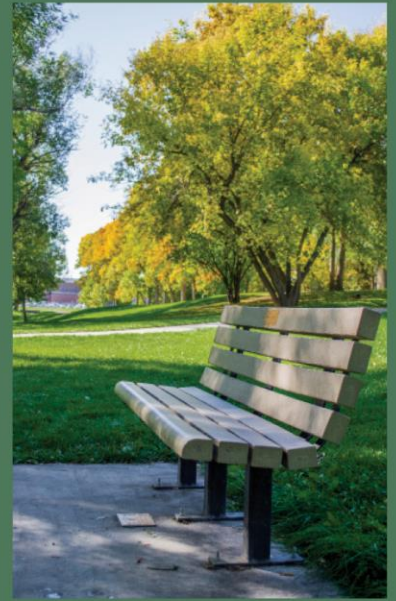


# City of Billings

Parks, Recreation and Public Lands

Comprehensive Parks and Recreation Master Plan

September 2017







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# City of Billings

## Parks, Recreation and Public Lands

### Comprehensive Parks and Recreation Master Plan

Approved \_\_\_\_\_

Prepared For:

The City of Billings  
Parks, Recreation and Public Lands

Prepared By:



In association with:



(Resolution Page)



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A special thanks to the citizens of Billings for your invaluable time and input.





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## Chapter One - EXECUTIVE SUMMARY

### 1.1 PROJECT PURPOSE AND GOAL

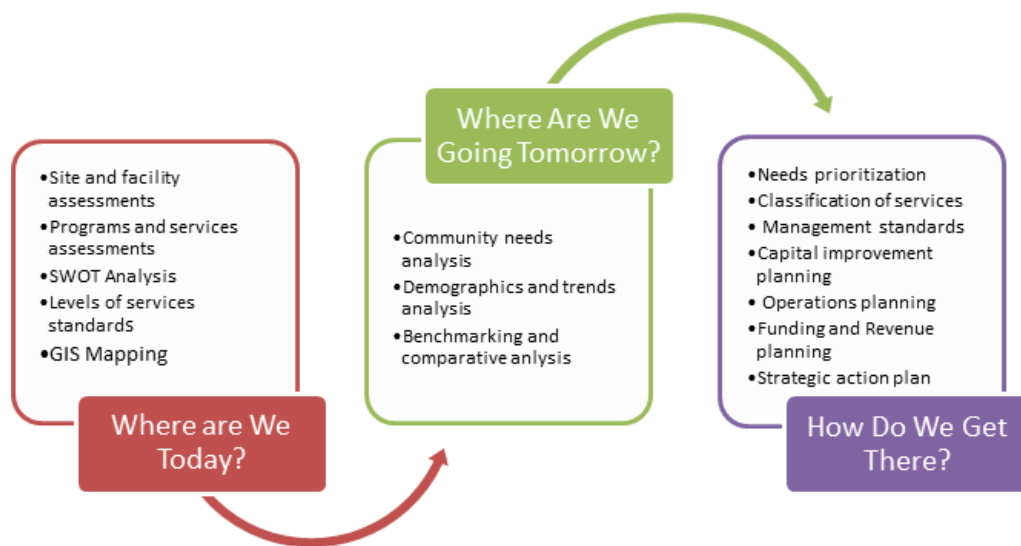
The purpose of the City of Billings Parks and Recreation Comprehensive Master Plan is to provide guidelines and strategies for future acquisition and development of recreational facilities and opportunities for the City of Billings. This plan is based on recognized park planning principles and standards, and reflects input from the citizens of Billings, City staff, Parks Board, Planning Board and City Council.

The City of Billings Parks and Recreation Comprehensive Master Plan focuses on the City’s needs analysis through current, five-year and ten-year needs. It is a community-based document that will aid City staff and City decision-makers in providing and expanding recreational facilities and opportunities to the citizens of Billings and in preserving the City’s open space areas in an orderly and economical way. This plan will address present and future needs of the community and may also help the City in leveraging additional financial resources. The primary outcomes of the Master Plan are to:

- Based on community feedback and direction, identify vision and overarching direction for the Park and Recreation Department.
- Determine the level of needs met by the Park and Recreation Department’s current offerings (programming, events and parks/facilities).
- Identify unmet needs, level of desire for new programs, events, and parks/facilities.
- Complete initial testing on how to fund desired enhancements or new programs/facilities.
- Identify possible parks/facility components for new/future facilities.

### 1.2 PROJECT PROCESS

The process of developing the Billings Comprehensive Parks and Recreation Master Plan followed a logical planning path as illustrated below





The foundation of the *Master Plan* was to “mine” local knowledge through the use of a creative and comprehensive public participation process. It was important to engage community members who enjoy the opportunity to participate in planning as well as to encourage thoughts from other stakeholders that typically do not voice their opinions. The public input process incorporated a variety of methods that included interviews, focus group meetings, and public forums. The data generated from these critical community interactions was used to aid the consulting team when accurately articulating the true unmet needs, addressing key operational issues, providing recommendations for business related changes, and strategizing to move the Park and Recreation Department forward for optimum results.

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### 1.2.1 ELEMENTS OF THE PLAN

The planning process for the *Master Plan* was completed with the City of Billings staff and included:

- The collection and analysis of available relevant information.
- Data analysis to determine inventory and condition of current facilities.
- Determination of supply and demand within the community.
- The recommendations for meeting the needs of the community through an analysis of improved programs and facilities.

The data collected from the staff and onsite facility assessments allowed the consulting team to identify key factors, issues, and concerns regarding the parks and recreation system and how the Billings Parks, Recreation and Public Lands Department manages operations.

## 1.3 BILLINGS MASTER PLAN ORGANIZATION

This *Master Plan* presents the overall analysis, findings, and recommendations of the consulting team related to the areas outlined in the scope of services. This study begins with an Executive Summary that provides an overview, and the following sections respond to the desired categories outlined in the study scope to reveal findings, determine needs and to offer operational and capital improvement recommendations.

## 1.4 SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

Following the assessment of the Billings Parks and Recreation system, the PROS Consulting Team identified a variety of opportunities to support the implementation of the *Master Plan*. These recommendations for the operational, programming, facility and financial recommendation elements will guide decision-making for the next five to ten years.

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### 1.4.1 MARKET ANALYSIS KEY FINDINGS

- **Population:** The population is increasing and is projected to experience 18% population growth over the next 15 years. The number of households is projected to experience a 17% growth rate over the same time frame. With a growing population, park and recreation services must continue to grow to keep up with the population. Additionally, development will continue over the next 15 years and the parks and recreation system will need to strategically invest, develop, and maintain facilities in relation to housing development areas.
- **Age Segmentation:** The City’s aging trend is significant because programs and facilities focused on an active adult (55+ population) will assume an even greater importance as the population

changes in the years to come. Age segments have different likings towards activities. For example, older adults (70+) may enjoy passive recreation activities while adults (35-69) are more likely to enjoy more active recreation activities.

- **Race and Ethnicity:** A less diverse population will likely focus the City of Billings on providing traditional programming and service offerings while always seeking to identify emerging activities and sports
- **Households and Income:** With a median and per capita household income near the state and national averages, it would be important for the City to provide offerings that are first class with exceptional customer service. It would also benefit the system to look into different funding and revenue strategies to help the Department cover costs.
- **Trend Analysis:** After analysis of several forms of survey inquiry, interest in parks and recreation is strong and growing. It is critically important for the Billings Park, Recreation and Public Lands Department to understand the national participation trends in recreation activities. In doing so, the department can gain general insight into the lifecycle stage of recreation programs and activities (emerging, stable and declining) and, thereby, anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Billings. Locally, participation in sports, fitness and outdoor recreation programs is strong and indicates an opportunity to grow these services.

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#### 1.4.2 COMMUNITY INPUT KEY FINDINGS

Input from the community revealed that the Billings parks and recreation system has a physical and operational presence in the community. Participants also see the system as one that is well maintained with great staff. They also enjoy the numerous programs and amenities offered. Unmet needs exist as the demand for select services is currently outweighing the available facilities and/or existing amenities. The following summarizes the themes of community input:

#### QUALITATIVE INPUT SUMMARY

Discussion with staff, community leaders and citizens revealed the following key themes related to parks and recreation in Billings.

#### RATING OF THE PARKS AND RECREATION SYSTEM

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- Ranked the quality of the system as average.
- Generally, acknowledge the limited staff available to the Department.
- Knowledgeable about the abundance of undeveloped park lands.
- Frustration surrounding the length of time it takes to bring these lands into developed and useful status.
- Appreciated the recent investments in the legacy parks.
- Vacant park lands never become a priority because all resources are focused on concentrated use areas.
- The level of maintenance effectiveness was varied.



- The limited number of developed parks leads to a lack of options for organized team practice and game locations.
- Positive experiences with the Department's recreation programs.
- Mixed opinions on the effectiveness of marketing those recreational programs.
- Participants cited their awareness of a lack of funding as a factor in the themes previously described.

#### MOST IMPORTANT FUNCTION OF THE PARKS AND RECREATION SYSTEM

- To Provide the Facilities
  - Participants felt that the most important role was to provide SAFE, diverse, quality spaces for people to recreate
  - Participants valued the diversity of the facilities, which allows for multiple activities without duplication, which keeps them coming back.
- To Encourage Active Citizens
  - By providing diverse parks and facilities, this encourages people to be active.
  - The ability to connect with nature was important
  - Participants valued access to green spaces
  - Participation in recreation programs
- Focus on Existing Parks
  - Prioritized making existing lands better over the acquisition of new lands

#### PERCEIVED UNDERSERVED SEGMENTS OF THE COMMUNITY

- Neighborhoods
  - The South Side Neighborhood was the most frequently mentioned area along with the West End.
- Types of Facilities and Programs
  - Indoor facilities, soccer fields in the Heights and skate parks and disc golf on the West End
- New Development
  - Participants cited many times that they felt that newly developed neighborhoods were being short-changed. Desire to see parks developed up-front with new subdivisions
  - Others cited a shortfall in being visionary with identifying locations for new legacy parks
  - Access to the Yellowstone River

#### INCREASED AWARENESS IS NEEDED

- Increased Communication/Marketing is needed

- Strengthen Partnerships
  - Partnerships with local organizations, recreation groups, the private sector and in the faith-based community
- The Program Guide/Brochure
  - Positive Feedback but many had never seen it before, so increased distribution is requested

#### ROLE THAT PARKS AND RECREATION PLAYS IN ECONOMIC DEVELOPMENT OF BILLINGS

- HUGE!!
  - The role of parks in business attraction and the livability/quality of life attributes that communities need
  - Missed opportunities associated with Yellowstone River
- Reflection of Community Values
  - Affirmative investment in parks will reflect a community's value set and attitudes towards the investment in the community itself
  - Other like cities cited including: Missoula (riverfront and soccer complex); Gillette (recreation center); Great Falls (riverfront); Bozeman (regional park); Boise (sports tourism); and Cody (aquatics)
- Destination Parks and Recreational Facilities are needed

#### MOST IMPORTANT OVERALL ISSUES FOR THE PARKS AND RECREATION SYSTEM

- Funding
  - Funding to keep up with maintenance and the ability to have enough staff to execute a plan.
  - People felt that the current user fee (i.e. field rental - the Department does not have a field or park rental rate, only an administrative fee for issuance of permit) structure is not logical.
- Quantity and Quality of Parks and Facilities
  - Current quality and quantity of existing parks and facilities is underserved
- Leveraging Community Support
  - Better relationship with outside partners could increase the awareness of the Department's needs
  - Many cited appreciations for this planning process
- Changing Demographics
  - Concerned that the reactive planning only focuses on the demographics of the now versus the demographics of the future



- People also noted a greater need to address several safety concerns in the parks as several people noted instances with transients that made them uncomfortable
- Better Communication
  - People again discussed the need for improved communication between the Department and the community

#### MOST IMPORTANT FUNDING ISSUES FACING THE PARKS AND RECREATION SYSTEM

- User Fee Equity
  - Current user fee schedule (for sports fields, particularly), is not logical and the administrative fees are too low
- Taxes
  - The most strongly supported tax mechanism is the local option sales tax, with a portion dedicated to park projects.
  - Mixed opinions on the effectiveness of property-tax based funding options
- Private Donations
  - Greater utilization of the Billings Parks, Recreation and Preservation Foundation
- Development-Related Funds
  - The use of impact fees, system development fees and the requirement to make developers pay for parks as a part of the initial subdivision development

#### STATISTICALLY VALID SURVEY SUMMARY

The following summarizes the key themes derived from the results of the statistically-valid survey.

- Usage of parks and trails is high.
- Satisfaction is below national average with the condition and quality of parks, trails and facilities.
- Though participation is low, satisfaction is very high with the quality of programs, services and events.
- Survey participants felt that parks and recreation system makes Billings a more desirable place to live.
- Satisfied ratings with overall value is average.
- Walking and biking trails are highly important to, and highly needed by, Billings residents. These results are in-line with national benchmarks.
- Adult fitness and exercise programs are highly important to, and highly needed by Billings residents. These results are in-line with national benchmarks and trends.
- Billings' residents highly value covered picnic shelters.
- Unmet needs exist, and are equally high for both programs and facilities as a percentage of need.

- When analyzing the survey results, it is important to understand that utilization of parks and recreation spaces should be a major driver of investment in public parks and recreation facilities. In analyzing the activities and programs that are most important to respondent’s households and those that have the highest level of unmet need, the consulting team has identified the following activities and corresponding facility needs as the highest priority for investment.

PRIORITY INVESTMENT RATING	
(Statistically Valid Survey)	
Activity	Corresponding Facility Need
Walking/Jogging/Biking	Walking and Biking Trails
Family Recreation Swimming	Aquatic Facilities in Community Parks or Multi-Generational Recreation Center
Family Outdoor Adventure Trips	Outdoor Recreation Amenities
Visiting Parks	Neighborhood and Community Parks
Indoor Climbing Wall/Walking Track	Multi-Generational Recreation Center
Adult Water Fitness	Aquatic Facilities in Community Parks or Recreation Center
Recreational Family Ice Skating	Ice Rink
Adult (ages 55-70) Fitness/Exercise	Multi-Generational Recreation Center
Learn to Swim Programs for Children	Aquatic Facilities in Community Parks or Multi-Generational Recreation Center
Socialization with Dogs	Off-Leash Dog Park
River/Lake Water Sports	Accessible Entry Points to Lakes and Rivers
Space for Performing Arts	Multi-Generational Recreation Center

### 1.4.3 PROGRAMS AND SERVICES ASSESSMENT

#### KEY FINDINGS

- Program Evaluation:** Assessment and evaluation tools to measure the success of programs and services are in place.
- Marketing:** The Department utilizes a number of marketing strategies to inform City residents of the offerings of the community, however, it may consider a formalized Marketing Plan.
- Program Plan:** The department is limited in fully developing a program plan due to the lack of programmable space and indoor facilities within the system.
- Program Classification:** Prior to a staff workshop in 2017, functional groupings of programs and services did not exist and were not classified by core, important, and value-added. Currently, the Department utilizes the self-sustaining model, with the goal of recovering 100% of all direct costs through participant user fees.
- Market Definition:** The department primarily serves residents; however, this statement is based on qualitative input as non-residents as a percentage of enrollments is not substantial.
- Recreation Program Lifecycle Analysis:** Overall, the lifecycle analysis results indicate a best practice distribution of all programs across the life cycle. A combined total of 50.3% of programs fall into the Introduction, Take-off and Growth stages, primarily due to the increase in programming due to the recent hiring of additional staff to implement new programming for the community.



- **Age Segmentation:** Findings from the analysis show that the Department provides a good balance of programs across all age segments. All segments are targeted as a primary market for multiple Core Program Areas.

**KEY RECOMMENDATIONS**

- **Prioritized Program Rankings:** In reviewing the current program offerings against the desired program offerings of the community, there is an opportunity to expand programming and the prioritized program needs are shown in the table below:

<b>Program</b>	<b>Priority</b>
Family Recreation Swimming	<b>High</b>
Family Outdoor Adventure Trips	
Indoor Climbing/Walking Track Program*	
Adult (18-54) Fitness*	
Adult Water Fitness	
Family Recreation Ice Skating*	
Adult (age 55-70) Fitness/Exercise*	
Learn to Swim	
River/Lake Water Sports (canoeing/kayaking)	
Performing Arts/Special Interest*	
Adult (55-70) Outdoor Adventure	
Adult (55-70) Outdoor Fitness	
Adult (55-70) Educational Tours	
Children Outdoor Adventure Camps	
Children Outdoor Educational Camps	<b>Medium</b>
Rock Climbing and Rappelling	
Competitive Swimming	
Baseball/Softball	
Ice Hockey/Figure Skating/Curling*	<b>Low</b>
Tennis instruction	
Sand Volleyball	
Indoor Youth Basketball/Volleyball*	
Indoor Adult Basketball/Volleyball*	
Pickleball	
* The City does NOT currently have a facility to host these programs	

- **Participation Data Analysis:** Through ongoing participation data analysis, refine recreation program offerings to reduce low enrollment or cancelled programs due to no enrollment.
- **Expand programs and services in the areas of greatest demand:** Ongoing analysis of the participation trends of programming and services in Billings is significant when delivering high quality programs and services. By doing so, staff will be able to focus their efforts on the programs and services of the greatest need and reduce or eliminate programs and services where interest is declining. Specific efforts should be made to increase programming in the areas of greatest UNMET need as identified in the statistically valid survey.
- **Partnerships:** The department does not have all partnerships standardized in formal partnership agreements.

- **Evaluation:** Implement the program assessment and evaluation tool as recommended. Assessment and evaluation tool is provided as an Excel spreadsheet as a stand-alone separate document.

#### 1.4.4 PARK AND TRAIL MAINTENANCE ASSESSMENT

##### KEY FINDINGS

- **Lines of Service:** The core lines of service (functions) performed by the Parks Division are numerous and are as follows:
  - Cemetery Maintenance
  - Contract Management
  - Equipment Maintenance
  - Furniture, Fixture and Amenity Maintenance
  - Integrated Pest Management (IPM)
  - Irrigation Maintenance
  - Landscape Maintenance
  - Open Space Maintenance
  - Playground Maintenance
  - Response to Citizen Inquiries
  - Snow and Ice Removal (infrequent)
  - Special Event Facilitation
  - Special Projects
  - Turf Maintenance
  - Urban Forestry
- **Maintenance Standards and Development of Work Plans** - Through the review of limited data and workshops with staff, the PROS Consulting team determined that the Parks division does have “institutional” routine maintenance practices in place. However, the maintenance practices have limited written standards and accompanying standard operating procedures, are based on “one-size-fits-all” approach to parks maintenance, are inconsistently applied in the field and minimal maintenance is completed in natural areas, primarily due to lack of staffing capacity.
- **Work Order Management System** - The Parks Division should consider a Work Order Management System that identifies maintenance and asset replacement schedules.
- **Resources:** Staff does not lack the necessary equipment or resources to perform tasks at a high level, however, lack of staff creates hardships when managing turf, trees and landscaping.
- **Third Party Contracting of Services** - Given the “varying” cycles of the economy, it is imperative that the division continually evaluates the capacity and cost of service in the private sector.



Currently, Parks does not track unit activity costs and therefore cannot analyze the unit cost to perform work internally against the unit cost to perform work by a third-party vendor. Without this level of analysis, the division is unable to determine if it is more effective and efficient to perform work “in-house” or to “contract it out”.

- **Task Time Analysis:** As part of the park maintenance operations analysis, the Billings Parks Division conducted a high-level task time analysis for the core areas in which it performs regular routine maintenance. The following provides a summary of the results of this effort:
  - 39% of all labor efforts for general parks and grounds maintenance is attributed to scheduled maintenance. This equates to only 3.12 hours of every 8-hour day per person.
  - 42% of all labor efforts for general parks and grounds maintenance is expended on traveling from location to location as well as “loading and unloading” of equipment at the beginning and end of each work day. This equates to 3.36 hours of every 8-hour day per person. The majority of this unproductive time is due to the large amount of windshield time (travel time between parks).
  - Overall, approximately 4.64 hours (or 58%) of every 8-hour work day per person is spent performing actual work in the field. This falls well below the best practice guideline of 5.6 hours.
  - Achieving the best practice guideline would equate to an additional 2216 hours of actual work performed annually. This is the equivalent of 1.06 FTEs (or approximately \$50,000 in total employee compensation) of work being performed in the field.
- **Maintenance Yard Locations:** The major contributor to the high amount of windshield time is the lack of satellite maintenance yards in the Heights and West End area of Billings.
- **Annual Park Operation and Maintenance Funding:** Based on analysis conducted by PROS Consulting, unit costs are not in alignment with best practice cost per acre and the parks division is currently underfunded annually by \$3,946,689.
- **Staffing:** The Parks Division is comprised of 12.25 Full-time employees and 50 seasonal employees which equals 38 FTEs. Best practice ratio of staff per park acres maintained at a best practice Level 2 maintenance standard for pocket, neighborhood, greenways, and community parks is 1:20 acres. With the responsibility of actively managing 873 acres (does not include leased land, cemeteries, natural resource/conservation parks, open space/undeveloped parks, or right of way and median landscaping), the division DOES NOT have the staffing capacity to manage the developed parks system consistently at a Level 2 maintenance standard as the current ratio of FTEs to park acres is 1:23 acres. Staffing levels are deficient by at least 5.5 FTE’s in order to meet the staffing requirements for Best Practice Staff Levels. This does not consider maintenance in Undeveloped Park Land or Natural Lands, which require a lower level of maintenance, but still require staff time.

#### KEY RECOMMENDATIONS

- **Trail Maintenance:** Clear lines of role and responsibility should be established between Parks and Public Works to ensure the effective and efficient utilization of taxpayer dollars.

- **Implement a Work Order Management System:** A work order system should be used to track lifecycle maintenance requirements that are tied to weekly and monthly work orders. This will help the staff to stay ahead of preventative maintenance and limit breakdowns. Further, utilizing the system will provide staff the necessary “actual cost” data for work being performed.
- **Systematic Approach to Contracting Services:** Through the development of management processes, the Parks Division must begin to track unit activity costs through the implementation of a work order management system and in turn, would internally analyze the unit cost to perform work internally against the unit cost to perform work by a third-party vendor.
- **Maintenance Yard Locations:** It is recommended that basic satellite maintenance yards be constructed (one in the Heights and one in the West End) to more efficiently and effectively perform park maintenance functions by reducing windshield time.
  - The cost of constructing each maintenance yard is approximately \$500,000 (\$1,000,000 total cost)
  - The life expectancy of each maintenance yard is approximately 50 years.
  - Efficiencies gained by constructing the two maintenance yards = \$50,000 annually.
  - Return on Investment in years = 20
- **Annual Park Operation and Maintenance Funding:** It is recommended that the parks division be allocated an additional \$3,946,689 for parks maintenance functions within the next three years to meet best practice cost per acre standards.
- **Parks Division Staffing:** PROS Consulting recommends the addition of 5.5 maintenance worker FTEs within the next three years.
- **Create Work Plans Based on Maintenance Standards:** Maintenance standards are based on a Level (1), (2) and (3) modes (tasks and frequencies of each task) and follow best practices as established by the National Recreation and Park Association. The division can customize the standards based on the park and recreation values of the Billings community and need to be adopted and implemented by staff and followed regardless of whether work is performed by City staff or third-party contractors.

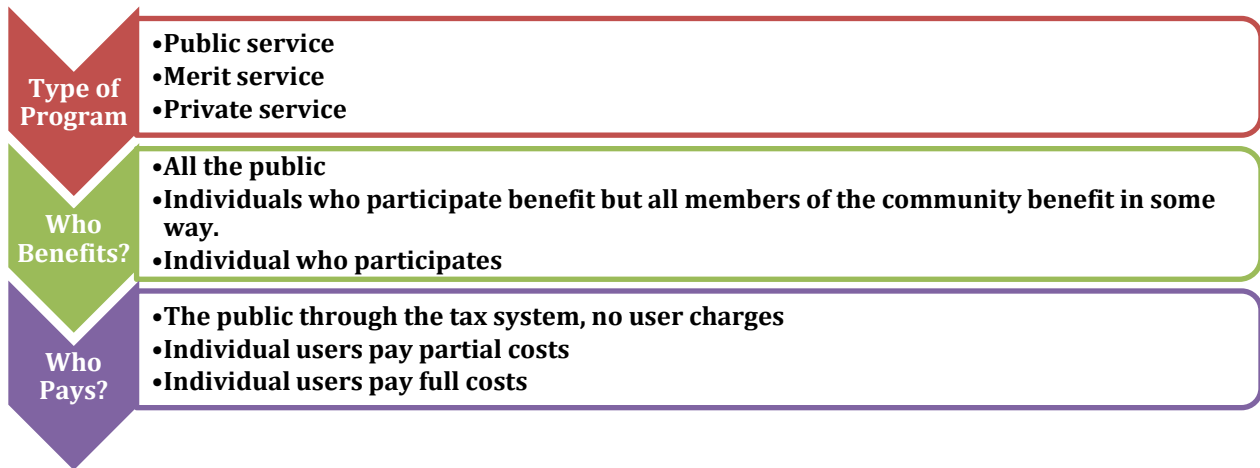




### 1.4.5 SERVICE CLASSIFICATION

#### KEY FINDING

The Park, Recreation and Public Lands Department currently does not classify its programs and services. Classifying programs and services is an important process for an agency to follow in order to remain aligned with the community’s interests and needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. The criteria utilized and recommended in program classification stems from the foundation’s concept detailed by Dr. John Crompton and Dr. Charles Lamb. In Marketing Government and Social Services, they purport that programs need to be evaluated on the criteria of type, who benefits, and who bears the cost of the program. This is illustrated below:



#### KEY RECOMMENDATIONS

- **Implement the Classification of Services and Cost Recovery Goals:** Through the program assessment analysis, the major functional program areas were assessed and classified based on the criteria established in the previous section of the plan. This process included determining which programs and services fit into each classification criteria. Then cost recovery goals were established based on the guidelines included in this plan. The percentage of cost recovery is based on the classification of services and will *typically* fall within these ranges, *although anomalies will exist*:
  - Core 0-35%
  - Important 35-75%
  - Value Added 75%+
- **Implement a New Pricing Policy:** To gain and provide consistency, a revised pricing policy must be adopted in order for the Billings Parks, Recreation and Public Lands Department to operate effectively and efficiently to meet the program cost recovery goals identified above.
- **Develop Pricing Strategies:** As the Billings Parks, Recreation and Public Lands Department embarks on the implementation of a new pricing policy, it will be necessary to develop pricing strategies that will not only increase sales but also maximize the utilization of the Department’s

parks, programs and recreation facilities. By creating pricing options, customers are given the opportunity to choose which option best fits their schedule and price point.

1.4.6 LEVEL OF SERVICE AND FACILITY ANALYSIS

KEY FINDINGS

- **Current System Inventory and Level of Service:** The Billings Parks, Recreation and Public Lands Department currently has a quality staff that operates and manages a unique system of parks, trails and open spaces that are generally in good condition.
- **Unmet Facility Needs:** Per the statistically valid survey conducted by ETC Institute, the three recreation facilities with the highest percentage of households that indicated a need for the facility were: covered picnic areas (29%), adventure area (27%), and walking and biking trails (26%). When ETC Institute analyzed the needs in the community, only one facility, covered picnic areas, had a need that affected more than 13,000 households.
- **Opportunity Exists:** The opportunity exists to expand parks and facilities due to community demand and future growth.

KEY RECOMMENDATIONS

- **Prioritized Park and Facility Rankings:** In reviewing the current park and facility offerings against the desired offerings of the community, there is an opportunity to expand facilities and the prioritized needs are shown in the table below:

Facility/Amenity	Priority
Walking and Biking Trails	High
Small Neighborhood Parks	
Off-Leash Dog Parks	
Covered Picnic Areas	
Indoor Recreation Center	
Large Community Parks	
Outdoor Swimming Pools/Water Parks	
Open Space/Conservation Areas/Trails	Medium
Adventure Area	
Indoor Competition Pool	
Outdoor Exercise Areas	
Playgrounds	
Indoor Ice Skating Rink	
Yellow stone River Access/Kayak Launch	
Community Gardens	Low
Splash pads	
Mountain Biking Trails	
Indoor Basketball Volleyball Courts	
Environmental Education Center	
Multi-Sports Complex	
Football/Lacrosse Fields	
Youth Baseball/Softball Fields	
Indoor Soccer/Lacrosse Fields	
Tennis Courts	
Pickleball Courts	
BMX Bike Course	
Skateboarding Parks	



- Park and Facility Level of Service Recommendations:** Based on a thorough review of the parks and recreation system and extensive public input, it is recommended that the City pursue further development of specific parks and recreation amenities. Specific recommendations are shown in the chart below and are based on population growth and increasing the current level of service standard for the projected population in 2032.

<b>Billings Service Level Standards</b>											
SERVICE LEVEL STANDARDS				2017 Facility Standards				2032 Facility Standards			
PARK TYPE	Billings Inventory	Other Inventory	Total Inventory	Recommended Service Levels Revised for Local Service Area	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed			
Pocket Parks	26.69	-	26.69	0.20 acres per	1,000 Meets Standard	-	-	-			
Neighborhood/School Parks	150.44	485.56	636.00	5.00 acres per	1,000 Meets Standard	-	Need Exists	24			
Community Parks	311.89	-	311.89	3.50 acres per	1,000 Need Exists	80	Need Exists	150			
Greenways/Linear Park	67.41	-	67.41	0.00 acres per	1,000 Meets Standard	-	Meets Standard	-			
Special Use Parks	447.58	-	447.58	3.00 acres per	1,000 Meets Standard	-	Meets Standard	-			
Sports Complex Parks	139.46	-	139.46	1.00 acres per	1,000 Meets Standard	-	Meets Standard	-			
Cemeteries	66.41	-	66.41	0.50 acres per	1,000 Meets Standard	-	Meets Standard	-			
Natural Resource/Conservation Parks	1,023.12	220.85	1,243.97	9.25 acres per	1,000 Meets Standard	-	Meets Standard	-			
Undeveloped Parks	122.58	-	122.58	0.00 acres per	1,000 Meets Standard	-	Meets Standard	-			
<b>Total Park Acres</b>	<b>2,328.89</b>	<b>706.41</b>	<b>3,035.30</b>	<b>22.45 acres per</b>	<b>1,000</b>						
<b>OUTDOOR AMENITIES:</b>											
Reservable Large Picnic Shelters	17.00	-	17.00	1.00 site per	4,500 Need Exists	8	Need Exists	12			
Ball Diamond (60-foot bases)	27.00	19.00	46.00	1.00 site per	5,000 Meets Standard	-	Meets Standard	-			
Ball Diamond (90-foot bases)	8.00	3.00	11.00	1.00 field per	9,000 Need Exists	1	Need Exists	4			
Regulation Sports Field (Game Field, not School Sports Fields)	17.00	-	17.00	1.00 field per	4,500 Need Exists	8	Need Exists	12			
Multi-Purpose Fields (Practice Field)	17.00	19.00	36.00	1.00 field per	4,500 Meets Standard	-	Meets Standard	-			
Outdoor Sport Courts (basketball)	22.00	43.50	65.50	1.00 court per	5,000 Meets Standard	-	Meets Standard	-			
Tennis Courts	25.00	10.00	35.00	1.00 court per	5,000 Meets Standard	-	Meets Standard	-			
Playgrounds	46.00	48.00	94.00	1.00 site per	1,500 Meets Standard	-	Meets Standard	-			
Dog Parks/Off leash Areas	1.00	-	1.00	1.00 site per	30,000 Need Exists	3	Need Exists	3			
Disc Golf Course (location)	4.00	-	4.00	1.00 course per	35,000 Meets Standard	-	Meets Standard	-			
Skate Parks	1.00	-	1.00	1.00 site per	50,000 Need Exists	1	Need Exists	2			
Swimming Pool (indoor)	-	3.00	3.00	1.00 site per	30,000 Need Exists	1	Need Exists	1			
Swimming Pool (outdoor)	2.00	1.00	3.00	1.00 site per	30,000 Need Exists	1	Need Exists	1			
<b>INDOOR AMENITIES:</b>											
Recreation/Senior Center	9,100.00	-	9,100.00	1.00 SF per person	Need Exists	102,935	Need Exists	122,997			

### 1.4.7 CAPITAL IMPROVEMENTS

In order to plan and prioritize capital investments, the consulting team recommends that the Park and Recreation Department applies specific guiding principles that balances the maintenance of current assets over the development of new facilities. The departmental CIP framework is also utilized to determine and plan CIP projects and make budget decisions that are sustainable over time. These criteria (e.g., safety compliance, commitment, efficiency, revenue) and priorities are also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities.

The combination of data from this planning process indicates strong support for this concept of prioritization. Even with the indications of a modest economic turnaround, funding is not sufficient to take care of all existing assets and build new facilities.

The result is the recommendation to develop a three-tier plan that acknowledges a stark fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources.

- The **Critical Alternative** focuses on prioritized spending within existing budget targets. The intention of this alternative is to make the most of existing resources with the primary goal being for the department to maintain services and perform lifecycle replacement of its assets. The actions associated with the Critical Alternative address deferred maintenance at existing facilities and is funded through existing tax dollars.
- The **Sustainable Alternative** describes the extra services or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing existing programs, beginning new alternative programs, adding new positions, or making other strategic changes that would require additional operational or capital funding. In coordination with the City Manager’s Office and City Council, the Park and Recreation Department would evaluate and analyze potential sources of additional revenue, including but not limited to capital bond funding, partnerships, program income, grants, and existing or new taxes.
- The **Visionary Alternative** represents the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies. In this Master Plan, the Vision Alternative addresses aging facilities to make improvements in operational effectiveness and the overall sustainability of the park and recreation system. Funding for vision projects would be derived from partnerships, private investments and new tax dollars.





## CRITICAL RECOMMENDATIONS - MAINTAINING WHAT WE HAVE

This section outlines the projects that focus on the repair and lifecycle replacement of existing parks, facilities, and amenities.

<b>CRITICAL IMPROVEMENTS</b>		
<b>Park</b>	<b>Recommended Improvements</b>	<b>Cost</b>
Arrowhead Park	Playground and amenity replacement; parking lot resurfacing	\$875,000
Boulder Park	Replace existing irrigation system with automated system	\$100,000
Burg Park	Playground and amenity replacement	\$225,000
Burlington Park	Replace existing irrigation system with automated system	\$100,000
Central Park	Rebuild tennis courts; resurface parking lot; amenity replacement; installation of sod in the t-ball field to create more multi-purpose use of space	\$1,100,000
Clevenger Park	Parking lot redesign/replacement	\$650,000
Comanche Park	Playground and amenity replacement; replace existing irrigation system with automated system	\$325,000
Eaton Park	Playground and amenity replacement	\$225,000
Edgerton Park	Playground, shelter, restroom and amenity replacement	\$550,000
Evergreen Park West	Playground and amenity replacement; replace existing irrigation system with automated system	\$450,000
Gorham Park	Playground and amenity replacement	\$250,000
Grand View Park	Replace existing irrigation system with automated system	\$200,000
Harvest Sub #3	Amenity replacement	\$27,500
Harvest Sub #7	Playground and amenity replacement	\$225,000
Hawthorne Park	Conversion of wading pool to sprayground and replacement of shelter and restroom	\$1,600,000
Heritage Park	Replace existing irrigation system with automated system	\$100,000
Highland Park	Playground, sprayground (recirculating) and amenity replacement	\$1,600,000
Kiwanis-Durland Park	Playground and amenity replacement	\$225,000
Lillis Park	Playground and amenity replacement	\$225,000
Mountview Cemetery	Repave roads and trails	\$200,000
Millice Park	Playground and amenity replacement	\$225,000
North Park	Replace existing irrigation system with automated system	\$400,000
Phipps Park	Design and construct parking lot and refurbish trail	\$550,000
Pioneer Park	Replace wading pool with sprayground	\$1,850,000
Poly Visa Park	Replace existing irrigation system with automated system	\$400,000
Ponderosa Park	Playground and amenity replacement; creation of ADA pedestrian access; replace existing irrigation system with automated system	\$630,000
Primrose Park	Playground and amenity replacement	\$225,000
Riverfront Park	Replacement of roads and parking lot; replace existing irrigation system with automated system	\$3,100,000
Rose Park	Playground (2) replacement; resurfacing of parking lot; shelter upgrades	\$1,100,000
Rosebud Park	Playground and amenity replacement	\$225,000
Sacajawea Park	Resurfacing of parking lot and basketball courts, creation of ADA pedestrian access	\$225,000
Spring Creek Park	Repair sidewalks; refurbish trail; replace existing irrigation system with automated system	\$210,000
Streeter Park	Playground and amenity replacement	\$225,000
Swords Rimrock Park	Design, construct parking lot; expand existing parking lot; reconstruct Black Otter Road	\$1,600,000
Terry Park	Playground, sprayground (recirculating) and amenity replacement	\$1,500,000
Uinta Park	Playground and amenity replacement	\$225,000
Veteran's Park	Renovate baseball field; replace shelter; creation of ADA pedestrian access	\$375,000
Walsh Park	Playground and amenity replacement	\$225,000
<b>Critical Improvements Subtotal</b>		<b>\$22,542,500</b>

**SUSTAINABLE RECOMMENDATIONS - IMPROVING WHAT WE HAVE**

Options described in this section provide the extra services or capital improvement that could be undertaken when additional funding is available to meet need(s) with a focus on enhancements to existing facilities. The following provides a summary of the sustainable options recommended by the consulting team.

<b><i>SUSTAINABLE IMPROVEMENTS</i></b>		
<b>Park</b>	<b>Recommended Improvements</b>	<b>Cost</b>
Cameron Park	Installation of loop trail and picnicking amenities	\$70,000
Edgerton Park	Improve pedestrian access to park	\$30,000
Grandview Park	Improve pedestrian access to park and installation of loop trail	\$100,000
High Sierra Park	Expansion of dog park and parking lot	\$100,000
Kiwanis-Durland Park	Installation of loop trail	\$70,000
Mountview Cemetery	Signage to identify of historical and exercise trails	50000.00
Millice Park	Installation of loop trail	\$70,000
Parkland West -36th Street	Installation of loop trail	\$70,000
Rehberg Park	Add picnicking amenities and benches	\$70,000
Veterans Park	Installation of loop trail	\$70,000
Walsh Park	Add picnicking amenities and benches	\$70,000
	<b>Sustainable Improvements Subtotal</b>	<b>\$770,000</b>



## VISIONARY RECOMMENDATIONS - DEVELOPING NEW OPPORTUNITIES

Recommendations described in this section represent the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies. The following new development and redevelopment projects have been identified as relevant to the interests and needs of the community and are relevant to the City’s focus because they feature a high probability of success.

<b>VISIONARY IMPROVEMENTS</b>		
<b>Park/Action</b>	<b>Recommended Improvements</b>	<b>Cost</b>
Trails	Implement trails master plan	\$5,842,000
Multi-Generational Recreation Center	Conduct Feasibility Study and construct Multi-Gen Recreation Center	\$30,000,000
Land Acquisition for Community Parks	Acquire 150 acres for development of new community parks	\$9,000,000
Maintenance Yard - Heights	Add a maintenance yard in the Heights to reduce windshield time	\$500,000
Maintenance Yard - West End	Add a maintenance yard in the West End to reduce windshield time	\$500,000
Amend Park	Update park master plan	\$50,000
Bitterroot Heights Park	Implement park master plan	\$1,200,000
Castle Rock Park	Update park master plan	\$50,000
Centennial Park	Implement park master plan	\$3,400,000
Cottonwood Park	Develop park master plan	\$100,000
Coulson Park	Develop park master plan	\$50,000
Cynthia-High Sierra Park	Develop park master plan	\$50,000
Daniels Sub Park	Develop park master plan	\$50,000
Heritage Park	Develop park master plan	\$50,000
Lampman Park	Implement park master plan	\$2,000,000
Lutheran Park	Develop park master plan	\$50,000
Meadowlark Park	Conduct wetland delineation study	\$100,000
Mountview Cemetery	Develop park master plan to identify uses for undeveloped areas	\$50,000
North Park	Update park master plan	\$50,000
Optimist Park	Implement park master plan	\$2,900,000
Palisades Park	Implement park master plan	\$2,000,000
Pioneer Park	Implement park master plan	\$1,000,000
Pow Wow Park	Implement park master plan	\$400,000
River Rock Park	Implement park master plan	\$800,000
Rolling Hills Park	Implement park master plan (furniture, fixtures and equipment)	\$25,000
Rush Park	Implement park master plan	\$700,000
Sally Ann Park	Develop park master plan	\$50,000
South Park	Update park master plan	\$50,000
Stewart Park	Update park master plan and conduct vehicular traffic study	\$100,000
Terra West Park	Develop park master plan	\$25,000
<b>Visionary Improvements Subtotal</b>		<b>\$61,142,000</b>

CAPITAL IMPROVEMENT SUMMARY

<b><i>CAPITAL IMPROVEMENT PLAN SUMMARY</i></b>	
<b>Improvement Type</b>	<b>Cost</b>
Critical	\$22,542,500
Sustainable	\$770,000
Visionary	\$61,142,000
<b>Grand Total</b>	<b>\$84,454,500</b>





OTHER RECOMMENDATIONS - DIVESTITURE OF PROPERTY

<b>PROPERTY DIVESTITURE</b>	
<b>Property</b>	<b>Acreage</b>
Afflerbough Park	1.88
Afflerbough Park	4.23
Aronson Park	0.66
Beartooth Park	0.78
Blue Creek Park	1.86
Briarwood-Park on MacTavish Circle	0.15
Briarwood-Park on MacTavish Circle	0.53
Career Center Park	2.44
Cedar Park	3.95
Dick Logan Park	4.08
Dick Logan Park (Yellowstone County)	2.92
Eagle Ridge Sub Park in Blk 2	0.10
Golden View Park	1.81
Heritage Walk Park	0.23
Logan Park	1.93
Meadowlark lots	0.23
Meadowlark lots	0.24
Meadowlark lots	0.25
Meadowlark lots	0.22
Meadowlark lots	0.23
Meadowlark lots	0.25
Meadowlark lots	0.31
Parkland West Park	0.13
Racquet Club Heights	0.27
Racquet Club Heights	0.38
Ramada Park	1.19
Rimrocks Park (Wilshire)	2.36
Rocky Village PUD Park	2.00
Rocky Village PUD Park (Next to Rocky Col. Land)	1.48
Sahara Park	10.06
Shiloh Point Entry Landscape	0.14
Shiloh Point W Entry Landscape	0.11
Southgate area open space - Parks	0.97
Southgate open space	2.67
Summerhill Park	2.97
Windsor Court Park	1.99
Yellowstone Racquet Club Common Area	0.12
<b>TOTAL ACREAGE</b>	<b>56.11</b>

## 1.5 SUBDIVISION REGULATION RECOMMENDATIONS

As the City of Billings continues to grow in population, it is important to implement changes to the City Subdivision Regulations to allow for “growth to pay for itself”. The Consulting Team, in conjunction with staff from the Parks, Recreation and Public Lands and the Planning and Community Services Departments, identified through research of Montana municipalities and several internal workshops, a number of improvements within the City’s Subdivision Regulations as it relates to parkland development.

A complete listing of the recommendations can be found in the Appendix of the document. The key areas of recommendations are as follows:

- Park Typology Definitions
- Storm Drainage Facilities
- Watercourse and Irrigation Easements
- Ownership and Management of Open Space
- Design Standards for Planned Neighborhood Developments
- Parkland and Trail Dedication
- Storm water Detention/Retention in Parks
- Determining Cash Contribution for Parkland
- Required Supporting Documents for Major Preliminary Plat Applications

It is understood that adoption of the Comprehensive Parks and Recreation Master Plan does not constitute the approval of the specific recommendations found in the Appendix as a separate legislative process is necessary to amend the Subdivision Regulations. This legislative process is outlined below:

- The City of Billings Planning and Community Services Department would convene a meeting of other City Departments (and other subdivision reviews agencies as applicable) to discuss a list of proposed amendments to the regulations and include additional proposed changes from the group, as applicable, to develop a draft set of amended subdivision regulations for consideration.
- City staff would also likely share the proposed changes with local stakeholders in some forum (developers, Realtors, Builders, Consultants, etc.) for feedback prior to bringing the changes to the City Council for review and discussion.
- Proposed Amendments brought to City Council Work Session - Any additional items or direction received from Council at this meeting
- Planning Board would review proposed amendments at one meeting and then conduct a public hearing and make a recommendation to the City Council on the amendments at a second meeting (Public hearing would be advertised/noticed as per State Law for the Board’s Hearing).
- City Council would receive Planning Board recommendation of amending the regulations at one of its regular meetings and conduct a public hearing (Public hearing would be advertised/noticed as per State Law for the Board’s Hearing). The Council would consider a Resolution-to-Adopt the amended regulations after conducting the public hearing.



- If Council adopted the resolution, the amended regulations would go into effect and staff would notify stakeholders of the changes.

## 1.6 ADMINISTRATION

### 1.6.1 ADMINISTRATION KEY FINDINGS

- **General Policies and Procedures:** In conducting an analysis of the administrative policies and procedures that govern the Billings Parks, Recreation and Public Lands Department, the consulting team utilized the Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards as the basis for the review. The analysis revealed that the Billings Parks, Recreation and Public Lands Department requires updates to or the development of new policies and procedures in the following areas:
  - Agency Authority, Role and Responsibility
  - Planning
  - Organization and Administration
  - Human Resources
  - Financial Management
  - Programs and Services Management
  - Facility and Land Use Management
  - Evaluation and Research

### 1.6.2 ADMINISTRATIVE FUNCTION KEY RECOMMENDATIONS

- **Policies and procedures:** Though there are numerous policies and procedures that are in need of update or development, the Consulting Team recommends the following be developed and implemented within the next three to five years:

RECOMMENDED POLICIES & PROCEDURES	BENEFIT	DIVISION RESPONSIBLE
Acquisition and Divesting of Property	Process to formally acquire and divest property based on select criteria	Administration
Maintenance Standards	Provide consistent efficient and effective maintenance services	Parks Maintenance
Marketing Plan Guidelines	Increase awareness of and participation in programs, services and facilities; Build Advocacy	Administration
Partnership Policy	Create balanced, win-win partnerships	Administration
Pricing Policy	Policy developed on classification of services and level of benefit received; increase revenue	Administration/Recreation
Recreation Program Standards/Evaluation	Provide consistent delivery and evaluation of recreation programs as well as cost of service	Recreation
Sponsorship Policy	Increase earned income to offset program expenditures	Administration
Training	Continuity of organization, administration and delivery of services	All
Work Order Management System	Track maintenance work completed and cost of service for work	Parks Maintenance

## 1.7 ACTION PLAN

The Action Matrix can be used to develop and prioritize work plans. It can be used as a road map for continued improvements in the department. The key to success for the department is to continue to build on current successes and address the major issues and recommendations in a systematic manner. This requires retaining what the department has achieved while adding programs, services, and facility improvements that will generate revenue, reduce operational expenditures, and enhance the experience for the users. In addition, focus needs to be placed on filling the off-peak times through effective pricing, and programming. The most important consideration is to keep the department fresh through programming and strategic improvements for all park users to ensure long-term success.



## Chapter Two - COMMUNITY PROFILE

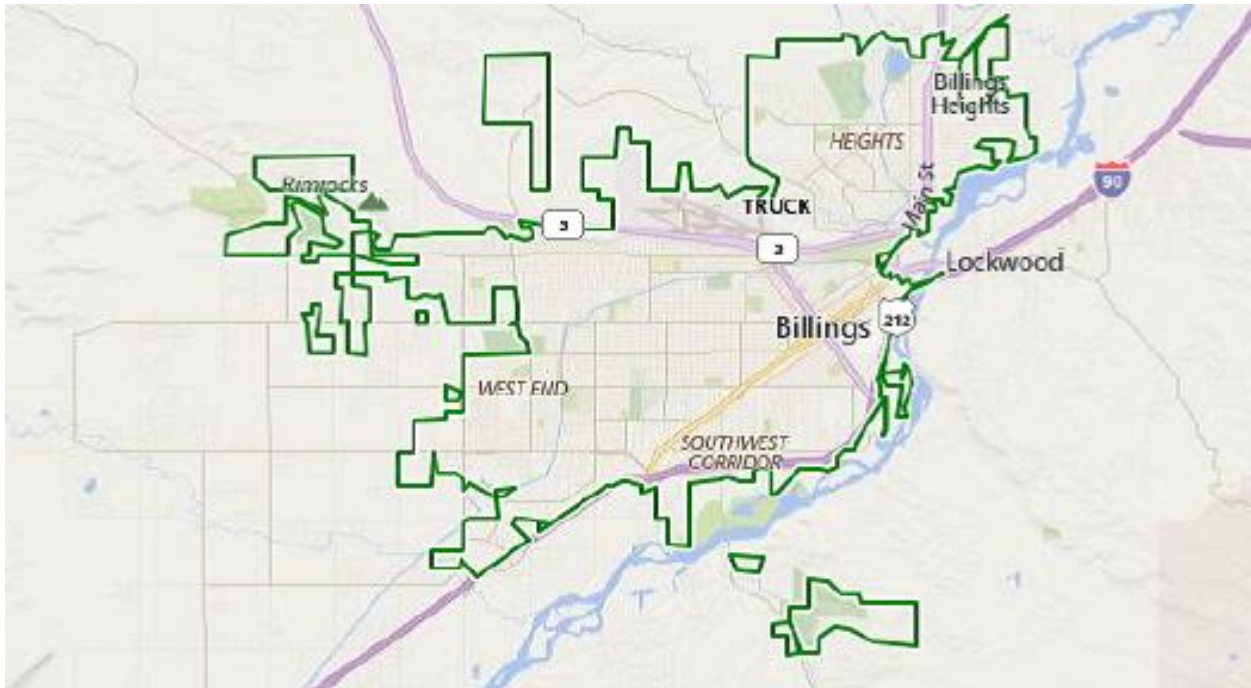
### 2.1 DEMOGRAPHIC ANALYSIS

The demographic analysis provides an understanding of the population within the City of Billings, Montana. This analysis is reflective of the total population, and its key characteristics such as population density, age distribution, households, ethnicity, and household income.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

#### 2.1.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in September 2016 and reflects actual numbers as reported in the 2010 Census, and estimates for 2016 and 2021 as obtained by ESRI. Straight line linear regression was utilized for projected 2026 and 2031 demographics. The geographic boundary for the City of Billings was utilized as the demographic analysis boundary shown below.



## RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

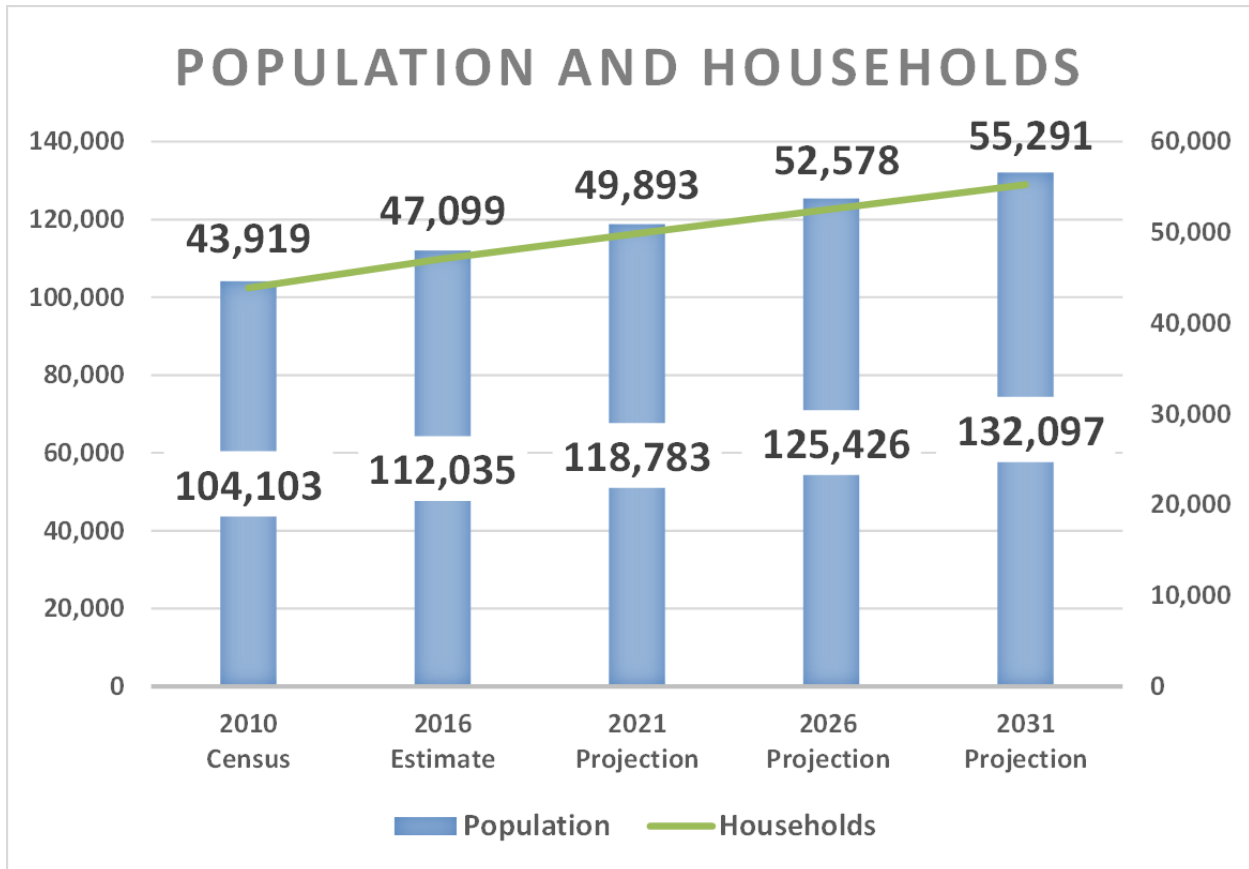




## 2.1.2 CITY OF BILLINGS POPULACE

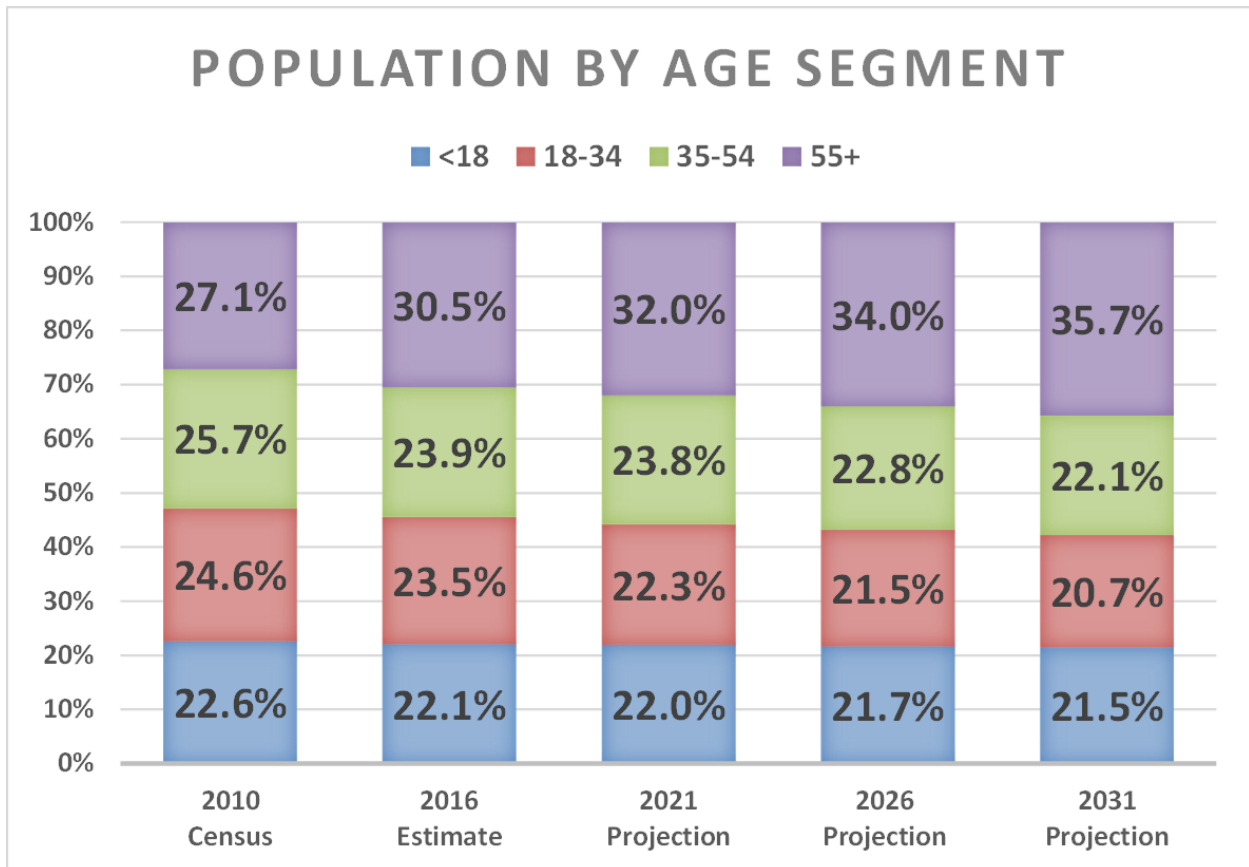
### POPULATION

The City of Billings is the largest city in the State of Montana and it has witnessed growth in recent years. From 2010 to 2016, the City's total population increased by 7.6%, from 104,103 to 112,035. Projecting ahead, the total population of the City is expected to continue to increase over the next 15 years. Based on predictions through 2031, the local population is anticipated to have approximately 132,097 residents living within 55,291 households.



### AGE SEGMENTATION

Evaluating the distribution by age segments, the City’s largest age segment is the 55+ group. Currently, the 55+ group represents 30.5% of the population, which is significantly larger than the second most populous age segment (35-54). The smallest is the <18 age segment which constitutes 22.1% of the population. The 55+ age population is expected to see the most growth over the next 15 years; increasing

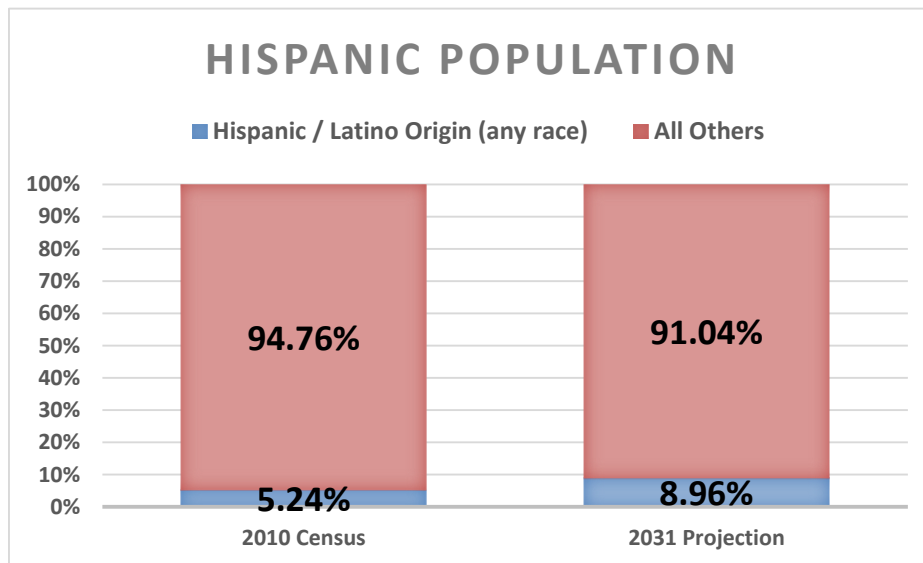
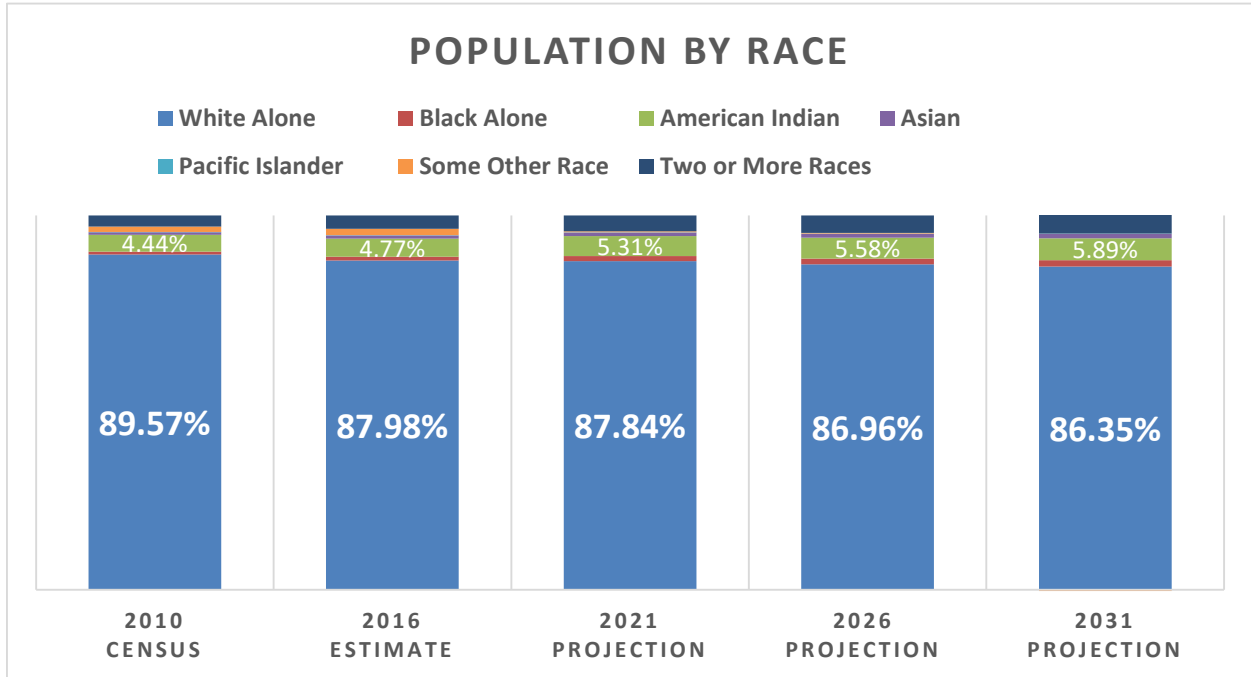


to more than a third of the population (35.7%) by 2031.



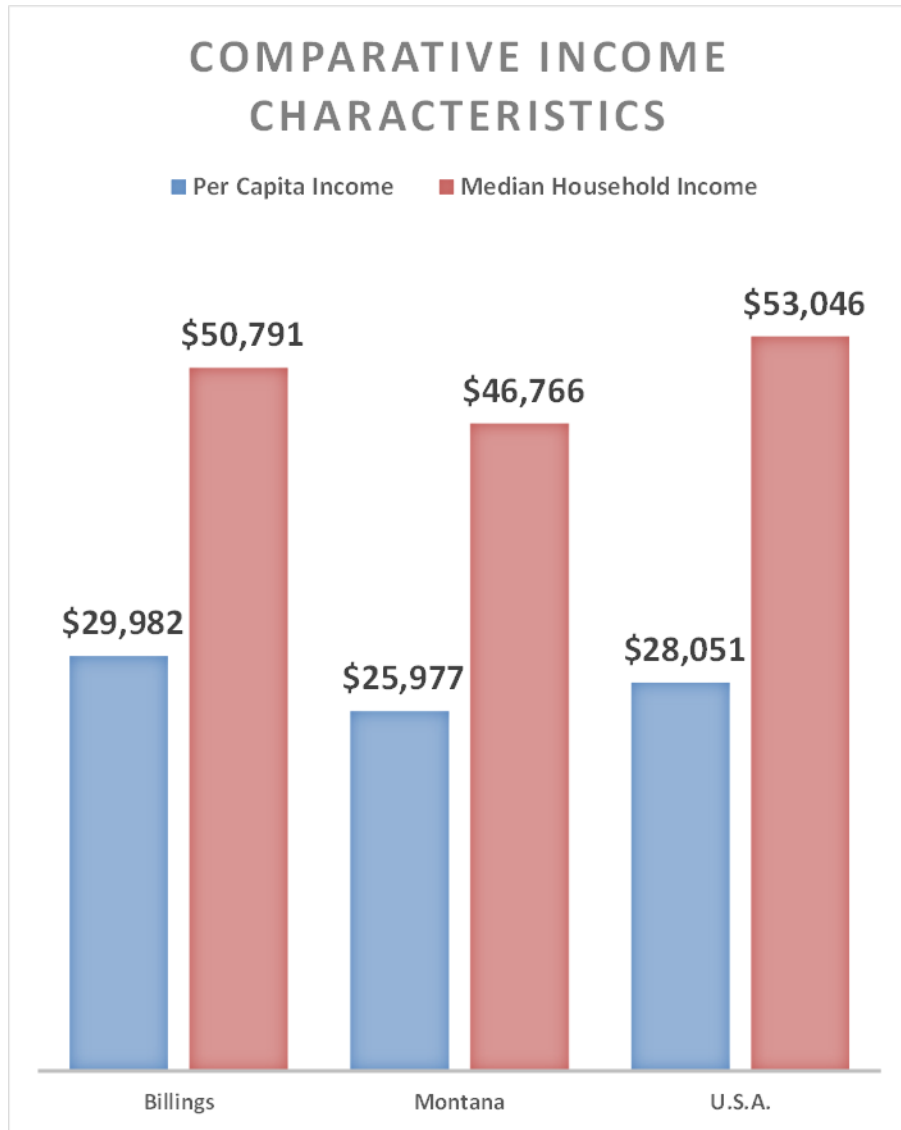
## RACE AND ETHNICITY

In analyzing race and ethnicity, the City is diversifying. The 2016 estimate shows that nearly 88% of the population falls into the White Alone category. Predictions for 2031 expect the White Alone population to decrease slightly to 86%. The Hispanic population is projected to represent only 8.96% of the population by 2031.



