



PARKS MASTER PLAN

CITY OF BAKER CITY

OUR MISSION

Baker City shall permanently preserve, protect, maintain, improve, and enhance its natural resources, parkland, and recreational opportunities for current and future generations.



**ADOPTED
JUNE 23, 2015**



PLAYGROUND IMPROVEMENT 2014



PARKS MASTER PLAN

CITY OF BAKER CITY

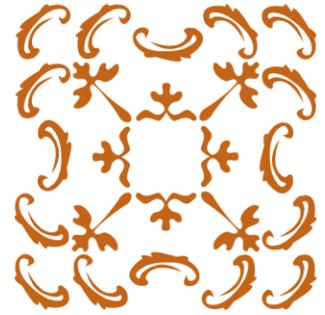


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Park Master Plan precedents and state and federal park planning guidelines were consulted during the creation of this planning document. Plan precedents consulted include the ***Troutdale Parks Master Plan***, ***Sweet Home Park Systems Master Plan***, and ***City of Dallas 2015 Parks Master Plan*** completed by the University of Oregon's Community Planning Workshop (CPW).

Executive Summary

Parks and recreation facilities are key services that can enhance a community's overall quality of life and sense of place. Park system services and amenities shape the character of communities, provide an anchor for neighborhood activities, and promote healthy behaviors and lifestyles. City of Baker City residents value a vibrant park system that caters to the recreational needs of their community and its visitors, while being cost and resource efficient.

Creating and maintaining park and recreation facilities is a challenge for local governments. Limited resources and competition for those resources, both staffing and budgetary, restricts many communities' ability to develop and maintain park systems. Identifying system priorities and matching them with available resources and appropriate funding requires thoughtful planning.

The Baker City Parks Master Plan provides a 20-year vision for the operation, improvement, and development of the City's entire park system. More specifically, the plan:

- ▶ Provides an inventory of existing parks and an analysis of appropriate park classifications and standards;
- ▶ Assesses the level of service for the existing park system Baker City;
- ▶ Identifies current and future park needs using input from the community as well as technical data;
- ▶ Provides park system goals and action items for the next 20 years;
- ▶ Provides a short-term park-specific improvement plan;
- ▶ Identifies potential funding mechanisms and sources to execute the parks system improvement plan.

This executive summary highlights existing facilities, key community needs, park system goals, and recommendations described within this Parks Master Plan.

Community Needs Analysis

Demand for the City's park system was assessed by conducting a park inventory, assessing socio-economic trends, completing a Level of Service (LOS) analysis, and gathering input from local residents.

Park System Inventory

Generally speaking, an ideal community park system is one made up of several different types, or classifications, of park areas. Each classification provides distinct types of outdoor experiences or recreation opportunities for local residents.

This Parks Master Plan identified 14 developed parks, one developed pathway (with future expansion capabilities), and two undeveloped parks areas. **This existing park system comprises 15.97 developed acres, and 1.23 undeveloped acres.**

Table ES-1 City Owned Parks and Recreation Facilities (Developed and Undeveloped)

| Park Name | Acreage / (Miles) |
|---|-------------------|
| <i>Developed Parks</i> | |
| Geiser Pollman | 5.20 |
| Sam-O Park North | 2.86 |
| Central Park | 2.09 |
| Leo Adler Memorial Parkway | 2.07 |
| Kirkway & Hughes | 1.10 |
| Kirkway & "H" | 0.64 |
| Cedar Acres | 0.52 |
| South Baker | 0.37 |
| River Park | 0.28 |
| Dewey Pocket Parks | 0.20 |
| Post Office Square | 0.20 |
| Hillcrest Traffic Islands (2) | 0.18 |
| Lion's Memorial Park | 0.12 |
| North 3rd Traffic Island | 0.07 |
| River Park Traffic Island | 0.07 |
| Total Developed Parks - Acres | 15.97 |
| <i>Developed Pathways</i> | |
| Leo Adler Memorial Parkway | 2.13 (miles) |
| Total Developed Pathways - Miles | 2.13 |
| <i>Undeveloped Parks</i> | |
| Sam-O Park South | 0.94 |
| Leo Adler Memorial Pathway - South Trail Head | 0.17 |
| Court Plaza | 0.12 |
| Total Undeveloped Parks - Acres | 1.23 |
| <i>Undeveloped Pathways</i> | |
| Leo Adler Memorial Pathway - Miles | 0.19 (miles) |
| Total Undeveloped Pathways - Miles | 0.19 |

Recreation areas or facilities which serve similar functions of the local park system, but are not owned by the City, can also be considered valuable assets for the community. These assets include school properties, sports fields, and other recreation facilities owned by local organizations. It is important to document these facilities within a parkland inventory to avoid duplication of recreation services already made available to the local community.

This Parks Master Plan identified eight additional recreation facilities not owned by the City – five school properties (including sport complexes), one county park, and two sports fields operated by local community partners. **These additional recreation facilities include 78 acres of developed parkland (nearly five times the area of all city-owned park system facilities combined).**

Table ES-2 Parks and Recreation Facilities NOT Owned by the City

| Name | Acreage |
|--|--------------|
| High School Sports Complex | 38.79 |
| Middle School | 3.91 |
| South Baker School | 2.75 |
| North Baker School | 2.74 |
| Brooklyn School | 2.53 |
| Wade Williams (owned by Elks Lodge) | 5.52 |
| Leo Adler Field (owned by Baker County) | 11.51 |
| 17th Street Ball Fields (owned by Marvin Wood Products) | 10.66 |
| Total Acres | 78.41 |

The park system inventory found Baker City parks, especially community and neighborhood parks, are clustered in the central and northeastern portion of the city. Areas along the western boundary of the City are currently underserved by the park system.

Level of Service (LOS) Analysis

A Level of Service (LOS) analysis uses a quantitative formula to evaluate the current level of service provided by a park system and to help identify where to focus future parkland development efforts. The LOS analysis formula is expressed as the ratio of developed parkland per 1,000 residents.

Baker City currently manages approximately 16 acres of parkland and two and a half miles of pathways. An additional 78 acres of parks and recreation facilities not owned by the City are also made available to the community. **The current LOS ratio, including these non-City owned facilities, as defined by acres per 1,000 residents is 9.23.** This ratio is within the LOS range recommended by the Oregon Statewide Comprehensive Outdoor Recreation Plan. However, the LOS revealed a lower than average ratio for smaller parks (such as Pocket Parks and Neighborhood Parks) and several areas within the City’s boundaries currently underserved by the existing park system. Areas along the western edge of the City

lack parks in close proximity to residential areas. The City should consider recreation alternatives or potentially parkland expansion to fulfill the needs of the community.

It is important to highlight this analysis assumes public access to non-City owned facilities will continue in the foreseeable future. **When parkland and recreation facilities *not owned by the City* are removed from the LOS analysis the ratio of parkland acres per 1,000 residents falls from 9.23 to 1.39, far below the recommended ratio range of 6.25 to 12.5.** The City should make considerable effort to ensure these facilities are well-maintained and accessible to community members in the future.

The following three recommendations were created during the development of this Parks Master Plan to specifically address parkland level of service:

- ▶ **Consider developing LOS standards for each park classification and the Baker City park system as a whole.**
- ▶ **Ensure public access to non-City owned recreation facilities is continued for the foreseeable future *OR* consider developing Memorandums of Understanding (MOUs) with the school district, community partners and the County for the continued use and enjoyment of recreation facilities within Baker City by the general public.**
- ▶ **Consider park and recreation facility alternatives or parkland expansion to fulfill the needs of underserved areas of the community, especially along the western edge of the City.**

Community Input

The Baker City parks planning process relied on input and suggestions from local residents. The Baker City Parks and Recreation Advisory Board used four public participation tools for gathering input from the community: (1) a household survey conducted online and provided in paper format upon request; (2) youth survey conducted with government classes at Baker High School; (3) individual interviews with members of the community; and (4) an informational booth and intercept surveys conducted at a local community event.

According to local residents, the top seven priorities for future park system efforts are:

- ▶ Maintaining existing parks, rather than acquiring new parks or properties.
- ▶ Ensuring adequate safety measures and policing of park system.
- ▶ Continued maintenance of trails and paths within the park system.
- ▶ Extension of the Leo Adler Memorial Parkway to connect to other parks and recreation facilities, including Wade Williams Park.
- ▶ Construction or establishment of a dog park.
- ▶ Construction of basketball courts.

- ▶ Addressing underserved neighborhoods, especially in the western and southern portion of the City.

Other concerns expressed by local residents included (1) the heavy use, or overuse of Geiser Pollman Park and Central Park, (2) maintenance of picnic tables, restrooms, play facilities, and landscaping, and (3) having the appropriate amenities to suit the needs of the local community.

According to local residents, desired amenities or additions to the park system include:

- ▶ Additional or updated restrooms.
- ▶ Safe, updated play equipment.
- ▶ Surfacing material under play equipment to mitigate mud and dirt.
- ▶ Additional picnic tables.
- ▶ Additional benches.
- ▶ Dog park and off-leash dog areas.
- ▶ Basketball courts.

The information gathered from the community input, parkland inventory, and level of service analysis was used to develop the Plan’s overarching goals and achievable action items for the City’s entire park system, as well as proposed park-specific improvements and future developments. Examples of proposed park-specific improvements as seen in the Plan include: (1) develop park-specific plans to address entry way enhancements, landscaping, or playground improvements, (2) installation of park amenities and additional recreation facilities, and (3) develop a connectivity and strategic plan to extend the Leo Adler Memorial Pathway.

Vision and Goals

The Baker City Parks Master Plan includes a long-term vision for the local park system and nine goals that illustrate system priorities and action items that are intended to be used by the City, local Parks and Recreation Advisory Board and Playground Improvement Fund, and community members to guide the development of the park system. The following statement is the City’s vision for its park system:

Baker City shall permanently preserve, protect, maintain, improve, and enhance its natural resources, parkland, and recreational opportunities for current and future generations.

Goals

- ▶ **Goal 1 - Park Diversity:** Ensure all areas and populations within the City are adequately served by a variety of recreation areas and facilities.
- ▶ **Goal 2 - Community Stewardship:** Encourage community participation and stewardship for the local park system.

- ▶ **Goal 3 - Natural Areas and Greenways:** Provide safe and enjoyable natural areas that (1) preserve wildlife habitat and sensitive ecological areas, (2) provide opportunities for passive recreational use, and (3) create educational and interpretive opportunities.
- ▶ **Goal 4 – Connectivity:** Create and maintain a variety of trail types that provide connectivity throughout the park system and community.
- ▶ **Goal 5 – Accessibility:** Ensure parks are easily accessible for all ages and abilities.
- ▶ **Goal 6 – Park System Expansion:** Expand the existing park system to better serve the local community.
- ▶ **Goal 7 – Design:** Ensure parks and recreation facilities are safe, aesthetically pleasing and easy to maintain.
- ▶ **Goal 8 – Maintenance:** Maintain parks to ensure safety, functionality, and the integrity of natural systems.
- ▶ **Goal 9 – Funding:** Explore diverse funding sources and opportunities for funding parkland acquisition and improvements.

Funding

The goals, action items, and recommendations outlined within this Parks Master Plan include the continued operation and improvement of existing park facilities, developing additional recreational opportunities in underserved areas, and improving connectivity between parks and community centers. Moving forward, it is essential that an appropriate and reliable funding structure is in place to support Baker City’s park system and help achieve this vision.

The current funding structure for Baker City’s park system is generally much more conducive to fund day-to-day operations and maintenance rather than capital improvements. This presents significant funding challenges for future development, parkland expansion, and proposed enhancement or improvement projects outlined in this Plan. The City, City Council, and local Parks and Recreation Advisory Board will need to work in unison to develop an appropriate funding strategy to finance the majority of the proposed capital improvement projects, as well as maintain those improvements.

The following three recommendations were created during the development of this Parks Master Plan to specifically address the funding requirements discussed within this chapter:

- ▶ **Establish a more diverse and reliable funding strategy.**
- ▶ **Establish priorities among the proposed park-specific improvement projects called for in this Parks Master Plan.**
- ▶ **Continue developing partnerships and relationships with community partners, land owners, and the general public to gain further monetary and non-monetary support for the park system.**

Conclusion

The Baker City Parks Master Plan process was designed to create a community-defined vision for their park system. This vision expresses a synthesis of ideas from community members, stakeholders, and technical advisors.

The planning process followed a "system approach" recommended by the National Recreation and Parks Association (NRPA). Guidelines for implementing this approach were adapted to Baker City's unique local characteristics and goals for their Parks Master Plan. The planning process assessed park, recreation, and open space needs of the community and translated that information into a framework for meeting those needs. The outcome is a 20-year vision for Baker City's parks and recreation facilities with clear and flexible paths for achievement.

Periodic review and revision of the Plan will ensure its continued success as a working tool to help create and maintain a park system that meets the needs of the community well into the future.

Chapter 1

Introduction

The Baker City Parks Master Plan provides a 20-year vision for the operation, improvement, and development of the City of Baker City's entire park system. The comprehensive plan articulates the community's vision to provide healthy and enjoyable recreational opportunities to its residents and visitors. The Plan provides guidance and specific action items for achieving the goals envisioned by city staff, local Parks and Recreation Advisory Board, and the community at large.

Overview

Parks and recreation facilities are key services that can enhance a community's overall quality of life and sense of place. "Quality of life" is a term that has grown in popularity in the last few decades; it refers to an individual's satisfaction with his/her social and physical surroundings. The term is linked to a number of community amenities, which include trails, natural areas, open space, and parks. These amenities are assets that build strong communities by providing recreation opportunities, gathering spaces, connectivity, natural resource protection, cultural resource preservation, and aesthetic beauty. Park system services and amenities shape the character of communities, provide an anchor for neighborhood activities, and promote healthy behaviors and lifestyles.

Creating and maintaining park and recreation facilities is a challenge for local governments. Limited resources and competition for those resources, both staffing and budgetary, restricts many communities' ability to develop and maintain park systems. Identifying system priorities and matching them with available resources requires thoughtful planning. Communities typically develop and adopt Parks Master Plans to guide the development of park systems.

A thriving park system benefits the entire community.

Physical benefits...

- ▶ Provide a number of health and psychological benefits by offering places of solstice and spaces to participate in outdoor pursuits.
- ▶ Encourage increased physical movement and can help reduce the risks of weight-related health problems.
- ▶ Encourage *passive* recreational activities, such as bird watching, and *active* recreational activities, such as soccer or other sports requiring specialized facilities.
- ▶ Preserves open spaces, wildlife habitat, and historical and cultural resources.
- ▶ Help to clean the air and soil of environmental contaminants, decreasing potential harm to residents through the park system's natural landscaping and vegetation.

Social benefits...

- ▶ Create gathering spaces for public activities and events.
- ▶ Encourages people to make more social connections with their neighbors and community.
- ▶ Promote opportunities for residents of different generations and social classes to mix, strengthening community bonds.
- ▶ Enhance a community's livability and character.
- ▶ Add to the aesthetic value of the community.

Economic benefits...

- ▶ Improve property values for locations served by parks and in close proximity to parks.
- ▶ Can help attract and retain younger families to the area.
- ▶ Can help attract and retain small and big businesses by offering a higher quality of life for their employees.

Purpose of the Plan

The creation of the Baker City Parks Master Plan developed from recommendations set forth in the *Baker City Vision – 2030* (2010) plan and *Baker City Strategic Plan* (2014). Both of these community-based planning processes focused on creating strategic action steps that would serve the dual mission of preserving Baker City’s rural, small town living while improving the community’s sustainability, both in terms of economic opportunity and attracting and retaining younger generations.

