



## Spokane Park Board Retreat

Noon – Friday, June 14, 2019

Looff Carrousel conference rooms, Riverfront Park  
507 North Howard Street, Spokane, Washington

### Park Board Members:

X Nick Sumner – President  
X Jennifer Ogden – Vice President  
X Garrett Jones – Secretary  
Ted McGregor (Absent/excused)  
X Rick Chase  
X Greta Gilman  
X Sally Lodato  
X Gerry Sperling  
X Jamie SiJohn  
Bob Anderson (Absent/excused)  
X Barb Richey  
X Mike Fagan – Council Liaison

### Parks Staff:

Jason Conley  
Mark Buening  
Fianna Dickson  
Jonathan Moog  
Al Vorderbrueggen  
Carl Strong

### Guests:

Mayor David Condon

## Minutes

1. Welcome/introduction – *Garrett Jones* called the meeting to order at noon and reviewed the expectations for the day. Mr. Jones introduced special guest Mayor David Condon.
2. City of Spokane Strategic Plan overview – *Mayor David Condon* provided an overview of the [City's two-year action plan of the joint administration-Council six-year strategic plan](#). Mayor Condon explained Parks a key component of this plan pointing out how Parks contributes to public health, raising property values, and further increasing social capital in the area. The mayor posed the question, how does Parks envision the next six years in terms of innovative infrastructure, safe and healthy, urban experience and sustainable resources? He also asked Parks to explore how they can strategically align its fiscal capacity with other municipal organizations, such as libraries and the school district. The mayor shared his plan to further technology to distribute funds and help flourish public programs, such as the new youth pass. He referenced the free swim splash pass and explained how Parks has the ability to gather information on where children are coming from within the city. This data allows the city to see where to market and determine what marketing efforts are effective and which ones are not. The mayor demonstrated how the Parks is at the forefront of the city's marketing campaigns due to the high number of public programs it offers. These programs help increase quality life to everyone in the community and further the social capital within the city.
3. Park and Open Space Plan – *Garrett Jones* provided background on Parks strategic plan, and the purpose and intent of this directive document. The state mandates a strategic plan be

developed to provide direction for a six-year span. The last plan developed by Spokane Parks, Road Map to the Future, was adopted in 2010 which focused on stimulating the economy, promoting safety, maintaining historical sites, and encourages community pride. A new strategic plan is needed, at this time, which will provide direction on the capital plan, policies, budgets and serve as an overall roadmap for next six years. In developing this plan, Mr. Jones asked the group to explore the following four areas: 1) look at how the strategic plan will shape the Park and Open Space Plan; 2) determine a mission, vision and values of the plan; 3) identify goals and objectives; and 4) create strategies to achieve the identified goals and objectives. Mr. Jones asked Park Board members to break into groups with staff team leads to work on these four areas. Following the brainstorming session, staff leads reported their key goals for Parks. Results are as follows:

<u>Goal category</u>	<u>Number of breakout groups noting item as a primary goal</u>
Volunteerism, mentors, ambassadors, programs	8
Fundraising, donations, in kind, legacies, inheritance, investments	7
Communications, outreach, online, apps, marketing	7
Community, Friends groups, garden clubs and citizen engagement	6
Creating partnerships	6
Accessibility, access, ADA	5
Safety, lighting, security	4

4. **Riverfront Park redevelopment tour** – The group took a one-hour site tour of Riverfront Park.

5. **2020 budget priorities and Possible Next Bond Project:** *Jason Conley and Mark Buening* reviewed the [2020 budget guidelines](#) and the [budget timeline calendar](#). Mr. Buening explained these guidelines, adopted by the Park Board last year, provide a framework for the budget process. Mr. Conley said one of the primary goals of 2019 was to separate capital out from the operations budget, because unlike operations, capital is typically a multi-year appropriation. The following 2019 general considerations were reviewed: 1) reserve requirement for Parks 2019 budget was to be no less than 5% of the adopted budget; 2) Golf will have a goal of 7% of expenditures fund balance; 3) improve the cash balance of the Parks Fund over the 5% target for contingencies and unexpected expenditures; and 4) seek opportunities to redirect funding to support Parks. Another area reviewed involved a Golf True-up review. This involves determining if Golf is paying its fair share and if that enterprise fund is receiving the revenue it deserves. The 2020 considerations include: 1) evaluate the impact of state-mandated sick leave and minimum wage increases; 2) budget for the expansion of the Fleet leasing program; 3) develop policy focused on major repair and maintenance of Parks facilities; and 4) develop a timeline/strategy for another GP bond issue focused on neighborhood parks.

