

# SPOKANE PARK BOARD TOOLKIT

## Mission statement



## Purpose and goals



## Bylaws, City Charter, Park Board Authority- Spokane Municipal Code, Procurement Code



## Contact information

Park Board emails/committee assignments; staff contact information



## Organizational chart



## Meeting schedule - 2019 schedule/calendar, 2020 schedule and calendar, Consent Agenda process, Meet Me call-in instructions



## Park Board responsibilities and duties



## Training opportunities

Open Public Meeting Act/Public Records Act training, email/phone policy



## Annual budgets - 2019 Parks Fund and Golf Fund budgets, 2020 Parks Fund and Golf Fund budgets



## History - The Olmstead Parks in Spokane/Olmstead Brothers Report



## Articles - Code of Ethics; Creating Connections; How to Survive as a Park Board Member





## **Spokane Parks and Recreation Division**

# **MISSION STATEMENT**

**The City of Spokane Parks and Recreation Division acquires, operates, enhances, and protects a diverse system of parks, boulevards, parkways, Urban Forest, golf courses, recreational, cultural, historical and open space areas for the enjoyment and enrichment of all.**



# Spokane Park Board

## Purpose and Goals

**Purpose and Goals:** City Charter Article V: To oversee the maintenance and operations of the City Parks and Recreation programs. The goals of the group would be summarized to provide the best Parks and Recreation programs available to the City of Spokane with the funding available. This would include the preservation of the existing City parks, and the management of City park lands to keep them serving the needs of the public today, and to plan for parks which will be available for future City of Spokane growth. The goal of the Spokane Parks and Recreation Division is to provide quality recreational opportunities for all ages. The Park Board also oversees the operation of four municipal golf courses, and the goal of these is to provide quality golf at reasonable costs to the residents of Spokane and their visitors.

**Term of Membership:** Five Years

**Qualities Exemplifying Membership:** Those active in community organizations and groups who have a broad knowledge of the recreation needs and interests of the City residents. Along with being an active person, individuals should have some management experience so that they can summarize staff reports and make decisions involving recreational programs, parks and horticultural maintenance, commercial attractions, golf operations, and budgetary decisions.

**Regular meetings:** 3:30 p.m. once per month (second Thursday of every month), City Council Chambers – City Hall (808 W. Spokane Falls Blvd.).

**Additional Time Required:** Two to three hours per month for Park Board subcommittee meetings.

**Operating Policies:** City Charter Article V. The Spokane Park Board is a semi-autonomous group who actually make policy decisions and these can be embarrassing to the City and the City Council if they are not well thought out and implemented properly.

BYLAWS OF THE PARK BOARD  
of the  
City of Spokane, Washington

Reference: City Charter Article V, Section 44, Park Board Organization - "The Park Board shall have the power to make Bylaws and Rules for the conduct of business."

We, the members of the Park Board of the City of Spokane, State of Washington, do hereby publish and declare the following Bylaws of the Board:

Section 1. Definitions.

1. The City of Spokane Park Board: "shall consist of ten electors of the City of Spokane, who shall be appointed by the council, and one member of the council to be designated by the council." (City of Spokane Charter §41)
2. Park Board Member: A person who has been nominated by the Mayor and appointed by the City Council.
3. Financial Report: An annual report of all receipts and expenditures, and of all other business transacted by the Park Board. This report shall be furnished to the City Council. (City of Spokane Charter §45)

Section 2. Regular Meetings.

1. The regular meetings of the Park Board shall be held at 3:30 p.m. on the second Thursday of each month in the City Council Chambers in City Hall and shall be conducted generally following Robert's Rules of Order.
2. Except for executive sessions, all Park Board meetings are open to the public. Meetings may be canceled or rescheduled by the President or by majority vote of the Board. If a regular meeting is to be canceled or rescheduled, it shall be given pursuant to the Open Public Meetings Act (RCW Ch. 42.30).

3. The public may address the Park Board during scheduled meetings. The President may prescribe, on a case-by-case basis, procedures for public testimony as necessary to maintain order.

### Section 3. Special Meetings.

1. Special meetings may be called, canceled, or rescheduled by the President whenever he/she deems the same expedient and/or shall be called whenever three Park Board members shall request the same in writing. Any measure adopted by six affirmative votes at a special meeting shall have the same effect as if adopted at a regular meeting. Special meetings are open to the public.
2. The date, hour and place of the special meetings shall be set by the President; notice of special meetings shall be given consistent with the Open Public Meetings Act (RCW Ch. 42.30). If a special meeting is to be canceled, notice should be given by posting on the door of the place where the special meeting was scheduled to have been held and on the City website where notices of meetings are regularly posted.

### Section 4. Annual Meetings.

1. The annual meeting shall be held at the regular February meeting of the Park Board. Parks and Recreation Division staff shall present a Financial Report at the Annual Meeting.

### Section 5. Quorum and Voting of Park Board.

1. Six members shall constitute a quorum for conducting business for the Park Board. In case there is no quorum present on a day set for a regular, continued, or special meeting, the Park Board members present may adjourn until a quorum is obtained or may adjourn said meeting specifying the time and place to which the meeting matter was continued.

- Six affirmative votes shall be necessary to adopt any measure in a regular, continued or special meeting.
2. Voting shall be by voice unless a show of hands is called for by the President or a Board Member. Minutes shall record the number of yeas and nays and the names of any members abstaining. Any member may ask that his or her vote be recorded by name. Any member may ask that votes be recorded by name. Any member may abstain or recuse from the voting after stating the basis for abstention or recusal. Such basis shall be placed on the record.

## CONDUCT OF BUSINESS

### Section 6. Scheduling Business.

1. Business to be transacted at any regular or special meeting shall be scheduled by the Secretary or designee subjected to order of the President. The Secretary or designee shall prepare, transmit to Park Board members, release to news media, and give official notice of business to be considered in the normal administration of business at the Park Board meetings, provided the consideration of all or any one item of business shall be subjected to cancellation or rescheduling to another meeting of the Park Board by order of the President or by the Park Board.

### Section 7. Chairing Meetings.

1. Meetings shall be called to order by the President, or in the President's absence, by the Vice President, or in the anticipated absence of both, the President or the Park Board shall designate a member of the Park Board to preside. In the event a person to preside has not been named, the Secretary shall call the meeting to order and the Park Board

members present may, by general consent, select a President pro-tem. Meetings may be adjourned by majority vote of the Park Board members present or by order of the President if there are no objections from Board members.

#### Section 8. Minutes.

1. The Secretary or designee shall prepare official minutes of the meetings containing the actions of the Park Board as a substantive account of proceedings. A record of the Park Board members present and absent shall be entered in the minutes of the meeting. Minutes shall be signed by the Secretary and placed on public record. Minutes may be approved by the Park Board without reading at Park Board meetings unless such reading is requested by a member of the Park Board. Correction of typographical errors in signed minutes may be made by the Secretary. Correction of substantive records in signed minutes may be made by majority vote of the Park Board.
2. All regular meetings and special meetings of the Park Board may be recorded, provided such shall not be deemed the official minutes and the absence of such recording due to mechanical failure or other cause shall not invalidate the actions taken at such meetings. Remarks and other volunteer statements from the public, present but not recognized by the Chair and which may have been recorded, will not be considered as part of the transcript. Any interested party may listen to a recording or read written minutes on file pursuant to the Washington State Public Records Act (RCW Ch. 42.56). Recordings will not normally be transcribed except by order of the Park Board or the Director of Parks and Recreation.

#### Section 9. Order of Business.

1. At a regular meeting, the order of business shall be as follows unless otherwise ordered by the President or as amended by the majority vote of the Park Board:

## **AGENDA**

1. Roll Call
2. Additions or Deletions to the Agenda
3. Consent Agenda
4. Special Guests
5. Financial Report and Budget Update
6. Special Discussion/ Action Items
7. Committee Reports - Action Items

Golf Committee

Land Committee

Recreation Committee

Riverfront Park Committee

Finance Committee

Urban Forestry Tree Committee

Bylaws Committee

8. Reports

Park Board President

Liaison Reports

Director's Report

9. Correspondence
10. Public Comments
11. Adjournment

12. Next Committee meeting dates

13. Next Park Board meeting dates

2. A consent agenda is presented by the Park Board President at the beginning of the Park Board meeting. Items may be moved from the consent agenda on the request of any one Park Board member. Items not moved may be adopted by general consent without debate. A Park Board member may also ask that a consent agenda item be voted on separately as part of the consent agenda. This will enable a member to abstain, recuse themselves or vote no on an item without affecting their vote on the remaining consent agenda item(s). Moved consent items may be taken up either immediately after the consent agenda or placed on the regular meeting agenda under the appropriate Park Board committee report. Consent agenda items must be distributed, as part of the regular Park Board meeting agenda, within 48 hours of the regular Park Board meeting and pursuant to the Open Public Meetings Act (RCW Ch. 42.30), and no items may be added to the consent agenda within 48 hours of the Park Board meeting.

#### Section 10. Executive Sessions.

1. Executive sessions may be held as allowed by the Open Public Meetings Act (RCW Ch. 42.30). No action or minutes shall be taken in executive sessions. Executive sessions may be held at any time during a regular or special meeting.

### OFFICERS AND COMMITTEES

#### Section 11. Officers.

1. At its regular February meeting of each year, the Park Board shall elect a President and Vice President from its members, but in case of failure to elect at the time specified, the election shall take place at a subsequent meeting without delay, and the President and

Vice President shall continue to serve until replaced by election of the Board. The Secretary of the Park Board shall be the Director of Parks and Recreation unless another person is elected by the Park Board.

2. The President and Vice President shall hold their respective offices until the first regular meeting in February of the next year after election, and/or until their successors are elected.
3. The President, Vice President, and Secretary shall perform the duties prescribed by law, these rules, and such other duties as the Park Board may prescribe.
4. In the event of the vacancy in the office of President, Vice President or Secretary, the Park Board shall elect an interim President, Vice President or Secretary to serve until the next regular election.

#### Section 12. Nominations.

1. At the regular meeting in January, the President shall appoint an ad hoc committee of four (4) other Park Board members to serve as the Nomination Committee to recommend nominees for the office of Park Board President, Vice President and Secretary. In making such nominations, the Committee shall take into consideration, among other matters, the length of service on the Park Board of the member being considered for election to an office. No voting member of the Park Board shall serve more than two consecutive terms in any office of the Park Board unless said member receives the unanimous consent of the entire membership of the Park Board.

#### Section 13. Duties of the President.

The duties and powers of the President shall be as follows:

1. To perform duties prescribed by law and all duties properly mandated by such office, and such other duties as the Park Board may prescribe.
2. To preside over the meetings of the Park Board.



3. To call special meetings and executive sessions of the Park Board within the limits of state law.
4. To set the agenda and change the order of business.
5. To set the place, date and time of special meetings, pursuant to the Open Public Meeting Act (RCW Ch. 42.30).
6. To vote on any matter that may come before the Park Board for consideration with the exception of a request for abstention or recusal.
7. To prepare and sign all official recommendations or documents duly adopted by the Park Board.
8. To assign members of the Park Board to standing and existing ad hoc committees before March 15 of each year with the advice and consent of the Park Board. The President shall name one member of each committee as the Chair of that committee. These new Chair assignments will begin at the April committee meetings. Ad hoc committees of the Park Board will be appointed, as needed, by the President with the advice and consent of the Park Board.
9. To rule on procedure where no direct rule had been adopted by the Park Board. In so doing, the President shall be guided by Robert's Rules of Order.
10. To notify the Mayor in writing of any vacancy or pending vacancy on the Park Board.
11. To assign members of the Park Board to an ad hoc Park Board Nomination Committee which shall recommend a minimum of two (2) Park Board candidates per vacancy to the Mayor for City Council appointment.
12. To have the same rights and privileges as all other Park Board members.
13. To send a letter of interest to the Mayor for all Park Board members seeking reappointment.

Section 14. Duties of the Vice President.

The duties and powers of the Vice President shall be as follows:

1. The Vice President shall act in the absence of the President at any meeting, and when the President is unavailable, all duties of the office of President or as a member or any committee of which the President may be a member, shall temporarily fall upon the Vice President.

Section 15. Duties of the Secretary.

The duties of the Secretary shall be as follows:

1. The Secretary shall perform the duties required by law and all duties properly mandated by such office.
2. The Secretary shall attend meetings of the Park Board and meetings of its committee, where requested.
3. The Secretary shall keep a true and accurate record in substance of the proceedings of the Park Board, and shall have charge and custody of all the Park Board books, documents, records, minutes and papers.
4. The Secretary shall handle correspondence of the Park Board, including responses to inquiries and provide correspondence copies to all Park Board members.
5. The Secretary shall prepare agendas and schedule business on regular Park Board meetings, with the approval of the Park Board President, and transmit a tentative notice of business to Park Board members in advance of the meeting, and provide legal notice of public hearings as required by law.
6. The Secretary may delegate these duties as appropriate and necessary for their accomplishment.

Section 16. Standing Committees.

1. The standing committees of the Park Board shall be:  
  
Finance  
  
Land

Recreation

Golf

Riverfront Park

Urban Forestry Tree

Bylaws

2. Unless otherwise ordered by the Park Board all standing committees shall consist of a minimum of three (3) Park Board members, except the Urban Forestry Tree Committee which shall consist of two (2) Park Board members and three (3) citizens pursuant to Spokane Municipal Code (SMC 04.28.030).
3. The Board may reclassify, add to, or change the number of standing committees by adopting changes to the Park Board Bylaws.
4. The Board President may appoint ad hoc committees for specific purposes and length of time.
5. Committees should be transmitted a notice of tentative business 48 hours prior to the time of said Committee meeting.
6. The agenda of a regular meeting may contain business not on the advance notice, consistent with the Open Public Meetings Act (RCW Ch. 42.30). Special meetings may only contain matters noted in the final agenda notice consistent with the Open Public Meetings Act (RCW Ch. 42.30).
7. Upon agreement of the majority of the committee members present, any matter listed on the advance notice for a regular committee meeting may be submitted for a vote by that committee, whether or not designated as an action item on the advance notice.

#### Section 17. Duties of Committees.

1. Committees are advisory to the Park Board and shall serve the Park Board acting as fact finders to provide information and make recommendation to the Park Board.

Recommendations to the Park Board will be submitted by a majority of committee members present at the committee meeting. Votes or other actions taken by committees shall not be deemed as official actions of the Park Board but rather as recommendations to the Park Board. Only members appointed to a committee or an alternate substituting for a committee member may vote at any committee meeting. Any Park Board member attending the committee meeting may be designated by the Chair as an alternate for an absent committee member.

2. Committees shall have the authority to task the Director of Parks and Recreation to provide information upon a majority vote of committee members present.
3. The Chair of each committee shall consult with the Director of Parks and Recreation, or the designee, to establish the agenda of the meetings.
4. In the event the Committee Chair is not present at a meeting, the committee, by consensus, shall select a Chair pro tem.
5. Committee Chairs may allow public participation in matters coming before the committee as time permits.
6. Committee Chairs, or their designees, shall present committee information, recommendations and minutes to the full Park Board at the regular monthly Park Board meeting.
7. Committee Chairs can make, second and vote on motions brought before the Committee, and shall have the same rights and privileges as all other Committee members.
8. All monthly Committee meetings will take place before the corresponding monthly meeting of the full Park Board.

#### Section 18. Administration.

1. The administration of the Spokane Parks and Recreation Division is the responsibility of the Director of Parks and Recreation.

2. The Director of Parks and Recreation will assign lead staff to support each committee.

Section 19. Functions of the Director of Parks and Recreation.

1. The Director of Parks and Recreation, or a designee, is the chief executive officer of the Park Board. The director is also an employee under the direct supervision of the Mayor.
2. The Director of Parks and Recreation is responsible for carrying out all policies or rules and regulations established by the Park Board.
3. All individuals employed in the Parks and Recreation Division report directly to, and are responsible to, the Director of Parks and Recreation.
4. The Director of Parks and Recreation shall make such rules, develop an administrative organization, and give such instructions to Parks and Recreation Division employees as may be necessary to make policies of the Park Board effective. The Director of Parks and Recreation may delegate authority for actions to subordinates.
5. The Director of Parks and Recreation should be present at all meetings of the Park Board, except when matters pertaining to the Director's employment are being considered or when requested by the Park Board President not to be present.
6. The Director of Parks and Recreation shall be responsible for preparing and submitting to the Park Board a budget for the ensuing fiscal year, for Park Board approval. The Director shall develop the Parks and Recreation Division budget working with the Park Board Finance Committee.
7. The Director of Parks and Recreation shall be responsible for preparing and submitting to the Park Board a monthly and an annual report on the operation of the Park and Recreation Division, and additional information as requested by the President or by consensus of the Park Board.
8. The Director of Parks and Recreation shall keep a continuous inventory of all property, furniture, material and supplies of the Park and Recreation Division.

9. The Director of Parks and Recreation shall draw all requisitions against the budget of the City Parks and Recreation Division, handle funds of the Park Board, and shall keep proper record of expenditures and funds available.
10. As the Park Board's professional advisor, the Director of Parks and Recreation is expected to keep abreast of technical advances, and Park and Recreation techniques, to participate in professional Parks and Recreation organizations, and to attend conventions and meetings of said organizations as approved by the Park Board.
11. The Director shall provide a Parks and Recreation Division orientation for new Park Board members, and new members shall read and sign the Duties and Responsibilities form, attached to these Bylaws.

Section 20. Employment of Park Director.

1. Employment of the Park Director shall be in accordance with City Charter Article IV Administration of City Affairs, §24, ¶1.

Section 21. Adoption and Amendment of Rules, Bylaws and Policies.

1. Proposed new Rules, Bylaws and Fiscal Policies, and proposed changes in existing Rules, Bylaws and Fiscal Policies will be presented in writing for reading and discussion. Unless it is deemed by the Park Board that immediate action would be in the best interest of the Park Board, the final vote for adoption shall take place not earlier than the next succeeding regular or special Park Board meeting.
2. If immediate action on a proposed Rule, Bylaw or Fiscal Policy is necessary, the motion for its adoption shall provide that immediate adoption is in the best interest of the Park Board. No further action is required. All new Rules, Bylaws or amended Fiscal Policies shall become effective upon adoption unless a specific effective date is provided in the motion for adoption.
3. Rules, Bylaws and Fiscal Policies as adopted or amended shall be made a part of

the minutes of the meeting at which action was taken.

Section 22. Adoption.

The foregoing Bylaws are hereby declared adopted at the meeting of the Spokane Park Board held this 10<sup>th</sup> day of October, 2019, and all previous Bylaws are hereby declared void and repealed.

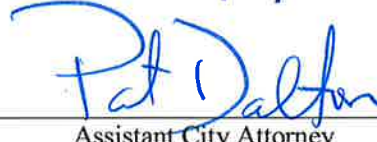
Spokane Park Board

By: Nick Sumner



Spokane Park Board President

Date approved: 10/10/19



Assistant City Attorney

Approved as to form:

**Attachment that is part of the Bylaws:**

Exhibit A – Spokane Park Board Member Duties and Responsibilities

## **SPOKANE PARK BOARD MEMBER DUTIES AND RESPONSIBILITIES FORM**

Congratulations on your nomination to the Spokane Park Board. We hope you find your term on the Board rewarding. The Park Board is one of the most demanding and fulfilling board appointments in the City of Spokane. For this reason, we ask that you review and acknowledge the following “Member Duties and Responsibilities.” Knowing these duties and responsibilities will ensure that you are aware of your commitments to the Board and the expectations associated with your membership on the Spokane Park Board.

- A. The Spokane City Charter: Your appointment to the Park Board is pursuant to Article V of the Spokane City Charter. In accepting your appointment, you are presumed to have read Article V in its entirety and learned from it the scope of the Board’s responsibilities. While not exhaustive, the following highlights some of the key provisions of the Charter relating to the Board’s responsibilities:
- Complete control over expenditures from the Spokane Park Fund and expenditures from related park funds, such as the Golf Fund and Urban Forestry Fund: Typically this means an overall annual operating budget in excess of \$20 million, plus additional expenditures related to capital bond projects. The scope of this budget alone demands that members devote considerable time outside the regular meetings and committee meetings, so as to stay informed of Board activities.
  - The formulation and adoption of rules and regulations relating to Spokane Parks and Recreation facilities: By Charter the Park Board establishes policies and rules relating to park facilities, such as the Tobacco-Free Zones, sets pricing and fees for a variety of park facilities, etc.
  - Regular attendance at the required monthly and special meetings of the Spokane Board: Each Board member is expected to attend regular and special meetings of the Board, unless excused in advance by the President. The Spokane Park Board is scheduled for the second Thursday of each month at 3:30 p.m. unless otherwise posted. As a matter of practice, any absence is deemed excused so long as the President or Secretary is alerted in advance to your absence. There is no recent memory of a Board member being formally admonished for unexcused absenteeism, but it should be understood that continual absences may prompt the President to declare your absences unexcused, and three unexcused absences constitute grounds for removal from the Board.
- B. Park Board Bylaws: By Charter the Board is authorized to adopt bylaws relating to governance of the Board and its committees. The Bylaws were last revised and adopted October 2019, and are included in this Park Board Toolkit. By signing this form you acknowledge that you have read the Bylaws and understand them. A brief overview of these rules follows:



- There are seven Standing Committees of the Park Board. With Board consent, the President annually assigns Board members to committees and designates the chairs of those committees. Board members typically are assigned to at least three committees, and often serve as chair of at least one of those committees. Committees meet once per month, typically one to two weeks before the regular Park Board meeting. Depending on a given agenda item for the committee, Board members can expect to spend as much as one hour or more reviewing materials related to committee meetings and up to two hours at the committee meeting. Average monthly time commitment, excluding special Park Board meetings, ad hoc committees and special events, is 11-12 hours.

C. Additional Board member responsibilities include:

- New board members participate in an orientation provided by the director of Parks and Recreation, and the Board President. This is about a two-hour, one-time only meeting.
- Board members are called upon to attend additional special Parks and Recreation special events. A special event might include a site visit, a dedication event, public meetings, etc. These events are typically one hour long and will occur about two to three times a year.

D. Acknowledgement: As Respect to the Spokane Park Board, as a member of the Spokane Park Board, I acknowledge:

- I have read and understand the Member of the Board duties and responsibilities;
- I am responsible, collectively and with my fellow Board members, for ensuring effective governance, stewardship and strategic direction of the Spokane Parks and Recreation, and the Spokane Park Board;
- I understand and accept the time commitment involved as a Board member of the Spokane Park Board;
- I generally accept the duties and responsibilities of a Boardmember;

In signing this document, I understand that no rigid standards of measurement and achievement are being formed.

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Signature

\_\_\_\_\_  
Printed Name

Date Signed: \_\_\_\_\_

Dates of Term: \_\_\_\_\_

Form Updated: October 2019

## **City of Spokane Charter**

### **Article V: Parks and Park Board**

#### **Section 41: Park Board – How Created**

A park board is hereby created which shall consist of ten electors of the City of Spokane, who shall be appointed by the council, and one member of the council to be designated by the council. The council shall have power to remove any member for cause and to fill vacancies on the board.

*Effective Date: March 25, 2009*

*Ordinance C34385 Section 27*

#### **Section 42: Park Board – Term of Office**

The term of office of the ten appointed members shall be five years. Members shall be limited to two terms. Less than a half term shall not constitute a term should an individual be appointed to fill the unexpired term of one, who for any reason, does not serve his or her entire five-year term. The term of office of two members shall expire each year on the first Tuesday of February at 12:00 noon.

*Effective Date: March 25, 2009*

*Ordinance C34385 Section 28*

#### **Section 43: Park Board – Removal From**

It shall be the duty of the council to remove from office any member who, after due notice of the meetings of the board, shall be absent therefrom, without leave, for three successive months.

*Effective Date: 1910*

#### **Section 44: Park Board – Organization**

- A. On the second Tuesday of February of each year the board shall elect a president and a vice president from its members, and a secretary, who may, or may not, be a member of the board.
- B. Six members of the board shall constitute a quorum for the transaction of business, and six affirmative votes shall be necessary to adopt or carry any measure. The board shall have regular public meetings at least once a month, at their regular place of meeting.
- C. The board shall have the power to make bylaws and rules for the conduct of business.

*Effective Date: March 25, 2009*

*Ordinance C34385 Section 29*

#### **Section 45: Park Board – Accounts and Reports – Annual Statements**

The board shall keep books of account and records of all its transactions. The board, at the end of each month and at the end of each fiscal year, shall furnish to the council a detailed report of receipts and expenditures and a statement of all other business transacted, which shall be maintained by the park department. All records, books, and files of the board shall be open to public inspection.

*Effective Date: March 25, 2009*

*Ordinance C34385 Section 30*

#### **Section 46: Park Board – Compensation**

No member of the board, except the secretary, shall receive any compensation. The compensation of the secretary shall be fixed by the board.

*Effective Date: March 25, 2009*

*Ordinance C34385 Section 31*

#### **Section 47: Office of Park Board**

The office of the park board shall be located in a suitable location as determined by the park board and approved by the mayor.

*Effective Date: March 25, 2009*

*Ordinance C34385 Section 32*

#### **Section 48: Park Board – Powers**

The park board shall have power:

To lay out, establish, purchase, procure, accept, and have the care, management, control, and improvement of all parks and grounds used for park purposes, all boulevards, connecting parks and structures thereon, and all parkways, now or hereafter owned or controlled by the City whether within or without the city limits, and may designate them by name;

To lay out, establish, and improve boulevards and parkways, and to designate as a boulevard or parkway any existing highway or part thereof, but the highway or part thereof so designated shall remain under the control of the council;

To exercise supervision over all shade trees, shrubs, and plants of all kinds on or in the streets and public places of the City and over all resting places, water stations, playgrounds, and parade grounds;

To make rules and regulations for the use of parks and provide for the enforcement of such rules and regulations; To prohibit or determine the place and manner of making excavations, and of placing or maintaining wires, pipes, poles, posts, masts and supports in parks or highways, and to compel the alteration or removal thereof at any time;

To improve and adorn parks and park property and do all things necessary or proper to render the parks or other property of value to the public;

#### **Section 48: Park Board – Powers (continued)**

To grant concessions, leases, and privileges under such restrictions and for such compensation as it shall prescribe, the revenue of which shall go into the park fund; provided that, no concession or privilege shall ever be granted for the sale of any intoxicating liquors in any public park, square, play or recreation ground, park drive, parkway or park boulevard of the City; and that no concession, lease, or privilege shall be granted for a period of more than three years unless approved by ordinance. Nor shall either the park board or the city council, after January 1, 1982, have the power to allow the use of any part of Riverfront Park then or thereafter dedicated to park purposes by sale, lease, rent, permit, license, or other assignment for permanent commercial purposes without the prior approval of the City voters given by a majority vote in a regular municipal election. Permanent commercial purposes shall not include commercial activities existing prior to January 1, 1982, nor any activities operated directly by the City of Spokane or the park board for fee, nor any activity not having a fixed location, nor shall it include any activities approved by the park board not to exceed thirty days and renewable for periods not exceeding thirty days.

In no case shall the expenditure of the park board exceed the amount donated or appropriated for park purposes.

Real and personal property may be granted, bequeathed, or devised to the City and accepted by the park board for park purposes or for the establishment or maintenance in parks of museums, zoological or other gardens, collections of natural history, observatories, buildings, fountains, monuments, statues, or other works of art upon the trust and conditions prescribed by the donors thereof; and all such property, together with the income and profits thereof, shall be under the exclusive control of the park board. All property acquired by the park board shall be in the name of the City.

Neither the park board nor the city council shall have the power to sell or exchange any existing park or portion thereof without the prior approval of the electorate given by a majority vote at the next ensuing general municipal election or special municipal election, as the case may be.

Effective Date: November 1987

Ordinance C28870 Section 1

#### **Section 49: Condemnation for Park Purposes**

- A. If the board shall be unable to purchase at a satisfactory price any lands or other property for park purposes or be unable to make a satisfactory arrangement as to compensation, the council, upon notice given by the board, shall condemn the same at the expense of the park fund.
- B. Any property desired for park purposes in which any member of the park board or council may be interested shall be acquired by condemnation proceedings. The petition for condemnation shall set forth the interest of such member.

*Effective Date: 1910*

### **Section 50: Annual Budget for Support of Parks**

The city council shall provide in the park fund each fiscal year sufficient funds in order to maintain the parks, park systems, and related activities, and to provide for the expenses authorized by this article. Such allocation shall be sufficient in amount and shall be a sum that represents no less than eight per centum of the general fund expenditures of the last completed fiscal year. The funds so established may be reduced or otherwise adjusted by the city council only insofar as the total adopted general fund budget is reduced because of the insufficiency of revenues and in direct proportion to the reduction of the general fund budget. The funds so provided shall be used for the support of the parks and recreation department and shall be under the control of the park board.

*Effective Date: November 1983*

*Ordinance C27101 Section 1*

### **Section 51: Disbursement of Park Funds**

All taxes levied for park purposes, as provided in this Charter, all moneys realized from the sale of park bonds, all moneys appropriated by the council for park purposes or received by the park board from any other source shall be turned into and kept in a fund designated the park fund and be deemed appropriated and shall be used exclusively for the purposes set forth in this article, and shall be expended upon the order of such officer or officers of the park board as may be selected by it for that purpose by resolution; copies of such resolution, duly certified, shall be filed with the accounting director. Said moneys shall be paid out by the treasurer upon warrants, checks, drafts, notes, or other order of the City of Spokane signed by the authorized city staff.

*Effective Date: March 25, 2009*

*Ordinance C34385 Section 33*

**Title 04 Administrative Agencies and Procedures****Chapter 04.11 Park Board****Section 04.11.010 Authority**

- A. The park board has authority, consistent with the charter and ordinances of Spokane, to adopt, promulgate and enforce rules and regulations respecting the management, control and use of all public squares and parks, park drives, parkways, boulevards, play and recreation grounds and facilities, including the fixing and collecting of fees, rents and charges.
- B. While the city treasurer is the custodian of the park fund, the director of parks and recreation and the park board, respectively, have the authority over the park fund that the mayor and city council have over all other funds and may expend the park fund in accordance with its appropriations. The monthly and annual reports called for by Charter Section 45 will continue to be made to the city council.

Date Passed: Monday, March 26, 2007

Recodification ORD 03995 Section 1

# CITY OF SPOKANE

# PURCHASING PROCEDURE MANUAL



## 1.0 GENERAL

### 1.1 PURPOSE.

Spokane Municipal Code (SMC) and City Administrative Policies related to purchasing are the basis for this manual. These documents govern the rules related to purchasing. This Manual details the “how-to” of engaging in purchasing related activities. The user should consider this manual a supplement to SMC and Policy and refer to the governing documents as needed.

This document establishes procedures for use by City staff in the purchase of goods, acquisition of services and performance of public works, the cost of which is under the public bid limits.

This document does not create any enforceable rights or causes of actions in third parties.

### 1.2 GOALS.

The City’s contracting and purchasing goals include:

- Maximizing the quality and integrity of the City’s purchasing system;
- Maximizing the purchasing value of City funds;
- Providing a uniform City-wide purchasing system to the extent practical and feasible; and,
- Assuring fair and equitable treatment of individuals/firms who deal with the City’s purchasing system.

### 1.3 SCOPE

These procedures apply to the lease and purchase of goods; the acquisition of personal services, including architectural and engineering design services, and public works projects. The procedures do not apply to the sale or lease of real property.

### 1.4 PROPER AUTHORIZATION

There are several categories of procurements that need special authorizations:

- electronic data processing hardware, software and systems – approval by Information Technology (except Police and Fire)
- telecommunication systems – approval by Information Technology or Fleet Services Radio Shop, as appropriate
- vehicles – approval by Fleet Services (except Parks and Fire)
- furniture – use of furniture standards list; necessary items not included in list require approval by Asset Management

### 3.0 PURCHASING GUIDANCE

#### 3.1 ANTICIPATED COST

The anticipated annual need (any twelve month period) for a particular good, service or public work should be used to determine the appropriate quote process or whether or not the procurement should be publicly bid. Closely related goods will be considered as one purchase on an annual basis when determining which process applies.

#### 3.2 TOTAL COST AND QUANTITY

The total cost and quantity of goods, services or public works, including any applicable, freight, or set-up charges but excluding sales tax, shall be considered when determining the appropriate purchasing process or public bid requirements.

Example:

If one pump is to be purchased now at an estimated cost including sales tax and delivery of \$8,959, but a total of three pumps are expected to be purchased during the year at an aggregate cost of \$26,877 (\$8,959.00 times three), then the procurement of the first pump falls within the "\$20,000 - Bid Limits" category.

#### 3.3 MULTI-PHASE PROGRAMS

If the total overall objective of any specific program over a 12 month period of time is to be completed in phases, the total accumulated cost for all phases will be considered when determining the appropriate purchasing process.

#### 3.4 MULTI-DEPARTMENT REQUIREMENTS

To the extent practical, the requirements of separate departments and divisions for the same goods or services will be considered together when determining the appropriate purchasing process.

Example:

All City departments require miscellaneous paper products such as toilet paper, hand towels, garbage can liners, etc. Each department should provide an estimate of its needs to the Purchasing Department so it can aggregate the requirements to obtain the best price/delivery from vendors.

#### 3.5 TRADE-INS

The value of a trade-in will not be included when determining the appropriate quote process. However, the trade-in price may be considered when determining the most favorable quote after quotes have been solicited.

## 4.0 PROCUREMENT GUIDELINES

### 4.1 AWARD OF PURCHASE ORDER / CONTRACT

When purchases and contracts are obtained by competitive quotes, the purchases and contracts shall be awarded to the firm / individual submitting the most favorable quote that meets the requirements and criteria set forth in the request for quotes. The most favorable quote is normally the lowest responsive quote by a responsible firm.

Submitted quotes must substantially comply with the City's procedures or quote specifications to be considered as "responsive". Whether or not a quote is responsive is to be decided on a case-by-case basis given the individual facts of each quote. The test of whether a quote has a material irregularity is whether or not it gives a vendor a substantial advantage or benefit not enjoyed by other vendors submitting quotes. There is much more flexibility in dealing with the issue of responsiveness with quotes than with formal sealed bids. Questions should be directed to the Director of Purchasing.

When determining whether a quote is most favorable and a firm / individual is "responsible", the following factors are to be considered:

- price, including the cost of the good over its expected life if so indicated in the request for quotes
- conformity of the goods, public work and/or services quoted with the request for quotes
- ability, capacity and skill of the firm / individual to provide the good or perform the contract
- character, integrity, reputation, judgment, experience, and efficiency of the firm / individual
- whether the firm / individual can perform the contract within the time specified
- quality of performance on previous contracts
- previous and existing compliance by the firm / individual with laws relating to the contract
- servicing resources, capability and capacity
- lack of uniformity or interchangeability, if such factors are important
- energy efficiency of the good over its expected life
- any other information that may have a bearing of the decision to award the contract

In addition, for public works contracts, the firm / individual must be registered as a licensed contractor with the State of Washington at time of quote submittal.

Minor deviations from prescribed procurement practices may occasionally be necessary to ensure the best value result. These minor deviations must be approved by the Director of Purchasing and will retain all components of a fair, open and competitive process.

## 4.2 CANCELLATION

The City may cancel a Request for Quotes / Proposals, or reject any and all quotes / proposals in whole or in part, at its sole discretion and option before the actual order is made or contract signed.

## 4.3 QUOTE SPECIFICATIONS

The specifications in the Request for Quotes should clearly and accurately describe the technical requirements for the good or service to be purchased. The specifications should not contain features that unduly restrict competition. When it is impractical or uneconomical to make a clear and accurate description of the technical requirements, a "brand name or equal" description may be used. It is the responsibility of the vendor to demonstrate to the City's satisfaction that its product is "equal" to that specified. Requests for approval of substitutions must be made with sufficient time to allow the City to adequately review the substitution request, including time for vendors to respond to questions and requests for additional information or clarification. The City has no obligation to accept proposed substitutions or hire outside experts to evaluate proposed substitutions. Acceptance of a substitute product proposed as an "equal" to that specified will be made in writing and, if made prior to award, other firms / individuals will be notified if practical and convenient.

## 4.4 PUBLIC WORKS QUOTES

Employees should use the standardized public works Request for Quotes form when soliciting quotes for public works (e.g., building construction or repair). Public works contractors are required to pay prevailing wages to their employees. It is important to make sure the correct wage rates are included in the request for quotes as the rates change on a periodic basis. Public works contracts also have special performance bonding and payment retainage requirements. Questions regarding how to use the standardized public works Request for Quotes form should be directed to the Purchasing Department.

## 4.5 PURCHASING CREDIT CARDS

Most departments have a purchasing credit card that can be used to acquire small, low-cost items for which a purchase order is either impractical or not available. Only specific employees in each department are authorized to use the cards. Use of purchasing credit cards shall be in accordance with City Policy ADMIN 5600-13-01.

## 4.6 PETTY CASH

The purchase of small incidental items may be made using petty cash in accordance with the City's Cash Management Policy & Procedures Manual

## 5.0 EMERGENCIES

"Emergency" means unforeseen circumstances beyond the control of the City that either: (a) present a real immediate threat to the proper performance of essential functions; or (b) will likely result in material loss or damage to property, bodily injury, or loss of life if immediate action is not taken. Competitive quotes / proposals are usually not required when an emergency exists. However, in making emergency purchases, an effort shall be made to include as much competition that is practical under the circumstances

The department shall document the facts that constitute the emergency and specify the necessary procurement and its costs. The documentation shall be kept on file in the department.

If the cost of the emergency procurement is greater than the appropriate procurement threshold for department action, contact immediately the Purchasing Division or City Attorney's Office as appropriate.

## 6.0 SOLE SOURCE OR PROPRIETARY PROCUREMENTS

"Sole sources" are purchases, public works and services that are clearly and legitimately limited to a single source of supply; or involve special facilities or market conditions.

Occasions may arise when competition among potential vendors is not possible for a particular procurement. The department shall document the facts that constitute the sole source, specify the necessary procurement and its costs on the special form provided by the Purchasing Department. The documentation shall be kept on file in the department. In some cases, a published "intent to award sole source" notification may be required.

## 7.0 PURCHASES OF GOODS

All purchases in this section are subject to the regulations of SMC and Administrative Policy related to Environmentally Friendly Purchases.

## 7.1 PROCUREMENT PROCESS

Purchases of Goods, Supplies and Materials	Competitive Procurement Method	Procurement Level
\$5,000 or less**	<ul style="list-style-type: none"> <li>• Competition not required</li> <li>• Selection from MRSC Vendor Roster encouraged</li> </ul>	Department
>\$5,000-<\$50,000	<ul style="list-style-type: none"> <li>• Three written quotes</li> <li>• Selection from MRSC Vendor Roster encouraged</li> </ul>	Department
\$50,000-<\$300,000	<ul style="list-style-type: none"> <li>• Three written quotes</li> <li>• MRSC Roster or Website notification</li> </ul>	Purchasing Department
\$300,000+	<ul style="list-style-type: none"> <li>• Formal sealed bid</li> <li>• Will be advertised</li> </ul>	Purchasing Department

## 7.3 PURCHASE REQUISITION PROCESS

The requisition (RE) in FMSIII is the first procedural step for the purchase of goods over \$50,000.00. The requisition will be entered into FMSIII by the requesting department and routed through workflow to the Purchasing Department for processing.

## 7. DEPARTMENT ORDER PROCESS

If the purchase is from \$5,001.00 to \$50,000, the first step is to obtain quotes following the procedure in section 7.1 above using the Request for Quotes template on the Purchasing Sharepoint site. After receiving the quotes, a department order (DO) will be entered in FMSIII to be approved by the department head or designee. After the department purchase order has been approved, the department order number shall be given to the vendor when the order is placed by the department. The vendor shall put the department order number on all invoices pertaining to that order. When the department is placing the order with the vendor, it needs to make sure that the estimated quote amount includes freight/shipping and that the "bill-to" address is correct so the invoice is mailed directly to the department. When entering the department purchase order into the FMSII system, it is the department's responsibility to choose the correct vendor and make sure the department purchase order represents a "complete" picture of the purchase. The department purchase order must be approved by the department head or designee for the submitting department. If the department order is \$5,000.00 or more or if the vendor requires a written purchase order, an "Official" Purchase Order" shall be printed and sent to the vendor after being signed by the Purchasing Department. After the product has been received in the department, a receiver document will need to be entered into FMSIII and the invoice sent to the Accounting Department for payment.

## 8.0 PERSONAL/PURCHASED SERVICES

### 8.1 PROCUREMENT PROCESS

Personal/Purchased Services	Competitive Procurement Method	Procurement Level
\$10,000 or less**	<ul style="list-style-type: none"><li>• Competition not required</li><li>• Selection from MRSC Vendor or Consultant Roster encouraged</li></ul>	Department
>\$10,000-\$50,000	<ul style="list-style-type: none"><li>• Three Informal Request for Proposals (RFP)</li><li>• Selection from MRSC Vendor or Consultant Roster encouraged</li></ul>	Department
>\$50,000-<\$300,000	<ul style="list-style-type: none"><li>• Informal RFP</li><li>• MRSC Roster, website notification or formal advertisement</li></ul>	Purchasing Department
\$300,000+	<ul style="list-style-type: none"><li>• Formal RFP</li><li>• Will be advertised</li></ul>	Purchasing Department

### 8.3 CONTRACT PROCESS.

Refer to the City Policy ADMIN 0500-14-01 "Minor Contract Authorization" to determine the appropriate process to follow for contract preparation and execution. Personal service contracts up to \$3,000 may be paid for by direct voucher without a written contract. Contracts over the minor contract dollar authorization threshold require city council approval before becoming effective.



## 9.0 ARCHITECTURAL, ENGINEERING AND SURVEYING SERVICES

### 9.1 PROCUREMENT PROCESS

Architecture, Engineering and Surveying Services as referenced in Chapter 39.80 RCW as well as professional services such as Design, Planning, Management, financial, legal, environmental, IT and personnel consulting	Competitive Procurement Method	Procurement Level
Chapter 39.80 RCW does not allow price to be a consideration in the initial selection process for <u>A&amp;E</u> professional services		
\$75,000 or less	<ul style="list-style-type: none"> <li>MRSC Consultant Roster Required</li> <li><u>At least 3 Consultants</u> must be selected to review qualifications</li> <li>Printout from roster showing candidates reviewed required</li> </ul>	Department
>\$75,000-\$150,000	<ul style="list-style-type: none"> <li>MRSC Consultant Roster Required</li> <li><u>At least 3 Consultants*</u> must be selected and issued Request for Proposals</li> <li>Printout from roster showing selected candidates required</li> </ul>	Department
<\$150,000-\$300,000	<ul style="list-style-type: none"> <li>MRSC Consultant Roster issuing RFPs to all consultants in selected category, or</li> <li>Advertised Request for Qualifications</li> </ul>	Purchasing Department
\$300,000+	<ul style="list-style-type: none"> <li>Advertised Request for Qualifications</li> </ul>	Purchasing Department

**PROJECTS USING FEDERAL FUNDS MAY NOT ALWAYS ALLOW USE OF THE MRSC ROSTER PROCESS FOR CONSULTANT SELECTIONS. CONSULT THE DIRECTOR OF PURCHASING PRIOR TO USE OF THIS PROCESS.**

\*These roster selection processes require a rotation of selected consultants. It is the responsibility of the using department to develop a written rotation plan and manage the rotation process.