**INCOME**

As seen in the chart below, the City’s per capita income surpasses both state and national averages while median household income is above the state average but lags behind the national average.





## CITY OF BILLINGS IMPLICATIONS

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The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

### POPULATION

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The population is increasing and is projected to experience 18% population growth over the next 15 years. The number of households is projected to experience a 17% growth rate over the same time frame. With a growing population, park and recreation services must continue to grow to keep up with the population. Additionally, development will continue over the next 15 years and the parks and recreation system will need to strategically invest, develop, and maintain facilities in relation to housing development areas.

### AGE SEGMENTATION

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The City's aging trend is significant because programs and facilities focused on an active adult (55+ population) will assume an even greater importance as the population changes in the years to come. Age segments have different likings towards activities. For example, older adults (70+) may enjoy passive recreation activities while adults (35-69) are more likely to enjoy more active recreation activities.

### RACE AND ETHNICITY

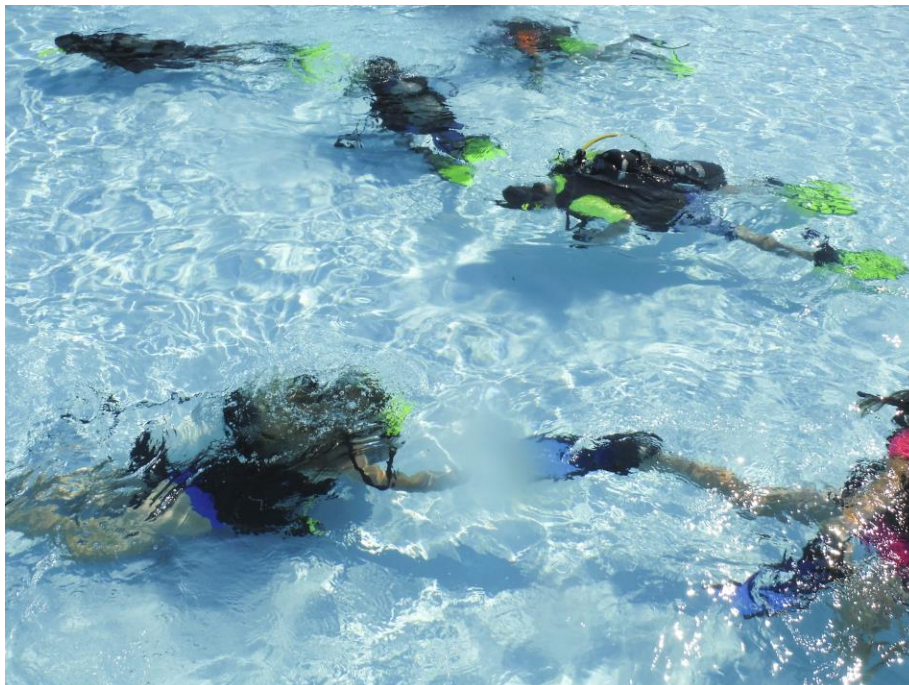
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A less diverse population will likely focus the City of Billings on providing traditional programming and service offerings while always seeking to identify emerging activities and sports

### HOUSEHOLDS AND INCOME

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With a median and per capita household income near the state and national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service over revenue generation. However, given that revenue generation is a goal of the Department, it would benefit the system to look into different funding and revenue strategies to assist the Department in covering costs as defined in Chapter 4 of the plan.



## 2.2 NATIONAL PARTICIPATORY TRENDS IN RECREATION

### 2.2.1 METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2017* was utilized to evaluate national sport and fitness participatory trends. The study is based on survey findings carried out in 2016 and the beginning of 2017 by the Physical Activity Council, which conducted a total of 24,134 online interviews - 11,453 individual and 12,681 household surveys. A sample size of 24,134 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points under 95 percent confidence interval. Using a weighting technique, the total population figure used in this study is 296,251,344 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the US.

### CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency thresholds than casual participants. The thresholds vary among different categories of activities. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year. Core participants are more committed and less likely to switch to other fitness or sport activities or become inactive (engage in no physical activity) than casual participants. For instance, the most popular activity in 2016, fitness walking, has twice the core participants than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts than those with larger groups of casual participants.

### INTENSITY OF ACTIVITY

SFIA also categorizes participation rates by the intensity of activity levels, dividing into five categories based on the caloric implication (i.e., high calorie burning, low/med calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. This entails participation rates classified as 'super active' or 'active to a healthy level' (high Cal burning, 151+ times), 'active' (high Cal burning, 50-150 times), 'casual' (high Cal burning, 1-50 times), 'low/med calorie burning', and 'inactive'. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

### 2.2.2 OVERVIEW

Information available through SFIA reveals that overall activity participation increased 0.3% from 2015 to 2016. General fitness sports had the most gain in participation, increasing 2% over the past year. The most popular fitness activities in 2016 include: fitness walking, treadmill, free weights, running/jogging, and stationary cycling. Most of these activities appeal to both young and old alike, can be done in various environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social application. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.



## FITNESS WALKING REMAINS MOST PARTICIPATED IN ACTIVITY

Fitness walking has remained the past decade's most popular activity by a large margin, in terms of total participants. Fitness walking participation last year was reported to be 107.9 million Americans. Although fitness walking has the highest level of participation, it did report a 1.8% decrease in 2016 from the previous year. This recent decline in fitness walking participation paired with upward trends in a wide variety of other activities, especially in fitness and sports, may suggest that active individuals are finding new ways to exercise and diversifying their recreational interests.

## OUTDOOR AND ADVENTURE RECREATION ON THE RISE

In addition, the popularity of many outdoor and adventure activities has experienced strong positive growth based on the most recent findings. In 2016, outdoor activities that experienced the most growth in overall participation were BMX bicycling, day hiking, traditional climbing, and recreational vehicle camping. BMX bicycling, traditional climbing, as well as adventure racing also underwent rapid growth over the past five years. The sharp incline in participation rates for outdoor and adventure recreation is of particular interest to park planners due to the volatility of activities in the 'take-off' stage with relatively low user bases. It will be important to closely monitor these activities as they continue to mature in their lifecycles to recognize trends of sustained growth, plateauing, or eventual decline.

## SPORTS PARTICIPATION

Assessing participation in traditional team sports, basketball ranks highest among all sports, with approximately 22.3 million participants in 2016. Sports that have experienced significant growth in participation are rugby, boxing, roller hockey, squash, lacrosse, cheerleading, and field hockey - all of which have experienced growth in excess of 30% over the last five years. More recently, gymnastics, rugby, sand volleyball, Pickleball, and cheerleading were the general sports activities with the most rapid growth.

In general, team sports are on the rise, increasing by 2% from 2015 and averaging a 5% over the past three years. The growth is mostly ascribed to niche sports that are gaining popularity, such as rugby and gymnastics. From 2011 to 2016, racquet sports also steadily increased by 3% on average. On the other hand, individual sports experienced consistent decline over the past five years. Most recently, the decline in individual sports is due to decreasing participation in boxing for fitness, boxing for competition, ice skating, in line roller skating, and triathlons.

## INACTIVITY RATES AND INTENSITY OF ACTIVITY

According to the Physical Activity Council, "inactivity" is defined to include those participants who reported no physical activity in 2016. Over the last five years, the number of inactive individuals has increased from 78.8 million in 2011 to 81.4 million in 2016. However, assessing the most recent year, from 2015 to 2016, the US saw a slight decrease of 0.2% from 81.6 to 81.4 million inactive individuals. Although this recent shift is very promising, inactivity remains a dominant force in society; evidenced by the fact that 27.5% of the US population is considered inactive.

On the contrary, in 2016, 31.7% of the total population (ages 6+) reported being active to a healthy level and beyond (151+ times annually) in high-calorie burning activities, considered as 'super active'. One out of ten (10.3%) claim to be 'active' (50-150 times) and; similarly, 10.4% were active to a 'casual' level (1-50 times) in high-calorie burning activities. The rest either engaged in low/med-calorie burning activities (20.1%) or reported no activity (27.5%).

**ACTIVITY BY GENERATION**

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

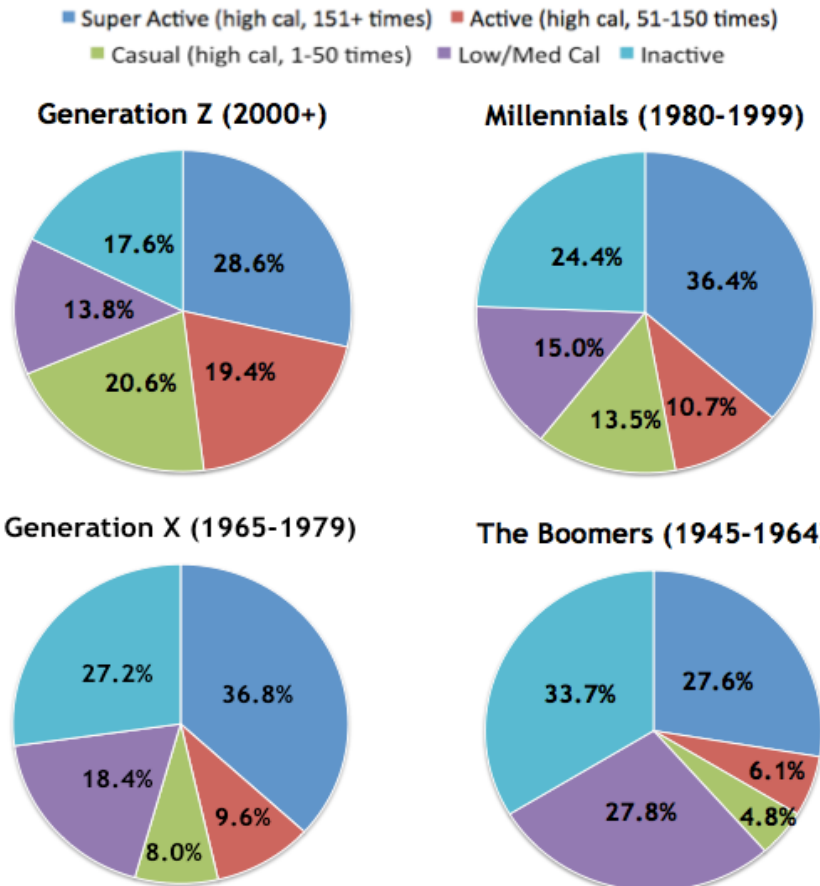
**Generation Z (born 2000+)** were the most active, with only 17.6% as inactive, but most people in this age range were moderate participants; about 35% only engaged casually in high calorie burning activities or in low /med calorie burning activities and around 20% participated actively in high calorie burning activities.

A total of 36.4% of **millennials (born 1980-1999)** were active to a healthy level, while 24.4% claimed they were inactive. Although the inactivity rate was below the national level (27.5%), it increased over last year.

**Generation X (born 1965-1979)** has the highest super active rate (36.8%) among all age groups, but they also have the second highest inactive rate, 27.2% of this age group remained inactive.

**The Boomers (born 1945-1964)** were the least active generation, with an inactive rate of 33.7%. This age group tends to participate in less intensive activities. 27.8% liked to engage in low/med calorie burning activities, while 27.6% are active to a healthy level.

**Participation Rates Segmented by Generations**  
*US population, Ages 6+*





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### 2.2.3 NATIONAL TRENDS IN GENERAL SPORTS

The sports that were most heavily participated in for 2016 were golf (no data yet) and basketball (22.3 million), which have participation figures well in excess of the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2011, rugby and other niche sports, like boxing, roller hockey, and squash, have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.4% over the last five years. Based on the five-year trend, boxing (62%), roller hockey (55.9%), squash (39.3%), lacrosse (39.2%), cheerleading (32.1%) and field hockey (31.8%) have also experienced significant growth. In the most recent year, the fastest growing sports were gymnastics (15%), rugby (14.9%), sand volleyball (14.7%), Pickleball (12.3%), and cheerleading (11.7%).

During the last five years, the sports that are most rapidly declining include touch football (-26%), ultimate Frisbee (-24.5%), racquetball (-17.9%), and tackle football (-15%). Ultimate Frisbee and racquetball are losing their core participants while touch football and tackle football are experiencing attrition of its casual participant base. For the most recent year, ultimate Frisbee (-16.7%), touch football (-12.3%), tackle football (-11.9%), and boxing have undergone the largest decline.

In general, the most recent year shares a similar pattern with the five-year trends; suggesting that the increasing rates for participation in certain activities have not yet reached their peaks in sports like rugby, sand volleyball, and ice hockey. However, four sports that increased rapidly over the past five years have undergone decline in 2016, including lacrosse, field hockey, squash, and boxing for competition. The reversal of the five-year trends in these sports may be due to a relatively low user base (about 1 million) and could suggest that participation in these activities may have peaked. Exiting individuals from these declining activities are mostly casual participants that may switch to a variety of other sports or fitness activities.

The most popular sports such as basketball and baseball have a larger core participant base (engaged in this activity more than 13 times annually) than casual participant base (engaged at least 1 time annually). Less mainstream sports such as ultimate Frisbee, roller hockey, squash and boxing for competition have more casual participants who engaged in these sports in a low frequency. Although, for the five-year trends, these sports have been experiencing increases in participatory rate, people joining were mostly casual participants who engaged less frequently than the more dedicated, core participant base and may switch to other sports or fitness activities, explaining the declining one-year trends.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Basketball	24,790	23,410	22,343	-9.9%	-4.6%
Tennis	17,772	17,963	18,079	1.7%	0.6%
Baseball	13,561	13,711	14,760	8.8%	7.7%
Soccer (Outdoor)	13,667	12,646	11,932	-12.7%	-5.6%
Softball (Slow Pitch)	7,809	7,114	7,690	-1.5%	8.1%
Badminton	7,135	7,198	7,354	3.1%	2.2%
Volleyball (Court)	6,662	6,423	6,216	-6.7%	-3.2%
Football, Flag	6,325	5,829	6,173	-2.4%	5.9%
Football, Touch	7,684	6,487	5,686	-26.0%	-12.3%
Volleyball (Sand/Beach)	4,451	4,785	5,489	23.3%	14.7%
Football, Tackle	6,448	6,222	5,481	-15.0%	-11.9%
Gymnastics	4,824	4,679	5,381	11.5%	15.0%
Soccer (Indoor)	4,631	4,813	5,117	10.5%	6.3%
Track and Field	4,341	4,222	4,116	-5.2%	-2.5%
Cheerleading	3,049	3,608	4,029	32.1%	11.7%
Ultimate Frisbee	4,868	4,409	3,673	-24.5%	-16.7%
Racquetball	4,357	3,883	3,579	-17.9%	-7.8%
Pickleball	N/A	2,506	2,815	N/A	12.3%
Ice Hockey	2,131	2,546	2,697	26.6%	5.9%
Softball (Fast Pitch)	2,400	2,460	2,467	2.8%	0.3%
Lacrosse	1,501	2,094	2,090	39.2%	-0.2%
Roller Hockey	1,237	1,907	1,929	55.9%	1.2%
Wrestling	1,971	1,978	1,922	-2.5%	-2.8%
Rugby	850	1,349	1,550	82.4%	14.9%
Squash	1,112	1,710	1,549	39.3%	-9.4%
Field Hockey	1,147	1,565	1,512	31.8%	-3.4%
Boxing for Competition	747	1,355	1,210	62.0%	-10.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



## 2.2.4 NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced strong participation growth among the American population. In 2016, fitness swimming is the absolute leader in overall participation (26.6 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, competition swimming reported the strongest growth (16.5%) among aquatic activities, followed by aquatic exercise (14.6%) and fitness swimming (1.1%).

Aquatic exercise also has a strong participation base, and has experienced steady growth since 2011. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, including aerobic fitness, resistance training, flexibility, and better balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

While all activities have undergone increases over the last five years and most recently, casual participation (1-49 times) is increasing much more rapidly than core participation (50+ times). For the five-year timeframe, casual participants of competition swimming increased by 123.9%, aquatic exercise by 27.5% and fitness swimming by 26.4%. However, core participants of fitness swimming decreased by 4.8% in 2016. From 2011 to 2016, core participation of competition swimming declined by 2.3% and aquatic exercise declined by 0.1%.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Swimming (Fitness)	21,517	26,319	26,601	23.6%	1.1%
Aquatic Exercise	9,042	9,226	10,575	17.0%	14.6%
Swimming (Competition)	2,363	2,892	3,369	42.6%	16.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

## 2.2.5 NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle - 0.4% more people were reported being active to a healthy level and inactivity rate decreased by 0.2% in 2016. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had about 107.9 million participants in 2016, despite a 1.8% decrease from the previous year. Other leading fitness activities based on total number of participants include treadmill (52 million), hand weights (51.5 million), running/jogging (47.4 million), stationary cycling (36.1 million), and weight/resistance machines (35.8 million).

Over the last five years, the activities growing most rapidly are non-traditional / off-road triathlons (108.2%), trail running (59.7%), traditional road triathlons (40.8%), high impact aerobics (35.8%), and tai

chi (24.6%). For the same time frame, the activities that have undergone the most decline include boot camp style cross training (-14.6%), weight/resistant machines (-9.6%), running/joggings (-5.3%), and fitness walking (-4.3%).

In the last year, activities with the largest gains in participation included stair climbing machine (13.9%), bodyweight exercise (13.4%), and cross training style workout (10.3%). From 2015 to 2016, the activities that had the most decline in participation were Barre (-7.1%), hand weights (-5.9%), stretching (-5.6%), and boxing for fitness (-4.5%).

It should be noted that many of the activities growing most rapidly have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. For instance, core/casual participation trends showed that over the last five years, casual participants increased drastically in high impact aerobics (62%) and tai chi (36.8%), while core participant base of both activities experienced more steady growth.

Recent declines in extremely popular activities, such as fitness walking and running / jogging, paired with widespread growth in activities with lower participation levels, may suggest that those engaging in fitness activities are actively looking for new forms of exercise. However, activities like traditional and non-traditional Triathlons had larger core than casual participant base.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Fitness Walking	112,715	109,829	107,895	-4.3%	-1.8%
Treadmill	53,260	50,398	51,972	-2.4%	3.1%
Free Weights (Dumbbells/Hand Weights)	N/A	54,716	51,513	N/A	-5.9%
Running/Jogging	50,061	48,496	47,384	-5.3%	-2.3%
Stationary Cycling (Recumbent/Upright)	36,341	35,553	36,118	-0.6%	1.6%
Weight/Resistant Machines	39,548	35,310	35,768	-9.6%	1.3%
Stretching	34,687	35,776	33,771	-2.6%	-5.6%
Elliptical Motion Trainer	29,734	32,321	32,218	8.4%	-0.3%
Free Weights (Barbells)	27,056	25,381	26,473	-2.2%	4.3%
Yoga	22,107	25,289	26,268	18.8%	3.9%
Calisthenics/Bodyweight Exercise	N/A	22,146	25,110	N/A	13.4%
Choreographed Exercise	N/A	21,487	21,839	N/A	1.6%
Aerobics (High Impact)	15,755	20,464	21,390	35.8%	4.5%
Stair Climbing Machine	13,409	13,234	15,079	12.5%	13.9%
Cross-Training Style Workout	N/A	11,710	12,914	N/A	10.3%
Stationary Cycling (Group)	8,738	8,677	8,937	2.3%	3.0%
Pilates Training	8,507	8,594	8,893	4.5%	3.5%
Trail Running	5,373	8,139	8,582	59.7%	5.4%
Cardio Kickboxing	6,488	6,708	6,899	6.3%	2.8%
Boot Camp Style Cross-Training	7,706	6,722	6,583	-14.6%	-2.1%
Martial Arts	5,037	5,507	5,745	14.1%	4.3%
Boxing for Fitness	4,631	5,419	5,175	11.7%	-4.5%
Tai Chi	2,975	3,651	3,706	24.6%	1.5%
Barre	N/A	3,583	3,329	N/A	-7.1%
Triathlon (Traditional/Road)	1,686	2,498	2,374	40.8%	-5.0%
Triathlon (Non-Traditional/Off Road)	819	1,744	1,705	108.2%	-2.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



## 2.2.6 NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the Participation Report demonstrate a dichotomy of growth and attrition among outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not limited by time restraints.

In 2016, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include day hiking (42.1 million), road bicycling (38.4 million), freshwater fishing (38.1 million), and camping within ¼ mile of vehicle/home (26.5 million).

From 2011-2016, adventure racing (149.5%), BMX bicycling (58.5%), traditional climbing (46.5%), and backpacking overnight (31.5%) have undergone the largest increases. More recently, activities growing most rapidly in the last year were BMX bicycling (15.4%), day hiking (13.1%), traditional climbing (8.5%), and recreational vehicle camping (7.9%).

The five-year trend shows activities declining most rapidly were in-line roller skating (-27.8%), camping within ¼ mile of home/vehicle (-17.2%), and bird watching (-11.3%). The recent year trend experiences a relatively smaller decline but includes similar activities as the five-year trend. The activities experiencing declines were bird watching (-11.5%), in-line roller skating (-10.7%), fly fishing (-5.7%), and camping within ¼ mile of home/vehicle (-4.6%).

Regarding the national trend of outdoor activities participation on the rise, all casual participation except for in-line roller skating had increased over the last five years. The decline in participation over last five years was mainly ascribed to decreases in core participants for activities such as skateboarding (-14.2%), RV camping (-11.2%), freshwater fishing (-8.7%), road bicycling (-7.7%) and fly fishing (-7.5%). Most recently, both core and casual participation were on the decline for archery and in-line roller skating.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Hiking (Day)	33,494	37,232	42,128	25.8%	13.1%
Bicycling (Road)	39,834	38,280	38,365	-3.7%	0.2%
Fishing (Freshwater)	38,864	37,682	38,121	-1.9%	1.2%
Camping (< 1/4 Mile of Vehicle/Home)	31,961	27,742	26,467	-17.2%	-4.6%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	21,495	20,718	20,746	-3.5%	0.1%
Camping (Recreational Vehicle)	16,282	14,699	15,855	-2.6%	7.9%
Fishing (Saltwater)	11,896	11,975	12,266	3.1%	2.4%
Birdwatching (>1/4 mile of Vehicle/Home)	13,067	13,093	11,589	-11.3%	-11.5%
Backpacking Overnight	7,722	10,100	10,151	31.5%	0.5%
Bicycling (Mountain)	6,989	8,316	8,615	23.3%	3.6%
Archery	6,471	8,378	7,903	22.1%	-5.7%
Fishing (Fly)	5,581	6,089	6,456	15.7%	6.0%
Skateboarding	6,318	6,436	6,442	2.0%	0.1%
Roller Skating, In-Line	7,451	6,024	5,381	-27.8%	-10.7%
Climbing (Sport/Indoor/Boulder)	4,445	4,684	4,905	10.3%	4.7%
Bicycling (BMX)	1,958	2,690	3,104	58.5%	15.4%
Adventure Racing	1,202	2,864	2,999	149.5%	4.7%
Climbing (Traditional/Ice/Mountaineering)	1,904	2,571	2,790	46.5%	8.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.2.7 NATIONAL TRENDS IN HUNTING / FISHING ACTIVITIES

Overall, activities related to hunting and fishing have seen strong participation growth in recent years. In 2016, the most popular of these activities in terms of total participants were freshwater fishing (38.1 million), target shooting with a handgun (16.2 million), and target shooting with a rifle (14 million).

Examining growth trends over the last five years, activities with the highest rate of growth were trap / skeet shooting (33.2%), hunting with handgun (30.6%), and shooting with sports clays (27.4%). Activities experiencing the most rapid growth over the most recent year are fly fishing (6%), trap / skeet shooting (5.3%), and hunting with a handgun (3.3%).

Since 2011, only two activities underwent a decrease in participation - hunting with shotgun (-1.9%) and freshwater fishing (-1.2%). Most recently, only three activities experienced declines, including archery (-5.7%), bow hunting (-3.0%), and shotgun hunting (-2.0%).

National Participatory Trends - Hunting / Fishing Activities					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Fishing (Freshwater)	38,864	37,682	38,121	-1.9%	1.2%
Target Shooting (Handgun)	13,638	15,744	16,199	18.8%	2.9%
Target Shooting (Rifle)	13,032	13,720	14,039	7.7%	2.3%
Fishing (Saltwater)	11,896	11,975	12,266	3.1%	2.4%
Hunting (Rifle)	10,479	10,778	10,797	3.0%	0.2%
Hunting (Shotgun)	8,370	8,438	8,271	-1.2%	-2.0%
Archery	6,471	8,378	7,903	22.1%	-5.7%
Fishing (Fly)	5,581	6,089	6,456	15.7%	6.0%
Shooting (Sport Clays)	4,296	5,362	5,471	27.4%	2.0%
Shooting (Trap/Skeet)	3,453	4,368	4,600	33.2%	5.3%
Hunting (Bow)	4,271	4,564	4,427	3.7%	-3.0%
Hunting (Handgun)	2,690	3,400	3,512	30.6%	3.3%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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## 2.2.8 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2016 were canoeing (10 million), recreational kayaking (10 million), and snorkeling (8.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal and environmental factors. A region with more water access and a warmer climate could potentially have a higher participation rate in water activities than a region that has long winter seasons or experiences drought. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of weather patterns and that regional accessibility can greatly improve, or diminish, participation in water activities.

Over the last five years, stand-up paddling (up 181%) was by far the fastest growing water activity, followed by white water kayaking (50.6%), sea / touring kayaking (49.7%), recreational kayaking (36.3%), and boardsailing / windsurfing (25.5%). Although the five-year trends show water sports / activities are getting more popular, the most recent year reflects a much slower increase in general -- stand-up paddling by 6.6%, recreational kayaking by 5.5%, and surfing by 4.4%.

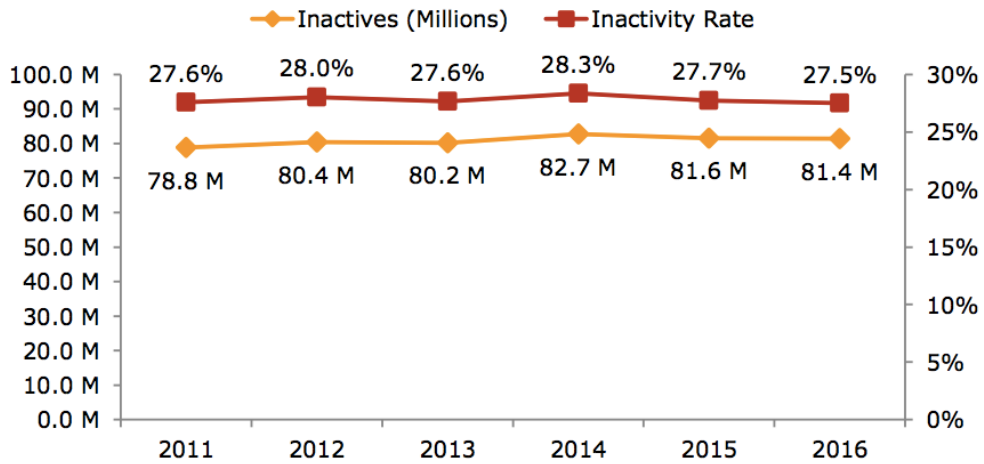
From 2011-2016, activities declining most rapidly were jet skiing (-23.6%), water skiing (-20%), and rafting (-17.2%). In the most recent year, activities experiencing the greatest declines in participation included rafting (-11.7%), wakeboarding (-9.7%), jet skiing (-7.7%), and water skiing (-6.3%).

As mentioned previously, regional, seasonal and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why in almost all water-based activities there are more casual participants than core participants, since frequencies of activities may be heavily constrained by external factors.

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Canoeing	10,170	10,236	10,046	-1.2%	-1.9%
Kayaking (Recreational)	7,347	9,499	10,017	36.3%	5.5%
Snorkeling	9,312	8,874	8,717	-6.4%	-1.8%
Jet Skiing	7,574	6,263	5,783	-23.6%	-7.7%
Sailing	3,797	4,099	4,095	7.8%	-0.1%
Water Skiing	4,626	3,948	3,700	-20.0%	-6.3%
Rafting	4,141	3,883	3,428	-17.2%	-11.7%
Stand-Up Paddling	1,146	3,020	3,220	181.0%	6.6%
Kayaking (Sea/Touring)	2,087	3,079	3,124	49.7%	1.5%
Scuba Diving	2,866	3,274	3,111	8.5%	-5.0%
Wakeboarding	3,517	3,226	2,912	-17.2%	-9.7%
Surfing	2,481	2,701	2,793	12.6%	3.4%
Kayaking (White Water)	1,694	2,518	2,552	50.6%	1.4%
Boardsailing/Windsurfing	1,384	1,766	1,737	25.5%	-1.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

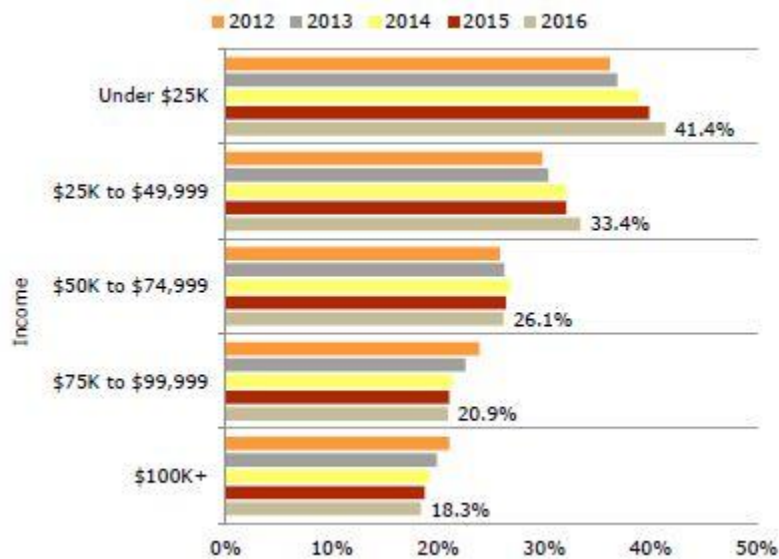
### 2.2.9 NATIONAL TRENDS IN INACTIVITY

In 2016, 27.5% of Americans were inactive. The inactivity rate has decreased by 0.2% and more than 2 million people exited the category of ‘inactives’. However, there were more than 81.4 million Americans reported no physical activities in 2016. Over the five-year time frame, although the inactivity rate has experienced a 0.1% decrease, 2.6 million more people have become inactive.



### INACTIVITY AND INCOME

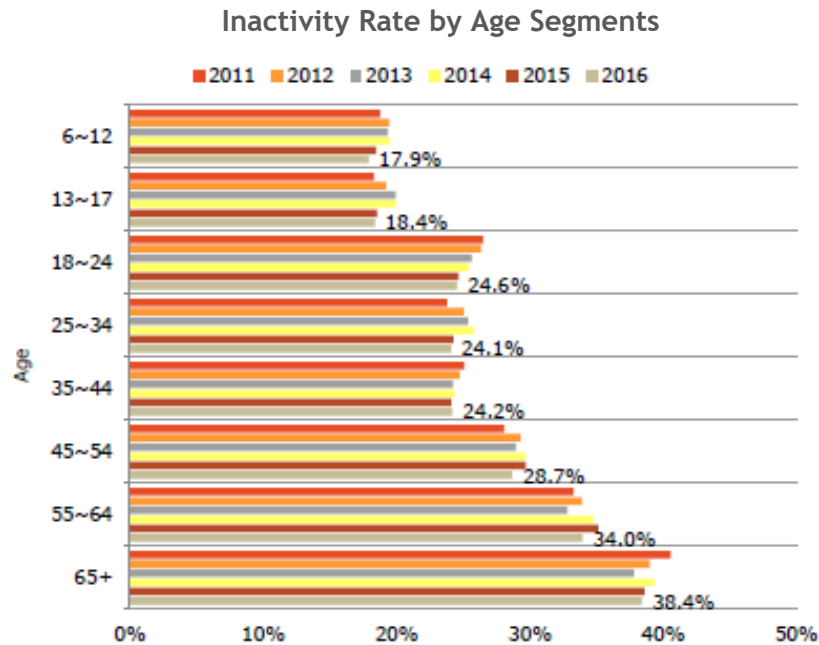
A negative correlation between inactivity and income level was evident in the last five years. Lower income households tend to have higher inactivity rate. Households with annual income under \$25K have an inactivity rate of 41.4% in 2016, which is significantly higher than any other income group. Since 2012, a contrasting trend for inactivity has emerged in households earning above and below \$50,000 annually. In these instances, more initiatives that offer discounted sports and recreation programs and increased accessibility to recreational opportunities in low income areas will be needed to lower the inactivity rate.





## INACTIVITY BY AGE SEGMENT

In general, inactivity rates increase as people age. Generation Z (age 6-17) remained the most active and the boomers (age 55+) had the highest inactive rate. Most recently, no age segment has experienced an increase in inactivity. In the last year, the youngest participants (age 6-12), the second half of Gen X (age 45-54), and the youngest Boomers (age 55-64) underwent the sharpest decline in inactivity; while all other age segments remained relatively flat. Over the five-year period, the first half of millennials (age 18-24) and second half of Boomers (age 65+) experienced substantial decreases in the inactive rate, countered by increases in inactivity for the 25-34, 45-54, and 55-64 age segments.



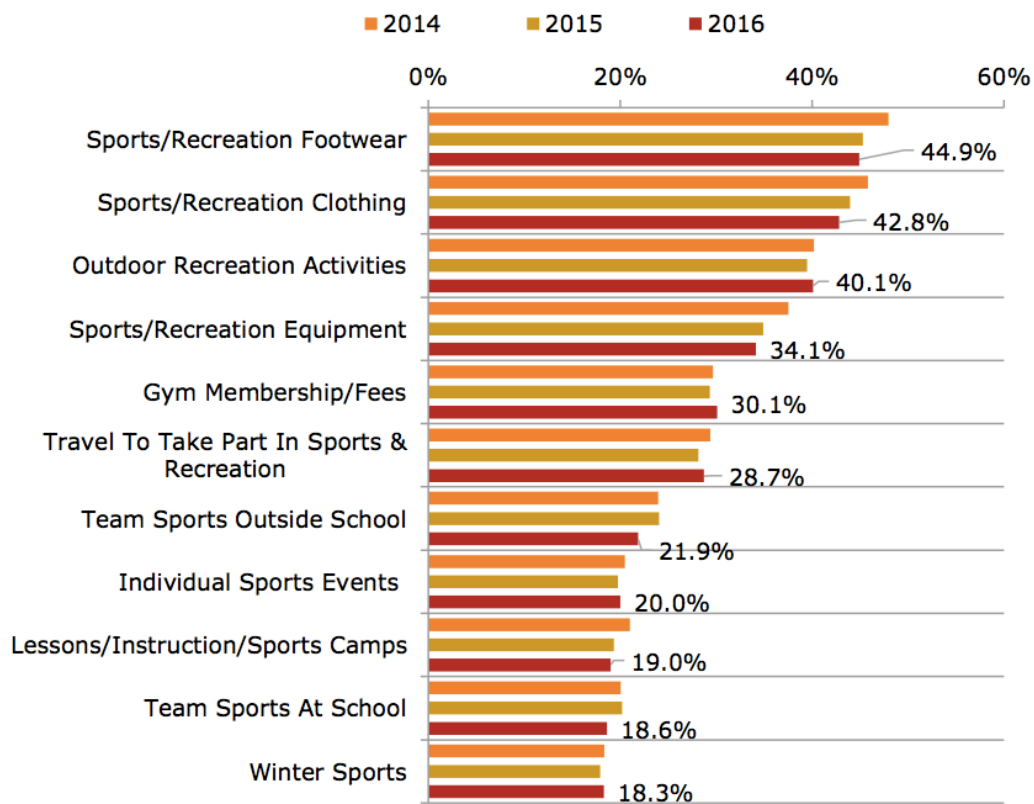
## NON-PARTICIPANT ASPIRATIONAL INTEREST

Among the population who are inactive, aspirational participation trends reveal what might prevent ‘inactives’ from joining sports or fitness activities. The trends suggested that one major barrier to higher rates of activity is a lack of companionship in fitness activities. Among those surveyed, 43% of non-participants said that fitness or sports activity would be more enjoyable if there were someone to take part with, and 31.3% of non-participants would engage in physical activities if accompanied by a friend.

2.2.10 NATIONAL TRENDS IN FITNESS AND SPORTS SPENDING

Overall, fitness and sports related spending decreased slightly over the past three years. As outdoor recreation activities become more popular, spending in the category increased in the most recent year. Gym membership/fee and travel expenses for recreation have also undergone increases in fitness spending over the past year. Noticeably, spending on team sports, both at and outside school, has seen relatively large declines in 2016.

Ownership of health and fitness tracking devices has also increased in recent years. More than a quarter of all active participants owned a fitness tracking device in 2016, which includes fitness trackers that sync with computer/tablet/smartphone, pedometer, and heart rate monitor. Wearable fitness tracking is becoming the most popular tracking option for both active and inactive participants.



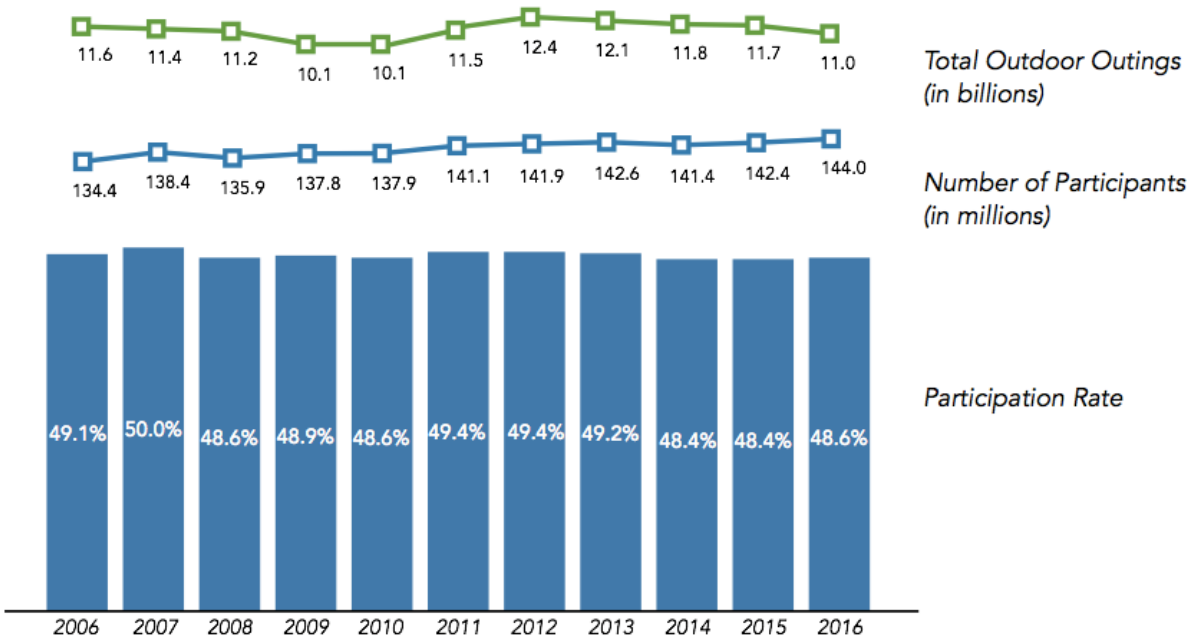


### 2.3 OUTDOOR RECREATION PARTICIPATION TRENDS

Every year, the Outdoor Foundation publishes the *Outdoor Recreation Participation Topline Report*, which is a special report that provides a snapshot of participation in outdoor activities among Americans. The information analyzed for this report is derived from a nationwide online survey of 24,134 Americans ages 6 and older. These are the same survey results utilized for the SFIA’s *2017 Study of Sports, Fitness, and Leisure Participation Report*, except that results are narrowed to only analyze activities taking place outdoors, with a heavy focus on youth and young adult participants.

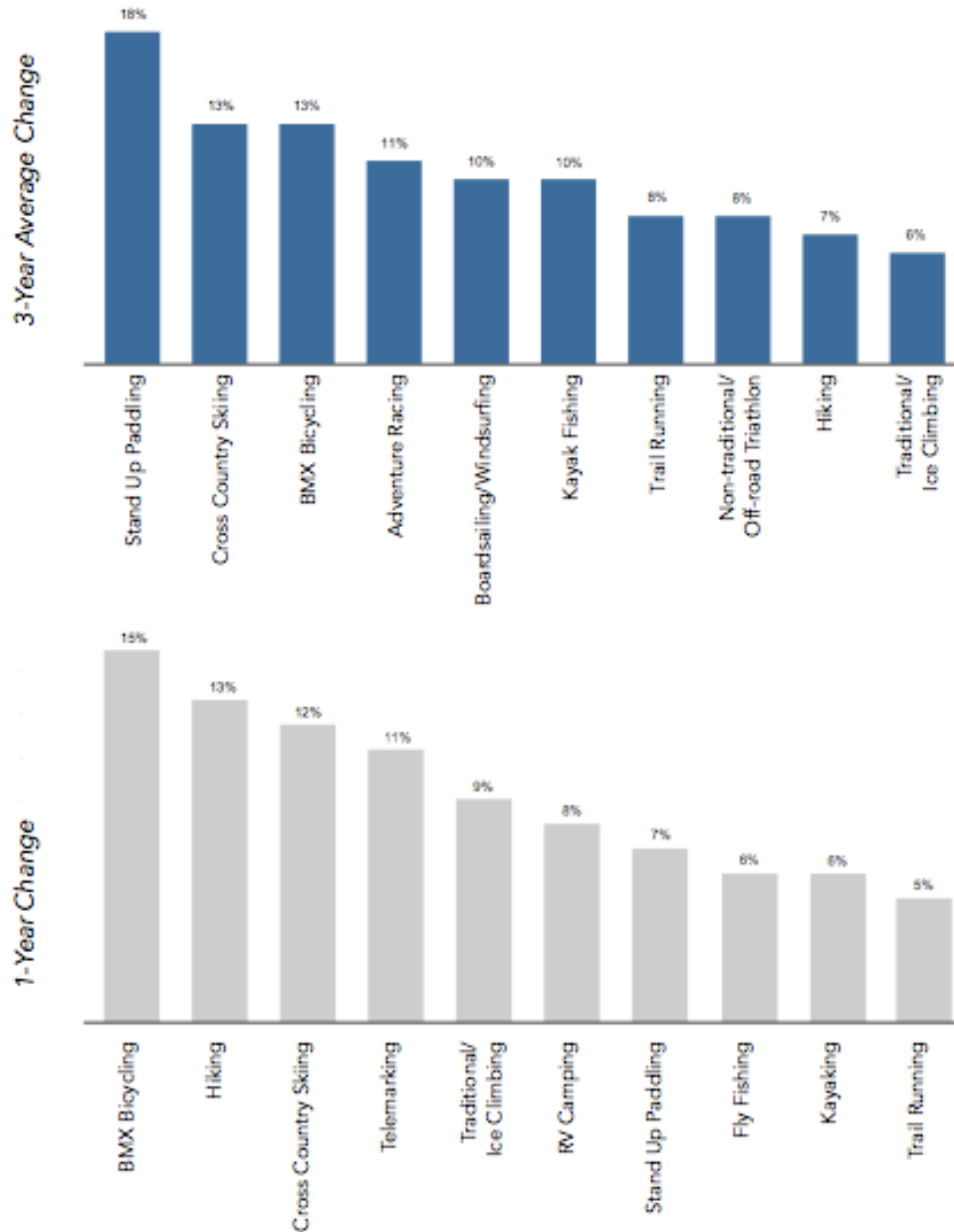
Survey results show that nearly half (48.6%) of all Americans participated in at least one outdoor activity in 2016, which represents 144 million participants totaling 11 billion outdoor outings. While the participation rate slightly increased and the total number of outdoor participants increased by 1.6 million in the most recent year, the number of total outdoor outings decreased by 700 million. In other words, Americans participated in outdoor activities less often than they did the previous year. The chart below describes the total number of outdoor outings, number of participants, and participation rates for outdoor activities since 2006.

#### Outdoor Participation, 2006 to 2016



The charts below reveal the top outdoor activities in terms of participation growth in recent years by assessing the 3-year average and 1-year change. Over the last three years, racing activities and water sports have emerged as the fastest growing outdoor activities; while the most recent year has seen strong growth from a variety of racing activities and also self-directed recreational activities such as hiking, camping, and trail running.

### Top Outdoor Activities for Growth





By segmenting results from the survey, we can distinguish between youth / young adult (ages 6-24) and adult (ages 25+) participation in outdoor activities during 2016. Data from the study shows the top five most popular outdoor activities by participation rate and the top five favorite outdoor activities by participation frequency for youth / young adult and adult age segments.

Youth / young adult participants were reported to have engaged in 4.1 billion outdoor outings in 2016, which equates to 83.8 average outings per participant. The charts below describe the most popular (rate) and favorite (frequency) outdoor activities for youth ages 6-24.

Most Popular Youth Outdoor Activities (ages 6-24)			Favorite Youth Outdoor Activities (ages 6-24)		
Activity	% of Youth	Total Youth Participants	Activity	Avg. Outings per Participant	Total Youth Outings
Running, Jogging, Trail Running	25.3%	20.3 million	Running, Jogging, Trail Running	81.3	1.9 billion
Bicycling (Road, Mountain, BMX)	22.6%	18.2 million	Bicycling (Road, Mountain, BMX)	58.0	1.3 billion
Fishing (Fresh, Salt, Fly)	19.5%	15.6 million	Skateboarding	46.8	251.4 million
Camping (Car, Backyard, RV)	19.0%	15.3 million	Fishing (Fresh, Salt, Fly)	16.1	212.2 million
Hiking	15.5%	12.5 million	Camping (Car, Backyard, RV)	12.4	189.0 million

Adult participants were reported to have engaged in 6.9 billion outdoor outings in 2016, which equates to 72.8 average outings per participant. The charts below describe the most popular (rate) and favorite (frequency) outdoor activities for adults over the age of 24.

Most Popular Adult Outdoor Activities (ages 25+)			Favorite Adult Outdoor Activities (ages 25+)		
Activity	% of Adults	Total Adult Participants	Activity	Avg. Outings per Participant	Total Adult Outings
Running, Jogging, Trail Running	14.8%	32.0 million	Hiking	98.2	445.3 million
Fishing (Fresh, Salt, Fly)	14.6%	31.5 million	Running, Jogging, Trail Running	81.0	2.6 million
Hiking	13.7%	29.7 million	Bicycling (Road, Mountain, BMX)	76.0	1.4 billion
Bicycling (Road, Mountain, BMX)	12.8%	27.7 million	Fishing (Fresh, Salt, Fly)	40.1	627.9 million
Camping (Car, Backyard, Backpacking an	11.7%	25.2 million	Wildlife Viewing	25.2	384.6 million

## 2.4 SUMMARY

Here are some major takeaways for national recreation trends:

Overall,

- **Basketball** and **golf** remained the most popular sports with a large group of core participants. **Rugby** has emerged as the overall fastest growing sport over the past five years. Ultimate Frisbee, tackle football and touch football are losing participants.
- All listed aquatic activities have experienced strong participation growth.
- **Fitness walking** remained the most popular fitness activity. Other popular fitness activities include treadmill, hand weights, and running/jogging. Non-traditional/off-road triathlon has experienced rapid growth in participation over the last five years.
- Outdoor recreational activities are on the rise. Nearly half of all Americans participated in at least one outdoor activity in 2016. **Day hiking** is people's top pick for outdoor activities. **Adventure racing** has become increasingly popular over the last five years.

- Increasing participation of water sports/activities has slowed down in the most recent year. **Stand-Up paddling** has become very trendy over the past five years.
- There is a 0.2% decrease of inactivity in 2016. However, 27.5% of Americans remained inactive (reported no physical activity) last year.
- Evidently, income level has a negative impact on inactivity rate. Lower income households tend to have higher inactivity rate. Age is also a significant factor to inactivity level. Generation Z (age 6-17) had the lowest inactivity rate while the boomers (age 55+) had the highest inactivity rate.
- Besides income and age factors, non-participants are more likely to join sports or fitness activities if a friend accompanies them.
- Ownership of health and fitness tracking devices has increased in recent years.

#### 2.4.1 LOCAL SPORT AND MARKET POTENTIAL

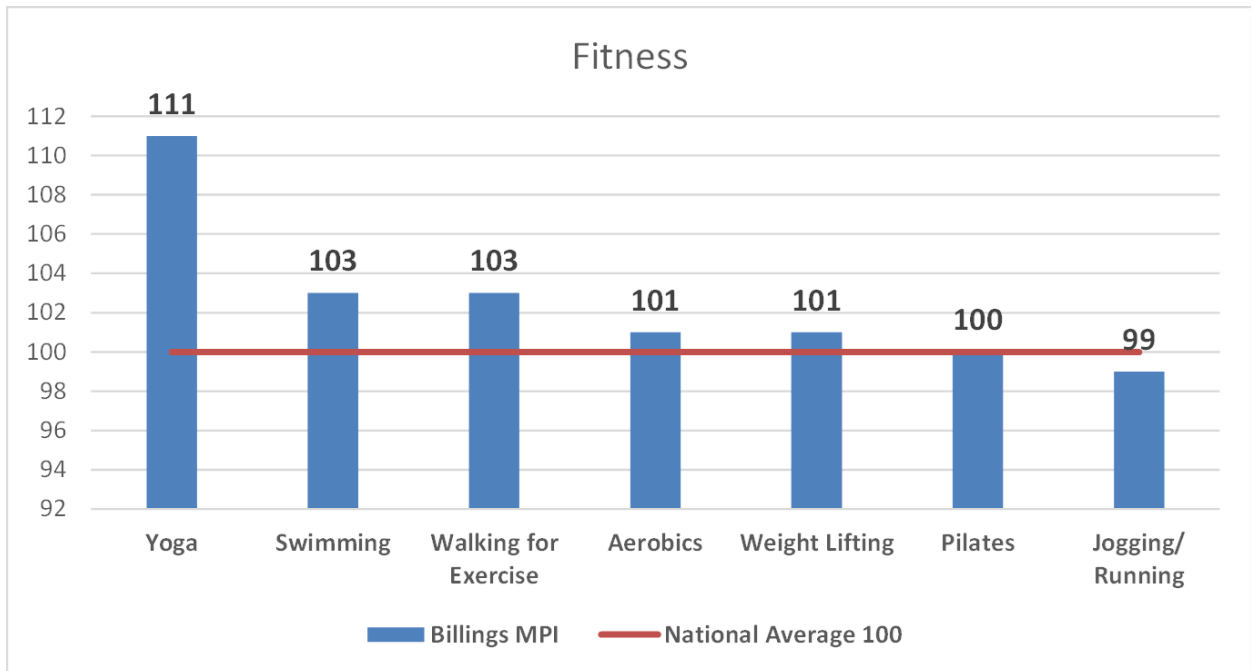
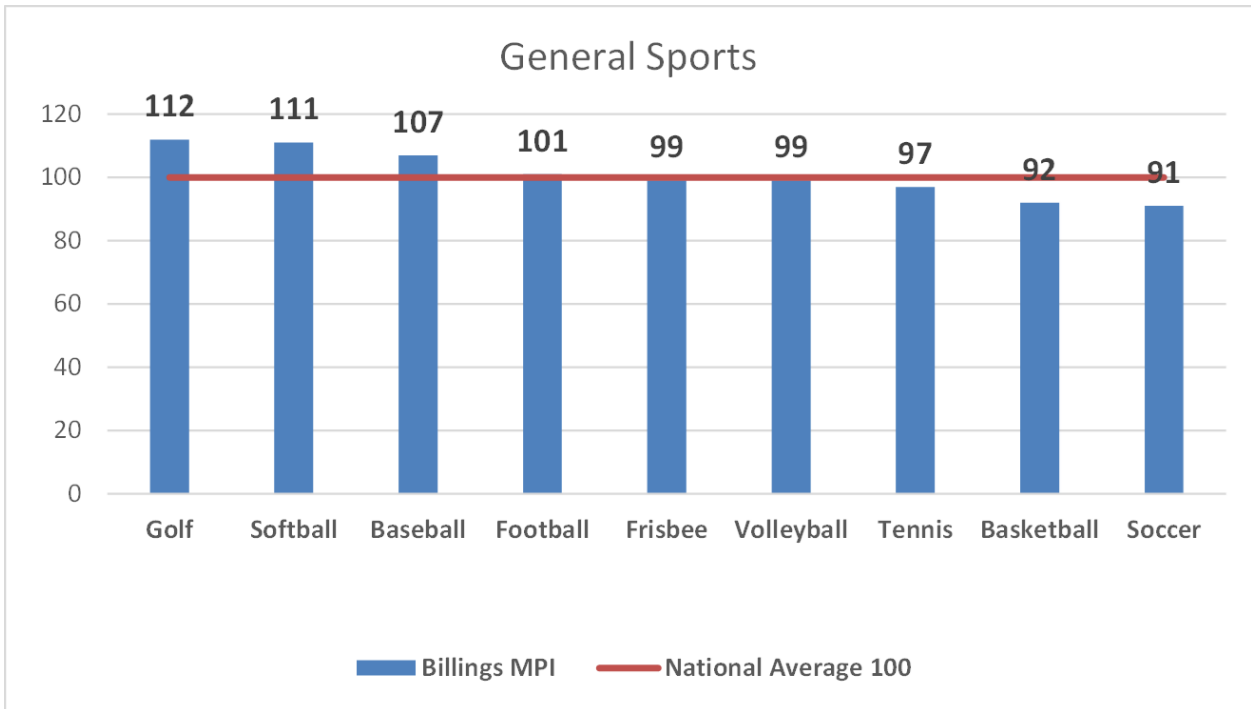
The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in the City of Billings, Montana. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The National average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate.

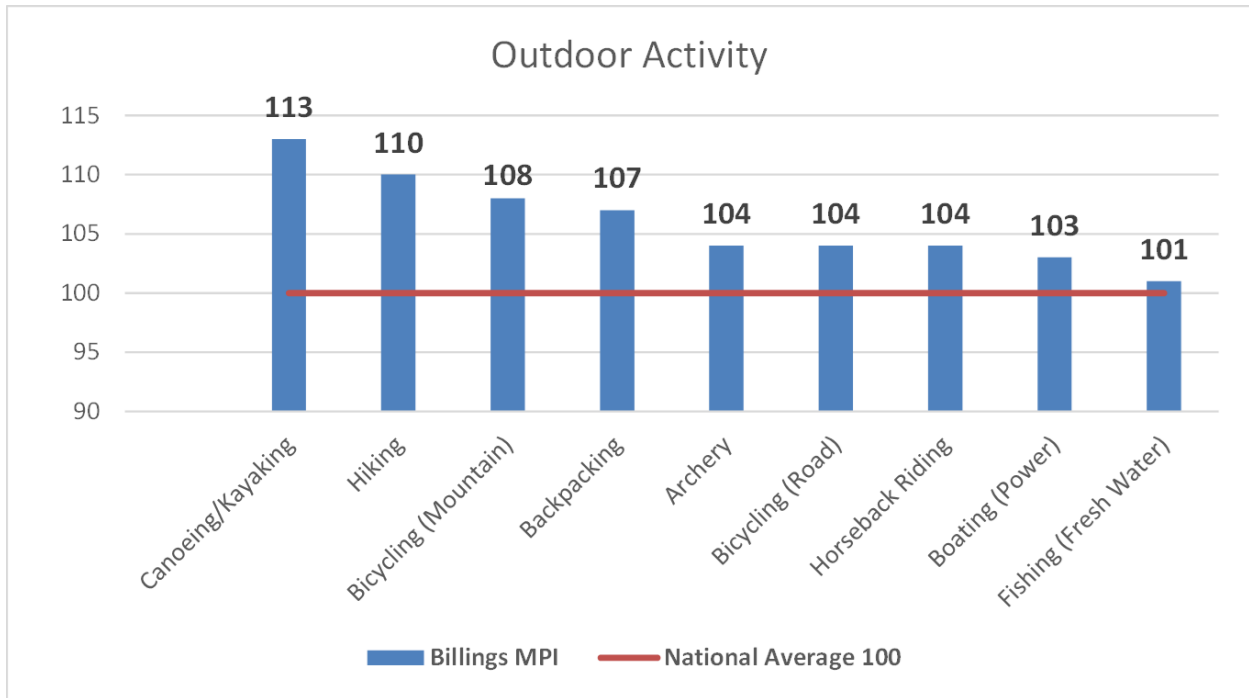
ESRI's MPI for a product or service for an area is calculated by the ratio of the local consumption rate for a product or service for the area to the US consumption rate for the product or service, multiplied by 100. MPIs are derived from the information integration from four consumer surveys.

The City is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and money spent on miscellaneous recreation. Overall, residents of Billings demonstrate participation trends that have above average potential index numbers in all categories. Billings exhibits the **highest interest in the following activities:**

- **Canoeing/Kayaking**
- **Yoga**
- **Softball**
- **Hiking**
- **Mountain Biking**
- **Baseball**
- **Backpacking**

It is recommended that the City examines the MPIs below to gain a sense of local consumption behavior based upon market research. The MPIs should be one component of an overall demand analysis including participation rates, market competition, community survey, and other community input information. The MPIs that equal or are above 100, are identified as being popular consumption activities; however, programming should not solely center on high MPI activities because service providers often need to provide niche activities.







## Chapter Three - COMMUNITY NEEDS ASSESSMENT

### 3.1 QUALITATIVE INPUT SUMMARY

In September 2016, consultants conducted a series of focus group meetings with individuals representing diverse organizations and perspectives. Each group was asked a series of similar questions, and the results are condensed to a series of key themes that emerged from the qualitative data collection method. Note that words “the Department” relate specifically to the City of Billings Department of Parks, Recreation and Public Lands.

Discussion with staff, community leaders and citizens revealed the following key themes related to parks and recreation in Billings.

#### RATING OF THE PARKS AND RECREATION SYSTEM

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- Ranked the quality of the system as average.
- Generally, acknowledge the limited staff available to the Department.
- Knowledgeable about the abundance of undeveloped park lands.
- Frustration surrounding the length of time it takes to bring these lands into developed and useful status.
- Appreciated the recent investments in the legacy parks.
- Vacant park lands never become a priority because all resources are focused on concentrated use areas.
- The level of maintenance effectiveness was varied.
- The limited number of developed parks leads to a lack of options for organized team practice and game locations.
- Positive experiences with the Department’s recreation programs.
- Mixed opinions on the effectiveness of marketing those recreational programs.
- Participants cited their awareness of a lack of funding as a factor in the themes previously described.

#### MOST IMPORTANT FUNCTION OF THE PARKS AND RECREATION SYSTEM

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- To Provide the Facilities
  - Participants felt that the most important role was to provide SAFE, diverse, quality spaces for people to recreate
  - Participants valued the diversity of the facilities, which allows for multiple activities without duplication, which keeps them coming back.
- To Encourage Active Citizens
  - By providing diverse parks and facilities, this encourages people to be active.
  - The ability to connect with nature was important

- Participants valued access to green spaces
- Focus on Existing Parks
  - Prioritized making existing lands better over the acquisition of new lands

#### PERCEIVED UNDERSERVED SEGMENTS OF THE COMMUNITY

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- Neighborhoods
  - The South Side Neighborhood was the most frequently mentioned area along with the West End.
- Types of Facilities and Programs
  - Indoor facilities, soccer fields in the Heights and skate parks and disc golf on the West End
- New Development
  - Participants cited many times that they felt that newly developed neighborhoods were being short-changed. Desire to see parks developed up-front with new subdivisions
  - Others cited a shortfall in being visionary with identifying locations for new legacy parks
  - Access to the Yellowstone River

#### INCREASED AWARENESS IS NEEDED

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- Increased Communication/Marketing is needed
- Strengthen Partnerships
  - Partnerships with local organizations, recreation groups, the private sector and in the faith-based community
- The Program Guide/Brochure
  - Positive Feedback but many had never seen it before, so increased distribution is requested

#### ROLE THAT PARKS AND RECREATION PLAYS IN ECONOMIC DEVELOPMENT OF BILLINGS

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- HUGE!!
  - The role of parks in business attraction and the livability/quality of life attributes that communities need
  - Missed opportunities associated with Yellowstone River
- Reflection of Community Values
  - Affirmative investment in parks will reflect a community's value set and attitudes towards the investment in the community itself



- Other like cities cited including: Missoula (riverfront and soccer complex); Gillette (recreation center); Great Falls (riverfront); Bozeman (regional park); Boise (sports tourism); and Cody (aquatics)
- Destination Parks and Facilities are needed

#### MOST IMPORTANT OVERALL ISSUES FOR THE PARKS AND RECREATION SYSTEM

- Funding
  - Funding to keep up with maintenance and the ability to have enough staff to execute a plan.
  - People felt that the current user fee (i.e. field rental) structure is not logical.
- Quantity and Quality of Parks and Facilities
  - Current quality and quantity of existing parks and facilities is underserved
- Leveraging Community Support
  - Better relationship with outside partners could increase the awareness of the Department's needs
  - Many cited appreciations for this planning process
- Changing Demographics
  - Concerned that the reactive planning only focuses on the demographics of the now versus the demographics of the future
  - People also noted a greater need to address several safety concerns in the parks as several people noted instances with transients that made them uncomfortable
- Better Communication
  - People again discussed the need for improved communication between the Department and the community

#### MOST IMPORTANT FUNDING ISSUES FACING THE PARKS AND RECREATION SYSTEM

- User Fee Equity
  - Current user fee schedule (for sports fields, particularly), is not logical and the fees are too low
- Taxes
  - The most strongly supported tax mechanism is the local option sales tax, with a portion dedicated to park projects.
  - Mixed opinions on the effectiveness of property-tax based funding options
- Private Donations
  - Greater utilization of the Billings Parks, Recreation and Preservation Foundation
- Development-Related Funds

- The use of impact fees, system development fees and the requirement to make developers pay for parks as a part of the initial subdivision development

## 3.2 STASTICALLY VALID SURVEY

### 3.2.1 OVERVIEW

ETC Institute administered a needs assessment survey for the City of Billings during the fall of 2016. The survey was administered as part of the City's Comprehensive Parks and Recreation Master Plan for their residents. The survey results will aid the City of Billings in taking a resident-driven approach to making decisions that will enrich and positively affect the lives of residents.

### 3.2.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the City of Billings. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at <http://billingsurvey.org>.

A few days after the surveys were mailed; ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Billings from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 350 residents. The goal was exceeded with a total of 505 residents completing the survey. The overall results for the sample of 505 households have a precision of at least +/-4.1% at the 95% level of confidence.

The major findings of the survey are summarized below and on the following pages. Complete survey results are provided as a separate document.



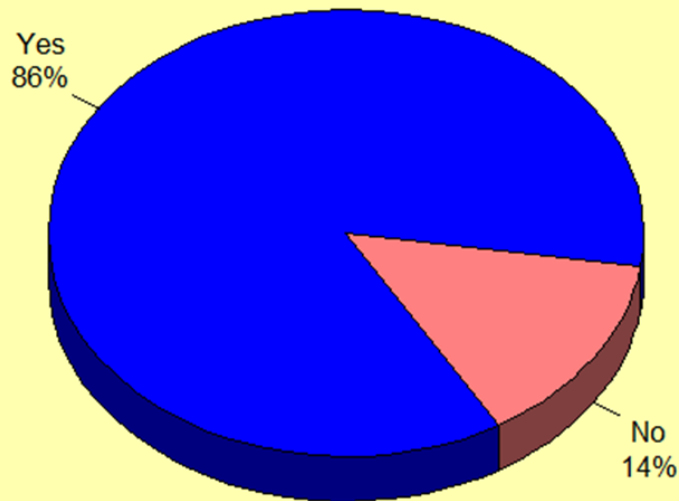
### 3.2.3 PARK VISITATION AND TRAIL USAGE RATINGS AND CONDITION

- Visitation of Parks: Eighty-six percent (86%) of households visited parks over the past 12 months.

