

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 charts - Park Board committees and staff charts



Meeting schedule - 2025 schedule and calendar, consent agenda process



Park Board responsibilities and duties



Training opportunities

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



Annual budget - 2024/2025-2026 Parks Fund and Golf Fund budgets



History - The Olmsted Parks in Spokane/Olmsted 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), either as a virtual meeting or in the City Council Chambers – lower level City Hall, 808 W. Spokane Falls Blvd.

Average monthly time commitment: 11-12 hours per month, excluding special Park Board meeting, ad hoc committees and special events.

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
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 deemed necessary 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 meeting notices are regularly posted.

Section 4 Annual Meetings.

1. The annual meeting shall be held at the regular February meeting of the Park Board.

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 will be continued.
2. Six affirmative votes shall be necessary to adopt any measure in a regular, continued or special meeting.
3. Voting shall be by voice unless a show of hands is called for by any Board Member. Minutes shall record the number of yeas and nays, and the names of any members abstaining. Any member may ask that their vote be recorded by name. Any member may ask that votes be recorded by name. Any member may recuse themselves or abstain from voting after stating the basis for abstention or refusal. 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) Public Comments
 - (4) Consent Agenda
 - (5) Special Guests
 - (6) Financial Report and Budget Update
 - (7) Special Discussion/Action Items
 - (8) Committee Reports - Action Items
 - Urban Forestry Tree
 - Land
 - Recreation
 - Riverfront Park
 - Golf
 - Finance
 - Development and Volunteer
 - Bylaws (as needed)
 - Joint Arts (as needed)
 - (9) Reports
 - Park Board President
 - Liaisons
 - Director
 - (10) Correspondence
 - (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, no later than 48 hours prior to 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.

PUBLIC COMMENTS

1. All public comments must be submitted in writing to the Park Board via email or mail, at the email address or physical address provided on the Park Board website. All public comments that are: (a) delivered on or before 12:00 PM on the day of the meeting, and (b) related to items on the agenda for such meeting, shall be heard by the Park Board during the Public Comments period of the meeting. At any time prior to or during the meeting, the President may elect to hear public comments that are delivered untimely or unrelated to items on the agenda. It is the intent of the Park Board that all public comments are acknowledged and addressed appropriately.
2. Each speaker providing public comment shall be limited to no more than three minutes, unless the President elects to extend the time allotted to a speaker.
3. The President may elect to accept public comments related to a specific action item following any presentations by staff and during the Park Board's discussion of such action item, instead of during the initial Public Comments period.

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 Director of Parks and Recreation shall be the Secretary of the Park Board 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 select 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 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 no later than 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 all 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:
 - Urban Forestry Tree
 - Land
 - Recreation
 - Riverfront Park
 - Golf
 - Finance
 - Development and Volunteer
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. A simple majority of the committee shall constitute a quorum for conducting business for a Park Board standing committee. In case there is no quorum present on a day set for a regular, continued or special meeting, the committee members present may adjourn until a quorum is obtained or may adjourn said meeting specifying the time and place to which the meeting matter will be continued.
4. If a Park Board member plans to attend a committee meeting as a guest, they must notify the Parks Director, or designated staff, no less than 48-hours prior to the committee meeting.
5. The Board may reclassify, add to, or change the number of standing committees by adopting changes to the Park Board Bylaws.
6. The Board President may appoint ad hoc committees for specific purposes and length of time.
7. Committees should be transmitted a notice of tentative business 48 hours prior to the time of said Committee meeting.
8. 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).
9. 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. Any Park Board member who attends a Park Board committee and is not a member or has not been appointed as an alternate may participate in meeting discussions.
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, which shall include unfinished business items.
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 and recommendations 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 the Bylaws.

1. Proposed changes to the Bylaws will be presented in writing for reading and discussion at a Park Board meeting. At any time a Park Board member may submit a written proposal to the Park Board or Bylaws Committee to amend these Bylaws. The proposal shall be reviewed and discussed at the next scheduled Bylaws Committee meeting. 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 no earlier than the next succeeding regular or special Park Board meeting.
2. If immediate action on a proposed Bylaw 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 or amended Bylaws shall become effective upon adoption unless a specific effective date is provided in the motion for adoption.
3. Bylaws, as adopted or amended, shall be made a part of the minutes of the meeting at which action was taken.
4. These Bylaws may be temporarily suspended or amended by a majority of the Park Board vote at any regular Park Board meeting.

[Adoption and signature page follows]

Section 22 Adoption.

The foregoing Bylaws are hereby declared adopted at the meeting of the Spokane Park Board held this 10th day of August, 2023, and all previous Bylaws are hereby declared void and repealed.

Spokane Park Board

By: Bob Anderson

Name: Bob Anderson

Title Spokane Park Board President

Date approved: 9/13/2023

Approved as to form:

Tim Szambelan

Assistant City Attorney

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 nine 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: Board Members are additionally responsible for the following duties:

- 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.

Acknowledgement: As respect to the Spokane Park Board, as a member of the Spokane Park Board, I acknowledge that:

- 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.

Signature

Printed Name

Date Signed: _____

Dates of Term: _____

Form Updated: April 2021

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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"> • Competition not required • Selection from MRSC Vendor Roster encouraged 	Department
>\$5,000-<\$50,000	<ul style="list-style-type: none"> • Three written quotes • Selection from MRSC Vendor Roster encouraged 	Department
\$50,000-<\$300,000	<ul style="list-style-type: none"> • Three written quotes • MRSC Roster or Website notification 	Purchasing Department
\$300,000+	<ul style="list-style-type: none"> • Formal sealed bid • Will be advertised 	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"> • Competition not required • Selection from MRSC Vendor or Consultant Roster encouraged 	Department
>\$10,000-\$50,000	<ul style="list-style-type: none"> • Three Informal Request for Proposals (RFP) • Selection from MRSC Vendor or Consultant Roster encouraged 	Department
>\$50,000-<\$300,000	<ul style="list-style-type: none"> • Informal RFP • MRSC Roster, website notification or formal advertisement 	Purchasing Department
\$300,000+	<ul style="list-style-type: none"> • Formal RFP • Will be advertised 	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&E</u> professional services		
\$75,000 or less	<ul style="list-style-type: none"> • MRSC Consultant Roster Required • <u>At least 3</u> Consultants must be selected to review qualifications • Printout from roster showing candidates reviewed required 	Department
>\$75,000-\$150,000	<ul style="list-style-type: none"> • MRSC Consultant Roster Required • <u>At least 3 Consultants*</u> must be selected and issued Request for Proposals • Printout from roster showing selected candidates required 	Department
<\$150,000-\$300,000	<ul style="list-style-type: none"> • MRSC Consultant Roster issuing RFPs to all consultants in selected category, or • Advertised Request for Qualifications 	Purchasing Department
\$300,000+	<ul style="list-style-type: none"> • Advertised Request for Qualifications 	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"> • Competition not required • Selection from MRSC Small Works Roster Required* 	Department
>\$10,000-\$35,000	<ul style="list-style-type: none"> • MRSC Small Works Roster required* • <u>At least 3 Invitations to Bid</u> must be issued** • Documentation of selected contractors and ITBs required 	Department
>\$35,000-\$150,000	<ul style="list-style-type: none"> • MRSC Small Works Roster required • <u>At least 5 Invitations to Bid</u> must be issued** • Documentation of selected contractors and ITBs required 	Department
>\$150,000-<\$300,000	<ul style="list-style-type: none"> • MRSC Small Works Roster or Formal Sealed Bid required • If MRSC Small Works Roster is used, ITB sent to all in category 	Purchasing Department
\$300,000+	<ul style="list-style-type: none"> • Formal Sealed Bid • Will be advertised 	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.

Spokane Park Board February 2025	Term Ends	Riverfront Park	Golf	Land	Recreation	Finance	Urban Forestry	Bylaws	Joint Arts	Development and Volunteer	Liaisons
Jennifer Ogden – President jmogden@spokanecity.org	2026	✓						Chair	✓	Chair	
Gerry Sperling – Vice President gsperling@spokanecity.org	2029	Chair	✓			✓				✓	
Garrett Jones – Secretary gjones@spokanecity.org	N/A										
Greta Gilman ggilman@spokanecity.org	2028			Chair	✓	✓					CF Alt.
Sally Lodato slodato@spokanecity.org	2027			✓	Chair			✓			
Bob Anderson banderson@spokanecity.org	2027				✓	Chair			✓	✓	
Barb Richey brichey@spokanecity.org	2029		Chair					✓			PF
Kevin Brownlee kbrownlee@spokanecity.org	2028	✓		✓			Chair		Chair		
Doug Kelley dtkelley@spokanecity.org	2027		✓	✓	✓						CF
Lindsey Shaw lshaw@spokanecity.org	2030						✓				
[Vacant]											
Jonathan Bingle jbingle@spokanecity.org	N/A										CC

PF = Spokane Parks Foundation

CF = Conservation Futures

CC = City Council



Spokane Parks and Recreation Administrative Team

Garrett Jones – Director gjones@spokanecity.org	363-5462
Jason Conley – Executive Officer jconley@spokanecity.org	625-6211
Sarah Deatrich – Administrative Support sdeatrich@spokanecity.org	625-6241
Rich Lentz – Budget/Finance Director rlentz@spokanecity.org	625-6544
Jonathan Moog – Riverfront Park Director jmoog@spokanecity.org	625-6243
Al Vorderbrueggen – Park Operations Director avorderbrueggen@spokanecity.org	363-5464
Fianna Dickson – Marketing & Communications Manager fdickson@spokanecity.org	625-6297
Nick Hamad – Planning & Development Manager nhamad@spokanecity.org	363-5452
Jennifer Papich – Recreation Director jpapich@spokanecity.org	363-5420
Ryan Griffith – Assistant Recreation Director rgriffith@spokanecity.org	363-5414
Josh Oakes – Recreation Supervisor joakes@spokanecity.org	363-5407
Carl Strong – Park Operations Assistant Director cstrong@spokanecity.org	363-5415
Angel Spell – Assistant Director of Natural Resources aspell@spokanecity.org	363-5493
Katie Kosanke - Urban Forester kkosanke@spokanecity.org	363-5496
Steve Nittolo – Horticulture Supervisor snittolo@spokanecity.org	625-6692
Parks and Recreation Administration Office Phone	625-6241
Parks and Recreation Administration Office Fax Number	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/

Updated: February 2023



Park Board Committee Organization Chart

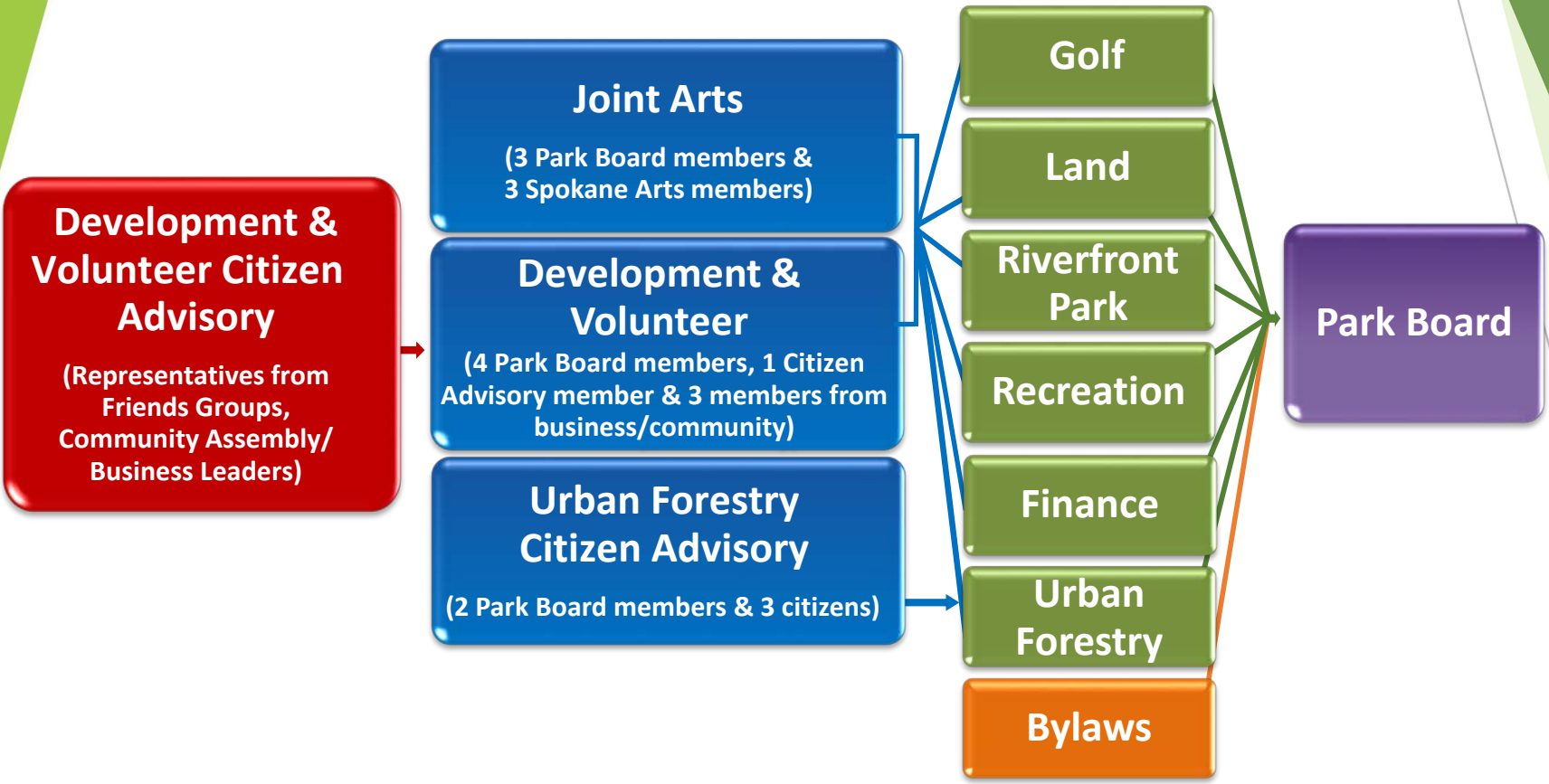
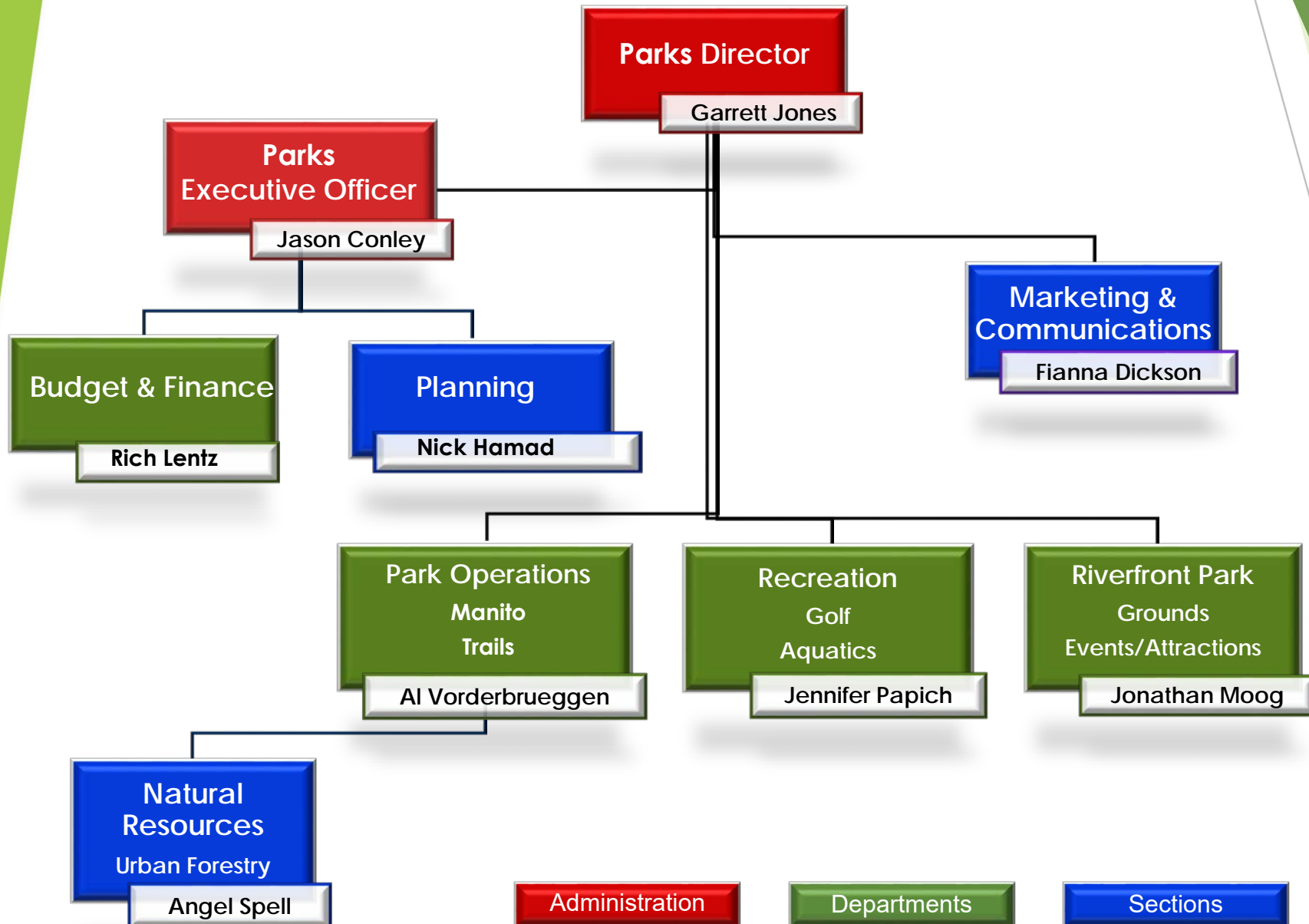


Chart Legend

- Governing Body
- Standing Special Committee - Advisory to Standing Regular Committee
- Standing Regular Committee - Advisory to the Park Board
- Standing Special Committee - Advisory to the Park Board
- Citizen Advisory Committee - Advisory to Standing Special Committee



Organizational Chart



Administration

Departments

Sections



2025 Park Board and Committee Meeting Schedule

Urban Forestry Tree Committee

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

Lead – Katie Kosanke (363-5495)

Administrative Support – Karin Cook (363-5494)

2025 Meeting Dates

Dec. 31	July 1
Feb. 4	Aug. 5
March 4	Sept. 2
April 1	Sept. 30
April 29	Nov. 4
June 3	Dec. 2

Committee Members

Kevin Brownlee – Chair
Lindsey Shaw
Kevin Cash
Kris Neely

Land Committee

Finch Arboretum Woodland Center, and Webex – 3:30 p.m.

Lead – Al Vorderbrueggen (363-5464)

Administrative Support – Kris Behr (625-6264)

2025 Meeting Dates

Jan. (TBD)*	July 2
Feb. 5	Aug. 6
March 5	Sept. 3
April 2	Oct. 1
April 30	Nov. 5
June 4	Dec. 3

Committee Members

Greta Gilman – Chair
Sally Lodato
Kevin Brownlee
Doug Kelley

*Date TBD due to Holiday

Recreation Committee

Finch Arboretum Woodland Center, and Webex – 2:15 p.m.

Lead – Jennifer Papich (363-5420)

Administrative Support – Kris Behr (625-6264)

2025 Meeting Dates

Jan. (TBD)* July 2
Feb. 5 Aug. 6
March 5 Sept. 3
April 2 Oct. 1
April 30 Nov. 5
June 4 Dec. 3

*Date TBD due to Holiday

Committee Members

Sally Lodato – Chair
Greta Gilman
Bob Anderson
Doug Kelley

Riverfront Park Committee

Riverfront Park Pavilion, and Webex – 4:00 p.m.

Lead – Jonathan Moog (625-6243)

Administrative Support – Rhett McCall (625-6617)

2025 Meeting Dates

Jan. 6 July 7
Feb. 10 Aug. 11
March 10 Sept. 8
April 7 Oct. 6
May 5 Nov. 10
June 9 Dec. 8

Committee Members

Gerry Sperling – Chair
Jennifer Ogden
Kevin Brownlee

Golf Committee

Finch Arboretum Woodland Center, and Webex – 8:00 a.m.

Lead – Mike Poirier (625-4653)

Administrative Support – Kris Behr (625-6264)

2025 Meeting Dates

Jan. 7 July 8
Feb. 11 Aug. 12
March 11 Sept. 9
April 8 Oct. 7
May 6 Nov. 11
June 10 Dec. 9

Committee Members

Barb Richey – Chair
Doug Kelley
Gerry Sperling

Finance Committee

Finch Arboretum Woodland Center, and Webex – 3:00 p.m.

Lead – Rich Lentz (625-6544)

Administrative Support – Jerry Stacy (625-6207)

2025 Meeting Dates

Jan. 7 July 8
Feb. 11 Aug. 12
March 11 Sept. 9
April 8 Oct. 7
May 6 Nov. 11
June 10 Dec. 9

Committee Members

Bob Anderson – Chair
Greta Gilman
Gerry Sperling

Development & Volunteer / Citizen Advisory Committee

Finch Arboretum Woodland Center, and Webex – 12:00 p.m.

Lead – Fianna Dickson (625-6297)

Administrative Support – Sarah Deatrich (625-6241)

2025 Meeting Dates

Jan. 8
March 12
May 7
July 9
Sept. 10
Nov. 12

Committee Members

DVC
Jennifer Ogden – Chair
Bob Anderson
Gerry Sperling
Lee Williams

DVCAC

Lee Williams – Chair
Jeff Lambert/Trevor Finchamp
Cole Taylor
Paul Lindholdt

Bylaws Committee

In-person (location varies) and Webex – Scheduled as needed

Administrative Support – Sarah Deatrach (625-6241)

Committee Members

Jennifer Ogden – Chair

Barb Richey

Sally Lodato

Joint Arts Committee

In-person (location varies) and Webex – Scheduled as needed

Lead – Garrett Jones (363-5462)

Administrative Support – Sarah Deatrach (625-6241)

Committee Members

Kevin Brownlee - Chair

Bob Anderson

Jennifer Ogden

Park Board

City Council Chambers and WebEx – 3:30 p.m.

Lead – Garrett Jones (363-5462)

Administrative Support – Sarah Deatrach (625-6241)

2025 Meeting Dates

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

Park Board Members

Jennifer Ogden - President
Gerry Sperling – Vice President
Garrett Jones - Secretary
Greta Gilman
Sally Lodato
Bob Anderson
Barb Richey
Kevin Brownlee
Doug Kelley
Lindsey Shaw
[Vacant]
Jonathan Bingle – City Council Liaison

Park Board Study Session

In-person (location varies) and WebEx – Scheduled as needed

Lead – Garrett Jones (363-5462)

Administrative Support – Sarah Deatrach (625-6241)

Park Board Members

Jennifer Ogden – President
Gerry Sperling – Vice President
Garrett Jones – Secretary
Greta Gilman
Sally Lodato
Bob Anderson
Barb Richey
Kevin Brownlee
Doug Kelley
Lindsey Shaw
[Vacant]
Jonathan Bingle – City Council Liaison

December 2024

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29	30	31				

February 2025

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16	17	18	19	20	21	22
23	24	25	26	27	28	

JANUARY 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	31 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	1 New Year's Day - City Hall closed	2	3	4
5	6 Riverfront Park Committee - 4:00 p.m.	7 Golf Committee - 8:00 a.m. Finance Committee - 3:00 p.m.	8 Development & Volunteer Citizens Advisory / Development & Volunteer Committee 12:00 p.m.	9 Park Board - 3:30 p.m.	10	11
12	13	14	15	16	17	18
19	20 Martin Luther King Day - City Hall closed	21	22	23	24	25
26	27	28	29	30	31	1

JANUARY 2025

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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

FEBRUARY 2025

MARCH 2025

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30	31					

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	31	1
2	3	4 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	5 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	6	7	8
9	10 Riverfront Park Committee - 4:00 p.m.	11 Golf Committee - 8:00 a.m. Finance Committee - 3:00 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	1

FEBRUARY 2025

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23	24	25	26	27	28	

APRIL 2025

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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MARCH 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
23	24	25	26	27	28	1
2	3	4 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	5 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	6	7	8
9	10 Riverfront Park Committee - 4:00 p.m.	11 Golf Committee - 8:00 a.m. Finance Committee - 3:00 p.m.	12 Development & Volunteer Citizens Advisory / Development & Volunteer Committee 12:00 p.m.	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	1	2	3	4	5

MARCH 2025

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23	24	25	26	27	28	29
30	31					

MAY 2025

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4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

APRIL 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	2 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	3	4	5
6	7 Riverfront Park Committee - 4:00 p.m.	8 Golf Committee - 8:00 a.m. Finance Committee - 3:00 p.m.	9	10 Park Board - 3:30 p.m.	11	12
13	14	15	16	17	18	19
30	21	22	23	24	25	26
27	28	29 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	30 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	1	2	3

APRIL 2025

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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

JUNE 2025

S	M	T	W	T	F	S
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

MAY 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	30 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	1	2	3
4	5 Riverfront Park Committee - 4:00 p.m.	6 Golf Committee - 8:00 a.m. Finance Committee - 3:00 p.m.	7 Development & Volunteer Citizens Advisory / Development & Volunteer Committee 12:00 p.m.	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 Memorial Day - City Hall closed	27	28	29	30	31

MAY 2025

S	M	T	W	T	F	S
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

JULY 2025

S	M	T	W	T	F	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JUNE 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	4 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	5	6	7
8	9 Riverfront Park Committee - 4:00 p.m.	10 Golf Committee - 8:00 a.m. Finance Committee - 3:00 p.m.	11	12 Park Board - 3:30 p.m.	13	14
15	16	17	18	19 Juneteenth - City Hall closed	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5
6	7	8	9	10	11	12

JUNE 2025

S	M	T	W	T	F	S
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

JULY 2025

AUGUST 2025

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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	1 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	2 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	3	4 Independence Day - City Hall closed	5
6	7 Riverfront Park Committee - 4:00 p.m.	8 Golf Committee - 8:00 a.m. Finance Committee - 3:00 p.m.	9 Development & Volunteer Citizens Advisory / Development & Volunteer Committee 12:00 p.m.	10 Park Board - 3:30 p.m.	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

JULY 2025

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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

SEPTEMBER 2025

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

AUGUST 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1	2
3	4	5 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	6 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	7	8	9
10	11 Riverfront Park Committee - 4:00 p.m.	12 Golf Committee - 8:00 a.m. Finance Committee - 3:00 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	1	2	3	4	5	6

AUGUST 2025

S	M	T	W	T	F	S
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

SEPTEMBER 2025

OCTOBER 2025

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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1 Labor Day - City Hall closed	2 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	3 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	4	5	6
7	8 Riverfront Park Committee - 4:00 p.m.	9 Golf Committee - 8:00 a.m. Finance Committee - 3:00 p.m.	10 Development & Volunteer Citizens Advisory / Development & Volunteer Committee 12:00 p.m.	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 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	1 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	2	3	4

SEPTEMBER 2025

S	M	T	W	T	F	S
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21	22	23	24	25	26	27
28	29	30				

NOVEMBER 2025

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23	24	25	26	27	28	29
30						

OCTOBER 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	1 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	2	3	4
5	6 Riverfront Park Committee - 4:00 p.m.	7 Golf Committee - 8:00 a.m. Finance Committee - 3:00 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	1

OCTOBER 2025

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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

DECEMBER 2025

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOVEMBER 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	31	1
2	3	4 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	5 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	6	7	8
9	10 Riverfront Park Committee - 4:00 p.m.	11 Golf Committee - 8:00 a.m. Finance Committee - 3:00 p.m.	12 Development & Volunteer Citizens Advisory / Development & Volunteer Committee 12:00 p.m.	13 Park Board - 3:30 p.m.	14	15
16	17	18	19	20	21	22
23	24	25	26	27 Thanksgiving Day - City Hall closed	28 Thanksgiving holiday - City Hall closed	29
30	1	2	3	4	5	6

November 2025

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23	24	25	26	27	28	29
30						

January 2026

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25	26	27	28	29	30	31

December 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	1	2 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	3 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	4	5	6
7	8 Riverfront Park Committee - 4:00 p.m.	9 Golf Committee - 8:00 a.m. Finance Committee - 3:00 p.m.	10	11 Park Board - 3:30 p.m.	12	13
14	15	16	17	18	19	20
21	22	23	24	25 Christmas Day - City Hall closed	26	27
28	29	30 UFCAC - 3:00 p.m. Urban Forestry Tree Committee - 4:15 p.m.	31 Recreation Committee - 2:15 p.m. Land Committee - 3:30 p.m.	1 New Year's Day - City Hall closed	2	3



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.

**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 nine 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: Board Members are additionally responsible for the following duties:

- 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.

Acknowledgement: As respect to the Spokane Park Board, as a member of the Spokane Park Board, I acknowledge that:

- 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.

