

Chapter 7. Parks and Recreation Strategy



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Introduction



This Chapter is about vision and cohesion. Envisioning what could be, whether it be required projects from maintenance or new developments. This **vision** is put together in a **strategy**, with **goals** and **objectives**, strategy that itself rests on **values** and an overall **mission**. We will go through our **three-pillar** strategy (**Exemplary Parks, Engaged Community, Operational Sustainability**), with extended illustration of the Exemplary Parks strategic pillar, and the **design principles** used for Exemplary Parks.

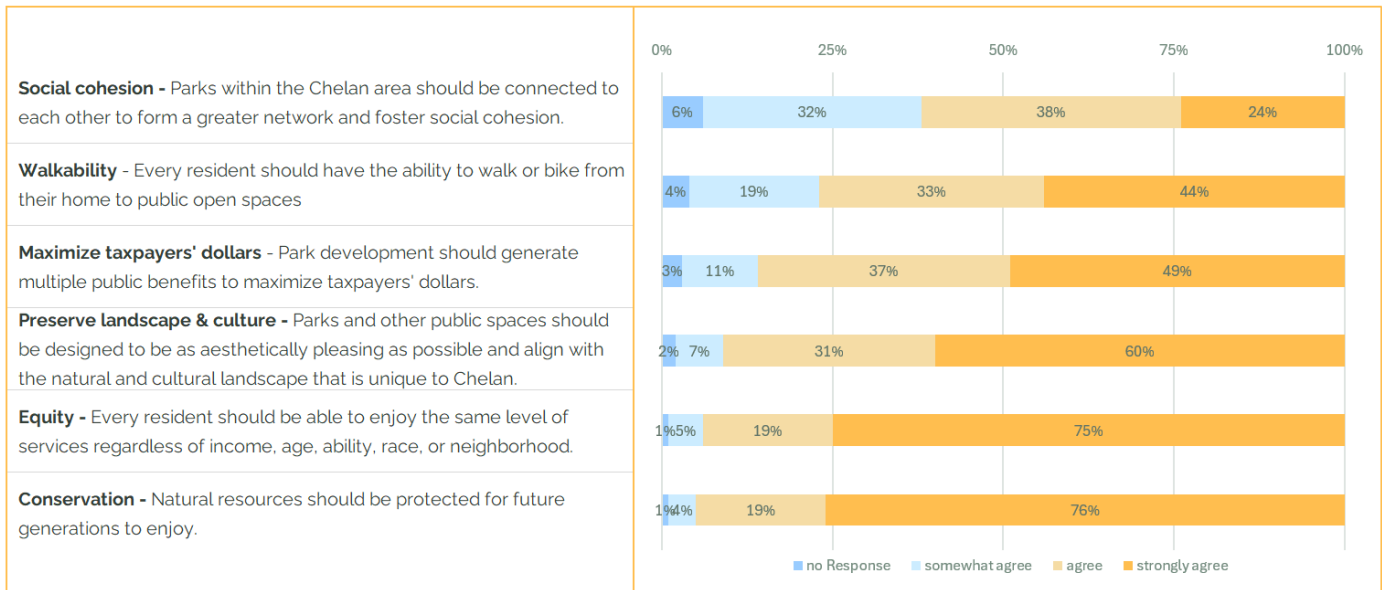
7.1 Chelan Parks Vision 2030

7.1.1. Community Values and Standards

Voice of our Community

The 2023 community survey aimed to learn about the values our community have surrounding our Parks System. We used a Likert scale which allows people to respond to express the degree to which they agree or disagree with a statement. Our community values in order of importance, Conservation, Equity, Design for landscape and culture, followed by taxpayers' dollars maximization, walkability, and social cohesion.

Figure 7-1 2023 Survey Respondents Value Statements re: Parks



Chelan Parks Values

Parks	Conservation & Water Quality	Natural resources should be protected for future generations to enjoy. Water quality and preserving open landscapes are especially important.
	Shoreline Access	Public Lake Access is of critical importance to Chelan residents.
	Placemaking	Placemaking is a collaborative process that involves designing and managing public spaces to enhance a community's social, cultural, and economic well-being. It focuses on creating vibrant, accessible, and inclusive environments that foster strong connections between people and the places they share.
Park Visitors	Healthy Living	Parks foster healthy lifestyles by providing spaces for physical activities such as walking, running, cycling, and sports, which help to reduce the risk of chronic diseases and improve overall fitness. Additionally, parks offer a natural environment for stress relief and mental well-being, encouraging social interactions and community engagement that contribute to social cohesion and a healthier lifestyle.
	Best for the Most	This means that investments should generally benefit the majority of people before focusing on amenities which only serve smaller limited user groups. John Stuart Mill's utilitarianism emphasizes the importance of actions that promote the greatest happiness for the greatest number of people, viewing this as the highest moral standard. Mill argues that the public good is best served when individual actions and societal policies aim to maximize overall well-being.
	Equity	Equity in parks ensures that all community members, regardless of socioeconomic status or background, have equal access to green spaces and recreational opportunities, promoting social cohesion and inclusivity. By addressing disparities in park distribution and quality, equity initiatives improve public health outcomes, foster environmental stewardship, and contribute to a more vibrant and resilient society.
	Walkability	Walkable communities are important because they promote healthier lifestyles by encouraging physical activity, reducing reliance on cars, and fostering social interactions among residents. Additionally, walkable communities enhance environmental sustainability by lowering carbon emissions and support local economies through increased foot traffic to nearby businesses. Connections between people passing on the street is part of what characterizes a "small town feel."
	Community Identity	The high level of seasonal tourism in Chelan creates a gap between the local identity and the tourism-oriented identity. Parks and Recreation bridges that gap by providing Parks and recreational activities enjoyed by both the locals and the tourists. Visitors don't want to see "anywhere USA," they want to experience places with distinct differentiated identities. Chelan has a rich history to share with visitors to help them

