DRAFT

DALLAS PARKS MASTER PLAN

CITY OF DALLAS, OREGON | MARCH 2015

CPW Community Planning Workshop

UNIVERSITY OF OREGON

THE CITY OF DALLAS OREGON

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About the Community Service Center

The Community Service Center (CSC), a research center affiliated with the Department of Planning, Public Policy, and Management at the University of Oregon, is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of the CSC is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.

CHAPER 1
Introduction

The 2015 Dallas Parks Master Plan provides a 20-year vision for development, maintenance, and operation of the City of Dallas's entire parks system. The comprehensive plan articulates the community's vision to provide healthy and enjoyable recreational opportunities to its residents and visitors. This Plan provides specific tools and guidance for achieving the goals and specific action items envisioned by city staff 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. Their functions 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 resources, both staffing and budgetary, restricts many communities' ability to develop and maintain parks 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 parks systems.

Purpose of the Plan

During the next 20 years, the City of Dallas is expected to experience significant population growth. Developing a Parks Master Plan will ensure the City is better prepared to meet the recreational needs of existing residents and future generations. The 2015 Dallas Parks Master Plan describes the community's vision and provides specific tools and components necessary to achieve that vision. The plan includes the following components:

- A community profile that describes demographic, housing and recreational trends and characteristics of the residents in Dallas;
- An inventory of existing parks and recreation facilities within the City;
- Findings from the planning process and community engagement including what residents value most about the existing parks system, potentially underserved populations, and wants and needs for future park development;
- Vision statement, goals, and recommendations for the entire park system and park-specific improvements;
- Strategies for developing new parkland to better serve a growing community; and
- Strategies for funding and operation of the parks system.

The Parks Planning Process

The 2015 Parks Master Plan process was designed to be transparent and focus on community engagement to better understand the wants and needs of Dallas's residents for their parks system. The process included technical, demographic and spatial analysis combined with input from City staff, the City's Parks Board, and community members. City Staff and the Parks Board, comprised of local residents, provided the necessary background and context information about the community, provided leadership and guidance on community engagement strategies, and feedback throughout the entire planning process to ensure the Plan is best suited for the City of Dallas's needs. Figure 1-1 provides an overview of the process used for the Park System Master Plan update.

Figure 1-1 Parks Planning Process

Community Engagement

Community and stakeholder engagement are critical elements of the planning process. Community engagement provides tangible benefits to the process by: (1) providing insight into community members' values and preferences; (2) developing and nurturing an environment of goodwill and trust; (3) building consensus support for the Plan.

The parks planning process relies on the input and knowledge of local residents, city staff, and the Parks Board. Community input was gathered through the following engagement tools:

- Stakeholder interviews
- Site visits
- Public workshops
- Parks Board meetings
- Mailed and online surveys
- An interactive website

This Plan combines community input with technical analysis to provide a framework for achieving the goals and objectives that implement the parks system vision. The Plan can also be integrated into other planning decisions that relate to areas of parks planning.

Relationship to Other Plans

The Parks System Master Plan relates to several other plans. These plans provide context for how the local community understands the role of parks. The following plans and documents have relevance to the Parks System Master Plan.

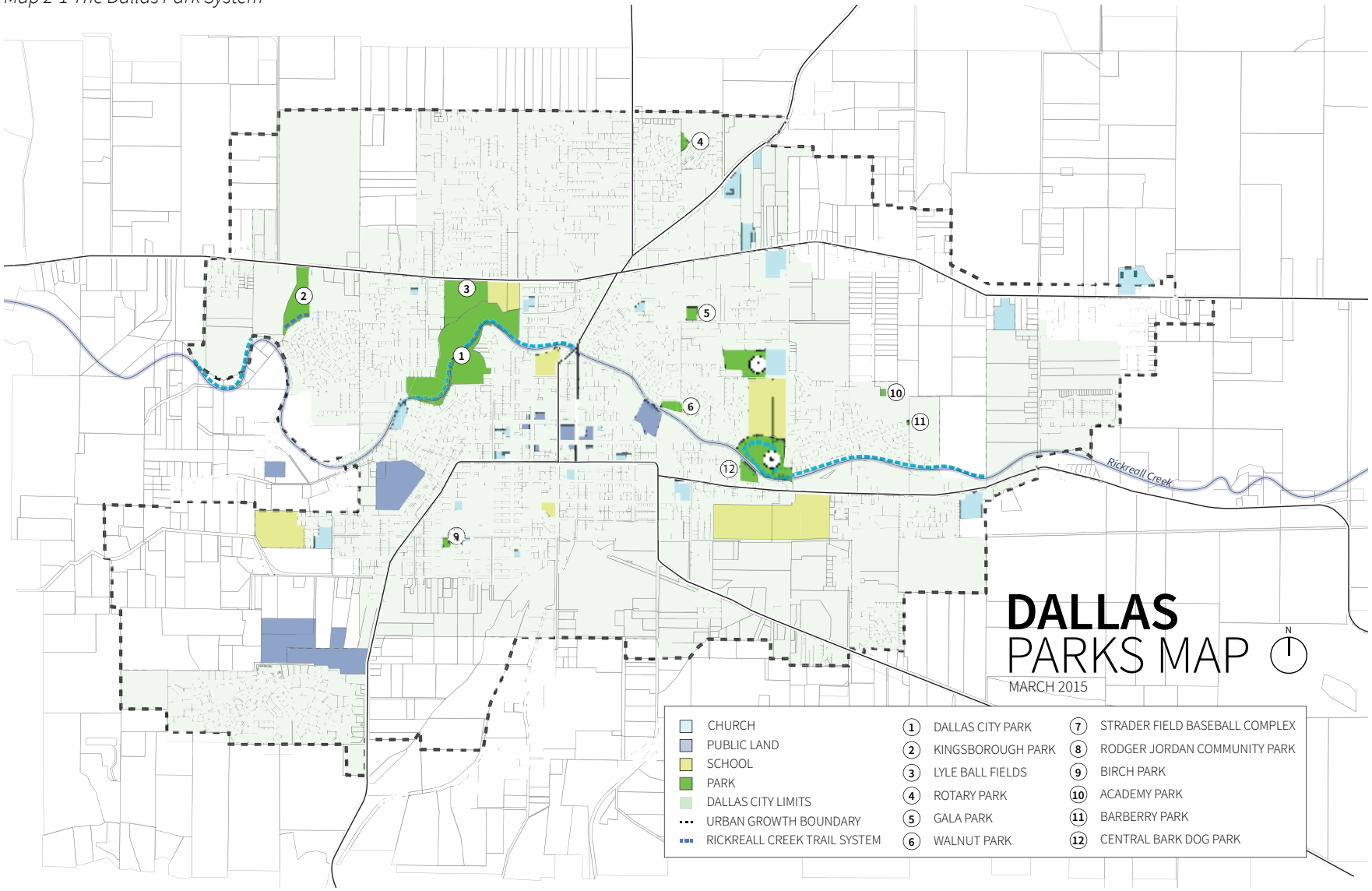
- Dallas Comprehensive Plan—updated 2010
- Our Dallas 2030 Plan—2014
- Dallas Economic Development Strategy
- Dallas Downtown Urban Renewal Plan—2004
- Statewide Comprehensive Outdoor Recreation Plan—2013-2017

Organization of the Plan

The reminder of the 2015 Parks Master Plan is organized as follows:

- **Chapter 2: The Dallas Parks System** – Provides an overview of the City of Dallas's existing park system and recreation facilities, park service areas, level of service, and park classifications.
- **Chapter 3: Community Demographic Snapshot** – Provides information on Dallas's planning area, projected growth and socio-demographic trends.
- **Chapter 4: Community Input** – Presents findings from the community engagement process, including what the community values in a park system, needs and want for future park improvements, and further description of community engagement methods.
- **Chapter 5: Park System Vision and Goals** — Presents a 20-year vision for the entire Dallas park system, including goals and recommended action items. Action items outline specific efforts which can be undertaken by the City to achieve the desired vision.
- **Chapter 6: Existing Park System Improvements** – Includes recommendations to improve existing park and recreation facilities within Dallas's park system.
- **Chapter 7: Park System Expansion** – Outlines (1) level of service provided by Dallas's parks and recreation facilities for the surrounding community and (2) recommended level of service for future improvements, and (3) recommended

Map 2-1 The Dallas Park System



CHAPER 2
The Dallas Park System

This chapter focuses on Dallas's existing park system inventory. The park classification, inventory, and service analyses are critical components of the Master Plan. These components characterize the existing park system and establish a framework that helps identify current and future park system needs.

The City of Dallas owns ten parks and one trail system with 2.38 miles currently built. The City also manages two sports complexes owned by the school district. In total, the City of Dallas currently manages and operates approximately 91 acres of parkland. Dallas's rapidly growing population will require the park system to expand to accommodate the community's needs.

Planning Area

Dallas is located in Oregon's central Willamette Valley in Polk County. The closest cities are Monmouth (9 miles south), Salem (15 miles east) and Independence (10 miles south. The City sits on the valley floor between the Cascades Mountains to the east and the Coast Range to the west. Much of the surrounding landscape is used for agriculture, vineyards, and silviculture.

The City has recently experienced a rapid population growth. Population projections show the city's trend of rapid growth to continue in the coming decades. At the time of this writing it is expected that this growth will be accommodated within the Urban Growth Boundary (UGB). Therefore, the Dallas parks planning process focused on a planning area within the current UGB. Map 2-1 shows Dallas's UGB and existing parks system facilities.

Parks Inventory

A critical step in parks planning is identifying how much parkland exists, where parks are located, what facilities and amenities parks provide and what condition parks are in. This information is used to create both a parks inventory and a classification system. The parks inventory and classification process identifies the strengths and weaknesses of a park system by revealing areas or activities that are underserved by the system, as well as overall improvements that need to be made to the system.

Parks are assessed based on level of development, amenities, size and service area. Parks are categorized into the following classification types using the National Recreation and Parks Association (NRPA) methodology: Pocket Parks, Neighborhood Parks, Community Parks, Regional Parks, Special Use Parks, Linear Parks, Greenways, Open Space/Natural Areas, and Undeveloped. Table 2-1 shows an inventory of Dallas's current parks system.

Park Classifications

The park classifications on pages 18 through 29 are provided to give city staff, community members, developers, and consultants common language when discussing potential parks improvements and new park development. These parks classifications can provide a framework for the planning of new parks but are not a substitute for site-specific design.

Park/Facility Name	Address	Park Classification	Acreage/ Mileage	Development Level	Owner	Parking	Signage	H2O System
Gala Park	300 SE Uglow St	Pocket Park	1.42	Developed	City	on-street parking, no designated spaces	Yes, park identification sign	Irrigation system
Rotary Park	300 NE Fern Ave	Pocket Park	1.52	Developed	City	on-street parking, no designated spaces	Yes, park identification sign	Irrigation system
Birch Park	601 SE Birch St	Pocket Park	0.59	Developed	City	on-street parking, no designated spaces	Yes, park identification sign	Irrigation system
Academy Park		Pocket Park	0.3	Developed	City	On Street		Irrigation system
Barberry Park		Pocket Park	0.18	Developed	City	On Street		Irrigation system
Central Bark	920 SE Juniper St	Special Use Park (dog park)	1.58	Developed	City	informal gravel parking area	Yes, Park identification sign, rules, donor recognition, "Adopt a Park"	Potable

Table 2-1 Park Inventory

Trails and Connections	Water Access and Swimming	Amenities and Facilities	Historic/ Cultural Resources	Park Maintenance	Safety Issues	Necessary Repairs
Sidewalk on edge of park. No paths within park itself	n/a	· Play area (1) · Climbing themed play equipment (2) · Basketball courts (1 half court, poor condition) · Picnic shelter (1) · Benches (4) · Trash can (1) · Large open lawn (1) · Dog bag dispenser (2)				Southern half of park needs redesign with consultation of landscape architect
Concrete path ~150'	n/a	· Basketball courts (1 half court) · Play area (1) · Benches (3) · Picnic tables (1- older) · Picnic shetlter (1) · Trash cans (1) · Doggie bag dispenser (1) · Memorial plaque (1)				
Short connection to sidewalk	n/a	· Basketball courts (1 half court) · Play area (1) · Benches (4) · Picnic tables (2- older) · Trash cans (1) · Dog bag dispenser (1)				· Removal of hazard tree · New picnic shelter
Sidewalk	n/a	· Play structure				
Sidewalk	n/a					
None	None	· Portable restroom · Picnic tables (2 older) ·Trash cans (1) · Fire hydrant furnishing (1) · Dog sillouhette artwork on fences ·Water pumps (2)				

Park/Facility Name	Address	Park Classification	Acreage/ Mileage	Development Level	Owner	Parking	Signage	H2O System
Kingsborough Park	101 SW Wyatt Street	Neighborhood Park	9.10	Partially Developed	City	on-street parking, no designated spaces	Yes, park identification sign	Residential irrigation system
Roger Jordan Community Park	801 SE Walnut Ave	Neighborhood Park	11.33	Developed	City	yes, off-street parking lots @ aquatic center and at Walnut St.	Yes, park identification sign, park rules, aquatic center signage, tennis signs, skatepark rules	irrigation, sewer
Walnut Park	501 SE Walnut Ave	Nature Park	1.85	Undeveloped	City	on-street parking, no designated spaces	One bike route sign	none

Table 2-1 Park Inventory

Trails and Connections	Water Access and Swimming	Amenities and Facilities	Historic/ Cultural Resources	Park Maintenance	Safety Issues	Necessary Repairs
· ~100 ft of concrete trail meant to eventually tie into RCTS. · Social trail across drainage swale connects to RCTS south of site	Two drainage swales, visual connection to Rickreall Creek from southern bridge	· Basketball court(1 full) · Play area (1) · Picnic shelter (1 small) · Stormwater detention basin (1) · Old wooden bathroom (portapotty) screen · Soccer field (U11 with drain pipe) · Benches (4) · Picnic table (2) · Doggie bag dispenser (2) · Trash can (1) · Bridges (2 crossing drainage channels) · Fitness equipment (5)		· Drainage swales need regular clearing to prevent flooding		Old bathroom screen needs removed
1/2 mile paved trail	Connection to Rickreall Creek via RCTS	· Baseball field (1) · Soccer field (1) · Skatepark (1) · Benches (1) · Bike racks (1-tennis themed) · Aquatic Center (1) · Tennis courts (2) · Picnic tables (?)	Aquatic center			Plans to build outdoor spray play area and picnic shelter in future
none	· Informal access along Rickreall Creek	none		· Invasive species removal needed		

Park/Facility Name	Address	Park Classification	Acreage/ Mileage	Development Level	Owner	Parking	Signage	H2O System
LaCreole Sports Complex*	701 SE LaCreole Dr	Special Use Park	8.50	Developed	School District	Lot		Irrigation
Lyle Ball Field*	185 SW Levens St	Special Use Park	9.32	Developed	School District	Lot		Irrigation
Dallas City Park	401 Southwest Levens St	Community Park	36.12	Developed	City	100 spaces	Yes, multiple locations (park identification, entry signage, rules, disc golf course)	Potable, irrigation, sewer
Rickreall Creek Trail System	n/a	Trail/Nature Park	2.3	Partially Developed	City	on-street parking on nearby streets, no designated spaces	Yes, multiple locations (trail identification signs)	

Table 2-1 Park Inventory

Trails and Connections	Water Access and Swimming	Amenities and Facilities	Historic/ Cultural Resources	Park Maintenance	Safety Issues	Necessary Repairs
		· Pet waste station (1) · 3 baseball fields				
		· Dog bag dispenser (1) · 4 softball fields				
2 miles of unpaved trails	· Informal access along Rickreall Creek	· Restrooms (3) · Disc golf course (1) · Basketball courts-asphalt (1 full, 3 half courts) · Unpaved + paved trails (~2 miles) · Horseshoe pits (7) · Play areas (2) · Play equipment (2-merry go round and swing set) · Picnic shelter (1) · Gazebo (2) · Benches (8) · BBQ grilll (3) · Fire pit (5) · Lighting (40) · Trash cans (16) · Kitchen (1) · Picnic tables (~100) · Outdoor sinks (3)	·Footings from old mill buildings · Japanese garden (in need of renovation) · Arboretum with nature center building and tool storage (1)	· Maintenance on stone gazebo is a regular issue due to graffiti made from charcoal found in fireplace	· User conflicts between pedestrians/picnickers and disc golfers	Japanese garden in need of major renovation. Currently seeking funding.
2.38 miles of paved trails	· Informal access along Rickreall Creek	· Benches · pet waste stations (7)		· Litter is a consistent issues · When creek floods the trail requires cleaning		

Pocket Parks

Typical Acreage: .25 – 2 acres.