The national benchmark for visitation of parks is 79%.

#### Q1. Has Your Household Used Any Parks Operated by the City of Billings Parks During the Past 12 Months?

by percentage of respondents



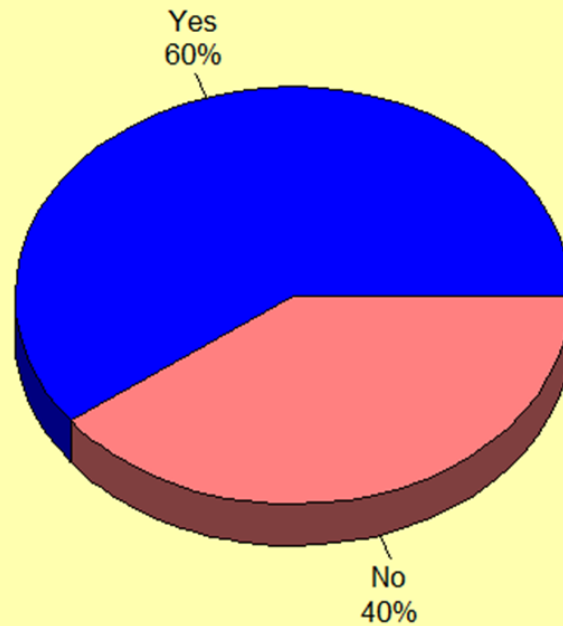
Source: ETC Institute (2016)

- **Usage of Trails:** Sixty percent (60%) of households used trails over the past 12 months.

The national benchmark for usage of trails is 79%.

## Q2. Has Your Household Used Any Trails Operated by the City of Billings During the Past 12 Months?

by percentage of respondents



Source: ETC Institute (2016)

- **Condition Ratings of Parks:**
  - Of households who visited parks, 23% rated the parks they had visited as “excellent”.

The national benchmark for excellent is 31%.
- **Condition Ratings of Trails:**
  - Of households who used trails, 24% rated the parks they had visited as “excellent”.

The national benchmark for excellent is 31%.
- **Reasons Preventing the Visitation of Parks and Use of trails:** Based on the households who indicated they have not visited parks or used trails over the past 12 months, 42% indicated “distance from residence”. Other top reasons include:
  - Not aware of parks or trails locations (24%), do not feel safe (22%), lack of features that we want to use (16%) and lack of parking (11%),



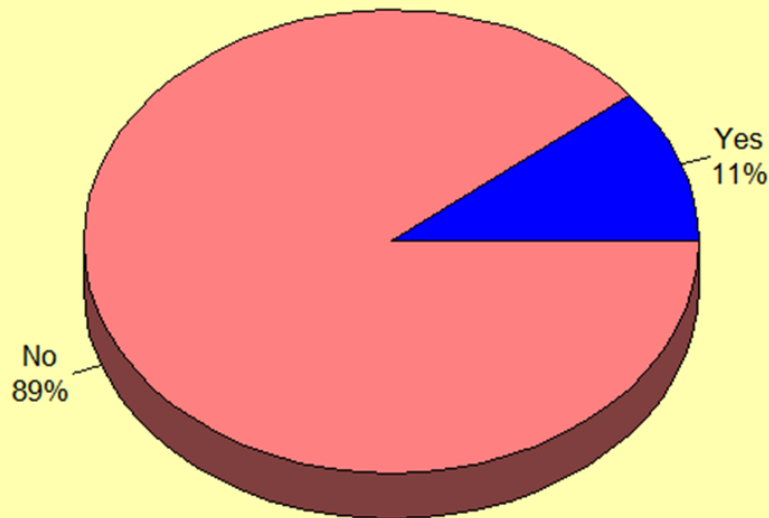
### 3.2.4 PROGRAM PARTICIPATION

- Program Participation and Ratings: Eleven percent (11%) of households participated in the City of Billings Park and Recreation Department programs over the past 12 months.

The national benchmark for program participation is 34%.

#### Q4. Has Your Household Participated in any Recreation Programs Offered by the City of Billings During the Past 12 Months?

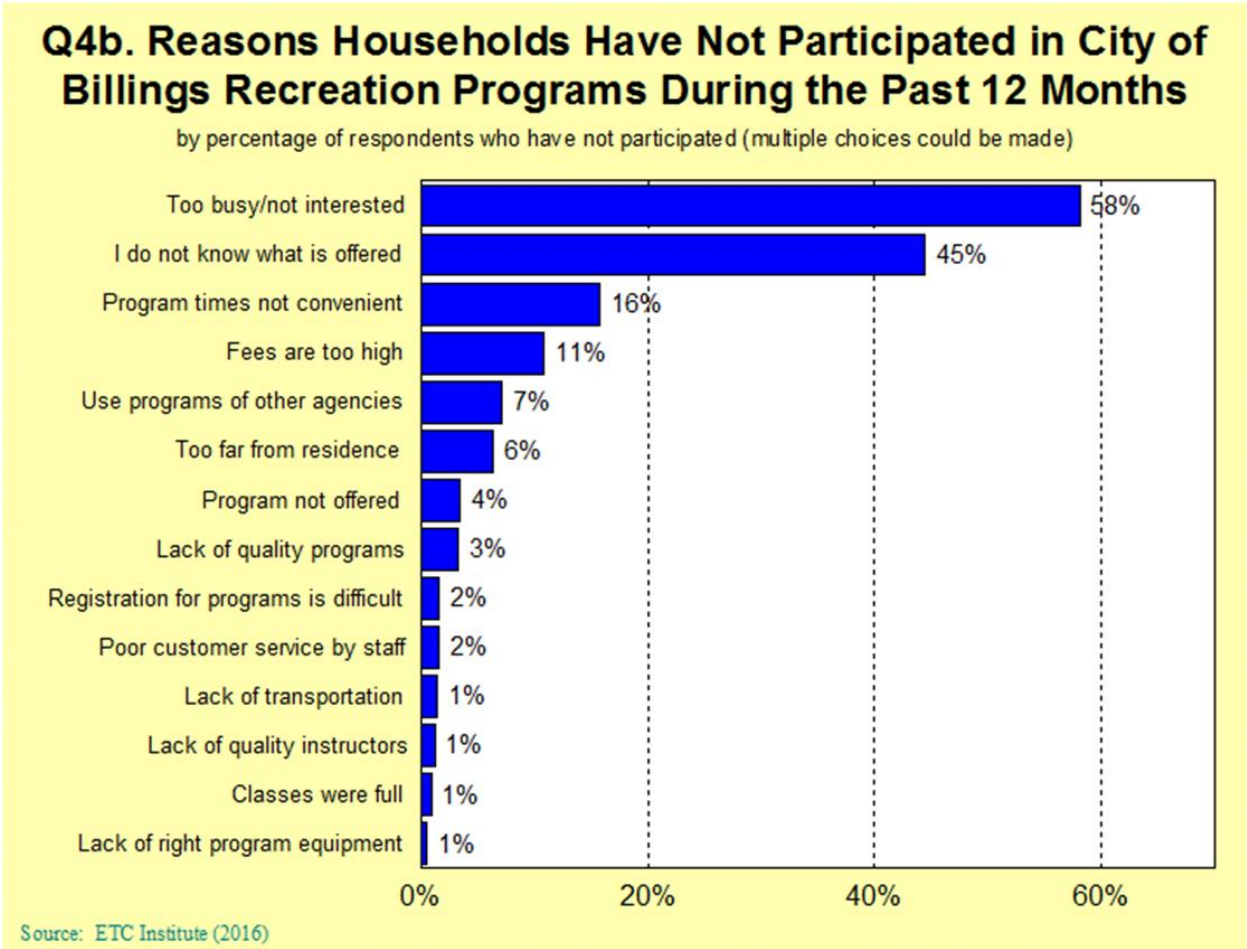
by percentage of respondents



Source: ETC Institute (2016)

Reasons Preventing Program Usage: The two major reasons that prevent program usage are (1) too busy/not interested (58%) and (2) I do not know what is offered (45%).

The national benchmark for too busy/not interested is 34% and for not knowing what is offered is 22%.



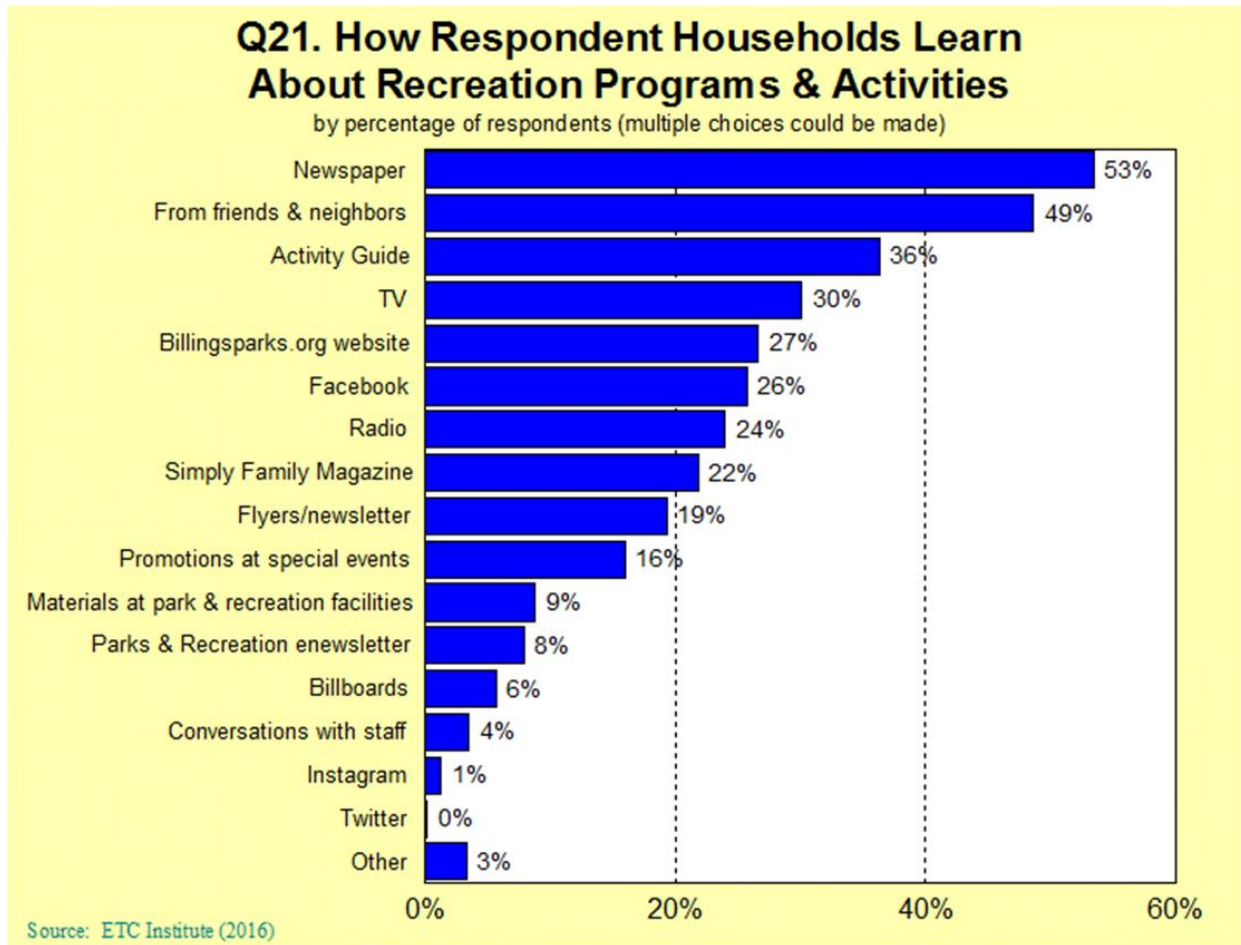


### 3.2.5 WAYS HOUSEHOLDS LEARN ABOUT PROGRAMS AND ACTIVITIES

- **The Newspaper Was the Most Utilized Source of Information When Learning About Program and Activity Offerings.** Fifty-three percent (53%) of households indicated they utilize the Newspaper as an information source. Other most used sources include: from friends and neighbors (49%), Activity Guide (36%) and TV (30%).

The national benchmark for newspaper is 39%.

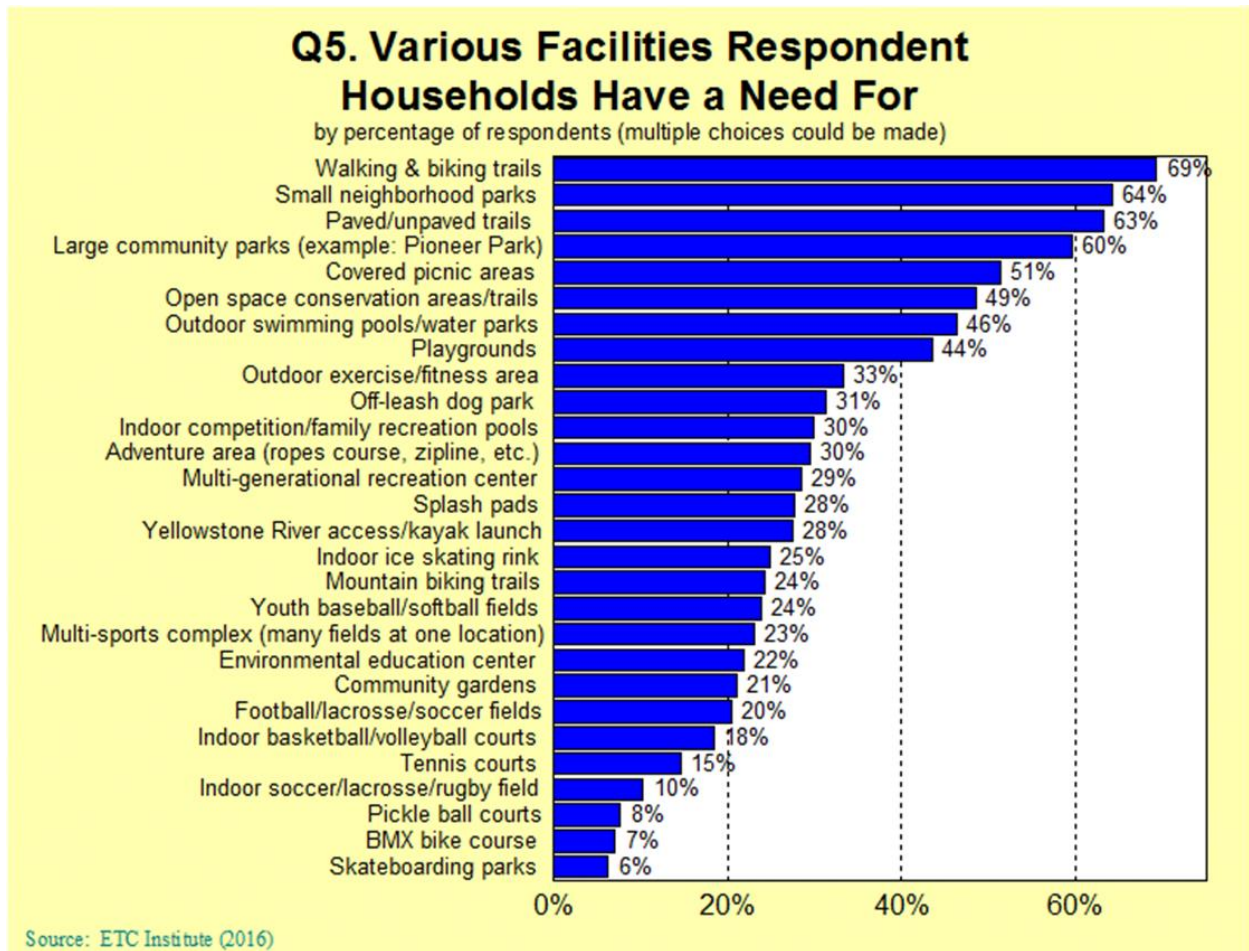
The national benchmark for TV is 10%.



3.2.6 FACILITY NEEDS, UNMET NEEDS AND IMPORTANCE

Respondents were asked to indicate from a list of 28 facilities whether or not they had a need. If the respondent indicated a need for the facility, they were then asked to rate how well their needs were being met.

- Facility Needs:** Sixty-nine percent (69%) or 32,345 households indicated a need for walking and biking trails. Other most needed facilities include: Small neighborhood parks (64% or 29,965 households), paved/unpaved trails (63% or 29,498 households), large community parks (60% or 27,818 households), and covered picnic areas (51% or 23,944 households).

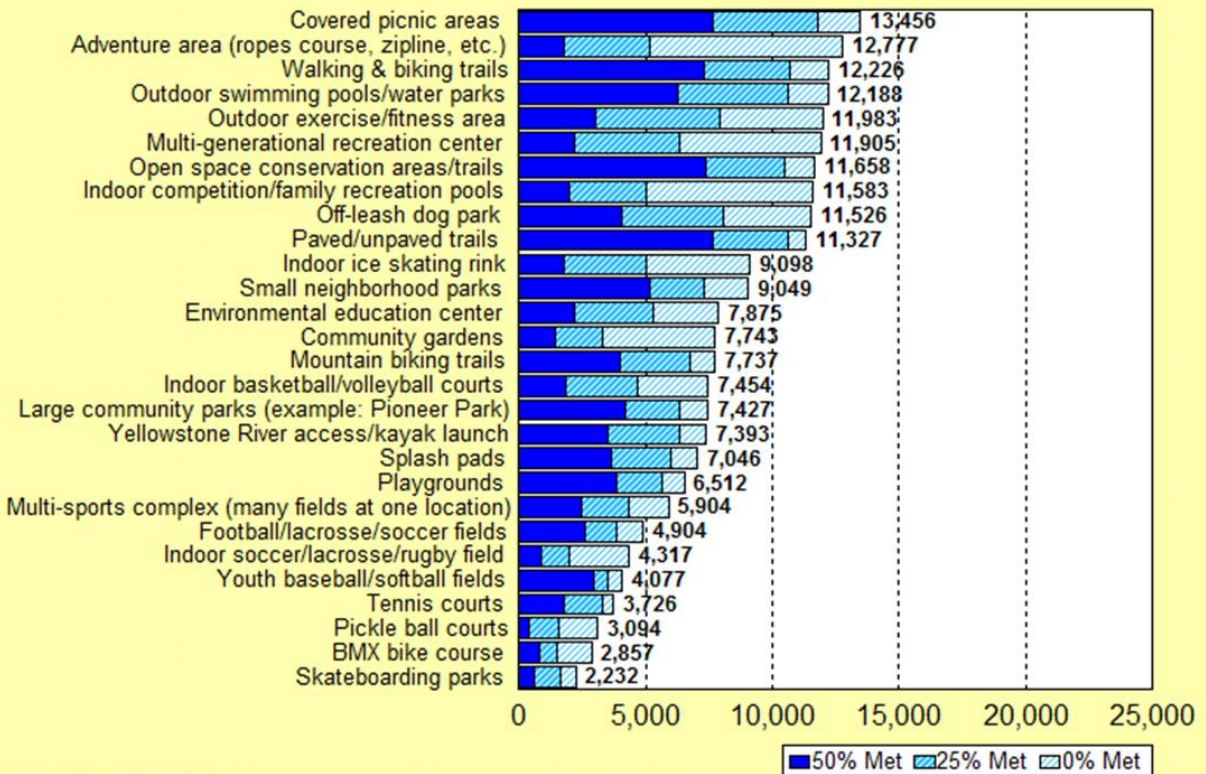




- **How Well Household Needs Are Being Met for Facilities:** Based on the number of households who indicated their needs were only being met 50% or less, 13,456 households indicated an unmet need for covered picnic areas. Other unmet needs include:
  - adventure area (12,777 households)
  - walking and biking trails (12,226 households)
  - outdoor swimming pools and water parks (12,188 households)
  - outdoor exercise/fitness areas (11,983 households)
  - multi-generational recreation center (11,905 households)
  - open space conservation trails (11,658 households)
  - indoor competition/family recreation pools (11,583 households)
  - off leash dog park (11,526 households)
  - paved/unpaved trails (11,327 households)

### Q5-3. Estimated Number of Households in the City of Billings Whose Needs for Facilities Are Being Met 50% or Less

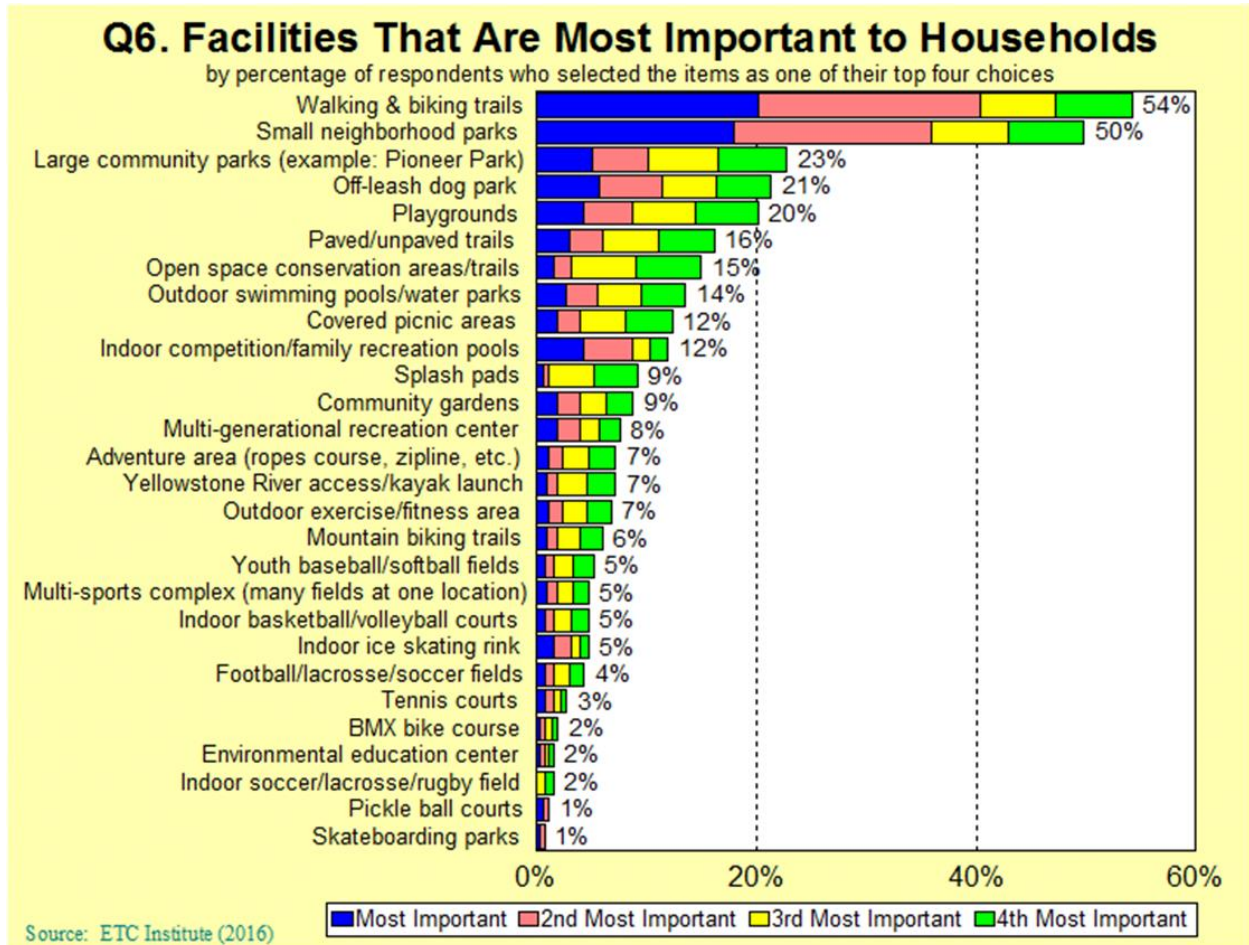
by number of households based on 46,674 households in the City of Billings



Source: ETC Institute (2016)

- Facility Importance:** Based on the sum of respondents' top three choices, 54% indicated walking and biking trails were the most important to their household. Other most important facilities include: Small neighborhood parks (50%), large community parks (23%), off-leash dog park (21%) and playgrounds (20%).

National benchmark for trails is 42%.



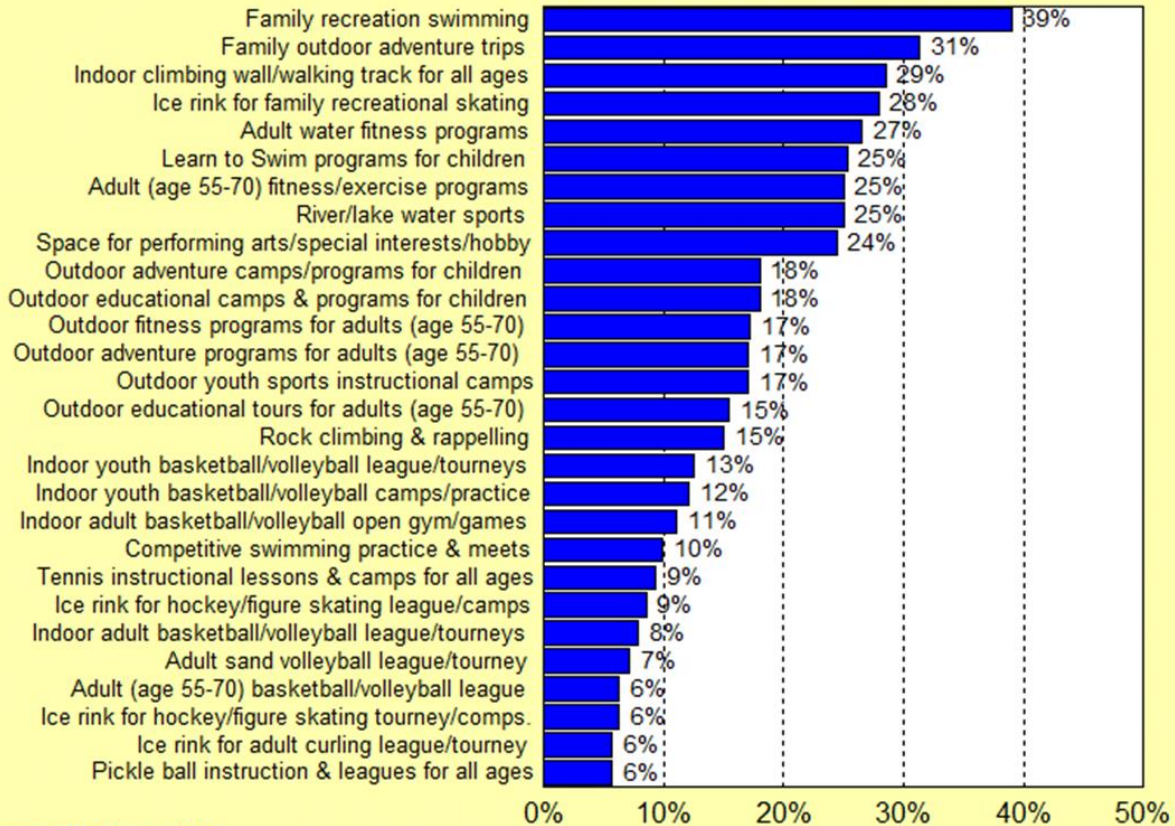


### 3.2.7 PROGRAM NEEDS, UNMET NEEDS AND IMPORTANCE

- Program Needs:** Thirty-nine percent (39%) or 18,203 households indicated a need for family recreation swimming. Other most needed programs include: Family outdoor adventure trips (31% or 14,609 households), indoor climbing wall/walking track (29% or 13,302 households), ice rink for family recreational skating (28% or 13,022 households).

## Q8. Programs That Respondent Households Have a Need For

by percentage of respondents (multiple choices could be made)

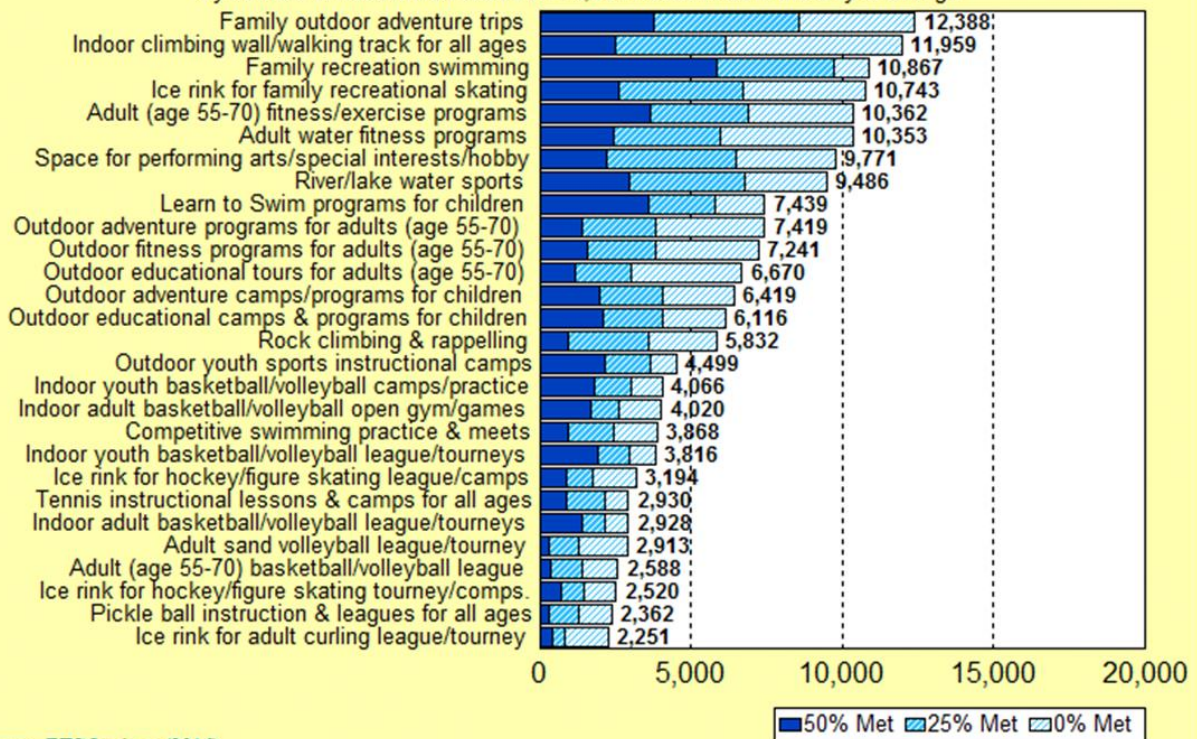


Source: ETC Institute (2016)

- **How Well Needs Are Being Met for Programs:** Based on the number of households who indicated their needs were only being met 50% or less, 12,388 households indicated that family outdoor adventure trips. Other unmet needs include:
  - indoor climbing wall/walking track for all ages (11,959 households)
  - family recreation swimming (10,867 households)
  - family recreation skating (10,743 households)
  - adult (age 55-70) fitness/exercise programs (10,362 households)
  - adult water fitness programs (10,353 households)

### Q8-3. Estimated Number of Households in the City of Billings Whose Needs for Programs Are Being Met 50% or Less

by number of households based on 46,674 households in the City of Billings

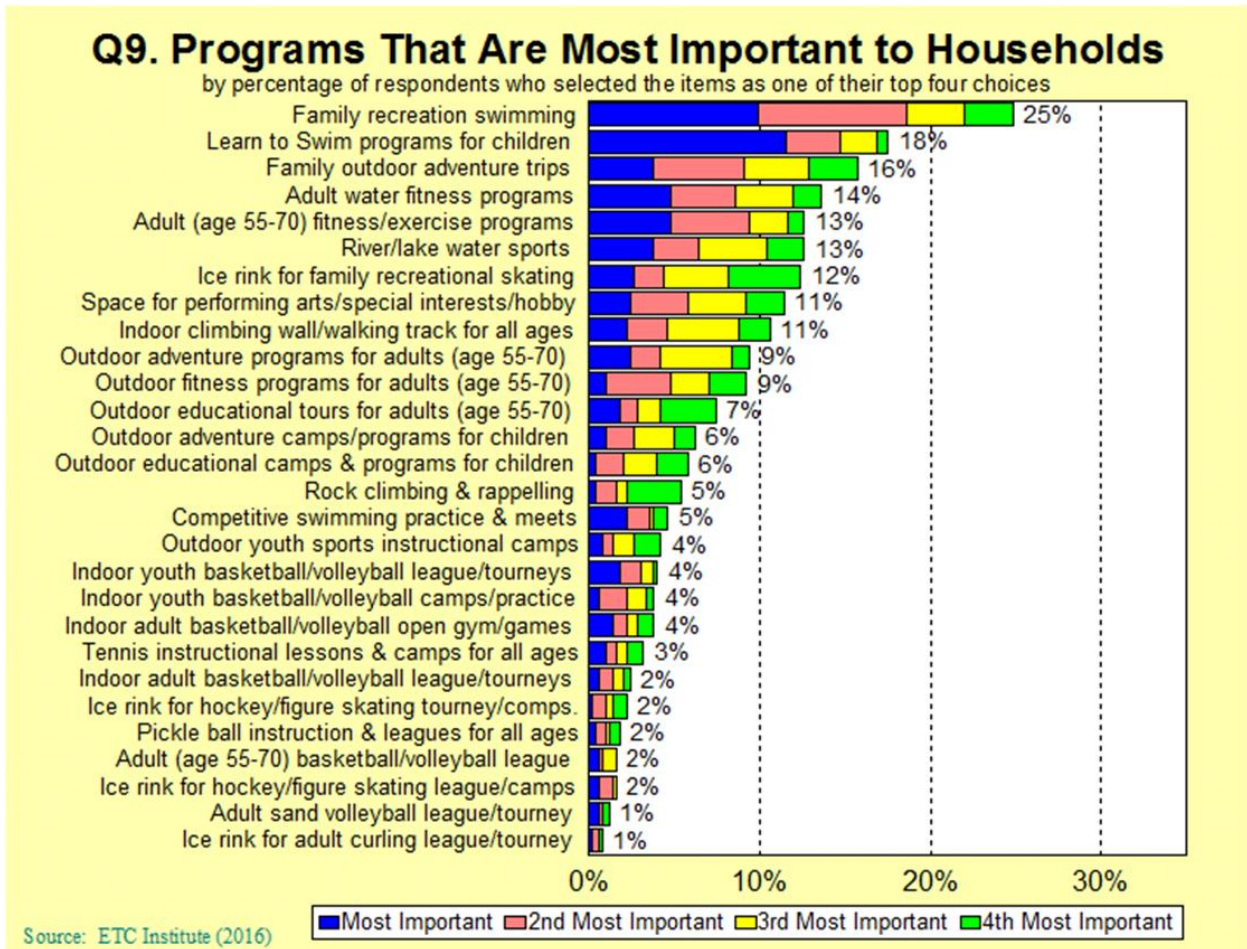


Source: ETC Institute (2016)



- Program Importance:** Based on the percentage of households who indicated the program as one of their top four choices, 25% indicated family recreation swimming programs were the most important to their household. Other most important programs include: learn to swim programs for children (18%) and family outdoor adventure trips (16%).

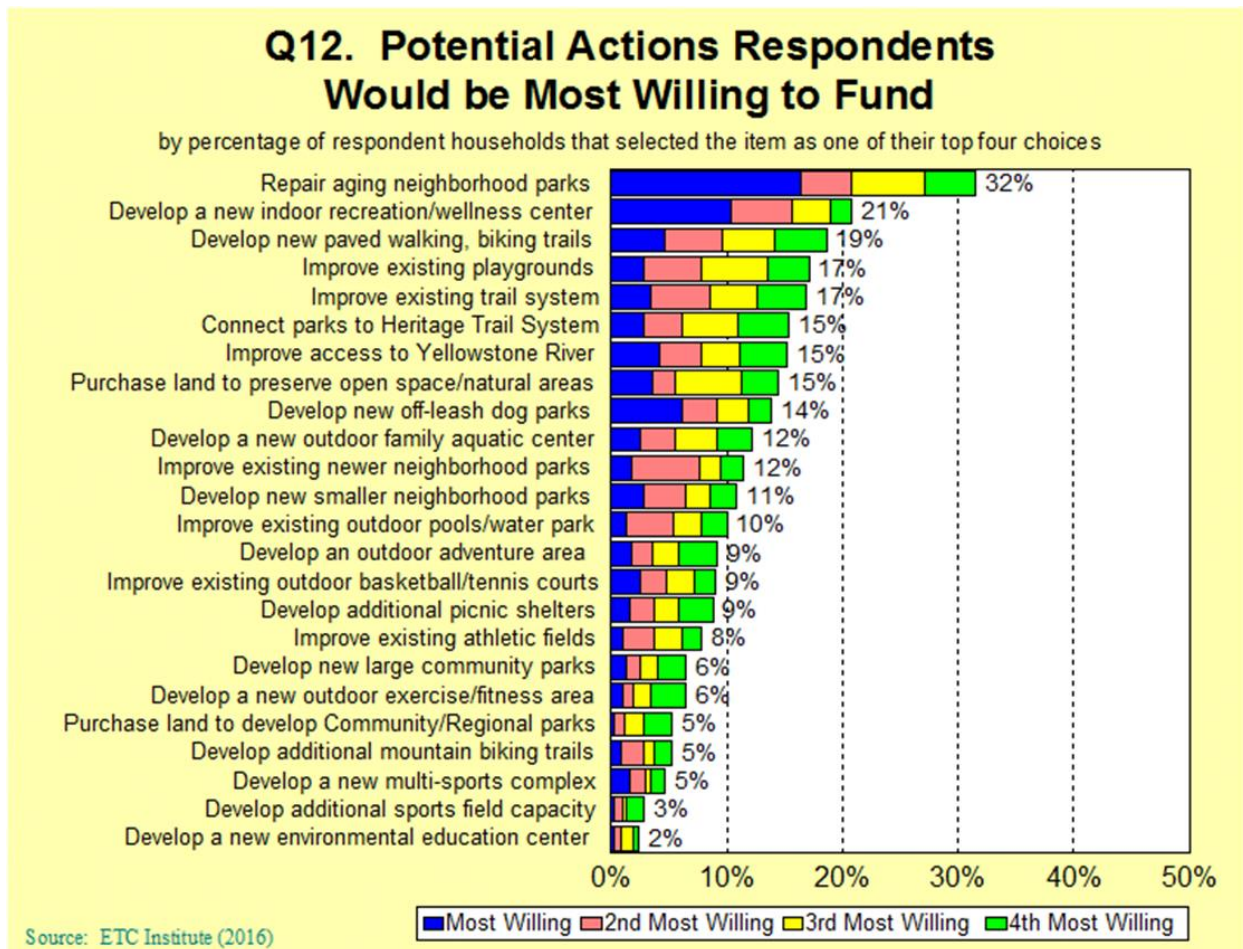
**Note:** Learn to swim programs for children as a first choice, was more important than any other first choice.



3.2.8 FUNDING SUPPORT TO IMPROVE PARKS, TRAILS, AND THE RECREATION SYSTEM

Respondents were asked to indicate their level of support for 25 potential actions that the City of Billings could take to improve the parks, trails, and recreation system.

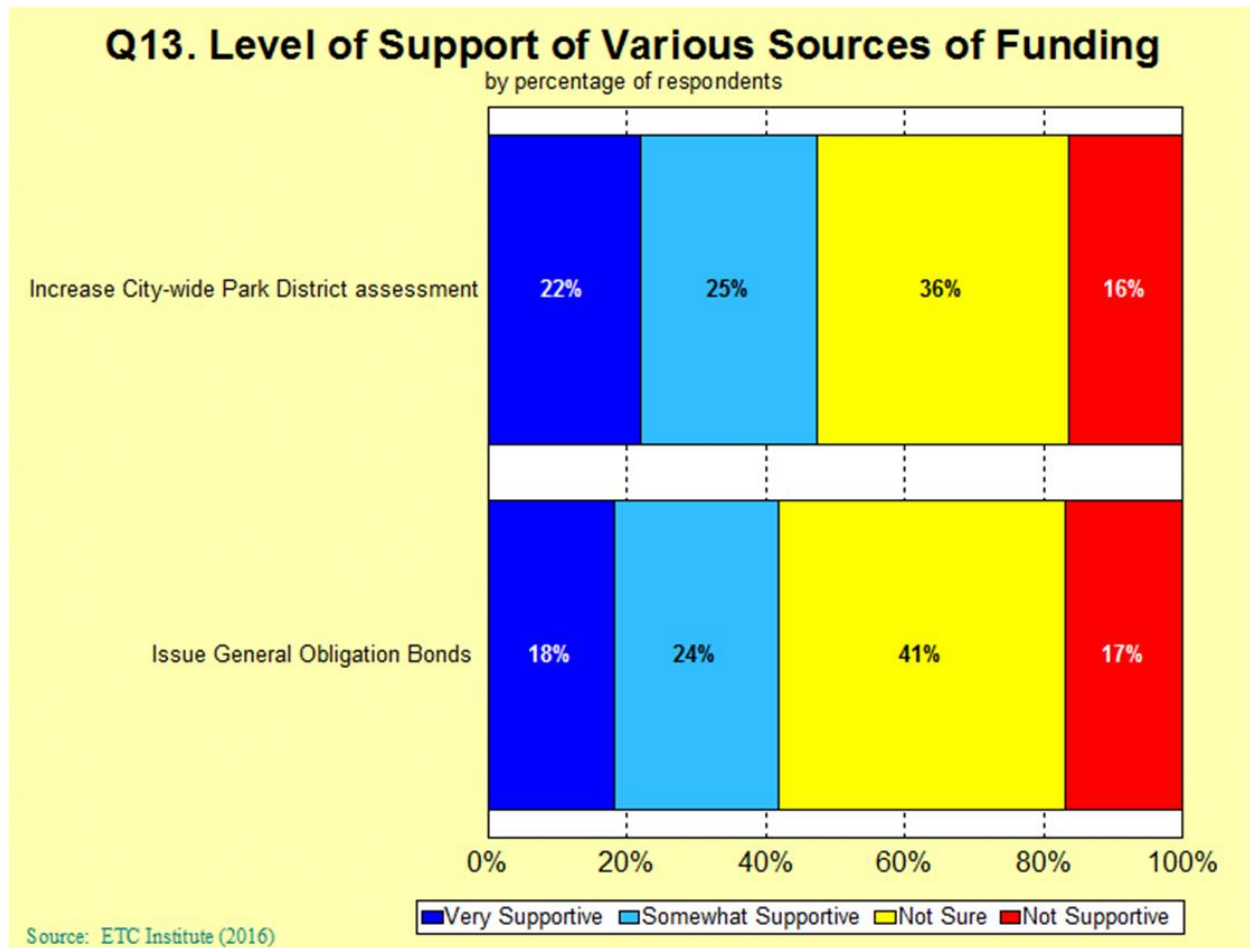
- Most Supported Actions:** Based on the percentage of households who indicated FUNDING support for improvements as one of their top four choices, 32% indicated repair aging neighborhood parks. Other most supported actions include: develop a new indoor recreation wellness center (21%), develop new paved walking, biking trails (19%) Improve existing playgrounds (17%) and improve existing trail system (17%).





### 3.2.9 LEVEL OF SUPPORT OF VARIOUS FUNDING SOURCES TO OPERATE NEW/IMPROVED RECREATION AMENITIES

- Based on the percentage of respondents who were either “very supportive” or “somewhat supportive”, 47% support an increase in the City-Wide Park District Assessment.
- Based on the percentage of respondents who were either “very supportive” or “somewhat supportive”, 42% support an issuance of general obligation bonds.

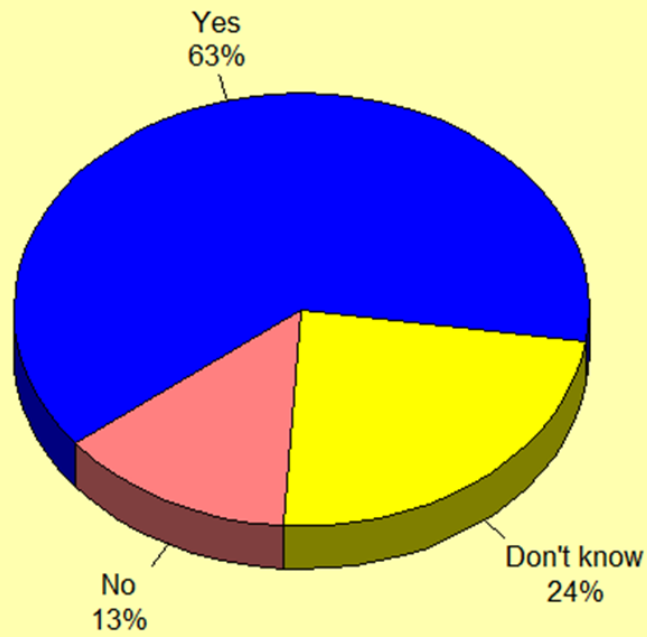


3.2.10 NEW DEVELOPMENT

- 63% of respondents agree that the “development community” should improve parkland to a minimum standard

**Q16. Should Developers Also be Required to Improve the Parkland to a Minimum Standard**

by percentage of respondents



Source: ETC Institute (2016)

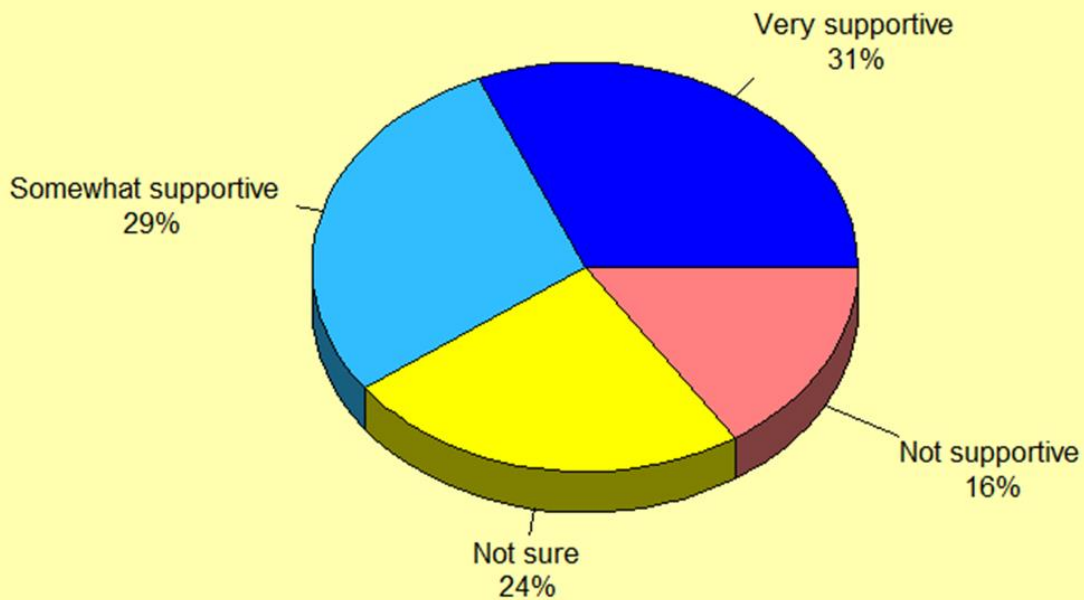


### 3.2.11 SUPPORT OF UTILIZING CITY-WIDE PARK DISTRICT 1 FUNDS FOR COMMUNITY/REGIONAL PARK DEVELOPMENT

- Based on the percentage of respondents who were either “very supportive” or “somewhat supportive”, 60% support the utilization of City-Wide Park District 1 funds for the development of Community/Regional Parks.

#### Q19. Support of Using City-wide Park District 1 Funds to Develop Community/Regional Parks

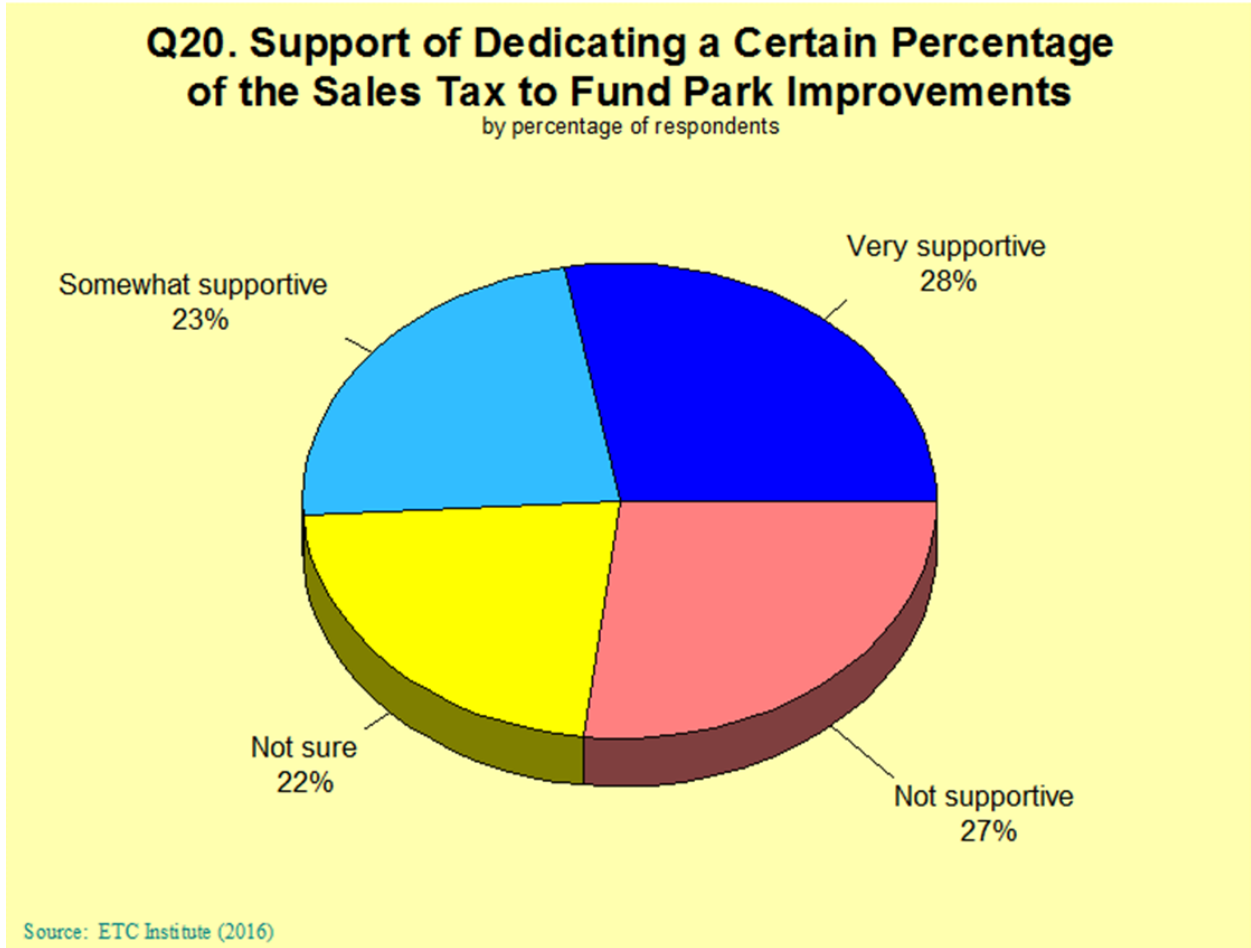
by percentage of respondents



Source: ETC Institute (2016)

3.2.12 SUPPORT OF USING POTENTIAL SALES TAX DOLLARS FOR PARK IMPROVEMENTS

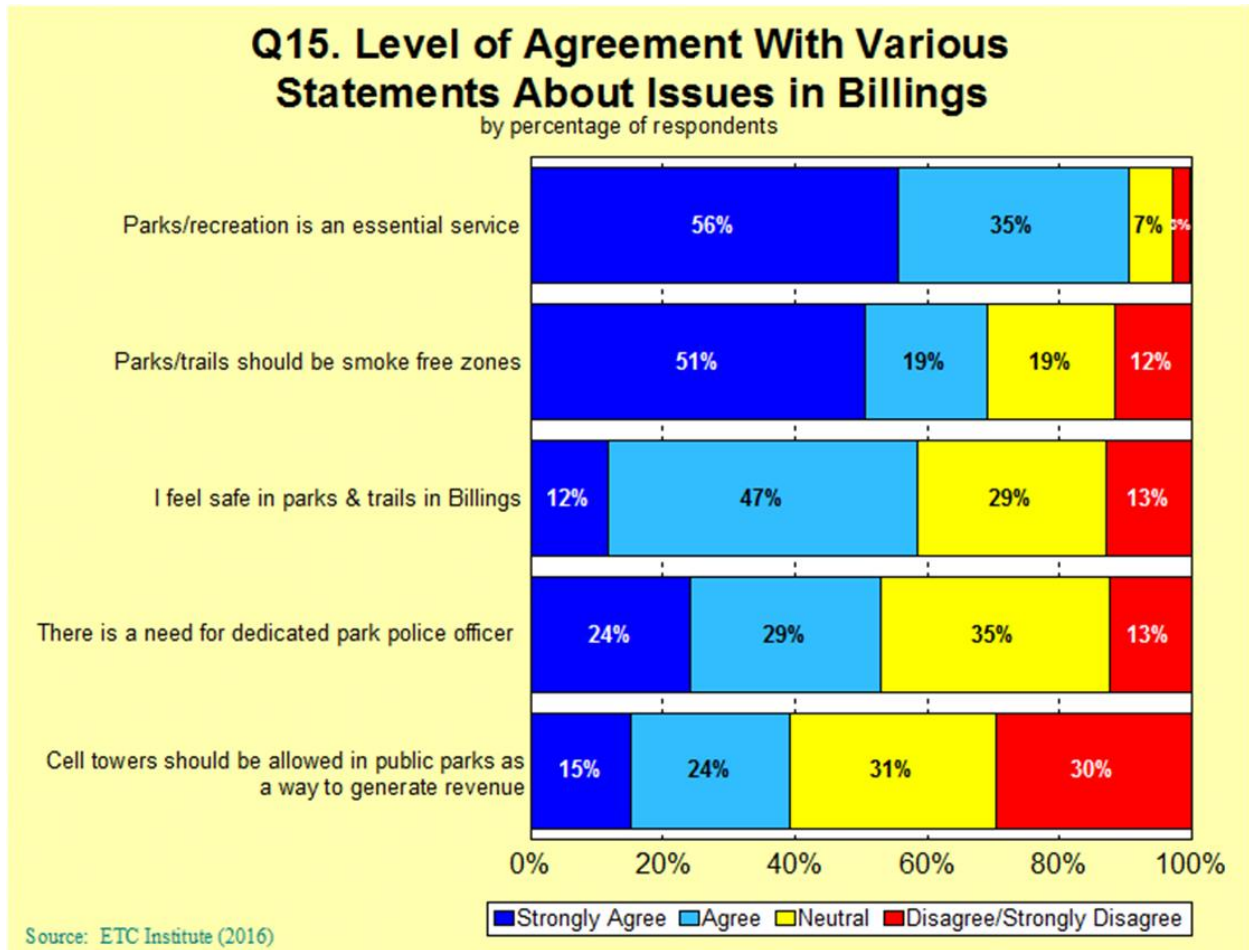
- Based on the percentage of respondents who were either “very supportive” or “somewhat supportive”, 51% support the dedication of a certain percentage of potential sales tax dollars to fund park improvements.





### 3.2.13 AGREEMENT WITH STATEMENTS ABOUT PARKS AND RECREATION IN BILLINGS

- **Agreement with Benefits:** Based on the sum of households who either “strongly agree” or “agree”, 91% agree that the parks and recreation system is an essential service. Other similar levels of agreement include: parks and trails should be smoke-free zones (70%), I feel safe in parks and trails in Billings (59%), there is a need for dedicated park police officers (53%).



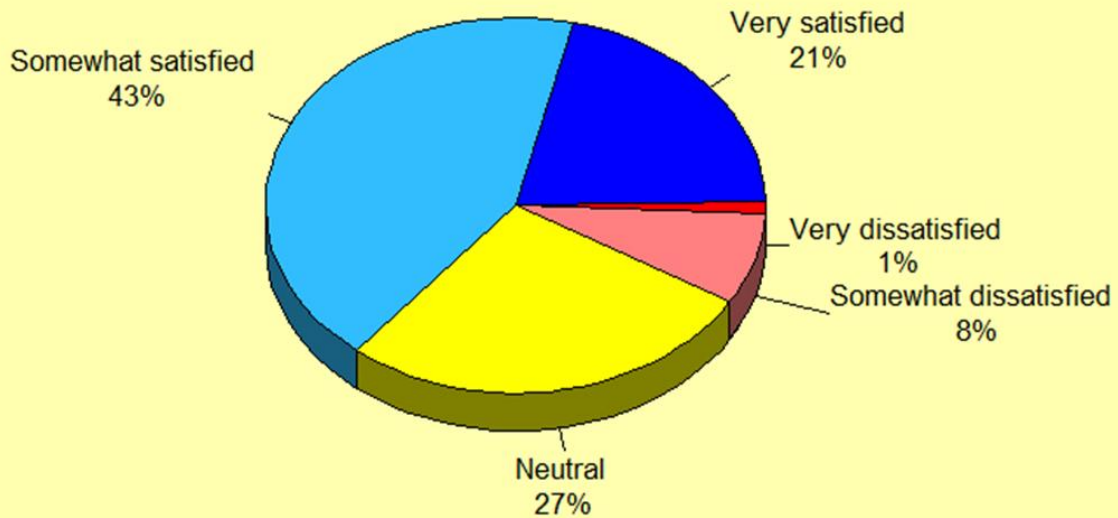
3.2.14 SATISFACTION WITH THE OVERALL VALUE RECEIVED

- Twenty-one percent (21%) of households were “very satisfied” with the overall value their household receives from the Park and Recreation Department. Other levels of satisfaction include: Somewhat satisfied, (43%), neutral (27%), somewhat dissatisfied (8%), and very dissatisfied (1%).

National benchmark for very satisfied is 27%.

**Q18. Level of Satisfaction with the Overall Value Households Receive From the City of Billings Parks & Recreation Department**

by percentage of respondents



Source: ETC Institute (2016)



## SUMMARY

When analyzing the survey results, it is important to understand that utilization of parks and recreation spaces should be a major driver of investment in public parks and recreation facilities. In analyzing the activities and programs that are most important to respondent’s households and those that have the highest level of unmet need, the consulting team has identified the following activities and corresponding facility needs as the highest priority for investment.

PRIORITY INVESTMENT RATING	
(Statistically Valid Survey)	
Activity	Corresponding Facility Need
Walking/Jogging/Biking	Walking and Biking Trails
Family Recreation Swimming	Aquatic Facilities in Community Parks or Multi-Generational Recreation Center
Family Outdoor Adventure Trips	Outdoor Recreation Amenities
Visiting Parks	Neighborhood and Community Parks
Indoor Climbing Wall/Walking Track	Multi-Generational Recreation Center
Adult Water Fitness	Aquatic Facilities in Community Parks or Recreation Center
Recreational Family Ice Skating	Ice Rink
Adult (ages 55-70) Fitness/Exercise	Multi-Generational Recreation Center
Learn to Swim Programs for Children	Aquatic Facilities in Community Parks or Multi-Generational Recreation Center
Socialization with Dogs	Off-Leash Dog Park
River/Lake Water Sports	Accessible Entry Points to Lakes and Rivers
Space for Performing Arts	Multi-Generational Recreation Center



## Chapter Four - PROGRAM AND SERVICES ASSESSMENT

### 4.1 OVERVIEW OF PRIORITIES AND CORE PROGRAM AREAS

The Billings Parks, Recreation and Public Lands Department has a professional staff that annually delivers over 150 aquatic, recreation and special event programs. Department staff are responsible for the management and implementation of a diverse array recreation programs, special community-wide events, and the operation of multiple facilities. Employees are engaged year-round in planning, implementing, conducting, and evaluating programs and events. All functions within the Department combine to provide hundreds of offerings in the areas of youth camps, outdoor adventure, aquatics, sports, health, fitness, senior services and special events. But in addition to the provision of services provided directly by the Department, partnerships with other organizations are utilized throughout the service area. Through formal and informal cooperative relationships with various school districts and nonprofit agencies, partners assist with delivering select programs and indoor space to provide limited access for programs.

#### CORE PROGRAM APPROACH

The vision of the Department is to be one of the premier park and recreation systems in the United States providing all residents access to high-quality programs and experiences. Part of realizing this vision involves identifying Core Program Areas to create a sense of focus around activities and outcomes of greatest importance to the community as informed by current and future needs. However, public recreation is challenged by the premise of being all things to all people, especially in a community such as Billings. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.



#### 4.1.1 BILLINGS PARKS AND RECREATION CORE PROGRAM AREAS

The Department currently offers programs and services in twelve Core Program Areas, identified in the table below:

CORE PROGRAM AREA DESCRIPTION		
Core Program Area	Brief Description	Internal Goals and/or Desired Outcomes
Active Older Adults 55+	Programs to provide active older an avenue to participate that benefit their physical, mental and emotional health	This category provides the biggest opportunity for expanded quality program offerings to include outdoor adventure and day trips / tours.
Adult Sports	League structured programs that provide opportunities for adults to gather friends to form a team to participate	Continue to expand participation levels by providing an exceptional structure and oversight. Need for increased indoor space to program. Competition from other organizations. Revenue producer.
Aquatics	Programs to provide water safety instruction and certification opportunities for children/teens and fitness/outdoor recreation programs for adults and active older adults.	Provide a safe, clean and friendly aquatic environment for families. Quality aquatic staff through certification and training. Continue to expand programs to fill open times during the week and weekends.
Cemetery Services	Provide services in a beautiful surrounding for the grieving public.	To strive to provide meaningful economical service to the citizens of Billings.
Early Learning	Provide safe, quality structured program for pre-school aged children and community resources for parents	Maximize use of facilities. Department stepped in to take over program once facilitated through grants by United Way. Not an area of expertise or expansion. Many other alternatives in community.
Fitness	Programs to provide adults and active older an avenue to participate that benefit their physical, mental and emotional health	Maximize use of facilities. Offer and promote access to healthy lifestyle opportunities. Need for quality, trained and certified instructors.
Outdoor Recreation	Utilize outdoor resources to provide programming that exposes participants to nature and surrounding environment	This category continues to expand based on the Dept. access to transportation with shuttle buses. Area for increased programming (age related). Need additional access to natural areas in National Forest. Potential partner with University.
Seniors Services	Life enrichment programs to enhance emotional, social, physical, and spiritual wellness for aging seniors at risk for isolation.	To increase programs for active older adults (55+) as well as to increase evidence based life enrichment programs for seniors at risk for isolation.
Special Events	Park events coordinated by other organizations that bring people of all ages and families together to celebrate the community. Also included are non-profit sports organizations that utilize our facilities for their practices and games.	Help facilitate non-profit events, leagues, camps offered throughout our parks system. Our goal is to help them be successful.
Special Interest	Area that focuses on hobby based programming to fulfill different interest based instruction or additional learning opportunities.	Provide programs to meet the needs of community with specific interests. Provide educational or basic instruction. Offer life skills programing.
Volunteer Services/Community Outreach	To build advocacy and awareness for the Parks and Recreation Department and enhance the quality of the park system through community engagement and volunteer service programs.	Provide high quality volunteer opportunities for citizens of diverse ages and abilities. Further enhance public safety in parks and trails through bike patrol and ranger programs. Effectively recruit, retain and recognize volunteers for their service. Strengthen partnerships to work towards common goals.
Youth Camps	Provide safe, quality structured program for school aged children for all day care. Provide activities within the camps that separate our Dept. from other providers. Staff ratios based on age of participants.	Due to recent demand - continue to offer more new quality camp opportunities for parents. Get children back to nature through exposure to different activities. Utilize Dept. and outdoor resources. Revenue producer.
Youth Sports	Area that focuses on wide variety of different sports providing quality instructional programming and opportunities for more advanced athletes	Focuses on both instructional skill development (leagues and camps) and opportunities for club sport athletes. Area for expanded program opportunities for club sports. Seeing a lack of interest in instructional programming - changing our offering to be more creative.

