

- HERITAGE PARK - FEASIBILITY STUDY

CITY OF NEWCASTLE, WY

October 17, 2022





WELCOME
Heritage Park Feasibility Study

ACKNOWLEDGMENTS

Thanks to the City of Newcastle

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Welcome.

The City of Newcastle is the Western edge of the Black Hills, literally and figuratively. Its beautiful location as the Southwest Gateway to the Hills hosts a variety of hidden gems and a massive industrial infrastructure. The downtown has strong bones mirroring the diverse housing stock, the industry is prominent and central to the town, and growth is modest. While tourism does not play a significant role in the towns' economy, the area is peppered with amazing assets and curiosities that speak to the community's potential as a robust destination.

Heritage Park is envisioned as a bridge between our visitors and our hometown. It will be a flexible outdoor destination that welcomes the thousands of visitors that pass through the intersection of Highways 16 and 85 and provides an adaptable outdoor event center that will host a variety of community events that need a home. With a Veterans Memorial, a community commons, a community stage, market space, shelters, a concession and restroom building, and room for seasonal recreation amenities, it packs a lot of activity into an acre.

The design is intended to balance the rugged character of our working town, the durability demanded by our climate, the respect we have for our heritage and veterans, and the aspirations of a community who admires a well built tool that serves it's purpose and is motivating to use.

The following pages explore the feasibility of this park, including an understanding of the community as it exists, an exploration of the project, the impacts it may generate, and an attempt to address many of the questions and concerns around operating this type of facility.

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EXECUTIVE SUMMARY



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EXECUTIVE SUMMARY

THE VISION

* REINTRODUCING THE COMMUNITY OF NEWCASTLE *

Heritage Park in Newcastle is an invitation to all community members and visitors to share outdoor recreation experiences that build personal and community wellness. It will serve as a community gathering place, a “small event” center, a town square, a visitor center, and a welcoming hand extended to the thousands of visitors that pass through the community on their way to Mt Rushmore, Devils Tower, and the many regional destinations for which Newcastle serves as a gateway.

Can a park re-position a community traditionally on the outer edge of these major tourism destinations? Let’s make new friends through play and invite these folks to explore our community through a fun space we share. That’s the promise of Heritage Park.

And when we get together the whole community will benefit through the energy and focus building together creates, laying a course for future community improvement projects great and small.

The community of Newcastle and Weston County has many faces - from the refinery to the cattle, the historic downtown to the excellent trails, and the schools to the services - a feeling of energy and shared hard work defines our community. In the coming years, investments in our public spaces and facilities will ensure that the physical environment matches the community we want to live in: fun, livable, welcoming, healthy, and innovative!

A bicycle ride along Newcastle Creek....Hot afternoons at the splash pad with the kids....A walk to the neighborhood park with friends from two doors down....Family rodeo at the fair in late July....A concert under the stars....This is the emerging vision of what it means to live in Newcastle!

Our shared community spaces are foundations of our community identity - practical, unique, rugged, and friendly.

Newcastle is an active and welcoming home town that entices many service men and women to put down permanent roots; a town where residents can still help create the kind of community they want to live in. This blend of traits is unique and appealing.

High quality of life is a major component in attracting new residents and businesses to any community. And across America excellent parks, trails, and recreational opportunities are a significant cornerstone in what define an attractive sense of place. Being deliberate in the quest to preserve the positive



EXECUTIVE SUMMARY

CHALLENGES

qualities of Newcastle while managing limited resources is the task before community leaders.

This Feasibility Study is one tool to do exactly that: it identifies ways to reinforce community identity, improve quality of life, and create a vibrant, thriving community for Newcastle through the careful management and development of a public space, laying out a process for investment into our community.

The purpose of the Heritage Park Feasibility Study is to create a compelling and feasible road-map that:

- Meets the goals of the shared vision for outdoor recreation.
- Is a comprehensive guide for improving this park and a template for future projects.
- Provides a new vision for outdoor recreation, trails, and community facilities based on a strong, unique community identity
- Outlines action and funding steps necessary to complete the various aspects of the plan.

While the focus of the plan is on Heritage Park, this will be a guide to approaching other improvements as well. Future projects are envisioned by leadership in the community. Some of the steps taken here may serve as a template for approaching those projects.

CHALLENGES

The City of Newcastle is challenged with limited long term population growth, changing expectations for community facilities, natural community friction to proposed new projects, overcoming physical barriers to community connectivity, and financing tomorrow's improvements with today's budgets. A few observations about Newcastle are:

- Lack of planning documents. The community needs long term plans to help get beyond the whack-a-mole reactionary management of day to day operations of a City. Planning documents and studies serve to provide a vision that will help your community work towards goals. Without goals the big ideas tend to languish.
- Communications between entities. Typical of a small town where everyone is working hard to accomplish their agency's work, sometimes the interactions between the various entities is reduced. It's nobody's fault, it is just the state of being busy and focused.
- Investment in parks. Public facilities require continual investment to stay modern. The City has provided excellent facilities, and they all need constant attention. The diligent work of the staff is evident.
- Staffing. It's hard to find the right people to serve all the roles that need to be filled in rural communities.

PROCESS

This Feasibility Study is an effort to determine how to get Heritage Park constructed and operational. The Steering Committee set four goals for the effort:

1. To have the information needed for grant applications
2. To provide a concept design the community of Newcastle Supports
3. To prove the "why" for the park.



EXECUTIVE SUMMARY

THE PARK CONCEPT

Heritage Park Overall Concept Plan - Power of 10

The Power of 10 tool is one way to evaluate places, whether it is an entire city, a destination, or a specific place within that destination. Within each place there should be 10 things to do or 10 reasons to be there. Here we evaluate both the park using the Power of 10.

10 things to do in Heritage Park:

1. Veterans Memorial
2. Hero Stories (multiple locations throughout park potentially)
3. Shelter 1
4. Great Lawn
5. Sitting Area
6. Stage
7. Splash Pad
8. Shelter 2 / Concession
9. Information Kiosk
10. Restrooms

There are more things to do within the park too, and depending upon the season, they may shift.