**Alternatively,** RFQs may be issued to all consultants in the selected category

### 9.3 REQUEST FOR QUALIFICATIONS / PROPOSALS



The project's requirements may be published in any form of media reasonably likely to attract sufficient numbers of potential proposers. The announcement should state the general scope and nature of the project or work for which the services are required and the contact information of a City representative who can provide further details. The using department shall conduct discussions with one or more firms regarding anticipated concepts and the relative utility of alternative methods of approach for furnishing the required services. Selection of the most qualified firm shall be based on established criteria to provide the services required for the proposed project.

The department shall negotiate a contract with the selected firm at a fair and reasonable price. The department shall take into account the estimated value of the services to be rendered as well as the scope, complexity, and professional nature of the services to be provided in determining what is a fair and reasonable price. If the department is unable to negotiate a satisfactory contract with the selected firm, it shall terminate negotiations in writing, select another firm and continue the process until an agreement is reached or the process is terminated

#### 9.4 CONTRACT PROCESS

Refer to the City Policy ADMIN 0500-14-01 "Minor Contract Authorization" to determine the appropriate process to follow for contract preparation and execution. Architect, engineer and surveyor contracts up to \$3,000 may be paid for by direct voucher without a written contract. Contracts over the minor contract dollar authorization threshold require city council approval before becoming effective.

### 10.0 PUBLIC WORKS

#### 10.1 GENERAL

"Public work" is all work, construction, alteration, repair, improvement or demolitions to public property performed at the cost of the City. Contractors on all public works, regardless of cost, are required to pay their employees state prevailing wages. Federal wage rates are applicable to public work contracts of \$2,000 or more with federal funding. The City monitors compliance with prevailing wages on all its public works contracts. . Public works contracts require a one hundred percent (100%) payment/performance bond and 5% payment retainage. However, on contracts of \$150,000 or less, the contractor may request a ten percent (10%) payment retainage in lieu of the payment/performance bond.

. Public works ordinary maintenance contracts require the payment of state prevailing wages to the contractor's employees. They do not require a performance bond or payment retainage. The City monitors compliance with prevailing wages on its public work maintenance contracts.. Examples of public work maintenance include HVAC maintenance, pavement sealing, etc.

Questions regarding public work contracts and public work maintenance contracts should be directed to the Purchasing Department or City Attorney's Office.

## 10.2 PROCUREMENT PROCESS

Public Works/Ordinary Maintenance	Competitive Procurement Method	Procurement Level
<\$10,000	<ul style="list-style-type: none"> <li>• Competition not required</li> <li>• Selection from MRSC Small Works Roster Required*</li> </ul>	Department
>\$10,000-\$35,000	<ul style="list-style-type: none"> <li>• MRSC Small Works Roster required*</li> <li>• <u>At least 3</u> Invitations to Bid must be issued**</li> <li>• Documentation of selected contractors and ITBs required</li> </ul>	Department
>\$35,000-\$150,000	<ul style="list-style-type: none"> <li>• MRSC Small Works Roster required</li> <li>• <u>At least 5</u> Invitations to Bid must be issued**</li> <li>• Documentation of selected contractors and ITBs required</li> </ul>	Department
>\$150,000-<\$300,000	<ul style="list-style-type: none"> <li>• MRSC Small Works Roster or Formal Sealed Bid required</li> <li>• If MRSC Small Works Roster is used, ITB sent to all in category</li> </ul>	Purchasing Department
\$300,000+	<ul style="list-style-type: none"> <li>• Formal Sealed Bid</li> <li>• Will be advertised</li> </ul>	Purchasing Department

\*MRSC Small Works Roster is mandatory for this category of purchasing as the registration process verifies:

- Contractor's License
- Professional Licenses ( e.g. Electrical License)
- Bonding
- Cannot be debarred from working on public works projects
- Employment Security # (if have employees)
- Pay Prevailing Wages

\*\* These roster selection processes require a rotation of selected consultants. It is the responsibility of the using department to develop a written rotation plan and manage the rotation process.

**Alternatively,** Invitations to Bid may be issued to all contractors in the selected category

### 10.3 CONTRACT PROCESS

Public work and public work maintenance projects up to \$5,000 in cost (including labor, materials and tax) may be processed on a Service / Repair Order. If the contractor insists on a written contract, the contract will need to be processed in accordance with City procedures.

Public work and public work maintenance projects more than \$5,000 in cost (including labor, materials and tax) shall be processed by a written contract. Once a contractor has been selected to provide public work or public work maintenance services for the City, a request, including a copy of the written quotation from the selected contractor, shall be made to the City Attorney's Office to prepare a written contract. The department shall also submit documentation of its procurement process to the City Attorney's Office before a contract can be prepared. The department shall review the draft contract and if satisfactory, forward it to the person / firm for approval and signature. Contracts at or under the minor contract dollar authorization threshold shall be processed in accordance with the City's Policy ADMIN 0050-12-01. Contracts over the minor contract dollar authorization threshold require city council approval before becoming effective.

### 11.0 MRSC ROSTERS

#### 11.1 GENERAL

The City has contracted with a third party agency to manage its Vendor Roster, Consultant Roster and Small Works Rosters referenced in the above purchasing guidelines. These rosters may be accessed using <https://mrscrosters.org/>

The user name and password for all City staff using these rosters to complete solicitations may be found on the Purchasing Sharepoint site.

For assistance with the use of MRSC Rosters, please contact the Purchasing Department.

### 12.0 INTERGOVERNMENTAL COOPERATIVE PURCHASING AGREEMENTS

Pursuant to chapter 39.34 of the Revised Code of Washington, the City may join with the state or other governmental agencies for the purchase of material, equipment, supplies, or services by entering into written intergovernmental cooperative purchasing agreements that require compliance with each party's applicable procurement laws. If the other agency has different procurement laws than the City, the more restrictive laws will apply to the joint activity.

Contact the Purchasing Division for more information and the list of existing agreements with other governmental agencies.

Information about available State contracts can be found at:

<http://des.wa.gov/services/ContractingPurchasing/CurrentContracts/Pages/default.aspx>

### 13.0 PROCUREMENT REPORTING

The Purchasing Division shall send a monthly report of all procurements \$5,000 or more to the city administrator, city council, and chief financial officer. The City Attorney's Office shall provide a similar report for contracts.

### 14.0 SUPPLIER RELATIONS

#### 14.1 SUPPLIER ENGAGEMENT

When engaging with suppliers, it is important that fair and open competition exists in all procurement activities in order to avoid the appearance of and prevent the opportunity for favoritism and to inspire public confidence that contracts are awarded equitably and economically. Meetings or discussions with suppliers outside a normal procurement process may only occur for the purpose of gathering information or investigating innovative solutions. Procurement discussions or negotiations with suppliers outside a procurement process may not occur.

#### 14.3 SAMPLES AND PRODUCT INFORMATION

When vendors offer samples for evaluation or informational brochures regarding products or services, they may be accepted under the following conditions:

- The sample is accepted as property of the City.
- The product is one that is a type presently in use or is of potential use to the City.
- Samples of goods not likely to be purchased are not to be accepted.
- The quantity or size of the sample is relatively small and of low value.
- Any chemicals offered as vendor samples shall not be accepted unless accompanied by an OSHA Product Safety Data Sheet.
- Samples or product information is accepted for informational purposes only. No procurement negotiations may occur.

### 15.0 CONTRACTING WITH MINORITY AND WOMEN OWNED FIRMS

The City encourages the participation of minority and women owned businesses in its procurements. The City shall not discriminate against, nor give preferential treatment to, minority and women-owned businesses.

## 16.0 LOCAL BUSINESS ENCOURAGEMENT

The City shall take affirmative steps to ensure that businesses situated within the city limits of Spokane are encouraged to participate in its procurement process to the extent permitted by federal, state and local laws, regulations, grants, and these procedures.

## 17.0 NONDISCRIMINATION

No individual shall be excluded from participation in, denied the benefit of, subjected to discrimination under, or denied employment in the administration of or in connection with City procurements because of race, color, creed, marital status, familial status, religion, sex, sexual orientation, national origin, honorably discharged veteran or military status, age, the presence of any sensory, mental or physical disability or use of a service animal by a person with disabilities.

## 18.0 MONITORING AND COMPLIANCE

The Purchasing Department will be responsible for monitoring and evaluating compliance with these procedures. The Purchasing Director will first attempt to resolve departures from the procedures with the department director or the employee initiating the procurement. In the event the initial attempt to resolve the problem is unsuccessful, it will be referred to the Chief Financial Officer for further action. Further action could include disciplinary action, up to and including discharge.

## 19.0 REVISIONS

The Purchasing Director may make minor revisions, additions, or deletions to these procedures to reflect current best practice, and changes to state, local and federal laws.

<b>Spokane Park Board</b> September 2019 – February 2020	Term Ends	Riverfront	Golf	Land	Recreation	Finance	Urban Forestry	Bylaws	Riverfront Park Executive Team	Joint Arts	Liaisons
<b>Sumner, Nick – President</b> nsumner@spokanecity.org	2020							✓	✓		CF
<b>Ogden, Jennifer – Vice President</b> jmogden@spokanecity.org	2021	✓		✓			✓	Chair		✓	
<b>Ted McGregor</b> tmcgregor@@spokanecity.org	2020	Chair			✓				✓	✓	PF
<b>Greta Gilman</b> ggilman@spokanecity.org	2023			Chair	✓	✓			✓		
<b>Bob Anderson</b> banderson@spokanecity.org	2022		✓			Chair	Alternate				
<b>Sally Lodato</b> slodato@spokanecity.org	2022			✓	Chair			✓			
<b>Rick Chase</b> rchase@spokanecity.org	2022	✓	✓				Chair				
<b>Gerry Sperling</b> gsperling@spokanecity.org	2024	✓	Chair			✓			✓		
<b>Jamie SiJohn</b> jsijohn@spokanecity.org	2023	✓				✓				✓	
<b>Barb Richey</b> brichey@spokanecity.org	2024		✓								
<b>Mike Fagan</b> mfagan@spokanecity.org	N/A			✓					✓		Council

PF = Spokane Parks Foundation

CF = Conservation Futures



## Spokane Parks and Recreation Administrative Team

<b>Garrett Jones</b> – Interim Director <a href="mailto:gjones@spokanecity.org">gjones@spokanecity.org</a>	363-5462
<b>Jason Conley</b> – Executive Officer <a href="mailto:jconley@spokanecity.org">jconley@spokanecity.org</a>	625-6211
<b>Pamela Clarke</b> – Director's Administrative Support <a href="mailto:pclarke@spokanecity.org">pclarke@spokanecity.org</a>	625-6241
<b>Mark Buening</b> – Budget/Finance Director <a href="mailto:mbuening@spokanecity.org">mbuening@spokanecity.org</a>	625-6544
<b>Jonathan Moog</b> – Riverfront Park Director <a href="mailto:jmoog@spokanecity.org">jmoog@spokanecity.org</a>	625-6243
<b>Al Vorderbrueggen</b> – Park Operations Director <a href="mailto:avorderbrueggen@spokanecity.org">avorderbrueggen@spokanecity.org</a>	363-5464
<b>Fianna Dickson</b> – Communications Manager <a href="mailto:fdickson@spokanecity.org">fdickson@spokanecity.org</a>	625-6297
<b>Jennifer Papich</b> – Recreation Director <a href="mailto:jpapich@spokanecity.org">jpapich@spokanecity.org</a>	363-5420
<b>Josh Oakes</b> – Recreation Assistant Director <a href="mailto:joakes@spokanecity.org">joakes@spokanecity.org</a>	363-5407
<b>Ryan Griffith</b> – Parks and Recreation Manager <a href="mailto:rgriffith@spokanecity.org">rgriffith@spokanecity.org</a>	363-5414
<b>Carl Strong</b> – Park Operations Assistant Director <a href="mailto:cstrong@spokanecity.org">cstrong@spokanecity.org</a>	363-5415
<b>Angel Spell</b> – Assistant Director of Natural Resources <a href="mailto:aspell@spokanecity.org">aspell@spokanecity.org</a>	363-5495
<b>Katie Kosanke</b> – Urban Forester <a href="mailto:kkosanke@spokanecity.org">kkosanke@spokanecity.org</a>	363-5495
<b>Steve Nittolo</b> – Horticulture Supervisor <a href="mailto:snittolo@spokanecity.org">snittolo@spokanecity.org</a>	625-6692
<b>Parks and Recreation Administration Office Phone</b>	625-6241
<b>Parks and Recreation Administration Office Fax Number</b>	625-6205

**Mailing address:**

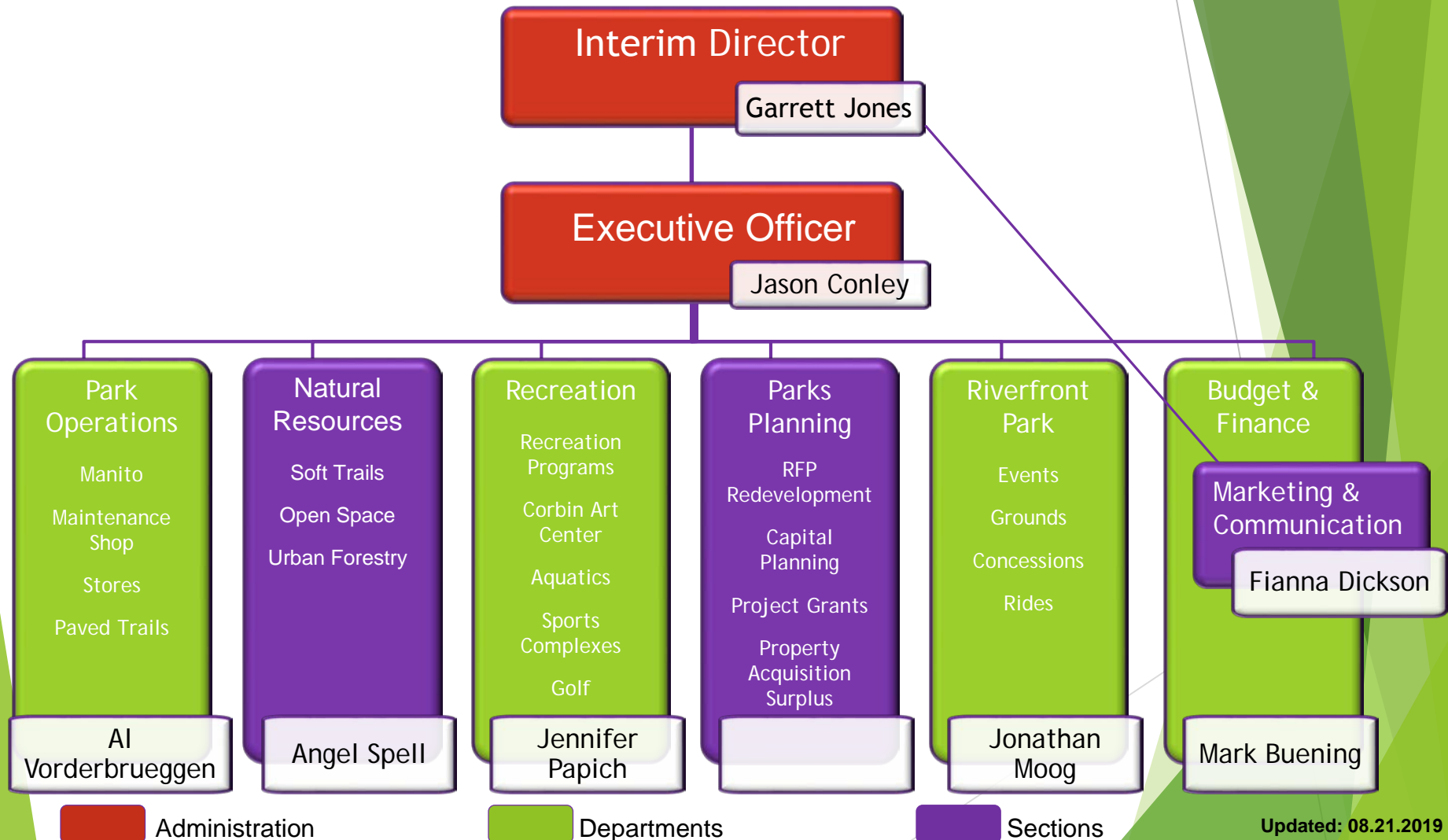
Spokane Parks and Recreation Division  
808 W. Spokane Falls Blvd.  
Fifth Floor - City Hall  
Spokane, Washington 99201-3317

**Website address:** [my.spokanecity.org/parksrec/](http://my.spokanecity.org/parksrec/)

Updated: July 8, 2019



# Parks and Recreation Organizational Chart







# 2019 Park Board and Committee Meeting Schedule

## Urban Forestry Tree Committee

Woodland Center, Finch Arboretum – 4:15 p.m.

Lead – Katie Kosanke (363-5495)

Administrative Support – Kay Bisaro (363-5494)

### 2019 Dates

Jan. 1*	July 30
Feb. 5	Sept. 3
March 5	Oct. 1
April 2	Nov. 5
April 30	Dec. 3
June 4	Dec. 31*
July 2	

\* Canceled due to holiday.

### Committee Members

Rick Chase – Chair  
Jennifer Ogden  
Bob Anderson - Alternate  
Matt Ugaldea  
Kevin Cash

## Land Committee

Woodland Center, Finch Arboretum – 3:30 p.m. (subject to change)

Lead – Al Vorderbrueggen (363-5464)

Administrative Support – Cheryl Miller (363-5453)

### 2019 Dates

Jan. 7	July 8
Feb. 6	July 31
March 6	Sept. 4
April 3	Oct. 2
May 1	Nov. 6
June 5	Dec. 4

### Committee Members

Greta Gilman - Chair  
Sally Lodato  
Jennifer Ogden  
Mike Fagan – Council Liaison

**Recreation Committee**

Woodland Center, Finch Arboretum – 5:15 p.m. (subject to change)

Lead – Jennifer Papich (363-5420)

Administrative Support – Kay Bisaro (363-5494)

<u>2019 Dates</u>		<u>Committee Members</u>
Jan. 3	July 8	Sally Lodato – Chair
Feb. 7	July 31	Ted McGregor
March 7	Sept. 4	Greta Gilman
April 4	Oct. 2	
May 2	Nov. 6	
June 6	Dec. 4	

**Riverfront Park Committee**

Pavilion conference room, Riverfront Park – 8:05 a.m.

Lead – Jonathan Moog (625-6243)

Administrative Support – Rhett McCall (625-6617)

<u>2019 Dates</u>		<u>Committee Members</u>
Jan. 7	July 8	Ted McGregor - Chair
Feb. 11	Aug. 5	Rick Chase
March 11	Sept. 9	Jennifer Ogden
April 8	Oct. 7	Gerry Sperling
May 6	Nov. 11	Jamie SiJohn
June 10	Dec. 9	

**Golf Committee**

Woodland Center, Finch Arboretum – 8 a.m.

Lead – Mark Poirier (625-4653)

Administrative Support – Kay Bisaro (363-5494)

<u>2019 Dates</u>		<u>Committee Members</u>
Jan. 8	July 9	Gerry Sperling - Chair
Feb. 12	Aug. 6	Bob Anderson
March 12	Sept. 10	Rick Chase
April 9	Oct. 8	Barb Richey
May 7	Nov. 12	
June 11	Dec. 10	

### **Finance Committee**

Pavilion conference room, Riverfront Park – 3 p.m.

Lead – Mark Buening (625-6544)

Administrative Support – Pamela Clarke (625-6241)

<b><u>2019 Dates</u></b>		<b><u>Committee Members</u></b>
Jan. 8	July 9	Bob Anderson - Chair
Feb. 12	Aug. 6	Greta Gilman
March 12	Sept. 10	Gerry Sperling
April 9	Oct. 8	Jamie SiJohn
May 7	Nov. 12	
June 11	Dec. 10	

### **Park Board**

City Council Chambers – 3:30 p.m.

Lead – Garrett Jones (363-5462)

Administrative Support – Pamela Clarke (625-6241)

<b><u>2019 Dates</u></b>		<b><u>Committee Members</u></b>
Jan. 10	July 11	Nick Sumner – President
Feb. 14	Aug. 8	Jennifer Ogden – Vice President
March 14	Sept. 12	Garrett Jones – Secretary
April 11	Oct. 10	Ted McGregor
May 9	Nov. 14	Rick Chase
June 13	Dec. 12	Greta Gilman
		Sally Lodato
		Gerry Sperling
		Jamie SiJohn
		Bob Anderson
		Barb Richey
		Mike Fagan – Council Liaison

**Park Board Study Session**

Meeting room location varies. Scheduled on an as-needed basis.

Lead – Garrett Jones (363-5462)

Administrative Support – Pamela Clarke (625-6241)

**Park Board Members**

Nick Sumner – President

Jennifer Ogden – Vice President

Garrett Jones – Secretary

Ted McGregor

Rick Chase

Greta Gilman

Sally Lodato

Jennifer Ogden

Gerry Sperling

Jamie SiJohn

Bob Anderson

Barb Richey

Mike Fagan – Council Liaison

# Spokane Park Board and Committee Meeting Calendar

January 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 New Year's Day City Hall closed	2	3 Recreation Committee – 4 p.m.	4	5
6	7 RFP Committee – 8:05 a.m.  Land Committee – 3 p.m.	8 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	9	10 Park Board – 3:30 p.m.	11	12
13	14	15	16	17	18	19
20	21 Martin Luther King Day City Hall closed	22	23	24	25	26
27	28	29	30	31	<b>Note:</b> The CAC and the Urban Forestry Tree Committee will not meet Jan. 1. Land will meet Jan. 7 rather than Jan. 2	

# Spokane Park Board and Committee Meeting Calendar

February 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5 Urban Forestry CAC - 3 p.m.  Urban Forestry Tree Committee - 4:15 p.m.	6 Land Committee - 3 p.m.	7 Recreation Committee - 4 p.m.	8	9
10	11 RFP Committee - 8:05 a.m.	12 Golf Committee - 8 a.m.  Finance Committee - 3 p.m.	13	14 Park Board - 3:30 p.m.	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

# Spokane Park Board and Committee Meeting Calendar

March 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5 Urban Forestry CAC - 3 p.m.  Urban Forestry Tree Committee - 4:15 p.m.	6 Land Committee - 3 p.m.	7 Recreation Committee - 5 p.m.	8	9
10	11 RFP Committee - 8:05 a.m.	12 Golf Committee - 8 a.m.  Finance Committee - 3 p.m.	13	14 Park Board - 3:30 p.m.	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

# Spokane Park Board and Committee Meeting Calendar

April 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	<b>1</b>	<b>2</b> Urban Forestry CAC - 3 p.m.  Urban Forestry Tree Committee - 4:15 p.m.	<b>3</b> Land Committee - 3 p.m.	<b>4</b> Recreation Committee - 5 p.m.	<b>5</b>	<b>6</b>
<b>7</b>	<b>8</b> RFP Committee - 8:05 a.m.	<b>9</b> Golf Committee - 8 a.m.  Finance Committee - 3 p.m.	<b>10</b>	<b>11</b> Park Board - 3:30 p.m.	<b>12</b>	<b>13</b>
<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
<b>28</b>	<b>29</b>	<b>30</b> Urban Forestry CAC - 3 p.m.  Urban Forestry Tree Committee - 4:15 p.m.				



# Spokane Park Board and Committee Meeting Calendar

May 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			<b>1</b> Land Committee - 3 p.m.	<b>2</b> Recreation Committee - 5 p.m.	<b>3</b>	<b>4</b>
<b>5</b>	<b>6</b> RFP Committee - 8:05 a.m.	<b>7</b> Golf Committee - 8 a.m.  Finance Committee - 3 p.m.	<b>8</b>	<b>9</b> Park Board - 3:30p.m.	<b>10</b>	<b>11</b>
<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>
<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>
<b>26</b>	<b>27</b>  Memorial Day City Hall closed	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>	

# Spokane Park Board and Committee Meeting Calendar

June 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4 Urban Forestry CAC - 3 p.m.  Urban Forestry Tree Committee - 4:15 p.m.	5 Land Committee - 3 p.m.	6 Recreation Committee - 5 p.m.	7	8
9	10 RFP Committee - 8:05 a.m.	11 Golf Committee - 8 a.m.  Finance Committee - 3 p.m.	12	13 Park Board - 3:30 p.m.	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

# Spokane Park Board and Committee Meeting Calendar

July 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2 Urban Forestry CAC - 3 p.m.  Urban Forestry Tree Committee - 4:15 p.m.	3	4  Independence Day City Hall closed	5	6
7	8 RFP Committee – 8:05 a.m.	9 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	10	11 Park Board – 3:30 p.m.	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30 Urban Forestry CAC - 3 p.m.  Urban Forestry Tree Committee - 4:15 p.m.	31 Land Committee – 3:30 p.m.  Recreation Committee - 5:15 p.m.	<b>Note:</b> The July 3 Land and July 4 Recreation committee meetings will be rescheduled due to the holiday.		

# Spokane Park Board and Committee Meeting Calendar

August 2019						
Sun	Mon	Tue	Wed		Fri	Sat
				1	2	3
4	5 RFP Committee – 8:05 a.m.	6 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	7	8 Park Board – 3:30 p.m.	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

# Spokane Park Board and Committee Meeting Calendar

September 2019						
Sun	Mon	Tue	Wed		Fri	Sat
1	2 Labor Day City Hall closed	3 Urban Forestry CAC - 3 p.m.  Urban Forestry Tree Committee - 4:15 p.m.	4 Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	5	6	7
8	9 RFP Committee – 8:05 a.m.	10 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	11	12 Park Board – 3:30 p.m.	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

# Spokane Park Board and Committee Meeting Calendar

October 2019						
Sun	Mon	Tue	Wed		Fri	Sat
		<b>1</b> Urban Forestry CAC - 3 p.m.  Urban Forestry Tree Committee - 4:15 p.m.	<b>2</b> Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	<b>3</b>	<b>4</b>	<b>5</b>
<b>6</b>	<b>7</b> RFP Committee – 8:05 a.m.	<b>8</b> Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	<b>9</b>	<b>10</b> Park Board – 3:30 p.m.	<b>11</b>	<b>12</b>
<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>
<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>
<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>		

# Spokane Park Board and Committee Meeting Calendar

November 2019						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5 Urban Forestry CAC - 3 p.m.  Urban Forestry Tree Committee - 4:15 p.m.	6 Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	7	8	9
10	11 RFP Committee – 8:05 a.m.	12 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	13	14 Park Board – 3:30 p.m.	15	16
17	18	19	20	21	22	23
24	25	26	27	28 Thanksgiving Day City Hall closed	29 Thanksgiving Day holiday City Hall closed	30

# Spokane Park Board and Committee Meeting Calendar

## December 2019

Sun	Mon	Tue	Wed		Fri	Sat
1	2	3 Urban Forestry CAC - 3 p.m.  Urban Forestry Tree Committee - 4:15 p.m.	4 Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	5	6	7
8	9 RFP Committee – 8:05 a.m.	10 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	11	12 Park Board – 3:30 p.m.	13	14
15	16	17	18	19	20	21
22	23	24	25  Christmas Day City Hall closed	26	27	28
29	30	31	<b>Note:</b> The Urban Forestry Tree Committee and the Urban Forestry CAC will not meet Dec. 31 due to the holiday.			





*City of Spokane*

**PARKS  
& RECREATION**

## 2020 Park Board and Committee Meeting Schedule

### Urban Forestry Tree Committee

Woodland Center, Finch Arboretum – 4:15 p.m.

Lead – Katie Kosanke (363-5495)

Administrative Support – Kay Bisaro (363-5494)

#### 2020 Meeting Dates

Dec. 31, 2019*	June 30
Feb. 4	Aug. 4
March 3	Sept. 1
March 31	Sept. 29
May 5	Nov. 3
June 2	Dec. 1

\*Meeting canceled due to holiday.

#### Committee Members

Rick Chase – Chair  
Jennifer Ogden  
Bob Anderson - Alternate  
Matt Ugaldea  
Kevin Cash

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### Land Committee

Woodland Center, Finch Arboretum – 3:30 p.m. (subject to change)

Lead – Al Vorderbrueggen (363-5464)

Administrative Support – Cheryl Miller (363-5453)

#### 2020 Meeting Dates

Jan.*	July 1
Feb. 5	Aug. 5
March 4	Sept. 2
April 1	Sept. 30
May 6	Nov. 4
June 3	Dec. 2

\*January meeting details to be determined.

#### Committee Members

Greta Gilman - Chair  
Sally Lodato  
Jennifer Ogden  
Mike Fagan – Council Liaison

**Recreation Committee**

Woodland Center, Finch Arboretum – 5:15 p.m. (subject to change)

Lead – Jennifer Papich (363-5420)

Administrative Support – Kay Bisaro (363-5494)

<u>2020 Meeting Dates</u>		<u>Committee Members</u>
Feb. 5	Aug. 5	Sally Lodato - Chair
March 4	Sept. 2	Ted McGregor
April 1	Sept. 30	Greta Gilman
May 6	Nov. 4	
June 3	Dec. 2	
July 1		

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**Riverfront Park Committee**

Pavilion conference room, Riverfront Park – 8:05 a.m.

Lead – Jonathan Moog (625-6243)

Administrative Support – Rhett McCall (625-6617)

<u>2020 Meeting Dates</u>		<u>Committee Members</u>
Jan. 6	July 6	Ted McGregor - Chair
Feb. 10	Aug. 10	Rick Chase
March 9	Sept. 8	Jennifer Ogden
April 6	Oct. 5	Gerry Sperling
May 11	Nov. 9	Jamie SiJohn
June 8	Dec. 7	

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**Golf Committee**

Woodland Center, Finch Arboretum – 8 a.m.

Lead – Mike Poirier (625-4653)

Administrative Support – Kay Bisaro (363-5494)

<u>2020 Meeting Dates</u>		<u>Committee Members</u>
Jan. 7	July 7	Gerry Sperling - Chair
Feb. 11	Aug. 11	Rick Chase
March 10	Sept. 8	Bob Anderson
April 7	Oct. 6	Barb Richey
May 12	Nov. 10	
June 9	Dec. 8	

### **Finance Committee**

Pavilion conference room, Riverfront Park – 3 p.m.

Lead – Mark Buening (625-6544)

Administrative Support – Pamela Clarke (625-6241)

<u>2020 Meeting Dates</u>		<u>Committee Members</u>
Jan. 7	July 7	Bob Anderson - Chair
Feb. 11	Aug. 11	Greta Gilman
March 10	Sept. 8	Gerry Sperling
April 7	Oct. 6	Jamie SiJohn
May 12	Nov. 10	
June 9	Dec. 8	

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### **Bylaws Committee**

Meeting room location varies. Scheduled on an as-needed basis.

Administrative Support – Pamela Clarke (625-6241)

#### Committee Members

Jennifer Ogden – Chair

Nick Sumner

Sally Lodato

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### **Joint Arts Committee**

Meeting room location varies. Scheduled on an as-needed basis.

Lead – Garrett Jones (363-5462)

Administrative Support – Pamela Clarke (625-6241)

#### Committee Members

Ted McGregor

Jennifer Ogden

Jamie SiJohn

### **Park Board**

City Council Chambers – 3:30 p.m.

Lead – Garrett Jones (363-5462)

Administrative Support – Pamela Clarke (625-6241)

#### **2020 Meeting Dates**

Jan. 9	July 9
Feb. 13	Aug. 13
March 12	Sept. 10
April 9	Oct. 8
May 14	Nov. 12
June 11	Dec. 10

#### **Committee Members**

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

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### **Park Board Study Session**

Meeting room location varies. Scheduled on an as-needed basis.

Lead – Garrett Jones (363-5462)

Administrative Support – Pamela Clarke (625-6241)

#### **Park Board Members**

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

# Spokane Park Board and Committee Meeting Calendar

January 2020

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 New Year's Day – City Hall closed.	2	3	4
5	6 Riverfront Park Committee – 8:05 a.m.	7 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	8	9 Park Board – 3:30 p.m.	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	<b>Note:</b> Due to the holidays, the Dec. 31 UFTC and Jan. 1 Recreation committee meetings are canceled, and the January Land Committee meeting details will be determined.

# Spokane Park Board and Committee Meeting Calendar

February 2020						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4 Urban Forestry Citizen Advisory Committee – 3 p.m.  Urban Forestry Tree Committee – 4:15 p.m.	5 Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	6	7	8
9	10 Riverfront Park Committee – 8:05 a.m.	11 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	12	13 Park Board – 3:30 p.m.	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

# Spokane Park Board and Committee Meeting Calendar

March 2020						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
<b>1</b>	<b>2</b>	<b>3</b> Urban Forestry Citizen Advisory Committee – 3 p.m.  Urban Forestry Tree Committee – 4:15 p.m.	<b>4</b> Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	<b>5</b>	<b>6</b>	<b>7</b>
<b>8</b>	<b>9</b> Riverfront Park Committee – 8:05 a.m.	<b>10</b> Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	<b>11</b>	<b>12</b> Park Board – 3:30 p.m.	<b>13</b>	<b>14</b>
<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>
<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>
<b>29</b>	<b>30</b>	<b>31</b> Urban Forestry Citizen Advisory Committee – 3 p.m.  Urban Forestry Tree Committee – 4:15 p.m.				

# Spokane Park Board and Committee Meeting Calendar

April 2020						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			<b>1</b> Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	<b>2</b>	<b>3</b>	<b>4</b>
<b>5</b>	<b>6</b> Riverfront Park Committee – 8:05 a.m.	<b>7</b> Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	<b>8</b>	<b>9</b> Park Board – 3:30 p.m.	<b>10</b>	<b>11</b>
<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>
<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>
<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>		



# Spokane Park Board and Committee Meeting Calendar

May 2020						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5 Urban Forestry Citizen Advisory Committee – 3 p.m.  Urban Forestry Tree Committee – 4:15 p.m.	6 Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	7	8	9
10	11 Riverfront Park Committee – 8:05 a.m.	12 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	13	14 Park Board – 3:30 p.m.	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

# Spokane Park Board and Committee Meeting Calendar

June 2020						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	<b>1</b>	<b>2</b> Urban Forestry Citizen Advisory Committee – 3 p.m.  Urban Forestry Tree Committee – 4:15 p.m.	<b>3</b> Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	<b>4</b>	<b>5</b>	<b>6</b>
<b>7</b>	<b>8</b> Riverfront Park Committee – 8:05 a.m.	<b>9</b> Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	<b>10</b>	<b>11</b> Park Board – 3:30 p.m.	<b>12</b>	<b>13</b>
<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
<b>28</b>	<b>29</b>	<b>30</b> Urban Forestry Citizen Advisory Committee – 3 p.m.  Urban Forestry Tree Committee – 4:15 p.m.				

# Spokane Park Board and Committee Meeting Calendar

July 2020						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			<b>1</b> Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	<b>2</b>	<b>3</b>	<b>4</b>
<b>5</b>	<b>6</b> Riverfront Park Committee – 8:05 a.m.	<b>7</b> Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	<b>8</b>	<b>9</b> Park Board – 3:30 p.m.	<b>10</b>	<b>11</b>
<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>
<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>
<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>	

# Spokane Park Board and Committee Meeting Calendar

August 2020						
	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4 Urban Forestry Citizen Advisory Committee – 3 p.m.  Urban Forestry Tree Committee – 4:15 p.m.	5 Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	6	7	8
9	10 Riverfront Park Committee – 8:05 a.m.	11 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	12	13 Park Board – 3:30 p.m.	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

# Spokane Park Board and Committee Meeting Calendar

September 2020						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		<b>1</b> Urban Forestry Citizen Advisory Committee – 3 p.m.  Urban Forestry Tree Committee – 4:15 p.m.	<b>2</b> Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	<b>3</b>	<b>4</b>	<b>5</b>
<b>6</b>	<b>7</b> Labor Day – City Hall closed.	<b>8</b> Golf Committee – 8 a.m. Riverfront Park Committee – 10 a.m. Finance Committee – 3 p.m.	<b>9</b>	<b>10</b> Park Board – 3:30 p.m.	<b>11</b>	<b>12</b>
<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>
<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>
<b>27</b>	<b>28</b>	<b>29</b> Urban Forestry Citizen Advisory Committee – 3 p.m.  Urban Forestry Tree Committee – 4:15 p.m.	<b>30</b> Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.			

# Spokane Park Board and Committee Meeting Calendar

October 2020						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5 Riverfront Park Committee – 8:05 a.m.	6 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	7	8 Park Board – 3:30 p.m.	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

# Spokane Park Board and Committee Meeting Calendar

November 2020						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3 Urban Forestry Citizen Advisory Committee – 3 p.m.  Urban Forestry Tree Committee – 4:15 p.m.	4 Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	5	6	7
8	9 Riverfront Park Committee – 8:05 a.m.	10 Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	11	12 Park Board – 3:30 p.m.	13	14
15	16	17	18	19	20	21
22	23	24	25	26 Thanksgiving Day – City Hall closed.	27 Thanksgiving holiday – City Hall closed.	28
29	30					

# Spokane Park Board and Committee Meeting Calendar

December 2020						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		<b>1</b> Urban Forestry Citizen Advisory Committee – 3 p.m.  Urban Forestry Tree Committee – 4:15 p.m.	<b>2</b> Land Committee – 3:30 p.m.  Recreation Committee – 5:15 p.m.	<b>3</b>	<b>4</b>	<b>5</b>
<b>6</b>	<b>7</b> Riverfront Park Committee – 8:05 a.m.	<b>8</b> Golf Committee – 8 a.m.  Finance Committee – 3 p.m.	<b>9</b>	<b>10</b> Park Board – 3:30 p.m.	<b>11</b>	<b>12</b>
<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>
<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b> Christmas Day – City Hall closed.	<b>26</b>
<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>		



# Consent agenda process

*The Park Board consent agenda allows the board to approve routine, procedural and noncontroversial items together without discussion or individual motions. Consent items may include approval of meeting minutes, monthly claims, and contract change orders, extensions and amendments.*

## Committee-level consent agenda

- **Staff** - 1) At least 72 hours prior to the committee meeting, the requester submits the briefing paper and supporting documents to the committee staff lead and to the staff member who creates the agenda; 2) committee lead and/or administrative staff creates committee meeting agenda which includes with a numbered list of all consent agenda action items and a numbered list of all regular action items; 3) agenda is posted and distributed 48 hours prior to the meeting; and 4) while regular action items may be added at any time, consent agenda items may not be added less than 48 hours prior to the meeting.
- **Committee chair** - Committee staff lead consults with the chair, when necessary, to determine whether an item is placed on the consent or regular agenda.

## Committee-level recommendation

- **Staff** - All consent item supporting documents, including briefing paper, must be posted 48 hours prior to the meeting allowing Park Board members and the public time to review proposed consent agenda items.
- **Park Board committee** - 1) Prior to voting on the consent agenda, the chair asks the committee if any member wishes to move any item from the consent agenda; 2) if any member requests an item be moved from the consent agenda, it must be moved; 3) a member may ask that a consent item be voted on separately, as part of the consent agenda, enabling a member to abstain, recuse themselves or vote no without affecting their vote on the remaining consent items; and 5) when making a motion on regular action items, the Park Board member will indicate whether the item is recommended to the Park Board as a consent or regular agenda action item.

## Park Board consent agenda

- **Staff** - 1) At least 72 hours prior to the meeting, the requester submits any revisions to the briefing paper and all supporting documents to the staff member who creates the agenda; 2) staff creates the Park Board agenda, in consultation with the director, which includes a numbered list of all administrative consent items and a numbered list of all committee-level consent items; 3) the agenda is posted/distributed 48 hours prior to the meeting; and 4) while regular action items may be added at any time, consent agenda items may not be added less than 48 hours prior to the meeting.
- **Park Board president** - The director consults with the president, when necessary, to determine whether an item is placed on the consent or regular agenda.

## Park Board consent agenda action

- **Park Board** - 1) Prior to voting on the consent agenda, the president asks the board if any member wishes to move any item from the consent agenda; 2) if any board member requests an item be moved from the consent agenda, it must be moved; 3) a board member may ask that a consent item be voted on separately, as part of the consent agenda, enabling a member to abstain, recuse themselves or vote no without affecting their vote on the remaining consent items; and 5) after any items are moved, the numbers of the remaining consent items are read out loud, seconded and a vote is taken on the adoption of the consent agenda.

## Consent agenda rules

- No items may be added to the consent agenda within 48 hours prior to the meeting.
- All supporting documents for a consent item must be posted with the consent agenda.
- Any Park Board member may move an item from the consent agenda.

# Meet Me Conference Bridge Instructions

The Meet Me conference bridge allows up to 15 people to dial into our meetings. This is primarily designed for Park Board members to remote into the Park Board committee meetings. If there are needs outside the regular Park Board Committee meetings, please call 625-6241 or 319-0842 for scheduling purposes.

Once the meeting organizer opens the bridge by calling 509.242.8422, individuals may call the same number to remote into the meeting.

As soon as a Park Board member determines they would like to remote into a committee meeting, they may call the meeting organizer (the committee lead or their lead's administrative support). Please see the Park Board and Committee meeting schedule for committee lead and administrative support contact information.

The meeting organizer initiates or creates the bridge at the beginning of the meeting by dialing 509.242.8422. At any point during the meeting, the Park Board member may remote into the meeting by dialing the same number.

Our hope is this call-in capability offers board members the opportunity to stay connected with all Park Board committee meetings.



## **SPOKANE PARK BOARD MEMBER DUTIES AND RESPONSIBILITIES FORM**

Congratulations on your nomination to the Spokane Park Board. We hope you find your term on the Board rewarding. The Park Board is one of the most demanding and fulfilling board appointments in the City of Spokane. For this reason, we ask that you review and acknowledge the following “Member Duties and Responsibilities.” Knowing these duties and responsibilities will ensure that you are aware of your commitments to the Board and the expectations associated with your membership on the Spokane Park Board.