#### 4.1.2 ENSURING THE RIGHT CORE PROGRAM MIX

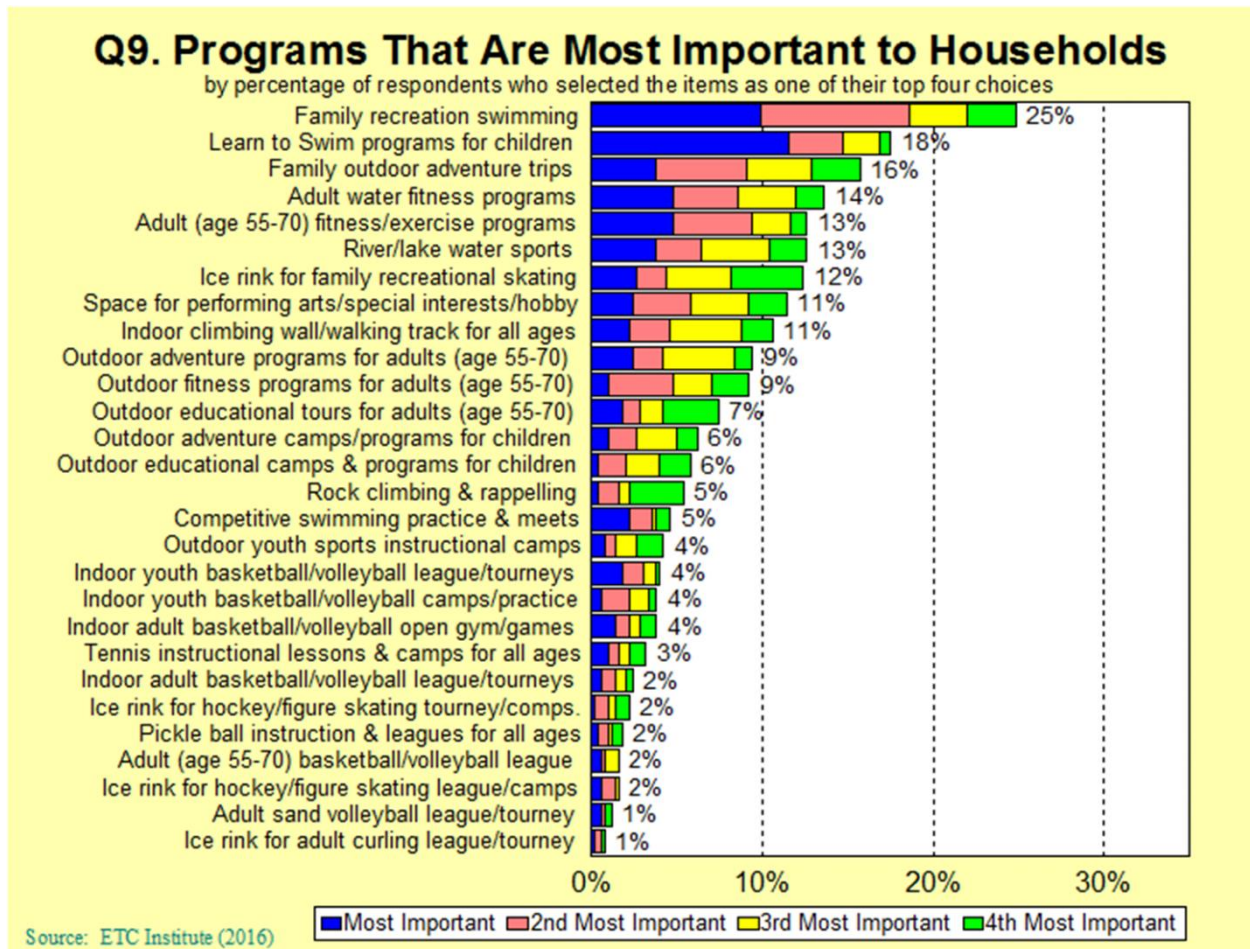
The Core Program Areas provided by Billings currently appears to meet some of the major needs of the Billings community, but the program mix must be evaluated on a regular and reoccurring basis to ensure that the offerings within each Core Program Area - and the Core Program Areas themselves - align with changing leisure trends, demographics, and needs of residents. The National Recreation and Park Association (NRPA) recommends that six determinants be used to inform what programs and services are provided by the Department. According to NRPA, those determinants are:

- **Conceptual foundations of play, recreation, and leisure** - Programs and services should encourage and promote a degree of freedom, choice, and voluntary engagement in their structure and design. Programs should reflect positive themes aimed at improving quality of life for both individuals and the overall community.
- **Organizational philosophy, mission, and vision** - Programs and services should support the Department's mission and vision statements, values, goals, and objectives. These generally center on promoting personal health, community well-being, social equality, environmental awareness, and economic vitality.
- **Constituent interests and desired needs** - Departments should actively seek to understand the recreational needs and interests of their constituency. This not only ensures an effective (and ethical) use of taxpayer dollars, but also helps to make sure that programs perform well and are valued by residents.
- **Creation of a constituent-centered culture** - Programs and services do reflect a departmental culture where constituents' needs are the prime factor in creating and providing programs. This should be reflected not only in program design, but in terms of staff behaviors, architecture, furniture, technology, dress, forms of address, decision-making style, planning processes, and forms of communication.
- **Experiences desirable for clientele** - Programs and services should be designed to provide the experiences desirable to meet the needs of the participants/clients in a community and identified target markets. This involves not only identifying and understanding the diversity of needs in a community, but also applying recreation programming expertise and skills to design, implement, and evaluate a variety of desirable experiences for residents to meet those needs.
- **Community opportunities** - When planning programs and services, a Department should consider the network of opportunities afforded by other organizations such as nonprofits, schools, other public agencies, and the private sector. Departments should also recognize where gaps in service provision occur and consider how unmet needs can be addressed.



## 4.2 SURVEY FINDINGS

As part of the process for developing a Park and Recreation Master Plan, ETC conducted a statistically valid citizen survey to identify satisfaction with park and recreation facilities, identify needed park and recreation facilities and programs, and gain input from citizens that will assist City officials in park and recreation resource allocation, budget and policy decisions. A total of 505 residents participated in the survey. Participants rated the City of Billings as having a current or anticipated need for the following recreation programs, ranked in order of importance (full results on this topic can be found in a separate document):



### 4.3 AGE SEGMENT ANALYSIS

The table below depicts each Core Program Area and Sub-Area along with the age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a ‘P’) and Secondary (noted with an ‘S’) markets were identified.

<b>AGES SERVED</b>						
<b>Primary Market or Secondary Market</b>						
<b>Core Program Area</b>	<b>Pre-School (under 5)</b>	<b>Elementary (6-9)</b>	<b>Tweens (10-12)</b>	<b>Teens (13-17)</b>	<b>Adult (18+)</b>	<b>Senior (55+)</b>
Active Older Adults 55+						Primary
Adult Sports					Primary	
Aquatics	Primary	Primary	Primary	Primary	Primary	
Cemetery Services	Primary	Primary	Primary	Primary	Primary	Primary
Early Learning	Primary	Secondary				
Fitness			Secondary	Secondary	Primary	
Outdoor Recreation		Primary	Secondary	Primary	Secondary	
Seniors Services						Primary
Special Events	Primary	Primary	Primary	Primary	Primary	Primary
Special Interest	Primary	Primary	Primary	Primary	Primary	Primary
Volunteer Services/Community Outreach		Secondary	Secondary	Primary	Secondary	
Youth Camps	Secondary	Primary	Secondary			
Youth Sports	Secondary	Primary	Secondary			

#### Age Segment Analysis - Current Segments Served

Findings from the analysis show that the Department provides a good balance of programs across all age segments. All segments are targeted as a primary market for multiple Core Program Areas.

This balance should be maintained moving forward, and the Department should update this Age Segment Analysis every year to note changes in Core Program Areas or to refine age segment categories. Given the growing population trend for residents ages 55 and over and the growing demand for services in this age bracket, it is also recommended that the Department further segment this group into 55-69 and 70+. These two sub-segments will have increasingly different needs and expectations for programming in coming years, and program planning will be needed to provide differing requirements.

Age Segment Analyses should ideally be done for every program offered by the Department, not just for each Core Program Area. Program coordinators/managers should include this information when creating or updating program plans for individual programs. An Age Segment Analysis can also be incorporated into Mini Business Plans for comprehensive program planning.



## 4.4 LIFECYCLE ANALYSIS

A lifecycle analysis involves reviewing every program identified by City of Billings’ staff to determine the stage of growth or decline for each as a way of informing strategic decisions about the overall recreation program portfolio. The various stages of program lifecycles are as follows:

- Introduction - New program; modest participation
- Take-Off - Rapid participation growth
- Growth - Moderate, but consistent participation growth
- Mature - Slow participation growth
- Saturated - Minimal to no participation growth; extreme competition
- Decline - Declining participation

This analysis is not based on strict quantitative data, but rather is based on staff’s knowledge of their program areas. The table below shows the percentage distribution of the various lifecycle categories of the Division’s recreation programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff.

System-wide: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
<b>Introduction</b>	10%	15	50.3%	50-60%
<b>Take-Off</b>	16%	25		
<b>Growth</b>	25%	39		
<b>Mature</b>	41%	65	41.4%	40%
<b>Saturated</b>	5%	8	8.3%	0-10%
<b>Decline</b>	3%	5		
<b>Total</b>	<b>100%</b>	<b>157</b>		

### Recreation Program Lifecycle Analysis - Current Distribution and Recommendations

Overall, the lifecycle analysis results indicate a best practice distribution of all programs across the life cycle. A combined total of 50.3% of programs fall into the **Introduction**, **Take-off** and **Growth** stages, primarily due to the increase in programming due to the recent hiring of additional staff to implement new programming for the community.

While it is important to provide new programs to align with trends and help meet the evolving needs of the community, it is also important to have a stable core segment of programs that are in the **Mature** stage. Currently, the Department has 41.4% of their programs in this category. The consulting team recommends this be approximately 40% so as to provide stability to the overall program portfolio, but without dominating the portfolio with programs that are advancing to the later stages of the lifecycle. Programs in the **Mature** stage should be tracked for signs they are entering the **Saturation** or **Decline**

stages. There should be an ongoing process to evaluate program participation and trends to ensure that program offerings continue to meet the community’s needs.

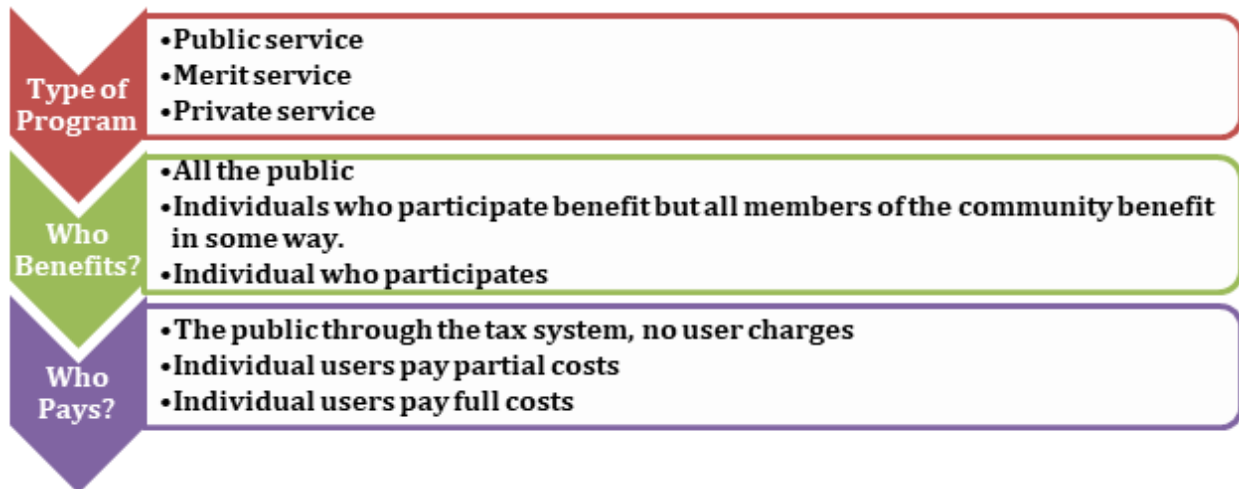
A total of 8.3% of programs are saturated or declining. The consulting team recommends keeping as few programs as possible in these two stages, but it is understood that programs eventually evolve into saturation and decline. If programs never reach these stages, it is an indication that staff may be “over-tweaking” their offerings and abbreviating the natural evolution of programs. This prevents programs from reaching their maximum participation, efficiency, and effectiveness. For departments challenged with doing the most they can with limited resources, this has the potential to be an area of concern.

As programs enter into the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the consulting team’s recommendation is to modify these programs to begin a new lifecycle with the introductory stage or to add new programs based upon community needs and trends.

Staff should complete a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance.

#### 4.5 PROGRAM AND SERVICE CLASSIFICATION

The Parks and Recreation Department currently does not classify its programs and services. Classifying programs and services is an important process for an agency to follow in order to remain aligned with the community’s interests and needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. The criteria utilized and recommended in program classification stems from the foundation’s concept detailed by Dr. John Crompton and Dr. Charles Lamb. In Marketing Government and Social Services, they purport that programs need to be evaluated on the criteria of type, who benefits, and who bears the cost of the program. This is illustrated below:



The approach taken in this analysis expands classifying services in the following ways:

- For whom the program is targeted
- For what purpose
- For what benefits
- For what cost
- For what outcome



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#### 4.5.1 PARAMETERS FOR CLASSIFYING PROGRAM TYPES

The first milestone is to develop a classification system for the services and functions of the City of Billings Parks, Recreation and Public Lands Department. These systems need to reflect the statutory obligations of the agency, the support functions performed, and the value-added programs that enrich both the customer’s experience and generate earned revenues in mission-aligned ways to help support operating costs. In order to identify how the costs of services are supported and by what funding source, the programs are to be classified by their intended purpose and what benefits they provide. Then funding source expectations can then be assigned and this data used in future cost analysis. The results of this process are a summary of classification definitions and criteria, classification of programs within the City of Billings Parks, Recreation and Public Lands Department and recommended cost recovery targets for each service based on these assumptions.

Program classification is important as financial performance (cost recovery) goals are established for each category of services. This is then linked to the recommendations and strategies for each program or future site business plan. These classifications need to be organized to correspond with cost recovery expectations defined for each category. In this section of the Master, each program area will be assigned specific cost recovery targets that align with these expectations.

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#### 4.5.2 SERVICE CLASSIFICATION PROCESS

The service classification process consists of the following steps:

1. Develop a definition for each program classification that fits the legislative intent and expectations of the division; the ability of the Department to meet public needs within the appropriate areas of service; and the mission and core values of City of Billings’ Parks and Recreation Department.
2. Develop criteria that can be used to evaluate each program and function within the division, and determine the classification that best fits.

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#### 4.5.3 PROGRAM CLASSIFICATION DESCRIPTIONS

The program classification matrix was developed as a guide for the division staff to follow when classifying programs, and how that program needs to be managed with regard to cost recovery. By establishing clarification of what constitutes a “Core Public Service”, “Important Public Service”, and “Value Added Service” will provide the division and its stakeholders a better understanding of why and how to manage each program area as it applies to public value and private value.

Additionally, the effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified. Where a program falls within this matrix can help to determine the most appropriate cost recovery rate that should be pursued and measured. This includes being able to determine what level of public benefit and private benefit exists as they apply to each program area. Public benefit is described as, “everyone receives the same level of benefit with equal access”. Private benefit is described as “the user receives exclusive benefit above what a general taxpayer receives for their personal benefit”.

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
<b>Public interest; Legal Mandate; Mission Alignment</b>	<ul style="list-style-type: none"> <li>• High public expectation</li> </ul>	<ul style="list-style-type: none"> <li>• High public expectation</li> </ul>	<ul style="list-style-type: none"> <li>• High individual and interest group expectation</li> </ul>
<b>Financial Sustainability</b>	<ul style="list-style-type: none"> <li>• Free, nominal or fee tailored to public needs</li> <li>• Requires public funding</li> </ul>	<ul style="list-style-type: none"> <li>• Fees cover some direct costs</li> <li>• Requires a balance of public funding and a cost recovery target</li> </ul>	<ul style="list-style-type: none"> <li>• Fees cover most direct and indirect costs</li> <li>• Some public funding as appropriate</li> </ul>
<b>Benefits (i.e., health, safety, protection of assets).</b>	<ul style="list-style-type: none"> <li>• Substantial public benefit (negative consequence if not provided)</li> </ul>	<ul style="list-style-type: none"> <li>• Public and individual benefit</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily individual benefit</li> </ul>
<b>Competition in the Market</b>	<ul style="list-style-type: none"> <li>• Limited or no alternative providers</li> </ul>	<ul style="list-style-type: none"> <li>• Alternative providers unable to meet demand or need</li> </ul>	<ul style="list-style-type: none"> <li>• Alternative providers readily available</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>• Open access by all</li> </ul>	<ul style="list-style-type: none"> <li>• Open access</li> <li>• Limited access to users</li> </ul>	<ul style="list-style-type: none"> <li>• Limited access to users</li> </ul>

#### 4.5.4 CLASSIFICATION OF SERVICES-KEY RECOMMENDATIONS

In order to improve the fiscal performance and delivery of programs and services, the consulting team makes the following recommendations.

- **Implement the Classification of Services and Cost Recovery Goals:** Through the program assessment analysis, the major functional program areas were assessed and classified based on the criteria established in the previous section of the plan. This process included determining which programs and services fit into each classification criteria. Then cost recovery goals were established based on the guidelines included in this plan. The percentage of cost recovery is based on the classification of services and will *typically* fall within these ranges, *although anomalies will exist*:
  - Core 0-35%
  - Important 35-75%
  - Value Added 75%+

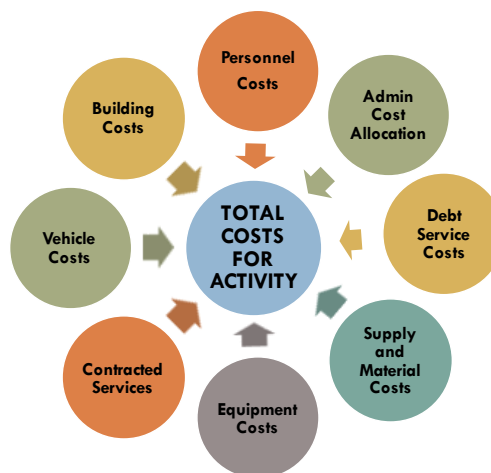


The below table represents a summary of programs and services, the classification of those programs, as well as, recommended cost recovery goals to be achieved within 5 years.

Programming Lines of Service	Benefit Level	Classification	Pricing Strategy	Recommended Total Cost Recovery
Active Older Adults 55+	Individual	Value Added	User Fees	100%
Adult Sports	Individual	Value Added	User Fees	100%
Aquatics (Learn to Swim)	Community	Essential	General Fund	35%
Aquatics (Other)	Merit/Individual	Important/Value Added	General Fund/User Fees	50-100%
Cemetery Services	Merit/Individual	Important/Value Added	General Fund/User Fees	50%
Early Learning	Merit	Important	General Fund/User Fees	50%
Fitness	Individual	Value Added	User Fees	100%
Outdoor Recreation	Individual	Value Added	User Fees	100%
Senior Services (Arts and Crafts)	Community	Essential	General Fund	up to 35%
Senior Services (Events)	Community	Essential	General Fund	up to 35%
Senior Services (Fitness)	Community	Essential	General Fund	up to 35%
Senior Services (Games)	Community	Essential	General Fund	up to 35%
Senior Services (Groups and Clubs)	Community	Essential	General Fund	up to 35%
Senior Services (Wellness)	Community	Essential	General Fund	up to 35%
Special Events	Merit/Individual	Important/Value Added	General Fund/User Fees	50-100%
Special Interest	Individual	Value Added	User Fees	100%
Volunteer Services/Community Outreach	Community/Merit	Essential/Important	General Fund/Sponsorships	0-50%
Youth Camps	Merit/Individual	Important/Value Added	General Fund/User Fees	50-100%
Youth Sports	Merit/Individual	Important/Value Added	General Fund/User Fees	50-100%

#### 4.5.5 UNDERSTANDING THE FULL COST OF SERVICE

To properly fund all programs, either through tax subsidies or user fees, and to establish the right cost recovery targets, a Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program, but provides information that can be used to price programs based upon accurate delivery costs. The figure below illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.



The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Agencies use Cost of Service Analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by Billings between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Department staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

Currently, the Billings Parks, Recreation and Public Lands Department does track revenue, expenditures and cost recovery goals as lines of service as shown in the table below:

<b>COST RECOVERY</b>			
<b>Core Program Area</b>	<b>Cost Recovery Goal (percentage)</b>	<b>Actual Cost Recovery for most recent FY (percentage)</b>	<b>Notes/Comments</b>
Active Older Adults 55+	100% of all Direct Costs	113%	High Specialized Instructor Wages
Adult Sports	100% of all Direct Costs	117%	Major wage expense in recruitment and retention of officials
Aquatics	100% of all Direct Costs	122%	Volume participation for Learn to Swim
Cemetery Services	20% of all Direct Costs	22%	Increase to 50% within 5 years
Early Learning	100% of all Direct Costs	100%	Maintain program started by United Way who lost grant that financially supported program.
Fitness	100% of all Direct Costs	106%	High Specialized Instructor Wages
Outdoor Recreation	100% of all Direct Costs	111%	Include mostly trips/tours to participate
Senior Services	10% of all Direct Costs	11%	Through funding provided by the Yellowstone County Senior Mill Levy which comes to the Adult Resource Alliance of Yellowstone County and is distributed to senior service providers.
Special Interest	100% of all Direct Costs	109%	High Specialized Instructor Wages
Volunteer Services/Community Outreach (no charge)	0% of all Direct Costs	0%	Free Service
Youth Camps	100% of all Direct Costs	126%	High volume / Focus on Instructor Ratios
Youth Sports	100% of all Direct Costs	105%	Scholarships widely used for instructional programs. Club Sports provide revenue.

To more accurately track cost of service and cost recovery, the consulting team recommends the following:

- **Develop New Pricing Policy Based on Classification of Programs and Services:** Given the recommended shift in philosophical approach, it is important to refocus the division on cost recovery goals by functional program area or line of service. Pricing based on established operating budget recovery goals will provide flexibility to maximize all pricing strategies to the



fullest. Allowing the staff to work within a pricing range tied to cost recovery goals will permit them to set prices based on market factors and differential pricing (prime-time/non-primetime, season/off-season rates) to maximize user participation and also encourage additional group rate pricing where applicable.

To gain and provide consistency, a revised pricing policy must be adopted in order for the Billings Parks, Recreation and Public Lands Department to operate effectively and efficiently to meet the program cost recovery goals identified above. In short, it is important that the Billings Parks, Recreation and Public Lands Department state its policy in all publications, on its website, and in its reservation processes to describe how they establish a price for a service or use of a facility. Example:

*“The Billings Parks, Recreation and Public Lands Department’s funding that is derived from taxpayers is focused on mission-based facilities and services. The programs and facilities that are furthest from our mission, that provide an individual benefit, or that provide exclusive use will require higher fees from users or other sources to help offset operating costs.”*

It is recommended that the Billings City Council adopt the recommended cost recovery goals for the Parks and Recreation Department as presented in this Master Plan. In order to achieve the cost recovery goal, it is expected that the Billings Parks, Recreation and Public Lands Department will strive to continue to meet the cost recovery goals established for each program area as recommended. In order to continue to meet these goals, efforts must be made to:

- Consistently deliver high quality programs and services
- Strategically price programs and services
- Solicit sponsorships and donations to develop a sustainable earned income stream
- Increase the utilization of volunteers to offset operational expenditures
- Expand marketing to increase the volume of participation in programs and services

The cost recovery goals are expected to be achieved over a 5-year period and there should be no expectation that they be realized immediately. It is expected that an iterative implementation process of introducing the classification methodology and a new pricing policy along with the refinement of department’s cost of service analysis will occur over the next 5 years. This process will have an impact on cost recovery as it will result in the refinement of foundational business elements including but not limited to service levels, service delivery, pricing and the guidelines developed to secure external operational funding sources such as grants, donations and partnerships. Additionally, external factors such as economic conditions and changes to the City’s financial policies will have a bearing on achieving a cost recovery goal in which revenue offsets 50% of expenditures.

- **Develop Pricing Strategies:** As the Billings Parks, Recreation and Public Lands Department embarks on the implementation of a new pricing policy, it will be necessary to develop pricing strategies that will not only increase sales but also maximize the utilization of the City of Billings’ parks, programs and recreation facilities. By creating pricing options, customers are given the opportunity to choose which option best fits their schedule and price point. The consulting team recommends that the Billings Parks, Recreation and Public Lands Department continue to explore pricing strategies that create options for the customer.

The following table offers examples of pricing options.

• Primetime	• Incentive Pricing
• Non-primetime	• Length of Stay Pricing
• Season and Off-season Rates	• Cost Recovery Goal Pricing
• Multi-tiered Program Pricing	• Level of Exclusivity Pricing
• Group Discounting and Packaging	• Age Segment Pricing
• Volume Pricing	• Level of Private Gain Pricing

The most appropriate strategies for Billings to consider are as follows:

- Primetime and Non-primetime pricing strategy - The price is set based on the time of the day. Primetime is considered to be the time of day in which the demand for the service is highest. Fees for the rental of a park or pool during this time would be set at rate that would recover 125-150% of costs incurred. To lessen the demand for “primetime”, the department can lower prices for rentals of the park or pool during times in which demand is lower. This will assist in maximizing the utilization of its facilities.
- Premium pricing - The price set is high to reflect the exclusiveness of the product. An example of this would be a user group paying higher rental fees for the exclusive use of a facility that prohibits the general public or other groups from participating.
- Consider a pricing strategy that provides a discount for online registration of programs.





## 4.6 PROGRAM PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by Billings Parks and Recreation. This model evaluates both quantitative and qualitative data.

- Quantitative data includes the statistically-valid community survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.
- A weighted scoring system is used to determine the priorities for recreation programs:

Data Source	Component	Weighting
Quantitative Data	<b>Unmet Needs Reported by the Community Survey</b> – This is used as a factor from the total number of households stating whether they have a need for a facility/program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 25 different facilities and 19 recreation programs.	35%
	<b>Importance Rankings Reported by the Community Survey</b> – This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.	35%
Qualitative Data	<b>Synthesis of Trends and Anecdotal Information</b> – This factor is derived from the planning team’s evaluation of program and facility priority based on survey results, community input, stakeholder interviews, staff input, local demographics, and recreation trends.	30%

These weighted scores provide an overall score and priority ranking for the system as a whole. The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

Program	Priority
Family Recreation Swimming	High
Family Outdoor Adventure Trips	
Indoor Climbing/Walking Track Program*	
Adult (18-54) Fitness*	
Adult Water Fitness	
Family Recreation Ice Skating*	
Adult (age 55-70) Fitness/Exercise*	
Learn to Swim	
River/Lake Water Sports (canoeing/kayaking)	
Performing Arts/Special Interest*	
Adult (55-70) Outdoor Adventure	
Adult (55-70) Outdoor Fitness	
Adult (55-70) Educational Tours	
Children Outdoor Adventure Camps	
Children Outdoor Educational Camps	Medium
Rock Climbing and Rappelling	
Competitive Swimming	
Baseball/Softball	
Ice Hockey/Figure Skating/Curling*	Low
Tennis instruction	
Sand Volleyball	
Indoor Youth Basketball/Volleyball*	
Indoor Adult Basketball/Volleyball*	
Pickleball	
* The City does NOT currently have a facility to host these programs	

#### 4.7 OTHER KEY FINDINGS

- **Program Evaluation:** Assessment and evaluation tools to measure the success of programs and services are in place.
- **Customer Satisfaction and Retention:** The department does not currently track customer satisfaction ratings or customer retention percentages.
- **Staff Training/Evaluation:** The department has a comprehensive staff training program and solid evaluation methods in place.
- **Public Input:** The department does not have methodology in place to continually gather feedback on needs and unmet needs for programming.
- **Staffing:** The addition of a third programmer beginning in FY 18 will provide the department with additional capacity to better meet the highest priority outdoor programming needs of the community.
- **Marketing:** The department utilizes a number of marketing strategies to inform City residents of the offerings of the community; however, it lacks a formalized Marketing Plan which can be utilized to create target marketing strategies.

#### 4.8 OTHER KEY RECOMMENDATIONS

- **Participation Data Analysis:** Through ongoing participation data analysis, refine recreation program offerings to reduce low enrollment or cancelled programs due to no enrollment.
- **Expand programs and services in the areas of greatest demand:** Ongoing analysis of the participation trends of programming and services in Billings is significant when delivering high quality programs and services. By doing so, staff will be able to focus their efforts on the programs and services of the greatest need and reduce or eliminate programs and services where interest is declining. Specific efforts should be made to increase programming in the areas of greatest UNMET need as identified in the statistically valid survey.
- **Partnerships:** The department does not have all partnerships memorialized in formal partnership agreements.
- **Evaluation:** Implement the program assessment and evaluation tool as recommended. Assessment and evaluation tool is provided as an Excel spreadsheet as a stand-alone separate document.



#### 4.9 SUMMARY

The department is delivering quality programs, services and events to the community, *however, does have opportunity for improvement*. The chart below provides a summary of the recommended actions that the Department should implement in developing a program plan to meet the needs of residents.

PROGRAM	ACTION	TIMELINE
Family Recreation Swimming	CONTINUE/EXPAND	LONG-TERM (aquatic facility construction)
Family Outdoor Adventure Trips	CONTINUE/EXPAND	SHORT-TERM
Indoor Climbing/Walking Track Program*	IMPLEMENT	LONG-TERM (recreation center construction)
Adult (18-54) Fitness*	EXPAND	LONG-TERM (recreation center construction)
Adult Water Fitness	CONTINUE/EXPAND	LONG-TERM (aquatic facility construction)
Family Recreation Ice Skating*	IMPLEMENT	LONG-TERM (ice rink partnership)
Adult (age 55-70) Fitness/Exercise*	CONTINUE/EXPAND	LONG-TERM (recreation center construction)
Learn to Swim	CONTINUE/EXPAND	LONG-TERM (aquatic facility construction)
River/Lake Water Sports (canoeing/kayaking)	IMPLEMENT	IMMEDIATELY through partnerships
Performing Arts/Special Interest*	IMPLEMENT	LONG-TERM (recreation center construction)
Adult (55-70) Outdoor Adventure	IMPLEMENT	IMMEDIATELY
Adult (55-70) Outdoor Fitness	IMPLEMENT	IMMEDIATELY
Adult (55-70) Educational Tours	IMPLEMENT	IMMEDIATELY
Children Outdoor Adventure Camps	CONTINUE	SHORT-TERM
Children Outdoor Educational Camps	CONTINUE	SHORT-TERM
Rock Climbing and Rappelling	IMPLEMENT	IMMEDIATELY through partnerships
Competitive Swimming	CONTINUE	LONG-TERM (aquatic facility construction)
Baseball/Softball	CONTINUE	SHORT-TERM
Ice Hockey/Figure Skating/Curling*	IMPLEMENT	LONG-TERM (ice rink partnership)
Tennis instruction	CONTINUE	SHORT-TERM
Sand Volleyball	CONTINUE	LONG-TERM (community park construction)
Indoor Youth Basketball/Volleyball*	CONTINUE/EXPAND	LONG-TERM (recreation center construction)
Indoor Adult Basketball/Volleyball*	CONTINUE/EXPAND	LONG-TERM (recreation center construction)
Pickleball	CONTINUE	SHORT-TERM

\*Multi-Generational Recreation Facility needed to incorporate expanded recreational programming opportunities.

## Chapter Five - DEPARTMENT MAINTENANCE ASSESSMENTS

Parks and amenities that are clean and functioning efficiently are a critical element to delivering high quality programs and services. The chart below illustrates the acreage maintained by the City of Billings Parks, Recreation and Public Lands Department (not included Right of Way/Median acreage).

PARK TYPE	Billings Inventory
Pocket Parks	23.25
Neighborhood/School Parks	182.91
Community Parks	311.89
Greenways/Linear Park	115.53
Special Use Parks	100.00
Sports Complex Parks	139.46
Cemeteries	66.41
Natural Resource/Conservation Parks	1,023.12
Undeveloped Parks	95.42

### 5.1 PARK MAINTENANCE

Parks and Open Spaces have played a major role in the livability of Billings since its inception. The City is fortunate to have almost 10% of the lands throughout the city preserved in perpetuity for the recreation and enjoyment of current and future citizens. Today, the park and open space system consists of 2,555 acres of developed, undeveloped, natural area, green space and greenway parks woven throughout the city. Today, park facilities include 6 neighborhood centers, a professional baseball stadium, 2 outdoor pools, 4 spray grounds, 2 wading pools, 40 playgrounds, 24 picnic shelters, one skate park, 26 tennis courts, 25 basketball courts, 22 restrooms, 39 miles of hard surface multi-use trails and many miles of soft surface trails making it the largest Urban Park system in Montana. The Core Services that the Park Maintenance Division provides are:

- Park Lands Management and Maintenance
- Facility and Building Management and Maintenance
- Heritage Trail Management and Maintenance
- Environmental Stewardship & Conservation
- Community Partnerships and Events



### 5.1.1 KEY FINDINGS

- **Lines of Service:** The core lines of service (functions) performed by the Parks Division are numerous and are as follows:

<b>Parks Maintenance Lines of Service</b>
Athletic Field - Game Preparation
Athletic Field Maintenance (Diamond and Multi-Purpose Fields)
Citizen Inquiries
Department Special Event Support
Dog Park Maintenance
Equipment Maintenance
Facility Grounds Maintenance
Furniture, Fixtures, Systems (lighting, etc) and Equipment Maintenance and Repair
Integrated Pest Management
Irrigation Systems
Lake Management
Landscape Beautification
Maintenance Yard Management
Natural Resource/Open Space
Park Building Maintenance
Park Permit/Special Event Facilitation
Playground Maintenance
Restroom Custodial Services
Sport Courts (Basketball, Tennis, Sand Volleyball Courts)
Snow and Ice Removal
Trails
Turf Management

- **Maintenance Standards and Development of Work Plans** - Through the review of data and workshops with staff, the PROS Consulting team determined that the Parks division does have management plans in place including:
  - Athletic Field Management Plan
  - Noxious Weed Management Plan
  - Trail Asset Management Plan
  - Trash Removal Management Plan

However, routine parks and grounds maintenance plans with task, frequency and season of year in which work is performed are more institutional in nature.

- **Work Order Management System** - The Parks Division should consider a Work Order Management System that identifies maintenance and asset replacement schedules.
- **Resources:** Staff does not lack the necessary equipment or resources to perform tasks at a high level, however, lack of staff creates hardships when managing turf, trees and landscaping.

- **Third Party Contracting of Services** - Given the “varying” cycles of the economy, it is imperative that the division continually evaluates the capacity and cost of service in the private sector. Currently, Parks does not track unit activity costs and therefore cannot analyze the unit cost to perform work internally against the unit cost to perform work by a third-party vendor. Without this level of analysis, the division is unable to determine if it is more effective and efficient to perform work “in-house” or to “contract it out”.
- **Task Time Analysis:** As part of the park maintenance operations analysis, the Billings Parks Division conducted a high-level task time analysis of full-time employees in the core areas in which it performs regular routine maintenance. The following chart provides a summary of the results of this effort.

BILLINGS PARKS - TASK TIME ANALYSIS		
Task	Total Annual Manhours	Percentage of Time
Morning Load	600.00	2%
Windshield Time	8400.00	32%
Break/Lunch	1500.00	6%
Routine Parks Maintenance	3000.00	11%
Routine Facility Maintenance	900.00	3%
Routine Trail Maintenance	450.00	2%
Equipment Repair	900.00	3%
Routine Natural Area Maintenance	450.00	2%
Supervision Time	2100.00	8%
Irrigation	5550.00	21%
Repair (Parks, Trails, Facilities, Natural Areas- do NOT include irrigation)	408.00	2%
Special Projects (for other City Departments/Partners)	60.00	0%
Special Event/Park Rental Support	1164.00	4%
Meetings/Training/Misc.	240.00	1%
End of Day Unload	600.00	2%
	<b>26322.00</b>	<b>100%</b>
<b>TOTAL ANNUAL "UNPRODUCTIVE TIME"</b>	<b>11100.00</b>	<b>42%</b>

- 39% of all labor efforts for general parks and grounds maintenance is attributed to scheduled maintenance. This equates to only 3.12 hours of every 8-hour day per person.
- 42% of all labor efforts for general parks and grounds maintenance is expended on traveling from location to location as well as “loading and unloading” of equipment at the beginning and end of each work day. This equates to 3.36 hours of every 8-hour day per person. The majority of this unproductive time is due to the large amount of windshield time (travel time between parks).
- Overall, approximately 4.64 hours (or 58%) of every 8-hour work day per person is spent performing actual work in the field. This falls well below the best practice guideline of 5.6 hours.
- Achieving the best practice guideline would equate to an additional 2216 hours of actual work performed annually. This is the equivalent of 1.06 FTEs (or approximately \$50,000 in total employee compensation) of work being performed in the field.
- **Maintenance Yard Locations:** The major contributor to the high amount of windshield time is the lack of satellite maintenance yards in the Heights and West End area of Billings.



- **Annual Park Operation and Maintenance Funding:** Based on analysis conducted by PROS Consulting, unit costs are not in alignment with best practice cost per acre. The below chart illustrates the following:
  - Acreage by park type maintained by the Billings Parks Division
  - Annual funding allocated by each funding source for park maintenance
  - Annual funding allocated across each park typology for park maintenance
  - Total annual funding expended on maintenance for each park typology
  - Billings cost per acre expended on maintenance by park typology
  - Best practice cost per acre expended on maintenance by park typology
  - Additional annual funding needed to meet best practice cost per acre by park typology

PARK TYPE	Billings Inventory	City Wide Park District #1 Funding	Park Maintenance District Funding	General Fund Funding	TOTAL	Actual Billings Cost per acre	Best Practice Cost Per Acre	Additional Funding Needed to Meet Best Practice
<b>Total Funding</b>		\$ 771,063	\$ 1,047,057	\$ 3,444,293	\$ 5,262,413			
Pocket Parks	23.25			1%	\$ 34,443	\$ 1,482	\$ 4,000	\$ 58,537
Neighborhood/School Parks	182.91	5%	73%	18%	\$ 1,422,878	\$ 7,779	\$ 8,000	\$ 40,395
Community Parks	311.89	86%	7%	25%	\$ 1,597,481	\$ 5,122	\$ 10,000	\$ 1,521,419
Greenways	115.53	3%	20%	6%	\$ 439,201	\$ 3,802	\$ 4,000	\$ 22,909
Special Use Parks	100.00	1%		9%	\$ 317,697	\$ 3,177	\$ 3,000	\$ (17,697)
Sports Complex Parks	139.46	2%		14%	\$ 497,622	\$ 3,568	\$ 10,000	\$ 896,978
Leased Land	220.85	1%		8%	\$ 283,254	\$ 1,283	\$ 1,500	\$ 48,021
Cemeteries	66.41			11%	\$ 378,872	\$ 5,705	\$ 6,000	\$ 19,588
Natural Resource/Conservation Parks	1,023.12	2%		7%	\$ 256,522	\$ 251	\$ 450	\$ 203,884
Open Space/Undeveloped Parks	95.42			1%	\$ 34,443	\$ 361	\$ 400	\$ 3,725
<b>Total</b>	<b>2,255.59</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>\$5,262,413</b>			<b>\$2,797,759</b>

As noted in the chart above, the parks division is currently underfunded annually by \$2,797,759.

- **Staffing:** The Parks Division is comprised of 12.25 Full-time employees and 50 seasonal employees which equals 38 FTEs. Best practice ratio of staff per park acres maintained at a best practice Level 2 maintenance standard for pocket, neighborhood, greenways, and community parks is 1:20 acres. With the responsibility of actively managing 873 acres (does not include leased land, cemeteries, natural resource/conservation parks, open space/undeveloped parks, or right of way and median landscaping), the division DOES NOT have the staffing capacity to manage the developed parks system consistently at a Level 2 maintenance standard as the current ratio of FTEs to park acres is 1:23 acres. Staffing levels are deficient by at least 5.5 FTE's in order to meet the staffing requirements for Best Practice Staff Levels. This does not consider maintenance in Undeveloped Park Land or Natural Lands, which require a lower level of maintenance, but still require staff time.
- This equates to approximately an additional \$275,000 annually for parks maintenance personnel (or 10% of the overall additional \$2,797,759 annual funding for parks maintenance).

Additionally, the number of direct reports managed by one supervisor (12.25 Full Time and 50 Seasonal Staff) is much greater than best practice.

- **Trails Maintenance:** Maintenance on the trails system is a combined effort between the Parks Division and the Public Works Department and inefficiencies exist due to duplication of efforts or lack of defined roles and responsibilities.

#### 5.1.2 PARKS MAINTENANCE KEY RECOMMENDATIONS

- **Trail Maintenance:** Clear lines of role and responsibility should be established between Parks and Public Works to ensure the effective and efficient utilization of taxpayer dollars.
- **Implement a Work Order Management System:** A work order system should be used to track lifecycle maintenance requirements that are tied to weekly and monthly work orders. This will help the staff to stay ahead of preventative maintenance and limit breakdowns. Further, utilizing the system will provide staff the necessary “actual cost” data for work being performed.
- **Systematic Approach to Contracting Services:** Through the development of management processes, the Parks Division must begin to track unit activity costs through the implementation of a work order management system and in turn, would internally analyze the unit cost to perform work internally against the unit cost to perform work by a third-party vendor.
- **Maintenance Yard Locations:** It is recommended that basic satellite maintenance yards be constructed (one in the Heights and one in the West End) to more efficiently and effectively perform park maintenance functions by reducing windshield time.
  - The cost of constructing each maintenance yard is approximately \$500,000 (\$1,000,000 total cost)
  - The life expectancy of each maintenance yard is approximately 50 years.
  - Efficiencies gained by constructing the two maintenance yards = \$50,000 annually.
  - Return on Investment in years = 20
- **Annual Park Operation and Maintenance Funding:** It is recommended that the parks division be allocated an additional \$3,946,689 for parks maintenance functions within the next three years to meet best practice cost per acre standards.
- **Parks Division Staffing:** PROS Consulting recommends the addition of 5.5 maintenance worker FTEs within the next three years. There is a need for at least one more Supervisor to adequately manage a staff of this size.
- **Create Work Plans Based on Maintenance Standards:** Maintenance standards are based on a Level (1), (2) and (3) modes (tasks and frequencies of each task) and follow best practices as established by the National Recreation and Park Association. The division can customize the standards based on the park and recreation values of the Billings community and need to be adopted and implemented by staff and followed regardless of whether work is performed by City staff or third-party contractors.



## GENERAL PARK MAINTENANCE STANDARDS

### GENERAL PARKS MAINTENANCE

Both the frequency and timeframe vary for each level.

Task	Level 1	Level 2	Level 3
	Frequency	Frequency	Frequency
<b>Turf</b>			
Mow/Trim/Blow Clippings	1x/5 days	1x/7 to 10 days	1 or 2x/year
Aerate	2x/year	1x/year	As needed
Overseed	1x/year	As needed	Not performed
Fertilize	2 to 4x/year	1x/year	Not performed
Apply weed control	1x/year and as needed	As needed	As needed
Trim Shrubs	1x/month and as needed	1x/year	As needed
Pick up trash prior to mowing	1x/5 days	1x/10 days	1x/10 days
Control pests	As needed	As needed	As needed
Manage leaves	2x/year and as needed	2x/year and as needed	1x/year
Line Trim	1x/week	1x/week	Monthly
Edge	1x/month	1x/year	As needed
<b>Pavilion/Shelters</b>			
Clean and sweep	1x/week	As needed	As needed
Remove and/or replace Garbage Bags and Trash cans	Daily	As needed	As needed
Paint Pavilion	1x/year	1x/2 years	As needed
Power wash	1x/week	2x/year	As needed
Inspect Electrical System Limited to Power Supply	1x/year	1x/year	1x/year
Inspect Picnic Tables	1x/week	1x/week or as needed	Monthly
<b>Restrooms</b>			
Clean and restock	2x/day (weekdays); 2x/day (weekends)	1x/day (weekdays); 2x/day (weekends)	Daily
Odor removal	7x/week	7x/week	Weekly
Repair vandalism	As needed	As needed	As needed
Remove and/or replace Garbage Bags and Trash cans	7x/week	7x/week	2x/week
Mechanical Inspection (plumbing)	1x/month	1x/month	1x/month
Schedule Lighting, Mechanical Systems	1x/week	1x/week	1x/year
Seasonal start-up and close-up	2x/year	2x/year	1x/year
<b>Fence</b>			
Inspect	1x/week	1x/year and following storms	1x/year and following storms
Repair	As needed	As needed	As needed
Replace	As needed	As needed	As needed
Repaint	As needed	As needed	As needed
Vegetation Control	1x/year and as needed	1x/year and as needed	1x/year and as needed
<b>Mulching</b>			
Apply Mulch	2x/year	1x/year	As needed
Weed Control	2x/year	1x/year	As needed

PLAYGROUNDS MAINTENANCE STANDARDS

# PLAYGROUNDS

The difference in levels is the frequency of the task. Timeframes are the same for every level.

Task	Level 1	Level 2	Level 3
	Frequency	Frequency	Frequency
Inspect and document	Weekly	Monthly (7x/year)	Bi-Monthly(4x/year)
Major Annual Inspection	Annually	Annually	Annually
Repair	As needed	Monthly	As needed
Clean and pickup trash	Daily	Weekly	Weekly
Remove graffiti	As needed	As needed	As needed
Inspect water fountains, where applicable	Weekly	Monthly	As needed
Rake fiber mulch	Weekly	Monthly	Monthly
Seal rubberized, poured in place	Annually	Annually	Every 2 years
Supplementing Fiber Mulch	Annually	Every two years	As needed
Replace	Every 15 years	Every 15 years	As needed
Inspect for Pests/Bees/etc	Weekly	Monthly	As needed

FLORAL MAINTENANCE STANDARDS

# FLORAL

Both the frequency and timeframe vary for each level.

Task	Level 1	Level 2	Level 3
	Frequency	Frequency	Frequency
Plant landscape flowers (perennial)	2x/year	1x/year	1x/year
Flowerbed preparation	1-2x/year	1x/year	1x/year
Mulch	1x/year and as needed	1x/year	1x/year
Aeration, Fertilizer, Weed Control	1x/2 weeks or as needed	1x/monthly	Annually
Create floral display	3x/year	1-2x/year	As needed/requested
Clean weeds from beds	1x/week or as needed	Monthly	2x/year
Prune and deadhead flowers	1x/week	Monthly	Bi-Monthly
Edge Beds	1x/year and as needed	Every 2 years	Every 2 years
Cut back ornamental grasses and plants	1x/year	1x/year	Annually
Water (hand watering)	As needed	As needed	As needed
Inspect and adjust irrigation heads	1x/week	Monthly	As needed
Replace/supplement Bulbs	1x/2 years	1x/3 years	1x/3 years



GENERAL GROUNDS MAINTENANCE STANDARDS

# GROUNDS MAINTENANCE

Both the frequency and timeframe vary for each level.

Task	Level 1	Level 2	Level 3
	Frequency	Frequency	Frequency
<b>General Maintenance</b>			
<b>Mow/Trim/Blow Clippings</b>	1x/5 days	1x/7 to 10 days	1 or 2x/year
<b>Aerate</b>	2x/year	1x/year	As needed
<b>Overseed</b>	1x/year	As needed	Not performed
<b>Fertilize</b>	2 to 4x/year	1x/year	Not performed
<b>Apply weed control</b>	1x/year and as needed	As needed	As needed
<b>Trim Shrubs</b>	1x/month and as needed	1x/year	As needed
<b>Pick up trash prior to mowing</b>	1x/5 days	1x/10 days	1x/10 days
<b>Control pests</b>	As needed	As needed	As needed
<b>Manage leaves</b>	2x/year and as needed	2x/year and as needed	1x/year
<b>Line Trim</b>	1x/week	1x/week	Monthly
<b>Edge</b>	1x/month	1x/year	As needed
<b>Monuments</b>			
<b>Inspect</b>	1x/week	4x/year and following storms	1x/year and following storms
<b>Repair</b>	As needed	As needed	As needed
<b>Replace</b>	As needed	As needed	As needed
<b>Graffiti Removal</b>	As needed	As needed	As needed
<b>Vegetation/Weed Control</b>	4x/year	2x/year	1x/year and as needed
<b>Mulching</b>			
<b>Apply Mulch</b>	2x/year	1x/year	As needed
<b>Weed Control</b>	2x/year	1x/year	As needed

NATURAL TURF ATHLETIC FIELDS MAINTENANCE STANDARDS

## NATURAL TURF ATHLETIC FIELDS

Both the frequency and timeframe vary for each level.

Task	Level 1	Level 2	Level 3
	Frequency	Frequency	Frequency
<b>Athletic Fields - Baseball / Softball / Soccer / Multi-use</b>			
Mow grass at 1.5-2" height per mowing	3x/week	2x/week	1x/week
Overseed	Twice/year	Once/year	Once/year
Fertilizer	3x/year	2x/year	1x/year
Line/Field Prep	As needed	As Needed	As Needed
Aerate	2x/year	1x/year	1x/year
Pick up trash and clean during events	Twice Daily	Daily	1x/week
Inspect bleachers /scoreboards / security lighting/fencing	Monthly	2x/year	2x/year
Water ( 1 inch / week)	Daily	As Needed	As Needed
Paint Backstops	Every 2 years	Every 3 years	Every 5 years
Set up recreational amenities	Daily	Daily	Daily

PATHWAYS/TRAILS MAINTENANCE STANDARDS

## PATHWAYS/TRAILS

The difference in levels is the frequency of the task. Timeframes are the same for every level.

Task	Level 1	Level 2	Level 3
	Frequency	Frequency	Frequency
Clean and sweep	Once/week	Once/month	As needed
Minor Surface Repair	Within 1 week of deficiency noted	Within 1 month of deficiency noted	Annually
Minor Edge Repair	Within 1 week of deficiency noted	Within 1 month of deficiency noted	Annually
Major Inspection	Monthly	Twice/year	Annually
Clean and sweep	Weekly	Monthly	As needed
Striped/Marked	Yearly	Every two years	As needed
Mowed on both sides	Twice Monthly	Monthly	Twice/year
Check/Repair signs	Monthly	Twice/year	Annually
Overlays	As needed	As needed	As needed
Crack sealing	Annually	Every two years	As needed
Trim/Prune Tree Overhang	Twice/year	Annually	As needed
Spray weed control	Monthly	Twice/year	Annually



## NATURAL AREA/OPEN SPACE MAINTENANCE STANDARDS

# NATURAL AREAS/OPEN SPACE

The difference in levels is the frequency of the task. Timeframes are the same for every level.

Task	Level 1	Level 2	Level 3
	Frequency	Frequency	Frequency
Tracking Invasives	Annually	Every 2 years	As needed
Inventory/Map Natural Community	Annually	Every 2 years	As needed
Inventory/ Map Native Plants	Annually	Every 2 years	As needed
Wildlife Inventory	Annually	Every 2 years	As needed
Species Introduction/ Translocation	Annually	Every 2 years	As needed
GPS/ GIS	Bi-annually	Every 2 years	As needed
Ground-truth	As needed	Every 2 years	As needed
Photomonitoring	4x/year	2x/year	Every 2 years
Treatment Monitoring	project-specific	project-specific	project-specific
Cutback/Herbicide	2x/year	2x/year	Annually
Plant/ Seed	Annually	Annually	As needed
Collect Seed	Annually	Every 2 years	As needed
Create Burn Break	Annually	As needed	As needed
Brushhogging	Annually	Annually	Annually
Tree Removal	Annually	As needed	As needed
Prescribe Burn	3-yr rotation or as needed	As needed	As needed
Install/ Repair Nestbox	Annually	Every 2 years	As needed
Install/Remove/Replace Signage	Annually	As needed	As needed
Perimeter Walk	2x/year	Annually	Annually
Perimeter Clearing	Monthly	Annually	Annually
Remove Trash	Monthly	Bi-Monthly	3x per year
Close Trail	As needed	As needed	As needed
Weedat trail shoulders	Monthly	3x per year	2x/year
Suspend Mowing	As needed	As needed	As needed
Mitigate Dam	As needed	As needed	As needed
Mulch/ Compost	As needed	As needed	As needed
Transport/ Deliver Materials	As needed	As needed	As needed
Inventory/ Repair Field Equipment	2x/year	1x/year	As needed
Stock First-Aid Supplies	2x/year	2x/year	Annually
Chip	As needed	As needed	As needed
Clean Casting Pond	As needed	As needed	As needed
Install Erosion Control	As needed	As needed	As needed
Install/ Remove Fencing	As needed	As needed	As needed

### 5.1.3 PARK MAINTENANCE OTHER RECOMMENDATIONS

- **Cost Avoidance:** Maintenance operations are typically spent in divisions that do not have direct revenue sources that can offset expenditures. There are opportunities, however, to reduce expenditures through the following strategies.
  - **Adopt-a-Trail Programs:** These are typically small-grant programs that fund new construction, repair or renovation, maps, trail brochures, and facilities (bike racks, picnic areas, birding equipment, etc.), as well as providing maintenance support. These programs are similar to the popular “adopt-a-mile” highway programs most states utilize. Adopt-a-trail programs can also take the form of cash contributions in the range of \$12,000 to \$16,000 per mile to cover operational costs.
  - **Adopt-a-Park Programs:** These are small-grant programs that fund new construction and provide maintenance support. Adopt-A-Park programs can also take the form of cash contributions in the range of \$1,000 to \$5,000 per acre to cover operational costs.
  - **Operational Partnerships:** Partnerships are operational funding sources formed from two separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Two partners jointly share risk, operational costs, responsibilities, and asset management based on the strengths of each partner.

## 5.2 URBAN FORESTRY

The City of Billings Urban Forestry Department is dedicated to providing residents, businesses and community visitors a healthy, safe and pleasant environment focusing primarily on the contributions trees to enhancing community appearance, improving quality of life and increasing community prosperity.

Billings’ urban forests provide economic, health and environmental benefits. Trees 1) produce oxygen and filter airborne particulates - improving Billing’s air quality, 2) improve water quality and reduce storm water runoff - reducing pollutants and mitigation costs, 3) provide shade, contribute to summer cooling, and moderate the effects of wind - saving energy costs and 4) make our city more livable and 4) impart a distinctive character and beauty, enrich the aesthetic experience of the community, soften and screen urban development, provide habitat for wildlife, and add to our history, civic pride and public life.



### 5.2.1 KEY FINDINGS

- **Lines of Service** - The core lines of service (functions) performed by the Urban Forestry Division are numerous and are as follows:

Urban Forestry Lines of Service
Citizen Inquires
Department Special Event Support
Equipment Maintenance
Integrated Pest Management
Irrigation Systems
Snow Removal
Storm Clean-up
Traffic Safety Management
Trail Clearing
Tree Inspections and Protection
Tree Planting
Tree Pruning and Maintenance
Tree Removal

- **Best Practice Maintenance Standards:** Billings is one of the only cities in the northern Rockies that provide routine maintenance to every tree in its system on a recurring schedule. The Urban Forestry Division also has programs to memorialize loved ones by means of a tree (Memorial Tree Program), provides cost-share assistance for planting trees in boulevards, supports wildlife through a snag management program and generates funding for planting new trees by means of a “Trash for Trees” program that also provides citizens an opportunity to recycle newspaper and aluminum. The Urban Forestry Division adheres to the best practice maintenance standards shown to the right:

### URBAN FORESTRY

Task	Level 1	Level 2	Level 3
	Frequency	Frequency	Frequency
Prune small trees	Every two years	As needed	As needed
Prune large trees	Every seven years	As needed	As needed
Plant trees	Annually	As needed	As needed
Order trees	Annually		
Store Trees in Gravel Bed	Annually		
Weed Abatement	Annually	As directed	
Monitor Tree Health	Continuously	Annually	As needed
Collect Inventory data	Continuous/Ongoing	As needed	As needed
Tree removal	As needed		
Stump removal	Annually	As needed	
Sign Wildlife Trees	Continuous/Ongoing		
Cite Hazard Trees for removal	Continuous/Ongoing	As needed	
Respond to phone calls, inquiries from public	Continuous/Ongoing	As needed	
Water trees	Annually	As needed	
Weed control	Annually	As needed	
Process and Plant Memorial Trees	Annually	As needed	
Process Cost-Share Tree Applications	Annually	As needed	
Maintain Website	Continuous/Ongoing	As needed	
Maintain Facebook page	Continuous/Ongoing	As needed	
Track Budgets	Continuous/Ongoing	Annually	As needed
Plan and Implement Ed Programs	Annually	As needed	
Plan and Implement Arbor Day	Annually	As needed	

### 5.2.2 KEY RECOMMENDATIONS

- **Growth and Cost of Service:** The Urban Forestry Division is a best practice maintenance operation. The Consulting Team recommends the division measure its cost of service to ensure

the appropriate levels of funding to continue operating at best practice levels as the community, and in turn, the urban forest grows.

### 5.3 CEMETERY MAINTENANCE – MOUNTVIEW CEMETERY

The City of Billings Mountview Cemetery is a historical cemetery receiving its first burial in 1882, a year before it was plated as a cemetery. It is the largest and oldest continually operated cemetery in the region. It was, at one point, the only operating cemetery for the general public in Billings, but now is just one of ten cemeteries in Billings. The staff at Mountview’s mission has been, and continues to be, to strive to provide a meaningful, economical service to the citizens of Billings.

#### 5.3.1 KEY FINDINGS

- **Lines of Service** - The core lines of service (functions) performed by the Cemetery Division are numerous and are as follows:

Cemetery Lines of Service
Cemetery Facilities Maintenance
Restroom Custodial Services
Equipment Maintenance/Repair
Sidewalks/Trails/Road Maintenance
Grave Service Management
Funeral Service
Customer Service
Permanent Records Management
Irrigation System Maintenance/Management
Turf/Grounds Maintenance
Cemetery Forestry
Special Event Facilitation



- **Best Practice Maintenance Standards:** Billings is one of the few municipalities in the Montana that provides best practice maintenance standards to the care of its cemetery. The Cemetery Division adheres to the best practice maintenance standards shown to the right:

### 5.3.1 KEY RECOMMENDATIONS

- **Growth and Cost of Service:** The Cemetery Division is a best practice maintenance operation. The Consulting Team recommends the division measure its cost of service to ensure the appropriate levels of funding to continue operating at best practice levels.
- **Improvements:** Through discussions with the Cemetery Division staff, the consulting team recommends that the City consider the following improvements at Mountview to ensure a beautiful setting in which to serve the grieving public:
  - Develop unused areas
  - Pave all roads and trails
  - Identify exercise and historical trails



CEMETERY MAINTENANCE	
Task	Frequency
<b>General Park - Turf</b>	
Mow/Trim/Blow Clippings	1x/week
Aerate	not yet
Overseed	As needed
Fertilize	1x/yr
Apply weed control	3x/year and as needed
Prune trees	1x/year and as needed
Trim Shrubs	1x/month and as needed
Pick up trash prior to mowing	1x/day & as needed
Monitor Irrigation	5x/week
Weed Control	4x/year & as needed
Manage leaves	2x/year and as needed
Line Trim	1x/week
Edge	As needed
<b>Restrooms</b>	
Clean and restock	1x/week & as needed
Odor removal	As needed
Repair vandalism	As needed
Remove and/or replace Garbage Bags and Trash cans	1x/week
Check Heating / Cooling	1x/week
Monthly Mechanical Inspection	1x/month
Schedule Lighting, Mechanical Systems	As needed
Pump septic tanks	1x/year or as needed
<b>Cemetery Buildings</b>	
Inventory and removed unused materials	Monthly
Clean	Weekly
Check electricity	Monthly
Paint	As Needed
Spray for bugs	As Needed
<b>Trees</b>	
Prune small trees	Every two years
Prune large trees	Every seven years
Plant trees	Annually
Order trees	As needed
Monitor Tree Health	Continuously
Mulch trees	Annually
Collect Inventory data	As needed
Tree removal	As needed
Stump removal	As needed
Cite Hazard Trees for removal	As needed
Water trees	1x/week
Weed control	3x/year
Maintain Website	Continuous/Ongoing
General Inquiries	Continuous/Ongoing
Track Budgets	Continuous/Ongoing
Plan and Implement Ed Programs	Annually
<b>Record Maintenance</b>	
Update existing records	8x/day
Requested Inquiries	4x/day
Entering new records	2x/week
General Inquiries	Constantly
<b>Special Event Facilitation</b>	
Memorial Weekend	Annually
Memorial Day Service	Annually
Historic Tours	9x/year
Historic Talks	1x/5years
<b>Grave Service</b>	
Opening/Closing & Setup	2x/week
Disinterment	2x/year
<b>Roads &amp; Trails</b>	
Clean	As needed
Inspect	5x/week
Repair	As needed
Grade	As needed
Inspect Signs	5x/week
Major Inspection	1x/year
Mill and Cap Asphalt	As needed
Fill cracks	As needed
Seal	1x/15 years
Sweep	1x/year
Plow	As needed

## Chapter Six - FACILITY ASSESSMENTS AND SERVICE LEVELS ANALYSIS

### 6.1 PARK CLASSIFICATION AND PARK DESIGN PRINCIPLES

In developing design principles for parks, it is important that each park be programmed, planned, and designed to meet the needs of its service area and classification within the overall parks and recreation system. The term programming, when used in the context of planning and developing parkland, refers to a list of uses and facilities and does not always include staff-managed recreation programs. The program for a site can include such elements as ball fields, spray parks, shelters, restrooms, game courts, trails, natural resource stewardship, open meadows, nature preserves, or interpretive areas. These types of amenities are categorized as lead or support amenities. The needs of the population of the park it is intended to serve should be considered and accommodated at each type of park.

Park Design Principles in this document should apply to existing and future parks needing Master Plans.

Every park, regardless of type, needs to have an established set of outcomes. Park planners /designers design to those outcomes, including operational and maintenance costs associated with the design outcomes.

Each park classification category serves a specific purpose, and the features and facilities in the park must be designed for the number of age segments the park is intended to serve, the desired length of stay deemed appropriate, and the uses it has been assigned. Recreation needs and services require different design standards based on the age segments that make up the community that will be using the park. A varying number of age segments will be accommodated with the park program depending on the classification of the park. The age segments are:

- Ages 2-5
- Ages 6-8
- Ages 9-12
- Ages 13-17
- Ages 18-24
- Ages 25-34
- Ages 35-44
- Ages 45-54
- Ages 55-64
- Ages 65-75
- Ages 76+

#### 6.1.1 DEFINITIONS USED IN THE PARK DESIGN PRINCIPLES

**Land Usage:** The percentage of space identified for either passive use or active use in a park. A Parks and Recreation Master Plan should follow land usage recommendations.

**Programming:** Can include active or passive programming. Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, Disc golf, reading, or walking the dog.

**Park/Facility Classifications:** Includes Pocket Park, Neighborhood Park, Community Park, Regional Park, Sports Complex Facility, Special Use Park/Facility, Greenbelts/Trails, and Open Space/Natural Area.



**Revenue Facilities:** These include facilities that charge to play on them in the form of an access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, re-servable shelters, outdoor or indoor theatre space, and special event spaces.

**Signature Facility/Amenity:** This is an enhanced facility or amenity which is viewed by community as deserving of special recognition due to its design, location, function, natural resources, etc.

Design Principles for each park classification are as follows.

### 6.1.2 POCKET PARKS

According to the NRPA, a pocket park is a small outdoor space, usually less than 0.25 acres up to 1 acre, most often located in an urban area surrounded by commercial buildings or houses. Pocket parks are small, urban open spaces that serve a variety of functions, such as: small event space, play areas for children, spaces for relaxing and socializing, taking lunch breaks, etc. Successful pocket parks have four key qualities: they are accessible; allow people to engage in activities; are comfortable spaces that are inviting; and are sociable places. In general, pocket parks offer minimal amenities on site and are not designed to support programmed activities. The service area for pocket parks is usually less than a quarter-mile and they are intended for users within close walking distance of the park.

### 6.1.3 NEIGHBORHOOD PARK

A neighborhood park should be three to 10 acres; however, some Neighborhood Parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is one half mile or six blocks. Neighborhood Parks should have safe pedestrian access for surrounding residents; parking may or may not be included but if included accounts for less than ten cars and provides for ADA access. Neighborhood Parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity.

- Service radius: 0.5-mile radius
- Site Selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks
- Length of stay: One-hour experience or less
- Amenities: One signature amenity (e.g. playground, spray ground park, sport court, gazebo); no restrooms unless necessary for signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12 with some shaded elements; no re-servable shelters; loop trails; one type of sport court; no non-producing/unused amenities; benches, small picnic shelters next to play areas. Amenities are ADA compliant
- Landscape Design: Appropriate design to enhance the park theme/use/experience
- Revenue facilities: none
- Land usage: 85 percent active/15 percent passive
- Programming: Typically, none, but a signature amenity may be included which is programmed

- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Signage: Directional signage and facility/amenity regulations to enhance user experience
- Parking: Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park
- Lighting: Security only. Lighting on all night for security
- Naming: Consistent with the City's ordinances for naming of parks, or may be named after a prominent or historic person, event, or natural landmark
- Other: Customized to demographics of neighborhood; safety design meets established Crime prevention through environmental design (CPTED) standards; integrated color scheme throughout.
- Size of park: Typically, Three to 10 acres

#### 6.1.4 COMMUNITY PARK

Community Parks are intended to be accessible to multiple neighborhoods and should focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. Community Parks are generally larger in scale than neighborhood parks, but smaller than regional parks and are designed typically for residents who live within a three-mile radius. When possible, the park may be developed adjacent to a school. Community Parks provide recreational opportunities for the entire family and often contain facilities for specific recreational purposes: athletic fields, swimming pool, tennis courts, extreme sports amenity, recreation center, loop trails, picnic areas, re-servable picnic shelters, sports courts, permanent restrooms with drinking fountains, large turfed and landscaped areas and a playground or spray ground. Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place at Community Parks.