The Baker City Parks Master Plan is an articulation of the Baker City vision for its park system and strategies for achieving the vision. While existing parks and recreation facilities continue to provide amenities that Baker City residents expect from their park system, this Plan guides future development and management efforts for the park system over the next 20 years. This Plan:

- ▶ Provides an inventory of existing parks and an analysis of appropriate park classifications and standards;
- ▶ Assesses the level of service for the existing park system Baker City;
- ▶ Identifies current and future park needs using input from the community as well as technical data;
- ▶ Provides park system goals and action items for the next 20 years;
- ▶ Provides a short-term park-specific improvement plan;
- ▶ Identifies potential funding mechanisms and sources to execute the parks system improvement plan.

Relationship to Other Plans

The Baker City Parks Master Plan covers a planning area of approximately seven square miles within the City’s municipal boundaries. Understanding this context area and its corresponding long-range planning initiatives allows for consistency among public policies and community development projects. Additionally, this understanding provides context for how the local community understands the role of the parks.

The following plans have relevance to the Baker City Parks Master Plan and were consulted during its development:

- ▶ Baker City Vision-2030 – 2010
- ▶ City of Baker City's Comprehensive Plan – 2013
- ▶ Baker City Transportation System Plan (TSP) – 2013
- ▶ Baker City's Strategic Plan – 2014
- ▶ Plan of Historic Baker City – 2001
- ▶ Baker City Capital Plan – 2014-2015
- ▶ Baker City Central Park Preferred Concept Plan and Court Plaza Plan – 2010
- ▶ State of Oregon Trails Master Plan – 2005
- ▶ Statewide Comprehensive Outdoor Recreation Plan (SCORP) – 2007

For a summary of each relevant plan, see Appendix A.

The Parks Planning Process

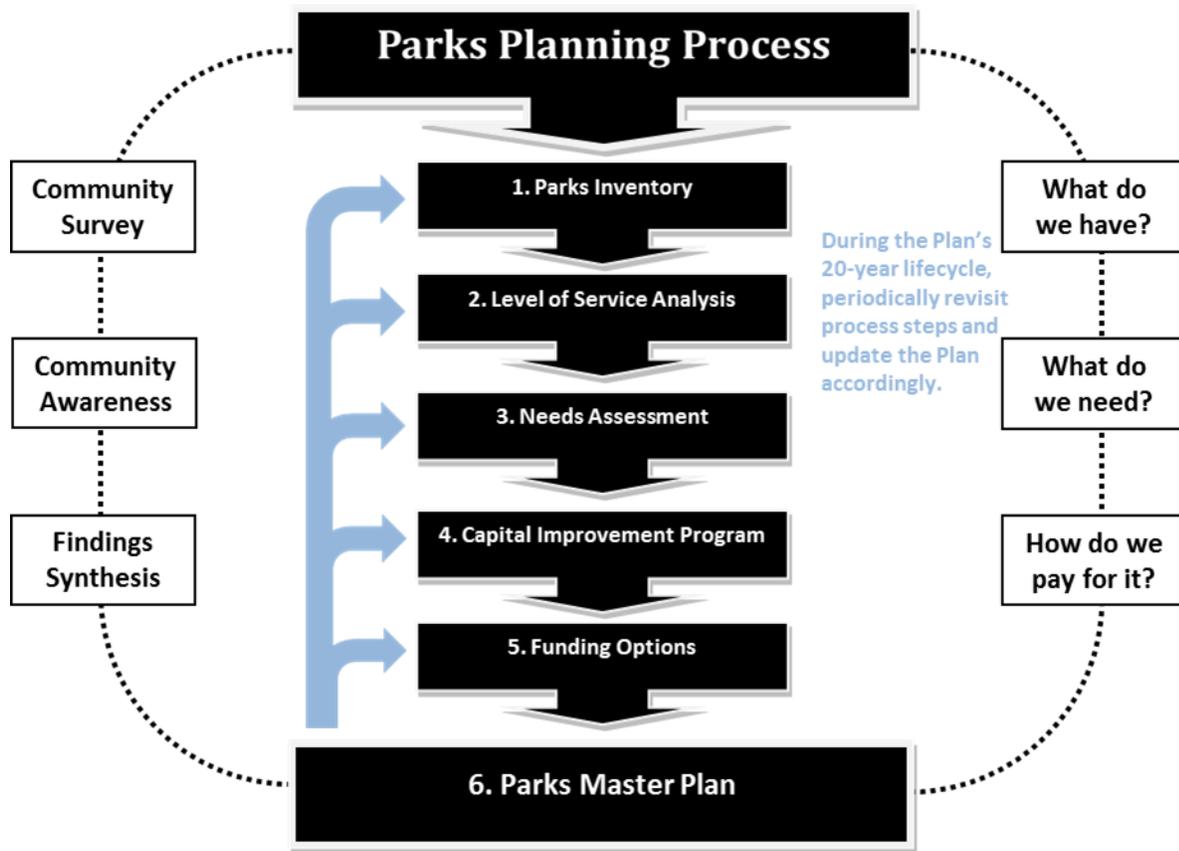
The Baker City Parks Master Plan process was designed to create a community-defined vision for their park system. This vision expresses a cohesive and achievable synthesis of ideas from community members, stakeholders, and technical advisors.

The planning process followed a "system approach" recommended by the National Recreation and Parks Association (NRPA). Guidelines for implementing this approach were adapted to Baker City's unique local characteristics and goals for their Parks Master Plan. The planning process assessed park, recreation, and open space needs of the community and translated that information into a framework for meeting those needs. The outcome is a 20-year vision for Baker City's parks and recreation with clear and flexible paths for achievement.

Periodic review and revision of the Plan will ensure its continued success as a working tool to help create and maintain a park system that meets the needs of the community well into the future. These reviews and revisions are suggested at five-year intervals.

Figure 1-1 on the following page summarizes the process used to develop the Baker City Parks Master Plan.

Figure 1-1. The Parks Planning Process



Step 1 – Parks Inventory

Inventory of existing parks. The inventory identifies existing park facilities, assesses general parks condition, lists existing improvements, and identifies needed maintenance or additions.

Step 2 – Level of Service Analysis

An assessment of how well the existing park system will serve its current residents and projected future populations. This analysis determines a ratio of developed parkland acres per 1,000 residents and identifies underserved areas.

Step 3 – Needs Assessment

This step focuses on identifying wants and priorities of parkland improvements and developments. It draws information from demographic and recreational trends and community input to identify the types of facilities needed by current and future residents.

Step 4 – Capital Improvement Program

The creation of a Capital Improvement Program (CIP) creates an achievable action plan for the improvement and development of the park system using the inventory of existing facilities, level of service, and needs identified in steps one through three.

Step 5 – Funding Options

Step 5 outlines existing funding mechanisms and identifies potential alternative funding sources for the development, operation, and maintenance of the park system.

Community Engagement

The Baker City parks planning process relied on input and suggestions from local residents. As is common in most complex planning processes, there were a large number of residents whose interests are taken into account. The "stakeholders" in the Baker City parks planning process include:

- ▶ Residents of Baker City
- ▶ Baker City Council
- ▶ Baker City Parks and Recreation Advisory Board
- ▶ Baker City Parks Department

The Baker City Parks Master Plan used four primary methods for gathering input from the community: (1) a household survey conducted online and provided in paper format upon request; (2) youth survey conducted with government classes at Baker High School; (3) individual interviews with members of the community; and (4) informational booth and intercept surveys conducted at a local community event.

Organization of the Plan

The remainder of the Baker City Parks Master Plan is organized as follows:

- ▶ **Chapter 2 - Park Inventory** – Provides information on the population of Baker City, a summary of the park classifications and the inventory of Baker City parks and recreation facilities, a discussion of service areas, and associated maps.
- ▶ **Chapter 3 - Community Input** – Summarizes key findings synthesized from community survey results and input from the Parks and Recreation Advisory Board comprised of community members.
- ▶ **Chapter 4 – Park System Goals and Action Items** – Provides the framework to achieve the vision set forth by this Plan over the next 20 years.

- ▶ **Chapter 5 – Proposed Park-Specific Improvements & Future Developments** – Details park-specific improvements, including trail and connectivity enhancements.
- ▶ **Chapter 6 - Funding & Operations** – Provides information on the current parks budget, establishes future budgetary needs, and includes recommendations for funding.
- ▶ **Appendix A: Related Plans** – Summarizes other key planning documents and initiatives related to the Baker City park system.
- ▶ **Appendix B: 2012 Community Parks and Pathways Survey Summary Report** – Summarizes key findings related to wants, needs and priorities of Baker City’s parkland improvements as defined by local residents.
- ▶ **Appendix C: Park System Funding Mechanisms** – Details funding tools available to the City for park system funding.
- ▶ **Appendix D: Estimated Costs of Capital Improvement Projects** – Provides an initial estimation of park-specific improvements and amenity additions outlined in Chapter 5.

Chapter 2

Park Inventory

This chapter presents an evaluation of the City of Baker City’s existing park system and an overview of community it serves. An evaluation of the existing park system was conducted using a parkland inventory and level of service analysis. These two components provided a better understanding of existing facilities and established a framework to help identify current and future park needs.

Community Description

Baker City is a rural community and the county seat of Baker County in northeastern Oregon. It is located between mile posts 302 and 306 on Interstate Highway 84. The environment in this region is generally characterized by sizable mountain ranges, large fertile agricultural valleys, and a semi-arid climate. The surrounding landscape is comprised of forested mountains, farmlands, sage brush, and waterways which provide ample recreation opportunities and scenic qualities to the area. The Powder River, a major tributary in Baker County, winds south to north directly through the center of town. Despite its relatively dry climate, Baker City maintains lush landscaping and an ample tree canopy. For the last 30 years, the City has been honored as a “Tree City” by the National Arbor Day Foundation.

Baker City has a rich cultural heritage and highly values its small town lifestyle. The City was incorporated in 1874 and lies in close proximity to the original Oregon Trail a few miles to the east. Today, the population of the City is approximately 10,000. Between 2010 and 2013, the City experienced a slight decrease in population and, according to the *Baker City Vision – 2030*, is not expected to experience a significant increase over the next fifteen years.

The City is slightly younger than the county as a whole. There are approximately 2,500 families within the community and a significant portion of the population (21%) under the age of 18. However, the median age of the City, 44 years of age, is slightly higher than the state average. Seniors over the age of 65 make up 20% of the population.

The median household income in Baker City in 2005 was \$29,020 and the median household income for a family was \$34,790, which is considerably lower than the state median household income of \$51,242. Additionally, a significant portion (22%) of residents live below the poverty line.

Inventory of City-Owned Parks and Recreation Facilities

Conducting an inventory of existing parkland and park system facilities is an important component to the Parks Master Plan process to better understand capacity needs. A field analysis for each park or recreation facility within the City boundary was conducted by the local Parks and Recreation Advisory Board; including, all City-owned parklands and non-city owned areas with recreation facilities.

Existing City-Owned Parks and Recreation Facilities

This Parks Master Plan identified 14 developed parks, one developed pathway (with future expansion capabilities), and two undeveloped parks areas. The existing park system comprises 15.97 developed acres, and 1.23 undeveloped acres.

Table 2.1 on the following page includes a summary of each park, including acreage (or miles) and amenities.

Table 2.1 Summary of City-Owned Parks & Pathways in Baker City

| Park Name | Acreage / (Miles) | Amenities |
|---|-------------------|--|
| Developed Parks | | |
| Geiser Pollman | 5.20 | Restrooms, lighting, memorials, gazebo, picnic tables, picnic shelter, flag pole, benches, trash receptacles, BBQ grills, horseshoe pits, bike rack, bridge, pathway connection, river access, playground, drinking fountains. |
| Sam-O Park North | 2.86 | Parking, lighting, picnic tables, trash receptacles, gazebo, basketball court/ice rink, river access, swim facility (currently operated by a third party). |
| Central Park | 2.09 | Lighting, picnic tables, picnic shelters, trash receptacles, trail connection, river access, restrooms, drinking fountain, interpretive panel, amphitheatre stage. |
| Leo Adler Memorial Parkway | 2.07 | Includes acres within right of way and easement. (See amenities below.) |
| Kirkway & Hughes | 1.10 | Parking, lighting, picnic tables, trash receptacles, trail connection, river access, fishing. |
| Kirkway & "H" | 0.64 | Picnic table, trash receptacles, pathway connection, river access, fishing. |
| Cedar Acres | 0.52 | Picnic tables, trash receptacles, playground. |
| South Baker | 0.37 | Picnic table, trash receptacle, playground. |
| River Park | 0.28 | Picnic table, trash receptacle, playground. |
| Dewey Pocket Parks | 0.20 | Lighting, benches, trash receptacles, and xeriscape landscaping. |
| Post Office Square | 0.20 | Lighting, memorials, benches, trash receptacle, drinking fountain. |
| Hillcrest Traffic Islands (2) | 0.18 | Lighting, picnic table, trash receptacle. |
| Lion's Memorial Park | 0.12 | Picnic table, picnic shelter, interpretive panels, fishing, bridge, river access, memorials, lighting. |
| North 3rd Traffic Island | 0.07 | Lighting. |
| Riverpark Traffic Island | 0.07 | Picnic table. |
| Total Developed Parks - Acres | 15.97 | |
| Developed Pathways | | |
| Leo Adler Memorial Parkway | 2.13 (miles) | Picnic tables, picnic shelters, benches, trash receptacles, river access, bridges, fishing. |
| Total Developed Pathways - Miles | 2.13 | |
| Undeveloped Parks | | |
| Sam-O Park South | 0.94 | Open space. |
| Leo Adler Memorial Pathway - South Trail Head | 0.17 | Open space - to be developed in to parking, seating, and informational center. |
| Court Plaza | 0.12 | Parking, bronze sculpture, benches, seasonal community Christmas tree. |
| Total Undeveloped Parks - Acres | 1.23 | |
| Undeveloped Pathways | | |
| Leo Adler Memorial Pathway - Miles | 0.19 (miles) | Future pathway from Main Street to Myrtle Street |
| Total Undeveloped Pathways - Miles | 0.19 | |

Park Classifications

Park classifications serve as guidelines to further evaluate the existing park system. This Parks Master Plan uses a *locally-defined* classification system specific to Baker City’s needs, resources, and facilities. This system is based on the standards of the National Recreation and Park Association’s (NRPA) and the Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP). NRPA strongly encourages municipalities to develop a classification system that closely reflects the values and desires of the local community as determined through a public participation process.

Generally speaking, an ideal community park system is one made up of several different types, or classifications, of park areas. Each classification provides distinct types of outdoor experiences or recreation opportunities for local residents. A park classification system categorizes parks based on the following characteristics: benefits, functions, size, service area, and amenities. **Baker City used the following *locally-described* classifications during the development of this Parks Master Plan: pocket park, neighborhood park, community park, and pathway (or greenway).**

The most significant difference between SCORP’s classification system and the City’s locally-defined classification system is park size. Due to the City’s relatively small population and rural setting, the locally-defined classification system was used with the intent to better reflect parkland uses and needs by the local community. In establishing these guidelines, the Parks and Recreation Advisory Board placed increased emphasis on each park’s function, or development features, within the community.

Table 2.2 presents a comparison of park size between the City’s locally-defined park classification system and SCORP’s park classification system.

