



City of Canby

**System Development Charge Update:
*Parks Project List Discussion***

Todd Chase & Tim Wood, FCS

February 18, 2026



SDCs as % of New Home Sales Price

Comparison of SDCs per Single Family Home, 2026 estimate

Jurisdiction	TSDC/ TDT		Total SDC Fees	Median New Home Sales Price	Fees / Home Price (%)
	Fee	Other SDCs			
Canby Existing	\$4,096	\$21,827	\$25,923	\$685,000	3.8%
Canby New DRAFT Yr 1 (w/3 Yr Phase-in)	\$9,243	\$26,464	\$35,708	\$685,000	5.2%
City of Hillsboro (excl. SoHi and WHVS)	\$12,433	\$28,512	\$40,945	\$689,000	5.9%
Wilsonville - Frog Pond**	\$16,099	\$46,791	\$62,890	\$856,000	7.3%
North Bethany*	\$21,081	\$37,408	\$58,490	\$751,000	7.8%
Tigard - River Terrace*	\$24,680	\$27,990	\$52,670	\$672,000	7.8%
Beaverton - South Cooper Mountain*	\$19,537	\$34,524	\$54,061	\$686,000	7.9%
Hillsboro - South Hillsboro (Area 1)*	\$16,880	\$31,929	\$48,809	\$603,000	8.1%
Canby New DRAFT Max	\$19,537	\$36,574	\$56,111	\$685,000	8.2%



Sensitivity Analysis indicates max ratio at about 8%



Reducing the draft Canby Parks Project List will bring down the Max % below 8%

Source: FCS survey of charges and random survey of homes sold over past 3 years as of Feb. 2026 (Zillow.com)

*Includes TDT rates, but excludes County Service District and Metro construction excise tax charges (if applicable).

** SDCs also include special assessment charge for Frog Pond West.

Parks, Trails and Natural Areas



DRAFT Parks Project List, 20-year plan

A Fiscally
Constrained Parks
Project List is
Recommended

SDC Eligibility % based on resulting level
of service (acres per 1,000 pop)



ID #	Project Name	Park Category	Relative Priority*	Category	Acres (New)	Cost Est.	SDC Eligibility Share %	SDC Eligibility Share \$	Bathroom Stalls Added
1	Sports/Rec. Center Land Acquisition	Community Park	High	Aquatic/Rec Center	32	\$20,500,000	36.0%	\$7,385,000	TBD
2	Aquatic Center (New)	Community Park	High	Aquatic/Rec Center	3	\$45,000,000	36.0%	\$16,212,000	TBD
3	Honda Pits Action Sports Park	Community Park	High	Park Development	8.87	\$6,000,000	36.0%	\$2,162,000	2
4	Athletic Complex/Rec Center	Community Park	High	Aquatic/Rec Center		\$50,000,000	36.0%	\$18,013,000	TBD
5	Maple Street Park	Community Park	High	Adding Facilities		\$900,000	36.0%	\$324,000	6
6	Wait Park Improvements	Community Park	High	Adding Facilities		\$9,000,000	36.0%	\$3,242,000	4
7	Other Aquatic Center Improvements	Community Park	High	Adding Facilities		\$1,250,000	36.0%	\$450,000	TBD
8	Canby School District Property Use	Community Park	Medium	Land Acquisition	15	\$5,900,000	36.0%	\$2,126,000	TBD
9	Community (River) Park Improvements	Community Park	Medium	Adding Facilities		\$2,000,000	36.0%	\$721,000	TBD
10	Former Adult Center	Community Park	Low	Land Acquisition	2.7	\$3,600,000	36.0%	\$1,297,000	TBD
				Subtotal		\$144,150,000	36.0%	\$51,932,000	
11	Auburn Farms Neighborhood Park	Neighborhood Park	High	Park Development	2.33	\$3,000,000	88.5%	\$2,655,000	2
12	Ivy Ridge Estates Neighborhood Park	Neighborhood Park	High	Park Development	1.5	\$2,000,000	88.5%	\$1,770,000	TBD
13	Walnut Street Off-Leash Dog Park	Neighborhood Park	High	Park Development	1.5	\$1,000,000	88.5%	\$885,000	2
				Subtotal		\$6,000,000	88.5%	\$5,310,000	
14	Molalla River Canby Utility Property	Natural Areas & O.S.	Medium	Land Acquisition	67	\$1,850,000	35.4%	\$655,000	
15	Logging Road Trail Improvements (in-City)	Natural Areas & O.S.	Medium	Land Acquisition	10	\$4,000,000	35.4%	\$1,416,000	
16	Logging Road Trail Improvements (in-City)	Natural Areas & O.S.	Medium	Adding Facilities		\$1,500,000	35.4%	\$531,000	2
17	Redwood Landing Improvements	Natural Areas & O.S.	Medium	Adding Facilities		\$350,000	35.4%	\$124,000	
				Subtotal		\$7,700,000	35.4%	\$2,726,000	
18	Emerald Necklace ROW Acquisition	Trails	Medium	ROW Acquisition	20	\$8,000,000	45.1%	\$3,607,000	
19	Ivy Street Ped Bridge	Trails	Low	Trail Development	1	\$2,000,000	45.1%	\$902,000	
				Subtotal		\$10,000,000	45.1%	\$4,509,000	
				TOTAL	164.9	\$167,850,000	38.4%	\$64,477,000	18

* relative priority reflects Canby Parks Committee input as of 7/1/2025.

Discussion of Parks Project List



Summary of Prelim. Draft Max SDC Calcs

HOUSING TYPE	Floor Area (Sq. ft.)		Residents Per Dwelling*	DRAFT FY 2026-27 Max SDCs Scaled by Home Size				Subtotal	Water**	Total
	Min	Max		Sanitary Sewer	Storm-water	Transportation	Parks			
ADUs,	300	500	1.54	\$2,453	\$196	\$11,053	\$13,752	\$27,454	\$ -	\$27,454
Apts/. Condos	501	1,000	2.02	\$3,224	\$258	\$14,529	\$18,078	\$36,089	\$11,230	\$47,319
Cottages & Mfg.	1,001	1,500	2.31	\$3,676	\$294	\$16,563	\$20,608	\$41,141	\$11,230	\$52,371
Standard DUs	1,501	2,000	2.51	\$3,996	\$320	\$18,006	\$22,404	\$44,725	\$11,230	\$55,955
Large Homes	2,001	2,500 +	2.66	\$4,184	\$335	\$18,853	\$23,458	\$46,830	\$11,230	\$58,060

Green = SDCs for typical size "cottage homes."

Yellow = The maximum SDCs for single family detached homes.

* based on logarithmic equation

** not scaled by home size

Source: derived from prior tables.

Five dwelling unit size cohorts are recommended to promote equity and ease of administration



Summary of Draft SDCs with Phase-In

- Assumes 3-year phase-in for parks and transportation
- Example below excludes water SDCs

Canby SDC Phase-In Example for Transportation & Parks				
	<i>Current Rate</i>	Phase-In Schedule		
		Yr. 1	Yr. 2	Yr. 3
		50%	75%	100%
Sanitary Sewer	\$3,816	\$4,184	\$4,184	\$4,184
Storm	\$332	\$335	\$335	\$335
Parks	\$7,784	\$15,621	\$19,540	\$23,458
Transportation	\$4,612	\$11,733	\$15,293	\$18,853
Total	\$16,544	\$31,872	\$39,351	\$46,830
TSDC Rate per SFR Sq.Ft.*	\$7.83	\$15.09	\$18.63	\$22.17
<i>year-over-year change</i>		93%	23%	19%

* assumes avg. Canby home size:

2,112 sq.ft.

Discussion and Next Steps



Council Confirmation Re: SDC Methodology

- SDCs to be scaled by residential home size (5 Cohorts)
- One Citywide SDC district rate (applies to future annexations)
- SDC phase-in over 3 or 5 years (for transportation and parks)
- SDC waivers or discounts for ADUs and deed-restricted affordable housing (can be rolled into policy recommendation with SDC adoption or as separate Resolution)
- Long-Range Project Lists OK (transportation, sewer, storm)
- Parks Project list to be refined based on council input at Feb. 18 work session (please consider top 3 priorities)
- Other?



Steps Leading to Revised SDCs

- Council Input needed tonight to guide Draft SDC Methodology Report
- DRAFT SDC Methodology Report with Capital Project Lists (March 6)
- 1st Adoption Hearing (May 6)
- Input from Stakeholders: (ongoing until final hearing)
- Long-Range Project Lists & SDC Methodology Refinement (allowed up to final adoption)
- New Charges can go into effect upon adoption or July 1, 2026

Discussion & Questions?

www.fcsgroup.com





COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

CITY OF CANBY, OR

AUGUST 2022



Acknowledgements

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Executive Summary

A. Purpose of This Plan

The City of Canby operates parks, facilities, and limited recreation services to the Canby community. Park services are overseen by the director of public works under a council/manager form of governance.

This Comprehensive Parks and Recreation Master Plan and System Development Charges (SDC) Methodology Update will serve to chart a new course for parks and recreation services in the city. Currently, the city does not have a formal parks and recreation program or department or employ a professional parks and recreation administrator.

The last time the city adopted a master plan for parks and recreation services was 2002, so this plan presents a significant update to the previous plan. This plan, along with a series of other work documents referenced within, provide a framework for future planning efforts, and will act as a road map, guiding the city over the next five years and beyond. Since 2010, the City has experienced a demographic shift as youth 19 and under have declined from 31.2% to 26.7% of Canby's population. Those 55+ have grown from 25.2% to 30.8%. The age groups that are experiencing the highest growth are those in their 20s and those between the ages of 55 to 79 years old.

B. Planning Process Summary

Development of the Comprehensive Parks and Recreation Master Plan and SDC Methodology Update was accomplished by a team of staff, community members, and the consulting team. Assisting BerryDunn was the team from RRC Associates. The plan blends consultant expertise with the local knowledge of staff, community members, appointed and elected city officials, and stakeholders.

The development of this plan included the following tasks:

- Document collection and review
- Demographics and trends analysis
- Community engagement
- Organizational, financial, and recreation programming analysis
- Maintenance and operations analysis
- Facility inventory and Level of Service (LOS) analysis
- Potential funding opportunities
- An updated system development charge methodology
- Recommendations: goals, objectives, an action plan, and a capital improvement plan

Figure 1: Key Elements of the Master Planning Process



C. Public Engagement

The planning process was based almost entirely on community member input that included stakeholder interviews, focus group meetings, public forums, and statistically valid and open-link surveys. Over 1,100 community members provided input or completed the statistically valid and open-link surveys.

Focus group meetings, stakeholder interviews, city staff interviews and the public forum

To gather information pertinent to the comprehensive master plan, the City of Canby leadership and staff, key stakeholders, and community members were interviewed in July 2021 followed by a public forum, also in July. The goal of these sessions was to guide the development of the parks and recreation needs assessment survey and collect input on the needs and desires of community members. Participant contacts and meetings included:

- Stakeholders who included elected city council members, Parks and Recreation Advisory Board leadership, and members of the city’s executive leadership team (18)

Stakeholder interviews were conducted that included elected members of the city council, the city administrator, and the Parks and Recreation Advisory Board. Each meeting included one to three stakeholders. Nine stakeholders were interviewed and, in total, 18 individuals were interviewed.

- Focus group participants who included community members, sports providers, civic group leadership, educators, and members of Canby’s business community (38)

These meetings were by invitation, and intended to solicit broad-based perspectives. Each meeting was approximately 60 to 90 minutes long and a series of questions were facilitated by BerryDunn to help ensure that adequate input was received from all attendees. The participants included leaders of nonprofit groups, sport providers, civic groups, education representatives, teens, and seniors.

- City staff (06)

City staff provided invaluable input for the master plan. During the process, individual members of city departments worked closely with the consultants to develop service assessments included in the plan.

- Public Forum (30)

City of Canby community members attending the public forum.

D. Key Issues Summary

The collective master planning process identified the following top five desires and needs related to parks and recreation:

Needs

1. Encourage and support the Canby Area Parks and Recreation District (CAPRD – an independent Oregon Special District that is not part of the city) to establish a formal tax rate which may require altering the district’s boundaries, requiring a vote of district community members
2. Establish a formal parks and recreation department, by developing a recreation program and hiring a professional parks and recreation administrator
3. Enhance communication that will occur if a new department is formed
4. Complete a Department of Justice-required Americans with Disabilities Act (ADA) transition plan
5. Establish a greater focus on diversity, equity, and inclusion (DEI)

Desires

1. Complete a master plan for Wait Park with subsequent renovation
2. Complete a master plan for Community Park with subsequent renovation
3. Enhance and expand to provide an improved and connected trail system
4. Provide enhanced recreation access to the Willamette River
5. Provide enhancements to services offered such as a dog park, update to the swimming center, an inclusive play area, and park maintenance

To develop the goals, objectives, and actions for the master plan, key issues identified from qualitative input (staff, community, and leadership input) and quantitative input (survey, planning documents, and an evaluation of parks and facilities’ LOS) were synthesized and prioritized. A visioning workshop with city and department leadership was held to assist in clarifying and prioritizing the issues below.

The consultants, staff, leadership, and community members considered the input and findings, resulting in identification of key issues that were presented in a series of meetings with staff, key stakeholders, and the public. The key issues formed the basis for potential recommendations and are organized by categories. The key issues are rooted in community member input and are in **Appendix A.**

Organizational Effectiveness

- The city's residential growth demonstrates a clear need for an independent parks and recreation department with an efficient organizational structure
- There is significant room for improvement in marketing and communication about parks and recreation facilities and services
- The highly functioning Parks and Recreation Advisory Board may benefit from additional support
- Staff positions to support parks and recreation are deficient (up to five full-time equivalents [FTEs])

LOS for Parks, Trails, and Facilities

- The city does not have sufficient rectangle or diamond athletic facilities to host tournaments and activities/leagues
- Among all city recreational opportunities, needs for athletic fields and courts are least met¹
- The city relies on schools to supplement LOS for sports fields
- As population grows, the park system will need major investments to add components and amenities such as basketball courts, community gardens, diamond and rectangle fields, tennis courts, dog parks, and another skate park
- Some children aged 14 and under lack walkable access to a park with a playground (17%)
- Trails and walking opportunities are in high demand
- Connected trails and open spaces are the most important parks to residents
- The Traverso property master plan should be adopted.
- The disc golf course has potential to be a regional attraction
- The city needs a dog park to support dog owners
- Locust Street Park is heavily used by the multi-family housing surrounding the park; additional park facilities in the general area may benefit community members

Financial Considerations

- Registered voters in Canby may support the existing maintenance fee and the swim center fee on a permanent basis
- The land dedication and system development charge methodology needs to be corrected to reflect the current LOS and the cost of park development
- A better alignment of capital growth and maintenance resources is needed

¹ The needs assessment survey suggested that needs for athletic facilities and courts were overall being met. While the Adult Center, city parks, trails, and pathways, and other park components were rated higher on a scale of 1 (needs not being met) to 5 (needs very well met) they were not rated as insufficient to meet the community's current needs. The survey asked about needs met for athletic facilities and courts in the City and did not delineate between school or City owned facilities

E. Inventory Assessment and LOS Summary

Canby has 23 developed parks/facilities with 70 components and a number of underdeveloped or undeveloped park spaces. The two indoor facilities, the Canby Adult Center and the Swim Center, are in city-owned facilities located on Canby School District property. Observations based on visits to each park or facility include the following:

- There is a lack of consistent signage across the system for some park signs, trails, and the trails that support biking
- The city lacks a dog park
- The city relies on schools to supplement service, especially in terms of sports fields/courts
- Canby has some options for a future sports complex
- The city should hold to standards for benches, shelters, etc.
- Complete and implement an ADA transition plan and maintain accessibility within parks
- Canby should consider addressing a need for a playground replacement schedule
- Help ensure new development is providing walkable access to a neighborhood park

In addition, there are 22 alternative provider parks and facilities, including another 74 components. These include HOAs, schools, and state or county parks within or adjacent to Canby.

Undeveloped or underdeveloped properties make up over two thirds of parkland owned by the city, and development or improvements to the undeveloped or underdeveloped properties would increase service to a great number of community members. Even so, the properties may be best suited as passive natural and open spaces.

Canby's parks and properties are well distributed across the city. In terms of walkable access, almost three fourths of the city's land area have service that exceeds a target value of components appropriate to the city. Low-scoring areas (22%) have access to some recreation, but not the target level. Over 90% of community members have access to recreation opportunities within a 10-minute walk of their homes.

Combining the LOS with census data, the analysis indicates that parks are generally well placed. While the percentage of underserved residents is low, there are several opportunities to increase the LOS by addressing low-scoring properties. Analysis shows nearly 100% of residents have access to target service levels within 1 mile.

When comparing Canby to other agencies and parks in the dataset, no parks are in the top 100 parks overall, or the top 10% in terms of GRASP® score. Additional findings in these comparisons reveal that Canby is above the average compared to other similar-sized agencies in total locations and parks per capita. However, Canby scores lower in components per location and average park score and components per capita. These scores are directly related to the large number of parks that are currently underdeveloped or minimally developed. Although not the best measure of user experience, the number of acres per 1,000 residents can add perspective. Canby offers approximately 5.4 acres of developed parkland per 1,000 residents, which is below the National Recreation and Parks Association median of 7.7 acres for other similar-sized agencies. An additional 43 acres of developed park space needs to be added to the system to meet that median.

Overall, the system’s playgrounds provide service to over 85% of community children. However, six playgrounds in Canby are located at three parks, which limits access to some children. Better distribution of playgrounds will increase access to children without current walkable access. Canby should also consider adding basketball courts, community gardens, diamond fields, dog parks, rectangular fields, and tennis courts. Improving or adding skateboard opportunities may also be necessary as population grows.

Several of the parks may benefit significantly from an update—Community Park and Wait Park, if reimagined as master planned, may provide significant impacts on Canby residents’ quality of life.

Current LOS

The city offers residents a wide range of park opportunities at over 16 acres of developed and undeveloped parkland per 1,000 population. To maintain the same LOS given an anticipated population growth of 6%, the city will need to add an additional 25 acres of developed parkland (which would still be below what a typical, similar-sized agency may provide). The current standard of parkland per 1,000 residents is 10 acres of developed parkland, and there is no recommendation to change this standard. See **Table 1**.

In addition, capital projects to maintain and enhance the system are anticipated to require an additional investment of \$10 million over the five-year planning horizon.

Table 1: Park Classification Acres

Park Classification	Acres	Acres Per 1,000
Community parks	46	2.42
Neighborhood parks	26	1.37
Mini-parks (pocket)/special use	10.6	.56
Natural areas	90.8	4.79
Undeveloped parkland	139	7.48
Total developed and undeveloped parkland		
	312.4	16.62
Developed Trails Classification	Miles/Acres	Miles of Trails Per 1,000
Linear parks (trails in miles)	5.19	.27
Linear parks (trail acreage)		
	16	.84

The linear trail system is 5.19 miles or .27 miles per 1,000 population. Land that is included on both sides of the center line of the Logging Road is 16 miles or .84 miles per 1,000 population.

Table 2: Park Facilities, Size, and Components

LOCATION	Acres	Aquatics, Spray Pad	Basketball Court	Concessions	Diamond Field	Diamond Field, Practice	Disc Golf	Educational Experience	Event Space	Loop Walk	Natural Area	Open Turf	Passive Node	Pickleball Court	Playground, Local	Public Art	Rectangular Field, Large	Shelter, Large	Shelter, Small	Skate Park	Trail Access Point	Trailhead	Water Access, Developed	Water Access, General	Water, Open	Total Components	Component Diversity
Arneson Garden	1.9							1		1	1														3	100%	
Art Park	0.2											1							1							2	100%
Community River Park	22				1			1		1	1			1				1				1	1	1	9	100%	
Dodds	2.3	Undeveloped																								0	
Eco Park	24									1											1	1				3	100%
Faist Park	0.3											1														1	100%
Fish Eddy Landing	1.7	Undeveloped																								0	
Legacy Park	6			1						1		1	1		2		1	1								8	88%
Locust Street Park	0.9		1											1					2							5	80%
Logging Road Trail	16																				7					7	14%
Maple Street Park	9	1	2	1	2					1		1		1	2			2	1							14	71%
Nineteenth Avenue Loop Natural Area	1.8										1															1	100%
Northwood Park	1.5											1			1											3	100%
Redwood Landing	5										1															1	100%
Skate Park	0.4																			1						1	100%
Three Sisters Ranch Property	37	Undeveloped																								0	
Timber Park	1.2											1														1	100%
Transit	0.5																		1							1	100%
Traverso	98	Undeveloped																								0	
Triangle Park	0.2															1										1	100%
Wait Park	1.7												1		2	1		1								5	80%
Willamette Wayside Natural Area	89						1				1													1		3	100%
Willow Creek Park	6										1	1														2	100%
System Total	328	1	3	2	2	1	1	1	1	3	7	9	2	1	9	2	1	5	6	1	8	1	1	2	1	71	

F. Recommended Goals and Objectives Summary Table

The BerryDunn team and the city identified goals and objectives during the planning process to best meet the community’s needs and desires related to parks, recreational opportunities, facilities, and services.

Goal #1: Create a financially resilient organizational structure to deliver parks and recreation programs and services that position the city for growth	
Objective 1.1	<ul style="list-style-type: none"> • Create a parks and recreation department with an efficient organizational structure
Objective 1.2	<ul style="list-style-type: none"> • Explore opportunities for long-term sustainable funding for parks and recreation
Objective 1.3	<ul style="list-style-type: none"> • Consider staff positions to support parks and recreation as population grows (up to five FTE)
Objective 1.4	<ul style="list-style-type: none"> • Advise and support the CAPRD to assist with funding parks and recreation services
Objective 1.5	<ul style="list-style-type: none"> • Adopt an update to the city’s Parks and Recreation Land Dedication and System Development Fee Methodology
Objective 1.6	<ul style="list-style-type: none"> • Improve and enhance marketing and communication for parks and recreation facilities and services
Goal #2: Enhance and expand healthy recreation opportunities provided by the city and community partners	
Objective 2.1	<ul style="list-style-type: none"> • Explore and offer recreation programs that meet the desires and needs of the Canby community
Objective 2.2	<ul style="list-style-type: none"> • Enhance recreation center and aquatic opportunities for the Canby community
Goal #3: Expand and enhance community member park experiences	
Objective 3.1	<ul style="list-style-type: none"> • Continue to enhance park user experiences
Objective 3.2	<ul style="list-style-type: none"> • Provide high-quality athletic facilities to meet the needs of the growing community
Objective 3.3	<ul style="list-style-type: none"> • Expand and enhance low-scoring components and amenities in parks
Objective 3.4	<ul style="list-style-type: none"> • Expand and enhance connected trails and open spaces
Objective 3.5	<ul style="list-style-type: none"> • Site and open a permanent off-leash dog park
Objective 3.6	<ul style="list-style-type: none"> • Enhance and improve user experience at community parks and natural areas
Goal #4: Provide and enhance access to parks and facilities for all Canby community members	
Objective 4.1	<ul style="list-style-type: none"> • Help ensure current and future programs, facilities, communication, etc. comply with the ADA and are fully inclusive, regardless of ability
Objective 4.2	<ul style="list-style-type: none"> • Provide a heightened focus on diversity, equity, inclusion, and a sense of belonging

Canby Master Plan: Short Term Priorities and Opportunities

The following is a list of short-term priorities and opportunities for improvement that the city can focus on in the next two to three years. Each of these items are described in Section 7 b of the master plan.

1.1.a	Organize new Parks and Recreation department/hire professional administrator	\$200,000
1.1.c	Create a department strategic plan	\$20,000
1.3.a	Three additional parks maintenance positions	\$375,000
2.1.b	Neighborhood events	\$50,000
2.2.a	Long term leases for the adult and swim center	\$0
2.2.b	Upgrade locker rooms at the Swim Center	Based on scope
3.2.b	Athletic complex feasibility study	\$100,000 - \$200,000
3.3.c	See list of short-term improvements by park	Based on scope
3.4.a/3.4.b	Trails master planning	\$40,000
3.5.a	Dog off-leash park	\$1,000,000
3.6.a	Master plan – community park	\$75,000
3.6.c	Master plan – Wait Park	\$75,000
4.1.b	ADA evaluation and transition plan	\$85,000

Arneson Gardens
2000

ARNESON GARDEN PARK
adopted by
Hollywood Video
City of Canby
Adopt-a-Park Program

Arneson Gardens
City of Canby



Section I: The Planning Context and Integrated Planning Efforts

A. The Strategic Framework – A Foundation for Parks and Recreation Services in Canby

The vision for the Comprehensive Parks and Recreation Master Plan and SDC Methodology Update is to provide a five-year guiding document that the city can use as a tool to plan, develop, and maintain safe recreation facilities and programs for the Canby community.

Needs and desires for recreation services continue to evolve in this dynamic community. The city has grown in population by 26% since 2000 and is projected to reach a population of 19,907 by 2026. Along with the population growth, the community is aging. As a percentage of overall population, youth under 19 years old are decreasing while individuals 50 and older are increasing. This doesn't suggest that younger populations are not in need of facilities and services, only that the emphasis may be changing. In fact, Canby's youth population as a percent of total population is greater than the state of Oregon and the United States, overall. Diversity in the city has remained fairly constant over the past two decades with approximately 20% of the community identifying as Hispanic or Latino.

The changing environment suggests that the city requires a new look forward to best meet its recreation and facility needs. The last time the city completed a parks and recreation master plan was in 2002. As in many small communities, the city's Public Works Department oversees park management, and two nonprofit organizations offer aquatics and senior programs in city-owned facilities. Given the changing landscape and increased population, there is now a need for a more consistent and formal parks and recreation system.

The master plan includes achievable strategies and implementation approaches that directly impact community members' quality of life over a five-year term and beyond. This document is intended to be practical, with goals, objectives, and action items that are possible to implement as prioritized into ongoing, short-term, mid-term, and long-term action items.

To serve as the best possible planning tool, parks and recreation master planning should include a process that:

- Provides a framework for orderly and consistent planning
- Provides a framework for acquisition, development, and capital planning
- Recommends efficiencies and improvements for administration of parks and recreation services
- Recommends resources, programs, and facilities that can best contribute to a positive and healthy quality of life for Canby residents

At the outset of the process in June 2021, the city identified five critical success factors used to both guide the planning process and serve as an objective and evaluative tool.

- 1** Adopt a 5 to 10-year master plan that builds on city planning documents to include the city's Comprehensive Plan, Trail System Master Plan, Transportation System Plan, and other planning documents. The master plan will become an element of the Comprehensive Plan and establish the framework for integration into and utilization of other work programs and plans.
- 2** Complete a comprehensive needs analysis to identify current and future recreation and facility needs through public engagement, surveys, demographics, and trends analysis. The process should be inclusive, affording community members adequate opportunity to provide input. The survey should aspire to have a margin of error of +/-5%. The results would be statistically valid citywide and can be analyzed with appropriate sub-groups.
- 3** Identify current conditions at city parks and determine a phased and prioritized capital improvement program, and best management practices for operations.
- 4** Develop a funding strategy for capital and operational needs.
- 5** Complete a System Development Charges Justification Study that identifies potential methodology, fees, and land dedication policy.

Canby History – Understanding and Perspective

The City of Canby continues to grow as a community in the northern Willamette Valley of Oregon. The 4.57 square mile city is the ninth largest city in Clackamas County, less than 30 miles from both Portland and Salem. The city enjoys a rich heritage from tribes of local Indigenous Peoples.

Canby's early historical pioneer, railroad, and agricultural heritage remains evident today as mainstays of the city's charm and culture. Canby was incorporated in 1893, making it the second oldest city in Clackamas County. The city is bordered by the Willamette and Molalla Rivers, providing opportunities for active and passive recreation.

For many years, three covered bridges crossed the Molalla River from Canby and in 1914, local businessmen established a ferry service across the Willamette River. Today, the Canby Ferry remains an iconic and important part of the regional culture.

As the city continues to grow, community members greatly value the city's past and want to help ensure that the parks and recreation system reflects the small-town feel of its agricultural past, a sense of community, and the importance of the Molalla and Willamette Rivers.

B. Past Parks and Recreation Aspirations

The city completed a visioning process in 2013, adopting visions and action items that included parks and recreation. The focused aspirations were:

- Develop multi-purpose trails – complete the Emerald Necklace and look for opportunities for external connections
- Upgrade parks in order to provide expanded recreation opportunities for all ages, abilities, ethnicities, and interests
- Acquire, develop, and connect riverfront access for public recreation
- Continue pursuing options to provide a complex to offer opportunities for recreation/ programs

C. Delivery of Parks and Recreation in Canby

The city manages over 328 acres of public park space made up of five open-space natural areas, two community parks, four neighborhood parks, one linear trail, and 10 pocket/special-use parks. The city owns the Canby Swim Center and the Canby Adult Center, both located on Canby School District property and operated by nonprofit agencies.

The city does not offer a formal recreation program, including enrichment classes, and only a few special events run by city staff as “other duties as assigned.” The events are typically in the downtown area in or near Wait Park and include:

- First Thursday Night Market
- Canby Independence Day Celebration
- Canby’s Big Night Out Street Dance
- Light up the Night (holiday lighting of Wait Park)

Canby is also home to the Canby Rodeo, the Clackamas County Fair, and other local festivals that draw people to Canby from the Portland metropolitan area and beyond.

D. The Planning Process and Methodology

The master plan is built on community needs and desires, identified during an extensive engagement process that included stakeholder and focus group interviews, staff interviews, a needs analysis survey, several public meetings and briefings, and input opportunities with a project steering committee. As a result of the COVID-19 pandemic, some of the engagement was completed virtually using the Zoom digital platform.

The planning process included a strategic kickoff meeting on June 16, 2021, where expectations and critical success factors were discussed with city leadership. The consultants visited the city to tour facilities; inventory and assess parks, park components, and amenities; and facilitate staff and community input opportunities. The consultants also visited the city January 18 and 19, 2022, to present findings to the community and conduct a visioning workshop with staff. See **Figure 2**.

Figure 2: The Master Planning Framework



E. Integrated Planning Efforts

The consultants reviewed a series of planning documents, applying relevant content to the master plan. Many of the key issues, needs, and desires voiced by community members were confirmed through this review. The review of each document provides background information and perspective, and not necessarily findings or recommendations for this master plan.

City of Canby Comprehensive Plan – October 2019

The parks and recreation goals from the Comprehensive Plan include:

GOAL 5

To help assure the adequate provision of parks and recreation services to meet the needs of the residents and property owners of Canby

GOAL 6

To help assure the provision of a full range of public facilities and services to meet the needs of the residents and property owners of Canby

FINDING NO. 1

The City of Canby has a variety of park and recreation facilities, as well as public space available to residents and visitors, including two neighborhood parks, three community parks, three mini-parks, one recreation center, one swim center, one multi-use trail, and two protected wetlands. The Molalla River State Park and Blue Heron Recreational District provide additional open spaces outside the city limits. There are currently 5.38 acres of city-owned parkland in Canby per 1,000 residents (developed and undeveloped parkland).

POLICY NO. 1 – Canby shall maintain, repair, or replace all current parks system elements to continue providing an adequate level of park and recreational services.

Implementation measures:

- Improve the level of maintenance in current city parks and recreation facilities
- Standardize park and recreation amenities for ease of maintenance and aesthetics
- Improve park and recreation signage
- Improve access to facilities to comply with the ADA
- Improve the perceived level and actual safety of parks and recreation facilities

FINDING NO. 2

Projections for park and recreation facilities are based on an urban growth boundary area to serve the city in 2020. A figure of 10 acres per 1,000 residents has been adopted as the city's overall park standard.

POLICY NO. 2 – Canby shall maintain, repair, replace, or expand its parks system to meet future park and recreation service needs.

Implementation measures:

- Acquire and develop land for park and recreation facilities by 2020 to meet the community standard of 10 acres of developed parkland per 1,000 residents
- Allocate land needed for mini-parks and neighborhood parks in rapidly developing areas on the edges of the city
- Identify potential trail connections and linkages to schools and other recreational sites in the Canby vicinity
- Develop bike lanes to connect bicyclists to parks, natural areas, and off-road bicycling opportunities
- Develop connections between Canby parks, trails, the Molalla River State Park, and the Willamette River with a hub in Wait Park

FINDING NO. 3

The City of Canby must plan and pay for needed parks facilities and services. A timeline and cost estimates should be developed for capital improvements to the parks system. A number of funding sources should be explored to generate the necessary revenue in a fair and logical manner.

POLICY NO. 3 – Canby shall adopt and periodically update a capital improvement program for major parks projects and utilize all feasible means of financing needed for parks system improvements in an equitable manner.

Implementation measures:

- Continue to update the city's Park and Recreation Master Plan, which identifies needed capital improvements and standards for the parks system
- The City of Canby adopted a Park and Recreation Master Plan Update in 2002. Capital improvement projects listed in the master plan are listed in Section 3 of the city's Public Facilities Plan
- Utilize user fees to pay for the operation and maintenance of existing facilities and to replace, upgrade, and/or expand these facilities when necessary
- Use bonds to acquire additional land for new park facilities and to replace the existing pool facility
- Explore creation of a separate park and recreation district to help provide and pay for new park facilities

Canby Public Facilities Plan, April 2006

The plan concluded the city would need to add 141.2 acres of new parkland to serve the projected population in 2020. Identified parks system needs include:

Improvement and Maintenance

- Improve the level of maintenance in current city parks and recreation facilities.
- Move toward standardized park and recreation amenities for ease of maintenance and aesthetics. Recycled plastic benches, garbage receptacles, drinking fountains, picnic tables, lighting, restrooms, irrigation, and some play equipment have been identified as desired amenities
- Improve park and recreation signage, including identifying entrances to Canby's parks where they are obscure or in poor condition, and directional signage along main arterial streets
- Improve universal access. Bathrooms in some parks may need upgrades to comply with the ADA. Currently, Wait Park, Maple Street Park, and Canby Community Park are not fully accessible
- Improve the perceived level and actual safety of Canby's parks and recreation facilities

Acquisition, Development, and Trail Connections

- Acquire and develop 141.2 additional acres of park and recreation facilities by 2020 to meet the community standard of 10 acres of developed parkland per 1,000 residents
- Allocate land needed for neighborhood parks in rapidly developing areas on the edges of the city. Residents living in the southeast areas within the urban growth boundary are most underserved
- Identify potential trail connections and linkages to schools and other recreational sites in the Canby vicinity. A map generated at an August 2000 community forum identifies Canby Transportation System Plan recommendations and recommended bike and multi-use trails as conceptual planning tools
- Develop bike lanes to connect bicyclists to parks, natural areas, and off-road bicycling opportunities. The Canby Transportation System Plan identifies needed bike lanes
- Connect Eco Park/Logging Road Trail with the Molalla River State Park
- Develop a hub of trails and parks in Wait Park
- Develop connections between the Willamette River and Canby Parkland and recreation projects
- Develop Phase II of the Canby Regional Park with multiple sports fields, lighting for nighttime play, and a dual-use parking area
- Develop the 13th Avenue Park site into a neighborhood park
- Develop the Eco Park site as a nature park for recreation and nature enjoyment
- Acquire, protect, and restore sensitive riparian and wetland areas along the Molalla River, particularly the Canby Utilities property, and create the necessary rights-of-way to connect Canby Community Park to Knight's Bridge with a trail system, benches, and river access (the "Molalla River Greenway" concept)
- Construct an additional swimming pool. The Canby Swim Center is currently at or near maximum capacity²
- Develop currently owned public property designated for parks, recreation, and open space, and acquire new property as opportunities arise. Suggested property includes the Marshall House property and remaining portions of the Willow Creek Wetland

² (During the master planning process, community members suggested the current pool was beyond its efficient life cycle and needs to be replaced.)

Capital Projects Identified in the Plan

- Canby Regional Park Phase II
- 13th Avenue Park
- Eco Park (includes a master plan)
- Trail acquisition and development of new parkland
- Swim center replacement/addition

City of Canby Community Visioning 2013

The city completed a community visioning process in 2013, documenting five key aspirations related to parks and recreation. The aspirations section of the visioning report includes specific action steps and is in **Appendix B**.

Bike, Pedestrian, and Equestrian Aspiration:

Develop multi-purpose trails – complete the Emerald Necklace and look for opportunities for external connections

- PRIORITY GAP: Lack of Trails for Bikes, Pedestrians, Equestrians, and Complete the Emerald Necklace
- PRIORITY GAP: Logging Road Trail Improvements

General Parks Aspiration:

Upgrade parks in order to provide expanded recreation opportunities for all ages, abilities, ethnicities, and interests

- PRIORITY GAP: Expand Funding and Resources
- PRIORITY GAP: Parks District – CAPRD
- PRIORITY GAP: Water Fountains, Features, and Other Amenities
- PRIORITY GAP: Camping Facilities

River Recreation and Amenities Aspiration:

Acquire, develop, and connect riverfront access for public recreation activities

- PRIORITY GAP: Funds
- PRIORITY GAP: River Access

Community Recreation/Sports Complex Aspiration Statement:

Continue pursuing options to provide a complex to offer opportunities for recreation/programs

- PRIORITY GAP: An Umbrella Organization is Needed
- PRIORITY GAP: Funds
- PRIORITY GAP: Locations

Canby Park Acquisition Plan

The Park and Open Space Acquisition Plan was completed in 2002 and a summary is provided for reference. The plan created a framework for land acquisition for 20 years. Specifically, the plan:

- Identified park and open space needs at the community and neighborhood level.
- Incorporated public input as a component of park and open space needs
- Identified park and open space issues and opportunities for six sub-areas of Canby
- Established a framework for evaluating park and open space acquisition priorities
- Identified funding strategies for park and open space acquisition
- Provided a five-year implementation plan for the city's park and open space acquisition program

Scoring Criteria for Park Acquisition

The plan provided criteria for future park acquisition:

- Within an area identified as strategic or a priority
- Is the topography, geology, access to, parcel size, and location of land in the development good for parks?
- Is the action compatible with the Parks Master Plan, Public Facilities element of the Comprehensive Plan, and the City of Canby Parks Acquisition Plan in effect at the time of dedication?
- Is the site accessible by multiple transportation modes or can be accessed by multiple transportation modes?
- Are there potential adverse/beneficial effects on environmentally sensitive areas?
- Does it protect natural and historical features, scenic vistas, watersheds, timber, and wildlife for parks?



Section II: City of Canby Community Profile

A. Demographic Analysis

The City of Canby demographic profile was developed to provide an analysis of household and economic data in the area, helping to understand the type of park and recreation components that may best serve the community. Data referenced throughout this report was primarily sourced from Esri Business Analyst as of September 2021.

This study also analyzed data from Population Research Center (PRC), located with the College of Urban Planning and Affairs at Portland State University, which tracks Oregon’s growth and demographic changes. Data available from PRC provided estimates for population, housing units, and race from the 2020 census—these were slightly different from Esri Business Analyst which, at the time of this report, had already generated estimates for 2021. While PRC and Esri both utilize the U.S. Census as their primary data source, the data represented here differs due to many local and regional estimates. When compared in this report, those differences in data were noted and analyzed.

In addition, when applicable, other sources were referenced such as the American Community Survey for information about disabilities, and the Robert Wood Johnson Foundation’s County Health Rankings for data related to health outcomes.

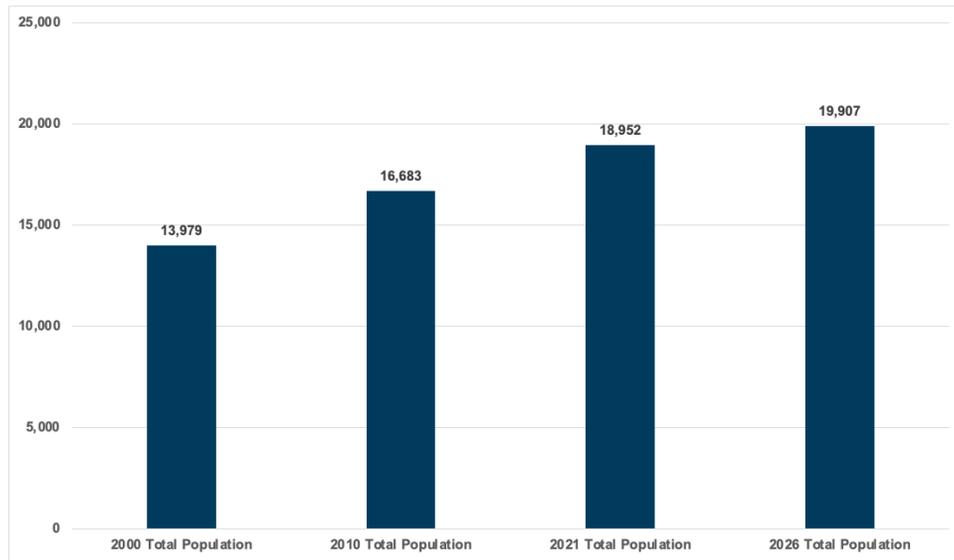
Population

From a population of just under 14,000 in 2000, the city continued to grow steadily over the past two decades. In 2021, the population in Canby was estimated at 18,952—with an anticipated 0.99% compound annual growth rate between 2021 and 2026. If this growth rate continues, the population could reach 19,907 in 2026. The PRC estimated that the city of Canby had a slightly lower population in 2020 at 18,171—growing 14.8% in total since 2010. In those 10 years, the city added 2,342 residents. The average household size in the City of Canby was estimated at 2.78 in 2010 and increased to 2.79 in 2021.³ The PRC estimated growth to reach 24,586 by the year 2043.



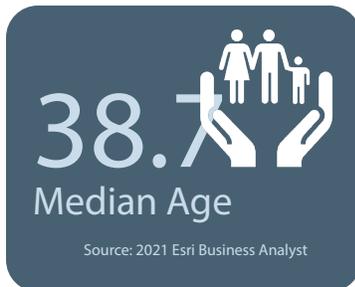
³ According to the Portland State University PRC, the average household size was 2.79 in 2010, and only 2.71 in 2020, which is a 2.8% decline.

Figure 3: Projected Population Growth in the City of Canby, 2000 – 2026



Source: Esri Business Analyst

Age

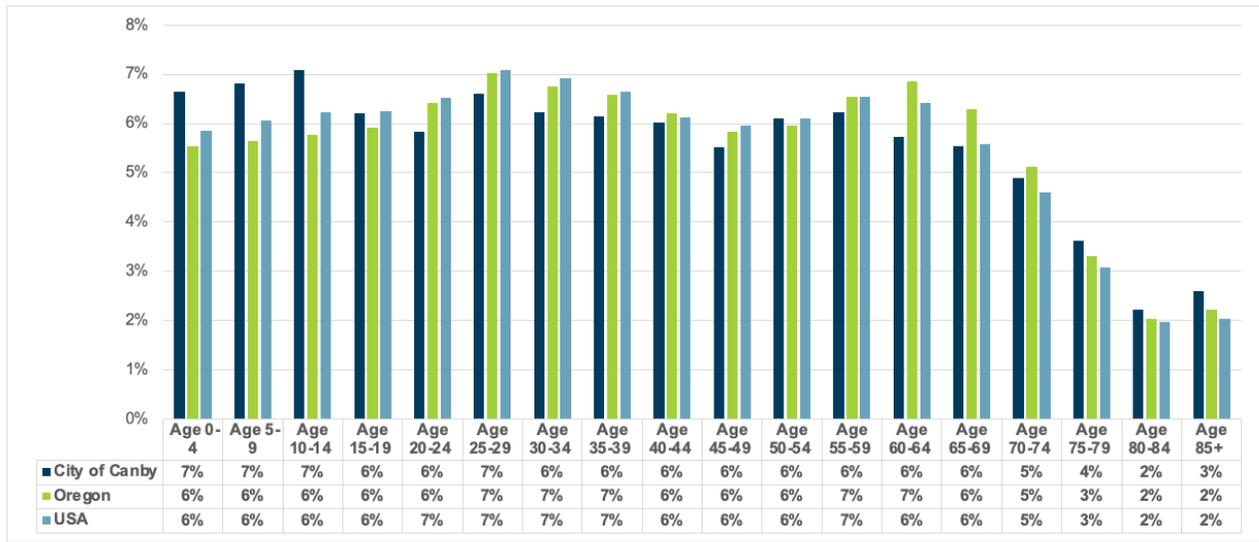


According to Esri Business Analyst, the median age in the City of Canby was 38.7 years old, slightly younger than the state of Oregon (40.3) and the United States (38.8). The median age is projected to increase to 39.3 in the city by 2026.

The age distribution in the City of Canby in 2021 is reflective of families with young children and closely tracks national and state averages. Approximately 21% of the population was under 15 years old—slightly more than the state of Oregon and the United States.

This represents a significant number of youth that require services, facilities, and programs such as after-school programs, mentorship programs, and other positive alternatives to drug abuse and delinquency. Many of these program outcomes may be available from partnerships with the schools and other service organizations such as the YMCA.

Figure 4: Age Distribution in Canby Compared to Oregon, United States



Source: 2021 Esri Business Analyst

Table 3 below demonstrates the change in age groups among residents. Although those under 19 experienced a decline in overall population distribution, their demographic makeup is still slightly higher in 2021 than the state of Oregon and the United States. The age groups that are experiencing the highest growth are those in their 20s and those between the ages of 55 to 79 years old.

Table 3: Age Group Distribution from 2010 to 2021

Age Group	2010	2021
Age 0 – 4	7.5%	6.6%
Age 5 – 9	7.8%	6.8%
Age 10 – 14	8.2%	7.1%
Age 15 – 19	7.7%	6.2%
Age 20 – 24	5.0%	5.8%
Age 25 – 29	5.8%	6.6%
Age 30 – 34	6.4%	6.2%
Age 35 – 39	6.4%	6.2%
Age 40 – 44	6.9%	6.0%
Age 45 – 49	7.2%	5.5%
Age 50 – 54	6.1%	6.1%
Age 55 – 59	5.9%	6.2%
Age 60 – 64	5.2%	5.7%
Age 65 – 69	4.3%	5.6%
Age 70 – 74	2.8%	4.9%
Age 75 – 79	2.4%	3.6%
Age 80 – 84	2.2%	2.2%
Age 85+	2.4%	2.6%

Diversity in Canby

Understanding the race and ethnic character of Canby residents is important because it is reflective of the diverse history, values, and heritage of the community. This type of information can assist the city in creating and offering recreational programs that are relevant and meaningful to residents. In addition, this type of data, when combined with the LOS analysis, can be used in finding gaps and disparities when it comes to equitable access to parks.

Based on historical data, the city is increasingly becoming more diverse over time. In 2010, 20.64% of the population identified as Hispanic. This percentage increased to 23% in 2021, compared to 13.91% in the state of Oregon, and 18.92% in the United States.⁴

Figure 5: Race Comparison for Total Population in Canby



Source: Esri Business Analyst, 2020

A Responsibility to Support Racial Equity

Local governments have the unique responsibility to serve all members of the public. However, disparities have long existed that affect outcomes for residents and employees of color. The systems, policies, and practices that are integrated in local governments may unintentionally create racial inequity. According to the Government Alliance on Race and Equity, racial equity is realized when race can no longer be used to predict life outcomes. Within local parks and recreation, diversity can be integrated in the system through simple but powerful changes:

- Requiring translation and interpretation services at recreation centers and facilities
- Building pathways for economic opportunity for people of color
- Establishing multiracial alliances, coalitions, and movements with partners to advance policy changes
- Teaching the full history of the American Outdoors
- Increasing economic accessibility to create more access points for all
- Expanding the definition of outdoor recreation to be inclusive of small urban parks

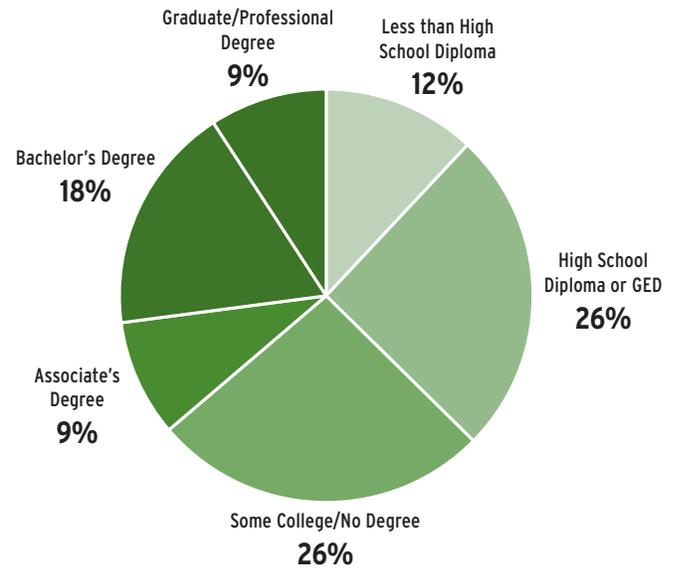
Source: Government Alliance on Race and Equity

⁴ Portland State University PRC measures race and ethnicity differently, accounting for Hispanic or Latino origin by race, rather than looking individually at the specific races alone. Therefore, this data was not compared in the study.

Educational Attainment

Figure 6 shows the percentage of residents (25+) that obtained various levels of education in the City of Canby. Only 12% of the residents had not received a high school or equivalent diploma. Another 18% had completed a bachelor's degree with an additional 9% who earned a graduate or professional level degree.

Figure 6: Age Distribution in Canby



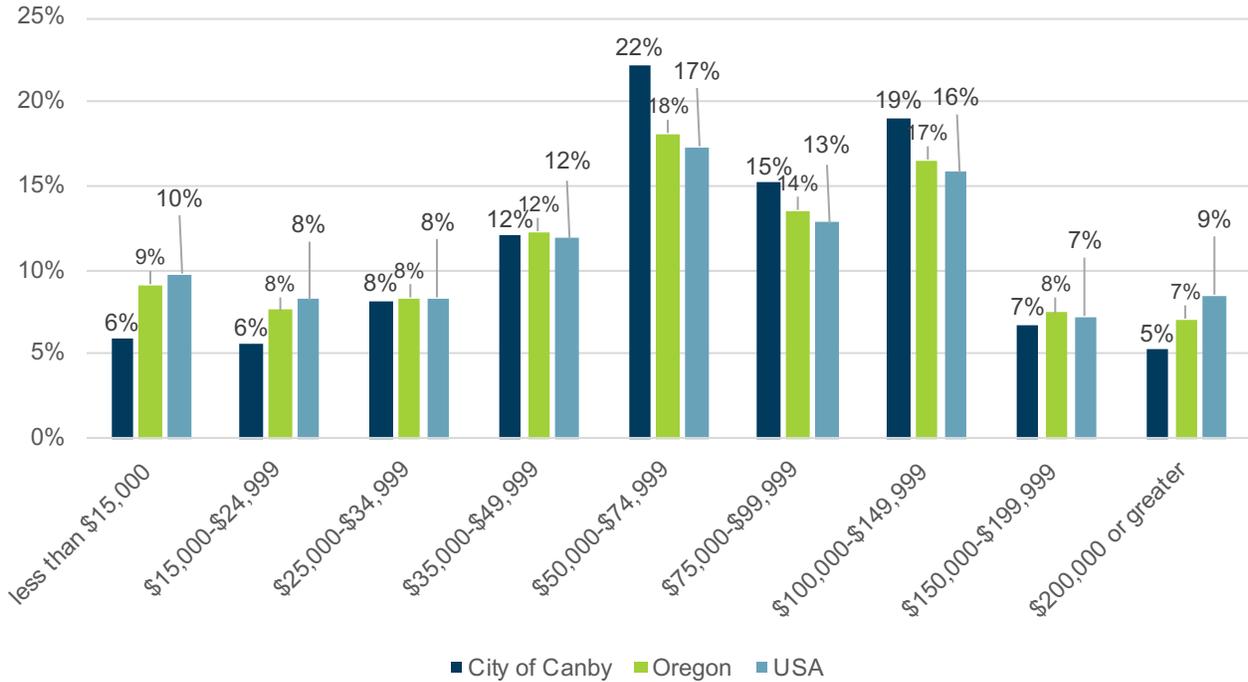
Household Overview

Approximately 7.80% of city households were under the poverty level in 2018, with a median household income in 2021 of \$69,188. The household income in the city was slightly higher than the state of Oregon (\$65,472) and the United States (\$64,730). Approximately 22% of Canby households made between \$50,000 and \$74,999, as seen in **Figure 7**. Only 6% of households made less than \$15,000 per year.

Figure 7: Household Overview



Figure 8: Median Household Income Distribution, 2021 Estimates



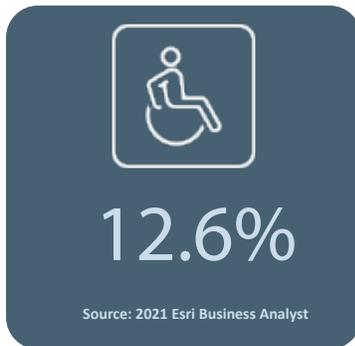
Source: Esri Business Analyst

Employment

In 2021, an estimated 4.5% of the City of Canby’s population was unemployed, lower than the state of Oregon (6.3%) and lower than the United States (6.2%). Approximately 61% of the population was employed in white collar positions, which encompass jobs where employees typically perform in managerial, technical, administrative, and/or professional capacities. Another 29% of the city’s population was employed in blue collar positions, such as construction, maintenance, etc. Finally, 10% of Canby’s residents were employed in the service industry. An estimated 80.7% of working residents drive alone to work, while 17% of residents spent seven plus hours a week commuting to and from work in areas outside of the city.

4.5%
UnemploymentRate
Source: 2021 Esri Business Analyst

People With Disabilities



According to the American Community Survey, 12.6% of Canby's population in 2021 experienced living with some sort of hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and/or independent living difficulty. This is lower than the state at 14.7%, but still reaffirms the importance of inclusive programming and ADA transition plans for parks and facilities.

Types of disabilities within the City of Canby:

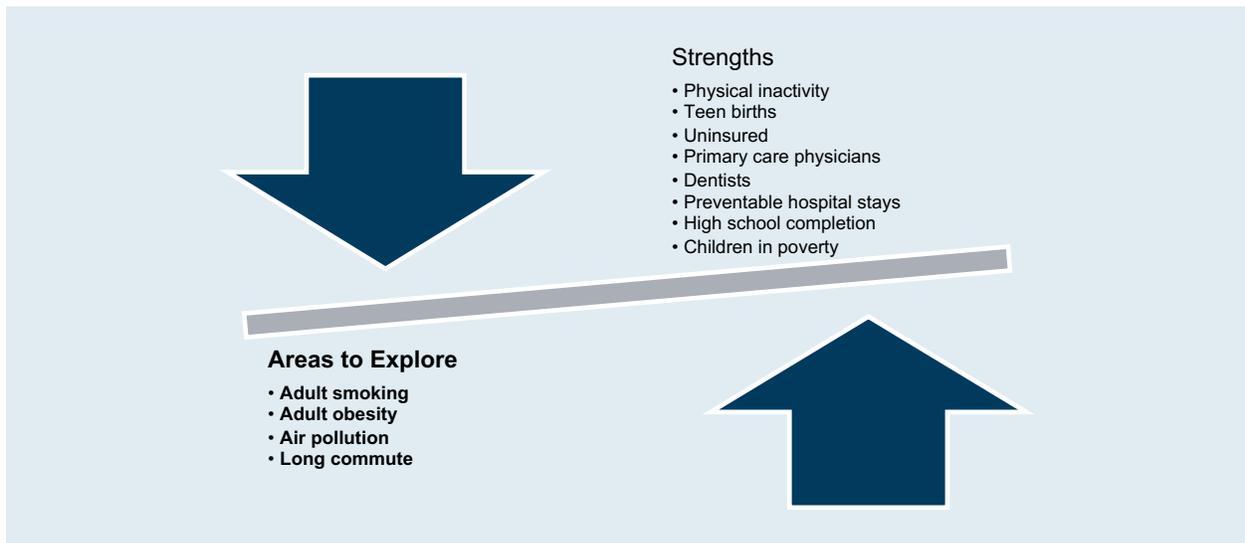
- Hearing difficulty – 5.0%
- Vision difficulty – 2.5%
- Cognitive difficulty – 3.4%
- Ambulatory difficulty – 5.6%
- Self-care difficulty – 1.6%
- Independent living difficulty – 4.4%

Health and Wellness

Understanding the status of a community's health can help inform policies related to recreation and fitness. Robert Wood Johnson Foundation's County Health Rankings and Roadmaps provided annual insight on the general health of national, state, and county populations. Clackamas County is ranked among the healthiest counties in Oregon; in 2020, it ranked 4th out of 34 Oregon counties for health outcomes. **Figure 9** provides additional information regarding the county's health data as it may relate to parks, recreation, and community services.⁵ The strengths indicated below are those areas where Clackamas County ranked higher than top U.S. performers or the state of Oregon. The areas to explore are those where the county ranked lower than the state or top U.S. performers.

5 Robert Wood Johnson Foundation, County Health Rankings 2020, <http://www.Countyhealthrankings.org>

Figure 9: Canby County Health Rankings Overview



Source: Robert Wood Johnson Foundation's County Health Rankings and Roadmaps

Parks and Recreation as Wellness Hubs

Parks and recreation agencies are adapting to serve as community wellness hubs, places for community members to improve health outcomes and enhance quality of life. Whether by providing access to healthy foods, physical activity, social connections, or nature, local parks and recreation departments can increase the health in their communities. Numerous studies have continued to indicate the health benefits of outdoor spaces, recreation programs, and community centers. According to the National Recreation and Parks Association:

- Living close to parks and other recreation facilities is consistently related to higher physical activity levels for both adults and youth
- Adolescents with easy access to multiple recreation facilities were more physically active and less likely to be overweight or obese than adolescents without access to such facilities
- Increasing access to recreation facilities is an essential strategy for preventing childhood obesity
- Organized park programs and supervision may increase the use of parks and playgrounds and may also increase physical activity, particularly among youths
- Park renovations can increase vigorous physical activity among children and can also increase the use of certain types of facilities, including playgrounds and skate parks.
- Parks and recreation agencies are the second largest public feeder of children, next to schools. Parks and recreation agencies annually serve approximately 560 million meals to children through summer and after-school programs

B. Parks and Recreation Influencing Trends

The following pages summarize some of the key trends that could impact the City of Canby over the next five to ten years. When applicable, figures and data from Oregon’s Statewide Comprehensive Outdoor Recreation Plan (SCORP) from 2019 to 2023 were referenced for local context related to youth and senior recreation participation.

In addition to local participation from SCORP, Esri Business Analyst provides estimates for activity participation and consumer behavior based on a specific methodology and survey data to make up what Esri terms “Market Potential Index.” The following charts showcase the participation in leisure activities, outdoor recreation, and sports teams for adults 25 and older in Canby, compared to the state of Oregon. The activities with the highest participation include walking for exercise, swimming, hiking, camping, and freshwater fishing.