- A. The Spokane City Charter: Your appointment to the Park Board is pursuant to Article V of the Spokane City Charter. In accepting your appointment, you are presumed to have read Article V in its entirety and learned from it the scope of the Board’s responsibilities. While not exhaustive, the following highlights some of the key provisions of the Charter relating to the Board’s responsibilities:
- Complete control over expenditures from the Spokane Park Fund and expenditures from related park funds, such as the Golf Fund and Urban Forestry Fund: Typically this means an overall annual operating budget in excess of \$20 million, plus additional expenditures related to capital bond projects. The scope of this budget alone demands that members devote considerable time outside the regular meetings and committee meetings, so as to stay informed of Board activities.
  - The formulation and adoption of rules and regulations relating to Spokane Parks and Recreation facilities: By Charter the Park Board establishes policies and rules relating to park facilities, such as the Tobacco-Free Zones, sets pricing and fees for a variety of park facilities, etc.
  - Regular attendance at the required monthly and special meetings of the Spokane Board: Each Board member is expected to attend regular and special meetings of the Board, unless excused in advance by the President. The Spokane Park Board is scheduled for the second Thursday of each month at 3:30 p.m. unless otherwise posted. As a matter of practice, any absence is deemed excused so long as the President or Secretary is alerted in advance to your absence. There is no recent memory of a Board member being formally admonished for unexcused absenteeism, but it should be understood that continual absences may prompt the President to declare your absences unexcused, and three unexcused absences constitute grounds for removal from the Board.
- B. Park Board Bylaws: By Charter the Board is authorized to adopt bylaws relating to governance of the Board and its committees. The Bylaws were last revised and adopted October 2018, and are included in this Park Board Toolkit. By signing this form you acknowledge that you have read the Bylaws and understand them. A brief overview of these rules follows:

- There are seven Standing Committees of the Park Board. With Board consent, the President annually assigns Board members to committees and designates the chairs of those committees. Board members typically are assigned to at least three committees, and often serve as chair of at least one of those committees. Committees meet once per month, typically one to two weeks before the regular Park Board meeting. Depending on a given agenda item for the committee, Board members can expect to spend as much as one hour or more reviewing materials related to committee meetings and up to two hours at the committee meeting. Average monthly time commitment, excluding special Park Board meetings, ad hoc committees and special events, is 11-12 hours.

C. Additional Board member responsibilities include:

- New board members participate in an orientation provided by the director of Parks and Recreation, and the Board President. This is about a two-hour, one-time only meeting.
- Board members are called upon to attend additional special Parks and Recreation special events. A special event might include a site visit, a dedication event, public meetings, etc. These events are typically one hour long and will occur about two to three times a year.

D. Acknowledgement: As Respect to the Spokane Park Board, as a member of the Spokane Park Board, I acknowledge:

- I have read and understand the Member of the Board duties and responsibilities;
- I am responsible, collectively and with my fellow Board members, for ensuring effective governance, stewardship and strategic direction of the Spokane Parks and Recreation, and the Spokane Park Board;
- I understand and accept the time commitment involved as a Board member of the Spokane Park Board;
- I generally accept the duties and responsibilities of a Board member;

In signing this document, I understand that no rigid standards of measurement and achievement are being formed.

---

Signature

\_\_\_\_\_  
Printed Name

Date Signed: \_\_\_\_\_

Dates of Term: \_\_\_\_\_

Form Updated: October 2019

## Open Government Training

The state attorney general recommends Open Government training for members of governing bodies, such as Park Board. **Within 90 days of your appointment**, please complete your training and submit your completion certificate to the Parks director or the director's administrative assistant.

It is recommended Park Board members complete Lessons 1-4, noted below. You have the option of videos or PowerPoint presentations for your training.

Upon completion, please sign and return your enclosed certificate. We'll then file your documentation of completion with City Clerks.

### Washington State Attorney General's Training Resources

Washington State Attorney General's Office Open Government Training Web Page - <http://www.atg.wa.gov/OpenGovernmentTraining.aspx>

- Lesson 1 is a general introductory overview. It is offered to give background on open government laws.
- Lessons 2 – 4 includes training that complies with ESB 5964 (RCW 42.56.150, RCW 42.56.152 and RCW 42.30.205).

## Member Resources

- Washington Recreation and Park Association (WRPA) Annual Conference/Membership  
<http://www.wrpatoday.org/>
- National Recreation and Park Association (NRPA) Annual Congress/Membership  
<http://www.nrpa.org/>

## Emails and the Public Records Act (RCW 42.56)

City emails are subject to disclosure under the Public Records Act. Attached is the City's Administrative Policy and Procedure on "Emails." Please read it. In particular, keep in mind Sections 5.2 and 5.3 of the policy.

Prior to releasing emails which have been requested under a public records request, staff in the Office of the City Clerk review emails for any exempt information. When a portion of a requested email chain relates to the conduct of city business, City Clerk staff has an obligation to release the entire email chain even though portions of it may contain communications not relevant to the conduct of city business. City Clerk staff redact any information that is found to be exempt.

Park Board members are encouraged to only use their city provided email address for Board business and any other city-related communications so that any such emails may be captured on the City's email server. If you request to have your city-related email communications sent to both your city and your personal email addresses, any email chains related to city business contained on both your personal electronic device(s) and the city's server are subject to disclosure, if requested under the Public Records Act. If a public records request is made for which you may be a named individual and you utilize personal electronic device(s) for city business, you will be required to search such personal device(s) for any responsive records. In addition, you will be requested to complete an Affidavit of Adequate Search of your personal device(s) for responsive records, if any.

In addition, we also want to advise that if your personal cell phone number or personal telephone number and/or home address information is referenced in an email chain related to City business, we are aware of no exemption that would allow us to redact this information (per case law). Again, we are unable to redact your personal cell phone number, personal telephone number, and/or home address information in this case as the particular email record is not typically maintained as part of your personnel file.

If a current Park Board member's emails are requested, we do attempt to notify the named individual in the request (via the City email address provided in Outlook) as a courtesy that their email has been requested. However, we do not notify each and every person that may have communicated with the person whose email is being requested.

To view additional City policies and procedures, visit the following link: <https://my.spokanecity.org/opendata/documents/policies/>.

OCT 03 2005

CITY CLERK'S OFFICE  
SPOKANE, WA

CITY OF SPOKANE ADMINISTRATIVE POLICY AND PROCEDURE	ADMIN 0620-05-055 LGL 05-59
TITLE: <b>EMAIL</b> EFFECTIVE DATE: February 1, 2002 REVISION DATE: <u>OCTOBER 18, 2005</u>	

## 1.0 GENERAL

- 1.1 The purpose of this policy is to define individual and departmental responsibilities for the acquisition and use of the City's email system.

## 1.2 TABLE OF CONTENTS

SECTION 1 GENERAL  
SECTION 2 DEPARTMENTS/DIVISIONS AFFECTED  
SECTION 3 REFERENCES  
SECTION 4 DEFINITIONS  
SECTION 5 POLICY  
SECTION 6 PROCEDURE  
SECTION 7 RESPONSIBILITIES  
SECTION 8 APPENDICES

## 2.0 DEPARTMENTS/DIVISIONS AFFECTED

This policy shall apply to all City departments and divisions.

## 3.0 REFERENCES

RCW 42.17 (changed to RCW 42.56 effective July 1, 2006)  
RCW 40.14

## 4.0 DEFINITIONS

None

## 5.0 POLICY

### 5.1 Statement of Policy



- 5.1.1 It is the policy of the City of Spokane to encourage use of electronic communications, including e-mail, as a means of increasing employee productivity, thereby improving the quality of service to the citizens of Spokane, the productivity of the City workforce, and the overall cost effectiveness of City operations. Departments may adopt policies consistent with this policy.
- 5.1.2 Electronic records, including e-mail messages, may be public records under Washington State's Public Disclosure Act (RCW 42.17) and the law governing preservation and destruction of public records (RCW 40.14).

## 5.2 General Provisions

- 5.2.1 The information contained in the City's email system is the property of the City and may be accessed by members of the public under various state or federal laws. Such data should be considered information available to the public. Consequently, information may be "opened", "read", or inspected by the City without notice and without employee permission.
- 5.2.2 Those who use City electronic communications services are expected to do so responsibly, with professional courtesy and conduct, and to comply with State and Federal laws.
- 5.2.3 Since e-mail is a business communications tool, all e-mail messages should be businesslike and professional in tone and content. Obscene, offensive, illegal, or unprofessional communication through e-mail is prohibited. This includes, but is not limited to the following:
  - a. Statement of a political nature.
  - b. Obscene, profane, abusive, or threatening language or graphic representations except for legitimate business purposes.
  - c. Statements or graphic representations that may be construed as harassing, discriminatory, or offensive by reference to race, national origin, gender, religion, age, disability, sexual orientation, or other legally protected status.

- d. The reference to or discussion of any sexual acts, sexual relationships, dates, dating, personal relationships, or sexually related graphics.
  - e. Communications that violate the personal privacy of, or disrespectful of, any individual.
  - f. Information on union activity, unless approved by the Human Resources Director in advance or in accordance with appropriate department procedures.
  - g. Communications in furtherance of any illegal activity, including, but not limited to, football pools and other forms of gambling.
  - h. Conducting business transactions of any non-City enterprise, either profit or non-profit, or promulgating electronic literature from these activities.
  - i. Jokes of any nature.
- 5.2.4 Employees should check their e-mail regularly, respond to those messages that need to be responded to, move messages to personal folders for retention if required, and delete those messages that have been read and are no longer pertinent.
- 5.2.5 Employees are allowed limited use of equipment and facilities to access the email system for purposes other than that directly or indirectly relate to the activities of the City under the following but not limited to conditions:
- a. The use causes no additional cost to the City of Spokane.
  - b. The equipment being utilized is normally utilized by the employee, and there is no disruption/disturbance to another employee's work area.
  - c. Time spent processing personal email does not negatively impact the employee's ability to do his/her job.
  - d. Use of the equipment does not disrupt other City functions.

- e. Use does not violate any other City policy.

### 5.3 Confidentiality of Information

- 5.3.1 Electronic mail is not confidential and is nearly always a public record. Electronic mail should not be used for the transmission of truly confidential matters. Employees should be mindful that electronic mail may be retrieved even after being "deleted".
- 5.3.2 System administrators and managers may inspect, monitor, and disclose electronic communications as necessary to comply with state and federal law and City policy.
- 5.3.3 Under the state public records law, electronic data are treated the same as paper data. Such electronic data are considered public documents and are nearly always subject to inspection by members of the public. Exceptions to the law, however, apply to electronic communications under the same conditions as paper data. At the time that the City is in receipt of a valid request for individual email messages, the system administrator will block access to the requested files and copy them to a separate directory for legal review prior to release. Employees whose electronic files have been requested will be notified, if possible, before disclosure to the requesting party. For requests of information from the Police or Fire Departments, the appropriate Chief will also be notified before disclosure.

### 5.4 Retention

- 5.4.1 User email, stored in the Inbox on the City maintained email server, will be stored for a period of thirty days (one month). No more than one hundred megabytes will be stored on the City maintained email server at any given time for any user. Mail stored in personal folders will be backed up nightly and stored on a City maintained file server. It is the policy of the City of Spokane to restrict message size (including attachments) to ten megabytes.

## 6.0 PROCEDURE

None


## 7.0 RESPONSIBILITIES

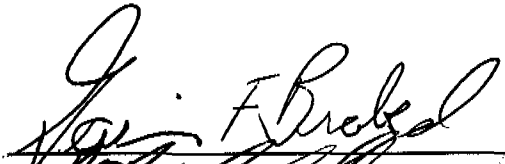
The Human Resources Department, in cooperation with the Management Information Services Department, is responsible for administering this policy.

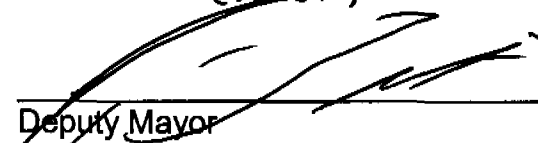
## 8.0 APPENDICES

None

APPROVED BY:

  
City Attorney (Asst)

  
Director

*Adm*  
  
Deputy Mayor  
9-25-05

10/3/05  
Date

**City of Spokane - Parks & Recreation**  
**Fund 1400 -- Parks Fund**  
**2019 Proposed Budget**

	2017 Actual	2018 Adopted Budget	2018 Thru September	2019 Proposed
<b><u>Revenues</u></b>				
General Fund Transfer	13,808,971	14,291,042	11,008,340	14,613,832
Wastewater Utility Transfer	411,600	423,536	425,536	435,819
All Other Program Revenue	3,121,517	5,844,266	3,095,882	5,863,170
Grant Revenues	976,911	881,000	33,012	3,010,000
<b>Total Revenues</b>	<b>18,318,999</b>	<b>21,439,844</b>	<b>14,562,770</b>	<b>23,922,821</b>
<b><u>ExpenditureCategories:</u></b>				
Salaries & Wages	7,200,595	8,389,948	6,343,922	8,726,375
Personnel Benefits	2,065,927	2,672,535	1,812,092	2,846,087
Supplies	811,649	1,225,750	866,486	1,132,750
Svcs. & Charges	4,177,267	3,678,164	2,715,866	3,868,451
Intergovernmental Services	37,530	50,100	26,324	50,100
Interfund Services	2,285,848	2,628,152	1,975,503	2,493,164
Operating Transfers	385,004	340,005	494,593	340,005
Reserve for Budget Adj.		252,856		235,000
Capital Outlay	2,547,515	1,310,223	837,273	1,225,000
Grant Expenditures		881,000	328,402	3,010,000
<b>Total Expenditures</b>	<b>19,511,335</b>	<b>21,428,733</b>	<b>15,400,461</b>	<b>23,926,932</b>
<b>Net Revenues minus Expenditures</b>	<b>(1,192,336)</b>	<b>11,111</b>	<b>(837,691)</b>	<b>(4,111)</b>

**City of Spokane - Parks & Recreation  
Fund 1400 - Urban Forestry  
2019 Proposed Budget**

	2017 Actual	2018 Adopted Budget	2018 Thru September	2019 Proposed
<b>Revenues</b>	141,889	170,000	89,802	157,000
<u>ExpenditureCategories:</u>				
Salaries & Wages	413,195	450,337	298,327	435,018
Personnel Benefits	113,460	155,639	92,315	162,931
Supplies	30,673	30,550	22,806	30,550
Svcs. & Charges	244,107	207,655	155,899	207,355
Intergovernmental Services				
Interfund Services		23,800	801	23,800
Operating Transfers	2,641	2,641	2,641	2,641
Capital Outlay	108,161		2,784	
<b>Total Expenditures</b>	912,237	870,622	575,573	862,295
Net Revenues minus Expenditures	(770,348)	(700,622)	(485,771)	(705,295)

**City of Spokane - Parks & Recreation  
Fund 1400 - Park Operations  
2019 Proposed Budget**

	2017 Actual	2018 Adopted Budget	2018 Thru September	2019 Proposed
<b>Revenues</b>	158,057	190,430	125,120	190,430
<u>ExpenditureCategories:</u>				
Salaries & Wages	2,382,793	2,564,746	1,882,033	2,640,537
Personnel Benefits	788,119	904,875	624,300	923,317
Supplies	161,123	179,500	135,172	179,500
Svcs. & Charges	1,241,743	1,085,509	729,115	1,085,509
Intergovernmental Services	6,618		4,943	
Interfund Services				
Operating Transfers	25,526	25,526	25,526	25,526
Capital Outlay	435,787		177,434	
<b>Total Expenditures</b>	5,041,709	4,760,156	3,578,523	4,854,389
Net Revenues minus Expenditures	(4,883,652)	(4,569,726)	(3,453,403)	(4,663,959)

**City of Spokane - Parks & Recreation  
Fund 1400 - Riverfront Park  
2019 Proposed Budget**

	2017 Actual	2018 Adopted Budget	2018 Thru September	2019 Proposed
<b>Revenues</b>	1,164,844	3,267,000	1,726,696	3,474,730
<u>ExpenditureCategories:</u>				
Salaries & Wages	1,093,908	1,806,951	1,269,408	1,982,668
Personnel Benefits	290,319	556,726	299,469	651,650
Supplies	241,420	627,100	367,556	460,100
Svcs. & Charges	519,482	538,756	325,625	671,043
Intergovernmental Services	8,290	33,400	15,364	33,400
Interfund Services				
Operating Transfers	238,129	238,130	119,615	238,130
Capital Outlay	194,238	85,000	(23,744)	
Reserve for Budget Adjustment		156,759		
<b>Total Expenditures</b>	2,585,786	4,042,822	2,373,293	4,036,991
<b>Net Revenues minus Expenditures</b>	(1,420,942)	(775,822)	(646,597)	(562,261)



**City of Spokane - Parks & Recreation  
Fund 1400 - Recreation  
2019 Proposed Budget**

	2017 Actual	2018 Adopted Budget	2018 Thru September	2019 Proposed
<b>Revenues</b>	1,522,718	1,500,000	1,200,534	1,431,710
<u>ExpenditureCategories:</u>				
Salaries & Wages	1,515,693	1,251,994	1,275,446	1,338,679
Personnel Benefits	298,231	258,227	243,534	292,644
Supplies	304,357	293,300	255,092	292,800
Svcs. & Charges	1,453,341	1,344,967	949,623	1,345,967
Intergovernmental Services	4,623	5,200	3,668	5,200
Interfund Services		16,950	16,453	16,950
Operating Transfers	15,513	15,513	15,513	15,513
Capital Outlay	389,444		241,239	
<b>Total Expenditures</b>	3,981,202	3,186,151	3,000,568	3,307,753
Net Revenues minus Expenditures	(2,458,484)	(1,686,151)	(1,800,034)	(1,876,043)

**City of Spokane - Parks & Recreation  
Fund 1400 - Administration  
2019 Proposed Budget**

	2017 Actual	2018 Adopted Budget	2018 Thru September	2019 Proposed
<b>Revenues</b>	14,351,977	15,421,414	11,420,618	15,658,951
<u>ExpenditureCategories:</u>				
Salaries & Wages	1,795,006	2,315,920	1,618,708	2,329,473
Personnel Benefits	575,797	797,068	552,474	815,545
Supplies	73,622	95,300	85,859	169,800
Svcs. & Charges	671,497	491,277	555,604	558,577
Intergovernmental Services	17,998	11,500	2,348	11,500
Interfund Services	2,285,848	2,587,402	1,958,249	2,452,414
Operating Transfers	103,195	58,195	331,298	58,195
Reserve for Budget Adj.		96,097		235,000
Capital Outlay	489,047	1,225,223	439,560	1,225,000
<b>Total Expenditures</b>	6,012,010	7,677,982	5,544,100	7,855,504
<b>Net Revenues minus Expenditures</b>	8,339,967	7,743,432	5,876,518	7,803,447

**City of Spokane - Parks & Recreation  
Fund 1400 - Grant Program  
2019 Proposed Budget**

	2017 Actual	2018 Adopted Budget	2018 Thru September	2019 Proposed
State Grants	508,552	881,000	33,012	1,510,000
Transfer from Utilities				1,500,000
<b>Total Grant Revenues</b>	<b>508,552</b>	<b>881,000</b>	<b>33,012</b>	<b>3,010,000</b>
<u>ExpenditureCategories:</u>				
Salaries & Wages				
Personnel Benefits				
Supplies				
Svcs. & Charges	2,651		10,630	10,000
Intergovernmental Services				
Interfund Services				
Operating Transfers				
Reserve for Budget Adj.				
Capital Outlay	686,103	881,000	203,402	3,000,000
<b>Total Expenditures</b>	<b>688,754</b>	<b>881,000</b>	<b>214,032</b>	<b>3,010,000</b>
Net Revenues minus Expenditures	(180,202)	-	(181,020)	-

*Note: 2017 does not include revenues or expenses related to Windstorm*

**City of Spokane - Parks & Recreation  
Fund 4600 - Golf fund  
2019 Proposed Budget**

	2017 Actual	2018 Adopted Budget	2018 Thru September	2019 Proposed
<b><u>Revenues</u></b>				
Green Fees Revenues	3,167,223	3,805,270	3,111,346	3,805,270
Facility Improvement Fee *			127,995	644,750
Total			3,239,341	4,450,020
<b><u>ExpenditureCategories:</u></b>				
Salaries & Wages	1,139,014	1,183,085	879,947	1,225,422
Personnel Benefits	384,933	339,840	294,441	356,299
Supplies	304,860	316,920	231,565	316,920
Svcs. & Charges	1,150,880	1,010,076	646,035	1,020,076
Intergovernmental Services	20,742	21,000	18,383	21,000
Interfund Services	341,800	361,684	258,289	285,556
Operating Transfers		50,000		50,000
Reserve for Budget Adj.		42,000		42,000
Debt Service	41,668			225,934
Capital Outlay	196,332	250,000	23,728	250,000
<b>Total Expenditures</b>	<b>3,580,229</b>	<b>3,574,605</b>	<b>2,352,388</b>	<b>3,793,207</b>
Net Revenues minus Expenditures	(413,006)	230,665	886,953	656,813

\* Facility Improvement Fee revenue is reserved for payment of SIP loan debt repayment.

## Park and Recreation Adds

### 2019 Proposed Budget

	Amount	FTE
<b><u>Riverfront Park</u></b>		
Event & Group Rental Mgr.	\$ 81,710	1.00
Event Specialist	\$ 75,995	1.00
Park Caretaker	\$ 62,402	1.00
Subtotal RFP	\$ 220,107	
<b><u>Recreation</u></b>		
Facility & Grounds Foreperson	\$ 73,634	1.00
<b>Total</b>	<b>\$ 293,741</b>	<b>4.00</b>
Funding for Irrigation Improvement Projects		\$ 1,500,000
Anticipated Grant Funding		\$ 1,500,000

## Crosswalk from 2019 Adopted Budget to 2020 Proposed Budget

	Amount	FTEs
<b>2019 Adopted Budget</b>	<b>\$ 24,123,849</b>	<b>103.46</b>
Salaries (Baseline Increase)	163,648	
Benefits (Baseline Increase)	117,566	
Supplies	198,460	
Svc. & Charges	81,482	
Interfund Svcs.	(152,270)	
Intergovernmental Svcs.	(7,300)	
Capital Outlay	(350,000)	
Grant Adjustment	(1,250,000)	
Temp Seasonal (with benefits)	862,113	
Irrigation Specialist	(67,550)	(1.00)
Gardener I	(38,100)	(1.00)
Gardener II	(135,100)	(2.00)
Fac. & Grounds Foreperson	(27,318)	(0.50)
Recreation Aide	39,400	0.40
<b>2020 Proposed Budget</b>	<b>\$ 23,558,880</b>	<b>99.36</b>

**City of Spokane - Parks & Recreation  
Fund 1400 - Natural Resources  
2020 Preliminary Budget**

	2018 Actual	2019 Adopted Budget	2019 Thru September	2020 Preliminary Budget	2020 Preliminary Budget - Current
<b>Revenues</b>	142,607	157,000	139,617	157,000	157,000
<u><b>Expenditure Categories:</b></u>					
Salaries & Wages	412,040	459,274	319,034	553,567	528,588
Personnel Benefits	126,644	156,136	108,206	208,718	196,348
Supplies	39,171	30,550	10,940	30,550	30,550
Svcs. & Charges	225,428	207,355	137,541	207,355	207,355
Intergovernmental Services					
Interfund Services	709	23,800		23,800	23,800
Operating Transfers	2,641	2,641		2,641	2,641
Capital Outlay	2,784				
<b>Total Expenditures</b>	809,417	879,756	575,721	1,026,631	989,282
<b>Net Revenues minus Expenditures</b>	(666,809)	(722,756)	(436,104)	(869,631)	(832,282)

**City of Spokane - Parks & Recreation**  
**Fund 1400 - Park Operations**  
**2020 Preliminary Budget**

	2018 Actual	2019 Adopted Budget	2019 Thru September	2020 Preliminary Budget	2020 Proposed Budget
<b>Revenues</b>	244,062	190,430	107,898	190,430	200,430
<u><b>ExpenditureCategories:</b></u>					
Salaries & Wages	2,580,691	2,641,563	1,948,149	2,978,451	2,888,814
Personnel Benefits	841,702	852,541	641,121	939,797	870,188
Supplies	193,346	179,500	137,688	179,500	179,500
Svcs. & Charges	1,129,909	1,085,509	997,854	1,085,509	1,078,509
Intergovernmental Services	4,943		4,816		
Interfund Services					
Operating Transfers	25,526	25,526		25,526	25,526
Capital Outlay	198,222				
<b>Total Expenditures</b>	4,974,339	4,784,639	3,729,628	5,208,783	5,042,537
<b>Net Revenues minus Expenditures</b>	(4,730,277)	(4,594,209)	(3,621,730)	(5,018,353)	(4,842,107)



**City of Spokane - Parks & Recreation**  
**Fund 1400 - Riverfront Park**  
**2020 Preliminary Budget**

	2018 Actual	2019 Adopted Budget	2019 Thru September	2020 Preliminary Budget	2020 Preliminary Budget - Current
<b>Revenues</b>	2,521,703	3,474,730	2,600,209	4,086,300	4,186,300
<u>ExpenditureCategories:</u>					
Salaries & Wages	1,800,878	1,992,983	1,518,959	2,477,681	2,418,702
Personnel Benefits	411,568	612,570	343,148	696,003	679,224
Supplies	498,538	460,100	395,155	691,400	691,400
Svcs. & Charges	517,443	671,043	506,852	775,540	730,540
Intergovernmental Services	21,893	33,400	18,192	33,400	33,400
Interfund Services	506		208	20,000	20,000
Operating Transfers	238,129	238,130	118,515	242,531	242,531
Capital Outlay	7,685				
Reserve for Budget Adjustment					
<b>Total Expenditures</b>	3,496,639	4,008,226	2,901,029	4,936,555	4,815,797
<b>Net Revenues minus Expenditures</b>	(974,936)	(533,496)	(300,820)	(850,255)	(629,497)

**City of Spokane - Parks & Recreation**  
**Fund 1400 - Recreation**  
**2020 Preliminary Budget**

	2018 Actual	2019 Adopted Budget	2019 Thru September	2020 Preliminary Budget	2020 Proposed Budget
<b>Revenues</b>	1,324,986	1,431,710	1,269,850	1,291,800	1,377,716
<u>Expenditure Categories:</u>					
Salaries & Wages	1,539,346	1,338,679	1,528,556	1,687,434	1,583,084
Personnel Benefits	302,938	286,033	291,069	350,817	330,809
Supplies	311,475	292,800	280,953	269,410	258,960
Svcs. & Charges	1,407,054	1,345,967	1,091,071	1,321,203	1,316,952
Intergovernmental Services	4,853	5,200	3,098	5,200	5,200
Interfund Services	22,639	16,950	6,733	16,950	16,950
Operating Transfers	15,513	15,513			
Capital Outlay	46,205				
<b>Total Expenditures</b>	3,650,023	3,301,142	3,201,480	3,651,014	3,511,955
Net Revenues minus Expenditures	(2,325,037)	(1,869,432)	(1,931,630)	(2,359,214)	(2,134,239)

**City of Spokane - Parks & Recreation**  
**Fund 1400 - Administration**  
**2020 Preliminary Budget**

	2018 Actual	2019 Adopted Budget	2019 Thru September	2020 Preliminary Budget	2020 Preliminary Budget - Current
<b>Revenues</b>	14,930,558	15,658,951	12,588,673	15,865,081	15,882,081
<u>ExpenditureCategories:</u>					
Salaries & Wages	2,215,279	2,414,484	1,605,186	2,322,669	2,289,448
Personnel Benefits	749,621	811,749	531,550	810,329	805,467
Supplies	152,444	169,800	142,544	170,800	170,800
Svcs. & Charges	719,122	558,577	1,143,169	751,577	616,577
Intergovernmental Services	2,295	11,500	4,292	4,200	4,200
Interfund Services	2,657,728	2,655,781	1,779,534	2,483,511	2,483,511
Operating Transfers	358,195	58,195	26,897	69,306	69,306
Reserve for Budget Adj.		235,000		125,000	125,000
Capital Outlay	747,282	1,225,000		1,025,000	875,000
<b>Total Expenditures</b>	7,601,967	8,140,086	5,233,172	7,762,392	7,439,309
Net Revenues minus Expenditures	7,328,591	7,518,865	7,355,501	8,102,689	8,442,772

**City of Spokane - Parks & Recreation**  
**Fund 1400 -- Parks Fund**  
**2020 Preliminary Budget**

	2018 Actual	2019 Adopted Budget	2019 Thru September	2020 Preliminary Budget	2020 Preliminary Budget - Current
<b><u>Revenues</u></b>					
General Fund Transfer	14,225,042	14,547,832	11,960,640	15,097,123	15,097,123
Wastewater Utility Transfer	423,536	435,819	435,819	448,458	448,458
All Other Program Revenue	4,528,660	5,929,170	4,309,788	6,045,030	6,257,946
Grant Revenues	202,956	3,010,000	221,843	1,760,000	1,760,000
<b>Total Revenues</b>	<b>19,380,194</b>	<b>23,922,821</b>	<b>16,928,090</b>	<b>23,350,611</b>	<b>23,563,527</b>
<b><u>Expenditure Categories:</u></b>					
Salaries & Wages	8,548,233	8,846,983	6,919,885	10,019,802	9,708,636
Personnel Benefits	2,432,473	2,719,029	1,915,095	3,005,664	2,882,036
Supplies	1,194,974	1,132,750	967,280	1,341,660	1,331,210
Svcs. & Charges	3,998,956	3,868,451	3,876,487	4,141,184	3,949,933
Intergovernmental Services	33,985	50,100	30,398	42,800	42,800
Interfund Services	2,681,583	2,696,531	1,786,475	2,544,261	2,544,261
Operating Transfers	640,004	340,005	145,412	340,004	340,004
Reserve for Budget Adj.		235,000		125,000	125,000
Capital Outlay	1,002,177	1,225,000	797,871	1,025,000	875,000
Grant Expenditures	274,457	3,010,000		1,760,000	1,760,000
<b>Total Expenditures</b>	<b>20,806,842</b>	<b>24,123,849</b>	<b>16,438,903</b>	<b>24,345,375</b>	<b>23,558,880</b>
<b>Net Revenues minus Expenditures</b>	<b>(1,426,648)</b>	<b>(201,028)</b>	<b>489,187</b>	<b>(994,764)</b>	<b>4,647</b>

**City of Spokane - Parks & Recreation**  
**Fund 4600 - Golf fund**  
**2020 Preliminary Budget**

	2018 Actual	2019 Adopted Budget	2019 Thru September	2020 Preliminary	2020 Preliminary Budget - Current
<b>Revenues</b>	3,481,012	3,805,270	3,474,635	3,805,270	4,045,270
<u>ExpenditureCategories:</u>					
Salaries & Wages	1,160,695	1,210,067	884,858	1,240,293	1,240,293
Personnel Benefits	382,089	324,942	283,421	346,951	346,951
Supplies	329,794	316,920	220,192	316,920	316,920
Svcs. & Charges	1,000,198	1,020,076	685,064	998,076	998,076
Intergovernmental Services	22,854	21,000	19,482	21,000	21,000
Interfund Services	351,341	290,767	201,085	284,520	284,520
Operating Transfers	50,000	50,000	112,967	50,000	50,000
Reserve for Budget Adj.		42,000		42,000	42,000
Debt Service	44,473	225,934		448,031	448,031
Capital Outlay	86,804	250,000	99,779	295,000	295,000
<b>Total Expenditures</b>	3,428,248	3,751,706	2,506,848	4,042,791	4,042,791
Net Revenues minus Expenditures	52,764	53,564	967,787	(237,521)	2,479



## Olmsted Parks in Spokane

By Jim Kershner  
Posted 7/18/2007  
HistoryLink.org Essay 8218

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**N**early all Spokane's many beautiful parks and parkways were first conceived by a legendary firm in park design and urban planning: the Olmsted Brothers, Landscape Architects, of Brookline, Massachusetts, of New York's Central Park fame. In 1907, Aubrey L. White (1868-1948), the first president of the young city's new Park Board, was determined to make Spokane into a model of modern park planning. White discovered that John Charles Olmsted (1852-1920) was making trips out west to oversee other projects in the Northwest, so convinced Olmsted to make stopovers in Spokane. On these trips Olmsted and his associates roamed the city's bluffs, river gorge, and forests. His firm issued a report in 1908 proposing an ambitious plan that called for four massive new parks, five smaller local parks, 11 playfields, numerous parkways, and major improvements to 10 existing parks. Many of these recommendations were put into effect following the passage of a \$1 million bond issue in 1910. By 1913, the city had multiplied its park acreage tenfold. Today, many of Spokane's best-known public spaces, including the Finch Arboretum, High Bridge Park, and Downriver Park, owe their existence to the Olmsted report. Even pre-existing parks, including Manito Park, owe much of their aesthetic appeal to Olmsted suggestions. Olmsted even foresaw that the city would one day reclaim the downtown riverfront, which became Riverfront Park in 1974. A century after the report was drafted, Spokane's park planners and civic activists still look to the Olmsted Report for guidance.

### Urban Beauty

The Olmsted Brothers, Landscape Architects, were the most famous urban planners in America at a time when the term "urban planner" hadn't even been invented. Frederick Law Olmsted Sr. (1822-1903) was responsible for New York's Central Park, the U.S. Capitol Grounds, and the famous Chicago World's Columbian Exposition in 1893.

He died in 1903, but his firm carried on under his son, Frederick Law Olmsted Jr., and his nephew, John Charles Olmsted. The cousins, who were also stepbrothers, became famous in their own right for championing the City Beautiful movement, dedicated to urban planning and beautification.

In 1907, the youthful Spokane was ripe for beautification. Aubrey L. White, the president of the city's new Park Board, was filled with enthusiasm for the City Beautiful movement, and he also felt a sense of urgency.

Because Spokane was growing so fast, he felt that the city had to act immediately if it were to acquire parkland cheaply and avoid the mistakes of the big cities back east.

He knew the Olmsteds were designing projects in Seattle and Portland, so he hired the firm to stop off in Spokane to prepare a report for the city.

### **The Visit and the Report**

Over several visits in 1907 and 1908, White accompanied John Charles Olmsted or his associate, James Frederick Dawson, all over the city -- to the river gorge, to Manito Park, to Indian Canyon, to Corbin Park. Those two men took notes for their report, but they did more than that. According to local historian John Fahey, White paid Olmsted an extra \$50 out of his own pocket to dispense as much verbal advice as he could give. Olmsted and Dawson went back to their offices in Brookline, Massachusetts and prepared a comprehensive report for what today seems an absurdly low price of \$1,000.

The report began by expressing the basics of the Olmsted philosophy, which included several themes that are evident in Spokane today. First, they believed that every home, from humble to grand, should be within easy walking distance of a neighborhood park. A map of Spokane's current parks system shows parks dotted almost perfectly evenly, north to south, east to west.

Second, they believed that the more parks, the better.

The Olmsteds believed that "city life ... has a decidedly depressing effect on the general health and stamina" (Olmsted). The city dweller has to put up with noise, factories, crowds and constant bustle.

"Even to the well, this is tiring to the nerves," said the report. "But to those who are delicate, it often becomes a torture. After all, it is to those whose nerves are tired -- and they are a large proportion of the dwellers in a city -- that the parks are most immediately beneficial" (Olmsted).

So they recommended at least 20 new parks, in addition to the 10 already in existence.

They also believed that a great deal of parkland should be left natural and undeveloped, especially large parks on the edges of the city. The report said that large "reservations of country scenery" become more and more necessary as cities grow. Large, natural parks "offer inducements for the people to walk reasonable distances amid agreeable, nerve-resting surroundings" (Olmsted).

Today, Spokane holds huge swaths of parkland that are essentially wild, including Palisades Park, on the city's western rimrocks and Hangman Park, between High Drive and Latah Creek.

### **Spokane's Olmsted Parks**

The report had many specific recommendations, including four new, large parks:

- Gorge Park -- Covering the banks of the Spokane River downstream from the falls all the way to the Natatorium Park site, at the approximate spot where Boone Street would intersect the river. The

Olmsteds recognized early that this gorge "is a tremendous feature of the landscape and one which is rarer in a large city than river, lake, bay or mountain" (Olmsted). The railroad-jammed downtown riverfront, above the falls, was not part of the Olmsted plan, but only because, as the Olmsteds dryly noted, it had "already been partially 'improved,' as one might ironically say, but it is questionable whether any considerable proportion of the community is proud of most of those improvements" (Olmsted). Yet they predicted that the city would someday come to its senses and reclaim the area.

- Upriver Park -- A huge area on both banks of the Spokane River beginning at about Havana and extending east.
- Downriver Park -- The river gorge downstream from Natatorium Park, mostly on the river's north bank.
- Latah Park -- A huge swath of land from the mouth of Latah Creek upstream to the present Creek at Qualchan Golf Course, including the bluff between High Drive and the creek.

The Olmsted Report also called for a number of new, somewhat smaller "local parks," including:

- Rockwood Park -- Near Rockwood Boulevard and Southeast Boulevard.
- Queen Anne Park -- In a ravine west of Latah Creek and below Garden Springs.
- Ravine Park -- Extending along both sides of a steep ravine high above the confluence of Latah Creek and the Spokane River.
- West Heights Park -- On the wooded heights high above Greenwood Cemetery.
- Eastside Park -- Along the Spokane River, from about Freya Street upstream to Upriver Park.

Then the report recommended a whopping 11 playfields, scattered evenly about the city, including Logan, Lidgerwood, Sinto, Underhill, and Hays playfields.

"There is no question but that the land in the playfields will be worth all its cost to the present generation, who will pay for it, even if it is only graded and smoothed to enable the boys to play ball upon it," said the report (Olmsted).

### **Olmsted-Recommended Improvements**

The Olmsted Report also had detailed recommendations for improving the city's existing parks, including:

- Manito Park -- Expand the park, put in playfields, make better aesthetic use of the dramatic rock ledges, and lose (as soon as possible) the zoo.
- Corbin Park -- Add a pretty shelter house in the center, tennis courts, playgrounds and winding walkways.
- Adams Park (soon renamed Cannon Hill Park) -- Create a willow-shaded pond, a curved drive, a little brook, a rock footbridge, and a shelter.
- Liberty Park -- Add a lake, playfields and tennis courts.

The Olmsteds supplemented these suggestions with elegant drawings of several parks, notably Corbin, Cannon Hill, and Liberty parks. The drawings are works of art in themselves.



They also suggested a system of parkways, such as Upriver Parkway, Manito Boulevard, and Rockwood Boulevard (the Olmsteds had been privately retained to design the entire Rockwood neighborhood). The Olmsteds also made suggestions about Spokane's street design -- they were highly in favor of diagonal boulevards such as Northwest Boulevard and Southeast Boulevard.

### **Aubrey White's Park Project**

The report was submitted to the Park Board in 1908, with absolutely zero fanfare. White kept it quiet because he was worried that landowners would jack up their prices if they knew about the report. White proceeded to quietly acquire as much land as he could.

"He did things you could never do today," said Sally Reynolds, a Spokane historic preservation consultant and an Olmsted authority. "He would put his own money down to hold land and hope to get repaid. And he cajoled all of his influential friends to donate land as well" (Reynolds).

Yet to acquire the amount of land recommended by the Olmsteds -- an impressive 1,953 acres -- would require serious money in the form of a bond issue. White and the other board members immediately floated a \$1 million bond issue, which eventually passed in 1910 by a margin of only 18 votes.

By 1913, when the Park Board finally released the Olmsted Report to the public, White proudly wrote that the board had already "carried out the recommendations of the Olmsted Bros., and by purchase and donation, have increased the public park area of Spokane from 173 acres to 1,934 acres."

Not every recommendation was carried out exactly. Some compromises were necessary due to the difficulty of land acquisition and to the fact that the \$1 million bond issue was reduced to \$888,982 due to litigation. Many other changes took place later as the city evolved over the decades.

### **Spokane's Parks Today**

Yet a large proportion of Spokane's parks can be traced back to the Olmsteds's recommendations, although now they are often known by different names. Here's how some of those Olmsted-recommended parks have evolved up to the present:

- Gorge Park -- This area now consists of the 200-acre High Bridge Park and the Herbert M. Hamblen Conservation Area.
- Meanwhile, in the 1970s, the city did finally come to its senses in regards to its downtown riverfront. The railroad tracks were ripped out and the area reclaimed as part of Expo '74 to become Riverfront Park, one of the city's showcase parks.
- Upriver Park -- The area south of the river was briefly made into Spokane's first public golf course, Upriver Golf Course, but in 1916 was converted into Spokane's first airfield, now called Felts Field. The part north of the river now includes the 147-acre Upriver Park Conservation Land, Camp Sekani Park and Minnehaha Rocks.
- Downriver Park -- This is now the 95-acre Downriver Park Conservation Land and Downriver Golf Course.

- Latah Park -- Qualchan Hills Park and the Creek at Qualchan Golf Course now occupy large areas along the creek. High Drive Parkway and the 292-acre undeveloped Hangman Park occupy the bluff areas above.
- Rockwood Park -- Is today the 51-acre Lincoln Park.
- Queen Anne Park -- Is today the 56-acre Finch Arboretum
- Ravine Park -- Is today Indian Canyon Golf Course, the undeveloped 155-acre Indian Canyon Park and part of High Bridge Park.
- West Heights Park -- Is now the 464-acre Palisades Park, on the rimrocks above the city's west side.
- Eastside Park -- It was never acquired, and Spokane Community College sits on part of that land. However, land on or near the recommended site is now Upriver Drive Parkway, Minnehaha Park, Esmeralda Golf Course, and part of the Centennial Trail.

Many of the playfields recommended by the report are still in existence today. Those include Hays, Logan Peace, and Underhill parks. The two Lidgerwood playfields became Byrne Park and Glass Park. Sinto Park is now Chief Garry Park.

Many of the parks that already existed in 1907 still retain evidence of the improvements suggested by the Olmsteds:

- Cannon Hill Park -- Now home to ducks, thanks to the pond designed by the Olmsteds. The rock bridge over a second small wading pond now spans only grass. Yet this is the Spokane park that continues to most clearly reflect the Olmsted aesthetic.
- Liberty Park -- Became one of Spokane's prettiest parks; was later truncated by Interstate 90.
- Corbin Park -- The original recommendation -- playfields, tennis courts, a bandstand -- was shot down by neighbors who wanted a small, quiet "beauty spot." Olmsted drew a revised design with curved paths and a never-installed central fountain and "mirror basin." The rest of the park retains a few Olmsted touches.
- Manito Park -- Although not designed by the Olmsteds, today's park incorporates many of their verbal suggestions, including the curved drives and walkways. The Olmsted touch is also evident in the park's stone buildings and gardens. Spokane's first park superintendent, John Duncan (who built Duncan Gardens, one of the park's main attractions), gave Manito a distinct Olmsted-like flavor after he was hired in 1910. He was an Olmsted devotee from Boston.

## **Spokane's Olmsted Legacy**

So it is no exaggeration to say that the visits of Olmsted and Dawson changed the look of Spokane forever. "It set the character of Spokane's parks -- and that character was unmistakable," said Taylor Bressler, manager of planning and development of the city's Parks Department. "A lot of cities would take parks where they could -- but this was a planned effort" (Bressler).

