Operations & Maintenance						
Description	**Action Items**	**Timeframe to Initiate**	**Target Completion**	**Approximate Cost**	**Funding Sources**	**Project Leads and Partners**
Department Revenue and Fees	a) Ensure sustainable revenue generation by reviewing user fees and operating expenses annually.	Ongoing	Revisit Annually	Staff time and consultant fees	User fees, General Fund	Project Lead: APRD staff, consultants as needed Support: City Council, Parks Advisory Board
	i. Consider working with outside consultants as appropriate.					
	ii. Evaluate appropriate timing for any planned increases to user fees.					
Communications and Marketing	a) Improve APRD web page.	Ongoing	Revisit Annually	Staff time	General Fund, Volunteers	APRD staff, City IT Services
	i. Enhance overall user interface.					
	ii. Provide easy access to information and registration opportunities for upcoming community events, youth recreation programs, and adult recreation programs.					
	iii. Provide easy access to an interactive map of parks, trails, and indoor recreation facilities.					
Park and Trail Maintenance	a) Prioritize maintenance and repair of existing parks, trails, and recreation amenities.	Ongoing	Revisit Annually	Staff time and materials	General Fund, Transient Lodging Tax, Sponsorships, Donations, Volunteers	APRD staff
	i. Enhance maintenance at highest-use parks and trails.					
	ii. Increase frequency of trash pickups where appropriate.					
	iii. Invest in improvements to sport courts and fields (e.g. resurfacing, drainage, specialty training infrastructure, and irrigation).					
	b) Replace aging playground equipment.	0-2 years	2030	Varies based on site conditions, equipment type, installation requirements, and play surface	Grants, SDCs, General Fund, Sponsorships, Donations	APRD staff
	i. Establish priorities based on park use levels, safety considerations, variety of options for different age groups and ability, and neighborhood Level of Service.					
	ii. As part of this effort, incorporate accessible and inclusive play equipment to increase opportunities for people with disabilities.					
Safety	a) Provide additional lighting where appropriate.	0-2 years	2030	Varies based on fixture type, installation requirements, and electrical service	Grants, General Fund, Transient Lodging Tax	APRD staff
	b) Continue to coordinate with Astoria Police Department and other local agencies, service providers, and non-profit organizations to address issues related to illegal camping and accumulation of waste and personal belongings at public sites.	Ongoing	Ongoing	Staff time and materials	General Fund, Transient Lodging Tax	APRD staff
Aquatic Center Operations	a) Evaluate Hours / Days of Operation	0-2 years	Ongoing	Staff time and consultant fees	User fees, General Fund	Project Lead: APRD staff, consultants as needed Support: City Council, Parks Advisory Board
	i. As part of the budget process, assess staffing needs to accommodate expanded hours and days of operation, including compensation, budgetary impacts, and recruitment challenges.					
	b) Maintenance	Ongoing	Ongoing	Staff time and materials	User fees, General Fund	APRD staff
	ii. Address concerns with deferred maintenance, safety, and cleanliness.					
	iii. Continue investment in updated mechanical/operational systems to improve patron experience and increase efficiency.					

Planning Initiatives						
Description	**Action Items**	**Timeframe to Initiate**	**Target Completion**	**Approximate Cost**	**Funding Sources**	**Project Leads and Partners**
Update Comprehensive Plan Policies	Update Comprehensive Plan policies and maps related to the *Parks, Recreation, and Open Space* element.	0-2 years	2026	Staff time	General Fund	Community Development and APRD staff
Update Trails Master Plan	a) Obtain funding and release an RFP for planning services.	0-2 years	2032	$100,000-$125,000	SDCs, General Fund, Grants	Consultant and APRD staff, Public Works staff, Community Development staff, and Clatsop County staff
	b) Assess the existing trail system, identify needs, and evaluate potential new trail locations.					
	c) Consider how to improve system-wide connectivity between parks and trails.					
	d) Evaluate the feasibility of mountain biking trails in the City's Land Reserve areas surrounding Pipeline Road and Cathedral Tree Trail.					
	e) Determine how to enhance signage at trailheads and trail connections.					
Park and Trail Enhancement Opportunities	a) Assess opportunities to enhance existing park sites and trails with additional amenities such as disc golf baskets, fitness stations, small skate park features, accessible play equipment, and picnic tables/shelters.	0-2 years	2028	Staff time	General Fund, Transient Lodging Tax, Sponsorships, Donations, Volunteers	APRD staff and volunteers
	b) As part of this effort, consider the specific needs and interests of older youth and teens.					
	c) Ensure new amenities are maintenance friendly and do not require substantial effort beyond current maintenance levels.					
System-Wide Wayfinding and Signage Plan	a) Obtain funding and release an RFP for planning services. b) Develop a comprehensive, system-wide signage plan and uniform visual identity. c) Incorporate park identification, wayfinding, and informational signage. d) Establish schedule and funding sources for implementation.	3-5 years	2031	$50,000-$80,000	SDCs, General Fund, Grants, Transient Lodging Tax, Donations	Consultant and APRD staff
Evaluate opportunities to improve Level of Service	a) Assess opportunities to improve access to parks and recreation for geographically underserved areas, including:	3-5 years	2032	Staff time	SDCs, General Fund	APRD staff, Public Works staff, Community Development staff
	i. Emerald Heights.					
	ii. South Slope (southeast portion).					
	b) Assess opportunities to improve ease of access to parks, trails, and recreation facilities city-wide:	3-5 years	2032			
	i. Pedestrian access, including ADA.					
	ii. Bicycle access and parking.					
	iii. Vehicle parking.					