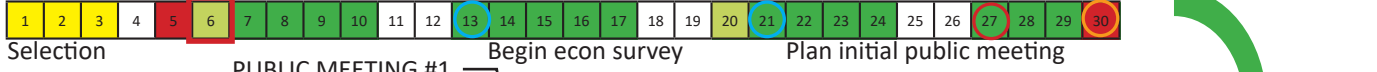
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PROCESS

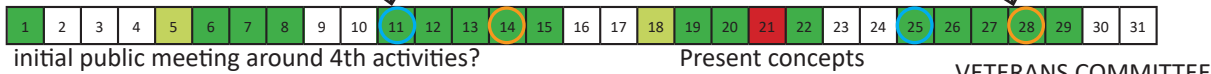
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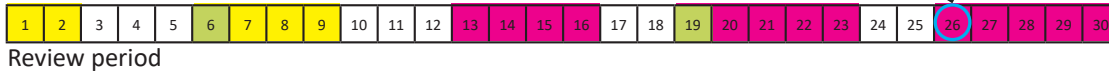
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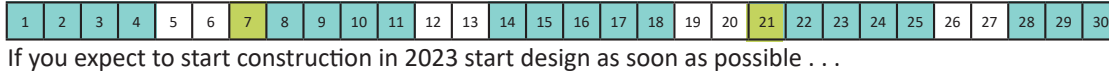
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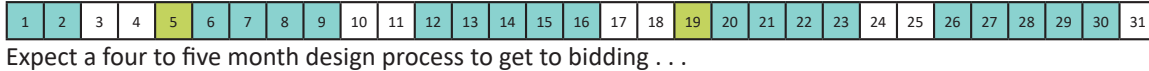
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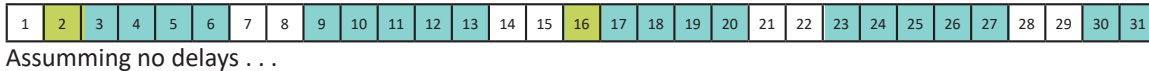
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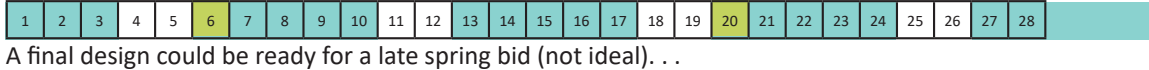
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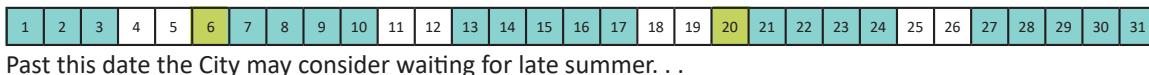
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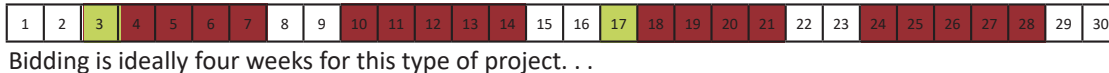
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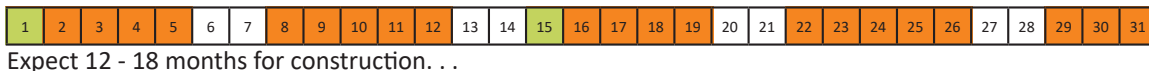
MARCH 2023



APRIL 2023



MAY 2023



STUDY

GRANTS

DESIGN

BIDDING

CONSTRUCTION

EXECUTIVE SUMMARY

PROCESS AND ECONOMIC IMPACT

4. And most importantly, include a Veteran's Memorial.

This type of Master Planning is a comprehensive process of gathering and analyzing the physical, social, and regulatory context of the community in order to make realistic recommendations that meet project goals. The process includes community and stakeholder engagement at key points throughout. This study was guided by a Steering Committee of highly motivated citizens, City Staff, and the City Council members who are involved in the City of Newcastle Parks Board. The process included the following work effort:

- Project Orientation and Kickoff; confirming project expectations and outcomes
- Defining Goals and Objectives
- Research Project Background; previous plans and studies, historic and ongoing planning, physical and cultural context
- Economic Impact Study; Survey, research, and analysis; projected impacts
- Recreation Facilities Assessment; inventory and analysis of existing parks, playgrounds, and trails
- Base Map Preparation; documenting the relevant physical environment
- Develop Concepts and Opportunities; Identify and evaluate opportunities
- Develop the Feasibility Study Recommendations; provide recommendations based on findings. Includes an implementation plan and funding strategies to achieve recommendations
- Final Master Plan Document; Assemble findings and recommendations into a formal final report.

And finally, upon acceptance of the final report the City should

- Adopt the Final Feasibility Study and directs staff to start on the recommendations.

This Feasibility Study is part of a process that originated in the idea of the park and will culminate in the ribbon cutting on a future sunny day that raises the flag and sets kids loose to play in the splash pad water. The next steps are to secure funding and start design.

ECONOMIC IMPACT STUDY

A complete Economic Impact of Heritage Park was completed by the University of Wyoming's Center for Business and Economic Analysis, led by David Aadland. As noted in the Executive Summary for their study, the primary results for the Wyoming economy show that:

- construction of Heritage Park will create approximately **\$3.5 million of value added** to the local economy.
- Heritage Park will add approximately **\$200,000 each year in value added** due to visitor spending in the Newcastle economy.
- **85% of surveyed residents were either favorable or very favorable of Heritage Park.**
- maintenance and operations of Heritage Park will generate approximately **\$30,000 in value added** each year to the local economy.
- approximately **\$76,000 in new state tax revenue** will be generated in the first year due to Heritage Park from construction, visitors, and maintenance/operations.

NEEDS ANALYSIS

Newcastle needs to add park acreage to meet a strict reading of the Level of Service Analysis completed in the Needs Analysis section. The City needs more neighborhood parks, pocket parks, and linear parks. Because of the special way Dow Park operates in the City as both a community destination and a neighborhood park, more community park could be desired instead of or in conjunction with the neighborhood park land. Overall,

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BUDGETS + FUNDING

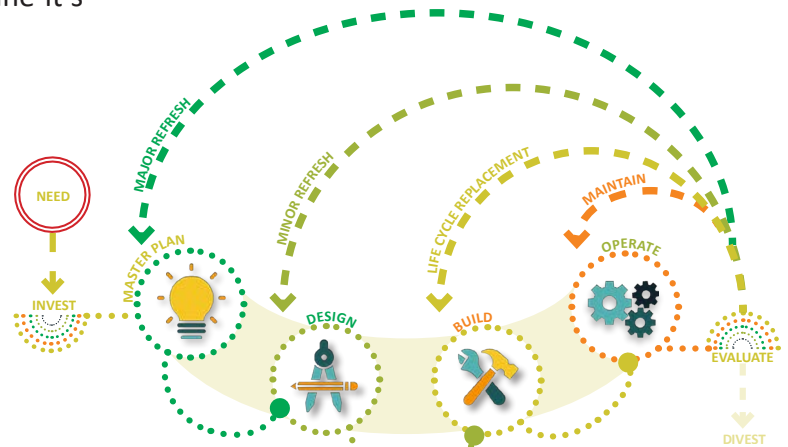
Newcastle should look to add recreational amenities whenever possible within its boundary to meet National Recreation and Park Association (NRPA) guidelines.

