
AGENDA

ASTORIA PARKS & RECREATION ADVISORY BOARD

Wednesday, September 23rd, 2015

6:45 AM

**Astoria Recreation Center
1555 W. Marine Drive, Astoria OR 97103**

1. CALL TO ORDER

2. APPROVAL OF MINUTES

3. PUBLIC COMMENT

- (a) Individuals must state full name and address
- (b) Each individual is provided 2 minutes

4. PRESIDENT HERNANDEZ:

- (a) What do you hear?

5. EMPLOYEE RECOGNITION

6. OLD BUSINESS

- (a) Parks Foundation Update
- (b) Astoria Column Restoration Update
- (c) Smoke Free Parks Update
- (d) Annual Aquatic Center Closure Update
- (e) Peoples Park Platform Update

7. NEW BUSINESS

- (a) Lawn and Plant Management Task Force Recommendation
- (b) Introduction of Communications Coordinator, Jennifer Benoit
- (c) Introduction of Parks Planner/AmeriCorps RARE Participant, Ian Sisson
- (d) Presentation on the Comprehensive Parks and Recreation Master Plan Process
- (e) Department Budget Review – Aquatics Division
- (f) McClure Park Grading and Re-seeding Improvements

(g) Parks Maintenance Project Report:

The Maintenance Division has been very busy this summer. We have hired five temporary workers to supplement our full time staff and have streamlined tasks to provide efficient service. This summer, the Maintenance Division focused on keeping all parks and playing fields mowed and clean, as well as the River Walk and Ocean View Cemetery. This is an enormous task covering twenty-five parks, seven baseball/softball fields, Smith Point and the Recreation Center and Aquatic Center grounds, all of which need to be mowed at least weekly. During the summer, our division is also responsible for preparing fields for recreation league softball games, which average ten per week. In addition to routine work, the Maintenance Division provides support for all special events by moving supplies, transporting thirty tables and 100 chairs to event locations, and setting up and breaking down event equipment. Specifically, this summer the Maintenance Division accomplished:

- 45 days mowing/trimming at park areas

- Routine facilities maintenance
- 68 Softball/T-Ball field set-ups
- Partnered with Clatsop Community College to successfully obtain \$3,220 grant from the Oregon Commission on Historic Cemeteries to restore Oceanview Cemetery Mausoleum stained glass windows. Work will commence Spring 2016
- 10 full burials
- 15 cremation burials
- Coordination with Plant and Lawn Task Force to provide recommendations on the use of pesticides in parks
- Special events support: softball tournaments, hall rentals, CHIP In's, Regatta Celebration, 4th of July, Parks in the Dark, Movies in the Park, First Friday, AFD open house
- Constructed 65'x4' raised bed for Community Garden with volunteer assistance
- Hazard tree removals in parks
- Coordination with Column restoration contractors
- Replaced palisades at Fort Astoria replica
- Installed new merry-go-round at Lindstrom Park with equipment donated by Butch Peterson at a value of \$7,700
- Coordinated with Clatsop County on Smoke Free Parks
- Closed People's Park platform due to unsafe conditions
- Support for Port of Play/Lil Sprouts maintenance closure
- Astoria Aquatic Center annual maintenance closure

Fred Lindstrom Park Merry-Go- Round

The merry-go-round at Lindstrom Park was in very bad shape. It was old, rusty, wobbly and had come to the end of its useful life. Recently, it had stopped spinning and was becoming a source of constant complaints from park users. Fortuitously, a gentleman named Butch Peterson contacted the Parks Department about donating a new merry-go-round to the park as a memorial to his late wife. Mr. Peterson coordinated with staff and ended up purchasing an OmniSpin Spinner from Landscape Structures for \$7,700.



(h) CHIP-in Report:

Melissa Keyser began working as the new CHIP-in Volunteer Coordinator on Monday, August 17th. Her experience as Program Coordinator for the Haystack Rock Awareness Program in Cannon Beach, includes coordinating 10-15 seasonal staff as well as 200+ volunteers. She has volunteered with SOLVE, Surfrider, Friends of Trees, Friends of Cape Falcon, ODFW, COASST, and she additionally manages the Little Free Library on 12th and Grand.

This summer, from July - September, over 70 CHIP-in volunteers have dedicated more than 200 hours to various park clean-up events. They have picked up over 16 bags of trash and removed massive amounts of plant debris. Their continued support has led to some very dramatic park makeovers!