Table 2.2 – Comparison of Park Size Classifications

| Park Type | Locally-defined Park Size by Classification | SCORP-defined Park Size by Classification | Park Development Features |
|----------------------|---|---|---|
| Pocket Park | .07 - .25 acres | .25 - 2 acres | A bench, picnic table, interpretive signage and grassy area or landscaped area. |
| Neighborhood Park | .25 - 2 acres | 2 - 20 acres | A small children’s play area, picnic area, benches, or open grassy area. |
| Community Park | 2 - 10 acres | 15 - 100 acres | Children’s playground(s), picnic areas, bike racks, paths, lighting, covered picnic areas, and other facilities for organized individual, group, and family activities. |
| Pathways & Greenways | <i>undefined</i> | <i>undefined</i> | Paved or unpaved trails, interpretive signs, maps, benches, and trash receptacles. |

SCORP parkland classifications NOT used in the development of this Parks Master Plan include: "Urban Plaza Park", "Regional Park", "Nature Parks", "Special Use Parks", "Regional Sports Park", "Linear Park", and "Destination Park".

Baker City’s city-owned park system currently contains seven pocket parks, five neighborhood parks, three community parks and one pathway.

Pocket Parks

Size: .07-.25 acres

Service Area Description: ¼ mile radius (or 5 to 10 minute walking time)

Definition:

Pocket parks provide passive opportunities. They are small in size and are often limited to a small grassy area or landscaped area with few amenities. They are located within biking and walking distance of users and should be accessible by sidewalks, trails, and/or low volume streets.

Existing Pocket Parks:

- Post Office Square (0.2 acres)
- Dewey Pocket Park (0.2 acres)
- Hillcrest Traffic Islands (0.18 acres)
- North 3rd Traffic Island (0.07 acres)
- River Park Traffic Island (0.07 acres)
- Lions Memorial Park (0.12 acres)

Benefits & Use of Pocket Parks:

Pocket parks add character to a neighborhood as well as a place for rest. Typical amenities may include a bench, picnic table, and grassy area or landscaped area. Pocket parks may also have interpretive signs.

Neighborhood Parks

Size: .25 - 2 acres

Service Area Description: ½ mile radius (or 5 to 15 minute walking time)

Definition:

Neighborhood parks provide passive or limited active recreation opportunities. These are small in size and are often limited to a small grassy area or developed lot with limited amenities. Neighborhood parks are located within biking and walking distance of users and should be accessible by sidewalks, trails, and/or low volume streets..

Existing Neighborhood Parks:

- ▶ Cedar Acres (0.52 acres)
- ▶ Kirkway & “H” (0.64 acres)

- ▶ River Park (0.28 acres)
- ▶ Kirkway & Hughes (1.1 acres)
- ▶ South Baker (0.37 acres)

Benefits & Use of Neighborhood Parks:

Neighborhood parks preserve a balance between open space and residential development. These types of parks can add activity and character to a neighborhood as well as providing a place for neighborhood gatherings. Typical amenities may include small children’s play area, picnic area, benches, or open grassy area.

Community Parks

Size: 2 - 20 acres

Service Area Description: 1 mile radius (or 15 to 25 minute walk; or less than 5 minutes driving time)

Definition:

Community parks provide access to basic recreation opportunities to nearby residents of all ages. These parks should accommodate the needs of a wide variety of ages and user groups. Community parks are located within walking and biking distance by users and should be accessible by sidewalks, trails, and/or low volume streets.

Existing Community Parks:

- ▶ Central Park (2.09 acres)
- ▶ Geiser Pollman (5.2 acres)
- ▶ Sam-O Park North (2.86 acres)

Benefits & Use of Community Parks:

Community parks provide access to basic recreation opportunities to nearby residents. They enhance neighborhood identity and preserve open space. These parks are larger in size and serve a wider base of residents than neighborhood parks. Community parks often include facilities for organized individual, group, and family activities. Typical amenities may include children’s playground, picnic areas, bike racks, paths, lighting, and covered picnic area.

Pathways & Greenways

Size: wide range (usually includes a right of way and adjacent shoulder green space or surrounding easement)

Service Area Description: citywide

Definition:

Pathways provide community recreation and connectivity. Pathways usually offer limited motorized access and may be single or multi-use.

Existing Pathways & Greenways:

- ▶ Leo Adler Memorial Parkway (2.13 miles - 2.07 acres)

Benefits & Use of Pathways & Greenways:

Pathways offer pedestrian and bicycle access to meaningful destinations reducing auto dependency. Pathways provide access to parks and open space areas. Typical amenities may include paved or unpaved trails, interpretive signs, maps, benches, and trash receptacles. Typical uses include walking, jogging, hiking, biking, and wildlife viewing.

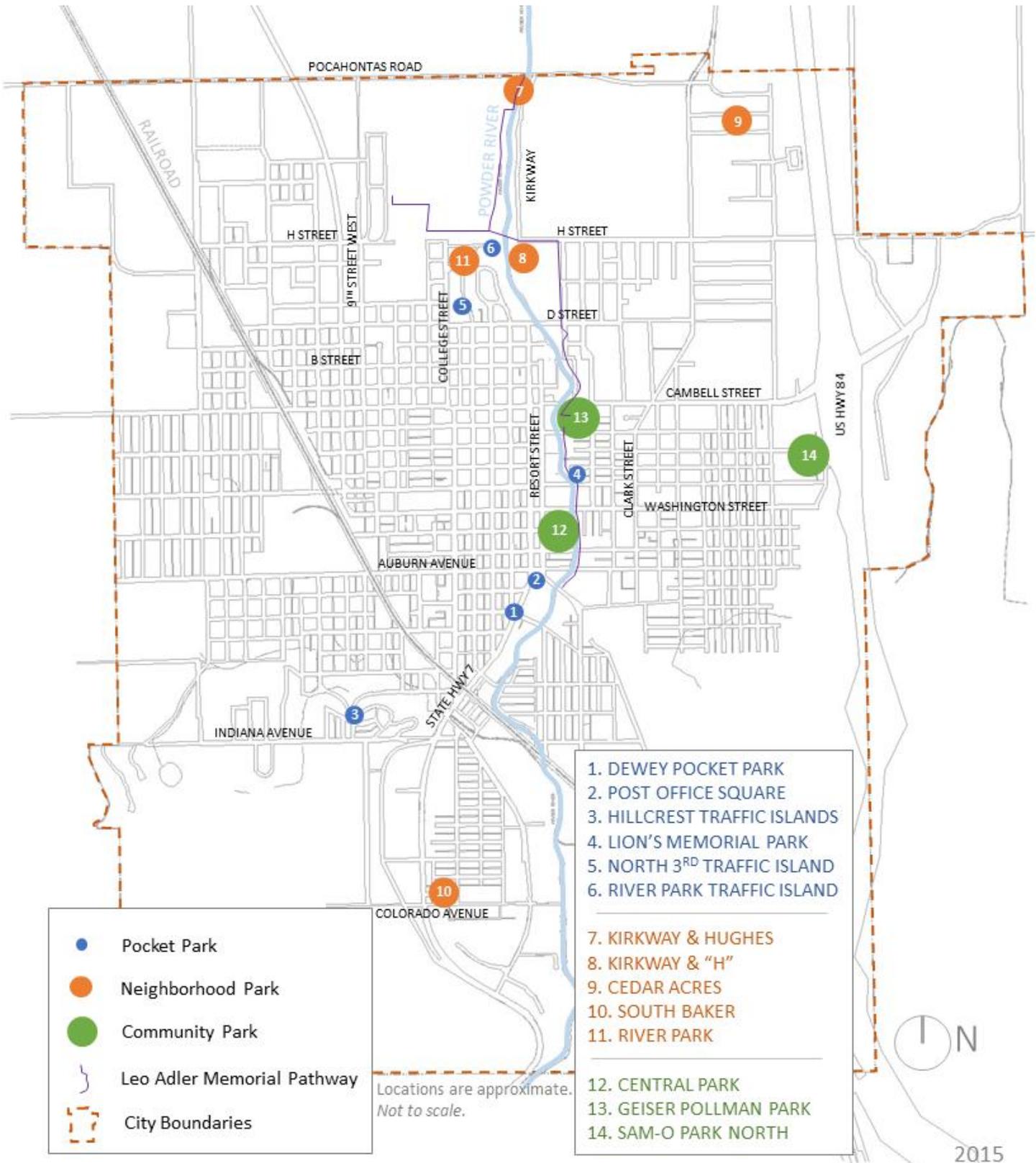
Location and Service Area

Maps 2.1 and 2.2 on the subsequent pages show the approximate location of city-owned parks and recreation facilities and respective service areas:

- ▶ Pocket Parks - ¼ mile radius
- ▶ Neighborhood Parks – ½ mile radius
- ▶ Community Parks – 1 mile radius

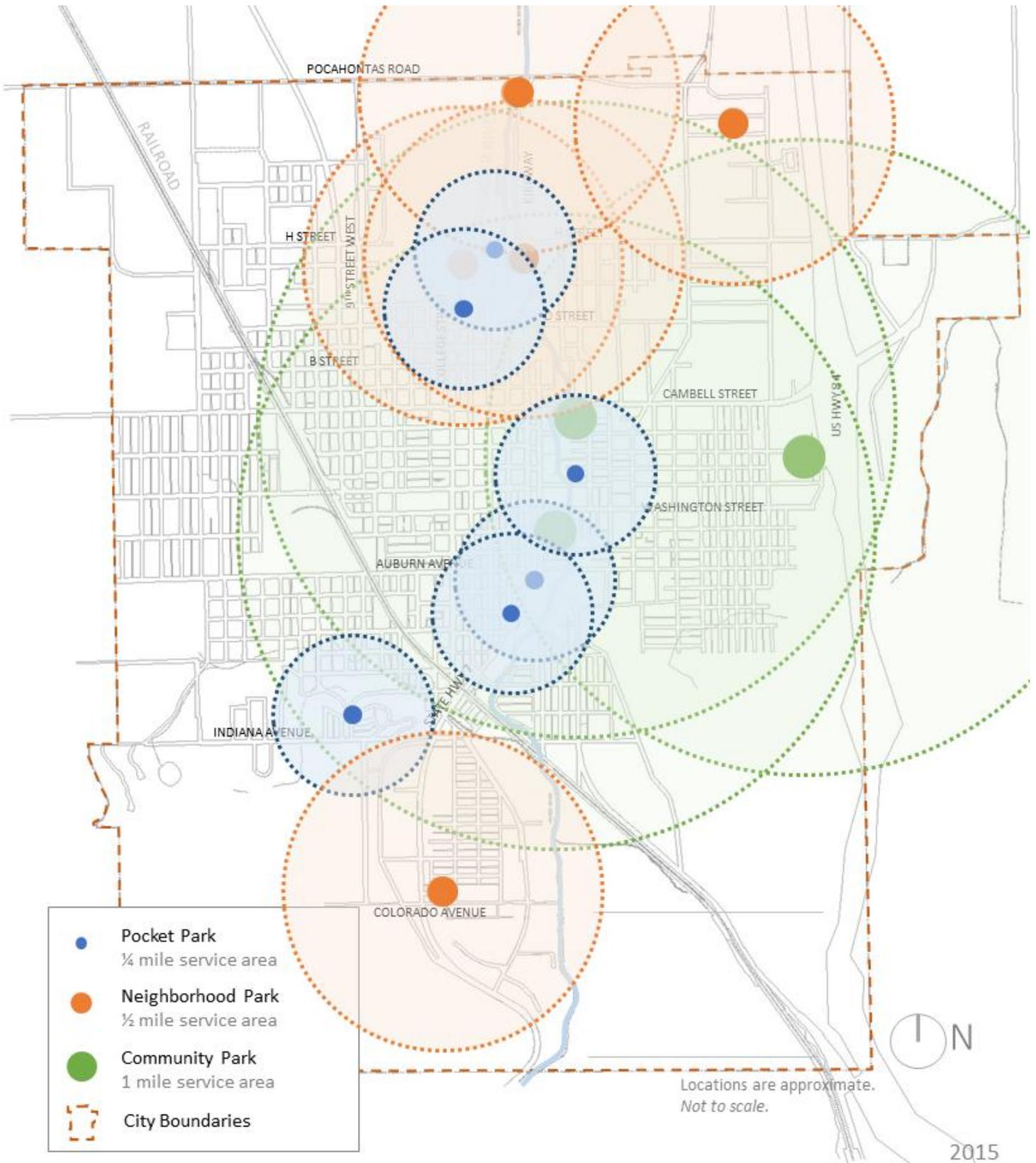
Map 2.2 illustrates the cluster of parkland in the central and northeast portions of the City, and potentially underserved areas in the western and southern portion of the City.

Map 2.1 – City-Owned Parks and Recreation Facilities



2015

Map 2.2 – Service Areas for City-Owned Parks and Recreation Facilities



Inventory of Recreation Facilities Not Owned by the City

Recreation areas or facilities which serve similar functions of the local park system, but are not owned by the City, can be considered valuable assets for the community. These assets include school properties, sports fields, and other recreation facilities owned by local organizations. It is important to document these facilities within a parkland inventory to avoid duplication of recreation services already made available to the local community.

This Parks Master Plan identified eight additional recreation facilities not owned by the City – five school properties (including sport complexes), one county park, and two sports fields operated by local community partners. These additional recreation facilities include 78 acres of developed parkland (nearly five times the area of all city-owned park system facilities combined).

School Recreation Facilities

Elementary, middle, and high school facilities within Baker City provide a wealth of opportunity for local community to engage in active recreational pastimes. When not being utilized for school activities, these facilities are accessible to the general public.¹

Table 2.3 Summary of School Recreation Facilities

| Name | Acreage | Facilities & Amenities |
|----------------------------|----------------|--|
| High School Sports Complex | 38.79 | Parking, restrooms, lighting, memorials, bleachers, trash cans, trail connection, bike racks, drinking fountain, sports fields, batting facility, tennis courts. |
| Middle | 3.91 | Parking, basketball hoop, bike rack, playground, sports field, open area. |
| South Baker | 2.75 | Parking, picnic table, basketball hoop, bike rack, playground, sports field, open area. |
| North Baker | 2.74 | Parking, sports field, playground, open area. |
| Brooklyn | 2.53 | Parking, picnic table, basketball hoop, bike rack, playground, sports field, open area. |
| Total Acres | 50.72 | |

¹ The Sports Complex does require reservations only for organized play activities.