Service Area Description: Serves nearby residents, 1/4 mile radius.

Definition: Pocket parks provide basic recreation opportunities on small lots within residential areas. Typically less than two acres in size, these parks are designed to serve residents in immediately adjacent neighborhoods. These parks provide limited recreation amenities, like playgrounds, benches, and picnic tables. Mini parks can be expensive to construct and maintain on a per unit basis but can be very valuable in neighborhoods that do not have parks or open space in close proximity.

Existing Pocket Parks:

- Gala Park
- Rotary Park
- Academy Park
- Barberry Park
- Birch Park

Benefits of a Pocket Park:

- Provides access to basic recreation opportunities for nearby residents
- Contributes to neighborhood identity
- Provides green space within neighborhoods
- Protects the City's tree canopy
- Contributes to health and wellness

Design Criteria: Fencing should offer privacy to residents abutting the park property line while still providing transparency. A four foot fence lined with trees that are limbed up 4 feet and shrubs that are generally 2 to 3 feet high will create a barrier for the park neighbors while still allowing the neighbors to enjoy the view of the park from their yard. Adjacent neighbors of the park should have a lockable gate to allow them direct access to the park from their yards.

Table 2-2 Pocket Park Amenities

Minimum Amenities	Additional Amenities	Conflicting Amenities
• Children's play area (ages 2-12) • ADA-complainant pathway system sidewalks with connections to adjacent streets • Park identification sign • Site furnishings (bike rack, benches, trash recycle receptacles, etc.)	• Sports courts (basketball or tennis court) • Open turf area/multi-use field • Open grassy areas • Small shelter or gazebo • Landscaping (trees, shrubs, floral plantings) • Picnic tables • Restrooms (portable) • Lighting • Drinking water fountain • Community bulletin board	• Community garden • Sports fields (baseball, football, soccer, softball) • Destination facilities or resources with a citywide draw • Large-group facilities • Swimming pools (indoor or outdoor) • Off-leash dog areas/dog parks

Neighborhood Parks

Typical Acreage: 2 – 20 acres.

Service Area Description: Serves residents located within walking and biking distance, 1/2 mile radius. May include sport fields that attract users from greater distances.

Definition: Neighborhood parks provide close-to-home recreation opportunities for nearby residents. Typically five to ten acres in size, these parks are designed to serve neighbors within walking and bicycling distance of the park. Neighborhood parks include amenities such as playground equipment, outdoor sport courts, sport fields, picnic tables, pathways, and multi-use open grass areas. A neighborhood park should accommodate the needs of a wide variety of age and user groups. These spaces are designed primarily for non-supervised, non-organized recreation activities. The needs of pedestrians, bicyclists and other non-motorized travellers should be a high priority consideration in the design of these parks. Connectivity to the surrounding neighborhood is vital to these parks. Sidewalks, bike paths, crosswalks and connections to larger trail systems should be established. These parks may be co-located with school facilities.

Existing Neighborhood Parks:

- Kingsborough Park
- Roger Jordan Community Park

Benefits of a Neighborhood Park:

- Provides a variety of accessible recreation opportunities for all ages
- Provides opportunities for social and cultural activities
- Contributes to community identity
- Serves recreation needs of individual, families, small and large groups
- Provides green space within neighborhoods
- Protects and enhances the City's tree canopy
- Contributes to health and wellness
- Connects residents to nature
- Provides green space within neighborhoods

Design Criteria: Approximately two-thirds of a neighborhood park should be reserved for active recreation uses such as: ball fields, tennis, basketball and volleyball courts, open grass area for free play, children's playgrounds and space for outdoor events. Viewsheds should be highlighted by the placement of picnic areas (some should be reserveable), benches, gardens and natural areas. Vegetation can be thinned or planted on the site to accentuate or hide scenes of the surrounding valley. Paved pathways should direct users to areas within the park as well as to adjacent trails, greenways, streets and sidewalks. Housing developments need to create access to parks if they are located on the boundary of a park. To promote further connectivity, these developments should connect to other neighborhoods as well, especially if those other neighborhoods are connected to a park.

Table 2-3 Neighborhood Park Amenities

Minimum Amenities	Additional Amenities	Conflicting Amenities
• Children's play area (ages 2-12) • Picnic tables • ADA-complainant internal pathway system sidewalks with connections to adjace streets • Perimeter path or sidewalks • Park identification sign • Trees • Open turf area/multi-use field • At least two active recreation resources (see "Additional Amenities" in next column) • Site furnishings (bike rack, benches, trash/ recycle receptacles, etc) • Drinking water fountain • Privacy fencing where residential properties abut the park site • Signage at major trail intersections • Garbage receptacles	• Sports courts (basketball or tennis court) • Sports fields (baseball, football, soccer, softball) • Other small-scale active recreation resources (skate spot, horseshoe pits, par course, shuffleboard lane, mini skate park) • Interactive water feature (small- scale) • Picnic shelter, shade structure, or gazebo • Landscaping (trees, shrubs, floral plantings) • Picnic tables • Restrooms (permanent) • Off-street parking • Lighting • Neighborhood activity building (multi-purpose) • Landscaping (trees, shrubs, floral plantings) • Public Arts • Dog exercise area	• Destination facilities or resources with a citywide draw • Sports complexes • Full-service community or recreation centers • Swimming pools (indoor or outdoor)

Community Parks

Typical Acreage: 15 – 100 acres, typically 20-30 acres.

Service Area Description: May draw residents from the entire community, 1 mile radius. Provides access from a collector or arterial street. Should be located to incorporate bus and transit access. Supports bicycle and pedestrian access for nearby neighbors.

Definition: Community parks provide both active and passive recreation opportunities that appeal to the entire community. Typically 20-30 acres, these sites draw residents from throughout the community. Community parks accommodate large numbers of people and offer a wide variety of facilities, such as group picnic areas and shelters, sport fields and courts, children's play areas, horseshoes, gardens, trail or pathway systems, community festival or event space and green space or natural areas. There is also an opportunity to provide indoor facilities because the service area is much broader and therefore can meet a wider range of interests. Community parks require additional support facilities, such as off-street parking and restrooms. The size of these parks provides opportunities to offer active and structured recreation activities for young people and adults.

Existing Community Parks:

- Dallas City Park

Benefits of a Community Park:

- Provides a variety of accessible recreation opportunities for all ages
- Provides opportunities for social and cultural activities
- Contributes to community identity
- Serves recreation needs of individual, families, small and large groups
- Provides green space within neighborhoods
- Protects and enhance the City's tree canopy
- Contributes to health and wellness
- Connects residents to nature
- Provides green space within neighborhoods

Design Criteria: Approximately two-thirds of a community park should be reserved for active recreation uses such as: ball fields, tennis, basketball and volleyball courts, open grass area for free play, children's playgrounds and space for outdoor events. Viewsheds should be highlighted by the placement of picnic areas (some should be reserveable), benches, gardens and natural areas. Vegetation can be thinned or planted on the site to accentuate or hide scenes of the surrounding valley. Paved pathways should direct users to areas within the park as well as to adjacent trails, greenways, streets and sidewalks. Housing developments need to create access to parks if they are located on the boundary of a park. To promote further connectivity, these developments should connect to other neighborhoods as well, especially if those other neighborhoods are connected to a park.

Table 2-4 Community Park Amenities

Minimum Amenities	Additional Amenities	Conflicting Amenities
• Children's play area (ages 2-12) • Picnic tables and benches • Picnic shelter, shade structure, or gazebo • ADA-complainant internal pathway system/ sidewalks with connections to adjacent streets • Sports fields (baseball, football, soccer, softball, rugby, multi-purpose) • Sports courts (basketball, tennis, volleyball, and/or wall ball courts) • Restrooms • Off-street parking • Open turf area • Trees • Park identification sign • Site furnishings (bike rack, benches, trash/ recycle, receptacles, etc.)	• Active recreation resources (handball/ racquetball court, croquet court, disc golf course, fitness stations/ par course, tennis backboard, horseshoe pit, shuffleboard lanes, mini skate park, etc.) • Interactive water feature (small- scale) • Sports complex • Other facilities or resources with community-wide draw • Community garden • Outdoor stage • Off-leash dog area • Upgraded utility service to support special events • Community activity building (multi-purpose) • Natural areas • Memorials • Lighting • Landscaping (trees, shrubs, floral plantings) • Maintenance facilities • Multi-use trails (looped path preferred), jogging trails • Public Art • Community bulletin board	• Regional-scale facilities (2,000 person+ amphitheater/concert venue, arboretum, botanical garden, zoo, water park/aquatic center, regional sports/tournament complex; indoor nature center; multi-purpose recreation center) • Regional-scale events

Special Use Areas

Typical Acreage: Ideal size is determined by use.

Service Area Description: The type of facilities and opportunities offered determines the size of the service area. The type of access required also depends on the use, but should include where appropriate pedestrian, bicycle, boat, public and private transportation.

Definition: Special use facilities include stand- alone recreation facilities not located within larger parks. Their size and service area vary depending on their use. Special use areas support single-purpose facilities, such as ballfields dedicated to one sport, off-leash dog areas, skate parks, boat ramps, swimming pools, community centers, urban plazas, and gardens.

Existing Special use Areas:

- Central Bark Dog Park
- LaCreole Sports Complex
- Lyle Ball Fields

Benefits of a Special Use Area:

- Provides regional or citywide opportunities for recreation, social and cultural activities
- Serves recreation needs of families
- May provide other benefits depending on its purpose
- Contributes to community identity

Design Criteria: Not applicable.

Table 2-5 Special Use Area Amenities

Minimum Amenities	Additional Amenities	Conflicting Amenities
• Features and facilities to support a specialized recreation opportunity • ADA-compliant internal pathway system • Park identification sign • Site furnishings (bike rack, benches, trash/ recycle receptacles, etc.)	• Specialized active recreation facilities (skate park, tennis center, climbing wall, gymnasium) • Multi-purpose community or recreation center • Sport tournament complexes or stadiums • Motorized or non-motorized boat launch with supporting facilities, e.g. boat trailer parking • Commercial ventures or features; concessions • Large-scale interactive water feature, water park or swimming pool • Historical or interpretive facilities • Community garden, botanical garden or arboretum • Off-leash dog area • Stage/amphitheater • Infrastructure to support large community events • Natural areas/trees • Memorials • Landscaping (trees, shrubs, floral plantings) • Maintenance facilities • Multi-use trails, pedestrian trails • Parking, lighting, restrooms	• Any resource, amenity, or facility that conflicts with the intended purpose of the site

Nature Parks, Green Space, and Trails

Typical Acreage: Size and shape will vary depending on its function, use and available land.

Service Area Description: Service area will vary depending on its function, use and available land.

Definition: Green space provides natural or landscaped areas within the City in contrast to the built landscape. The size, shape, and service area of green space will vary depending on its function and use. Green space may be managed for different purposes, including: stormwater management, wildlife habitat, and flood retention.

Natural areas and greenways are designed to protect or conserve significant natural features, such as trees and tree canopy, rivers and streams, wetlands, steep hillsides, environmentally sensitive areas, and wildlife habitat. Where appropriate, these parks may also support outdoor recreation, such as trail-related opportunities, bird and wildlife viewing, environmental interpretation and education, and small-scale picnicking.

Trail corridors are linear-shaped parks that may follow streams, abandoned railroad lines, transportation or utility rights-of-way, or elongated natural areas. These parks typically support facilities such as soft or hard-surfaced trails, interpretative and informational signage, and trailheads. Trail corridors may support non-motorized transportation, recreation, exercise, and community access by connecting significant destinations within the City. Trails should be looped and interconnected to provide a variety of trail lengths and destinations. They should link to various parts of the community, as well as existing park sites.

Existing Nature Parks, Green Space, and Trails:

- Walnut Park
- Rickreall Creek Trail System

Benefits of Nature Parks, Green Space, and Trails:

- Protect valuable natural resources and open space
- Contribute to the environmental health of the community, including protecting the tree canopy and improving water and air quality
- Contribute to community identity and quality of life
- Provide wildlife corridors through the City
- Improve the aesthetic quality and beauty of Dallas
- Encourage non- motorized transportation, such as walking and biking
- Improve community connectivity, by linking parks and other community destinations, such as schools, neighborhoods, shopping areas, and recreation opportunities provided by others
- Provide opportunities for nature-based recreation and environmental education

Design Criteria: Sensitive areas such as wetlands, riparian zones and other ecologically sensitive areas should be protected. Trails that pass through sensitive areas should be designed with site sensitive materials as to not harm the resource. Providing views to these areas can be achieved through proper site layout.

Wetland and riparian areas should be protected by a 50-foot native vegetation buffer allowing access occasionally for interpretive and educational viewing areas that are accompanied by a sign. Improvements should be limited to restorative actions and minimal construction of human made elements with the exception of thoughtfully placed paths. Paths should be ADA compliant, while also using materials that blend into the landscape. The construction and design of paths needs to be carefully planned. Take into account the amount of users, the width of the path, the type of path, the placement in regards to the topography, and soils and drainage conditions. All trails do not need to be paved but the system should offer diverse experiences to those who may be more challenged than others. Pathways that are paved with asphalt or concrete should be constructed correctly to achieve the longest lifetime possible.

Table 2-6 Nature Park, Green Space, and Trail Amenities

Minimum Amenities	Additional Amenities	Conflicting Amenities
• Green space (landscaped or natural) • Park identification sign • Appropriate site furnishings (bike rack, benches, trash/recycle receptacles, etc.)	• Trail or pathway system, trailhead, trail kiosk, or entry • Interpretive and directional signage • Viewpoints, viewing blinds, or boardwalks • Interpretive center or educational facilities or classrooms (indoor or outdoor) • Preservation areas (with no public access) • Picnic tables • Shelter or gazebo • Entry fountain (ornamental or interactive) • Artwork, memorials, flag poles, or benches • Off-street parking • Restrooms (portable or permanent) • Landscaping (trees, shrubs, floral plantings, including annuals and perennials) • Natural areas and native trees, open turf areas • Community bulletin board	• Active use facilities (sports fields, paved courts, etc.) • Any resource and level of development that conflicts with the intended purpose of the site

Urban Plaza Parks

Typical Acreage: 0.25 – 3 acres.

Service Area Description: Not applicable.