*Nick Sumner* stressed the importance of keeping the level of service Parks currently offers and carrying that level throughout 2020. With rising wages and benefits costs, additional funding

from City Council may be needed in order to continue programs that build social capital within the City. Sumner asserted that new revenue sources need to be created by the Parks. Mr. Conley reminded the group the mayor provided some very insightful guidance earlier in the retreat when the mayor emphasized the vital role Parks play in reaching the goals set out in the city's six-year strategic plan.

Keeping up with the increasing cost of labor, both permanent and temp/seasonal, and the City Fleet lease option were noted as an areas of focus. The option of a volunteer program was discussed in order to help lower costs of maintaining park grounds. In addition to this, a possible mentor program for high school or college credits was brought up by *Jennifer Ogden*. Mr. Jones explained the City is currently looking at a volunteer/grant coordinator. Mr. Buening explained Parks needs to establish some type of reserve fund to be used to maintain Riverfront Park and other park facilities at a level the community deserves. While a percentage of donors' contributions may be assigned to maintenance, Mr. Sumner noted that Parks cannot rely on sponsors and the public to fund maintenance; Parks needs to develop a mechanism to fund these expenses. Mr. Jones added that Fund 1950 has not been refunded for the past few years, and has been significantly depleted for computer replacement, Fleet and various general obligations. Mr. Buening agreed that Fund 1950 should be replenished.

Mr. Conley presented the 2020 calendar budget which involves a timeline from the first draft discussed at the July committee meetings to City Council adopting the 2020 budget on Dec. 16 (preliminary date). Committees have until Aug. 13 to forward their recommendations to the Finance Committee and the final budget will come before the Park Board for approval at the Oct. 10 board meeting.

6. **Park Board and Park Board committee meetings** – *Nick Sumner* reviewed options designed to increase efficiency in meeting structure and reduce wasteful paper copies of meeting materials. Of the seven major Park Board committees, including Urban Forestry, Golf, Land, Recreation, Riverfront Park and Finance, Mr. Sumner urged Park Board members to serve on a minimum of two committees, if possible. Mr. Sumner suggested the following options to increase efficiency: 1) schedule committee meetings in the late afternoon; 2) keep meetings to one hour; 3) create agendas which support one-hour meetings; 4) float certain committee meetings to different/appropriate locations, such as Golf being held at the four golf courses; 5) stack similar committee meetings back to back; and 6) committee chairs be responsible for being timekeepers during their committee report section during Park Board meetings. The group agreed committee meetings should be scheduled within the two-week period prior to the regular Park Board meeting. Mr. Jones suggested creating a consent agenda for the Park Board meetings. The consent agenda will allow the board to approve committee-approved recommendations, such as change orders, and contract amendments and renewals with a single vote without discussion. He also suggested the backup documents to these consent items be provided electronically and only a one-page, briefing paper will be placed in the Park Board meeting paper packets. Board members also asked about the option of Skype or Go To Meeting applications to allow members to audio/visual remote in to committee meetings. Another suggestion was for board members to bring their laptops to the meetings, eliminating the need for most hardcopy materials being produced for the meetings. Mr. Sumner urged board members and staff to make adjustments and changes for whatever works best for both

staff and the board to ensure the work is getting done efficiently. Mr. Jones said staff will work with committee chairs on these efficiency suggestions to come up with a proposal package. That proposal will then be sent to the entire board for review and consideration.

7. **Adjournment:** The retreat concluded at 4:48 p.m.