Newcastle maintains very unique and excellent trail facilities outside of town, and sits within a wide open rural landscape. Because of this setting, the city should refer to the NRPA guidelines for reference, but determine its true needs based on public input and desire.

This report also recommends a way to manage public facilities, such as parks, by using a “life-cycle” analysis too.

Each asset is constantly monitored and designated to be in one of the following states each year:

- Annual Maintenance Park: Regular repairs and maintenance required.
- Life-Cycle Replacement Park: Annual maintenance needs to be supplemented by a Life-Cycle Replacement Priority Project. These are projects that can be completed by City staff or contractors within normal budget cycles and include projects usually under \$20,000 or so that address equipment failure or antiquation. These projects may be expected every year in a system ready for improvements.
- Minor Refresh: Annual maintenance needs to be supplemented by a more significant project due to several issues that combined may exceed simple bid requirements. These projects may require engineering or design to accomplish, but do not remodel the entire asset. A City might plan for Minor Refresh Projects every two to three years.
- Major Remodel: Major Remodel Projects are those that will take significant investment, time, and planning to complete and may completely change the function and program of a facility. These could occur every 10 years in a well maintained park system.
- New Projects: From time to time new projects will be identified and considered. A feasibility study, such as this one, is a good starting point for this effort. The need for new projects comes from community growth, new community needs, or the identification of a need that is not currently addressed by the existing facilities.



The Park Life Cycle is described in the report.

Operations recommendation may take place immediately. These include adopting the Park Life cycle Management Protocols, putting the Park Assessment Worksheet into practice, and implementing maintenance tracking, landscape standards, and staff continuing education practices.

PUBLIC INPUT

Public outreach was central to the development of this Feasibility Study. In person input was solicited at the Farmer’s Market and County Fair. A survey was hosted online, and articles in the paper relayed information about the process. This input and these conversations directly informed the study team and Steering Committee.

As noted above, the general public is very supportive of this project. There is always some resistance to new

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projects in a community, and some of those concerns are addressed directly in this report.

BUDGET TAKEAWAYS AND FUNDING STRATEGIES

Generally, the Concept Plan for Heritage Park is estimated at \$3.5 million dollars. This figure does not include the value of the land, which is estimated between \$200,000 and \$250,000 and will be donated to the City by Pinnacle Bank at the appropriate time.

There are a variety of ways that have been identified to fund the park's construction, but there is not a single course of action set before the City or the parks' advocates. Generally the strategy is as follows:

- Peruse a variety of Grant Funding identified by partners at the State level. These include Wyoming Business Council Grants, ARPA funding, and several others that apply to different aspects of the park construction.
- Develop a local fund raising campaign for private donations. The Newcastle Veterans Committee has a non-profit designation and is ready to serve as recipient of these donations.
- Leverage the land value for grants.
- Through advice and discussion with the City identify if low-interest loan opportunities available at the state level are a method of achieving this project.
- Look to the City for long term maintenance and staffing commitment



In regards to the life-cycle cost management concept, the City may use this analysis tool to identify planning goals for future budgets. A review of past year expenses could set a baseline expectation for budgets, with a modifier to increase spending for several years to address park needs across town.

Successful funding strategies for parks and trail projects often include LWC&F Grants, RTP Grants, and small private grants such as Powered by Wellmark Healthy Hometowns and AARP Community Challenge Grants. Information provided in this master plan should be utilized to the greatest extent possible to support grant applications.

CONCEPT

The Concept Plan for Heritage park is built on the existing character of the community. The industrial setting, the ranch culture, the hometown feel, and the natural environment inspired a design that explicitly references the character of the community without copying it directly.

In developing an initial set of concepts it was clear that the park should not only providing a unique outdoor recreational experience for the towns' residents, but providing a welcoming beacon for tourists, a place to spend time with visiting family and friends, and for people just passing through town.

The goal for Heritage Park is to fulfill recreational needs of the Newcastle community. Specifically, a place to

EXECUTIVE SUMMARY

welcome our visitors, a place for all season outdoor events and gatherings, a place for outdoor markets, and a Veterans Memorial for Newcastle.

This feature has been envisioned for a long time, but has not found a satisfactory home yet in the community. At the primary intersection of the community, this site creates the highly visible location that the Veterans Memorial Committee desires to represent Newcastle.

MAINTENANCE AND LIFE-CYCLE CONCERNS

Heritage Park should add about 0.5 FTE to the city staff's effort to maintain parks in town. In many ways, the success of great public spaces is dependent upon an attentive and high achieving maintenance staff. To help set up the City of Newcastle for success with this park, this document contains detailed and comprehensive instructions on how to maintain this park and the unique elements within.

These documents are meant to facilitate communication between the staff and city managers. As a record they show what was performed and when. As a checklist they ensure consistency. As a task list they provide a job list for employees who might have idle time. As a living document they can be expanded as new needs come to the forefront. Notes can be made that identify issues early, before safety and health hazards emerge. The following pages are a guide to successful park management, and a guide to understanding the opportunity that exists at Heritage Park.



The Veterans Memorial at night.



ECONOMIC ANALYSIS

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College of Business
Center for Business
and Economic Analysis

The Economic Impact of Heritage Park – Newcastle, WY

October 2022

Center for Business and Economic Analysis

The Center for Business and Economic Analysis (CBEA) at the University of Wyoming (UWyo) supports the economic growth and diversification of Wyoming's economy through applied economic and business analytics for communities, industries, and entrepreneurs. The center was established in 2019 as a unit within the College of Business. CBEA is a member of the Association for University Business and Economic Research (AUBER).

Team

David Aadland, Director and Professor

Dr. David Aadland is the Director of the Center for CBEA. He is also a professor and formerly the chair of the Department of Economics at the University of Wyoming, where he teaches Macroeconomics and Econometrics. His research interests have been wide and varied over the years with papers written in the areas of macroeconomics, non-market valuation, applied econometrics, behavioral economics, agricultural economics, and statistics. His recent research has focused on interdisciplinary natural resource questions and the intersection of ecology, epidemiology, entomology, and economics. In particular, he has been working on projects related to pine beetle epidemics, ecological impacts of energy development, and the economics of chronic wasting disease. He holds a Ph.D. in Economics from the University of Oregon.