Signature

Printed Name

Date Signed: _____

Dates of Term: _____

Form Updated: April 2021

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/administrative/>

	CITY OF SPOKANE ADMINISTRATIVE POLICY	ADMIN 0620-23-055 LGL 2005-0059
	TITLE: EMAIL ACCEPTABLE USE EFFECTIVE DATE: FEBRUARY 1, 2002 REVISION EFFECTIVE DATE: OCTOBER 18, 2005; JULY <u>11</u> , 2023	

1.0 GENERAL

1.1 The purpose of this policy is to ensure the proper use of the City of Spokane's email system and make users aware of what the City of Spokane deems as acceptable and unacceptable use. This policy outlines the minimum requirements for use of email within the City of Spokane's networks, including the restriction of personal email usage.

1.2 TABLE OF CONTENTS

- 1.0 GENERAL
- 2.0 DEPARTMENTS/DIVISIONS AFFECTED
- 3.0 REFERENCES
- 4.0 DEFINITIONS
- 5.0 POLICY
- 6.0 RESPONSIBILITIES
- 7.0 APPENDICES

2.0 DEPARTMENTS/DIVISIONS AFFECTED

Applicable to all departments and divisions.

3.0 REFERENCES

Center for Internet Security - Critical Security Controls for Effective Cyber Defense Guidelines

City of Spokane's Information Security Policy – ADMIN 6300-17-06

City of Spokane's Public Records Requests Policy – ADMIN 0260-17-03

National Institute of Standards and Technology (NIST) Cybersecurity Framework Guideline - Version 1.1

Payment Card Industry - Data Security Standards (PCI-DSS)

RCW 19.255.010 - Disclosure, notice

RCW 19.255.020 Liability of Processor, businesses, and vendors

RCW 42.56.420 Security

RCW 42.56.590 Personal Information – Notice of security breaches

The Health Insurance Portability and Accountability Act of 1996. Pub. L. 104-191.
Stat. 1936. Web. 11 Aug. 2014.

CIS Critical Security Control Section 9: Email and Web Browser Protections

Chapter 40.14 RCW – Preservation and Destruction of Public Records

Chapter 42.56 RCW – Public Records Act

4.0 DEFINITIONS

- 4.1 “Email” is a system for sending and receiving messages distributed by electronic means from one computer user to one or more recipients via a computer network.
- 4.2 “Information Technology Resources” or IT Resources means hardware, software, and communications equipment including, but not limited to, personal computers, email, internet, mainframes, wide and local area networks, servers, mobile or portable computers, peripheral equipment, telephones, wireless communications, public safety radio services, facsimile machines. Also included are the following: technology facilities (including but not limited to: data centers, dedicated training facilities, and switching facilities), and other relevant hardware and software items, as well as personnel, tasked with the planning, implementation, and support of technology.
- 4.3 “Webmail or web-based email” is an email client that is implemented as a web application running on a web server. Examples of webmail software are Microsoft Outlook (Live Mail and Hotmail), Yahoo! Mail, Gmail, etc.

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 email, as a means of improving the quality of service to the citizens of Spokane, the productivity of the City workforce, and the overall cost effectiveness of City operations.

5.1.2 All records, including email messages, may be public records under Washington State's Public Disclosure Act (RCW 42.56) and the law governing preservation and destruction of public records (RCW 40.14).

5.2 Access Requirements

5.2.1 All users with a City of Spokane issued email address must use extreme caution when opening email attachments received from unknown senders, which may contain malware.

5.2.2 Those who use the City of Spokane 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 Users are prohibited from using third-party email services and storage servers such as Google, Yahoo, and MSN Hotmail, etc., to conduct City of Spokane business, to create or memorialize any binding transactions, or to store or retain email on behalf of the City of Spokane.

5.2.4 Employees should check their email regularly, respond to those messages that need to be responded to, move messages to email folders for retention if required, and delete those messages that have been read and are no longer pertinent.

5.2.5 The City of Spokane reserves the right to monitor email messages and to access employee email.

5.3 Public Records Requests

5.3.1 Electronic records, including email messages, related to the conduct of City business or transaction of public business are public records under Washington State's Public Disclosure Act (RCW 42.56) and the law governing preservation and destruction of public records (RCW 40.14).

5.3.2 The information contained in the City of Spokane's email system is the property of the City of Spokane and should be considered as information that is available to the public. Consequently, information may be "opened," "read," or "inspected" by the City of Spokane without notice and without employee permission.

5.3.3 Under the state public records law, electronic data is treated the same as paper data. Such electronic data is considered public and is 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 of Spokane is in receipt of a valid request for individual email messages, the system administrator will provide access to requested files to the City's public records officer or designees for review and any required redactions, including meta data, prior to release. If a public records request is received specifically seeking a current employee's emails, the public records officer will, if possible, provide a courtesy notification to the affected employee.

5.4 Confidentiality of Information

5.4.1 Email is not confidential and is nearly always a public record, absent an applicable exemption.

5.4.2 City of Spokane email containing confidential, sensitive or regulated data shall not be forwarded to personal email accounts.

5.5 Because email is a business communications tool, all email messages should be businesslike, professional in tone, and content. Obscene, offensive, illegal or unprofessional communication through email shall be prohibited. This includes but not limited to the following:

5.5.1 Under no circumstances will employees be permitted to use city equipment and email systems for illegal activities, profit-making ventures or political endeavors.

5.5.2 Statement(s) of a political nature.

5.5.3 Obscene, profane, abusive, or threatening language or graphic representations.

- 5.5.4 Statements or graphic representations may be constructed as harassing, discriminatory, or offensive by reference to race, national origin, gender, religion, age, disability, sexual orientation, or other legally protected status.
 - 5.5.5 The reference to or discussion of any sexual acts, sexual relationships, dates, dating, personal relationships, or sexually related graphics.
 - 5.5.6 Communications that violate the personal privacy of individuals or is disrespectful.
 - 5.5.7 Communications in furtherance of any illegal activity, including but not limited to, football pools and other forms of gambling.
 - 5.5.8 Conducting business transactions of any non-City enterprise, either profit or non-profit, or promulgating electronic literature from these activities.
- 5.6 Retention of Data
- 5.6.1 All email, with exception of legal department employees and elected officials, is retained for six (6) years. Email for a legal department employee is retained for seven (7) years. Email for an elected official is retained in perpetuity.
- 5.7 Server Implementation Requirements
- 5.7.1 To lower the chance of spoofed or modified emails from valid domains, the following shall be implemented by the City's Innovation and Technology Division:
 - a. Domain-based Message Authentication, Reporting and Conformance (DMARC) policy, and verification, starting by implementing the
 - b. Sender Policy Framework (SPF) and the
 - c. DomainKeys Identified Mail (DKIM) standards.
- 5.8 Personal Web-Based Email on City-Owned Devices
- 5.8.1 Malicious individuals often use email when trying to acquire City of Spokane customer data, non-public information and data, or

compromise City of Spokane technology assets. Due to the significant risk email can pose to the City of Spokane, keeping personal and work email separate is essential.

5.8.2 Accessing personal email on any City of Spokane's network, computers/laptop or mobile devices shall not be permitted. Emergency exceptions allowed with supervisor approval.

5.9 Exceptions

5.9.1 Some job responsibilities within the City of Spokane may require access to the internet and the use of other email service providers. Exceptions shall be reviewed and approved by their Division Director and submitted to the IT Security Office for monitoring purposes.

5.9.2 Exceptions to section 5.5 for Spokane Police, Prosecutor's Office, Public Defenders and Muni Court staff conducting investigations as part of the job duties may require access to material that includes sexual or offensive references.

5.9.3 Promulgation of non-profit literature that benefits city staff is allowed under this policy.

6.0 RESPONSIBILITIES

6.1 The Innovation & Technology Services Division, in cooperation with the Information Security Office, shall be responsible for administering this policy.

6.2 Division Directors

6.2.1 All Division Directors are responsible to ensure that their staff are aware of this policy.

6.3 Enterprise Administrators and the IT Security Office

6.3.1 Inspection and monitoring may occur of electronic communications as necessary to comply with state and federal law and City of Spokane policies and compliance requirements.

7.0 APPENDICES

7.1 Information Security Policy

7.1.1 <https://my.spokanecity.org/opendata/documents/administrative/>

APPROVED BY:

James Richman
City Attorney
James Richman

7/10/2023
Date

David Moss
Director – Human Resources
David Moss

7/10/2023
Date

michael sloon
Acting CITO – ITSD
Michael A. Sloon

7/10/2023
Date

Garrett Jones
Acting City Administrator
Garrett Jones

7/11/2023
Date

Parks Fund



	Adopted Budget 2024	Initial Budget 2025	Initial Budget 2026
Operating Revenue			
Program Revenue	\$ 6,788,303	\$ 7,644,228	\$ 7,703,560
Operating Transfers	\$ 18,836,703	\$ 19,090,885	\$ 19,630,686
Total Operating Revenue	\$ 25,625,006	\$ 26,735,113	\$ 27,334,246
Operating Expenses			
Salaries and Wages	\$ 8,198,691	\$ 8,737,851	\$ 9,180,173
Temp/Seasonal	\$ 3,232,559	\$ 3,065,007	\$ 3,128,364
Personnel Benefits	\$ 3,139,532	\$ 3,318,916	\$ 3,450,598
Supplies	\$ 1,565,020	\$ 1,293,550	\$ 1,294,050
Services and Charges	\$ 5,031,168	\$ 5,656,482	\$ 5,531,332
Interfund Payments	\$ 2,529,180	\$ 2,781,861	\$ 2,860,006
Total Operating Expenses	\$ 23,696,150	\$ 24,853,667	\$ 25,444,523
Net Operating Income (Loss)	\$ 1,928,856	\$ 1,881,446	\$ 1,889,723
Other Financial Activity			
Capital Outlay	\$ 1,337,427	\$ 1,170,011	\$ 1,321,396
Transfers Out	\$ 466,429	\$ 461,435	\$ 318,327
Budget Reserve	\$ 125,000	\$ 250,000	\$ 250,000
Total Other Activity	\$ 1,928,856	\$ 1,881,446	\$ 1,889,723
Total Expenditures	\$ 25,625,006	\$ 26,735,113	\$ 27,334,246
Net Gain/(Loss)	\$ -	\$ -	\$ -

Natural Resources



	Adopted Budget 2024	Initial Budget 2025	Initial Budget 2026
Revenue			
Program Revenue	\$ 91,000	\$ 82,000	\$ 82,000
Operating Transfers	\$ 66,000	\$ 66,000	\$ 66,000
Total Revenue	\$ 157,000	\$ 148,000	\$ 148,000
Expenditures			
Salaries and Wages	\$ 647,136	\$ 729,322	\$ 766,652
Temp/Seasonal	\$ 85,839	\$ 88,582	\$ 88,582
Personnel Benefits	\$ 246,719	\$ 292,943	\$ 304,401
Supplies	\$ 35,600	\$ 35,600	\$ 35,600
Services and Charges	\$ 222,200	\$ 139,800	\$ 139,800
Interfund Payments	\$ 23,000	\$ 34,090	\$ 34,099
Subtotal Op. Expense	\$ 1,260,494	\$ 1,320,337	\$ 1,369,134
Transfers Out	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,260,494	\$ 1,320,337	\$ 1,369,134
Net Gain/(Loss)	\$ (1,103,494)	\$ (1,172,337)	\$ (1,221,134)

Riverfront Park



	Adopted Budget 2024	Initial Budget 2025	Initial Budget 2026
Revenue			
Program Revenue	\$ 4,178,000	\$ 4,669,000	\$ 4,669,000
Total Revenue	\$ 4,178,000	\$ 4,669,000	\$ 4,669,000
Expenditures			
Salaries and Wages	\$ 1,663,184	\$ 1,782,678	\$ 1,896,100
Temp/Seasonal	\$ 946,445	\$ 862,562	\$ 862,562
Personnel Benefits	\$ 722,105	\$ 725,483	\$ 756,825
Supplies	\$ 610,500	\$ 552,000	\$ 552,000
Services and Charges	\$ 1,301,275	\$ 1,586,725	\$ 1,586,725
Interfund Payments		\$ 6,120	\$ 6,120
Subtotal Op. Expense	\$ 5,243,509	\$ 5,515,568	\$ 5,660,332
Transfers Out	\$ 285,067	\$ 280,073	\$ 163,437
Total Expenditures	\$ 5,528,576	\$ 5,795,641	\$ 5,823,769
Net Gain/(Loss)	\$ (1,350,576)	\$ (1,126,641)	\$ (1,154,769)

Recreation



	Adopted Budget 2024	Initial Budget 2025	Initial Budget 2026
Revenue			
Program Revenue	\$ 1,691,257	\$ 1,874,431	\$ 1,923,760
Total Revenue	\$ 1,691,257	\$ 1,874,431	\$ 1,923,760
Expenditures			
Salaries and Wages	\$ 809,062	\$ 831,171	\$ 865,467
Temp/Seasonal	\$ 1,287,427	\$ 1,209,095	\$ 1,272,452
Personnel Benefits	\$ 390,572	\$ 386,754	\$ 402,359
Supplies	\$ 309,720	\$ 322,620	\$ 323,120
Services and Charges	\$ 1,328,016	\$ 1,503,353	\$ 1,494,553
Interfund Payments	\$ 16,950	\$ 16,950	\$ 16,950
Subtotal Op. Expense	\$ 4,141,747	\$ 4,269,943	\$ 4,374,901
Transfers Out	127,568	127,568	127,568
Total Expenditures	\$ 4,269,315	\$ 4,397,511	\$ 4,502,469
Net Gain/(Loss)	\$ (2,578,058)	\$ (2,523,080)	\$ (2,578,709)

Park Operations



	Adopted Budget 2024	Initial Budget 2025	Initial Budget 2026
Revenue			
Program Revenue	\$ 200,430	\$ 220,430	\$ 220,430
Total Revenue	\$ 200,430	\$ 220,430	\$ 220,430
Expenditures			
Salaries and Wages	\$ 2,271,451	\$ 2,521,488	\$ 2,682,561
Temp/Seasonal	\$ 940,261	\$ 810,210	\$ 810,210
Personnel Benefits	\$ 940,261	\$ 974,410	\$ 1,018,294
Supplies	\$ 190,800	\$ 165,830	\$ 165,830
Services and Charges	\$ 1,174,884	\$ 1,257,734	\$ 1,257,734
Interfund Payments	\$ -	\$ -	\$ -
Subtotal Op. Expense	\$ 5,517,657	\$ 5,729,672	\$ 5,934,629
Transfers Out	\$ -	\$ -	\$ -
Total Expenditures	\$ 5,517,657	\$ 5,729,672	\$ 5,934,629
Net Gain/(Loss)	\$ (5,317,227)	\$ (5,509,242)	\$ (5,714,199)

Administration

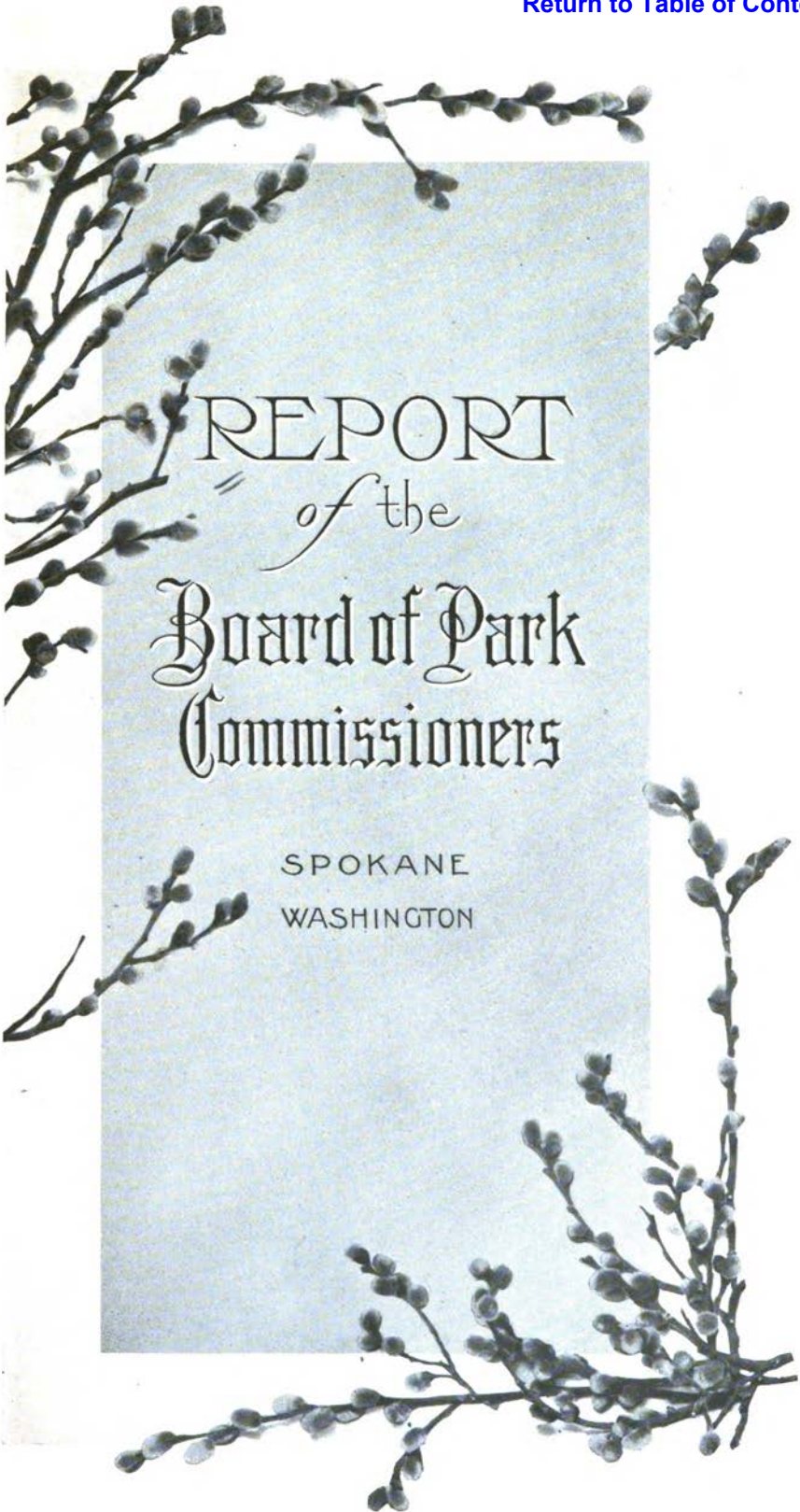


	Adopted Budget 2024	Initial Budget 2025	Initial Budget 2026
Revenue			
Program Revenue	\$ 617,616	\$ 775,367	\$ 790,370
Operating Transfers	\$ 18,770,703	\$ 19,090,885	\$ 19,630,686
Total Revenue	\$ 19,388,319	\$ 19,866,252	\$ 20,421,056
Expenditures			
Salaries and Wages	\$ 2,674,644	\$ 2,873,190	\$ 2,969,393
Temp/Seasonal	\$ 70,610	\$ 94,558	\$ 94,558
Personnel Benefits	\$ 839,875	\$ 939,329	\$ 968,716
Supplies	\$ 418,400	\$ 217,500	\$ 217,500
Services and Charges	\$ 994,693	\$ 1,178,870	\$ 1,059,120
Interfund Services	\$ 2,489,230	\$ 2,724,981	\$ 2,803,126
Subtotal Op. Expense	\$ 7,487,452	\$ 8,028,428	\$ 8,112,413
Transfers Out/Capital Outlay	\$ 1,605,912	\$ 1,473,805	\$ 1,598,718
Total Expenditures	\$ 9,093,364	\$ 9,502,233	\$ 9,711,131
Net Gain/(Loss)	\$ 10,294,955	\$ 10,364,019	\$ 10,709,925

Golf Fund



	Adopted Budget 2024	Initial Budget 2025	Initial Budget 2026
Revenue			
Program Revenue	\$ 5,374,077	\$ 5,930,281	\$ 5,842,101
Pre-Sale Revenue			
Facility Improvement Fee	\$ -	\$ -	\$ -
Other Transfers-In	\$ -	\$ -	\$ -
Total Revenue	\$ 5,374,077	\$ 5,930,281	\$ 5,842,101
Expenditures			
Salaries and Wages	\$ 1,127,824	\$ 1,263,109	\$ 1,331,417
Temp/Seasonal	\$ 651,762	\$ 722,232	\$ 742,629
Personnel Benefits	\$ 467,123	\$ 503,997	\$ 524,922
Supplies	\$ 531,900	\$ 561,900	\$ 594,493
Services and Charges	\$ 1,435,756	\$ 1,471,356	\$ 1,543,024
Interfund Payments	\$ 237,008	\$ 356,409	\$ 367,328
Subtotal Op. Expense	\$ 4,451,373	\$ 4,879,003	\$ 5,103,813
Capital Outlay	\$ 714,650	\$ 1,000,000	\$ 750,000
Transfers Out			
Total Expenditures	\$ 5,166,023	\$ 5,879,003	\$ 5,853,813
Net Gain/(Loss)	\$ 208,054	\$ 51,278	\$ (11,712)



REPORT
of the
Board of Park
Commissioners


SPOKANE
WASHINGTON

1914
1914
1914



City of Spokane from Cliff Park, Mt. Spokane in Distance



 THE first settlement was made at Spokane in 1872. The word "Spokane" means "Child of the Sun." The city was incorporated in 1881. Spokane has seven transcontinental railroads and fourteen branch lines. There are 137 miles of street railway in two systems. Area, $39\frac{1}{4}$ square miles; 62.2 miles of paved streets; 386.2 miles of graded streets; 598.5 miles of concrete sidewalks.

Fort George Wright Military Reservation, said to be the most beautiful army post in the west, contains 1,022 acres of land on a plateau overlooking the city and the Spokane River.

Spokane, with a death rate in 1912 of only 8.47 per 1,000, is the most healthful city in the world. Its elevation of 1,943 feet and admirable location between mountain ranges makes it a veritable summer and health resort.

Spokane is on the National Park Highway. It is the natural stopping place between Glacier and Yellowstone Parks and the Coast. It is the central base from which numerous trips can be made by train or by automobile over smooth-surfaced highways to hundreds of nearby lakes, streams, mountains and forests in the heart of the Summer Playground of America.

Building permits—1911, \$3,314,780; 1912, \$2,251,742; 1913, \$3,429,235.

The \$2,250,000 Davenport Hotel (just completed) is unexcelled in America.

Population—1890, 19,222; 1900, 36,842; 1910, 104,402; 1912 (government estimate), 120,994.

Spokane has 33 grade schools, two high schools, five parochial schools and four universities and colleges.

One hundred and twelve churches and ten hospitals.

Banks—Sixteen, five of which are National; bank capital total, \$4,825,000; bank deposits total, \$32,478,034; bank clearings total, (1911) \$219,937,388, (1912) \$225,436,618, (1913) \$219,265,776.

Postoffice receipts—1912, \$486,109; 1913, \$503,000.

Bridges—The Monroe Street bridge, erected in 1910-11 at a cost of \$550,000, has the largest single span of concrete in the United States; it is 281 feet between piers, the bridge proper being 780 feet long, with long approaches. The Hangman Creek bridge, built in 1913, is a similar concrete bridge, costing \$460,000.

Manufacturing—Value of output in 1912, \$50,000,000; capital invested in factories, including public service corporations, \$50,926,273; number of employes, 10,035; annual payroll, \$8,104,174; number of factories, 215.

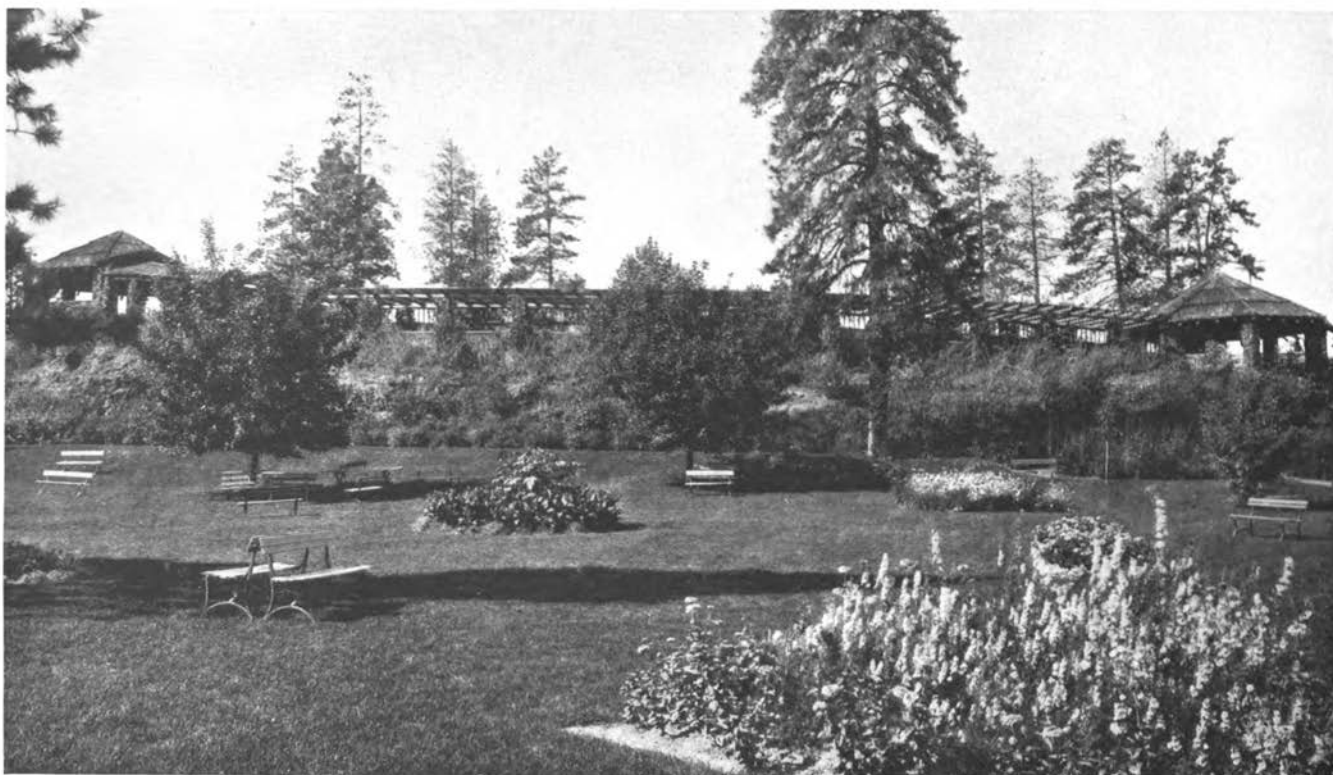
Water power—Four plants supply 146,250 horse-power from Spokane River; river has fall of 1,280 feet in a distance of 100 miles, making possible development of 400,000 electrical horse-power. The new plant under construction of the Washington Water Power Company at Long Lake has 90,000 horse-power. Estimated potential horse-power in the Inland Empire 3,000,000.

Clubs—Spokane has four large and commodious club homes: The Spokane Club, Inland Club, Spokane Amateur Athletic Club and University Club; also Masonic, Elks and Odd Fellows Temples, Pythian Castle Hall and other buildings devoted to fraternal orders.





A Glimpse of the River, Down River Park



Pergola and Summer Houses, Liberty Park



HISTORICAL



THE first public park of the City of Spokane, consisting of about ten acres, and known as Coeur d'Alene Park, was donated to the City in 1891, by A. M. Cannon and J. J. Browne, and in the same year a charter provision was adopted placing the public parks under the joint supervision of the Mayor, the President of the City Council and the City Engineer, subject to the direct authority of the City Council.

For several years thereafter, the city park area was gradually increased by voluntary donations of land, without particular reference to locality or public requirements. Under these conditions, park improvement and extension became a matter of secondary importance, proper administration was impossible, and efficiency was sacrificed to political expediency with the usual unsatisfactory results.

In 1907 the public demand for systematic direction and control of public park affairs by some authority free from political interference, led to the organization by public spirited citizens of a City Beautiful Committee under the leadership of Mr. A. L. White, a sincere advocate of civic betterment, who is now completing his seventh consecutive term as president of the Board of Park Commissioners.

The efforts of this Committee resulted in the adoption, by popular vote on May 7th, 1907, of a charter amendment placing the administration and control of all public park affairs under an independent, non-political Board of Park Commissioners of ten members, to serve without pay, with the Mayor an ex-officio member thereof, also providing for a mandatory tax levy of not less than one mill for park purposes, to be expended only upon order of the Board of Park Commissioners; and on May 14th, 1907, Mayor Floyd L. Daggett appointed the following men to serve as the first Board of Park Commissioners of the City of Spokane; A. B. Campbell, Dr. P. S. Byrne, F. E. Goodall, A. W. Jones, E. B. Hyde, J. W. Wentworth, F. P. Hogan, Chas. Liftchild, A. L. White and A. M. Winston.

From the organization of this Park Commission, dates the present park, playground, and parkway system in the City of Spokane.

Upon taking control of the Park Department June 1st, 1907, the Board of Park Commissioners took over a total park area of 173.1 acres, two-thirds of same being unimproved, also debts and obligations against the Park Department, amounting to about \$20,000.00, while the appropriation for that year had been already expended.

To provide for current park maintenance and to pay pressing claims against the Park Department, the Board of Park Commissioners requested and obtained from the City Council a temporary loan of \$12,000.00, and later was granted a park bond issue of \$100,000.00, from which this loan was repaid; also \$10,000.00 thereof being used to retire a previous park bond issue expended by preceding park administrations.

