

## CHAPTER 4

### SCPR GOALS AND OBJECTIVES

#### MISSION STATEMENT

It is the mission of Skagit County Parks and Recreation Department to provide high quality recreational services, facilities and parks to our customers and the citizens of Skagit County. This is exemplified through professional staff, cost effectiveness, community leadership and customer service.

#### **A. Vision and Overall Goal:**

- To provide a wide variety of well organized, cost effective, community enriching, recreation programs for all Skagit area residents.
- Develop, renovate, and acquire a system of parks, recreational facilities, and open space that is attractive, safe, functional, and accessible to all citizens of Skagit County. And,

#### **B. Priority Goals:**

Skagit County citizens value the long-term benefits of parks and recreation. It is important to retain the connection with the outdoors and the wildlife it hosts as well as provide for passive and active recreation activities for the citizens. This will be done by acquiring, maintaining, and/or preserving a network of parks that provide diverse recreational opportunities for all residents.

#### ADMINISTRATION DIVISION GOALS

*To provide the support and leadership necessary for all staff to conduct excellent work within the Parks, Recreation, & Fair mission. Administration goals are listed under three categories; Director, Management and Administrative Services.*

#### **Director Objectives:**

- To create and facilitate a unified department whereby all divisions are linked through a central mission of the Parks and Recreation department.
- To empower and lead department personnel to professional success.
- To listen and respond to the needs and concerns of the community as it relates to the Parks and Recreation issues.

- To ensure financial integrity of the department that encourages cost savings while sustaining quality services.
- To seek and create department efficiencies by pursuing additional funding sources.
- To promote a vision of the Parks and Recreation department that meets the needs and interests of our community.
- Encourage community support through positive and responsive image of the Skagit County Parks, Recreation & Fair department.

**Administrative Management Objectives:**

- To ensure successful facilitation of division goals and expectations.
- To maintain quality control in all aspects of the Department.
- Provide support, guidance and staff development for division personnel.
- Develop and maintain protocols and procedures necessary to meet County government directives and public expectations.
- Develop and maintain new programs and events in response to department goals.

**Administrative Services Objectives:**

- To provide superior and accessible customer service to the public and all County departments in a professional, informative and timely manner.
- Adhere to county procedures and protocol in performing day to day support functions that include customer service, registration, scheduling, payroll, purchasing, A/P, A/R, and community coordination.

**PROJECTS AND PLANNING GOALS**

*Develop, renovate, and acquire a system of parks, recreational facilities, and open space that is attractive, safe, functional, and accessible to all citizens of Skagit County.*

**Project Planning Objectives:**

- Work with citizens to clearly identify desired new or improved facilities
- Develop multi-year plans that can be realistically implemented and funded
- Incorporate community input throughout project development and planning
- Identify regional standards and trends in recreation for consideration in park planning

- Engage in ongoing dialogue with city, state, and federal government to assure a coordination of policy plans, goals, and objectives, including the continued discourse of subarea plan processes.

### **Project Implementation:**

- Complete capital projects in time efficient manner
- Complete capital projects on budget
- Use parks operation staff where feasible to provide project cost saving
- Protect local economic interests by not providing services that are being met by the private sector

### **Community Relations:**

- Communicate with community status of current and projected projects
- Work with community representatives or individuals to facilitate project ownership, and possible cost savings

### **Project Funding:**

- Identify and secure grant sources of park development
- Work with private and public partners to share cost and use of facilities
- Establish consistent revenue stream for project development

## **RECREATION DIVISION GOALS**

*Provide safe and affordable community enhancing recreation programs that offer indoor and outdoor, active and passive recreational opportunities for all residents. Be both visionary and reactionary in developing new programs and identifying community recreation needs. Work with administration and parks divisions to develop and enhance indoor and outdoor recreation facilities for community use.*

### **Recreation Division Objectives:**

- Increase marketing of programs and opportunities
- Expand revenue enhancing programs within facility limitations
- Increase revenue opportunities i.e. concessions, donations, fees, and charges as possible
- Form partnerships with other agencies and/or non-profits where feasible to assure the needs of Skagit County residents are being met.

- Develop Indoor Recreation Center

## **PARK FINANCE GOAL**

*Develop financing strategies to address the need for regional and community park acquisition, development, and stewardship.*

### **Park Finance Objectives:**

- Develop a GMA-based impact mitigation fee ordinance
- Explore funding partnerships with public and private sources to assist in efforts for park acquisition, development, programs and maintenance
- Work with the Skagit County Parks Foundation to promote private investment in park acquisition and development.
- Seek funding for new facilities and improvements to existing facilities through a variety of fund sources including capital reserves, real estate excise tax, grants, contributions, bonds, or levies.

## **TRAIL DEVELOPMENT GOALS**

*Provide a multi-use regional trail system, which connects to other county and municipal parks and community trail systems*

### **Trail Development Objectives:**

- Skagit County will work with other county, state, and city parks to establish links and connecting trails
- Provide trails for pedestrians (including, where feasible, access for persons with disabilities), bicyclists, equestrians, and other trail users.
- Provide for linkages of population centers, community facilities, workplaces, neighborhoods, schools, recreation areas, open space and cultural/historical areas. Coordinate with other agencies to ensure a comprehensive approach to trail planning.
- Separate recreational trails from motorized vehicle traffic where feasible.
- Create a management policy for SCPR operated trails.