Even today, when planners and activists seek inspiration, they "still pick up that old Olmsted report," said Reynolds (Reynolds). And for inspiration of another kind, thousands of people flock every day to the public spaces of Spokane. The Olmsted legacy surrounds them.

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**Liberty Park, Spokane, 1900s**

Postcard

**Coeur d'Alene Park, Spokane, 1900s**

Postcard

**Entrance to Manito Park, Spokane, 1900s**

Postcard

**Duncan Gardens, Manito Park, Spokane, 1930s**

Postcard



**Manito Park, Spokane, 1900s**

Postcard



**Umatillas pose in Coeur d'Alene Park during National Indian Congress, Spokane, 1926**

Photo by Frank W. Guilbert, courtesy Northwest Museum of Art and Culture and UW Special Collections (Neg. No. L97-13.50)

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**Sources:** Olmsted Brothers Report, 1908, as printed in *The Report of the Board of Park Commissioners, Spokane, Washington, 1891-1913*; John Fahey, *Jay P. Graves and His Times* (Seattle: University of Washington Press, 1994), 39-40, 90; J. William T. Youngs, *The Fair and the Falls: Spokane's Expo '74* (Cheney: Eastern Washington University Press), 89-91; Jim Kershner interview with Sally Reynolds, May 2007; Jim Kershner interview with Taylor Bressler, May 2007; Jim Kershner, "Olmsted's Legacy as Close as Nearest City Park," *The Spokesman-Review*, May 27, p. A-1.

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Rustic Bridge, Cannon Hill Park



Rose Gardens, Corbin Park

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JAMES FREDERICK DAWSON. PERCIVAL GALLAGHER

Mr. A. L. White, President,  
Board of Park Commissioners, Spokane, Wash.

Dear Sir:

At various times we have examined the City of Spokane with reference to its needs and opportunities in the matter of parks, and we now submit our report on this subject.

#### NEED OF PUBLIC PARKS:

We have noticed that the need of parks is not greatly felt by the great mass of citizens in a city of this size, or at any rate it does not manifest itself so publicly as to attract attention. It should not be assumed, however, that the people do not need parks because they fail to clamor for them. The fact is that the great mass of the people are so engrossed in their daily work and domestic and social life that they do not feel the need of inquiring into those additions to municipal activities that a study of other municipalities would lead one to appreciate and to advocate in this city. In sanitary matters some progress has been made, yet, if we are to judge by what has been done in more advanced cities, additional provisions for the health of the mass of the citizens are needed. It is recognized that public baths and public gymnasia conduce greatly to the health, morality and well being of the people. They are mainly sanitary, but whatever increases the general health of the public also tends to improve the morality of the public.

It is well understood, by those who have studied the subject, that public parks, while ostensibly undertaken for the pleasure which their beauty affords the people, are also very important aids to the improvement and preservation of the health of the people. City life, with its confinement during long hours to stores, offices, factories and the like, has a decidedly depressing effect on the general health and stamina of the bread winners. Even the home-keeping members of families living in the city are apt to be similarly depressed. This comes about mainly from the lack of invigorating exercise in the fresh air. Confinement and sedentary life tend to weaken the system to the point where it yields to diseases such as consumption, heart failure, apoplexy and diseases of the digestive apparatus and secretory glands. What is needed as a counteractive is not stimulants, which sooner or later still further weaken the system, but exercise out-of-doors.

Parks constitute one of the best means of drawing people out-of-doors. Mothers resort to parks with their little babies and children under the school age, because they can do so with a feeling of safety and pleasure. School children are attracted to parks mainly for active play. Young men and young women go to parks for tennis, baseball, sociable walking together, or even for solitary enjoyment of the beauties of nature. It rarely is a sense of duty that leads young people to take exercise and fresh air in the parks, but they get the exercise and fresh air incidentally to enjoying themselves. Older men and women find an inducement to walk in the parks for golf or tennis or to watch others play, or to see other visitors and their clothes and horses, automobiles, and the like, or to study birds, flowers, or other attractive details of nature, or for the more refined and artistic satisfaction to be derived from the contemplation of landscape, and of the sky and clouds.

Then, again, city life involves a continual strain of the nerves, through the need of avoiding dangers of the factory and street and owing to the multitudinous harsh noises and the vivid and eye-tiring sights and through having to give attention to so many things and to talk to so many people. Even to the well, this is tiring to the nerves, but to those who are delicate, it often becomes a torture. After all, it is to those whose nerves are tired—and they are a large proportion of the dwellers in a city—that the parks are most immediately beneficial.

#### LARGE PARKS:

When we have gone more often and more deeply into the enormous benefit which parks are to the health of the people of the city, we come to realize not only the importance of having parks conveniently accessible, which is a very obvious requirement, but also the reason why they should be large. For those who



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are going to play field games, the sport itself affords abundant exercise in the fresh air, but the vast majority do not care to indulge in these more or less vigorous games. They are content to look on, or they want to see or hear something else that is interesting—something that they don't see every day of their lives, things especially that will bear being seen frequently without losing all interest. All those who wish to play baseball want is a level field of a few acres, surrounded, in case of match games, by rows of benches and a high fence, and they want it handy to the street cars and to their homes. They do not particularly want a half mile of walk through beautiful groves and meadows. Therefore, from their point of view, a baseball field in a small park conveniently situated is better than one in the remote part of a large park two or three miles from the centre of the city. The same holds true of many other recreation features such as are commonly introduced into parks.

But those who take part in field games are a small minority. Parks are for the greatest good of the greatest number. The greatest good parks can do in the direction of exercise for the mass of the visitors, is to offer inducements for the people to walk reasonable distances amid agreeable, nerve-resting surroundings. In this respect large parks are much more worth while than small parks, because in them the attractions can be more numerous and more varied and can be so scattered as to lead to nerve-soothing walks amid pleasing surroundings. The visitor need not see the same attractions at each visit, though many of the interesting features will bear being seen at frequent intervals. Also, a large park which is wide and varied in topography will offer several alternative routes to the more distant features, thus affording variety in the walks, and one route can be differentiated from another, not only in scenery, but in steepness, indirectness, and adaptation to hot, sunny days, when shade is a desideratum, or to cool days, when the sun is grateful, or to dull, cloudy days, when bright colored flowers are especially good for their cheerfulness.

But, aside from their direct relation to public health by inducing to exercise in the open air, outlying large parks are needed, in addition to conveniently located, numerous small parks, in order to preserve or provide landscape for the enjoyment of the people. Well-to-do people can go during the summer to the lakes and mountains or to beautiful country residences, amid woods, farms and pastures, for a change from the more artificial and nerve-tiring city life, but the majority of the people can hardly do this.

So long as the mass of the people are living in cottages on large lots, with plenty of land, temporarily vacant, scattered all about them, they do not so much suffer from not living out in the country in summer; but this condition is rapidly changing, so that large parks—which are in effect reservations of country scenery—easily resorted to as often as desired, are becoming more and more necessary for the people who live all summer in the city.

It takes a long time for our people to learn to make full use of the large outlying parks after they have them. This goes to show how difficult it is for the majority to realize that they really need large parks. In some large cities where the people have had large parks for several decades, there are ordinarily from 25,000 to 50,000 visitors in the park of a pleasant summer afternoon or evening, and from 100,000 to 200,000 or more on pleasant holidays. The people of such a city could not be persuaded to sell its large parks and expend the money in public squares or small parks, much as they value these similar recreation grounds. The people of these cities, whether they realize it or not, are really in love with the landscape of their large parks. They find in the breadth and extent of the scenery in the large parks, a pleasure and satisfaction, a restfulness for the nerves, and a soul-inspiring quality, which they do not experience to anything like the same degree in a small park.

We therefore deem it our first duty to urge your Board to secure the land for several large parks as soon as may be, so that the existing opportunities for preserving beautiful natural landscape, conveniently accessible by the mass of the people, may not be lost by the spread of subdivisions and city improvements.

## FOUR LARGE PARKS RECOMMENDED:

The City of Spokane has remarkable opportunities for preserving big and strikingly picturesque landscape features for its parks. Four localities especially commend themselves to our judgment as being most desirable sites for large parks.

**Gorge Park:** Nothing is so firmly impressed on the mind of the visitor to Spokane, as regards its appearance, as the great gorge into which the river falls near the centre of the city. It is a tremendous feature of the landscape and one which is rarer in a large city than river, lake, bay or mountain. Any city should prize and preserve its great landscape features, inasmuch as they give it individuality. Chicago has spent millions for its Lake Shore parks. New York has spent more millions on its great Riverside Park and Drive extending for many miles along the Hudson River. Many instances could be enumerated showing that the wisdom of preserving such landscape features has been recognized and acted upon by making them enjoyably accessible by laying out parks and parkways along them.

The river gorge within the built-up part of Spokane has already been partially "improved," as one might ironically say, but it is questionable whether any con-

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siderable portion of the community is proud of most of those improvements. How much better it would have been if the gorge had been reserved from commercial development, except what was necessary to utilize the power of the falls, and if the east of streets, sewers and houses down in the gorge had been put into development other parts of the city better adapted for residence and manufacturing. Spokane should certainly preserve what beauty and grandeur remains of its great river gorge.

The precipitous slope of the right (north) bank of the river as yet remains almost unoccupied by expensive buildings, although its natural wild beauty is rapidly being destroyed by dumps of earth and rubbish. The few buildings that encroach upon it are cheap, and the cost of ridding the slope of them would not be exorbitant. This whole north slope is exceedingly conspicuous to a great many people, and its preservation as a beauty spot would certainly be widely appreciated.

The bottom lands and less precipitous slopes south of the river, from the high bridge down to the junction of the valley of Latah Creek, a distance of about one and one-half miles, are already mostly occupied by buildings, mainly of a very cheap class.

The cliffs formed by street grading and the retaining walls not hidden by buildings, should be beautified by vines and masked by trees.

Most of the streets below the cliff should be curbed with narrow roadways, so as to leave ample space in the sidewalks. In these spaces trees should be planted with all needed soil. The object of planting in the streets is, of course, to mitigate, by means of the foliage of tall trees, the sordid effect of looking down upon the roofs of houses. This object could be still better accomplished if the residents there were encouraged to plant shade trees or even fruit and nut trees in their back yards and to grow vines over their porches, fences and outhouses. For the general good, the Park Commission would be justified, in such a locality, in improving the landscape by planting trees and vines on private land by agreement with the owners. An ordinance should be passed, and always enforced, limiting the height of buildings in that section of the city so they would not overtop the trees. Such an ordinance, to be legally effective, would have to provide for payment of any damage the restriction could be proved to cause to the value of private property. A better way, if it can be worked, would be to buy the easement of each property owner and get a deed for it.

A narrow strip for a walk and some planting should be secured along the south shore of the river. At some points widenings should be made for little children's playgrounds.

A little further down the river, where the land becomes cheap enough to permit it, the park should widen out on the left bank to include land enough for lawns and playfields, a pleasure drive, walks, border plantations, and landscape gardening effects.

On the right bank the boundary should be on the top of the bluff, to include a boundary road, which, however, would be adjusted to the railroad about to be built there, and having two or more subway approaches under the railroad.

The spur in the bend of the river is not so steep as the side of the gorge further upstream (east), so it would be practicable to zigzag a drive down it to a low-grade bridge to connect with the pleasure drive south of the river.

It is proposed to extend this park along the right bank of the river to the street railway amusement resort called "Natatorium Park" and along the left bank of the river to Fort Wright, U. S. Military Reservation.

From the spur referred to down the river to Natatorium Park, the right bank is so exceedingly steep that a drive could not be built along the river except at great expense for retaining walls. Even a walk will be costly.

It will tax the ingenuity of the landscape gardener to cover these great, precipitous slopes with verdure where the original wild growths have been destroyed or are too sparse, but we believe it can be done. While the aim should be to establish hardy, woody plants which will stand the drought and the intensely hot afternoon sun of summer, yet much effect can be obtained from wild flowers, which will bloom in the spring or early summer and then dry up, scattering their seeds for the next season.

The area of this park as shown on the plan is about 284 acres. Of this, about 167 acres downriver from Latah Creek and the spur north of the river, is far enough from the business districts of the city, and so excessively steep, that owners may very reasonably be expected to give it to the Park Commission.

The less steep portion of this park lying north of the river, is one and one-half miles from the centre of the city and is accessible by way of Cochrane street from the electric street railway on Broadway, about one-quarter of a mile away. The less steep, broad portion of the park south of the river and downstream from Latah Creek, is one and three-quarters miles in a bee line from the centre of the city and is accessible by the Fort Wright line of electric street railway near the southeast corner of Greenwood cemetery, about one-quarter of a mile away.

**Upriver Park:** This park would extend upriver from the footbridge below the waterworks dam. The footbridge is about four and a third miles in a bee line from the centre of the city.



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On the south side of the river there is a large area of comparatively level land above the steep bank of the river. Enough of this should be included in the park to afford a good example of meadow park scenery, to provide for several ballfields and for outdoor gymnasia, lawns, gardens, and other features, as well as for drives, walks, groves, and border plantations.

As it is likely that the city may draw from this land an underground water supply of purer quality than that of the river, there is ample justification or taking an unusually large area of this flat land.

The hills immediately north of the river, although somewhat deficient in trees for shade, are bold and high, and the outcropping rock is extremely picturesque. Enough of this hill land should be taken into the park to include the nearby summit, some five hundred feet high above the river, and for a winding drive and walks up to it. From this summit there is a very fine view, which will afford sufficient inducement for many to climb the hill.

Shade can be secured on the hill and both sides of the river by planting trees in irregular masses along the drives and walks.

At first, no doubt, irrigation would have to be done on a comparatively small scale, but as the city grows, more could be afforded, and the power from the water flowing over the dam could be used for pumping water when the city gets its water supply by gravity from some mountain stream at a distance. Then the planting of trees could be done to any desired extent, and the irrigation could be made to work almost automatically.

Aside from the meadow, which would afford space for scores of baseball games, tennis, golf and the like, the river would provide a rare opportunity for the dwellers in the city to enjoy boating on the still water above the dam.

After the city ceases to draw water from the river, which would be as soon as the underground water supply has been made available in adequate quantity, bathing in the river could be arranged for.

The area of this park as shown on the plan is approximately 1952 acres, 440 acres of this being level land south of the river, of which the city already owns about thirty acres used in connection with its waterworks.

The hill portion of the park begins less than one-quarter of a mile from the terminus of the electric street railway at Minnehaha Park.

From the same electric railway terminus to the lower end of the level part of the park at the intersection of Third avenue with the county road north of the river, is about three-quarters of a mile.

The park extends up the river from Eastside Park, which ends at the foot-bridge at the intersection of Lafayette Avenue with Circle Avenue, a distance of about one and three-quarters miles.

**Downriver Park:** The gorge of the river below Natatorium Park affords a remarkable landscape feature of much greater natural beauty than that of the gorge above Natatorium Park and the Great Northern Railroad bridge.

From the top of the bluff along the right bank of the river there is an extended and very beautiful distant view.

It is hard to believe that the land on the steep bluff along the right bank of the river from Natatorium Park to the west line of Montesano subdivision, has any value to adjoining private landowners other than as a means of keeping the view open in front of houses which may be built on the bluff. For this purpose, it would be far better for the landowners to deed the steep slopes to the Park Commission, without price, than to take their chances of the bluff being left in private ownership and being disfigured by carelessness, ignorance or unwise commercial investments.

This stretch of the river has the very great advantage that more than three miles of the left bank is already preserved by being in Fort Wright U. S. Military Reservation.

It would be a most unwise failure to take advantage of extraordinary favorable conditions if the Park Commission should not seize this opportunity of preserving this large section of the river gorge free from further disfigurement, since it can be done by acquiring free, or at merely nominal cost, a strip of commercially useless land along one side only of the river.

While the preservation of the gorge is exceedingly desirable, it would not in itself make a wholly satisfactory popular park. It will be necessary to include some of the nearly level land on top of the bluff on the north side for field sports.

The river is fine as it is, although it dwindles considerably in summer; still the water would be more imposing in the landscape, as well as more useful for boating, if it were raised by a dam as high as might be without interfering with the water power at the centre of the city.

When the city could afford it, intercepting sewers could be carried to and below the dam, and then the still water could be used for bathing.

The portion of this park which embraces the bend across the river (north) from Fort Wright, affords a beautiful, well-wooded, rambling ground, well adapted for picnicking and games requiring only small, level area.

In addition to the bluff above, much of the cost of which can be equitably assessed upon private property benefited, a park drive and walk can be carried

close along the river, crossing by bridges where necessary. A walk can be built along the river elsewhere.

This park includes the boldest natural scenery of either of the large parks. Having the river gorge and Fort Wright Reservation southwest of it, it will receive the prevailing southwest breezes of summer free from dust and smoke.

The area of Downriver Park is about 393 acres as shown on the plan, of which 167 acres is exceedingly steep and therefore almost without market value at present. Of practically level land above the bluffs, there is about 95 acres, including streets to be vacated. The remainder of the park, 131 acres, is fairly usable land on the slopes down to the river.

The upriver end of this park begins at the Pettet Subdivision, about one and one-half miles only from the centre of the city, but the broad, level portion south of Audubon Park, suitable for ball games, is about two and one-half miles from the centre of the city, and is accessible by the electric railway on Northwest Boulevard. The furthest end of this park is only three and one-half miles from the centre of the city.

**Latah Park:** This park lies south of the city on the northeast side of Latah Creek valley. The north end of this park, which is merely bluff, begins at 29th Avenue, two miles from the centre of the city; but the broad, level portion begins at Kings' Addition, three miles from the centre of the city.

It includes the wooded bluffs and a sufficient area of nearly level land above the bluffs for baseball and other field sports. Much of the plateau portion is wooded and suitable for rambling grounds and picnicking.

The principal drive and walk would follow the crest of the bluff. Another drive would wind through woods and border plantation surrounding the open meadow. Another drive would slant down the hillside and connect with country roads in the valley.

The bluff drive will command beautiful and extensive views from south to northwest across the valley of Latah Creek and over an extensive reach of picturesque country beyond. It will be open to the refreshing prevailing southwest breezes of summer, and will therefore be more free from smoke and dust than the smaller parks of the city.

The wooded ravines will give opportunities for delightful secluded walks and resting places. In the larger ravine a drive would descend to the valley of Latah Creek.

Along the east border of the park a speedway, over a mile long, could be constructed. This would be an ideal place for it, as the land is nearly level and there would be no necessity for driveway crossings of the speedway.

The Manito Park line of electric street railway at present ends on Grand Avenue, about three-quarters of a mile from the northwest end of the level portion of the park, but no doubt this gap will be eliminated by the extension of the street railway as soon as the level portion of this park is thrown open to public use.

The total area of this park as planned is 2286 acres, of which 657 acres are on practically level land above the bluff, 557 acres are on very steep and almost valueless land, and the rest slopes moderately steeply and irregularly down to the creek.

## LOCAL PARKS:

**Rockwood Park:** Among the medium-sized proposed parks, this park would be one of the most important in order to secure an equitable distribution of park benefits. It is on the irregular, cliff-like ledges at the north border of the tableland in the southeastern part of the city. It lies just between the two and a half and three mile circles and about one and one-third miles east of Manito Park. It includes a sufficient area of moderately level land for a ball field and for lawn games. It commands fine views over the city and across the Spokane Valley.

Although there are now few houses in the vicinity of this park, it is evident that it will, before many years, be surrounded by a large population. Part of it has been subdivided, but no streets have as yet been cut through it.

It is accessible at present by Southeast Boulevard, which passes along its west side. The nearest street railway at present is about half a mile north of it, but a projected line will probably terminate at its west boundary.

For the first few years a sufficient improvement of it will be to have a public shelter-house and a keeper's cottage, a few walks in the rocky portion, and a cleaning and grassing among the trees of the flatter parts of it, to fit it for strolling, picnicking, and lawn games. Later, a drive may be built, winding through it, and more walks may be added, and apparatus for various children's recreations, such as swings, seesaws, a wading pool, sand boxes and the like, may be installed. A little planting is desirable at the beginning to make the rough portions more interesting, but this should be of hardy varieties requiring little care and expense for irrigation after it is once established. It would be well to plant some hardy deciduous trees, particularly in the borders, to relieve the monotony of the pines; but not a great deal can be done in this way, with due regard for economy, until after the plans have been carefully studied, and even then some planting should be left until the drives and walks have been constructed.



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Some small existing swamps can be turned into charming little lakes, if a sufficient supply of water can be spared from the city water mains. Water surfaces are always attractive in public parks, but particularly so in climates so dry in summer as Spokane.

The area of this park as proposed is 78 acres.

**Queen Anne Park:** This park is intended to occupy the valley within the large loop of the Medical Lake Electric Railway north of Queen Anne and some distance east of Garden Springs. It will include also the little wooded ravine down to Latah Creek.

The broader part of the valley can be drained and graded to form a field for baseball and lawn games. It can be made a beautiful small park, its chief landscape features being the grassy valley with borders of planting. The south side of the valley is rather steep, and can be left wooded, with walks for strolling; but the north border can be planted with deciduous trees and flowering shrubs.

The ravine will be a picturesque landscape feature. Here deep shade, with evergreen shrubbery and vines, ferns and the like, will be appropriate. Pools can be formed in such a way as to carry storm water, yet to retain water all summer with a very small supply.

In so small a park, it is undesirable to introduce drives, but visitors in carriages can see the park well from the bordering streets, some of which can be built and kept as park drives.

A valley like this is almost valueless to be subdivided for residences under present conditions, and, if subdivided, would be likely to be occupied by the poorest class of cottages, by stables, lumber yards, blacksmith shops and other commercial concerns requiring cheap land and comparatively indifferent to appearances and to sanitary conditions. Such occupation of the land would be a great detriment to the neighboring high-class residence properties. Nothing that can now be done would more surely and more greatly enhance the value of surrounding property than this park, nicely improved.

This park belongs to the class of local parks the whole cast of which might properly be assessed upon a special assessment district, because of the special benefits which would accrue from its accomplishments. If particular landowners should give the land, that circumstance should of course be taken into consideration in determining the assessments for improvements.

The area of this park as suggested is 73.6 acres. It is accessible by the Medical Lake Electric Street Railway. It lies between the one and a half and two and a half mile circles.

**Ravine Park:** This park includes the ravine up which the county road, called Greenwood Road, runs westerly from the city. This ravine lies east of, and partly in, Occident Addition.

It is hardly conceivable that much of this deep and steep-sided ravine can be profitably utilized in the near future for residence lots.

The plan should provide for relocating the county road higher up on the north hillside, with such curves as may be needed to fit the irregularities of the ground and to gain distance for a better grade. There should be a pleasure drive of very moderate width lower down on the same hillside.

High up on the south slope, where the land is not so steep, there should be a broader road, upon which residence properties would face, but upon which no heavy teaming would be permitted. Thus the conditions would be provided for choice residence frontage.

There would be no opportunity for baseball fields, but tennis and other small lawn games could be provided for on the spur where the ravine branches. Above (west of) the tennis courts, there could be a public shelter-house, with apparatus for children's recreation, sand boxes and the like.

In the lower ravine pools could be formed to simulate a brook having rocky obstructions. Along this brook a walk could be carried. The steep slope on the south is already partly furnished with the wild syringa and other bushes and trees, and further planting should harmonize with the wild growths. On the sunny north slope vines must be relied upon, mainly, to clothe the raw banks which will result from the construction of the county road and the pleasure drive and the walks. Even on this sunny side, there should be an abundance of shade trees, but preferably of deciduous sorts, so there would be sunlight enough on the ground to enable the vines and wild flowers to flourish.

At one or two points bridges may eventually be needed. These should be concrete arches faced with the rough, picturesque rock of this vicinity. Retaining walls, if required, should be of similar appearance.

This park belongs to the class of local parks, the cost of which may be assessed on the district benefited.

The area of this park is 126 acres on the plan. It lies between the two-mile and three-mile circles. It is accessible at its east end, at the west end of First Avenue, by the Fort Wright line of street railway.

**West Heights Park:** This park is on the wooded heights west and northwest of Greenwood Cemetery. Part of the land is steep and broken by bold, picturesque ledges. As the slope faces the northeast, it is shady in the afternoon, and native trees and shrubs are growing abundantly and well upon it. There are also charming ravines and springs and running water. The plateau portion affords opportunity for drives which would command fine views over the city, and for walks in the woods, enough of which on the plateau can be cleared for ballfields, golf and the like. This park lies from two and one-half to three miles from the centre of the city. The Fort Wright electric railway line passes within less than a third of a mile of its lower end.

The area of this park as shown on plan is 190.9 acres.

**Eastside Park:** As there is every probability that there will be a large and dense population in the east side of the city, owing to its advantages for manufacturing establishments and business of all sorts, a moderate-sized park there, in addition to Upriver Park, may be regarded as essential. A park embracing both sides of the river above the D Street bridge would be as close in as it is now feasible to secure a park of adequate area.

This park would be very conveniently located with reference to the future population, but, above all, it would have the inestimable advantage of the river, both as a most enjoyable landscape feature and for use for boating and bathing. A low dam of moderate cost would be sufficient to make enough still water for these purposes.

This park is planned to be about one mile and a quarter long and about a quarter of a mile wide, the bulk of it being on the north side of the river, where there would be ballfields. Its area as proposed would be about 158.5 acres. Its west end is only five blocks from the electric railway at Illinois Avenue and B Street, and its south side is only one block from the Coeur d'Alene Electric Railway at the new city boundary. The lower (west) end of this park is three miles, and its upper end is about four and a third miles, from the centre of the city.

#### PARKWAYS AND BOULEVARDS:

To make the large parks, and such of the smaller parks as have notable landscape advantages, accessible, and to connect one with another by roads specially fitted for pleasure driving and walking, parkways and boulevards are necessary.

Broadly speaking, it is convenient to designate as boulevards such ways as are formal in character and as parkways such ways as are more or less informal. In both boulevards and parkways there must be a distinct quality of luxury in width and beauty of turf and trees, and in the latter there must be some landscape feature or naturalistic landscape gardening.

It is an abuse of language to call a street of ordinary width a boulevard. A street one hundred feet wide would be a street or avenue of handsome width, but a mean boulevard. As residence streets commonly have two rows of trees, a boulevard should have at least four rows, and should be wide enough to accommodate them properly. A width of 150 feet would generally be a minimum for a boulevard.

In the case of boulevards and parkways, the houses should be set back twenty-five feet or more from the sidewalk, and suitable legal methods for securing this should always be adopted at the time of laying out a boulevard or parkway.

This can be done by agreement with adjoining landowners, which agreement would be recorded like a deed.

In some cases the required setback is secured by right of eminent domain, with compensation for damages if any can be proved.

In some cases it is preferable to buy the adjoining strip outright, and then grant permits to adjoining landowners to use the strip in their front lawns under certain conditions controlling the use of their remaining land within a certain distance of the boulevard, or parkway, in such a manner as to insure a character of buildings and other conditions deemed suitable for a good-class residence neighborhood. Such restrictions would include, for instance, prohibition of advertising signs, the sale of liquor, trade and manufacturing, gravel pits and stone quarries, houses over two and a half stories high, tenement houses, houses of less than a specified cost, the keeping of swine or poultry and so on.

The cost of boulevards and most parkways may generally be borne by assessment districts.

**Rockwood Boulevard:** This boulevard is designed to connect Manito Park with Rockwood Park. It would follow the line of 21st Avenue, widening it equally on both sides in Manito Park Addition, but wholly on the north side in Houghton and Callihan's Addition, and then bending southeasterly to Rockwood Park. It is about one and one-third miles long. It would best have a driveway forty feet wide in the middle, parking strips forty-five feet wide on each side, each with two rows of trees, sidewalks eight feet wide, and a turf strip two feet wide next the fence lines, if fences are permitted. The building limit lines may vary in different parts. In land already subdivided they cannot well be more than twenty-five feet from the fence line, but in land not yet subdivided they may well be fifty feet from the fence line.



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**Highland Boulevard:** This boulevard is designed to extend from the reservoir at 9th Avenue, by curving lines, to Rockwood Boulevard east of Manito Park Addition, a distance of one mile. It is intended to be 150 feet wide, with a central driveway 40 feet wide; reservations 10 feet wide for electric street railway on each side, separated from the driveway by curbing and covered with turf for the sake of appearance; parking strips 35 feet wide on each side; sidewalks 8 feet wide, and turf strips 2 feet wide next the fence lines. Where the land is sloping steeply crosswise, the sidewalks may be a few feet above or below the driveway, as the case may be. In special cases, interruptions to the formal arrangement may be made to preserve picturesque ledges. The setback of houses would be moderate in already subdivided land and more liberal in land to be hereafter subdivided, or whatever may be reasonable in particular blocks.

**Manito Boulevard Extension:** This extension of an existing boulevard two hundred feet wide would be from about 35th Avenue southward to Harlan Boulevard (so-called).

In passing through First Addition to King's Addition, a replatting should be arranged for, if possible. It would be best to vacate Gandy Street, to turn the lots on its east side so they would face north or south, to have deeper lots facing the new boulevard, so as to permit of a fifty-foot setback, and to have an alley back of these lots. The owners of what are now corner lots on the east side of Gandy Street could be compensated by having lots a little wider than at present and with one side to the alley.

This boulevard is to have two roadways and a central parking strip.

It will connect Manito Park with Latah Park.

Its length will be about one and one-quarter miles, of which over three-quarters of a mile exists.

**Moran Boulevard:** This boulevard is designed to provide a continuation of the pleasure driving route by Highland Boulevard, Rockwood Boulevard and Rockwood Park to Moran Prairie and the level portion of Latah Park. It will run straight from Rockwood Park to Bismark Avenue at the south line of Section 33. It is proposed to take the whole of lots 5 and 12 in Dessert's 5-acre tracts and certain lots in Garden Park, making the width of this portion about 320 feet.

Turning westerly, this parkway would extend along the south line of Section 33 to Latah Park.

The width of this portion is proposed to be two hundred feet.

Its total length would be about two and one-quarter miles.

**Adams Boulevard:** This boulevard is designed to connect Manito Park with East Latah Parkway, and passes Adams Park. West of Lincoln Street it is designed to follow 21st Avenue, widening equally on both sides. Its width is proposed to be 150 feet, and it would be two-thirds of a mile long.

**East Latah Parkway:** This parkway is to form a pleasant approach to Latah Park from Gorge Park and from the Cannon Hill district.

It begins at Pacific Avenue and A Street, and runs southeasterly along the right (east) bank of Latah Creek, rising gradually to the bridge at 6th Avenue and Coeur d'Alene Street. It would continue thence along the creek, rising and descending to lessen grading and to connect with streets, southerly to Chestnut Street. Crossing that street, it would rise steadily to the crest of the bluff east of Latah Creek, crossing over or under the present Northern Pacific Railroad track, if this should remain after the main line has been relocated. This parkway would then follow the edge of the bluff to Latah Park at 29th Avenue.

Its length from Gorge Park or Spokane River to 29th Avenue on the bluff is two and one-third miles. Its area as planned is 163.9 acres.

Much of the land required for it is very steep and at present prices for good lots is practically worthless, except for the very cheapest little dwellings and, at a few spots, for small commercial buildings. In general, it is fair to assume that landowners could well afford to give the steep portion of their land required, in order to insure at first the preservation, and eventually the beautification, of the banks of the creek.

Where the slope above the proposed drive is very steep, it would not be desirable to plan for house lots facing the parkway. Owners of land in such cases should give as nearly as possible the whole height of the slope, in order that it may eventually be planted and cared for harmoniously and systematically by the Park Commission; that is to say, the great steep slope should be treated as a single consistent landscape feature.

Such a treatment would be far more enjoyable to landowners residing above the slope and overlooking it, than to have it cut up and treated in all sorts of ways, generally as a dump for rubbish, it is to be feared, by each resident.

Except in those limited stretches where the crosswise slope is so moderate as to warrant the erection of houses above the driveway, it is assumed that the construction of the expensive driveway would be postponed for many years; but where houses can be built so as to have access from the driveway, as would evidently be the case where the driveway follows the top of the bluff, the driveway might be constructed soon and at least half of its cost assessed on abutting land, or else suitable bargains can be made with the landowners concerned.

**West Latah Parkway:** The primary purpose of this parkway is to preserve and permit of the planting, where now bare, of the left (west) bank of Latah Creek, for the benefit of the view across the creek from East Latah Parkway and from the houses which exist, or will be built, on both sides of the valley and overlooking it.

Unless thus redeemed, the Latah Creek valley within the city is sure to become an eyesore and a detriment to all residence property in the vicinity.

It is not vitally necessary that there should be a continuous park driveway along the west side of Latah Creek, but it is most desirable that there should be a boundary road wherever it would act as a sufficient inducement to lot owners to face houses toward the parkway. The aim therefore should be to negotiate with landowners to so devise their subdivisions that there may be a broader road along the parkway land and that an equitable share of the cost of construction shall be borne by the lot owners. In general, the slopes on the west side of the creek, though often steep, are not so steep but that lots can be made to face to good advantage on a border road. The main thing is to secure and preserve and plant the land that is so low or so steep that it is not likely to be utilized for a good class of buildings.

The area proposed to be secured for this parkway is 125.7 acres, and its length 2.1 miles.

**Upriver Parkway:** A riverside drive is one of the most delightful of scenic parkways, therefore it would be a great waste of opportunity not to develop a pleasure drive along the river above the city. It would be valuable both for its own sake and as an agreeable approach to Eastside Park and Upriver Park.

Fortunately, the expense for land will not be large, because from Mission Street bridge up to D Street bridge the recorded subdivisions have provided streets along both shores of the river, so that along that portion of the river it will only be necessary for the Park Commission to acquire the narrow strip of land of varying width between the street and the river, and because the rest of the way to Upriver Park, with one small exception, would be through acreage property only.

The banks of the river are high and steep, so there seems to be no reason why the adjoining land should not, with the aid of an attractive parkway, become saleable for residences of a decent, if not of the most expensive, class, at as good prices as are likely to be paid for factory sites. If so, the individual landowners, especially the owners of acreage property, may be expected to give the land for this parkway.

The principal difficulty appears to be the possibility that parking the banks of the river above the Mission Street bridge may be objected to on the ground that it would hamper the growth of the city by interfering with possible factory sites.

This objection is somewhat more serious in Spokane than in many other cities having its advantage of a river, because the river below the city is so inaccessible, thus considerably reducing the amount of riverside factory site land.

This disadvantage as compared with some other cities on a river, can be overcome, if it is thought worth while, by means of one or more canals by which the water from the river could be carried through the comparatively level land east of the city and south of the river.

The principal inducement for locating a factory close to the river above Mission Street bridge would be to use the river water for condensers or for washing processes.

The district, including both sides of the river, above Mission Street bridge to the proposed Eastside Park, has already been platted with streets close to, and parallel with, the river, and the lots have been sold to many different individuals. Owing to the difficulty and expense of buying lots to make acreage, this section of the river is very unlikely to be in demand for large factories, even with the idea of using the river water for condensers or for washing processes. If, however, such should be the purpose in the case of any factory, large or small, either in the subdivided district or further up the river, where there is acreage property, the Park Commission could grant, under suitable restrictions, the right to lay pipes to draw water from the river, the pump being in private land on the side of the drive away from the river. Practically the only important objection to the arrangement would arise where the banks are so high that the suction pipe would have to be in a deep trench or tunnel and the pump in a well or pit, involving, perhaps, more expense than if the pumping plant were at the water's edge.

It does not seem reasonable that any such moderate additional expense to manufacturing concerns should be permitted to stand in the way of such a desirable riverside parkway.

Another objection that may be advanced against this parkway is that, even if it would not interfere with manufacturing plants, it would not be worth what it would cost, because it would be so crowded by manufacturing plants as to be surrounded by ugliness, which would quite destroy all enjoyment of the river.

The most obvious reasons, aside from the use of the river water, for locating factories close to this parkway, are that the land above the bank is fairly level south of the river and not so steep as to be unavailable for factories on the north



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side, and that there are railroads near enough to enable spur tracks to be run in the streets from the railroads to factory sites.

The Great Northern Railroad is certainly near enough to riverside factory sites northwest of the river for a few blocks above the Mission Street bridge. Further up the river, however, the railroad rises so high above the river that spur tracks could not be easily brought to factory sites along the river, unless North Crescent Avenue should be given up to railroad tracks, and it is doubtful whether the owners of residence property would agree to that use of such an important street as this is likely to become.

But, even if the north side of the river from Mission Street bridge to D Street bridge, should be given over to factory sites, the pleasure drive could be on the south side of the river, and the factories could be made reasonably good looking, and they could be embellished with vines and partially screened by trees in North Riverton Street and on the bank.

South of the river the railroads are too distant from the river, from the Boone Avenue bridge to D Street bridge, to encourage the location of manufactories requiring a spur track. Above that point the pleasure drive might be carried along the north side of the river if the south side becomes occupied by factories.

The area of land required for this parkway, on both sides of the river below Eastside Park to Mission Avenue bridge, is 24 acres, and its length is one and one-third miles.

## PLAYFIELDS:

In addition to the playfields to be provided in most of the parks referred to, there should be several others distributed as evenly as possible in the already occupied parts of the city.

Generally, these playfields would have to be in subdivided land.

The blocks are usually either 270 feet square or 270 feet by 600 feet. The width of one block is not suitable for baseball, because the ball is liable to hit persons in the street not on the watch for it or to damage private property. The minimum size should therefore be four squares or 600 feet square.

This size should permit of a row of trees and a narrow belt of shrubbery around the playfield, so as to partially screen the necessarily bare playfield from the view of people in surrounding houses.

A ground of that size so fitted up would be neither as useful nor as attractive in appearance as such a playfield unattached to a park should be. It would be far better to double its size to 600 feet by 1260 feet; that is, eight squares or four long blocks.

In such a ground there could be a lawn, with walks, and shrubbery, at one end, then a little folks' playground, then a women's outdoor gymnasium, then a public shelter-house, with toilet and dressingrooms, then a men's outdoor gymnasium, and at the other end a large, hard gravel playfield, with a border of trees and shrubbery. This boys' playfield can be slightly depressed, so it can be kept flooded for a few weeks in winter, when ice would form quickly, there being only a few inches of water to cool, and where parents could allow their children to skate without fear of drowning.

In connection with the shelter there could be a porch for a brass band, the audience being seated on settees on a hard gravel surface with shade trees, where any number could be accommodated without injury to the lawns and shrubbery. This hard gravel area can be used, when there is no concert, for a congregating and resting place and by little children for hoop rolling, skip rope, hopscotch, and such games.

It is not to be supposed that all these things can be afforded in the near future, but it is of the utmost importance that land for playfields of a size adequate to contain such provisions for health and recreation, should be secured now.

There is no question but that the land for playfields will be worth all its cost to the present generation, who will pay for it, even if it is only graded and smoothed to enable the boys to play ball upon it.

For this reason it would be reasonable to assess the cost of such playgrounds on all property within easy walking distance of it.

While we refer to these grounds as playfields, to distinguish them, it may be deemed better policy to call them parks, lest the owners of land to be assessed should get the impression that they are to be bare and ugly. As a matter of fact, they would certainly not be as bare and ugly as the streets, and no one object to streets on that score.

It is often a good idea, especially in the smaller parks and playfields, to extend the park to the curb line of the surrounding streets, or some of them, thus in effect considerably enlarging the park. In place of the regular sidewalk, a wide park wall, straight or curved as the design may require, is laid out in the park far enough from the curb to make it distinctly a park walk and not a regular sidewalk. This effect may often be increased by irregular masses of trees and shrubbery between the park walk and the curbstone. Usually the walk is not so indirect as to seriously discommode mere passersby, while they are given an enjoyment of the little park which they would not get in the same degree if they had to walk by outside the park.

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A wading pool has been found to be a desirable feature in parks and playfields, especially in localities where there are a great many little children. The idea can be worked into either formal or informal designs. Not only is the surface of water a desirable landscape feature, but it is doubly useful since it can be used in winter to good advantage for skating. While intended primarily for wading and for sailing toy boats, the wading pool has in several instances come to be used by little children for bathing during warm weather. If bathing is permitted, suitable dressing rooms should be provided when they can be afforded. It is also necessary to have a walk all around the pool, so children sailing toy boats can reach the shore at all points without wearing out turf or shrubbery.

When it can be afforded, the main building in a playfield can be large enough to include indoor gymnasiums for men and boys and for women and girls, with dressing rooms, shower baths and even a swimming tank but, as a general rule, buildings for such purposes are so large as to be all out of proportion to the park and to the outdoor idea, and are more appropriately placed on lots bought for the purpose, and built with other than park funds, and managed by some other department of the city government than the Park Commission.

**Hays Playfield:** In Hays Park Subdivision the city already owns two long blocks, end to end. The two long blocks alongside of these, on the south, have only four houses on them, and should certainly be secured. In fact, it would be wise to add the next two blocks southward, which are entirely vacant.

With the area recommended, this playfield or local park could have borders wide enough to include lawns, little lakes, shrubberies, gardening and other features intervening between the bare playfield and the surrounding residences and affording rambling grounds for those not interested in the sports on the playfield proper.

By adding sixteen acres to the existing park, a total acre of about twenty-three or twenty four acres, including streets to be vacated, will be provided for a playfield and park in the northeastern part of the city.

**Lidgerwood Playfield:** It would be desirable to secure three more blocks of land in Lidgerwood Park Addition to add to the block already controlled by the Park Commission in that locality.

By thus adding 11.2 acres (including streets to be vacated) to the previously acquired block, the total size of this playfield would be 14.2 acres.

**Longfellow Playfield:** It is always desirable to have playfields adjoining, or, if that is not possible, near to, large public schools. For this reason, a playfield is recommended in connection with Longfellow School.

Considering that this playfield would not be so widely separated from Hays and Lidgerwood playfields as the average space between proposed playfields, two long blocks, less the lot occupied by the school, may be considered sufficient.

Adding 5.7 acres (including the street to be vacated) to the school lot, would make the total area of this playfield 6.7 acres.

**Logan Playfield:** This playfield adjoins Logan School. It will include blocks 4, 5 and 6 of Conlan's Addition, and 3, 4, 9 and 10 of Heath's 5th Addition. It is important to have it as large as proposed, because it lies nearer the densely inhabited part of the city north of the river than any other contemplated playfield.

It may even prove necessary to prohibit baseball on this playfield, in order that it may be used by as many children as possible.

Adding 11.2 acres (including streets to be vacated) to the existing school lot, would make the total area of this playfield 12.7 acres.

**Sinto Playfield:** This playfield includes six squares and two half squares south of Mission Avenue, next to the former city east boundary. This land is almost free of houses, and the vicinity is thinly populated, but it is clearly going to be thickly populated.

Mission Avenue is destined to become a very important thoroughfare, and should be widened in anticipation of a street railway upon it.

The total area of this playfield (including streets to be vacated) would be 20.8 acres.

**West Riverside Playfield:** This is a triangular piece of ground north of Clark Avenue and west of Ontario Street, and lies along the south bank of the river.

