**	**4**	**1**	**13**	**3**	**2**	**6**	**2**
CURRENT COMPONENT RATIOS (per 1000 population)																				
CURRENT POPULATION *(2005 Est. From Water System Master Plan)*	**15,800**																			
Current Component Ratio		0.06	0.89	0.41	0.13	0.06	0.44	0.13	0.13	0.51	0.13	0.06	0.06	0.25	0.06	0.82	0.19	0.13	0.38	0.13
Population per Component		15,800	1,129	2,431	7,900	15,800	2,257	7,900	7,900	1,975	7,900	15,800	15,800	3,950	15,800	1,215	5,267	7,900	2,633	7,900
PROJECTED POPULATION - YEAR 2010 *(Est. From Water System Master Plan)*	**18,970**																			
Total # needed to maintain current ratios of all existing facilities at projected population		**1**	**17**	**8**	**2**	**1**	**8**	**2**	**2**	**10**	**2**	**1**	**1**	**5**	**1**	**16**	**4**	**2**	**7**	**2**
Number that should be added to achieve current ratios at projected population		*0*	*3*	*6*	*0*	*0*	*7*	*1*	*0*	*2*	*0*	*0*	*0*	*1*	*0*	*7*	*1*	*2*	*2*	*0*
SUGGESTED RATIOS (per 1000 population)																				
Target Ratio		**0.05**	**1.00**	**0.50**	**0.10**	**0.10**	**0.50**	**0.15**	**0.25**	**1.00**	**0.15**	**0.20**	**0.20**	**0.50**	**0.05**	**1.00**	**0.30**	**0.15**	**1.00**	**0.15**
Population per component		**20,000**	**1,000**	**2,000**	**10,000**	**10,000**	**2,000**	**6,667**	**4,000**	**1,000**	**6,667**	**5,000**	**5,000**	**2,000**	**20,000**	**1,000**	**3,333**	**6,667**	**1,000**	**6,667**
2010 NEED: Total # needed in place to attain target ratio in year 2010		**1**	**19**	**9**	**2**	**2**	**9**	**3**	**5**	**19**	**0**	**4**	**4**	**9**	**1**	**19**	**6**	**3**	**19**	**3**
Number that should be added to achieve target ratio at 2010 population		*0*	*5*	*3*	*0*	*1*	*2*	*1*	*3*	*11*	*0*	*3*	*3*	*5*	*0*	*6*	*3*	*1*	*13*	*1*
ESTIMATED FUNDING BUDGET - (in 2006 dollars)																				
Land required in acres for one unit (per each or mile)		1.5	2.5	0.25	0.25	0.1	1.5	0.75	0.5	0.5	2	0.5	0.25	0.25	0.5	0.1	0.5	1.5	0.25	0.25
Acres required for number of units needed		0	12.5	0.75	0	0.1	3	0.75	1.5	5.5	0	1.5	0.75	1.25	0	0.6	1.5	1.5	3.25	0.25
Acres required for support space for total units		0.0	18.8	0.4	0.0	0.1	4.5	0.4	0.8	2.8	0.0	0.8	1.1	0.6	0.0	0.3	0.8	2.3	1.7	0.1
Land Cost for # of units needed at $$/acre:	**$100,000**	$0	$3,125,000	$113,636	$0	$15,152	$750,000	$113,636	$227,273	$833,333	$0	$227,273	$187,500	$0	$0	$90,909	$227,273	$375,000	$492,424	$37,879
Cost for constructing one unit		$50,000	$400,000	$25,000	$5,000	$45,000	$150,000	$50,000	$100,000	$25,000	$100,001	$28,000	$45,000	$20,000	$500,000	$75,000	$45,000	$400,000	$45,000	$45,000
Cost for constructing needed # of units		$0	$2,000,000	$75,000	$0	$45,000	$300,000	$50,000	$300,000	$275,000	$0	$84,000	$135,000	$100,000	$0	$450,000	$135,000	$400,000	$585,000	$45,000
Cost to develop support space		$0	$3,281,250	$67,614	$0	$9,015	$787,500	$67,614	$135,227	$495,833	$0	$135,227	$196,875	$112,689	$0	$54,091	$135,227	$393,750	$292,992	$22,538
Public art fund - 2% of construction costs		$0	$105,625	$2,852	$0	$1,080	$21,750	$2,352	$8,705	$15,417	$0	$4,385	$6,638	$4,254	$0	$10,082	$5,405	$15,875	$17,560	$1,351
Total Cost with Land		$0	$8,511,875	$259,102	$0	$70,247	$1,859,250	$233,602	$671,205	$1,619,583	$0	$450,885	$526,013	$216,943	$0	$605,082	$502,905	$1,184,625	$1,387,977	$106,767
Total New Land Needed for 2010 (acres)	**70**																			
Total $$ Needed for 2010	**$18,206,060**																			
ESTIMATED OPERATING AND LIFE-CYCLE COSTS																				
Life Cycle Cost per Component Per Year		$8,200	$68,700	$5,500	$1,400	$10,700	$30,500	$25,000	n/a	$6,400	n/a	$7,600	$9,200	$4,100	$77,500	$14,100	$11,500	$102,000	$39,900	n/a
Useful Lifespan in Years to Replace/Renovate		20	15	15	12	10	10	10	n/a	20	n/a	15	20	20	20	12	20	20	20	n/a
Life Cycle Cost through the life of the component *(In 2006 dollars)*		$164,000	$1,030,000	$83,100	$20,400	$128,700	$305,000	$275,000	n/a	$127,500	n/a	$114,100	$184,500	$82,000	$1,550,000	$169,500	$10,200	$2,040,000	$797,500	n/a

Notes:
1. The total land and dollars shown for 2010 NEED are the land and dollars required for meeting the TARGET RATIOS.
2. Estimated totals include ancillary items such as parking, buffers between uses, and other support items.
3. Estimates are based on construction averages in the experience and opinion of the consultants, and for conceptual budgeting purposes only. Actual costs will depend on the size, type, and other aspects of the facility and may vary signigficantly from the amounts shown as a result.
4. All costs shown here reflect 2006 prices. Inflation has NOT been accounted for.