CHIP-in Events:

'Love Your Columbia' Riverwalk Clean-up, August 22nd, 9-12pm:

- Melissa Keyser coordinated her first CHIP-in event with the help and guidance of Jonah Dart-McLean
- CHIP-in partnered with the Columbia River Keepers
- 28 volunteers removed about 9 yards of debris and picked up about 10 bags of trash
- Volunteers weeded, removed invasive plants, hedged, and cleared overgrown plants limiting the view of the river
- Volunteers were given free commemorative t-shirts with the Love Your Columbia logo

Astoria Aquatic Center Clean-up, September 13th, 1-4pm:

- Melissa Keyser coordinated the event and Pam Pearce assisted in leading the event
- 19 volunteers, 12 of whom were from the Job Corps, weeded, trimmed, mowed and hedged around the AAC
- Volunteers repainted all of the yellow caution paint in the parking lot, picked up about 6 bags of trash, and filled in about 5 yards of bark mulch

(i) Lil Sprouts/ Port of Play Report:

Although attendance this summer has been a bit lighter, Sprouts hasn't slowed down one bit. We took advantage of lower numbers, and were able to plan more organized events and activities, with the hope of engaging our parents a little more.

Curriculum for the Summer:

- Exploring the North Coast: Studying various landmarks, historical sights and some of the naturally beautiful places are lucky to have so close to home. Weekly themes included *Beaches and Tide Pools, Native Americans, Fort Clatsop, Saddle Mountain, Astoria Landmarks*, and much more.
- Our Preschool and Pre-K classes took their first field trip ever out to Fort Clatsop. Although parents had to bring their children, because we didn't have a means of transporting them, it was still a wonderful experience. Our sprouts were talking about the trip, and Ranger Patricia for days. As a thank you to Superintendent, Scott Tucker, our Sprout kiddos built their own mini-replica of Fort Clatsop, and gave it to the park. It was actually featured in the Daily Astorian just recently, as the replica was put on display for the park's birthday celebration. We were very appreciative of the opportunity, and are hopeful for more visits and field trips around Clatsop County. A model of Fort Clatsop built by the Lil' Sprouts Academy Daffodil class sits on display at the National Park Service's 99th birthday party Saturday at Netul Landing.



Special Sprout Events:

- Splash Days: Due to the warm weather, we also had a few “Splash Days”. We set up sprinklers, and water toys for the kiddos to enjoy. It was the first time we’ve ever done anything like this, and everyone had a blast!
- End of the Summer Sprout BBQ: On Wednesday, Sept. 2nd, we held an end of the Summer BBQ for our Sprout kiddos and their families. We were anticipating wet weather, so decided to provide sandwiches indoors, and parents were able to eat lunch with their kiddos in the classrooms. It was a great was to celebrate a fun summer, and also to encourage more parent involvement. Because this was so fun, we’re thinking about planning one day a month that parents can bring their lunch and eat with their child, “Bring Your Parent to Lunch Day”!
- Annual Cleaning/Maintenance Closure: On September 3rd and 4th, Lil’ Sprouts and Port of Play were both closed for our annual cleaning and maintenance days. Staff worked very hard to clean, sanitize, and reorganize classrooms, while our maintenance team helped with fixes, updates and improvements. This was also a great time for staff to get to know each other, and provided great opportunities for team building. The following is a list of what was completed in our two days:
 - All classroom and hallway carpets cleaned
 - All toys were sorted and we were able to get rid of things not being used or things that were broken.
 - All classrooms deep cleaned
 - All supply/material closets cleaned and reorganized
 - New paint and touch up (3 rooms)
 - All toys, linens, furniture, cleaned/sanitized
 - Additional shelving installed in multiple classrooms
 - New “blackout” curtains hung
 - All rooms rearranged and redecorated
 - Sliding doors put in to create enclosed closet
 - Various other miscellaneous fixes and updates

(j) Recreation Center/Programs/Fitness/Athletics Report:

Summer Day Camp

The 2015 summer day camp program was very busy and successful Program! The program averaged about 25 kids a day over the summer, a 48% increase from the previous summer.

Staff implemented weekly field trips, these varied from trips to the Aquatic Center to trips to other locations in the community. These included:

- A field trip to Coffenbury Lake, we took 33 kids with us to go swimming and try their hand at fishing. The fishing poles and tackle we used were donated through England Marine.
- The County Fair
- A trip to ride on the Trolley, have lunch, and then later enjoyed a delicious ice cream cone from Frite & Scoop.

