



**Spokane Park Board
Development & Volunteer / Citizen Advisory
Committee
4:00 p.m. Wednesday, November 15, 2023
In-person and WebEx virtual meeting
Fianna Dickson – Marketing & Communications**

Committee members:

DVCAC:

- X Kelly Brown – Chair/The Friends of Manito Park
- X Jeff Lambert / Trevor Finchamp – Friends of the Bluff (4:07)
Lindsey Shaw – CA representative/Logan Neighborhood Council (*absent/excused*)
Cole Taylor – Friends of Riverfront Park (*absent/excused*)
Lee Williams – Friends of Coeur d 'Alene Park (*absent/excused*)
Paul Lindholdt – Friends of Palisades (*absent/excused*)
- X Stephen Williams – Spokane Disc Golf Club (4:08)

DVC:

- X Jennifer Ogden – Chair/Park Board
- X Bob Anderson – Park Board
- X Gerry Sperling – Park Board
- X Doug Kelley – Park Board
- X Kelly Brown – Development & Volunteer Citizen Advisory Committee representative
- X Julie Biggerstaff – Community Assembly representative
Matt Antush – Member-at-large (*absent/excused*)

Park staff

Fianna Dickson
Sarah Deatrich
Nick Hamad

Guests

Yvonne Trudeau – Parks Foundation
Paul Kropp – Community Assembly

Minutes

1. **Call to order** – The meeting was called to order at 4:00 p.m. by DVC Committee chair Jennifer Ogden. See list above for attendance.
2. **Public comment:** None
3. **DVCAC discussion items:**
 - A. [Parks & Recreation levy update](#) – Nick Hamad

- 1) Throughout two years developing the Parks Master Plan, Parks engaged in extensive community outreach and compiled information from the feedback of over 5000 Spokane residents regarding the community's priorities for parks and park land. It was determined that investment in neighborhood parks is a top-tier priority, with better playgrounds, restrooms, trails, maintenance, and safety topping the list.
- 2) Bond usage throughout the past 20+ years has focused on special use facilities.
- 3) Parks funding has declined steadily over the years; therefore, in October, the Park Board approved a resolution adopting a citywide investment in neighborhood parks and recommending City Council place a levy measure on the February ballot.
- 4) The levy ballot measure seeks to fund major investments to improve park service throughout neighborhoods over a period of 20 years and lists specific disbursement of funding. A levy differs from a bond in that it requires a 50%+1 approval whereas a bond requires 60%+1.
- 5) The Healthy Parks, Healthy Neighborhoods measure is broken into roughly 52% renovating parks and/or replacing equipment; 29% safety and maintenance; 12% acquisitions and development; and 7% administrative/project management. It would cost less than \$8 per month for the median residence; and work would be broken up nearly equally between each of the three City districts.
- 6) The ballot resolution will be presented to City Council on December 4. If the resolution passes, extensive community outreach will begin.

4. DVCAC standing reports

A. DVCAC member news – Kelly Brown

- 1) Spokane Disc Golf – Stephen Williams
 - a. A successful disc golf tournament was played at Liberty Park, with 95 participants despite inclement weather.
 - b. Repurposed turf from the old Sportsplex is being used for new teepads at Highbridge Park.
 - c. Downriver disc golf course is nearly complete.
 - d. Parks Foundation has received a grant request for upgrades to Highbridge disc golf course.
- 2) Friends of the Bluff – Jeff Lambert
 - a. The Friends have participated in two good days of trail work.
 - b. A reunion of Friends of the Bluff alumni provided valuable institutional knowledge.
 - c. Trailhead signage approvals from Parks & Rec are coming soon.
 - d. The number of events, i.e. hikes and tours, has increased.
 - e. To improve member capacity, the Friends began a membership program which accepts any donation amount for membership.
 - f. To strengthen committees, volunteer leaders have been given more authority to take on certain projects without reliance on the board.
 - g. Bylaws have been revised to minimize board turnover and allow student members.
- 3) Friends of Coeur d'Alene Park – Julie Biggerstaff
 - a. Fundraising is finished for the year.
 - b. The Friends are working with Parks & Rec and the Park Board to reapproach the Legislature.
 - c. Additional funding is still needed to electrify the gazebo.
 - d. Nick Hamad relayed that STA Capital Programs manager approached Parks staff to inform them they would like to build walkways in Coeur d'Alene Park, using dollars left over from the City Line project. A meeting will be held next week.

- 4) Friends of Manito – Kelly Brown
 - a. Holiday Lights celebration is December 9th through December 19th. Drive through only December 9th and 10th, and walk-through only the remainder of the event. Volunteers are needed.

B. EXPO+50 update – Kelly Brown

- 1) 150 proposals for activations/events are in consideration.
- 2) The first newsletter will be released soon.

5. **DVC action items**

- A. None

6. **DVC discussion items**

- A. None

7. **DVC standing reports**

- A. Levy subcommittee update – Jennifer Ogden
 - 1) *Levy updated shared by Nick Hamad, above.*

8. **Adjournment** – The meeting was adjourned at 5:07 p.m.

The December 20, 2023, meeting is **CANCELLED**.

The next regularly scheduled meeting is 4:00 p.m. Wednesday, January 17, 2023, in-person in the Liberty Park Library events room, 402 S Pittsburg St, and virtually via WebEx.

Healthy Parks, Healthy Neighborhoods Ballot Resolution

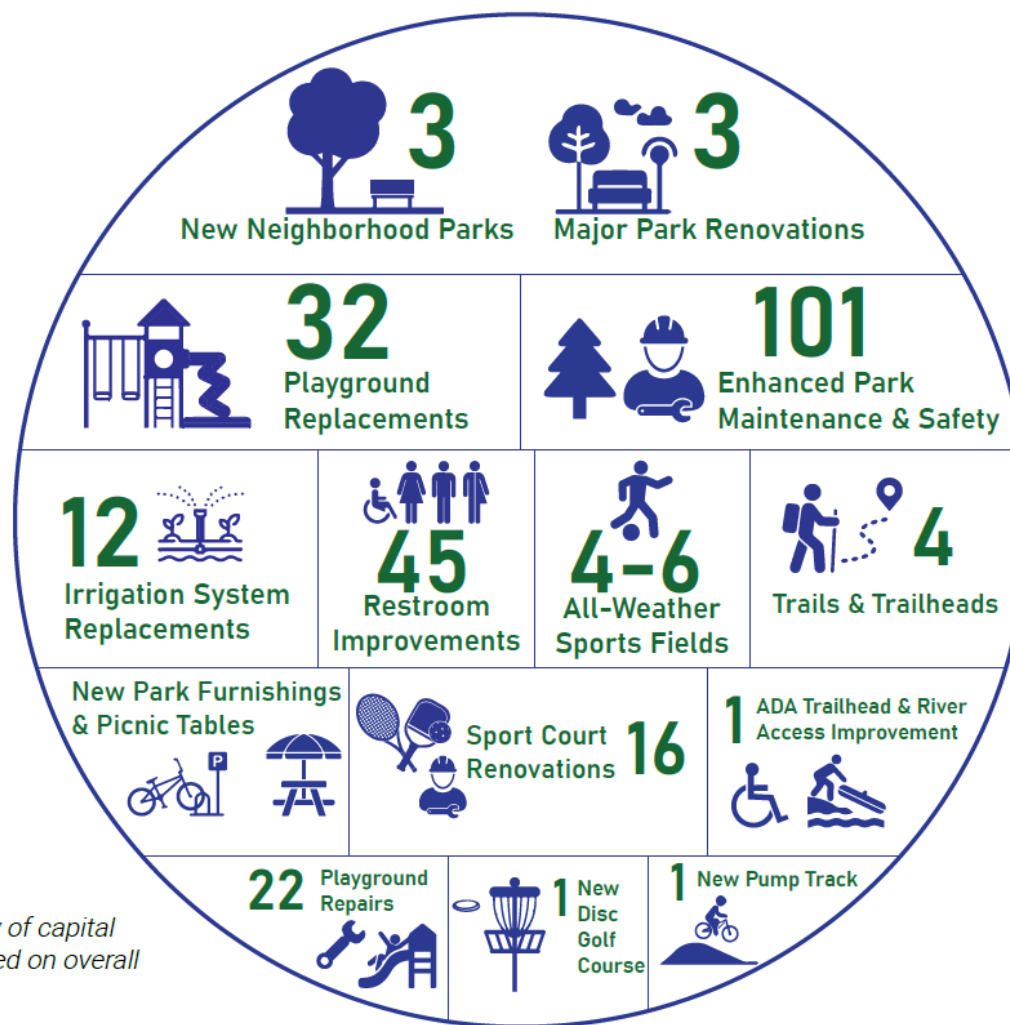


Figure 2 - Hierarchy of capital improvements based on overall budget allocation

Welcome – What is this all about?



What should we do Next?

HELP MAP THE FUTURE OF SPOKANE PARKS

Use our interactive map to tell us your ideas for opportunities or improvements throughout Spokane. Be part of the conversation as we look to the next ten years for Spokane's parks!

Visit SpokaneParksMasterPlan.org
and go to the Get Involved section to participate!



PRESERVE & PLAY

A community driven plan that is derived from the goals, desires and feedback obtained from over 5,000 Spokane residents.



One of fourteen pop-up events in the community to obtain input from a diverse range of people.



Residents of all ages were engaged to ensure the plan represents the needs of the entire community.

THEMES



LAND

All physical park properties, programming, and facilities that take place on City park lands

GOAL A. SERVING THE UNDER-RESOURCED

GOAL B. INLAND NORTHWEST LIVING

GOAL C. PRESERVE OUR WILD

WATER

All activities, facilities, and programming in and around natural and manufactured water features including rivers, streams, swimming holes, pools, and splash pads

GOAL D. SWIM AND SPLASH

GOAL E. CARE FOR AND ACTIVATE THE SPOKANE RIVER

GOAL F. IMPROVE WATER USE EFFICIENCY

PEOPLE

Goals and strategies related to how residents engage with and utilize parklands and programming

GOAL G. PARKS FOR ALL

GOAL H. BUILD AWARENESS

GOAL I. DIVERSITY OF OFFERINGS

GOAL J. CO-EXISTENCE

LEGACY

Ensure that all goals and actions contribute to continuing Spokane's heritage of renowned parks, recreation, and services

GOAL K. MAINTAIN AND CARE

GOAL L. FUNDING FUTURES

GOAL M. STRATEGIC ACQUISITIONS AND REAL ESTATE MANAGEMENT



Why Park Levy?

PRESERVE & PLAY

A community driven plan that is derived from the needs and desires of the community.

Investment in neighborhood parks is community priority

“Existing Dedicated Funding Sources Do Not Cover Needed Capital and Operational Improvements”



One of fourteen pop-up events in the community to obtain input from a diverse range of people.



Residents of all ages were engaged to ensure the plan represents the needs of the entire community.

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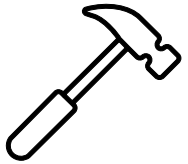
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GOAL M. STRATEGIC ACQUISITIONS AND REAL ESTATE MANAGEMENT



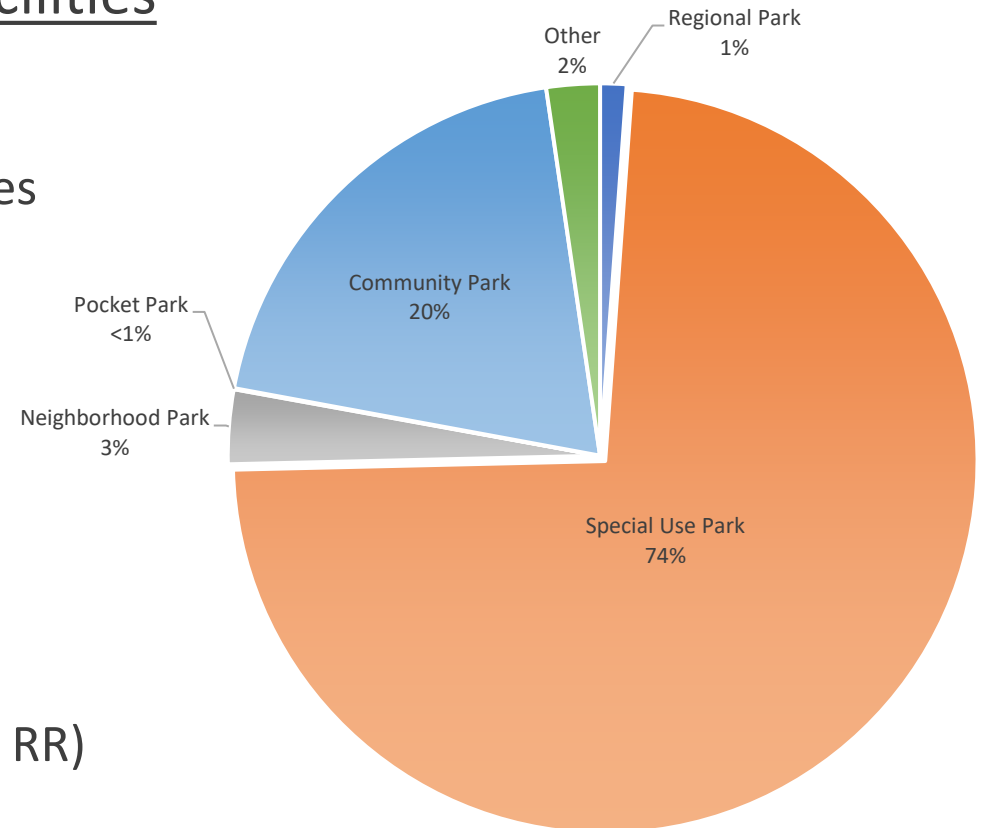
Key Background & Historical Investment



Historical Bond Investment – Special Use Facilities

- ▶ **2014 Riverfront Park**
 - ▶ Ice ribbon, carrousel, N. Bank, pavilion, bridges
- ▶ **2007 Aquatic Facilities & Youth Ballfields**
 - ▶ (6) outdoor pools, (12) splash pads
 - ▶ (1) Merkel sports complex, (5) ballfields
- ▶ **1999 Maintenance, Infrastructure, Exp.**
 - ▶ O&M building, N. Bank land Acq.,
 - ▶ Community Park amenities (play, sport court, RR)
 - ▶ 3 new parks