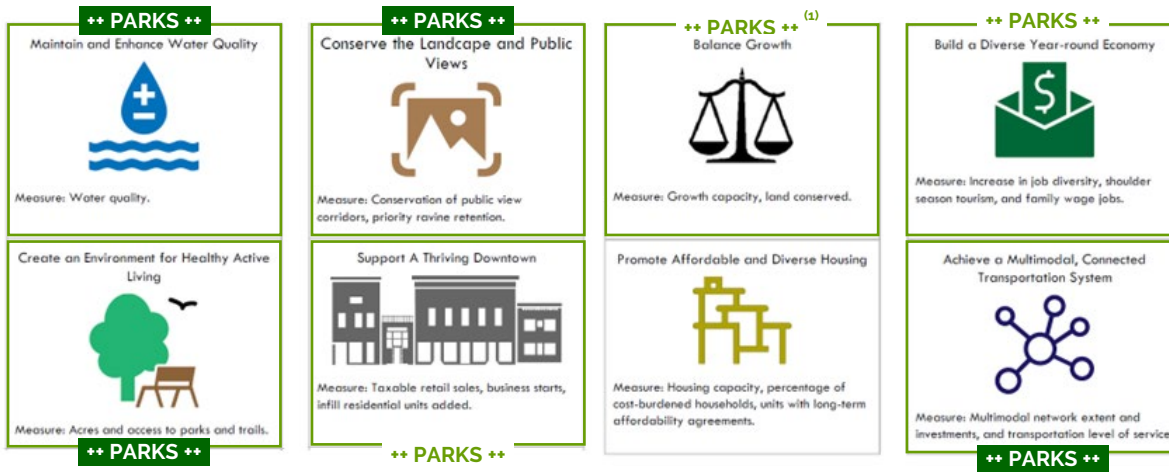
		understand and further appreciate this special community. Meanwhile, long time residents don't want their community to become unrecognizable and lose the best of what it has in the name of growth.
Economy	Economic Development	Recognizes that public lake access and outdoor recreational opportunities play a primary role in drawing people to the Chelan Valley. Our parks boost economic development by attracting tourists, which increases local spending on accommodations, dining, and other services, thereby generating revenue and creating jobs.
Institution	Partnerships	Partnerships for parks agencies are valuable because they prevent redundant services by encouraging collaboration and coordination, ensuring that community resources are used more efficiently. By sharing expertise and responsibilities, these partnerships help agencies avoid duplicating efforts, allowing them to focus on enhancing and expanding the overall quality of park services for the community.
	Fiscal Sustainability	Fiscal sustainability is crucial for an organization as it ensures long-term financial health, enabling consistent delivery of services and fulfillment of its mission without interruption. By maintaining balanced budgets and prudent financial management, an organization can avoid debt crises, build resilience against economic downturns, and gain the trust of stakeholders and funders. Chelan Park's is in a phase of structuring the human and fiscal resources necessary to best serve the community of Chelan.
	Provide multiple benefits	Parks provide multiple benefits to taxpayers by enhancing property values, promoting public health through recreational opportunities, and reducing the burden on municipal services such as stormwater management and healthcare. These diverse benefits not only enrich the lives of residents but also contribute to a higher quality of life and a more attractive community, ultimately yielding a positive return on investment for taxpayers.

Figure 7-2 Chelan Parks and Recreation Values



7.1.2. Vision/Mission

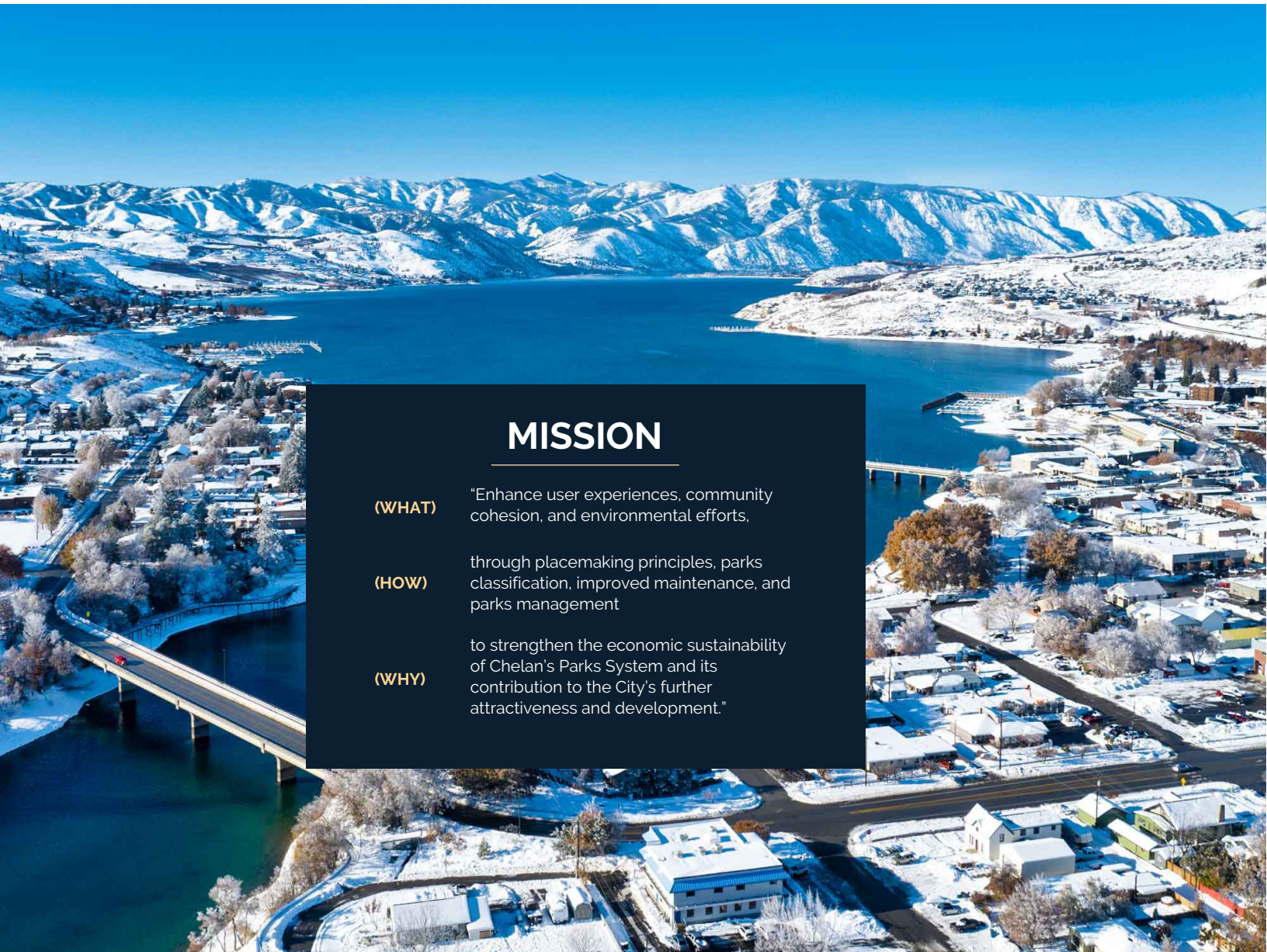
Figure 7-3 Parks and Recreation key player in 7 of the 8 goals from Chelan's Comprehensive Plan