After School Program

Our after school program ended in mid-June and began again with the start of the school year on September 8th. Staff have been restructuring and looking at ways to improve on the program both at the ARC and at our satellite location in Warrenton. Improvements in the program include:

- More structure and organization for Kid Zone Registration
- Better organization for managing Kid Zone participants when they get off the School bus
- Continuing to participate in "Agriculture in Class" again with lessons in growing some vegetables, how to make a healthy plate using what grows from our garden. Bringing in a few animals to Kids Zone as well for the kids to learn about

Adult Softball

The adult softball program ran throughout the summer with the following specific programs:

- Men's league running the end of May through the first week of July with a single elimination playoff bracket which ran through mid-July
- Women's league running the beginning of June through the first week of July with a single elimination playoff bracket which ran through mid-July
- Coed league running the end of July through the end of August

Youth Softball

The youth softball program began the first of May and ran through the first week of July. With unseasonably nice summer weather, there was only one night of rained out games for the whole season, resulting in a shorter season. This year, staff has restructured divisions by age/ grade in the youth softball program. These changes were requested due to increased numbers of girls playing in local tournament leagues rather than participating in the summer recreation league. In total, there were 38 teams registered to play in the league between Seaside, Warrenton, Knappa, Ilwaco, Naselle and Astoria.

Adult Volleyball

Staff are currently beginning to plan out the fall volleyball program. In an effort to address past problems and improve the program, we have initiated new procedures:

- Participants must check in with their ID to the gym supervisor or referee before their game starts.
- In preparation that the league gets several new teams participating, we will start games in round robin style then be split up into two brackets. The goal is to have teams of the same skill level and intensity in their own bracket. Each bracket will have its own championship bracket.

Youth Softball

The youth softball program began the first of May. At the request of area coordinators, staff has restructured divisions by age/ grade in the youth softball program. These changes were requested due to increased numbers of girls playing in local tournament leagues rather than participating in the summer recreation league. There are 38 teams registered to play in the league between Seaside, Warrenton, Knappa, Ilwaco, Naselle and Astoria.

Fitness Classes

The summer fitness classes held regular attendance due in part to less class offerings. Early morning classes continue to be popular and staff have kept the same number of these classes going in to fall while adding new “lunch time classes” for folks who work.

We have two new fitness instructors this fall who will continue training over the first month to increase the number of classes they can teach.

Movies in the Park

The movies in the park series took place every Wednesday in August at Lindstrom Park. Staff showed free family friendly movies averaging over 100 participants at every movie.

Back to School Bingo Night

Staff planned a new family friendly special event to promote our afterschool programs and the ARC. The event included the following fun, free events:

- Bingo
- Crafts
- Face Painting
- Games

(k) Cemetery:

Cemetery Software System

Data entry for the cemetery GIS project continues. Staff has completed 95% of the data in phase three of the data entry project. Upon completion of this phase, the cemetery map, which is already viewable to the public, will become populated so that folks can locate loved ones without the assistance of city staff online. Once phase 3 is complete, staff will begin phase 4, which will enhance and support the records of who are buried in the cemetery. This phase will add details such as payments, but is not an integral part of documentation.

Cemetery Grounds Maintenance

Ocean View Cemetery continues to be a challenge to maintain and manage with our minimal resources. It takes approximately 40 man hours to mow the entire grounds and weed eating has been outsourced to the local juvenile work crew for two weekends a month during the summer months. Burials and cremations add to the toll the cemetery exacts on the Maintenance Division's capacity, because these events often cannot be foreseen or planned for beyond a three day window.

Hazard Tree Reduction at Cemetery

This spring, Arbor Care was contracted to remove several hazardous trees and dangerous limbs from some of the large spruce trees on the grounds. This work was initiated after a wind storm caused a large tree limb to fail, fortunately causing no damage to the monuments below.

Mausoleum

This summer the Parks and Recreation Department contracted Arbor Care to remove one dead cedar that was in danger of falling on the Mausoleum, shoveled about 400lbs of needles and leaves off the roof which cleared the drains that lead to where the downspouts used to be, and cut back encroaching brush on the east and west sides of the building. The Parks and Recreation Department also partnered with Clatsop Community Colleges Historic Preservation Program to receive a \$3,200 grant from the Oregon Parks and Recreation Department to conduct a workshop assessing and repairing the 6 leaded-glass windows in the Mausoleum.