Programs						
Description	**Action Items**	**Timeframe to Initiate**	**Target Completion**	**Approximate Cost**	**Funding Sources**	**Project Leads and Partners**
Community Events	Increase free and/or low-cost events (e.g. movies in the park, festive occasions, and fun runs)	0-2 years	Revisit annually	$5,000 - $20,000	Grants, User fees, General Fund, Sponsorships, Donations, Volunteers	Project Lead: APRD staff Support: Parks Advisory Board, Astoria Community Foundation
Youth Recreation Programs	Increase swimming lessons and opportunities for advanced techniques and competitive programming.	0-2 years	Revisit annually	$30,000 - $50,000	User fees, Oller Trust	Project Lead: APRD staff Support: Parks Advisory Board, Astoria Community Foundation
	Increase athletics programs for K-5 age range.	3-5 years	Revisit annually	$75,000 - $150,000	User fees, Sponsorships, Donations, Volunteers	
	Provide non-sports activity programs for K-5 age range.	3-5 years	Revisit annually	$10,000 - $25,000	User fees, Sponsorships, Donations, Volunteers	
	Provide non-sports activity programs and indoor recreation opportunities for teens.	3-5 years	Revisit annually	$30,000 - $50,000	User fees, Sponsorships, Donations, Volunteers	
Adult Recreation Programs	Increase quantity and variety of fitness classes (e.g. spin, barre, and aquatic-based programs).	0-2 years	Revisit annually	$10,000 - $25,000	User fees	Project Lead: APRD staff Support: Parks Advisory Board, Astoria Community Foundation
	Improve offerings by investing in high quality equipment and certifications and training for instructors.	0-2 years	Revisit annually	$10,000 - $25,000	User fees	
	Provide drop-in indoor recreation (volleyball, basketball, pickleball, etc.)	0-2 years	Revisit annually	$20,000 - $40,000	User fees	
	Provide league sports (volleyball, basketball, softball, etc.).	3-5 years	Revisit annually	$75,000 - $150,000	User fees, Sponsorships, Donations, Volunteers	
	Provide non-sports classes and activity programs.	3-5 years	Revisit annually	$10,000 - $25,000	User fees	
	Explore opportunities for collaborative marketing with Clatsop Community College.	0-2 years	Revisit annually	$10,000 - $25,000	General Fund	

Note: costs are based on estimated staffing needs

Capital Projects						
Description	**Action Items**	**Timeframe to Initiate**	**Target Completion**	**Approximate Cost**	**Funding Sources**	**Project Leads and Partners**
Aquatic Center Enhancement and Expansion	Enhance the existing facility and add +/-10,000 SF of flexible indoor recreation space that can be used for play, organized sports (e.g. pickleball, volleyball, basketball), fitness programs, and community events. Refer to *concept plans by Scott Edwards Architecture* (2024).	0-2 years	2034	$6.5-7.5 million	Donations, SDCs, User fees, General Fund, Grants, GO Bond	Project Lead: APRD staff, Design Firm Support: City Council, Parks Advisory Board
	Evaluate how to design and implement the expansion without substantial increases to staffing or other associated operational costs.					
	Establish funding sources for design and construction.					
	Release an RFP for a master developer / design firm.					
	Prioritize proactive communication with the public about project costs, funding sources, and ongoing staffing, maintenance, and other operational considerations.					
Public Restroom - Fred Lindstrom Park	Determine facility type, location, and utility connection needs.	0-2 years	2028	$200,000-$350,000	SDCs, Grants, Donations	Project Lead: APRD staff Support: City Council, Parks Advisory Board
Public Restroom - Riverwalk at 9th Street	Determine facility type, location, and utility connection needs.	3-5 years	2030	$200,000-$350,000	SDCs, Transient Lodging Tax, Grants, Donations	Project Lead: APRD staff Support: City Council, Parks Advisory Board
Heritage Square	Secure grant funding and fill the existing site.	0-2 years	2028	$200,000-$250,000	Grants	Project Lead: APRD staff, Design Firm Support: City Council, Parks Advisory Board
	Develop a flexible, multi-use community gathering space. Refer to *Heritage Square Place Guide* (2025): Obtain initial funding from city sources and grants. Release RFP for a master developer and design firm; expand community engagement efforts. Begin phased construction.	6-8 years	2036	$2.6-4.7 million	Donations, General Fund, Grants, Urban Renewal Funds, GO Bond	
Dog Park - Tapiola Park	Provide a ±1-acre fenced area with double gates at entries and segregated subareas for large dogs and small dogs.	0-2 years	2028	$50,000	Donations, SDCs, General Fund, Grants	APRD staff
	Ensure surface is well drained to prevent mud and ponding.					
	Consider amenities such as: signage and rules, waste bag stations, water stations, benches, rain/shade sheters, waste and recycling receptacles, and lighting.					
Dog Park - Other	Consider additional locations within existing parks that may be appropriate for fenced off-leash dog areas.	3-5 years	TBD	$50,000	Donations, SDCs, General Fund, Grants	APRD staff
Riverwalk Lighting	Complete lighting along the Riverwalk east of 35th Street.	0-2 years	2028	$100,000-$350,000	Grants, SDCs, Transient Lodging Tax	APRD staff
Covered Recreation Areas	Add open-air shelter for existing play areas and/or sport courts (e.g. Tapiola Park basketball courts, Niemi Field batting practice area, Lindstrom Park Pickleball/Tennis Courts).	3-5 years	2029	$250,000-$1 million	Donations, SDCs, General Fund, Grants	APRD staff