(1) Equitable access

Developing Chelan's vision for the future of its Parks and Recreation Department is an exercise in funneling various input strands into a statement which matches its position and role in the region, is aspirational, combines community wishes with overall departmental activities, and paints a vision for what Chelan Parks can become. Chelan's Parks, Recreation, and Open Space are integral to achieving Chelan's comprehensive goals and overall prosperity.

WHAT	HOW	WHY
<ul style="list-style-type: none"> Delightful User Experiences (Parks, Recreation, Culture) Activated Partnerships and Community Raised Environmental Stewardship of the Parks 	<ul style="list-style-type: none"> Upleveling Parks Placemaking Principles Parks Classification Improved Maintenance Parks Management 	<ul style="list-style-type: none"> Increase the Economic Sustainability of the Parks System Raise the Parks System's Contribution to the City's Growing Attractiveness and Development



MISSION

(WHAT)

"Enhance user experiences, community cohesion, and environmental efforts,

(HOW)

through placemaking principles, parks classification, improved maintenance, and parks management

(WHY)

to strengthen the economic sustainability of Chelan's Parks System and its contribution to the City's further attractiveness and development."

7.1.3. Strategy

The three pillars of Chelan Parks Vision 2030 allow Chelan to leverage its incredibly valuable public park system as a vehicle to achieve its overarching strategic goals. These overarching goals can reach into the realms of:

- Economic development
- Societal cohesion
- Ecological stewardship

Parks, particularly when viewed in context of an interconnected network of public spaces, have the power to strategically transform a community. This plan provides the framework for a potentially transformative paradigm shift for the role of parks within Chelan.

Figure 7-4 Chelan Parks Vision 2030 Three Pillars



7.1.4. Goals and Policies¹

Vision/Mission: A community's best desired future. Goal: A broad, general statement of the desired long-term future state or outcome, toward which the Plan aims.

Goals: indicate what ought to exist in a community or what is desired to be achieved in the future.

Policy: A principle, protocol, or proposal for action that implements a related goal. Decision oriented statements that guide the legislative or administrative body while evaluating a new project or proposed change in ordinance.

¹ Chelan's 2017 Comprehensive Plan, page 1-11

Goal #1: Exemplary Parks - Develop a destination-Parks System attracting visitors and fostering economic development

Parks System Guidance

EP 1. Principles of High-Performance Public Spaces and Placemaking guide parks development and design for all parks within Chelan's parks system.		
<i>Year-Round Usage</i>	EP 1.1.	Prioritize amenities which allow year-round uses such as covered basketball courts, covered batting cages, and picnic shelters.
<i>Placemaking</i>	EP 1.2.	Use placemaking criteria as a means to increase engagement with parks. Develop a placemaking evaluation grid for periodic park evaluations. Curate views, include public art, include great signage to inform and delight
<i>Parks Classification</i>	EP 1.3.	Maintain and develop the parks classification system found in Chapter 2 of this plan, and ensure all current and future parks are classified according to its distinct categories.
<i>Identity</i>	EP 1.4.	Give each park facility a unique sense of place by developing a unique branding identity for the distinct parks.
<i>Branding</i>	EP 1.5.	Highlight the unique identity of each park in Chelan through branding assets and Department communication
<i>Wayfinding</i>	EP 1.6.	Incorporate a systemwide wayfinding and signage template for all parks and trails to promote the City's identity and the visibility of City parks and facilities.
<i>Multiple Use</i>	EP 1.7.	When possible, ensure facilities such as sport courts are designed for multiple uses and meet the recreational values of the Chelan community. Allow flexibility in design to accommodate ever-changing recreational trends.
EP 2. Environmental and Cultural Stewardship		
<i>Conservation</i>	EP 2.1.	Continue to proactively preserve core conservation areas as opportunities present themselves
<i>Sustainability & Water Quality</i>	EP 2.2.	Incorporate sustainable landscaping and facilities that limit water usage and energy consumption, such as drought-resistant landscaping and low impact development.
<i>Tree Canopy</i>	EP 2.3.	Plant and protect native or large canopy trees to provide shade, sequester carbon, filter the air, reduce urban heat, and support the City's designation as a Tree City USA. Consider planting climate-adaptive plants that can withstand the region's forecasted hotter, drier summers
<i>Art</i>	EP 2.4.	Include public art and exemplary design at every scale of development.
EP 3. Parks Maintenance fosters positive visitor experiences.		
<i>Amenities</i>	EP 3.1.	Repair, upgrade, and/or replace low scoring amenities from the inventory assessment
<i>Restrooms</i>	EP 3.2.	Provide upgraded and efficient operations of park restrooms
<i>Safety</i>	EP 3.3.	Prioritize and improve safety and security in parks and facilities through appropriate design and maintenance.
<i>Maintenance Satisfaction</i>	EP 3.4.	Ensure maintenance is timely and efficient, honoring park visitors and residents
EP 4. Equity ensures parks are welcoming and engaging for residents and visitors of all ages, ethnicities, cultures, abilities, and incomes.		
<i>Accessibility</i>	EP 4.1.	Expand greenways, pathways, and trail connections which are accessible and inclusive to all
<i>ADA Accessibility</i>	EP 4.2.	Update existing trails to ensure ADA compliance and provide high-quality physical and visual access to Lake Chelan

<i>Proximity</i>	EP 4.3.	Ensure recreation opportunities are equitably distributed around the City, ensuring most residents are able to walk to a park within 10 minutes
<i>Lake Access</i>	EP 4.4.	Ensure the proposed Lake Access Pocket Parks are completed and integrate a robust sense of place in their construction. Ensure the walking paths within the Lake Access Pocket Parks are ADA compliant
<i>Equitable Activity</i>	EP 4.5.	Provide a variety of services to benefit the broadest range of age, ability, need, and socioeconomic status.
<i>Affordability</i>	EP 4.6.	Use the cost recovery pyramid for parks, which is a framework that categorizes services based on their level of community benefit versus individual benefit, guiding how much of their costs should be recovered through user fees versus public funding.