8. **Meeting Dates:**

A. Next Committee meeting dates:

Urban Forestry Committee: 4:15 p.m. July 30, 2019, Woodland Center, Finch Arboretum

Land Committee: 3 p.m. July 31, 2019, Manito Park meeting room, Manito Park

Recreation Committee: 5:15 p.m. Aug. 1, 2019, Park Operations lunchroom, 2304 E. Mallon

Riverfront Park Committee: 8:05 a.m. Aug. 5, 2019, City Council Briefing Center

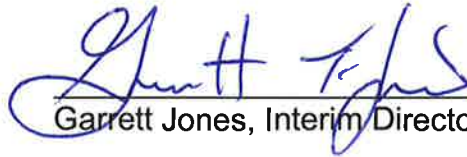
Golf Committee: 8 a.m. Aug. 6, 2019, Finch Arboretum, Woodland Center

Finance Committee: 3 p.m. Aug. 6, 2019, City Conference Room Lobby - Tribal, first floor City Hall

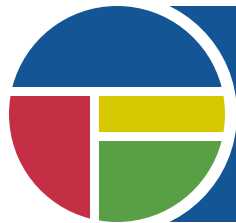
B. Next Park Board: 3:30 p.m. Aug. 8, 2019, City Council Chambers

C. Park Board Study Session: No session scheduled at this time.

Minutes approved by:



