

Chelan Parks Vision 2030

Parks, Recreation, and Open Space Plan (PROS)

City of Chelan, Washington

2024 - 2030

Adopted May 28, 2024



ACKNOWLEDGMENTS

| | | | |
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Reviewing Agency: City of Chelan

Paul Horne, the City of Chelan's Parks Director would like to extend sincere thanks and gratitude to parks staff, for making the parks hum day after day rain or shine, as well as local city leadership, stakeholders, the patient support of expert consulting firms in the field (SCJ Alliance, Berry Dunn/Greenplay Inc., RRC Associates) and the two thousand plus community members who took part in the development of this plan. This collaborative approach allowed for the creation of a Chelan specific PROS Plan that effectively combines the local insights of community members and stakeholders with the multidisciplinary experience of the consultants.



CITY OF
CHELAN
PARKS & RECREATION

PARKS PLANNING

A parks and open-space plan outlines a systematic approach to providing parks and recreation services to a community. Parks and open-space resources within a Community include environmental, recreational, scenic, cultural, historic, and urban design elements.

Jan Gehl (1987), the Danish urbanist and architect, states,

"The proper hierarchy of planning is Life, space and buildings, not buildings, space, Life." ¹

Therefore communities need to plan for open spaces that provide a multitude of public functions before development occurs. These functions are numerous and may include:

- Creation of places for recreation
- Support for economic development opportunities
- Development of neighborhood gathering spaces
- Promotion of public health benefits
- Creation of civic and cultural infrastructure
- Shaping patterns of development through open space
- Protection of natural resources and biodiversity

As Chelan continues to grow, our community and its leaders will have many choices to make about how we develop.

Urban planning movements have historically viewed parks as a major organizing principle around which they've designed communities.

The concept of an integrated public realm involves creating a cohesive and accessible network of publicly owned spaces, such as parks, sidewalks, paths, open areas, and public buildings, that collectively enhance the quality of life and foster community interaction.

Parks as a key element in an integrated public realm is important for any community, but it's especially crucial for places like Chelan, where tourism is so closely connected to our parks and natural resources.

Since tourism significantly boosts our local economy, maintaining and improving our parks can ensure that both residents and visitors continue to enjoy Chelan. Thoughtful planning and investment in parks and public spaces will be key to our community's long-term success and vitality.

¹ Eysenbach/American Planning Association. M.E. (2006). Parks and Open Space Plans. In Planning and Urban Design Standards (p.38). Hoboken, N.J. John Wiley & Sons

FOREWARD FROM THE PARKS DIRECTOR

I am proud to present this Chelan Parks Vision 2024-2030 Plan.

We've had over 2,000 interfaces with the public to hear their desires for this Park System. We used multiple methods, from statistically valid surveys mailed to every household, to online surveys, to focus groups, to public forums, to design charettes, to stakeholder groups, and one-on-one sessions with key stakeholders. We met in Council Chambers and in the parks themselves. We heard what people had to say. Parks are important to them, and they want to see improvements to our system.

We asked the Parks and Recreation Advisory Board "what places inspire you and why?"

We asked the community at large "what makes Chelan a great place to live and visit?"

We developed images from what we heard. We presented these vision boards for beautiful promenades, new restrooms, outdoor amphitheaters, and other potential amenities.

Our visually engaging PowerPoint was a big hit in the community. While everyone loved the aspirational images, elected officials, who are responsible for balancing all of the City's resources and providing strategic direction, said, "We love this, AND we want to see how the numbers work to really make this happen." We want to see grounded, real-world, data driven backing for this vision.

Well. . . I think that readers will find that this plan delivers, on both the inspirational community guided vision, as well as a grounded path to achieve it.

We all know that Chelan is already an amazing place to live work and play. With parks as a community priority we can make this amazing place even better. This plan provides a roadmap for a better future.

Sincerely,

Paul H. Horne

Paul Horne, Director of Parks and Recreation



Table of Content

Chapter 1: Introduction and Purpose

| | | |
|-------|---|------|
| 1.1 | Introduction | 1-4 |
| 1.1.1 | Parks Management Philosophy..... | 1-4 |
| 1.1.2 | Core Concept – Social Equity..... | 1-5 |
| 1.1.3 | Core Concept - Universal design | 1-6 |
| 1.1.4 | Core Concept – Parks Benefits..... | 1-7 |
| 1.1.5 | Core Concept - Placemaking | 1-10 |
| 1.1.6 | Core Concept – Integrated Public Realm..... | 1-11 |
| 1.1.7 | Core Concept - Experience Economy | 1-12 |
| 1.2 | Chelan's Parks overview | 1-13 |
| 1.2.1 | Chelan's Parks overview..... | 1-13 |
| 1.2.2 | Chelan's Parks System Introduction | 1-15 |
| 1.2.3 | Chelan's Enterprise Parks | 1-20 |
| 1.3 | PROS Planning 2024..... | 1-23 |
| 1.3.1 | PROS Update..... | 1-23 |
| 1.3.2 | Objective for planning process..... | 1-24 |
| 1.3.3 | Methodology and Structure..... | 1-24 |

Chapter 2: Chelan Community

| | | |
|--------|------------------------------------|------|
| 2.1 | EARLY HISTORY | 2-5 |
| 2.1.1 | Don Morse Park | 2-5 |
| 2.1.2 | Lakeside Park | 2-6 |
| 2.2 | GEOGRAPHY | 2-7 |
| 2.2.1 | Geology and Topography..... | 2-7 |
| 2.2.2 | Hydrology | 2-7 |
| 2.2.3 | Climate..... | 2-8 |
| 2.3 | SOCIAL AND DEMOGRAPHY | 2-9 |
| 2.3.1 | Population..... | 2-9 |
| 2.3.2 | Age & Gender | 2-9 |
| 2.3.3 | Race, Ethnicity, and Language..... | 2-10 |
| 2.3.4 | Income & Poverty..... | 2-11 |
| 2.3.5 | Housing | 2-11 |
| 2.3.6 | Education..... | 2-13 |
| 2.3.7 | Disability | 2-13 |
| 2.3.8 | Health..... | 2-13 |
| 2.3.9 | Transportation & Mobility..... | 2-14 |
| 2.3.10 | Social Vulnerability Index | 2-15 |
| 2.4 | ECONOMY | 2-17 |
| 2.4.1 | Employment and occupations..... | 2-17 |
| 2.4.2 | Employment by industries..... | 2-18 |
| 2.4.3 | Regional Transport Access..... | 2-19 |
| 2.4.4 | Agriculture..... | 2-20 |
| 2.4.5 | Tourism..... | 2-21 |

| | |
|------------------------------------|------|
| 2.4.6. Tapestry Segmentation | 2-26 |
|------------------------------------|------|

Chapter 3: Planning Review

| | |
|--|------|
| 3.1 GROWTH MANAGEMENT ACT | 3-4 |
| 3.1.1 Overview | 3-4 |
| 3.1.1. Specific Elements | 3-6 |
| 3.2 CONTEXT – APPLICABLE PLANS REVIEW | 3-7 |
| 3.1.1. Applicable Plans | 3-7 |
| 3.1.2. Chelan County Multimodal Pathways Plan (Chelan County, 2021) | 3-7 |
| 3.1.3. Lake Chelan Community Open Space Vision (The Trust for Public Land, 2018) | 3-9 |
| 3.1.4. Comprehensive Plan (Chelan County, 2017) | 3-11 |
| 3.1.5. Downtown Master Plan (City of Chelan, 2010) | 3-14 |
| 3.1.6. Shoreline Master Program (Chelan County, 2021) | 3-15 |
| Shoreline Master Program (City of Chelan, 2016) | 3-16 |
| 3.2 FOCUS - 2016 PROS RETROSPECTIVE | 3-16 |
| 3.2.1. 2009-2016 Parks System Economic Performance | 3-16 |
| 3.2.2. LOS Standards | 3-19 |
| 3.2.3. 2016 PROS Action Plan Retrospective | 3-19 |
| 3.3 FOCUS - 2017 CHELAN COMPREHENSIVE PLAN | 3-21 |
| 3.1.1. 2017 Comprehensive Plan Goals | 3-21 |
| 3.3.1. 2017 Chelan Comprehensive Plan Sections Relevant to Parks and Recreation | 3-22 |
| 3.3.2. 2027 Capital Facilities Plan for Parks and Recreation | 3-24 |
| CONCLUSION | 3-25 |

Chapter 4: Parks System Review

| | |
|---|------|
| 4.1 PARKS SYSTEM INVENTORY | 4-7 |
| 4.1.1 City of Chelan Park System Inventory | 4-7 |
| 4.1.2 Alternative Providers Parks System Inventory | 4-10 |
| 4.1.3 Physical Inventory of Chelan Area Parks and Amenities | 4-12 |
| 4.1.4 Chelan Parks System Benchmarks (GRASP) | 4-13 |
| 4.2 RELEVANT PARKS AND RECREATION TRENDS | 4-15 |
| 4.2.1 National Trends | 4-15 |
| 4.2.2 Washington State Trends | 4-23 |
| 4.3 COMMUNITY ENGAGEMENT | 4-24 |
| 4.3.1 Community Engagement Process | 4-24 |
| 4.3.2 2021 Focus Groups | 4-25 |
| 4.3.3 2021 Statistically Valid Survey | 4-26 |
| 4.3.4 Recreation Activities & Specific Chelan Demographics | 4-30 |
| 4.3.5 2023 Needs Assessment Survey | 4-35 |
| 4.4 LEVEL OF SERVICE - ACCESS AND CONNECTIVITY | 4-38 |
| 4.4.1 Acreage Level of Service | 4-38 |
| 4.4.1 Access Level of Service | 4-41 |
| 4.4.2 Neighborhood Access to Outdoor Recreation Opportunities | 4-44 |
| 4.4.3 Amenities Level of Service | 4-46 |
| 4.4.4 2023 Community Mapping Survey | 4-49 |
| 4.4.5 Level of Service Accessibility Summary | 4-57 |

| | | |
|--------|---|-------|
| 4.5 | LEVEL OF SERVICE – EXPERIENCE AND SWOT | 4-58 |
| 4.5.1 | Physical Inventory Assessment and SWOT Analysis Introduction..... | 4-58 |
| 4.5.2 | Community Input on Level of Satisfaction with existing amenities | 4-59 |
| 4.5.3 | Signature Park - Don Morse Memorial Park..... | 4-62 |
| 4.5.4 | Signature Park - Lakeshore Marina | 4-69 |
| 4.5.5 | Signature Park - Lakeside Park..... | 4-73 |
| 4.5.6 | Neighborhood Parks - Chelan Gorge Park..... | 4-80 |
| 4.5.7 | Enterprise Parks - Lakeshore RV Park | 4-88 |
| 4.5.8 | Enterprise Parks - Lake Chelan Golf Course..... | 4-92 |
| 4.5.9 | Pocket Parks – Pingrey Park..... | 4-98 |
| 4.5.10 | Conservation Areas - Spader Bay | 4-102 |
| 4.5.11 | Synthesis Parks System Experience and SWOT | 4-103 |
| 4.6 | SYNTH PARKS SYSTEM EXISTING CONDITIONS AND NEEDS – POTENTIAL AND PROPOSED PROJECTS..... | 4-107 |

Chapter 5: Recreation Programming Review

| | | |
|--------|---|------|
| 5.1. | TYPICAL RECREATION PROGRAMMING..... | 5-5 |
| 5.1.1. | Typical Recreational Activities..... | 5-5 |
| 5.1.2. | Top Recreation and Outdoor Activities in WA..... | 5-5 |
| 5.1.3. | Comparative National Recreational Activities..... | 5-6 |
| 5.2. | EXISTING CONDITIONS FOR CHELAN'S RECREATIONAL OFFERINGS..... | 5-8 |
| 5.2.1. | Chelan's Recreational Offerings | 5-8 |
| 5.2.2. | Benefits of Youth Recreation..... | 5-8 |
| 5.2.3. | Chelan's Recreation Programming Results..... | 5-9 |
| 5.3. | CHELAN'S COMMUNITY INPUT RE: RECREATIONAL PROGRAMMING..... | 5-11 |
| 5.3.1. | Overall Chelan Community | 5-11 |
| 5.3.2. | Recreation Needs by Chelan's Key Demographics..... | 5-13 |
| 5.3.3. | Seniors and Recreational Activities | 5-14 |
| 5.3.4. | Handicap and Recreational Activities..... | 5-16 |
| 5.3.5. | Recreation Program and Affordability..... | 5-17 |
| 5.3.6. | Community's Expectations re: Department's Communication | 5-18 |
| 5.4. | OTHER PROVIDERS OF RECREATION IN CHELAN HIGH SCHOOL | 5-20 |
| 5.4.1. | Sports activities providers in Chelan..... | 5-20 |
| 5.4.2. | Senior Center..... | 5-21 |
| 5.4.3. | Future Community Center | 5-21 |
| 5.4.4. | Provider landscape..... | 5-21 |
| 5.5. | MOVING FORWARD..... | 5-22 |
| 5.5.1. | Proposed Scope for operating Recreational Programming..... | 5-22 |
| 5.5.2. | Recreational Clearinghouse (idea from 2016 PROS Plan)..... | 5-23 |
| 5.5.3. | Chelan Pricing & Delivery Criteria | 5-25 |
| 5.6. | SUMMARY | 5-27 |

Chapter 6: Parks Organization Review

| | | |
|--------|--|------|
| 6.1 | MAINTENANCE AND OPERATIONS EXISTING CONDITIONS..... | 6-4 |
| 6.1.1. | Inventory - Chelan's Parks Maintenance and Operations Scope..... | 6-4 |
| 6.1.2. | Prior attempts..... | 6-9 |
| 6.1.3. | Maintenance and Operations Needs Analysis..... | 6-11 |

| | | |
|--------|---|------|
| 6.1.4. | <i>Maintenance & Operations Conclusions and Recommendations</i> | 6-17 |
| 6.2 | STAFFING ASSESSMENT | 6-19 |
| 6.2.1. | DEPARTMENTAL ORGANIZATION | 6-19 |
| 6.2.2. | <i>Staffing Level Analysis</i> | 6-20 |
| 6.2.3. | <i>Staffing Mix Analysis</i> | 6-22 |
| 6.2.4. | <i>Labor Cost Analysis</i> | 6-24 |
| 6.2.5. | <i>Staffing Analysis Conclusion</i> | 6-25 |
| 6.3 | FINANCIAL ASSESSMENT | 6-27 |
| 6.3.1. | <i>Parks and Recreation operations</i> | 6-27 |
| 6.3.2. | <i>Parks Investments</i> | 6-38 |
| 6.3.3. | <i>Parks and Recreation Financials Conclusions</i> | 6-45 |

Chapter 7: Strategy

| | | |
|--------|---|------|
| 7.1 | CHELAN PARKS VISION 2030 | 7-3 |
| 7.1.1. | <i>Community Values and Standards</i> | 7-3 |
| 7.1.2. | <i>Vision/Mission</i> | 7-5 |
| 7.1.3. | <i>Strategy</i> | 7-7 |
| 7.1.4. | <i>Goals and Policies</i> | 7-8 |
| 7.2 | ENGAGED COMMUNITY | 7-12 |
| 7.3 | OPERATIONAL SUSTAINABILITY | 7-14 |
| 7.4 | EXEMPLARY PARKS | 7-16 |
| 7.4.1. | <i>Vision Boards Introduction</i> | 7-17 |
| 7.4.2. | <i>Exemplary Parks Vision Boards</i> | 7-18 |

Chapter 8: Implementation

| | | |
|--------|--|------|
| 8.1. | CHELAN PARKS VISION 2030 PROJECTS | 8-4 |
| 8.1.1. | <i>2024-2030 Capital Project List</i> | 8-4 |
| 8.1.2. | <i>Project Prioritization</i> | 8-6 |
| 8.1.3. | <i>Projects Timeline</i> | 8-10 |
| 8.2. | CHELAN PARKS VISION 2030 ANNUAL CAPITAL EXPENDITURE | 8-14 |
| 8.2.1. | <i>Annual Capex</i> | 8-14 |
| 8.2.2. | <i>Chelan Parks Funding Gap</i> | 8-15 |
| 8.3. | CHELAN PARKS VISION 2030 FUNDING STRATEGIES | 8-15 |
| 8.3.1. | <i>Input from the Community</i> | 8-16 |
| 8.3.2. | <i>Funding Sources Analysis</i> | 8-17 |
| 8.3.3. | <i>Recommendations</i> | 8-21 |
| 8.4. | PROS CONCLUSION | 8-24 |
| 8.4.1. | <i>Risks</i> | 8-24 |
| 8.4.2. | <i>Actions</i> | 8-25 |
| 8.4.3. | <i>Projects</i> | 8-28 |
| 8.4.4. | <i>Conclusion</i> | 8-30 |

Chapter 1. Introduction & Purpose



Table of Content

| | | |
|------------|--|-------------|
| 1.1 | INTRODUCTION..... | 1-3 |
| 1.1.1. | <i>Parks Management Philosophy.....</i> | <i>1-3</i> |
| 1.1.2. | <i>Core Concept – Social Equity.....</i> | <i>1-4</i> |
| 1.1.3. | <i>Universal design.....</i> | <i>1-5</i> |
| 1.1.4. | <i>Core Concept – Parks Benefits.....</i> | <i>1-6</i> |
| 1.1.5. | <i>Core Concept - Placemaking.....</i> | <i>1-9</i> |
| 1.1.6. | <i>Core Concept – Integrated Public Realm.....</i> | <i>1-10</i> |
| 1.1.7. | <i>Experience Economy.....</i> | <i>1-11</i> |
| 1.2 | CHELAN'S PARKS OVERVIEW..... | 1-12 |
| 1.2.1. | <i>Chelan's Parks overview.....</i> | <i>1-12</i> |
| 1.2.2. | <i>Chelan's Parks System Introduction.....</i> | <i>1-14</i> |
| 1.2.3. | <i>Chelan's Enterprise Parks.....</i> | <i>1-19</i> |
| 1.3 | PROS PLANNING 2024..... | 1-22 |
| 1.3.1. | <i>PROS Update.....</i> | <i>1-22</i> |
| 1.3.2. | <i>Objective for planning process.....</i> | <i>1-23</i> |
| 1.3.3. | <i>Methodology and Structure.....</i> | <i>1-23</i> |

Table of Figures

| | | |
|-------------|---|------|
| Figure 1-1 | Survey respondents value around equal access to parks..... | 1-4 |
| Figure 1-2 | Social Equity includes equal age access..... | 1-6 |
| Figure 1-3 | Myriad Benefits of Parks..... | 1-7 |
| Figure 1-4 | Chelan's City Waterfront..... | 1-7 |
| Figure 1-5 | Survey respondents value around parks..... | 1-8 |
| Figure 1-6 | High Performance Places Multiple Benefits..... | 1-8 |
| Figure 1-7 | What makes a great public space? Graphic courtesy of Project for Public Spaces..... | 1-9 |
| Figure 1-8 | Typical elements within Integrated Public Realm Diagram..... | 1-10 |
| Figure 1-9 | Chelan's Experience Economy..... | 1-11 |
| Figure 1-10 | City of Chelan Parks at a glance:..... | 1-12 |
| Figure 1-11 | City of Chelan Parks & Facilities Map..... | 1-13 |
| Figure 1-12 | Chelan Park System at a Glance..... | 1-15 |
| Figure 1-13 | The Lake Chelan Golf Course is an important park enterprise that provides local recreation..... | 1-15 |
| Figure 1-14 | Chelan Park Classification..... | 1-16 |
| Figure 1-15 | Lake Chelan Community Center Rendering by Complete Design, Inc..... | 1-18 |
| Figure 1-16 | Parks & Rec. 2023 Revenue from Operations..... | 1-19 |
| Figure 1-17 | Parks & Rec. 2023 Expenses from Operations..... | 1-20 |
| Figure 1-18 | 2023 Parks & Rec Operating Income from Operations..... | 1-21 |
| Figure 1-19 | Chelan's 2024 PROS Planning Objectives..... | 1-23 |
| Figure 1-20 | Below is the roadmap that we follow through the course of this report:..... | 1-24 |

List of Tables

| | | |
|-----------|---|------|
| Table 1-1 | Chelan's Park Classification vs. Common Classification..... | 1-14 |
| Table 1-2 | 2023 Parks & Rec. Operating Income..... | 1-20 |

1.1 Introduction

The City of Chelan is a small town on the southeast shore of Lake Chelan in North Central Washington. Outdoor recreation, agriculture, and the natural beauty of the area attract over five million visits annually to the Lake Chelan Valley. With only 12% of the lakeshore publicly accessible, the city's parks, trails, and gathering spaces are vital elements of Chelan's collective identity and future vision.



Access to the lake is a critical aspect of what draws people to Chelan as a destination. With the desirability of Lake Chelan, a boom in outdoor recreation during the Covid-19 pandemic, an increasingly mobile workforce, and Chelan's rising popularity as a destination, there is an ever-increasing demand placed upon the city's parks and facilities since the preceding Parks, Recreation, & Open Space (PROS) Plan was adopted by the Chelan City Council in 2016.

This all-new PROS plan is especially responsive to the transformative role parks and trails have the potential to play in the City of Chelan, including how they can enhance the connections to downtown, the need to modernize existing parks, and to increase lake access by investing in strategic projects and signature parks.

In this opening section, our goal is to establish a foundation for our readers, ensuring they grasp the essential elements necessary to fully engage with the content of this report. To achieve this, we will outline fundamental principles of parks management that underpin the development of this Parks, Recreation, and Open Space Plan. Also, we will offer a brief overview of the City of Chelan's Parks System, which will be examined in Chapter 4 as we delve into our parks' current state. Finally, within this introductory chapter, we will outline the objectives of this PROS plan and elucidate the methodology employed in crafting this 2024 edition.

1.1.1. Parks Management Philosophy

These core concepts below are guiding principles to creating great park systems and by extension great Cities. This plan envisions parks as integral to any great city but even more so for communities based on tourism.

| Equitable Design | Universal Design | Integrated Public Realm |
|---|--|---|
|  |  |  |
| Placemaking | Economic Benefits | Experience Economy |
|  |  |  |

1.1.2. Core Concept – Social Equity

From the origins of parks in America to today, parks are dedicated to the enjoyment of entire communities.

Equal access to parks - National Recreation and Parks Association (NRPA)



The following is a position statement of the National Recreation and Parks Association (NRPA) regarding equal access to parks. Chelan's residents value the free access to the Lake that the Parks System affords.



Our nation's public parks and recreation services should be equally accessible and available to all people regardless of income level, ethnicity, gender, ability, or age. Public parks, recreation services and recreation programs including the maintenance, safety, and accessibility of parks and facilities, should be provided on an equitable basis to all citizens of communities served by public agencies.

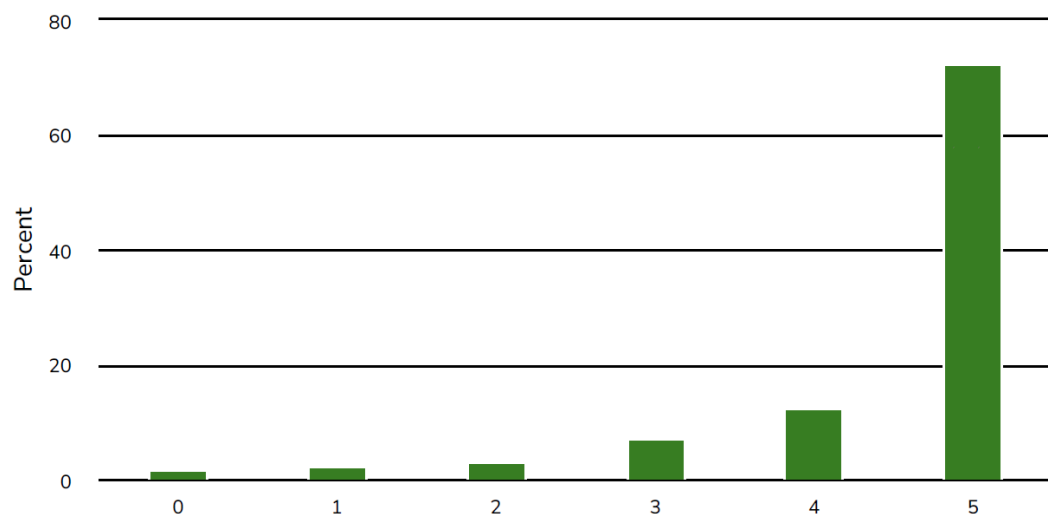


Social equity is a critical responsibility borne by every public park and recreation agency and the professionals that operate them. It is a right, not just a privilege, for people nationwide to have safe healthful access to parks and recreation. The National Recreation and Park Association (NRPA) believes park and recreation agencies, through the provision of equal access to parks and recreation, should cultivate community ties through programs and services for all which produces public benefits by connecting people more deeply to the fabric of the community. This sense of connectedness makes communities livable and desirable.

The time has come for Americans to rededicate themselves to the vision of parks for all the nation's people.

The 2023 online Community survey demonstrated that the majority of Chelan's responding residents strongly agree with this **core value of equal access**: "Every resident should be able to enjoy the same level of services regardless of income, age, ability, race, or neighborhood."

Figure 1-1 Survey respondents value around equal access to parks



The benefits of social equity and universal access to public parks and recreation are many, including:



Public enjoyment and engagement. Where parks and open space are plentiful and recreation services strong, residents enjoy the closest attachment and engagement within their communities; and studies indicate higher levels of local gross domestic product and economic well-being.



Quality recreation time with family and friends. Parks and recreation services provide a space and a reason to partake in enjoying quality time, relaxation, and fun among family members and friends, thus strengthening the social and familial bonds that provide balance and satisfaction in life.



Improvement of mental and physical health. Parks and recreation can reduce the impacts of chronic diseases, especially in such vulnerable populations as children, seniors, and the underserved; and



Measurable decreases in rates of crime and other detrimental activities. Communities are safer as a result of a wholesome atmosphere created by well-managed parks and recreation services in communities through healthy activities and programming for all people.

NRPA encourages initiatives that increase social equity in state and local park and recreation agencies and their communities. NRPA works to achieve these outcomes through legislative and advocacy efforts, research, and knowledge sharing, and providing practical tools to public park and recreation agencies across the country.

Upholding social equity is one of the core means of assuring the value of parks and recreation for future generations, and one of the core value that the City of Chelan Parks espouses in developing this PROS Plan.

1.1.3. Universal design

"Universal Design (UD) is the design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability. An environment (or any building, product, or service in that environment) should be designed to meet the needs of all people who wish to use it. This is not a special requirement, for the benefit of only a minority of the population. It is a fundamental condition of good design.

If an environment is accessible, usable, convenient and a pleasure to use, everyone benefits. By considering the diverse needs and abilities of all throughout the design process, universal design creates digital and built environments, services and systems that meet peoples' needs. Simply put, universal design is good design."¹

At a minimum our parks should have ADA accessible trails, water fountains and benches designed for all users. Currently there is no ADA access to our beautiful lake Chelan at our City Waterfront or for Lakeside Park. Chelan's population is older than average for Washington State so these principles are even more critical for meeting the needs of our demographics.

¹ Centre for Excellence in Universal Design. (n.d.). About universal design. Retrieved from <https://universaldesign.ie/about-universal-design>

We are guided by the simple but powerful idea that if everything we do in our cities is great for an 8-year-old and an 80-year-old, then it will be better for all people.²



Figure 1-2 Social Equity includes equal age access

Chelan's higher than average senior population, our parks should be particularly focused on meeting the needs of this demographic

1.1.4. Core Concept – Parks Benefits

Historically, parks have played a major role in the formation of a successful city. Since the early 20th century, parks have held a variety of meanings to different groups of people at different times. To some, parks are for children with an emphasis on playgrounds and ball fields. To another group, parks address the cultural needs of the community, providing access to beaches and water, access to sport courts and fields, concert venues, and public art. And to others, the park system is a way to preserve and enhance the natural environment, providing opportunities to interact with nature in a more passive, non-structured setting.

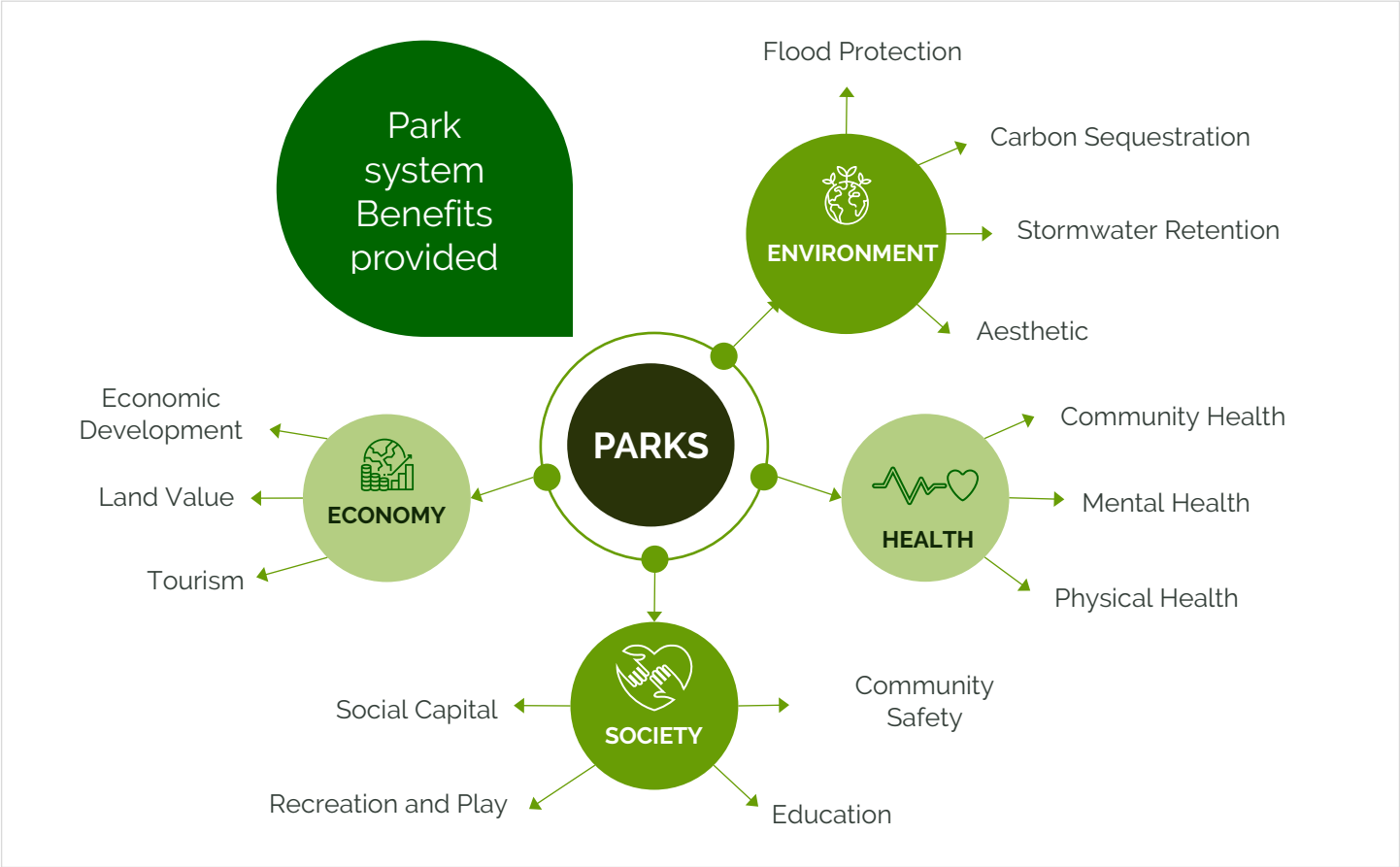
In resort and tourism-based communities economic development functions factor prominently. A successful park system should incorporate all these needs and more.

Parks and recreation planning in the United States has evolved significantly since emerging from the sanitary reform movement in the nineteenth century. Today's parks and recreation systems are expected to contribute significantly to the sustainability, resiliency, and quality of life of communities, and to generate multiple economic, social, and environmental benefits

Parks can be viewed from a benefit model whereby spaces generate specific benefits to a community. Those benefits ultimately serve the values of the underlying community. For instance, almost everyone in Chelan values the preservation of Lake Chelan's water quality, as we rely on this resource for so much. Whether people value recreational opportunities, ecological values, or tourism promotion, the investments made in parks are made with the intention that they will meet an underlying community set of values.

² 880 Cities. (2024, January 22). Creating cities for all. Retrieved from <https://www.880cities.org/>

Figure 1-3 Myriad Benefits of Parks



From this multi-faceted benefit model is derived the idea of High-Performance Spaces, which posits that spaces are best which provide a multitude of functions at the same time. Atlanta's Fourth Ward Park is an excellent example of this as it is built primarily as a huge stormwater feature designed to flood, when necessary, for ecological and economic benefit (to avoid flooding of other areas) but also provides a great park space for the enjoyment of Atlanta.

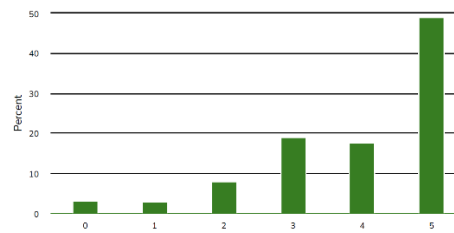
Likewise, Chelan's City Waterfront (comprising Don Morse Memorial Park, Lakeshore Marina, Lakeshore RV Park), provides health benefits through active and passive recreation, social interactions, contributes greatly to the City's economic development as a tourist destination, and helps maintain the Lake's water quality through its watercraft cleaning station to fight invasive species, and policies and procedures allowing it to maintain its "Clean Marina" designation.

Figure 1-4 Chelan's City Waterfront



The 2023 online Community survey demonstrated that the majority of Chelan's responding residents strongly agree with this core value: Park development should generate **multiple public benefits** to maximize taxpayers' dollars.

Figure 1-5 Survey respondents value around parks



The essence of High-Performance Places, a term coined by the late David Barth, is that every park, trail, and open space should be designed to generate as many benefits as possible for the community – including economic, environmental, and social benefits – while maintaining the purpose and integrity of the space.³

Figure 1-6 High Performance Places Multiple Benefits

| Economic Benefits: | Environmental Benefits: | Social Benefits: |
|--|--|---|
| <ul style="list-style-type: none"> The space creates and facilitates revenue-generating opportunities for the public and/or the private sectors The space creates meaningful and desirable employment The space indirectly creates or sustains good, living wage jobs The space sustains or increases property values The space catalyzes infill development and/or the re-use of obsolete or under-used buildings or spaces The space attracts new residents The space attracts new businesses The space generates increased business and tax revenues The space optimizes operations and maintenance costs (compared to other similar spaces) | <ul style="list-style-type: none"> The space uses energy, water, and material resources efficiently The space improves water quality of both surface and ground water The space serves as a net carbon sink The space enhances, preserves, promotes, or contributes to biological diversity Hardscape materials were selected based on longevity of service, social/cultural/historical sustainability, regional availability, low carbon footprint and/or other related criteria The space provides opportunities to enhance environmental awareness and knowledge The space serves as an interconnected node within larger scale ecological corridors and natural habitat | <ul style="list-style-type: none"> The space improves the neighborhood The space improves social and physical mobility through multi-modal connectivity – auto, transit, bike, pedestrian The space encourages the health and fitness of residents and visitors The space provides relief from urban congestion and stressors such as social confrontation, noise pollution, and air pollution The space provides places for formal and informal social gathering, art, performances, and community or civic events The space provides opportunities for individual, group, passive and active recreation The space facilitates shared experiences among different groups of people The space attracts diverse populations The space promotes creative and constructive social interaction |

³ Barth, D. (2019, March 15). *High performance public spaces: A tool for building more resilient and sustainable communities*. The Field. <https://thefield.asla.org/2019/03/21/high-performance-public-spaces-a-tool-for-building-more-resilient-and-sustainable-communities/>

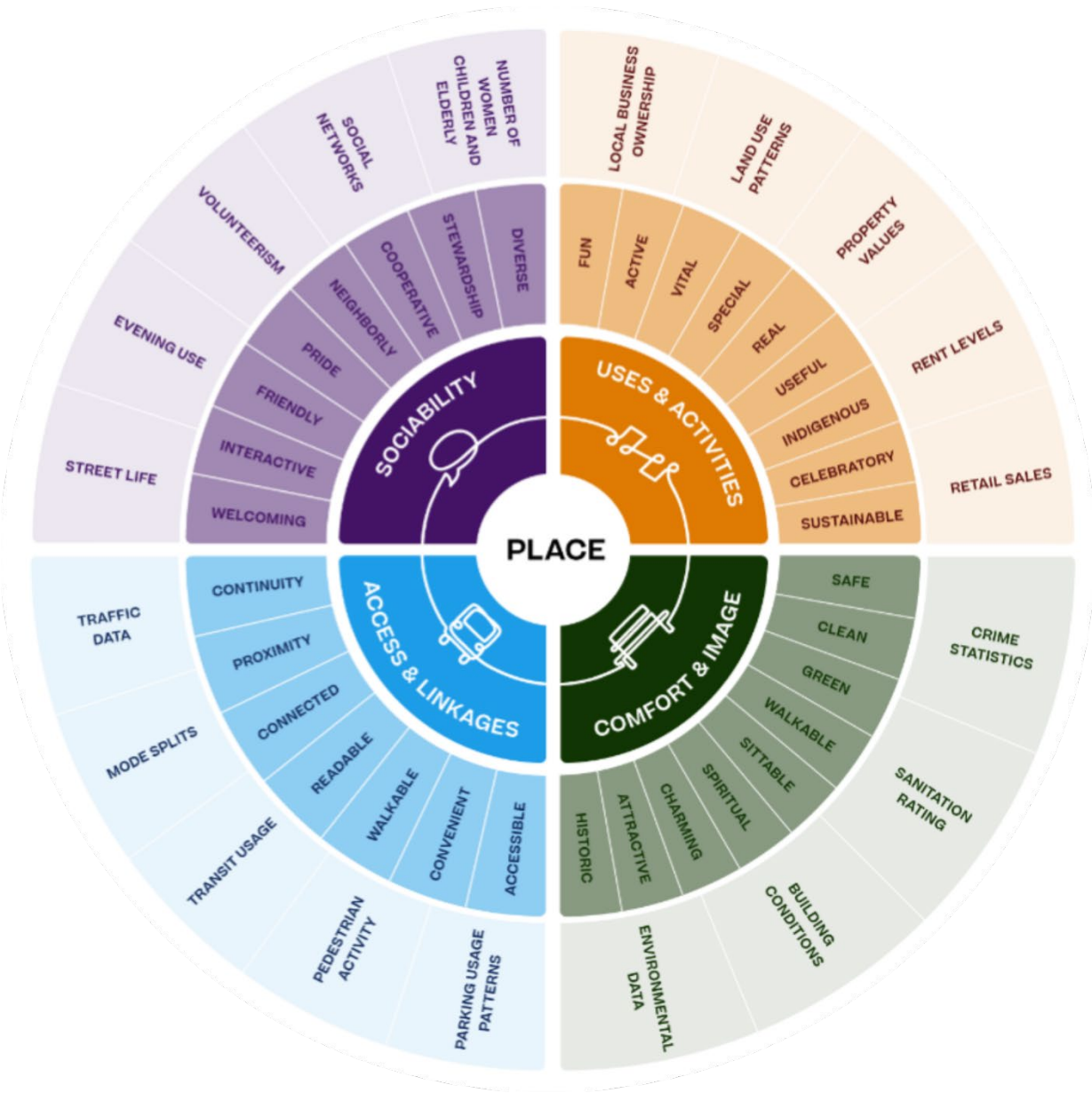
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1.1.5. Core Concept - Placemaking

What if we built our communities around places?

Placemaking is a holistic approach to urban development that revolves around the creation and enhancement of public spaces to cultivate a sense of belonging and identity within communities. It encompasses a diverse range of strategies and initiatives aimed at transforming ordinary spaces into vibrant, inclusive, and functional environments that cater to the needs and preferences of local residents. At its core, placemaking emphasizes the importance of community engagement and participation in the design, activation, and management of public spaces, recognizing that successful placemaking initiatives emerge from collaboration between various stakeholders, including residents, businesses, government agencies, and urban planners.

Figure 1-7 What makes a great public space? Graphic courtesy of Project for Public Spaces



Central to placemaking is the notion of place identity, which acknowledges the unique character, history, and cultural significance of each location. By celebrating and preserving the distinctiveness of a place, placemaking seeks to foster a sense of pride and ownership among residents, thereby strengthening social cohesion and community resilience. Placemaking interventions often involve adaptive reuse of underutilized or neglected spaces, such as vacant lots, derelict buildings, or abandoned infrastructure, to revitalize and repurpose them into valuable assets that contribute to the overall livability and sustainability of neighborhoods.

Moreover, placemaking recognizes the intrinsic link between well-designed public spaces and positive social, economic, and environmental outcomes. Beyond merely beautifying urban landscapes, placemaking initiatives have the potential to stimulate local economies, attract investment, and promote entrepreneurship by creating opportunities for cultural events, markets, and small businesses to thrive. Additionally, by fostering social interaction, cultural exchange, and physical activity, well-designed public spaces contribute to improved public health and well-being, while also promoting environmental sustainability through the preservation of green spaces and the promotion of active transportation alternatives.

The above graphic, courtesy of Project for Public Spaces, illustrates the many qualities that create a great space. While the image content is very specific and the underlying philosophy is sound, ***there is an intangible element in great places. In other words, you know it when you're in a great place***, whether that place is urban, in wilderness, a small town, or garden, and it may be different for everyone. There is a subjective aspect, but schools of design break down these elements into specific criteria features which can be replicated based on human scale and psychology.

The first meeting of the new Parks and Recreation Advisory Board appointed in 2024 broke the ice by discussing which places inspire the board and why. While the answers varied widely, everyone had great places in mind, and they were inspired to bring concepts from those places home to Chelan.

1.1.6. Core Concept – Integrated Public Realm

An integrated public realm is a cohesive and interconnected network of public spaces within an urban environment that seamlessly combines various elements to create a vibrant and inviting atmosphere. This holistic approach to urban design incorporates a diverse range of elements, including parks, plazas, streetscapes, pedestrian walkways, and green infrastructure, all strategically planned and interconnected to maximize accessibility, functionality, and aesthetic appeal. Through thoughtful design and programming, an integrated public realm facilitates social interaction, cultural exchange, and recreational activities, while also serving as a catalyst for economic development, community engagement, and environmental sustainability within the surrounding area.

In the context of an integrated public realm, our parks system is greater than the sum of its separate parts/ parks. How well people can travel to schools, workplaces, downtown shopping, and back to historic neighborhoods is seen as one seamless network. Some say the park system starts at your public sidewalk.

Figure 1-8 Typical elements within Integrated Public Realm Diagram⁴



⁴ Barth, D. (2019, March 15). *High performance public spaces: A tool for building more resilient and sustainable communities*. The Field. <https://thefield.asla.org/2019/03/21/high-performance-public-spaces-a-tool-for-building-more-resilient-and-sustainable-communities/>

1.1.7. Experience Economy

In the late 1990s, economist Joseph Pine II popularized the term “the experience economy.”

In his book of the same name, he argued that businesses should focus on creating unique experiences for their customers in order to differentiate themselves from their competitors.

He observed that people were no longer content with simply buying products; they wanted to buy an experience.

In today's economy, this is more true than ever before.

Consumers are looking for companies that can provide them with an enjoyable and memorable experience.

What is experience economy in tourism?

The experience economy is a term that is used to describe the tourism industry's focus on offering unique and memorable experiences to tourists. This shift began as tourism destinations realized that they needed to offer more than just sun, sand, and sea to attract visitors.⁵

Figure 1-9 Chelan's Experience Economy



⁵ Cottam, S. (2022, August 15). What is the experience economy? Retrieved from <https://lesroches.edu/blog/what-is-the-experience-economy/>

1.2 Chelan's Parks overview

1.2.1. Chelan's Parks overview

The parks department manages 205 acres of parks and conservation land. This is comprised of a 127-acre golf course, a 20-acre RV Park (163 spots), a 6-acre marina (99 slips), 20 acres at Don Morse Park, 11 acres at Lakeside Park, 11 acres at the PUD Athletic Fields, 10 acres of conservation area at Spader Bay, as well as several pocket parks.

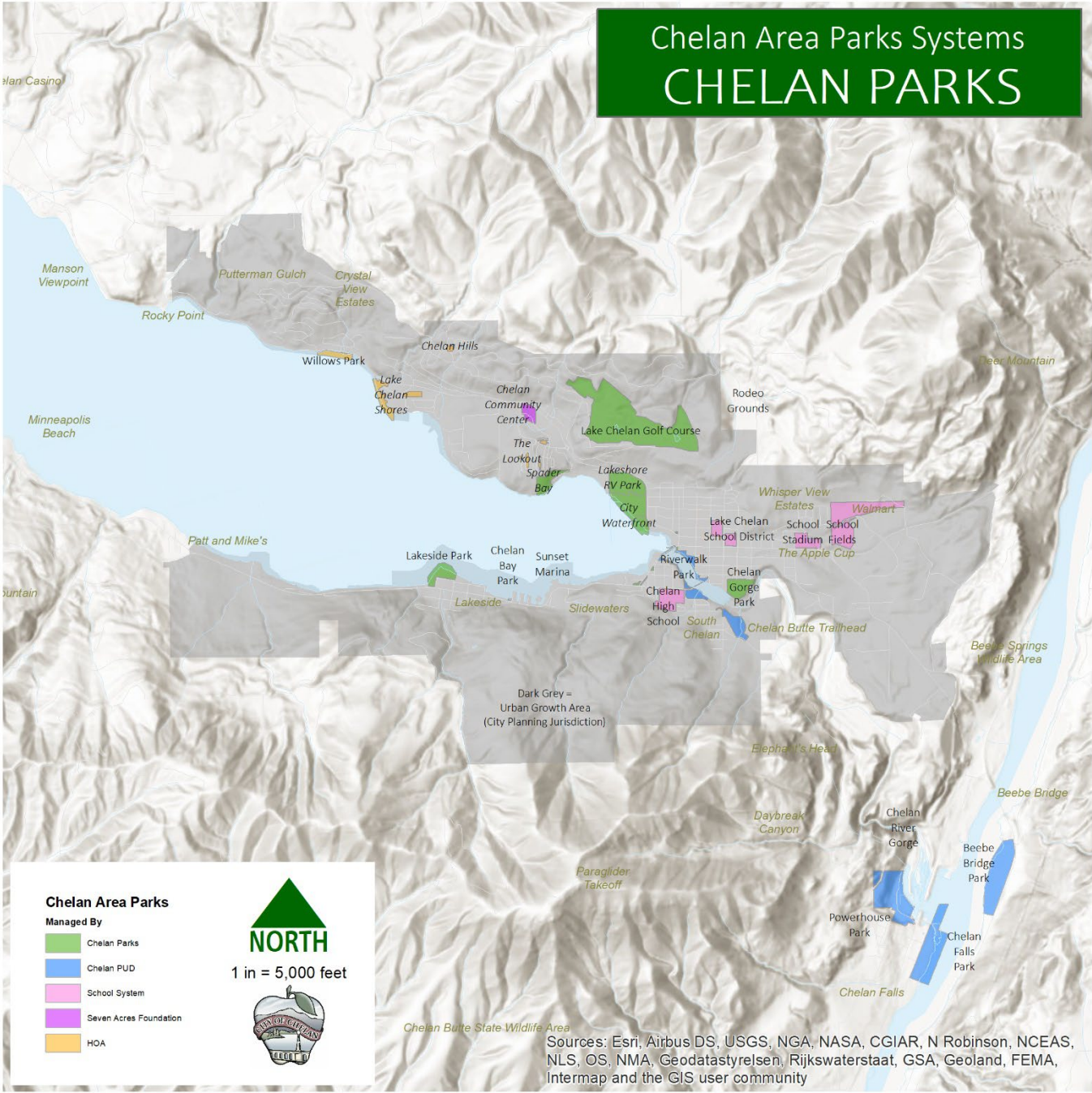
Park enterprises subsidize downtown beautification efforts, other government services, and provide 60 jobs to local residents.

As a tourist destination Chelan's park system serves a much larger population than its population of 4,500. Estimates are that the population increases to about 25,000 according to the current Comprehensive Plan. The Chamber of Commerce now calculates that our Valley sees over 5 million visits per year. Some portion invariably end up in one of our Signature Parks.

Figure 1-10 City of Chelan Parks at a glance:



Figure 1-11 City of Chelan Parks & Facilities Map



1.2.2. Chelan's Parks System Introduction

Municipal parks are classified based on their size, location, amenities, and intended use within the urban fabric. These classifications often include neighborhood parks, which are typically smaller in size and serve local communities with amenities such as playgrounds, sports fields, and picnic areas, fostering social interaction and recreational activities within residential areas. District or community parks are larger in scale and provide a wider range of facilities, accommodating a broader population and offering amenities such as walking trails, sports courts, and community centers. Urban parks, centrally located within cities, serve as green oases amid dense development, offering respite from urban life with features like ponds, gardens, and cultural attractions, enhancing quality of life and contributing to the city's identity. Municipal parks are classified to effectively meet the diverse recreational, social, and environmental needs of residents while promoting equitable access to green spaces and enhancing the overall livability of urban areas.

The National Recreation and Parks Association (NRPA) approach to park classification is driven by park use, purpose and size. An emphasis is placed on adequately distributing the appropriate class of parks throughout a community in order to most efficiently meet a community's needs without overlap. Chelan's classification system follows this principle but is slightly modified to reflect the boutique nature of our park system.

Chelan is pioneering a unique classification system to reflect the role several of our parks play within our context as a tourist destination, our signature parks, which will be described later. Our system is also anomalous in that it operates several successful enterprises which allow for a full cost recovery system and contributes to our capital projects. Thus, the way our parks, and enterprises are evaluated, to yield meaningful results, does not fit well within the standard classification system. Additionally, our County is unusual in that it doesn't currently provide regional parks. Their focus is primarily on trailhead access to the amazing hiking, biking, and skiing opportunities within Chelan County. As a result, we are funding and developing facilities which might ordinarily be provided by a partner county agency.

That said, the majority of our categories are the same and are listed with their closest analogues in common park classifications.

Table 1-1 Chelan's Park Classification vs. Common Classification

| Chelan Classification | Common Classifications |
|--------------------------|---------------------------------------|
| Signature Parks | Aspects of Community & Regional Parks |
| Park Enterprises | Special Facilities |
| Lake Access Pocket Parks | Pocket Parks |
| Neighborhood Parks | Neighborhood Parks |
| Pocket Parks | Pocket Parks / Mini Parks |
| Conservation Properties | Natural Areas & Greenspaces |
| Trail Networks | Trail, Bikeways, and Paths |

Figure 1-12 Chelan Park System at a Glance

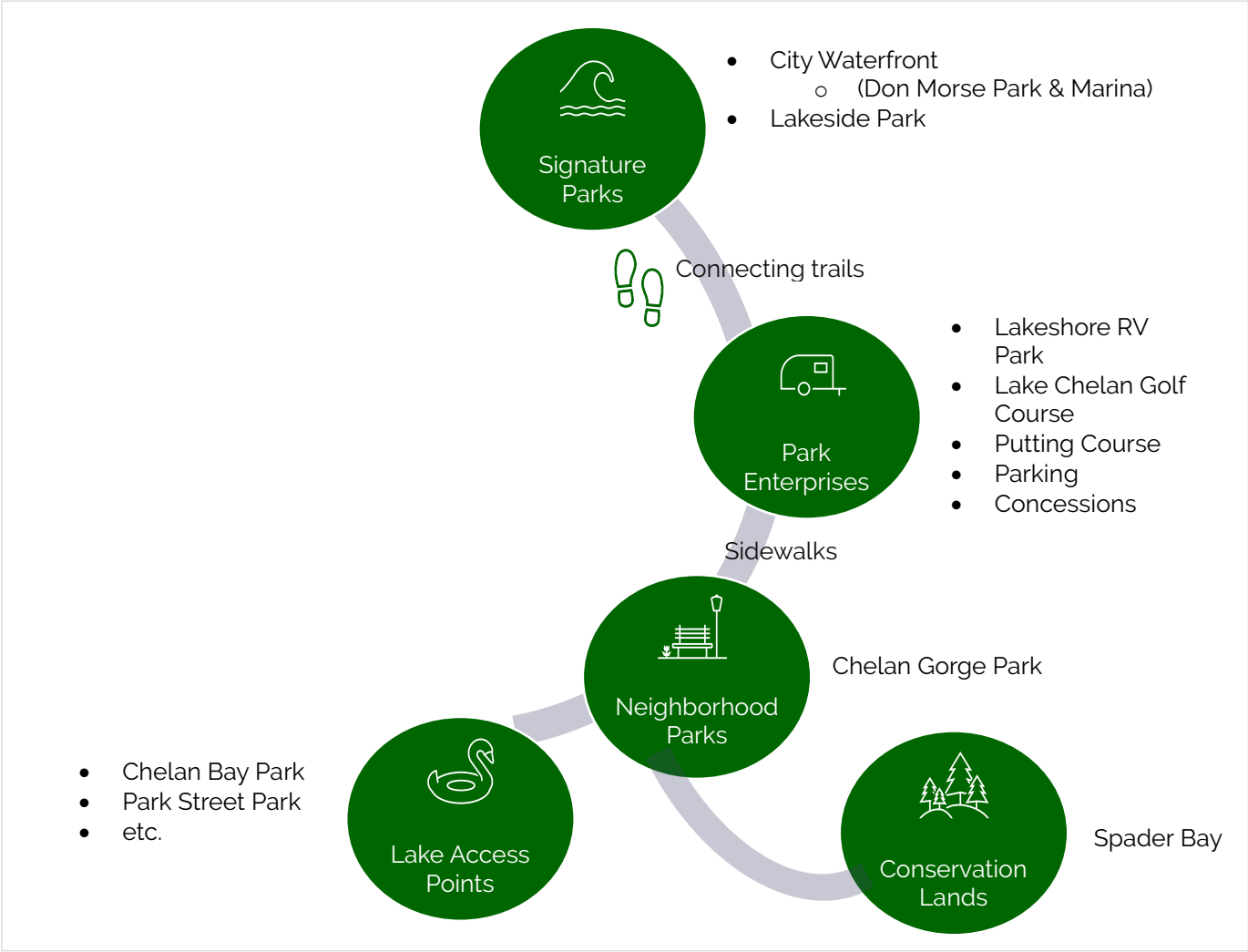



Figure 1-13 The Lake Chelan Golf Course is an important park enterprise that provides local recreation.



Figure 1-14 Chelan Park Classification

| Function | | |
|---------------------------------|---|---|
| Existing Parks | Future Parks / Programming | |
| Signature Parks | <p><i>Offer unique, memorable amenities, and experiences, serve both residents and visitors and draw people in from Chelan, the broader region, and across the state.</i></p> <p>Key investments and enhancements for enterprise parks and signature parks are necessary to compete with other tourist destinations and to maintain the high-level experiences park patrons are looking for. Investments in these two park classifications will be economic drivers that can generate a positive return on investment for the larger parks and trails system.</p> | |
| | <ul style="list-style-type: none"> City Waterfront comprised of Don Morse Memorial Park and Lakeshore Marina Lakeside Park | No Signature Parks are currently planned, but further planning and development would increase the potential of these parks |
| Enterprise Parks | <p><i>Primarily focused on a fee-for-service model, cater primarily to visitors and instrumental in achieving cost-recovery goals for the Chelan parks system while providing a vacation experience</i></p> | |
| | <ul style="list-style-type: none"> Lakeshore RV Park Lake Chelan Golf Course Putting Course Not parks, but associated with enterprise: Parking Concessions | No major new Park Enterprises are currently planned, but all businesses need to reinvent as part of normal business cycles and add new dimensions to existing businesses and tier demands. |
| Lake Access Pocket Parks | <p><i>Increase public lake access via small pocket parks at the ends of roads that dead end into Lake Chelan. The impact of these parks multiplies when strung together with planned greenways around the lake. Small waterfront parks currently being planned in sections of public right-of-way that were submerged when the lake level rose with the building of the Chelan Dam.</i></p> | |
| | <ul style="list-style-type: none"> Chelan Bay | <ul style="list-style-type: none"> Park St Park Dietrich Road Park Green Dock W Main Ave St End Lady of the Lake Grandview Bridge Spader Bay |
| Neighborhood Parks | <p><i>Geared toward providing recreation for the local community</i></p> | |
| | Chelan Gorge Park (owned by the Chelan Power Utility District (PUD) and managed by Chelan Parks Department | No new neighborhood parks are planned within the timeframe of this plan, but additional development may trigger additional needs. |

| Function | | |
|-------------------------|--|--|
| Existing Parks | | Future Parks / Programming |
| Pocket Parks | Serve Chelan residents by providing passive areas to meet with friends, open grass areas to throw a ball, and benches for social gatherings. | |
| | <ul style="list-style-type: none">Miller's CornerPingrey Centennial ParkJohnson Ave ParkGateway Park | <ul style="list-style-type: none">N/A |
| Conservation Properties | Passive parks that supply things such as critical habitat, ecological benefits, and climate resilience or wildfire mitigation. Conservation properties may have limited development potential but may include walking trails, interpretive features, and trailhead amenities. | |
| | <ul style="list-style-type: none">Spader Bay | Improving efforts to maintain and enhance existing conservation properties would further increase conservation efforts. There is much interest in preserving a large section of the Chelan Butte |
| Trail Networks | Develop a robust bike and pedestrian network to connect pedestrian corridors to key destinations in Chelan. This includes developing a trail to link existing and future waterfront parks. Further developing the lakeside corridor system would create a practical solution for pedestrian connectivity and provide walkable access to Chelan's parks and key destinations. These will likely be planned and developed by Chelan Public Works as transportation infrastructure. Streets obtain 75% of property taxes. | |
| | Greenway from Don Morse Park to the Lookout | <ul style="list-style-type: none">Lakeside Trail: southern trail around the lake connecting future Lake Access Pocket Parks (funded)Northshore Trail: northern trail connecting future LakeAccess Pocket ParksBike/Pedestrian corridor linking Downtown to the WaterfrontComp Plan calls for a Bike Ped Masterplan |

| Function | |
|--|--|
| Existing Parks | Future Parks / Programming |
| Alternative Providers | <ul style="list-style-type: none"> • The Chelan County Power Utility District provides a wide variety of parks and trails including the extremely popular Riverwalk trail in downtown Chelan, Chelan Gorge Park (which is owned by the PUD and managed by the City of Chelan), Chelan Falls Park, and Beebe Bridge Park that include water access, sports fields, and camping. • The Lake Chelan School District has a High School, Middle School, Morgan Owings Elementary and an Innovation School within the City. School District facilities include sports courts, athletic fields, and playgrounds that provide additional recreation opportunities but have limited access due to prioritizing school use. • Washington State Parks operates two popular state parks. Lake Chelan State Park and Twenty-Five Mile Creek State Park which offer lake access, camping and a variety of outdoor activities. • Home Owner Associations: Four neighborhoods have HOA-owned/managed parks or recreation facilities that provide access to neighborhood residents. These focus on residents in those neighborhoods but are not accessible to the larger community • Lake Chelan Community Center (under construction): the Seven Acres Foundation is preparing to open a 44,100-square-foot community center in 2024, which will feature an 8,320-square-foot multi-purpose room to facilitate a full-size basketball court (or two practice basketball courts or three volleyball courts), a community meeting space, and a 1200 sq. ft. events stage (capacity for up to 630 people). As part of Phase 3, the Community Center plans to also include an indoor children's play structure, office space, a 25-yard competition swimming pool, pickleball, and sand volleyball courts. The Community Center will prioritize volunteerism and has entered into a lease with the Roots Community School, which will provide a long-term source of revenue for the community center. The center is currently 95% complete of phase one construction and is in the process of fundraising for phase two. Phase three is the aquatic center and is still being finalized, with an estimated completion of Summer 2025. For more information see https://www.chelancommunity.org/ |
| <p>Figure 1-15 Lake Chelan Community Center Rendering by Complete Design, Inc.</p>  | |

1.2.3. Chelan's Enterprise Parks

The City of Chelan Parks are unique in their breadth and role they play in the community, primarily due to their position in the city's tourism/experience economy and a cost-recovery model that pays for the vast majority of operating and capital costs of the overall parks system.

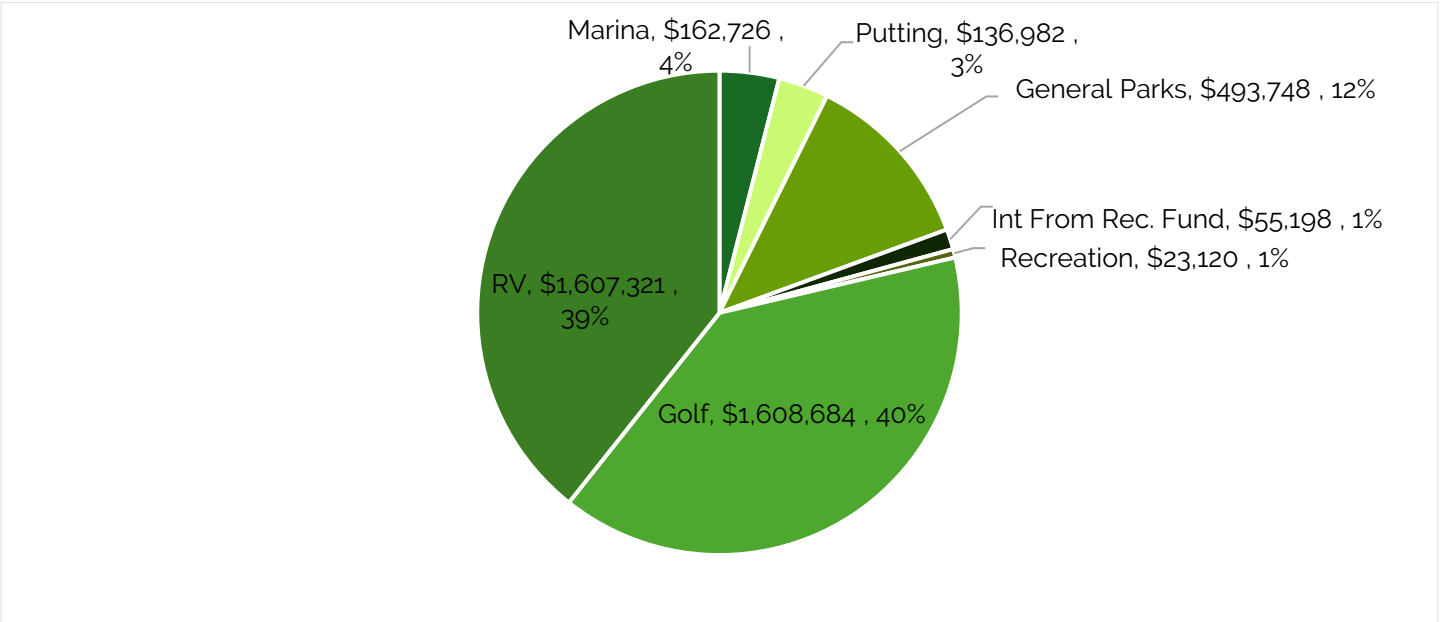
In this introductory chapter, still in the spirit of laying out the stage for the report to come, we will cover the economics of our Parks and Recreation for 2023 only. In Chapter 5, as we assess our Parks Department ability to execute the strategy put forward in this PROS plan (staffing, operations, financials), we will delve in more depth into the 2019-2023 trend on revenue and expenses from operations, and we will analyze our investment capacity in light of past five-year history.

Revenue – 2023

The Department focuses on two related yet separate models of business services: fee-based recreation services and business-based leisure services; on one side; and, on the other side; traditional general parks which are funded by park enterprises in Chelan.

More than 80% of the Parks & Recreation revenue comes from business-based leisure businesses that have to remain competitive in the market compared to alternatives available and provide positive experiences to increase customer satisfaction and repeat patronage.

Figure 1-16 Parks & Rec. 2023 Revenue from Operations



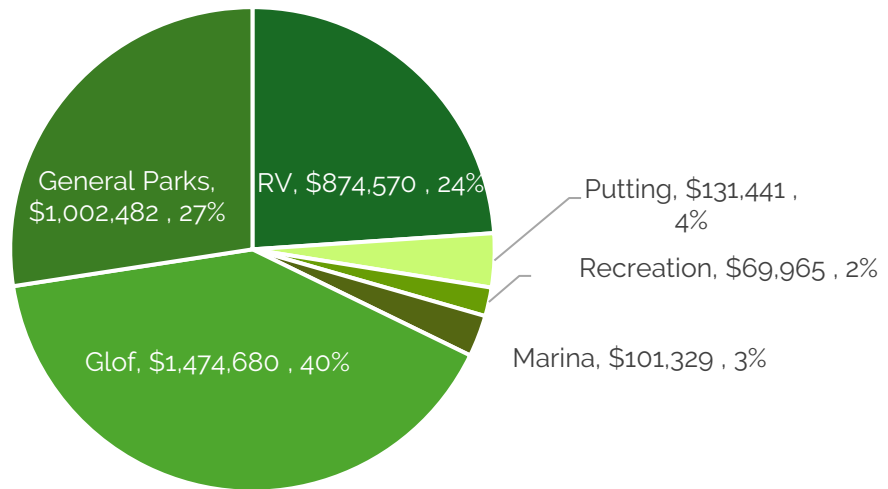
The traditional recreation services offering of youth and sports activities is minimally developed in Chelan and generates 1% of the revenue, while the traditional parks services revenue is driven mostly by parking-related revenues (75%), and enterprise concessions operated in the parks by private-contracted parties (25%)

In a full recovery model these revenue mixes weigh heavily on the sustainability of Chelan's Parks & Recreation, and hence are a strategic focus and priority.

2023 Expenses

2023 expenses are in similar proportions to revenue mix, except for General Parks that are over-indexed in the expenses compared to revenue (27% vs. 12%) while RV is under-indexed in the expenses (24% vs. 40% of revenue).

Figure 1-17 Parks & Rec. 2023 Expenses from Operations



2023 Operating Income

Table 1-2 2023 Parks & Rec. Operating Income

| Department | Revenue | Expenses | Op. Income | Recovery rate |
|--|--------------|--------------|--------------|---------------|
| Enterprise Parks | \$ 3,515,713 | \$ 2,582,021 | \$ 933,692 | 136% |
| Golf | \$ 1,608,684 | \$ 1,474,680 | \$ 134,004 | 109% |
| RV | \$ 1,607,321 | \$ 874,570 | \$ 732,750 | 184% |
| Marina | \$ 162,726 | \$ 101,329 | \$ 61,397 | 161% |
| Putting | \$ 136,982 | \$ 131,441 | \$ 5,541 | 104% |
| Traditional Parks & Rec. | \$ 572,066 | \$ 1,072,447 | \$ (500,382) | 53% |
| General Parks | \$ 493,748 | \$ 1,002,482 | \$ (508,734) | 49% |
| Int. from Rec. Fund | \$ 55,198 | | | |
| Recreation | \$ 23,120 | \$ 69,965 | \$ (46,846) | 33% |
| Sub-total | \$ 4,087,779 | \$ 3,654,468 | \$ 433,311 | 112% |
| Transfer out to #310 Parks Cap Improv | | \$ 426,134 | | |
| TOTAL | \$ 4,087,779 | \$ 4,080,602 | \$ 7,177 | 100.2% |

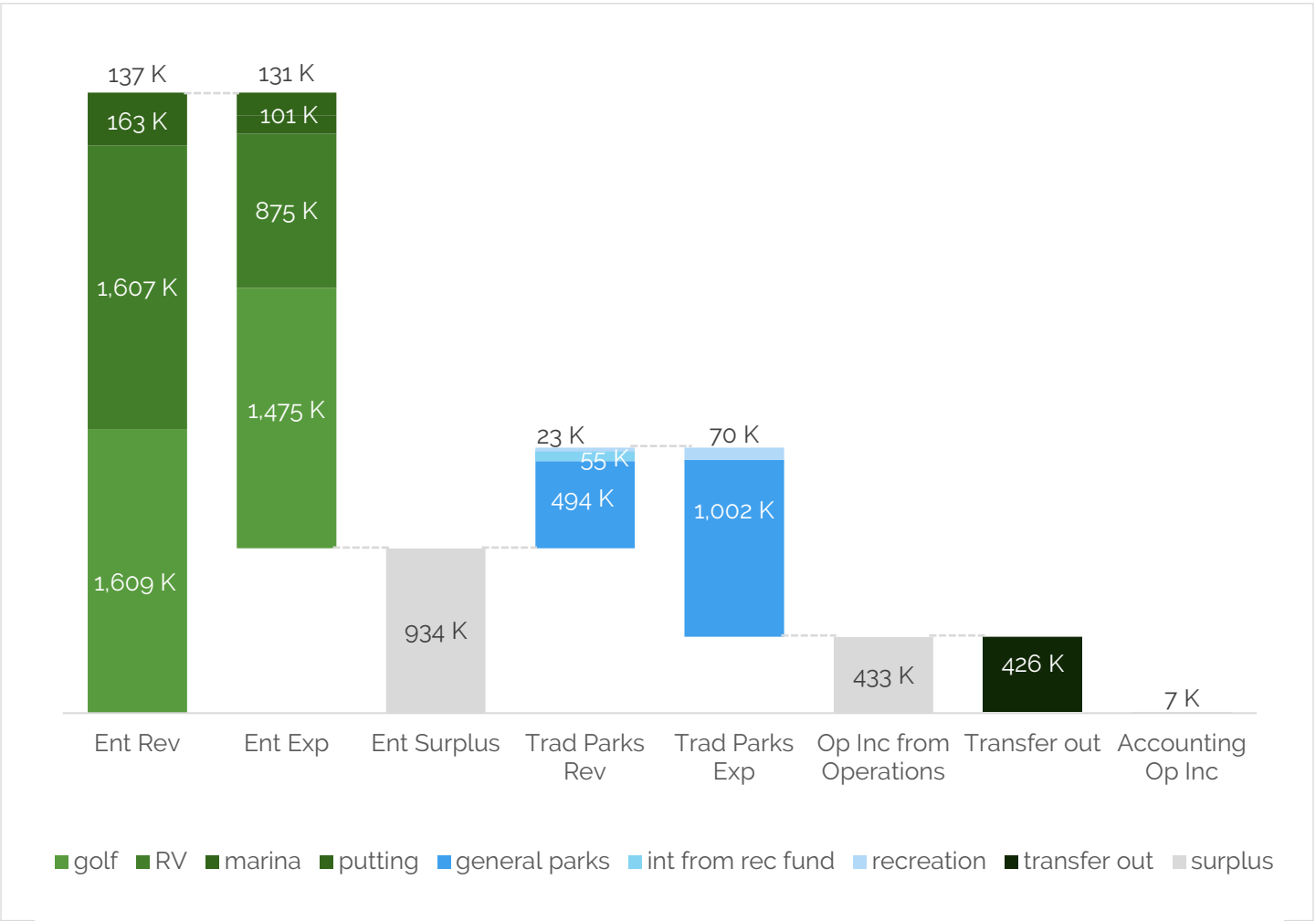
It should be noted that 2023 saw \$75,000 in unanticipated pump repairs at Lakeside Park and at the Golf Course as well as \$8,000 in emergency liability mitigation at the marina to remove rusty pilings. Otherwise, performance would have been \$83,000 stronger.

As anticipated, Enterprise Parks operate in aggregate at a robust 136% recovery rate. The RV Park has the highest recovery rate with 184% generating \$732k surplus to fund the rest of the Parks operations (2023 saw a RV Park rate increase to keep up with inflation and align with market prices). The Marina operates at a 169% recovery rate on a lower revenue base generating \$61k surplus.

Conversely, the traditional parks and recreation activities operate at a \$500k loss in 2023, being cross subsidized by park enterprises as designed in a recovery model.

It follows that in 2023, the Department generated a \$433k profit from Operations (112% recovery rate) before an accounting transfer out of \$426k to refill the reserves from the Parks Capital Improvement fund, which brings the Department to breaking even in 2023. As such, the Department's recovery model is on steroids covering not only its operations but also portion of capital improvements. This accounting view distorts the assessment of the Parks' operations performance as enterprises.

Figure 1-18 2023 Parks & Rec Operating Income from Operations



1.3 PROS Planning 2024

1.3.1. PROS Update

Chelan is committed to a goal to: *"Create and maintain a park system for residents and visitors that increases the community's quality of life and supports economic and tourism base."*⁶ Under these auspices it has the following three policies:

- *Policy CFP IV-1. Regularly prepare and implement a parks, recreation and open space plan that provides a vision, addresses community desires and trends, and identifies needed capital improvements, costs, and potential revenues.*
- Policy CFP IV-2. Encourage maintenance of existing parks facilities and the continued expansion of parks and recreation facilities, which the community is dependent on for a high quality of life.
- Policy CFP IV-3. Encourage the multiple use of public facilities in order to take advantage of cost efficiencies and the greatest benefit to residents and visitors.

This plan is exercising the mandate to regularly prepare said plan and the plan will in turn provide direction for the other two policies.

The City of Chelan's Parks, Recreation, & Open Space Plan serves three primary purposes:



As both an aspirational and realistic **structured framework designed to govern the operation, acquisition, enhancement, and expansion of the city's parks, trails, and open space**. The framework envisions an interconnected series of publicly accessible spaces, including landscaping, benches, civic spaces, parks, trails, and open space that enhance the community's well-being and desired quality of life. It recognizes that parks and public spaces can be the catalyst to healthy, prosperous, and sustainable communities.



To meet the eligibility requirements for future grant funding from the Washington State Recreation and Conservation Office (RCO).



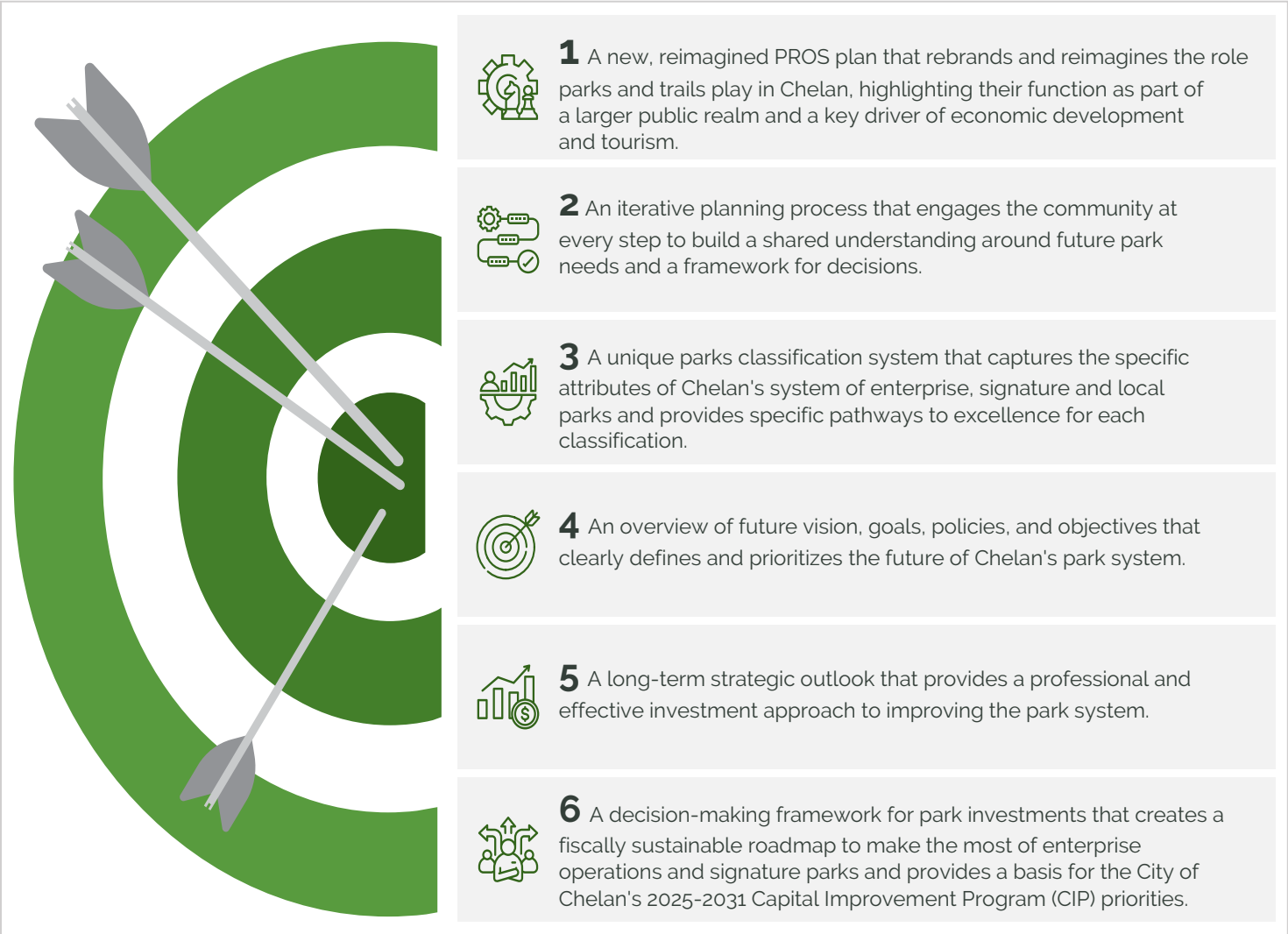
To be consistent with the Washington State Growth Management Act (GMA) and the City of Chelan's 2017 Comprehensive Plan, which aims to **preserve the attributes that define Chelan** as an exceptional place **while embracing sustainable growth and development**.

⁶ City of Chelan. (2017). *City of Chelan Comprehensive Plan Update 2017*. <https://cityofchelan.us/DocumentCenter/View/229/2017-Comprehensive-Plan---Clean-November-2017-PDF>

1.3.2. Objective for planning process

This PROS plan update has set the following goals that target both the process of developing the plan and the overall outcome of the final plan:

Figure 1-19 Chelan's 2024 PROS Planning Objectives



1.3.3. Methodology and Structure

This 2024 parks, recreation, and open space plan was developed over time. The early phases of this planning process included a statistically valid survey conducted by RRC associates and Greenplay Inc., in the summer of 2021. In 2023, another online survey was conducted to continue to understand the current needs and parks usage of the Chelan community and its visitors. It took a deeper dive into questions asked in the first survey and added new inquiries. Chelan parks department hired the services of SCJ alliance for this effort, as well as for the analysis of existing conditions (parks, planning reviews, etc.) And to draft an initial version of this plan.

With local city leadership, stakeholders, the community, and support of specialized consulting firms, this process allowed for a collaborative approach to create a comprehensive plan that blends consultant expertise with the local knowledge of community members and stakeholders.

The creation of this plan follows a traditional strategic planning process and seeks to implement community feedback at all steps. These steps include:

Chapter 1 provides a Framework of Plan

Chapter 2 looks at the Chelan Community (demographics, history, culture)

Next few chapters provide a summary of Existing Conditions from the following perspectives:

- Chapter 3 reviews Plans relevant to this PROS, in particular City adopted Plans
- Chapter 4 provides a Park System Existing Conditions and Needs Assessment including Community Input
- Chapter 5 explores Existing Conditions and Needs Assessment for Recreation Programming
- Chapter 6 covers a Departmental Review (Operations, Financial Performance, Staffing)

Chapter 7 synthesizes needs into a mission and strategy supported by respective goals and objectives and policies.

Chapter 8 prioritizes implementation with short, medium, and long-term roadmap, and adds recommendations

In each step, a first set of analyses has been performed, that may need to be complemented by additional analyses, as the parks and recreation master plan is adopted and enters a second phase of implementation.

Figure 1-20 Below is the roadmap that we follow through the course of this report:



Chapter 2. Chelan Community



Table of Contents

2.1 EARLY HISTORY 2-5

2.1.1 Don Morse Park 2-5

2.1.2 Lakeside Park 2-6

2.2 GEOGRAPHY 2-7

2.2.1 Geology and Topography 2-7

2.2.2 Hydrology 2-7

2.2.3 Climate 2-8

2.3 SOCIAL AND DEMOGRAPHY 2-9

2.3.1 Population 2-9

2.3.2 Age & Gender 2-9

2.3.3 Race, Ethnicity, and Language 2-10

2.3.4 Income & Poverty 2-11

2.3.5 Housing 2-11

2.3.6 Education 2-13

2.3.7 Disability 2-13

2.3.8 Health 2-13

2.3.9 Transportation & Mobility 2-14

2.3.10 Social Vulnerability Index 2-15

2.4 ECONOMY 2-17

2.4.1 Employment and occupations 2-17

2.4.2 Employment by industries 2-18

2.4.3 Regional Transport Access 2-19

2.4.4 Agriculture 2-20

2.4.5 Tourism 2-21

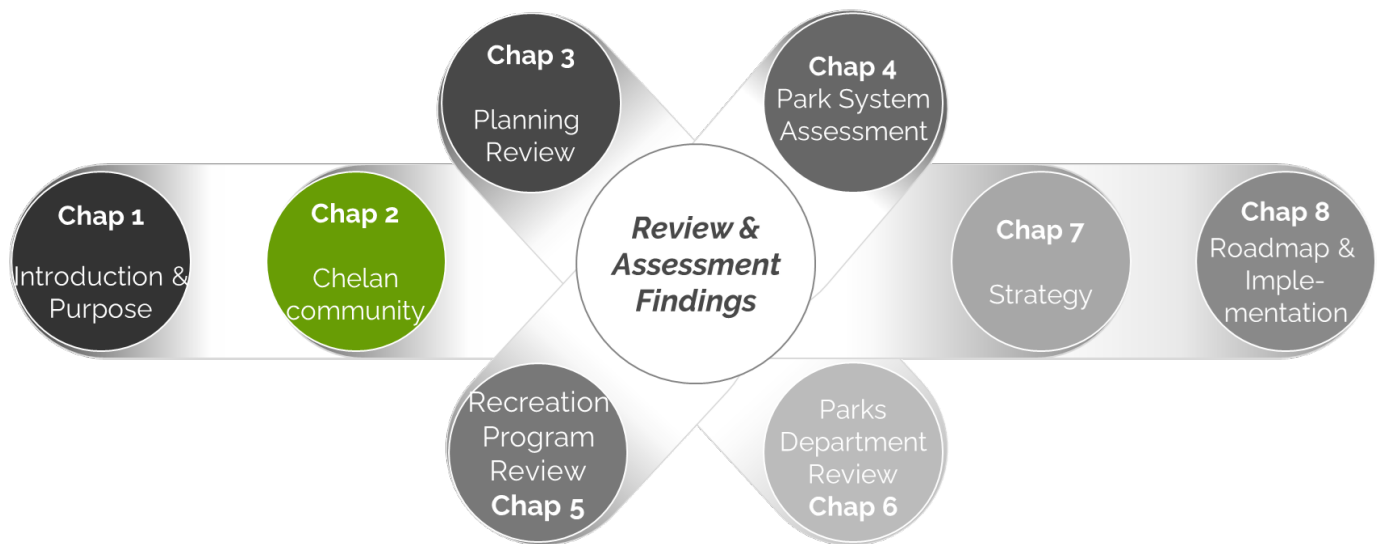
2.4.6 Tapestry Segmentation 2-26

Table of Figures

| | |
|--|------|
| Figure 2-1 Native Americans in Chelan & 1930's recreation complex - Courtesy of the Chelan Museum | 2-5 |
| Figure 2-2 Don Morse with Chelan Youth courtesy of Chelan Museum..... | 2-6 |
| Figure 2-3 Racetrack at current Don Morse Park & Long Jim, prior owner of land which now encompasses Don Morse Park and Spader Bay – Courtesy of the Chelan Museum. | 2-6 |
| Figure 2-4 Timeline of Early Chelan..... | 2-7 |
| Figure 2-5 Lake Chelan..... | 2-8 |
| Figure 2-6 Projected Permanent Population Growth 2000-2037 | 2-9 |
| Figure 2-7 Chelan's age pyramid (% of gender population)..... | 2-9 |
| Figure 2-7 Chelan's age pyramid (% of gender population)..... | 2-10 |
| Figure 2-8 Race and Ethnicity Percentages for Chelan | 10 |
| Figure 2-9 Chelan Highlighted Language at Home | 2-10 |
| Figure 2-10 Median Income..... | 2-11 |
| Figure 2-11 1 in 4 of Chelan residents live at or below 1.5x federal poverty line..... | 2-11 |
| Table 2.3 Q4 2023 Median House Resale Price..... | 2-12 |
| Figure 2-12 Educational Attainment for Population 25 Years and Older..... | 2-13 |
| Figure 2-13 Robert Wood Johnson Foundation's Chelan County Health Report | 2-14 |
| Figure 2-14 Chelan's Social Vulnerability Index (2020 data) | 2-16 |
| Figure 2-15 Unemployment Rate in Chelan County, WA | 2-17 |
| Figure 2-16 Employment by industries | 2-18 |
| Figure 2-17 Chelan Transport Access Map | 2-19 |
| Figure 2-18 Chelan's Apple Orchards..... | 2-20 |
| Figure 2-19 Chelan Wine Valley | 2-20 |
| Figure 2-20 Chelan's Tourism Key Numbers..... | 2-21 |
| Figure 2-21 Lodging Revenue..... | 2-22 |
| Figure 2-22 2023 Visitors (millions)..... | 2-22 |
| Figure 2.32: Tourist Guides offered by the Chamber of Commerce..... | 2-23 |
| Figure 2.33: Parks and Tourism Flywheel..... | 2-24 |
| Figure 2-23 Lake Chelan Golf Course (LCGC)-Economic-Impact-in-2020..... | 2-25 |

Table of Tables

| | |
|--|------|
| Table 2.1 Housing Unit Type Overview | 2-12 |
| Table 2.2 Homeownership Rate Overview | 2-12 |
| Table 2.4 2022 Median Gross Rent (Census B25064)..... | 2-12 |
| Table 2.3 Q4 2023 Median House Resale Price..... | 2-12 |
| Table 2.5 2022 Median Home Value..... | 2-12 |
| Table 2.6 Q4 2023 Median House Resale Price..... | 2-13 |
| Table 2.7 2022 Means of Transportation to Work by Age (Census b08101)..... | 2-15 |
| Table 2.8 Two-Wheelers Usage Comparison (Census b08101) | 2-15 |
| Table 2.9 Lodging Comparisons | 2-23 |



Introduction

The purpose of the Chelan Community chapter is to base our work on the unique characteristics of this town so we can create the best park system to serve it.

We will briefly revisit Chelan's history, where the Native American roots and the pioneer spirit are still right under the surface.

We will cover the physical context (geology, topography, hydrology, climate, transport access), that create the spectacular landscape that draws millions of visitors.

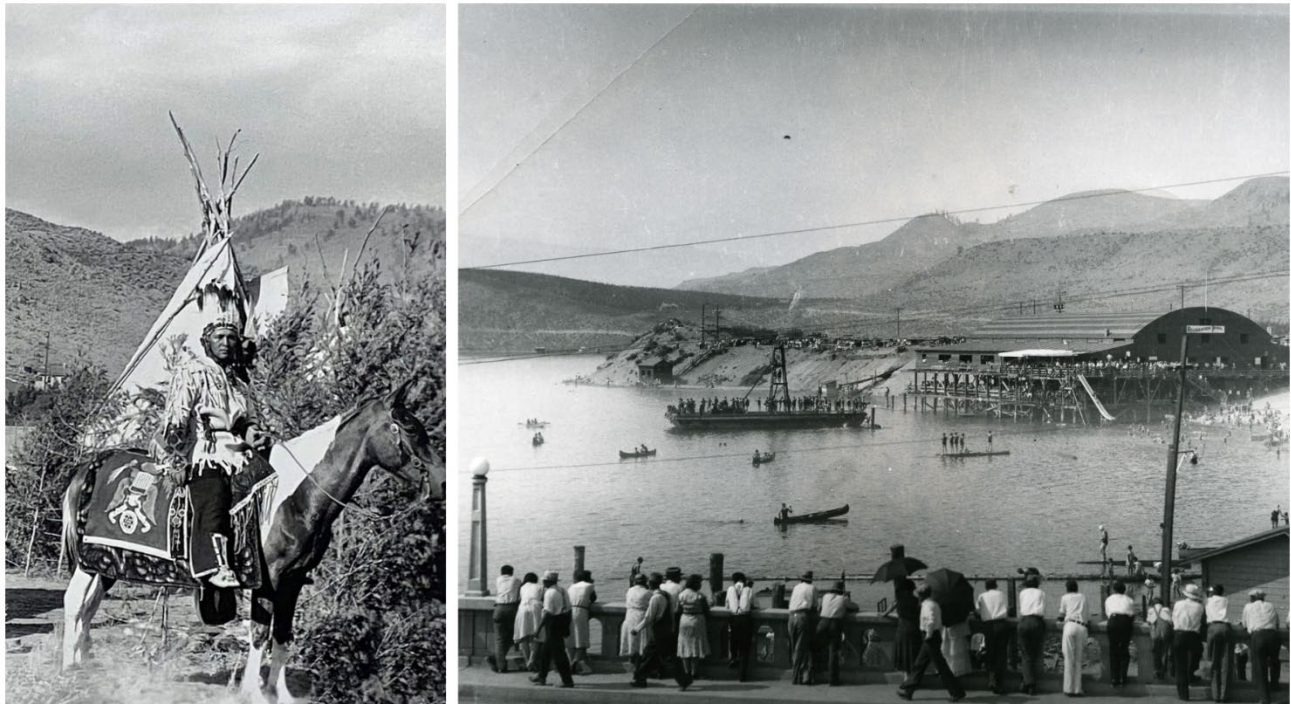
Next, we discuss Chelan's demographic and social trends (population, age & gender, race & ethnicity, income & poverty, housing, education, health, disability) so as to understand the profile of the community our Parks serve.

Finally, we provide a brief overview of Chelan's tourism and agriculture driven economy.

2.1 Early History

Human habitation in the Lake Chelan region began around 10,000 years ago when the Chelan tribe settled around the lake, speaking the Wenatchi dialect of the interior Salishan language and relying on fishing, hunting, gathering, and trade for sustenance. In the early 1800s, explorers from the Pacific Fur Company, notably Alexander Ross, made contact, naming the Chelan River "Tsill-ane." Non-native settlement didn't occur until the late 1800s, marked by disputes over land ownership and conflicting claims, eventually resolved by an 1892 Act of Congress. Lakeside, first settled in the late 1880s, merged with Chelan in 1956, while the Chelan townsite grew and was incorporated in 1902. The city's evolution was closely tied to transportation routes, regional growth, and the lure of wealth from resources like gold, silver, copper, and timber, transitioning into the recreational destination it is today.¹

Figure 2-1 Native Americans in Chelan & 1930's recreation complex - Courtesy of the Chelan Museum



2.1.1. Don Morse Park

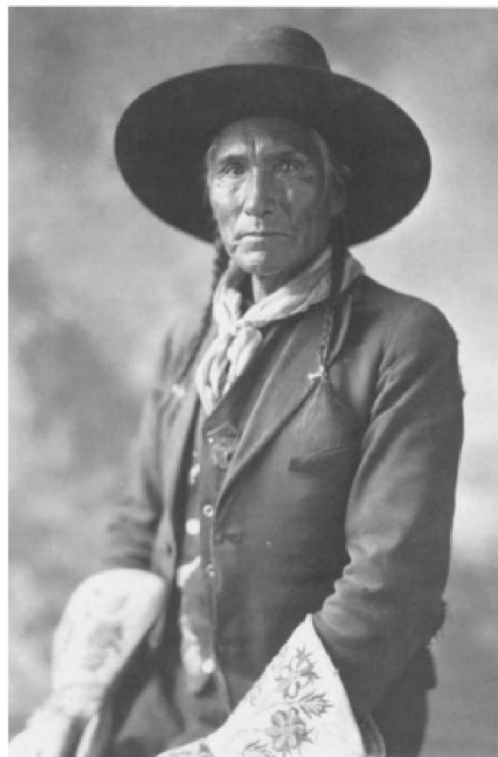
The initial iteration of Don Morse Park was situated adjacent to the residence of Don Morse, who acquired a parcel of land in 1946 and developed a ballfield to provide local children with a recreational space in Chelan. Don Morse, a devoted Boy Scout Leader for 37 years, profoundly influenced the lives of over 1,000 young individuals and received numerous accolades for his civic contributions to Chelan's youth, including the highest honor in scouting in 1950. He dedicated his life to mentoring youth and fostering positive character development.

¹ Caldbick, J. (2012, August 6). *Chelan, city of -- Thumbnail history*. The Free Online Encyclopedia of Washington State History - HistoryLink.org. <https://www.historylink.org/file/10160>

Figure 2-2 Don Morse with Chelan Youth courtesy of Chelan Museum



Figure 2-3 Racetrack at current Don Morse Park & Long Jim, prior owner of land which now encompasses Don Morse Park and Spader Bay – Courtesy of the Chelan Museum.



2.1.2. Lakeside Park

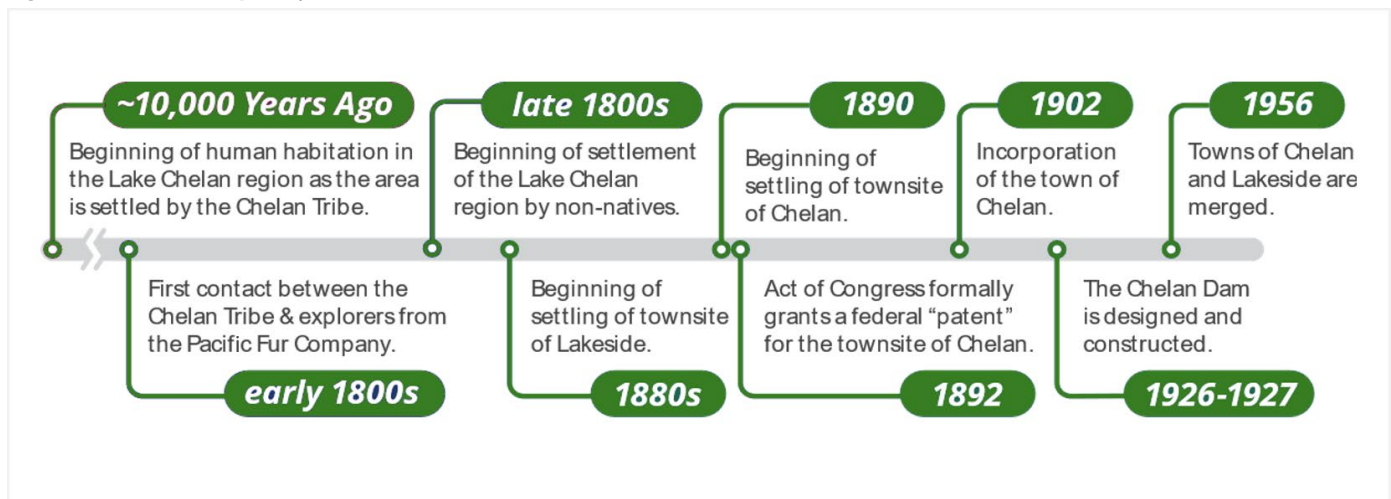
The area now known as the City of Lakeside was originally laid out as Lake Park in 1891, but upon discovering a preexisting Lake Park in Washington upon the establishment of a post office, the name was changed to Lakeside in 1892. Lakeside and Chelan engaged in economic competition, with Lakeside possessing an

advantage in accommodating larger ships. The construction of a dam in 1927 resulted in a significant rise in the lake's water level, causing substantial flooding in Lakeside's business district.

Lakeside Park, once the homestead of Charles Johnson in 1892, encompassed an orchard extending to the lake's shoreline. The dam's construction flooded much of the orchard, and the remaining portion was generously donated to the public by the Kingman family, who initially arrived in the area as prospectors and later operated a wood mill. In 1927, the Chelan Electric Company bestowed three acres of waterfront land at Johnson's Point to the City of Lakeside for use as a park. Officially designated a public park in 1928, a 1927 map illustrating lands affected by the dam identifies the entire point as Lakeside Park.

The consolidation of Lakeside and Chelan into a single city occurred in 1956. The expansive nature of the park struggled to accommodate the influx of recreational visitors. Recognizing the value of such public space, the installation of the first permanent facilities took place in 1967 to meet the needs of the growing population.

Figure 2-4 Timeline of Early Chelan



2.2 Geography

2.2.1. Geology and Topography

The City of Chelan is at the southeast end of Lake Chelan. Lake Chelan was carved out by multiple cycles of glaciation. Huge sheets of ice from Canada came down into Washington and scraped and carved the land. These glaciers ran from the crest of the Cascades, extending to the Columbia River Basin, carving out u-shaped valleys and forming Lake Chelan. Much of the lake is bordered by steep, mostly inaccessible terrain, but the southeastern end of the lake is characterized by a gentler, rolling topography.

The ice from the glaciers kept carving, depositing, and melting. Gneiss and granite were shaped by these processes. This created a long, winding valley trending to the northwest with two main parts. The Lucerne Basin, formed from softer granite, is much deeper, with its deepest point being hundreds of feet below sea level. It has the typical geology of the North Cascades. The Wapato Basin, on the harder gneiss rock, is shallower and sits several hundred feet above the elevation of the Columbia River to the east.

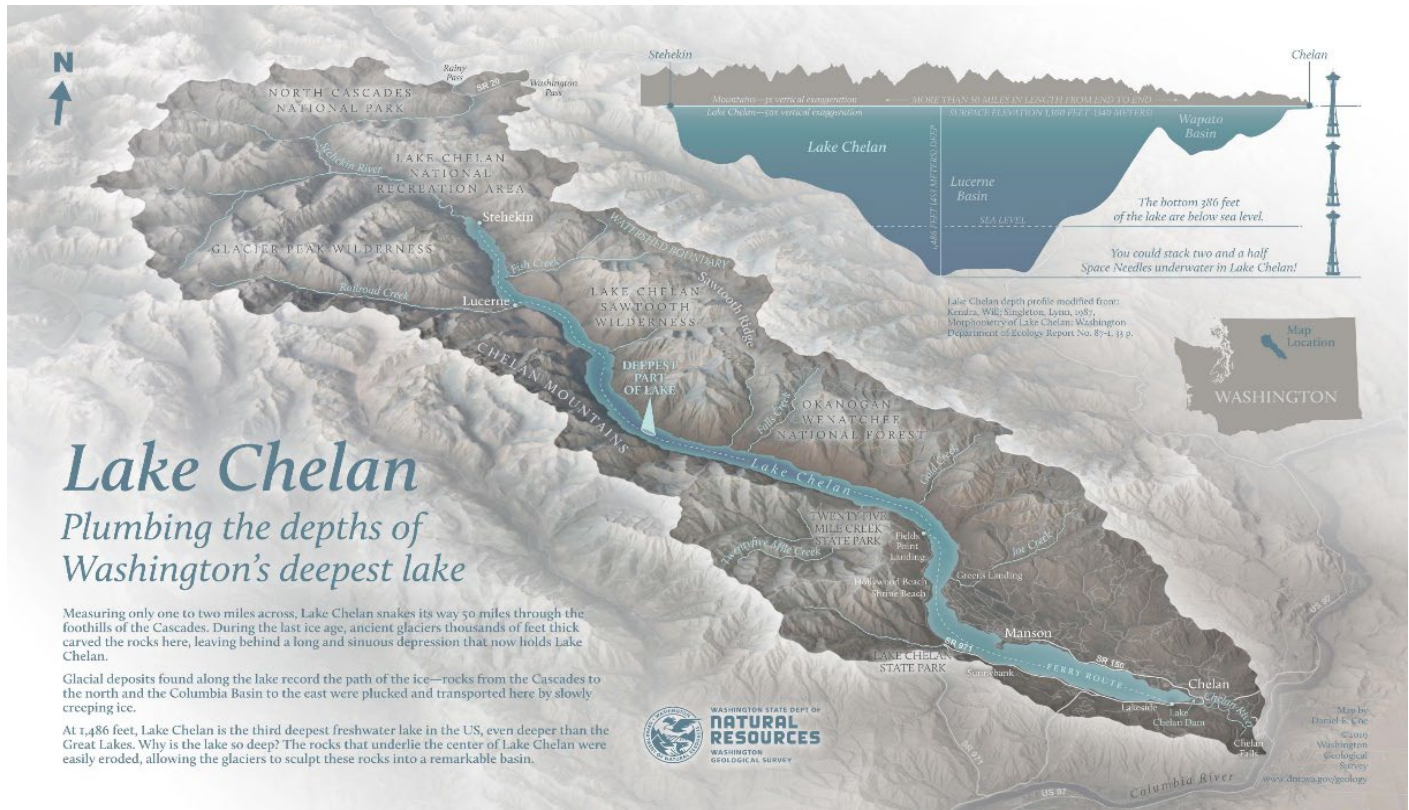
The City of Chelan is at an elevation of approximately 1,100 feet above sea level, surrounded by the Sawtooth and Chelan Mountains, which are a sub-range of the Cascades.

2.2.2. Hydrology

Lake Chelan, at the heart of the Chelan Basin watershed, spans an average width of 1.5 miles and varies in depth, reaching around 1,500 feet at its deepest point and about 100 feet at both ends. Stretching over 50 miles,

it stands as Washington's longest and deepest lake, ranking third deepest in the United States, surpassed only by Crater Lake in Oregon and Lake Tahoe in California and Nevada. Fed by major tributaries like the Stehekin River, Railroad Creek, and Twenty-Five Mile Creek, along with numerous smaller streams originating from glaciers and snowmelt, Lake Chelan drains through the Chelan River, Washington's shortest river, flowing east for four miles until it meets the Columbia River. A flood control hydroelectric dam and penstock system, constructed in 1927 at the lake's southeastern tip, effectively manages water flow into the Columbia River, situated several miles east of the city.

Figure 2-5 Lake Chelan²



2.2.3. Climate

Chelan is known for its 300-plus days of sunshine each year, making it an escape from cloudier western Washington and a popular year-round destination. Chelan benefits from a high desert arid climate, with average summer temperatures in the high 80's, with cooling lake breezes to help moderate the temperature. The average winter temperature ranges from the high 30's to low 40's. The average temperature of the lake is 60.5 degrees Fahrenheit.

The City of Chelan typically receives 12 inches of rain and 39 inches of snowfall each year. Chelan experiences four distinct seasons, each offering its own unique recreational opportunities, from swimming and boating in the summer to snowshoeing and cross-country skiing in the winter.

The combination of Lake Chelan and mountain range coupled with the warmer weather, offers many outdoor opportunities: hiking, camping, horseback riding, sight-seeing, mountain biking, hunting, dirt bike riding. In the winter, because of the cold weather and deep, dry snow conditions, there are excellent opportunities for all types of skiing. The thermals that blow up Chelan Butte have hosted many world and national hang gliding and parasailing events. The clear, warm weather from March through October, coupled with sandy loam soil,

² Coe, D. E. (n.d.). *Lake chelan, plumbing the depths of washington's deepest lake*. WA - DNR. https://www.dnr.wa.gov/publications/ger_presentations/coe_lake_chelan.pdf?po2iic

abundant water and spectacular views, host excellent golf opportunities in the lower valley. The weather conditions, excellent soils, and abundant water also provide ideal orchard growing conditions. (City of Chelan, 2011)

2.3 Social and Demography

In order to create effective planning recommendations for Chelan, it is crucial to have a comprehensive understanding of the community's demographics, including population, income, housing, education, employment, transportation, and more. Each of these aspects provides unique insights into how the residents of Chelan utilize the parks and recreation system. Equipped with this social and demographic data, the City of Chelan can ensure that parks, trails, and open spaces adequately meet the needs of Chelan's residents.

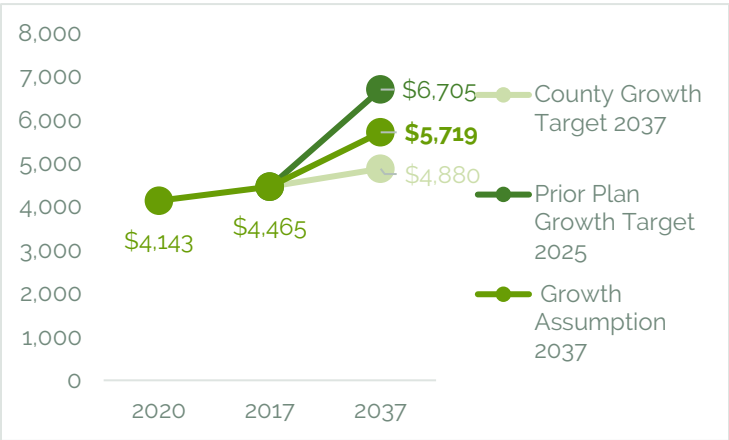
2.3.1. Population

The city's current population is **4,470 people in 2023** and is projected to increase to **5,346 by nearly 20% (876 people) by 2050**.

Chelan has experienced steady growth over the last 30 years and is projected to continue to grow. Chelan has grown by 51% since 1990, which is comparable to the growth seen in Chelan County (56%) and Washington State (63%).

Since 2020, the City of Chelan's growth rate has exceeded both Chelan County and Washington State.³

Figure 2-6 Projected Permanent Population Growth 2000-2037



The Chelan 2017 Comprehensive Plan lists three scenarios for population growth.

Population projection is key to anchor our level of service targets.

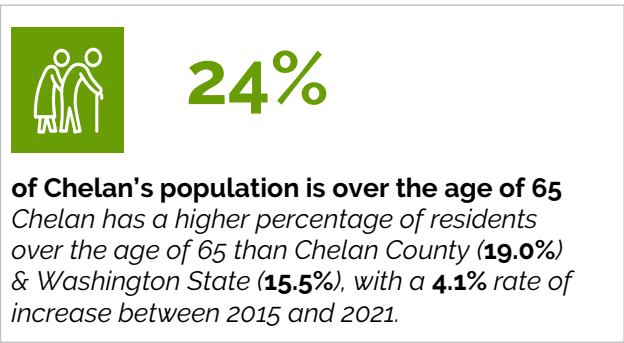
However, given that Chelan's is a large tourist destination (5.1m visits in 2023 as per Chamber of Commerce number), the year-round resident population number needs to be augmented by (a) summer residents and (b) visitors "load" on parks. The 2017 Comprehensive plan estimates Chelan's summer population to 25,000. In Chapter 6, we develop a logic to estimate visitors load in summer months.

2.3.2. Age & Gender

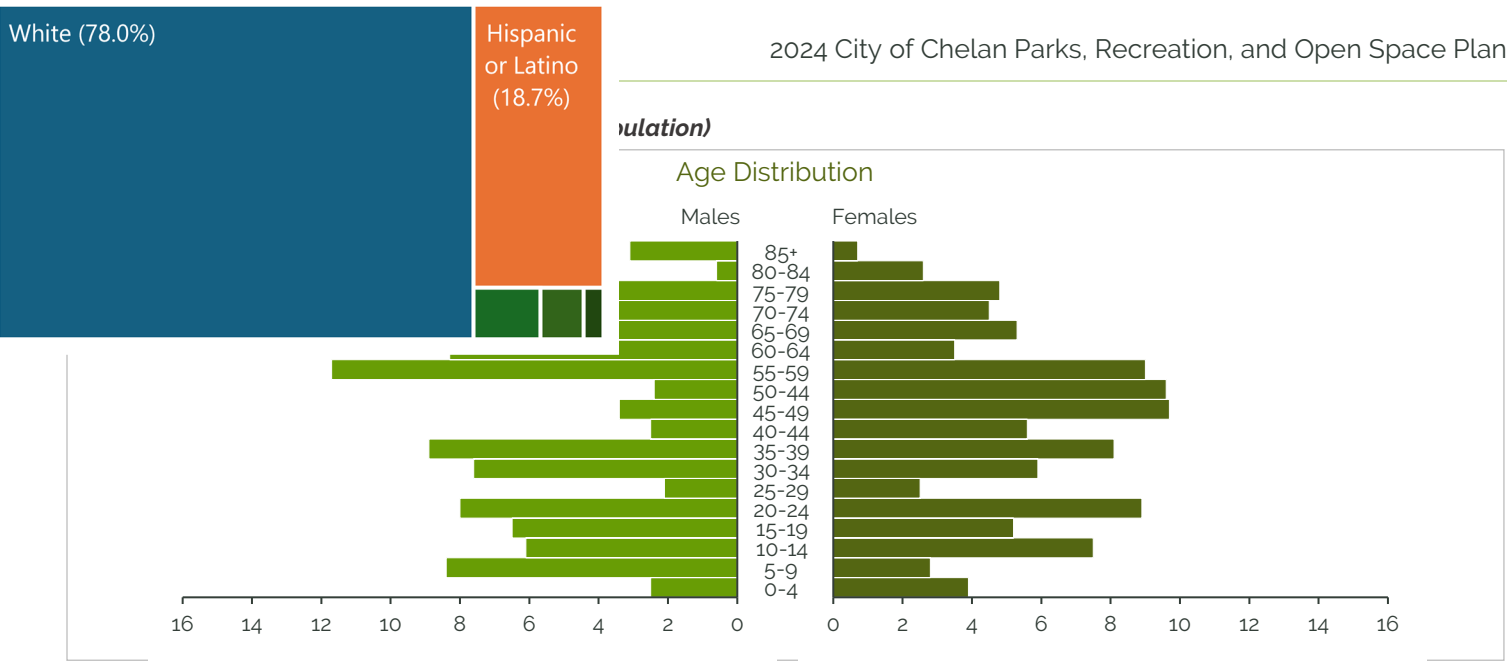
Chelan is 51% female and 49% male. Chelan's median age is 44.3 years. This is older than of Chelan County (39.9) and Washington State (37.9). With 24% of the population over 65, this is much higher than the Washington State average of 15.5%. Between 2015 to 2021, the percentage of residents age 65 and older has increased by 4.1%.

If these trends continue, it is important to develop a parks system that accommodates the retirement-age population. For those 14 and younger, Chelan is 15.7% compared to the Washington State average of 18.4%.

Figure 2-7 Chelan's age pyramid (% of gender population)



³ Population of Cities, Towns and Counties Used for Allocation of Selected State Revenues State of Washington. Retrieved from https://ofm.wa.gov/sites/default/files/public/dataresearch/pop/april1/ofm_april1_population_final.pdf.



2.3.3. Race, Ethnicity, and Language

Figure 2.6 portrays the racial demographics of Chelan. 79% of the population is Caucasian, with the next largest racial group being Hispanic or Latino at 18.7%. Asians represent only 1.7% of the population and are nearly exclusively from the Philippines (or 72 people). As reflected in the Census data, two major racial groups are absent in this population make-up: Black or African Americans and Native, Hawaiian or Other Pacific Islanders.

The language data is consistent with this population mix: 79% of Chelan residents speak only one language, English, while 20.6% of the population speaks a language other than English at home, the majority of which is Spanish (84.3% vs 15.7% another foreign language) and roughly evenly split between English-second language residents who declare speaking English "very well" (11.4%) and those who speak it less than "very well" (9.2%). Since Census data poorly captures information on undocumented people in the community, we can expect both the minority of non-White people, and the proportion of community members with English as foreign language to be higher than reported.

As a result of this demographic and language mix, it is important that our parks and infrastructures be accessible to non- English native minorities, particularly those of Hispanic/Latino origin.