Definition: Urban plaza parks are public gathering spaces in urban spaces that foster community interaction and civic pride. They are small in size (1⁄4 to 3 acres) and intensely developed. Visitors will tend to be those who are already in the neighborhood for other purposes, such as shopping, work, dining and/ or those who live in or near densely developed urban areas. Urban plaza parks typically include amenities such as drinking fountains, benches, litter receptacles, trees and shrubs, paved walkways and plazas.

Existing Nature Parks, Green Space, and Trails:

- N/A

Benefits of an Urban Plaza Park:

- Creates a source of civic pride
- Contributes to community identity and quality of life
- Provides a central gathering areas in dense urban spaces
- Improves the aesthetic quality and beauty of Dallas
- Provides a place for employees to enjoy work breaks near their place of work
- Provides opportunities for historical and cultural education

Design Criteria: The site should be located in a dense urban or downtown setting. It is ideally located near government and/or commercial facilities. Plazas should be open with site lines throughout the space. Avoid use of elements around edges that create barriers to entering the space such as fences, gates, and railings. Use high quality materials such as brick, stone and wrought iron. Incorporate historic or cultural themes to create a unique character for the plaza. Include artwork as an integrated design element on the walls, floors and ceilings of outdoor space. Promote participatory artwork that moves or responds to the viewer. Include artwork as an integrated design element on the walls, floors and ceilings of outdoor space. Promote participatory artwork that moves or responds to the viewer.

Table 2-7 Urban Plaza Park Amenities

Minimum Amenities	Additional Amenities	Conflicting Amenities
• Drinking fountains • Benches • Litter receptacles • Trees • Shrubs • Paved walkways • Plazas	• Signage (informational and/or interpretive) • Public Art • Fountains • Shade structures such as gazebos and arbors • Lighting • Spray/splash play elements • Performance areas • Flower beds • Seatwalls • Food vendors • Movable seating such as tables and chairs	• Active recreation facilities • Swimming pools (indoor or outdoor) • Sports fields (baseball, football, soccer, softball) • Destination facilities or resources with a citywide draw • Playground equipment

Level of Service Analysis

This Level of Service (LOS) analysis for the park system is based on existing park acreage and current population estimates for the city. The LOS is expressed as the ratio of developed park acres per 1,000 residents.

A LOS standard is a measurable target for parkland development that provides the foundation for meeting future community parkland needs and leveraging funding. The LOS is used to project future land acquisition needs and appropriately budget for those needs through the Capital Improvement Program (CIP) and System Development Charge (SDC) fees. As it functions primarily as a target, adopting a LOS standard does not obligate a City to provide all necessary funding to implement the standard. It simply provides the basis for leveraging funds through the CIP and SDC revenues as well as other revenue streams.

The basic function of the LOS is to ensure quality of service delivery and equity. It is a need-driven, facility-based and land measured formula - expressed as the ratio of developed parkland per 1,000 residents.

The total acreage for these parks is 90.52 of which 88.67 acres are developed or partially developed. Table 2-8 displays a summary of parkland by classification and the existing LOS provided by the classifications. The overall LOS currently provided by all parks (developed and undeveloped) is 6.12 acres per thousand residents and the current LOS provided by trails is 0.16. This is based on the estimated 2014 population of 14,800 residents.

Many cities adopt an LOS standard. This standard can be established with the intention of either maintaining the current level of service, or as a goal for an increase in future levels of service. The Dallas Parks Board recommends adopting a LOS based on both acreage and accessibility stating that all residents should be able to walk from their home to a Neighborhood Park as classified above that provides amenities for both passive and active recreation including multi-purpose lawns (minimum 1 acre in size), playground equipment, walking paths, and picnic facilities. A park with at least 3 acres of developable land is most desirable.

Table 2-8 Summary of Parkland and LOS

Classification	Park Name(s)	Acerage	Total Acres by Classifaction	Current LOS (population 14,800)	Recommended Oregon LOS
Pocket Parks	Gala Park	1.42	4.01	0.27	0.25 - 0.5
	Rotary Park	1.52			
	Birch Park	0.59			
	Academy Park	0.3			
	Barberry Park	0.18			
Urban Plaza Parks	N/A	0	0	0.00	0.1 - 0.2
Neighborhood Park	Kingsborough Park	9.10	20.43	1.38	1.0 - 2.0
	Roger Jordan Community Park	11.33			
Community Park	Dallas City Park	36.12	36.12	2.44	2.0 - 6.0
Nature Parks	Park Trail	2.19	10.56	0.71	2.0 - 6.0
	Trail Along Creek by Aquatic Ctr	6.52			
	Walnut Park	1.85			
Special Use Parks	LaCreole Sports Complex*	8.50	19.40	1.31	N/A
	Lyle Ball Field*	9.32			
	Central Bark	1.58			
TOTAL PARKLAND		**90.52**	**90.52**	**6.12**	**6.25 - 12.5**

Classification	Park Name(s)	Linear Miles	Total Acres by Classifaction	Current LOS (population 14,800)	Recommended Oregon LOS
Trails (in linear miles)	Rickreall Creek Trail System	2.38	2.38	0.16	0.5 - 1.5

* Owned by school district but managed by City of Dallas
** Could also include Nesmith Park (21.5ac owned by Polk County located 5 miles outside of town)
*** LOS is expressed as units/1000 residents

Park Service Areas

To serve the needs of a diverse population, it is important that a park system contain parks of different sizes and types. Currently, Dallas contains community, neighborhood, pocket, nature and special use parks well as a growing trail system along Rickreall Creek. Each park type has a different service area based upon the park's size and type. Generally, pocket parks are designed to serve residents within an approximately 1/4 mile radius, neighborhood parks serve an approximately 1/2 mile radius, and community parks serve an approximately 1 mile radius. Other park types vary in their service areas.

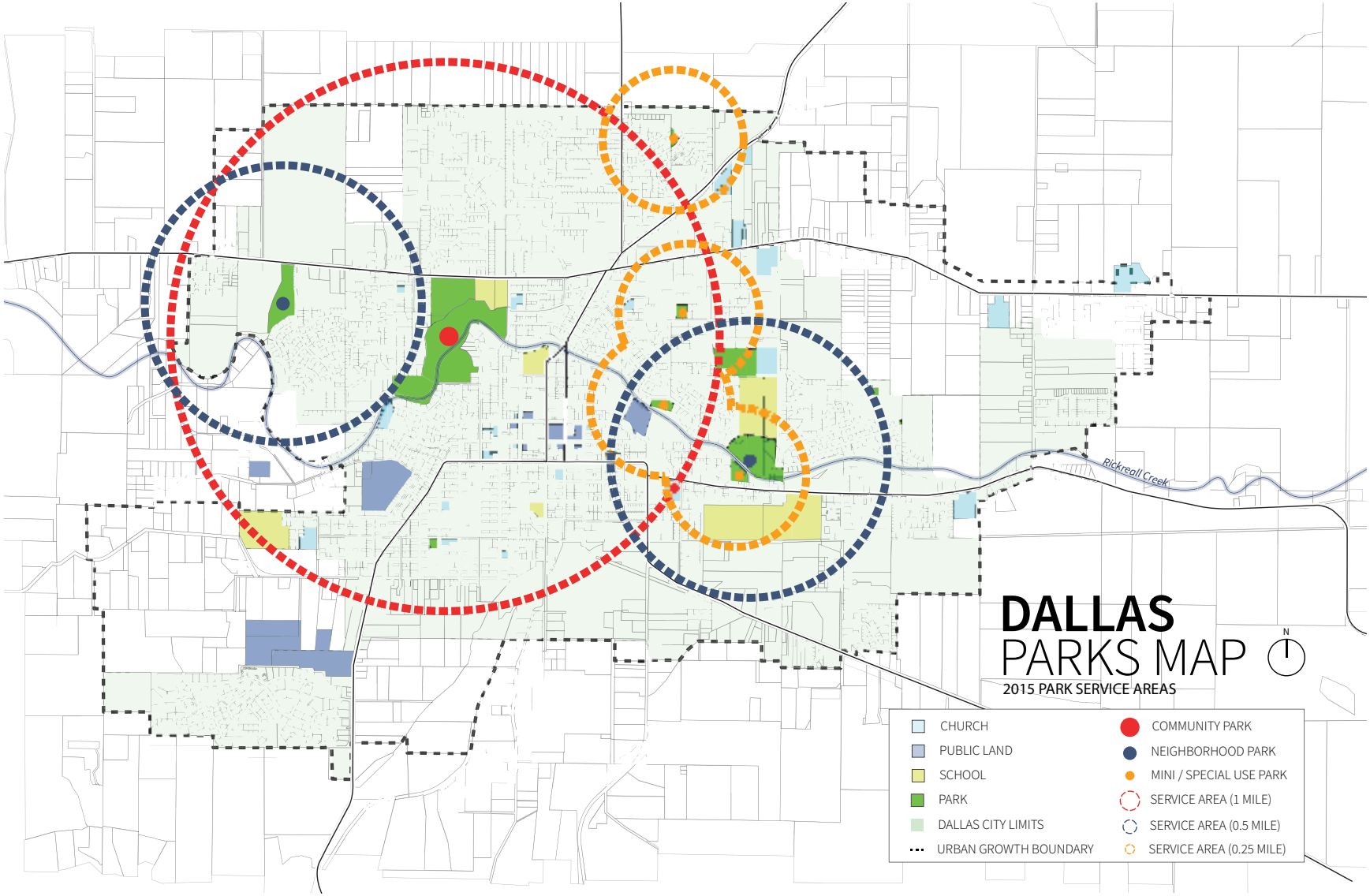
Linear parks, greenways and trails serve varying groups based on their amenities and location. In the process of determining the need for, and possible location of additional parks, it is important to identify and reference these service areas. A service area analysis will reveal which areas park system currently underserves. Map 2-2 shows park service areas. A circle represents the service area for each park.

One-quarter to one-half mile is generally accepted as the ranges of distance that people are willing to walk to access parklands. This map shows that Dallas neighborhoods in the northeast, east side, and south that are within the UGB are currently underserved by the current Dallas parks system as defined by the level of service established by the Dallas Parks Board, which states that all residents should live within a 1/2 mile radius of a Neighborhood Park.

Conclusions

Dallas currently manages approximately 91 acres of parkland and 2.38 miles of trails. The current Level of Service as defined by acres per 1,000 residents is 6.12, just below the LOS range recommended by the Oregon Parks and Recreation Department. While the parks system has several beautiful and highly functioning parks, several areas within the UGB are underserved due to distance needed to travel to Neighborhood or Community Parks. While Pocket Parks can fill the gap when land is unavailable for larger parks, the City of Dallas needs to consider the addition of a significant amount of land to fulfill the needs of a growing community. Continuing expansion of the park system will help to reduce crowding in parks and avoid stress on parks facilities, equipment and natural resources.

Map 2-2 Dallas Park Service Areas



CHAPER 3
Community Demographic Snapshot

This community demographic snapshot summarizes the key findings from the socioeconomic analysis. Different groups have different needs from the parks system and understanding community demographics can help to ensure that parks best fit the varying needs of the population. Current and future population, economic and housing growth trends provide an understanding of the city's demographics. Identifying growth trends allows a city to plan for park system elements that will best meet those current and future needs. Key growth trends from the socio economic analysis are summarized below.

Population

Dallas's population is growing rapidly. Between 1995 and 2014, Dallas's population increased by 31%, from 11,639 to 14,490 residents. By 2020, Dallas's population is projected to approach 19,043 residents representing an increase of 61% between 1995 and 2020.[1] The Our Dallas 2030 Plan estimates a potential increase of approximately 9,000 residents between 2014 and 2030.[2]

Age

Dallas's adult and senior populations are growing rapidly and should be accommodated. Between 2000 and 2010 the number of residents age 20-64 grew by 21% while the number of seniors grew by 26%. The number of youth in the same period grew by 5.4% comparatively.[3]

Ethnicity

Dallas has a predominantly white population with a growing Hispanic population. In 2010, 93% of Dallas residents identified as white while 6% identified as Hispanic or Latino, an increase from 4% in 2000.[4]

Housing

The housing characteristics of a city inform the planning process by documenting both the location and type of housing development. In 2010, 3,678 housing units (64%) were owner-occupied.[5] At 63%, single-family detached units represent the majority of housing in Dallas. Multi-family housing make up 31% of all housing in Dallas and mobile homes account for 7% of all housing units.[6]

Income

The median household income in Dallas is $48,925 compared with a median household income of $52,365 in Polk County. The poverty level in Dallas is 15% compared to 15% in Polk County. Dallas's unemployment rate is 6% compared to 5% in Polk County.[7]

Economic Trends

The Our Dallas 2030: Community Profile & Trends Report explains the negative economic impacts of the loss of the timber industry, semi-conductor processing plant, and the Great Recession but emphasizes that Dallas's somewhat diversified industries has helped Dallas hold its own. Economic highlights include Forest River Industries, which is manufacturing travel trailers and employs 280 people. Expanding industries include agriculture, wine, cider and tourism.[8]

Conclusions

Dallas's rapid growth has direct impacts on the current and future park system. To meet the demands of a growing population the city will require more parkland. Youth and elderly populations different needs for active and passive recreation opportunities. Different cultural groups recreate in different ways, implying a need for varied park design elements to support a wide range of activities and group sizes. People living in multi-family housing have different needs from their parks than those living in single-family detached housing. Economic trends provide an understanding of what funds may be available and what new funding mechanisms might be most appropriate to fund the ongoing maintenance and operations of the parks system. Using this knowledge of Dallas's demographics and the community's needs, as established through the community engagement process, the City can provide a parks system that emphasizes inclusivity, access, and financial stability.

1 City of Dallas. City of Dallas Comprehensive Plan. Volume 2, Volume 2. [S.l.]: Winterowd Planning Services, 1998. http://www.ci.dallas.or.us/DocumentCenter/Home/View/1062.

2 City of Dallas. "Our Dallas 2030: Community Profile and Trends Report." Dallas, OR - Official Website. Accessed July 13, 2014. http://www.ci.dallas.or.us/documentcenter/view/2988.

3 U.S. Census Bureau. "Profile of General Population and Housing Characteristics: 2010 and 2000." Table SF-1. http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF. Accessed July 13,2014.

4 Ibid.

5 U.S. Census Bureau. "Profile of General Population and Housing Characteristics: 2000." Table DP-1. http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF. Accessed January 15, 2015.

6 American Community Survey. "ACS Housing Characteristics: 2009-2013" Table DP04. http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF. Accessed January 15, 2015.

7 American Community Survey. "ACS Demographic and Housing Estimates: 2008-2012" Table DP05. http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF. Accessed July 13,2014.

8 City of Dallas. "Our Dallas 2030: Economy, Jobs, Growth and Development." Dallas, OR - Official Website. http://www.ci.dallas.or.us/documentcenter/view/2989. Accessed July 13, 2014.

CHAPER 4
Community Input

Input and feedback from the Dallas community regarding the park system (as a whole) was gathered through stakeholder interviews, intercept surveys and a community workshop conducted through a drop-in workshop at the 2014 SummerFest celebration and a random household survey. These key findings guide the overall plan goals and action items found in Chapter 5 and system recommendations found in Chapter 6. Methodologies for each community input method can be found at the end of this chapter.

Seven themes regarding the park system emerged from the community input conducted for this parks master plan: Satisfaction, Variety, Inclusivity, Natural Resources, Access, Stewardship and Communication.

Satisfaction

Dallas residents expressed a high level of satisfaction with their parks system. The vast majority of household survey respondents are pleased with the quality of the parks system. 80% were either "Satisfied" or "Very Satisfied" with the overall quality of the parks, far outnumbering the 6% that were either "Dissatisfied" or "Very Dissatisfied." Likewise, all stakeholder interview participants commented positively on the parks system. There was a sense of pride and satisfaction with the quality, quantity, and reputation of Dallas parks.