(I) Aquatic Center Report:

The Aquatic Center was very busy over the summer and most importantly it was safe. Attendance appeared very steady throughout the summer and our programs were successful. Below are some high lights from this season:

- Our Aquatic Risk Management Company, Ellis and Associates, performed two unannounced audits this summer. The first audit was in June and we received an “exceeds” and the second audit was in August where we received a “meets”. Exceeds is a difficult standard to achieve! During an audit, lifeguards are observed scanning the pools. Ellis and Associates has a very high standard for vigilance awareness. Lifeguard staff were very close during the second audit to receive another “exceeds”. Aquatic Center Manager, Pam Pearce, is making some changes in training methods to bring those skills back up to an “exceeds” level.
- On June 27th -28th the North Coast Swim Team held a summer swim meet. It’s estimated that 100 swimmers and their families attended this two day event.
- In July we held another lifeguard course. Four students enrolled and successfully completed the training to become lifeguards.
- The summer swim lesson program had great attendance and we saw many children continued through various levels.
- Throughout the summer we worked on securing contracts for pool maintenance and preparing project lists. On September 7th we closed our summer season and began working on our capital improvement projects of re-surfacing the Lap and Leisure Pools, replacing lighting with energy efficient LED lights, Installation of new shower systems, and performing updates to the HVAC system. The projects are progressing well and we are on schedule to re-open on Monday, September 28th.

8. UPCOMING EVENTS

- (a) Aquatic Center Re-opens, Monday, September 28th, 5:00 AM @ Astoria Aquatic Center
- (b) Lifeguard Class, October 2nd – 4th @ Astoria Aquatic Center
- (c) Naselle Youth Swim Lessons, Tuesday, October 6th @ Astoria Aquatic Center
- (d) Family Pumpkin Carving, Friday, October 23rd, 6:00 PM – 8:00 PM @ Port of Play
- (e) Monster Bash, Saturday, October 31st, 5:00 PM – 7:30PM @ The Armory
- (f) Gobbler Gallop, Thursday, November 27th, 9:00 AM – 11:00 AM @ Maritime Memorial Park

9. FUTURE MEETINGS

- (a) October 28, 2015 @ 6:45 AM
- (b) December 2, 2015 @ 6:45 AM

Parks Advisory Board Meeting Minutes
August 19, 2015

Chairperson Norma Hernandez called meeting to Order at 6:49am.

Present- Norma Hernandez, Jessica Schleif, Andrew Fick, Tammy Loughran, Eric Halverson, Drew Herzig, Jim Holen, Grace Laman, and Howard Rub

Absent- Peter O'Farrell and Joe Miltenberger

Staff- Angela Cosby, Melissa Keyser, and Jonah Dart-McLean

Approval of Minutes

- A. Drew Herzig noted Joe Miltenberger's name had been misspelled. The June minutes were unanimously approved as corrected.

Public comments

- 1. No members of the public were present.

President Hernandez

- A. What do you hear- Norma Hernandez has received many comments from non-smokers who oppose the proposed ban on smoking in parks and believe smoking is a right. Fort George staff complimented Parks Staff after some keys were found and turned in. Jim Holen said Cathedral Tree Trail is now more accessible, especially in the low area near the bog. He believed people would appreciate this. Drew Herzig said there were 22 online comments in response to an article in the *Daily Astorian* about fluoride in the water. He appreciated the comments Ms. Hernandez gave to City Council at their meeting on August 17 about the issue. He heard from a woman at Fred Meyer that clippings from shrubs along the Riverwalk in the Mill Pond area were not cleaned up. Judy Sotoberg said she wanted signs along her block of the Riverwalk indicating it is a mixed-use trail because pedestrians curse at her for passing them on her bike. Dew Herzig heard from some kids that the merry-go-round at Fred Lindstrom Park does not spin the way it used to. Director Cosby noted that the merry-go-round would be replaced soon because it is becoming unsafe. Jessica Schleif has heard that restrooms in the parks are closed. Jonah Dart-McLean explained that the restrooms at Tapiola Park had broken locks and become stuck in the locked position.

Old Business

- A. Tammy Loughran gave an update on the Parks foundation. The August Parks After Dark was cancelled because no one was available to run the event. The Friends of McClure Park hosted a Dog Day and a kickball tournament. Ms. Hernandez noted that the Astoria Downtown Historic District Association (ADHDA) would be sponsoring the movie for the September Parks After Dark event. Director Cosby updated the Board on Staff's efforts to accommodate alcohol sales during the movies and other events at parks.
- B. Director Cosby gave an update on the Astoria Column restoration. The restoration work is on track with the timeline and the painting crew has begun working.