Community Parks generally range from 10+ to 100 acres depending on the community. Community Parks serve a larger area - radius of one to three miles and contain more recreation amenities than a Neighborhood Park.

- Service radius: One to three-mile radius
- Site Selection: On two collector streets minimum and preferably one arterial street. If near an arterial street, provide natural or artificial barrier. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks
- Length of stay: Two to three hours experience
- Amenities: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms with drinking fountains, ample parking, and security lighting. Amenities are ADA compliant. Sport Fields and Sport Complexes are typical at this park.



- Revenue facilities: One or more (e.g. pool, sports complex, pavilion)
- Land usage: 65 percent active and 35 percent passive
- Programming: Minimum of four essential program services (e.g. sports, day camps, aquatics)
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Parking: Sufficient to support the amenities; occupies no more than 10 percent of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park
- Naming: Consistent with the City's naming right ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; partnerships developed with support groups, schools and other organizations; loop trail connectivity; linked to Regional Park, trail or recreation facility; safety design meets established CPTED standards.
- Size of park: Typically, 10 to 100 acres

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### 6.1.5 REGIONAL PARK

A regional park serves a large area of several communities, residents within a City, city or county, or across multiple counties. Depending on activities within a regional park, users may travel as many as 60 miles for a visit. Regional parks include recreational opportunities such as soccer, softball, golf, boating, camping, conservation-wildlife viewing and fishing. Although regional parks usually have a combination of passive areas and active facilities, they are likely to be predominantly natural resource-based parks.

A common size for a regional park is 100 to 1,000 acres but some parks can be 2,000 to 5,000 acres in size. A regional park focuses on activities and natural features not included in most types of parks and often based on a specific scenic or recreational opportunity. Facilities could include those found in a Community Park and have specialized amenities such as an art center, amphitheater, boating facility, golf course, or natural area with interpretive trails. Regional parks can and should promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region.

- Service radius: Three mile or greater radius
- Site Selection: Prefer location which can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features.

Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.

- Length of stay: All or multiple day experience
- Amenities: 10 to 12 amenities to create a signature facility (e.g. golf course, tennis complex, sports complex, lake, regional playground, 3+ re-servable picnic shelters, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, specialty facilities); public restrooms with drinking fountains, concessions, restaurant, ample parking, special event site. Sport Fields and Sport Complexes are typical at this park.
- Revenue facilities: More than two; park designed to produce revenue to offset operational costs
- Land usage: Up to 50 percent active/50 percent passive
- Programming: More than four recreation experiences per age segment with at least four core programs provided
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience, May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park
- Naming: Consistent with the City’s naming ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Safety design may meet CPTED safety standards; integrated color scheme throughout the park; linked to major trails systems, public transportation available, concessions, and food and retail sales available, dedicated site managers on duty. Telephone/Cable TV conduit.
- Size of park: Typically, 100 to 1,000 acres

### 6.1.6 SPORTS COMPLEX

Sports complexes at Community Parks, Regional Parks, and stand-alone Sports Complexes are developed to provide 4 to 16 fields or courts in one setting. A sports complex may also support extreme sports facilities, such as BMX and skateboarding. Sports Complexes can be single focused or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields should be lighted to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

Sport field design includes appropriate field distances for each sport’s governing body and support amenities designed to produce revenue to offset operational costs.



Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between City and Schools and or sports associations and dependent upon adequate funding.

- Service radius: Determined by community demand
- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or regional Park sections if sport complex located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- Length of stay: Two to three hours experience for single activities. Can be all day for tournaments or special events
- Amenities: Four to sixteen fields or sports courts in one setting; public restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting. Amenities are ADA compliant.
- Revenue facilities: Four or more (e.g. fields, concession stand, picnic pavilion)
- Land usage: 95 percent active and 5 percent passive
- Programming: Focus on active programming of all amenities
- Maintenance Standards: Provide the highest-level maintenance with available funding. Plan for Level 1 and sometimes 2 level of maintenance standards at signature facility
- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex
- Naming: Consistent with the City's naming ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Integrated color scheme throughout the park; safety design meets established Crime prevention through environmental design (CPTED) standards.
- Size of park: Preferably 40 or more acres for stand-alone complexes

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#### 6.1.7 SPECIAL USE PARK/FACILITY

Special Use facilities are those spaces that don't fall within a typical park classification. A major difference between a Special Use facility and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible for a Special Use facility to be located inside another park. Special Use facilities generally fall into four categories:

- **Cemeteries** - burial-ground that is generally viewed as a large public park or ground laid out expressly for the interment of the dead, and not being the 'yard' of any church. Cemeteries are normally distinct from churchyards, which are typically consecrated according to one denomination and are attached directly to a single place of worship.
- **Historic/Cultural/Social Sites** - unique local resources offering historical, educational, and cultural opportunities. Examples include historic downtown areas, commercial zones, plaza parks, performing arts parks, arboretums, display gardens, performing arts facilities, indoor theaters, churches, and amphitheaters. Frequently these are located in Community or Regional Parks
- **Golf Courses** - Nine and 18-hole complexes with ancillary facilities such as club houses, driving ranges, program space and learning centers. These facilities are highly maintained and support a wide age level of males and females. Programs are targeted for daily use play, tournaments, leagues, clinics and special events. Operational costs come from daily play, season pass holders, concession stands, driving range fees, earned income opportunities and sale of pro shop items
- **Indoor Recreation Facilities** - specialized or single purpose facilities. Examples include community centers, senior centers and community theaters. Frequently these are located in Community or Regional Parks
- **Outdoor Recreation facilities** - Examples include aquatic parks, disk golf, skateboard, BMX, and dog parks, which may be located in a park
  - Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards
  - Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population
  - Site Selection: Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site itself should be located where it is appropriate for its use.
  - Length of stay: varies by facility
  - Amenities: varies by facility
  - Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed
  - Land usage: varies by facility
  - Programming: varies by facility
  - Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities (i.e., rose gardens) will require Level 1 maintenance
  - Parking: On-street or off-street parking is provided as appropriate. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space.



As necessary, provide a minimum of five to 10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park

- Lighting: Security or amenity only. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience
- Landscape Design: Appropriate design to enhance the park theme/use/experience
- Naming: Follows City ordinance for naming or may be named after a prominent or historic person, event, or natural landmark
- Other: Integrated color scheme throughout the park; safety design meets established Crime prevention through environmental design (CPTED) standards. Cable TV conduit as appropriate.

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#### 6.1.8 GREENBELTS/TRAILS

Greenbelts/Trails are recognized for their ability to connect people and place and often include either paved or natural trails. Trails can also be loop trails in parks. Linking neighborhoods, parks, recreation facilities, attractions, and natural areas with a multi-use trail fulfills two guiding principles simultaneously: protecting natural areas along river and open space areas and providing people with a way to access and enjoy them. Multi-use trails also offer a safe, alternative form of transportation; provide substantial health benefits, habitat enhancements for plants and wildlife, and unique opportunities for outdoor education and cultural interpretation.

- Site Selection: Located consistent with approved Trails Master Plan
- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail
- Maintenance standards: Demand based maintenance with available funding
- Lighting: Security lighting at trailheads is preferred. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Mileage markers at ¼ mile intervals. Interpretive kiosks at all trailheads and where deemed necessary.
- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas
- Other: Connectivity to parks or other City attractions and facilities is desirable
- Size: Typically, at least 30 ft. width of unencumbered land for a Greenbelt. May include a trail to support walk, bike, run, equestrian type activities. Typically, an urban trail is 8-10 feet wide to support pedestrian and bicycle uses. Trails incorporate signage to designate where a user is located and where the trails connect in the City.

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#### 6.1.9 OPEN SPACE/NATURAL AREA

Open Space/Natural Areas are undeveloped but may include natural or paved trails. Grasslands under power line corridors are one example; creek areas are another. Open Space contain natural resources

that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality and endangered species. Open Space also can provide opportunities for nature based, unstructured, low-impact recreational opportunities such as walking and nature viewing.

- Amenities: May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation and education facilities
- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.
- Lighting: None
- Signage: Interpretive kiosks as deemed appropriate
- Landscape Design: Generally, none. Some areas may include landscaping, such as entryways or around buildings. In these situations, sustainable design is appropriate.

#### 6.1.10 SPORT FIELD AMENITIES

Basic sport field amenities provided by the City are listed below.

##### BASEBALL FIELD AMENITIES

- Youth Field Size: Preferred: 225 ft. outfield fence with minimum 4 ft. high outfield fence. Alternate: 215-foot outfield fence with 6-foot-high outfield fence.
- Teen/Adult Field Size: Preferred: 300-foot outfield fence at each foul-line increasing to 400 feet in centerfield with minimum 8 ft. high outfield fence.
- Youth Field Baselines and infield: 60 ft. and 70 ft. skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by City and provided by user groups.
- Teen/Adult Field Baselines and infield: 105 ft. (first and third base) and 140 ft. (second base) skinned baseline with base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases at 90 feet.
- Permanent backstop. Preferred: 2 ft. high concrete block w/ safety padding and 18 ft. vertical fence (black vinyl coated chain link).
- Fencing: 8 ft. high fence (Preferred: black vinyl coated chain link) from backstop to end of skinned infield. Foul poles at outfield fence. 12 ft. wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6 ft. by 6 ft. for ball field mix located adjacent to 12 ft. fence opening.
- Dugout: 21 ft. by 7 ft. including 15 ft. long players bench with backrest. 8 ft. high fencing around dugout. Dugout opens onto field at home base side of dugout. 2 ft. safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- Youth Field Pitching Mound: Raised pitching mound with two pitching rubbers (46 ft. and 50 ft. to home plate).
- Teen/Adult Field Pitching Mound: Raised pitching mound with one pitching rubbers (60 ft., 6-inches to home plate).



- Interior warm up/practice pitching mound along sideline fences backing up to outfield fence (46 ft. distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21 ft. long) on concrete pad both baselines.
- 12 ft. by 8 ft. concrete pad for storage box. Equipment storage unit funded by user group - approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Athletic Field lighting as specified by manufacturer.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.

#### SOFTBALL FIELD AMENITIES - YOUTH SIZE

- Field size: Preferred: 225 ft. outfield fence with 10 ft. warning track with 4 ft. high outfield fence. Alternate: 215 ft. outfield fence with 8 ft. high outfield fence.
- Baselines and infield: 50 ft. and 60 ft. baseline w/ base sleeves on completely skinned infield. Home plate included. Bases specified by City and provided by user groups.
- Permanent backstop. 2 ft. high concrete block w/ safety padding and 18 ft. vertical fence (black vinyl coated chain link).
- Fencing: 8 ft. high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225 ft. field, 4 ft. high sideline and outfield fence (black vinyl coated chain link). include bottom rail and mow strip as a standard. On 215 ft. field, outfield fence increases to 8 ft. high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12 ft. wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6 ft. by 6 ft. for ball field mix located adjacent to 12 ft. fence opening.
- Dugout: 21 ft. by 7 ft. including 15 ft. long players bench with backrest. 8 ft. high fencing around dugout. Dugout opens onto field at home base side of dugout. 2 ft. safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mounds. Three pitching rubbers (30 ft. /35 ft. /40 ft. to home plate). Equipment installed by City maintenance staff.
- Interior warm up/practice pitching area along sideline fences backing up to outfield fence (30 ft. /35 ft. /40 ft. to home plate distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21 ft. long) on concrete pad both baselines.
- 12 ft. by 8 ft. concrete pad for storage box. Equipment storage unit funded by user group - approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for scoreboards.

- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.

#### SOFTBALL FIELD AMENITIES - ADULT SIZE

- Field size: 300 ft. outfield fence with 10 ft. warning track and 8 ft. high outfield fence.
- Baselines and infield: 60 ft. / 65 ft. / 70 ft. / 80 ft. baseline w/ base sleeves on skinned infield. Home plate included. Bases specified by City and provided by user groups.
- Permanent backstop. 2 ft. high concrete block w/ safety padding and 18 ft. vertical fence (black vinyl coated chain link).
- Fencing: 8 ft. high fence (black vinyl coated chain link) from backstop to end of skinned infield. 8 ft. high sideline and outfield fence (black vinyl coated chain link). Include bottom rail and mow strip as a standard. Foul poles at outfield fence. 12 ft. wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6 ft. by 6 ft. for ball field mix located adjacent to 12 ft. fence opening.
- Dugout: 27 ft. by 9 ft. including 21 ft. long players bench with backrest. 8 ft. high fencing around dugout. Dugout opens onto field at home base side of dugout. 2 ft. safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mounds. Two pitching rubbers (50 ft. /54 ft. to home plate). Equipment installed by City maintenance staff.
- Three row bleachers (21 ft. long) on concrete pad both baselines.
- 12 ft. by 8 ft. concrete pad for storage box. Equipment storage unit funded by user group - approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.

#### MULTIPURPOSE FIELDS (SOCCER/FOOTBALL/LACROSSE/FIELD HOCKEY)

- Field size: Regulation field - 360 ft. by 240 ft. Limited space field- 210 ft. by 150 ft. 25 ft. buffer on same plane as field with no obstructions or drainage fixtures. Buffer applies to both field sizes.
- Goals: Portable, with size specified by user group and provided by City.
- Bleachers or players benches: Portable.
- Field lighting at community and regional parks.



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## RESTROOM/CONCESSION BUILDING

- Restroom: typically installed at 1 per 20 acres of Community Park, Regional Park, or Sports Complex. Minimum of one restroom with drinking fountains at parks with programmed fields.
- Concession Building: Provided when three or more fields exist at a Community Park or Regional Park owned by City. Rental agreement required for user group use of facility, which includes cost of building depreciation, building upkeep, and utilities. Building includes shelving, electrical, three-partition sink with hot water, and separate sink for hand washing. Facility built to health code requirements. Equipment supplied by user group.

## 6.2 TECHNICAL NEEDS ANALYSIS KEY FINDINGS

### 6.2.1 EQUITY MAPPING

The City of Billings Parks and Recreation has “evolved over time” and distribution of sites and facilities throughout the community is reflected in the current site locations.

To further illustrate the distribution of current park types and park assets of the parks and recreation system across the entire community, an equity-mapping analysis was conducted. The maps included show the service areas of the *current* inventory of park types and park assets based on the *current* level-of-service standard. The current standard established per 1,000 residents per acre of park type or 10,000 residents per type of park asset are also indicated in the map title. The service area is calculated by the quantity of inventory of each site extended in a uniform radius until the population served by the recommended standard is reached. Shaded areas indicate the extent of the service area based on recommended inventories; unshaded areas indicate locations that would remain outside of the standard service area for each park type or park asset. Unshaded areas are not always the most appropriate location for future parks or park assets. They only represent areas that might be more thoroughly reviewed for potential additional facilities. Although there are occasions when the service area may extend beyond the border of Billings, only City of Billings’ resident populations were utilized for calculating service area standards in this analysis.

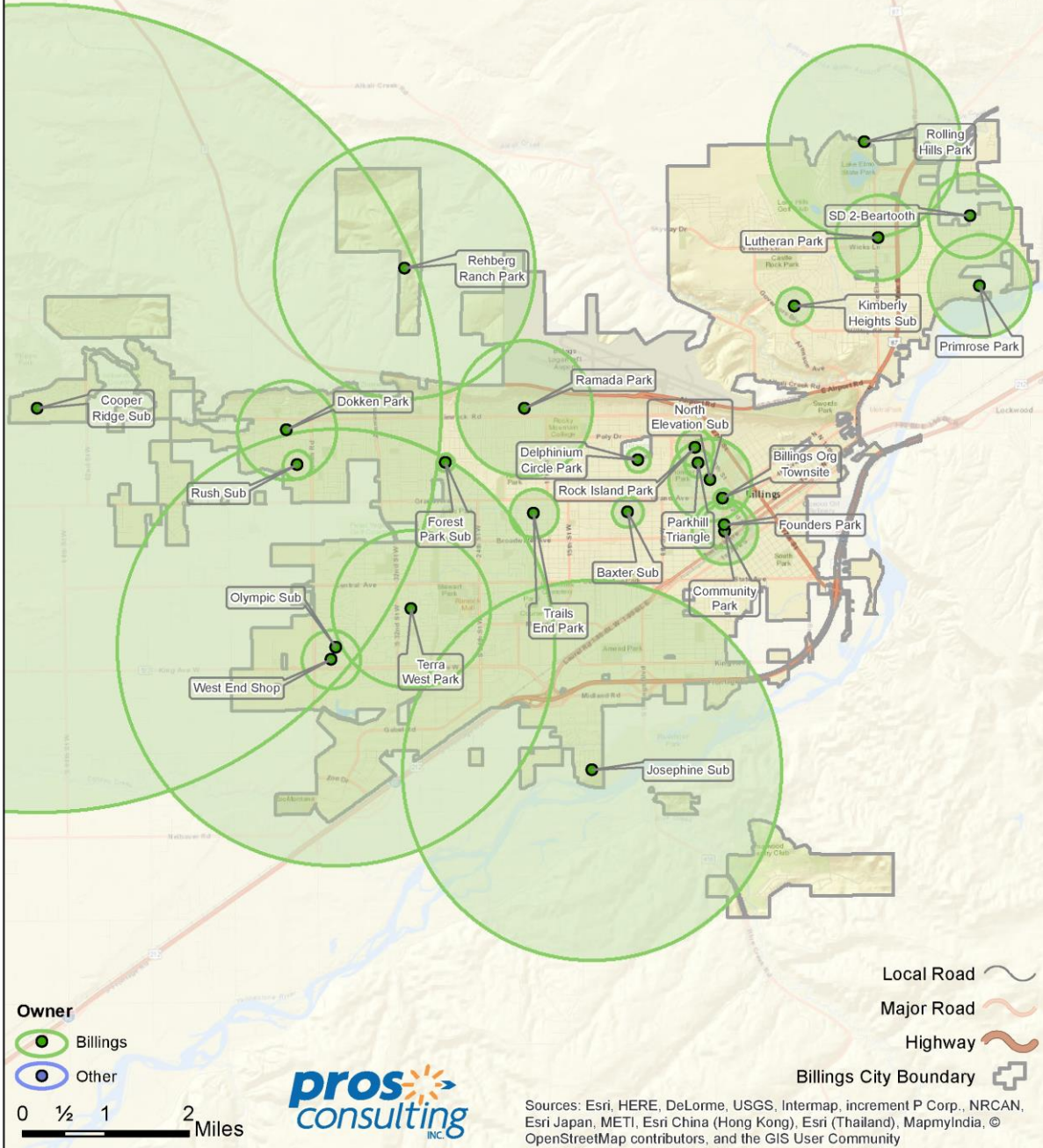
Community-wide maps of park types, or classifications, identified in this Master Plan, as well as the major park assets, are provided in the pages that follow. The maps on the following pages identify:

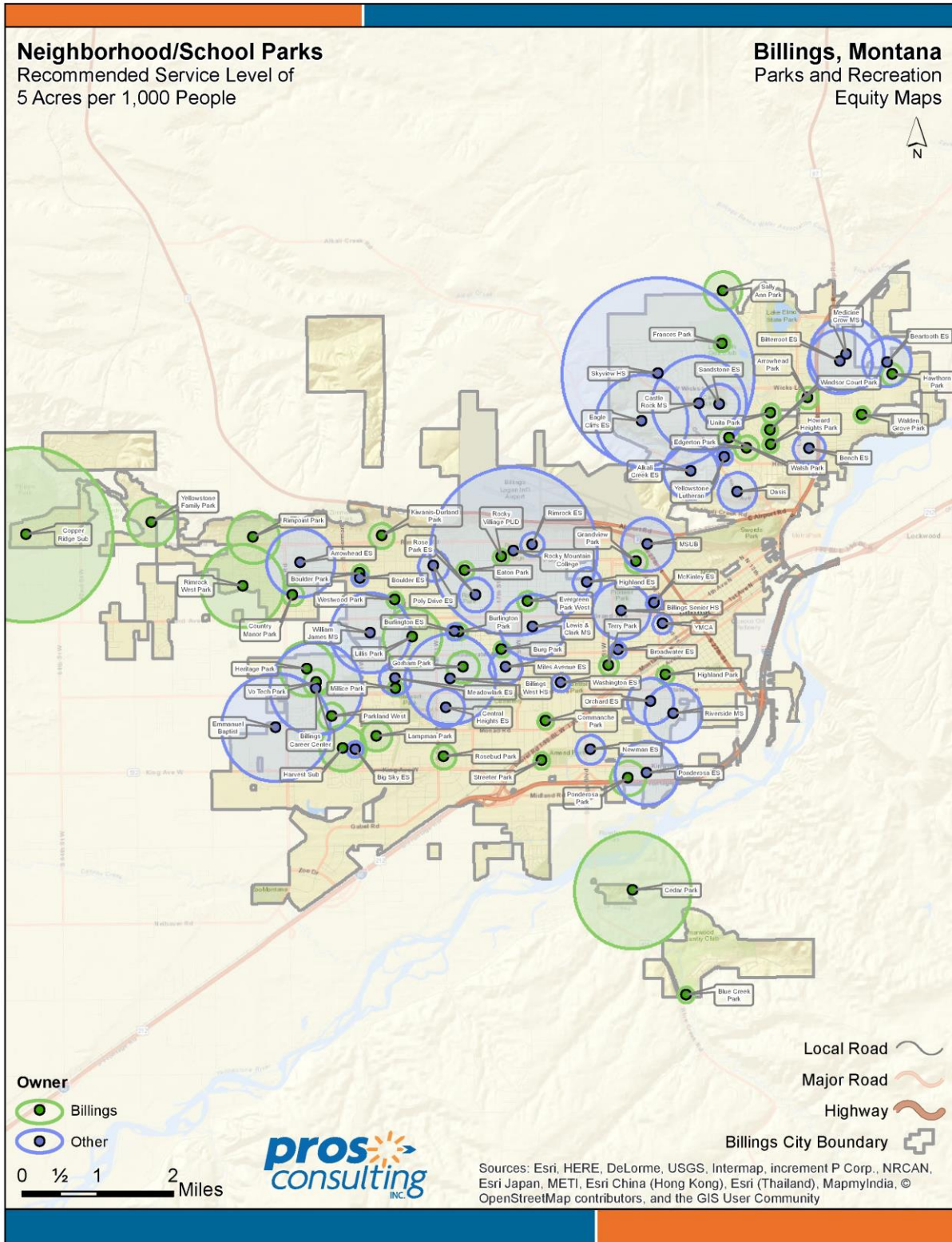
1. Pocket Parks
2. Neighborhood Parks
3. Community Parks
4. Special Use Parks
5. Sports Complex Parks
6. Ball Diamond 60 Foot Bases
7. Ball Diamond 90 Foot Bases
8. Disc Golf Courses
9. Dog Park
10. Multi-Purpose Rectangle Fields for Practice
11. Multi-Purpose Rectangle Fields for Games
12. Outdoor Sport Courts - Basketball
13. Playgrounds
14. Large Reservable Picnic Shelters
15. Skateparks
16. Tennis Courts
17. Outdoor Swimming Pools
18. Indoor Swimming Pools
19. Recreation/Senior Centers



**Pocket Parks**  
Recommended Service Level of  
0.2 Acres per 1,000 People

**Billings, Montana**  
Parks and Recreation  
Equity Maps

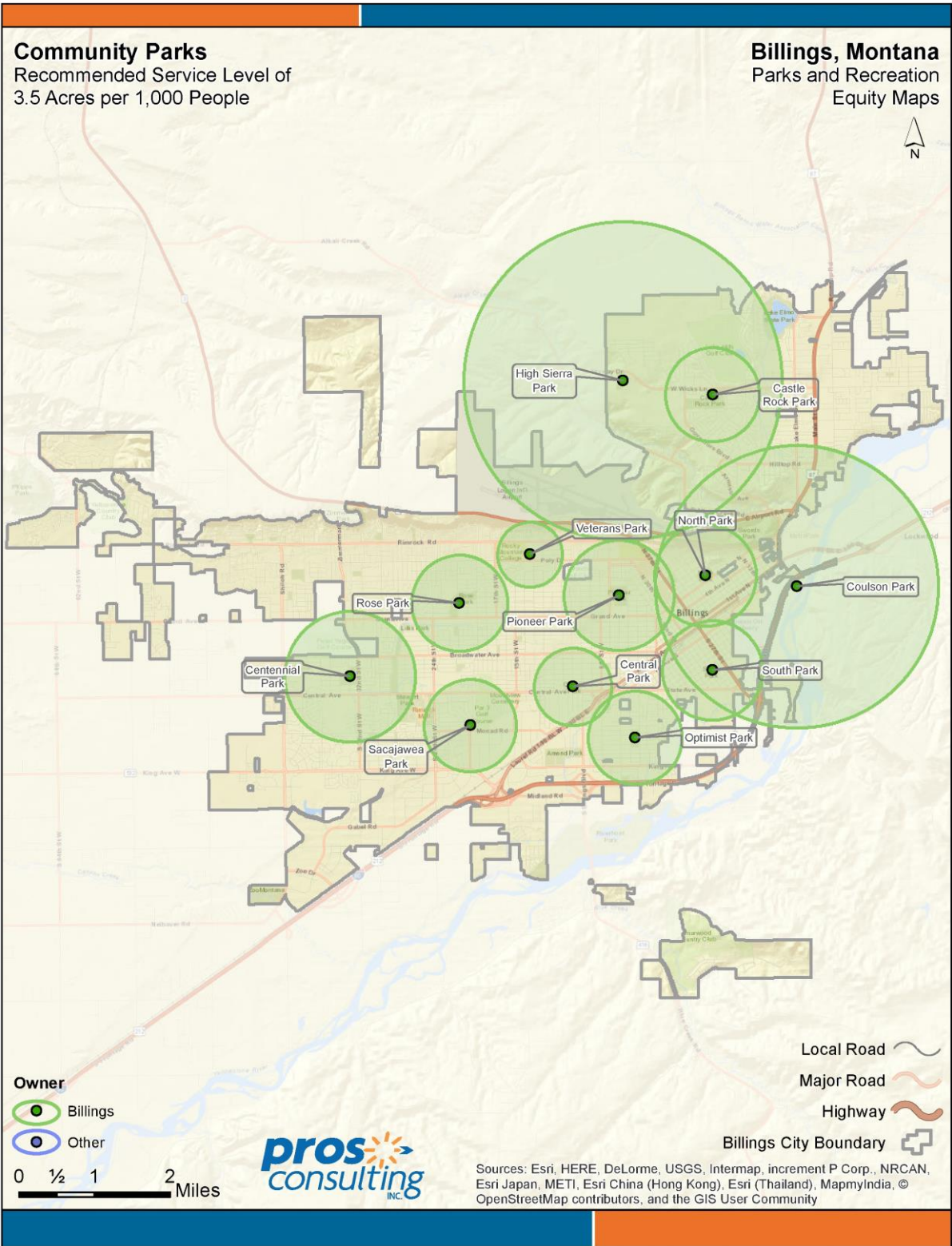


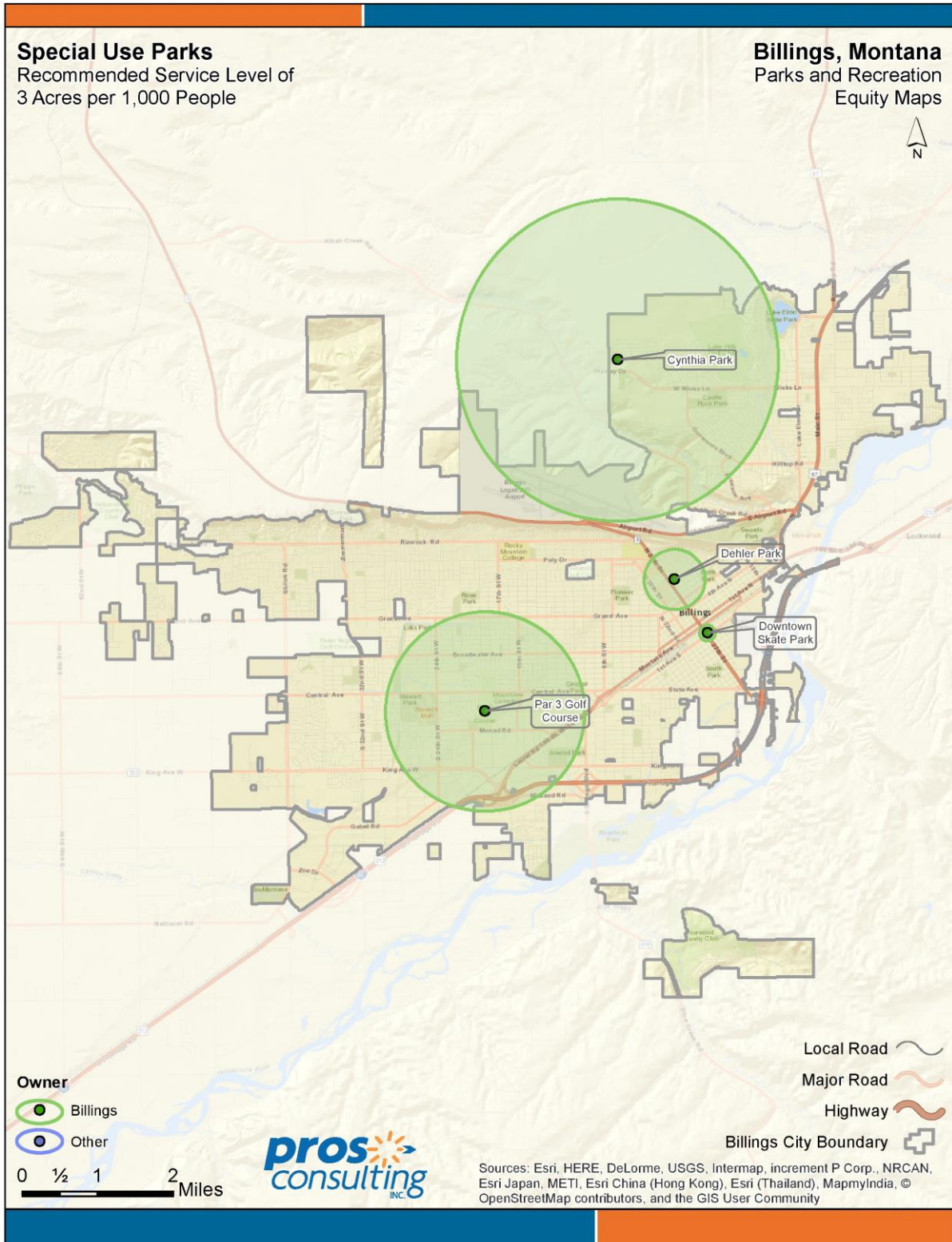




**Community Parks**  
Recommended Service Level of  
3.5 Acres per 1,000 People

**Billings, Montana**  
Parks and Recreation  
Equity Maps

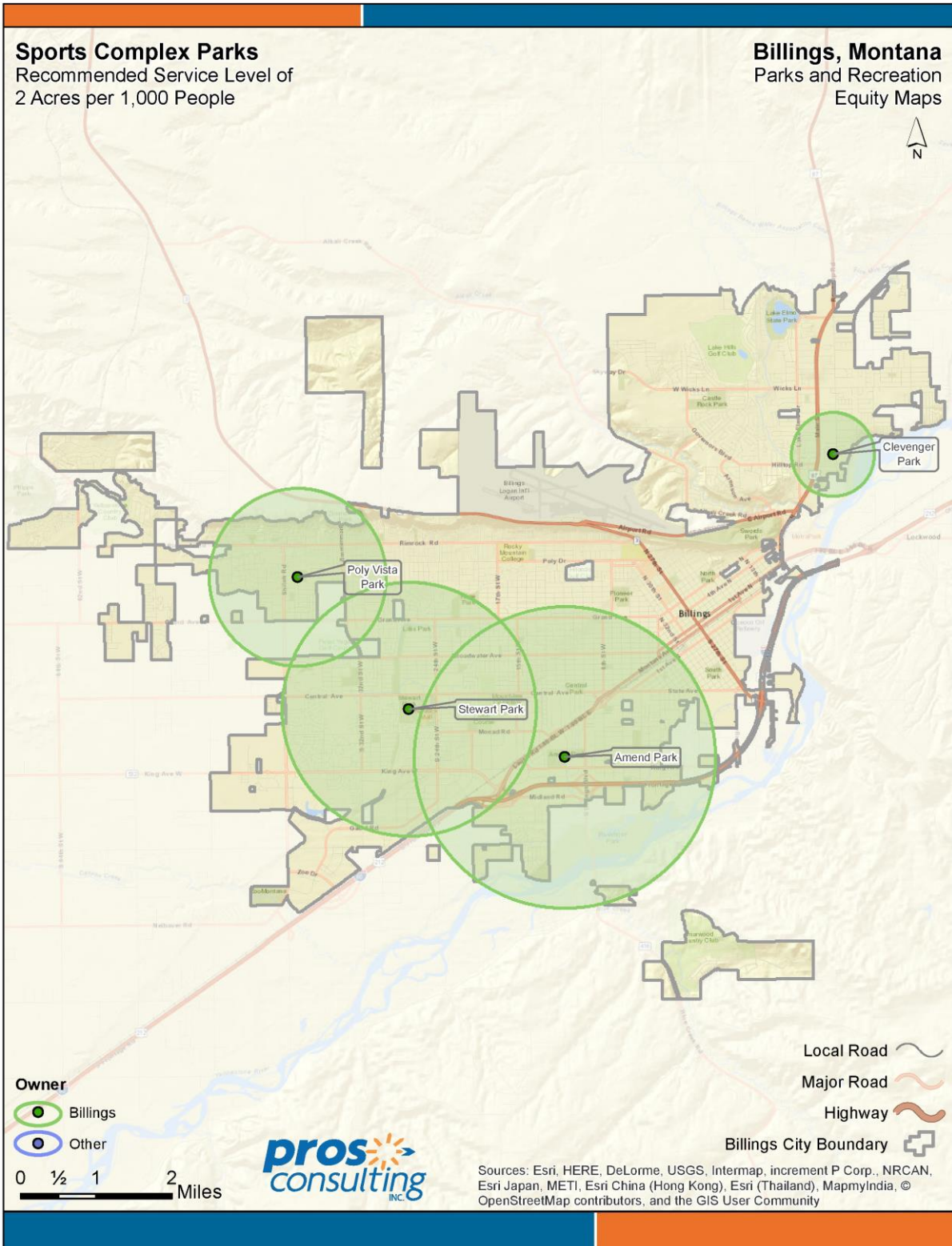


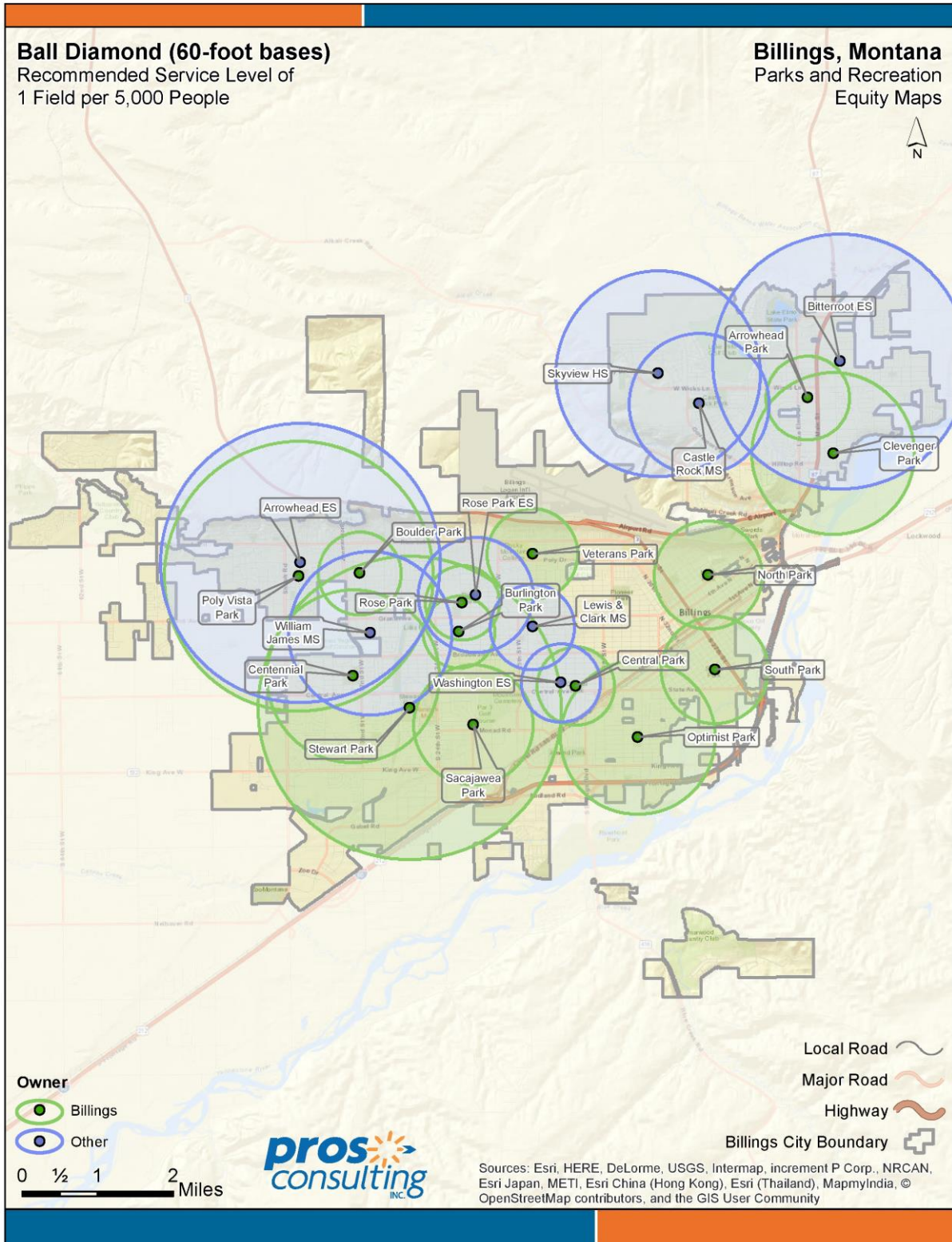




**Sports Complex Parks**  
Recommended Service Level of  
2 Acres per 1,000 People

**Billings, Montana**  
Parks and Recreation  
Equity Maps

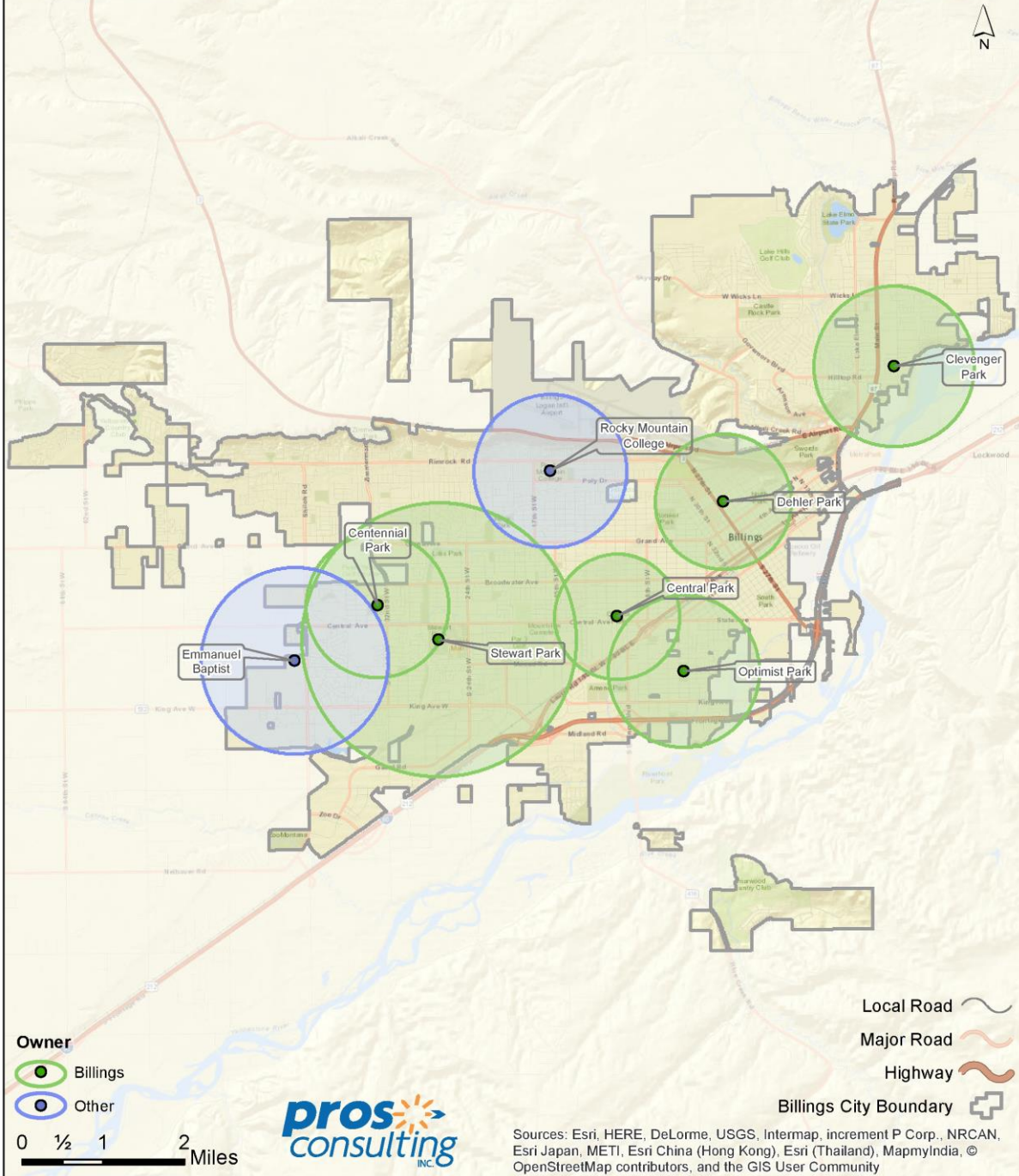


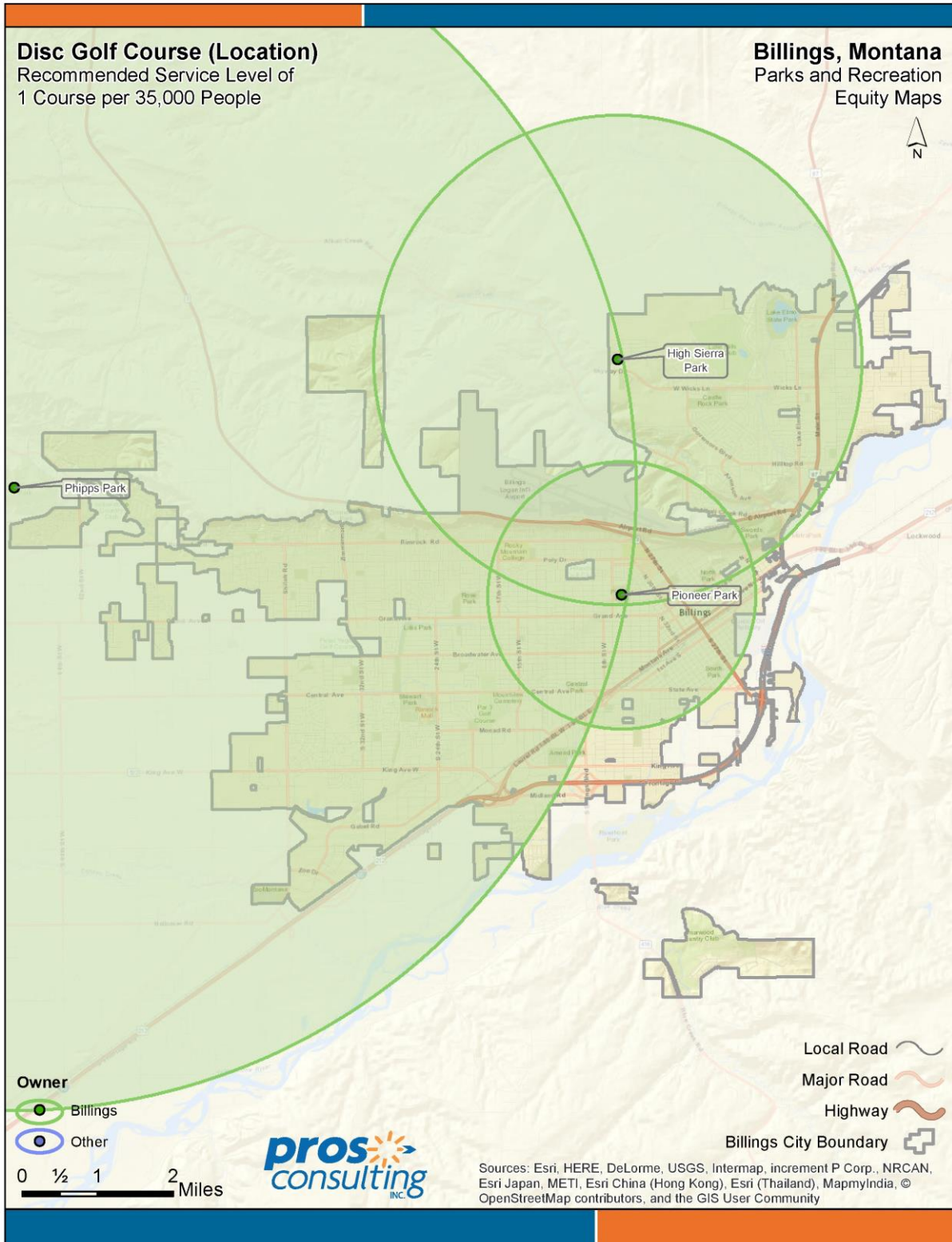




**Ball Diamond (90-foot bases)**  
 Recommended Service Level of  
 1 Field per 9,000 People

**Billings, Montana**  
 Parks and Recreation  
 Equity Maps

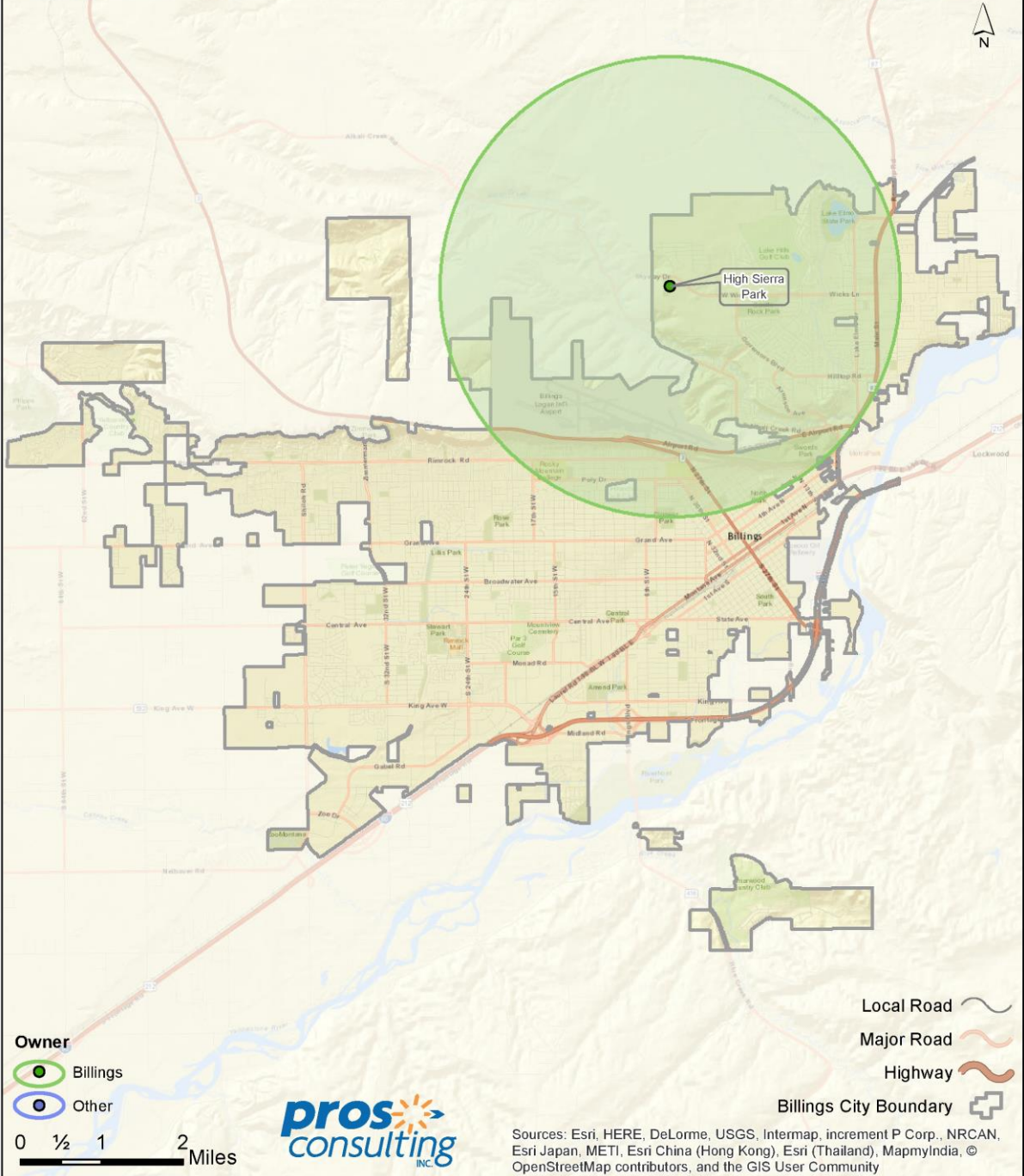


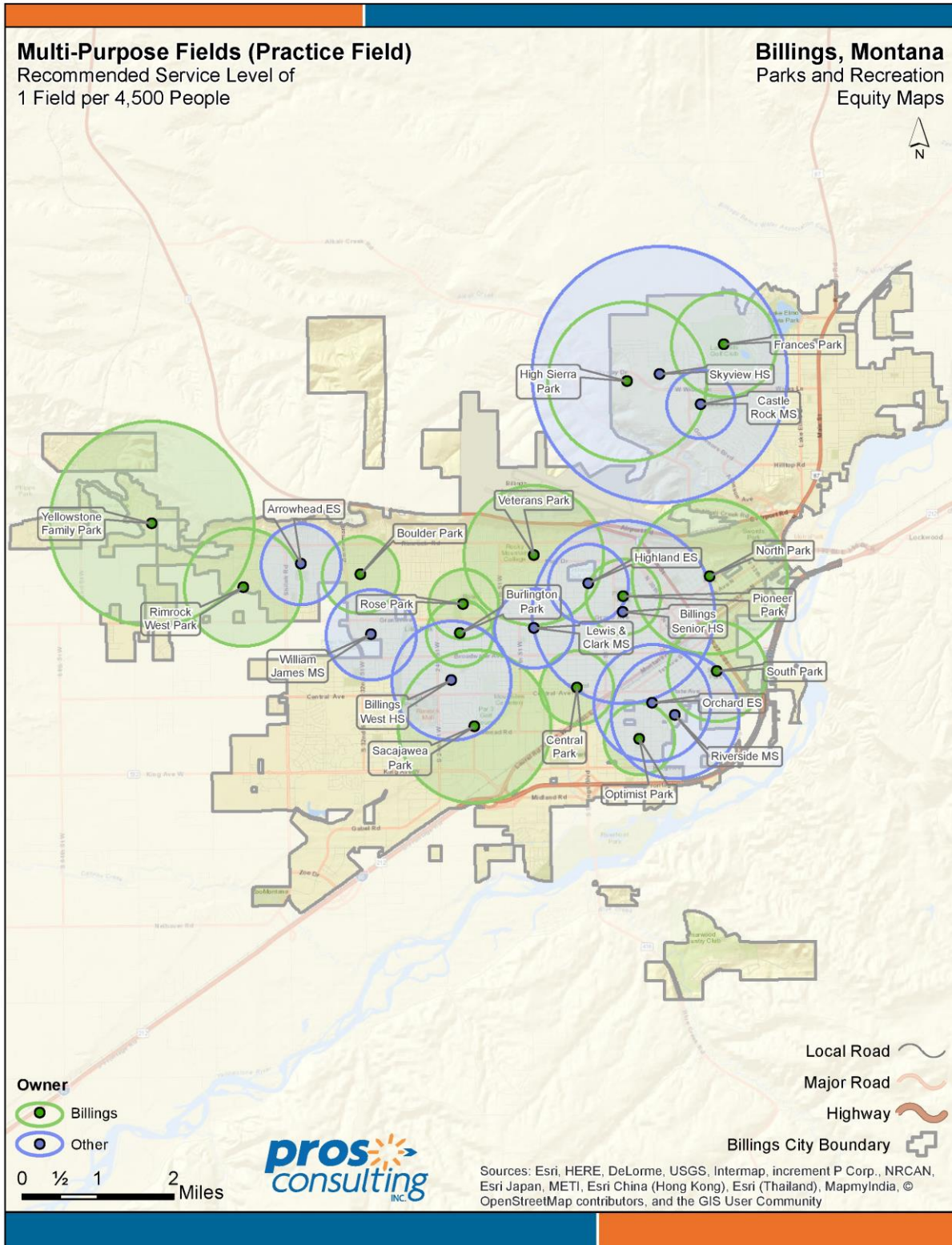




**Dog Parks/Off Leash Areas**  
Recommended Service Level of  
1 Site per 30,000 People

**Billings, Montana**  
Parks and Recreation  
Equity Maps

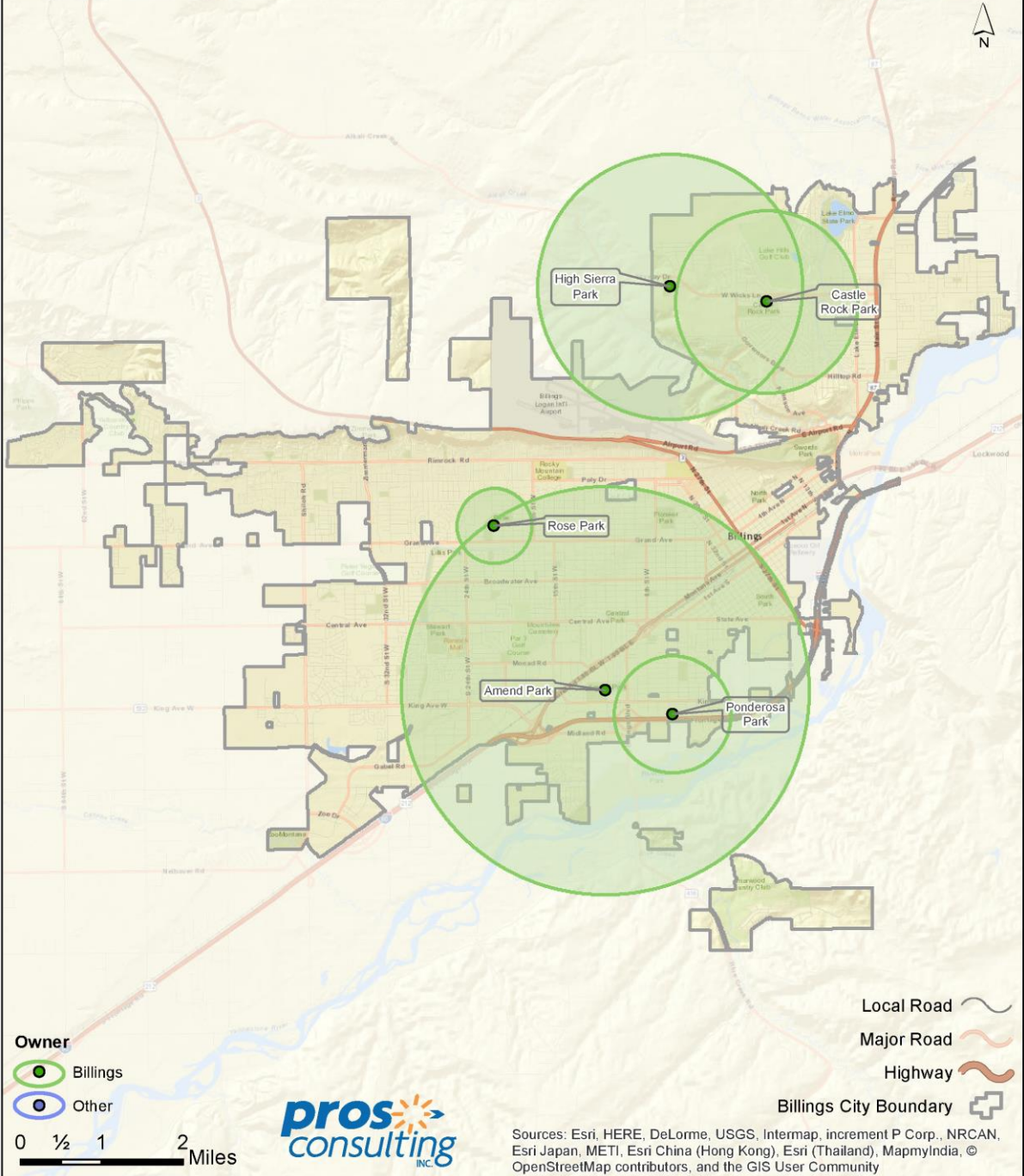






**Regulation Sports Field (Game Field)**  
 Recommended Service Level of  
 1 Field per 4,500 People

**Billings, Montana**  
 Parks and Recreation  
 Equity Maps



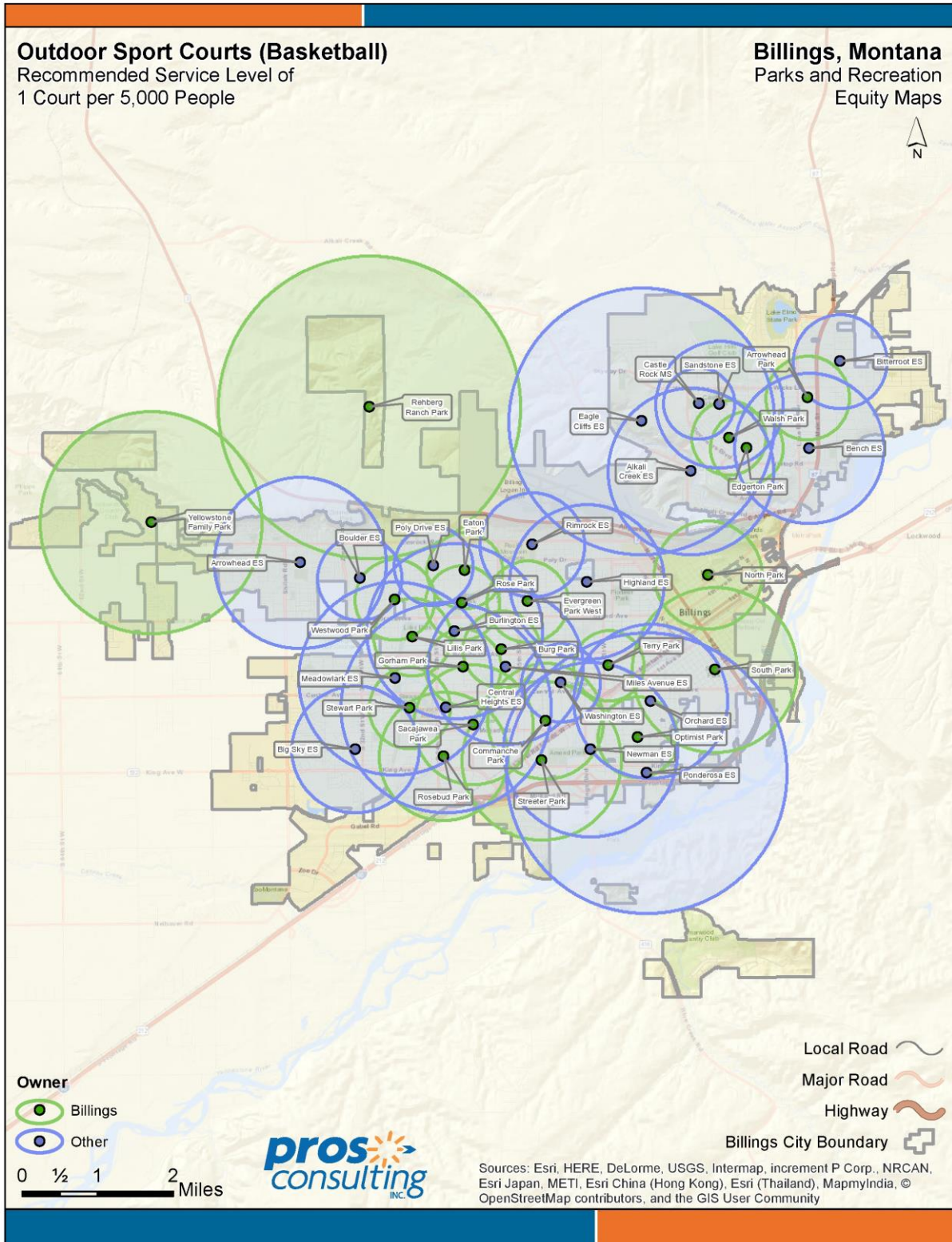
**Owner**  
 ● Billings  
 ● Other

0 1/2 1 2 Miles



Local Road  
 Major Road  
 Highway  
 Billings City Boundary

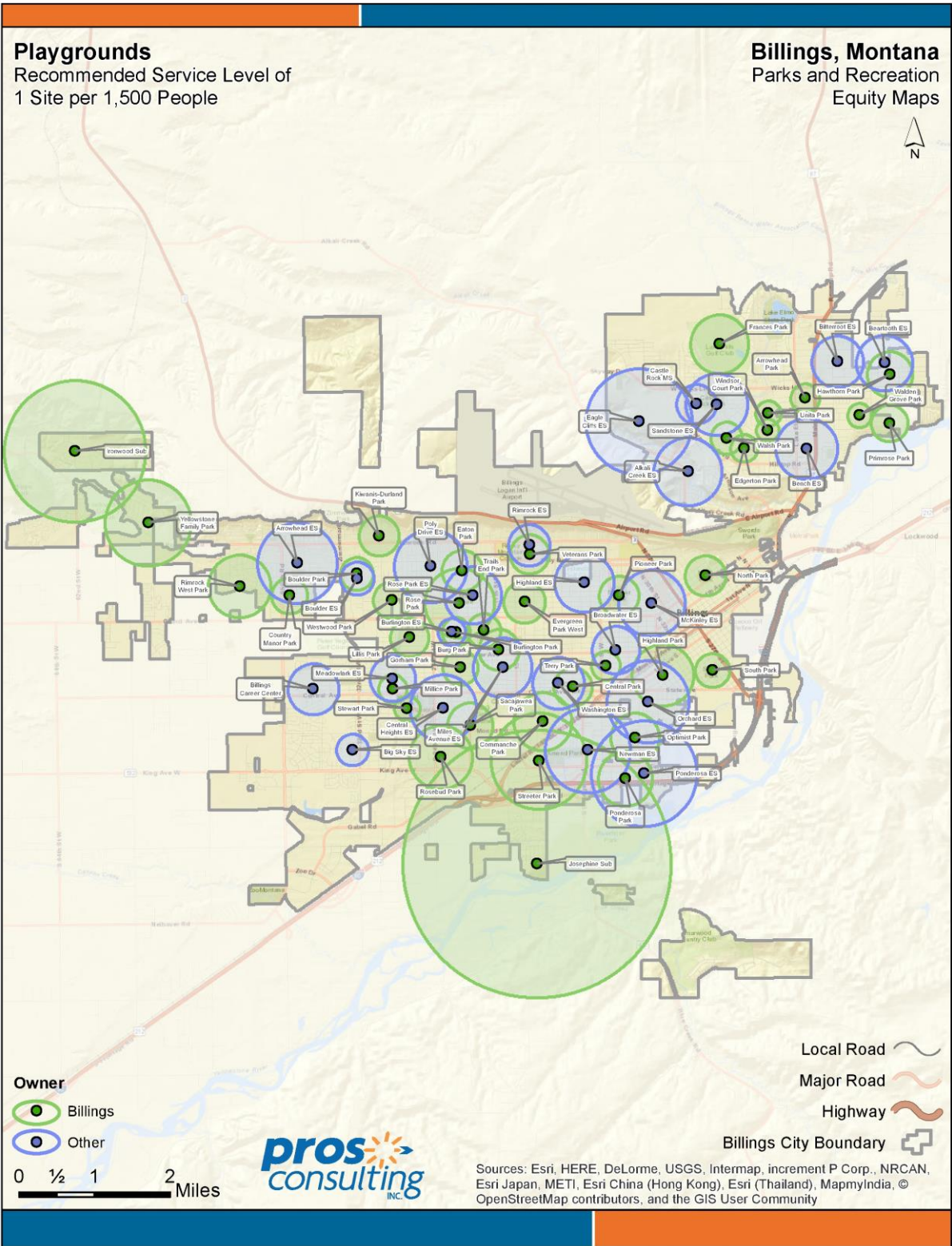
Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community