1999-2021 Bond Investment by Park Type

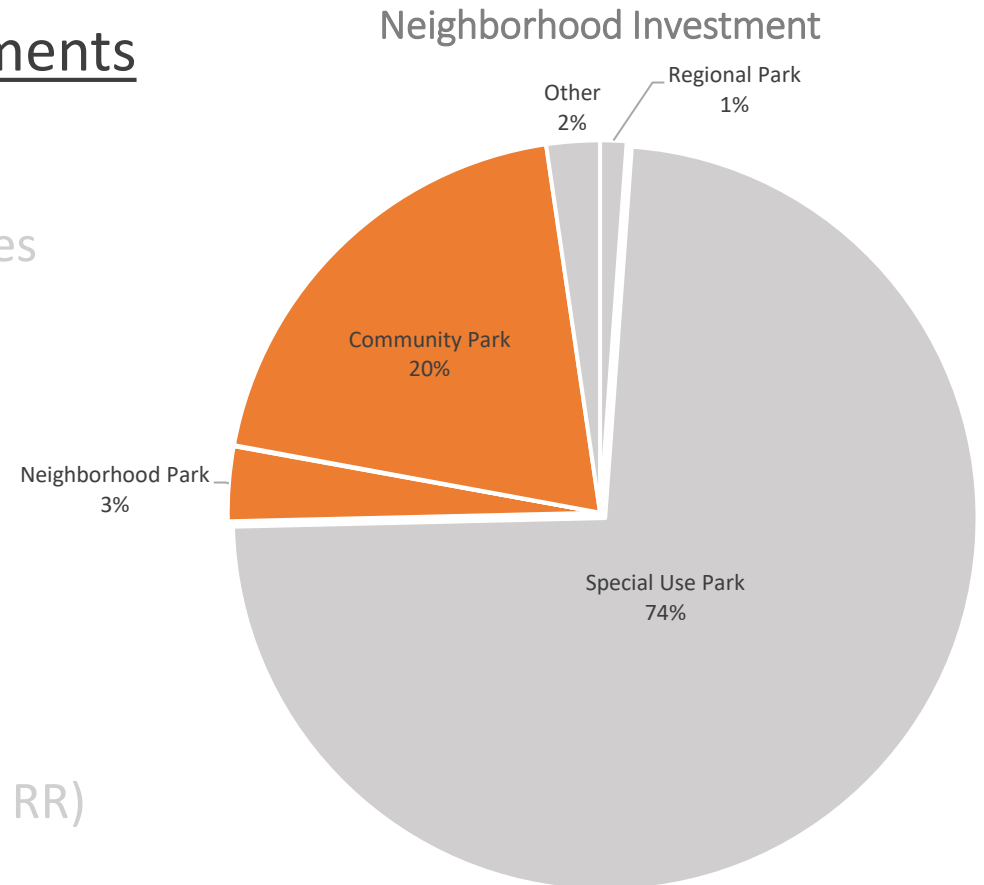


Key Background & Historical Investment



Neighborhood & Community Park Improvements

- ▶ **2014 Riverfront Park**
 - ▶ Ice ribbon, carrousel, N. Bank, pavilion, bridges
- ▶ **2007 Aquatic Facilities & Youth Ballfields**
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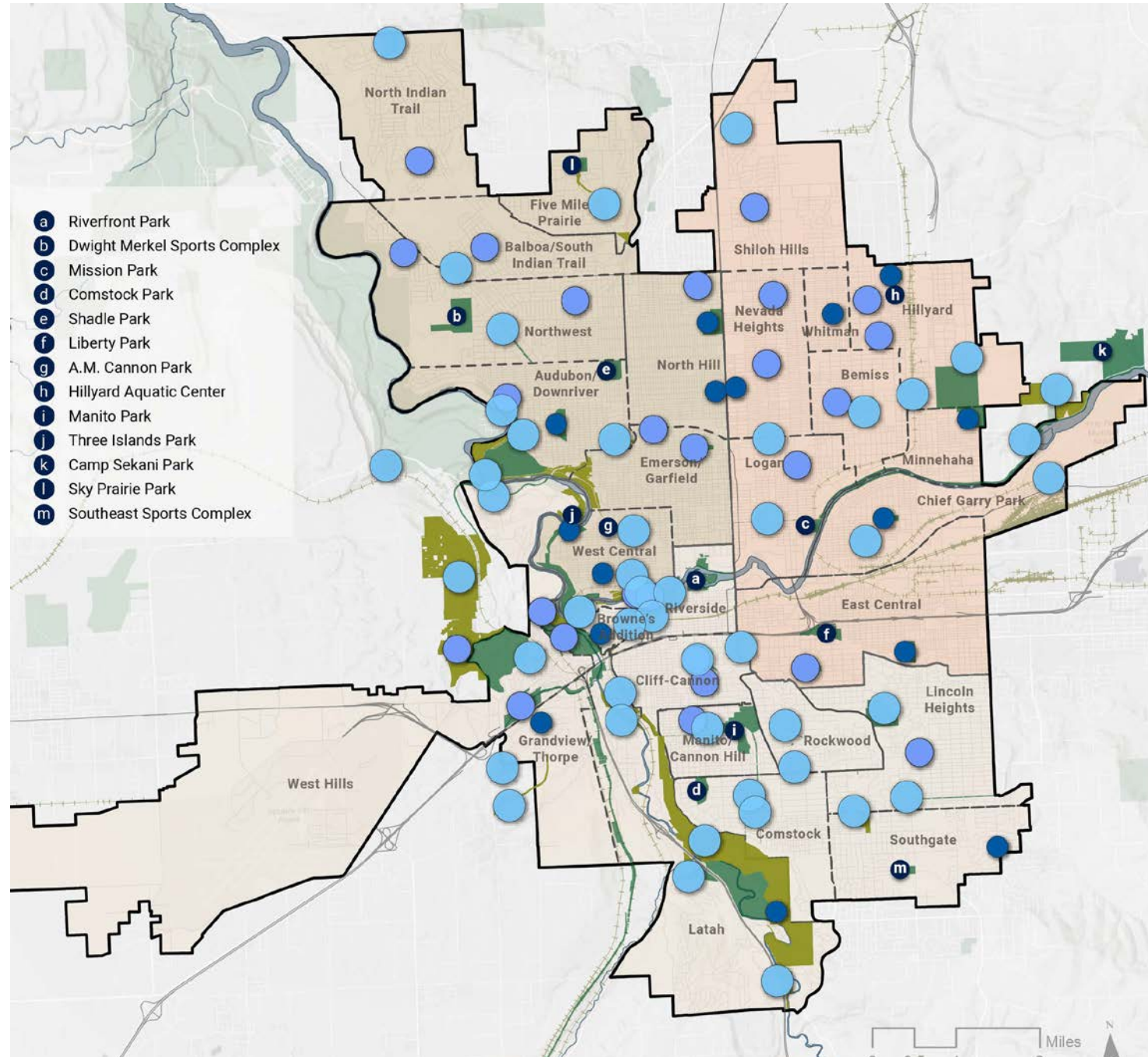


Why? Physical Need



Lack of Capital Investment 20+ years

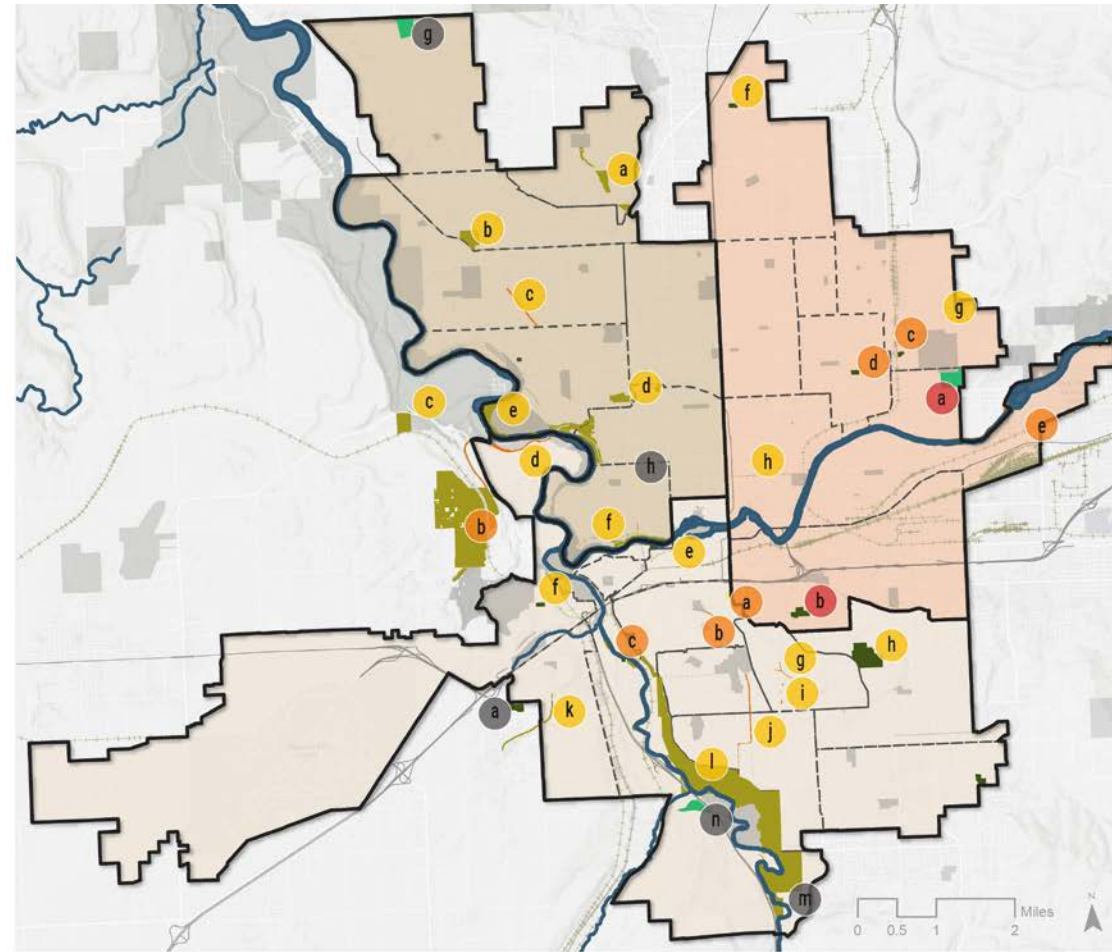
- ▶ \$0.00 invested in ~45% of facilities
- ▶ <\$250k invested in 65% of facilities
- ▶ Significant investment in 13% of facilities



Why? Physical Need

Poor Physical Condition

- ▶ Total replacements needed
- ▶ Major Facility Damage
- ▶ Widespread minor damage & end of life-cycle



District 1

- a ■ Minnehaha Park
- b ■ Grant Park
- c ■ Wildhorse Park
- d ■ Courtland Park
- e ■ Parkwater Park
- f ■ Hill N'Dale Rotary Park
- g ■ Loren Kondo Park
- h ■ Mission Avenue Parkway

District 2

- a ■ Cowley Park
- b ■ Cliff Drive Parkway
- c ■ Wentel Grant Park
- d ■ Elliot Drive Parkway
- e ■ Riverside-Cedar Parkway
- f ■ Whittier Park
- g ■ Rockwood Boulevard Parkway

- h ■ Lincoln Park
- i ■ Garfield Road Parkway
- j ■ Manito Boulevard Parkway
- k ■ Reimer Park
- l ■ High Drive Park
- m ■ Campion Park
- n ■ Qualchan Hills Park

District 3

- a ■ Austin Ravine Park
- b ■ Wyakin Park
- c ■ Driscoll Boulevard Parkway
- d ■ Drumheller Springs Park
- e ■ Downriver Park
- f ■ Herbert M. Hamblen Park
- g ■ Meadowglen Park
- h ■ Skeet-So-Mish Park

Out of District

- a ■ Sterling Heights Park
- b ■ Palisades Park
- c ■ Romine Park

Potential Investment

Parks with \$0 previous investment and park condition rating of 3, 4, or 5

- Complete Replacement Required
- Major Facility Damage
- Minor Facility Damage
- Undeveloped Park

* Parks that have received significant investments over the last 20 years or in good condition are not included.

Park Classification

- Natural Lands
- Community Park
- Neighborhood Park
- Pocket Park
- Parkway
- Other Spokane Parks

- Spokane Neighborhoods
- Highways
- Railroads
- Water Bodies
- District 1
- District 2
- District 3

Source: City of Spokane, City of Spokane GIS data 2021, Spokane County GIS Data

Why? Increased Expectations



Top Tier Community Priorities:

- ▶ Better Playgrounds
- ▶ Better Restrooms
- ▶ Trailheads & Trails
- ▶ Enhanced general maintenance
- ▶ Address safety

2nd Tier Community Priorities

- ▶ Sport Courts
- ▶ Disc Golf Courses
- ▶ BMX / Skate Parks



Why? Decreasing Revenue



DECLINING REVENUE TREND

- ▶ 0.3% decrease in city funding allocation over past 20 years (*\$2.6M in 2021*)
- ▶ Increased reliance on bond funding for capital replacement & improvements.