Other Recreation Facilities

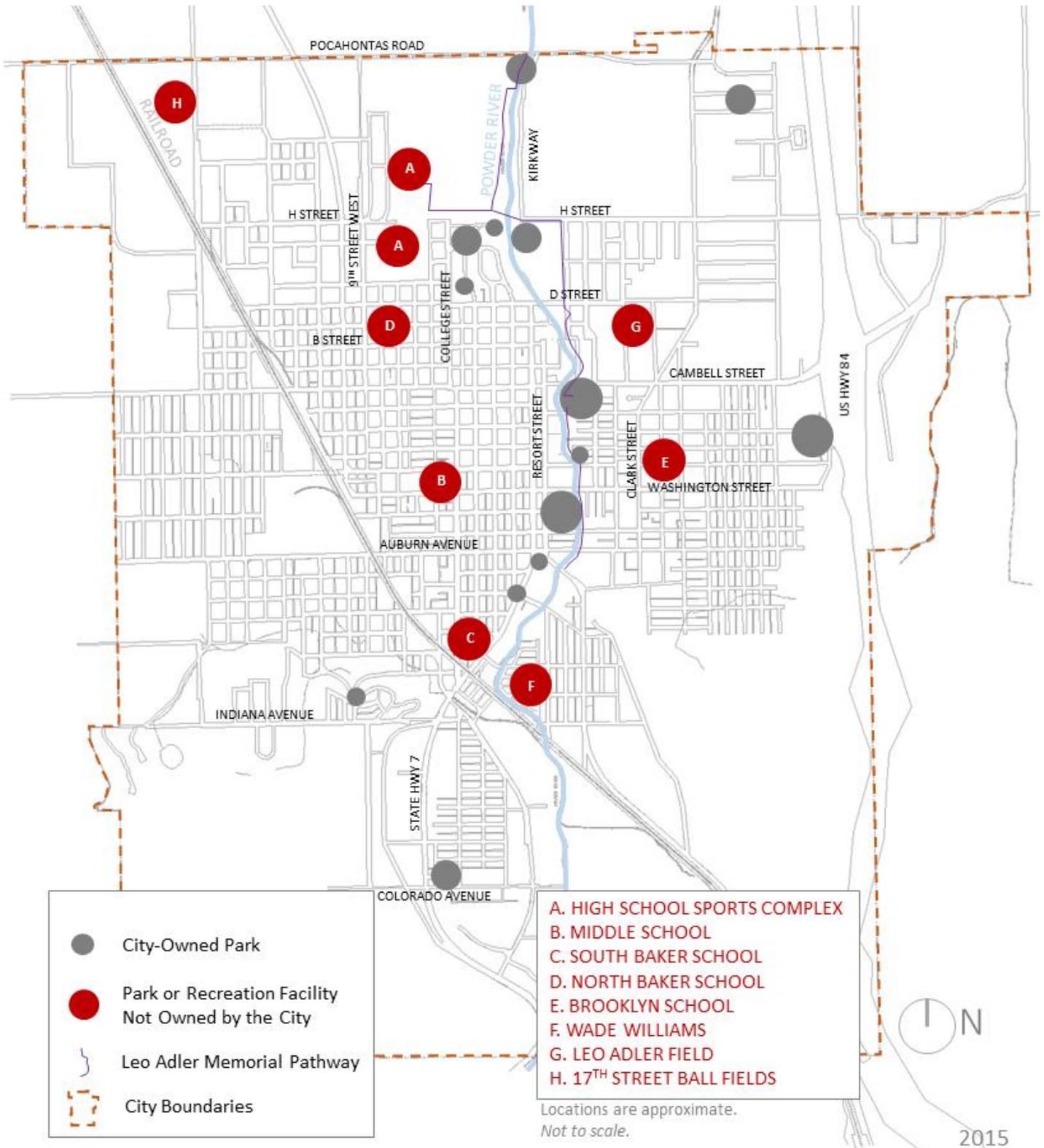
Additional recreation facilities within Baker City not owned by the City or the School District, include one county park and two sports fields operated by local community partners. These properties are also made accessible to the general public when not in use by the managing body or owner, and are frequently used by local youth and adults for recreational purposes.

Table 2.4 Additional Recreation Facilities Not Owned by the City or School District

| Facility Name | Owner | Acreage | Facilities & Amenities |
|--------------------|----------------------|--------------|---|
| Wade Williams | Elks Lodge | 5.52 | Parking, restrooms, lighting, Picnic tables, bleachers, trash cans, drinking fountain |
| Leo Adler Field | Baker County | 11.51 | Baseball field, restrooms, drinking fountain, parking, bleachers, trash cans, lighting, picnic tables |
| 17th Street | Marvin Wood Products | 10.66 | Softball field, parking, portable restrooms, picnic tables, bleachers, trash cans |
| Total Acres | | 27.69 | |

Map 2.3 on the subsequent page shows the approximate location of recreation facilities not owned by the City.

Map 2.3 –Recreation Facilities Not Owned by the City



Level of Service (LOS) Analysis

A Level of Service (LOS) analysis uses a quantitative formula to evaluate the current level of service provided by a park system and to help identify where to focus future parkland development efforts. The LOS analysis formula is expressed as the ratio of developed parkland per 1,000 residents. The LOS analysis for this Parks Master Plan is based on existing park and recreation facilities and the 2012 population for Baker City (10,000 people).

In 2014, the City of Baker City owned and maintained 15.97 acres of *developed* parkland and 1.23 acres of *undeveloped* parkland. An additional 78.41 acres of developed recreation areas within the City's boundaries are owned and operated by the local school district, community partners, and Baker County. Since these additional non-city owned facilities are readily accessible to the larger community and used for recreational purposes by local residents, the additional acreage has been included in this LOS analysis.

The overall LOS currently provided by all developed parks (city and non-city owned) is 9.23 acres per 1,000 residents and the current LOS provided by pathways is 0.21. The City's overall ratio of developed parkland (9.23) falls within the recommended range of 6.25 – 12.5 provided by the Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP). This is due to a higher than average acreage of community parks (including non-city owned recreation facilities) within the City. The ratios of pocket parks, neighborhood parks, and pathways are relatively lower than SCORP's recommendations. Table 2.5 compares Baker City's existing LOS by park classification to SCORP's recommended LOS.

Table 2.5 Level of Service (LOS) Analysis for Baker City’s Park and Recreation Areas

| Classification | Park Name | Acreage | Total Acres by Classification | Current LOS (Population 10,000) | Recommendation Oregon (SCORP) |
|---|-------------------------------|---------|-------------------------------|---------------------------------|-------------------------------|
| Pocket Park | Dewey Pocket Park | 0.20 | 0.84 | 0.08 | 0.25 - 0.5 |
| | Post Office Square | 0.20 | | | |
| | Hillcrest Traffic Islands (2) | 0.18 | | | |
| | Lion's Memorial Park | 0.12 | | | |
| | North 3rd Traffic Island | 0.07 | | | |
| | River Park Traffic Island | 0.07 | | | |
| Neighborhood Park | Kirkway & Hughes | 1.10 | 2.91 | 0.29 | 1.0 - 2.0 |
| | Kirkway & "H" | 0.64 | | | |
| | Cedar Acres | 0.52 | | | |
| | South Baker | 0.37 | | | |
| | River Park | 0.28 | | | |
| Community Park* | Central Park | 2.09 | 88.56 | 8.86 | 2.0 - 6.0 |
| | Geiser Pollman | 5.20 | | | |
| | Sam-O Park North | 2.86 | | | |
| | High School Sports Complex | 38.79 | | | |
| | Middle School | 3.91 | | | |
| | South Baker School | 2.75 | | | |
| | North Baker School | 2.74 | | | |
| | Brooklyn School | 2.53 | | | |
| | Wade Williams | 5.52 | | | |
| | Leo Adler Field | 11.51 | | | |
| | 17th Street | 10.66 | | | |
| Total Acres of City-Owned and Non-City Owned Park and Recreation Areas | | | 92.31 | 9.23 | 6.25 - 12.0 |

*Includes non-city owned facilities.

SCORP parkland classifications NOT used in the development of this Parks Master Plan include: "Urban Plaza Park", "Regional Park", "Nature Parks", "Special Use Parks", "Regional Sports Park", "Linear Park", and "Destination Park".

| Classification | Park Name | Linear Miles | Total Miles by Classification | Current LOS (Population 10,000) | Recommendation Oregon (SCORP) |
|--|----------------------------|--------------|-------------------------------|---------------------------------|-------------------------------|
| Pathways & Greenways | Leo Adler Memorial Parkway | 2.13 | 2.13 | 0.21 | 0.5 - 1.5 |
| Total Linear Miles of City-Owned Pathways & Greenways | | | 2.13 | 0.21 | 0.5 - 1.5 |

The SCORP recommended ratios presented within this Parks Master Plan are intended to provide a basis for comparison; not necessarily recommendations for Baker City. It is important LOS ratios, or standards, reflect the City's preference and needs for their local parks and recreation facilities.

Many cities adopt an LOS standard with the intention of either maintaining the current level of service, or as a goal for an increase in future levels of service.² A LOS standard is a measurable *target*, or minimum baseline, for parkland development that provides the foundation for meeting the community's parkland needs. This standard is usually set by the local government based on findings from a Parks Master Plan and desired outcomes for future park and recreation services.

The basic function of a LOS standard is to ensure quality of parkland service and equity.³ Adopting a LOS standard does not obligate the City to provide all necessary funding to implement the standard; it simply provides the basis for leveraging funds through various revenue streams and helps identify where to focus future parkland development efforts.

Conclusions & Recommendations

During the development of any planning process, it is important to consider the entire community and adjacent land uses in context. Information from the Community Description helped to shape the development of the Parks Master Plan process to better suit the needs of the City's residents. The three most significant findings from the community overview, which have relevance on this Plan, include:

- ▶ The existence of outdoor recreation opportunities on nearby federal and forest lands.
- ▶ A relatively stable population with only a slight increase over the next 15 years.
- ▶ A slightly higher than average median age and a significant portion of the population over the age of 65 and under the age of 18.
- ▶ A much lower median income relative to the rest of the state.

This Parks Master Plan focuses primarily on providing for the outdoor enjoyment and recreation needs of the *existing* community rather than projected population growth. The age of the population is particularly important to consider during future parkland development and improvements. Youth and elderly populations have different needs for active and passive recreation opportunities. Providing for a harmonious interaction of these activities and ensuring all populations are equally served by park facilities should be a priority when

² Community Service Center, "2015 Parks Master Plan", City of Dallas, Oregon, 2015.

³ Ibid.

implementing the Plan. The next chapter “Community Input” will provide further information on amenities desired by the community and priorities for the development and improvement of the park system.

The economic profile of Baker City provides a better understanding of what funds may be available and what new funding mechanisms might be appropriate for future development, maintenance, and operations of the park system. Additionally, populations with significantly lower incomes may signify an increased demand for city services, including parks and recreation facilities.

Demand for a community’s park system can be assessed by conducting a park inventory, Level of Service (LOS) analysis, and gathering input from local residents. Baker City currently manages approximately 16 acres of parkland and two and a half miles of pathways. An additional 78 acres of parks and recreation facilities not owned by the City are also made available to the community. The current LOS ratio, including these non-City owned facilities, as defined by acres per 1,000 residents is 9.23. This ratio is within the LOS range recommended by the Oregon Statewide Comprehensive Outdoor Recreation Plan. However, the LOS revealed a lower than average ratio for smaller parks (such as Pocket Parks and Neighborhood Parks) and several areas within the City’s boundaries currently underserved by the existing park system. Areas along the western edge of the City lack parks in close proximity to residential areas. The City should consider recreation alternatives or potentially parkland expansion to fulfill the needs of the community.

It is important to highlight this analysis assumes public access to non-City owned facilities will continue in the foreseeable future. **When parkland and recreation facilities *not owned by the City* are removed from the LOS analysis the ratio of parkland acres per 1,000 residents falls from 9.23 to 1.39, far below the recommended ratio range of 6.25 to 12.5.** The City should make considerable effort to ensure these facilities are well-maintained and accessible to community members in the future.

The following three recommendations were created during the development of this Parks Master Plan to specifically address parkland level of service as discussed within this chapter:

- ▶ **Consider developing LOS standards for each park classification and the Baker City park system as a whole.**
- ▶ **Ensure public access to non-City owned recreation facilities is continued for the foreseeable future *OR* consider developing Memorandums of Understanding (MOUs) with the school district, community partners and the County for the continued use and enjoyment of recreation facilities within Baker City by the general public.**
- ▶ **Consider park and recreation facility alternatives or parkland expansion to fulfill the needs of underserved areas of the community, especially along the western edge of the City.**

Chapter 3

Community Input

Methods

The Baker City Parks and Recreation Advisory Board used several different tools to gather input from community members regarding the use, needs, and priorities for Baker City's park system. These community input tools included:

- ▶ A survey made available to the community at large.
- ▶ A survey targeting local high school students.
- ▶ Intercept surveys at the local community event, Community Night Out.
- ▶ A review of community input and feedback gathered from the Court Plaza planning process.

The community survey was conducted online through a link on the City of Baker City website. Paper copies were also available at City Hall. Area residents were informed of the survey through the City's weekly newsletter, local newspapers, and radio. The survey was open from March 1 to May 31, 2012. The survey received 150 entries, with 139 fully completed entries. Respondents were encouraged to add subjective comments and suggestions after answering the survey questions.

A similar survey targeting local high school students was also conducted by the student representative on the Board during the Spring of 2012. The board representative presented seven questions to other students in Baker High School history classes. This survey was completed by 131 participants.

The facilitated discussion occurred during the Summer of 2014 Community Night Out, a local family event. The Parks and Recreation Advisory Board solicited community input regarding the local park system at the event through the use of an informational booth with board members interacting with attendees, conducting intercept surveys and requesting completion of comment cards provided at the booth.

Lastly, the Board reviewed community feedback and input given to the City regarding Court Plaza, referred to in this Parks Master Plan as an undeveloped park. The Court Plaza Project is an on-going redevelopment project and has been the subject of many public meetings.

Findings

Findings from community input tools are organized into four themes: Amenities and Facilities, Maintenance, Use, and Priorities. For a summary of specific findings from the 2012 community survey, see Appendix B. **These findings were used in the development of Park Master Plan park system goals and action items seen in Chapter 4 and proposed park-specific improvements and future development seen in Chapter 5.**

Amenities & Facilities

When asked what prevents respondents from greater use of the parks, 30% of survey respondents selected “not the right amenities.” Comments on this subject reflected a variety of desired amenities, including suggestions for park system improvements as a whole and park-specific improvements.

Desired improvements or additions to the entire park system:

- ▶ Additional or updated restrooms.
- ▶ Safe, updated play equipment.
- ▶ Surfacing material under play equipment to mitigate mud and dirt.
- ▶ Additional picnic tables.
- ▶ Additional benches.
- ▶ Dog park and off-leash dog areas.
- ▶ Basketball courts.

Park – specific desired improvements or additions:

The table below lists park-specific improvements or additions desired by survey respondents. Since the survey was taken in 2012, efforts have been made to address some of community needs seen here. See call-out box located on the following page for further information regarding 2014 -2015 park system improvements.

| | |
|--|--|
| <i>Geiser Pollman Park</i> | <ul style="list-style-type: none">▶ Additional picnic tables.▶ Improved, updated, and safe play equipment.▶ Surfacing material under play equipment. |
| <i>Leo Adler Memorial Pathway</i> | <ul style="list-style-type: none">▶ Additional benches.▶ Restroom facilities.▶ Circuit training stations. |
| <i>South Baker</i> | <ul style="list-style-type: none">▶ Improved, updated, and safe play equipment.▶ Surfacing material under play equipment. |
| <i>Cedar Acres</i> | <ul style="list-style-type: none">▶ Improved, updated, and safe play equipment.▶ Surfacing material under play equipment. |
| <i>River Park</i> | <ul style="list-style-type: none">▶ Improved, updated, and safe play equipment.▶ Surfacing material under play equipment. |

2014-2015 Park System Improvements

Community input for this Parks Master Plan was gathered over a multi-year time span: from 2012 to 2014. During the 2012 community wide survey, local residents expressed their wants and needs for park system improvements and the City listened!

In 2014 and 2015, numerous park system improvements were made in an effort to better address community needs. These improvements were made possible by a cooperative effort between Baker City and the Playground Improvement Project, a citizens group comprised of local volunteers. These projects demonstrate the commitment of the City, community partners, and local volunteers to ensure Baker City parks are enjoyable and functional for the entire community.

2014 Geiser Pollman Park Playground Improvement Project

- ▶ Removed outdated and hazardous play equipment, and replaced these with new all-inclusive, safe play equipment for children ages 5 to 12. This new equipment includes a structure for toddlers and preschool-aged children, swings, and wheelchair accessible areas.
- ▶ Installation of new ground surfacing beneath entire play area.