Parks were widely accessed by household survey respondents. Among those parks most heavily used were Dallas City Park (visited at least once in July and August 2014 by 90%), Delbert Hunter Arboretum and Botanic Garden (56%), Dallas Aquatic Center (53%), and Rickreall Creek Trail (50%). Those least visited were Walnut Park (5%), Dallas Senior Center (8%), Rotary Park (11%) Central Bark Park (12%), and Gala Park (16%).

While overall perceptions of the parks system are positive, many interviewees based that perception solely on Dallas City Park, and were unfamiliar with any other parks in the city. Additionally, at the SummerFest workshop 49 of 53 participants indicated that Dallas City Park was their favorite park. While this indicates the popularity of Dallas City Park, it may also reveal a lack of awareness or interest on the part of residents and visitors in Dallas's other parks.

Variety

Balancing active and passive park uses will provide a wide range of activities to create a park system that is attractive to the Dallas community that has varied needs and desires for its park system. Conserving land will ensure a diverse range of services to the Dallas community. In the household survey, when asked to prioritize funding for the parks system, 10% of funds were dedicated to "providing a variety of recreational opportunities."

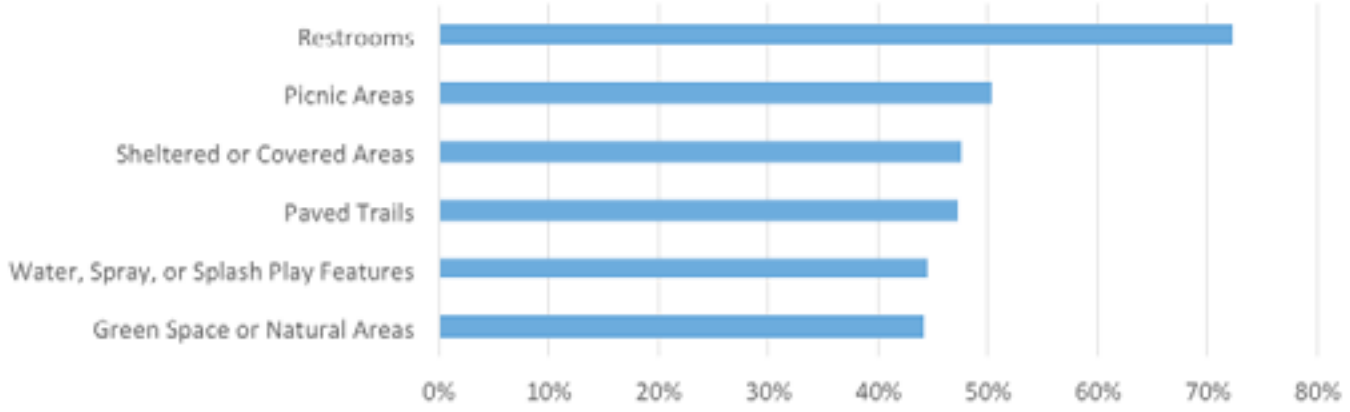
Dallas residents prefer parks and a parks system with a variety of activities and elements. This may be one of the factors contributing to the popularity of Dallas City Park. Having elements such as play equipment, sports fields, picnic areas, trails and natural areas all in one facility or within close vicinity allows residents to spend more time in the parks.

In the SummerFest workshop residents were asked to tag their top three choices for elements they would like to see more of in Dallas's parks system. Of 472 total responses to 20 options, the following elements were most popular:

- Water/spray/splash play areas (100 votes)
- Unpaved trails (37 votes)
- Paved trails (36 votes)
- Green space and natural areas (27 votes)
- Nature-play playgrounds (26 votes)
- BMX Tracks (23 votes)
- Covered play areas, Off-leash dog areas (22 votes each)
- Public art and places for artistic expression (20 votes)
- Outdoor cooking facilities, Ball fields, Fitness stations (18 votes each)

Household survey respondents valued a wide range of outdoor facilities. Survey respondents were asked to identify facilities needing improvement or additions in the parks system. Figure 4-1 highlights facilities believed to need enhancements by at least 40% of survey respondents.

Figure 4-1 Park facilities needing improvements or additions

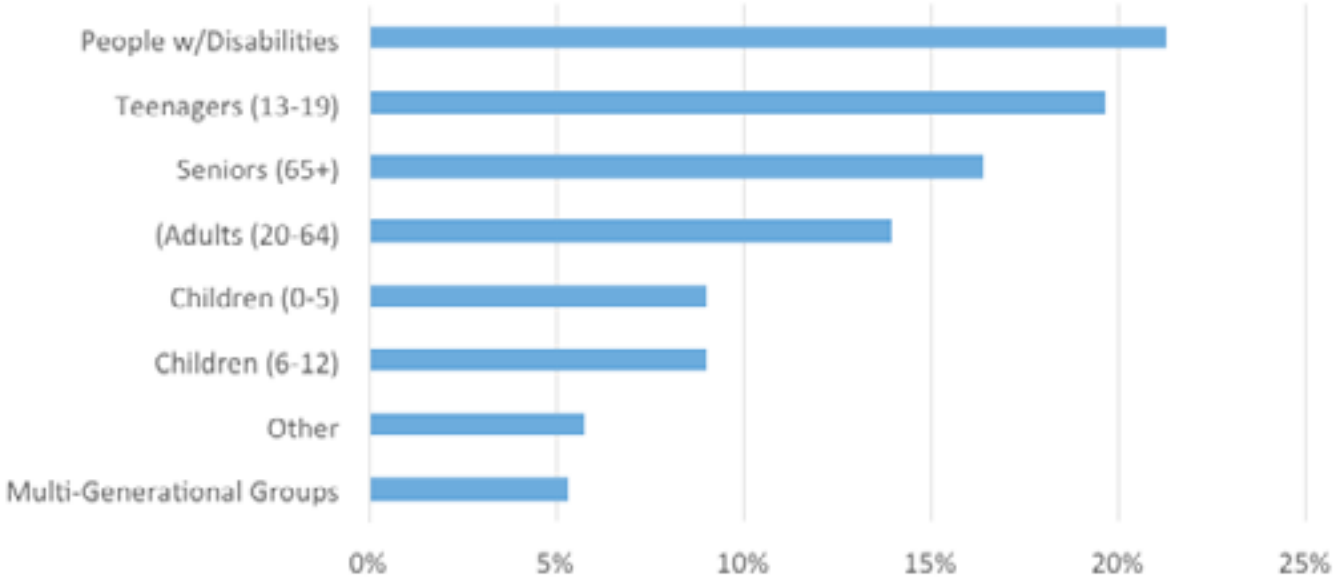


Inclusivity

Parks should be welcoming and safe for people of all ages, ability levels and ethnicities. Emphasis on universal design and using multi-lingual signage will make the parks accessible to a wide group of users.

Survey respondents were asked to select populations they believed to be underserved by Dallas' parks (Figure 4-2), a question that may reveal needs related to accessibility, facilities, and/or programming. Twenty one percent answered "People with Disabilities" and 16% answered "Seniors," possibly highlighting the need for more inclusive recreational opportunities.

Figure 4-2 Groups believed to be underserved by Dallas's Parks by survey respondents



Natural Resources

Dallas should preserve and provide access to green space and natural areas throughout the parks system. Dallas residents want to use parks to connect to and explore the natural world. Residents expressed a desire for access to trees, waterways, forested areas, wetlands and other naturally occurring or manmade ecosystems. This desire should be taken into consideration in improvements to existing parks and expansion of the parks system.

Of 472 total responses to 20 options presented in the element prioritization exercise at the SummerFest workshop, elements that helped residents connect to the natural world (trails, green space and natural areas and nature-play playground) received a total of 126 votes. Likewise, 44% of household survey respondents identified "green space or natural areas" as park facilities needing improvements or additions in Dallas's parks system.

Stewardship

To grow the sense of pride and ownership in the parks system, keep community the involved and invested in the health and beauty of the parks system. The city should uphold a level of maintenance that fosters safety and community pride in the parks system. Keeping the parks system adequately staffed will help to ensure that a high standard for maintenance can be met.

Residents expressed a desire to be in places they found visually pleasing. Cleanliness of the parks was identified as a key element that enhances the beauty of Dallas's parks.

The most commonly stated concern in the stakeholder interviews was capacity to maintain the parks. While the staff was acknowledged to do a fantastic job with the resources available, many interviewees noted that should additional improvements or acquisitions be made to the parks system, the staff would also need additional budget and possibly personnel to continue to maintain the parks at their current level. There were some financial investments that were proposed that could free up staff time, primarily automated irrigation systems.

To meet a high standard for maintenance proper staffing levels must be maintained, both through paid staff and through volunteer groups. In the household survey, when asked to prioritize funding for the parks system, 8% of funds were dedicated to "hiring more park maintenance and operations staff."

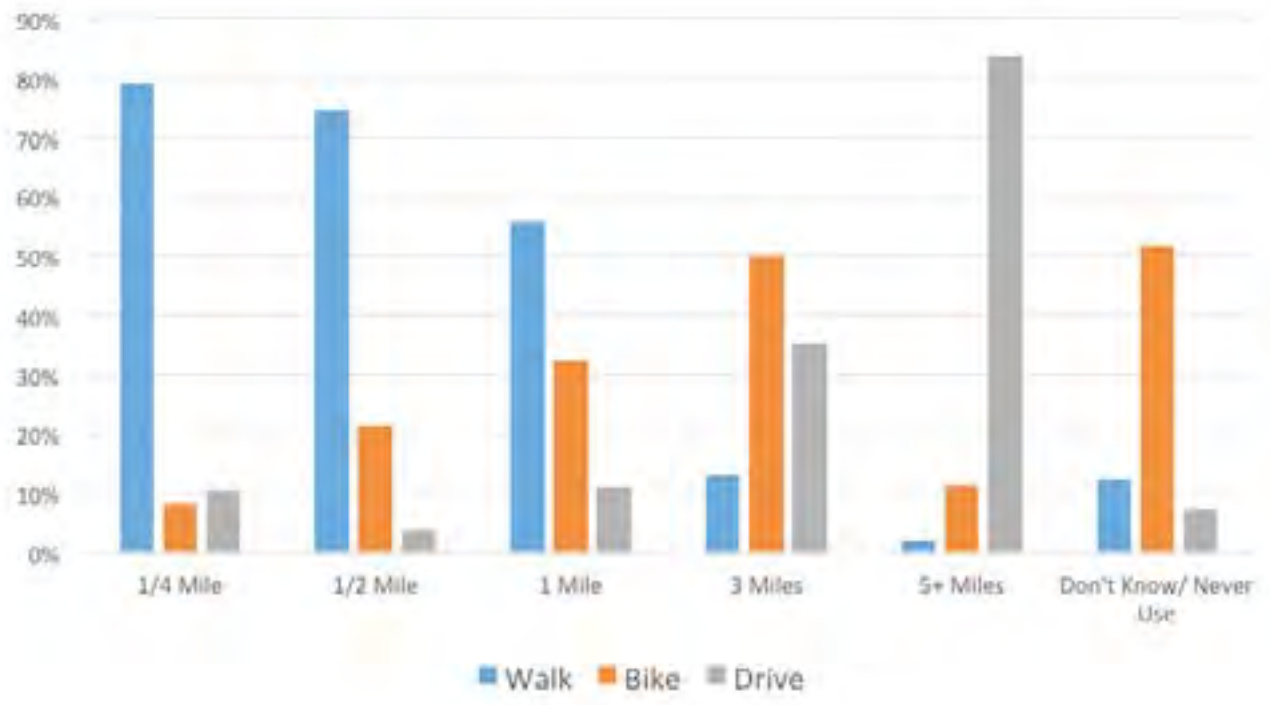
Regular preventative and reactive maintenance of parks facilities and equipment will help to build upon the already positive perception of the parks system and also to enhance aesthetic beauty. During the SummerFest intercept survey, 35% of participants identified cleanliness or beauty as key factors in choosing their favorite park. In the household survey, when asked to prioritize funding for the parks system, 21% of funds were dedicated to "improving existing facilities or equipment" and 6% were dedicated to "improving design, landscape and aesthetics."

Access

Providing safe walking and bicycling access to, between and within parks throughout the planning area will allow more residents to enjoy Dallas's parks. Future parks should sited in locations that are convenient to neighbors, especially those in currently underserved areas. One major factor that residents identified in their favorite parks was ease of access. Residents value having a short trip via walking, bicycling and driving to their favorite parks.

In the household survey, when asked to prioritize funding for the parks system, 18% of funds were dedicated to "improving connectivity." Likewise, 19% of intercept survey respondents at the SummerFest workshop identified a close proximity to their home as a factor in choosing their favorite Dallas Park. When asked how they would like to travel to Dallas' parks, respondents did not heavily favor a particular mode. Walking and driving—at 37% each—were the preferred modes, with biking at 24%. Most people expressed a desire to walk to parks for trips less than one mile, bike for three mile-long trips, and drive for trips over five miles.

Figure 4-3 How far would you be willing to travel by the following modes to visit a Dallas Park or Recreation Facility?



Communication

Creating a strong brand for the parks system through signage, digital communication and park design elements will increase recognition for the parks system. Prioritizing transparency in decision making and inviting the public to take an active role in the direction of the parks system procedures and improvements will help to enhance community support for Dallas parks.

Several stakeholder interviewees felt that there was an opportunity to provide more signage in the parks to inform and educate guests. Stakeholders indicated a desire for signs including information about the history of the parks and city, botanical or other habitat information, upcoming events, instructions on how to reserve park spaces, park rules (expressed in as welcoming a way as possible), or opportunities to volunteer.

Communication about volunteer opportunities was also thought to be a bigger issue that would benefit from clear communication across multiple modes. Stakeholders indicated that people want to volunteer with the parks, but they need to know how, they need it to be a low, flexible time commitment, and they should be acknowledged for their efforts. That kind of coordination takes staff time and attention.

On a larger scale, interviewees expressed concern about communication regarding how parks decisions are made. This includes issues of transparency regarding priorities, plans and partnerships, and inclusion of public input. Certain demographics were cited as not having direct input, particularly the teen population. Interviewees commented that it is important to ask teens what they want in the parks, rather than making assumptions on their behalf.

Community Input Methodologies

Stakeholder Interviews

In an effort to better understand community perceptions of existing and future needs in the Dallas parks system, CPW distributed a survey to 1,526 randomly selected households. Of these, it received 278 responses (including those partially completed). With approximately 11,500 registered voters over the age of 18, this sample is representative at a 95% confidence level with a ± 5.8% margin of error.

Respondents' Demographics

Figure 4-4 compares the respondents' demographics with the city's overall composition, according to 2010 Decennial Census data. Based on this criteria, the sample population is representative of Dallas' population, with the exception of the high proportion of female respondents.

SummerFest Workshop

On Saturday, July 26th, 2014, the CPW team conducted a drop-in workshop and intercept survey. CPW team members staffed a booth welcoming the public to participate in a drop-in workshop, located in front of Dallas's county courthouse. Participants were asked to give their input using four posters. The posters asked participants about park preferred parks system program elements, what they want to see more of in the Dallas parks system, where new parks should be located and what improvements should be made to existing parks. A an estimated total of between 150-160 individuals participated in the booth activities.

The intercept survey had 53 participants to ask them what their favorite park is, the reason they like that particular park, the thing they would like to improve or change it, and one thing they would like to have or improve in the Dallas park system. The majority of the respondents were adult women.