Percentage of Total City Spending on Parks
(All City Bonds Excluded)

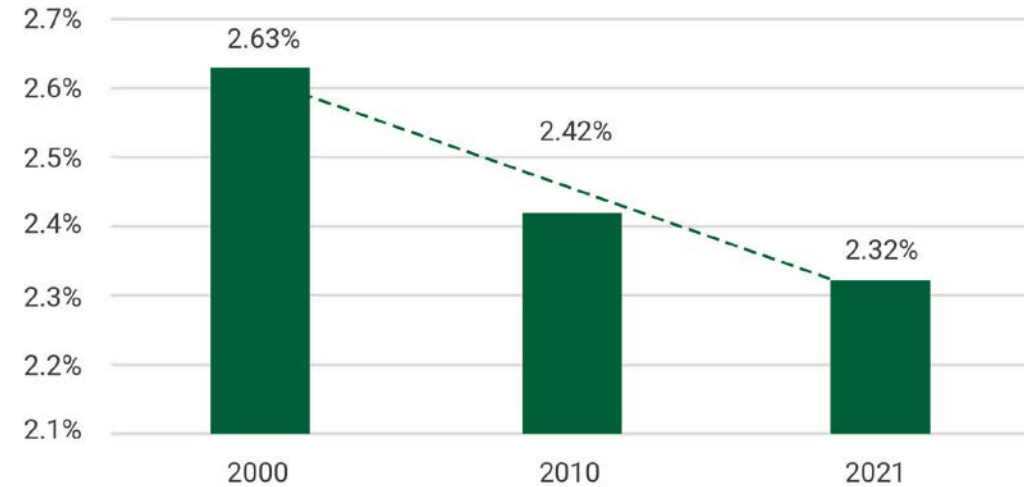


Figure 2: Timeline of Previous Investments

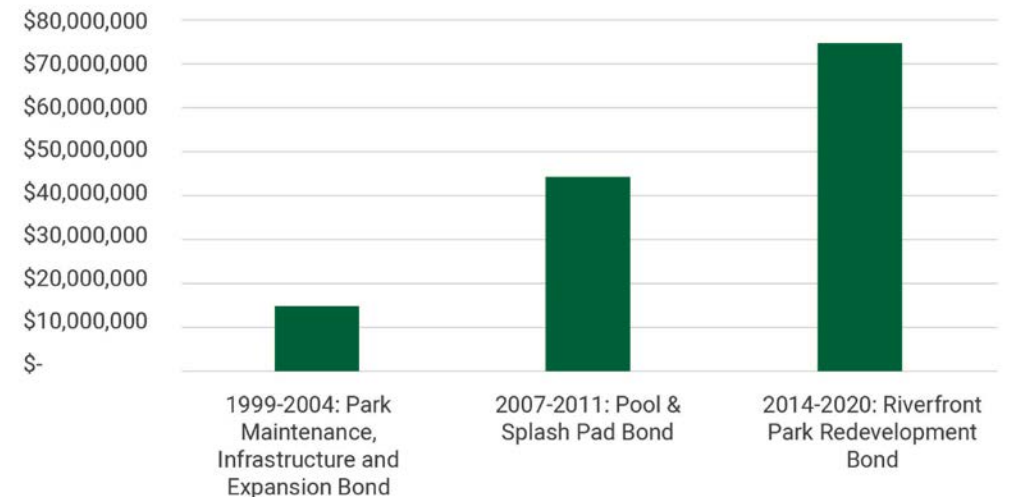
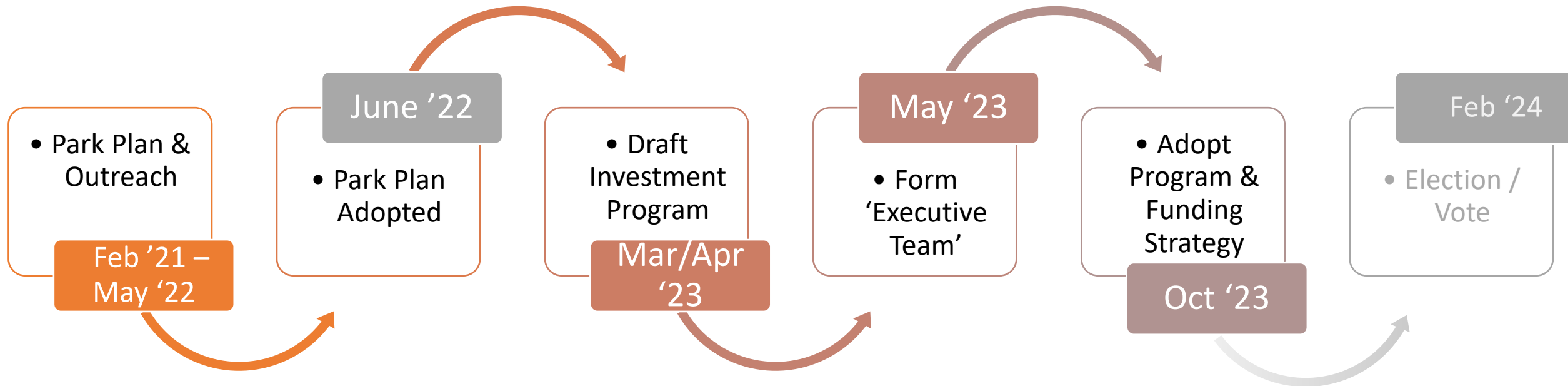


Figure 3: History of Park Bonds: 1999 - 2020. Source: City of Spokane.

Process to Date



▶ Deliverables:

- ▶ Park Plan - Community Priorities & Needs, Recommended Changes, Funding Challenges
- ▶ Exec Team - Levy Funding Model, Levy Term (20yr), Feb. Ballot, Specific Levy Program
- ▶ Park Board- Adoption Resolution, Ballot Timing

Healthy Parks, Healthy Neighborhoods

- ▶ **A new 'levy' ballot measure** seeking to fund major investments to improve park service throughout neighborhoods citywide.
- ▶ **\$10.3M added budget in yr 1**
- ▶ **+/- \$11M avg added annual budget**
- ▶ **Duration of 20 years.**
- ▶ **Proposed on February 2024 ballot**
- ▶ **Requires 50% +1 voter approval**



Healthy Parks, Healthy Neighborhoods

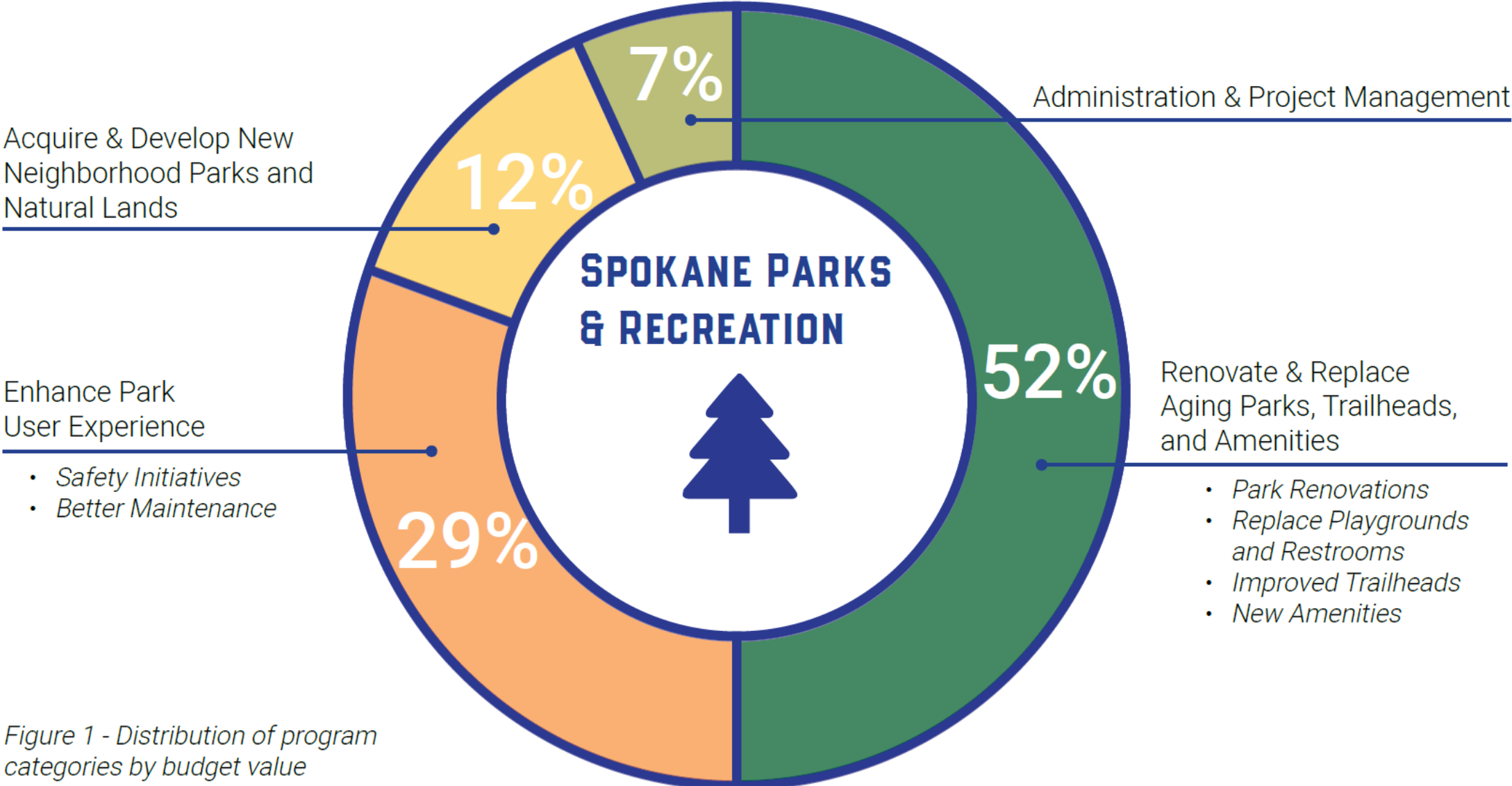


Figure 1 - Distribution of program categories by budget value

What will it do?

Capital Components

▶ Park Repairs & Replacements

- playgrounds, restrooms
- sport courts, irrigation
- trailheads, trail & boulder beach
- (3) major park renovations

▶ New Parks & Park Lands

- add (3) parks in within service gaps
- add amenities:
 - all weather fields, disc golf, bmx
- natural land acq. Fund

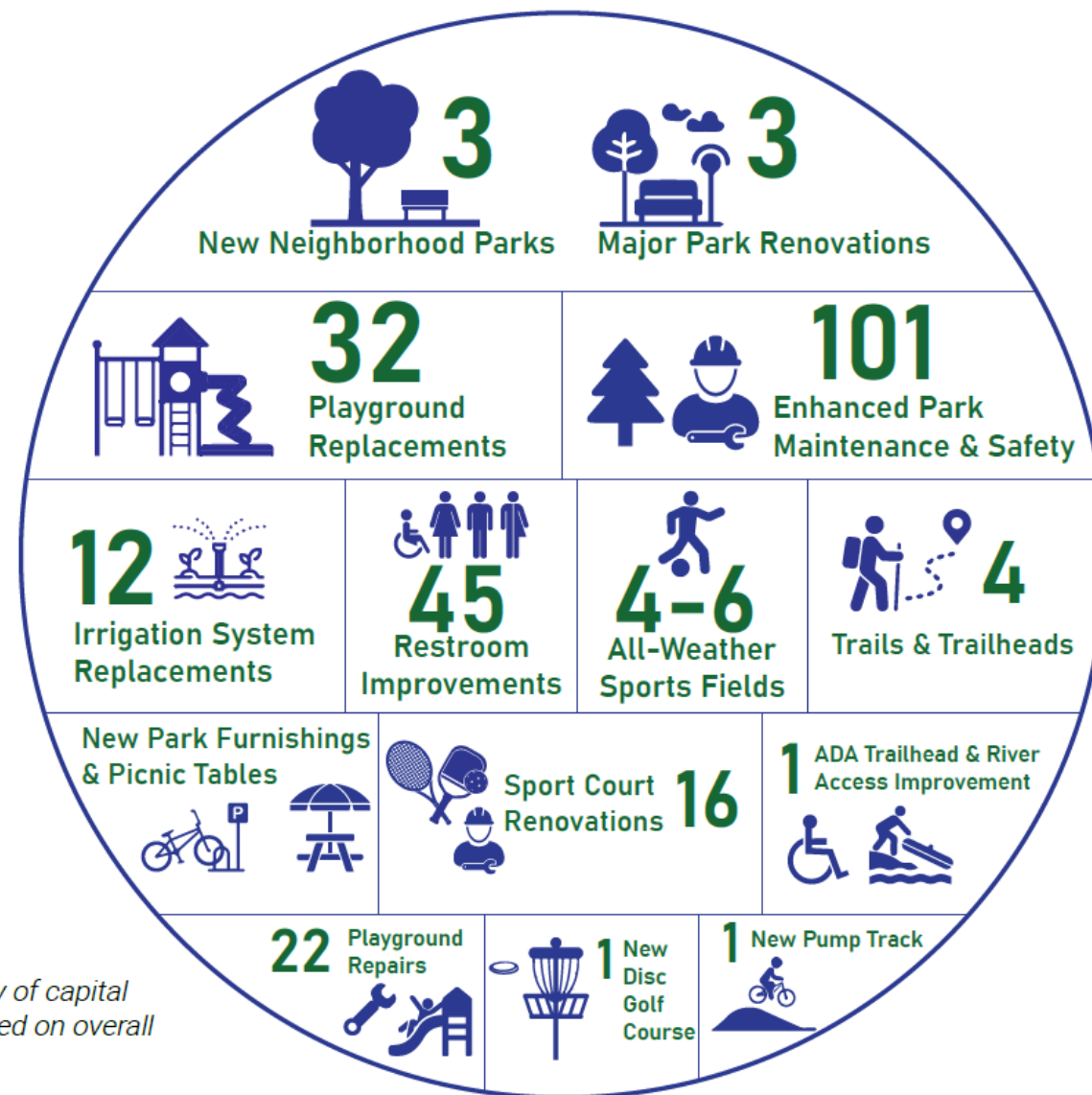


Figure 2 - Hierarchy of capital improvements based on overall budget allocation

What will it do? (cont.)



Operational Components

- ▶ **Park Maintenance**
 - +/-50% increase in maintenance staff
 - equipment replacement
 - minor park repair fund

- ▶ **Park Safety Initiative**
 - expand park ranger program
 - technology upgrades

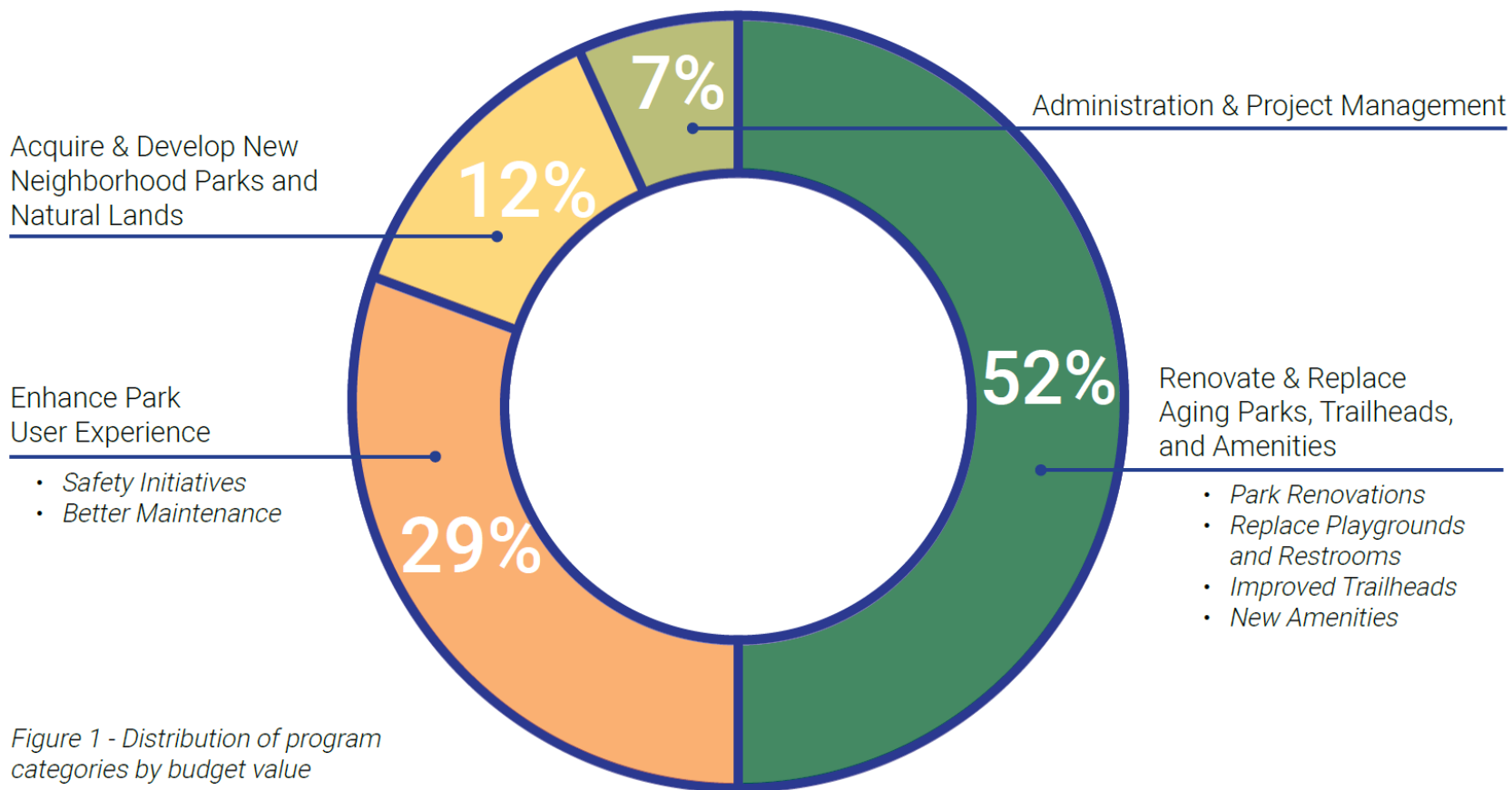
- ▶ **Administration**
 - P.M. / C.M.
 - accounting & compliance

Figure 2 - Hierarchy of capital improvements based on overall budget allocation

What will it cost?