2014 South Baker Playground Improvement Project

- ▶ Replacement of outdated and unsafe playground equipment.
- ▶ Repurposed play structure from a community partner to be erected in the park.
- ▶ Construction of a new swing structure. This structure replaced an outdated swing structure which did not meet current safety standards.
- ▶ Installation of engineered wood fiber surfacing beneath entire play area.

2015 Cedar Acres & River Park Playground Improvement Projects

- ▶ Replacement of unsafe or outdated swing structures with new swing structures and installation of engineered wood fiber surfacing.

2015 Leo Adler Memorial Pathway Improvement Project

- ▶ Circuit training stations will be constructed along the pathway in collaboration with a community partner.
- ▶ Expansion of the pathway from Myrtle to Main Street.
- ▶ Construction of a south trailhead.

Maintenance

Community input provided a wealth of information regarding the maintenance concerns and needs of Baker City's park system. The most common maintenance concerns were related to the following:

- ▶ Splintered or poorly maintained picnic tables.
- ▶ Restrooms.⁴
- ▶ Mud or compacted dirt in play areas.
- ▶ Routine maintenance and filler necessary to maintain appropriate depth for wood fiber surfacing material.
- ▶ Weeds and aesthetic landscaping maintenance.

Use

Park use is concentrated primarily in the two parks at the center of town (Geiser Pollman and Central Park), both of which are connected by the Leo Adler Memorial Parkway. The Parkway received considerable support during the community input process and is also widely used by respondents. However, other parks and recreation facilities within the park system receive comparatively little use.

There is concern that heavy use of one or two parks may overwhelm those facilities. It would benefit residential areas and local residents to have greater incentive to utilize smaller neighborhood parks. Possible ways to encourage use of other parks may include: (1) to extend the Parkway to Wade Williams Park, (2) provide additional bike paths (or lanes) or walkways to neighborhood parks, (3) improve access to the Powder River in outlying parks, and (4) provide additional amenities (such as basketball courts) to outlying neighborhood parks.

Survey results and residents' comments also suggest community members may be willing to invest their volunteer time to improve parks in outlying areas. This type of neighborhood investment may encourage positive use of those facilities.

⁴ In 2012, many respondents specifically named Geiser Pollman Park as having poorly maintained facilities. Since that time, two community projects were initiated to better address these needs. See Chapter 5 for further information on those projects.

Priorities

When community members were asked to prioritize Baker City’s park system efforts, responses overwhelmingly included **maintaining existing parks**, rather than acquiring new parks or properties. Some of the strongest opinions expressed on the survey related to respondents' opposition to use City funds for the acquisition of new parks at this time.

Another prominent community input finding related to park system priorities was the need for **adequate safety measures and policing of the park system**. When asked “What prevents you from visiting Baker City Parks more often?” 36 survey respondents selected “Other.” Of these, 53%, or 19 respondents, mentioned problems associated with inappropriate activities by young people and adults as the main cause preventing him or her from using parks more. Many of these write-in comments cite smoking, cursing, and general intimidation by young people.

Other areas or projects community members would like to see prioritized include:

- ▶ Continued maintenance of trails and paths within the park system.
- ▶ Extension of the Leo Adler Memorial Parkway to connect to other parks and recreation facilities, including Wade Williams Park.
- ▶ Construction or establishment of a dog park.
- ▶ Construction of basketball courts.

Additional comments received related to the location of parks. Respondents were concerned about the concentration of parks and recreation facilities in the central and northern portions of the community, leaving several neighborhoods a great distance from an existing park.

The following chapters “Park System Goals and Action Items” and “Proposed Park-Specific Improvements” will present recommendations and key considerations for integrating the comments and community need’s presented within this chapter.

Chapter 4

Park System Goals and Action Items

A healthy and vibrant park system provides a variety of outdoor and recreation opportunities, and meets the needs of the local community. This chapter presents goals and action items to address the community’s needs identified during the public engagement period of this planning process and discussed in Chapter 3 – “Community Input”.

Goals and action items provide guideposts for City staff, the Parks and Recreation Advisory Board, and community members as they move forward with park system improvements. Nine goals for this Parks Master Plan emerged during the planning process. These goals are essentially the desired outcomes of Baker City residents for their park system over the next 20 years. Associated action items are organized by the corresponding goal. These action items are suggested activities to be performed throughout the entire park system in order to realize the vision set forth in this Plan, and are designed to complement the City’s comprehensive plan policies.

Goal 1 - Park Diversity

Ensure all areas and populations within the City are adequately served by a variety of recreation areas and facilities.

Action Items

- ▶ Using the parkland service map developed for this Parks Master Plan, focus future parkland development to underserved areas; such as along the western edge of town.
- ▶ Develop an off-leash dog park or dog play area(s) in existing park.
- ▶ Maximize the use and function of existing parks by developing or installing additional, complementary facilities or amenities; such as, the installation of fitness station along the Leo Adler Memorial Parkway.
- ▶ Promote and support cultural opportunities, such as historically themed community events, festivals, and musical and theatre performances.

Goal 2 - Community Stewardship

Encourage community participation and stewardship for the local park system.

Action Items

- ▶ Work with community partners (both public and private) to create co-sponsored educational and volunteer opportunities for all ages and abilities; such as youth outdoor programs in coordination with the YMCA or volunteer clean-up days with local scout troops.
- ▶ Establish a user-friendly information system for local residents to sign up for volunteer opportunities, be notified of upcoming events, and learn more about the park system and recreation opportunities.
- ▶ Prioritize community engagement and public participation in planning decisions, including but not limited to the improvement of previously undeveloped parks.
- ▶ Develop informational wayfinding throughout the park system to provide educational opportunities and disseminate information to local residents and visitors.
- ▶ Establish stewardship groups to help maintain smaller pocket parks.

Goal 3 - Natural Areas and Greenways

Provide safe and enjoyable natural areas that (1) preserve wildlife habitat and sensitive ecological areas, (2) provide opportunities for passive recreational use, and (3) create educational and interpretive opportunities.

Action Items

- ▶ Identify areas of environmental significance (wetlands, sensitive species, and habitat) to be fully or partially protected from development.
- ▶ Identify areas of environmental significance that could also be used for passive recreation.
- ▶ Seek technical advice on measures to preserve and protect identified areas.
- ▶ Avoid the use of plant species that have the potential to become invasive.
- ▶ Develop interpretive signage for natural area features of interest, such as wetlands.
- ▶ Provide self-guided nature walk opportunities.
- ▶ Provide vegetative buffers between active use facilities and natural areas.

Goal 4 - Connectivity

Create and maintain a variety of trail types that provide connectivity throughout the park system and community.

Action Items

- ▶ Create multi-use trails that provide opportunities for walking, biking and jogging.
- ▶ Assess gaps in the existing trail system and explore opportunities for trail connections to existing recreational trails.
- ▶ Provide adequate and safe sidewalks, crosswalks, and connections between community and neighborhood parks.
- ▶ Evaluate easement acquisition options for future trails including the Settler's slough in Baker City's industrial park, and Leo Adler Memorial Parkway connection to Wade Williams.
- ▶ Explore options to expand Leo Adler Memorial Parkway including a trail from Bridge Street to Wade Williams.
- ▶ Develop standardized trail signage and create kiosks for educational and interpretive services.
- ▶ Develop design guidelines for the use and development of paved and unpaved trail surfaces.

Goal 5 - Accessibility

Ensure parks are easily accessible for all ages and abilities.

Action Items

- ▶ Provide directional signage to parks, natural areas, trail and pathways from key roads and pathways.
- ▶ Comply with American Disabilities Act standards in the development of parks, recreation facilities, trails and natural areas.
- ▶ Explore Universal Design (or universal accessibility) standards in the development and improvement to new or existing parks, recreation facilities, trails, and natural areas.
- ▶ Improve parking facilities by installing bike racks and increasing parking spaces, where appropriate.

Goal 6 – Park System Expansion

Expand the existing park system to better serve the local community.

Action Items

- ▶ Establish a Level of Service (LOS) standard for the entire park system and for each park classification. Consider creating a LOS standard for only city-owned facilities.
- ▶ Explore opportunities to provide parks and recreation opportunities to underserved areas of the City, including but not limited to western parts of the city.
- ▶ Limit new parkland acquisition to only development or initiatives that will improve service to underserved areas or that will help improve connectivity networks, such as the Leo Adler Memorial Parkway.
- ▶ Develop specific land acquisition criteria and guidelines.
- ▶ Consider the acquisition of parks and conservation lands that have community-wide significance, such as historical, cultural, archaeological, natural or other meaningful features.
- ▶ Encourage joint use of parks and school facilities by locating new parkland development adjacent to, or close, school facilities.

Goal 7 - Design

Ensure parks and recreation facilities are safe, aesthetically pleasing and easy to maintain.

Action Items

- ▶ Establish Best Management Practices for the development of safe and efficient parks and facilities.
- ▶ Create design guidelines and criteria for each park classification.
- ▶ Encourage park improvements or development that support multiple functions.
- ▶ Incorporate historic and cultural resources and public art into park improvement or development plans, where appropriate.
- ▶ Establish maintenance standards, vegetation standards and management plans for each park classification and the entire park system.

- ▶ Select durable materials that are sustainable, resource efficient and non-toxic for development of new facilities or improvement to existing facilities.
- ▶ Upgrade and operate irrigation systems to achieve greater water conservation while maintaining healthy, aesthetically pleasing turfs and landscapes.
- ▶ *See additional, corresponding action items in Goal 5 – Accessibility.*

Goal 8 - Maintenance

Maintain parks to ensure safety, functionality, and the integrity of natural systems.

Action Items

- ▶ Conduct an annual assessment of needed maintenance and renovation projects system-wide, including bringing existing facilities up to ADA standards and the overuse or underuse of park facilities.
- ▶ Create a priority system for park maintenance and improvements.
- ▶ Increase collaborative and volunteer efforts to maintain and beautify parks.
- ▶ Maintain trail surfaces consistent with intended use.
- ▶ Establish a response and repair protocol to address vandalism.
- ▶ Use locally produced goods, materials, and services when possible for the development and improvement of park system.
- ▶ Conduct periodic user evaluations of park and recreation facilities.
- ▶ Update action items and goals within this Parks Master Plan to better reflect improvements or developments desired by the community during the 20-year planning period.

Goal 9 - Funding

Explore diverse funding sources and opportunities for funding parkland acquisition and improvements.

Action Items

- ▶ Establish a more diverse and reliable funding strategy. The process should include the City, local Parks and Recreation Advisory Board, and community partners working in unison to develop a funding strategy appropriate for the community and current economic climate.
- ▶ Support funding for additional parks staff as the park system grows.

- ▶ Maintain the Playground Improvement Fund, which was established as a dedicated fund with all revenues utilized solely for improvement of playgrounds.
- ▶ Consider on-going, or long-term, projected costs of maintenance and operations when adding or developing new parks or recreation facilities.
- ▶ Establish funding priorities among the recommended capital improvement projects called for in this Parks Master Plan.
- ▶ Continue developing partnerships and relationships with community partners, land owners and the general public to maximize resource sharing for the continued maintenance and development of the park system and for non-monetary support.

Chapter 5

Proposed Park-Specific Improvements & Future Developments

Findings from this Parks Master Plan process reveal the community strongly favors prioritizing continued maintenance and improvement to the existing park system. In 2012, an overwhelming 93.5% of survey respondents stated improving existing parks, recreation facilities, and trails should be the primary focus of implementing the Parks Master Plan. Other priorities revealed by the survey were expansion of walking and biking trails (61.4%), playground additions and improvements (44.6%), and improving and adding more picnic areas (43.4%).

The goals and action items presented in Chapter 4 of this Parks Master Plan provide a framework to help guide the development, operation, and maintenance of the entire Baker City park system over the next 20 years. This chapter provides recommendations for *prioritized* improvements and future developments to be considered within the short-term planning period. These recommendations were developed through community participation, the community survey, assistance from the Parks and Recreation Advisory Board, and input from Baker City staff.

Recommendations are organized by park within two overarching categories:

- ▶ Proposed Improvements to the Existing Park System
- ▶ Proposed Future Developments

Proposed Improvements

Post Office Square

- ▶ Repair or replace, where necessary, bricks and brick surfaces at Post Office Square to preserve donor names.

Kirkway and “H”

- ▶ Install a small play structure or exercise station and restroom facilities.

Kirkway and Hughes

- ▶ Develop a park specific plan for landscaping improvements and additions.
- ▶ Install a bench.

River Park

- ▶ Develop a park specific plan to address necessary repair or replacement of playground equipment. Suggested improvements include a swing set and play structure suitable for children 1 -4 years of age.
- ▶ Develop a park specific plan for entrance way enhancements and landscaping improvements and additions, especially shade trees.
- ▶ Install additional recreation facilities, such as basketball hoops or horseshoe pits.
- ▶ Continue community-based park planning efforts, such as on-site community workshops, to ensure future improvements and amenities serve the needs of the surrounding neighborhoods.

Cedar Acres

- ▶ Develop a park specific plan to address necessary repair or replacement of playground equipment.
- ▶ Develop a park specific plan for landscaping improvements and additions, especially shade trees.
- ▶ Install permanent picnic table.
- ▶ Install additional recreation facilities, such as horseshoe pits or small soccer field.
- ▶ Continue community-based park planning efforts, such as on-site community workshops, to ensure future improvements and amenities serve the needs of the surrounding neighborhoods.

South Baker

- ▶ Develop a park specific plan for landscaping improvements and additions, especially shade trees.
- ▶ Install picnic table.
- ▶ Install permanent recreation facilities, such as horseshoe pits or small soccer field.
- ▶ Continue community-based park planning efforts, such as on-site community workshops, to ensure future improvements and amenities serve the needs of the surrounding neighborhoods.

Geiser Pollman

There are currently two community efforts to address improvements to Geiser Pollman Park. The first initiative includes plans for a large bandstand and fundraising to support its development. The bandstand is intended to serve multiple functions for the park and local residents, including its use for musical performance and weddings. At this time, the City has approved plans for the bandstand. Full funding for its development has been raised through

community efforts. Ground breaking on park improvements occurred the first week of April 2015.

The second initiative at Geiser Pollman park, which has been completed, included improvements to playground equipment and the play area and installation of new surface material. Funding for the initiative was obtained through fundraisers, grants, and City funds.

- ▶ Identify a reliable and continuous funding source for playground surface rehabilitation and maintenance.⁵
- ▶ Installation of additional permanent benches and picnic tables.
- ▶ Upgrade electrical services in the park to meet current demands.
- ▶ Make necessary electrical and structural upgrades to the gazebo to meet current demands and future needs.

Sam-O Park North

- ▶ Develop a park specific plan for landscaping improvements and additions, especially to address drought-tolerant plantings, the existing open green space, and shade trees.
- ▶ Install additional trash cans where appropriate.
- ▶ Ensure maintenance and trash pick-up services are at appropriate levels to match community use of the park.
- ▶ Make necessary repairs or replacements to the basketball court and skating rink.

Proposed Future Developments

Leo Adler Memorial Parkway

- ▶ Develop a connectivity and strategic plan to address pathway extension. The plan should include a feasibility and funding assessment, available lands analysis, identification of expansion networks or paths, and prioritization of action items or projects. Suggestions for pathway extensions include south to Wade Williams Park and north past Hughes Lane.

Sam-O Park South

- ▶ Conduct a feasibility assessment of installing a dog park or dog play area.
- ▶ Identify funding and development options for the installation of the dog park or dog play area, including assistance from community partners, service clubs, and volunteers.