Figure 2-9 Race and Ethnicity Percentages for Chelan

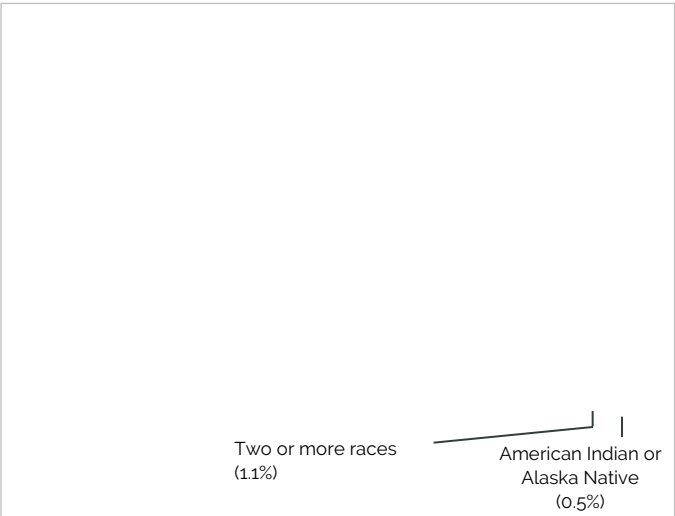
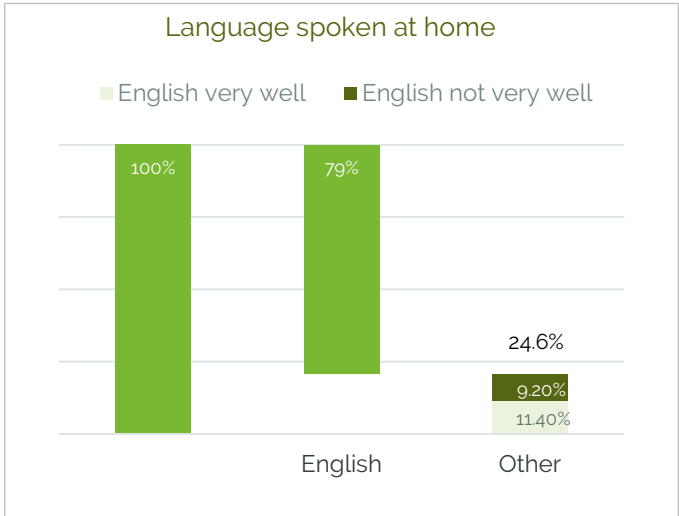


Figure 2-10 Chelan Highlighted Language at Home

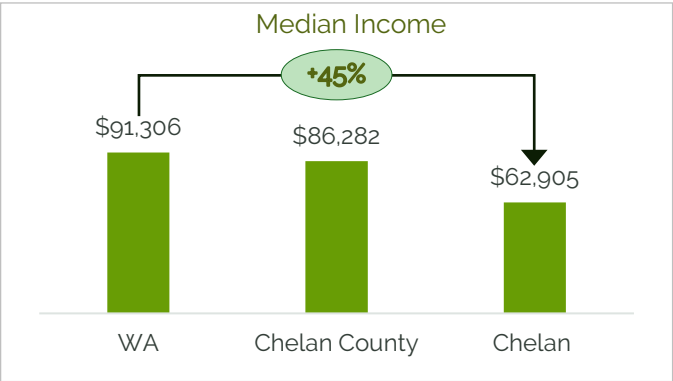


2.3.4. Income & Poverty

The median household income in Chelan per 2021 ACS estimates was approximately \$62,905, compared with Chelan County at \$86,282 and Washington State at \$91,306

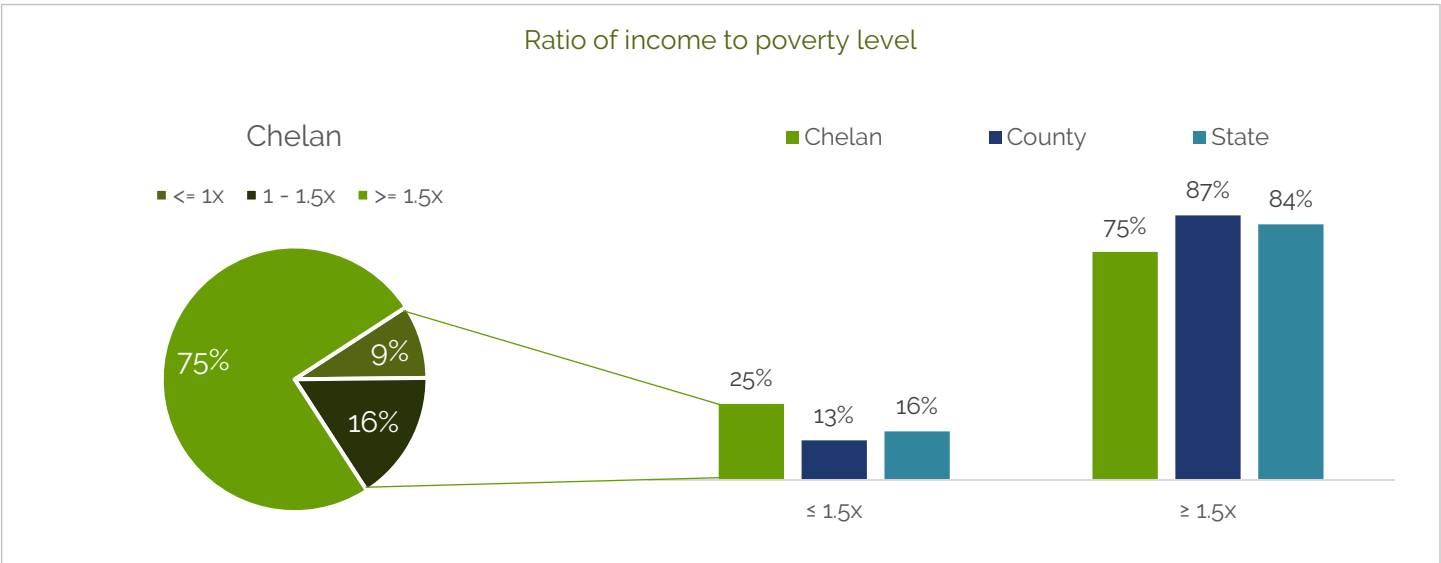
According to the 2021 Federal Poverty Guidelines, being below the poverty level for a one-person household would be earning less than \$12,880 or for a four-person household it would be \$26,500. Households at 150% of the poverty level would earn \$19,320 for a one-person household and \$39,750 for a four-person household. Figure 2.9 shows the breakdown of how Chelan households at or below the Federal poverty level.

Figure 2-11 Median Income



With 9% of Chelan residents living below the poverty line, and 16% between 1 and 1.5 times the poverty line, that is a total of 25%, one fourth of the population, that lives with limited disposable income.

Figure 2-12 1 in 4 of Chelan residents live at or below 1.5x federal poverty line



As such, Chelan Parks represent an important affordable recreational activity critical for broad accessibility.

2.3.5. Housing

Housing units in Chelan, outside the 2020 COVID period (and 2021 correction) hover around 2700 units. In terms of housing type, Chelan distinguishes itself from Chelan County and Washington State in two key aspects with, on one side, a lower proportion of single unit housing at 60% vs. 69% and 67% respectively, and, on the other side, a larger proportion of 10 and above units housing at 24% vs. 11% and 18% respectively. As a result, Chelan has a lower proportion of homes likely to enjoy their private yard and green space, and a denser housing stock, for which having access to public parks and green space in close proximity to their lodging is very important.

Table 2.1 Housing Unit Type Overview

| | Chelan | | Chelan county | WA |
|-------------|--------|------|---------------|------|
| | Units | % | % | % |
| Single | 1597 | 60% | 69% | 67% |
| 2-5 | 167 | 6% | 3% | 5% |
| >10 | 645 | 24% | 11% | 18% |
| Mobile home | 99 | 4% | 12% | 6% |
| Total | 2682 | 100% | 100% | 100% |

In the 2022 Census data, slightly above 40% of housing in Chelan was renter occupied vs. nearly 60% owner-occupied, placing Chelan at a rate of house ownership below that of Chelan county (64.7%) and Washington State (64.2%), which is consistent with a higher rate of poverty.

Table 2.2 Homeownership Rate Overview

| | Chelan | | Chelan county | WA |
|-----------------|--------|-------|---------------|-------|
| | Units | % | % | % |
| Owner-occupied | 967 | 59.4% | 64.7% | 64.2% |
| Renter-occupied | 661 | 40.6% | 35.3% | 35.8% |

While poverty rate is higher, median rent, and median house prices are higher than in Chelan county (\$1,455 vs \$1,313 and \$633,333 vs. \$593,500 respectively), reflecting the high pressure on affordable housing experienced in Chelan.

Table 2.3 2022 Median Gross Rent (Census B25064)

| | Gross Rent | % Chelan Cost |
|---------------|------------|---------------|
| Chelan | \$1,455 | |
| Chelan County | \$1,313 | 90% |
| WA State | \$1,630 | 112% |

Table 2.4 Q4 2023 Median House Resale Price

| | Resale Price | % |
|------------------------------|--------------|-----|
| Chelan ^(*) | \$633,333 | |
| Chelan County ^(*) | \$593,700 | 94% |
| WA State ^(*) | \$583,200 | |

Median home value in Chelan is \$409,000 vs. \$492,700 for Chelan county and \$569,500 for Washington State, partly due to the higher proportion of older buildings in the housing stock (28% housing structures built before 1950, vs. 23% for Chelan county and 21% for WA State)

Table 2.5 2022 Median Home Value

| 2022 Median Home Value (Census B25077) | | |
|--|-----------|-----|
| Chelan | \$409,000 | |
| Chelan County | \$492,700 | 83% |
| WA State | \$569,500 | 72% |

^(*) Realtor.com - numbers skewed by Chelan smaller sample size of house sold in a quarter

^(**) Housing Market Reports available on the WCRER website: <https://wcrer.be.uw.edu>

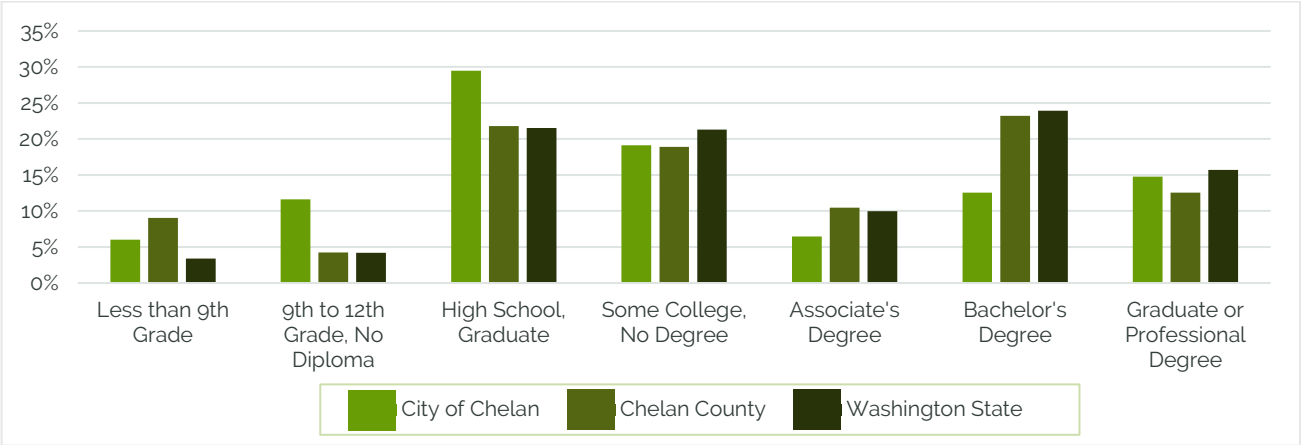
Table 2.6 Q4 2023 Median House Resale Price

| | Resale Price | |
|-------------------------------|--------------|-----|
| Chelan ^(*) | \$633,333 | |
| Chelan County ^(**) | \$593,700 | 94% |
| WA State ^(**) | \$583,200 | 92% |

2.3.6. Education

Figure 2.12 highlights the educational attainment for those over 25 years of age in Chelan, compared with Chelan County and Washington state. Of the population that received a Bachelor's degree or higher, the most common fields to receive a Bachelor's degree in were science and engineering, business, education, or arts and humanities.

Figure 2-13 Educational Attainment for Population 25 Years and Older



2.3.7. Disability

20.9% of Chelan residents have a disability which is higher than Chelan County (14.7%) and Washington State (13.5%), and is consistent with an age pyramid skewing older. Vision (8.8%), hearing (7.8%) and difficulty walking (6.2%) are the top three reported disability categories, which are important to consider in planning public spaces in Chelan. Disability impacts most people at some point in their lives, whether it is as people age or having a loved one experience disability. The more accessible communities are built to be, the more they will serve the entire population in different phases of life.

2.3.8. Health

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 Chelan County is ranked in the highest range among counties in Washington, in 2020, it ranked 9th out of 38 Washington Counties for Health Outcomes. Figure 2-12 below provides additional information regarding the County's health data as it may relate to parks, recreation, and community services. "The strengths indicated below are those areas where Chelan County ranked higher than top US performers or the State of Washington. The areas to explore are those where the County ranked lower than the State or top US performers.

Ranked 9th
for health
outcomes.

Source: Robert
Wood Johnson
Foundation

^(*) Realtor.com - numbers skewed by Chelan smaller sample size of house sold in a quarter
^(**) Housing Market Reports available on the WCRER website: <https://wcrer.be.uw.edu>

Source: American Community Survey 2021 5-year estimates, Table S1501

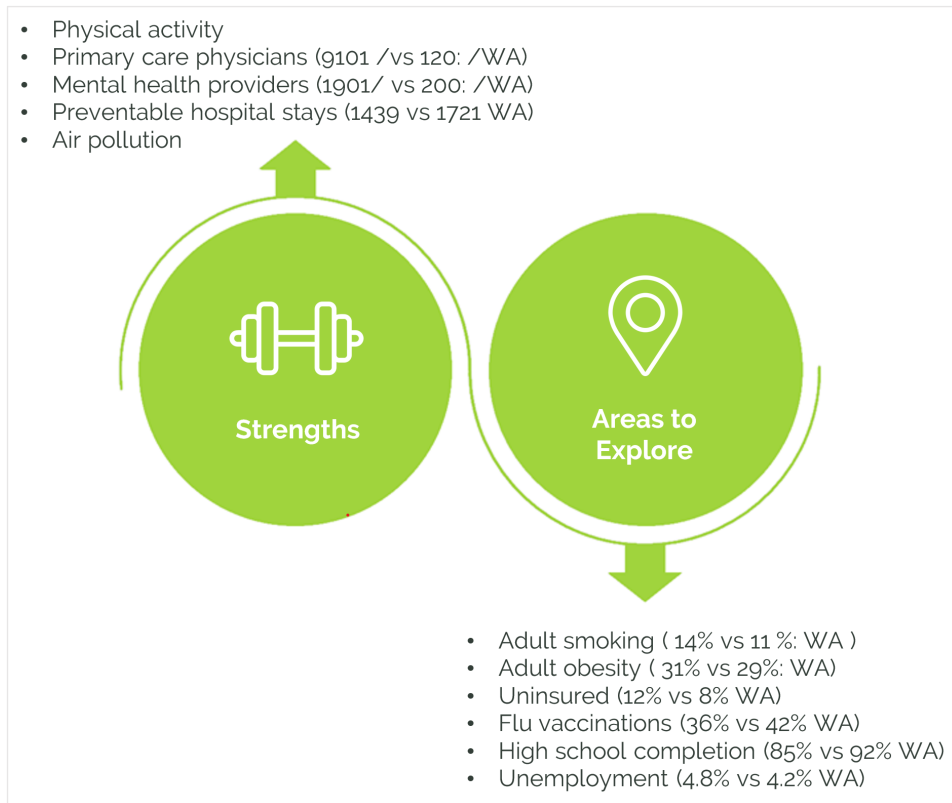
Food insecurity is a useful indicator of health in a community, as lacking consistent access to sufficient, nutritious, and balanced food is correlated to negative health outcomes such as weight gain and premature mortality. In both Chelan County and Washington State, 10% of all residents are identified as food insecure, with even higher rates of 1 in 6 (17%) amongst children.



57%

of Chelan's school children receive a free or reduced-price lunch according to the Washington Office of the Superintendent of Public Instruction

Figure 2-14 Robert Wood Johnson Foundation's Chelan County Health Report



In 2021, a Healthy Youth Survey was completed 45% of all 10th grade students in Chelan County. A positive health indicator in this report showed that overall, Chelan County high school sophomores had higher rates of days per week that they spent being physically active for at least 60 minutes, with 20.1% doing so 7 days per week. Only 8.5% were physically active zero days per week. Additionally, 16.6% do not watch tv or movies on an average school day, compared to 8.8% statewide. These results together point toward students spending more time being active, rather than using technology and screens. The Chelan parks system has an opportunity to increase outdoor recreational opportunities and promote this health trend for young people in the community.

2.3.9. Transportation & Mobility

The table below shows the means of transportation for the populations of Chelan, Chelan County, and Washington.

Table 2.7 2022 Means of Transportation to Work by Age (Census b08101)

| | Chelan | | County | | State | |
|---------------------------|--------|------|--------|------|-----------|------|
| Car, truck, van – alone | 1,463 | 71% | 28,092 | 76% | 2,415,775 | 63% |
| Car, truck, van - carpool | 66 | 3% | 2,913 | 8% | 334,984 | 9% |
| Public transportation | N/A | N/A | 258 | 1% | 120,911 | 3% |
| Walked | 236 | 11% | 1,458 | 4% | 120,519 | 3% |
| Other | 48 | 2% | 1,123 | 3% | 65,280 | 2% |
| WFH | 241 | 12% | 2,980 | 8% | 786,120 | 20% |
| Total | 2,054 | 100% | 36,824 | 100% | 3,843,589 | 100% |

Chelan distinguishes itself both from Chelan County and Washington State in that there are 11% of residents walking to work compared to 4% and 3% respectively.

In Chelan county, that difference is roughly made up by the excess workers commuting by car (84% vs. 74%), while the same difference with Washington State seems to be made up by the excess of adults working from home (20% vs 12%).

While bicycle commuting numbers are low in Chelan (2%), they are similar to rates from varied cities prone to promote bicycling as a means of transportation (e.g., Redmond – 2%, Seattle – 3%, Edmonds – 2%). By not including bicycling for leisure and by minors, the rate of people commuting to work on 2-wheelers may not be reflective of the total propensity to bike in the Chelan community. That said, increasing trail connections in Chelan could raise the amount of people using trails for active transportation commutes, whether bicycling or walking.

Furthermore, in the formerly mentioned Healthy Youth Survey from 2021, which surveyed high school sophomores in Chelan County, 25% of 10th graders (which may be reflective of high schoolers in general) walk and bike more frequently than statewide rates of 15%. 25.1% of Chelan County sophomores walk to school every day, compared with 15.4% statewide and 2.8% bike to school every day, compared with 1.7% statewide.*

Table 2.8 Two-Wheelers Usage Comparison (Census b08101)

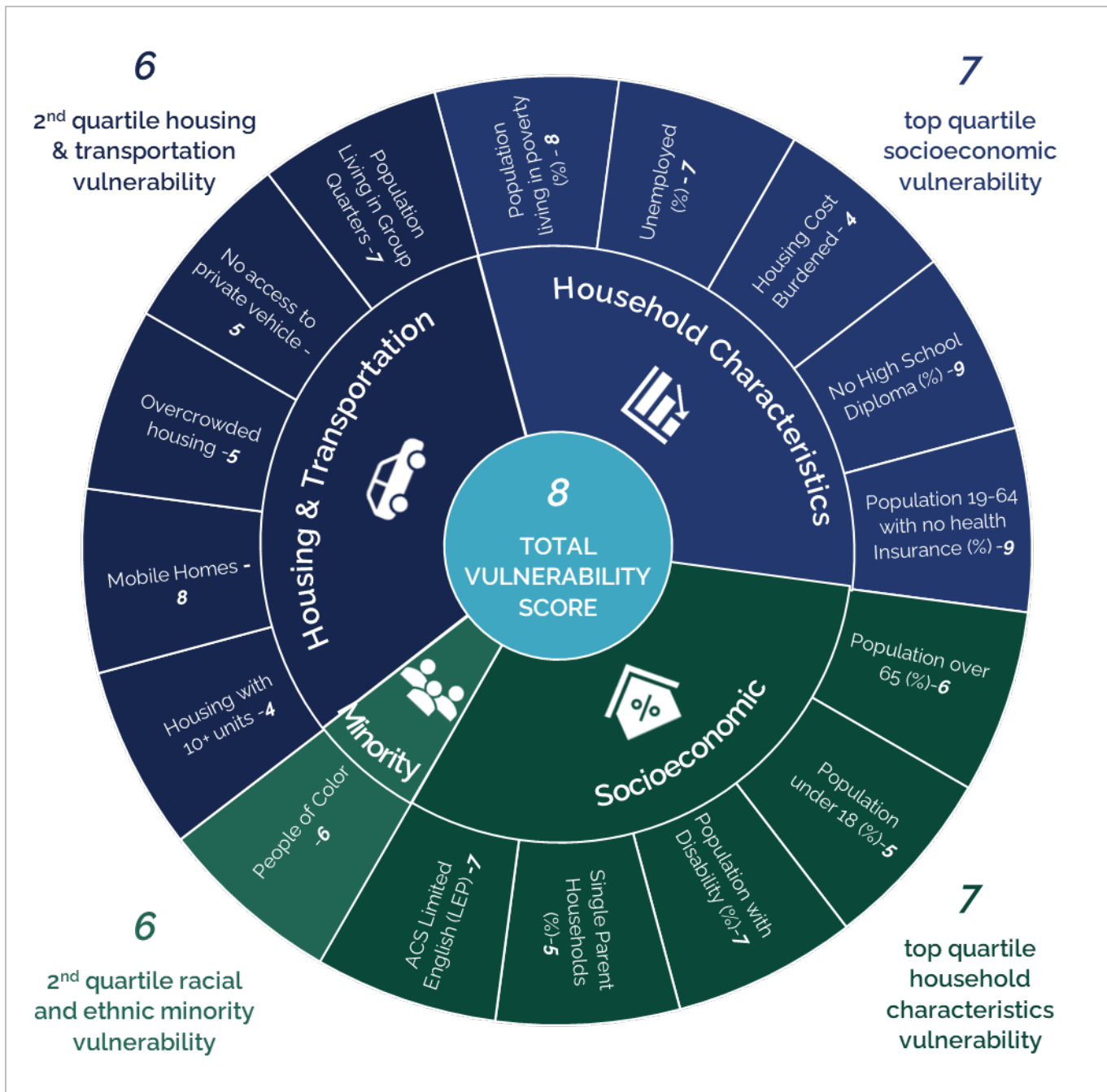
| | Chelan | | Redmond | | Seattle | | Edmonds | |
|--------------|--------|----|---------|----|---------|----|---------|----|
| Total | 2,054 | | 38,785 | | 458,681 | | 21,991 | |
| Two-wheelers | 48 | 2% | 789 | 2% | 15,781 | 3% | 376 | 2% |

2.3.10. Social Vulnerability Index

The Social Vulnerability Index (SVI) is a measure developed by the Center for Disease Control (CDC) that compiles US Census data to determine overall social vulnerability of individual census tracts and counties, focusing on four different areas of vulnerability. Figure 2.10 shows the CDC Social Vulnerability Ratings for the City of Chelan. Compared to the rest of Washington census tracts, Chelan has a high social vulnerability index overall, in particular in terms of socioeconomics and household characteristics.

* Robert Wood Johnson Foundation, County Health Rankings 2024, <http://www.Countyhealthrankings.org>

Figure 2-15 Chelan's Social Vulnerability Index (2020 data)



Methodology

Chelan captures three census tracts (9603.01, 9603.02, 9603.03). The Washington state database was used that ranks Census tracts within the state to enable mapping and analysis of relative vulnerability within peer census tracts of WA State. Percentiles were obtained by census tract by dimension, then weighted averaged with respective population to obtain Chelan's percentile scores for each of the 16 dimensions

Centers for Disease Control and Prevention/ Agency for Toxic Substances and Disease Registry/ Geospatial Research, Analysis, and Services Program. CDC/ATSDR Social Vulnerability Index 2020 Database Washington

2.4 Economy

2.4.1. Employment and occupations

From 2020 to 2021, employment in Chelan, WA grew at a rate of 1.53%, from 2.16k employees to 2.2k employees.

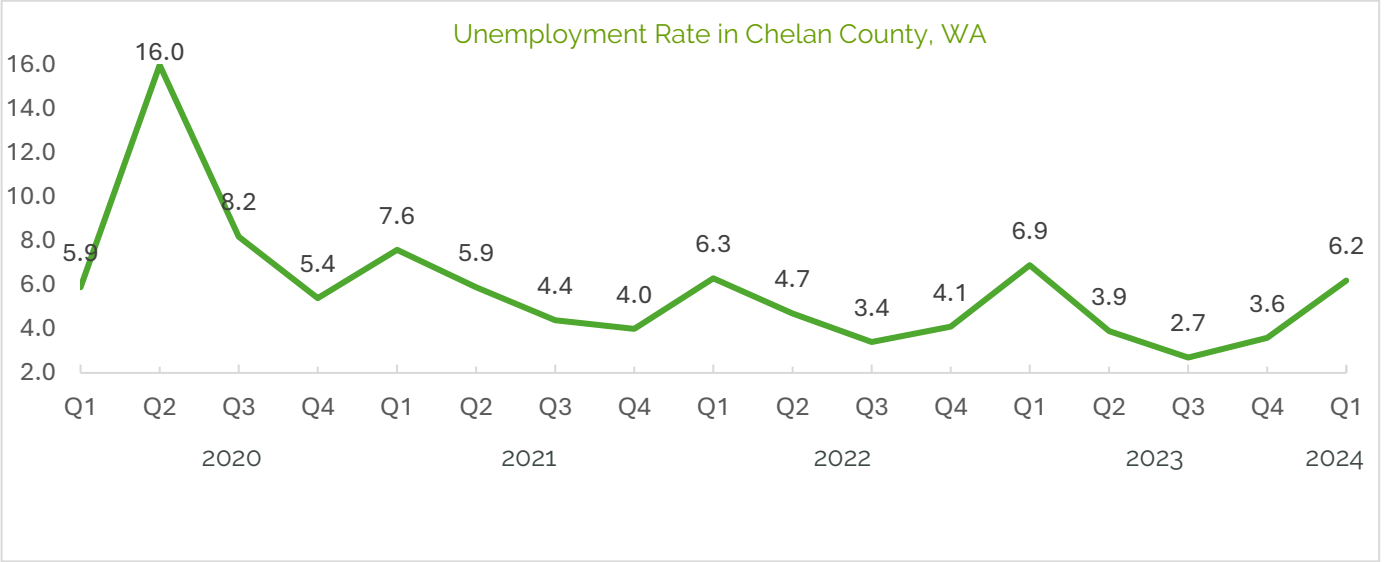
Approximately 57% of the population was employed in white collar positions, which encompass jobs where employees typically perform managerial, technical, administrative, and/or professional capacities. Another 29% of the City's population were employed in blue collar positions, such as construction, maintenance, etc. Finally, 14% Chelan's residents were employed in the service industry. An estimated 78.1% of working residents drive alone to work, while 15% of residents spent seven plus hours a week commuting to and from work.

In 2021, an estimated 9.4% of the City of Chelan's population was unemployed, higher than the State of Washington (5.4%) and the United States (6.2%).

.Chelan, and Chelan County at large, have a significant seasonal employment driven by its tourism and agriculture economy peaking in the summer. Outside of the abnormal Covid recession year of 2020, unemployment tends to rise to 6-7% in winters, to go down in spring and summer to 2-3%, level representing full employment. So much so, that Chelan is a net importer of labor during the peak season.

The Parks department falls squarely in this trend going from 12 full time employees year-round to adding more than 40 seasonal employees in the summer.

Figure 2-16 Unemployment Rate in Chelan County, WA



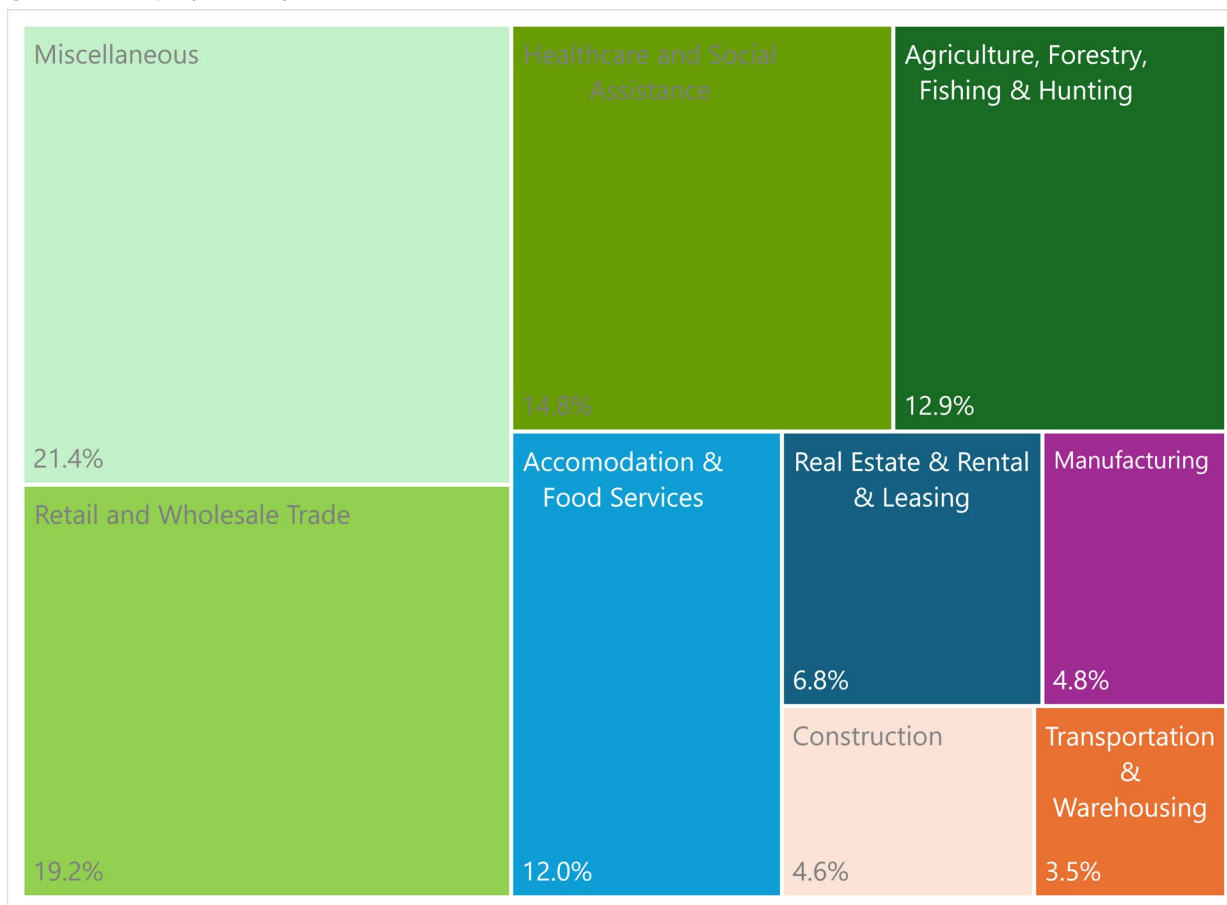
2.4.2. Employment by industries

"Lake Chelan is fortunate to be a major destination resort in Washington State. The valley plays host to over 4 million visitors a year. The total economic impact tourism creates in total spending is over \$417 million. This industry employs over 5,000 people in our county. Tourism is Lake Chelan's second largest industry cluster in the valley, second only to our world impacting agricultural industry.³"

From 2020 to 2021, employment in Chelan, WA grew at a rate of 1.53%, from 2.16k employees to 2.2k employees.

The most common employment sectors for those who live in Chelan, WA, are Health Care & Social Assistance (325 people), Retail Trade (306 people), and Agriculture, Forestry, Fishing & Hunting (284 people). This chart shows the share breakdown of the primary industries for residents of Chelan, WA, though some of these residents may live in Chelan, WA and work somewhere else. Census data is tagged to a residential address, not a work address.

Figure 2-17 Employment by Industries



³ Lake Chelan Chamber of Commerce. (n.d.). *Economy & business*. <https://www.lakechelan.com/area/economy-business/>
 Census Bureau ACS 5-year Estimate, retrieved from dataUSA, https://datausa.io/profile/geo/chelan-wa?race-income-income_geo=incomeRace1#employment, April 24, 2024

2.4.3. Regional Transport Access

The City of Chelan is served by two primary highway systems. U.S. Route 97 predominantly traverses in a north-south direction following the Columbia River, along with its bypass, U.S. 97A, following the west side of the Columbia up through Chelan. This helps the flow of traffic through the central regions of the state, connecting Oregon to British Columbia. These highways closely follow the path of the Columbia River as they approach the Chelan area. U.S. 97 connects with U.S. Highway 2 in Wenatchee, and along with its other bypass State Route (SR) 970, which connects to Interstate-90. Traveling to Chelan from the Seattle/ Everett region takes approximately three and a half hours. It is an approximately three-hour drive from Spokane and the Tri-Cities.

Link Transit (Route 21) also serves the City of Chelan with approximately hourly service throughout the day.

Lake Chelan Airport is nearby and jointly owned by the City of Chelan and Port of Chelan County. It is a general aviation public-use airport with no commercial service. The largest commercial airport nearby is Pangborn Memorial Airport, 44 miles to the south in East Wenatchee, which has a daily shuttle service to SeaTac

Figure 2-18 Chelan Transport Access Map⁴



⁴ Washington State roads map with highway freeway large scale free. (n.d.). Road atlas US detailed map highway state province cities towns free use. <https://us-canad.com/washington-road-map.html>

2.4.4. Agriculture

Figure 2-19 Chelan's Apple Orchards



Lake Chelan is agriculturally recognized worldwide for having some of the best soil that grows up to 10,000 acres worth of pumpkins, apples, cherries, pears, apricots, peaches, and wine grapes, just to name a few!

The Chelan region is known for producing hearty apples of exquisite quality, flavor, texture, color, and shape. Such beautiful fruit is a product of a unique temperate microclimate. Orchards line the shores of the 50-mile long lake, whose deep waters cool hot summer days and warm the air temperature in winter. Wine vineyards are the other most well-known crop grown in Lake Chelan Valley boasting steep terrains, breathtaking views, and crops of top quality.

Figure 2-20 Chelan Wine Valley



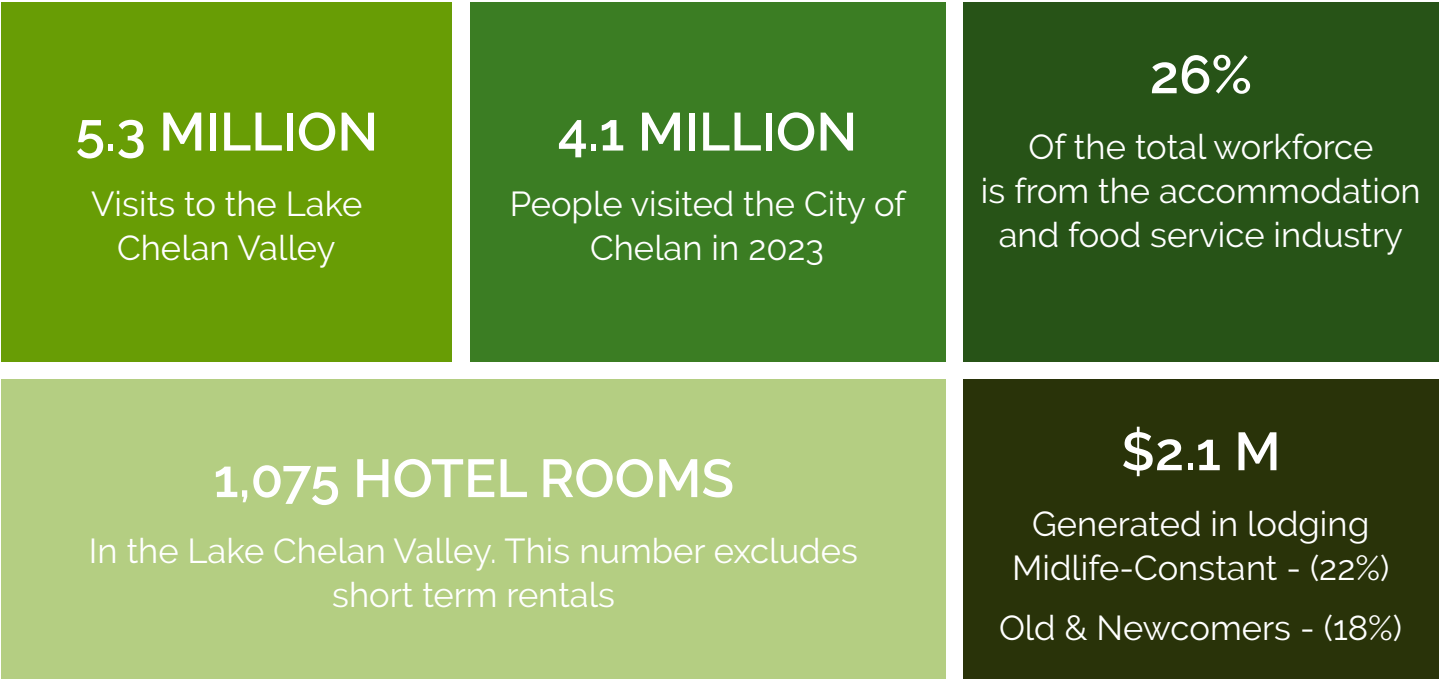
The local wineries spearhead a vibrant agri-tourism industry. Along with wine tasting, many wineries also offer a full experience of touring their vineyards, showing a behind the scenes look at how the grapes are harvested, processed, and turned into wine, and even offering food and wine pairing sittings.

2.4.5. Tourism

Tourism is a key part of Chelan's economy, with the lake, adjacent parks, trails, and a vibrant agri-tourism industry serving a prime attraction for visitors.

Tourism provides employment to roughly a fourth of the Chelan workforce.

Figure 2-21 Chelan's Tourism Key Numbers



Covid was a massive air pocket for the tourism economy in Chelan as everywhere in 2020 and 2021. The RV Park closed down for a period with revenues plummeting as a result. The Golf course was under a special legislation that allowed it to re-open earlier than most other activities, leading to very high traffic (so few options were open).

However, by 2023 the tourism economy in Chelan had rebounded. According to the Chelan Chamber of Commerce, Chelan saw 4.1m visits in 2023 and the lodging revenue reached \$27m in 2022 vs \$16m in 2017, a 71% growth, double the lodging revenue growth rate from Chelan County over the same period.

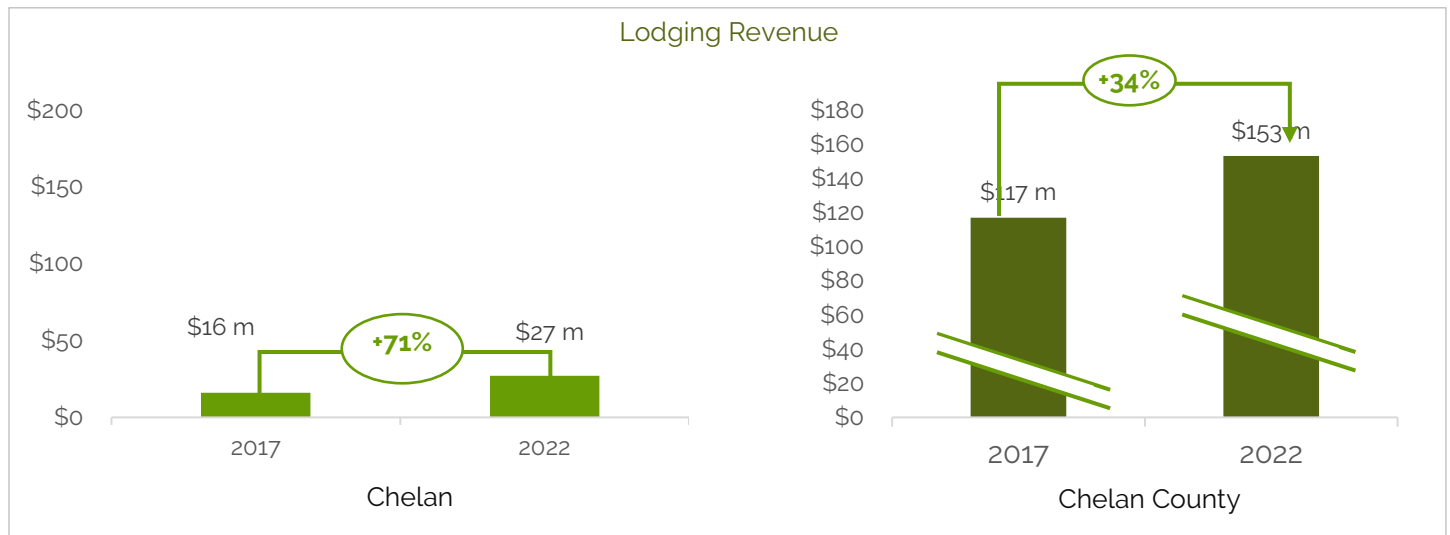
After "Accommodation and Food Service", visitors to Chelan County spend most on "Arts, Entertainment, and Recreation."⁵ Chelan Parks offers accommodations, recreation, and our concessionaires offer food service.

"Increasingly, the amenities of life are becoming the essentials. The ability of a community to offer a high quality of life outside of the workplace is critical in attracting knowledgeable workers. As the Inland Northwest transitions from a resource-based economy, highly educated and creative people will become our biggest asset. Quality of life takes many forms and this category covers several of these measures, from arts and leisure activities to recreation and tourism."⁶ Thus the same amenities that attract tourists help to make Chelan an attractive place to live, work, and play.

⁵ Dean Runyan Associates. (2014). *WA state county travel impacts and visitor volume 1991-2014*.

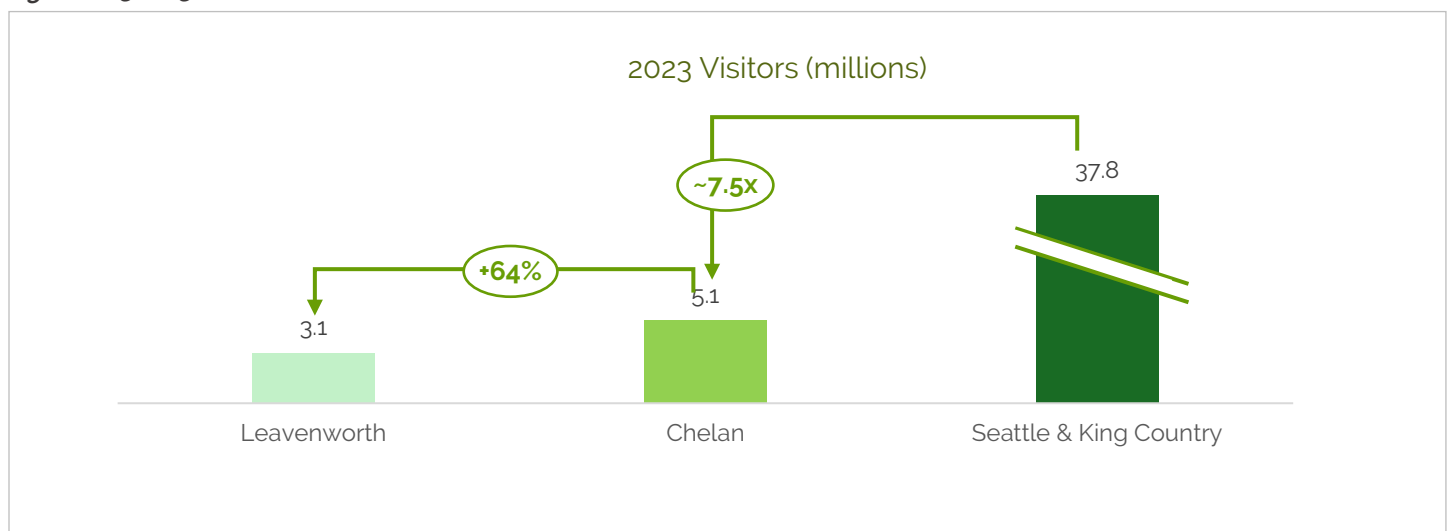
⁶ Chelan Douglas Trends. (n.d.). *Chelan-Douglas trends*. Chelan-Douglas Trends. <https://chelandouglastrends.com/category.cfm?id=1>

Figure 2-22 Lodging Revenue



To put this in perspective, Seattle and King County received a total of 37.8 million visitors came in 2023, a 9% increase from 2022 reaching 90.2% of 2019 levels

Figure 2-23 2023 Visitors (millions)



Source: NAICS 721 Accommodation

Table 2.9 Lodging Comparisons

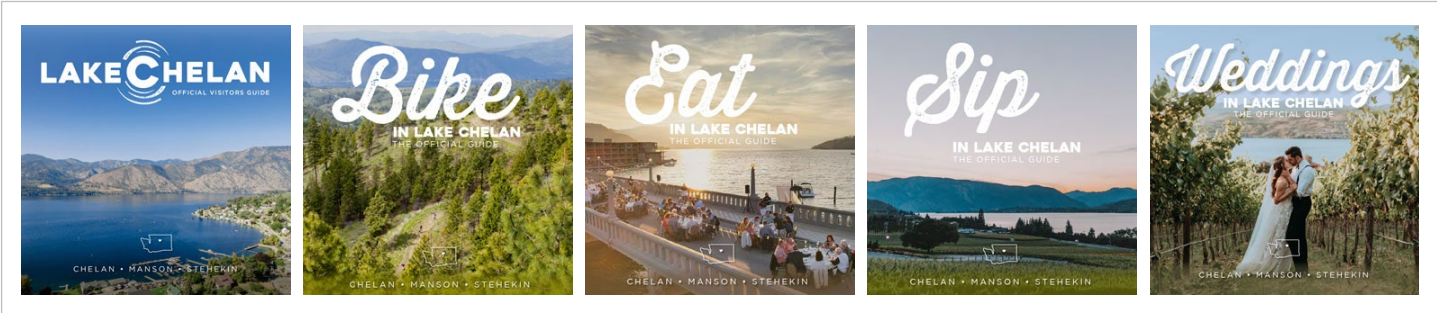
| | Leavenworth ⁽¹⁾ | Chelan | Seattle & King County ⁽²⁾ |
|-------------------|----------------------------|-----------------------|--------------------------------------|
| Resident | 2,000 | 4,470 | 2,267m |
| Hotel Rooms | 1,238 | 1,075 | |
| Occupancy (000s) | 4,288 | 3,672 | |
| Lodging Tax (\$m) | \$3.717m | \$2.117m (city limit) | |

Under state law, the Hotel- Motel Lodging Tax is in two parts. The first is the basic 2% levy, and is taken as a credit against the state sales tax of 6.5%. The second part of the Hotel – Motel Lodging tax in Chelan is 3%, and is in addition to the prevailing sales tax rate. In 2023, the City of Chelan collected \$2.1M in lodging taxes. By law, the lodging tax is distributed to activities promoting tourism and to operations and capital expenditures of tourism related facilities owned or operated by a municipality or non-profit organizations.

The Chelan Chamber of Commerce is the execution arm for the tourism promotion. Among other things, the Chamber of Commerce operates the <https://www.lakechelan.com/> website as well as events through the year and web marketing campaigns. The Chamber of Commerce gets a large portion of the Lodging Tax for these services.

Parks department gets the other large portion of the Lodging Tax mostly for funding capital investment projects and debt service on past capital investment projects, thus recognizing that the Chelan Parks are highly related to tourism visits.

Figure 2.1: Tourist Guides offered by the Chamber of Commerce



⁽¹⁾ Leavenworth Chamber of Commerce, [2024 Economic, Visitor & Area Profile](#)

⁽²⁾ [Visit Seattle Press Release, retrieved at https://visitseattle.org/press/press-releases/visit-seattle-celebrates-record-setting-8-2-billion-in-visitor-spending-at-annual-meeting](#)

Strong synergies exist between Parks and the Tourism economy, as most tourists typically visit one or several of the Parks during their stay and spend recreational time there. Whether it's the public beaches of Lakeside Park and Don Morse Park or the water vessel mooring in the Marina Park, many tourists begin their day's recreational activities at one of the City of Chelan's public parks.

Figure 2.2: Parks and Tourism Flywheel (the virtuous cycle of park investments)



As one would expect, the economic benefits of Chelan's Parks are commensurate with the touristic visits that Chelan's exquisite location and landscape attract.

It is common now for Park Systems to conduct studies quantifying the economic windfall of their parks system. The Parks department commissioned such a study in 2022 from the boutique consulting firm Earth Economics which, as a starting point for such analyses, focused on the economic impact of the Golf Course.



Figure 2-24 Lake Chelan Golf Course (LCGC)-Economic-Impact-in-2020



Case study: Lake Tahoe has a People Problem



The article delves into the mounting challenges facing Lake Tahoe, a once-idyllic resort town now grappling with a housing crisis that threatens its livability. Fueled by a pandemic influx of remote workers and second-home buyers, the region has witnessed skyrocketing real estate prices, pushing locals out of their communities. With rents on the rise and a severe housing shortage, residents are forced to seek refuge in more affordable cities, leaving behind a struggling workforce and businesses grappling with staffing shortages.



Despite its scenic beauty and allure as a tourist destination, Lake Tahoe's future hangs in the balance as it grapples with a fundamental question: who is Tahoe for? The article highlights the need for concerted efforts to address the housing crisis, with developers working on projects aimed at providing affordable housing options for local workers. However, officials caution that meaningful change will take time and a multi-faceted approach, emphasizing the importance of balancing environmental preservation with community needs to ensure the long-term sustainability of the region.

2.4.6. Tapestry Segmentation

We will conclude this 360 degree historic, geographic, social and economic deep-dive into the Chelan community by the Tapestry Segmentation.

The 2021 ESRI-Business Analyst offers a deeper understanding of the community through a tool called Tapestry. Market-Segmentation. This analysis provides an accurate, comprehensive profile of US consumers based on socioeconomic and demographic characteristics. There are typically several dominant tapestry. Segments in each community. In Chelan, this group is known as the "Southern Satellites" – which makes up 27% of the population. There are two other groups that make up a large segment of the population - Midlife Constants (22%)-and-Old & Newcomers (18%).

Anguiano, D. (2023, February 12). "Lake Tahoe has a people problem": How a resort town became unlivable. The Guardian. <https://www.theguardian.com/us-news/2023/feb/12/lake-tahoe-resort-housing-crisis>

Southern-Satellites - (27%)

“

This market features singles Southern Satellites is the second largest market found in rural settlements but within metropolitan areas located primarily in the South. This market is typically slightly older, settled married-couple families, who own their homes. Two-thirds of the homes are single-family structures, almost a third are mobile homes. Median household income and home value are below average. Workers are employed in a variety of industries, such as manufacturing, health care, retail trade, and construction, with higher proportions in mining and agriculture than the US. Residents enjoy country living, preferring outdoor activities and DIY home

Midlife-Constant - (22%)

“

Midlife Constants residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban. They are generous, but not spendthrifts.

Old & Newcomers - (18%)

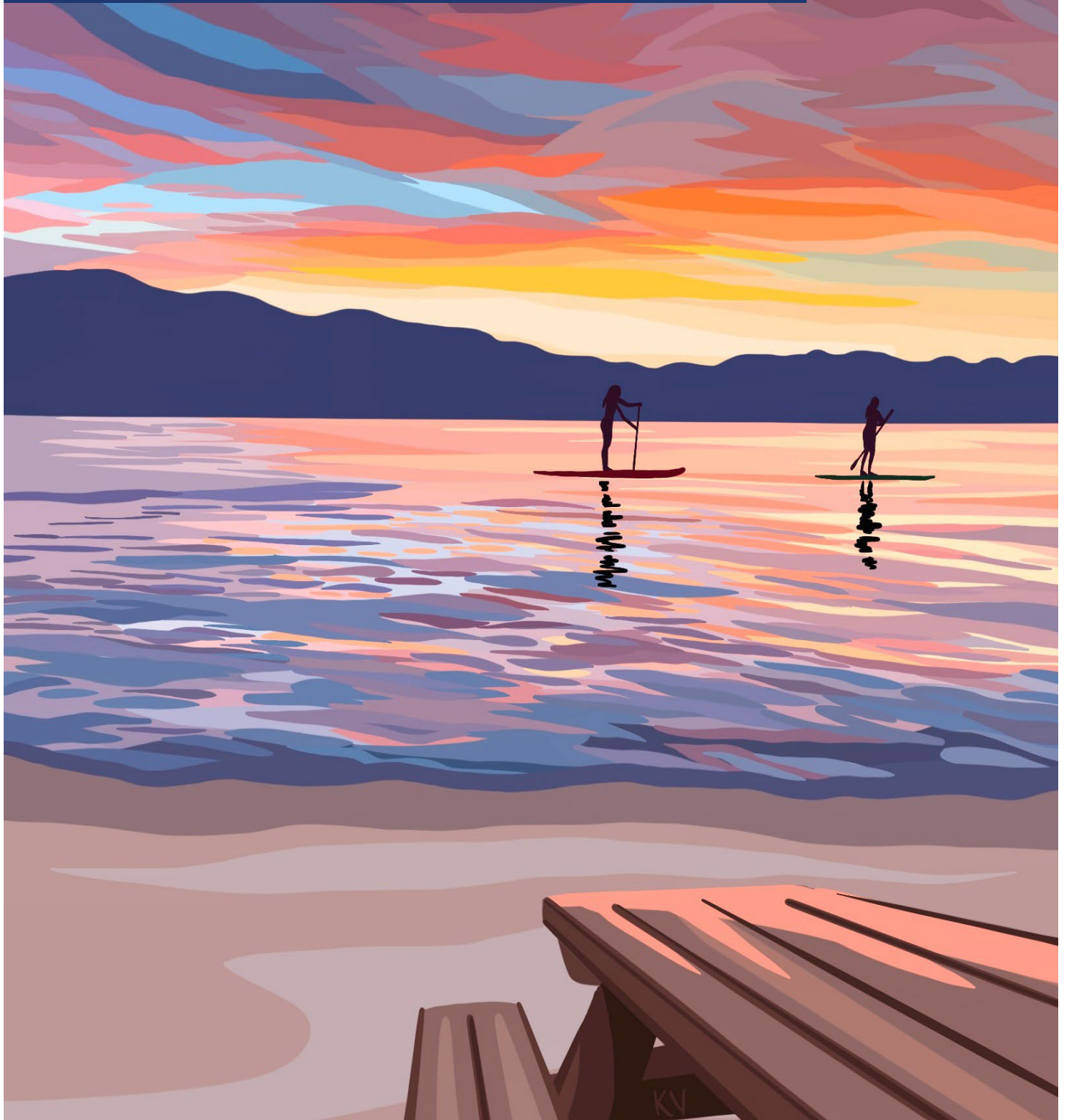
“

This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. Old and Newcomers is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.



Source: 2021 Esri Business Analyst

Chapter 3. Planning Review



3.

Table of Contents

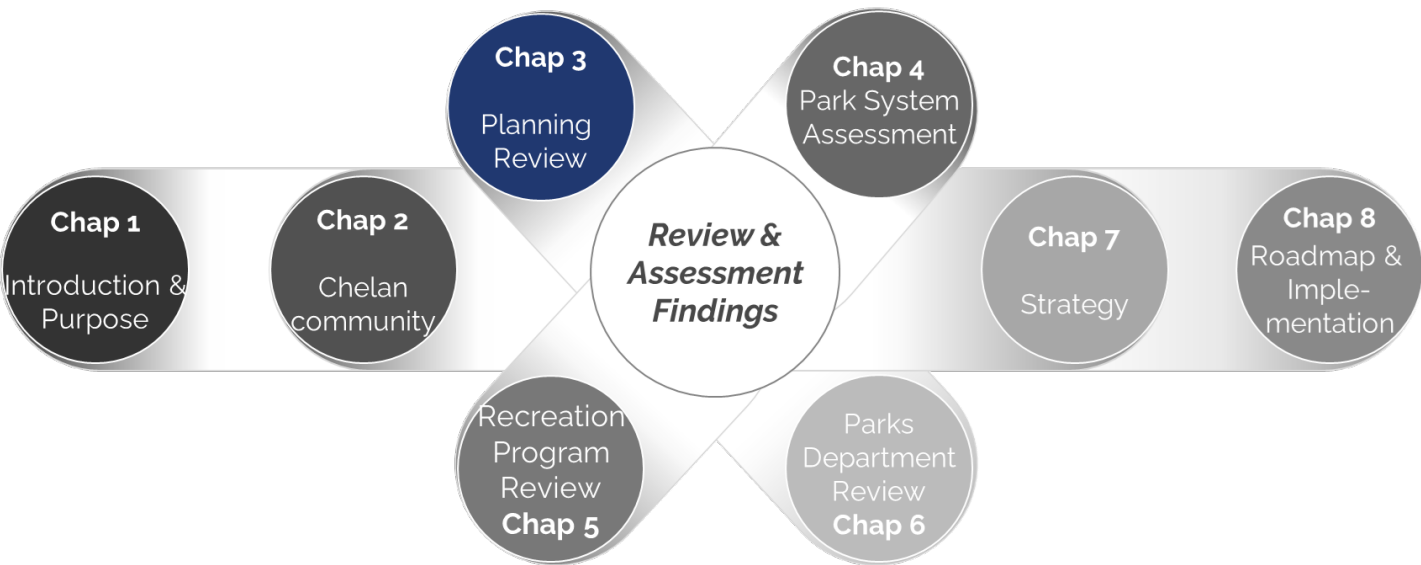
| | | |
|--------|--|------|
| 3.1 | GROWTH MANAGEMENT ACT | 3-3 |
| 3.1.1. | Overview | 3-3 |
| 3.1.1. | Specific Elements | 3-5 |
| 3.2 | CONTEXT – APPLICABLE PLANS REVIEW | 3-6 |
| 3.1.1. | Applicable Plans | 3-6 |
| 3.1.2. | Chelan County Multimodal Pathways Plan (Chelan County, 2021)..... | 3-6 |
| 3.1.3. | Lake Chelan Community Open Space Vision (The Trust for Public Land, 2018)..... | 3-8 |
| 3.1.4. | Comprehensive Plan (Chelan County, 2017)..... | 3-10 |
| 3.1.5. | Downtown Master Plan (City of Chelan, 2010)..... | 3-14 |
| 3.1.6. | Shoreline Master Program (Chelan County, 2021) | 3-15 |
| | Shoreline Master Program (City of Chelan, 2016) | 3-15 |
| 3.2 | FOCUS - 2016 PROS RETROSPECTIVE | 3-16 |
| 3.2.1. | 2009-2016 Parks System Economic Performance..... | 3-16 |
| 3.2.2. | LOS Standards..... | 3-19 |
| 3.2.3. | 2016 PROS Action Plan Retrospective | 3-20 |
| 3.3 | FOCUS - 2017 CHELAN COMPREHENSIVE PLAN | 3-22 |
| 3.1.1. | 2017 Comprehensive Plan Goals..... | 3-22 |
| 3.3.1. | 2017 Chelan Comprehensive Plan Sections Relevant to Parks and Recreation..... | 3-23 |
| 3.3.2. | 2027 Capital Facilities Plan for Parks and Recreation..... | 3-26 |
| | CONCLUSION | 3-26 |

Table of Figure

| | | |
|-------------|---|-------------------------------------|
| Figure 3-1 | GMA Overview | 3-4 |
| Figure 3-2 | List of Plans Reviewed..... | 3-6 |
| Figure 3-3 | Assessment of Improvement to the Shore of Lake Chelan Corridor | 3-7 |
| Figure 3-4 | Open Space Benefits..... | 3-8 |
| Figure 3-5 | Lake Chelan Conservation Survey Respondents Top Priorities..... | 3-8 |
| Figure 3-6 | Lake Chelan Community Open Space Vision Implementation Ideas..... | 3-9 |
| Figure 3-7 | Chelan Downtown Master Plan 2010 | Error! Bookmark not defined. |
| Figure 3-8 | 2009-2016 Parks & Recreation Capital Expenditures | 3-17 |
| Figure 3-9 | 2009-2016 Parks and Recreation Funding Sources..... | 3-17 |
| Figure 3-10 | 2016 PROS Action Plan Retrospective..... | 3-21 |
| Figure 3-11 | 2017 Comprehensive Plan Goals..... | 3-22 |
| Figure 3-12 | City of Chelan 2017 Comprehensive Plan for Parks and Recreation | 3-23 |

List of Tables

| | | |
|-----------|--|------|
| Table 3-2 | 2009-2016 Annual Parks & Recreation Capital Expenditures | 3-18 |
| Table 3-3 | 2009-2016 Annual Parks and Recreation Capital Funding Sources | 3-18 |
| Table 3-1 | Parks and Recreation 2017 Capital Facilities Plan Retrospective..... | 3-26 |



Introduction

In this Chapter we will review the various plans that provide context to this 2024 PROS Plan. These plans are of two natures: some provide context, others are adopted and hence more binding. For that reason, after we go through a cursory review of the context setting group of Plans (Section 3.2), we will spend particular focus on the 2016 Parks, Recreation, and Open Space Plan (Section 3.3), and the 2017 City of Chelan Comprehensive Plan. The review of the 2016 PROS Plan is in the spirit of a retrospective: of the priorities and strategies adopted then, which ones were implemented and to what effect? The review of the 2017 Comprehensive Plans lends itself more to the discussion of alignment or tension between various planning elements. But first, the discipline of Parks planning is strongly anchored in the framework laid out by the Growth Management Act, which will start us off in this chapter.

3.1 Growth Management Act

3.1.1. Overview

Of the 15 GMA priorities listed below, eight are in the scope of Chelan’s Parks and Recreation Department and grouped in the right column below. Because 65% of Chelan’s retail sales are generated by visitors, ensuring Chelan has attractive parks fosters Chelan’s economic development goal.

The GMA aims to create a coordinated and sustainable approach to growth management, balancing the needs for development, environmental protection, and quality of life for Washington’s residents. It provides a comprehensive framework designed to guide and coordinate land use planning and development across the state.

Figure 0-1 GMA Overview ¹

The Growth Management Act (GMA) is a series of state statutes, first adopted in 1990, that require fast-growing cities and counties to develop a comprehensive plan to manage their population growth. establishes a series of 13 goals that should act as the basis of all comprehensive plans. The GMA specifically notes in the statute that the goals "are not listed in order of priority and shall be used exclusively for the purpose of guiding the development of comprehensive plans and development regulations." The legislature added the goals and policies of the Shoreline Management in 1995. The list of goals is now 15 with climate change and resiliency & shoreline management added.

- **Urban growth.** Encourage development in urban areas.
- **Reduce Sprawl.** Reduce the inappropriate conversion of undeveloped land.
- **Transportation.** Encourage efficient multimodal transportation systems.
- **Housing.** Plan for and accommodate housing affordable to all economic segments.
- **Property rights.** Private property shall not be taken for public use without just compensation having been made.
- **Permits.** Applications should be processed in a timely and fair manner.
- **Natural resource industries.** Maintain and enhance natural resource-based industries.
- **Shoreline management**
- **Open space and recreation.** Retain open space, enhance recreational opportunities.
- **Environment.** Protect the environment and enhance the state's high quality of life, including air and water quality, and the availability of water.
- **Citizen participation and coordination.** Encourage the involvement of citizens.
- **Public facilities and services.** Ensure that those public facilities and services necessary to support development shall be adequate.
- **Historic preservation.** Identify and encourage preservation.
- **Climate change and resiliency.** Ensure that comprehensive plans, development regulations, and regional policies, plans, and strategies adapt to and mitigate the effects of a changing climate.
- **Economic development.** Encourage economic development throughout the state.

Comprehensive Plans: Counties and cities required to plan under the GMA must develop comprehensive plans. These plans are long-term, covering at least a 20-year horizon, and must include the following elements:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Land Use • Housing • Capital Facilities Plan • Utilities • Rural Development (counties only) • Transportation • Climate Change and Resiliency (2023 addition) • Ports (depending on annual maritime port revenues) | <p><i>Optional (WAC 365-196-400)</i></p> <ul style="list-style-type: none"> • Parks and Recreation • Economic Development • Conservation • Solar Energy • Recreation • Subarea Plans (neighborhoods, rural villages, urban growth areas, tribal areas, etc.) • Shoreline Management (for jurisdictions with shorelines) |
|---|--|

Development Regulations: Local governments must adopt development regulations that implement the policies & goals of their comp plans. These regulations include zoning codes, subdivision ordinances, & critical area ordinances.

Urban Growth Areas (UGAs): Counties must designate UGAs within which urban growth is encouraged and outside of which growth can occur only if it is not urban in nature. This helps focus development in areas where services and infrastructure are more readily available.

Critical Areas: The GMA requires the protection of critical areas such as wetlands, aquifer recharge areas, fish and wildlife habitat conservation areas, frequently flooded areas, and geologically hazardous areas. Local governments must adopt regulations to protect these areas.

Public Participation: The GMA emphasizes the importance of public participation in the planning process. Local governments must ensure opportunities for public input and provide notice of planning activities.

Concurrency: The GMA includes a concurrency requirement, which means that adequate public facilities and services must be in place or planned for before development can proceed. This typically applies to transportation, ensuring that infrastructure keeps pace with growth.

State Assistance and Oversight: The Washington State Department of Commerce provides technical assistance, grants, and oversight to ensure local governments comply with GMA requirements. The Growth Management Hearings Board resolves disputes related to GMA compliance.

Periodic Updates: Local governments must periodically update their comp. plans & development regulations to reflect new information, changes in law, & shifts in community needs and priorities. These updates typically occur every 8 years.

¹ Growth Management Act entry from MRSC Empowering Local Government, retrieved from <https://mrsc.org/explore-topics/planning/gma/growth-management-act>

3.1.1. Specific Elements

RCW 36.70A.070 further describes the mandatory elements of comprehensive plans.

Parks and Recreation quoting section 8:

(8) A park and recreation element that implements, and is consistent with, the capital facilities plan element as it relates to park and recreation facilities. The element shall include:

- (a) Estimates of park and recreation demand for at least a ten-year period;
- (b) an evaluation of facilities and service needs;
- (c) an evaluation of tree canopy coverage within the urban growth area; and
- (d) an evaluation of intergovernmental coordination opportunities to provide regional approaches for meeting park and recreational demand.

The City of Chelan will update its 2017 Comprehensive Plan next year in 2025. This 2024 PROS Plan covers much of the content required for the Parks and Recreation element of the Comp. Plan.

Capital facilities plans quoting section 3:

(3) A capital facilities plan element consisting of:

- (a) An inventory of existing capital facilities owned by public entities, including green infrastructure, showing the locations and capacities of the capital facilities;
- (b) a forecast of the future needs for such capital facilities;
- (c) the proposed locations and capacities of expanded or new capital facilities;
- (d) at least a six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes; and
- (e) a requirement to reassess the land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities plan element, and financing plan within the capital facilities plan element are coordinated and consistent. Park and recreation facilities shall be included in the capital facilities plan element.

Shorelines and shorelands

Lake Chelan is covered by the definition from RCW 90.58.030 for Shorelines of statewide significance

(d) **"Shorelands" or "shoreland areas"** means those lands extending landward for two hundred feet in all directions as measured on a horizontal plane from the ordinary high water mark; floodways and contiguous floodplain areas landward two hundred feet from such floodways; and all wetlands and river deltas associated with the streams, lakes, and tidal waters which are subject to the provisions of this chapter; the same to be designated as to location by the department of ecology.

(f) **"Shorelines of statewide significance"** means the following shorelines of the state: (...) (iv) Those lakes, whether natural, artificial, or a combination thereof, with a surface acreage of one thousand acres or more measured at the ordinary high water mark; (...) (vi) Those shorelands associated with (f)(i), (ii), (iv), and (v) of this subsection (2);

(g) **"Shorelines of the state"** are the total of all "shorelines" and "shorelines of statewide significance" within the state;

3.2 Context – Applicable Plans Review

3.1.1. Applicable Plans

These documents are reviewed for relevant goals and objectives that will inform the needs assessment in Chapters 4 and 5 for Parks System and Recreation Programming respectively. Appendix B includes a compilation of all goals and policies from these plans that are relevant to Parks and Recreation.

In this section, key excerpts relevant to Chelan's Parks and Recreation are identified and quoted verbatim.

Figure 0-2 List of Plans Reviewed

| | | |
|---|---------------------------|------|
| Multimodal Pathways Plan | Chelan County | 2021 |
| Shoreline Master Program | Chelan County | 2021 |
| Lake Chelan Community Open Space Vision | The Trust for Public Land | 2018 |
| Comprehensive Plan Includes Downtown Master Plan | City of Chelan | 2017 |
| Comprehensive Plan | Chelan County | 2017 |
| Parks, Recreation, and Open Space Plan | City of Chelan | 2016 |
| Shoreline Master Program | City of Chelan | 2016 |
| Downtown Master Plan | City of Chelan | 2010 |

3.1.2. Chelan County Multimodal Pathways Plan (Chelan County, 2021)

The Chelan County Multimodal Pathways Plan will guide investments for inter-urban trail types and related facilities to better connect communities and destinations through active transportation – supporting economic development, health, and overall quality of life.

Survey mapping results indicated there is significant latent demand for specific pathway corridors and segments. Based on the community mapped priority areas, a narrowed focus area was established from which seven priority corridor connections emerged:

1. Leavenworth to Lake Wenatchee -West
2. Leavenworth to Lake Wenatchee -East
3. Icicle & Leavenworth Roads
4. Leavenworth to Wenatchee
5. South of Wenatchee
6. **Wenatchee to Lake Chelan**
7. **Shore of Lake Chelan**

Map 3-1 Chelan County 7 Focus Corridors Identified



This corridor provides opportunities for new, safe access to multiple destinations along the shore of Lake Chelan. The public survey showed a moderate level of demand for connections around the lake between Twenty-Five Mile Creek State Park and Manson. The existing conditions of narrow roads with moderate traffic also make improvements in this corridor very important. This is another popular tourist destination in the county as well, providing plenty of opportunities along this corridor for economic development and recreation.

Segments

- 7.A SR 97A & South Lakeshore Road to City of Chelan
- 7.B City of Chelan to Manson
- 7.C S Lakeshore Rd US 97A to Lake Chelan State Park
- 7.D Lake Chelan State Park to Twenty-Five Mile Creek State Park

Map 3-2 Corridor 7 | Shore of Lake Chelan

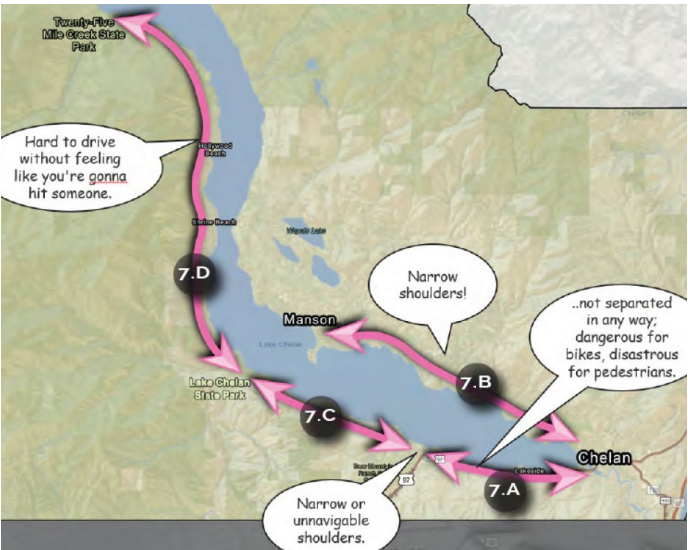


Figure 0-3 Assessment of Improvement to the Shore of Lake Chelan Corridor

| GOALS | OBJECTIVES | |
|-----------------------------------|--|---|
| Connectivity for All | 1.1 Connectivity | 1.2 Equity |
| | Significantly Meets Objective | Highly Meets Objective |
| | This route connects Chelan with popular recreation and tourist destinations, with potential for further connectivity all the way around the lake. | The social vulnerability through most of this corridor is in the high range. Expanding access to pathways would create new transportation and recreational opportunities for vulnerable populations. |
| Recognizing Opportunities | 2.1 Economic Development | 2.2 Opportunities & Partnerships |
| | Highly Meets Objective | Highly Meets Objective |
| | This corridor has major potential to be a big economic draw, attracting tourists and local outdoor recreation enthusiasts. | There are plentiful opportunities for partnerships and development through this corridor including connections to the City of Chelan's trail system, Washington State Parks, WSDOT, and local recreation-based businesses. |
| Improving Health & Safety for All | 3.1 Safety | 3.2 Health |
| | Highly Meets Objective | Highly Meets Objective |
| | Improvements to this corridor could provide substantial additional safety for non-motorized users. Current conditions require non-motorized users to use the busy roadways at times. There are a number of road sections without shoulders and with steep terrain or shoreline on either side. | The rate of physical inactivity is in the high range through most of this corridor, indicating that almost one in four people are not getting a healthy amount of physical activity. New pathways could have a significant impact to public health by providing additional places to walk, jog, or bicycle. |

3.1.3. Lake Chelan Community Open Space Vision (The Trust for Public Land, 2018)

Introduction



The Lake Chelan Community Open Space Vision was prepared by the Trust for Public Land in partnership with the City of Chelan, Chelan-Douglas Land Trust, and Lake Chelan Trails Alliance. The Community Open Space vision is primarily focused on identifying opportunities for voluntary conservation of private land. These strategies may include voluntary purchase of private land that could be converted to a public park; voluntary creation of conservation easements on private land that protect working lands or sensitive areas without providing public access; voluntary creation of conservation easements on private land that allow some public access; or voluntary creation of trail easements through private land. Through the community engagement process, a vision and mission for this plan were established.

Figure 0-4 Open Space Benefits



Figure 0-5 Lake Chelan Conservation Survey Respondents Top Priorities



Figure o-6 Lake Chelan Community Open Space Vision Implementation Ideas**TABLE 8. LAKE CHELAN COMMUNITY OPEN SPACE VISION: IMPLEMENTATION IDEAS****A. PROTECT HIGHEST-PRIORITY LOCAL LANDS AND RESOURCES****A.1 MAP HIGHEST-PRIORITY AREAS FOR CONSERVATION BASED ON BEST SCIENTIFIC DATA AND COMMUNITY INPUT**

- Develop a web-based story map to communicate the results of the Community Open Space Vision process

A.2 WORK WITH WILLING LANDOWNERS TO VOLUNTARILY PROTECT KEY PRIORITY AREAS AND CREATE LAKE AND TRAIL ACCESS

- Identify "low-hanging fruit" to build momentum.
- Create materials that highlight the overlap between conservation benefits and landowner benefits; and the benefits of lake access to the community

A.3 BUILD ON CITY OF CHELAN'S PROS (PARKS, RECREATION, AND OPEN SPACE) PLAN AND THE OPEN SPACE VISION TO PRIORITIZE PARK IMPROVEMENTS AND PARK EXPANSION

- Improve pedestrian and bike access in local parks and between Chelan and Manson
- Improve facilities in existing parks-including possible year-round recreation center or **amphitheater**

A.4 USE THE OPEN SPACE VISION TO INFORM DEVELOPMENT OF NEW TRAILS TO IMPROVE ACCESS TO THE FOOTHILLS

- Work with local health providers to develop a prescription trails program

A.5 EXPLORE NONACQUISITION STRATEGIES TO ACHIEVE COMMUNITY GOALS

- Use the Open Space Vision as a starting point to work with landowners and land managers on best management practices
- Promote Low Impact Development (LID) in areas where development is appropriate
- Work to expand green infrastructure

A.6 DEVELOP EDUCATION PROGRAMS TO PROMOTE STEWARDSHIP OF LOCAL NATURAL RESOURCES AND OPEN SPACE

- Develop signage about good stewardship in outdoor areas that people are already visiting
- Develop an outreach program and encourage an open space guardian program for local schools
- Assemble materials and train volunteers to do outreach at local schools with a focus on youth engagement
- Host programs and presentations at local church groups and schools to engage diverse audiences
- Focus on how implementing the plan can improve community health Host a "Water Quality Education Night" for how each household and landowner can keep the lake clean
- Provide educational materials at boat launch areas, boat stores, and boating events to promote milfoil control

A.8 SUPPORT WATER QUALITY MONITORING FOR THE LAKE

- Ensure regular water quality monitoring
- Make water quality data easily accessible to the public
- Use water quality data to inform local policies that affect potential contaminants Encourage developers to monitor water quality impacts
- Work with USDA/NRCS to get funding for monitoring of agricultural drainage and runoff Increase monitoring of milfoil and other aquatic invasive species

A.9 PROMOTE STRATEGIES TO REDUCE LAKE POLLUTION

- Require use of oil/water separators and bilge socks
- Give away sewage dye tablets at boat launches and pump stations Encourage testing of old septic systems

B. CREATE STRUCTURE AND EXPECTATIONS FOR ONGOING IMPLEMENTATION OF OPEN SPACE VISION**B.1 CREATE A CORE TEAM TO LEAD AND TRACK IMPLEMENTATION OF THE OPEN SPACE VISION**

- Hold quarterly meetings to strategize and track implementation.
- Continue to engage local non-profits and agencies in developing strategies to protect highest priority areas Involve ag students at local colleges to get involved in the project planning and implementation

B.2 UPDATE OPEN SPACE VISION DATA ANNUALLY FOR TWO YEARS AFTER PROJECT COMPLETION

- Ensure that information about data sources is thorough and easily available to facilitate updates

C. IDENTIFY & PURSUE TRADITIONAL & NON-TRADITIONAL FUNDING SOURCES OR ACTIONS TO IMPLEMENT THE OPEN SPACE VISION

c.1 WORK WITH LOCAL, STATE, AND FEDERAL AGENCIES TO PURSUE GRANT FUNDING FOR PRIORITY ACQUISITIONS (AND STEWARDSHIP) AND TO INVESTIGATE LOCAL FINANCING STRATEGIES

c.2 IDENTIFY POTENTIAL INCENTIVES TO ASSIST LANDOWNERS WITH VOLUNTARY CONSERVATION

c.3 CREATE A SUB-COMMITTEE THAT WILL BE DEDICATED TO FINDING FUNDING OPPORTUNITIES AND WRITING GRANTS

Funding for Open Space Protection - City of Chelan Options

Property Tax. The City of Chelan could ask voters to increase the regular property tax via a levy lid lift, which requires majority approval of voters in the city at a general or special election. For example, a 0.1 percent increase in the property tax levy in the City of Chelan would generate approximately \$85,400 annually at a cost of \$38 per year to the average homeowner in the city.

General Bonds. The City of Chelan could issue general obligation bonds for parks, trails, and open space and levy property taxes to pay the debt service on the bonds. With a relatively small tax base, the city could only issue about \$1 million in bonds payable over 20 years at an average annual cost to the typical homeowner of \$33. For general obligation bonds for the protection of open space, 60 percent of the electorate must approve issuance of the bonds (which must be validated by a voter turnout of at least 40 percent of those who voted in the last general election). Also, bond proceeds are limited to capital projects and may not be used for operations and maintenance purposes. Similarly, Chelan County could issue general obligation bonds and levy property taxes to pay the debt service on the bonds. A \$15 million general obligation bond, payable over 20 years, would cost the average homeowner approximately \$32 annually.

Special District. The jurisdictions in the study area could seek to create a special district such as a Metropolitan Park District. For example, a district that follows the combined Manson and Lake Chelan School Districts could impose a \$0.10 per \$1,000 levy that would generate approximately \$256,000 annually at a cost of \$34 for the average homeowner in the area. The new district may be proposed by resolution or citizen petition and requires majority approval of voters in the district at a general or special election.

Conclusion

With population growth and increasing tourism come pressure on local resources—and potential threats to the unique places that make the area so desirable in the first place.

Residents and visitors told us loud and clear that protecting the lake and expanding shoreline access are top priorities. [We also heard that the communal gathering spaces provided by existing local parks are central to local quality of life.](#) Because there is already so much pressure on existing parks, Chelan and Manson need to find creative ways to expand parks and other opportunities for open space access.

This plan serves as a road map for balancing growth and open space protection. By trying to steer new development away from the highest-priority areas, communities will have the opportunity to foster economic development, while protecting the special places that reflect Lake Chelan's history and are critical to its future.

3.1.4. Comprehensive Plan (Chelan County, 2017)

Parks and Recreation Element – Public Engagement (p12)

Key parks issues derived from community participation include (in no particular order):

- [More year-round parks and recreation facilities are needed.](#)
- There is one county park, and land prices are increasing, making it difficult to acquire additional land.
- Frustration regarding lack of priority given to residents for Enchantment Permit Area lotteries.
- Many entities provide parks and recreation opportunities, but there is no overall guidance on what is needed.

- There is a definite lack of collaboration between agencies within to the County.
- Lower density residential development has less demand per acre than higher density residential areas.
- Lower density areas do not always have an opportunity for organized sports.
- Critical areas (RCW 36.70A.170) are not identified for parks planning.
- Patrolling for illegal activities on state owned lands is difficult because there is a lack of funding for additional law enforcement.
- The County needs more inter-connectivity for trails in the area, especially near urban areas.
- More education is needed to reduce user conflicts in recreation areas.
- Funding is not currently available for maintenance or acquisition of County owned park land
- There is a lack of publicly accessible trails near Chelan.
- The region is growing quickly, reducing or limiting access and connectivity to traditional routes and connections.
- There is not enough communication among agencies and stakeholders.
- There is no public multi-sport complex/recreation center with indoor pool in the County.
- Not enough developed public access to the County's lake and river shorelines.
- More opportunities needed to walk dogs off leash near urban areas.
- Lower density development threatens open space and the ability to provide access to recreational areas.

Assessment (p27)

There are many opportunities for recreation within the county, but there are no measurements for the quality or location of those parks and recreation opportunities. Based on public participation for this plan and other planning events throughout the region, there are indications that the County should focus its parks and recreation on creating connectivity to existing opportunities, developing partnerships, and coordinating the process at the regional scale for the many planning activities that are cross jurisdictional. Access and connections to the many federally owned lands are a vital aspect of the overall park and recreation system.

Implementation (p36)

The number one dissatisfaction discussed at the community workshops held in Chelan and Cashmere in December 2016 was the lack of coordination between agencies. The public sees a major gap in the type of collaboration that will need to occur to allow for the type of trail connectivity that is a high priority for recreation development in Chelan County.

Leadership is a vital aspect of cohesively implementing a parks and recreation plan. Chelan County is the best entity to fill this leadership role. The parks and recreation plan identifies three key areas for leadership including:

- coordinating the process at the regional scale,
- creating connectivity with existing opportunities,
- developing partnerships.

Among many potential projects identified, of possible relevance to the City of Chelan:

Dog Park Feasibility Study- Participants noted the lack of off-leash dog parks outside of Wenatchee. Having an area to legally walk dogs off-leash in the Foothills was also mentioned as a need in the community. Malaga Community



Disc Golf Course- Participants discussed the potential for a disc golf course in the County. Proponents of disc golf courses tout the relative lack of expense in developing and maintaining a course. These courses can often utilize an area of land that is unsuitable for other sports development.

Capital Improvement Plan (p40)

The estimated costs are rated rather than assigned a dollar amount, as cost estimates can change over time. The cost rating is as follows: Low = Under \$50,000; Medium = \$50,000-\$500,000; and High = Over \$500,000. Long-term maintenance must also be considered when assessing the financial impact of the following recreation concepts. The estimated costs are outlined with the year, if known, for financing as required. Year 1 is 2018, and Year 6 is 2023, covering the 6-year span of this plan. The following projects are illustrative of projects expressed by the community as important to parks and recreation improvements in Chelan County.

| Tier 1 Projects from Chelan County Comprehensive Plan Parks & Recreation Element | | | | | |
|--|----------------------|---------------------|---------------|------|------------------------|
| Project Name | Project Category | Facility Type | Cost Category | Year | Potential Funding |
| No. 2 Canyon Road Improvement and Trail System | Trail/Path | TB, TP, ORV | Medium | 1-3 | RCO, EMBA, USFS, Local |
| Wenatchee Valley Scenic Bikeway | Trail/Path | TB | High | 3-6 | County, WSDOT, Local |
| Chelan Lakeside Trail | Trail/Path | TP, EQ, WF | Medium | 1-2 | RCO, USFS, Local |
| Leavenworth-Plain Bike Path | Trail/Path | TB | Medium | 2-3 | WSDOT, Local |
| Indoor Pool/Rec Center Leavenworth | Infrastructure | SI, BB | High | 3-4 | County, City |
| Boat/Tube Launch Facilities Leavenworth | Infrastructure | WF,B | Medium | 1-2 | County, City, RCO |
| Whitewater Park Feasibility Study | Planning/Feasibility | B, WF | Medium | 1-2 | RCO, Local |
| Regional Trails Organization | Planning/Feasibility | TP, TB, EQ, ORV, OS | Medium | 1-6 | Local, RCO |
| Wenatchee-Leavenworth Non-Motorized Path | Planning/Feasibility | TB, TP | Medium | 1-2 | County, City, Local |

Funding Strategy (p42-43)

| | |
|--|--|
| Capital Improvement Fund | Money allocated from the County's General Fund to finance major capital projects. |
| Certificates of Participation | A lease-purchase approach in which the County sells Certificates of Participation (COPs) to a lending institution. The County then pays the loan off from revenue produced by the facility or from its general operating budget. The lending institution holds title to the property until the COPs are repaid. This procedure does not require a vote of the public. |
| Conservation Futures Levy | The County can levy, by resolution, up to \$.0625 per \$1,000 assessed valuation for the acquisition of open space land, farm and agricultural land, and timber land (RCW 84.34). This money may only be used for acquiring rights and interests (easements) in real property. |
| Fee in Lieu of Parks and Open Space | A voluntary option for developers (RCW 82.02.020) |
| General Fund | General funds allocated to the Park and Recreation Budget. |
| General Obligation Bond | <p>Property tax for the sale of construction bonds.</p> <ul style="list-style-type: none"> Unlimited - The tax assessment can be levied up to 30 years with a bound council hired. Requires a 60% majority approval of 40% of the voters who voted at the last election. Limited Tax (Councilmanic) Bonds - Bonds that can be issued by the County Commissioners. Does not require a vote of the people but must be paid out of the annual operating budget. |
| Park Impact Fees | Development fees imposed on new development based on a set share of the impact. |
| Park and Recreation Districts and Service Areas | With citizen interest, the County could explore the possibility of creating more Parks and Recreation Districts/Service Areas for park needs. Districts are independently managed and could meet some of the need for urban facilities. |
| Park Revenue | Revenue from park operations used to pay for capital improvements |
| Real Estate Excise Tax (REET) RCW 82.46 | <p>Levied on all real estate sales measured by the full selling price, including the amount of any liens, mortgages, and other debts given to secure the purchase.</p> <ul style="list-style-type: none"> First 0.25 percent of projects identified in the capital facilities element and housing relocation assistance. Second 0.25 percent REET 2 - An additional excise tax on each sale of real property at a rate not exceeding 0.25 percent of the selling price restricted to projects in a capital facilities plan. 0.50 Percent REET <i>in lieu</i> of Optional Sales Tax - the County may use this for any governmental purpose in unincorporated areas. 1.0 percent REET-The County may submit a ballot proposition to the voters for an added REET on each sale of real property at a rate not to exceed 1 percent of the selling price for acquisition and maintenance of Conservation Areas. |
| Revenue Bonds | Revenue from the operation of the facility pays for the capital cost and debt service. Does not require a vote of people unless required by local ordinance. |
| Special Levy | A property tax for construction and/or operation levied for a set number of years. It is usually short term, 1-3 years. A special levy requires a 60% voter approval |

3.1.5. Downtown Master Plan (City of Chelan, 2010)

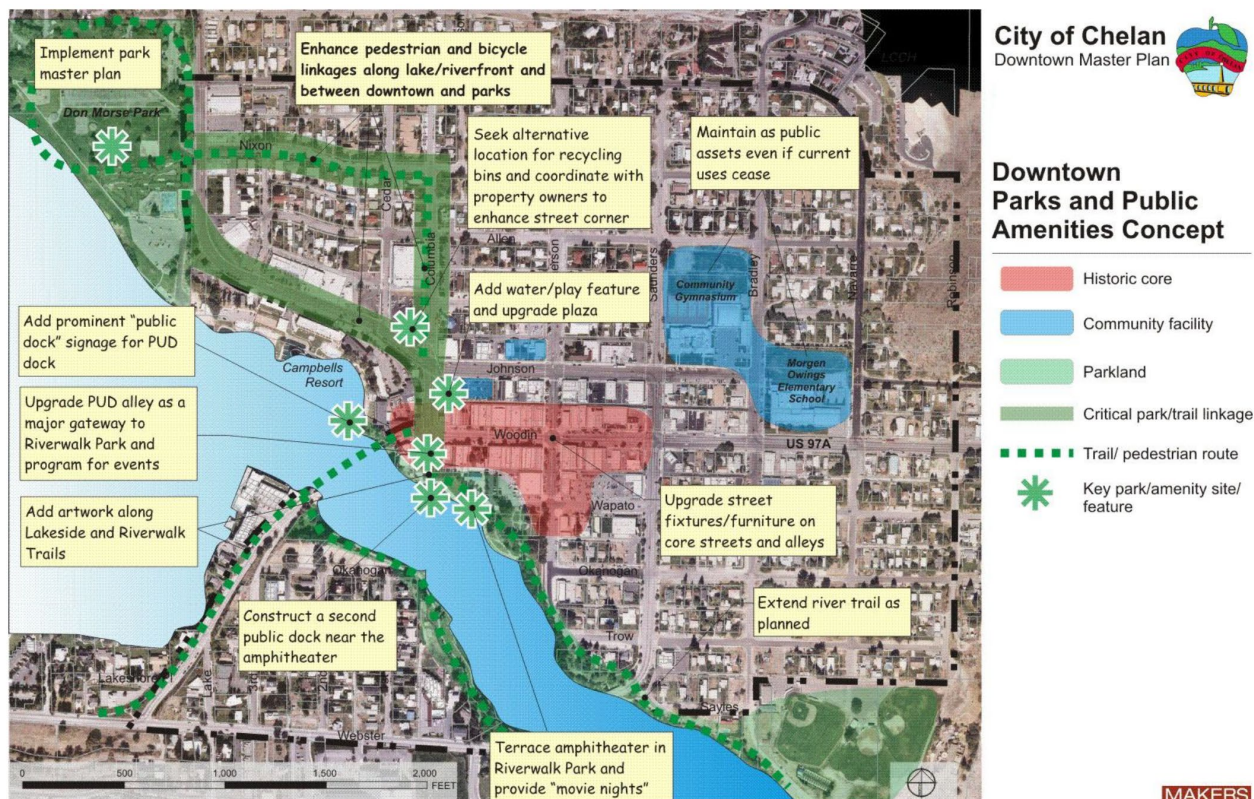
*"In simplest terms, the strategy consists of protecting and enhancing Chelan's existing strengths, **connecting assets such as parks, trails and amenities for greater impact**, addressing key issues such as parking and traffic movement that constrain economic opportunities and **reinforcing Chelan's identity as a recreational destination** and a great place to live."*

The Don Morse Park beach restoration was part of the Downtown Plan's implementation and was planned and built in 2010-2011.

6. Implementation

| | | | | |
|--|---|--|------|--|
| C7 Implement the Don Morse Park Master Plan. | Immediate: Design Plan Phase I: Construction | | City | |
|--|---|--|------|--|

Map 3-3 Downtown Parks and Amenities Conceptual Design from 2010



3.1.6. Shoreline Master Program (Chelan County, 2021)

The Shoreline Master Programs, whether from County in 2021, or from the City of Chelan in 2016, are more technical in nature than strategic, laying out the codes and standards applicable to all identified Shoreline areas. For that reason, we will break the chronological order of our review, and cover these two documents in sequence.

Introduction

Chelan County and its Cities developed and adopted Shoreline Master Programs (SMPs) in 1975 for the purpose of "focusing comprehensive, coordinated planning attention at the critical land-water interface". That SMP was developed over 40 years ago and since then much has changed along Chelan County shorelines. In addition, knowledge of best development and conservation practices has evolved. There have also been changes in State laws and rules.

Use Preferences for Shorelines of Statewide Significance (p28)

In accordance with RCW 90.58.020, the following management and administrative policies are hereby adopted for all shorelines of statewide significance in Chelan County, as defined in RCW 90.58.030(2)(e) and listed in Section 3.4.1 of this SMP. Consistent with the policy contained in RCW 90.58.020, preference shall be given to the uses in the following order of preference that are consistent with the statewide interest in such shorelines. These are uses that:

- (1) Recognize and protect the statewide interest over local interest;
- (2) Preserve the natural character of the shoreline;
- (3) Result in long term over short term benefit;
- (4) Protect the resources and ecology of the shoreline;
- (5) Increase public access to publicly owned areas of the shorelines;
- (6) Increase recreational opportunities for the public in the shoreline;
- (7) Provide for any other element as defined in RCW 90.58.100 [County's Shoreline Master Program] deemed appropriate or necessary. (WAC 173-26-251(2))

Restoration Plan – Additional City Efforts – City of Chelan (p 351)

The City of Chelan is undergoing Shoreline Restoration and Beach Enhancement planning at Don Morse Park. This project's key goals are to stabilize the shoreline, expand sandy beach areas, enhance water-based recreational opportunities, improve views and access to the Lake, increase opportunities for tourism and economic development, address existing safety and accessibility issues, and restore shoreline areas. Plan details can be found online:

<http://www.cityofchelan.us/parks/pdfdocs/donmorseparkmasterplanexecsummary.pdf>. The City also recently received a grant from the Washington Department of Ecology to revegetate with native plants a 4,300-square-foot area on the steep bank area up-lake of the Don Morse Park marina. This native planting area will improve habitat for birds, fish and other aquatic species.

3.1.1. Shoreline Master Program (City of Chelan, 2016)

Public Access Element (p 1-3)

Goal PA-1. Ensure public access to shorelines:

- Is safe, convenient and diversified;
- Makes provisions for public access to publicly owned shoreline jurisdiction areas;
- Avoids endangering life or adverse effects on property or fragile natural features;
- Minimizes conflicts between the public and private property;
- Enables the public to enjoy the physical and aesthetic qualities of natural shorelines of the state which shall be preserved to the greatest extent feasible consistent with the overall best interest of the state and the people generally;

- Is designed for persons with disabilities, where feasible, consistent with federal standards; and
- That alters the natural conditions of the shorelines of the state, in those limited instances when development provides an opportunity for substantial numbers of people to enjoy the shorelines of the state.

3.2 Focus - 2016 PROS Retrospective

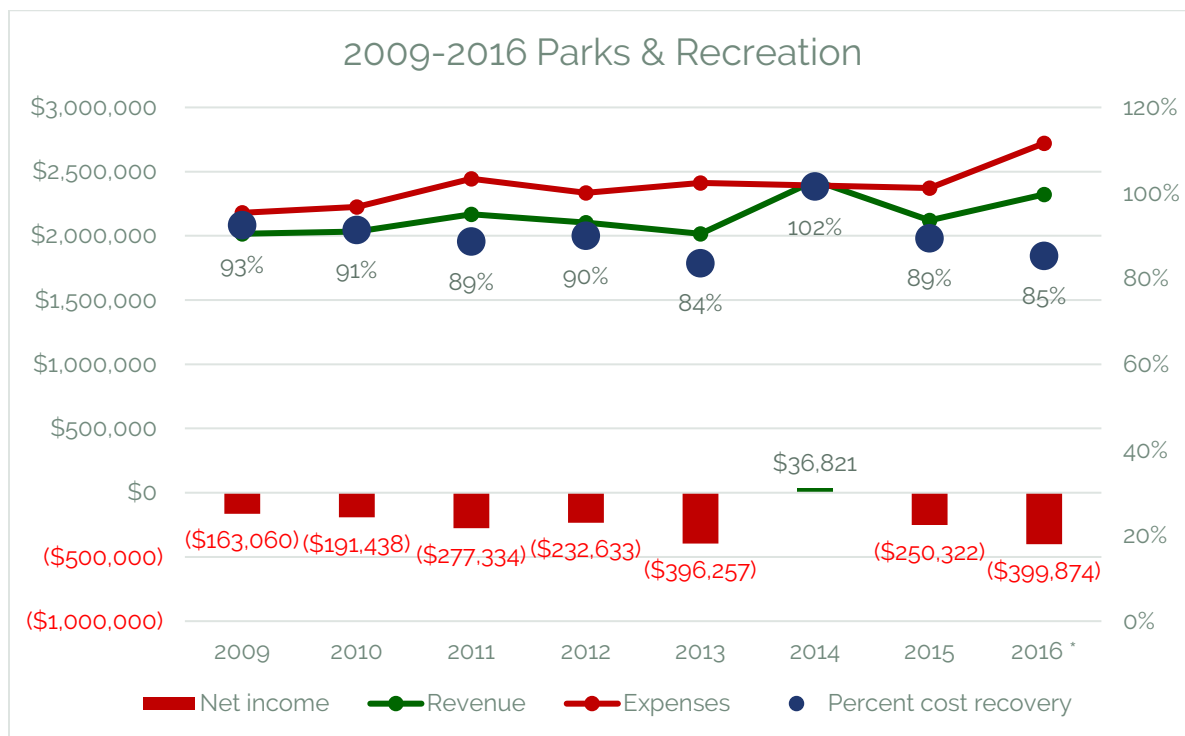
This review will cover the financial performance of the Parks System from 2009 to 2016. We'll look back at the Proposed Capital Improvements and the suggested Actions to see how things turned out.

3.2.1. 2009-2016 Parks System Economic Performance

2009 – 2016 Operations

Other than 2014, the Parks System, despite having the Golf and the RV enterprise parks in its scope, had been running losses which had been widening over time from ~\$150k in 2009 to \$400k in 2016 (2016 numbers were budgeted numbers). Still, these numbers exceeded the mean national cost recovery of around 25% cost recovery.

We will review in detail in chapter 6 the financial picture from 2009 to 2025 of the Parks System as a whole and from the individual revenue generating activities and how the financial picture has drastically changed, now regularly running in the positive. RV and Golf Course are now profitable and the traditional Parks, now charging for Parking, sustain half of their costs. The Parks System as a whole operates today at 105-110% cost recovery.



2009-2016 Capital Improvement Fund

Figure 0-7 2009-2016 Parks & Recreation Capital Funding Sources



Figure 0-8 2009-2016 Parks & Recreation Capital Expenditures

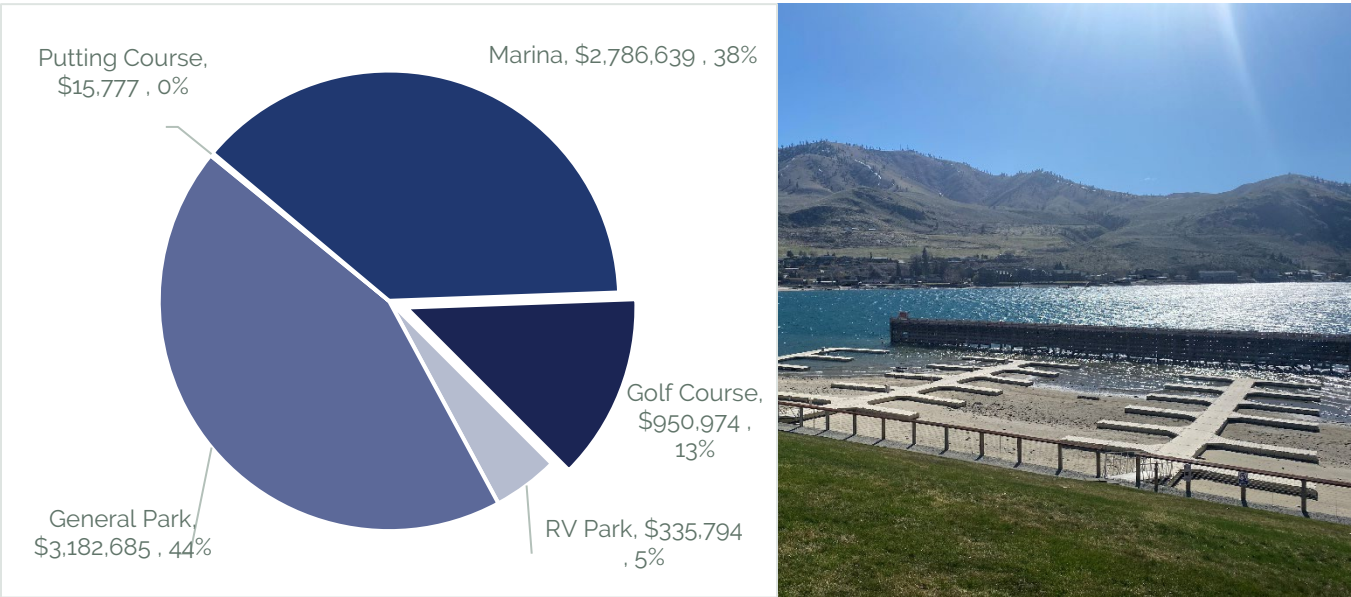


Table 3-1 2009-2016 Annual Parks & Recreation Capital Expenditures

| | 2009 | 2010 | 2011 | 2012 | 2013* | 2014 | 2015 | 2016* | Total | % |
|----------------|------------------|------------------|------------------|--------------------|--------------------|------------------|------------------|------------------|--------------------|----------------|
| RV Park | \$6,172 | \$4,055 | \$7,432 | \$66,173 | \$1,200 | \$2,395 | \$3,367 | \$245,000 | \$335,794 | 4.60% |
| Recreation | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| General Park | \$70,256 | \$114,119 | \$105,014 | \$1,847,468 | \$169,822 | \$94,958 | \$313,148 | \$467,900 | \$3,182,685 | 43.80% |
| Putting Course | \$0 | \$0 | \$0 | \$1,784 | \$0 | \$0 | \$13,993 | \$0 | \$15,777 | 0.20% |
| Marina | \$6,480 | \$15,333 | \$1,073 | \$1,191,725 | \$1,494,297 | \$795 | \$51,936 | \$25,000 | \$2,786,639 | 38.30% |
| Golf Course | \$79,250 | \$155,197 | \$74,460 | \$89,862 | \$40,000 | \$95,046 | \$171,559 | \$245,600 | \$950,974 | 13.1% |
| Total | \$162,158 | \$288,704 | \$187,979 | \$3,197,012 | \$1,705,319 | \$193,194 | \$554,003 | \$983,500 | \$7,271,869 | 100.00% |

2012 and 2013 saw beach restoration at Don Morse Park and the Marina while 2016 saw the replacement of the Parks Office.

Table 3-2 2009-2016 Annual Parks and Recreation Capital Funding Sources

| CIP funds source | 2009 | 2010 | 2011 | 2012 | 2013* | 2014 | 2015 | 2016* | Total | % |
|---|------------------|------------------|------------------|--------------------|------------------|------------------|------------------|--------------------|--------------------|-------------|
| REET | \$121,239 | \$171,285 | \$132,462 | \$180,431 | \$102,000 | \$257,175 | \$383,778 | \$201,000 | \$1,549,370 | 19.7% |
| Park general contribution | \$30,000 | \$30,000 | \$30,000 | | | | | | \$90,000 | 1.1% |
| Stadium Fund general contribution | | \$88,524 | \$52,668 | \$50,000 | \$50,000 | \$50,000 | \$130,000 | \$300,000 | \$721,192 | 9.2% |
| Transfer from CIP | | | | | | | | \$400,000 | \$400,000 | 5.1% |
| Transfer from General Fund | | | | | | | | \$425,000 | \$425,000 | 5.4% |
| Private contributions | \$0 | \$15,159 | \$5,674 | \$0 | | 350 | | | \$21,183 | 0.3% |
| Investment interest | \$8,138 | \$5,763 | \$2,196 | \$1,922 | | 463 | 561 | 200 | \$19,243 | 0.2% |
| ALEA - marina pump station | | | | \$668 | | | | | \$668 | 0.0% |
| IAC - recreation ctr planning | | | \$19,071 | | | | | | \$19,071 | 0.2% |
| Interlocal - recreation center planning | | | \$3,643 | | | | | | \$3,643 | 0.0% |
| Interfund loan | | | | \$881,000 | | | | | \$881,000 | 11.2% |
| Proceeds of GO debt | | | | \$1,719,476 | | | | | \$1,719,476 | 21.9% |
| Chelan PUD grant - marina | | | \$80,000 | \$80,000 | | | | | \$160,000 | 2.0% |
| State grant | | | | \$385,433 | \$614,567 | \$124,290 | \$162,013 | | \$1,286,303 | 16.4% |
| State grant | | | | \$395,303 | \$104,697 | \$48,673 | | | \$548,673 | 7.0% |
| State grant-DOE debris | | \$14,976 | | | | | | | \$14,976 | 0.2% |
| Total | \$159,377 | \$325,707 | \$325,714 | \$3,694,233 | \$871,264 | \$480,951 | \$676,352 | \$1,326,200 | \$7,859,798 | 100% |

Capital funding from 2009-2016 was primarily from general obligation bond debt, then REET, then state grants.

Capital Improvement Projects

| 2016 Capital Facilities Plan | | | | Retrospective | | |
|------------------------------|---|----------------|-------------|---------------|----------|--|
| Year | Project | Source | Amount | Status | Cost | Comment |
| 2017 | Lakeshore RV Park Electrical Upgrade Installation- 2nd Phase Conversion | G General Fund | \$200,000 | ✗ | \$1.5M | 1 of 3 loops was upgraded other 2 are still a priority |
| 2017 | New Maintenance Building | G General Fund | \$200,000 | ✓ | \$3.350M | Done 2023. \$2.5M loan funding. |
| 2017+ | Water Splash Park | G General Fund | \$375,000 | ✗ | \$500K | Not current priority |
| 2017+ | Golf Course Irrigation | G General Fund | \$1,200,000 | ✗ | \$2.7M | Irrigation System Assessment Complete, costs refined, Listed in 2023 CIP plan. |
| 2017+ | Golf Course Cart Path Overlay | G General Fund | \$80,000 | ✗ | \$120K | Escalation costs estimate only |
| 2017+ | Lakeshore RV Park-Asphalt Overlay Program six loops | G General Fund | \$210,000 | ✗ | \$300K | Recent crack seal and sealcoat will serve for ~3 years. |
| 2018 | Lakeshore RV Park New Restrooms and showers | G General Fund | \$250,000 | ✓ | \$640K | Completed in 2020 |
| | | TOTAL | \$2,515,000 | | \$9.1M | 2024 price tag, \$4M built |

3.2.2. Proposed LOS Standards

Quoting 2017 Comprehensive Plan, Appendix A, p32-33:

The LOS standards shown below are recommended in Chelan's Park, Recreation & Open Space (PROS) Plan, 2016, in a technical appendix. The plan does not formally adopt a level of service by policy, but identifies important elements to consider in the City's level of service (LOS).

12.3.1: Define existing and proposed land and facility levels-of service (ELOS/PLOS) standards that differentiate requirements due to population growth impacts, improved facility standards, and regional and local nexus of benefits. Differentiate Chelan standards compared to composite standards that include the city, county, school district, state, and other public and private provider agency efforts to effectively plan and program open space, trails, parks, and recreation needs in the city.

The PROS Plan Appendix D emphasizes a distributional LOS. The PROS Plan LOS guidelines in Appendix D is quantitative in some cases, but cannot be numerically determined for some standards described qualitatively. The PROS Plan describes distributional LOS as setting standards "based on the distribution of facilities in relation to natural features such as mile or linear feet of shoreline in an urban area; or in the distance to the number of children, persons, or employees within an urban area." Other qualitative distributional LOS guidelines are provided for several indoor and outdoor recreational facilities in Appendix D. PROS Plan Appendix E considers a per capita investment metric for a potential future impact fee should the City desire that funding source.

To create a measurable LOS policy for parks and recreation that is based on the PROS Plan, this CFP proposes a Base or minimum LOS and a Target LOS should funding be available, as follows.

Figure 0-9 Proposed Parks LOS (2017 Comprehensive Plan, Appendix A, p32-33)

| Standard Type | LOS Measure | Basis | Base LOS | Target LOS |
|-----------------------|--|--|--|--|
| Land Space City Open | 0.3 acres per 100 people of city classified parks. | PROS Plan, Appendix D, Distributional LOS Guidelines | 0.3 acres per 100 people for City classified parks. | 2.24 acres per 100 people for all city parks including golf course. |
| Land Access Shoreline | Acquire or develop at least 1 public access point, a minimum of 40 feet wide, for every 1 accessible or connected mile of urban shoreline. | PROS Plan, Appendix D, Distributional LOS Guidelines Shoreline Master Program (SMP) Public Access Plan | 1 improved site in gap areas identified in PROS Plan or SMP Public Access Plan | 2 improved sites in gap areas identified in PROS Plan or SMP Public Access Plan |
| Trails and Pathways | 0.3 lineal feet per person. Distributed based on adopted trail and non-motorized plans. | Current improved City owned trail and current seasonal population | 30 linear feet per person | Consistent with Non-motorized and Trails Plans |
| Facility Improvements | Invest in park and recreation facilities based on PROS Plan identified needs on a per capita basis for each new person. | PROS Plan Chapter 5 and Appendix D PROS Plan Appendix E-1. | \$1,700 per person (~58% of 2009- 2016 major capital budget, per capita permanent and seasonal growth) | \$2,900 per person (~100% of 2009-2016 major capital budget, per capita permanent and seasonal growth) |

3.2.3. 2016 PROS Action Plan Retrospective

The procedural steps of adopting and publicizing the plan have been achieved (Goal 6.1). The Recreation programming has been downsized if anything (see Chapter 5 – Recreation Programming) (Goal 6.2). Goal 6.3 of adopting project financing strategies was not met, which naturally lead to goal 6.4 of initiating the Parks projects to not be met. Goal 6.5 of following up did not happen either.



Figure 0-10 2016 PROS Action Plan Retrospective

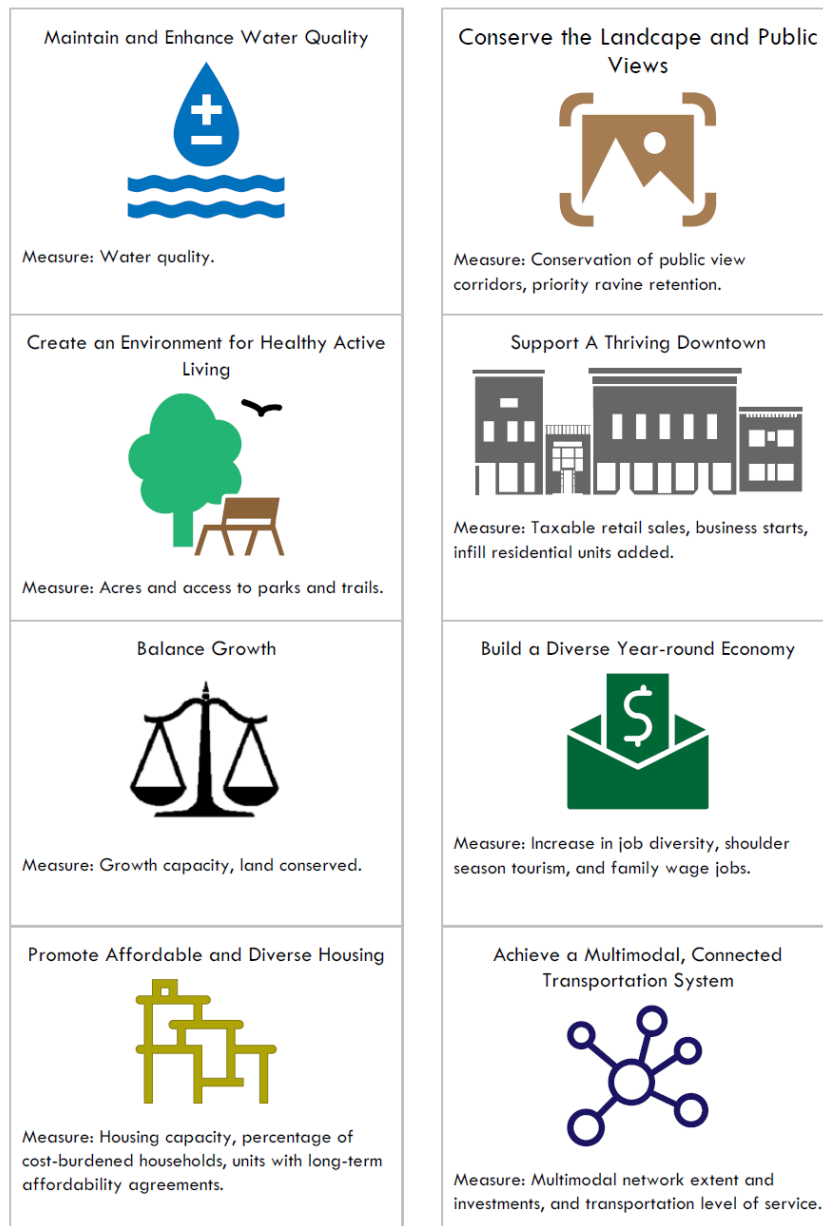
| Goal | 2016 PROS Implementation Objective | Actions | Status | 2024 Retrospective | |
|---|---|--|--------|--------------------|---|
| | | | | | Comments |
| 6.1 Adopt plan | 1. Adopt Chelan PROS Plan as Chelan GMA element | Make Chelan PROS Plan available on Chelan website | ● | | |
| | | Chelan Planning Commission reviews Chelan PROS Plan | ● | | |
| | | Chelan adopts Chelan PROS Plan | ● | | |
| | | Chelan adopts the Capital Improvement Plan (CIP) integrating the PROS Plan | ● | | Adopted but not carried out (See Chapter 6.1 Maintenance section and related CIP retrospective) |
| 6.2 Implement (recreation) program financing strategies | 2. Expand clearinghouse function | Continue to operate a Chelan clearinghouse website | ● | | Has not expanded - was not serving a clearinghouse function in 2019 |
| | 3. Monitor user fee schedules | Monitor user fee schedules to maintain a benefits scale for recreation activities | ● | | - about to switch recreation management software |
| | 4. Recruit program vendors | Work in conjunction with other sponsors and vendors | ● | | No pricing tiers, just one tier of very affordable pricing. Not using a cost recovery pyramid to guide level of subsidies. |
| | 5. Allocate capital facility funds as specified in the Capital Improvements Program (CIP) | Designating monies from Chelan property tax levy, Chelan Real Estate Excise Taxes (REET), and RCO grants. Allocate a proportional amount from existing park, recreation, open space, and trail-oriented revenue programs to fund the acquisition of PROS Plan projects | ● | | Skyhawks (a private outsourced vendor) provided some sports programming, volunteer coaches |
| 6.3 Adopt project financing strategies | | Allocate a proportional amount from existing tourist and transportation-oriented revenue programs to fund the development of citywide trail systems | ● | | * RCO grants, yes, when bandwidth to apply and won |
| | | If determined to be feasible, adopt a GMA park impact fee on a city-wide basis | ● | | * Property tax levy and REET: no - no guaranteed funding source in that area |
| | 6. Adopt GMA park impact fees | Submit and approve a property tax levy rate adjustment (on permanent or temporary basis) to acquire, develop, and operate facilities | ● | | * \$60k going to Parks recreation annually |
| | 7. Institute citywide capital facility and O&M park levy | Initiate the acquisition of fee title or use agreements and conservancy of significant open space and conservancy sites | ● | | * Additional Lodging tax monies vary per year, depending on City's priorities and Parks improvement projects slated for a given year |
| 6.4 Initiate park, recreation, and open space projects | 8. Acquire open space and conservancies | Initiate the acquisition of fee title or use agreements and conservancy of significant open space and conservancy sites | ● | | * Not used for trail system, but for capital improvement of existing facilities - a greenway to the Lookout was constructed |
| | 9. Acquire/develop parks | Initiate the acquisition, development, maintenance, and operation of parks - allocating revenues in accordance with this Chelan PROS Plan regardless of agency sponsor | ● | | Did not get approved. Appears that process was started |
| | 10. Acquire/develop trail systems | Initiate the acquisition, development, maintenance, and operation of significant corridors and on and off-road trail systems | ● | | Was not pursued, but the strategy remains highly appropriate |
| | 11. Conserve/designate historic and cultural resources | Initiate the designation, management, acquisition, development, maintenance, and operation of significant historic and cultural resources - allocating revenues for significant projects in accordance with this plan regardless of agency sponsor. | ● | | * Acquired Spader Bay in 2020 |
| 6.5 Follow-up | | Initiate lease-to-own or purchase and development of a multi- generational community center facility - allocating revenues for lease-to-own or purchase and development projects in accordance with this Chelan PROS Plan regardless of agency sponsor. | ● | | * Funds have been set aside for possible Butte acquisition. |
| | 12. Acquire and develop a community center | Initiate lease-to-own or purchase and development of a multi- generational community center facility - allocating revenues for lease-to-own or purchase and development projects in accordance with this Chelan PROS Plan regardless of agency sponsor. | ● | | This PROS Plan all about Maintenance and Development of existing Parks, since 2016 a large portion of maintenance has been deferred, and development has been limited - related to the funding limitations from implementing Actions #5, #6 and #7 above. |
| | | Adjust parks, recreation, and open space vision, strategies, and implementing measures - based on the results of the follow- up assessments. | ● | | 8 years later, Trails Northshore and Southshore trails have initial design plans (~30%), Southshore trail is funded (TBC) - driven by the Planning then Public Works departments |
| | 13. Conduct progress assessments | Adjust parks, recreation, and open space vision, strategies, and implementing measures - based on the results of the follow- up assessments. | ● | | In eight years, added a sculptural bike rack in Don Morse Park |

3.3 Focus - 2017 Chelan Comprehensive Plan

The 2017 Chelan Comprehensive Plan includes several Goals and Policies that pertain to Parks and Recreation and their role in the economic development and attractiveness of the town. The 2017 Comprehensive Plan does not include (m)any Parks and Recreation Action items, however the Capital Facilities Plan from Appendix A has a long discussion of projected revenues, 2017 – 2022 capital improvements projects, and funding sources strategy. We will first review the Comprehensive Plan relevant to Parks and Recreation, and then the Capital Facilities Plan for Parks and Recreation. Projections and Funding strategies will be discussed in Chapter 8 – Implementation.