Christelle Khalaf, Associate Director

In this role, Dr. Christelle Khalaf conducts research on business and economic conditions across the state for government, industry, and other stakeholder groups. She is a member of the advisory panel on the Anchor Economy Initiative at the Federal Reserve Bank of Philadelphia. Previously, she worked as an Economist at Ohio University's Voinovich School of Leadership and Public Affairs, where she served as task lead on multiple U.S. Economic Development Administration projects, among other undertakings. She has also served as a member of the Ohio Economic Roundtable convened by Governor DeWine to discuss the state's economic outlook given the COVID-19 health pandemic. She holds a Ph.D. in Economics from North Carolina State University and a Harvard Kennedy School Executive Certificate in Leading Economic Growth.

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Executive Summary

This report documents the economic impact of the proposed Heritage Park in Newcastle, WY. We focus on the four primary impacts: (1) construction of Heritage Park, (2) visitor spending associated with Heritage Park, (3) residents of Newcastle and the region, and (4) maintenance and operations of Heritage Park. Each category provides different economic benefits to the region.

We undertake a traditional economic impact analysis associated with Heritage Park. The impact on the economy is measured in terms of jobs added, value added, and tax revenue generated. The impacts include the direct effects of Heritage Park, as well as the multiplier effects of business-to-business and household-to-business spending spurred by the business activity.

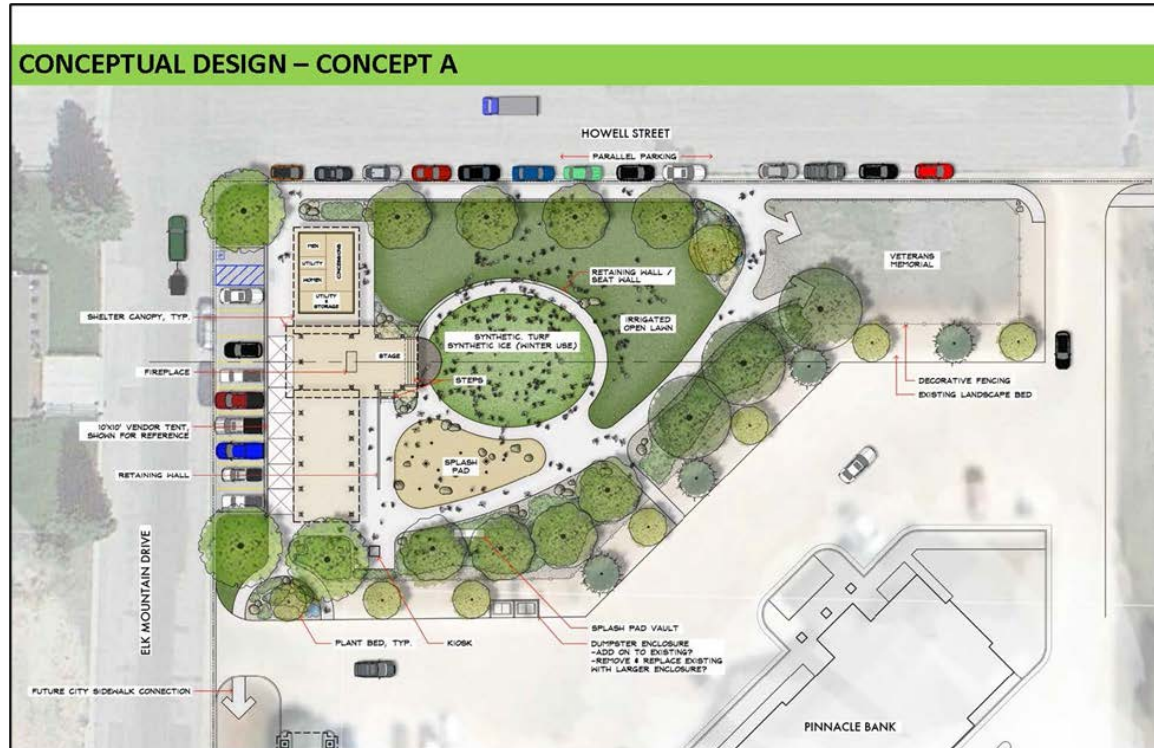
The primary results for the Wyoming economy show that ...

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- approximately **\$76,000 in new state tax revenue** will be generated in the first year due to Heritage Park from construction, visitors, and maintenance/operations.

1. Introduction

In this report, we estimate the economic benefits of proposed Heritage Park to Newcastle, WY and the surrounding region (see Figure 1 below for one possible conceptual design). The economic benefits are separated into four categories: construction phase, visitor spending phase, residential phase, and maintenance/operations phase. Each of these phases create different economic benefits for different time periods.

Figure 1. One of Three Possible Conceptual Designs for Heritage Park, Newcastle WY



To estimate the economic benefits, we undertake a traditional economic impact analysis using IMPLAN. Economic impact analysis calculates the economic multiplier effects and tax impacts that result from the introduction of a new event or industry entering a region.

For the construction phase, we use construction cost estimates provided by Tallgrass Landscape Architecture. These are one-time economic benefits to the region. For the visitor spending phase, we use recent Newcastle visitor counts provided by the WY Office of Tourism and a CBEA survey of Newcastle visitors. These are on-going, annual estimates of the total economic benefits to the region. For the maintenance/operations phase, we use estimates of the number of additional employees necessary to maintain and operate Heritage Park.

The final category is the impact of Heritage Park to Newcastle residents. Heritage Park has the potential to make Newcastle a better place to live. To document this impact, we review the literature on the residential benefits of community parks and recreation. We also support the impacts from the literature with survey responses from Newcastle households.

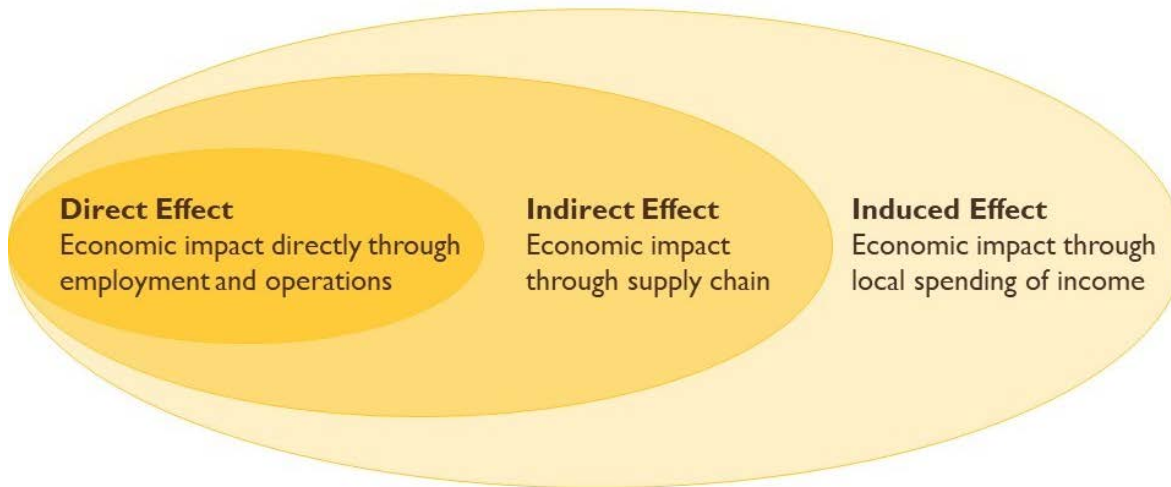
2. What is Economic Impact Analysis?