Figure 4-4 Survey respondent demographics

Topic	Characteristic	Respondents' Demographics	Citywide Demographics
Age*	18-25	7%	8%
	26-64	66%	67%
	65+	27%	26%
Gender	Male	26%	48%
	Female	74%	52%
Identify as Hispanic or Latino?	Yes	4%	6%
	No	96%	94%
Household Income^	Less than $24,999	14%	23%
	$25,000 to $34,999	11%	13%
	$35,000 to $49,999	14%	15%
	$50,000 to $74,999	27%	26%
	$75,000 to $99,999	21%	12%
	$100,000 to $149,999	10%	8%
	$150,000 or more	3%	2%

*Citywide universe for "Age" is all residents 20 years or older.

^2012 ACS 5-Year Estimates

Random Household Survey

In order to better understand the needs of the community, the CPW team conducted a series of interviews about the perceptions, concerns, and hopes regarding the parks system. The findings from these interviews identified issues for the Parks Master Plan to focus on.

The CPW team interviewed eighteen individuals, including the Mayor, the Parks Supervisor, all seven members of the Parks Advisory Board, and all nine members of City Council. Interviews were conducted by telephone over the course of four weeks, and lasted between ten and thirty minutes in duration. Every person contacted by the CPW team responded and agreed to be interviewed – a 100% response rate.

CHAPER 5
Park System Vision and Goals

The values and desires of the City of Dallas and its residents guide the parks master planning process and future decisions made regarding the parks system. A series of Parks Board meetings, community workshops, and conversations with City staff led to the development of the vision statement, goals, and action items found in this chapter. The vision statement, goals, and action items provide guidance for the development of new facilities and other capital improvements as well as operation and maintenance decisions made for Dallas's system of parks.

Vision Statement

The City of Dallas provides a well-maintained parks and trails system that promotes healthy lifestyles, encourages use by people of all ages and abilities, and connects the community to its natural surroundings.

Park System Goals and Action Items

Goals are the desired outcomes of the parks master plan. Action items are the activities performed to implement the park system goals and realize the park system's vision. The nine goals and associated action items that emerged during the parks planning process are listed on the following pages.

Goal 1- Future Parkland Identification: Identify areas within the urban growth boundary for strategic expansion of the Dallas Parks System.

Action Items

1.1 Provide all Dallas residents with a park within a ten-minute walk (1/2 mile) of their residence that provides opportunities for use of sports fields, sports courts, playground equipment, restrooms, walking paths, picnic tables and other seating. This serves as Dallas's Level of Service standard.
1.2 Use the map of underserved areas and underutilized land provided in this plan for future expansion efforts.
1.3 Use park site development criteria established in this plan to assess sites proposed for future park system expansion..
1.4 Using the Level of Service standards established in Action Item 1.1, regularly re-evaluate the extent to which the City of Dallas is meeting current and projected needs (in terms of coverage and/or acreage).
1.5 Acquire land or partner with landowners to complete missing links in the Rickreall Creek Trail System (RCTS).

Goal 2- Branding: Establish a recognizable identity across the Dallas Parks System.

Action Items

2.1 Standardize signage and furnishings to create a recognizable look and feel throughout the Dallas parks system.
2.2 Develop consistent entry signage at each park and immediate surroundings.
2.3 Develop a new parks brochure and map to reflect branding.
2.4 Create a slogan for the Dallas Parks System to be used on marketing materials and new signage.
2.5 Keep the parks system webpages current, incorporating branding and graphics from Action Items 2.1-2.4.

Goal 3- Security: Improve safety in Dallas parks and immediate surroundings.

Action Items

3.1 Partner with police to create regular patrolling of all parks facilities.
3.2 Establish site line requirements as a part of regular maintenance efforts.
3.3 Establish safety-focused pruning, fencing and lighting parameters in the system's park design guidelines.

Goal 4- Maintenance: Ensure that all parks are properly maintained to guarantee safe, clean conditions for all users.

Action Items

4.1 Take inventory of existing conditions on an annual basis to find out what areas most need attention. Assess long-term maintenance and replacement needs.

4.2 Choose drought tolerant plantings in future parks development or improvements.
4.3 Consider maintenance impacts in the design and planning processes for future parks development and improvements.
4.4 Assess human resources needs when planning for future parks development and improvements to ensure optimum management and maintenance of parks.
4.5 Establish a preventive maintenance program for all parks and other park system facilities.

Goal 5- Natural Areas: Promote and enhance natural areas to allow access and protect ecosystems.

Action Items

5.1 Increase awareness of Hunter Arboretum and Botanical Garden and its boundaries by improving signage and marketing.
5.2 Increase awareness of other underutilized City-owned natural areas by improving access and signage.
5.3 Provide safe, well-maintained access to waterways for recreation in Dallas.
5.4 Create trails in natural areas to concentrate user impacts and conserve sensitive areas.
5.5 Emphasize the views to, interaction with, and protection of scenic and natural areas in park designs.

Goals 6- Programming: Create a parks system that provides opportunities for a variety of ages, abilities, and interests.

Action Items

6.1 Regularly update each park facility inventory and the type of user group to which they appeal.
6.2 When renovating or redesigning an existing park or designing a new park, engage neighbors in the process through workshops or surveys to determine their preferences for parks in their neighborhood.
6.3 Consider including the following features in future park designs and renovations as appropriate to the park classification as defined in this master plan document:
- Restrooms
- Picnic areas and covered seating areas
- Shade
- Paved trails
- Splash play area (especially in parks located near downtown)
- Universal Design for paved paths, water access points, and other facilities
- Pedestrian scale lighting

6.4 Coordinate with recreation programming providers to ensure that parks facilities meet the needs of recreation program offerings.

Goal 7- Connectivity: Increase connectivity for biking, walking, and running throughout the trail system.

Action Items

7.1 Develop and install wayfinding signage along the Rickreall Creek Trail System (RCTS).
7.2 Incorporate the RCTS into a printed and web-based map of the City of Dallas' bicycle and pedestrian network.
7.3 Develop and install signage for entrances and exits to and from the RCTS.
7.4 Provide clear access points along existing portions of the RCTS.
7.5 Create additional wayfinding signage or elements that incorporate existing portions of the RCTS in a bicycle and pedestrian-friendly route that serves as an east-west connector.

Goal 8- Community Engagement: Facilitate the establishment of a non-profit "Friends of Dallas City Parks" organization to help care for the parks system through volunteers to help with maintenance, advocacy, and fundraising efforts.

Action Items

8.1 Network with Dallas alumni of the Ford Foundation's Leadership Class, Dallas's Citizens Leadership Academy participants and Dallas Parks Board members to find potential leadership for this organization.
8.2 Create a decisively defined mission and scope for the organization to avoid conflicts due to unclear duties and expectations.

Goal 9- Funding: Identify long-term funding sources for the maintenance and expansion of the Dallas Parks System.

Action Items

9.1 Preform an operations and funding analysis annually to assess existing parks and revenues and expenditures.
9.2 Explore the concept of a city service fee for parks maintenance.
9.3 Work with the parks "stewardship" community group to establish a fundraising plan.

CHAPER 6
Existing Parks System Improvements

This chapter presents recommendations to strengthen Dallas's existing parks system, while also preparing for future expansion. (Specific recommendations for park system expansion are presented in Chapter 7.) These recommendations are coordinated with the Goals and Action Items presented in Chapter 5: Community Vision, providing the prioritized recommendations for the five-year planning period. The data informing these recommendations came from site analysis conducted by the planning team, the community survey, community workshops and stakeholder interviews, conversations with City of Dallas staff, and input from the Parks Board.

Maintenance and Safety Recommendations

The City Parks staff includes one Park Supervisor, one Utility Worker, and two permanent part-time Park Laborers for a total of three full-time employees (FTE), which equates to 33.3 acres per FTE. Park staff duties include maintenance of 90.52 acres of parkland properties, sports complexes, and some other city-owned properties. The following recommendations for maintenance and staffing are provided to ensure that parks staff can perform their duties efficiently, that adequate staffing is provided for the parks system, and that visitors feel comfortable in Dallas parks.

- **MS-1:** Develop a seasonal maintenance checklist for each park to ensure systematic and regular maintenance is performed for each park. (coordinates with Action Item 4.5)
- **MS-2:** As parkland is added to the parks system make sure that the staff to parkland ratio (currently 1 FTE: 33 acres) is maintained or increased (coordinates with Action Item 4.4)
- **MS-3:** Partner with the City of Dallas Police Department to provide regular patrols of Dallas Parks facilities (coordinates with Action Item 3.1)

Community Involvement

The City of Dallas currently hosts an "Adopt-A-Park" program, which helps to provide volunteer labor for the parks system. The following community involvement recommendations are provided to assist and guide the collaboration of the residents of Dallas and city staff.

- **CI-1:** Facilitate the establishment of a non-profit "Friends of Dallas City Parks" organization to help care for the parks system through volunteers to help with maintenance, advocacy, and fundraising efforts. (coordinates with Goal 8)
- **CI-2:** Create a protocol for public engagement to be incorporated into the design process for new parks and renovations to existing parks (coordinates with Action Item 6.2)

Improvements to Existing Parks

This section describes specific actions that are suggested for improvements to existing parkland as part of the Parks Master Plan update and represent suggested improvements for the 5-year planning period. These recommendations are presented in the Capital Improvement Plan with detailed cost estimates for the particular recommended project. The recommendations are presented by park in the following lists.

Dallas City Park

DC-1: Remodel or replace bathrooms.
DC-2: Repave parking areas.
DC-3: Resurface or replace existing walking paths.
DC-4: Install new play equipment in southern portions of the park.
DC-5: Upgrade irrigation system for large lawn areas on site, use quick connect and automated system with humidity sensors

Roger Jordan Community Park

RJ-1: Construct a large picnic structure or structures to accommodate up 40 users
RJ-2: Re-surface sports courts

Birch Park

B-1: Remove hazard trees onsite and replace with drought-tolerant, low maintenance trees
B-2: Construct a new picnic shelter to accommodate up to 12 users (2-3 picnic tables)

Central Bark Park

CB-1: Construct a new shelter to accommodate up to 6 users (1 picnic table)
CB-2: Plant twelve (12) trees to provide summer shade.
CB-3: Install a water fountain
CB-4: Install two picnic tables in addition to the picnic table under the shelter mentioned in CB-1 CB-6: Install two benches
CB-5: Install furnishings and play structures designed specifically for dogs

Walnut Park

W-1: Construct a path system (approximately 450') to give visitors a walking surface and to guide concentrate use
W-2: Install park identification signage along Walnut Street
W-3: Install two benches

Gala Park

G-1: Hire a landscape architecture firm to redesign the park's southern half
G-2: Prepare a construction budget of park's southern half
G-3: Renovate the park's southern half

Rickreall Creek Trail System

RCTS-1: Complete Phase 5 buildout: Central Bark Section

Kingsborough Park

Site description: Located at the iwntersections of West Ellendale Avenue and SW Wyatt Street, Kingsborough Park is classified as a neighborhood park. The park is located within walking distance of Rickreall Creek but currently has no formalized path to connect visitors to the creek or the RCTS. The park's nine acres are currently underutilized. The site's amenities include playground equipment, fitness stations, one basketball court, an expansive lawn area that is used for youth soccer games, a detention basin and 2 drainage swales, 2 footbridges spanning the swales, a small picnic shelter, picnic tables, benches, a doggie bag station, and new tree plantings.

Design Program: Collaborating with members of the Turner Parks Project Advisory Committee, CPW assembled the following program of capital projects to be added to the existing park site.

Structures:

- Large picnic shelter to accommodate 20 users
- New playground equipment with shade sails
- Restrooms
- Boardwalk spanning across the detention basin

Parking:

- Up to 71 angled parking spaces on SW Wyatt Street

Athletic/Game Facilities:

- Athletic fields to accommodate two under-12 soccer fields or up to four under-8 soccer fields
- A concrete loop walking/jogging path that connects to the western bridge
- Fitness stations arranged along the concrete path
- Posts added to allow pickleball or tennis nets to convert the existing basketball court into multi-use court

Landscape/Vegetation Needs

- Mix of deciduous and evergreen tree plantings throughout the park
- Wildflower planting in detention basin
- Temporary tree plantings in undeveloped lots across Wyatt Street
- Gently sloped berm between athletic fields and drainage swale

Seating

- Picnic tables beneath the new picnic shelter and other non-covered tables near the playground
- Benches along the walking path and near the playground area

Signage

- Directional signage along W. Ellendale Ave, 1/4 mile north and south of the park directing potential visitors to the park
- Welcome signage at park entry points

Design Statement: This design assumes that stormwater runoff to the north is remediated before it reaches Kingsborough Park. This would require new stormwater infrastructure, perhaps in the form of new parkland or as a result of new policy.

Hills create varied topography on the site, and provide improvised seating to watch youth soccer matches. The two under-12 fields can be rearranged to fit four under-8 fields.

The boardwalk across the detention basin takes advantage of existing site conditions. In the spring and summer, grasses and wildflowers will take the place of water, creating a colorful seasonal landscape.

Shade sails are proposed for the playground area. They would provide a covered play space during the summer, and could be removed in the rainy season. Colorful fabric creates a visual identity for Kingsborough Park.

Three options are proposed for the northern end of Kingsborough Park. The first option leaves the area as it is currently, an open grass lawn with scattered shade trees. The second option offers a more dense canopy. The third option envisions a small hardscaped area with benches.

Figure 6-1 Kingsborough Park Design Concept

Figures 6-2, 6-3, 6-4 Kingsborough Park Design Concept Perspectives

CHAPER 7
Park System Expansion

Dallas will need to plan to address acquisitions during the 20-year planning period. To maintain the current Level of Service standard or to increase that standard, city staff will also need to plan for the future population of the city and ensure that parkland is allocated properly within the city limits. The recommendations presented in this chapter coordinate with Goal 1-Future Parkland Identification.

Increasing Dallas's current level of service of 6.12 acres per 1,000 residents to 6.25 acres/1000 residents while the city is in a period of population growth is an appropriate goal. Increasing to this LOS will put Dallas in line with the LOS recommended by the State of Oregon Parks and Recreation Department. Table 7-1 shows Dallas's baseline level of service for the entire parks system and for individual parks classifications.

Although population projections for the 20-year planning period are not available at this time, it is within the realm of possibility that Dallas could reach a population of up to 30,000 by the year 2034. The population of Dallas has been projected to reach approximately 16,651 by the year 2020. To reach a LOS of 6.25 for a population of 16,651, the City of Dallas should aim to add 13 acres of parks and open space to the existing parks system by the year 2020.[1] Table 7-2 shows the acreage needed to satisfy the Oregon recommended LOS at population increases in increments of 5,000 residents.

The City should plan to provide park facilities where future residential development is expected. As additional land is acquired the goal should be to immediately address currently underserved areas primarily in the neighborhoods north of West Ellendale Ave., in the neighborhoods south of downtown, and in the neighborhoods on the eastern edge of the city. This is not intended to prevent the city from acquiring lands in other areas if opportunities emerge; rather it intends to focus on specific areas of need.

Map 7-1 displays potential land acquisition target areas that were identified in the parkland needs analysis. The overlays on the map indicate neighborhood groupings that the CPW team determined based on physical barriers (waterways, roadways) and size of areas. These neighborhood groups were used to analyze park needs with a finer grain when looking at the city as a whole. The icons represent different park types. Icons are placed in approximate areas for each neighborhood grouping but are not placed to indicate exact parcels for development, except when parks are proposed on existing publicly owned land. Future parkland expansion should focus primarily on the development walkable of neighborhood parks. Pocket parks should provide supplemental parkland where neighborhood parks are outside of a 1/2-mile radius or homes or places of business.