There should be a shady promenade along the river. The rest of the park should be mainly devoted to a hard gravel playfield, but there may also be provision for the very little children.

The area of this park is about 5.7 acres.

**Underhill Playfield:** This is an almost vacant tract of ground just outside the former city boundary and south of Hartson Avenue. It is less than half a mile east of Edison School. Its area would be 17.9 acres.

**Jackson Playfield:** This playfield is in the outskirts of the builtup portion of the northwest quarter of the city. It lies north of Northern Boulevard and west of Cedar Street, and contains 10.4 acres.



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**Courthouse Park:** To afford a dignified setting on the north for the imposing Court House, and to redeem the quality of its neighborhood from ugly commercial development, a couple of blocks of land equal to 4.1 acres should be acquired jointly by the County and City north of the Court House. The City could own the northern portion and develop it mainly for a playground for little children. The southern portion could be devoted to lawns and walks.

If the College can spare the block south of the Court House, that too should be bought by the County and made into a park, in order to afford a dignified frontage for the Court House. Counties acquire and improve and manage parks in other states, so it should not be hard to obtain the legal authority to do so in this state.

**Spokane Falls Park:** We strongly recommend the acquisition of the little promontory and the small rocky islet in the river north of the west end of the Great Northern Railroad lower bridge, adjoining the Post Street bridge, as a means of providing a good point from which the public can forever view Spokane Falls.

Considering that the City of Spokane owes its existence to these falls, it would be most fitting that this good viewpoint of the falls should be preserved for the public. Other ledges adjoining the falls should be preserved, if practicable.

If Lincoln Street is carried through from Broadway to Bridge Street, this little park would lie east of Lincoln Street and north of the Great Northern Railroad.

By filling in from Lincoln Street to, and including, the rocky islet and northward to the south line of College Street (extended), an area of 1.7 acres would be secured.

**River Banks:** Wherever it is possible for the Park Commission to acquire control of the riverbed or of the banks by gift, or by purchase at a reasonable price, it would be a good thing to do. As the city grows in density of population, even the smallest areas of that sort will afford extremely valuable places where the people can go to enjoy the view of the river. Even a strip only wide enough for a walk from one street to the next would be sufficient to eventually warrant the expense of construction. Far too often valuable opportunities of that sort have been permitted to be lost by cities on rivers or other waters.

**IMPROVEMENT OF EXISTING PARKS:**

**Manito Park:** The city is fortunate in possessing already a local park so large, so well situated, and so accessible as this is.

No comprehensive plan seems to have been followed for the assignment of the various parts of this park for special uses and for the landscape treatment of those parts in harmony with the topography and with the assigned uses and at the same time in harmony with a pre-determined general landscape character for the whole park.

There is no adequate playfield in this park. The only low, level ground suitable for a good-sized meadow landscape has trees bunched in the middle instead of around the borders.

The picturesque, weather-beaten ledges, especially interesting to city people used to tidy, clipped lawns and grass plots, appear to be in process of being gradually covered over with a thin layer of earth followed by grass. Here and there, apparently pretty much at random, stiff flower beds have been formed. This scrappy method of procedure will result in many more or less isolated and ineffective little lawns, pleasingly irregular in outline and surface, but tending too much to extreme smoothness and stiffness of effect and involving a disproportionate expense for watering and maintenance as compared with first cost.

One of the most attractive characteristics of a lawn is that it is so inviting to stroll and sit upon in warm weather. Another pleasing feature if a large lawn is its effect of breadth. An acre of lawn is more pleasing to the eye stretching in one expanse down a little glade, with ledges and vines and wild flowers, shaded trees and groups of shrubbery bordering it, than the same extent of turf carried over knolls and over and among ledges. Besides, it is cheaper to maintain, as it is usually on better soil, requiring therefore less watering, and can be clipped with the horse lawn mower instead of by hand. That is to say, as a rule it would be a better plan to spend thousands of dollars for a fairly large, continuous lawn in a valley, even if it should require much grading, blasting, drainage and laying of irrigation tiles, than to extend clipped grass over or among ledges, where it is out of harmony in appearance and costly in maintenance, if less costly to start with.

There is much rough, ledgy ground in this park. Doubtless that had something to do with its selection for a park. The land, that is to say, looked discouraging for low-priced suburban lots. In some degree it is discouraging and costly to fit it for use as a public park, yet it is worth more for a park than for fifty-foot lots.

The prominent ledges are decidedly valuable as picturesque landscape features. They should be carefully preserved and taken advantage of in designing all kinds of improvements. There are many areas of ledge, however, that are flat and uninteresting. Some, even, are rather suggestive of a bad piece of paving; that is, a surface one would trample over without thought of injury to beautiful lichens and rock plants. Where such is clearly the case, one may be pleased to have something more useful or more beautiful substituted. This would give rise, in planning, to a variety of expedients.

In one such spot there might be a naturalistic rock garden, with clearly defined paths winding through it—not a blob or mound of loose stones and earth piled up in a most unnatural way.

Or, on a summit commanding a view, the ledge may be covered by a concourse for carriages or, on a smaller scale, by hard gravel congregating places for pedestrians.

Some other ledgy spots may be covered by summer houses or other buildings, especially such as could well have outlooks and would be picturesque to look at. If on flat ledges where there is no outlook, or if not intended to be conspicuous, such buildings can be covered by vines growing at spots where there is enough earth or growing in specially prepared earth.

Many uninteresting ledge surfaces can be readily covered by vines with good effect; others can be gradually covered with rockwort (*Sedum*), of which there are more than a score of kinds, all of which will grow on ledges with little or no earth and require no watering. To cover flat ledges with *Sedum* is slow and perhaps costly compared with spreading a few inches of earth and seeding it with grass, but when done, it is pleasing and appropriate and almost no expense for maintenance; while clipped grass is tame and commonplace, inappropriate and illogical in such places, and involves a large and disproportionate cost for watering and hand clipping. *Sedum* will not stand walking upon like grass, so it should be used on ledges only where it is not designed to have walking except on walks. Other little rock plants can be used in the same way more appropriately than clipped grass.

For a few years it may continue to be advisable to have the zoological show in Manito Park, but all arrangements in connection with it there should be made with the idea of eventually removing the show to a larger park.

In parks the zoological collection should always be regarded merely as an incidental attraction, and it should not be allowed to absorb an undue share of the park appropriation. A complete zoological show is a very expensive affair, particularly in maintenance. The principle should constantly be kept in mind that indoor attractions are not appropriate in parks. The people visiting parks should be kept out-of-doors as much as possible. Indoor attractions are not only contrary to the spirit of parks, but they are much more useful to the whole body of citizens if housed in buildings near the centre of the city, where they can be enjoyed with the least loss of time for getting to them.

It follows therefore that the zoological show in parks should be confined mainly to hardy animals, both because these can be seen out-of-doors and because they will need only unobtrusive, cheap, little buildings, without the expense of heating and with much less expense for food and attendance than tropical animals.

Many hardy animals are grazing animals, and such should have ample pastures, not only for their health, but in order that they may be seen under conditions approximately as closely as possible the natural conditions to which they are accustomed. Just as live animals are more interesting than stuffed ones, so animals acting naturally are more interesting than when they are in a cage or in a bare earth corral. Incidentally, this idea falls in with the general purpose of parks of providing healthful recreation in the open air, because to see herds of deer, elk, and the like, in pastures, instead of in corrals, leads visitors to walk further and so get more exercise.

The prime object is not that people should have a chance to see the greatest number of strange animals, and learn most about them, in the shortest possible time, but that they should find the parks interesting and worth coming to time after time.

To harmonize zoological shows with naturalistic park landscape, ingenuity should be exercised to make the necessary fences, shelters and winter quarters as inconspicuous as possible. If the walk for the public is on a sidehill, the fence can be wholly or in part in the form of a retaining wall. In any case, it is pleasanter to see the animals over a fence than through it; so, if the walk cannot be raised, it may be possible to set the fence in a little ravine. In other words, the walk should be designed, not as the shortest route between two places, nor as the cheapest route, but as the route which can be most fully adapted to showing the animals to the best advantage. Side and back fences can be set sometimes out of sight behind a ledge or hillock, or they can be planted out. If trees are objectionable, bushes of sorts that grazing animals do not browse on, can be planted.

Pastures should be of moderate size, lest the animals get too far away to be seen to advantage; but as small pastures wear out and get shabby, if used continuously, there should be enough of them so some can be left vacant so the grass will recuperate. There should be ample means of irrigation. The same applies to all the outdoor enclosures. There should be at least two paddocks for each group of animals which would wear out the turf.

The boundaries of Manito Park are not satisfactory. To make the park thoroughly useful as well as pleasing in appearance, more smooth, level land is needed for playfields. This indicates that a considerable addition should be made at the northwest corner. No doubt the study of a circuit drive in the park would show the need of other changes of boundary, especially at the re-entering angle on the west side.



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The drives in Manito Park are too narrow and have in places too steep grades. They serve present purposes at little first cost, but, if the proposed parkways are carried out, the drives in this park should be regarded as part of a general system of drives, and should be as wide, as easy of grade, and as hard and smooth as other drives of the system. It is likely that it would sacrifice too much land valuable for other park purposes, to carry a drive north of the big ledges, unless considerable more land is added to the park there.

An examination of the present boundaries shows some of them to be jagged and unsuitable from the point of view of park design.

To improve the boundaries in this respect, as well as to provide a good playfield, would require additional land to the extent of about 31 acres (including streets to be vacated). Adding this to the present area of 85.6, would make the total area of this park 116.6 acres, which would be none too large to provide for the requirements of the growing population tributary to it.

**Coeur d'Alene Park:** This park does not appear to be in pressing need of modification and further improvement, but, when funds can be spared for the purpose, it can be made more convenient for short-cutting; suitable arrangements for the little children can be installed; a good bandstand can be provided, and a commodious and attractive shelter-house, with toilet accommodations, can be erected.

In any case, the wild pine trees may desirably be thinned out gradually and more variety secured by planting. As the city grows in size and density, the increased use of soft coal will gradually kill the pines, so it will be prudent to get deciduous trees which will stand the smoke started.

A larger amount of ornamental shrubbery and small-growing trees will lend variety and interest and, by concealing some parts of the park from others, will tend to make the park seem larger to those who stroll in it.

As the population increases in density, the amount of drives should be reduced and the number and width of walks should be increased.

A wading pool, although for the present, perhaps, too costly for puddling, would afford a pleasing landscape feature, as well as sport for the children. The area of this park is 9.76 acres.

**Liberty Park:** This park, with an area of 24.5 acres, is so much broken into hills and valleys with abrupt slopes and prominent projecting ledges that it is capable of uncommonly picturesque landscape gardening development. Unfortunately, however, these marked topographical features will make it difficult and costly to improve properly for the active sports of the constantly increasing numbers of children of the neighborhood.

The population in this vicinity is at present relatively sparse, so the wear and tear on the turf of the park so far has been very moderate. In devising a plan for the permanent improvement of the park, provisions must be made for accommodating thousands of children. For this purpose steep slopes of grass, narrow walks and flower beds scattered about are inappropriate.

We doubt the advisability of having drives in this park, because it is small and the land steep, so that drives will cut up the park badly and interfere unduly with its use by children. Visitors in carriages and automobiles can see the whole of the park and enjoy all the views perfectly well from the surrounding streets, so that it is not at all essential to provide drives for the relatively few visitors in vehicles.

The high, but rough, western part of the park would best be fitted up mainly for the little children by means of scups and swings and other apparatus. There may be a broad terrace walk along the east brow of this hill, well shaded, from which visitors may enjoy the fine distant views as well as the views within the park. In connection with such a walk, an abundance of settees should be provided. Any trees planted below it should be of small-growing sorts that will never grow high enough to obstruct the view.

It would be appropriate and pleasing to have a lake in the valley which occupies the middle of the park, and this lake may be made shallow enough for wading and for toy boat sailing in summer and for skating in winter.

It will be an expensive matter to make the whole bottom of the valley into a wading lake, because of the cost of clay puddling and of sand for the bottom, so it may be well at first to restrict the size to that of a moderate pool near the south circuit walk and to cover the rest of the low ground with turf.

The lower hill northeast of the main valley is so steep and so limited in area on top that it is hard to utilize. It is not at all worth while to have a drive up on to it. Perhaps its summit could be leveled sufficiently for a tennis court or two, with its enclosing fences covered by vines and masked by low-growing trees. Perhaps a broad-spreading shelter-house or arbor on it would be more useful and certainly more picturesque. The sides of this rocky knob would best be covered, for the most part, by vines and masses of low, hardy shrubbery, robust enough or prickly enough to resist fairly well the wear and tear of children, and at the same time generally not high enough to make policing difficult. If such a treatment were successful, the ledgy hill would be far more appropriately and more beautifully clothed than with clipped turf, as seems to be the intention at present.

The hollow at the east end of the park is concealed from the western part of the park by the intervening hill. It would therefore be admissible as a matter of design, as it would certainly be useful, to grade as much as possible of it to a level, and have there a hard gravel playfield for the small boys. As a general rule the use of ballgrounds in all the smaller parks should be limited to boys of the grammar school age. Bigger boys are more liable to hurt others, as they hit the ball so much harder, and, moreover, they are more apt to have money for car fares to the larger parks. Trees planted about this playfield would afford shade for on-lookers and at the same time screen the bare surface from view from surrounding houses.

The parapet wall along the present narrow drive across the park, between the high hill and the low valley, is an ugly feature, as it seems intended to cut the park in two. No drive is really needed, so it would better be turned into a walk.

At present there is a noticeable lack of shade in this park. The few pines remaining cannot be relied upon, as they will eventually succumb to the city smoke. On the other hand, if many suitable deciduous trees should be planted in advance of grading, they would in time be large enough to seriously hamper the subsequent improvement of the park. Still, if a carefully studied plan should be adopted, there would no doubt be places where trees could be planted at points and on grades in accordance with the plan without interfering with subsequent improvements. Certain parts of the plan could be executed year by year, thus enabling more permanent trees to be planted in their proper positions; also filling required by the plan could be delivered gradually from street grading, sewers and cellar excavations in the neighborhood.

**Stradacona Park:** This is a small oval, cut out of the four corners of blocks at what would have been the intersection of Laura Street with 11th Avenue, S. E. It is only about 140 feet by 300 feet, or eight-tenths of an acre, or including border street 1.5 acres.

If the Park Commission in accepting this little park agreed to build and maintain the surrounding street, about 25 or 30 feet wide, it made, in our opinion, a bad bargain for the city. If there was no such agreement, what should be done would be best determined by conditions as to which we are not posted.

If the surrounding lots for the most part face on the regular streets, it would probably be best to get the assent of owners of the few lots facing on the park to some arrangement of alleys at the rear of their lots for delivery of coal, removal of ashes, etc., and to having a sidewalk only around the margin of the oval. If this is not feasible, it would be cheaper in the long run for the Park Commission to buy the few lots facing on the oval and requiring street frontage, and to add them to the park, and so save the cost of building and maintaining boundary roads.

The shape of this little park being symmetrical, its design should be a formal one. In the centre there may be a little summer house, with high-backed benches surrounding a small, oblong or circular tool room where the man in charge can retire in case of storm and to eat his lunch in during cold weather.

In addition to the elliptical marginal walk, there would have to be two straight walks, one on the long and the other on the short axis. These may have rows of ornamental shrubs, small flowering trees and flower beds. There might be small fountain basins interrupting the long axis walk, situated about on the foci of the ellipse. If the surrounding landowners should agree to pay half the cost, a uniform design of fence could desirably be built about the park to accentuate its formal shape, and in that case ornamental lich gates might be built at each entrance.

**Corbin Park:** This long, narrow park (about 300 feet by 1700 feet) contains thirteen acres of level land.

We strongly advise against having any drive in this park.

In our opinion, such small, level parks in a residence neighborhood should be largely devoted to special provisions for little children to amuse themselves in. We advise that a pretty shelter-house be placed in the centre of the park on the line of Stevens Street. The middle of the house should be open at all times, so as to form a free passage paved flush with the walks. The east wing may be for girls and the west wing for boys. The north end of each wing would be devoted to retiring and toilet rooms, with a room for the woman in charge, for storage of refreshments and articles for sale and articles to loan or to rent on the girls' side and toilet and administration and tool room, with a little yard, on the men's side. Shrubby should mask the toilet room and work room windows. At the east end of the shelter there may be a room and a yard, with sandboxes and grass, for babies and very little children. Along the south side there may be a broad veranda, with swings and seesaws and other apparatus for use in inclement or hot, sunny weather. Further east there may be an outdoor gymnasium for girls and a hard gravel yard for little children. East of this there may be tennis courts. At the west end there would be a running track, with a baseball field or football field within it, if there is space enough, and an outdoor gymnasium and perhaps a swimming tank, with some cheap sheds for dressing rooms or even simply a yard with a high fence and benches conveniently near to the toilet room. If it should be desired to have a swimming tank for girls, it might be between the east end of



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the building and the girls' outdoor gymnasium. The whole could be on a small scale to begin with, and a small charge could be made for use of bathing tights, suits, towels, etc. In warm weather many children could come from nearby homes with bathing suits on and partially dressed.

The idea is that such a park, devoid of hills and valleys, woods and ledges and other marked beauties of nature, should be made as thoroughly useful to children as funds will permit, instead of being wholly given over to ornamental landscape gardening.

The amusement apparatus in bare, hard gravel yards will of course be very ugly. If there were no remedy for that, we should, out of respect for the opinions of many neighboring householders as well as other citizens, hesitate to urge such arrangements in this park, considering the evident tendency to prettiness and neatness in the surrounding cottages; but we are confident that all this ugliness can be almost wholly concealed by beautiful planting. There is no reason why a high, fine-mesh, wire netting fence, covered with flowering vines, may not be as beautiful as a bed of colored foliage plants or other gardening decorations.

The enclosures would not occupy the whole width of the park, narrow as it is, nor half the length, and there would be space for ornamental shrubbery surrounding the high vine hedges and for pretty lawns with ornamental pools at each end, one of which might be fitted for wading, and the other of which might be used for ornamental aquatic and semi-aquatic plants; or the borders of the lawn at one end be decorated with garden plants and garden furnishings.

**Lidgerwood Parks:** These are two blocks of nearly level, pine-clad land about one-third of a mile apart. We have already recommended that the one between Mayfair Street and Lidgerwood Street and 12th and 13th Avenues, N. E., should be enlarged and developed as a playfield park.

The other block, between Standard and Cincinnati Streets and 17th and 18th Avenues, N. E., may be treated as a grove of trees on turf, with a few walks making a circuit and also providing for short-cutting, and there may be settees, swings and the like, a few masses of shade-enduring shrubbery, a small shelter-house and sand boxes.

The pines should be gradually thinned out and trees which will stand smoke substituted.

**Hays Park:** This double block, containing three acres, has already been considered under the heading "Playfield Parks," and its enlargement was recommended. If, for reasons of policy, it should be decided not to enlarge it, it would best be treated somewhat in the manner suggested for Corbin Park, with less space devoted to shelter building, outdoor gymnasias, swimming pools and tennis. Some space should be devoted to ornamental lawns at each end, to meet the ideas of those citizens who care only for landscape gardening in such a park. If a shelter and apparatus cannot now be afforded, a playfield about 150 feet wide and 300 feet long may be cleared and graded in the centre, with walks leading to each corner of it.

**Audubon Park:** This park of 31.2 acres is in the woods northwest of the city, between Powell and Milton Streets. It is mostly on two nearly flat, gently sloping tracts of land, with a band of steeper land between.

Aside from cleaning up the ground and fencing it and keeping it neat and policing it, there appears to be no need of spending much on this park until surrounding lots come to be more or less occupied by houses.

It would, however, be well to gradually thin out the pine trees and to plant deciduous trees which will stand the smoke which must be expected in course of time.

This park is hardly large enough to warrant having a circuit drive in it, but if the owners of surrounding lands, or even those on one side, will agree to open alleys in the rear of their lots, for delivery of coal and supplies and removal of wastes, and to pay half the cost of macadamizing or otherwise paving the roadway in front, it might be made on curves further from the fronts of lots than it would be if it had to be kept in the street, and it should be restricted against heavy or commercial teaming and be maintained in park style.

In other words, the park, in effect, could be extended to within ten feet of the private property line on each side, and lot owners could be allowed to connect with what would appear to be a park circuit drive, by means of narrow private drives running in on curves to each pair of lots, or in some similar way limited in number.

By avoiding a direct connection with the streets at the corners of the park, making the driving entrance at the middle of each end, the park character of the drive would be so marked that there would be little difficulty in keeping out commercial wagons.

It would also be well to agree upon uniform restrictions adapted to develop a pleasant suburban neighborhood.

There will be need of a park shelter for use by visitors in case of showers or for shade while waiting for the electric cars in hot summer weather. As usual, there should be toilet accommodations, and these can be most economically taken care of by a woman with the privilege of selling refreshments and certain articles

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to visitors. There will also be need of administration offices, of a modest sort, including a small stable, wagon and material shed, tool room, and store room.

If the joint drive idea is adopted, it will have to be lighted and kept open at night, and to economically control driving, it would be best to have two gate lodges with families living in them, one at each end.

In that case, the gate lodge at the north end might be for the stable man, who would also run the horse lawn mower, etc., and the other might be for the working gardener, whose wife could look after the public toilet and shelter.

**Cliff Park:** This is a remarkable little park of 4.2 acres of polygonal shape on the north side of 13th Avenue, S. W., in Cliff Park Addition. Its area is 4.2 acres.

It consists mainly of a miniature butte, or abrupt rocky knoll, with cliff-like sides. It is a particularly imposing specimen of the characteristic local rocky scenery of the hills south of the city.

The aim should be to preserve most of it in as natural a condition as possible. Vines may be planted to cover the ledge where it has been disfigured, and a narrow rustic stone stairway may be made to wind up to the summit of the little butte, where a terrace-like concourse with a rustic stone parapet may be designed in such a way as to accentuate the cliff on one side, and in this terrace there may be a broad stone tower with open stairway, to afford a vantage point from which to enjoy the distant view.

At the foot of the butte a little space may be taken for a small shelter, with a yard for sand courts and little children's amusement apparatus. Special attention should be given to means for preventing children from clambering over the ledges and destroying the delicate lichens and other plants that add beauty to the picturesque rock.

Where the soil is thin over ledge, vines, flowering shrubs, and low, wild, perennial plants should generally be grown, instead of attempting to extend the clipped lawns over it. As the pines cannot be regarded as permanent, they should be thinned out and other trees that will stand smoke should be added, particularly small-growing trees, such as thorns, which will afford shade, while not growing so high as to obstruct the view from the terrace.

**Adams Park:** This irregular shaped piece of land is 13.18 acres in area. It is a worked-out gravel pit about fifteen feet deep, but sloping so only a portion can be flooded, as stipulated in the deed. A border street 100 feet wide is agreed upon.

The highest value to adjoining private lands would be attained, considering the circumstances of the case, by some such arrangement as that suggested for the borders of Audubon Park. The irregular shape and topography of this park would lend themselves still better to making a curvilinear drive, primarily intended to afford agreeable and dignified access to the fronts of houses facing the park, than the long, straight sides and flatness of the former park. Where grades of intersecting streets admit of it, the border drive should be a little below the lots, so as to have the effect of elevating them and at the same time lessening the difficulties of sloping down from the border road to the little lake.

The lake should be shallow, so as to serve as a wading pool and for safety when used for skating.

The upper or east side of the park may have a little shelter building, with sand boxes, etc., and sloping down from it to the lake there should be a lawn for little children.

The arrangements in this park should be refined and pretty and adapted to quiet recreation, on the assumption that the larger boys of the neighborhood can easily walk as far as Manito Park for ball games and other sports.

Eighteenth Avenue, if extended westward to Lincoln Street to connect with Eighteenth Avenue, would leave a narrow gore of land between the avenue and the park, and this land should be added to the park.

**Mission Avenue Park:** This is a narrow strip along the centre of a portion of Mission Avenue, and has roadways on both sides. Its area is 1.77 acres.

The character of the neighborhood is such that it is very difficult and expensive to keep it neat and attractive. For this reason it should either be simple clipped lawn, with trees regularly spaced and with short-cut paths where they seem inevitable, or else it must be fenced in and have gateways and paths only where absolutely necessary.

By a fence, in all such cases, is meant a fence merely for the support of vines, Japanese honeysuckle, for instance,—in other words, a vine hedge. The fence should be of strong steel piping, with top and bottom rail and with strong, small-mesh, galvanized netting stretched between.

With this protection, it may be possible to add, between the trees, beds of ornamental flowering shrubbery and small flowering trees, formally disposed. The aim should be to have neat, compact-growing shrubs that would be naturally pretty, neat and formal, but not such kinds as have flowers that would be too tempting to pick, like lilacs, syringas or hydrangeas.

If funds are lacking to build such a fence around all the plots, it would be better to do one each year than to use a cheap and weak fence.



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It is hardly worth while to do anything at all unless at least one man with tact enough to deal in a friendly, yet efficient, way with the boys, while clipping and watering the turf, can be put in charge of these plots.

**CITY PLAN REVISION:**

You asked us to make some suggestions as to improvements in the city plan of streets and in regard to municipal esthetics generally.

The subject is a very large and complicated one and a comprehensive and complete treatment of it would be far beyond the limits of the present report. It well deserves to be investigated and reported upon by a commission of experts. They could only make definite and workable recommendations as a result of surveys and examinations of land values and of existing improvements and estimates of probable benefits.

With our limited knowledge of local circumstances, we can only state some principles of general application and make a few suggestions as to minor matters more or less at random, and to call to mind some example by way of illustration.

The most obvious defect of the city plan as a whole is its nearly complete limitation to the plain rectangular system of streets, which is a simple development from the original government land survey, done in a spirit of extreme economy of land and in a local and scrappy fashion, with little thought of the many and urgent requirements of a large city. Fortunately, it is not too late, if the citizens should be convinced of the importance of further improvement and development of the city plan, to make Spokane a well planned city, fitted to do the business that its situation, its good start and the energy and intelligence of its citizens combine to make almost inevitable in the near future.

**Diagonal Avenues:** The most urgent need of the city and one which will increase faster than the population and wealth of the city if not met, is for diagonal avenues.

Northwest Boulevard is an instance of such an avenue. In fact, it is almost the only one of importance in the city. Its enormous advantage has not strongly impressed itself upon the minds of the citizens because, in the first place, the territory which it benefits is as yet only thinly settled, and, in the next place, because, having it, those who use it do not realize how awkward it would be to have to get on without it. It is about two and one-fifth miles long. To drive between the same two points by the rectangular system would be about three miles.

So there is an avenue which saves everyone going the length of it four-fifths of a mile, or, going and coming, over one and a half miles.

In a city properly provided with diagonal avenues the aggregate saving of time and wear in all kinds of street traffic would amount to an almost incredible annual saving.

**Crooked Street Railways:** The present routes of street railways in the city, particularly those running to districts southwest, southeast and northeast of the heart of the city, might almost be called a disgrace to the intelligence of all concerned, but particularly to those members of the city government who are charged by law with the duty of adding new streets wherever they are needed for the benefit of the public.

Where the streets of the regular rectangular system are on steep land, diagonal streets are especially needed to provide easy-grade routes for heavy hauling and for street railways. For the former purpose, the rate of grade should not exceed three per cent., if it is possible to avoid it.

It would probably pay, in time, to have a tunnel with an easy grade from about Sprague Street, near the Northern Pacific Railroad station, to the plateau east of Manito Park, with avenues radiating from the top end.

**Rapid Transit:** The problem of rapid transit is of the greatest importance to a large city, and, as it is conceded that Spokane is sure to become a large city, it should proceed with the revision of its street plan at once, with a view to providing suitable rapid transit routes while lots are cheap, the houses few and small, and streets inexpensively improved.

To properly provide for rapid transit routes adequate for the future growth of the city, a system of rectangular and diagonal easy-grade boulevards is needed. These boulevards, starting a half to three-quarters of a mile from the centre of the city, should be at least 200 feet wide, which would provide for a park strip or reservation with a traffic road on one side, and a pleasure drive on the other, two sidewalks and six rows of trees.

A right-of-way for an electric railway in the reservation of such an avenue could be leased for a progressive percentage of the gross receipts from fares, the income to go toward the general park fund. For some years there would be two tracks only. Later two additional tracks would provide for express service, the more important grade crossings being guarded by gates. Eventually the tracks would either be elevated on embankments as in Chicago, or sunken or in parts one and elsewhere the other. It is not at all necessary that these boulevards should be straight for long distances. In some cases they can properly follow, for some distance, along one side of existing steam railroads, leaving the other side free for spur tracks to factories.

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Thus, by providing space for wide transit routes while land is cheap, the enormous expense of such elevated railroads (about half a million dollars a mile) and subways (about one million dollars a mile) as have become necessary in New York, Boston and Chicago, could be partly avoided, which means that the right-of-way could be leased to a street railway company by the City for a larger percentage of the earnings than in the case of a subway, or that lower fares could be bargained for.

In any case, the city should own and control its rapid transit routes, and it would be an enormous economy to lay them out and acquire them now.

Such wide rapid transit avenues would detract but little from the business development of such streets as Sprague Avenue East or Division Street North, because retail stores prosper best on streets of ordinary width.

**Steam Railroads:** The general steam railroad problem of the city is much in need of study and readjustment. For one thing, it seems obvious that through freight trains should go around the heart of the city—not directly through it, as at present and as is planned for the near future.

The worst encumbrance of this sort appears to be the Northern Pacific Railroad. It was located when the city was very small and with insufficient consideration of the true interests of the future city. The business using the most costly land is unlikely to cross the river. It is unlikely to spread very far southwest. It will apparently spread somewhat southward, but more extensively eastward. In both these directions this railroad is a serious injury to the business growth of the city, and it will still be so even if elevated or depressed, so as to eliminate grade crossings, because its right-of-way is so wide and because east of Washington Street it breaks up the street system for business purposes so badly.

It is not necessary that there should be a complete and immediate change in existing arrangements, but a far-seeing plan should be studied out and agreed upon, to be carried out piecemeal from time to time as the growth of the office, retail and wholesale business of the city may require. General freight yards, and especially freight car switching yards, should be further from the heart of the city.

The whole subject of grade crossings of streets by steam railroads should be studied out carefully at this time. All new railroads should be built so as to facilitate future elimination of grade crossings, even if streets have to be temporarily graded up or down to temporary grade crossings.

Ordinances should be passed compelling all buildings of substantial or permanent character to be designed in adaptation to the future profile of the street or else be debarred from claims for damages when the change in street grade is made.

**Ornamental Squares:** The esthetic aspect of the city would be wonderfully increased if there could be accomplished several ornamental public squares, especially one in the heart of the city.

It is perhaps now too late to secure an entirely adequate and satisfactory civic centre such as a great city should have. The best place would be on the south bluff of the river and southward to Sprague Street, between Monroe Street and the Carnegie Library, but property there is already largely occupied by expensive buildings, besides being very valuable. Some small arrangement is probably all that is now feasible, unless the city government should be willing to break away and locate its future City Hall on a square further from the centre of the city and encourage the location of other public buildings about the same square.

There should be other ornamental squares in various parts of the city about which land should be held for other public buildings, such as schools, fire engine houses, branch police stations, branch libraries, branch museums, branch street department houses and yards, etc. Such squares would also attract hotels, churches, clubs, theatres, charity buildings, social halls, and the like. A study of the progress of other cities in regard to such buildings would enable the city and the other organizations to buy lots well in advance and lease them or use them in some other way more or less profitably until required for permanent buildings.

Real estate owners, even if ostensibly actuated solely by motives of enlightened selfishness, should dedicate public squares as nearly as possible a half mile apart. This might often be done by cooperation between owners of adjoining tracts too small to warrant the owner of either acting in the matter independently.

**Size of Lots:** There should be more variety in the size and depth of lots and width of streets and more thought of future requirements. For instance, in a district where the demand for lots is likely to be for factory operatives and other families of small means, the street plan and deeds could be so arranged that deep lots could be cut across into two when they get valuable. One way to do this would be to have a twenty-foot alley, with provision in the deed for widening it after a certain number of years into a street thirty, forty or fifty feet wide, as might be determined. By having a building limit line from five to fifteen feet from the alley, there would be no improvements of value in the way of widening it. If the ordinary block is 270 feet wide, and if a 20-foot alley is cut through it, the lots would be 125 feet deep. When the alley is widened 10 feet on each side to make a street 40 feet wide, which is the standard in Boston for districts occupied



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for operatives' dwellings, the lots 115 feet deep could be divided into one lot 60 feet deep on the 60-foot street and one 55 feet deep on the 40-foot street. This would be sufficient for the small class of houses referred to, and there could still be four or five feet in front for steps, bay windows and other projections and about twenty feet for the back yard. Although we may hope that it will be long before lots must be so small, yet we must acknowledge that it is inevitable that land will grow more expensive and that many of the people must live on shallow lots or in houses built in the back yard of older houses or else in tenement houses. As between these three arrangements, the shallow lots in many districts will be more apt to aid in maintaining conditions favorable to self-respecting and moral family life. In this instance it would require nothing more than a few clauses in the deeds to provide for a future further subdivision of the land which would give it added value without in the least interfering with its immediate use in lots of the customary shape and size.

**Front Foot Land Prices:** Real estate men should adopt the custom of selling city real estate by the front foot instead of by the lot, which is a method dating back to the village stage. Assessments for street improvements are reckoned by the front foot, so it would be sensible to use the same method for land prices in subdivisions.

**Street Trees:** Street tree planting in Spokane should be done much more systematically and much more extensively than has yet been the case.

The best way to get street trees planted and cared for seems to be that followed in Minneapolis. As we understand it, the street trees are planted there by the Park Commission and the expense is borne by assessment on adjoining private property at a regular rate per lineal foot of frontage, including care and guarantee of the trees for five years. After that, the care and renewals are paid for by an annual appropriation out of the regular tax levy. The regular assessment is, we believe, at the rate of ten cents per lineal foot of frontage, which covers the cost of two trees in front of each fifty-foot lot. The city's bill should not specify a price per tree, but always so much per lineal foot of street frontage, for planting the street. In Minneapolis the soil is good and the streets are usually graded on the natural surface, or close to it, so very little preparation of soil is required.

In much of Spokane north of the river there is very dry gravel beneath the topsoil, which would necessitate the expense of digging out a deep pit for each tree and refilling it with good soil. South of the river much ledge would be encountered, and this would involve still more expense per tree than on the gravelly district. Hence a large assessment per lineal foot should be permitted by the law.

If street tree planting is undertaken by the Park Commission, the young trees should be bought and grown for years in nursery rows and root-pruned or shifted every two or three years to properly fit them for moving.

Only one kind of tree should be planted in a given street for a considerable distance, say, one mile, under ordinary circumstances. If the street changes distinctly in the details of its interior subdivisions, it may justify a change in the kind of tree, but, if the street is of uniform construction, there is not likely to be any adequate reason for breaking the uniformity of the tree-planting.

The sort of tree selected for a given street should depend somewhat upon the character of the neighborhood. If there are, or are likely soon to be, dwellings and particularly apartment houses or commercial buildings three or four stories high and close to the street line, the tree selected should be small-growing, like the hop hornbeam, or adapted to be kept small by proper pruning, like the linden, or of a sort that casts but little shade, like the honey locust or the yellow locust, or fastigate, like the Lombardy poplar.

The cottonwood and other large-growing poplars and the silver maple should seldom be planted in streets, because they soon get so big and so wide that they unduly shade the windows of adjoining houses and get broken by ice and wind storms. They are very often planted, mainly for quick results, but are so objectionable that the city should rarely plant them, unless perhaps temporarily in alternation with slower-growing trees, with the idea of cutting them out in a few years.

The desirable sorts of hardwood trees ought not to be allowed to grow to full size in streets where houses are built a few yards only from the street line. In such situations they should be restrained by systematic pruning, which, for good effect, must be done yearly and by specially trained men, not at intervals of years and by men who know little of the ideas of experts. The common process of amputation of big limbs or that of a general barber's cutting-back are equally unscientific and make the trees ugly, particularly in winter.

As scientific pruning is slow and expensive work, it would generally be more economical and produce better appearing trees to plant small-growing trees properly grown and trained for years in advance of setting out. Small-growing trees are seldom used in street planting, partly no doubt because of the lack of supply of such trees in nurseries at a low enough price. Therefore plenty of such trees should be grown in the park nurseries.

There is altogether too much monotony in street planting because of the very limited selection of kinds of trees usually grown for the purpose and available in

large quantities at low cost. In this respect the park nursery could be made invaluable.

**Extra Care of Certain Streets:** The care of the turf of parking strips ought to be done systematically and much more uniformly and more thoroughly than at present. It is hardly likely to be done at all well if the cost must come out of the annual street appropriation. There should be a law by which the owners of the majority of the frontage on a particular block could petition for special care of the street, both in street sweeping and in watering and mowing the grass of the parking strips and spraying the trees to kill injurious insects and fungi. Such a law should authorize an annual assessment at certain rates per lineal foot of frontage, varying according to style of maintenance desired.

Such a system should certainly be adopted for parkways and boulevards, because first-class care is of great benefit to the abutting property and at the same time too costly to be properly done by the limited annual appropriation for parks, which is usually based on a percentage upon the valuation of all property in the city. A city having twice as much population as Spokane will, we believe, raise much more than twice as much revenue by means of a given tax rate. In such a city the population would average more dense: hence there would be fewer miles of street in proportion to population than in Spokane, so, with relatively more revenue and relatively less length of streets, it would be able to keep the streets in better condition. Consequently the usual tax rate should be supplemented by special annual assessments for extra care of streets where the owners of the majority of frontage are willing to pay for extra care. There is no reason why the owner of a lot taxed on \$1000 should not want to have the street as clean and the parking strip and trees as perfect and pleasing as the owner of a lot of the same frontage but taxed on a valuation several times as great. Hence he should be willing to acknowledge that street care should be paid for at lineal foot rates rather than in proportion to land values, and to join with his neighbors in putting in force the legal arrangements needed to accomplish the desired kind of care of the street.

**Width of Street Railways, Etc.** In Spokane some progress has already been made in the matter of reducing the width of roadways and increasing the width of parking strips in existing streets, but much that is desirable remains to be accomplished.

The rule in New York and neighboring cities has been to have six-twelfths of the street in roadway, two-twelfths in each sidewalk and one-twelfth in a strip on each side between the sidewalk and the property line, in which permits are granted by the city authorities for "stoops" (the old Dutch settlers' name for open porches) and for steps, cellar stairs and trap doors, areaways, signs and minor encroachments.

This rule was adapted to the prevailing idea of narrow houses standing end to to the street and set close to it, following the Dutch idea of a solidly built-up city, and it is still a good rule for sixty-foot business streets free from car tracks and not crowded with vehicles.

But no single rule can properly be applied in a modern American city. In residence streets without car track and not important thoroughfares for wagons, it has been found that roadways 22 or 24 feet wide are sufficient. Thus a notable saving of expense of brick or asphalt paving can be effected and at the same time more space (78 feet) can be devoted to the parking strips and sidewalk, with increased width of soil for the healthy growth of trees and for the beauty of turf.

If car tracks must be provided for in the roadway, the latter must be wider: for a 60-foot street, probably at least 36 feet, leaving only 12 feet for parking strip and sidewalk.

In neither case has it been customary in Spokane to make any provision for encroachments of minor architectural features of buildings into the street. The result is that when apartment houses and stores come to be built, the main wall is usually set exactly on the street line, so that no projecting architectural embellishments can be added on the outside of the lower portion, at least, of the wall.

This results in an architectural baldness and ineffectiveness much to be regretted from the point of view of municipal esthetics.

It is questionable whether any encroachment of this sort should be permitted on streets 60 feet or less in width, as no one can be sure in most cases that street railway tracks may not have to be provided for and, if they should have to be, the whole width of the street will be needed for roadway and sidewalks.

The fact is that this entirely modern factor, that of the possibility of having to provide for car tracks, makes the old standards for street width manifestly inadequate.

There are two ways for meeting this very important modern public requirement in the case of laying out new streets or widening old ones.

The first and most practical method is to require by law that all streets that can, in the judgment of a duly constituted public authority, possibly come into use for car tracks, must be not less than 70 feet wide.



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**Building Limit Line:** The other method is to require by law a corresponding or greater "set back" or building limit line, as the result of which there would necessarily remain a strip of land in private ownership which could be fenced in and used for steps, terraces, planting and so on, but would be essentially vacant land, so that, when it should become necessary to widen the street, not only would it be easy to do so, but the damages would be comparatively trifling in amount.

In the case of laying out new streets or widening unimproved or little improved streets, it would usually be simpler and more generally acceptable and more quickly understood, to lay out the street wide enough to properly accommodate car tracks. In the case of restrictions, there is a great, and in fact at present nearly insuperable, difficulty to be overcome; namely, the deeply rooted prejudice against restrictions of any sort in deeds and other instruments relating to land.

On the other hand, to lay out streets that may become important wider than is customary is a crude and often uneconomical way of providing for a contingency that may never arrive. It would doubtless meet with much opposition.

The most intelligent and satisfactory procedure would undoubtedly be to educate public opinion to the point of being willing to support legislation establishing in every county a board empowered to enforce, and to make modifications from, a general law laying down standard rules controlling the subdivision of land into smaller lots than, say, four acres, and for streets closer together than 600 feet, not only with respect to the width of streets, but as to grades and connections with previously authorized or officially projected street systems. There would also be certain restrictions on the buildings and the uses of land which would be greatly to the benefit of the community and especially to neighbors, and which would therefore benefit each lot-owner in the long run. Such restrictions, of which the building line would be the most important, might be changed with the written consent of the owners of more than half the frontage on a given block.

This subject of restrictions, while immensely important, is so big a one and so unlikely to be acceptable to more than a few citizens that it need not be elucidated more fully herein.

**Limit of Height of Buildings:** There is one restriction or limitation on real estate in Spokane which ought to be put in force now; namely, a building height limit.

Some years ago, laws were passed limiting the height to which different classes of buildings could be built in Boston. At first there was a good deal of important opposition on the part of real estate owners, who deemed it an unwarrantable and unjust limitation on their rights. Of late one hears no such strong criticism of the idea. In fact, it has come to be generally conceded to be a wise use of the power of the municipality to regulate the use of land for the best interest of the citizens.

Our advocacy of the idea is largely based on esthetic considerations, but such arguments do not carry much weight with the average city government. The strong reasons are the practical ones of not overcrowding the street at a given place; of not unduly shutting off light and air; of safety in case of fire, and of not unwisely depreciating net income from competing buildings of non-combustible construction, but of more reasonable height. This latter argument has not, so far as we know, been much discussed. For instance, if a new sixteen-story office building can earn four times as much as good, previously existing four-story buildings occupying most of the vicinity, the erection of the new skyscraper will cause land about it to rise suddenly and greatly in price. The owners of the surrounding four-story buildings will get scarcely any more rents, while they will have to pay higher taxes. They cannot usually for a long time realize on the increased value of their lots, because they cannot afford to tear down the old buildings to make room for new ones. To jump from four-story to eight or ten-story office buildings is enough for encouragement to progress, while to jump from four-story to sixteen-story buildings is clearly anticipating the reasonable growth of the demand for offices by many years. It is better that the rise in value of land should be distributed more broadly and more gradually.