3.3.1. 2017 Comprehensive Plan Goals

Figure 0-11 2017 Comprehensive Plan Goals



3.3.2. 2017 Chelan Comprehensive Plan Sections Relevant to Parks and Recreation

Figure 0-12 City of Chelan 2017 Comprehensive Plan for Parks and Recreation

| 2017 Comprehensive Plan Quote relevant to Parks & Recreation | | 2024 Context |
|--|---|--|
| Land Use Element | | |
| 2-47 | Goal LU X Encourage the retention of open space | In line with the Spader Bay acquisition from 2020 |
| 2-47 | Goal LU XI Identify and provide for the parks and recreation needs of residents and visitors. Policy LU XI-1. Incorporate by reference the following plans and studies as constituting the City's open space plan and as elements of this Comprehensive Plan: a) Parks, Recreation, and Open Space Plan (...) | Similarly, the 2024 PROS will be included in the 2025 Comprehensive Plan |
| 2-48 | Policy LU XI-3. Allow commercial ventures and community facilities which allow and do not compromise continued public access to the public park system. | Parks and Recreation runs a total of 6 concessions in the Parks, consistent with this policy |
| 2-48 | Policy LU XI-4. Ensure State and publicly owned tourist/recreation destinations provide adequate sanitary facilities | Using portable restrooms in peak season does not satisfy this policy |
| 2-48 | Policy LU XI-5. Encourage public and private recreational development and natural amenities which attract residential and recreational development to lands within the Urban Growth Area. Policy LU XI-6. Allow for the use of a density bonus for the provision of open space. For every area designated as open space in a development, double that area may be considered to determine the number of additional potential lots or housing units for the development. Policy LU XI-7. Encourage new development to create trails connections that connect to regional trails outside their boundaries. Incentives may include density bonuses or flexible lot and street standards. | HOA Parks included in the Chapter 4 inventory of the Parks System are consistent with this policy (e.g. the Look Out) |
| 2-48 | Goal LU-XII. Encourage the development of recreation facilities and opportunities. Policy LU XII-1. Explore, using public and private resources, offseason recreation and attractions and cultural events and activities. Policy LU XII-2. Encourage development of recreation activities by the private sector working in conjunction with public agencies responsible for management of public lands and resources. | Consistent with the Strategy (Chapter 7) and Implementation (Chapter 8) set forth in this report |
| 2-48 | Policy LU XII-3. Allow public and private development of adequate camping, boat launching, docking and moorage facilities, marinas, and other water-related recreational opportunities on Lake Chelan and the Columbia River. | Yes, on public and private lands. |
| 2-48 | Policy LU XII-4. Retain or exchange and enhance existing right-of ways and public easements for public access and enjoyment of Lake Chelan. | Consistent with the Road End Lake Access Points being developed. |
| 2-49 | Goal LU XIV: Celebrate, retain, and protect cultural resources. Policy LU XIV-1. Develop a broad understanding of the City's history, including the roles and contributions of various ethnic groups. Policy LU XIV-2. Require development engage the services of qualified cultural resource professionals to identify areas of archaeological, cultural, and/or historic significance. Ensure consultation with affected tribes and appropriate state and federal agencies | Celebrating local history is a key component of placemaking guiding principles. Engaging Cultural Resource Professionals is consistent with state law and best practices. |

| 2017 Comprehensive Plan Quote relevant to Parks & Recreation | | 2024 Context |
|--|---|--|
| Downtown Master Plan Element | | |
| 3-9 | <p>Parks and Amenities</p> <p>With all these parks and recreational opportunities, it would seem that there is little the City needs to do to regarding this element. However, this enviable set of amenities could be significantly enhanced by better pedestrian and bicycle trail connections and some improvements to the individual facilities, as described below.</p> | The statement is copied verbatim from the 2010 Downtown Master Plan but inconsistent with the adopted 2016 PROS and with the values of Parks & Recreation Advisory Board, and all polling done. |
| 3-12 | <p>Opportunities</p> <p>Cultural events and festivals. The existing schedule could be expanded with major or minor events throughout the year.</p> | Consistent with the Strategy (Chapter 7) and Implementation (Chapter 8) set forth in this report |
| 3-12 | <p>Tools</p> <p>There are tools available for both promotion and financing of facilities.</p> <ul style="list-style-type: none"> Tourism Promotion Assessment. The City already receives a 2% tax on lodging revenues in the form of a credit against the State sales tax, and a 2% special tax. These revenues are reserved for visitor-related facilities and services. In addition, communities are authorized to collect a Tourism Promotion Assessment. This charge of up to \$2 per occupied room per night, can be collected within a designated area that can be as large or smaller than city itself. Funds are reserved for tourism promotion. A \$2 per night assessment would raise approximately \$250,000 annually. Funding of Public Facilities - An indoor recreation facility could be funded by a bond issue with supplementary grant funding. The tax base could be spread over a larger geographic area (than the downtown planning area) through formation of a recreation district. | Equally relevant discussion for Parks Capital Improvement funding (see Chapter 8 – Implementation), with tools that partly overlap |
| 3-14 | <p>The economic development strategy indicates that the most important opportunities to address include: 1) enhancing and unifying current attractions in order to strengthen Downtown's appeal to visitors, 2) supporting those attractions with sufficient infrastructure to make them accessible and convenient, 3) growing the downtown residential population to provide year-round support for businesses, sustainably accommodate growth and housing needs, and strengthen local neighborhoods, and 4) adding —shoulder seasonI (off-peak) visitor activities to strengthen the visitor based and retail business sectors.</p> | Parks and Recreation is an integral part of the Downtown revitalization plan: (1) enhancing and unifying the attractions "from the eyes of visitors" includes their experience at Don Morse, and (4) Don Morse can/intends to be instrumental in creating shoulder seasonal events |
| 3-40 | Exhibit 3-18. Downtown Parks and Amenities Action Plan | The Downtown Action Plan from 2017 for Parks amenities is carried over from the 2010 Downtown Master Plan, and mostly silent on the synergies with Don Morse Park |
| Economic Development Element | | |
| 5-8 | <p>Goal ED II. Enhance and Work to expand year-round tourism in the Chelan Valley</p> <p>Policy ED II-1. Review existing land use plans and regulations to ensure that existing and planned tourism protected from incompatible uses and are provided with reasonable flexibility regarding permitted uses and structures</p> <p>Policy ED II-2. Support and facilitate development and enhancement of recreational amenities, facilities, activities, and events.</p> <p>Policy ED II-3. Use "hotel/motel" tax dollars to build infrastructure and capital improvements to support tourism and promotional activities (e.g. distribution of</p> | ED II policy and sub-items apply to Parks and Recreation, thus underlining how Parks and Recreation is instrumental to Economic Development |

| | 2017 Comprehensive Plan Quote relevant to Parks & Recreation | 2024 Context | | | | | | | | | | |
|--|--|---|--|------------------|--------------------------|-------------------------|---|--------|--|-----------------------|---|--|
| | brochures, development and continued refinement of web-based endeavors, local and self- contained events, year-round recreational opportunities and media spots). Policy ED II-4. Support and facilitate the development of events and appropriate venues for a variety of cultural activities. | | | | | | | | | | | |
| 5-8 | <p>. Policy ED II-5. Consider design and redevelopment of private and public waterfront areas for mixed-use development projects that include retail shops, living spaces, overnight lodging, boardwalks, marinas, and water-related commercial activities.</p> <p>Policy ED II-6. Develop and refine a list of opportunities for expansion of existing water dependent, water related and water-oriented business and industries and for desirable new industries.</p> <p>Policy ED II-7. Support and facilitate the expansion of existing and development of new public accesses to Lake Chelan.</p> <p>Policy ED II-8. Support and facilitate a marketing plan which provides for marketing, promotion, education, and product development for tourism in the Chelan Valley</p> | Adopting the Don Morse Master Plan entails re-developing/upgrading to include a promenade (boardwalk) and event facility (drawing commercial activity) Small area plans are recommended for this purpose along the corridor linking downtown and the city waterfront. | | | | | | | | | | |
| 7-5 | <p>[These Levels of Service are unchanged from the LOS from 2008-2014 Chelan Comprehensive Plan]</p> <table><tr><th colspan="2">Parks and recreation Levels of Service</th></tr><tr><td>Urban Open Space</td><td>0.3 acres per 100 people</td></tr><tr><td>Public Shoreline Access</td><td>Provide at least 1 public access point, a minimum of 40 feet wide, for every 1 accessible or connected mile of urban shoreline.</td></tr><tr><td>Trails</td><td>0.30 lineal feet per person. Develop multiuse trails as interconnected systems of primary and secondary trails coordinated with non-motorized transportation plans as well as a variety of trails within all appropriate parks and green spaces.</td></tr><tr><td>Facility Improvements</td><td>Invest in park and recreation facilities based on PROS Plan identified needs on a per capita basis for each new person. See Capital Facilities Plan Appendix.</td></tr></table> | Parks and recreation Levels of Service | | Urban Open Space | 0.3 acres per 100 people | Public Shoreline Access | Provide at least 1 public access point, a minimum of 40 feet wide, for every 1 accessible or connected mile of urban shoreline. | Trails | 0.30 lineal feet per person. Develop multiuse trails as interconnected systems of primary and secondary trails coordinated with non-motorized transportation plans as well as a variety of trails within all appropriate parks and green spaces. | Facility Improvements | Invest in park and recreation facilities based on PROS Plan identified needs on a per capita basis for each new person. See Capital Facilities Plan Appendix. | <p>Chapter 4 – Parks System Review includes analysis of the Parks Level of Service.</p> <p>Public Access Shoreline: Parks and Recreation is currently implementing Lake Access Parks with the 1st one, Park Street Park, funded and starting building in 2024</p> <p>Consistent with this 2024 PROS Plan.</p> <p>See below discussion of the 2017 Capital Facilities Plan</p> |
| Parks and recreation Levels of Service | | | | | | | | | | | | |
| Urban Open Space | 0.3 acres per 100 people | | | | | | | | | | | |
| Public Shoreline Access | Provide at least 1 public access point, a minimum of 40 feet wide, for every 1 accessible or connected mile of urban shoreline. | | | | | | | | | | | |
| Trails | 0.30 lineal feet per person. Develop multiuse trails as interconnected systems of primary and secondary trails coordinated with non-motorized transportation plans as well as a variety of trails within all appropriate parks and green spaces. | | | | | | | | | | | |
| Facility Improvements | Invest in park and recreation facilities based on PROS Plan identified needs on a per capita basis for each new person. See Capital Facilities Plan Appendix. | | | | | | | | | | | |
| | <p>Vision Connection</p> <p>The need for public services increases or decreases to meet the needs of the community they serve. An area with a high level of public services and facilities is attractive to residential and commercial development. There is a need to recognize the changing demographic profile of area residents and the visitor population in planning public facilities and services.</p> | This PROS Plan concurs in this direction: a community with a high level of public services, including exciting and accessible outdoor experiences, is attractive to residential and commercial development | | | | | | | | | | |
| 7-15 | <p>Capital Facilities Action Plan</p> <p>Maintain and update regularly the Capital Facility Plan to address:</p> <ul style="list-style-type: none">· New project prioritization guidelines· New funding opportunities... Growth and Fiscal Trends | Chapter 4 reviews the state of Parks System, Chapter 6 reviews the backlog of Parks System Maintenance and upgrades, Chapter 8 develops a thorough prioritization framework | | | | | | | | | | |

3.3.3. 2017 Capital Facilities Plan for Parks and Recreation

Table 3-3 Parks and Recreation 2017 Capital Facilities Plan Retrospective

| Project | Cost | Year | Capacity | Status | Comment |
|---|-------------|------------|----------|--------|--|
| 1. RV Park Electrical Upgrade - 50 amp to Loops D, E, & F - Upgrade/Repair wiring in Loops A, B, & C. | \$644,000 | 2017- 2018 | | = | 1 of 3 loops was upgraded |
| 2. RV Park New Irrigation System (separation of potable water from irrigation water). | \$355,000 | 2018 | | ✓ | Yes, w/some design flaws |
| 3. RV Park Restroom Remodel (3) | \$390,000 | 2018 | Y | ✓ | Added value |
| 4. RV Park Parking Pad Extension to 60' | | 2023 | | ✗ | Would be welcome |
| 5. Extension of 8" Main Irrigation Supply Line for the Golf Course | \$110,000 | 2017- 2018 | | = | Unsure? |
| 6. Lake Chelan Golf Course New Irrigation System | \$2,000,000 | 2020 | | = | Design completed |
| 7. Removal of Old Green Building at the Boat Ramp in Lakeshore Marina | \$95,000 | 2018 | | ✗ | Not funded |
| 8. New Gravel Beach for Non-Motorized Watercraft East of Boat Ramp | | 2019 | Y | ✗ | Would be worthwhile |
| 9. Extension of New Breaker Wall in Marina | \$200,000 | 2020 | | ✗ | Would be worthwhile |
| 10. Installation of 3rd Beach Protection Sill | \$150,000 | 2020 | | = | unsure |
| 11. Installation of New Dock North of Beach Area at Don Morse Park | \$590,000 | 2021 | Y | ✗ | Dock may encourage jet ski intrusion into swim area – not advised |
| 12. Replacement of Don Morse Park Restroom to increase capacity | \$225,000 | 2020 | Y | = | No replacement but added public restrooms with the Parks Maintenance Building. |
| 13. Replacement of Lakeshore Marina Restroom | \$300,000 | 2019 | | ✗ | Remains a high priority |
| 14. Installation of New Playground Equipment in Don Morse & Lakeside Parks | \$200,000 | 2023-2024 | Y | ✗ | Remains a high priority |
| 15. Replacement of Lakeside Restroom to increase capacity | \$300,000 | 2022 | | = | Will receive a grant to fund this in 2024 – will be underbudget by reusing the existing footprint of the building. |
| 16. Development & Installation of an Off-Leash Area for Dogs | \$50,000 | 2018 | Y | ✗ | Remains a requested item |
| 17. Installation of Pilings, Docks, Floats & Buoys to Delineate Swimming & Boating Areas at Lakeside Park | \$300,000 | 2022 | Y | = | Received grant to fund this, new swim line has been installed. |
| 18. New shelters at Don Morse & Lakeside Parks | \$200,000 | 2023-2024 | | ✗ | Staff repaired the larger one in winter of 2024. |
| 19. New putting course office with restroom. | \$150,000 | 2022 | Y | ✗ | Not a short-term priority |
| | \$6,259,000 | | | | |

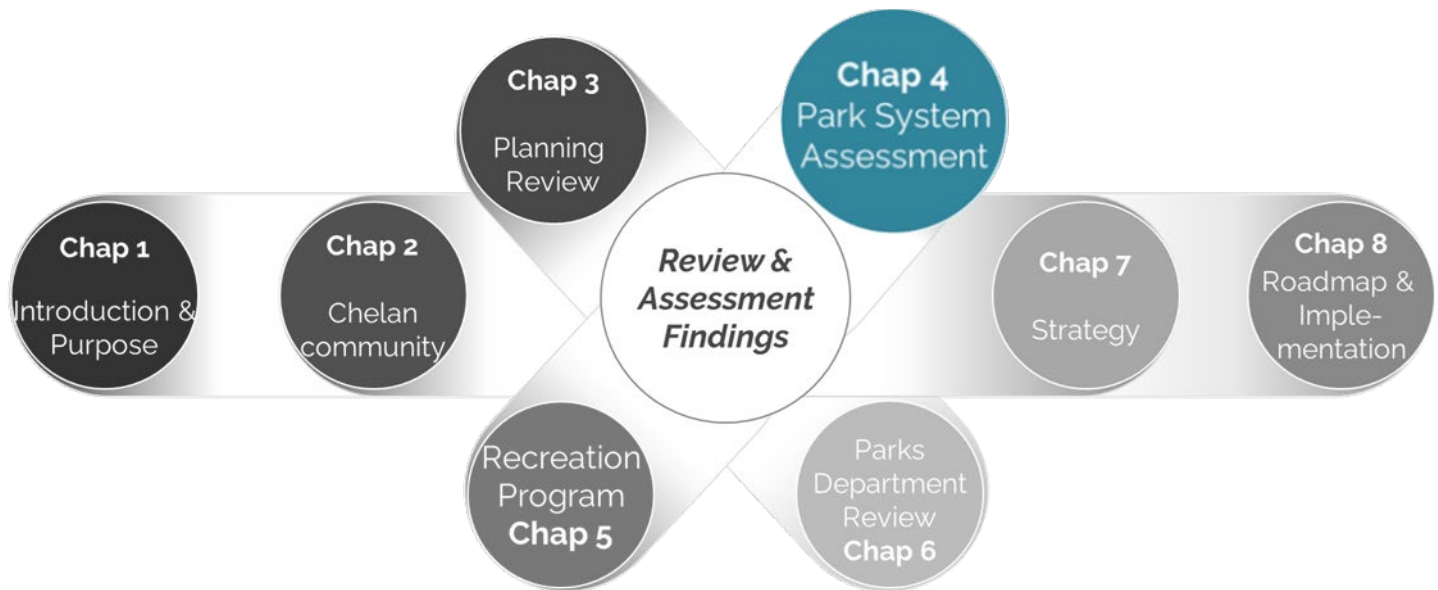
3.2 Conclusion

- The economics of the Chelan Parks System from 2009-2016 were quite different, both from the revenue side (Parks have become self-funded) & for the capital funding sources (higher portion from REET & grants)
- Many plans carry the same projects from one plan to the next plan. For downtown parks, there are new developments that are not happening (e.g. calls for a fountain in the courtyard of the old chamber building), for the Park Systems it is rather maintenance that is getting deferred. As time passes, 8 years, the price tag increases, and so does the risk of failure or worse.
- Independent of which plan the residents are polled for, their wishes are consistent:
 - improved pedestrian and bike access in local parks and along the lakeshore
 - improved facilities in existing parks-including possible year-round recreation center or amphitheater

Chapter 4

Parks Existing Conditions & Analysis





In this chapter we will describe our Parks System (existing conditions) and analyze and assess our Parks system (needs analysis). This chapter, in a way, constitutes the spine of this Plan.

Our analysis of our Parks System is user-centric. This chapter is solely from the eyes of our visitors: how far to get to a Park? How enjoyable are the parks? (Parks management questions, e.g. level of maintenance etc. are included in the Parks Department analysis in Chapter 6)

We will reserve our next chapter to a similar assessment of our recreation programs (Chapter 5).

As a first step, we will get the lay of the land by describing both the City of Chelan's Parks System, and the additional recreation opportunities from other providers in the Chelan area. In this inventory section, we will also get a sense of how, at face value, and without additional context, the City of Chelan's parks rank in national benchmarks (Section 4.1)

Next, we turn to our users. First and foremost, what does our community think of their Parks? First we look at outdoor and recreation trends, that give us the generic expectations parks users have nowadays (Section 4.2.1). Then, we look at our community's feedback, through the surveys and engagement that we facilitated. (Sections 4.2.2-4.2.5)

Having heard from our users, we embark on assessing our parks per se. If we bring it back to basics, to assess our parks system, we need to answer two questions:

- do we have enough parks? (the right type at the right places) (sense of quantity)
- for the parks we have, do we have good parks? (a sense of quality)

The first question is answered by analyses of park density and distance. On the distance side, we look at walkability (0.5 miles distance analysis), neighborhood (1 mile distance analysis) from all providers (City of Chelan, first, then other public providers, lastly including private providers) (Section 4.3.1 and 4.3.2) On the density side, we look at amenities benchmark, and one specific amenity, a playground analysis (distance to a playground) (Section 4.3.3)

The second question is addressed in two parts: do our users have a good experience in our parks? Do our parks meet their functional role in our parks system? For the former, we will use physical assessments, for the latter, we will use SWOT analysis. (Section 4.4)

In conclusion, we synthesize the analysis of our Parks System by collecting a list of desirable and potential projects (Section 4.5). These projects will later be fleshed out in the chapter 7 Strategy and prioritized in the chapter 8 Prioritization and Recommendation.

Table of Contents

4.1 PARKS SYSTEM INVENTORY.....4-7

4.1.1 City of Chelan Park System Inventory.....4-7

4.1.2 Alternative Providers Parks System Inventory.....4-11

4.1.3 Physical Inventory of Chelan Area Parks and Amenities.....4-12

4.1.4 Chelan Parks System Benchmarks (GRASP)4-13

4.2 RELEVANT PARKS AND RECREATION TRENDS.....4-15

4.2.1 National Trends.....4-15

4.2.2 Washington State Trends.....4-23

4.3 COMMUNITY ENGAGEMENT.....4-24

4.3.1 Community Engagement Process.....4-24

4.3.2 2021 Focus Groups4-25

4.3.3 2021 Statistically Valid Survey.....4-26

4.3.4 Recreation Activities & Specific Chelan Demographics.....4-30

4.3.5 2023 Needs Assessment Survey.....4-35

4.4 LEVEL OF SERVICE - ACCESS AND CONNECTIVITY.....4-38

4.4.1 Acreage Level of Service.....4-38

4.4.1 Access Level of Service.....4-41

4.4.2 Neighborhood Access to Outdoor Recreation Opportunities4-44

4.4.3 Amenities Level of Service.....4-46

4.4.4 2023 Community Mapping Survey.....4-49

4.4.5 Level of Service Accessibility Summary4-57

4.5 LEVEL OF SERVICE – EXPERIENCE AND SWOT.....4-58

4.5.1 Physical Inventory Assessment and SWOT Analysis Introduction4-58

4.5.2 Community Input on Level of Satisfaction with existing amenities.....4-59

4.5.3 Signature Park - Don Morse Memorial Park.....4-63

4.5.4 Signature Park - Lakeshore Marina4-70

4.5.5 Signature Park - Lakeside Park4-74

4.5.6 Neighborhood Parks - Chelan Gorge Park4-81

4.5.7 Enterprise Parks - Lakeshore RV Park.....4-89

4.5.8 Enterprise Parks - Lake Chelan Golf Course4-93

4.5.9 Pocket Parks – Pingrey Park.....4-99

4.5.10 Conservation Areas - Spader Bay.....4-103

4.5.11 Synthesis Parks System Experience and SWOT4-104

4.6 SYNTHESIS PARKS SYSTEM EXISTING CONDITIONS AND NEEDS – POTENTIAL AND PROPOSED PROJECTS.....4-108

Table of Figures

| | |
|---|------|
| Figure 4-1 New Public Restrooms for Don Morse Park – Stainless Steel stick man and woman locally produced by the Dock Company | 4-7 |
| Figure 4-2 Responsibilities of NRPA Park Agencies Compared to Chelan Park Responsibilities | 4-10 |
| Figure 4-3 Adult Participation for Fitness Activities | 4-16 |
| Figure 4-4 Adult Participation in Outdoor Recreation | 4-16 |
| Figure 4-5: Adult Participation in Team Sports | 4-17 |
| Figure 4-6 A one-mile walking path borders Riverwalk Park..... | 4-19 |
| Figure 4-7 Community Engagement Plan | 4-24 |
| Figure 4-8 Count of Responses for the Statistically Valid Survey & Open Link Survey | 4-27 |
| Figure 4-9 Top 4 Responses to question: What would you or members of your household like to see improved in Chelan over 5-10 years? (Facilities & Amenities)..... | 4-29 |
| Figure 4-10 Importance/Performance Matrix (Invite Sample)..... | 4-30 |
| Figure 4-11 Survey Respondents Age Distribution | 4-35 |
| Figure 4-12 Respondents Race and Ethnicity | 4-36 |
| Figure 4-13 Key Takeaways | 4-36 |
| Figure 4-14 Respondents Value Statements | 4-37 |
| Figure 4-15 Respondents Walkable Distance | 4-37 |
| Figure 4-16 The Lookout, a Lakeside Village, Resort Map (retrieved from https://chelanlookout.com)..... | 4-40 |
| Figure 4-17 Percentage of land area by service level..... | 4-43 |
| Figure 4-18 Percentage of Population by service level..... | 4-44 |
| Figure 4-19 Percentage of Population by service level..... | 4-45 |
| Figure 4-20 Community Input on Amenities Needs..... | 4-47 |
| Figure 4-21 Skate Park Result - Identified Locations | 4-52 |
| Figure 4-22 High – medium – low satisfaction with amenities from highest need expressed to lowest..... | 4-60 |
| Figure 4-23 High – Medium – Low Satisfaction per Amenity, independent of level of need expressed..... | 4-62 |
| Figure 4-24 Crowds at Don Morse Park circa 1980 Photo courtesy of Todd Higley. | 4-63 |
| Figure 4-25 Don Morse Memorial Park SWOT | 4-67 |
| Figure 4-26 Don Morse Visual SWOT Board..... | 4-69 |
| Figure 4-27 Lakeshore Marina SWOT | 4-71 |
| Figure 4-28 Conceptual Design for an Overlook from the Lakeview Drive | 4-72 |
| Figure 4-29 Lakeshore Marina Visual SWOT Board | 4-73 |
| Figure 4-30 A new pollinator garden in 2023 and a life vest, borrow a life vest station both made possible through partnership with Lake Chelan Rotary. | 4-74 |
| Figure 4-31 Lakeside Park SWOT | 4-78 |
| Figure 4-32 Lakeside Park Beachhead - Adobe Stock Image Rights Obtained | 4-79 |
| Figure 4-33 There used to be ample parking at Lakeside | 4-79 |
| Figure 4-34 Lakeside Park visual SWOT board..... | 4-80 |
| Figure 4-35 Chelan Gorge Park SWOT | 4-84 |
| Figure 4-36 From Active Parks, Healthy Cities | 4-86 |
| Figure 4-37 Chelan Gorge Restrooms - functional but dated..... | 4-87 |

| | |
|--|-------|
| Figure 4-38 Chelan Gorge Park visual SWOT board..... | 4-88 |
| Figure 4-39 Lakeshore RV Park SWOT | 4-89 |
| Figure 4-40 Lakeshore RV Park visual SWOT board | 4-91 |
| Figure 4-41 Lake Chelan Golf Course SWOT | 4-93 |
| Figure 4-42 Lake Chelan Golf Course ranked #2 in customer service among regional golf courses..... | 4-94 |
| Figure 4-43 Residences of the 827 respondents to the Lake Chelan Golf Course Satisfaction Survey. | 4-95 |
| Figure 4-44 Lake view from the Chelan Lake Golf Course | 4-96 |
| Figure 4-45 2021 Lake Chelan Golf Course Irrigation Assessment Report..... | 4-96 |
| Figure 4-46 Exquisite view of the Butte from the gold course | 4-97 |
| Figure 4-47 Lake Chelan Golf Course visual SWOT board | 4-98 |
| Figure 4-48 Parks System Strategic Assessment Summary..... | 4-104 |

List of Tables

| | |
|---|------|
| Table 4-1 Parks Managed by City of Chelan Parks Department | 4-7 |
| Table 4-2 Parks within Chelan managed by other entities..... | 4-11 |
| Table 4-3 Parks in the Chelan area | 4-11 |
| Table 4-4 Physical Inventory of Chelan Area Parks and Amenities (compiled initially by Greenplay, finalized by staff)..... | 4-12 |
| Table 4-5 GRASP® Comparative Data | 4-13 |
| Table 4-6 2023 Top 20 outdoor Recreation Activities in Washington State * | 4-23 |
| Table 4-7 Activities with the Highest Inc: Participation in WA State..... | 4-24 |
| Table 4-8 Factors influencing park usage for Overall vs. Hispanic Community | 4-31 |
| Table 4-9 Top 5 Preferences for the Hispanic and Overall Community | 4-32 |
| Table 4-10 Facility Preferences for Chelan's Hispanic Community | 4-32 |
| Table 4-11 Factors influencing park usage for Overall vs. Senior Community | 4-33 |
| Table 4-12 Importance of Trails & Bike Paths to the 55-64 Age Bracket | 4-33 |
| Table 4-13 Planning for the Senior Population | 4-34 |
| Table 4-14 Acres of Park Land per 1,000 Residents..... | 4-38 |
| Table 4-15 Acres of Parkland per 1,000 Residents – 2023 NRPA Performance Review..... | 4-38 |
| Table 4-16 Outdoor Park and Recreation Facilities – Median Population Served per Facility..... | 4-46 |
| Table 4-17 Physical Inventory Assessment Scoring Scale | 4-58 |
| Table 4-18 Don Morse Physical Inventory Assessment Summary | 4-65 |
| Table 4-19 Don Morse Physical Inventory Assessment Detail | 4-65 |
| Table 4-20 Don Morse Park Proposed Projects | 4-70 |
| Table 4-21 Lakeshore Marina Park 2019-2023 Financials | 4-70 |
| Table 4-22 Lakeshore Marina Proposed Projects | 4-72 |
| Table 4-23 Lakeside Park Physical Inventory Assessment Summary | 4-76 |
| Table 4-24 Lakeside Park Physical Inventory Assessment Detail..... | 4-76 |
| Table 4-25 Lakeside Park Proposed Projects | 4-78 |
| Table 4-26 Chelan Gorge Park Physical Inventory Assessment Summary | 4-82 |
| Table 4-27 Lakeside Park Physical Inventory Assessment Detail..... | 4-82 |

| | |
|--|-------|
| Table 4-28 Chelan Gorge Proposed Projects..... | 4-87 |
| Table 4-29 Lakeshore RV Park Financial Performance 2019-2023..... | 4-89 |
| Table 4-30 Chelan Gorge Proposed Projects..... | 4-90 |
| Table 4-31 Lake Chelan Golf Course 2019-2023 Financial Performance..... | 4-93 |
| Table 4-32 Lake Chelan Golf Course Proposed Projects..... | 4-97 |
| Table 4-33 Pingrey Centennial Physical Inventory Assessment Summary..... | 4-100 |
| Table 4-34 Lakeside Park Physical Inventory Assessment Detail..... | 4-100 |
| Table 4-35 Park System Physical Assessment Summary (SCJ Alliance scoring – staff synthesis chart)..... | 4-106 |
| Table 4-36 2021 Park System Physical Assessment Summary Using GRASP® (Greenplay)..... | 4-107 |

List of Maps

| | |
|---|-------|
| Map 4-1 Chelan Parks System Overview Map..... | 4-8 |
| Map 4-2 Chelan Area Recreation Providers Map Emphasis on Sport Fields..... | 4-9 |
| Map 4-22 Current Households and Future Potential Development..... | 4-39 |
| Map 4-3 Walkability barriers "cut-off" service areas where applicable. The purple boundaries represent pedestrian barriers..... | 4-41 |
| Map 4-4 Walkable access to outdoor recreation opportunities..... | 4-42 |
| Map 4-5 GRASP® Walkable GAP analysis..... | 4-43 |
| Map 4-6 Chelan Neighborhood Access to Outdoor Recreation..... | 4-44 |
| Map 4-7 Neighborhood Gap Analysis..... | 4-45 |
| Map 4-8 Playground Access..... | 4-48 |
| Map 4-9 Playground Gap Analysis..... | 4-49 |
| Map 4-10 Chelan Public Lake Access Result Heat Map (123 total points)..... | 4-50 |
| Map 4-11 New Community Parks Result Identified Points (43 total points)..... | 4-50 |
| Map 4-12 Conserved Open Space Result Identified Points (54 total points)..... | 4-51 |
| Map 4-13 Trailhead or Trail Access Result Identified Points (28 total points)..... | 4-51 |
| Map 4-14 Play Equipment Result Heat Map (70 total points)..... | 4-52 |
| Map 4-15 Pickleball or Court Sports Result Heat Map (73 total points)..... | 4-53 |
| Map 4-16 Splash Pad Result Heat Map (61 total points)..... | 4-53 |
| Map 4-17 Open-Air Covered Multi-Use Space Result Heat Map (23 total points)..... | 4-54 |
| Map 4-18 Off-leash Dog Parks Result Heat Map (44 total points)..... | 4-55 |
| Map 4-19 Shared-Use Paved Path Result Heat Map (30 total results)..... | 4-56 |
| Map 4-20 Unpaved Nature Trail Result Heat Map (20 total results)..... | 4-56 |
| Map 4-21 Destination Connections Result Heat Map (99 total results)..... | 4-57 |
| Map 4-23 City Waterfront Map..... | 4-64 |
| Map 4-24 Lakeside Park Map..... | 4-75 |
| Map 4-25 Chelan Gorge Park Map..... | 4-81 |
| Map 4-26 Lake Chelan Golf Course Map..... | 4-92 |
| Map 4-27 Pocket Parks Map..... | 4-99 |
| Map 4-28 Riverwalk Park Map..... | 4-102 |
| Map 4-29 Spader Bay Map..... | 4-103 |

4.1 Parks System Inventory

4.1.1 City of Chelan Park System Inventory

The City of Chelan provides a wide variety of recreation opportunities and park spaces to its citizens and visitors, places a strong emphasis on developing park spaces that reflect the community’s values and desired quality of life. In total, the City of Chelan owns and operates ten main public parks, recreation areas, boat launches, conservation open spaces, trails, an RV campground, and a golf course, totaling around 200 acres, with more park spaces still being planned. These existing parks that are managed by the City are shown in Table 4.1.

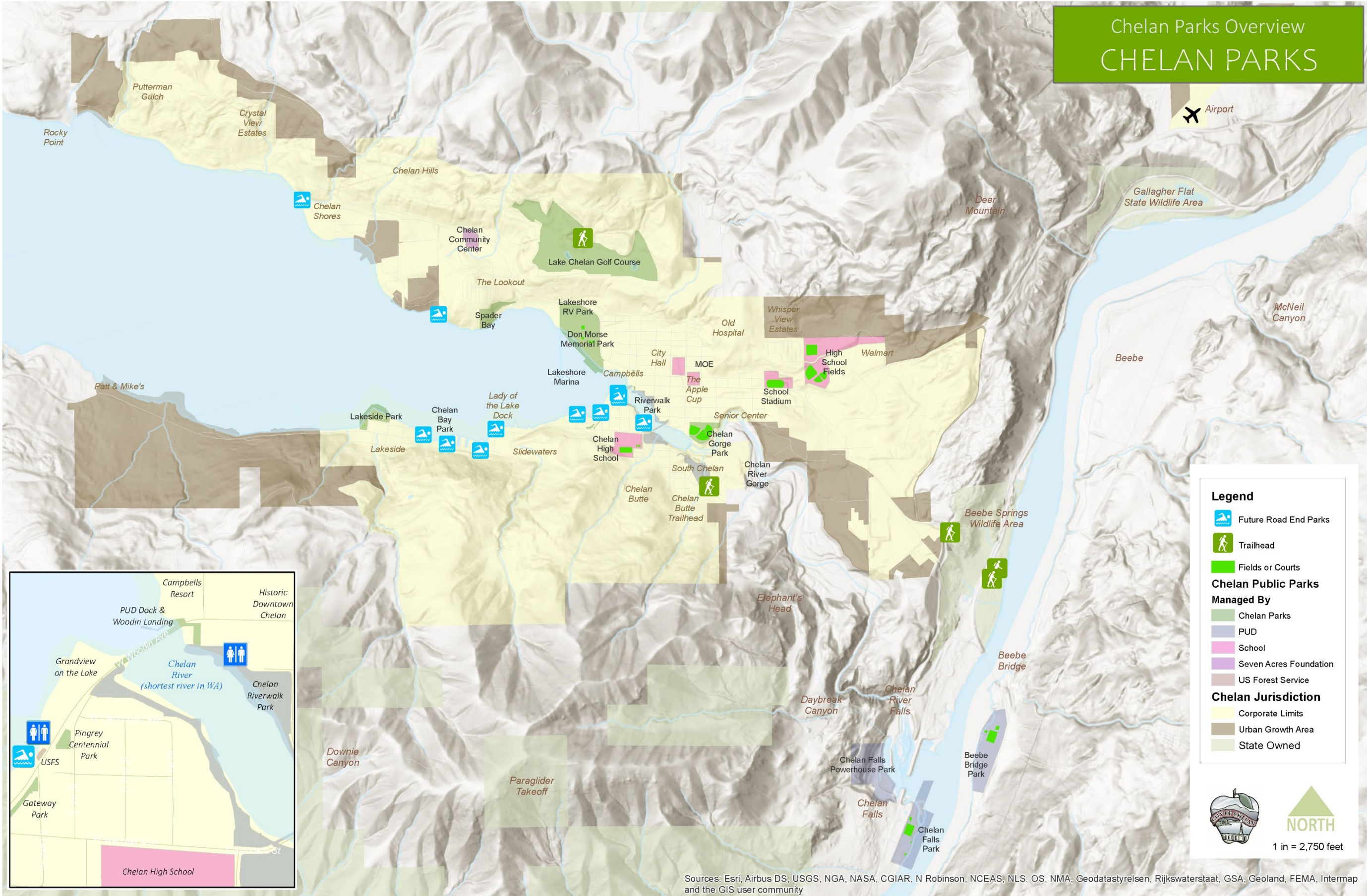
Table 4-1 Parks Managed by City of Chelan Parks Department

| Name | Owner | Classification | Size (Acres) * |
|---|-------------------|-------------------------------------|----------------|
| Lake Chelan Golf Course | City of Chelan | Enterprise Park | 117.43 |
| Lakeshore RV. Park | City of Chelan | Enterprise Park | 22.24 |
| Lakeshore Marina (99 Slips) | City of Chelan | Signature Park | 3.04 |
| Don Morse Memorial Park | City of Chelan | Signature Park | 24.26 |
| Lakeside Park | City of Chelan | Signature Park | 5.12 |
| Gateway Park | City of Chelan | Pocket Park | 0.28 |
| Pingrey Centennial Park | City of Chelan | Pocket Park | 0.3 |
| Spader Bay Open Space | City of Chelan | Conservation/ Lake Access Potential | 9.77 |
| Chelan Gorge Park (PUD Baseball fields) | Chelan County PUD | Neighborhood Park | 19.60 |
| TOTAL ENTERPRISE OPERATIONS | | | 182.44 |
| TOTAL MANAGED ACRES | | | 202.04 |

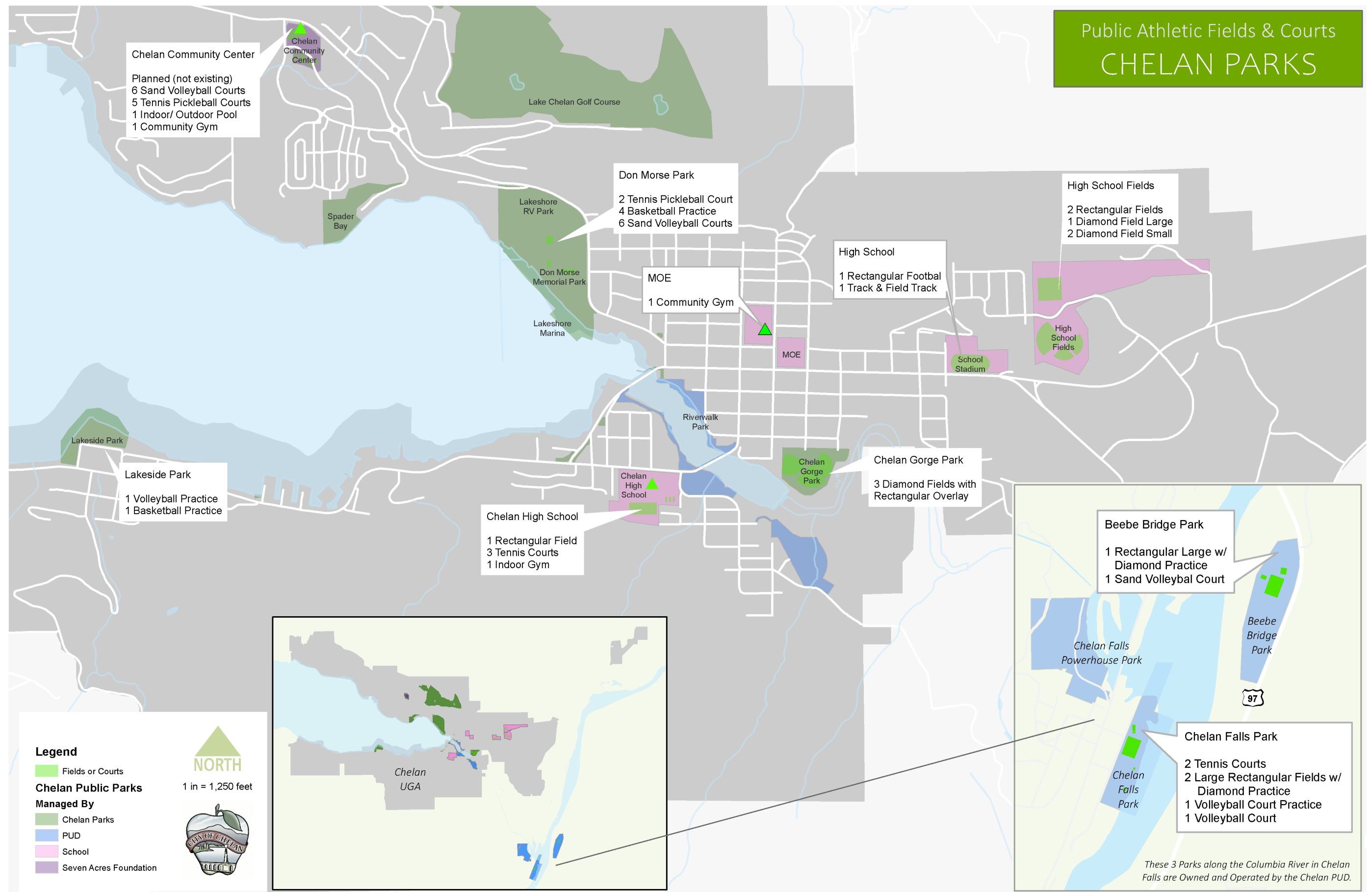
Figure 4-1 New Public Restrooms for Don Morse Park – Stainless Steel stick man and woman locally produced by the Dock Company



Map 4-1 Chelan Parks System Overview Map



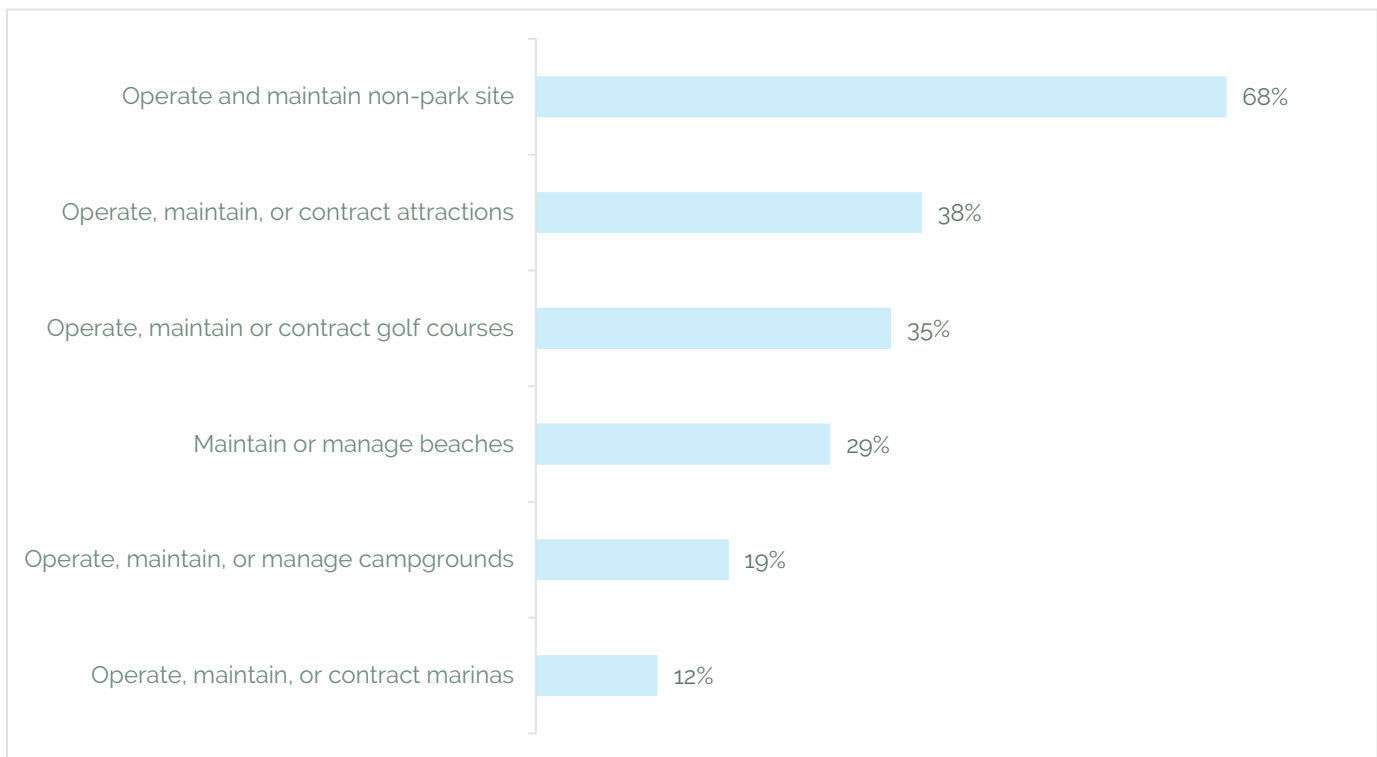
Map 4-2 Chelan Area Recreation Providers Map Emphasis on Sport Fields



Chelan Parks and Recreation is responsible for existing parks and recreation programming, but is also unique in managing a host of sites and features that most parks agencies do not handle. The 2024 annual NRPA Performance Review report lists these responsibilities and the percentage of agencies that manage these as can be seen in Figure 6-2 below. It is a minority of agencies that manage, for example municipal golf courses, or marinas. It is unknown from the data how many agencies manage a combination of all these non traditional facilities, but it is safe to assume that

Very few agencies manage and maintain as many non-traditional park facilities as Chelan; much less with the resources of a 4,392-resident community and the annual visits of 4 million tourists. . .

Figure 4-2 Responsibilities of NRPA Park Agencies Compared to Chelan Park Responsibilities ¹



¹ 2024 The National Recreation and Park Association Agency Performance Review, https://www.nrpa.org/contentassets/f6baf1e9c3354aeca52dc548251bc4f4/2024agencyperformancereview_final.pdf

4.1.2 Alternative Providers Parks System Inventory

Chelan Parks is not the only provider of parks or recreation services in the area. The following tables list the other providers which we are calling "alternative provider." We look at these in order to avoid duplication of services and facilities. It doesn't matter who manages Riverwalk Park or Mountain Goat Fields as long as the public has access and can use the facilities. Likewise, private homeowners' associations (HOA) offset the need for additional neighborhood parks for the neighborhoods they serve. This will be discussed further in the Level of Service Section.

Table 4-2 Parks within Chelan managed by other entities.

| Name | Owner | Size (Acres) |
|--------------------------------------|----------------------------------|--------------|
| Chelan Riverwalk Park | Chelan PUD | 12 |
| Chelan Hills HOA | HOA – Lake Hills | 0.9 |
| Lake Chelan Shores | HOA – Lake Chelan Shores | 23.1 |
| Spader Bay Condominiums | HOA – Spader Bay Condominiums | 5.1 |
| Chelan High School | Lake Chelan School District | 14.6 |
| Lake Chelan School District | Lake Chelan School District | 5.1 |
| Morgan Ownings Elementary | Lake Chelan School District | 2.9 |
| School Fields | Lake Chelan School District | 28.5 |
| School Stadium | Lake Chelan School District | 9.3 |
| USFS Restroom Lot | Other | 0.1 |
| TOTAL OTHER ENTITIES PARKS IN CHELAN | | 101.6 |

Table 4-3 Parks in the Chelan area

| Name | Owner | Size (Acres) |
|-----------------------------------|------------------------------------|--------------|
| Beebe Bridge Park | Chelan County PUD | 56 |
| Chelan Falls Park | Chelan County PUD | 33 |
| Chelan Falls Powerhouse Park | Chelan County PUD | 20 |
| Old Mill Park | Chelan County PUD | 20 |
| Chelan Gorge Trail | Chelan County PUD | - |
| Singleton Park | Manson Parks & Recreation District | 10 |
| The Old Swim Hole | Manson Parks & Recreation District | - |
| Wapato Lake Campground | Manson Parks & Recreation District | 6 |
| Willow Point Park | Manson Parks & Recreation District | 1.85 |
| Manson Bay Park & Marina | Manson Parks & Recreation District | 6 |
| Lefler Field | Manson Parks & Recreation District | - |
| Lake Chelan State Park | Washington State Park | 127 |
| Twenty-Five Mile Creek State Park | Washington State Park | 235 |
| TOTAL PARKS GREATER CHELAN AREA | | 514.85 |

4.1.3 Physical Inventory of Chelan Area Parks and Amenities

The following table lists the amenities within area parks. The Chelan Community Center's planned facilities are included as they are expected to be built within the timeframe of this plan.

Table 4-4 Physical Inventory of Chelan Area Parks and Amenities (compiled initially by Greenplay, finalized by staff)

| Owner/Manager | Chelan | | | | | | | | | PUD/City | PUD | | | | | | HOA | | | | Other | | School | | | | | | |
|-----------------------------|-------------------------|-----------------------------------|---------------|-----------------------|--------------|-------------------|-------------------|---------|-----------------|-------------------|-------------------|-------------------|------------------------------|--------------------------|-----------------------|---------------|--------------------|--------------------|-------------------------|--------------|-------------------|----------------------------|----------|--------------------|-----------------------------|--------------------------|---------------|----------------|--------|
| Park/Facilities | Don Morse Memorial Park | Lake Chelan Municipal Golf Course | Lakeside Park | Spader Bay Open Space | Gateway Park | Lakeview Drive-In | Lakeshore RV Park | Pingrey | Chelan Subtotal | Chelan Gorge Park | Beebe Bridge Park | Chelan Falls Park | Chelan falls Powerhouse Park | Chelan Reach 1 Trailhead | Chelan Riverwalk Park | Old Mill Park | Chelan Hills HOA 1 | Lake Chelan Shores | Spader Bay Condominiums | Willows Park | USFS Restroom Lot | Community Center (planned) | Darnells | Chelan High School | Lake Chelan School District | Morgan Owings Elementary | School Fields | School Stadium | Totals |
| GIS Acres | 25 | 127 | 11 | 10 | 0 | 1 | 20 | 0 | 194 | 20 | 38 | 24 | 7 | 10 | 12 | 18 | 1 | 23 | 5 | 5 | 0 | | | 15 | 5 | 3 | 29 | 9 | 418.1 |
| Amusement Ride | 1 | | | | | | | | 1 | | | | | | | | | | | | | | | | | | | | 2 |
| Aquatics, lap Pool | | | | | | | | | 0 | | | | | | | | 1 | | | | | 1 | | | | | | | 2 |
| Aquatics, leisure Pool | | | | | | | | | 0 | | | | | | | | | 5 | 1 | | | | | | | | | | 6 |
| Basketball Court | | | | | | | | | 0 | | | | | | | | | 1 | | | | | | | | | | | 1 |
| Basketball, practice | 4 | | 1 | | | | | | 5 | | 2 | 1 | | | | | | 1 | | | | | | 2 | | 1 | | | 17 |
| Camping, Defined | | | | | | | 1 | | 1 | | 1 | | | | | | | | | | | | | | | | | | 3 |
| Concessions | 2 | | | | | | | | 0 | 1 | | | | | | | | | | | | | | | | | | | 3 |
| Diamond Field | | | | | | | | | 0 | 3 | 1 | | | | | | | | | | | | | | 2 | | 3 | | 9 |
| Diamond Field, Practice | | | | | | | | | 0 | | | 1 | 1 | | | | | | | | | | | 1 | | | | | 3 |
| Educational Experience | | | | | | | | | 0 | | | 1 | | | | | | | | | | | | | | | | | 1 |
| Event Space | | | | | | | | | 0 | | | | | | 1 | | | | | | | | | | | | | | 1 |
| Game court | | | | | | | | | 0 | | | | | | | | | | | | | | | | | 1 | | | 1 |
| Golf | | 1 | | | | | | | 1 | | | | | | | | | | | | | | | | | | | | 2 |
| Golf, Putting Course | 1 | | | | | | | | 1 | | | | | | | | | | | | | | | | | | | | 2 |
| Golf, practice | | 1 | | | | | | | 1 | | | | | | | | | | | | | | | | | | | | 2 |
| Historic feature | | | | | | | | | 0 | | | | | | 1 | | | | | | | | | | | | | | 1 |
| Horseshoe Complex | | | | | | | | | 0 | 12 | | | | | | | | | | | | | | | | | | | 12 |
| Horseshoe Court | | | | | | | | | 0 | | | 2 | | | | | | | | | | | | | | | | | 2 |
| Loop Walk | | | | | | | | | 0 | | | 1 | | | 1 | | | | | | | | | 1 | | | | | 3 |
| Natural Area | | | | | | | | | 0 | | | 1 | | | | | | | | | | | | | | | | | 1 |
| Open turf | 1 | | 1 | | | | | | 2 | | 1 | 1 | 1 | | 2 | | 1 | 2 | | 1 | | | | 1 | | 1 | | | 15 |
| Picnic Ground | 1 | | 1 | | | | | | 2 | | | | 1 | | | 1 | | | | | | | | | | | | | 6 |
| Playground, Local | 1 | | 1 | | | | | | 2 | 1 | 1 | 1 | | | | | | 2 | | | | | | | | 1 | | | 10 |
| Rectangular field, Large | | | | | | | | | 0 | | 1 | 1 | | | | | 1 | | | | | | | 1 | | | 1 | | 5 |
| Rectangular Field, Multiple | | | | | | | | | 0 | | | | | | | | | | | | | | | | | | 1 | | 1 |
| Rectangular Field, Overlay | | | | | | | | | 0 | 3 | | | | | | | | | | | | | | | | | | | 3 |
| Shelter, Large | 1 | | | | | | | | 1 | | 1 | 1 | 1 | | 1 | | | | | | | | | | | | | | 6 |
| Shelter, Small | 1 | | | | | | | | 1 | | | | | | | | 3 | | | | | | | | | | | | 5 |
| Skate Park | 1 | | | | | | | | 1 | | | | | | | | | | | | | | | | | | | | 2 |
| Tennis/ Pickleball Courts | 2 | | | | | | | | 2 | | 2 | 1 | | | | | | | 1 | | | 4 | 6 | 3 | | | | | 21 |
| Track, Athletic | | | | | | | | | 0 | | | | | | | | | 7 | | | | | | | | | 1 | | 8 |
| Trail Access Point | | | | | | | | | 0 | | | | | 1 | | | | | | | | | | | | | | | 1 |
| Trailhead | | | | | | | | | 0 | | | | | 1 | 3 | | | | | | | | | | | | | | 4 |
| Volleyball Court | 4 | | 1 | | | | | | 5 | | 1 | 2 | | | | | | 1 | 1 | | | 3 | | | | | | | 18 |
| Water Access, developed | 1 | | 1 | | | | | | 2 | | 1 | 1 | | | 1 | 1 | | 2 | 1 | 1 | 1 | | | | | | | | 13 |
| Water Access, General | 1 | | 1 | | | | | | 2 | | 1 | 1 | 1 | | 2 | | | 2 | 1 | 1 | | | | | | | | | 13 |

4.1.4 Chelan Parks System Benchmarks (GRASP)

GRASP® Comparative Data by Greenplay Inc. 2021

Agencies often find it useful to compare themselves to other agencies. Still, sometimes it is difficult to get an apples-to-apples comparison. Chelan parks are comparable to other agencies across the country by using these scores. The GRASP® National Dataset consists of 82 agencies, 5,329 parks, and 29,600 components.

When comparing Chelan to other agencies and parks in the dataset, one park, Don Morse, is in the top 300* parks overall and three in the top ten percent in terms of GRASP® Score (one managed by the city of Chelan, and 2 managed by the PUD – Riverwalk and Chelan Falls).

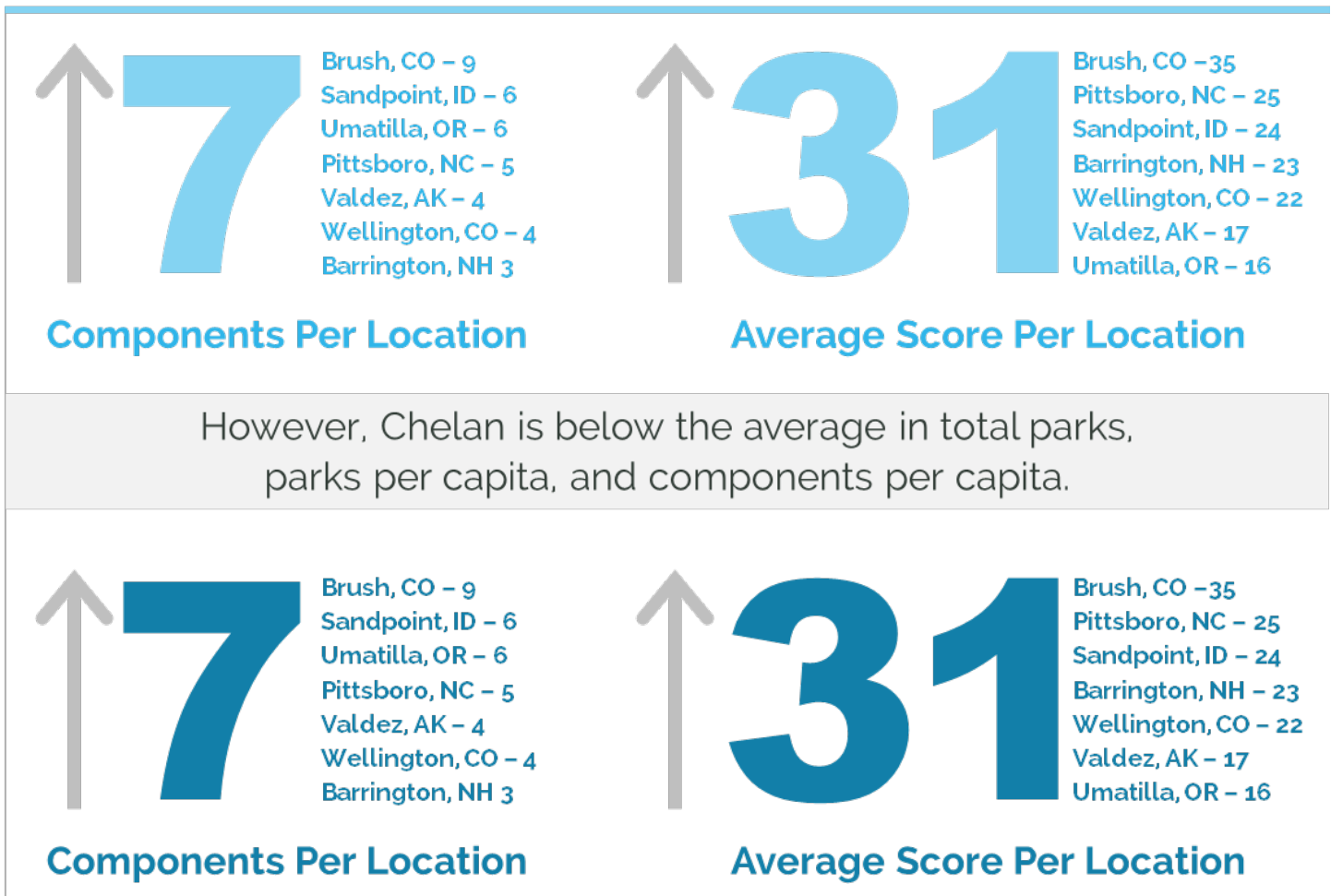


The following table provides additional comparative data from other communities of similar populations to Chelan across the U.S. Because every community is unique, there are no standard or "correct" numbers.

Table 4-5 GRASP® Comparative Data

| City/Agency | Valdez, AK | Pittsboro, NC | Brush, CO | Chelan, WA* | Wellington, CO | Umatilla, OR | Barrington, NH | Sandpoint, ID | Average |
|---|-------------------|---------------|-------------------------|-------------|--|--------------|----------------|---------------|-----------|
| Year | 2020 | 2016 | 2018 | 2021 | 2015 | 2020 | 2018 | 2019 | 2016-2021 |
| Population | 3,778 | 4,118 | 5,699 | 6,516 | 7,453 | 7,723 | 8,770 | 9,564 | 6,703 |
| Study Area Size (Acres) | 726,133 | 2,708 | 1,754 | 4,276 | 2,269 | 3,266 | 31,117 | 2,917 | 6,901 |
| #of Sites (Parks, Facilities, etc.) | 38 | 8 | 13 | 5 | 19 | 12 | 14 | 34 | 18 |
| Total Number of Components | 147 | 38 | 113 | 34 | 82 | 77 | 47 | 196 | 92 |
| Average #of Components per Site | 4 | 5 | 9 | 7 | 4 | 6 | 3 | 6 | 5.5 |
| Total GRASP® Value (Entire System) | 640 | 203 | 459 | 155 | 421 | 188 | 327 | 800 | 399 |
| GRASP® Index | 169 | 49 | 81 | 24 | 56 | 24 | 37 | 84 | 66 |
| Average Score/Site | 17 | 25 | 35 | 31 | 22 | 16 | 23 | 24 | 24 |
| % of Total Area w/LOS >0 | 9% | 35% | 100% | 50% | 100% | 74% | NA | 100% | 67% |
| Average LOS per Acre Served | 44 | 40 | 246.3 | 210 | 82.5 | 112 | NA | 289 | 146 |
| Components per Capita | 39 | 9 | 20 | 5 | 11 | 10 | 5 | 20 | 15 |
| Average LOS/Population Density per Acre | 8517 | 163 | 76 | 138 | 28 | 47 | NA | 88 | 90 |
| Population density (per acre) | 0.01 | 0.2 | 3.2 | 1.5 | 3.0 | 2.4 | 0.3 | 3.3 | 2 |
| % of Population with Walkable Target Access | 60% | 7% | 70% | 48% | NA | 62% | NA | 81 | 55% |
| People per Park | 99 | 515 | 438 | 1303 | 392 | 644 | 626 | 281 | 537 |
| Park per 1k People | 10 | 2 | 2 | 1 | 3 | 2 | 2 | 4 | 3 |
| Better than the Average | Below the average | | Not included in average | | *Includes Chelan owned and managed. PUD. HOA. School | | | | |

Including Chelan owned and managed, PUD, HOA, Schools within Chelan limits, and comparing with the selected sample of comparative agencies, Chelan is above the average components per location and average score per park.



So, using the trademarked GRASP Analysis the City Waterfront/ Don Morse Park is among the top parks in the nation. However, considering only this perspective is limited and misleading. The park has 50-year-old restrooms which are inadequate in terms of capacity and quality. There is limited ADA access to one of the few publicly accessible beaches within Chelan. The park's parking lots would not meet current City design standards and haven't had basic asphalt preservation maintenance performed for over a decade. Then there are questions of how well the park is performing in context of its potential. Hence the need to incorporate multiple perspectives when evaluating a park system.

4.2 Relevant Parks and Recreation Trends

The changing pace of today's world requires analyzing recreation trends from both a local and national level. These new shifts of participation in outdoor recreation, sports, and cultural programs are an important component of understanding and serving your community.

Understanding the participation levels of the city residents using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future of parks and recreation. The following pages summarize some of the key trends that could impact the City of Chelan over the next five to ten years. When applicable, figures and data from the Washington State Recreation and Conservation Plan (SCORP) from 2018 to 2022 were referenced for local context related to youth and senior participation.

These are trends to consider when deciding what to do with low-functioning facilities or improving existing parks to serve the needs of residents.

4.2.1 National Trends

Wellness

Parks 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 access to nature, local parks and recreation departments can increase the health in their community. 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.
- Park and recreation agencies are the second largest public feeder of children, next to schools. Park and recreation agencies annually serve approximately 560 million meals to children through summer and after-school programs.

Fitness and Sports

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, camping, hiking, and freshwater fishing.

Figure 4-3 Adult Participation for Fitness Activities

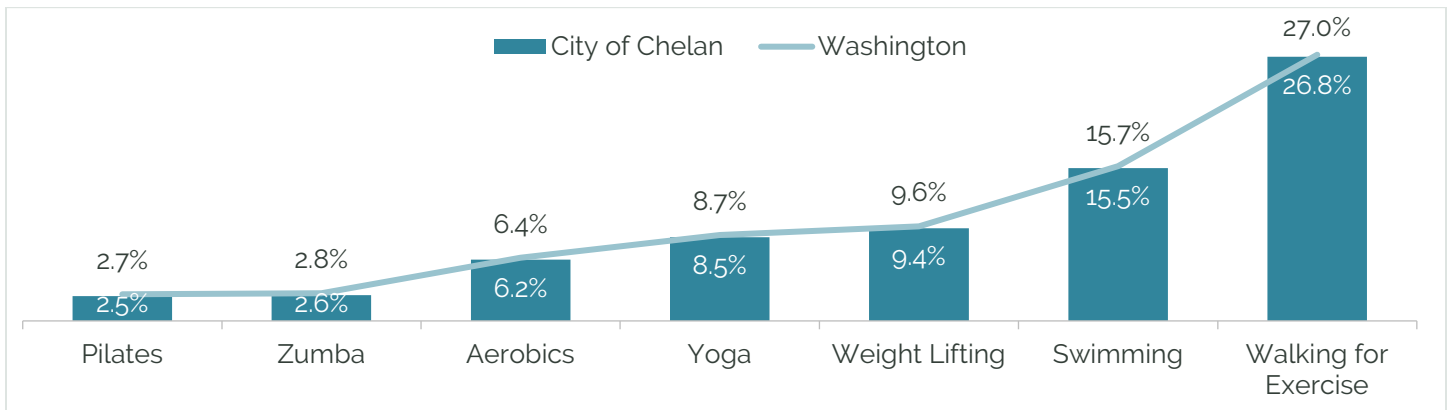


Figure 4-4 Adult Participation in Outdoor Recreation

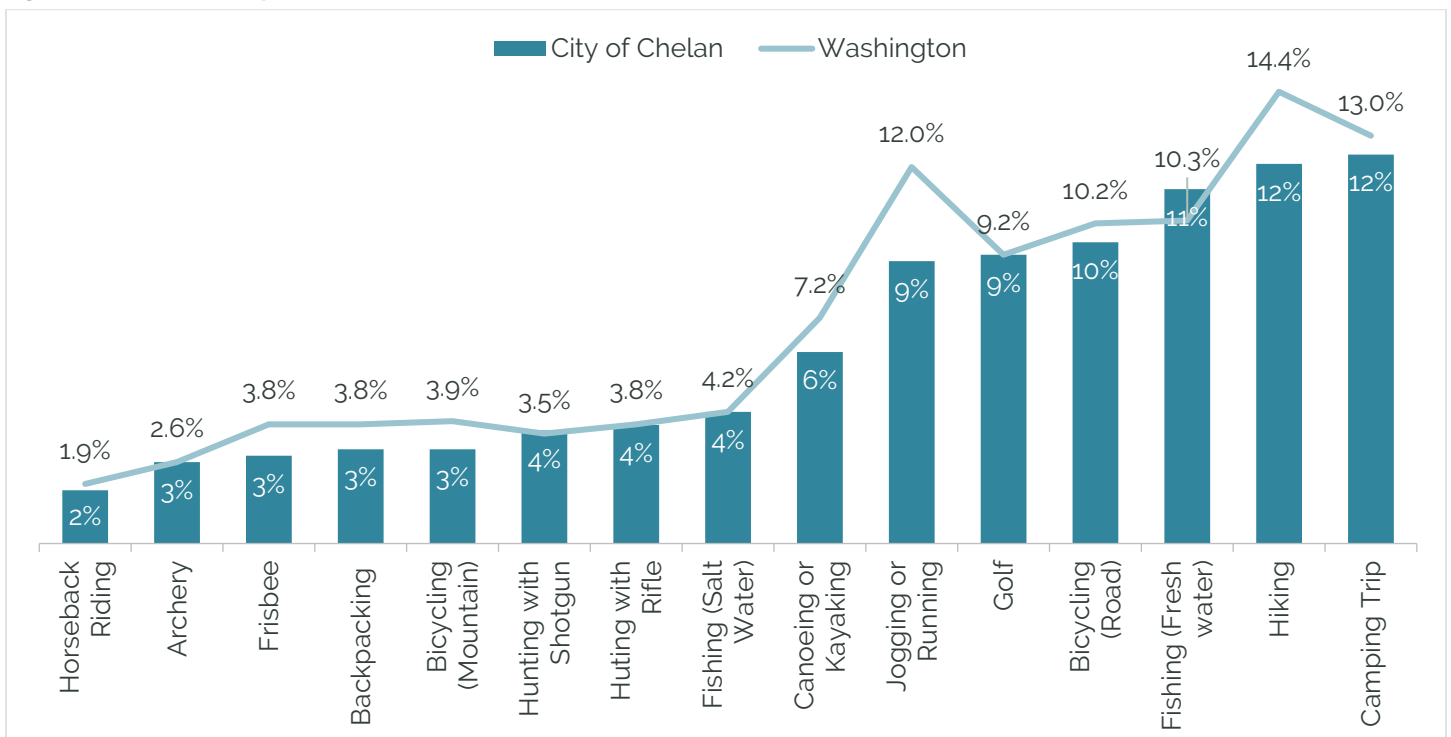
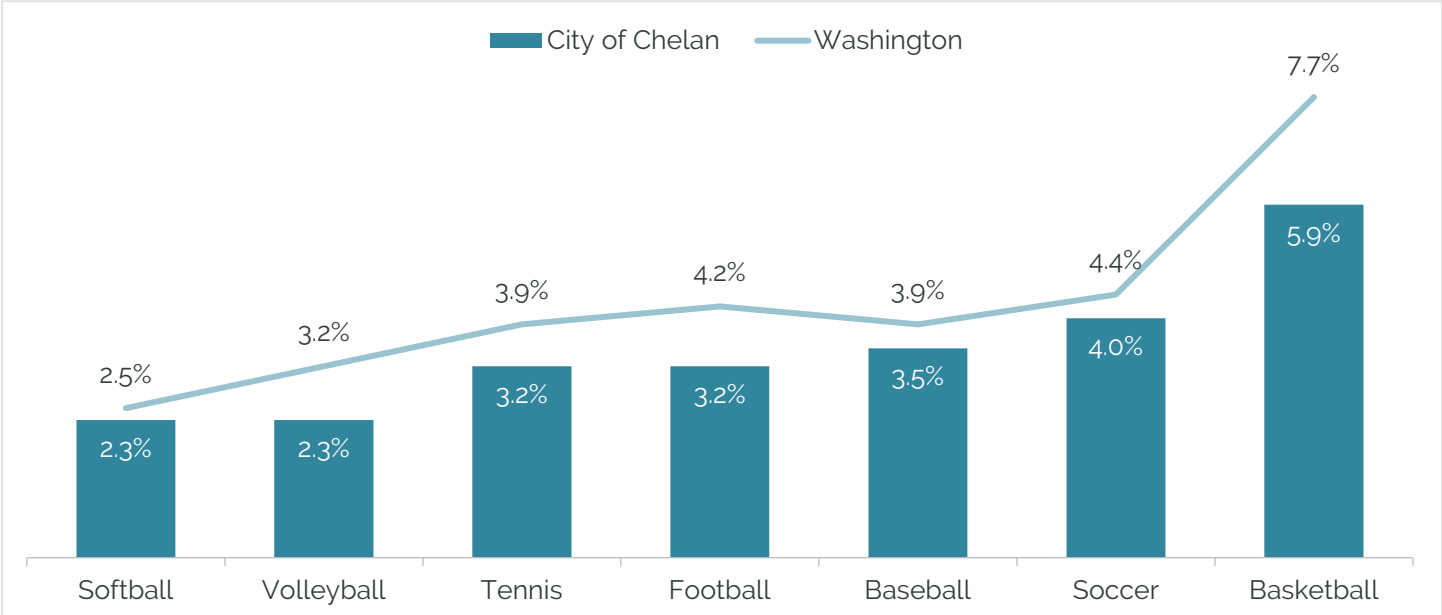


Figure 4-5: Adult Participation in Team Sports



Pickleball, Padel

Pickleball has continued to grow as one of the most popular recreational activities nationwide and shows no signs of slowing down. The 2023 APP Tour's Pickleball Participation Report shared that there are 36.5 million pickleball players in the United States. The sport is easy to learn, accessible to most ages and ability levels, and doesn't require expensive equipment. On average, **130 new pickleball locations are created each month**.

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.²

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 be found on usapa.com, the official website for the United States Pickleball Association.

By the way... Tyson McGuffin, Pickleball National Champion in 2018 hails from the Chelan Valley.

Similar to pickleball, Padel is another racket sport gaining popularity in some parts of the country. This game is a cross between tennis, racquetball, and squash. It's currently estimated that Padel has over 100,000 players in the United States, and the number of courts has more than doubled in the last two years.

Skate park

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. Chelan has one skate park.

² 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/>

Cricket

Cricket is the second most-watched sport in the world and was one of the most popular sports in the US before baseball became favored during the Civil War. This game is gaining popularity once again and should continue to be watched as a trend for 2024.³



Active Transportation

In many surveys and studies on participation in recreational activities, walking, running, jogging, and cycling are nearly universally rated as the most popular activities among youths and adults. These activities are attractive as they require little equipment, or financial investment, to get started, and are open to participation from nearly all segments of the population. For these reasons, participation in these activities is often promoted as a means of spurring physical activity and increasing public health. The design of a community's infrastructure is directly linked to physical activity – where environments are built with bicyclists and pedestrians in mind, more people bike and walk. Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking in a community can have a major impact on improving public health and life expectancy.⁴

Cycling and Walking

Public health trends related to cycling and walking include:

Quantified health benefits of active transportation can outweigh any risks associated with the activities by as much as 77 to 1 and add more years to our lives than are lost from inhaled air pollution and traffic injuries.

Regular cyclists took 7.4 sick days per year, while non-bicyclists took 8.7 sick days per year.

The proportion of children who live within a mile of school has decreased over time. In 1969, 48 percent of children walked or biked to school, compared to 2009, when 35 percent of children walked or biked to school.⁵

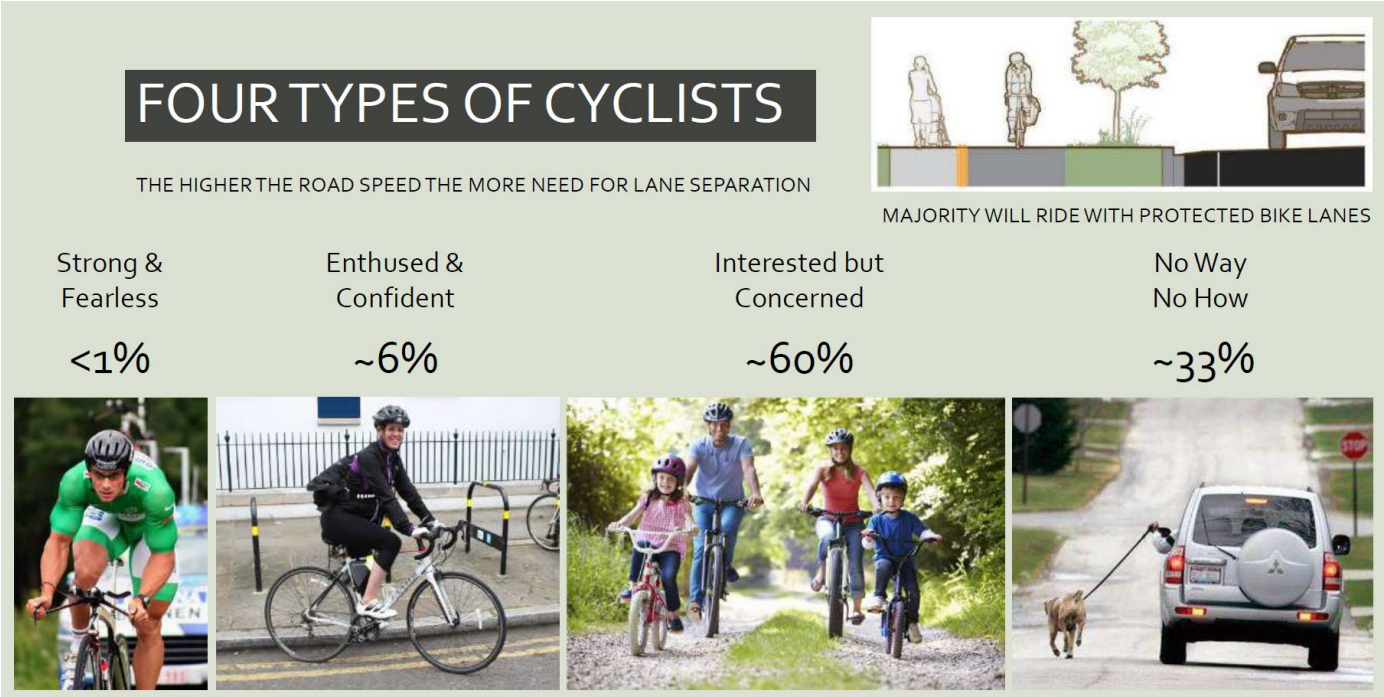
National cycling trends:

³ *Parks and Recreation Trends for 2024*. Retrieved from <https://productiveparks.com/parks-and-recreation-trends-2024>.

⁴ Parks & Recreation | Active Living Research." Activelivingresearch.org, 2015, activelivingresearch.org/taxonomy/parks-recreation. Accessed 30 Sept. 2021.

⁵ SRTS Guide: The Decline of Walking and Bicycling." Saferoutesinfo.org, 2011, guide.saferoutesinfo.org/introduction/the_decline_of_walking_and_bicycling.cfm. Accessed 1 Nov. 2021.

- There has been a gradual trend of increasing bicycling and walking to work since 2005.
- Infrastructure to support biking communities is becoming more commonly funded in communities.
- Bike share systems, making bicycles available to the public for low-cost, short-term use, have been sweeping the nation.



Trails and Health

Studies have shown that there is a direct correlation between how close people live to a connected system of trails and their level of physical activity in a community. 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. Active use of trails results in positive health outcomes and is an excellent way to encourage people to adopt healthy lifestyle changes. In a study released in 2014, results indicate that there were benefits for those that lived up to 2.5 miles away from a biking or walking infrastructure, and for those that lived within one mile, they were getting on average 45 minutes more exercise per week.

Figure 4-6 A one-mile walking path borders Riverwalk Park.



The American Heart Association has found that for every \$1 spent on building trails, \$3 is saved medical costs. The health benefits are equally as high for trails in urban neighborhoods as for those in state or national parks. Data from the American Trails Association indicates that all trail use is beneficial for physical health. 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.

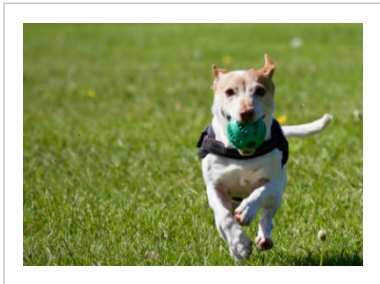
Outdoor Fitness Trails

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.

Pets & 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.⁶ 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 socialized 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. Chelan has no dog parks.

A surge in pet ownership ensued in the wake of the 2020 global pandemic. Larger dog parks have become destination facilities that both residents and visitors seek out and are willing to travel to. Furthermore, according to the Trust for Public Land, the development of dog parks has grown by over 40% in the past 15 years. NRPA data show that **68% of agencies have a dog park** and **60% of households own a dog**.



*Recreation Magazine*⁷ 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 “spray grounds” are being designed just for dogs. Dog parks are also places for people to meet new friends and enjoy the outdoors.

Dog Park Design

The best dog parks cater to people with design features for their comfort and pleasure and offer creative programming.⁸ 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.

⁷ “State of the Industry Report, Trends in Parks and Recreation,” *Recreation Management*, June 2021.

⁸ 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).

Playgrounds and Spray grounds

New playgrounds are emerging, including discovery, nature, adventure, and even inter-generational 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.

There are specific trends that people are seeking in new playgrounds as they are built or updated. These include:

- **Inclusivity:** Providing facilities for individuals of all ability levels to enjoy
- **Eco-Conscious:** Using recycled materials and eco-friendly construction and maintenance
- **Incorporating Adventure & Nature Play:** Using natural playground elements for sensory experiences and a deeper connection with nature
- **Reflecting Unique Community Identity:** Infusing local culture, art, history, and other features to encourage community pride and spirit

Spray grounds 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. Chelan does not have a spray ground.

Outdoor Recreations & Adventure Programs

Many people used to look to travel or tourist agencies for adventurous excursions. However, more municipalities have started to offer exciting experiences such as zip lining, challenge/obstacle courses, and other risk-taking elements on a local level. These agencies may form partnerships with specialized companies to provide adventure packages.

Private companies may hire and train their own staff, maintain equipment, and develop marketing campaigns. A lease agreement may grant the municipality a certain percentage of gross revenues.



Events in the Park

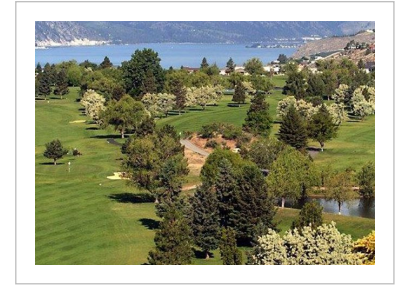
Events in parks, from a neighborhood "movie in the park" to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend. Events space was identified at Riverwalk Park

Electrification

As electric technology develops, maintenance equipment, vehicles, mowers, and other equipment used in parks and recreation are transitioning from gas powered resources to electric assets. This transition provides long-term cost savings, environmental benefits, and decreased noise. Additionally, parks and trailheads should consider the addition of **EV charging stations** in parking lots, as the number of EV cars on the road continues to grow. Washington State has led this transition to electric vehicles, with over 18% of new cars sold in the first half of 2023 being fully electric or plug-in hybrids according to the Seattle Times. Vehicle chargers located at park facilities enable drivers to engage with park facilities while waiting for a full charge.

Environmentalism & Conservation

One of the key pillars of parks and recreation is the role that it plays in conservation. Managing and protecting open space, providing opportunities for people to connect with nature, and educating communities about conservation are all incredibly important. One of the key components of conservation is addressing climate change. Local parks and recreation can help by building climate resilient communities through water management, green infrastructure, and sustainability. A report by NRPA in 2017 titled "Park and Recreation Sustainability Practices" surveyed over 400 park and recreation agencies and found the top five ways that local departments are taking action on conservation and climate change include:



- Alternative Transportation – 77% reduce carbon footprint through offering transportation alternatives
- Watershed Management – 70% adopt protective measures for watershed management
- Air Quality – 53% plant and manage tree canopy that improves air quality
- Sustainable Education – 52% educate the public about sustainability practices
- Stormwater Management – 51% proactivity reduce stormwater through green infrastructure

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 areas offer public access.

Climate Resiliency

The concept of electrification pertains to growing needs for climate resilience and the ways in which future park implementations can accommodate the increase of hotter days and nights, as well as the increase of storm and wildfire impacts. Parks create a great opportunity to address these goals through smart design and engineering. Parks and open space can mitigate urban heat islands, absorb flood and stormwater, and create fire breaks through green space and linear trail corridors. **Climate change, stormwater/flooding implementations, and tree canopy coverage** should be considered in future park renovations to increase resiliency.

Community Garden

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. Chelan has no community garden.

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.⁹

⁹ "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.

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.

4.2.2 Washington State Trends

To meet the requirements of the Land and Water Conservation Fund (LWCF) Act, Washington State develops a statewide comprehensive outdoor recreation plan (SCORP) that includes participation rates in outdoor recreation activities, issues related to future demand, and recommendations for meeting recreation and conservation needs. This plan was reviewed to understand statewide trends and participation data. These statewide trends are important, given the larger tourist base that recreates in and around Lake Chelan.

The top 20 outdoor recreation activities in Washington State are shown in Table 4.6, including participation rates and the number of responses for each activity. Given the lakeshore, 10 of these top 20 activities can be enjoyed in Chelan's Parks, as highlighted in the table below.

Table 4-6 2023 Top 20 outdoor Recreation Activities in Washington State ^{*10}

| Activity | Activity Category | % | N |
|--|--------------------------------------|-----|-------|
| Walking or Using Mobility Device on Roads or Sidewalks | Trail- and Road-Based Activities | 91% | 5,390 |
| Walking or Day Hiking or Using Mobility Device on Trails | Trail- and Road-Based Activities | 90% | 5,331 |
| Wildlife and Nature Viewing | Nature- and Culture-Based Activities | 85% | 4,812 |
| Scenic Driving (Sightseeing) | Nature- and Culture-Based Activities | 85% | 4,767 |
| Hanging Out | Leisure Activities in Parks | 70% | 3,679 |
| Picnic, Barbecue, or Cookout | Leisure Activities in Parks | 68% | 3,639 |
| Community Garden or Farmers' Market | Leisure Activities in Parks | 66% | 3,556 |
| Visting Outdoor Cultural or Historical Facility" | Nature- and Culture-Based Activities | 62% | 3,413 |
| Swimming in Natural Settings | Water-Based Activities | 61% | 3,374 |
| Paddle boarding, Whitewater, Canoes, Kayaks, Stand-Up Paddle | Water-Based Activities | 52% | 2,910 |
| Outdoor Concert or Special Event | Leisure Activities in Parks | 49% | 2,602 |
| Gathering or Collecting Anything in Nature | Nature-and Culture-Based Activities | 49% | 2,635 |
| Tent Camping (Developed Campground) | Camping Activities | 44% | 2,510 |
| Backpacking | Trail-and Road-Based Activities | 42% | 2,349 |
| Playground | Leisure Activities in Parks | 41% | 2,148 |
| Tent Camping (Undeveloped Area) | Camping Activities | 41% | 2,247 |
| Road Cycling | Trail-and Road-Based Activities | 40% | 2,240 |
| Yard Games (Beanbag Toss, Horseshoes, etc.) | Leisure Activities in Parks | 38% | 1,966 |
| Volunteering (Restoration Projects, Citizen Science, etc.) | Nature-and Culture-Based Activities | 37% | 1,984 |
| Jogging or Running on Roads or Sidewalks | Trail-and Road-Based Activities | 35% | 1,944 |
| Snowshoeing | Snow and ice Activities | 35% | 1,821 |

* By Participation Rate - % of Population, N = Number of Responses

** Includes Attending Cultural Events

¹⁰ Source: [2023 WA RCO SCORP](#), page 41.

In the 2022 Assessment of Resident Demand ¹¹, participation rates for 45 activities were compared to 2017. All but two of those activities (Technology-based Games and Collecting or Gathering Things in Nature) showed an increase in participation. The activities that had the greatest increase are shown in Table 4.7.

The top responses of activities people wanted more of was non-motorized trail (79%) followed by camping (61%) and winter activities (42%). To encourage more participation, the top answers all related to providing more opportunities near where they live (79%), better facilities near where they live (64%), more parking (58%), better neighborhood access (51%) and more information about opportunities and requirements (49%).

Table 4-7 Activities with the Highest Inc: Participation in WA State

| Activity | 2017-2022 |
|--|-----------|
| Wildlife or Nature Viewing | +28% |
| Paddle Sports | +28% |
| Visiting Outdoor Cultural or Historical Facilities | +27% |
| Tent Camping (Undeveloped) | +26% |
| Backpacking | +25% |
| Playing Yard Games (In a Park) | +25% |
| Snowshoeing | +23% |
| Tent Camping (Developed Areas) | +19% |
| Hanging Out in Park | +19% |
| Mountain Biking | +18% |

4.3 Community Engagement

4.3.1 Community Engagement Process

The successful development and implementation of Chelan's parks system goals ultimately relies on listening to the needs, demands, and ideas the community has for its parks and recreation system. Knowing that "the people who show up get to make the decisions", it was imperative that a successful public involvement process be implemented that allowed Chelan citizens, and its visitors, multiple opportunities and methods to "show up" and inform the process and results, be kept updated along the way, and see how feedback was incorporated in the final plan.

With grant programs and other decision makers focusing on understanding a community's desires, public involvement is the most crucial and one element that connects all pieces of the PROS planning process. It is focused on understanding what those building blocks of a community's desired quality of life are. Sometimes they are small maintenance improvements and others are large capital investments, but the public process gives voice to all of those ideas. Public involvement also builds shared ownership of the plan and creates community consensus around the investments that are made. This is where everyone can share their ideas, goals, and objectives for their parks system and communicate these needs and desires to the City. The intention behind the public involvement approach was to capture the needs, wishes, and ideas from the public.

To ensure that the PROS Plan is reflective of the Chelan community and their interests, needs, and priorities, a series of engagement goals and methodologies were developed and deployed. This engagement ended up unfolding in two waves: the first one facilitated by Greenplay and RRC Associates in August 2021, and a second engagement phase supported by SCJ in 2023, drilling down and refreshing on certain aspects. This extensive community engagement included the following methods:

Figure 4-7 Community Engagement Plan

¹¹ 2023 Recreation and Conservation Plan. Retrieved from <https://rco.wa.gov/wp-content/uploads/2023/07/SCORPExecSummary.pdf>

| Year | Date | Community Input Event | Facilitator | # of Participants |
|------|-------------------|--|-----------------------|-------------------|
| 2020 | Nov 8 | Don Morse Park Masterplan in-field Charrette | Bernardo Wills Arch | 25 |
| | Nov 1 - Dec 20 | Statistically Valid Survey (=/- 4% margin of error) | RCC Associates | 435 |
| | Dec 1 - Dec 20 | Open Link Survey | RCC Associates | 710 |
| 2021 | August 24 | Series of 3 Focus Group Meetings | Greenplay Inc. | 25 |
| | August 24 | City Council Meeting Presentation | Greenplay Inc. | 20 |
| | August 25 | Parks Plan Public Forum | Greenplay Inc. | 42 |
| | August 25 | Stakeholder Interviews (including elected officials) | Greenplay Inc. | 10 |
| | February 2 | Don Morse Park Masterplan Open House | Bernardo Wills Arch | 14 |
| | February 22 | City Council Meeting Presentation | Greenplay Inc. | 24 |
| 2022 | August 24 | Skatepark Feasibility in-field Charette | Berger Partnership | 50 |
| | Aug 1 - Aug 30 | Skatepark Feasibility Online Survey | Berger Partnership | 36 |
| | June 16 | Lakeside Park Masterplan Open House | Berger Partnership | 21 |
| | June18 | Lakeside Park Masterplan in-field Open House | Berger Partnership | 30 |
| 2023 | July 11 - Sept 29 | Needs Assessment Survey | SCJ Alliance | 591 |
| | July 11 - Sept 29 | Community Mapping Survey | SCJ Alliance | 166 |
| | Aug 31 | Community Farmers Market Outreach | SCJ Alliance | 18 |
| 2024 | April-May | 3 Council Meetings | Chelan Parks | 30 |
| | April 17 | Planning Commission | Chelan Parks | 25 |
| | April 18 | Parks & Recreation Advisory Board | Chelan Parks | 12 |
| | April-May | One-on-one meetings | Chelan Parks | 12 |
| | | | Total Outreach | 2,296 |

Over 2,200 People reached in a community of 4,392 persons!

4.3.2 2021 Focus Groups

Focus groups, stakeholder interviews, and a public forum were conducted during August 23-26, 2021. These meetings were held throughout the city. The goal of these sessions was to gather information that would guide the development of the community parks and recreation needs assessment survey.

Participants included Users/Community Members, City/Department Staff, Stakeholders, Elected Officials, Youth and Teens.

Over the course of three days Greenplay hosted 3 meetings and spoke with 24 community members and stakeholders. Interviews were held with 10 elected officials and stakeholders. On the last day, an open public forum was held and attended by 42 participants.

Greenplay/Berry Dunn provided a full Chelan Parks and Recreation Master Plan Update – Community Engagement summary as a staff document, and the Public Meeting PowerPoint presentation was posted to the Department's website.

Top priorities to seed the community parks and recreation needs assessment coming out of the focus group portion included the following:

Access

- Increasing public access to the waterfront
- Providing a transit system between offsite parking and the beaches during the season
- Continue to expand trail and bike paths to create a more connected community

Infrastructure

- Maintaining and upgrading existing parks and amenities before building additional new
- Expanding the infrastructure
- Establishing a capacity of parks for visitation and tourism
- Replacing the outdated skate park

Operations

- Providing management and supervision at parks and open spaces
- Increasing safety and security (providing patrols was one suggestion)
- Monitoring and maintaining lake water quality
- Staffing appropriately to maintain the existing level of service

Recreation

- Creating programs and activities for long term and year-round use of parks and open spaces

Conservation

- Acquiring additional public land and water access point as growth in the community continues

4.3.3 2021 Statistically Valid Survey

As part of the project, a statistically valid survey was conducted to assess the opinions, desires, and needs of residents in Chelan. The purpose of the community needs assessment survey was to gather community feedback on Chelan Parks and Recreation facilities, services, programs, amenities, future planning, communication, and more. The following question summaries provide insight that helped direct the development of the recommendations.

Survey Methodology

The survey was conducted using three primary methods: (1) a mailed survey to 1,591 households in Chelan, (2) an online, password protected invitation website, (3) an open link survey for all other residents who were not included in the invitation sample.

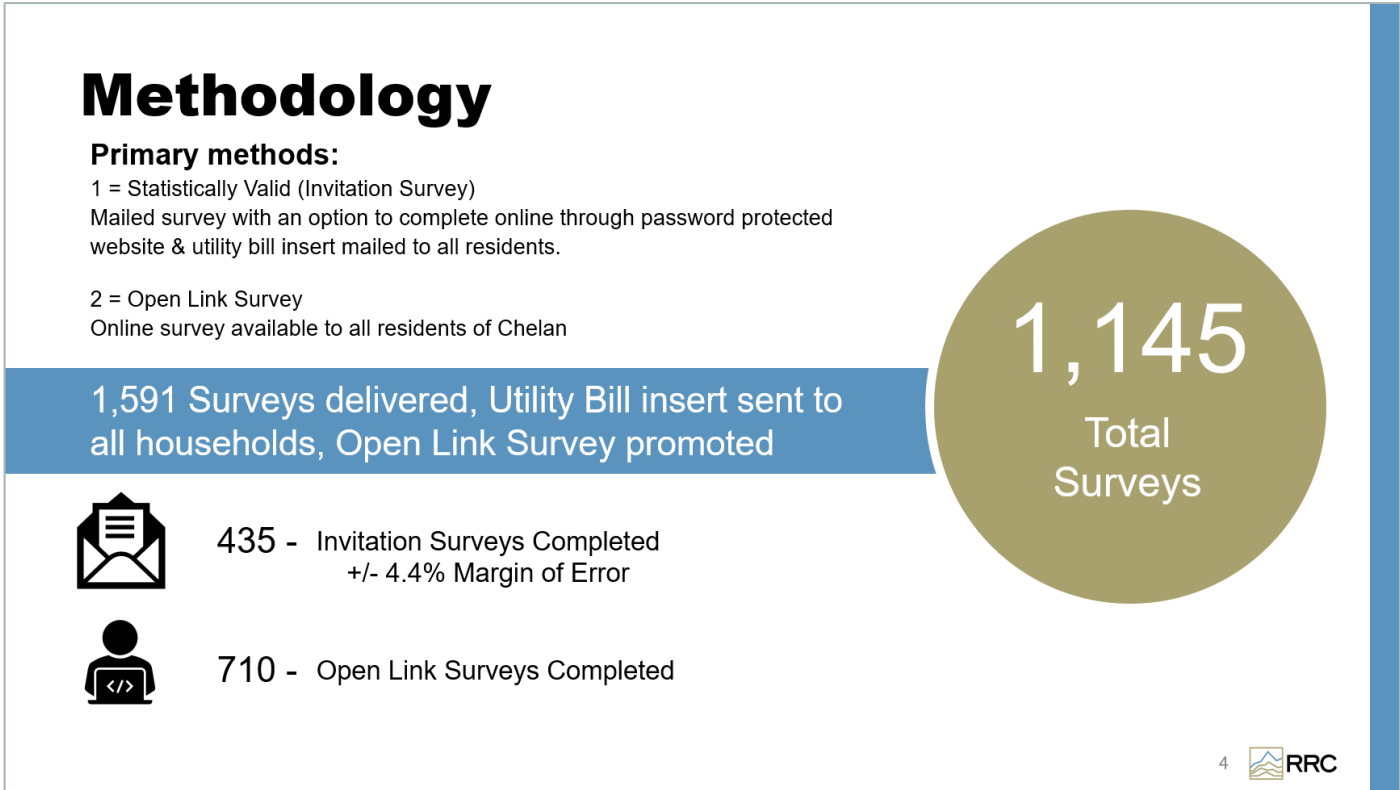
Additionally, an insert was provided in the monthly utility bills as a reminder to take the survey. Invitation or invite respondents were given a unique password to participate through the online survey. Approximately a month after the mailed surveys began arriving in mailboxes, the open link survey was made available to all residents who did not receive an invitation survey. Results are kept separate to maintain the statistical validity of the invitation sample.

Respondent population

The invitation sample contains 435 completed surveys (margin of error: 4.4%) with the open link closing with 710 completed surveys. The survey was open from September 2021 through December 2021.

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

Figure 4-8 Count of Responses for the Statistically Valid Survey & Open Link Survey



The full survey result report is included as an Appendix to this PROS Plan. The Key Findings of RRC are seen in the following graphics. Other findings will be inserted throughout the plan as needed topically.

Key Findings



PARK USAGE

Trails and paths, Don Morse Memorial Park, Lakeside Park, and Lake Chelan Golf Course are the most widely used parks and facilities in Chelan. Trails and paths have the highest daily/weekly use.



IMPORTANCE

On a scale of 1 to 5, with 5 being very important, invite respondents rated trails and path (4.1), Don Morse Memorial Park (3.8), and Lakeside Park (3.7) as the most important facilities or service 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 Chelan. 48% of overall respondents indicated that communication effectiveness is not effective, with an average score of 2.5 (on a scale of 1 to 5).



NEEDS MET

In terms of facilities meeting the needs of the community, invite respondents rated the Lake Chelan Golf Course (4.1), Lakeshore Marina (3.9), and Lakeshore RV Park (3.8) as meeting the needs for facilities and services the best. AAU Youth Sports and Summer Day Camps rated lowest at 3.0 and 3.3, respectively.



INCREASE USE

Additional facilities and amenities, better condition/maintenance, and improved communication are the top 3 items that if addressed would assist in household use of parks and recreation in Chelan.



FUTURE NEEDS

Top 3 combined highest priorities are additional public access to waterfront, more trails and bike paths within parks and recreation facilities, and improved connectivity to parks and trails from Downtown core. A second tier of priorities includes developing an open-air covered multi-use space, additional youth sports opportunities, and additional dog park facilities.



FUNDING SOURCES

More than half of respondents indicate that they would probably or definitely support all of the proposed funding sources, except for Development fees in Lieu, increased property tax, or new local option sales tax to fund their top 3 future needs for Chelan. Greatest support is behind corporate donations, fundraising campaigns, a lodging tax, and more private/public partnerships.



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 56% of respondents report walking/running to parks or recreation facilities in Chelan.

Figure 4-9 Top 4 Responses to question: What would you or members of your household like to see improved in Chelan over 5-10 years? (Facilities & Amenities).

TOP 4 Responses



Additional public access to waterfront



More trails and bike paths within parks



Winter activities at parks

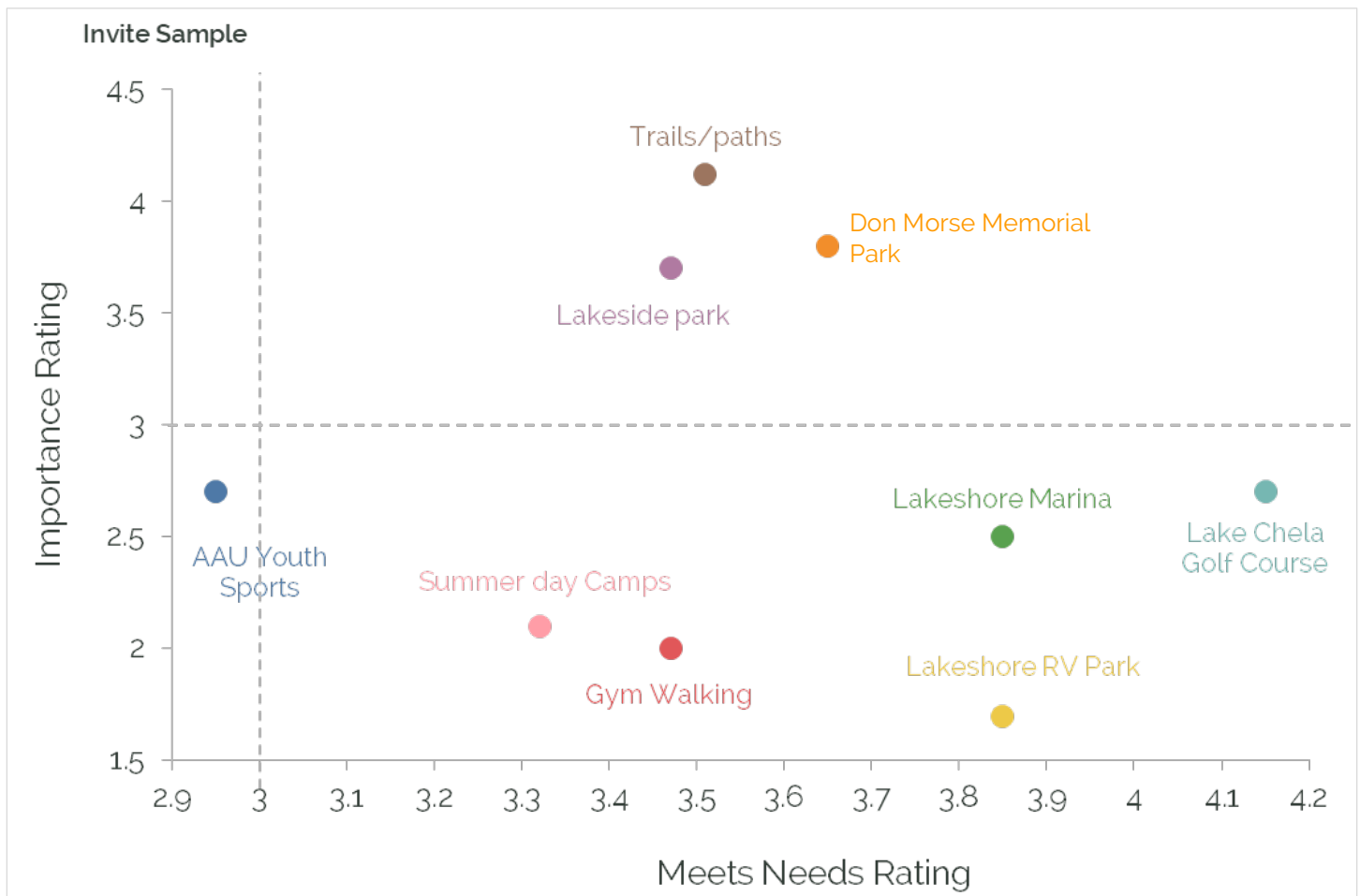


More restrooms

Q: What would you or members of your household like to see improved in Chelan over 5 to 10 years? (Facilities & Amenities) by "Source"

| | Overall | Invite | Open Link |
|---|-----------|-----------|-----------|
| Additional public access to waterfront | N-798 4.3 | N-349 4.3 | N-449 4.3 |
| More trails and bike paths within parks and recreation facilities | N-784 3.8 | N-347 3.9 | N-437 3.7 |
| Winter activities at parks and recreation facilities | N-794 3.8 | N-349 3.8 | N-445 3.8 |
| More restrooms at parks and recreations facilities | N-778 3.8 | N-340 3.7 | N-438 3.8 |
| Additional parks | N-781 3.7 | N-343 3.5 | N-438 4 |
| Improvements to existing facilities and amenities | N-768 3.7 | N-333 3.7 | N-435 3.7 |
| Improved connectivity to parks and trails from Downtown core | N-792 3.6 | N-353 3.7 | N-439 3.6 |
| Develop an open-air covered multi-use space | N-777 3.6 | N-341 3.7 | N-436 3.6 |
| Better maintenance of existing parks & recreation facilities | N-773 3.6 | N-336 3.5 | N-437 3.6 |
| Add splash pad to parks | N-750 3.3 | N-329 3.4 | N-421 3.2 |
| Additional dog parks/facilities | N-791 3.1 | N-350 3.0 | N-441 3.2 |
| Boat washing station at Lakeshore Marina | N-749 2.8 | N-333 2.8 | N-416 2.9 |
| Shuttle service to parks and recreation facilities | N-767 2.7 | N-334 2.6 | N-433 2.7 |
| Additional pickleball courts | N-764 2.6 | N-340 2.6 | N-424 2.7 |
| Bile pump track | N-734 2.5 | N-310 2.4 | N-424 2.5 |
| New skate park | N-750 2.4 | N-320 2.2 | N-430 2.6 |
| Go-karts | N-768 2.4 | N-333 2.2 | N-435 2.5 |
| Additional Tennis courts | N-744 2.1 | N-321 1.8 | N-423 2.3 |

Figure 4-10 Importance/Performance Matrix (Invite Sample)



4.3.4 Recreation Activities & Specific Chelan Demographics

Hispanic Demographic



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PUBLICO
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**AS AIGO
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RRC Associates performed cross tabulations as part of the statistically valid survey to explore responses from Chelan's sizeable Hispanic population. There are some differences in needs and preferences identified by individuals of Hispanic, Latino, or Spanish origin compared to overall survey responses. Additional facilities and amenities, improved communication about offerings, and better condition/maintenance of parks and facilities were identified to affirmatively affect use or participation. However, among Hispanic respondents, the top were still additional facilities and amenities, but also lower pricing/user fees and Wi-Fi connectivity.

Table 4-8 Factors influencing park usage for Overall vs. Hispanic Community

| | | OVERALL | Are you of Hispanic, Latino, or Spanish origin? | |
|--|---|---------|---|-----|
| | | | Yes | No |
| What would assist you or members of your household to use parks and recreation facilities? | Additional facilities and amenities | 53% | 41% | 55% |
| | Improved communication about offerings | 32% | 20% | 34% |
| | Better condition/maintenance of parks or facilities | 30% | 35% | 31% |
| | Lower pricing/user fees | 26% | 41% | 23% |
| | Other | 20% | 20% | 23% |
| | Wi-Fi connectivity | 14% | 35% | 10% |
| | Improved safety and security | 13% | 23% | 12% |
| | Expanded hours of operation | 12% | 18% | 11% |
| | Facilities closer to where I live or work | 10% | 20% | 9% |
| | Better accessibility for people with disabilities | 10 | 15% | 9% |
| | Better signage/wayfinding | 9% | 4% | 10% |
| | Improved customer service/staff knowledge | 9% | 15% | 8% |



The top five desires remain fairly similar between the overall community and the Hispanic community. There are a number of preferences further down the list of where the Hispanic community voiced a different level of interest. Several items were clearly more important to the Hispanic community that include bike/pump tracks,

go-karts, open-air recreation spaces, a skate park, and additional special events. All contribute to the desires and recreational needs of the Chelan community. All valued increased access to the waterfront, more trails/bike paths, additional restrooms, and additional parks.

Table 4-9 Top 5 Preferences for the Hispanic and Overall Community

| | Overall | Hispanic | Difference |
|---|---------|----------|------------|
| <i>Recreation, Parks, and Facilities Preferences op 5</i> | | | |
| Access to waterfront | 78% | 74% | -4% |
| Additional parks | 66% | 72% | 6% |
| Winter recreation activities | 64% | 63% | -1% |
| More trails/bike paths | 63% | 73% | 10% |
| Additional restrooms | 61% | 72% | 11% |
| <i>Hispanic Top 5</i> | | | |
| Access to waterfront | 78% | 74% | -4% |
| More trails/bike paths | 63% | 73% | 10% |
| Additional parks | 66% | 72% | 6% |
| Additional restrooms | 61% | 72% | 11% |
| Open-air covered recreation space | 57% | 71% | 14% |

Table 4-10 Facility Preferences for Chelan's Hispanic Community

| Important/Very Important | Overall | Hispanic | Difference |
|-----------------------------------|---------|----------|------------|
| Bike/pump tracks | 24% | 47% | 23% |
| Go-karts | 20% | 37% | 17% |
| Open-air covered recreation space | 57% | 71% | 14% |
| Skate Park | 24% | 38% | 14% |
| Additional special events | 46% | 60% | 14% |
| Maintenance of existing parks | 52% | 65% | 13% |
| Additional restrooms | 61% | 72% | 11% |
| Ice skating/hockey | 47% | 58% | 11% |
| Tennis courts | 14% | 25% | 11% |
| More trails/bike paths | 63% | 73% | 10% |
| Boat washing station | 34% | 44% | 10% |

Senior Demographic

RCC performed cross tabulations for seniors as well to better understand the needs of this user group. To reiterate from the demographic section, 24% of Chelan's residents are over the age of 65, which compares with 19% in Chelan County, and 15.5% in Washington State, with an increase of 4.1% between 2015 and 2021.