- C. Director Cosby updated the Board on the Parks and Recreation Master Plan. She explained how the RARE program works and said Ian Sisson is Astoria's new RARE participant. He will start on the master plan in mid-September.
- D. Director Cosby gave the Scholarship Policy Update. City Council authorized the policy at their meeting on August 17th. The policy will be implemented for the fall season. Staff will contact families to let them know scholarships will no longer be available for child care programs.
- E. Director Cosby updated the Board on the Smoke Free Parks policy. City Council requested marijuana be included and conducted the first reading of the proposed ordinance at their meeting on August 17th. No negative comments were given about the ordinance at the meeting. The second reading will be requested at the next City Council meeting on September 8th. The Board briefly discussed smoking cessation and signage advertising the ordinance.
- F. Director Cosby gave the Annual Aquatic Center Closure Update. Staff began preparing for this year's closure more than a year ago because extensive maintenance and upgrades were necessary. City Council provided funds from the Capital Improvement Fund for the work. After hiring contractors, Staff learned that more time would be needed to complete all of the work. The Aquatic Center is usually closed during the first two weeks of September. However, this year, the center needs to be closed for an additional week. She reviewed the details of the timeline, noting that the plaster company would do their best to complete their work as soon as possible. She believed it would be best to announce the closure in advance and reduce pass prices. The Aquatic Center would re-open on September 27th.

New Business

- A. Director Cosby introduced Melissa Keyser, the new Volunteer Coordinator. Ms. Keyser gave background information about herself and explained why she applied for the position.
- B. Director Cosby updated the Board on Parks Department assistance with Voluntary Water Conservation. Grass at parks will no longer be watered in an effort to help save water. Ms. Schleif said she was glad the fountain at Maritime Memorial Park had been turned off, but was concerned that it had not been drained. Staff explained the water was being cycled through the fountain and it would be checked regularly. Mr. Herzig said the water fountains along the city streets had been turned off and asked if they were maintained by the Parks Department. Director Cosby said she would find out who was responsible for the fountains, as they are not the Parks Department's responsibility.
- C. Director Cosby explained that the Peoples Park Platform was closed on June 18th because several of the rails and boards had rotted. The platform was built by the Rotary in the late 1970s and has been updated three times. The necessary repairs are estimated to cost between \$12,000 and \$16,000. The Rotary has indicated they are no longer interested in caring for the platform because they do not believe it is as useful as it used to be. The platform was built as an observation deck for views of the river. However, the Riverwalk now provides many views of the river. She requested approval to remove the platform and plant grass in its place. Staff would look for ways to reuse as much of the material as possible. Future use of the platform area could be considered during development of the Parks Master Plan. The Board discussed the benefits of removing the platform and potential uses of the space. The Parks Board unanimously voted to approve the removal of the Peoples Park Platform.
- D. Director Cosby presented the Department Budget Review – Maintenance Division and answered the Board's questions about specific details of the budget. She compared current

financial data to past budgets, explained revenue, funding sources, and how the Maintenance budget fit into the Parks Department budget and the City budget.

- E. Director Cosby reported on Parks maintenance projects.
- F. Director Cosby gave a report on the CHIP-in event at Cathedral Tree Trail. Volunteers built a boardwalk over a muddy area. The next CHIP-in will be at the Riverwalk.
- G. Director Cosby presented the Lil Sprouts/Port of Play report.
- H. Director Cosby gave the Recreation Center, Programs, Fitness, and Athletics report.
- I. Director Cosby reported on the Cemetery, noting that the online data is almost complete. She anticipated the website would be updated within the next month.
- J. Director Cosby reported on the Aquatic Center. There will be no Doggie Day this year because past attendance has been so low.

Employee Recognition

- A. Director Cosby and Jonah Dart-McLean recognized Matt Baum, Randy Bohrer, Spencer Nelson, Josh Peterson, Jerry Butler, William Mueller as the August employees of the month.

Upcoming Events

- 1. Director Cosby updated the Board on upcoming events.

Non-Agenda/Miscellaneous Business

- 1. Mr. Herzig asked if the Mayor followed up on appointing a Coast Guard representative to the Parks Board and said Kelly Smitherman was interested in the position. Director Cosby said Mayor LaMear was open to the suggestion and has asked the Coast Guard to appoint someone.

Next meeting will be held Wednesday, September 23 at 6:45am at the Astoria Recreation Center.