New York may need to build such tall office buildings downtown, but a city like Boston, with 600,000 population, with as much more in suburbs and nearby cities, is satisfied to limit buildings to 125 feet in height.

In residence districts a restriction to four stories in height for buildings with brick or stone outer walls and three stories for those with outer walls of wood, can probably be passed now and will later prove decidedly beneficial.

**Electric Poles:** The poles carrying electric wires of various sorts occupying the streets are a great disfigurement to the city.

In some cities it is the custom, enforced by ordinance, to grant a permit for only one row of poles in any one part of a street, and the permit is granted only with conditions among which is one which permits the city, or any company authorized by it, to string additional wires on the same poles, paying rent for the privilege.

Where there are alleys available, no pole locations should be granted on adjoining streets, except where absolutely necessary.

The poles should be specified as to size, height, form, material and color ac-

cording to location. In business and important residence streets they should be of steel tubing of graduated size from base to top and with slightly decorative steps, collars, base and terminal castings.

In less important streets sawn tapered wooden poles, stained or painted and with neat steel steps, may be permitted. In still less important streets, and generally in the suburbs, natural poles stripped of bark merely and without stain or paint, may be permitted.

Whenever the number of wires on a row of poles will warrant, they should be in the form of a cable, which is less in the way in case of fire in adjoining buildings and less conspicuous.

Where there are street trees, the poles can usually be made tall enough to carry the wires over the trees, but when the trees are too tall to admit of doing so, the wires should be in cables, which can be run through the heads of the trees, with proper protection to prevent chafing. Where the wires are too few to justify cables, great care should be exercised, in running wires among the branches, not to damage the trees, and electric lighting wires should be specially protected to prevent the current from burning the trees. It should be one of the conditions of the permit that if any damage is done to the trees, the employee in charge of the men doing it should be discharged, whether seen doing the damage or not. Fines and money damages are too hard to collect to prove adequately deterrent. If any pruning of street trees is needed in connection with wiring it should be done by an experienced employee of the Park Commission at the expense of the party wishing it done.

**Bill Boards:** Another most important public restriction on private land in Spokane that ought to be established by ordinance, is that against erecting and maintaining advertising bill boards without the written consent of the public authorities and of owners of land on both sides of the street in the same block. A law authorizing city ordinances to that effect can be made constitutional by favorable decisions of the courts, but it will take time to educate judges to the necessity of expanding old principles of common law to this increase of civilization. Meanwhile much may be accomplished by licensing bill boards and by a graded tax on advertising signs, supplemented by rules and approval of designs as to morality and good taste.

**Street Lighting:** The lighting of the city can be done with more regard for good appearance than has been customary, particularly in high-class business and residence streets. The lights should be combined with trolley poles and other electric poles of special design for the purpose, thus lessening the useless multiplication of poles.

While it may be necessary, as a general rule, for economy to use strong arc lights at street intersections and to leave gaps that are too long and too dark between them, yet it should be the aim to gradually add other smaller lights between the arc lights. These might be gas or naphtha Welsbach lights or incandescent electric lights on simple brackets attached to trees or electric poles. It is much to be desired that streets should be more uniformly lighted, even if not so brilliantly illuminated in spots.

For the busiest half mile or so on the principal business streets the lighting should be much more brilliant and elaborate than elsewhere. Carefully designed lamp posts, different for each street, carrying pairs or clusters of lights, or, as in Columbus, Ohio, light steel arches with rows of incandescent lights or festoons of incandescent lights, will be both decorative and profitable from the business point of view.

**Street Signs:** There is room for much improvement in street signs. On important streets and on all streets where they are to be seen from electric cars, the street signs should be illuminated. Probably the best signs in the latter case would be pale yellow letters on a brown or green glass strip held in metal frames and illuminated by the Cooper-Hewitt vacuum tube electric light, the idea being that the sign should be inconspicuous, but letters easily legible. Where buildings are next the street corner, such signs could be affixed to them and larger and handsomer. Elsewhere they should be on the curb line, so that, being nearer the electric cars, they could be smaller and yet legible. The design should differ according to the importance of the street and should be decorative and pleasing by day as well as by night.

**Temporary Decoration of Streets:** There should be ordinances and a committee to control the temporary decorations put on buildings for holidays and special occasions. It must be acknowledged that heretofore they have been too miscellaneous and too barbaric and too individualistic. An efficient committee of architects and artist decorators could gradually accomplish very marked improvement at moderate annual expense to occupants of buildings.

**Municipal Art Commission:** Following the example of New York, it would be well to have a municipal art commission of say three art experts and two good judges of such matters, with ordinances requiring their approval of all projects or proposed gifts in which the element of pleasing appearance is important.



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They should have a secretary constantly on the watch for every possible opportunity to notify any official or department of the city government contemplating ordering or doing anything the appearance of which is a matter of public concern, to confer with the art commission.

Such a commission should pass upon the plans for all public buildings, bridges, street lamps and other street fixtures, all statues, fountains and other monuments, temporary street decorations, and all interior decoration and furnishing of public buildings, etc. They should pass upon the suitability of architects proposed to be employed by city officials for public work or recommend architects, sculptors, decorators and the like. In case architectural competitions are proposed for public buildings, the art commission should draw up the terms of the competition and report their recommendations as to the designs submitted.

While the ultimate decision as to the terms and conditions for the erection of railroad bridges and other constructions commonly regarded as solely matters of civil engineering, must be determined by the city government, yet the Council should invariably bring the art commission into consultation at all stages of the negotiations as to such structures and should as far as possible heed their recommendations in matters of appearance.

It would be almost essential that the art commission should have at least one architect upon it from some other city than Spokane and of such recognized high standing in his profession as to give every possible assurance of absence of such bias as might exist in the case of local members of the commission having social relations with the parties interested or having perhaps some professional rivalry with the architect of the plans to be judged. If it is not thought feasible to have an eminent architect from New York or Chicago or some other large city on the art commission, the practice might be to refer important cases to a special committee of the Washington Chapter of the American Institute of Architects. Such an art commission, after its functions had become known, and if its decisions proved to be such as to command respect, might well be called in to arrange and decide competitions for churches and other semi-public buildings. The park commission would no doubt often have occasion to consult such a commission.

In conclusion, some remarks seem called for upon the great aggregate extent of parks proposed and upon the financial aspect of the subject.

The first impression of most business men of Spokane, competent to pass judgment on matters affecting the management of the city, will be what amount of land should the city acquire.

The matter is important. It certainly ought to be patiently and thoroughly investigated and discussed.

Study of the subject of park areas has led experts to announce as a handy "rule of thumb" that the subdivided portions of cities ought to have neighborhood parks if possible not more than half a mile from any residence and that this area ought to be equal to 5 per cent of the area of each division of the city. Probably in no city are the parks so distributed because too often the acquisition of parks is left until the only available land is far from the densely populated districts of the city. The only comparisons of park areas between different cities that are usually made are those of the number of acres of the whole city to one acre of park area, and of the number of inhabitants to one acre of park.

The park areas of certain cities best equipped with parks in 1902-3 were as follows:

1. Boston (Metropolitan District)	12,878 acres
2. New York	8,074 acres
3. Los Angeles	3,737 acres
4. Newark	3,548 acres
5. Philadelphia	3,503 acres
6. San Francisco	3,411 acres
7. Chicago	3,174 acres
8. Washington	2,911 acres
9. Hartford	1,190 acres

The length of boulevards in certain cities in 1902-3 were as follows:

1. New York	61 miles
2. Chicago	48 miles
3. New Orleans	41 miles
4. Minneapolis	37 miles
5. Boston	34 miles

The number of inhabitants to each acre of park in certain cities in 1903 was as follows:

	Inhabitants per acre of park.
1. Meridan, Ct.	25.1
2. Los Angeles	31.6
3. Lynn, Mass.	34.6
4. Hartford (1900)	67.1
5. Boston (including Metropolitan)	78.4
6. Newark and Essex County	88.8
7. St. Paul	98.9

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8. Washington	100.7
9. San Francisco	104.4
10. Minneapolis	131.5
11. Omaha	153.8
12. St. Louis	280.5
13. Providence	324.1
14. Detroit	323.6
15. Philadelphia	390.1
16. Baltimore	425.4
17. New York	460.3
18. New Orleans	503.6
19. Chicago	590.4
Average	206.6

Nearly every city tends to get badly behindhand in proper provision of park area in proportion to population and city area. For instance, the following table shows how the population has outgrown the park area of Chicago.

	1860	1870	1890	1900
Population	109,206	306,605	1,103,540	1,698,575
Area of city, acres	11,518	22,823	111,734	111,734
Area of parks, acres	37	1,887	2,006	2,006
Acres of city to 1 acre of park	311	12	55	55
Population to 1 acre of park	2,951	162	511	846

But the showing as to distribution of the park areas in different districts of the city is far worse.

In Chicago, in 1904, 900,000 people lived more than one mile from any park. In twenty-three wards with a population of over 1,000,000 the park area was only 228 acres, or 4,720 people to each acre of park space. The remaining eleven wards with a population of 425,000 contained 1,814 acres of park space or 234 people to each acre of park space.

Spokane should take warning and secure much more park space while land can be bought cheaply.

Spokane as recently enlarged has about the same area (23,680 acres) that Chicago had in 1870 (22,823 acres). If Spokane is now to have only the same proportion of its area in park space that Chicago had in 1870, it should have 1,973 acres of park space, or 1,750 acres in addition to what it already has.

But leading cities in those days were generally very deficient in parks compared with what is now recognized as the standard and the people knew much less about the need of parks than they do now.

Hartford had in 1900 about the same population as Spokane now has, and is a good example of a medium sized city well provided with parks. The population of Hartford, in 1900, was 79,850, but the area of the city was only 11,065 acres. At that time Hartford had, including Keney Park (still controlled by trustees) 1,190.35 acres of park space which was at the rate of 9.3 acres of city area to each acre of park and at the rate of 67 inhabitants to each acre of park space.

If Spokane is now to have the same proportion of park space to inhabitants that Hartford had in 1900, it should have 1,150 acres. If it is to have the same proportion to the area of the city, it should have 2,546 acres, or 2,323 acres in addition to what it has.

Owing to the fact that in the case of Hartford every acre of park is available for the public to stroll upon (except ornamental ponds, etc.) the exceedingly steep land in some of the parks proposed for Spokane should be in addition to the said 2,323 acres of new parks.

Moreover, as it is exceedingly desirable to secure in the immediate future enough park land to be in proportion to the anticipated population of twenty or thirty years hence fully 2,500 acres of good, nearly level land additional to the above is properly now proposed to be acquired, together with such additional areas of very steep wild land as are required in connection with the proposed useful areas to complete the landscape of the several outlying parks. It is also understood that additional boulevards, neighborhood parks, playfield parks, playgrounds and squares will be required, and should be acquired from time to time by gift or purchase as funds become available, it being at present impossible to foresee the location of such additional squares, etc. It is not presumed, however, that the total area of such additional squares, etc., will be so great as to unduly expand the reasonable proportion of park space to population.

The total area of existing parks is 223 acres. The Hartford ratio of area of parks to city area applied to Spokane would require 2,323 acres of new parks. Taking our project of parks but limiting Latah Park to the portion above the bluff southward to the center line of section 5, 285 acres, limiting Downriver Park to the land in Montesano subdivision, 95 acres, and allowing 300 acres only for Up-river Park would bring the total area of proposed parks down to 2,340 acres, which is very near the ratio mentioned.

The financial aspects of the project are necessarily of much greater importance than those of location and area of proposed parks and boulevards.



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The cost of parks may be divided in three parts. First the cost of the land; second the cost of improvements; and third the cost of maintenance.

The cost of land for the parks may be subdivided into: First, the cost of such improvements as are stipulated in deeds of gift or fairly required in recognition of gifts of land; second, those cases where a part or the whole of the cost of land is assessed on abutting land or on local assessment districts; and third, those cases in which the cost of land is paid either directly from the annual tax levy on the city at large or from the proceeds of municipal loans which must be repaid, interest and sinking fund from the annual tax levy.

The cost of improvements is to be met from (first) special local assessments; (second) from the annual tax levy of the city at large; and (third) from the proceeds of municipal loans.

Experience shows that no comprehensive scheme of parks has been accomplished in any American city without the aid of a relatively large public loan, but nevertheless some cities have been greatly aided by partial or full gifts of land money by public-spirited or liberal minded citizens and some cities have secured most of their neighborhood parks, squares and boulevards by means of the local district assessment law.

Hartford is an instance of a city in which the greater part of the park area was the gift of public-spirited citizens, and Kansas City is an instance of a city in which most of the small parks and boulevards have been secured under the local assessment district law.

Spokane has already received excellent gifts of land for parks and it is fortunate that much land required for additional parks is still controlled by owners of large tracts of land who have usually acquired the land at much less than its present value and can therefore afford to be much more liberal in giving it or selling it at cost to the city for parks than others who have but recently bought the required land at greatly advanced prices. Moreover, those who hold considerable land only a part of which is needed for parks can often better afford to give what is needed than to have it taken and be assessed for benefits perhaps more than they would get for the land.

In general it will be possible to acquire the boulevards, much of the parkways, all of the squares, playfield parks, much of the neighborhood or medium sized parks and a good deal of the large landscape parks under the district assessment plan without injustice to land owners because of the direct benefits which these park spaces will be to their lands.

Where these two methods of acquiring park land will not work, the municipal loan should be resorted to. Municipal loans for park land may justifiably be payable after a longer period than most other municipal loans because the expenditure is for an asset which is indestructible and more likely to increase than to decrease in value and which could be realized upon in case of municipal bankruptcy. Hence the burden of repayment can be properly put to a great extent upon a succeeding generation.

As for the cost of improvement of the parks it should be met for the most part by short term loans, postponing many extensive improvements in the larger parks until the growth of the valuation of the city enables their cost to be more readily borne. All temporary and inadequate improvements should be paid for out of income.

As a rough basis for estimating the probable cost of parks we give below some averages of park statistics which we happen to have of five cities collected some ten years ago. These cities had then not far from the same population that Spokane has now so that the cost of land should be not far from the same for a given distance from the centre of the city. These cities are Cambridge, Mass.; Duluth, Minn.; Peoria, Ill.; Springfield, Mass., and Des Moines, Iowa.

Average total acreage of parks.....	359
Average total cost of land and construction.....	\$141,300
Average population.....	66,730
Average cost of parks per acre for land and construction.....	\$ 1,230
Average cost of parks for land and construction, per capita.....	\$ 6.30
Average number of inhabitants per acre of park.....	223

From the last statement it will be seen that these cities were decidedly behindhand in the proportion of park area to population. It seems likely that the parks in these cities had cost considerably more per acre (\$1,230) than they can probably be obtained and improved for in Spokane.

In Rochester, New York, there were in 1898 three fairly large parks having an aggregate area of 630 acres. The cost of these for land had averaged \$508 per acre. But Rochester was then a very much larger city than Spokane is now so park land ought to average much less cost per acre in the latter city. Although not fully completed at that time these parks of Rochester were thoroughly useful. The cost of construction and buildings had then averaged \$808 per acre. It is hardly to be expected that such parks as Rockwood Park, Queen Anne Park, East-side Park, Audubon Park and the like will cost much less per acre for construction, but the larger parks such as Upriver Park and Latah Park would undoubtedly cost considerably less per acre for construction, because they will contain so much land to be left nearly wild, and far less for land both because they are fur-

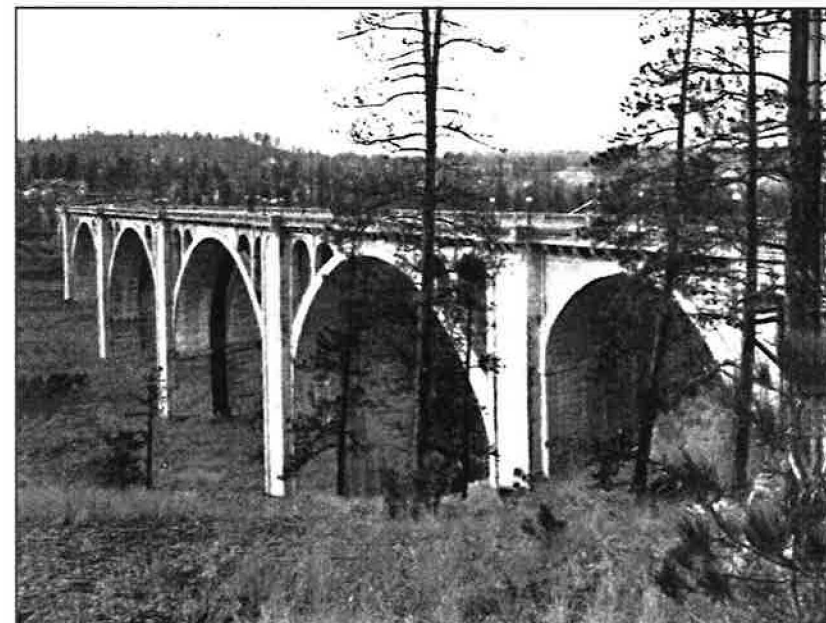
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ther from the centre of the city and largely made up of steep rugged land very unavailable for building lots at present.

With regard to maintenance adequate data are not at hand because more or less construction work is often paid for out of the annual income of park commissions and the distinction not clearly shown in published statements. The general idea appears to be that the annual park tax should be one mill on the dollar of assessors' valuation of the city in addition to interest and sinking fund on loans. As the assessors' valuation of Spokane is \$33,500,000 this rate of park tax should yield at present \$33,500, which with the present inadequate equipment of parks and parkways would enable considerable to be done in the way of temporary and minor improvement. As this rate of park tax would only amount to 43½ cents per capita it ought not to strike the citizens as an unreasonable amount to have to pay for the great advantages of parks for the health and recreation of his family nor out of proportion to the probable benefit in enhanced value to his real estate.

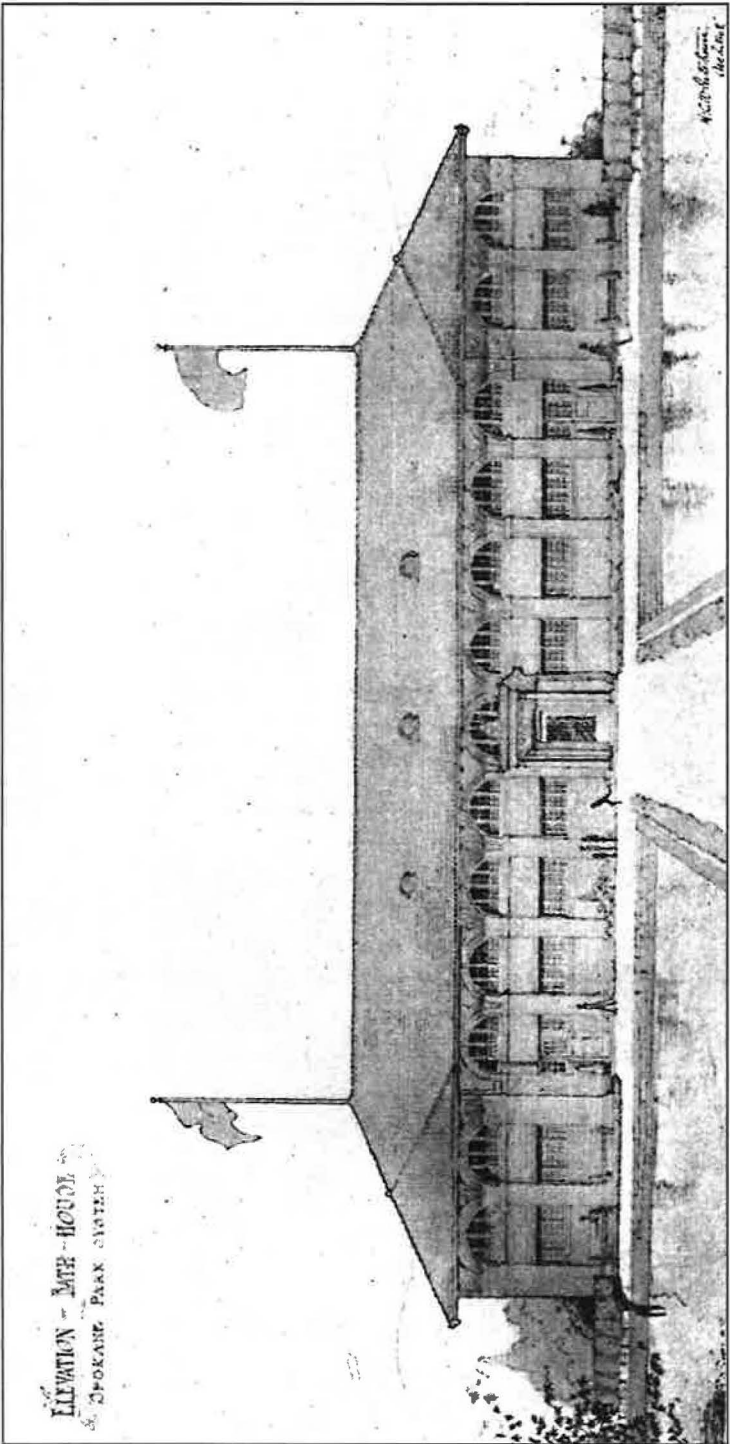
Respectfully,

OLMSTED BROTHERS.



Latah Bridge, High Bridge Park





Bath House, Sinto Triangle

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## CODE OF ETHICS FOR PARK BOARD MEMBERS

As a Park and Recreation Board Member, representing all of the residents, I recognize that:

1. I have been entrusted to provide park and recreation services to my community.
2. These services should be available to all residents regardless of age, sex, race, religion, national origin, physical or mental limitation.
3. While honest differences of opinion may develop, I will work harmoniously with other Board members to assure residents the services they require.
4. I will invite all residents to express their opinions so I may be properly informed prior to making my decisions. I will make them based solely upon the facts available to me. I will support the final decision of the Board.
5. I must devote time, study and thought necessary to carry out my duties.
6. The Board members establish the policy and the staff is responsible for administering the policies of the Board.
7. I have no authority outside of the proper meetings of the Board.
8. All Board meetings should be open to the public except as provided by law.

## THINGS WE APPRECIATE AND ARE GRATEFUL FOR ABOUT OUR PARK BOARD

- SUPPORT
- ENERGIES
- TIME
- PATIENCE
- SENSE OF HUMOR
- RELATIONSHIP WITH THE COUNCIL
- LESS POLITICAL THAN ELECTED BODY
- GENUINE INTEREST IN PARKS AND RECREATION
- INDIVIDUALITY
- COMMITMENT
- COMMUNITY ADVOCACY AND INFLUENCE
- INSPIRATION
- COMMUNITY RESOURCES
- INDEPENDENCE
- DIVERSITY (GENDER/AGE/OCCUPATION/INTEREST)
- COMMITMENT TO COMMUNITY VIA PARKS AND RECREATION
- INTEREST
- INTELLIGENCE
- DESIRE FOR PUBLIC INPUT AND WILLINGNESS TO LISTEN
- DESIRE OF SOME MEMBERS NOT TO GET BOGGED DOWN WITH ADMINISTRATIVE DETAIL
- DESIRE OF MOST TO OPERATE AND COMMUNICATE OPENLY, FRANKLY, HONESTLY
- THEIR CONFIDENCE IN GAIL GOELLER (YOU'RE GREAT!)
- DEDICATION TO THEIR DUTY
- ENTHUSIASM
- CERTAIN INDIVIDUALS ARE VERY APPRECIATIVE OF STAFF
- THEY ARE ALL HONEST
- THEY ALL ARE COMMITTED AND WORK HARD
- THEY ARE ALL RELIABLE
- THEY ARE QUITE DIVERSE IN THEIR OPINIONS
- THEY ARE APPRECIATIVE OF GOOD PERFORMANCE
- THEY ATTEND MANY, MANY MEETINGS
- THEY ARE BRIGHT AND UNDERSTAND ISSUES
- THEY ARE CARING AND SUPPORTIVE
- THEY ARE EASY TO TALK TO
- THEY KNOW MANY PEOPLE IN TOWN
- THEY ARE ALL PROUD TO BE PARK BOARD MEMBERS
- THEY ARE WILLING TO MAKE HARD, UNPOPULAR DECISION
- I LIKE THEM ALL AS INDIVIDUALS AND RESPECT THEIR OPINIONS



## TEN TIPS TO INCREASE EFFECTIVENESS OF YOUR BOARD

Does your board know what its purpose is? Do the board members understand their roles and responsibilities? Do the local elected officials act on a good percentage of the recommendations received from the board? As a former full-time Director of Parks and Recreation, the members of my advisory park and recreation board would probably have said NO to all three questions at the first meeting I attended. This board had been in existence for at least ten years with minimal attendance from members, periodically discussing the need for an agenda and minutes, wishing that they could just get the current mayor to attend a meeting, and occasionally pulling off a few accomplishments. Believe me, facing a struggling advisory board is not an uncommon occurrence.

In Pennsylvania there are 140 municipal departments with at least one full-time staff person, the majority of which work with park and recreation boards. We estimate that this leaves approximately 85% of the 900 boards without guidance from professionals trained to provide park and recreation services. Keeping this in mind, *Recreation Outreach* is specifically reaching out to those boards without the benefits of any staff. However, with or without staff, the success of park and recreation services in a community depends, to a large extent, on the effort, commitment, and competency of its park and recreation board. To help you with that sometimes overwhelming responsibility, here are ten suggestions to maximize your board's efforts:

### **1. As a board member you have accepted a job and it requires work.**

In order to create a successful park and recreation program, it takes committed board members willing to contribute more than one hour a month for a monthly board meeting. Do you have board members who arrive at 6:58 p.m. for a 7:00 p.m. meeting, and at that time open up the sealed envelope of meeting material you sent out for their review prior to the meeting? How well are they representing the residents of your community? Talk to these members and if their time and interest in this services is limited, maybe their spot should be occupied by another more interested resident.

### **2. "No wind is favorable if a ship does not know to which port it is sailing." - Socrates**

Park and recreation board members should know and support the purpose of the board. Goals and objectives based upon this purpose need to be identified so that you do not wander from meeting to meeting, discuss the same issues and accomplish very little. Identify what the board will do this year, what steps you need to take to accomplish these tasks, and who will get the tasks accomplished.

- 3. Work with elected officials to insure that your board can be involved with selecting new board members.**

Form a screening committee to find members who will provide representation where it is lacking. Look for people who have an interest in your cause, have some time to give, can offer or raise funds, and have excellent visibility in the community.

- 4. Help your new board members out by providing an orientation meeting that includes much more than a conversation on the time and place for monthly board meetings.**

This should include a tour of existing facilities; a review of the board's by-laws; a review of how the board functions; when the agenda is prepared; how items are placed on the agenda; the proper preparation for meetings; and a discussion on what the roles of the board are.

- 5. Very few business meetings achieve anything of value after two hours, and an hour and a half is enough time to allocate for most purposes.**

The key to preventing your meetings from dragging on for hours is having and following a properly designed *agenda*. Mail agenda, minutes, and any brief proposal papers out prior to the meeting. It should be in members' hands two or three days prior to the meeting. Any sooner, some members will lose or forget the packet was sent out.

- 6. Change your by-laws if they lead to board ineffectiveness.**

When was the last time your board even reviewed its by-laws? If you are having problems with attendance at your meetings, establish and enforce a by-law addressing this issue. Some boards have a by-law in which members can only miss three meetings per year. Depending on the circumstances, the option is there to ask members to resign.

- 7. The role of the leader is to see to it that the problem gets solved. The role of the group is to participate in finding the solution and reaching a decision.**

Most meetings have someone who either contributes rarely or seems to take the opposing view, whatever the issue. The chairperson should strive to get maximum input from board members by using techniques such as breaking into small groups, then generating a master list of ideas or going around the room at least once to force everyone to add their opinion and ideas.



**8. Never forget who the customers are.**

Most boards hold open meetings, but no one comes. It's easy to become self-centered and to forget that the residents are paying for the services you are delivering. When making decisions, ask yourself how this action will affect the customers. Take the time to talk with residents and ask them their likes and dislikes. Work to keep the channels of communication open with key service clubs, neighborhood groups, athletic associations, and school district representatives.

**9. Keep your elected officials informed.**

Your board exists because the elected officials cannot devote the time needed to effectively provide park and recreation services. However, in many communities, there is virtually little or no communication between the governing body and the advisory park and recreation board. Suggest that one elected official serve as a liaison between the two groups. Invite elected officials to popular programs and special events, and give them a role, such as starting a 5K race.

**10. Look outside your community for help.**

Many board members believe that their community is different, their problems are unique, and that they will have to find the answers from within. Yes, your community may be different; however, the problems and solutions tend to be the same everywhere. Take a tour of neighboring park systems, talk to communities with full-time professionals, attend a Pennsylvania Recreation and Park Society workshop, or place a call to the Bureau of Recreation and Conservation's Recreation and Park Advisor who serves the community in which you live.

The above suggestions only skim the surface of ways you can work towards improving the effectiveness of your Board. Subsequent issues of *Recreation Outreach* will take each of these ten tips and provide you with more in-depth information on issues such as developing goals and objectives, writing a proper agenda, and selecting board members.

By Diane Kripas

*Diane W. Kripas served as Director of Parks and Recreation for Mt. Laurel Township, New Jersey and as a Recreation and Park Advisor for the Bureau of Recreation and Conservation in the PA Department of Community Affairs.*

This article was reprinted from the June, 1989, *Recreation Outreach*, a newsletter for Park and Recreation Boards in Pennsylvania. Our appreciation goes to the Bureau of Recreation and Conservation in the Pennsylvania Department of Community Affairs for allowing us to reprint this article.



## **Section 2**

# **Creating Connections**

### **Introduction to the Benefits-Based Approach for Parks & Recreation**



# **“Creating Connections” Workshop Learning Objectives**

---

[Return to Table of Contents](#)

## **1**

**To become exposed to the concept of the  
benefits-based approach to parks and  
recreation;**

**AND**

## **2**

**To describe how benefits impact upon one’s  
personal life or an organization’s operation.**

# **Why a Puzzle?**

---

- 1** First of all, most of us have always been puzzled as to why what we do in parks and recreation is not better understood and valued by the general public.
- 2** This benefits-based approach will serve as the mechanism for helping professionals and advocates pull the pieces of our message together for others.
- 3** You get to pick the pieces of the benefits-based approach that are right for you. This manual provides alternative resources so you can pick what meets your needs best.
- 4** The story is never complete, so there is room for you to add additional pieces—quotes, research, case studies—to this manual.



We need to think of ourselves:

- as **catalysts** for providing opportunities and experiences for people
- as **facilitators** of individual, community, environmental, and economic benefits



LIFESTYLE  
CHANGES

DOWNSIZING

The types and focus of our programs and services have changed as noted by examples from the NRPA publication, ***Beyond Fun and Games—Emerging Role of Public Recreation:***

- public recreation departments of Phoenix, Ariz., Cincinnati, Ohio, and Santa Ana, Calif., are involved in a number of programs addressing youth at risk and juvenile crime
- the state of Vermont Youth Conservation Corps and its progress towards civic, personal, and environmental responsibility
- Orange County, Fla., and its provision of outreach services to new and under-served communities
- the Champaign, Ill., Park District's involvement in community health and information services

In the political arena we've also witnessed such changes as:

- further cuts in funding for agencies and communities
- the Congressional debate on crime and whether recreation programs for youth were pork—or an essential part of the solution
- the ongoing crisis in healthcare in terms of both preventing and paying for it
- the nonstop tug-of-war between environmentalists and developers over water, trees, and open space
- a heightened awareness and concern for social issues such as families, "at risk" youth, sense of community, and crime

# Participants/Process/Products Along the Road

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## **1991—Benefits of Leisure**

**edited by B.L. Driver, Perry J. Brown, and George L. Peterson**

This text released by Venture Publishing consisted of 35 chapters prepared by 57 authors representing six countries and helped to focus the attention upon “benefits as desirable consequences.” It is of interest to note that Driver and Peterson, from the Rocky Mountain Forest and Range Experiment Station of the USDA Forest Service and Brown from the Forestry Department of Oregon State University, had been writing and making presentations about benefits since the mid-1980s.

## **1992—The Benefits of Parks and Recreation: A Catalogue**

Our neighbors and colleagues to the north took us a step further with the benefits and repositioning agenda when this catalogue was published. It was a joint effort of the Parks and Recreation Federation of Ontario, the Ontario Ministry of Tourism and Recreation, Interprovincial Sport and Recreation Council, Canadian Parks and Recreation Association, and the Government of Canada Fitness and Amateur Sport. This publication was a virtual pioneer in the movement and remains a valuable resource and cornerstone of this effort.

## **December 1992—NRPA Pacific Northwest Regional Council**

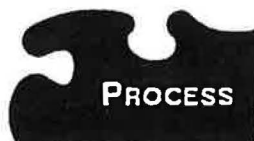
This group identified the need to produce a video and a proclamation on the benefits of parks and recreation to be circulated throughout the Pacific Northwest and used management aids to bring attention to the benefits by both professionals and the general public. These management aids were completed and circulated in the spring of 1994.

## **1994—The Alberta Kit on the Benefits of Recreation**

The Alberta Recreation and Parks Association took it a step further when they created a kit to help professionals and advocates move the message to the outside world. This kit was created in conjunction with the Alberta Centre for Well-Being, Alberta Community Development, Alberta Municipal Association for Culture, Alberta Sports, Recreation, Parks, and Wildlife Foundation.

## **Beyond Fun and Games**

The National Recreation and Park Association with support from the National Recreation Foundation published a book, *Beyond Fun and Games—Emerging Roles of Public Recreation*. This excellent resource profiled 19 public park and recreation agencies from across the country



Welcome to the new world of parks and recreation. A world where we regularly and in a concerted fashion make a place for parks and recreation on the agenda for the 21st century by stating and making a case for our programs and services in such a way that people (participants and decision makers) are aware of and recognize the values and benefits of what we do for today and tomorrow.

It's not too late to become a part of this process. Collaboration is the watchword of this effort. Now is the time to join this repositioning of our profession for the future. At a meeting of professionals from both Canada and the United States in October at the NRPA Congress in San Antonio, Carol Peterson, a member of the Alberta Recreation and Park Association and an individual involved in these efforts, said:

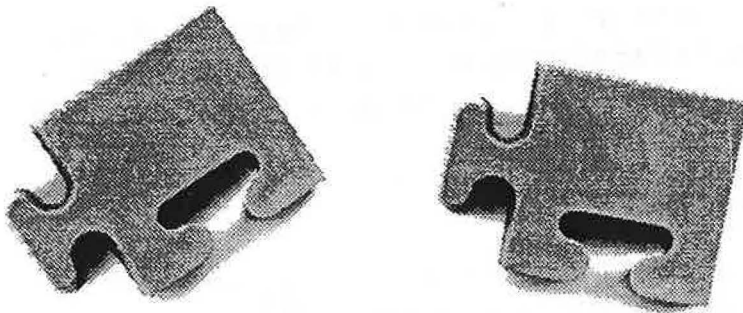
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***"We view the efforts of spreading the benefits message as a ferris wheel. It doesn't matter where you get on just as long as you get on."***

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Get your ticket for the ferris wheel!. Become a part of this movement. What's important is that you join us on this journey **NOW**. The repositioning of parks and recreation is an ongoing effort.

Welcome and thanks for joining us on this worthwhile journey.





*Al Whitman, a pioneer in advertising and former president of Campbell Mitchum, states in his book, "How to Make People Say 'Yes' and How to Make Them Do What You Want Them To Do," 1991, Whitman Publishing:*

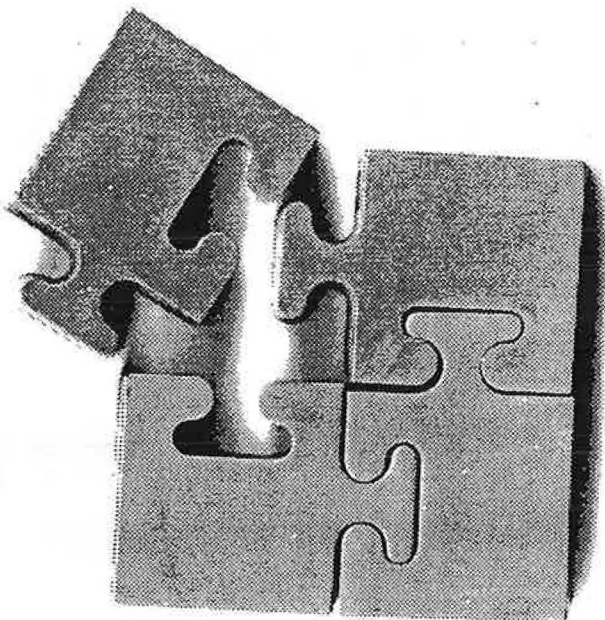
**Every product or service provides benefits and qualities as follows:**

**A benefit is what a product or service does for a customer or prospect.**

**A quality (feature) is what the product or service is.**

**Benefits are active (does) and motivate people into action.**

**Qualities (features) are passive and inactive. They just sit or "are."**



# **Who Needs to Know?**

# Moving the Benefits Message

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## WHO Needs to Know?

So you want to begin moving the benefits message. An initial starting point is to identify the people to whom you want to direct this message. Who needs to know?

One appropriate answer to that question is **EVERYBODY**. While that may be our ultimate goal, it makes more sense to identify specific subgroups of everybody to target as recipients for our benefits message.

We can begin by identifying two basic groups: **Internal** and **External** audiences

### Internal audiences:

- are those people involved with parks and recreation in a more formal capacity
- may include fellow professionals, part-time staff, support staff, volunteers, advocates, and board members

### External audiences:

- are those people not actively or specifically involved with the parks and recreation movement as employees, volunteers, or advocates
- can include participants, decision-makers, civic or community groups
- can be individuals working or serving in similar capacity with other departments such as the school board, county commissioners, etc.
- can be individuals or groups with no apparent connection to our community or agency

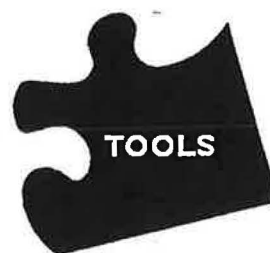


# Moving Message Tools

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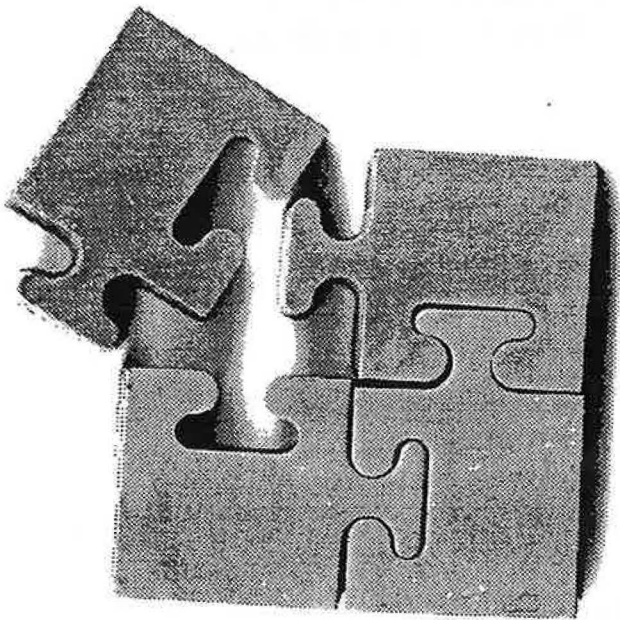
To assist recreation professionals and allies in moving the messages to each of these groups, the following tools have been developed.

- A 12-minute video highlighting the benefits of parks and recreation
- This Resource Guide which includes strategies and techniques for moving the message to internal markets such as:
  - awareness activities for benefits
  - activities for repositioning departments
  - discussion generators for recreating our agencies
- Strategies and techniques for moving the message to external markets such as:
  - sample talks
  - frameworks for developing talks
  - helpful hints for making presentations
  - transparencies for presentations
- Information to incorporate into this approach such as:
  - benefits based activities
  - quotes
  - case studies from the field
  - a copy of the *Benefits of Recreation Research Update*
  - workshop outlines





# Overview of Benefits Categories



# Overview of Benefits Categories

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There are certainly a myriad of different benefits that can be accrued from participation in recreation or visits to parks or open space.

It can be a walk in the woods for a world-weary adult. It can be the sense of exhilaration for the six-year-old who connects bat to ball for the very first time. It can be the positive feeling of exhaustion that retired volunteers feel at the end of a day. Or it might be that intangible sense of connection people feel when gathered with others enjoying the annual fireworks display.

We can relax and enjoy the beauty of a sunset. We can spend time with family or friends. We can experience new activities and opportunities. There is an almost limitless number of benefits that can be found within such experiences.

Most of these values and benefits fall within one of four major categories:

- **Individual**
- **Community**
- **Environmental**
- **Economic**



Opportunities for living, learning, and leading full and productive lives as well as avenues for people to experience purpose, pleasure, health and well being.



Essential by creating opportunities to live and interact with families, work groups, neighbors, communities, and the world.