To obtain the most direct and practical results, and to secure economical expenditure of park funds by eliminating as far as possible costly errors in park planning, the Board of Park Commissioners, upon the recommendation of its President, arranged with Olmsted Bros. of Brookline, Mass., landscape architects of national reputation, for a comprehensive plan of park, playground and parkway extension and development for the City of Spokane, and such plan was prepared under the personal supervision of Mr. John C. Olmsted and his associate, Mr. J. Frederick Dawson, covering present operations and future development for many years, a complete copy of same being included in this report.

From 1907 until 1911, the systematic development of Spokane's public park system was seriously hampered by lack of money, as the park levy of one mill proved entirely inadequate for improvement and extension purposes. Under such adverse conditions, a systematic campaign was carried on by the Park Board under the direction of its President, to secure donations of public park area from the owners of large tracts of land, and by great personal effort and most careful management, the Park Board not only increased the improved public park areas, but also extended the park system by the acquisition through donation or purchase of the following new areas: Up River Tract, Hangman Park, Summit Boulevard area, Sterling Heights tract, High Bridge Park, U. S. Grant Playground, Down River Park, Audubon Playfield, Cliff Park, Hay's Park and Cannon Hill Park, a total of about 826 acres.

On December 28th, 1910, the voters of the City of Spokane adopted a new city charter providing for the Commission Form of Government, but retaining the Board of Park Commissioners as an independent body, not subject to the control of the general city administration, and in May, 1911, the citizens of Spokane further expressed their approval of the

work of their Park Commission by voting a park bond issue of One Million Dollars, to be expended by the Board of Park Commissioners for the extension and improvement of Spokane's park, playground and parkway system.

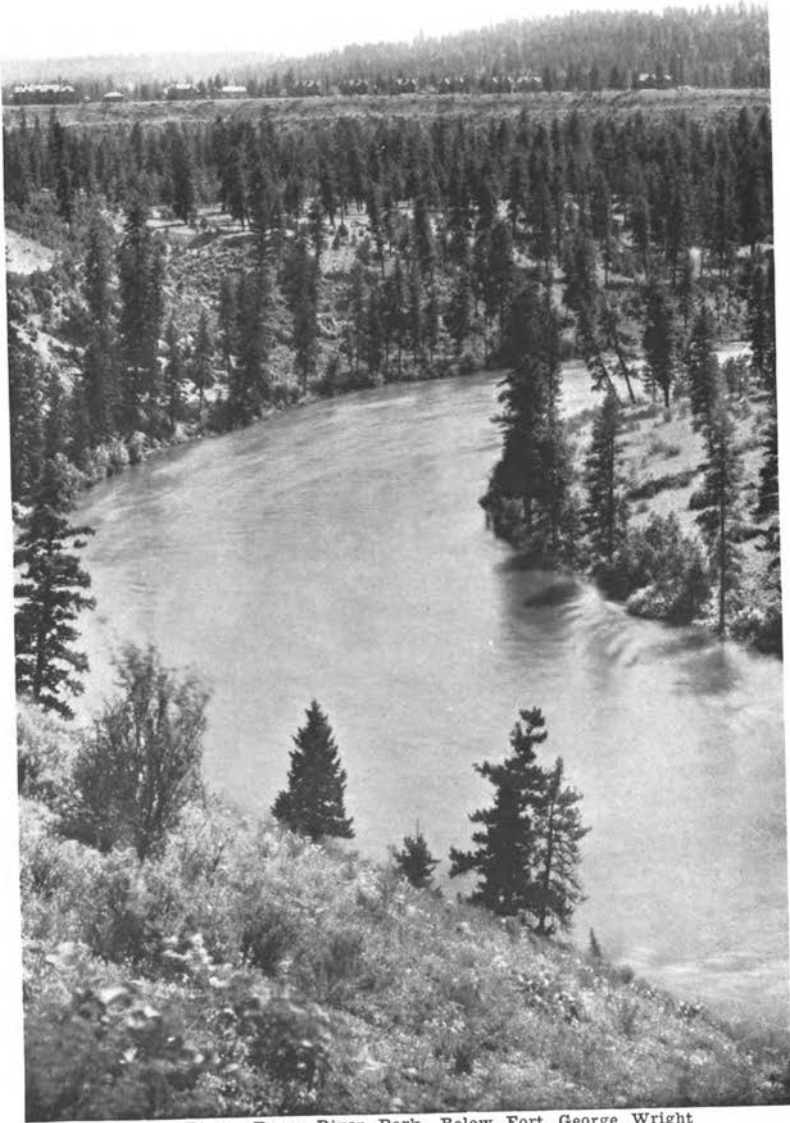
Adverse litigation reduced the amount and delayed the sale of this park bond issue for nearly a year, but in February, 1912, \$875,000.00 face value of such park bonds, bearing 4½% interest, were sold for \$888,982.50, including premium, all of which then became available for the park fund.

The Board of Park Commissioners immediately proceeded to carry out the recommendations of Olmsted Bros., and by purchase and donation have increased the public park area of Spokane from 173.1 acres to 1934 acres, as shown in the descriptive section of this report.

Improvement of our undeveloped park and playground areas will be carried forward as steadily as conditions may require and finances permit, but must necessarily be extended over a period of years, as when acquiring land, the Park Commission had in mind the future needs of our city as well as present requirements and worked with that end in view. With our present park and playground acreage now under progressive and systematic development, Spokane will become in fact as in name, the City Beautiful.



Monroe Street Bridge and Spokane Falls



The River, Down River Park, Below Fort George Wright



Article V.
of City Charter

PARKS AND PARK BOARD



SECTION 41. Park Board—How Created: A

park board is hereby created which shall consist of ten (10) 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 ten appointed members of the park board existing at the time of the adoption of this charter shall continue to serve respectively until the first Tuesday of February next preceding the expiration of their terms, as at present fixed, and until their successors are appointed. The council shall have power to remove any member for cause and to fill vacancies in the board.

Section 42. Park Board—Term of Office: The term of office of the 10 appointed members shall be 10 years, and the term of office of one member of said board shall expire each year on the first Tuesday of February at 12 o'clock noon.

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.

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 but 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 power to make by-laws and rules for the conduct of its business.

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 published in THE OFFICIAL GAZETTE.

All records, books and files of the board shall be open to public inspection.

Section 46. **Park Board—Compensation:** No member of the board, unless he be secretary, shall receive any compensation. The compensation of the secretary shall be fixed by the board.

Section 47. **Office of Park Board:** Whenever there shall be suitable accommodations in the city building the office of the park board shall be maintained therein.

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;

To lease any property under its control, not needed for

immediate improvement, for a term not to exceed three years, and to receive the rent and place the same in the park fund, to be used for park purposes.

In no case shall the expenditures 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.

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.

Section 50. Annual Levy for Support of Parks: In order to maintain the parks and park system, and to provide for the expenses authorized by this article; the council shall levy each year and cause to be collected a tax of not less than ten cents upon each one hundred dollars of value of all the property within the city taxable for municipal purposes.

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 commissioner of finance. Said moneys shall be paid out by the treasurer upon warrants signed by the auditor.

Board of Park Commissioners**1907-1912**

A. B. Campbell	1907-1909
P. S. Byrne	1907-1912
F. E. Goodall	1907-1912
A. W. Jones	1907-1910
E. B. Hyde	1907-1908
J. W. Wentworth	1907-1908
F. P. Hogan	1907-1912
Chas. Liftchild	1907-1908
A. L. White	1907-
A. M. Winston	1907-1910
Mayor C. H. Moore, ex-officio	1907-1909
G. A. Sonnemann	1908-
L. M. Davenport	1908-
D. H. Dwight	1908-1911
Mayor N. S. Pratt, ex-officio	1909-1911
W. J. C. Wakefield	1909-
W. J. Sullivan	1910-
A. J. Wilson	1910-
Albert Held	1911-
J. M. Geraghty	1912-
L. R. Hamblen	1912-
J. R. Morford	1912-
Commissioner C. M. Fassett, ex-officio	1911-

Board of Park Commissioners**1912-1913**

A. L. WHITE	President
W. J. C. WAKEFIELD, Vice-President	
A. L. White	Term Expires 1915
J. R. Morford	Term Expires 1916
J. M. Geraghty	Term Expires 1917
Geo. A. Sonnemann	Term Expires 1918
L. R. Hamblen	Term Expires 1919
L. M. Davenport	Term Expires 1920
Albert Held	Term Expires 1921
A. J. Wilson	Term Expires 1922
W. J. C. Wakefield	Term Expires 1923
W. J. Sullivan	Term Expires 1924
Commissioner C. M. Fassett, ex-officio.	
H. J. GIBBON, Secretary.	

Standing Committees 1912-1913

Ways and Means—Held, Morford, Hamblen.
 Press and Publication—Sullivan, Held, Davenport.
 Privileges and Entertainments—Morford, Held, Geraghty.
 Law and Legislation—Geraghty, Sullivan, Wakefield.
 Finance—Fassett, Wilson, Geraghty.
 Location, Designation and Acquisition of Grounds—
 Wakefield, Fassett, Davenport.
 Improvements—Sonnemann, Wilson, Held.
 Playgrounds—Hamblen, Sonnemann, Wakefield.
 Forestry—Wilson, Morford, Geraghty.

Department Officers

John W. Duncan Superintendent of Parks
 B. A. Clark Supervisor of Playgrounds
 R. J. Clarke Park Engineer



Native Sweat Cabinet, Indian Canyon Park



Winter Scene, Lincoln Park



President's Report



O the Honorable Board of Park Commissioners of the City of Spokane:

In submitting herewith the detailed reports of the Secretary, Superintendent of Parks and Supervisor of Playgrounds covering the entire period of park and playground development in the City of Spokane, I recommend that we issue with these as our first published report, a brief historical sketch of our park and playground development from its beginning to date, with maps, photographs, also the Special Report of Olmsted Bros. under which we have been working, and the names of all donors of park lands and other gifts, and members of the Board of Park Commissioners from date of organization.

The policy of this Board during the first six years of its existence, has been to acquire the land for the establishment of a modern park and playground system in accordance with the general recommendations of the Olmsted Report, while such land could be acquired at a low price and before the desirable sites should be rendered unavailable by the cutting down of the natural growth of trees and shrubbery, and the extension of the city streets and construction of buildings.

Land acquisitions having been practically completed, the Park Commission is now entering upon a period of construction and development, and I feel that now the Olmsted report should be published in the interest of the proper development of this city, as heretofore only such portions of the report have been made public which did not definitely locate the proposed land purchases, in order to avoid the large increase in prices which would naturally result if the exact areas were made known in advance.

I shall not make extended recommendations, as the Secretary has furnished us with detailed statements of our financial transactions, and the reports of the Superintendent of Parks and Supervisor of Playgrounds are clear and compre-

hensive. These statements and reports fully set forth the past operations of the Park Commission, and the recommendations indicate the line of our future development, all of which should receive the careful consideration of our citizens.

I desire at this time especially to recommend the early completion of the public bath house at Sinto triangle swimming pools, the construction of a boat float and pavilion at the lake in Up River Park and the purchase of boats for use thereon, so that the bathing and boating facilities may be made available to the public as soon as possible.

I further recommend the construction of a bridge across the Spokane River at some point between the Monroe street bridge and the Bowl and Pitcher, so as to make available to the public a driveway down the east bank of the Spokane River, crossing on such bridge and returning on the west side. This would be of great advantage to many residents on both the north and south sides of the river who at present have no means of crossing between the Monroe street and the Seven-Mile bridges, and I believe that such arrangement could readily be worked out by co-operation between the County and City authorities.

When this Board of Park Commissioners took over the operation and control of our public park system, Spokane ranked thirty-third in extent of park area as compared with other American cities, while at the present time Spokane is one of the leading cities in park and playground extension work, and is so recognized by other municipalities.

New park areas have been acquired by the Park Commission at a much less cost than shown by other cities of similar or greater population. This is due in large part to the donations of land which have been secured by the Park Commission, and the names of the donors and land donated is shown in the descriptive section of this Report as an expression of appreciation by the Park Commission of the public spirit evidenced by such donations.

In conclusion I desire to express my sincere thanks for the earnest support and co-operation I have always received from my fellow members of this Board, and to record my appreciation of their regular attendance at our many Board meetings. often, I am sure, at much personal inconvenience to the busy men who constitute the Board of Park Commissioners of the City of Spokane.



President.



Review Rock, Cliff Park



Lavatory Building, Cliff Park



Down River Park, from Elliott Drive



Superintendent's Report

Spokane, Washington, December 31, 1913.
Honorable Board of Park Commissioners,
Spokane, Washington.

ENTLEMEN: In presenting to you a report of the work of the department, I have made a general review of the condition of the parks and playgrounds as they are at the present time.

During the past three, and especially the last two years, the maintenance has been kept at an excellent standard and extensive improvements undertaken. These improvements have been the building of drives, greenhouses and flower gardens in Manito Park; the grading, planting and completion of Cannon Hill Park; the grading, building walks, planting and completion of Cliff Park; the grading and planting around the City Reservoir at Ninth Avenue and Pine Street; the remodeling and planting of the slopes at Liberty Park; the grading and planting of the Interstate Fair Grounds; the remodeling and planting of Corbin Park; the grading and planting of Hay's Park; the grading and planting of Audubon Park; the grading and planting at Franklin Park; the grading and planting at Lincoln Park; the grading and planting at Minnehaha Park; the grading, planting, laying out walks, lake and tennis courts at Mission Park; the installing of tennis courts at Coeur d'Alene Park, and the grading of the drives in Down River Park, Indian Canyon Park, Palisades Park and High Drive Parkway.

In the playgrounds, all of the improvements have been done during the past year. They consist of the grading, planting and installing tennis courts, ball field shelter and gymnasium apparatus at U. S. Grant Playground; the grading, seeding and installing tennis courts, shelter, wading pool, gymnasium apparatus and ball fields at A. M. Cannon Playground; the installing gymnasium apparatus at Glass Playground; the grading and installing ball field, swings and teeters at Ruth Playground; the grading and laying out of ball fields, tennis courts and installing gymnasium apparatus at the Interstate Fair Grounds; the grading, laying out ball field, building bowling green, tennis courts and installing gymnasium apparatus at the south end of Manito Park; the laying out of ball fields

at Underhill Playfield; the grading of the Stadium site and building of bleachers around the same; the grading, building of wall along the river bank, installing gymnasium apparatus, building wading pool and swimming pool and handball court at Sinto Triangle.

AUDUBON PARK: Northwest Boulevard, Between Milton and B Streets. Donated by John A. Finch and F. P. Hogan. 31.2 Acres.

This park, about half of which is improved, is largely covered with a natural growth of pine trees, and has a fine park-like appearance.

The trees and shrubbery planted in the west end two years ago have made an excellent growth and add greatly to the features of the park. A ball field has been graded near the northerly end of the park.

AUDUBON PLAYGROUND: Northwest Boulevard, Between Elm and Cannon Streets. Purchased. 6.67 Acres.

On this tract no improvements have been made, as all of the property in the block has not yet been acquired. This will make a good location for a playground, being in a thickly-populated district.

BYRNE PARK: Walton Avenue, Between Lidgerwood and Mayfield Streets. Donated by Dr. P. S. Byrne and John H. Lidgerwood. 3 Acres.

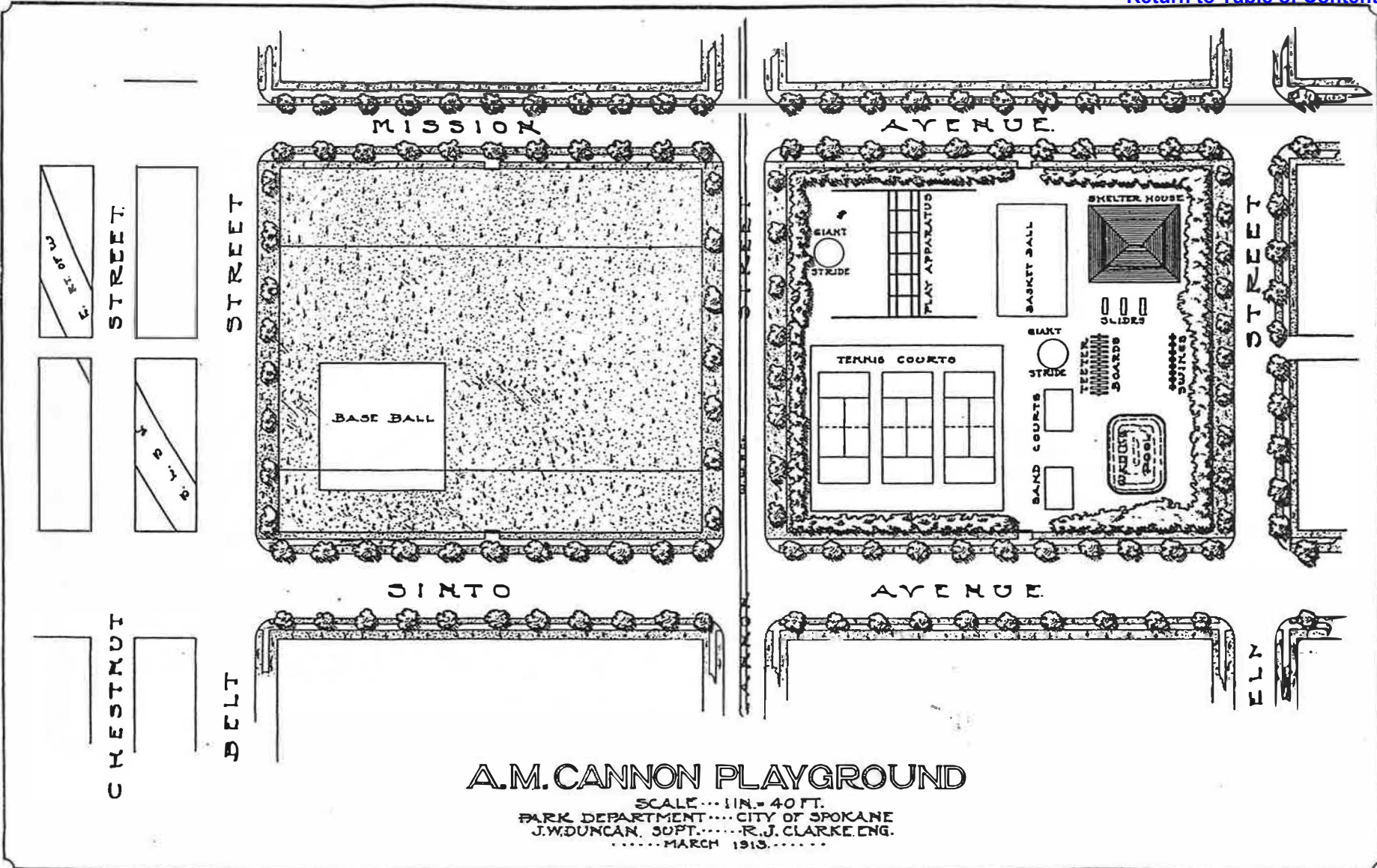
This park contains one city block, and is situated in the Lidgerwood District.

It is covered with a natural growth of pine trees. Quite a little planting of shrubbery and trees was done around the borders last year, so that it is one of the fine small picnic or neighborhood parks.

A. M. CANNON PLAYGROUND: Mission Avenue, Between Elm and Belt Streets. Purchased. 3.52 Acres.

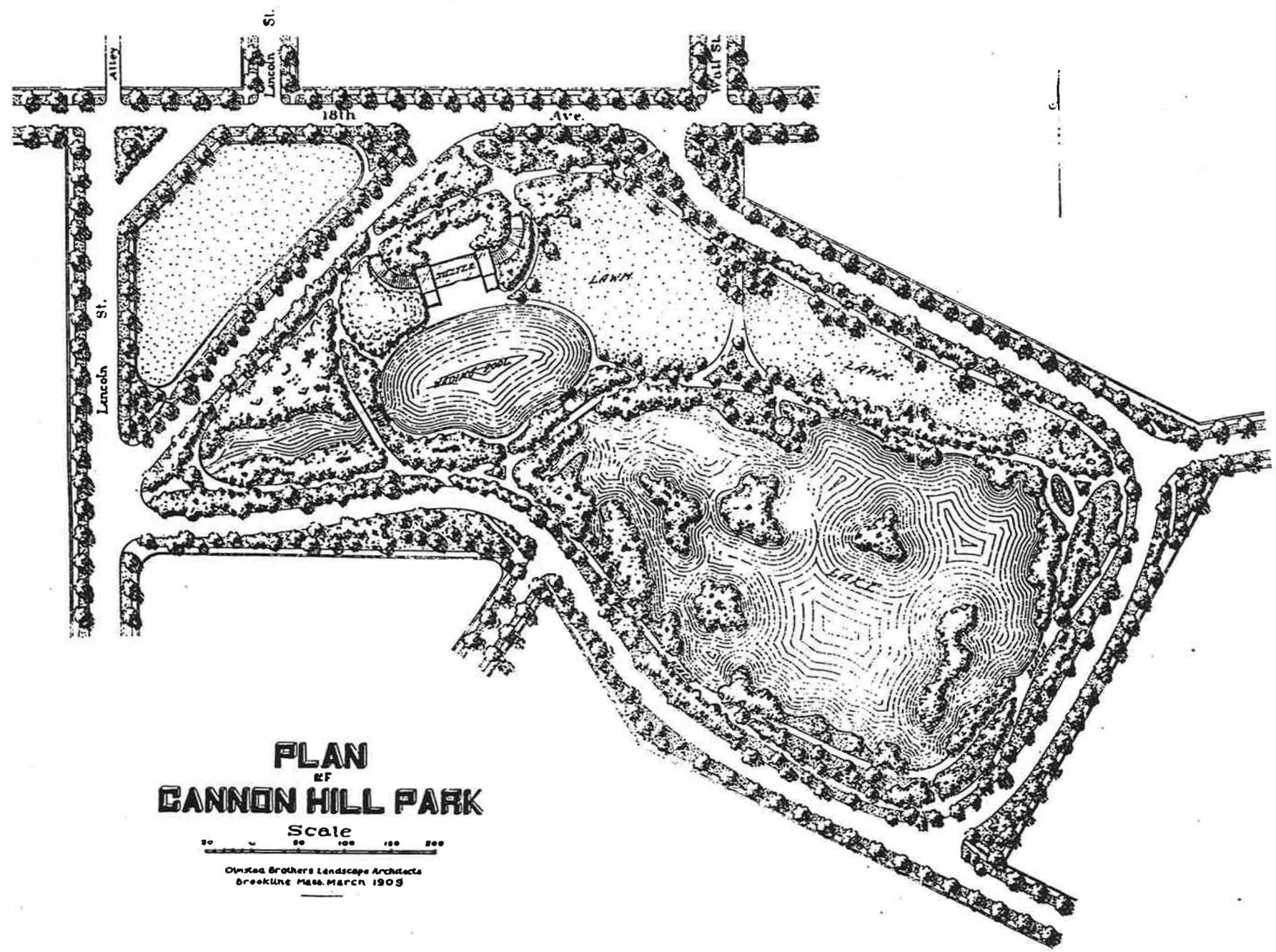
This is one of our most complete playgrounds. It consists of two city blocks, which were graded in the fall of 1912. The playground has now a complete equipment of swings, slides, teeters, ladders, etc. There are three tennis courts, which are much used, and a wading pool and sand boxes for the smaller children.

A shelter building for dances and other games out of the hot sun has been erected, and the house on the northeast corner of the property has been fitted up with toilets and shower bath, and a large room for games during stormy weather.

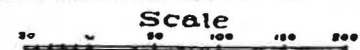


A.M. CANNON PLAYGROUND

SCALE ... 1 IN. = 40 FT.
 PARK DEPARTMENT ... CITY OF SPOKANE
 J.W. DUNCAN, SUPT. ... R.J. CLARKE, ENG.
 ... MARCH 1913 ...



PLAN
OF
CANNON HILL PARK



Olmsted Brothers Landscape Architects
Brookline Mass. March 1903

The block west of Cannon Street is used exclusively for baseball, football and other strenuous games.

CANNON HILL PARK: Lincoln Street, Between Eighteenth and Shoshone Avenue. Donated by The Adams Investment Co. and the Cannon Hill Company. 13.11 Acres.

This is a fine little neighborhood park, in the Cannon Hill District of the city, the improvement work being practically all done within the past two seasons. With the macadamizing of the drives, the improvement of this park will be complete, and, as it contains some fine water features and is planted to a large variety of trees and shrubs, it will, in two or three years' time, be one of the most picturesque small parks of the system.

CLIFF PARK: Thirteenth Avenue, Between Stevens and Grove Streets. Donated by the Cook-Clarke Co. 4.48 Acres.

This park is located on a rocky bluff, overlooking the city. With the work of grading and the planting of many thousands of trees and shrubs, with stretches of lawn intermingled among its natural rocks, the neighborhood is given a small park of most unusual natural beauty.

COEUR D'ALENE PARK: Second Avenue, Between Chestnut and Sprague Streets. Donated by J. J. Browne and A. M. Cannon. 10.4 Acres.

This park is the oldest park in the city. It contains many fine species of deciduous trees, besides a natural growth of pine trees.

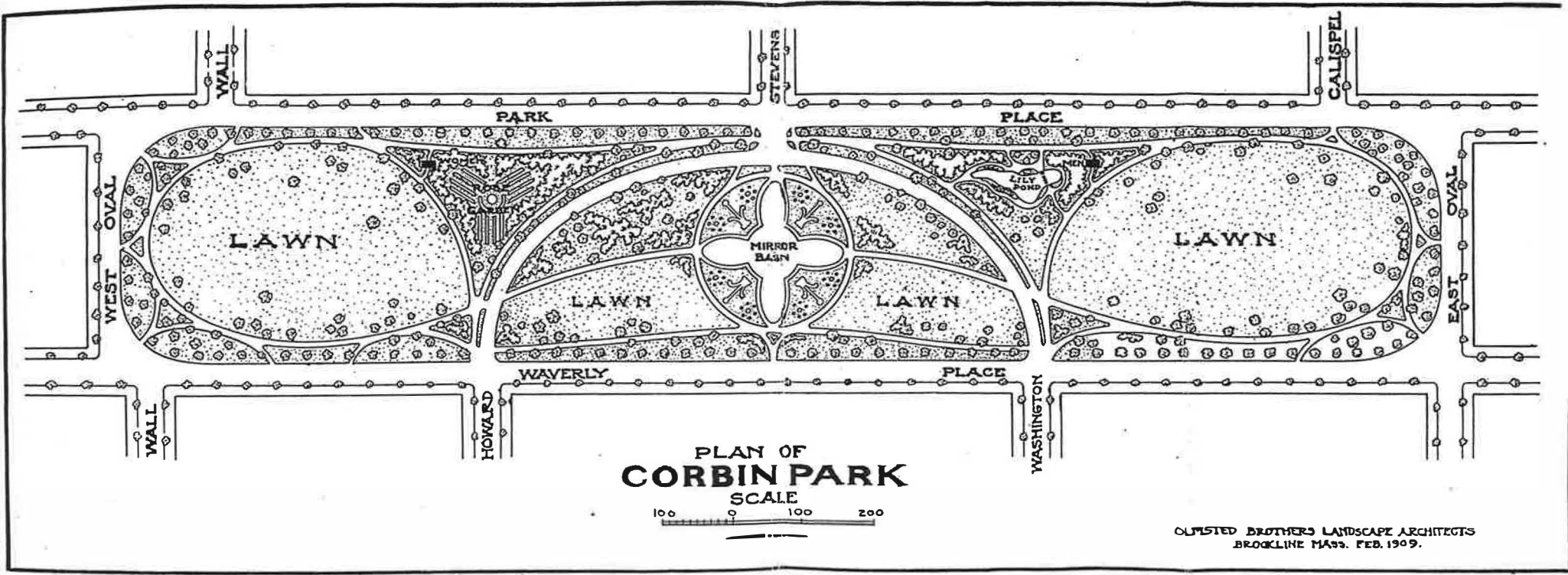
A much-needed improvement is the renovating of the lawns and the seeding of the driveways, which are now discontinued. Two tennis courts have been established and these are much used by the younger people of the neighborhood.

CORBIN PARK: Waverly Place, Between East and West Oval Streets. Donated by D. C. Corbin. 11.5 Acres.

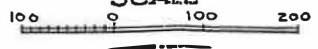
This park is one of the older parks of the city. Much work was done during the past two seasons in the improvement of walks and drives and planting a great number of shrubs, a feature which formerly was lacking in almost all of the parks. With two seasons' growth, this has made Corbin Park one of the beauty spots of the city. Two tennis courts have been installed and they are continually in use by devotees of this popular game.