⁵ Chapter 6 discusses funding needs and recommendations for the entire Baker City park system.

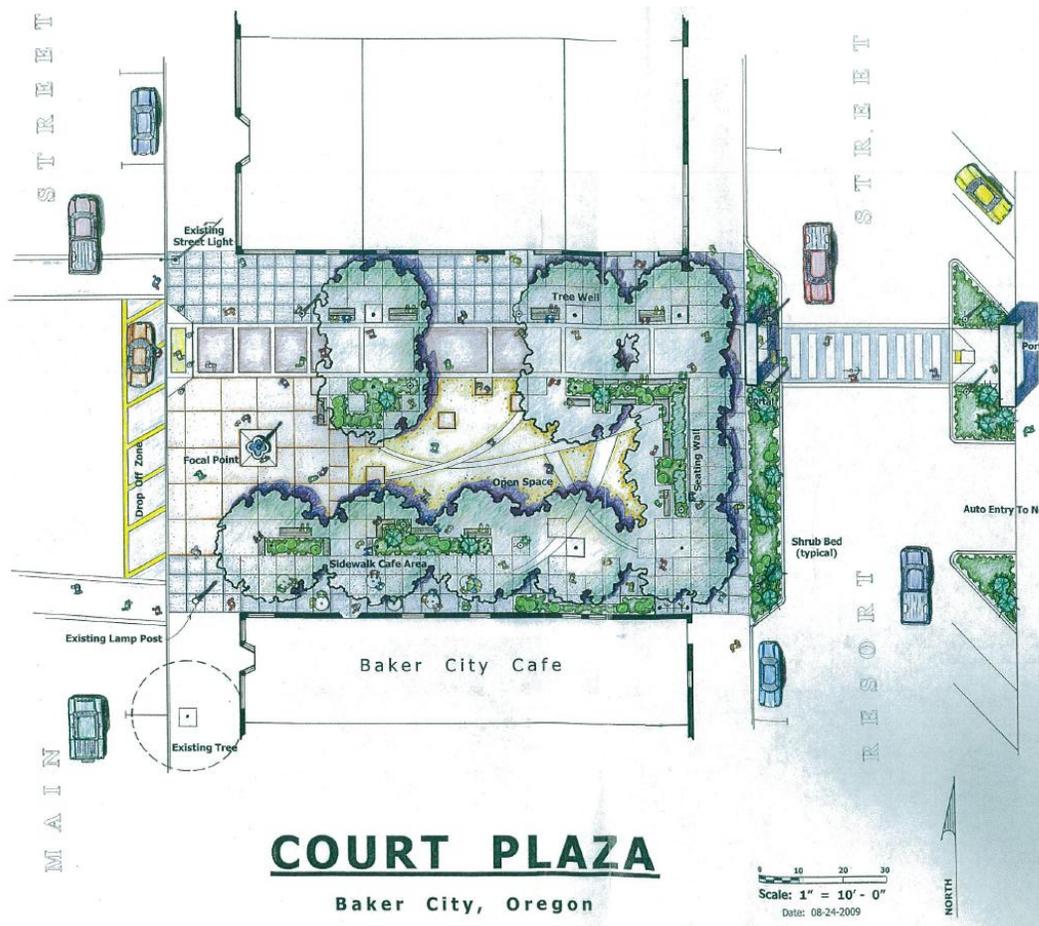
West Side Park

- ▶ Develop a specific plan to address parkland expansion in the western portion of the City. The plan should include, but is not limited to, site development criteria, a feasibility assessment, and an available lands inventory.

Court Plaza

In 2009, a concept design for Court Plaza was adopted by the Baker City Council. This park will serve as an entryway for Main Street and provide pedestrian-friendly connections to Resort Street, Central Park and Leo Adler Memorial Parkway. It is envisioned as a community gathering place for downtown shoppers, local residents, and visitors. At this time, no new development of Court Plaza has occurred.

Court Plaza 2009 Concept Design



- ▶ Create a strategic action plan for the implementation and funding of the Court Plaza Concept Plan.

Chapter 6

Funding & Operations

Developing a diverse funding strategy for the City of Baker City's park system is essential to ensure its parks are maintained and developed as vibrant community places. In order to deliver the desired level of service for parks and recreational facilities, a proper appropriation of funds is integral to the completion of maintenance, capital improvements, staffing and programs.

This chapter presents an overview of Baker City's current parks budget and operations, future funding requirements, and potential funding tools available to implement the vision set forth by this Parks Master Plan.

Organizational Structure & Operations

The Baker City park system is a component of the City of Baker City's municipal government functions. It is housed within their Department of Public Works and is overseen by the Public Works Technical Administrator. Baker City Parks is responsible for the continued upkeep and maintenance of city-owned parks and trails. The City has also established and appointed a Parks and Recreation Advisory Board to help provide input regarding concerns and needs of the park system, as well as assist with special projects related to local parks such as securing project-specific grant funding.

Decisions regarding the operation, funding, and development of the park system are generally made by City Council and the Public Works Technical Administration Supervisor in consultation with the local Parks and Recreation Advisory Board and the community at large.

Current Operating Budget

Baker City's Parks operating budget is currently funded by the City's general fund. This budget, for each fiscal year, is divided into two primary units required for the on-going operation of existing parks and trails: (1) personnel services and (2) materials and services. Financial support from the general fund typically covers only *maintenance* and *operating expenses* and limited capacity enhancing improvements.

Other supplemental funding which helps support *capital improvements* derives from the City's Playground Improvement Fund. Capital projects are one-time expenses associated with large infrastructure development or capacity enhancing improvements; such as, replacing existing play structures or resurfacing play areas. The Playground Improvement Fund was established in

2013, and provides a mechanism for requesting and directing supplemental parks funding from grants, public and private donations, and miscellaneous revenues (such as, the sale of surplus playground equipment and interest income if the Fund is sufficient). The purpose of the Fund is to ensure funding for park system improvements remain dedicated for its original purpose. Expenditures from the Fund must be approved by the Parks and Recreation Advisory Board.

Today, grant funding is the primary source for all park system capital improvement projects. On occasion, a transfer from the City's general fund will help support these projects by providing required grant matching funds. During the 2013 fiscal year, financial contributions from the Playground Improvement Fund exceeded the City's park system operating budget and proved this funding mechanism can be a valuable asset for the community. However, monies deriving from the Fund can be unpredictable and vary greatly from year to year. This can present significant challenges for planning and managing capital improvement projects.

Park System Operation & Maintenance Expenditures (General Fund)

Park system expenditures can be assessed by examining (1) the overall annual cost for the entire park system, (2) annual costs in relation to community wide spending, and (3) cost per acre to maintain parks. These assessments allow city officials and community members to have a better understanding of costs associated with continued maintenance and improvement of existing parks, and helps estimate costs for parkland expansion.

Over the last seven years, park system operation and maintenance expenditures stemming from the general fund have fluctuated between a low of \$51,633 in fiscal year 2010-2011 and a high of \$103,459 in fiscal year 2011-2012.⁶ The approved Baker City Parks operation and maintenance budget for fiscal year 2014-2015 is \$99,669, a 3.5% decrease from the previous fiscal year. Typically, annual park maintenance expenditures for Baker City do not exceed projected annual operating budgets. (The exception being fiscal year 2010-2011.)

Table 6.1 on the following page illustrates fluctuations to the City's park system operating and maintenance budget and compares the annual budget to actual expenditures for fiscal years 2008-2014.

⁶ The significant increase from FY 2010-2011 to FY 2011-2012 accounts for (1) pathway expansion project from Madison to Washington, (2) construction of Central Park, and (3) a new (or rebid) parks maintenance contract with local contractors.

**Table 6.1 Park System Operation & Maintenance Budget from General Fund
2008-2014**

| Year | Personal Services | Materials and Services | Total Parks Operating Budget | Actual Expenditures | Surplus or Deficit |
|----------------|-------------------|------------------------|------------------------------|---------------------|--------------------|
| 2008-2009 | \$22,500 | \$42,092 | \$64,592 | \$52,634 | \$11,958 |
| 2009-2010 | \$18,500 | \$34,009 | \$52,509 | \$50,934 | \$1,575 |
| 2010-2011 | \$17,000 | \$40,633 | \$51,633 | \$56,829 | (\$5,196) |
| 2011-2012 | \$22,000 | \$81,459 | \$103,459 | \$99,590 | \$3,869 |
| 2012-2013 | \$20,500 | \$71,789 | \$92,289 | \$82,479 | \$9,810 |
| 2013-2014 | \$18,000 | \$85,338 | \$103,338 | \$83,691 | \$19,647 |
| 2014-2015 | \$17,064 | \$82,605 | \$99,669 | TBD | TBD |
| Average | \$19,366 | \$62,561 | \$81,070 | \$71,026 | \$6,944 |

Actual expenditures for park system operation and maintenance make up a relatively small percentage of the City’s total general fund, averaging 1.64% of the total general fund between 2008 and 2013. The current labor budget for the park system is \$17,064. This computes to approximately .18 FTE for over 16 acres of parkland. Labor dollars fund a portion of the City’s Technical Administration Supervisor, Engineering Technician I, and miscellaneous public works labor. Landscaping services and general maintenance are provided by an independent local contractor and are covered under the materials and services budget.

Table 6.2 illustrates park expenditures as a percentage of the total general fund for fiscal years 2008 – 2013.

Table 6.2 Park Expenditures as Percentage of Total City General Fund from 2008-2013

| Year | Total General Fund Expenditures (Community-wide)* | Park System Operation & Maintenance Expenditures | % of Total |
|----------------|---|--|--------------|
| 2008-2009 | \$4,649,451 | \$52,634 | 1.13% |
| 2009-2010 | \$4,323,336 | \$50,934 | 1.17% |
| 2010-2011 | \$3,918,831 | \$56,829 | 1.45% |
| 2011-2012 | \$4,266,022 | \$99,590 | 2.33% |
| 2012-2013 | \$4,189,160 | \$82,479 | 1.97% |
| 2013-2014 | \$4,639,709 | \$83,691 | 1.80% |
| Average | \$4,331,085 | \$71,026 | 1.64% |

*Excludes capital outlay and debt services.

Annual park system operation and maintenance expenditures can also be assessed per parkland acre. Over the last seven years, Baker City’s parkland has only experienced minor expansions. In 2008, the park system included 13.44 acres, which has now grown to total of

15.97 acres. Between 2008 and 2013, the average annual cost to operate and maintain an acre of parkland was roughly \$5,000.

Table 6.3 on the following page illustrates annual park system operation and maintenance expenditures per acre for fiscal years 2008-2013.

Table 6.3 Annual Park Operation & Maintenance Expenditures per Acre from 2008-2013

| Year | Acres in Park System* | Annual Expenditures | Expense per Acre |
|----------------|-----------------------|---------------------|------------------|
| 2008-2009 | 13.44 | \$52,634 | \$3,916 |
| 2009-2010 | 13.44 | \$50,934 | \$3,790 |
| 2010-2011 | 13.44 | \$56,829 | \$4,188 |
| 2011-2012 | 13.76 | \$99,590 | \$7,238 |
| 2012-2013 | 15.85 | \$82,479 | \$5,204 |
| 2013-2014 | 15.97 | \$83,631 | \$5,237 |
| Average | | \$71,016 | \$4,929 |

* Includes all parks and pathways.

Park System Capital Projects Expenditures (Playground Improvement Fund)

The Playground Improvement Fund was originally established in 2013 to process monies that were collected and disbursed in relation to the Geiser Pollman Park playground improvement project. After the project's completion in 2014, City officials and the Parks and Recreation Advisory Board decided to maintain the fund to help support future playground improvements throughout the park system. Today, this fund is maintained separately from the Parks Department operating budget. Monies are generated through donations, vendor discounts, local and state grants, specialized contributions from the City's general fund, and miscellaneous income (such as, the sale of surplus playground equipment and interest income if the fund is sufficient).

Table 6.4 illustrates the overall revenue for the Playground Improvement Fund during the last two fiscal years. For a list of improvement projects to the City's park system between 2013 and 2015, see Chapter 3.

Table 6.4 Annual Playground Improvement Fund Revenues 2013-2015

| Year | Grant Revenues | Miscellaneous Revenues | General Fund and Interest Income | Total |
|-----------|----------------|------------------------|----------------------------------|------------------|
| 2013-2014 | \$ 115,110 | \$ 8,616 | \$25,150 | \$148,876 |
| 2014-2015 | \$ - | \$ 2,353 | \$9,000 | \$11,353 |

Funding Requirements

Baker City residents value a vibrant park system that caters to the recreational needs of their community and its visitors. Improving the existing park system is seen as a key component to preserving the City's rural, small town lifestyle while also improving the community's sustainability, both in terms of economic opportunity and attracting and retaining younger generations.

The current funding structure for Baker City's park system, as illustrated in the section above, is generally much more conducive to fund day-to-day operations and maintenance rather than capital outlays. This presents significant funding challenges for future development, land acquisitions, and improvement projects outlined in Chapter 5. The park system revenue, which had not exceeded \$104,000 in the last seven years, is not adequate to fund the proposed park improvements and future operations and maintenance costs. The City and local Parks and Recreation Advisory Board will need to work in unison to develop an appropriate funding strategy to finance the majority of the proposed capital improvement projects, as well as maintain those improvements.

The funding requirements for Baker City identified in the Parks Master Plan address three primary functions of the parks department: general operations and maintenance, capital improvement projects, and land acquisitions.

Operations & Maintenance

Personnel services, when combined with buildings and grounds maintenance, and equipment are consistently the largest share of park budget expenditures for any parks department.⁷ Today, essentially all of the Baker City's parks department operating budget stemming from the general fund is devoted to the day-to-day maintenance and management of existing parks – leaving the funding for improvements and future development dependent on unreliable revenue streams such as donations and grants. In order to achieve the vision set forth in this Parks Master Plan, the City will need to secure a more diverse and reliable funding strategy moving forward.

⁷ Community Planning Workshop. "Sweet Home Park System Master Plan." Community Service Center, 2014.

Capital Improvement Projects

Capital projects can improve the aesthetic appearance of the park system, increase recreational opportunities for community members of all ages and abilities, improve connectivity between parks and community centers, and protect sensitive natural areas. Utilizing alternative funding strategies to support future developments and improvements is an essential funding requirement. Suggested capital projects and associated costs for the park system can be seen in Appendix D.

Acquisitions

Parkland acquisition is the process of acquiring new lands with the intent to develop the parcels for the recreational needs of the existing and future populations, or protecting sensitive natural areas. Typically, acquisitions target primarily vacant land or partially vacant land because of the impracticality of turning developed tax lots into parkland. During the 20-year lifecycle of this Parks Master Plan, Baker City is projected to experience a slight-to-moderate growth.⁸ Therefore, the goals and objectives of the Plan are targeted to meet the needs of the existing population and its visitors. Land acquisition discussed within the Plan is primarily focused on (1) expansion of the Leo Alder Memorial Parkway in order to provide connectivity from the existing trail at Central Park to the proposed Court Plaza and (2) addressing the lack of park services in the western portion of the community.

Acquisitions are considered a capital intensive process unless land is donated or dedicated to the city; therefore preparing and storing funds for parkland acquisition will need to be prioritized by the city. The cost of acquiring parkland for acquisitions is heavily time sensitive, location and market dependent therefore cost estimates for acquiring additional land are not included in this document.⁹

Funding Recommendations

The goals and objectives of this Parks Master Plan include the continued operation and improvement of existing park facilities, developing additional recreational opportunities in underserved areas, and improving connectivity between parks and community centers. Moving forward, it is essential that an appropriate and reliable funding structure is in place to support Baker City's park system and help achieve this vision.