Economic impact analysis is a widely accepted research approach used to better comprehend the effect of a new event or industry changes on local and state economies. These analyses typically use input-output methodologies to re-create inter-industry linkages and calculate the impact on a regional economy.

We used the IMpact Analysis for PLANning (IMPLAN, 2020) software package to conduct our analysis. This software package allows us to estimate the business-to-business (indirect) and household-to-business (induced) effects associated with the Heritage Park. The economic impacts include changes to employment, labor income, value added (i.e., increase in Wyoming's gross state product (GSP)), total output (i.e., total economic impact to the state), and the associated tax revenues to the state of Wyoming.

Modeling the economic impacts of this project requires the examination of three distinct types of effects. To illustrate, say a project requires several construction jobs. These jobs, and their associated compensation and output, are what we refer to as the direct effect. Beyond this initial effect, there will also be an increase in the demand for intermediate goods needed in construction, e.g., steel. This is called the indirect effect. Further, the additional income of workers within the construction industry will lead to added economic activity in terms of buying goods and services, which, in turn, creates new economic activity in a region. In other words, individuals' spending will induce more spending, which we refer to as the induced effect. The total impact is the sum of direct, indirect, and induced effects, as illustrated in Figure 2.1. In sum, an exogenous *direct* increase in economic activity, in a given geographic area, creates a ripple effect in the economy of that area. The totality of the ripple effect is what we refer to as the *total* impact. Table 2.1 displays a list of additional economic impact analysis terminology used in this report.

Figure 2.1. Total economic impact is the sum of direct, indirect, and induced effect



Economic impact analyses measure the ability of a region to grow and are only meaningful if one is measuring the new dollars coming in from outside of the region of interest. Otherwise, it is individuals trading dollars with each other. However, we also recognize the benefits of Heritage Park to residents of Newcastle, WY and the surrounding region.

Table 2.1. Economic Impact Analysis Terminology

Variable	Definition
Employment	Employment refers to an industry-specific mix of full-time, part-time, and seasonal jobs. Expressed as full-time equivalents (FTE).
Labor Income	Labor income refers to all forms of employment income, including employee compensation (i.e., wages, salaries, and benefits) and proprietor income.
Value Added	Value added is the difference between an industry's total output and the cost of its intermediate inputs; it is a measure of the contribution to GDP.
Total Output	Output is the value of production by industry in a calendar year. It can also be described as annual revenues plus net inventory change. It is often referred to as total economic impact.
Multipliers	Multipliers describe how, for a given change in a particular industry, a resulting change will occur in the overall economy. For instance, employment multipliers describe the total jobs generated as a result of one job in the target industry.
Static Model (does not model changes over time)	The model does not include price changes and general equilibrium effects are not accounted for.

3. Economic Impact Methodology and Results

In this report, we consider four different economic impacts of the proposed Heritage Park in Newcastle, WY. The impacts are: (1) economic impacts of the construction phase; (2) economic impacts of increased visitor spending; (3) economic impacts to residents of Newcastle, WY and the surrounding region; and (4) economic impacts of continued maintenance and operations of Heritage Park. For impacts (1), (2) and (4), we use IMPLAN to calculate the direct economic impacts, as well as the multiplier effects as the initial spending circulates through the local economy. We consider impacts to employment, labor income, value added, total output, and tax revenue generated. For (3), we document the benefits to local residents using evidence from the relevant literature and from an online survey.

3.1. Construction Impacts

Here, we report the economic impacts to the Newcastle, WY region from construction of Heritage Park. These are one-time impacts. As shown in Table 3.1, construction of Heritage Park is estimated to take approximately \$2.8 million in direct expenditures, employee 21 FTE workers, and generate \$866,011 in labor income. The value-added to the local economy is approximately \$925,000. When considering the business-to-business and household-to-business spending associated with the construction phase, the total impact to gross state product (i.e., value added) is approximately \$1.345 million. The more detailed industry-level impacts are shown in Appendix A.

Table 3.1 Economic Impact Results for Construction of Heritage Park

Impact	Employment	Labor Income (\$)	Value Added (\$)	Total Output (\$)
Direct	21	866,011	924,851	2,786,000
Indirect	4	142,786	251,027	587,290
Induced	2	66,485	169,336	318,165
Total	27	\$1,075,282	\$1,345,214	\$3,691,455

Note: Total economic contribution from construction calculated from estimated construction costs provided by Tallgrass Landscape Architecture (2022). Source: IMPLAN 2022 Data for model region includes Weston County, Wyoming.

Table 3.2 shows the taxes generated from the construction phase. The negative taxes reflect the fact that construction of the park require state and local tax dollars.

Table 3.2. Taxes Generated from the Construction of Heritage Park

Impact	Sub County (\$)	County (\$)	State (\$)	Federal (\$)	Total (\$)
Direct	(12,640)	(522)	(11,960)	196,376	171,254
Indirect	17,024	712	35,350	16,430	69,516
Induced	8,566	358	17,710	8,496	35,130
Total	\$12,950	\$548	\$41,100	\$221,302	\$275,900

Source: IMPLAN 2022 data for the model region includes Weston County, Wyoming.

3.2. Visitor Impacts

Visitor spending estimates are calculated using Weston County travel data from the Wyoming Office of Tourism’s annual Travel Impact Report. The report estimates county-level visitor counts and travel spending based on tax collections in 2021. Since this spending is not broken down to the city-level, a proxy is used to estimate how many visitors and how much visitor spending is attributable to Newcastle, WY. This simple proxy takes the ratio of 2021 Newcastle tax collections to Weston County tax collections – using data from the Wyoming Department of Revenue’s Aggregate Sales and Use Tax Distribution Report (2021) – multiplied by the estimated number of visitors to Weston County to yield the estimated number of visitors to Newcastle.