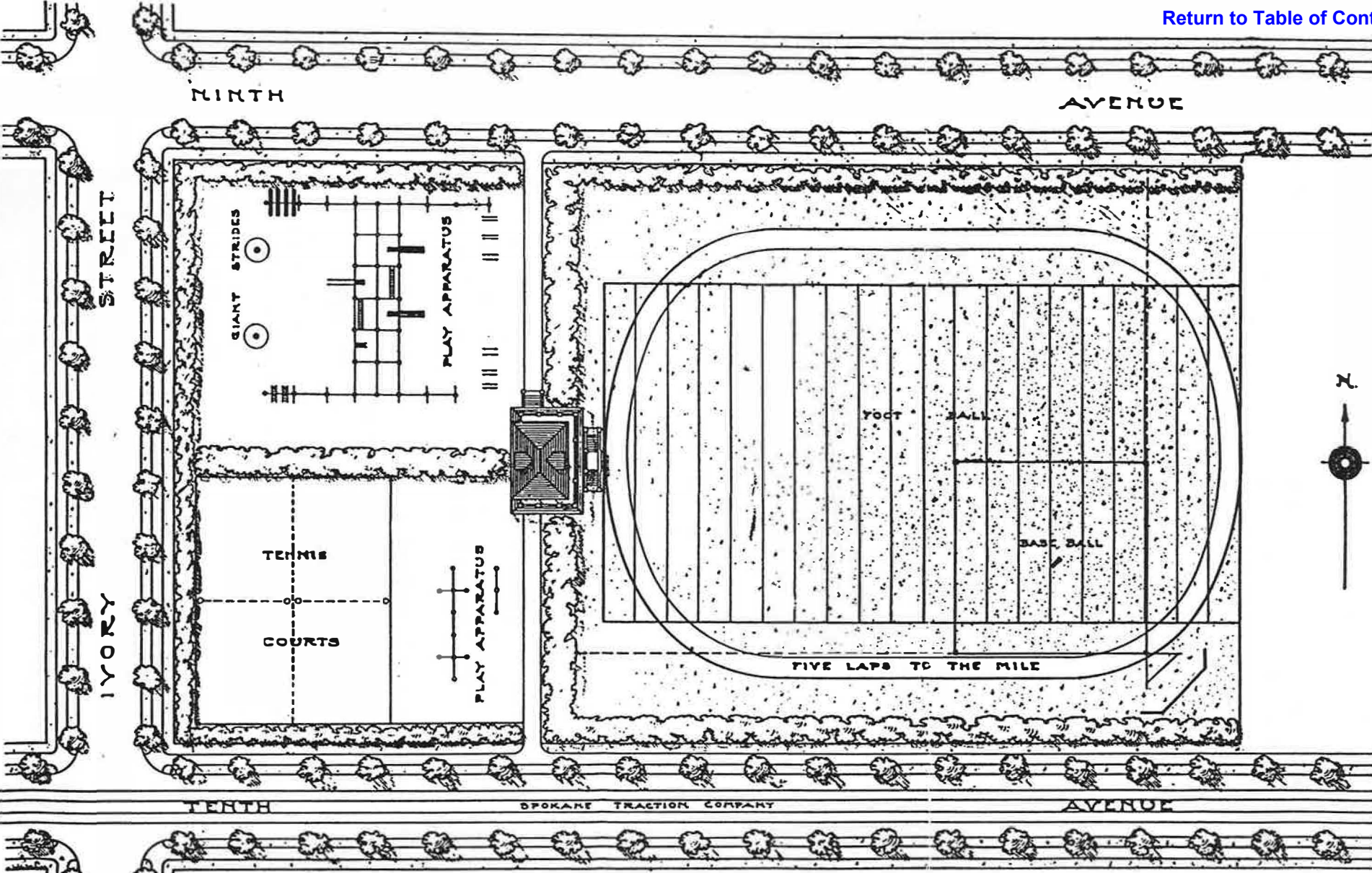
Among the Pines, Down River Park



PLAN OF
CORBIN PARK
SCALE



OLUFSTED BROTHERS LANDSCAPE ARCHITECTS
BROOKLINE MASS. FEB. 1909.



U.S. GRANT PLAYGROUND

SCALE: 1 IN. = 30 FT.
 PARK DEPARTMENT + CITY OF SPOKANE
 J.W. DURGAN, SUPT. + R.J. CLARKE, ENG.
 MARCH 20, 1913

B-1

B-1

COWLEY PLAYGROUND: Division Street, Between Sixth and Seventh Avenue. Purchased. 2 Acres.

This tract is located within walking distance of the center of the city.

It has natural water features, which are peculiarly adapted to the establishment of an aquarium, and is suitably located for a small neighborhood park and playground in the apartment-house district of the city. Swings and teeters have been installed for the use of small children.

DOWN RIVER PARK: From Summit Boulevard and Mission Avenue Northerly Along River Bank to Euclid Avenue. 128.79 Acres Purchased, 35.7 Acres Donated by O.-W. R. & N. Co. Total 164.49 Acres.

This tract stretches along the banks of the river a distance of two and one-half miles.

It is largely covered with a natural growth of large pine trees, and is one of the ideal picnic parks of the system.

The only improvements made have been the grading of a driveway, connecting with the Northwest Boulevard, and stretching along the banks of the river for about two miles.

The recent donation of 35 acres by the O.-W. R. & N. Co. lies south of the gulch leading from the Northwest Boulevard to the river, and as it contains some of the finest of our river banks, it is one of the most valuable additions to the park system.

The Down River Drive should be continued south as far as Natatorium Park, where a connection may be made with Summit Boulevard at Boone Avenue.

ELLIOTT DRIVE: From Indian Canyon Road Northerly, Through Fort George Wright Reservation to River. Donated by the Northern Pacific Ry. Co. 55 Acres.

This tract extends from the Down River Park through the Fort George Wright Military Reserve, and, winding through Indian Canyon, terminates at the State Road, near Garden Springs.

At the present time the rough grading has been done, making it a connecting driveway. It passes through some excellent scenery, and is a fine connecting link for the parks in the western part of the city.

The most needed improvement is the erection of a bridge to connect the east end, across the river, with the driveway in the Down River Park.



Lavatory Building, Franklin Park



Tool House and Work Room, Manito Park

**FAIR-GROUNDS—East Riverside Avenue and Lacey Street.
Leased 10 Years. 51.56 Acres.**

The Fair-grounds has been leased by this department from the Interstate Fair Association.

A section of the ground was improved last year, and the field inside of the race track now presents ideal conditions for athletic events.

A children's playground, with a fine line of apparatus, such as swings, trapeze, flying rings, horizontal ladders, horizontal bars, slides, etc., for the larger; and swings, teeters, etc., for the smaller children, was erected.

Three tennis courts were also made in connection with the playground. There are also four baseball diamonds and ample room for football and other such games.

FRANKLIN PARK: Division Street, Between Queen and Nebraska Avenues. Purchased. 45.83 Acres.

This tract, recently acquired, is situated in the north central part of the city, and is a beautiful piece of natural woodland.

The improvements so far have been the building of two baseball fields and two tennis courts. A drive has been built around it near the outlying borders, and a section along Division Street seeded to lawn.

A toilet building has been erected, and a lot of shrubs and trees will be planted this season. Some playground apparatus and a wading pool would add greatly to the usefulness of the park.

GARDEN SPRINGS PARK—Spring Street, Between "H" and Twelfth Streets. Purchased. 35.11 Acres.

This is one of the recently acquired tracts, and on account of its water features, having a continuous stream passing through a grove of natural deciduous trees and shrubs, an opportunity is given for such improvement that will make this tract entirely different from any other park in the system.

Only cleaning up and clearing out of dead trees and shrubs has so far been done. Plans are being prepared for improvements which will include quite a lake, thus taking advantage of the abundant water supply from the springs in the upper end of the park.

U. S. GRANT PLAYGROUND: Ivory Street, Between Ninth and Tenth Avenues. Purchased. 2.97 Acres.

U. S. Grant Playground is located in the Liberty Park District, near the Grant School.

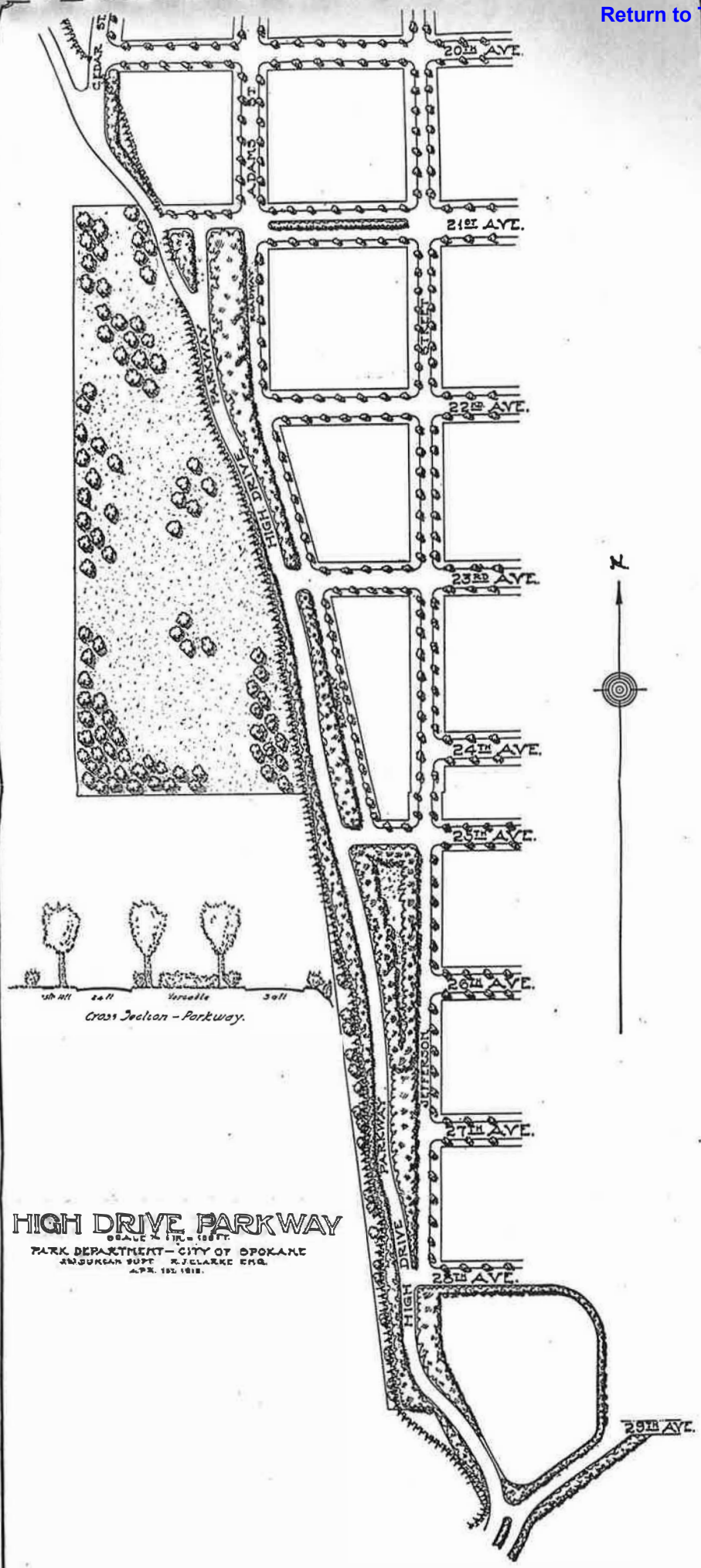
All of the improvements were made during the past season, the playground being all graded and apparatus installed.



Flower Garden, Hay's Park



Wading Pool, Liberty Park



HIGH DRIVE PARKWAY

SCALE 1/4" = 100 FT.
PARK DEPARTMENT - CITY OF SPOKANE
ANDRUSKIN SUPT. R. CLARKE ENG.
APR. 1921

The playground, which is our most complete, consists of a large field for ball and football games, tennis courts and gymnasium apparatus, such as swings, trapeze, flying rings, horizontal ladders, horizontal bars, slides, etc., for the larger; and a lot of swings, teeters, etc., for the smaller children.

A small toilet building has been built and a shelter for the use of the children at their games, and dances during the hot weather.

A regular field house or playground building should be built here.

GLASS PARK: Heroy Avenue, Between Cincinnati and Standard Streets. Donated by John H. Lidgerwood and Dr. P. S. Byrne. 3 Acres.

This park contains one city block, and is situated in the Lidgerwood District of the city.

It is well covered with a natural growth of trees, which makes it a fine breathing spot for that district.

Playground apparatus has been erected, making it an ideal park-playground. It has been very popular the past season, and some additions will be made for next season, such as a wading pool and tennis court.

HANGMAN PARK: Grand Avenue, South of City Limits. Purchased. 294.4 Acres.

At the present time no improvements whatever have been made on this tract. It lies in the southern part of the city, and is well located for a large park for the outlying district of the city. Lying within the same district are 80 acres belonging to the School Department, where the Parental School is located.

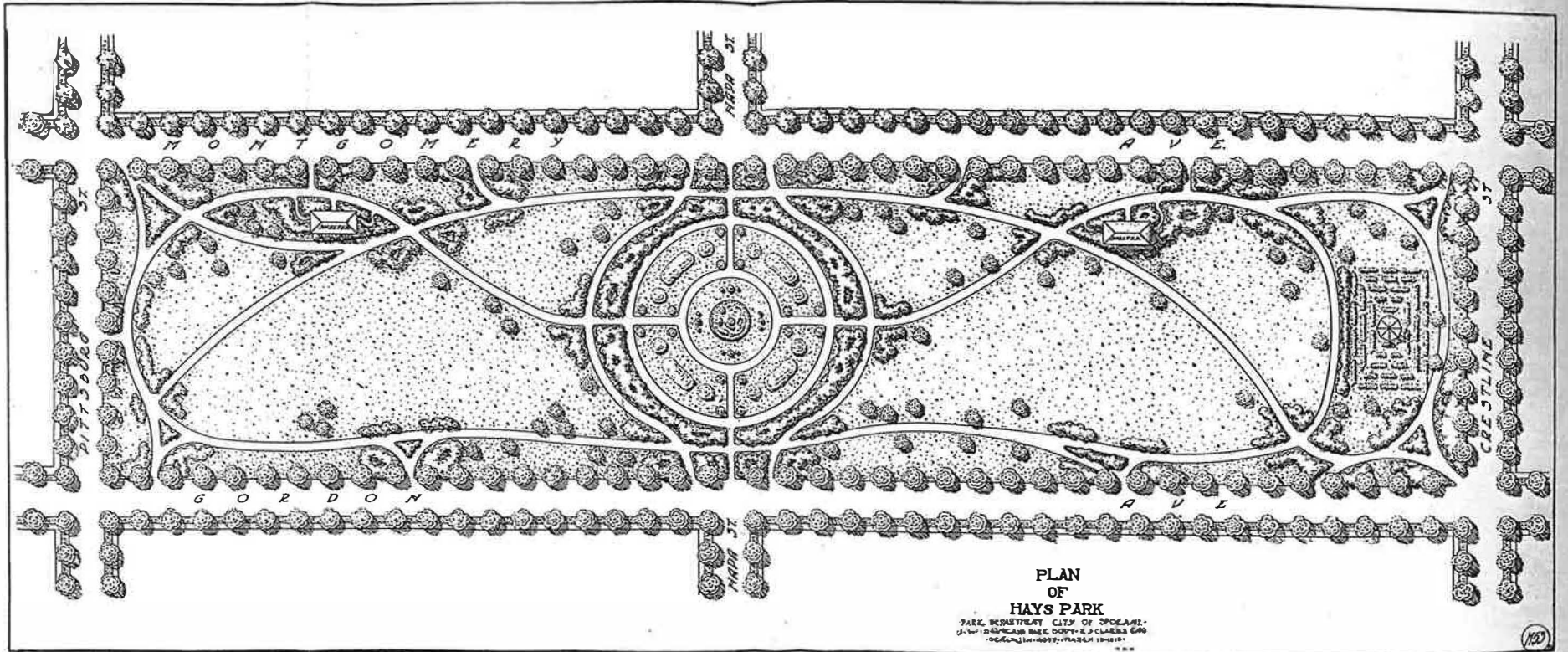
HAY'S PARK: Providence Avenue, Between Crestline and Pittsburg Streets. Donated by The Big Bend Land Co. 7.83 Acres.

Hay's Park, located in the Hay's Park District of the city, was improved two years ago and now the trees and shrubs that were planted have had two seasons' fine growth, so that this park is already one of the fine neighborhood parks.

Two toilet buildings were erected last season, and there is a beautiful rose garden in the east end of the park, which contains many of the finer varieties of both bush and climbing roses.



Native Philadelphus, Indian Canyon Park



HIGH BRIDGE PARK: Coeur d'Alene Street, Between "A" Street and Tenth Avenue. Purchased and Donated by John A. Finch, F. J. Whaley, W. H. Cowles, C. M. Fassett, Patrick Welch, Albert Held, John M. Semple, Fred B. Grinnell, W. H. Merriam, W. C. Ufford and the Washington State Realty Company. 53.18 Acres.

This tract is practically unimproved, but with the building of several dams across the creek, a succession of lakes would be made, extending as far south as Tenth Avenue, under the beautiful new concrete bridge at Sixth Avenue. This will make an ideal boating and canoeing place in summer, and in winter an unsurpassed location for skating and other ice sports.

A connection should be made at the south end with the Woodland Parkway.

The improvements done have been the grading and planting of that section along Coeur d'Alene Street, and the making of a connecting trail to the lower level.

HIGH DRIVE PARKWAY: Twenty-first Avenue and Jefferson, South to Harlan Boulevard. 18.7 Acres Purchased, 93.7 Acres Donated by Boulevard Company, Home Securities Co., Cowles Improvement Co. and J. W. Hays.

High Drive Parkway is a picturesque driveway lying on the high bluff in the southwest portion of the city, overlooking the Latah Creek valley, and with its extension around the bluff, connecting with the Latah tract, it will be one of the most sightly driveways of the system.

INDIAN CANYON PARK: West of City, Opposite Riverside Avenue. 36 Acres Purchased, 76.2 Acres Donated by Col. I. N. Peyton Estate. Total Acreage, 112.2.

Located opposite the center of the city, immediately west of the city limits, Indian Canyon is the most naturally picturesque park in the system. It is all within the three-and-a-half-mile circle, and connects on the north with Palisades Park, while the southern extremity will be connected with the Garden Springs Park by the Indian Canyon Drive, formerly part of the old Seattle, Lake Shore & Eastern Railway.

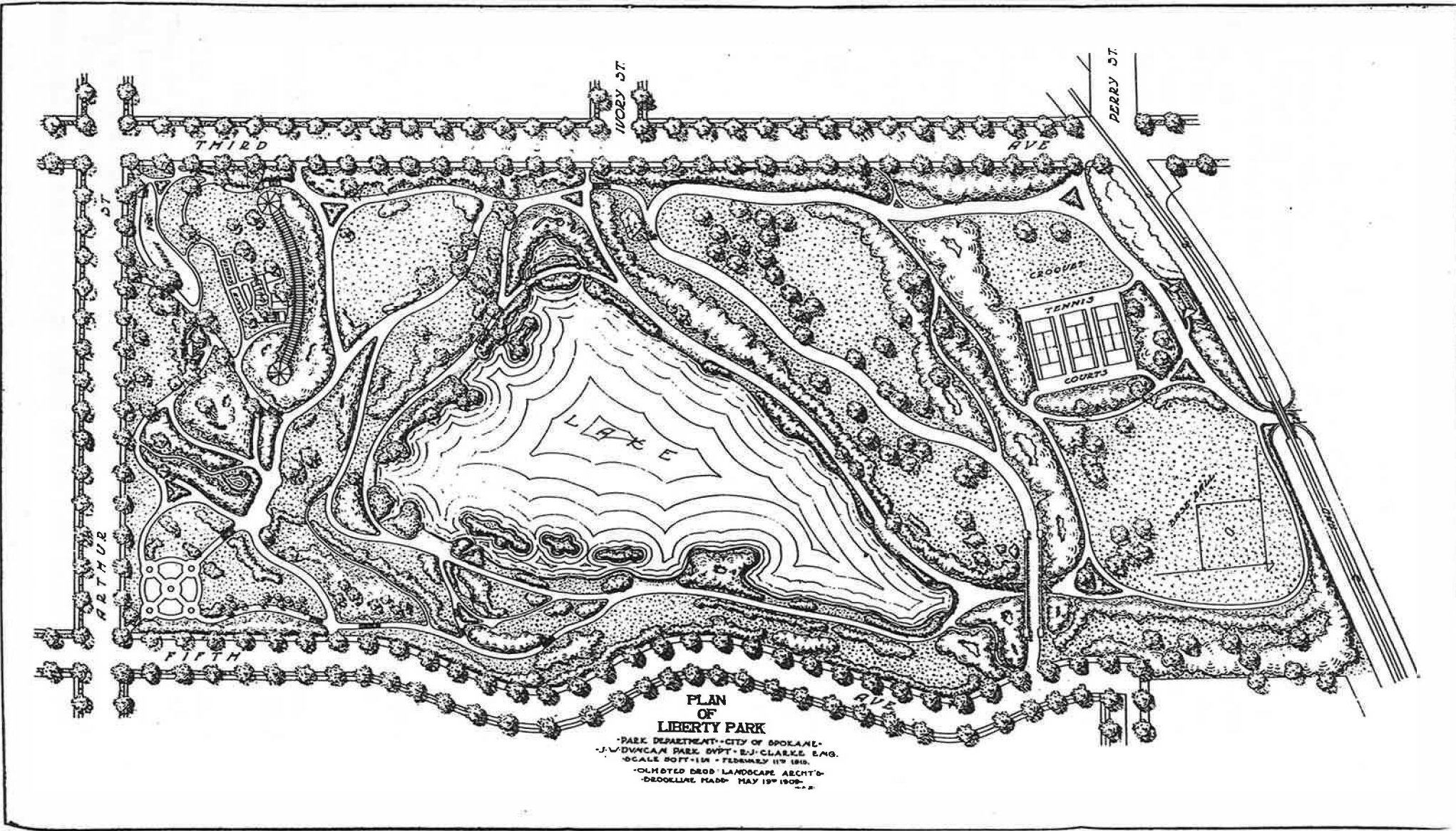
The most imposing feature of the park is the canyon from which the name is derived; this canyon, beginning with the gulch near the Junction of Latah Creek and the Spokane River, runs westerly for about a mile, through a wealth of native syringas and other wild shrubbery and an abundance of majestic Douglas firs, the largest now left within a few miles of the city, until the deepest gorge of the canyon is reached and the picturesque little waterfall appears.



The Falls, Indian Canyon Park



Gulch, Indian Canyon Park



The majestic cliffs which rise on either side of the gorge at this point present one of the most interesting examples of lava overflow in the neighborhood of Spokane.

The improvements of the park so far have been the grading of a roadway connecting with the Lawton county road, at the southerly end of the park, through the easterly side to near the center of the park, above the falls, and connecting with the County road, which runs through the easterly end of the park from near the end of Pacific Avenue.

A lot of planting of trees and shrubs has also been done to replace the natural growth on the canyon slopes on the Sattenberg property, a small portion which, unfortunately, has been denuded of its natural beauties by having the trees all removed.

A large portion of the park, which was donated by the Colonel I. N. Peyton Estate, is covered with a fine natural tree growth, and the rugged cliffs on the western boundary add to the fine natural grandeur, which continues northward under the Rim Rock Drive and through Palisades Park.

What will constitute the eastern end of the park is not yet in the possession of the Department, although the Ontario Land Company, the owners, have promised to donate that portion as shown by the maps of this Department.

LIBERTY PARK: Third Avenue, Between Arthur and Perry Streets. Donated by F. Lewis Clark. 19.61 Acres.

This park is at the present time the most nearly completed natural park in the system.

A great deal of improvement work was done during the past year in the way of covering the slopes, both in the northern and southern sections, with dirt and planting same with trees and shrubbery. Walks were graded around the lake and the bank along Third Avenue improved.

With the completion of three tennis courts at the east end of the park, the improvement of this park is practically completed.

LINCOLN PARK: Southeast Boulevard, Between Seventeenth Avenue and Crestline Street. Purchased. 31.6 Acres.

This tract is a very picturesque area in the southeast portion of the city. Here there are fine rocky bluffs and also some level land, besides being the only park within the city limits where a natural growth of Douglas fir trees remain.

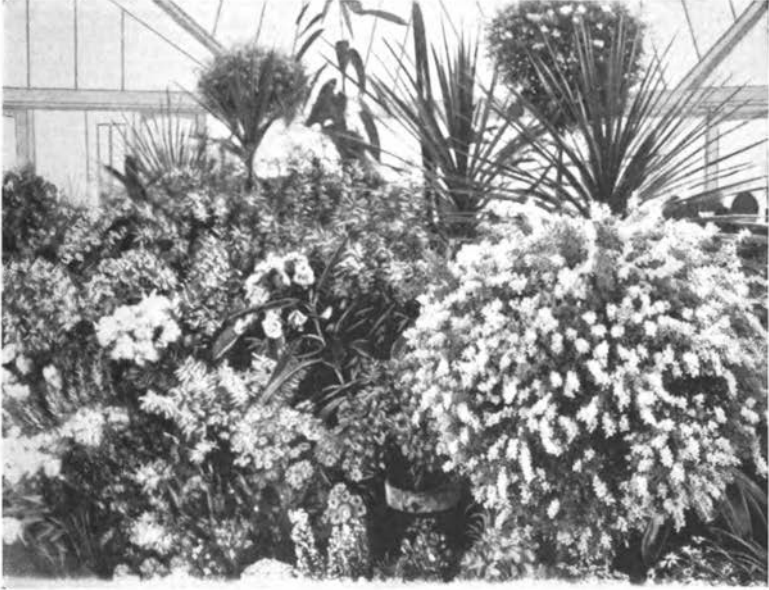
The views from the rocky bluffs are unexcelled. Improvements made last year were grading of the ball fields and three



Pelargoniums, Park Greenhouses



Chrysanthemums, Park Greenhouses



Easter Display, Park Greenhouses



Chrysanthemum Display, Park Greenhouses



Flower Gardens, Manito Park

tennis courts in the playground section of the park. The building of a driveway from the lower level up to the crest of the hill at the top of the bluff is needed.

A drive, forming a loop around the top of the bluff, connecting with Southeast Boulevard, was graded this season.

LOGAN PLAYGROUND: Between Montgomery and Carlisle Avenues, at Nevada Street. Purchased. .9 Acres.

This tract is near the Logan School, recently acquired. No improvements have been made so far.

MANITO PARK: Grand Boulevard, from Seventeenth to Twenty-fifth Avenues. Donated by The Spokane Washington Improvement Co., Spokane & Montrose Motor Co., The Washington Water Power Co., Hypotheekbank and F. P. Hogan. 90 Acres.

This park, on account of its near-in location, is the most popular park of the Department, the number of visitors being far in excess of any other city park. The new greenhouses, located here on account of valuable soil conditions, were built during the first part of 1912, making a comprehensive and complete range of houses, both for the propagation of plants and for exhibition purposes. The most important exhibit during the year was that of chrysanthemums.

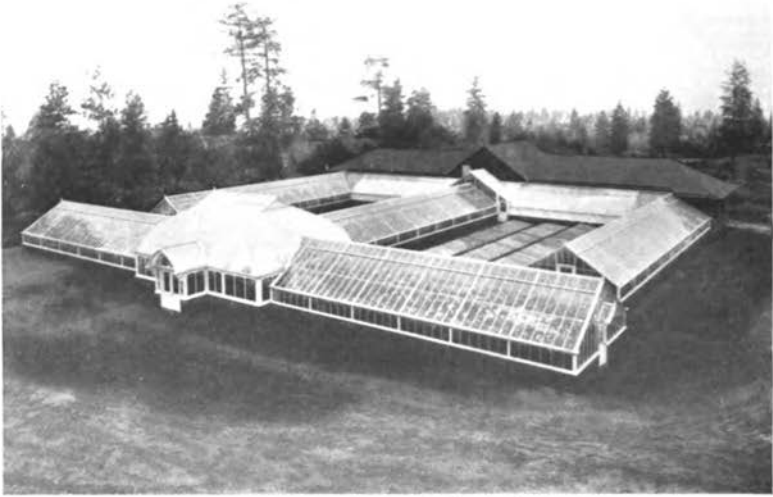
The flower garden for summer bedding was laid out in front of the greenhouses, and made quite a feature. A rose garden was also planted, which will make an attractive show during the rose season, as many of the new varieties are included in the collection.

The south end of the park, near Twenty-fifth Avenue and Tekoa and Bernard Streets, was graded and seeded, so that it is now ready for use for playfield purposes. Four new tennis courts were laid out and a bowling green constructed, and a lot of playground apparatus erected.

The lake at the north end of the park has always been an unsightly place, on account of the impossibility of keeping the water during the summer months. To obviate this, a concrete wall, founded on bedrock, was built all along the north and west sides of the lake. This has been a great improvement, as it has made the lake now a beautiful sheet of water, which in winter is a great mecca for skaters, a sport which was much enjoyed last winter.

A great deal of shrubbery was planted during the fall, especially along by Tekoa Street and the southerly end of the park.

The old greenhouse and house which stood in a beautiful



Green Houses, Manito Park



Flower Garden, Manito Park

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valley near the entrance to the park were removed and this valley made one of the fine picnic sections of the park.

The drives were all laid out in conformity with what will be the future development of the park. These drives are 25 feet wide and were all Telford-macadamized.

A new rock crusher was installed, which allows us to place our road metal on the roads at a less cost than we can buy it, besides giving an opportunity for using up much of the rock where we are clearing.

A gasoline road roller was also purchased, which is of great value in our future development.