⁸ City of Baker City. "City of Baker City Comprehensive Plan". 2013.

⁹ Community Planning Workshop. "Sweet Home Park System Master Plan." Community Service Center. 2014.

The following three recommendations were created during the development of this Parks Master Plan to specifically address the funding requirements discussed within this chapter:

▶ **Establish a more diverse and reliable funding strategy.**

Monetary tools (such as, grants, bonds, levies, and fee/permit revenues) and non-monetary tools (such as, partnerships, volunteerism, and memorial infrastructure donations) can all play a part in creating a diverse funding strategy for a local park system. The City of Baker City should work in unison with the local Parks and Recreation Advisory Board, the Baker City Council, and community partners to develop and adopt a more diverse and reliable funding strategy. A detailed list of commonly used funding mechanisms for park systems can be seen in Appendix C.

▶ **Establish priorities among the recommended capital improvement projects called for in this Parks Master Plan.**

Even with an established funding strategy in place, financial resources for the continued development and maintenance of the park system may be limited. Having a prioritized list of capital improvement projects will help ensure park system revenues are well-managed and applied to initiatives of greatest value or need.

▶ **Continue developing partnerships and relationships with community partners, land owners, and the general public.**

Partnerships with local businesses, school districts, land owners, and community groups can provide a wide range of monetary and non-monetary support for a local park system. A healthy partnership network can help improve operational efficiencies, leverage funds, encourage local stewardship and volunteerism, and ensure this Parks Master Plan continues to reflect the wants and values of the Baker City community.

Appendix A

Related Plans

This appendix includes the following planning documents and initiatives relevant to the Baker City Parks Master Plan:

- ▶ Baker City Vision: 2030 – 2010
- ▶ City of Baker City’s Comprehensive Plan – 2013
- ▶ Baker City Transportation System Plan (TSP) – 2013
- ▶ Baker City’s Strategic Plan – 2014
- ▶ Plan of Historic Baker City – 2001
- ▶ Baker City Capital Plan – 2014-2015
- ▶ Baker City Central Park Preferred Concept Plan and Court Plaza Plan – 2010
- ▶ State of Oregon Trails Master Plan – 2005
- ▶ Statewide Comprehensive Outdoor Recreation Plan (SCORP) – 2007

Related Plans

Baker City Vision: 2030 – 2010

Baker City Vision – 2030 combines local residents’ aspirations for the future of their community and combines those with a number of strategic considerations. Much of the discussion that went into developing this vision focused on blending the community’s strong preference for rural small town living and improving the community’s sustainability, both in terms of economic opportunity and attracting younger generations. This vision encourages the development of this Parks Master Plan and makes several considerations for its development, including the establishment of a separate funding mechanism for parks.

City of Baker City’s Comprehensive Plan – 2013

The City of Baker City’s Comprehensive Plan was completed in 2013 to replace an earlier plan adopted in 1966. It serves as a roadmap for public policies and initiatives related to local community development. While this plan is referred to as the “law of the land,” it also acknowledges its purpose is to be responsive to the evolving needs and circumstances of Baker City’s residents.

The Plan outlines goals and aspirations for the Baker City community, including parks and open space recreational facilities. According to the Plan, the overarching goal of the park system is to “maintain present park and recreation areas and provide for the varied and growing needs of the City’s residents and its visitors.” The Plan also provides an inventory of city-owned and non-city owned parks and recreational facilities, classification and acreage for each, and associated policies and implementation strategies; for example, completing a parks and open space recreational facility needs assessment on a routine basis.

Unlike the City of Baker City’s Comprehensive Plan, this Parks Master Plan provides a more detailed overview of all park and recreational facilities, how the parks can be improved, and how the community envisions the future of park system developments.

Baker City’s Transportation Systems Plan – 2013¹⁰

Baker City’s Transportation Systems Plan (TSP) is an important traffic analysis document that analyzes the connectivity, access, and flow of traffic facilities in the City. It is a useful document to consider in the implementation of the Parks Master Plan because of the correlation between trails development and active transportation paths along state, county, or city-owned transportation facilities and infrastructure. Additionally, the TSP presents potential funding opportunities for connectivity projects implementation and planning which may be beneficial to consider when planning trails development in Baker City’s parks.

Baker City’s Strategic Plan - 2014

Baker City’s Strategic Plan outlines achievable goals and objectives for the community during the following five year period. This process was completed using public outreach tools to identify needs, concerns, and opportunities for the community. The plan emphasizes improving the livability of Baker City for its residents and making it more attractive to visitors. For example, creating this Parks Master Plan and maximizing economic development opportunities stemming from the I-84 corridor.

The community reached a consensus on ten goals for the strategic plan. To support the implementation of these goals, the plan includes a prioritization of projects, an analysis to determine likelihood of project success and potential mitigation measures, funding strategies, and recommended next steps. This Parks Master Plan is a realization of one of the ten goals. As stated in the strategic plan, it should ensure park improvements are

¹⁰ Language from this section was adapted from the Sweet Home Park System Master Plan. Community Planning Workshop. "Sweet Home Park System Master Plan." 2014.

orchestrated in logical ways to maximize resources and public benefit, as well as increase opportunities for grant funding to support the plan. The strategic plan lays the foundation for this Parks Master Plan with the creation of five specific park-related goals:

- ▶ Improve and develop citywide trail system for walking and biking
- ▶ Central Park improvements
- ▶ Neighborhood park improvements
- ▶ Court Plaza development
- ▶ Dog Park
- ▶ Bandstand and playground equipment for Geiser Pollman Park.

The strategic plan provides a context for how the residents of Baker City envision their community. During the implementation of the Parks Master Plan, the strategic plan can be referenced to better understand citywide project priorities, opportunities, and threats. For example, the process recognized the city's historical integrity and its arts community as an opportunity which could be integrated into parks planning.

Plan of Historic Baker City - 2001

The Plan of Historic Baker City is a downtown revitalization and improvement plan. The plan is an update to a downtown plan completed in 1982. It provides historical context and details a long-term action program for investment and improvements within Baker City's historic central business district, an area extending from the Powder River to 4th Street and from Estes Street to Campbell Street. Recommendations listed throughout the plan include streetscape improvements, public space and parking improvements, and design guidelines for private development and storefront improvements.

Specific recommendations related to public space and parks planning seen within the Plan for Historic Baker City include the development of Court Plaza, a public mini-park downtown, and Leo Adler Memorial Parkway, a greenway along the Powder River. The plan includes site locations, potential park elements, and design guidelines for each proposed development.

Baker City Capital Plan – 2014-2015

The City of Baker City's Public Works Department establishes a Capital Plan on an annual basis to outline planned infrastructure upgrades and environmental assessments. For example, the 2014-2015 plan outlines planned upgrades to the irrigation system at Cedar Acres Park. The Capital Plan details location, estimated costs, specifications and objective of each project to be performed. During the implementation of the Parks Master Plan, it will be important to work closely with the Public Works Department to ensure future park system improvements align with infrastructure projects.

Baker City Central Park Preferred Concept Plan and Court Plaza Plan – 2010

The Baker City Central Park Preferred Concept Plan and Court Plaza Plan are architectural renderings depicting potential improvements to the City's park system. These plans were commissioned by the City in 2010. Each shows proposed site layout, vegetation, and park and recreational infrastructure.

Community Parks and Pathways Survey – 2012

The Community Parks and Pathways Survey was completed in 2012 by the Baker City Parks and Recreation Advisory Board. The purpose of the survey was to better understand the park and recreational needs of the community. Additionally, it identifies the most visited parks in the City, primary reason for visiting parks, and priorities for park system improvements.

State of Oregon Trails Master Plan - 2005¹¹

The State of Oregon's Master Trails plan provides an overview of the current trail resources and needs for improving the trail system throughout Oregon. The plan used the SCORP's issues workshop and user survey to identify the state of trails within Oregon. The plan highlights key opportunities to improve the trail system. For instance, trails need to be closer to where people live, there needs to be an increase of trail connectivity, and there is a need for increase of trail maintenance.

Baker City residents have expressed an interest in improving and increasing the trails throughout the community; the statewide plan mirrors the needs and wants of the local community. The Parks Master Plan incorporates the insight of the community and takes into account the statewide plan.

¹¹ Language from this section was adapted from the Sweet Home Park System Master Plan. Community Planning Workshop. "Sweet Home Park System Master Plan." 2014.

Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP) – 2007¹²

The Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP) provides an overview of the population and demographic trends as they relate to recreational activity trends in the state of Oregon. This resource is particularly useful in providing information for the increase or decrease of certain recreational opportunities in the state of Oregon over the last 20 years. Additionally, this guide provides information on which residents are more or less likely to participate in certain recreational activities. SCORP provides a context for what recreational opportunities could be the focus within the Baker City community based on its age and income demographics.

¹² Language from this section was adapted from the Sweet Home Park System Master Plan. Community Planning Workshop. "Sweet Home Park System Master Plan." 2014.

Appendix B

2012 Community Parks and Pathways Survey Summary Report



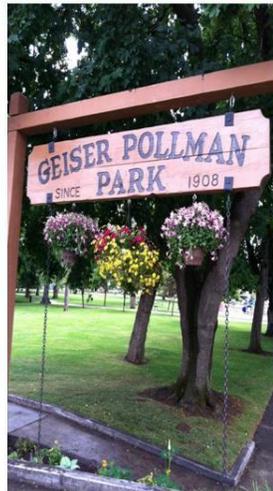
COMMUNITY PARKS AND PATHWAYS SURVEY

BAKER CITY PARKS AND RECREATION ADVISORY BOARD

June 29, 2012

Survey Background

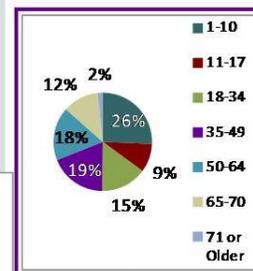
The Baker City Parks and Recreation Advisory Board asked the Baker City community for input on use, needs, and priorities for Baker City Parks and Pathways. A survey was conducted online through a link on the City of Baker City website. Paper copies were also available at City Hall. Area residents were informed of the survey through the City's weekly news letter, local newspapers, and radio.



The survey was open from March 1—May 31, 2012. 150 participated in the survey with 139 completing it entirely. Additionally a “mini survey” was conducted by board member Jordyn Aydelotte. She presented the 7 question survey to the students in the history classes at Baker High School. 131 students completed that survey.

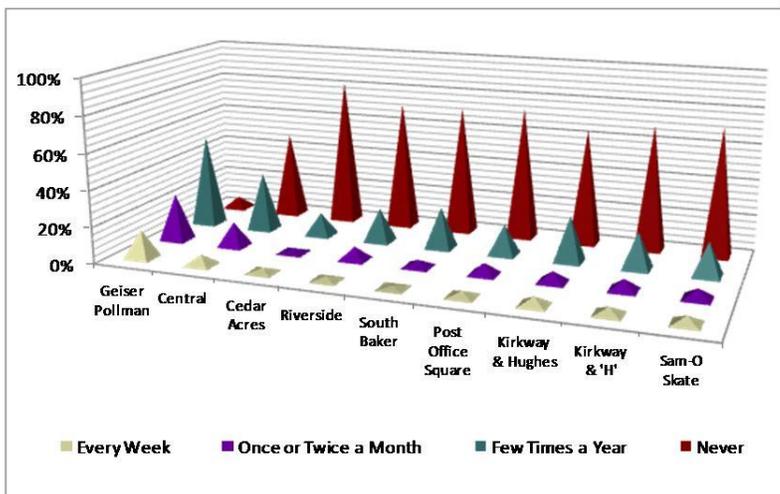
SURVEY PARTICIPATION

- 289 citizens participated in the community and high school surveys combined.
- Community survey participants were comprised of 55% women and 40% men (5% did not respond to this question).
- Respondents' residence areas: North 27%, South 20%, East 23%, West 22%, Central 8%, Out of Town 6%
- Ages of respondents' household members:



How often do you or your family visit Baker City Parks?

Geiser Pollman Park is our most visited park with only .7% of survey respondents saying they never use it. 13.3% of High School participants reported never using Geiser Pollman. Central Park, the newest in our system, sees moderate use based on both responses. Our small neighborhood parks all see limited use.



PARKS & RECREATION ADVISORY BOARD

RICK TAYLOR—CHAIR

JEFF NELSON—VICE CHAIR

JORDYN AYDELOTTE

ALETHA BONBERAKE

MIKE CLARK

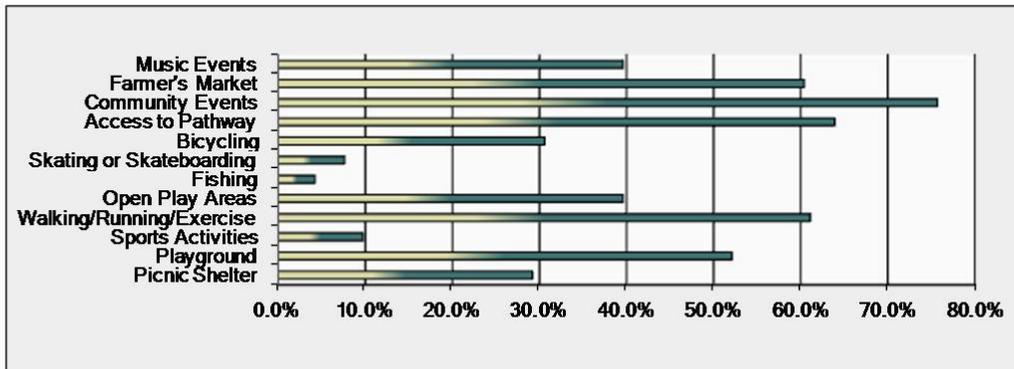
LINDA COLLINS

AL HAUSOTTER

JOYCE BORNSTEDT—STAFF



Why do you visit Baker City parks?



When asked what prevents people from visiting Baker City parks more often these were the top responses: 39.3% listed inadequate restrooms; 38.3% not enough time; 29% not the right amenities (mostly seating); 23% teenagers or other undesirable people, smoking, using foul language, playing inappropriate music, or intimidating children; 15% too far from neighborhood; 13% insufficient parking; 11% too crowded; 8% old or poor condition playground equipment.

How would you rate Baker City park maintenance?

Although nearly 75% of the respondents feel that our park maintenance is good or excellent, there were some suggestions for improvement:

- ◆ "We need new playground equipment that is developmentally appropriate for all ages and is safe for our children."
- ◆ "The ground beneath most of the playground equipment is dirt and mud. Fresh wood chips would make a cleaner and safer playground. It should be done annually. Baker has a lot more young kids these days and it would help keep the city family-friendly."
- ◆ "Improve unsafe sidewalks."
- ◆ "Make city parks non-smoking facilities, and enforce it!"
- ◆ "More lighting and more areas to sit."
- ◆ "Signage on the Leo Adler trail should identify parks better - it is difficult to tell what park you are at or headed to if you are on the trail."
- ◆ "One concern, especially after the work on the lower part of the pathway, is going to be weed control. Some sort of spraying program needs to be implemented. If not done this spring its going to be very hard to control."
- ◆ "I use the pathway/bike trail daily to take my kid and dog for a walk. What Baker City needs is a dog park...It could be donation use or the city could charge a daily fee or membership fee."

"THE PARK WAS CLEAN AND SAFE AND VERY FUN FOR MY THIRD GRADERS! THANK YOU!"



Parks Priorities

Most participants report that Baker City parks currently meet their recreation needs and most prefer that we improve/develop existing parks rather than acquire new ones.