**Playgrounds**  
Recommended Service Level of  
1 Site per 1,500 People

**Billings, Montana**  
Parks and Recreation  
Equity Maps



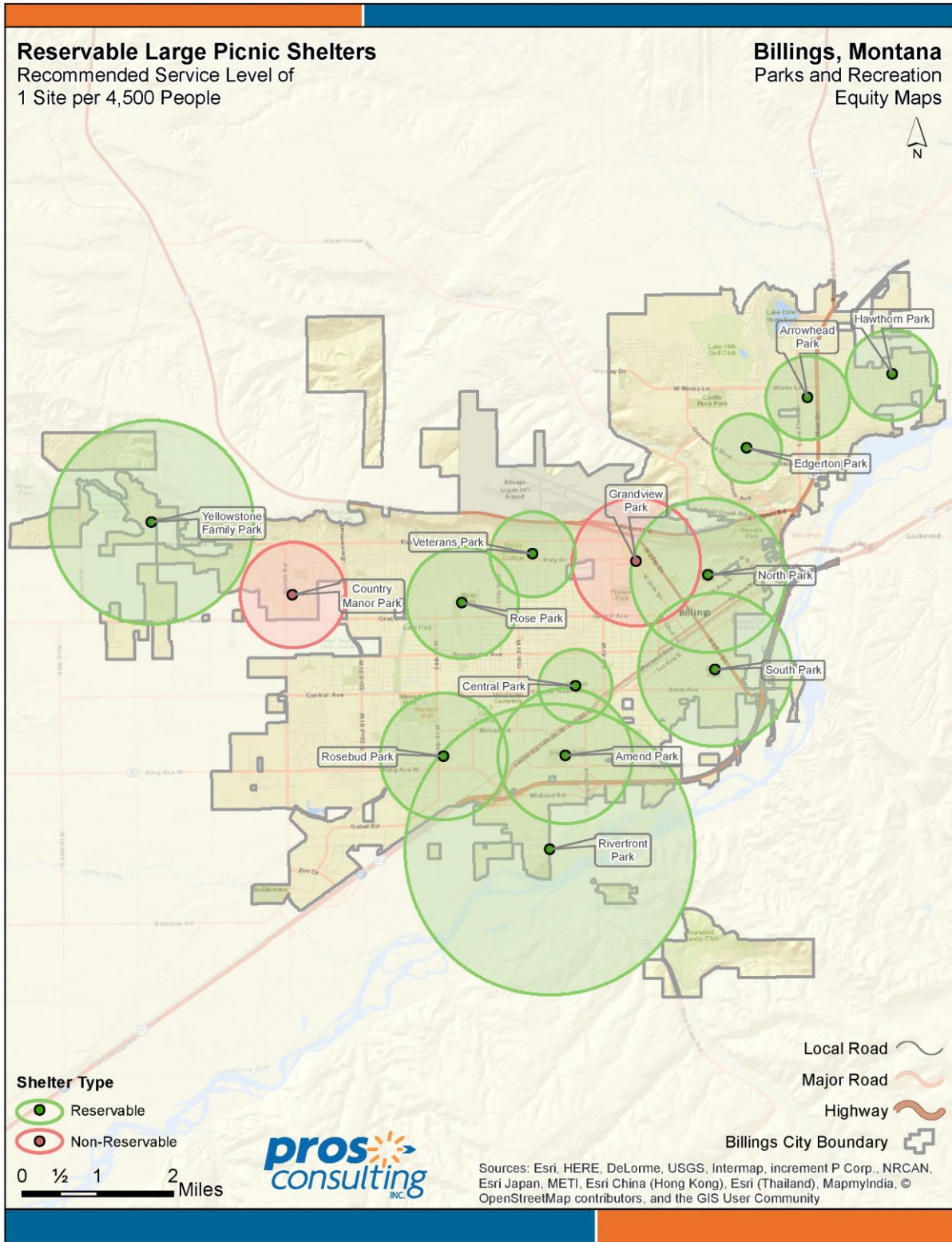
**Owner**

- Billings
- Other



- Local Road
- Major Road
- Highway
- Billings City Boundary

Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

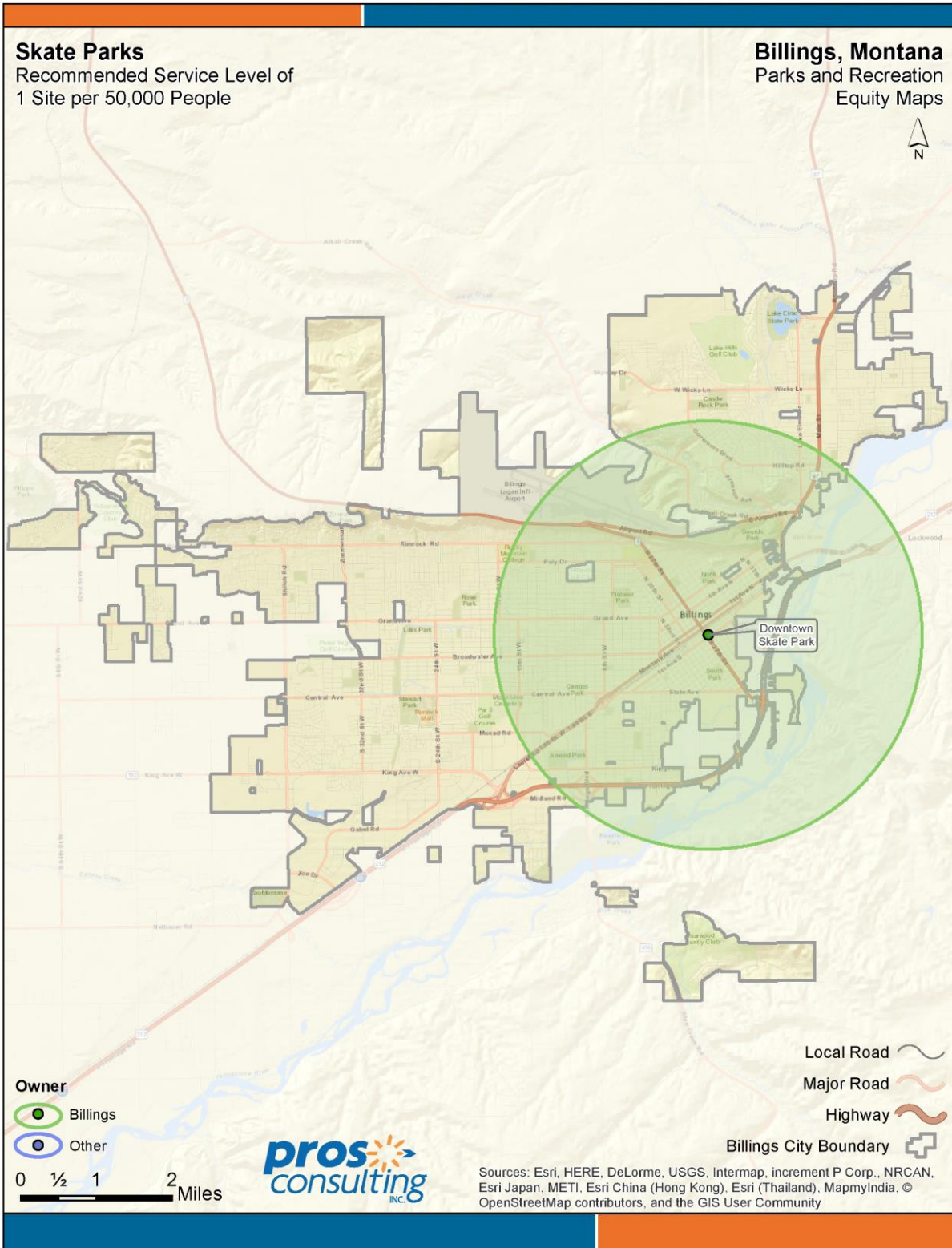


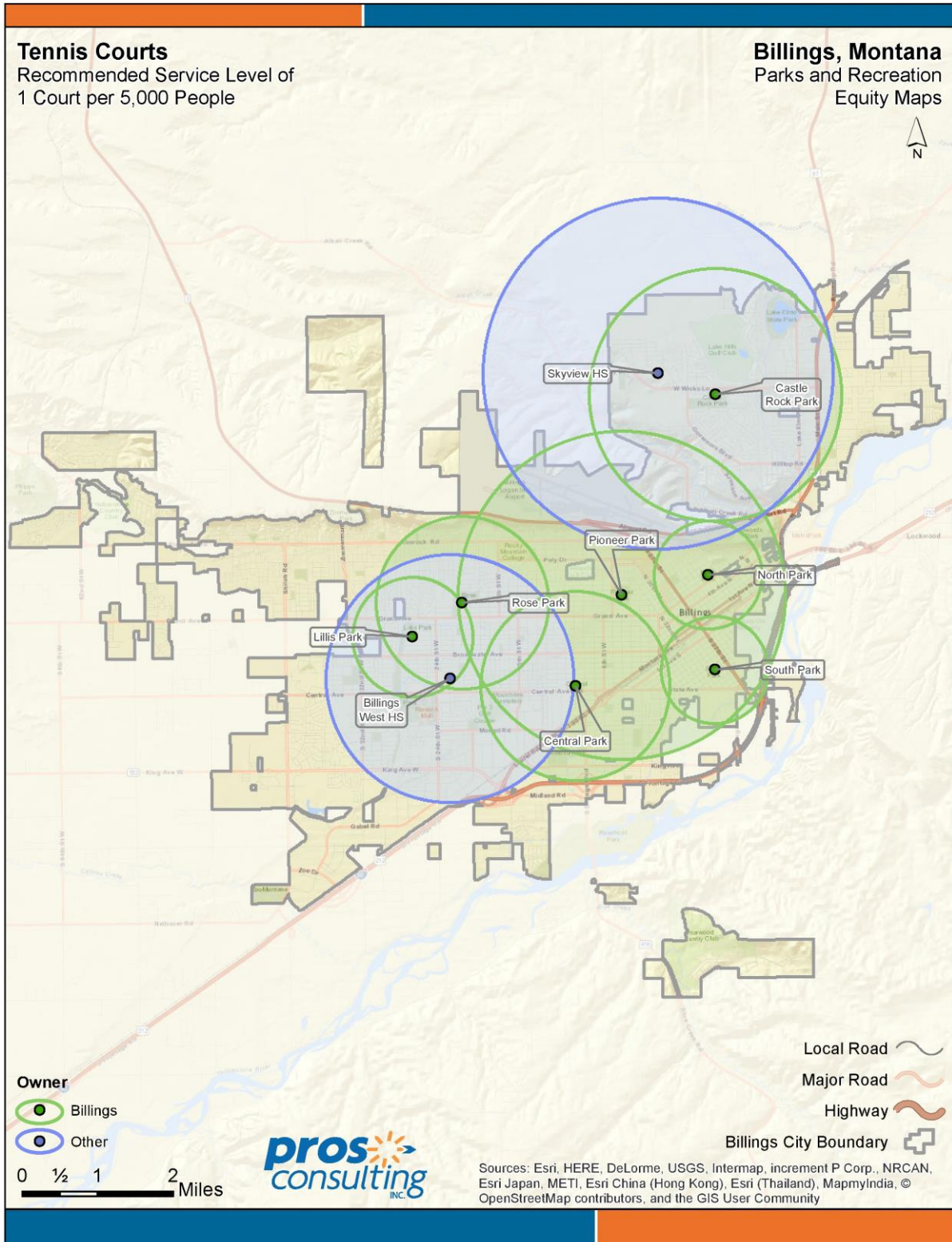


### Skate Parks

Recommended Service Level of  
1 Site per 50,000 People

### Billings, Montana Parks and Recreation Equity Maps

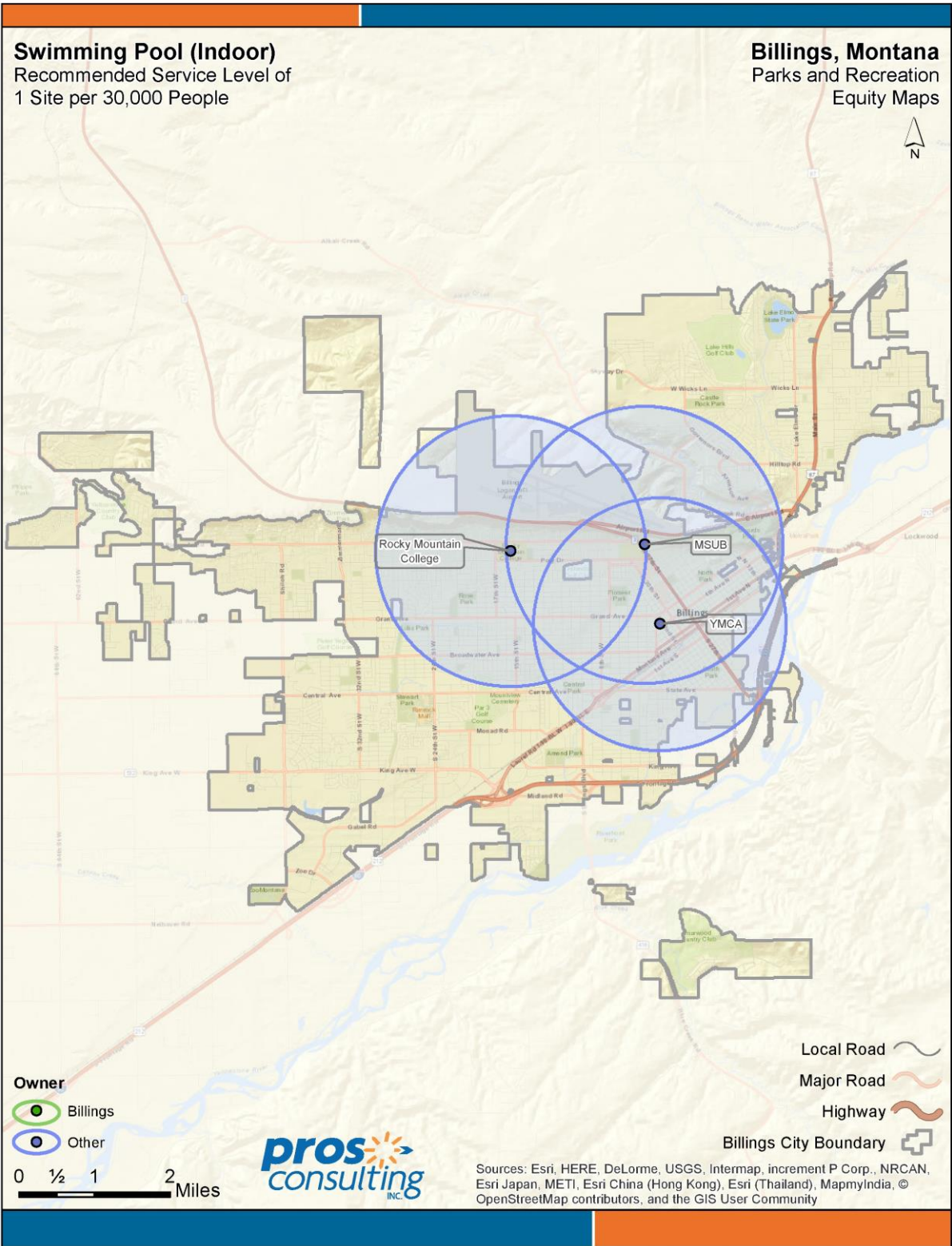


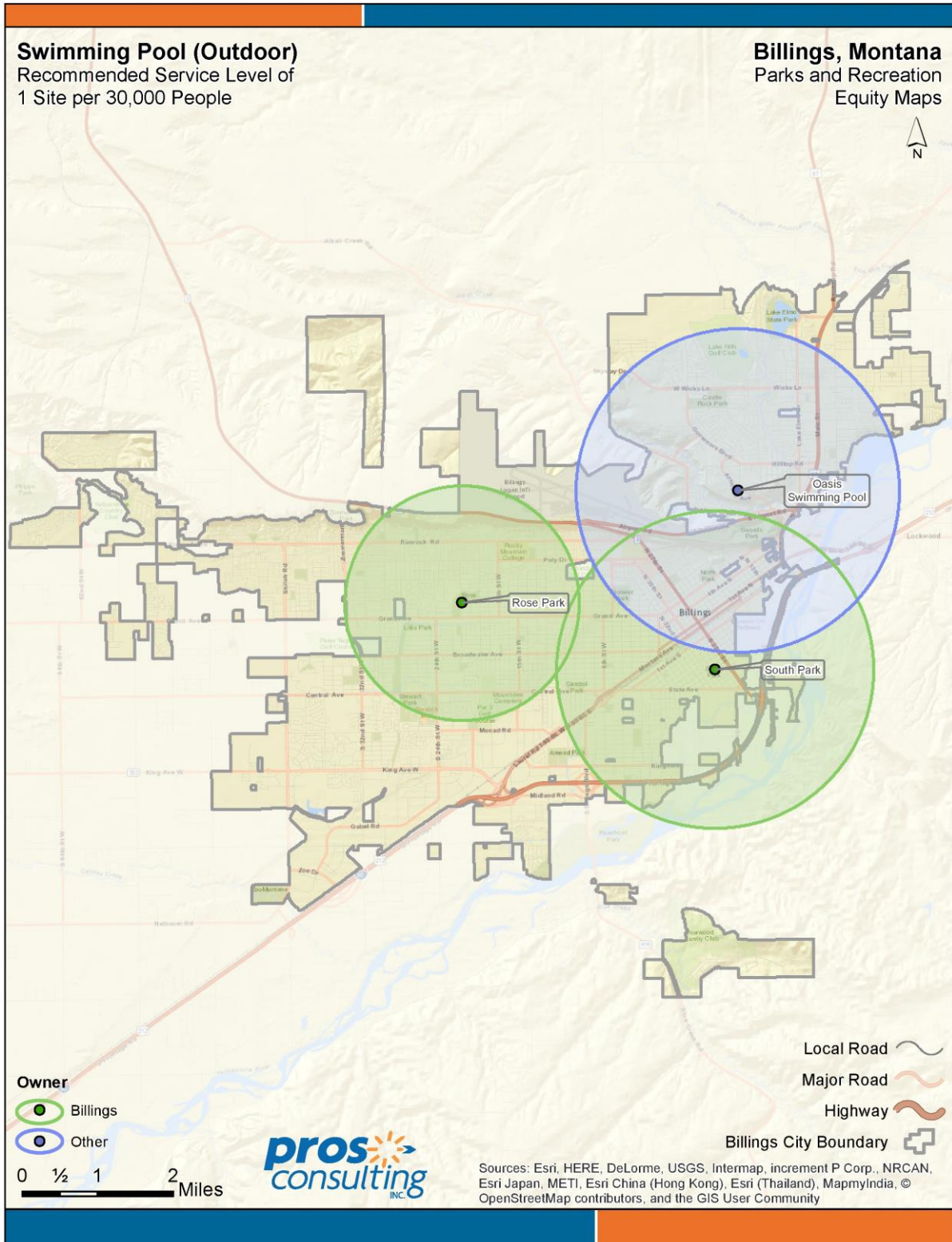




**Swimming Pool (Indoor)**  
Recommended Service Level of  
1 Site per 30,000 People

**Billings, Montana**  
Parks and Recreation  
Equity Maps

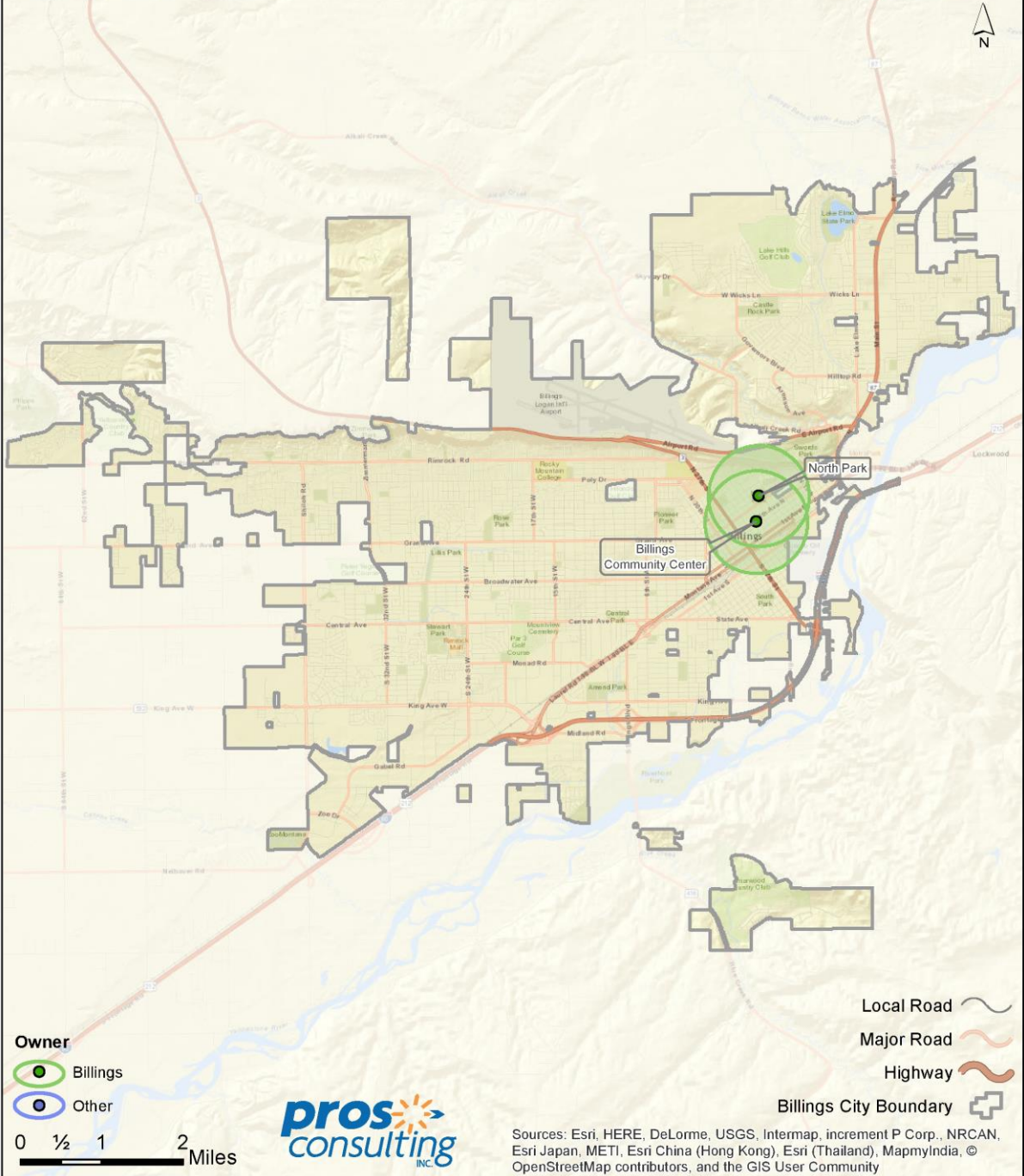






**Recreation/Senior Center**  
Recommended Service Level of  
1 Square Foot per Person

**Billings, Montana**  
Parks and Recreation  
Equity Maps



**Owner**

- Billings
- Other



- Local Road
- Major Road
- Highway
- Billings City Boundary

Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

### 6.3 DEVELOPED PARK/FACILITY INVENTORY

The consulting team conducted an inventory analysis of each DEVELOPED Pocket Park, Neighborhood Park, Community Park, Special Use Park and Sports Complex managed by the City. An inventory and assessment for the entire system has been provided as a separate stand-alone document.

#### 6.3.1 COMMUNITY PARKS

Park Name	Classification	Size (Acres)
Castle Rock Park	Community Park	25.33
Centennial Park	Community Park	30.04
Central Park	Community Park	17.08
Cottonwood Park	Community Park	40.00
Coulson Park	Community Park	56.02
High Sierra Park	Community Park	50.67
Meadowlark Park	Community Park	20.81
North Park	Community Park	16.55
Optimist Park	Community Park	19.84
Pioneer Park	Community Park	32.98
Rose Park	Community Park	26.15
Sacajawea Park	Community Park	11.04
South Park	Community Park	16.06
Veterans Park	Community Park	10.14
Wilson Park	Community Park	14.86



### 6.3.2 NEIGHBORHOOD PARKS (1 OF 2)

Park Name	Classification	Size (Acres)
Arrowhead Park	Neighborhood Park	2.89
Bitterroot Heights	Neighborhood Park	11.54
Blue Creek Park	Neighborhood Park	1.86
Boulder Park	Neighborhood Park	4.62
Burg Park	Neighborhood Park	1.21
Burlington Park	Neighborhood Park	4.24
Cameron Park	Neighborhood Park	3.29
Cedar Park	Neighborhood Park	3.95
Commanche Park	Neighborhood Park	1.46
Copper Ridge Sub	Neighborhood Park	5.93
Cooper Ridge Sub	Neighborhood Park	1.66
Cooper Ridge Sub	Neighborhood Park	2.36
Country Manor Park	Neighborhood Park	4.38
Daniels Sub	Neighborhood Park	6.06
Eaton Park	Neighborhood Park	1.62
Edgerton Park	Neighborhood Park	5.52
Evergreen Park West	Neighborhood Park	2.48
Falcon Ridge Sub	Neighborhood Park	2.32
Frances Park	Neighborhood Park	2.18
Galaxy Sub	Neighborhood Park	1.86
Gorham Park	Neighborhood Park	5.42
Grandview Park	Neighborhood Park	3.40
Harvest Sub	Neighborhood Park	2.05
Harvest Sub	Neighborhood Park	11.84
Hawthorn Park	Neighborhood Park	3.47
Heritage Park	Neighborhood Park	3.72
Highland Park	Neighborhood Park	2.02
Howard Heights Park	Neighborhood Park	4.18
Ironwood Sub	Neighborhood Park	1.36
Kiwanis-Durland Park	Neighborhood Park	3.76
Lampman Park	Neighborhood Park	6.01
Lillis Park	Neighborhood Park	16.82
Millice Park	Neighborhood Park	4.37

6.3.3 NEIGHBORHOOD PARKS (2 OF 2)

Park Name	Classification	Size (Acres)
Olympic Sub	Neighborhood Park	2.04
Olympic Sub	Neighborhood Park	1.21
Olympic Sub	Neighborhood Park	1.09
Palisades Park	Neighborhood Park	4.19
Parkland West	Neighborhood Park	1.06
Parkland West	Neighborhood Park	3.99
Parkland West	Neighborhood Park	3.10
Ponderosa Park	Neighborhood Park	3.93
Rimpoint Park	Neighborhood Park	7.33
Rimrock West Park	Neighborhood Park	9.88
River Rock Park	Neighborhood Park	6.02
Rocky Villiage PUD	Neighborhood Park	1.49
Rocky Villiage PUD	Neighborhood Park	2.00
Rolling Hills Park	Neighborhood Park	1.13
Rosebud Park	Neighborhood Park	2.35
Rush Park	Neighborhood Park	3.83
Sahara Park	Neighborhood Park	2.63
Sally Ann Park	Neighborhood Park	2.89
Spring Creek Park	Neighborhood Park	1.90
Streeter Park	Neighborhood Park	1.24
Summerhill Park	Neighborhood Park	2.89
Terra West Park	Neighborhood Park	2.55
Terry Park	Neighborhood Park	3.90
Twin Oaks Sub Park	Neighborhood Park	2.51
Unita Park	Neighborhood Park	4.66
Vo Tech Park	Neighborhood Park	2.44
Walden Grove Park	Neighborhood Park	1.92
Walsh Park	Neighborhood Park	5.19
Westwood Park	Neighborhood Park	2.15
Windsor Court Park	Neighborhood Park	1.82
Yellowstone Family Park	Neighborhood Park	3.96
Yellowstone Rdg Sub	Neighborhood Park	3.44



6.3.4

POCKET PARKS

Park Name	Classification	Size (Acres)
Baxter Sub	Pocket Park	0.19
North Elevation Sub	Pocket Park	0.15
North Elevation Sub	Pocket Park	0.16
North Elevation Sub	Pocket Park	0.16
North Elevation Sub	Pocket Park	0.15
North Elevation Sub	Pocket Park	0.16
Community Park	Pocket Park	0.53
Cooper Ridge Sub	Pocket Park	0.66
Cooper Ridge Sub	Pocket Park	0.64
Delphinium Circle Park	Pocket Park	0.09
Dokken Park	Pocket Park	0.80
Founders Park	Pocket Park	0.30
Billings Org Townsite	Pocket Park	0.10
Heritage Walk Park	Pocket Park	0.26
Josephine Sub	Pocket Park	0.32
Josephine Sub	Pocket Park	0.30
Josephine Sub	Pocket Park	0.33
Josephine Sub	Pocket Park	0.33
Josephine Sub	Pocket Park	0.33
Josephine Sub	Pocket Park	0.32
Josephine Sub	Pocket Park	0.33
Kimberly Heights Sub	Pocket Park	0.18
Kimberly Heights Sub	Pocket Park	0.18
Lutheran Park	Pocket Park	0.95
Olympic Sub	Pocket Park	0.70
Olympic Sub	Pocket Park	0.93
Olympic Sub	Pocket Park	0.39
Parkhill Triangle	Pocket Park	0.15
Primrose Park	Pocket Park	0.94
Racquet Club Heights	Pocket Park	0.57
Ramada Park	Pocket Park	1.19
Rehberg Ranch Park	Pocket Park	0.28
Rock Island Park	Pocket Park	0.26
Rush Sub	Pocket Park	0.17
SD 2-Beartooth	Pocket Park	0.80
Forest Park Sub	Pocket Park	0.07
Trails End Park	Pocket Park	0.40
West End Shop	Pocket Park	0.43

6.3.5 SPECIAL USE PARKS

Park Name	Classification	Size (Acres)
Cynthia Park	Special Use Park	37.73
Dehler Park	Special Use Park	9.37
Downtown Skate Park	Special Use Park	0.49
Par 3 Golf Course	Special Use Park	52.41

6.3.6 SPORTS COMPLEXES

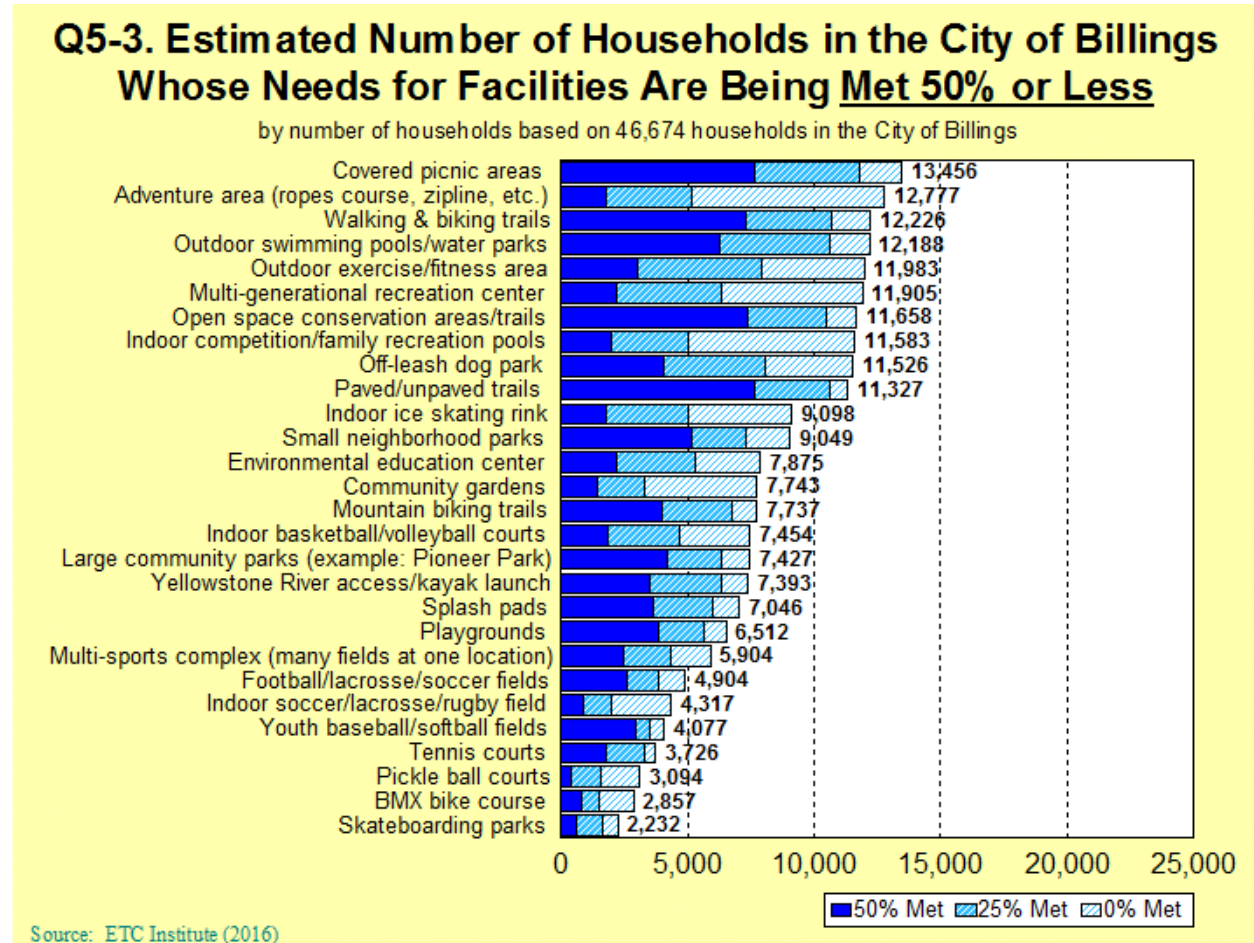
Park Name	Classification	Size (Acres)
Amend Park	Sports Complex	56.78
Clevenger Park	Sports Complex	8.03
Poly Vista Park	Sports Complex	20.88
Stewart Park	Sports Complex	53.77



## 6.4 PARK AND FACILITY NEEDS ANALYSIS

### 6.4.1 MEETING PARK AND FACILITY NEEDS

In reviewing the current facility offerings against the desired facility offerings of the community, there is great need to expand or add facilities.



Respondents were asked to identify the level of need that their household had for 28 different recreation facilities in Billings and rate how well their needs for each facility were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

- The three recreation facilities with the highest percentage of households that indicated a need for the facility were: covered picnic areas (29%), adventure area (27%), and walking and biking trails (26%). When ETC Institute analyzed the needs in the community, only one facility, covered picnic areas, had a need that affected more than 13,000 households. ETC Institute estimates a total of 13,456 households in the City of Billings have unmet needs for covered picnic areas. The estimated number of households that have unmet needs for each of the 28 facilities that were assessed is shown in the chart on the following below.

### 6.5 PARK AND FACILITY PRIORITY RANKINGS

The purpose of the Park and Facility Priority Rankings is to provide a prioritized list of facility/amenity needs for the community served by Billings Parks and Recreation. This model evaluates both quantitative and qualitative data.

- Quantitative data includes the statistically-valid community survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.

As illustrated previously, a weighted scoring system is used to determine the priorities for parks and recreation facilities. These weighted scores provide an overall score and priority ranking for the system as a whole. The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

<b><u>Facility/Amenity</u></b>	<b><u>Priority</u></b>
Walking and Biking Trails	<b>High</b>
Small Neighborhood Parks	
Off-Leash Dog Parks	
Covered Picnic Areas	
Indoor Recreation Center	
Large Community Parks	
Outdoor Swimming Pools/Water Parks	
Open Space/Conservation Areas/Trails	<b>Medium</b>
Adventure Area	
Indoor Competition Pool	
Outdoor Exercise Areas	
Playgrounds	
Indoor Ice Skating Rink	
Yellow stone River Access/Kayak Launch	
Community Gardens	<b>Low</b>
Splash pads	
Mountain Biking Trails	
Indoor Basketball Volleyball Courts	
Environmental Education Center	
Multi-Sports Complex	
Football/Lacrosse Fields	
Youth Baseball/Softball Fields	
Indoor Soccer/Lacrosse Fields	
Tennis Courts	
Pickleball Courts	
BMX Bike Course	
Skateboarding Parks	



## 6.6 LEVEL OF SERVICE STANDARDS RECOMMENDATIONS

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. LOS standards can and will change over time as the program lifecycles change and demographics of a community change.

PROS evaluated park facility standards using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines; recreation activity participation rates reported by the Sports & Fitness Industry Association’s (SFIA) 2016 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and the Billings area; community and stakeholder input; and general observations. This information allowed standards to be customized to the Billings Parks, Recreation and Public Lands Department.

These LOS standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the population of Billings, gaps and surpluses in park and facility/amenity types are revealed. These standards should be used to inform decisions when planning to develop new parks, facilities, and amenities.

Currently, there are multiple needs to be met in Billings to properly serve the community now and in the future. The City of Billings currently provides a total LOS of 27.09 acres of parkland per 1,000 residents. The planning team has recommended to decrease the LOS standard to 22.45 acres/1,000 population as a goal. Though the recommendation is to reduce the LOS, park acreage will be needed in 2032 for two specific park classification types: Neighborhood Parks (24 acres) and Community Parks (150 acres). In addition to the above park acreage, the system is highly deficient in indoor recreation space - 120,000+ square feet - which is necessary to satisfy the programmatic needs of the community

<b>Billings Service Level Standards</b>										
<b>SERVICE LEVEL STANDARDS</b>						<b>2017 Facility Standards</b>		<b>2032 Facility Standards</b>		
<b>PARK TYPE</b>	<b>Billings Inventory</b>	<b>Other Inventory</b>	<b>Total Inventory</b>	<b>Recommended Service Levels/ Revised for Local Service Area</b>	<b>Meets Standard/ Need Exists</b>	<b>Additional Facilities/ Amenities Needed</b>	<b>Meets Standard/ Need Exists</b>	<b>Additional Facilities/ Amenities Needed</b>	<b>Meets Standard/ Need Exists</b>	<b>Additional Facilities/ Amenities Needed</b>
Pocket Parks	26.69	-	26.69	0.20 acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)	-	- Acre(s)
Neighborhood/School Parks	150.44	485.56	636.00	5.00 acres per 1,000	Meets Standard	- Acre(s)	Need Exists	24 Acre(s)	-	- Acre(s)
Community Parks	311.89	-	311.89	3.50 acres per 1,000	Need Exists	80 Acre(s)	Need Exists	150 Acre(s)	-	- Acre(s)
Greenways/Linear Park	67.41	-	67.41	0.00 acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)	-	- Acre(s)
Special Use Parks	447.58	-	447.58	3.00 acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)	-	- Acre(s)
Sports Complex Parks	139.46	-	139.46	1.00 acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)	-	- Acre(s)
Cemeteries	66.41	-	66.41	0.50 acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)	-	- Acre(s)
Natural Resource/Conservation Parks	1,023.12	220.85	1,243.97	9.25 acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)	-	- Acre(s)
Undeveloped Parks	122.58	-	122.58	0.00 acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)	-	- Acre(s)
<b>Total Park Acres</b>	<b>2,328.89</b>	<b>706.41</b>	<b>3,035.30</b>	<b>22.45 acres per 1,000</b>						
<b>OUTDOOR AMENITIES:</b>										
Reservable Large Picnic Shelters	17.00		17.00	1.00 site per 4,500	Need Exists	8 Sites(s)	Need Exists	12 Sites(s)	-	- Site(s)
Ball Diamond (60-foot bases)	27.00	19.00	46.00	1.00 site per 5,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)	-	- Field(s)
Ball Diamond (90-foot bases)	8.00	3.00	11.00	1.00 field per 9,000	Need Exists	1 Field(s)	Need Exists	4 Field(s)	-	- Field(s)
Regulation Sports Field (Game Field, not School Sports Fields)	17.00	-	17.00	1.00 field per 4,500	Need Exists	8 Field(s)	Need Exists	12 Field(s)	-	- Field(s)
Multi-Purpose Fields (Practice Field)	17.00	19.00	36.00	1.00 field per 4,500	Meets Standard	- Field(s)	Meets Standard	- Field(s)	-	- Field(s)
Outdoor Sport Courts (basketball)	22.00	43.50	65.50	1.00 court per 5,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)	-	- Court(s)
Tennis Courts	25.00	10.00	35.00	1.00 court per 5,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)	-	- Court(s)
Playgrounds	46.00	48.00	94.00	1.00 site per 1,500	Meets Standard	- Site(s)	Meets Standard	- Site(s)	-	- Site(s)
Dog Parks/Off leash Areas	1.00		1.00	1.00 site per 30,000	Need Exists	3 Site(s)	Need Exists	3 Site(s)	-	- Site(s)
Disc Golf Course (location)	4.00		4.00	1.00 course per 35,000	Meets Standard	-	Meets Standard	-	-	-
Skate Parks	1.00		1.00	1.00 site per 50,000	Need Exists	1 Site(s)	Need Exists	2 Site(s)	-	- Site(s)
Swimming Pool (indoor)	-	3.00	3.00	1.00 site per 30,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)	-	- Site(s)
Swimming Pool (outdoor)	2.00	1.00	3.00	1.00 site per 30,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)	-	- Site(s)
<b>INDOOR AMENITIES:</b>										
Recreation/Senior Center	9,100.00	-	9,100.00	1.00 SF per person	Need Exists	102,935 Square Ft	Need Exists	122,997 Square Ft	-	- Square Ft

## Chapter Seven - CAPITAL IMPROVEMENTS

This section of the plan reflects the capital improvement recommendations that are necessary to fulfill the facility needs of the community. In order to plan and prioritize capital investments, the consulting team recommends that the parks and recreation department applies specific guiding principles that balances the maintenance of current assets over the development of new facilities. The departmental CIP framework is also utilized to determine and plan CIP projects and make budget decisions that are sustainable over time. These criteria (e.g., safety compliance, commitment, efficiency, revenue) and priorities are also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities.

The community, through this planning process, has indicated strong support for this concept of prioritization. Even with the indications of a modest economic turnaround, funding is not sufficient to take care of all existing assets and build new facilities.

The result is the recommendation to develop a three-tier plan that acknowledges a stark fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources.

- **The Critical Alternative** has plans for prioritized spending within existing budget targets. The intention of this alternative is to refocus and make the most of existing resources with the primary goal being for the department to maintain services. The actions associated with the Fiscally Constrained Alternative address deferred maintenance at existing facilities and is funded through existing tax dollars.
- **The Sustainable Alternative** describes the extra services or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing existing programs, beginning new alternative programs, adding new positions, or making other strategic changes that would require additional operational or capital funding. In coordination with the City Manager's Office and City Council, the Parks and Recreation Department would evaluate and analyze potential sources of additional revenue, including but not limited to capital bond funding, partnerships, program income, grants, and existing or new taxes.
- **The Visionary Alternative** represents the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies. In this Master Plan, the Visionary Alternative addresses aging facilities to make improvements in operational effectiveness and the overall sustainability of the park and recreation system. Funding for visionary projects would be derived from partnerships, private investments and new tax dollars.

The following pages detail the recommended capital improvement projects - developed in conjunction with staff - for the three-tier spending plan.



## 7.1 CRITICAL RECOMMENDATIONS – MAINTAINING WHAT WE HAVE

This section outlines the projects that focus on the repair and lifecycle replacement of existing parks, facilities, and amenities.

<b>CRITICAL IMPROVEMENTS</b>		
<b>Park</b>	<b>Recommended Improvements</b>	<b>Cost</b>
Arrowhead Park	Playground and amenity replacement; parking lot resurfacing	\$875,000
Boulder Park	Replace existing irrigation system with automated system	\$100,000
Burg Park	Playground and amenity replacement	\$225,000
Burlington Park	Replace existing irrigation system with automated system	\$100,000
Central Park	Rebuild tennis courts; resurface parking lot; amenity replacement; installation of sod in the t-ball field to create more multi-purpose use of space	\$1,100,000
Clevenger Park	Parking lot redesign/replacement	\$650,000
Comanche Park	Playground and amenity replacement; replace existing irrigation system with automated system	\$325,000
Eaton Park	Playground and amenity replacement	\$225,000
Edgerton Park	Playground, shelter, restroom and amenity replacement	\$550,000
Evergreen Park West	Playground and amenity replacement; replace existing irrigation system with automated system	\$450,000
Gorham Park	Playground and amenity replacement	\$250,000
Grand View Park	Replace existing irrigation system with automated system	\$200,000
Harvest Sub #3	Amenity replacement	\$27,500
Harvest Sub #7	Playground and amenity replacement	\$225,000
Hawthorne Park	Conversion of wading pool to sprayground and replacement of shelter and restroom	\$1,600,000
Heritage Park	Replace existing irrigation system with automated system	\$100,000
Highland Park	Playground, sprayground (recirculating) and amenity replacement	\$1,600,000
Kiwanis-Durland Park	Playground and amenity replacement	\$225,000
Lillis Park	Playground and amenity replacement	\$225,000
Mountview Cemetery	Repave roads and trails	\$200,000
Millice Park	Playground and amenity replacement	\$225,000
North Park	Replace existing irrigation system with automated system	\$400,000
Phipps Park	Design and construct parking lot and refurbish trail	\$550,000
Pioneer Park	Replace wading pool with sprayground	\$1,850,000
Poly Visa Park	Replace existing irrigation system with automated system	\$400,000
Ponderosa Park	Playground and amenity replacement; creation of ADA pedestrian access; replace existing irrigation system with automated system	\$630,000
Primrose Park	Playground and amenity replacement	\$225,000
Riverfront Park	Replacement of roads and parking lot; replace existing irrigation system with automated system	\$3,100,000
Rose Park	Playground (2) replacement; resurfacing of parking lot; shelter upgrades	\$1,100,000
Rosebud Park	Playground and amenity replacement	\$225,000
Sacajawea Park	Resurfacing of parking lot and basketball courts, creation of ADA pedestrian access	\$225,000
Spring Creek Park	Repair sidewalks; refurbish trail; replace existing irrigation system with automated system	\$210,000
Streeter Park	Playground and amenity replacement	\$225,000
Swords Rimrock Park	Design, construct parking lot; expand existing parking lot; reconstruct Black Otter Road	\$1,600,000
Terry Park	Playground, sprayground (recirculating) and amenity replacement	\$1,500,000
Uinta Park	Playground and amenity replacement	\$225,000
Veteran's Park	Renovate baseball field; replace shelter; creation of ADA pedestrian access	\$375,000
Walsh Park	Playground and amenity replacement	\$225,000
<b>Critical Improvements Subtotal</b>		<b>\$22,542,500</b>

## 7.2 SUSTAINABLE RECOMMENDATIONS – IMPROVING WHAT WE HAVE

Options described in this section provide the extra services or capital improvement that could be undertaken when additional funding is available to meet need(s) with a focus on enhancements to existing facilities. The following provides a summary of the sustainable options recommended by the consulting team.

<b>SUSTAINABLE IMPROVEMENTS</b>		
<b>Park</b>	<b>Recommended Improvements</b>	<b>Cost</b>
Cameron Park	Installation of loop trail and picnicking amenities	\$70,000
Edgerton Park	Improve pedestrian access to park	\$30,000
Grandview Park	Improve pedestrian access to park and installation of loop trail	\$100,000
High Sierra Park	Expansion of dog park and parking lot	\$100,000
Kiwanis-Durland Park	Installation of loop trail	\$70,000
Mountview Cemetery	Signage to identify of historical and exercise trails	50000.00
Millice Park	Installation of loop trail	\$70,000
Parkland West -36th Street	Installation of loop trail	\$70,000
Rehberg Park	Add picnicking amenities and benches	\$70,000
Veterans Park	Installation of loop trail	\$70,000
Walsh Park	Add picnicking amenities and benches	\$70,000
<b>Sustainable Improvements Subtotal</b>		<b>\$770,000</b>



### 7.3 VISIONARY RECOMMENDATIONS – DEVELOPING NEW OPPORTUNITIES

Recommendations described in this section represent the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies. The following new development and redevelopment projects have been identified as relevant to the interests and needs of the community and are relevant to the City’s focus because they feature a high probability of success.

<b>VISIONARY IMPROVEMENTS</b>		
<b>Park/Action</b>	<b>Recommended Improvements</b>	<b>Cost</b>
Trails	Implement trails master plan	\$5,842,000
Multi-Generational Recreation Center	Conduct Feasibility Study and construct Multi-Gen Recreation Center	\$30,000,000
Land Acquisition for Community Parks	Acquire 150 acres for development of new community parks	\$9,000,000
Maintenance Yard - Heights	Add a maintenance yard in the Heights to reduce windshield time	\$500,000
Maintenance Yard - West End	Add a maintenance yard in the West End to reduce windshield time	\$500,000
Amend Park	Update park master plan	\$50,000
Bitterroot Heights Park	Implement park master plan	\$1,200,000
Castle Rock Park	Update park master plan	\$50,000
Centennial Park	Implement park master plan	\$3,400,000
Cottonwood Park	Develop park master plan	\$100,000
Coulson Park	Develop park master plan	\$50,000
Cynthia-High Sierra Park	Develop park master plan	\$50,000
Daniels Sub Park	Develop park master plan	\$50,000
Heritage Park	Develop park master plan	\$50,000
Lampman Park	Implement park master plan	\$2,000,000
Lutheran Park	Develop park master plan	\$50,000
Meadowlark Park	Conduct wetland delineation study	\$100,000
Mountview Cemetery	Develop park master plan to identify uses for undeveloped areas	\$50,000
North Park	Update park master plan	\$50,000
Optimist Park	Implement park master plan	\$2,900,000
Palisades Park	Implement park master plan	\$2,000,000
Pioneer Park	Implement park master plan	\$1,000,000
Pow Wow Park	Implement park master plan	\$400,000
River Rock Park	Implement park master plan	\$800,000
Rolling Hills Park	Implement park master plan (furniture, fixtures and equipment)	\$25,000
Rush Park	Implement park master plan	\$700,000
Sally Ann Park	Develop park master plan	\$50,000
South Park	Update park master plan	\$50,000
Stewart Park	Update park master plan and conduct vehicular traffic study	\$100,000
Terra West Park	Develop park master plan	\$25,000
	<b>Visionary Improvements Subtotal</b>	<b>\$61,142,000</b>

7.4 CAPITAL IMPROVEMENT SUMMARY

<b><i>CAPITAL IMPROVEMENT PLAN SUMMARY</i></b>	
<b>Improvement Type</b>	<b>Cost</b>
Critical	\$22,542,500
Sustainable	\$770,000
Visionary	\$61,142,000
<b>Grand Total</b>	<b>\$84,454,500</b>





## 7.5 OTHER RECOMMENDATIONS – DIVESTITURE OF PROPERTY

Through the analysis of property owned and maintained by the Department, the Consulting Team recommends that the City consider divesting of the following properties. The criteria utilized in determining this list can be found in Appendix D of this document.

<b>PROPERTY DIVESTITURE</b>	
<b>Property</b>	<b>Acreage</b>
Afflerbough Park	1.88
Afflerbough Park	4.23
Aronson Park	0.66
Beartooth Park	0.78
Blue Creek Park	1.86
Briarwood-Park on MacTavish Circle	0.15
Briarwood-Park on MacTavish Circle	0.53
Career Center Park	2.44
Cedar Park	3.95
Dick Logan Park	4.08
Dick Logan Park (Yellowstone County)	2.92
Eagle Ridge Sub Park in Blk 2	0.10
Golden View Park	1.81
Heritage Walk Park	0.23
Logan Park	1.93
Meadowlark lots	0.23
Meadowlark lots	0.24
Meadowlark lots	0.25
Meadowlark lots	0.22
Meadowlark lots	0.23
Meadowlark lots	0.25
Meadowlark lots	0.31
Parkland West Park	0.13
Racquet Club Heights	0.27
Racquet Club Heights	0.38
Ramada Park	1.19
Rimrocks Park (Wilshire)	2.36
Rocky Village PUD Park	2.00
Rocky Village PUD Park (Next to Rocky Col. Land)	1.48
Sahara Park	10.06
Shiloh Point Entry Landscape	0.14
Shiloh Point W Entry Landscape	0.11
Southgate area open space - Parks	0.97
Southgate open space	2.67
Summerhill Park	2.97
Windsor Court Park	1.99
Yellowstone Racquet Club Common Area	0.12
<b>TOTAL ACREAGE</b>	<b>56.11</b>

## Chapter Eight - FUNDING OPTIONS

In order to continue to build and maintain the parks and recreation system, funding should be pursued for operations and capital improvement projects, such as those presented in this plan.

New, sustainable funding sources are essential to implementing a capital improvement plan. There is substantial potential for increasing revenues for the parks and recreation system while still providing affordable recreation opportunities. The following are high level funding options that should be vetted as the department updates its Master Plan and develops a one to ten-year capital improvement program in 2016:

### 8.1 CITY-WIDE PARK DISTRICT 1 FUNDING

It is recommended that the Billings City Council increase the assessment for the City-wide Park District 1 to create a sustainable funding source for the purposes of providing the park and recreation system services including:

- Maintenance, repair, replacement, upkeep, installation, improvement, operational enhancement, construction, reconstruction, land acquisition;
- Implementation of measures required to maintain public health and safety or meet legal or regulatory requirements;
- Purchasing, replacing, and/or maintaining equipment, tools and/or vehicles necessary to carry out park maintenance functions
- Any other functions, labor, supplies and/or materials necessary for management and maintenance of City-owned facilities, lands and equipment under the responsibility and care of the Parks, Recreation and Public Lands Department including but not limited to: public parks and park areas recreation facilities, trails, open space, urban forest, medians, boulevards, pathways, sidewalks, public easements, and other facilities which are located in the City limits and/or are owned by the City.

### 8.2 GRANTS

The grant market continues to grow annually. Grant writers and researchers are essential if the Department is to pursue grants. Matching dollars are required for most federal grants and many state grants. A detailed listing of grants available to the Department can be found in Appendix H of the plan.

### 8.3 FUNDING SOURCES FOR CRITICAL PROJECTS

#### 8.3.1 COMMUNITY AND PARKS FOUNDATION

The Billings Parks, Recreation & Preservation Foundation is a joint-development funding source or operational funding source between a foundation and a government agency. The foundation operates as a non-profit organization, working on behalf of the public agency to raise needed dollars to support its vision and operational needs.

The dollars raised by the foundation are tax-exempt. Foundations promote specific causes, activities, or issues that a park-and-recreation system needs to address. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of park-related memorabilia, etc.



Private donations may be received in the form of cash, securities, land, facilities, recreation equipment, art, or in-kind services. Donations from local and regional businesses as sponsors of events or facilities should be pursued.

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### 8.3.2 FRIENDS ASSOCIATION

Friends associations are a foundation that typically are formed to raise money for a single purpose, such as a park facility or program that will better the community as a whole and, at the same time, meet special interests.

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### 8.3.3 CORPORATE AND PERSONAL LEAD GIVING

Corporate and personal giving involves the department seeking corporate lead funds or personal lead gifts via a foundation partner or through personal contacts that are used to catalyze wider giving in support of a specific project or operation. The lead donations set the precedent for additional giving over a period of one year up to five years. Often those who have given or pledged contributions are invited to a recognition event, which may include additional opportunities for contribution through auctions, for example.

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### 8.3.4 DONATIONS

Private donations are a popular form of fundraising by public agencies, particularly for facilities and services that are highly visible and valued by the public. Donations can be channeled through a foundation or conservancy aligned with the parks and recreation system's priorities. Donations can be made through one or more of the following methods:

- Donations of cash to a specific park or trail segment by community members and businesses
- Donations of services by large corporations to reduce the cost of park or trail implementation, including equipment and labor to construct and install elements of a specific park or trail
- Reductions in the cost of materials purchased from local businesses that support parks and trails implementation, and can supply essential products for facilities

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### 8.3.5 PARTNERSHIPS – DEVELOPMENT AND/OR OPERATION

Partnerships are joint-development funding sources or operational funding sources formed from two separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Two partners jointly develop revenue-producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths of each partner.

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### 8.3.6 USER FEES

User fees are fees paid by a user of recreational facilities or programs to offset the costs of services in operating a park or a recreation facility, or in delivering programs. In Billings, facility usage is underpriced. A perception of “value” needs to be instilled in the community for the benefits the agency is providing to the user for exclusive use. Future fees could be charged by the agency based on cost-recovery goals for the parks and core recreation services, based on the level of exclusivity the user

receives compared to the general taxpayer. The consultant highly recommends that user fees for programs and facilities continue to be charged in order to create value and provide operational revenues.

#### 8.3.7 RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by local ordinance for the purpose of constructing and maintaining recreation facilities. The fee can apply to all activities that require a reservation. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special-interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

#### 8.3.8 PARK REVOLVING FUND

This is a dedicated fund replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program-user fees, and rental fees within one or more parks. The agency could establish a revolving fund to supported maintenance at multiple parks.

#### 8.3.9 ADVERTISING SALES

Advertising can occur with trash cans, playgrounds, dog parks, trails, flower pots, and as part of special events to pay for operational costs.

#### 8.3.10 MAINTENANCE ENDOWMENT FUND

This is a fund dedicated exclusively for a park's maintenance and is funded by a percentage of user fees from programs, events, and rentals. The fee is paid by users and is added to a dedicated fund for facility and equipment replacement, such as fitness equipment, water slides, lights, artificial turf, and park-maintenance equipment.

### 8.4 FUNDING SOURCES FOR SUSTAINABLE PROJECTS

Each of these sources can be evaluated in more detail to determine the level of funding they would yield if pursued aggressively.

#### 8.4.1 CAPITAL IMPROVEMENT FEES

Many park-and-recreation systems add a capital-improvement fee onto an existing user fee when they develop or enhance major recreation facilities. This is usually applied to golf courses, aquatic facilities, recreation centers, ice rinks, amphitheaters, and special-use facilities like sports complexes. The dollars gained either offset the cost of the capital improvement or the revenue bond that was used to develop or enhance the special-use facility. Once the capital improvement is paid off, the fee typically expires and is discontinued.

#### 8.4.2 DEVELOPER CONTRIBUTIONS TO PARKS AND TRAILS

Many municipalities seek developer contributions for parklands and also for the development of trails that run through the property being developed. The developer perceives the enhanced value such improvements mean for her or his development. Park or trail dedication as a requirement of subdivision development is a reliable means for maintaining equity of access to parks and trails.



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#### 8.4.3 IRREVOCABLE REMAINDER TRUSTS

These trusts are established for individuals who typically have more than \$1 million in wealth. They agree to leave a portion of their wealth to a park-and-recreation system in a trust fund that grows over time. The system is able to use a portion of the interest to support specific facilities or programs that are designated by the trustee.

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#### 8.4.4 PARK, OPEN SPACE, AND TRAIL BOND ISSUES

Agencies typically seek park bonds to meet park-related needs. The key is to use debt financing through bonds to address needs that are both unmet and clearly a community priority. It is best to propose a capital-bond project that serves a variety of users and needs. Even in the worst economic downturn, bond issues have been passing because communities are the direct recipient of the money, and it benefits families on a personal basis.

### 8.5 FUNDING SOURCES FOR VISION PROJECTS

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#### 8.5.1 CAPITAL IMPROVEMENT FEES

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#### 8.5.2 PARK, OPEN SPACE, AND TRAIL BOND ISSUES

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#### 8.5.3 SALES TAX

One potential funding source for the parks and recreation system is an additional percentage sales tax that is committed to maintaining park sites, infrastructure, recreational fields, and trails. The advantage of a sales tax is that it collects revenues from both residents and non-residents who do business in Billings.

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#### 8.5.4 DEDICATED MILLAGE

This source provides the opportunity for the park-and-recreation system to demonstrate how well it is meeting the community's needs through a voter-approved millage. In the last five years in the United States, 93% of all park-related bond and millage issues have passed. Communities demonstrate the value of parks when given the opportunity to vote on an increase.

### 8.6 OTHER FUNDING SOURCES

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#### 8.6.1 LEASE BACKS

This is another source of capital funding wherein banks or private placement-fund companies develop a park or recreation attraction, complex by buying the land, developing a recreational attraction, and then leasing it back to the agency to pay off the land or capital costs over a 30- to 40-year period. Agencies may find this source attractive because typically they can increase operational budgets more easily than finding capital dollars to pay off the lease over a set period of time.

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#### 8.6.2 FRANCHISE FEE FOR UTILITY RIGHT-OF-WAYS

Many agencies have sold the development rights below the ground to utility companies for fiber optic lines, water, sewer, electricity lines, and cable conduits on a linear ft. basis. King County in Washington (Seattle) sold the development rights below its greenway network and generates \$300,000 a year from the utilities involved.

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#### 8.6.3 CATERING PERMITS AND SERVICES

This allows caterers to work in the park-and-recreation system on a permit basis with a set fee or a percentage of food sales returning to the department. Many departments have their own catering-service contracts and receive a percentage (10-15%) from the sale of food and drinks. This may be most suitable for large or special events occurring on publicly-owned properties. Another form of fee income is the temporary business license.

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#### 8.6.4 PRIVATE CONCESSIONAIRES OPERATING WITHIN A LAND LEASE

Contracts with private businesses to provide and operate desirable recreational activities provide compensation to the agency through a land lease. Contractors may include coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmers markets, and small l businesses. Land leases are usually based on 15% of the value of the land plus a percentage of gross revenues from the contractor on an annual basis.

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#### 8.6.5 TAX-ALLOCATION OR TAX-INCREMENT FINANCING DISTRICT

Commonly used for financing redevelopment projects, a Tax Allocation District (TAD) or a Tax Increment Financing (TIF) District involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers and local businesses that benefit from the improvement. As development occurs in Billings, the “tax increment” resulting from redevelopment projects is used to retire the debt that was issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TADs or TIFs can be used to fund park improvements and development as an essential infrastructure cost. This approach works well in downtown redevelopment, regional park improvements, and in trail development. The City of Valparaiso, Indiana, has used this funding source extensively for redevelopment of its downtown area and pathways system.



## Chapter Nine - SUBDIVISION REGULATION RECOMMENDATIONS

As the City of Billings continues to grow in population, it is important to implement changes to the City Subdivision Regulations to allow for “growth to pay for itself”. The Consulting Team, in conjunction with staff from the Parks, Recreation and Public Lands and the Planning and Community Services Departments, identified, through research of other Montana municipalities, a number of improvements within the City’s Subdivision Regulations as it relates to parkland development.

A complete listing of the recommendations can be found in Appendix G of the document. The key areas of recommendations are as follows:

- Park Typology Definitions
- Storm Drainage Facilities
- Watercourse and Irrigation Easements
- Ownership and Management of Open Space
- Design Standards for Planned Neighborhood Developments
- Parkland and Trail Dedication
- Storm water Detention/Retention in Parks
- Determining Cash Contribution for Parkland
- Required Supporting Documents for Major Preliminary Plat Applications

It is understood that adoption of the Comprehensive Parks and Recreation Master Plan does not constitute the approval of the specific recommendations found in the Appendix as a separate legislative process is necessary to amend the Subdivision Regulations. This legislative process is outlined below:

- The City of Billings Planning and Community Services Department would convene a meeting of other City Departments (and other subdivision reviews agencies as applicable) to discuss a list of proposed amendments to the regulations and include additional proposed changes from the group, as applicable, to develop a draft set of amended subdivision regulations for consideration.
- City staff would also likely share the proposed changes with local stakeholders in some forum (developers, Realtors, Builders, Consultants, etc.) for feedback prior to bringing the changes to the City Council for review and discussion.
- Proposed Amendments brought to City Council Work Session - Any additional items or direction received from Council at this meeting
- Planning Board would review proposed amendments at one meeting and then conduct a public hearing and make a recommendation to the City Council on the amendments at a second meeting (Public hearing would be advertised/noticed as per State Law for the Board’s Hearing).
- City Council would receive Planning Board recommendation of amending the regulations at one of its regular meetings and conduct a public hearing (Public hearing would be advertised/noticed as per State Law for the Board’s Hearing). The Council would consider a Resolution-to-Adopt the amended regulations after conducting the public hearing.
- If Council adopted the resolution, the amended regulations would go into effect and staff would notify stakeholders of the changes.