Garrett Jones, Interim Director of Parks and Recreation

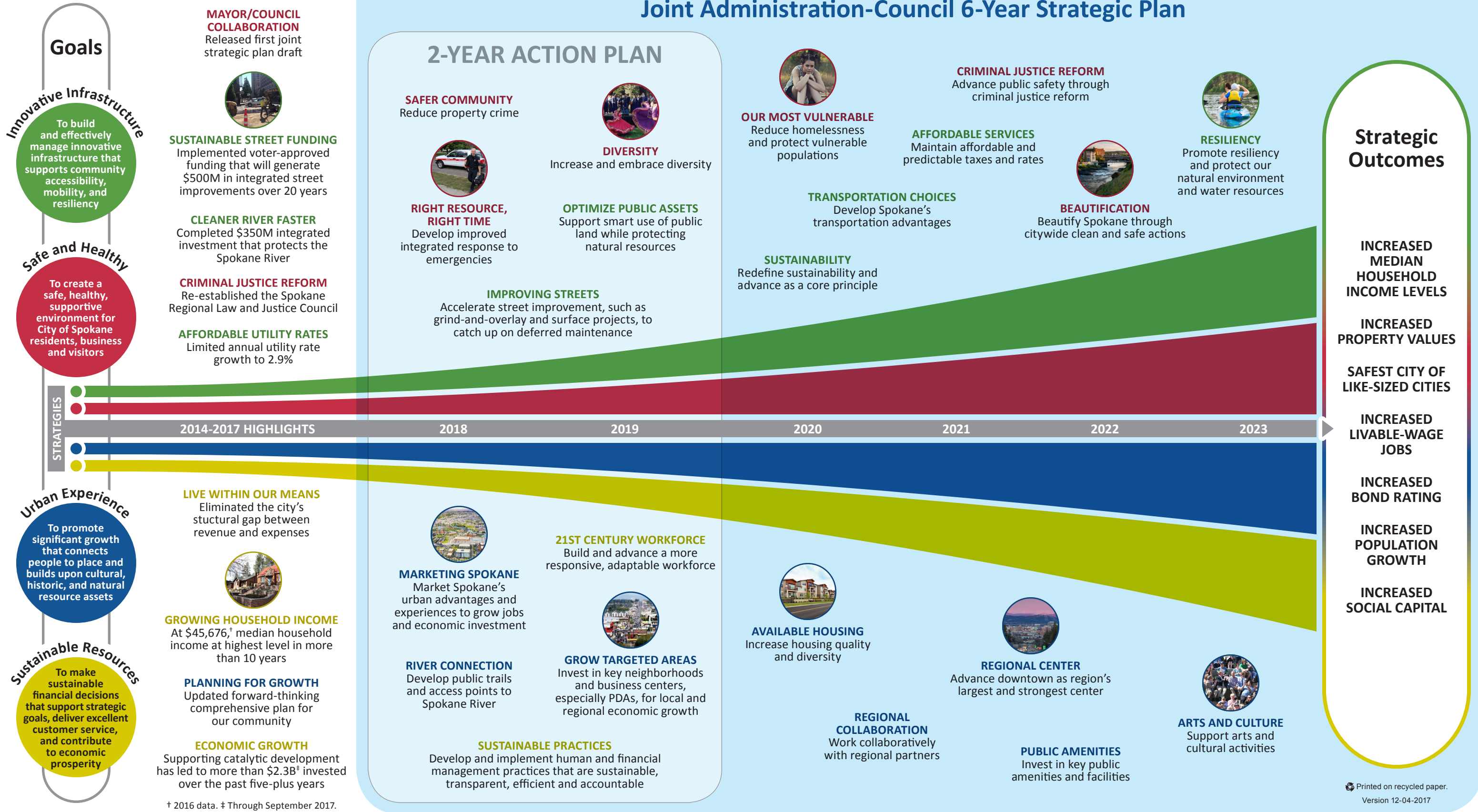


One Vision. One Plan.  
**One Voice.**  
Safer. Smarter. Healthier.

Spokane is a safe, diverse, resilient, sustainable, and growing city known for its natural beauty, economic prosperity, and exceptional quality of life for all.



Joint Administration-Council 6-Year Strategic Plan



Goals

Innovative Infrastructure

To build and effectively manage innovative infrastructure that supports community accessibility, mobility, and resiliency

Safe and Healthy

To create a safe, healthy, supportive environment for City of Spokane residents, business and visitors

Urban Experience

To promote significant growth that connects people to place and builds upon cultural, historic, and natural resource assets

Sustainable Resources

To make sustainable financial decisions that support strategic goals, deliver excellent customer service, and contribute to economic prosperity

**MAYOR/COUNCIL COLLABORATION**  
Released first joint strategic plan draft



**SUSTAINABLE STREET FUNDING**  
Implemented voter-approved funding that will generate \$500M in integrated street improvements over 20 years

**CLEANER RIVER FASTER**  
Completed \$350M integrated investment that protects the Spokane River

**CRIMINAL JUSTICE REFORM**  
Re-established the Spokane Regional Law and Justice Council

**AFFORDABLE UTILITY RATES**  
Limited annual utility rate growth to 2.9%

2014-2017 HIGHLIGHTS

**LIVE WITHIN OUR MEANS**  
Eliminated the city's structural gap between revenue and expenses



**GROWING HOUSEHOLD INCOME**  
At \$45,676,† median household income at highest level in more than 10 years

**PLANNING FOR GROWTH**  
Updated forward-thinking comprehensive plan for our community

**ECONOMIC GROWTH**  
Supporting catalytic development has led to more than \$2.3B‡ invested over the past five-plus years

† 2016 data. ‡ Through September 2017.

2-YEAR ACTION PLAN

**SAFER COMMUNITY**  
Reduce property crime



**RIGHT RESOURCE, RIGHT TIME**  
Develop improved integrated response to emergencies



**DIVERSITY**  
Increase and embrace diversity

**OPTIMIZE PUBLIC ASSETS**  
Support smart use of public land while protecting natural resources

**IMPROVING STREETS**  
Accelerate street improvement, such as grind-and-overlay and surface projects, to catch up on deferred maintenance



**MARKETING SPOKANE**  
Market Spokane's urban advantages and experiences to grow jobs and economic investment

**RIVER CONNECTION**  
Develop public trails and access points to Spokane River

**SUSTAINABLE PRACTICES**  
Develop and implement human and financial management practices that are sustainable, transparent, efficient and accountable



**GROW TARGETED AREAS**  
Invest in key neighborhoods and business centers, especially PDAs, for local and regional economic growth