Table 4-11 Factors influencing park usage for Overall vs. Senior Community

| | | Over all | Respondent Age | | |
|---|---|-------------|----------------|-------|------------|
| | | | 55-64 | 65-74 | 75 or over |
| What would assist you or members of your household to use parks and recreation facilities | Additional Facilities and amenities | 53% | 56% | 51% | 43% |
| | Improved communication about offerings | 38% | 33% | 41% | 51% |
| | Better condition/maintenance of parks or facilities | 25% | 25% | 26% | 26% |
| | Other | 24% | 23% | 27% | 17% |
| | Lower pricing/user fees | 20% | 21% | 20% | 17% |
| | Better signage/wayfinding | 12% | 10% | 15% | 9% |
| | Better accessibility for people with disabilities | 12% | 9% | 11% | 29% |
| | Improved safety and security | 11% | 10% | 11% | 20% |
| | Facilities closer to where I live or work | 10% | 14% | 6% | 6% |
| | Expanded hours of Operation | 8% | 9% | 7% | 9% |
| | Wi-Fi connectivity | 8% | 7% | 9% | 9% |
| | Improve customer service/staff knowledge | 6% | 7% | 6% | 6% |
| TOTAL | | 228% | 224% | 230% | 240% |
| | n= | 361 | 174 | 152 | 35 |

Table 4-12 Importance of Trails & Bike Paths to the 55-64 Age Bracket

| What facilities and amenities would you or members of your household like to see improved in Chelan over the next 5 to 10 years? | | Overall | Respondent Age | | |
|--|--------------------------|---------|----------------|-------|------------|
| | | | 55-64 | 65-74 | 75 or over |
| More trails and bike paths within Parks and recreation facilities | 1 – Not at all important | 10% | 8% | 12% | 13% |
| | 2 | 8% | 7% | 8% | 10% |
| | 3 | 20% | 18% | 22% | 20% |
| | 4 | 19% | 18% | 19% | 23% |
| | 5 – Very important | 44% | 49% | 40% | 35% |

Table 4-13 Planning for the Senior Population

| Which three future needs would be MOST important to you or members of your household? | | Overall | Respondent Age | | |
|---|--|---------|----------------|-------|------------|
| | | | 55-64 | 65-74 | 75 or over |
| Top 3 combined | Additional public access to waterfront | 42% | 40% | 47% | 35% |
| | Additional parks | 21% | 20% | 22% | 21% |
| | Additional dog parks/facilities | 20% | 22% | 20% | 12% |
| | More trails and bike paths within parks and recreation facilities | 20% | 23% | 14% | 23% |
| | More restrooms at parks and recreation facilities | 18% | 13% | 22% | 19% |
| | Improved connectivity to parks and trails from Downtown core | 17% | 18% | 13% | 26% |
| | Senior programs | 17% | 11% | 22% | 26% |
| | Develop an open-air covered multi-use space (Ice hockey, skating pickleball, basketball, special events, etc.) | 16% | 20% | 12% | 14% |
| | Better maintenance of existing parks and recreation facilities | 14% | 15% | 15% | 9% |
| | Improvements to existing facilities and amenities | 14% | 14% | 16% | 9% |
| | Winter activities at parks and recreation facilities | 14% | 17% | 11% | 9% |
| | Additional pickleball courts | 11% | 12% | 10% | 7% |
| | Boats washing station at Lakeshore Marina | 10% | 7% | 12% | 12% |
| | Community farmers market | 8% | 8% | 9% | 7% |

Populations with Disabilities

According to the American Community Survey, 36.18% of Chelan's households had one or more persons with some sort of hearing, vision, cognitive, ambulatory, self-care and/or independent living difficulty. Compared to the State of Washington (25.33%) and the United States (25.49%), the City has a significantly higher percentage of its population than average for cases of cognitive, ambulatory, and independent living difficulties. This presents significant and important opportunities for the delivery of recreational services.



4.3.5 2023 Needs Assessment Survey

In 2023, a follow-up survey was conducted to assess the ongoing needs and park usage of the Chelan community and its visitors, building on the previous statistically valid survey. The new survey included follow-up questions based on top priorities identified in the 2021 responses. All questions were approved by the Chelan City Council and the Parks and Recreation Advisory Board. A summary of key findings is provided here, with detailed results available in Appendix C. A total of 591 responses were collected, the equivalent of 14% of Chelan's total population.

Information about Survey Respondents

The majority of respondents live in Chelan. 69.3% of respondents shared that they live in Chelan, while 14.2% live in a nearby town on Lake Chelan, 7.4% own a second home in Chelan, 5.7% are frequent visitors to Chelan, and 3.4% wrote in specific connections they have to Chelan.

The survey had a solid representation of respondents over 30 but lacked significant responses from those under 29, a common trend in such surveys. Consequently, some results may skew towards older demographics. However, the high response rate from parents with children at home helps offset this imbalance, with 38.7% identifying as such. This demographic is particularly valuable as many survey questions seek input from respondents or their household members. Additionally, 28.5% reported being retired, and 23.4% were adults with no children at home. Only 2.1% identified as students in elementary, middle, or high school. The remaining 7.3% either selected none of the options or provided write-in responses. Regarding household size, 42.1% reported having two people, followed by 32.1% with 3-4 people, 13.6% with 5-6 people, 9.1% living alone, and 3% with 7 or more people in their household.

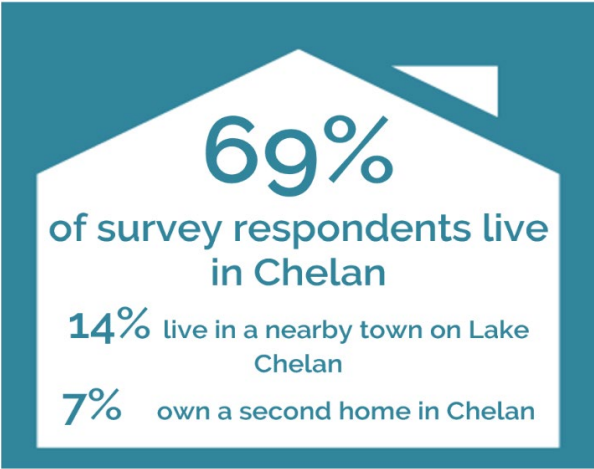
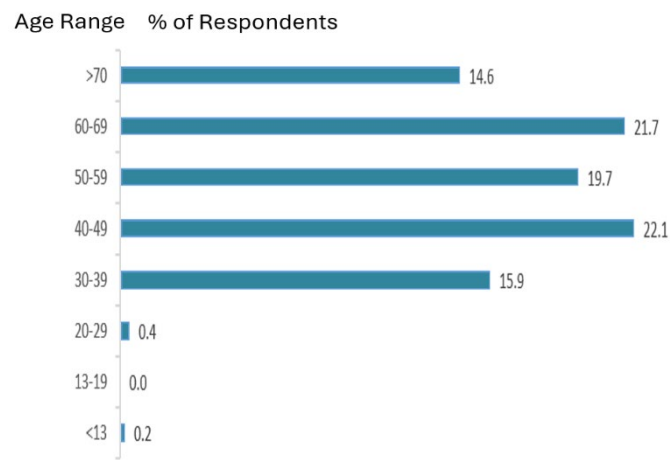


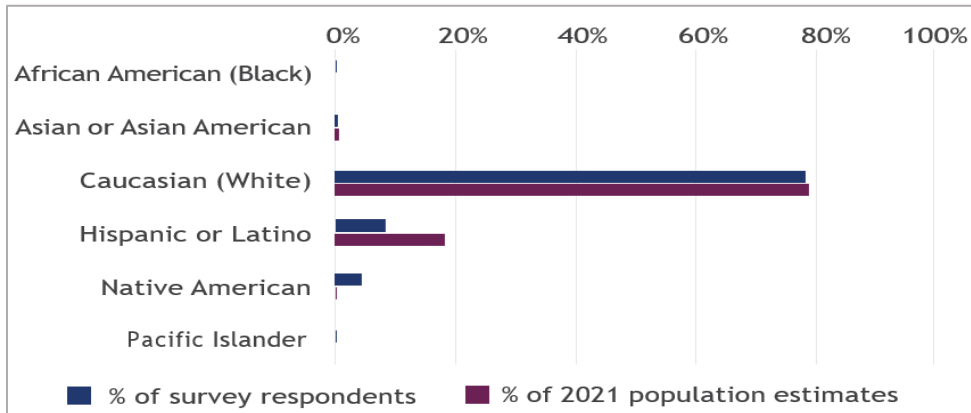
Figure 4-11 Survey Respondents Age Distribution



The survey responses mirrored the population distribution of ethnic groups in Chelan, except for a lower representation of Hispanic or Latino respondents compared to the population.

The chart below indicates shares both survey respondents' racial groups alongside the census data to show how they compare. Additionally, survey respondents shared that 95.9% speak English most often in their home, and 2.4% speak Spanish.

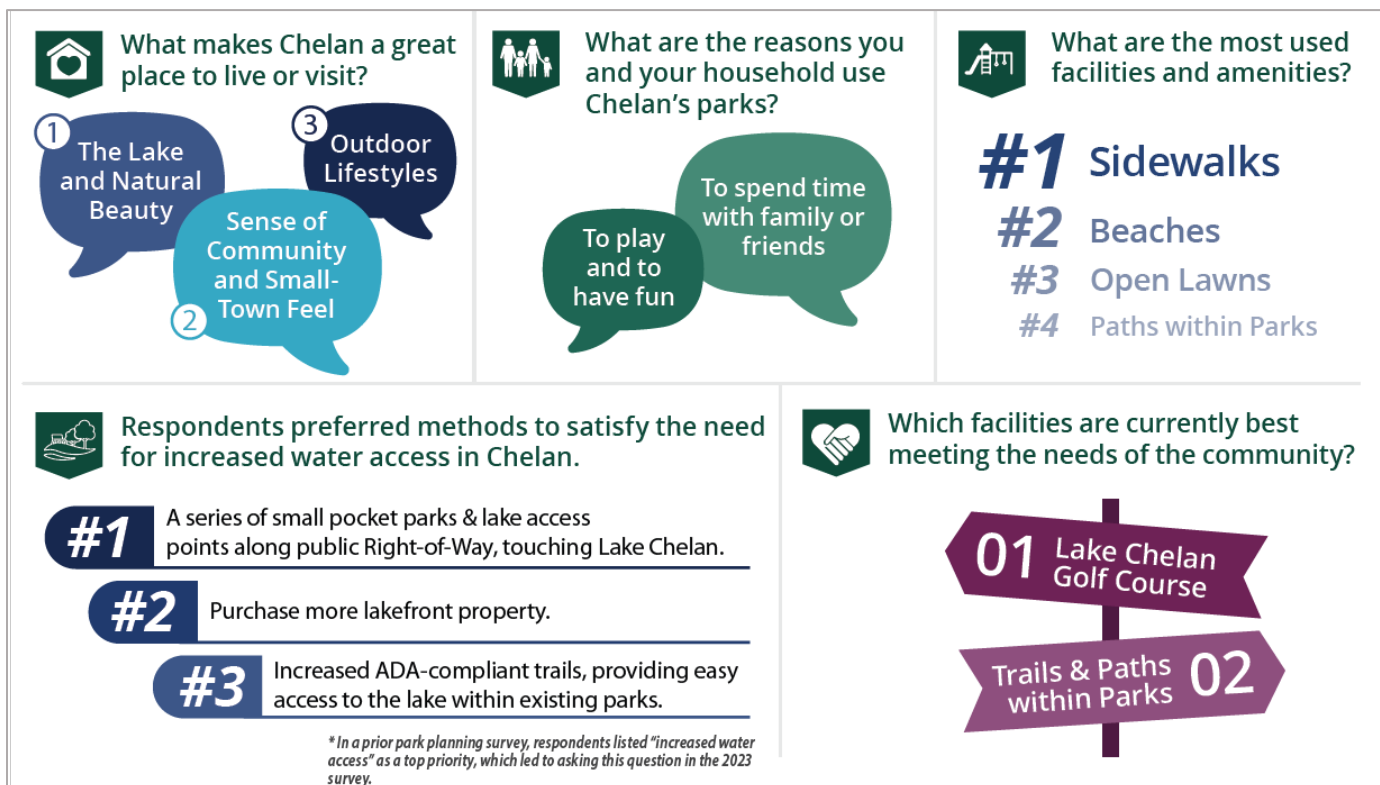
Figure 4-12 Respondents Race and Ethnicity



Key Takeaways and Top Responses

The key takeaways infographic on the previous page highlights some of the top responses that were shown for various questions, to provide an overview of the results. Appendix D of this document provides the full survey results.

Figure 4-13 Key Takeaways



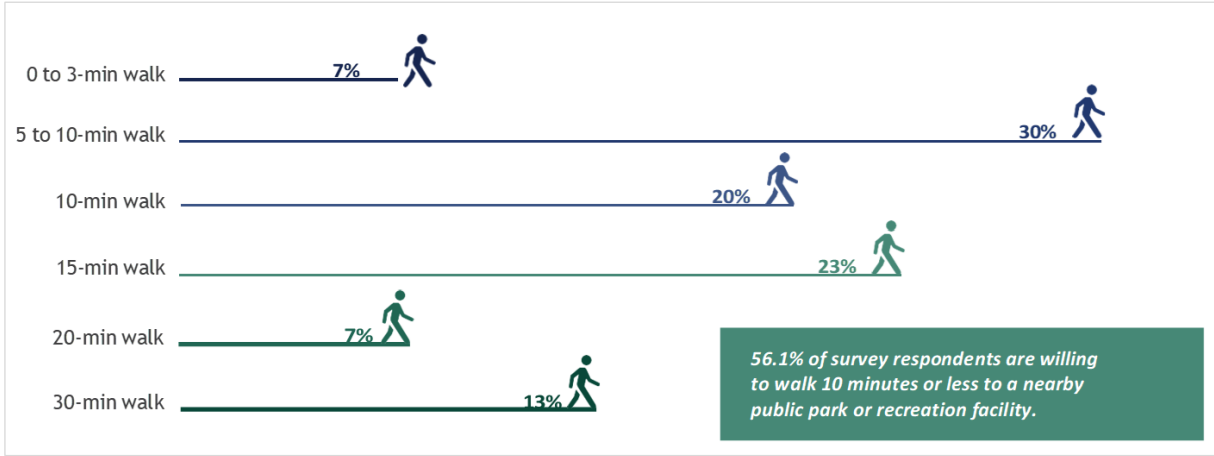
The survey aimed to learn about the values Chelan respondents have surrounding the parks system, and a helpful question and set of responses asked respondents how much they agree or disagree with each statement. There was a slider scale for each statement, and respondents could select an option 0 through 5. Figure 4-12 ranks the value statements from highest priority to lowest priority and shares the average response for each value statement.

Figure 4-14 Respondents Value Statements

| Value Statement | Ranking |
|--|---------|
| Natural resources should be protected for future generations to enjoy. | 4.5 |
| Every resident should be able to enjoy the same level of services regardless of income, age, ability, race, or neighborhood. | 4.4 |
| Parks and other public spaces should be designed to be as aesthetically pleasing as possible and align with the natural and cultural landscape that is unique to Chelan. | 4.2 |
| Parks and other public spaces should be designed to be as aesthetically pleasing as possible and align with the natural and cultural landscape that is unique to Chelan. | 3.9 |
| Every resident should have the ability to walk or bike from their home to public open spaces. | 3.6 |
| Parks within the Chelan area should be connected to each other to form a greater network and foster social cohesion. | 3 |

How long would you be willing to walk to a park? When asked how long they would be willing to walk to a park, a total of 56.1% of responses indicated they would be willing to walk 10 minutes or less. An additional 23.1% would walk 15 minutes. This shows the importance of ensuring the majority of people in Chelan have a park located within a 10-15 minute walk of their home. Figure 4-13 highlights all responses.

Figure 4-15 Respondents Walkable Distance



4.4 Level of Service - Access and Connectivity

The Access LOS analyses are the work of Greenplay, performed in 2021.

4.4.1 Acreage Level of Service

Current Acres Public Park Land per Resident

Compared to its current level of service, the following table indicates that Chelan provides approximately **8.6 acres per 1000 people** when just considering Chelan park acres without the golf course. With the golf course, the City offers 28.1 acres per 1,000 residents, and if PUD parks within the City are included, 13.5 acres.

Table 4-14 Acres of Park Land per 1,000 Residents

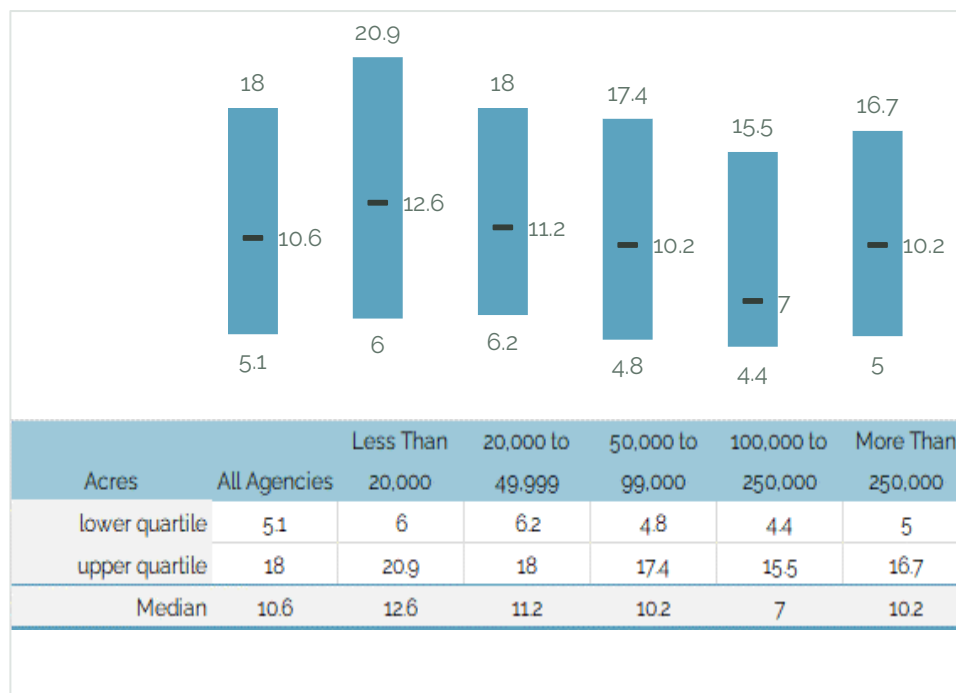
| Ratio of Park Acres per 1000 Population (Chelan population: 6,516) | | | |
|--|-----------------------------------|------------------------------|---|
| | 2021 GIS Acres* Chelan no golf | 2021 GIS Acres* with Golf | 2021 GIS Acres* with Riverwalk & AFC |
| Inventory Chelan Parks | 56 | 183 | 88 |
| Current Ratio of Park Acres per 1000 Population | 8.6 | 28.1 | 13.5 |

*does not include the Golf Course (127 acres), Spader Bay Open Space (9.9 acres) or the lakeview Drive Inn Property (.6 acres)

NRPA benchmark of Acres Public Park Land per Resident

Suppose Riverwalk Park and the Athletic Field Complex are included. In that case, Chelan compares favorably to national statistics published in the "2021 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks".

Table 4-15 Acres of Parkland per 1,000 Residents – 2023 NRPA Performance Review



One dimension of difficulty when comparing Chelan's Park System with national benchmarks is the question of the size of the population that we serve. The park system clearly serves more than our approximately 4,500 population. We clearly also serve more than our summer population, which is estimated at 25,000 in the City's Comprehensive Land Use Plan of 2017. The Lake Chelan Chamber of Commerce estimates 5.1 million visits per year to the Chelan Valley. It is a conservative and fair assumption to assume that our parks, which provide

the majority of the publicly accessible lakefront within the City of Chelan's jurisdiction, service a population equivalent of 125,000 people during 4 months of the year. This would put us as a population equivalent of a community of around 35,000 year-round.

Chapter 6 provides a more detailed analysis and how this correlates to benchmarking our staffing levels. Nevertheless, for our purposes regarding acreage, it is sufficient at this time to assess that we do not need to prioritize the acquisition of new parklands.

Chelan Park Acreage LOS

As discussed in Chapter 3 review of Chelan's 2017 Comprehensive Plan, the Public Park Acreage per 1,000 residents in Chelan stands as shown below.

Proposed Parks LOS (2017 Comprehensive Plan, Appendix A, p32-33)

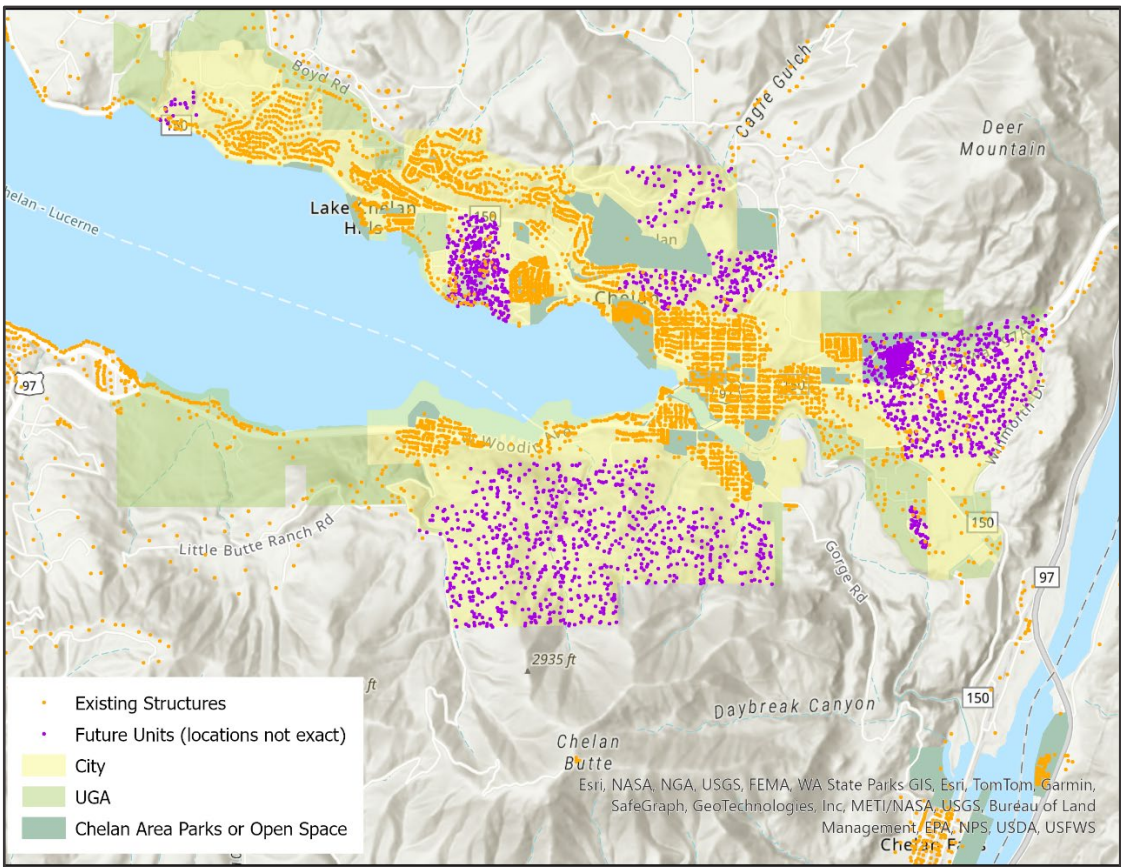
| Standard Type | LOS Measure | Basis | Base LOS | Target LOS |
|----------------------|--|--|---|---|
| Land Space City Open | 0.3 acres per 100 people of city classified parks. | PROS Plan, Appendix D, Distributional LOS Guidelines | 0.3 acres per 100 people for City classified parks. | 2.24 acres per 100 people for all city parks including golf course. |

Similarly, the current acreage of Public Parks meets Chelan's standard acreage LOS whether base or target level.

Chelan expected growth and Park Acreage LOS

The Chelan 2017 Comprehensive Plan included 3 population growth scenarios, the medium one retained for Land Use planning saw the Chelan population grow to 5,719 by 2037, i.e. around 1,300 residents' addition in 20 years' time.

Map 4-3 Current Households and Future Potential Development



The map above shows only general locations where over 2,000 units could be located based on existing entitlements. Likely, these units would be clustered into suburban or rural patterns along roadways with potential for village environments for areas such as the lookout or Apple Acres.

The Lookout is such an example of recent Chelan suburban development creating a village environment. While it grew the Chelan population, the Lookout was conceived as a resort, and is richly endowed with accessible Parks and Recreation acreage and amenities (main parks, pocket parks, marina). These amenities are provided not by the City of Chelan adding public parks but by the Lookout HOA.

Figure 4-16 The Lookout, a Lakeside Village, Resort Map (retrieved from <https://chelanlookout.com>)



As future growth occurs, we may need to add neighborhood parks to serve high growth areas if they are not already served by private parks offered as part of residential developments, as was the case for the Chelan Lookout development.

Between the modest Chelan population growth forecasted in the next 6 years, the horizon of this PROS, and part of the population growth that will get Parks and Recreation services provided by private HOA, the City, at this point, does not assess a need for additional acquisition of land for provision of new developed public parks. This assessment does not include undeveloped land for the purpose of conservation, where the City, on the contrary, will maintain.

An acreage per population analysis is a gross yardstick, but leads naturally to the next level of inquiry: are our existing parks in the right places to serve our community?

4.4.1 Access Level of Service

Walkable Access To Recreation Methodology

Walkability measures, generally, how user-friendly an area is to people traveling on foot. 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. Walkable access benefits a community in many ways related to public health, social equity, and the local economy.

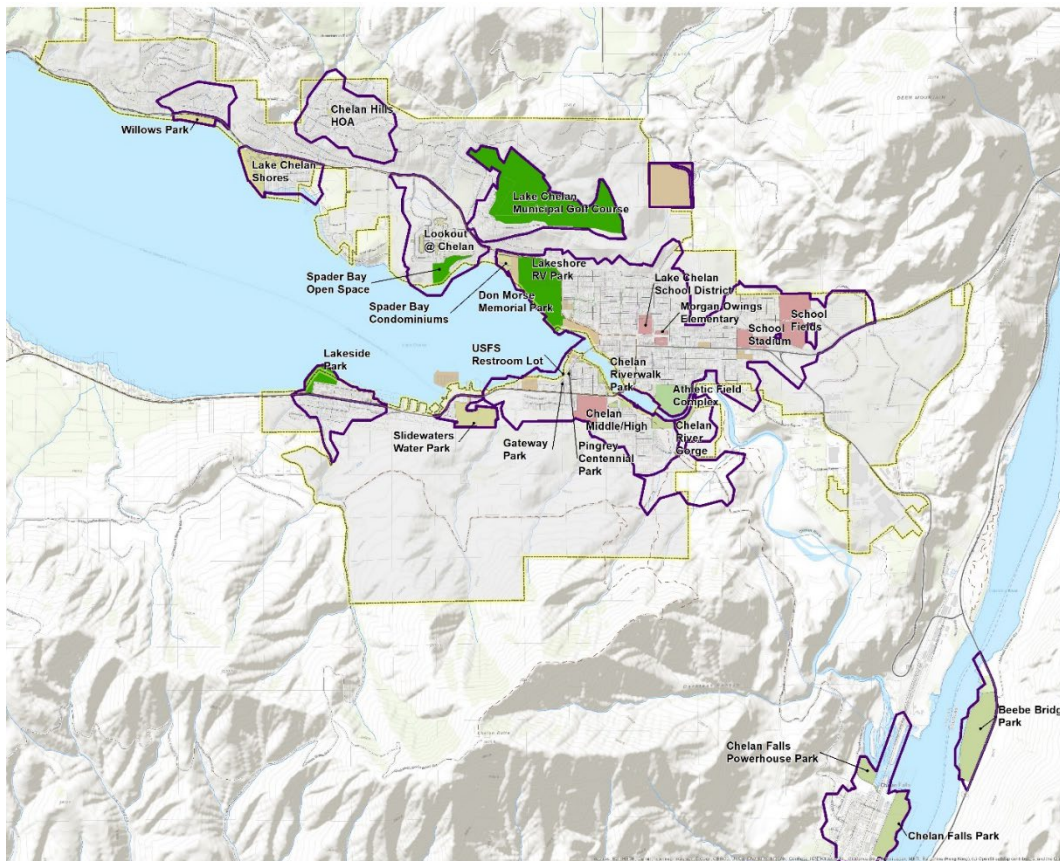
One-half mile catchment radii have been placed around each component and shaded according to the GRASP® score. This one-half-mile distance equates to a 10-minute walk for most people. Scores are adjusted to reflect the added value of walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

Pedestrian Barriers

The walkability analysis for this study began by utilizing ESRI's Network Analysis to create 10-minute walk zones for each park or facility. Then, based on observations and consultant team input, additional adjustments to create the final zones. These adjustments involved speed limits over 40 mph such as highways, major roads, lakes, rivers, and significant landforms. For example, the 8/80 rule questions if you would send your 8-year-old child and 80-year-old grandparent across that street to a park by themselves? If not, it is considered a pedestrian barrier.

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 purple parcels symbolize schools.

Map 4-4 Walkability barriers “cut-off” service areas where applicable. The purple boundaries represent pedestrian barriers.



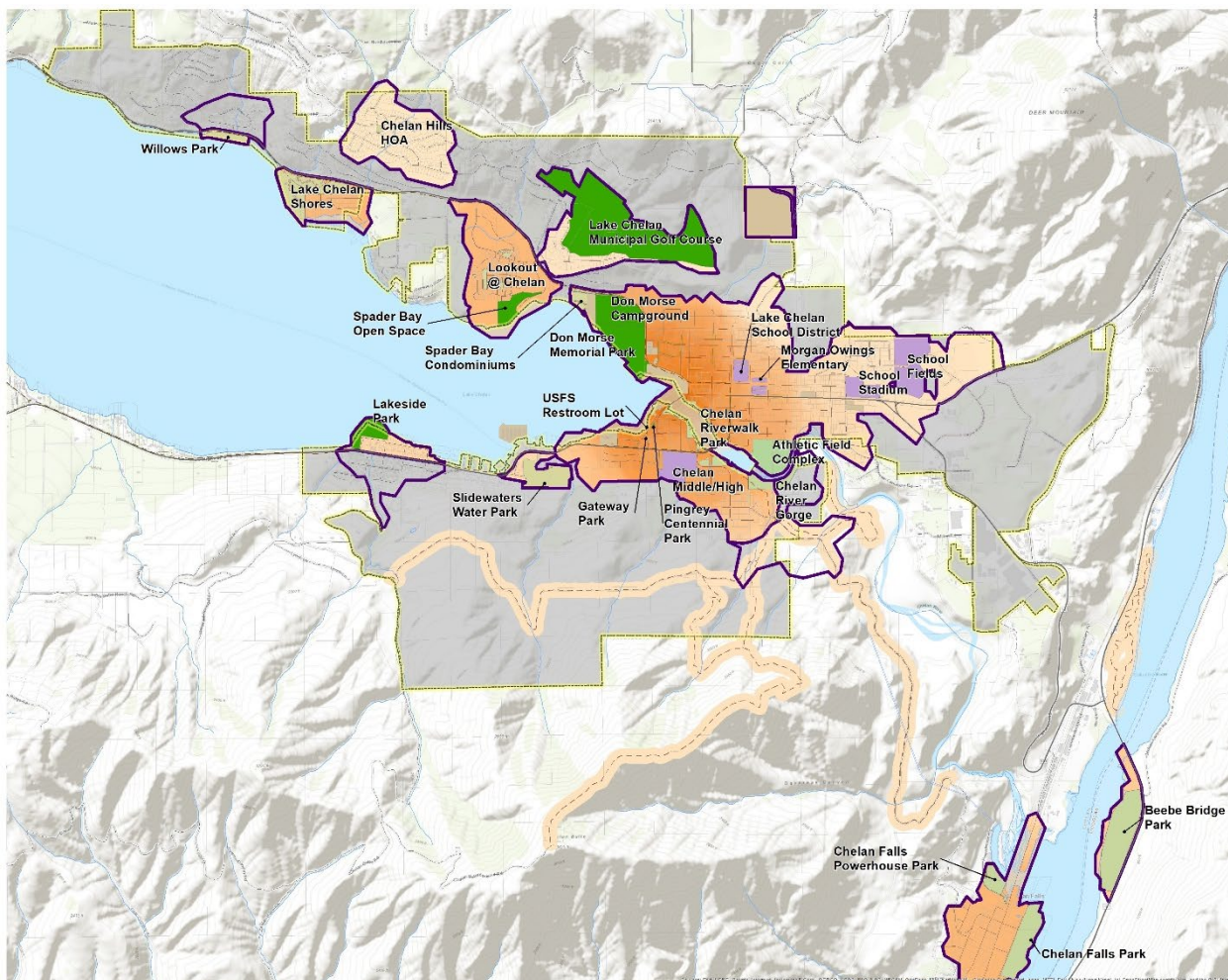
Walkable Access

The LOS in the analysis has been "cut-off" by identified barriers where applicable. The study shows the LOS available across Chelan, based on a ten-minute walk. In the following image, darker gradient areas indicate higher quality recreation assets based on the service area. Gray areas fall outside of a ten-minute walk. In general, these images show that Chelan has a reasonable distribution of parks and facilities in most current residential areas.

The ability to show where service and access are adequate or inadequate is another advantage of GIS analysis. First, an appropriate level of service for Chelan residents is determined. Based on similar studies, a reasonable target is access to three or four components and a significant trail corridor or six elements where trail access is more limited.

The following map "brackets" GRASP® values to areas that meet this target score, are below, and those without service. 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 do not provide the target value but do offer some service. 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. Gray areas may need land acquisition or new partnerships to provide recreation opportunities.

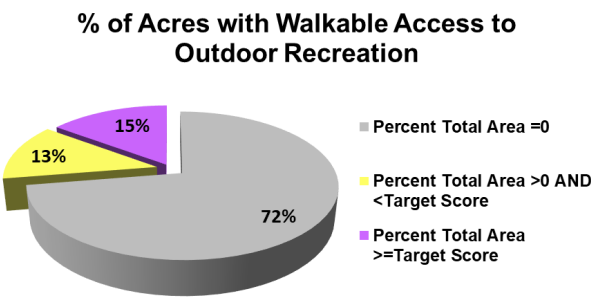
Map 4-5 Walkable access to outdoor recreation opportunities.



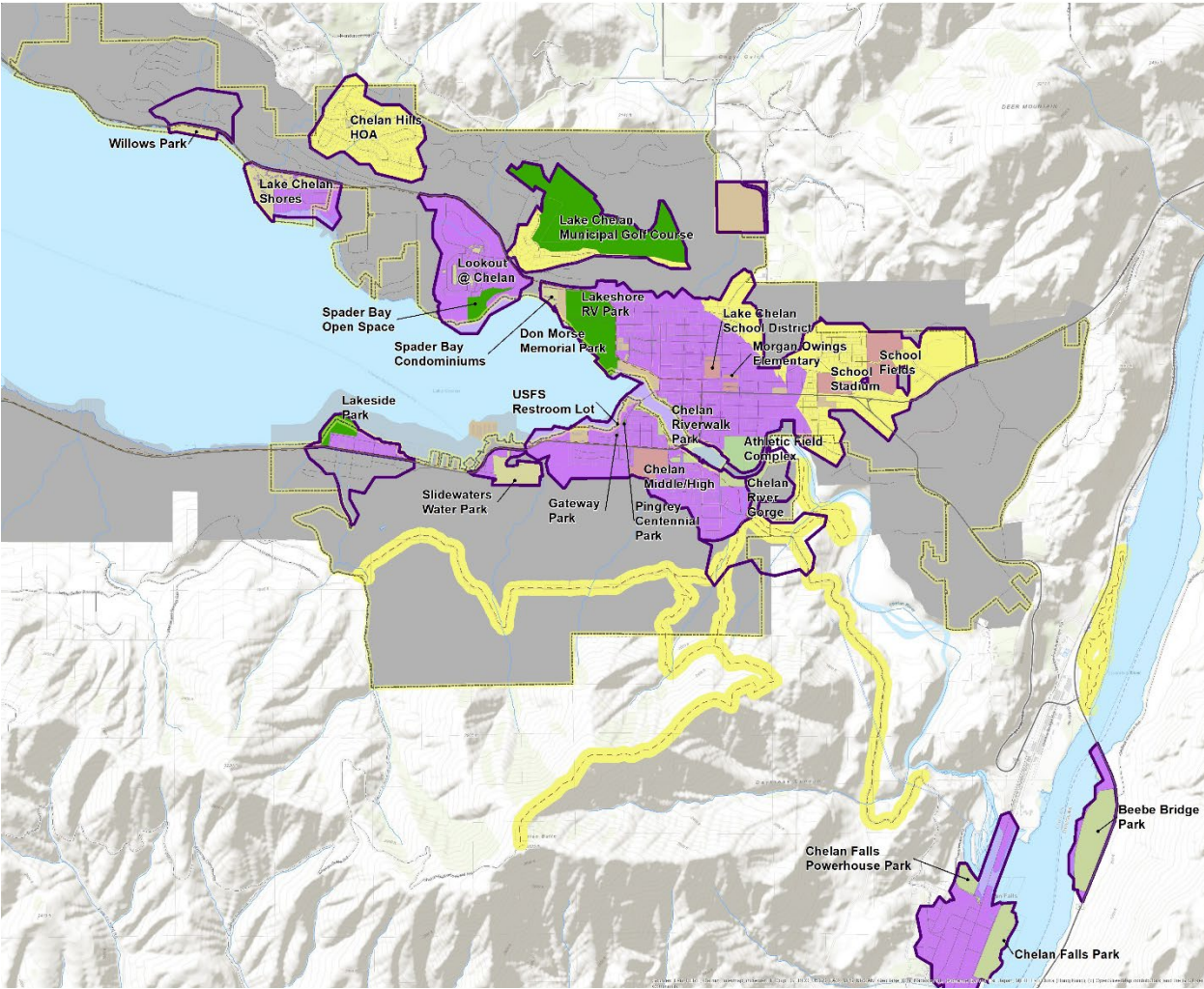
Walkability Gap Analysis

Most of Chelan's land area has no walkable service in this analysis. However, many of these areas are not currently inhabited. Residents in yellow regions (13%) have access to some recreation but not at the target level. About 15 percent (purple) reaches the target score within a ten-minute walk.

Figure 4-17 Percentage of land area by service level

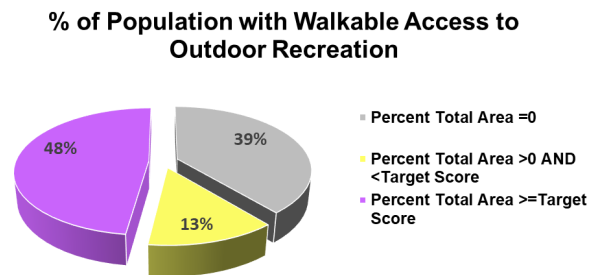


Map 4-6 GRASP® Walkable GAP analysis



The picture is more positive when considering where people live in Chelan. The following chart summarizes the percentage of population by service level. Combining LOS with census data, the analysis indicates that parks are generally well placed and capture a higher population than land area. Chelan is better positioned, with 61 percent of residents in walking distance to some outdoor recreation opportunities, including 48 percent within a target score area. While this percentage of underserved residents is low, there are several opportunities to increase these percentages by addressing low-scoring properties or adding new parks or partnerships.

Figure 4-18 Percentage of Population by service level

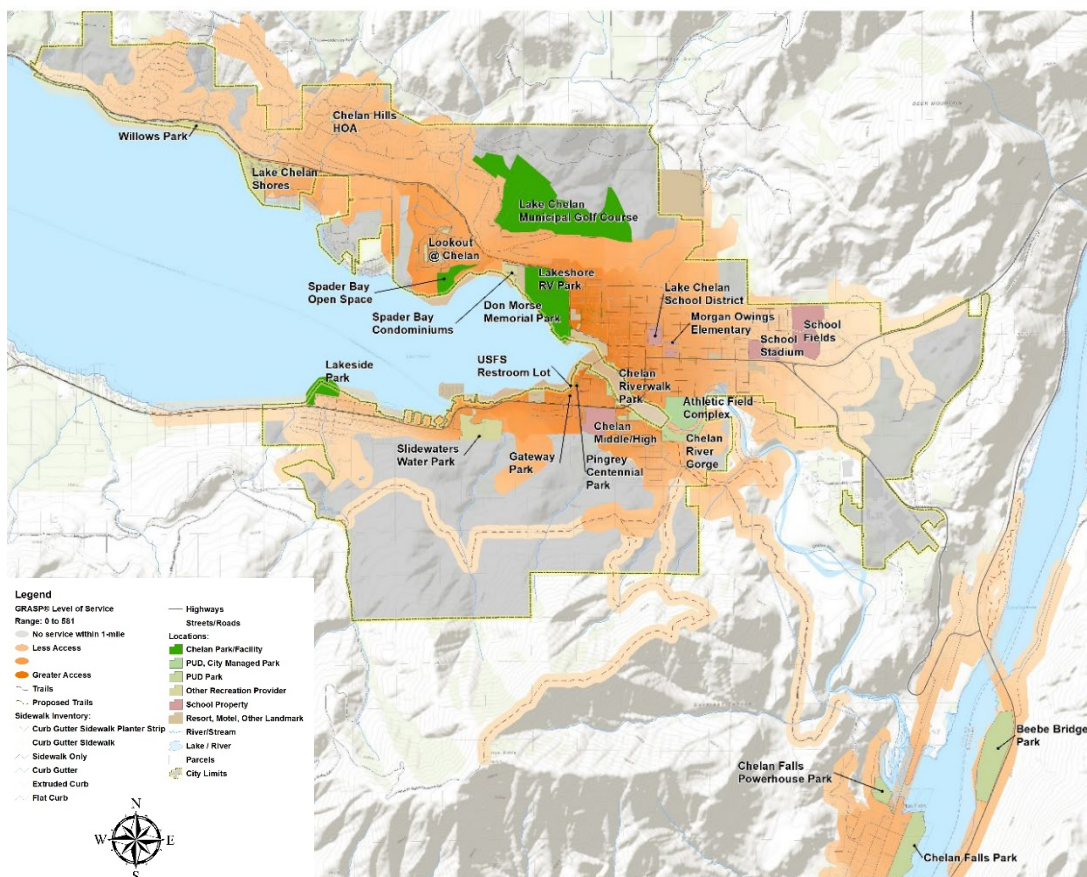


4.4.2 Neighborhood Access to Outdoor Recreation Opportunities

Chelan Neighborhood Access to Outdoor Recreation

This analysis also shows that Chelan has a good distribution of parks and facilities when considering a larger service area. Nearly all residents have access to some opportunity within one mile. Darker gradient areas on the following image indicate higher quality recreation assets based on a one-mile service area.

Map 4-7 Chelan Neighborhood Access to Outdoor Recreation

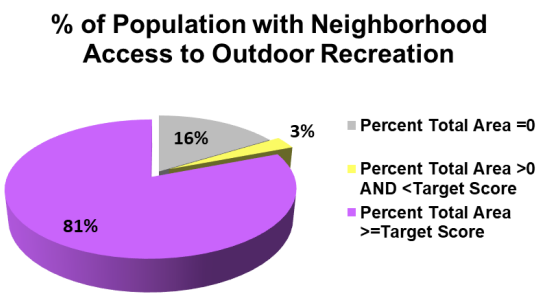


Neighborhood Gap Analysis

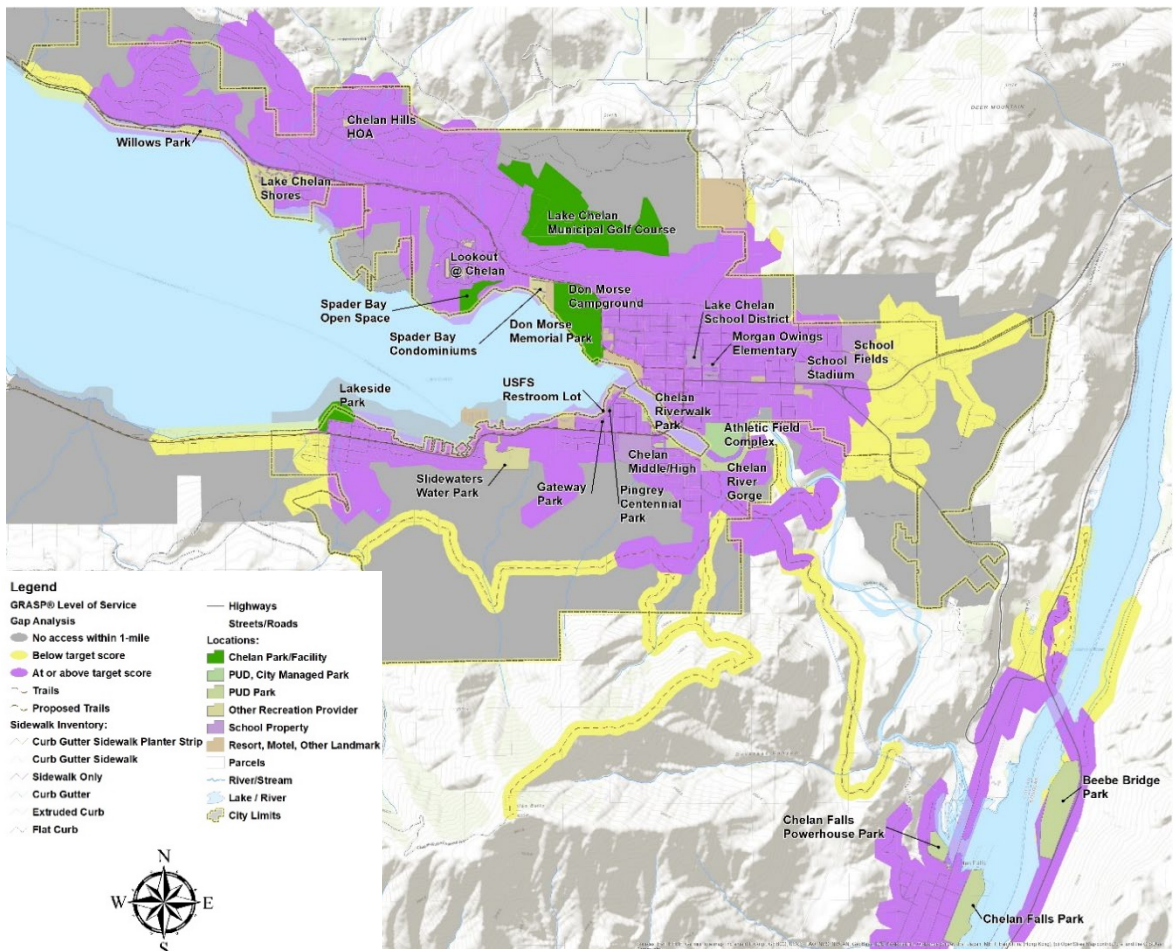
Neighborhood analysis shows most residents have target service levels within one mile. This analysis uses the same target described earlier (three/four components and a trail or six elements and no trail)

Census comparison indicates that 97% of Chelan residents are within one mile of an existing park or outdoor recreation opportunity and 81% live in an area that has reached the target score.

Figure 4-19 Percentage of Population by service level



Map 4-8 Neighborhood Gap Analysis



4.4.3 Amenities Level of Service

Parks System Amenities Gaps vs. Benchmarks

Table 4-16 Outdoor Park and Recreation Facilities – Median Population Served per Facility

2021 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks¹²

| Outdoor Park and Recreation Facilities | Agencies Offering this Facility | Median Number of Residents per Facility | Chelan Residents per Facility | Chelan Current Quantity | Need to add to meet current median |
|--|---------------------------------|---|-------------------------------|-------------------------|------------------------------------|
| Residents Per Park | NA | 1,235 | 931* | 7* | |
| Acres of Park Land per 1,000 residents | NA | 12.4 | 13.5* | 88 acres* | |
| Basketball courts | 87.4% | 4,051 | 3,258 | 1 | 1 |
| Community Gardens | 48.3% | 9,001 | NA | 0 | 1 |
| Diamond fields: Baseball – adult | 51.3% | 7,989 | 2,172 | 3* | -2 |
| Diamond fields: Baseball – youth | 78.0% | 3,000 | | | -1 |
| Diamond fields: Softball fields – adult | 65.5% | 5,663 | | | -2 |
| Diamond fields: Softball fields – youth | 59.3% | 5,447 | | | -2 |
| Dog Park | 64.9% | 11,148 | NA | 0 | 1 |
| Playgrounds | 94.4% | 2,132 | 2,106 | 3* | 0 |
| Rectangular fields: Overlay | 8.7% | 4,385 | 2,172 | 3* | -2 |
| Rectangular fields: Multi-purpose | 66.4% | 3,895 | NA | 0 | 2 |
| Rectangular fields: Soccer field - adult | 43.6% | 7,541 | | | 1 |
| Rectangular fields: Soccer field - youth | 48.9% | 3,433 | | | 2 |
| Skate Park | 39.3% | 11,000 | 6,516 | 1 | 0 |
| Tennis courts (outdoor only) | 81.4% | 2,748 | 3,258 | 2 | 0 |

Comparison based on median for less than 20,000 population comparison

| |
|------------------|
| Surplus |
| Possible Deficit |

*Chelan owned plus Riverwalk and Athletic Field Complex (does not include Golf Course, Spader Bay)

Community Input re: Amenities Availability:

. By comparing our parks against national medians of communities our size, we could be considered deficient 1 basketball court, 1 community garden, 1 dog park, 2 rectangular multipurpose fields, 1 adult soccer field, and 2 youth soccer fields. Of these 6 types of amenities, the 2023 community survey sheds light in terms of priority.

The survey provided online respondents with a list of amenities and asked them to what extent they met their needs or not, with options to chose from listed as 100% meet, 75% meet, 50% meet, 25% meet, 0% meet and Not

¹² <https://www.nrpa.org/publications-research/research-papers/agency-performance-review/>

a need. The table below shows us the need (met at any level) vs. the “not a need”. We see that among our amenities potential gaps, Dog Park and Community Center are in higher demand by our community than basketball court, multi-purpose sports field or soccer field would be at 1/3 not needed vs ½ not needed.

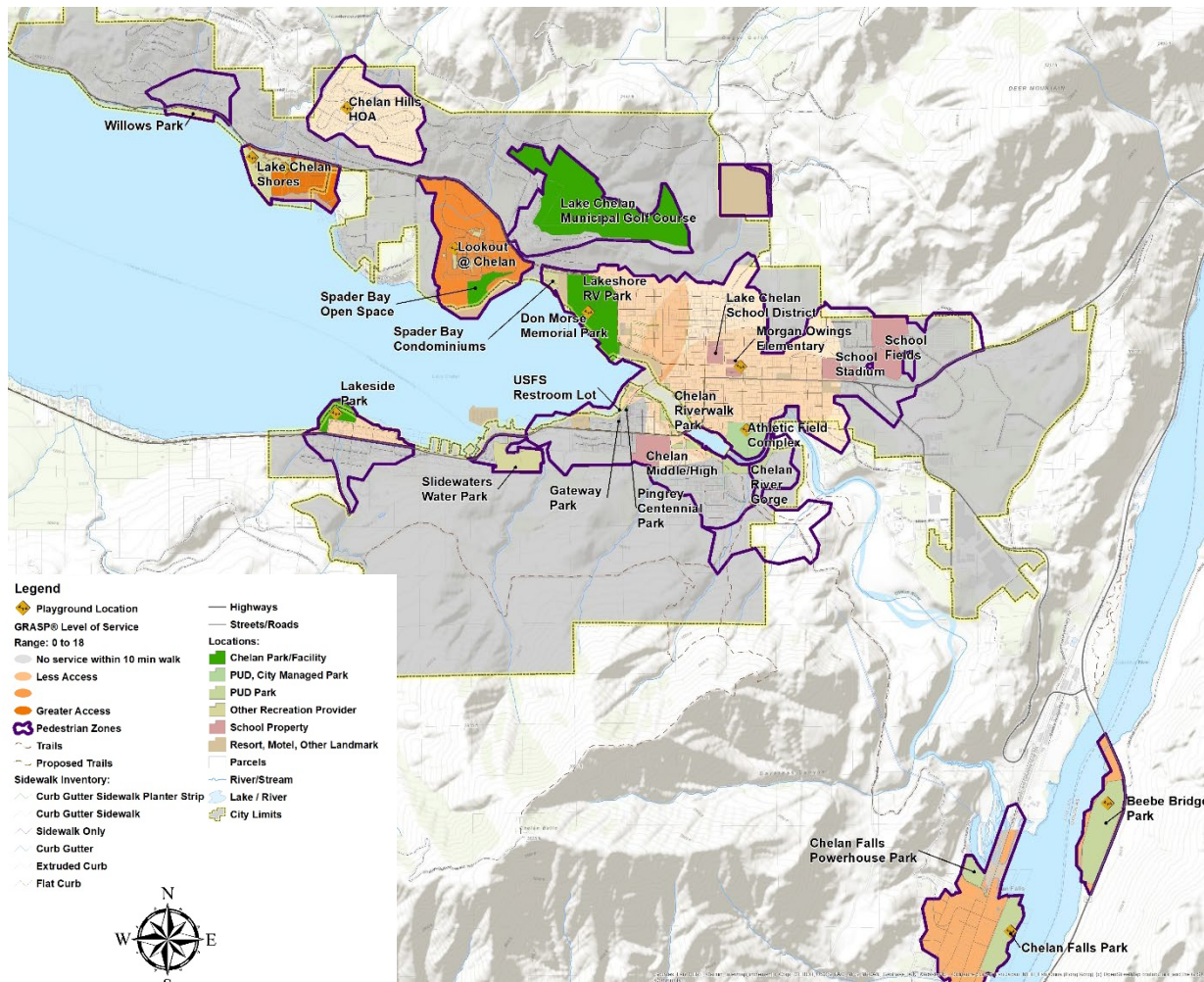
Figure 4-20 Community Input on Amenities Needs



Playground Availability Analysis

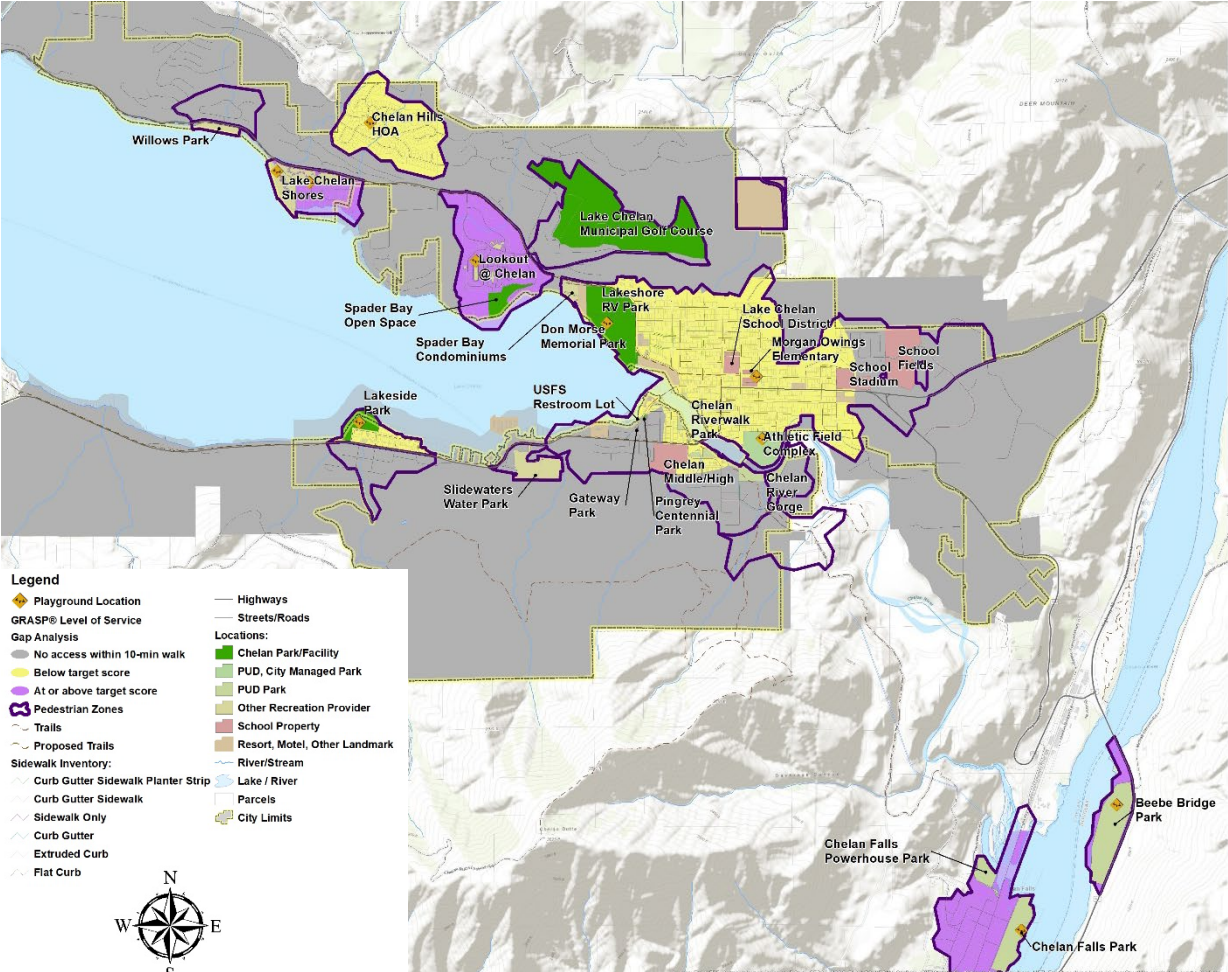
Analysis and gap identification can also be applied to City, PUD, school and HOA playgrounds. The first map is based on each playground's quality score. Darker shades indicate better access for residents.

Map 4-9 Playground Access



Purple represents areas with at least a playground that scored “2”. Yellow areas have access to a playground but are low scoring or have limited access, such as school playgrounds. These do not reach the target. Gray areas do not have playground access within walking distance. Still, it should not be implied that all areas require walkable playground access. Significant parts of Chelan, including most full-time residents, do not have walkable access to quality playgrounds based on this analysis. This is consistent with a high proportion of retirees in the community.

Map 4-10 Playground Gap Analysis



4.4.4 2023 Community Mapping Survey



There was a mapping survey conducted through Maptionnaire at the same time as the Needs Assessment survey. Respondents to the Needs Assessment survey were provided a link once they completed the initial survey. There were 166 respondents to the mapping survey, which captures 3.91% of Chelan’s population. **Overall, there were 796 points identified by the respondents where they would like to see specific amenities within Chelan and the surrounding area.** These results are broken down into three categories: New or Increased Access to Recreation Desired, New or Upgraded Amenities Desired, and Trail, Pathway, and Connection Improvements.

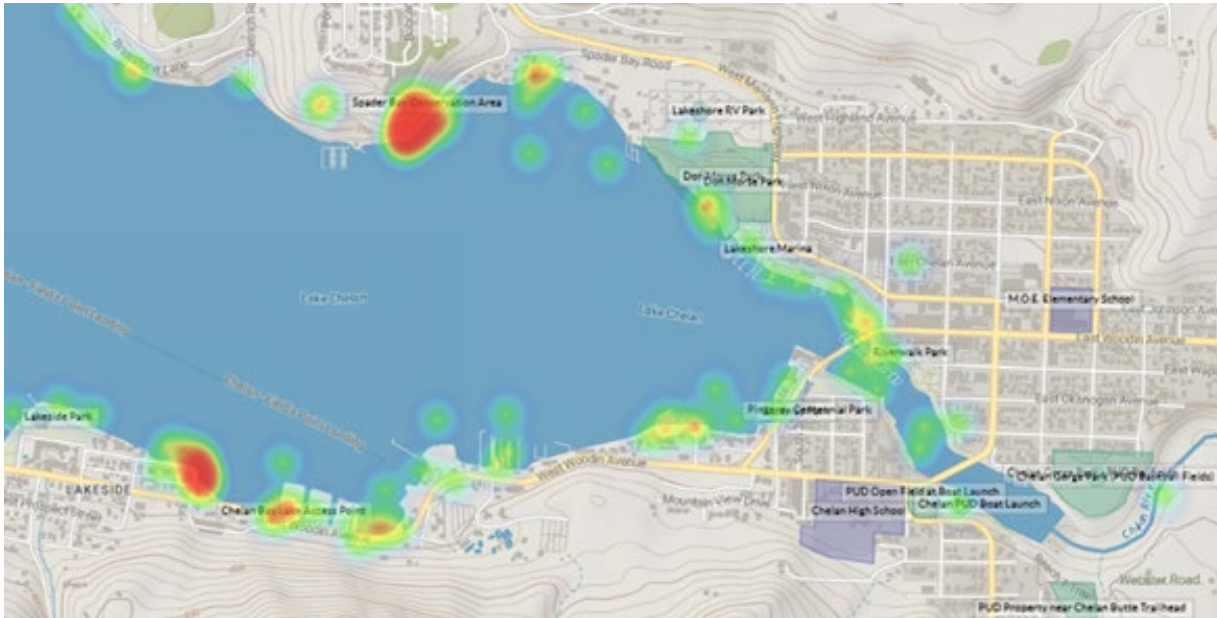
The Community Mapping Survey work was led by SCJ Alliance.

New or Increased Access to Recreation Desired

Public Lake Access

The spot most identified for desired public lake access is at Spader Bay Conservation Area. The corner of West Terrace Avenue and Water Street, just east of Lakeside Park, was highly identified as a space where people would like public lake access.

Map 4-11 Chelan Public Lake Access Result Heat Map (123 total points)



New Community Parks

Points for new community parks were scattered around areas of Chelan, which can be important to note as new locations for either pocket parks or green space. The most selected area that is not already a public space was the land across the water from Riverfront Park.

The locations with the most points plotted and requested for upgrades to the existing park or public space were Chelan Gorge Park PUD Baseball Fields, the PUD Property near the Chelan Butte Trailhead, near the High School property, the PUD Boat Launch, and Spader Bay Conservation Area.

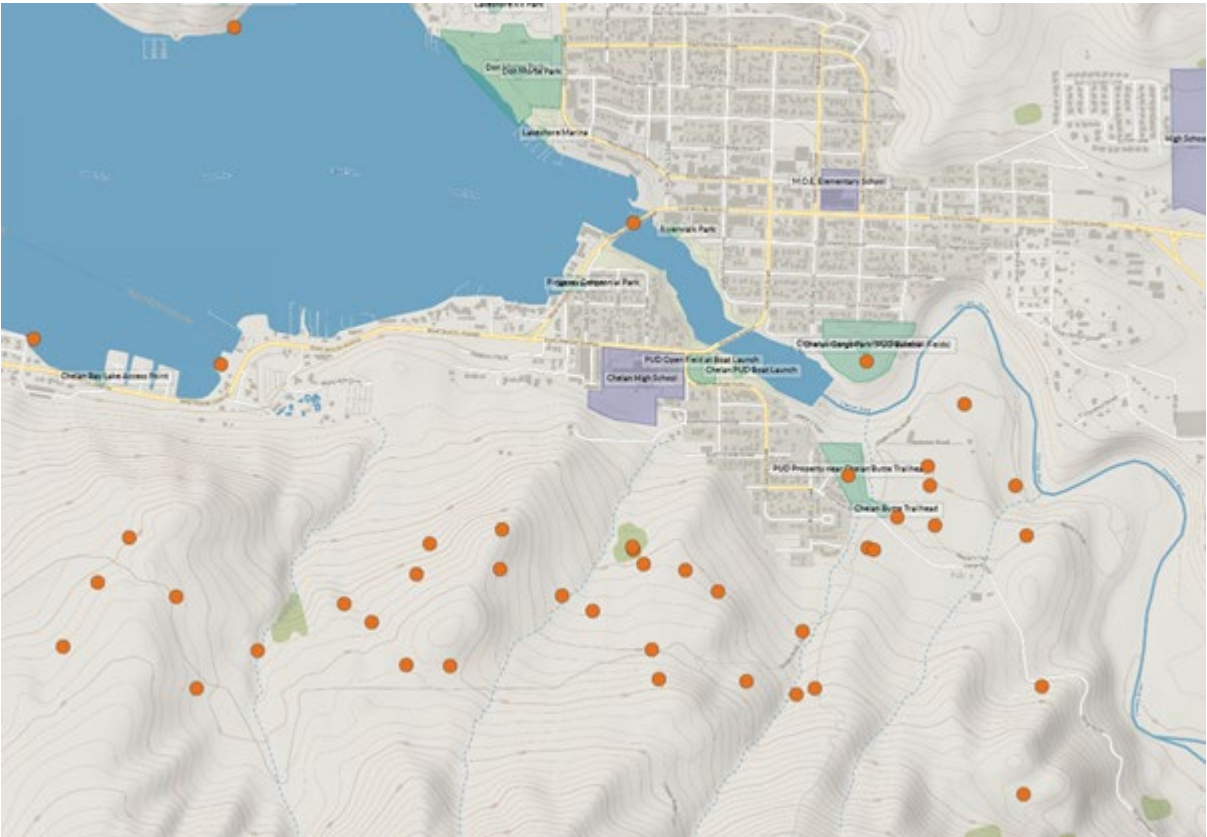
Map 4-12 New Community Parks Result Identified Points (43 total points)



Conserved Open Space

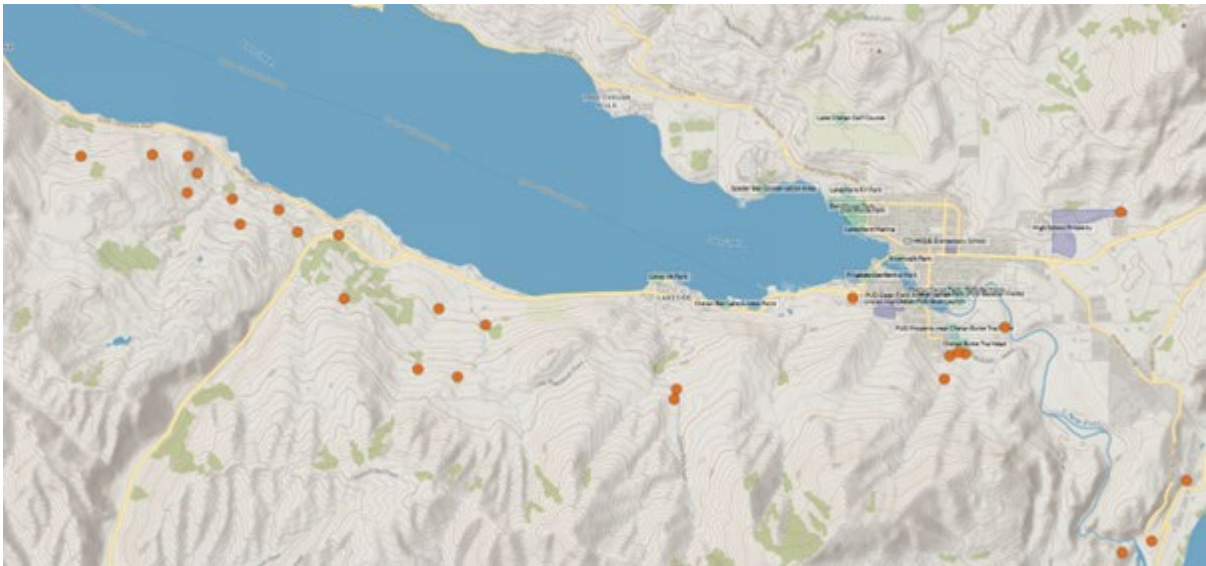
For identification of where people would like to see conserved open space, the points were overwhelmingly to the south of Chelan, covering the Chelan Butte.

Map 4-13 Conserved Open Space Result Identified Points (54 total points)



Trailhead or Trails Access

Map 4-14 Trailhead or Trail Access Result Identified Points (28 total points)



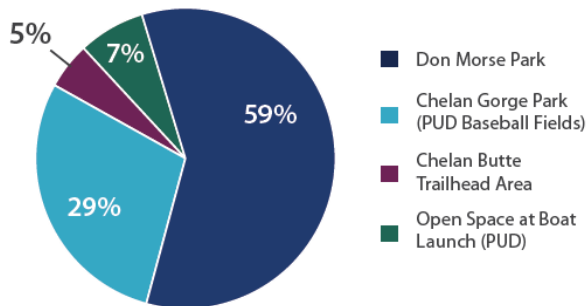
The locations identified for a desired trailhead or trail access were largely along the south side of the lake, to the west of Chelan. The points located in town were mostly at the existing Chelan Butte Trailhead, which may identify a desire to see trailhead improvements.

New or Upgraded Amenities Desired

Skate Park

This survey asked respondents their preferred location for a potential skate park, Don Morse Park, Chelan Gorge Park, the Chelan Butte Trailhead area, or the open space between the Boat Launch and the High School. The question received 56 responses. Results confirmed the preference from a prior skatepark feasibility study to locate the park at Don Morse Park (59% in favor of this location).

Figure 4-21 Skate Park Result - Identified Locations



Play Equipment

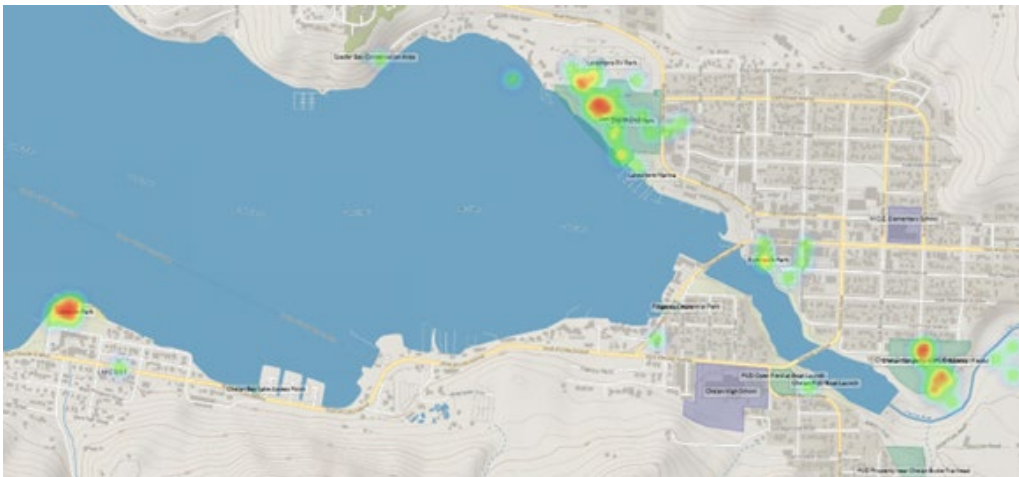
Of the 70 points identified, the locations most identified for desired play equipment or upgrades were Don Morse Park, Chelan Gorge Park PUD Baseball Fields, and Lakeside Park. Some of the requested upgrades at each of these parks included:

Don Morse Park: A destination playground for residents and tourists, an upgraded playground as current equipment feels unsafe, a playground like Giganta (the previous old Robot playground that was historically here), a splash pad, and an accessible playground for all ability levels.

Chelan Gorge Park PUD Baseball Fields: A playground with shade, more picnic tables and benches, more focus on a playground and less baseball fields, and walking paths.

Lakeside Park: An upgraded playground that is more modern, improved and bigger jungle gym, merry-go-round seated spinner, teeter totter, tire swing, and swings.

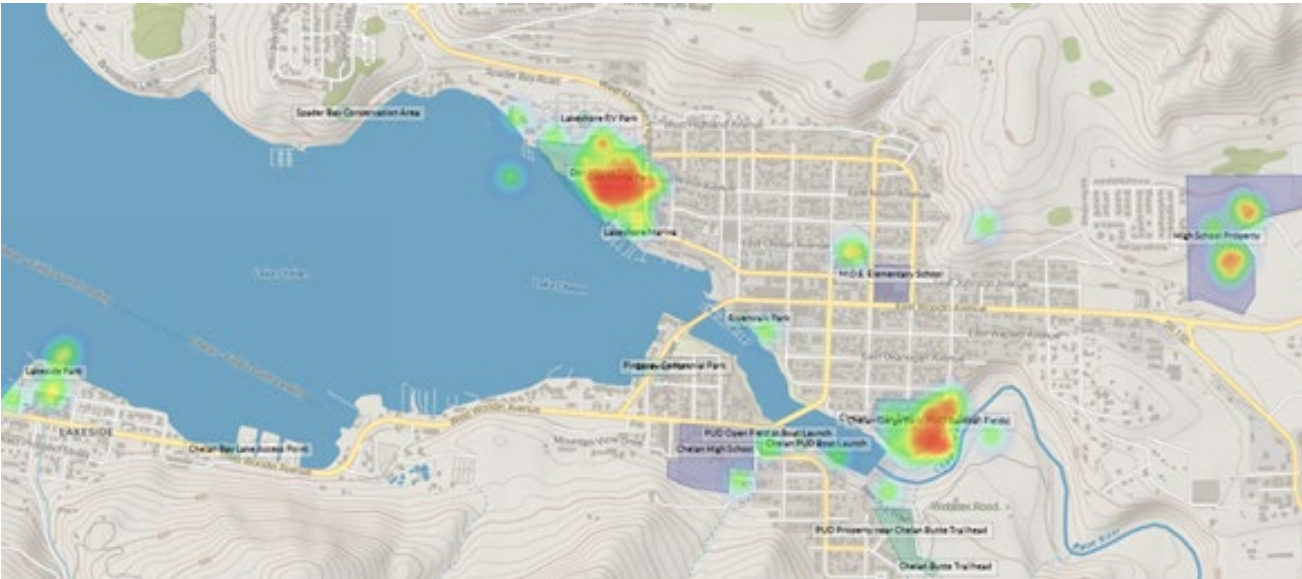
Map 4-15 Play Equipment Result Heat Map (70 total points)



Pickleball or Court Sports

The locations most identified with a desire for pickleball, or court sports were Don Morse Park, Chelan Gorge Park, and the High School property.

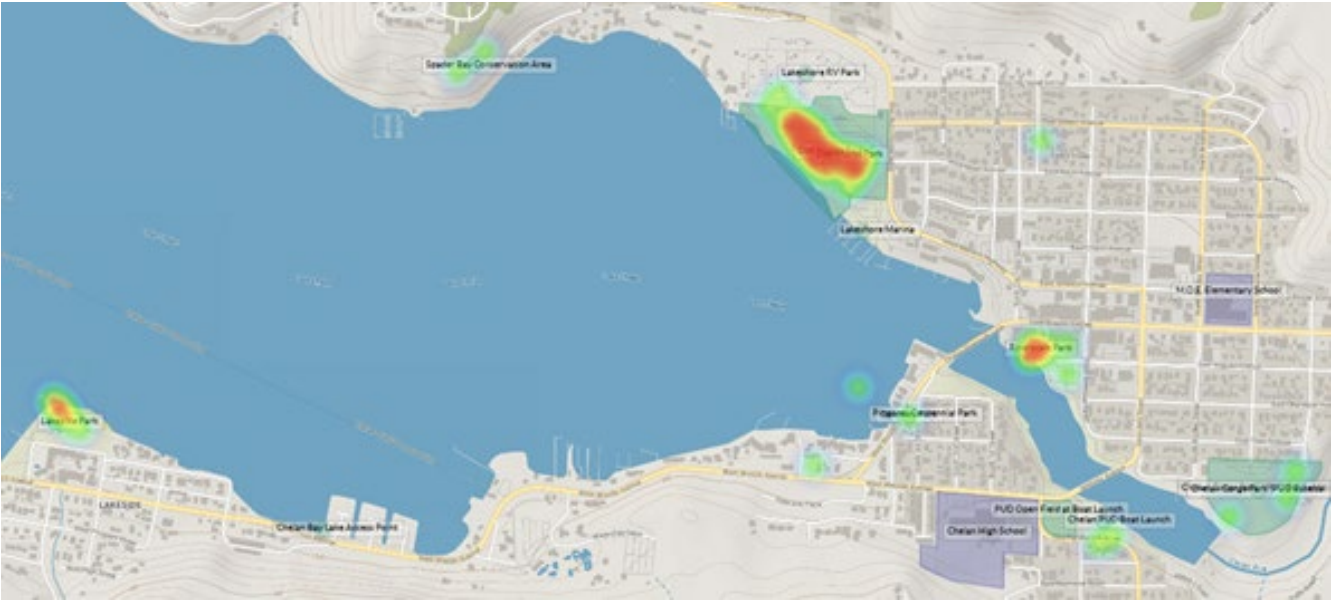
Map 4-16 Pickleball or Court Sports Result Heat Map (73 total points)



Splash Pad

The location most overwhelmingly identified as requesting a splash pad was Don Morse Park (25 points), along with Riverwalk Park (7 points) and Lakeside Park (6 points).

Map 4-17 Splash Pad Result Heat Map (61 total points)



Open-Air Covered Multi-Use Space

The results for an open-air covered multi-use space were more sparsely scattered around Chelan. **According to the comments, the greatest request was for a concert venue at Don Morse Park.** The most common theme among comments at the Chelan Gorge Park PUD Baseball Fields was for a covered basketball court.

Map 4-18 Open-Air Covered Multi-Use Space Result Heat Map (23 total points)

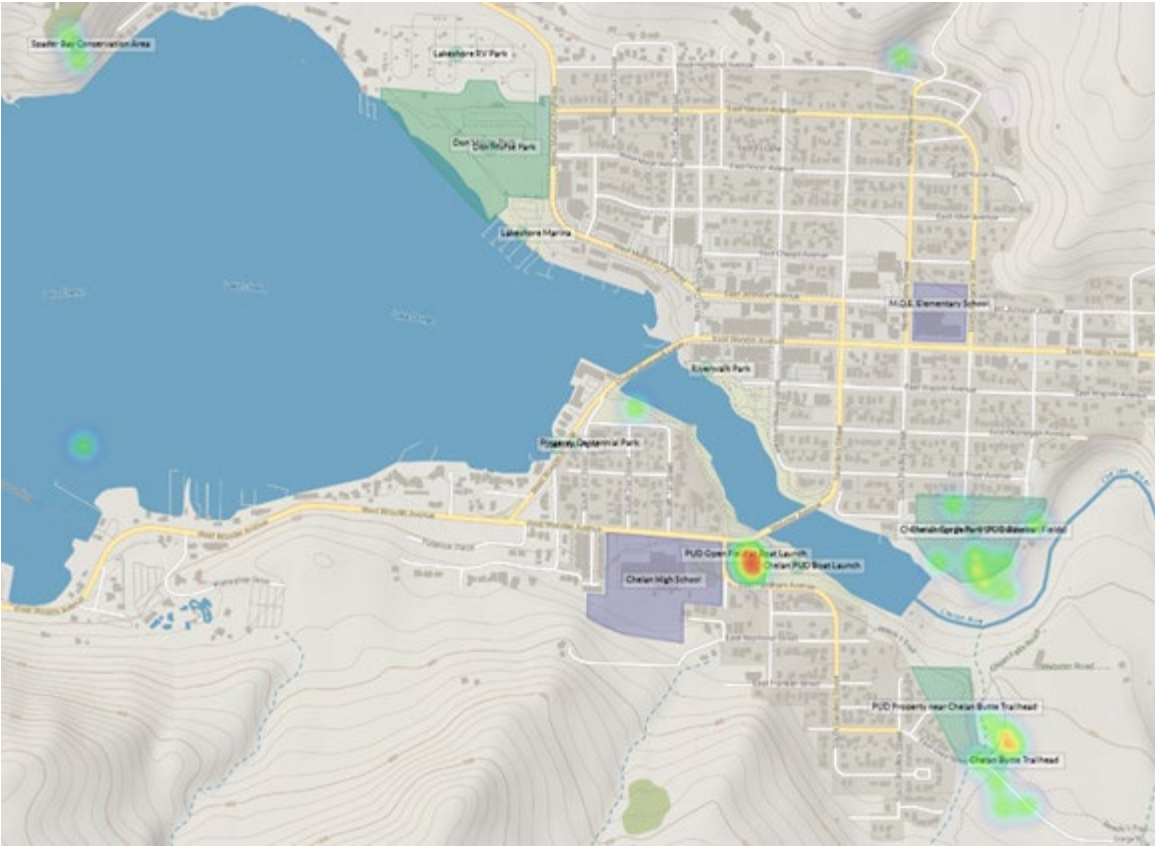


Off Leash Dog Park



The locations that were most identified for an off-leash dog park were the Chelan Butte Trailhead (8 points), and the Chelan Gorge Park/PUD Baseball Fields (8 points). The PUD Boat Launch received (5 points), to make use of the open fields there,

Map 4-19 Off-leash Dog Parks Result Heat Map (44 total points)

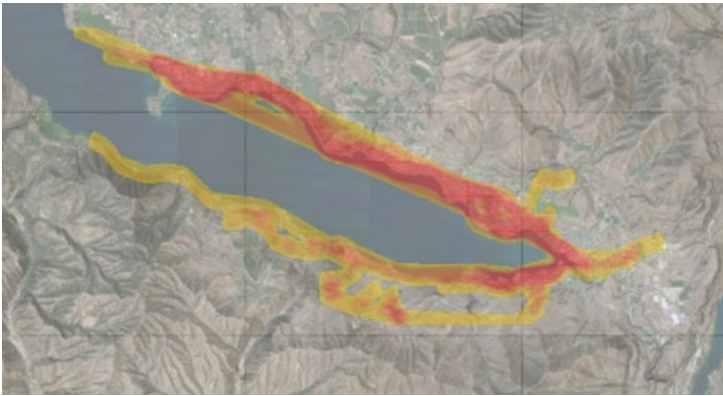


Trail, Pathway, and Connection Improvements

The three different categories requesting results for trail, pathway, and connection improvements were for a shared-use paved path, unpaved nature trails, and destination connections. It is seen clearly in the heat maps, that there is strong desire for more pathways and connections along the north side of the lake, connecting the Chelan and Manson areas.

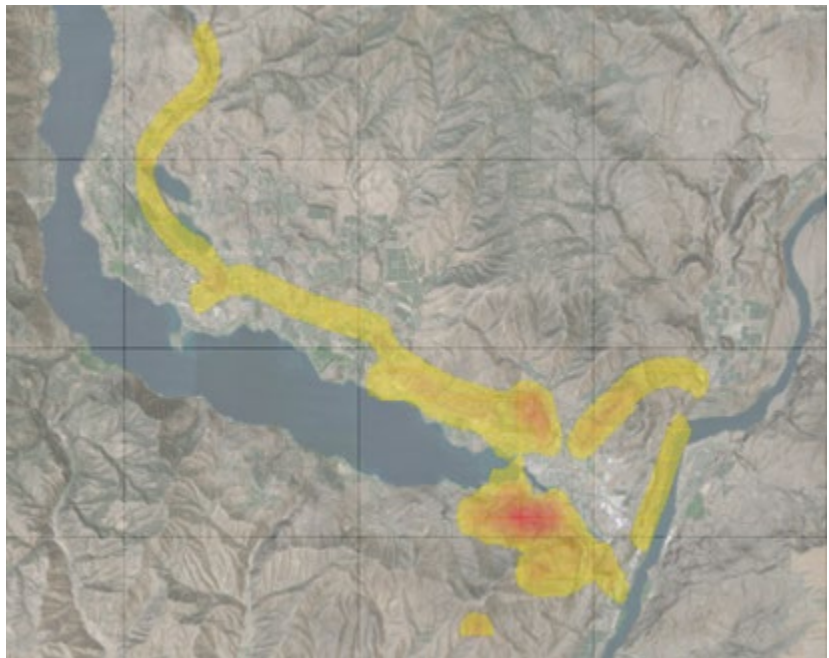
Shared-Use Paved Path

The heat map results highlight interest in having a shared-use path primarily along the lake, with stronger desire for a path on the north side of the lake, running toward Manson.

Map 4-20 Shared-Use Paved Path Result Heat Map (30 total results)

Unpaved Nature Trail

There is desire among respondents for unpaved nature trails along the north side of the lake, toward Manson. The most identified points for unpaved nature trails were focused closer to town, directly to the south of downtown.

Map 4-21 Unpaved Nature Trail Result Heat Map (20 total results)

Destination Connections

There were 99 total lines plotted, which shows a strong desire for destination connections in the area.

Many of the destination connections were in Chelan proper, connecting different parks, schools, and other gathering spaces.

There is a clear desire in the heat map for destination connections between Chelan and Manson.

Map 4-22 Destination Connections Result Heat Map (99 total results)

4.4.5 Level of Service Accessibility Summary

Generally, Chelan has enough acreage to serve our population as well as the summer residents and visitors.

Generally, Chelan's parks are located such that the majority of our population can access them relatively easily. Particularly when PUD Park, School System fields and playgrounds are available for public use. HOA private recreation facilities essentially serve as neighborhood parks for their residents. Residents in denser historic Chelan can usually walk to a park within 10 minutes, while those living further from the city core can mostly get to a park within a 15–20-minute walk. As trails develop, and hence bicycle or pedestrian barriers are removed, travel times to destinations will decrease.

As future growth occurs, we may need to add neighborhood parks to serve high growth areas if they are not already served by private parks offered as part of residential development, as was the case for the Chelan Look Out development. Development regulations will need to be created to ensure that the city meets its concurrency goals of development paying for itself. This can apply to parks as easily as to water and sewer infrastructure.

Benchmarking against other communities is useful with the caveat that each community is unique and is best able to determine what facilities/ amenities best serve the public. By comparing our parks against national medians of communities our size, we could be considered deficient 1 basketball court, 1 community garden, 1 dog park, 2 rectangular multipurpose fields, 1 adult soccer field, and 2 youth soccer fields. Our community engagement provides the input that missing dog park and missing community garden respectively are in higher demand than additional sports fields (soccer field, multi-purpose field, basketball court)

4.5 Level of Service – Experience and SWOT

4.5.1 Physical Inventory Assessment and SWOT Analysis Introduction

Physical Inventory Assessment Methodology

The following inventory and assessment methodology was used on all identified park spaces either owned and/or maintained by the City of Chelan. These parks include Chelan Gorge Park, Don Morse Memorial Park, Gateway Park, Lakeside Park, Pingrey Centennial Park, and Spader Bay Open Space. Park areas developed by other public or private or entities are included in the overall system maps and amenity tables, but they were not part of the inventory and assessment procedure.

In 2021, Greenplay adopted the GRASP® methodology to assess Chelan Parks. In 2023, SCJ Alliance used the assessment methodology for park inventory and conditions developed through multiple-PROS plan processes to be transparent, non-proprietary, and easily replicable in future planning cycles. The assessment is modeled after the Washington State Recreation Conservation Office's (RCO's) suggested Level-of-Service (LOS) grading system and the National Recreation and Park Association (NRPA's) "system level" approach. SCJ applied the tool to 3 of Chelan's Parks (Don Morse, Lakeside and Chelan Gorge, leaving aside the smaller parks, the enterprise parks – RV and golf, and merging Lakeshore Marina with Don Morse. Each feature or amenity is rated on a scale of 5(perfect) to 0 (non-existent), from high to low, across a variety of different criteria, including:

Table 4-17 Physical Inventory Assessment Scoring Scale

| Ranking | Description |
|---------|---|
| 0 | N/A Not Present |
| 1 | Major liability and structural failures are present and imminent. Needs to be closed. |
| 2 | Condition is poor with major structural, cosmetic, maintenance, and liability issues observed |
| 3 | Condition is moderate with major cosmetic, or maintenance and liability issues observed |
| 4 | Condition is very nice with only minor cosmetic, or maintenance issues observed |
| 5 | Perfect condition with a long-life cycle and no risk/liability issues |

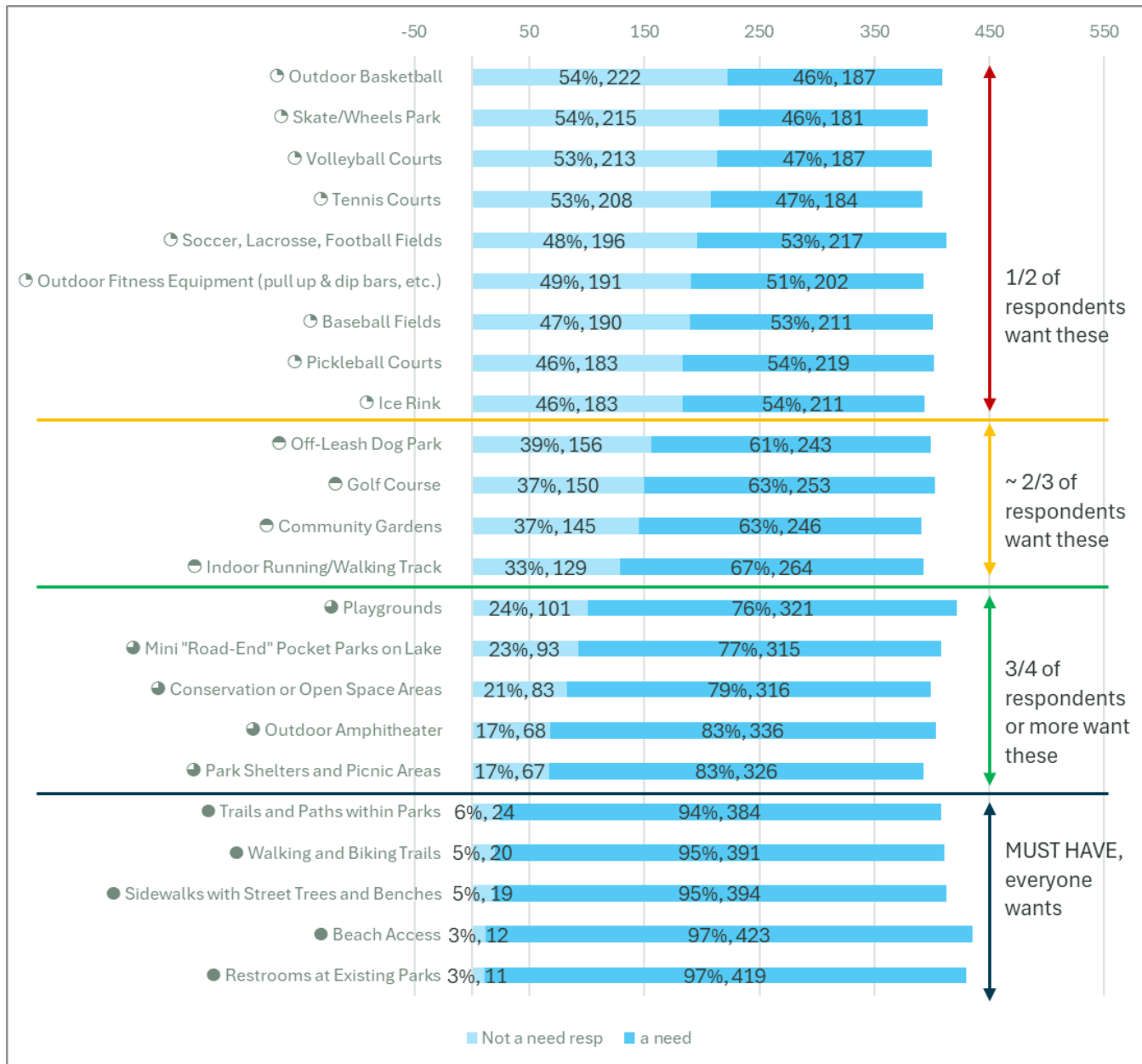
- Park Assessment Rating
- Physical Inventory
- Recreation Program Support
- Climate Resiliency
- Park Accessibility
- Park Carrying Capacity
- Hardscapes/Infrastructure
- Drainage
- Pathways
- Structures
- Wayfinding
- Parking
- Vegetation
- Play Equipment
- Accessibility

SWOT Analysis

The SWOT framework is a management tool that helps organizations assess their strategic positioning looking at Strengths, Weaknesses, Opportunities and Threats. It is sometimes called a situational analysis. This simple tool can convey a qualitative richness and nuance that are challenging to capture well in standardized assessment grids. The inclusion of a visual SWOT analysis is valuable because readers can see precisely the issues described and analyzed.

We will apply the SWOT tool to our primary parks, first to our signature parks.

4.5.2 Community Input on Level of Satisfaction with existing amenities



As discussed earlier in the chapter, the 2023 community survey sheds light in terms of priority.

The survey provided online respondents with a list of amenities and asked them to what extent they met their needs or not, with options to choose from listed as 100% meet, 75% meet, 50% meet, 25% meet, 0% meet and Not a need. The table shows us the need (met at any level) vs. the "not a need".

At the bottom, we have the must haves that all respondents need in their parks: Restrooms in existing parks (!), sidewalks with trees and benches, walking and biking trails, trails within the parks, and because it is Chelan beach access. These are denoted with fully greyed out balls.

On the opposite end are the amenities/activities that are needed by one half of the participants, but not needed by the other half. These are denoted with quarter filled balls.

Next, excluding the responses "not a need", we look at the level of satisfaction where a need was expressed.

In the chart below we see that the amenities that had the highest count of respondent expressing a need for them have only 1/3 to 1/2 respondents who are 100%-75% satisfied with them. Since these are the Must Haves of our parks this is not acceptable.

| Amenity | % of respondents 100% and 75% satisfied | Parks and City's Plan |
|------------------------------|---|--|
| Beach Access | 31% | Lake Access Parks – 1 construction starting, 7 more identified |
| Restrooms | 31% | Lakeside Improvements LCWF grant Don Morse Master Plan proposed for adoption |
| Sidewalks, trees, benches | 48% | Downtoen Master Plan (2010, and 2017) |
| Trails & Biking Trails | 38% | Northshore getting funded Lakeshore next |
| Outdoor Amphitheater | 32% | Seldom mentioned but as many respondents expressing a need as for picnic areas. Proposed in Don Morse Master Plan up for adoption |
| Park shelters & picnic areas | 44% | Proposed in Don Morse Master Plan up for adoption Lakeside Improvements LCWF grant |
| Playgrounds | 49% | Proposed in Don Morse Master Plan up for adoption Lakeside Improvements LCWF grant |



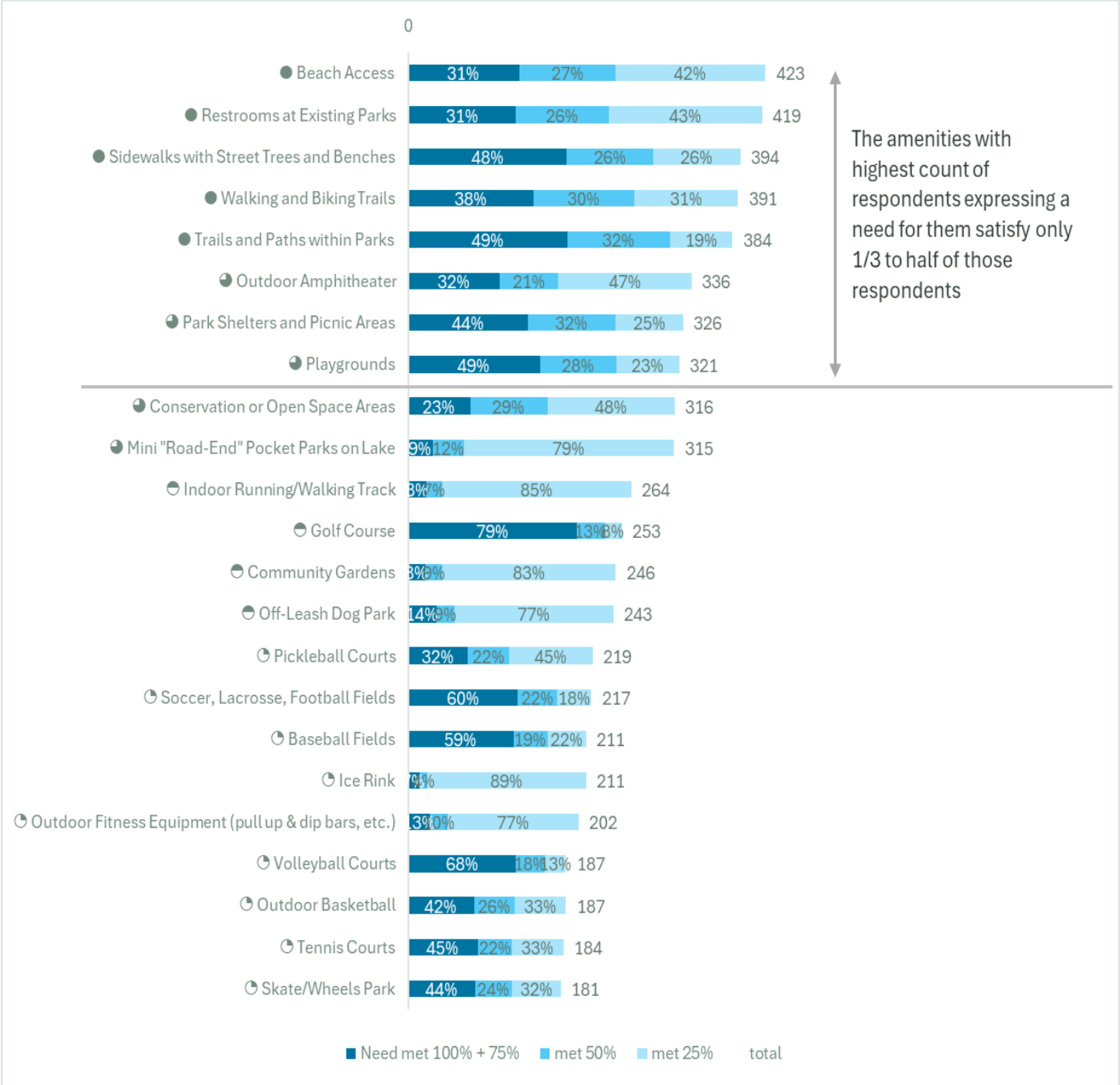
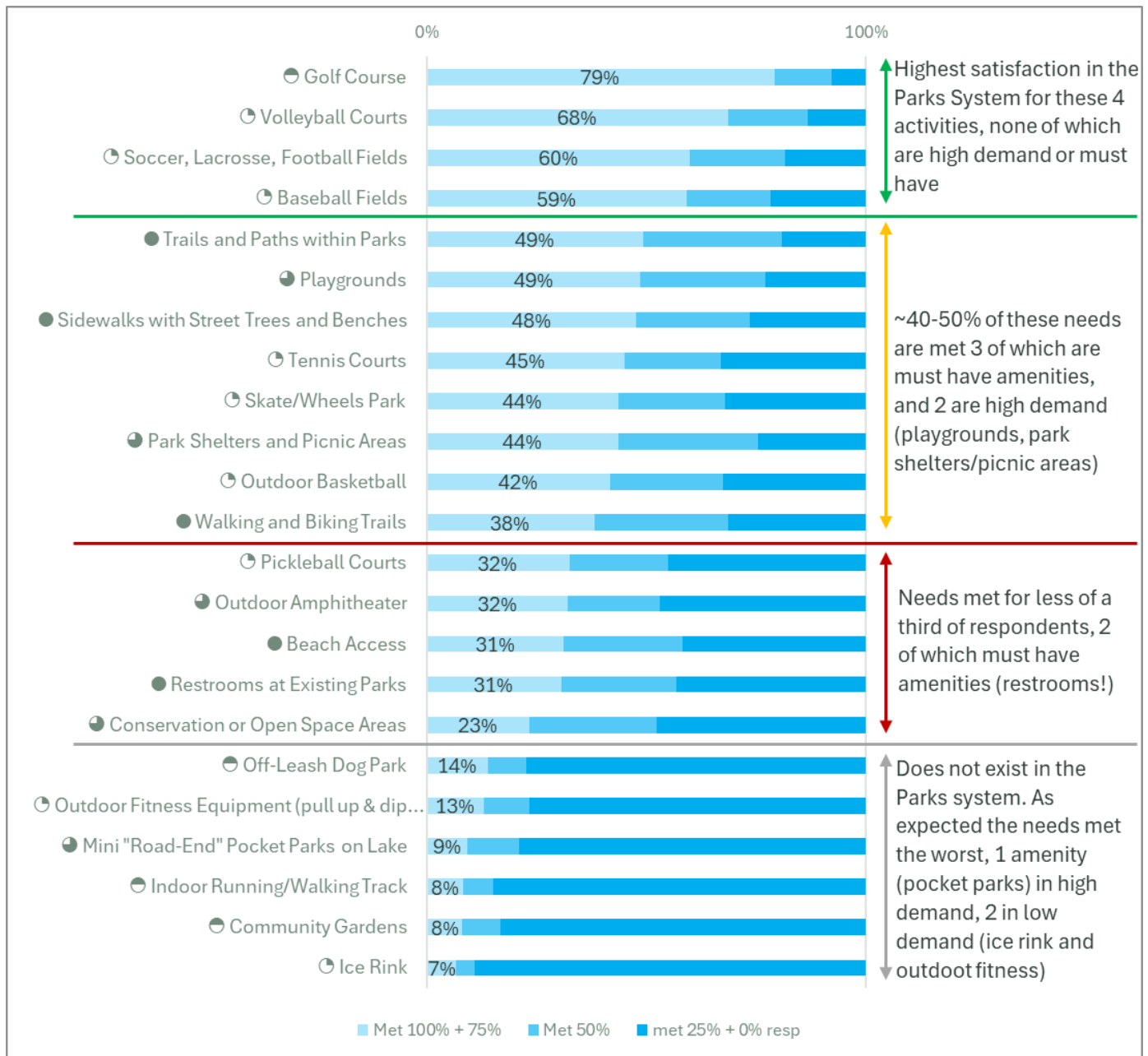


Figure 4-22 High – medium – low satisfaction with amenities from highest need expressed to lowest

Next we remove the absolute count of respondent expressing a need for an amenity, and we compare in % those with the highest satisfaction levels.

Re: the top satisfaction levels (gold, baseball, soccer/football, volleyball) shown below, it is possible that respondents in their answer conflate their level of satisfaction with the facility itself and the provider through whom they are experiencing the amenity when they perform the recreational activity

Figure 4-23 High – Medium – Low Satisfaction per Amenity, independent of level of need expressed



Three highlights to retain from the community input regarding existing amenities:

- The Parks System does not satisfy visitors on the basic must have such as Restrooms in existing parks (!), sidewalks with trees and benches, walking and biking trails, trails within the parks, and because it is Chelan, beach access. Plans are or have been in place to address those – they need to see the light of day
- An outdoor amphitheater is a high need expressed by visitors, at the same level as picnic areas, and much higher than other gap in the Parks system of dog park and community garden. It is seldom discussed, but figures prominently in the Don Morse Master Plan up for adoption
- The highest level of satisfaction is with amenities that serve targeted audiences: golf, volleyball, baseball, soccer/football (basketball and pickleball come much lower in level of satisfaction).

4.5.3 Signature Park - Don Morse Memorial Park

City Waterfront

As a reminder (see the introduction of our Parks classification in Chapter 1), the Signature Parks serve locals but are also the calling cards for Chelan as a tourist destination. The Chelan Valley receives 5 million visits per year and many of them end up at our signature parks, particularly the City Waterfront with its close proximity to downtown and Campbells Resort. These are the places to celebrate the best that Chelan has to offer.

The City Waterfront is comprised of Don Morse Park, the Lakeshore Marina, and the Lakeshore RV Park. While these are in some respects three separate entities with distinct functions and can be viewed as such; it is also valuable to see these as one integrated property to make the park feel cohesive and to maximize long views along the 2,000 linear feet of waterfront.

Figure 4-24 Crowds at Don Morse Park circa 1980 Photo courtesy of Todd Higley.



Don Morse Introduction

As the City of Chelan's signature park for activities, Don Morse Park serves as the primary destination for residents and visitors alike. Its close proximity to downtown and location directly on Lake Chelan are key factors contributing to its success. While the long stretch of beach offers one of the only large, publicly accessible areas in the city, access to the waterfront itself is not readily apparent and somewhat hidden from initial view. Large open grassy areas and several large heritage trees provide shade and space to stretch out. However, the initial impression upon arrival (by car) is dominated by a sizeable unshaded parking lot, a worn skate park, an uninviting play area with outdated equipment limited to a specific age range, and an old restroom structure. The best and most modern aspect of Don Morse Park is the new Maintenance Building on the North side of the Parking lot, which includes a new public restroom. This new structure sets a new standard upon which other improvements in Don Morse Park should be compared against.

Map 4-23 City Waterfront Map



Don Morse Physical Inventory Assessment

Table 4-18 Don Morse Physical Inventory Assessment Summary

| | |
|--|------|
| OVERALL PARK ASSESSMENT RATING (max 5) | 2.86 |
| Physical Inventory (max 5) | 2.87 |
| Recreation Program Support (max 5) | 3.00 |
| Climate Resiliency (max 5) | 2.17 |
| Park Accessibility (max 5) | 3.25 |
| Park Carrying Capacity (max 5) | 3.00 |

Table 4-19 Don Morse Physical Inventory Assessment Detail

| ELEMENT | RATING (1-5) | # | NOTES |
|--|-----------------|----------|---|
| Sports Fields & Sports Courts (3.8 out of 5) | | | |
| Basketball Court | 4 | 2 | Resurface, replace nets and paint |
| Tennis / Pickleball Courts | 3.25 | 2 | Two courts were also painted for pickleball. The lighting needs to be replaced. Exterior fencing also needs renovation. Cracked surfacing. |
| Volleyball Court | 4 | 4 | Recently renovated. Local users help to maintain |
| Play Environments (2.2 out of 5) | | | |
| Slides | 2.5 | 3 | Equipment limits age range of play |
| Climbers | 3 | 3 | Typically, part of multi-use play structure |
| Bars | 2.75 | 2 | Miscellaneous bars and monkey bars |
| Swings | 2.5 | 2 | Should be replaced. EWF worn out underneath |
| Safety Surfacing | 0.5 | - | EWF needs to be replaced. Safety attenuation not met. Ground is used as edging in places with conc curb in other areas. No shade. |
| Spinners | 2 | 1 | Not included in play area - located by skate park. |
| Park Structures (3.0 out of 5) | | | |
| Picnic Pavilion | 3.5 | 1 | Showing age but generally decently maintained |
| Gazebo/Shade/Picnic Structure | 2.5 | 1 | Large but old needs to be modernized. Old block grill can't be used. Includes single metal park grill. Has power outlets with two picnic tables |
| Maintenance Building | 5 | 1 | Brand new construction with new public restroom |
| Trails/Pathways (2.8 out of 5) | | | |
| Walking Paths | 3 | Multiple | Concrete sidewalks need to be wider for park capacity. Missed opportunities to increase sidewalks for improved site access and connection to downtown. Many have cracked transitions. |
| Waterfront Trail | 2.5 | 1 | Loosely categorized as a soft surface "trail" along the upper beach area, separated by split rail fences in some points. Not ADA compliant. |
| Site Amenities (Benches, Rest Areas) (2.5 out of 5) | | | |
| Benches | 2.5 | 10+ | Standard metal honeycomb, powder coated benches scattered throughout the park. |
| Picnic Tables | 2.5 | 10+ | A few newer tables, which are accessible and nice, but most are standard older models. |
| Signage/Wayfinding/Art (2.3 out of 5) | | | |
| Entry Sign | 2 | 1 | Small sign for Lakeshore RV Park, but no visible signage from W Manson for the Marina nor Don Morse Park. |
| Interpretive Signage | 2.5 | 2 | Updated interpretive boards at new planting pockets at beach. |
| Parking Areas & Access/Entrances incl Transit (3.0 out of 5) | | | |

| | | | |
|--|------|-----|---|
| Paid Parking Lot | 2.5 | 240 | Diagonal parking lot. Needs resurfacing and planting islands with shade trees. |
| Adjacent Parking | 2.5 | # | Additional lot at Marina and go-cart track |
| Access | 4 | - | One primary access point to the main parking lot. Other parking areas are off W Manson |
| Landscape/Open Space Areas (Meadows, Grass Areas, Buffer/Screening Plantings, Heritage Trees) (4.1 out of 5) | | | |
| Large Grass Area | 5 | - | Large open space with few large shade trees |
| Beach/Waterfront | 3.75 | 1 | Large contiguous beach space with protected area for tots. |
| Screening Vegetation | 3.5 | - | Minimal screening/vegetation at park edges. |
| Miscellaneous (2.3 out of 5) | | | |
| Half Pipes | 2.25 | 2 | Small arranged in a line with minimal complexity |
| Slide Rails | 2.5 | 4 | |
| Misc Obstacles | 2 | 3 | Includes a graffitied picnic table |
| Program Support | 3.5 | | Park is heavily used for practically all kinds of public events. |
| Hosts other NGO programs & leagues | 2.5 | | Volleyball regularly uses the and courts. |
| % of Canopy Coverage | 2 | | Several large shade trees scatter throughout the park |
| Diversity of Plant Communities | 2 | | Needs more plant community diversity, especially smaller shrubs and alternative groundcovers/turf varieties. |
| Impervious vs Pervious | 2.5 | | Large elements of impervious pervious from parking areas, pathways, |
| Accessibility Rating | 2.5 | | Access to certain areas of the park is limited, no non-ADA compliant pathways. Sheer volume of people and widths of pathway limits capacity on the pathways forcing many to walk across open grass areas. |
| Safe Routes to the Park | 3.25 | | The centralized location of the park and the existing city sidewalk grid make access easy. However, all access is from the street and missing opportunity for waterfront access. |
| 10-Min Walk Service Population | 4 | | Approximately 375 people (residents only). Safer crossing of SR 150 could increase service count. |
| % of Open Assembly Space | 2.5 | | Several open turf areas but often broken up by other elements. |
| Easy Access or Amount of Parking | 3.5 | | Several parking lots in/adjacent to the park. |

Don Morse SWOT Analysis

Strengths

- **Location, location, location**
- The entire City Waterfront, comprised of this park and the Lakeshore Marina contains 2,000 feet of prime, freely accessible, coveted **public access lakefront** with gorgeous views, sandy beach and amazing weather most of the year.
- People have been coming to Chelan from the Seattle Metro area, Canada, and other points across the state for generations. People love this lake, and their **positive memories of Chelan** are an asset though intangible, not to be underestimated.
- There is a **healthy mix of open space**, and a diversity of recreational amenities that offer **active recreation**.
- Trees and grass offer a respite from the sun, while the beach offers sunbathing and swimming.
- **Concessions** (a mix of private and City run) add activities such as paddle board and kayak rental, go karts, and a professional 18 hole putting course.
- The **volleyball courts** are tournament quality. These were built via a collaboration with ~75% of the funding from the City and ~25% from a private recreation provider.

Figure 4-25 Don Morse Memorial Park SWOT

| STRENGTHS | WEAKNESSES |
|---|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Location, views, lake, downtown proximity <input type="checkbox"/> Positive associations of visitors <input type="checkbox"/> Mix of open space and active rec features <input type="checkbox"/> Mix of shade and sun <input type="checkbox"/> Popular concessions <input type="checkbox"/> Volleyball Courts | <ul style="list-style-type: none"> <input type="checkbox"/> Restrooms past lifespan <input type="checkbox"/> Restroom under capacity in peak season <input type="checkbox"/> Lack of sufficient Lighting <input type="checkbox"/> Lack of ADA accessible waterfront |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> <input type="checkbox"/> Promenade <input type="checkbox"/> Outdoor Amphitheatre <input type="checkbox"/> Signage post Branding/ Logo Development <input type="checkbox"/> Pull Parking away from the lake <input type="checkbox"/> Parking Stormwater and Tree Island <input type="checkbox"/> Destination Playground <input type="checkbox"/> Ice Rink Feasibility Update | <ul style="list-style-type: none"> <input type="checkbox"/> Playground past lifespan, safety concerns for those most vulnerable |

Weaknesses

- The age of many facilities is well beyond the expected service life of the items and thus takes an inordinate amount of time and money to maintain. These features include:
 - **Playground** (replacement parts no longer exist)
 - **Restrooms**
- **Restrooms** don't have the capacity to accommodate summer crowds.
 - New restrooms planned as part of the park's maintenance building will mitigate this somewhat, 2024 usage will provide a good gauge of capacity.
- As part of the Waterfront the park lacks an **ADA accessible trail to the Lake**. Patrons in wheelchairs can use a special large-wheeled wheelchair upon request. But older park users not in a wheelchair may have difficulty reaching the beach.
- The Park is not well lit at night, particularly the entrances which should be lit with DarkSky compliant footpath lighting and parking lot lighting. New **strategically targeted lighting** should be implemented with any development around the entrances or upgrades to the parking lots.
- **Signage** both entrance and information signage need conscientious upgrades after **branding** activities have been conducted for the parks system.

Opportunities

A **promenade** linking the entire public waterfront would allow for curated views of the lake, reduce maintenance, provide an ADA accessible path to the lake and would serve the broadest possible audience of users. Lake access and trails within parks were top priorities in the statistically valid parks survey.

An **outdoor amphitheater** could provide open space when not programmed and allow for large concerts, high school plays, and enhance existing events at the park such as the Winterfest bonfire and polar bear plunge. This would foster the possibilities of increasing the opportunities for year-round activities.

The Icicle Creek Center for the Arts, or the Leavenworth Summer Theater in Leavenworth may be interested in hosting events in Chelan.

As a major tourist destination there is an opportunity to provide a **destination playground** which would provide a top-notch facility for locals while attracting family-oriented tourists.

Replacing the **restrooms** and placing them partially underground would preserve views of the lake and take advantage of significant grade changes between the bulk of the park and the beach area, the hub of activities. Restrooms were a top priority in the statistically valid survey.

The **parking lot** could be pulled back from the beach to allow greater access to the prime real estate of the park, namely areas closest to the lake. Tree islands and stormwater enhancements would be necessary with any major parking lot renovation. **Curbless stormwater** may be an approach worth considering if consistent with the **Low Impact Development (LID)** guidelines of Washington State. This can often be more cost effective than curb and gutter stormwater systems. An RCO grant project has provided \$100,000 in funding to preserve asphalt via crack sealing, seal coating, spot repairs and restriping. This work will safeguard investments and promote tourism by extending the lifespan of these assets in a cost effective and efficient manner.

Long-term, a covered **ice rink** that could house summer activities would provide important winter activities for the park. An existing feasibility study could be updated.

Don Morse Park has an existing Master Plan that we will revisit in Chap 7 – Strategy.

Threats

The **Playground** needs better ADA accessibility, surfacing, and is a high priority for replacement. This is well beyond its anticipated life span. This feature needs an upgrade ASAP, preferably a destination quality playground suited for our destination location.