Signature Parks Guidance

EP 5. Invest in Chelan's Waterfront (Don Morse and Marina Parks) and Lakeside Parks to become destination Parks bringing visitors to Chelan

<i>Amphitheater</i>	EP 5.1.	Identify the next steps to implement an outdoor amphitheater space in Don Morse Park, and ensure its implementation is consistent with the goals in this plan.
<i>Destination Playground</i>	EP 5.2.	Identify the next steps to implement a destination-quality playground at Don Morse Park, and ensure its implementation is consistent with the goals in this plan
<i>Waterfront Promenade</i>	EP 5.3.	Identify the next steps to implement a promenade linking the City Waterfront along Lakeshore Marina and Don Morse Park, and ensure implementation is consistent with the goals in this plan

Enterprise Parks Guidance

EP 6. Develop Park Enterprises to keep them viable, innovative, providing delightful customer experiences to which patrons return

<i>Market tracking</i>	EP 6.1.	Ensure our offerings remain competitive and stay on top of the market, continuously monitor local and beyond actors and their offering
<i>Innovative</i>	EP 6.2.	Continue to innovate unique visitor experiences leveraging the unique natural advantages of Chelan and attract diversified clientele
<i>User Satisfaction</i>	EP 6.3.	Collect visitor feedback as part of their visit and act on the improvement areas identified

Trails and Pathways Guidance

EP 7. Create an interconnected public network by developing a "hub-and-spoke" system of linkages between parks, downtown, the lake, and other keys hubs of activity

<i>Non motorized Access</i>	EP 7.1.	Identify gaps in non-motorized connectivity and coordinate a strategy to meet the level of service needs for the parts of the community not being served by existing and proposed infrastructure.
<i>Greenway Design Standards</i>	EP 7.2.	Develop greenway design standards with multidisciplinary and multidepartment involvement to ensure citywide consistency and approval.
<i>Major Trails</i>	EP 7.3.	Continue the design and funding opportunities for the Lakeside and Northshore Trails.

Goal #2: Engaged Community - Establish the Parks System as a social cohesion mechanism

<i>Public Input</i>	EC 1..	Incorporate public participation and community interests when implementing new amenities, programming, and facilities
<i>Economic Benefits</i>	EC 2.	Enhance public recognition of the direct and indirect benefits of the Department's role in the economy of Chelan.
<i>Transparency</i>	EC 3.	Increase public access to information regarding the Department's funding sources and allocations in order to promote transparency.
<i>Pro-active communication</i>	EC 4.	Develop a process to deliver regular newsletters and social media posts to Chelan residents regarding the Parks and Recreation Department's events and programming. Collect contact information for people who would like to be on mailing lists to receive updates about . programs, events, and services.
<i>Partners</i>	EC 5.	Provide responsive park services through coordinated planning with other City Departments, the Lake Chelan School District, Chelan County, the Chelan Chamber of Commerce, and relevant local, County, regional, and national agencies.
<i>Volunteers</i>	EC 6.	Continue to develop opportunities for volunteers to participate in the Parks and Recreation mission. Support volunteer park beautification programs

Goal #3: Operational Sustainability – Set up Parks and Recreation Department to Deliver Successfully on the Chelan Parks Vision 2030

<i>Funding</i>	OS 1.	Deploy secure funding strategies commensurate with the Capital Facilities Plan included in this PROS, and without which any vision execution will be impossible. Diversify funding sources, considering sponsorships, bond measures, operational levies, sales taxes and other alternatives to fund capital projects, operations, maintenance, and programming.
<i>Management Bandwidth</i>	OS 2.	Free up management capacity to cover sustainably day-to-day operations oversight, capital improvement project management, and grant writing, all three critical to the realization of the Chelan Parks Vision 2030.
<i>Grant Writing</i>	OS 3.	Ensure staff capacity for grant writing, grant management, solicitation of sponsorships and donations, and exploration of new revenue sources
<i>Strategic accountability</i>	OS 3.	Facilitate annual progress report for the Chelan Parks Vision 2030 and its Capital Facilities Plan with particular attention to the roadblocks. Update the PROS Plan every six years to identify and document evolving parkland and recreation needs and maintain grant eligibility.
<i>Metrics</i>	OS 4.	Manage the activity with metrics as possible, at the minimum establish a parks visitor count methodology as soon as possible, and an amenities satisfaction monitoring
<i>Tech & Fin Support</i>	OS 5.	Continue to invest in the right level of technology and finance granularity to manage the activity without overloading the lean team.
<i>Asset Management</i>	OS 6.	Track and evaluate park and facility age and lifecycles and incorporate this information into annual budgeting and workplans to prioritize repair and replacement needs.
<i>Prioritization</i>	OS 7.	Update the maintenance backlog (asset management) and continue usage of a transparent prioritization framework to guide investments. Set upfront and adjust annually as needed funding envelopes for new (re-)development vs. maintenance (repair or replace landscaping, infrastructure, facilities, and equipment when old & worn.
<i>Certification</i>	OS 8.	Investigate and potentially pursue CAPRA certification providing aspiration and specific practices for a best in class Parks Department

We have covered Chelan's Parks & Recreation Values, Mission, Strategy, and Goals with Policies. We are now delving into more depth, by covering first the supporting the Engaged Community strategy pillar (7.2) and second the Operational Sustainability pillar (7.3). We will keep the Exemplary Parks pillar last, where we will envision what the opportunities for our Parks may look like (7.4).

7.2 Engaged Community

An engaged community builds better democracies. We are a public agency, and we serve the public, specifically the citizens of Chelan and we also support the over five million visits per year that our Chelan Valley receives. We provide a tax-free parks system to Chelan residents, we provide recreational programming at a loss to support local families, we provide free access to our parks and open spaces and we strive to provide equity of access to all users. Building community is inherently a community activity and we are honored to serve a community with such robust participation. We have never had a poorly attended parks outreach function – people in Chelan care deeply about their parks.