▶ 'Value Program' Recommended by Committee

- ▶ \$7.98 (median residence)
- ▶ \$10.12/mo (\$418k residence)
- ▶ \$10.3M revenue to parks annually + 1%-3% growth
- ▶ +5% increase in overall city levy
- ▶ 26% levy capacity remaining if approved



Where is it?


- ▶ Roughly 1/3 work in each district
- ▶ Follows the *highest need*
- ▶ 38% in District 1 (NE)
- ▶ 28% in District 2 (S)
- ▶ 33% in District 3 (NW)

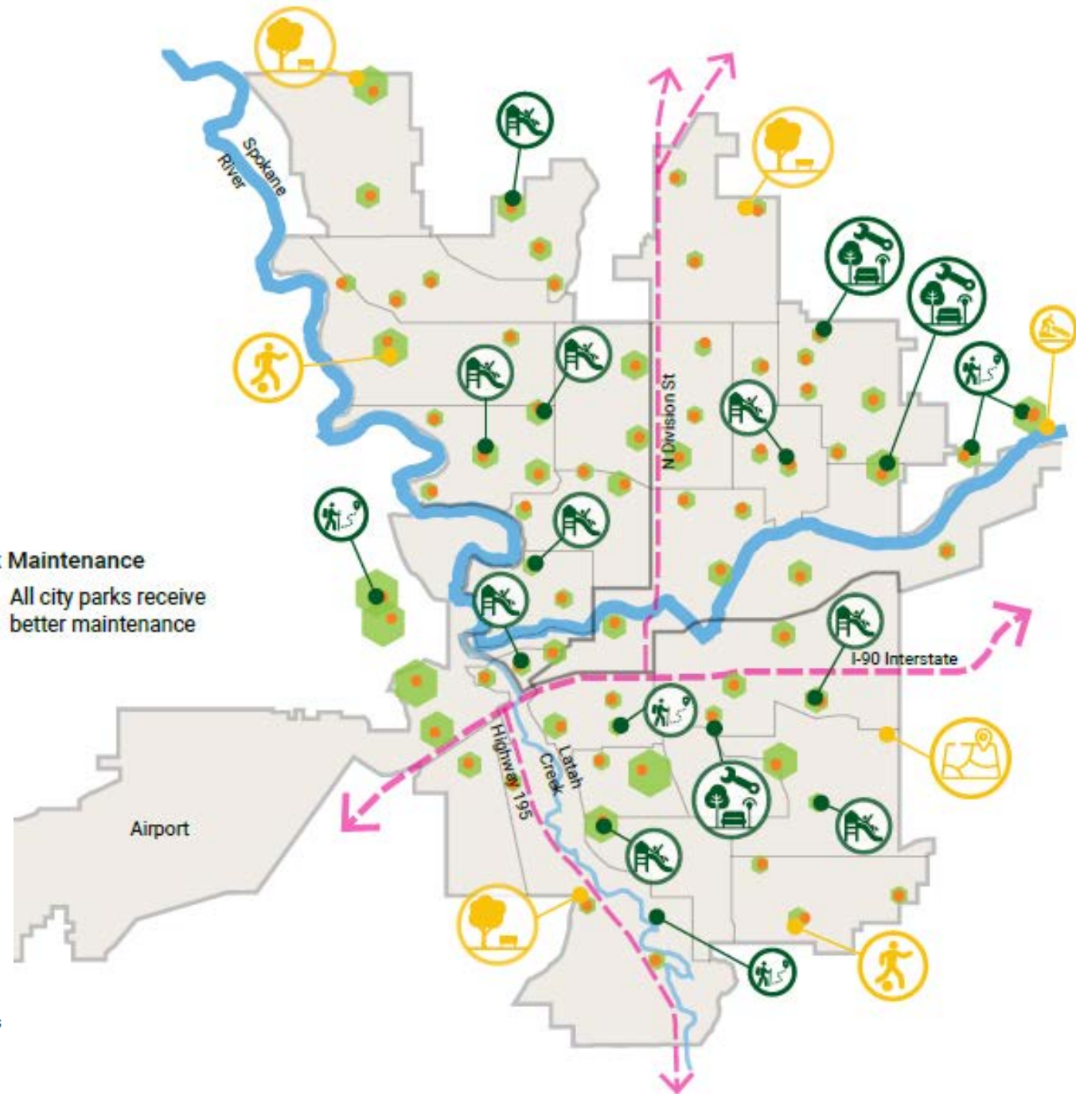
Renovate & Replace Aging Parks, Trailheads, and Amenities

-  Major Park Renovation
-  Trails & Trailhead Improvements
-  New Large Community Playground

Acquire & Develop New Parks and Natural Lands

-  New Neighborhood Park
-  Land Acquisition
-  ADA Trailhead & River Access Improvements
-  All-Weather Artificial Surface Field

Park Maintenance
 All city parks receive better maintenance



Recap – Levy Priorities

- ▶ *Improve parks where they are aging today.*
- ▶ *Add parks & amenities to neighborhoods which don't have them.*
- ▶ *Preserve & maintain our wild / natural spaces.*
- ▶ *Better regular maintenance & enhance user experience.*
- ▶ *Improve park safety.*

INVESTMENT DIRECTLY IN NEIGHBORHOODS, INVESTMENT DIRECTLY IN NEIGHBORS

Timing --- February vs. Aug / Nov

February

PRO

- ▶ SPS PAC
- ▶ Timely
- ▶ Implementation
- ▶ Not last to ask

CONS

- ▶ Building Parks PAC / fundraising
- ▶ City Budget
- ▶ Nov. Fallout
- ▶ Weather

Aug / November

PRO

- ▶ More PAC prep time
- ▶ Voter turnout
- ▶ Weather / Parks in Use

CONS

- ▶ Last to Ask
- ▶ No Partner *(yet)*
- ▶ Voter Turnout
- ▶ Implementation
- ▶ The Unknown

Park Board Recommendation

Per Oct. 27 PB Retreat

10-1 PB support for
February ballot & Partnership

- ▶ **Confirm Preference For:**
 - ▶ ***Park Improvement Levy on February Ballot***
 - ▶ ***Outreach Partnership w/ SPS & Library***
 - ▶ *Unique but together*
 - ▶ *Collaboration rather than competition*

Ballot Resolution

CITYWIDE PARK IMPROVEMENT AND SAFETY LEVY

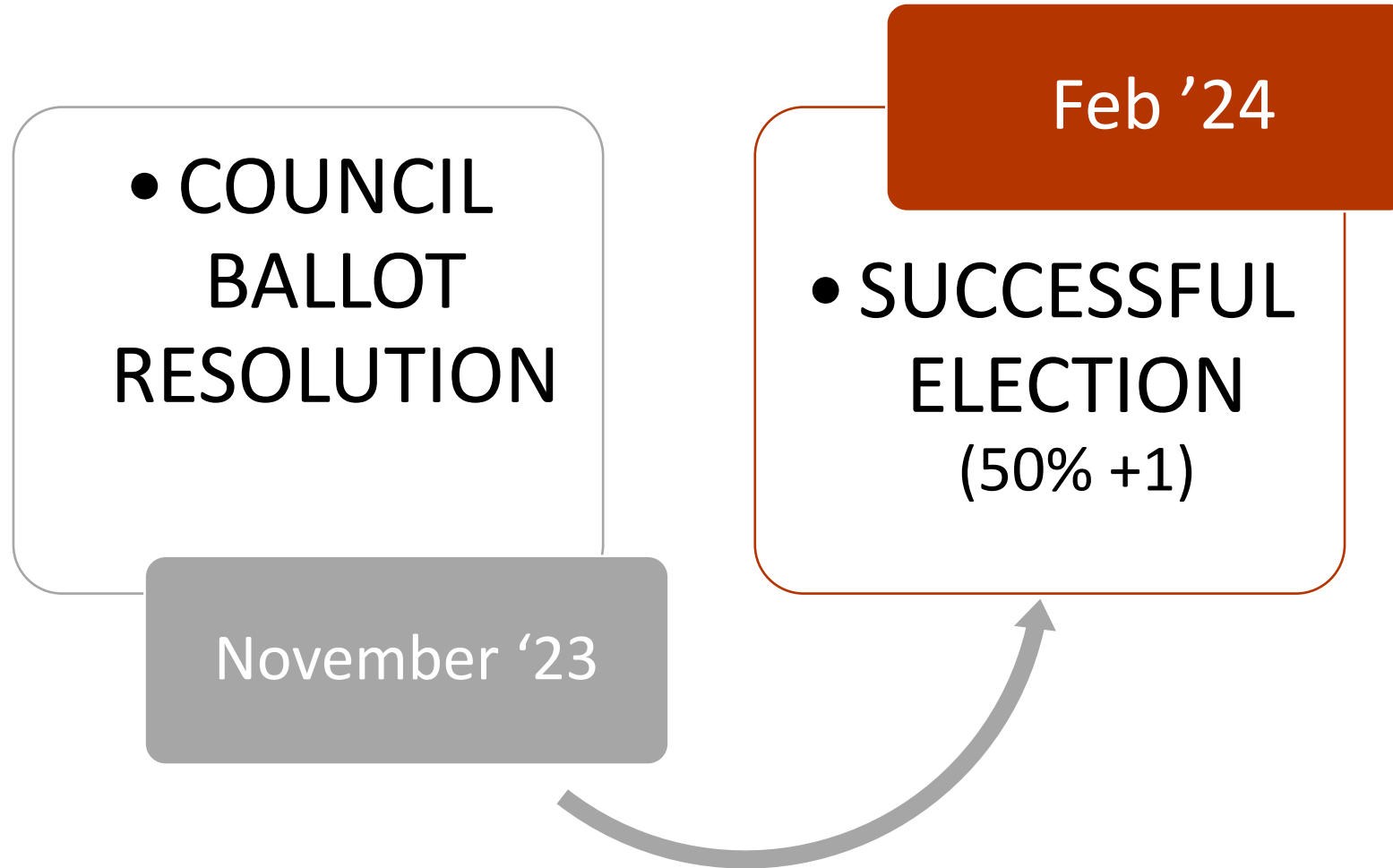
THE CITY OF SPOKANE ADOPTED RESOLUTION NO. 2023-xxxx CONCERNING FUNDING FOR PARK IMPROVEMENTS AND SAFETY CITYWIDE. IF APPROVED, THIS PROPOSITION WILL FUND PARK RENOVATIONS AND IMPROVEMENTS IN NEIGHBORHOODS. THIS INCLUDES RENOVATING AGING PARKS, PLAYGROUNDS, RESTROOMS, SPORT COURTS, AND TRAILHEADS; INCREASING PARK RANGERS AND MAINTENANCE PERSONNEL; DEVELOPING NEW PARKS IN NEIGHBORHOODS WITHOUT PARKS; ADDING ALL-WEATHER SPORTS FIELDS; AND PROTECTING NATURAL LANDS. THIS MEASURE AUTHORIZES AN INCREASE IN THE REGULAR PROPERTY TAX LEVY FOR 2025 BY \$0.29 PER \$1,000 OF ASSESSED VALUATION FOR A LEVY RATE NOT TO EXCEED \$3.60. THE INCREASE IN THE PROPERTY TAX LEVY WOULD REMAIN IN EFFECT FOR A PERIOD OF TWENTY YEARS.

SHOULD THIS MEASURE BE APPROVED?