1 Foggin, Ron. Email Correspondence. April 3, 2015.

Table 7-1 Baseline Level of Service

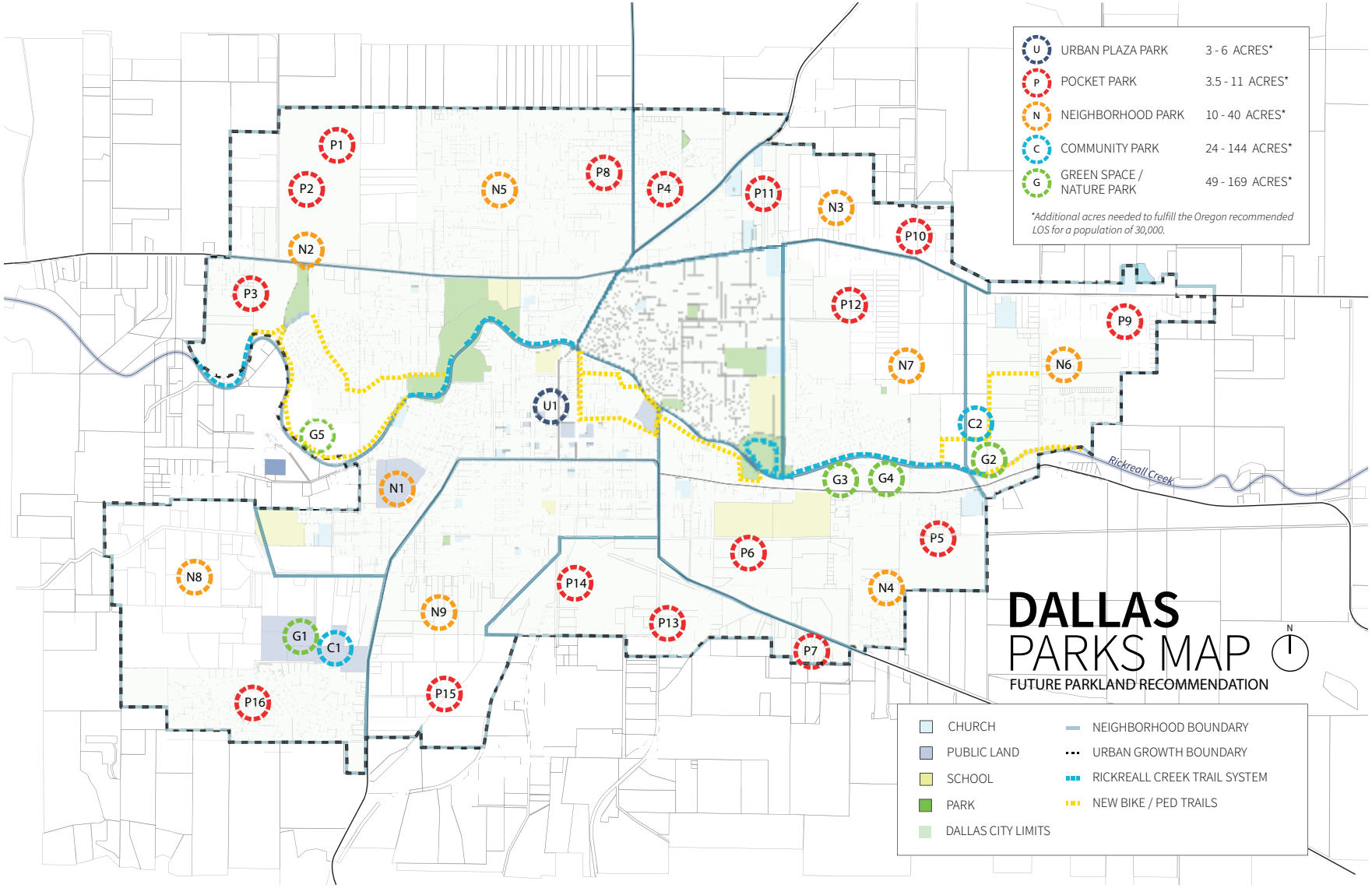
Classification	Park Name(s)	Acerage	Total Acres by Classifaction	Current LOS (population 14,800)	Recommended Oregon LOS
Pocket Parks	Gala Park	1.42	4.01	0.27	0.25 - 0.5
	Rotary Park	1.52			
	Birch Park	0.59			
	Academy Park	0.3			
	Barberry Park	0.18			
Urban Plaza Parks	n/a	0	0	0.00	0.1 - 0.2
Neighborhood Park	Kingsborough Park	9.10	20.43	1.38	1.0 - 2.0
	Roger Jordan Community Park	11.33			
Community Park	Dallas City Park	36.12	36.12	2.44	2.0 - 6.0
Nature Parks	Park Trail	2.19	10.56	0.71	2.0 - 6.0
	Trail Along Creek by Aquatic Ctr	6.52			
	Walnut Park	1.85			
Special Use Parks	LaCreole Sports Complex*	8.50	19.40	1.31	N/A
	Lyle Ball Field*	9.32			
	Central Bark	1.58			
TOTAL PARKLAND		**90.52**	**90.52**	6.12	6.25 - 12.5
Classification	**Trail Name**	**Linear Miles**	**Total Linear Miles**	**Current LOS (population 14,800)**	**Recommended Oregon LOS**
Trails (in linear miles)	RCTS	2.38	2.38	0.16	0.5 - 1.5

**Note: The Oregon Department of Parks and Recreation (ODPR) provides Recommendations for Level of Service (LOS). These recommendations are not required to participate in ODPR programs. Decisions regarding LOS need to be made based on the needs of its residents and the physical realities of the place.*

Table 7-2 Level of Service Needed as Population Increases

Classification	Total Acres by Classifaction	Current LOS (population 14,800)	Recommended Oregon LOS	Additional acres need to reach Recommended Oregon LOS at population 14,800	Total acres needed to reach Oregon Recommended LOS at population 20,000	Total acres needed to reach Oregon Recommended LOS at population 25,000	Total acres needed to reach Oregon Recommended LOS at population 30,000
Pocket Parks	4.01	0.27	0.25 - 0.5	0 - .23	5.0 -10.0	6.25 - 12.5	7.5 - 15
Urban Plaza Parks	0	0.00	0.1 - 0.2	1.48 - 2.96	2.0 - 4.0	2.5 - 5.0	3.0 - 6.0
Neighborhood Park	20.43	1.38	1.0 - 2.0	N/A	20 - 40	25 - 50	30 - 60
Community Park	36.12	2.44	2.0 - 6.0	N/A	40 - 120	50 - 150	60 - 180
Nature Parks	10.56	0.71	2.0 - 6.0	19.04 - 78.24	40 - 120	50 - 150	60 -180
Special Use Parks	19.40	1.31	N/A	N/A	N/A	N/A	N/A
TOTAL PARKLAND	**90.52**	6.12	6.25 - 12.5	1.98 - 94.48	125 - 250	156.25 - 312.5	187.5 - 375
Classification	**Total Linear Miles**	**Current LOS (population 14,800)**	**Recommended Oregon LOS**	**Addditional miles need to reach Recommended Oregon LOS at current population**	**Total miles needed to reach Oregon Recommended LOS* at population 20,000**	**Total miles needed to reach Oregon Recommended LOS at population 25,000**	**Total miles needed to reach Oregon Recommended LOS at population 30,000**
Trails (in linear miles)	2.38	0.16	0.5 - 1.5	5.02 - 19.82	10.0 - 30.0	12.5 - 37.5	15 - 45

Map 7-1 Future Parkland Recommendations Based on Population 30,000



Parks Expansion Recommendations

The City of Dallas can adopt policies and procedures that will facilitate the expansion of the Dallas parks system. Possible policy changes include:

PE-1: Adopt a Level of Service standard of 6.25 acres/1,000 population with the objective of providing neighborhood parks within a 1/2 radius of all residents

PE-2: Incorporate the goals, action items, and recommendations from this Parks Master Plan in the Dallas Comprehensive Plan

PE-3: Amend the City of Dallas zoning code to include requirements for parkland development in new subdivisions.

PE-4: Use planning tools such as overlay zones to designate future parkland development and required parkland classifications for new neighborhoods.

PE-5: Use the Parkland Identification Tool (Table 7-3) to evaluate whether potential sites for park system expansion meet the needs of Dallas residents.

Figure 7-3 Future Parkland Identification Tool

Category	Criteria	Score (0-1)	Notes
Site	Parcel size. Is the parcel size desirable for the proposed park classification?		
	Good soil quality. Is the soil quality desirable for building? Does it drain well?		
	Is the site flat or does it have at least one acre of flat topography?		
	Compatible with desired park sizes and distribution.		
	Compatible with desired proportion of buildable land and active: passive land ratio.		
Location	Location relative to existing parks		
	Located in an area identified currently underserved by parks		
	Accessible for various transportation modes		
	Population density in service area		
Environmental Benefits	Protects significant natural features, including scenic vistas, watersheds, wildlife, etc.		
	Will this area provide ecosystem services to the community? (ex: flood mitigation, carbon sequestration.)		

** This table represents a possible tool to use to rate future parkland.*

Park Design Guidelines

The following park design guidelines matrices are provide baseline standards to ensure that parks are designed in a way that promotes enjoyment, safety, accessibility, comfort and sustainability.

Program Area	Overview	Guidelines
Parking	Parking lots should be representative of the experience the user will have at the park. The entrance to the parking area should be considered an entrance to the park itself, with trees, other plantings, and signage included.	• A minimum of 3 to 5 spaces per acre of usable active park area should be provided if less than 300 lineal feet of on-street parking is available. • Park design should encourage access by foot or bicycle. • Provide bicycle racks at each primary access point and at restrooms. • The size of planting areas within the parking lot should be as large as possible with adequate room for maintenance to be performed safely. • Water runoff should be diverted into a bioswale before entering the storm water system to reduce the impact of pollution on stream and creek systems. To achieve water purification and cooling, bioswales should be planted with native or other drought tolerant vegetation (see Planting).
Restrooms	Restrooms are an important public amenity in high-use park facilities. The components, design, and placement of restrooms structures are important decisions to consider when specifying facilities. Restroom facilities should be safe, easy to maintain, and consistent with the park system vision.	• Interior surfacesand exterior surfaces of restrooms should be non-porous for easy cleaning (i.e., glazed block, glazed tile, painted block or painted concrete). The use of heavy concrete partitions between stalls is recommended. Specify only stainless steel restroom fixtures. • The drain inside the structure should always operate correctly. If the facility is near an athletic field, such as volleyball courts or a spray park, there should be an area outside the restroom with a faucet/ shower and drain for users to rinse off. • Including separate storage areas adjacent to the restroom structure can increase efficiency. Storage areas may house recreation equipment for fair weather activities and maintenance supplies for park crews. • Skylights can maximize the use of natural light. Minimizing light fixtures helps prevent tampering, destruction and keep costs down. Facilities that are open in the evening should have lighting that is designed with vandalism in mind. • A 5 to 6 foot apron around the structure should be provided to protect the building from debris and water. Trees should be avoided next to the restroom (see Plantings).
Play Areas	Playgrounds should meet the needs of children of different ages and abilities. Playground facilities should ensure accessibility and safety for children of all ages.	• Parks that have playground equipment, sports fields and spray parks should be accessible to all children under sixteen. • Play areas should be level to reduce the surface substance from slumping to low points. Consider using beach sand as a cost- effective, low-maintenance playground surface. Do not use engineered wood chip surfaces because decomposition will result in regular and expensive replacement. • Play structures and equipment come in many different materials. Avoid specifying wood because: wood footings will rot, they are prone to termite infestation, the shrink/ swell defect of moisture loosens bolts and creates a safety hazard, and pressure treated wood contains chromate copper arsenate (CCA), a carcinogen. • Wooden play structures that exist presently should be sealed every two years to prevent arsenic leaching. • Natural play areas created from boulders, logs and land forms and playground equipment made from 100% recycled plastic or steel is recommended. Steel can become very hot in the summer months. If it is necessary to use steel, planting trees or other structures to shade the play area is recommended.
Site Furnishings	The selection of site furnishings (i.e., benches, trash receptacles, light poles, etc.) should be based on an established standard for Talent. The water fountains, benches, light fixtures and posts, signage and bike racks used in the parks should be consistent with those used in City civic spaces, along streets, and vice versa. Consistency in site furnishings will help establish an identifiable civic image, through the use of repeatable aesthetic elements, for Talent and the park system as a whole. These furnishings should offer comfort, aesthetic beauty and be of formidable stature to prevent vandalism.	• Seating should be made from a material that is comfortable both in winter and the heat of summer while being able to withstand vandalism. Benches should be provided to offer places of rest, opportunities to experience views, and congregate. • Drinking fountains should be available at a ratio of 1 per acre with the exception of mini parks (typically smaller than 1-acre) which should have one. Drinking fountains should be complementary to other site furnishings, such as benches, and be operational in freezing conditions. Consider drinking fountains that are friendly not only to human users but to canines as well. • Signage should be located in every park in areas visible to all users. For example, place a sign at the entrance of the park that is visible to vehicular traffic, also place signs along greenways and trails to inform pedestrians and bicyclists. Signage should be easy to read and informative. Interpretive signs fall into this category as well. They can be useful in natural and historic areas . When used in natural areas these signs should be placed outside environmentally sensitive areas (i.e., wetlands and endangered habitat) and should be placed in areas that are accessible to all.

Figure 7-4 Design and Maintenance Guidelines for Specific Programmatic Elements

Program Area	Overview	Guidelines
Safety	Spaces need to be designed to deter transient, illegal, or potentially threatening uses in parklands. Park design should emphasize transparency in public areas while also providing spaces for visitors to feel unmonitored.	• Vegetation that is directly adjacent to pedestrian areas should be greater than 7 feet or less than 2 feet in height. Shrubs located in the formal areas of a park that are taller than 2 feet should be limbed up to provide visual access to users and authorities. • Built structures should be situated for easy observation from areas of frequent use and convenient access by police. • Vehicle access to the park and amenities should allow authorities to patrol parks with some ease and proficiency. This access can also provide emergency services and maintenance. • Sidewalks and paths intended for vehicle use should be at least 8 feet wide. Those that are concrete should be at least 7 inches thick. • Rounded corners at park edges will provide protection from invisible intersections with adjacent areas.
Plantings	The use of native and other drought tolerant vegetation can enhance park design and support the ecological systems unique to the region. The following vegetation and irrigation guidelines assist in the creation of efficient, distinctive, and lush spaces.	• Vegetation along trail systems, waterways (creeks, rivers, bioswales and storm water) and within linear parks should consist of native plants and flora. The use of non-native species should be buffered by a broad band of native seed (i.e., tufted hair grass) between lawn and native vegetation. • New planting areas should be designed to require no irrigation after establishment and irrigation reserved for areas such as sports fields. The use of native and other drought tolerant vegetation will reduce the need for irrigation. To establish plants, consider using a temporary irrigation system or hand watering. Design the irrigation system so that irrigation heads spray underneath plants or into them, not above them. • Trees planted in groups increase the efficiency of mowing and maintenance. When designing tree groups, it is important to provide a flush border around groups to ease irrigation and mowing. • Planting areas in parking lots should be designed to provide continuous coverage within 3 years. The plants should be hardy, with a track record that indicates their survival in extreme environments. At least 400 cubic feet of the appropriate soil per tree in a planting strip is recommended. • Trees should not be planted next to restrooms because they may provide unwanted access to the roof as well as create hiding places near the structure. Shrubs surrounding restrooms should be less than 4 feet in height and should be limbed up to allow visual access under them. Plantings should allow maintenance access to the roof.
Turf Areas	Turf areas allow different experiences in parks. Groomed areas provide field sports, picnicking and free play while rough mowed areas provide an aesthetic to the park while buffering natural and riparian areas. The process of maintaining and mowing turf should be efficient.	• Rough mown areas are mowed once or twice a year. There should be 15 feet between vertical obstacles in these areas. Maximum mowing slopes for rough turf or natural areas should be less than 5:1. Use native grasses such as Spike Bentgrass (Agrostis exarta), California Oatgrass (Danthonia californica) or Tufted Hairgrass (Deschampsia cespitosa), especially in areas buffering waterways. • Groomed turf slopes should be less than 4:1, with less being preferable. Irrigation systems should take into account solar aspect, wind and topography to minimize the overuse of water. The minimum distance between vertical objects is 7 feet for mower access. Design for continuous mowing, taking care to avoid the creation of dead ends, tight corners or areas where a mower cannot easily reach. Provide a concrete mowing strip around vertical objects such as fence posts, signs, drinking fountains, light poles and other site furniture with a 12” minimum offset between the object’s vertical edge and turf. Also, plant trees in groups (see Planting). • Providing vehicular access for maintenance personnel is an important consideration. Curb cuts should be provided in logical areas such as turn-a-rounds. Curb edges should have large radial corners to protect adjacent planting or lawn areas. • Herbicide use should be limited to promote stream health as well as health of nearby flora, fauna, and humans.