The new building back of the greenhouses makes a suitable place for the storage of tools and other supplies needed in the various parks and playgrounds. Part of this building is being used as a workshop for the making and repairing of the various tools and playground apparatus. Some power machinery for wood-working, pipe-cutting, threading and drilling machines has been installed, and proves much more economical in the manufacture and erection of playground apparatus than buying of those making a specialty of that material.

The Nursery has been one of the important features. This season something like \$8500 was spent for trees and shrubs. During the past three seasons so much stock has been propagated that now we can always have a large enough quantity growing for our main plantings. This will necessitate the buying only of such things as some varieties of shade trees for special locations and some varieties of young stock which we cannot propagate here, seedlings and cuttings. The Nursery now has gotten too extensive for the amount of ground available here and a new Nursery has been established on a larger scale on the Riverside tract, Up River Park. The Nursery now contains 150,000 trees and shrubs—about 20,000 have been purchased; 130,000 have been collected and propagated from local and native seeds and cuttings.

MINNEHAHA PARK: On Euclid Avenue and Havana Street. Purchased and Donated by John G. F. Hieber. 38.92 Acres.

This park was recently acquired and, as it was formerly a private amusement park, it contains some valuable buildings, such as the dance hall, which in a thinly located section is not much used.

The improvements made so far have been the grading of two tennis courts and ball field and the preparing of a strip of land for planting of trees and shrubs along the south and west borders of the park.

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Along Drive, Palisades Park



View of City from Rimrock Drive

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MISSION PARK—Mission Avenue, Between Superior Street and Great Northern Railway. Purchased. 15.33 Acres.

This park, acquired during the past summer, is rapidly nearing completion of improvement. Much of the work was done last fall. The planting of trees and shrubbery was done this spring, so that now this section of the city will have a fine neighborhood park in a most suitable location.

Four tennis courts were built and are much used, and a small lake has been put in, which will be used for water gardening purposes.

MISSION AVENUE PARKING: Mission Avenue, Between Division and Perry Streets. Dedicated. 1.77 Acres.

This is the only avenue originally laid out in the north side of the city with center parkings.

It is planted with a continuous row of locust trees, which are now old enough to give sufficient shade, and presents that home-like appearance so noticeable in Eastern cities.

PALISADES PARK: From Indian Canyon County Road Northerly Along Below Rim Rock to Fort George Wright Reservation. Donated by John A. Finch. 50 Acres.

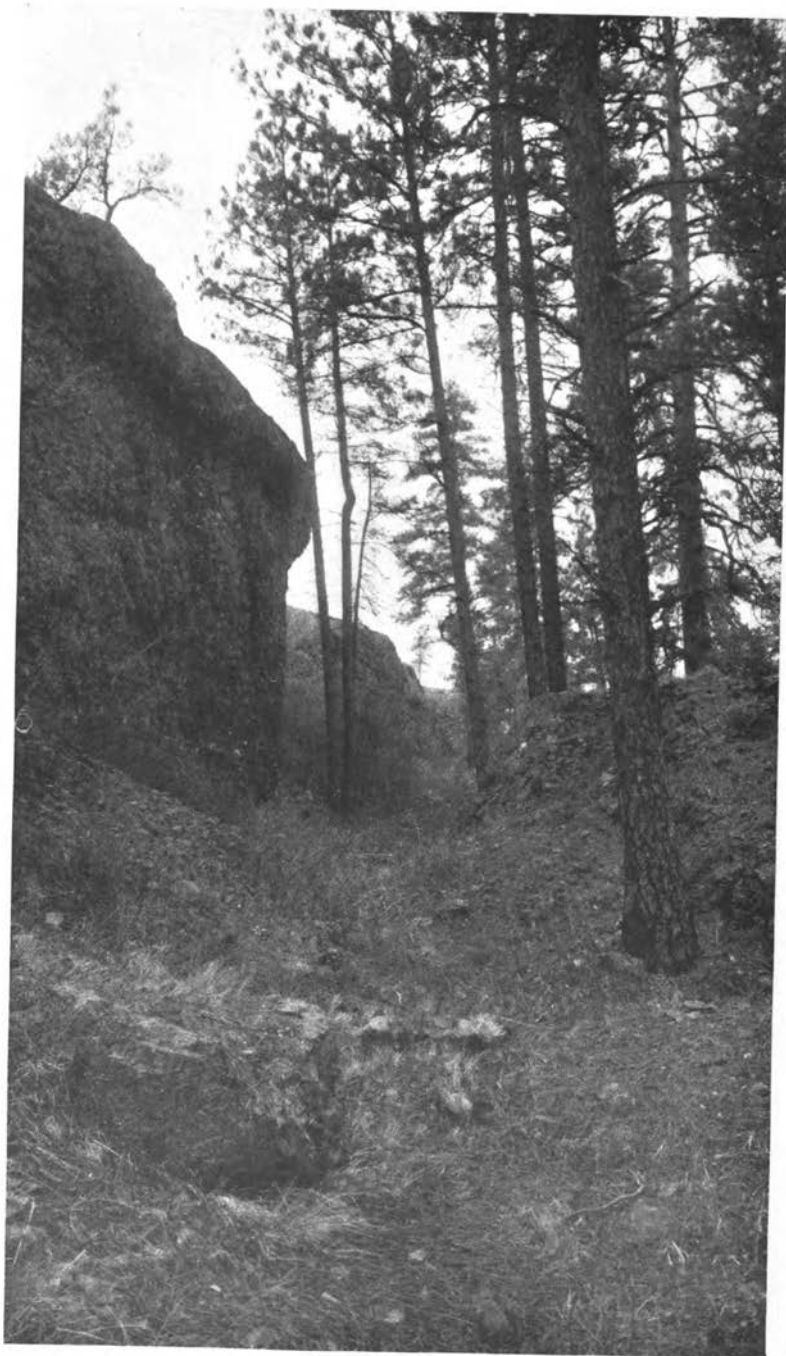
Palisades Park is a most picturesque tract of 50 acres, lying on the high bluffs west of the city.

The rocky cliffs and scenic valleys will allow for a driveway passing through the lower side which in grandeur will compare favorably with anything in the Northwest; while along the top of the cliff the building of a roadway will give a driveway and views of the city and of Spokane Valley, with the distant mountain ranges showing to excellent advantage. The views along this route are so varying that it is a continuous succession of changing scenery.

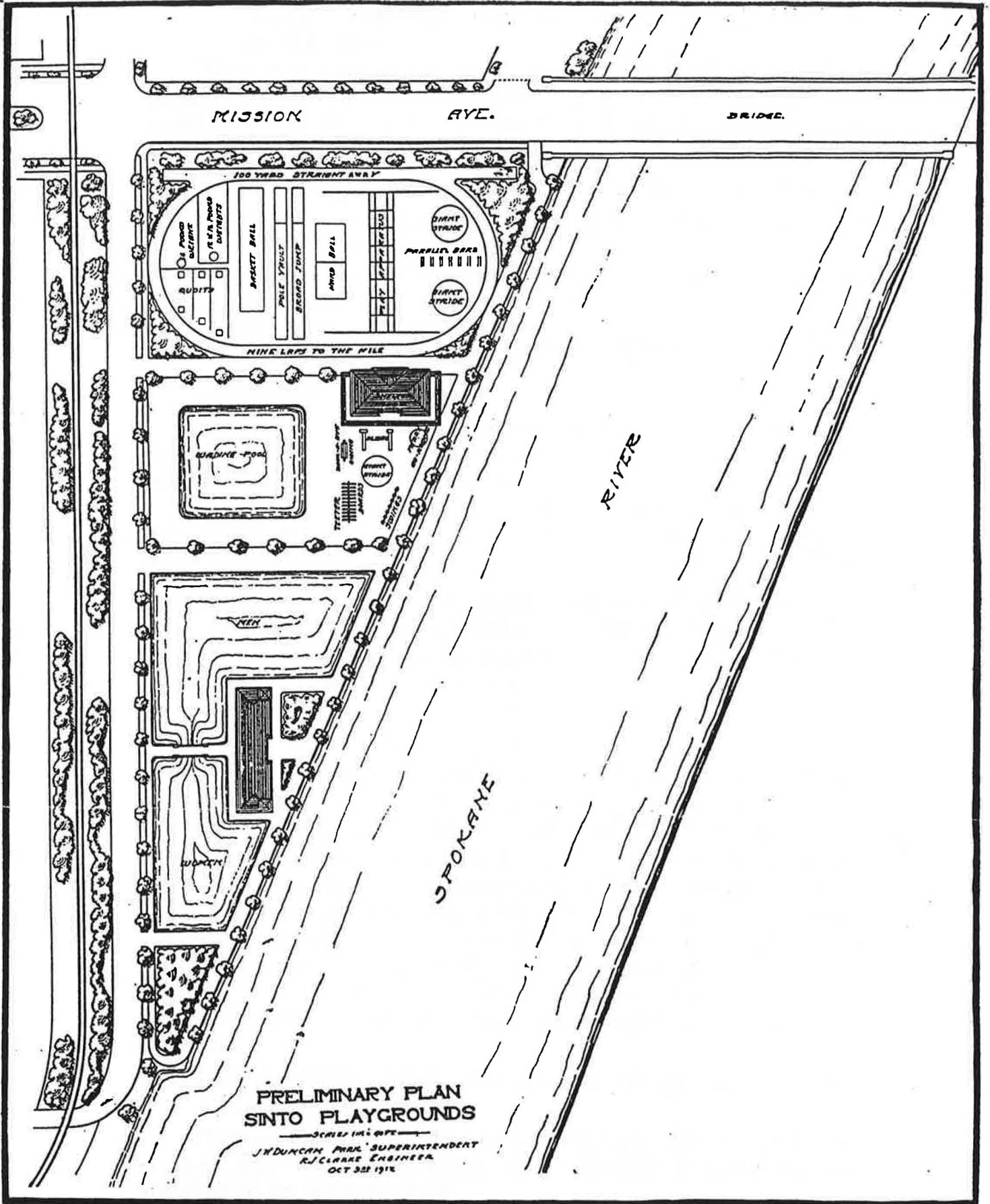
At the present time this Rim Rock Drive has been cleared and partly graded, so that autos or carriages may drive from the Indian Canyon County road north as far as the Fort George Wright Reservation.

PEACEFUL VALLEY: Clark Avenue and River Bank, in Bennett's Addition. Purchased. 4.1 Acres.

At the present time no improvements have been made, the intention being to acquire the river bank connecting this tract with the Stadium site on one end and the High Bridge and Riverside tracts on the other.



In Palisades Park



RIVERSIDE PARK: On Summit Boulevard, North of West Grove Addition. Donated by Riverside Park Co. 119.72 Acres.

This is a stretch of finely wooded land along the river banks near where the Hangman Creek enters the Spokane River. So far no plans have been made for its improvement, except the continuation of a drive along the river banks.

RIVERSIDE AND CEDAR STREET PARKING: .7 Acres.

This strip was improved during the past season with plantings of trees and shrubbery.

As it is near the center of the city, it greatly adds to the beauty of the adjacent buildings.

RUTH PLAYGROUND: Central Avenue, Between Calispel and Whitehouse Streets. Dedicated by Dr. P. S. Byrne. 1.68 Acres.

This is a small tract in the most northerly part of the city. As it lies near the schoolhouse in the Byrne Addition, it is well adapted for a small playground.

Playground apparatus, consisting of swings and tecters, have been installed and a ball field graded for the use of the small boys.

SCHOOL SECTION 16 TRACT: Mission Avenue, Between Cook and Regal Streets. Purchased. 8 Acres.

This tract is located on East Mission Avenue and is well adapted for a park and playground.

There is no immediate call for improvements, as the district is as yet sparsely populated.

SINTO TRIANGLE: Mission Avenue, Between Perry Street and the River. Purchased and Four Blocks of River Donated by State of Washington. 9.6 Acres.

This tract adjoins Sinto Park and borders the Spokane River near the Mission Avenue bridge. It is being improved as a complete playground, with running track, gymnasium apparatus, shelter houses and community building, a children's playground with swings, tecters, wading pool, etc., and a large outdoor natatorium, with bathhouse, and will, when completed, be one of the best equipped playgrounds in the Department.

STADIUM SITE: Main Avenue and Wright Street. Purchased. 2.9 Acres.

This area is the nearest of any of the tracts to the center of the city. It is, therefore, very suitably adapted for the building of an athletic field.



Children's Day at the Stadium

An athletic field, with six-lap running track, has been graded and bleachers holding 10,000 people erected. This has proved an ideal location for athletic events, and the site should be enlarged by the purchase of additional property and filling in along the bank of the river.

STADACONA CIRCLE: Eleventh Avenue, Between Ivory and Arthur Streets. Donated by the Citizens' National Bank and F. B. Grinnell. 1.3 Acres.

This little spot is nicely planted with trees and shrubbery, making a small breathing spot for its neighborhood.

STERLING HEIGHTS PARK: Pike Street, Between Twenty-fifth and Twenty-seventh Avenues. Donated by McCollough-Braden Co. and Mrs. Rebecca Pratt. 8.27 Acres.

Sterling Heights Park is an unimproved tract in the extreme western portion of the city.

At the present time there is no demand for its improvement, as it is in a thinly-populated district.

SUMMIT BOULEVARD: On Summit Boulevard, Between Mission Avenue and Great Northern Railway. Donated by G. A. Sonnemann, A. E. Gallagher, H. L. Schemerhorn, C. P. Richardson, W. D. Vincent, Dr. W. M. Newman, J. B. Campbell, Edmund Juessen, Dr. C. P. Thomas, Waldo G. Paine, A. H. Gregg and Finch Investment Co. 7.5 Acres.

This is a narrow area along the west side of Summit Boulevard. No improvements have been made up to the present time.

UNDERHILL PLAYFIELD: Hartson Avenue, Between Fiske and Regal Streets. Purchased. 19.02 Acres.

This tract is located in the Union Park District of the city. It is ideally adapted for the establishment of an athletic field.

At the present time the only improvements have been the building of three ball fields, which give ample facilities for present needs.

UP RIVER PARK: Along River Banks, East of City Water Works to Orchard Avenue. Purchased. 464.6 Acres.

The Up River Park lies on both sides of the river for a distance of nearly two miles. On the north side of the river the ground is hilly and well adapted for picnic purposes, while on the south side of the river is a large tract of practically level land, which will serve as a park and protect the city's water supply.



The Three Islands, Down River Park

On this area a public golf links might well be laid out, starting immediately opposite the Parkwater station, and continuing as far as Orchard Avenue station. An 18-hole course may be laid out, with the ninth hole near Orchard Avenue, so that players who do not care to go the whole round of the links might return from either station. There is also ample room for a beginners' course, so that no delays or inconvenience would be caused to the more expert players.

Along the river, above the dam of the city pumping station, there is a stretch of water which presents an ideal location for boating and canoeing. Just opposite what was the Liftchild tract is a most suitable spot for the erection of a boathouse and landing, and with the establishment of the same we would have a feature hitherto unknown in the city. At the present time a temporary landing has been built, with a pontoon bridge crossing the river and preventing boats from getting near the dam. Next season a number of boats should be added for the use of those enjoying this sport.

WOODLAND PARKWAY: Between Woodland Boulevard and Thirteenth Avenue, From Winona Street to "H" Street. Purchased. 12.3 Acres.

This is a very interesting valley, extending for about a mile between the High Bridge Park and Garden Springs Park. The brook that runs through it is bordered by native alders and willows and as there is a never-failing supply of water, it presents splendid opportunity for effective water development. Plans are now being prepared for the improvement of this tract.

BLOCK 19, WEBSTER ADDITION: Walton Avenue, Between "I" and Warren Streets. Dedicated by E. J. Webster. 1.76 Acres.

This tract is located in the extreme northwest section of the city.

No improvements have been made and there is no call for any at the present time, as there are no buildings in the neighborhood.

IN GENERAL

I wish to call your attention to some of the most important features in the extension and development of the system. With a few exceptions, the system is now practically completed as regards area, but a few missing links are needed to complete the continuous linking together of the system as a whole.



Along Rimrock Drive, Palisades Park

The river banks are, perhaps, now more important than any other, and a lower level drive as planned, commencing near the Monroe Street bridge, along the north bank of the river to Down River Park, is one of the most desirable and practicable features to be accomplished.

On the southerly side of the river, with the enlargement of the site and building a permanent Stadium, a drive should be built along the river bank to connect with the High Bridge Park at "A" Street, also with the Riverside Park where Latah Creek enters the Spokane River, and also with the Indian Canyon Park near First Avenue and the West City Limits.

A connection is needed on the west side of Latah Creek, south of Tenth Avenue, to connect High Bridge Park with Woodland Parkway, and along the west bank of Latah Creek a connection should be made with Chestnut Street.

On the Rim Rock Drive, a connection is needed in the Quarry Addition between the Rohrer and Peyton tracts.

The Rim Rock Drive, which runs northerly along the most scenic bluff within four miles of the center of the city, should be continued through the Fort George Wright Reservation and continue in a northerly, easterly and southerly direction, through the Castle Hill Additions, until it connects with the Elliott Drive, near where the same crosses the County road.

A connection might also be made through the Castle Hill and adjoining additions to the Bowl and Pitcher, on the west bank of the river.

Elliott Drive, when it leaves that part of the Fort George Wright Reservation west of the County road and Great Northern Railway, should pass under the Great Northern Railway, and it seems practical that arrangements might be entered into with the County and the Great Northern Railway to have the County road bridge changed to this point. The Drive and County road could then both use the same bridge.

At the easterly end of Elliot Drive a connection through the Fort grounds to the river and a low level bridge connecting with the Down River Drive is one of the most needed improvements, for this would make a close connection with all of the North Side and West Side parks.

A connection is also needed as planned from the easterly end of Elliot Drive southerly through the Fort George Wright Reservation and under the Great Northern Railway bridge to the proposed drive in Riverside Park, and connection with the Drive already mentioned near where Latah Creek enters the Spokane River.



Winter, Indian Canyon Park

The east side of the city is unimproved, without any drives, but the river banks from the Mission bridge east present opportunities which will provide for this and be of an entirely different character from those on the west side of the city.

On the southerly bank of the river the Drive should commence at the Olive Avenue bridge and continue easterly along past Sinto Triangle Playground and Mission Avenue bridge, along Riverton Avenue and along the river banks past the City Water Works (which should receive attention in the beautifying of the ugly, dry banks with trees and shrubbery) and continue up through the Up River Park to Orchard Avenue, where a bridge is needed to connect with the park land on the north side of the river.

On the north side of the river the Drive should commence at the Mission Avenue bridge and continue along North Riverton Avenue, past the end of the Green Street bridge and continue along the high river bank until it connects with the County road at Circle Avenue. The County road may then be used as connection at the Orchard Avenue bridge, already mentioned.

The north side of the city is entirely lacking in the development of drives and a driveway crossing the entire city from Minnehaha Park on the east to Down River Park on the west would be one of the finest and most desirable connections in the city.

This might be accomplished by widening to one hundred and twenty-five feet some of the present streets, which are, for the most part, unimproved, and as the adjoining ownership is largely one company, I believe negotiations might readily be worked out to bring this about. In detail, it would be as follows: Commencing at the northwest corner of Minnehaha Park, west on Courtland Avenue to Ralph Street; thence north to Garnet Street; thence west across the Great Northern Railway by an overhead bridge; thence west on Courtland Avenue to Division Street; thence west on Glass to Jefferson; thence west on Courtland to Audubon Park; thence south on "A" Street to Down River Park.

The improvements to be done now in the parks should be divided so as to give each location of the city some particular feature. In the larger and outlying parks the improvements should be the building of drives and making of trails, so that the public may get every advantage of making use of the parks. In every instance as many of the natural trees as possible should be saved, and, in fact, the larger parks should be kept in as natural a condition as possible.



Play Festival, Manito Park

The establishing of the Zoo in more permanent quarters should be accomplished at as early a date as practical.

The space available at Manito Park is entirely inadequate for the number of deer and elk we have there, and every available chance should be taken to add to the hardy animal collection as soon as quarters will allow.

The past season we received from the Yellowstone Park, through the courtesy of Senator Poindexter and the Department of the Interior, six elk, five of which lived and make a splendid showing. We also received recently from the same source two grizzly bears, which are exceptionally fine specimens.

In the building of permanent driveways and in some of the parks already improved the matter of properly lighting the same should receive careful attention. At the present time the lights used are the regulation hanging arc lamps, with overhead wiring and wooden poles. These are not only unsightly, but in many cases the overhead wiring becomes unsafe. I recommend a single light electrolier on an ornamental concrete post, with all wires under ground.

To popularize the parks, every opportunity should be taken to give the masses every chance of enjoyment that comes within the scope of the Department to establish. With the many tennis courts, ball fields, football fields and chances for other games already established, a large number of the population find enjoyment, but the game of golf has not yet been established for the large number of devotees of the game. I recommend that a public links be established before another season.

The playgrounds now are practically well established.

The following is a report of this season's work by our Supervisor of Playgrounds:

Spokane, Wash., December 31, 1913.

Mr. J. W. Duncan, Superintendent of Parks,

Spokane, Wash.

Dear Sir: The following is a report of playground activities during the season of 1913:

PLAYGROUNDS—

On May 1st four playgrounds were open to the public: Glass, U. S. Grant, Fair Grounds and A. M. Cannon. The Liberty Park Playground, after being overhauled, the old wooden apparatus replaced by modern equipment, was ready for operation July 7th. The Manito Park Playground was opened July 27th.



Skating, Manito Park



Playground, Glass Park

SUPERVISION—

Four men and six women Play Directors were on duty at the six playgrounds. A man and a woman at Glass, U. S. Grant, Fair Grounds and A. M. Cannon Playgrounds, furnishing supervision from 10 A. M. to 10 P. M. daily. A woman Play Director supervised Liberty Park Playground from 12 to 8 P. M., and a woman Director at Manito Playground from 10 A. M. to 6 P. M.

ACTIVITIES—

Two interplayground athletic meets were held during the summer, one July 17th and one August 23rd. Both meets were won by the A. M. Cannon Playground.

An interplayground baseball schedule in Junior, Intermediate and Senior classes was held. The Fair Grounds winning the Junior and Intermediate championships and A. M. Cannon winning the Senior.

A playground tennis tournament was held in Manito Park August 29th and 30th, A. M. Cannon Playground winning.

All the playgrounds united in holding a play festival in Manito Park, August 26th, and local exhibitions were held at each ground during the month of August.

A playground stunt competition was held September 15th in connection with the Interstate Fair, the Fair Grounds Playground winning.

ATTENDANCE—From May 1 to October 1, 1913—

Glass	32,684
A. M. Cannon.....	50,703
U. S. Grant.....	58,492
Fair Grounds	72,321
From July 7th to October 1st—	
Liberty Park Playground.....	26,938
From July 27th to October 1st—	
Manito Park	11,734
	<hr/>
Total	252,872

GENERAL REMARKS—

The most popular feature of the playgrounds during the hot days of the summer months was undoubtedly the wading pool in Liberty Park Playground and the wading pool in the A. M. Cannon Playground. It was no uncommon occurrence to see a hundred and fifty children at a time enjoying the refreshing coolness of the water, running, splashing, swimming and diving. It was remarkable to see the diving stunts the boys would pull off in the shallow water.



A. M. Cannon Playground



Wading Pool and Shelter, Cannon Hill Park

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With the girls, the most enjoyable feature proved to be the folk dancing. Shelter pavilions were provided at the U. S. Grant and at the A. M. Cannon Playgrounds; one of the open exhibitions sheds furnished the Fair Grounds Playground with the necessary accommodations, and nature, in the shade of the pines and the lawn, did the same for Glass. A Grafanola was installed in each of these playgrounds to furnish the music for the dances, and the folk dance period entertained many visitors, and a great many children took advantage of this very beneficial and enjoyable exercise.

Every playground should be provided with facilities for wading, also adequate provision of shade for the hot days. A running track and a handball court are attractions of great importance and, where conditions will permit, should be installed.

The playgrounds serve a great number of people during the evenings and to make this period most effective the playgrounds should be equipped with lighting facilities, that games and activities may be conducted during the dark hours of early evening.

These improvements are under advisement and will be added to the equipment of the playgrounds as time and funds are available.

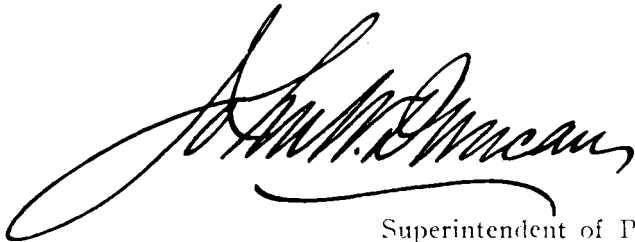
Respectfully submitted, B. A. CLARK,
Playground Supervisor.

From the foregoing, you will note that we have had four fully equipped playgrounds during the season, and at least two more will be added with the opening of next season.

These may be added to from time to time, as conditions demand.

We have not yet established any recreation buildings, but as soon as practical and funds will permit, some of these should be established in suitable centers, so that the playground work may be carried on advantageously in winter as well as in summer.

This report is respectfully submitted.

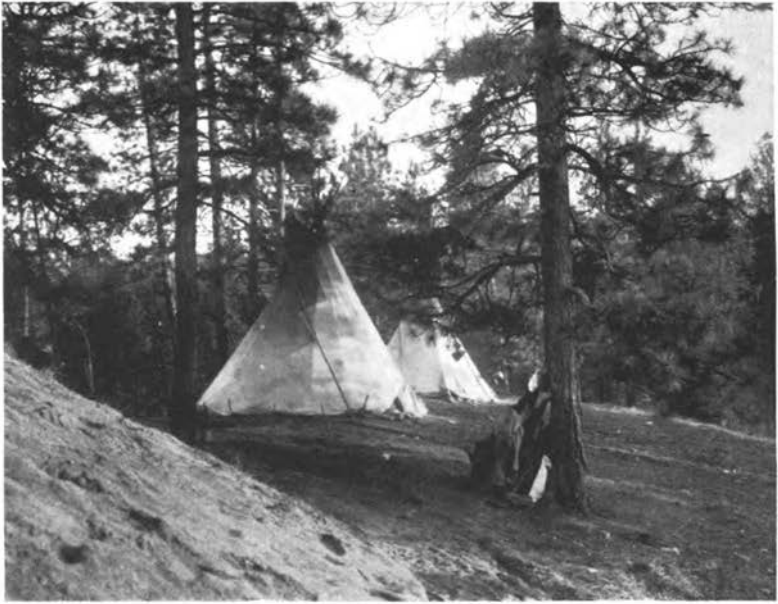


Superintendent of Parks.

SUMMARY OF PUBLIC PARK AND PLAYGROUND AREAS

Name	Acres	How Acquired	Location
Audubon Park	31.2	Donated by John A. Finch and F. P. Hogan	Northwest Boulevard, Milton and "B" Streets.
Audubon Playground	6.67	Purchased	Northwest Boulevard, Elm and Cannon Streets.
Byrne Park	3.0	Donated by Dr. P. S. Byrne	Walton Ave., Lidgerwood and Mayfield Sts.
A. M. Cannon Playground	3.52	Purchased	Mission Ave., Elm and Belt Sts.
Cannon Hill Park	13.11	Donated by The Adams Inv. Co. and the Cannon Hill Co.	Lincoln St., 18th and Shoshone Aves.
Cliff Park	4.48	Donated by the Cook-Clarke Co.	13th Ave., Stevens and Grove Sts.
Coeur d'Alene Park	10.4	Donated by J. J. Browne and A. M. Cannon	2nd Ave., Chestnut and Spruce Ave.
Corbin Park	11.5	Donated by D. C. Corbin	Waverly Place, East and West Oval Sts.
Cowley Playground	2.0	Purchased	Division St., 6th and 7th Aves.
Down River Park	164.49	128.79 Acres Purchased; 35.7 Acres Donated by O. W. R. & N. Co.	Summit Blvd. and Mission Ave., northerly along River bank to Euclid Ave.
Elliott Drive	55.0	Donated by Northern Pacific Railway Co.	Indian Canyon Road northerly, through Fort George Wright Reservation to River.
Fairgrounds	51.56	Leased Ten Years	East Riverside Ave. and Lacey St.
Franklin Park	45.83	Purchased	Division St., Queen and Nebraska Aves.
Garden Springs Park	35.11	Purchased	Springs St., "H" and 12th Sts.
U. S. Grant Playground	2.97	Purchased	Ivory St., 9th and 10th Aves.
Glass Park	3.0	Donated by John H. Lidgerwood and Dr. P. S. Byrne	Heroy Ave., Cincinnati and Standard Sts.
Hangman Park	294.4	Purchased	Grand Ave., south of City Limits.
Hay's Park	7.83	Donated by The Big Bend Land Company	Providence Ave., Crestline and Pittsburg Sts.
High Bridge Park	53.18	Purchased and Donated by: John A. Finch, John M. Semple, F. J. Whaley, Fred B. Grinnell, W. H. Cowles, W. H. Merriam, C. M. Fassett, W. C. Ufford, Patrick Welch, Albert Held and the Washington State Realty Co.	Coeur d'Alene St., "A" St. and 10th Ave.
High Drive Parkway	112.4	18.7 Acres Purchased; 93.7 Acres Donated by Boulevard Co., Home Securities Co., Cowles Improvement Co., J. W. Hays	21st Ave. and Jefferson, south to Harlan Blvd.