Figure 7-5 A Sunday Afternoon on the Island of La Grande Jatte by Georges Seurat



As a result, the 2nd pillar of our Parks 2030 vision is to maintain and nurture an Engaged Community. It will come to life, first, as a core principle, by getting public Participation in all design development, and second, by achieving the following Objectives and implementation strategies

Figure 7-6 Engaged Community Actions

Pillar	Objective	Actions/Implementation Strategies
Engaged Community	Communications	Maintain and nurture an engaged community with Chelan Parks through increased communication
	P2 Regular/annual community feedback on Parks plans	Communicate this plan and continually refine based on community feedback through Boards park, user survey, user meetups, etc.
	P3 Regular Parks outbound communications	Communication – regular social media posts and newsletter sent to users who opted-in using the new recreation software

Branding		Maintain and nurture an engaged community with Chelan Parks through increased differentiated brand and visual identity
P3	Parks differentiated branding and visual identity	Develop branding to strengthen park and park system unique identity
P3	Signage	Incorporate into park signage, marketing materials, etc.
Partnerships		Leverage Parks impact through vibrant community partnerships
P2	Stakeholder partnerships	Develop and deepen community partnerships with peers, school, system Chamber of Commerce, Conservation Groups, Downtown Business Association, and others by hosting periodic meetups with: <ul style="list-style-type: none"> • neighboring parks and outdoor recreation providers • private athletic recreation providers, school athletic organizers, and private youth athletic leagues to foster cooperation and meeting community needs cooperatively.
P3	Trails planning partnership	Continue participating in TREAD meetings and proceedings, Lake Chelan Trails Alliance and other potential regional trail partners,
Volunteer Opportunities		Maintain and nurture an engaged community with Chelan Parks through continued volunteering opportunities
P3	Volunteer-based recreational programming	Continue to use Volunteer Coaches for Recreational Programming
P3	Volunteer-based Park enhancement programs	Continue to foster volunteer opportunities such as Lake Clean UP w/ Lake Chelan Blue, Pollinator planting days with Rotary, and allowing events to start in the park, such as Cascade Bicycle Club
Recreation		Maintain and nurture an engaged community with Chelan Parks through continued recreational opportunities and their improved management
P3	Recreational opportunities	Continue to develop recreational opportunities (See Chapter 5 Discussion)
P3	New Recreation Management Software implementation	Implement New Recreation Management Software in 2024 to enhance customer service, convenience, and efficiency
Events		Host events in Chelan's parks to animate the community and be a magnet for tourist visitors
P3	Tree City USA	Maintain Tree City USA status and continue the annual Arbor Day celebration.
P3	Maintain and expand Chelan Parks-hosted events	Continue to host Winterfest, Mahogany and Merlot and other festivals that bring life to our community

P1: Strategy Enabler = The vision cannot get executed without P1 actions happening || P2: Key Success Factor = The Vision cannot be *successfully* executed without P2 Actions happening || P3: Actions from the Chelan Parks Vision 2030



Figure 7-7 Don Morse planting trees with Boy Scouts. This pillar of our community served as a mentor to generations of Chelan's youth.

7.3 Operational Sustainability

The Exemplary Parks and the Community Engagement pillars laid out, while inspirational, will remain aspirational only if they were not supported by the third pillar of Organizational Sustainability. That pillar, in turn, has three facets:

- Achieve Parks fiscal sustainability to fund Parks transformation above and beyond business as usual and enable the execution of the Chelan Parks Vision 2030.
- Implement foundational Parks management practices to increase effectiveness and accountability.
- Maximize existing resources with improved training and enable the execution of the 2030 vision by adding planning headcount in addition to teams focused on business as usual (as opposed to Parks transformation)

Pillar	Objective	Actions/Implementation Strategies
Engaged Community	Leadership Focus	Increase the professional management bandwidth to allow the Chelan Parks Vision 2030 to see the light of day
	P1 Assistant Director Recruitment	Vacant position since 2020. Once hired, to focus internally on day to day operations: direct management of daily operations, budgeting, managing personnel. Potential succession plan. 2024 budgeted position.
	P1 Capital Project Management	Capital Improvement Projects to have dedicated capital project managers either contracted out and included in the

Pillar	Objective	Actions/Implementation Strategies
		cost of the project, or by resource sharing with Public Works department.
P1	Grant Writing and stakeholder management	With assistant director and capital management project in place, the Department Leader can expand time spent on all Department initiatives from this Plan, and critically on Grant Writing as part of the Vision's funding strategy
Finance		
P1	Execute Funding Strategy	Prevent yet another Plan to become shelfware, and support it by executing a realistic and sustainable funding strategy (see Discussion in Chapter 8)
P2	Accounting Structure ⁽¹⁾	Simplify the management of the Parks and Recreation management and reporting, and allow to increase accountability from respective supervisors – See detail below.
Metrics		
P1	Visitor Count	Determine with more precision the Parks load through the year that drive Parks costs, through cars traffic counter or Chamber of Commerce AI data-sharing agreement (cellphone user data), or other approaches
P3	Park Goers Satisfaction	Develop repeatable usage and satisfaction polling systems (embedded in check-out processes and surveys) that will project customer service mentality, orient management to pain points needing improvement, and motivate employees by recognizing progress
Strategy		
P1	Investment prioritization framework	Develop an investment prioritization decision making framework to achieve predictability, reliability and transparency on projects funding and sequencing and thus enable the execution of Chelan 2030 Parks Vision
P2	PROS Plan progress tracking	Facilitate annual Parks strategy workshop with council at the end of summer before entering the budget season and review the PROS plan progress in its three pillars: exemplary parks, engaged community and operational sustainability
P3	Parks System Economic Impact Study	Commission an Economic Impact Study for the RV Park and for the City Waterfront
P3	5-year revenue strategy for enterprise Parks	Based on user projections and pricing strategies, document the 5-year revenue plans for the municipal golf (Per Golf Pricing Strategy) and the RV park(Per RV Park Market Study) respectively; thus providing sustainable growth goals and predictability for the City's and Parks financial planning.
Recreation		
P3	Backfill Recreation Coordinator Position	Hire recreation coordinator after retirement of current one, at the level of re-investment decided (recommended 1 FTE)
P3	Recreation Offering Review	Review desirable offerings, delivery model and potential partners