A survey was distributed in Newcastle to gather public opinion about the proposed park (results of the survey shown in the following section). Data from non-resident participants were used to determine the number of estimated Newcastle visitors who would be more likely to visit Newcastle because of the proposed park. Only those non-residents who answered “very likely” are considered as visitors who would stop in Newcastle due to the park. The percentage of non-resident visitors who answered “very likely” was multiplied by the total number of travel visitors in 2021 to get the final estimated number of visitors brought in by Heritage Park.

Per person travel spending was calculated using the spending totals and visitor totals from the Travel Impact Report. Spending was broken down into six categories: accommodations; food service; food stores; local transportation & gas; arts, entertainment & recreation; and retail sales. The survey gauged the spending activities of non-residents to get the ratio of visitors who plan on spending money in each of the previously listed categories. Applying these six ratios to the average per person visitor spending results in the average per person visitor spending on each good or service in Newcastle. These spending estimates multiplied by the number of visitors previously calculated yields the estimated total visitor spending generated by Newcastle Heritage Park. This direct spending is input into IMPLAN using the following industry codes:

Table 3.3 Total Estimated Annual Visitor Spending due to Heritage Park

IMPLAN Code	IMPLAN Title	Category	Spending Total
406	Retail - Food and beverage stores	Food Stores	4,842
408	Retail - Gasoline stores	Local Trans. & Gas	108,952
412	Retail - Miscellaneous store retailers	Retail Sales	96,846
504	Other amusement and recreation	Arts, Ent. & Rec.	41,698
507	Hotels and motels, including casinos	Accommodations	48,423
509	Full-service restaurants	Food Service	180,780
Total			\$481,541

Source: IMPLAN 2021 Data for model region includes Weston County, Wyoming; Wyoming Office of Tourism (2021); Wyoming Department of Revenue (2021).

Table 3.4 shows the economic impacts from the visitation spending in Table 3.3. These are ongoing annual economic benefits to Newcastle, WY and the surrounding region. Industry level details of the economic impacts and break-down of the types of taxes are shown in Appendix B.

Table 3.4 Economic Impact Results for Visitation of Heritage Park

Impact	Employment	Labor Income (\$)	Value Added (\$)	Total Output (\$)
Direct	7.22	102,769	161,349	357,844
Indirect	0.51	18,803	26,760	66,987
Induced	0.26	7,707	19,608	36,848
Total	8	\$129,280	\$207,718	\$461,679

Source: IMPLAN 2022 Data for model region includes Weston County, Wyoming.

Table 3.5 shows the annual taxes generated from visitor spending due to Heritage Park.

Table 3.5 Taxes Generated from Visitation of Heritage Park

Impact	Sub County (\$)	County (\$)	State (\$)	Federal (\$)	Total (\$)
Direct	14,250	596	29,474	10,038	54,358
Indirect	623	26	1,465	3,382	5,497
Induced	992	42	2,050	986	4,068
Total	\$15,864	664	\$ 32,989	\$ 14,406	\$ 63,923

Source: IMPLAN 2022 data for the model region includes Weston County, Wyoming.

3.3 Resident Impacts

In this section, we document the benefits of Heritage Park to the residents of Newcastle, WY and the surrounding region. We do this in two different ways. First, we provide evidence from the relevant literature of how community parks and open space benefit residents by making communities a better place to live. Second, we provide the results from an online survey

administered by the CBEA to residents and visitors of Newcastle, WY. The survey asks respondents how they feel about the proposed park, which park amenities they prefer, and how the park would change visitors' behavior.

In a series of studies cited at the end of this report, the National Recreation and Park Association (NRPA; <https://www.nrpa.org/>) highlights the benefits of local park and recreations services. The typical survey respondent indicates they would be willing to pay \$7.50 - \$9.00 per month in additional taxes to support investments in parks and recreation. The national survey also indicates that 7 in 10 residents visit a community park, and 4 in 5 agree that their local park is worth the tax dollars spent on them. In a related study, Godbey et al. (1992) report on a nationwide study that shows the typical member of a household would be willing to pay \$45 per year to support local recreation and park services. Adjusting for the inflation, this translates to approximately \$87 per year in 2022 dollars.

Harnik (2009) finds that local parks also provide city residents with direct savings, in the sense that residents use the city's free parkland and free (or low-cost) recreation opportunities. This keeps residents from having to purchase these items in the marketplace. Harnik (2009) also finds that local parks provide a city with direct income by raising sales tax revenue from tourists that spend money locally because of the city's parks. A study of San Diego parks in 2006, the typical additional spending due to parks and recreation is \$107 per overnight visitor and \$48 per day visitor.

Finally, Shoup and Ewing (2010) find that residents in Boulder, Colorado were willing to pay \$234 per household (in 1995) to keep a 5.5 acre parcel of undeveloped land preserved in perpetuity. Parks were also estimated to increase the value of homes located within 1,500 feet of the urban parks by \$1,214.

Next, we highlight the results of an online survey administered to residents and visitors of Newcastle, WY during the period of July 14, 2022 to August 17, 2022. You can find a copy of the entire survey by clicking [here](#). The full set of survey results are shown in Appendix C, but here we provide a summary.

Key findings from the survey include ...

- 370 of 390 survey respondents were from the Newcastle, WY region.
- Approximately 85% of respondents were favorable or very favorable toward the park.
- Out of 370 respondents, most ranked the splash pad and veteran's memorial as the most desired attributes. A concert venue and covered area with picnic tables were slightly less desired.
- 15 of 18 visitors said the park would make them more likely to visit Newcastle in the future.

- 15 respondents answered the question about how much more time they'd spend in Newcastle due to Heritage Park. 10 respondents said a "few more hours" and 4 said "an additional day."

The full set of survey results can be found in Appendix C at the end of this report. We also include all the written comments of the survey respondents.

3.4. Maintenance and Operations Impacts

In this section, we present the economic impacts associated with the annual maintenance and operations of Heritage Park. The direct impact is estimated at 0.5 FTE employee required to maintain and operate the park. The chosen sector is IMPLAN 501 Sector – Museums, Historical Sites, Parks, Zoos. Table 3.6 below shows the economic impacts, including the multiplier impacts, of the half-time employee of the city of Newcastle, WY. Additional information regarding the economic impacts of park maintenance and operations can be found in Appendix D.