Figure 10: Adult Participation in Fitness Activities

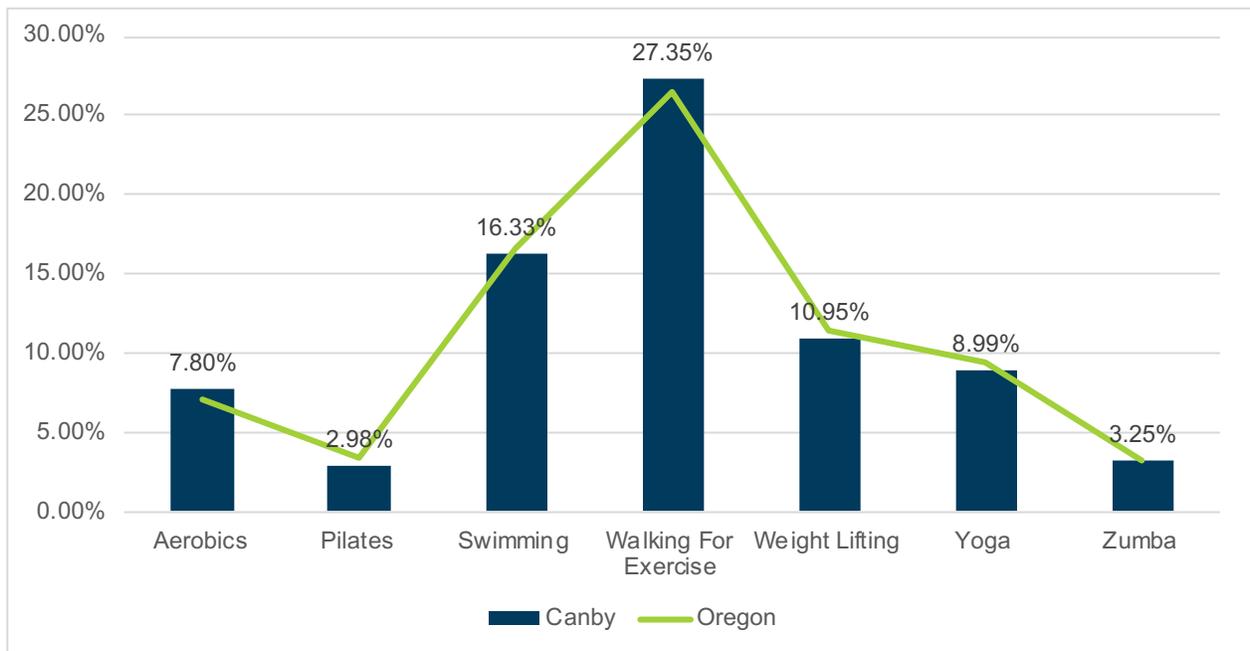
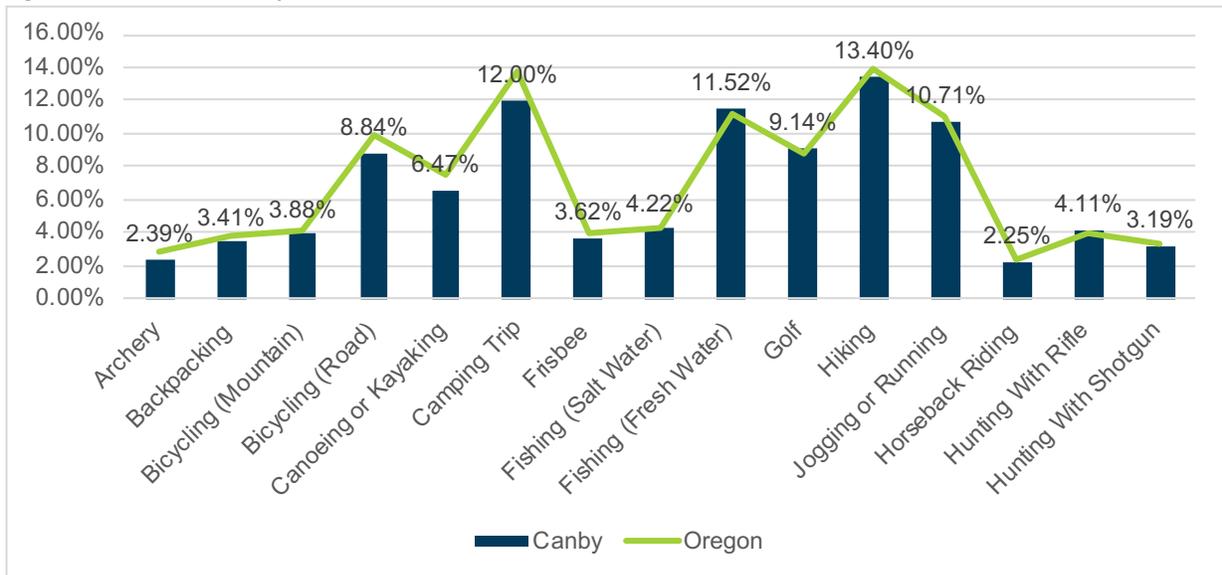
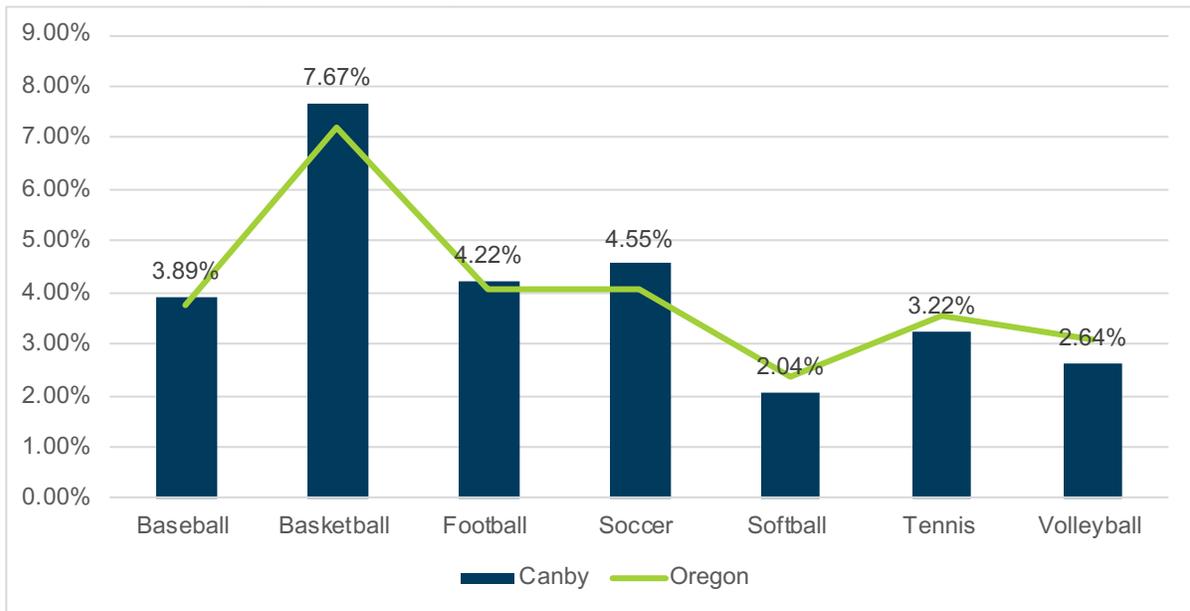


Figure 11: Adult Participation in Outdoor Recreation



Source: Esri Business Analyst

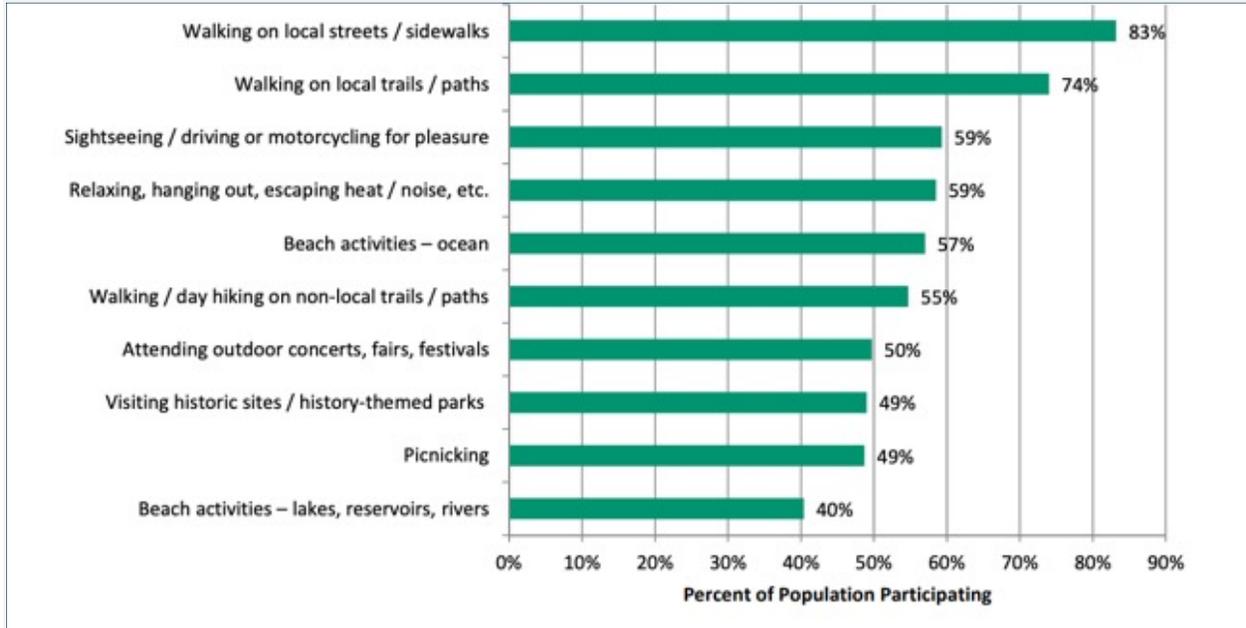
Figure 12: Adult Participation in Team Sports



Source: Esri Business Analyst

The Oregon SCORP reflected similar participation trends, as noted in the figure below. Walking on local streets, sidewalks, and trails was the top activity. Following this was sightseeing, relaxing, beach activities, day hiking, and outdoor concerts.

Figure 13: Top 10 Activities for Oregon Residents in 2017



Source: Oregon SCORP

Table 4: Community Recreation Program Need in Oregon, 2017

Type of program, class, or event	Do you have a need for this program, class, or event?		If yes, how well is your need being met? – Mean score*	Which programs are most important?			
	% Yes	% No		% 1st Choice	% 2nd Choice	% 3rd Choice	% 4th Choice
Farmer’s market	68.6	31.4	3.83	40.8	16.6	10.3	7.1
Concert	56.3	43.7	3.29	9.9	18.1	14.0	9.1
Outdoor sports	48.5	51.5	3.43	13.8	8.2	9.0	9.4
Outdoor movies	46.2	53.8	2.63	3.2	7.5	9.5	11.9
Water exercise	41.0	59.0	3.00	5.8	6.8	6.5	7.5
Historical tours	40.2	59.8	2.75	2.9	5.6	8.7	8.9
Arts and crafts (ceramic, painting)	39.8	60.2	3.04	4.0	6.9	7.3	7.5
Quiet zone for reading or meditating	38.8	61.2	3.20	4.8	6.5	6.9	7.1
Environmental education	34.9	65.1	2.74	3.1	4.6	5.9	7.4
Yoga	34.4	65.6	3.12	3.0	4.5	4.8	4.5
Game area (e.g., chess, cards)	26.4	73.6	2.58	1.2	2.3	3.3	4.4
Walking club	26.3	73.7	2.73	0.7	1.1	1.2	0.5
Computer education	25.5	74.5	2.77	1.3	2.4	3.4	4.0
Social dancing	24.3	75.7	2.68	1.3	2.5	3.0	4.2
Aerobics	22.8	77.2	3.10	1.1	1.7	1.8	1.7
Tai Chi	20.8	79.2	2.73	1.5	2.2	2.0	2.1
Zumba	18.7	81.3	3.02	1.0	1.6	1.6	1.6
Pilates	18.4	81.6	2.84	0.5	0.8	0.8	1.2

* 5-point Likert Scale (1= “Not being met” to 5 = “Fully met”)

Source: Oregon SCORP

ADA Compliance

On July 26, 1990, the federal government officially recognized the needs of people with disabilities through the ADA. This civil rights law expanded rights for activities and services offered by both state and local governmental entities (Title II) and nonprofit/for-profit entities (Title III). Parks and recreation agencies are expected to comply with the legal mandate, which means eliminating physical barriers to provide access to facilities and providing reasonable accommodations in regard to recreational programs through inclusive policies and procedures.⁶

It is a requirement that agencies develop an ADA transition plan, which details how physical and structural barriers will be removed to facilitate access to programs and services. The transition plan also acts as a planning tool for budgeting and accountability.

⁶ “Changes Are Coming to ADA – New Regulation Standards Expected for Campgrounds, Parks & Beaches.” https://rec-management.com/feature_print.php?fid=201211fe03. Accessed 30 Sept. 2021.

Community Centers

Community centers are public gathering places where people of the community may socialize, participate in recreational or educational activities, obtain information, and seek counseling or support services, among other things.⁷ Several studies have found a correlation between the outdoor leisure involvement that community centers provide and a person’s greater environmental concern. The main impact from the addition of these centers is the improvement in community health, social connectivity, and mental well-being.

A national long-term study conducted of over 17,000 teens who frequented recreation facilities found that they were 75% more likely to engage in the highest category of moderate to strenuous physical exercise. Because these activities involve a considerable amount of effort, the benefits have been shown to include “reduced obesity, a diminished risk of disease, an enhanced immune system and most importantly, increased life expectancy.”⁸

Clubs and sports offered by community centers also strengthen social connections and reduce social isolation.⁹ Along with an increase in social connectivity brought by community centers comes a sense of satisfaction with a person’s choice of friends and perceived success in life. The evidence strongly suggests that this satisfaction can rise to much higher levels if participation in outdoor recreation begins in childhood. The following infographic demonstrates the potential for community services in offering nontraditional services.

Outdoor Fitness Trails

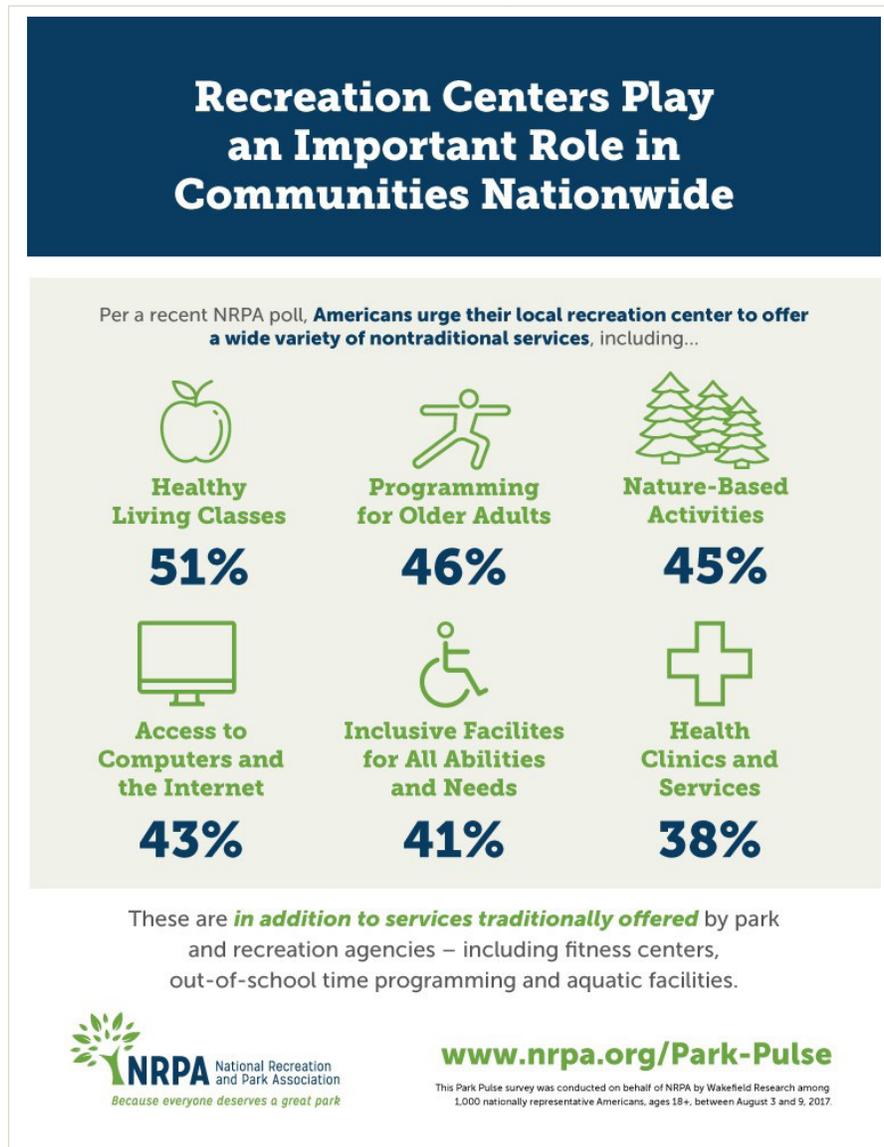
A popular trend in urban parks for health, wellness, and fitness activities is to install outdoor fitness equipment along trails. The intent of the outdoor equipment is to provide an accessible form of exercise for all community members, focusing on strength, balance, flexibility, and cardio exercise. These fitness stations—also known as “outdoor gyms”—are generally meant for adults but can be grouped together near a playground or kid-friendly amenity so that adults can exercise and socialize while supervising their children. The fitness equipment can also be dispersed along a nature trail or walking path to provide a unique experience to exercise in nature. Educational and safety signage should be placed next to equipment to guide the user in understanding and utilizing the outdoor gyms.

7 *Community centers*. County Health Rankings & Roadmaps. (2020, January 21). <https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-centers>.

8 National Association of Community Health Centers, Inc. (2012, August). *Powering Healthier Communities: November 2010 Community Health Centers Address the Social Determinants of Health*.

9 *Community centers*. County Health Rankings & Roadmaps. (2020, January 21). <https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-centers>.

Figure 14: Nontraditional Services Desired in Community Centers



Source: NRPA Park Pulse

Community and Special Events

Community-wide events and festivals often act as essential place-making activities for residents, economic drivers, and urban brand builders. Chad Kaydo describes the phenomenon in the *Governing Magazine*: “Municipal officials and entrepreneurs see the power of cultural festivals, innovation-focused business conferences and the like as a way to spur short-term tourism while shaping an image of the host city as a cool, dynamic location where companies and community members in modern, creative industries can thrive.”¹⁰

10 Kaydo, Chad. “Cities Create Music, Cultural Festivals to Make Money.” *Governing*, *Governing*, 18 Dec. 2013, www.governing.com/archive/gov-cities-create-music-festivals.html. Accessed 30 Sept. 2021.

According to the 2020 Event Trends Report by EventBrite, the following trends are expected to impact event planners and community builders in the coming years:¹¹

- **Focus on sustainability:** Zero-waste events are quickly becoming an expectation. Some of the primary ways of prioritizing environmental sustainability include e-tickets, reusable or biodegradable items, offering vegan/vegetarian options, encouraging public transport and carpooling, and working with venues that recycle
- **DEI:** Helping to ensure that the venue is inclusive to not only all abilities by offering ADA facilities, but also welcoming to all races, ethnicities, and backgrounds through signage messaging, and the lineup of speakers. Ways to incorporate a focus on inclusivity include planning for diversity through speakers, talent, and subject matter, enacting a code of conduct that promotes equity, and possibly providing scholarships to attendees
- **Engaging experiences:** Being able to customize and cater the facility to create immersive events that bring together culture, art, music, and elements of a company's brand will be critical in creating a more authentic experience

Dog Parks

Dog parks continue to see high popularity and have remained among the top-planned additions to parks and recreational facilities over the past three years. They help build a sense of community and can draw potential new community members and tourists traveling with pets.¹² *Recreation Magazine*¹³ suggests that dog parks can represent a relatively low-cost way to provide a popular community amenity. Dog parks can be as simple as a gated area, or more elaborate with “designed-for-dogs” amenities like water fountains, agility equipment, and pet wash stations, to name a few. Even “spraygrounds” are being designed just for dogs. Dog parks are also places for people to meet new friends and enjoy the outdoors.

The best dog parks cater to people with design features for their comfort and pleasure, but also with creative programming.¹⁴ Amenities in an ideal dog park might include the following:

- Benches, shade, and water – for dogs and people
- At least 1 acre of space with adequate drainage
- Double-gated entry
- Ample waste stations well stocked with bags
- Sandy beaches/sand bunker digging areas
- Custom designed splash pads for large and small dogs
- People-pleasing amenities such as walking trails, water fountains, restroom facilities, picnic tables, and dog wash stations

See **Appendix C** for sample dog park siting criteria.

11 “The 2020 Event Trends Report- Eventbrite.” Eventbrite US Blog, 2020, www.eventbrite.com/blog/academy/2020-event-trends-report/. Accessed 30 Sept. 2021.

12 Joe Bush, “Tour-Legged-Friendly Parks, *Recreation Management*, February 2, 2016.

13 “State of the Industry Report, Trends in Parks and Recreation,” *Recreation Management*, June 2021.

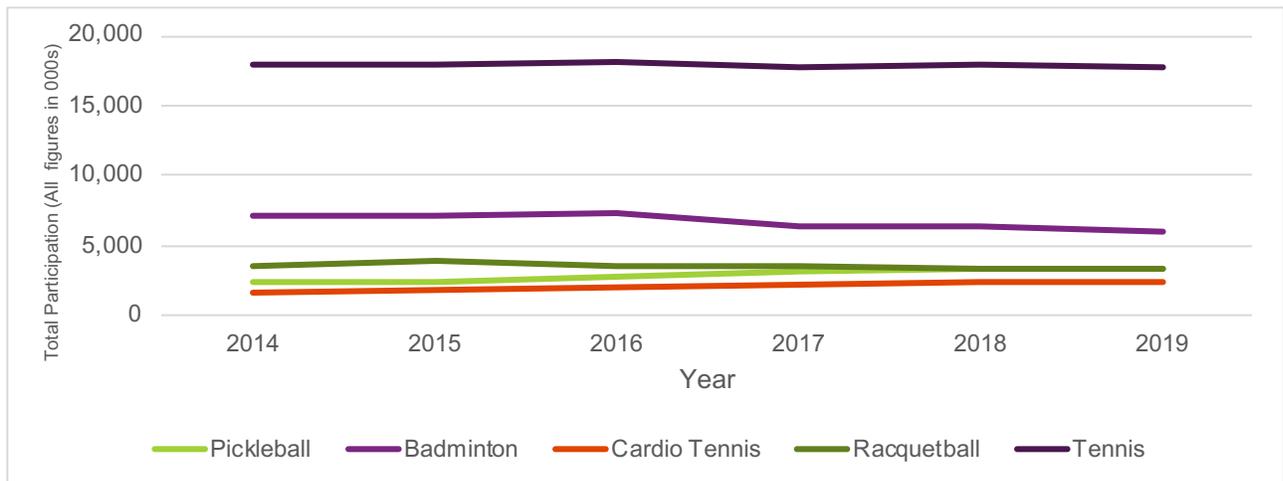
14 Dawn Klingensmith “Gone to the Dogs: Design and Manage an Effective Off-Leash Area”, *Recreation Management*, March 2014. (http://recmanagement.com/feature_print.php?fid=201403fe02).

Pickleball

Pickleball continues to be a fast-growing sport throughout America. Considered a mix between tennis, ping pong, and badminton, the sport initially grew in popularity with older adults but is now expanding to other age groups. According to the American Council on Exercise (ACE), regular participation in pickleball satisfied daily exercise intensity guidelines for cardio fitness for middle-aged and older adults.¹⁵ The sport can be temporarily played on existing indoor or outdoor tennis courts with removable equipment and taped or painted lining. This lining, if painted on tennis surfaces, may interfere with requirements for competitive tennis programs or tournaments. Agencies will need to look at their community's tennis and pickleball participation to determine the benefits and costs of constructing new pickleball courts versus utilizing existing tennis courts. Best practices regarding pickleball setup and programming can be found on usapa.com, the official website for the United States Pickleball Association.

According to the 2020 Sports and Fitness Industry Association (SFIA) Topline Report, over the past five years, from 2014 to 2019, total participation in pickleball increased 7.1% on average each year. From 2018 to 2019, the sport grew 4.8%. Out of the most common racquet sports, pickleball and cardio tennis are the only sports that have seen positive growth on average over the past five years. Tennis is still the most popular racquet sport by far, although participation growth has slowed over the past five years.¹⁶

Figure 15: Racquet Sport Participation From 2014 – 2019



Source: 2020 SFIA Topline Report

15 Green, Daniel, August 2018. "ACE-Sponsored Research: Can Pickleball Help Middle-aged and Older Adults Get Fit?" American Council on Exercise. Accessed 2020. <https://www.acefitness.org/education-and-resources/professional/certified/august-2018/7053/ace-sponsored-research-can-pickleball-help-middle-aged-and-older-adults-get-fit/>

16 "SFIA Sports, Fitness and Leisure Activities Topline Participation Report" February 2020. Sports & Fitness Industry Association. Accessed 2020.

Sports Trends

According to the Sports and Fitness Industry Association, high-intensity interval training (HIIT) and cross-training style workouts, or CrossFit, are two of the top trending aerobic activities. CrossFit combines elements of gymnastics, weightlifting, running, rowing, and other sports to create a varied fitness regime.

- With regard to individual sports, off-road triathlons have seen almost 17% average annual growth for the last five years. These races, such as XTERRAs, consist of a competitive combination of swimming, mountain biking, and trail running.
- Pickleball, a paddle sport mixing badminton, tennis, and table tennis, is still trending, gaining an average 8% growth each year. Growing even slightly faster is cardio tennis at 9.1%. Cardio tennis is a fitness program that focuses on combining a full body workout with elements of tennis.
- Engaging non-participants is one of the challenges of parks and recreation agencies. According to the 2018 SFIA report, income has been seen to impact activity rates; households making under \$50,000 are significantly less active than those making more. Data shows that having someone to join first-time users will increase participation more than any other reason.

Figure 16: National Sports Trends

Sports Trends

Water Sport	5 Year Avg. Annual Growth
Stand Up Paddling	↑ 20.2%
Kayaking (whitewater)	↑ 6.0%
Recreational Kayaking	↑ 5.2%
Rafting	↓ -1.4%
Water Skiing	↓ -3.8%
Jet Skiing	↓ -5.0%

Team Sport	5 Year Avg. Annual Change
Rugby	↑ 16.5%
Baseball	↑ 10.4%
Swimming on a Team	↑ 10.1%
Fast Pitch Softball	↓ -2.7%
Touch Football	↓ -3.5%
Ultimate Frisbee	↓ -8.7%

Aerobic Activity	5 Year Avg. Annual Change
High Impact Intensity Training (HIIT)	↑ 9.3%
Cross-Training Style Workouts	↑ 6.6%
Row Machine	↑ 5.8%
Stair Climbing Machine	↑ 5.6%
Aquatic Exercise	↑ 5.0%
Tai Chi	↑ 5.0%
Strength Activity	5 Year Avg. Annual Change
Kettleballs	↑ 7.0%
Individual Sports	5 Year Avg. Annual Change
Triathlon (Off-Road)	↑ 17.1%
Martial Arts	↑ 11.2%
MMA for Fitness	↑ 11.1%
Trail Running	↑ 9.6%
Boxing for Competition	↑ 9.5%
Adventure Racing	↑ 7.3%
Boxing for Fitness	↑ 6.2%
Racquet Sports	5 Year Avg. Annual Change
Cardio Tennis	↑ 9.1%
Pickleball	↑ 8.5%

Source: 2018 Sports, Fitness, and Leisure Activities Topline Participation Report, 2012 - 2017

Synthetic Turf

Demand for fields has risen with the popularity of youth and adult sports. Synthetic turf can solve many challenges in parks and recreation departments because they can withstand the constant use from players. They require less maintenance and are not easily damaged in wet weather conditions. Synthetic turf requires periodic maintenance, including brushing the turf to stand up the fibers, which allows it to wear better, the addition of infill in high-traffic areas (soccer goals, corner kicks, etc.), and an annual deep cleaning. However, synthetic turf costs significantly more up front, and requires replacement about every 10 years. This can have a large environmental and economic footprint unless the products can be recycled, reused, or composted.

Safety concerns primarily stem from the chemicals found in crumb rubber. For the last 20 years, crumb rubber has been the common choice for fields. It often has a distinct plastic smell, and can leach chemicals, like zinc, into downstream waters. There are also concerns about off-gassing of crumb rubber and the potential health impacts of this material. Fortunately, advances in technology have allowed for new products to be developed without crumb rubber. New innovations have allowed more sustainable and safer synthetic turf to be used by athletes, removing the negative perception. In the future, shock pads may become commonplace—this is the layer under the turf that can absorb an impact and reduce the chance of a concussion. The incorporation of non-rubber infills will continue to grow.

Trails and Health

A connected system of trails increases the level of physical activity in a community, according to the Trails for Health initiative of the Centers for Disease Control (CDC). Trails can provide a wide variety of opportunities for being physically active, such as walking, running, hiking, rollerblading, wheelchair recreation, bicycling, cross-country skiing and snowshoeing, fishing, hunting, and horseback riding.

The health benefits are equally as high for trails in urban neighborhoods as for those in state or national parks. A trail in the neighborhood, creating a “linear park,” makes it easier for people to incorporate exercise into their daily routines, whether for recreation or non-motorized transportation. Urban trails need to connect people to places they want to go, such as schools, transit centers, businesses, and neighborhoods.

Section III: Community Input – The Foundation of the Master Planning Process

A. Outreach Strategy

To fully understand the parks and recreation needs and desires of Canby community members, a series of focus group meetings, interviews with key stakeholders, two public meetings, and a needs analysis survey were completed in 2021. This section summarizes the outreach process and provides background, as well as qualitative and quantitative data collected. The outreach strategy included four elements:

- Focus groups meetings
- Stakeholder interviews
- Public forums
- Statistically valid and open-link surveys

B. COVID-19 Pandemic

Department leadership and BerryDunn prioritized safety and well-being of all personnel and community members involved in the planning process. The Centers for Disease Control and Prevention and the governor of Oregon’s safety protocols were carefully followed, and as a result, some of the public input was received using BerryDunn’s Mobile Optimized Engagement (M.O.E.) tools, utilizing the Zoom digital platform. The engagement with this planning effort was comprehensive and encouraging.

C. Focus Group Meetings and Stakeholder Interviews

To gather information pertinent to the comprehensive master plan, the City of Canby leadership and staff, key stakeholders, and community members were interviewed between July 27 and 29, 2021, followed by a public forum on July 29, 2021. The goal of these sessions was to guide the development of the parks and recreation needs assessment survey and collect input on the needs and desires of community members. Participant contacts included:

City of Canby community members attending the public forum	(30)
Stakeholders who included elected city council members, Parks and Recreation Advisory Board leadership, and members of the city’s executive leadership team	(18)
Focus group participants who included community members, sports providers, civic group leadership, educators, and members of Canby’s business community	(38)
City staff	(06)

Parks and recreation priorities and desires were identified and summarized in the PowerPoint presentation used on July 29, 2021. **See Appendix E.**

Comments from the public input process identified focus areas and key issues, priorities, and programs, described below.

Focus Group Meetings

These meetings were by invitation, and intended to solicit broad-based perspectives. Each meeting was approximately 60 to 90 minutes long and a series of questions were facilitated by BerryDunn to help ensure that adequate input was received from all attendees. In-depth interviews were held with 38 community members. The key partners included leaders of nonprofit groups, sport providers, civic groups, education representatives, teens, and seniors.

Stakeholder Interviews

Stakeholder interviews were conducted that included elected members of the city council, the city administrator, and the Parks and Recreation Advisory Board. Each meeting included one to three stakeholders. Nine stakeholders were interviewed and, in total, 18 individuals were interviewed.

City Staff Interviews

Additionally, city staff provided invaluable input for the master plan. During the process, individual members of city departments worked closely with the consultants to develop service assessments included in the plan.

Table 5: Stakeholder Interview Summary

Strengths of parks, recreation, trails, and services delivered by the City of Canby?	Areas of potential improvement	What new recreational activities should be offered?
<ul style="list-style-type: none"> • Maple Street Park – splash pad, pickleball courts, softball fields • Wait Park – community gathering space • Staff do an incredible job with limited resources • The variety of spaces and parks for all community members • The parks are very well maintained • The swim center is well maintained 	<ul style="list-style-type: none"> • Sports fields not owned by the Canby School District • A stronger relationship with the Canby School District • A new vision and renovation of Wait Park • Improved maintenance of sports fields; turf fields • There is a need for a more connected trail system • The community needs more opportunities to play 	<ul style="list-style-type: none"> • Summer camps • Community education and enrichment programs • Farmer’s markets • Winter activities • Saturday markets

New park amenities and/or facilities	The vision for city parks and recreation services	Are there any market segments that are underserved?
<ul style="list-style-type: none"> • A community center • The swim center needs to be renovated • Beach access on the Willamette River • Develop the Ackerman Complex • Turf fields • Need to upgrade the skate park/add shade • Accessible and inclusive play structures • Need to add/replace tennis courts 	<ul style="list-style-type: none"> • A robust adult population attending the adult center • An indoor community center • Allocated funding for park maintenance in line with growth • Great facilities and parks • Community recreation program • Large community events • Improve relationships with the Canby School District 	<ul style="list-style-type: none"> • Dog owners – no dog park in the city • Locust Street Park neighbors feel the park is too small • Youth and teens • The entire community (community education, enrichment, summer camps) • Young families • Active adults – baby boomers and millennials
Underserved areas in the city	Key partners and stakeholders	Parks and recreation priorities
<ul style="list-style-type: none"> • Auburn Farms off Locust Street – park promised by developer but not built • Maple Street Park neighborhood • 13th and Ivy area • No trails on the west side of town • Southside in general • Higher density areas • Areas along the Willamette River • There are no parks for kids North of Hwy 99 	<ul style="list-style-type: none"> • The Canby School District • The business community in Canby • The Canby Center (food bank, Clothing Closet, summer camps) • Canby Kids 	<ul style="list-style-type: none"> • Community center/sport complex • Master plan Wait Park and Community Park • Year-round athletic fields • Improved relationship with the Canby School District • Outdoor swimming pool • Conversion of parks maintenance and swim center fees to permanent • A formal parks and recreation department • Tournament-quality sports fields • Greater trail connectivity to parks • Complete the Emerald Necklace • Locust Street Park expansion • A dog park • Develop Three Sisters Ranch property next to Willamette Wayside

Other comments received included:

- Loss of young families because the offerings are limited for kids in Canby
- Provide direction and support for the CAPRD
- The city should provide a community page on the new city website

D. Public Forums

Two public forums were held to solicit feedback and gather information. A third was held to present the draft findings and receive final feedback on the master plan.

July 29, 2021 Information Gathering

The first public forum focused on information gathering to learn community members' needs, desires, and priorities for the city. The public forum included an informational presentation that summarized results

from the public engagement process and an interactive question-and-answer session. Thirty community members participated.

The Information Gathering Public Forum

The public forum held on July 29, 2021 (6:30 – 8 p.m.), was attended by community members who offered the following comments:

- The Logging Trail is an asset.
- Parking around Locust Street Park must be addressed.
- The trees in Wait Park are aging, damaged, and need to be addressed.
- Active adults/baby boomers see the adult center differently.
- Publicly owned sports fields are preferred to school-owned sports fields.
- Traverso Property – the property should be addressed in the master plan.
- Maple Street Park is a model of what parks should be.
- Canby needs to be a walkable community with a complete sidewalk system.
- Complete the Emerald Necklace trail system.
- Park user needs should strike a balance between passive and active recreation.
- Park hosts at Community Park can save the city money.
- Families leave town to recreate because the city does not have a recreation department.

January 18, 2022 Findings

Findings were presented that included a demographic profile of the city based on U.S. Census ERSI data, results from the statistically valid and open-link surveys, relevant trends, a summary of the public engagement to date,

and the LOS analysis. Twenty-five members of the public attended the virtual meeting. Clarifying questions were asked by members of the public.

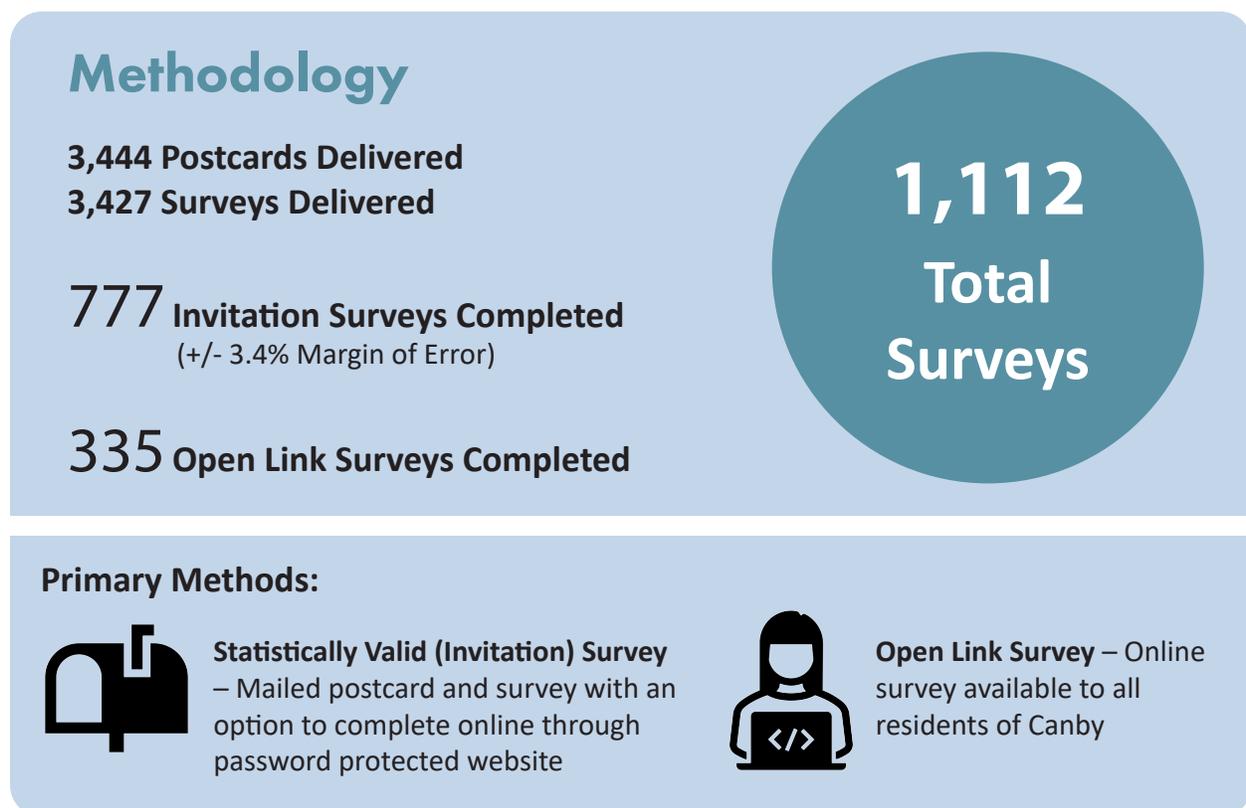
E. The Needs Assessment Survey

A random invitation survey and an open-link survey were completed between September and November 2021. The survey focused on usage of parks and recreation programs, satisfaction, priorities, financing options, and communication. The survey was forward looking—examining future facilities, amenities, and program opportunities for improvement. Questions were formulated based in part on the community engagement process for the master plan.

RRC Associates designed the random invitation survey based on information gathered from the stakeholder and staff interviews, focus group meetings, and the public forum. The random survey was delivered to over 3,400 households in a random, by chance method. The consultants provided both paper copies and an on-line link with a unique pass code to help ensure the integrity of the random survey. In addition to providing statistically valid responses, the random invitation survey also served to capture opinions of community members who may not have utilized parks or department programs in the past. Approximately three weeks later, an open-link survey was introduced, allowing all community members to complete the survey on-line. Care was taken to monitor responses to help ensure each survey response was unique. The public engagement process and results from the survey identified key areas of focus and recommendations to provide the city with a better understanding of the community’s future needs and priorities.

Results from the two surveys were reviewed and found to have very similar responses. Both the random invitation and the open-link survey results are reported separately and collectively in the master plan.

Figure 17: The Needs Assessment Survey



Results from the survey are referenced throughout the master plan. For more detailed information, please see **Appendix F Canby Comprehensive Parks and Recreation Master Plan Survey Report** and community member comments, December 2021.

Respondents were 91% white, slightly overrepresenting the 78% of Canby’s white population. Responses were weighed to help ensure the opinions of the 21% of the Hispanic/Latino population were appropriately represented by the 15% of survey respondents who reported they were of Hispanic or Latino background. Community members who participated in the survey were entered into a community raffle.

Figure 18: Ethnicity & Race by Canby Community Members

Ethnicity & Race

Respondent ethnicity and race.

Q: Are you of Hispanic, Latino, or Spanish origin? by "Source"

	Overall	Invite	Open Link
Yes	15%	18%	7%
No	85%	82%	93%
n=	947	705	242

Q: What race do you consider yourself to be? (Check all that apply) by "Source"

	Overall	Invite	Open Link
White	91%	90%	94%
Some other race	7%	7%	4%
Asian	4%	5%	1%
American Indian and Alaska Native	4%	5%	1%
Black or African American	2%	2%	0%
Native Hawaiian and Other Pacific Islander	1%	1%	1%
n=	934	703	231

Key Findings

After reviewing all data received through the survey, the consultant team summarized key findings, which are in **Figure 19** and **Figure 20**. These findings present a quick overview of the survey results.

Figure 19: Key Findings From the Needs Assessment Survey

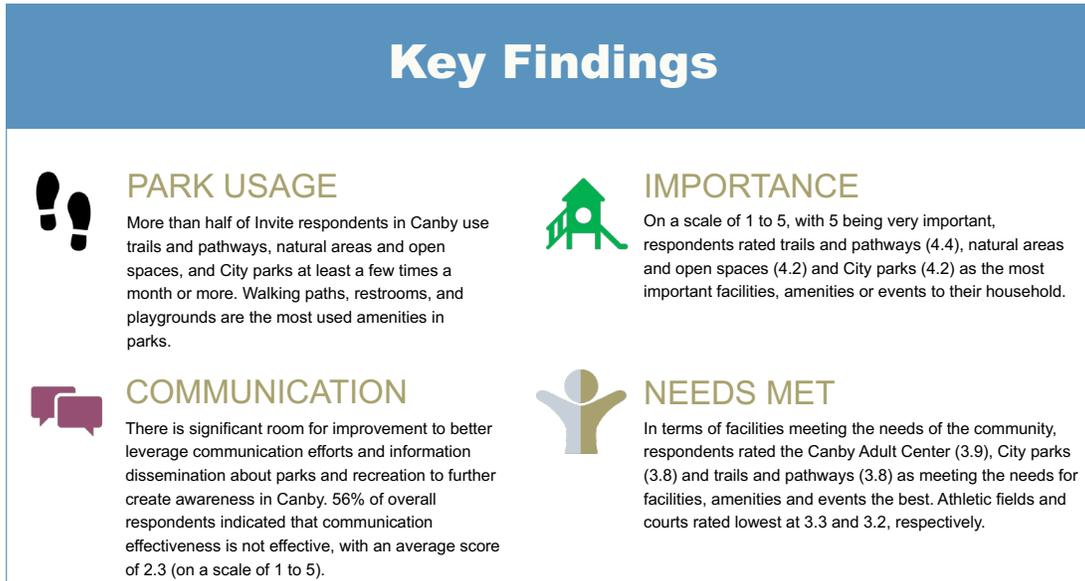
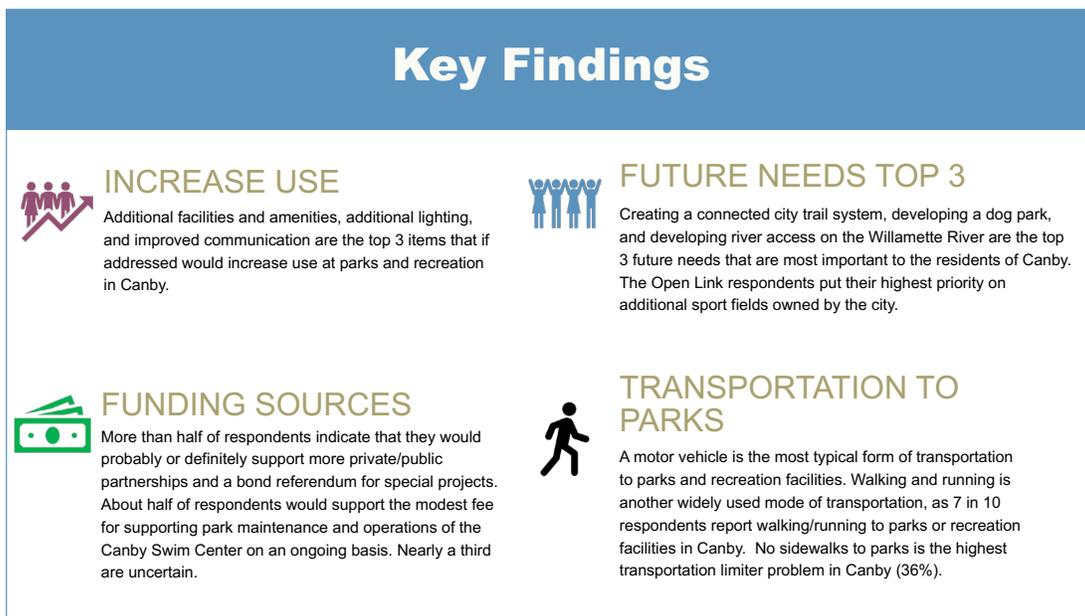


Figure 20: Key Findings From the Needs Assessment Survey



Over 75 comments were received in the needs assessment survey that prioritized river access to both the Molalla and Willamette Rivers. A top priority is increased space (current areas are so densely used that the user experience is poor at times). Other priority activities include use of beach areas, boat, kayak and paddleboard launching areas, picnicking, and connections to other parks and areas. Swimming, improved restrooms and general park use were also frequently mentioned.

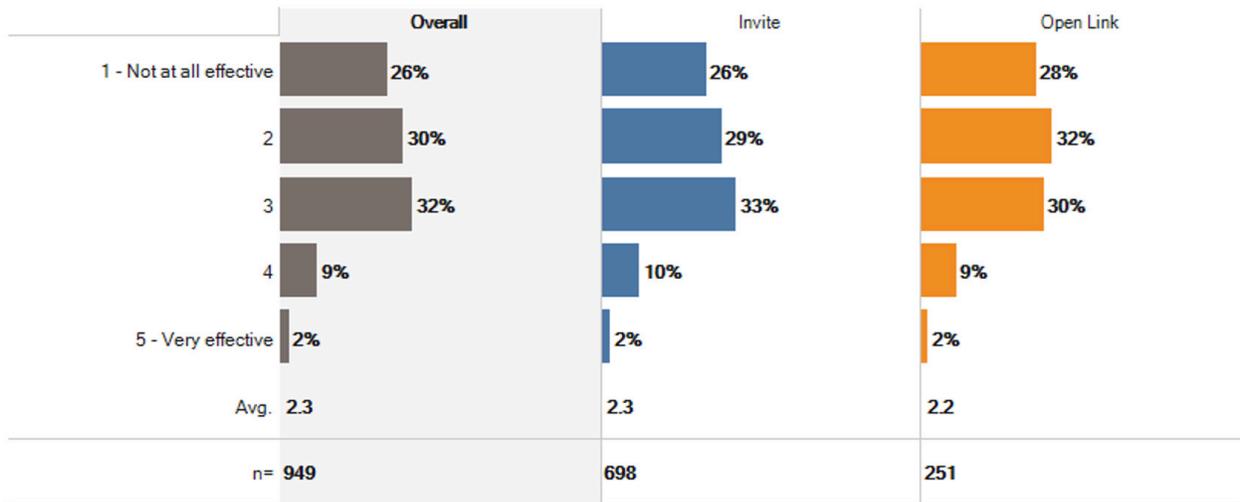
Parking concerns were a major discussion point during the public input process. The findings from the survey are listed below and were integrated into the development of recommendations and actions for the master plan.

Communication Effectiveness

Overall, 56% of survey respondents rated communication about parks and recreation as not effective. There is significant room for improvement to better leverage communication efforts and information dissemination about parks and recreation to further create awareness.

Figure 21: Communication Effectiveness with Canby Community Member

Q: How well does the City communicate with you about parks & recreation? by "Source"



Communication Methods

Word of mouth is how residents of Canby are currently receiving information about parks and recreation opportunities the most, followed by social media and local media. However, the preferred methods of communication are email, social media, and the city's website. See **Figures 21 and 23**.

Figure 22: Current Methods of Receiving Information by Canby Community Members

Q: How do you currently receive information on parks, facilities, and services offered by the City of Canby? (Check all that apply) by "Source"

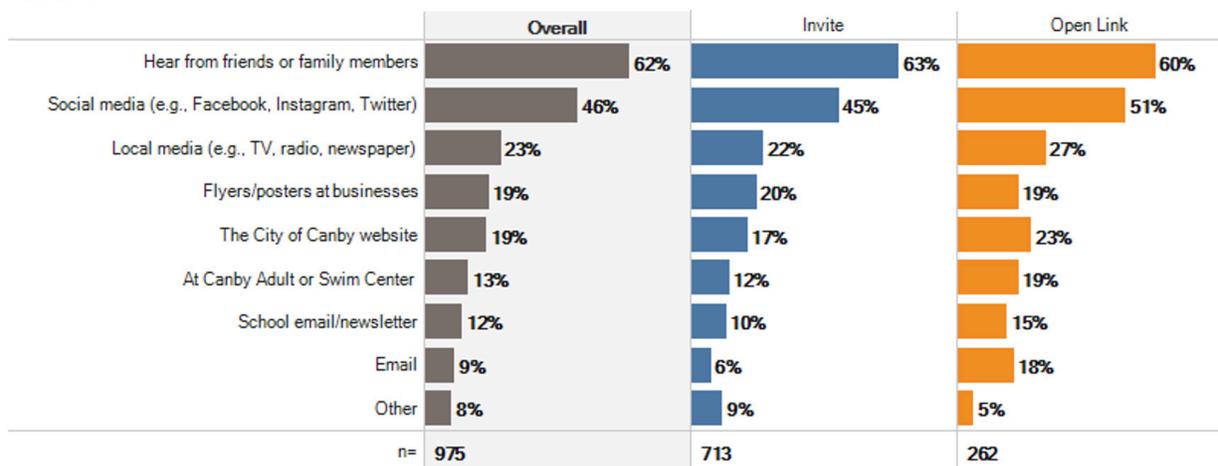
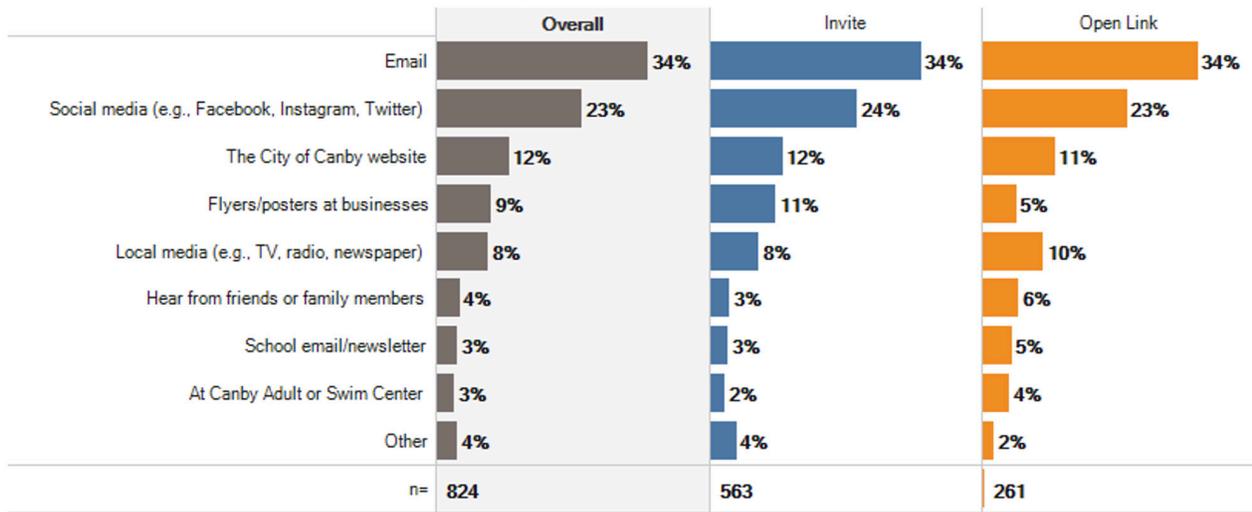


Figure 23: Preferred Methods of Receiving Information by Canby Community Members

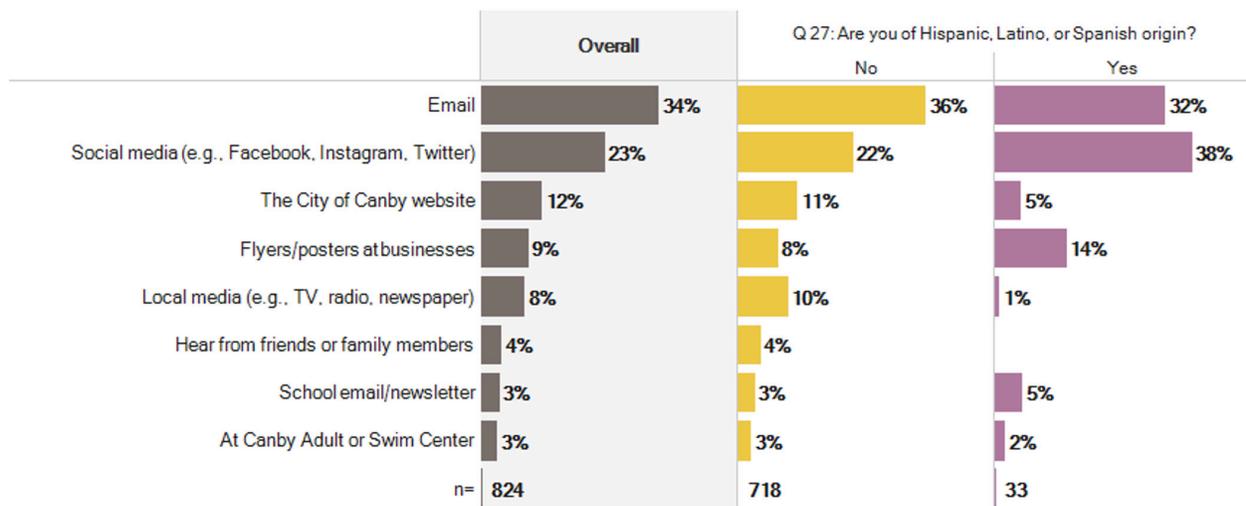
Q: How do you want to receive information about parks & recreation? by "Source"



While Canby Hispanic and Latino community members share the same communication preferences as the rest of the community, (email, social media, and the city’s webpage), they were much more interested in receiving information via social media (38% compared to 22%) and much less likely to be reached via the city’s website (5% compared to 11%).

Figure 24: Preferred Methods of Receiving Information by Hispanic and Latino Canby Community Members

Q 14: How do you want to receive information about parks & recreation? by "Ethnicity"



Importance of Parks and Recreation Opportunities to Canby Community Members

Trails and pathways, natural areas, open spaces, and city parks were the most important opportunities reported by the community. *See Figure 25.* Survey respondents consistently suggested that creating a connected trail system, improving or enhancing maintenance of existing parks, acquiring land for new parks, and creating better access to the Willamette River were important ways of increasing use of the parks and recreation system. *See Figure 26.*

Figure 25: Importance of Parks and Recreation Opportunities to Canby Residents

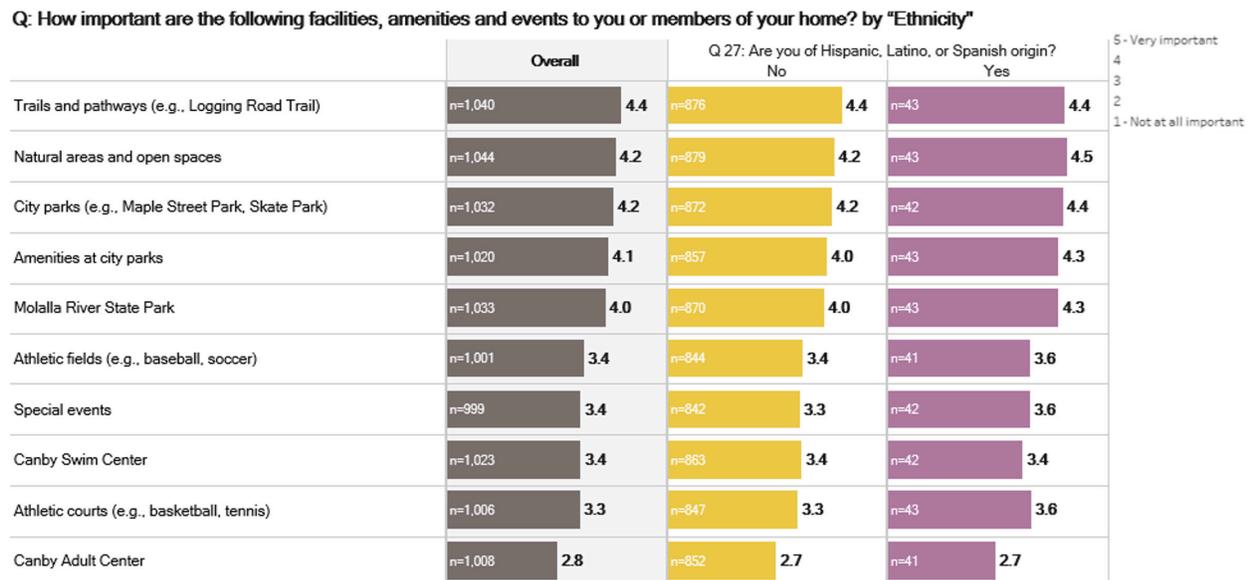
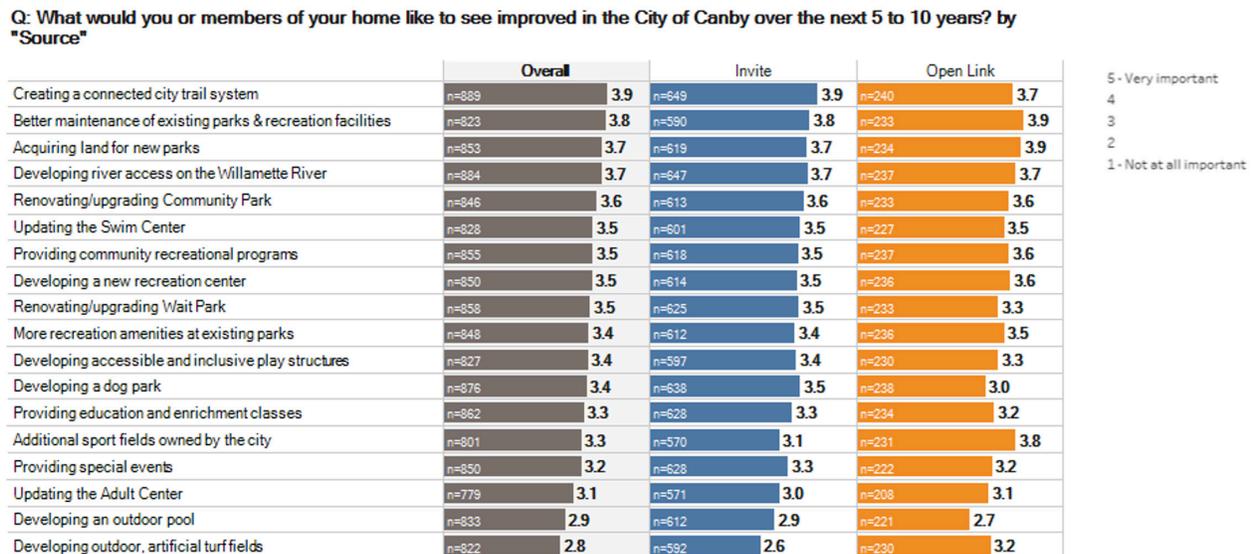


Figure 26: Improvement Areas of Parks and Recreation Opportunities



Section IV: Parks and Facilities Inventory and Assessment

Figure 27: Canby and Surrounding Area



Canby has 23 developed parks/facilities with 70 components and some park spaces that are undeveloped or partially developed. The city offers two indoor facilities—the Canby Adult Center and the Canby Swim Center. Observations based on visits to each park or facility include the following:

- Lack of consistent signage across the system for park ID signs, trails, and bike systems although the city has made improvements to park signs in the past few years
- The system lacks a dog park
- The city relies on schools to supplement sports fields and courts
- Canby has some options for a future sports complex
- The city may benefit from consistent standards for benches, shelters, etc.
- There is a need to create an ADA self-evaluation and transition plan to help maintain accessibility within parks and facilities
- There is a need for a playground replacement schedule
- The city should help ensure new development is providing walkable access to a neighborhood park



In addition, there are 22 alternative provider parks and facilities that include another 74 components. These include HOAs, schools, state, and county parks within or adjacent to Canby.

Canby's parks and properties are well distributed across the city. Development or improvements to the undeveloped properties would greatly increase service across the city.

Evaluating LOS

A standard approach to evaluate park opportunities is using a methodology called Level of Service (LOS), which measures how a system provides community members access to parks, open spaces, trails, and facilities. Determining the LOS delivered by parks in a community requires a thorough inventory of what is available and accessible to community members. While some communities look primarily at acres per population, the consultant team used the Geo-Referenced Amenities Standards Process® (GRASP®)-IT audit tool to record and evaluate all aspects of a park, not just the acreage.

GRASP® utilizes Geographic Information System (GIS) data to offer new ways to measure LOS and display the value of components in parks, trails, open space, facilities, programs, and other amenities.

A. Inventory – Canby's System of Parks

In August 2021, the consultant team used the GRASP®-IT audit tool (more detail found in **Appendix G**) in each park and facility. This tool was used to count and score the function and quality of:

Components – Major features of a park such as playgrounds, tennis courts, or picnic shelters

Modifiers – Amenities in a park that enhance comfort and convenience such as shade, drinking fountains, or restrooms

Evaluators assigned a quality value using a scale of 0 (below expectations) – 3 (exceeds expectations) for each component and modifier for all parks throughout the city. This system allows the comparison of sites and analysis of the overall LOS provided by the city. This assessment is significantly more detailed and is a more accurate way of determining if a community has enough parks and if those parks can deliver a quality user experience.

Figure 28: Example of Community River Park Scorecard and GIS Inventory
(See the Inventory Atlas, a Supplemental Document to the Master Plan)

Community River Park			
Initial Inventory Date:	8/6/2021		
43.2 Total Neighborhood GRASP® Score	43.2 Total Community GRASP® Score	Approximate Park Acreage:	29.3
		Owner	Canby
Drinking Fountains	2	Shade	2
Seating	2	Trail Connection	1
BBQ Grills	2	Park Access	2
Dog Pick-Up Station	0	Parking	2
Security Lighting	0	Seasonal Plantings	0
Bike Parking	2	Ornamental Plantings	2
Restrooms	1	Picnic Tables	2
Design and Ambiance			
2			
General Comments			
Large natural park with river access. Lacks irrigation and paths Has older components, aged restroom			
Components with Score			

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L02	PARCEL	1		2	2	
C062	Shelter, Large	1		2	2	
C061	Event Space	1		1	1	Small outdoor classroom. Limited capacity
C060	Water Access, Developed	1		2	2	Boat ramp
C059	Other	1		2	2	Gaga ball
C010	Natural Area	1		2	2	
C009	Water Access, General	1		2	2	River and ponds
C008	Playground, Local	1		1	1	Older, metal, aged
C007	Diamond Field, Practice	1		1	1	Poor condition
C006	Open Turf	1		1	1	Lacking irrigation
C005	Water, Open	1		2	2	River and ponds

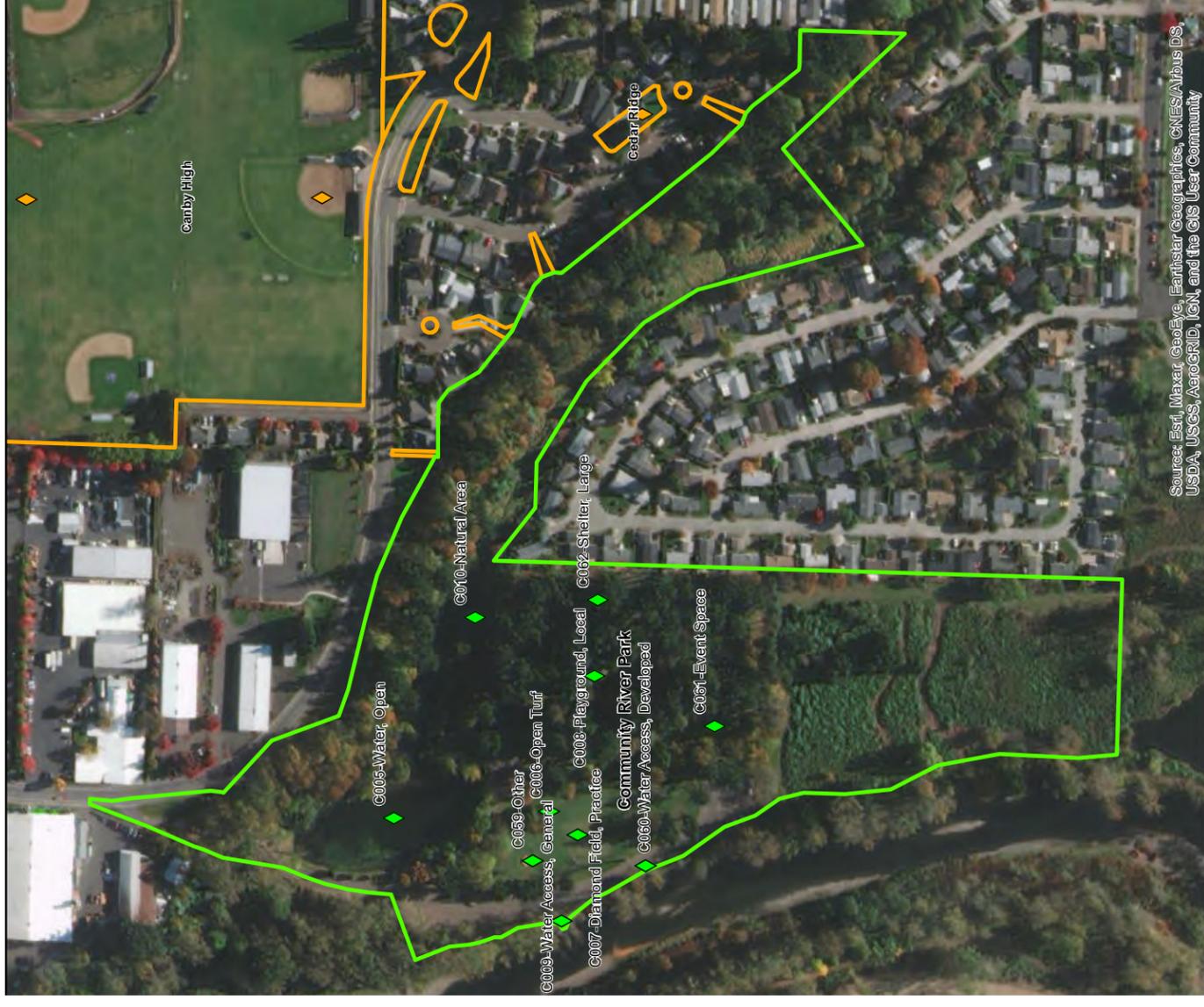
Team members created a scorecard and GIS Inventory Map for each park in Canby. The Inventory Atlas provided as a supplemental document to the master plan includes all parks and facilities.