Figure 4-26 Don Morse Visual SWOT Board



Don Morse Park Proposed Projects

Table 4-20 Don Morse Park Proposed Projects

| Project Name | Project brief description | Status | Type |
|----------------------------------|--|---------|--------------------------|
| Don Morse Restrooms | New Restrooms - partially underground to preserve lake views | planned | R - Upgrade/ Replacement |
| Outdoor Amphitheater | Outdoor Amphitheatre | planned | D - New Dev |
| Tennis Court | tennis court re-surfacing | idea | O&M – Ops & Maint. |
| Skatepark | Skatepark Design & Construction | planned | R - Upgrade/ Replacement |
| Covered structures | Covered structures for seasonal/ year-round use – basketball courts | Idea | D - New Dev |
| Ice rink feasibility | Update feasibility for open air ice rink facility | Idea | MP - Master planning |
| Downtown-Waterfront corridor | Connection Between Downtown and Chelan City Waterfront (Don Morse and Lakeshore Marina) | Planned | MP - Master planning |
| Waterfront Promenade – Don Morse | Promenade along entire Waterfront – Don Morse Portion | Planned | R - Upgrade/ Replacement |
| Destination Quality Playground | Destination Quality Playground | Planned | R - Upgrade/ Replacement |
| Parking Lots | Don Morse Parking Lots (Improve existing, pull back from beach, build new lot near road) | planned | R - Upgrade/ Replacement |

4.5.4 Signature Park - Lakeshore Marina

Lakeshore Marina SWOT Analysis

Strengths

While this is a Signature Park it also operates as an enterprise, so its financial performance has been evaluated. While on a smaller revenue base (~\$150k), the Marina operates at a robust 150-200% recovery rate (some parking revenue will be re-allocated to the parking revenue stream)

Table 4-21 Lakeshore Marina Park 2019-2023 Financials

| | Rev | YoY % | Exp | YoY % | Op. Income | YoY % | Recovery rate |
|---------------------------|-----------|-------|-----------|-------|------------|-------|---------------|
| Marina (2019-2023) | | +37% | | +8% | | +142% | |
| 2019 | \$119,176 | | \$93,853 | | \$25,323 | | 127% |
| 2020 | \$153,038 | +28% | \$69,235 | -26% | \$83,803 | +231% | 221% |
| 2021* | \$177,299 | +49% | \$85,114 | -9% | \$92,185 | +264% | 208% |
| 2022 | \$147,252 | -17% | \$69,840 | -18% | \$77,412 | -16% | 211% |
| 2023 | \$162,726 | +11% | \$101,329 | +45% | \$61,397 | -21% | 161% |

* 2021 Year over Year compares with 2019 since 2020 was a COVID anomaly.

The 2023 Marina operating budget absorbed an \$8,664 unanticipated expense to remove rusty I-beam pilings to abate a potential liability. The 2023 operating budget also absorbed a \$4,200 unanticipated dock repair. These \$13k extraordinary expenses represent ~10% of Marina's expense in 2023.

Figure 4-27 Lakeshore Marina SWOT

| | |
|--|--|
| <div>STRENGTHS</div> <div><div><input type="checkbox"/> Location, close to downtown Chelan, amazing views, and lake access</div><div><input type="checkbox"/> Provides Boating Access to motorized and non-motorized watercraft.</div><div><input type="checkbox"/> Hosts annual events</div><div><input type="checkbox"/> Transient and Long-term moorage</div><div><input type="checkbox"/> Clean Marina Status</div><div><input type="checkbox"/> Rotary life vest station</div><div><input type="checkbox"/> Rotary pollinator garden</div><div><input type="checkbox"/> Watercraft cleaning station</div><div><input type="checkbox"/> Concessions – boat rental</div><div><input type="checkbox"/> The Lake Chelan Sailing Association</div></div> | <div>WEAKNESSES</div> <div><div><input type="checkbox"/> Restrooms past lifespan</div><div><input type="checkbox"/> Restroom under capacity in peak season</div><div><input type="checkbox"/> Lack of sufficient Lighting</div><div><input type="checkbox"/> Rusty Seawall</div></div> |
| <div>OPPORTUNITIES</div> <div><div><input type="checkbox"/> Promenade</div><div><input type="checkbox"/> Restroom (Partially underground)</div></div> | <div>THREATS</div> <div><div><input type="checkbox"/> Lack of ADA accessible waterfront</div></div> |

Besides its strong financial performance, the Marina Park rests on additional strengths:

- **Location**, close to downtown Chelan, amazing views, and lake access
- Provides **Boating Access** to motorized and non-motorized watercraft.
- Hosts several well attended boating **events** such as Mahagony and Merlot festival and Hydroplane races.
- The newer **seawall** section leaves a positive impression of Chelan.
- **Transient moorage** opportunities offer a quick place for boaters to easily visit Downtown Chelan.
- **Long-term moorage** provides for guaranteed income and a coveted slip-on Lake Chelan.
- Clean Marina Status is an important distinction.
- Volunteers provided the **Rotary life vest station, Rotary pollinator garden**.
- The **watercraft cleaning station** to reduce the spread of invasive species is well used and an asset for all water bodies in the area as well as for Lake Chelan.
- **Concessions** offer motorized watercraft rentals, and the Lakeview Drive In experience.
- The **Lake Chelan Sailing Association** offers sailing instruction for the community.

Weaknesses

- Restrooms are beyond their service life.
- Rusty seawall could be considered an eyesore.
- Lighting is not functional on all docks.
- Parking Lot will need better stormwater provisions, tree islands and asphalt repair.

Opportunities

- Placing restrooms partially underground would preserve lakefront views and make use of extreme grade changes in terrain between the parking lot and marina.
- Long term, an overlook from the Lakeview Drive is worth exploring.

Threats

- **Lack of a sidewalk** along the marina parking lot/ promenade linking the entire waterfront.
- **Non-ADA-compliant**, no ADA trail to the lakeshore

Lakeshore Marina Proposed projects

Table 4-22 Lakeshore Marina Proposed Projects

| Project Name | Project brief description | Status | Type |
|----------------------|---|---------|--------------------------------|
| Seawall Renovation | Reclad rusted portions of sea wall | idea | O&M – Operations & Maintenance |
| Marina restrooms | New Restrooms/ Maybe showers for boaters | planned | R - Upgrade/ Replacement |
| Waterfront Promenade | Promenade along entire Waterfront | planned | R - Upgrade/ Replacement |
| Parking Lots | Revamp Parking Lot (curb and gutter, tree islands, lighting, stormwater, ADA) | planned | R - Upgrade/ Replacement |

Figure 4-28 Conceptual Design for an Overlook from the Lakeview Drive

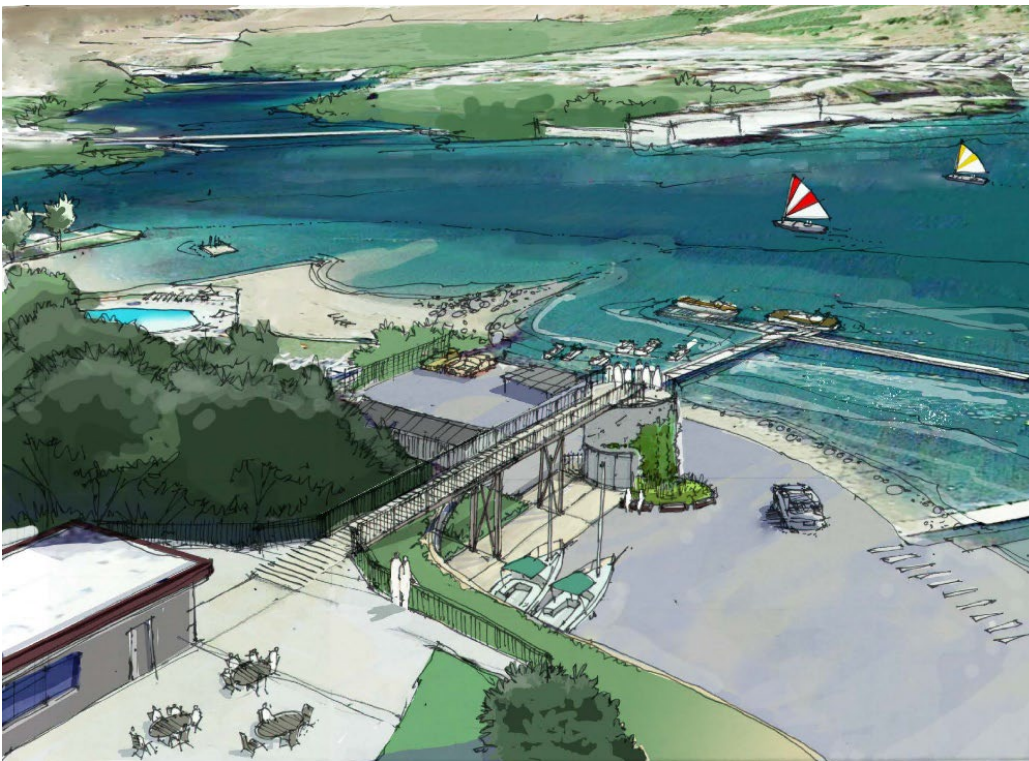


Figure 4-29 Lakeshore Marina Visual SWOT Board

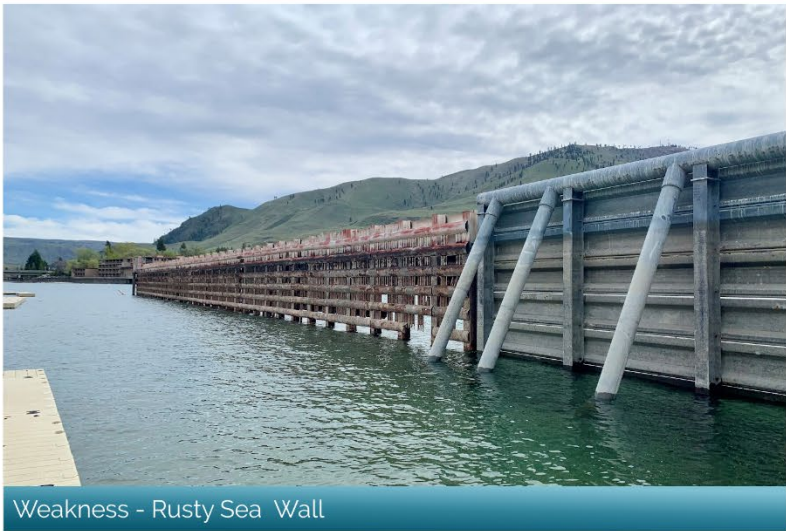
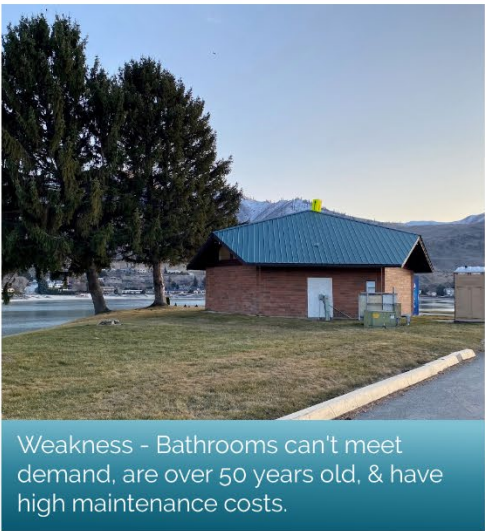


Figure 4-30 A new pollinator garden in 2023 and a life vest, borrow a life vest station both made possible through partnership with Lake Chelan Rotary.



4.5.5 Signature Park - Lakeside Park

Lakeside Park Intro

Lakeside Park, Chelan's largest passive park, offers an oasis experience with a swimming beach, pedestrian dock, ample open space, playground, sand volleyball court, restrooms, and more. The park boasts direct waterfront access, perfect for swimming, sunbathing, or launching a boat. The view and the promenade and pathway that rings the waterside are among the park's most wonderful features. A large group of heritage quality shade trees scattered amongst the open space contributes to the relaxing nature of the park space. While some improvements could be considered. While the restrooms provide a necessary amenity, a more aesthetically pleasing structure that complements the park's natural beauty could be considered in the future. The playground offers space for fun, but incorporating unique features or a nature theme could further elevate the play experience for children. The basketball court provides a space for shooting hoops but expanding it to a full-court size would allow for more organized games.

Map 4-24 Lakeside Park Map



Lakeside Park Physical Assessment Scoring

Table 4-23 Lakeside Park Physical Inventory Assessment Summary

| OVERALL PARK ASSESSMENT RATING | | 3.16 |
|--------------------------------|--|------|
| Physical Inventory | | 3.10 |
| Recreation Program Support | | 2.25 |
| Climate Resiliency | | 3.33 |
| Park Accessibility | | 3.25 |
| Park Carrying Capacity | | 3.88 |

Table 4-24 Lakeside Park Physical Inventory Assessment Detail

| ELEMENT | RATING (1-5) | # | NOTES |
|--|-----------------|----------|--|
| Sports Fields & Sports Courts (2.75 out of 5) | | | |
| Sand Volleyball Court | 3 | 1 | Large, can also accommodate badminton. |
| Small Basketball Pad with Hoop | 2.5 | 1 | Not even a 1/2 court, just a free-throw/3-point sized court. Pad is nice. |
| Play Environments (2.75 out of 5) | | | |
| Play Area | 2.75 | 1 | Small multi-climber and small tot climbing wall. Edging is just a dirt curb. |
| Park Structures (3 out of 5) | | | |
| CXT-Style Restroom | 3.5 | 1 | Well-maintained. Some evidence of recent leaks. |
| Lift Station Pump Structure | 3 | 1 | CMU-Block. Recently renovated. |
| Boat Launch | 2.5 | 1 | Limited access with minimal trailer parking. |
| Transfer Dock | 3.25 | 1 | Nice condition. Not ADA |
| Trails/Pathways (3.6 out of 5) | | | |
| Concrete Pathway | 4 | n/a | Nice kept. Minimal cracks and trip hazards. |
| Waterside Promenade | 3.25 | 1 | Bulkhead promenade with steps |
| Floating Docks | 3.5 | 1 | |
| Site Amenities (Benches, Rest Areas) (2.3 out of 5) | | | |
| Benches | 1 | 20 | Standard park bench. Various signs of age. |
| Trash Cans / Recycle Bins | 4 | 34 | Typical park bins. Additional cans put out for holiday. |
| Picnic Tables | 2 | 17 | Older wood tables. Many just placed on grass with no pad. |
| Signage/Wayfinding/Art (3.3 out of 5) | | | |
| Park Sign | 3.5 | 2 | Standard panel on wood posts. Well kept. |
| Various traffic control signs | 3 | Multiple | |
| Parking Areas & Access/Entrances incl Transit (3.0 out of 5) | | | |
| Angled Parking Off Street | 4 | 76 | 68 spaces, 8 ADA. Does not count the spaces across the access road. |
| Parallel, Boat Trailer Parking | 2 | 5 | Road access forces trailers to go around the block. |

| Landscape/Open Space Areas (Meadows, Grass Areas, Buffer/Screening Plantings, Heritage Trees) (4.0 out of 5) | | | |
|--|------|-----|---|
| Open Lawn Space | 4.5 | N/A | Ample open space with shade. Minimal evidence of drainage issues. |
| Shade Trees | 4 | 27 | Nice mix of willow, birch and oak trees generating lots of shade. |
| Swim Beach | 3.5 | n/a | Small beach access spot. |
| Miscellaneous (3.3 out of 5) | | | |
| Vending Machine | 3 | 1 | Easily visible from parking area and road in front of bathroom. |
| Doggie Refuse Bins | 3.5 | 2 | Well placed for easy visual access. |
| Program Support | 3 | | Park hosts events on holidays |
| Hosts other NGO programs & leagues | 1.5 | | No room or programming for rec league |
| % of Canopy Coverage | 4 | | Decent shade from large established trees |
| Diversity of Plant Communities | 1.5 | | Typically, just several tree species and turf. |
| Impervious vs Pervious | 4.5 | | Aside from bench and picnic table pad, all other areas are pervious. |
| Accessibility Rating | 3.5 | | Gently sloped from parking area to the water with concrete walkways and promenade. |
| Safe Routes to the Park | 3 | | Sidewalks connect the park to the neighborhood but require crossing SR97A. |
| 10-Min Walk Service Population | 3.25 | | Approximately 300 people. |
| % of Open Assembly Space | 4.25 | | Practically all of the park, minus the amenities, is an open lawn space at the water's edge |
| Easy Access or Amount of Parking | 3.5 | | Decent parking quantity, but it is shared with the condos next door. Not room for additional spots. |

Lakeside Park SWOT Analysis

This park was quasi-awarded a Land and Water Conservation Fund (LWCF) grant in 2020 to address many of the weaknesses and threats listed for this park including a new dock, restroom renovation, new playground features, beach enhancements, swim area enhancements and ADA trails to link key park features. It is undergoing review from several state and federal agencies as the federal guidelines around these grants changed shortly after this was awarded. Official Grant Award and notice to proceed is anticipated in 2024.

Strengths

- Location with amazing views, free public lake access, sandy beaches, and beautiful mature shade trees.

Weaknesses

- Restrooms have exceeded their lifespan and don't meet peak summer demand
 - Sanicans used to mitigate this are less hygienic and visitors don't prefer them.
- The Dock is not ideal for the weather extremes, high waves, wind, and heavy summer use that it receives. It requires excessive maintenance.
- There is a need for more ADA accessible trails linking key features of the park
- The Parking lot could be configured to accommodate more parking spaces
- The on-street parking along Johnson Place, and West Terrace Avenue could use more frequent asphalt preservation maintenance to protect this asset.

Figure 4-31 Lakeside Park SWOT

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> □ Unspoiled Open Space □ Lake Access with Amazing Views □ Swim areas | <ul style="list-style-type: none"> □ Restrooms past lifespan □ Restroom under capacity in peak season □ Escarpment along beach □ Dock is not well suited for harsh conditions and heavy use □ Needs more ADA accessible trails □ Parking lot/ Public Right of way needs more efficient striping and regular asphalt preservation maintenance |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> □ Restroom Renovations □ Promenade along portions of the beach □ Dock with good life cycle costs | <ul style="list-style-type: none"> □ Parking along Hwy 97A is unsafe □ Potential conflicts between boaters and swimmers □ Park overcapacity – (loved to death) |

Opportunities

- Innovative restroom renovations are planned and should proceed in 2024.
- A Dock with high lifecycle costs is planned and should proceed in 2024.
- Swim area enhancements are planned and should proceed in 2024.
- Beach improvements including fixing escarpment issues are planned and should proceed in 2024.
- Additional playground features are planned and should proceed in 2024.

Threats

- **Conflicts between swimmers and boaters/** jet ski riders have been partially mitigated by new swim lines installed in 2021. Parks staff consulted with the Chelan County Sheriff's Office regarding strategies to mitigate this risk further and this cooperation will continue as the design of the planned improvements evolves based on their input. Increased water safety signage, increased patrols, and clearly delineated swim areas will see this situation continually improve.
- **Parking along Highway 97A** has been discouraged by the setting up of cones along the park entrance and increased ticketing of violators of this signed no-parking stretch of road. A new greenway will make parking on the lakeside of the road impossible upon its completion.
- **Overcapacity:** This park is in danger of being "loved to death." This park can be densely packed during peak summer weekends, this was particularly acute during the COVID pandemic. Design features such as additional hardscape, restroom expansions, and more frequent parking enforcement patrols will help with maintenance issues associated with overuse.

Lakeside Park Proposed Projects

Table 4-25 Lakeside Park Proposed Projects

| Project Name | Project brief description | Status | Type |
|-------------------------------------|--|---------|----------------------|
| Improvements - Design | Projects for Lakeside Park LWCF Grant | planned | R - Upgrade |
| Future Lakeside Park's improvements | Lakeside Parking Lot Improvements (asphalt preservation and restripe for additional sites) | planned | MP - Master planning |

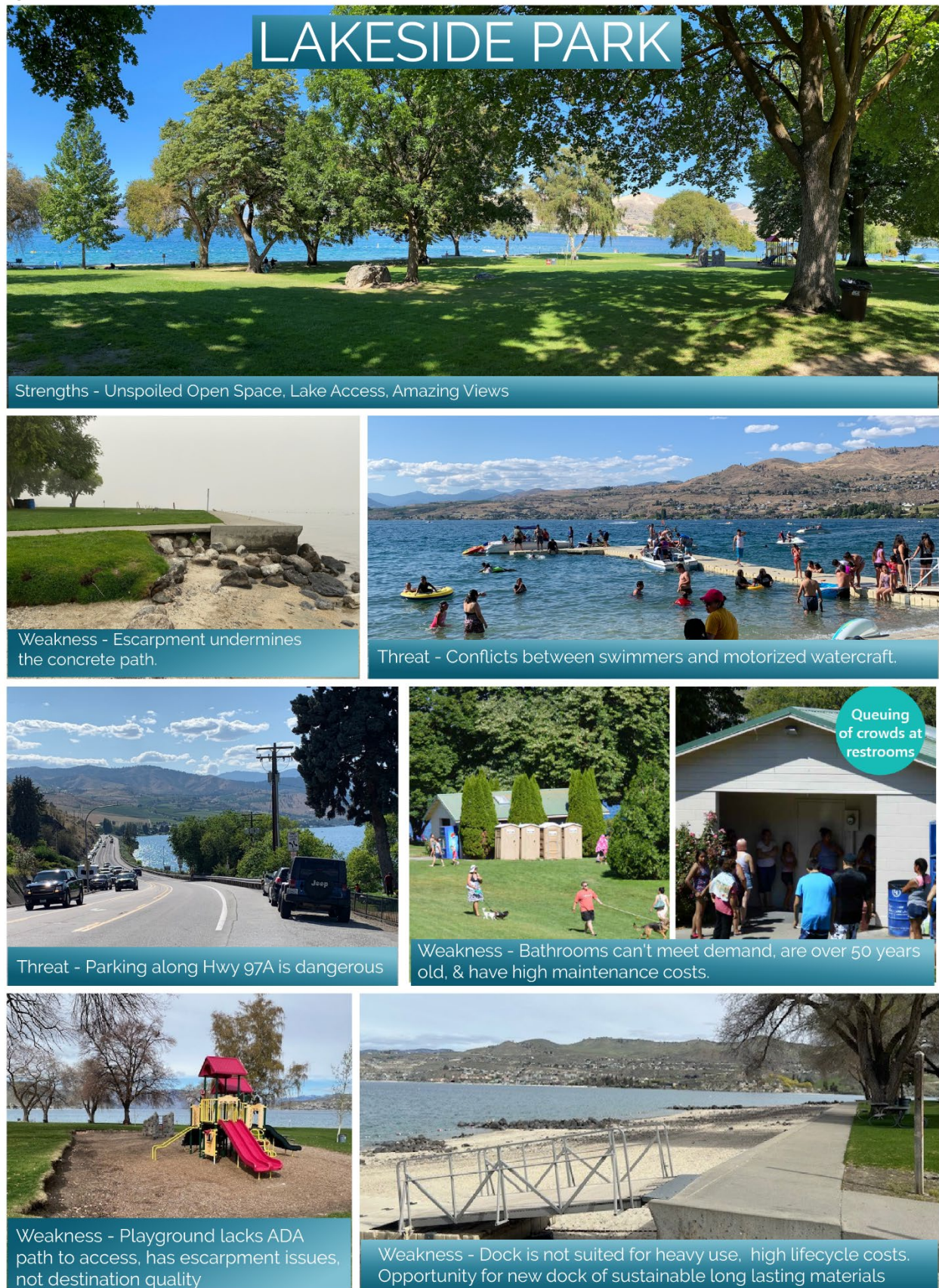
Figure 4-32 Lakeside Park Beachhead - Adobe Stock Image Rights Obtained



Figure 4-33 There used to be ample parking at Lakeside



Figure 4-34 Lakeside Park visual SWOT board



4.5.6 Neighborhood Parks - Chelan Gorge Park

Map 4-25 Chelan Gorge Park Map



Chelan Gorge Park Introduction

Chelan Gorge Park, owned by Chelan County PUD and managed by the City of Chelan, is the primary public non-school district-affiliated athletic field complex in the area. It consists of three baseball/softball fields, although one field has dimensions that don't meet regulation baseball/softball standards. A key advantage of the park is its location. Residential housing borders only the north edge, while open space and sweeping views characterize most east and south boundaries. This allows for evening games on two of the fields without light spillage impacting nearby residences. However, most park elements require significant upgrades or complete replacement. Backstops, dugouts, bleachers, storage buildings, and other fencing all need attention. The large, unorganized parking area is haphazardly laid out with no streetscape edge and no tree cover for shade. The playground equipment is nearing the end of its useful life and is precariously situated within the parking lot itself. This placement suggests it may have been an afterthought, and its relocation should be considered during the park's ongoing master planning process.

Chelan Gorge Park Physical Assessment Scoring

Table 4-26 Chelan Gorge Park Physical Inventory Assessment Summary

| | |
|---------------------------------------|-------------|
| OVERALL PARK ASSESSMENT RATING | 2.04 |
| Physical Inventory | 1.31 |
| Recreation Program Support | 1.25 |
| Climate Resiliency | 1.33 |
| Park Accessibility | 3.08 |
| Park Carrying Capacity | 3.25 |

Table 4-27 Lakeside Park Physical Inventory Assessment Detail

| ELEMENT | RATING (1-5) | # | NOTES |
|--|-----------------|---|--|
| Sports Fields & Sports Courts (2 out of 5) | | | |
| Youth Baseball/Softball Fields | 2 | 3 | (2) lit baseball/softball fields w/ wooden dugouts at one field and covered metal framed dugout at the other. (1) unlit baseball/softball field with nonstandard outfield. All three fields are natural turf with dirt infields. Grading infield and outfield is spotty with numerous low spots. Chain link fencing used on all sides. |
| Play Environments (2 out of 5) | | | |
| Tot Lot | 2 | 1 | Two small play structures with slides and a rope climber. Wood chip safety surfacing enclosed by concrete curb. Play area is located at the corner of the parking area with minimal protection. Trees are nearby but play area gets minimal shade. |
| Park Structures (1.75 out of 5) | | | |
| Concession/Restroom Building | 2.5 | 1 | Conc block, CXT-style structure w/ damage and graffiti |
| Storage Building | 1.5 | 1 | Wood frame structure w/ apparent structure issues. Lots of wear w/ weatherstripping peeling away. Undersized compared to park program. |
| Dugouts | 1.5 | 2 | Two wooden covered dugouts on concrete pads with wood benches. |

| | | | |
|--|------|---|---|
| Batting Cage | 1.25 | 1 | Netted temporary batting cage on natural turf. |
| Club Building | 2 | 1 | Small wood-framed structure used by local clubs by horseshoe area. |
| Trails/Pathways (0.0 out of 5) | | | |
| NA | 0 | 0 | No trail yet |
| Site Amenities (Benches, Rest Areas) (0.5 out of 5) | | | |
| Bleachers | 0.5 | 8 | Wooden multi-level on metal frames. Most need to be demolished with split benches, rotting wood, and worn connectors. |
| Signage/Wayfinding/Art (0.0 out of 5) | | | |
| NA | 0 | 0 | Not at this stage |
| Parking Areas & Access/Entrances incl Transit (2.5 out of 5) | | | |
| Asphalt parking area | 2.5 | 0 | Asphalt |
| Landscape/Open Space Areas (Meadows, Grass Areas, Buffer/Screening Plantings, Heritage Trees) (0.0 out of 5) | | | |
| NA | 0 | 0 | -- |
| Miscellaneous (3.0 out of 5) | | | |
| Garbage Cans | 3 | 6 | Standard metal framed cans. |
| Program Support | 2.5 | | Hosts soccer, baseball, tee ball, and mini tee ball (K-6). Has hosted other baseball tournaments but not preferred due to the condition of the facility. |
| Hosts other NGO programs & leagues | 0 | | Metric Missing from Survey |
| % of Canopy Coverage | 1 | | 8-10 trees are located primarily on the edge of the smaller ballfield. Decent condition with no evidence of major structural or health issues. 95% of the park is either asphalt or turf. |
| Diversity of Plant Communities | 1 | | Mainly a turf athletic facility with a few shade trees. The exterior, inaccessible edge of the park is a shrub-steppe mix with several areas identified by WDFW as a 'presumptive' priority habitat area that needs further field review. |
| Impervious vs Pervious | 2 | | Large parking area offsets pervious area of ballfield |
| Accessibility Rating | 3 | | The parking area is at the same grade as the rest of the park, and ADA parking is available. Restrooms has ADA stalls and pull rails. The tot lot is not ADA, nor is the equipment. |
| Safe Routes to the Park | 3 | | Sidewalk access is available, however |
| 10-Min Walk Service Population | 3.25 | | Approximately 300 people. |
| % of Open Assembly Space | 3 | | Larger events could take place here utilizing the ballfields |
| Easy Access or Amount of Parking | 3.5 | | Approximately 140 stalls with 4 HC. Parking area immediately adjacent to the fields, tot lot, and restroom/concessions. |

Chelan Gorge Park SWOT Analysis

Figure 4-35 Chelan Gorge Park SWOT

| STRENGTHS | WEAKNESSES |
|--|---|
| <ul style="list-style-type: none"> □ Neighborhood proximity □ Views of Chelan Butte □ Multi-use fields provide flexibility of use | <ul style="list-style-type: none"> □ Under-invested & deferred maintenance □ Non-code compliant parking lot □ Baseball facilities need major renovations |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> □ Senior center synergies □ Riverwalk loop trail extension □ Masterplan funded and pending □ Tournament-level baseball/ softball fields □ DarkSky compliant lighting | <ul style="list-style-type: none"> □ Lack of eyes on the park (low activation) |

Strengths

- **Proximity** easy walk for the majority of historic Chelan residents.
- Beautiful **views** of both the Chelan Butte and the Chelan River.
- The **multiuse fields** allow for both rectangular field sports (soccer/ flag football) and diamond field sports (baseball/ softball).

Weaknesses

- **Age, deferred maintenance, and lack of investments** into this park have left the ballfields and associated accoutrements in disrepair.
- The **parking lot** would not meet current City Codes as it lacks tree islands, provisions for stormwater treatment (critical for Lake Chelan water quality),
- The **baseball facilities** are in need of re-design and redevelopment.

Opportunities

Proximity to **Senior Center** offers the opportunity to select amenities with Seniors' input, create recreational programming synergies, design multi-generational and inter-generational spaces and incorporate universal design principles.

Proximity to **Riverwalk Loop Trail** allows a perimeter trail around this facility to extend this popular amenity. Our statistically valid survey revealed that Chelan residents use Riverwalk Park on a daily basis, more than any other park in Chelan.

The Chelan PUD has provided a Public Power Benefit grant for \$100,000 matched with \$10,000 from Chelan Parks to provide a **Master Planning** process for this park. This will ensure that investments in this facility will best meet community needs.

Covered batting cages could extend batting practice into the winter.

Four fields seem to be the minimum number required to host **baseball/ softball** tournaments efficiently. Reconfiguring the fields into a four plex of smaller fields for little league, tee-ball, and softball would allow leagues to host tournaments and provide revenue to the park system.

LED lighting is far more energy efficient than older metal halide lighting and can be compliant with **DarkSky lighting** requirements.

Darksy International is a recognized worldwide authority combatting **light pollution**. They detail five principles for responsible outdoor lighting in the graphic below:¹³

Five Lighting Principles for Responsible Outdoor Lighting

 DarkSky 

Responsible outdoor lighting is

1 Useful

Use light only if it is needed

All light should have a clear purpose. Consider how the use of light will impact the area, including wildlife and their habitats.



2 Targeted

Direct light so it falls only where it is needed

Use shielding and careful aiming to target the direction of the light beam so that it points downward and does not spill beyond where it is needed.



3 Low Level

Light should be no brighter than necessary

Use the lowest light level required. Be mindful of surface conditions, as some surfaces may reflect more light into the night sky than intended.



4 Controlled

Use light only when it is needed

Use controls such as timers or motion detectors to ensure that light is available when it is needed, dimmed when possible, and turned off when not needed.



5 Warm-colored

Use warmer color lights where possible

Limit the amount of shorter wavelength (blue-violet) light to the least amount needed.



Rev. 08-2023

Threats

Lack of Eyes on the Park: Lack of a diversity of popular amenities leave this park uninhabited for much of the day. While the diamond and rectangular fields are well used during respective sports seasons, there aren't any amenities which appeal to a broader audience such as a quality playground, perimeter walking trail, or other features which would be identified through a master planning process. We are starting to see homeless activity at this park during the winter when it is least used.

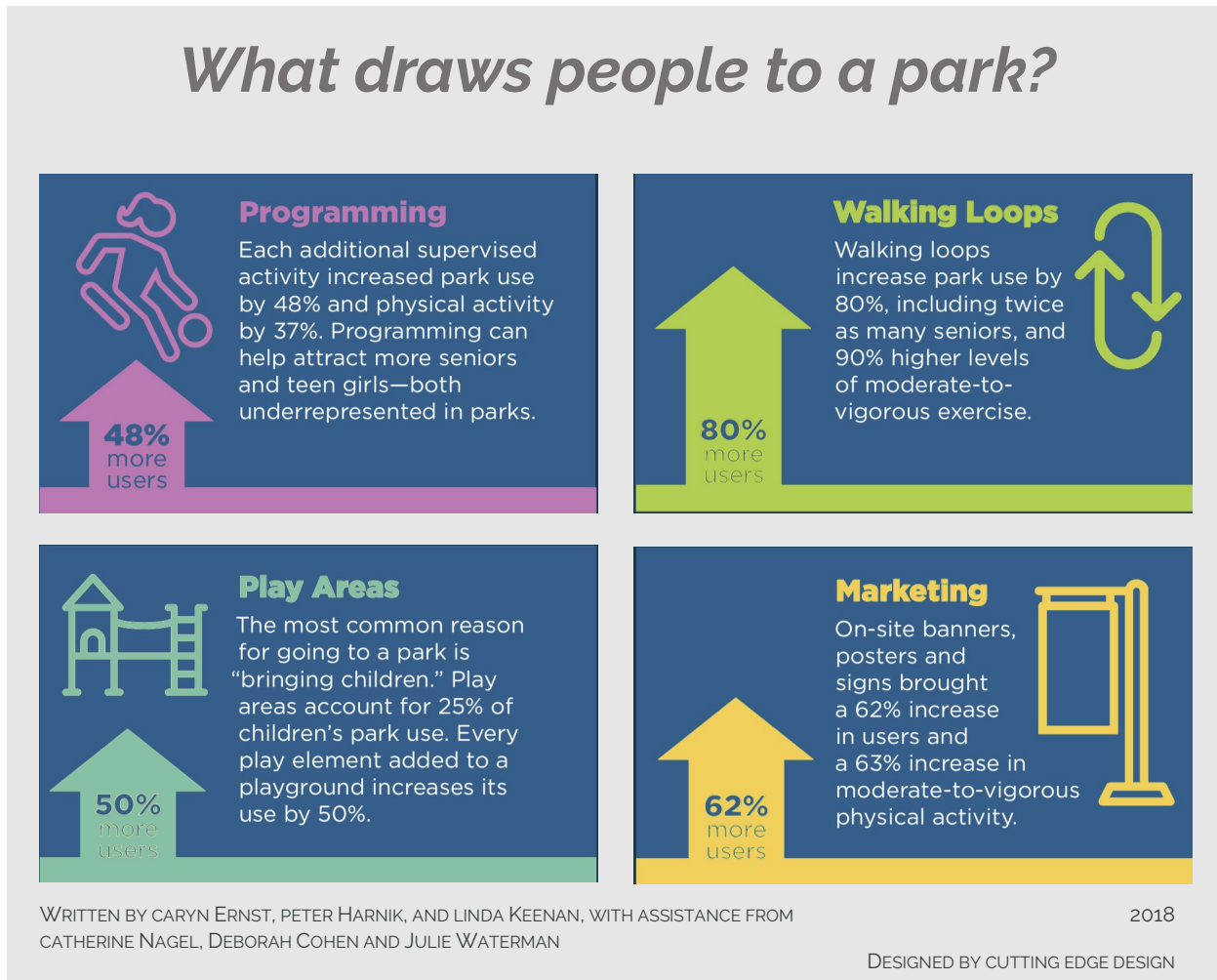
How to Activate Parks

A National Study on Neighborhood Parks produced by the RAND Corporation and the City Parks Alliance found that: *"The key to increasing park usage is better programming — well-planned, supervised activities that help*

¹³ *Five principles for responsible outdoor lighting.* (n.d.). DarkSky International. <https://darksy.org/resources/guides-and-how-tos/lighting-principles/>

people feel comfortable in and use the space, particularly among seniors and teenage girls, two under-represented populations in parks."¹⁴

Figure 4-36 From *Active Parks, Healthy Cities*



"Neighborhood parks that are well-designed with diverse facilities and targeted programming can play a critical role in promoting moderate-to vigorous physical activity. But most neighborhood parks today aren't designed or programmed to successfully do that and are therefore underutilized. Relatively modest investments can improve neighborhood park conditions to encourage physical activity for everyone, regardless of age, gender, or income."¹⁵

Broken Window Theory

"The broken windows theory states that visible signs of disorder and misbehavior in an environment encourage further disorder and misbehavior, leading to serious crimes.

The broken windows theory, defined in 1982 by social scientists James Wilson and George Kelling, drawing on earlier research by Stanford University psychologist Philip Zimbardo, argues that no matter how rich or poor a neighborhood, one broken window would soon lead to many more windows being broken: "One unrepaired broken window is a signal that no one cares, and so breaking more windows costs nothing." Disorder increases

¹⁴ RAND Corporation, City Parks Alliance. (2018). *Active parks, healthy cities*. <https://cityparksalliance.org/wp-content/uploads/2019/06/active-parks-healthy-cities.pdf?pdf=report>

¹⁵ Ibid. pg1

levels of fear among citizens, which leads them to withdraw from the community and decrease participation in informal social control."¹⁶

This park has tremendous potential and the master planning process afforded by the grant from Chelan PUD's Public Power Benefit program is the perfect start to see how best to create a cherished community asset that benefits large segments of the local population.

Figure 4-37 Chelan Gorge Restrooms - functional but dated



Chelan Gorge Proposed Projects

Table 4-28 Chelan Gorge Proposed Projects

| Project Name | Project brief description | Status | Type |
|--------------------------|--|---------|--------------------------|
| Chelan Gorge Master Plan | Chelan Gorge Master Plan | planned | MP - Master planning |
| Ballfield | 1 ballfield and associated features (lighting/dugouts/ etc.) | planned | R - Upgrade/ Replacement |

¹⁶ Broken windows theory. (2019, October 8). Psychology Today. <https://www.psychologytoday.com/us/basics/broken-windows-theory>

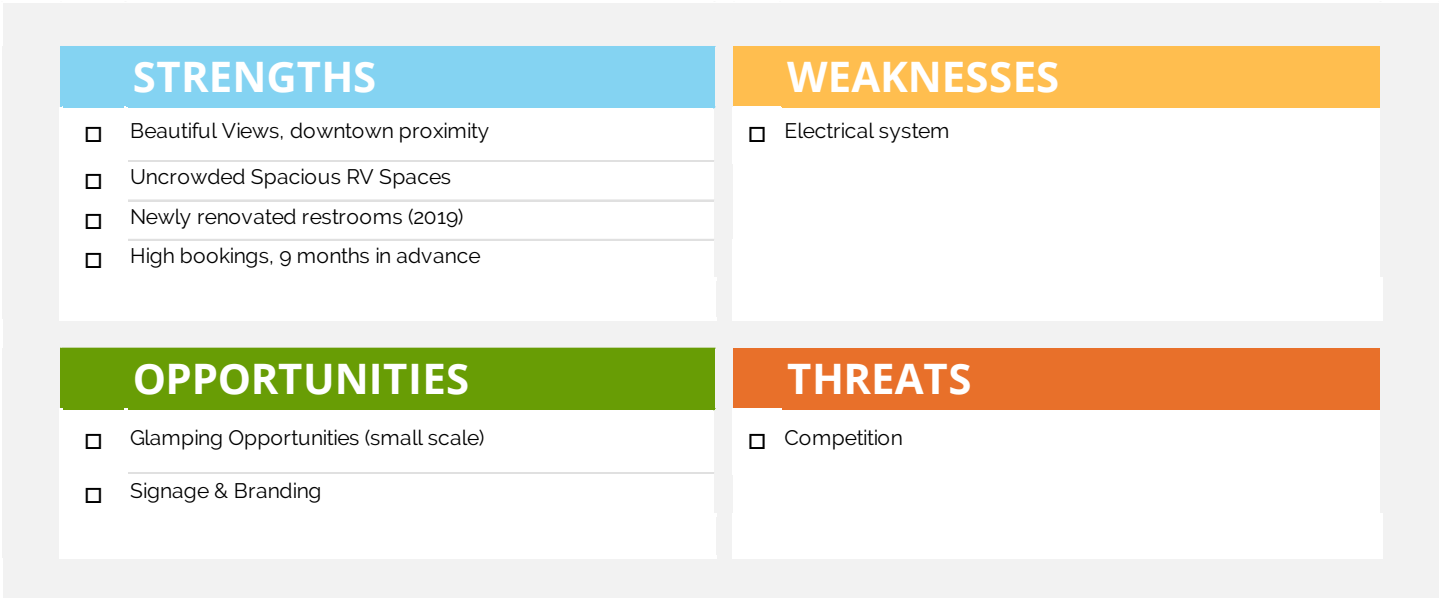
Figure 4-38 Chelan Gorge Park visual SWOT board



4.5.7 Enterprise Parks - Lakeshore RV Park

Lakeshore RV SWOT Analysis

Figure 4-39 Lakeshore RV Park SWOT



Strengths

Financial Performance: 50% revenue growth over 5 years, still 120% recovery rate during Covid year.

Table 4-29 Lakeshore RV Park Financial Performance 2019-2023

| | Rev | YoY % | Exp | YoY % | Op. Income | YoY % | Recovery rate |
|---------------------|-------------|-------|-----------|-------|------------|-------|---------------|
| RV Park (2019-2023) | | +52% | | +41% | | +68% | |
| 2019 | \$1,058,796 | | \$621,583 | | \$437,213 | | 170% |
| 2020 | \$789,151 | -25% | \$658,993 | +6% | \$130,158 | -70% | 120% |
| 2021* | \$1,221,480 | +15% | \$696,293 | +12% | \$525,188 | +20% | 175% |
| 2022 | \$1,389,499 | +14% | \$792,165 | +14% | \$597,334 | +14% | 175% |
| 2023 | \$1,607,321 | +16% | \$874,570 | +10% | \$732,750 | +23% | 184% |

* 2021 Year over Year compares with 2019 since 2020 was a COVID anomaly.

The RV Park funds the general parks, supports other City Departments, subsidizes Downtown Beautification maintenance efforts in street right of ways.

- Amazing views
- Easy Lake Access
- Proximity to Downtown and City Waterfront
- Loyal Customers who've returned every year for generations
- Newly Renovated Restrooms
- Spaciousness between RV Sites
- 2024 Wi-Fi upgrade
- 2024 Asphalt Preservation
- 2023 New site directional signage

Weaknesses

- Electrical pedestal replacement parts are no longer made. System upgrades are needed to provide 50amp service to most of the sites. Post COVID saw trends toward larger RV's which draw more power.
- The asphalt roadways have insufficient subgrade and need replacement or overlays.

Opportunities

- Enhanced Signage after Branding process develops logos, taglines, etc.
- Glamping opportunities would differentiate the park. Treehouses, Airstream Park Models, and other structures could be explored.

Threats

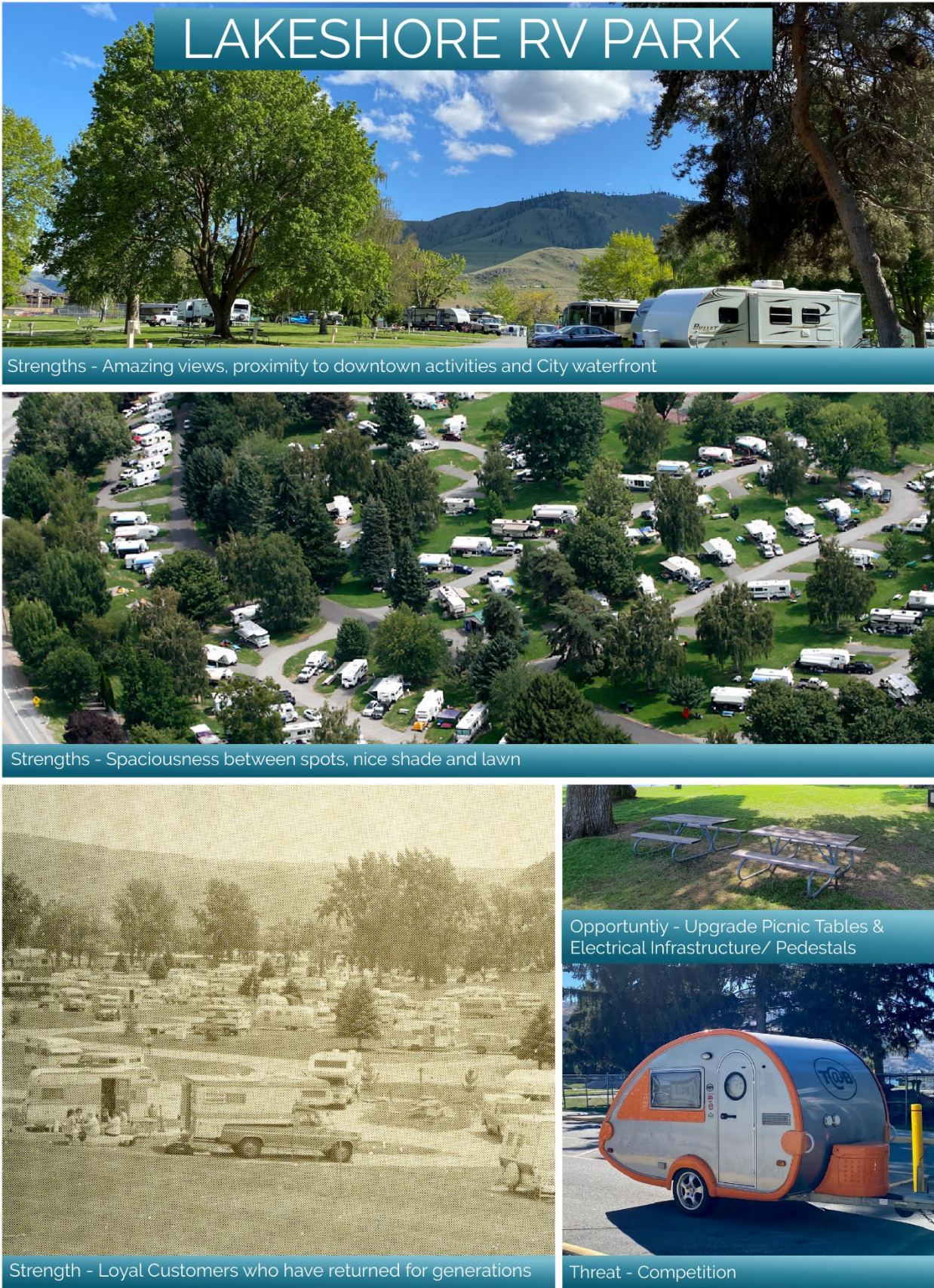
- Competition
- Driving the need, like any business, to constantly re-invent the experience and innovate.

Lakeshore RV Park Proposed Projects

Table 4-30 Chelan Gorge Proposed Projects

| Project Name | Project brief description | Status | Type |
|--------------------------------|--|---------|--------------------------------|
| Utility Infrastructure Upgrade | New Electrical Pedestals and 50-amp capacity for all sites | planned | R - Upgrade/ Replacement |
| RV roadway and pads | Overlay or replace the asphalt sections as needed | idea | O&M – Operations & Maintenance |
| Picnic Table | Picnic Tables 20/ year for 9 years | planned | R - Upgrade/ Replacement |
| Year-round Glamping | Glamping Treehouse/ Airstream park model/ or Similar for year-round rental | planned | D - New Dev |

Figure 4-40 Lakeshore RV Park visual SWOT board



Map 4-26 Lake Chelan Golf Course Map



4.5.8 Enterprise Parks - Lake Chelan Golf Course

Golf Course SWOT Analysis

Vision: "a municipal course with a county club feel."

Figure 4-41 Lake Chelan Golf Course SWOT

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> □ Beautiful Lake Views □ Upleveled Food Concession □ Clubhouse Improvements worth \$350K+ □ Provides huge Economic Benefits to Chelan □ Provides local golfers with great value. □ Strong Men's and Ladies' Clubs | <ul style="list-style-type: none"> □ Golf Cart Paths need repair and replacement. □ Location of Lake irrigation inlet is often below water levels in March and sometimes April |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> □ Planned New Winery and Short-Term Rentals nearby may increase demand for golf and food & beverage services □ Opportunities for Driving Range Resiliency improvements to tee area. □ Continual Improvement of the Course and Clubhouse | <ul style="list-style-type: none"> □ Not overhauling the irrigation system per irrigation study recommendation of 2021 |

Strengths

Even in 2020 Covid year, the Gold course managed to break even (\$5k deficit over \$1m+ revenues) 2021 was a strong catch-up year with an elevated recovery rate (profit) of 21%. 2022 and 2023 have normalized again around 110% recovery rate, on revenues that continue to grow (\$1.6m in 2023).

Table 4-31 Lake Chelan Golf Course 2019-2023 Financial Performance

| | Rev | YoY % | Exp | YoY % | Op. Income | YoY % | Recovery rate |
|-------------------------|-------------|-------|-------------|-------|------------|-------|---------------|
| Golf (2019-2023) | +46% | | +29% | | +452% | | |
| 2019 | \$1,104,062 | | \$1,142,157 | | (\$38,096) | | 97% |
| 2020 | \$1,130,926 | +2% | \$1,136,578 | -0% | (\$5,652) | -85% | 100% |
| 2021* | \$1,461,970 | +32% | \$1,204,782 | +5% | \$257,188 | -775% | 121% |
| 2022 | \$1,479,455 | +1% | \$1,366,651 | +13% | \$112,804 | -56% | 108% |
| 2023* | \$1,608,684 | +9% | \$1,474,680 | +8% | \$134,004 | +19% | 109% |

*2021 Year over Year compares with 2019 since 2020 was a COVID anomaly.

** 2023 absorbed a \$40,000 unanticipated pump repair (included in expenditures)

Figure 4-42 Lake Chelan Golf Course ranked #2 in customer service among regional golf courses.

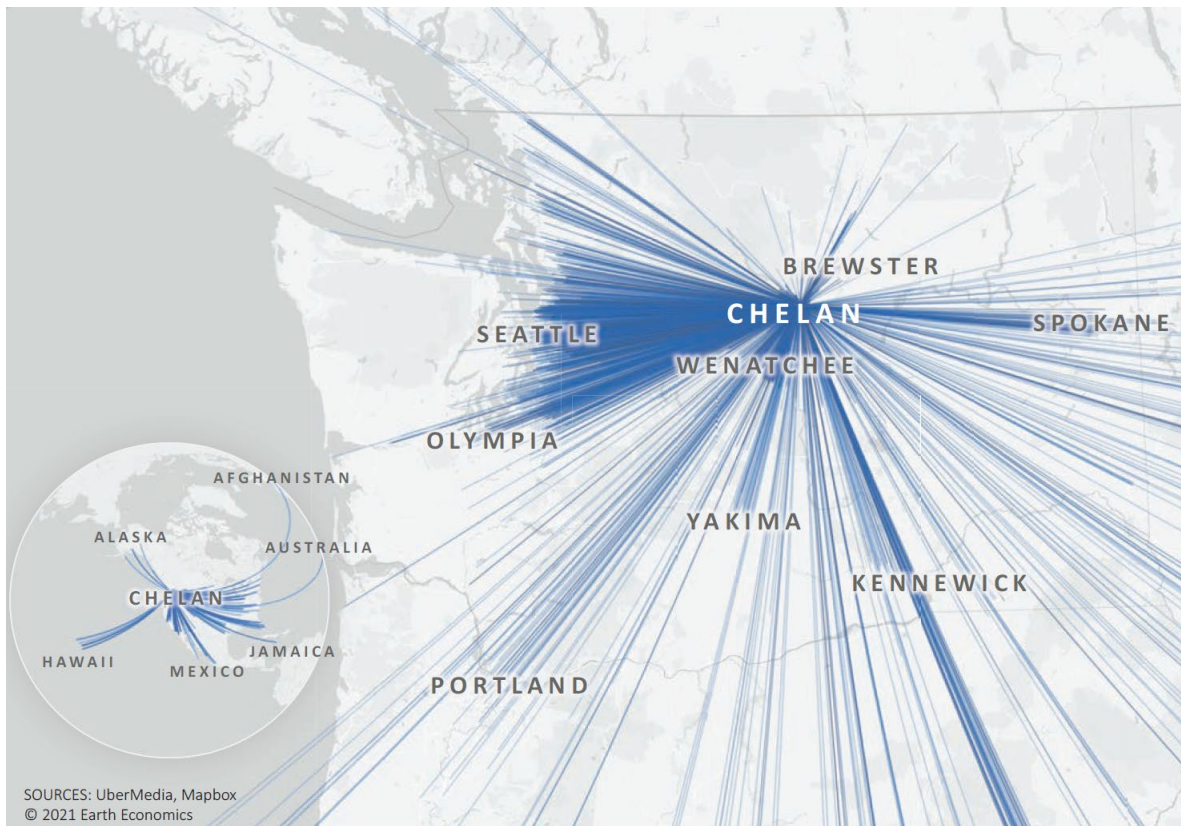


A 2020 poll of 827 golf patrons of Lake Chelan Golf Course (LCGC) ranked our course as #2 in customer service among 9 area golf courses. It missed number one by a few percentage points. As seen in Figure 4-22, the respondents stemmed from near and far.

- The Course has amazing lake, butte, and City views
- Food and Beverage Concession upleveled with the addition of the Albatross
- Clubhouse upfits valued at \$350,000 have been implemented via the food and beverage concessionaire in a successful public private partnership.
- Local Golfers get an amazing value with reasonable season passes.
- The course provides close to 17 million dollars in direct or indirect economic impact to the Chelan community. It provides good local jobs both full time and seasonal.
- The course's value proposition is excellent value for the money with high levels of customer satisfaction from surveys of customers conducted in 2020.
- There is a strong Men's and Ladie's Club, The Ladies' Club provides scholarships to High School Golf Team Members
- Golf Programing for Youth is reasonably priced to encourage new players/
- The Course has an extremely well qualified and dedicated Maintenance Superintendent who along with his staff has the course in perhaps the best conditions it has ever enjoyed.
- New point of sale and reservation software implanted in 2020 provides efficiencies in marketing, reservation of tee times, and financial reporting.
- The small, fast greens are unusual and provide a challenge for golfers.
- The cross-country ski course is a popular asset when there is enough snow to allow it. Anecdotaly, the course was used nearly daily in 2022.
- Full cost recovery for a municipal course is unheard of but Chelan's reliance on tourists allows for reasonably priced season passes for locals with market rate greens fees for all.

Weaknesses

- Cart Paths need asphalt maintenance and repair.
- Minor upgrades to the course and clubhouse remain.
- Lake Inlet Improvement (pending feasibility analysis)

Figure 4-43 Residences of the 827 respondents to the Lake Chelan Golf Course Satisfaction Survey.

- A threat that warrants further study:
 - The golf course relies primarily on lake water for its irrigation water. However, often during March and April the lake level is lower than the level of the irrigation water inlet and the course needs to purchase potable water from the City Water Department at commercial bulk rates. **Adjusting the lake irrigation water inlet to obtain water at lower lake levels** would allow for irrigation exclusively from lake water. The Golf Maintenance Superintendent is researching the feasibility of this project to include an ROI analysis to calculate the anticipated payback period.

Opportunities

- Continued Clubhouse Renovations
 - While the food and beverage concessionaires have provided major upfits to the Club House, and the City painted the building exterior, added supplemental HVAC for the primary common room, and replaced the exterior stairwell, more work remains to get the clubhouse to a consistent level of renovation. The downstairs hallways,
- The **clubhouse office/ retail space** could use **reconfiguration** to maximize the efficiency of both the offices and the spaces allocated for retail sales. Currently the Golf Professional's office is in the middle of the retail area.
 - Driving Range Resiliency
- **Turf** at the popular **driving range** can take a beating especially as seasons extend late into the fall. Staff are exploring hardscaping to allow for turf repair and recovery.
- **Adjacent** anticipated **development** around the golf course includes a tasting room for a winery as well as short-term rentals. While this could be a boon for the golf course, sometimes homes that locate next to a golf course forget that the golf course was there first.

Figure 4-44 Lake view from the Chelan Lake Golf Course

Threats

Not completely overhauling the 50plus year old irrigation system results in:

- Increased Operating Costs
- Manhours Wasted on Repairs
- Opportunity Costs of Staff fixing irrigation instead of other course projects
- Inefficient use of Water
- Inefficient use of Electricity
- Potential for Catastrophic Failure

Figure 4-45 2021 Lake Chelan Golf Course Irrigation Assessment Report

From the 2021 Lake Chelan Golf Course Irrigation Assessment Report prepared by Troy Mears, RLA, CID, EPA Water Sense Partner:

"The current irrigation system has lived well past its assumed life expectancy. The plumbing is having significant failures, foot valves and pilot valves are failing, wiring is causing fuses to be blown at the controllers. The sprinkler heads are outdated, solenoids are failing, and spacing is inconsistent. Limited isolation valves require large areas to be shut down during mainline or lateral break events. The pump systems are inefficient and do not have jockey pumps. The pump motors are continually cycling causing issues with their efficiency and reliability."

Summary

Lake Chelan Golf Course's current irrigation system is well below current efficiency standards for Golf Course irrigation. This is mostly due to an inconsistent spacing of the sprinkler heads, outdated sprinkler heads, control wiring failures, undersized lateral piping and deteriorating mainline pipe. The current course plumbing sizes are based primarily from an old as-built drawing and visual inspection acquired from breaks which have occurred over time. The piping is reflecting wear due to its age causing for more and more manhours to repair. The type of pipe varies and is inconsistent throughout the course. Most all the sprinkler heads are outdated and/or discontinued causing issues when replacement parts are needed. The course currently has an up-to-date central control system which is not able to be utilized to the extent the manufacturer designed for efficient automatic watering and limited supplemental hand watering.

All of the above-mentioned issues create inefficient water and power use, including manhours.

Many of the greens and fairways on the course show symptoms consistent with the areas we tested for this initial irrigation audit. Our opinion is that, if adding a complete irrigation system throughout the course, the water manager will be able to distribute the water efficiently causing the water application to become more efficient with less water and power use. Also freeing up manhours for the many other projects throughout the course.

Our recommendations for future capital improvement projects and increasing the efficiency, or DU, of the irrigation system are:

In order of priority:

- 1. Replace irrigation mainline and lateral piping.
- 2. Incorporate new efficient irrigation sprinkler heads with single head control.
- 3. Incorporate isolation valves throughout the course system.
- 4. Incorporate new pump stations with wet wells.
- 5. Incorporate a central control communication to pump systems

Figure 4-46 Exquisite view of the Butte from the gold course

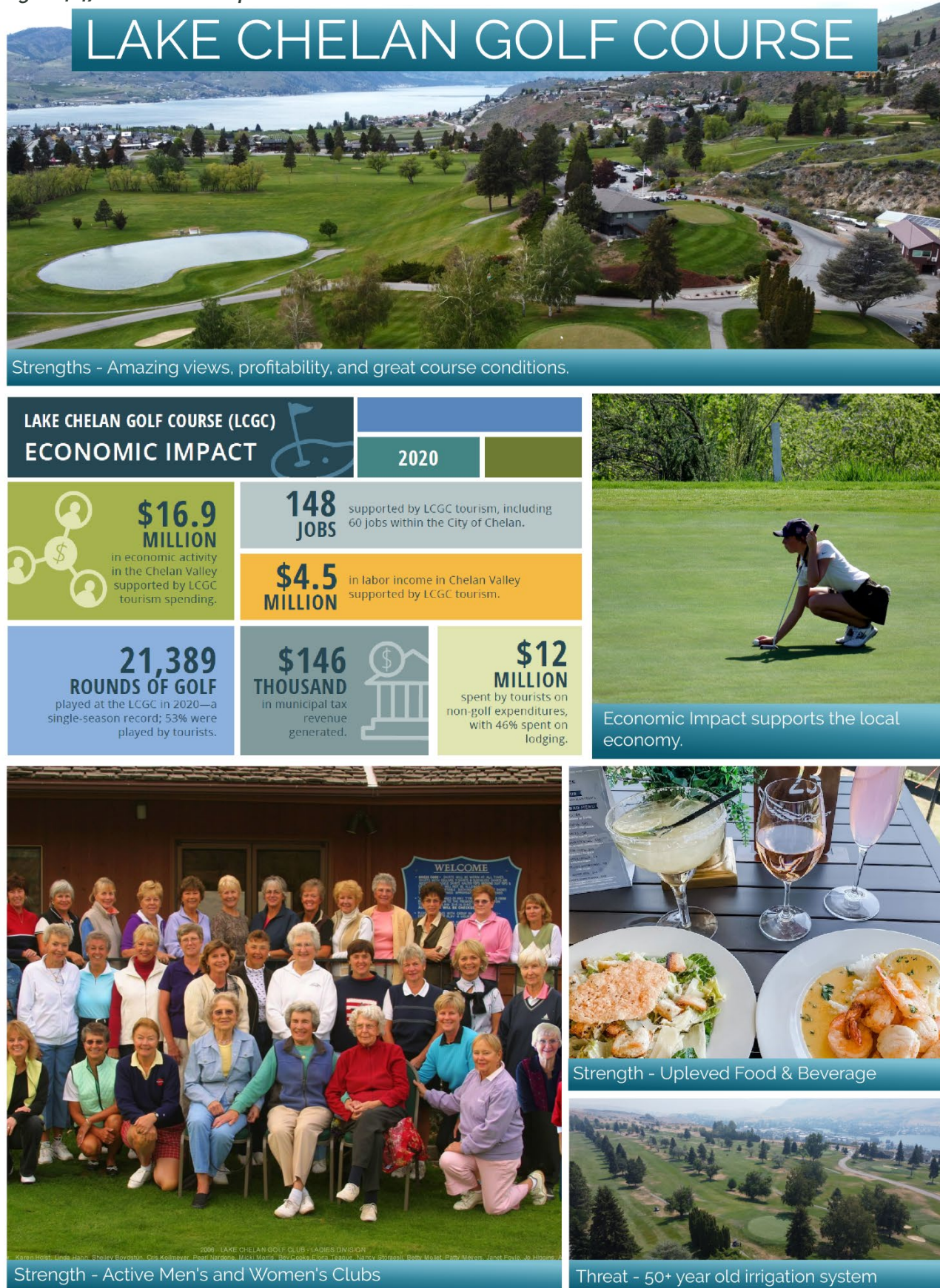


Lake Chelan Gold Course Proposed Projects

Table 4-32 Lake Chelan Golf Course Proposed Projects

| Project Name | Project brief description | Status | Type |
|------------------------|-----------------------------------|---------|--------------------------------|
| Golf Course Irrigation | Golf Course Irrigation | planned | O&M – Operations & Maintenance |
| Asphalt path | Asphalt Path Repair & Maintenance | planned | R - Upgrade/ Replacement |

Figure 4-47 Lake Chelan Golf Course visual SWOT board



4.5.9 Pocket Parks – Pingrey Park

Map 4-27 Pocket Parks Map



Pingrey Park Introduction

Pingrey Park is a beautiful passive park space named after longtime Chelan teacher, Ruth Pingrey. It offers one of the best views of Lake Chelan from within the City limits. A multi-level nicely manicured turf area defines the overlook. Bordered by a flagpole, large shrubs, and a wood picket fence, it provides a clear view of the lake. Several benches and picnic tables are arranged in the park oriented towards the view. Homes across 3rd Street to the east of the park limit tree planting along the parking area, as they would obstruct the view. The retaining wall that supports the park features the wonderful Rotary mural, a part of the Lake Chelan Arts Council Outdoor Gallery walking tour.

Pingrey Park Physical Inventory Assessment

Table 4-33 Pingrey Centennial Physical Inventory Assessment Summary

| | |
|---------------------------------------|-------------|
| OVERALL PARK ASSESSMENT RATING | 2.39 |
| Physical Inventory | 4.25 |
| Recreation Program Support | 0.00 |
| Climate Resiliency | 1.83 |
| Park Accessibility | 2.00 |
| Park Carrying Capacity | 3.88 |

Table 4-34 Lakeside Park Physical Inventory Assessment Detail

| ELEMENT | RATING (1-5) | # | NOTES |
|--|-----------------|---|--|
| Site Amenities (Benches, Rest Areas) (4.125 out of 5) | | | |
| Recycled timber benches | 4.25 | 3 | All on concrete bases. Well maintained. However, only accessible across turf area. |
| Trash can | 4.5 | 1 | Green, metal trash can. |
| Picnic tables | 4 | 2 | On concrete pad on flagpole pad. Not ADA. |
| Wood stairs | 3.75 | 1 | Connects upper turf area to lower |
| Signage/Wayfinding/Art (4.0 out of 5) | | | |
| Park sign | 4 | 1 | Panel on wood posts. Excellent condition: |
| Parking Areas & Access/Entrances incl Transit (2.5 out of 5) | | | |
| Gravel parking strip | 2.5 | - | Gravel strip adjacent to the park perimeter fence. No ADA parking. |
| Landscape/Open Space Areas (Meadows, Grass Areas, Buffer/Screening Plantings, Heritage Trees) (4.0 out of 5) | | | |
| Open Lawn area | 4 | 0 | Well irrigated. Terraced. |
| Miscellaneous (3.0 out of 5) | | | |
| Doggie refuse bags | 4.5 | 1 | Typical dispense next to trashcan |
| Flagpole | 4.5 | 1 | Single aluminum pole |
| Wood perimeter fence | 3.75 | 1 | Split rail. Fair condition. |

| | | | |
|----------------------------------|-------|---|---|
| Program Support | 0 | - | N/A |
| % of Canopy Coverage | 0 | - | No shade. |
| Diversity of Plant Communities | 1 | - | Same plant species at base of the fence |
| Impervious vs Pervious | 4.5 | - | Aside from bench and picnic table pad, all other areas are pervious |
| Accessibility Rating | 1 | - | No ADA access. One break in the fence has the turf area flush with the gravel parking area. |
| Safe Routes to the Park | 2 | - | Very walkable from the local neighborhood. Narrow sidewalk across the street. |
| 10-Min Walk Service Population | 2.5 | - | Approximately 150 people. |
| % of open assembly space | 3.75- | - | Most of the park is open turf space |
| Easy access or amount of parking | 2 | - | Minimal on-site parking |

Riverwalk Park Map (Owned and Managed by Chelan PUD District)

The survey administered by SCJ Alliance in 2023 indicated that more people used the Riverwalk Park than any other park within Chelan, with many users enjoying the loop daily to walk, run, one-wheel and exercise dogs. Plus, its proximity to core Chelan neighborhoods and historic downtown makes it a central pedestrian corridor away from the hustle and bustle of busy roads. The farmer’s market is a community gem.



Map 4-28 Riverwalk Park Map



4.5.10 Conservation Areas - Spader Bay

Map 4-29 Spader Bay Map



Shoreline armoring has reduced the natural functions normally provided by edge wetlands or vegetation along Lake Chelan, resulting in a highly altered shoreline with minimal nearshore vegetation. With limited publicly owned parcels that front the lake, most of the shoreline within the City limits, and beyond, is heavily armored and populated by docks. This offers limited to no opportunity to create a natural lake-fringe habitat zone. Spader Bay is one publicly owned parcel where natural vegetation at the lake edge is still native and provides an excellent opportunity for limited access for interpretation to what this ecological interface can be. Currently, Spader Bay Conservation Area is not a developed park and exists as open space.

4.5.11 Synthesis Parks System Experience and SWOT

We have taken our readers on an exhaustive tour of our Parks with extensive assessment of their current conditions and potential. Let us now take a step back and synthesize with an assessment of the Parks System Experience and Strategy as a whole as we had set out to do in this section.

Strategy Synthesis

The assessment below is derived from our park classification discussion (see Chapter 1), on one side, and, on the other side, from our SWOT analyses in the prior pages.

Figure 4-48 Parks System Strategic Assessment Summary

| Category & Purpose | Park Name | | Comment |
|--|--------------|---|--|
| Signature Parks Offer unique, memorable amenities, and experiences, serve both residents and visitors and draw people in from Chelan, the broader region, and across the state | Don Morse | ● | Not meeting its potential of creating lasting positive memories of Chelan. |
| | Marina | ● | Not meeting potential as an economic driver or great place for the City. |
| | Lakeside | ● | Despite deficiencies, many to be addressed through an upcoming LWCF grant, this park retains a natural charm, due to its unspoiled open space. |
| Neighborhood Park Geared toward providing recreation for the local community | Chelan Gorge | ● | This park is not meeting its potential as a community gathering place. The athletic fields need upgrades but balancing amenities appealing to broad sectors of the community are also needed to keep the park activated. |
| Enterprise Parks Primarily focused on a fee-for-service model, cater primarily to visitors and instrumental in achieving cost-recovery goals for the Chelan parks system while providing a vacation experience | RV | ● | Successful but needs key upgrades to remain competitive long term. |
| | Golf Course | ● | Successful both as a business and as a provider of local recreation, however, the irrigation system needs a complete overhaul. |
| Pocket Parks Serve Chelan residents and provide passive areas to meet with friends, open grass areas to throw a ball, and benches or gathering spots | Pingrey Park | ● | These largely meet their intended purpose. |
| Lake Access Pocket Parks Increase public lake access via small pocket parks at the ends of roads that dead end into Lake Chelan | N/A | ● | About to start construction on Park Street Park |
| Conservation Land Passive parks that supply things such as critical habitat, ecological benefits, and climate resilience or wildfire mitigation. | Spader Bay | ● | Has potential as a lake access point, trail development and for retention of open space. It is meeting its purpose of conserving lakefront land that would otherwise have been built out. |

Experience Synthesis

The table below puts side by side the various physical assessments that SCJ Alliance performed for our traditional Parks and reviewed in the prior pages by park. Enterprise parks (Marina, RV, Golf), and conservation land (Spader Bay) did not have such an assessment performed for them. The scores range from 1 to 5. A gradient has been applied to discern the areas of strength versus weakness.

On the overall assessment:

- None of our Parks score high. Lakeside Park scored the highest at 3.16.
- Our lead Signature Don Morse scores below 4
- Our sole neighborhood Park, Chelan Gorge, scores poorly at 2.06. As athletic fields park it scores low on sports facilities and hosting partner and league programs. Chelan Gorge is PUD owned; Chelan managed.

Relative strengths areas:

- **Landscaping and open space, and pervious/impervious** dimensions score high across our parks. The natural assets of our parks are strong.
- The second area of strength is **carrying capacity, parking, and accessibility**. Our parks are large and ready to welcome crowds.

Relative weaknesses:

- Three of our parks score low on **climate resiliency**, Lakeside being the exception.
- All of our parks with **play structures** score below 3 for this element.
- While we do have relatively spacious parks, their usable open space is severely limited by topography, lack of trail access, or infrastructure for hosting large, organized events.

Mixed results

- **Physical Inventory and Park Structures:** Pingrey and Lakeside score above three, however they are mostly devoid of structures. Whereas Chelan Gorge and Don Morse, which both have multiple features, score low on this dimension (1.31 and 2.87 respectively)
- Two parks are expected to support **recreation programs**, Don Morse and Chelan Gorge. The former scores medium on this dimension (3), the latter scores poorly (1.25). Only Don Morse fares better at hosting partner programs (2.5 vs. 0 and 1.5)
- Our athletic field park, Chelan Gorge, scores poorly in **sports facilities** (2.00), where Don Morse scores better (3.75)
- **Signage, trails** - mixed

Table 4-35 Park System Physical Assessment Summary (SCJ Alliance scoring – staff synthesis chart)

| Park and Category | | Chelan Gorge Park <i>Neighborhood</i> | Don Morse Park <i>Signature</i> | Lakeside Park <i>Signature</i> | Pingrey Park <i>Pocket</i> |
|---------------------------------------|---|--|------------------------------------|-----------------------------------|-------------------------------|
| ACREAGE | | 19.60 | 11.80 | 9.87* | 0.20 |
| OVERALL PARK ASSESSMENT RATING | | 2.04 | 2.86 | 3.16 | 2.39 |
| Physical Inventory | Physical Inventory | 1.31 | 2.87 | 3.10 | 4.25 |
| | Recreation Program Support | 1.25 | 3.00 | 2.25 | - |
| | Climate Resiliency | 1.33 | 2.17 | 3.33 | 1.83 |
| | Park Accessibility | 3.08 | 3.25 | 3.25 | 2.00 |
| | Park Carrying Capacity | 3.25 | 3.00 | 3.88 | 3.88 |
| | Sports Fields & Sports Courts | 2.00 | 3.75 | 2.75 | - |
| | Play Environments | 2.00 | 2.21 | 2.75 | - |
| | Park Structures | 1.75 | 3.00 | 3.00 | - |
| | Trails/Pathways | 0.00 | 2.75 | 3.58 | - |
| | Site Amenities (Benches, Rest Areas) | 0.50 | 2.50 | 2.33 | 4.13 |
| Recreation Program Support | Signage/Wayfinding/Art | 0.00 | 2.25 | 3.25 | 4.00 |
| | Parking Areas & Access/Entrances incl Transit | 2.50 | 3.00 | 3.00 | 2.50 |
| Climate Resiliency | Landscape/Open Space Areas (Meadows, Grass Areas, Buffer/Screening Plantings, Heritage Trees) | - | 4.08 | 4.00 | 4.00 |
| | Miscellaneous | 3.00 | 2.25 | 3.25 | 4.25 |
| Accessibility | Program Support | 2.50 | 3.50 | 3.00 | - |
| | Hosts other NGO programs & leagues | 0.00 | 2.50 | 1.50 | - |
| | % of Canopy Coverage | 1.00 | 2.00 | 4.00 | - |
| Carrying Capacity | Diversity of Plant Communities | 1.00 | 2.00 | 1.50 | 1.00 |
| | Impervious vs Pervious | 2.00 | 2.50 | 4.50 | 4.50 |
| Carrying Capacity | Accessibility Rating | 3.00 | 2.50 | 3.50 | 1.00 |
| | Safe Routes to the Park | 3.00 | 3.25 | 3.00 | 2.00 |
| | 10-Min Walk Service Population | 3.25 | 4.00 | 3.25 | 2.50 |
| Carrying Capacity | % of Open Assembly Space | 3.00 | 2.50 | 4.25 | 3.75 |
| | Easy Access or Amount of Parking | 3.50 | 3.50 | 3.50 | 2.00 |

Alternatively, in 2021 Greenplay had also performed a physical assessment of our Parks using the GRASP® approach (See appendix F) which captures a neighborhood and a community score and ranges from 1 to 3. The assessment is less granular and more qualitative, but, as seen in the table below, it reaches similar conclusions: our Parks are medium (2) or low (1) except for the natural endowment of water access.

Table 4-36 2021 Park System Physical Assessment Summary Using GRASP® (Greenplay)

| Component | Components | Neighborhood | Community | Comments |
|---|------------|--------------|-----------|--|
| Athletic Field Complex - Chelan Gorge Park | | | | |
| Concessions | | 0 | 2 | And restrooms |
| Diamond Field | 2 | 1 | 1 | Bleachers, dugouts, outfield fencing, and backstop in poor condition |
| Diamond Field | 1 | 1 | 1 | Two of the fields are lighted and one is not |
| Horseshoe Complex | 12 | 1 | 1 | Weedy and poorly maintained area (VFW maintained area) |
| Playground Local | | 1 | 1 | Limited and old |
| Rectangular Field Overlay | 3 | 2 | 2 | |
| Don Morse Memorial Park | | | | |
| Basketball Practice | 4 | 1 | 1 | Surfacing ok but the striping does not make sense Hoops are OK, but layout non-traditional Courts have a fairly significant slope |
| Playground Local | 1 | 1 | 1 | Should be a destination playground |
| Skate Park | 1 | 1 | 1 | Parts of the ramps are starting to fail and should be updated or replaced Should consider an inground concrete park to replace |
| Amusement Ride | 1 | 2 | 2 | Go Karts |
| Golf Miniature | 1 | 2 | 2 | A professional putting course No windmills rails etc. Lighting here and in other concession areas does not conform to dark sky initiative standards |
| Open Turf | 1 | 2 | 2 | |
| Picnic Ground | 1 | 2 | 2 | |
| Shelter Large | 1 | 2 | 2 | Large shelter in good condition although there aren't any tables because they've all been moved out to the grass w |
| Shelter Small | 1 | 2 | 2 | |
| Tennis Court | 2 | 2 | 2 | Overall, the courts are in good shape the surfacing is beginning to crack but probably still playable Could add windscreen |
| Volleyball Court | 4 | 2 | 2 | Very nice courts could use shade structure close by and minor repairs |
| Water Access Developed | 1 | 2 | 2 | Boat ramp and moorage Busy and limited parking for this specific ramp An invasive species cleaning station would be useful here |
| Water Access General | 1 | 2 | 2 | Beach and swimming |
| Water Open | 1 | 3 | 3 | |
| Lake Chelan Municipal Golf Course | | | | |
| Golf | 1 | 2 | 2 | |
| Golf Practice | 1 | 2 | 2 | Driving range |
| Diamond Field | 2 | 2 | 2 | Fields and backstops are good and could be upgraded to very good fields. Need some general care No outfield fence allows for . rectangle overlay |
| Lakeshore RV Park | | | | |
| Camping Defined | 1 | 2 | 2 | nice campground M hook ups. lots of grass lots of trees, restrooms and showers etc. 165 camp sites with full hook ups |
| Lakeside Park | | | | |
| Basketball Practice | 1 | 1 | 1 | Cement pad is small and really pretty poorly located in this park |
| Playground Local | | 1 | 1 | This feels like . should be more of . destination playground at this park Also this playground really needs . hard edge to contain the erosion and EWF |
| Volleyball Court | 1 | 1 | 1 | Sand Good condition but not as nice as Don Morse park courts |

| Component | Components | Neighborhood | Community | Comments |
|-------------------------|------------|--------------|-----------|---|
| Open Turf | 1 | 2 | 2 | Good quality turf throughout the park except in low areas where turf has been damaged by maintenance vehicles |
| Picnic Ground | 1 | 2 | 2 | There are picnic tables throughout the park but limited path access |
| Water Access Developed | 1 | 2 | 2 | pending grant project which will address these in the near future Planned but not currently funded |
| Water Access General | 1 | 2 | 2 | Beach and boardwalk Portions are great, wide smooth surface etc. Others suffer from escarpment narrow sidewalks and steep drop offs |
| Water Open | | 3 | 3 | |
| Pingrey Centennial Park | | | | |
| Passive Node | 1 | 2 | 2 | Does have nice turf but not really big enough for any play other than to roll down the hill |

4.6 Synthesis Parks System Existing Conditions and Needs – Potential and Proposed Projects

From the LOS Access standpoint, the Chelan Parks System has an adequate number of parks (type and location) to serve the community with some gaps in terms of amenities. However, from the users' standpoint, the existing parks appear underdeveloped: they have strong natural assets, and the capacity to draw a lot of visitors, but the experiences to which they are drawn are underwhelming.

R = Upgrade/Replacement | MP = Master Planning, Studies | O&M = Ops & Maintenance | D = New Development

F = Funded | NF = Not Funded | "planned" = has a master plan adopted or in the process thereof

| Project Name | Project brief description | Status | Funding | Type |
|---|---|--------|---------|------|
| Signature – Waterfront - Don Morse Memorial Park | | | | |
| Don Morse Restrooms | New Restrooms - partially underground to preserve lake views | study | NF | R |
| Outdoor Amphitheater | Outdoor Amphitheatre | study | NF | D |
| Tennis Court | tennis court re-surfacing | idea | NF | O&M |
| Skatepark | Skatepark Design & Construction | study | NF | R |
| Covered structures | Covered structures for seasonal/ year-round use – basketball courts | idea | NF | D |
| Ice rink feasibility | Update feasibility for open air ice rink facility | study | NF | MP |
| Downtown-Waterfront corridor | Connection Between Downtown and Chelan City Waterfront (Don Morse and Lakeshore Marina) | idea | NF | MP |
| Destination Quality Playground | Destination Quality Playground | study | NF | R |
| Waterfront Promenade – Don Morse | Promenade along the Waterfront – Don Morse portion | study | NF | R |

| Project Name | Project brief description | Status | Funding | Type |
|--|--|---------|---------|------|
| Parking Lots | Don Morse Parking Lots (Improve existing, pull back from beach, build new lot near road) | planned | NF | R |
| Signature - Waterfront - Lakeshore Marina | | | | |
| Seawall Renovation | Reclad rusted portions of sea wall | planned | NF | O&M |
| Marina restrooms | New Restrooms/ Maybe showers for boaters | study | NF | R |
| Waterfront Promenade | Promenade along entire Waterfront Marina portion | study | NF | R |
| Parking Lots | Revamp Parking Lot (curb and gutter, tree islands, lighting, stormwater, ADA) | planned | NF | R |
| Signature - Lakeside Park | | | | |
| Lakeside Park Improvements - Design | Projects for Lakeside Park LWCF Grant | planned | F | R |
| Future Lakeside Park's improvements | Lakeside Parking Lot Improvements (asphalt preservation and restripe for additional sites) | idea | NF | MP |
| Enterprise – Lake Chelan Golf Course | | | | |
| Golf Course Irrigation | Golf Course Irrigation | planned | NF | R |
| Asphalt path | Asphalt Path Repair & Maintenance | planned | NF | O&M |
| Enterprise – Lakeshore RV Park | | | | |
| Utility Infrastructure Upgrade | New Electrical Pedestals and 50-amp capacity for all sites | planned | NF | R |
| RV Roadway and pads | Overlay or replace the asphalt sections as needed x/ year | planned | NF | O&M |
| Picnic Table | Picnic Tables 20/ year for 9 years | planned | NF | R |
| Year-round Glamping | Glamping Treehouse/ Airstream park model/ or Similar for year-round rental | idea | NF | D |
| Neighborhood – Chelan Gorge Park | | | | |
| Chelan Gorge Master Plan | Chelan Gorge Master Plan | planned | F | MP |
| Ballfield | 1 ballfield and associated features (lighting/dugouts/ etc.) | idea | NF | R |
| Lake Access Pocket Parks | | | | |
| Lake Access Pocket Parks | Identified 8 Pocket parks (funded at \$150K/yr for design or construction) | planned | F | R |
| Conservation Land - Spader Bay | | | | |
| Spader Bay Park Master Plan | Park Master Plan | idea | NF | MP |
| Parks System | | | | |
| Recreation management software | Recreation management software implementation | planned | F | R |
| ADA audit & Transition Plan | ADA accessibility audit for all parks | idea | NF | MP |
| Waterfront Impact | Economic Impact Study Waterfront (Don Morse & Marina) and RV Park | idea | NF | MP |
| Downtown & Waterfront sub-area plan | Downtown and Waterfront Subarea Plan & Urban Design Concepts | idea | NF | MP |
| Lady of the Lake Subarea Plan | Lady of the Lake Subarea Plan | idea | NF | MP |

This list of proposed projects does not include the trails and connection group. These will likely be planned and developed by Chelan Public Works as transportation infrastructure. Streets obtain 75% of property taxes.

| Project brief description | Status |
|---|---------|
| Southshore Trail | planned |
| Non-motorized Transportation and Trails Master Plan | idea |
| Trail Design Standards | idea |
| Northshore Trail | planned |
| Additional Trail Corridors | idea |

Chelan's parks have natural beauty and a huge potential to provide all the benefits that great parks do for the residents of Chelan.



Chapter 5. Recreation

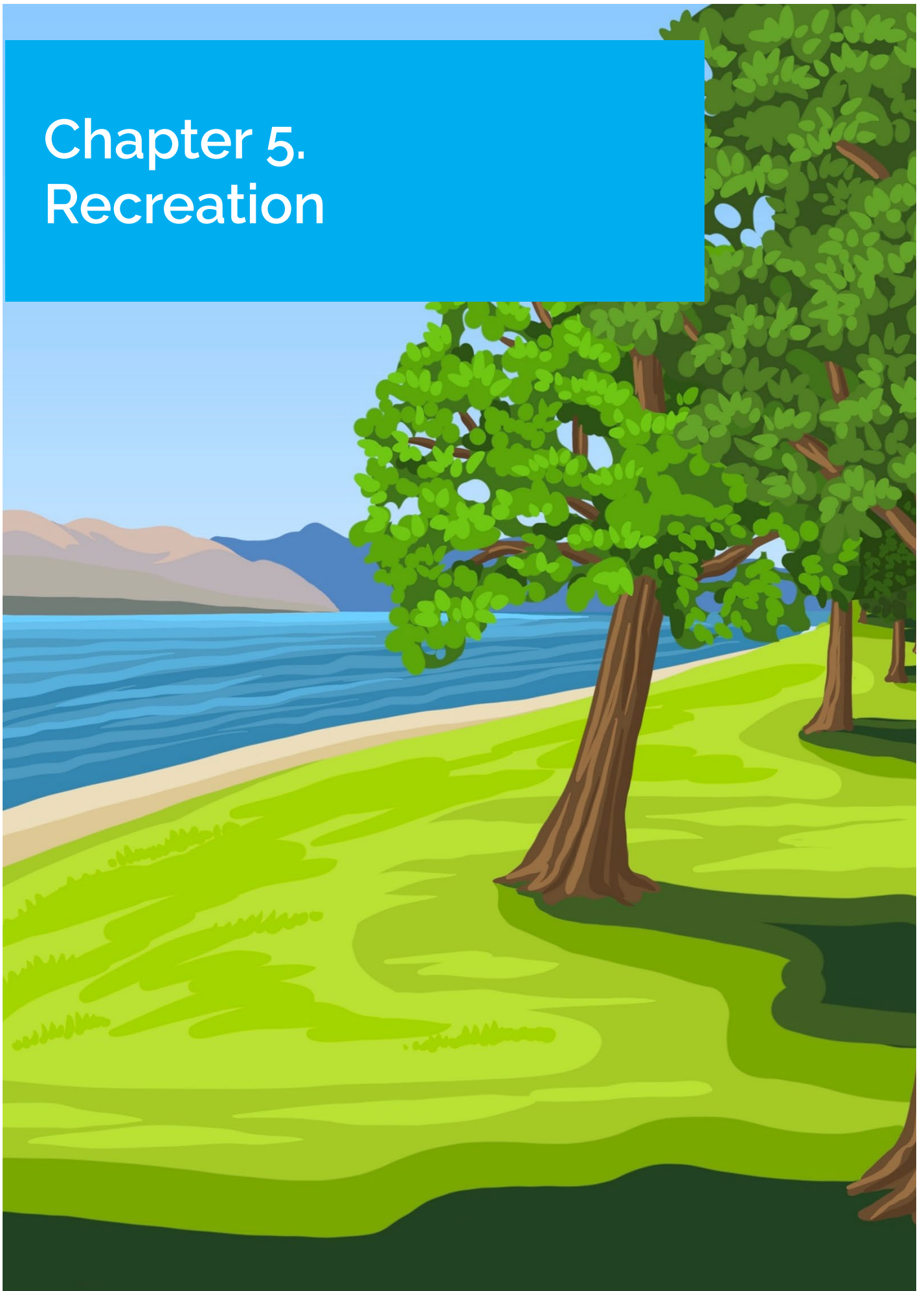


Table of Contents

| | | |
|--------|--|------|
| 5.1. | TYPICAL RECREATION PROGRAMMING | 5-5 |
| 5.1.1. | Typical Recreational Activities..... | 5-5 |
| 5.1.2. | Top Recreation and Outdoor Activities in WA..... | 5-5 |
| 5.1.3. | Comparative National Recreational Activities..... | 5-6 |
| 5.2. | EXISTING CONDITIONS FOR CHELAN'S RECREATIONAL OFFERINGS..... | 5-8 |
| 5.2.1. | Chelan's Recreational Offerings..... | 5-8 |
| 5.2.2. | Benefits of Youth Recreation | 5-8 |
| 5.2.3. | Chelan's Recreation Programming Results | 5-9 |
| 5.3. | CHELAN'S COMMUNITY INPUT RE: RECREATIONAL PROGRAMMING..... | 5-11 |
| 5.3.1. | Overall Chelan Community..... | 5-11 |
| 5.3.2. | Recreation Needs by Chelan's Key Demographics..... | 5-13 |
| 5.3.3. | Seniors and Recreational Activities | 5-14 |
| 5.3.4. | Handicap and Recreational Activities | 5-16 |
| 5.3.5. | Recreation Program and Affordability | 5-17 |
| 5.3.6. | Community's Expectations re: Department's Communication..... | 5-18 |
| 5.4. | OTHER PROVIDERS OF RECREATION IN CHELAN HIGH SCHOOL..... | 5-20 |
| 5.4.1. | Sports activities providers in Chelan..... | 5-20 |
| 5.4.2. | Senior Center | 5-21 |
| 5.4.3. | Future Community Center..... | 5-21 |
| 5.4.4. | Provider landscape | 5-21 |
| 5.5. | MOVING FORWARD | 5-22 |
| 5.5.1. | Proposed Scope for operating Recreational Programming | 5-22 |
| 5.5.2. | Recreational Clearinghouse (idea from 2016 PROS Plan)..... | 5-23 |
| 5.5.3. | Chelan Pricing & Delivery Criteria | 5-25 |
| 5.6. | SUMMARY | 5-27 |

Table of Figures

| | | |
|------------|--|------|
| Figure 5-1 | Chelan Recreation Programming Results 2009-2024..... | 5-10 |
| Figure 5-2 | Chelan Recreation Programming Operating Income 2009-2024 | 5-11 |
| Figure 5-3 | Community input Recreation Program requests | 5-11 |
| Figure 5-4 | Importance/Performance Matrix (Invite Sample)..... | 5-12 |
| Figure 5-5 | Improvements Preferred Related to Programs | 5-12 |
| Figure 5-6 | Hispanic Community Members Recreation Preferences in Chelan | 5-13 |
| Figure 5-7 | Top Five Preferences for the Hispanic and Overall Community | 5-13 |
| Figure 5-8 | Recreation, Parks, and Facilities Preferences for Hispanic Community | 5-14 |
| Figure 5-9 | Factors to Assist Seniors to Use Parks and Recreation Facilities | 5-15 |

Figure 5-10 Importance of Trails and Bike Paths to Senior Populations5-15

Figure 5-11 Meeting the Future Needs of the Senior Population5-16

Figure 5-12 Impact of Fee Increases on Chelan population.....5-17

Figure 5-13 Impact of Fee Increases on Senior Populations.....5-17

Figure 5-14 Current Communication Methods5-18

Figure 5-15 Effectiveness of Communication5-18

Figure 5-16: Chelan Community Members Preferences for Receiving Information About Department
Programs and Services.....5-19

Figure 5-17 Chelan Seniors Preferences for Receiving Information about Department Programs and
Services5-19

Figure 5-18 Option Continuum for Parks and Recreation Operating Recreational Programs5-22

Figure 5-19 Scope Discussion for Recreational Programming Operations5-23

Figure 5-20 Recreational Offering Decision Tree5-25



Introduction

This chapter will review typical recreational activities and settings from Parks and Recreation departments nationally (section 1), then will review Chelan's offering and results (section 2). Next, we will cover the input from the users through the community survey (section 3) and look at the recreational provider landscape in Chelan (section 4). This will lead us to consider the different strategies that present themselves for the Department going forward regarding recreational programming.



5.1. Typical Recreation Programming

5.1.1. Typical Recreational Activities

Youth Development and teen Focused Activities

Youth recreation camps provide a safe and encouraging environment where children develop healthy habits, while engaging in activities such as arts and crafts, physical activities, and games designed to support success at any age, skill, or level of ability. Camps may typically be offered during winter, spring, and summer breaks from school, for children 6 – 14 years old at a minimal cost. Across the United States, 62% of agencies that serve populations of fewer than 20,000 typically offer some form of specialty camp during times when school is not in session. Currently, the Department offers limited (five) sports camps through a contract and offers AAU Sports in house.

Adult Enrichment and Lifelong Learning Opportunities

Recreation enrichment and lifelong learning opportunities and classes can be offered throughout the year to provide opportunities for adults and children to experience new activities, further expand current knowledge and abilities, and to improve their physical and mental health. The range of programs offered throughout the year may include dance, arts, cooking, Zumba, gymnastics, tumbling, martial arts, theater, etc. This is recommended as a focus area for the Department.

Staffing options include hiring instructors as internal hires or as contracted instructors. Typically, internally hired employees create a liability to be paid regardless of enrollment. A way to avoid this is to contract with each instructor to offer classes and activities at a percentage of income from registration. In this scenario, the City generally retains a set percentage (generally between 15% and 30%). There are many advantages to contracting, one being a shift of liability to third-party insurance carriers. However, contracts can be cumbersome to review and maintain.

Special Events

The city can provide special events to build a sense of community, activate outdoor spaces, and provide quality of life experiences for Chelan residents. Outdoor movie nights and summer concerts may be well received given Chelan’s favorable summer climate.

Special events could be a focal point of the agency's offerings. Given the racial and ethnic makeup of the population, it is recommended to focus on cultural events to celebrate the contribution of the diverse population in Chelan. Many special events are hosted throughout the year by private organizations within City Parks.

Senior Programs

Key senior programs include opportunities to improve health and wellness and to provide important social opportunities for seniors. Senior club activities and case management program areas are other options to consider.

5.1.2. Top Recreation and Outdoor Activities in WA

To meet the requirements of the Land and Water Conservation Fund (LWCF) Act, Washington State develops a statewide comprehensive outdoor recreation plan (SCORP) that includes participation rates in outdoor recreation activities, issues related to future demand, and recommendations for meeting recreation and conservation needs.

The top 20 outdoor recreation activities in Washington State are shown in Table 4.6, including participation rates and the number of responses for each activity. Many of these are related to Parks and could lead to Recreation offering.

Table 5-1 2023 Top 20 outdoor Recreation Activities in Washington State ^{*1}

| Activity | Activity Category | % | N |
|--|--------------------------------------|-----|-------|
| Walking or Using Mobility Device on Roads or Sidewalks | Trail- and Road-Based Activities | 91% | 5,390 |
| Walking or Day Hiking or Using Mobility Device on Trails | Trail- and Road-Based Activities | 90% | 5,331 |
| Wildlife and Nature Viewing | Nature- and Culture-Based Activities | 85% | 4,812 |
| Scenic Driving (Sightseeing) | Nature- and Culture-Based Activities | 85% | 4,767 |
| Hanging Out | Leisure Activities in Parks | 70% | 3,679 |
| Picnic, Barbecue, or Cookout | Leisure Activities in Parks | 68% | 3,639 |
| Community Garden or Farmers' Market | Leisure Activities in Parks | 66% | 3,556 |
| Visting Outdoor Cultural or Historical Facility" | Nature- and Culture-Based Activities | 62% | 3,413 |
| Swimming in Natural Settings | Water-Based Activities | 61% | 3,374 |
| Paddle boarding, Whitewater, Canoes, Kayaks, Stand-Up Paddle | Water-Based Activities | 52% | 2,910 |
| Outdoor Concert or Special Event | Leisure Activities in Parks | 49% | 2,602 |
| Gathering or Collecting Anything in Nature | Nature-and Culture-Based Activities | 49% | 2,635 |
| Tent Camping (Developed Campground) | Camping Activities | 44% | 2,510 |
| Backpacking | Trail-and Road-Based Activities | 42% | 2,349 |
| Playground | Leisure Activities in Parks | 41% | 2,148 |
| Tent Camping (Undeveloped Area) | Camping Activities | 41% | 2,247 |
| Road Cycling | Trail-and Road-Based Activities | 40% | 2,240 |
| Yard Games (Beanbag Toss, Horseshoes, etc.) | Leisure Activities in Parks | 38% | 1,966 |
| Volunteering (Restoration Projects, Citizen Science, etc.) | Nature-and Culture-Based Activities | 37% | 1,984 |
| Jogging or Running on Roads or Sidewalks | Trail-and Road-Based Activities | 35% | 1,944 |
| Snowshoeing | Snow and ice Activities | 35% | 1,821 |

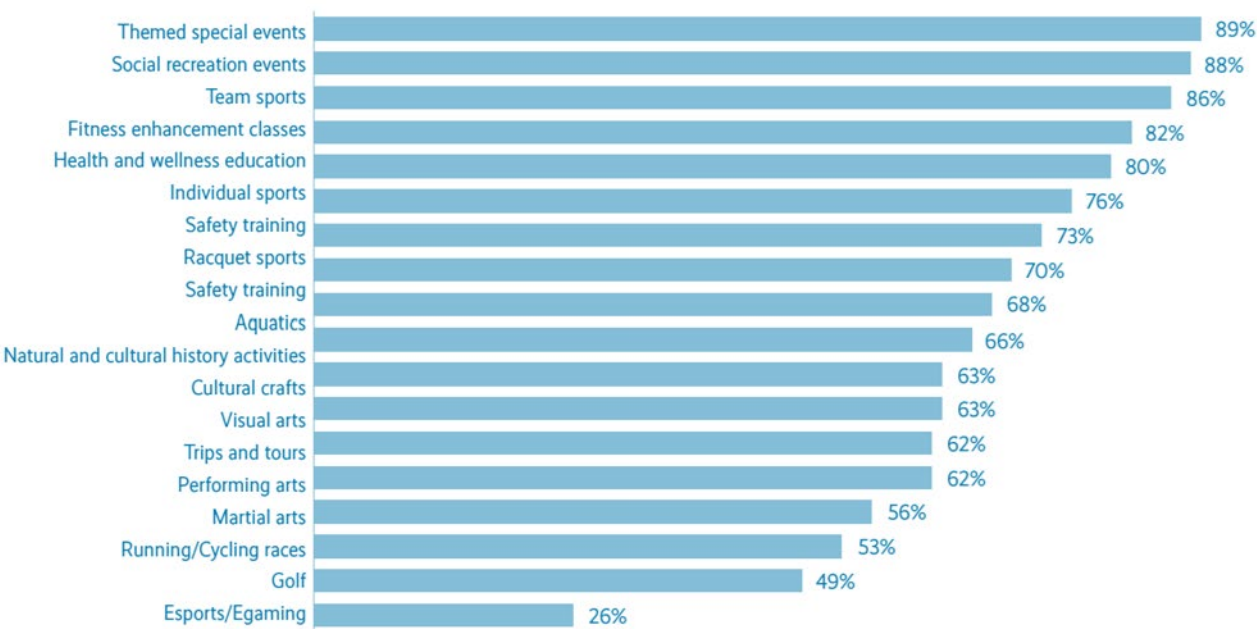
5.1.3. Comparative National Recreational Activities

The NRPA published a 2024 Agency Performance Review (see appendix H) to provide a national perspective on a variety of metrics for Park and Recreation agencies to evaluate themselves against national averages, standards, and trends. The 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. In terms of scale, agencies serving a population of fewer than 20,000 typically hold 40 fee-based programs per year.

Key programming activities offered by park and recreation agencies across the country with the percentage of agencies offering them are in the following figure.

¹ Source: [2023 WA RCO SCORP](#), page 41.

Table 5-2 Common recreation activities offered across the county.



Still from the same NRPA annual report, the top categories of targeted programs from Parks and Recreation agencies nationally and for cities with less than 20,000 residents are summer camps (65% of agencies), senior programs (63%), teen programs (50%), and programs for people with disabilities (37%). Interesting also to note that even in cities with less than 20,000 inhabitants, 44% of agencies also offer after-school programs and STEM programs.

Table 5-3 Targeted Programs For Children, Older Adults And People With Disabilities (Percent Of Agencies)

| | Percent of Agencies | Less Than 20,000 | 20,000 to 49,999 | 50,000 to 99,999 | 100,000 to 250,000 | More Than 250,000 |
|---|---------------------|------------------|------------------|------------------|--------------------|-------------------|
| Summer camps | 83% | 65% | 86% | 92% | 84% | 92% |
| Specific senior programs | 78 | 63 | 79 | 88 | 82 | 82 |
| Specific teen programs | 67 | 50 | 64 | 77 | 69 | 78 |
| Programs for people with disabilities | 66 | 37 | 62 | 78 | 75 | 86 |
| STEM (science, technology, engineering and math) programs | 57 | 41 | 49 | 66 | 59 | 74 |
| After-school programs | 52 | 44 | 41 | 51 | 58 | 71 |
| Preschool | 34 | 26 | 34 | 46 | 32 | 36 |
| Before-school programs | 19 | 17 | 17 | 23 | 15 | 22 |
| Full-day care | 7 | 7 | 2 | 8 | 6 | 12 |

Related to Parks and Recreation agencies offering recreation programs is owning or having access to indoor facilities in which to deliver said programs. According to NRPA 62% of Parks and Recreation agencies across the nation operate recreation centers, 59% community centers, 40% senior centers and 40% as well for performance amphitheaters. (the data is not broken down by cities size brackets). Chelan Parks and Recreation does not operate any of these typical indoor facilities. The town does have a senior center, is about to have a community center – but neither of them are in the Parks and Recreation scope.

Table 5-4 Types Of Indoor Amenities (By Prevalence Park And Recreation Population Per Facilities And Facility)

| Types of Facilities | Percent of Agencies | Median Number of Residents per Facility | | | | | |
|---|---------------------|---|----------------------------|------------------|------------------|--------------------|-------------------|
| | | All Agencies | Population of Jurisdiction | | | | |
| | | | Less Than 20,000 | 20,000 to 49,999 | 50,000 to 99,999 | 100,000 to 250,000 | More Than 250,000 |
| Recreation centers (including gyms) | 62% | 32,786 | 9,685 | 24,486 | 39,886 | 57,750 | 67,213 |
| Community centers | 59% | 31,569 | 8,908 | 27,858 | 52,000 | 55,135 | 93,758 |
| Senior centers | 40% | 62,201 | 14,286 | 31,985 | 67,190 | 125,817 | 311,014 |
| Performance amphitheaters | 40% | 69,604 | 12,769 | 32,255 | 59,000 | 116,135 | 374,718 |
| Nature centers | 34% | 133,773 | 9,430 | 33,669 | 71,360 | 139,248 | 378,408 |
| Aquatics centers | 30% | 58,496 | 12,618 | 31,000 | 60,824 | 110,629 | 248,646 |
| Permanent and semi- permanent restrooms | 28% | 5,580 | 2,579 | 4,905 | 5,520 | 6,850 | 11,925 |
| Stadiums | 19% | 103,222 | 10,633 | 32,299 | 64,150 | 154,198 | 425,884 |
| Teen centers | 12% | 58,712 | 14,797 | 31,785 | 58,712 | 124,264 | 360,153 |
| Indoor ice rinks | 12% | 59,277 | 8,004 | 23,512 | 53,224 | 108,508 | 500,000 |
| Arenas | 9% | 95,696 | 7,057 | 24,838 | 68,104 | 118,500 | 716,862 |

5.2.Existing Conditions for Chelan's Recreational Offerings

Recreation is a service that 93% of Parks and Recreation agencies provide. And the majority of agencies receive 75% of their operating expenses from tax funding. Chelan is a unique agency in this regard. Chelan offers a limited slate of recreational programming geared toward younger children under the age of 14.

5.2.1. Chelan's Recreational Offerings

Chelan offers youth sports geared toward ~469 youth within Chelan's city limits between the ages of 5 and 14, or 18% of the population of Chelan.

- Skyhawks Sports Camps & Clinics
 - Summer soccer camps
- Mini Tee Ball (kindergarten)
- Tee Ball 1st & 2nd graders
- Basketball
 - Kindergarten boys & girls
 - 1st grade boys & girls
 - 2nd grade boys & girls
 - 3rd & 4th grade boys and girls
 - 5th and 6th grade boys and girls
- Soccer (outsourced collaboration)
- Golf clinics for youth.

The lion share for the current offering is youth basketball. Chelan used to offer more soccer programs as well, but these appear to have moved to Manson nowadays. Baseball programming used to be bigger as well.

5.2.2. Benefits of Youth Recreation

There are innumerable benefits of youth sports. The President's Council on Sports, Fitness & Nutrition Science

Board lists the benefits of youth sports as the following:²

Mental, Emotional, and Social Health

- Participating in sports is associated with:
- Lower rates of anxiety and depression
- Lower amounts of stress
- Higher self-esteem and confidence
- Reduced risk of suicide
- Less substance abuse and fewer risky
- Increased cognitive performance.
- Increased creativity
- Greater enjoyment of all forms of physical activity
- Improved psychological and emotional well-being for individuals with disabilities.
- Increased life satisfaction

Physical Health

- Participating in physical activity is associated with: Improved bone health.
- Improved weight status
- Increased cardiorespiratory and muscular fitness.
- Reduced risk of cancer and diabetes
- Participating in sports is associated with: Increased physical activity levels.
- Improved cardiovascular fitness.
- Decreased body fat percentage for girls.
- Increased overall quality of life.

Educational and Career Success

- Participating in sports is associated with: Improved teamwork, social skills, and social responsibility.
- Improved life skills (e.g., goal setting, time management, work ethic, empathy,
- Increased empowerment, personal responsibility, and self-control
- Improved educational and occupational skills (e.g., determination, perseverance, grit, resilience, critical thinking)
- Higher levels of academic achievement
- Greater leadership qualities
- High school athletes are more likely to attend and graduate from a four-year college.

Lifelong Participation

- Lifelong participation in sports can lead to improved mental health outcomes.
- Over 50% of adults who participate in sports believe that participation reduces stress and improves mental health.
- Adolescents who play sports are 8 times more likely to be physically active at age 24 than those who do not play sports.
- Participating in sports leads to immediate psychological benefits, and these can continue even after retirement from sports.

Economic and Community Impact

- The benefits of youth sports extend beyond the field and even beyond the participant.
- Participating in sports and physical activity can lead to: A decrease in direct, indirect, and personal health care costs (collectively, up to \$28 billion per year)
- A stronger long-term labor market

5.2.3. Chelan's Recreation Programming Results

Leveraging data included in the 2016 PROS Plan allows us to gain a 15-year history of the Chelan's Parks and Recreation Department, with the exception of 2017 and 2018 where data was not readily available to staff. The

² President's Council on Sports, Fitness & Nutrition Science Board. (2020, September 17). *Benefits of youth sports*. Home of the Office of Disease Prevention and Health Promotion - health.gov. https://health.gov/sites/default/files/2020-09/YSS_Report_OnePager_2020-08-31_web.pdf

Recreation revenue data below is extrapolated for 2017 and 2018, using both 2016 before and 2019 after the gap.

Chelan's recreation programming is a story of pre-Covid vs. post Covid. Before Covid revenues from recreation, and consumption of programming overall, were in the \$40-45k range. Post Covid, it seems to have recovered in the \$20-25k range, i.e. between 1/3 or 1/2 its prior level. As a matter of fact, even before Covid in 2020, one could see a downward trend starting 2015. Since 2015, revenues of Parks and Recreation in general have grown (RV, Golf, General Parks).

As a result, where Recreation programming used to represent around 2% of the Department's revenue, it is now below 1%.

Over the same 15-year period however, the expenses toward recreation programming have remained fairly constant around \$67k per annum and representing one half FTE (or 4% of the total 11.5 FTEs of the Department). The Recreation programmer from Chelan is close to retirement age.

As a result, the operating income from the Recreation Programming activity has been deteriorating from the initial \$30k negative, down to \$45k negative.

We will next discuss how the Recreation providers in Chelan have evolved in the same period.

In Chelan's full recovery model for Parks and Recreation, these various evolutions, change in financials, in staffing, in provider landscape, will invite us in Section 5.5.1 to evaluate the Department's position on Recreation programming and the options that present themselves to the Department.

But first let us turn to our users and look at their input through the community survey and understand Chelan's provider landscape.

Figure 5-1 Chelan Recreation Programming Results 2009-2024

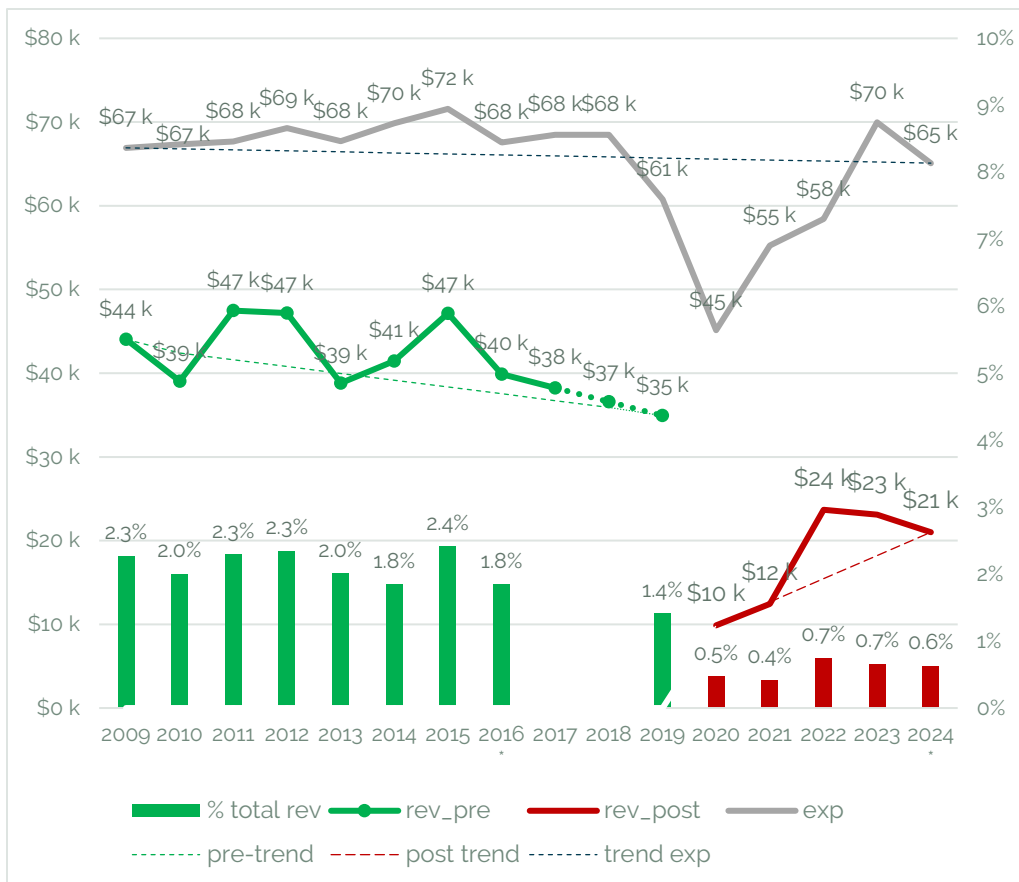
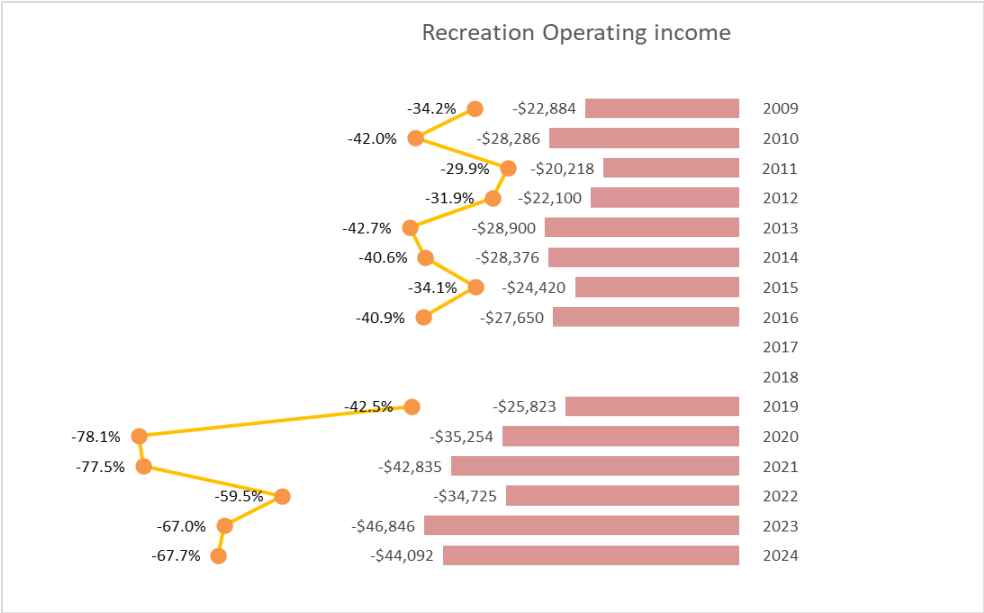


Figure 5-2 Chelan Recreation Programming Operating Income 2009-2024



5.3.Chelan's Community Input re: Recreational Programming

Participation trends and desires were identified in the 2021 community engagement both with community input process, and from the needs assessment survey.

5.3.1. Overall Chelan Community

Community input process

Community members identified the following desires and priorities for program enhancements, in addition to what non-profit organizations already may provide in the City.