## NATURAL RESOURCE GOALS

*Promote preservation of natural areas to protect fish and wildlife habitat corridors, conserve open space, provide appropriate public access, and offer environmental education opportunities.*

Natural Resource Objectives:

- Promote acquisition, preservation and responsible stewardship of suitable habitat on county park lands.
- Coordinate public and private efforts to identify and acquire key habitat parcels that help to preserve critical corridors.
- Explore techniques to preserve and protect forest lands in County ownership.
- Encourage partnerships with public and private organizations to assist in implementation, monitoring and research of impacts on sensitive county park lands.
- Utilize parklands, facilities, and programs to promote environmental education and encourage park visitors to become stewards of Skagit County's natural resources.
- Provide appropriate park access to natural resource areas to support environmental education programs.
- Provide interpretive facilities that make it possible for visitors to learn about natural resources through self-guided exploration.
- Provide outdoor classrooms and gathering places where appropriate in county parks to facilitate environmental learning programs.
- Encourage partnerships with local environmental education providers to promote programs and ensure that educational resources are efficiently employed.
- Provide natural resource information and environmental education messages at recreation sites to promote understanding and encourage responsible recreational use.
- Work with other agencies in coordination of a hazard mitigation plan, including fire risk assessment.

## OPEN SPACE GOAL

*Conserve Open Space corridors within and between urbanizing areas to define communities, provide recreation, and protect habitat.*

### **Open Space Objectives:**

- Participate with other county, state, federal, and non-profit agencies to develop a vision for habitat and open space corridors within urbanizing areas (inside or outside of UGA's) for use in planning, regulating, and developing livable communities.
- Coordinate planning efforts and initiate projects that meet multiple objectives, such as urban area greenway planning, transportation planning, and storm water facility planning.
- Coordinate with regional subarea plan processes to assure open space objectives are being accounted for.

### **WATER ACCESS GOAL**

*Provide opportunities for water access and activities throughout the County.*

#### Water Access Objectives:

- Identify future sites and partnerships to acquire additional salt water access sites along Puget Sound.
- Identify future opportunities for appropriate lakefront water activities at new park sites.
- Evaluate opportunities to develop new sites, or redevelop existing parks to expand water dependent activities at appropriate locations.
- Designate, maintain and promote aquatic trail opportunities and recreational experiences for users of kayaks, canoes, inflatable boats, pleasure boats, and small-non-motorized watercraft.
- Develop a plan to assess river access needs on Skagit River.

### **SPECIAL USE GOALS**

*Provide facilities or dedicated use areas for single-use, indoor, emergent and/or specialized recreational uses, where feasible.*

### **Special Use Objectives:**

- Inventory and analyze developed parks and undeveloped park land for the feasibility of providing off leash dog areas.
- Research and pursue opportunities to provide indoor recreation with shared providers, such as local cities and school districts.
- Identify opportunities to generate revenue through special use recreational facilities and programs.

### **CULTURAL/HISTORICAL GOALS**

*Promote the cultural and historic resources of Skagit County through parks and programs.*

### **Cultural Historical Objectives:**

- Work with communities and historical organization to identify culturally and historically significant landscapes appropriate for inclusion into the Skagit County park system.
- Use site history and culture to create development themes and interpretive materials within existing SCPR operated parks.

### **ATHLETIC FACILITY GOALS**

*Provide youth and adult athletic facilities throughout the county.*

### **Athletic Facility Objectives:**

- Skagit County Parks and Recreation shall pursue partnerships with local cities, school districts, special service districts and qualified nonprofit organizations to provide local youth and adult athletic facilities.
- Skagit County Parks and Recreation shall identify opportunities for partnerships with local school districts for the capital construction and maintenance of youth athletic facilities at local schools.

- All partnerships shall ensure that open public access will be provided to land and facilities in public ownership. Limitations on public access, however, may be placed upon the facility subject to design considerations, and/or preferential scheduling of the organization involved.

## **ACQUISITION AND DEVELOPMENT GOAL**

*Acquire and develop parks and recreation facilities and open space areas to meet the needs of the public within available resources.*

### **Acquisition and Development Objectives:**

- Coordinate and cooperate with both public and private sector interests to further park and recreation opportunities
- Coordinate park planning and land acquisition efforts across jurisdictional boundaries and consider existing and planned infrastructure, population served, environmental constraints, and available resources
- Work with non-profit recreation providers to enhance the quality and quantity of available recreation facilities
- Make acquisition and development of water property for parks, trails, and open space a high priority
- Acquire and develop regional parks and secure open space in rural areas as opportunities to meet the other goals set forth in this plan occur
- Acquire parkland for community parks in Urban Growth Areas
- Ensure new sites respond to community's needs and/or demands, and are unique and/or are part of linked open spaces.
- Consider acquisition which provides habitat and/or recreation connectivity. Give special consideration to facilitate an open space corridor between The Anacortes Community Forest Lands and Deception Pass State Park.