Park Summary

Canby has 23 developed parks/facilities with 70 components. In addition, 22 alternative provider parks and facilities were visited and mapped, including another 74 components. **Table 6** shows the type and quantity of components located within each park.

Community River Park

- ◆ Components
- ◆ AIP Pro Components
- Locations
- AIP Pro Locations
- + Indoor Facilities
- Canby Trails



Source: Esri, Maxar, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community



Current Canby parks range from 0.2 acres at Triangle Park to 22 acres at Community River Park. Maple Street Park, Community River Park, and Legacy Park offer the greatest recreation opportunities. Several properties, such as Transit and Triangle, offer public access but limited recreation opportunities. Large parcels such as 98 acres at Traverso, Willamette Wayside Natural Area (89 acres), Three Sisters Ranch Property (territorial in the table below) (37), and others have limited components and public access.

Table 6: Summary of Parks/Outdoor Locations and Their Components

LOCATION	Acres	Aquatics, Spray Pad	Basketball Court	Concessions	Diamond Field	Diamond Field, Practice	Disc Golf	Educational Experience	Event Space	Loop Walk	Natural Area	Open Turf	Passive Node	Pickleball Court	Playground, Local	Public Art	Rectangular Field, Large	Shelter, Large	Shelter, Small	Skate Park	Trail Access Point	Trailhead	Water Access, Developed	Water Access, General	Water, Open	Total Components	Component Diversity
Arneson Garden	1.9						1			1	1														3	100%	
Art Park	0.2											1							1							2	100%
Community River Park	22				1		1		1		1	1			1		1	1				1	1	1	9	100%	
Dodds	2.3	Undeveloped																								0	
Eco Park	24										1										1	1				3	100%
Faist Park	0.3											1														1	100%
Fish Eddy Landing	1.7	Undeveloped																								0	
Legacy Park	6			1						1	1	1	1		2		1	1								8	88%
Locust Street Park	0.9		1									1			1				2							5	80%
Logging Road Trail	16																				7					7	14%
Maple Street Park	9	1	2	1	2					1	1	1		1	2		2	1							14	71%	
Nineteenth Avenue Loop Natural Area	1.8										1															1	100%
Northwood Park	1.5										1	1			1			1								3	100%
Redwood Landing	5										1															1	100%
Skate Park	0.4																			1						1	100%
Three Sisters Ranch Property	37	Undeveloped																								0	
Timber Park	1.2											1														1	100%
Transit	0.5																		1							1	100%
Traverso	98	Undeveloped																								0	
Triangle Park	0.2															1										1	100%
Wait Park	1.7												1		2	1	1									5	80%
Willamette Wayside Natural Area	89										1													1		3	100%
Willow Creek Park	6										1	1														2	100%
System Total	328	1	3	2	2	1	1	1	1	3	7	9	2	1	9	2	1	5	6	1	8	1	1	2	1	71	

Indoor Facilities

Indoor facilities include the adult center and the swim center, and both are centrally located within Canby. Recreation spaces are summarized in the table below.

Table 7: Indoor Facility Inventory

Location / Facility	Aquatics, Lap Pool	Kitchen - Commercial	Multi-Purpose Room	Patio/Outdoor Seating	Shelter, Small
Canby Adult Center		1	6	1	
Canby Swim Center	1				1

B. Assessing Parks Based on a Target LOS

To assess the overall and potential user experience, the presence of three components and access to a trail system was established as a target LOS. The evaluation is based in part on how well each park meets the target.

To determine the level of service, (LOS), public facilities such as Molalla River State Park, the Clackamas County Fairgrounds and Canby schools were included in the analysis. Also included were Home-Owners Association (HOA) properties, parks/facilities because they provide service to the individual neighborhoods. The analysis did not consider fitness clubs, churches, the golf course or other private facilities due to the pay for access model. The HOA parks scored low overall and did not significantly impact the LOS. The Willamette Valley Country Club, although it provides service to some Canby residents was not included in the analysis.

In terms of walkable access, almost three fourths of the city's land area has service that exceeds the target value. Low-scoring areas (22%) have access to some recreation, but not the target level. Less than 10% of the city's land is without access to recreation opportunities within a 10-minute walk. Combining LOS with census data, the analysis indicates that parks are generally well placed and capture a higher population than land area. Canby is well positioned, with 99% of residents in walking distance to some outdoor recreation opportunities, including 87% within a target score area. While the percentage of underserved residents is low, there are several opportunities to increase these percentages by addressing low-scoring properties. Analysis shows nearly 100% of residents have access to target service levels within 1 mile.

C. Assessment and Analysis – How Is the City Doing?

Park Scoring

In addition to locating components, the assessment includes quality, function, condition, and modifiers. Cumulative scores reflect the number and quality of these components and the availability of modifiers such as restrooms, drinking fountains, seating, parking, and shade. Higher scores reflect more and better recreation opportunities than lower scores. There is no ultimate or perfect score. The scores illustrate how the parks and components serve residents and users reasonably. Properties at the bottom of the list have limited public access to current development.

Table 8: Park Scores

Park / Location	GRASP® Score
Maple Street Park	67.2
Community River Park	43.2
Legacy Park	38.4
Logging Road Trail	35.2
Locust Street Park	33.6
Wait Park	28.8
Arneson Garden	19.2
Eco Park	19.2
Northwood Park	19.2
Art Park	13.2
Timber Park	9.6
Transit	9.6
Willamette Wayside Natural Area	7.7
Willow Creek Park	5.5
Nineteenth Avenue Loop Natural Area	4.4
Redwood Landing	4.4
Skate Park	4.4
Triangle park	4.4
Faist Park	3.3
Dodds	2.2
Fish Eddy Landing	2.2
Territorial	2.2
Traverso	2.2

What is Level of Service and why do we use it?

Level of Service (LOS) measures how a system provides residents access to parks, open spaces, trails, and facilities. It indicates the ability of people to connect with the outdoors and nature and pursue active lifestyles with implications for health and wellness, the local economy, and quality of life. LOS for a park and recreation system tends to mirror community values, reflective of peoples' connection to their communities. It is also useful in benchmarking current conditions and directing future planning efforts. The service offered by a park or a component is a function of two main variables: what is available at a specific location and how easy it is for a user to get to it.

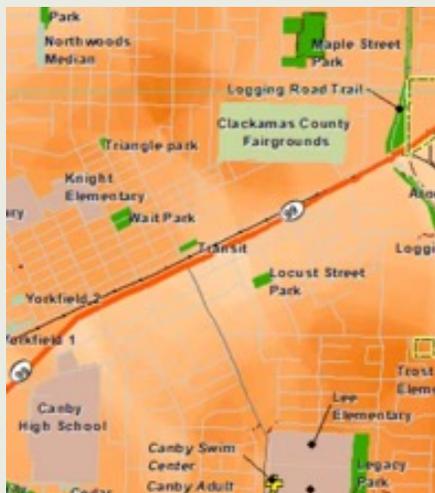
What is GRASP?

Geo-Referenced Amenities Standards Process[®] (GRASP[®]) has been applied by GreenPlay in many communities across the country as a measure of LOS. With GRASP[®], information from the inventory combined with Geographic Information Systems (GIS) software produces analytic maps and data, called Perspectives that show the distribution and quality of these services.

What do Perspectives do for us?

Perspectives can take the form of maps showing the LOS of a particular type of service, or other analyses incorporating statistics, diagrams, tables, and charts that provide benchmarks or insights

Example of a GRASP[®] LOS Perspectives Heat Map



useful in determining community success in delivering services. The inventory performed with the GRASP[®]-IT tool provides details of what is available at any given location, and GIS analysis measures user access. People use various ways of reaching a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination of those methods. In GRASP[®] Perspectives, there are two distinct types of service areas for examining the park system to account for this variability:

1. **Neighborhood Access Perspective** – uses a travel distance of 1 mile to each component. It is intended to account for users traveling from home or elsewhere to a park or facility most likely by way of a bike, bus, or automobile.
2. **Walkable Access Perspective** – uses a travel distance of ½ mile, a suitable distance for a 10-minute walk.

For each Perspective, combining the service area for each component and the assigned GRASP[®] score into one overlay creates a shaded “heat” map representing the cumulative value of all components. This allows the LOS to be measured for any resident/user or location within the study area. The deeper the shade of orange, the higher the LOS. Further discussion on Perspectives and other GRASP[®] terminology is found in the Appendix.

Notes:

1. Proximity relates to access. A component within a specified distance of a given location is considered “accessible.” “Access” in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
2. Walkable access is affected by barriers, obstacles to free and comfortable foot travel. The analysis accounts for these.
3. The LOS value at a particular location is the cumulative value of all components accessible to that location.



Section V

Canby Parks and Facilities LOS

Walkable Access To Recreation Pedestrian Barriers

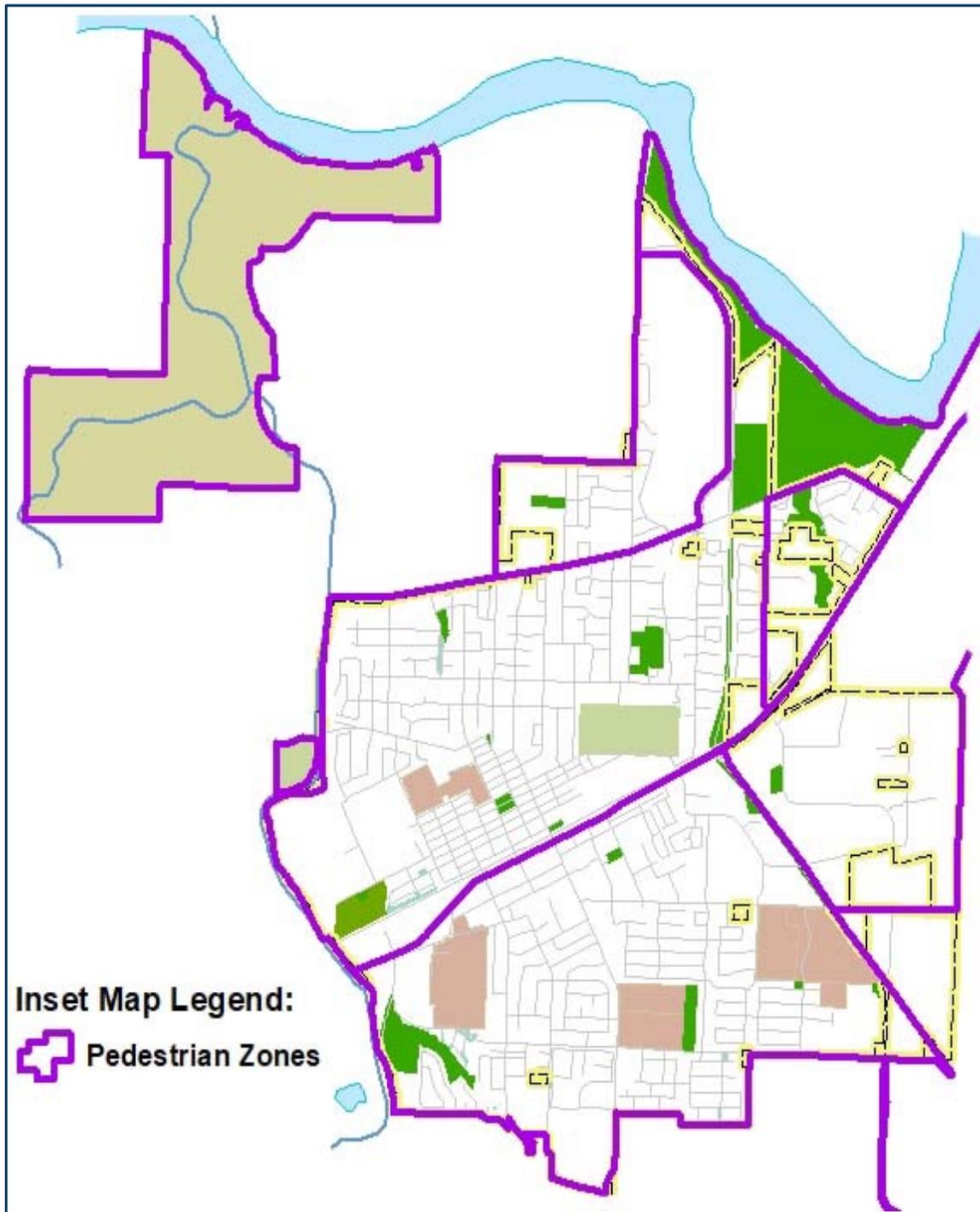
Pedestrian barriers such as major streets, highways, railroads, and rivers significantly impact walkable access in Canby. Zones created by identified barriers, displayed as dark purple lines, serve as discrete areas accessible without crossing a major street or another obstacle. Green and tan parcels represent parks, while red/brown parcels symbolize schools.



Walkability is a measure of how user friendly an area is to people traveling on foot and benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability, including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations, among others.

Walkability analysis measures access to recreation by walking. One-half mile catchment radii have been placed around each component and shaded according to the GRASP® score. Scores are adjusted to reflect the added value of walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

Figure 29: Walkability barriers “cut-off” service areas

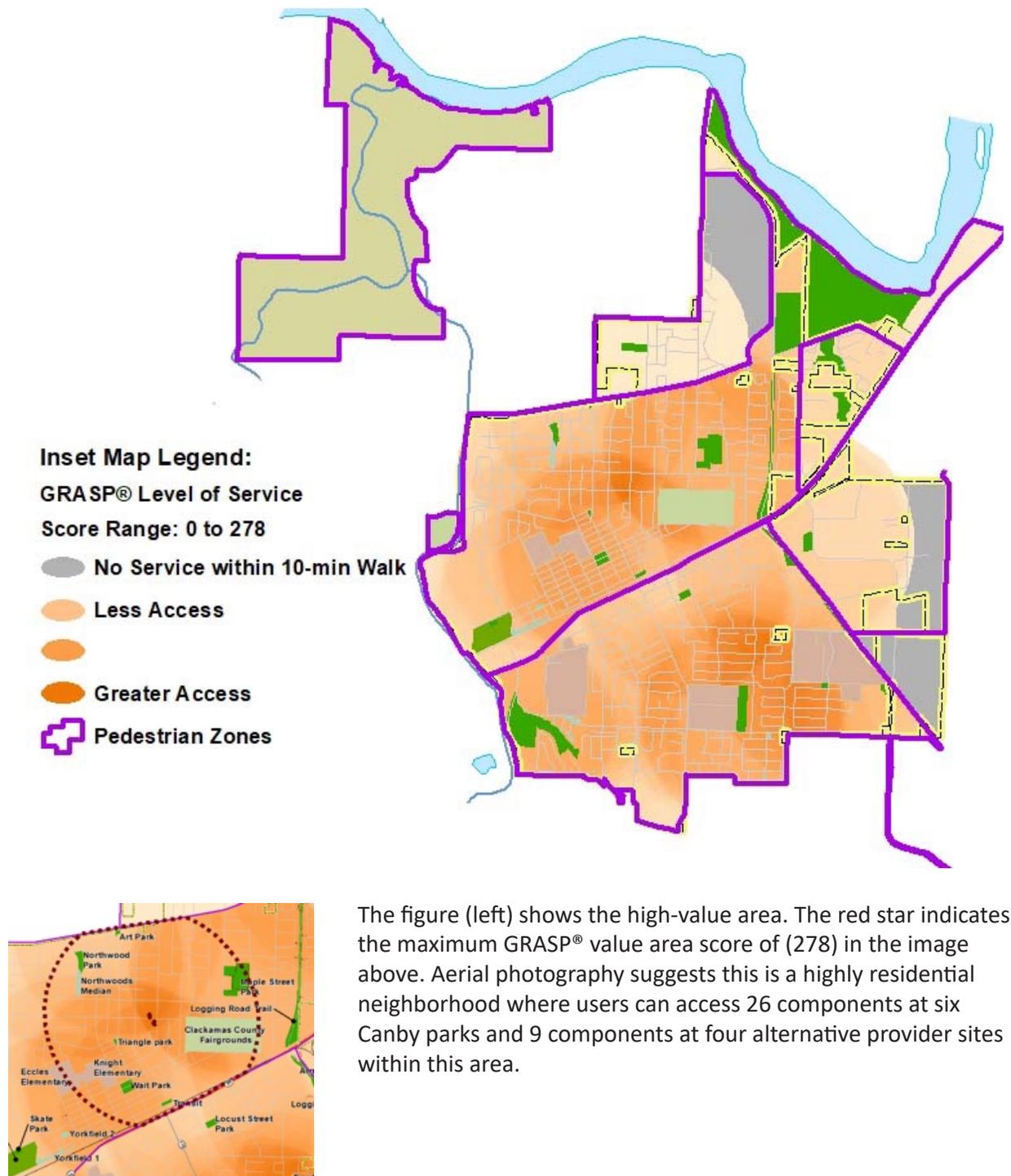


The purple boundaries represent pedestrian barriers.

Environmental barriers can limit walkability. The LOS in the walkability analysis has been “cut-off” by identified barriers where applicable.

The analysis shows the LOS available across Canby, based on a 10-minute walk. The images' darker gradient areas indicate higher-quality recreation assets available based on a half-mile service area. Gray areas fall outside of a 10-minute walk to recreation opportunities. In general, these images show that Canby has a reasonable distribution of parks and facilities.

Figure 30: Walkable access to outdoor recreation opportunities



The ability to show where service and access are adequate or inadequate is an advantage of GIS analysis. First, an appropriate LOS for Canby residents is determined. A review of the scores suggests that a reasonable target is three to four components and access to a significant trail corridor or six elements where trail access is more limited. In this case, the target value would be comparable to Northwood Park and the Logging Road Trail. Parks such as Legacy Park, Community River Park, and Maple Street Park can reach this target without trail access. The diversity within these parks represents the critical finding that parks vary greatly, yet score similarly in the GRASP® system, and are shown in the following table.

Table 9: Target Park Calculation

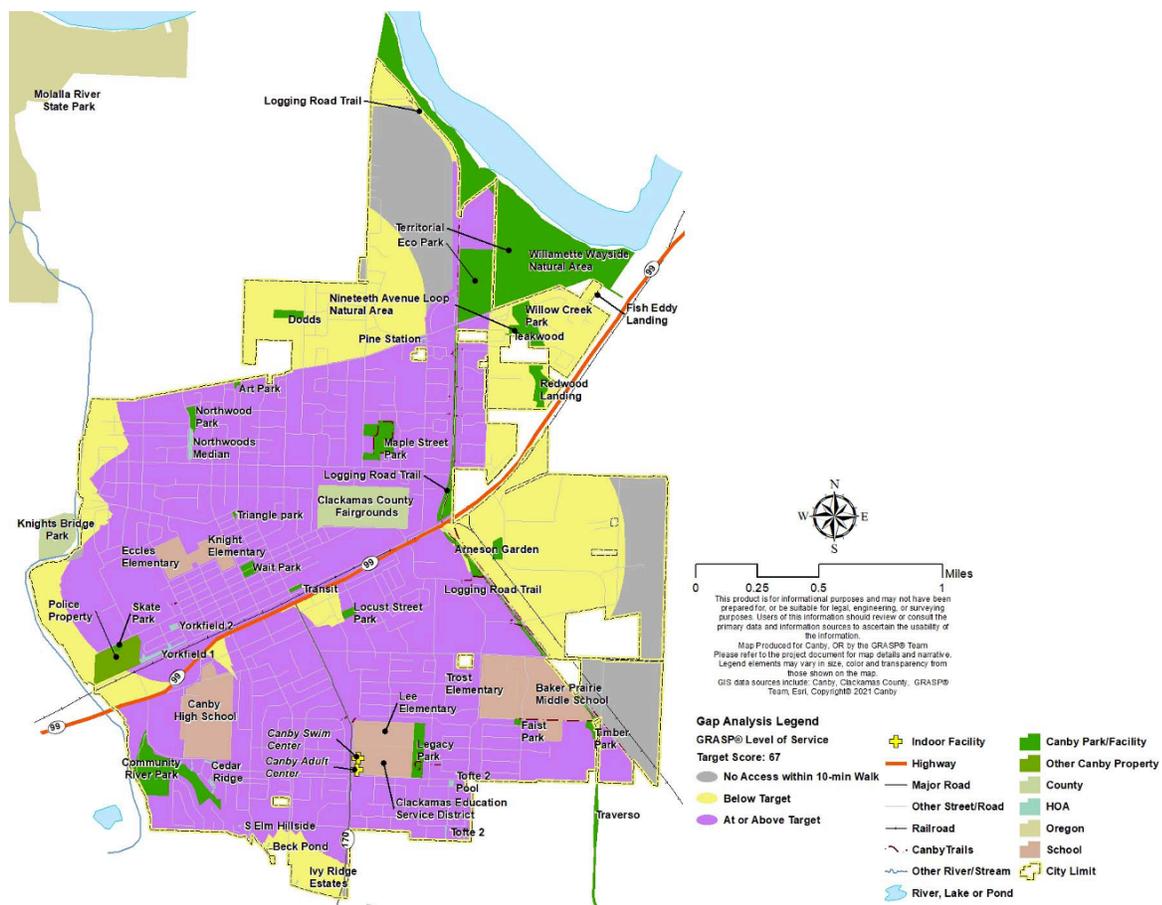
Park / Facility	Acres	Educational Experience	Loop Walk	Natural Area	Open Turf	Playground, Local	Shelter, Small	Trail Access Point	Trailhead	Total Components	Component Diversity
Arneson Garden	1.9	1	1	1						3	100%
Eco Park	24			1				1	1	3	100%
Northwood Park	1.5				1	1	1			3	100%



Walkability Gap Analysis

These parks and their components will likely attract users from a walkable distance. The following map brackets GRASP® values to areas that meet this target score or are below the target score. Purple areas indicate where walkable LOS values meet or exceed the target in the following figure. Areas shown in yellow on the map can be considered areas of opportunity. These areas are currently available land and assets, but do not provide the target value. Improving the LOS value in such areas may be possible by enhancing the quantity and quality of features in existing parks without acquiring new lands or developing new parks. Another option might be to address pedestrian barriers in the immediate area.

Figure 31: GRASP® Walkable Gap Analysis



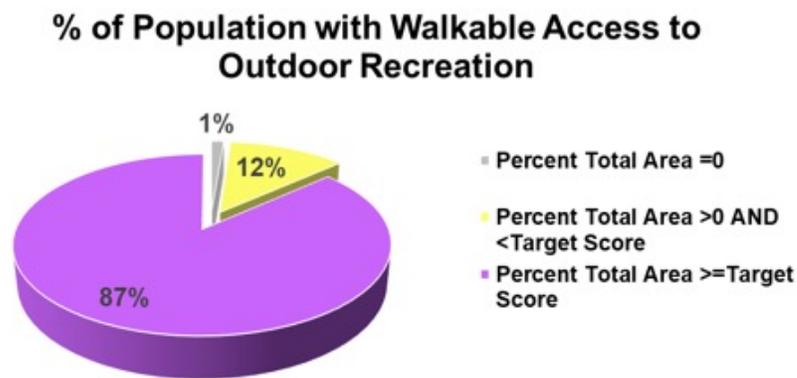
The Logging Road Trail Impact on Walkability

The analysis used to determine access within a ten-minute walk considered a target of three or more neighborhood park components and a trail system such as a ball field, playground, etc. While the Logging Road may connect to parks with additional components, the gray areas represent gaps in service not being met by the logging Road trail or other neighborhood or community parks.

In this analysis, only almost three fourths of the city’s land area has LOS that exceeds the target value shown in purple. Yellow regions (22%) have access to some recreation, but not at the target level. Less than 10% (gray) is without access to recreation opportunities within a 10-minute walk. The picture is even more favorable when considering where people live in Canby.

The following chart displays the LOS based on where people live. Combining LOS with census data, the analysis indicates that parks are generally well placed and capture a higher population than land area. Canby is well positioned, with 99% of residents in walking distance to some outdoor recreation opportunities, including 87% within a target score area. While the percentage of underserved residents is low, there are several opportunities to increase these percentages by addressing low-scoring properties.

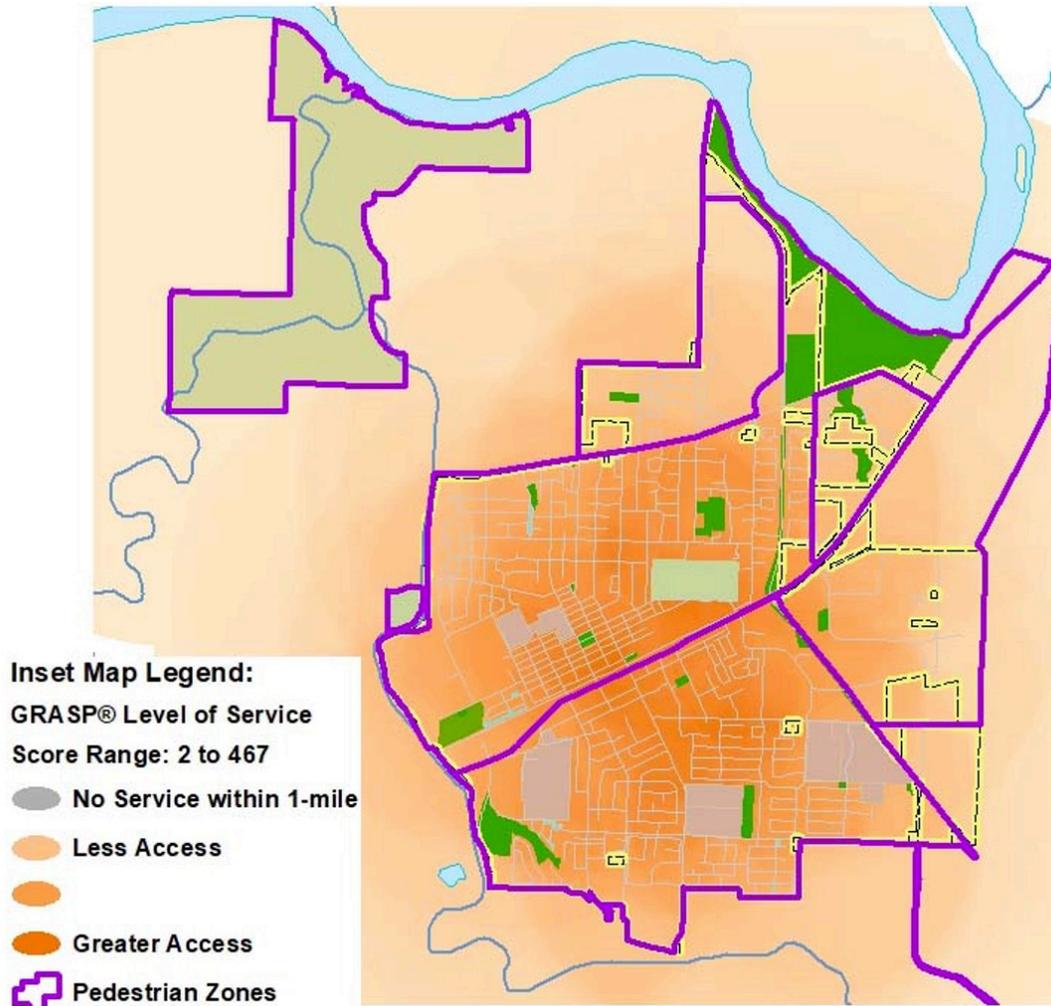
Figure 32: Percentage of Population by Service Level



Neighborhood Access to Outdoor Recreation

Perspectives also examine neighborhood or one-mile access to recreation opportunities. Darker gradient areas on the following images indicate higher-quality recreation assets based on a one-mile service area. In general, these images also show that Canby has an excellent distribution of parks and facilities related to current residential development. Note: the blending of color suggests a more equitable distribution of parks and outdoor opportunities.

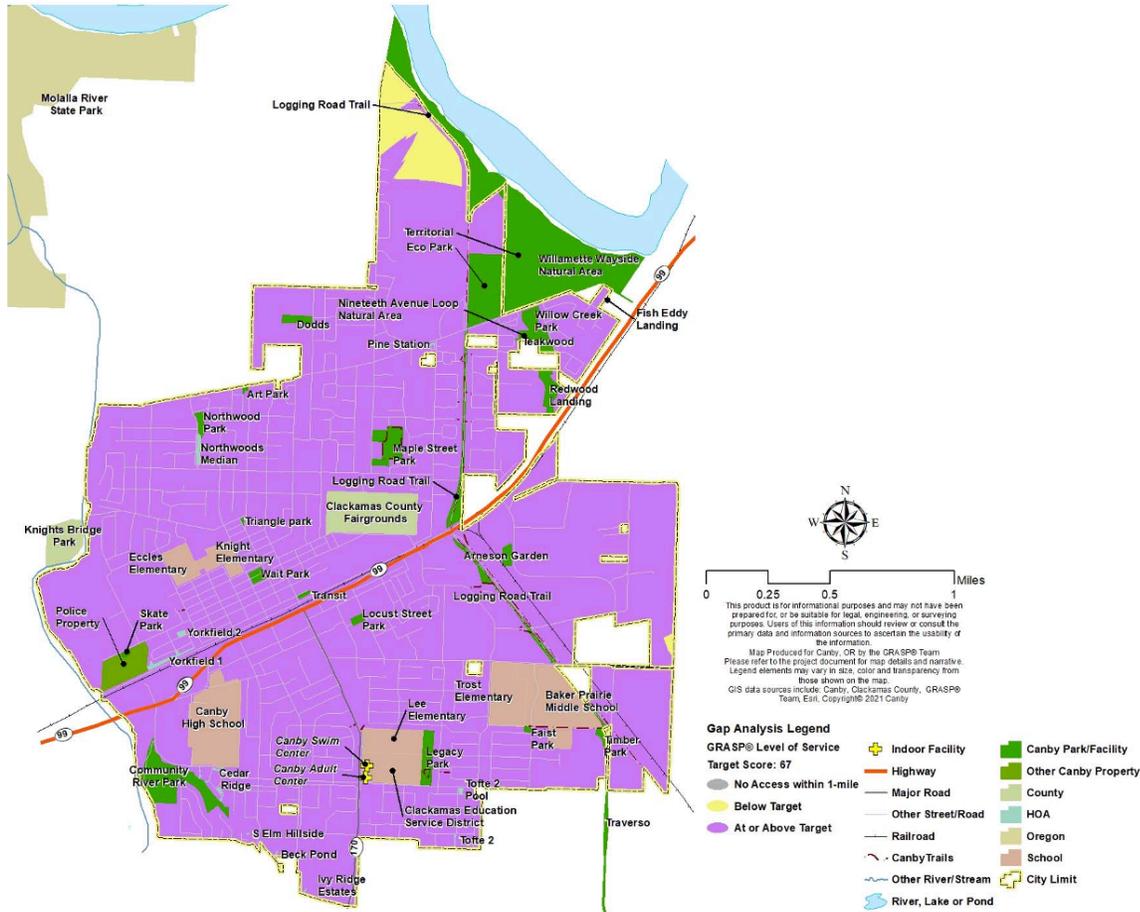
Figure 33: Canby Neighborhood Access to Outdoor Recreation



Neighborhood Gap Analysis

Analysis shows nearly 100% of all residents have access to target service levels within 1 mile.

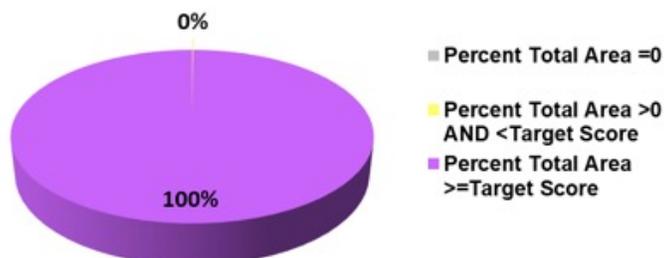
Figure 34: Neighborhood Gap Analysis



Further analysis of this perspective indicates that most Canby residents are within 1 mile of an existing park or outdoor recreation opportunity.

Figure 35: Percentage of Population by Service Level

% of Population with Neighborhood Access to Outdoor Recreation



A. Comparing Canby's Park LOS With Other Similar-Sized Communities

When comparing Canby to other agencies and parks in the dataset, no parks are in the top 100 parks overall or the top 10% in terms of GRASP® score. Additional findings in these comparisons reveal that Canby is above the average other similar-sized agencies in total locations and parks per capita. However, Canby scores lower in components per location and average park score and components per capita. These scores are directly related to the large number of parks that are currently underdeveloped or minimally developed. Canby offers approximately 5.4 acres of developed parkland per 1,000 residents. This ratio is below the National Recreation and Parks Association median of 7.7 acres for other similar-sized agencies. An additional 43 acres would need to be added to the system to meet that median.

Six playgrounds in Canby are located in three parks. Multiple playgrounds at a single park limit the distribution of playgrounds and access to more children. Better distribution of playgrounds will increase access to children without current walkable access. Canby should also consider adding basketball courts, community gardens, diamond fields, dog parks, rectangular fields, and tennis courts. Improving or adding skateboard opportunities may also be beneficial.

GRASP® Comparative Data

Canby parks are comparable to other agencies across the county by using these scores. The GRASP® National Dataset currently consists of 81 agencies, 5,116 parks, and over 27,700 components. When comparing Canby to other agencies and parks in the dataset, one park is in the top 600 parks overall and one in the top 10% in terms of GRASP® Score.



Additional findings in these comparisons reveal that Canby is above the average compared to other similar-sized agencies in total locations and parks per capita.



However, Canby scores lower in components per location and average park score and components per capita. These scores are directly related to the large number of parks that are currently underdeveloped or minimally developed.



The table on this page provides additional comparative data from other communities of similar populations to Canby across the United States. Because every community is unique, there are no standards or “correct” numbers.

Table 10: GRASP® Comparative Data

City / Agency	Fruita, CO	Canby, OR	Angleton, TX	Golden, CO	Wilsonville, OR	Lathrop, CA	Average
Year	2020	2021	2019	2016	2017	2020	2016-2021
Population	13,398	18,952	19,878	20,201	22,919	24,049	19,900
Study Area Size (Acres)	5,175	2,986	7,454	6,221	4,858	13,377	6,679
# of Sites (Parks, Facilities, etc.)	23	23	13	25	21	25	22
Total Number of Components	90	70	106	183	177	148	129
Average # of Components per Site	4	3	8	7	8	6	6
Total GRASP® Value (Entire System)	462	374	428	778	1,092	785	653
GRASP® Index	34	20	22	39	48	33	33
Average Score/Site	20	16	33	31	52	31	31
% of Total Area w/LOS >0	100%	98%	89%	NA	95%	72%	91%
Average LOS per Acre Served	223	265	128	NA	388	174	236
Components per Capita	7	4	5	9	8	6	7
Average LOS / Population Density per Acre	86	42	48	NA	82	97	71
Population Density (per acre)	2.6	6.3	2.7	3.2	4.7	1.8	4
% of Population with Walkable Target Access	97%	87%	24%	70%	67%	87%	72%
People per Park	583	824	1,529	808	1,091	962	966
Park per 1k People	1.7	1.2	0.7	1.2	0.9	1.0	1.1

Better than the average
Below the average

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B. Outdoor Parks, Properties, and Focus Areas

The community engagement process, the survey, and the LOS analysis identified key areas the city may want to focus on to improve LOS in the future. The Willamette Wayside Natural Area, athletic facilities, trails, access to playgrounds, and dog off-leash areas/parks, were important themes addressed in this section.

Willamette Wayside Natural Area

This park space is located on the Willamette River, providing great opportunities for enhanced river access. The property sits outside the city and urban growth boundary. While zoning laws help prevent it from active use, such as for a sports park, development of the property for passive use or preservation as a natural area can provide a regional asset for the area. The master plan for the Willamette Wayside Natural Area was completed in 2002. A legal finding by Joseph Lindsay, Canby City Attorney describes appropriate use of the Willamette Wayside property:

The only property that can be used beyond conservation is the 34 acres of property call the Three Sister's property. And for that particular parcel, there are restrictions of the 100 year flood plain, the Willow Creek waterway, and the fact that it was bought with sewer funds for wastewater purposes. That said, of the 16 or so acres of build-able land suitable for parks, the fact that it is in the county (and outside our UGB) zoned RRF-5 means that our government-owned, recreational uses are limited to those described in the county code section 316-6. Please see those for more details.

Athletic Facilities

The city provides a limited number of athletic facilities (three diamond, one rectangular) and relies on agreements with the Canby School District to help meet the demand for athletic fields. Due to school district policies, the city nor the volunteer sports group Canby Kids¹⁷ have the opportunity to affect the maintenance and upkeep of the fields. Key observations regarding athletic fields include:

- Community members voiced a need for better access and upkeep of fields. A future athletic complex would solve a host of issues related to operations and maintenance
- The city does not have sufficient rectangle or diamond athletic facilities to host tournaments and activities/leagues
- As identified in the community survey, needs are generally met for athletic facilities in the City but less so than many other recreational components such as parks and trails.
- Community members recognize the many economic and recreational benefits that improved sports fields and even a sports complex may bring to the City. The consultants recommend the following related to a sports complex:
 - The City may be best off working with the schools for a complex at properties like Lee Elementary/Ackerman center or others. Purchase of property in gap areas such as in the north or west part of the City may improve access to recreational opportunities in those areas

¹⁷ The Canby Kids Inc., founded in 1975, is a nonprofit 501(3)(C) umbrella organization for sports that provides youth recreational and competitive teams with sports opportunities for children in and around the Canby area on a year-round basis.

- A stand-alone sports complex would best serve the City if co-located with other components or a school property that has existing parking, restrooms, and other supportive elements.
- It is important that any intergovernmental agreement to develop or improve school facilities address maintenance to be performed by either City staff or non-profit operators
- Soccer fields may also best meet community needs if co-located with other park components. The Dodds property could support a small youth field, but needs other components to also meet walkability targets in the nearby neighborhoods such as playgrounds, sports court, etc. Placing rectangle fields at Trost Elementary School and Baker Prairie Middle school may be a viable option

Trails – Connecting the City to Walkable Spaces and Parks

The Emerald Necklace plan envisions connecting new trails along the Willamette and Molalla Rivers with the existing Logging Road Trail to form a large loop around the perimeter of Canby. This concept, in combination with additional cross-town connections, should form the framework to guide future trail development.

New trails should follow the general alignment shown on the Emerald Necklace plan, but can deviate to take advantage of any opportunities offered by partnering land agencies (such as state and county parks), new subdivisions or other land developments, and infrastructure improvements such as transportation, stormwater, or other utility projects. However, the final alignment can deviate to take advantage of opportunities as they arise. An example of this is shown in the Southwest Canby Master Plan, which includes trail connections between South Elm and South Ivy that could take the place of the far southwest segment along the river shown on the Emerald Necklace plan. Connections to parks, schools, and other public spaces should be a priority, but between these destinations the route can take advantage of utility corridors, street modifications, and other opportunities as they arise.

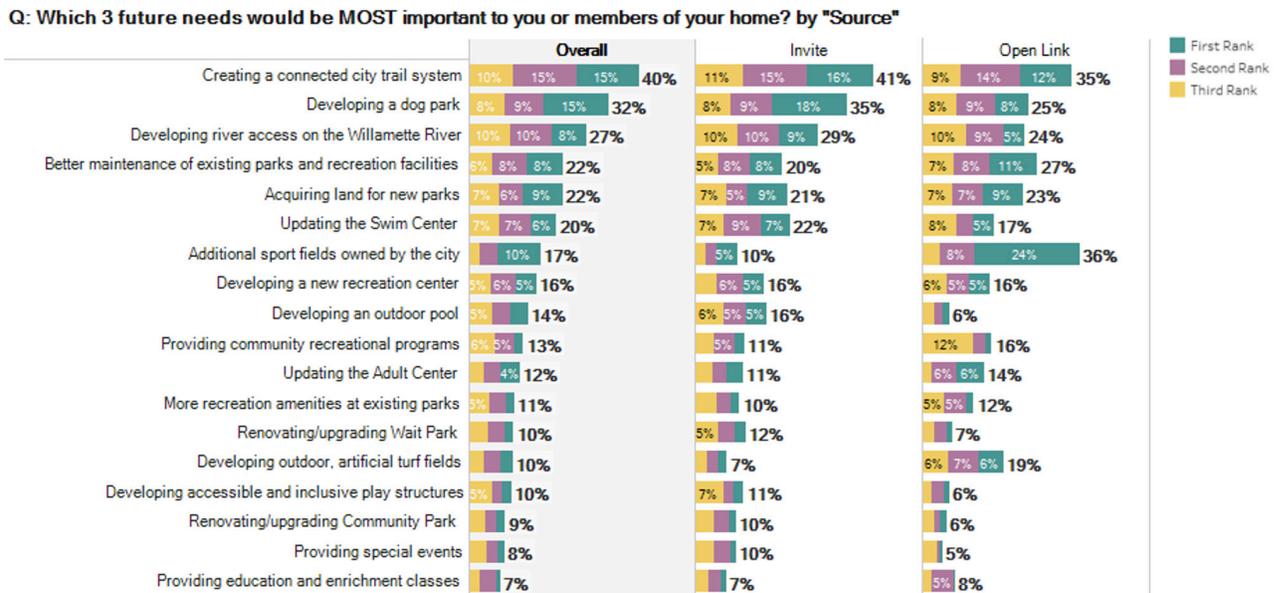
Meanwhile, existing on-street bike routes might be modified to create cross-town multi-use trail connections and create shorter sub-loops within the overall ring. These would also provide connections from urban neighborhoods to the more rural parts of the trail. For example, 13th Avenue provides a direct connection across the south side of Canby between Canby Community Park and the Logging Road Trail. It may be possible to utilize the existing on-street bike lanes and adjacent sidewalks to form a combined multi-use off-street trail. This could be done by integrating the bike lane and sidewalk on one side of the street into a combined use trail, perhaps with a curb, bollards, or other barrier between the trail and traffic lane. Helping to assure that curb cuts and ramps are in place along the entire route to allow for smooth travel by bikes, wheelchairs, strollers, and others using a widened sidewalk would turn it into a suitable multi-use trail. The addition of benches, landscaping, and other amenities where adjacent space is available would turn the route into a viable recreational trail. A similar approach to Township Road could provide a cross-town connector in the middle of the city, and Ivy Street can form a north/south connector.

The recommendation is that a more detailed study be completed to generate a citywide trails plan, with the following priorities:

- 1) Identify potential alignments, routes, and segments that could be used to complete the trail system. Prioritize these and develop a strategy for implementation. The acquisition of land, easements, or partnership agreements to secure the connections needed to implement the trail system should be a high priority, with construction occurring as funds are made available.
- 2) Develop alternatives and strategies for reconfiguring the cross-town connectors along existing streets into recreational trails as described above. Coordinate these with plans for upgrading, repaving, or other improvement projects along these streets.
- 3) Develop an implementation strategy with timeline and budgets for implementation and completion of the trail system

Creating a connected trail system was at the top of the list of community desires identified by the needs assessment survey. (See Figure 36) The city should consider exploring a policy of safe routes to parks, completion of the Emerald Necklace, further development of the Logging Road Trail, and coordination with future active transportation plans. A map from the city’s 2013 Vision process shows the Emerald Necklace concept in *Figure 37*.

Figure 36: Top Three Important Areas for Improvement



Molalla Forest Road/Traverso Sections

In April, 2021, the City completed a development plan for the 3.3 mile Traverso Section of the Molalla Forest Road that runs from SE 13th Ave, southeast to Macksburg Road. This plan envisions three sections of the new trail development:

Segment 1 – SE 13th Street to End of Shared Roadway (Approximately 1.7 miles)

Segment 2 – End of Shared Roadway to Molalla Bridge (Approximately .7 miles)

Segment 3 – Molalla Bridge to S. Macksburg Road (approximately .9 miles)

Trail development is anticipated to cost \$5,660,000 with \$10,000 annual operating costs.

In 2022, city staff and the Bicycle and Pedestrian Committee continue to meet and work with surrounding property owners. See a map of the trail in **Appendix K**.

Access to Playgrounds

In the following figure, playgrounds in Canby parks are shown with a green diamond. A 10-minute walk buffer (purple) has been similarly applied to previous analyses. Comparison to census data shows that 17% of children (age 0 – 14) do not have walkable access to a Canby playground.

Figure 38: Walkable Access to Playgrounds in Canby Parks (right)

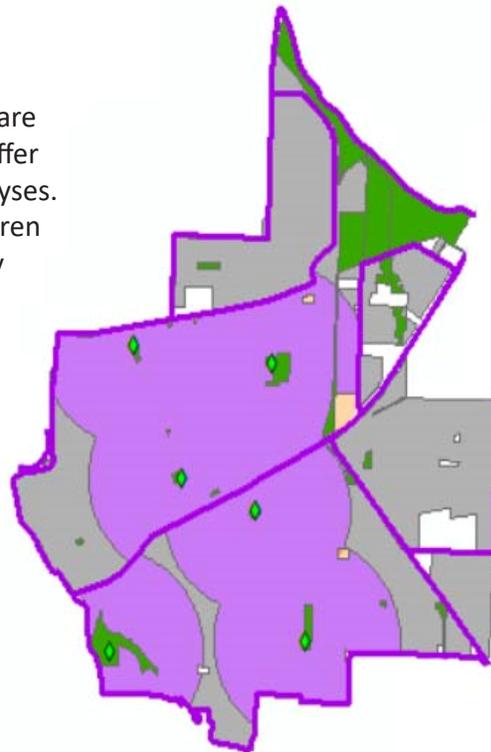
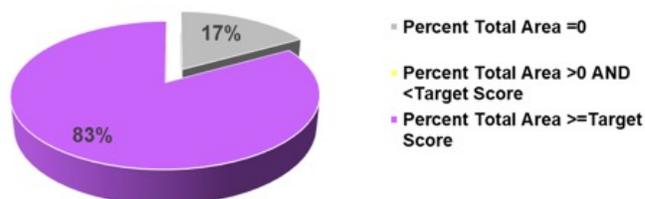


Figure 39: Population Analysis of 0 – 14-Year-Olds With Walkable Access to Playgrounds (below)

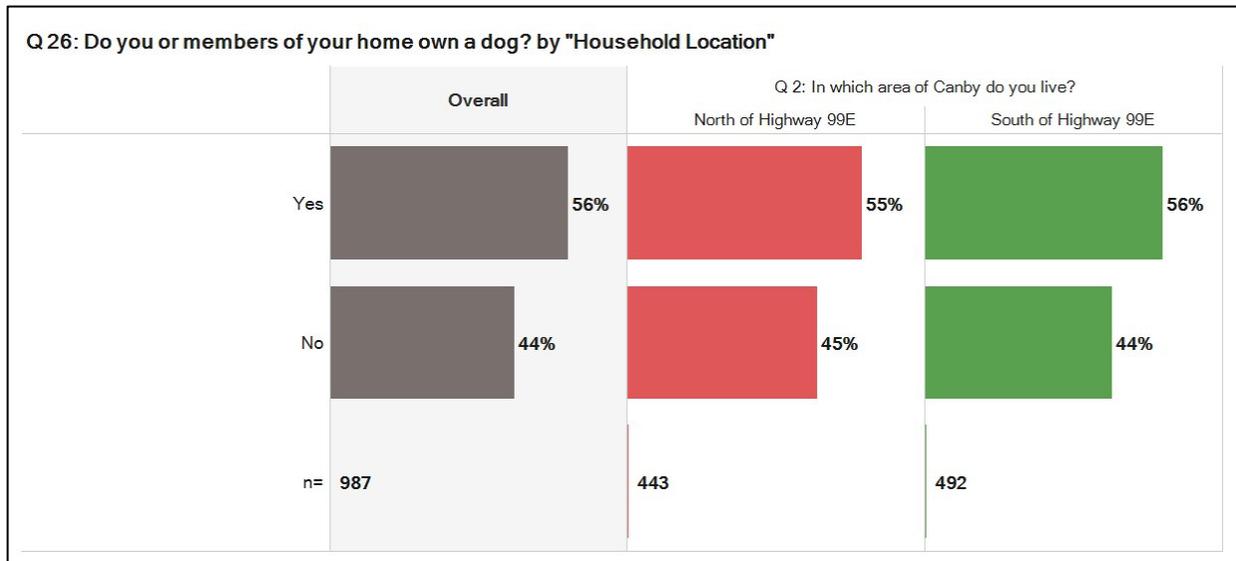
% of 0 to 14 yr olds with Walkable Access to Canby Playgrounds



Dog Off-Leash Parks

The consultants estimate that approximately 3,750 households in Canby own a dog. However, the city lacks a formal off-leash dog park. The needs assessment survey suggested that developing a dog park was the second most important need, after a connected trail system. The survey results also demonstrated that most households with dogs are located north of Highway 99E.

Figure 40: Dog Ownership in Canby

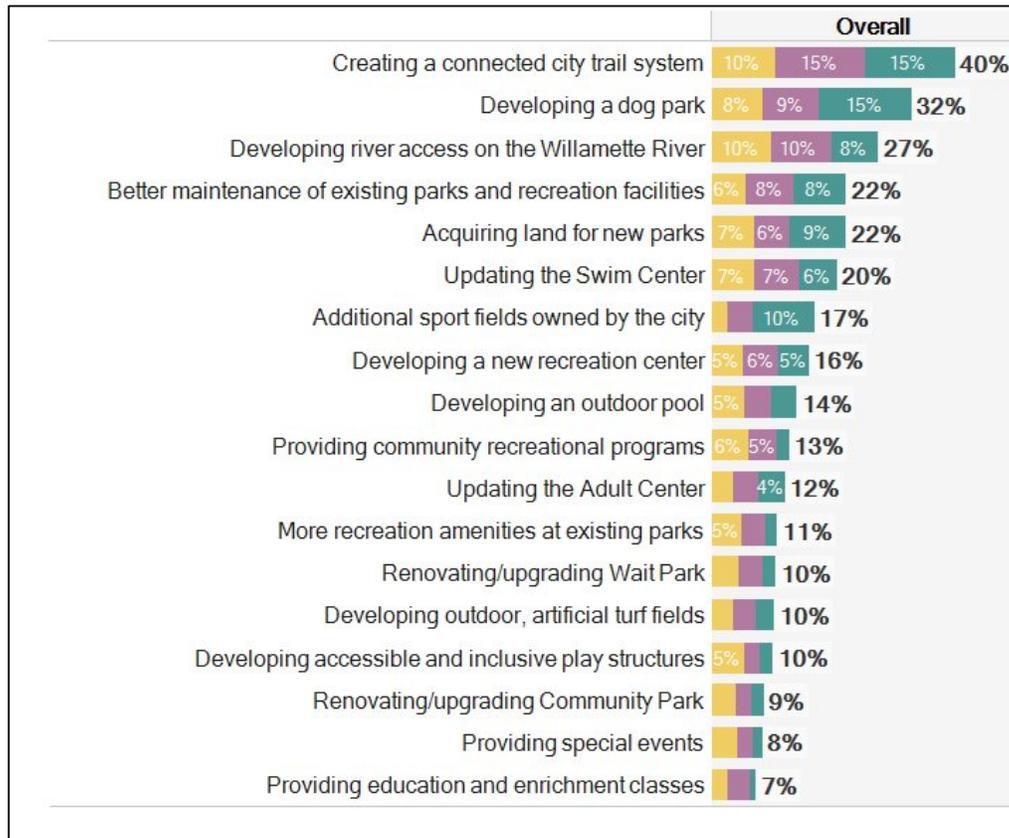


Off-Leash/Dog Park Siting Criteria

Siting an off-leash dog park requires a robust public involvement process and application of applicable siting criteria in the areas of access, size, environmental conditions, design/operation and maintenance considerations, and other uses of a park.

The National Recreation and Park Association (NRPA) suggests that each community should have one (minimum 1 acre) dog park per each 11,148 population. The terms “dog park” and “off-leash area,” although different in application, are considered interchangeable for the purposes of applying these criteria. See Appendix C for recommended siting criteria, best practices and guidelines for operating dog parks.

Figure 41: Most Important Needs for Improvement (Top Three Choices)



Siting criteria for park components and features

Creating a standard for the siting of parks and park components or features is difficult because needs vary from wildly community to community, and park to park. Some features, like dog off leash areas may be easier due to their nature. With that said, best practices and not necessarily guidelines for different components and parks are most appropriate. Planners may use classification systems as well. This information is provided to assist with decision making and should not take the place of good park planning and design and appropriate community and neighborhood input in any park design or updates.

Park classifications

Park classification systems commonly organize lands and facilities into various classes, types, or categories, as a planning and management tool. Purposes for classifying lands and facilities into different categories include:

- Determination of policies and strategies for management and operation of lands and facilities
- Definition of categories of need for land and facilities and identifying potential acquisitions to meet those needs
- Establishment of policies and strategies for land acquisition, including exactions, easements, leases, and other strategies, in addition to fee-simple purchase

- Establishment of benchmarks and goals for providing services and measure the results of efforts towards meeting these
- Care should be taken to avoid conflicts between use and parcel size when assigning classification schemes. The intended use should be the primary determinant, with size based on the mix of components
- Design standards can be helpful for medium and large parks systems. A very comprehensive set of design standards was developed by the City of Denver, Colorado and was provided to the City for future consideration

Classifications are of relatively little importance to the public. A visitor chooses to visit a particular park or facility for the amenities it contains, not based on its classification. A park name that includes its classification, such as Canby Community Park, may suggest to the potential visitor what amenities it contains, but the choice to visit is still based on the amenities that are found there regardless of name or classification. Classifications are most valuable for internal use by an agency.

Best Practices:

Sports fields – Small rectangle fields or recreation (practice) spaces can be placed in neighborhood parks while most sports fields should be placed in community or regional parks. Sports fields should be located in areas with reasonably level ground although use of natural terrane can positively affect the facility when used for grandstands or other elements. Sports field lighting should only be located in community or regional parks and away from residential areas or where light pollution presents community challenges

Pickleball courts - require fencing, restrooms, shade, parking and other support elements. Pickleball courts may be best located in community parks and not closer to residential areas where the sound from play may carry.

Playgrounds – Playgrounds should always be located near restrooms, buffered from streets and other hazards and a safe distance from dog off leash areas. All-inclusive playgrounds are best located in areas where individuals with disabilities can best access. Destination playgrounds such as nature-based play should be located where appropriate parking and other amenities are available.

Parking areas – In community and regional parks and at trailheads. Some communities like nearby Portland, Oregon typically do not provide parking at most neighborhood parks to encourage walking and biking to parks.

Shelters - The siting of shelters can affect the ability to permit for greater use and revenue. Shelters should be located near parking, restrooms and play areas and shall be ADA accessible.

Restrooms - Integrate the restroom facility into the related park master plan or initiative. Restrooms should be located in areas easily seen by the public. Walking distance to the restroom is also important with a general rule of the lessor walking distance for amenities designed for young children. Restrooms should also provide reasonable access by maintenance staff with walking paths a minimum of 6 feet wide to accommodate maintenance vehicles.

It is important that care is given to distance to playgrounds to avoid sand and other items being placed in restrooms and drains.

Trails - The criteria for placement of off-street trails includes undeveloped parcels, drainage corridors or open space, ownership or maintenance responsibility, and connectivity to existing trails or public facilities such as schools, libraries, and community centers.

C. Park-Specific Considerations and Recommendations

Based on the consultants' evaluation of each park and each component relating to access to recreation, the quality of the park components and the overall assessment related to neighborhood and community benefit support the following recommends for the city to consider:

Community River Park

This park seems old and in need of upgrades, but it could be a signature park in the system. The turf seems very dry. The consultants recommend a comprehensive master plan for the park that considers:

- A destination playground
- Irrigation upgrades
- Restrooms should be replaced and add changing rooms
- New park paths
- Addition of a sports court, such as tennis or pickleball

Locust Park

Overall, Locust Park is a nice park with a new playground and heavy, dense use. Explore options for adjacent properties and consider street closures for events and activities. Address parking through signage.

Consider adding:

- ADA picnic table
- New basketball backboards
- Plants in the boxes near the playground
- Shade structure near the benches at the playground

Northwoods Park

This park has an overall poor design and minimal development, which offers room for new components.

Skate Park

This skate park sits below a police station and could be better used if benches, shade, shelter, and other comfort features were available.

Timber Park

This park could be improved with a new access path and ADA picnic table.

Wait Park

This park is a classic town square park with some historic features. Some trees appear in decline after damage from severe weather incidences and restrict turf. This park could be improved by:

- Considering a master plan that balances the historical nature and current needs.
- Improving turf (currently showing extreme wear in places)
- Updating the playground(s)
- Replacing the restrooms. Although functional, they don't quite fit the scene with the ambiance of the park and the classic gazebo

Dodds Property

This property is located in a low score area and is recommended to be developed as a neighborhood park to serve the neighborhood to the East. It should include a playground as the area lacks access and at least 3 to 4 other components. This is a priority recommendation.

Schools

Generally, the schools have a playground, covered basketball courts, a diamond, and a rectangle athletic field. Basketball courts are covered, and playgrounds are in the process of being renovated. Rectangle fields seem functional. Middle schools have athletic tracks.

Parks and recreation opportunities at the schools could be improved by enhancing maintenance and upkeep of diamond fields.

D. Alternative Providers

Many alternative providers help supplement parks and recreation opportunities in and near Canby. Schools, while having limited public access, typically offer sports courts and fields. Elementary schools also feature playgrounds. HOA parks provide walkable access in some neighborhoods. County and state parks provide drive-to facilities and special events to local community members and visitors.

E. Park Classifications

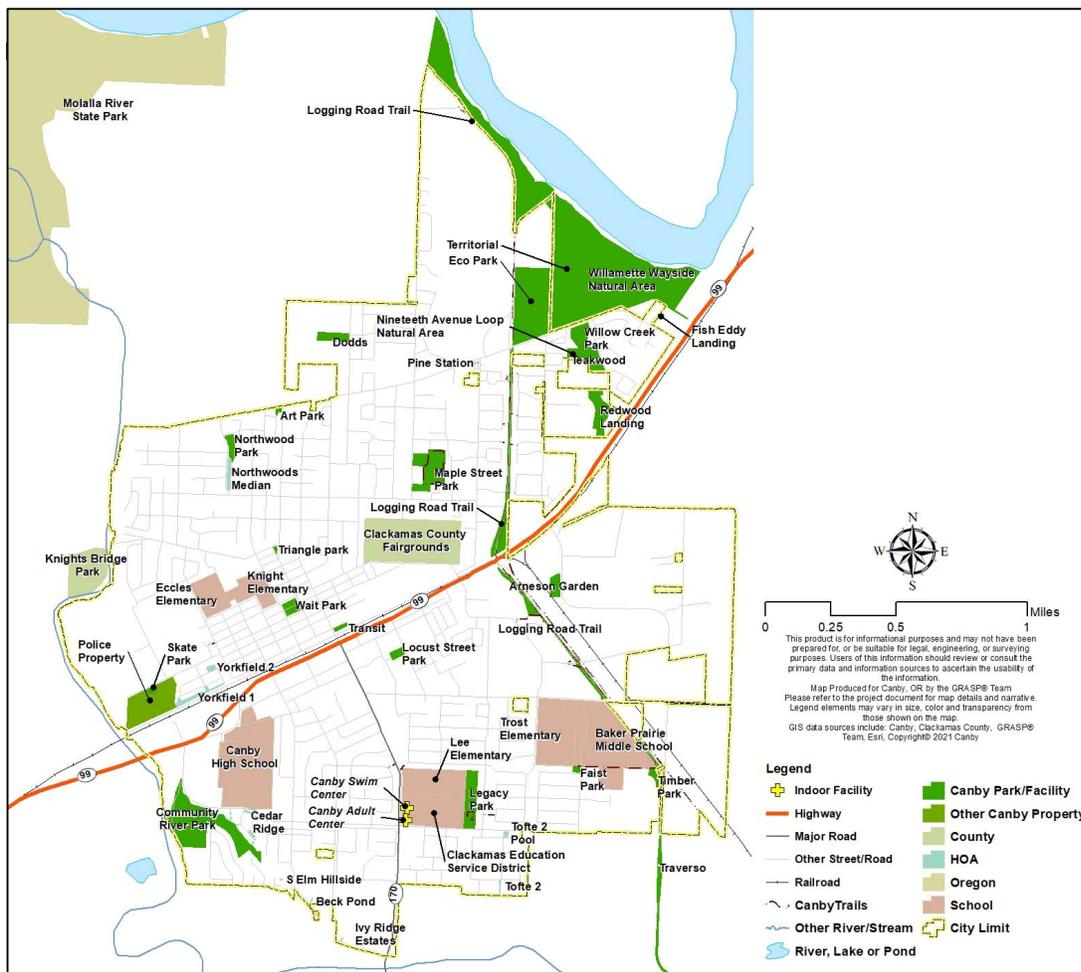
Park classifications should serve to create a blend of different kinds and sizes of parks. In Canby, there is a general sense that pocket parks are less desirable than the much larger community parks. This was made clear to the consultants during both the community input process and during staff interviews. As a result, the following classifications are recommended:

Community Park	2.5 acres per 1,000 population
Neighborhood Park	1.5 acres per 1,000 population
Pocket Park	0.0 acres per 1,000 population
Open Space	5.0 acres per 1,000 population
Greenway Trails	1.0 miles per 1,000 population

System Map

The system inventory map shows the relative size and distribution of existing parks and recreation facilities across Canby. Because of size and scale, this map does not display the entire Traverso property. Canby properties are green, county and state parks are muted green and tan, and schools are designated as red/brown on the following map.

Figure 42: System Map (Larger scale maps are located in **Appendix G**)



F. Capacity Analysis and GRASP® Perspectives

Capacity Analysis

A traditional tool for evaluating service is capacity analysis. It compares the number of assets to the population. As the population grows over time, components may need to be added to maintain the same proportion. **Table 11** shows the current capacities for selected elements in Canby. The table's usefulness depends on future residents' interests and behaviors and the assumption that they are the same as today. While there are no correct ratios, use this table in conjunction with input from focus groups, staff, and the general public to determine if the current ratios are adequate. It also assumes that today's capacities are in line with needs. The analysis is based on the number of assets without regard to distribution, quality, or functionality. Higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In theory, the LOS combines location, quantity, and quality. A small projected population growth limits the usefulness of this table.

Table 11: Canby Capacities

	Current Quantity	Current Population 2021	Current Ratio	Ratio per component	Projected Population 2026	Total Needed Based on Growth	Add
Population		18,952			19,907		
Aquatics, Spray Pad	1		0.05	18,952		1	0
Basketball Court	3		0.16	6,317		3	0
Concessions	2		0.11	9,476		2	0
Diamond Field	2		0.11	9,476		2	0
Diamond Field, Practice	1		0.05	18,952		1	0
Disc Golf	1		0.05	18,952		1	0
Educational Experience	1		0.05	18,952		1	0
Event Space	1		0.05	18,952		1	0
Loop Walk	3		0.16	6,317		3	0
Natural Area	7		0.37	2,707		7	0
Open Turf	9		0.47	2,106		9	0
Passive Node	2		0.11	9,476		2	0
Pickleball Court	1		0.05	18,952		1	0
Playground, Local	9		0.47	2,106		9	0
Public Art	2		0.11	9,476		2	0
Rectangular Field, Large	1		0.05	18,952		1	0
Shelter, Large	5		0.26	3,790		5	0
Shelter, Small	6		0.32	3,159		6	0
Skate Park	1		0.05	18,952		1	0
Trail Access Point	8		0.42	2,369		8	0
Trailhead	1		0.05	18,952		1	0
Water Access, Developed	1		0.05	18,952		1	0
Water Access, General	2		0.11	9,476		2	0
Water, Open	1		0.05	18,952		1	0

Compared to its current LOS, the following table indicates that Canby provides approximately 5.4 acres per 1,000 people. It also shows that the city should consider adding 5 acres of developed parks over the next five years to meet the current ratio based on projected population growth. That may mean developing some of the currently undeveloped lands (224 acres) or acquiring additional parklands.