**OUR MOST VULNERABLE**  
Reduce homelessness and protect vulnerable populations

**CRIMINAL JUSTICE REFORM**  
Advance public safety through criminal justice reform



**RESILIENCY**  
Promote resiliency and protect our natural environment and water resources



**AFFORDABLE SERVICES**  
Maintain affordable and predictable taxes and rates

**BEAUTIFICATION**  
Beautify Spokane through citywide clean and safe actions

**TRANSPORTATION CHOICES**  
Develop Spokane's transportation advantages

**SUSTAINABILITY**  
Redefine sustainability and advance as a core principle



**AVAILABLE HOUSING**  
Increase housing quality and diversity



**REGIONAL CENTER**  
Advance downtown as region's largest and strongest center

**REGIONAL COLLABORATION**  
Work collaboratively with regional partners

**PUBLIC AMENITIES**  
Invest in key public amenities and facilities



**ARTS AND CULTURE**  
Support arts and cultural activities

Strategic Outcomes

INCREASED MEDIAN HOUSEHOLD INCOME LEVELS

INCREASED PROPERTY VALUES

SAFEST CITY OF LIKE-SIZED CITIES

INCREASED LIVABLE-WAGE JOBS

INCREASED BOND RATING

INCREASED POPULATION GROWTH

INCREASED SOCIAL CAPITAL

# Shaping our Strategic Direction

*Collaborate - Identify – Implement*

## WELCOME!

# Park Board Retreat

June 14, 2019





# Shaping our Strategic Direction

*Collaborate - Identify – Implement*

*Overview*

12:00 – 12:15pm	<u>Working lunch – welcome, ice breaker, goals for today</u> – Garrett
12:15 – 12:45pm	<u>City of Spokane Strategic Plan overview</u> – Mayor
12:45 – 2:15pm	<u>Park and Open Space Plan</u> – Garrett + staff team leads How the Strategic Plan will shape our Park and Open Space plan Mission/Vision/Values of the P&OS plan Goals & Objectives of the P&OS plan Breakout groups: strategies to reach the goals & objectives
2:15 – 2:30pm	Break
2:30 – 3:30pm	<u>Riverfront Redevelopment Tour</u> – Garrett
3:30 – 4:30pm	<u>2020 budget priorities &amp; possible next bond project</u> – Jason & Mark Program prioritization (i.e. Free Swim) Public expectations & performance evaluation (incl. field rentals)
4:30 – 5:00pm	<u>Park Board Meetings and Roles</u> – Nick and Jennifer Role highlights Efficiencies in meeting structure Park Board Meeting and Committee Times



# Shaping our Strategic Direction

*Collaborate - Identify – Implement*

*Current Vision and Values*

- advocates healthy lifestyles and the value of play.
- stimulates the local economy
- acquisition and stewardship of properties for parks and recreation purposes
- promotes community safety
- ensures reasonable access
- honors the history and legacy of the Spokane parks system
- develops and manages the responsible, efficient and equitable use of resources
- demonstrates accountability and a collaborative culture
- continues to encourage a sense of community and pride





# Shaping our Strategic Direction

*Collaborate - Identify – Implement*

*Engagement Statements*

- **Mission, Vision and Values**
- **Aligning and Producing Strategic Directions**



- **Community Cohesion:** As a community evolves and changes, parks can provide a permanent link to a community's identity and history by enhancing the Urban Experience and Social Capital.

*Active Living & Community Wellness*

*Culture & Heritage*

*Nature & Environment*



# Shaping our Strategic Direction

*Collaborate - Identify – Implement*

*Engagement Statements*

**Public Parks** – Parks and recreation agencies deliver essential public services and provide recreation opportunities.

**Health and Wellness for ALL People of ALL Abilities** – Opportunities for active recreation are critical to an individual's and a community's health and wellness.

**Environmental Stewardship and Sustainability** – Parks and outdoor recreation lands are the essential green infrastructure of our communities and nation. Parks and public recreation lands are carbon-reducing landscapes that help clean our air and water, recharge aquifers, and reduce storm water runoff. Through energy, climate change, and other legislative measures, we advocate for dedicated resources that will sustain, protect, restore, and expand these environmental assets.

**Children and Nature** – Improving children's access to nature and play.

**Transportation and Livable Communities** – Encourage walking, biking, and the development of alternative transportation networks that will create more livable and healthy communities.



# Shaping our Strategic Direction

*Collaborate - Identify – Implement*

*Goal Setting for the Next Six Years*

## **Goals Policies & Objectives**

The purpose of developing goals, policies and objectives is to create the framework for the plan. A goal is usually a broad statement, which gives the community a sense of direction. As a rule, goals remain constant over time. A policy is a topic-specific statement providing guidelines for current and future decision-making. It indicates a clear commitment of the local legislative body. An objective is a budgeted step or action envisioned or undertaken to effectuate a plan's policies.