Figure 5-3 Community input Recreation Program requests

| | |
|-------------------------------------|---|
| Community feed patch/farmers market | Arts festival |
| Access park-to-park—connectivity | Skating |
| Kids summer camps | Special events/concerts at Don Morse Park |
| Pickleball and tennis | Swim lessons |
| Arts in the park | Volleyball |

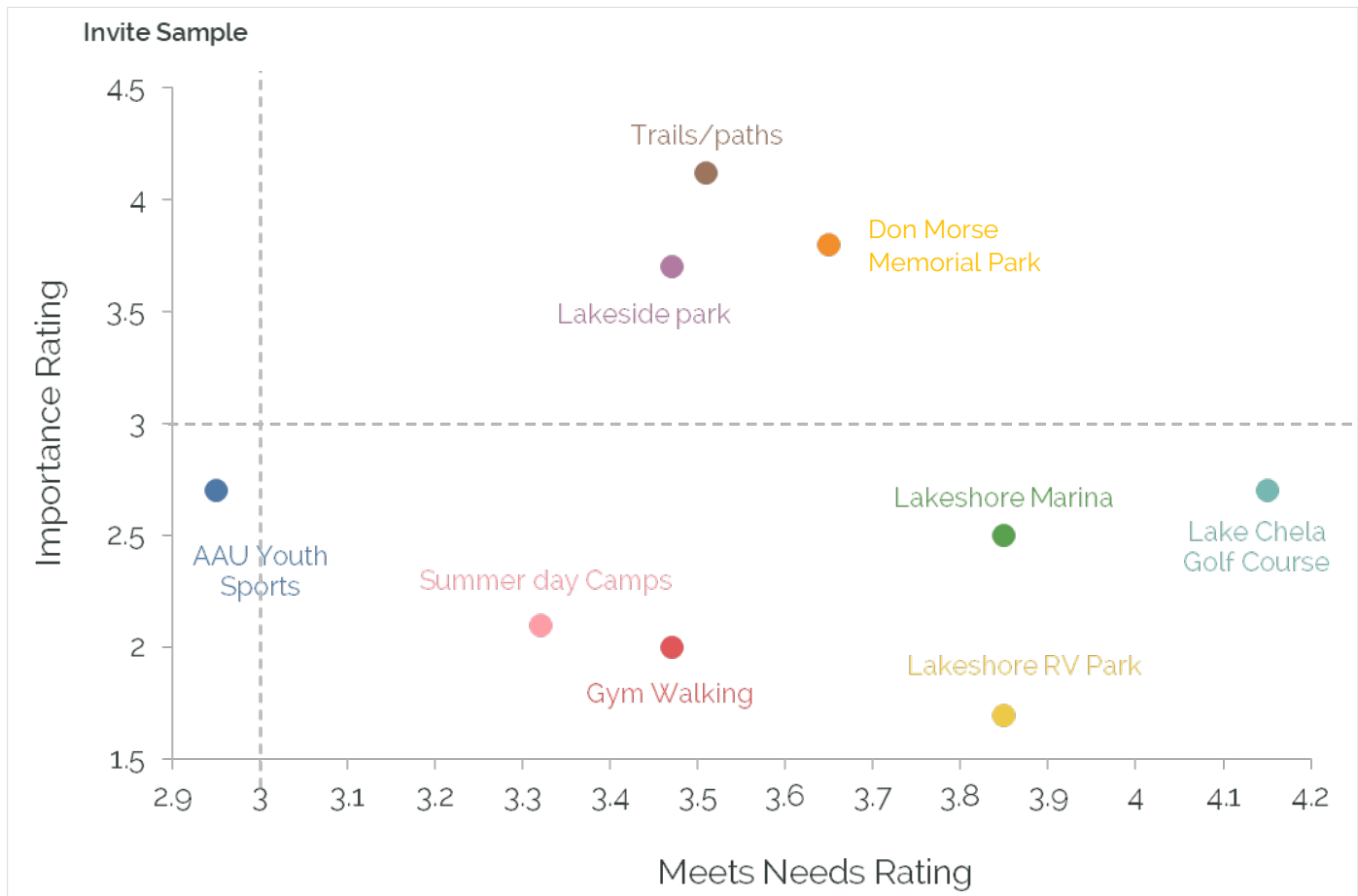
Community Needs Assessment survey

The needs assessment survey received 435 random invitation responses and 710 open link responses.

Collectively, survey respondents rated three recreation activities offered by the Department—AAU Youth Sports, Summer Day Camps, and Gym Walking—as not significantly important to their households. At the same time, survey respondents suggested that their needs are currently being

met for these activities, but less so than parks, trails, the golf course, the Lakeshore Marina, and the Lakeshore RV Park.

Figure 5-4 Importance/Performance Matrix (Invite Sample)



When asked, community members prioritized community farmers markets and additional youth sports opportunities, followed by enrichment classes, senior programs, ice skating/hockey program and additional special events. In each of these cases, community members suggested that, on a scale of 1 to 5, these were fairly important to very important to their households. This response was not replicated in the 2023 survey though (different question formulating)

Figure 5-5 Improvements Preferred Related to Programs

Q: What would you or members of your household like to see improved in Chelan over the next 5 to 10 years? (programs & Services) by "Source"

| | Overall | Invite | Open Link |
|---|-----------|-----------|-----------|
| Community farmers market | N=790 3.8 | N=347 3.8 | N=443 3.7 |
| Additional youth sports opportunities | N=707 3.5 | N=299 3.4 | N=408 3.6 |
| Enrichment classes and activities (martial arts, cooking, etc.) | N=766 3.4 | N=331 3.4 | N=435 3.4 |
| Senior programs | N=746 3.4 | N=324 3.4 | N=422 3.4 |
| Ice skating/hockey programs | N=755 3.3 | N=323 3.2 | N=432 3.4 |
| More special events | N=732 3.1 | N=309 3.0 | N=423 3.2 |
| Inclusive programs | N=673 3.0 | N=280 2.9 | N=393 3.1 |
| Additional kids summer camps | N=679 3.0 | N=297 3.1 | N=382 2.9 |

5.3.2. Recreation Needs by Chelan's Key Demographics

Hispanics and Recreational Activities

There are some differences in needs and preferences identified by individuals of Hispanic, Latino, or Spanish origin compared to overall survey responses. Additional facilities and amenities, improved communication about offerings, and better condition/maintenance of parks and facilities were identified to affirmatively affect use or participation. However, among Hispanic respondents, the top were still additional facilities and amenities, but also lower pricing/user fees and Wi-Fi connectivity.

Figure 5-6 Hispanic Community Members Recreation Preferences in Chelan

| | | OVERALL | Are you of Hispanic, Latino, or Spanish origin? | |
|--|---|---------|---|-----|
| | | | Yes | No |
| What would assist you or members of your household to use parks and recreation facilities? | Additional facilities and amenities | 53% | 41% | 55% |
| | Improved communication about offerings | 32% | 20% | 34% |
| | Better condition/maintenance of parks or facilities | 30% | 35% | 31% |
| | Lower pricing/user fees | 26% | 41% | 23% |
| | Other | 20% | 20% | 23% |
| | Wi-Fi connectivity | 14% | 35% | 10% |
| | Improved safety and security | 13% | 23% | 12% |
| | Expanded hours of operation | 12% | 18% | 11% |
| | Facilities closer to where I live or work | 10% | 20% | 9% |
| | Better accessibility for people with disabilities | 10% | 15% | 9% |
| | Better signage/wayfinding | 9% | 4% | 10% |
| | Improved customer service/staff knowledge | 9% | 15% | 8% |

While the top five desires remain fairly similar between the overall community and the Hispanic community, there are a number of preferences further down the list of where the Hispanic community voiced a different level of interest. See Table 10. Several items were clearly more important to the Hispanic community that include bike/pump tracks, go-karts, open-air recreation spaces, a skate park, and additional special events. All contribute to the desires and recreational needs of the Chelan community.

Figure 5-7 Top Five Preferences for the Hispanic and Overall Community

| | Overall | Hispanic | Difference |
|--|---------|----------|------------|
| Recreation, Parks, and Facilities Preferences op 5 | | | |
| Access to waterfront | 78% | 74% | -4% |
| Additional parks | 66% | 72% | 6% |

| | | | |
|-----------------------------------|-----|-----|-----|
| Winter recreation activities | 64% | 63% | -1% |
| More trails/bike paths | 63% | 73% | 10% |
| Additional restrooms | 61% | 72% | 11% |
| Hispanic Top 5 | | | |
| Access to waterfront | 78% | 74% | -4% |
| More trails/bike paths | 63% | 73% | 10% |
| Additional parks | 66% | 72% | 6% |
| Additional restrooms | 61% | 72% | 11% |
| Open-air covered recreation space | 57% | 71% | 14% |

Figure 5-8 Recreation, Parks, and Facilities Preferences for Hispanic Community

| Important/Very Important | Overall | Hispanic | Difference |
|-----------------------------------|---------|----------|------------|
| Bike/pump tracks | 24% | 47% | 23% |
| Go-karts | 20% | 37% | 17% |
| Open-air covered recreation space | 57% | 71% | 14% |
| Skate Park | 24% | 38% | 14% |
| Additional special events | 46% | 60% | 14% |
| Maintenance of existing parks | 52% | 65% | 13% |
| Additional restrooms | 61% | 72% | 11% |
| Ice skating/hockey | 47% | 58% | 11% |
| Tennis courts | 14% | 25% | 11% |
| More trails/bike paths | 63% | 73% | 10% |
| Boat washing station | 34% | 44% | 10% |

5.3.3. Seniors and Recreational Activities

Chelan residents between 50 and 54 years old grew between 2010 and 2021 by 8.2%. However, those between 60 and 74 saw a decline of 5.1%. Meeting the needs of active seniors remains a priority.

In order to best meet the needs of senior populations, the consultants looked at the needs and desires of 55 – 64-year-olds, 65–74-year-olds, and those 75 and over.

Additional facilities and amenities, improved communication about offerings and better condition/maintenance of parks and facilities remained consistent across the age groups as the most important factors for increasing participation. See Figure 5-9. [Trails and bike paths are also very important to seniors between 55 and 75 years old](#) (See Figure 5-10). When asked to prioritize, "public access to the waterfront areas" was most important across the three senior population age categories. See Table 11.

Figure 5-9 Factors to Assist Seniors to Use Parks and Recreation Facilities

| | | Overall | Respondent Age | | |
|---|---|---------|----------------|-------|------------|
| | | | 55-64 | 65-74 | 75 or over |
| What would assist you or members of your household to use parks and recreation facilities | Additional Facilities and amenities | 53% | 56% | 51% | 43% |
| | Improved communication about offerings | 38% | 33% | 41% | 51% |
| | Better condition/maintenance of parks or facilities | 25% | 25% | 26% | 26% |
| | Other | 24% | 23% | 27% | 17% |
| | Lower pricing/user fees | 20% | 21% | 20% | 17% |
| | Better signage/wayfinding | 12% | 10% | 15% | 9% |
| | Better accessibility for people with disabilities | 12% | 9% | 11% | 29% |
| | Improved safety and security | 11% | 10% | 11% | 20% |
| | Facilities closer to where I live or work | 10% | 14% | 6% | 6% |
| | Expanded hours of Operation | 8% | 9% | 7% | 9% |
| | Wi-Fi connectivity | 8% | 7% | 9% | 9% |
| | Improve customer service/staff knowledge | 6% | 7% | 6% | 6% |
| TOTAL | | 228% | 224% | 230% | 240% |
| | n= | 361 | 174 | 152 | 35 |

Figure 5-10 Importance of Trails and Bike Paths to Senior Populations

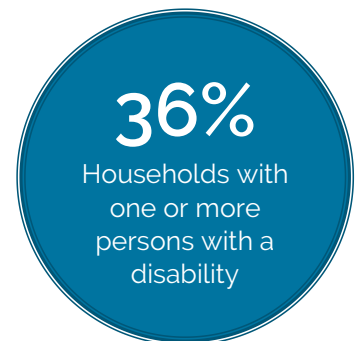
| What facilities and amenities would you or members of your household like to see improved in Chelan over the next 5 to 10 years? | | Overall | Respondent Age | | |
|--|--------------------------|---------|----------------|-------|------------|
| | | | 55-64 | 65-74 | 75 or over |
| More trails and bike paths within Parks and recreation facilities | 1 – Not at all important | 10% | 8% | 12% | 13% |
| | 2 | 8% | 7% | 8% | 10% |
| | 3 | 20% | 18% | 22% | 20% |
| | 4 | 19% | 18% | 19% | 23% |
| | 5 – Very important | 44% | 49% | 40% | 35% |

Figure 5-11 Meeting the Future Needs of the Senior Population

| Which three future needs would be MOST important to you or members of your household? | | Overall | Respondent Age | | |
|---|--|---------|----------------|-------|------------|
| | | | 55-64 | 65-74 | 75 or over |
| Top 3 combined | Additional public access to waterfront | 42% | 40% | 47% | 35% |
| | Additional parks | 21% | 20% | 22% | 21% |
| | Additional dog parks/facilities | 20% | 22% | 20% | 12% |
| | More trails and bike paths within parks and recreation facilities | 20% | 23% | 14% | 23% |
| | More restrooms at parks and recreation facilities | 18% | 13% | 22% | 19% |
| | Improved connectivity to parks and trails from Downtown core | 17% | 18% | 13% | 26% |
| | Senior programs | 17% | 11% | 22% | 26% |
| | Develop an open-air covered multi-use space (Ice hockey, skating pickleball, basketball, special events, etc.) | 16% | 20% | 12% | 14% |
| | Better maintenance of existing parks and recreation facilities | 14% | 15% | 15% | 9% |
| | Improvements to existing facilities and amenities | 14% | 14% | 16% | 9% |
| | Winter activities at parks and recreation facilities | 14% | 17% | 11% | 9% |
| | Additional pickleball courts | 11% | 12% | 10% | 7% |
| | Boats washing station at Lakeshore Marina | 10% | 7% | 12% | 12% |
| | Community farmers market | 8% | 8% | 9% | 7% |

5.3.4. Handicap and Recreational Activities

According to the American Community Survey, 36.18% of Chelan's households had one or more persons with some sort of hearing, vision, cognitive, ambulatory, self-care and/or independent living difficulty. Compared to the State of Washington (25.33%) and the United States (25.49%), the City has a significantly higher percentage of its population than average for cases of cognitive, ambulatory, and independent living difficulties. This presents significant and important opportunities for the delivery of recreational services.



5.3.5. Recreation Program and Affordability

City of Chelan's Affordability Need for Recreation Programs

As discussed in Chapter 2, a significant number of community members (35.8%) have household incomes under \$50,000 per year. Given the cost of living in Chelan has increased greatly in the recent past and is now 9% greater than the national average with housing costs greater than 19% of the national average, there is a clear need for affordable recreation in the city.

Impact of Fee Increases

The impact of fee increases would limit or create a barrier to participation among 55% of Chelan community members, according to resident responses to this plan's surveys. Fee increases impact both the Hispanic community and senior populations in a similar manner to the overall community. See Tables 16 and 17. One way to measure the need for low-cost programs is by looking at the percentage of school children participating in free or reduced lunch programs. In Chelan, 56.8% of school children qualify for free and reduced school lunches, which suggests a need for scholarship programs and/or low-cost programs. See Table 18.

Figure 5-12 Impact of Fee Increases on Chelan population

| | | OVERALL | Are you of Hispanic, Latino, or Spanish origin? | |
|---|---|---------|---|------|
| | | | Yes | No |
| Which of the following best describes the potential impact, if any, that fee increases would have on your current level of Participation? | Fee increases would not limit participation at all | 27% | 21% | 28% |
| | Fee increases would limit participation somewhat | 36% | 29% | 37% |
| | Fee increases would limit participation significantly | 19% | 24% | 18% |
| | Don't know/uncertain | 18% | 26% | 17% |
| Total | | 100% | 100% | 100% |
| | n = | 824 | 68 | 692 |

Figure 5-13 Impact of Fee Increases on Senior Populations

| | | Overall | Respondent Age | | |
|---|---|---------|----------------|-------|------------|
| | | | 55-64 | 65-74 | 75 or over |
| Which of the following best describes the potential impact, if any, that fee increases would have on your current level of Participation? | Fee increases would not limit participation at all | 27% | 28% | 26% | 31% |
| | Fee increases would limit participation somewhat | 36% | 36% | 36% | 33% |
| | Fee increases would limit participation significantly | 19% | 19% | 21% | 12% |
| | Don't know/uncertain | 18% | 17% | 17% | 24% |
| TOTAL | | 100% | 100% | 100% | 100% |
| | n = | 409 | 190 | 170 | 49 |

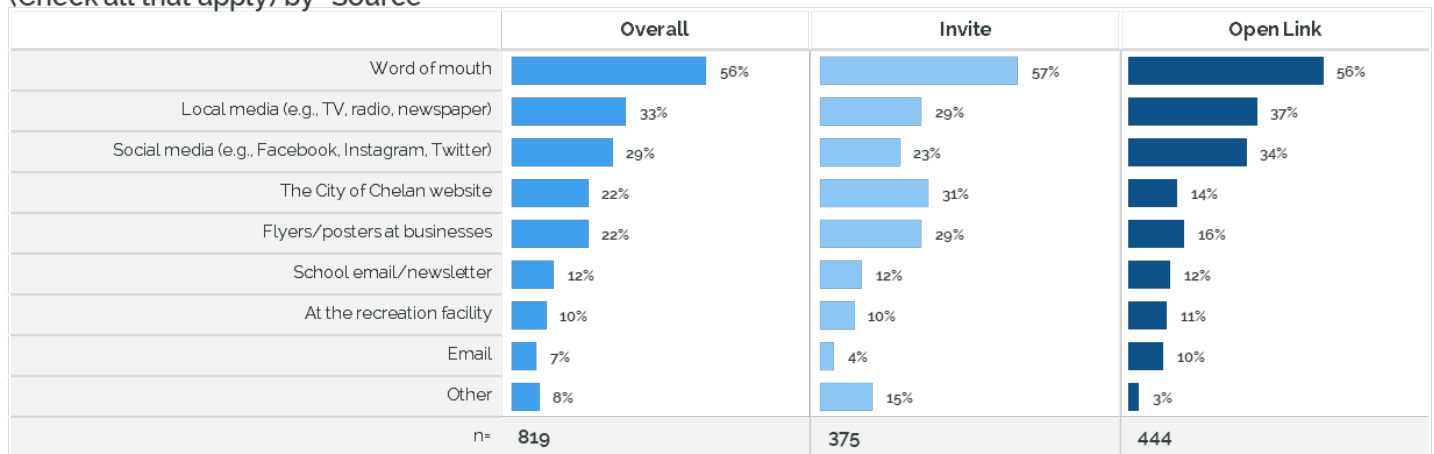
5.3.6. Community's Expectations re: Department's Communication

Lastly, respondents also commented on the communication coming out of the Parks and Recreation Department. Word of mouth are how residents of Chelan are currently receiving information about parks and recreation opportunities the most, followed by the local media and social media.

The Department created a website for this planning process, but also uses posters, Facebook, and the City website to communicate. The Parks Page gets more traffic on the City Website than any other city function.

Figure 5-14 Current Communication Methods

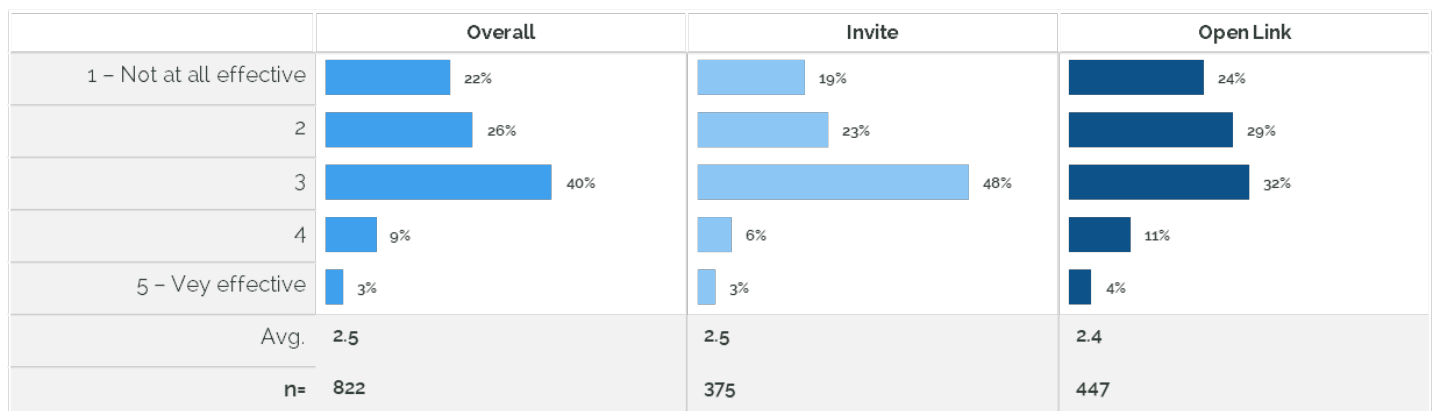
Q: How do you currently receive information on parks, recreation facilities and services offered by Chelan? (Check all that apply) by "Source"



The department is currently in the process of launching recreation management software which will allow participants to register and pay online and make it easier to communicate with participants. There are significant improvement opportunities for the Department to better communicate parks and recreation opportunities to community members. Almost half of the survey respondents rated communication about parks and recreation as not effective (1 or 2) on the 1 – 5 scale.

Figure 5-15 Effectiveness of Communication

Q: How well does Chelan communicate with you about parks, recreation facilities and services? By "Source"



A ranking of 3 presumably “moderately effective” was the category with the most responses. Current methods of communication differ from preferred methods as demonstrated by survey respondents. Word of mouth, an informal method of communication, is the way most residents receive information (56%), while this was among the least preferred (4%). Chelan residents want a more focused, formal communication process to familiarize themselves with facilities and programs. See Figures 21 and 43 and Table 12 for senior community members' preferences.

Figure 5-16: Chelan Community Members Preferences for Receiving Information About Department Programs and Services

Q: How do you want to receive information about parks, recreation facilities and services? By “Source”

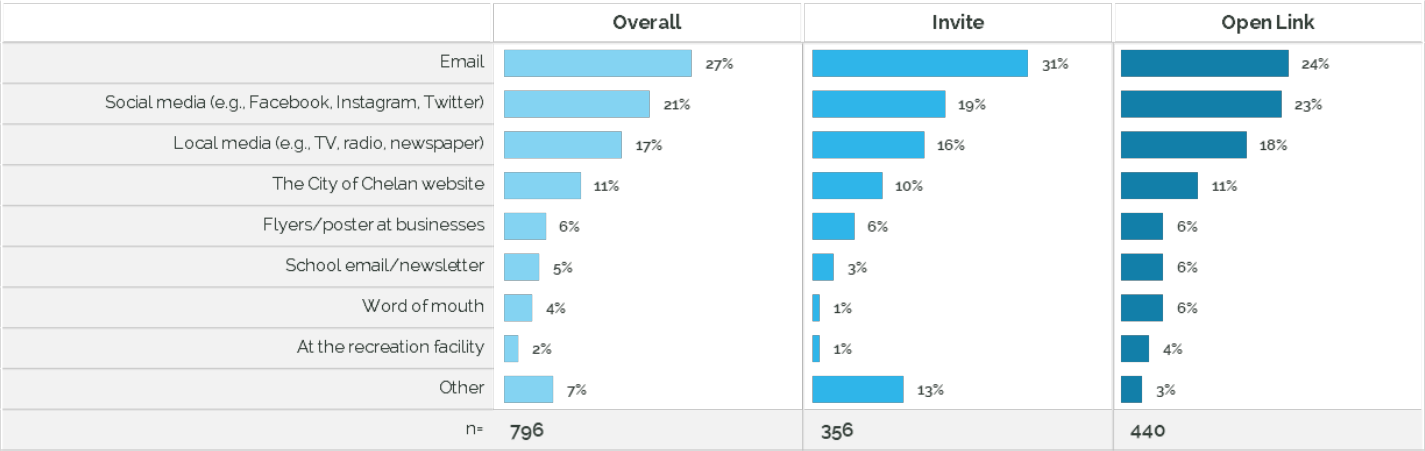


Figure 5-17 Chelan Seniors Preferences for Receiving Information about Department Programs and Services

| | | Overall | Respondent Age | | |
|---|---|---------|----------------|-------|------------|
| | | | 55-64 | 65-74 | 75 or over |
| How do you want to receive information about parks, recreation facilities and services? | Email | 32% | 28% | 41% | 20% |
| | Local media (e.g., TV, radio, newspaper) | 22% | 21% | 17% | 40% |
| | The City of Chelan website | 17% | 16% | 18% | 18% |
| | Social media (e.g., Facebook, Instagram, Twitter) | 12% | 15% | 12% | 4% |
| | Other | 5% | 6% | 6% | 2% |
| | Flyers/posters at businesses | 4% | 4% | 4% | 4% |
| | Word of mouth | 3% | 3% | 2% | 7% |
| | At the recreation facility | 2% | 4% | | 2% |
| | School email/newsletter | 2% | 2% | 1% | 2% |
| TOTAL | | 100% | 100% | 100% | 100% |
| | n = | 383 | 178 | 160 | 45 |

5.4. Other Providers of Recreation in Chelan High School

Having heard from our community, we are moving our attention to the provider landscape in Chelan.

5.4.1. Sports activities providers in Chelan

Lake Chelan High School

Parks and Recreation has most of its current offering in youth sports. The High School has a large year-round offering for teens:³ They primarily use their own facilities for practices and games other than tennis and golf which use our courts and course respectively.

Winter

- Boys Varsity Basketball
- Boys JV Basketball
- Boys C-Team Basketball
- Girls Varsity Basketball
- Girls JV Basketball
- Girls C-Team Basketball
- Coed Cheer
- Girls Wrestling
- Boys Wrestling
- Girls JV Cross Country

Spring

- Boys Varsity Baseball
- Boys JV Baseball
- Girls Varsity Softball
- Girls JV Softball
- Boys Varsity Soccer
- Boys JV Soccer
- Girls Varsity Track
- Girls JV Track
- Boys Varsity Track
- Boys JV Track
- Girls Drill Team
- Boys Varsity Golf
- Boys JV Golf
- Girls Varsity Golf
- Girls JV Golf
- Boys Varsity Tennis
- Boys JV Tennis
- Girls Varsity Tennis
- Girls JV Tennis

Fall

- Boys Varsity Cross Country
- Boys JV Cross Country
- Girls Varsity Cross Country
- Girls JV Cross Country
- Boys Varsity Football
- Boys JV Football
- Coed Cheer
- Girls Varsity Volleyball
- Girls JV Volleyball
- Girls C-Team Volleyball



Private Sports Leagues

Several private sports leagues offer recreation in Chelan. Chelan Parks has provided free or heavily subsidized use of our fields to help facilitate the success of these programs. Local private offerings include:

- Lake Chelan FC Soccer - pre-school through Grade 7
- Lake Chelan Pickleball Club - all ages
- Chelan Youth Basketball coed informal training

³ Chelan Athletic Department. (n.d.). *Athletic department info*. Chelan High School. <https://chelanathletics.com/athletic-department-info-2/>

| | |
|---|---|
| <ul style="list-style-type: none">Chelan Youth <u>Baseball</u>:<ul style="list-style-type: none">Spring & Fall Offerings (1 team in fall)Rookie Division 7–8-year-oldsMinors Division 9–10-year-oldsMinors Division 11–12-year-oldsMajors Division 11–12-year-oldsMajors Division 13–15-year-oldsBabe Ruth Division 13–15-year-olds | <ul style="list-style-type: none">Kbeach <u>Volleyball</u> 8 beach teams & 11 indoor teams<ul style="list-style-type: none">Top Beach TeamU14-U18 Elite TeamU12 Elite TeamGold Training GroupSilver Training GroupBronze Training GroupMighty MightysBeach Beginners |
|---|---|

The Chelan Community Center has expressed interest in running recreation programs in the future and will have a number of pickleball and volleyball courts as well as an indoor gymnasium. They have discussed bringing in a Boys and Girls Club as well.

5.4.2. Senior Center

In addition, the senior population needs are being met by a non-profit organization, at the Chelan Senior Center, a self-supported, non-profit organization. Housed in a 3,200-square-foot building, the program features senior meals, exercise classes, and social events. The facility is also available for private rental. It is unclear if the organization can continue to operate long-term.

5.4.3. Future Community Center

Of note is the Lake Chelan Community Center currently under construction. The Seven Acres Foundation has opened the first phase of a 44,100-square-foot community center, which will emphasize service, healthy relationships, compassion, and wellness. The facility will feature an 8,320-square-foot multi-purpose room to facilitate a full-size basketball court, two practice courts or three volleyball courts, and a community meeting space. The Community Center will also include an indoor children's play structure, office space, a 25-yard competition swimming pool, pickleball, and sand volleyball courts. The Community Center will prioritize volunteerism and has entered into a lease with the Roots Community School, which will provide a long-term source of revenue for the community center.

Leveraging partners

In a small community like Chelan, partners play an important role in the delivery of recreation services. During the community engagement process, the following potential partners were identified:

- Construction Companies
 - Walmart
 - Chelan Shores
 - Private Developments
 - PUD – Riverwalk Park
 - School-Age Children
 - Volleyball Club – K Beach
 - Vendors with the City
 - Swim World
 - Roots Community School
- Department of Fish and Wildlife
 - Chelan Arts Council
 - Chelan Sailing Association
 - City of Manson – Parks and Recreation District
 - Chamber of Commerce
 - Department of Transportation (DOT)
 - Chelan Falls – Trailhead
 - Lake Chelan School District
 - Seven Acres Foundation (community center development)

5.4.4. Provider landscape

We can summarize the provider landscape as below, where it appears that the Sports area is well covered by various providers when we include the Community Center about to begin operations and where Chelan's Parks and Recreation focuses on young children.

For non-sports activities the space is more open and undetermined.

| | Elementary | Teen | Adults | Senior |
|------------------|---------------------------|--------------------------------|-------------------------|-------------------------------------|
| Sports | Chelan Parks & Recreation | Lake Chelan HS Private Leagues | Future Community Center | Senior Center S.A.I.L. ⁴ |
| Other Activities | ? | ? | ? | Senior Center |

5.5.Moving Forward

5.5.1. Proposed Scope for operating Recreational Programming

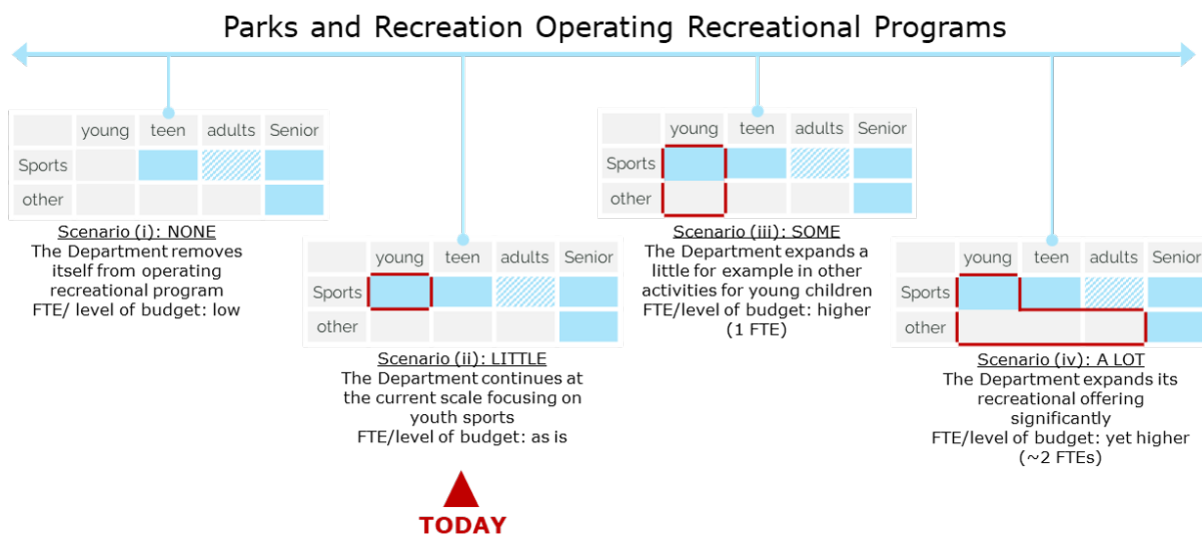
While Chelan like any city has demand for recreational activities, albeit commensurate with the town's size, we have established so far that

- (a) The Parks and Recreation operates the recreation offering at a loss, which is expected from most Parks and Recreation Agencies in the US, but also, more importantly, sub-scale (few activities, half an FTE coordinator about to retire, with shrunk services post-Covid)
- (b) other providers exist in Chelan to offer recreational services.

Hence, we must evaluate the Parks and Recreational Department's position in regard to providing recreation programming. We want to separate the question of funding vs. operating. The Department operates Recreations on a shoestring budget, so the discussion of operating recreational programs directly or not, does not imply funding other providers (as may be largely the case in other cities not operating on a cost recovery model). The Department can and does fund other providers in kind, by giving free access to their facilities, in particular sports fields.

Let us then focus on the question of how much Recreational Programming to operate for the Chelan Parks and Recreation department.

Figure 5-18 Option Continuum for Parks and Recreation Operating Recreational Programs



⁴ Senior Active for Independent Living

Figure 5-19 Scope Discussion for Recreational Programming Operations

| Scenario | Pros | Cons |
|---------------|---|--|
| (i) – NONE | <ul style="list-style-type: none"> Fails its public service mission | <ul style="list-style-type: none"> Simplifies the management of Parks and Recreation Cuts losses |
| (ii) – LITTLE | <ul style="list-style-type: none"> Low risk, known entity | <ul style="list-style-type: none"> Subscale (0.5 FTE) Running losses, potentially losing traction – either re-invest or divest |
| (iii) – SOME | <ul style="list-style-type: none"> Opportunity to fill voids in current offering without overlapping with other providers. Opportunity to hire a full-time recreation specialist. Get at minimum scale to operate meaningfully | <ul style="list-style-type: none"> Increases costs slightly |
| (iv) – A LOT | <ul style="list-style-type: none"> Extends coverage of affordable recreational offering in Chelan, provides options to choose from | <ul style="list-style-type: none"> High Cost: manpower and potential losses if not tax funded Overlap with other providers (competing) Management Distraction from the rest of Chelan Parks Vision 2030 |

Scenario (iii) – SOME, highlighted above, is the Department's preferred approach at this point and the recommendation.

5.5.2. Recreational Clearinghouse (idea from 2016 PROS Plan)

Chelan could operate a web-based recreational clearinghouse coordinating recreational program offerings that include as wide a variety of activities as there is an interest by city residents and tourists, regardless of age, skill level, income – or program provider.

Recreational program offerings that may be offered through the clearinghouse could include activities providing health, education, social, recreational, and other welfare activities for children, teens, adults, seniors, and special populations.

To the extent possible, practical, and consistent with the city's mission, programs could be conducted by city staff or contractors. However, depending on demand, cost, and feasibility, the clearinghouse can also coordinate programs to be conducted by other public, non-profit, or for-profit organizations and even vendors.

To the extent possible and practical, program offerings may include activities that could be conducted in city parks, community centers, and trail facilities. However, depending on demand, the clearinghouse may also include program offerings that could be conducted in schools and other public facilities inside or out of the city, as well as at non-profit and for-profit sites and facilities.

Vision

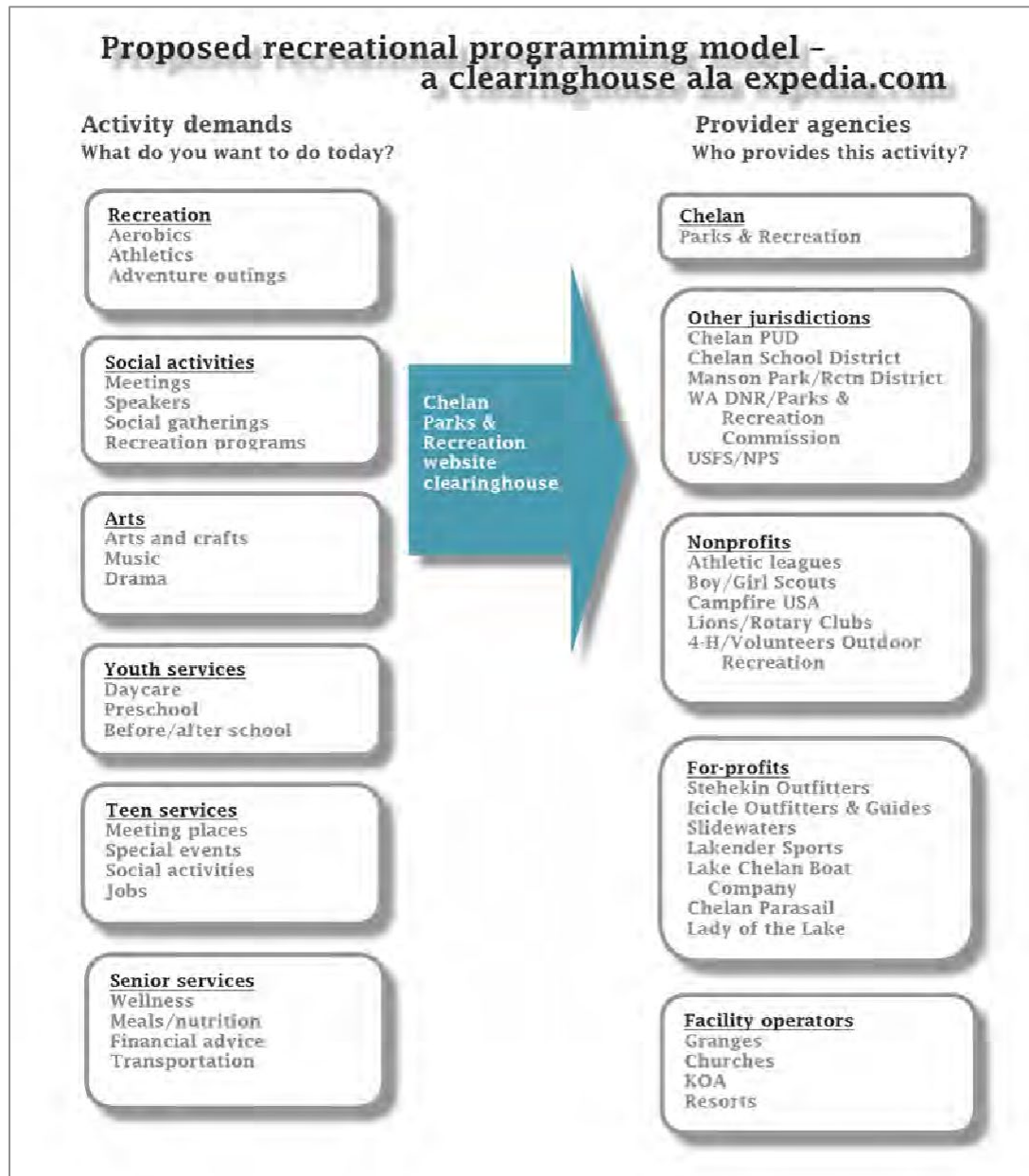
The web-based recreational clearinghouse may be realized through the coordination of:

Chelan programs – where there is sufficient demand to meet the city's park and recreation mission and pricing and delivery objectives.

Other jurisdictions – including the Chelan Public Utility District (PUD), Chelan School District, Manson Park & Recreation District, Washington State Parks & Recreation Commission and Departments of Fish & Wildlife and Natural Resources, US Forest Service, and National Park Service (NPS).

Non-profit organizations – such as Chelan athletic leagues, Boy and Girl Scouts, Campfire USA, Lions, Rotary, and Kiwanis Clubs, 4-H Clubs, and Volunteers for Outdoor Recreation, among others; and private for-profit

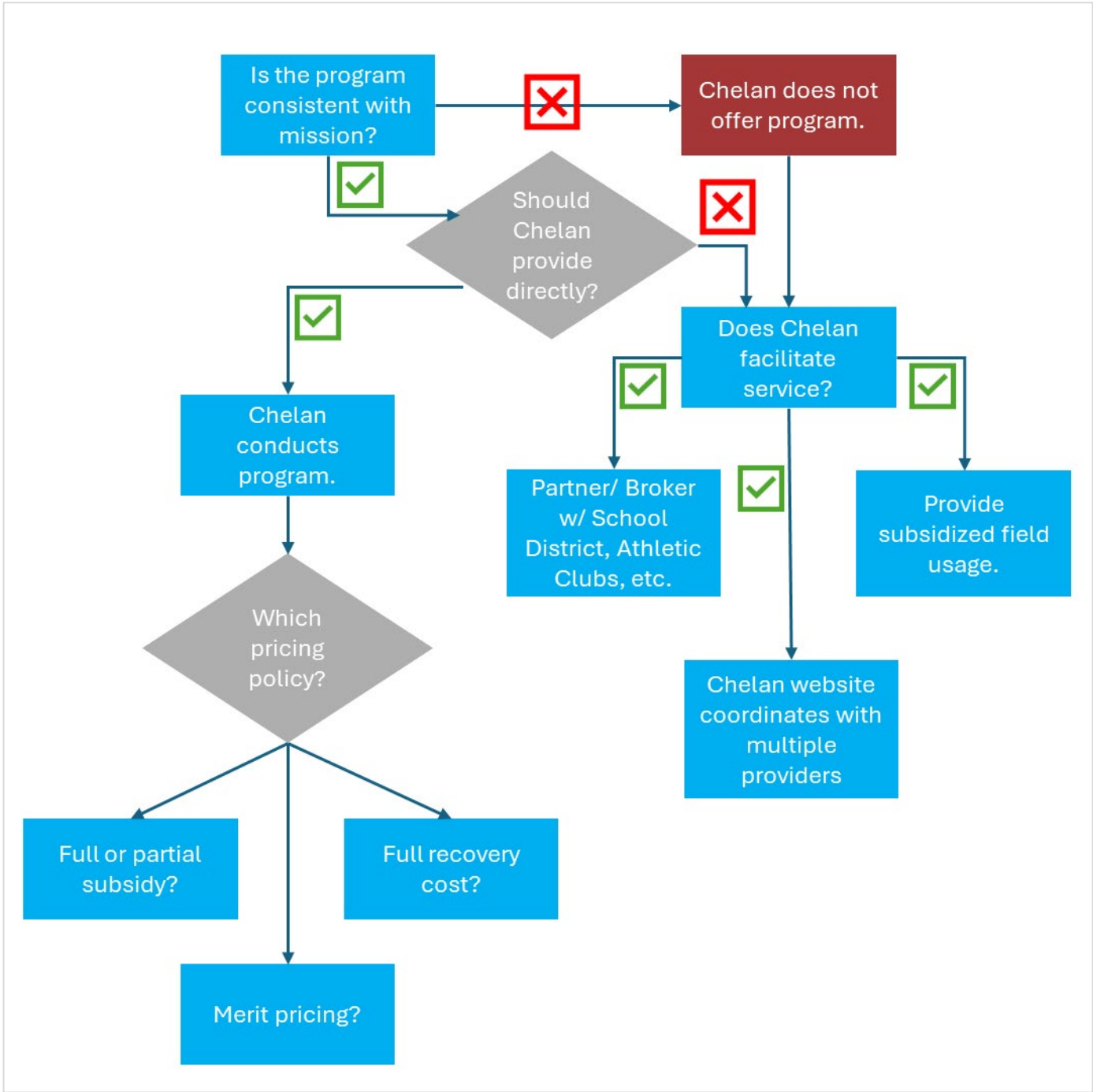
entities and vendors – such as Stehekin Outfitters, Icicle Outfitters & Guides, Cascades Wilderness Outfitters, Slidewaters, Lake Chelan Boat Company, Chelan Parasail & Watersports, LakeRider Sports, Lady of the Lake, among others.



Chelan Parks would update the 2016 idea to derive cost recovery for this clearinghouse service.

5.5.3. Chelan Pricing & Delivery Criteria

Figure 5-20 Recreational Offering Decision Tree



Chelan will continuously assess the mission criteria illustrated in the program formula for all program offerings the city is considering of providing with staff, contract instructors, or vendors:

1: Is the program consistent with the city's park and recreation mission and level of service proposals?

If not - the city does not offer the program but may facilitate the program to be offered by other providers including the option of partnering or brokering the program, and/or offering scholarships or other services, and/or publishing the program offering on the clearinghouse.

2: If yes – should the city directly provide the program?

If not – the city does not offer the program but may facilitate the program to be offered by other providers including the option of partnering or brokering the program, and/or offering scholarships or other services, and/or publishing the program offering on the clearinghouse.

3: If yes – what pricing policy or goal should the city establish for the program on a public good or benefit versus private good or benefit scale – full cost recovery, merit pricing, or full subsidy?

Enterprise (full cost recovery) programs - will recover all direct costs (including full and part-time staff, supplies, materials, maintenance, and utilities) and indirect costs (including department overhead for staff benefits).

Generally, full cost recovery programs will include services that primarily provide private goods or benefits to a specialized user group, such as golf courses, marinas, RV parks, gun and rifle ranges, equestrian facilities, adult sports field rentals, adult classes, and all facility rentals including cabins, campsites, boats, and the like.

In some instances, the city may add a surcharge to recover a slight profit or return on investment with which to defray long-term life cycle costs for maintenance and repair, and/or to reinvest in similar facilities elsewhere in the system.

Merit pricing (partial cost recovery) programs – will partially recover direct and indirect costs based on a policy decision about the degree to which each program provides public versus private goods or benefits. Merit pricing programs may also include the providing of scholarships to eligible user individuals or user groups that would prevent the program from realizing full cost recovery.

Merit pricing program determinations will consider the degree to which the program provides a public benefit to the public at large or to special users within the general population (such as teens or seniors); whether the program can or is able to be offered by other providers at a reasonable cost; and the practicality of collecting fees for service.

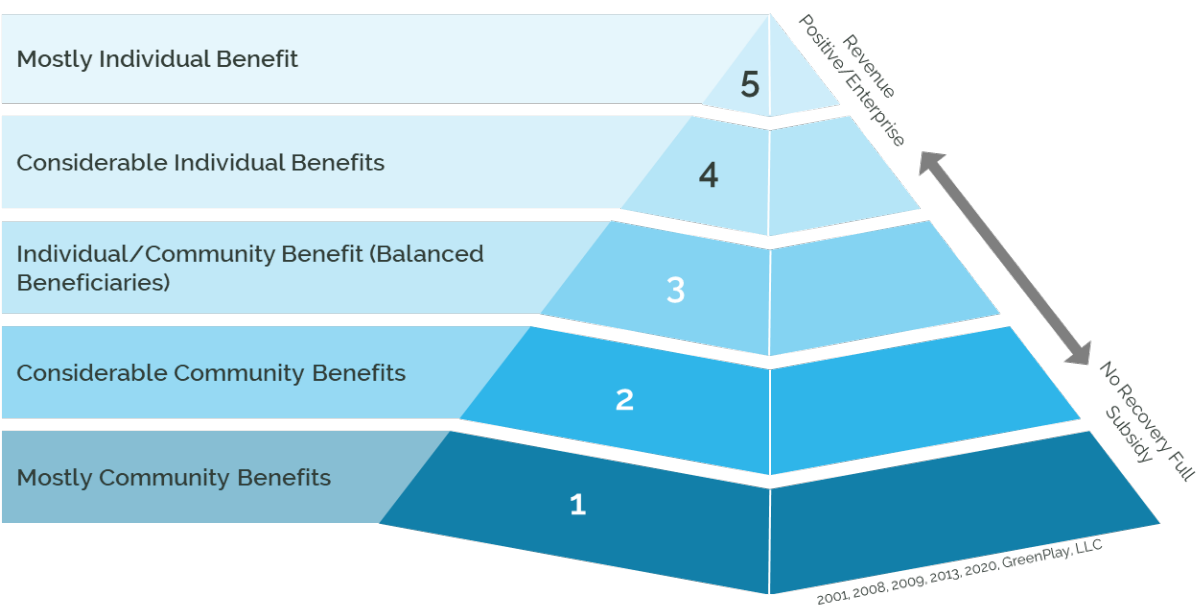
Generally, merit pricing programs may include teen day camps and field activities, youth sports field rentals, senior health and nutrition programs, and safety and instruction programs of all kinds.

Subsidy (no or very low-cost recovery) programs – will not attempt to recover costs as a fee, although it may ask for donations or grants from using individuals, groups, or organizations who benefit or are likely sponsors.

Generally, subsidy programs benefit the population at large sufficiently to justify the use of public funding and/or include activities that are not practical to effectively recover a fee or charge, such as special events or festivals, interpretive exhibits, and trail related activities.

Subsidy (no or very low-cost recovery) programs – will not attempt to recover costs as a fee, although it may ask for donations or grants from using individuals, groups, or organizations who benefit or are likely sponsors.

Generally, subsidy programs benefit the population at large sufficiently to justify the use of public funding and/or include activities that are not practical to effectively recover a fee or charge, such as special events or festivals, interpretive exhibits, and trail related activities.



The cost recovery pyramid can help guide the level of subsidies to organizations using park facilities to offer programs, provide food or entertainment concessions, etc.

5.6. Summary

Recreational programming is valuable as it provides structured activities that promote physical fitness, mental well-being, and social interaction among community members. These programs improve the overall quality of life by fostering a sense of community through shared experiences and learning opportunities. Guidance from this chapter and continued solicitation of input from our program participants will insure superior service delivery for Chelan Parks. This Chapter, reviewing Chelan's Park local positioning amongst recreation providers is advising to re-invest some and hire a full time recreational programmer.

Chapter 6. Parks Department Review



6.

Table of Content

| | | |
|--------|---|------|
| 6.1 | MAINTENANCE AND OPERATIONS EXISTING CONDITIONS..... | 6-4 |
| 6.1.1. | <i>Inventory - Chelan's Parks Maintenance and Operations Scope.....</i> | 6-4 |
| 6.1.2. | <i>Prior attempts</i> | 6-9 |
| 6.1.3. | <i>Maintenance and Operations Needs Analysis.....</i> | 6-11 |
| 6.1.4. | <i>Maintenance & Operations Conclusions and Recommendations</i> | 6-17 |
| 6.2 | STAFFING ASSESSMENT..... | 6-19 |
| 6.2.1. | DEPARTMENTAL ORGANIZATION | 6-19 |
| 6.1.1. | <i>Staffing Level Analysis.....</i> | 6-20 |
| 6.1.2. | <i>Staffing Mix Analysis.....</i> | 6-22 |
| 6.1.3. | <i>Labor Cost Analysis.....</i> | 6-24 |
| 6.1.4. | <i>Staffing Analysis Conclusion</i> | 6-25 |
| 6.3 | FINANCIAL ASSESSMENT | 6-27 |
| 6.3.1. | <i>Parks and Recreation operations.....</i> | 6-27 |
| 6.3.2. | <i>Parks Investments.....</i> | 6-37 |
| 6.3.3. | <i>Parks and Recreation Financials Conclusions.....</i> | 6-44 |

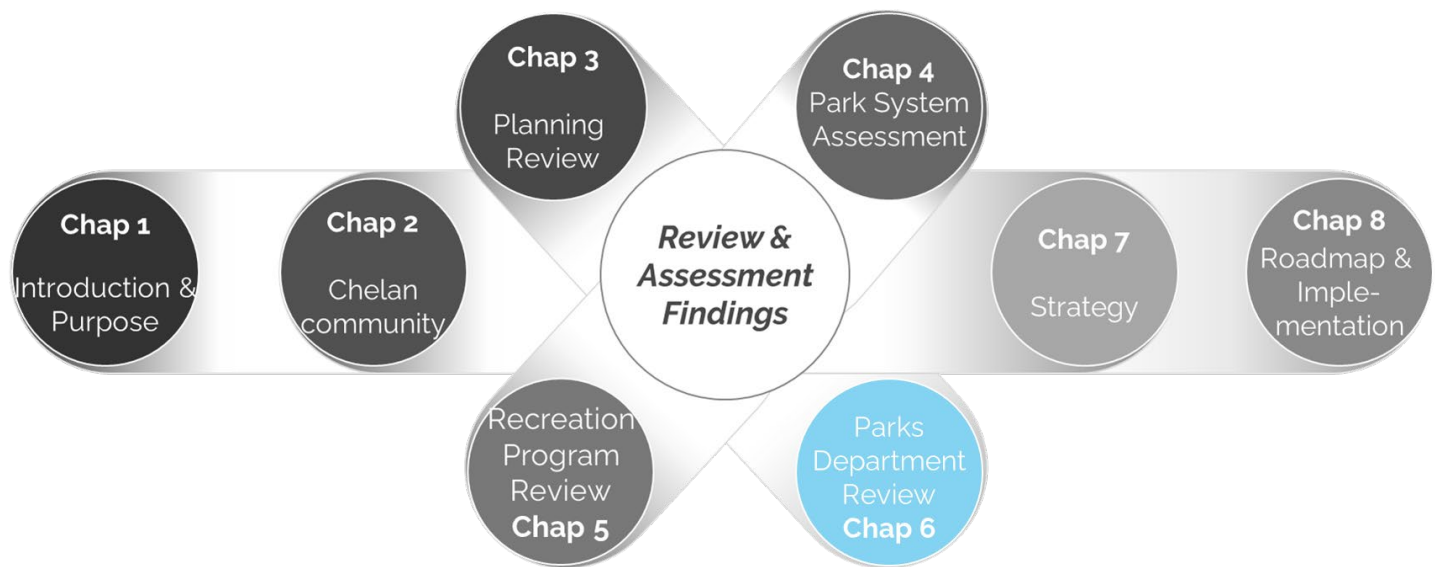
Table of Figures

| | | |
|-------------|---|-------------------------------------|
| Figure 6-1 | Prevention-Failure Curve..... | 6-5 |
| Figure 6-2 | Parks Managed by City of Chelan Parks Department * | 6-5 |
| Figure 6-3 | Responsibilities of NRPA Park Agencies Compared to Chelan Park Responsibilities | 6-6 |
| Figure 6-4 | Opportunities to Assist Chelan Households to Use Parks & Recreation Facilities..... | 6-7 |
| Figure 6-5 | City Waterfront Site Masterplan workshop. Parks & Recreation Board members and community stakeholders are in attendance | 6-7 |
| Figure 6-6 | Staff from Lakeside RV Park pose for a photo | 6-8 |
| Figure 6-7 | Average % distribution of agency FTE | 6-8 |
| Figure 6-8 | Parks and Recreation priorities in 2016 Chelan's Capital Facilities Plan | 6-9 |
| Figure 6-9 | Skeleton crews can't innovate. | 6-10 |
| Figure 6-10 | What an Asset Management approach can do for Parks | 6-12 |
| Figure 6-11 | From Parks Inventory to Vision 2030 Planning | 6-13 |
| Figure 6-12 | Screening the maintenance backlog | 6-14 |
| Figure 6-13 | Preliminary Deferred Maintenance Assessment..... | Error! Bookmark not defined. |
| Figure 6-14 | This pothole was repaired with funding from an RCO deferred maintenance grant for asphalt preservation in May 2024..... | 6-16 |
| Figure 6-15 | Parcs and Recreation Organization Chart, 2023 | 6-19 |
| Figure 6-16 | NRPA 2024 Full Time Equivalent Employees per 10,000 | 6-21 |
| Figure 6-17 | Park and Recreation Agency Staffing | 6-22 |
| Figure 6-18 | Operating expenditure per FTE | 6-24 |

| | |
|---|------|
| Figure 6-19 Photo of the 2020 seasonal crew in the vintage Parks Maintenance Shop – photo courtesy of Mark Johnson..... | 6-26 |
| Figure 6-20 Parks & Rec. 2023 Revenue from Operations..... | 6-27 |
| Figure 6-21 City of Chelan 2023 Budget (Fiscal)..... | 6-28 |
| Figure 6-22 Parks & Rec. 2023 Expenses from Operations..... | 6-28 |
| Figure 6-23 2023 Parks & Rec Operating Income from Operations..... | 6-30 |
| Figure 6-24 2023 Parks and Recreation Concessions..... | 6-32 |
| Figure 6-25 Photo of Spader Bay and what's currently the Lookout as orchard land – py of Terry O'Neal..... | 6-37 |
| Figure 6-26 2019 Parks and Recreation Capital Fund with RV Irrigation System Project Funding..... | 6-38 |
| Figure 6-27 2023 Maintenance Building Project Funding..... | 6-39 |
| Figure 6-28 Pyramid Resource Allocation Methodology..... | 6-41 |
| Figure 6-29 Remodeled Club House..... | 6-44 |
| Figure 6-30 Parks and Recreation 15-year Operating Income..... | 6-44 |

List of Tables

| | |
|--|------|
| Table 6-1 Operations and Maintenance 2023 Labor Costs..... | 6-8 |
| Table 6-2 Parks and Recreation Retrospective from 2016 Chelan's Capital Facilities Plan..... | 6-9 |
| Table 6-3 Assets Maintenance Included for Project Prioritization..... | 6-17 |
| Table 6-4 Parks and Recreation FTE staffing for 2024..... | 6-20 |
| Table 6-5 Chelan's Resident Equivalent Estimate..... | 6-21 |
| Table 6-6 Chelan's Park Staffing Mix..... | 6-22 |
| Table 6-7 Chelan's capital budget per planner..... | 6-23 |
| Table 6-8 Parks and Recreation opex per FTE..... | 6-24 |
| Table 6-9 Parks and Recreation Labor Cost Breakdown..... | 6-25 |
| Table 6-10 Parks and Recreation Labor Recovery Rates..... | 6-25 |
| Table 6-11 Parks & Rec. 2023 Labor Content of Expenses from Operations..... | 6-28 |
| Table 6-12 2023 Parks & Rec. Operating Income..... | 6-29 |
| Table 6-13 2019-2023 Parks and Recreation Revenues..... | 6-30 |
| Table 6-14 2019-2023 Revenues and Resources by Operating Fund..... | 6-31 |
| Table 6-15 2019-2023 Parks and Recreation Parking Revenues..... | 6-31 |
| Table 6-16 2019-2023 Parks and Recreation Concessions Revenues..... | 6-32 |
| Table 6-17 2019-2023 Parks and Recreation Operations Tax Funding..... | 6-32 |
| Table 6-18 Parks and Recreation 2019-2023 Detailed Revenue..... | 6-33 |
| Table 6-19 2019-2023 Parks & Rec. Rev., Expenses & Operating Income..... | 6-34 |
| Table 6-20 15-year Operating Income – A story of improved performance..... | 6-36 |
| Table 6-21 2019-2023 Recreation Capital Projects above \$10k..... | 6-39 |
| Table 6-22 2019-2023 Parks Capital Fund..... | 6-40 |
| Table 6-23 Parks and Recreation Capital Funding from Operations..... | 6-42 |
| Table 6-24 Lodging Tax Usage of Funds (103)..... | 6-43 |
| Table 6-25 2023 City of Chelan Debt Services..... | 6-43 |
| Table 6-26 Transfers to Parks from City's current expense and capital projects fund..... | 6-43 |
| Table 6-27 Parks Sustainable Capital Funding..... | 6-45 |



Introduction

After reviewing our Parks System in Chapter 4 and Recreation Programs in Chapter 5, we now examine the Operations of the Parks and Recreation Department as the last leg of our diagnosis. This chapter covers maintenance (Section 6.1), staffing (Section 6.2), and financials (Section 6.3). The financials section will particularly focus on capital investments and our capacity to achieve the Parks Vision 2030.

6.1 Maintenance and Operations Existing Conditions

As part of the Parks Maintenance and Operations assessment, this section outlines the importance of maintenance and operations (6.1.1), details Chelan's investments in these areas (6.1.2 Parks assets, 6.1.3 maintenance staffing, 6.1.4 maintenance budget), presents the current low patron satisfaction with deferred maintenance (6.1.5), and discusses the 2019 Maintenance Study (6.1.6), which recommends implementing Maintenance Performance Standards (6.1.7).

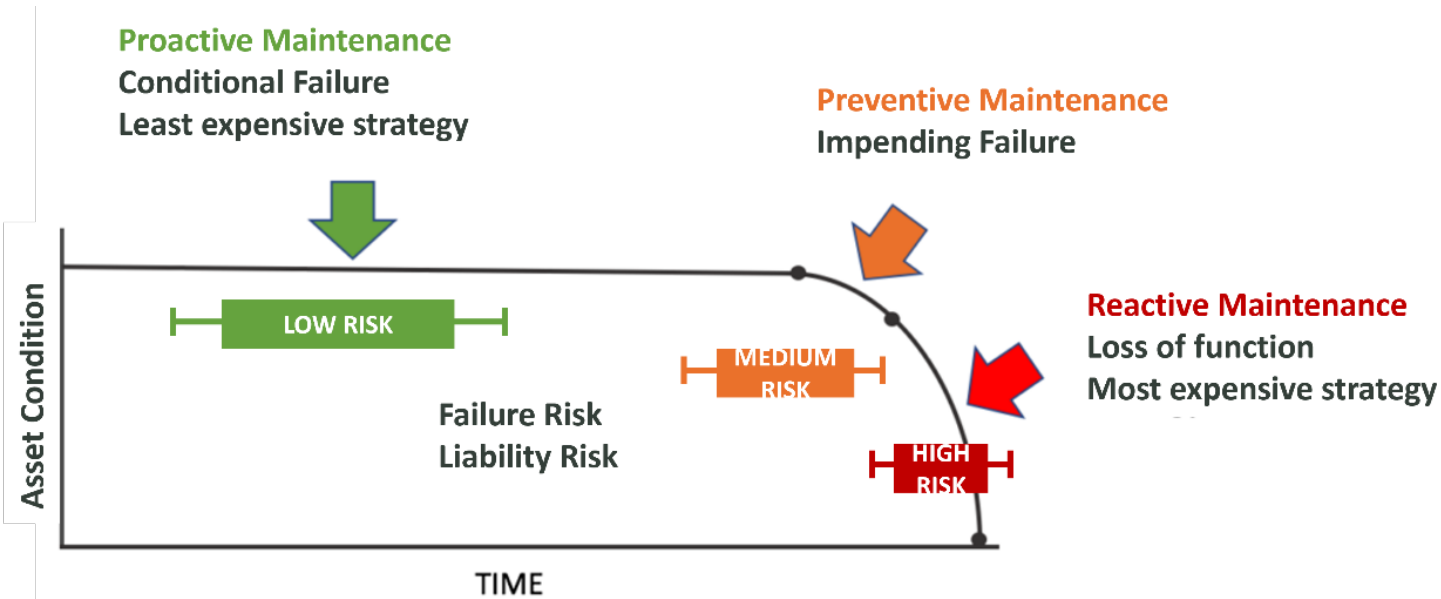
6.1.1. Inventory - Chelan's Parks Maintenance and Operations Scope

The Importance of Proactive Maintenance

Proactively addressing maintenance and replacing facilities which are well beyond their expected useful life has the following benefits:

- Reduce risk of functional failure and emergency repairs
- Reduce overall repair costs
- Limit exposure to liability
- Slow down amenities deterioration rate, and extend their useful life
- Decrease capital and renovation costs
- Decrease crime and inappropriate behavior
- Increase property values surrounding parks

Figure 6-1 Prevention-Failure Curve



Deferring maintenance, i.e. not performing preventive maintenance, saves immediate maintenance costs, but exposes the Department to significantly higher emergency repair costs, if not to catastrophic costs lest an accident happens in one of the Parks maintained.

Premises liability requires unreasonably dangerous conditions. In the case of *City of Barbourville v. Hoskins*, 655 S.W.3d 137 (Ky 10/20/2022), where the Plaintiff had sustained burns on the bottom of her feet after visiting Barbourville Water Park, which is owned by the City of Barbourville, Kentucky the Supreme Court reiterated that a local government will be held responsible for not preventing a reasonably dangerous and predictable injury.

Parks System and Other Maintenance Responsibilities in Scope

The parks maintenance staff are responsible for:

- 5 General Parks,
- 3 Enterprise Parks: Lakeshore Marina (103 slips), the Lakeshore RV Park (169 sites), Golf Course
- Historic Downtown median beautification, watering hanging baskets,
 - City landscapes (one acre in four locations), and approximately four linear acres of medians
 - Snow removal clearing multiple sidewalks, paths, parking lots, and bridges of snow during winter in dispersed areas of town

1,180 trees, 21 restrooms, over 200 acres, innumerable grains of sand and blades of grass

Figure 6-2 Parks Managed by City of Chelan Parks Department *

| Name | Owner | Classification | Size (Acres) * |
|--------------------------------|----------------|-----------------|----------------|
| Lake Chelan Golf Course | City of Chelan | Park Enterprise | 117.4 |
| Lakeshore RV. Park (163 spots) | City of Chelan | Park Enterprise | 20.5 |
| Lakeshore Marina (100 Slips) | City of Chelan | Signature Park | 6.5 |

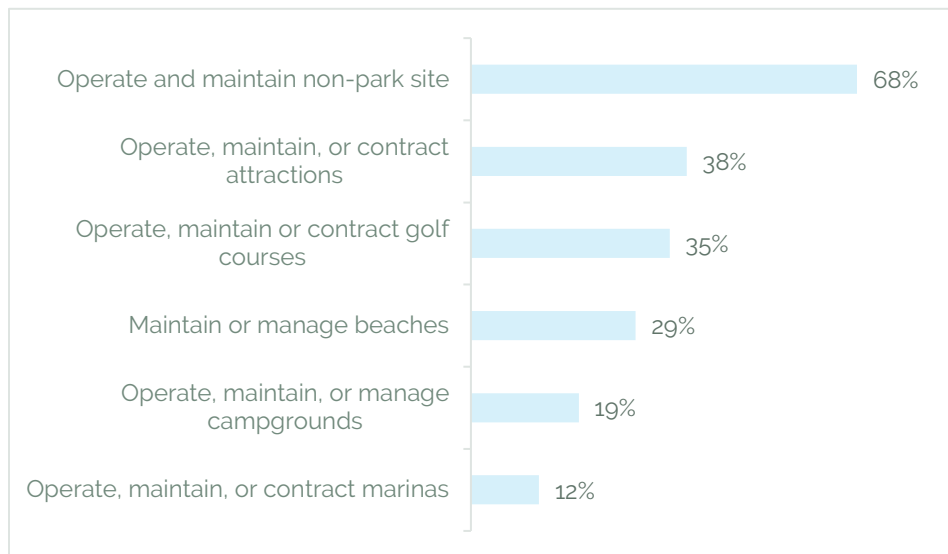
| | | | |
|---|-------------------|-------------------------------------|--------|
| Don Morse Memorial Park | City of Chelan | Signature Park | 19.5 |
| • The Green Putting Course | City of Chelan | Park Enterprise | |
| Lakeside Park | City of Chelan | Signature Park | 10.9 |
| Gateway Park | City of Chelan | Pocket Park | 0.28 |
| Pingrey Centennial Park | City of Chelan | Pocket Park | 0.3 |
| Spader Bay Open Space | City of Chelan | Conservation/ Lake Access Potential | 9.77 |
| Chelan Gorge Park (PUD Baseball fields) | Chelan County PUD | Neighborhood Park | 19.60 |
| TOTAL ENTERPRISE OPERATIONS | | | 182.44 |
| TOTAL MANAGED ACRES | | | 202.04 |

* Also included in Chap 4.1 Parks System inventory

Chelan Parks manages a host of facilities and functions that most other parks and recreation agencies don't.

The 2024 annual NRPA Performance Review report lists these responsibilities and the percentage of agencies that manage these as can be seen in Figure 6-2 below. It is a minority of agencies that manage, for example municipal golf courses, or marinas. It is unknown from the data how many agencies manage a combination of all these nontraditional facilities, but it is safe to assume that only very few agencies manage and maintain as many nontraditional park facilities, let alone with the resources of a 4,392 residents community and the visits from 5.1 million people in the Chelan Valley per year.

Figure 6-3 Responsibilities of NRPA Park Agencies Compared to Chelan Park Responsibilities ¹



Voice of the Parks Patrons on Maintenance and Ops

Survey respondents reported that better condition and maintenance of existing parks and facilities (35% of respondents) may assist them to use parks and facilities more often. Density of use during the summer months creates issues with parking, cleanliness, and upkeep. The level of maintenance is high considering the amount of visitors, but facilities like bathrooms operating beyond their lifespan creates both capacity and maintenance issues.

¹ 2024 The National Recreation and Park Association Agency Performance Review, https://www.nrpa.org/contentassets/f6baf1e9c3354aeca52dc548251bc4f4/2024agencyperformancereview_final.pdf

"The parks are too crowded; I walk around the Riverwalk trail during spring summer and fall. The parking at Lakeside is a disaster, and the local streets parking are packed with tourists to use Don Morse. This city has allowed uncontrolled growth with over capacity parks and no parking." Anonymous Comment from the Needs Assessment Survey

Figure 6-4 Opportunities to Assist Chelan Households to Use Parks & Recreation Facilities

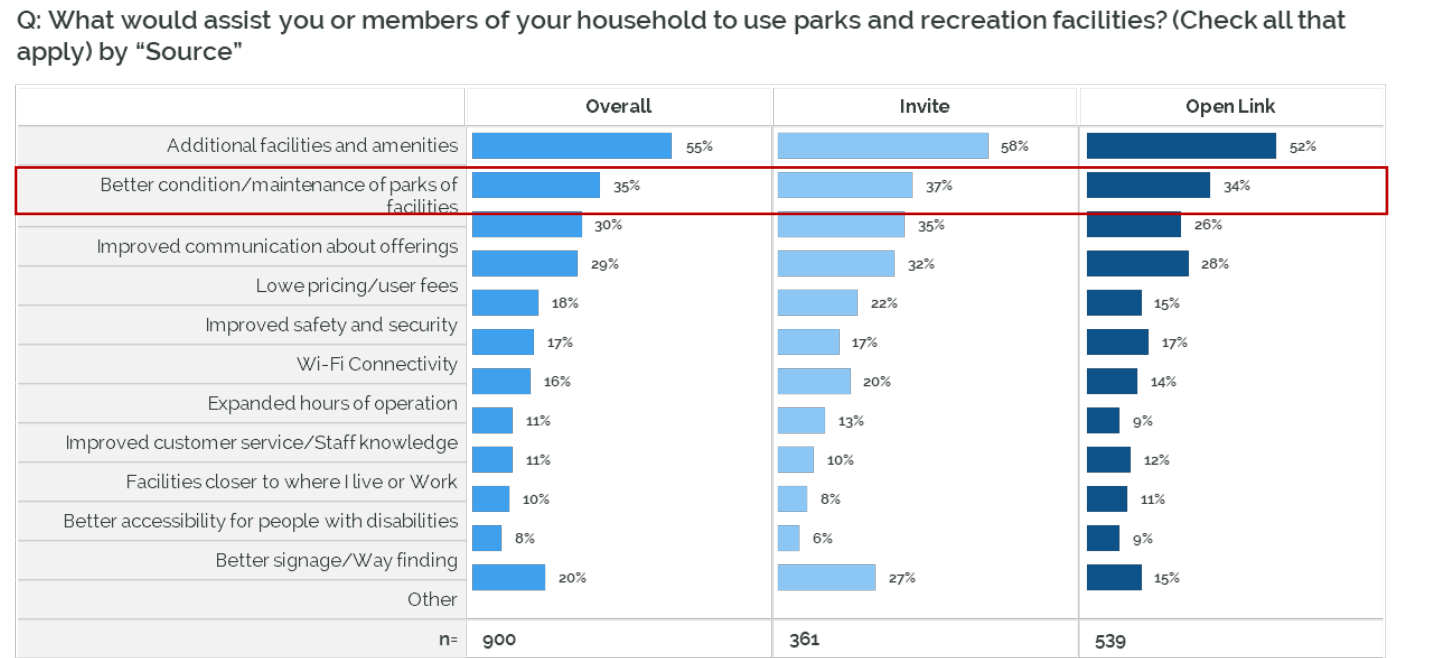


Figure 6-5 City Waterfront Site Masterplan workshop. Parks & Recreation Board members and community stakeholders are in attendance.

Community members want to see renovations of existing bathrooms and additional restrooms.

The Needs Assessment Survey, documents that "better condition/maintenance of parks or facilities" ranks second as an effort that would assist Chelan's household to use the Parks and Recreation facilities



Operations & Maintenance Staffing

Beyond 5 full time employees on maintenance (3 for general parks, 2 for golf) and on operations (3.5 total, 0.5 for recreation and 3 for golf), the Parks department relies heavily on seasonal labor (40 in season)

| | |
|-------------|--------------------------|
| Maintenance | Operations (~Programmer) |
|-------------|--------------------------|

| | | | |
|-------------------------|--------------------------|---|---|
| Full-time (10.5 *) | Overall | <ul style="list-style-type: none"> • General Parks/ RV (3) • Maintenance Foreman (1) • Parks Maintenance Workers (2) • Golf (3) • Golf Course Superintendent • Golf Course Assistant Super. • Mechanic | <ul style="list-style-type: none"> • Golf (3): • Golf Professional • Assistant Golf Professional • Recreation (0.5): youth coord. |
| Seasonal (38+ 2 vacant) | General Parks/ RV (12) | (10) 3 grounds maint, 1 mower maint, 2 facilities maint., 2 landscape maint., 2 landscape downtown | 2 Parking Enforcement |
| | Putting Course (7) | 1 Greens Maintenance Workers | 6 Office Clerks |
| | Marina (3) | | 3 Marina Attendants |
| | Golf course (9) | 8 Groundskeepers | |
| | Golf course pro shop (7) | 1 Lead Cart Attendant/ Custodian | 4 Office Workers, 2 Cart Attendants |

* Total FTE = 11.5 = 6 maintenance + 3.5 operations + 3 admin (Director, Office Lead, Facilities Supervisor)

Figure 6-6 Staff from Lakeside RV Park pose for a photo!



Figure 6-7 Average % distribution of agency FTE.

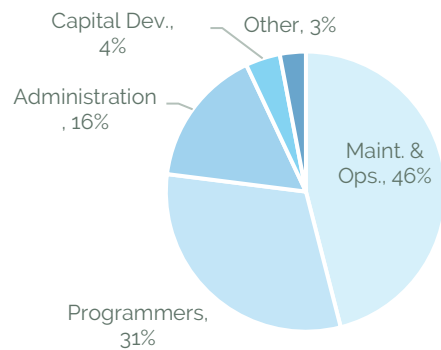


Table 6-1 Operations and Maintenance 2023 Labor Costs

| | Regular Wages | Maintenance | Maint % | Operations | Ops % | M&O % |
|-----------------------------|-----------------------|---------------------|------------|---------------------|------------|------------|
| Full Time | \$892,356.00 | \$344,508.00 | 39% | \$220,320.00 | 25% | 63% |
| GP Seasonal | \$229,260.00 | \$189,660.00 | 83% | \$39,600.00 | 17% | 100% |
| RV Park Seasonal | \$254,140.00 | \$118,420.00 | 47% | \$135,720.00 | 53% | 100% |
| Putting Course Seasonal | \$95,022.50 | \$26,600.00 | 28% | \$68,422.50 | 72% | 100% |
| Marina Seasonal | \$33,896.00 | \$0.00 | 0% | \$33,896.00 | 100% | 100% |
| Recreation Seasonal | \$17,550.00 | \$0.00 | 0% | \$17,550.00 | 100% | 100% |
| Golf Maint Seasonal | \$167,840.00 | \$103,540.00 | 62% | \$31,540.00 | 19% | 80% |
| Pro Shop Seasonal | \$148,580.00 | \$29,400.00 | 20% | \$119,180.00 | 80% | 100% |
| Total Regular Wages: | \$1,838,644.50 | \$812,128.00 | 44% | \$666,228.50 | 36% | 80% |

The 2024 annual NRPA Performance Review report provides average Parks department FTE resource allocation. When looking at the benchmark in proportion of labor spend, Chelan is right at the benchmark with 44% of labor spend (FTE and seasonal) on Maintenance (vs. 46% benchmark), and 35% of labor spend on Operations (vs. 31% benchmark)

6.1.2. Prior attempts

8 years deferred...

As an illustration, the 2016 Parks, Recreation, and Open Space Plan included the first Capital Facilities Plan with which it was concomitant. The golf irrigation project that remains a top priority today was already included and slated for 2016. Eight years ago, it was assessed at \$1.2M in 2016 – whereas it is assessed at over \$2 million now.

Figure 6-8 Parks and Recreation priorities in 2016 Chelan's Capital Facilities Plan

| 2016 Capital Project List The table below summarizes the City's identified capital expenditures for 2016. The costs identified in this CFP are estimates from adopted plans such as the General Sewer Plan or Transportation Improvement Plan and are subject to change. Note that some costs will be covered by outside sources, such as grants and private development. | | | |
|---|--|-------------|--------------------|
| Facility Type | Project Name | Amount | Revenue Source |
| Municipal Facilities | Chelan Public Library - Second Story Remodel | \$150,000 | General Fund |
| Municipal Facilities | PUD Parking Lot - Parking Kiosk | \$11,000 | General Fund |
| Municipal Facilities Total | | | \$161,000 |
| Parks and Recreation | Bumper Boat pad area- 1 st phase conversion | \$100,00 | General Fund |
| Parks and Recreation | Lakeshore RV Park- Electrical Upgrade Design and Engineering | \$25,000 | General Fund |
| Parks and Recreation | Relocate Marina Office | \$40,000 | General Fund |
| Parks and Recreation | Clubhouse Pro Shop and basement carpet replacement | \$20,000 | General Fund |
| Parks and Recreation | Resurface and lighting of Don Morse Park Tennis Courts | \$30,000 | General Fund |
| Parks and Recreation | Parks Office | \$350,000 | General Fund |
| Parks and Recreation | Lakeshore RV Park- WiFi (option: Vendor) | \$20,000 | General Fund |
| Parks and Recreation Total | | | \$585,000 |
| Water System | Booster station upgrades-Highland/ Boyd Road/Daniel | \$1,092,000 | Water Fund (GFC) |
| Water System | Higgs booster station-Construct new pumping station | \$439,000 | Water Fund (GFC) |
| Water System | Meter reading conversion from manual touchpad to radio read | \$581,000 | Water Fund (GFC) |
| Water Total | | | \$2,112,000 |

| | | | |
|---|--|-------------|---------------------|
| Sewer System | Sewer collection system upgrades-slip line/gravity improve/cleanouts (SR150) | \$740,000 | Sewer Fund (GFC) |
| Sewer System | Lift station #10 pump replacement | \$318,000 | Sewer Fund (GFC) |
| Sewer System | Lift station #7 emergency storage | \$48,000 | Sewer Fund (GFC) |
| Sewer System | Lift station #12- Lord Acres lift station and piping | \$1,732,000 | Sewer Fund (GFC) |
| Sewer System | South Chelan PUD boat launch- replace inverted siphon | \$300,000 | Sewer Fund (GFC) |
| Sewer System | Lift station #5- pump replacement, new force mains | \$1,902,000 | Sewer Fund (GFC) |
| Sewer Total | | | \$5,040,000 |
| Golf | Golf Course Irrigation | \$1,200,000 | General Fund |
| Golf | Golf Course Clubhouse- Exterior Decking, Carpet | \$25,000 | General Fund |
| Golf Course Total | | | \$1,225,000 |
| Transportation Improvement | East Woodin Sidewalks | \$147,160 | City |
| | | \$250,000 | TIB |
| Transportation Improvement Total | | | \$397,160 |
| Long-range Planning | 2017 Comprehensive Plan GMA Update | \$75,000 | General Fund |
| Long-range Planning | Wayfinding Sign Installation | \$35,000 | General Fund |
| Long-range plan implementation Total | | | \$110,000 |
| GRAND TOTAL | | | \$11,933,000 |

It is safe to say that, eight years later, only a few of the projects included in the 2016 Capital Facilities Plan were achieved. It is unclear if this is specific to just the Parks and Recreation Department.

Table 6-2 Parks and Recreation Retrospective from 2016 Chelan's Capital Facilities Plan

| 2016 Capital Facilities Plan – Parks and Recreation | | | | Retrospective | | |
|---|---|----------------|-------------|---------------|---|--|
| Year | Project | Fund source | Amount | Status | ROM Est. | Comment |
| 2017 | Lakeshore RV Park Electrical Upgrade Installation- 2nd Phase Conversion | G General Fund | \$200,000 | ✗ | \$1.5M | 1 of 3 loops was upgraded other 2 are still a priority |
| 2017 | New Maintenance Building | G General Fund | \$200,000 | ✓ | \$3.350M | Done 2023. \$2.5M loan funding. |
| 2017+ | Water Splash Park | G General Fund | \$375,000 | ✗ | \$500K | Not current priority |
| 2017+ | Golf Course Irrigation | G General Fund | \$1,200,000 | ✗ | \$2.7M | Irrigation System Assessment Complete, costs refined, Listed in 2023 CIP plan. |
| 2017+ | Golf Course Cart Path Overlay | G General Fund | \$80,000 | ✗ | \$120K | Escalation costs estimate only |
| 2017+ | Lakeshore RV Park-Asphalt Overlay Program six loops | G General Fund | \$210,000 | ✗ | \$300K | Recent crack seal and sealcoat will serve for ~3 years. |
| 2018 | Lakeshore RV Park New Restrooms and showers | G General Fund | \$250,000 | ✓ | \$640K | Completed in 2020 |
| | | TOTAL | \$2,515,000 | | \$9.1M at today's costs, \$4M worth performed | |

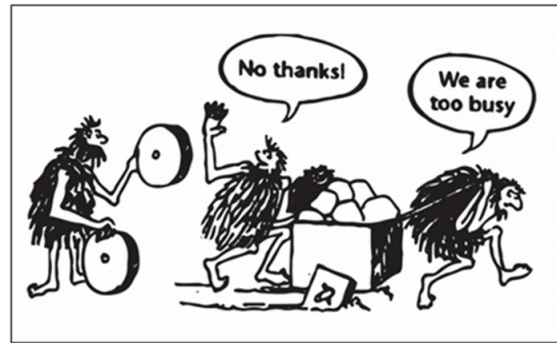
Maintenance & Operations Performance Metrics Best Practice

The Department has never had formalized standards or performance measures. Staffing shortages play a significant role in those standards not being developed. Asset management software was considered in 2020 and maintenance staff was excited about the prospect, but we came to a quick realization that getting the software set up, managing the system, and training staff to use it effectively would exceed the bandwidth of the department. The following best practices were offered from Greenplay Inc. Many of these policies are already in place.

The Department could 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 service may be two to three times per week in very low use areas – The Department accomplishes this by 8 a.m., 7 days per week during peak season.
- *Graffiti* should be removed within 48 hours/24 hours if offensive language/graphics or gang tags. The Department should maintain a sufficient inventory of replacement signs. Tagging is immediately reported to the Sheriff's Department.
- *Repairs* to assets and elements within 48 hours and signs posted closing an amenity needing repair. Repairs to all elements should be done when problems are discovered provided replacement parts and technicians are available to accomplish the job. When disruptions to the public might be minor and the repair is not critical, repairs may be postponed to a time that is least disruptive to usage patterns.
- *Restroom* maintenance and service should be completed each day a restroom is open to the public and as needed as time permits.
- *Park inspections* – Comprehensive inspections 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.

Figure 6-9 Skeleton crews can't innovate.



Both written and adopted maintenance standards and performance measures are necessary to encourage and assure proper and timely maintenance of the parks.

2019 Maintenance Study (Prothman Study)

A detailed analysis of parks maintenance was completed in 2019 that addressed staff positions and required work related to operations. The Prothman Study provided many helpful conclusions that can assist and guide the development of maintenance standards and future staffing. Among the conclusions from the 2019 study:

Recommendations related to M&O staffing:

The seasonal workforce pool makes it difficult to attract and retain good seasonal employees, which leads to a turnaround workforce. Low pay scale and seasonal employment without benefits lead to a poor job applicant pool.

- The City Administrator (serving as the Parks Director at the time), along with parks staff, should look at combining some seasonal employment and hiring equivalent FTE(s) to provide a more stable workforce year-round.
 - The 2022 Operating Budget Priority for the department was to raise all front-line staffing salaries to be more competitive, in order to attract and retain qualified staff. The philosophy of "take care of the people and the people will take care of the business" has helped with attraction and retention.
 - A full-time maintenance worker was added in 2022 to provide additional labor during the winter and shoulder seasons in order to reduce the backlog of decades of deferred maintenance.

- If the City continues to have a challenge recruiting part-time maintenance staff, it could consider contracting the maintenance of small pocket parks, such as Miller's Corner. This can reduce travel time and allow staff to concentrate on their work in the larger parks within the City.

Recommendations related to M&O required work:

- Relocate the larger 300-gallon receptacles in key parks, e.g., Don Morse Memorial Park, and improve identification of the smaller 55-gallon garbage receptacles, including improving the lids to prevent winds from blowing garbage out when the covers are left off.
- Choose a standard park color scheme for consistency with park structures and materials.
- Assess the viability and health of key tree stands that could potentially be or become hazard trees, risking injury to park visitors.
- Add concrete mowing strips along all fence lines and the edges of site elements, such as play areas, and concrete pads under all picnic tables, benches, and other obstacles within turf areas.
- Develop a native low-maintenance, fire wise-compliant [meeting fire safety regulations] groundcover scheme for all steep slopes, e.g., the hillside below Pingrey Centennial Park.
- Add an automated reservation system for the RV Park.
- Upgrade Wi-Fi at the RV Park.
- Add a third lane of peak ingress/egress at the RV Park.
- Add staff or provide more frequent monitoring of beach debris cleanup at Don Morse Park.
- Increase the number of ADA parking stalls and access options at all the parks, specifically the Signature parks.
- Add a parking fee kiosk at the parking lot nearest to Lakeside Park.
- Develop a park signage and wayfinding standard for the parks system ensuring the signs are visually accessible, have the correct reflectivity rating, and are elevated appropriately to not compete visually with other site elements such as fences and light posts.
- Implement a Park Facility Master Planning process to review the functionality, maintenance, and life cycle costs of all the park's buildings and structures to determine the highest and best use or recommend replacement or adaptive re-use, including all the structures at the RV Park, Lakeside Park, Don Morse Park, Marina, and the Parks Administration Building.

6.1.3. Maintenance and Operations Needs Analysis

Infrastructure Lifecycle Asset Management Best Practice

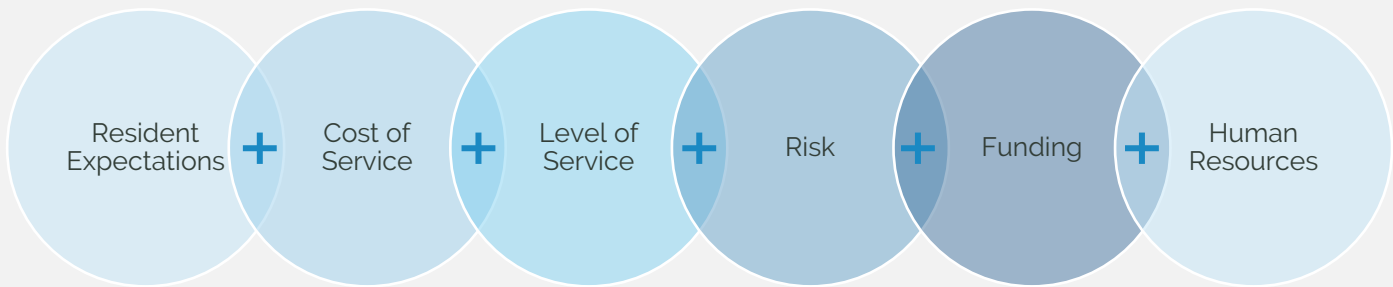
Similar to other assets of the City, park infrastructure represents a significant liability associated with repair, maintenance and renovation. Aging infrastructure requires continuous investment. Generally, resources for routine maintenance are embedded in the Parks operating budget (#110), while more extensive repairs and renovations are funded through one-time appropriations and capital budgets (#310).

As a common best practice, Parks departments tend to conduct full condition analyses every few years (3 years is typical) to quantify the deterioration rate and remaining useful life of each asset in a parks system. A multi-disciplinary team gets assembled from various work groups to visit each facility. Asset conditions are primarily determined by visual inspections and tests, in combination with specific recommendations from engineers and consultants on core infrastructure items such as irrigation and electrical systems.

The city of Chelan has never performed such a full condition analysis; however, our maintenance staff frequently inspects our Parks infrastructures. Department staff end up creating level of service metrics using staff experience and historical practice.

Figure 6-10 What an Asset Management approach can do for Parks**Asset Management Plan ²**

Asset Management is defined as “Managing assets to minimize the total cost of owning, operating, and maintaining those assets while delivering the desired service level at an acceptable level of risk.”



An asset management plan is a long-range planning document that provides a framework for understanding the assets an organization owns and manages, services it provides, risks it assumes, and financial investments required to sustain the services. An asset management plan can help an organization move from reactive to proactive management of its physical and financial resources. The development of an asset management plan requires answers to the following questions:

- What is an asset? What is not an asset?
- Which assets need to be managed?
- What is the current state of the assets?
- What maintenance and capital work are required? When and how much?
- How long until the assets need to be renewed?
- Which assets are critical?
- What levels of service must be provided?
- What is the long-range investment needed to sustain the delivery of services?

The answers to these questions help in the development of an asset management plan. The key elements of the asset management plan development are:

1. Asset inventory – What does the City own and manage?
2. Condition assessment – What are the current conditions and needs of the assets?
3. Risk assessment – Which assets are critical? Which are not?
4. Work management – What work needs to be done? Where, when, and for how much?
5. Life cycle cost assessment – What are the long-term financial needs?
6. Funding analyses – Are there enough funds allocated to the management of the asset to sustain the delivery of that asset?

Goal of the Asset Management Program

The main goal of a city's asset management program is to transition from reactive to proactive planning and management of its park assets. More specifically, Cities overarching goals are to achieve the following objectives:

- To understand the magnitude and timing of park asset reinvestment needs
- To understand the risk associated with park assets
- To develop a data-backed justification to plan and prioritize park asset needs
- To understand the cost to provide service
- To develop a consistent and transparent decision-making process
- To develop a sound data foundation for park asset management
- To communicate and be able to tell the infrastructure story

Some of the major challenges to meeting that goal include the following:

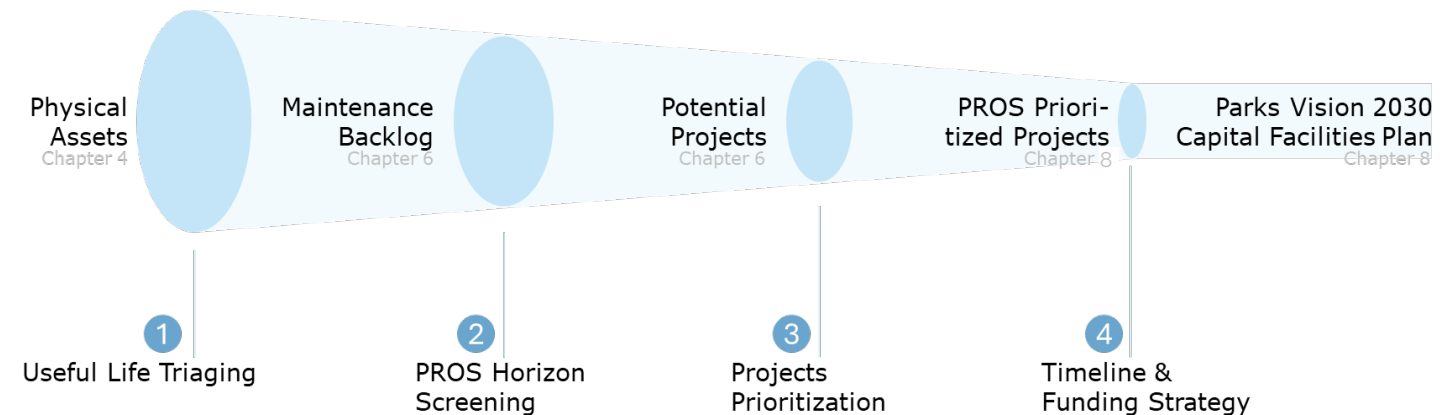
- Old assets in need of maintenance, rehabilitation, or replacement
- High level of service standards
- Limited budget and limited work force
- Loss of institutional history as long-term employees retire

² City of Amarillo Asset Management Plan, <https://www.amarilloparks.org/parks-facilities/parks-asset-management-plan>

Initial deferred maintenance assessment

In the next pages we set out to assess our Parks deferred maintenance.

Figure 6-11 From Parks Inventory to Vision 2030 Planning

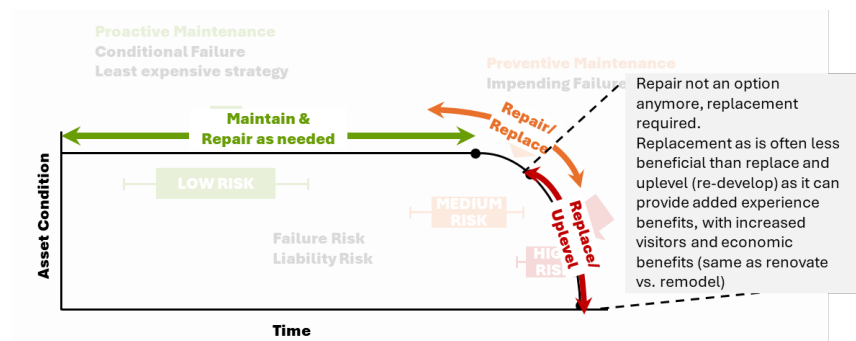


1 We start from the amenities inventory from Chap 4 and the physical assessment of our Parks.

We then triage our assets between a few maintenance options:

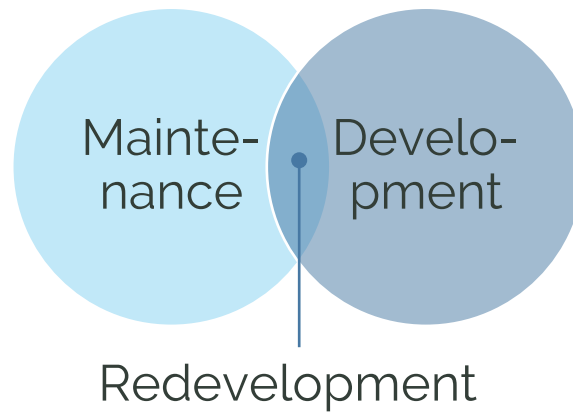
- Maintain as is (no cost)
- Repair/Replace
- Replace and Uplevel

The triaging follows the logic of the performance-failure curve. Ideally, one would have useful life data per asset. In this preliminary version, staff entered based on their knowledge. For many assets, without precise useful life data, after decades in service, it is clear that they are past their useful life.



2 In our PROS Planning process, the maintenance backlog then gets a first screening of maintenance needs that will get included in our potential project list. Projects which would be nice to have but are not urgent relative to more urgent maintenance needs and would overtake the Department's capacity to manage and fund capital projects, get pushed out beyond the PROS 6 years horizon, and not included in the potential project list.

To make the Chelan Parks Vision 2030 a reality, it will come down to executing a list of projects. These projects will be the sum of projects coming from maintenance, on one side (existing assets) and new development, on the other side. For Parks, new developments are often the acquisition of land and creation of new parks, when cities' populations grow, and new parks need adding to a Parks System to maintain a level of service. As we have seen in Chapter 4, Section Level of Service – Accessibility, Chelan Parks are not planning to need and add new parks in the next few years of this PROS' horizon. As a result, for Chelan, "new development" projects would be in the existing parks. As such, the "Replace and Uplevel" category represents an interesting cross-over between Maintenance and New Development, to be exact, a re-development (similar to the difference between renovating one's house, i.e. maintenance, or remodeling one's house, re-development).



- 3 To finish describing our data-driven approach, in Chapter 7, Strategy, the list of potential projects then gets prioritized, using a scoring approach we will describe.
- 4 The prioritized projects are those that will get included in the Parks Capital Facilities Plan.

Figure 6-12 Screening the maintenance backlog

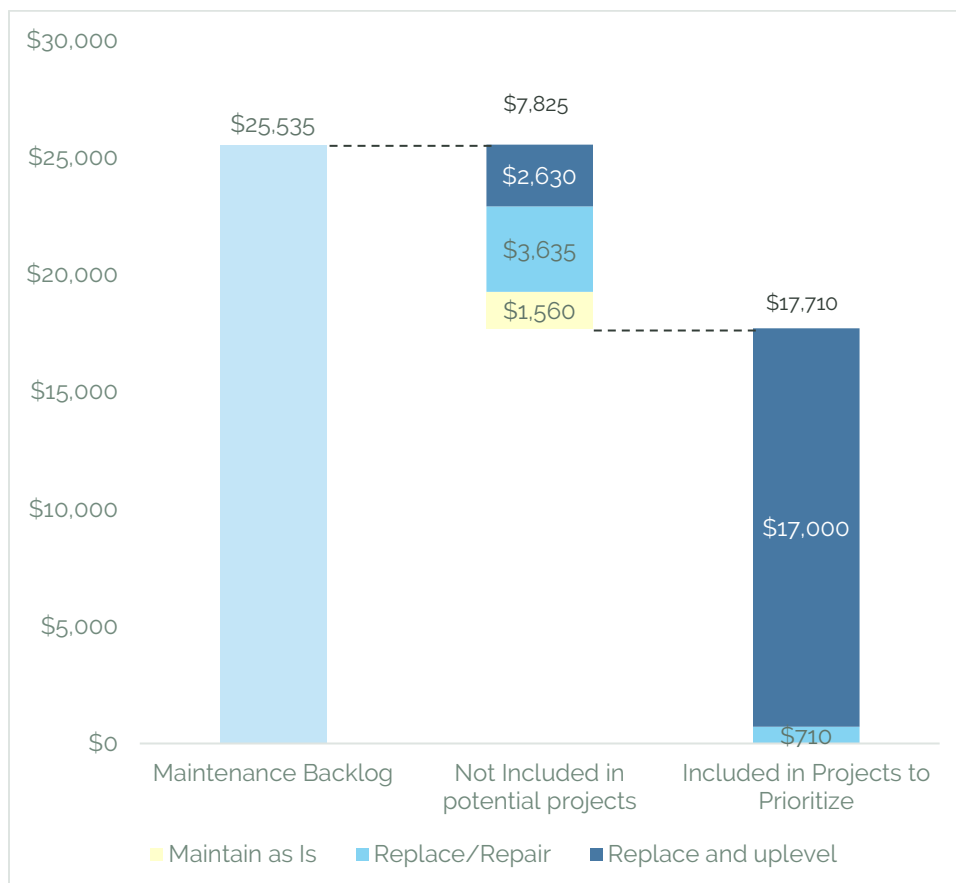


Table 6-3 Chelan Parks System Initial Asst Management

| Park | Included | Asset type | Current Hypothesis | Components | count | state | Comment | Sum of \$costs |
|----------------|--------------|------------|---------------------|-----------------------------|-------|-------|--|----------------|
| Chelan Gorge | Included | components | Replace and Uplevel | Diamond Field | 3 | ● | determine during master planning in 2024 | \$840,000 |
| Chelan Gorge | Not Included | Buildings | Repair/Replace | Restrooms | 1 | ● | determine during master planning of 2024 restroom/concession | \$400,000 |
| Chelan Gorge | Not Included | components | Maintain as is | Concessions | 1 | ● | determine during master planning in 2024 | \$750,000 |
| Chelan Gorge | Not Included | components | Maintain as is | Horseshoe Complex | 12 | ● | determine during master planning in 2024 | \$0 |
| Chelan Gorge | Not Included | components | Maintain as is | Parking Lots | 1 | ● | determine during master planning in 2024 | \$400,000 |
| Chelan Gorge | Not Included | components | Replace and Uplevel | Batting Cage | 3 | ● | determine during master planning of 2024 - cover cages for winter use | \$10,000 |
| Chelan Gorge | Not Included | components | Replace and Uplevel | Playground, Local | 1 | ● | determine during master planning of 2024 | \$200,000 |
| Chelan Gorge | Not Included | components | Replace and Uplevel | Rectangular Field, overlay | 3 | ● | determine during master planning of 2024 | \$2,000,000 |
| Don Morse Park | Included | Buildings | Replace and Uplevel | Restrooms | 1 | ● | underground facility wouldn't block Lakeside views | \$650,000 |
| Don Morse Park | Included | components | Replace and Uplevel | Parking Lots | 1 | ● | pull main DM lot back from lake, add tree islands and stormwater to code | \$1,000,000 |
| Don Morse Park | Included | components | Replace and Uplevel | Playground, Local | 1 | ● | destination playground is optimal - current one well past lifespan | \$4,500,000 |
| Don Morse Park | Included | components | Replace and Uplevel | Skate Park | 1 | ● | an inground concrete feature is preferred/ skatelite 5 yr lifespan | \$1,500,000 |
| Don Morse Park | Included | components | Repair/Replace | Tennis Court | 2 | ● | resurface every 4-8 years | \$60,000 |
| Don Morse Park | Included | trails | Replace and Uplevel | Trails & Paths within Parks | 1 | ● | Promenade along entire waterfront - ADA compliant (new or upgrade) | \$750,000 |
| Don Morse Park | Not Included | Buildings | Maintain as is | Concession LakeRider | 1 | ● | concessionaire invested in insulation, cabinets, etc. | \$0 |
| Don Morse Park | Not Included | Buildings | Maintain as is | Concession Putting Course | 1 | ● | functional for purpose | \$0 |
| Don Morse Park | Not Included | Buildings | Maintain as is | Maintenance building | 1 | ● | replaced 75-year-old building w/o restrooms or running water | \$0 |
| Don Morse Park | Not Included | Buildings | Maintain as is | Parks Office | 1 | ● | new 2016 | \$0 |
| Don Morse Park | Not Included | Buildings | Maintain as is | Restrooms | 1 | ● | new facility at the Parks Maintenance Building | \$0 |
| Don Morse Park | Not Included | Buildings | Repair/Replace | Concession Go Carts | 1 | ● | building needs tenant repairs | \$0 |
| Don Morse Park | Not Included | components | Maintain as is | Golf, Putting Course | 1 | ● | fountain could be a main feature minor landscape planting | \$100,000 |
| Don Morse Park | Not Included | components | Maintain as is | Open Turf | 1 | ● | operating budget covers | \$0 |
| Don Morse Park | Not Included | components | Maintain as is | Shelter, Small | 1 | ● | minor repairs <10K - add 6 affixed picnic tables and a grill | \$10,000 |
| Don Morse Park | Not Included | components | Maintain as is | Volleyball Court | 4 | ● | periodic sand refilling/ net replacement etc. | \$0 |
| Don Morse Park | Not Included | components | Maintain as is | Water Access, Developed | 1 | ● | as is includes regular beach erosion control/ sand replenishment \$4k/yr | \$0 |
| Don Morse Park | Not Included | components | Maintain as is | Water Access, General | 1 | ● | includes regular driftwood removal, buoy and swim line maintenance | \$0 |
| Don Morse Park | Not Included | components | Repair/Replace | Basketball, Practice | 4 | ● | slanted court should relocate to current skatepark concrete pad | \$100,000 |
| Don Morse Park | Not Included | components | Repair/Replace | Go Kart Track | 1 | ● | privately managed minor upkeep needed | \$0 |
| Golf Course | Included | components | Replace and Uplevel | Golf Irrigation | 1 | ● | core infrastructure of golf course (\$2.2M in 2021 +9% = \$2.4M + 2 pumps) | \$2,800,000 |
| Golf Course | Included | components | Repair/Replace | Golf Cart Path | 18 | ● | tree root intrusion should be mitigated, and paths repaired or replaced | \$200,000 |
| Golf Course | Not Included | Buildings | Maintain as is | Golf Cart Shed | 3 | ● | functional | \$0 |
| Golf Course | Not Included | Buildings | Maintain as is | Restrooms | 1 | ● | Functional back g | \$0 |
| Golf Course | Not Included | Buildings | Maintain as is | Restrooms | 1 | ● | Functional front g | \$0 |
| Golf Course | Not Included | Buildings | Repair/Replace | Golf Clubhouse | 1 | ● | Substantive Improvements in 2022 and 2023, pro shop office needs refurb | \$200,000 |
| Golf Course | Not Included | Buildings | Repair/Replace | Golf Maintenance Shed | 1 | ● | needs a facility assessment but possibly expand and renovation needed | \$400,000 |
| Golf Course | Not Included | components | Maintain as is | Golf, Practice | 1 | ● | putting green could be relocated | \$0 |
| Golf Course | Not Included | components | Maintain as is | Parking Lots | 2 | ● | bottom lot and entry road needs crack seal and sealcoat | \$100,000 |
| Golf Course | Not Included | components | Repair/Replace | Clubhouse Landscaping | 1 | ● | 20 yr. lifespan | \$25,000 |
| Golf Course | Not Included | components | Repair/Replace | Golf Bunker Sand | 11 | ● | 5-12 yr. lifespan, replaced ~10 years ago | \$50,000 |
| Golf Course | Not Included | components | Repair/Replace | Golf Greens | 18 | ● | 15-30 yr. lifespan 45 years since installed | \$1,000,000 |
| Golf Course | Not Included | components | Repair/Replace | Golf Tees | 48 | ● | 15-20 yr. lifespan, replaced ~20 years ago 5k/tee x 48 | \$200,000 |
| Golf Course | Not Included | components | Repair/Replace | Golf, Driving Range | 1 | ● | needs concrete tee pads for turf recovery | \$10,000 |
| Golf Course | Not Included | components | Repair/Replace | Golf, Fairway | 18 | ● | 30 yr. lifespan, created 45 years ago - need to be regraded | \$750,000 |
| Golf Course | Not Included | components | Repair/Replace | Golf, Water Feature | 2 | ● | 20-30 yr. lifespan, replaced ~30 yrs. ago - replace liners holes 2, 18 | \$200,000 |

| Park | Included | Asset type | Current Hypothesis | Components | count | state | Comment | Sum of \$costs |
|-------------|--------------|------------|---------------------|-----------------------------|-------|-------|---|----------------|
| Lakeside | Included | Buildings | Replace and Uplevel | Restrooms | 1 | ● | included in LWCF grant 2024-2025 execution | \$750,000 |
| Lakeside | Included | components | Replace and Uplevel | Dock | 1 | ● | included in LWCF grant 2024-2025 execution (Dock & Swim Area) | \$250,000 |
| Lakeside | Included | components | Replace and Uplevel | Path w/in Park | 1 | ● | included in LWCF grant 2024-2025 execution (ADA upgrades) | \$250,000 |
| Lakeside | Included | components | Replace and Uplevel | Playground, Local | 1 | ● | included in LWCF grant 2024-2025 execution | \$250,000 |
| Lakeside | Included | components | Replace and Uplevel | Water Access, Developed | 1 | ● | included in LWCF grant 2024-2025 execution | \$150,000 |
| Lakeside | Not Included | components | As planned/funded | Water Access, General | 1 | ● | included in LWCF grant 2024-2025 execution | \$0 |
| Lakeside | Not Included | components | Maintain as is | Basketball, Practice | 1 | ● | small practice court | \$0 |
| Lakeside | Not Included | components | Maintain as is | Open Turf | 1 | ● | turf management is strong given heavy use | \$0 |
| Lakeside | Not Included | components | Maintain as is | Parking Lots | 1 | ● | could restripe to increase capacity - a partial street right of way | \$200,000 |
| Lakeside | Not Included | components | Maintain as is | Volleyball Court | 1 | ● | small practice court, modest construction | \$0 |
| Marina | Included | Buildings | Replace and Uplevel | Restrooms | 1 | ● | underground facility wouldn't block Lakeside views | \$650,000 |
| Marina | Included | components | Replace and Uplevel | Parking Lots | 1 | ● | will need to be brought up to code | \$800,000 |
| Marina | Included | components | Repair/Replace | Seawall | 1 | ● | functions but aesthetically detrimental (rust) | \$250,000 |
| Marina | Included | trails | Replace and Uplevel | Trails & Paths within Parks | 1 | ● | Promenade along entire waterfront - ADA compliant (new or upgrade) | \$400,000 |
| Marina | Not Included | Buildings | Maintain as is | Drive In Restaurant | 1 | ● | Lakeview Drive In | \$0 |
| Marina | Not Included | Buildings | Maintain as is | Hanger | 1 | ● | tree care needed for large cottonwood nearby | \$0 |
| Marina | Not Included | Buildings | Repair/Replace | Marina Office | 1 | ● | minor upgrades for efficiency, customer window per Lakeside rider | \$100,000 |
| Marina | Not Included | components | Replace and Uplevel | Dock | 1 | ● | Minor electrical upgrades | \$400,000 |
| other | Not Included | Buildings | Repair/Replace | Restrooms | 1 | ● | US Forest - Should we maintain and clean this off-site restroom? | \$200,000 |
| other | Not Included | trails | Maintain as is | Roundabout Near Lookout | 1 | ● | Streets Dept. better fit? | \$0 |
| other | Not Included | trails | Maintain as is | Trail to Community Center | 1 | ● | Streets Dept. better fit? | \$0 |
| other | Not Included | trails | Maintain as is | Trail to Lakeside | 1 | ● | Streets Dept. better fit? | \$0 |
| RV | Included | components | Replace and Uplevel | Picnic Tables | 163 | ● | past life expectancy relatively cheap upgrade for high impact | \$160,000 |
| RV | Included | components | Repair/Replace | Roadway and Pads | 1 | ● | overlay or replacement needed, recent sealcoat will buy several years | \$200,000 |
| RV | Included | components | Replace and Uplevel | RV Power Pedestals | 163 | ● | need to replace ~120 pedestals and upgrade to 50-amp capacity | \$1,300,000 |
| RV | Not Included | Buildings | Maintain as is | Restrooms | 3 | ● | Renovated in 2020 | \$0 |
| RV | Not Included | components | Replace and Uplevel | Camping, Defined | 163 | ● | signage after branding | \$20,000 |
| Grand Total | | | | | | | | \$25,535,000 |

The table to the left accomplishes three things:

Provides Rough Order of Magnitude estimates of our deferred maintenance needs as is. We have over \$25 million worth of projects to complete.

Helps to illustrate the fact that often "replace and uphevel" makes financial sense in context of:

Original facilities may have been placed without a parks master plan guiding design decisions, and hence may not be cited to optimize the overall park potential.

Replacing high-maintenance items with items of lower lifecycle costs even if this means higher costs in the short term. For example, replacing a maintenance prone Skatelite skatepark with a concrete skatepark.

Provides a framework creating asset management tables for staff to complete. These would be organized by park, and provide a more granular inventory, complete the 'actual age,' column, tighter budget estimates, and square footage for buildings.

Figure 6-13 This pothole was repaired with funding from an RCO deferred maintenance grant for asphalt preservation in May 2024.



Table 6-4 Assets Maintenance Included for Project Prioritization

| Maintenance Projects Included | Replace and Uplevel | Repair/Replace | Grand Total |
|-------------------------------|---------------------|------------------|---------------------|
| Chelan Gorge | \$840,000 | | \$840,000 |
| Diamond Field | \$840,000 | | \$840,000 |
| Don Morse Park | \$8,400,000 | \$60,000 | \$8,460,000 |
| Parking Lots | \$1,000,000 | | \$1,000,000 |
| Playground, Local | \$4,500,000 | | \$4,500,000 |
| Restrooms | \$650,000 | | \$650,000 |
| Skate Park | \$1,500,000 | | \$1,500,000 |
| Tennis Court | | \$60,000 | \$60,000 |
| Trails & Paths within Parks | \$750,000 | | \$750,000 |
| Golf Course | \$2,800,000 | \$200,000 | \$3,000,000 |
| Golf Cart Path | | \$200,000 | \$200,000 |
| Golf Irrigation | \$2,800,000 | | \$2,800,000 |
| Lakeside | \$1,650,000 | | \$1,650,000 |
| Dock | \$250,000 | | \$250,000 |
| Path w/in Park | \$250,000 | | \$250,000 |
| Playground, Local | \$250,000 | | \$250,000 |
| Restrooms | \$750,000 | | \$750,000 |
| Water Access, Developed | \$150,000 | | \$150,000 |
| Marina | \$1,850,000 | \$250,000 | \$2,100,000 |
| Parking Lots | \$800,000 | | \$800,000 |
| Restrooms | \$650,000 | | \$650,000 |
| Seawall | | \$250,000 | \$250,000 |
| Trails & Paths within Parks | \$400,000 | | \$400,000 |
| RV | \$1,660,000 | | \$1,660,000 |
| Picnic Tables | \$160,000 | | \$160,000 |
| Roadway and Pads | | \$200,000 | \$200,000 |
| RV Power Pedestals | \$1,300,000 | | \$1,300,000 |
| Grand Total | \$17,000,000 | \$710,000 | \$17,710,000 |

6.1.4. Maintenance & Operations Conclusions and Recommendations

M&O – A strategic opportunity to uplevel our Parks system and our park management practices

The maintenance staffing after backfilling unfilled positions is adequate. The maintenance cost is in range with benchmark. The new Maintenance building provides a safe, efficient maintenance shop. Patrons do not seem to complain about day-to-day maintenance of the Parks. **All in all, the day-to-day maintenance of the Parks is satisfactory and often complemented.**

What is not satisfactory is the condition of the amenities. On that point, our patrons are clear: The first and second item of what would help them use the Parks facilities more were additional amenities, for one, and better conditions/maintenance, for second. As listed in Prothman report in 2019, and assessed anew in our table 6.12,

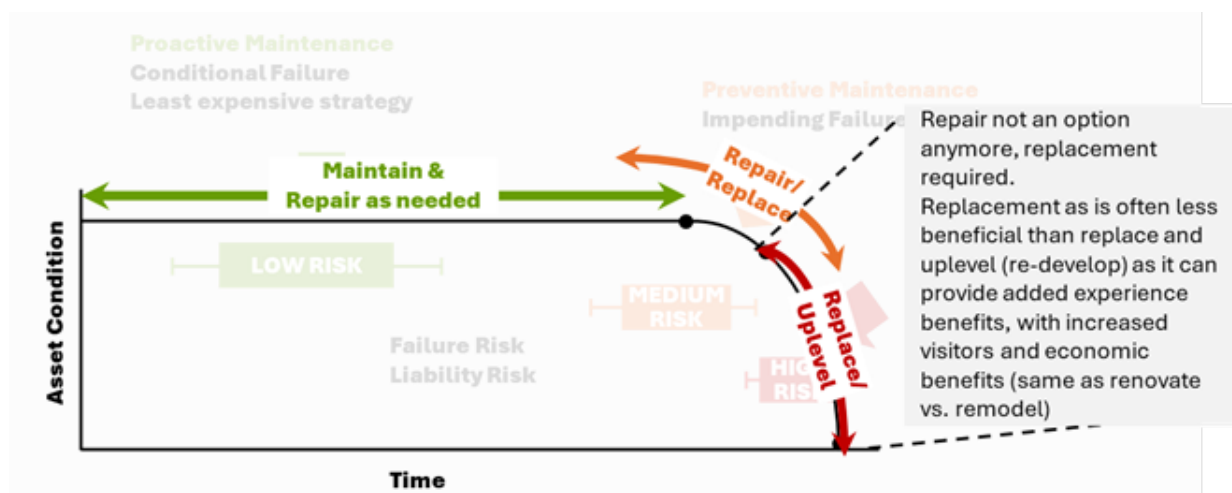
several Parks have basic amenities past their useful life that beg replacement. Restroom capacity is insufficient in the peak months, particularly at Lakeside Park.