Table 12: Acres of Park Land Per 1,000 Residents

							POPULATION	ACRES (2021)
INVENTORY								
Canby Parks								103
Current Ratio of Park Acres per 1,000 Population								
CURRENT POPULATION 2021							18,952	
Current Ratio of Park Acres per 1,000 Population								5.4
PROJECTED POPULATION - 2026							19,907	
								108
Acres to add								5
<small>*does not include 224 acres of undeveloped parkland at Faist Park, Willamette Wayside Natural Area, Traverso, and Territorial</small>								

Compared to national statistics published in the 2021 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks, Canby falls short in most of these components and would need to add components to meet median values. In addition, the city would need to add about 43 acres of developed parks to meet the current median for park acres per capita. Canby should consider adding basketball courts, community gardens, diamond fields, dog parks, rectangular fields, and tennis courts. Improving or adding skateboard opportunities may also be necessary.

Table 13: Outdoor Park and Recreation Facilities – Median Population Served Per Facility

2021 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks						
Outdoor Park and Recreation Facilities						
Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	Canby Residents per Facility	Canby Current Quantity	Need to add to meet current median	Need to add with population growth
Residents Per Park	NA	2,523	146	19		
Acres of Park Land per 1,000 Residents	NA	7.7	5.4	103 acres		
Basketball courts	87.4%	4,051	6,317	3	2	2
Community gardens	48.3%	9,001	NA	0	2	2
Diamond fields: baseball - adult	51.3%	7,989	9,476	2	0	0
Diamond fields: baseball - youth	78.0%	3,000			4	5
Diamond fields: softball fields - adult	65.5%	5,663			1	2
Diamond fields: softball fields – youth	59.3%	5,447			1	2
Dog park	64.9%	11,148	NA	0	2	2
Playgrounds	94.4%	2,132	2,106	9	0	0
Rectangular fields: overlay	8.7%	4,385	NA	0	4	4
Rectangular fields: multi-purpose	66.4%	3,895	18,952	1	4	4
Rectangular fields: soccer field - adult	43.6%	7,541			3	3
Rectangular fields: soccer field – youth	48.9%	3,433			6	6
Skate park	39.3%	11,000	18,952	1	1	1
Tennis courts (outdoor only)	81.4%	2,748	NA	0	7	7
<i>Comparison based on median for less than 20,000 population comparison</i>						
Surplus						
Possible Deficit						
*19 developed parks (4 undeveloped)						

More on Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the LOS throughout an area. Their purpose is to reveal possible gaps in service. However, it is not necessarily beneficial for all community parts to score equally in the analyses. The desired LOS for a location should depend on the type of service, the site’s characteristics, and other factors such as community need, population growth forecasts, and land-use issues. For example, commercial, institutional, and industrial areas might reasonably have lower service levels for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny. Perspectives can determine if current LOS is appropriate if used in conjunction with other assessment tools such as needs assessment surveys and a public input process.

G. American's with Disabilities Act Compliance

The Americans with Disabilities Act (ADA) of 1990 provides comprehensive, wide-ranging rights and protections to individuals with disabilities. These protections include access to public facilities such as community centers and parks. The goal of the ADA related to this master plan is to ensure equality of opportunity, and full participation, to all individuals, including those with disabilities. The ADA provides a clear and comprehensive national mandate for the elimination of discrimination against individuals with disabilities.

Local municipalities such as the City of Canby are required to complete a self-evaluation and publish an ADA transition plan to move toward accessibility compliance with the requirements of Title II of the Americans with Disabilities Act (ADA). The Transition Plan is part of the Self-Evaluation process required of Title II entities (state and local public agencies). The Department of Justice is responsible for enforcing the ADA.

The self-evaluation process includes an inventory of all facilities and amenities to determine compliance against accepted standards for access. The plan includes a prioritized list of findings that over a short term time frame can be mitigated.



CANBY PUBLIC LIBRARY

220-222

BRARY

CANBY
2026

Section VI

Services Analysis

This master plan analyzes the effectiveness and efficiency of the city’s delivery of parks and recreation facilities, programs, and services. This section is useful as a framework to establish goals, objectives, and action items related to park operations, effectiveness of the delivery of recreation programs, the current and future organizational structure, and how the parks and programs are funded.

A. Financial Analysis

To best understand the level of the city’s investment in parks and recreation, NRPA’s 2021 Agency Performance Review¹⁶ offers opportunities to compare the city to other similar communities. Over 1,000 agencies across the United States provided data used to make these comparisons. The comparisons used throughout this chapter are but one of many mechanisms to consider when making management decisions.

The City of Canby adopts an annual budget that sets priorities, guides staff, and helps ensure resources are available to meet community members’ parks and recreation needs. The General Fund is the primary operating fund, which includes property tax revenues used for operating and capital expenditures. Along with the General Fund, the city collects fees used to operate the Canby Swim Center on a five-year operating levy. The city also collects a \$5.00 per household park maintenance fee. Because the city does not currently have a parks and recreation department and only limited recreation programs and activities, most of the funding is dedicated to management of the city’s parks. Since 2018, the city’s investment in parks and recreation has increased from \$818,174 to \$1,325,783.

Park Maintenance Fee

In August 2017, the Canby City Council authorized collection of a \$5.00 per month park maintenance fee for all residential and non residential properties in the City under Canby ordinance 1466, effective January 1, 2018. The fee is collected from each household as part of monthly utility payments. The park maintenance fee accounts for \$487,000, or 37%, of 2021 funding to deliver parks and recreation services. The ordinance authorized collection of the maintenance fee for five years, ending on December 31, 2022. Without additional action taken by the City Council, this important funding source for park maintenance and operations will sunset, creating a significant reduction in service level. The community needs survey in this master plan showed that a majority of Canby residents supported the park maintenance fee (56%) along with the Swimming Center Fee (See Figure 43).

The consultants recommend a permanent extension of this fee with an annual escalator. Recommend a review, every five years. To help ensure a similar level of maintenance for all community members, it is recommended that the rate be increased based on any additional acres of park land developed for use. In the short-term, projected growth through 2026 is anticipated to be a modest 5% (beyond escalation for cost of labor and materials).

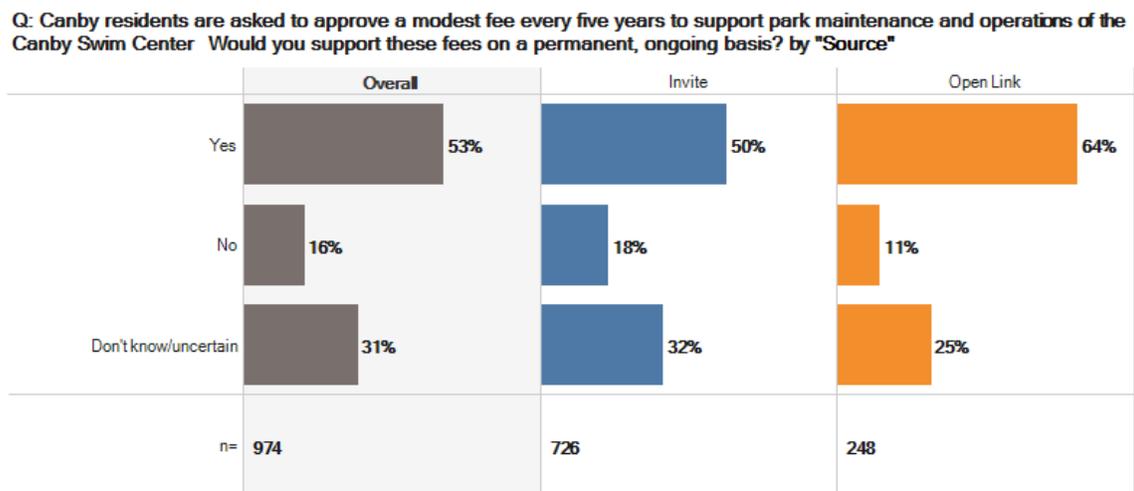
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Canby Swim Center Local Operating Levy

In November 2021, voters passed a five-year operating levy that funds the swim center operations from 2022/23 to 2026/27. Total fees collected are anticipated to be approximately \$5,000,000, which levies .49 per 1,000 of assessed property value. The swim center local operating levy accounts for 80% of the funds needed to operate the swim center.

Operating levies are intended to be a stopgap and not a permanent funding source. The majority of registered voters in Canby expressed interest in seeing the two fees become permanent.

Figure 43: Support for Canby Swim Center



The CAPRD

This special district operates under the oversight of the Clackamas County Board of Commissioners, with a Board of Directors but without a permanent tax rate. Due to the district boundaries expanding beyond the city, district voters have historically been reluctant to support a permanent tax rate. CAPRD is exploring opportunities to reduce the district boundaries (to mirror city boundaries), which may provide an excellent opportunity to fund parks and recreation services. Establishing a tax rate that both adequately funds current operating and capital needs and foresees future growth is of paramount importance to Canby community members.

Table 14: Canby's Investment in Parks and Recreation

	2018/19	2019/2020	2020/2021	2021/2022
Personnel Services	\$603,368	\$608,004	\$616,624	\$665,692
Materials and Services	\$206,728	\$203,698	\$362,278	\$380,091
Capital Outlay	\$8,078	\$393,089	\$340,181	\$280,000
Total	\$818,174	\$1,204,791	\$1,319,083	\$1,325,783

Parks and Recreation Projects Currently on the City's 2021/2022 Capital Improvement Plan:

- Locust Park Shelter
- Maple Park Sport Court
- Maple Park Splash Pad
- Locust Park Playground Equipment Replacement
- Logging Road Trail Culvert Replacement
- Legacy Park Improvements

Canby Swim Center Revenues and Expenditures

The swim center levy is budgeted in 2021 – 2022 to receive \$1,005,971 in tax revenue and an additional \$125,000 in revenues from swimming lessons and other pool-related activities. Expenditures are budgeted that include \$617,468 in personnel, \$141,374 in maintenance and supplies, and \$650,000 for capital expenditures. The Swim Center Levy Fund will transfer \$139,099 for allocated costs in the current budget.

Revenue to Support Parks and Recreation Services

Approximately \$50,000 per year are realized from events (\$13,000) and other miscellaneous sources (\$35,000). The cost recovery for parks and recreation is 7%.

Measuring the City's Investment in Parks and Recreation

There are several ways to gauge the financial health and resource allocation for parks and recreation in Canby. Benchmarking against other similar communities can assist with planning and leadership decisions. However, because each community is different, benchmarking is not intended to be the sole tool for making such decisions.

Revenue-to-Operating Expenditures

The typical parks and recreation agency in the United States recovers 25.3% of its operating expenditures from non-tax revenues. Because the city does not have a formal parks and recreation department and few community recreation programs, achieving a cost recovery of greater than the current 7% is not anticipated in the near future.

**OPERATING
EXPENDITURES
PER CAPITA:
\$114.62**



Source: 2020 NRPA Agency Performance Review

Operating Expenditures Per Capita

Another metric NRPA aggregates and reports on annually in its Agency Performance Review is typical operating expenditures per capita, which measures non-capital spending for each person living in the city. In 2021, the typical municipal agency similar in size to Canby invested \$114.62 for each person within its service boundary. The city is budgeted to spend \$63.57 in Fiscal Year (FY) 19/20 and is budgeted to spend \$71.32 per capita in FY 21/22.

Potential Funding Support

During the community engagement process for this master plan, focus groups and stakeholder interviews identified the desire to help ensure that parks are well maintained, safe, and clean. Typical agencies may spend from \$3,749 (low) to \$21,708 (high) with a median of \$7,959 per acre of park space. The city spent \$2,475 per acre to maintain 328 acres

of park space in 2019/2020 and is budgeted to spend slightly more, \$3,188 per acre, in 2021/2022. Typical agencies spend 44% of their operating budgets on parks and maintenance operations. The department expends nearly 100% of its General Fund budget on park operations.

Funding Challenges

Increased Costs Associated With Growth

Population is expected to grow in Canby by at least 955 new community members, requiring an additional 17.21 acres of developed parkland (to maintain the current LOS). Maintaining the new park space at the same service level will require an additional \$54,876 annually in operating funds.

Increased Costs Associated With Higher LOS

As a result of public input, the needs analysis, and widespread concerns related to the LOS in parks, it is recommended that the city increase investment in park maintenance and aspire to reach the national median of \$7,959 per acre. By 2026, this will require an additional \$1.6 million in operating costs.

Managing Growth Through Impact Fees

There are three basic options to pay for growth. Either existing residents pay for new growth through taxes or fees, provide parks and recreation services at a lower LOS by absorbing growth into existing resources, or developers and home builders pay for the impact of growth so that the growth pays its own way.

Option 1 unfairly assigns responsibility for funding growth. Option 2 creates a slippery slope, where the LOS (often determined as a percentage of developed acreage per 1,000 residents) will decrease over time as new residential developments are added, without contributing to the funding of new parks. This may lead to new residents either not using parks or needing to travel further distances because they may not have access near their homes. Also, this option may create greater density of use and a less comfortable experience (parking, overuse of sports fields, etc.). Option 3 allows growth to pay its own way in a more equitable manner. Growth is addressed through land dedicated by developers for parks, while construction of the parks is paid through development fees, also known as impact or system development charges. Home builders typically include park development in the price of the homes, as they would other infrastructure costs.

Current and Future Development Fee Methodology

As part of this master plan, a system development methodology study was completed, resulting in maximum justified impacts to fees, shown in **Table 15**.

Table 15: Current and Justified Residential SDC Fees and Fees in Lieu of Land Dedication

	Current	Future Maximum
Single-Family Dwelling Unit	\$6,025	\$9,833
Multi-Family Dwelling Unit	\$6,272	\$8,221
Mobile Home	\$5,032	\$8,725

Commercial/industrial SDC fees per employee represent 10%. The maximum fees are \$514 per employee, up from the current \$483 per employee.

Residents' Preferences for Capital Funding

Expansion of parks and recreation systems is often paid through voter-approved bonds or levies. To gauge general support, the needs assessment survey looked at respondents' willingness to pay for future capital funding. The top preferences were private/public partnerships and bond referendums for specific projects. See **Figures 46** and **47**. The preferences remained consistent among registered voters and non-registered voters. See **Figure 48**. Registered voters showed support for their top priorities that included: including:

- A connected trail system
- Better maintenance of existing parks
- Acquiring land for new parks
- Developing river access on the Willamette River
- Renovating Community Park
- Updating the swim center
- Providing community recreation programs
- Renovating/updating Wait Park
- Updating amenities in Parks

Figure 44: Canby Residents' Support for Potential Funding Sources

Q: What do you think are the best ways to pay for long-term improvements for parks and recreation facilities? by "Source"

Rating Category	Crosstab by:	Avg.	n=	Percent Responding:		
				1 & 2	3	4 & 5
More private/public partnerships	Invite	4.1	648	7%	20%	25% 48% 73%
	Open Link	4.2	229	6%	15%	33% 46% 79%
Bond referendum for specific projects	Invite	3.6	640	17%	23%	33% 27% 60%
	Open Link	3.7	228	14%	18%	39% 29% 68%
New hospitality tax	Invite	2.7	594	26% 16% 41%	29%	18% 29%
	Open Link	3.1	218	17% 30%	27%	26% 17% 43%
New parcel tax	Invite	2.5	555	32% 17% 48%	28%	14% 24%
	Open Link	2.8	204	25% 17% 42%	27%	19% 31%
Increased property tax	Invite	2.1	645	47% 17% 64%	17%	14% 19%
	Open Link	2.5	233	33% 18% 51%	18%	26% 31%

Figure 45: Canby Residents' Support for Potential Funding Sources by Registered Voters

Q: What do you think are the best ways to pay for long-term improvements for parks and recreation facilities? by "Registered Voter"

	Overall	Q 24: Are you a registered voter in the City of Canby?	
		No	Yes
More private/public partnerships	n=877 4.1	n=58 3.9	n=802 4.1
Bond referendum for specific projects	n=868 3.6	n=56 3.5	n=794 3.6
New hospitality tax	n=812 2.8	n=52 2.8	n=741 2.9
New parcel tax	n=759 2.6	n=53 2.5	n=691 2.6
Increased property tax	n=878 2.2	n=57 2.3	n=803 2.2

Figure 46: Canby Registered Voters' Preferences for Improvements

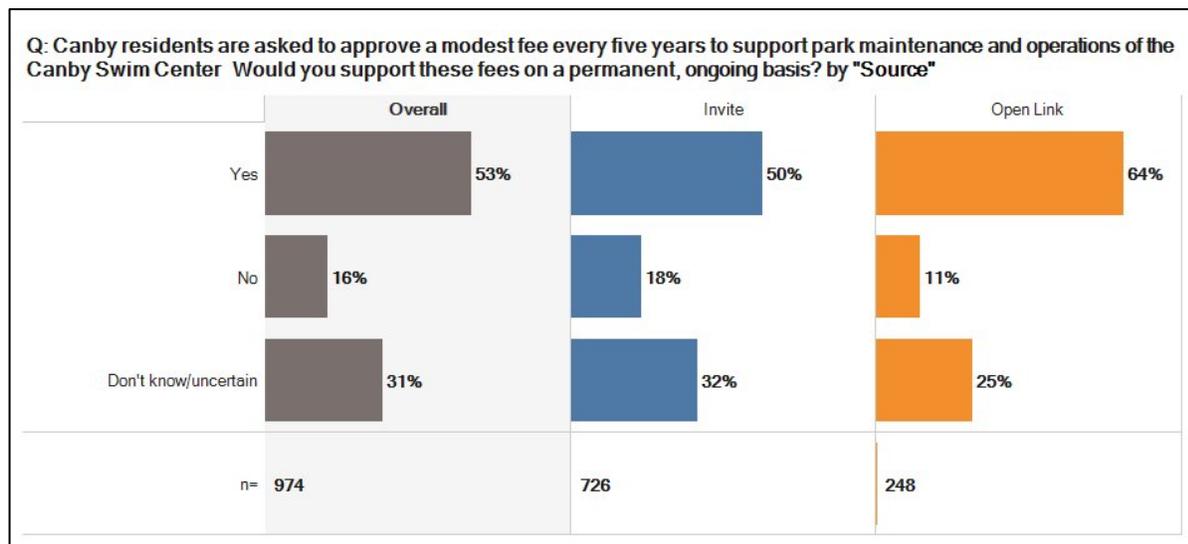
Q: What would you or members of your home like to see improved in the City of Canby over the next 5 to 10 years? by "Registered Voter"

	Overall		Q 24: Are you a registered voter in the City of Canby?	
	n	Score	No	Yes
Creating a connected city trail system	n=889	3.9	n=60 4.2	n=796 3.8
Better maintenance of existing parks & recreation facilities	n=823	3.8	n=52 3.9	n=745 3.8
Acquiring land for new parks	n=853	3.7	n=53 3.8	n=771 3.8
Developing river access on the Willamette River	n=884	3.7	n=55 3.5	n=798 3.7
Renovating/upgrading Community Park	n=846	3.6	n=52 4.1	n=770 3.6
Updating the Swim Center	n=828	3.5	n=55 3.0	n=747 3.6
Providing community recreational programs	n=855	3.5	n=55 3.0	n=773 3.6
Developing a new recreation center	n=850	3.5	n=53 3.3	n=768 3.5
Renovating/upgrading Wait Park	n=858	3.5	n=52 3.8	n=779 3.4
More recreation amenities at existing parks	n=848	3.4	n=54 3.0	n=767 3.5
Developing accessible and inclusive play structures	n=827	3.4	n=51 3.7	n=748 3.4
Developing a dog park	n=876	3.4	n=55 3.1	n=789 3.4
Providing education and enrichment classes	n=862	3.3	n=53 3.3	n=782 3.3
Additional sport fields owned by the city	n=801	3.3	n=48 3.0	n=725 3.3
Providing special events	n=850	3.2	n=51 2.6	n=772 3.3
Updating the Adult Center	n=779	3.1	n=50 3.0	n=705 3.1
Developing an outdoor pool	n=833	2.9	n=47 2.3	n=758 2.9
Developing outdoor, artificial turf fields	n=822	2.8	n=49 2.4	n=745 2.8

Voter Support for the Swim Center and Park Maintenance Fees

The survey respondents were very much in support of long-term, ongoing funding to replace the park maintenance fee and swim center operating fee. See **Figure 47**.

Figure 47: Canby Residents' Support for the Park Maintenance and Swim Center Operating Fees



Alternative Funding Opportunities

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically come from conventional sources such as sales, use, and property tax referendums voted upon by the community, along with developer exactions. In the state of Oregon, property tax rates are capped by legislation. They may fluctuate based on the economy, public spending, or assessed valuation and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry over or reinvest without voter approval.

The city should consider and implement funding sources identified during this master plan update. The following provides a summary of most easily used (some are already in use) funding sources the city may consider. The planning effort identified 86 new funding sources the city has not used in the past. A detailed description of 125 different funding sources is in the **Appendix H**.

- Traditional Operating Funds
- Development Funds
- Revenue Resources
- Loan Mechanisms
- Alternative Service Delivery and Funding Strategies
- Partnership Opportunities
- Community Resources
- Grants
- Gifts in Perpetuity
- Community Service Fees and Assessments
- Contractual Services
- Permits, Licensing Rights, and Use of Collateral Assets
- Enterprise Funds
- Cost Savings Measures
- Greening Trends

B. Organizational Analysis

GreenPlay broadly assessed the organizational and management structure for parks and recreation services to determine the most effective and efficient structure for meeting current and future needs.

Current Organizational Structure

The City of Canby's population has grown from 13,979 in 2000 to 18,952 in 2021 and is expected to expand to 19,907 by 2026. This represents a 30% population boom, which has created a greater need for expanded parks, recreation services, and a new model for delivering parks and recreation. Formation of a parks and recreation department is recommended.

Currently, the city offers an aquatics program through the Canby Swim Center, provides support for an adult center, and manages pocket, neighborhood, and community parks. A variety of special events are supported by various city departments. Currently, parks maintenance and capital improvements are organized as part of the city's Public Works Department, and aquatics programs are assigned directly to the city manager.

Current Staffing

The aquatics program employs an aquatics program manager who is supported by 5.5 FTE positions. Park maintenance is overseen by a park lead who is supported by six full-time and one seasonal FTE. See **Tables 16** and **17** for current aquatics and park maintenance staffing.

Table 16: Aquatics FTEs

- Aquatics Program Manager 1.00
- Swim Center Operator 1.00
- Swim Program Coordinator 1.00
- Head Lifeguard 1.55
- Lifeguard II/Instructor II 2.00
- Lifeguard I/Instructor I 2.00

Table 17: Park Maintenance FTEs

- Parks Lead 1.00
- Maintenance Worker III 3.00
- Maintenance Worker II 1.00
- Maintenance Worker I 2.00
- Part-Time Seasonal 1.16

NRPA’s Agency Performance Review can be helpful to gauge staffing levels.

For a typical agency serving a population just under 20,000 residents, FTE positions would typically be around 21.5. When applying a population standard of FTE per 10,000 residents, a typical agency might fund a median of 20 FTEs. Canby invests in only 16.71 FTEs. Agencies on the higher end may invest up to 42.8 FTEs.

Table 18: Parks and Recreation Staffing for a Community of 20,000 Residents

	Percent of Total Staffing	Typical Agency	Canby Current Staffing	Percent of Current Canby Staffing	+/- FTE
Park Operations and Maintenance	45%	9.0 FTE	8.2 FTE	49%	- .8 FTE
Recreation Programming*	31%	6.2 FTE	8.6 FTE	51%	+ 2.4 FTE
Administration	17%	3.4 FTE	0.0 FTE	0%	- 3.4 FTE
Capital Development	3%	0.6 FTE	0.0 FTE	0%	- .6 FTE
Other	4%	0.8 FTE	0.0 FTE	0%	- .8 FTE
Total	100%	20.0 FTE	16.8 FTE	100%	- 3.2 FTE

*Aquatic staff funding by the swim center fee

Key Areas for Operational Enhancement

The needs assessment, including input from community and key stakeholder engagement, the statistically valid survey, and LOS analysis, along with the consultants’ expertise, has identified five key areas:

- The City of Canby’s residential growth demonstrates a clear need for an independent parks and recreation department with an efficient organizational structure
- Delivering parks and recreation services in Canby can no longer be “other duties as assigned” and requires a professional director who can assume semi-autonomous responsibility for both short-term and long-term planning and visioning, park maintenance, recreation programs, and expansion to additional facilities and services
- A highly functioning Parks and Recreation Advisory Board is in place but in need of a greater level of support, best delivered by professional administrative support and a parks and recreation director
- Park maintenance and operations is very ably, professionally, and effectively overseen by a lead employee. It is recommended that duties assumed by this position are by a supervisor with an appropriate classification
- The nonprofit Canby Adult Center provides a highly functioning, viable senior program. As a result, no additional staffing in this area is recommended

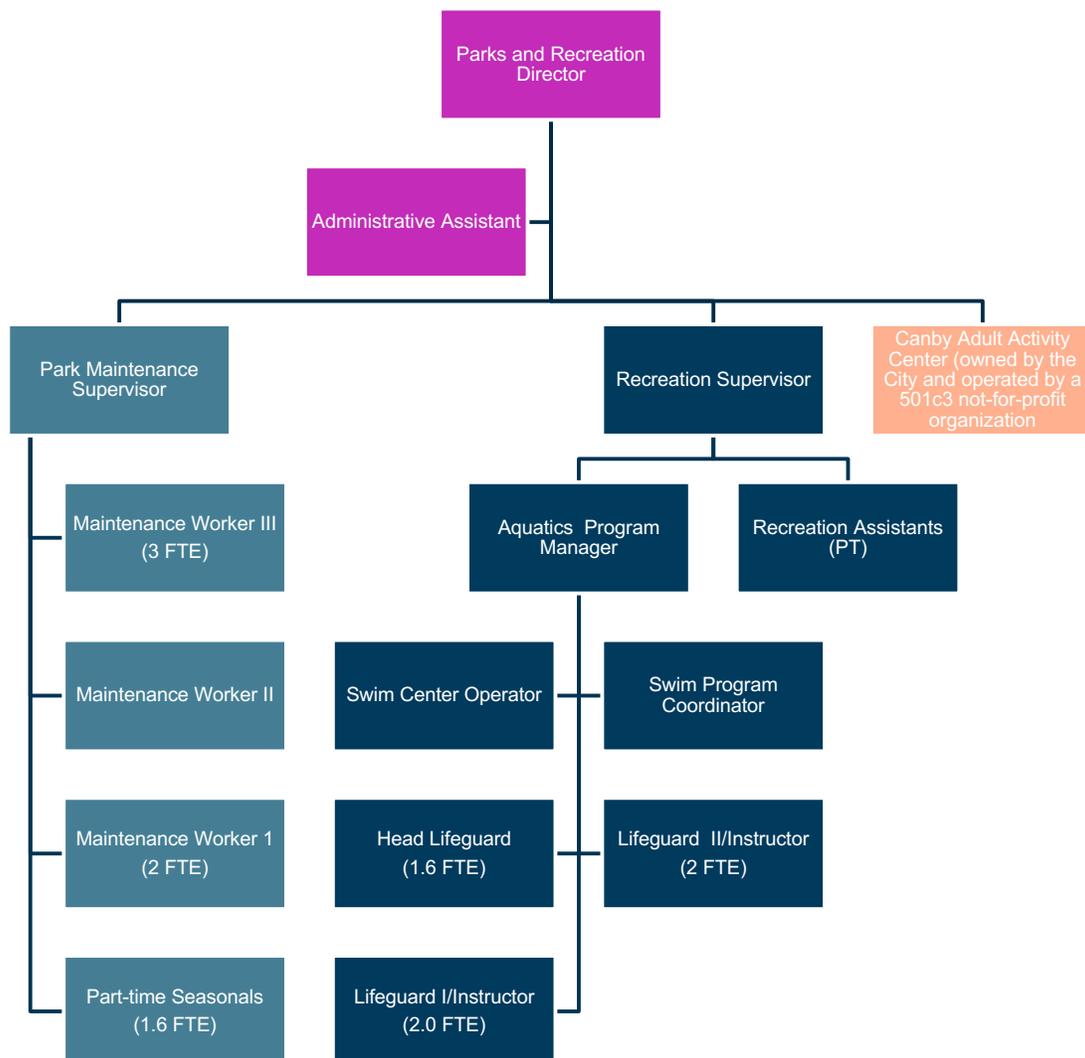
Proposed Organizational Structure

Over the next five years, it is recommended that a parks and recreation department be formed that would include both current staffing (16.8 FTEs) and an additional 4 FTEs and conversion of one position. These positions may include:

Parks and Recreation Director	1 (FTE)
Administrative Assistant	1 (FTE)
Parks Maintenance Supervisor	1 (FTE) (Conversion of existing position)
Recreation Supervisor	1 (FTE)
Recreation Assistants (Part-time)	1 (FTE)

Please see **Figure 48** for a proposed organizational structure for a new parks and recreation department.

Figure 48: Proposed Organizational Structure



C. Recreation Program Analysis

The purpose of a recreation program analysis is to identify gaps in service and opportunities to increase and improve delivery of recreation services. Because the City of Canby does not have a formal parks and recreation department, this analysis assumes most identified needs can be considered gaps in service. Aquatics and some limited special events are offered by the city, while senior activities are offered by a local nonprofit organization.

Partnerships are one avenue used to address gaps in recreation service delivery. Currently, youth in Canby have opportunities for summer camps through partnerships with the Canby School District, and the Sherwood YMCA. Along with private, non-profit providers such as the Canby Kids sports organization, some of the needs are being met. The consultants acknowledge though, that community members travel to neighboring Wilsonville, Oregon City, and Portland for some services.

It is helpful to consider other agencies of similar size and what recreation programs are offered. NRPA suggests programming can span a variety of park and recreation activities, with many touching one or more of NRPA's three pillars: Conservation, Health and Wellness, and Social Equity. Key programming activities offered by at least 60% of park and recreation agencies of all sizes across the county are in **Figure 49**.

Figure 49: Parks and Recreation Activities



Agencies of similar size to Canby, serving a population of less than 20,000, typically offer 40 fee-based programs per year.

Oregon's SCORP identified the following programs, classes, or events as community education needs cross-tabulated by importance and offered across the state of Oregon. The SCORP report is considered current until 2023.

Table 19: Oregon SCORP Community Recreation Programs

Type of program, class, or event	Do you have a need for this program, class, or event?		If yes, how well is your need being met? – Mean score*	Which programs are most important?			
	% Yes	% No		% 1st Choice	% 2nd Choice	% 3rd Choice	% 4th Choice
Farmer’s market	68.6	31.4	3.83	40.8	16.6	10.3	7.1
Concert	56.3	43.7	3.29	9.9	18.1	14.0	9.1
Outdoor sports	48.5	51.5	3.43	13.8	8.2	9.0	9.4
Outdoor movies	46.2	53.8	2.63	3.2	7.5	9.5	11.9
Water exercise	41.0	59.0	3.00	5.8	6.8	6.5	7.5
Historical tours	40.2	59.8	2.75	2.9	5.6	8.7	8.9
Arts and crafts (ceramic, painting)	39.8	60.2	3.04	4.0	6.9	7.3	7.5
Quiet zone for reading or meditating	38.8	61.2	3.20	4.8	6.5	6.9	7.1
Environmental education	34.9	65.1	2.74	3.1	4.6	5.9	7.4
Yoga	34.4	65.6	3.12	3.0	4.5	4.8	4.5
Game area (e.g., chess, cards)	26.4	73.6	2.58	1.2	2.3	3.3	4.4
Walking club	26.3	73.7	2.73	0.7	1.1	1.2	0.5
Computer education	25.5	74.5	2.77	1.3	2.4	3.4	4.0
Social dancing	24.3	75.7	2.68	1.3	2.5	3.0	4.2
Aerobics	22.8	77.2	3.10	1.1	1.7	1.8	1.7
Tai Chi	20.8	79.2	2.73	1.5	2.2	2.0	2.1
Zumba	18.7	81.3	3.02	1.0	1.6	1.6	1.6
Pilates	18.4	81.6	2.84	0.5	0.8	0.8	1.2

* 5-point Likert Scale (1=“Not being met” to 5 = “Fully met”)

The SCORP report identified the City of Canby among Oregon cities with the greatest needs for activities that focus on Hispanic and Latino populations, as well as those with children.

Recreation Facilities

The city provides two facilities to serve the aquatics and senior needs in the community.

The Canby Swim Center

The swim center is a 50-year-old indoor swimming pool providing aquatic activities to Canby and the surrounding communities. The facilities include a 25-yard six-lane pool with spectator area, dressing and shower facilities, an office, and lobby. The city-owned and operated facility is situated on Canby School District property. The city leases the property on a one-year lease, which makes long-term investments challenging. The pool offers open swimming for 21 hours per week and lap swimming for 32 hours per week, as well as limited water exercise programs. The swim center hosts swimming teams and offers a full range of swimming lessons. Facility improvements were identified during the public input process as a high priority. The facility is funded primarily by a funding levy that requires voter approval every five years. An update of the facility is needed, as is a long-term funding solution. See **Table 20** for historical usage of the swim center.

Highlights From 2020 – 21

- Continued to upgrade and improve the air flow (HVAC) system to operate more effectively and efficiently
- Responded quickly to changes due to COVID-19, wildfires, and the ice storm
- Provided a space for people to exercise when allowed, including lap swimming and swim team
- Painted the ceiling of the pool area before the estimated deadline
- Continued to support community activities and programs by providing free swims to many different community programs

2021 – 22 Goals

- Upgrade and remodel the dressing rooms, office, and lobby area
- Restore programs and adjust to changes post COVID-19
- Address maintenance issues during the annual closure and throughout the year
- Provide swimming lessons to local schools and the public
- Provide a safe environment for swimming and water activities
- Continue to support community activities and programs
- Renew the pool operating levy to fund the swim center for FY 2022 – 27

Table 20: Historical Usage of the Canby Swim Center 2016 – 2020

	FY16-17 Actuals	FY17-18 Actuals	FY18-19 Actuals	FY19-20
Public lessons taught (Penguin Club)	23,072	22,000	21,500	13,200
School lessons taught	4,909	4,950	4,500	1,700
Public use hours per week	90	90	90	87
Private use rental hours per week	10	10	10+	10+
Usage from Canby community members	50%	50%	50%	50%
Usage from outside Canby residents	50%	50%	50%	50%

The Canby Adult Center

The adult center is owned by the city and run by a nonprofit organization. The building sits on Canby School District property, and is on a year-to-year lease, making city investments and improvements challenging.

The nonprofit Canby Adult Center is operated by a director who is supported by an excellent team of staff and many dedicated volunteers. Funding for the center comes from investment income (49%), federal and state grants (26%), donations (14%) and fundraising efforts (11%). Budgets are supplemented by facility rentals and modest fees.

Programs and Services

The center places a focus on five service areas:

- Nutrition (congregate meals, Meals-on-Wheels)
- Transportation (to the adult center and other transportation needs in the commuting area)
- Fitness/wellness (classes and activities)
- Recreation (social interaction, library, enrichment classes, movies and events)
- Client services (home delivery of meals, information and referral, energy access and assistance, and legal assistance)

2022 – 2023 Goals for the Adult Center

- Reopen with a full complement of services and activities post COVID
- Expand evidence-based wellness and fitness offerings
- Identify and address changing needs of baby boomer generation of older adults
- Reconfigure and remodel building interior to provide needed equipment and structural upgrades, create additional office space, and offer a more welcoming environment for clients
- Help ensure uninterrupted power supply to the center in the event of a major, long-lasting power outage

2018 – 2019 Selected Performance Indicators

- Client services direct contact cases – approximately 1,400
- Bus rides given (to and from center, day trips) – 3,350
- Dining room meals – 13,736
- Home-delivered meals – 26,649

2020 – 2021 Selected Performance Indicators (Building Largely Closed to Public)

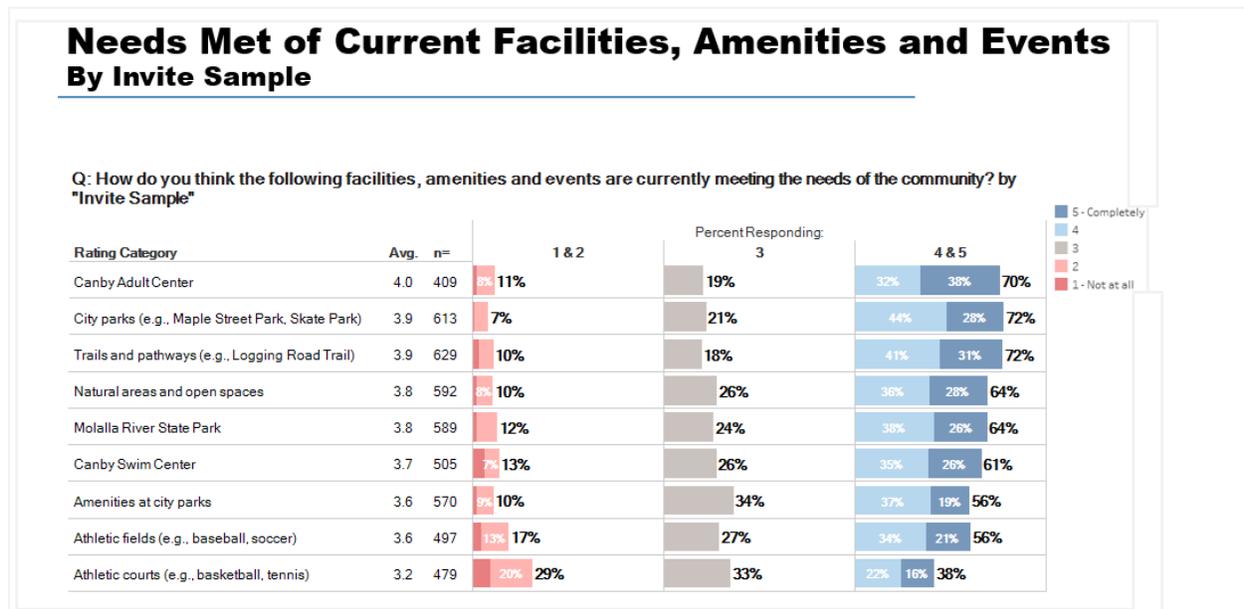
- Client services phone contact cases – 970
- Bus rides – n/a, service suspended due to COVID-19
- Home-delivered meals – 45,707

It is notable how meals served was impacted by COVID-19 in 2020 – 2021: while the dining room was closed, Home Delivery Meals (HDMs) were increased to over 5,000 meals greater than the combined dining room/HDMs pre-COVID. The center signed up a number of new clients who wouldn't traditionally qualify for HDMs, but who wanted to stay close to home.

Program Effectiveness

The needs assessment survey highlighted that among facilities, amenities, and events, the two facilities did a very good job meeting community needs. The Canby Adult Center does an exceptional job meeting community need (70% of the community reporting that their needs were met), and the swim center reported the 61% of the needs for aquatics activities were met.

Figure 50: Recreation Needs Met in Canby



Outdoor Facilities That Support Recreation Programs

Athletic Fields

Children and adults in the city use athletic facilities in the parks and on school properties for organized and self-directed sports participation. Primary concerns around the quality of the fields were identified as a need to work closely with the Canby School District to improve field maintenance.

Event Space

Most special events take place at Wait Park in the center of the city. The park could benefit from a specific master plan and a much-needed update.

Specialized Facilities

- The skate park is a specialized facility that may benefit from shade
- There are new pickleball courts and a spray feature at Maple Street Park, which provide a great addition to the system
- The city needs a dog park/off-leash area



Community Member Recreation Participation

Participation trends and desires were identified in the master plan process, which included key program and activity categories and partnership opportunities for implementing enrichment, athletic activities, aquatic activities, and special events.

Focus Group Meetings, Public Forums, and Stakeholder Interviews

Ninety-two members of the community identified a desire for summer camps, community education and enrichment programs (yoga, tai chi, etc.), farmers markets, indoor winter activities, and Saturday markets.

The Needs Assessment Survey

The survey identified both how important facilities, amenities, and events are to the community, as well as how well needs are being met. By applying an Importance-Performance Matrix model, we can best identify those areas the city should focus on. See *Figure 51*.

Figure 51: Importance Performance Matrix

Average Importance- Performance Matrix	High importance/ Low needs met	High importance/ High needs met
	<p>These are key areas for potential improvements. Improving these facilities/programs would likely positively affect the degree to which community needs are met overall.</p>	<p>These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.</p>
	<p>These “niche” facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.</p>	<p>Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities/programs outweigh the benefits may be constructive.</p>
	Low importance/ Low needs met	Low importance/ High needs met

Figure 52: Average Important/Performance Matrix by Invite Sample

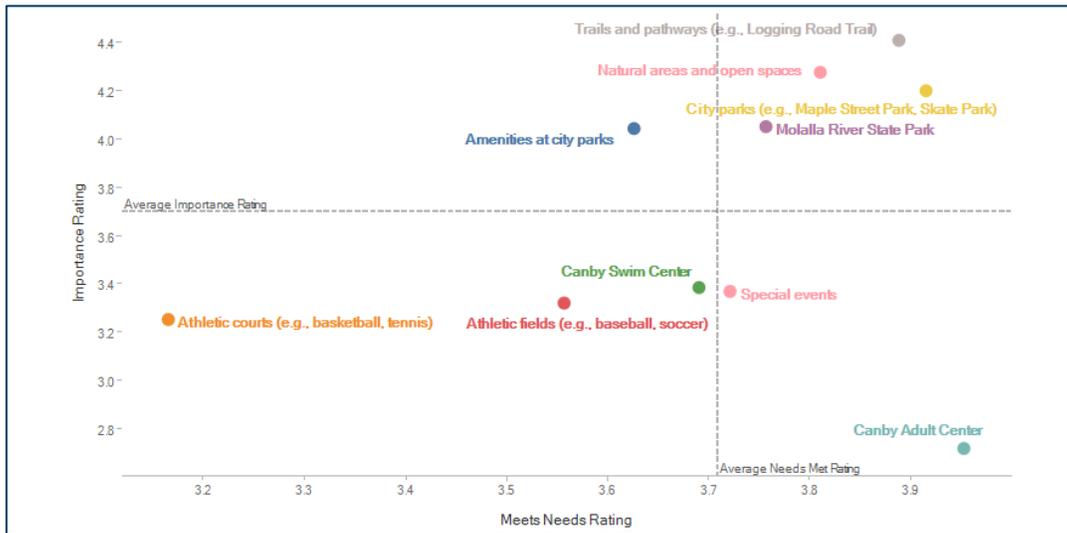


Figure 53: Importance of Current Facilities, Amenities, and Events

On average, respondents rated trails and pathways (4.4), natural areas and open spaces (4.2) and City parks (4.2) as the most important facilities, amenities or events to their household.

Q: How important are the following facilities, amenities and events to you or members of your home? by "Source"

	Overall	Invite	Open Link
Trails and pathways (e.g., Logging Road Trail)	n=1,040 4.4	n=746 4.4	n=294 4.3
Natural areas and open spaces	n=1,044 4.2	n=748 4.3	n=296 4.1
City parks (e.g., Maple Street Park, Skate Park)	n=1,032 4.2	n=741 4.2	n=291 4.1
Amenities at city parks	n=1,020 4.1	n=726 4.0	n=294 4.1
Molalla River State Park	n=1,033 4.0	n=740 4.0	n=293 3.8
Athletic fields (e.g., baseball, soccer)	n=1,001 3.4	n=715 3.3	n=286 3.8
Special events	n=999 3.4	n=715 3.4	n=284 3.4
Canby Swim Center	n=1,023 3.4	n=729 3.4	n=294 3.4
Athletic courts (e.g., basketball, tennis)	n=1,006 3.3	n=718 3.3	n=288 3.5
Canby Adult Center	n=1,008 2.8	n=718 2.7	n=290 2.9

5 - Very important
4
3
2
1 - Not at all important

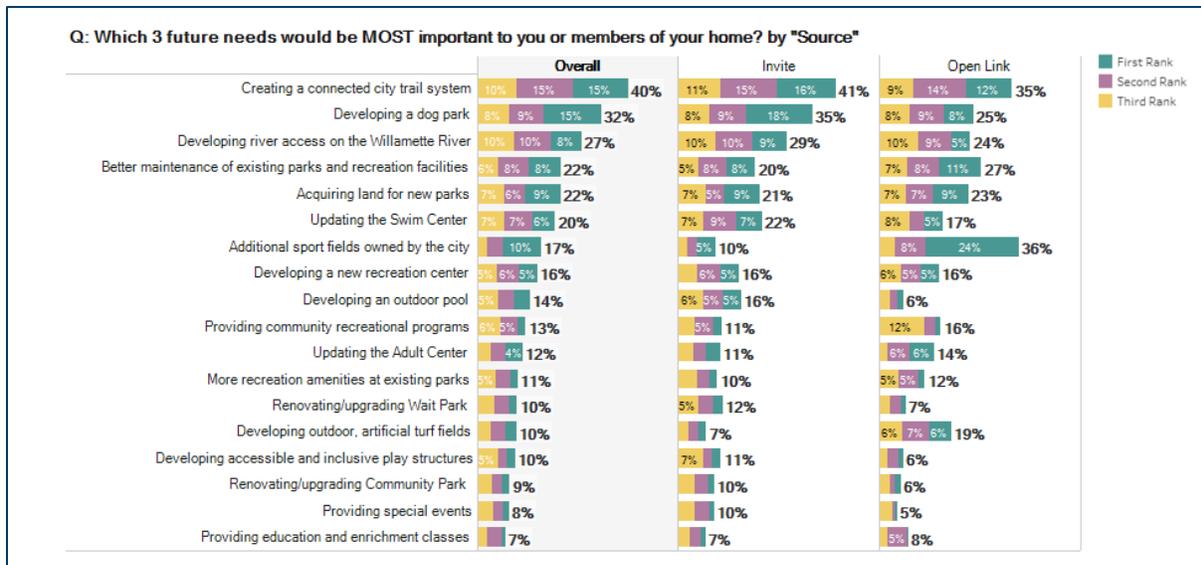
Figure 54: Importance of Current Facilities, Amenities, and Events

Q: How do you think the following facilities, amenities and events are currently meeting the needs of the community? by "Source"

	Overall	Invite	Open Link
Canby Adult Center	n=581 3.9	n=409 4.0	n=172 3.7
City parks (e.g., Maple Street Park, Skate Park)	n=853 3.8	n=613 3.9	n=240 3.5
Trails and pathways (e.g., Logging Road Trail)	n=872 3.8	n=629 3.9	n=243 3.6
Natural areas and open spaces	n=828 3.7	n=592 3.8	n=236 3.5
Molalla River State Park	n=811 3.7	n=589 3.8	n=222 3.5
Canby Swim Center	n=723 3.6	n=505 3.7	n=218 3.4
Special events	n=674 3.6	n=480 3.7	n=194 3.3
Amenities at city parks	n=806 3.5	n=570 3.6	n=236 3.2
Athletic fields (e.g., baseball, soccer)	n=722 3.3	n=497 3.6	n=225 2.7
Athletic courts (e.g., basketball, tennis)	n=695 3.0	n=479 3.2	n=216 2.6

Improvement opportunities include recreation facilities and programs. See **Figure 55**.

Figure 55: Top Three Future Improvements of Parks and Recreation Opportunities



Opportunities to Establish a New Community Recreation Program

Opportunities and recommendations are described below as goals with accompanying action items and are mostly dependent upon establishment of a formal parks and recreation department within the city. Primary goals the city may consider when establishing a community recreation program include:

Table 21: Goals and Opportunities

<p>Goal 1: The department should offer a robust and relevant recreation program for Canby community members</p>	<ul style="list-style-type: none"> • The city should identify adequate funding and staffing to help ensure safe and relevant programs • The city should begin slowly with special events and continued support for the two existing facilities to allow the new department to grow organically
<p>Goal 2: Help ensure programs are offered in an inclusive manner</p>	<ul style="list-style-type: none"> • Establish programs that are in compliance with the ADA of 1990 and subsequent updates • Focus on offering life-long skill programs that enrich the lives of community members
<p>Goal 3: Establish partnerships to provide high-quality recreation programs</p>	<ul style="list-style-type: none"> • Partner with civic groups and utilize the Parks and Recreation Advisory Board to assist with priority setting
<p>Goal 4: Increased and improved communication for program opportunities</p>	<ul style="list-style-type: none"> • Establish a quarterly program brochure to assist community members with program registration • Establish a social media presence
<p>Goal 5: Offer programs and activities identified as priority by the Canby community</p>	<ul style="list-style-type: none"> • Youth and adult sports programs • Youth development and teen-focused activities • Adult enrichment and life-long learning opportunities • Special events • Outdoor recreation programs • Senior programs • Aquatic programs

Marketing Future Programs

If a department is established, a detailed and formal marketing plan is recommended three years after inception to create promotion strategies. A resource allocation study is also recommended in the future to develop a fee policy.

The program brochure is recommended to promote program opportunities. The publication of a quarterly program brochure is part of a greater strategy for communicating program opportunities. Along with posts to websites, email, social media, and community presentations, the program brochure is one way to publicize programs, activities, policies, and events.

Even as different communities may have different preferences for how they receive information, program brochures continue to be the most widely preferred method to parks and recreation program participants, regardless of location within the United States or size of agency. It is important to follow best practices when establishing a program brochure:

1. Maximize return on investment (ROI) from the brochure through offering various registration tools, times, etc. Agencies should make it as easy as possible for patrons to enroll in classes and activities.
2. Welcome notes and letters to patrons should not be placed on the front or back cover or on the first couple of inside pages. These are prime spaces for attracting registrants.
3. Program descriptions should follow five “C”s to attract registration:

- **Clear** – be clear in a broad sense. Describe the activity in a way that does not limit the instructor: “this class may include crafts and music projects”
- **Concise** – don’t use phrases like “This class will” “You will learn.” Assume that they know it will be fun, but don’t say it. All recreation classes should be fun. Do not say the age in the title or in the body of the description—it should already be listed in the activity category
- **Creative** – use different descriptive words. Try not to repeat the same words if possible.
- **Consistent** – confirmation information should be at the end of the description. For example: “Bring sunscreen and a hat”
- **Catchy** – description should be unique. A customer should not have to look at a page of activities where they all start the same way

4. An automated registration system is important for most agencies. In addition to assisting with internal controls, an automated system can provide easy data reporting with real time, efficient program registration, and a higher level of quality customer service.
5. Distribution of the program brochure – best practices may call for either direct mail or distribution through a school system. Agencies need to be aware of the printing cost and potential perceptions around environmental issues when printing large quantities of program brochures.
6. Selling advertising space in the brochure may be an option to offset the cost of the brochure.

Providing Access to all Community Members

To ensure all community members, and especially those most vulnerable have access to recreation programs, a scholarship program may be developed. Scholarship programs can best meet community needs if budgeted based on a sliding scale with priorities set based on desires of the Parks and Recreation Advisory Board and City Council. Some communities limit scholarships to youth or a limit of a specific number of programs or a specific scholarship amount. Scholarship programs must be marketed and carefully tracked.

Ongoing Evaluation of Future Programs

It is important to have a process in place for users and staff to continually evaluate the programs and activities offered. Comment cards with survey questions to rate the quality of the programs can work well to gauge user satisfaction. Performance measures, developed internally by staff, can be very effective in driving a program that continually improves. As staff develops and manages programs, the following questions may be helpful to ask:

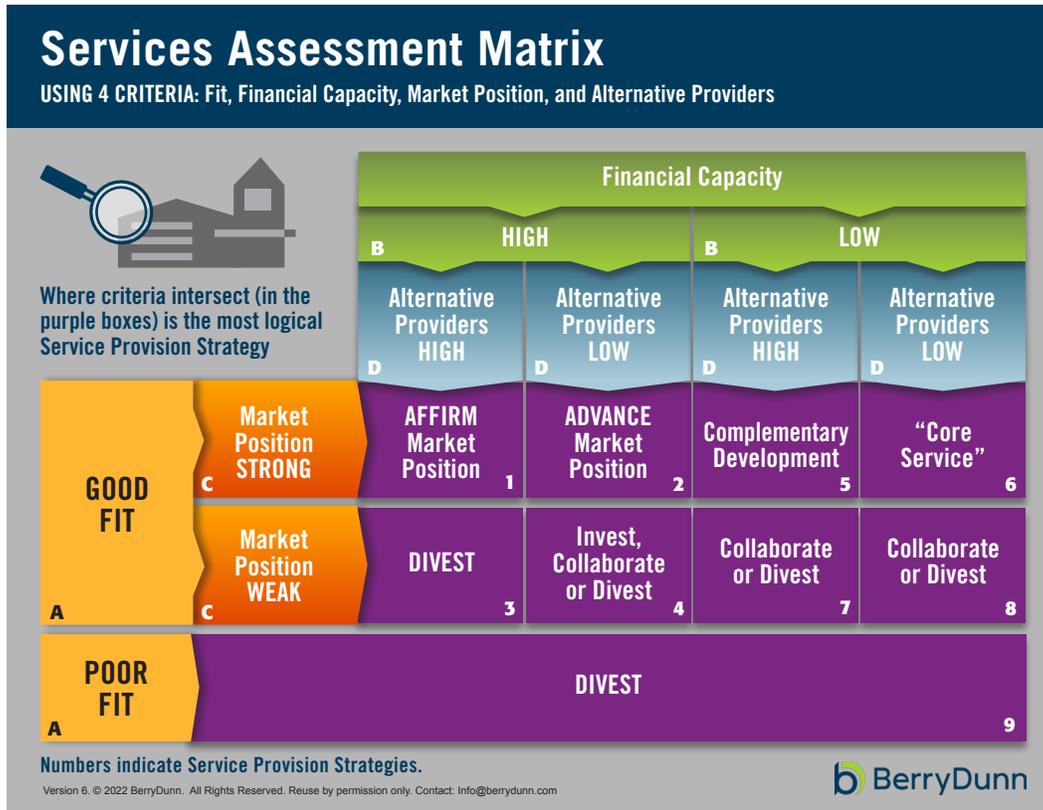
- Is participation increasing or decreasing? If participation is increasing, then it could mean that the program should be continued. If participation is decreasing, are there steps to take to increase interest through marketing efforts, changes to the time/day of the program, format, or instructor? If not, it may be time to discontinue the program
- Is there information contained in the participation/staff feedback that can be used to improve the program?
- Are cost recovery goals being met? If not, can costs be reduced or can fees be realistically increased?
- Is there another program provider that is more suitable to offer it? If yes, the department could provide referrals for its customers
- Is this program taking up facility space that could be used for expansion of more popular programs or new programs in demand by the community?



The Services Assessment Matrix

GreenPlay/BerryDunn created the service matrix below to assist agencies with programming decisions to best gauge whether programs should be offered, continued, or discontinued.

Figure 56: Services Assessment Matrix



Performance Measures

Once the program is established, quarterly performance measures will be an important part of the continued evaluation of the programs for effectiveness and efficiency. Performance measures should be applied to all programs and activities and reported on a regular basis. Some examples are in **Table 22**.

Table 22: Examples of Recreation Performance Measures

Performance Measure	Purpose	Outcome
# of new classes per quarter	Maintain a fresh and novel recreation program	Attract new and returning participants
# of program cancellations	Keep programming from stagnating	Make efficient use of coordination time and marketing budget
Participant satisfaction rates	Encourage high-quality program delivery	Maintain and attract advocates; strong, sustainable revenues; and word of mouth marketing

D. Parks Maintenance and Operations Analysis

Background

BerryDunn generally assessed parks maintenance practices in the City of Canby. Maintenance and operations of the parks system is assigned to the public works director, who is supported by a park manager (lead maintenance) who oversees the day-to-day park operations. The city maintains parks and facilities in 25 locations spanning 328 acres of parks and open space properties, and 14 additional areas (medians, street areas, city hall, etc.).

Desired Outcome

The goal for this assessment is to identify opportunities to refine and optimize the city's maintenance practices and to develop recommendations that will help ensure the city is able to deliver parks that are safe, clean, and green.

Current Satisfaction With Parks and Operations

The needs assessment survey demonstrated that better maintenance of existing parks and recreation facilities was a top priority. See **Figure 57**.

Figure 57: Important Areas for Improvement in Canby

Q: What would you or members of your home like to see improved in the City of Canby over the next 5 to 10 years? by "Source"						
	Overall		Invite		Open Link	
Creating a connected city trail system	n=889 3.9		n=849 3.9		n=240 3.7	
Better maintenance of existing parks & recreation facilities	n=823 3.8		n=590 3.8		n=233 3.9	
Acquiring land for new parks	n=853 3.7		n=619 3.7		n=234 3.9	
Developing river access on the Willamette River	n=884 3.7		n=647 3.7		n=237 3.7	
Renovating/upgrading Community Park	n=846 3.6		n=613 3.6		n=233 3.6	
Updating the Swim Center	n=828 3.5		n=601 3.5		n=227 3.5	
Providing community recreational programs	n=855 3.5		n=618 3.5		n=237 3.6	
Developing a new recreation center	n=850 3.5		n=614 3.5		n=236 3.6	
Renovating/upgrading Wait Park	n=858 3.5		n=625 3.5		n=233 3.3	
More recreation amenities at existing parks	n=848 3.4		n=612 3.4		n=236 3.5	
Developing accessible and inclusive play structures	n=827 3.4		n=597 3.4		n=230 3.3	
Developing a dog park	n=876 3.4		n=638 3.5		n=238 3.0	
Providing education and enrichment classes	n=862 3.3		n=628 3.3		n=234 3.2	
Additional sport fields owned by the city	n=801 3.3		n=570 3.1		n=231 3.8	
Providing special events	n=850 3.2		n=628 3.3		n=222 3.2	
Updating the Adult Center	n=779 3.1		n=571 3.0		n=208 3.1	
Developing an outdoor pool	n=833 2.9		n=612 2.9		n=221 2.7	
Developing outdoor, artificial turf fields	n=822 2.8		n=592 2.6		n=230 3.2	

5 - Very important
4
3
2
1 - Not at all important

The results did not change specifically for individuals who reported they were of Hispanic or Latino origin, but respondents did rate improvements in park maintenance of existing parks as their top priority for improvement. See **Figure 58**.

Figure 58: Improvements by Ethnicity

	Overall	Q 27: Are you of Hispanic, Latino, or Spanish origin?	
		No	Yes
Creating a connected city trail system	n=889 3.9	n=791 3.9	n=36 3.9
Better maintenance of existing parks & recreation facilities	n=823 3.8	n=733 3.7	n=37 4.2
Acquiring land for new parks	n=853 3.7	n=756 3.7	n=36 3.9
Developing river access on the Willamette River	n=884 3.7	n=790 3.7	n=36 3.8
Renovating/upgrading Community Park	n=846 3.6	n=761 3.6	n=35 4.1
Updating the Swim Center	n=828 3.5	n=736 3.5	n=37 3.5
Providing community recreational programs	n=855 3.5	n=764 3.5	n=36 3.7
Developing a new recreation center	n=850 3.5	n=761 3.5	n=35 3.8
Renovating/upgrading Wait Park	n=858 3.5	n=765 3.4	n=36 3.8
More recreation amenities at existing parks	n=848 3.4	n=758 3.4	n=36 3.7
Developing accessible and inclusive play structures	n=827 3.4	n=739 3.3	n=34 4.0
Developing a dog park	n=876 3.4	n=776 3.3	n=36 3.9
Providing education and enrichment classes	n=862 3.3	n=769 3.3	n=36 3.8
Additional sport fields owned by the city	n=801 3.3	n=712 3.3	n=34 3.1
Providing special events	n=850 3.2	n=763 3.3	n=31 3.2
Updating the Adult Center	n=779 3.1	n=693 3.0	n=33 3.0
Developing an outdoor pool	n=833 2.9	n=743 2.9	n=33 2.9
Developing outdoor, artificial turf fields	n=822 2.8	n=735 2.8	n=32 2.8



The Importance of Quality Park Maintenance

Proper maintenance of parkland can reduce the possibility of accelerated depreciation of park amenities, increased crime, gang activity, and vandalism, negative public perception of city operations, decreased property values surrounding Canby parks, and increased renovation costs in the future. Opportunities to address safety and security issues in parks primarily fall into the responsibility of the park maintenance team.

Financial Resources

The city allocated \$1,045,783 in park maintenance and facility operations in the 2022 budget and an additional \$280,000 in capital investments.

To evaluate funding allocated to park maintenance, it is helpful to benchmark against other typical agencies with similar populations. NRPA's Agency Performance Review suggested that typical agencies may expend from \$3,749 (low) to \$21,708 (high) with a median of \$7,959 per acre of park space. For cities like Canby with population density greater than 2,500 persons per square mile, the need for resources tends to increase toward the upper quartile (Canby's population density is 4,146 per square mile).

The city invests only \$3,188 per acre to maintain the 328 acres of park space. However, the consultants recognize two significant factors – first, five parks/properties (Three Sisters Ranch property, Traverso, Willamette Wayside, Fish Eddy landing, and the Dodds Property) are natural areas or undeveloped properties requiring minimal maintenance, and secondly, two of seven positions are dedicated outside of typical parks operations.

Typical agencies expend 44% of their operating budgets on parks and maintenance operations. The city allocates nearly all of its General Fund resources allocated to parks and recreation, to parks. Source: 2020 NRPA Agency Performance Review.

Park Maintenance Fee

In August 2017, the Canby City Council authorized collection of a \$5.00 per month park maintenance fee under Canby ordinance 1466, effective January 1, 2018. The fee is collected from each household as part of monthly utility payments. The park maintenance fee accounts for \$487,000, or 37%, of 2021 general funds to deliver parks and recreation services.

Staffing Resources

The city's park maintenance and operations are overseen by a long-term lead employee supported by 7.16 regular FTE positions. Of the seven positions, one is allocated to the Zion Cemetery, one for street landscaping, and five for park maintenance. In addition, the city attempts to supplement with three to thirteen seasonal employees, some of whom are needed between six and nine months per year. All employees, including the lead, are represented by the American Federation of State, County and Municipal Employees (AFSCME) 350-6. See **Table 23**.

Table 23: 2022 Budgeted Full-Time/Regular Staffing Dedicated to Park Maintenance

• Park Lead Employee	1.00
• Maintenance Worker III	3.00
• Maintenance Worker II	1.00
• Maintenance Worker I	2.00
• Part-Time Seasonal	1.1

The maintenance team also assists recreation staff for special events and dedicates significant time to the Light up the Night event at Wait Park each November – December. Approximately .3 FTE, or 700 hours, are expended annually to support recreation programs in the community.

Canby Park Assets

A listing of parks and acreage is provided in **Section IV, Table 6**. Specific assets maintained by the city are in **Table 24**.