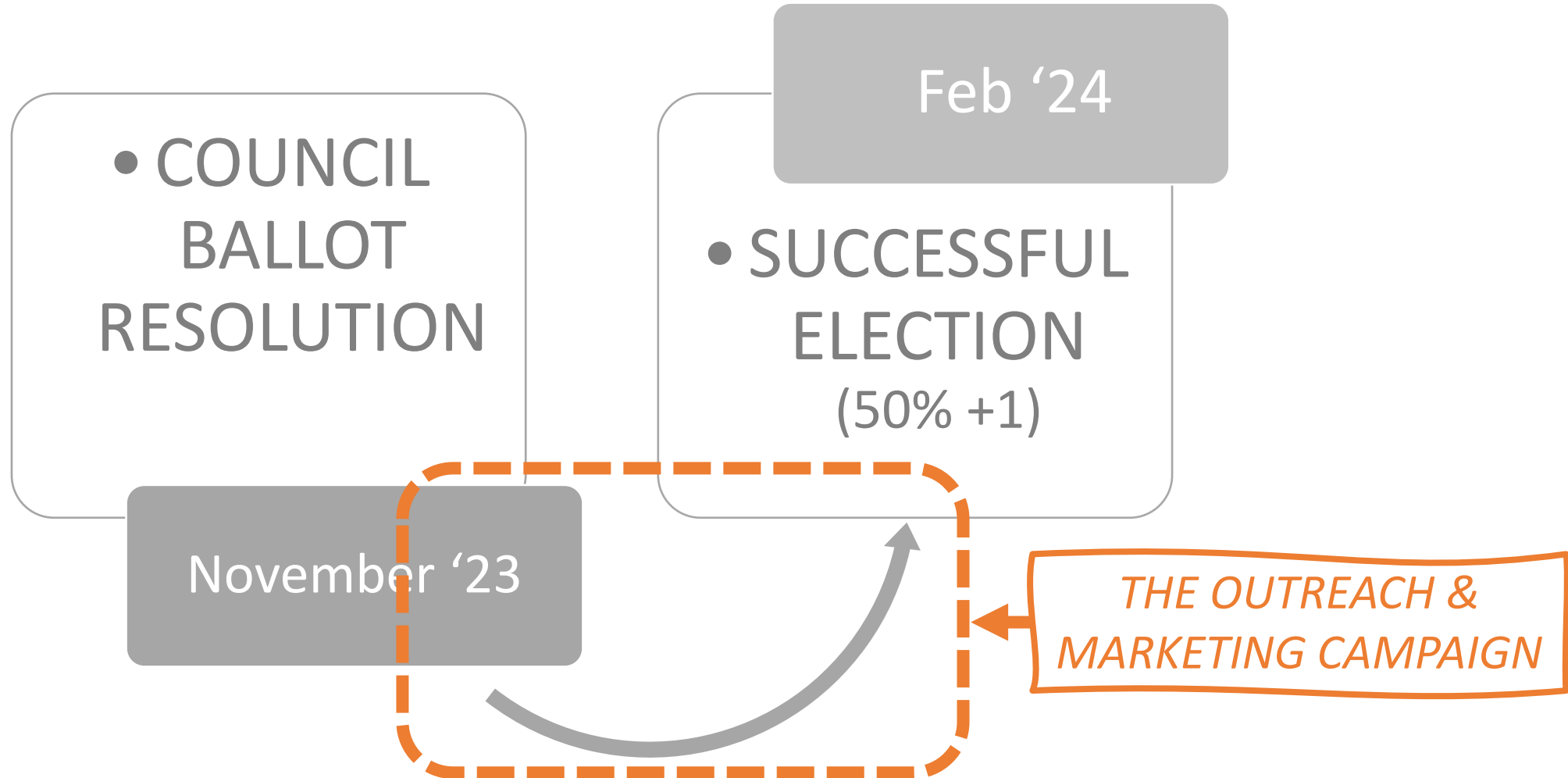
YES

NO

What's Next?



How are we successful?



Next Steps - Informational

Parks

▶ Prepare and provide information about proposed levy to constituents between December 2023 and February 13, 2024

- ▶ Presentations
- ▶ Website
- ▶ Social Media
- ▶ Activity Guide
- ▶ Utility Bill Insert
- ▶ Earned Media
- ▶ Small Print / Radio Ad
- ▶ Ambassador Toolkit

▶ Provide Info to 'Vote Yes' campaign

Mon	Tue	Wed	Thu
Jan 1	2	3	4
	3pm Urban Forestry Meetings 6:30pm Rockwood 7pm Cliff Cannon	5:30pm No Mtg: CA Land Use	5:30pm Community Assembly
8	9	10	11
	2pm CA Liaison Committee 6pm Logan 6:30pm North Indian Trail	6pm Peaceful Valley 6pm Emerson-Garfield 6:30pm West Central 7pm Nevada Heights 7pm Southgate	6pm Bemiss, Hillyard, Whitman- 6:30pm North Hill 7pm Minnehaha
15	16	17	18
	5:30pm Riverside 6pm East Central 6pm Lincoln Heights	6pm Comstock Neighborhood Co 6:30pm Chief Garry Park 7pm Balboa/SIT 7pm Northwest	6pm Latah/Hangman 6:30pm Audubon/Downriver 6:30pm Browne's Addition 7pm Shiloh Hills
22	23	24	25
7pm CA Budget Committee	4:30pm CA Administrative Comm 6pm CA Pedestrian, Transportati		

Marketing: the 'Vote Yes' Campaign

- More meetings
- Large ad buy: TV, newspaper, radio, billboards
- Op-Eds, letter writing campaigns
- Videos
- Social media – “vote yes” profile picture frames, promotional content
- Signs all over town
- Rallies
- Booth at community events
- Waving on street corners
- Doorbelling / calling
- Trusted messengers & ambassadors

Outreach Partnership

City Parks + SPS + Library (or other)

▶ Guiding Mission

- ▶ Improving & creating community gathering spaces
- ▶ Preventative investment in youth & neighborhoods
- ▶ Reducing barriers to participation (young & aging)

▶ Potential Partnership Projects

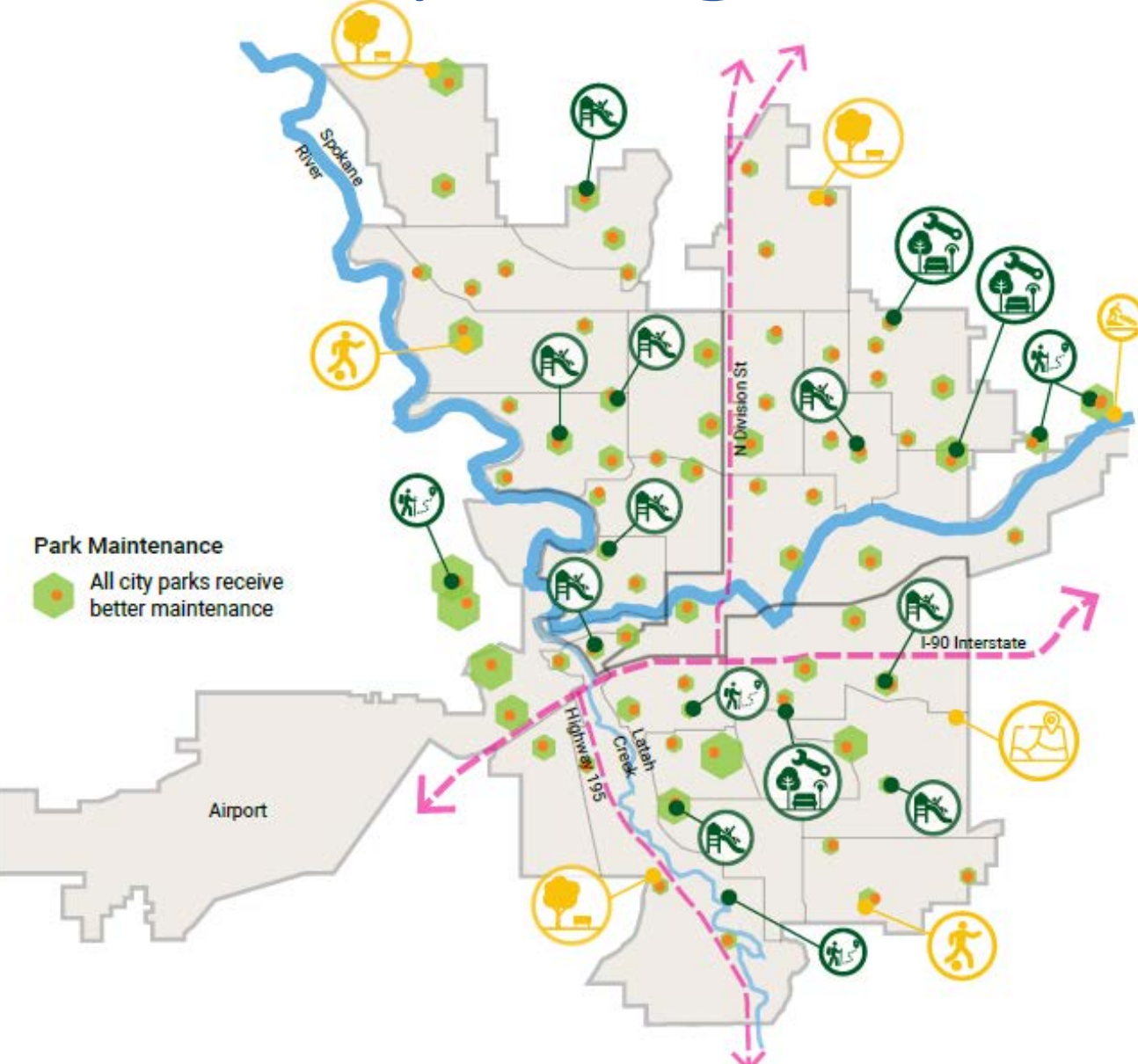
- ▶ Madison / Franklin Park - Recreation Center
- ▶ All Weather Surface Fields – Dwight Merkel & SE Sports Complex

▶ Advantages

- ▶ Build Community – healthier neighborhoods in different ways
- ▶ Partners ‘are unique’... but together enhance citywide benefit
- ▶ Combine resource & competencies
- ▶ Collaboration for community value add



Healthy Neighborhoods, Healthy Parks



of capital
 ed on overall

Thank you!
Questions / Comments
(Deep Dive available if desired)

Healthy Parks, Healthy Neighborhoods

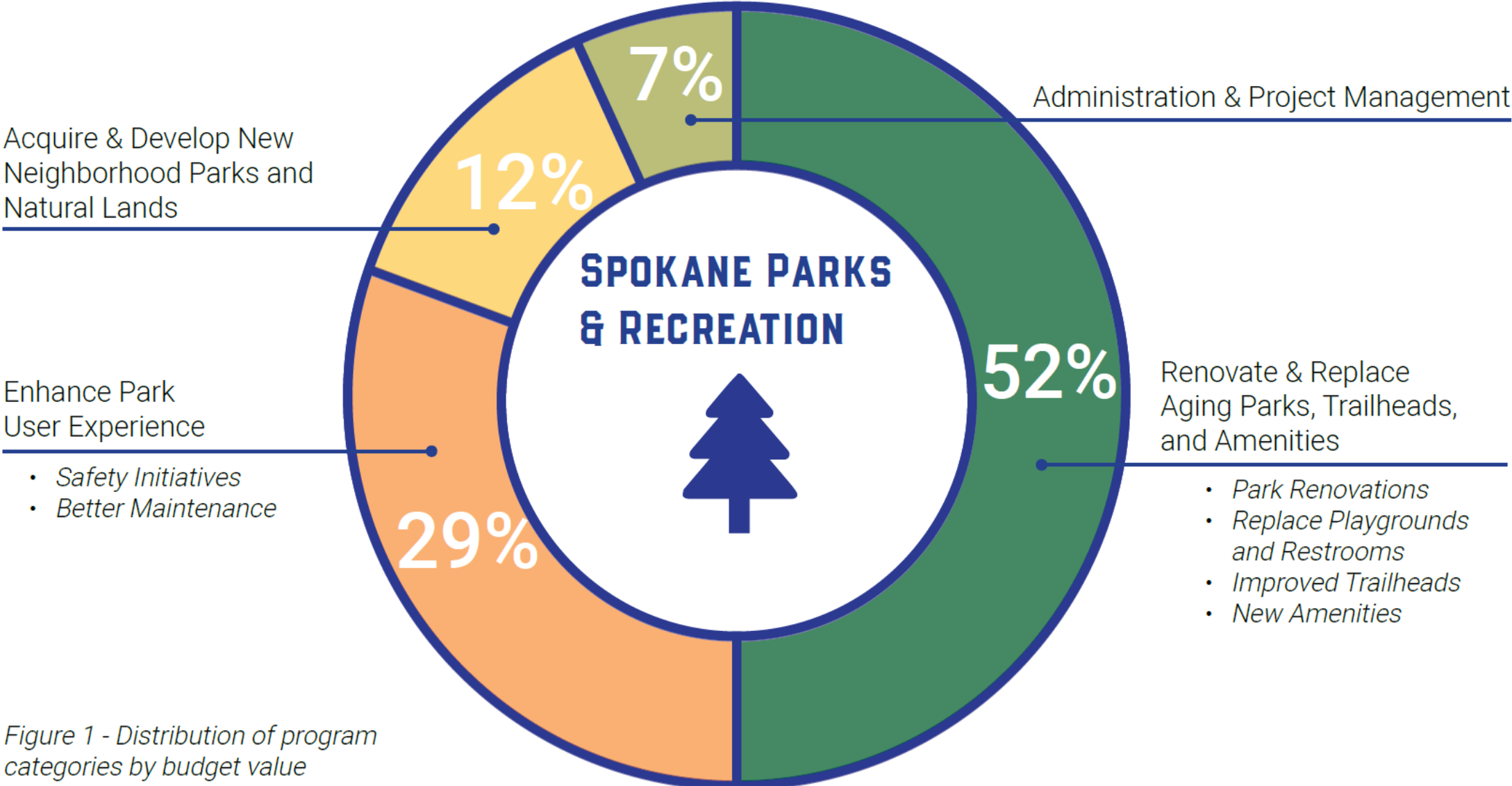
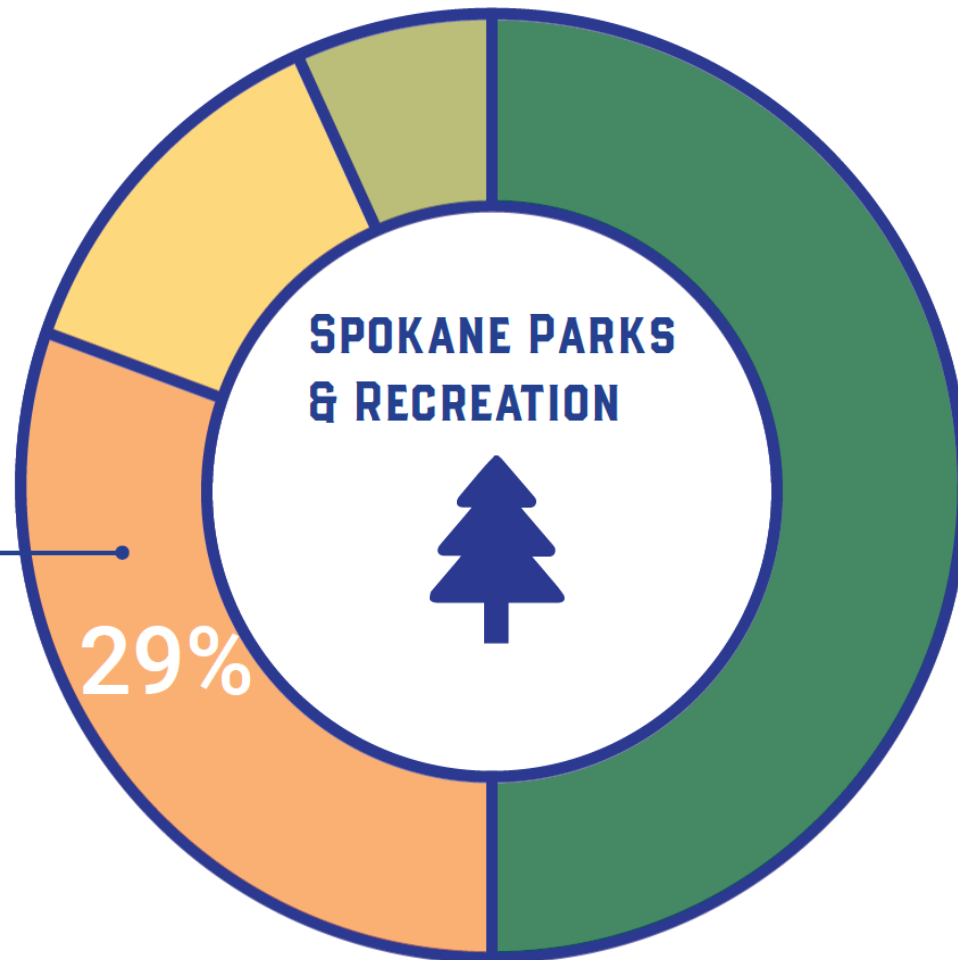