CHAPER 8
Funding and Operations

This chapter provides a look at the Parks Department's operating and improvements budgets over recent years, with special attention devoted to the 2014-15 fiscal year. Ultimately, it incorporates these revenue and expenditure patterns in conjunction with anticipated parkland needs to establish funding requirements and recommendations. All dollar amounts presented in this chapter are presented in 2015 dollars.

Organizational Structure and Operations

The Parks Department is overseen by the City Manager and Park Supervisor. The Department is responsible for the upkeep and maintenance of City-owned parks, trails and undeveloped open space as well as landscaping on other City-owned properties. Additionally, the Parks Department has a collaborative agreement with the School District in which the City operates and maintains two sports complexes that school district owns. Work is carried out by Parks Department employees as well as volunteers and individuals performing community service.

The Parks staff includes one Park Supervisor, one Utility Worker, and two permanent part-time Park Laborers for a total of three full-time employees (FTE), which equates to 33.3 acres per FTE, which is a larger proportion of parkland per employee than communities of a similar size[1]. Park staff duties include maintenance of 90.52 acres of parkland properties, the sports complexes mentioned above, and some other city-owned properties.

The City of Dallas has established and appointed a Parks Advisory Board to help provide input about the future of Dallas' parks and trails system.

Operating Budget

Overview

The Parks Department's operating budget—which accounts for ongoing costs such as staffing, operations, maintenance, and equipment—is developed over the course of four months each year. Beginning in January, the Parks Supervisor works with the Finance Director and City Manager to discuss budget estimations for the upcoming fiscal year. A draft departmental budget is finalized in March before going to the City's Budget Committee for review in April and May. Once approved by the Budget Committee, it is sent to the City Council for adoption in June.

The Parks Department's operating budget, which comes from the City's General Fund, does not include capital projects, which are one-time expenses associated with large infrastructure development or improvement projects. For example, reoccurring park maintenance would be included in the operating budget, whereas the construction of a new portion of the Rickreall Creek Trail System would be deemed a capital project.

Expenditures

Dallas's parks expenditures are categorized into Personnel Services, Materials and Services, and Capital Improvements. Table 8-1 shows parks expenditures by fiscal year between 2010-2015.

Table 8-1 City of Dallas Budget Expenditures[2]

Category	Actual 2010-11	Actual 2011-12	Amended 2012-13	Adopted 2013-14	Proposed 2014-15
Personnel Services	$183,320	$154,465	$208,000	$208,000	$220,000
Materials and Services	$38,968	$94,871	$106,900	$102,900	$114,300
Capital Improvements	$0	$0	$45,000	$0	$200,000
TOTAL	**$222,288**	**$249,336**	**$359,900**	**$310,900**	**$534,300**

For FY 14/15, $200,000 of budget expenditures was dedicated to projects in the capital improvement plan and $334,300 was budgeted for operations, maintenance, and administrative costs for Dallas's parks. The Capital Improvement Plan projects designated for FY 14/15 are a remodel or replacement of bathrooms in Dallas City Park, upgraded play equipment in Dallas City Park, and the production of this Parks Master Plan document.

Maintenance

The estimated cost of operations, maintenance, and parks administration in Dallas for FY 14/15 was $3,693/acre. According to the Oregon Park and Recreation Association, Oregon communities spend an average of $3000 to $5000 per acre on annual maintenance. Parks and trails system operations and administration are included in the maintenance category. This figure is used to calculate future maintenance expenditures. Table 8-2 shows estimated maintenance expenditures for FY 14/15.

It should be noted that the acreage above (90.52) does not account for non-parklands that parks staff currently maintains. The costs of maintaining those non-parks parcels has been rolled into the costs calculated for parkland maintenance.

Revenues

Funding for the park system comes from property taxes, franchise fees, user fees, grants and system development charges (SDCs).

Table 8-2 Estimated Parks Maintenance Budget

Total Budget (FY 14/15)	Capital Improvements Expenditures	Remaining Funds	Acres Maintained (excluding non-parklands)	Maintenance Costs/Acre
$534,300	$200,000	$334,300	90.52	$3,693

Grants

Over the past five years, the City of Dallas has received a total of $234,000 in grants from the State of Oregon Parks and Recreation Department (OPRD). Because grant funding is highly dependent on a multitude of external factors, future grant funding cannot be projected. However, CPW recommends that the City of Dallas pursue other grant opportunities in addition to those offered by OPRD.

System Development Charges

System Development Charges (SDCs) provide money for park improvements as development occurs within the City of Dallas. For each permitted single dwelling unit (SDU) or equivalent dwelling unit (EDU) for commercial uses, the city receives $2343 per permit.[3] Thus, as development intensifies and demand for parks services increases, funding increases proportionally. Table 8-3 shows total expected SDC revenues from Fiscal Years 2011/12 through 2014/15.

Although, future SDC projections are not represented here, it is assumed that increases in SDC revenues will move slowly, at a rate of approximately 1-2% annually.[4] The most recent SDC methodology was adopted in 1991 and is insufficient in supporting the development of an expanding parks system. It is recommended that the City of Dallas adopts a new SDC methodology that will result in an increase in the Parks SDC rate per EDU, which in turn increase revenues for park and trail capital projects.

Table 8-3 SDC Revenue, FY 11/12-14/15

	FY 11/12	FY 12/13	FY 13/14	FY 14/15
SDC Revenues	$80,000	$50,000	$100,000	$58,059 (as of 03/15)
SDC Beginning Balance	$95,000	$135,000	$125,000	$265,000

Projected Expenditures

Funding requirements are the expenses that the City of Dallas is projected to incur to maintain and expand its parks system in the future. These expenditures include **(1) land acquisition and development of new parklands, (2) parks maintenance, (3) parkland improvements, and (4) capital improvements**.

Parkland improvements are low-budget projects (less than $5,000) that generally encompass removal, replacement of equipment or installation of new small features such as benches and tables, short pathways or connector paths, and trees. Capital improvements are projects that require a larger financial investment (greater than $5,000), create major changes to a park's functionality, and may require upgrading of infrastructure. Examples of capital improvement projects include new or upgraded restrooms, upgrading or installation of longer trail systems, and picnic shelters.

Table 8-4 shows the projected funding requirements for the five-year period in 2015 dollars as well as projections based on populations of 20,000 and 30,000 residents. The five-year population projection is based on an assumed annual population growth of 2%.[5] The sections below provide more detail on each expenditure category.

Land acquisition costs in Table 8-4 reflect land values if the City were to purchase residential properties. However, other mechanisms, such as In-Lieu land donations and conservation easements, may be used by the City in place of land purchase would reduce the expenditures incurred by the City as the parks system expands. See "Additional Funding Tools" below for a discussion of other parkland expansion and funding tools.

Table 8-4 Five-Year (FY 14/15-18/19) and Twenty-Year (FY 14/15-2033/34) Expenditures

	Expenditures		
Expenditure Categories	**5-year population projection of 16,651**	**Population 20,000 Projection**	**Population 30,000 Projection**
Land Acquisition	$633,750	$1,755,000	$5,565,000
New Park Development	$3,427,500	$9,920,000	$31,050,000
Maintenance	$1,920,360	$4,616,250	$13,811,820
Parkland Improvements	$30,789	$61,577	$246,308
Capital Improvements	$5,257,718	$10,515,436	$42,061,745
TOTAL	**$11,270,117**	**$26,806,686**	**$92,488,565**

Land Acquisition and New Parkland Development

As Dallas continues to expand its park system funds will need to be dedicated to acquire and develop new parkland to support its growing population. Table 8-5 shows the amount of parkland needed to reach the Parks Board's recommended service standard as the population of Dallas grows and the approximate costs for land acquisition projected in 2015 dollars.

Land acquisition costs in Table 8-5 reflect land values assuming the City were to purchase outright all new parks sites. However, other mechanisms, such as In-Lieu land donations and conservation easements, may be used by the City in place of land purchase, which will reduce the expenditures incurred by the City as the parks system expands. See "Additional Funding Tools" below for a discussion of other parkland expansion and funding tools.

Development costs in the table below reflect an assumption that park units will be fully developed in accordance with the parks classifications and design guidelines presented in Chapters 2 and 6. It should be noted that the City does not need to fully develop parks site at the time that they have been added to the parks system. A lag between addition to the parks system and development would be helpful in the process of acquiring funds to develop the new parkland. This may mean that parkland acquired by the year 2020 may not be fully developed until 2025. Likewise, phasing the development of new parks is also a strategy that could help to scale the funding of park development to amount of revenues available. For instance, a new park may initially only have lawns, upper canopy trees, furnishings, and paths implemented in year one to be followed up later by more expensive capital costs such as play equipment, sports courts, and restroom structures.

Table 8-5 Estimated Land Acquisition and Development Costs

Classification	Recommended acres added to park system at 5-year population projection of 16,651	Land Acquisition Costs*	Development Costs	Recommended acres added to park system at population 20,000	Annual Maintenance Costs	Land Acquisition Costs*	Development Costs	Recommended acres added to park system at population 30,000	Land Acquisition Costs*	Development Costs
Pocket Parks	0.75	$33,750	$187,500	1	$25,050	$45,000	$250,000	4	$180,000	$1,000,000
Urban Plaza Parks	0	$0	$0	1	$5,000	$45,000	$250,000	3	$135,000	$750,000
Neighborhood Parks	12	$540,000	$3,000,000	15	$177,150	$675,000	$3,750,000	40	$1,800,000	$10,000,000
Community Parks	0	$0	$0	9	$315,840	$405,000	$3,150,000	30	$1,350,000	$10,500,000
Nature Parks	0	$0	$0	9	$97,800	$405,000	$1,800,000	20	$900,000	$4,000,000
Trails (in miles)**	0.5	$60,000	$240,000	1.5	$46,560	$180,000	$720,000	10	$1,200,000	$4,800,000
TOTAL EXPENDITURES		**$633,750**	**$3,427,500**			**$1,755,000**	**$9,920,000**		**$5,565,000**	**$31,050,000**

**Land acquisition costs are based on an average land value of $45,000/acre.[6] Development costs are based on an estimate of $250,000/acre for Pocket, Urban Plaza, and Neighborhood Parks, $350,000/acre for Community Parks, and $200,000/acre for Nature Parks.[7]*

***Estimates for trails land acquisition costs assume 4 acres of parkland are needed to support each linear mile of trail.*

Maintenance

As the park system grows, the cost of maintaining Dallas's parks will continue to grow. Table 8-6 estimates Dallas's annual maintenance costs corresponding to growth in Dallas's population and park system acreage in 2015 dollars. "Total acres" in this table reflects an LOS of 6.25 acres/1,000 residents. Estimates assume the maintenance costs per acre remain steady with current maintenance costs of $3,693/acre. Parks and trails system operations and administration are included in the maintenance category.

Table 8-6 Estimated Annual Maintenance Costs

Total acres at 5-year projection of 16,651	Annual Maintenance Costs	Total acres at population 20,000	Annual Maintenance Costs	Total acres at population 25,000	Annual Maintenance Costs	Total acres at population 30,000	Annual Maintenance Costs
104	**$384,072**	125	**$461,625**	156	**$576,264**	187	**$690,591**

Parkland Improvements

Parkland improvements are specific low-budget projects (less than $5,000) that are included in the maintenance budget. These project needs should be re-evaluated and updated on an annual basis to track completion and for additions to the project list and budget. Table 8-7 shows parks improvements proposed for the five-year period. All estimated costs include labor. A total of $30,788.55 in parks improvements are proposed. Fees included for parks improvement budgets cover any fees that may arise in relation to permitting or compliance for a project, such as environmental evaluations or permitting from an external agency. Contingency costs are built into project costs to account for previously unanticipated issues or events such as a significant rise in materials costs due to material shortages or the damage to infrastructure during construction.

Table 8-7 Parks Improvements, FY 14/15-18/19

Program Element	Quantity	Unit	Cost/Unit*	Total
Birch Park				
B-1: Tree removal	1	Each	$900.00	$900.00
B-2: Evergreen trees	5	Each	$150.00	$750.00
			Subtotal	**$1,650.00**
Central Bark				
CB-2: Deciduous trees	12	Each	$250.00	$3,000.00
CB-3: Water fountain	1	Each	$5,000.00	$5,000.00
CB-5: Picnic tables	3	Each	$1,500.00	$4,500.00
CB-6: Fixed Benches	4	Each	$1,000.00	$4,000.00
CB-7: Dog Park-specific furnishings	-	-		
Doggie Crawl	2	Each	$900.00	$1,800.00
Stepping Paws	1	Each	$925.00	$925.00
Weave Posts	1	Each	$725.00	$725.00
Hoop Jump	1	Each	$550.00	$550.00
			Subtotal	**$20,500.00**
Walnut Park				
W-1: Walking trail (bark chip)	2250	Sq ft.	$0.74	$1,665.00
W-2: Park Identification signage	1	Each	$500.00	$500.00
W-3: Benches	2	Each	$1,000.00	$2,000.00
			Subtotal	**$4,165.00**
			SUBTOTAL	**$26,315.00**
			Add 15% Contingency	$3,947.25
			Add 2% Fees	$526.30
			TOTAL	**$30,788.55**

Capital Improvements

Capital improvements are projects that require a larger financial investment (greater than $5,000) that are expected to have a useful life greater than three years that have been recommended for a five-year planning horizon. The following matrices shows parks improvements proposed for implementation in the five-year period. Table 8-8 includes capital improvements for Dallas City Park, Roger Jordan Community Park, Gala Park, Central Bark, Birch Park, and the Rickreall Creek Trail System. Table 8-9 includes costs for the Kingsborough Park Redesign. All estimated costs include labor. A total of $5,257,718 of capital improvements is proposed. With SDCs as the primary funding source for capital improvement projects, it should be noted that at the current rate, SDCs will not be sufficient to support the proposed schedule of capital improvements for the five-year planning horizon.