“I would love to have a dog park!”

“New, safe playground equipment should be the top Priority...”

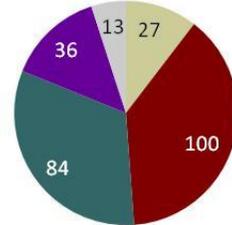
“Parking at Central Park is vital.”

A majority (66% - see chart below) of respondents would like to see more walking and biking trails developed over the next 5 years. Following were playgrounds, picnic areas, and a dog park. When asked what the number one improvement they would like to see in the next 5 years walking and biking trails led the way with 33 votes followed by playground im-



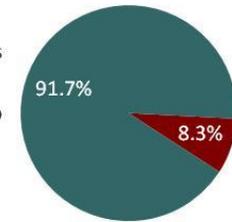
How well do our existing parks meet your recreation needs?

- Completely
- Mostly
- Somewhat
- A Little
- Not At All

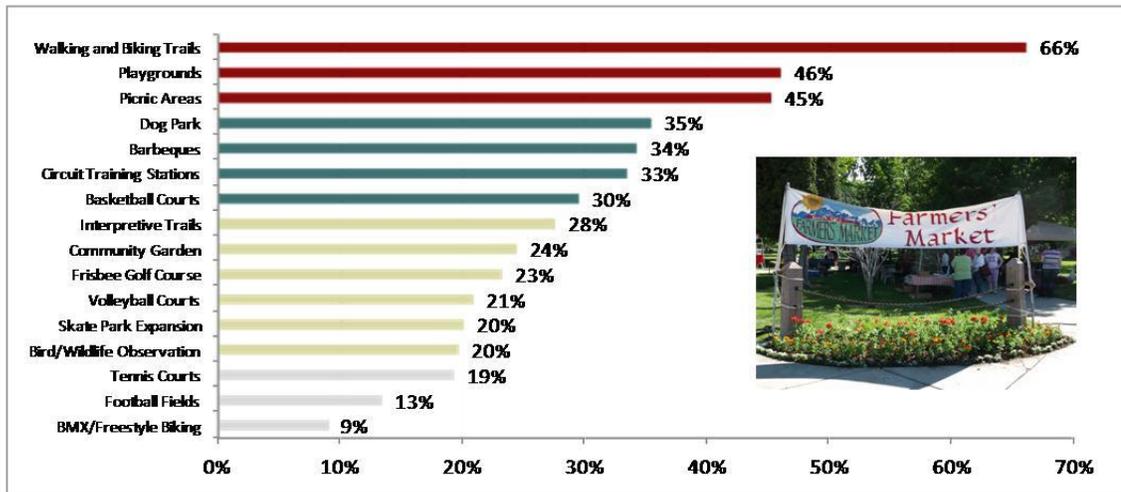


What is YOUR top priority for our parks in the next 5 years?

- Acquire New Parks
- Improve/Develop Existing Parks



Which park amenities would you like to see Baker City develop over the next five years?



Other ideas included a water park, water features, fountains, public art, outdoor theater and year round restrooms.

Pathways

Nearly 70% of all participants use the Leo Adler Memorial Parkway at least once a month. The majority of pathway users are running, walking, biking and dog walking. Most feel it is a safer alternative than streets and sidewalks. Others use it for relaxation, photography, bird watching, fishing and long/skate boarding.

Most (69%) survey participants want Baker City to extend the pathway. Nearly 1/3 would support a nominal impact fee to help maintain/improve parks and pathways.

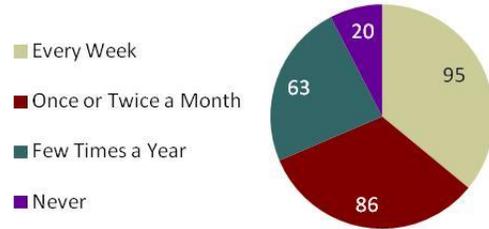
“ Parks are important to a city—thank you for making them a priority.”

“The pathway is amazing and accessible to all. It is wonderful that it follows the river.”

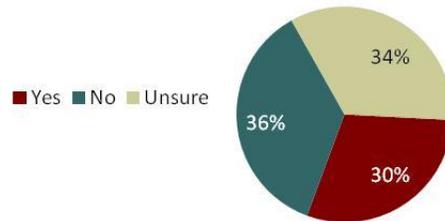
“The workers show pride in their work. It is a total pleasure to live here! Thank you!”

“The parks and pathways are an essential part of the Baker City experience.”

How often do you or your family use the Leo Adler Memorial Parkway?



Would you support a nominal impact fee to use for parks and pathways?



THANK YOU to all survey participants. These results will assist us as we develop of a Baker City Parks master plan for our parks and pathways. Answers will help to guide future projects.



BAKER CITY PARKS DEPARTMENT

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“The Baker City Parks and Recreation Advisory Board exists to promote and preserve parks and open spaces which are safe, provide beauty, enhance recreational experiences and are accessible to all members of the community.”

“The Baker City Parks and Recreation Advisory Board shall permanently preserve, protect, maintain, improve, and enhance its natural resources, parkland, and recreational opportunities for current and future generations.”



Appendix C

Park System Funding Mechanisms

In order for the City of Baker City to achieve the expectations and goals laid out in this Parks Master Plan, the City will need to establish and adopt a more diverse and reliable funding strategy. This appendix presents common funding tools used by municipalities to support local park systems. Information listed within this appendix is intended to be used as a reference tool, or starting point for a funding strategy discussion, and is not exhaustive. The City Council, City staff, and local Parks and Recreation Advisory Board will need to work in unison to develop a funding strategy with the tools they feel are most appropriate for their local community, projected population growth, and economic climate.

A diverse funding strategy should have a balance of long and short-term funding mechanisms for a more consistent revenue stream, as well as monetary and non-monetary support to encourage cost effective and creative solutions. The City should also consider strategies that seek to minimize costs; such as, removing duplication of services or services no longer considered a high priority by the community, increasing capacity or responsibility of partners, or establishing a protocol for estimating costs and need for any future land acquisition.¹³

Aside from monetary contributions, it is important to consider the following conditions when evaluating the appropriateness of potential funding tools: (1) how much time and energy will be required from city staff, (2) history of community engagement, contributions and volunteerism, (3) level of community support for individual goals of the Parks Master Plan, and (4) anticipated level of service and use for the park system.

Common Funding Tools

Utility Fees

Duration: Long-term

Currently used for Baker City's park system: No

Utility fees, or park maintenance fees, are a popular funding tool used to generate stable revenue streams for parks maintenance. A standard utility fee is added to the utility bill for each local residence and collected by the City. Utility fees allow local governments to collect a continuous revenue stream throughout the year and can fund a wide variety of functional tasks and aspects of the park system. When considering this funding mechanism, it is important to consider and evaluate the long-term impacts of creating this fee.

¹³ Information presented within this appendix was largely adapted from the City of Dallas's 2015 Parks Master Plan. Community Planning Workshop. "2015 Parks Master Plan." City of Dallas, Oregon. 2015.

User Fees

Duration: Short-term/Long-term

Currently used for Baker City's park system: No

User fees may be collected from individuals for day-use of the parks (i.e. a park entrance fee) or through facility rental. Day-use fees could potentially be associated for high traffic parks or during special events. Although user fees will typically only make up a small amount of the total park system revenue, these fees could help offset day-to-day maintenance costs. When considering renting city-owned facilities is it important to put in place a fair fee structure applicable to all interested parties regardless of affiliation.

Sponsorships

Duration: Short-term

Currently used for Baker City's park system: No

Sponsorship is a funding mechanism used to offset operations and maintenance costs for park systems. The City or local Park and Recreation Advisory Board may solicit sponsors (either individuals, private groups, or businesses) who are willing to pay for advertising, signage, naming rights, park infrastructure, or special events or programs. Because sponsorship could be viewed as promoting private business, this funding tool should be approached cautiously to ensure there is adequate community support.

Donations, Contributions, Partnerships & Volunteer Support

Duration: Short-term

Currently used for Baker City's park system: Yes

Donations of labor, cash, land, or park infrastructure (such as benches, trees, or playground equipment) can be used for small, specific projects. Typical sources of donations are local estates, trusts, service agencies, private groups, businesses, police or fire departments, or individuals. Volunteers may provide direct and indirect support to the park system. For example, a neighborhood association that agrees to provide mowing or litter removal for a local park directly saves on paid maintenance tasks. Volunteer safety patrols may indirectly reduce facility damage and vandalism, protecting City assets.¹⁴ Other examples include: professional or design consultation for transportation infrastructure improvements, grant writing or partnership support for grant funding, or private funding of park infrastructure such as a pedestrian crossing signal.

Although using this type of support requires significant outreach and coordination from city staff and part, the benefits can far outweigh any drawbacks. In addition to off-setting park expenditures, donations and contributions provide a platform for the local community to engage with and take pride in their park system. Engaging with community members through contributions can provide valuable insight on needs of local residents and offer creative and

¹⁴ MIG, Inc. "City of Grants Pass Comprehensive Park & Recreation Master Plan." 2010.

often cost-effective solutions. Additionally, partnerships with local advocacy groups, professionals, and local institutions can provide an increased awareness for local initiatives.

Public, Organizational or Government Grants

Duration: Short-term

Currently used for Baker City's park system: Yes

Grants provide a source of revenue not otherwise accessible within a local community. This funding source can be used for either large or small-scale projects. It is best used for projects that have a set goal(s) or tangible improvements. On-going administrative functions, maintenance, and strategic planning related projects are less attractive to donors. Grant contributions should not be considered a primary funding tool for a self-sustaining park system, but rather to supplement *occasional* special projects.

Grants can be highly competitive and often require matching contributions. When applying for grants it is important to put in substantial legwork and research to ensure the proposed project or initiative adheres to the criteria set forth in the grant. In recent years the number of transportation related grants, especially for pedestrian and bicycle infrastructure, has increased substantially. Other park related projects or initiatives well-suited for grants include trails and greenways, play space, natural resource conservation and water quality, public safety, and tree planting.

Land Trusts & Easements

Duration: Long-term

Currently used for Baker City's park system: No

Land trusts and easements are often considered a win-win solution to set aside land for parks, natural areas, or rights of way. This is because these tools (1) are a *voluntary* action on the part of a local community member, business, advocacy group or other organization and (2) offer tax incentives for the benefactor. Trusts can be acquired by the City or partnering organization through a donation, estate will, reduced priced sell, or exchange. Easements can be acquired by private property owners. Easements may be an especially attractive tool for accessibility projects and initiatives that aim to connect parks and natural areas to community centers throughout the city which may be separated by numerous public and private properties. Private property owners are able to allow full or limited access through their property without forfeiting other property rights.

The drawbacks of land trusts and easements are that these tools can take a considerable amount of time and effort from City staff. If land trusts are considered for Baker City's park system, the City or local Parks and Recreation Advisory Board may want to partner with a nearby conservancy group for advisement or management assistance.

Tax Levies

Duration: Long-term

Currently used for Baker City’s park system: No

A tax levy (such as a fraction of a cent on local sales tax) is a common tool for continued maintenance and land acquisition for a park system. This tool can stem from a variety of local taxes or license fees. Tax levies commonly support a local government’s general fund unless a parks and recreation district is in place, in which case levies can be collected by the district. A tax levy can be used for long-term system-wide improvements or short-term targeted improvements (i.e. special projects fund) and provide a dedicated and permanent source of funding. However, it is important to assess whether or not there is adequate community support for the goals and actions laid out in the Parks Master Plan prior to initiating this tool.

Local Improvement District or Parks and Recreation District

Duration: Long-term

Currently used for Baker City’s park system: No

Forming a local improvement district or parks and recreation district is a common funding tool to provide a long-term and dedicated revenue stream for a local park system. These tools present an opportunity for residents to invest in their local neighborhoods and support projects and initiatives they have identified as a priority. Forming a local improvement district or parks and recreation district establishes a set rate, or tax, on real property within a specified area to off-set all or part of the costs of a public revitalization or development initiative. For a local improvement district, rates are apportioned according to the estimated benefit that will accrue for each property.¹⁵ General obligation bonds are then sold for the amount of the improvement or special project. In turn, these funds directly benefit the designated area and the local residents therein.

A parks and recreation district requires a majority vote from property owners or electors within the proposed district area and therefore should only be used if the community has expressed strong support for their park system. Once established, all or partial control of a parks and recreation district is given to a local organization or board. This loss of management could be considered a benefit or drawback for a local government depending on local political and economic climate. If a majority of control is transferred to a local organization or board, forming a park and recreation foundation for fundraising and financial management should be considered.

When considering a local improvement district or parks and recreation district it is important to evaluate its financial feasibility, service area, anticipated level of services, and specific boundaries.

¹⁵ MIG, Inc. “City of Grants Pass Comprehensive Park & Recreation Master Plan.” 2010.

County Service District

Duration: Long-term

Currently used for Baker City's park system: No

A county service district is another form of a designated taxing district and funding tool to support local parks. This tool is similar to a local improvement district in operation and formation; however, county service districts are under the supervision of the County Board of Commissioners for management.

General Fund

Duration: Long-term

Currently used for Baker City's park system: Yes

The general fund accounts for all city financial resources that are not specifically tied to another fund. Resources come from a wide variety of revenue streams and support essentially all of the local government's essential functions, including policy and legislation, public safety, code enforcement, economic development, city officials, and so on. Currently, the operations and maintenance of Baker City's park system is entirely supported by the general fund. This presents significant challenges for funding capital improvement projects and future developments and land acquisitions. Additionally, relying on the general fund to support the park system can potentially put a strain on competing essential city service priorities.

The intention of a diverse funding strategy is to create a more self-sustaining park system and limit expenditures stemming from the City's general fund. The general fund may be potentially used to *offset* administrative, liability, or fleet operation expenditures of the park system rather than capital improvement projects or park systems maintenance.

System Development Charges (SDC)

Duration: Long-term

Currently used for Baker City's park system: No

SDCs are popular funding tools for infrastructure improvement in cities, counties, and special use districts across Oregon. These are one-time charges to new development or redevelopment on either residential or non-residential structures. Although a government entity must follow strict requirements in order to enact SDCs, they can benefit from the increased revenue. According to a 2013 survey by the League of Oregon Cities 49% of responding cities in Oregon had a parks SDC in place. SDCs commonly include a one-time improvement charge to residential or commercial properties. This funding tool is especially effective for increased revenue when a municipality is expecting a population increase where new development and improvements to existing properties will likely be made. In order to enact parks SDCs, a city must earmark eligible projects, such as the improvements outlined within the Parks Master Plan.

Park Dedication in Lieu of Fees¹⁶

Duration: Long-term

Currently used for Baker City's park system: No

The City of Baker City could explore offering land developers the option of dedicating park land to the park system in lieu of system development charges; also referred to as "Public Dedication." This tool is based on the concept of impact fees - development creates increased demand for municipal services or facilities, including parkland. Requiring the developer to provide non-monetary amenities or funding for expanded or enhanced public services is an efficient and equitable way to offset some of the impacts of a new development. This tool can relieve the pressure of financing new development in the park system. This tool is best utilized when there is projected growth in the community and when it's coupled with strong outreach efforts to land developers.

To apply this tool, Baker City would adopt park dedication in lieu of fees as ordinance in the City's development code and in the City's comprehensive plan update. The ordinance should include specific criteria to ensure that in-lieu land dedications are appropriate for park development.

¹⁶ Community Planning Workshop. "2015 Parks Master Plan." City of Dallas, Oregon. 2015.