Pillar	Objective	Actions/Implementation Strategies
	Technology	Enable the team to remain efficient and customer-focused with support of productive software for their respective functions
	P3 RV Management Software	RV Park Reservation Software Upgrade (complete) - enhance customer service, convenience, and efficiency
	P3 Golf POS Upgrade	Golf POS Upgrade (complete – reduction in credit card fees paid for the software)
	P3 Maintenance Facilities Management Software	Facilities maintenance software is important because it streamlines the management and scheduling of maintenance tasks, ensuring timely repairs and upkeep, which prolongs the lifespan of assets and enhances operational efficiency. This will be implement when staff levels allow it's efficient implementation and operation.
	P3 New Recreation Management Software implementation	Implement New Recreation Management Software in 2024 to enhance customer service, convenience, and efficiency
	Team	Maximize existing resources with improved training
	P3 Staffing Training	Increase efficiency of existing resources as well as their employee satisfaction level by identifying relevant training opportunities
	Park System Certification	Set the Chelan Parks System on the Path to operate as a system of Excellence, providing guiding standards and goals through the certification process
	P3 CAPRA accreditation study	Commision a study to assess what it would take for Chelan's Parks System to achieve the CAPRA Accreditation, delivered by NRPA's Commission for Accreditation of Park and Recreation Agencies (CAPRA) which would ascertain and advertize Chelan's state of the art Parks System.

P1: Strategy Enabler - The vision cannot get executed without P1 actions happening || P2: Key Success Factor - The Vision cannot be successfully executed without P2 Actions happening || P3: Actions from the Chelan Parks Vision 2030

(1) Parks and Operations accounting and tracking of performance could be made simpler with a more granular accounting structure more similar to the approach used for Public Works, as proposed below

Public Work Funds	Operating	Capital	Debt
Street	101	302	
Sanitation	403		
Sewer	400	407	
Water	401	406	
Equipment	502		
Utility			402

Parks & Recreation funds	Operating	Capital	Debt
Today			
Parks and Recreation	110	310	
Proposed			
General Parks	xxx	xxx	
RV	xxx	xxx	
Golf	xxx	xxx	
Recreation	xxx		
Equipment	Join 502 or separate?		
Parks & Recreation			xxx
Downtown			

7.4 Exemplary Parks

7.4.1. Vision Boards Introduction

Our Chelan Parks Vision 2030 project backlog is listed below. All projects type "Ops & Maint" and "Upgrade/Replacement" are carried over from our Asset Management analysis from Chapter 6 Section 1 Maintenance. Added here are the projects type "Master Plan" or "New Development". Costs for these respective projects will be discussed and analyzed in implementation chapter 8. For now, we will share vision boards for the key projects, focusing on new developments, and projects of particular interest to city leadership at different points in time. These projects for which we provide a vision board are marked in green in the table below.

The Waterfront, grouping of Don Morse and the Marina receives the bulk of the efforts in the Chelan Parks Vision 2030, as one would expect given

(a) the tremendous potential of the lakeshore,

(b) the need to replace assets past their useful life and below today's visitor capacity, leading to an opportunity to re-develop, and

(c) the proximity to historic Chelan and the downtown and Chelan economic benefits of making the Waterfront a destination attracting visitors to Chelan.

Figure 7-8 Chelan Parks Vision 2030 Project List

Park	Project type	Project
Waterfront	D - New Dev	Outdoor Amphitheater - Don Morse
		Covered structures - Don Morse
	MP - Master planning	Downtown-Waterfront corridor - Don Morse
		Ice rink feasibility - Don Morse
	O&M – Ops & Maint.	Seawall Renovation - Marina
		Tennis Court - Don Morse
	R - Upgrade/ Replacement	Destination Quality Playground - Don Morse
		Skatepark - Don Morse
		Parking Lots - Don Morse
		Parking Lots - Marina
		Waterfront Promenade - Don Morse
		Restrooms - Marina
		Restrooms - Don Morse
		Waterfront Promenade - Marina
Lake_Chelan_Golf_Course	O&M – Ops & Maint.	Asphalt path
	R - Upgrade/ Replacement	Golf Course Irrigation
Lakeshore_RV_Park	D - New Dev	Year-round Glamping
	O&M – Ops & Maint.	RV roadway and pads
	R - Upgrade/ Replacement	Utility Infrastructure Upgrade
Lakeside_Park	MP - Master planning	Picnic Table
		Future Lakeside Park's improvements
Lake_Access_Points	R - Upgrade/ Replacement	Lakeside Park Improvements - Design
		Lake Access Pocket Parks
Chelan_Gorge_Park	D - New Dev	Lake Access Pocket Parks
	MP - Master planning	Chelan Gorge Master Plan
Parks_System	R - Upgrade/ Replacement	Ballfield
		Lady of the Lake Subarea Plan
		Downtown & Waterfront sub-area plan
	MP - Master planning	ADA audit & Transition Plan
		Waterfront Impact
		Recreation management software
		Spader Bay Park Master Plan
Spader_Bay Trails	MP - Master planning	Northshore Trail
		Trail Design Standards
		Southshore Trail
		Lakeside Trail/Path Extension
		Additional Trail Corridors
		Non-motorized Transportation and Trails Master Plan