## Chapter Ten - ADMINISTRATION

### 10.1 ADMINISTRATION KEY FINDINGS

- **General Policies and Procedures:** In conducting an analysis of the administrative policies and procedures that govern the Billings Parks, Recreation and Public Lands Department, the consulting team utilized the Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards as the basis for the review. The analysis revealed that the Billings Parks, Recreation and Public Lands Department requires updates to or the development of new policies and procedures in the following areas:
  - Agency Authority, Role and Responsibility
  - Planning
  - Organization and Administration
  - Human Resources
  - Financial Management
  - Programs and Services Management
  - Facility and Land Use Management
  - Evaluation and Research

### 10.2 ADMINISTRATIVE FUNCTION KEY RECOMMENDATIONS

- **Performance Measures:** Performance measures in recent years have become the backbone of successful organizations. They have moved beyond the simple collection of facts that measure volume of work. The key components of modern performance measurement are:
  - **Outcomes** are the benefits or changes for participants in programs or recipients of services during or after the program or strategy is implemented.
  - **Inputs** are the physical, financial, and human resources allocated to or consumed to do work.
  - **Activities** are what the program or strategy does with the inputs provided. Activities include the tasks, steps, methods, techniques, and operations performed.
  - **Outputs** are the elements of operation or level of effort, the products or services resulting from the implementation or accomplishment of work.
  - **Efficiency** is measured by the unit cost required to perform the work in terms of dollars. “How well did the organization “use” the budget to perform work?”
  - **Effectiveness** is a service quality measure of the work performed. Effectiveness is measured in % of work set out to be performed.

PROS Consulting recommends that the department utilize the template provided as a separate stand-alone document to develop three to five key performance measures for each division, including but not limited to, cost recovery, recreation program service delivery, parks maintenance, aquatic management and senior center facility operations and services to determine and, in turn, communicate the level of



success they are achieving on an annual basis. Performance measure templates have been provided as a separate, stand-alone document.

- **Policies and procedures:** Though there are numerous policies and procedures that are in need of update or development, the Consulting Team recommends the following be developed and implemented within the next three to five years:

RECOMMENDED POLICIES & PROCEDURES	BENEFIT	DIVISION RESPONSIBLE
Acquisition and Divesting of Property	Process to formally acquire and divest property based on select criteria	Administration
Maintenance Standards	Provide consistent efficient and effective maintenance services	Parks Maintenance
Marketing Plan Guidelines	Increase awareness of and participation in programs, services and facilities; Build Advocacy	Administration
Partnership Policy	Create balanced, win-win partnerships	Administration
Pricing Policy	Policy developed on classification of services and level of benefit received; increase revenue	Administration/Recreation
Recreation Program Standards/Evaluation	Provide consistent delivery and evaluation of recreation programs as well as cost of service	Recreation
Sponsorship Policy	Increase earned income to offset program expenditures	Administration
Training	Continuity of organization, administration and delivery of services	All
Work Order Management System	Track maintenance work completed and cost of service for work	Parks Maintenance

The consulting team has provided templates for the majority of these policies and procedures in the Appendix A-F of this plan.

## Chapter Eleven - STRATEGIC IMPLEMENTATION MATRIX

The consultant synthesized its findings to develop a framework of strategic recommendations for the City of Billings Parks, Recreation and Public Lands Department. The Community Values Model features recommended strategies that align with four major categories of best practices: Park Land and Trails, Facilities, Programming and Operations and Staffing.

The Community Values Model should be evaluated and refined as political and economic circumstances shift and be used to validate the vision and mission of Billings. A complete implementation plan matrix, including tactics, accountability, timelines and performance measures, will be provided as a separate document.

<b>Community Vision for Park Land and Trails Community Mandates</b>	
<b>Create great parks and trails that create a sense of place that makes living in Billings the place to be.</b>	
<b>Strategy</b>	Develop and implement a land acquisition policy to ensure the growth of the system in commensurate with that of the City of Billings' population utilizing the level of service standards that were developed as part of the master plan.
<b>Strategy</b>	Develop a network of parks, trails and open spaces that protect the natural areas in Billings, connect to population centers that will support the needs of all residents through well designed parks and recreation amenities.
<b>Strategy</b>	Develop hard surface trails that create a network of accessibility and equity.
<b>Strategy</b>	Adopt Design Principles for each type of park (neighborhood, community, regional, special use, sports complex) to guide landscape architects and design architects to follow and for the operational staff to follow when the amenity or park is developed.
<b>Strategy</b>	Determine which parks are to be defined as Legacy Parks that frame the highest quality of land management maintenance and park related services that everyone in the community can identify with its purpose for recreation and in selling the quality of life aspects for living in Billings.
<b>Strategy</b>	Ensure Healthy Biodiversity.
<b>Strategy</b>	Update a lifecycle asset management plan for the Department.
<b>Strategy</b>	Implement the Trails Master Plan in concert with the Parks and Recreation Master Plan process to highlight updating existing trails, increasing access and connectivity but adding new trails to developing areas in the City.
<b>Strategy</b>	Encourage trails to be funded and built in appropriate areas of the City and to be maintained by private entities.



<b>Community Vision for Facilities</b>	
<b>Create signature recreational facilities that support all ages and make living in Billings the best place to live, work, and play.</b>	
<b>Strategy</b>	Construct a multi-generational community recreation center to support a higher level of users to keep up with the demands of residents.
<b>Strategy</b>	Create recreation amenities desired by the community as it applies to the future approved level of service standards in the Master Plan.
<b>Strategy</b>	Consider program themes for park and facility updates to maximize use and value.
<b>Strategy</b>	Consider updating existing parks to maximize use for residents by increasing or improving basic amenities.

<b>Community Vision for Programming</b>	
<b>Increase community participation in programs to 35%.</b>	
<b>Strategy</b>	Refine core program services.
<b>Strategy</b>	Track program lifecycles of programs and drop programs in their down cycle by adding new programs to take their place.
<b>Strategy</b>	Create additional marketing strategies to inform residents of the services being provided.
<b>Strategy</b>	Develop a yearly program plan specifically for the core program areas.
<b>Strategy</b>	Create equitable partnerships across the system with sports and not-for-profit groups.
<b>Strategy</b>	Continue to grow the department's marketing and outreach to target current and potential users through additional mediums and Web 2.0 technology.
<b>Strategy</b>	Continue developing the volunteer system that builds advocacy and support for the park and recreation system.
<b>Strategy</b>	Continue to develop special events as a core service and economic tool for the City.

<b>Community Vision for Operations and Staffing</b>	
<b>Empower and prepare the Department.</b>	
<b>Strategy</b>	Ensure job descriptions are reviewed and updated, and a complete salary assessment is done every five years to meet pay levels that keep salaries competitive.
<b>Strategy</b>	Institute demonstrated management practices and measure performance in parks and recreation services.
<b>Strategy</b>	Consider updating the City-Wide Park District 1 assessment to fully support operations and maintenance needs.
<b>Strategy</b>	Allow the Department to keep revenues earned to support operational costs.
<b>Strategy</b>	Develop earned income opportunities to support capital and operational needs.
<b>Strategy</b>	Seek to become 60% self-supporting from user fees, permits, reservations, earned income and effective partnerships.
<b>Strategy</b>	Develop a long term financial plan that is consistent with the goals of the City and supports the initiatives and strategies reflected in the Master Plan to ensure long term sustainability.



## Chapter Twelve - CONCLUSION

The City of Billings Parks, Recreation and Public Lands Comprehensive Master Plan was developed to provide the organization a roadmap for the future using knowledge gained from an excellent legacy of history and current day practices. The planning process incorporated a comprehensive series of discovery and analysis strategies to understand the workings of the organization and included a strong community engagement process.

The Parks and Recreation Master Plan Update includes a system-wide approach for accomplishing short and long-term goals, initiatives, tactics and measurements to ensure that as the City grows in population that the Department does so as well - effectively, efficiently and sustainably - while providing world-class services, programs, parks, and facilities to the community for many years to come.



## APPENDIX A - RECREATION AND SENIOR PROGRAM STANDARDS

Recreation program standards are developed to support core recreation services. The standards focus on delivering a consistent high-quality experience while achieving operational and cost recovery goals as well as marketing and communication standards that are needed to create awareness and customer loyalty.

To assist staff in its continual pursuit of delivering high quality consistent programs to the community and in achieving the cost recovery goals, the following are the standards by which programs need to be developed and administered.

### HIGH-QUALITY EXPERIENCE STANDARDS

For core services, the following standards must be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with in-the-field experience in the program specialty for which they are responsible.
- The instructor-to-participant ratios are appropriate for the participant to feel safe and attended to.
- The program is provided in the appropriate safe and clean recreation space, either indoor or outdoor, designed for that program.
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- Staff is trained in first aid and CPR. Volunteers are trained in first aid and CPR when appropriate.
- A first aid kit is readily available and accessible in less than a minute.
- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This should include pre- and/or post-evaluation focus groups or trailer calls.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that Billings Parks, Recreation and Public Lands Department is investing in their experience.
- Each instructor or program supervisor will be provided a toolbox that includes their class or program roster, with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent recreation information and



emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes we hope to achieve.

- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children will have background checks.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and is signed off by the appropriate program staff within the Parks and Recreation Department.
- Staff will be dressed in the appropriate Billings recreation uniform that includes a nametag.
- Drivers that transport participants must have the appropriate license, certifications, and authorization.
- Equipment or program space will be inspected prior to the class or program; noted by the instructor or program supervisor; and recorded daily, weekly, and monthly.
- Performance measures tracked will be shared with instructors or program staff at the end of each session.
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to re-hire or not.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies are spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager.
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin.

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#### OPERATIONAL AND PRICING STANDARDS FOR PROGRAMS

- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices.
- Scholarship programs will be in place for those that require financial assistance in order to participate in Billings Parks, Recreation and Public Lands Department recreation facilities and programs.

- Quarterly results of cost of service for programs will be posted and shared with staff on all services regardless of whether they are underperforming, meeting, or exceeding the recovery goals.
- Each year, competitor and other service providers will be benchmarked and evaluated for changes they are making and how they compare with division efforts in their core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.
- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time.
- Maintenance and recreation staff will discuss standards for programs taking place in recreation amenities in Billings Parks, Recreation and Public Lands Department annually.



## APPENDIX B - SPONSORSHIP POLICY

### PURPOSE AND GOAL

The goal of this sponsorship policy is to provide guidelines for the Billings Parks, Recreation and Public Lands Department to gain support from external financial resources. It will establish procedures to coordinate efforts to seek sponsorships with the corporate community, business partners, and not for profit partners to enhance services of the Billings Parks, Recreation and Public Lands Department. It is designed to ensure that all marketing of sponsorships support the Billings Parks, Recreation and Public Lands Department's goals for services to the community and remain responsive to the public's needs and values. This Sponsorship Policy will recognize that corporate and business sponsorships provide an effective means of generating new revenues and alternative resources to support Billings Parks, Recreation and Public Lands Department Foundation's facilities and programs. The policy will ensure that the corporate, business or not for profit sponsorships will not result in any loss of Billings Parks, Recreation and Public Lands Department's jurisdiction or authority.

### GUIDING PRINCIPLES

The institution of the Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between the Billings Parks, Recreation and Public Lands Department and corporate, business, and not for profit sectors.

The recognition for sponsorships must be evaluated to ensure the Billings Parks, Recreation and Public Lands Department is not faced with undue commercialism and is consistent with the scale of each sponsor's contribution.

There will be restrictions on sponsors whose industries and products do not support the goals of the Billings Parks, Recreation and Public Lands Department on the services provided to the community and to remain responsive to the public's needs and values.

### EXPECTED OUTCOMES AND BENEFITS

- Acquire revenue from sources to enhance the Billings Parks, Recreation and Public Lands Department programs and facilities
- Sponsorship is a way of contributing to the community while promoting the sponsor's business and brand awareness
- A number of Billings Parks, Recreation and Public Lands Department events, programs and amenities may take place in the community because of the sponsor's financial contribution
- Sponsors will get a "return on sponsorship." The sponsor looks forward to the community becoming familiar with the sponsor and/or its services and becomes a customer through the partnership with the Billings Parks, Recreation and Public Lands Department
- Sponsorships help to raise the awareness of the Billings Parks, Recreation and Public Lands Department and builds its image in the community
- Events, programs, facilities, plus maintenance of properties and recreation areas will be affordable to the community because of the financial contributions that sponsors can provide to the Billings Parks, Recreation and Public Lands Department

### GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

- The Billings Parks, Recreation and Public Lands Department will put out annually an ad in the local newspaper to advertise the opportunities for sponsorships for the coming year.
- Seek sponsors directly via a proposal request by staff.
- The Billings Parks, Recreation and Public Lands Department may put their sponsorships out for auction at an auction event. The following process will be required when Billings Parks, Recreation and Public Lands Department is involved in a sponsorship

### PROCESS SUBMIT FOR A SPONSORSHIP PROPOSAL

- All proposals for sponsorship must be submitted in writing on a Sponsorship Proposal form to the Billings Parks, Recreation and Public Lands Department.
- The Director or his designee will review the proposal and make a decision on the proposal.
- The Director will draft a sponsorship agreement. The agreement will include the contract relationship, the term and renewal opportunities; description of the program, facility, property, natural area or event to be sponsored; description of fees and/or benefits provided to the Billings Parks, Recreation and Public Lands Department, the marketing rights and benefits provided to the sponsor, termination provisions, and performance measures expected on behalf of the sponsor and the Billings Parks, Recreation and Public Lands Department.
- All sponsorships require payment in advance by the sponsors at the contract signing of the sponsorship agreement made out to the City of Billings Parks, Recreation and Public Lands Department.
- The Director may use, but is not limited to the following criteria when evaluating a sponsorship proposal; in all cases, the Director will have the prerogative to accept or reject a proposal:
  - Compatibility of the sponsor's products, customers and promotional goals with the Billings Parks, Recreation and Public Lands Department's goals.
  - The sponsor's past record of involvement with the Billings Parks, Recreation and Public Lands Department and other community projects.
  - The timeliness or readiness of the sponsor to enter into an agreement.
  - The actual cash value, or in-kind goods or services of the proposal in relation to the benefit to the sponsor and the Billings Parks, Recreation and Public Lands Department.
  - Potential community support for or opposition to the proposal.
  - The operating and maintenance costs associated with the proposal on behalf of the Billings Parks, Recreation and Public Lands Department.
  - The sponsor's record of responsible environmental stewardship.
- All sponsorship activities once approved will be coordinated by the Director.
  - The Director will be responsible to work with staff on making sure the terms of the agreement are followed as outlined and provide assistance and advice to staff of the Billings Parks, Recreation and Public Lands Department and the sponsors.



- Provide guidance to the sponsor regarding the interpretation and application of this policy.
- Review and assist in the development of the sponsorship agreement as requested.
- Track and report the results and outcomes of the sponsorship agreement as outlined. All sponsors will have a responsible party and an executed agreement.
  - Each sponsor involved in the sponsorship will designate a person to be responsible for their portion of the contract and/or agreement.
  - The contract or agreement will outline appropriate terms and timeliness to be implemented by each party.

### SPONSORSHIP PRICING POLICY PROCEDURES

Once the proposals have been submitted the staff will evaluate these proposals as outlined.

- Set objectives, baselines and articulate measurable objectives to be achieved with the sponsorship dollars.
- Know the sponsorship costs both (direct/indirect) and level of cost recovery as it applies to the Billings Parks, Recreation and Public Lands Department.
- Create a measurement plan and determine what will be measured and what measures will be used to demonstrate the effectiveness of the sponsorship.
- Implement the measurement plan—visibility, communications and visitor behavior.
- Calculate “return on sponsorship”—analyze, communicate and revise as needed.
- Meet with the sponsor to review the final contract and expectations with timelines to be completed
- All promotional pieces developed by the sponsor for their involvement with the Billings Parks, Recreation and Public Lands Department must be approved in advance before it goes public.

### EVALUATION OF THE SPONSORSHIP

Once the sponsorship effort has been completed, staff from the Billings Parks, Recreation and Public Lands Department will meet with the sponsor to review the results and discuss changes that need to occur if appropriate and make a decision about supporting the next sponsorship effort. The results of the meeting will be presented to the Billings Parks, Recreation and Public Lands Department.

### SPONSORSHIP OPPORTUNITIES

The following opportunities have been identified as sponsorship opportunities for the coming year:

- Program Guide
- Special Events
- Food for Programs and Events
- Drink Sponsor
- Event Sponsor
- Give-a-ways at events

## APPENDIX C - PARTNERSHIP POLICY

Today's economic climate and political realities require the Billings Parks, Recreation and Public Lands Department to seek productive and meaningful partnerships in order to deliver high quality and seamless services to the needs of the community over the next 10 years. The following sections provide an overview of opportunities and strategies for developing partnerships within the community that position the Department as the hub of a network of related providers and partner organizations.

### POLICY FRAMEWORK

The initial step in developing multiple partnerships in the community that expand upon existing relationships (e.g., agreements with schools for gymnasium, classroom, auditorium, and field usage, etc.) is to have an overall partnership philosophy that is supported by a policy framework for establishing and managing these relationships. The policies recommended below will promote fairness and equity within existing and future partnerships while helping staff members to avoid conflicts internally and externally. The recommended partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and evaluation on a regular basis. This should include reports to the Division on the performance of the partnership vis-à-vis the agreed-to goals and objectives.
- All partnerships should track costs associated with the partnership investment to demonstrate the appropriate shared level of equity.
- A partnership culture should emerge and be sustained that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance.

The following policies are recommended for implementation by the Billings Parks, Recreation and Public Lands Department staff over the next several years.

### PARTNERSHIP POLICIES AND PRACTICES

Partnerships can be pursued and developed with other public entities, such as neighboring cities, schools, colleges, state or federal agencies; private, non-profit organizations; and private, for-profit organizations.

#### ALL PARTNERSHIPS

- Each partner will meet with or report to the Billings Parks, Recreation and Public Lands Department staff on a regular basis to plan activities and shared activity-based costs.
- Partners will establish measurable outcomes and work through key issues in order to meet the desired outcomes.
- Each partner will focus on meeting the balance of equity agreed to and will track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to each relevant City agency for communications and planning purposes.



- If conflicts arise between partners, the Director of the Billings Parks, Recreation and Public Lands Department or his designee, along with the other partner's highest-ranking officer assigned to the agreement will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually to share updates and report the outcomes of the partnership agreement.

#### PARTNERSHIPS WITH PRIVATE, FOR-PROFIT ENTITIES

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from the use of City facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on city property, provides a service on city-owned property, or has a contract to provide a task or service on the City's behalf at Billings Parks, Recreation and Public Lands Department facilities. These partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association, or individual, the Billings Parks, Recreation and Public Lands Department staff and City leadership should recognize that the importance of allowing the private entity to meet its financial objectives within reasonable parameters that protect the mission, goals, and integrity of the City.
- As an outcome of the partnership, the Billings Parks, Recreation and Public Lands Department must receive a designated fee that may include a percentage of gross-revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the method of monitoring those outcomes. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the City, and overall coordination with the Division for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, one year, or multiple years.
- If applicable, the private contractor will provide a working management plan annually to ensure the outcomes desired by the Billings Parks, Recreation and Public Lands Department. The management plan will be negotiated if necessary. Monitoring the management plan will be the responsibility of both partners. The Department should allow the contractor to operate freely in its best interest, as long as the agreed-to outcomes are achieved and the terms of the partnership agreement are adhered to.
- The private contractor should not lobby the Billings City Council for initial establishment or renewal of a contract. Any such action will be cause for termination of the contract. All negotiations must be with the Department Director or that person's designee.
- The Billings Parks, Recreation and Public Lands Department has the right to advertise for privately- contracted partnership services or to negotiate on an individual basis using a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before turning to litigation. If no resolution can be achieved, the partnership shall be dissolved.

## PARTNERSHIP OPPORTUNITIES

The recommended partnership policies encourage four classifications of partner - public not-for-profit, public for-profit, private not-for-profit, and private for profit. This section of the partnership plan further organizes partners within these classifications as having an area of focus relevant to the type of service/benefits being received and shared. The five areas of focus are:

- Operational Partners - Other entities and organizations that can support the efforts of the Billings Parks, Recreation and Public Lands Department to maintain facilities and assets, promote amenity- and recreation-usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials
- Vendor Partners - Service providers and/or contractors that can gain brand association and popularity as a preferred vendor or supporter of the Billings Parks, Recreation and Public Lands Department in exchange for reduced rates, services, or some other agreed-upon benefit.
- Service Partners - Organizations and/or friends-of-recreation groups that support the efforts of the Billings Parks, Recreation and Public Lands Department to provide programs and events, including serving specific constituents in the community collaboratively.
- Co-branding Partners - Organizations that can gain brand association and notoriety as a supporter of the Billings Parks, Recreation and Public Lands Department in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
- Resource Development Partner - Organizations with the primary purpose to leverage private-sector resources, grants, other public-funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the Billings Parks, Recreation and Public Lands Department in mutually-agreed-to strategic initiatives.



## APPENDIX D - LAND ACQUISITION AND DIVESTITURE GUIDELINES

### ACQUISITION CRITERIA

A challenge found in many municipal regulations is that the design standards for what constitutes high-quality parklands are not adequately detailed. This ambiguity can result in the designation of lands that are largely unusable as public parks. The following recommended changes to City of Billings' regulations are intended to improve the quality of donated parklands as usable public parks with meaningful recreational value.

#### Recreation Parks

If the parcel is intended to become a recreation park, it should provide a benefit to the area that surrounds it. The following questions can help determine the value of the parcel. These questions are relative to the park's classification (pocket, neighborhood, community, or regional) and general location (rural or urban).

#### **Basic Attributes**

1. Is the land of an appropriate size and shape?
2. Is the character of the land (topography, drainage, soils, etc.) appropriate?
3. Does the land have inherent economic value comparable to the lands adjoining it?
4. Is this land suitable, upon development, to provide the recreation experiences designated for the area?
5. Would the use of this land (as specified by its classification) harm the natural environment?

#### **Location**

1. Is the land situated appropriately?
2. Would this land contribute to the equitable distribution of parks in the planning region?

#### **Access**

1. After completion, would this land, upon casual observation, be easily identifiable as a public park?
2. Will the land be appropriately accessible to the public?

#### **Developments**

1. Is the supporting infrastructure (utilities, access, etc.) available in the form and scale needed?
2. Is the land free of infrastructure (high-tension power lines, sewage lagoons, etc.) that would limit appropriate park uses?
3. Is the land free of easements (drainage, effluent disposal, mineral extraction, motorized access, etc.) that would limit appropriate park uses?
4. Does the land have any special cultural or historical significance?

### **Hazards and Costs**

1. Are there physical hazards, limitations or restrictions that would hinder the intended use of the land?
2. Would the benefits offered by this land outweigh the potential liabilities?
3. Would the benefits offered by this land outweigh foreseeable maintenance costs?

### **Contribution to the Park System**

1. Does the land complement other nearby parklands?
2. Does the land serve as a linkage or corridor to other parklands?
3. Do non-motorized travel-ways exist between this park and residences, schools, and other parks and open space?

### **Harmonious Existence with the Built Environment**

1. Would the use of this land (as specified by its classification) conflict with adjacent land use?
2. Does adjacent land use conflict with the intended uses of this land?

### Conservation Parks

If the parcel is intended to become a conservation park, it should provide for the protection of important natural values. The following questions can help determine the value of the parcel:

#### **Physical Landform**

1. Does the land contain a riparian area?
2. Does the land contain unique geomorphic features?
3. Is the landform essentially in its natural state, or can it be returned to such a state?

#### **Flora and Fauna**

1. Does the land serve an important biological purpose in the area?
2. Is the majority of the vegetation native to the area?
3. Does the land contain habitat unique to the area?
4. Does a diversity of plant species exist on the site?
5. Does a diversity of animal species exist on the site?
6. Is the land large enough and of high-enough quality to provide self-contained habitat?
7. Does the land provide for wildlife linkages to other habitat areas?
8. Do any sensitive or rare plant or animal species live on or use this land?
9. Does the land buffer adjacent lands that contain sensitive or rare plants or animals?
10. Is the habitat largely unaltered from its natural state, or can it be restored to such a state?



## Human Uses

1. Will human use of this land harm the natural habitat?
2. If the land is intended to serve as a non-motorized linkage to other areas, is it suitable for such a purpose?
3. Does the land provide educational opportunities?
4. Is the land threatened by other uses?

## Contribution to the Conservation Land System

1. Is the land in an area identified as having important natural resources?
2. Does the land link other conservation lands?
3. Does the land contribute to the diversity of conservation lands in the area?

## Harmonious Existence with the Built Environment

1. Does (or will) adjacent land use degrade the naturalness of the land?
2. Will it be possible to prevent intrusions from undesirable plants, domestic animals, and other threats?

## DIVESTING CRITERIA

Another challenge associated with many municipal regulations is that the criteria for disposal of parklands are not adequately detailed. This ambiguity has resulted in the designation of lands that are largely unusable as public parks. The following recommended changes to City of Billings' regulations are intended to provide guidelines for the divestiture of parklands that do not have meaningful recreational value.

### Recreation Parks

If the parcel is intended to remain a recreation park, it should provide a benefit to the area surrounding it. The following questions can help determine if the parcel has value as a park. These questions are relative to the park's classification (pocket, neighborhood, community, or regional) and general location (rural or urban).

### **Basic Attributes**

1. Is the land of an appropriate size and shape?
2. Is the character of the land (topography, drainage, soils, etc.) appropriate?
3. Does the land have inherent economic value comparable to the lands adjoining it?
4. Is this land suitable for the recreation experiences intended for the area?
5. Is the use of the land causing harm to the natural environment?

### **Location**

1. Is the land situated appropriately?
2. Does the land contribute to the equitable distribution of parks in the planning region?

### **Access**

1. Is the land, upon casual observation, easily identifiable as a public park?
2. Is the land appropriately accessible to the public?

### **Developments**

1. Is the supporting infrastructure (utilities, access, etc.) available in the appropriate form and scale needed?
2. Is the land free of infrastructure (high-tension power lines, sewage lagoons, etc.) that would limit appropriate park uses?
3. Is the land free of easements (drainage, effluent disposal, mineral extraction, motorized access, etc.) that would limit appropriate park uses?
4. Does the land have any special cultural or historical significance?

### **Hazards and Costs**

1. Are there physical hazards, limitations or restrictions that hinder the use of the land?
2. Do the benefits offered by this land outweigh the potential liabilities?
3. Do the benefits offered by this land outweigh current and future maintenance costs?
4. Is the park continually subjected to criminal uses or occupation?

### **Contribution to the Park System**

1. Does the land complement other nearby parklands?
2. Does the land serve as a linkage or corridor to other park lands?
3. Do non-motorized travel-ways exist between this park and residences, schools, and other parks and open space?

### **Harmonious Existence with Built Environment**

1. Does the use of this land (as specified by its classification) conflict with adjacent land use?
2. Does adjacent land use conflict with the uses of this land?

### **Conservation Parks**

If the parcel is a conservation park, it should provide for the protection of important natural values. The questions that follow can help determine the value of the parcel.

### **Physical Landform**

1. Does the land contain a riparian area?
2. Does the land contain unique geomorphic features?
3. Is the landform essentially in its natural state, or can it be returned to such a state?

### **Flora and Fauna**

1. Does the land serve an important biological purpose in the area?



2. Is the majority of the vegetation native to the area?
3. Does it contain habitat unique to the area?
4. Does a diversity of plant species exist on the site?
5. Does a diversity of animal species exist on the site?
6. Is the land large enough and of high-enough quality to provide self-contained habitat?
7. Does the land provide for wildlife linkages to other habitat areas?
8. Do any sensitive or rare plant or animal species live on or use this land?
9. Does the land buffer adjacent lands that contain sensitive or rare plants or animals?
10. Is the habitat largely unaltered from its natural state, or can it be restored to such a state?

#### **Human Uses**

1. Does human use of this land harm the natural habitat?
2. Does the land serve as a non-motorized linkage to other areas?
3. Does the land provide educational opportunities?
4. Is the land threatened by other uses?

#### **Contribution to the Conservation Land System**

1. Is the land in an area identified as having important resources?
2. Does the land link other conservation lands?
3. Does the land contribute to the diversity of conservation lands in the area?

#### **Harmonious Existence with Built Environment**

1. Does adjacent land use degrade the naturalness of the land?
2. Is it possible to prevent intrusions from undesirable plants, domestic animals, and other threats?

## APPENDIX E - MARKETING PLAN GUIDELINES

It is important for Billings Parks, Recreation and Public Lands Department to develop a working marketing plan for staff to follow that allows the Public Relations/Marketing staff to work to enhance revenue operations, increase visitation, as well as improve the awareness, value and image of the department to the community.

### 12.1.1 DEVELOP AN EFFECTIVE DATA COLLECTION SYSTEM OF USERS AND PROFILE INFORMATION FOR BILLINGS PARKS, RECREATION AND PUBLIC LANDS DEPARTMENT:

Staff will collect point-of-sale data on users of the services when people use Billings Parks, Recreation and Public Lands Department.

- Active Older Adults 55+
- Adult Sports
- Aquatics (Learn to Swim)
- Aquatics (Other)
- Early Learning
- Fitness
- Outdoor Recreation
- Senior Services
- Special Events
- Special Interest
- Volunteer Services/Community Outreach
- Youth Camps
- Youth Sports

### 12.1.2 ADVANCE THE USE OF TECHNOLOGY ON MARKETING AND PROMOTIONS OF KEY PROGRAMS AND BILLINGS RECREATION AS AN ATTRACTION:

Technology Information to be created from the use of various sources to include the following:

- Point-of-sale information from entrance fees and program fees
- Centralized Reservation System for programs, events and amenities
- Intercept Survey Management of users and non-users

### 12.1.3 EXPAND CUSTOMER TRAINING AND FOCUS OF STAFF AND VOLUNTEERS ON SELLING THE VALUE OF BILLINGS PARKS, RECREATION AND PUBLIC LANDS DEPARTMENT TO CITIZENS AND USERS

**Customer Service Training and Philosophy** will focus on the basics of customer service for staff, part-time staff and volunteers. Additional training will be developed based on direct business planning unit



requests to the Revenue Development staff within the department. Customer satisfaction levels will be tracked in all divisions, reported to the Revenue Development Staff for assessment and training will be determined based on the results. All part-time and seasonal staff will view a customer training video as part of their training and put into practice at their respective program sites. Customer services standards will be developed for all recreation attractions in the system and for core program areas and evaluation forms will evaluate how well those standards were met.

The goal will be to obtain 90% or greater in customer satisfaction levels at all attractions and in all programs through effective implementation and training of customer service standards. The Marketing and Communication Staff will track and manage the customer satisfaction levels and report out by attraction and core program area how well the department is performing against those standards. Staff will use user post evaluations, focus groups, trailer calls, on-site surveys and mystery shoppers to determine the customer service levels and standards met that are in place and what level of training is needed for improvement. Customer service training will be done prior to each program season for all full-time staff, part-time staff and volunteers working with users and visitors.

- Survey Monkey for gaining access from users based on their experience
- Social Media transformation
- Billings Parks, Recreation and Public Lands Department purchased online advertising
- Fishing for Feedback

#### 12.1.4 SUPPORT AND PROMOTE PROGRAMS THAT GENERATE INTEREST IN BILLINGS RECREATION

Strategies and program themes for each program area will come from the program staff and the Marketing/Communications staff working together. It is important to establish a core set of events that can be promoted across the system.

These programs and or special events will be developed a year in advance to build a strong strategy for encouraging the media to participate in the event and gaining sponsors for the event to help support the operational costs. The goal is to get people and youth to visit facilities and to build awareness of the recreation opportunities available to them in programs and facilities.

#### 12.1.5 INCREASE VISITATION TO BILLINGS PARKS, RECREATION AND PUBLIC LANDS DEPARTMENT

To increase visitation to all Billings Parks, Recreation and Public Lands Department programs and attractions the Marketing/Public Relations Staff with the Program staff will develop a yearly marketing and program plan for the department and the key attractions that is targeted to all age segments. The visitation goal is to increase participation by 15% by 2020. The goal is to energize the community to appreciate and value what Billings Recreation provides to them in a quality facilities, key attractions, programs and services and how that translates into support for gaining more private investment in the system.

### 12.1.6 IMPLEMENT AN EFFECTIVE COMMUNICATIONS PLAN

The Marketing staff will work with the staff to develop an annual Communication Plan that seeks to strengthen Billings Parks, Recreation and Public Lands Departments Brand in the community, increase participation in programs, services and attractions, optimize revenue opportunities, and make a positive impact on the community. The challenge is producing a consistent brand message at each customer touch point using one brand and one voice, to communicate multiple messages. The solution is a strategic process known as integrated marketing communications.

The integrated marketing communications plan serves as a comprehensive source of information regarding best ways to reach targeted audiences utilizing available resources. It establishes parameters, guidelines, and policies for promotional decision making. It is designed to build efficiencies within the Billings Parks, Recreation and Public Lands Department.

Given the variety of communication vehicles available, a combination of tools has been chosen based on their costs-effective ability to achieve the Marketing Plan objectives. Staff will use the Communication Plan as a guide to develop an understanding of each of the tools, which to use, and the process for successful utilization. This effectively enables everyone in the organization to become a marketer for Billings Parks, Recreation and Public Lands Department.

Information for the Communication Plan should be collected and updated regularly. This should include the following:

- Capture, Analyze and Report - Use information from the Business Plan to evaluate performance of marketing activities and calculate return on investment of time and money.
- Refine revenue and participation data. Were the objectives and outcomes achieved? Discuss what worked and what didn't relative to program, price, place, and promotions?
- Define marketing objectives based on cost recovery goals.
- Use Media Plan to refine or define resource and budget allocation.
- Submit marketing recommendations for future planning and tie to the recommendations in the Business Plan.
- Use the Communications Plan as guide for reaching target audiences utilizing available resources.
- Submit Marketing Requests by specific date for review and approval of the Executive Director.
- Use the core service model from the recommended pricing policy in the Business Plan to cross-reference activity reports.
- Update Promotions Plan with marketing requests information.
- Submit Promotions Plan to the Director or his designee for quantity, cost, and scheduling information.
- Cross promote with other web-sites in the area to include the hotels, ski companies, restaurants, Historic Sites, Chamber of Commerce, Visitors Bureau, State Parks and the City Park's System by developing linkages to their sites and their sites linking to Billings Recreation's website.



### 12.1.7 PRESENT PROMOTIONS PLAN TO STAFF AND BILLINGS CITY COUNCIL FOR FINALIZATION MISSION FOR HOW TO GET THERE

The Mission of the Marketing/Public Relations Division within Billings Parks, Recreation and Public Lands Department is “To create strong awareness for the value of Billings Parks and Recreation to people of all ages in the region and to encourage citizens of Billings to experience their Billings Parks and Recreation through effective communication, market research, effective programs and attractions that create memorable experiences”.

### 12.1.8 MARKETING GOALS FOR EACH CORE BUSINESS OF THE BILLINGS RECREATION

- Strengthen Billings Parks, Recreation and Public Lands Department’s Brand and awareness
- Develop and execute collaborative countywide marketing programs
- Educate the Billings City Council and staff on the value of marketing and the return on investment from the facilities and programs provided to residents
- Advance the use of technology on marketing products and services for staff to make better decisions
- Expand customer service training to enhance users coming back to Billings Recreation more often
- Promote future meeting and hospitality spaces in the system
- Market Billings Parks, Recreation and Public Lands Department attractions as destination facilities for the whole family to increase capacity and use that translates into more operational revenue
- Develop Mini-marketing and business plans for each attraction in the system
- Track effective data on customers who use the system and how to communicate and retain them as users and customers
- Create wider-age segment appeal of users for the recreation amenities and programs

### 12.1.9 BRAND MESSAGE TO BUILD THE MARKETING PLAN

Example: “Expect the Unexpected in your Billings Parks, Recreation and Public Lands Department.” Use the Brand Message the Staff establishes and includes the follow elements where possible:

- Pictures of the key elements in the system
- Park Attractions within the system
- Cost friendly benefits spelled out
- Programs that spell out the benefits users will receive for enrolling in the programs
- Staff and Volunteers skills and experience
- Special Events that create interest
- Music and entertainment
- Enhanced maintenance and safety of the recreation attractions in the system

- Trails that include hard surface, soft surface, mountain bike and equestrian trails
- View sheds for taking pictures of family and friends
- Amenities that demonstrate the system is serving all age segment of users and ethnic groups
- Sporting events that are held in the system
- Family Gathering Places

#### 12.1.10 CUSTOMER SERVICE AND SURVEY MANAGEMENT

The Marketing staff will develop a consistent survey instrument for each of the major attractions in the system that focuses on the following:

- Who the users are (age segments served)?
- Why do they use Billings Recreation for their recreation experience?
- How long do they stay?
- How much do they spend?
- What do they value most about the program, attraction and the experience?
- What would make them stay longer?
- What experiences are they looking for that are not available that would encourage them to use the system or attraction more often?
- How they would rate the customer service?
- How they would rate the safety and cleanliness of the system?
- How would they rate their experience (recreation facilities, programs, services, staffing, safety, etc.)?
- How would they rate the value they paid and the experience they received?
- Would they tell their friends to visit the facilities?
- What could the staff do to make their experience more enjoyable?
- What are the available hours from staff or volunteers to do this work, outcomes desired and dollars available to implement and evaluate these surveys?
- Who will be assigned to do the work?

#### 12.1.11 OPERATIONAL BUDGET FOR THE MARKETING DEPARTMENT

Billings Recreation’s Marketing Budget will be at least 3-6% of the total budget for the department. The following information is a sample of how marketing dollars can be allocated.

The breakout of the Marketing Budget into hours available should be broken down in the following manner:

- Staffing Hours available, Full-time, Part-time, Seasonal, Volunteer - Budget: \$\_\_\_\_\_



- Web-site Management and Analysis - Budget: \$ \_\_\_\_\_
- Publications - Budget: \$ \_\_\_\_\_
- Advertising - Budget: \$ \_\_\_\_\_
- Research and data collection - Budget: \$ \_\_\_\_\_
- Survey Development - Budget: \$ \_\_\_\_\_
- Mailing Costs - Budget: \$ \_\_\_\_\_
- Art Services - Budget: \$ \_\_\_\_\_
- Signage - Budget: \$ \_\_\_\_\_
- Contract services-media buyer, research, photographer, promotional items - Budget: \$ \_\_\_\_\_
- Geo-coding needs to be tied out to Marketing-primary and secondary function on visitation, how far they drive- Establish staff or volunteers dedicated to do this task - Budget: \$ \_\_\_\_\_
- Social Media Management - Budget: \$ \_\_\_\_\_

The department will seek intern support to help them in their marketing efforts. They will work with the local media outlets to provide information to them on a timely basis. This would include newspapers, department program guide, school districts, etc.

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### 12.1.12 SOCIAL MEDIA

- **Facebook**
  - Billings should focus on on-going engagement
    - Continue with themed promotional initiatives. Provide correct responses to questionnaires posed to the audience.
    - Create Facebook contests and promotions
  - Assure current content on every section of the page
    - Update the events listing and provide links to view or sign-up for events
  - Highlight staff members and volunteers as a way of enhancing familiarity and ensuring reward and recognition
- **Twitter**
  - This is the next-most-effective social network to add to the marketing mix
  - The key to success on Twitter is to build a personalized relationship with the target audience and create active participation
  - Share tweets and other information frequently
  - Utilize the Department's Social Media and Crowdsourcing intern to actively listen to the users and respond to tweets from the target audience on a regular and timely basis
  - Cross-promote other initiatives, including website, other social networks, and offline initiatives

- Keep tweets short - add hash tags and, most importantly, amplify the message by asking followers to Retweet

Three other social networks that are burgeoning in popularity and thus impacting social behavior and user engagement are **Google +**, **Pinterest**, and **Instagram**.

- **Google+** is the closest competitor to Facebook in terms of overall user adoption, brand awareness, and scale of complementary services available to make it a viable social network.
- **Instagram** is a photo-sharing website that is becoming increasingly popular, especially with the younger audience. Its recent acquisition by Facebook ensures effective integration with the larger social network.

## APPENDIX F - MEMORIAL POLICY

To allow individuals and groups to arrange for a memorial to be placed on designated Billings Parks, Recreation and Public Lands Department property, and to ensure that the proposed locations and memorials are consistent with adopted park plans, construction standards, and placement guidelines.

### AUTHORITY

Billings City Code, Section XXXXX

### TYPES OF MEMORIALS

- Existing trees that have been established for at least two (2) years are eligible for memorials. Donors also may request that a new tree be planted as a memorial. The planting site and requested species are coordinated through the Parks Division. Tree memorials are established for renewable 20-year terms.
- Benches are available for memorials in certain park areas. Bench memorials are established for renewable 20-year terms.
- Existing park amenities or the installation of new features such as drinking fountains, permanent picnic tables, and individual pieces of playground equipment may be considered for memorials. These memorials are established for renewable 20-year terms.
- Installation of an entire facility or amenity that fulfills an identified public recreation need or is a system improvement that is consistent with the adopted master plan may be considered for memorials by the Parks and Community Services Commission. These memorials are established for the lifespan of the facility or amenity.
- Some park amenities involve the installation of brick paths or brick features. As opportunities become available, individual memorial bricks may be offered for purchase. These memorials are established for the lifespan of the facility or amenity.

### LOCATION

As the steward of the parks within the City of Billings, the Billings Parks, Recreation and Public Lands Department will control and manage the placement, spacing and number of all memorials on city park properties, trails, and Greenbelt areas. Preference will be expressed for memorials for existing



amenities. However, opportunities to provide memorials on new amenities may be allowed to the extent that they will conform to the following basic requirements:

#### FOUR LOCATION REQUIREMENTS

1. They do not materially detract from the significance or quiet value of an existing memorial or the park itself; and
2. They do not conflict with a primary public purpose or facility; and
3. They comply with the Parks and Recreation Comprehensive Plan and any adopted master plans; and
4. They do not pose a potential public safety or security risk.

It is recognized that a particular park location may reach a saturation point with memorials. Therefore, the Department reserves the right to limit acceptance of memorial installations for any particular park or location. In all cases, the Department will seek to ensure that new ancillary park features, such as trash receptacles and park signs, are not placed too near an existing memorial out of respect for that donor's contribution to the City's parks.

When a donor makes a request for any memorial, heavy consideration will be paid to the primary uses of public open space. While appropriate memorials may enrich a park experience for park users, public open space is also a very precious commodity and memorials will be carefully reviewed to balance these two public benefits to protect the greater good. For maintenance purposes, memorials can be accepted only for developed park settings.

#### RECOGNITION OF MEMORIALS

For dedicated facilities, major park amenities, and monuments, the appropriate recognition of donors and/or the memorialized person will be coordinated with the Department and will be consistent with the development of the facilities and amenities themselves, with the City's adopted Park Naming Policy, and with existing legal standards.

For all other memorials, plaques are ordered and installed by the Department. Plaque size is determined by the amenity to which it is attached. The plaques are set in concrete or affixed to an object and may be metal plate, granite, or a similarly durable material approved by the Department. Upon compliance with the four (4) location requirements set forth above, the Department shall approve memorial plaques which conform to the following:

1. First line of introductory text shall be limited to one of the approved phrases on the attached list (see Exhibit A), or left blank.
2. Second line is limited to the name of a person or persons, including a title or affiliation, or an animal or animals.
3. Third line is limited to calendar dates such as birth and death dates or other calendar dates of significance, or left blank.

Examples:

- In Memory of
  - Jane Marie Doe
  - 1942 - 2009

- In Recognition of
  - Boy Scout Troop 121
  - 2018

Only words and numbers will be allowed. Symbols, images, artwork, commercial messages, obscenity, and libelous statements will not be accepted. Identification of the donor is allowed if space on the plaque is available.

## MEMORIAL INVENTORY

All approved memorial applications will be registered in the Parks, Recreation and Public Lands Administration Office and include a description of the memorial, date of installation, name and address of donor, location, plaque copy information, and life expectancy of the memorial. All Units that are responsible for memorials must forward the original copy of the memorial application to the Administration Office to be cataloged in the Memorial Inventory.

## COST

Costs of established memorial programs are reviewed annually according to the Department's fees and charges policy. Cost is based on original purchase price, installation, cost of plaque, plaque installation and a contingency for repair or replacement. The amount of contingency will be established for each memorial program and deposited in a Heritage Trust memorial account.

## RENEWAL AND DISCONTINUANCE

The Billings Parks, Recreation and Public Lands Department will make reasonable efforts to contact the donor or their heirs in advance of the expiration of a memorial so that donors may request a renewal at their expense. Renewals will be granted if the memorial remains in compliance with the four (4) location requirements set forth above.

In the event of replacement or upgrading, the original memorial plaque may be reused or replaced with a new plaque at the donor's direction and cost. In the event a memorial is to be discontinued, the plaque will be offered to the donor or their heirs at no charge.

## EXISTING MEMORIALS

Memorials established prior to 2018, if no earlier expiration is specified, shall be maintained and/or replaced by the Billings Parks, Recreation and Public Lands Department for a term of 100 years.

Memorials established between 2018 and the effective date of this policy shall be maintained and/or replaced by the Billings Parks, Recreation and Public Lands Department in accordance with the written agreement between the donor and the Department, if such agreement exists. If no such agreement exists, the memorial shall be maintained for a time period of the reasonably expected lifespan of the memorial.

## MAINTENANCE

The Billings Parks, Recreation and Public Lands Department staff will provide care of memorials consistent with the Department's maintenance standards. Damaged or vandalized memorials will be repaired or replaced by the Department at no additional cost to the donor through the term of the



memorial. Plant material will be replaced as part of the Department's replacement program and in consideration of an annual planting season.

## RELOCATION

The Billings Parks, Recreation and Public Lands Department provides memorials in locations which are considered permanent during the identified term of the memorial. However, future circumstances may arise requiring the relocation of a memorial. The Department will make reasonable attempts to negotiate with the donor for a mutually agreeable relocation site. The costs of memorial relocation will be the responsibility of the Billings Parks, Recreation and Public Lands Department.

Donor-requested relocation will be reviewed by the Department to determine appropriateness of the proposed location, with all expenses borne by the donor. In all cases, the Billings Parks, Recreation and Public Lands Department will have the final decision on memorial location.

APPENDIX G - NEIGHBORHOOD SUBDIVISION REGULATION RECOMMENDATIONS

Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p><b>Section 23-201. Definitions.</b> Greenbelt/Greenway: Corridors of protected open space managed for conservation and recreation purposes as designated by the governing body. They often follow natural land or water features and link nature reserves, parks, cultural features and historic sites with each other and with populated areas. These corridors may be privately or publicly owned.</p>	<p>Remove the word “Greenbelt.”</p> <p>Add the term “linear park” within the greenway definition.</p>	<p>The word “Greenbelt” is not used anywhere in the current subdivision regulations.</p>	<p>None</p>
<p><b>Section 23-201. Definitions.</b> Open Space: Any land which is provided or preserved for park or recreational purposes as designated by the governing body; conservation of land or other natural resources; historic or scenic purposes; or assisting in the shaping of the character, direction, and timing of community development.</p>	<p>Notate in the definition that the source of the definition is from MCA 76-6-104.3.</p> <p>Consider adding: “Open space may be privately or publicly owned and shall designate through the plat or an easement whether or not the land is publicly accessible.”</p>	<p>A trend is emerging of privately-owned parks create confusion for the public as to whether or not the public has access and the application of rules and regulations. Lands that are not owned by a public entity should be called “open space” as per statute and regulations, and named as such.</p>	<p>None</p>



Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p><b>Section 23-201. Definitions.</b> No definition for “Park” exists</p>	<p>Add definition for Park.</p> <p>“Park: Lands that are dedicated to the City or County through MCA 76-3-621 or acquired through donation or purchase by the City and designated on a plat as a park. In order to be platted as a park, the land must be owned by a public entity and public access is allowed. A park must be classified as defined as per the City of Billings Comprehensive Parks Plan.”</p>	<p>The definition of “park” is absent from Montana statute and many local regulations. However, MCA 76-3-621 has specific requirements for park land dedication and separate requirements for “open space,” although the two terms are often inter-defined. This definition leaves it up to the local government entity, through their parks plan, to classify park and open space lands and provides clarity for the requirements for each. Non-publicly owned lands being used for parks should be properly platted as “open space,” either private or publicly accessible.</p>	<p>Existing private parks will need to be grandfathered in.</p>

<p><b>Section 23-406. Streets and Roads.</b> C. Multi-Use Trails, General: All subdivisions must be reviewed for compliance with the Heritage Trail Plan to provide multi-use trail and greenway corridors for safe, convenient, non-motorized transportation routes throughout the City and County.</p>	<p>Add the following sentence to the end of the paragraph, “Not to satisfy park land dedication requirements.”</p> <p>Remove 3. “In the case of major subdivisions, if the Heritage Trail Plan indicates that a proposed trail or greenway corridor crosses the subdivision property, dedication of linear park land including a trail easement shall be considered as all, or a portion of, the required parkland dedication (See Sections 23-1004 and 23-1002 of these Regulations).”</p>	<p>Greenways and linear parks are extremely difficult and expensive to manage. The Billings Bikeway and Trail Plan (2017) allows for shared use paths on arterials and collector streets to make connections through a subdivision. Local streets may utilize bicycle boulevards. It should be encouraged, however, that shared use paths are developed within park lands where significant acreage of land is dedicated for purpose of a park. The City’s Comprehensive Parks &amp; Recreation now outlines the recommendation of trails within certain park classifications. Shared Use Trails are part of the road network, not necessarily part of the park network, although parks can be utilized as trailheads.</p>	<p>Does the city need to own the land that a shared use path is on or can it be placed on an easement? Can a PMD maintain a trail that is on an easement? This recommendation needs further discussion.</p>
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Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p><b>Section 23-407. Storm Drainage Facilities.</b> B.3. Storm water detention or retention ponds may be located within public park land at the discretion of the City Parks Department. Such areas shall not count toward the park land dedication requirement unless they are approved by the City Parks Department, design to serve as an amenity to the park, and fit into the planned uses and improvements to the park (See Article 23-1000 of these Regulations).</p>	<p>Revise B.3. to the following:            3. Storm water detention or retention ponds must be located on a separate parcel and shall not count towards the park land dedication requirement. Signage is required as to indicate the ownership and maintenance contact for the facility.</p>	<p>The City of Billings, Storm water Management Manual (May 2015) states, "Maintenance shall be performed by the HOA or commercial site owner, unless this responsibility is accepted by the City. Further details are provided in Appendices E and F."</p> <p>It is unclear that if a storm water pond is within a park parcel, what the City's responsibilities are for maintenance. A separate parcel will clearly delineate ownership, liability and maintenance responsibilities.</p>	<p>Add signage requirement to storm water manual. Need to document costs of maintenance on existing ponds already maintained by parks.</p>

Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p><b>Section 23-411. Watercourse &amp; Irrigation Easements. D.</b> Additional Provisions:</p>	<p>Add item 3. "Irrigation or ditch easements may not be used to satisfy parkland dedication requirements."</p>	<p>An irrigation ditch or canal provides little or no active or passive recreation benefit. A ditch or canal easement should be more appropriately platted as "open space" or a lot.</p>	



<p><b>Section 23-411. Watercourse &amp; Irrigation Easements.</b> Add new section E. Watercourses, Water Bodies and Wetlands</p>	<p>E.1. A minimum of seventy-five feet (75') setback is required on each side of a perennial stream as measured from the ordinary high-water mark on a horizontal plane. A minimum of fifty feet (50') setback is required on all sides of a wetland, pond, lake, reservoir or intermittent stream which is a tributary to a perennial stream, as measured from the ordinary high-water mark on a horizontal plane. Existing vegetation in those areas may not be disturbed or removed, except as needed to control noxious weeds, reduce accumulated fuels for fire protection, to remove individual trees that pose an imminent physical danger to people or property or to construct city-approved public infrastructure. Proposed lot boundaries will be located at or beyond the minimum setback.</p> <p>2. Permitted uses within the setback:</p> <ul style="list-style-type: none"><li>a. Storm water treatment facilities as approved by the Public Works Department</li><li>b. Trails and trail-related improvements (benches, trail signage, bridges and other crossings) subject to the following provisions: Improvements must be constructed to minimize bank instability, sedimentation, and nutrient and pollution runoff. Trails shall be aligned to minimize damage to plant and wildlife habitat, and trails crossing water courses must receive appropriate local, state and federal permits.</li><li>c. Streets, sidewalks, utility lines or similar public construction for</li></ul>	<p>This recommendation comes from the best practices of Bozeman, Helena and Kalispell have regulations related to watercourse setbacks for many different reasons. The use of watercourse setback regulations is to protect floodplain and wetland areas and to define the activities within them without sacrificing parkland dedication acreage. The text provided here solves many development-related issues, not necessarily issues solely affiliated with parks. The setback areas can be designated as "open space, publicly accessible."</p>	<p>Concerns about maintenance costs and impacts on affordable housing.</p>
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Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
	<p>the purpose of crossing a watercourse.</p> <p>d. Control of noxious weeds and activities required within the limits.</p> <p>e. Active and passive recreational facilities. However, the setback does not count toward the parkland dedication requirement.</p> <p>f. Agricultural fences, irrigation facilities and other agricultural related activities.</p>		
<p><b>Section 23-502. Security Guarantee. D. Sequential Development</b></p>	<p>Add language regarding the phased dedication of park lands.</p> <p>D.1. Subdivisions platted in phases shall aggregate the park land dedication to estimate the total dedication requirement and aggregate the park land to avoid the creation of several small parks.</p>	<p>The creation of small parks due to phased or sequential development are not conducive to recreational needs, cost more to build and to maintain. A larger parcel of land allows for multiple uses and singular irrigation systems and access points. The developer could utilize the State Statute where he/she could dedicate park land outside of the current phase of the subdivision in order to allow for the aggregation of parcels through subsequent phases.</p>	<p>This would need to be tied to an overall subdivision master plan. Possible staff time is required to track the subsequent phases.</p> <p>Need to evaluate the differences between multiple phasing versus multiple filings.</p>



Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p><b>Section 23-707. Ownership and Management of Open Space</b> (in relation to cluster developments and planned neighborhood developments)</p> <p>A. <b>Ownership of Open Space.</b> Open Space shall be owned by one of the following entities: 1. the open space shall be dedicated to the public as public parkland. Acceptance of the open space shall be at the discretion of the governing body, as recommended by the City Park Board; or 2.....</p>	<p>Revise 23-707. A.1 to read:</p> <p>“1. The open space can be provided as allowed per MCA 76-3-621. Acceptance of the open space shall be at the discretion of the governing body, as recommended by the City’s Park and Recreation Department’s staff. Open Space must allow public access through a plat dedication or easement.”</p>	<p>By updating the definitions as recommended, open space is dedicated as open space, not as park, unless platted as a park.</p> <p>The City Park Board does not currently make any recommendation on this matter.</p> <p>Adding the public access requirement aligns with other recommendations and possibly fulfills the intent with the current language.</p>	<p>Staff can make these recommendations quicker than the Board.</p>
<p><b>Section 23-707. Ownership and Management of Open Space</b> (in relation to cluster developments and planned neighborhood developments)</p> <p>A.2. A Homeowners’ Association representing residents of the subdivision may own the open space. Membership in the association shall be mandatory and automatic....</p>	<p>A.2. Add to the last sentence: “Open Space owned by a Homeowners’ Association must indicate through a plat dedication or easement, whether or not there is public access to the open space and signed as such.”</p>	<p>Open space can be publicly or privately owned. Privately owned open space can allow public access or not. Allowing public (non-resident) access on privately owned parcels has some management and insurance issues.</p> <p>May want to address what happens when an HOA dissolves.</p>	

Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p><b>Section 23-707. Ownership and Management of Open Space</b> (in relation to cluster developments and planned neighborhood developments)                      2. Maintenance of open space owned by a Homeowner’s Association shall be the responsibility of the Homeowner’s Association. In the event the party responsible for the maintenance of open space fails to maintain.... the City of Billings may assume responsibility for its maintenance....</p>	<p>C.2. Evaluate the legality of the City of Billings’ ability to enter private property to make improvements.</p> <p>C.1. If a PMD is established for open space, then the parcel should be platted as a park.</p>	<p>The City of Billings has no legal obligation to maintain privately owned lands.</p> <p>It appears that a lack of maintenance on privately-owned land would be a code enforcement issue. Parks does not want to maintain lands that it does not own.</p> <p>If this language remains, add language regarding an easement for the City to come in and maintain. Refer to similar language in the City of Billings Storm Water Manual (2015), Appendix F and G</p>	<p>Code enforcement staff</p> <p>An HOA Maintenance Agreement would be necessary to allow the City a perpetual easement. The Agreement must be recorded among the deed records of the County and constitute a covenant running with the land.</p>



Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p><b>Section 23-707. Ownership and Management of Open Space</b> (in relation to cluster developments and planned neighborhood developments)</p> <p>B. <b>Management Plan, 3.</b> Provides that any changes to the Management Plan be approved by the Planning Department, or in the case of publicly owned open space, approved by the Park Board; and</p>	<p>Revise B.3. to “Provides that any changes to the Management Plan be approved by the Planning Department, or in the case of publicly accessible open space, approved by the Parks &amp; Recreation Department;”</p>	<p>The Park Board does not usually take on this role.</p>	
<p><b>Section 23-710. Design Standards and Applications for Planned Neighborhood Developments. D.</b> Master Plan.</p>	<p>Add sentence. “If the open space is dedicated as park land, then the requirements for development must be followed as per the City’s Park Development Standards.”</p>	<p>Park land has a different function than open space lands.</p>	
<p><b>Article 23-1000. Dedication of Parks, Trails and Open Space</b></p>	<p>Change the title of the article to: “Park Dedication”</p>	<p>Trails and open space are not dedicated. This section generally applies to park land dedication only.</p>	

Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p><b>Section 23-1001.</b>  <b>Purpose.</b> The purpose of parkland dedication is to: Meet the objectives associated with parks, open space, trails and other non-motorized transportation facilities in the Heritage Trail Plan, Yellowstone County and City of Billings Growth Policy, Parks 2020, The Yellowstone County Comprehensive Parks Plan, the Yellowstone River Greenway Master Plan, and the Billings Urban Area Transportation Plan. Preserve critical wildlife habitat....</p>	<p>Change the first bullet point to: “Meet the objectives associated with adopted City plans and policies.”</p>	<p>The titles of these plans are outdated and no longer valid. Generalizing the language is recommended.</p>	



Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p><b>Section 23-1002. Park Land Dedication Requirements, C.</b> The governing body, in consultation with the subdivider, the Planning Board, and the Parks, Recreation and Public Lands Department (PRPL) may determine suitable locations for parks and playgrounds and, provided that consideration is given to the preference of the subdivider, may determine whether the park dedication must be a land donation, cash donation, or a combination of both.</p> <p>The combination could include some land dedication to meet the requirement with the cash-in-lieu balance going toward park improvements on the land dedicated. In determining whether land or cash is suitable, proximity to existing parks, including schools and other public or private recreational facilities shall be considered by the PRPL.</p>	<p>Revise to: “C. The governing body, in consultation with the Planning Board, Parks and Recreation Department and the subdivider, may determine suitable locations for parks.</p> <ol style="list-style-type: none"> <li>1. Land dedicated for park purposes shall:               <ol style="list-style-type: none"> <li>a. Be useable land;</li> <li>b. Be of appropriate shape and size;</li> <li>c. Be classified according to the City’s park classification system;</li> <li>d. Adjacent to public streets on at least 50% of the park’s perimeter;</li> <li>e. Accessible to bicycle and pedestrian facilities where possible;</li> <li>f. <u>At least 50% of the park must have slopes under 5%.</u></li> </ol> </li> <li>2. Land not suitable for to meet parkland dedication:               <ol style="list-style-type: none"> <li>a. More than 5% of the area has grades 25% or higher;</li> <li>b. Riparian resource areas associated with irrigation, floodway, roadside ditches or wetlands;</li> <li>c. Monument entry areas and central landscaped boulevards;</li> <li>d. Storm water facilities;</li> <li>e. Street lights and utilities;</li> <li>f. Area less than 2 acres in size.</li> </ol> </li> </ol>	<p>Without criteria to define what types of lands are suitable for parkland dedication, the City is susceptible to only receiving lands that are unusable for purposes of parks and recreation or development.</p> <p>It should be noted that the City can accept lands with steep slopes, hydrologic resources, boulevards, storm water facilities or small acreage as <u>open space</u> and identify these facilities as either publicly or privately owned and maintained.</p> <p>Recommended item f. is debatable.</p>	

<p><b>Section 23-1002. Park Land Dedication Requirements, D.</b> A Park Maintenance District shall be formed or expanded with any new parkland dedication.</p>	<p>Add D.1. "Parkland dedication is accompanied with a Park Maintenance District or Park District with the final documents for such District submitted with the Final Plat. Costs associated with the creation of the Park Maintenance District or Parks District are borne by the subdivider."</p>	<p>The creation of the PMD costs significant staff time and these costs could be borne by the subdivider through a fee. Several options are available to the City including retaining a 3<sup>rd</sup> party consultant to handle all PMD formations for a fixed cost. Precedence is in place as the County RSID paperwork is borne by the developer and the paperwork is submitted with the final plat. Staff should discuss the merits of continuing to require individual PMD's, which are cumbersome to manage, to moving towards integrating all park land maintenance into Park District 1. Would like the language to allow for maximum flexibility in choosing multiple methods for funding park maintenance.</p>	<p>Parks staff is currently managing 36 individual park maintenance districts.</p> <p>Could free up Parks' staff time to focus on other Department-critical tasks, rather than financial management.</p>
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<p><b>Section 23-1002. Park Land Dedication Requirements.</b> Add new subsection, E. Park Development</p>	<p>E. Park Development</p> <p>1. General. Subdividers shall consult any adopted citywide park plan, parks and recreation advisory board, and staff to determine the types of parks needed for the proposed development and surrounding area. Parks shall be developed in accordance with the citywide park plan and any approved park master plan. At a minimum, all parks shall be improved to the following standards by the subdivider, prior to final plat or final occupancy approval as appropriate:</p> <p>a. Minimum required improvements for land dedications. The subdivider shall be responsible for leveling any park area to the final master plan intent, amending the soil, seeding disturbed areas to allow for mowing with turf type mowers, and installing an underground irrigation system in compliance with City Parks Department’s standards and specifications. Provide a minimum of 10 trees per acre, minimum size 1.5-inch caliper for deciduous trees of minimum 3 feet tall for coniferous trees from the approved Parks Department tree list. Parks shall be seeded with drought tolerant seed unless approved</p>	<p>The minimum requirements outlined here comprise the most expensive components of a park system. Requiring the installation of the minimum requirements prior to final plat assures that the basic components are available to serve the subdivision immediately. After 50 percent build-out, the property owners of the subdivision can opt to create a Special Improvement District to fund additional items such as playgrounds, picnic shelters, restrooms, etc.</p> <p>Requiring the subdivider/developer to install these improvements should be treated similar to the private contract provisions used for the construction of roads and utilities in subdivisions. The City will need to provide</p>	<p>Parks will need a construction inspector, who could be paid in a similar way to the public works construction inspector &amp; process.</p> <p>The minimum requirements will cost the developer approximately \$100k per acre. Allowing a private contract for the minimum improvements (plus any other at the developer’s discretion) may save costs due to bypassing public contracting requirements.</p> <p>The PRPL could set up a matching grant program for residents wanting more after initial build-out.</p>
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Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
	<p>otherwise in writing by the park superintendent.</p> <p>2. Boundaries. The park boundary bordering all private lots shall be delineated at the common private/public corner pins, with flat, flexible fiberglass posts, a minimum of six feet in length with no less than two feet driven into the ground. Each post must be labeled, with a permanent glue on sign, stating “Park Boundary” as approved by the Park Superintendent.</p> <p>* The Park Superintendent will determine the placement of park boundary signs after the full build-out of the adjacent lots.</p> <p>3. Sidewalks and Shared Use Paths. Sidewalks and shared use paths shall be installed by the developer at the same time as the roads.</p>	<p>inspection services and design standards for parks as a part of the operations to ensure this is completed in a workmanship manner.</p> <p>Note that the Parks Department will need to develop standards and specifications prior to implementing this code.</p>	
<p><b>Section 23-1003 School Land Dedication In lieu of Park Land Dedication.</b> Subject to the approval of the governing body and acceptance by the Billings School District 2 Board of Trustees, a subdivider may dedicate land as required by Section 23-1002 to a school district if the land is adequate to be used for school facilities or buildings.</p>	<p>Change: “...approval of the governing body and acceptance by the School District, a subdivider...”</p>	<p>The City of Billings encompasses several school districts, and the dedication is not limited to School District 2.</p>	



<p><b>Section 23-1004. Linear Park Land Dedication for Trail Corridors.</b></p> <p>To be consistent with the Heritage Trail Plan, Yellowstone County and City of Billings Growth Policy, Parks2020, the Yellowstone River Greenway Master Plan and the Billings Urban Area Transportation Plan, linear parks for trails may be counted toward the required park dedication pursuant to Section 23-1002 of this Article. These parks shall provide corridors for trails and meet the following requirements:</p> <p>A. The location of the proposed linear park section is identified as part of the Heritage Trail Plan trail system.</p> <p>B. The proposed linear park should be no more than twenty (20) feet in width except when designed to incorporate other park</p>	<p>Delete the existing language and replace with the following:</p> <p>“If consistent with the adopted non-motorized transportation plan and parks and recreation plan, and if reviewed and approved by the review authority, linear park land can be dedicated to the city to provide corridors for trails and satisfy park land dedication requirements.</p> <p>A. Maintenance of the linear park is required as per Section 23-1002. D.</p> <p>B. The linear park shall not be used as a substitute for sidewalks or shared use paths adjacent to streets.</p> <p>C. The linear park shall serve as a connection to other parks or shared use trails.</p> <p>D. A linear park cannot be dedicated over an irrigation ditch or canal easement.</p> <p>E. Trails located within required watercourse setbacks shall not be dedicated to the city as linear parks, and such land may not be used to satisfy park land dedication requirements.</p> <p>F. Cash in-lieu of land dedication may be granted for the appropriate offset cost of constructing a shared use path if public access is provided through an easement of at least 25 feet wide.</p>	<p>The only use for a linear park is for corridor activities (i.e. trails). The Billings Area Bicycle and Trail Master Plan Update identifies several other alternatives for bicycle and trail facilities.</p> <p>Linear parks are expensive to maintain and have often resulted in relatively inaccessible locations, not conducive to public use.</p>	
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Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p>features as approved as part of a parks master plan.</p> <p>C. Maintenance of the linear park is provided through a Park Maintenance District as with all other dedicated parks.</p>			



Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p><b>Section 23-1005. Storm water Detention/Retention Ponds in Parks.</b>  Storm water detention or retention ponds may be located within public park land, but such areas shall not count toward the parkland dedication requirement unless they are designed and constructed to serve as an amenity to the park and fit into the planned uses and improvements to the park. An example of a storm water detention area that is an amenity to a park could be several ponds with water features connecting them designed to have a trail around them with picnic shelters.  (See also 23-407)</p>	<p>Revise Section 23-1005 to read:</p> <p>Storm water detention or retention ponds must be located on a separate parcel and shall not count towards the park land dedication requirement.</p> <p>A. A Storm Water Facility Maintenance Agreement as per the Storm Water Management Manual must be submitted to the Parks Department for any ponds located on dedicated park land prior to this regulation.</p>	<p>The City of Billings, Storm water Management Manual (May 2015) states, "Maintenance shall be performed by the HOA or commercial site owner, unless this responsibility is accepted by the City. Further details are provided in Appendices E and F." It is unclear that if a storm water pond is within a park parcel, what the City's responsibilities are for maintenance. A separate parcel will clearly delineate ownership, liability and maintenance responsibilities.</p>	

<p><b>Section 23-1006. Determining Cash Contribution for Park Land.</b> Upon submittal of a final plat application, the subdivider shall provide one of the following to verify the fair market value of the land being subdivided that supports the cash contribution for park land the subdivider is providing:</p> <p>A. A Comparative Market Analysis performed by a licensed realtor that meets the following criteria:</p> <ol style="list-style-type: none"> <li>1. It provides the per acre sale price of at least three (3) comparable parcels of land.</li> <li>2. The comparable sales must have occurred within one (1) year of the date of the subdivision final plat application submittal.</li> <li>3. The comparable sales must be within two (2)</li> </ol>	<p>Select one of three options or a combination thereof the following:</p> <p>Revise Section 23-1006: The City may accept cash payments in-lieu of the dedication of park land. The amount of the payment required will depend on the value of the land, which may be determined using either of the two methods described below.</p> <p>A. Appraisal. The applicant may submit a current, which for this purpose means made within the past year, appraisal of the unsubdivided, unimproved land proposed for subdivision to serve as a basis for the calculation of fees to be paid in lieu of park land dedication. Such appraisals shall be prepared by an appraiser who is licensed and certified to practice in the State of Montana pursuant to Montana Code Ann. 37-54-101, et seq.</p> <p>OR</p> <p>Cash donation in-lieu of land dedication must be equal to the fair market value of the amount of land that would have been statutorily required to be dedicated. For purpose of these regulations, the fair market value is the value of the unsubdivided, unimproved land based upon the zoning designation that will apply to the proposed subdivision (i.e.</p>	<p>Other Montana cities are requiring that the dollar value be determined by a certified appraiser, not a real estate agent or broker. Provided are three examples (with modifications) from Missoula, Great Falls and Bozeman on the methodology for determining the value while complying with Statute.</p>	
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Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
<p>miles of the subdivision.</p> <p>B. A raw land appraisal by a licensed appraiser.</p> <p>The sale price of the property being subdivided if it was purchased within one (1) year of the date of the subdivision final plat application submittal.</p>	<p>the existing zoning, if the subdivision application is not accompanied by a rezoning request or the new proposed zoning if the subdivision application is accompanied by a rezoning request). Fair market value must be determined by a Montana State certified general real estate appraiser (as provided under MCA 37-54-201 et seq) hired and paid for by the subdivider.</p> <p>A. The appraisals are valid only if prepared within six months of the date that a complete final plat application is submitted for approval.</p> <p>OR</p> <p>Cash donation in-lieu of land dedication shall be equal to the fair market value of the amount of land that would have been dedicated. For the purpose of these regulations the fair market value is the value of the unsubdivided, unimproved land after it has been annexed and is given an urban zoning designation.</p> <p>A. The subdivider shall pay for and provide an appraisal prepared by a Montana State real estate appraiser (as provided under MCA 37-54-201 et seq).</p>		

<p><b>Appendix F. Required Supporting Documents for Major Preliminary Plat Applications</b></p>	<p>Add 10. Parks and recreation facilities. The following information shall be provided for all land used to meet park land dedication requirements.</p> <p>A. Park Plan. A park plan prepared and sealed by a licensed landscape architect, that indicates the following:</p> <ol style="list-style-type: none"> <li>1. Site plan for the entire property; showing developer-installed improvements on the initial park plan and proposed future improvements;</li> <li>2. Proposed park classification as defined in the adopted park plan;</li> <li>3. Drainage areas;</li> <li>4. Utilities in and adjacent to the property;</li> <li>5. The zoning and ownership for adjacent properties;</li> <li>6. The location of any hydrologic features (wetlands, riparian areas, irrigation ditches or canals, etc.) and the location of watercourse setbacks;</li> <li>7. Planting plan that shows the location and specific types of trees, shrubs, plants and grass seed mixes;</li> <li>8. General description of land, including size, contours, details of the location and history and proposed activities;</li> <li>9. Trail design and construction details showing compliance with adopted city standards;</li> <li>10. The requirement for approval of the final park plan for the</li> </ol>	<p>Other peer communities require a park master plan as a part of the preliminary and final plat process.</p> <p>Parks and Planning will need to discuss the timing of submittal review (with passage of new statutes from 2017 legislative session). Look to peer cities on recommendation for timing throughout the subdivision process.</p> <p>In a new development, additional discussion will be necessary to determine the role of the public process in this scenario. Peer cities do not generally conduct public meetings in new developments; however, if the master plan is an update in a sequential development scenario, then public</p>	<p>Staff time to review the master plan and integration with the master plan policy.</p>
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	<p>review authority with a recommendation from the governing body prior to any site work;</p> <ol style="list-style-type: none"> <li>11. The appropriate sections from the design guidelines for city parks;</li> <li>12. An opinion of probable cost and installation responsibility for all improvements;</li> <li>13. If playground equipment will be provided, information including the manufacturer, IPEMA certification and CPSC compliance data, installation data and specifications, type of fall zone surfacing and age group intended to be served; and</li> <li>14. Soils information and analysis.</li> </ol> <p>B. Park Maintenance</p> <ol style="list-style-type: none"> <li>1. Maintenance requirement, including levels of maintenance required, schedule, costs and responsible parties as determined by the Parks and Recreation Department.</li> </ol> <p>C. Irrigation Plan prepared by a licensed landscape architect or certified irrigation designer:</p> <ol style="list-style-type: none"> <li>1. An irrigation system plan showing the locations and types of lines, including depth, water source, heads, valves, quick couplers, drains and control box; and</li> <li>2. Point of connection information, if City source,</li> </ol>	<p>engagement may be required.</p> <p>By requiring this information, this also provides the City with additional information if a bond needs to be in-place.</p> <p>The Department's master plan policy will need to be modified in order to reflect this new approach to park master plans.</p>	
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Section/Existing Language	Recommendation	Rationale	Fiscal Considerations
	<p>the developer is responsible for the system development fee, if a well is used, a certified well log and pump information. Provide a copy of the Notice of Completion, indicating that the City of Billings is the water right holder.</p> <p>D. Phasing Plan</p> <p>1. If improvements will be phased, a phasing plan should indicate the timing along with proposed financing methods and responsibilities.</p>		



## APPENDIX H - GRANTS

The Consulting Team has identified specific granting opportunities that are available to the City of Billings Parks, Recreation and Public Lands Department and/or the Billings Parks, Recreation and Preservation Foundation and can be found in the Appendix of this document.