Fees included for parks improvement budgets cover any fees that may arise in relation to permitting or compliance for a project, such as environmental evaluations or permitting from an external agency. Contingency costs are built into project costs to account for previously unanticipated issues or events such as a significant rise in materials costs due to material shortages or the damage to infrastructure during construction.

Table 8-8 Capital Improvements FY14/15-18/19

Program Element	Quantity	Unit	Cost/Unit*	Total
Dallas City Park				
DC-1: Remodel or replace bathrooms	**1**	**Each**	$75,000.00	$75,000.00
DC-2: Repave parking areas	**1**	**Each**	$300,000.00	$300,000.00
DC-3: Resurface or replace existing walking paths	**1**	**Each**	$50,000.00	$50,000.00
DC-4: New play equipment in southern portions of the park	**2**	**Each**	$50,000.00	$100,000.00
DC-5: Irrigation system upgrades	**1**	**Each**	$50,000.00	$50,000.00
			Subtotal	***$575,000.00***
Roger Jordan Community Park				
RJ-1: Construct a large picnic structure or structures to accommodate (40 users)	**1**	**Each**	$50,000.00	$50,000.00
RJ-2: Resurface concrete sports courts	**1**	**Each**	$50,000.00	$50,000.00
			Subtotal	***$100,000.00***
Gala Park				
G-1: Design services	**1**	**Each**	$20,000.00	$20,000.00
G-3: Construction costs	**1**	**Each**	$200,000.00	$200,000.00
			Subtotal	***$220,000.00***
Rickreall Creek Trail System				
RCTS-1: Central Bark Section buildout	**1**	**Each**	**$500,000.00**	$500,000.00
			Subtotal	***$500,000.00***
Birch Park				
B-3: Picnic shelter (12 users)	**1**	**Each**	$10,000.00	$10,000.00
			Subtotal	***$10,000.00***
Central Bark				
CB-1: Picnic shelter (6 users)	1	**Each**	$8,000.00	$8,000.00
			Subtotal	***$8,000.00***
			SUBTOTAL	**$1,395,000.00**
			Add 15% Contingency	$209,250.00
			Add 2% Fees	$27,900.00
			TOTAL	**$1,632,150.00**

Table 8-9 Kingsborough Park Improvements

Program Element	Quantity	Unit	Cost/Unit*	Total
Structures				
Picnic shelter	1	Each	$60,000.00	$60,000.00
Shade sail structure	1	Each	$50,000.00	$50,000.00
Play area expansion	1	Each	$100,000.00	$100,000.00
Restroom	1	Each	$153,000.00	$153,000.00
Boardwalk	130	L.F.	$375.00	$48,750.00
Bridge replacement	1	Each	$75,000.00	$75,000.00
Paving				
47 angled parking spaces	7,614	Sq. Ft.	$1.15	$8,756.10
Optional plaza (brick pavers or similar)	3,000	Sq. Ft.	$15.60	$46,800.00
Curb flow-through planters (bumpouts)	180	Sq. Ft.	$2,000.00	$360,000.00
Paved paths (concrete)	10,400	Sq. Ft.	$4.28	$44,512.00
Unpaved paths (crushed granite chips or similar)	4,000	Sq. Ft.	$0.74	$2,960.00
Earthwork				
Earth moving / regrading / field berm	60,000	C.Y.	$15.90	$954,000.00
Athletic Fields				
Soccer field (includes goals/equipment)	2	Each	$200,000.00	$400,000.00
Vegetation				
Deciduous trees	126	Each	$250.00	$31,500.00
Evergreen trees	60	Each	$150.00	$9,000.00
Deciduous shrubs	200	Each	$20.00	$4,000.00
Meadow planting (perennials)	300	Each	$20.00	$6,000.00
Grass seed	140,000	Sq. Ft.	$0.10	$14,000.00
Signage				
Miss signage	2	Each	$1,000.00	$2,000.00
Site Furnishings				
Fixed Benches	10	Each	$1,000.00	$10,000.00
Picnic tables	10	Each	$1,500.00	$15,000.00
Bike racks	10	Each	$250.00	$2,500.00
Fitness station equipment (4 stations, includes ground surface)	1	Each	$7,000.00	$7,000.00
Utilities				
Relocate water main	400	Lin. FT	$1,000.00	$400,000.00
Irrigation System	1	Each	$50,000.00	$50,000.00
			SUBTOTAL	**$2,854,778.10**
			Add 10% Design/Engineering	$285,477.81
			Add 15% Contingency	$428,216.72
			Add 2% Fees	$57,095.56
			TOTAL	**$3,625,568.19**

Unit Cost Assumptions

As Dallas's population grows and the parks system expands additional funds above the current revenue trends will need to be amassed by the City to support both maintenance of existing facilities and acquisition and development of new parks. While the exact design for each additional park unit cannot be projected, assumptions as to the costs of specific types of improvements can be used to help determine the level of development that is fiscally responsible for new park units. Table 8-10 shows assumptions regarding the costs to develop common park system improvements in 2015 dollars.

*Table 8-10 Cost Assumptions for Capital Improvements**

Unit Cost Assumptions	Cost	Unit
Baseball/Softball field	$86,000.00	Each
Basketball Court	$37,500.00	each
Bench	$1,000.00	each
Bleachers (30 person aluminum)	$2,700.00	each
Drinking fountain (free standing)	$3,800.00	each
Drinking fountain (wall mounted at restroom)	$1,600.00	each
Land value	$45,000.00	acre
Lawn	$80,000.00	acre
Native grasses	$10,700.00	acre
Parks signage	$5,400.00	per park
Paved Multi-Purpose Trails	$480,000.00	mile
Playground structure with safety ground surfacing	$50,000.00	each
Picnic table fixed on pad	$1,500.00	each
Small Pavilion/Picnic Shelter	$8,000-$15,000	each
Large Pavilion/Picnic Shelter	$50,000-$100,000	each
Restroom	$150,000-$250,000	each
Soft-surface multi-use trail	$27,000.00	mile
Swing set with safety ground surfacing	$12,900.00	each
Soccer/Football field goals	$3,800.00	each
Tennis court	$107,000.00	each
Trash receptables	$375.00	each
Trees (evergreen)	$16,000.00	each
Trees (deciduous)	$250.00	each
Volleyball court (sand)	$16,000.00	each
Walking path	$184,000.00	mile

**Unit cost assumptions should be used for budgetary purposes only and not for construction cost estimating.*

Additional Funding Tools

This section presents potential funding tools available to the City for park system improvement and maintenance. It is organized into the three primary functions of the parks department: operations and maintenance, community–to-park accessibility, and capital improvement projects. This information was gathered through a case study review of other cities' Park Master Plans within the State of Oregon – such as Sweet Home, Brookings, and Grants Pass – as well as professional knowledge of parks planning and internet research. City of Dallas staff and the local Parks Board will need to work together to develop the most appropriate funding strategy for the community's park system given the current fiscal environment and other influencing community factors.

Park Dedication in Lieu of Fees

Dallas may explore offering developers the option of offering land developers the option of dedicating park land to the parks system in lieu of system development charges. This tool may also be referred to as "Public Dedication. This tool "is based on the concept of impact fees: Development creates increased demand for municipal services or facilities. Requiring the developer to provide amenities or funding for expanded or enhanced public amenities is an efficient and equitable way to offset some of the impacts of a new development." This tool offers guaranteed land for the parks system expansion in step with land development trends and also helps to relieve the pressure of new development on the parks system. This tool is best utilized when coupled with strong outreach efforts to land developers.[8] To apply this tool, Dallas should adopt this tool as ordinance in the City's development code and in the City's comprehensive plan update. The ordinance should include specific criteria, such as the criteria presented in the scoring tool presented in Chapter 7, to ensure that in-lieu land dedications are appropriate for park development. The City should use the parkland-scoring tool presented in Chapter 7 to determine whether land offered by developers should be accepted as an in-lieu dedication.

Utility Fees

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 each residence's utility bill 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.

User Fees

User fees may be collected from individuals for facility rental as the park system. The City currently rents pavilions and picnic structures in Dallas City Park to groups in the community. As the park system expands and new facilities are built this reservation and program could expand. Parking fees could potentially be associated 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. This program could potentially be expanded to include ballfields maintained by the City and used by private organized sports leagues. 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.

Sponsorship

Sponsorship is a funding mechanism used to offset operations and maintenance costs for parks systems. The City of Dallas currently hosts an "Adopt-A-Park" program, which helps to provide volunteer labor for the parks system. The City or local Parks Board may increase solicitation of sponsors (either individuals, private groups, or businesses) who are willing to contribute revenues to pay for advertising, signage, naming rights, park infrastructure, or special events or programs.

Tax Levy

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

Forming a local improvement district or parks and recreation district are common funding tools for a park system. Both types of designated districts establish a tax on real property within a specified area to off-set all or part of the costs of a public revitalization or development initiative. This provides a long-term and stable revenue stream to be used for either maintenance or capital improvements to local parks. Parks and recreation districts establish a set rate, or tax, on local residents to support the park system, in a local improvement district, rates are apportioned according to the estimated benefit that will accrue for each property.[9] Bonds are then sold for the amount of the improvement or special project.

These tools present an opportunity for local residents to invest in their neighborhoods and support projects and initiatives they have identified as a priority. Funding is generated from a tax levy on real property within a specified area. 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.

General Fund

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. Use of the general fund may not be the most appropriate revenue structure because the general fund has competing priorities with essential City services. A more appropriate structure may be to create a more self-sustaining park system with expenditures stemming from this funding tool. The general fund may potentially be used to offset administrative, liability, or fleet operation expenditures of the park systems rather than capital improvement projects or park systems maintenance.

Donations, Contributions, & Volunteer Support

Donations of labor, cash, land, or park infrastructure (such as benches, trees, or playground equipment) can be used for specific projects. Examples of donations from community members for capital improvement projects could include an annual tree planting day sponsored by a local organization, property donation to the City, a fundraiser drive, or "legacy planning" through individual estates. This funding tool is well suited for capital improvement projects because it provides a tangible enhancement to the local park system to which donors or participants can feel connected.

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.[10]

In addition to offsetting park expenditures, donations and contributions provide a platform for the local community to engage with and take pride in their park system. The drawbacks of donations and contributions include considerable time and effort needed by City staff to organize and promote opportunities and participation is often unpredictable and irregular.

Public, Organizational or Government Grants

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. This funding tool is best used for projects that have a set goal(s) or tangible improvement. On-going administrative functions, maintenance, and strategic planning 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 do substantial outreach 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, natural resource conservation and water quality, public safety, and tree planting.

Land Trusts & Easements

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 acquired by the City or partnering organization through a donation, estate will, reduced priced sell, or exchange. Private property owners can acquire easements. Easements may be an especially attractive tool for accessibility projects and initiatives that aim to connect parks and natural areas throughout the city that 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 the City of Dallas's park system, the City or local Parks Board may want to partner with a nearby conservancy group for advising or management assistance.

Wetland Mitigation Banking

Wetland mitigation banking is a planning and funding tool used to protect, restore, and enhance critical conservation areas, including wetlands, streams, and sensitive habitat areas. It should not be considered for a manicured or highly maintained park, but rather for natural areas where development is unlikely. Wetland mitigation banking aims to consolidate small fragmented mitigation projects into larger contiguous sites. A mitigation banker (in this case the City of Dallas) would undertake a design and compliance process to preserve a conservation area under its jurisdiction. Once the process is complete, the banker can acquire "credits" or payments from private developers for certain applicable projects. Developers buy credits from the City when they wish to improve a property for commercial purposes that would impact a wetland, stream or habitat area on that property. In theory the loss of a small wetland, stream or habitat area on the developer's property would be compensated with the preservation of a larger conservation area on the City's property. Wetland mitigation banking has a significant amount of compliance and a steep learning curve; however, this tool has continued to grow in popularity and can be used to offset management costs for natural and open spaces that meet specified requirements.[11]

Wetland mitigation banking should not be considered a short-term strategy, as it takes substantial commitment and upfront investment from a city. During the first five years or initial phase, the City would be required to fund management plans and any necessary retainers. They also must work with federal land agencies, such as the Army Corps of Engineers, and subject matter experts for planning purposes. After the first five years, the local wetland mitigation banking program typically enters into a maintenance phase with substantially less operating and management costs. In order for the City of Dallas to be approved for wetland mitigation banking they must meet certain criteria, such as (1) owning a site that is conducive and appropriate for wetland mitigation (i.e. vegetation, hydrology, and soil types), (2) having necessary up front capital and commitment, and (3) access to necessary resources (i.e. subject matter expertise and earth-moving equipment). According to the City of Roseburg, which currently uses wetland mitigation banking, there is a potential for the initiative to be profitable once it enters the maintenance phase. An established 15 acre wetland area under their jurisdiction costs the City roughly $5,000 to maintain annually; whereas conservation credits are being sold for $85,000 – 100,000 per acre.[12] Furthermore, the City of Roseburg has experienced a relatively high demand for conservation credits, making this funding tool a reliable source of revenue. Today, there are only a limited number of local jurisdictions using wetland mitigation banking. The demand for conservation credits from developers is higher than what is currently available through supply.[13]

Conclusions

In order for the City of Dallas to achieve the expectations and goals laid out in the Parks Master Plan, the City will need to develop and implement a diverse funding strategy, with an increasing large revenue stream. This chapter has presented past revenues and expenditures, projected expenditures, and common funding tools that align with the City of Dallas's parks department primary functions – operations and maintenance, community-to-park accessibility, and capital improvements. A significant funding shortfall is expected if the parks system is to expand as recommended in this plan while revenue trends remain consistent. A first step is revising the City's Parks SDC methodology to support the rapid park system expansion needed to support Dallas's growing community.

The City and the Parks Advisory Board will need to work collaboratively to develop a funding strategy using the tools they feel are most appropriate for their local community and that create a self-sustaining revenue source. Aside from the monetary contribution, it is important to consider the following when examining 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.

The 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. In addition to considering funding sources and support, 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.

1 University of Oregon. Dept. of Planning, Public Policy and Management. Community Planning Workshop Monmouth (Or.). Monmouth : Parks system master plan. Monmouth: Parks System Master Plan. City of Monmouth (Or.), n.d. http://www.ci.monmouth.or.us/index.asp?Type=B_BASIC&SEC=%7B60CE0B63-2B57-4523-A136-77D09BA9BAB6%7D.

2 Source: City of Dallas, Oregon

3 Source: City of Dallas, Oregon

4 Foggin, Ron. Personal Interview. Dallas City Hall, Dallas, Or.March 17, 2015.

5 Foggin, Ron. Email Correspondence. April 3, 2015.

6 Source: Jason Locke, City of Dallas Community Development Director, citing Polk County Assessor's office.

7 MIG, Inc. City of Grants Pass Comprehensive Parks and Recreation Master Plan. Grants Pass, Or, 2010.

8 "Public Dedication of Land and Fees-in-Lieu for Parks and Recreation." ConservationTools.org. Accessed March 23, 2015. http://conservationtools.org/guides/show/17-Public-Dedication-of-Land-and-Fees-in-Lieu-for-Parks-and-Recreation#ixzz3VGMxfJsa.

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

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

11 For more information on wetland mitigation banking visit www.mitigationbanking.org or read "Wetland Mitigation Banking Guidebook for Oregon" (2000) found at http://www.oregon.gov/DSL/PERMITS/Pages/mit_guidebook_intro.aspx.

12 Pope, Tracy, interview by Jennifer Self. Parks Director, City of Roseburg (December 2014).

13 Ibid.