Indian Canyon	112.2	Purchased 36 Acres; 76.2 Acres Donated by Colonel I. N. Peyton Estate.....	West of City, opposite Riverside Ave.
Liberty Park	19.61	Donated by F. Lewis Clark.....	3rd Ave., Arthur and Perry Sts.
Lincoln Park	31.6	Purchased	South East Blvd., 17th Ave. and Crestline St.
Logan Playground9	Purchased	Montgomery & Carlisle Aves. at Nevada St.
Manito Park	90.0	Donated by The Spokane-Washington Imp. Co., Spokane & Monroe Motor Co., The Washington Water Power Co., HypotheekBank and F. P. Hogan	
Minnehaha Park	38.92	Purchased and Donated by John G. F. Hieber.....	Grand Blvd., 17th Ave. to 25th Ave.
Mission Park	15.33	Purchased	On Euclid Ave. and Havana St.
Mission Avenue Parking	1.77	Dedicated	Mission Ave., Superior St. and Great Northern Ry.
Palisades Park	50.0	Donated by John A. Finch.....	Mission Ave., Division and Perry Sts.
			From Indian Canyon County Road northerly along below Rim Rock to Fort George Wright Reservation.
Peaceful Valley	4.1	Purchased	Clark Ave. and River Bank, in Bennett's Addition.
Riverside Park	119.72	Donated by Riverside Park Company.....	On Summit Blvd., north of West Grove Addition.
Riverside & Cedar St. Pkg.7		
Ruth Playground	1.68	Dedicated by Dr. P. S. Byrne.....	Central Ave., Calispell and Whitehouse Sts.
School Section 16 Tract.....	8.0	Purchased	Mission Ave., Cook and Regal Sts.
Sinto Triangle	9.6	Purchased and Four Blocks of River Donated by State of Washington	
Stadacona Circle	1.3	Donated by the Citizens National Bank and F. B. Grinnell	Mission Ave., Perry St. and the River.
Stadium Site	2.9	Purchased	11th Ave., Ivory and Arthur Sts.
Sterling Heights Park.....	8.27	Donated by Mc-Collough-Braden Co. and Rebecca Pratt	Main Ave. and Wright St.
Summit Boulevard	7.5	Donated by G. A. Sonneman, A. E. Gallagher, Dr. W. M. Newman, J. B. Campbell, H. L. Schemerhorn, C. P. Richardson, W. D. Vincent, Edmund Juessen, Dr. C. P. Thomas, Waldo G. Paine, A. H. Gregg and Finch Investment Co.	Pike St., 25th and 27th Aves.
Underhill Playfield	19.2	Purchased	
Up River Park	464.6	Purchased	On Summit Blvd., Mission Ave. and Great Northern Railway.
Block 19, Webster Add.	1.76	Dedicated by E. J. Webster.....	Hartson Ave., Fiske and Regal Sts.
Woodland Parkway	12.3	Purchased	Along River Banks, east of City Water Works to Orchard Ave.
Total	1033.61		Walton Ave., "I" and Warren Sts.
			Woodland Blvd. and 13th Ave., from Winona St. to "H" St.



Tepees, Indian Canyon Park



Dress Parade, Indian Canyon Park



Rules and Regulations for the Government of the Parks of the City of Spokane

THE Board of Park Commissioners of the City of Spokane, by virtue of the authority vested in it by the charter thereof, does hereby make and ordain the following Rules and Regulations for the government of the parks of said City:

It Is Forbidden

1st. To enter or leave any park, except by the regular approach thereto. To walk upon any grass border of any flower garden, walk or driveway. To walk among, or through shrubs, flowers or other plants, or to cross any lawn in any park wherever a notice shall be posted forbidding such crossing.

2nd. To climb or get upon any tree, statue, fountain, fence or gate, or lie upon a balustrade, wall, fence or seat in any park; or to use any structure therein in any other way than that for which it was intended.

3rd. To cut, write upon, deface, defile or otherwise injure or destroy any building, bridge, fence, statue, fountain, seat, gate or other structure in any park.

4th. To remove, cut, break or otherwise injure or destroy any tree or shrub or any part thereof. To cut, pluck or otherwise remove or destroy any blossom or other part of any plant or flower in any park.

5th. To permit any dog to pass over or stray in any park, unless led by a leash not exceeding seven (7) feet in length, or to permit any other animal to pass over or stray upon any park area; but this provision shall not apply to horses when ridden or driven in harness along the park roadways.

6th. To throw any stone, stick or other missile in any portion of any park.

7th. To scatter or leave upon any park any paper, rag, garbage or other litter.

8th. To void any urine, dung or other excrement, within the limits of any park, excepting in such place or apartment as is, or shall be, specially provided for such purpose; and in the latter case, it is forbidden to use or enter any apartment established for persons of the opposite sex exclusively.

9th. To discharge or carry firearms, firecrackers, torpedoes or fireworks, but this prohibition shall not apply to the display of fireworks under municipal authority; to make any fire; to have any intoxicating beverage; to sell, offer, or expose for sale any goods or wares, except under a written license from the Board of Park Commissioners; to post or display any sign, placard, flag, or advertising device without such license; to solicit any subscription or contribution; to play any game of chance, or to have possession of any instrument of gambling; to make any oration, harangue, or loud outcry; to utter profane, threatening, abusive, or indecent language, or to do any obscene or indecent act; to bathe or fish; to solicit the acquaintance of, or follow, or otherwise annoy any other visitor.

10th. To drive or propel any bicycle, tricycle, automobile, or other vehicle, wheelbarrow, or handcart, on any Park, excepting on regular carriage roads; to skate or slide upon or across any walk upon any park.

11th. To ride or drive in any park any horse, bicycle, automobile, or other vehicle or team, at a rate faster than ten miles an hour.

To drive or lead any heavy team, business wagon or cart, excepting upon park business, upon any park driveway or carriage-way.

12th. To take or molest any bird, fish, frog, or any live animal, or bird's eggs, or in any way interfere with any bird's nest, or with any cage, box, place or enclosure for the protection of any bird, fish, or any live animal.

13th. To sleep upon, lie upon, or overturn, any seat upon any park.

14th. For any men to occupy any seat designated as reserved for women and children.

15th. To deface or injure any notice placed by the Park Commissioners upon any park.

16th. To smoke on any of the Playgrounds.

Any person violating any of the foregoing Rules and Regulations, shall be deemed guilty of a misdemeanor, and upon conviction thereof, shall be punished by a fine in any sum not exceeding One Hundred Dollars.

These Rules and Regulations shall go into effect immediately.

BOARD OF PARK COMMISSIONERS

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Adopted by the said Board of Park Commissioners this 12th day of June, 1913.

BOARD OF PARK COMMISSIONERS.

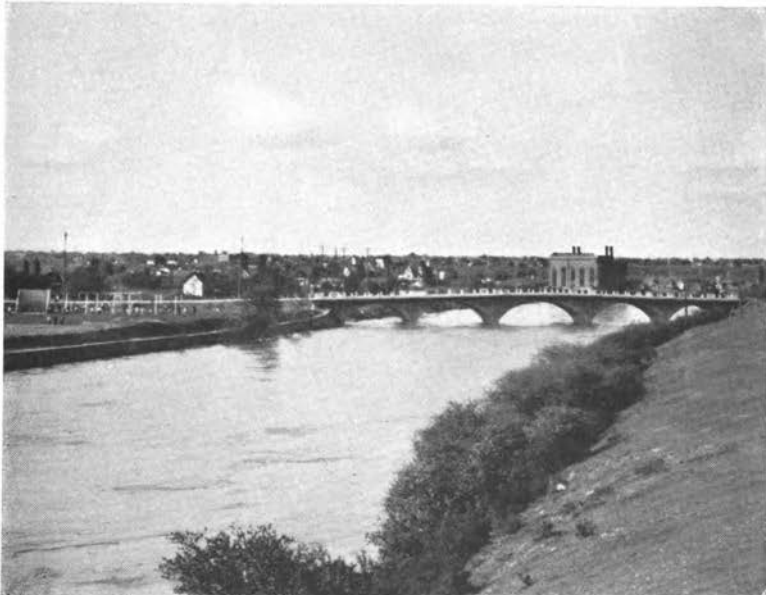
H. J. GIBBON,
Secretary.

RULES FOR TENNIS COURT

Players occupying courts may finish two sets, if the courts are full and other players waiting, counting from the time the players began play.

If more than two sets have been played, the courts must be vacated at once. No advantage sets permissible. If there is no one waiting, you may play as long as you wish.

No person will be allowed upon the courts unless wearing heel-less shoes.



Sinto Triangle, Mission Avenue Bridge and Spokane River



Pansy Garden, Coeur d'Alene Park

SECRETARY'S REPORT

Honorable Board of Park Commissioners,
Spokane, Washington.

Gentlemen:

I present herewith for your consideration, statements covering the financial administration of the city parks from January 1st, 1896, to December 31st, 1913.

For the period prior to the creation of the present Park Commission in 1907, a summary of expenditures only is shown, but all of the financial transactions of the Board of Park Commissioners are exhibited under their proper segregations.

Respectfully submitted,



Secretary.

PARK DEPARTMENT**SUMMARY OF MAINTENANCE, IMPROVEMENT AND
LAND PURCHASES**

JANUARY 1, 1896 TO DECEMBER 31, 1913

Year	Mainten- tenance	Improve- ment	Land Purchases	Total
1896	\$ 957.88			\$ 957.88
1897	935.05	261.14		1,196.19
1898	1,943.35	439.75		2,383.08
1899	9,253.77	2,195.18		11,448.95
1900	3,312.15	4,373.10		7,685.25
1901	6,204.10	3,965.16		10,169.26
1902	9,606.79	3,023.26		12,630.05
1903	11,337.29	5,243.70		16,580.99
1904	11,832.66	1,354.44		13,187.10
1905	17,965.02	5,654.54		23,619.56
1906	17,100.20	5,880.28		22,980.48
1907 (To June 1)	5,946.11	10,815.06		16,761.17
Total to June 1, '07	\$ 96,394.35	\$ 43,205.61		\$ 139,599.96
Total from June 1, '07 to Dec. 31, 1913	\$294,997.45	\$406,120.12	\$729,667.24	\$1,430,784.81
Grand Total to Dec. 31, 1913	\$391,391.80	\$449,325.73	\$729,667.24	\$1,570,384.77

DETAIL OF PARK DEPARTMENT EXPENDITURES

JUNE 1, 1907 TO DECEMBER 31, 1913

For Account of	Mainten- ance	Improve- ment	Land Purchases	Total
Manito Park	\$ 73,856.44	\$ 91,268.70	\$ 2,676.65	\$ 167,801.79
Greenhouse	24,921.03	21,578.29		46,499.32
Zoo	13,593.24	2,086.92		15,680.16
Coeur d'Alene Park	14,504.24	2,752.64		17,256.88
Liberty Park	19,230.64	31,675.33	9,996.34	60,902.31
Corbin Park	15,229.20	9,271.63		24,500.83
Mission Ave. Parking	4,577.24	461.76		5,039.00
Hay's Park	6,708.62	9,288.21		15,996.83
Glass Park Playground	3,989.75	1,551.40		5,541.15
Byrne Park	3,353.86	1,282.20		4,636.06
Cannon Hill Park	6,864.27	41,966.93		48,831.20
Cliff Park	2,197.56	12,413.17		14,610.73
Audubon Park	5,646.86	12,865.10		18,511.96
Genl.—Legal—Administ.	62,821.99	2,795.08		65,617.07
Engineering	4,482.03	689.40		5,171.43
Teams	7,780.42	4,803.70		12,584.12
Down River Park	312.76	13,988.10	65,755.82	80,056.68
Bowers (U. S. Grant) Playfield	2,735.93	7,415.79	16,281.01	26,432.73
Sinto (Mission) Park	1,020.75	14,913.55	66,583.47	82,517.77
River View (Lincoln) Park	1,470.65	7,480.19	63,208.00	72,158.84
North Hill (Franklin) Park	120.14	5,392.32	33,708.55	39,221.01
Fairground Playfield	4,828.12	11,895.57		16,723.69
Riverside-Cedar Parking	649.00	2,064.35		2,713.35
Tospon (Underhill) Playfield	235.74	1,280.71	26,004.45	27,520.90
Cowley Playground	70.50	271.90	37,522.80	37,865.20
Chamberlain (A. M. Cannon) Pgd	1,699.12	6,589.41	30,562.65	38,851.18
Valley Park		56.75	32,780.00	32,836.75
Stadium	497.23	12,402.35	25,000.00	37,899.58
Southwest (High Drive) Parkway	379.18	7,655.71	51,453.45	59,488.34
Up River Park	1,155.42	4,127.48	121,069.32	126,352.22
Woodland & Garden Springs Pk.	27.00	1,562.03	43,097.15	44,686.18
Indian Canyon-Palisades and El liott Drive	242.95	10,935.61	14,000.00	25,178.56
Audubon Playfield		4.00	7,542.05	7,546.05
Stadacona Circle	1,079.68	70.50		1,150.18
High Bridge (Gorge) Park	242.16	2,400.20	6,807.16	9,449.52
Bolster Triangle	8.63	514.47		523.10
Nursery	3,487.19	12,155.43		15,642.62
City Forester	1,739.51	234.00		1,973.51
Latah (Hangman) Park		20.00	30,435.37	30,455.37
Summit Boulevard	185.51	250.31	85.71	521.53
Reservoir 9th & Grand Ave.	942.05	2,904.45		3,846.50
Monroe St. Stand Pipe	26.75			26.75
Ravine Park		601.05		601.05
School Section 16			10,189.65	10,189.65
Automobile	730.70	2,249.45		2,980.15
Reserve Equipment Parks		1,588.06		1,588.06
Reserve Equipment, Playgrounds		2,987.10		2,987.10
General Equipment	10.59	8,385.25		8,395.84
Riverside Park			1,840.89	1,840.89
Minnehaha Park	1,247.40	2,763.54	15,016.75	19,027.69
Logan Playground			6,550.00	6,550.00
Ruth Playground	13.50	133.50		147.00
Sinto Triangle	81.90	14,076.53	11,500.00	25,658.43
Total Exp'dit's to Dec. 31, 1913	\$294,997.45	\$406,120.12	\$729,667.24	\$1,430,784.81

SUMMARY OF PARK FUND RECEIPTS—June 1, 1907 To December 31, 1913

	Tax Levy	Transf. from Sinking Fund	Donations	Park Bonds Sold	Ref'ment Stands	Sales of Mdse. & Service	Rents	Cannon Hill Co. Advances	Miscel.	Total
June 1, 1907, to Dec. 31, 1907.....	\$ 8,540.80	\$12,000.00	\$ 824.02							\$ 21,364.82
For year ending Dec. 31, 1908.....	32,796.62			100,000.00	200.00	45.00				\$ 133,041.62
For year ending Dec. 31, 1909.....	58,939.37		2,135.00		200.00	229.70	\$ 235.75	\$4,817.80	\$ 10.00	66,567.62
For year ending Dec. 31, 1910.....	80,726.76				4,239.96	313.15	282.25	4,821.60	20.00	90,403.72
For year ending Dec. 31, 1911.....	85,760.43				3,235.30	721.80	222.00		18.00	89,957.53
For year ending Dec. 31, 1912.....	85,313.88			888,982.50	3,304.53	4,051.75	282.00		457.75	982,392.41
For year ending Dec. 31, 1913.....	90,919.24				3,923.75	796.90	39.35		136.27	95,815.51
Total June 1, 1907 to Dec. 31, 1913.....	\$442,997.10	\$12,000.00	\$2,959.02	\$988,982.50	\$15,103.54	\$6,158.30	\$1,061.35	\$9,639.40	\$642.02	\$1,479,543.23

SUMMARY OF PARK DEPARTMENT EXPENDITURES—June 1, 1907 To December 31, 1913

	Main-tenance	Improve-ment	Land Purchase	Delinquent Bills and Pay Rolls	Park Bonds and Interest	Temporary Loans	Interest and Refunds	Total
June 1 to Dec. 31, 1907.....	\$ 11,154.09	\$ 4,569.61		\$ 6,983.24			\$ 4.05	\$ 22,710.99
For year ending Dec. 31, 1908.....	24,198.20	39,463.49	3,401.65	677.92	10,366.95	12,000.00	15.69	90,123.90
For year ending Dec. 31, 1909.....	31,174.92	29,093.98	65,756.28			4,057.25	13.45	130,095.88
For year ending Dec. 31, 1910.....	37,793.29	13,614.50	30,300.96			327.30	1,002.19	83,038.24
For year ending Dec. 31, 1911.....	44,760.57	47,595.64	29,085.09				868.06	122,309.36
For year ending Dec. 31, 1912.....	65,332.35	167,632.06	471,494.77				1,337.66	705,796.84
For year ending Dec. 31, 1913.....	80,584.03	104,150.84	129,628.49					314,363.36
Total June 1, 1907, to Dec. 31, 1913.....	\$294,997.45	\$406,120.12	\$729,667.24	7,661.16	\$ 10,366.95	16,384.55	\$ 3,241.10	\$1,468,438.57

BOARD OF PARK COMMISSIONERS

DETAIL OF PARK DEPARTMENT EXPENDITURES
JANUARY 1 TO DECEMBER 31, 1913

For Account of	Main- tenance	Improve- ment	Land Purchases	Total
Manito Park	\$ 20,455.10	\$ 8,821.08		\$ 29,276.18
Greenhouse	5,840.69	95.12		5,935.81
Zoo	2,373.85	451.40		2,825.25
Coeur d'Alene Park	2,727.55	554.02		3,281.57
Liberty Park	3,594.74	4,733.08		8,327.82
Corbin Park	2,403.30	220.86		2,624.16
Mission Ave. Parking	845.02	5.00		850.02
Hay's Park	1,897.41	182.25		2,079.66
Glass Park Playground	1,261.47	288.45		1,549.92
Byrne Park	610.36	5.75		616.11
Cannon Hill Park	3,291.60	131.35		3,422.95
Cliff Park	940.56	2,613.57		3,554.13
Audubon Park	1,497.71	649.32		2,147.03
Down River Park	206.76	4,291.12	1,487.40	5,985.28
U. S. Grant (Bowers) Playground	1,729.70	789.14		2,518.84
Mission (Sinto) Park	922.66	9,293.19	6,288.15	16,504.00
Lincoln (River View) Park	616.90	4,978.84	3,500.00	9,095.74
Franklin (North Hill) Park	119.30	4,001.07	7,060.75	11,181.12
Fairground Playfield	3,205.83	1,772.90		4,978.73
Riverside Park			1,840.89	1,840.89
Underhill (Tospon) Playfield	235.74	1,280.71	1.45	1,520.90
A. M. Cannon (Chamberlain) Plgd	1,675.63	4,026.62	2,562.65	8,264.90
Cowley Playground	70.50	271.90	37,522.80	37,865.20
High Bridge (Gorge) Park	242.16	345.15		587.31
Valley Park		56.75		56.75
Stadium	497.23	12,066.97		12,564.20
High Drive (Southwest) Parkway	368.08	4,495.30	3,751.79	8,615.17
Up River Park	538.87	4,040.28		4,579.15
Woodland & Garden Springs Park	27.00	1,067.03	8,161.40	9,255.43
Indian Canyon-Palisades-Elliot Dr.	242.95	10,935.61	14,000.00	25,178.56
Audubon Playground		4.00	4,396.51	4,400.51
Stadacona Circle	102.72	30.00		132.72
Minnehaha Park	1,247.40	2,763.54	15,016.75	19,027.69
Blks. 158-9, 184-5, Sec. 10			5,984.65	5,984.65
Logan Playground			6,550.00	6,550.00
Ruth (Byrne's Addn.) Playground	13.50	133.50		147.00
Riverside-Cedar Parking	335.05			335.05
Sinto Triangle	81.90	14,076.53	11,500.00	25,658.43
Reservoir-9th & Grand Avenue	399.45			399.45
General & Administration	14,614.97	83.70		14,698.67
Engineering	2,178.12	124.74		2,302.86
Teams	2,443.12	874.75		3,317.87
Automobile	718.54	25.00		743.54
General Equipment	10.59	3,571.25		3,581.84
Total Expenditure for 1913	\$ 80,584.03	\$ 104,150.84	\$ 129,628.49	\$ 314,363.36

BOARD OF PARK COMMISSIONERS

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DETAIL OF ADMINISTRATION AND GENERAL
EXPENDITURES

JANUARY 1 TO DECEMBER 31, 1913

Salaries of Superintendent, Secretary and Stenographer.....	\$ 5,617.70	
Stationery, Printing, etc.....	269.38	
Rent and Janitor—Traders Building.....	430.00	
Postage, Recording and Miscellaneous.....	192.15	
Telephone, Light and Drayage.....	122.22	
Premium on Secretary's Fidelity Bond (\$10,000.00).....	35.00	
Rent of Superintendent's Dwelling.....	420.00	
Total Park Administration Expense.....		\$ 7,086.45
Salary of Playground Supervisor (8 months).....	\$ 1,000.00	
R. R. Fare & Expenses—Trip Seattle to Spokane & Ret'n.....	25.90	
Street Car Tickets Furnished Playground Supervisor.....	73.10	
Street Car Tickets Furnished Children Acct. Pow Wow.....	35.00	
Printing & Playground Supplies.....	153.50	
Total Playground Administration Expense.....		\$ 1,287.50
Court Reporting Co.—Transcript.....	\$ 42.50	
Jesse M. Hall for Services to June 30th, 1913.....	850.00	
Spokane Title Co., Abstracts and Services.....	72.25	
Photographs for Park Report & Superintendent.....	151.55	
State Industrial Insurance Premium.....	1,156.72	
Band Concerts at Parks and Stadium.....	3,968.00	
Total General Expenses.....		\$ 6,241.02
GRAND TOTAL for 1913 (Maintenance).....		\$ 14,614.97

SUMMARY OF PARK FUND RECEIPTS

JANUARY 1 TO DECEMBER 31, 1913

Tax Collections by City Treasurer.....	\$ 90,919.24
Trees, Plants, etc., Sold by Park Superintendent.....	286.90
Old Buildings Sold by Park Superintendent.....	510.00
Rents Collected.....	39.35
Return Premiums on Fire Insurance Policies.....	74.37
Clearing Snow from Sidewalks.....	32.00
Gross Receipts from Park Refreshment Stands.....	3,923.75
Cash Discounts and Refunds.....	29.90
Total Cash Receipts for 1913.....	\$ 95,815.51

FINANCIAL STATEMENT

Park Fund Cash Balance Dec. 31, 1913.....	\$ 5,990.34	
Park Sinking Fund in Bank Dec. 31, 1913.....	9,030.47	
Park Sinking Fund Invested, Dec. 31, 1913.....	6,362.55	\$ 21,383.36
Outstanding Park Warrants.....	\$ 3,712.04	
Bills allowed in 1913 paid by Warrants issued in 1914.....	7,674.86	\$ 11,386.90
Net Cash Available, Dec. 31, 1913.....		\$ 9,996.46
Delinquent Taxes—		
Year 1909.....	\$ 157.92	
Year 1910.....	205.34	
Year 1911.....	1,977.34	
Year 1912.....	13,753.25	\$ 16,093.85
Year 1913 tax levy.....		89,991.71
Grand total available for 1914.....		\$116,082.02

January 26, 1914.

H. J. GIBBON, Secretary.



Rustic Bridge, Cannon Hill Park



Rose Gardens, Corbin Park

OLMSTED BROTHERS
LANDSCAPE ARCHITECTS. BROOKLINE, MASS.

JOHN CHARLES OLMSTED. FREDERICK LAW OLMSTED, JR.

ASSOCIATE MEMBERS
 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 gymnasias 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

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-

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 cost of streets, sewers and houses down in the gorge had been put into developing 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 railroads.

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 Cochran 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.

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 gymnasias, 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:

Bockwood 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.

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 east 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.

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 replating 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.

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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

side, and that there are railroads near enough to enable spur tracks to be ran 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.

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.

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, shade 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.

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 playground, 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 lichen 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. Shrubbery 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

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 gymnasia, 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 polishing 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

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.

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.

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

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 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.

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-

ording 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. Pines 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.

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

BOARD OF PARK COMMISSIONERS

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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	508.6
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	1,105,540	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 Upriver 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.

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.....	228

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 \$308 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-

BOARD OF PARK COMMISSIONERS

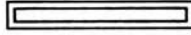
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ther from the centre of the city and largely made up of steep rugged land very unavailable for building lots at present.

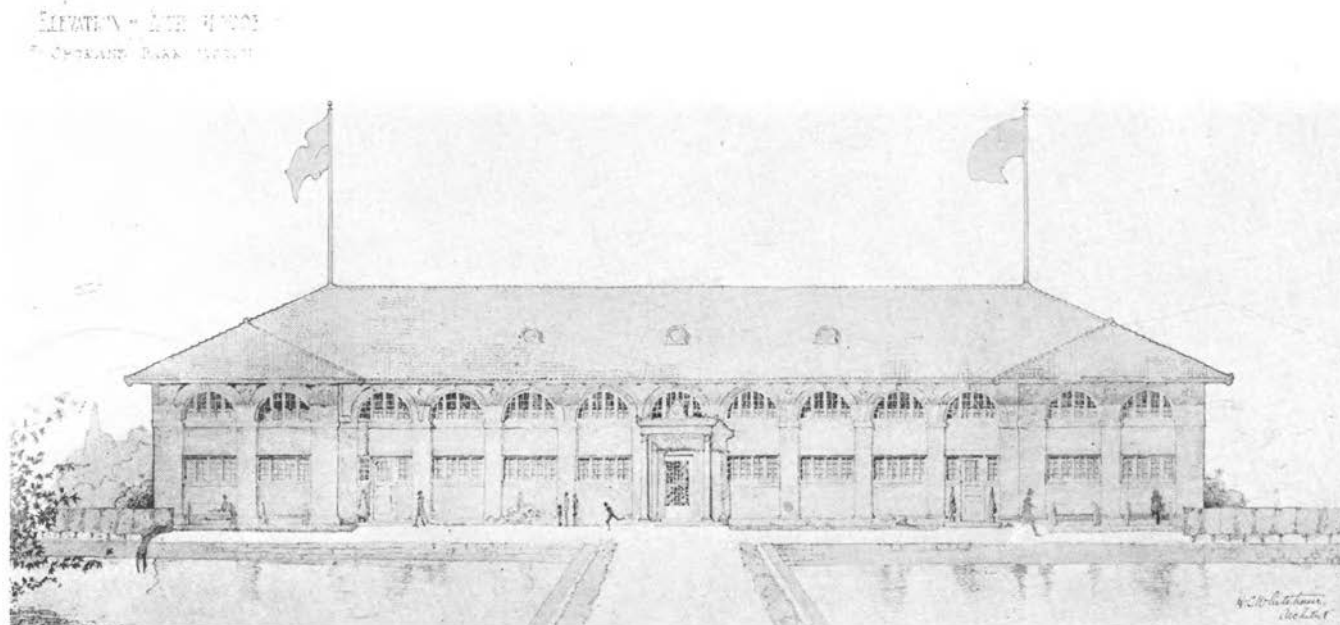
With regard to maintenance adequate data are not at hand because more or less construction work is often paid for out of the annual income of park commissions and the distinction not clearly shown in published statements. The general idea appears to be that the annual park tax should be one mill on the 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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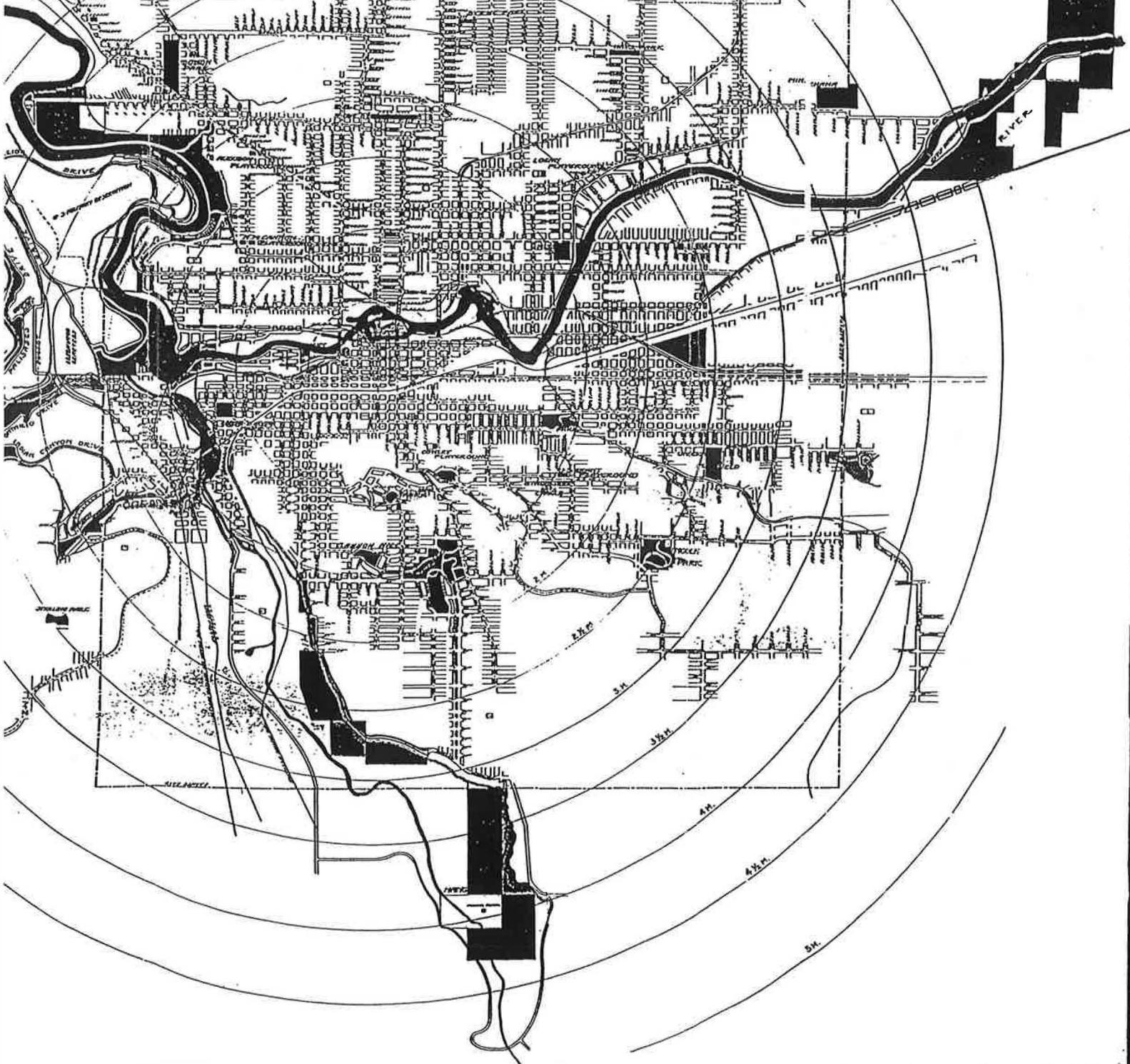
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GENERAL PLAN OF PARK SYSTEM SPOKANE W.N.