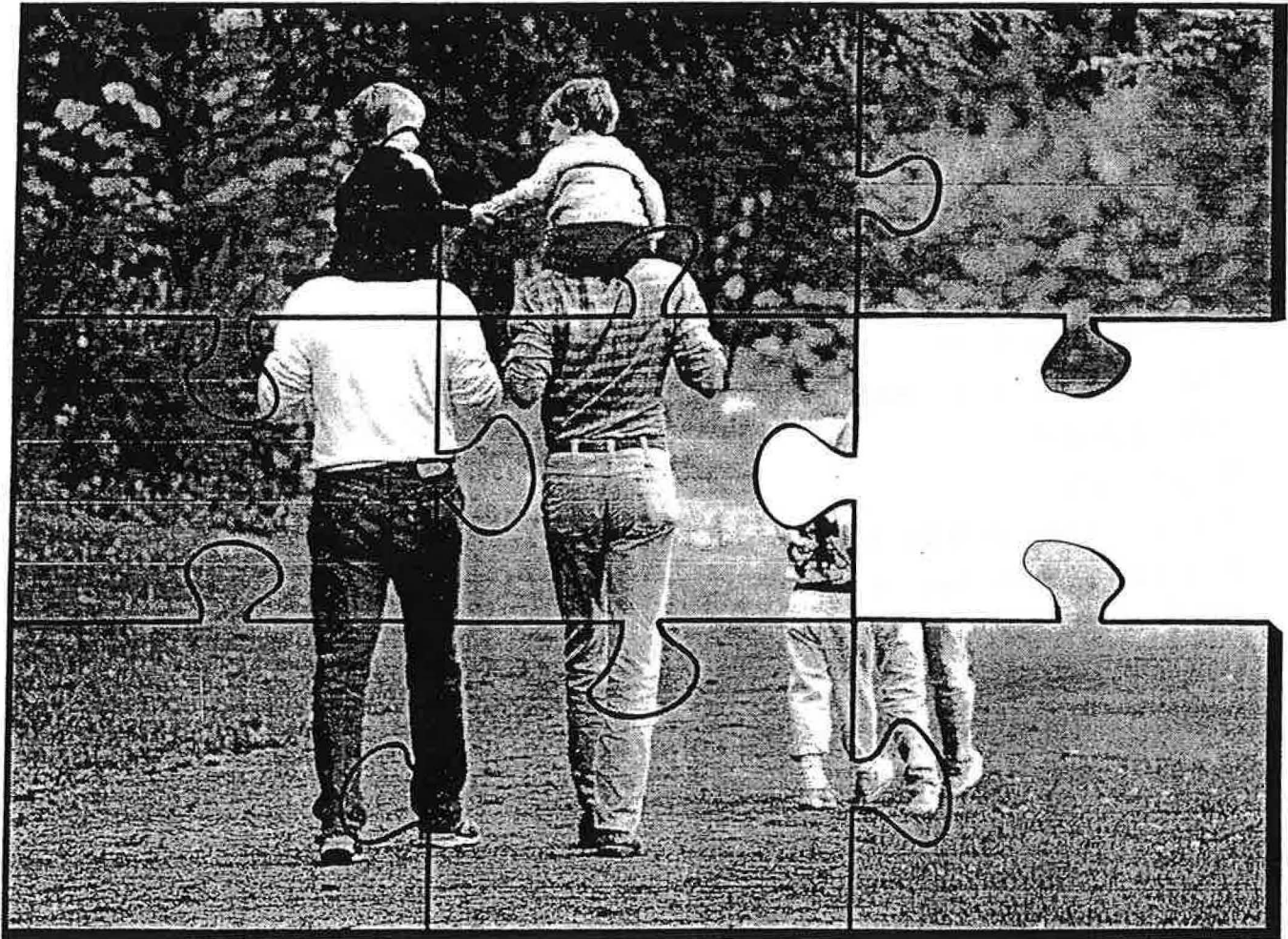
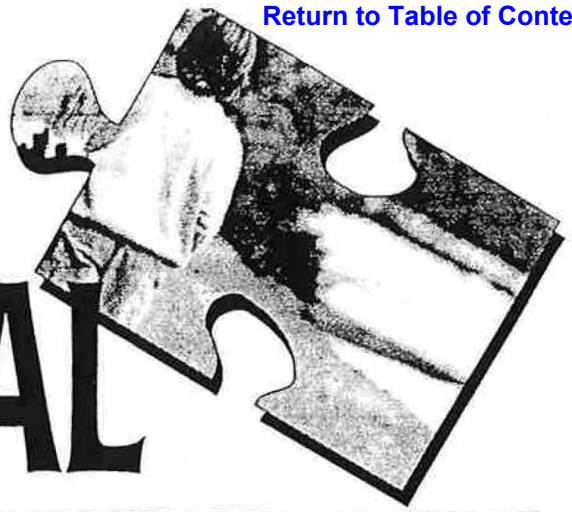
Providing and preserving parks and open space enhance the desirability of an area as well as contributing to the health and safety of its inhabitants.



Not mere expenditures but investment in the future for the viability of people and places.



# INDIVIDUAL



Psychological  
Wellbeing



Fun



Pleasure



Self  
Esteem



Stress  
Reduction



Creativity



Life  
Satisfaction

# Individual Benefits

---

How is it that individuals benefit from parks and recreation?

What are the values accrued to people personally from such experiences and opportunities?

Parks and recreation provide opportunities for living, learning, and leading a full and productive life as well as avenues for purpose, pleasure, health and well being.

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***Play for grown people is recreation—the renewal of life; for children it is growth—the gaining of life.***

*Joseph Lee, Father of the American Playground*

---

Other more specific Individual benefits include:

- full and meaningful life
- balance between work and play
- life satisfaction
- quality of life
- personal development and growth
- self esteem and self reliance
- sense of accomplishment
- creativity and adaptability
- problem solving and decision making
- physical health and maintenance
- psychological well being
- personal appreciation and satisfaction
- sense of adventure
- outlets for stimulation

Research information to substantiate and expand upon these benefits can be found in the *Benefits of Recreation Research Update* accompanying this resource as well as additional research facts found in Section 6.

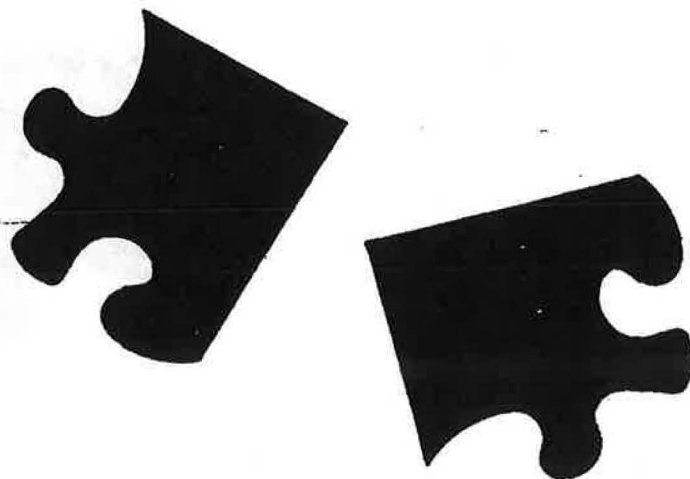


## Older Adults

- When examining a sample of active middle-aged and older adults, one's sense of physical competence was the best predictor of life satisfaction. Those people who participated in an exercise program had higher levels of perceived physical ability and perceived their lives to be more satisfying. (Tappe, M. & Duda, J., 1989)
- Physically active older adults have lower blood pressure than do their less active counterparts. (Pescatello *et al.*, 1990)
- Active middle-aged and older populations have lower total cholesterol levels than do their less active counterparts. (Reaven *et al.*, 1990)

## Individual

- For each additional mile walked or run by a sedentary person, that individual would add an extra 21 minutes to his/her life. (RAND Corporation, 1993)
- A recent study by psychologists found that pleasant events such as dinner with friends or a weekend hike in the woods gave a boost to the immune system that lasted two to three days. (Sachs and Segal. "Mind & Body;" New Woman, December 1994, p. 50.)
- Older people often experience a loss in aerobic power that can be debilitating, but the results of a longitudinal study concluded that habitual exercise can be effective in preventing or slowing this decline. (Kasch *et al.* "The Effect of Physical Activity and Inactivity on Aerobic Power in Older Men," Physician and Sports Medicine, 1990)



"Play is a sculptor which shapes the life of the child. He confides his dreams to his play and becomes what his play is. This is also true enough of adults to make us seriously concerned for the recreational life of America. We must make the play time of all children and the free time of the rest of us richer, more satisfying, and more ennobling.—*Warren G. Harding*

"I would go to more dances.

I would ride more merry-go-rounds.

I would pick more daisies."

—from "If I Had My Life to Live Over" by

*Nadine Starr, age 85*

"Our minds need relaxation, and give way unless we mix with work a little play."—*Moliere*

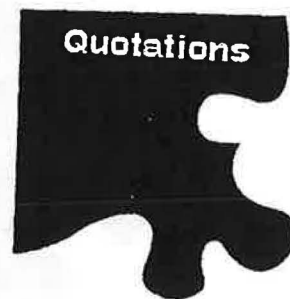
"In every real man is a child hidden that wants to play"—*Nietzsche*

"Play is where our lives live. When we slip into play, we slip into self-experience where we can afford to 'let go' and respond to ourselves, to others, and to the environment in an unpredictable, personal way."—*Levy*

"Whenever the urge to exercise comes upon me,  
I lie down for a while and it passes."

—*Robert Maynard Hutchins*

"Children's games are hardly games. Children are never more serious than when they play."—*Montaigne*



# Community Benefits

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How does involvement with others make a difference in human beings' lives?

How do opportunities for people to come together and interact impact upon the nature of a community?

## **General/Overall Benefit: Community**

No man is an island. We live and interact within families, work groups, neighborhoods, communities, and the world. Recreation and parks play an integral role in providing opportunities for these types of interactions

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***America is not like a blanket—one piece of unbroken cloth, the same color, the same texture, the same size. America is more like a quilt—many pieces, many colors, many sizes, all woven together and held together by a common thread.***

*Jesse Jackson in Modern Maturity*

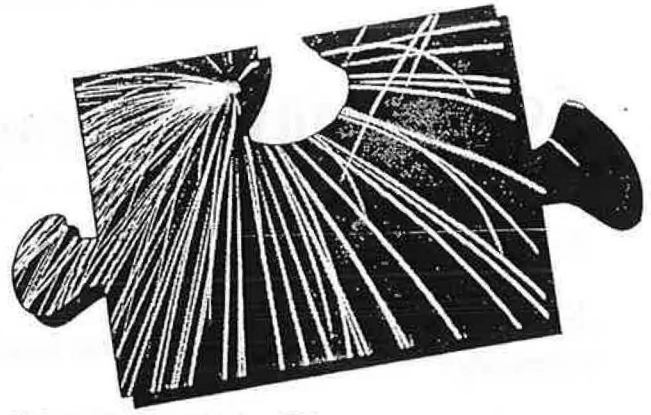
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Other more specific benefits include:

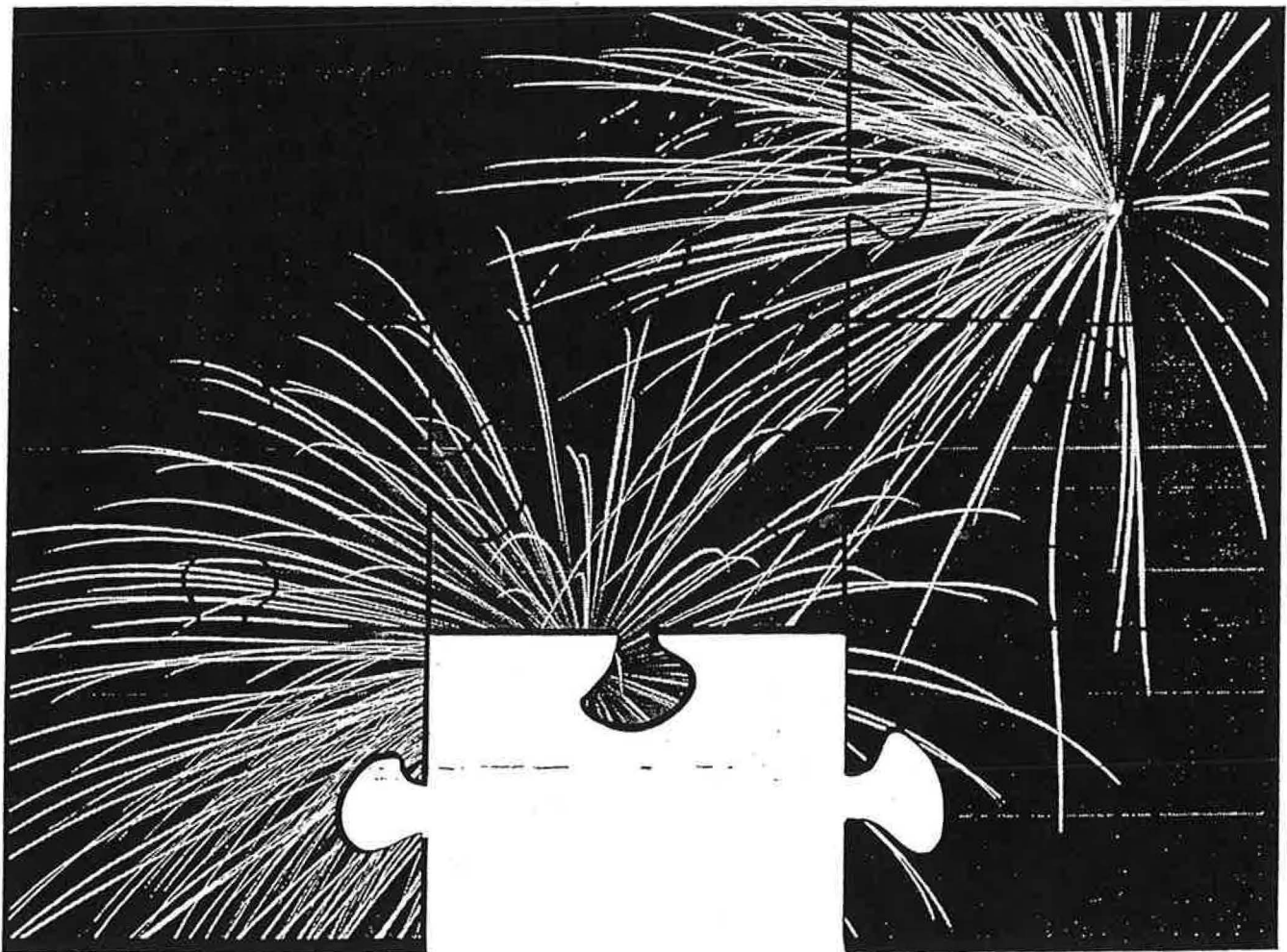
- strong, vital, involved communities
- connected families
- ethnic and cultural understanding and harmony
- community pride
- support for youth
- lifelines for the elderly
- reduced alienation
- reduced delinquency
- outlets for conflict resolution
- social bonding
- understanding and tolerance

Research information to substantiate and expand upon these benefits can be found in the *Benefits of Recreation Research Update* accompanying this resource as well as additional research facts found in Section 6.





# COMMUNITY



Reduces Crime &  
Substance Abuse



Reduces  
Alienation



Ethnic &  
Cultural Harmony



Connected  
Families



Strong  
Communities



Sense Of  
Community

# Quotations for Community Benefits

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"It takes a whole community to raise a child."—*An African proverb*

"Recreation is no longer simply having fun. Rather, it involves the kind of America we have, and want to have, and the kind of people we are and are likely to become."—*Laurence S. Rockefeller*

"This country will not be a good place for any of us to live in unless we make it a good place for all of us to live in."—*Theodore Roosevelt*

"The quickening pace of life may have made us more productive, more efficient, and more organized, but less spontaneous, less joyful, and less connected to others."—*Dr. Robert Ornstein and Dr. David Sobel*

"The right of children to play, to sing, and to dance; the right of youth to sport for sports' sake; the right of men and women to use leisure in the pursuit of happiness in their own way, are basic to our American heritage."—*Harry S. Truman*

"Any place where you can create some open, green public spaces is critical to the spiritual and emotional well-being of the city—whether or not you call them parks in the traditional sense of the word."  
—*Brenda Bunches, Program Manager, Common Ground, Los Angeles, California*



# Community Field Stories to Date

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## 1. "Teen WorkReation"

*A summer volunteer program for teens to work at area parks. Teens contribute 700 hours of labor to the parks while receiving valuable work experience and acquiring important skills, such as CPR and First Aid. A volunteer noted that the program teaches teens responsibility and helps increase their self esteem.*

- Contact the Missoula, MT Park and Recreation Department at 406-721-7275

## 2. The Youth in Crises Project (YICP)

*A program in Richmond, CA, to provide recreational, social, and educational services to at-risk teenagers, ages 13 to 18. Specific benefits are vague.*

- Contact: Community Services  
2544 Barrett Ave.  
P.O. Box 4046  
Richmond, CA 948043  
510-620-6794

## 3. Boulder Youth Recreation Program

*A program to create positive alternatives for low-income youth such as, arts, sports, outdoor recreation, etc:*

—The Housing Authority staff and site representatives noted that "the negative behaviors of smoking, fighting and vandalism" had decreased as a result of the program.

- Contact the Boulder Parks and Recreation Department at 303-441-3400

## 4. Uptown Recreation Adoption Program

*An adoption program offered by different organizations in Dubuque, Iowa directed at low-income teens. The activities offered are an adventure camp program, art classes taught at a museum, litter pickup, grounds maintenance, etc.*

- Contact Gil Spence at 319-589-4263

## 5. Pet Therapy

*General newspaper articles on the benefits of pets for companionship and physical and mental recuperation:*

## **10. X-Tattoo Program**

*A tattoo removal program offered free of charge to teenagers.*

—Benefits include: the opportunity to change one's life, i.e., removing a gang emblem, ability to be free of other's judgement, etc. In return for the service, the person must promise to get out of gang involvement and look for a job, as well as complete 20 hours of community service.

- Contact the City of Phoenix Parks & Recreation, 606-262-7370

## **11. Intergenerational Read to Me Program**

*A program in which third graders and senior citizens read to each other. The reading material is selected based on whether it will encourage interaction between the reader and listener.*

—Benefits include allowing children and senior citizens to "bridge the gap" and giving the children a positive introduction to reading.

- Contact Christine Larson, CLP, of West Des Moines Department of Parks & Recreation at 515-222-3444

## **12. Des Moines DARE Program**

*A one-week support program designed to help school children make the transition from elementary school to junior high school. Winner of the Recreation Innovation Program Award.*

—Students were made more comfortable with the transition from elementary to junior high school as a result of the program; activities helped them with self-esteem, time management, peer pressure, and gave them an introduction to social and community participation.

- Contact Christine Larson, CLP, at 515-222-3444

## **13. Long Beach Homeland Cultural Center**

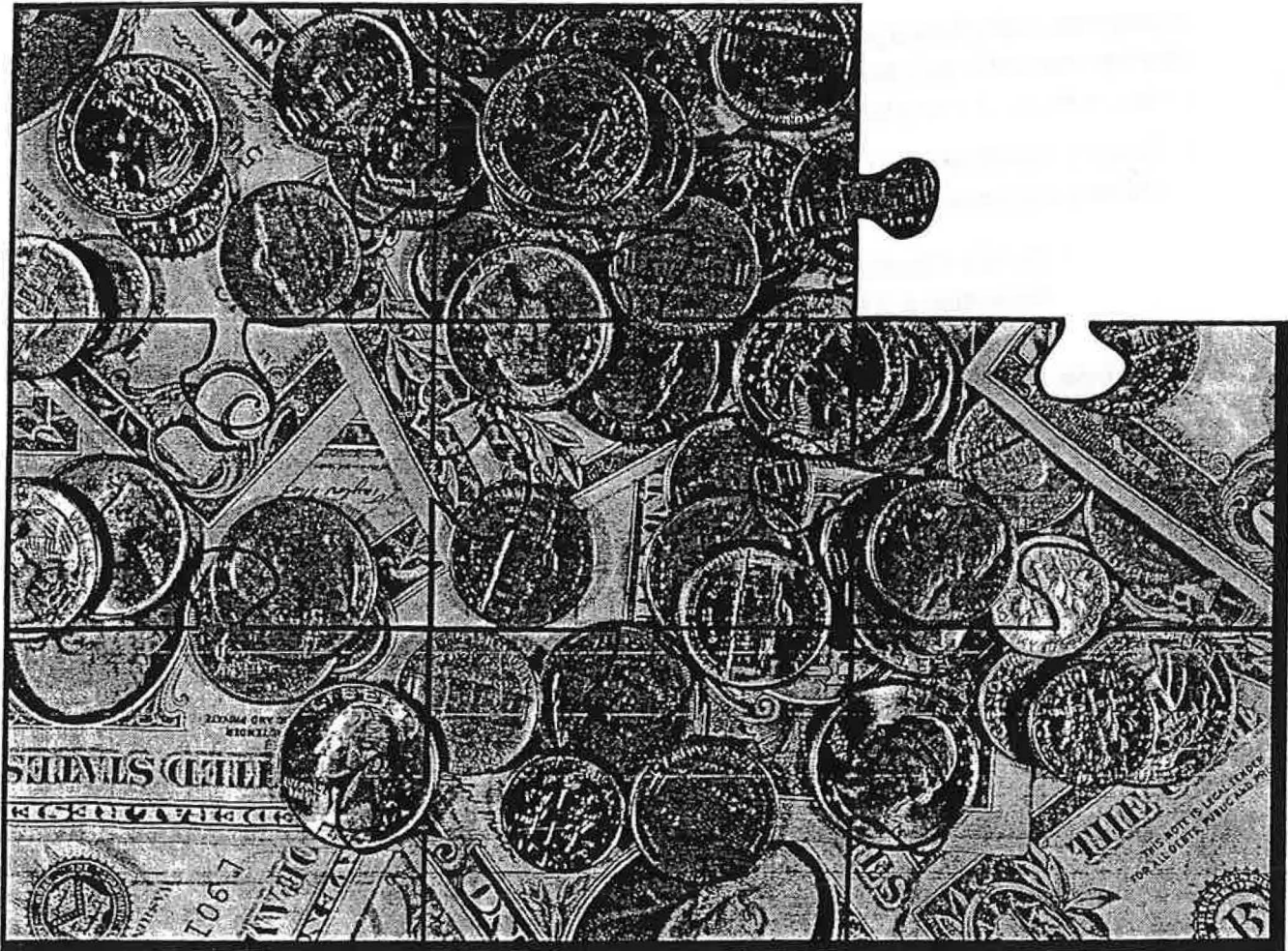
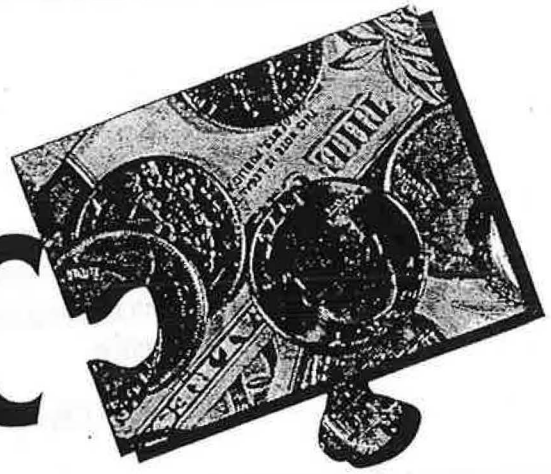
*A center that exhibits the art of different ethnic groups and offers low cost creative writing and art courses to the community.*

—The center is beneficial in that it provides an outlet for ethnic and cultural interaction.

- Contact Jane Arobaty of Long Beach Department of Parks, Recreation & Marinas, 310-570-3100



# ECONOMIC



Economic  
Stimulant



Health  
Care  
Costs



Catalyst For  
Tourism



Revenue  
Generator



Vandalism &  
Crime



Land  
Values



Productive  
Workforce

# Economic Benefits

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How do our personal expenditures of time and money on leisure-related items and experiences impact upon the bottom line?

In what ways do use of community resources upon recreation, park, and preservation activities benefit the overall economic health of that community?

## **General/Overall Benefit: Economic**

Parks, recreation, and open space are not mere expenditures but an investment in the future well being of individuals and groups as well as the continued viability of communities and the world.

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***You can pay me NOW or pay me LATER!***

*tag line from a car repair commercial*

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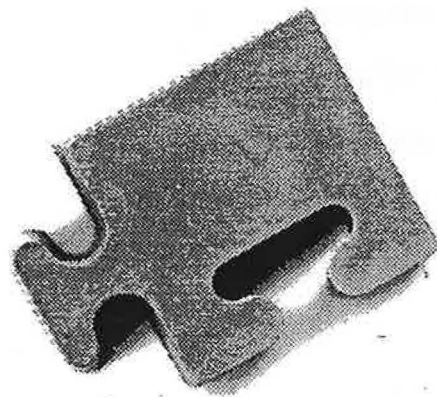
Other benefits include:

- Economic stimulant
- Reduced healthcare costs
- Reduced vandalism and crime
- Revenue generator
- Enhanced land values
- Catalyst for tourism
- Productive workforce

Research information to substantiate and expand upon these benefits can be found in the *Benefits of Recreation Research Update* accompanying this resource well as additional research facts found in Section 6.



- In Vail, CO, the assessed value of the property in this vacation resort is \$6.5 billion, an amount equal to the gross national products of Bolivia and Nicaragua. (Flotsam and Jetsom, Pelican Press, September 1995) In Lowell, MA, at the Lowell National Historic Site, for every public dollar invested in its economic renewal, an additional \$7 of private investment was generated. (Phoenix Project Handbook, Section II, page 28, 1995)
- A study of tourism in Galveston, Texas, in 1991 found that the 180,000 people visiting the Strand Historic District and the 100,000 attendees at the Dickens festival resulted in people spending \$18 million in Galveston, creating \$2.7 million in salaries. (Phoenix Project Handbook, Section II, page 28, 1995)
- Sharp James, the former president of the National League of Cities, said, "We are going to recreate or we are going to incarcerate" and cited that in 1992, 21.8 million youth under the age of 21 were arrested and the cost of incarcerating these youth was \$2.3 billion annually. (Healing America's Cities, 1994)





# Economic Field Resources to Date

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## Economic Benefits

### 1. Automated Water Chemistry Control

*How San Diego's Park and Recreation Department increased the efficiency of its swimming pool maintenance while saving money by installing a water chemistry control system.*

- The water control system eradicated the need for multiple pool controllers, thereby obviating the payment of salaries. Pool chemical expenses were cut by \$25,000 and the system allowed pools to operate year-round, generating more jobs and increased public use.

- Contact Karl Kierulff, 619-692-4921

### 2. The Economic Benefits of Regular Exercise

*A booklet that cites statistics pointing to such corporate benefits of exercise such as increased worker productivity, reduced health care costs, and increased mental well-being.*

- Union Pacific Railroad found that 80% of its employees believed that their exercise program was helping them to be more productive at work. 75% thought that regular exercise was helping them achieve higher levels of relaxation and concentration at work.
- Steelcase showed that medical claims costs were 50% lower for corporate fitness program participants than non-participants over a six-year period.
- The Canadian Life Assurance Company found turnover among fitness program participants was 32.4% lower over a seven-year period compared with non-participants.
- Dupont reduced absenteeism by 47.5% over six years for its corporate fitness program participants.

- Contact IRSA, The Association of Quality Clubs, 617-951-0055

## **5. Golf Course Improves Neighborhood**

*The proximity of a new golf course encouraged the growth of upscale housing. Before the construction of a golf-course, there were few upper-middle and upper-class housing developments, whereas following the golf course \$250,000 to \$400,000 houses emerged in the surrounding neighborhoods.*

—This emergence of upscale housing contributed significantly to tax and service revenues.

- Contact Becky Benná of the City of Miamisburg Parks & Recreation Department, 513-847-6473

## **6. The Economic Benefits of Arts in Colorado**

*Aurora Park's fine arts programs contribute significantly to the local economy:*

—For every child participating in the Aurora Dance Arts Program, \$500 is contributed to the local economy on costumes, food, decorations, etc..

- Contact Joan Peterson of Aurora, CO, 303-695-7200

## **7. The Economic Benefits of the ASA National Tournament**

*In 1994, Aurora Parks hosted the ASA National Tournament, which funneled an estimated \$301,475 toward the local economy. The money was spent on hotels, restaurants, gas and other expenses.*

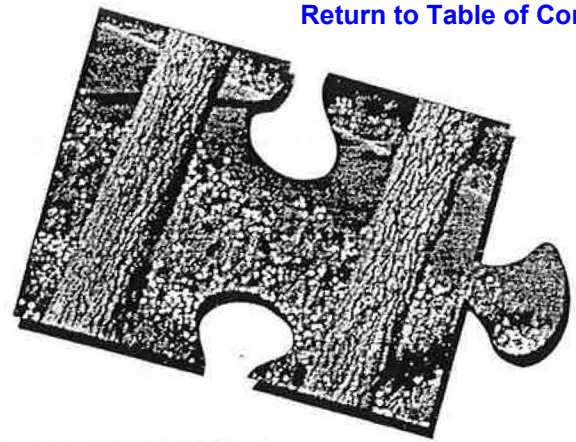
- Contact Joan Peterson of Aurora, CO, 303-695-7200

## **8. Economic Benefits of USSA World Softball Championships**

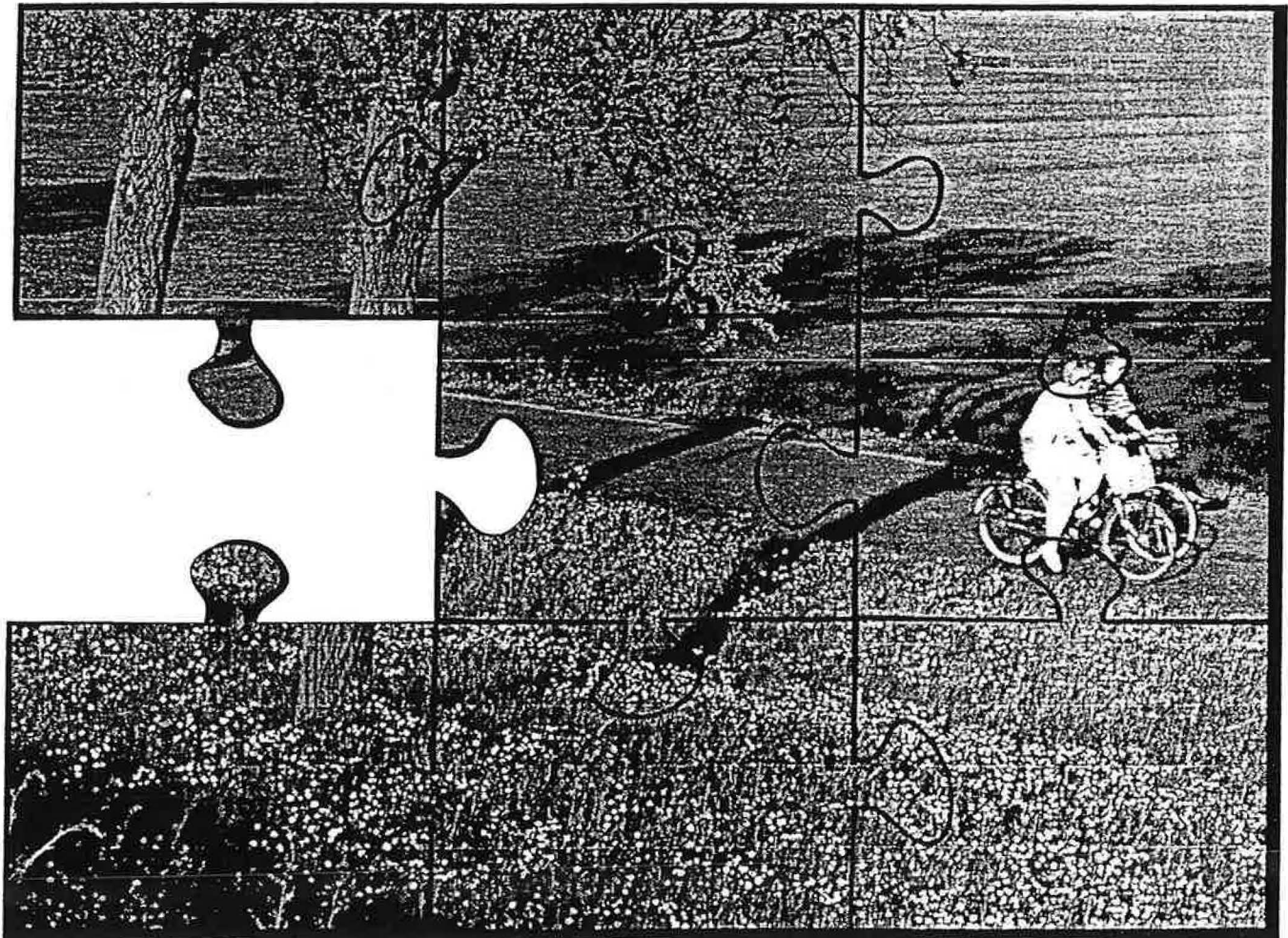
*As a result of hosting the USSA Championships, Salt Lake City County Parks & Recreation contributed an estimated \$2,172,625 to the local economy.*

- Contact Desiree Beaudry, 801-468-2560





# ENVIRONMENTAL



Open  
Space



Reduces  
Pollution



Physical  
Health



Property  
Values



Ecosystem



Stress  
Reduction



Community  
Pride



Catalyst For  
Relocation



Clean Water!  
Clean Air!

# Environmental Benefits

---

What impact does the presence of trees and open space have upon the livability of an area?

What role does preservation and protection of open space have upon the health and wellbeing of people?

## **General/Overall Benefit: Environmental**

Providing and preserving parks and open space enhance the desirability of an area as well as contribute to the safety and health of its inhabitants.

---

***The nation that destroys its soil destroys itself.***

*Franklin Delano Roosevelt*

---

Other more specific benefits include:

- environmental health & protection
- catalyst for relocation
- physical health and wellbeing
- stress reduction
- source of community pride
- enhanced property values
- clean air and clean water
- preservation of open space
- protection of the ecosystem

Research information to substantiate and expand upon these benefits can be found in the *Benefits of Recreation Research Update* accompanying this resource as well as additional research facts found in Section 6. *Healing America's Cities* is also a good source.



# Environmental Quotes

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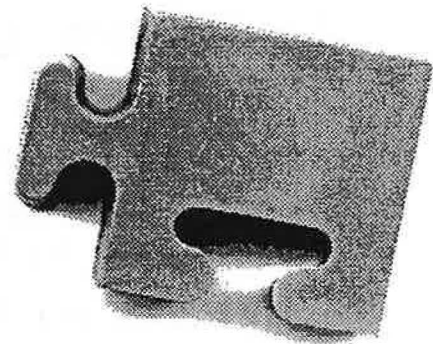
"We are the children of the landscape.—*Lawrence Durrell*

"The earth is given as common stock for man to labor and live on."—*Thomas Jefferson*

"Perhaps nature is our best assurance of immortality."—*Eleanor Roosevelt*

"The future is purchased by the present."—*Samuel Johnson*

"Writing off parks as an unaffordable elitist frill would be a hideous, city-killing mistake."—*The New Yorker magazine*





## **5. Famosa Slough Wildlife Preserve**

*An enhancement and preservation program for a local marsh area.*

—The program has improved water quality by treating runoff and allowed the return of animal species and fauna to their natural habitat.

- Contact Robin Stribley, 619-525-8219

## **6. Wheeler Historic Farm**

*An operating farm that practices late 19th-century framing techniques.*

—The farm provides educational and recreational benefits.

- Contact Desiree Beaudry of Salt Lake City, Utah, 801-468-2560

## **7. Golf Courses Become Environmental Solutions**

*Newspaper articles cite two cities that built golf courses in order to solve environmental dilemmas. The city of Pineville, OR solved its excess water problem by turning land into a waste water treatment facility/golf course. Murray, UT, built the golf course to meet the needs of the community and to provide drainage for problematic storm runoff from the highway.*

—Pineville's golf course has helped rid the city of its excess water problem by planting extra absorbent plants and trees and constructing ponds that evaporate 3.5 feet of wastewater per year. As a result, the golfcourse, in addition to serving a recreational purpose, absorbs up to 1.2 million gallons of water a day.

—As a result of Murray's golf course, 11 acres of wetland have been inadvertently created and the city has seven acres worth of flood retention area.

- Contact Doug Hill of Murray City Corporation, 801-264-2614

# **“Creating Connections” Training Curriculum and Descriptions**

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## **Comprehension:**

*Appropriate for:* Everyone directly or indirectly involved with parks and recreation

*Essential for:* All staff, volunteers, board commission members, advocates

*Format:* Combined lecture, large and small group discussion, and training games and activities

## **Workshop Description:**

Become exposed to the benefits-based approach to parks and recreation by examining the four benefit areas. Discover how these benefits impact our lives and society, as a whole, in real and concrete ways. Everyone from part-time staff to agency directors will gain valuable information to improve their agency's performance, value and image.

## **Learning Outcomes:**

Participants will:

- Identify the four major benefit areas of parks and recreation
- Change and upgrade their self perception and job value
- Recognize how benefits impact their personal and professional lives
- View parks and recreation as critical and vital to our future quality of life

## **Needs Identification:**

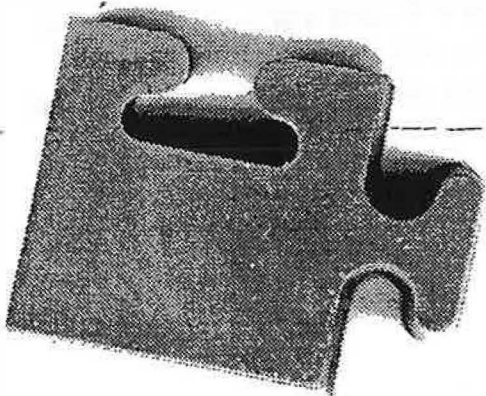
For too long, politicians, society and even park and recreation professionals themselves have viewed programs and services as non-essential or discretionary. It's time that everyone involved in the profession understand its real value in terms of providing vital and critical benefits to individuals and communities. This repositioning will be the foundation for building a strong future for public parks and recreation programs and facilities.

## **Suggested Content/Schedule**

*For ease of providing an example, this schedule is developed for a CEU session from 9 a.m. to 10:15 a.m. Specific suggested activities are listed in parentheses ( ) following the topic.*

9:00—9:10	Instructions for CEU procedures Introduction of workshop presenter
9:10—9:20	An Introduction to Benefits (video)
9:20—9:30	Recap of benefit categories as identified in video (overhead transparencies)
9:30—9:40	Identifying the ways in which benefits impact upon one's personal life ( <i>Activities: How Does My Garden Grow or Kickball "hide"lights</i> )
9:40—9:50	Discussion of findings from previous activity
9:50—10	Exploring ways in which the benefits impact upon the delivery of parks and recreation ( <i>Activities: Alpha Benefits or Rand McTally</i> )
10—10:10	Discussion of findings from previous activity and/or benefits of additional workshops on benefits
10:10—10:15	Completing CEU procedures NRPA/State affiliate announcements

There is an outline on the next page that can be used when presenting the "Creating Connections" Workshop.



# Some Suggestions Prior to Conducting the Workshop(s)

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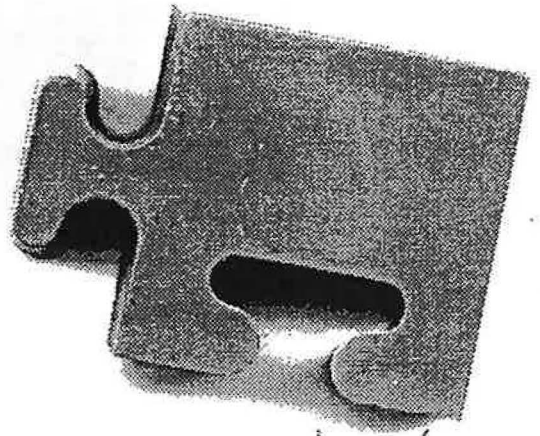
- Be in touch with the organizer of the workshop to confirm dates and times as well as which workshops will be conducted.
- Assist organizer by providing information for CEU forms for workshop.
- Decide ahead of time exactly what you want in the way of room set-up and AV equipment.

**Hints:** VCR and TV; overhead projector; easel and flipchart may help.

**Additional Suggestions:** Consider how you want the room set because it influences interaction of participants and your presentation. Use half rounds of 5-7 to allow for interaction.

- Review outline of content for the workshop and select specific activities, etc.
- Begin to gather materials you need for the workshops, i.e., overheads, markers, pre-printed worksheets, etc.
- Contact organizer a few days prior to the workshop to reconfirm and settle any last minute questions, etc.
- Prepare ahead of time and you'll ENJOY it as well!

**Be Organized  
and Prepared**



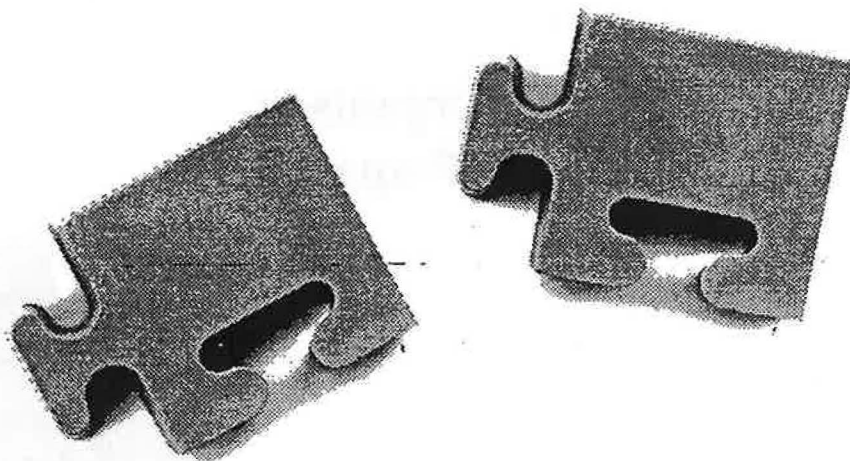


# Some Suggestions for “Zipping Up” Your Workshops

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It is always a challenge to keep workshops interesting, moving, and zipping along. Here are some hints for doing just that:

- Change the pace: Strive for a balance between more active and passive activities as well as group and individual activities.
- Just do it! Whenever possible have the participants actually “do” the content rather than listen to you tell them about it.
- Let them know the schedule and the content for the day and each segment of the workshop; it helps them to pace themselves.
- Regroup: Don't hesitate to create new groups in new sections of the room as a way to keep them moving and involved.
- Give away some “silly stuff” to reward people for their involvement with the workshop.
- Recall particular activities or components of workshops you've attended that you liked and incorporate them into yours.