7.4.2. Exemplary Parks Vision Boards

Figure 7-9 Key Projects Vision Board

Board	Opportunity & Vision Narrative	Key Success Factors
1 Waterfront – Overall Master Plan		
	<p>City Waterfront has not been referred to as such, and it needn't be, but it is useful to conceive of it this way because it is in fact one continuous expanse of lake frontage which contains both the Lakeshore Marina and Don Morse Park</p> <p>Amenities past useful life, needing replacement provide opportunity to re-develop</p> <p>Develop to support the overall tourism and economic development interests of Chelan, while providing places, and amenities for those of us who live here year-round</p>	<p>Placemaking: Curated views, differentiation, more historical & cultural references, public art, great signage to inform</p> <p>Small town feel, access to the lake, the natural environment, and outdoor recreation opportunities</p> <p>Universal design: Accessible to all, ADA compliant</p>
2 Waterfront – Restrooms		
	<p>Restrooms were listed as the most used feature of our parks. Capacity issues have plagued our parks during the summer peak with rows of sanitation being a necessary evil to maintain adequate hygiene. Not a great advertisement to come visit Chelan, and not pleasant for residents. Restrooms are functional but also architectural structures. Because of their frequent placement within urban environments, the importance of their visual role is worthy of careful consideration. Elevating the mundane through smart, practical, and memorable design is what is encapsulated in the vision boards.</p>	<p>Undergrounding the restrooms wouldn't restrict lake views while remaining light filled and airy with our lake breeze.</p> <p>Universal Design: going beyond ADA to design for all ages.</p> <p>Capacity: we need sufficient capacity to meet the needs of our visitors.</p>
3 Waterfront – Playground		
	<p>Chelan once had a signature playground piece, the Giganta robot, which always brings smiles to folks who remember it. It is time for Chelan to have another destination playground to match our destination status. Like many projects on this list, this is a replace an uplevel an old unsuitable playground with something more suitable for Chelan. Childhood development requires imaginative creative play, let's provide our community and our state with a place where creativity reigns, where exercise is robust, and memories are made.</p>	<p>Community Pride: this should be a playground that the entire community will be proud of for many years to come.</p> <p>Landmark: this playground will be significant enough to feature in the Chamber of Commerce's marketing of Chelan along with the rest of our waterfront.</p>
4 Waterfront – Promenade		
	<p>Extend the riverwalk greenway going through downtown to the City Waterfront, so walkers, runners, and dog walkers could have a safe loop with both River and Lake Access.</p> <p>ADA trails within parks open up a valuable natural resource, our lake, to users of all abilities. We have a responsibility to serve our widest user base of citizens and visitors. Twenty four percent (24%) of our population is over the age of 65 as compared to Chelan Co 19% and WA state 15.5%. Nearly twenty one percent (20.9 %) have a disability compared to 14.7% in WA state and 13.5% nationally. ADA compliant walking trails can accommodate these park goers.</p>	<p>Placemaking: curated views, consistent furnishings (benches)</p> <p>Accessibility (ADA)</p> <p>Safety (lighting)</p> <p>Downtown continuity</p> <p>Multi-modal: bicycles and pedestrians</p>
5 Waterfront – Amphitheater		
	<p>Can you imagine enjoying a concert overlooking the lake? How about a movie night, high school play, or a superior venue for enjoying old traditions like our polar bear plunge and winterfest bonfire? With over 1,000 hotel rooms in Chelan, we could fill them with events from this space.</p> <p>And when there is no event, the open space remains for sunbathing, relaxing, or throwing a frisbee.</p>	<p>Placemaking: Incorporate the terrain</p> <p>Non-intrusive: event traffic not crowding out other recreational activities (time sharing – day-time vs. night-time, and space-sharing)</p> <p>Multi-use: event and simple recreational</p> <p>Partnership: production operator managing the programming</p>
6 Waterfront – Skate Park		
	<p>Grindline Skateparks has designed a conceptual skatepark design which includes concrete bowl features and an integrated pump track. While the specifics of this feature can be modified, there is not doubt that an inground skatepark would be a significant upgrade from the existing maintenance intensive skatelike skatepark.</p>	<p>Integration into the landscape, shade trees, desired sub-features, 70% of market is street.</p>

7 Waterfront – Ice Rink



The concept of an ice rink has been floated for many years, and these amenities are popular at ski resorts and village centers in many tourist centers. After the "bones" of the City Waterfront meet Chelan's community standards we should consider this as a value add. New rinks can incorporate spray features in the summer with ice in the winter.

Multi-use: finding a right balance for winter and summer usage. Upleveling to fit within.

Placemaking: drawing upon the examples in the vision board and other sources

Feasibility Planning: As an enterprise this should have a business plan associated with it.

8 Lakeside - Improvements



These improvements will address restroom quality and capacity, water safety, install a dock with low lifecycle costs, provide beach enhancement, and new play features.

Do no harm. Any improvements to Lakeside should be done so as to retain the beautiful open space that makes this park so special.

9 Chelan Gorge – Ballfield



Strong community interest in retaining the tradition of **baseball facilities** at this park, particularly for younger users. Tournament hosting typically need a fourplex in order to run efficiently, and tournaments would support Chelan's goal of increasing economic activity during the spring and fall months, our so-called shoulder season. Similarly, incorporating features such as covered batting cages would allow for batting practice during the winter

A **continuation of riverwalk** park trail so that walkers and joggers can continue a loop around this park

Local focus, **community backyard**, senior center focused amenities. With proximity to the Senior Center, the Food Bank, Chelan Valley Hope and Riverwalk Park, Chelan Gorge Park can easily become a cherished community asset with adequate investment.

Amenities which best serve local desires

all of the **placemaking** tools in the design toolbox, aesthetics, universal design, public art

Multi-use: sports, walking/running/dog walking, gardening

Accessibility: Equitable access

Activated parks: Volunteer opportunities, sense of community ownership

Safety: Lighting || **Year-round**

10 RV – Glamping



Glamping, or glamour camping. People who go on vacation often decide between comfort or camping. A new paradigm upends this dichotomy by inviting vacationers to engage nature in a very intimate way while giving them new type of camping experience: glamping.

Infrastructure upkeep/re-invest

Innovative experiences, re-invent to stay competitive and match latest user expectations

Entrepreneurial flexibility to experiment and measure

Tiered offering to provide **differentiated experiences** for various customer segments (e.g. airlines' economy class vs. first class)

Lake Access Pocket Parks



provide additional lake access along road ends once flooded by the creation of the Chelan Gorge Dam. The statistically valid survey listed increased lake access as their number one priority

Integration into the surrounding parcels

Placemaking principles, universal design, differentiation

Linking of these parks via trails along the lake.

Effective **wayfinding**

Low maintenance design

Conservation – Spader Bay



Conserve areas that provide ecological, cultural, or other intrinsic value. That areas of open space, free of recreational programming are valuable in their own right and should be conserved for future generations. Spader Bay will be largely left in conservation as it would be cost prohibitive in the near future to develop. However, there is a developable portion of the property, trails & water access points are possible as well. Spader Bay's conservation serves not just an ecological function but a cultural reminder of what this hillside was before development. This photo provided by Terry Oneal is from May of 1950.