PARK DEPARTMENT CITY OF SPOKANE
J.W. DUNCAN PARK SUPT. R.J. CLARKE ENC.
SCALE 1000 FT. = 1 IN. DEC. 30th 1913

- 1. Main Arterial
- 2. Secondary Arterial
- 3. Tertiary Arterial
- 4. Local Street
- 5. Parkway
- 6. Drive
- 7. Footway
- 8. Sidewalk
- 9. Bicycle Path
- 10. Electric Line
- 11. Gas Line
- 12. Sewer Line
- 13. Water Main
- 14. Fire Main
- 15. Telephone Line
- 16. Railway
- 17. Canal
- 18. Irrigation Canal
- 19. Drainage Canal
- 20. Floodway
- 21. Dam
- 22. Lock
- 23. Pier
- 24. Wharf
- 25. Dock
- 26. Quay
- 27. Basin
- 28. Harbor
- 29. Shipyard
- 30. Warehouse
- 31. Office Building
- 32. Store
- 33. Factory
- 34. Mill
- 35. Warehouse
- 36. Warehouse
- 37. Warehouse
- 38. Warehouse
- 39. Warehouse
- 40. Warehouse
- 41. Warehouse
- 42. Warehouse
- 43. Warehouse
- 44. Warehouse
- 45. Warehouse
- 46. Warehouse
- 47. Warehouse
- 48. Warehouse
- 49. Warehouse
- 50. Warehouse



SUMMARY OF PUBLIC PARK AND PLAYGROUND AREAS

Name	Acres	How Acquired	Location
Audubon Park	31.2	Donated by John A. Finch and F. P. Hogan	Northwest Boulevard, Milton and "B" Streets.
Audubon Playground	6.67	Purchased	Northwest Boulevard, Elm and Cannon Streets.
Byrne Park	3.0	Donated by Dr. P. S. Byrne	Walton Ave., Lidgerwood and Mayfield Sts.
A. M. Cannon Playground	3.52	Purchased	Mission Ave., Elm and Belt Sts.
Cannon Hill Park	13.11	Donated by The Adams Inv. Co. and the Cannon Hill Co.	Lincoln St., 18th and Shoshone Aves.
Cliff Park	4.48	Donated by the Cook-Clarke Co.	13th Ave., Stevens and Grove Sts.
Coeur d'Alene Park	10.4	Donated by J. J. Browne and A. M. Cannon	2nd Ave., Chestnut and Spruce Ave.
Corbin Park	11.5	Donated by D. C. Corbin	Waverly Place, East and West Oval Sts.
Cowley Playground	2.0	Purchased	Division St., 6th and 7th Aves.
Down River Park	164.49	128.79 Acres Purchased; 35.7 Acres Donated by O.-W. R. & N. Co.	Summit Blvd. and Mission Ave., northerly along River bank to Euclid Ave.
Elliott Drive	53.0	Donated by Northern Pacific Railway Co.	Indian Canyon Road northerly, through Fort George Wright Reservation to River.
Fairgrounds	51.56	Leased Ten Years	East Riverside Ave. and Lacey St.
Franklin Park	45.83	Purchased	Division St., Queen and Nebraska Aves.
Garden Springs Park	35.11	Purchased	Springs St., "H" and 12th Sts.
U. S. Grant Playground	2.97	Purchased	Ivory St., 9th and 10th Aves.
Glass Park	3.0	Donated by John H. Lidgerwood and Dr. P. S. Byrne	Heroy Ave., Cincinnati and Standard Sts.
Hangman Park	294.4	Purchased	Grand Ave., south of City Limits.
Hay's Park	7.83	Donated by The Big Bend Land Company	Providence Ave., Crestline and Pittsburg Sts.
High Bridge Park	53.18	Purchased and Donated by: John A. Finch, John M. Semple, F. J. Whaley, Fred B. Grinnell, W. H. Cowles, W. H. Merriam, O. M. Fassett, W. C. Ufford, Patrick Welch, Albert Held and the Washington State Realty Co.	Coeur d'Alene St., "A" St. and 10th Ave.
High Drive Parkway	112.4	18.7 Acres Purchased; 93.7 Acres Donated by Boulevard Co., Home Securities Co., Cowles Improvement Co., J. W. Hays	21st Ave. and Jefferson, south to Harlan Blvd.
Indian Canyon	112.2	Purchased 36 Acres; 76.2 Acres Donated by Colonel I. N. Peyton Estate	West of City, opposite Riverside Ave.
Liberty Park	19.61	Donated by F. Lewis Clark	3rd Ave., Arthur and Perry Sts.
Lincoln Park	31.6	Purchased	South East Blvd., 17th Ave. and Crestline St.
Logan Playground	.9	Purchased	Montgomery & Carlisle Aves. at Nevada St.
Manito Park	90.0	Donated by The Spokane-Washington Imp. Co., Spokane & Monroe Motor Co., The Washington Water Power Co., HypotheekBank and F. P. Hogan	Grand Blvd., 17th Ave. to 25th Ave.
Minnehaha Park	38.92	Purchased and Donated by John G. F. Hieber	On Euclid Ave. and Havana St.
Mission Park	15.33	Purchased	Mission Ave., Superior St. and Great Northern Ry.
Mission Avenue Parking	1.77	Dedicated	Mission Ave., Division and Perry Sts.
Palisades Park	50.0	Donated by John A. Finch	From Indian Canyon County Road northerly along below Rim Rock to Fort George Wright Reservation.
Peaceful Valley	4.1	Purchased	Clark Ave. and River Bank, in Bennett's Addition.
Riverside Park	119.72	Donated by Riverside Park Company	On Summit Blvd., north of West Grove Addition.
Riverside & Cedar St. Pkg.	.7		
Ruth Playground	1.68	Dedicated by Dr. P. S. Byrne	Central Ave., Calispell and Whitehouse Sts.
School Section 16 Tract	8.0	Purchased	Mission Ave., Cook and Regal Sts.
Sinto Triangle	9.6	Purchased and Four Blocks of River Donated by State of Washington	Mission Ave., Perry St. and the River.
Stadacona Circle	1.3	Donated by the Citizens National Bank and F. B. Grinnell	11th Ave., Ivory and Arthur Sts.
Stadium Site	2.9	Purchased	Main Ave. and Wright St.
Sterling Heights Park	8.27	Donated by McCollough-Braden Co. and Rebecca Pratt	Pike St., 25th and 27th Aves.
Summit Boulevard	7.5	Donated by G. A. Sonneman, A. E. Gallagher, Dr. W. M. Newman, J. B. Campbell, H. L. Schemerhorn, C. P. Richardson, W. D. Vincent, Edmund Juessen, Dr. C. P. Thomas, Waldo G. Paine, A. H. Gregg and Finch Investment Co.	On Summit Blvd., Mission Ave. and Great Northern Railway.
Underhill Playfield	19.2	Purchased	Hartson Ave., Fiske and Regal Sts.
Up River Park	464.6	Purchased	Along River Banks, east of City Water Works to Orchard Ave.
Block 19, Webster Add.	1.76	Dedicated by E. J. Webster	Walton Ave., "I" and Warren Sts.
Woodland Parkway	12.3	Purchased	Woodland Blvd. and 13th Ave., from Winona St. to "H" St.
Total	1933.61		

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

1

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

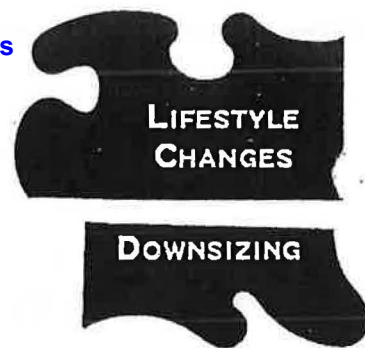
AND

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

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

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



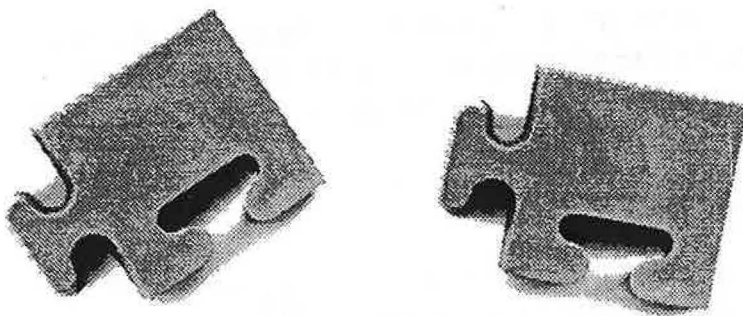
Welcome to the new world of parks and recreation. A world where we regularly and in a concerted fashion make a place for parks and recreation on the agenda for the 21st century by stating and making a case for our programs and services in such a way that people (participants and decision makers) are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

“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.”

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:

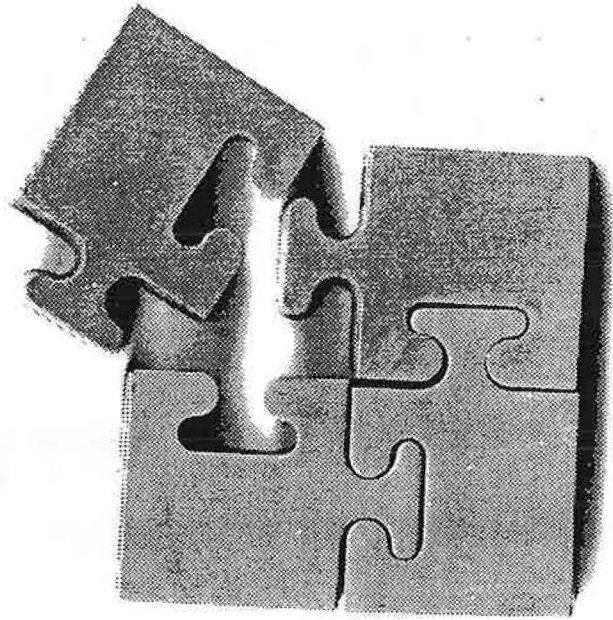
Every product or service provides benefits and qualities as follows:

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

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

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



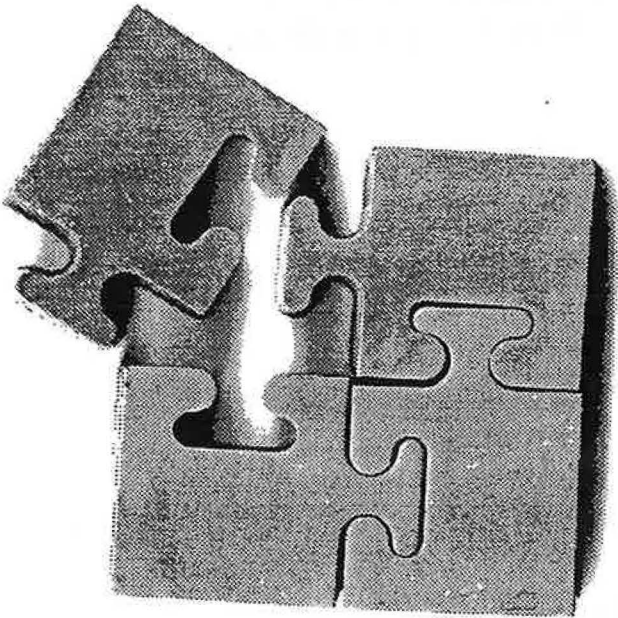
- Strategies and techniques for moving the message to external markets such as:
 - sample talks
 - frameworks for developing talks
 - helpful hints for making presentations
 - transparencies for presentations



- 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

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.

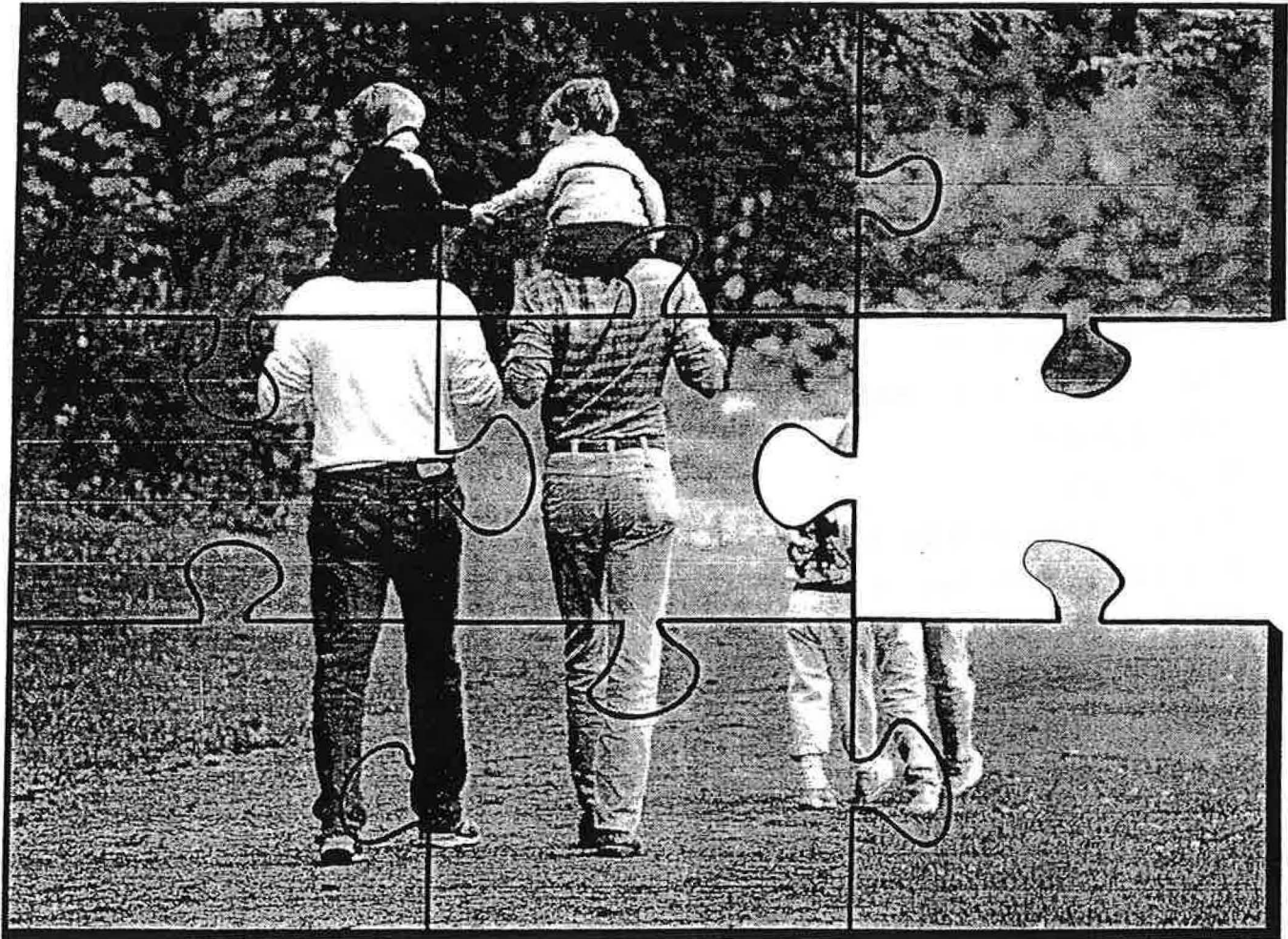
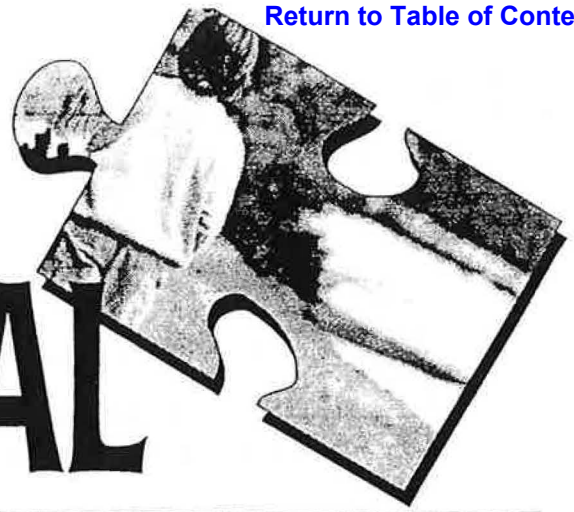



Providing and preserving parks and open space enhance the desirability of an area as well as contributing to the health and safety of its inhabitants.



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.

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

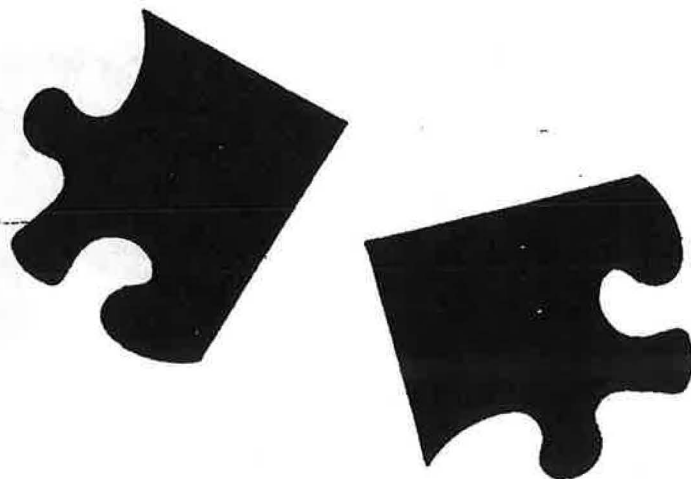
Research information to substantiate and expand upon these benefits can be found in the *Benefits of Recreation Research Update* accompanying this resource as well as additional research facts found in Section 6.

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*

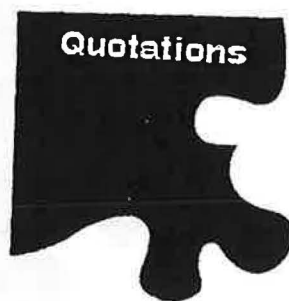
"In every real man is a child hidden that wants to play"—*Nietzsche*

"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

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

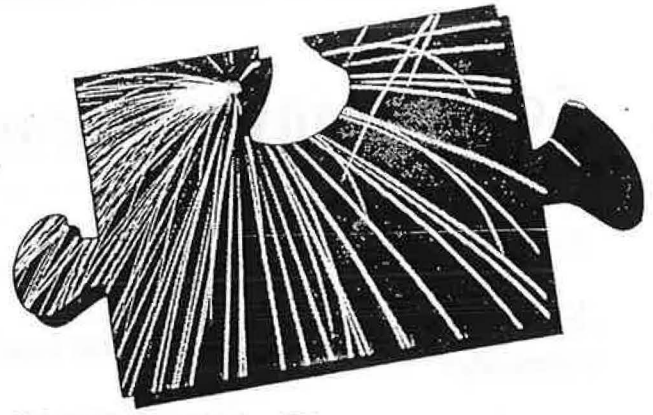
America is not like a blanket—one piece of unbroken cloth, the same color, the same texture, the same size. America is more like a quilt—many pieces, many colors, many sizes, all woven together and held together by a common thread.

Jesse Jackson in Modern Maturity

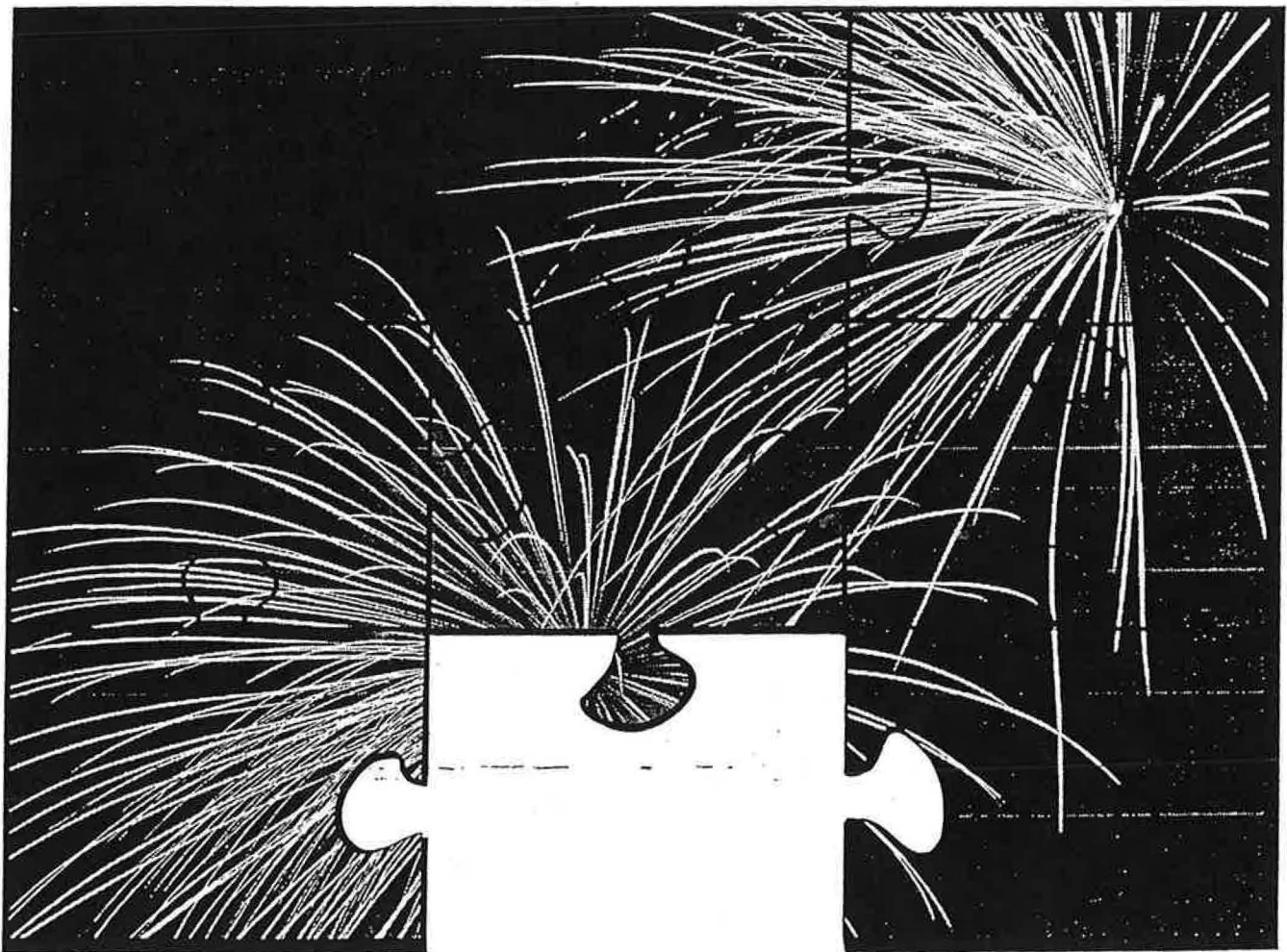
Other more specific benefits include:

- 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

"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

1. "Teen WorkReaction"

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

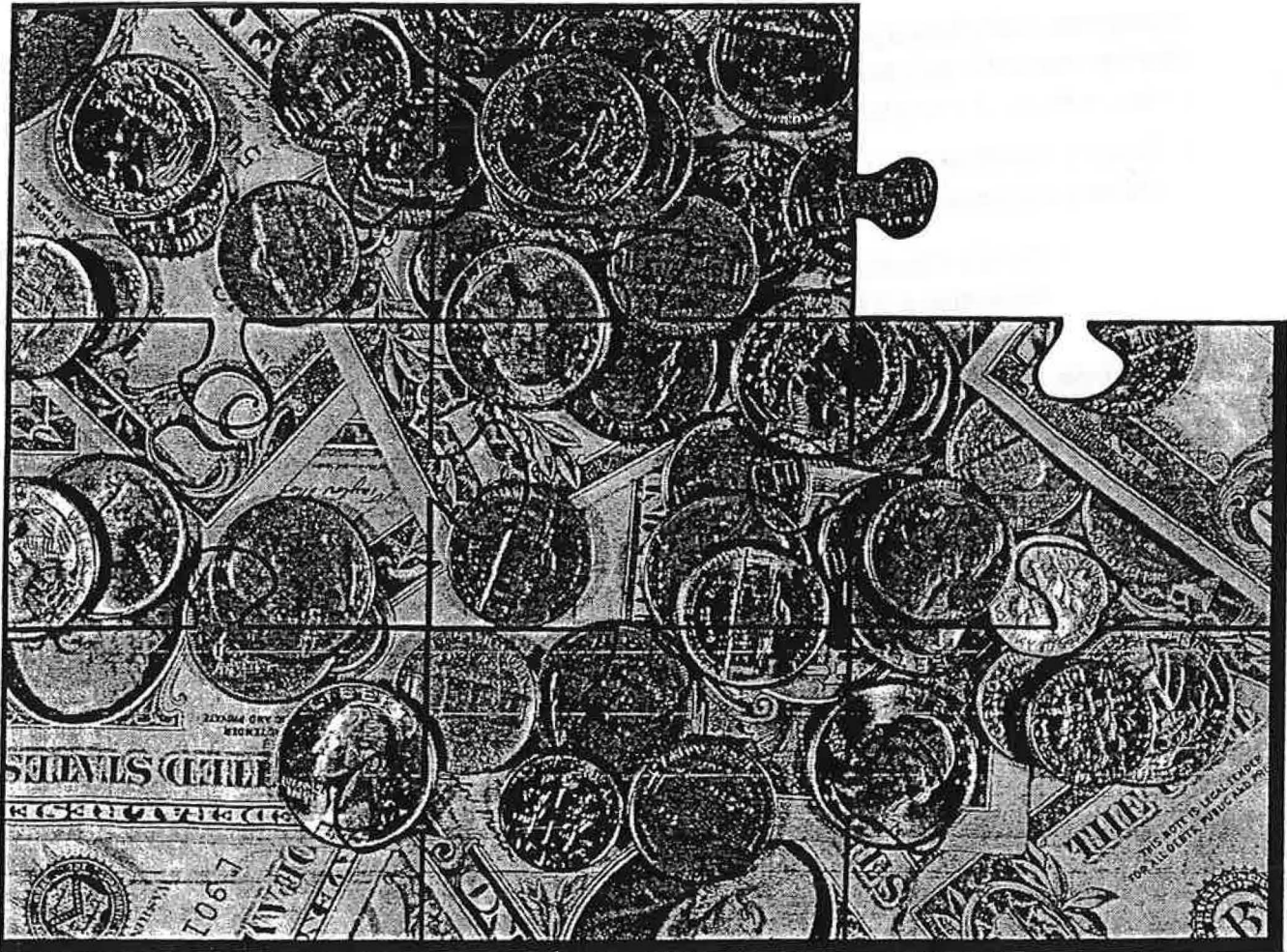
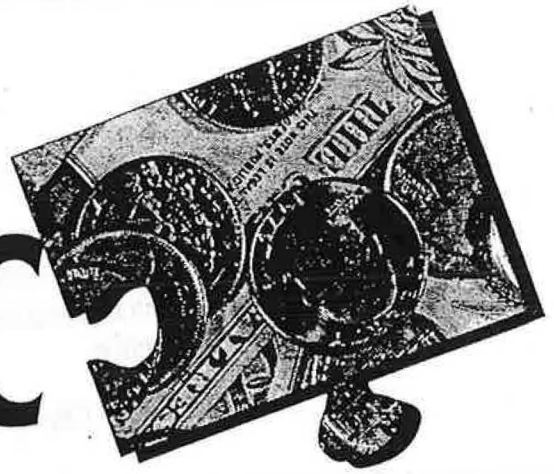
13. Long Beach Homeland Cultural Center

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 Arobay 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

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.