Many of these amenities have been slated for renovation for several years. ***What our patrons lament is a deferred maintenance issue.*** What stands in the way is (a) funding and (b) staff bandwidth (see next Section 6.2 on Staffing Assessment and capital development staffing). Our initial rough estimate puts the deferred maintenance total at above \$20 million. To compound the issue, as time passes, the assets further deteriorate, and the cost of renovation increases. Furthermore, the condition of certain amenities might eventually expose the City to liability risks.

As we conclude this Maintenance and Operations section, recommending a maintenance management software, implementing maintenance metrics, or other punctual guidance, while interesting, does not appear to top the list of maintenance and operations priorities. This section ought to have one recommendation and one only: Create an Asset Management Plan which will allow the department to document the level of deferred maintenance with increased precision and build the prioritized deferred maintenance into our Capital Plan as appropriate. Below, we are augmenting our proposed project list with a flag identifying the projects with a high deferred maintenance priority.

Just like one can make lemonade out of lemons, the deferred maintenance presents an opportunity. Renovating amenities long past due will provide the impetus to re-develop the Park, re-invent it to today's standards and community's aspirations, as we will propose in Chapter 7, next chapter, on Strategy.

On that note, the maintenance building completed in 2023 shows us the way, and how to turn a deferred maintenance challenge into an opportunity. The initial design had not considered adding public restrooms, but when reexamined by a committee dedicated to the task of placement, design, and function, all thought that adding public restrooms was a great fit.



6.2 Staffing Assessment

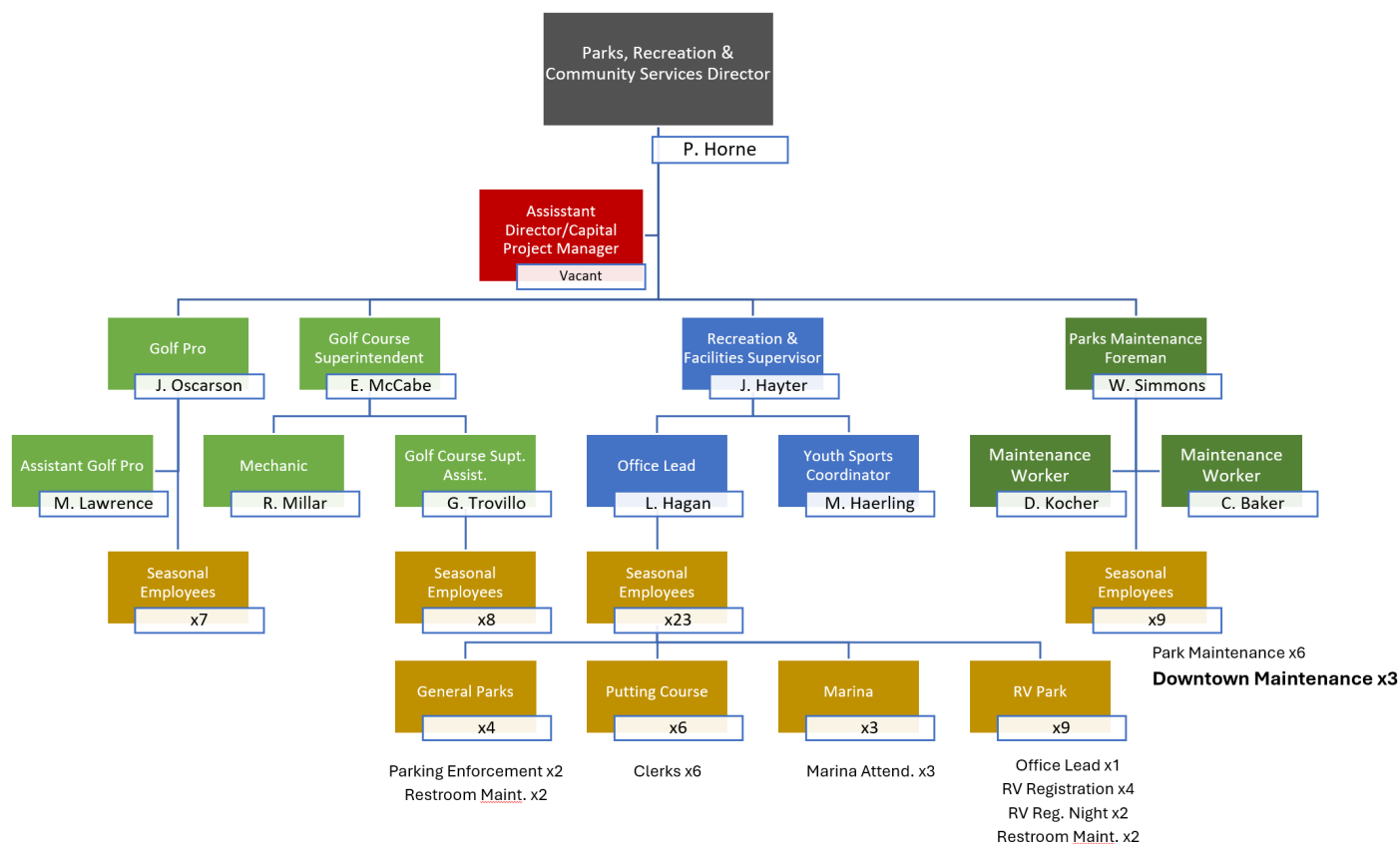
6.2.1. Departmental Organization

The Director of Parks, Recreation, and Community Services oversees the Department. Currently this includes direct management of daily operations, budgeting, managing personnel, park and facility operations and recreation services, as well as overseeing long-term planning, capital improvement projects and policy/pricing policy. The management of capital development projects takes up about 50 percent of his time. After several years, 2024 has a budgeted position for Assistant Director/ Capital Project Manager vacant awaiting the arrival of our new Human Resources Director to proceed with the hiring process.

The Director is supported by a Recreation and Facilities Supervisor who oversees many of the day-to-day operating responsibilities for both parks and recreation.

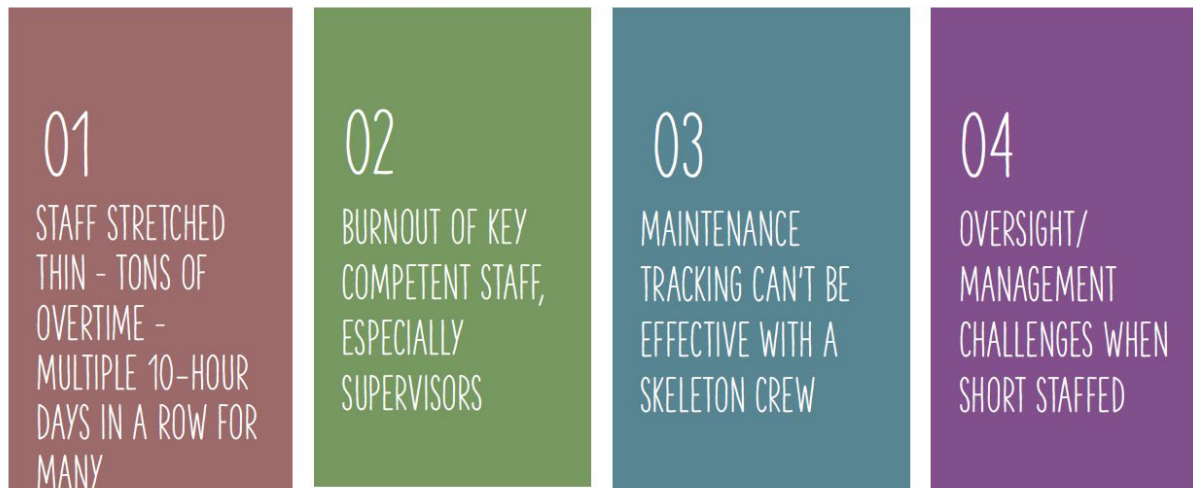
Figure 6-8 covers the organizational chart of the Parks & Recreation Department. A total of 11.5 full time employees, 5 on Golf and Golf Pro, 0.5 on Recreation, 5 on General Parks, Marina and RV Park (2 for admin and 3 on Maintenance), and a department lead. With vacancies, departures and backfill the Department has oscillated around 9-10 over the years.

Figure 6-14 Parks and Recreation Organization Chart, 2023



Staff are stretched thin and reactive to priorities. Staff presented four staffing concerns to City Council in September 2021 that summarized key challenges.³

³ State of the Parks, City Council Strategic Retreat, September 25, 2021



2023 remained a challenging year, as the maintenance staff was spread thin contributing to the Facilities Building project (and lowering the total project cost from architect estimate of \$3.6M down to final cost of \$3.35M). We also lost a valuable long-term employee (Kim) who played a key role in RV Park operations. We had a vacancy in Parks Maintenance, and our Golf Maintenance Superintendent was in essence, permanently on call.

Three positions were added in 2024 to help support key supervisors, to provide succession planning options, and to reduce burnout for our diligent key supervisors. These positions included an Office Lead for the RV park/ putting course/ parking/ general parks, An Assistant Golf Maintenance Supervisor, and the backfilling of a vacant Parks Maintenance Worker. All areas of operations are benefiting from these new positions.

In 2024, operating from the new maintenance building, the maintenance staff has more leeway to initiate deferred maintenance projects, and as of May 2024 already completed several major projects in addition to their extensive list of regular duties gearing up for another busy summer season.

The organization remains challenged around capital projects as we will see below.

6.1.1. Staffing Level Analysis

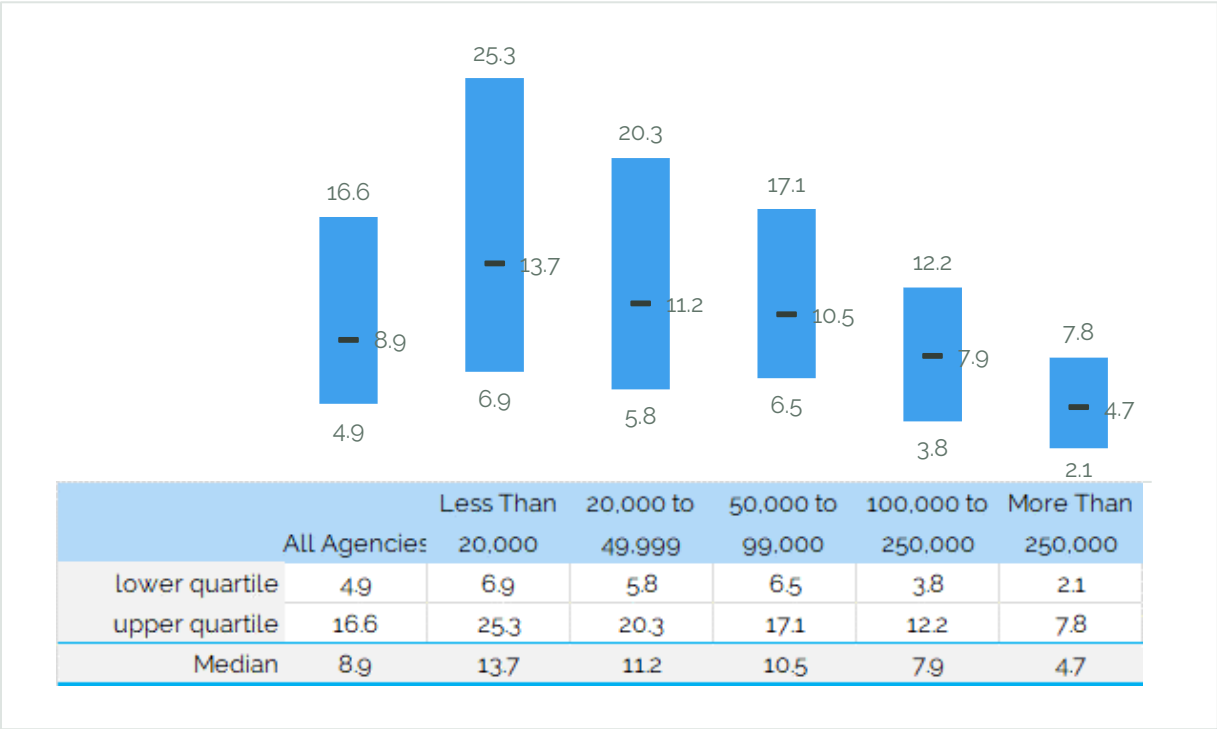
Different seasonal staff will work different durations during the year and different hours per week. Once these variations are considered, the table 6-2 below details the department's complete staffing level, totaling **33 Full Time Equivalents (FTEs)**. Our complement of forty seasonal staff this year converts to 21.6 FTEs.

Table 6-5 Parks and Recreation FTE staffing for 2024

| | Seasonal FTE | | Sub-total | Full time Employees | | | Sub-total | TOTAL |
|-------------------------|--------------|-------------|-----------|---------------------|-------------|-------|-----------|-------|
| | Maintenance | Programmers | | Maintenance | Programmers | Admin | | |
| General Parks | 4.4 | 0.8 | 5.3 | 3.0 | | 2.0 | 5 | 10.3 |
| Recreation | 0.0 | 0.4 | 0.4 | | 0.5 | | 0.5 | 0.9 |
| Sub-total General Parks | 4.4 | 1.2 | 5.7 | 3.0 | 0.5 | 2.0 | 5.5 | 11.2 |
| RV Park | 2.7 | 3.1 | 5.8 | | | 1.0 | 1.0 | 6.8 |
| Putting Course | 0.7 | 1.8 | 2.5 | | | | 0.0 | 2.5 |
| Marina | 0.0 | 0.9 | 0.9 | | | | 0.0 | 0.9 |
| Golf Maintenance | 2.5 | 0.7 | 3.2 | 2.0 | | | 2.0 | 5.2 |
| Golf Pro Shop | 0.7 | 2.9 | 3.6 | | 3.0 | | 3.0 | 6.6 |
| Sub-Total Enterprises | 6.5 | 9.4 | 15.9 | 2.0 | 3.0 | 1.0 | 6.0 | 21.9 |
| Total | 10.9 | 10.7 | 21.6 | 5.0 | 3.5 | 3.0 | 11.5 | 33.1 |

While the number of staff increases as the population increases, the same is not true for the ratio of FTEs to residents. According to the NRPA annual 2024 Performance Review, agencies serving a population of fewer than 20,000 people have a median of 13.7 FTEs for every 10,000 residents. This ratio decreases as the population increases. At agencies serving 50,000 to 99,999 people, there are 10.5 FTEs (median) for every 10,000 residents. At agencies in jurisdictions of more than 250,000 residents, the ratio declines to an average of 4.7 FTEs per 10,000 residents. Overall, the ratio of FTEs across jurisdiction populations is 8.9 FTEs per 10,000 residents.

Figure 6-15 NRPA 2024 Full Time Equivalent Employees per 10,000



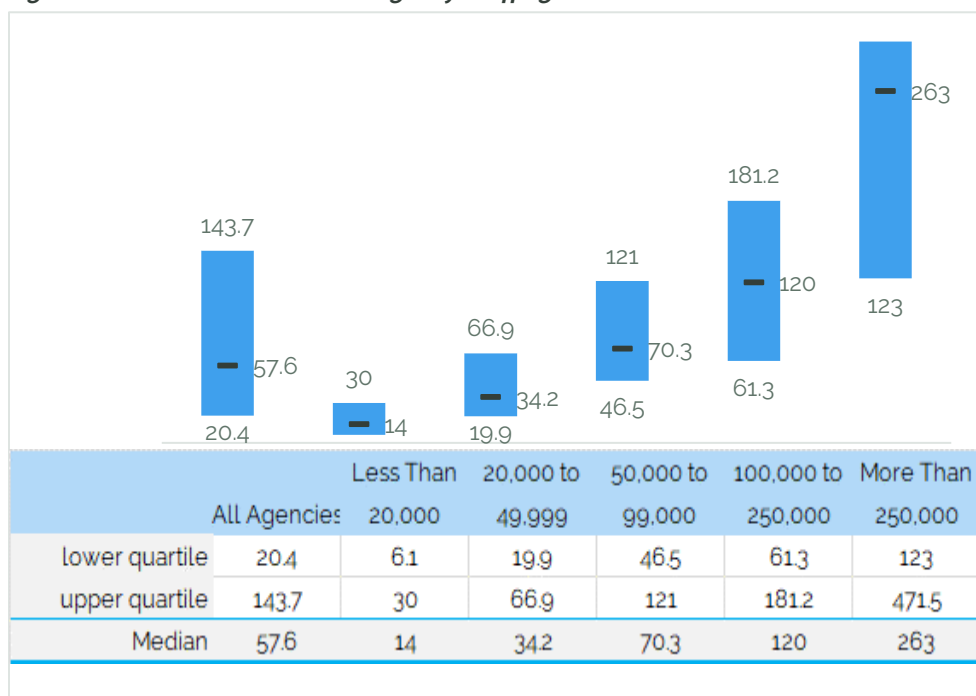
According to the 2017 City's Comprehensive Plan, Chelan serves a permanent population of between 4,000-5,000, but a seasonal population of 25,000 in peak summer months. (p 2-4). To these seasonal residents, one would have to add the tourists, who only visit. Given the Chamber of Commerce count of 4.1M visits /year, estimating an extra 100,000 equivalent residents seems reasonable (author's assumption). This Estimate would lead to an annual resident average of ~35,000 (table 6-3)

Table 6-6 Chelan's Resident Equivalent Estimate

| Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Full year |
|-------|-------|-------|-------|-------|---------|---------|---------|-------|-------|-------|-------|-----------|
| 4,392 | 4,392 | 4,392 | 4,392 | 4,392 | 125,000 | 125,000 | 125,000 | 4,392 | 4,392 | 4,392 | 4,392 | 34,544 |

Using the all-agencies median of 8.9 FTE for every 10,000 residents, one would expect a Parks department supporting a population of 35k residents to be 31 FTE strong. Similarly using the 20,000-49,999 benchmark of 11.2 median FTEs per 10,000 residents would lead to a **38.6 FTE** strong department.

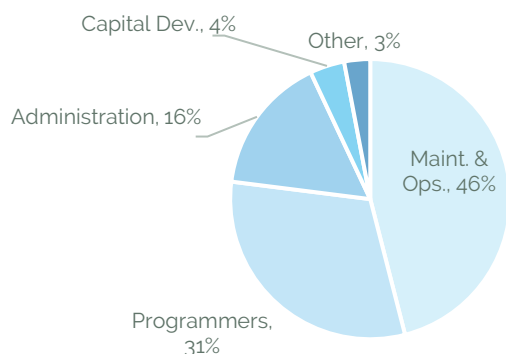
It follows that with 33 FTEs, Chelan's Park and Recreation could be reasonably sized overall. The key to using this benchmark really is the estimate of population served taking into account the high inflow of visitors in Chelan.

Figure 6-16 Park and Recreation Agency Staffing

With 11.5 full time employees serving 4,392 year-round residents, Chelan Parks Department is around the 14 FTE median of agencies serving communities of less than 20,000 inhabitants.

Adding the Seasonal workforce for a total of 33 FTE, the Department workforce falls in the median range typical of 20,00-50,000 strong community, which is within our estimate given summer residents and visitors.

6.1.2. Staffing Mix Analysis



Still according to the NRPA annual 2024 Performance Review, among the various responsibilities of park and recreation staff, almost half of FTEs are responsible for operations and maintenance. About 30 percent of FTEs are responsible for programming, and 16 percent are responsible for administration.

What NRPA call programmers, facilitate recreation programs offered by the agency. In that sense our Golf, RV, Marina staff are similar as they facilitate recreational activities.

Table 6-7 Chelan's Park Staffing Mix

| Full Time Equivalent (FTE) | | Maintenance | Programmers | Admin | TOTAL |
|----------------------------|---------------------|-------------|-------------|------------|-------------|
| General Parks | Seasonal in FTE | 4.4 | 1.2 | | 5.7 |
| | Full time employees | 3.0 | 0.5 | 2.0 | 5.5 |
| | TOTAL | 7.4 | 1.7 | 2.0 | 11.2 |
| | | 67% | 15% | 18% | 100% |
| Enterprise Parks | Seasonal in FTE | 6.5 | 9.4 | | 15.9 |
| | Full time employees | 2.0 | 3.0 | 1.0 | 6.0 |
| | TOTAL | 8.5 | 12.4 | 1.0 | 21.9 |
| | | 39% | 57% | 5% | 100% |
| Total PARKS | Seasonal in FTE | 10.9 | 10.7 | | 21.6 |
| | Full time employees | 5.0 | 3.5 | 3.0 | 11.5 |
| | TOTAL | 15.9 | 14.2 | 3.0 | 33.1 |
| | | 48% | 43% | 9% | 100% |
| NRPA Benchmark | | 46% | 31% | 16% | |

In aggregate the Department is in line with the NRPA benchmark on maintenance (48% vs. 46%), heavy on programmers (43% vs. 31%) and light on admin (9% vs 16%). Because we consider our non-maintenance Enterprise staffing to be like recreation programmers, the over index on programmers is even heavier in Enterprise Parks (57% vs. 31%).

Our General Parks propose limited recreation programming; hence the mix is over indexed on maintenance. If Chelan's Park and Recreation were to develop their recreation programming further, the gap of non-Enterprise recreation staff would have to be filled with 1 full-time recreation coordinator and a full-time programmer.

Beyond these differences, one item stands out however: the Parks Department has no capital development staff (planners), whereas the benchmark would expect 4% of FTE to be dedicated to it. With an overall staffing of 33 FTEs, which would represent 1.3 planning FTE. As the name suggests, capital development staff support capital projects. Having no planner within the department has major repercussions:

- Bottleneck on capital project execution (\$2m+ capital carry-over from 2023 to 2024 for example)
- No staff for grant applications, leading to untapped capital funding
- Both of the former lead to further deferred maintenance
- Limited capital funding, in turn, leads to resorting to maintenance staff to reduce project cost (which leads to increased overtime and labor costs)

As such, staffing planners/ capital project managers in the Department becomes a pre-requisite to being able to embrace the projects envisaged in this 2024 PROS Plan.

For reference, the City's Public Works Department currently has four professional staffers, the Public Works Director, the City Engineer, the Development Project Manager, and the Operations Manager. As shown in table 6-5 below, that leads to each of them on average managing \$1-2M capital project per year.

Table 6-8 Chelan's capital budget per planner

| Expenses (\$M) | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------------|-------|-------|-------|-------|-------|
| 301 - Capital Projects | \$0.4 | \$0.5 | \$0.4 | \$1.9 | \$0.8 |
| 302 - Street Capital | \$1.7 | \$0.2 | \$0.2 | \$2.0 | \$0.4 |
| 406 - Water capital | \$1.3 | \$2.7 | \$1.7 | \$2.4 | \$2.2 |
| 407 - Sewer capital | \$1.7 | \$1.8 | \$3.1 | \$2.9 | \$1.7 |
| Public Works Sub-total | \$4.7 | \$4.8 | \$5.1 | \$7.3 | \$4.2 |
| PW professional staffers | 4 | | | | |
| \$M capital project per pro staffer | 1.17 | 1.19 | 1.27 | 1.83 | 1.06 |
| 310 - Parks Capital | \$1.7 | \$0.6 | \$0.5 | \$0.4 | \$5.2 |

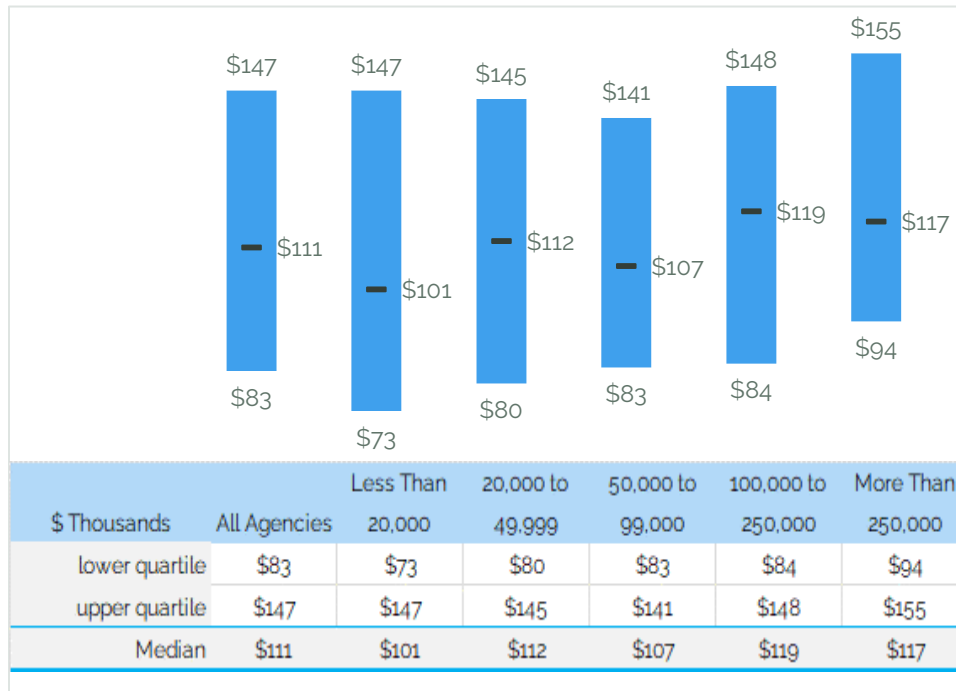
As we covered in prior section, the Parks department is facing both a significant maintenance backlog and an opportunity to uplevel the Parks System. This would entail \$1.5-3M capital spend per year in the short medium term.

Using both the NRPA national benchmark (1.4 planner for a 33 FTE department), and the comparison with our Public Works department, Chelan's Park Department would require hiring 1-2 Capital Project Managers/ Planners to move forward both on deferred maintenance and the 2030 Parks Vision.

6.1.3. Labor Cost Analysis

Benchmark

Figure 6-17 Operating expenditure per FTE



At \$99k per full time employee, Chelan is within the NRPA benchmark for agencies serving populations less than 20,000 residents (\$101k). However, Chelan has a fairly high cost of living. The departure of one full-time employee who had long longevity with the department lowered the Department's average cost per full-time employee.

Relying on seasonal staff during the peak summer months materially reduces the cost per head. It comes at a cost of course: lack of institutional knowledge, and cost of hiring, managing and overseeing large number of impermanent staff year after year.

Table 6-9 Parks and Recreation Operating Expenses per FTE

| \$ Thousands | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------|---------|---------|---------|---------|---------|
| Labor cost Seas * | \$669 | \$585 | \$743 | \$772 | \$897 |
| Seas FTE ** | 21.6 | 21.6 | 21.6 | 21.6 | 21.6 |
| \$k per Seas FTE | \$31 | \$27 | \$34 | \$36 | \$42 |
| Labor Cost FT * | \$861 | \$966 | \$1,007 | \$1,183 | \$1,136 |
| FT # | ~10 | ~10 | 9.5 | 8.5 | 11.5 |
| \$k per FT | \$86 | \$97 | \$106 | \$139 | \$99 |
| Labor Cost Total * | \$1,530 | \$1,551 | \$1,750 | \$1,955 | \$2,034 |
| FT and Seas FTE | 31.6 | 31.6 | 31.1 | 30.1 | 33.1 |
| \$k per FTE | \$48 | \$49 | \$56 | \$65 | \$61 |

* Labor costs include wages, benefits and overtime

** Number of Seasonal (weeks and hours) vary per yr., data unavailable, assumed same as 2023

Productivity

As revenue grew from \$2.9M in 2019 to \$4m in 2023 (with 2020 COVID slowdown and subsequent 2021 rebound in between), labor content as measured by labor cost as percentage of revenue has remained very stable around 50%. There are no gains in productivity, nor are there increased labor costs to scaling revenue.

The mix between wages and overtime across full-time employees and seasonal staff has also remained constant. Overtime has increased by 1% between 2022 and 2023, rising by \$50k. This was balanced out by reduction in wages and benefits with an overall reduction of labor costs. The increase in overtime was driven half (\$25k) by RV, where one Assistant Supervisor position was vacant for a long part of the year, and by \$25k from General Parks, where the maintenance crew contributed to the maintenance building construction, while having a vacancy unfilled.

Table 6-10 Parks and Recreation Labor Cost Breakdown

| \$ Thousands | % of rev. | 2019 | % of rev | 2020 | % of rev | 2021 | % of rev | 2022 | % of rev | 2023 |
|-----------------|-----------|----------------|----------|----------------|----------|----------------|----------|----------------|----------|----------------|
| Total Labor | 53% | \$1,530 | 61% | \$1,551 | 49% | \$1,750 | 53% | \$1,955 | 50% | \$2,034 |
| Wages | 36% | \$1,047 | 43% | \$1,097 | 33% | \$1,165 | 35% | \$1,311 | 33% | \$1,349 |
| Benefits | 16% | \$448 | 18% | \$454 | 13% | \$466 | 14% | \$526 | 13% | \$517 |
| Overtime | 1% | \$35 | 0% | \$0 | 3% | \$119 | 3% | \$118 | 4% | \$168 |
| Revenues | | \$2,879 | | \$2,531 | | \$3,577 | | \$3,711 | | \$4,033 |

Labor Cost Trend

As expected, the Park Enterprises, being commercial enterprises have higher revenues to cover their labor costs, and the labor content is lower than the General Parks (26% vs 86%). The mix between full-time vs. seasonal in both general parks and Enterprise remains stable over time.

Table 6-11 Parks and Recreation Labor Recovery Rates

| | \$ Thousands | 2019 | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | |
|------------------|--------------|--------------|--------------|----------------|--------------|--------------|----------------|----------------|--------------|----------------|----------------|--------------|----------------|----------------|--------------|----------------|
| | | FT | Seas. | Total | FT | Seas. | Total | FT | Seas. | Total | FT | Seas. | Total | FT | Seas. | Total |
| General Parks | Revenue | | | \$1,153 | | | \$1,154 | | | \$1,489 | | | \$1,520 | | | \$1,647 |
| | Labor Cost | \$617 | \$432 | \$1,049 | \$730 | \$389 | \$1,119 | \$768 | \$489 | \$1,257 | \$898 | \$486 | \$1,385 | \$865 | \$558 | \$1,423 |
| | % labor | 54% | 37% | 91% | 63% | 34% | 97% | 52% | 33% | 84% | 59% | 32% | 91% | 52% | 34% | 86% |
| Enterprise Parks | Revenue | | | \$1,726 | | | \$1,376 | | | \$2,088 | | | \$2,191 | | | \$2,385 |
| | Labor Cost | \$243 | \$237 | \$480 | \$236 | \$196 | \$433 | \$239 | \$254 | \$493 | \$285 | \$285 | \$570 | \$272 | \$339 | \$611 |
| | % labor | 14% | 14% | 28% | 17% | 14% | 31% | 11% | 12% | 24% | 13% | 13% | 26% | 11% | 14% | 26% |
| Total Parks | Revenue | | | \$2,879 | | | \$2,531 | | | \$3,577 | | | \$3,711 | | | \$4,033 |
| | Labor Cost | \$861 | \$669 | \$1,530 | \$966 | \$585 | \$1,551 | \$1,007 | \$743 | \$1,750 | \$1,183 | \$772 | \$1,955 | \$1,136 | \$897 | \$2,034 |
| | % labor | 30% | 23% | 53% | 38% | 23% | 61% | 28% | 21% | 49% | 32% | 21% | 53% | 28% | 22% | 50% |

6.1.4. Staffing Analysis Conclusion

- The Department employs 11.5 full-time employees and during the peak summer months adds ~40 seasonal positions, which convert to 21.6 FTE, for a total size of the department of 33.1 FTE.
- The Parks Department has a complex organization for the size of the community, given the number of enterprise parks (businesses) that it operates: RV, Golf, Marina, Putting Course, Parking, Concessions
- Using the 2024 NRPA Performance Review benchmarks, the overall size of the department is commensurate with the community it serves, whether one looks at 4,392 year-round residents for 11.5 FTE (vs 14 median FTE benchmark for less than 20,000 communities), or whether one estimates a 125,000-equivalent community in

the summer peak months for a 35,000 average equivalent population year-round with 33 FTE (vs 34.2 benchmark for communities 20,000-50,000).

- The maintenance staffing level is in line with NRPA benchmarks (48% vs 46%). The programming staffing is higher (43% vs. 31%) when counting non-maintenance Golf, RV, and Marina staff as programming. Administrative staff is below the national benchmark (9% vs 16%). The Department has only 0.5 FTE on General Parks recreation services and has no capital development staff.
- Of these two staffing gaps compared to national benchmarks, one needs urgent resolution, the other one needs a prior strategic determination: (a) The Parks Department needs to add 1 to 2 capital development staff to meet the deferred maintenance needs and to potentially deliver on the vision proposed in this PROS Plan (b) if the decision is made to increase the recreation programming offered, the Parks Department would require to hire one full-time recreation coordinator.
- The cost per full time employee is slightly below the national benchmark (\$99k vs \$101k), even though Chelan has a relatively high cost of living.
- As revenue grew from \$2.9M in 2019 to \$4m in 2023, labor content as measured by labor cost as percentage of revenue has remained stable around 50%.

Figure 6-18 Photo of the 2020 seasonal crew in the vintage Parks Maintenance Shop – photo courtesy of Mark Johnson.



6.3 Financial Assessment

6.3.1. Parks and Recreation operations

2023

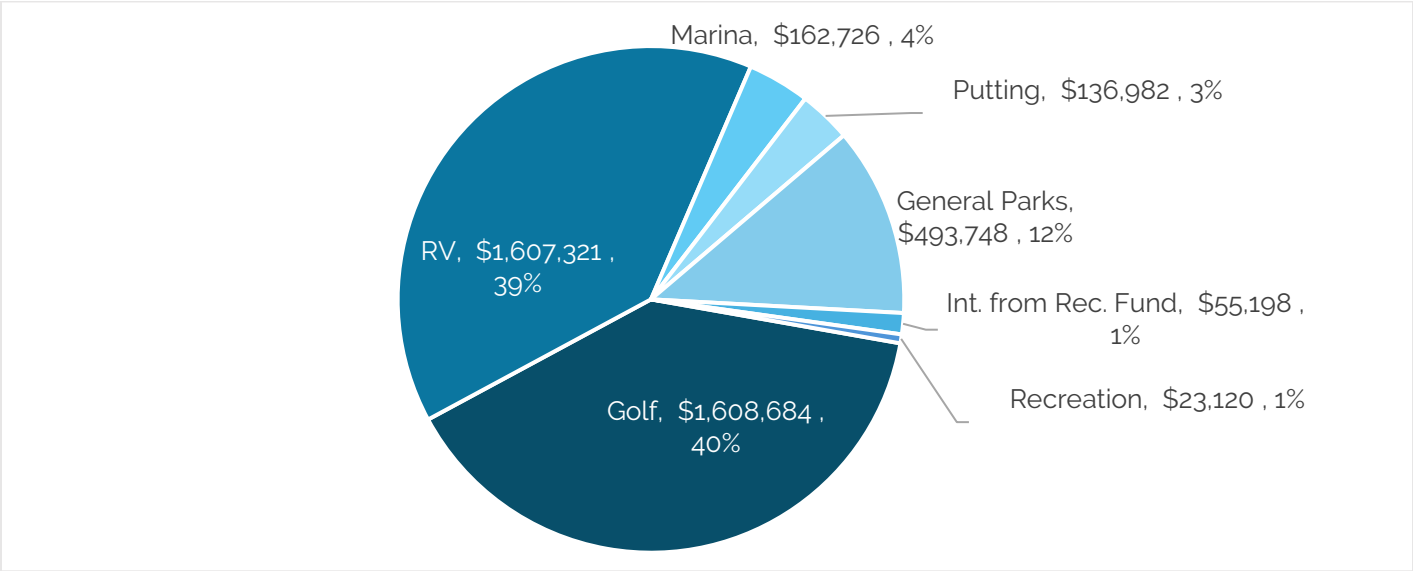
2023 Revenue

Direct Revenues

The Department focuses on two related yet separate models of business services: traditional parks and recreation services and business-based leisure services.

More than 80% of the Parks & Recreation revenue of \$4,087M in 2023 comes from business-based leisure enterprises that have to remain competitive in the market relative to alternatives available and provide excellent experiences to increase customer satisfaction and repeat patronage.

Figure 6-19 Parks & Rec. 2023 Revenue from Operations



The traditional recreation services offering of youth and sports activities is minimally developed in Chelan and generates 1% of the revenue, while the traditional parks services revenue is driven mostly by parking-related revenues (75%), and enterprise concessions operated in the parks by private-contracted parties (25%)

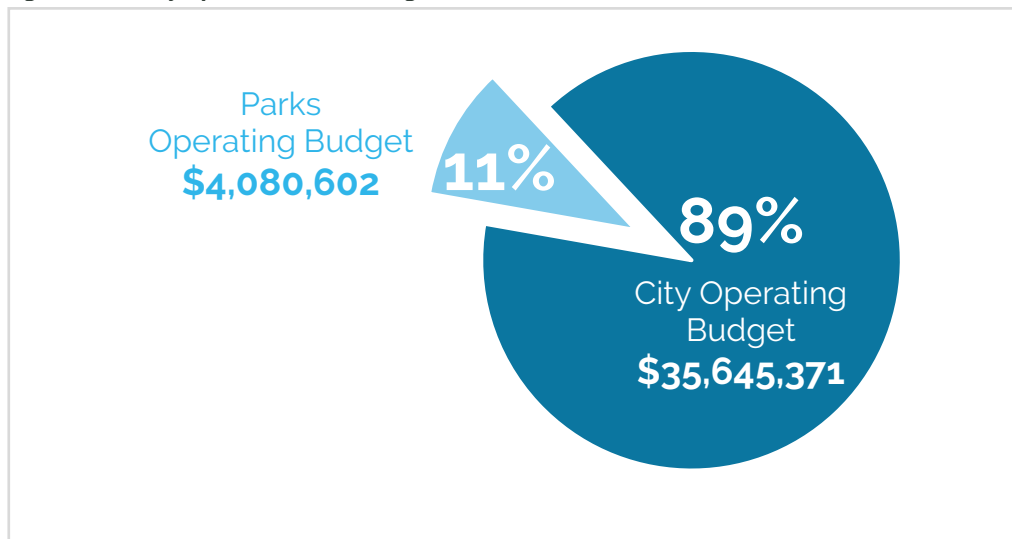
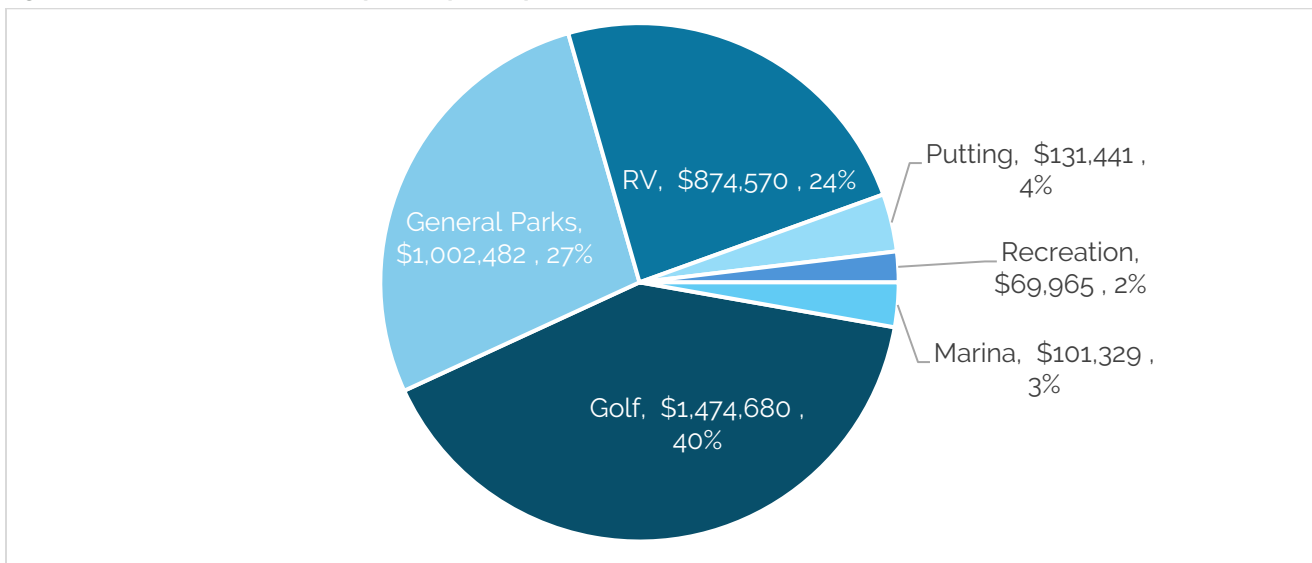
In a full recovery model these revenue mixes weigh heavily on the sustainability of Chelan's Parks & Recreation, and hence are a strategic focus and priority.

Indirect Revenues

The RV Park generates lodging taxes, the marina leasehold taxes, and all operations sales tax, as well. The golf course alone generates over \$145,000 in sales tax revenues.

2023 Expenses

The City of Chelan's parks operating budget makes up approximately 11% of the City's overall budget, as seen in Figure 6-16

Figure 6-20 City of Chelan 2023 Budget (Fiscal)**Figure 6-21 Parks & Rec. 2023 Expenses from Operations**

2023 expenses are in similar proportions to revenue mix, except for General Parks that are over-indexed in the expenses compared to revenue (27% vs. 12%) while RV is under-indexed in the expenses (24% vs. 40% of revenue).

Given the high labor content of the Department's costs, we should expect overall costs to increase as revenues do.

Table 6-12 Parks & Rec. 2023 Labor Content of Expenses from Operations

| Department | Labor Expenses | Total Expenses | Labor Content * |
|---------------|---------------------|---------------------|-----------------|
| Golf | \$ 722,511 | \$ 1,474,680 | 49% |
| General Parks | \$ 652,144 | \$ 1,002,482 | 65% |
| RV | \$ 433,158 | \$ 874,570 | 50% |
| Putting | \$ 104,466 | \$ 131,441 | 79% |
| Recreation | \$ 48,033 | \$ 69,965 | 69% |
| Marina | \$ 73,345 | \$ 101,329 | 72% |
| TOTAL | \$ 2,033,656 | \$ 3,654,468 | 56% |

* Labor costs include all wages, over-time and benefits from full-time employees and seasonal workers: Regular Wages-FTE ('11-00), Overtime Wages-FTE ('12-00), Regular Wages-PT ('13-00), Overtime Wages-PT ('14-00), Benefits-FTE ('21-00), Benefits-PT ('22-00), Unemployment ('23-00), Lesson Wages ('15-00), Lesson Benefits ('21-01)

2023 Operating Income

Table 6-13 2023 Parks & Rec. Operating Income

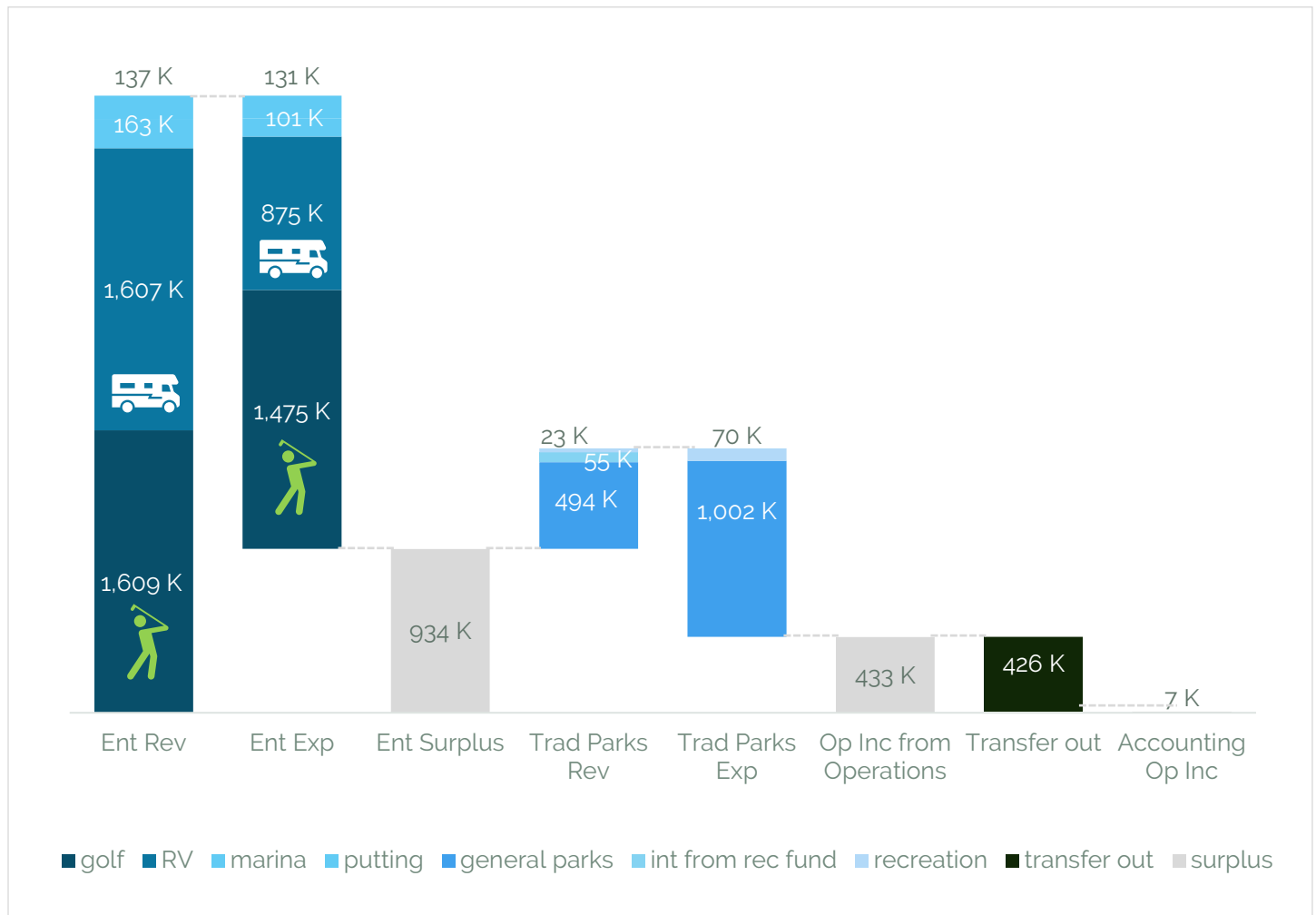
| Department | Revenue | Expenses | Op. Income | Recovery rate |
|--|---------------------|---------------------|-----------------|---------------|
| Enterprise Parks | \$ 3,515,713 | \$ 2,582,021 | \$ 933,692 | 136% |
| Golf | \$ 1,608,684 | \$ 1,474,680 | \$ 134,004 | 109% |
| RV | \$ 1,607,321 | \$ 874,570 | \$ 732,750 | 184% |
| Marina | \$ 162,726 | \$ 101,329 | \$ 61,397 | 161% |
| Putting | \$ 136,982 | \$ 131,441 | \$ 5,541 | 104% |
| Traditional Parks & Rec. | \$ 572,066 | \$ 1,072,447 | \$ (500,382) | 53% |
| General Parks | \$ 493,748 | \$ 1,002,482 | \$ (508,734) | 49% |
| Int. from Rec. Fund | \$ 55,198 | | | |
| Recreation | \$ 23,120 | \$ 69,965 | \$ (46,846) | 33% |
| Sub-total | \$ 4,087,779 | \$ 3,654,468 | \$ 433,311 | 112% |
| Transfer out to #310 Parks Cap Improv | | \$ 426,134 | | |
| TOTAL | \$ 4,087,779 | \$ 4,080,602 | \$ 7,177 | 100.2% |

As anticipated, the Enterprise Parks operate in aggregate at a robust 136% recovery rate. The RV Park has the highest recovery rate with 184% generating \$732k surplus to fund the rest of the Parks operations (in 2023 the Department decided to implement a RV Park rates increase to keep up with inflation and align with market prices). The Marina operates at a 169% recovery rate on a lower revenue base generating a \$61k surplus.

Conversely, the traditional parks and recreation activities operate at a \$500k loss in 2023, being cross subsidized by Enterprises as designed in a recovery model. NRPA though has traditional Parks operating at only 25% cost recovery though, half the level of our General Parks, which have parking and concessions revenue streams.

It follows that in 2023, the Department generated a \$433k profit from Operations (112% recovery rate) before an accounting transfer out of \$426k to refill the reserves from the Parks Capital Improvement fund, which brings the Department to breaking even in 2023. As such, the Department's recovery model is on steroids covering not only its operations but also portion of capital improvements. This accounting view partly distorts the assessment of the Parks' operations performance as enterprises.

*A nearly full cost recovery park system is an anomaly around the state and around the nation with parks departments typically relying on general tax revenues to support operations.
The national average is about 74% subsidy.*

Figure 6-22 2023 Parks & Rec Operating Income from Operations

2019-2023 Financial Trend

Now that we've established a foundation in the financial model of the Parks and Recreation department, let's delve into the trends of the past five years. This period has been notably shaped by the unprecedented challenges of the 2020 COVID pandemic, followed by a period of robust recovery and growth.

2019-2023 Revenue Trend

As seen in Table 6-10 Parks & Recreation represents 18-20% of Chelan's revenue from operations, setting aside starting balances of operating funds.

Table 6-14 2019-2023 Parks and Recreation Revenues

| | 2019 | % | 2020 | % | 2021 | % | 2022 | % | 2023 | % |
|---------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|
| Golf | \$1,104,062 | 38% | \$1,130,926 | 45% | \$1,461,970 | 41% | \$1,479,455 | 40% | \$1,608,684 | 39% |
| RV | \$1,058,796 | 36% | \$789,151 | 31% | \$1,221,480 | 34% | \$1,389,499 | 37% | \$1,607,321 | 39% |
| General Parks | \$359,042 | 12% | \$380,696 | 15% | \$528,773 | 15% | \$477,814 | 13% | \$444,469 | 11% |
| Marina | \$168,456 | 6% | \$202,318 | 8% | \$226,578 | 6% | \$196,532 | 5% | \$212,006 | 5% |
| Putting | \$153,747 | 5% | \$17,910 | 1% | \$125,520 | 4% | \$143,889 | 4% | \$136,982 | 3% |
| Recreation | \$24,714 | 1% | \$6,617 | 0% | \$1,067 | 0% | \$22,506 | 1% | \$55,198 | 1% |
| Recreation | \$34,920 | 1% | \$9,880 | 0% | \$12,424 | 0% | \$23,682 | 1% | \$23,120 | 1% |
| Total | \$2,903,737 | 100% | \$2,537,498 | 100% | \$3,577,813 | 100% | \$3,733,377 | 100% | \$4,087,779 | 100% |

Table 6-15 2019-2023 Revenues and Resources by Operating Fund

| Operating Funds | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | |
|-------------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|------|
| | Ops. Rev. | % | Ops. Rev. | % | Ops. Rev. | % | Ops. Rev. | % | Ops. Rev. | % | |
| 001 - Current Exp | Revenues | \$4,518,866 | 29% | \$4,802,476 | 29% | \$6,133,798 | 32% | \$6,823,564 | 32% | \$6,175,894 | 28% |
| | Balance | | | | | \$2,764,309 | | \$4,678,478 | | \$5,829,617 | |
| | Resources | \$4,518,866 | 22% | \$4,802,476 | 22% | \$8,898,106 | 31% | \$11,502,042 | 34% | \$12,005,511 | 31% |
| 110 - Parks & Rec | Revenues | \$2,903,737 | 18% | \$2,537,498 | 15% | \$3,577,813 | 18% | \$3,733,377 | 17% | \$4,087,779 | 19% |
| | Balance | \$1,142,694 | | \$1,401,136 | | \$1,086,648 | | \$1,626,247 | | \$1,807,221 | |
| | Resources | \$4,046,431 | 20% | \$3,938,633 | 18% | \$4,664,461 | 16% | \$5,359,625 | 16% | \$5,895,000 | 15% |
| 401 - Water Ops | Revenues | \$2,404,255 | 15% | \$2,747,561 | 17% | \$3,086,308 | 16% | \$3,439,369 | 16% | \$3,816,320 | 18% |
| | Balance | \$551,160 | | \$935,744 | | \$1,105,080 | | \$1,589,787 | | \$2,981,027 | |
| | Resources | \$2,955,415 | 14% | \$3,683,305 | 17% | \$4,191,388 | 15% | \$5,029,156 | 15% | \$6,797,347 | 17% |
| 400 - Sewer Ops | Revenues | \$2,533,122 | 16% | \$2,792,029 | 17% | \$2,896,922 | 15% | \$3,177,559 | 15% | \$3,331,272 | 15% |
| | Balance | \$733,304 | | \$1,362,598 | | \$1,768,369 | | \$1,669,000 | | \$3,228,130 | |
| | Resources | \$3,266,426 | 16% | \$4,154,628 | 19% | \$4,665,291 | 16% | \$4,846,558 | 14% | \$6,559,402 | 17% |
| 403 - Sanitation | Revenues | \$1,554,607 | 10% | \$1,674,307 | 10% | \$1,870,048 | 10% | \$2,113,128 | 10% | \$2,001,835 | 9% |
| | Balance | \$201,161 | | \$281,253 | | \$461,625 | | \$788,124 | | \$935,495 | |
| | Resources | \$1,755,768 | 9% | \$1,955,560 | 9% | \$2,331,674 | 8% | \$2,901,252 | 8% | \$2,937,330 | 8% |
| 101 - Street Ops | Revenues | \$1,271,657 | 8% | \$1,320,398 | 8% | \$1,357,642 | 7% | \$1,394,274 | 6% | \$1,457,583 | 7% |
| | Balance | \$619,176 | | \$688,204 | | \$643,822 | | \$969,196 | | \$573,310 | |
| | Resources | \$1,890,833 | 9% | \$2,008,602 | 9% | \$2,001,464 | 7% | \$2,363,471 | 7% | \$2,030,894 | 5% |
| 502 - Equipment | Revenues | \$598,310 | 4% | \$518,467 | 3% | \$539,769 | 3% | \$783,335 | 4% | \$884,205 | 4% |
| | Balance | \$1,393,675 | | \$1,061,588 | | \$1,142,332 | | \$1,436,500 | | \$1,930,729 | |
| | Resources | \$1,991,985 | 10% | \$1,580,056 | 7% | \$1,682,101 | 6% | \$2,219,835 | 6% | \$2,814,934 | 7% |
| Grand Total | Revenues | \$15,784,553 | 100% | \$16,392,737 | 100% | \$19,462,301 | 100% | \$21,464,606 | 100% | \$21,754,887 | 100% |
| | Balance | \$4,641,170 | | \$5,730,523 | | \$8,972,184 | | \$12,757,332 | | \$17,285,530 | |
| | Resources | \$20,425,723 | 100% | \$22,123,260 | 100% | \$28,434,485 | 100% | \$34,221,938 | 100% | \$39,040,417 | 100% |

As seen in table 6-9, Parks and Recreation reporting is complicated... because Parks and Recreation is actually seven revenue streams cobbled together. Each of these businesses has their drivers, but all drivers correlate with visitors, and customers, not with residents.

- 1- RV
- 2- Golf
- 3- Marina
- 4- Putting
- 5- Recreation
- 6- Parking (Marina and General Parks Don Morse and Lakeside)

Table 6-16 2019-2023 Parks and Recreation Parking Revenues

| 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------|-----------|-----------|-----------|-----------|
| \$337,163 | \$381,894 | \$520,887 | \$451,748 | \$418,711 |

- 7- Concessions – Parks and Recreation manages a total of 6 concessions across the Parks.

Table 6-17 2019-2023 Parks and Recreation Concessions Revenues

| 2019 | 2020 | 2021 | 2022 | 2023 |
|----------|----------|-----------|-----------|-----------|
| \$92,156 | \$93,313 | \$108,670 | \$116,028 | \$121,576 |

Figure 6-23 2023 Parks and Recreation Concessions

| Park | Food | Recreation | Total Number |
|--------------|-------------------------|-----------------------------------|--------------|
| Don Morse | 1 Lakeview Outpost | 2 LakeRider Sports Rally Alley | 3 |
| Marina | 1 Lakeview Drive Inn | 1 Shoreline Watercraft | 2 |
| Golf | 1 the Albatross | | 1 |
| Total Number | 3 | 3 | 6 |

Tax monies fund mostly Parks and Recreation Capital Investment, but a small portion of the Lodging Tax goes to the Parks and Recreation Operations.

Table 6-18 2019-2023 Parks and Recreation Operations Tax Funding

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|-------------|-------------|-------------|-------------|-------------|
| Golf - lodging tax | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$60,000 |
| General Parks - lodging tax | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 |
| Total Operations Tax Funding | \$80,000 | \$80,000 | \$80,000 | \$80,000 | \$80,000 |
| Operations Tax Funding as % of Revenue | 2.75% | 3.15% | 2.23% | 2.14 | 1.95% |
| Total Revenue from Operations | \$2,903,737 | \$2,537,498 | \$3,577,813 | \$3,733,377 | \$4,087,779 |

Lastly, table 6-14 shows a fairly consistent revenue mix, indicating that as the aggregate Parks and Recreation revenue is growing over the years, so are the individual businesses building it up.

Table 6-14 footnotes

⁴ Includes \$10,000 deposit as new concessionaire moved in

⁵ Accounting granularity introduced in 2023, includes RV Park Sites (\$342,730), RV Park Prime Sites (\$75,367), RV Park Showers (\$4,516), RV Park Extra People (\$1,910), RV Park Tent Only (\$201)

Table 6-19 Parks and Recreation 2019-2023 Detailed Revenue

| | 2019 | % | 2020 | % | 2021 | % | 2022 | % | 2023 | % |
|-------------------------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|-------------------------|-------------|
| RV | \$1,058,796 | 36% | \$789,151 | 31% | \$1,221,480 | 34% | \$1,389,499 | 37% | \$1,607,321 | 39% |
| Fees | \$1,050,984 | 99% | \$780,686 | 99% | \$1,216,545 | 100% | \$1,380,511 | 99% | \$1,183,624 | 74% |
| Sites ⁽⁵⁾ | \$4,586 | 0% | \$0 | 0% | \$3,311 | 0% | \$4,912 | 0% | \$424,727 | 26% |
| Other | \$3,226 | 0% | \$8,464 | 1% | \$1,624 | 0% | \$4,075 | 0% | -\$1,031 | 0% |
| Golf | \$1,104,062 | 38% | \$1,130,926 | 45% | \$1,461,970 | 41% | \$1,479,455 | 40% | \$1,608,684 | 39% |
| Fees | \$523,555 | 47% | \$574,235 | 51% | \$716,977 | 49% | \$708,848 | 48% | \$805,143 | 50% |
| Rental | \$253,655 | 23% | \$257,920 | 23% | \$347,588 | 24% | \$347,915 | 24% | \$359,196 | 22% |
| Passes | \$140,911 | 13% | \$131,896 | 12% | \$193,131 | 13% | \$209,216 | 14% | \$214,588 | 13% |
| Pro Shop Sales | \$100,017 | 9% | \$84,100 | 7% | \$117,299 | 8% | \$131,755 | 9% | \$133,312 | 8% |
| Transfer In (Lodging Tax) | \$60,000 | 5% | \$60,000 | 5% | \$60,000 | 4% | \$60,000 | 4% | \$60,000 | 4% |
| Concessions | \$6,344 | 1% | \$6,653 | 1% | \$6,482 | 0% | \$9,449 | 1% | \$25,852 ⁽⁴⁾ | 2% |
| Reservation | | 0% | | 0% | -\$241 | 0% | \$1,654 | 0% | \$4,333 | 0% |
| Lesson | \$2,550 | 0% | \$300 | 0% | \$1,845 | 0% | \$1,755 | 0% | \$4,275 | 0% |
| Other | \$17,031 | 2% | \$15,823 | 1% | \$18,888 | 1% | \$8,863 | 1% | \$1,985 | 0% |
| General Parks | \$359,042 | 12% | \$380,696 | 15% | \$528,773 | 15% | \$477,814 | 13% | \$444,469 | 11% |
| Parking | \$300,910 | 84% | \$322,982 | 85% | \$452,292 | 86% | \$394,384 | 83% | \$363,252 | 82% |
| Concessions | \$36,532 | 10% | \$37,380 | 10% | \$52,907 | 10% | \$57,299 | 12% | \$46,444 | 10% |
| Transfer In (Lodging Tax) | \$20,000 | 6% | \$20,000 | 5% | \$20,000 | 4% | \$20,000 | 4% | \$20,000 | 4% |
| Grants | \$141 | 0% | | 0% | | 0% | \$500 | 0% | \$10,292 | 2% |
| Rentals | \$959 | 0% | \$74 | 0% | \$2,290 | 0% | \$443 | 0% | \$3,599 | 1% |
| Other | \$501 | 0% | \$260 | 0% | \$1,284 | 0% | \$5,188 | 1% | \$881 | 0% |
| Marina | \$168,456 | 6% | \$202,318 | 8% | \$226,578 | 6% | \$196,532 | 5% | \$212,006 | 5% |
| Fees | \$55,803 | 33% | \$70,306 | 35% | \$83,359 | 37% | \$69,859 | 36% | \$69,628 | 33% |
| Parking | \$36,253 | 22% | \$58,911 | 29% | \$68,595 | 30% | \$57,364 | 29% | \$55,459 | 26% |
| Concession | \$49,280 | 29% | \$49,280 | 24% | \$49,280 | 22% | \$49,280 | 25% | \$49,280 | 23% |
| Moorage Passes | \$26,985 | 16% | \$23,724 | 12% | \$25,288 | 11% | \$20,017 | 10% | \$37,578 | 17% |
| Other | \$135 | 0% | \$96 | 0% | \$56 | 0% | \$12 | 0% | \$61 | 0% |
| Putting | \$153,747 | 5% | \$17,910 | 1% | \$125,520 | 4% | \$143,889 | 4% | \$136,982 | 3% |
| Fees | \$153,769 | 100% | \$17,910 | 100% | \$125,563 | 100% | \$143,863 | 100% | \$136,932 | 100% |
| Other | -\$22 | 0% | | 0% | -\$43 | 0% | \$26 | 0% | \$50 | 0% |
| Recreation | \$34,920 | 1% | \$9,880 | 0% | \$12,424 | 0% | \$23,682 | 1% | \$23,120 | 1% |
| Vending Machine | \$11,873 | 34% | \$6,948 | 70% | \$11,558 | 93% | \$12,632 | 53% | \$13,918 | 60% |
| Fees | \$11,945 | 34% | \$70 | 1% | \$866 | 7% | \$6,948 | 29% | \$5,911 | 26% |
| Other | \$11,102 | 32% | \$2,863 | 29% | \$0 | 0% | \$4,102 | 17% | \$3,291 | 14% |
| Recreation Fund | \$24,714 | 1% | \$6,617 | 0% | \$1,067 | 0% | \$22,506 | 1% | \$55,198 | 1% |
| Interests | \$24,714 | 100% | \$6,617 | 100% | \$1,067 | 100% | \$22,506 | 100% | \$55,198 | 100% |
| Total Revenues | \$2,903,737 | 100% | \$2,537,498 | 100% | \$3,577,813 | 100% | \$3,733,377 | 100% | \$4,087,779 | 100% |
| Beginning fund balance | \$1,142,694 | 39% | \$1,401,136 | 55% | \$1,086,648 | 30% | \$1,626,247 | 44% | \$1,807,221 | 44% |
| Total Resources | \$4,046,431 | | \$3,938,633 | | \$4,664,461 | | \$5,359,625 | | \$5,895,000 | |

2019-2023 Operating Income Trend

Outside of 2020 Covid anomaly year, though, the Department has experienced robust growth over the past five years. The two locomotives of Golf and RV have each nearly doubled their revenue over the past 5 years. Overall revenue has grown 41% from \$2.9m to \$4.1m, expenses grew slower (+34% from \$2.7m to \$3.6m), this growing the operating income from operations by 135% over the period from \$184k in 2019 to \$433k in 2023. Outside of COVID 2020, the recovery rate in aggregate remains fairly constant around 110-115%.

In the table below, 2021 year over year performance is evaluated versus 2019, skipping 2020, which was an abnormal year with the Covid pandemic and closure of some the Enterprise parks for a duration. Since 2021 saw a strong rebound of the Enterprise parks businesses, the main major trace of Covid is the fact that the Recreation Reserve got depleted. Reserves are since getting refilled by the surpluses from Operations (\$155k in 2022, \$426k in 2023).

General Parks expenses increase outpace the revenue increase. This is driven both by capital projects that end up using Parks Labor (2023 Facility Building), and sometimes by heavy unpredicted maintenance operations (2023 rusty beams removal in boat launch area and two pump replacements totaling \$75K).

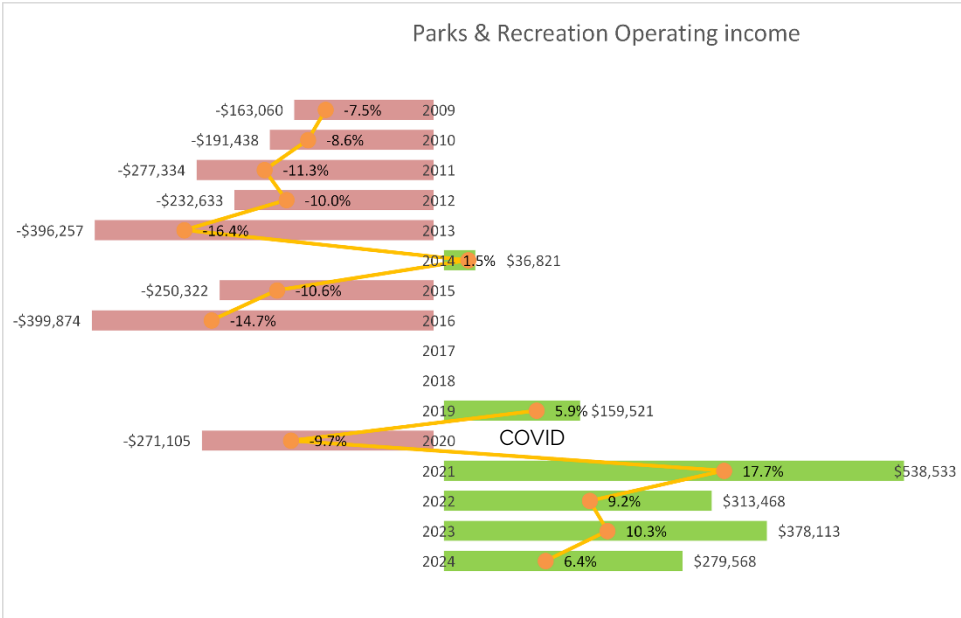
Table 6-20 2019-2023 Parks & Rec. Rev., Expenses & Operating Income

| | Rev | YoY % | Exp | YoY % | Op. Income | YoY % | Recovery |
|--------------------|-------------|-------|-------------|-------|------------|-------|----------|
| RV (2019-2023) | | +52% | | +41% | | +68% | |
| 2019 | \$1,058,796 | | \$621,583 | | \$437,213 | | 170% |
| 2020 | \$789,151 | -25% | \$658,993 | +6% | \$130,158 | -70% | 120% |
| 2021 | \$1,221,480 | +15% | \$696,293 | +12% | \$525,188 | +20% | 175% |
| 2022 | \$1,389,499 | +14% | \$792,165 | +14% | \$597,334 | +14% | 175% |
| 2023 | \$1,607,321 | +16% | \$874,570 | +10% | \$732,750 | +23% | 184% |
| Golf (2019-2023) | | +46% | | +29% | | +452% | |
| 2019 | \$1,104,062 | | \$1,142,157 | | (\$38,096) | | 97% |
| 2020 | \$1,130,926 | +2% | \$1,136,578 | -0% | (\$5,652) | -85% | 100% |
| 2021 | \$1,461,970 | +32% | \$1,204,782 | +5% | \$257,188 | -775% | 121% |
| 2022 | \$1,479,455 | +1% | \$1,366,651 | +13% | \$112,804 | -56% | 108% |
| 2023 | \$1,608,684 | +9% | \$1,474,680 | +8% | \$134,004 | +19% | 109% |
| Marina (2019-2023) | | +37% | | +8% | | +142% | |
| 2019 | \$119,176 | | \$93,853 | | \$25,323 | | 127% |
| 2020 | \$153,038 | +28% | \$69,235 | -26% | \$83,803 | +231% | 221% |
| 2021 | \$177,299 | +49% | \$85,114 | -9% | \$92,185 | +264% | 208% |
| 2022 | \$147,252 | -17% | \$69,840 | -18% | \$77,412 | -16% | 211% |
| 2023 | \$162,726 | +11% | \$101,329 | +45% | \$61,397 | -21% | 161% |
| Putting | | +11% | | +43% | | +91% | |
| 2019 | \$153,747 | | \$92,158 | | \$61,589 | | 167% |
| 2020 | \$17,910 | -88% | \$62,724 | -32% | (\$44,815) | -173% | 29% |
| 2021 | \$125,520 | -18% | \$107,779 | +17% | \$17,742 | -71% | 116% |
| 2022 | \$143,889 | +15% | \$131,859 | +22% | \$12,030 | -32% | 109% |
| 2023 | \$136,982 | -5% | \$131,441 | -0% | \$5,541 | -54% | 104% |

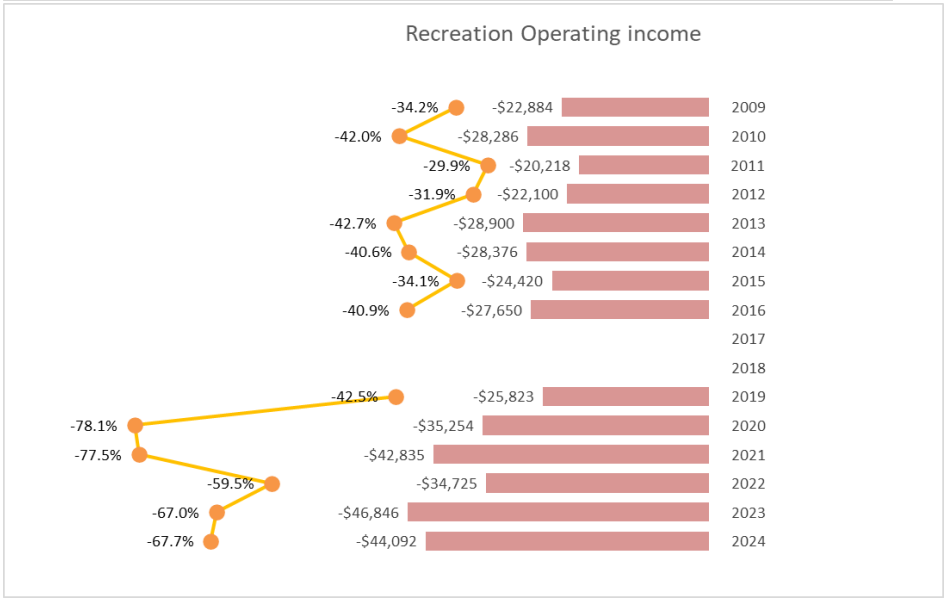
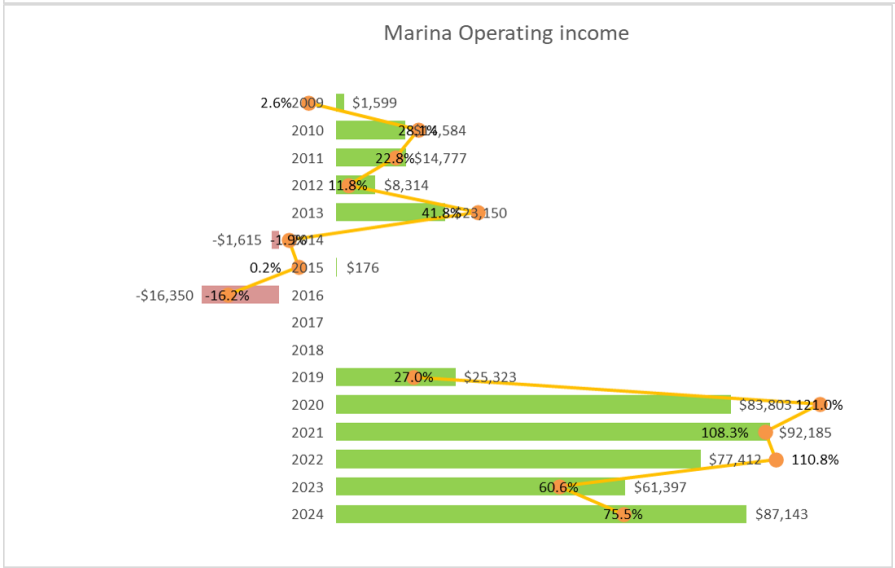
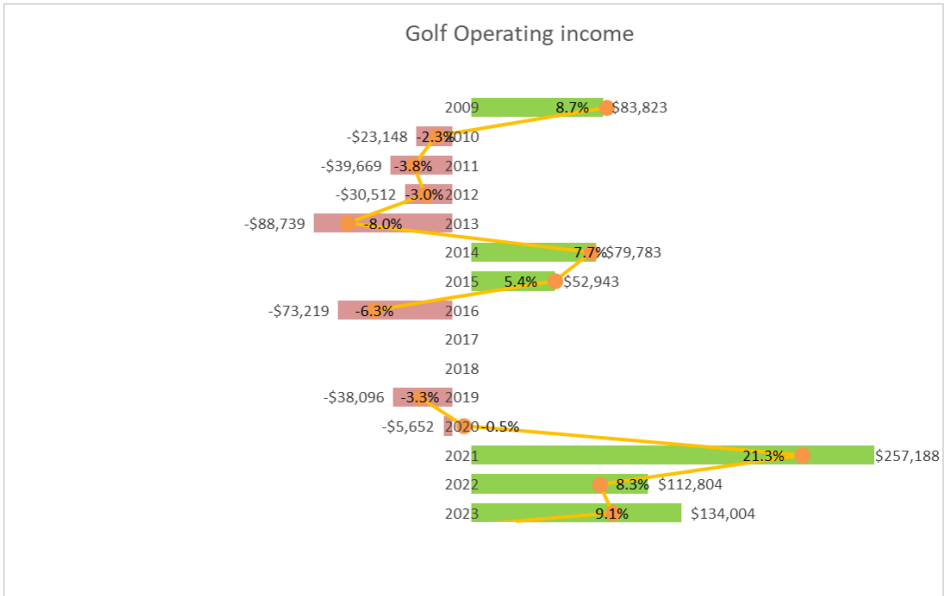
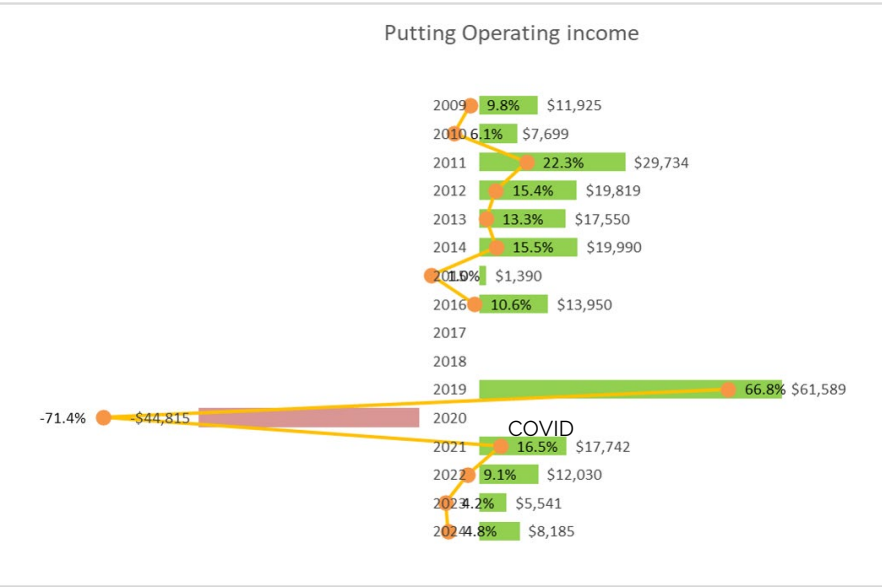
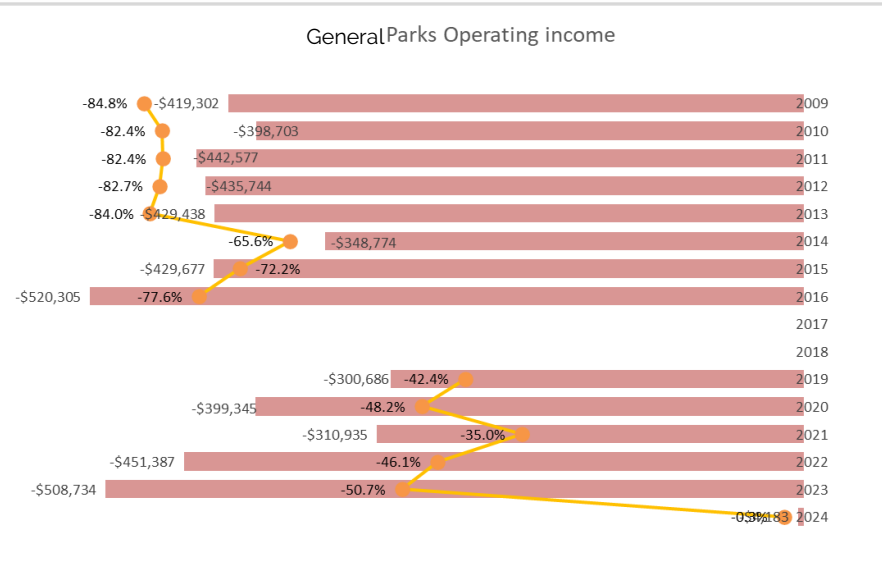
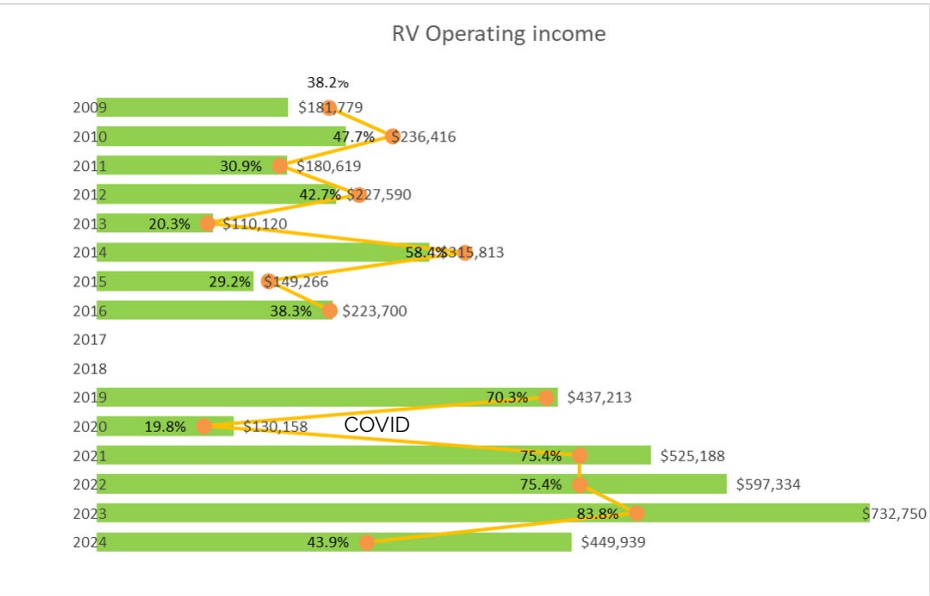
| | Rev | YoY % | Exp | YoY % | Op. Income | YoY % | Recovery |
|-----------------------------------|-------------|--------|-------------|-------|-------------|-------|----------|
| General Parks (2019-2023) | | +21% | | +41% | | | |
| 2019 | \$408,322 | | \$709,008 | | (\$300,686) | | 58% |
| 2020 | \$429,976 | +5% | \$829,321 | +17% | (\$399,345) | +33% | 52% |
| 2021 | \$578,053 | +42% | \$888,988 | +25% | (\$310,935) | +3% | 65% |
| 2022 | \$527,094 | -9% | \$978,481 | +10% | (\$451,387) | +45% | 54% |
| 2023 | \$493,748 | -6% | \$1,002,482 | +2% | (\$508,734) | +13% | 49% |
| Recreation (2019-2023) | | +34% | | +15% | | | +81% |
| 2019 | \$34,920 | | \$60,743 | | (\$25,823) | | 57% |
| 2020 | \$9,880 | -72% | \$45,134 | -26% | (\$35,254) | +37% | 22% |
| 2021 | \$12,424 | -64% | \$55,259 | -9% | (\$42,835) | +66% | 22% |
| 2022 | \$23,682 | +91% | \$58,407 | +6% | (\$34,725) | -19% | 41% |
| 2023 | \$23,120 | -2% | \$69,965 | +20% | (\$46,846) | +35% | 33% |
| Miscellaneous (Int from Rec Fund) | | | | | | | |
| 2019 | \$24,714 | | | | | | |
| 2020 | \$6,617 | -73% | | | | | |
| 2021 | \$1,067 | -96% | | | | | |
| 2022 | \$22,506 | +2010% | | | | | |
| 2023 | \$55,198 | +145% | | | | | |
| Op Income (2019-2023) | | +41% | | +34% | | +135% | |
| 2019 | \$2,903,737 | | \$2,719,502 | | \$184,235 | | 107% |
| 2020 | \$2,537,498 | -13% | \$2,801,986 | +3% | (\$264,488) | -244% | 91% |
| 2021 | \$3,577,813 | +23% | \$3,038,213 | +12% | \$539,600 | +193% | 118% |
| 2022 | \$3,733,377 | +4% | \$3,397,403 | +12% | \$335,974 | -38% | 110% |
| 2023 | \$4,087,779 | +9% | \$3,654,468 | +8% | \$433,311 | +29% | 112% |
| Transfers out to Cap Improv | | | | | | | |
| 2019 | | | | | | | |
| 2020 | | | \$50,000 | | | | |
| 2021 | | | | | | | |
| 2022 | | | \$155,000 | | | | |
| 2023 | | | \$426,134 | | | | |
| Total - Accounting Op Income | | | | | | | |
| 2019 | \$2,903,737 | | \$2,719,502 | | \$184,235 | | 107% |
| 2020 | \$2,537,498 | -13% | \$2,851,986 | +5% | (\$314,488) | -271% | 89% |
| 2021 | \$3,577,813 | +23% | \$3,038,213 | +12% | \$539,600 | +193% | 118% |
| 2022 | \$3,733,377 | +4% | \$3,552,403 | +17% | \$180,974 | -66% | 105% |
| 2023 | \$4,087,779 | +9% | \$4,080,602 | +15% | \$7,177 | -96% | 100% |

Table 6-21 15-year Operating Income – A story of improved performance

Method:
Revenue from operations excluding starting balances, expenses from operations excluding transfers out to other funds
Recovery rates are overlaid with a line chart
2009-2016 data from 2016 PROS Plan. 2017-2018 years missing from dataset. 2016 and 2024 are budget numbers, while other years are actuals ("fiscal")



| | |
|----------------------------|---|
| Insights: | |
| Parks & Recreation overall | From consistently negative to consistently positive, except for COVID year. Recovery rate averaging 105-110%. A feat for any park system, however, nowhere close to being able to fund Capital Improvements (not even deferred Maintenance) |
| RV | The economic engine of the Parks system. ~70-80% recovery rate, at \$1.6M revenue. |
| Golf | Another story of reversal: as became another engine at ~110% recovery on a \$1.6M revenue base as well (2024 Budget challenges w/ seasonal est.) |
| General Parks | Similar Challenge on 2024 estimate. With Parking and Concessions revenue, operates at ~50% recovery, another feat given national average of traditional parks at ~25%. And a step change from before 2016. |
| Marina | Strong performance with 70%+ recovery on a smaller revenue base (~\$160k annual) |
| Putting | Consistent positive on small base (except Covid) |
| Recreation | Negative and small. COVID decimated the market. |



The 2023 Golf Maintenance budget absorbed a major pump repair of around \$40,000 which was unanticipated. General Parks also absorbed an unanticipated \$35,000 pump repair at Lakeside Park. The 2023 operating budget absorbed lots of maintenance staff overtime associated with the construction of the Parks Maintenance Building.

Leveraging the data from the 2016 Parks, Recreation, Open Space, Plan (PROS), we can zoom further out on the health of the Parks and Recreation Operations over a longer period. Two insights stand out:

- The growth in size from the Parks and Recreation operations
- From red to green: where Parks except RV used to be mostly loss making and tax funded, as traditional parks, are across the nation – this is not the case anymore.

Between the size of the Department, and the change of fortunes, this is not your Parks and Recreation from old times. Hopefully the perceptions continue to evolve with this 2024 PROS Plan, laying out both the current extent of this Department's Operations, and the potential of the Parks system.

6.3.2. Parks Investments

We grounded ourselves in the Parks Operations and will now get a sense of the Parks capital investments. In this introductory section we will look at investments level, trend, projects (major and others), and sources of funding (operating fund, loans, city funds, lodging tax). We will discuss funding strategy against our project backlog in Chapter 6 – Implementation.

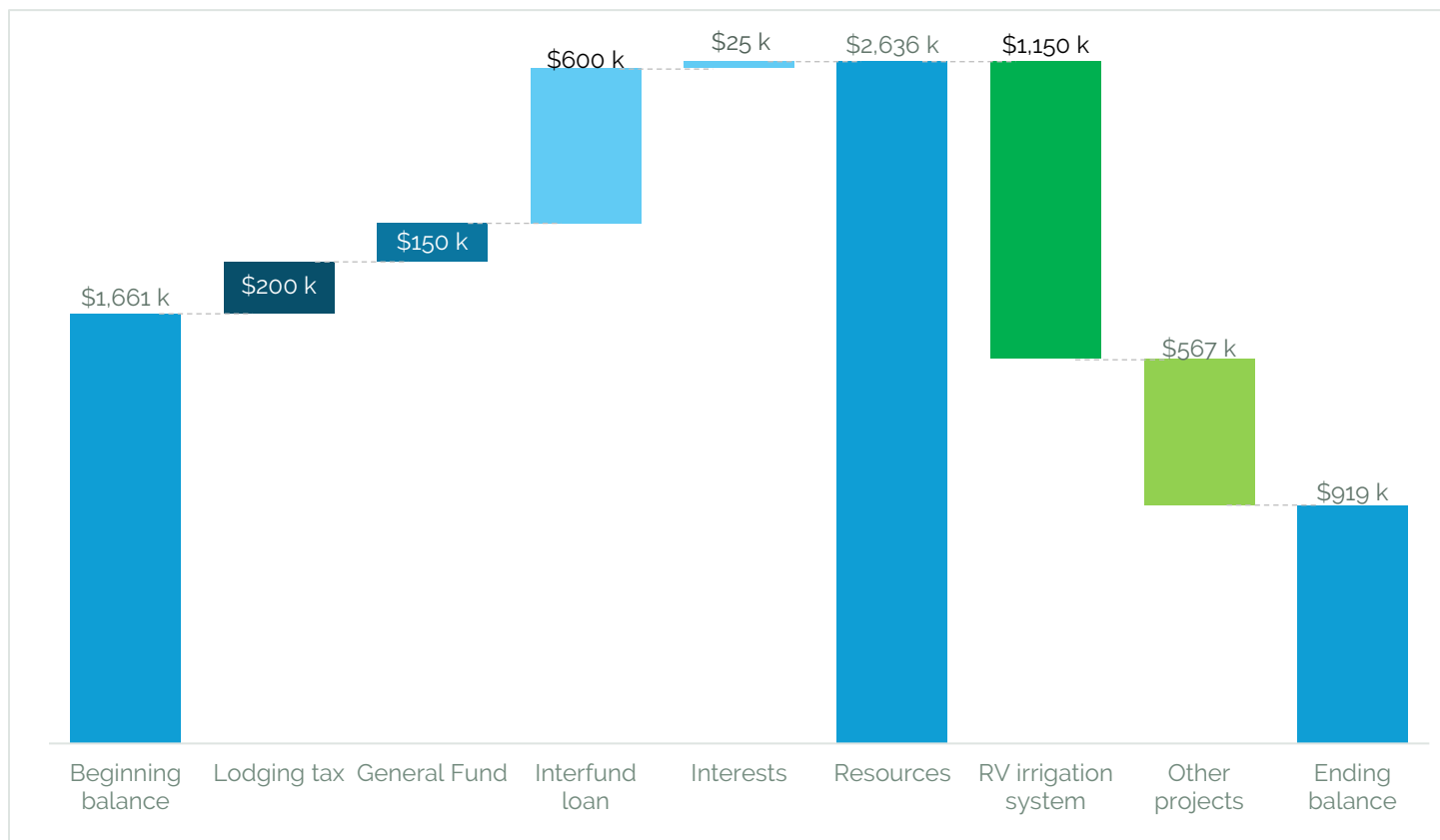
2019-2023 Major Projects

The Parks department has led three larger projects over the past 5 years: the renovation of the RV parks irrigation system, the acquisition of a conservation land (aka Spader Bay), and the building of a new maintenance building.

In 2019, also, the Parks department invested in the renovation of the RV Park irrigation system for \$1.15m. The main sources of funds were an interfund loan (502 Equipment fund), a general fund inflow (\$150k), a lodging tax allocation (\$200k) and the Recreation Capital fund reserve.

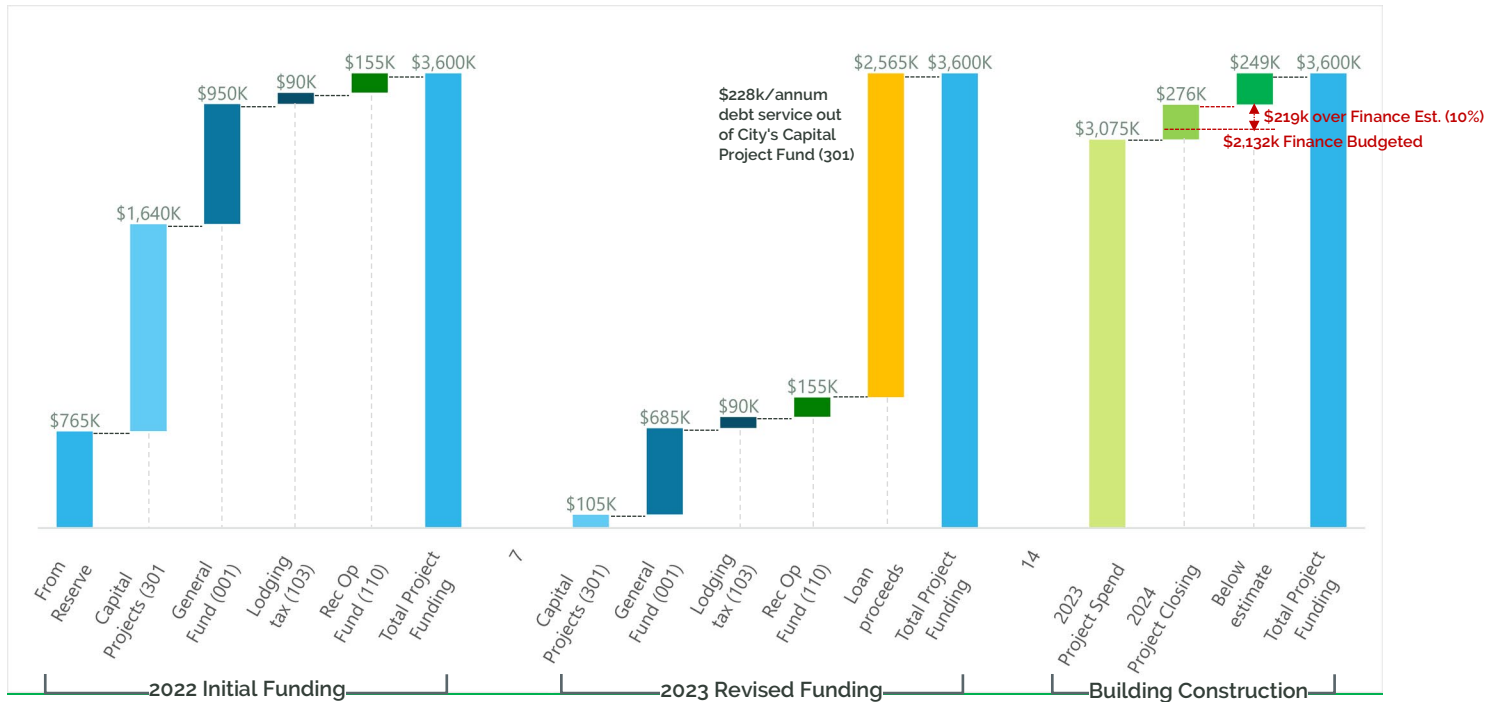
Figure 6-24 Photo of Spader Bay and what's currently the Lookout as orchard land – photo courtesy of Terry O'Neal



Figure 6-25 2019 Parks and Recreation Capital Fund with RV Irrigation System Project Funding

In 2020, the City of Chelan acquired the conservation land of Spader Bay for \$400k (the park will be further described in Chap 4 – Parks existing conditions). It was funded by a \$610k transfer from the City's general fund (001-Current Expenses). It has since been paid in annual installments of \$50k, or \$100k, with the last due in 2024.

The third major project was a rebuild of the maintenance building in 2023. Design West Architects' construction estimate for the project was \$3.6m. In 2022, the project funding was set up initially mainly from the City's Capital Project fund (301) for \$1,534m and from the City's General Fund (001) for 0.95m. However, in 2023, the City opted to review the financial structure of the project. The \$1,534m and \$167k additional were reverted from the Recreation Capital Fund to the Street Fund, in order to fund part of the waterline to the airport (\$8m+ project). Instead, the maintenance facility building for Parks and Recreation would be funded by debt of \$2.5m. In 2023, the debt was serviced for \$228k out of the City's Capital Project fund (301). Even though the construction project did not reserve any contingency, usually to the tune of 10-20% (\$360-720k), it is completed with \$3,075m spent in 2023, and \$276k left in 2024 (retainage). As such the project ends at \$3,351m, or 7% below the architect's estimate.

Figure 6-26 2023 Maintenance Building Project Funding

Other 2019-2023 Parks Capital Projects

Included below is a list of capital projects above \$10k completed between 2019-2023. It is a mix of various plans and studies, (Golf Course Irrigation System Design 2023, Skate Park Feasibility Study 2022, Golf Course Economic Impact Study 2021), design and permitting work (Lakeside 2023 and 2022), and basic parks maintenance: irrigation systems (Don Morse 2019, RV Park 2019 and 2020), asphalt preservation (RV Park 2023). Golf Club house (Golf Course 2023). The general state of our restrooms is a theme across our parks given their age and the number of visitors we have during high season (for more in Chap 4 – Parks Inventory). As a result, we invested in the rehabilitation of our restrooms in the RV Park (2019, 2020).

Table 6-22 2019-2023 Recreation Capital Projects above \$10k

| Park | Project | Amount | % of yr investment |
|--------------------|---|--------------|--------------------|
| 2023 | | \$182,473.80 | 100% |
| Lakeside | Lakeside Park 60% Design & Permitting from LWCF Grant Match | \$55,201.07 | 30% |
| Golf Course | Golf Club House Minisplit HVAC for Dining Room and Exterior Painting | \$45,359.75 | 25% |
| RV | RV Park Asphalt Preservation (crack seal, sealcoat, some repair) | \$43,617.54 | 24% |
| Downtown Restrooms | Downtown Restrooms at Old Chamber Building (security cameras, new lighting, plumbing repairs) | \$14,229.64 | 8% |
| Chelan Gorge | Master Plan (Public Power Benefit Grant) | \$13,890.80 | 8% |
| Golf Course | Irrigation Design | \$10,175.00 | 6% |

| Park | Project | Amount | % of yr investment |
|-------------|---|----------------|--------------------|
| 2022 | | \$102,022.58 | 100% |
| Lakeside | Lakeside Park 60% Design & Permitting from LWCF Grant Match | \$54,349.37 | 53% |
| System | Skate Park Feasibility Study | \$47,673.21 | 47% |
| 2021 | | \$251,304.50 | 100% |
| Don Morse | Parks Maintenance Building & Public Restrooms | \$179,899.50 | 72% |
| System | PROS Plan Consulting | \$52,792.50 | 21% |
| Golf Course | Economic Impact Study | \$18,612.50 | 7% |
| 2020 | | \$513,989.89 | 100% |
| RV | Restroom Rehab | \$353,398.31 | 69% |
| Spader Bay | Spader Bay Land Acquisition | \$68,626.50 | 13% |
| Lakeside | New Swim Line and Buoys | \$37,200.35 | 7% |
| RV | Irrigation System Changes | \$34,764.73 | 7% |
| Lakeside | Grant Support | \$20,000.00 | 4% |
| 2019 | | \$1,529,731.55 | 100% |
| RV | Irrigation Changes | \$1,150,269.23 | 75% |
| RV | Bathroom Rehab | \$305,635.24 | 20% |
| Pingrey | Park Improvements | \$30,000.00 | 2% |
| Don Morse | Volleyball Court Development | \$26,270.76 | 2% |
| Don Morse | Irrigation System Improvements | \$17,556.32 | 1% |

2019-2023 Parks Capital Level of Investment

Table 6-23 2019-2023 Parks Capital Fund

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------|-------------|-------------|-------------|-------------|-------------|
| Starting Balance | \$1,661,747 | \$918,675 | \$1,148,169 | \$803,387 | \$5,773,416 |
| Inflows | \$974,540 | \$827,983 | \$164,602 | \$5,400,659 | \$1,770,683 |
| Outflows | \$1,717,612 | \$598,490 | \$509,384 | \$430,630 | \$5,181,220 |
| Ending Balance | \$918,675 | \$1,148,169 | \$803,387 | \$5,773,416 | \$2,362,879 |

The two larger projects of RV Parks irrigation and maintenance building construction, raise the size of the fund (beginning balance and outflows) in 2019 and 2022 respectively. Spader Bay acquisition is paid in installments with less of a ballooning effect on the Fund. Outside of these larger projects, the fund has been spending ~\$500k/year on

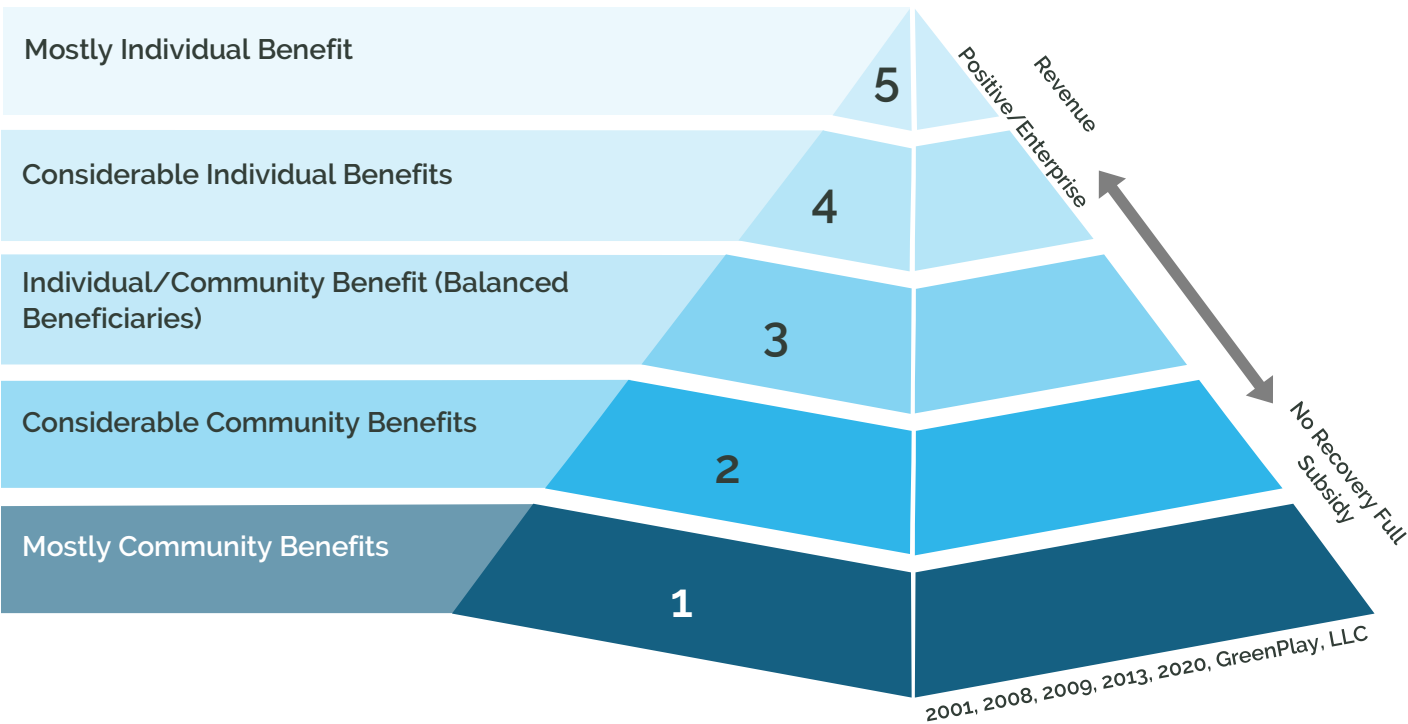
varied investments. The 2023 ending balance of \$2.4m remains significant for the fund without a new major project planned for 2024 except the significant project at Lakeside Park. This mostly reflects a large amount of carryover funds (\$1.8m). This, in turn, reflects the Department's challenge to lead multiple projects simultaneously with the maintenance building construction in 2023, due mostly to shortage of project management staff.

2019-2023 Parks and Recreation Funding Sources

Parks and recreation facilities, programs, and services are essential to improving the lives of community members. However, not all facilities, programs, and services should receive the same level of subsidy. In general, the more a facility, program, or service provides a community benefit to its community members as a whole, the more that service should be paid for by a general fund allocation. The more a facility, program, or service provides individual benefits, the more that service should be paid for through user fees. A resource allocation and cost recovery philosophy can acknowledge the many known public benefits a healthy parks and recreation system provides to a community.

Such a philosophy is demonstrated using the "Pyramid Resource Allocation Methodology" shown in Figure 6-27. This methodology develops and implements a refined philosophy and policy based on current best practices as determined by the mission of the agency and categorical service benefits to the community and/or individual. A resource allocation and subsidy philosophy and policy will support the City's public facilities and promote cost effective services.

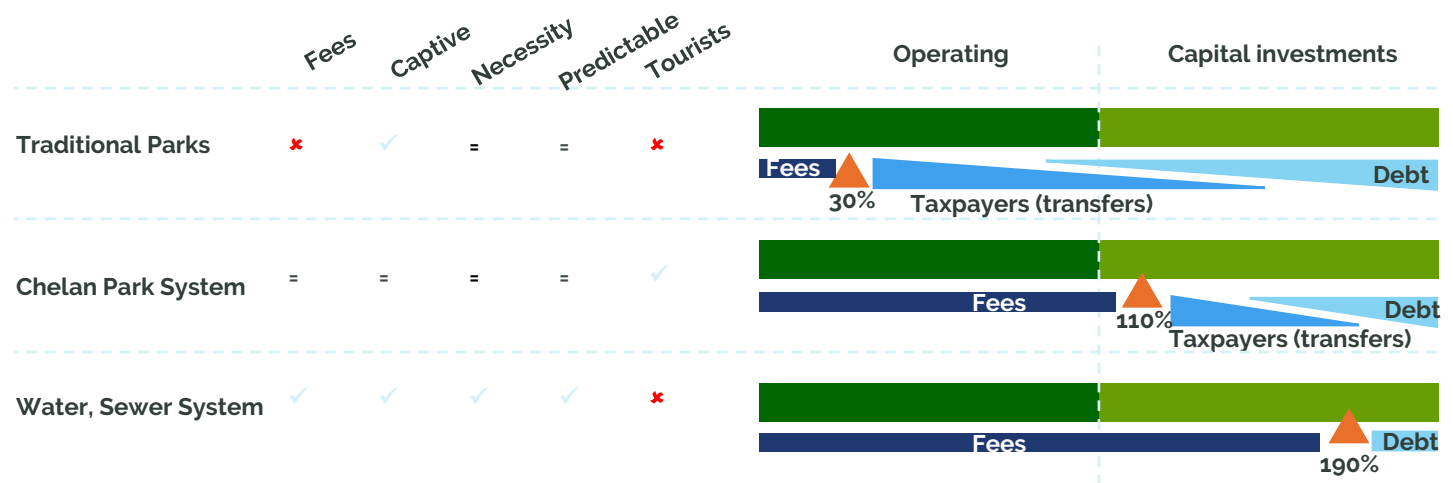
Figure 6-27 Pyramid Resource Allocation Methodology



The City of Chelan Financial Policies included in Appendix A of the annual Budget implement this philosophy through the Cost Recovery policy which reads:

"All taxpayers/utility customers should not pay for a service that benefits only certain individuals. Therefore, fees will be established where possible to recover the costs of such services or programs. Fees for services will be reviewed at least annually and adjusted as necessary. Based on Council direction, general taxpayer revenues may be used to subsidize all or a portion of the cost of services if it has been identified that those services address a vulnerable set of customers, including low income, senior, and disabled citizens, or is determined as being in the best interests of the city."

Sources of fund – Parks Operating Fund (110)



Traditional Parks usually draw revenues from recreation programming with common recovery rates around 30%. To cover operating expenses tax resources are tapped, for capital investments a mix of taxpayer and bonds are commonly leveraged, with bonds mostly for the largest projects.

Chelan being a choice destination receiving millions of visits per year, the Parks system is able to operate a municipal golf course and an RV Park. As a result, and as discussed in prior section, the Parks operate on a recovery model, with a recovery rate of ~110% supported by fees. While the Chelan RV Park and Golf Course businesses can cover the Chelan Parks system operations, it comes with its challenges: the visiting clientele is not captive as they can choose to patronage other destinations and Parks. This adds to the uncertainty already built in Parks activity given possible weather events.

The growth of the Golf and RV business has made it possible for the Parks Operating Fund (110) to transfer money to the Recreation Capital Fund in 2020, 2022, and 2023. No funds were transferred from Operating to Capital in 2021, year of COVID slow down.

Table 6-24 Parks and Recreation Capital Funding from Operations

| Year | Transfer out from Rec. Operating to Rec Capital | Parks revenue | "Investment rate" |
|------|---|---------------|-------------------|
| 2020 | \$50,000 | \$2,537,498 | 2.0% |
| 2022 | \$155,000 | \$3,733,377 | 4.2% |
| 2023 | \$426,134 | \$4,087,779 | 10.4%% |

Sources of fund – Lodging Tax

Under state law, the Hotel- Motel Lodging Tax is in two parts. The first is the basic 2% levy and is taken as a credit against the state sales tax of 6.5%. The second part of the Hotel – Motel Lodging tax in Chelan is 3% and is in addition to the prevailing sales tax rate. In 2023, the City of Chelan collected \$1.6M in lodging taxes. By law, the lodging tax is distributed to activities promoting tourism and to operations and capital expenditures of tourism related facilities owned or operated by a municipality or non-profit organizations.

The Chelan Chamber of Commerce is the execution arm for tourism promotion. Among other things, the Chamber of Commerce operates the <https://www.lakechelan.com/> website as well as events throughout the year and web marketing campaigns. These past 3 years, the Chamber of Commerce receives ~\$700k from Lodging Tax money for these services.

The parks department gets the other large portion of the Lodging Tax mostly for funding capital investment projects and debt service on past capital investment projects, thus recognizing that the Chelan Parks are highly related to tourism visits. In 2023, to support the Recreation Capital Fund projects beyond the Maintenance Building construction projects, the lodging tax going to Parks increased to \$821k. Outside of 2023, though, lodging tax to

Parks has usually been around \$350-400k, of which nearly \$200 goes for debt service (Marina, Beach, Spader Bay interfund loan). The remaining \$150-200k includes \$80k annual going to the Parks Operating fund (\$20k for restrooms maintenance, and \$60k for Golf M&O)

Table 6-25 Lodging Tax Usage of Funds (103)

| | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | |
|-----------------------------------|-------------|------|-----------|------|-------------|------|-------------|------|-------------|------|
| Ch. of Commerce | \$567,630 | 56% | \$456,795 | 58% | \$722,484 | 68% | \$662,979 | 65% | \$699,829 | 44% |
| Parks | \$419,066 | 41% | \$320,766 | 41% | \$319,619 | 30% | \$359,017 | 35% | \$821,417 | 52% |
| Inc debt repayment ⁽¹⁾ | \$138,066 | 14% | \$190,766 | 24% | \$189,619 | 18% | \$189,017 | 18% | \$188,417 | 12% |
| Inc Spend – Capital (310) | \$201,000 | 20% | \$50,000 | 6% | \$50,000 | 5% | \$90,000 | 9% | \$553,000 | 35% |
| Inc. Spend – Ops (110) | \$80,000 | 8% | \$80,000 | 10% | \$80,000 | 8% | \$80,000 | 8% | \$80,000 | 5% |
| Wayfinding signs | \$35,816 | 4% | \$6,671 | 1% | \$22,747 | 2% | \$0 | 0% | \$53,133 | 3% |
| other | - | - | \$6,203 | 1% | - | - | - | - | \$1,816 | 0% |
| Total | \$1,022,512 | 100% | \$790,435 | 100% | \$1,064,850 | 100% | \$1,021,996 | 100% | \$1,576,195 | 100% |

(1) to 201 for 502 interfund loan repayment

Sources of fund – Loans

The latest debt obligation contracted for the Parks Department was in 2022 for \$2.5m to fund the construction of the new maintenance building and whose debt is serviced from the City's capital projects fund for \$228k. The City's capital project fund is also servicing a Park Capital loan for \$41k annually. The other Parks loans are funded by the lodging tax: an interfund loan of ~\$50k annual for the Spader Bay acquisition, \$40k annual for Shoreline and \$97k annual for the Marina.

Table 6-26 2023 City of Chelan Debt Services

| | | Parks | | | | | General | PW | | |
|------------|------------------|------------|----------|-----------|----------|------------|----------|----------|-----------|-----------|
| | | Spader Bay | Marina | Shoreline | Park Cap | Maint Bldg | Library | Street | Sewer | Water |
| Out of 103 | | \$50,675 | | | | | | | | |
| Out of 201 | from 103 | | \$97,393 | \$40,349 | | | | | | |
| | from 301 | | | | \$41,890 | \$228,534 | \$28,714 | \$98,070 | | |
| Out of 402 | from 406 (water) | | | | | | | | \$517,359 | |
| | from 407 (sewer) | | | | | | | | | \$223,439 |

Sources of fund – City's general funds, capital (301) and expenses (001)

Table 6-27 Transfers to Parks from City's current expense and capital projects fund

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------------|-----------|-----------|-----------|-------------|-----------|
| from general fund (001) | \$150,000 | \$610,000 | \$0 | \$950,000 | \$609,557 |
| % of 001 transfers out | 20% | 84% | 0% | 86% | 22% |
| from capital projects fund (301) | \$42,146 | \$205,116 | \$200,140 | \$255,527 | \$371,099 |
| % of 301 transfers out | 25% | 62% | 61% | 14% | 75% |
| debt portion (201) | \$42,146 | \$42,146 | \$41,890 | \$41,890 | \$270,424 |
| debt portion (502 - interfund loan) | \$0 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| from equip fund loan (502) | \$400,000 | | | | |
| Total | \$592,146 | \$815,116 | \$200,140 | \$1,205,527 | \$980,656 |

The city's general funds, whether from Current Expenses (001) or from Capital Projects (301) together have mobilized ~\$1m when Parks invests in larger projects. Beyond that order of magnitude, Parks investments tend to resort to loans. The City's capital projects fund (301) ends up funding largely debt service for Parks (i.e. past projects payments), whereas liquidities for current investment projects come in majority from the City's current expense fund (001), representing a large proportion of the transfers out of the Current Expense fund (80%+ in 2020 and 2022)

Sources of "funds" – Concessionaire Remodeling Investment

Showing up on the list of City Assets but not necessarily in the financials is the \$300K+ of improvement to the Golf Club House completed by the Golf Concessionaire in fulfilling their concession contractual agreements. No major improvements to the Golf Club House had been made in the decades before this lease.