Table 24: Canby Park Assets Maintained by the City

- Basketball Courts (3)
- Concessions Areas (2)
- Diamond Ballfields (3)
- Disc Golf Course (1)
- Event Spaces (2)
- Public Art (2)
- Walking Loops (3)
- Natural Areas (7)
- Open-Turf Areas (9)
- Restrooms (13)
- Playgrounds (9)
- Pickleball Courts (1)
- Rectangular Ballfields (1)
- Shelters (11)
- Skate Park (1)
- Trailhead/Access (9)
- Spray Pads (1)

Park Maintenance Resource Challenges

There is a need for a larger investment in park maintenance that results from three key factors:

1. Growth

The city is anticipated to see continued growth, which will require new park space. Additional resources will also be needed to maintain new parks and the greater density of use of existing parks. To meet median acres of parkland for communities similar to Canby, the city would need to add 43 acres with a current maintenance cost of \$449,651 at the current standard. To only maintain the current ratio of developed parks per 1,000 residents, the city would need to provide 5.4 acres of developed park space per 1,000 residents, for the new projected residents, the city would need to add 5.1 acres of new developed park space at a cost of \$54,000 annually.

2. Homelessness

Issues related to homelessness are generally controlled and negligible compared to the larger Portland metropolitan area. Workloads are affected for trash removal and cleanup. A staff resource for addressing homeless issues is in **Appendix I**.

3. Climate Change

As temperatures have increased in the Pacific Northwest, seasonal use of parks has become greater. The increased density of use will continue to create resource challenges in the future. In the recent past, density of use has increased substantially.

Relationship With Public Safety

The city has a very good relationship with local law enforcement and work well with police and code enforcement to address inappropriate behavior in the parks. Police have codes to gain access into the parks.

Performance Measures

The city has a carefully thought out schedule for park maintenance tasks and is encouraged to develop S.M.A.R.T. (specific, measurable, achievable, relevant, and time bound) performance measures in the following and other areas related to core parks maintenance functions:

- Litter Control – all litter should generally be removed from the parks daily within 24 hours. Litter control minimum services may be two to three times per week in very low use areas
- Graffiti should be removed within 48 hours, or 24 hours if it includes offensive language/ graphics. The district should maintain an inventory of replacement signs
- Repairs to park components and amenities within 48 hours and signs posted closing an amenity needing repair. Repairs to all elements should be done immediately when problems are discovered, provided replacement parts and technicians are available to accomplish the job. When disruptions to the public might be major and the repair is not critical, repairs may be postponed to a time that is least disruptive to the usage patterns
- Restroom maintenance and service should be completed daily, each day a restroom is open to the public and as needed based on permits
- Park inspections – comprehensive inspections should be completed weekly; staff should inspect restrooms and playgrounds daily
- Irrigation – turf should have a green appearance except for dedicated natural areas. Priority areas for irrigation should be reviewed annually
- The superintendent is encouraged to publish a weekly park inspection schedule

Both written and adopted maintenance standards and performance measures are necessary to encourage and help assure proper and timely maintenance of the parks. See sample maintenance standards in *Appendix J*.

2022 Goals Identified by the City for Parks and Park Operations

- Continue to maintain all city park assets in the most cost-effective, efficient manner possible while addressing customers' concerns in a timely manner
- Continue to work with all city departments to provide lateral support and make the best use of all city equipment and personnel
- Continue to utilize volunteer groups to help maintain city properties and nurture community support
- Continue to track all park maintenance hours and work on the list of deferred maintenance tasks

-
- Maintain the restrooms, playgrounds, and landscaping to provide a safe and accessible park system for Canby community members
 - Develop and maintain an annual park maintenance program schedule
 - Develop a new parks master plan and update the SDC methodology

Findings and Recommendations

- This evaluation of maintenance and operations for the city recognizes many of the same topics identified in the public input process and needs assessment survey. Park security and safety and the need for greater resources have been identified as priority areas.
- Satisfaction with park maintenance is somewhat average but understandable given resources
- Community members rate park maintenance improvements as very important determinants of increased park use at 3.8 on a scale of 1 to 5. Individuals identifying as Hispanic feel even stronger, with a rating of 4.2.
- The park maintenance team is understaffed, in part due to responsibilities around the cemetery and streets, and responsibilities for natural areas and open spaces
- Some of the parks require updating, which makes day-to-day maintenance challenging
- The parks are very densely used in the summer, which creates challenges for maintenance practices
- Homeless issues in the area place a burden on park maintenance
- Growth in population will require significantly greater resources over the next 5 to 10 years for park maintenance and operation
- Community members would like to see better maintenance of athletic facilities, including schools. The city should continue conversations with the school district to improve ballfield maintenance.
- Greater consistency in park assets and an asset management plan would greatly assist park operations

Section VII

The Plan Forward – Key Issues and Action Plan

A. Key Issues

Key issues were identified during the planning process from quantitative and qualitative sources in several categories. A matrix of key issues that identified the origin of each issue can be found in *Appendix A*.

Organizational Effectiveness

- The city’s residential growth demonstrates a clear need for an independent parks and recreation department with an efficient organizational structure
- There is significant room for improvement in marketing and communication about parks and recreation facilities and services
- The highly functioning Parks and Recreation Advisory Board may benefit from additional support
- Staff positions to support parks and recreation are deficient (up to five FTEs)

LOS for Parks, Trails, and Facilities

- The city does not have sufficient rectangle or diamond athletic facilities to host tournaments and activities/leagues
- Among all city recreational opportunities, needs for athletic fields and courts are least met
- The city relies on schools to supplement LOS for sports fields
- As population grows, the park system will need major investments to add components and amenities such as basketball courts, community gardens, diamond and rectangle fields, tennis courts, dog parks, and another skate park
- Some children aged 14 and under lack walkable access to a park with a playground (17%)
- Trails and walking opportunities are in high demand
- Connected trails and open spaces are the most important parks to residents
- The Traverso property master plan should be adopted
- The disc golf course has potential to be a regional attraction
- The city needs a dog park to support dog owners
- Locust Street Park may be too densely used by the multi-family housing surrounding the park

Financial Considerations

- Registered voters in Canby may support the existing maintenance fee and the swim center fee on a permanent basis
- The land dedication and system development charge methodology needs to be corrected to reflect the current LOS and the cost of park development
- A better alignment of capital growth and maintenance resources is needed

B. Goals, Objectives, the Action Plan, Cost Estimates, and Prioritization

The following goals, objectives, and action items came from public input, a needs assessment survey, LOS analysis, feedback from two community forums, and additional information gathered during the planning process. These items provide tangible actions that the city can employ to complete the desired goals and objectives. All cost estimates are in 2022 figures where applicable.

Most capital and operational cost estimates are dependent on the extent of the enhancements and improvements implemented. Both the capital and operating estimates are to provide planning scope and scale.

Time frame designations recommended to complete action items are as listed below:

- Ongoing (occurs continuously)
- Short-term (up to three years)
- Mid-term (four – six years)
- Long-term (seven – ten years)

Goals, Objectives, and Action Items

Many of the goals, objectives, and action items included in this section are dependent on the city meeting Goal 1 that creates a formal parks and recreation department.

Goal #1: Create a financially resilient organizational structure to deliver parks and recreation programs and services that positions the city for growth

Objective 1.1 Create a parks and recreation department with an efficient organizational structure			
Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
1.1.a Hire a professional parks and recreation administrator.	N/A	\$200,000	Short-term
1.1.b Consider oversight of parks operations, the Canby Swim Center, and the Canby Adult Center to be realigned under the new department.	N/A	Staff-time	Short-term
1.1.c Working with the Parks and Recreation Advisory Board, create and implement a two-year strategic plan for initiation of the new department. The plan should include a mission/vision statement, benchmarking with similar communities, financing and staffing plan, special events schedules, and potential partnerships.	\$20,000	Staff-time	Short-term
1.1.d Create and implement program registration process (short-term and long-term).	N/A	Varies	Short-term
1.1.e Establish a cost recovery goal for the new department.	N/A	Staff-time	Mid-term
1.1.f Following standards for policy development within the Council for Parks and Recreation Accreditation, develop appropriate policies for the new department.	N/A	Staff-time	Mid-term

Objective 1.2 Explore opportunities for long-term sustainable funding for parks and recreation

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
1.2.a Consider any of the new and unused funding opportunities identified during the master planning process.	N/A	Staff-time	Short-term
1.2.b Continue to align system growth with maintenance resources as the city grows. Fund O&M at time of capital project approval.	Varies with capital projects	Staff-time	Mid-term
1.2.c Once a new department is formed, explore sponsorship and development funding.	N/A	Staff-time	Mid-term
1.2.d Explore opportunities for capital grant funding through the State of Oregon Parks and Recreation Department to include the Local Government Grant Program (LGGP) funded by lottery proceeds, the Oregon Recreation grants, Heritage grants, Land and Water Conservation Fund grants, etc. Focus priorities on the trails grant opportunities to complete the Emerald Necklace.	N/A	Staff-time	Mid-term

Objective 1.3 Consider staff positions to support parks and recreation as population grows (up to four FTEs)

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
1.3.a Consider three additional parks maintenance positions as demand and need dictate.	N/A	\$125,000 per FTE	Short-term
1.3.b Explore opportunities to add full-time maintenance positions in the place of casual/seasonal staffing.	N/A	Varies with position classification	Short-term
1.3.c Consider part-time recreation coordinator and part-time marketing position once the new department is formed.	N/A	\$50,000 – \$100,000	Mid-term
1.3.d Explore the role of parks staff in the maintenance of the cemetery and street shapes. Consider maintaining by the Public Works Department.	N/A	Staff-time	Mid-term

Objective 1.4 Advise and support the CAPRD to assist with funding parks and recreation services

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
1.4.a Support, as appropriate, the district's opportunities for creating a permanent tax rate.	N/A	Staff-time	Short-term
1.4.b Facilitate goal setting with the district to help ensure both the city and district's goals are aligned.	N/A	Staff-time	Mid-term

Objective 1.5 Adopt an update to the city's Parks and Recreation Land Dedication and System Develop Charges Methodology

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
1.5.a Adopt the proposed land dedication and SDC methodology study completed as part of the master planning process.	N/A	Staff-time	Short-term
1.5.b Include authority and parkland acceptance standards in the SDC update specific to parkland dedication.	N/A	Staff-time	Short-term

Objective 1.6 Improve and enhance marketing and communication for parks and recreation facilities and services

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
1.6.a Enhance the city parks webpage specific to parks and recreation with up-to-date parks and program information.	N/A	Staff-time	Ongoing
1.6.b Establish parks and recreation department social media accounts. Consider a part-time/casual position to manage both social media and recreation program information (See 1.4.c).	N/A	Staff-time	Ongoing
1.6.c Create and distribute a quarterly program guide; consider only an electronic version for the first two years. Build an email distribution database.	N/A	Staff-time, \$50,000	Mid-term

Goal #2: Enhance and expand healthy recreation opportunities provided by the city and community partners

Objective 2.1 Explore and offer recreation programs that meet the desires and needs of the Canby community			
Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
2.1.a Utilize space at city hall, the Canby Adult Center, and the Canby Swim Center as possible to hold programs.	N/A	Varies	Ongoing
2.1.b Initiate a schedule of neighborhood special events, including concerts and movies in the parks, and establish partnership with neighborhood planning committees.	N/A	\$50,000	Short-term
2.1.c Initiate a series of community education and recreation enrichment programs and activities. Consider contracting instructors to provide enrichment classes and activities.	N/A	75% cost recovery	Mid-term
2.1.d Develop agreements with the Canby School District and the library to hold programs. Consider leased space to host programs.	N/A	Varies	Mid-term

Objective 2.2 Enhance recreation center and aquatic opportunities for the Canby community			
Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
2.2.a Explore long-term lease from the Canby School District or purchase of the property that the swim center and adult center are located on.	N/A	Staff-time	Short-term
2.2.b Consider upgrading the Canby Swim Center – focus on locker rooms, customer traffic flow, birthday party rooms, mechanical evaluation, etc.	Based on scope	Staff-time	Mid-term
2.2.c Explore opportunities for a community center co-located with an outdoor aquatics facility that includes operator, financing, program, location, etc.	Feasibility study \$50,000 – \$75,000	Varies based on design and program	Long-term
2.2.d Explore opportunities to upgrade and expand the adult center that include a reconfiguration and remodel of the building interior to provide needed equipment and structural upgrades, create additional office space, include upgraded electric and infrastructure, and offer a more welcoming environment for clients.	Based on scope	Staff-time	Long-term

Goal #3: Expand and enhance community member park experiences

Objective 3.1 Continue to enhance park user experiences			
Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
3.1.a Implement design standards to create consistency in the parks and facilities.	\$40,000	Staff-time	Mid-term
3.1.b Create an asset management plan and focus on bringing all park assets to working condition.	\$25,000	Staff-time	Mid-term
3.1.c Adopt and implement park acreage standards as developed in the master plan. Limit mini-parks and focus on community parks.	N/A	Staff-time, maintenance costs vary by type of park	Mid-term
3.1.d Focus on improving community member satisfaction with park maintenance by enhancing park components and amenities.	Varies	Varies	Mid-term, long-term
3.1.e Add 5 acres of developed neighborhood and community parks or develop currently owned and undeveloped park space. Explore site acquisition for community parks based on size appropriate for athletic facilities. Explore opportunities around existing parks like Legacy and Maple Street.	\$381,595 per acre = \$1,907,975 + land cost	\$8,000 per acre	Long-term

Objective 3.2 Provide high-quality athletic facilities to meet the needs of the growing community			
Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
3.2.a Enhance the disc golf course to help meet potential as a regional attraction.	\$1,500 per hole for high-quality course, not including land development. A new course including design, fees, and construction is \$30,000 – \$40,000.	Staff-time	Mid-term

Objective 3.2 Provide high-quality athletic facilities to meet the needs of the growing community

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
<p>3.2.b Explore opportunities for an athletic complex that would include feasibility study, owner, operator, financing, and program.</p>	<p>\$100,000 to \$200,000 for feasibility study, based on scope. Construction and development can be \$5,000,000+ depending on components and size.</p>	<p>Staff-time</p>	<p>Long-term</p>

Objective 3.3 Expand and enhance low-scoring components and amenities in parks

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
<p>3.3.a Aspire for all children aged 14 and under to have walkable access to a park with a playground. Consider nature-based playgrounds. Some key locations/general areas to improve walkable access include:</p> <ul style="list-style-type: none"> • Skate park • Ivy Ridge estates • East Logging Trail north of Baker Prairie Middle School 	<p>\$2,000,000 for three special-use playgrounds</p>	<p>Varies</p>	<p>Long-term</p>

Objective 3.3 Expand and enhance low-scoring components and amenities in parks

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
<p>3.3.b Consider additional infill components in parks to meet the median for typical communities Canby's size:</p> <ul style="list-style-type: none"> 1)Basketball Courts (2) 2)Community Gardens (2) 3)Diamond Fields – Youth Baseball (5) 4)Diamond Fields – Adult Softball (2) 5)Diamond Fields – Youth Softball (2) 6)Rectangle Fields – Adult Soccer (3) 7)Rectangle Fields – Youth Soccer (6) 8)Tennis Courts (7) <p>The numbers in parentheses represent maximum number of additional components.</p>	<ul style="list-style-type: none"> 1) \$250,000 2) \$100,000 (50 plots per garden on ½ acre) 3)\$2,500,000 includes fencing, dugouts, bleachers, and irrigation, but not lighting 4))\$1,000,000 includes fencing, dugouts, bleachers, and irrigation, but not lighting 5)\$1,000,000 includes fencing, dugouts, bleachers, and irrigation, but not lighting 6)\$1,200,000, includes irrigation but does not include lights or bleachers 7)\$2,000,000 includes irrigation but does not include lights or bleachers 8) \$600,000 includes surfacing, fencing, nets, and benches, but does not include lights or bleachers 	<p style="text-align: center;">Varies by component</p>	<p style="text-align: center;">Long-term</p>

Objective 3.3 Expand and enhance low-scoring components and amenities in parks

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
<p>3.3.c Consider upgrading or adding comfort amenities at many park locations. Specific priorities are recommended:</p> <p>Seating</p> <ul style="list-style-type: none"> • Logging Road Trail • Willow Creek Park • Nineteenth Avenue Loop Natural Area <p>Security Lighting</p> <ul style="list-style-type: none"> • Timber Park <p>Restrooms</p> <ul style="list-style-type: none"> • Community River Park • Skate park • Logging Road Trail • Willamette Wayside Natural Area <p>Shade</p> <ul style="list-style-type: none"> • Eco Park • Logging Road Trail • Timber Park • Redwood Landing • Nineteenth Avenue Loop Natural Area <p>Trail Connections</p> <ul style="list-style-type: none"> • Community River Park • Traverso <p>Park Access</p> <ul style="list-style-type: none"> • Willow Creek Park • Willamette Wayside Natural Area • Nineteenth Avenue Loop Natural Area • Dodds <p>Parking</p> <ul style="list-style-type: none"> • Logging Road Trail • Community River Park <p>Seasonal and Ornamental Plantings</p> <ul style="list-style-type: none"> • Legacy Park • Locust Street Park • Logging Road Trail • Nineteenth Avenue Loop Natural Area • Triangle Park <p>Picnic Tables</p> <ul style="list-style-type: none"> • Skate park 	<p>Benches – \$75,000 for 100 benches</p> <p>Restrooms – \$2,000,000 for four restrooms</p> <p>Shelters – \$400,000 for five 30x30 foot shelters</p> <p>Ornamental Plantings (500 Sq ft. of planter beds at each site) – \$60,000 for six sites</p> <p>Picnic tables – \$5,000 for four tables</p>	<p>Staff-time, varies by component/amenity</p>	<p>Long-term</p>

Objective 3.4 Expand and enhance connected trails and open spaces

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
3.4.a Create a long-term trails masterplan with a focus on connecting neighborhoods, parks, and trails.	\$20,000 – \$30,000	Staff-time	Short-term
3.4.b Help ensure a full strategic and phased plan is developed as part of a city active transportation plan to complete the Emerald Necklace.	\$10,000 to update current plan	Staff-time	Mid-term
3.4.c Enhance the Logging Road Trail and connectivity by making improvements in access, seating, etc.	Costs based on improvements, water availability, etc.	Varies, staff-time	Mid-term
3.4.d Continue phased development of the Traverso trail work sections of the Molalla Forest Road.	\$5,660,000	\$10,000	Mid-term

Objective 3.5 Site and open a permanent off-leash dog park

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
3.5.a Site a 2 – 5 acre off-leash dog park by applying park siting criteria contained in the master plan and include parking, restroom, water station, dual gates, benches, etc.	\$1,000,000 with the full restroom building included and other amenities. Could include some basic lighting.	\$5,000 – \$10,000	Short-term
3.5.b Complete a robust public involvement process and create operating hours, policies, surfaces, amenities, closure periods, etc.	N/A	Staff-time	Short-term

Objective 3.6 Enhance and improve user experience at community parks and natural areas

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
3.6.a Complete a park master plan for Community River Park that includes a revisioning of the park, focus on the river access, and explore appropriate parking, health of the pond, etc. Implement the master plan that creates a facelift for the park, new restrooms, horticulture, etc.	\$75,000	Staff-time	Short-term
3.6.b Implement passive use of the Willamette Wayside Property by contracting for a master plan that includes parking, beach access, and other appropriate amenities identified during the master planning process.	\$75,000 (based on level of detail and scope)	Staff-time	Short-term

Objective 3.6 Enhance and improve user experience at community parks and natural areas

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
3.6.c Complete a park master plan for Wait Park. Implement the master plan that creates a facelift for the park, new dual-use restrooms, tree evaluation and horticulture, etc.	\$75,000	Staff-time	Short-term
3.6.d Complete updates to Maple Street Park per community input	Based on Scope	Staff-time	Short-term
3.6.e Prioritize a master plan and development of the Dodds property	\$75,000	Staff-time	Short-term

Goal 4: Provide and enhance access to parks and facilities for all Canby community members

Objective 4.1: Help ensure current and future programs, facilities, communication, etc. comply with the ADA and are fully inclusive, regardless of ability

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
4.1.a Promote and help ensure members of the community with disabilities are aware of how to access programs and facilities.	\$0	Staff-time	Ongoing
4.1.b Create and implement an ADA evaluation and transition plan for all parks and facilities. Address physical barriers, policies, and programmatic requirements.	ADA evaluation – \$85,000; implementation costs based on the plan	Staff-time	Short-term Mid-term
4.1.c Help ensure compliance with the 2010 ADA Update, specifically with Section § 33.130, through provision of inclusion resources where necessary.	N/A	Staff-time	Ongoing

Objective 4.2 Provide a heightened focus on DEI and a sense of belonging

Actions	Capital Cost Estimate	Operational Budget Impact	Time Frame to Complete
4.2.a Improve and enhance communication to members of the Hispanic and Latino community in Canby.	N/A	Staff-time	Ongoing
4.2.b Place a focus on acknowledging the contributions of Native American heritage and support for community members.	N/A	Staff-time	Ongoing
4.2.c Consider hosting cultural events in parks that engage Hispanic and Latino populations.	N/A	\$5,000	Short-term

Appendix A: Key Issues Matrix

Canby Parks and Recreation Master Plan	Qualitative Data			Quantitative Data			Consultant Team
	Staff Input	Public Input	Leadership Interviews	Community Survey	Other City Documents	Facility Assessment/ LOS	
Organizational Effectiveness							
There is significant room for improvement in marketing and communication about parks and recreation facilities and services		A		A			A
The City's residential growth demonstrates a clear need for an independent parks and recreation department with an efficient organizational structure	A	A	A				A
A highly functioning parks and recreation advisory board is in place but in need of a greater level of support		A					A
Staff positions to support parks and recreation are deficient (up to 6 FTE)	A				A		A
A majority of residents feel that communication from the City is ineffective; There is significant room for improvement in levels and methods of communication				A			A
Parks and recreation services are offered without formal mission and vision statements or hallmarks							A
A better defined role for the Parks and Recreation Advisory Board and appropriate staff support (staff reports, agendas, etc.) is needed		A	A				A
A special district is active in Canby but without taxing authority	A	A	A	A	A		A
Programs and Service Delivery							
Summer camps and enrichment programs are in demand. Canby residents regularly utilize Wilsonville, Oregon City and Portland Parks and Recreation programs	A	A	A	A			A
A gap exists between desires and needs met for recreation programs since the City offers very limited community recreation programs	A	A	A	A			A

Canby Parks and Recreation Master Plan	Qualitative Data				Quantitative Data			
	Staff Input	Public Input	Leadership Interviews	Community Survey	Other City Documents	Facility Assessment t/LOS	Consultant Team	
Level of Service for Parks, Trails and Facilities								
The City does not have sufficient rectangle or diamond athletic facilities to host tournaments and activities/leagues. Among all City recreational opportunities, needs for athletic fields and courts are least met. The City relies on schools to supplement levels of service for sports fields	A	A	B	A		A	A	
As population grows, The park system will need major investments to add components and amenities such as basketball courts, community gardens, diamond and rectangle fields, tennis courts, dog parks and another skate park						A		
Seventeen percent of children aged 14 and under lack walkable access to a park with a playground						B	B	
The Logging Road needs further development	A	A	A	A		A	A	
The disc golf course has potential to be a regional attraction but needs better development	B		B				B	
The Willamette Wayside Property is a great regional asset and needs to be annexed into the City. The Park is undeveloped and needs a concept or master plan	A	A	A	A		A	A	
The Traverso property needs a concept or master plan	A	A		B		A	A	
The City needs a dog park to support its dog population.	A	A	B	A		A	A	
Locust Street Park is too small to support the multi-family housing surrounding the park	A	A					A	
There is a lack of consistent signage for park identification and wayfinding		A			A	A	A	
The City needs to better focus on maintaining, renovating and redesigning current parks and trails	A	A	A	A	A	A	A	
Wait Park needs a new master plan and an update, due to tree canopy issues, playground needs, etc.	A	A	A	A		A	A	
A community center with sports facilities is in high demand		A		A			A	
The Senior Center lacks capital investment due to the ownership arrangement whereby property is owned by the school district, the building is owned by the City and operated by a third party	A	A	A				A	
Connected trails and open spaces are the most important parks to residents	A	A	A	A	A	A	A	
The Skate Park lacks comfort and convenience amenities such as shade and seating	A	A		A			A	
Beach access on the Willamette River is in high demand and needs are not currently met	A	A	A	A		A	A	
Community Park components and amenities are tired and in need of an update. Parking needs to be increased and redesigned	A	A	A	A		A	A	
Community members report satisfaction with park maintenance as only good or fair				A	A			
Parks and facilities require an ADA evaluation and transition plan	A	A	A		A	A	A	
Sports fields require a higher level of maintenance (school fields can't be maintained by volunteers - Canby Kids)		A	A				A	
The swimming center is in need of replacement or updating	A	A	A	A	A	A	A	
Individuals of Hispanic background have voiced a significant desire for recreation facilities, greater lighting in the parks, better condition and maintenance of the parks and additional shade				A	A		A	
The City needs to develop or acquire and develop an additional 96 acres of park land in order to meet the comprehensive plan standards of 10 acres of park land per 1,000 residents by 2026					A	A	A	
Park components and amenities are inconsistent in design					A	A	A	
An outdoor aquatic facility is desired in the City		A		A			B	
Financial Considerations								
Registered voters in Canby may support the maintenance fee and the swim center fee on a permanent basis - best accomplished by establishment of taxing authority for the special district	A	A	A	A			A	
The land dedication and system development charge methodology needs to be corrected to reflect the current level of service	A	A	A				A	
A better alignment of capital growth and maintenance resources is needed	A	A	A		A		A	

Parks and Recreation:

Canby has many existing parks and recreation amenities and more are planned for the future. The community has identified needs, resources and implementation steps that are detailed in the following plans: the 2009 Parks Master Plan Update, Parks Acquisition Plan, Willamette Wayside Master Plan, a Community Center Feasibility Analysis and a Land Dedication Ordinance.

The Canby Area Parks and Recreation District (CAPRD) is established and partners with the city on planning for recreation resources. Systems development charges are in place for park construction (but not maintenance) and grants. The existing park network provides a variety of recreational opportunities to appeal to diverse users. There is a network of trails, parks, open space and riverfront access to enhance in the future.

BIKE, PEDESTRIAN AND EQUESTRIAN ASPIRATION: *Develop multi-purpose trails – Complete the Emerald Necklace and look for opportunities for external connections.*

PRIORITY GAP: Lack of Trails for Bikes, Pedestrians, Equestrians, and complete Emerald Necklace



ACTION STEPS	RESOURCES
Implement Master Plans	Resources and details are found in the Parks and Recreation Master Plan, the Parks Acquisition Plan and Willamette Wayside Master Plan.
Address items that aren't covered in the Master Plan	Canby Planning Department
Sources of Funding include: <ul style="list-style-type: none"> • Grants: City – County – State • Private Donors • Land donations • Oregon Department of Fish and Wildlife • Tourism Organizations • Agri-tourism • Horse- County Planters Oreg.equ.trails • Donations (Easements/Opportunities) (Flexibility of Master Plan) 	Grant programs and technical assistance may be available from the Oregon State Parks, Oregon Department of Fish and Wildlife, Oregon Department of Transportation, Environmental Protection Agency, Clackamas County, National Parks Service, Department of Environmental Quality, US Department of Energy and Metro Green spaces.
Develop alternatives as needed	Canby Planning Department, Clackamas County

PRIORITY GAP: Logging Road Trail Improvements

ACTION STEPS	RESOURCES
Connect the Logging Road Bridge North and South to Highway 99E	State Highway Department and County STIP
Install ADA access ramps	Ongoing effort
Extend the trail to the Molalla River, South	A master plan exists and the County has taken the lead for convening Canby and Molalla stakeholders
Install landscaping and provide water	City of Canby and Canby Utility District
Install lighting for security reasons	City of Canby and Canby Utility District
Add signage	Ongoing as funds allow
Install park benches	Ongoing

OTHER BIKE, PEDESTRIAN AND EQUESTRIAN RELATED GAPS FOR FUTURE FOCUS

Fill in missing sidewalks where needed – sidewalks are prioritized in the Transportation Systems Plan
Support the creation of Oregon City – Canby Riverfront Bike Path if and when feasible.

GENERAL PARKS ASPIRATION: *Upgrade parks in order to provide expanded recreation opportunities for all ages, abilities, ethnicities and interests*

PRIORITY GAP: Expand Funding and Resources

ACTION STEPS	RESOURCES
Voters can support a tax measure to fund the existing Canby Parks and Recreation District	North Clackamas County Parks and Recreation District and Tualatin Hills Park and Recreation district can serve as resource model.
Explore feasibility of implementing a Park Maintenance Fee (Paid monthly by residents) and user fees	
Coordinate with community groups and help recruit volunteers for specific projects to enhance the community.	Groups that can take the lead on these efforts include the Canby Livability Coalition, Scouts, 4H, School District, Wilderness International, churches, SOLV, and Canby Garden Club
Support, coordinate and promote existing clean-up day efforts	Organizations that have led clean-up efforts include Canby Livability Coalition, Canby Disposal Annual Cleanup days, SOLV, neighbor to neighbor day, etc.
Landscaping services are offered by the County work release program	
Manage groups such as OICC, wilderness groups and church groups	

PRIORITY GAP: Parks District –Canby Area Parks and Recreation District (CAPRD)

ACTION STEPS	RESOURCES
Re-energize the CAPRD Board	Ongoing
Fund Tax Base/Trust of Fund Managers (Schools, Community)	CAPRD in leadership role
Reduce the size of the district to match the Canby urban growth boundary	CAPRD in leadership role

PRIORITY GAP: Water Fountains, Features and other amenities

ACTION STEPS	RESOURCES
Develop a plan that identifies water fountain or feature location options (in sunny spots) the infrastructure that is needed, and water.	Stakeholders include the City, School District, Canby Utility, and Fire District (Safety).
Next, identify appropriate technology, select a designer and architecture style, specify funding, find a project manager and determine how ongoing maintenance will be managed	Detailed in existing Parks Plans
Create and interactive water park and add a hot tub to the city pool	
Add a PDX Playdate indoor play area	

PRIORITY GAP: Camping Facilities

ACTION STEPS	RESOURCES
Understand ordinance requirements of the City, County, and State.	Chamber, Tourism Commission, Travel Oregon
Identify possible locations	Fairgrounds, City, Willamette Wayside, etc.
Provide short term camping facilities	RV Association
Preserve and expand camping facilities at the fairgrounds and work to add camping options at Molalla River State Park	Fairgrounds Board and Clackamas County.
Consider sites along rivers and provide for boats	Oregon Marine Board, Willamette River Trail funds may available.
Work with private camping organizations	KOA
Identify funding sources	State Grants, American Heritage, Oregon State Parks, Molalla River keepers
Address public safety concerns	police/fire

RIVER RECREATION AND AMMENITIES ASPIRATION: *Acquire, develop, and connect river front access for public recreation activities*

PRIORITY GAP: Funds

ACTION STEPS	RESOURCES
Create an Amphitheatre to hold music events that can generate revenue	A small amphitheater exists at community park.
Pursue corporate sponsors	
Revenue from operations	
Commuter Corridor – Water Taxi	
Establish user fees – and / or an annual pass program	
Look at best practices from other communities	
Offer amenities near the river including education (painting, Tai Chi, etc.), paddle boats, food, gas, a riverfront restaurant and bike rentals.	

Note: 80 acres adjacent to the Willamette have been acquired, and sites along the Molalla and Willamette have been identified in the Parks Acquisition Plan and Willamette Wayside Master Plan.

PRIORITY GAP: River Access

ACTION STEPS	RESOURCES
Create a public boat launch and dock	The Oregon Marine Board has funds for boat docks along the Willamette and the Willamette Water Trail is holding a spot on the map for Canby
Create and improve pedestrian river access points (with a fishing dock if possible) on the Willamette and Molalla Rivers	
Acquire new land to expand river access as opportunities arise.	
Provide access for kayaks and canoes at Community Park and a take-out point at Knights Bridge Park	Community Park provides access and the county has Knights Bridge access
Offer boat rentals	
Promote seasonal river rafting from the Molalla River to the Willamette River	
Address safety concerns: i.e. provide life vests and lifeguards	
Know the specifics of the river such as hazards, water treatment intake, river flow and currents	
Riverside camping	
	Partner with the Boy Scouts

OTHER RIVER RECREATION GAPS FOR FUTURE FOCUS

Land – Details available in the Parks Acquisition Plan
Knowledge – Networking
Improve the Holly Road to River Connection with better bike access. The Transportation Systems Plan already identifies Holly to 22 nd as a Bike Boulevard

COMMUNITY RECREATION/SPORTS COMPLEX ASPIRATION STATEMENT:

Continue pursuing options to provide a complex to offer opportunities for recreation/programs.

PRIORITY GAP: An Umbrella Organization is needed

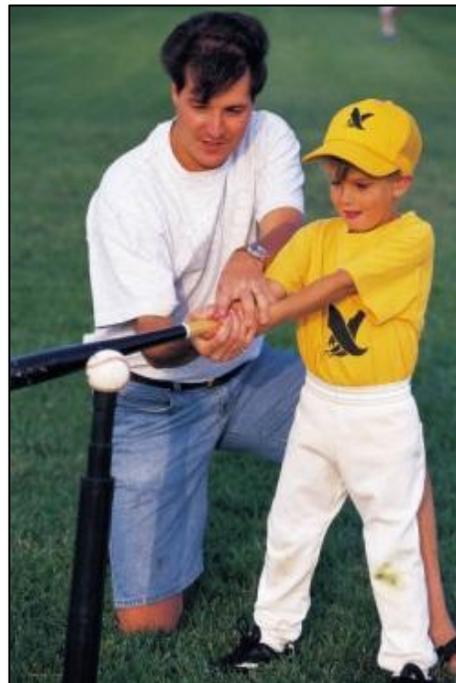
ACTION STEPS	RESOURCES
Look at challenges with Canby Parks and Recreation District (CAPRD) to learn why voters denied funding for it twice	
Assess what CAPRD can and is willing to do now	
Make decisions on a permanent tax base vs. serial levy funding, leadership and the boundary	
Work with CAPRD or other entity to manage the center.	
Learn from successful districts and update the plan	CAPRD has conducted feasibility analysis and met with North Clackamas Parks and Recreation District
Develop a community task force	
Look at a broader area and funding sources (State/County) including federal and state grants	
Provide a better explanation of the District, the Plan, and the Benefits to the Community.	
Address Inside Canby vs. Outside Issues – Duplication of City Staff	

PRIORITY GAP: Funds

ACTION STEPS	RESOURCES
Develop a Property Tax Levy to fund the Parks and Recreation Complex	CPRD
Other revenue sources include user fees and concessions	
Pursue corporate sponsors (Nike, Spalding, Canby Telcom)	
Consolidate with school facilities and share maintenance costs and responsibility	
The complex could have multiple locations. This could provide better parking and access	
Provide recreation options for all ages such as inside basketball, track classes, gym space, etc.	The City has a list of amenities from public research, tours and analysis

PRIORITY GAP: Locations

ACTION STEPS	RESOURCES
Identify locations, assess options and inspire the community to support it. Ideas include: Willamette Wayside Park (Wetlands) southern part of town	School district property for new school in future outside of town.
Partner with the School District to look at excess school property	Potential exists at Trost and Baker Prairie Schools (Sites may be needed for future school uses)
Determine what we need such as a big Olympic size pool	There is a feasibility analysis with amenities
Lead Partners – Work with large land owners to donate or sell strategic sites.	Ongoing discussions with property owners and schools



Appendix C:

Dog Park Siting Criteria

The National Recreation and Park Association suggests that each community should have one, (minimum 1 acre) dog park per each 11,148 population. The terms dog park and off-leash area, although different in application, are considered interchangeable for the purposes of these criteria. The City country Insurance Services of Oregon provide comprehensive best practices and guidelines (at the end of this appendix) for building and operating dog parks. BerryDunn developed general guidelines for siting dog parks that are presented in this appendix.

Access

- Users should have close, walkable access but not next to areas zoned as residential if possible.
- Dog parks should be sited next to existing municipal facilities when possible
- Dog parks should have access to other walking trails when possible
- Dog park should provide ADA access from ADA parking stalls to DOLA entrances to a shaded area with benches and ADA companion seating
- Dog parks should be distributed throughout the city/community
- Proximity to other dog parks should be considered
- The dog park must have sufficient adjacent parking, preferably off street, that does not require users to cross a street. Curbside parking is an option but less desirable
- Dog parks should be located where they are easily seen from nearby streets with street access

Size

- The recommended minimum is 1/2 to 2 acres for neighborhood Dog Parks, 2-10 acres for Community Dog Parks and greater than 10 acres for county/regional dog parks.

Environmental Considerations

- Siting should avoid affecting fish & wildlife habitat
- Siting should avoid risk to water quality
- Consideration should be given to adjacent land use compatibility
- Siting should avoid areas with threatened animal/plants
- Consideration should be given to seasonal suspensions of off-leash activities, to allow wildlife to nest, breed and rear their young

Design/Operation and Maintenance Considerations

- Dog parks are best on relatively level spaces (Slopes and heavy tree canopies should be avoided whenever possible)
- Areas should be dry and irrigated rather than wet (place barriers and buffer zones to protect sensitive and highly erodible areas)
- Avoid siting dog parks adjacent to streets with heavy traffic
- Dog parks should be maintainable in a way that is safe for dogs and people
- Dog parks should be sited that can easily be closed to allow for turf regeneration/rest
- Available shade is a high priority

-
- O&M funding and staff should be available to empty dog waste (much more dense than regular park trash and are physically taxing on staff to empty)
 - Appropriate soil with moderate erosion, drainage, etc. should be considered
 - Proximity to potable water supply is critical

Park Use

- Siting decisions should always be made after a robust community engagement process
- Dog parks should be sited away from school playgrounds
- Park's main circulation should be outside of off-leash areas
- Consideration should be given to areas with current high dog off-leash use (informal)
- Consideration should be given to avoid potential user conflicts
- Dog parks should not be close to or on sports fields/courts
- Dog parks generally should not displace organized recreational use or unstructured use in a park
- Siting of dog parks shall present a minimal impact on adjacent residential areas (200' from residents with moderate buffer, 100' from residents and good buffer)
- The location of a designated dog park should be far enough away from residential or commercial land use that the single-event sound of a dog bark would generally be perceived as a background or ambient noise or would be screened by traffic noise



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Off Leash Dog Park Best Practices

Introduction

Many communities are incorporating off leash dog parks into their park systems. CIS has prepared these best practice guidelines to provide risk management protocols for members that are considering such parks or for those that wish to ensure that their current parks are as safe as possible.

Steps to Take Before Building an Off Leash Dog Park

If you are thinking about establishing a dog park or a dog run, start by consulting with an attorney who is familiar with the area where the new facility will be located. It is also advised that you review a copy of Attorney Kenneth Phillips' article "The Perfect Dog Park", <http://www.dogbitelaw.com/perfect-dog-park.pdf> which offers guidelines to ensure safety, harmony and accountability.

The following are some additional guidelines that will both promote safety and hopefully limit liability:

- Contact your insurance agent and CIS Risk Management Consultant when considering an off leash dog park (prior to establishing and opening). They will be able to provide you with appropriate recommendations that will help reduce your potential liability, and ensure that the park is a safe place for pets and humans.
- Do not charge a fee for use of the off leash dog park. In Oregon, property owners, including municipalities, have immunity from liability under ORS 105.682, et seq when they allow the land to be used by the public for recreational purposes. However, that immunity does not apply if a fee is charged for the use.
- There should be adequate fences that dogs cannot dig under or jump over.
- There should be adequate parking so that dog owners can drive to the dog park and park their vehicles in the parking area (as opposed to walking large numbers of dogs on nearby streets, and taking up parking spaces designated for residents of nearby communities).

- There should be at least one gate that securely latches.
- Consider using two gates appropriately spaced so that a dog rushing through the first cannot get past the second. This will also allow the dog owner to enter the first gate, ensure their animal is leashed, and then enter the second gate.
- Visible signs should establish the off leash dog park rules.
- Users should be advised that they will be using the park at their own risk, including but not limited to the risk of being bitten, knocked down, tripped, etc.
- The number of dogs per person must be limited and noted on the signage.
- The age of human users must be limited and noted on signage.
- Every dog must wear a collar.
- Every owner must have a leash on their person (for taking the dog to and from the car or the park).
- Every dog must display its license or registration tag (illegal dogs should be denied privileges in the park, which is important if there are problems).
- Every dog must be current on its vaccinations.
- Every person bringing a dog to the park must possess a driver's license or government-issued identification card (important if there are problems).
- No dog shall be left unattended by its owner.
- No dog is allowed if previously adjudicated to be dangerous.
- No dog is allowed that previously has bitten or injured a person or another animal.
- No dog is allowed that is known to initiate fights with other dogs.
- All violations will be investigated and one of the possible penalties is revocation of the privilege of using the dog park.
- There should be a prominently posted address for complaints, and a process for reviewing them in a timely manner
- There will be a board or other body that will make decisions regarding enforcement and application of penalties.

Dog Park Desirable Size Service Area

Off-leash dog parks are defined by their service area, size, and function. A service area refers to the population area (measured by the acreage size per mile-radius) generally served by a specific type of dog park.

***Regional Dog Parks (Large)* > 10 Acres Countywide**

Regional off leash dog parks are intended to be larger than 10 acres in size and have a county-wide service area. They are generally located in natural, unfenced, open space areas. However, they may also be located within large multi-use parks if there is sufficient area and user conflicts are minimized.

These recommendations are only to assist communities with process of evaluation, development and implementation of an off leash dog park. It is designed to provide practical guidance in effective risk management that assists your community with reducing liability and increase safety. It is not legal advice.

Care must be taken when choosing sites for regional dog parks to mitigate potential negative impacts in highly sensitive areas such as wetlands, riparian areas, high value habitat areas, and protected water-sheds.

Regional dog parks located in natural areas may have fewer amenities than medium- and small sized dog parks due to their remote location and/or undeveloped nature.

Common amenities may include, but are not limited to:

- looping unpaved or paved trails (i.e., native soil, gravel, or paved surfacing),
- gravel or paved parking areas
- dog waste dispensers
- trash receptacles
- regulatory signage
- restrooms and drinking fountains (if feasible).

Community Dog Parks (Medium) 2-10 Acres per 5-Mile Radius

Community off leash dog parks generally range in size from 2 to 10 acres. They are intended to serve multiple municipal jurisdictions and have a service radius of approximately 5 miles.

Community dog parks are typically fully fenced for control and safety, and are internally divided by fencing to allow for separate large and small dog activity areas. The separately fenced areas also allow for the rotation or resting of areas if required for ongoing maintenance operations.

These medium-sized dog parks generally receive heavy use and may contain the following amenities:

- perimeter fencing
- double gated entryways
- paved paths
- drinking fountains for people and dogs
- waste bag dispensers
- trash receptacles
- shade structures
- paved parking
- benches
- restrooms
- regulatory signage.

When possible, it is encouraged that community dog parks be developed to have three separately fenced areas. This would include:

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1. one large area that should be surfaced with quick growing, fast-healing turf grass that can withstand the most wear and tear;
2. a second large area that should be surfaced with a non-organic granular material such as decomposed granite (1/2" minus or smaller),
3. a third smaller area that may be surfaced with turf grass or a non-organic granular material.

Neighborhood Dog Parks (Small) 1/2 - 2 Acres Up to a 2-Mile Radius

Neighborhood off-leash dog parks are generally 1/2 to 2 acres in size and serve one or more neighborhood areas. They are fully fenced for control and safety, and generally contain the following amenities:

- perimeter fencing
- double gated entryways
- paved paths
- drinking fountains for people and dogs
- waste bag dispensers
- trash receptacles
- benches
- regulatory signage.

Entities that are primarily concerned with the development of medium and large sized dog parks would be Counties and State Parks, because larger dog parks serve multiple jurisdictions and more people than the smaller dog parks.

Cities would be more concerned with the planning, design, and construction of neighborhood dog parks.

Adjacent Land Use Compatibility

Research and public input has identified both real and perceived concerns related to adjacent land use compatibilities of off leash facilities. Most issues and concerns identified (e.g., noise level of barking dogs, smell of dog waste, etc.) arises when the adjacent land use is residential.

Dog parks should be located to minimize conflicts with existing and/or planned land uses. Regional dog parks are generally located on quasi-public land with other compatible uses or in natural areas and serve as a countywide destination. They may be compatibly located within or adjacent to sensitive natural areas, however, measures should be taken to prevent or minimize any potential negative impacts prior to designating the area for off leash usage. Community and neighborhood dog parks may be located within other recreational areas, however due to the limited amount of parklands available today; off leash facilities should be

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balanced with the demands of other recreation and parkland users. Care must also be taken to insure compatibility with other recreational uses.

Compatible adjacent land uses that also provide opportunities for shared resources (e.g., parking, vehicular and pedestrian access, utility sources, restrooms, security) may include:

- Municipal or county facilities
- Animal oriented non-profit facilities (i.e., Humane Societies, no-kill shelters)
- Commercial or industrial development

Environmental Considerations

When a natural area is being considered for a large regional dog park, the area should be analyzed to determine if there are any environmentally sensitive lands such as wetlands, riparian areas, high valued habitat, or protected watersheds within the area prior to it being designated an off leash facility. Preference should be given to sites that are not environmentally sensitive, but if a regional dog park is located on land that contains any environmentally sensitive areas, the following measures should be undertaken to minimize potential impacts from off-leash activities.

- Construct trails, paths, and amenities away from sensitive areas.
- Install signage that instructs the patrons of the off leash dog park to stay away from these sensitive areas.
- Place barriers and buffer zones to protect sensitive and highly erodible areas.
- Provide sustainable controlled access points to natural water elements (e.g., creeks, ponds).
- Consider seasonal suspensions of off leash activities to allow wildlife to nest, breed, and rear their young.

Each potential site must be analyzed on a case-by-case basis prior to determining its feasibility for being an off-leash facility.

Vehicular and Pedestrian Access

The desired level of vehicular and pedestrian access varies according to the dog park's type, location, and adjacent land uses. Dog parks should be located as community amenities that are easily accessed by their intended users. For example:

- Community dog parks may have designated or shared parking with adjacent uses, as well as good path and trail linkages to encourage both walking and driving to (depending on the proximity to residential development). Sufficient parking should be provided to minimize overflow parking in adjacent residential areas.

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- Regional dog parks function more as a destination and may be located in remote areas. These large dog parks should have good vehicular access and a limited amount of parking, much like a trailhead. Pedestrian access may be limited to the on-site path/trail system and connecting regional trails.
- Neighborhood dog parks may have few to no parking spaces if surrounded by residential development and designed to be “walk to” only parks with good neighborhood path and trail linkages.

Visibility

The desired level of visibility of a dog park also varies according to its type, location, and adjacent land uses. In general, the goal is to design dog parks in a manner that they are highly visible from passersby, adjacent users, and the community in general. Techniques for increasing good visibility include:

- Locating dog parks adjacent to roadways and streets
- Locating dog parks that can be seen from other uses (e.g., residences, commercial/public buildings, transportation or path and trail corridors)
- Designing dog parks to meet Crime Prevention through Environmental Design (CPTED) criteria
- Providing street signage and site or trailhead lighting for added security and extended hours of usage

Site Infrastructure

The amount of infrastructure required for dog park development depends on the type of amenities desired by the users. Due to the nature and intent of small- and medium-sized dog parks, they are typically located where existing land use development has already provided roads, streets, water and sewer mains, and other utilities. Regional dog parks generally do not have convenient, available infrastructure except for roadway or street access. Whenever possible, dog parks should be located where required infrastructure already exists.

Resulting Recommendations from Evaluations of Existing Off Leash Dog Parks Based On Community Surveys Conducted Across the Country

There have been many evaluations conducted of existing off leash dog parks. Below is a summary of some recommendations that have been identified.

Surface Materials

In order to have a durable, self-sustaining surface (regardless of type):

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- poor drainage must be addressed by not allowing water from on- or off-site flows, spillage from drinking fountain areas, or broken irrigation systems to pond in the off leash area.
- excessive wear and tear of surface materials must be addressed by repairing holes, adding/refreshing wood mulch or granular materials that have migrated into the soil or down slope, and allowing grass areas to rest and regenerate when bare areas become noticeable.

Drainage

Because the majority of drainage issues occur in low spots, near water sources (i.e. drinking fountain areas, creeks), and on steep slopes, it is recommended that off-leash areas be designed to eliminate any low spots or concentrated storm water flows. The following should be incorporated into the design:

1. It should have a maximum slope of 5:1 (20%).
2. Concentrated pedestrian or canine traffic areas or routes should not exceed a maximum slope of 20:1 (5%).
3. Areas around water sources should be designed to capture run-off into a drain or drywell before the run-off reaches the surface material area.
4. Steep slopes and embankments should be protected by fencing or erosion control materials if bare areas become noticeable in order to prevent them from eroding.

Maintenance/Code Compliance

Maintenance alone cannot address or fix issues that occur from poor drainage or overuse (see paragraph on drainage and off leash dog park design above). If these issues are addressed in design and operations, sustainable maintenance should occur once a week and include:

- mowing
- surface material replenishment
- waste and trash pick-up
- tree and shrub maintenance
- minor fence and surface repairs

All off leash areas must be designed to comply with current **International Building Codes (IBC)**, **Crime Prevention through Environmental Design (CPTED)** guidelines, and **ADA requirements** for the health, safety, and welfare of the public.

Access

Good site access must include having sufficient and convenient parking. There should be ADA accessible pedestrian access from the parking areas into and through the off leash area. Double-gated entryways should be installed to allow users to leash and unleash dogs in a nonthreatening area, and maintenance gates should be available for park maintenance staff access.

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Site Amenities

Trees, benches, trash cans, and waste bag dispensers should be provided in sufficient quantity to make it convenient for users to access them and use them for shade, resting, and clean up. Perimeter fencing should completely enclose off-leash areas in the urban environment and be a minimum of 6-feet in height to prevent dogs from leaving the off-leash area unexpectedly. Drinking water for dogs and humans should be available.

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Off Leash Dog Park Guidelines

Dog Park Guidelines

Below are some sample off leash dog park guidelines. It is also advised that rules/guidelines be posted at the entrance/exits of the park to inform the patrons of the expectations for using the park.

City Code

- The park will be open from sunrise to sunset.
- Dogs may not harass humans or other animals.
- Park users who fail to comply with rules of the park and the City Code may be asked to leave.

Dogs

- Dogs must wear a visible and current license.
- Dogs must be spayed and/or neutered or they will not be allowed in the park.
- Dogs must be healthy and be current on their immunizations for the protection of your dogs and the dogs of other patrons of the park.
- Dogs that are aggressive, likely to bully other dogs, or start fights are not welcome in the park.
- Dogs showing any signs of aggression must leave the park immediately.
- Puppies who have not received all of their vaccinations should not be allowed in the park due to the risk of them contracting the Parvo virus. If you do allow your puppy to play in the park prior to receiving their vaccinations, you are doing so at your own risk.

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Owners

- You are legally responsible for your dog's behavior, and any injuries or damages he/she causes.
- Never leave your dog(s) unattended or allow them out of sight.
- Never leave the area without your dog(s). Unattended dogs may be impounded by the animal control officer.
- Owners are required to have voice control over their dog(s) at all times.
- Always clean up after your dog. Remove and dispose of waste in the bins provided.
- Always carry a leash and leash dog(s) when entering/leaving park.
- For safety reasons, please remove pinch, spike or choke collars and halters prior to entering the area.
- Gates, where present, must be kept closed at all times.
- Be prepared to encounter children in the off leash dog park. If your dog is not comfortable around children, please try to alert the parents and keep distance between the two.
- No pet grooming is allowed in the park.
- Dog handlers must be at least 12 years old.
- There is no smoking, alcohol, or food allowed in the dog park.

Parents

- This is an off leash dog park. Toddlers and small children do not belong in the dog area and are at risk of potential harm.
- Some dogs are not used to being around children and may react negatively
- If you do choose to bring your children into the off leash dog park, we strongly encourage you to keep your child within arms reach at all times, do not allow toddlers to run at will.

Children

- If you are uncomfortable around dogs, please ask your parents not to bring you to the area.
- No running. This can trigger a prey and chase response and may lead to injury.

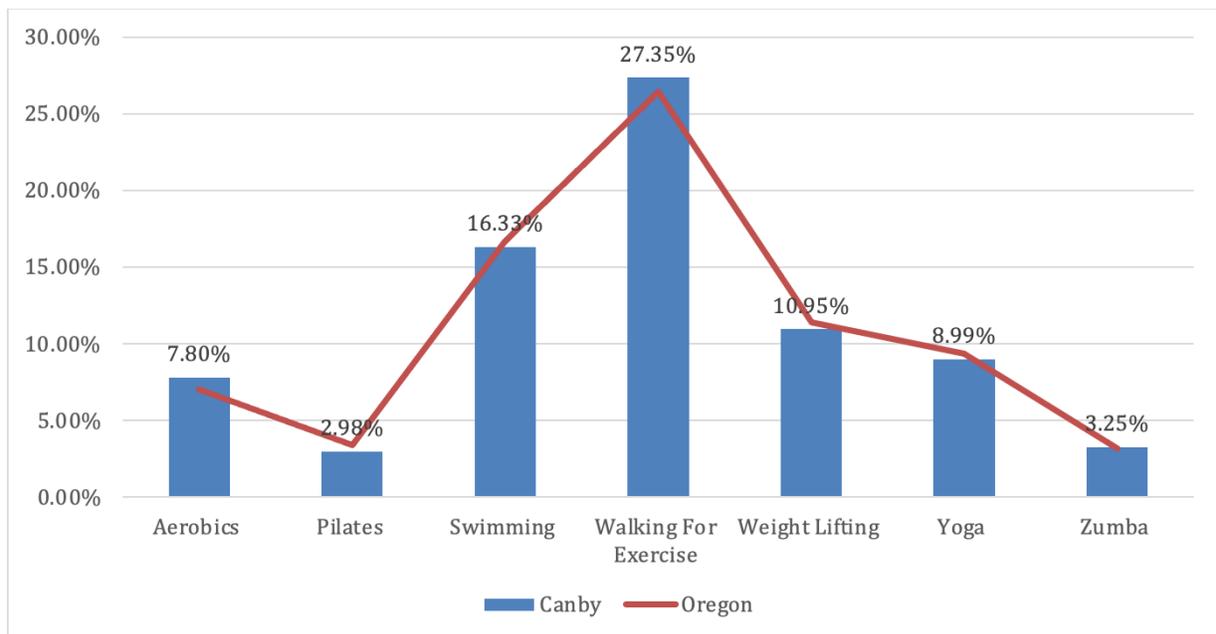
These recommendations are only to assist communities with process of evaluation, development and implementation of an off leash dog park. It is designed to provide practical guidance in effective risk management that assists your community with reducing liability and increase safety. It is not legal advice.

Appendix D: Canby Trends

The following pages summarize some of the key trends that could impact the City of Canby over the next five to ten years. When applicable, figures and data from the Oregon State Recreation and Conservation Plan (SCORP) from 2019 to 2023 were referenced for local context related to youth and senior participation.

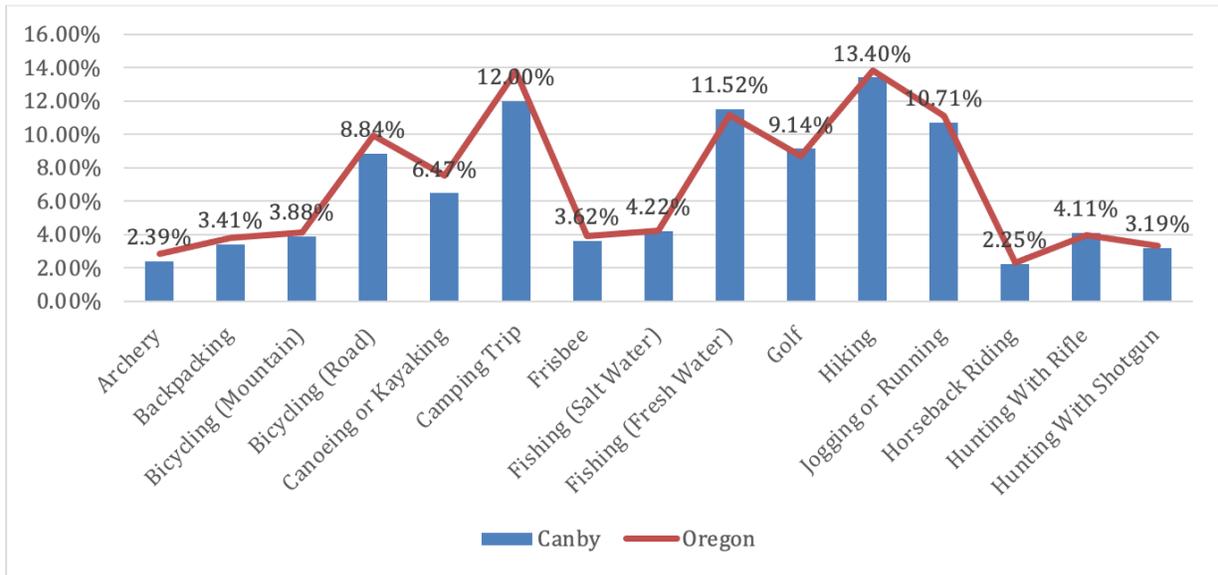
In addition to local participation from the Washington State Plan, Esri Business Analyst provides estimates for activity participation and consumer behavior based on a specific methodology and survey data to make up what Esri terms “Market Potential Index.” The following charts showcase the participation in leisure activities, outdoor recreation, and sports teams for adults 25 and older, compared to the State of Washington. The activities with the highest participation include walking for exercise, swimming, hiking, camping, and freshwater fishing.

Adult Participation for Fitness Activities



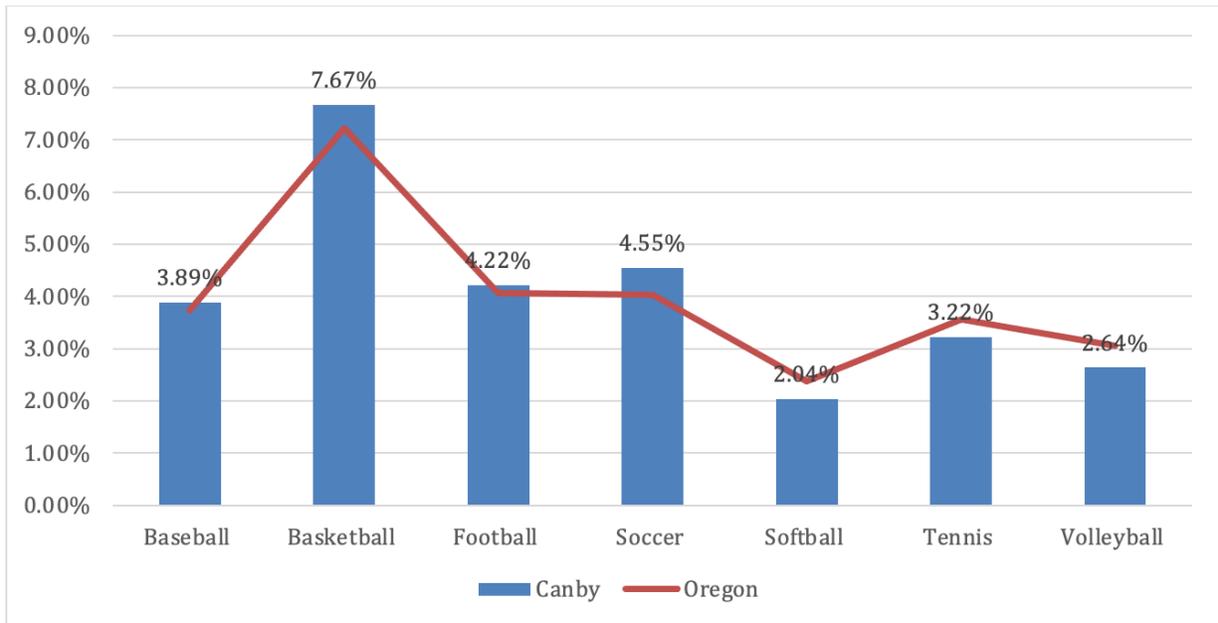
Source: Esri Business Analyst

Adult Participation in Outdoor Recreation



Source: Esri Business Analyst

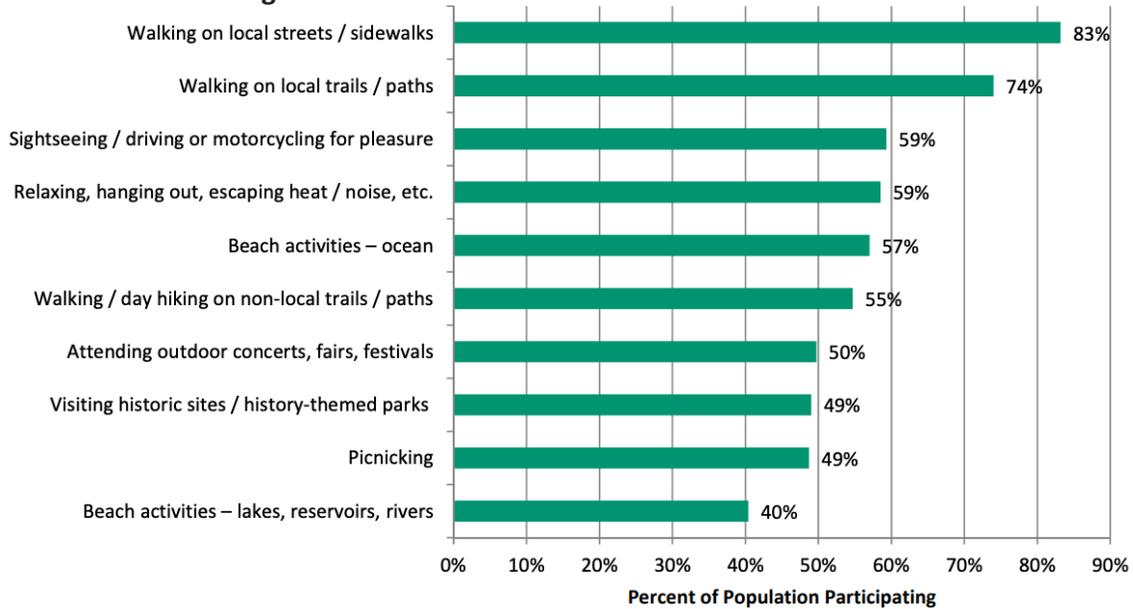
Adult Participation in Team Sports



Source: Esri Business Analyst

The Oregon SCORP reflected similar participation trends, as noted in the figure below. Walking on local streets, sidewalks, and trails was the top activity. Following this was sightseeing, relaxing, beach activities, day hiking, and outdoor concerts.