You can pay me NOW or pay me LATER!

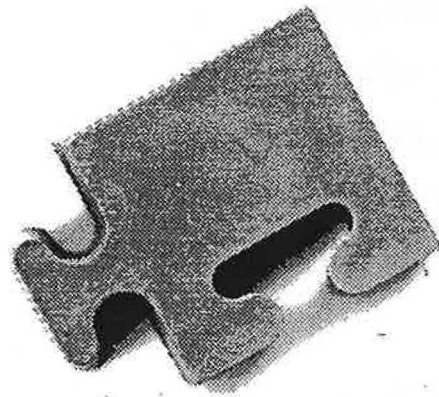
tag line from a car repair commercial

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

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

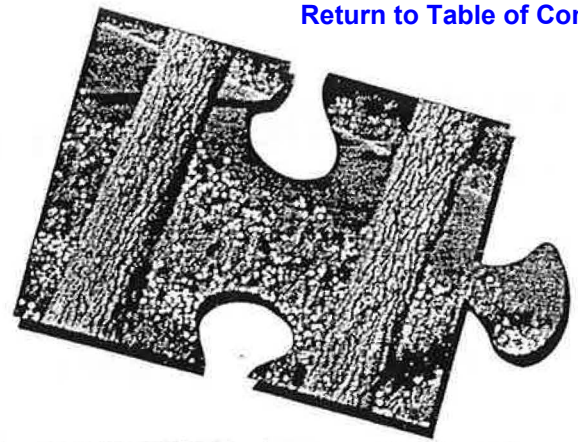
In 1994, Aurora Parks hosted the ASA National Tournament, which funneled an estimated \$301,475 toward the local economy. The money was spent on hotels, restaurants, gas and other expenses.

- Contact Joan Peterson of Aurora, CO, 303-695-7200

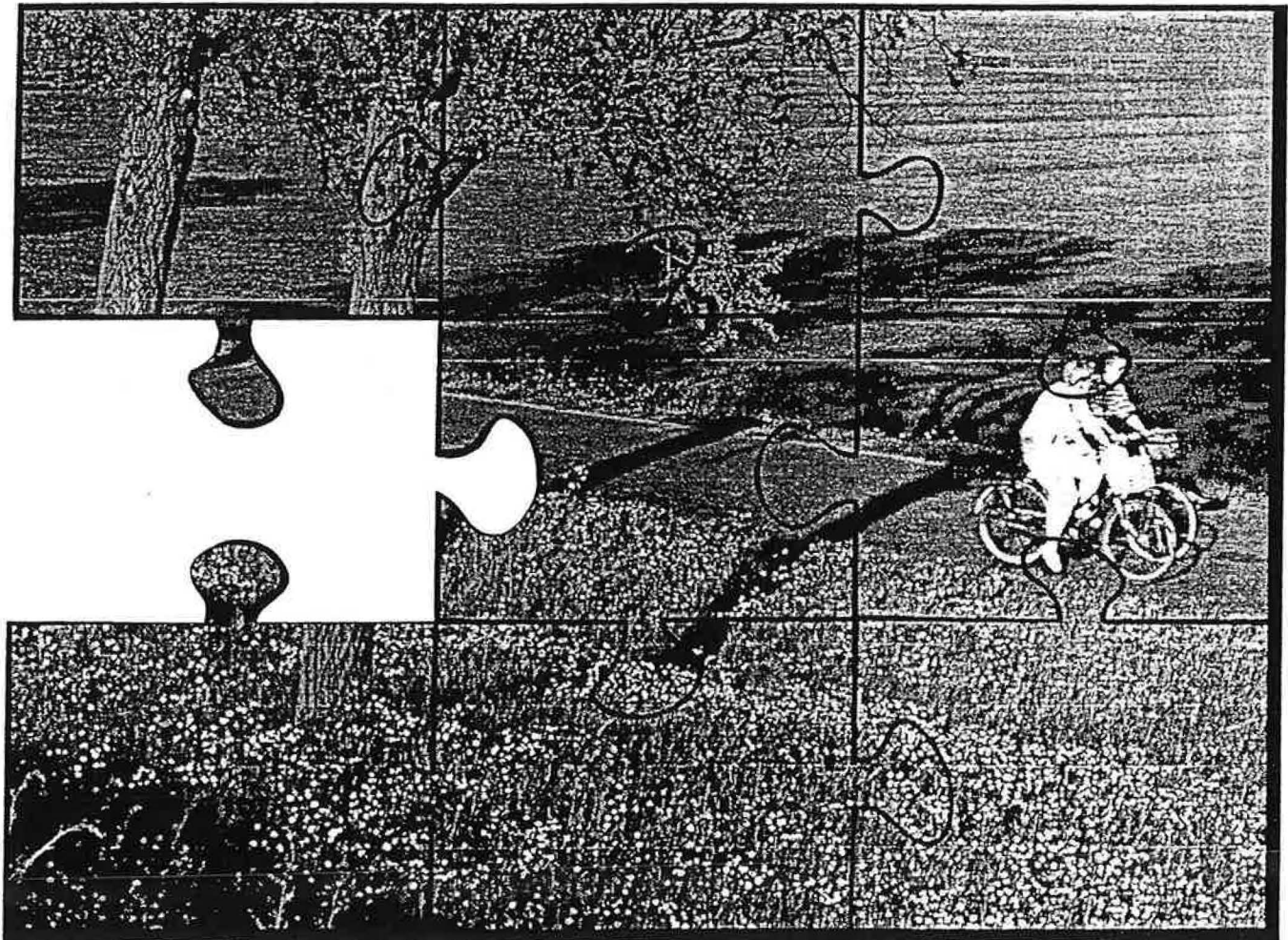
8. Economic Benefits of USSA World Softball Championships




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
-  Catalyst For Relocation
-  Clean Water!
Clean Air!
-  Ecosystem
-  Community Pride
-  Stress Reduction

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

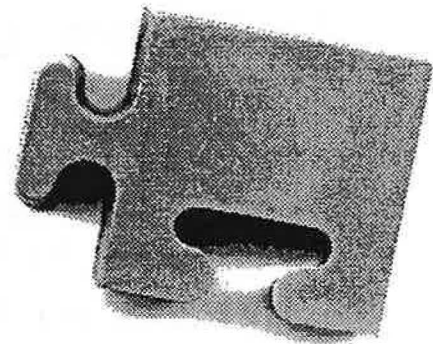
"We are the children of the landscape.—*Lawrence Durrell*

"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

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:

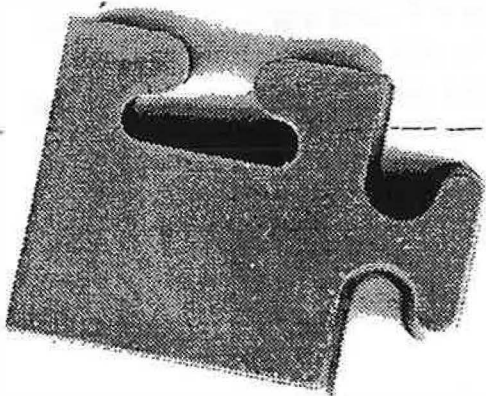
For too long, politicians, society and even park and recreation professionals themselves have viewed programs and services as non-essential or discretionary. It's time that everyone involved in the profession understand its real value in terms of providing vital and critical benefits to individuals and 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)

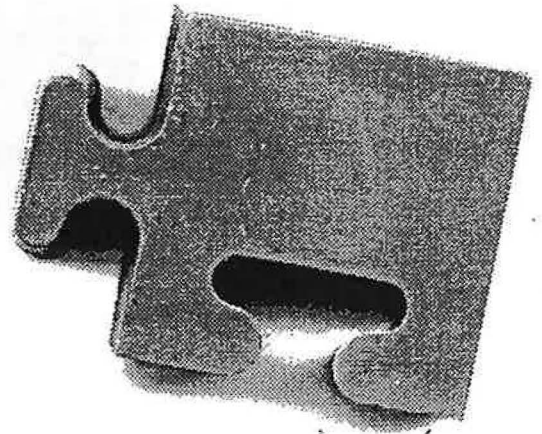
- Be in touch with the organizer of the workshop to confirm dates and times as well as which workshops will be conducted.
- Assist organizer by providing information for CEU forms for workshop.
- Decide ahead of time exactly what you want in the way of room set-up and AV equipment.

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!

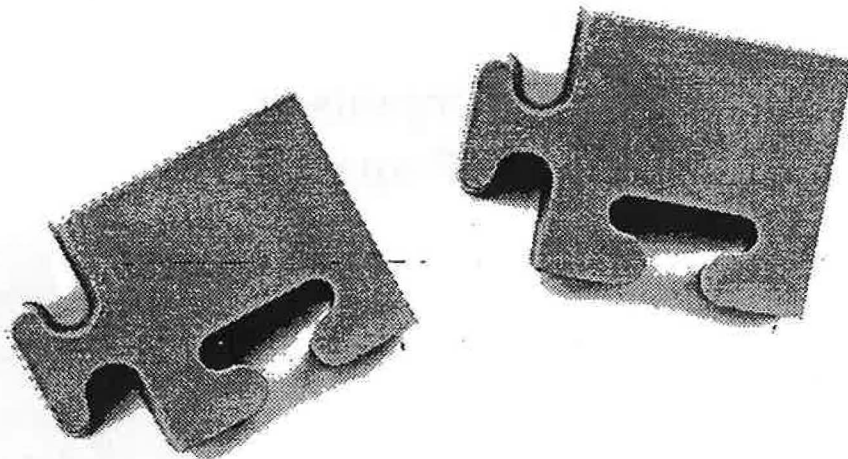
**Be Organized
and Prepared**



Some Suggestions for “Zipping Up” Your Workshops

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
Forms and Catalogs			
BF1	NRPA CEU Forms	NONE	
BF2	NRPA Evaluation Forms	NONE	
BF3	Promotional Products Catalogs	NONE	
BF4	NRPA Publications Catalog	NONE	
Benefits are Endless . . . Custom Imprinted Promotional Products/Catalogs			
	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	
Audio Visual Aids			
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	
A Benefits of Park and Recreation Resource Guide			
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: _____

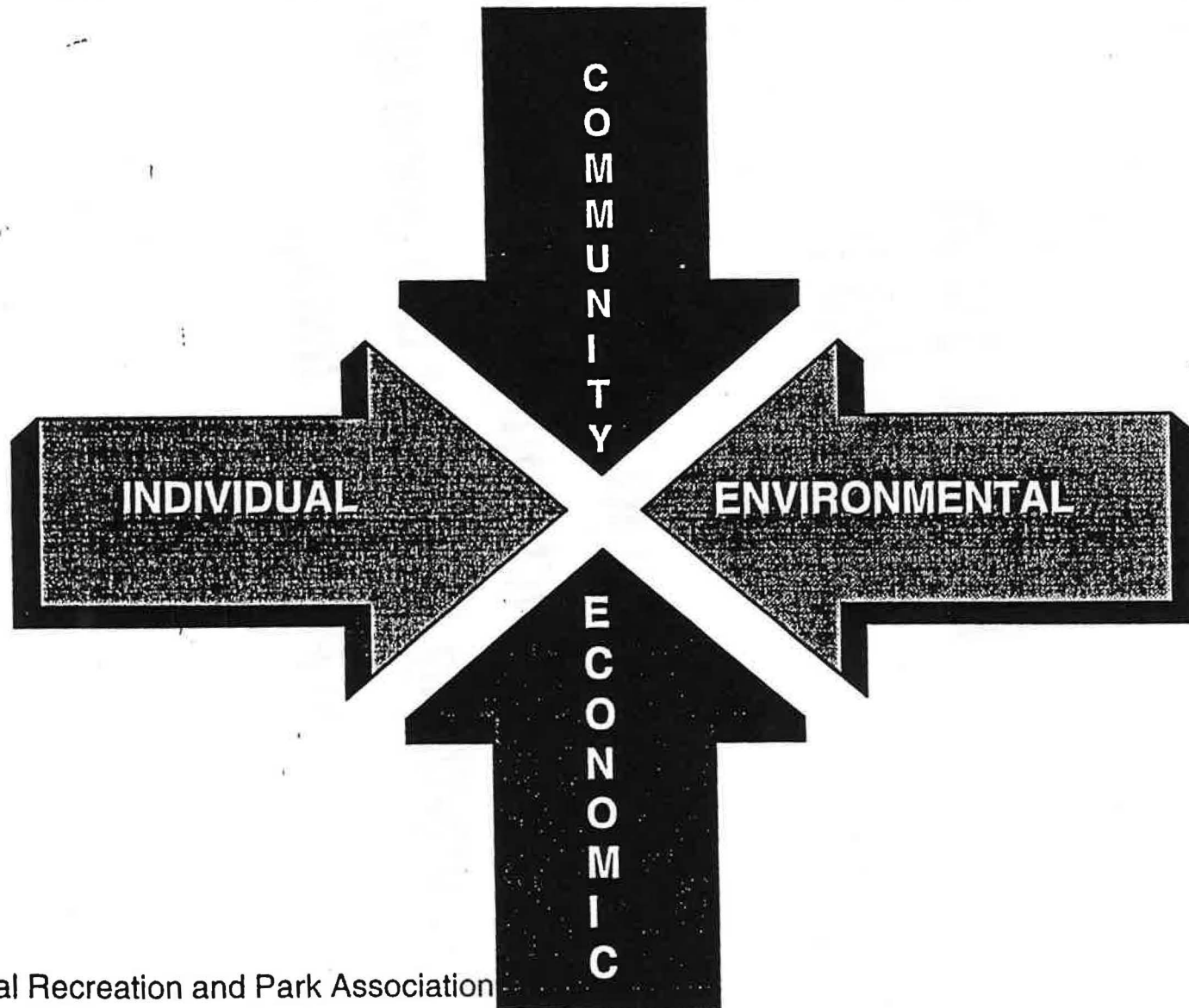
Visa/MC No. _____ Exp. date _____ Invoice me: _____

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

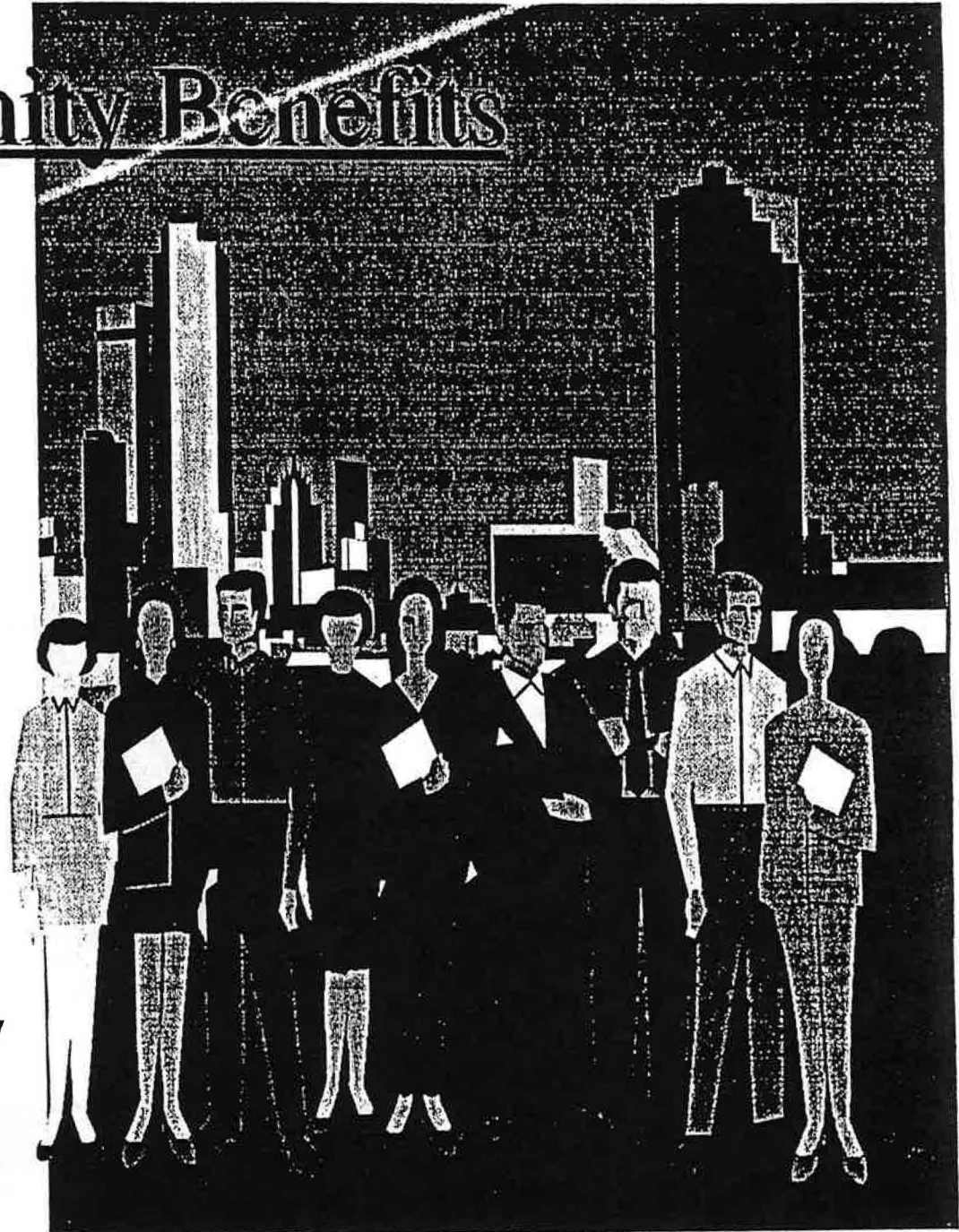
Individual Benefits

- 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



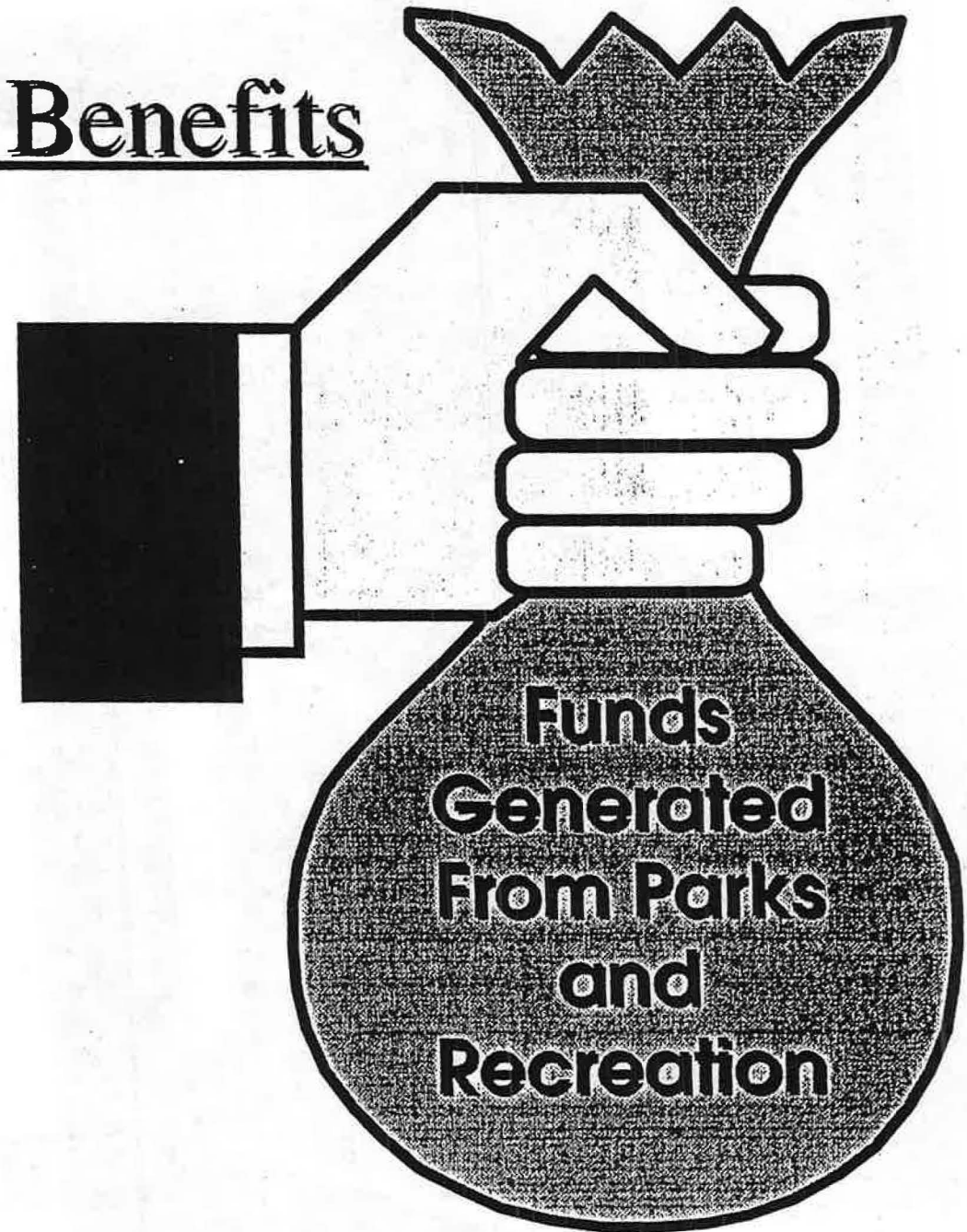
Community Benefits

- 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.

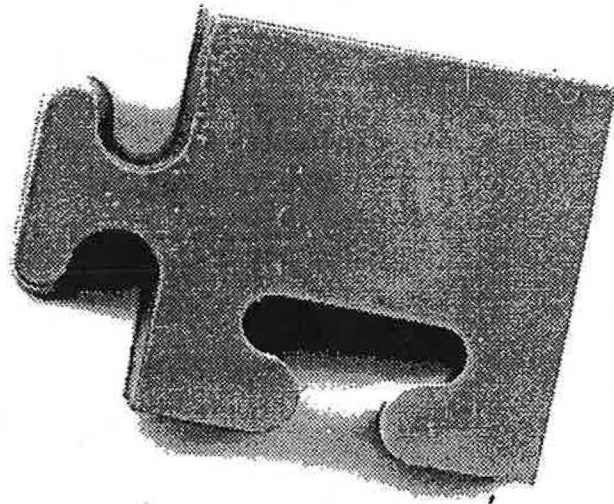
For example, How Does Your Garden Grow. If a person lists gardening as a favorite or recent recreation activity, they may respond that sense of accomplishment, some exercise, and stress release were the benefits they personally derived from this activity.

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?

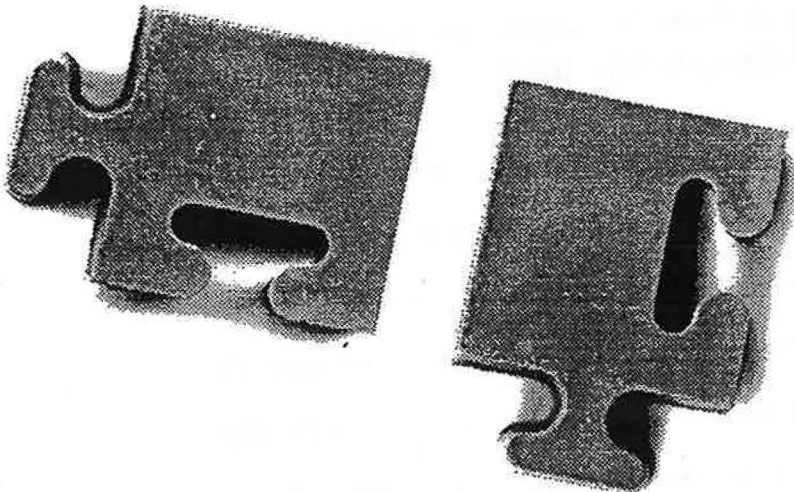
Rand McTally

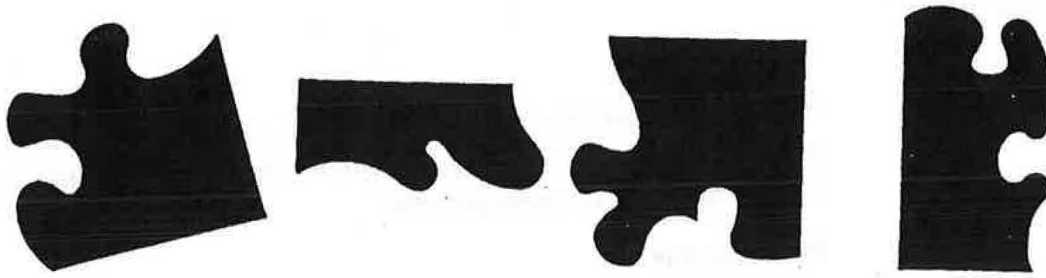
- Goal:** To enable people to create a list of their own quality of life benefits
- Time:** 10–20 minutes depending upon group size
- No. of People:** Any size
- Materials:** Chalkboard or easel and flipchart with chalk or markers
- Good Application:** Particularly good with a community group not specifically 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

Action Agenda

Thanks for participating in this workshop on the benefits of parks and recreation. It is so important to our future.

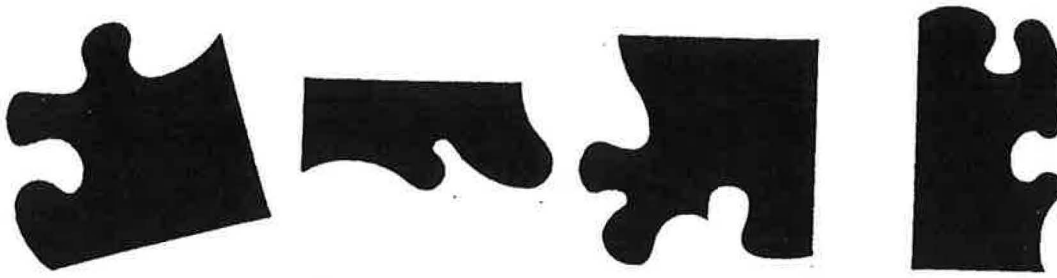
Take a few minutes here at the end of this workshop to decide upon specific actions you will take to spread the benefits message. These actions may relate either to an internal or external approach or both.

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.



Putting the Pieces Together

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:



How To Survive As A Park and Recreation Board Member

by
Donald F. Bresnan
and
Regina B. Glover

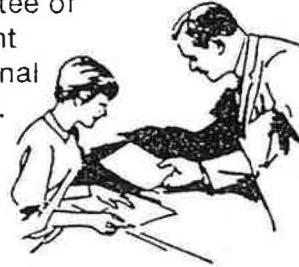


A Publication of
National Recreation
and Park Association
Citizen-Board Member Branch

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 Name

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 north-western 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.

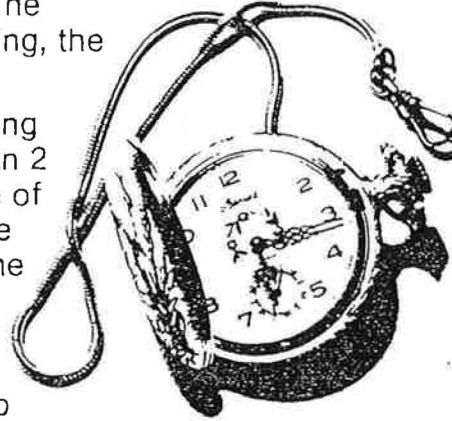
You Need to Know Quickly

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

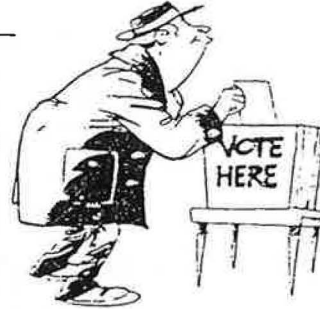
Who nibbles around the edges of decisions, ignoring the facts involved, worrying about making someone unhappy and not really wanting to take a position on ANY issue. He has never understood that nothing happens until somebody makes a decision. He has voted PRESENT at least once in the last 87 meetings. 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.

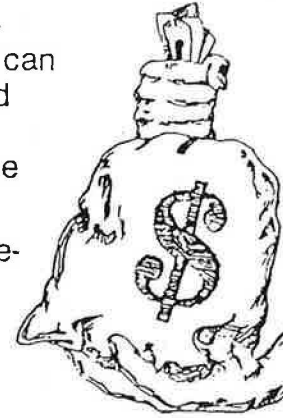
What is being done to develop new facilities? Programs? Anything to perk up and excite the residents? You don't need money, you need enthusiasm and ideas.

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

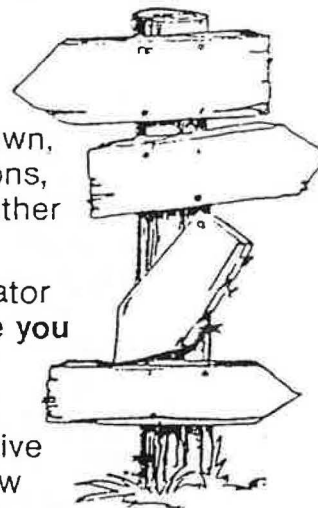
Everything, animal, vegetable, mineral, should be marked with a logo, symbol, or name of the Park Rec agency.

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.