Table 3.6 Estimated Economic Impact of Newcastle Heritage Park Maintenance & Operation

Impact	Employment	Labor Income (\$)	Value Added (\$)	Total Output (\$)
Direct	0.50	19,025	23,396	43,883
Indirect	0.07	2,314	3,178	9,241
Induced	0.05	1,383	3,516	6,608
Total	0.62	\$22,722	\$30,090	\$59,732

Source: IMPLAN 2022 Data for model region includes Weston County, Wyoming.

Table 3.7 shows the estimated tax impacts from park maintenance and operations.

Table 3.7 Taxes Generated from Maintenance and Operations of Heritage Park

Impact	Sub County (\$)	County (\$)	State (\$)	Federal (\$)	Total (\$)
Direct	518	22	1,321	3,719	5,588
Indirect	46	2	114	405	567
Induced	178	7	367	177	730
Total	\$ 751	\$ 31	\$1,802	4301	\$ 6,885

4. Limitations of the Analysis

We highlight three shortcomings of the economic analysis. First, the visitation and spending numbers due to Heritage Park are based on limited information. Visitation due to Heritage Park is calculated, in part, using a survey administered at the local Farmer's market and other locations in Newcastle. Seventeen non-residents completed the survey. We used the responses of these visitors to estimate how much extra time visitors would spend in Newcastle due to Heritage Park. It would be helpful to administer the survey to more visitors.

Second, the count of visitors to Newcastle is based on current marketing efforts. Increased marketing effort and strategic signage has the potential to increase the number of visitors stopping in Newcastle to spend time in Heritage Park. Additionally, there are opportunities to promote other venues in and around Newcastle.

Third, the economic impacts associated with Heritage Park are based on the current proposal. Enhanced features have the chance to increase the economic benefits, both in terms of construction benefits and in terms of increased visitation. A scaled down version of the park would likely reduce the economic benefits.

5. References

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Appendix A: Auxillary Construction Tables

Table A.1 Estimated Value Added by Newcastle Heritage Park Construction Phase

Industry with NAICS Code	Direct (\$)	Indirect (\$)	Induced (\$)	Total (\$)
11 - Agriculture, Forestry, Fishing and Hunting	-	527	318	844
21 - Mining, Quarrying, and Oil and Gas Extraction	-	1,323	100	1,423
22 - Utilities	-	3,059	1,975	5,034
23 - Construction	924,851	598	1,378	926,828
31-33 - Manufacturing	-	41,932	1,903	43,834
42 - Wholesale Trade	-	28,003	3,862	31,865
44-45 - Retail Trade	-	70,534	19,056	89,591
48-49 - Transportation and Warehousing	-	49,907	4,900	54,807
51 - Information	-	4,222	2,125	6,347
52 - Finance and Insurance	-	9,382	14,823	24,205
53 - Real Estate and Rental and Leasing	-	11,487	77,201	88,688
54 - Professional, Scientific, and Technical Services	-	5,159	1,863	7,022
55 - Management of Companies and Enterprises	-	5,992	1,017	7,009
56 - Administrative and Support	-	4,574	796	5,370
61 - Educational Services	-	62	612	674
62 - Health Care and Social Assistance	-	4	20,226	20,230
71 - Arts, Entertainment, and Recreation	-	117	1,565	1,682
72 - Accommodation and Food Services	-	803	8,337	9,140
81 - Other Services (except Public Administration)	-	11,015	5,464	16,479
9A - Government Enterprises	-	2,328	1,814	4,142
Total	\$ 924,851	\$ 251,027	\$ 169,336	\$ 1,345,214

Source: IMPLAN 2022 Data for model region includes Weston County, Wyoming.

Table A.2 County/Sub County Tax Impacts of Newcastle Heritage Park Construction

Description	Employee Compensation (\$)	Tax on Production (\$)	Households (\$)
Social Insurance Tax - Employee Contribution	0		
Social Insurance Tax - Employer Contribution	0		
TOPI: Sales Tax		258	
TOPI: Property Tax		9,778	
TOPI: Motor Vehicle License		0	
TOPI: Severance Tax		0	
TOPI: Other Tax		2,918	
TOPI: Special Assessments		5	
Personal Tax: Motor Vehicle License			0
Personal Tax; Property Taxes			539
Personal Tax: Other Tax (Fish/Hunt)			0
Total State Tax Impact	\$ 0	\$ 12,959	\$ 538

Source: IMPLAN 2022 Data for model region includes Weston County, Wyoming. TOPI = Taxes on Production and Imports.

Table A.3 Top 10 Employment Impacts of Newcastle Heritage Park Construction Phase

IMPLAN Industry Code	Direct	Indirect	Induced	Total
56 - Construction of other new nonresidential structures	20.80	0.00	0.00	20.80
405 - Retail - Building material, garden equip. and supplies stores	0.00	1.15	0.03	1.18
417 - Truck transportation	0.00	0.49	0.03	0.53
447 - Other real estate	0.00	0.21	0.05	0.25
204 - Ready-mix concrete manufacturing	0.00	0.19	0.00	0.19
515 - Commercial and industrial machinery and equip. repair and mainten.	0.00	0.18	0.01	0.19
453 - Commercial and industrial machinery and equip. rental and leasing	0.00	0.14	0.00	0.14
512 - Automotive repair and maintenance, except car washes	0.00	0.10	0.06	0.16
472 - Employment services	0.00	0.10	0.02	0.12
395 - Wholesale - Machinery, equipment, and supplies	0.00	0.10	0.00	0.10
Total	20.80	2.66	0.20	23.66

Source: IMPLAN 2022 Data for model region includes Weston County, Wyoming.

Appendix B: Auxillary Visitor Tables

Table B.1 Total Value Added by Newcastle Heritage Park

Industry with NAICS Code	Direct (\$)	Business to Business (\$)	Household to Business (\$)	Total Value Added (\$)
11 - Agriculture, Forestry, Fishing and Hunting	-	98	37	134
21 - Mining, Quarrying, and Oil and Gas Extraction	-	15	12	27
22 – Utilities	-	1,756	230	1,986
23 – Construction	-	319	160	478
31-33 – Manufacturing	-	331	221	552
42 - Wholesale Trade	-	1,304	448	1,752
44-45 - Retail Trade	28,666	1,321	2,208	32,196
48-49 - Transportation and Warehousing	-	2,459	567	3,026
51 – Information	-	1,897	247	2,143
52 - Finance and Insurance	-	1,748	1,720	3,468
53 - Real Estate and Rental and Leasing	-	3,422	8,930	12,352
54 - Professional, Scientific, and Technical Services	-	794	215	1,009
55 - Management of Companies and Enterprises	-	5,041	118	5,158
56 - Administrative and Support	-	1,105	92	1,197
61 - Educational Services	-	80	70	150
62 - Health Care and Social Assistance	-	2	2,343	2,345
71 - Arts, Entertainment, and Recreation	28,795	106	181	29,082
72 - Accommodation and Food Services	103,888	972	965	105,825
81 - Other Services (except Public Administration)	-	1,525	634	2,159
9A - Government Enterprises	-	2,467	211	2,677
Total	\$ 161,349	\$ 26,760	\$ 19,608	\$ 207,718

Source: IMPLAN 2021 Data for model region includes Weston County, Wyoming.