Top ten activities for Oregon residents in 2017



Source: Oregon SCORP

ADA Compliance

On July 26, 1990, the federal government officially recognized the needs of people with disabilities through the Americans with Disabilities Act (ADA). This civil right law expanded rights for activities and services offered by both state and local governmental entities (Title II) and non-profit/for-profit entities (Title III). Parks and Recreation agencies are expected to comply by the legal mandate; which means eliminating physical barriers to provide access to facilities, and providing reasonable accommodations in regard to recreational programs through inclusive policies and procedures.¹⁷

It is a requirement that agencies develop an ADA Transition Plan, which details how physical and structural barriers will be removed to facilitate access to programs and services. The Transition Plan also acts as a planning tool for budgeting and accountability.¹⁷

¹⁷ “Changes Are Coming to ADA -- New Regulation Standards Expected for Campgrounds, Parks & Beaches.” *Recmanagement.com*, 2012, recmanagement.com/feature_print.php?fid=201211fe03. Accessed 30 Sept. 2021.

Aquatics and Water Recreation Trends

Aquatic facilities are locations where individuals may get exercise, participate in sports, and have competitive fun. Aquatic centers and municipal waterparks are one of the fastest expanding divisions of the water leisure industry, according to the World Waterpark Association.¹⁸ According to the 2021 Aquatic Trends Report, “some 16.7% of rec centers in 2020 said they had built a new aquatic facility in the past several years, compared to 6.1% in 2019.”¹⁹

Even though these centers are one of the fastest growing segments in the water leisure industry, their budget will still decide their ability to maintain their equipment, which facility design trends are implemented, and their ability to meet the needs of the community. Fortunately, even with the impact that the pandemic has had, park and camp respondents predict their average running costs to be the same in 2021 as they were in 2019.²⁰

Some of these opportunities could include aquatic therapy and aerobics which can also assist in the healing process from injuries. These facilities can greatly transform a person’s health which is why the World Health Organization has stressed that “children’s physical and social environments are significant determinants of their overall health and well-being”. Having access to an aquatic area often improves someone’s overall health when they take part in swimming, water aerobics, Stand Up Paddleboard (SUP) yoga, Aqua-Yoga/Balance Programs, and/or water basketball, volleyball, or water polo.

The Americans with Disabilities Act (ADA) mandates accessible access to aquatic centers. People with disabilities are able to utilize aquatic facilities with the assistance of zero-entry pool access, ramps, or chair lifts. Another water accessibility issue is one of racial disparity. Studies have shown that “64% of black children and 45% of Hispanic children have little to no swimming ability, compared with 40% of white children”. Many facilities have outreach programs focused primarily on low-income, ethnic, and water-phobic populations to address these discrepancies and reach people who lack swimming skills due to a fear of water.²¹

Splash pads are a great service that can remedy situations where people aren’t eager to submerge themselves into the water but are still looking to cool off. This type of facility is more cost efficient as it requires no lifeguard, uses less water than a pool, requires less maintenance, and the initial construction of splash pads also costs less than swimming pools. Splash pads oftentimes have longer hours and seasons than pools, so not surprisingly parents that were interviewed when frequenting parks expressed that they wished that wading pools had longer hours of operation as well as a longer outdoor season.

18 “Press.” *Waterparks.org*, 2020, www.waterparks.org/web/Press.aspx. Accessed 30 Sept. 2021.

19 Tipping, E. (2021, February). *Just Keep Swimming: The 2021 Aquatic Trends Report*. Recreation Management. <https://recmanagement.com/feature/202102SU01>.

20 Tucker, P., Gilliland, J., & Irwin, J. D. (2007). Splashpads, Swings, and Shade. *Canadian Journal of Public Health*, 98(3), 198–202. <https://doi.org/10.1007/bf03403712>

21 Amico, L. (2019, April 10). *3 Emerging Trends in Aquatic Adventure Recreation*. AquaClimb. <https://www.aquaclimb.com/blog/2019/4/10/3-emerging-trends-in-aquatic-adventure-recreation>.

Another comparison between pools and splash pads can be made by how they can improve revenue. A straightforward way to add revenue to an already existing splash pad is by building a pavilion for large parties for utilization for rentals.

Pools can also add additional elements to increase their revenue such as pool zip lines, “ninja” climbing nets, and poolside rock climbing walls. The AquaZip’N, AquaNinja, and AquaClimb are examples of these safe adventure elements that are trending at the moment. In addition, aquatic centers can consider less permanent amenities such as log rolls, giant inflatable obstacle courses, and screen projectors for “dive-in” movies.

Community Centers

Community centers are public gathering places where people of the community may socialize, participate in recreational or educational activities, obtain information, and seek counseling or support services, amongst other things.²² Several studies have found a correlation between the outdoor leisure involvement that community centers provide and a person’s greater environmental concern. The main impact from the addition of these centers is the improvement in community health, social connectivity, and mental well-being.

A national long-term study conducted of over 17,000 teens who frequented recreation facilities found that they were 75 percent more likely to engage in the highest category of moderate to strenuous physical exercise. Since these activities that they partake in involve a considerable amount of effort, the benefits have been shown to include “reduced obesity, a diminished risk of disease, an enhanced immune system and most importantly, increased life expectancy”.²³

Clubs and sports offered by community centers also strengthen social connections and reduce social isolation.²⁴ Along with an increase in social connectivity brought by community centers comes a sense of satisfaction with a person’s choice of friends and perceived success in life. The evidence strongly suggests that this satisfaction can rise to much higher levels if participation in outdoor recreation begins in childhood. The following infographic demonstrates the potential for community services in offering non-traditional services.

22 Community centers. County Health Rankings & Roadmaps. (2020, January 21). <https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-centers>.

23 National Association of Community Health Centers, Inc. (2012, August). Powering Healthier Communities: November 2010 Community Health Centers Address the Social Determinants of Health.

24 Community centers. County Health Rankings & Roadmaps. (2020, January 21). <https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-centers>.

Non-Traditional Services Desired in Community Centers

Recreation Centers Play an Important Role in Communities Nationwide

Per a recent NRPA poll, **Americans urge their local recreation center to offer a wide variety of nontraditional services**, including...



These are **in addition to services traditionally offered** by park and recreation agencies – including fitness centers, out-of-school time programming and aquatic facilities.



www.nrpa.org/Park-Pulse

This Park Pulse survey was conducted on behalf of NRPA by Wakefield Research among 1,000 nationally representative Americans, ages 18+, between August 3 and 9, 2017.

Source: NRPA Park Pulse

Community & Special Events

Community-wide events and festivals are often act as essential place-making activities for residents, economic drivers, and urban brand builders. Chad Kaydo describes the phenomenon in the Governing Magazine: “Municipal officials and entrepreneurs see the power of cultural festivals, innovation-focused business conferences and the like as a way to spur short-term tourism while shaping an image of the host city as a cool, dynamic location where companies and citizens in modern, creative industries can thrive.”²⁵ According to the 2020 Event Trends Report by EventBrite, the following trends are expected to impact event planners and community builders in the coming years:²⁶

- **Focus on Sustainability:** Zero-waste events are quickly becoming an expectation. Some of the primary ways of prioritizing environmental sustainability include e-tickets, reusable or

²⁵ Kaydo, Chad. “Cities Create Music, Cultural Festivals to Make Money.” *Governing*, Governing, 18 Dec. 2013, www.governing.com/archive/gov-cities-create-music-festivals.html. Accessed 30 Sept. 2021.

²⁶ “The 2020 Event Trends Report- Eventbrite.” *Eventbrite US Blog*, 2020, www.eventbrite.com/blog/academy/2020-event-trends-report/. Accessed 30 Sept. 2021.

biodegradable items, offering vegan/vegetarian options, encouraging public transport and carpooling, and working with venues that recycle.

- **Diversity, Equity, and Inclusion (DEI):** Ensuring that the venue is inclusive to not only all abilities by offering ADA facilities, but also welcoming to all races, ethnicities, and backgrounds through signage, messaging, and the lineup of speakers. Ways to incorporate a focus on inclusivity include planning for diversity through speakers, talent, and subject matter, enacting a code of conduct that promotes equity, and possibly providing scholarships to attendees.
- **Engaging Experiences:** Being able to customize and cater the facility to create immersive events that bring together culture, art, music, and elements of a company's brand will be critical in creating a more authentic experience.

Dog Parks

Dog parks continue to see high popularity and have remained among the top planned addition to parks and recreational facilities over the past three years. They help build a sense of community and can draw potential new community members and tourists traveling with pets.²⁷

*Recreation Magazine*²⁸ suggests that dog parks can represent a relatively low-cost way to provide an oft-visited a popular community amenity. Dog parks can be as simple as a gated area, or more elaborate with “designed-for-dogs” amenities like water fountains, agility equipment, and pet wash stations, to name a few. Even “spraygrounds” are being designed just for dogs. Dog parks are also places for people to meet new friends and enjoy the outdoors.

The best dog parks cater to people with design features for their comfort and pleasure, but also with creative programming.²⁹ Amenities in an ideal dog park might include the following:

- Benches, shade and water – for dogs and people
- At least one acre of space with adequate drainage
- Double gated entry
- Ample waste stations well-stocked with bags
- Sandy beaches/sand bunker digging areas
- Custom designed splashpads for large and small dogs
- People-pleasing amenities such as walking trails, water fountains, restroom facilities, picnic tables, and dog wash stations.

27 Joe Bush, “Tour-Legged-Friendly Parks, Recreation Management, February 2, 2016.

28 “State of the Industry Report, Trends in Parks and Recreation,” Recreation Management, June 2021.

29 Dawn Klingensmith “Gone to the Dogs: Design and Manage an Effective Off-Leash Area”, Recreation Management, March 2014. (http://recmanagement.com/feature_print.php?fid=201403fe02).

Farmer's Market

Park and recreation agencies often have the role of connecting communities to local, fresh foods. In fact, many local agencies are the largest providers of federally funded meals for the public. One in five agencies manage a farmers market. There are many benefits in providing farmers markets in the community. Beyond providing fresh foods to the public, and promoting agricultural and economic benefits for farmers and vendors, they also bring culture building and engagement on a consistent basis. According to a study by the National Recreation and Park Association (NRPA) in 2019 of 296 agencies, approximately 67 percent of organizations host farmers markets once a week, with 21 percent offering it two or three times a week. Roughly four in five agencies use partnerships with nonprofits, farmers organizations, other local government departments, community development organizations, and the local extensions office to enhance the success of the farmers market.³⁰

Overview of NRPA Farmers Market Report



Source: 2019 NRPA Farmers Market Report

30 "Farmers Markets Report | Research | National Recreation and Park Association." *Nrpa.org*, 2015, www.nrpa.org/publications-research/research-papers/farmers-markets-report/. Accessed 6 Oct. 2021.

The Oregon SCORP indicates that farmers markets were considered the top community recreation need by Oregon residents, followed by concerts, outdoor sports, outdoor movies, and water exercise. Almost 70% of all residents in the SCORP participation study stated that they have a need for a farmers market.

Community recreation program need in Oregon, 2017

Type of program, class, or event	Do you have a need for this program, class, or event?		If yes, how well is your need being met? – Mean score*	Which programs are most important?			
	% Yes	% No		% 1st Choice	% 2nd Choice	% 3rd Choice	% 4th Choice
Farmer's market	68.6	31.4	3.83	40.8	16.6	10.3	7.1
Concert	56.3	43.7	3.29	9.9	18.1	14.0	9.1
Outdoor sports	48.5	51.5	3.43	13.8	8.2	9.0	9.4
Outdoor movies	46.2	53.8	2.63	3.2	7.5	9.5	11.9
Water exercise	41.0	59.0	3.00	5.8	6.8	6.5	7.5
Historical tours	40.2	59.8	2.75	2.9	5.6	8.7	8.9
Arts and crafts (ceramic, painting)	39.8	60.2	3.04	4.0	6.9	7.3	7.5
Quiet zone for reading or meditating	38.8	61.2	3.20	4.8	6.5	6.9	7.1
Environmental education	34.9	65.1	2.74	3.1	4.6	5.9	7.4
Yoga	34.4	65.6	3.12	3.0	4.5	4.8	4.5
Game area (e.g., chess, cards)	26.4	73.6	2.58	1.2	2.3	3.3	4.4
Walking club	26.3	73.7	2.73	0.7	1.1	1.2	0.5
Computer education	25.5	74.5	2.77	1.3	2.4	3.4	4.0
Social dancing	24.3	75.7	2.68	1.3	2.5	3.0	4.2
Aerobics	22.8	77.2	3.10	1.1	1.7	1.8	1.7
Tai Chi	20.8	79.2	2.73	1.5	2.2	2.0	2.1
Zumba	18.7	81.3	3.02	1.0	1.6	1.6	1.6
Pilates	18.4	81.6	2.84	0.5	0.8	0.8	1.2

* 5-point Likert Scale (1="Not being met" to 5="Fully met")

Source: Oregon SCORP

Older Adults and Senior Programming

Many older adults and seniors are choosing to maintain active lifestyles and recognize the health benefits of regular physical activities. With the large number of adults in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires

Public parks and recreation agencies are increasingly expected to be significant providers of such services and facilities. The National Recreation and Park Association (NRPA) developed the Healthy Aging in Parks initiative to support parks and recreation agencies in serving older adults in the community. This initiative is based on the needs of older adults, including physical fitness, socialization, transportation, and other quality of life desires. Some of the primary strategies of the Healthy Aging in Parks initiative are as follows:

- Promote participation in physical activity through providing social engagement
- Provide safe environments – both inside and outside – that limit barriers for participation
- Utilize evidence-based interventions to increase support and manage chronic diseases¹

Park and Recreation agencies can assist the aging demographic in staying healthy through providing programs and facilities. According to an NRPA survey, nine in ten local Park and Recreation agencies offer services for older adults. Surveys reveal that agencies are most likely to the following services:

- Exercise classes (91%)
- Field trips, tours, vacations (70%)
- Arts and crafts classes (67%)
- Opportunities to volunteer in recreation centers (58%)
- Special events and festivals (58%)
- Group walks (53%)
- Opportunities to volunteer in parks (48%)
- Paid job opportunities to lead exercise classes, work in recreation centers or at parks (47%)

For underserved older adults, parks and recreation agencies can be a critical resource, providing low-cost meals, low-cost or free fitness programs, and transportation services. However, many organizations are faced with barriers that inhibit the ability to offer these programs, with the top responses being facility space shortage (58%) and inadequate funding (50%). In order to overcome these obstacles, agencies will often develop relationships with partners in the community who may specialize in serving the older adults. Some of the primary partners include:

- Area agencies on aging (58%)
- Retirement communities (44%)
- Senior meals providers (42%)
- Hospitals and doctors' offices (39%)
- Local health departments (39%)
- Health insurance companies (38%)
- Community-based organizations (faith based, YMCAs, etc.) (38%)

Outdoor Fitness Trails

A popular trend in urban parks for health, wellness, and fitness activities is to install outdoor fitness equipment along trails. The intent of the outdoor equipment is to provide an accessible form of exercise for all community members, focusing on strength, balance, flexibility, and cardio exercise. These fitness stations – also known as “outdoor gyms” -- are generally meant for adults, but can be grouped together near a playground or kid-friendly amenity so that adults can exercise and socialize while supervising their children. The fitness equipment can also be dispersed along a nature trail or walking path to provide a unique experience to exercise in nature. Educational and safety signage should be placed next to equipment to guide the user in understanding and utilizing the outdoor gyms.

Outdoor Recreation

Outdoor recreation has become a thriving economic driver, even in the midst of a global pandemic. In 2020, 53% of Americans over six years of age participated at least once in outdoor recreation – an increase of 7.1 million Americans over the previous year. However, a number of challenges continue to impact the industry, including retention of new COVID participants, lack of diversity, fewer outings, and stagnant female participation.³¹

The Outdoor Recreation economy in Oregon generates nearly:

- 88,000 direct jobs
- \$4.0 billion in wages and salaries
- \$7.2 billion in total outdoor recreation value added
- 2.9% share of GDP

Data provided by the Oregon SCORP indicates that the top ways to increase outdoor recreation engagement in local communities is primarily to provide more free-of-charge recreation opportunities, ensure clean and well-maintained parks and facilities, and develop walking/hiking trails closer to home. Priorities varied based on age, income, and the presence of children – as seen in the following figure.

31 “2021 Outdoor Participation Trends Report.” *Outdoor Industry Association*, 2021, outdoorindustry.org/resource/2021-outdoor-participation-trends-report/. Accessed 6 Oct. 2021

Top rated actions to increase outdoor recreation engagement in communities by demographic group

Table 11.3. Top rated actions to increase outdoor recreation engagement in your community by demographic group

Action	General Population	Young Old Population	Middle Old Population	Latino Population	Asian Population	Families with Children	Low Income Population
Providing more free-of-charge recreation opportunities	1	2	3	1	3	1	1
Ensuring clean and well-maintained parks & facilities	2	1	1	2	1	2	2
Developing walking/hiking trails closer to home	3	4		4	4	3	3
Making parks safer from crime	4	3	2	3	2	5	4
Developing parks closer to home	5			5	5	4	5
Expanding park facilities		5	4				
Placing more benches & restroom facilities along trails			5				

Source: Oregon SCORP

Pickleball

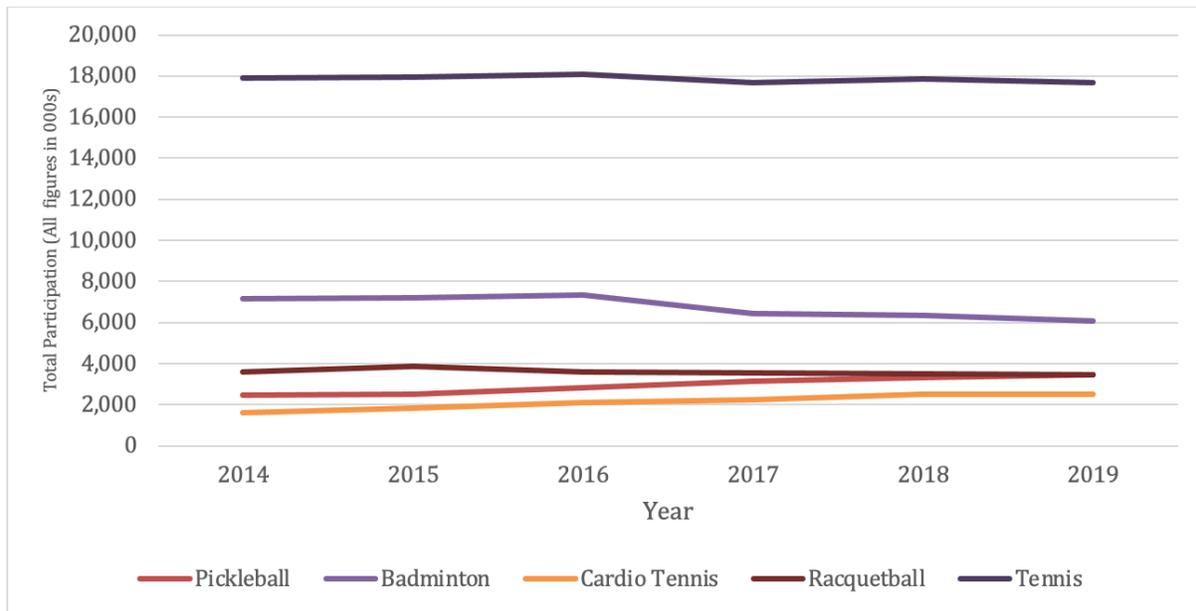
Pickleball continues to be a fast-growing sport throughout America. Considered a mix between tennis, ping pong, and badminton, the sport initially grew in popularity with older adults but is now expanding to other age groups. According to the American Council on Exercise (ACE), regular participation in Pickleball satisfied daily exercise intensity guidelines for cardio fitness for middle-aged and older adults.³² The sport can be temporarily played on existing indoor or outdoor tennis courts with removable equipment and taped or painted lining. This lining, if painted on tennis surfaces, may interfere with requirements for competitive tennis programs or tournaments. Agencies will need to look at their community’s tennis and pickleball participation to determine the benefits and costs of constructing new pickleball courts versus utilizing existing tennis ball courts. Best practices regarding pickleball setup and programming can be found on usapa.com, the official website for the United States Pickleball Association.

According to the 2020 SFIA Topline Report, over the past five years, from 2014 to 2019, total participation in Pickleball increased 7.1 percent on average each year. From 2018 to 2019, the sport grew 4.8 percent. Out of the most common racquet sports, pickleball and cardio tennis are the only sports that have seen positive growth on average over the past five years. Tennis is still the most popular racquet sport by far, although participation growth has slowed over the past five years.³³

32 Green, Daniel, August 2018. “ACE-Sponsored Research: Can Pickleball Help Middle-aged and Older Adults Get Fit?” American Council on Exercise. Accessed 2020. <https://www.acefitness.org/education-and-resources/professional/certified/august-2018/7053/ace-sponsored-research-can-pickleball-help-middle-aged-and-older-adults-get-fit/>

33 “SFIA Sports, Fitness and Leisure Activities Topline Participation Report” February 2020. Sports & Fitness Industry Association. Accessed 2020.

Racquet Sport Participation from 2014 - 2019



Source: 2020 SFIA Topline Report

Sports Trends

According to the Sports and Fitness Industry Association, high-intensity interval training (HIIT) and cross-training style workouts, or CrossFit, are two of the top trending aerobic activities. CrossFit combines elements of gymnastics, weightlifting, running, rowing, and other sports to create a varied fitness regime.

- With regard to individual sports, off-road triathlons have seen almost 17% average annual growth for the last five years. These races, such as XTERRAs, consist of a competitive combination of swimming, mountain biking, and trail running.
- Pickleball, a paddle sport mixing badminton, tennis, and table tennis, is still trending, gaining an average 8 percent growth each year. Growing even slightly faster is Cardio Tennis at 9.1 percent. Cardio Tennis is a fitness program that focuses on combining a full body workout with elements of tennis.
- Engaging non-participants is one of the challenges of parks and recreation agencies. According to the 2018 SFIA report, Income has been seen to impact activity rates; those households making under \$50,000 are significantly less active than those making more. Data shows that having someone to join first time users will increase participation more than any other reason.

Sports Trends

Water Sport		5 Year Avg. Annual Growth
Stand Up Paddling	↑	20.2%
Kayaking (whitewater)	↑	6.0%
Recreational Kayaking	↑	5.2%
Rafting	↓	-1.4%
Water Skiing	↓	-3.8%
Jet Skiing	↓	-5.0%

Team Sport		5 Year Avg. Annual Change
Rugby	↑	16.5%
Baseball	↑	10.4%
Swimming on a Team	↑	10.1%
Fast Pitch Softball	↑	-2.7%
Touch Football	↓	-3.5%
Ultimate Frisbee	↓	-8.7%

Aerobic Activity		5 Year Avg. Annual Change
High Impact Intensity Training (HIIT)	↑	9.3%
Cross-Training Style Workouts	↑	6.6%
Row Machine	↑	5.8%
Stair Climbing Machine	↑	5.6%
Aquatic Exercise	↑	5.0%
Tai Chi	↑	5.0%
Strength Activity		5 Year Avg. Annual Change
Kettlebells	↑	7.0%
Individual Sports		5 Year Avg. Annual Change
Triathlon (Off-Road)	↑	17.1%
Martial Arts	↑	11.2%
MMA for Fitness	↑	11.1%
Trail Running	↑	9.6%
Boxing for Competition	↑	9.5%
Adventure Racing	↑	7.3%
Boxing for Fitness	↑	6.2%
Racquet Sports		5 Year Avg. Annual Change
Cardio Tennis	↑	9.1%
Pickleball	↑	8.5%

Source: 2018 Sports, Fitness, and Leisure Activities Topline Participation Report, 2012 - 2017

Synthetic Turf

Demand for fields have risen with the popularity of youth and adult sports. Synthetic turf can solve many challenges and parks and recreation departments because they can withstand the constant use from players. They require less maintenance and are not easily damaged in wet weather conditions. Synthetic turf requires periodic maintenance which includes brushing the turf to stand up the fibers which allows it to wear better, the addition of infill in high traffic areas (soccer goals, corner kicks, etc) and an annual deep cleaning. However, synthetic turf costs significantly more upfront, and they require replacement about every ten years. This can have a large environmental and economic footprint unless the products can be recycled, reused, or composted.

Safety concerns primarily stem the chemicals found in crumb rubber. For the last 20 years, crumb rubber has been the common choice for fields. It often has distinct plastic smell, and can leach chemicals, like zinc, into downstream waters. There are also concerns about off-gassing of crumb rubber and the potential health impacts of this material. Fortunately, advances in technology have allowed for new innovative products to be developed without crumb rubber. New innovations have allowed more sustainable and safer synthetic turf to be used by athletes and remove the negative perception. In the future, shock pads may become commonplace – this is the layer under the turf that can absorb an impact and reduce the chance of a concussion. The incorporation of non-rubber infills will continue to grow.

Teen Programs

Local parks and recreation agencies are often tasked with finding opportunities for teen programming beyond youth sports. As suicide is the second highest causes of deaths among United States teens, mental health continues to be a priority for this age group. Activities such as meditation, yoga, sports, art and civic engagement can help teens develop life skills and engage cognitive functions. Beyond interacting with those of their own age, many agencies are developing creative multi-generational activities which may involve seniors and teens assisting one another to learn life skills. Agencies that can help teens develop career development skills and continue their education are most successful in promoting positive teen outcomes and curbing at-risk behavior.³⁴

Trails and Health

A connected system of trails increases the level of physical activity in a community, according to the Trails for Health initiative of the (CDC).ⁱ Trails can provide a wide variety of opportunities for being physically active, such as walking/running/hiking, rollerblading, wheelchair recreation, bicycling, cross-country skiing and snowshoeing, fishing, hunting, and horseback riding.

The health benefits are equally as high for trails in urban neighborhoods as for those in state or national parks. A trail in the neighborhood, creating a 'linear park', makes it easier for people to incorporate exercise into their daily routines, whether for recreation or non-motorized transportation. Urban trails need to connect people to places they want to go, such as schools, transit centers, businesses, and neighborhoods.

³⁴ Kardys, Jack "Park Afterschool Programs: A Vital Community Resource" National Recreation and Park Association. June 2019, <https://www.nrpa.org/parks-recreation-magazine/2019/june/park-afterschool-programs-a-vital-community-resource/>

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Appendix E: Information Gathering Public Forum Presentation

Parks and Recreation Master Plan Update Public Forum July 29, 6:30 p.m.



**Thank you for attending.
We will begin shortly.**



**No decisions
have been
made.**

**We want
your input!**

Project Team



Jeff Milkes, MS, CPRP
Project Manager



Art Thatcher
Principal-in-Charge



Dave Peterson
GRASP Team Leader



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GIS Analyst



Robby Layton, Ph.D.,
Landscape Architect and
Special Project Consultant



Becky Dunlap,
Project Consultant

Overall Plan Goals

Provide a parks and recreation comprehensive master plan that guides the City to plan, develop and maintain safe parks and recreational facilities and programs

Create an SDC methodology that promotes growth and provides for increased parks and recreation capacity that is fairly paid for by residents



Information Gathering

(7) Stakeholder Interviews – 18 Participants

- City Council members
- Executive Leadership (City Manager's Office)
- Parks and Recreation Advisory Board Members
- School Superintendent
- School Board Members

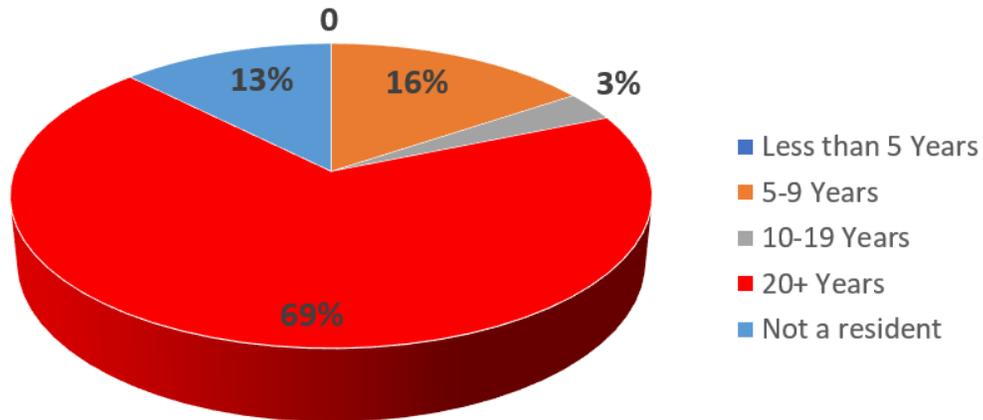
(3) Focus Groups - 38 Participants

- Park and recreation users
- Community members
- Sports providers, service clubs, business community, educators

(2) City Staff/Leadership Meetings – 6 Participants

How long have you been a resident of the City of Canby?

Residency



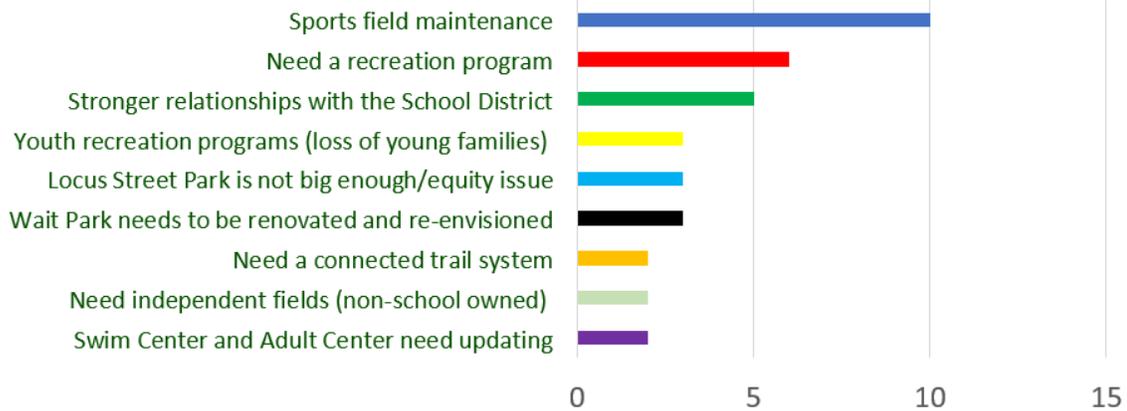
What are the strengths of the City related to parks, trails, recreation facilities and activities?

Strengths

- Variety of spaces and parks for all activities and user groups
- Wait Park/events at the park
- Maple Street Park - splash pad, pickleball courts, softball fields
- PRAB are moving forward to make changes and have a vision
- Parks are very well maintained
- Staff do an incredible job with limited resources
- Swim Center is an asset/well maintained
- Canby Adult Center is well attended
- Pool levy/park maintenance fee
- Trails

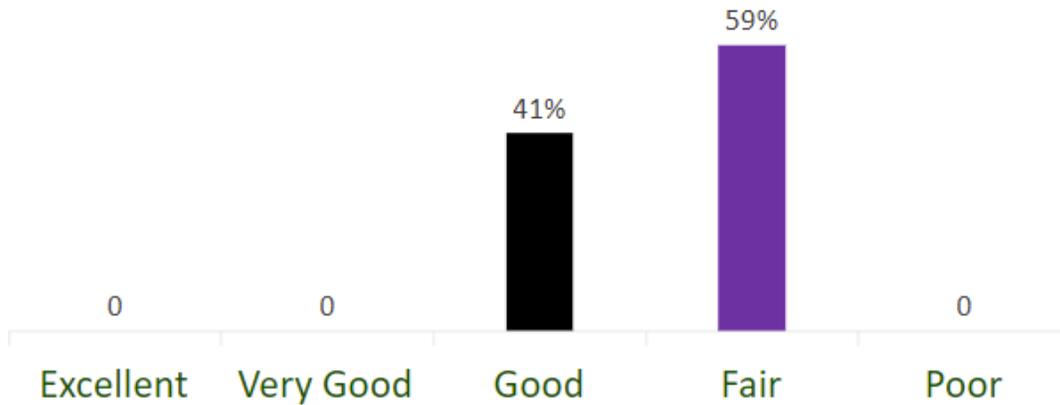
What are the areas of improvement that need to be addressed in the parks and recreation master plan?

Areas for Improvement



**On a scale of
1 (lowest) to 5 (highest)
how satisfied are you with the
overall quality of the existing
parks, trails, recreation facilities
and activities?**

Satisfaction

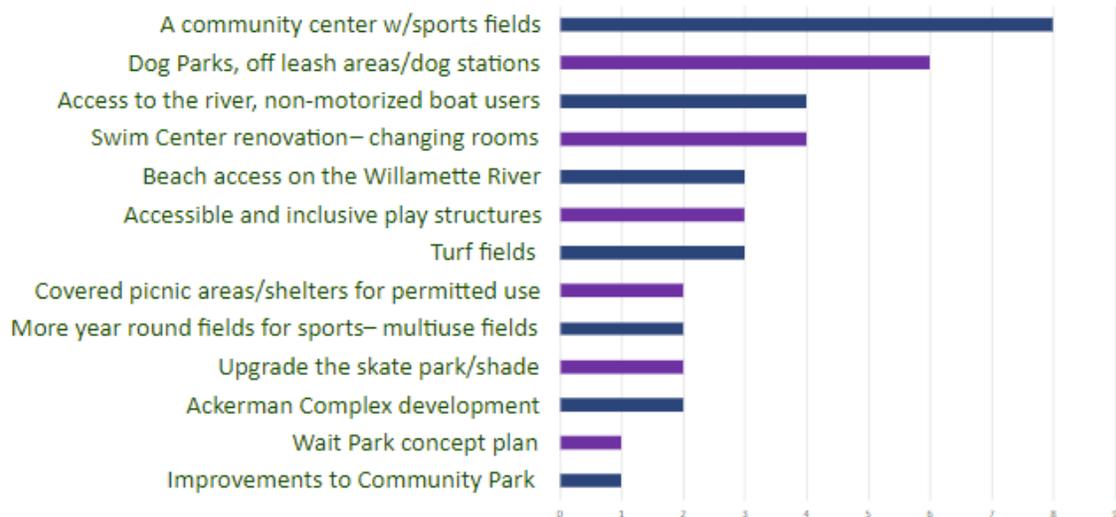


**Are there areas in the City
(geographic or market
segments) that are
underserved?**

Needs Not As Well Served

- Locus Street Park, high density neighborhood
- Auburn Hills area
- Maple Street Park (neighborhood)
- 13th and Ivy area
- West side of town (for trails)
- Higher density areas
- Southside
- North of Hwy 99

New Amenities/Facilities



Needs Not As Well Served

- Dog owners – off leash areas – No Dog Park
- Youth - No community enrichment programs
- Teens
- Active Adults
- Young Families

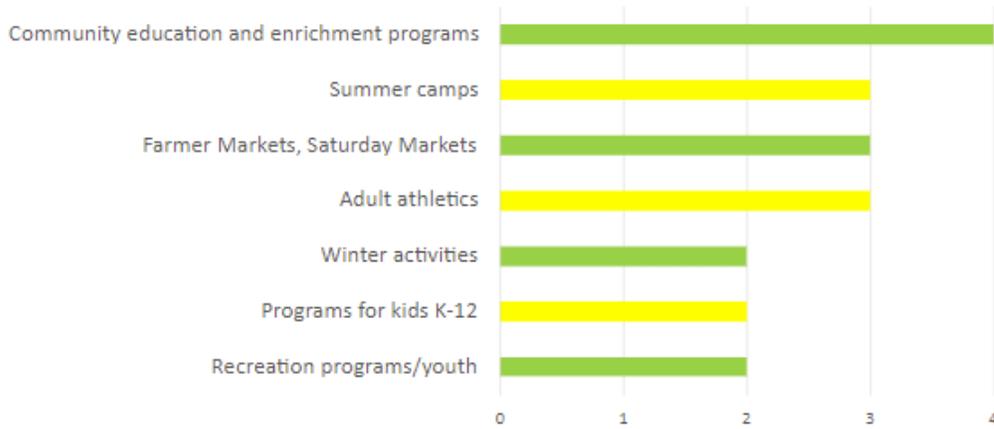
What new amenities and/or facilities are needed?

Priorities/Vision



What new recreational activities should be offered?

Recreational Activities



Who are the key partners and stakeholders in the community with regard to assisting with the parks and recreation master plan?

Key Partners

- Canby School District
- Canby Kids
- Business community
- Service clubs

21 Partners identified

What are the priorities to be considered in the master plan?

Other Comments, Suggestions, Feedback

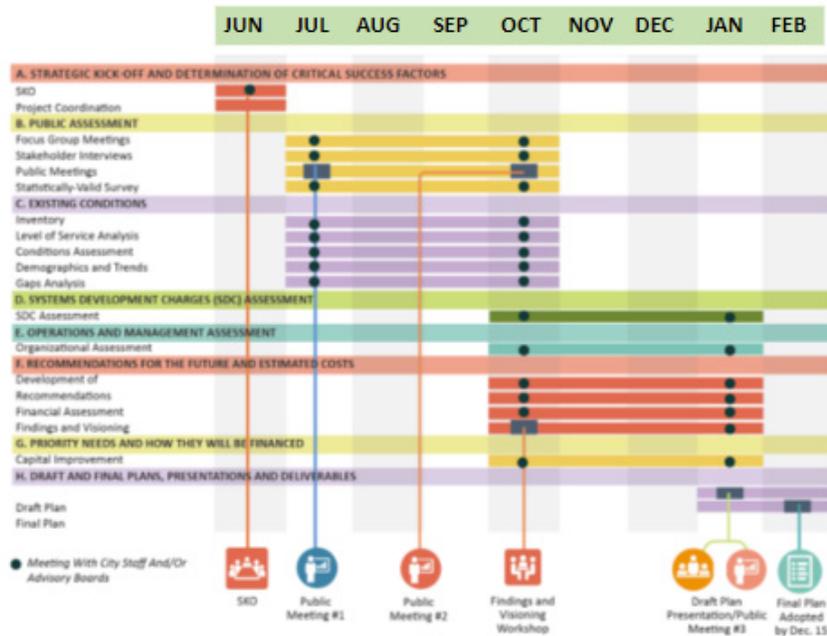
- Swing Big!
- Provide community page on the City website
- Coordinate with Community Services and Community Development
- Provide direction for CAPARD
- SDC methodology study is an important part of the project

Other Comments, Suggestions, Feedback

- Opportunity with new city administrator and new school superintendent to move parks and recreation forward
- Use Sherwood/YMCA model to develop and operate Community Center/Aquatic Center/Sports Complex

Next Steps

- Survey – Statistically Valid Mail/Open Link Online
- Demographics and Parks and Recreation Trends Analysis
- Component Inventory and Level of Service Analysis
- Recreation Program Analysis
- System Development Charges Justification Study
- Operational Analysis
- Partnerships and Potential Funding Sources
- Findings Presentation
- Visioning Workshop
- Draft Plan with Recommendations and Cost Estimates
- Final Master Plan



Key Elements of a Community Parks and Recreation Strategic/Master Plan



Thank You For Your Time

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Appendix F: Canby Comprehensive Parks & Recreation Master Plan Survey Report



December 2021



Table of Contents

- Introduction
- Methodology
- Key findings
- Demographics
- Living in Canby
- How we use our park and recreation facilities
- What we have in Canby right now
- Communication
- Future ways to make parks and recreation better
- Ways to pay for better parks and recreational facilities
- Additional Crosstabs

Introduction

- The purpose of this study was to gather community feedback on the City of Canby parks, recreation facilities, amenities, future planning, communication, and more.
- This survey research effort and subsequent analysis were designed to assist the City of Canby in developing a plan to reflect the community's needs and desires.



Methodology

Primary methods:

1 = Statistically Valid (Invitation Survey)

Mailed postcard and survey with an option to complete online through password protected website

2 = Open Link Survey

Online survey available to all residents of Canby

3,444 Postcards & 3,427 Surveys Delivered



777 - Invitation Surveys Completed
+/- 3.4% Margin of Error



335 - Open Link Surveys Completed

1,112
Total
Surveys

Weighting the Data

1

The underlying data from the survey were weighted by age and ethnicity to ensure appropriate representation of **Canby residents** across different demographic cohorts in the sample.



2

Using U.S. Census Data, the age and ethnicity distributions in the total sample were adjusted to more closely match the actual population profile of the **City of Canby**.

Key Findings



PARK USAGE

More than half of Invite respondents in Canby use trails and pathways, natural areas and open spaces, and City parks at least a few times a month or more. Walking paths, restrooms, and playgrounds are the most used amenities in parks.



IMPORTANCE

On a scale of 1 to 5, with 5 being very important, respondents rated trails and pathways (4.4), natural areas and open spaces (4.2) and City parks (4.2) as the most important facilities, amenities or events to their household.



COMMUNICATION

There is significant room for improvement to better leverage communication efforts and information dissemination about parks and recreation to further create awareness in Canby. 56% of overall respondents indicated that communication effectiveness is not effective, with an average score of 2.3 (on a scale of 1 to 5).



NEEDS MET

In terms of facilities meeting the needs of the community, respondents rated the Canby Adult Center (3.9), City parks (3.8) and trails and pathways (3.8) as meeting the needs for facilities, amenities and events the best. Athletic fields and courts rated lowest at 3.3 and 3.2, respectively.

Key Findings



INCREASE USE

Additional facilities and amenities, additional lighting, and improved communication are the top 3 items that if addressed would increase use at parks and recreation in Canby.



FUTURE NEEDS TOP 3

Creating a connected city trail system, developing a dog park, and developing river access on the Willamette River are the top 3 future needs that are most important to the residents of Canby. The Open Link respondents put their highest priority on additional sport fields owned by the city.



FUNDING SOURCES

More than half of respondents indicate that they would probably or definitely support more private/public partnerships and a bond referendum for special projects. About half of respondents would support the modest fee for supporting park maintenance and operations of the Canby Swim Center on an ongoing basis. Nearly a third are uncertain.



TRANSPORTATION TO PARKS

A motor vehicle is the most typical form of transportation to parks and recreation facilities. Walking and running is another widely used mode of transportation, as 7 in 10 respondents report walking/running to parks or recreation facilities in Canby. No sidewalks to parks is the highest transportation limiter problem in Canby (36%).

Demographics



Gender & Age

Respondent gender and age.

Q: Please indicate the gender with which you identify: by "Source"

	Overall	Invite	Open Link
Male	34%	34%	34%
Female	60%	60%	60%
I prefer to identify as:	1%	1%	
Prefer not to answer	5%	5%	7%
n=	989	743	246

Q: Age by "Source"

	Overall	Invite	Open Link
Under 35	21%	26%	7%
35-44	19%	17%	28%
45-54	16%	16%	18%
55-64	18%	19%	16%
65-74	16%	13%	23%
75 or older	10%	10%	9%
n=	975	734	241

Ethnicity & Race

Respondent ethnicity and race.

Q: Are you of Hispanic, Latino, or Spanish origin? by "Source"

	Overall	Invite	Open Link
Yes	15%	18%	7%
No	85%	82%	93%
n=	947	705	242

Q: What race do you consider yourself to be? (Check all that apply) by "Source"

	Overall	Invite	Open Link
White	91%	90%	94%
Some other race	7%	7%	4%
Asian	4%	5%	1%
American Indian and Alaska Native	4%	5%	1%
Black or African American	2%	2%	0%
Native Hawaiian and Other Pacific Islander	1%	1%	1%
n=	934	703	231

Children, ADA-Accessibility and Dogs

Household status, ADA needs and dog ownership.

Q: Which of these categories best applies to your home? by "Source"

	Overall	Invite	Open Link
I do not have children living in my home	51%	52%	47%
I have children living in my home	49%	48%	53%
n=	981	738	243

Q: Do you or members of your home have a need for ADA-accessible (Americans with Disabilities) facilities and services? by "Source"

	Overall	Invite	Open Link
Yes	12%	12%	11%
No	88%	88%	89%
n=	981	737	244

Q: Do you or members of your home own a dog? by "Source"

	Overall	Invite	Open Link
Yes	56%	55%	59%
No	44%	45%	41%
n=	987	742	245

Voter Status & Home Ownership

Respondent voting status and home ownership.

Q: Are you a registered voter in the City of Canby? by "Source"

	Overall	Invite	Open Link
Yes	90%	91%	87%
No	10%	9%	13%
n=	987	742	245

Q: Do you own or rent your home in the City of Canby? by "Source"

	Overall	Invite	Open Link
Own	85%	86%	84%
Rent	12%	12%	12%
n=	990	745	245

Income

Household income.

Q: Which of these categories best describes the total gross annual income of your home (before taxes)? by "Source"

	Overall	InvLts	Open Lnk
Under \$25,000	7%	9%	3%
\$25,000-49,999	11%	11%	10%
\$50,000-74,999	16%	16%	18%
\$75,000-99,999	15%	16%	11%
\$100,000-149,999	26%	25%	31%
\$150,000-199,999	15%	14%	17%
\$200,000-249,999	5%	4%	5%
\$250,000 or more	4%	4%	4%
Avg.	114,708.4	112,499.7	121,310.1
n=	888	661	227

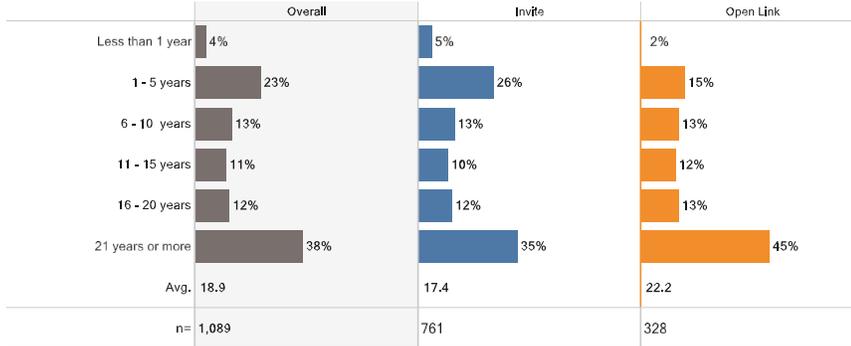
Living in Canby



Length of Time in Canby

Respondent tenure in Canby.

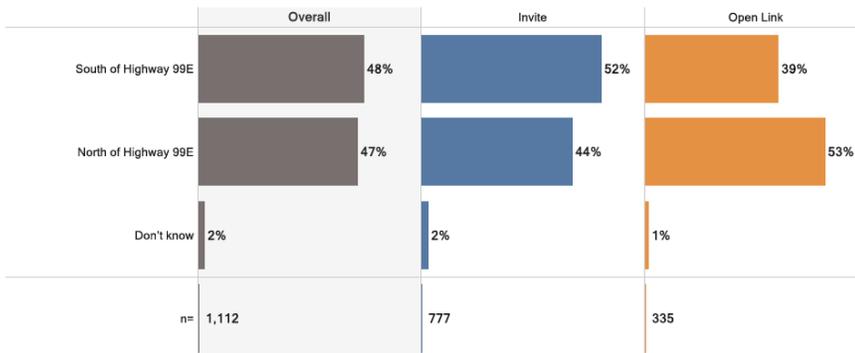
Q: How long have you lived in the City of Canby or surrounding area? by "Source"



Location in Canby

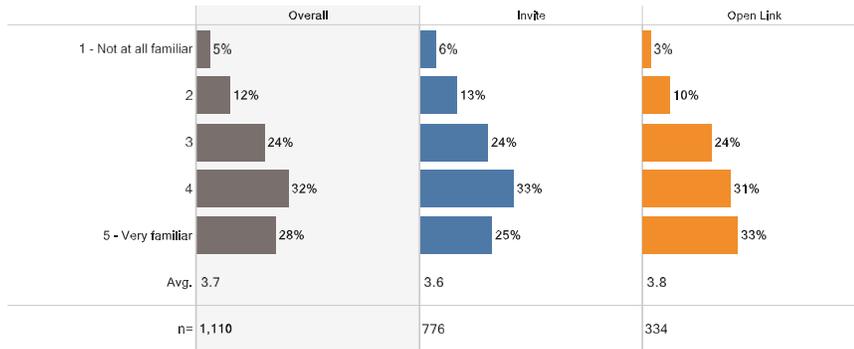
Household area in Canby.

Q: In which area of Canby do you live? by "Source"



Familiarity with Parks and Recreation in Canby

Q: How familiar are you with parks, recreation facilities and services in Canby? by "Source"



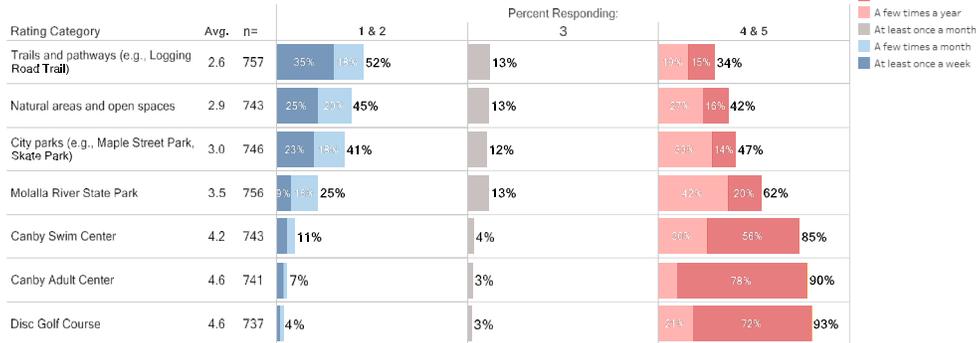
How we use our Parks and Recreation Facilities



Current Use By Invite Sample

More than half of Invite respondents in Canby use trails and pathways a few times a month or more (35% at least once a week). 25% of respondents use natural areas and open spaces at least once a week, followed by 23% use of City parks at least once a week.

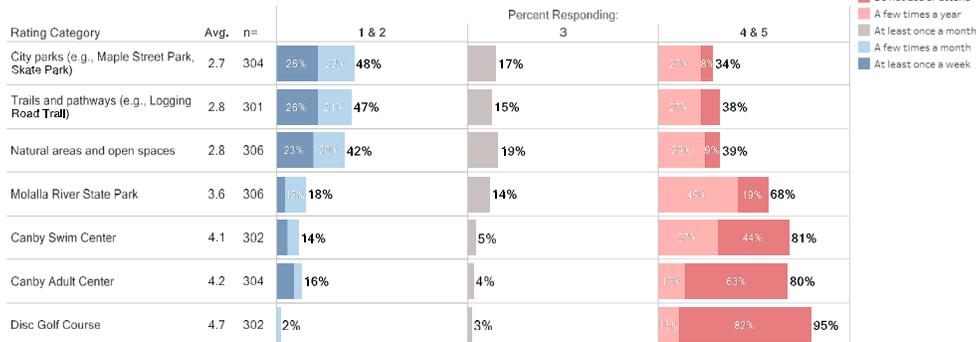
Q: How often do you use Canby parks and recreation facilities or attend events? by "Invite Sample"



Current Use By Open Link Sample

Nearly half of the open link respondents use city parks a few times a month or more (26% at least once a week). 26% of respondents also use trails and pathways at least once a week.

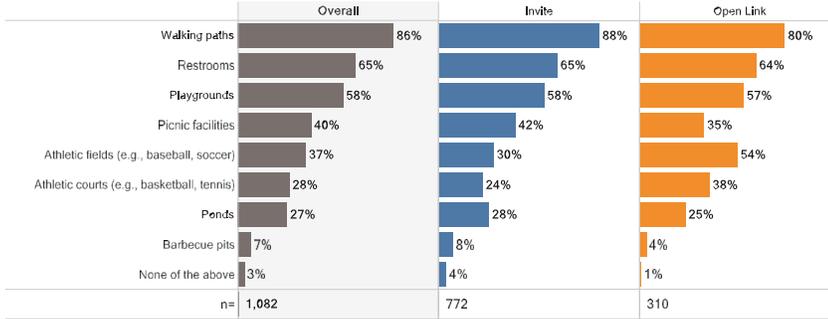
Q: How often do you use Canby parks and recreation facilities or attend events? by "Open Link Sample"



Amenity Usage

Among Invite respondents, walking paths, restrooms, and playgrounds are the most used amenities, followed by picnic facilities and athletic fields. Open Link respondents use athletic fields and courts more.

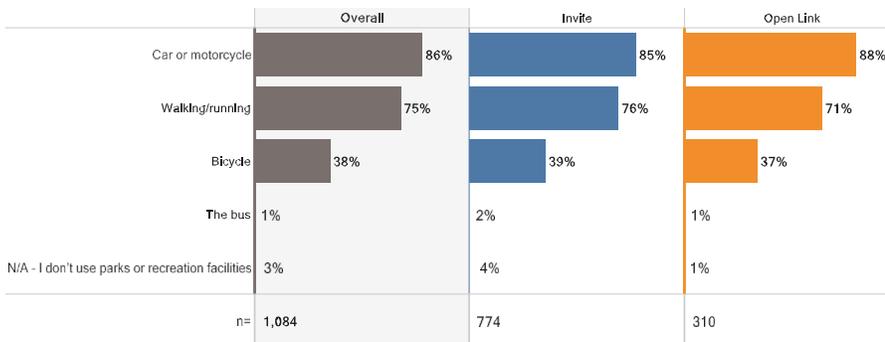
Q: What do you or members of your home use when visiting parks and recreation facilities in Canby? (Check all that apply) by "Source"



Transportation to Facilities

A motor vehicle is the most typical form of transportation to parks and recreation facilities. Walking and running is another widely used mode of transportation, as 7 in 10 respondents report walking/running to parks or recreation facilities in Canby.

Q: How do you or members of your home get to parks or recreation facilities in Canby? (Check all that apply) by "Source"



Preferred Mode of Transportation

A motor vehicle is the most preferred mode of transportation, followed closely by walking or running.

Q: What is your preferred way of getting to parks or recreation facilities in Canby? by "Source"

	Overall	Invite	Open Link
Car or motorcycle	49%	47%	54%
Walking/running	39%	42%	33%
Bicycle	11%	11%	11%
The bus	0%	0%	1%
N/A - I don't use parks or recreation facilities	0%	0%	
n=	995	692	303

Transportation Problems

No sidewalks to parks is the highest transportation limiter problem in Canby.

Q: Do transportation problems limit your use of parks? (Check all that apply) by "Source"

	Overall	Invite	Open Link
There are no sidewalks	34%	36%	29%
Parking is an issue	19%	17%	24%
I live too far	14%	12%	19%
I don't feel safe walking to the park	10%	10%	10%
n=	447	304	143

What We Have in Canby Right Now



Importance of Current Facilities, Amenities and Events By Average

On average, respondents rated trails and pathways (4.4), natural areas and open spaces (4.2) and City parks (4.2) as the most important facilities, amenities or events to their household.

Q: How important are the following facilities, amenities and events to you or members of your home? by "Source"

	Overall	Invite	Open Link
Trails and pathways (e.g., Logging Road Trail)	n=1,040 4.4	n=743 4.4	n=264 4.3
Natural areas and open spaces	n=1,044 4.2	n=748 4.3	n=296 4.1
City parks (e.g., Maple Street Park, Skate Park)	n=1,032 4.2	n=741 4.2	n=291 4.1
Amenities at city parks	n=1,020 4.1	n=726 4.0	n=294 4.1
Molalla River State Park	n=1,033 4.0	n=740 4.0	n=293 3.8
Athletic fields (e.g., baseball, soccer)	n=1,001 3.4	n=715 3.3	n=286 3.8
Special events	n=959 3.4	n=715 3.4	n=284 3.4
Canby Swim Center	n=1,023 3.4	n=720 3.4	n=294 3.4
Athletic courts (e.g., basketball, tennis)	n=1,006 3.3	n=718 3.3	n=288 3.5
Canby Adult Center	n=1,008 2.8	n=718 2.7	n=290 2.9

5 - Very important
4
3
2
1 - Not at all important

Importance of Current Facilities, Amenities and Events By Invite Sample

Q: How important are the following facilities, amenities and events to you or members of your home? by "Invite Sample"

Rating Category	Avg.	n=	Percent Responding:				
			1 & 2	3	4 & 5		
Trails and pathways (e.g., Logging Road Trail)	4.4	746	7%	9%	18%	66%	84%
Natural areas and open spaces	4.3	748	9%	11%	20%	60%	80%
City parks (e.g., Maple Street Park, Skate Park)	4.2	741	10%	14%	19%	57%	76%
Molalla River State Park	4.0	740	12%	16%	23%	49%	72%
Amenities at city parks	4.0	726	9%	13%	23%	44%	72%
Canby Swim Center	3.4	729	16%	27%	21%	30%	51%
Athletic fields (e.g., baseball, soccer)	3.3	715	16%	30%	19%	29%	48%
Athletic courts (e.g., basketball, tennis)	3.3	718	17%	29%	18%	27%	45%
Canby Adult Center	2.7	718	31%	18%	21%	32%	

Importance of Current Facilities, Amenities and Events By Open Link Sample

Q: How important are the following facilities, amenities and events to you or members of your home? by "Open Link Sample"

Rating Category	Avg.	n=	Percent Responding:				
			1 & 2	3	4 & 5		
Trails and pathways (e.g., Logging Road Trail)	4.3	294	8%	10%	21%	62%	82%
Natural areas and open spaces	4.1	296	10%	15%	23%	50%	75%
City parks (e.g., Maple Street Park, Skate Park)	4.1	291	9%	16%	25%	49%	74%
Amenities at city parks	4.1	294	7%	21%	29%	46%	71%
Molalla River State Park	3.8	293	12%	23%	29%	36%	65%
Athletic fields (e.g., baseball, soccer)	3.8	286	22%	17%	15%	47%	62%
Athletic courts (e.g., basketball, tennis)	3.5	288	15%	22%	14%	35%	53%
Canby Swim Center	3.4	294	14%	22%	23%	27%	50%
Canby Adult Center	2.9	290	25%	18%	25%	35%	

Needs Met of Current Facilities, Amenities and Events By Average

On average, respondents rated the Canby Adult Center, City parks and trails and pathways as meeting the needs for facilities, amenities and events the best. Athletic fields and courts rated lowest at 3.3 and 3.2, respectively.

Q: How do you think the following facilities, amenities and events are currently meeting the needs of the community? by "Source"

	Overall	Invite	Open Link
Canby Adult Center	n=581 3.9	n=409 4.0	n=172 3.7
City parks (e.g., Maple Street Park, Skate Park)	n=853 3.8	n=313 3.9	n=240 3.5
Trails and pathways (e.g., Logging Road Trail)	n=872 3.8	n=329 3.9	n=243 3.6
Natural areas and open spaces	n=828 3.7	n=592 3.8	n=236 3.5
Molalla River State Park	n=811 3.7	n=589 3.8	n=222 3.5
Canby Swim Center	n=723 3.6	n=585 3.7	n=218 3.4
Special events	n=674 3.6	n=480 3.7	n=194 3.3
Amenities at city parks	n=846 3.5	n=570 3.6	n=236 3.2
Athletic fields (e.g., baseball, soccer)	n=722 3.3	n=497 3.6	n=225 2.7
Athletic courts (e.g., basketball, tennis)	n=685 3.0	n=479 3.2	n=216 2.6

5 - Completely
4
3
2
1 - Not at all

Needs Met of Current Facilities, Amenities and Events By Invite Sample

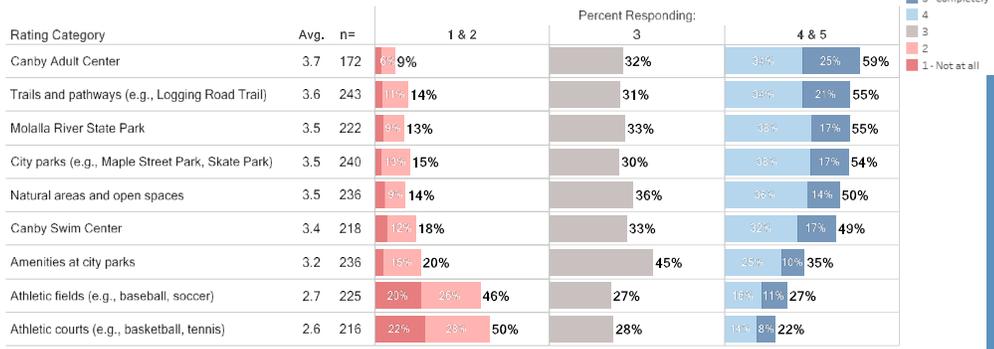
Q: How do you think the following facilities, amenities and events are currently meeting the needs of the community? by "Invite Sample"

Rating Category	Avg.	n=	Percent Responding:		
			1 & 2	3	4 & 5
Canby Adult Center	4.0	409	8% 11%	19%	32% 38% 70%
City parks (e.g., Maple Street Park, Skate Park)	3.9	613	7%	21%	34% 28% 72%
Trails and pathways (e.g., Logging Road Trail)	3.9	629	10%	18%	39% 31% 72%
Natural areas and open spaces	3.8	592	10%	26%	36% 28% 64%
Molalla River State Park	3.8	589	12%	24%	38% 25% 64%
Canby Swim Center	3.7	505	13%	26%	35% 26% 61%
Amenities at city parks	3.6	570	10%	34%	37% 19% 56%
Athletic fields (e.g., baseball, soccer)	3.6	497	17%	27%	34% 21% 56%
Athletic courts (e.g., basketball, tennis)	3.2	479	29%	33%	22% 16% 38%

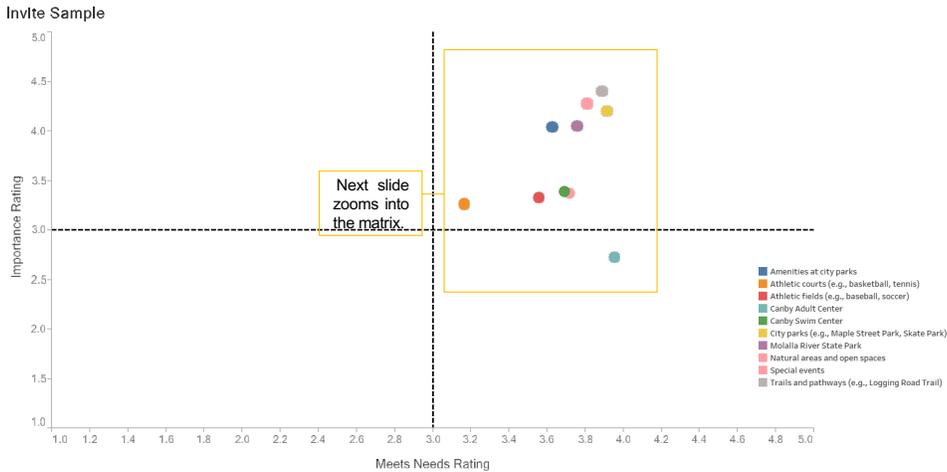
5 - Completely
4
3
2
1 - Not at all

Needs Met of Current Facilities, Amenities and Events By Open Link Sample

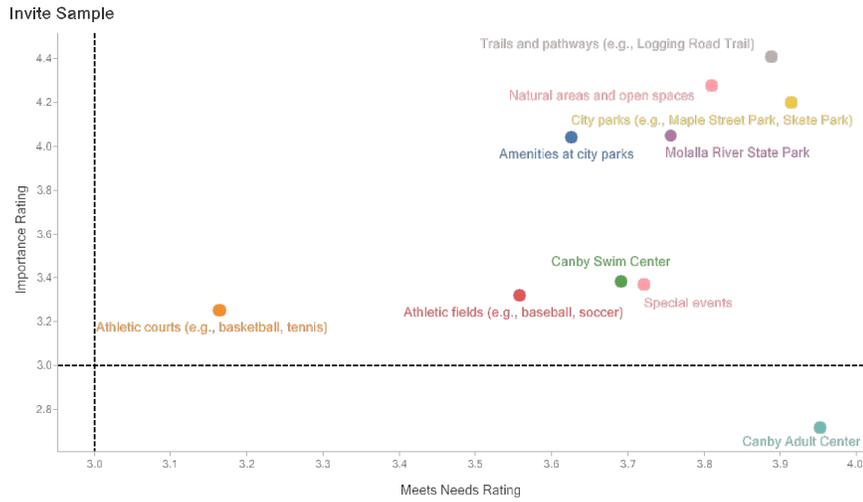
Q: How do you think the following facilities, amenities and events are currently meeting the needs of the community? by "Open Link Sample"



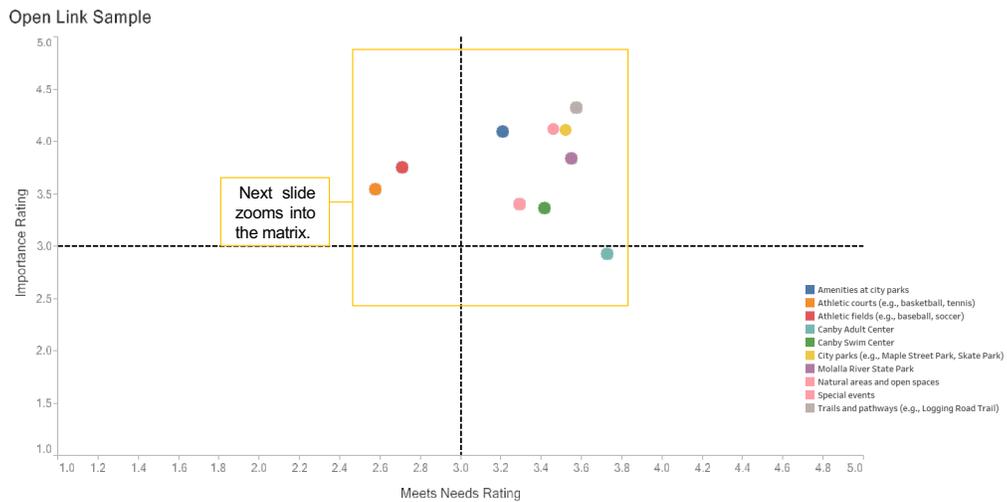
Importance/Performance Matrix By Invite Sample



Importance/Performance Matrix By Invite Sample



Importance/Performance Matrix By Open Link Sample



Importance/ Performance Matrix By Open Link Sample



Average Importance-Performance Matrix

High importance/ Low needs met

These are key areas for potential improvements. Improving these facilities/programs would likely positively affect the degree to which community needs are met overall.