### **(Fiscal Sustainability & Partnerships)**

Works with Spokane Public Schools to maximize availability

Explore Opportunities to improve joint use agreements



# Shaping our Strategic Direction

*Collaborate - Identify – Implement*

*Questions*

## **“How to maintain livability”?**

- Built and natural environments,
- Economic prosperity,
- Social stability and equity,
- Educational opportunity, and
- Cultural and recreation opportunities.

**“How do we enhance the fiscal sustainability of Spokane Parks and Open Spaces”?**

**“What Service Gaps do we have in our community”?**

**“How do we create/maintain a high priority for Fitness, Wellness & Nature”?**

**“How do we Employ Sustainable Practices to decrease the City’s environmental footprint and also reduce the overall cost of maintenance?”**

**“How do we Build Urban Resilience”?**



# 2020 Proposed Budget Guidelines

[Return to Minutes](#)

The purpose of these guidelines is so that all Park Board committees, in conjunction with the Finance Committee will provide staff preferences and priorities early in the budget process.

## General Budgetary Guidelines:

- Budget operating and capital accounts to best meet Park & Recreation goals and objectives.
- Utilize historical norms, to the extent possible, in budgeting for revenue generation and expenditures.
- Leverage available opportunities with partner organizations as much as possible to share resources and services and achieve an economy of scale.
- Actively engage in cost recovery when feasible, and differentiating different cost recovery alternatives for public events, private events, and merit-based events.
- Consider opportunities in marketing and sponsorship that offer revenue potential.
- Continue to identify projects/services that provide savings, efficiencies and/or revenue enhancement e.g. irrigation systems, recreation leagues, information technology, etc.
- Consider administration and overhead costs when assessing the cost of providing fee based services/projects.

## General Considerations:

2019 Reserve Requirement for fund 1400 Parks and Recreation Fund to be no less than 5% of the 2019 Adopted expenditure budget.

Golf Committee will have a goal of achieving and maintaining a 7% of expenditures fund balance reserve.

Control expenditures and explore revenue generating potentials to improve the cash balance of the Parks Fund over the 5% target for contingencies and unexpected expenditures.

Seek opportunities to redirect funding (i.e. admissions tax) to support Parks & Recreation, perhaps supported by studies related to labor allocation and/or the economic impacts of Parks & Recreation on Spokane and the Inland Northwest.

## Current Year Considerations (2020):

Continue to evaluate the financial impact of State mandated sick leave and minimum wage increases on the cost of Parks operations, programs, and capital expenditures.

Attempt to budget for the expansion of the Fleet leasing program for general purpose vehicles, and work on a funding strategy for Park Operations, Recreation, and Golf maintenance equipment including computer hardware replacement and upgrades. In particular, explore ways to share resources with other City departments and achieve an economy of scale.

Develop policy direction for a funding strategy focused on the major repair and maintenance of Parks facilities, including but not limited to the Ice Ribbon, Looft Carousel, Skyride, and Aquatics Centers.

Develop a timeline and strategy for another GO Bond issue focused on neighborhood parks.



## 2020 Budget Calendar Presentation

- July Meetings – Staff will present the first draft of the 2020 budget to the Park Board Committees.
- The Committee members will have the month of July to review the budget, ask questions or request any additional clarifications or information.
- The calendar reflects a date of August 13<sup>th</sup> for the committees to forward their recommendations to the Finance Committee. Because of the timing of the city budget process, there will be continued budget refinements through the month of September, and time for discussion with the Finance Committee and Parks staff.
- September 10<sup>th</sup> the Finance Committee forwards the preliminary 2020 budget to the Park Board; and the Park Board is scheduled to hear any public comment on the Parks and Recreation budget at the September 12<sup>th</sup> Park Board meeting.
- The Finance Committee then recommends a final 2020 Budget proposal to the Park Board on October 8th; and the Park Board is scheduled to adopt the final budget at the October 10th Park Board Meeting.
- After that, the budget will be transmitted to the City Council on November 1 and the preliminary date for the Council to pass the budget is December 16<sup>th</sup>.

Hopefully this will give the members of the Park Board ample time to review the 2020 budget; and please feel free to contact me at any time if you have questions or would like any additional information or clarifications.