CITY OF ASTORIA
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M E M O R A N D U M

DATE: SEPTEMBER 18, 2015

TO: PARKS ADVISORY BOARD

**FROM: ANGELA COSBY, PARKS AND RECREATION DIRECTOR
 JONAH DART-MCLEAN, PARKS MAINTENANCE SUPERVISOR**

SUBJECT: HERBICIDE POLICY AND PRACTICES

DISCUSSION/ANALYSIS

A task force was convened to address the issue of noxious and invasive weeds in Astoria Parks and Recreation sites; as well as the poor state of turf areas and lack of aesthetic appeal and cohesiveness in parks and green-spaces. The task force obtained feedback from a variety of stakeholders to determine the need and level of use for herbicides and fertilizers to control or eradicate noxious and invasive weeds and to provide recommendations to enhance and develop parks.

POLICY/PRACTICES

Herbicide Definition: An agent used to destroy or inhibit plant growth.

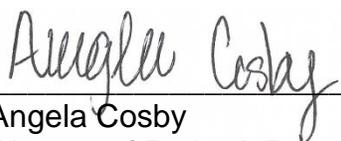
In order to promote sustainable parks that are aesthetically and intrinsically pleasing, the following recommendations have been drafted for weed management:

1. Create individual park maintenance plans that are unique and site specific for desired/unwanted species. These plans should include a catalogue of existing fauna/flora within each park to document and map species to be promoted.
2. Identify feasible mechanical and natural methods to deter, out-compete, or inhibit noxious weed growth

3. Consult with horticultural professionals prior to planting new species or significantly altering existing planted areas within parks
4. Utilize donated mulch from local arbor care companies to suppress weed growth in planted beds
5. Promote adoption of parks by neighborhood groups and encourage volunteer efforts for weed eradication in lieu of using herbicides
6. For the use of herbicides, the following steps shall be adhered to:
 - A. Party interested in applying herbicides must introduce issue to the Parks Director- describe targeted species, explain reason for concern
 - B. Explain failure/infeasibility of mechanical/hand removal. Provide rationale for preference to use chemical vs alternatives e.g. time constraints, cost, accessibility, etc.
 - C. Provide background information on chemical to be used. Describe the application method, possible hazards, techniques to mitigate hazards, effectiveness of preferred product, timing of application(s), and overall safety of product at site location.
 - D. Provide signage at site prior to and following application of herbicides to create awareness that area has been treated beyond the restricted entry interval timeframe
 - E. Parks Director, after approving herbicide use, shall inform Parks Advisory Board of the background on the chemical, rationale for application and location of herbicide application

RECOMMENDATION

It is recommended that the Parks Advisory Board recommend adoption of the Herbicide Policy and Practices to the Astoria City Council.

By: 
Angela Cosby
Director of Parks & Recreation



MEMORANDUM

DATE: September 23, 2015
TO: Parks Board
FROM: Ian Sisson, Parks and Recreation Planner
SUBJECT: Project Scope - Parks and Recreation Comprehensive Master Plan **(DRAFT)**

Items to be included in the Parks and Recreation Comprehensive Master Plan:

1. Background

- a. Parks Department history
- b. Previous plans and reports
- c. Planning process
- d. Mission, vision, and goals

2. Community Engagement

- a. Citizen Advisory Committee
- b. Staff, stakeholder, and focus group interviews
- c. Public meetings and workshops
- d. Online community surveys
- e. Physical/web bulletins and media presence

3. Inventory and Analysis

- a. Updated map of parks and facilities
- b. Comprehensive inventory and evaluation of existing conditions:
 - i. Parks, trails, and open space / natural areas
 - ii. Facilities
 - iii. Program offerings
 - iv. Operations and administration
 - v. Sustainability
 - vi. Maintenance
- c. Assessment of accessibility / equity / level of service:
 - i. Transit, bike, and pedestrian access
 - ii. Amenities and programs available per neighborhood area
- d. Local, regional, and national benchmarks
- e. Needs assessment

4. Recommendations and cost evaluation

- a. Parks, trails, and open space / natural areas
- b. Facilities
- c. Programs
- d. Maintenance and operations
- e. Sustainability

5. Implementation strategy

- a. Establish priorities and timeline:
 - i. Near term (0-5 years)
 - ii. Mid term (6-10 years)
 - iii. Long term (11-15 years)
- b. Capital improvement plan
- c. Funding opportunities

City of Astoria Parks and Recreation Comprehensive Master Plan
 Project Timeline **(DRAFT)**