These “niche” facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

Low importance/ Low needs met

High importance/ High needs met

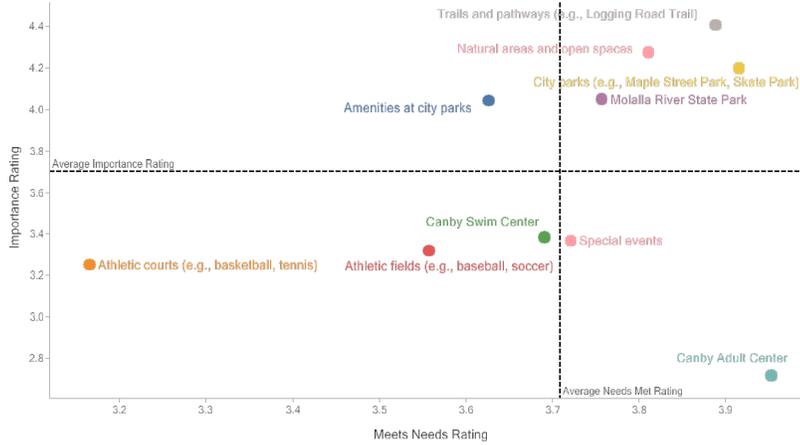
These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities/programs outweigh the benefits may be constructive.

Low importance/ High needs met

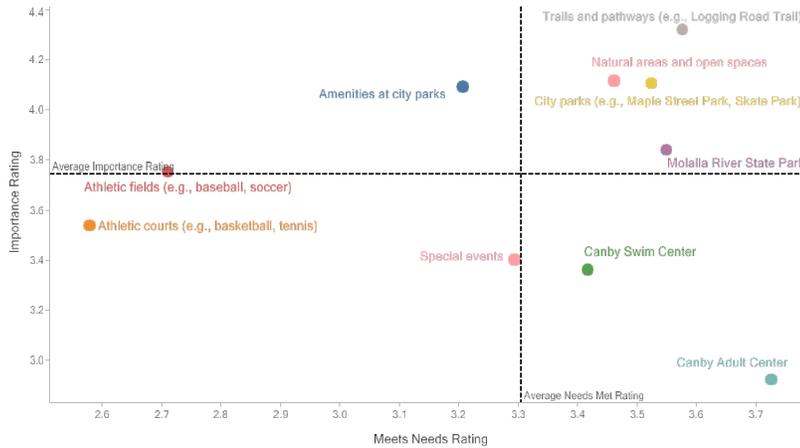
Average Importance/Performance Matrix By Invite Sample

Invite Sample



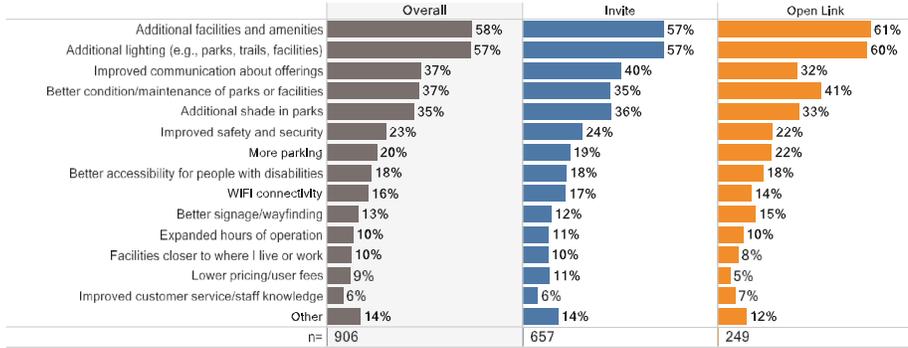
Average Importance/Performance Matrix By Open Link Sample

Open Link Sample



Increase Usage

Q: What would assist you or members of your home to use parks and recreation facilities? (Check all that apply) by "Source"



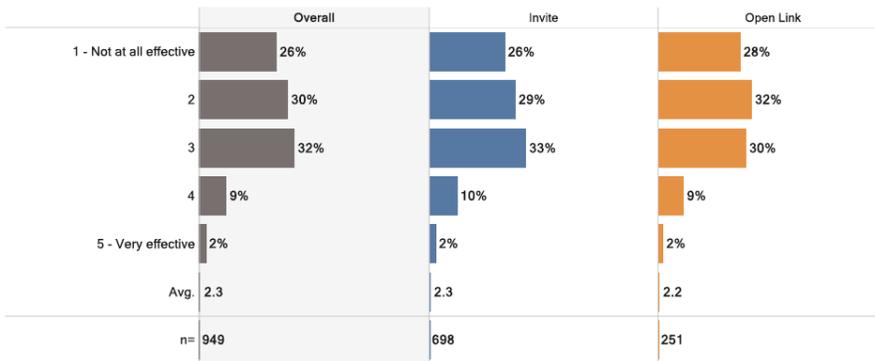
Communication



Effectiveness of Communication

Overall, 56% of respondents rated communication about parks and recreation as not effective (1 or 2). There is significant room for improvement to better leverage communication efforts and information dissemination about parks and recreation to further create awareness.

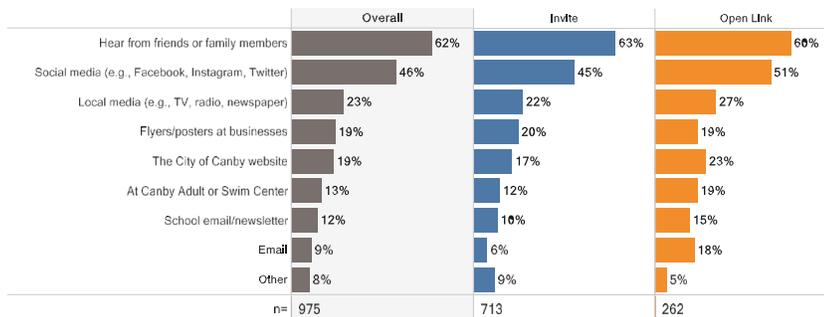
Q: How well does the City communicate with you about parks & recreation? by "Source"



Current Methods of Communication

Word of mouth is how residents of Canby are currently receiving information about parks and recreation opportunities the most, followed by social media.

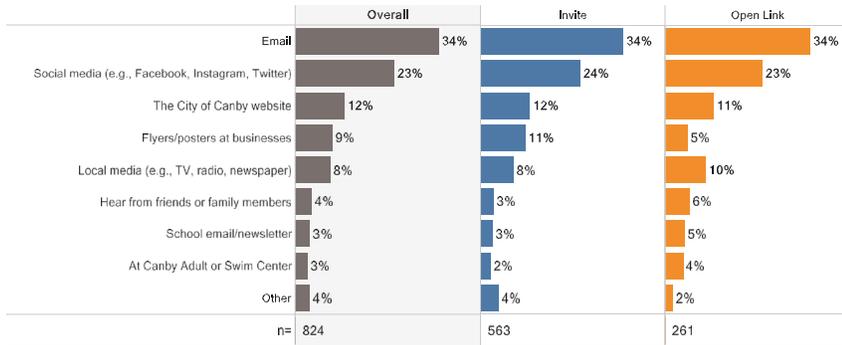
Q: How do you currently receive information on parks, facilities, and services offered by the City of Canby? (Check all that apply) by "Source"



Preferred Method of Communication

Email and social media are the preferred methods of communication to reach residents about information on parks and recreation. Since social media is already a top source for receiving information, increased communication about parks and recreation on social media would benefit the residents of Canby.

Q: How do you want to receive information about parks & recreation? by "Source"



Future Ways to Make Parks and Recreation Better



Important Areas for Improvement By Average

Q: What would you or members of your home like to see improved in the City of Canby over the next 5 to 10 years? by "Source"

	Overall	Invite	Open Link
Creating a connected city trail system	n=889 3.9	n=649 3.9	n=240 3.7
Better maintenance of existing parks & recreation facilities	n=823 3.8	n=590 3.8	n=233 3.9
Acquiring land for new parks	n=853 3.7	n=619 3.7	n=234 3.9
Developing river access on the Willamette River	n=884 3.7	n=647 3.7	n=237 3.7
Renovating/upgrading Community Park	n=846 3.6	n=613 3.6	n=233 3.6
Updating the Swim Center	n=838 3.5	n=601 3.5	n=237 3.5
Providing community recreational programs	n=855 3.5	n=618 3.5	n=237 3.6
Developing a new recreation center	n=850 3.5	n=614 3.5	n=236 3.6
Renovating/upgrading Wait Park	n=858 3.5	n=625 3.5	n=233 3.3
More recreation amenities at existing parks	n=848 3.4	n=612 3.4	n=236 3.5
Developing accessible and inclusive play structures	n=827 3.4	n=597 3.4	n=230 3.3
Developing a dog park	n=876 3.4	n=638 3.5	n=238 3.0
Providing education and enrichment classes	n=842 3.3	n=628 3.3	n=234 3.2
Additional sport fields owned by the city	n=801 3.3	n=570 3.1	n=231 3.8
Providing special events	n=850 3.2	n=628 3.3	n=222 3.2
Updating the Adult Center	n=779 3.1	n=571 3.0	n=208 3.1
Developing an outdoor pool	n=833 2.9	n=612 2.9	n=221 2.7
Developing outdoor, artificial turf fields	n=822 2.8	n=592 2.6	n=230 3.2

5 - Very important
4
3
2
1 - Not at all important

Important Areas for Improvement By Invite Sample

Q: What would you or members of your home like to see improved in the City of Canby over the next 5 to 10 years? by "Invite Sample"

Rating Category	Avg.	n=	Percent Responding:				
			1 & 2	3	4 & 5		
Creating a connected city trail system	3.9	649	15%	16%	24%	47%	69%
Better maintenance of existing parks & recreation facilities	3.8	590	12%	29%	25%	34%	59%
Developing river access on the Willamette River	3.7	647	19%	19%	21%	41%	61%
Acquiring land for new parks	3.7	619	21%	17%	23%	38%	62%
Renovating/upgrading Community Park	3.6	613	17%	26%	28%	28%	58%
Updating the Swim Center	3.5	601	24%	19%	22%	35%	57%
Developing a dog park	3.5	638	29%	14%	13%	42%	57%
Renovating/upgrading Wait Park	3.5	625	22%	25%	26%	27%	53%
Providing community recreational programs	3.5	618	22%	25%	28%	27%	53%
Developing a new recreation center	3.5	614	26%	19%	26%	29%	55%
Developing accessible and inclusive play structures	3.4	597	25%	25%	24%	29%	50%
More recreation amenities at existing parks	3.4	612	22%	25%	32%	21%	53%
Providing education and enrichment classes	3.3	628	28%	23%	24%	26%	49%
Providing special events	3.3	628	28%	29%	22%	21%	44%
Additional sport fields owned by the city	3.1	570	39%	20%	13%	22%	41%
Updating the Adult Center	3.0	571	38%	22%	13%	24%	40%
Developing an outdoor pool	2.9	612	45%	14%	15%	26%	41%
Developing outdoor, artificial turf fields	2.6	592	53%	19%	18%	28%	

5 - Very important
4
3
2
1 - Not at all important

Important Areas for Improvement By Open Link Sample

Q: What would you or members of your home like to see improved in the City of Canby over the next 5 to 10 years by "Open Link Sample"

Rating Category	Avg.	n=#	Percent Responding:				
			1 & 2	3	4	5	
Better maintenance of existing parks & recreation facilities	3.9	233	9%	26%	29%	41%	65%
Acquiring land for new parks	3.9	234	16%	17%	21%	46%	67%
Additional sport fields owned by the city	3.8	231	14%	14%	18%	47%	65%
Developing river access on the Willamette River	3.7	237	16%	22%	26%	36%	62%
Creating a connected city trail system	3.7	240	5%	19%	29%	40%	60%
Developing a new recreation center	3.6	236	13%	21%	22%	36%	57%
Providing community recreational programs	3.6	237	8%	29%	21%	32%	53%
Renovating/upgrading Community Park	3.6	233	12%	29%	28%	26%	54%
Updating the Swim Center	3.5	227	15%	22%	21%	31%	52%
More recreation amenities at existing parks	3.5	236	13%	34%	24%	23%	47%
Developing accessible and inclusive play structures	3.3	230	23%	32%	26%	25%	44%
Renovating/upgrading Wait Park	3.3	233	18%	30%	29%	24%	44%
Providing education and enrichment classes	3.2	234	15%	26%	18%	26%	44%
Providing special events	3.2	222	14%	35%	21%	18%	40%
Developing outdoor, artificial turf fields	3.2	230	24%	19%	14%	31%	45%
Updating the Adult Center	3.1	208	18%	29%	14%	23%	38%
Developing a dog park	3.0	238	25%	16%	14%	28%	42%
Developing an outdoor pool	2.7	221	32%	23%	13%	14%	31%

Top 3 Important Areas for Improvement

Q: Which 3 future needs would be MOST important to you or members of your home? by "Source"

Rating Category	Overall			Invite			Open Link			
	First Rank	Second Rank	Third Rank	First Rank	Second Rank	Third Rank	First Rank	Second Rank	Third Rank	
Creating a connected city trail system	15%	15%	15%	11%	5%	16%	9%	14%	12%	35%
Developing a dog park	6%	9%	15%	8%	9%	18%	8%	9%	8%	25%
Developing river access on the Willamette River	10%	10%	8%	10%	10%	9%	10%	9%	6%	24%
Better maintenance of existing parks and recreation facilities	5%	8%	8%	5%	8%	20%	7%	8%	11%	27%
Acquiring land for new parks	7%	6%	9%	7%	5%	9%	7%	7%	6%	23%
Updating the Swim Center	7%	7%	6%	7%	5%	7%	8%	5%	17%	20%
Additional sport fields owned by the city	5%	10%	17%	5%	10%	10%	8%	24%	36%	17%
Developing a new recreation center	5%	6%	5%	6%	5%	16%	6%	5%	5%	16%
Developing an outdoor pool	5%	5%	14%	6%	5%	16%	6%	5%	16%	14%
Providing community recreational programs	5%	5%	13%	5%	5%	11%	12%	5%	16%	13%
Updating the Adult Center	4%	4%	12%	4%	4%	11%	6%	6%	14%	12%
More recreation amenities at existing parks	5%	5%	11%	5%	5%	10%	5%	5%	12%	11%
Renovating/upgrading Wait Park	5%	5%	10%	5%	5%	12%	7%	7%	14%	10%
Developing outdoor, artificial turf fields	5%	5%	10%	5%	5%	7%	8%	7%	6%	19%
Developing accessible and inclusive play structures	5%	5%	10%	7%	7%	11%	6%	6%	11%	10%
Renovating/upgrading Community Park	5%	5%	9%	5%	5%	10%	5%	5%	10%	9%
Providing special events	5%	5%	8%	5%	5%	10%	5%	5%	8%	8%
Providing education and enrichment classes	5%	5%	7%	5%	5%	7%	5%	5%	8%	7%

Ways to Pay for Better Parks and Recreation Facilities



Best Ways to Pay for Improvements

More than half of respondents would probably or definitely support more private/public partnership and a bond referendum for specific projects.

Q: What do you think are the best ways to pay for long-term improvements for parks and recreation facilities? by "Source"

Rating Category	Crosstab by:	Avg.	n=	Percent Responding:				
				1 & 2	3	4 & 5		
More private/public partnerships	Invite	4.1	648	7%	20%	25%	48%	73%
	Open Link	4.2	229	6%	15%	39%	46%	79%
Bond referendum for specific projects	Invite	3.6	640	17%	23%	33%	27%	60%
	Open Link	3.7	228	14%	18%	39%	29%	68%
New hospitality tax	Invite	2.7	594	26%	18%	18%	29%	41%
	Open Link	3.1	218	17%	30%	26%	17%	43%
New parcel tax	Invite	2.5	555	32%	17%	18%	24%	48%
	Open Link	2.8	204	25%	17%	13%	31%	42%
Increased property tax	Invite	2.1	645	47%	17%	19%	19%	64%
	Open Link	2.5	233	33%	18%	26%	31%	51%

Canby Swim Center Fee

About half of overall respondents would support the modest fee for supporting park maintenance and operations of the Canby Swim Center on an ongoing basis. Nearly a third of overall respondents are uncertain.

Q: Canby residents are asked to approve a modest fee every five years to support park maintenance and operations of the Canby Swim Center. Would you support these fees on a permanent, ongoing basis? by "Source"

	Overall	Invite	Open Link
Yes	53%	50%	64%
No	16%	18%	11%
Don't know/uncertain	31%	32%	25%
n=	974	726	248

Comments/Suggestions

At the end of the survey, respondents were given the opportunity to provide any additional comments about parks, facilities, and services in the City of Canby. A random selection of verbatim responses is shown below. See Appendix for full listing of comments provided.

-  I think parks have to reach all ages and levels of activity. They shouldn't be limited to Athletic Fields. Bicycling is my favored activity and I would like more options to and from Canby. At this point there are not 'safe' bike lanes to get out of Canby. This is especially true going to Oregon City.
-  Canby absolutely needs a dog park!
-  We are in the new area of N Redwood. While we do have the creek as a natural area, it is not of practical use. There are no play areas for kids i.e. swing sets, slides, etc. This is a great oversight. All of these lots contributed systems development fees and received no infrastructure.
-  Again, don't skimp. Look at Wilsonville, Tualatin, West Linn, etc. their parks are so much bigger with more amenities and are consequently used more.
-  More nature and green spaces. Too many trees are lost to all the development. Look at how Lake Oswego protects trees, green spaces and incorporate so many landscaped areas and public art. Very walkable as well.
-  An actual park and rec program for our children to have more activities through. Not loving having to go to Wilsonville or Oregon City to do so.
-  As a Canby baseball/softball Mom I want to take pride in inviting opponents to our ball fields. It's embarrassing to see the current condition of our fields. Please update and care for Canby ball fields!

Additional Crosstabs



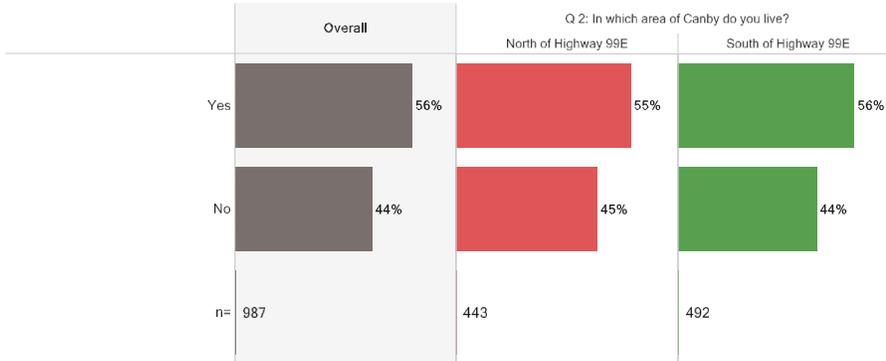
Transportation Problems By Household Location

Q 8: Do transportation problems limit your use of parks? (Check all that apply) by "Household Location"

	Overall	Q 2: In which area of Canby do you live?	
		North of Highway 99E	South of Highway 99E
There are no sidewalks	34%	43%	28%
Parking is an issue	19%	18%	23%
I live too far	14%	11%	15%
I don't feel safe walking to the park	10%	14%	8%
n=	447	210	210

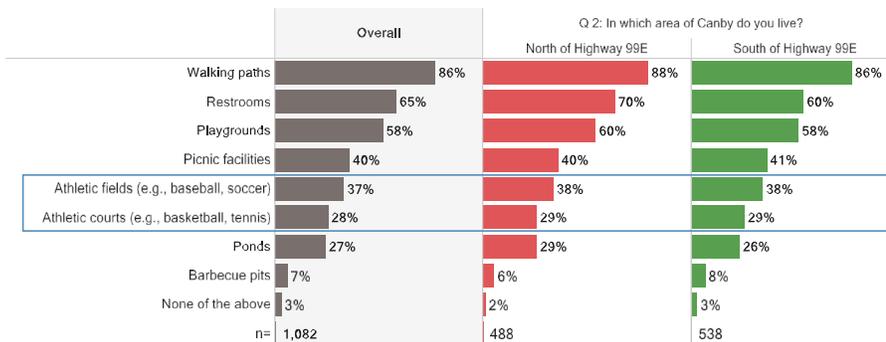
Dog Ownership By Household Location

Q 26: Do you or members of your home own a dog? by "Household Location"



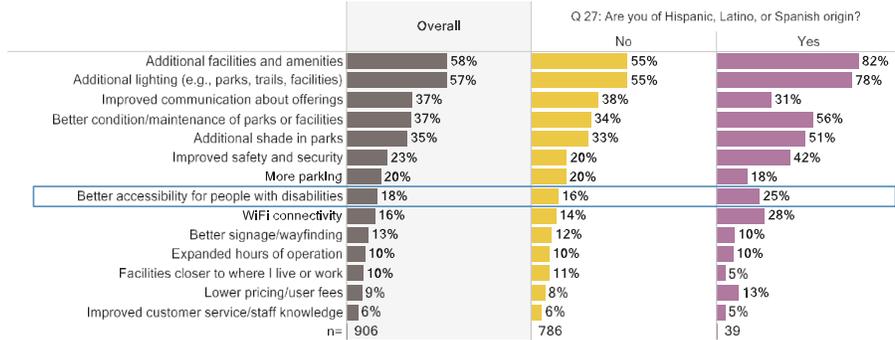
Amenity Usage By Household Location

Q 5: What do you or members of your home use when visiting parks and recreation facilities in Canby? (Check all that apply) by "Household Location"



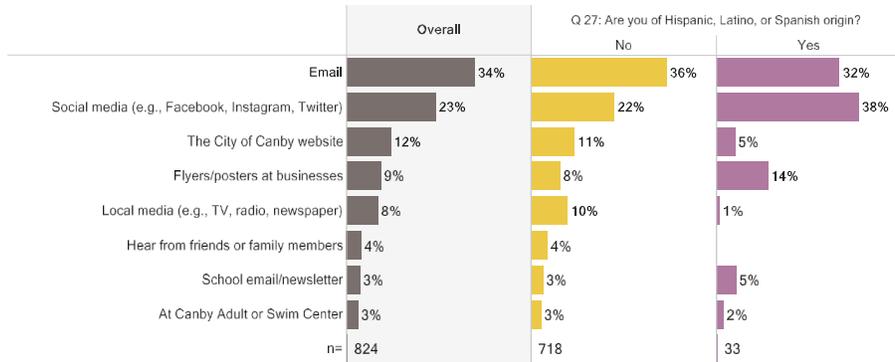
Increase Usage By Ethnicity

Q 11: What would assist you or members of your home to use parks and recreation facilities? (Check all that apply) by "Ethnicity"



Preferred Communication By Ethnicity

Q 14: How do you want to receive information about parks & recreation? by "Ethnicity"



Importance By Ethnicity

Q: How important are the following facilities, amenities and events to you or members of your home? by "Ethnicity"

	Over all	Q 27: Are you of Hispanic, Latino, or Spanish origin?		5 - Very important 4 3 2 1 - Not at all important
		No	Yes	
Trails and pathways (e.g., Logging Road Trail)	n=1,040 4.4	n=876 4.4	n=43 4.4	
Natural areas and open spaces	n=1,044 4.2	n=879 4.2	n=43 4.5	
City parks (e.g., Maple Street Park, Skate Park)	n=1,032 4.2	n=872 4.2	n=42 4.4	
Amenities at city parks	n=1,020 4.1	n=857 4.0	n=43 4.3	
Molalla River State Park	n=1,033 4.0	n=870 4.0	n=43 4.3	
Athletic fields (e.g., baseball, soccer)	n=1,001 3.4	n=844 3.4	n=41 3.6	
Special events	n=999 3.4	n=842 3.3	n=42 3.6	
Canby Swim Center	n=1,023 3.4	n=863 3.4	n=42 3.4	
Athletic courts (e.g., basketball, tennis)	n=1,006 3.3	n=847 3.3	n=43 3.6	
Canby Adult Center	n=1,008 2.8	n=852 2.7	n=41 2.7	

Improvements By Ethnicity

Q: What would you or members of your home like to see improved in the City of Canby over the next 5 to 10 years? by "Ethnicity"

	Overall	Q 27: Are you of Hispanic, Latino, or Spanish origin?		5 - Very important 4 3 2 1 - Not at all important
		No	Yes	
Creating a connected city trail system	n=889 3.9	n=791 3.9	n=36 3.9	
Better maintenance of existing parks & recreation facilities	n=823 3.8	n=733 3.7	n=37 4.2	
Acquiring land for new parks	n=853 3.7	n=756 3.7	n=36 3.9	
Developing river access on the Willamette River	n=884 3.7	n=790 3.7	n=36 3.8	
Renovating/upgrading Community Park	n=846 3.6	n=761 3.6	n=35 4.1	
Updating the Swim Center	n=828 3.5	n=736 3.5	n=37 3.5	
Providing community recreational programs	n=855 3.5	n=764 3.5	n=36 3.7	
Developing a new recreation center	n=850 3.5	n=761 3.5	n=35 3.8	
Renovating/upgrading Wait Park	n=858 3.5	n=765 3.4	n=36 3.8	
More recreation amenities at existing parks	n=848 3.4	n=758 3.4	n=36 3.7	
Developing accessible and inclusive play structures	n=827 3.4	n=739 3.3	n=34 4.0	
Developing a dog park	n=876 3.4	n=776 3.3	n=36 3.9	
Providing education and enrichment classes	n=862 3.3	n=769 3.3	n=36 3.8	
Additional sport fields owned by the city	n=801 3.3	n=712 3.3	n=34 3.1	
Providing special events	n=850 3.2	n=763 3.3	n=31 3.2	
Updating the Adult Center	n=779 3.1	n=683 3.0	n=33 3.0	
Developing an outdoor pool	n=833 2.9	n=743 2.9	n=33 2.9	
Developing outdoor, artificial turf fields	n=822 2.8	n=735 2.8	n=32 2.8	

Funding By Registered Voter

Q: What do you think are the best ways to pay for long-term improvements for parks and recreation facilities? by "Registered Voter"

■ Definitely support
■ Probably support
■ Neutral
■ Probably not support
■ Definitely not support

	Overall	Q 24: Are you a registered voter in the City of Canby?	
		No	Yes
More private/public partnerships	n=877 4.1	n=58 3.9	n=802 4.1
Bond referendum for specific projects	n=838 3.6	n=56 3.5	n=794 3.6
New hospitality tax	n=812 2.8	n=52 2.8	n=741 2.9
New parcel tax	n=758 2.6	n=53 2.5	n=691 2.6
Increased property tax	n=878 2.2	n=57 2.3	n=803 2.2

Improvements By Registered Voter

Q: What would you or members of your home like to see improved in the City of Canby over the next 5 to 10 years? by "Registered Voter"

5 - Very important
 4
 3
 2
 1 - Not at all important

	Overall	Q 24: Are you a registered voter in the City of Canby?	
		No	Yes
Creating a connected city trail system	n=889 3.9	n=61 4.2	n=796 3.8
Better maintenance of existing parks & recreation facilities	n=823 3.8	n=62 3.9	n=745 3.8
Acquiring land for new parks	n=853 3.7	n=50 3.8	n=771 3.8
Developing river access on the Willamette River	n=884 3.7	n=55 3.5	n=798 3.7
Renovating/upgrading Community Park	n=846 3.6	n=52 4.1	n=770 3.6
Updating the Swim Center	n=828 3.5	n=55 3.0	n=747 3.6
Providing community recreational programs	n=855 3.5	n=55 3.0	n=773 3.6
Developing a new recreation center	n=850 3.5	n=51 3.3	n=768 3.5
Renovating/upgrading Wait Park	n=858 3.5	n=52 3.8	n=779 3.4
More recreation amenities at existing parks	n=848 3.4	n=54 3.0	n=767 3.5
Developing accessible and inclusive play structures	n=827 3.4	n=51 3.7	n=748 3.4
Developing a dog park	n=875 3.4	n=55 3.1	n=789 3.4
Providing education and enrichment classes	n=892 3.3	n=56 3.3	n=782 3.3
Additional sport fields owned by the city	n=841 3.3	n=48 3.0	n=725 3.3
Providing special events	n=868 3.2	n=51 2.6	n=772 3.3
Updating the Adult Center	n=779 3.1	n=56 3.0	n=705 3.1
Developing an outdoor pool	n=833 2.9	n=47 2.3	n=758 2.9
Developing outdoor, artificial turf fields	n=822 2.8	n=43 2.4	n=745 2.8

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Appendix G:

Canby GRASP® Appendix

GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from a component and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

Geo-Referenced Amenities Standards Process® (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment

GRASP® Level of service (LOS): the extent to which a recreation system provides community access to recreational assets and amenities

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tested, reliable, and valid tool has been used nationwide in more than 125 park systems inventories.

Low-score component: a component given a GRASP® score of "1" or "0" as it fails to meet expectations

Lower-service area: an area of a District that has some GRASP® level of service but falls below the minimum standard threshold for the overall level of service

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks, among others

No-service area: an area of a District with no GRASP® level of service

Perspective: A perspective is a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how recreational assets serve a community

Radius: see catchment area

Recreational connectivity: the extent to which community recreational resources are transitionally linked allows for easy and enjoyable travel between them.

Recreational trail: A recreation trail can be a soft or hard-surfaced off-street path that promotes active or passive movement through parklands or natural areas. Recreational trails are typically planned and managed by parks and recreation professionals or departments.

Service area: all or part of a catchment area ascribed a particular GRASP® score that reflects the level of service provided by a specific recreational asset, a set of assets, or an entire recreation system

Threshold: a minimum level of service standard typically determined based on community expectations

Trail: any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

Trail network: A trail network is a functional and connected part of a trail system. Different networks are separated from other trail networks by missing trail connections or barriers such as roadways, rivers, or railroad tracks.

Trail system: all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

Transportation trail: A transportation trail is a hard-surface trail, such as a District sidewalk, intended for traveling from one place to another in a community or region. These trails typically run outside of parklands and are managed by Public Works or another District utility department.

GRASP® Components and Definitions

GRASP® OUTDOOR COMPONENT LIST	
GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses. The type specified in the comments.
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A swimming pool intended for swimming laps.
Aquatics, Leisure Pool	A swimming pool intended for leisure water activities. May include zero-depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for interaction with moving water.
Aquatics, Therapy Pool	A therapy pool is a temperature-controlled pool intended for rehabilitation and therapy.
Basketball Court	A dedicated full-sized outdoor court with two goals.
Basketball, Practice	A basketball goal for half-court play or practice, including goals in spaces associated with other uses like parking lots.
Batting Cage	A batting cage is a stand-alone facility with pitching machines and restricted entry.
Bike Complex	A bike complex accommodates various bike skills activities with multiple features or skill areas.
Bike Course	A designated area for non-motorized bicycle use, constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course.
Camping, Defined	<u>Defined</u> campsites may include a variety of facilities such as restrooms, picnic tables, water supply. Use the official agency count for quantity if available.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in <u>undefined</u> sites. Undefined camping receives a quantity of one for each park or location. Use this component when the number of campsites is not available or for dispersed camping.
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing but is not limited to play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Use a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of food, drinks, goods, and services to the public.

Diamond Field	Softball and baseball fields suitable for organized diamond sports games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Many ballfields at a single location are suitable for tournaments.
Diamond Field, Practice	An open or grassy area is used to practice diamond sports and is distinguished from ballfield. It doesn't lend itself to organized diamond sports games and from open turf by the presence of a backstop.
Disc Golf	A designated area for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or features provide an educational, cultural, or historical experience. They are distinguished from public art by the presence of interpretive signs or other information. Assign a quantity of one for each contiguous site.
Equestrian Facility	An area designated for equestrian use and typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, stage.
Fitness Course	Features intended for personal fitness activities. A course receives a quantity of one for each complete grouping of fitness equipment.
Game Court	Outdoor court designed for a game other than tennis, basketball, and volleyball distinguished from a multi-use pad, including bocce, shuffleboard, and lawn bowling. The type specified in the comments. Quantity counted per court.
Garden, Community	A garden area provides community members a place to have a personal vegetable or flower garden.
Garden, Display	An area designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, and an arboretum.
Golf	A course designed and intended for the sport of golf counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in a single location. They are suitable for tournaments.
Ice Hockey	Regulation size outdoor rink explicitly built for ice hockey games and practice. General ice skating included in "Winter Sport."

Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one particular course is present.
Multi-Use Pad	A painted area with games such as hopscotch, 4 square, tetherball found in schoolyards. As distinguished from "Games Court," which is typically single-use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. It may be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	An active or passive component that does not fall under another definition. Specified in comments.
Passive Node	A place designed to create a pause or particular focus within a park includes seating areas, plazas, overlooks, and not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.
Playground, Destination	A destination playground attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Playground, Local	A local playground serves the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. These parks generally do not have restrooms or on-site parking.
Public Art	Any art installation on public property. Art receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in a single location. A complex is suitable for tournament use.
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sports game such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180' x 300' (60 x 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.

Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in configurations for any number of rectangular field sports. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated. Address lack of seating in scoring.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people are included in comfort and convenience scoring and should not be included here.
Skate Feature	A small or single feature primarily for wheel sports such as skateboarding and in-line skating. The component may or may not allow freestyle biking. Categorize dedicated bike facilities as Bike Course.
Skate Park	An area set aside primarily for wheel sports such as skateboarding and in-line skating. The park may allow freestyle biking. It may be specific to one user group or allow for several user types and accommodate various abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice or competitive target activities. The type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	A court that is suitable for recreation or competitive play. Quick-start or other non-standard types specified in comments.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation-sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connections to walkers, bikers, rollerbladers, and equestrian users. Paths that make a circuit within a single site are Loop Walks.
Trail, Primitive	An unpaved path is located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.

Trail, Water	A river, stream, canal, or other waterway trails for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point may include restrooms, an information kiosk, parking, drinking water, trash receptacles, and seating.
Volleyball Court	One full-sized court. It may be a hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts are associated with sports such as handball and racquetball—the type specified in the comments.
Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, fishing facilities. It is specified in comments, including the quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.
Water Feature	This passive water-based amenity provides a visual focal point that includes fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity. For example, a downhill ski area, nordic ski area, sledding hill, tobacco run, and recreational ice. The type specified in the comments.

Inventory Methods and Process

The planning team's detailed GIS (Geographic Information System) inventory first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and understand the system. The inventory for this study focused primarily on components at public parks. Each element's evaluation ensures it serves its intended function, noting any parts needing refurbishment, replacement, or removal. The inventory also included recording site comfort and convenience amenities such as shade, drinking fountains, restrooms, and *modifiers*.

- Collection of the following information during site visits:
- Component type and geo-location
- Component functionality

An analytical technique known as **GRASP® (Geo-Referenced Amenities Standard Process)** was used to analyze the level of service provided by assets. This proprietary process yields analytical maps and data that may be used to examine access to recreation across a study area.

- Based on the condition, size, site capacity, and overall quality, assessment scoring. The inventory team used the following three-tier rating system to evaluate these:
 - 1 = Below Expectations
 - 2 = Meets Expectations
 - 3 = Exceeds Expectations
- Site modifiers
- Site design and ambiance
- Site photos
- General comments

Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality, reflecting the user's expectations of recreational features. Beyond the quality and functionality of components, however, GRASP® Level of Service analysis considers other essential aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user's experience. For example, the GRASP® system acknowledges the essential differences between identical playground structures as displayed in the following example figures:

GRASP® Examples



Additional Alternative Provider Inventory Details

Alternative Provider Inventory table

Park / Facility	Acre	Owner	Aquatics, Leisure Pool	Basketball Court	Basketball, Practice	Diamond Field	Diamond Field, Practice	Dog Park	Event Space	Garden, Display	Loop Walk	Natural Area	Open Turf	Picnic Ground	Playground, Local	Rectangular Field, Large	Rectangular Field, Multiple	Rectangular Field, Overlay	Tennis Court	Track, Athletic	Trailhead	Water Access, Developed	Water Access, General	Water, Open	Total Components	Component Diversity
Baker Prairie Middle	42	School		2		1	2			1							1								7	71%
Beck Pond	1.0	HOA											1												1	100%
Canby High	43	School				4									1				8	1					14	29%
Cedar Ridge	0.8	HOA													1										1	100%
Clackamas County Fairgrounds	39	County							1																1	100%
Clackamas Education Service District	19	School			6	1									1					1					9	44%
Eccles Elementary	10	School			3	1									1			1							6	67%
Ivy Ridge Estates	0.3	HOA	Currently Undeveloped or No Components																							
Knights Elementary	9	School		1		2									1			1							5	80%
Knights Bridge Park	15	County										1										1	1		3	100%
Lee Elementary	15	School			2	4									1			1							8	50%
Molalla River State Park	604	State Park						1			1		1	1							1	1			6	100%
Northwoods Median	0.9	HOA	Currently Undeveloped or No Components																							
Pine Station	0.1	HOA	Currently Undeveloped or No Components																							
Police Property	14	Other	Currently Undeveloped or No Components																							
S Elm Hillside	0.0	HOA	Currently Undeveloped or No Components																							
Teakwood	0.2	HOA																	1						1	100%
Tofte 2	0.1	HOA	Currently Undeveloped or No Components																							
Tofte 2 Pool	0.2	HOA	1																						1	100%
Trost Elementary	22	School			6									1											8	38%
Yorkfield 1	1.3	HOA												1											1	100%
Yorkfield 2	0.4	HOA			1								1												2	100%
Totals	836		1	3	18	13	2	1	1	1	1	1	3	1	6	2	2	3	9	2	1	1	1	1		

Brief History of Level of Service Analysis

To help standardize parks and recreation planning, many parks & recreation professionals look for ways to benchmark and provide "national standards." These standards might include how many acres, how many ballfields, pools, playgrounds a community should have. In 1906 the fledgling "Playground Association of America" called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973; Lancaster, 1983). In time "rule of thumb" ratios emerged with 10 acres of parklands per thousand, becoming the most widely accepted norm. Other normative guides also have been cited as traditional standards but have been less widely accepted. In 1983, Roger Lancaster compiled a book called "Recreation, Park and Open Space Standards and Guidelines," published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation "that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to recommend an appropriate mix of park types, sizes, service areas, acreages, and standards regarding the number of available recreational facilities per thousand population. While published by NRPA, the table became widely known as "the NRPA standards," but these were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible "standards," several of which have been published by NRPA. Many of these publications did a benchmark and other normative research to determine what an "average LOS" should be. Organizations such as NRPA and the American Academy for Park and Recreation Administration have focused on accreditation standards for agencies. These standards have been less directed towards outcomes and performance and more on planning, organizational structure, and management processes. The popularly referred to as "NRPA standards" for LOS, as such, do not exist.

It is critical to realize that the above standards can be valuable when referenced as "norms" for capacity but not necessarily as the target standards for which a community should strive. Each agency is different, and the criteria above do not address many factors. For example:

- Does "developed acreage" include golf courses"? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it's an urban land-locked community? What if it's a small town surrounded by open Federal lands?
- What about quality and condition? What if there are many ballfields, but they are not maintained?
- And many other questions.

GRASP® (Geo-Referenced Amenities Standards Program) and Composite-Values Level of Service Analysis Methodology

A new methodology for determining the level of service is appropriate to address these and other relevant questions. Composite-values methods are applied to measure better and portray the service provided by parks and recreation systems. This methodology's primary research and development were funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies; Design Concepts, a landscape architecture, and planning firm; and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called **GRASP® (Geo-Referenced Amenities Standards Program)**. For this methodology, capacity is only part of the LOS equation. Consider other factors, including *quality, condition, location, comfort, convenience, and ambiance*.

Parks, trails, recreation, and open space are part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas. This methodology records each component's geographic location, quantity, and capacity. Also, it uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the element itself, but they enhance the value when they exist. The explanations and attributes listed above affect the service provided by the system's parts follow.

Quality – The service provided by anything, whether a playground, soccer field, or swimming pool, is determined in part by its quality. A playground with various features, such as climbers, slides, and swings, provides a higher degree of service than one with nothing but an old teeter-totter and some "monkey-bars."

Condition – The condition of a component within the park system also affects the service it provides. A playground in disrepair with unsafe equipment does not offer the same function as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly provides more service than one full of weeds, ruts, and other hazards.

Location – To be served by something, you need to be able to get to it. The typical park playground is more service to people who live within easy reach than someone living across town. Therefore, service is dependent upon proximity and access.

In addition to scoring components, GRASP®-IT assesses each park site or indoor facility for comfort, convenience, and ambient qualities. These qualities include the availability of restrooms, drinking water, shade, scenery. These modifier values then enhance or amplify component scores at any given location.

Comfort and Convenience – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component. Convenience encourages people to use an element, which increases the amount of service that it offers. Easy access and the availability of trash receptacles, bike racks, or nearby parking are examples of conveniences that enhance the service provided by a component.

Design and Ambiance – Simple observation proves that places that "feel" right attract people. A sense of safety and security, pleasant surroundings, attractive views, and a sense of place impact ambiance. A well-designed park is preferable to a poorly designed one, enhancing its components' degree of service.

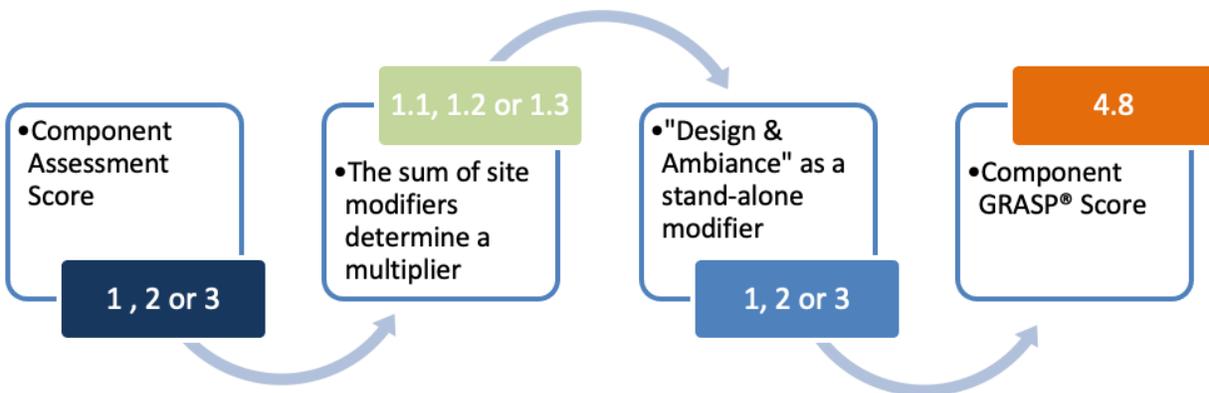
Combining and analyzing each component's composite values makes it possible to measure the service provided by a parks and recreation system from various perspectives and for any given location. Typically, this begins with deciding on "relevant components," collecting an accurate inventory of those components, and analysis. Maps and tables represent the results of the GRASP® study.

This inventory atlas consists of the GIS data displayed by location on an aerial photograph. Compiled GIS information collected during the site visit, including all GIS data and staff input. An accompanying data sheet for each site lists modifier and component scores and observations and comments.

Analyzing the existing parks, open space, trails, and recreation systems determines how they serve the public. Level of Service (LOS) defines the capacity of various components and facilities to meet the public's needs regarding the size or quantity of a given facility. GRASP® Score

Each park or recreation location has been assigned a GRASP® Score. The following illustration shows the relationship of the park score to the included elements. A basic algorithm calculates scoring totals, accounting for component and modifier scores, every park, and facility in the inventory. The resulting values reflect the overall score of a site. Scores for each inventory site and its components may be found in the GRASP® Inventory Atlas.

GRASP® Score Calculation



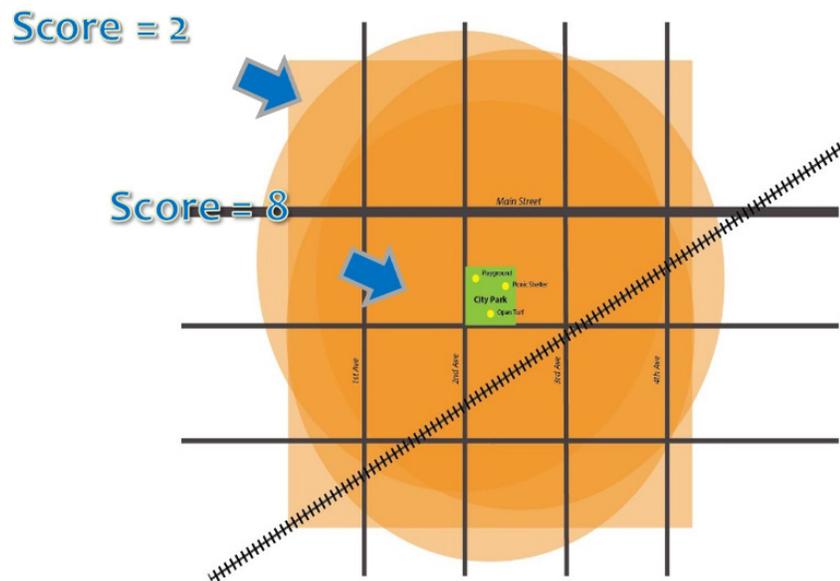
Catchment Areas

Catchment areas, also called buffers, or service areas, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

Perspectives

Maps and data produced using the GRASP® methodology are known as *perspectives*—each perspective models service across the study area. The system can be further analyzed to derive statistical information about service in various ways. Maps, tables, and charts provide benchmarks or insights a community may use to determine its success in delivering services. Plotting service areas for multiple components on a map produces a picture representing the cumulative level of service provided by that set of elements in a geographic area.

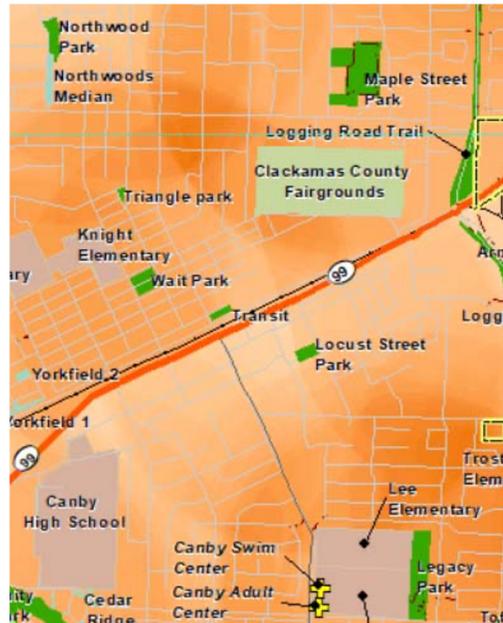
GRASP® Process



This example graphic illustrates the GRASP® process, assuming that all three components and the park boundary itself are scored a "2". The overlap of their service areas yields higher or lower overall scores for different study areas.

On a map, darker shades result from the overlap of multiple service areas. They indicate areas served by more or higher quality components. There is a GRASP® Value that reflects cumulative scoring for nearby assets for any given spot. The figure below, provides an example.

Example of GRASP® Level of Service (LOS)



More on Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the level of service throughout a community from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to understand a recreation system. However, it is not necessarily beneficial for all community parts to score equally in the analyses. The desired Level of Service for a location should depend on the type of service, the place's characteristics, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny.

Perspectives used in conjunction with other assessment tools such as community needs surveys and a public input process to determine if current levels of service are appropriate in a given location. Plans provide similar levels of service to new, developing neighborhoods. Or it may be determined that different Levels of Service are adequate or suitable. Therefore a new set of criteria may be utilized that differs from existing community patterns to reflect these distinctions.

Making Justifiable Decisions

GRASP® stores all data generated from the GRASP® evaluation in an electronic database available and owned by the agency for use in various ways. The database tracks facilities and programs and can schedule services, maintenance, and components' replacement. In addition to determining LOS, it can project long-term capital and life-cycle costing needs. All portions of the information are in available standard software and can be produced in various ways for future planning or sharing with the public.

The GRASP® methodology provides accurate LOS and facility inventory information and integrates with other tools to help agencies decide. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

Addressing Low-Scoring Components

Components whose functionality ranks below expectations are identified and scored with a "one." Find a list of these as extracted from the inventory dataset below. When raising the score of a component through improvement or replacement, the Level of Service is increased. The following is an outline strategy for addressing the repair/refurbishment/replacement or repurposing of low-functioning components.

- Determine why the component is functioning below expectations.
 - Was it poorly conceived in the first place?
 - Is it something that was not needed?
 - Is it the wrong size, type, or configuration?
 - Is it poorly placed or located in a way that conflicts with other activities or detracts from its use?
 - Have the needs changed so that the component is now outdated, obsolete, or no longer needed?
 - Has it been damaged?
 - Has the component's maintenance been deferred or neglected to the point where it no longer functions as intended?
 - Does the component score low because it is not available to the public in a way that meets expectations?
 - Is the component old, outdated, or otherwise dysfunctional but has historical or sentimental value? An example would be an archaic structure in a park such as a stone barbecue grill that is not restorable to its original purpose but has historical significance.
- Depending on the answers from the first step, select a strategy for addressing the low-functioning component:
 - Suppose the need for that type of element in its current location still exists. In that case, the feature should be repaired or replaced to match its original condition as much as possible.
 - If the need for that type of component has changed to where the original one is no longer suitable, replace it with a new one that fits the current requirements.
 - If a component is poorly located or poorly designed to start with, consider relocating,

- redesigning, or otherwise modifying it.
- Remove a component because of changing demands unless it can be maintained in good condition without excessive expense or has historical or sentimental value. In-line hockey rinks may fall into this category. If it has been allowed to deteriorate because the community has no desire for in-line hockey, repurpose it into some other use.
- Through ongoing public input and as needs and trends evolve, there may be the identification of new demands for existing parks. Suppose there is no room in an existing location for unique needs. In that case, the decision may include removal or repurposing a current component, even if it is functional.
 - As tennis’s popularity declined and demand for courts dropped off in some communities over recent decades, functional courts became skate parks or in-line rinks. In most cases, this was an interim use, intended to satisfy a short-term need until a decision to either construct a permanent facility or let the fad fade. The need for in-line rinks now seems to have diminished. In contrast, temporary skate parks on tennis courts have now had permanent locations of their own. They become more elaborate facilities as skateboarding, and other wheel sports have grown in popularity and permanence.
 - One community repurposed a ball diamond into a dog park. The diamond is well-suited because it is already fenced. Combining the skinned infield where the dogs enter and natural grass in the outfield where traffic disperses. In time this facility either becomes a permanent facility or is constructed elsewhere. It could also turn out that dog parks fade in popularity and dog owners have other preferences. Meanwhile, the use of the diamond for this purpose is an excellent interim solution.

List of Low-Scoring Components and Modifiers

Outdoor Low Scoring Components (The following components scored low during site visits.)

Park / Facility	Component	Map ID	Quantity	GRASP® Neighborhood Score	GRASP® Community Score	COMMENTS
Community River Park	Open Turf	C006	1	1	1	Lacking irrigation
Community River Park	Diamond Field, Pract	C007	1	1	1	Poor condition
Community River Park	Playground, Local	C008	1	1	1	Older, metal, aged
Community River Park	Event Space	C061	1	1	1	Small outdoor classroom. Limited capacity
Faist Park	Open Turf	C014	1	1	1	Poor condition
Maple Street Park	Basketball Court	C030	2	1	1	Rough surface, no paint
Willamette Wayside Natural Area	Water Access, Gener	C072	1	1	1	Underdeveloped shoreline
Willow Creek Park	Natural Area	C042	1	1	1	Inaccessible woodlands

Low Scoring Outdoor Modifiers

Red highlighted modifiers scored low. Green highlights show good or excellent quality at this location. Modifiers represented by N/A were not present at the time of site visits. These scores do not imply that all parks and facilities should have all modifiers, but instead that modifiers, positively impact the user experience. Improving 1's and adding comfort & convenience features at parks can improve overall parks scores.

Park / Location	Design & Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Stations	Security Lighting	Bike Racks	Restrooms	Shade Opportunities	Trail Connections	Park Access	Parking	Seasonal Plantings	Ornamental Plantings	Picnic Tables
Arneson Garden	2	2	2	NA	2	NA	2	NA	2	NA	2	2	2	2	2
Community River Park	2	2	2	2	NA	NA	2	1	2	1	2	2	NA	2	2
Skate Park	1	2	NA	NA	NA	NA	2	1	NA	NA	2	2	NA	NA	NA
Eco Park	2	NA	2	NA	2	NA	NA	NA	1	2	2	2	NA	1	1
Faist Park	1	NA	NA	NA	NA	NA	NA	NA	NA	2	2	NA	NA	NA	NA
Legacy Park	2	2	2	NA	2	2	2	2	2	NA	2	2	1	2	2
Locust Street Park	2	2	2	NA	NA	2	2	2	2	NA	2	NA	NA	1	2
Logging Road Trail	2	2	1	NA	NA	NA	NA	1	1	2	2	1	NA	1	NA
Maple Street Park	2	2	2	2	2	NA	2	2	2	NA	2	2	NA	2	2
Willow Creek Park	1	NA	1	NA	NA	NA	NA	NA	NA	NA	1	NA	NA	2	2
Northwood Park	2	2	2	NA	2	NA	NA	NA	2	NA	2	NA	NA	2	2
Art Park	2	2	2	NA	NA	NA	NA	NA	2	NA	2	NA	NA	2	NA
Wait Park	2	2	2	NA	2	2	2	2	2	NA	2	1	NA	2	2
Willamette Wayside Natural Area	1	NA	NA	NA	NA	NA	NA	1	NA	2	1	NA	NA	2	NA
Timber Park	2	2	3	NA	2	1	NA	2	1	2	2	NA	NA	2	2
Redwood Landing	1	NA	NA	NA	NA	NA	NA	NA	1	NA	NA	NA	NA	NA	NA
Traverso	1	NA	NA	NA	NA	NA	NA	NA	NA	1	NA	NA	NA	NA	NA
Nineteenth Avenue Loop Natural Area	1	NA	1	NA	NA	NA	NA	NA	1	NA	1	NA	NA	1	2
Dodds	1	NA	NA	NA	NA	NA	NA	NA	NA	NA	1	NA	NA	NA	NA
Territorial	1	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Fish Eddy Landing	1	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Triangle park	1	2	NA	NA	NA	NA	2	NA	NA	NA	NA	NA	NA	1	NA
Transit	2	NA	2	NA	NA	2	2	NA	2	NA	2	2	2	2	NA

Park Specific Considerations and Recommendations

- Community River Park
 - This park seems old and in need of upgrades but it could be a signature park in the system
 - Consider a destination playground
 - Turf seems very dry; consider irrigation upgrades
 - Restrooms should be replaced and add changing rooms
 - Consider adding park paths
 - Consider adding sports courts such as tennis or pickleball
- Locust Park
 - Overall a nice park
 - Consider adding:
 - ADA picnic table
 - New backboards at basketball
 - Plants in the boxes near the playground
 - Shade structure near the benches at the playground

- Northwoods Park
 - Park has an overall poor design
 - Minimal development offers room for new components
- Skate Park
 - Consider adding benches, shade shelter, and other comfort features
- Timber Park
 - Add an access path to the ADA picnic table
- Wait Park
 - A classic Town Square Park with some historic features
 - Consider a master plan that balances between the historical nature and current needs
 - For Example:
 - Turf is showing extreme wear in places
 - The playground(s) needs to be updated
 - Restrooms are functional but don't really fit the scene with the classic gazebo
- Schools
 - Generally, elementary schools have a playground, covered basketball, a diamond, and a rectangle
 - Diamond Fields need considerable maintenance and upkeep
 - Basketball courts are covered
 - Playgrounds are in the process of being renovated
 - Rectangle Fields seem functional
 - Middle Schools have basketball courts, rectangle fields, and diamond fields
 - Diamonds are not in good shape
 - Rectangles in good condition
 - Athletic tracks

Level of Service Improvements

Addressing Lower and No Service Areas

One way of using the GRASP® Perspectives is to prioritize identified gap areas. For example, the walkable access analysis identified several regions with low or no service. Future growth or subdivision development may significantly impact future gap areas. Further investigations of these areas can help prioritize future improvements or recreation opportunities. Prioritization may consider multiple factors, including providing maximum impact to the highest number of residents. Social equity factors, such as average household income, could also influence priorities.

Component Inventory and Assessment

Maintaining and improving existing facilities typically ranks very high in public input. Existing features that fall short of expectations should be enhanced to address this concern. Elements have been assessed based on condition and functionality in the inventory phase of this plan. Identify and treat those with low scores, as explained below. The assessment should be updated regularly to assure the upgrade or improvements of components affected by wear and tear over time.

Addressing Low-Scoring Components

Low scoring components are discussed previously.

Booster Components

Another way to enhance service is by adding booster components at specific park sites or recreation facilities. These are most effective in low-service areas where parks exist with space for additional features.

High Demand Components

The statistically valid survey asks respondents to rank facilities by importance based on those they felt the District needed to add or improve. Many of these needs may be addressed by upgrading facilities, retrofitting lesser used assets, and adding components that could serve as future program opportunities. Consider these high-demand components when adding new elements to the system.

Trends in Parks and Recreation

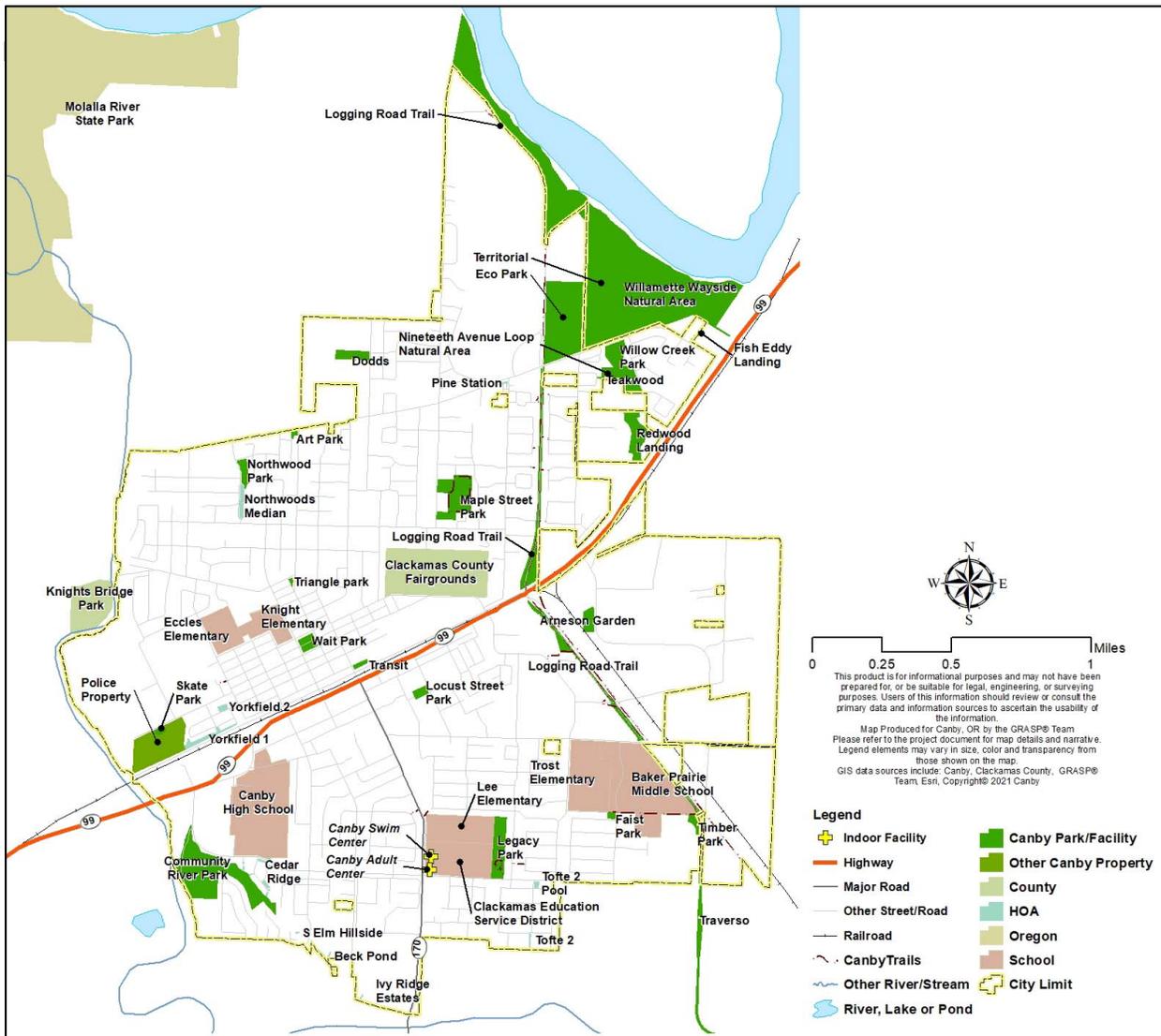
Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include things like:

- Dog parks continue to grow in popularity and may be related to an aging demographic in America. It is also a basic form of socializing for people who may have once associated with other parents in their child's soccer league. Now that the kids are grown, they enjoy the company of other dog owners at the dog park. And for singles, a dog park is an excellent place to meet people.
- Canby has no dog parks. The state park does have a dog off-leash area.
- Skateboarding and other wheel sports continue to grow in popularity. Distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a more extensive centralized skate park. Add skate features to neighborhood parks in place of larger skate parks.
- Canby has one skate park but it needs improvement
- A desire for locally-grown food and concerns about health, sustainability, and other issues leads to community food gardens in parks and other public spaces.
- Canby has no community garden
- Events in parks, from a neighborhood "movie in the park" to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend.
- Events spaces were identified at Community River Park and the County Fairgrounds
- Spraygrounds are growing in popularity, even in colder climates. An extensive and growing selection of products raises the bar on expectations and offers new possibilities for creative facilities.
- Canby has an existing spray pad at Maple Street Park
- New playgrounds are emerging, including discovery, nature, adventure, and even inter-gen-

erational play. Some of these rely upon movable parts, supervised play areas, and other variations from the standard fixed “post and platform” playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors.