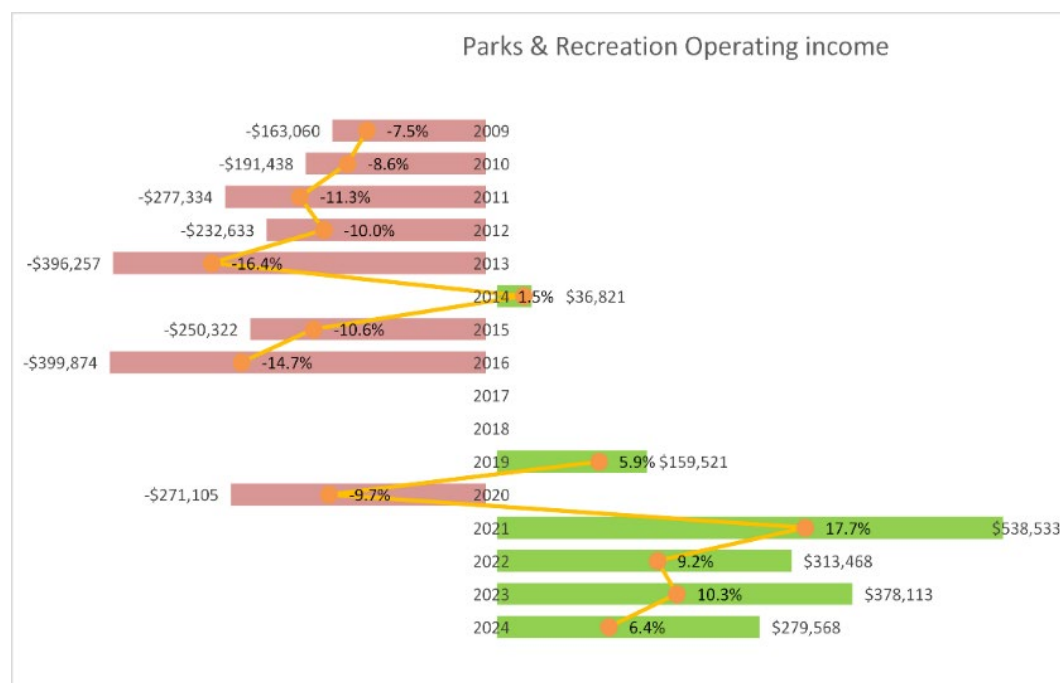
Figure 6-28 Remodeled Club House



6.1.1. Parks and Recreation Financials Conclusions

Operations

Figure 6-29 Parks and Recreation 15-year Operating Income



From consistently negative to consistently positive, except for COVID year. Recovery rate averaging 105-110%. A feat for any park system, however, nowhere close to being able to fund Capital Improvements (not even deferred Maintenance)

See Table 6-19 for the detail by revenue stream.

Capital Improvements

Table 6-28 Parks Sustainable Capital Funding

| \$M, <u>order of magnitude</u> | | Min | Max | Assumption |
|--------------------------------|-------------------------|-------------|-------------|--|
| Lodging (103) | Debt | 0.19 | 0.19 | table 6-25, row 3 |
| | Upkeep | 0.05 | 0.1 | table 6-25, row 4 low years |
| | New | 0.1 | 0.5 | table 6-25, row 4 high years |
| | Subtotal | 0.34 | 0.79 | |
| Gen Funds (001,301) | Debt | 0.33 | 0.33 | table 6-26, col 1-4-5 |
| | Upkeep | 0.05 | 0.1 | table 6-27, row 1-3 low years |
| | New | 0.12 | 0.57 | table 6-27, row 1-3 high years |
| | Subtotal | 0.5 | 1 | |
| Parks Ops (110) | Debt | 0 | 0 | |
| | Upkeep | 0.1 | 0.4 | table 6-24, col 2, low/high years |
| | New | 0 | 0 | |
| | Subtotal | 0.1 | 0.4 | |
| Sustainable sources | Debt svcs | 0.52 | 0.52 | \$0.5M going to Parks debt, high seniority |
| | Funding Capacity | 0.42 | 1.67 | Sum of upkeep + new below |
| | Upkeep | 0.2 | 0.6 | low years City would afford \$0.2M for upkeep, high years., \$0.6M |
| | New | 0.22 | 1.07 | low years City would afford \$0.2M for new projects, high years., \$1M |
| Total | | 0.94 | 2.19 | |

At face value, it appears that between lodging tax and City General Funds, Parks Capital Improvements are well supported with infusions of \$1-2M per year. However, one has to account that \$0.5M now goes to debt service, and a portion, at the lowest, \$0.2M, at best ~0.5M goes to sheer upkeep. Net net, on a sustainable basis, meaning guaranteed recurring sources, which leaves \$0.3-1M of sustainable funding sources for larger projects whether they are maintenance upgrade/replace, or whether they are new developments.

Beyond that \$0.3-1M sustainable funding, to date, any larger capital improvement (>\$0.5M) requires to be funded from either grants, or loans. Grants are competitive and uncertain, even though, with less common assets like the Marina, Chelan has access to specific grants, which are less coveted. Loans are borrowing from the future, and further limiting future Capital funding capacity. In 2023, the City of Chelan contracted for the Parks Department and the new Maintenance Building a \$2.5M debt, lowering the debt appetite for some time.

Chapter 7. Parks and Recreation Strategy



Table of Contents

| | | |
|--------|-------------------------------------|------|
| 7.1 | CHELAN PARKS VISION 2030..... | 7-3 |
| 7.1.1. | Community Values and Standards..... | 7-3 |
| 7.1.2. | Vision/Mission..... | 7-6 |
| 7.1.3. | Strategy..... | 7-7 |
| 7.1.4. | Goals and Policies..... | 7-8 |
| 7.2 | ENGAGED COMMUNITY..... | 7-12 |
| 7.3 | OPERATIONAL SUSTAINABILITY | 7-14 |
| 7.4 | EXEMPLARY PARKS..... | 7-16 |
| 7.4.1. | Vision Boards Introduction..... | 7-17 |
| 7.4.2. | Exemplary Parks Vision Boards..... | 7-18 |

Table of Figure

| | | |
|-------------|--|------|
| Figure 7-1 | 2023 Survey Respondents Value Statements re: Parks..... | 7-4 |
| Figure 7-2 | Chelan Parks and Recreation Values..... | 7-5 |
| Figure 7-3 | Parks and Recreation key player in 7 of the 8 goals from Chelan's Comprehensive Plan..... | 7-6 |
| Figure 7-4 | Chelan Parks Vision 2030 Three Pillars..... | 7-8 |
| Figure 7-5 | A Sunday Afternoon on the Island of La Grande Jatte by Georges Seurat..... | 7-12 |
| Figure 7-6 | Engaged Community Actions | 7-12 |
| 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. | 7-14 |
| Figure 7-8 | Chelan Parks Vision 2030 Project List..... | 7-17 |
| Figure 7-9 | Key Projects Vision Board | 7-18 |
| Figure 7-10 | Don Morse Master Plan | 7-20 |

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**, a 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.

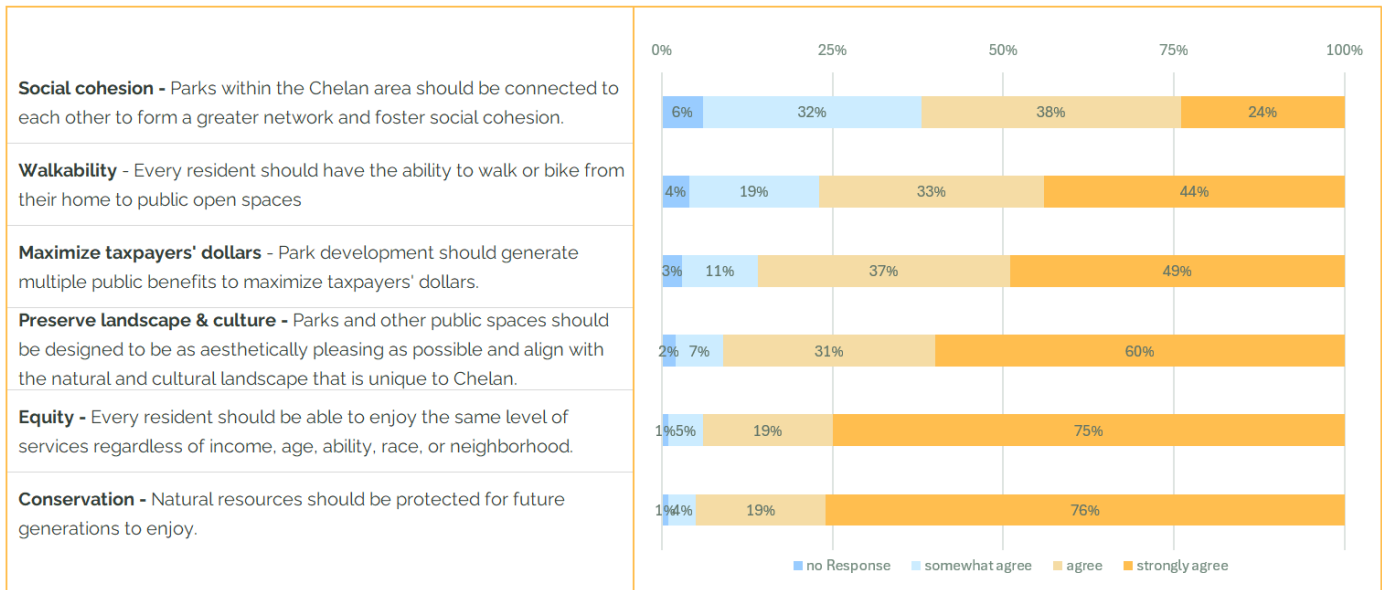
7.1 Chelan Parks Vision 2030

7.1.1. Community Values and Standards

Voice of our Community

The 2023 community survey aimed to learn about the values our community has 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 supporting 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 |

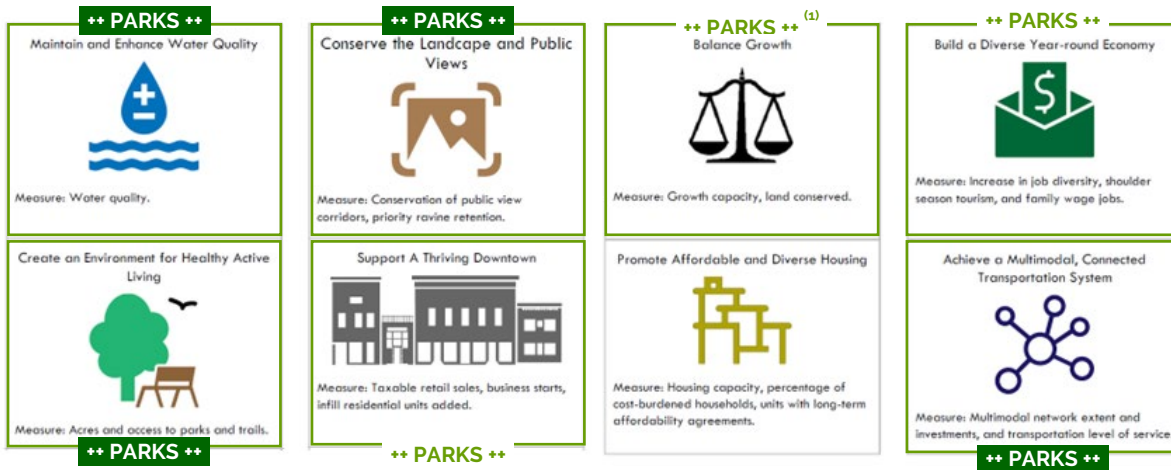
| | | |
|-------------|---------------------------|---|
| | | understand and further appreciate this special community. Meanwhile, long time residents don't want their community to become unrecognizable and lose the best of what it has in the name of growth. |
| Economy | Economic Development | Recognizes 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

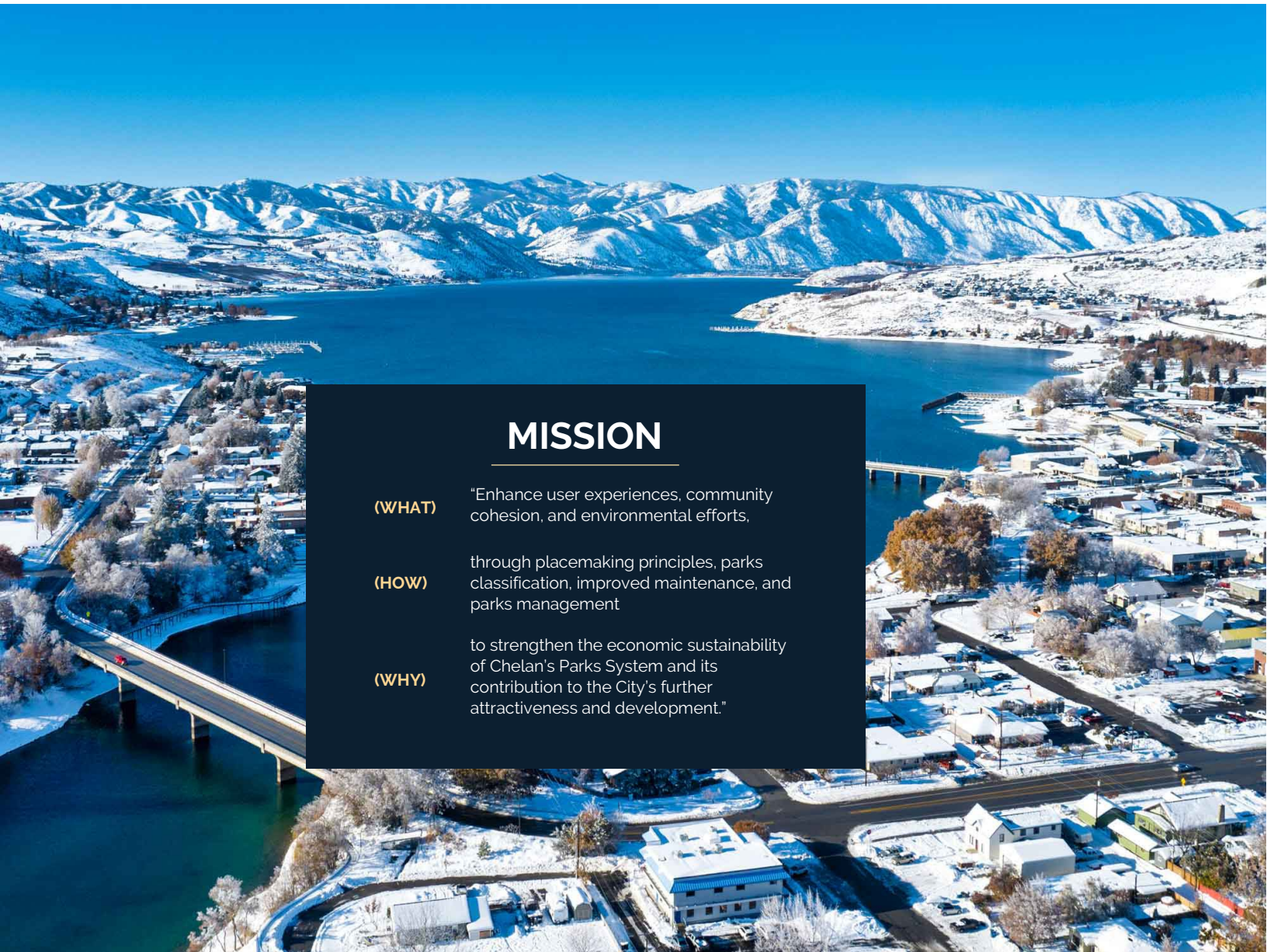
Figure 7-3 Parks and Recreation key player in 7 of the 8 goals from Chelan's Comprehensive Plan



(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.





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 implemented when staff levels allow its 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 | Commission 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 advertise 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 to replace and 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 – daytime 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 no 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, mix of street and bowl features. 70% of the 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 the 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. Those 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.

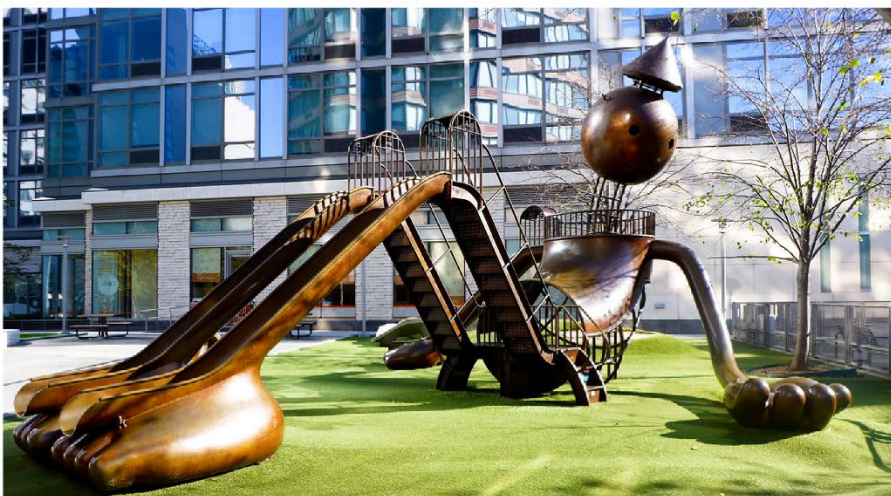
WATERFRONT - DESTINATION PLAYGROUND



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.

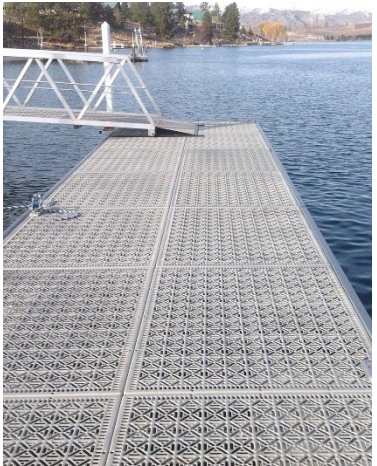


PreFab Tiny Homes just need installation

LAKESIDE IMPROVEMENTS



PROJECT DESIGN - RESTROOM RENOVATION



Chapter 8. Implementation

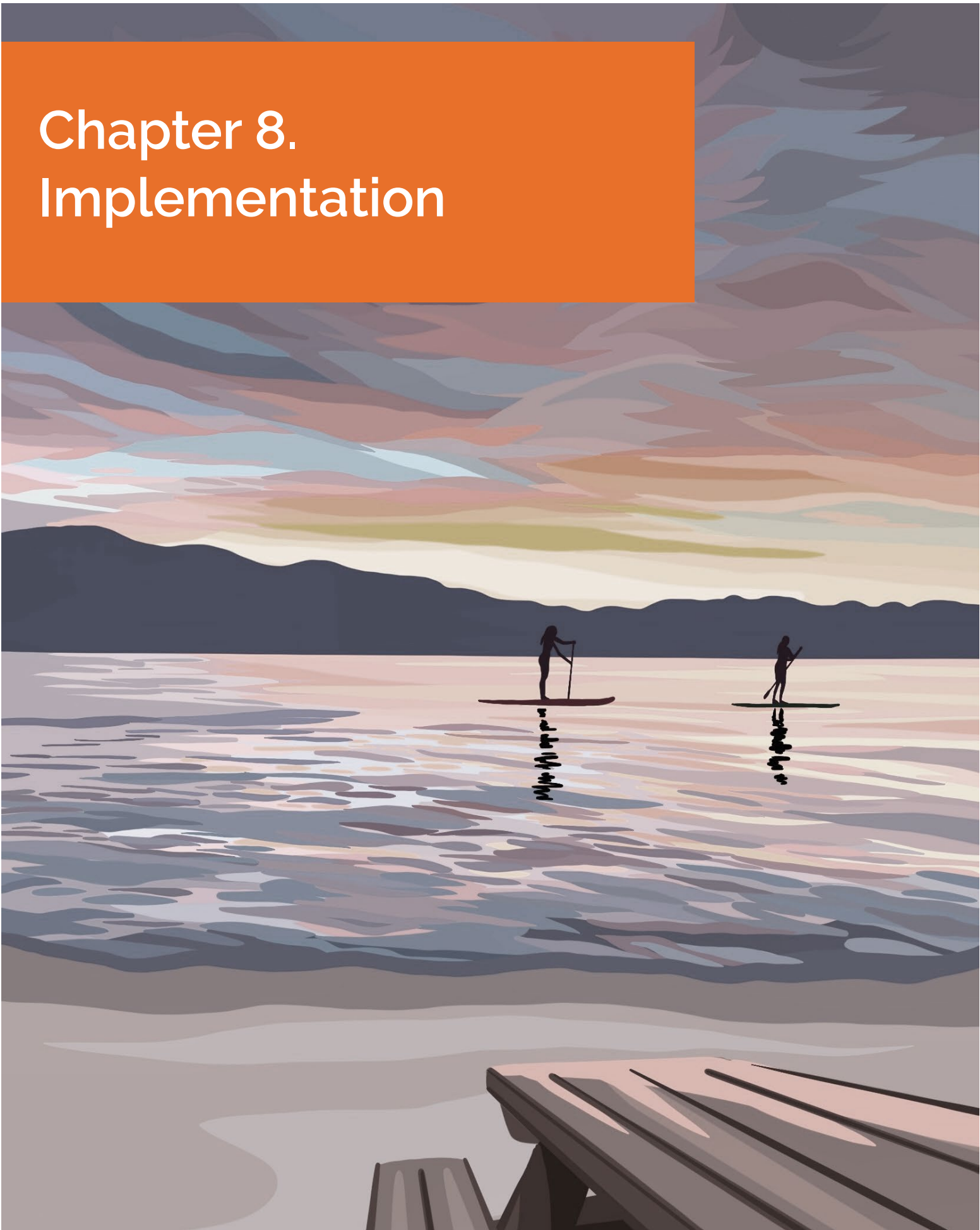


Table of Contents

| | | |
|--------|---|------|
| 8.1. | CHELAN PARKS VISION 2030 PROJECTS..... | 8-4 |
| 8.1.1. | 2024-2030 Capital Project List..... | 8-4 |
| 8.1.2. | Project Prioritization..... | 8-6 |
| 8.1.3. | Projects Timeline..... | 8-10 |
| 8.2. | CHELAN PARKS VISION 2030 ANNUAL CAPITAL EXPENDITURE | 8-14 |
| 8.2.1. | Annual Capex..... | 8-14 |
| 8.2.2. | Chelan Parks Funding Gap..... | 8-15 |
| 8.3. | CHELAN PARKS VISION 2030 FUNDING STRATEGIES..... | 8-16 |
| 8.3.1. | Input from the Community..... | 8-16 |
| 8.3.2. | Funding Sources Analysis..... | 8-17 |
| 8.3.3. | Recommendations..... | 8-21 |
| 8.4. | PROS CONCLUSION..... | 8-24 |
| 8.4.1. | Risks | 8-24 |
| 8.4.2. | Actions..... | 8-25 |
| 8.4.3. | Projects..... | 8-28 |
| 8.4.4. | Conclusion..... | 8-30 |

Table of Figures

| | | |
|-------------|---|------|
| Figure 8-1 | Chelan Parks Vision 2030 Complete Project Backlog..... | 8-4 |
| Figure 8-2 | Project Portfolio by Park Category | 8-5 |
| Figure 8-3 | Project Portfolio by Park..... | 8-5 |
| Figure 8-4 | Project Prioritization Approach..... | 8-6 |
| Figure 8-5 | Project Cards Examples | 8-8 |
| Figure 8-6 | Chelan Parks Vision 2030 Project Timeline | 8-10 |
| Figure 8-7 | Chelan Parks Vision 2030 Projects Timeline by Park..... | 8-11 |
| Figure 8-8 | Waterfront Re-development Best Case Scenario Timeline..... | 8-13 |
| Figure 8-9 | Grants, Designs/Permits, Build per year | 8-13 |
| Figure 8-10 | Detailed Grants, Designs/Permits, Build per year | 8-13 |
| Figure 8-11 | Initial Expected Funding Gap..... | 8-15 |
| Figure 8-12 | Which Parks actions would you be willing to fund with your tax dollars?..... | 8-16 |
| Figure 8-13 | Respondents Residence | 8-16 |
| Figure 8-14 | Would you, and how much allocate local taxes to fund Parks and recreation priorities? | 8-17 |
| Figure 8-15 | Parks Willingness to Pay | 8-17 |
| Figure 8-16 | Funding Source Attractiveness..... | 8-22 |
| Figure 8-17 | Revised Expected Funding Gap..... | 8-23 |

Introduction



This culminating Chapter is where it all comes together, where the rubber hits the road.

Projects and Timeline: First, in section 8.1.1, we put together the projects that come from the Maintenance Backlog, the portion that was deemed within the 6-year horizon (Chapter 6, section 1). To which we add the new developments envisioned in Chapter 7 based on the Parks strategy. Next, we sequence the realization of these projects based on their relative priority (section 8.1.2) and development constraints (section 8.1.3).

Capital Expenditures: This lands us with required capital expenditures per year (section 8.2.1), and the funding gap compared to current capacity to fund Parks beyond operations and normal upkeep (section 8.2.2).

Funding Strategies: We then move to the funding side: first, by taking in our Community input (8.3.1), next, by reviewing all relevant funding options: existing sources and their past contributions to Chelan's Parks, and new sources (section 8.3.2). We then arrive at funding recommendations with a plausible funding level per year (8.3.3).

Conclusion: In closing of this PROS Plan, section 8.4, we analyze the risks to this Chelan Parks Vision 2030 to come to fruition (8.4.1) and conclude with last finishing thoughts (8.4.2)

8.1. Chelan Parks Vision 2030 Projects

8.1.1. 2024-2030 Capital Project List

We finished Chap 6, Section 1 Maintenance with a Project Backlog with options to either Maintain or Replace/ Upgrade facilities totaling \$17,71M to which we now add the projects coming out of the Visioning from Chap 7 Strategy, i.e. system-wide Master Plans/Studies needed and New Development, for a new total of about \$22M.

Figure 8-1 Chelan Parks Vision 2030 Complete Project Backlog.

| Project Type and Name | Cost Estimate |
|--|---------------------|
| D - New Dev | \$3,750,000 |
| Outdoor Amphitheater - Don Morse | \$1,800,000 |
| Lake Access Pocket Parks | \$1,200,000 |
| Covered structures - Don Morse | \$600,000 |
| Year-round Glamping | \$150,000 |
| MP - Master planning | \$605,000 |
| Chelan Gorge Master Plan | \$110,000 |
| Downtown & Waterfront sub-area plan | \$75,000 |
| Spader Bay Park Master Plan | \$75,000 |
| Lady of the Lake Subarea Plan | \$75,000 |
| ADA audit & Transition Plan | \$65,000 |
| Future Lakeside Park's improvements | \$60,000 |
| Ice rink feasibility - Don Morse | \$50,000 |
| Downtown-Waterfront corridor - Don Morse | \$50,000 |
| Waterfront Impact study | \$45,000 |
| O&M – Ops & Maintenance | \$710,000 |
| Seawall Renovation - Marina | \$250,000 |
| Asphalt path Golf Course | \$200,000 |
| RV roadway and pads | \$200,000 |
| Tennis Court - Don Morse | \$60,000 |
| R - Upgrade/ Replacement | \$17,007,000 |
| Destination Quality Playground - Don Morse | \$4,500,000 |
| Golf Course Irrigation | \$2,800,000 |
| Lakeside Park Improvements - Design | \$1,650,000 |
| Skatepark - Don Morse | \$1,500,000 |
| RV Utility Infrastructure Upgrade | \$1,300,000 |
| Parking Lots - Don Morse | \$1,000,000 |
| Ballfield | \$840,000 |
| Parking Lots - Marina | \$800,000 |
| Waterfront Promenade - Don Morse | \$750,000 |
| Restrooms - Marina | \$650,000 |
| Restrooms - Don Morse | \$650,000 |
| Waterfront Promenade - Marina | \$400,000 |
| RV Picnic Tables | \$160,000 |
| Recreation management software | \$7,000 |
| Grand Total | \$22,072,000 |

Figure 8-2 Project Portfolio by Park Category

| Park Category and Park | Estimated Cost | % |
|---------------------------------|---------------------|-------------|
| 01_Signature | \$14,770,000 | 67% |
| Don_Morse_Memorial_Park | \$10,960,000 | 50% |
| Lakeshore_Marina | \$2,100,000 | 10% |
| Lakeside_Park | \$1,710,000 | 8% |
| 02_Park Enterprises | \$4,810,000 | 22% |
| Lake_Chelan_Golf_Course | \$3,000,000 | 14% |
| Lakeshore_RV_Park | \$1,810,000 | 8% |
| 03_Lake Access Points | \$1,200,000 | 5% |
| Lake_Access_Points | \$1,200,000 | 5% |
| 04_Neighborhood | \$950,000 | 4% |
| Chelan_Gorge_Park | \$950,000 | 4% |
| 05_Conservation | \$75,000 | 0% |
| Spader_Bay | \$75,000 | 0% |
| 06_Parks System | \$267,000 | 1% |
| Parks_System | \$267,000 | 1% |
| 07_Trails_and_Connection | | 0% |
| Trails | | 0% |
| Grand Total | \$22,072,000 | 100% |

Signature Parks capture 2/3 of the strategy as a result of (a) being Signature Parks carrying the weight of providing experiences that would attract visitors to Chelan, while providing locals with exemplary parks, and (b) being in need of modernization with many assets past their useful life. Such efforts are already underway at Lakeside, but not at Don Morse, the jewel of the Parks system.

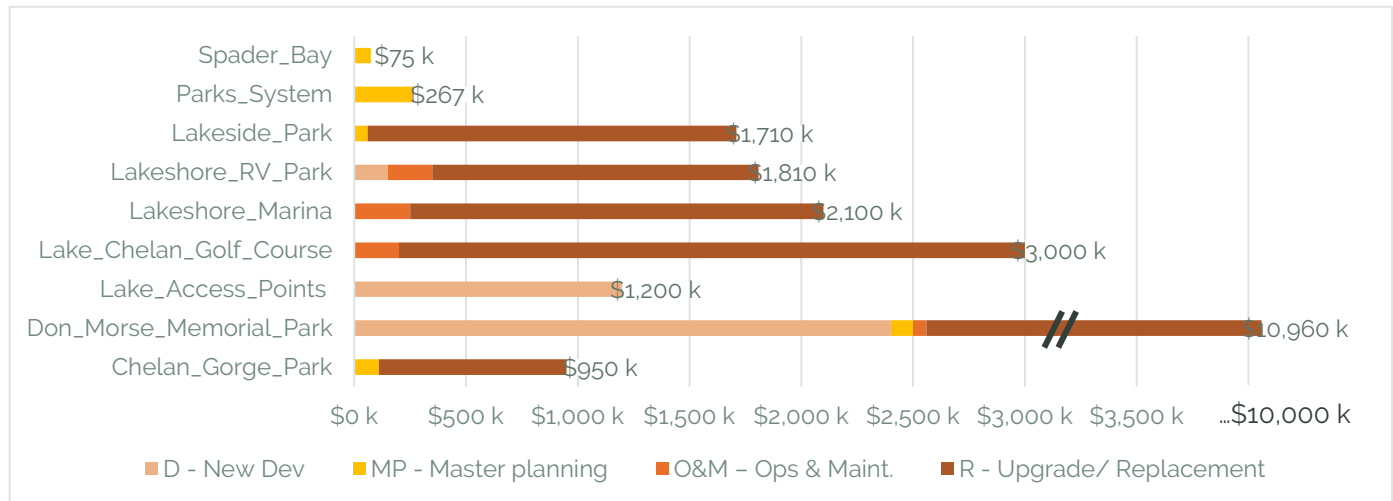
Enterprise Parks are the work horses of the Parks System and capture nearly ¼ of the portfolio in order to retain their competitiveness and hence ability to fund the full recovery model of Chelan's Parks system.

Conservation Spader Bay is low because... it is conserving land.

Lake Access Point and Neighborhood Park Chelan Gorge each capture 5% of the portfolio – key priorities from our users, they have their own share.

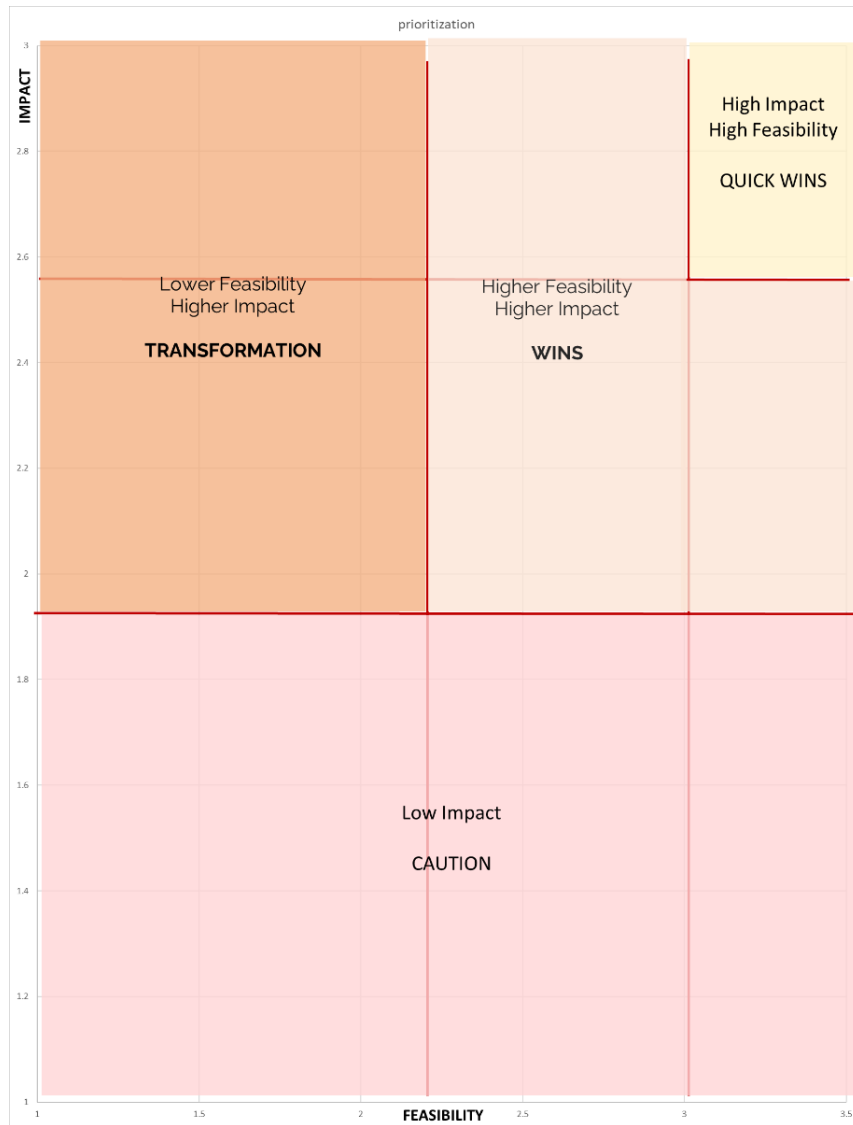
Trails, at this point, are considered funded out of Streets Fund, and not budgeted here.

Figure 8-3 Project Portfolio by Park



8.1.2. Project Prioritization

Figure 8-4 Project Prioritization Approach



Prioritization Methodology

Impact vs Feasibility Matrix

We describe here an approach that staff has created but draws on common practices and criteria.

The project is the critical unit of analysis. Projects are scored and mapped on an impact vs. feasibility matrix to support decision and create alignment on relative level of priority for respective projects. Projects might be, for example, replacing and upleveling a restroom in Don Morse Park.

When it comes to sequencing the projects, one would usually stay away from low impact projects (with a caveat discussed later), and one would start with quick wins, defined as high impact/high feasibility. These are usually few in a portfolio of projects, because they would usually already have been tackled. They have the benefit of creating momentum in terms of execution and garnering support as some results become visible. Next one would embark on the Wins, defined as combination of medium/high impact/feasibility. The last category that we name here "transformation" has high impact but low feasibility. They will bring the most change but will also take the most time and effort. As a result, they should be started in parallel to wins and quick wins because their time of fruition is longer.

Project Cards and "Bubble Chart" Scoring

To arrive at a scoring per project, we created a "project card" with three parts: (i) description fields (ii) impact scoring fields, and (iii) feasibility scoring fields.

Each project has a name, which is attached to a park, which is itself attached to a park category. Each park category has its color which shows in the project card header, and the outcome "bubble chart."

Note: Project cards have been created for category 07_trails_and_connection but these project cards have not been completed at these stage as they are mostly multi-departmental in nature and likely not lead not from Parks given current capacity constraints (instead lead from Planning, or Public Works) Small area plans have the same constraints but were given a placeholder number.

Feasibility is scored on 4 dimensions (see below), and impact is scored on 4 dimensions (see below) - these categories are consistent with the current elements considered in the annual CIP process, and are also consistent with common parks benefits model, such as the one used by the RCO. The scoring dimensions are MECE (mutually exclusive and collectively exhaustive) - i.e. they all score something different, the dimensions do not overlap (some dimensions may often correlate). The number of criteria is chosen to be enough to be granular and exhaustive, but not too many to over complicate the analysis.

Once project cards are reviewed, they appear in the synthesis graph, where projects are plotted with feasibility score in x-axis, impact score in y-axis and size of bubble as cost estimate. The H / M / L tiers of feasibility and impact are overlayed.

All in all, this prioritization tool is only a decision support – projects' context needs to be taken into account to make individual determination. This tool allows for discussions to happen, with a fact-basis and creates alignment amongst stakeholders. The scoring of defined dimensions allows for transparency on the prioritization decisioning.

The project is the critical unit of analysis. There is a tension between scoring the project or a phase of the project as it will be executed. Here we are trying to get the impact of the project as a transformation initiative, the impact of a phase of implementation would not reflect the whole impact. While we are scoring the impact of the project overall, not its implementation phases, the fundability dimension in the feasibility scoring can include the thinking on the project phasing and how it may render the project more feasible. Comments allow you to capture this thinking.

Feasibility Scoring: Four criteria come into play for feasibility scoring and provide an overall feasibility score using a weighted average, where **cost level** is weighted at 35%, **fundability** level is weighted at 35%, **planning requirement** at 15% and **Operating budget impact** at 15%. In order to keep the system legible and not overcomplex, the weightage is kept consistent across parks categories.

Each criterion is scored on a scale of 1, 2 or 3, where 1 is low and 3 is max.

The feasibility score has been sorted to find the threshold for the top 3rd, and 2nd third, and bottom third - these boundaries result in the field "feasibility tier" which is calculated and noted H / M / L."

Impact Scoring: Four criteria come into play for impact scoring and provide an overall impact score using a weighted average, where "economic benefit" is weighted at 35%, "recreational and cultural benefit" is weighted at 25%, "health, safety and transportation benefit" at 20% and "Organizational benefit" at 20%. Because Chelan is such a tourism economy, and the Parks Department plays such a crucial role in attracting visitors, the "economic benefit" dimension has been over-indexed. In order to keep the system legible and not overcomplex, the weightage is kept consistent across parks categories.

Economic Benefit: This scores the economic benefit of a project. What economic spillover will this project have? It could be a new revenue stream, it could be more users (of an existing or new experience), it could be increased price (because of new improvement). Revenue is quantity x prices. So, projects that increase one or both will have economic benefits. Improving ADA increases access, improving parking increases access, new glamping sites in RV park is both new clients, new experience and increased price. Etc. etc.

Note: feasibility studies and other studies: will appear high feasibility (low cost, once and done operating expense, no planning needed (since project to get to a plan), and probably fundable through grants. The benefits for studies should be scored as potential benefits if the project ended up being built. So, studies could be highly feasible, high impact by their nature. It is a methodology choice (similar to option value in finance)

Example Project Cards

Appendix I has a more extensive description of the tool (excel) and an exhaustive look at all the projects in scope for this PROS Plan. We are sampling 2 project cards below to provide an illustration of the approach.

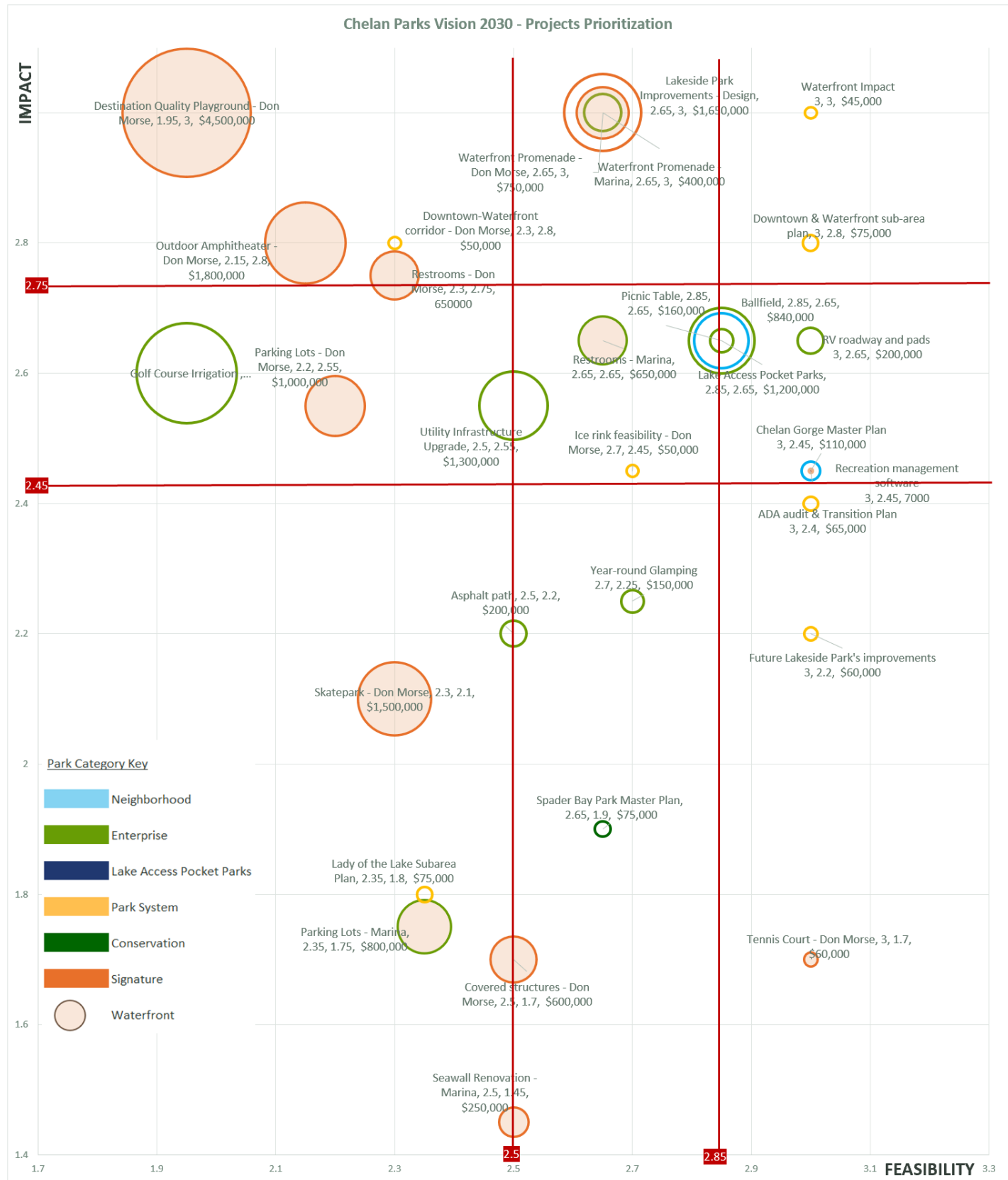
Figure 8-5 Project Cards Examples

| 01_Signature // Don_Morse_Memorial_Park // Don Morse Restrooms | | | | |
|--|--|-------------------|--|---|
| Project Description | New Restrooms - partially underground to preserve lake views | | | |
| Type | Project # | Status | Lead | Owners |
| R - Upgrade/ Replacement | F09 | planned | Parks | City of Chelan |
| | Weights | Score (L:1 - H:3) | Comment | |
| Cost level | 35 | 3 | \$ 650,000 | low for signature park and lifecycle cost |
| "Fundability" level | 35 | 3 | Parks budget | Funding sources |
| | | | partial | A, D, E, P |
| Planning requirement | 15 | 3 | conceptual plan existing | |
| Operating budget impact | 15 | 3 | reduce maintenance cost considerably | |
| Feasibility score | 100 | 3 | feasibility tier | H |
| Economic benefit | 35 | 3 | increases repeat visitors to Chelan by improved user experience | |
| Recre & cultural benefit | 25 | 2 | | |
| Health, safety, transport benefit | 20 | 3 | | |
| Organizational benefit | 20 | 3 | More efficient cleaning, existing facilities are beyond service life, promotes hygiene | |
| Impact score | 100 | 2.75 | impact tier | H |

Save

| 03_Lake Access Points // Lake_Access_Points // Lake Access Pocket Parks | | | | |
|---|---------------------------|-------------------|--|-----------------|
| Project Description | Identified 8 Pocket parks | | | |
| Type | Project # | Status | Lead | Owners |
| D - New Dev | F11 | planned | Parks | City of Chelan |
| | Weights | Score (L:1 - H:3) | Comment | |
| Cost level | 35 | 3 | \$ 1,200,000 | 0 |
| "Fundability" level | 35 | 3 | Parks budget | Funding sources |
| | | | partial | A, E, O, P |
| | | | potential grants | |
| Planning requirement | 15 | 3 | already planned | |
| Operating budget impact | 15 | 2 | Will add maintenance costs, level TBD | |
| Feasibility score | 100 | 2.85 | feasibility tier | H |
| Economic benefit | 35 | 2 | limited increase of visitors with econ spill overs | |
| Recre & cultural benefit | 25 | 3 | highly valued access to lakeshore | |
| Health, safety, transport benefit | 20 | 3 | 3 | |
| Organizational benefit | 20 | 2 | in alignment with increasing lake access | |
| Impact score | 100 | 2.5 | impact tier | H |

Prioritization Outcome



Most Enterprise Parks projects land in the medium band of impact level: they are important to maintain the c of the Enterprise Parks and fund the Parks System, but they do not move the needle in terms of Parks Strategy. As opposed to the Don Morse projects that are critical for the Vision and land mostly in the high impact band, albeit in low feasibility given the amount of investment they represent. The Waterfront projects span the impact levels from low to high which will make it possible to split the Waterfront transformation in Phases.

8.1.3. Projects Timeline

Preamble on Pace, Dependencies and Best-Case Scenario

Pace

The projects sequencing is driven by prioritization, but the pace and timeline are driven by

(a) grants cycles,

(b) project phases (~1 year grant application, ~1 year permitting and design, and ~1 year develop and build), and

(c) by project management bandwidth (grant writer, capital project management). To date, both from a funding perspective and a bandwidth perspective, the Parks system has been able to “absorb” larger projects (>\$1M) every 3 years or so. The Chelan Parks Vision 2030 is ambitious in its scope, and it calls for a faster pace both on the funding side (see section 8.3) and on the project delivery side to reach roughly one larger project per year.

Best Case Scenario

We cannot emphasize enough that the timeline laid out below is a placeholder to pressure test what it would take for the Vision to become a reality, and to make sure that when we build buy in for the Vision, we build real buy in with understanding of the specifics and what it would take. As a placeholder, it has numerous dependencies, especially for the further out years. This is a bet case scenario planning.

Dependency – Human Capital

And it cannot be delivered with the current human capital. To re-iterate what came out in Chapter 6 Section 2 Staffing, the Vision execution will need more Parks management namely an Assistant Director focused on the day-to-day operations, experienced grant writing (Parks Director and more), and capital project management for each of these projects. Only with these resources does it become possible to stagger the building phase of any project with the grant writing and permitting/designing of other projects for the next wave. With these resources one could conceivably imagine one larger project per year, again, best case scenario.

Dependency – Funding Sources

The two other main dependencies, as we will see in section 8.3 about funding, are on the Funding side with the creation of a Parks District and the winning of grant awards.

Projects timeline and capital resources

Figure 8-6 Chelan Parks Vision 2030 Project Timeline

| Year | Park | Step | Project & Phase | Cost |
|------|-------------------------|-------------------|--|-------------|
| 2024 | Chelan_Gorge_Park | Master Plan | Chelan Gorge Master Plan | \$110,000 |
| | Lake_Access_Points | Design permit for | Ph 2 (Lady of the Lake Lake Access Park) | \$22,500 |
| | Lake_Access_Points | Develop | Ph 1 (Park St Lake Access Point) | \$150,000 |
| | Parks_System | Develop | Recreation management software | \$7,000 |
| 2025 | Lake_Access_Points | Design permit for | Ph 3 (Lake Access Park #3) | \$22,500 |
| | Lake_Access_Points | Develop | Ph 2 (Lady of the Lake Lake Access park) | \$120,000 |
| | Lakeshore_RV_Park | Develop | Ph 1 Picnic Table Part I | \$40,000 |
| | Lakeside_Park | Develop | Lakeside Park Improvements | \$1,650,000 |
| | Parks_System | Master Plan | ADA audit & Transition Plan | \$65,000 |
| | Parks_System | Master Plan | Waterfront Impact Study | \$45,000 |
| | Waterfront | Seek grant for | Ph 1 (Don Morse Restrooms, Parking Lots Part I, Promenade) | \$95,000 |
| 2026 | Lake_Access_Points | Design permit for | Ph 4 (Lake Access Park #4) | \$22,500 |
| | Lake_Access_Points | Develop | Ph 3 (Lake Access Park #3) | \$120,000 |
| | Lake_Chelan_Golf_Course | Develop | Golf Course Irrigation | \$2,800,000 |
| | Lakeshore_RV_Park | Seek grant for | Utility Infrastructure Upgrade | \$65,000 |
| | Lakeshore_RV_Park | Develop | Ph 2 Picnic Tables Part II | \$40,000 |
| | Waterfront | Seek grant for | Ph 2 (Marina Restrooms, Parking Part I, Promenade) | \$72,500 |

| Year | Park | Step | Project & Phase | Cost |
|-------------|-------------------------|-------------------|---|--------------|
| 2027 | Waterfront | Design permit for | Ph 1 (Don Morse Restrooms, Parking Lots Part I, Promenade) | \$285,000 |
| | Chelan_Gorge_Park | Develop | Ballfield | \$840,000 |
| | Lake_Access_Points | Design permit for | Ph 5 (Lake Access Park #5) | \$22,500 |
| | Lake_Access_Points | Develop | Ph 4 (Lake Access Park #4) | \$120,000 |
| | Lake_Chelan_Golf_Course | Seek grant for | Asphalt path | \$30,000 |
| | Lakeshore_RV_Park | Design permit for | Utility Infrastructure Upgrade | \$195,000 |
| | Lakeshore_RV_Park | Develop | Ph 3 Picnic Tables Part III | \$40,000 |
| | Waterfront | Seek grant for | Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) | \$315,000 |
| | Waterfront | Design permit for | Ph 2 (Marina Restrooms, Parking Part I, Promenade) | \$217,500 |
| | Waterfront | Develop | Ph 1 (Don Morse Restrooms, Parking Lots Part I, Promenade) | \$1,570,000 |
| 2028 | Waterfront | Master Plan | Master Plan Corridor downtown | \$50,000 |
| | Lake_Access_Points | Design permit for | Ph 6 (Lake Access Park #6) | \$22,500 |
| | Lake_Access_Points | Develop | Ph 5 (Lake Access Park #5) | \$120,000 |
| | Lake_Chelan_Golf_Course | Develop | Asphalt path | \$160,000 |
| | Lakeshore_RV_Park | Develop | Ph 1 RV Roadway and Pads Loop I | \$66,500 |
| | Lakeshore_RV_Park | Develop | Ph 4 Picnic Tables Part IV | \$40,000 |
| | Lakeshore_RV_Park | Develop | Utility Infrastructure Upgrade | \$1,040,000 |
| | Waterfront | Seek grant for | Ph 4 (Don Morse Skatepark, Basketball/covered structure, Tennis court, Parking Lot Part II, Marina Seawall, Parking Lots Part II) | \$165,500 |
| | Waterfront | Design permit for | Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) | \$945,000 |
| | Waterfront | Develop | Ph 2 (Marina Restrooms, Parking Part I, Promenade) | \$1,160,000 |
| 2029 | Lake_Access_Points | Design permit for | Ph 7 (Lake Access Park #7) | \$22,500 |
| | Lake_Access_Points | Develop | Ph 6 (Lake Access Park #6) | \$120,000 |
| | Lakeshore_RV_Park | Develop | Ph 2 RV Roadway and Pads Loop II | \$66,500 |
| | Lakeshore_RV_Park | Develop | Year-round Glamping | \$150,000 |
| | Spader_Bay | Master Plan | Spader Bay Park Master Plan | \$75,000 |
| | Waterfront | Design permit for | Ph 4 (Don Morse Skatepark, Basketball/covered structure, Tennis court, Parking Lot Part II, Marina Seawall, Parking Lots Part II) | \$496,500 |
| | Waterfront | Develop | Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) | \$5,040,000 |
| | Lake_Access_Points | Design permit for | Ph 8 (Lake Access Park #8) | \$22,500 |
| | Lake_Access_Points | Develop | Ph 7 (Lake Access Park #7) | \$120,000 |
| | Lakeshore_RV_Park | Develop | Ph 3 RV Roadway and Pads Loop III | \$67,000 |
| 2030 | Lakeside_Park | Master Plan | Future Lakeside Park's improvements | \$60,000 |
| | Parks_System | Master Plan | Downtown & Waterfront sub-area plan | \$75,000 |
| | Parks_System | Master Plan | Lady of the Lake Subarea Plan | \$75,000 |
| | Waterfront | Master Plan | Ph 5 (Ice Rink Feasibility) | \$50,000 |
| | Waterfront | Develop | Ph 4 (Don Morse Skatepark, Basketball/covered structure, Tennis court, Parking Lot Part II, Marina Seawall, Parking Lots Part II) | \$2,698,000 |
| | Lake_Access_Points | Develop | Ph 8 (Lake Access Park #8) | \$120,000 |
| | Lake_Access_Points | Develop | Ph 7 (Lake Access Park #7) | \$120,000 |
| | Lakeshore_RV_Park | Develop | Ph 3 RV Roadway and Pads Loop III | \$67,000 |
| | Lakeside_Park | Master Plan | Future Lakeside Park's improvements | \$60,000 |
| | Parks_System | Master Plan | Downtown & Waterfront sub-area plan | \$75,000 |
| 2031 | Lake_Access_Points | Develop | Ph 8 (Lake Access Park #8) | \$120,000 |
| | Lake_Access_Points | Develop | Ph 7 (Lake Access Park #7) | \$120,000 |
| | Lakeshore_RV_Park | Develop | Ph 3 RV Roadway and Pads Loop III | \$67,000 |
| | Lakeside_Park | Master Plan | Future Lakeside Park's improvements | \$60,000 |
| | Parks_System | Master Plan | Downtown & Waterfront sub-area plan | \$75,000 |
| | Parks_System | Master Plan | Lady of the Lake Subarea Plan | \$75,000 |
| | Waterfront | Master Plan | Ph 5 (Ice Rink Feasibility) | \$50,000 |
| | Waterfront | Develop | Ph 4 (Don Morse Skatepark, Basketball/covered structure, Tennis court, Parking Lot Part II, Marina Seawall, Parking Lots Part II) | \$2,698,000 |
| | Lake_Access_Points | Develop | Ph 8 (Lake Access Park #8) | \$120,000 |
| | Lake_Access_Points | Develop | Ph 7 (Lake Access Park #7) | \$120,000 |
| Grant Total | | | | \$22,109,500 |

Figure 8-7 Chelan Parks Vision 2030 Projects Timeline by Park

| Park | Year | Step | Project Phase |
|------------|------|-------------------|--|
| Waterfront | 2025 | Seek grant for | Ph 1 (Don Morse Restrooms, Parking Lots Part I, Promenade) |
| | 2026 | Design permit for | Ph 1 (Don Morse Restrooms, Parking Lots Part I, Promenade) |
| | 2026 | Seek grant for | Ph 2 (Marina Restrooms, Parking Part I, Promenade) |
| | 2027 | Design permit for | Ph 2 (Marina Restrooms, Parking Part I, Promenade) |
| | 2027 | Develop | Ph 1 (Don Morse Restrooms, Parking Lots Part I, Promenade) |

| Park | Year | Step | Project Phase |
|-------------------------|------|-------------------|---|
| | 2027 | Master Plan | Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) |
| | 2027 | Seek grant for | Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) |
| | 2028 | Design permit for | Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) |
| | 2028 | Develop | Ph 2 (Marina Restrooms, Parking Part I, Promenade) |
| | 2028 | Seek grant for | Ph 4 (Don Morse Skatepark, Basketball/covered structure, Tennis court, Parking Lot Part II, Marina Seawall, Parking Lots Part II) |
| | 2029 | Design permit for | Ph 4 (Don Morse Skatepark, Basketball/covered structure, Tennis court, Parking Lot Part II, Marina Seawall, Parking Lots Part II) |
| | 2029 | Develop | Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) |
| | 2030 | Develop | Ph 4 (Don Morse Skatepark, Basketball/covered structure, Tennis court, Parking Lot Part II, Marina Seawall, Parking Lots Part II) |
| | 2030 | Master Plan | Ph 5 (Ice Rink Feasibility) |
| Lakeside_Park | 2025 | Develop | Lakeside Park Improvements |
| | 2030 | Master Plan | Future Lakeside Park's improvements |
| Chelan_Gorge_Park | 2024 | Master Plan | Chelan Gorge Master Plan |
| | 2027 | Develop | Ballfield |
| Lake_Access_Points | 2024 | Design permit for | Ph 2 (Lady of the Lake Lake Access park) |
| | 2024 | Develop | Ph 1 (Park St Lake Access Point) |
| | 2025 | Design permit for | Ph 3 (Lake Access Park #3) |
| | 2025 | Develop | Ph 2 (Lady of the Lake Lake Access park) |
| | 2026 | Design permit for | Ph 4 (Lake Access Park #4) |
| | 2026 | Develop | Ph 3 (Lake Access Park #3) |
| | 2027 | Design permit for | Ph 5 (Lake Access Park #5) |
| | 2027 | Develop | Ph 4 (Lake Access Park #4) |
| | 2028 | Design permit for | Ph 6 (Lake Access Park #6) |
| | 2028 | Develop | Ph 5 (Lake Access Park #5) |
| | 2029 | Design permit for | Ph 7 (Lake Access Park #7) |
| | 2029 | Develop | Ph 6 (Lake Access Park #6) |
| | 2029 | Develop | Ph 7 (Lake Access Park #7) |
| | 2030 | Design permit for | Ph 8 (Lake Access Park #8) |
| | 2031 | Develop | Ph 8 (Lake Access Park #8) |
| Lake_Chelan_Golf_Course | 2026 | Develop | Golf Course Irrigation |
| | 2027 | Seek grant for | Asphalt path |
| | 2028 | Develop | Asphalt path |
| Lakeshore_RV_Park | 2025 | Develop | Ph 1 Picnic Table Part I |
| | 2026 | Develop | Ph 2 Picnic Tables Part II |
| | 2026 | Seek grant for | Utility Infrastructure Upgrade |
| | 2027 | Design permit for | Utility Infrastructure Upgrade |
| | 2027 | Develop | Ph 3 Picnic Tables Part III |
| | 2028 | Develop | Ph 1 RV Roadway and Pads Loop I |
| | 2028 | Develop | Ph 4 Picnic Tables Part IV |
| | 2028 | Develop | Utility Infrastructure Upgrade |
| | 2029 | Develop | Ph 2 RV Roadway and Pads Loop II |
| | 2029 | Develop | Year-round Glamping |
| | 2030 | Develop | Ph 3 RV Roadway and Pads Loop III |
| Spader_Bay | 2029 | Master Plan | Spader Bay Park Master Plan |
| Parks_System | 2024 | Develop | Recreation management software |
| | 2025 | Master Plan | ADA audit & Transition Plan |
| | 2025 | Master Plan | Waterfront Impact |
| | 2030 | Master Plan | Downtown & Waterfront sub-area plan |
| | 2030 | Master Plan | Lady of the Lake Subarea Plan |

Figure 8-8 Waterfront Re-development Best Case Scenario Timeline

| Waterfront (Don Morse + Marina Re-development) | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|---|-------------|-----------------|-----------------|-----------------|-----------------|-------------|
| Ph 1 (Don Morse Restrooms, Parking Lots Part I, Promenade) | Grant | Design / Permit | Develop | | | |
| Ph 2 (Marina Restrooms, Parking Part I, Promenade) | | Grant | Design / Permit | Develop | | |
| Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) | | | Grant | Design / Permit | Develop | |
| Ph 4 (Don Morse Skatepark, Basketball/covered structure, Tennis court, Parking Lot Part II, Marina Seawall, Parking Lots Part II) | | | | Grant | Design / Permit | Develop |
| Ph 5 (Ice Rink Feasibility) | | | | | | Feasibility |

Figure 8-9 Grants, Designs/Permits, Build per year.

| Step | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | Total |
|-------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Seek grants | | 1 | 2 | 2 | 1 | | | | 6 |
| Designs & Permits | 1 | 1 | 2 | 3 | 2 | 2 | 1 | | 12 |
| Develop | 2 | 3 | 3 | 4 | 6 | 5 | 2 | 1 | 26 |
| Master Plan | 1 | 2 | | 1 | | 1 | 4 | | 9 |
| Total | 4 | 7 | 7 | 10 | 9 | 8 | 7 | 1 | 53 |

It would take increased human capital to be able to tackle in parallel 7-10 projects per year of which 3-6 builds !!

Figure 8-10 Detailed Grants, Designs/Permits, Build per year.

| Step | Year | Project and Phase |
|----------------------------|-------------|---|
| Seek grant for | 2025 | Ph 1 (Don Morse Restrooms, Parking Lots Part I, Promenade) |
| | 2026 | Ph 2 (Marina Restrooms, Parking Part I, Promenade) |
| | 2026 | RV Utility Infrastructure Upgrade |
| | 2027 | Asphalt path |
| | 2027 | Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) |
| Designs permits for | 2028 | Ph 4 (Don Morse Skatepark, Basketball/covered structure, Tennis court, Parking Lot Part II, Marina Seawall, Parking Lots Part II) |
| | 2024 | Ph 2 (Lady of the Lake Lake Access park) |
| | 2025 | Ph 3 (Lake Access Park #3) |
| | 2026 | Ph 1 (Don Morse Restrooms, Parking Lots Part I, Promenade) |
| | 2026 | Ph 4 (Lake Access Park #4) |
| | 2027 | Ph 2 (Marina Restrooms, Parking Part I, Promenade) |
| | 2027 | Ph 5 (Lake Access Park #5) |
| | 2027 | RV Utility Infrastructure Upgrade |
| | 2028 | Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) |
| | 2028 | Ph 6 (Lake Access Park #6) |

| Step | Year | Project and Phase |
|-------------|------|---|
| Develop | 2029 | Ph 4 (Don Morse Skatepark, Basketball/covered structure, Tennis court, Parking Lot Part II, Marina Seawall, Parking Lots Part II) |
| | 2029 | Ph 7 (Lake Access Park #7) |
| | 2030 | Ph 8 (Lake Access Park #8) |
| | 2024 | Ph 1 (Park St Lake Access Point) |
| | 2024 | Recreation management software |
| | 2025 | Lakeside Park Improvements |
| | 2025 | Ph 1 Picnic Table Part I |
| | 2025 | Ph 2 (Lady of the Lake Lake Access park) |
| | 2026 | Golf Course Irrigation |
| | 2026 | Ph 2 Picnic Tables Part II |
| | 2026 | Ph 3 (Lake Access Park #3) |
| | 2027 | Chelan Gorge Ballfield |
| | 2027 | Ph 1 (Don Morse Restrooms, Parking Lots Part I, Promenade) |
| | 2027 | Ph 3 Picnic Tables Part III |
| | 2027 | Ph 4 (Lake Access Park #4) |
| | 2028 | Golf Asphalt path |
| | 2028 | Ph 1 RV Roadway and Pads Loop I |
| | 2028 | Ph 2 (Marina Restrooms, Parking Part I, Promenade) |
| | 2028 | Ph 4 Picnic Tables Part IV |
| | 2028 | Ph 5 (Lake Access Park #5) |
| | 2028 | RV Utility Infrastructure Upgrade |
| | 2029 | Ph 2 RV Roadway and Pads Loop II |
| | 2029 | Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) |
| | 2029 | Ph 6 (Lake Access Park #6) |
| | 2029 | Ph 7 (Lake Access Park #7) |
| | 2029 | RV Year-round Glamping |
| | 2030 | Ph 3 RV Roadway and Pads Loop III |
| | 2030 | Ph 4 (Don Morse Skatepark, Basketball/covered structure, Tennis court, Parking Lot Part II, Marina Seawall, Parking Lots Part II) |
| | 2031 | Ph 8 (Lake Access Park #8) |
| Master Plan | 2024 | Chelan Gorge Master Plan |
| | 2025 | ADA audit & Transition Plan |
| | 2025 | Waterfront Impact Study |
| | 2027 | Ph 3 (Don Morse Amphitheater, Playground, Master Plan Corridor downtown - Waterfront) |
| | 2029 | Spader Bay Park Master Plan |
| | 2030 | Downtown & Waterfront sub-area plan |
| | 2030 | Future Lakeside Park's improvements |
| | 2030 | Lady of the Lake Subarea Plan |
| | 2030 | Ph 5 (Ice Rink Feasibility) |

8.2. Chelan Parks Vision 2030 Annual Capital Expenditure

8.2.1. Annual Capital Expenditure (Capex)

Methodology: We have considered three project steps: (a) Seeking grants for (b) creating designs and obtaining permits (c) Develop/Build. All projects will have Develop/build step. Some projects have step (a) grant as well, or (b) design/permit, or both. For the sake of strategic planning, we use simple timeline assumptions, where each step takes one year. When projects needed both grant and design/permitting, grants were estimated at 5% of the total cost (need design architect for example), design/permitting at 15% of the cost, and remaining 80% of the cost for the build/development. When projects needed either grants or permits in addition to development, development was assumed at 85% of cost and the other step at 15%.

| Parks | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | Total |
|-------------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|---------------------|
| Waterfront | | \$95,000 | \$357,500 | \$2,152,500 | \$2,270,500 | \$5,536,500 | \$2,748,000 | | \$13,160,000 |
| Lakeside_Park | | \$1,650,000 | | | | | \$60,000 | | \$1,710,000 |
| Chelan_Gorge_Park | \$110,000 | | | \$840,000 | | | | | \$950,000 |
| Lake_Access_Points | \$172,500 | \$142,500 | \$142,500 | \$142,500 | \$142,500 | \$262,500 | \$22,500 | \$120,000 | \$1,147,500 |
| Lake_Chelan_Golf_Course | | | \$2,800,000 | \$30,000 | \$160,000 | | | | \$2,990,000 |
| Lakeshore_RV_Park | | \$40,000 | \$105,000 | \$235,000 | \$1,146,500 | \$216,500 | \$67,000 | | \$1,810,000 |
| Spader_Bay | | | | | | \$75,000 | | | \$75,000 |
| Parks_System | \$7,000 | \$110,000 | | | | | \$150,000 | | \$267,000 |
| Grand Total | \$289,500 | \$2,037,500 | \$3,405,000 | \$3,400,000 | \$3,719,500 | \$6,090,500 | \$3,047,500 | \$120,000 | \$22,109,500 |

8.2.2. Chelan Parks Funding Gap

The City of Chelan relies on three existing revenue sources to fund Parks capital projects through the Parks Capital Fund (310). We reviewed the funding sources in Chapter 6 and arrived at the following estimation for ongoing recurring Parks Capital funding capacity, whereby Parks and Recreation on good years, could expect ~\$1M for new development.

| \$M, order of magnitude | | Min \$M | Max \$M | Assumption |
|--------------------------------|-------------------------|-------------|-------------|---|
| Lodging (103) | Debt | 0.19 | 0.19 | Chapter 6 table 6-25, row 3 |
| | Upkeep | 0.05 | 0.1 | Chapter 6 table 6-25, row 4 low years |
| | New | 0.1 | 0.5 | Chapter 6 table 6-25, row 4 high years |
| | Subtotal | 0.34 | 0.79 | |
| General Funds (001,301) | Debt | 0.33 | 0.33 | Chapter 6 table 6-25, col 1-4-5 |
| | Upkeep | 0.05 | 0.1 | Chapter 6 table 6-25, row 1-3 low years |
| | New | 0.12 | 0.57 | Chapter 6 table 6-27, row 1-3 high years |
| | Subtotal | 0.5 | 1 | |
| Parks Ops (110) | Debt | 0 | 0 | |
| | Upkeep | 0.1 | 0.4 | Chapter 6 table 6-24, col 2, low/high years |
| | New | 0 | 0 | |
| | Subtotal | 0.1 | 0.4 | |
| Sustainable sources | Debt Services | 0.52 | 0.52 | \$0.5M going to Parks debt |
| | Funding Capacity | 0.42 | 1.67 | |
| | Upkeep | 0.2 | 0.6 | low years City would afford \$0.2M for upkeep, high years, \$0.6M |
| | New | 0.22 | 1.07 | low years City would afford \$0.2M for new projects, high years, \$1M |
| Total | | 0.94 | 2.19 | |

These sources alone are not sufficient to fund the projects envisioned in the Chelan Parks Vision 2030. The Chelan Parks Vision 2030 calls for approximately \$2.5 million additional funding per year for 6 years.

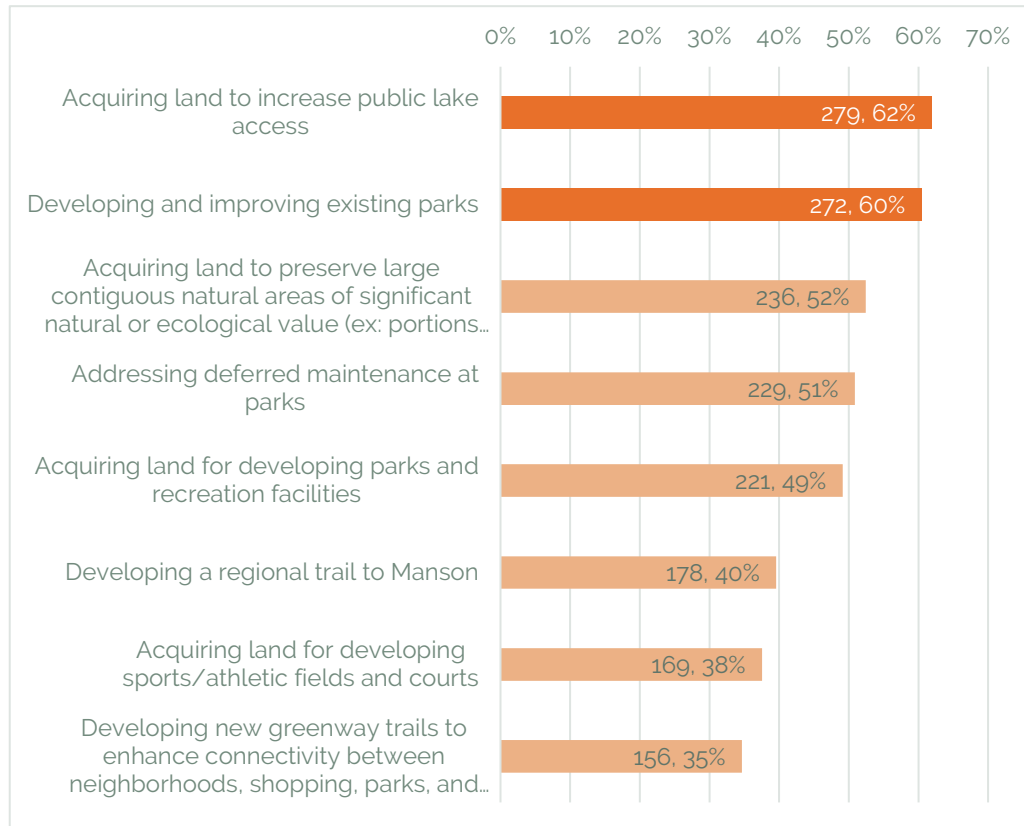
Figure 8-11 Initial Expected Funding Gap

| | Capital Expenditures | Expected New Dev Funding Capacity | Funding Gap |
|--------------|----------------------|-----------------------------------|----------------------|
| 2024 | \$289,500 | \$1,000,000 | \$710,500 |
| 2025 | \$2,037,500 | \$1,000,000 | -\$1,037,500 |
| 2026 | \$3,405,000 | \$1,000,000 | -\$2,405,000 |
| 2027 | \$3,400,000 | \$1,000,000 | -\$2,400,000 |
| 2028 | \$3,719,500 | \$1,000,000 | -\$2,719,500 |
| 2029 | \$6,090,500 | \$1,000,000 | -\$5,090,500 |
| 2030 | \$3,047,500 | \$1,000,000 | -\$2,047,500 |
| 2031 | \$120,000 | \$1,000,000 | \$880,000 |
| Total | \$22,109,500 | \$8,000,000 | -\$14,109,500 |

8.3. Chelan Parks Vision 2030 Funding Strategies

8.3.1. Input from the Community

Figure 8-12 Which Parks actions would you be willing to fund with your tax dollars?



When asked in the 2023 Community Engagement which of the following actions respondents would be willing to fund with their tax dollars, respondents (450 total) chose the priorities shown below. On top of their list is increasing lake access, which the Lake Access Parks program covers, and in second, developing and improving existing parks., which is also the main thrust of the Chelan Parks Vision 2030.

As seen in Figure 8-14, 87% of respondents say that they would allocate local taxes to funding their household's top parks and recreation priorities (only 15% of respondents would not). 31% of all respondents (145 answers) would spend more than \$10 per month on Parks from their local taxes (vs 43%, 203 answers) who would spend \$5 and less.

To be sure, 83% of respondents were Chelan residents or local residents.

Figure 8-13 Respondents Residence

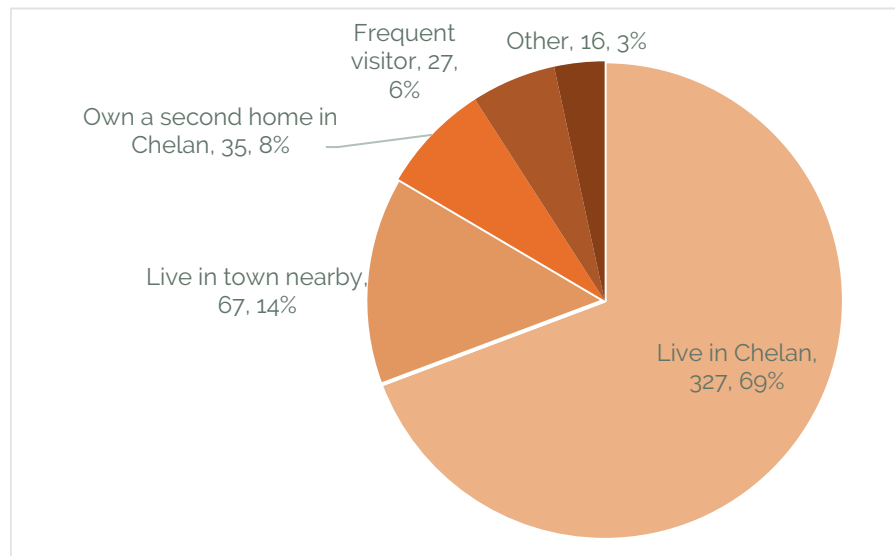
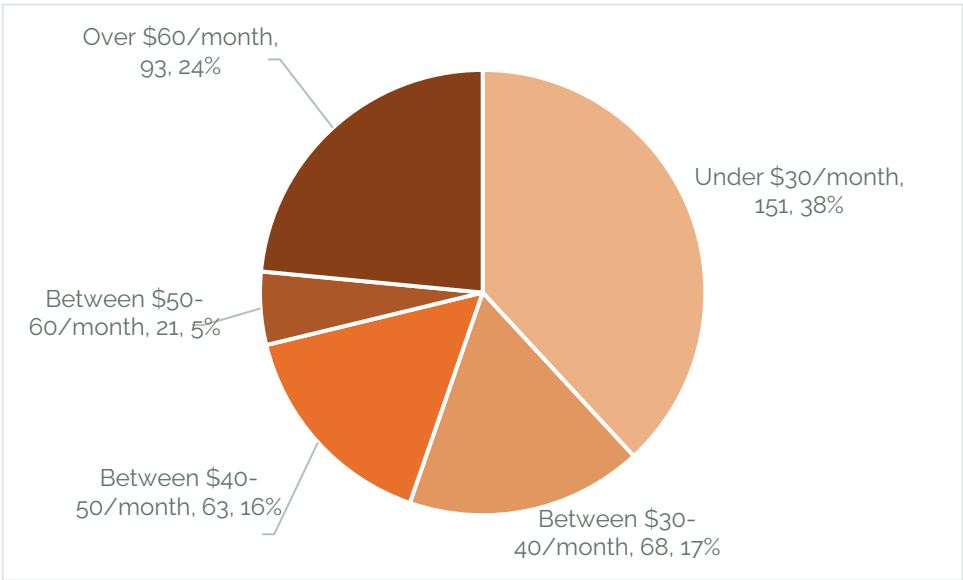


Figure 8-14 Would you, and how much local taxes would you allocate to fund Parks and recreation priorities?



Figure 8-15 Parks Expect to Pay for Private Amenities



If a private club offered all of the amenities that Chelan Parks offered (lakefront beaches, shady open lawns, basketball, volleyball, tennis and pickleball courts, skatepark, playgrounds, multi-use fields, and more), what would you expect to pay per month? Roughly half respondents would pay \$40 and less, the other half more. For reference the monthly HOA fees at the Look Out resort that includes parks, lawn, beach, marina are posted on the website at \$370/month ("HOA dues cover yard maintenance, street care, pool care, and green space management." ¹

8.3.2. Funding Sources Analysis

Funding Infrastructure in Tourism Cities

Funding capital projects for parks departments in tourism cities presents significant challenges. These cities often face a dual pressure: maintaining and expanding park facilities to meet the demands of both residents and a high influx of tourists.

Generally, the city has not appropriated very much of the annual budget for capital improvements. The city has building and infrastructure construction requirements but given the declining buying power of annual city budgets, it has not had the capital resources available to initiate major construction projects from the general funds or non-dedicated funds accounts. The 1% statutory limit on local property tax yields combined with the

¹ <https://chelanlookout.com/owning-at-the-lookout/>

sporadic and undependable nature of federal and state grants and revenue sharing prevents or discourages the city from making long term capital investments in infrastructure necessary to support the city's development. The 1% statutory limit on the general fund levy in particular, severely curtails the city's ability to operate and maintain park, recreation, and open space facilities and services even if the city only utilized unlimited general obligation bonds as a means of providing capital financing.

Funding Sources Criteria

The solutions to the Chelan Parks Vision 2030 funding gap would meet the following criteria:

- (a) sufficient amount
- (b) limited duration 6-10 years
- (c) reliable in the period (i.e. recurring and high probability).

Lodging Tax

Any city, town, or county has the authority to levy lodging taxes, also known as "hotel/motel taxes," on lodging at hotels, motels, and short-term rentals, including Airbnb, bed and breakfasts (B&Bs), RV parks, and other housing and lodging accommodations, for periods less than 30 days. The tax is collected as a sales tax and paid by the customer at the time of the transaction, and the revenues must be used for eligible tourism promotion activities or tourism-related facilities, which includes Parks facilities. There are two lodging tax options:

- A "basic" or "state-shared" lodging tax up to 2% that is taken as a credit against the 6.5% state sales tax rate, so that the lodging patron does not see any tax increase (RCW 67.28.180-.1801). The state also sometimes refers to this as the "transient rental tax."
- An "additional" or "special" lodging tax up to 2% on top of the other state and local retail sales taxes, resulting in a higher tax bill for the patron². The City already receives a 2% tax on lodging revenues in the form of a credit against the State sales tax, and a 2% special tax, thus These revenues are reserved for visitor-related facilities and services.

The City already maximizes this funding source by receiving a 2% tax on lodging revenues in the form of a credit against the State sales tax, and a 2% special tax. The lodging tax would collect ~\$1M for the City of Chelan before Covid, dropped in 2020, recovered in 2021 and 2022 at \$1M. In 2023, the lodging tax collected jumped to \$1.6M. For 2024 the city has budgeted conservatively at \$1M. The Chamber of Commerce has consistently received \$0.7M of the Lodging Tax for tourism promotion activities. Parks usually receive \$0.3-0.4M, of which ~\$0.2M goes to tax repayment. In 2023, Parks received \$0.8M, of which \$0.6M was used toward the Maintenance Building. It would greatly help the Chelan Parks Vision 2030 come to reality if Lodging Tax could consistently remain at \$0.5M per year for the Parks Capital projects (not including debt service, so ~\$0.7M total)

| | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | |
|--|-------------|------|-----------|------|-------------|------|-------------|------|-------------|------|
| Ch. of Commerce | \$567,630 | 56% | \$456,795 | 58% | \$722,484 | 68% | \$662,979 | 65% | \$699,829 | 44% |
| Parks | \$419,066 | 41% | \$320,766 | 41% | \$319,619 | 30% | \$359,017 | 35% | \$821,417 | 52% |
| <i>Inc debt repayment ⁽¹⁾</i> | \$138,066 | 14% | \$190,766 | 24% | \$189,619 | 18% | \$189,017 | 18% | \$188,417 | 12% |
| <i>Inc Spend – Capital (310)</i> | \$201,000 | 20% | \$50,000 | 6% | \$50,000 | 5% | \$90,000 | 9% | \$553,000 | 35% |
| <i>Inc. Spend – Ops (110)</i> | \$80,000 | 8% | \$80,000 | 10% | \$80,000 | 8% | \$80,000 | 8% | \$80,000 | 5% |
| Wayfinding signs | \$35,816 | 4% | \$6,671 | 1% | \$22,747 | 2% | \$0 | 0% | \$53,133 | 3% |
| other | - | - | \$6,203 | 1% | - | - | - | - | \$1,816 | 0% |
| Total | \$1,022,512 | 100% | \$790,435 | 100% | \$1,064,850 | 100% | \$1,021,996 | 100% | \$1,576,195 | 100% |

(1) to 201 for 502 interfund loan repayment

Tourism Promotion Assessment

This could in turn be achieved through usage of the Tourism Promotion Assessment. In addition, communities are authorized to collect a Tourism Promotion Assessment. This charge of up to \$2 per occupied room per night,

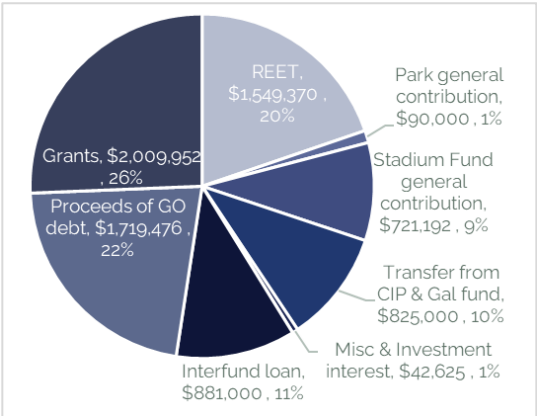
² <https://mrsc.org/explore-topics/finance/revenues/lodging-tax>

can be collected within a designated area that can be as large or smaller than the city itself. Funds are reserved for tourism promotion. A \$2 per night assessment would raise approximately \$250,000 annually. This could go exclusively to the Chamber of Commerce, and thus free some Lodging Tax monies for the Parks Department.

Real Estate Excise Tax (REET) (Capital Improvement Fund #310)

Cities in Washington may levy a REET tax of up to 0.5% on most sales of property. REET is limited in use to fund capital projects and limited maintenance uses. Between 2019 and 2023 Chelan has generated \$3.4M revenue from REET (boom years in 2020-2022) REET taxes have gone in full to the City's Capital Improvement fund 301. In 2022, the City had transferred from the Capital Improvement Fund 310 \$1.5M REET money to the Parks Capital Fund to finance the new maintenance building, but in 2023 it reversed its decision transferring out the REET monies and instead contracting a \$2.5M GO bond (The \$1.5M went to the Streets fund in anticipation of other investment priorities e.g. airport waterline)

For reference, as we saw in Chapter 3, between 2009-2016, 20% of the \$7M+ Parks capital expenditures were funded by local taxes, namely REET (see chart on the right)



City General Fund (Current Expenses #001)

Instead of REET money, the city has been transferring money from the Current Expense fund to the Parks Capital fund (\$950k and \$609k respectively in 2022 and 2023). It would create more stability for Parks planning to have REET go to Parks Capital as used to be the case 2009-2016. REET funds, however, are highly dependent on real estate market conditions, interest rates and other factors outside of control of the City, so REET amounts can vary significantly. Our Finance Department correctly warned that relying on COVID era REET booms would not necessarily be a reliable source of funding at that level.

Grants

The State of Washington has a variety of grant programs available to fund parks and recreation capital facilities and programs, many are through the Recreation and Conservation Office (RCO).

Recent Grants

In 2020 the department successfully acquired a Land and Water Conservation (LWCF) Grant for \$600K to implement improvements at Lakeside Park; in that year LWCF requirements shifted necessitating a thorough review of all agencies potentially involved with oversight of the project. The Recreation and Conservation Office (RCO) has been managing that review and we understand that the project will be officially awarded before September of 2024. Since escalation costs will have eroded purchasing power between 2020 and 2024, the RCO approved an additional \$100K to the project, combined with a \$700K match from the city will provide a \$1.4M project.

RCO funded this PROS Plan project with a grant of \$86K. No match was required.

A deferred maintenance grant of \$100K, by the RCO funded asphalt preservation at Don Morse Park, the Marina, and the Golf Course. No match was required.

A PUD grant funded the Chelan Gorge Masterplan for \$100K with a \$10K match from the City.

Some of these grants were applied to operating budgets rather than capital projects so the chart below does not reflect those.

| CIP funds source | 2009 | 2010 | 2011 | 2012 | 2013* | 2014 | 2015 | 2016* | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------|------|------|------|-----------|-----------|-----------|-----------|-------|------|------|------|--------|------|----------|----------|
| State grant | | | | \$780,736 | \$719,264 | \$172,963 | \$162,013 | | | | | \$600K | | \$54,349 | \$55,201 |

With this ambitious Chelan Parks Vision 2030 and a re-focus on grants application, the City of Chelan stands reasonable chances to win grant awards to support parks capital projects. While past success in winning parks grant funding is not a guarantee of future success, the city intends to submit grant applications and may continue to receive funding consistent with past grants receipts. Future grant funding is estimated at about \$1.5 million in grant funds between 2024 and 2030, or an average of \$500,000 every other year aligned with the RCO grant schedule.

Parks Districts (Metropolitan Parks Districts [MPDs] and Parks & Rec Districts)

Washington State Law allows for the formation of a Metropolitan Parks District (MPD), which may cover some or all of one or more cities or counties.

Funding: Parks and Recreation Districts and MPDs have different funding mechanisms. A parks and recreation district may levy a 6-year regular property tax levy up to \$0.60 per \$1,000 assessed valuation, subject to 60% voter approval within the district. MPDs have the power to levy or impose taxes and fees to generate revenue to support parks operation, maintenance and capital improvements. A MPD may levy two general property tax levies, one of up to \$0.25 per \$1,000 in assessed valuation and one of \$0.50 per \$1,000. These rates are subject to a maximum limitation under and are considered one levy for the purposes of the 1% annual levy increase limits. Additionally, an MPD may also submit one-year excess levies for voter approval and may issue general obligation debt, as well as short-term debt. The city may consider forming a metropolitan parks district for a specific set of projects or facilities or may form a district to support all parks and recreation facilities within the area. The formation of an MPD requires voter approval but could provide an additional and dedicated revenue source to fund parks capital improvements.

Governance: MPD and Parks and Recreation Districts also differ in terms of governance. For a Parks and Recreation District If a city or town is included, or the district is in a multi-county area, it is governed by the city council or an interlocal cooperation agreement Whereas an MPD Board may be composed of any of five commissioners who can be elected at the same election creating the district; or, for a district located entirely within one city, the legislative authority of the city may act as the metropolitan park board.³

Formation: The creation of a Parks District follows a process starting with a petition sent to County legislative body, feasibility report, within 20 days county-level hearing, county acceptance or dismissal decision, if satisfactory, ultimately the County authorizes the formation and the Board elections. Metropolitan Parks District, on the other hand, are subject to voters to be formed (understandable given higher powers)

Estimate: With an assessed valuation of \$1.618B in 2022, a Parks and Recreation District could generate ~\$1M annually for the Parks and Recreation Department, while an MPD could generate \$1.2M per year.

This is a cursory review of a complex topic, the MRSC resources referenced in the footnote is an excellent place to continue research.

Future Bond Funding

Cities have the option of issuing bonds as a source of revenue for parks and recreation. This revenue source typically requires 60% voter approval. In 2019, an East County Parks and Recreation District bond measure failed to achieve the 60% threshold. The City just contracted a GO bond for Parks in 2023 for \$2.5M, so this option may have limited appeal in the short term. Also, if the City revives the TIF initiative, it would significantly limit the City's ability to issue additional Limited Tax General Obligation debt in the short term. As other capital needs would arise, the city would have limited ability to address through debt.

Park Impact Fees

Impact fees are collected on new residential development and are a one-time fee. These are restricted in use to capital projects that serve new development or enhance the capacity of the parks system. Park impact fees may not be used to fund repair, replacement or maintenance. Many of the PROS Plan projects can qualify as increasing capacity. Hence Park Impact Fees could be an avenue. It had been proposed in the 2016 PROS but did not go through. As Chelan is gearing up for further development in Eastern Chelan, it would be important to revisit the possibility of a Parks Impact fee. In the TIF proposal from 2023, the city had envisaged up to 868 additional units for a total assessed value of \$312M as documented in the Tax Increment Financing Project

³ <https://mrsc.org/explore-topics/parks/financing/comparison-of-recreation-districts>

Analysis Review by the WA State Office of the Treasurer dated April 25, 2023.⁴ Comparing with other cities (see Bothell, WA example below), one could possibly expect Impact fees of ~\$3,000 per unit. For a total of 868 units, which would yield ~\$2.5M over 10 years (Developers alternatively, can opt to dedicate land instead, or build parks in the area developed). If Chelan is to support the development of new city neighborhoods, it should make sure to attach Parks Impact Fee to that new growth – the mechanism is meant for that purpose.

Concurrency language appeals to basic fairness in that new development should pay for its own impacts, lest everyone already living in the community ends up subsidizing the new development. This is already true for water and sewer infrastructure and the City has the ability to leverage this funding source for parks as well. Developing a fair and legally defensible rational nexus to establish the impact fee is critical in this endeavor.

21.08.130 *Fee schedule.*

| TYPE OF DEVELOPMENT | UNIT | PARK IMPACT FEE PER UNIT | OPEN SPACE IMPACT FEE PER UNIT | COMBINED TOTAL IMPACT FEE PER UNIT |
|-----------------------|---------------|--------------------------|--------------------------------|------------------------------------|
| Residential by size | | | | |
| Less than 500 sq. ft. | Dwelling unit | \$1,478.80 | \$78.35 | \$1,557.15 |
| 500 – 999 sq. ft. | Dwelling unit | \$2,193.04 | \$116.19 | \$2,309.24 |
| 1,000 – 1,999 sq. ft. | Dwelling unit | \$3,119.91 | \$165.30 | \$3,285.20 |
| 2,000 or more sq. ft. | Dwelling unit | \$3,808.09 | \$201.76 | \$4,009.85 |
| Nonresidential | Sq. ft. | \$1.04 | \$0.05 | \$1.09 |

The city of Bothell divides their park system into two major categories: (A) parks and recreation facilities, and (B) open space assets. (Ord. 2192 § 1, 2016; Ord. 1957 § 1 (Ex. B), 2006; Ord. 1707 Att. A, 1997).

Sponsorships or Donations

Cities may use sponsorships, donations and other private gifts to fund parks projects. Sponsorships and donations have not historically been a large source of funding for the City of Chelan; however, this may be a source of future funding for Chelan's parks. The parks have received a ~\$5K donation from the 7 Tribes Casino which was matched with a \$10K donation from Rotary to purchase a wooden play structure for lakeside park to be installed in June of 2024. A private memorial picnic table has been added to Don Morse Park. Naming rights for parks or amenities have not been considered in Chelan.

Future Sales Tax

The Washington Recreation & Parks Association had been working in 2021 and 2022 for the passage of a local funding option to support parks and recreation through the Washington legislature, after COVID had seriously destabilized Parks agencies finances, on one side reducing the tax funded revenues, whole on the other side, increasing Parks usage and expenses. The proposal appears to have lost traction in 2023. It would have allowed Parks districts to submit a 0.1% increase in sales tax for voter approval. If adopted, the legislation would also have allowed park districts to bond against the proceeds of the new sales tax. This potential sales tax increase would have provided an unrestricted funding source for parks and recreation, allowing the funds to be used for operations and maintenance as well as capital expenses.

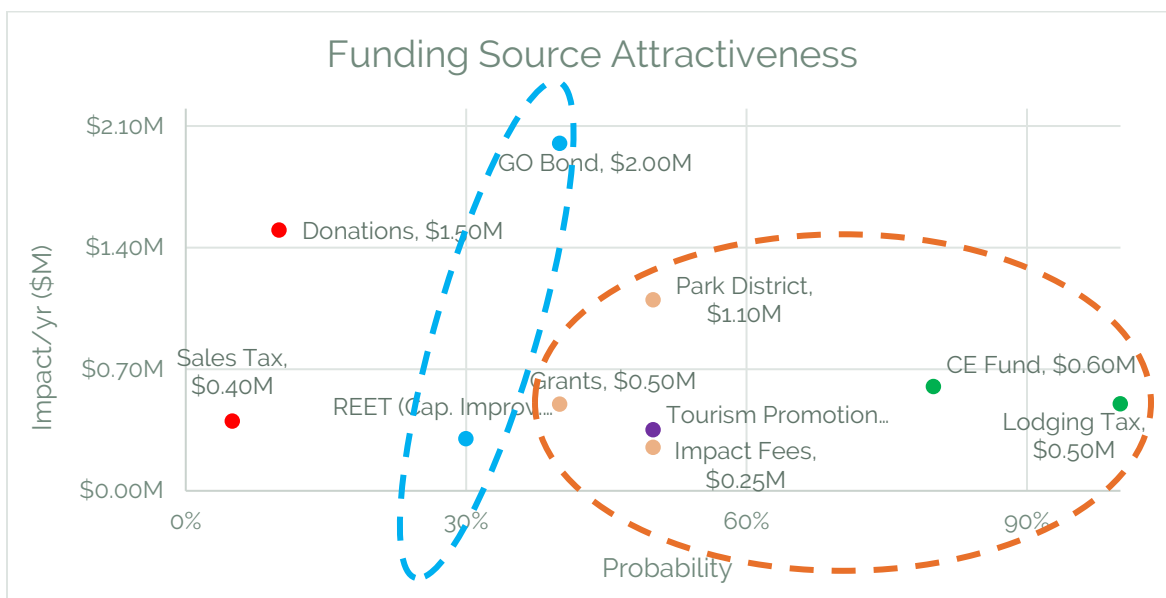
8.3.3. Recommendations

We can summarize our discussion of various funding sources with the assessment below of their impact (amount), on one side, and their reliability, aka probability, on the other side. The amounts discussed are for new developments not inclusive of debt services or normal upkeep (funded mostly by the Parks Operating fund surplus). The amounts, while supported by realistic assumptions, are rough estimates to provide realistic orders of magnitude.

⁴ https://tre.wa.gov/sites/default/files/2023-12/city_of_chelan_-_ost_tif_review_2023.04.25.pdf

| Funding Source | Impact/yr. (\$M) | Impact Assumptions | Prob. | Probability Assumptions |
|---------------------------------|------------------|--|-------|---|
| Lodging Tax | \$0.50M | See discussion above. Requires either good years like 2023, or passing of the Tourism Promotion Assessment | 100% | Most secure Funding source |
| Current Expense Fund | \$0.60M | High line used in 2023 for the maintenance building. Chelan Parks Vision 2030 would have projects of the same caliber. | 80% | Highly secure, the level isn't based on the City's relative priorities. This PROS Plan aims to create commitment and stability. |
| Sales Tax | \$0.40M | Based on data from the proposed transportation district. | 5% | Very low probability, law proposal would have to be revived |
| GO Bond | \$2.00M | Last year GO bond was \$2.5M, took slightly lower for sake of assumption | 40% | Has just been used in 2023. City is below its debt ceiling. City has preferred debt over REET funding for Parks |
| Park District | \$1.10M | Parks District is 0.6% of Assessed Valuation (MPD is 0.75% or \$1.2M). Took middle assumption | 50% | Would be an extremely reliable source. MPD needs voter approval, which Parks District does not. Voters have shown strong support in surveys. |
| Donations | \$1.50M | Assumed slightly less than a GO Bond | 10% | Low probability |
| Grants | \$0.5M | Assumes \$1M grant won every 2 years, or \$0.5 per year | 40% | Conservative |
| Tourism Promotion Assessment | \$0.35M | Assumes 1,000 rooms * 365 days * 50% utilization * 2\$/night | 50% | Would be very reliable source. 4% on a \$200 hotel night is \$8, this would raise tourism tax to \$10 on a \$200 hotel room. Seems realistic. |
| Impact Fees | \$0.25M | Assumes 80 units per yr. at \$3,000 per unit (based on TIF plan of 868 units over 10 years, and Bothell fee schedule) | 50% | Same as Parks District. Funding mechanism fit for the purpose; level of development uncertain. |
| REET (Capital Improvement Fund) | \$0.30M | Based on history of what Parks used to receive from REET | 30% | Low probability because city tends to do either current expense fund (001) or REET (310), but usually not both |

Figure 8-16 Funding Source Attractiveness



This summary, in turn, allows us to propose the following funding sources and stack ranking. Stacked ranking is a method used to prioritize items by ordering them from highest to lowest based on specific criteria, ensuring that the most critical or valuable items receive the most attention and resources.

| Sequenced Funding Resources | \$M/yr. | Comment |
|----------------------------------|----------------|---|
| Lodging Tax | \$0.50M | Increased from ~\$0.3 |
| Current Exp Fund (CE Fund) | \$0.60M | Increased from ~\$0.15 in low years, lower than \$0.9M for Maintenance Building |
| Existing | \$1.10M | |
| Parks District | \$1.10M | Needs adoption or population vote |
| Impact Fees | \$0.25M | Needs adoption |
| Grants | \$0.50M | Needs strategic focus |
| Required for Parks Vision 2030 | \$1.85M | |
| REET | \$0.30M | In addition to CE fund transfer above |
| GO Bond | \$2.00M | Not preferred given the City's need for its debt capacity on utility projects for example |
| "Last Resort" | \$2.30M | |
| Total Existing + Required | \$2.95M | |
| Last resort years | \$5.25M | |
| Tourism Promotion Assessment | \$0.35M | Required to free Lodging Tax for Parks |
| Enabler | \$0.35M | |
| Donations | \$1.50M | Rare, in particular given value of developable land in Chelan |
| Sales Tax | \$0.40M | Another Covid and Parks funding crisis? |
| Unrealistic | \$1.90M | |

Figure 8-17 Revised Expected Funding Gap

| | Capital Expenditures | Expected New Dev Funding Capacity | Funding Gap |
|--------------|----------------------|-----------------------------------|----------------------|
| 2024 | \$289,500 | \$1,600,000 | \$1,310,500 |
| 2025 | \$2,037,500 | \$1,600,000 | (\$437,500) |
| 2026 | \$3,405,000 | \$1,600,000 | (\$1,805,000) |
| 2027 | \$3,400,000 | \$2,950,000 | (\$450,000) |
| 2028 | \$3,719,500 | \$2,950,000 | (\$769,500) |
| 2029 | \$6,090,500 | \$2,950,000 | (\$3,140,500) |
| 2030 | \$3,047,500 | \$2,950,000 | (\$97,500) |
| 2031 | \$120,000 | \$2,950,000 | \$2,830,000 |
| Total | \$22,109,500 | \$8,000,000 | (\$2,559,500) |

The table above assumes that Parks District and Impact Fees take 2 years to be adopted and put in place, with first funding available in 2027. Grants funding kicks in from the beginning (Lakeside grant is secured, further grant applications, e.g. RCO can start in 2024)

This funding strategy, IF SUCCESSFUL, addresses the Chelan Parks Vision 2030 funding gaps, thus rendering the vision feasible. The Parks District runs 6 years and is assumed to start 2027 through 2033, thus possibly fully closing the gap. The conditions encapsulated are that:

Existing Sources:

- (a) Parks operations continue to generate an annual surplus between \$0.1-0.4M
- (b) Annual Lodging Tax revenues remain >\$1.2M with ability to allocate \$0.5M to Parks and Recreation
- (c) The city's finances remain healthy, with ability to invest \$0.6M annually in Parks and Recreation (either from current expense funded by sales tax and property tax, or from capital improvement funded by REET)
- (d) Parks further strengthens the grants applications to support a 6-year period of elevated investments (e.g. RCO and each grant being part of a bigger plan)

New sources:

- (d) Create a Parks District by end 2026 with the levying of \$0.60 per \$1,000 assessed valuation for 6 years starting 2027, going to 2033 for \$1.1M annually
- (e) Adopt Park Impact Fees in Chelan that will scale with Chelan's growth, potentially generating \$0.25M annually for Parks (at \$3k average per new unit)

8.4. PROS Conclusion

8.4.1. Risks

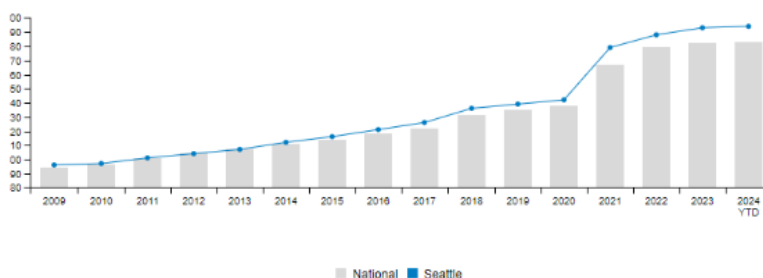
We describe potential risks, we assess the high (H), medium (M), and low (L) probability of risks occurring, and we note what level of the PROS Plan a risk would impact: the execution of the plan (Parks operations and Capital projects), or the availability of the respective funding sources (General funds – Current Expenses and Capital Improvement, Parks District, Grants, Lodging Tax, Impact Fee). Lastly, we document possible mitigations.

| Risk | Impact | Mitigations |
|---|---|--|
| Parks Operations Surplus Golf, RV, Marina to maintain their profit. Concession revenues are fixed per contract. Parking revenues are linked to visitors. | Ⓛ Risk probability Risk Impact: <input checked="" type="checkbox"/> Execution: <input type="checkbox"/> General Fund avail <input type="checkbox"/> Parks District feas.: <input type="checkbox"/> Growth Impact Fees <input type="checkbox"/> Grant awards wins <input type="checkbox"/> Lodging tax level | <ul style="list-style-type: none"> • Maintain the RV Park 5-year price increase plan. • Execute Golf, RV and Marina investments included in this plan to remain attractive |
| Hiring Need the right management support with adequate bandwidth to execute the Chelan Parks Vision 2030 | Ⓛ Risk probability Risk Impact: <input checked="" type="checkbox"/> Execution: <input type="checkbox"/> General Fund avail <input type="checkbox"/> Parks District feas.: <input type="checkbox"/> <input type="checkbox"/> Growth Impact Fees <input checked="" type="checkbox"/> Grant awards wins <input type="checkbox"/> Lodging tax level: | <ul style="list-style-type: none"> • Hire the AD position budgeted. • Free up Parks Director bandwidth to focus on strategy execution with stakeholder management and grant writing. • Leverage PW capital project mgr capacity in Parks project, hire 1 planner in Parks, or include contracted capital project mgmt in project costs. |
| Economic Conditions If the economy enters a recession a la Covid, Sales Tax; Lodging Tax and REET would get impacted. REET is impacted specifically by the dynamism of the real estate market in Chelan. Chelan Parks system fared well during Covid. | Ⓛ Risk probability Risk Impact: <input type="checkbox"/> Execution: <input checked="" type="checkbox"/> General Fund avail <input checked="" type="checkbox"/> Parks District feas.: <input checked="" type="checkbox"/> Growth Impact Fees <input checked="" type="checkbox"/> Grant awards wins <input checked="" type="checkbox"/> Lodging tax level: | <ul style="list-style-type: none"> • Continue to build resiliency in the Parks Budget with crisis-resistant revenue sources, i.e. unique RV and Golf, protecting operating funds in downturn, not resorting to capital fund reserves. |
| Grant Applications Grants applications are competitive. Same cities do not win awards consistently so as to distribute the grant funds. Chelan has a mixed record with grants. | Ⓜ Risk probability Risk Impact: <input type="checkbox"/> Execution: <input type="checkbox"/> General Fund avail <input type="checkbox"/> Parks District feas.: <input type="checkbox"/> Growth Impact Fees <input checked="" type="checkbox"/> Grant awards wins <input type="checkbox"/> Lodging tax level: | <ul style="list-style-type: none"> • Be strategic about timing and choice of awards. Chelan has unique assets that open option for more niche grants. • Grants prepared by experienced grant writers, with careful scoping of projects to tightly match grants criteria. • Include strong designs with the applications |

| Risk | Impact | Mitigations |
|--|---|--|
| Voter's preferences Will they vote for a Parks District? Some indicators suggest so, but this would require the same market research that would happen with any campaign of this nature. Sentiments may differ should the nation enter an economic downturn. | M Risk probability Risk Impact: <input type="checkbox"/> Execution: <input type="checkbox"/> Gal Fund avail <input checked="" type="checkbox"/> Parks District feas.: <input checked="" type="checkbox"/> Growth Impact Fees <input type="checkbox"/> Grant awards wins <input type="checkbox"/> Lodging tax level: | <ul style="list-style-type: none"> • Maintain regular communication with vision images and reliable transparency. • Dedicated the effort (inc. expert support) to the project of creating an MPD or Parks District |
| Escalation of projects cost Costs several years out are impacted by inflation, anywhere between 3% per annum base hypothesis to 5-6% where the construction inflation for projects in the Seattle area were in 2021. ⁵ Parks Department has otherwise shown good cost engineering on projects (e.g. maintenance building) completing project below architect estimates. | H Risk probability Risk Impact: <input checked="" type="checkbox"/> Execution: <input checked="" type="checkbox"/> Gal Fund avail <input type="checkbox"/> Parks District feas.: <input type="checkbox"/> Grant awards wins <input type="checkbox"/> Lodging tax level: | <ul style="list-style-type: none"> • Maintain project bidding best practices. Prevent delays in committed projects |
| City Leadership Alignment Priorities may end up competing for the city's funding sources, and attention. E.g. TIF and Eastern Development vs. REET for airport development vs Parks re-investment. Parks investments serve current residents, future residents, and visitors. | H Risk probability Risk Impact: <input checked="" type="checkbox"/> Execution: <input checked="" type="checkbox"/> Gal Fund avail <input checked="" type="checkbox"/> Parks District feas.: <input checked="" type="checkbox"/> Growth Impact Fees <input checked="" type="checkbox"/> Grant awards wins <input checked="" type="checkbox"/> Lodging tax level: | <ul style="list-style-type: none"> • Propose thorough Plans (2024 PROS Plan), • Spend workshopping time to create synergies and buy-in • Continue to bring the voice of voters and stakeholders |

Seattle Construction Cost Index

(JANUARY 2009 = 100)



For sake of wrapping up this PROS Plan 2024, we are bringing back here the implementation actions captured in Chapter 7 strategy on the three pillars of Engaged Community, Operational Sustainability and Exemplary Parks (project list)

8.4.2. Actions

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

⁵ <https://www.mortenson.com/cost-index/seattle>

Engaged Community

| 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 Parks Board, surveys, 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 |

Operational Sustainability

| 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 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: Adopt Parks District by end 2026, adopt Growth Impact Fees |
| | 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 | "If you can't measure it, you can't manage it." – Peter Drucker |
| | 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 | Maintain a strategic focus and accountability throughout execution ("keep the eyes on the ball") |
| | 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 |

| Pillar | Objective | Actions/Implementation Strategies |
|--------|--|---|
| | 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 |
| | 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 implemented when staff levels allow its 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 | Commission 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 advertise Chelan's state of the art Parks System. |

8.4.3. Projects

| Projects and Types | Chelan Gorge | Lake Access | Golf Course | RV Park | Lakeside | Parks System | Spader Bay | Waterfront | Grand Total |
|--|------------------|--------------------|--------------------|--------------------|--------------------|------------------|-----------------|---------------------|---------------------|
| D - New Dev | | \$1,200,000 | | \$150,000 | | | | \$2,400,000 | \$3,750,000 |
| Outdoor Amphitheater - Don Morse | | | | | | | | \$1,800,000 | \$1,200,000 |
| Lake Access Pocket Parks | | \$1,200,000 | | | | | | | \$600,000 |
| Covered structures - Don Morse | | | | | | | | \$600,000 | \$150,000 |
| Year-round Glamping | | | | \$150,000 | | | | | \$605,000 |
| MP - Master planning | \$110,000 | | | | \$60,000 | \$260,000 | \$75,000 | \$100,000 | \$605,000 |
| Chelan Gorge Master Plan | \$110,000 | | | | | | | | \$110,000 |
| Downtown & Waterfront sub-area plan | | | | | | \$75,000 | | | \$75,000 |
| Spader Bay Park Master Plan | | | | | | | \$75,000 | | \$75,000 |
| Lady of the Lake Subarea Plan | | | | | | \$75,000 | | | \$65,000 |
| ADA audit & Transition Plan | | | | | | \$65,000 | | | \$60,000 |
| Future Lakeside Park's improvements | | | | | \$60,000 | | | | \$50,000 |
| Ice rink feasibility - Don Morse | | | | | | | | \$50,000 | \$50,000 |
| Downtown-Waterfront corridor - Don Morse | | | | | | | | \$50,000 | \$45,000 |
| Waterfront Impact | | | | | | \$45,000 | | | \$310,000 |
| O&M - Ops & Maint. | | | \$200,000 | \$200,000 | | | | \$310,000 | \$710,000 |
| Seawall Renovation - Marina | | | | | | | | \$250,000 | \$200,000 |
| Asphalt path | | | \$200,000 | | | | | | \$200,000 |
| RV roadway and pads | | | | \$200,000 | | | | | \$60,000 |
| Tennis Court - Don Morse | | | | | | | | \$60,000 | \$10,250,000 |
| R - Upgrade/ Replacement | \$840,000 | | \$2,800,000 | \$1,460,000 | \$1,650,000 | \$7,000 | | \$4,500,000 | \$17,007,000 |
| Destination Quality Playground - Don Morse | | | | | | | | | \$4,500,000 |
| Golf Course Irrigation | | | \$2,800,000 | | | | | | \$2,800,000 |
| Lakeside Park Improvements - Design | | | | | \$1,650,000 | | | | \$1,650,000 |
| Skatepark - Don Morse | | | | | | | | \$1,500,000 | \$1,500,000 |
| Utility Infrastructure Upgrade | | | | \$1,300,000 | | | | | \$1,300,000 |
| Parking Lots - Don Morse | | | | | | | | \$1,000,000 | \$1,000,000 |
| Ballfield | \$840,000 | | | | | | | | \$840,000 |
| Parking Lots - Marina | | | | | | | | \$800,000 | \$800,000 |
| Waterfront Promenade - Don Morse | | | | | | | | \$750,000 | \$750,000 |
| Restrooms - Marina | | | | | | | | \$650,000 | \$650,000 |
| Restrooms - Don Morse | | | | | | | | \$650,000 | \$650,000 |
| Waterfront Promenade - Marina | | | | | | | | \$400,000 | \$400,000 |
| Picnic Table | | | | \$160,000 | | | | | \$160,000 |
| Recreation management software | | | | | | \$7,000 | | | \$7,000 |
| Grand Total | \$950,000 | \$1,200,000 | \$3,000,000 | \$1,810,000 | \$1,710,000 | \$267,000 | \$75,000 | \$13,060,000 | \$22,072,000 |

8.4.4. Conclusion

Many think of planning processes as being essentially linear, that one goes through the process, and one is done. The risk of once and done is to become once and forgotten. Planning is actually a crucial component of the success of any organization and is actually more circular and iterative than linear. The planning framework is continually refined, key aspects are fleshed out further through research, assumptions questioned, outcomes refined.

Our intent is for this PROS Plan to remain a living document that will galvanize the City leadership, rally our partner stakeholders, enthuse our community and visitors, and provide pride to our employees.

The Vision articulated is forward-thinking and ambitious but grounded in reality and feasible.

This Vision casts Park and Recreation as a vital strategic asset for the community, one which provides a multitude of tangible benefits, not the least of which is an economic benefit in alignment with the touristic emphasis of our community as a primary economic driver.