Figure 1 - Distribution of program categories by budget value

User Experience



Enhance Park User Experience

- *Safety Initiatives*
- *Better Maintenance*

CHAPTER 2

Enhance Park User Experience

Enhance Park User Experience

PARK MAINTENANCE & OPERATIONS

Key Maintenance & Operations Features

Cleaner Parks



Maintenance Vehicles
& Equipment



Park Operations Staff
Enhancements

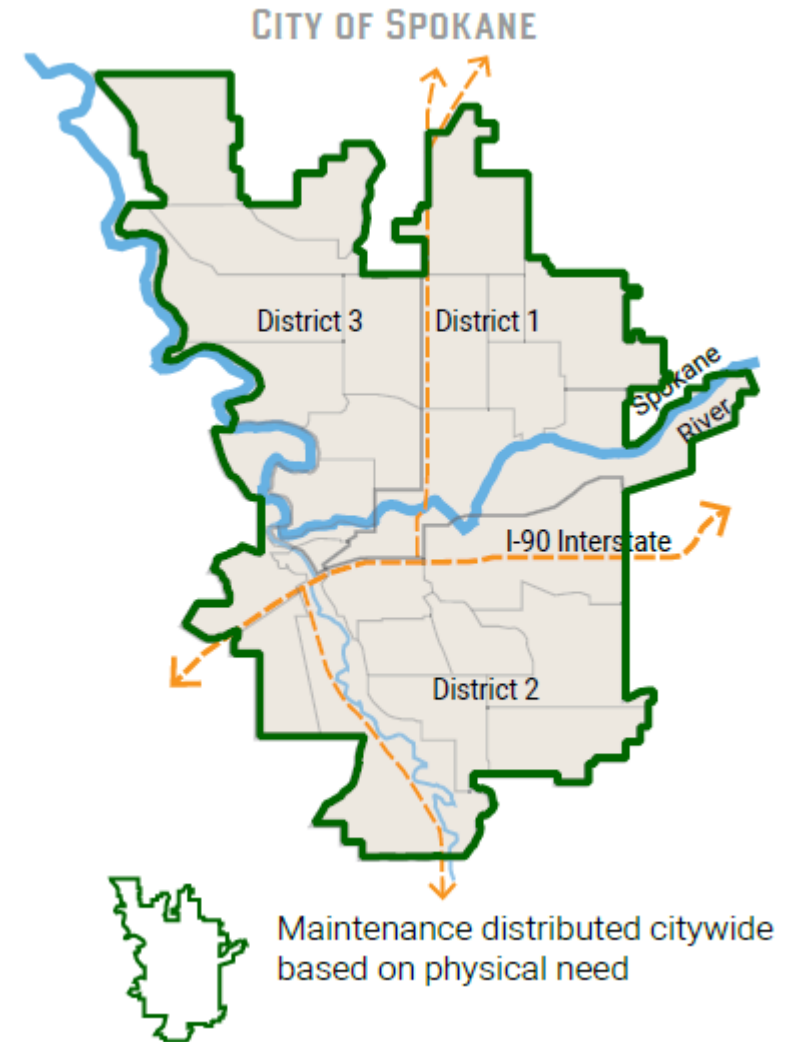


Citywide Maintenance
Enhancements



▶ *Annual info*

- ▶ *+/- 50% staff increase,*
- ▶ *equipment & vehicles fund*
- ▶ *Dedicated natural land staff & equipment*
- ▶ *Appreciates @ 4% annually*



Enhance Park User Experience

PARK SAFETY INITIATIVES / VISITOR EXPERIENCE

Key Park Safety Improvements

Park Ranger Staff Expansion



Park Ranger Vehicles

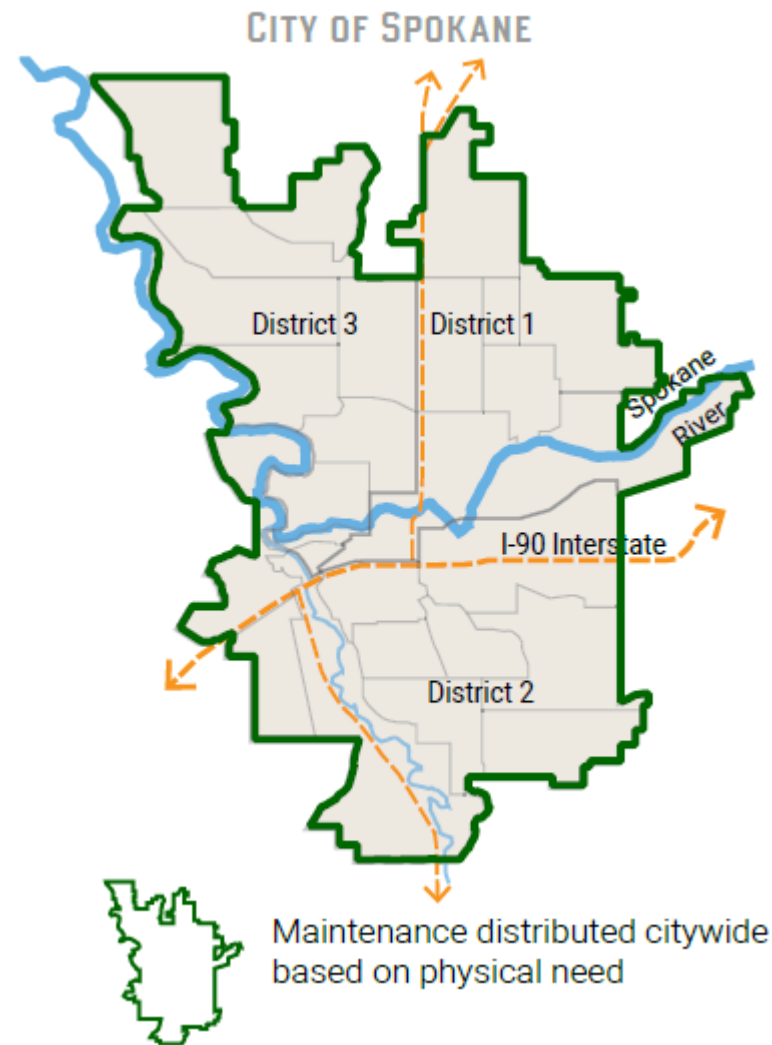


Welcoming to the Public

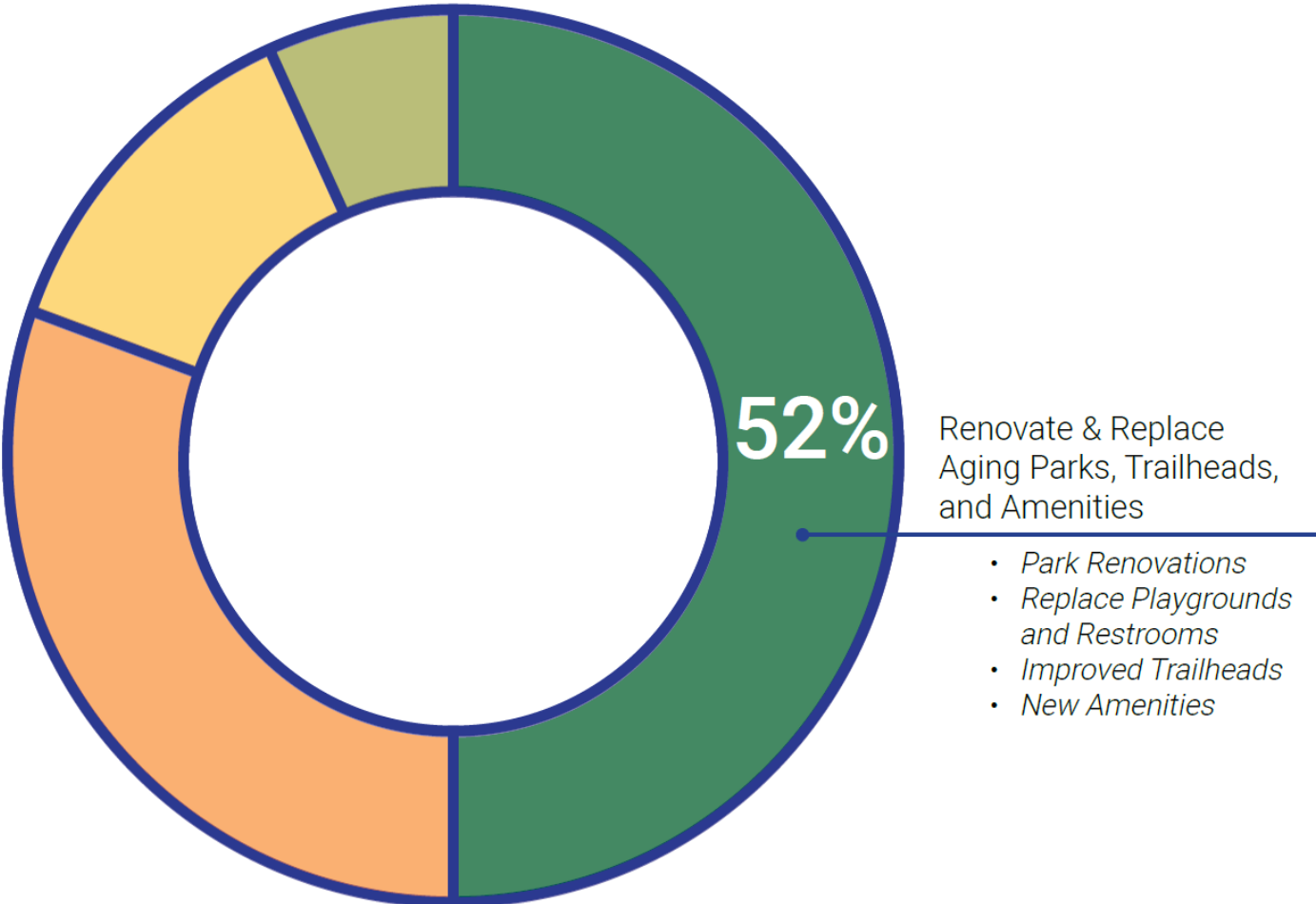


► *Park Ranger Expansion*

- *+/-4 staff + vehicles*
- *Technology (sensors / locks / lighting / etc)*
- *Appreciates @ 4%*



Renovation



Renovate & Replace Aging Parks, Trailheads, and Amenities

- *Park Renovations*
- *Replace Playgrounds and Restrooms*
- *Improved Trailheads*
- *New Amenities*

CHAPTER 3






Renovate & Replace Aging Parks, Trailheads, and Amenities

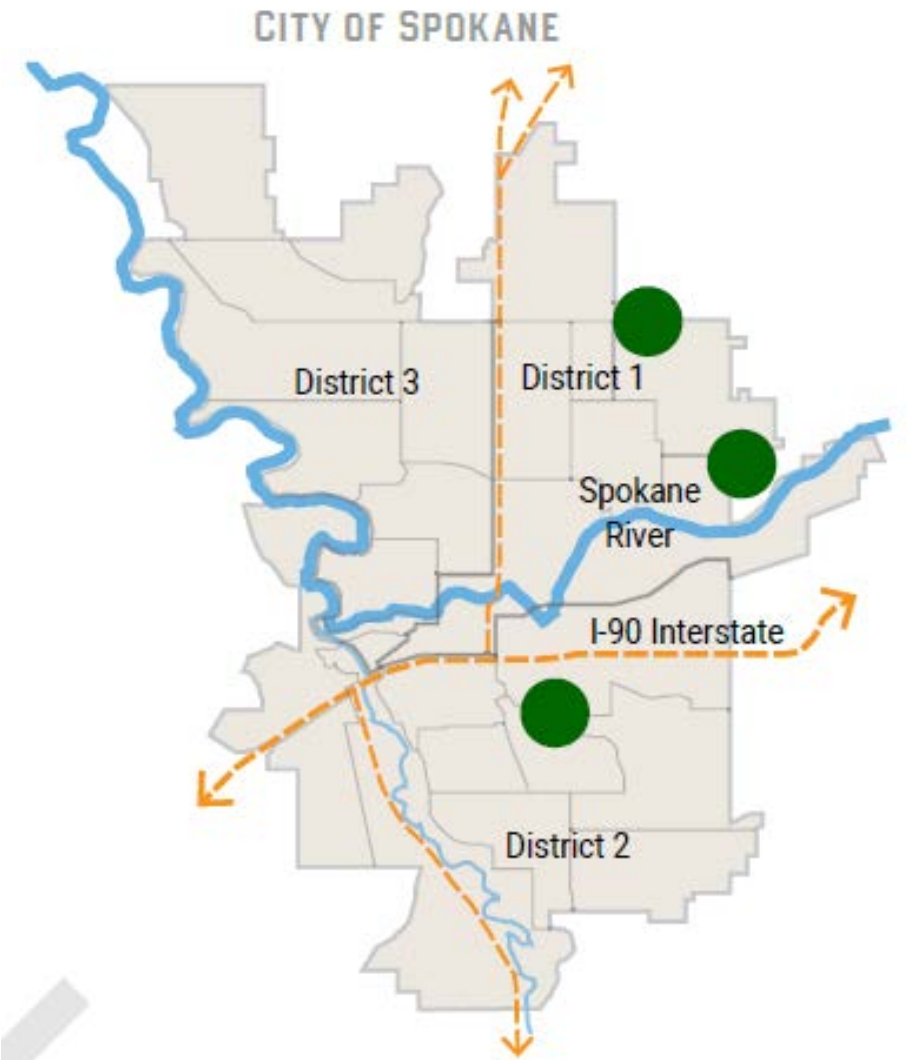
MINNEHAHA GRANT HARMON

Renovate & Replace Aging Parks, Trailheads, and Amenities

3 Major Park Rebuilds (worst conditioned parks)

Key Proposed Improvements

- Sport Court Renovation 
- Irrigation Replacement 
- Playground Replacement 
- Multi-purpose Field Space 
- Restroom Renovation 