# Benefits of Parks and Recreation Faculty Resource List

Item No.	Item	Cost each	Quantity needed
<b>Forms and Catalogs</b>			
BF1	NRPA CEU Forms	NONE	
BF2	NRPA Evaluation Forms	NONE	
BF3	Promotional Products Catalogs	NONE	
BF4	NRPA Publications Catalog	NONE	
<b>Benefits are Endless . . . Custom Imprinted Promotional Products/Catalogs</b>			
	Dozens of items available for your training programs and presentations. Call NRPA's Promotions experts at 619-721-3737 and a complete catalog will be sent via fax immediately.	NONE	
<b>Audio Visual Aids</b>			
BAV1	Black and White Transparency Set	\$25.00	
BAV2	Color Transparency Set	\$55.00	
BAV3	Power Point Disk (IBM Format)	\$50.00	
BAV4	Power Point Disk (Mac Format)	\$50.00	
<b>A Benefits of Park and Recreation Resource Guide</b>			
BR6	Complete with video and 200 pages of vital benefits info	\$80.00	
BV1	Benefits Video	\$25.95	

Name \_\_\_\_\_ Agency \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_

Purchase order: \_\_\_\_\_ Date items needed: \_\_\_\_\_

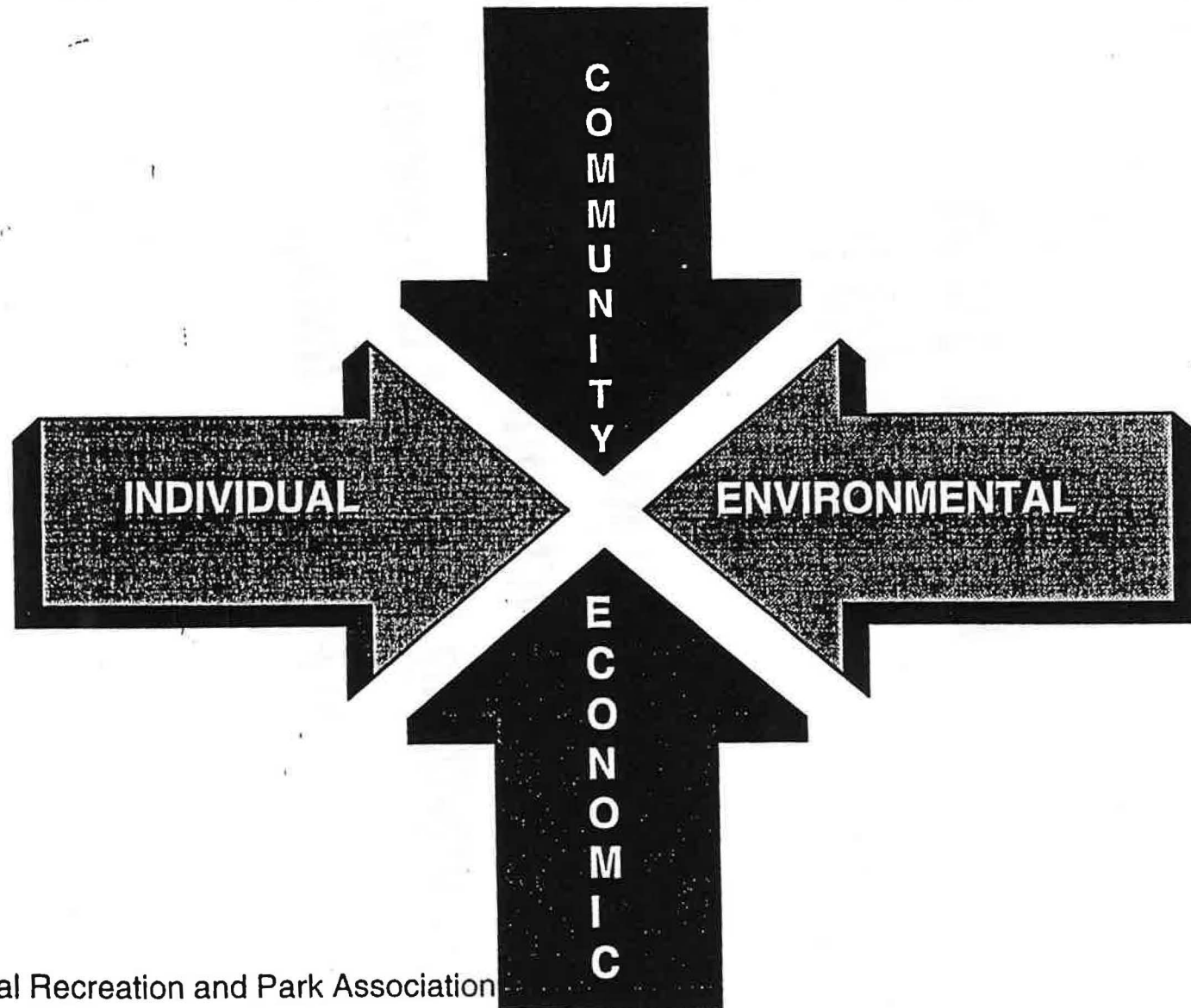
Visa/MC No. \_\_\_\_\_ Exp. date \_\_\_\_\_ Invoice me: \_\_\_\_\_

Signature \_\_\_\_\_

**Fax order to: NRPA, 703-671-6772, Benefits Resources, Professional Services Division**

# **Overhead Transparencies for “Creating Connections” Workshop**

# THE BENEFITS OF PARKS AND RECREATION CREATING CONNECTIONS



# **What is a Benefit?**

*According to The American College Dictionary, a benefit is anything that is for the good of a person or thing.*



*Al Whitman, a pioneer in advertising and former president of Campbell Mitchum, states in his book, "How to Make People Say 'Yes' and How to Make Them Do What You Want Them To Do," 1991, Whitman Publishing, the following:*

**Every product or service provides benefits and qualities as follows:**

**A benefit is what a product or service does for a customer or prospect.**

**A quality (feature) is what the product or service is.**

**Benefits are active (does) and motivate people into action.**

**Qualities (features) are passive and inactive. They just sit or "are."**



# Who Needs to Know?

## INTERNAL

- PARK AND RECREATION PROFESSIONALS
- ADVOCATES
- PART-TIME STAFF
- VOLUNTEERS
- BOARD MEMBERS
- COMMISSIONERS
- SUPPORT STAFF

## EXTERNAL

- PARTICIPANTS
- CIVIC OR COMMUNITY GROUPS
- OTHER AGENCY DEPARTMENTS
- SOCIAL SERVICE AGENCIES
- BUSINESS LEADERS
- ANYONE!

# Moving the Message Tools



- Benefits video
- Complete training manual
- Step-by-step strategies, techniques, scripts and outlines
- Benefits-based activities
- Research, quotations & case studies
- Promotional ideas and resources

# Individual Benefits

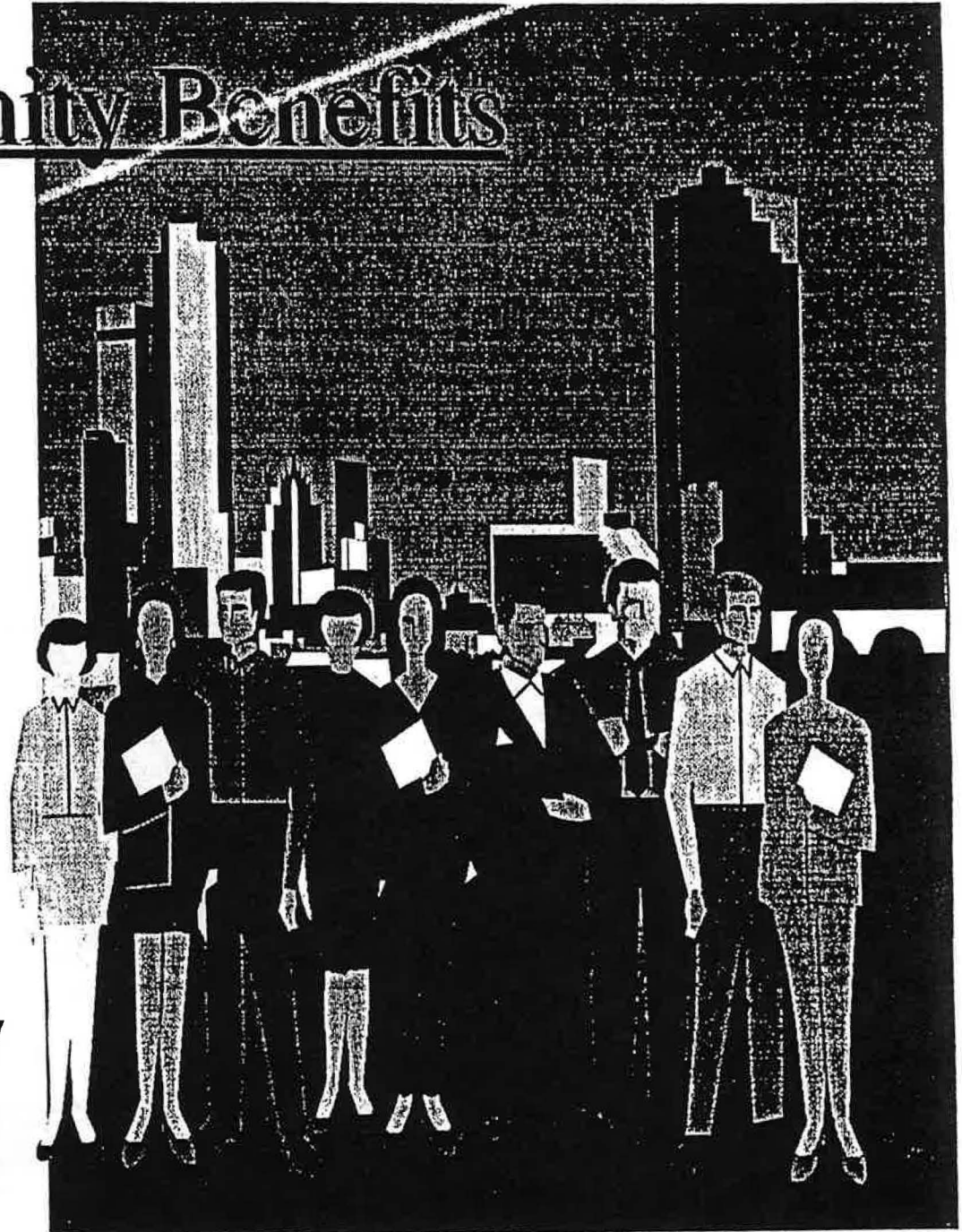
- Live longer
- Reduces risk of stress related disease
- Increases self esteem and self reliance
- Feeling of safety and security
- Sense of social belonging
- Eliminates boredom and loneliness
- Creates balance between work and play





# Community Benefits

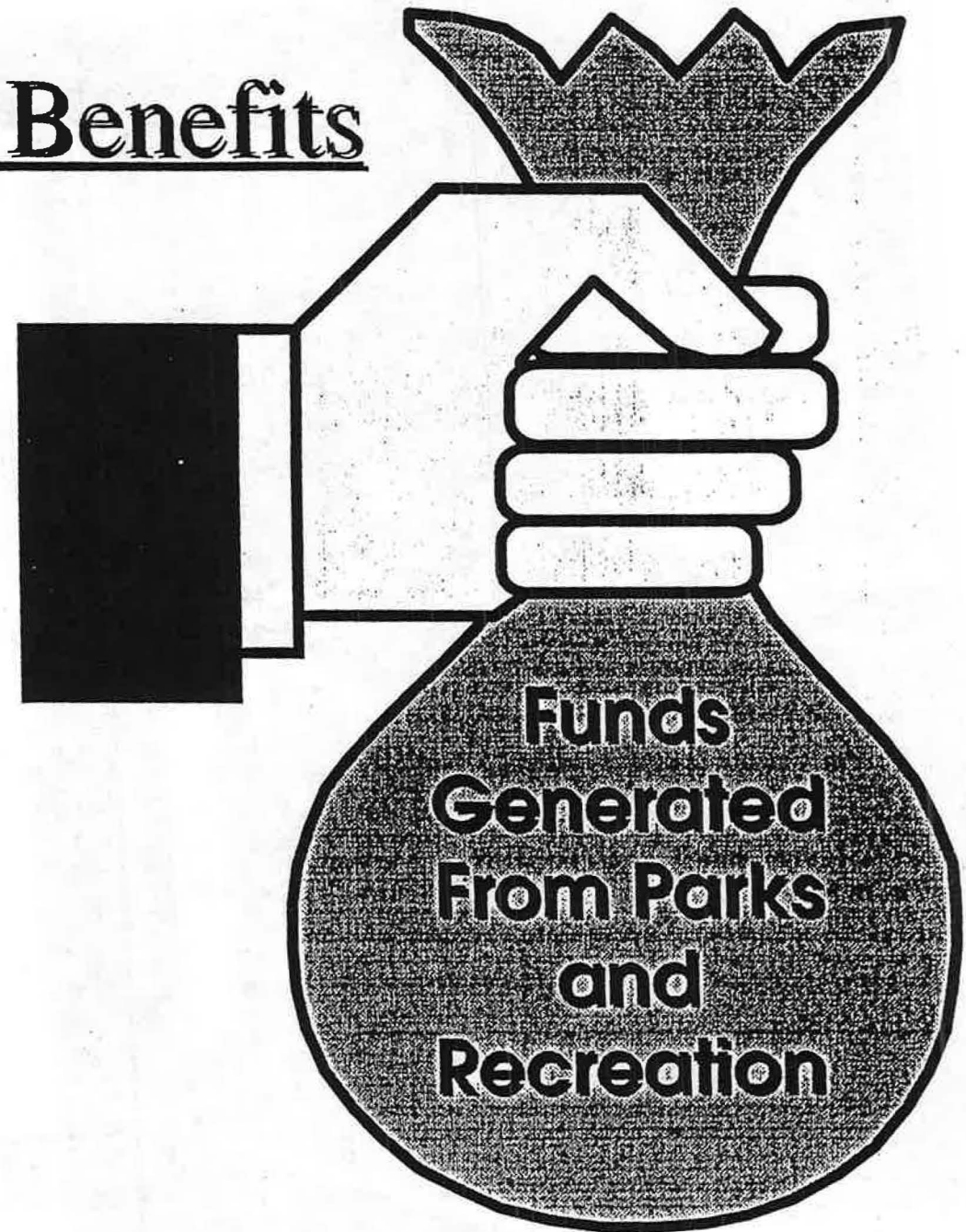
- Reduces crime and delinquency
- Connects families
- Enhances ethnic and cultural understanding, harmony and tolerance
- Provides outlets for conflict resolution
- Supports youth
- Offers lifelines for elderly





# Economic Benefits

- Increases tourism
- Enhances land and property value
- Business retention
- Revenue generator
- Self supporting programs
- Reduces vandalism and crime





# Environmental Benefits

- Clean water! Clean air!
- Preserves wildlife
- Reduces pollution
- Protects ecosystem
- Place to enjoy nature's beauty



# PARKS AND RECREATION

**THE**

**BENEFITS**

**ARE**

**ENDLESS**

# **Activities and Exercises for “Creating Connections” Workshop**

## AlphaBenefits

Goal:	To enable people to develop their own list of benefits
Time:	10–20 minutes depending upon number of groups
No. of People:	3-5 people in a group; as many groups as necessary
Materials:	One piece of paper and pencil for each group
Good Application:	Virtually any group (adults and children, pros and nonpros)
Directions:	Ask the group to letter the alphabet vertically down the sheet of paper. For example,

A

B

C

D

Z

As a group ask them to brainstorm an entire list of benefits of parks, recreation, and leisure that start with each letter of the alphabet.

*For example,* A is for adrenaline rush  
B is for beautification  
C is for creativity

Remind them they aren't listing recreation activities such as archery, boating, or candle making, but rather benefits.

Helpful Hints: Separate groups somewhat so they don't overhear other responses. Consider using a scoring procedures such as:

25 points—benefit for letter of alphabet that no other could come up with, i.e., X or Z

15 points—different benefit for a letter than that of other group, i.e., C is for creativity and C is for chaos reducer

10 points—for each benefit/alphabet combination

## How Does Your Garden Grow?

Goal:	To enable people to create their own awareness and understanding of benefits
Time:	Varies greatly; can be used as a rhetorical question in a talk giving people a few seconds to ponder or as a separate exercise with a group
No. of People:	Completed individually and then shared with a group of 2-3 others
Materials:	Pencil and paper (optional)
Good Application:	Virtually any group (adults and children, pros and nonpros) and varying amounts of time
Directions:	Ask people to recall (to themselves) a favorite recreational activity that they often pursue or perhaps an activity or experience from this past weekend. After they have identified it, ask them what they personally got out of the activity. Solicit some responses and then ask them to dig deeper and identify other benefits such as social, environmental, and economic benefits of their participation.
Helpful Hints:	It really helps to start off by giving your own personal example as a way to stimulate their thinking.

*For example, How Does Your Garden Grow.* If a person lists gardening as a favorite or recent recreation activity, they may respond that sense of accomplishment, some exercise, and stress release were the benefits they personally derived from this activity.

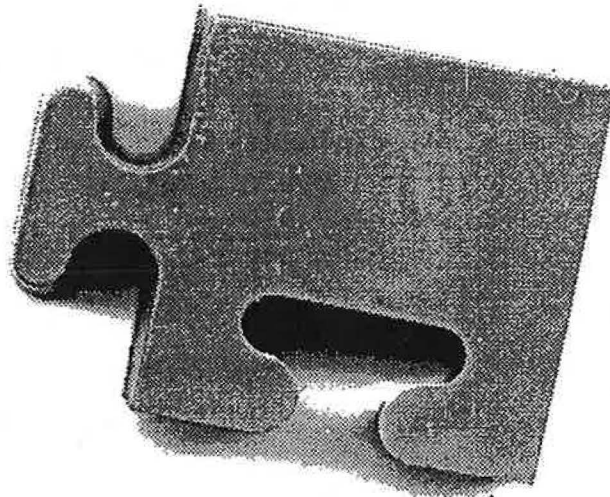
When pressed to identify additional benefits, you need to help by reminding them that since gardening helped them to relax and unwind that perhaps this was a benefit to others (social) such as spouse, children, co-workers, etc. The neighbors might feel better about themselves and your neighborhood because your garden improves or contributes to the appearance.

How did you contribute to the economy? Have them make a list of supplies and equipment even clothing they purchased to participate in this activity Create your own list based upon the group. How does your golf game add up? or How does your soccer league score?



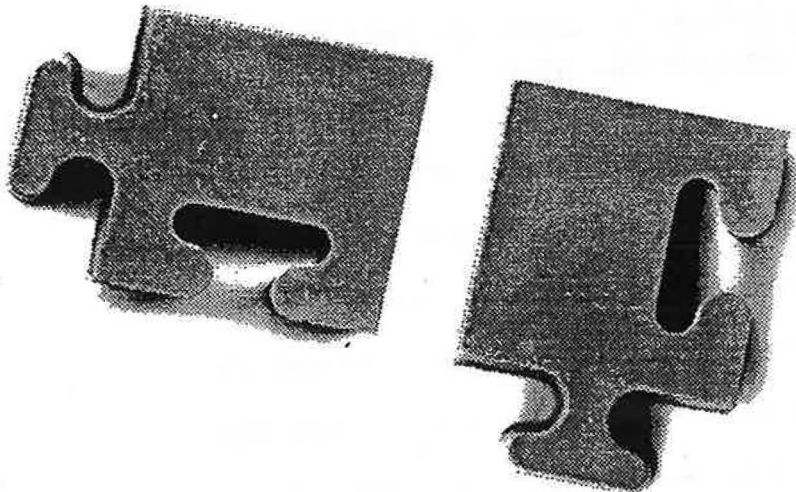
## Rand McTally

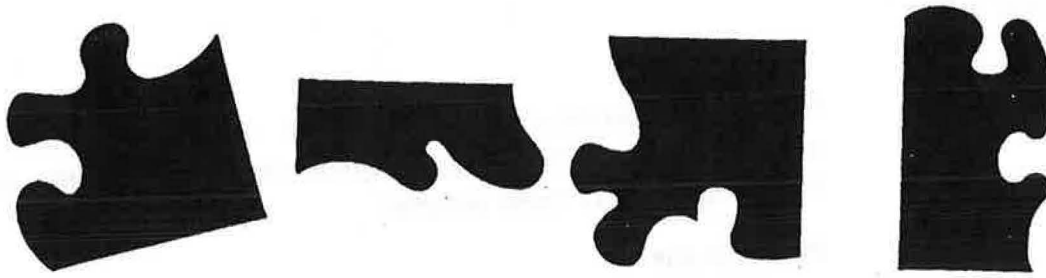
Goal:	To enable people to create a list of their own quality of life benefits
Time:	10–20 minutes depending upon group size
No. of People:	Any size
Materials:	Chalkboard or easel and flipchart with chalk or markers
Good Application:	Particularly good with a community group not specifically affiliated with parks and recreation such as chamber of commerce, service clubs, etc.
Directions:	Remind the group that every year a list of the most desirable places to live in the United States is announced. Cities are selected to be so designated based upon how high they rank on a list of desirable characteristics or attributes. Rand Ask the group to brainstorm a list of the qualities and characteristics that they believe to make a place the most desirable for living or relocating. When the final list is complete, ask them to place a big "X" next to those factors that relate to parks, recreation, or open space.
Helpful Hints:	You might just want to prime the pump by giving them some examples, i.e., proximity to museums, clean air, number of movie theaters, etc. You can alter the exercise based upon the specific group you're targeting.



## Kickball "Hide"lights

Goal:	To help people understand the values and benefits within simple activities that we often just take for granted so they can identify the hidden highlights of these activities
Time:	15-30 minutes
No. of People:	Small groups of 3-5; multiple groups just fine
Materials:	Paper and pencil
Good Application:	Great for all ages and groups
Directions:	Ask the group to recall the last time or the many times they played kickball. Ask them to describe who was there and when they usually played, etc. Ask them to brainstorm all the things they learned to do by participation in this seemingly simple activity.
Helpful Hints:	Get them started by reminding them of a few simple things such as learning to understand rules, cooperating with others, developing strategies, eye-foot coordination, etc. Don't just stop with kickball; there are hidden highlights in all the simple games of childhood.





## Putting the Pieces Together

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### Action Agenda

Thanks for participating in this workshop on the benefits of parks and recreation. It is so important to our future.

Take a few minutes here at the end of this workshop to decide upon specific actions you will take to spread the benefits message. These actions may relate either to an internal or external approach or both.

**Helpful Hints:**

Be as specific as possible (i.e., will contact the Rotary about making a presentation).

Give yourself a timetable (develop a list of facts for my talk by next Wednesday).

Set reasonable expectations. It's better to select and accomplish a few things rather than take on too much.

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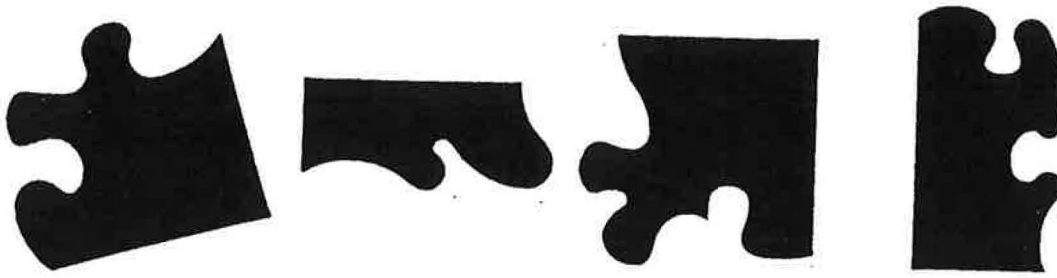
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## Putting the Pieces Together

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**FAXBACK to 703-671-6772**

This manual and these resources represent the Beginning, NOT the final product. Please help complete the puzzle by forwarding to NRPA any of the following:

- **Facts/Statistics**
- **Case Studies from Your Agency**
- **Quotes**
- **Good Titles for Talks**
- **Activities**
- **Anything that helps with the project**

Your Name: \_\_\_\_\_

Agency: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Phone No. \_\_\_\_\_

**Information/Ideas—Benefits-Based Parks and Recreation:**

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# How To Survive As A Park and Recreation Board Member

by  
Donald F. Bresnan  
and  
Regina B. Glover

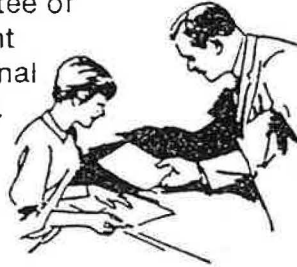


A Publication of  
National Recreation  
and Park Association  
Citizen-Board Member Branch

## The Authors

**Donald F. Bresnan** has been a Park and Recreation Board Member since 1957 in Champaign, Illinois. He is a former President of the Illinois Association of Park Districts and the Citizen-Board Member Branch of the National Recreation and Park Association. He is a long time Trustee of NRPA and is a frequent speaker at state, regional and national meetings.

**Regina B. Glover** has been in the field of parks and recreation for over 15 years.



Her board exposure began early as the daughter of a park board member. She has worked in municipal recreation and received her Ph.D. in Recreation from the University of Maryland. At present, she is a faculty member in Parks and Recreation at Southern Illinois University. She has also been a board member for various non-profit organizations.

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**Congratulations!** You are now a member of a Park & Recreation Board. There are almost 30,000 of us in the U.S. and 35% of us are female. And, most of us were told the position would not take any time — that's the first lie we were told.

**The Educators tell us** that we are assuming a civic responsibility, as part of a group, to provide Park & Recreation services to the residents. Sounds reasonable, doesn't it?

**We all want to succeed.** If someone would only tell us — in words we can understand — just what we are supposed to do.

**This Booklet** is written by a Park & Recreation Board Member who for more than 30 years has been one of those responsible for providing Park & Recreation services in his community. He is trying to share his experiences (good & bad) with you.

**But My Community is Different** — of course — they all are. However, the problems and solutions are the same everywhere and we are trying to save you time and energy. Energy that you surely will need if you are going to do the job right.





At first this is an ego trip. They picked the right person. You can feel proud, for your qualifications were the best of all.

No matter how you got appointed, whether you are the Mayor's next door neighbor, his fund raiser, his best vote getter, related to a councilman, selected from blue ribbon committee list, the President of the soccer program, or the one who led the protest (about anything) it makes little difference. We all came here from somewhere.



You have met the requirements better than anyone else. There are only 3. The first, be a legal voter; the second, be a resident of the community; and the third and most important — **get the appointment.**

You need no "professional" qualifications to be a member of your local board. You do not need a Master's Degree in Horticulture, you do not need to know the rules for volleyball, and you do not need to know the difference between a bush and a shrub.

## The Shaky Halo

When the thrill of being appointed wears off after a few days, then everyone who has ever been appointed starts wondering if they can handle the assignment.

If it makes you feel any better, all board members felt the same way back when they started, but they lived through it and so will you.

You are one of seven. You cannot make a decision alone — you need 3 others to agree with you — before something happens.

You are part of a team and it takes a while getting used to this.

The original name was PARKS. This brings back memories of trees, grass, picnics, band concerts, sunburns, mosquitoes, and all the other items involved in youth while enjoying a day in a big open space owned by everyone, and called a PARK.

The beginning of community recreation activity came on the playgrounds. Steel monsters allowed you to go back and forth, up and down, and slide down from top to bottom. Then people got brave and started sports leagues for children and we had a new municipal agency. This was named the Playground and/or Recreation Commission. It was separate from Parks and conversations were held at arm's length between the leaf rakers and ball bouncers.

Quickly however they were combined for efficiency and today both services are provided by the same Park Rec agency. A few communities in the northeastern and northwestern part of the U.S. still have separate departments.

## Types of Park Rec Boards

Park Rec services are provided by a Board, a Commission, an Authority, or a Department. The names make sense to the legal and administrative people who set them up and manage them. The residents are confused by them.

We have been told for years that there are 2 basic types:

1. A Policy Board has the authority to make the rules, decide what is to be done, employ the people, in most cases allocate the money, and the primary responsibility to provide Park Rec services to the residents.
2. An Advisory Board gives advice and counsel to the people employed by others to do the work. The advice and counsel can be taken or ignored depending upon the personalities involved.

Do not expect to find logic in the organization of Park Rec government at the local or county level in the U.S.A. It does not exist.

## How Big is a Park Rec Board?

Park Rec Boards vary greatly in size. There are as few members as 3 in the northeast to 30 in county systems in the midwest.

## How Long are Park Rec Terms?

These run from 1 year to 6 years. You may get a full term or get appointed to a partial term.

## Re-Appointment or Re-Election

All CBMs know their term of office whether appointed or elected. You know the date when you must vacate your seat. Like Cinderella, you either must leave quietly or obtain another appointment or win another election.

Should you try again???? This is a personal decision, ONLY you can make it.

Remember, if you state early that you are not going to be a candidate again, the other CBMs consider you a "lame duck" at once and your effectiveness drops quickly.

## Who Gets Paid What?

You do not. The great majority of Park Rec CBMs do not receive compensation for serving their community, just like School Board members or Library Trustees. It is no different than the church or social agency boards you may have served on before.

A small minority in some states are paid some insignificant token amount set 50 years ago that does not cover the gas to go to the meetings. This runs from \$10 per meeting to \$100 a month in a wealthy western state.



Practically all agencies pay Board members' expenses to attend regional, state, or national meetings. And, the decision as to who goes where, and when, is decided among the board members — with much conversation and sometimes emotion.



memos in the last 5 years. This material is sent to your house in a Park Rec truck and unloaded in your front hall.

If you are a normal new CBM, you figure ways to avoid reading all that stuff as it does not make any sense to you anyhow.

## **Basic Material for Meeting**

Request agenda and all supporting papers from your administrator 48 hours minimum before the formal meeting. So you can read the material, in a relaxed environment, at home, and be properly prepared to discuss the items at the meeting — in an intelligent manner.

Many years ago, when we first started to go to Park and Rec meetings, we told our administrator of the 48 hour rule. We stated if we did not have the material 48 hours in advance we would not come to the meeting; and the second time it happened we would issue a press release.

So we have enjoyed 30 years of advance information — and the residents have benefited all those years.

## **It's A Job — Requires Work**

Before every meeting you get a package of papers telling you about what's on the agenda — facts of issues, staff thinking, etc. You cannot function unless you read and absorb this material **BEFORE** you go to the meeting.

If at 6:58 pm you arrive for the 7:00 pm meeting, sit down and open your sealed envelope for the first time and quickly glance through the 'stuff', how well are you representing your residents? You should think up an excuse for resigning and spend your time where you enjoy what you would be doing.



## **You Need to Know Quickly**

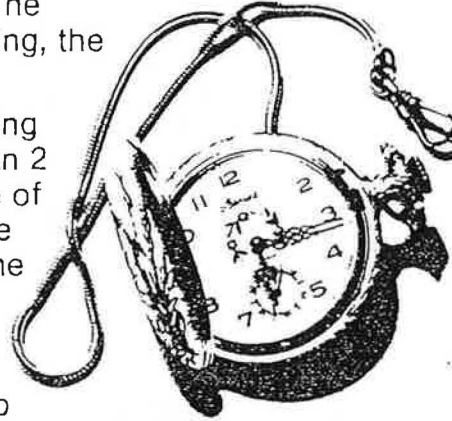
At, or before, that first meeting, you should determine how much, if any, personal liability insurance coverage the CBMs have. You are



## Length of Board Meetings

Board meetings are where we approve the minutes and waste the hours. This is the American way. The longer the meeting, the less gets done.

Any board meeting lasting more than 2 hours is a waste of the time of those attending. Get the garbage off the agenda. Don't chatter about details. Speak up on the issues — but only once. Restating your case weakens your position each time you speak.



Ruthlessly insist upon organized, well run meetings so the time of every board member will be saved. You will be surprised at how fast you will get unanimous support.

## Stick to Agenda or Why Have One

If you want to get home by midnight you must stick to the agenda. Most gavel holders are shy about interrupting other CBMs, but if Board conversation wanders all over the field it's a long night. Item 7 is the Country Western Dance Classes and that's all we talk about until we dispose of this item. When you ask for the floor your subject should be the Dance Classes, NOT anything that comes to your mind.

## Exaggeration in Speech

Some people use this for emphasis. Do not be one of them. Your remarks quickly get discounted heavily by the other CBMs.

"A lot of people have been calling me." Now all the others get some calls, not many, and neither do you. When a CBM says lots of people have been calling me, the other CBMs say to each other, "I wonder who called?"

The same goes for "many people stopping me on the street," means one person.

It is better to state that Susie Smith called me about the boys' soccer program and I said that I would bring her concern before the Board at the next meeting.

(Be sure you call Susie back after the meeting.)

**Watch the chair carefully.**

**You may get the gavel next.** Who me? Yes, you. Stranger things have happened. Elections are political and you may get the 4 votes next time for all kinds of reasons you have yet to discover.

Gavel holders lose their freedom as a member, but not their vote. They are continually looking for common ground and trying to get 4 people to agree on something — ANYTHING.

They try to keep the other members from talking themselves into a corner. If the gavel holder is not careful, the vote ends up 1-1-1-1-1-1 — and midnight comes fast.

## **Do Not Be One of the Chairman's Problems**

The Chairman's problems are the other CBMs, especially the following 'four horsemen of doom.'

### **1. The Motion Maker**

Who believes that the longer the motion, the more effective. This CBM could never repeat the motion verbatim because they do not remember where they started. Suggest to him he read the 10 Commandments for an example of clarity and brevity.

### **2. The Compulsive Talker**

Who believes in talking first on each item while he gathers his thoughts. He thinks out loud. He works on the theory then makes his decision while he talks and the others are not able to oppose him — at least initially.

### **3. The I Hate to Make a Decision CBM**

Who nibbles around the edges of decisions, ignoring the facts involved, worrying about making someone unhappy and not really wanting to take a position on ANY issue. He has never understood that nothing happens until somebody makes a decision. He has voted PRESENT at least once in the last 87 meetings. Solution? Resign. Then he will not have to make any Park Rec decisions.

## The Newly Elected Board Member

Most candidates for elected office, unless they have a burning local issue, have the standard American candidate's platform.

DO MORE...AND  
SPEND LESS...both at  
the same time.

You get enthusiastic — print up flyers — buy ads — make speeches — say a lot of things to everyone and do not think too carefully in the emotion of a campaign.



You read your material carefully, your opponents do also. But, you won so what! The people who read what you wrote and said more carefully than you or your opponents were the incumbent CBMs whom you will now join as a member of a team with 14% of the action.

They frequently read into your words something other than what you meant and they can find upside down periods in your campaign statements.

They cannot normally answer you. They have the present responsibility for Park Rec. But, tension points can be created that unfortunately you are not aware of.

Now you, in complete innocence, arrive at your first meeting and wonder why one or more seem like cold fish. You better take it easy in the beginning until they get to know you better. After all, they have the other 6 votes and you need 3 of them to get anything done during your term.

For those of you who were appointed vs elected, the message is still true. Other board members will remember the comments you made before being appointed.





## Crusaders Bite – You

We all have a habit of classifying people who do not agree with us as nuts and fruits or some other uncomplimentary term.

Residents do not get involved unless they feel wronged. Facts have nothing to do with this; it is all emotional.



When people complain, treat them as you would wish to be treated. Or, you will **create crusaders**. They are the opponents for Park Rec when the next appointment vacancy comes up.

The proverbial little old lady in tennis shoes will have you in court before you know it, not to mention page 1 of your local newspaper.

In almost every unpleasant issue of this type. . . it goes back to one of the CBMs making a comment that compounded the situation. And, the yelling and screaming gets started.

Take the part of the crusader. Promise to get the facts. Guarantee their treatment. Promise that they will be notified before any action is taken.

Convert crusaders to Park Rec boosters with concern for their point of view.

## Xerox Meetings

When every meeting is just like the last one: we approved the minutes, the payroll, the bills, read the correspondence, listened to a couple of interested citizens, rubber stamped a couple of staff program proposals and gave out a certificate of appreciation, you are in a rut. You are custodians of a Park Rec organization going downhill.

What is being done to develop new facilities? Programs? Anything to perk up and excite the residents? You don't need money, you need enthusiasm and ideas.

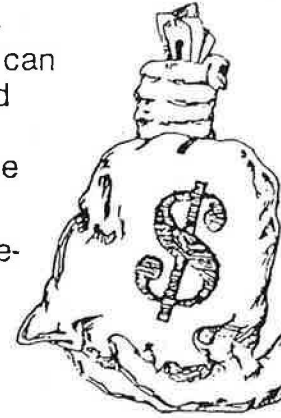
Recognize when you are attending xerox meetings.



## Your Park Rec Annual Allowance

Quickly, you will be introduced to the all American sport called BUDGET and most of the time it is the excuse given any time you propose something.

When the budget is prepared, BE INVOLVED. This is Park Rec's allowance for the next 12 months.



There is never enough money to do all the things Park Rec wants to do.

## Budget Preparation

Budgets are usually prepared by Administrators as they have the records and files. They use a step process, checking frequently with the Board, so they can determine the Board's wishes for the coming year.

When you receive the first draft of the budget determine what is included and what is not. Have the ADM explain the budget to you and be sure you understand what is in the **first** draft.

In Board discussions, do your job. Fill your role. Dig. Probe. Question everything.

Do not accept the "same as last year" answer. Why is it the same? Why do we do it? Can we do it better another way? Is the investment successful? You get the idea.

Don't be afraid to make changes. CBMs who do not like to do this because the budget would have to be retyped are "chickening out."



## Stop Talking About Money

This is a trap we continually fall into without thinking.

"Park Rec does not have enough money" falls on deaf ears of a higher authority trying to put 10 pounds of programs in a 5 pound bag, or to residents who have trouble enough making all their monthly payments and buying groceries.

We use **money** as it is a verbal short cut. It saves us time to say we are \$100 or \$100,000 short of what we need.

The trap is that we forget everyone is an expert on money. We all learned the decimal system in school, are aware of what money is, and feel confident about being an expert in a conversation about it.

Park Rec seems to lose when we talk money. So, what do we do?

Easy, talk benefits to the residents. This personalizes the conversation. The Board has cut out the grade school soccer program for boys and girls due to lack of funds. What happens? The soccer parents unite with an issue and head for the mayor and council to state their case.

These groups are normally most effective.

When residents gather together and protest, elected or appointed officials get uncomfortable. When delegations of residents appear at meetings, usually something positive (for the residents objecting) comes out of the effort.

## Fees and Charges

These started with expensive facilities like golf courses and swimming pools years ago and were accepted by the public.

In recent years budgets have not kept pace with inflation, so most Park Rec agencies have heavily increased Fees and Charges. Many places have Fees and Charges as more than 50% of

their budget. It's a method of keeping the same



He or she executes the Policy set by the Board at monthly meetings. The ADM sits at the foot of the table and does not have 14% of the action.

He or she works with or for a group of 7 people and can count (quicker than the Board can) and will do what the majority wants.

## Tell the Administrator What You Think

The Administrator wants to please the CBM, this is his/her job. He or she is prepared to do it daily.

The ADM cannot do it unless you tell him what you want. He or she is not paid to read minds. If you tell the other CBMs, the public, the media, you are compounding the problem.



Tell the administrator your likes and dislikes, what you think, what you think the public thinks. They want to know. You are not doing your job unless you talk to the administrator.

## Policy vs Administration

If you are a policy board, this one is something you hear frequently about from young staff and a lot of conversation is wasted here.

The board sets the policy, the staff administers the policy.

The easy way to remember; **the board decides what to do** and **the staff decides how to do it.**

You decide to have a high school girls' softball program, that is policy. That is all you have to do. The staff finds the space, publicizes the program, registers the players, selects the volunteer coaches and umpires, determines the games to be played, etc. That is their job; let them do what you are paying them to do.



## Administrator Taking Another Job?

This is normal; everyone tries to better themselves.

Talk to the ADM. Why is he or she leaving? Is it for personal growth? Or, is it something wrong in your town? The Board perhaps. Find out.

If he or she has another job, normally you will get straight answers and you can identify the problem so the next administrator can have a better chance of succeeding.



Have him or her write a new job description of his position. He or she knows the job. He or she has been doing it satisfactorily, as he or she left voluntarily.

Also have the ADM write a description of the community and the Park Rec agency, he or she knows what to include for applicants.

Ask him or her for names that should be invited to apply for the position.

And, get his or her recommendation as to who should be in temporary charge until a new person is on board.

## How to Fire Your Administrator

Don't! You normally lose.

If they are caught with their hand in the cash register or other illegal acts you have no choice. But, this happens rarely.

What happens frequently is that communication breaks down for one reason or another and CBMs start saying among themselves 'we gotta' get rid of this one.

What happens? You have an emotional issue, the media is involved, tempers flare and it is unpleasant.

But so you fire them, then what? Now you don't have anyone and the second part of the problem is you must find a replacement. This takes time and the agency stands still at best.



## Residents' View of Park Rec

Most residents take community government for granted. They complain about taxes, demand more services each year, expect instant service from everyone and never go to any government meetings.

Park Rec is pleasant, fun, and interesting. This is where the residents play, relax and enjoy.

Park Rec does not chase burglars, put out fires, dig up streets, make you buy a permit to fix your garage, or plow your driveway back in when snow arrives.



It is easy to have community support for Park Rec for we have so few negatives in community life.

CBMs can develop community pride in Park Rec. Remember, everybody likes a winner and the residents will brag about what they have, if you give them the opportunity.

## Build Park Rec Identity

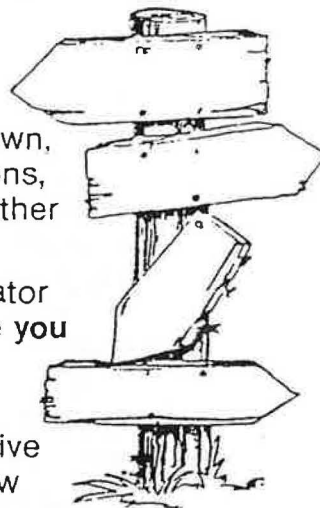
Everything, animal, vegetable, mineral, should be marked with a logo, symbol, or name of the Park Rec agency.

A Park Rec agency is many things to the residents and few know all of the parks and programs.

Park Rec is all over town, in many different locations, so you should tie it together with identification.

Doesn't the administrator do this? Of course, once you set a policy on building community support.

But, as the representative of the residents you know they want to brag so give them the opportunity. Bragging is a form of recreation for many, so give them the chance.



If I tell the administrator that one of his staff told a girl in the Memorial Park (200 acres) that she couldn't do something, etc. some time last week, it is not going to be easy to get an answer for the caller.

If I say to the Administrator that a girl on a bike was stopped about 3:00 pm near the children's playground Tuesday by a girl in a Park Rec tee-shirt with a whistle around her neck and carrying a clipboard and a name tag that said JULIE, I get an answer back FAST.

Remember, you are only hearing one side of the story in any phone call.

## **Your State Park Rec Association**

All 50 states have a State organization. This is composed of primarily administrators and staff. And together they accomplish much in training, education, and communication.

Some have a CBM branch composed of people like yourself who have taken some time to learn about Park Rec.

In addition to State meetings, some hold area meetings. Your administrator can give you information about these.

## **The National Recreation & Park Association (NRPA)**

This organization, located in Washington, D.C., is composed of all those involved in Park Rec.

NRPA has an Annual Congress every fall and it is well worth attending for CBMs. We recommend it.

One of the branches of NRPA is the Citizen-Board Member Branch composed of CBMs from the 50 states. They have special training sessions each year at the conference that help every CBM do a better job in his or her own community.

Every Park Rec Board should be an "agency" member of NRPA. The publications alone are worth many times the dues.

Again your administrator can get you information on NRPA. If he can't, you shouldn't have hired him/her in the first place.

## The Merry-go-Round Stops

Eventually that fateful day will arrive. The day you have to get out of the chair and let your successor sit down.

How you feel at that time depends on what you have accomplished during your term.

Like most, you walk away with pride and satisfaction that you did the best job you knew how to do for your community.



They will rarely thank you in any formal or informal way as residents assume that municipal government goes on and on.

You have been exposed to local government and know what you have accomplished and you smile inwardly: as no one can take that experience away from you, ever.