Pro-active identification of potential parcels

Diligent mobilization of funding for winning opportunities

Ascending reputation of Chelan's Parks to spur potential donations

Figure 7-10 Don Morse Master Plan



DON MORSE PARK CONCEPT PLAN
Possible Element Phasing in 2023 dollars
10/13/2022



Don Morse Memorial Park Concept Plan



- 1 Regional Skatepark (see p. 12 for enlargement)
- 2 Performance lawn (see p. 14 for enlargement)
- 3 Playground (see p. 15 for enlargement)
- 4 Marina (see p. 16 for enlargement)
- 5 Reuse concrete pad for full court basketball, practice hoop, and seating
- 6 Remove path and fence to allow circulation into park
- 7 New park sign
- 8 New parking lots, net addition of 36 stalls
- 9 Updated maintenance facility
- 10 Existing tennis and pickleball courts
- 11 Entry plaza
- 12 Enhanced gathering space at existing shelter
- 13 Accessible path connection from upper to lower park
- 14 Terraced seating
- 15 Extended connecting stairs
- 16 New docks and swim area
- 17 Accessible path connection along lower park to marina
- 18 Stairs and accessible ramp
- 19 Restroom and park storage at beach level
- 20 Existing minigolf
- 21 Existing volleyball
- 22 Existing go-carts

WATERFRONT - RESTROOMS



Underground Restrooms can be open and airy. Tongva Park, Santa Monica, CA - Fredrick Fisher & Partners



Individual restrooms maximize space Tongva Park, Santa Monica, CA - Fredrick Fisher & Partners



Portland Loos are an attractive option with a long life cycle.



Lake Breezes would ensure ample ventilation.

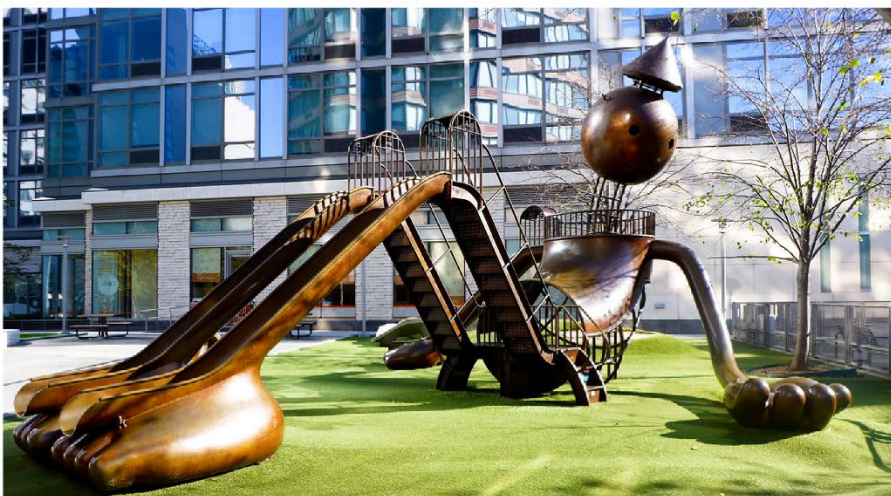
WATERFRONT - DESTINATION PLAYGROUND



This custom playground in Hillsboro Oregon is built for inclusive play.



Art meets play at Plerce's Park in Baltimore Maryland.



An homage to the former Chelan Robot Playground could be a fun feature.



Chelan's Robot

WATERFRONT - DESTINATION PLAYGROUND



Creating lasting memories through differentiated playgrounds.



Custom playground in Pittsboro, NC.



Off the shelf playgrounds can be great too.



Custom Play

WATERFRONT - CHELAN PROMENADE



Chelan has a higher % of elderly than both the nation and the state; can most seniors safely access the lake?



Restrooms, Paths, and the Beach are the most used features at Don Morse Park.

Stanley Park, BC

Kelowna, Canada



ADA Accessible trails and Universal Design allow all users to enjoy the lake that sustains our community.

WATERFRONT - CHELAN PROMENADE



Retain the Look and Feel of Chelan - this could easily be Lakeside Park.



Rendering of the Chelan Promenade by Berger Partnership.



Victoria, BC James Bay
Staff Photo PHH

Street furniture provide comfort and fun for all while affording seniors the ability to take longer walks.

WATERFRONT OUTDOOR AMPHITHEATRE



Serves as Open Space for picnicing, sunbathing, or frisbee when no events are programmed



Scott Amphitheatre, Swarthmore College, PA



Washington Park Amphitheatre, Portland, OR



Lake Merritt Amphitheatre, Oakland CA

WATERFRONT OUTDOOR AMPHITHEATRE



What concerts would you want to see in Chelan?



Winterfest & High School Band/ Theatre Performances



Celebrate our Community

LAKE CHELAN

WINE AND JAZZ

FESTIVAL

May 16 - 19, 2024

FEEL THE EXCITEMENT: A Jazzy Journey Around Lake Chelan

SKATEPARK



Rendering of skatepark concept by Grindline and Berger Partnership.



Sauna for winter appeal



50 Community Members of all ages came out to an August 2022 Skatepark Meeting to provide feedback

ICE RINK - LONG TERM POTENTIAL



Bill Collier Ice Arena, Klamath, OR



Suncadia Resort near Cle Elem, WA



Fort Wayne, Indiana



Prospect Park, Brooklyn

ICE RINK - LONG TERM POTENTIAL



Ice Rink Splash Pad Combination - Sherbourne Common, Paul Quarrington Rink, Toronto, Canada



Copper Mountain Ski Resort, Frisco, CO



Heavenly Resort, Lake Tahoe, CA



Whistler, BC

CHELAN GORGE PARK



Concept Sketch of 4 plex, walking trail, play area.

Opportunities for multigenerational programming.



Baseball themed public art adds fun.



Multiuse fields add flexibility. Turf may offer lifecycle savings.



A simple entrance feature can elevate the entire facility creating a sense of place and community pride.

GLAMPING - LONG TERM POTENTIAL



Unique Treehouses



Sauna for winter appeal



Airstream Camp Models are designed for stationary use.



PreFab Tiny Homes just need installation

LAKESIDE IMPROVEMENTS



EXISTING RESTROOM



INTERIOR

PROJECT DESIGN - RESTROOM RENOVATION