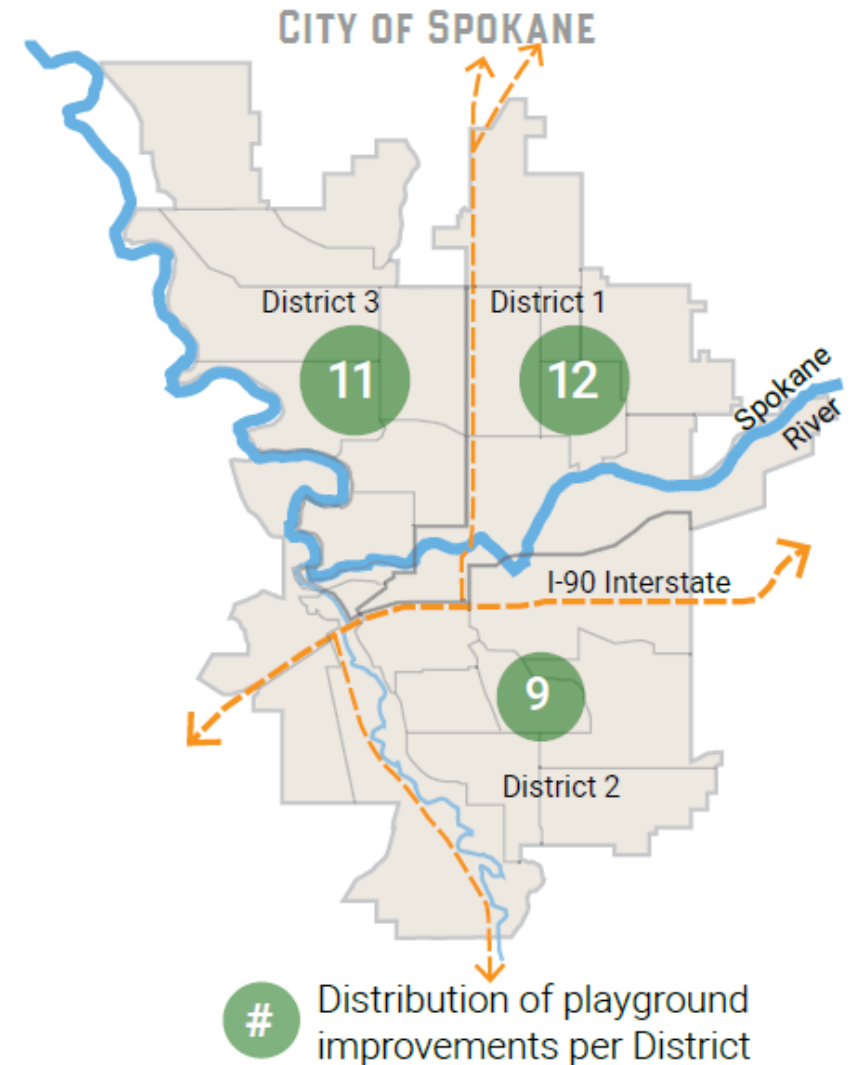
PLAYGROUND AMENITIES

IRRIGATION RESTROOM

Renovate & Replace Aging Parks, Trailheads, and Amenities

PARK SYSTEM WIDE IMPROVEMENTS

- ▶ *32 playground replacements*
- ▶ *40 restroom replacements*
- ▶ *13 irrigation replacements*
- ▶ *14 sport court replacements / sport court partnership*
- ▶ *1 disc golf course*
- ▶ *1 skate park / pump track*
- ▶ *4-6 all-weather surface fields*