Please note that all grants derived from local, state and federal sources are open as of 06/22/2017. However, the availability of governmental solicitations is subject to change without advance notice.

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### THE SAMPLE FOUNDATION, INC.

#### CONTACT INFORMATION

P.O. Box 279  
Billings, MT United States 59103  
Telephone: (406) 245-6342  
Contact: Barbara Sample, Pres.  
Fax: (406) 245-8303  
E-mail: [applications@samplefoundation.org](mailto:applications@samplefoundation.org)  
URL: [www.samplefoundation.org](http://www.samplefoundation.org)

#### FINANCIAL DATA:

(Fiscal year ended 2014-10-31)

- Assets: \$8,428,591
- Total giving: \$420,000

#### LIMITATIONS:

- Giving primarily in Collier County, FL, and MT.;
- No support for lobbying, or religious groups;
- No grants to individuals, or for scholarships, operating budgets, or duplication of services.

#### PURPOSE AND ACTIVITIES:

- Giving primarily for health, social welfare, and services for the disadvantaged. Grant support primarily for capital outlays or to assist in initiating a particular project.

#### FIELDS OF INTEREST:

#### SUBJECTS:

- Human services

#### POPULATION GROUPS:

- Children and youth;
- Economically disadvantaged people;
- Low-income and poor people

**GEOGRAPHIC FOCUS:**

- Florida
- Montana

**SUPPORT STRATEGIES:**

- Capital and infrastructure;
- Capital campaigns;
- Equipment;
- General support;
- Land acquisitions

**APPLICATION INFORMATION:**

- Application information and form available on foundation web site
- Application form required.
- Applicants should submit the following:
- Copy of IRS Determination Letter;
- Signature and title of chief executive officer;
- Copy of current year's organizational budget and/or project budget;
- Listing of board of directors, trustees, officers and other key people and their affiliations;
- Copy of most recent annual report/audited financial statement/990;
- Detailed description of project and amount of funding requested
- Copies of proposal: 1
- Board meeting date(s): Oct. 6th
- Deadline(s): Aug. 1
- Final notification: Oct. 31

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**THE BROSOVICH FAMILY FOUNDATION**

**CONTACT INFORMATION**

3028 US Hwy., Ste. 3  
Billings, MT United States 59106  
Telephone: (406) 798-7193

**FINANCIAL DATA:**

(Fiscal Year ended 2015-12-31)

- Assets: \$3,213,680
- Total giving: \$171,500

**BACKGROUND:**

- Established in MT



## FIELDS OF INTEREST:

### SUBJECTS:

- Animal welfare;
- Domesticated animals;
- Education;
- Environment;
- Health;
- Philanthropy

### POPULATION GROUPS:

- Children and youth;
- Economically disadvantaged people;
- Low-income and poor people;
- Veterans

## APPLICATION INFORMATION:

- Application form required.
- Initial approach: Contact Foundation
- Deadline(s): Contact Foundation

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## FIRST INTERSTATE BANCSYSTEM FOUNDATION, INC.

### CONTACT INFORMATION

401 N. 31st St., Ste. 700

Billings, MT United States 59101-1285

Telephone: (406) 255-5393

E-mail: [foundation@fib.com](mailto:foundation@fib.com)

URL: [www.firstinterstatebank.com/company/commitmen...](http://www.firstinterstatebank.com/company/commitmen...)

### FINANCIAL DATA:

(Fiscal Year ended 2015-12-31)

- Assets: \$2,828,373
- Total giving: \$1,494,750

### LIMITATIONS:

- Giving primarily in areas of company operations in MT, western SD, and WY.;
- No support for lobbying or political organizations, sectarian or religious organizations not of direct benefit to the entire community, or discriminatory organizations;
- No grants to individuals, or for endowments, or general operating support for established organizations.

**PURPOSE AND ACTIVITIES:**

The foundation supports organizations involved with arts and culture, education, health, hunger, housing, human services, community development, leadership development, and economically disadvantaged people. Support is given primarily in areas of company operations.

**PROGRAM AREA(S):**

The grant maker has identified the following area(s) of interest:

**COMMUNITY DEVELOPMENT:**

The foundation supports programs designed to promote community development. Special emphasis is directed toward programs designed to promote affordable housing for low and moderate-income individuals; services targeting low and moderate-income individuals; activities that revitalize or stabilize low and moderate-income geographies; and activities that foster economic development.

**FIELDS OF INTEREST:**

**SUBJECTS:**

- Arts and culture;
- Community and economic development;
- Community improvement;
- Economic development;
- Education;
- Food aid;
- Health;
- Higher education;
- Housing development;
- Human services;
- Leadership development;
- Secondary education

**POPULATION GROUPS:**

- Academics;
- Children and youth;
- Economically disadvantaged people;
- Low-income and poor people;
- Students

**GEOGRAPHIC FOCUS:**

- Montana;
- South Dakota;
- Wyoming

**SUPPORT STRATEGIES:**

- Building and renovations;



- Capital campaigns;
- Equipment;
- Program development;
- Scholarships

#### APPLICATION INFORMATION:

- Application form required.
- Applicants should submit the following:
  - Copy of IRS Determination Letter;
  - Results expected from proposed grant;
  - Copy of most recent annual report/audited financial statement/990;
  - Population served;
  - Additional materials/documentation;
  - Detailed description of project and amount of funding requested;
  - Listing of board of directors, trustees, officers and other key people and their affiliations;
  - Statement of problem project will address;
  - How project's results will be evaluated or measured;
  - Listing of additional sources and amount of support;
  - Copy of current year's organizational budget and/or project budget;
  - Timetable for implementation and evaluation of project;
  - Geographic area to be served;
  - Descriptive literature about organization;
  - Contact person;
  - Brief history of organization and description of its mission;
  - Name, address and phone number of organization
- Initial approach: Download application and mail to nearest branch location
- Board meeting date(s): Quarterly
- Deadline(s): None

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#### THE BENTLEY FOUNDATION

##### CONTACT INFORMATION

3319 Jack Burke Ln.  
Billings, MT United States 59106  
Telephone: (406) 294-5990

##### FINANCIAL DATA:

(Fiscal Year ended 2015-12-31)

- Assets: \$2,171,656
- Total giving: \$108,000

**LIMITATIONS:**

- Giving primarily in MT and TX.

**FIELDS OF INTEREST:**

**SUBJECTS:**

- Arts and culture;
- Child educational development;
- Early childhood education;
- Education;
- Elementary and secondary education;
- Human services;
- Philanthropy;
- Youth development;
- Youth organizing;
- Youth services

**POPULATION GROUPS:**

- Academics;
- Adolescents;
- Children;
- Children and youth;
- Economically disadvantaged people;
- Low-income and poor people;
- People with disabilities;
- People with physical disabilities;
- Students;
- Veterans

**GEOGRAPHIC FOCUS:**

- Montana;
- Texas

**APPLICATION INFORMATION:**

- Application form required.
- Initial approach: Contact foundation for application form
- Deadline(s): Contact foundation for deadline

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**BILLINGS COMMUNITY FOUNDATION**

**CONTACT INFORMATION**

P.O. Box 1255  
Billings, MT United States 59103  
Telephone: (406) 839-3334



E-mail: [billingscommunityfoundation@gmail.com](mailto:billingscommunityfoundation@gmail.com)

URL: [www.billingscommunityfoundation.org](http://www.billingscommunityfoundation.org)

#### FINANCIAL DATA:

(Fiscal Year ended 2013-12-31)

- Assets: \$1,898,532
- Total giving: \$46,037

#### BACKGROUND:

- Established in MT as a regional affiliate of the Montana Community Foundation

#### LIMITATIONS:

- Giving primarily in Big Horn, Carbon, Musselshell, Stillwater, Treasure and Yellowstone counties, MT.

#### PURPOSE AND ACTIVITIES:

- The foundation seeks to enhance the capacity of donors and charitable organizations to meet the needs of the greater Billings, MT community.

#### FIELDS OF INTEREST:

##### SUBJECTS:

- Animal welfare;
- Arts and culture;
- Economic development;
- Education;
- Environment;
- Human services

#### GEOGRAPHIC FOCUS:

- Montana

#### APPLICATION INFORMATION:

- Visit foundation Web site for application form and guidelines
- Application form required.
- Applicants should submit the following:
  - Copy of IRS Determination Letter;
  - Name, address and phone number of organization;
  - Detailed description of project and amount of funding requested;
  - Listing of additional sources and amount of support;
  - Contact person;
  - Signature and title of chief executive officer;
  - Listing of board of directors, trustees, officers and other key people and their affiliations;

- Copy of current year's organizational budget and/or project budget
- Initial approach: Submit application and attachments
- Copies of proposal: 6
- Deadline(s): Mar. 20
- Final notification: June

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## ROYAL & NORMA JOHNSON CHARITABLE FOUNDATION

### CONTACT INFORMATION

2915 Illinois St.  
Billings, MT United States 59102-0814  
Telephone: (406) 259-7531

### FINANCIAL DATA:

(Fiscal Year ended 2015-12-31)

- Assets: \$854,155
- Total giving: \$38,600

### LIMITATIONS:

- Giving primarily in MT.
- No grants to individuals.

### FIELDS OF INTEREST:

#### SUBJECTS:

- Health;
- Philanthropy;
- Religion;
- Youth development

#### POPULATION GROUPS:

- Academics;
- Children and youth;
- Economically disadvantaged people;
- Low-income and poor people

### GEOGRAPHIC FOCUS:

- Montana

### APPLICATION INFORMATION:

- Application form required.
- Initial approach: Contact foundation for application form
- Deadline(s): Contact foundation for deadline



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## STEPPING FORWARD FOUNDATION

### CONTACT INFORMATION

P.O. Box 1538  
Billings, MT United States 59103  
Telephone: (406) 294-9765  
Contact: Kristin Greb, Fdn. Mgr.

### FINANCIAL DATA:

(Fiscal Year ended 2015-12-31)

- Assets: \$826,275
- Total giving: \$91,778

### FIELDS OF INTEREST:

#### SUBJECTS:

- Foundations;
- Philanthropy

#### POPULATION GROUPS:

- Academics;
- At-risk youth

### APPLICATION INFORMATION:

- Application form required.
- Initial approach: Proposal
- Deadline(s): None

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## SUSAN SCOTT HEYNEMAN FOUNDATION

### CONTACT INFORMATION

P.O. Box 7113  
Billings, MT United States 59103

### FINANCIAL DATA:

(Fiscal Year ended 2015-12-31)

- Assets: \$806,398
- Total giving: \$33,500

### ADDITIONAL CONTACT INFORMATION:

- Application address: Bench Ranch Fishtail, MT 59028

**BACKGROUND:**

- Established in MT

**LIMITATIONS:**

- Giving primarily in Billings, MT.;
- No grants to individuals.

**FIELDS OF INTEREST:**

**SUBJECTS:**

- Agriculture;
- Arts and culture;
- Disasters and emergency management;
- Environment;
- Homeless services;
- Human services;
- Natural resources;
- Performing arts;
- Special population support;
- Theater

**POPULATION GROUPS:**

- Children and youth;
- Economically disadvantaged people;
- Homeless people;
- Low-income and poor people

**GEOGRAPHIC FOCUS:**

- Montana

**APPLICATION INFORMATION:**

- Application form not required.
- Initial approach: Contact foundation
- Deadline(s): None

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BREAKFAST EXCHANGE CLUB FOUNDATION (FORMERLY BREAKFAST EXCHANGE CLUB OF BILLINGS FOUNDATION)

**CONTACT INFORMATION**

P.O. Box 80392

Billings, MT United States 59108

Telephone: (406) 656-8772

URL: [www.breakfastexchangeclub.org](http://www.breakfastexchangeclub.org)



## FINANCIAL DATA:

(Fiscal Year ended 2013-06-30)

- Assets: \$342,429
- Total giving: \$53,145

## LIMITATIONS:

- Giving primarily in Yellowstone County, MT, and contiguous counties.
- No grants to individuals.

## FIELDS OF INTEREST:

### SUBJECTS:

- Community and economic development;
- Human services;
- Youth development;
- Youth services

### POPULATION GROUPS:

- Female children and youth;
- Females;
- Male children and youth;
- Males

## GEOGRAPHIC FOCUS:

- Montana

## APPLICATION INFORMATION:

- Application form required.
- Initial approach: Letter
- Deadline(s): Mar. 1

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## CHENOWETH FAMILY FOUNDATION

### CONTACT INFORMATION

P.O. Box 67  
Roscoe, MT United States 59071-0067  
Telephone: (406) 328-6801

## FINANCIAL DATA:

(Fiscal Year ended 2016-06-30)

- Assets: \$309,933
- Total giving: \$15,600

**LIMITATIONS:**

- No grants to individuals.

**FIELDS OF INTEREST:**

**SUBJECTS:**

- Adult and child mentoring;
- Community and economic development;
- Education;
- Elementary and secondary education;
- Health;
- Human services;
- Philanthropy;
- Youth development;
- Youth mentoring

**POPULATION GROUPS:**

- Academics;
- Children and youth;
- Economically disadvantaged people;
- Low-income and poor people;
- Students

**APPLICATION INFORMATION:**

- Application form required.
- Initial approach: Contact foundation for application form
- Deadline(s): Contact foundation for application form

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**MARY ALICE FORTIN FOUNDATION FOR YOUTH ENRICHMENT**

**CONTACT INFORMATION**

1500 Poly Dr., Ste. 107  
Billings, MT United States 59102  
Telephone: (406) 670-2835

**FINANCIAL DATA:**

(Fiscal Year ended 2015-12-31)

- Assets: \$258,377
- Total giving: \$28,500

**BACKGROUND:**

- Established in MT



## FIELDS OF INTEREST:

### SUBJECTS:

- Art museums;
- Arts and culture;
- Child educational development;
- Child welfare;
- Domesticated animals;
- Early childhood education;
- Education;
- Elementary and secondary education;
- Family services;
- Human services;
- Museums;
- Special Olympics;
- Sports;
- Sports and recreation;
- Youth development

### POPULATION GROUPS:

- Academics;
- Children and youth;
- Economically disadvantaged people;
- Low-income and poor people;
- Students

### APPLICATION INFORMATION:

- Application form required.
- Applicants should submit the following:
  - Descriptive literature about organization;
  - Copy of IRS Determination Letter;
  - Detailed description of project and amount of funding requested;
  - Name, address and phone number of organization
- Initial approach: Letter
- Deadline(s): None

## MONTANA COMMUNITY FOUNDATION

### CONTACT INFORMATION

1 N. Last Chance Gulch, Ste. 1  
Helena, MT United States 59624-1145  
Telephone: (406) 443-8313  
Fax: (406) 442-0482  
E-mail: [info@mtcf.org](mailto:info@mtcf.org)  
URL: [www.mtcf.org](http://www.mtcf.org)

### FINANCIAL DATA:

(Fiscal Year ended 2015-06-30)

- Assets: \$79,212,314
- Total giving: \$3,675,708

### ADDITIONAL CONTACT INFORMATION:

- Mailing address: P.O. box 1145, Helena, MT 59624-1145

### LIMITATIONS:

- Giving limited to MT.
- No support for religious purposes;
- No grants for annual or capital campaigns, endowment funds, or generally for debt retirement.

### PURPOSE AND ACTIVITIES:

- The foundation seeks to cultivate a culture of giving so Montana communities can flourish.

### FIELDS OF INTEREST:

The grant maker has identified the following area(s) of interest:

#### SUBJECTS:

- Arts and culture;
- Economic development;
- Education;
- Human services;
- Natural resources;
- Sustainable development;
- University education

#### POPULATION GROUPS:

- Academics;
- American Indians;
- Children and youth;
- Economically disadvantaged people;



- Ethnic and racial groups;
- Female adults;
- Female children and youth;
- Female young adults;
- LGBTQ people;
- Low-income and poor people;
- Students

#### GEOGRAPHIC FOCUS:

- Montana

#### SUPPORT STRATEGIES:

- Capital and infrastructure;
- Continuing support;
- Emergency funds;
- Program development;
- Scholarships;
- Student aid

#### APPLICATION INFORMATION:

- Visit foundation web site for Application Cover Sheet and application guidelines
- Application form required.
- Initial approach: Submit Application Cover Sheet with proposal
- Board meeting date(s): 3 times per year

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### RECREATIONAL TRAILS PROGRAM

Recreational trails provide benefits for all of us that include: public health, economic, transportation, and local community pride and identity. The Recreational Trails Program (RTP) provides funds to develop and maintain recreational trails and trail-related facilities in Montana.

Montana State Parks administers the Recreational Trails Program (RTP), a federally funded grants program that supports Montana's trails. The RTP funds come from the Federal Highway Trust Fund, and represent a portion of the motor fuel excise tax collected from non-highway recreational fuel use: fuel used for off-highway recreation by snowmobiles, all-terrain vehicles, off-highway motorcycles, and off-highway light trucks.

In July 2012, Congress passed and the President signed the Moving Ahead for Progress in the 21st Century Act (MAP-21). MAP-21 is a two-year transportation bill providing funding for federal highway, transit, alternative transportation, and safety programs through September 30, 2014. The Federal Highway Administration has now released guidance on the Transportation Alternatives Program. MAP-21 was extended through December 2015. In December 2015, the Fixing America's Surface Transportation (FAST) Act was passed which will fund the RTP for five years.

RTP applicants can include federal, tribal, state, county or city agencies, private associations and clubs. Examples of eligible projects include: urban trail development, basic front and backcountry trail

maintenance, restoration of areas damaged by trail use, development of trailside facilities, and educational and safety projects related to trails.

Montana State Parks collaborates with the State Trails Advisory Committee to review the RTP applicants each year. In 2012, the RTP moved to an online Web Grants application format at [www.fundingmt.org](http://www.fundingmt.org)

Deadline: The 2017 grant application period is closed. The deadline to apply was February 1, 2017. However, if federally funded, this grant is released on an annual basis.

For more information, visit: <http://stateparks.mt.gov/recreation/rtpGrants.html>

#### LAND & WATER CONSERVATION FUND

Land & Water Conservation Fund matching grants help local communities provide open spaces and healthy recreation places for Montana families. These federal grants program was established by the Land & Water Conservation Fund Act of 1965 and encourages a full partnership between national, state and local governments in planning and funding outdoor recreation projects. The 2014-2018 Statewide Comprehensive Outdoor Recreation Plan (SCORP) provides guidance to direct Montana’s stateside apportionment of the federal Land and Water Conservation Fund grant program.

Examples of eligible projects include: ball fields, open space acquisitions, public parks, outdoor swimming pools, playgrounds, picnic facilities, walking trails and more.

Deadline: The 2016 application deadline has passed. It was Friday, April 15, 2016. The next grant cycle should begin the fall of 2017. Please check the below website back updated information.

For more information, visit: <http://stateparks.mt.gov/recreation/lwcf.html>

#### FINISH LINE YOUTH FOUNDATION

The Finish Line Youth Foundation strives to make a difference in the lives of youth in the communities where employees and customers live, work and play.

#### PROGRAMMATIC GRANT

- Up to \$5,000
- Opportunities for kids to participate in community-based youth athletic programs and camps that emphasize active lifestyles, especially programs that serve disadvantaged and special needs kids.

Grants Application Period	Review Period	Grants Awarded By
Jan. 1 - Mar. 31	Apr. - May	June 1
Apr. 1 - Jun. 30	Jul. - Aug.	September 1
Jul. 1 - Sept. 30	Oct. - Nov.	December 1
Oct. 1 - Dec. 31	Jan.	



## CONSIDERATIONS FOR GRANT QUALIFICATION

- Organizations that provide opportunities for kids to participate in community-based youth athletic programs and camps that emphasize active lifestyles, especially programs that serve disadvantaged and special needs kids.
- Organizations providing opportunities for participation for kids and young adults age 18 and under.
- Organizations whose activities provide direct services to individuals and produce tangible results, rather than those that are policy oriented.
- The potential impact of the program/project and the number of people who will benefit.
- The organization's fiscal responsibility and management qualifications.
- The ability of an organization to obtain necessary additional funding to implement a program or project and to provide ongoing funding after the term of the grant is expired.
- Programs operating near Finish Line stores.
- Online Application: <http://www.finishline.com/store/corporate/gadgets/guidelines.jsp>

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## DICK'S SPORTING GOODS FOUNDATION

### CONTACT INFORMATION

345 Court St.  
Coraopolis, PA United States 15108-3817  
Telephone: (724) 273-3400

### TYPE OF GRANTMAKER:

- Company-sponsored foundation

### FINANCIAL DATA:

(Fiscal Year ended 2015-01-31)

- Assets: \$5,805,267
- Total giving: \$2,771,940

### LIMITATIONS:

- Giving on a national basis.

### PURPOSE AND ACTIVITIES:

- Giving primarily for professional, as well as youth and school-related sports teams and associations.

### PROGRAM AREA(S):

- The grant maker has identified the following area(s) of interest:

PROTECTING ATHLETES THROUGH CONCUSSION EDUCATION (PACE):

- With its partners, the foundation supports what is currently the nation's largest baseline concussion screening initiative.

FIELDS OF INTEREST:

SUBJECTS:

- Community and economic development;
- Education;
- Elementary and secondary education;
- European football;
- Human services;
- Sports;
- Sports and recreation

POPULATION GROUPS:

- Academics;
- Children and youth;
- Students

GEOGRAPHIC FOCUS:

- National

SUPPORT STRATEGIES:

- Program development;
- Re-granting

APPLICATION INFORMATION:

- Application form required.
- Applicants should submit the following:
  - Copy of IRS Determination Letter
- Initial approach: Letter
- Deadline(s): None

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USDA COMMUNITY FACILITIES DIRECT LOAN & GRANT PROGRAM

PROGRAM STATUS: OPEN

WHAT DOES THIS PROGRAM DO?

This program provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings.



## WHO MAY APPLY FOR THIS PROGRAM?

- Eligible borrowers include:
  - Public bodies
  - Community-based non-profit corporations
  - Federally-recognized Tribes

## WHAT IS AN ELIGIBLE AREA?

Rural areas including cities, villages, townships and towns including Federally Recognized Tribal Lands with no more than 20,000 residents according to the latest [U.S. Census Data](#) are eligible for this program.

## HOW MAY FUNDS BE USED?

- Funds can be used to purchase, construct, and / or improve essential community facilities, purchase equipment and pay related project expenses.

## EXAMPLES OF ESSENTIAL COMMUNITY FACILITIES INCLUDE:

- Health care facilities such as hospitals, medical clinics, dental clinics, nursing homes or assisted living facilities
- Public facilities such as town halls, courthouses, airport hangars or street improvements
- Community support services such as child care centers, community centers, fairgrounds or transitional housing
- Public safety services such as fire departments, police stations, prisons, police vehicles, fire trucks, public works vehicles or equipment
- Educational services such as museums, libraries or private schools
- Utility services such as telemedicine or distance learning equipment
- Local food systems such as community gardens, food pantries, community kitchens, food banks, food hubs or greenhouses

For a complete list see Code of Federal Regulations [7 CFR, Part 1942.17\(d\)](#) for loans; [7 CFR, Part 3570.62](#) for grants.

## §3570.62 USE OF GRANT FUNDS.

Grants of up to 75 percent of the cost of developing essential community facilities may be used to supplement financial assistance authorized in accordance with 7 CFR parts 1942, subparts A and C, and 3575, subpart A. Eligible CFG purposes are those listed in paragraphs (a), (b), (c), and (d) of this section. Funding for the balance of the project may consist of other CF financial assistance, applicant contributions, or loans and grants from other sources. CFGs may be used to:

- Construct, enlarge, extend, or otherwise improve essential community facilities providing essential service primarily to rural residents and rural businesses. Rural businesses include facilities such as educational and other publicly owned facilities.
  - “Essential community facilities” are those public improvements requisite to the beneficial and orderly development of a community operated on a nonprofit basis including, but not limited to:
  - Fire, rescue, and public safety;
  - Health services;

- Community, social, or cultural services;
- A broad range of community facilities are eligible for guaranteed loans. These include cultural and educational facilities (such as schools, libraries, art museums, and theaters), transportation facilities (such as airports, municipal garages, street improvements, rail, or bus service), recreational facilities (such as parks, health clubs, and campgrounds), community health services (such as assisted-living facilities, hospitals, nursing homes, and medical and vocational rehabilitation centers), community support services (such as child or adult day care and business incubators), public buildings and improvements (including community centers), and fire, rescue and public-safety facilities.
  - Transportation facilities such as streets, roads, and bridges;
  - Hydroelectric generating facilities and related connecting systems and appurtenances, when not eligible for RUS financing;
  - Telecommunications equipment as it relates to medical and educational telecommunications links;
  - Supplemental and supporting structures for other rural electrification or telephone systems (including facilities such as headquarters and office buildings, storage facilities, and maintenance shops) when not eligible for RUS financing;
  - Natural gas distribution systems; and
  - Industrial park sites, but only to the extent of land acquisition and necessary site preparation, including access ways and utility extensions to and throughout the site. Funds may not be used in connection with industrial parks to finance on-site utility systems, or business and industrial buildings.
- “Otherwise improve” includes, but is not limited to, the following:
  - The purchase of major equipment (such as solid waste collection trucks, telecommunication equipment, necessary maintenance equipment, fire service equipment, X-ray machines) which will in themselves provide an essential service to rural residents; and
  - The purchase of existing facilities when it is necessary either to improve or to prevent a loss of service.
  - (b) Construct or relocate public buildings, roads, bridges, fences, or utilities and to make other public improvements necessary to the successful operation or protection of facilities authorized in paragraph (a) of this section.
  - (c) Relocate private buildings, roads, bridges, fences, or utilities, and other private improvements necessary to the successful operation or protection of facilities authorized in paragraph (a) of this section.
  - (d) Pay the following expenses, but only when such expenses are a necessary part of a project to finance facilities authorized in paragraphs (a), (b), and (c) of this section:
- Reasonable fees and costs such as legal, engineering, architectural, fiscal advisory, recording, environmental impact analyses, archeological surveys and possible salvage or other mitigation measures, planning, establishing or acquiring rights.
- Costs of acquiring interest in land; rights, such as water rights, leases, permits, and rights-of-way; and other evidence of land or water control necessary for development of the facility.



- Purchasing or renting equipment necessary to install, maintain, extend, protect, operate, or utilize facilities.
- Obligations for construction incurred before grant approval. Construction work should not be started and obligations for such work or materials should not be incurred before the grant is approved. However, if there are compelling reasons for proceeding with construction before grant approval, applicants may request Agency approval to pay such obligations. Such requests may be approved if the Agency determines that:
  - Compelling reasons exist for incurring obligations before grant approval;
  - The obligations will be incurred for authorized grant purposes;
  - Contract documents have been approved by the Agency;
  - All environmental requirements applicable to the Agency and the applicant have been met; and
  - The applicant has the legal authority to incur the obligations at the time proposed, and payment of the debts will remove any basis for any mechanic's, material, or other liens that may attach to the security property.

The Agency may authorize payment of such obligations at the time of grant closing. The Agency's authorization to pay such obligations, however, is on the condition that it is not committed to make the grant; it assumes no responsibility for any obligations incurred by the applicant; and the applicant must subsequently meet all grant approval requirements. The applicant's request and the Agency's authorization for paying such obligations shall be in writing.

#### WHAT KINDS OF FUNDING ARE AVAILABLE?

- Low interest direct loans
- Grants
- A combination of the two above, as well as our [loan guarantee program](#). These may be combined with commercial financing to finance one project if all eligibility and feasibility requirements are met.

#### WHAT ARE THE FUNDING PRIORITIES?

- Priority point system based on population, median household income
- Small communities with a population of 5,500 or less
- Low-income communities having a median household income below 80% of the state nonmetropolitan median household income.

#### WHAT ARE THE TERMS?

Funding is provided through a competitive process.

- Direct Loan:
  - Loan repayment terms may not be longer than the useful life of the facility, state statutes, the applicant's authority, or a maximum of 40 years, whichever is less
  - Interest rates are set by Rural Development, contact us for details and current rates
  - Once the loan is approved, the interest rate is fixed for the entire term of the loan, and is determined by the median household income of the service area and population of the community

- There are no pre-payment penalties
- Contact us for details and current interest rates applicable for your project

#### GRANT APPROVAL:

- Applicant must be eligible for grant assistance, which is provided on a graduated scale with smaller communities with the lowest median household income being eligible for projects with a higher proportion of grant funds. Grant assistance is limited to the following percentages of eligible project costs:
  - Maximum of 75 percent when the proposed project is:
    - Located in a rural community having a population of 5,000 or fewer; and
    - The median household income of the proposed service area is below the higher of the poverty line or 60 percent of the State nonmetropolitan median household income.
  - Maximum of 55 percent when the proposed project is:
    - Located in a rural community having a population of 12,000 or fewer; and
    - The median household income of the proposed service area is below the higher of the poverty line or 70 percent of the State nonmetropolitan median household income.
  - Maximum of 35 percent when the proposed project is:
    - Located in a rural community having a population of 20,000 or fewer; and
    - The median household income of the proposed service area is below the higher of the poverty line or 80 percent of the State nonmetropolitan median household income.
  - Maximum of 15 percent when the proposed project is:
    - Located in a rural community having a population of 20,000 or fewer; and
    - The median household income of the proposed service area is below the higher of the poverty line or 90 percent of the State nonmetropolitan median household income. The proposed project must meet both percentage criteria. Grants are further limited.
- Grant funds must be available

#### ARE THERE ADDITIONAL REQUIREMENTS?

- Applicants must have legal authority to borrow money, obtain security, repay loans, construct, operate, and maintain the proposed facilities
- Applicants must be unable to finance the project from their own resources and/or through commercial credit at reasonable rates and terms
- Facilities must serve rural area where they are/will be located
- Project must demonstrate substantial community support
- Environmental review must be completed/acceptable

#### HOW DO WE GET STARTED?

- Contact your local office to discuss your specific project
- Applications for this program are accepted year round
- Program resources are available online (includes forms needed, guidance, certifications)



- Request a [Data Universal Number System \(DUNS\)](#) number if your organization doesn't already have one. It should not take more than a few business days to get your number.
- Register your organization with the [System for Award Management \(SAM\)](#) if you aren't already registered. The registration is free, but you need to complete several steps.

#### WHO CAN ANSWER QUESTIONS?

Contact your [local RD office](#).

#### Montana

Janelle Gustafson, Acting State Director  
2229 Boot Hill Court  
Bozeman, MT 59715  
Voice: (406) 585-2580  
[www.rd.usda.gov/mt](http://www.rd.usda.gov/mt)

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#### AMERICAN HIKING SOCIETY

##### CONTACT INFORMATION

1422 Fenwick Ln.  
Silver Spring, MD United States 20910-3328  
Telephone: (301) 565-6704  
Contact: Gregory A. Miller Ph.D., Pres.  
Fax: (301) 565-6714  
E-mail: [info@americanhiking.org](mailto:info@americanhiking.org)  
URL: [www.americanhiking.org](http://www.americanhiking.org)

##### FINANCIAL DATA:

(Fiscal Year ended 2013-12-31)

- Assets: \$81,697
- Total giving: \$26,000

##### ADDITIONAL CONTACT INFORMATION:

- Toll-free tel.: (800) 972-8608; e-mail for Gregory A. Miller: [gmler@americanhiking.org](mailto:gmler@americanhiking.org)

##### LIMITATIONS:

- Giving on a national basis.

##### PURPOSE AND ACTIVITIES:

- The society promotes and protects foot trails and the hiking experience.

##### PROGRAM AREA(S):

- The grant maker has identified the following area(s) of interest:

**NATIONAL TRAILS FUND:**

This program works to protect and build hiking trails throughout the U.S. Projects that will be considered for grants include: those that have hikers as the primary constituency (though multi-purpose human-powered trail uses are eligible); those that secure trail lands, including the acquisition of trails and trail corridors and the costs associated with acquiring conservation easements; projects that will result in visible and sustainable ease of access, improved hiker safety, and/or the avoidance of environmental damage; and projects that promote constituency-building surrounding specific trail projects, including volunteer recruitment and support. Eligible applicants must have 501(c)(3) status; award amounts range from \$500 to \$5,000.

**FIELDS OF INTEREST:**

**SUBJECTS:**

- Environment;
- Land resources;
- Sports and recreation

**GEOGRAPHIC FOCUS:**

- National

**APPLICATION INFORMATION:**

- Application form required.
- Deadline(s): Dec. 17 for National Trails Fund

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**BIKES BELONG FOUNDATION**

**CONTACT INFORMATION**

207 Canyon Blvd., Ste. 202  
Boulder, CO United States 80302-4428  
Telephone: (303) 449-4893  
Contact: Zoe Kircos, Grants Mgr.  
Fax: (303) 442-2936  
E-mail: [mail@bikesbelong.org](mailto:mail@bikesbelong.org)  
URL: [www.peopleforbikes.org](http://www.peopleforbikes.org)

**ADDITIONAL CONTACT INFORMATION:**

Mailing address: P.O. Box 2359, Boulder, CO 80306-2359; e-mail for grant information: [grants@bikesbelong.org](mailto:grants@bikesbelong.org); fax for Zoe Kircos: (303) 442-2936

**LIMITATIONS:**

- Giving on a national basis.
- No grants for master plans and other policy documents or litigation; signs, maps, and travel; trailheads, information kiosks, benches, and restroom facilities; bicycles, helmets, tools, and other accessories or equipment; events; bike recycling, repair, earn-a-bike programs, or bicycle



rodeos; general operating costs; staff salaries; rides and event sponsorships; or planning and retreats.

#### PURPOSE AND ACTIVITIES:

- The foundation focuses on bicycle safety, children's bicycling programs, and supporting innovative and grassroots efforts to make bicycling safer and more accessible for all.

#### PROGRAM AREA(S):

- The grant maker has identified the following area(s) of interest:

#### COMMUNITY PARTNERSHIP GRANTS:

Grants are available to foster and support partnerships between city or county governments, non-profit organizations, and local businesses to improve the environment for bicycling in the community. Grants will primarily fund the construction or expansion of bicycle facilities such as bike lanes, trails, and paths. Advocacy projects that promote bicycling as a safe and accessible mode of transportation. Lead organizations must be nonprofits or a government entity. All projects must support bicycling among all age groups and ability levels.

#### REI/BICYCLE FRIENDLY COMMUNITIES GRANT PROGRAM:

Administered in partnership with the League of American Bicyclists, this program grants awards ranging from \$5,000 to \$15,000 to city advocacy organizations and city planning departments to support designated and aspiring bicycle-friendly communities that are demonstrating success, employing creative strategies, and showing marked advancements in becoming more bicycle-friendly.

#### FIELDS OF INTEREST:

##### SUBJECTS:

- Sports and recreation

##### GEOGRAPHIC FOCUS:

- National

#### APPLICATION INFORMATION:

- Applications may be submitted at any time, and are reviewed on a quarterly basis. Applications are only accepted via email; unsolicited requests for REI/Bicycle Friendly Communities Grant Program funding not considered or acknowledged
- Application form required.
- Initial approach: Download application
- Copies of proposal: 1
- Deadline(s): Mar. 31 and Sept. 30
- Final notification: Within three months

- Additional information: All grant materials must be combined into one .pdf file and submitted via email; hard copy proposals will not be accepted

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## TRAILS-TO-TRAILS CONSERVANCY

### CONTACT INFORMATION

2121 Ward Ct., N.W., 5th Fl., The Duke Ellington Bldg.

Washington, DC United States 20037-1251

Telephone: (202) 331-9696

Contact: Keith Laughlin, Pres.

URL: [www.railtrails.org](http://www.railtrails.org)

### FINANCIAL DATA:

(Fiscal Year ended 2014-09-30)

- Assets: \$6,603,746
- Total giving: \$149,520

### LIMITATIONS:

- Giving on a national basis.

### PURPOSE AND ACTIVITIES:

- The conservancy works to create a nationwide network of trails from former rail lines and connecting corridors to build healthier places for healthier people.

### FIELDS OF INTEREST:

#### SUBJECTS:

- Physical fitness;
- Public health;
- Sports and recreation

### FINANCIAL DATA:

- Year ended 2014-09-30:
- Assets: \$6,603,746 (market value);
- Gifts received: \$7,082,199;
- Expenditures: \$7,292,900;
- Total giving: \$149,520;
- Qualifying distributions: N/A;
- Giving activities include:
  - \$149,520 for 17 grants



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## KABOOM

### IMAGINATION PLAYGROUND GRANT

- Imagination Playground™ is an innovative design in play equipment that encourages creativity, communication, and collaboration in play. With a collection of custom-designed, oversized blue foam parts, Imagination Playground™ provides a changing array of elements that allow children to turn their playground into a space constantly built and re-built by their imagination.
- [Learn more about Imagination Playground™](#).

### DEADLINE:

- Applications are accepted on a rolling basis with deadlines at the end of each month.

### ELIGIBILITY:

- Municipalities and child-serving nonprofit organizations.

### APPLICANT MUST:

- Demonstrate need for Imagination Playground™ in a Cart set.
- Give evidence of available space and the ability to maintain the Imagination Playground™ in a Cart set.
- Give anticipated impact that Imagination Playground™ in a Cart will have on the community and increased play opportunities.
- Show demonstrated impact on low income areas and the number of children the Imagination Playground™ in a Cart set will serve.

### CONTACT:

- If you have any questions about the application process, please email [grants@kaboom.org](mailto:grants@kaboom.org) with “Imagination Playground™ Grant” in subject line.

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## RIGAMAJIG GRANTS

Rigamajig is a collection of wooden planks, wheels, pulleys, nuts, bolts and rope allow that children to follow their curiosity while playing. There are no wrong answers, and while the pieces can come together as a crane used to convey buckets or materials, they can also become a giraffe, monster, robot, airplane or just a “thingy.”

For more information about Rigamajig, go to [kaboom.org/rigamajig](http://kaboom.org/rigamajig)

### DEADLINE:

- Applications are accepted on a rolling basis with deadlines at the end of each month.

### ELIGIBILITY:

- KaBOOM! Alumni that have demonstrated that they have taken transformative action for play in their community and have the ability to use Rigamajig to bring more play to the kids in the community.

#### FREQUENTLY ASKED QUESTIONS:

- [Grant Application Guide](#)

#### CONTACT:

- If you have any questions about the application process, please email [grants@kaboom.org](mailto:grants@kaboom.org) with “Rigamajig Grant” in subject line.

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### PARK RECYCLING GRANT

#### CONTACT INFORMATION

Keep America Beautiful  
1030 15th Street, NW, Suite 600  
East Washington, D.C. 20005  
Contact: Alec Cooley  
Telephone: 843.278.7686  
Email: [acooley@kab.org](mailto:acooley@kab.org)

Research has shown that lack of convenient access to recycling bins is one of the main barriers preventing people from recycling. Lifestyles have changed, and people increasingly consumed beverage containers and other items away from home. The purpose of a public space recycling bin is to bring the convenience and value of recycling to an “on-the-go” society. Providing recycling access in shared community spaces promotes and reinforces recycling behavior at the individual level. The Park Recycling Infrastructure Grants program is designed specifically to assist communities in expanding recycling opportunities to park settings.

#### HOW IT WORKS

The program offers four styles of recycling bins designed for use in local, regional and state park settings. Apply on-line and describe your program needs, request your preferred bin type, and tell us how many you would like to receive. After grant recipients are selected, KAB will contact grantees to confirm details and arrange to have suppliers deliver bins directly to the recipients. To help further expand park recycling programs, grantees will be eligible to purchase additional bins of the same style at a discounted price.

#### ELIGIBILITY

The grant program is open to all government agencies that own or manage local, regional or state parks. Nonprofit organizations and KAB affiliates are also eligible to apply on behalf of government agencies. For-profit businesses are not eligible to receive grants.

#### WHEN TO APPLY

- Grants are awarded annually, with applications typically accepted during a month-long period.
- Application are not currently being accepted.
- To receive an email when the next cycle is announced, click this link to [add your name to our notification list](#).



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## CAL RIPKEN SR. FOUNDATION, INC.

### CONTACT INFORMATION

1427 Clarkview Rd., Ste. 100  
Baltimore, MD United States 21209-0030  
Telephone: (410) 823-0808  
Fax: (443) 841-7033  
E-mail: [info@ripkenfoundation.org](mailto:info@ripkenfoundation.org)  
URL: [www.ripkenfoundation.org](http://www.ripkenfoundation.org)

### ADDITIONAL DESCRIPTOR:

- Celebrity: Sports;
- Organization that normally receives a substantial part of its support from a governmental unit or from the general public

### FINANCIAL DATA:

(Fiscal Year ended 2013-12-31)

- Assets: \$13,257,644
- Total giving: \$1,790,570

### ADDITIONAL CONTACT INFORMATION:

- Toll-free tel.: (877) 747-5361

### BACKGROUND:

Established in 2001 in MD - Founded by the Ripken family in honor of the late Cal Ripken, Sr., who was a former coach and manager of the Baltimore Orioles. Ripken spent 36 years with the Baltimore Orioles, including being its bullpen coach (1976-1977), third base coach (1977-1986, 1989-1992) and general manager (1987-1988). Cal Ripken Jr. is a former shortstop for the Orioles who won two American League Most Valuable Player awards, and is best known for his "Iron Man" streak of 2,632 consecutive games played. Ripken was inducted into the National Baseball Hall of Fame in 2007.

### LIMITATIONS:

- Giving on a national basis.

### PURPOSE AND ACTIVITIES:

- The foundation provides recreational facilities to foster the development of social skills involving team work, foster a positive image of baseball, provide youth and adult instruction, and develop the sport of baseball.

### PROGRAM AREA(S):

- The grant maker has identified the following area(s) of interest:

BASEBALL/SOFTBALL EQUIPMENT GRANTS:

This grant provides and ships baseball and softball equipment to organizations and schools who serve disadvantaged children, in order to strengthen and support grassroots youth baseball and softball in local communities and to increase opportunities for youth. Grants are provided to community recreation programs run by local governments, existing baseball and softball leagues, Boys & Girls Clubs, and public schools running out-of-school programs.

**CAMP SPONSORSHIP GRANTS:**

These grants provide an opportunity for the chosen student-athletes to attend a baseball camp to develop their skills and networks. The goal through this experience is for a student-athlete to have an opportunity to play at the next level. Grants are awarded to high school student-athletes entering his/her sophomore or junior years who participate on a baseball/softball team in a public-school system.

**PUBLIC YOUTH BALL FIELD RENOVATION MATCHING GRANTS:**

This grant makes matching cash grants to provide field refurbishment costs and/or field supplies and maintenance equipment for community or public youth baseball/softball fields. Grants are provided to local government departments of parks and recreation, non-profit organizations, and/or established community baseball or softball leagues.

**QUICKBALL GRANTS:**

This grant makes Quickball resources available to grow baseball and softball at a grassroots level through the game of Quickball. Quickball is a national baseball enhancement program that allows children to learn the basics of baseball in a fun, fast-paced way. Grants are provided to community recreation programs run by local governments, Boys & Girls Clubs, and public schools running out-of-school programs.

**FIELDS OF INTEREST:**

**SUBJECTS:**

- Community service for youth;
- Youth development;
- Youth organizing;
- Youth services

**GEOGRAPHIC FOCUS:**

- National

**APPLICATION INFORMATION:**

- Application form required.
- Initial approach: Download application form
- Deadline(s): Jan. 15 and Oct. 15
- Final notification: Six to ten weeks



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## HOME DEPOT FOUNDATION

### COMMUNITY IMPACT GRANTS PROGRAM

- Grants, up to \$5,000, are available to IRS-registered 501c designated organizations and tax-exempt public service agencies in the U.S. that are using the power of volunteers to improve the physical health of their community.
- Grants are given in the form of The Home Depot gift cards for the purchase of tools, materials, or services.
- Our mission is to ensure that every veteran has a safe place to call home. As such- priority will be placed on volunteer projects that fit the following criteria.
  - Projects that serve veterans and their families, whether that's repairing homes or improving facilities
  - Projects that involve veterans volunteering to help other veterans in the communities where they live

### APPLICATION CONSIDERATIONS

- We receive many worthwhile requests and cannot accommodate all of them. More competitive grant proposals will specifically identify projects for veterans and will include housing repairs, modifications, and weatherization work.
- Once grant applications are reviewed, all applicants will receive a written response within six weeks of receipt of a request. Please do not contact your local store or The Home Depot Customer Care helpline to inquire about the status of your application. Should you have any questions about this grant program please e-mail the Foundation by clicking [here](#). For all other Foundation inquiries, please click [here](#).
- Only proposals submitted through the online application process will be considered for funding. Donation requests submitted by mail, phone, or e-mail will not receive funding and will be directed to the online application process.

### GRANT GUIDELINES

- Only IRS-registered 501c designated organizations and tax-exempt public service agencies (e.g. Police/Fire Departments) in the U.S. are eligible to apply. In very limited circumstances, applications that are submitted by organizations that do not meet this guideline will be considered, but only to the extent that they are requesting funds to support a charitable purpose as defined by the IRS.
- Grants must support work completed by community volunteers in the U.S.
- Projects must be completed within six months following notification that the grant has been awarded.
- Grants are solely given in the form of The Home Depot gift cards for the purchase of tools, materials, or services.
- Organizations who have received funding through The Home Depot Foundation's Community Impact Grant Program must wait 12 months after notification of award before applying for additional grants through this program.
- Organizations must be in existence for at least one year.
- Organizations should be willing to submit stories and pictures of the project upon completion.

**PROPOSALS FOR THE FOLLOWING COMMUNITY IMPROVEMENT ACTIVITIES WILL BE CONSIDERED:**

- Repairs, refurbishments, and modifications to low-income and/or transitional veteran's housing, or community facilities (schools, community centers, senior centers, etc.)
- Weatherizing or increasing energy efficiency of low-income and/or transitional veterans' housing, or community facilities
- Engage veterans as volunteers to help other veterans in their community through service projects focusing on the renovation, repair and improvement of homes and other properties serving veterans
- Planting trees or community gardens and/or landscaping community facilities that serve veterans

**THE HOME DEPOT FOUNDATION'S COMMUNITY IMPACT GRANT PROGRAM DOES NOT MAKE GRANTS TO SUPPORT THE FOLLOWING:**

- Nonprofit organizations that have been in existence for less than one year
- Churches and religious organizations whose improvement project primarily serves their congregation and not the overall community
- Scholarships or other direct support to individuals or families
- Fraternal, political, labor, athletic or social organizations, civic clubs, candidates or projects
- Sponsorship or prizes for events such as conferences, festivals, dinners, sports competitions, art exhibits, fundraisers (e.g. dinners, walks/runs/relays, golf tournaments and auctions)
- Requests for The Home Depot's Kids Workshop kits and/or aprons
- Capital campaigns, endowments or endowed chairs
- Film, music, television, video or media production projects or broadcast underwriting
- Goodwill advertising or marketing
- Any other support that does not meet the IRS's definition of a charitable purpose.

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**LOWE'S COMMUNITY PARTNERS GRANTS**

Lowe's Community Partners grant program helps build better communities by providing monetary assistance to nonprofit organizations and municipalities looking for support of high-need projects such as: building renovations/upgrades, grounds improvements, technology upgrades as well as safety improvements.

Grants range from \$2,001 to \$100,000, with most projects falling between \$10,000 and \$25,000. Our Lowe's Heroes employee volunteer program is another opportunity for support, which Lowe's can provide to some grant recipients to help supplement the labor of projects. We encourage applicants to speak to their local store manager to see if this is a possibility before applying.

**THE COMMUNITY PARTNERS 2017 CYCLE DATES ARE:**

- Fall Cycle: July 1, 2017 - August 26, 2017
- Grants can only be applied for during the cycle dates. It is during this time that a link for the application will become available.



## THE LORRIE OTTO SEEDS FOR EDUCATION GRANT PROGRAM

The Lorrie Otto Seeds for Education Grant Program gives small monetary grants to schools, nature centers, and other non-profit and not-for-profit places of learning in the United States with a site available for a stewardship project. Successful non-school applicants often are a partnership between a youth group (scouts, 4-H, etc.) and a site owner. Libraries, government agencies and houses of worship are eligible subject to youth participation.

Established by Wild Ones in 1996, the Seeds for Education (SFE) Program honors the late Lorrie Otto, our "philosophical compass." Money for the grant program comes from donations from Wild Ones members, chapters and other benefactors.

### ELECTRONIC APPLICATIONS FOR SFE AWARDS

- To be considered for the annual award, applicants must submit an electronic application by October 15th of the year prior to the grant year. Notification of awards will be made by February 15th of the grant year.
- Right-click here to download [grant application and instructions](#).
- Right-click here to review an [example of a completed grant application](#).
- Project goals should focus on enhancement and development of an appreciation for nature using native plants. Projects must emphasize involvement of students and volunteers in all phases of development, and increase the educational value of the site. Creativity in design is encouraged, but must show complete and thoughtful planning. The use of, and teaching about, native plants and the native-plant community is mandatory, and the native plants must be appropriate to the local ecoregion and the site conditions (soil, water, sunlight). The Project Coordinator should be knowledgeable and committed.

### EXAMPLES OF APPROPRIATE PROJECTS ARE:

- Wildflower gardens with habitat for butterflies or other pollinators
- Rainwater gardens that capture run-off and feature native plant communities
- Groves of trees or native shrubs that support birds and other wildlife

### LARGER-SCALE PROJECTS THAT MAY RECEIVE FUNDING INCLUDE:

- Design, establishment and maintenance of a native-plant community such as prairie, woodland, wetland, etc., in an educational setting such as an outdoor classroom.
- Developing and maintaining an interpretive trail landscaped with native plant communities.
- Developing a wetland area to study the effect of native vegetation on water-quality improvement.

Cash awards range from \$100 to \$500. Funds are restricted to the purchase of native plants and seed for the grant-award year. Successful projects are eligible for discounts on seeds and plants from SFE Nursery Partners.

Applicants who receive a SFE Program Grant must submit an electronic final report by February 15th of the year following the grant year. Click here to download [a copy of the report](#).

Recipients for the yearly awards will be chosen by the Seeds for Education judges, a volunteer panel of educators and naturalists. A listing of successful grant recipients from our SFE program from past years [is available here](#).

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## SHADE STRUCTURE GRANT

### ELIGIBILITY & APPLICATION

- The American Academy of Dermatology's (AAD) Shade Structure Grant Program awards grants to public schools and non-profit organizations for installing permanent shade structures for outdoor locations that are not protected from the sun, such as playgrounds, pools, or recreation spaces. Each Shade Structure Grant is valued up to \$8,000, which includes the cost for a shade structure and installation. In addition to the grant, the AAD also provides a permanent sign near the shade structure. The AAD receives support for this program from its members and outside organizations.

### ELIGIBLE APPLICANTS

- The AAD Shade Structure Grant Program is open to 501(c)(3) non-profit organizations that provide services, programs and curricula to children and teenagers who are 18 and younger. To be considered for grants, applicants must:
  - Be recommended by an AAD member dermatologist. Locate an AAD member dermatologist by using the [Find a Dermatologist](#) tool.
  - Demonstrate an ongoing commitment to sun safety within your organization. A sun safety/skin cancer awareness program must be in place for at least one year prior to application. (*Bonus points awarded for using AAD materials, examples below.*)
  - Consider a shade structure that meets the stringent requirements of the AAD. See [Shade Structure Grant Program guideline book](#) for specific criteria on shade structure selection.
- Your organization's awareness program can be original content developed specifically for your audience, or repurposed materials available from other organizations, such as the [AAD's Sun-Safety Toolkit](#), or [Good Skin Knowledge Curriculum](#). Good Skin Knowledge is a free, downloadable curriculum developed for 8- to 13-year-olds to promote healthy self-esteem through education about skin, hair, and nails. Additional resources and materials from other organizations can be found in [FAQs](#).

### GRANT APPLICATION LINK:

<https://www.aad.org/public/spot-skin-cancer/programs/shade-structure-program/eligibility-application>

If you have questions about the program, please email [shadestructure@aad.org](mailto:shadestructure@aad.org).



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## TONY HAWK FOUNDATION

### CONTACT INFORMATION

1611-A S. Melrose Dr., Ste. 360  
Vista, CA United States 92081-5471  
Telephone: (760) 477-2479  
Contact: Kim Novick, Development Dir.  
Fax: (760) 477-2474  
E-mail: [kim@tonyhawkfoundation.org](mailto:kim@tonyhawkfoundation.org)  
URL: [www.tonyhawkfoundation.org](http://www.tonyhawkfoundation.org)

### FINANCIAL DATA:

(Fiscal Year ended 2013-12-31)

- Assets: \$2,884,672
- Total giving: \$751,420

### ADDITIONAL CONTACT INFORMATION:

- Application e-mail: [contact@tonyhawkfoundation.org](mailto:contact@tonyhawkfoundation.org)

### BACKGROUND:

- Established in 2000 in CA - Founded by Anthony "Tony" Hawk, a professional skateboarder. Hawk is regarded as one of the greatest skateboarders in the history of the sport, winning multiple X-Games gold medals. In addition, Hawk has also been the focus of several popular skateboarding video games

### LIMITATIONS:

- Giving on a national basis;
- No grants to individuals.

### PURPOSE AND ACTIVITIES:

- The primary mission of the foundation is to promote free, high-quality public skateparks in low-income areas throughout the U.S.

### PROGRAM AREA(S):

The grant maker has identified the following area(s) of interest:

#### PUBLIC SKATEPARK GRANTS:

The foundation awards grants, ranging from \$1,000 to \$25,000, to facilitate the construction of new quality skateboard parks, located in low-income communities in the U.S. Grants are based on a one-time, single-year award, although they may be paid over more than one year, if appropriate.

#### FIELDS OF INTEREST:

##### SUBJECTS:

- Parks;
- Sports and recreation

#### GEOGRAPHIC FOCUS:

- National

#### SUPPORT STRATEGIES:

- Building and renovations;
- Equipment;
- Seed money;
- Technical assistance

#### APPLICATION INFORMATION:

- Applications may not be submitted via printed forms, fax, e-mail, or CDs and other computer discs
- Application form required.
  - Applicants should submit the following:
    - Copy of current year's organizational budget and/or project budget;
    - Copy of IRS Determination Letter
- Initial approach: Access online application form
- Board meeting date(s): Apr. and Dec.
- Deadline(s): Mar. 1 and Oct. 1
- Final notification: Sixty to ninety days
- Additional information: In addition to the above, applicants should also include documentation (such as newspaper clips or letters from prominent officials) of community support for the skatepark and a copy of the skatepark design. If a professional designer or builder/contractor has been hired, please include a copy of their resume

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#### BILLINGS ROTARY FOUNDATION

##### CONTACT INFORMATION

PO Box 1094  
Billings, MT 59103

Since 1916, the Downtown Billings Rotary Club has been committed to making a difference in the world and in our own communities. We have served our community, adhering to the principles first established by Rotary International when it was founded in 1905: to encourage and foster the idea of service as a basis of worthy enterprise and, in particular, to encourage and foster:

- The development of acquaintance as an opportunity for service



- High ethical standards in business and professions; the recognition of the worthiness of all useful occupations; and the dignifying by each Rotarian's occupation as an opportunity to serve society
- The application of the ideal of service in each Rotarian's personal, business and community life
- The advancement of international understanding, goodwill and peace through a world fellowship of business and professional persons united in the ideal of service

Our club has sponsored a variety of projects through the years that have made a difference in the lives of many in the community.

#### PREVIOUS COMMUNITY GRANTS:

<https://portal.clubrunner.ca/1839/Stories/billings-rotary-club-2016-2017-projects>

#### CONTACT CAN BE MADE THROUGH ATTENDING A MEETING OR CONTACTING THE PRESIDENT ONLINE:

- Meetings are Mondays at 12 PM at the Northern Hotel 19 N Broadway Second Floor Billings, MT 59101
- Any person may attend a luncheon meeting for the price of the meal. Lunch is served buffet-style, and there are choices for those who are sensitive to lactose and gluten.
- President Bill Dutcher online contact form:  
<https://portal.clubrunner.ca/1839/SingleEmail/Send?MemberId=BR7Rmn8n1yJ4mbOEch/9Mw==>