- Northwood Park features a non-traditional play area
- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.
- A variety of natural areas exist throughout the system. Some sites offer public access.

System Map



Appendix H: Traditional and Alternative Funding Sources

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Traditional Parks and Recreation Operations and Capital Development Funding Sources

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating, and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval. Explained below are the salient points of traditional funding sources. Many of these strategies may be currently in use to some extent by your agency.

Traditional Tax and Exactions-Based Funding Resources

General or Operating Fund (In Use or Could Easily be Used)

Parks and recreation services are typically funded by an agency’s General or Operating Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-governmental agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

Property Tax (In Use or Could Easily be Used)

Property tax revenue often funds park and recreation special districts and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials.

Sin Tax (Possibly Consider)

This revenue source often partially funds public park and recreation agencies and is derived from casinos, tobacco tax and/or marijuana tax (where legalized). Sin tax revenue is somewhat popular in many states (where it is legal) with high traffic tourism agencies and with cities, counties, and state parks. Special Districts many times cannot exact sin taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

Development Funding

Development Impact Fees (In Use or Could Easily be Used)

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs. Not all states allow the collection of impact fees.

Local Improvement Districts (Definitely Consider)

Different from cities that are direct beneficiaries of these funds, Special Districts (or local improvement districts) are the beneficiaries of pass-through funding from cities or counties, which have responsibility for their interests. Special Districts cannot exact or collect the land dedication or the fee-in-lieu on their own.

Park Land Dedication Ordinance (In Use or Could Easily be Used)

Park land dedication requirements typically state that all residential subdivisions of land (and often commercial), with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee (the amounts may be adjusted annually), or a combination of the two.

Revenue Resources

Daily Admission and Annual Pass Sales or Vehicle Permits (In Use or Could Easily be Used)

Daily and annual pass fees can apply to regional parks and aquatics centers. The consultant team recommends consideration of bulk discount buying of daily admission fees marketed as “monthly, seasonal, 3-month, 6-month, and/or annual passes.”

Registration Fees (In Use or Could Easily be Used)

This revenue source is for participating in programs, classes, activities, and events which typically require pre-registration to ensure a place. These services may or may not have limited space. These participant fees attempt to recover most if not all of the direct expenses and are often revenue positive due to market demand.

Ticket Sales/Admissions (In Use or Could Easily be Used)

This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

Loan Mechanisms

Full Faith and Credit Bonds (Possibly Consider)

Bonds that are payable from the general resources of the agency. They are not tied to a specific revenue source, but the payment of principal and interest uses available operating funds.

General Obligation Bonds (Possibly Consider)

Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

Revenue Bonds (Possibly Consider)

Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond. These are typically issued for water, sewer or drainage charges, and other enterprise type activities.

Alternative Service Delivery and Funding Structures

Commercial Property Endowment Model – Operating Foundation (Possibly Consider)

John L. Crompton discusses government using the Commercial Property Endowment Model citing two case studies in the United Kingdom and Mission Bay Park in San Diego, California as an alternative structure to deliver park and recreation services. A non-profit organization may be established and given park infrastructure and/or land assets to manage as public park and recreation services along with commercial properties as income-earning assets or commercial lease fees to provide for a sustainable funding source. This kind of social enterprise is charged with operating, maintaining, renovating, and enhancing the public park system and is not unlike a model to subsidize low-income housing with mixed-use developments.

Inter-local Agreements (Possibly Consider)

Contractual relationships could be established between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Privatization – Outsourcing the Management (Possibly Consider)

Typically used for food and beverage management, golf course operations, ball field, or sports complex operations by negotiated or bid contract.

Partnership Opportunities

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government agency, or a private business and a government agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel, and mutually beneficial relationships can be fostered and may include the following:

- YMCA (Possibly Consider)
- School Districts (In Use or Could Easily be Used)
- Medical Centers or Hospitals (Possibly Consider)
- Boys and Girls Club (Possibly Consider)
- Kiwanis, Optimists, VFWs, Elks, Rotary, and other service and civic organizations (In Use or Could Easily be Used)
- Chamber of Commerce (In Use or Could Easily be Used)
- Homeowner or Neighborhood Associations (In Use or Could Easily be Used)
- Youth Sports Associations (In Use or Could Easily be Used)
- Adult Sports Associations (Definitely Consider)
- Neighboring counties/communities (Possibly Consider)
- Private alternative providers (Possibly Consider)
- Churches (Definitely Consider)
- Professional Sports Teams/Organizations (Definitely Consider)
- Senior Citizen Groups (AARP, Silver Sneakers) (Definitely Consider)

Community Resources

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for an agency. These findings do not recommend any particular funding strategy over another. The economic conditions within the service area may vary with time, and your agency should explore the best means of achieving its goals toward the operations of the agency, the programs, and the facilities on an ongoing basis.

Advertising Sales (Possibly Consider)

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on items such as program guides, scoreboards, dasher boards, and other visible products or services. This could be a viable strategy in the future if appropriate opportunities present themselves, such as the acquisition of scoreboards, etc. Current sign codes should be reviewed for conflicts or appropriate revisions.

Corporate Sponsorships (Possibly Consider)

An agency can solicit this revenue-funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor).

Fundraising (Possibly Consider)

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. This can include selling bricks, benches, pavers, tiles, and commemorative tree plantings, etc.

Crowdfunding (Possibly Consider)

Crowdfunding is the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the Internet. Park and Recreation agencies are beginning to incorporate crowdfunding efforts alongside traditional fundraising strategies. NRPA has implemented a Fund Your Park crowdfunding platform. It's free to members, donations are tax deductible and you have all the support you need from NRPA staff. Source: Kara Kish, MPA, CPRE, CPSI, article in Parks and Recreation Magazine, December 2015. www.NRPA.org

Grants

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

Facilities and Equipment Grants (In Use or Could Easily be Used)

These grants help buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want allocate resources to an organization or program only to see it shut down in a few years because of poor management.

General Purpose or Operating Grants (In Use or Could Easily be Used)

When a grant maker gives an operating grant, it can be used to support the general expenses of operating. An operating grant means the fund provider supports the overall mission and trusts that the money will be put to good use. Operating grants are generally much harder to procure than program or support grants.

Management or Technical Assistance Grants (In Use or Could Easily be Used)

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of an agency. Instead, they support management or administration and the associated fundraising, marketing, and financial management needs.

Program-Related Investments (PRIs) (In Use or Could Easily be Used)

In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

Matching Grants (In Use or Could Easily be Used)

Many grant makers will provide funding only on the condition that an amount equal to the size of the grant can be raised from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

Planning Grants (In Use or Could Easily be Used)

When planning a major new program, an agency may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

Private Grant and Philanthropic Agencies (Definitely Consider)

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: <http://www.tgci.com>.

Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: <http://foundationcenter.org>.

Research www.ecivis.com for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

Program or Support Grants (Definitely Consider)

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

Seed Money or Start-up Grants (Definitely Consider)

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

Land and Water Conservation Fund (In Use or Could Easily be Used)

This fund was reauthorized by Congress in December in 2019. Generally, the funding allocated to states is (through the State and Local Assistance Program) for outdoor recreation land acquisition and facility development is anticipated to rise. Every state runs their State and Local Assistance Program in a slightly unique manner, so we encourage any municipal or county parks personnel interested in LWCF to contact their LWCF State Liaison Officer (typically someone at a state's department of fish and game, environmental protection, or conservation and recreation) for more information.

Naming Rights (Possibly Consider)

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the "rights" to have the park, facility, or amenity named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group's name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

Philanthropic (Definitely Consider)

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. If an agency decides to implement a capital fundraising campaign and current resources that could be dedicated to such a venture are limited, it may be recommended that the agency outsource some or most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns. Capital campaigns should be limited to large-scale capital projects that are desired by the community but for which dedicated funding is not readily available.

Foundation/Gifts (Definitely Consider)

These dollars are received from tax-exempt, non-profit organization. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, etc.

Friends Associations (Definitely Consider)

These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community as a whole.

Gift Catalogs (Possibly Consider)

Gift catalogs provide organizations the opportunity to let the community know what their needs are on a yearly basis. The community purchases items from the gift catalog and donates them to an agency.

Volunteer Programs/In-Kind Services (In Use or Could Easily be Used)

This revenue source is an indirect source in that persons donate time to assist an agency in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

Adopt-a-Park/Adopt-a-Trail (Definitely Consider)

Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park's vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

Neighborhood Park Watch (Definitely Consider)

As a way to reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This program develops community ownership of an agency's facilities.

Gifts in Perpetuity

Irrevocable Remainder Trusts (Definitely Consider)

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period of time and then is available to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Life Estates (Definitely Consider)

This revenue source is available when someone wants to leave their property to an agency in exchange for their continued residence on the property until their death. An agency can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

Maintenance Endowments (Definitely Consider)

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements, and infrastructure needs of specific/targeted facilities. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

Raffling (Possibly Consider)

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

Recreational Trails Program (RTP) (Definitely Consider)

The RTP provides funds to the States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. It is an assistance program of the Department of Transportation's Federal Highway Administration (FHWA). Federal transportation funds benefit recreation including hiking, bicycling, in-line skating, equestrian use, cross-country skiing, snowmobiling, off-road motorcycling, all-terrain vehicle riding, four-wheel driving, or using other off-road motorized vehicles. The Fixing America's Surface Transportation (FAST) Act reauthorized the Recreational Trails Program (RTP) for Federal fiscal years 2016 through 2020 as a set-aside of funds from the Transportation Alternatives (TA) Set-Aside under Surface Transportation Block Grant Program (STBG). The amount set aside is equal to the State's FY 2009 RTP apportionment. Each State administers its own program. Contact your State RTP Administrator for guidance on State policies and project eligibility requirements.

Community Service Fees and Assessments

Capital Improvement Fees (Possibly Consider)

These fees are on top of the set user rate for accessing facilities such as sport and tournament venues and are used to support capital improvements that benefit the user of the facility.

Development Surcharge/Fee (Possibly Consider)

Some agencies have added a surcharge on every transaction, admission, or registration to generate an improvement or development fund.

Dog Park Fees (Possibly Consider)

These fees are attached to kennel clubs who pay for the rights to have dog park facilities for their own exclusive use. Fees are on the dogs themselves and/or on the people who take care of other people's dogs.

Equipment Rental (Definitely Consider)

This revenue source is generated from the rental of equipment such as tables and chairs tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

Flexible Fee Strategies (Definitely Consider)

This pricing strategy would allow an agency to maximize revenues during peak times and premium sites/areas with higher fees and to fill in excess capacity during low use times with lower fees to maximize play.

Lighting Fees (Possibly Consider)

Some agencies charge additional fees for lighting as it applies to leagues, special use sites, and special facilities that allow play after daylight hours. This fee may include utility demand charges.

Parking Fee (Possibly Consider)

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational cost. Fees may be charged for after-hours overnight usage of parking facilities or for storage at parking facilities with excess space.

Percent-for-Art Legislation (Possibly Consider)

Percent-for-art legislation dedicates a percentage (usually .5 to 2) of publicly funded capital improvement projects (CIP) for art in public places, usually in, on, or adjacent to the project, building, or park being constructed or improved. This guarantees funding for public art projects and that public art projects will be planned with each new improvement. This can also be conceived as an Art-in-the-Park program.

Processing/Convenience Fees (Possibly Consider)

This is a surcharge or premium placed on electronic transfers of funds, automatic payments, or other conveniences.

Recreation Service Fee (Possibly Consider)

The Recreation Service Fee is a dedicated user fee that can be established by a local ordinance or other government procedure for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities that require a reservation of some type, or other purposes as defined by an agency. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues; youth baseball, soccer, and softball leagues; and special interest classes. The fee, above and beyond the user fee, allows participants to contribute toward the construction and/or maintenance of the facilities being used.

Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, Visa (Possibly Consider)

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than \$5.00 and is usually \$3.00 on all exchanges. The money earned would be used to help pay off the costs of improvements or for operational purposes.

Residency Cards (Possibly Consider)

Non-residents may purchase “residency” on an annual basis for the privilege of receiving the resident discounts on fees, charges, tours, shows, reservations, and other benefits typically afforded to residents only. The resident cards can range in price, but are often at least equivalent to what a resident pays in taxes annually to support operations, maintenance, and debt service.

Real Estate Transfer – Tax/Assessment/Fee (Possibly Consider)

As agencies expand, the need for infrastructure improvements continues to grow. Since parks and recreation facilities add value to neighborhoods and communities, some agencies have turned to real estate transfer tax/assessment/fee to help pay for acquisition and needed renovations. Usually transfer tax/assessment/fee amount is a percentage on the total sale of the property and is assessed each time the property transfers to a new owner. Some states have laws prohibiting or restricting the institution, increase, or application of this tax/assessment/fee.

Room Overrides on Hotels for Sports Tournaments and Special Events (Possibly Consider)

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5.00 to \$10.00 depending on the type of room. Monies collected would help offset operational costs for hosting the events.

Security and Clean-Up Fees (Possibly Consider)

An agency may charge groups and individuals security and clean-up fees for special events other type of events held at facilities.

Signage Fees (Possibly Consider)

This revenue source charges people and businesses with signage fees at key locations with high visibility for short-term events. Signage fees may range in price from \$25-\$100 per sign based on the size of the sign and location.

Trail Fee (Possibly Consider)

These fees are used for access to closed bike trails to support operational costs. Fees for bike trails are typically \$35 to \$50 a year. This arrangement works for bike trails if the conditions of dedicated use, fencing for control, and continuous patrolling/monitoring are in place. Multi-purpose trails that are totally open for public use without these conditions in place make it difficult to charge fees and are nearly impossible to monitor.

Utility Roundup Programs (Possibly Consider)

Some park and recreation agencies have worked with local utilities on a round up program whereby a consumer can pay the difference between their bill and the next highest even dollar amount as a donation to the agency. Ideally, these monies would be used to support utility improvements such as sports lighting, irrigation cost, and HVAC costs.

Contractual Services

Cell Towers and Wi-Fi (Possibly Consider)

Cell towers sited in strategic park locations are another potential source of revenue that an agency may consider. Typically, agencies engage in this service as a means of enhancing overall operational cost recovery.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. They have connected 85 state parks with SBC Communications. For more information, contact California State Parks at www.parks.ca.gov. [2015/16 update: It is unclear whether CA is still charging for this service; this is being further researched]

Concession Management (Possibly Consider)

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. Through contracting, the agency either receives a percentage of the gross sales or the net revenue dollars from the revenue above direct expenses. Net proceeds are generally more difficult to monitor.

Merchandising Sales or Services (Possibly Consider)

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales. Typically, agencies engage in this type of service as a convenience to their patrons and as a means of enhancing overall operational cost recovery.

Private Concessionaires (Possibly Consider)

Contracts with private sector concessionaires provide resources to operate desirable recreational activities. These services are typically financed, constructed, and operated by a private business or a non-profit organization with additional compensation paid to an agency.

Permits, Licensing Rights and Use of Collateral Assets

Agricultural Leases (In Use or Could Easily be Used)

In some agency parks, low land property along rivers, or excess land may be leased to farmers for crops.

Booth Lease Space (In Use or Could Easily be Used)

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

Catering Permits and Services (Possibly Consider)

This is a license to allow caterers to work in the system on a permit basis with a set fee or percentage of food sales returning to the agency. Also, many agencies have their own catering service or an authorized provider list and receive a percentage of dollars from the sale of food.

Filming Rights (Possibly Consider)

Many agencies issue permits so that park sites may be used for commercial film and photography activities. The production company pays a daily fee for the site plus the loss of revenue the agency would incur during use of the community space.

Land Swaps (In Use or Could Easily be Used)

An agency may trade property to improve access or protection of resources. This could include a property gain by the agency for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve its profitability. The agency would typically gain more property for more recreation opportunities in exchange for the land swap.

Leasebacks on Recreational Facilities (Possibly Consider)

Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. An agency would then lease the property back from the investor over 20+ years. This can be reversed whereby an agency builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

Licensing Rights (Possibly Consider)

This revenue source allows an agency to license its name on all resale items that private or public vendors use when they sell clothing or other items with its agency's name on it. The normal licensing fee is 6 to 10 percent of the cost of the resale item.

Private Developers (In Use or Could Easily be Used)

Developers may lease land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

Recycling Centers (Possibly Consider)

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

Rentals of Houses and Buildings by Private Citizens (In Use or Could Easily be Used)

Many agencies will rent out facilities such as homes to individual citizens for revenue purposes.

Special Use Permits (In Use or Could Easily be Used)

Special permits allow individuals to use specific park property for financial gain. The agency receives either a set amount of money or a percentage of the gross service provided.

Subordinate Easements – Recreation/Natural Area Easements (Definitely Consider)

This revenue source is available when an agency allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on its property. Subordinate easements are typically arranged over a set period of time, with a set dollar amount that is allocated to the agency on an annual basis.

Surplus Sale of Equipment by Auction (In Use or Could Easily be Used)

Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

Enterprise Funds

These funds establish business units that are self-sustaining through fees and charges. Debt service and all indirect costs should be allocated or attributed to enterprise funds. Any excess revenue generated is maintained by the fund for future needs and cannot be used by another fund or department. Examples include premier sports tournament complexes.

Land Trusts (Possibly Consider)

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future lands.

Positive Cash Flow (Possibly Consider)

Depending on how aggressively an agency incorporates marketing and management strategies, there may be a positive fund balance at the end of each year. While current facilities, projections, and fee policies do not anticipate a positive cash flow, the climate can change. The ending positive balance could be used, for example, to establish a maintenance endowment for agency recreation facilities, to set aside funds for capital replacement and/or repair, or to generate a fund balance for contingency or new programming opportunities.

Cost Avoidance (Possibly Consider)

An agency must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from being a direct provider of facilities, programs, or services, an agency may experience additional savings. This process is referred to as cost avoidance. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility. One example is purchasing in bulk.

State Park Funding (Possibly Consider)

Across all 50 states, parks generate an average of 45 percent of funding for their operating expenses. Cut backs in funding are causing such actions as shuttering of state park pools, laying off employees, and closing of parks. On the other side of the equation based on the 2014-15 fiscal cycle, eighteen states offer vanity license plates to raise revenue for parks. All but five states solicit donations. Adding a tax to gasoline or real estate transactions is another common approach. A number of states also apply various types of registration fees, and allow paid park rentals, including lucrative weddings. Some states have pursued partnerships, leasing some parks to local jurisdictions, which have taken over management, while other localities offered to assist with cleanup efforts. Voter-approved sales tax and bonding issues have gained some momentum. Other ideas under consideration include voluntary \$5 parks donation as part of motor vehicle registration and collecting fees for single-use plastic bags or expanding the list of beverages subject to container deposits. Advocates point out the economic activity and other benefits that parks support.

New Hampshire is the only state where parks are entirely self-funded, with the exception of capital expenditures. One way the parks there have managed without any added state funding is through annual park passes, and by greatly expanding their retail sales program at campgrounds and beaches, and a state-owned ski resort and natural gorge attraction provides reliable sources of park revenue.

According to the Minnesota Department of Natural Resources: Instead of paying for special stickers or decals to apply to vehicles for parks access, the Minnesota Department of Motor Vehicles is making a new parks-and-recreation-themed license plate available that will replace the need for an annual state parks permit. The cost will start at \$60, plus tax. The total includes a one-time \$10 fee for the plate itself and a minimum \$50 contribution (renewable annually). The plate provides their owners with unlimited access to all 75 Minnesota state parks and recreation areas for the year, replacing the need for an annual vehicle permit (a \$25 value). Proceeds from license plate sales will help fund the operations and maintenance of Minnesota state parks and trails.

Other Options

Land Trusts

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future lands.

Positive Cash Flow

Depending on how aggressively an agency incorporates marketing and management strategies, there may be a positive fund balance at the end of each year. While current facilities, projections, and fee policies do not anticipate a positive cash flow, the climate can change. The ending positive balance could be used, for example, to establish a maintenance endowment for agency recreation facilities, to set aside funds for capital replacement and/or repair, or to generate a fund balance for contingency or new programming opportunities.

Cost Saving Measures

In addition to aligning cost recovery with goals, charging appropriate fees, and using traditional and alternative funding mechanisms, several cost saving measures can improve the overall cost recovery picture for an agency.

Change Maintenance Standards/Practices (Definitely Consider)

- Add one extra day onto the mowing interval and thus reducing the amount of mowing in a season
- Evaluate and determine actual maintenance needs and schedules for upkeep of different facilities and landscape features/types. Based on needs, evaluate resource needs (equipment, staff, etc.) and production rates of staff/equipment for the system's regularly occurring maintenance work and prioritize maintenance program needs, schedules and relevant resource allocations.
- Consider turf management strategies by turf use/wear – high intensity use and maintenance needs (such as sports fields) versus low intensity use areas such as lawns along the edge of a woodlot or roadway – there are usually areas of turf that are regularly maintained because “they have always been mowed”; by changing the maintenance strategy to not mowing or not regularly mowing such areas, less time/resources need to be dedicated to mowing overall.
- Naturalizing areas of lawn where you don't need lawn is a “going green” type of practice that also reduces maintenance needs/costs.
- Buildings/Facilities
 - Evaluate needs and consider in-house versus contracted maintenance workers for different needed services/trades.
 - Standardize equipment, fixtures, and relevant materials.
 - Are some facilities in such disrepair that continuing to throw limited funding on “band-aids” no longer practical?
 - In designing new facilities, are simple sustainability factors being vetted (such as orienting the building to maximize solar gain to reduce lighting and heating costs)?
- Add energy efficient fixtures, low flow water fixtures, eliminate throw away products like paper towels and replace with energy efficient hand dryers.
- Strategically locate trash and recyclable containers to reduce cost of having staff empty these and spend time picking up trash/recyclables that are not properly placed by patrons.
- Reduce cleaning frequency of office spaces and centralize trash and recyclables into one location in employee work areas to save on costs of related to housekeeping.
- Consider having staff complete multiple tasks at the same time – emptying recyclables and trash at the same time as doing rounds or inspections.
- Educate users to better utilize existing facilities and resources to cut down costs – clean up after themselves.

- Equipment and Supplies
 - Purchase better equipment that last longer and requires less maintenance – saving money on the front end does not always result in cost savings overall.
 - Standardize equipment (such as vehicles, grounds equipment and tools, etc.) as a way to increase efficiency in training staff to use it, and as a means to simplify and reduce costs associated with parts inventory and maintenance/repair programs (ex. Mechanic places one order for 10 air filters for 1 type of lawnmower and gets bulk price from one vendor, versus ordering 10 different filters for 10 different mowers, from multiple vendors and keeping track of it all)
 - Consider leasing vehicles or other heavily used equipment - it can be more cost effective for an organization to lease vehicles or equipment and rotate their fleet regularly versus allocating resources to maintain and repair aging fleets of old, well used vehicles/equipment that have higher likelihood of breakdowns and associated loss of production time.
- Use volunteers to assist with housekeeping and maintenance.
- Solicit in-kind donation of time and services in exchange for maintenance assistance

Contract Re-negotiate or Re-bid (Possibly Consider)

At every opportunity, review contracts to assure you are not paying more than you have to, or are receiving the maximum amount of revenue possible.

Cost Avoidance (Possibly Consider)

An agency must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from being a direct provider of facilities, programs, or services, an agency may experience additional savings. This process is referred to as cost avoidance. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility. One example is purchasing in bulk.

Greening Trends

Rooftop Gardens and Park Structures (Possibly Consider)

Rooftop gardens create respites in a densely built environment and help reduce the urban heat island effects. In addition, the lack of availability and affordability of urban real estate has continued the trend of parks built over structures such as parking garages and other structures.

Green Practices

- Use light, water, and motion sensors **(In Use or Could Easily be Used)**
- Conduct energy audits **(Definitely Consider)**
- Update to energy efficient ballasts, motors, appliances **(In Use or Could Easily be Used)**
- Use electric and hybrid vehicles **(In Use or Could Easily be Used)**
- Develop “Pack It Out” trash program **(In Use or Could Easily be Used)**
- Use greywater **(Possibly Consider)**
- Use solar and wind energy **(Possibly Consider)**
- Implement green operating practices **(Definitely Consider)**

Many agencies miss the easiest green practices in their everyday operating procedures and policies. These include administrative procedures, best operating standards, and sustainable stewardship performance measures. Many of the industry best practices outlined below in the table below, may be currently and successfully employed by your agency.

Green Practices Focus Area and Action Step

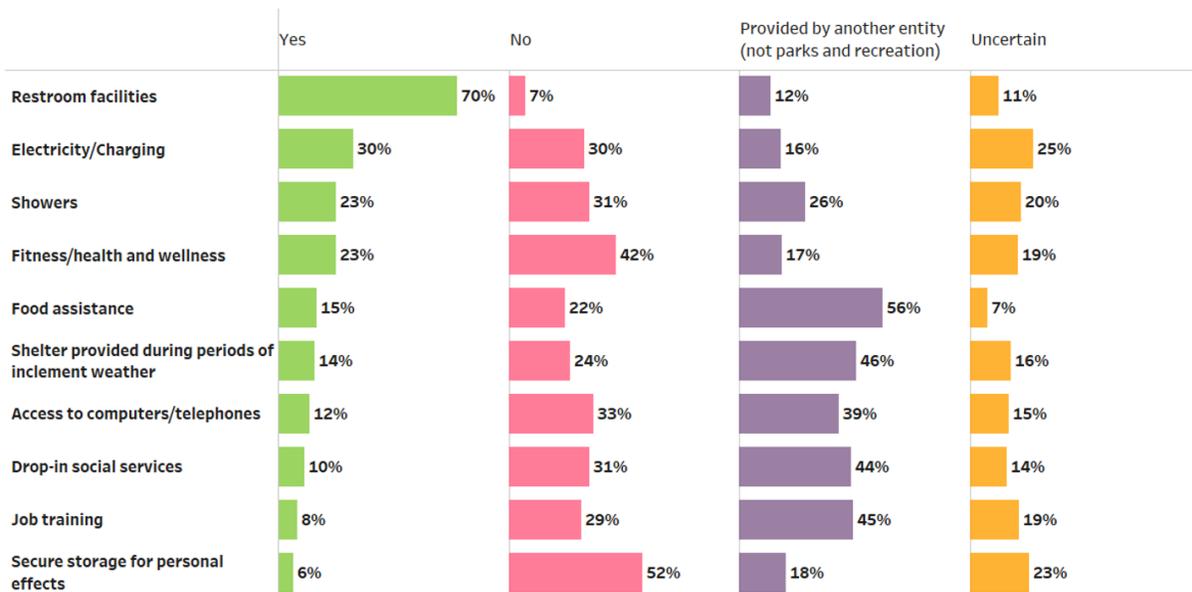
Focus Area	Action Step
Administrative	<ul style="list-style-type: none"> • Recycle Office Trash (consolidate trash and recyclables to one common location – reduce cost to empty containers in each office) (In Use or Could Easily be Used) • Clean offices weekly instead of daily (In Use or Could Easily be Used) • Go Paperless (Definitely Consider) • Conserve Resources (In Use or Could Easily be Used) • Flex Scheduling (In Use or Could Easily be Used) • Virtual Meetings (In Use or Could Easily be Used)
Operating Standards	<ul style="list-style-type: none"> • Preventative Maintenance (In Use or Could Easily be Used) • Reduce Driving (Definitely Consider) • Eliminate Environmentally Negative Chemicals and Materials (Definitely Consider) • Green Purchasing Policies (Definitely Consider) • LEED® Design (Definitely Consider) • Purchase better equipment and supplies that require less maintenance and are more durable (In Use or Could Easily be Used)
Sustainable Stewardship	<ul style="list-style-type: none"> • Re-analyze and Revised Practices and Standards (Definitely Consider) • Monitor and Report Results (Definitely Consider) • Lead by Example (Definitely Consider) • Public Education - agencies should lead by example teaching the public a little bit about what green practices actually are, and how they might be able to incorporate some of the same features (maybe raingardens or LED lighting) in their own home to help conserve our shared natural resources. • Incorporate Stewardship Principles in all Park and Recreation Services (Definitely Consider) • Seek Available Grant Funding and Initiative Awards (Definitely Consider)

Appendix I: Staff Resource for Addressing Homelessness

Around the country, parks and recreation agencies are faced with a growing concern of homeless populations in their area. Many municipalities may assume that they have the unique challenge of manage homelessness, but in fact thousands of agencies are currently developing initiatives and pilot programs to determine the best way of addressing the issue.

Often, homeless populations may use park benches, shady trees, campgrounds, amphitheaters, and recreation facilities to sustain their livelihood. A survey administered by GP RED, a non-profit dedicated to the research, education, and development of parks and recreation agencies, asked 150 agencies questions specifically about how they were managing homelessness in their communities. As seen in the figure below, many agencies offer services far beyond the traditional “parks and recreation.” Restroom facilities are the number one facility offered by agencies to the homeless, but electricity/charging stations, showers, fitness/health and wellness, and food assistance were in the top five.

Are the following services are offered to the homeless population by parks and recreation agencies in your community?



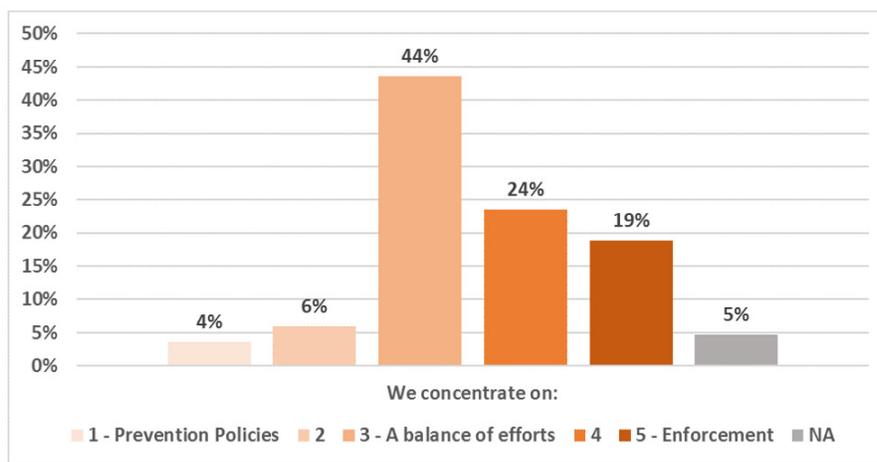
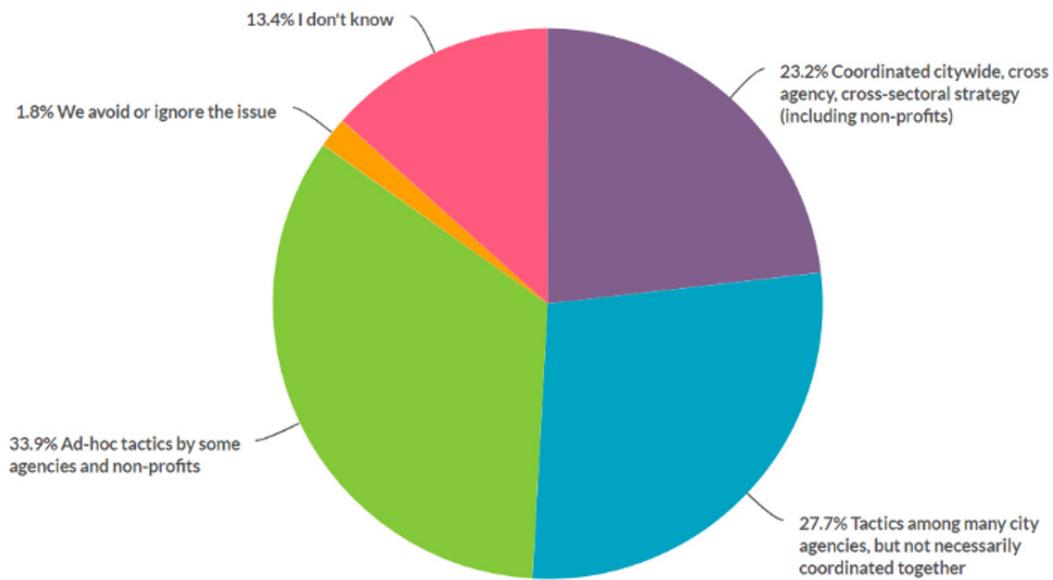
Source: GP RED Homelessness Redline Survey 2018

This has consequences for park and facility managers – in addition to impacts on the perception of park visitors. Concerns over drug and alcohol use by homeless populations, in addition to managing hepatitis outbreaks, are serious issues. Often, seasonal or part-time parks and recreation employees may be the first line of enforcement. A lack of training, policies, and communication continue to exasperate the issue. Proactive management is a preferred way of managing the issue, but most

often, parks and recreation agencies do not work with the root of an individual reasons for being homeless. Rather, agencies are left to deal with homelessness on a case by case basis.

Noted in the figure below, oftentimes management is a balance of prevention and enforcement. The majority of parks and recreation agencies utilize ad-hoc tactics by some agencies and rely on non-profits for other services. Over 27 percent of respondents said that often city agencies were working on various components of the homeless issue, but not necessarily coordinated together to succeed. Only 23 percent said that there is citywide coordination which spanned across agencies and non-profits. These kinds of coordinated efforts are key to accomplishing the appropriate balance of prevention and enforcement. Developing a task force that works specifically to address the unique concerns of an individual community can help ensure success. Parks and recreation agencies should reach out to nearby law enforcement, schools, libraries, nonprofits, faith-based organizations, Business Improvement Districts, and Health-Human Services to be develop a plan.

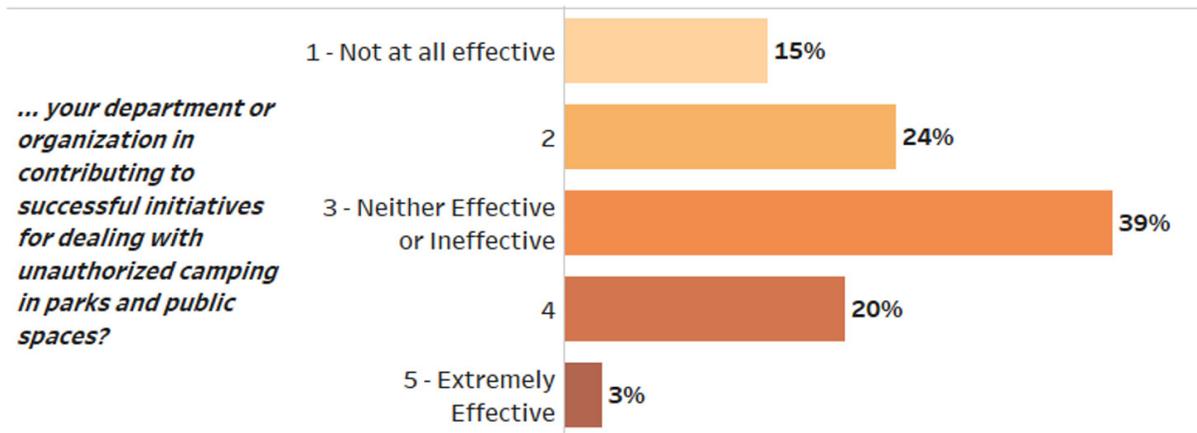
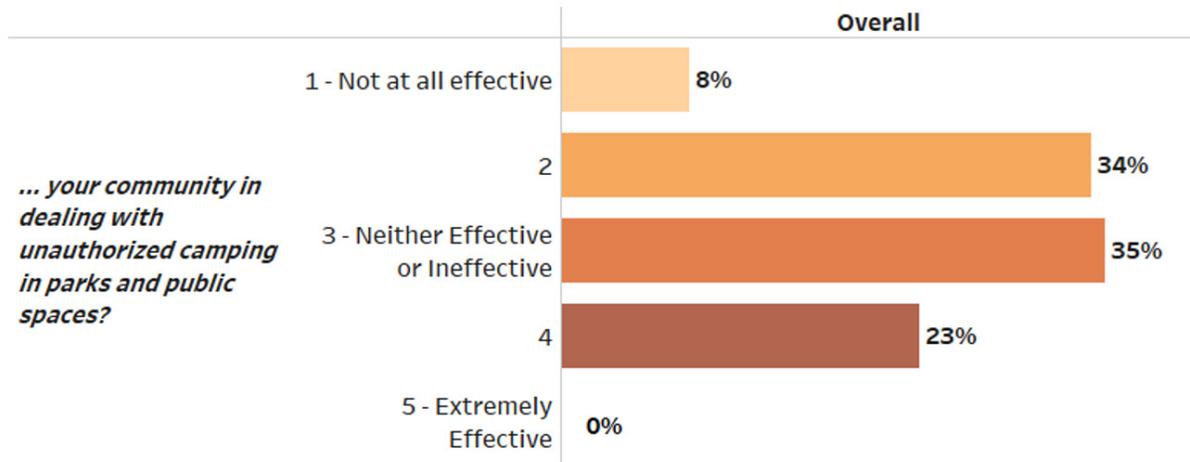
Tactical Approaches to Managing Homelessness



Source: GP RED Homelessness Redline Survey 2018

When asked how effective agencies were in dealing with unauthorized camping, over 77 percent of agencies states they were not at all effective or neither effective/ineffective. Zero percent of respondents said that they were extremely effective of dealing with unauthorized camping in parks and public spaces. Currently, successful initiatives for dealing with unauthorized camping are still in development.

How effective is your community/ is your organization?



Source: GP RED Homelessness Redline Survey 2018

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Appendix J:

Sample Maintenance Standards for Quality Parks and Facilities

These general maintenance standards are samples meant to be a starting point for the City to review and consider as a basic desired maintenance standard for all parks and recreational facilities.

PARKS

Grounds

- Grounds mowed and trimmed on a regular schedule
- Park is free of litter, debris, and hazards
- Parking lots, if applicable are clean; striped; and free of debris, holes, and tripping hazards

Drinking Fountains (where applicable)

- Fountains are accessible and operational
- Fountains are in appropriate locations and in compliance with ADA
- Fountains are installed on a solid surface and free of standing water and debris
- Drain system is operational

Signage

- Park identification signs are secure and properly installed in a noticeable location
- Handicapped parking signs are secure, visible, and installed to code
- Park rules signs are secure and properly installed in a noticeable location
- Restroom signs are secure and visible
- Signs are clean, painted, and free of protrusions and graffiti
- Directional signs provided as needed in appropriate locations
- Signs include City logo and contact phone number

Ornamental Plants and Trees

- Plants and trees are healthy and free of disease and insects
- Plant beds are free of litter, debris, and weeds
- Plant selection is appropriate for season and area usage
- Trees trimmed and shaped on a regular basis, inspect for and remove hazardous trees as needed
- Tree species selection should provide a wide variety of native and selected non-native trees where appropriate
- Tree wells and planting beds mulched for protection and water conservation

Walkways and Trails

- May be hard surface or soft surface depending on location and intended use
- Soft surface trails are free of water collecting depressions and erosion
- Walkways and trails have a uniform surface, positive drainage, are level with ground and free

- of trip hazards and excessive material deflection
- Walkways and trails are free of litter, debris, sediment, and seasonal snow
- Walkways and trails meet ADA requirements
- Walkways and trails provide unobstructed access and are free from low and protruding tree limbs, guide wires, signposts, and ornamental plants
- Walkways in irrigated park areas are neatly edged
- Walkways and trails are clear of weeds and grass growth in cracks and expansion joints; adequate trash receptacles provided
- Guard rails and safety fencing provided in appropriate locations
- Routine safety and function inspections are performed including surface, culverts, water crossings, signage, and vegetation

Trash Receptacles (random locations)

- Receptacles are clean and free of odor with liners in place
- Receptacles are painted, free of damage and missing parts, and properly anchored
- Roll-off containers and dumpsters are clean, screened, and placed in non-intrusive locations
- Area around trash receptacles is clean and free of trash and debris
- Area around roll off containers and dumpsters is clean and free of trash and debris

Fencing

- Fences are intact, structurally sound, and free of damage or deterioration
- Nails, bolts, and screws are flush with surface with no exposed sharp points
- Fences have no excessive voids, cracks, or splintering

Security and Exterior Lights

- Ninety percent (90%) of security and exterior lights are operational
- No electrical conducting wires are exposed
- Lights comply with appropriate building code
- Poles and components are secured in ground, operational and straight

Bridges

- Bridges have a uniform surface, are free of trip hazards, and are free of graffiti
- Lumber and other materials are structurally sound, free of cracking deterioration and splintering
- Bridges comply with ADA requirements
- Bridges have handrails intact and properly installed and anchored
- Bridges are free of litter and debris

General Use Turf Areas

- Turf areas are free of litter and debris
- Turf areas are mowed and trimmed on a regular schedule
- Turf areas have a uniform surface and are well drained
- Areas have clean trash receptacles present that are in good condition
- Turf is free of disease, insects, and weeds
- Supplemental irrigation is provided as needed
- Turf areas are fertilized and aerated on a regular basis

Athletic Use Turf Areas

- Turf areas are free of litter and debris
- Turf areas are mowed and trimmed according to usage schedule
- Turf areas have a uniform surface and are well drained
- Playing surface maintained according to sport specific guidelines
- Areas have clean trash receptacles present that are in good condition
- Turf is free of disease, insects, and weeds
- Supplemental irrigation is provided as needed
- Turf areas are fertilized and aerated on a regular basis

Irrigation

- Irrigation system is fully operational with complete and uniform coverage
- System is free of leaks; backflow prevention devices are in place and functioning properly
- Heads are installed properly for intended use
- Heads are properly adjusted with rotations and arcs to set to reduce water runoff
- Systems are set to run at specific times to minimize evaporation and waste
- Systems function checks are conducted on a regular basis
- Repair excavations are properly compacted, and turf restored

OPEN SPACE AREAS

- Native grasses mowed, if necessary, according to specific management plans, with focus on promoting natural growth heights and cycles and wildlife habitat
- Trail corridors and picnic areas mowed as needed
- Trail surfaces are free of debris and weeds
- Native tree and shrub growth are encouraged
- Wildlife habitat and water quality preservation emphasized
- Rules and regulations and identification signs are posted in noticeable locations
- Annual and noxious weeds are controlled as needed
- Property access points and boundaries are clearly marked

ATHLETIC FACILITIES AND COMPETITIVE PLAY FIELDS

Turf

- Turf has a healthy dense stand of grass and coverage is no less than 95 percent of playable area
- Play area has a uniform surface and is well drained
- Turf to be mowed at the appropriate height for the type of grass used, time of season, and type of field use
- Turf is free of any litter or debris
- Apply top dressing and over seeding as needed to maintain healthy grass
- Fields may be closed for use periodically to allow for turf recovery
- Turf is free of disease, insects, and weeds

Softball Infields

- Infields have a uniform surface and are free of lips, holes and trip hazards
- Infields are well drained with no standing water areas

- Infields have proper soil composition for intended use with ball field mix added as needed
- Infields are free of weeds and grass
- Infields are free of rocks, dirt clods, and debris
- Bases and plates are properly installed, level, and are at proper distances and anchored according to manufacturer's specifications and league requirements
- Fields dragged and lined as needed according to use schedules

Bleachers

- Hardware is intact, and bracing and safety rails tightly connected
- Seating surface is clean, smooth, free of protrusions and have no exposed sharp edges or pointed corners
- Clean trash receptacles provided and in good condition, area under bleachers free of trash

Lights

- Electrical system and components are operational and in compliance with applicable building codes
- Ninety percent (90%) of lamps for each field are operational
- No electrical conducting wires exposed
- Ballast boxes and components are properly installed and secured
- Lights provide uniform coverage on facilities and fixtures and are adjusted to eliminate dark or blind areas
- Fixtures securely fastened to poles and poles secured in ground according to manufacturer's specifications
- Poles and fixtures inspected immediately after any major wind, ice, or hail storm

Fencing

- Fencing material is galvanized chain link and appropriate gauge wire for specified use
- Fencing material is properly secured to support rails
- Support rails are properly connected and straight
- Fencing is free of holes and protrusions
- Fabric is straight and free of bending and sagging
- Gates and latches are operational

Restrooms/Portable Toilets

- Toilets are clean, sanitary, and properly stocked with paper products
- Lights and ventilation systems are operational
- Toilets, stall doors, and hand air dryers are operational
- Buildings and enclosures are free of graffiti
- Doors are properly marked according to gender
- Restrooms have clean trash receptacles
- All doors and locks are operational
- Restrooms/portable toilets are in compliance with ADA requirements
- All restrooms stocked with hand sanitizer

PLAYGROUNDS

Play Equipment

- Equipment and surrounding play areas meet ASTM and National Playground Safety Institute (NPSI) standards
- Play equipment and hardware is intact
- Play equipment is free of graffiti
- Age appropriateness for equipment is noted with proper signage
- Regular inspection and repair program is in place and enforced

Surfacing

- Fall surface is clean, level and free of debris
- Fall surface meets ASTM and NPSI standards
- Fall surface is well drained
- Rubber cushion surfaces are free of holes and tears
- Rubber cushion surfaces are secure to base material and curbing

Borders

- Playground borders are well defined and intact
- Playground borders meet ASTM and NPSI standards

Decks

- Planks are intact, smooth, structurally sound, free of splinters and no cracks greater than ¼ inch
- Nails, bolts and screws are flush with surface
- Planks are level with no excessive warping

General

- Slides and climbing devices are properly anchored
- All moving parts are properly lubricated and functioning as intended
- S-hooks and swing seats are in good operating condition
- Damaged or under repair equipment is removed or properly marked and isolated from public use until repaired
- Playgrounds should adhere to the Americans with Disabilities Act standards

PICNIC AREAS AND SHELTERS

General

- Access to facilities complies with ADA
- Shelters are clean, sanitary, and free of graffiti
- Lights and electrical plugs are operational and comply with appropriate building codes
- Vegetation around structure is trimmed back to reduce hazards and does not impede entry and egress
- Grounds around structure are mowed, trimmed and free of litter, debris, and hazards
- Shelters are structurally sound, clean, painted with no rotted lumber or rusted metal and no loose siding or loose shingles
- Water fountains and hose bibs (if provided) are operational
- Signage and rules and regulations information are posted in a noticeable location

Tables

- Tables are clean, free of dust, mildew, and graffiti
- Table hardware is intact
- Table frames are intact, and slats are properly secured
- Table seats and tops are smooth with no protrusions and have no exposed sharp edges or pointed corners

Grills

- Grills are operational and free of rust and metal deterioration
- Grills are clean and free of grease build-up
- Grill racks are operational and secure, and grills are properly anchored to reduce hazard and theft

Trash Receptacles

- Receptacles are clean, free of odors and liners in place
- Receptacles are painted, free of damaged or missing parts and properly anchored
- Area around receptacles is clean and free of trash and debris

OUTDOOR BASKETBALL COURTS

Surfacing

- Surface is smooth, level, well drained, and free of standing water
- Surface is free of large cracks, holes, and tripping hazards
- Surface is painted and striped per court specifications
- Surface is free of litter, debris, gravel, and graffiti

Goals and Backboards

- Goals and backboards are level with hardware intact
- Goals and backboard are painted
- Nets are properly hung and free of tears and fraying
- Support poles are secure in ground and straight

PONDS AND LAKES

Water

- Aerators, if provided, are operational
- Pond surface is at least 90 percent free of vegetation
- Water area is free of trash and debris
- Bank areas are smooth and free of washouts and erosion, rip rap in place where needed
- Ponds and lakes, where appropriate, are stocked with appropriate species of fish
- Inlet and outlet structures are operational
- Appropriate and seasonal rules and regulations signage is in place at noticeable locations

Fishing Piers and Decks

- Planks are intact, smooth, structurally sound, free of splinters and have no cracks greater than ¼ inch
- Nails, bolts, and screws are flush with surface
- Planks are level with no excessive warping
- Handrails are present and structurally sound
- Piers and decks comply with ADA
- Trash receptacles provided nearby

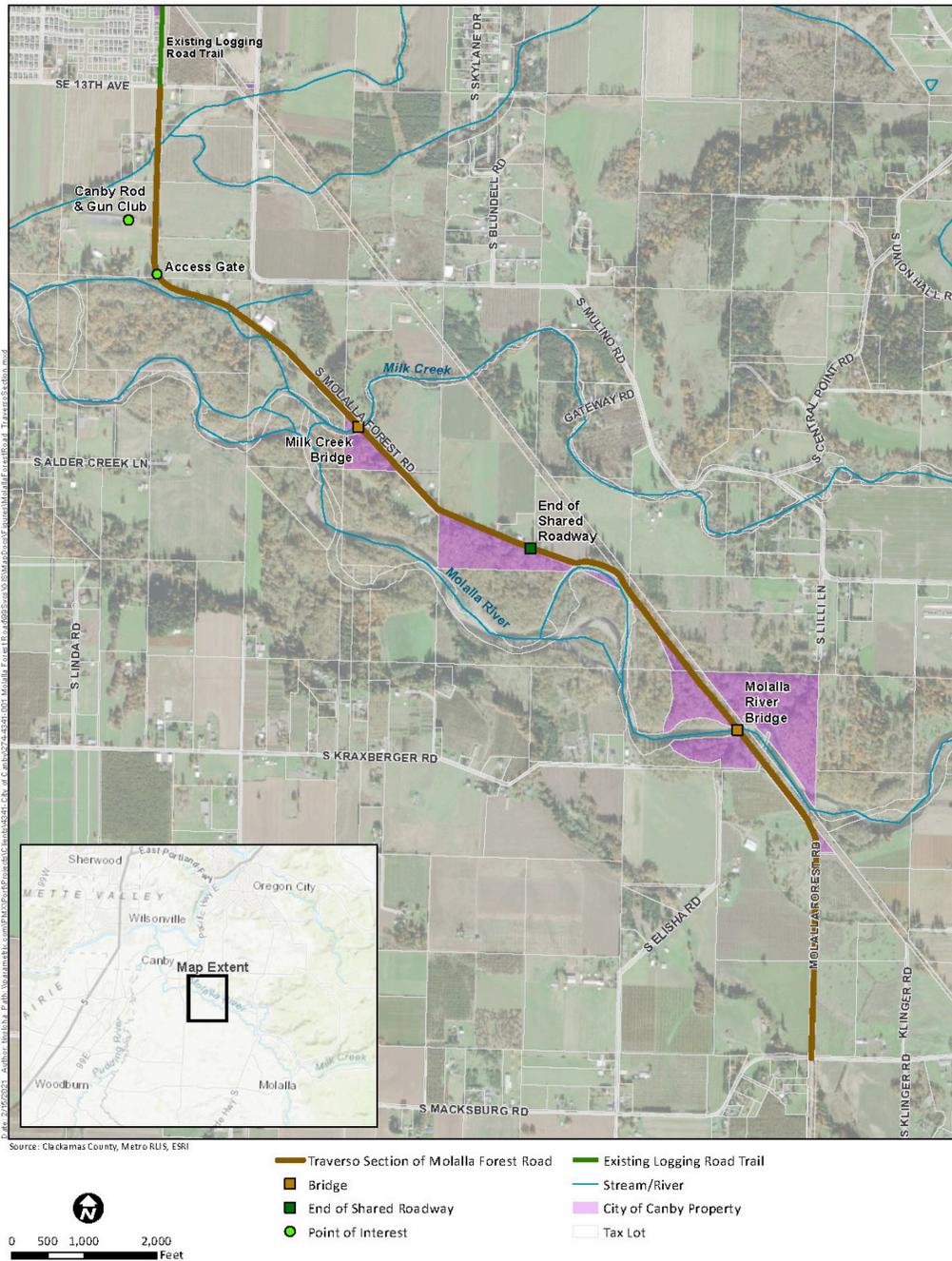
Benches

- Hardware is intact and structurally sound
- Nails, bolts, or screws are flush with surface
- Seats and backing are smooth with no protrusions, have no sharp edges or pointed corners, and are structurally sound
- Benches are secured in ground and properly installed

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Appendix K: Molalla Forest Road Traverso Sections

Molalla Forest Road Traverso Sections



Randy Ealy

Subject: Canby Parks & Recreation Discussion

From: Randy Ealy <EalyR@canbyoregon.gov>

Sent: Wednesday, February 18, 2026 10:51 AM

To: Don Hardy <HardyD@canbyoregon.gov>; Ryan Potter <PotterR@canbyoregon.gov>

Subject: RE: Canby Park Priorities and SDC's: PPT for Feb. 18

Notes from last night's Parks and Recreation Committee meeting.

Below are my notes- not that these are action items, but recommendations, which they will take another look at in March. We should discuss.

P&R Committee Recommended Priorities:

- Combine Projects 1,4 and 8 into one priority topic: Recreation Center & Land Acquisition (\$50,000,000)
- Reduce Wait Park Improvements from \$9,000,000 to \$2,000,000 (Need to do a study for small scale improvements)
- Reduce project #3 Honda Pits to \$2,000,000
- Delete Projects 11 & 19. Auburn Farms will be completed here shortly, and Ivy Street Ped Bridge will "never happen."
- Delete Project 10. This syncs with item 8, which is rolled up into larger school district property question for Rec Center.
- Reduce Ivy Ridge project to \$1,000,000
- Combine projects 15 & 16 into Facility and land acquisition (\$4,000,000) for potential parking and restrooms at Eco Park
- What is Council preference on Canby Adult Center site? Discuss options with School district?
- Potential remove project 14 (or keep for public access, trails, bridge to Knights Bridge Park, etc.)

Randy Ealy
Interim City Administrator
City of Canby
503-592-4530(cell)
www.canbyoregon.gov

CITY OF CANBY
BALANCE SHEET
JANUARY 31, 2026

SYSTEMS DEVELOPMENT FUND

<u>ASSETS</u>		
210-000-1000000	CASH - COMBINED FUND	15,956,414.06
	TOTAL ASSETS	<u>15,956,414.06</u>
<u>LIABILITIES AND EQUITY</u>		
<u>FUND EQUITY</u>		
210-000-2970020	RESTRICTED FOR STREET IMPROVEM	6,832,279.74
210-000-2970025	RESTRICTED FOR STREET REIMB	282,746.15
210-000-2970026	RESTRICTED FOR STREETS DC ADMIN	173,066.58
210-000-2970030	RESTRICTED FOR PARK IMPROVEME	5,683,127.09
210-000-2970036	RESTRICTED FOR PARK SDC ADMIN	94,861.60
210-000-2970040	RESTRICTED FOR SEWER IMPROVEME	60,921.37
210-000-2970045	RESTRICTED FOR SEWER REIMB	287,310.46
210-000-2970046	RESTRICTED FOR SEWER SDC ADMIN	6,405.22
210-000-2970050	RESTRICTED FOR STORM IMPROVE	328,769.15
210-000-2970055	RESTRICTED FOR STORM REIMB	24,196.38
210-000-2970056	RESTRICTED FOR STORM SDC ADMIN	11,542.08
210-000-2980001	FUND BALANCE	(.90)
	UNAPPROPRIATED FUND BALANCE: REVENUE OVER EXPENDITURES - YTD	<u>2,171,189.14</u>
	BALANCE - CURRENT DATE	<u>2,171,189.14</u>
	TOTAL FUND EQUITY	<u>15,956,414.06</u>
	TOTAL LIABILITIES AND EQUITY	<u>15,956,414.06</u>

FY2027 City of Canby Budget Calendar

Due Dates	Activity
2/20/2026	Budget Files to Directors
3/13/2026	New staffing (including allocation changes), due to City Admin
3/13/2026	New program or capital outlay proposals, due to City Admin
3/13/2026	5 yr. CIP, capital project description forms, and CPIF's due to Finance
3/13/2026	Method(s) to increase revenue in your department, due to City Admin
3/13/2026	Department narratives due to Finance
3/13/2026	Fee Schedule Changes due to Finance
3/20/2026	Meeting to review Capital and Operating Project budget requests
3/24/2026	Final Budget Files due to Finance
4/6/2026	Management team review and sign off on department budgets and narratives
4/13/2026	Budget Message Completed by City Administrator
4/15/2026	Public Notice for Budget Meetings to the Herald & post on City website
4/20/2026	Proposed Budget printed in-house
5/6/2026	Distribute Proposed Budget to Management and Budget Committee
5/14/2026	1st Budget Committee Meeting – Thursday evening 6:00 - 9:00
5/21/2026	2nd Budget Committee Meeting – Thursday evening 6:00-9:00
5/21/2026	LB1 and UR1 and get public notice to the Herald 5 -30 days before meeting
6/3/2026	Resolution adopting the annual fee schedule to Maya for Council agenda
6/3/2026	Resolution adopting the budget to Maya for Council agenda
6/17/2026	Adopt Fee Schedule
6/17/2026	Public Hearing and adoption of the budget
7/10/2026	Complete LB and UB 50's for submission to the County
7/10/2026	Final Budget to the printers
7/17/2026	Adopted Budget distributed
7/24/2026	Submit GFOA Budget Award Application

Department head activities
 City Administrator activities

Finance activities
 Budget Committee

Council activities

Date	Agenda Item	Staff
March Week Day	City Council Field Trip - Sherwood YMCA/ Newberg Chehalem Aquatic Center	Randy
Date	Agenda Item	Staff
March 4, 2026	Ordinance: Consider Ordinance No. xxxx: An Ordinance Approving Interim City Administrator to Enter an Agreement with PumpTech to Purchase the Diesel Engine Trailer in the Amount of \$59,690.00 (Second Reading)	Patrick
	Ordinance: Consider An Ordinance Authorizing the Interim City Administrator to Extend by nine (9) months the contract with MSNW Group LLC, in the amount of \$113,760.00 for the remainder of the year for custodial services for the City of Canby.	Pete
Date	Agenda Item	Staff
March 11, 2026	Mini Council Goal Setting - Tentative	
Date	Agenda Item	Staff
March 18, 2026	Bi-Monthly Reports	
	Other Business: City Administrator Recruitment	
	Other Business: Revenue Discussion	
Date	Agenda Item	Staff
April 1, 2026	Proclamation: National Library Week	Marisa
Date	Agenda Item	Staff
April 8, 2026	6pm - Joint Meeting - Canby Utility Board/ City Council Meeting	Randy
Date	Agenda Item	Staff
April 15, 2026	Proclamation: Historic Preservation Month	
	Public Hearing/Ordinance: Comprehensive Plan	Don
Date	Agenda Item	Staff
April 29, 2026	Public Hearing/Ordinance: Transportation System Plan	Don
Date	Agenda Item	Staff
May 6, 2026	Proclamation: Mental Health Awareness Month	
	Mental Health Awareness Month	
	SDC Update Public Hearing	Don

Date	Agenda Item	Staff
May 14, 2026	1st Budget Committee Meeting	
Date	Agenda Item	Staff
May 20, 2026	Bi-Monthly Reports	
Date	Agenda Item	Staff
May 21, 2026	2nd Budget Committee Meeting	
Date	Agenda Item	Staff
May 28, 2026	Tenative (if Needed) 3rd Budget Committee Meeting	
Date	Agenda Item	Staff
June 3, 2026		
Date	Agenda Item	Staff
June 17, 2026	Public Hearing regarding State Revenue Sharing Funds	
	Public Hearing regarding 2026-2027 FY Budget as approved by Budget Committee	
	Ordinance Authorizing the City Administrator to expend payment to City County Insurance (CIS) in an amount not to exceed \$_____ for Liability Insurance Coverage for Fiscal Year 2026-2027. (First Reading)	
	Ordinance Authorizing the City Administrator to expend payment to SAIF Corporation in the amount not to exceed \$_____ for Workers Comp Coverage for Fiscal Year 2026-2027. (First Reading)	
	Resolution No. ____: A Resolution Setting Fees for Services; and Repealing Resolution No. _____	
	Resolution No. ____: A Resolution adopting a Supplemental Budget for the 2026 Fiscal Year. (if needed)	
	Resolution No. ____: A Resolution declaring the City's election to receive State Revenue for Fiscal Year 2027.	
	Resolution No. ____: A Resolution certifying the City of Canby is eligible in Fiscal year 2027 to receive State shared revenues (Cigarettes, Liquor, 911, and highway gas taxes) because it provides four or more municipal services.	
	Resolution No. ____: A Resolution Adopting the Budget, Making Appropriations, And Imposing And Categorizing Taxes For The 2026-2027 Fiscal Year.	
	Resolution No. ____: A Resolution Authorizing an Interfund Loan from the Cemetery Perpetual Care Fund to the Library Fund in the amount of \$500,000 and Authorizing Repayment of the Interfund Loan in Fiscal Year 2026-2027.	

6/17/2026 Cont'd	Resolution No. ____ : A Resolution extending Workers Compensation coverage to volunteers of the City of Canby and repealing Resolution	
	Resolution No. _____ : Adopt City Master fee Schedule	
Date	Agenda Item	Staff
July 1, 2026	Ordinance Authorizing the City Administrator to expend payment to City County Insurance (CIS) in an amount not to exceed \$_____ for Liability Insurance Coverage for Fiscal Year 2026-2027. (Second Reading)	
	Ordinance Authorizing the City Administrator to expend payment to SAIF Corporation in the amount not to exceed \$_____ for Workers Comp Coverage for Fiscal Year 2026-2026. (Second Reading)	
Date	Agenda Item	Staff
July 15, 2026	Bi-Monthly Reports	
Date	Agenda Item	Staff
August 5, 2026		
Date	Agenda Item	Staff
August 19, 2026		
Date	Agenda Item	Staff
September 2, 2026		
Date	Agenda Item	Staff
September 16, 2026	Bi-Monthly Reports	
Date	Agenda Item	Staff
October 7, 2026		
Date	Agenda Item	Staff
October 21, 2026		
Date	Agenda Item	Staff
November 4, 2026	Work Session: Potential Additional Work Session Items and Dates	
Date	Agenda Item	Staff
November 18, 2026	Small Business Saturday Proclamation	Tyler
	Bi-Monthly Reports	

Date	Agenda Item	Staff
December 2, 2026		
Date	Agenda Item	Staff
December 16, 2026	Potentially cancel meeting?	
Not assigned	Legal Services Discussion	
	Ordinance: Termination of the URA (first reading)	Jamie
	Ordinance: Termination of the URA (second reading)	Jamie
	Work Session: Floodplain	Don
	Ordinance: Floodplain	Don
	Work Session: Camping Ordinance (late spring/post legislative session)	
	Work Session: Bridging Cultures and Immigration Attorney/Outreach with Community	Daniel
	Work Session: Street Maintenance Fee Task Force Recommendation	
	Work Session: ED/Parks Opportunities in conjunction with UGB expansion	
	New Business: Fire Code Update	