PLAYGROUND AMENITIES

IRRIGATION RESTROOM

Renovate & Replace
Aging Parks, Trailheads,
and Amenities



Renovate & Replace Aging Parks, Trailheads, and Amenities

MINOR PARK REPAIRS

CITY OF SPOKANE

Key Minor Park Repairs

Playgrounds



Roofs



Parking Lots



Sidewalks



Boiler / HVAC



Pools



Utilities



Vandalism

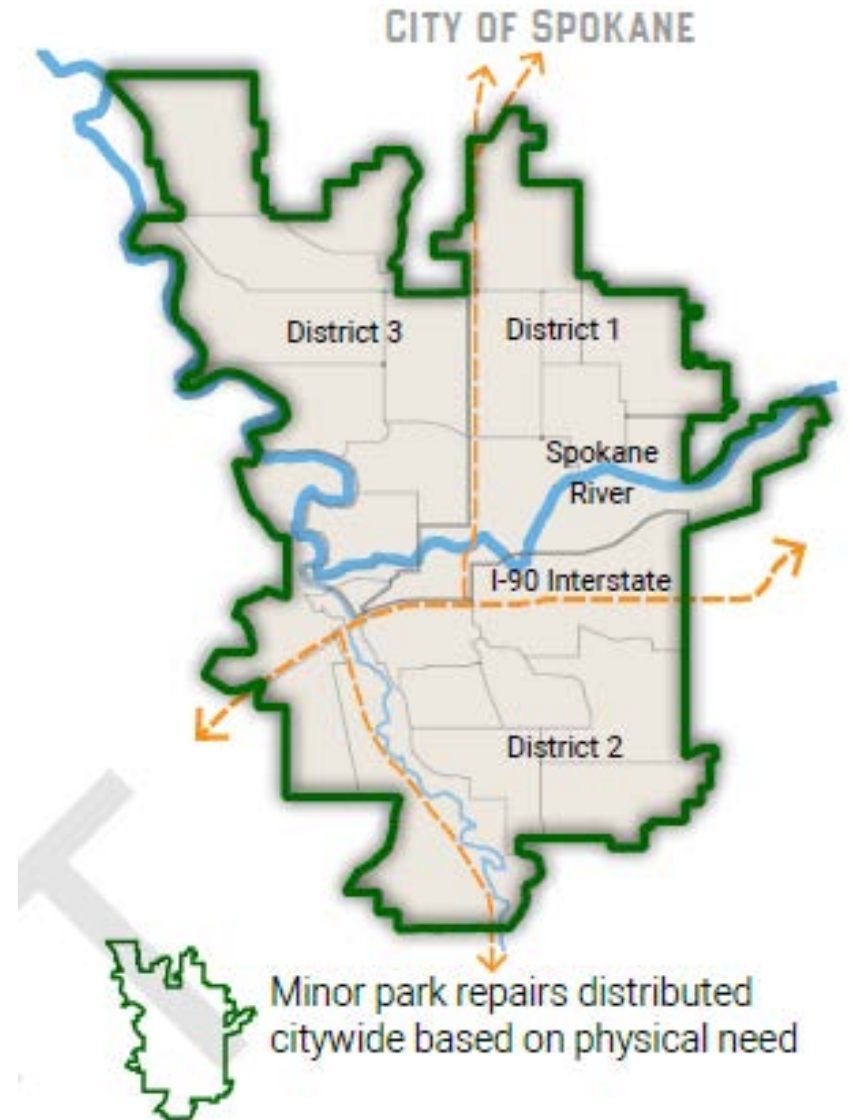


Lighting



▶ ANNUAL REPAIR FUNDS

- ▶ Allocation for regular maintenance / upkeep



Renovate & Replace Aging Parks, Trailheads, and Amenities

TRAILHEAD & TRAIL IMPROVEMENTS

Key Amenity Improvements

Trailhead Parking



Lighting



Trail Camera



Access Gate & Fencing

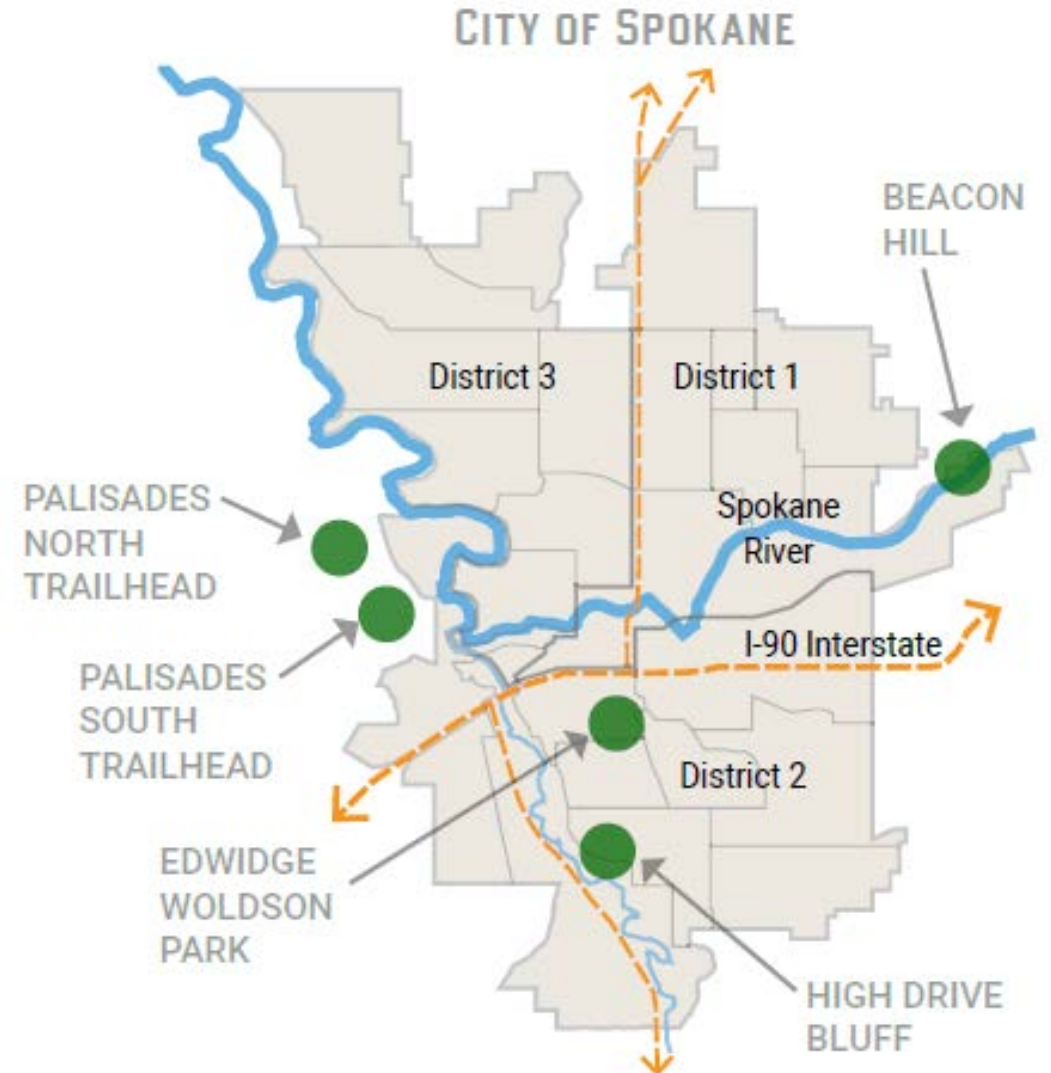


Trail Wayfinding & Signage

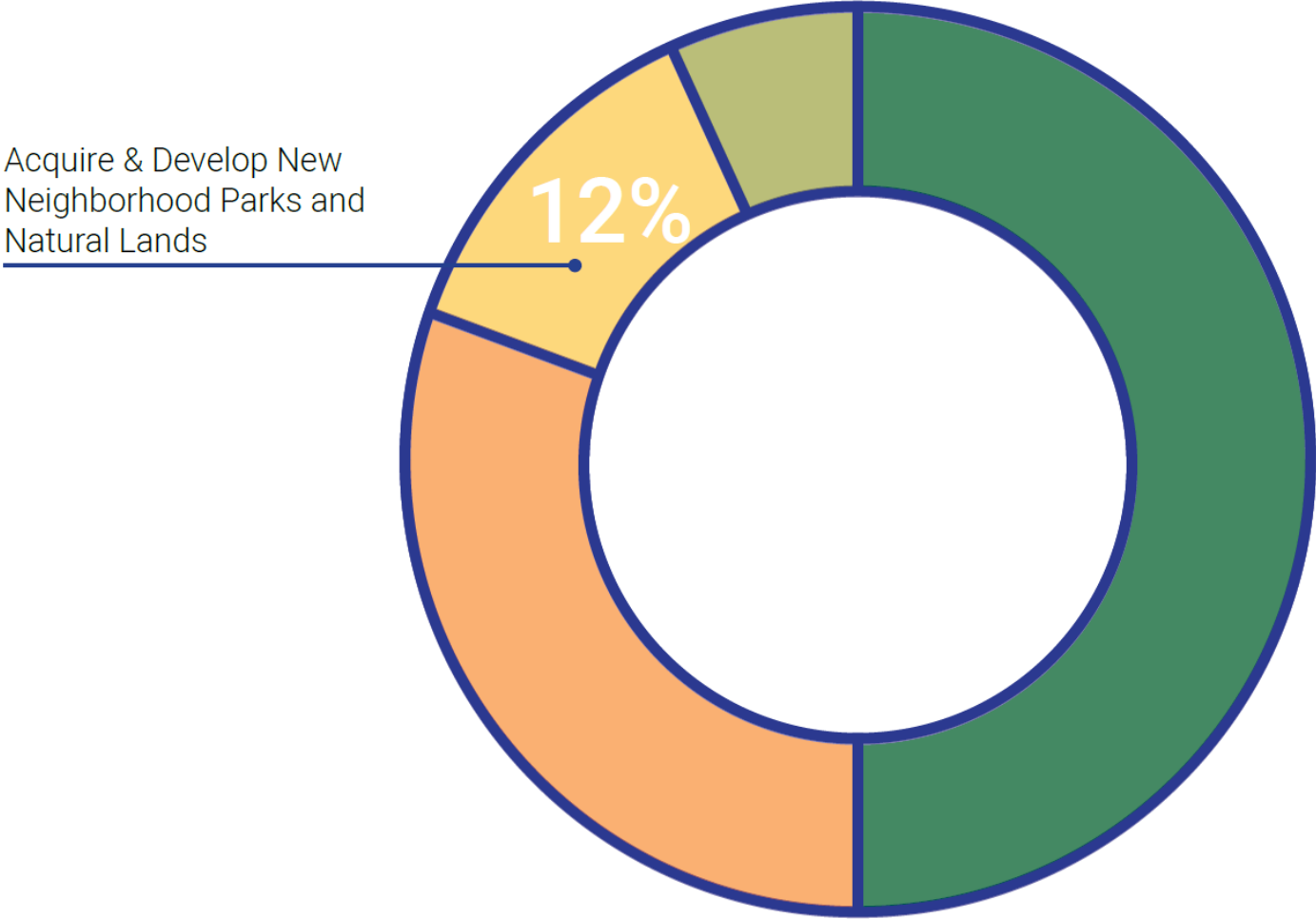


▶ *Increase connections to / through parks*

▶ *Improve Trailheads & amenities*



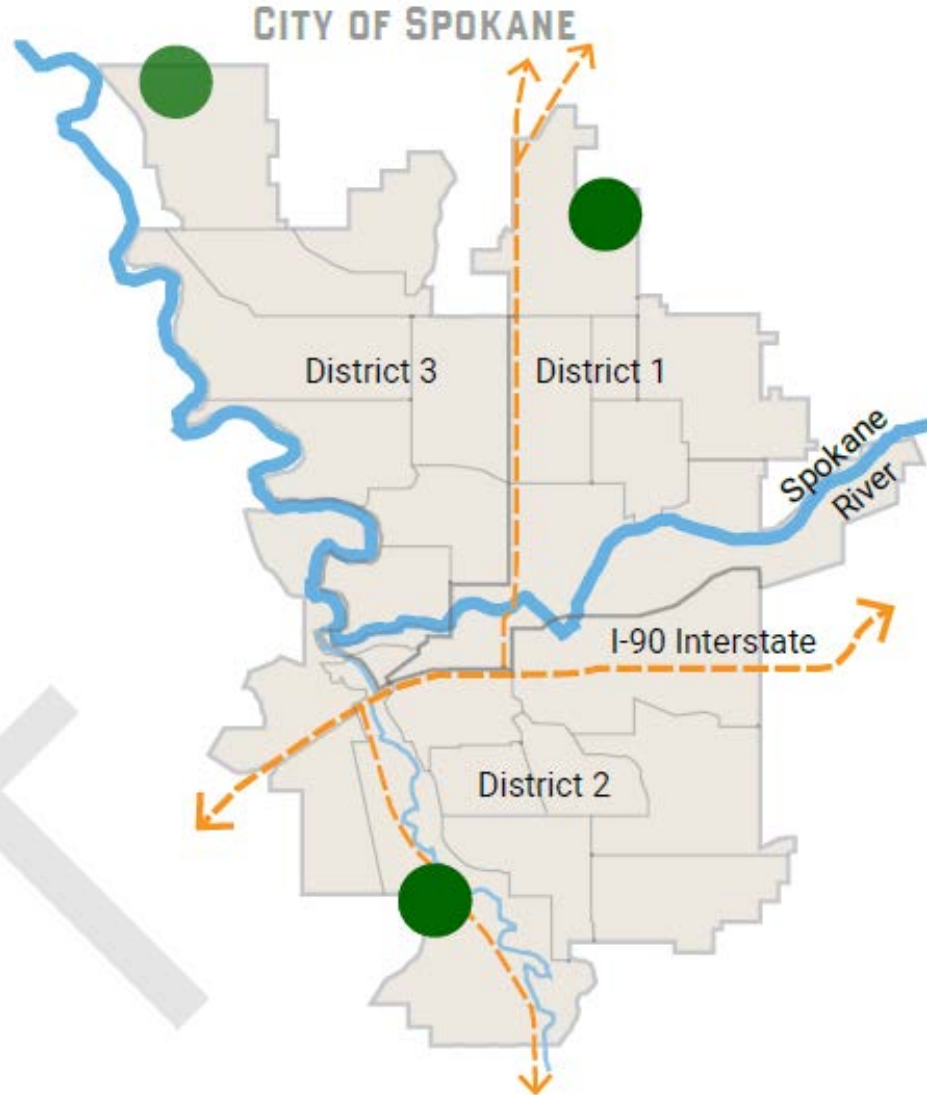
New Parks



CHAPTER 4

Acquire & Develop New Neighborhood Parks and Natural Lands

Acquire & Develop New Neighborhood Parks and Natural Lands



QUALCHAN HILLS SHILOH HILLS MEADOWGLEN

3 New Parks

Key Proposed Amenities

- Covered Picnic Area
- Restroom
- Playground
- Sport Court
- Native Meadow Grassland
- Multi-use Trails
- STA Transit Stop

Acquire & Develop New
Neighborhood Parks
and Natural Lands

RIVER ACCESS IMPROVEMENTS

1 build + 1 design

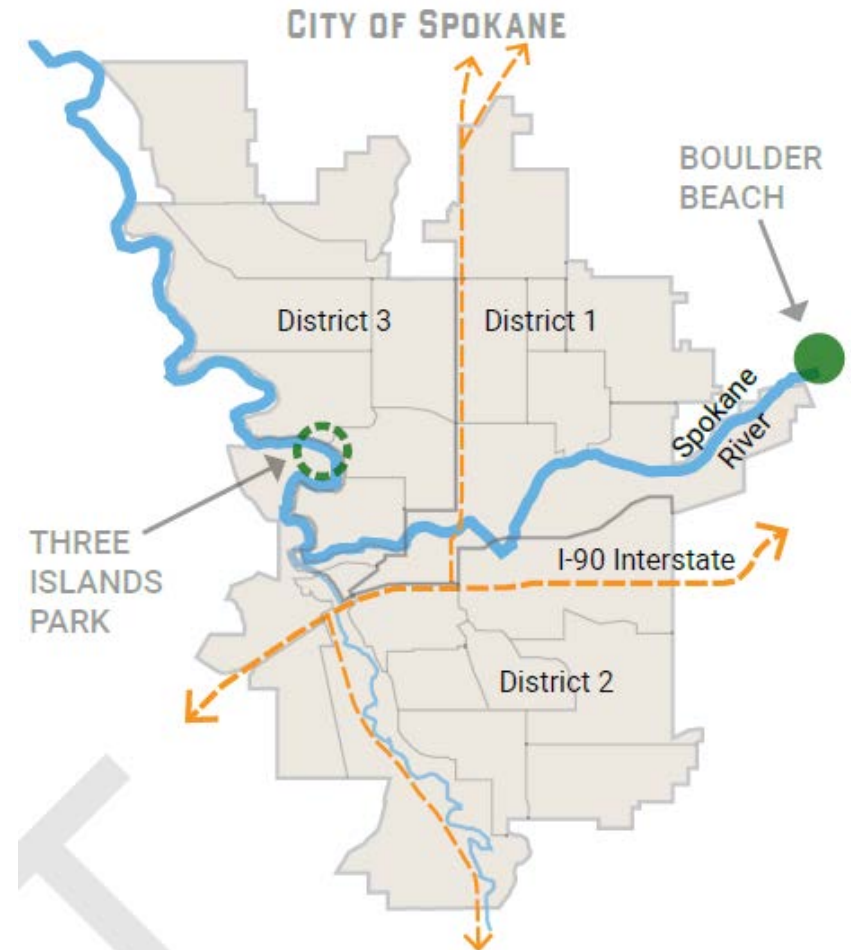
Key Proposed Amenities

Improved Trailheads 

Expand Parking 

Add ADA Parking 

ADA Accessible Watercraft Access



Acquire & Develop New Neighborhood Parks and Natural Lands

NATURAL LANDS MANAGEMENT PLAN & ACQUISITION FUND

- ▶ *1 plan + annual acquisition funding*
 - ▶ *4% annual escalation*
 - ▶ *Acquire small parcels / match for county C.F. & state grants*

Key Planning Approaches

Assess City Owned Land and Potential Future Acquisitions



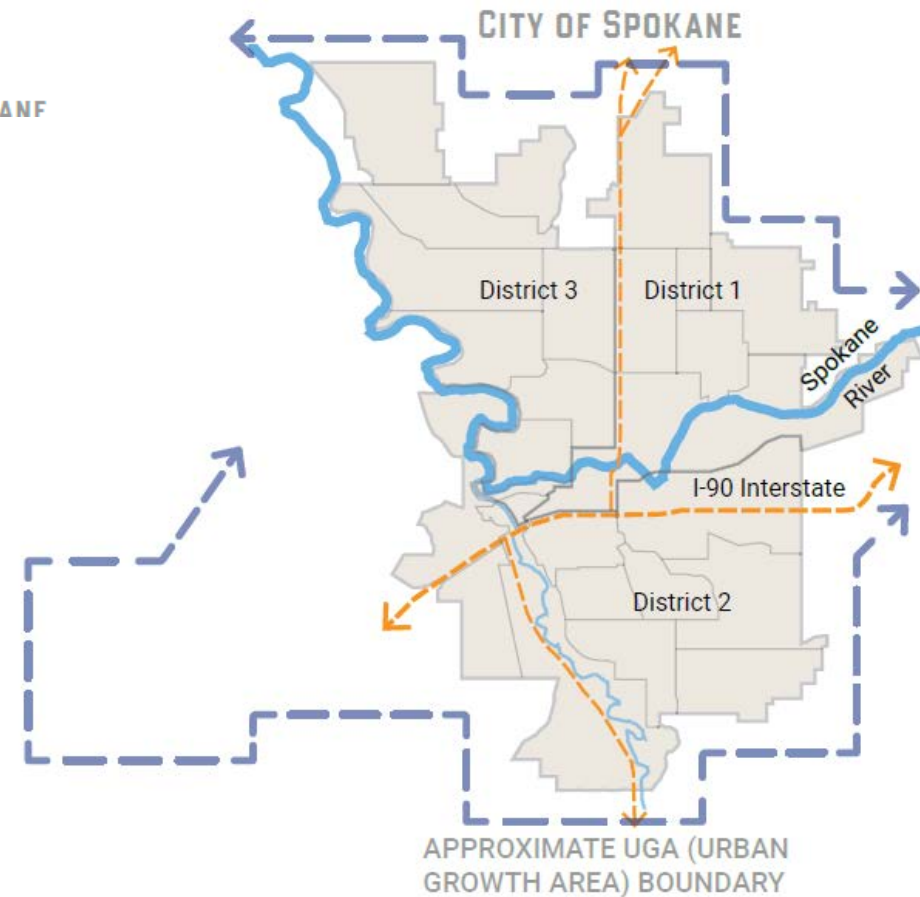
Establish Funding



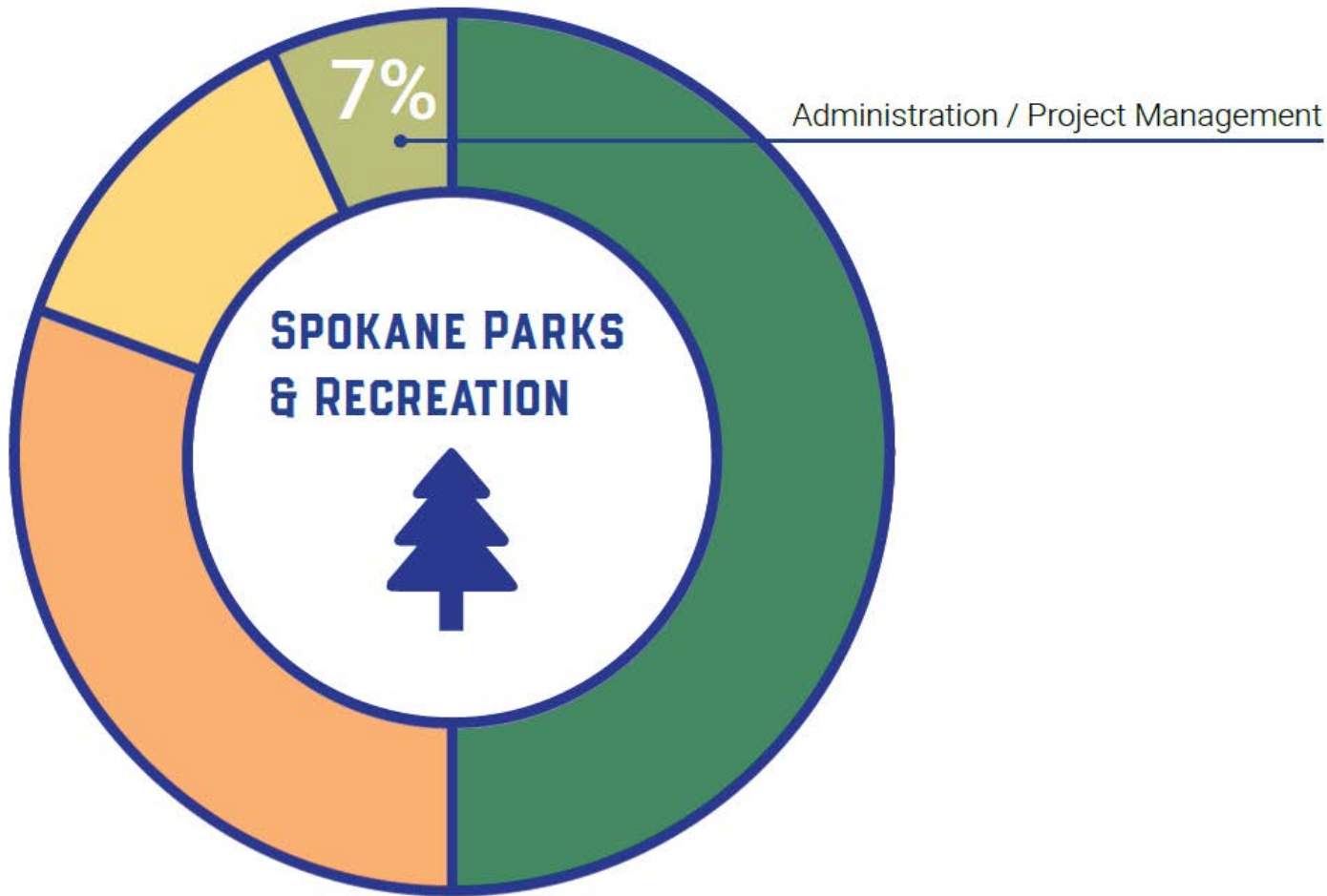
Land Maintenance & Management



Preserve Local Identity



Admin & P.M.



CHAPTER 5

Administration & Project Management

Administration

ADMINISTRATION & PROJECT MANAGEMENT

- ▶ Project Management, Support & Outreach
 - ▶ Accounting, Design, Project support
 - ▶ Minimize PM spending to maximize investment in parks

Key Administrative Soft Costs

Project Management



Office Staff



Public Engagement



Compliance