Table B.2 Total County/Sub County Tax Impacts of Newcastle Heritage Park

Description	Employee Compensation (\$)	Tax on Production (\$)	Households (\$)
Social Insurance Tax - Employee Contribution	0		
Social Insurance Tax - Employer Contribution	0		
TOPI: Sales Tax		328	
TOPI: Property Tax		12,423	
TOPI: Motor Vehicle License		0	
TOPI: Severance Tax		0	
TOPI: Other Tax		3,707	
TOPI: Special Assessments		6	
Personal Tax: Motor Vehicle License			0
Personal Tax; Property Taxes			64
Personal Tax: Other Tax (Fish/Hunt)			0
Total State Tax Impact	\$ 0	\$ 16,464	\$ 64

Source: IMPLAN 2021 Data for model region includes Weston County, Wyoming. TOPI = Taxes on Production and Imports.

Table B.3 Top 10 Employment Impacts of Newcastle Heritage Park

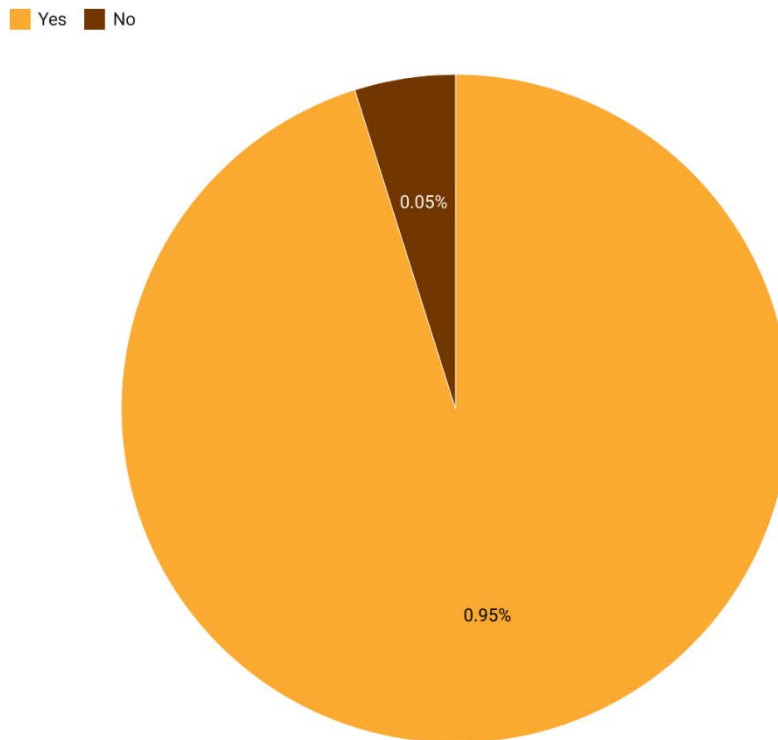
IMPLAN Industry Code	Direct	Business to Business	Household to Business	Total Employment Impact
509 - Full-service restaurants	4.08	0.01	0.02	4.11
504 - Other amusement and recreation industries	0.60	0.00	0.00	0.60
507 - Hotels and motels, including casino hotels	0.58	0.00	0.00	0.58
408 - Retail - Gasoline stores	0.18	0.00	0.00	0.19
411 - Retail - General merchandise stores	0.17	0.00	0.01	0.18
447 - Other real estate	0.00	0.08	0.01	0.09
406 - Retail - Food and beverage stores	0.02	0.01	0.02	0.04
417 - Truck transportation	0.01	0.02	0.00	0.03
526 - Postal service	0.00	0.02	0.00	0.03
515 - Commercial and industrial machinery and equipment repair and maintenance	0.00	0.02	0.00	0.02
Total	5.66	0.43	0.26	6.35

Source: IMPLAN 2021 Data for model region includes Weston County, Wyoming.

Appendix C: Auxillary Resident Figures and Written Comments

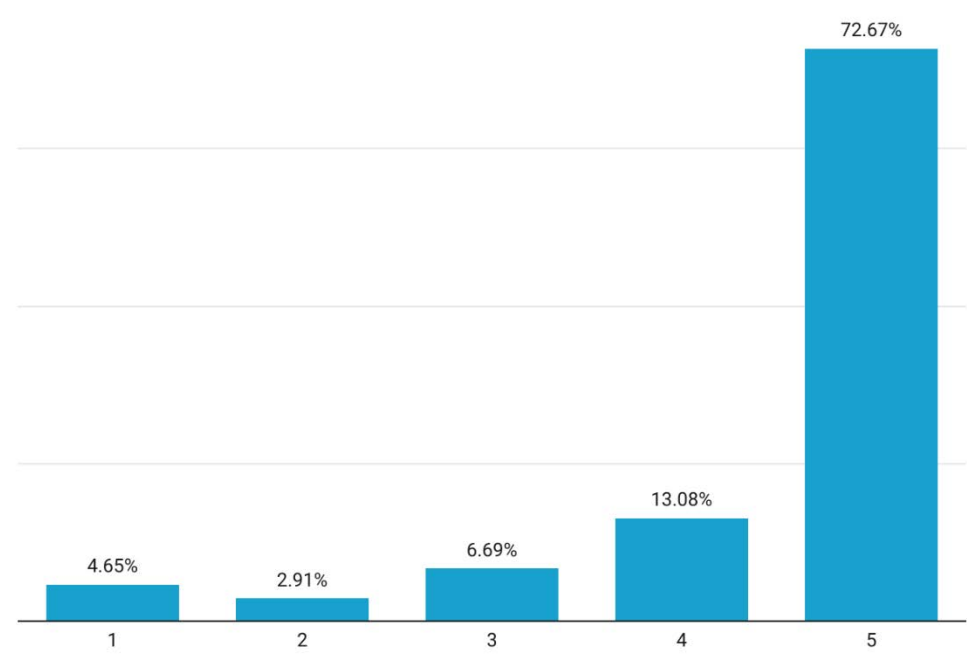
Below, we include summary statistics and figures for the survey responses.

Figure 1: Do you live in Newcastle (or the surrounding region)?



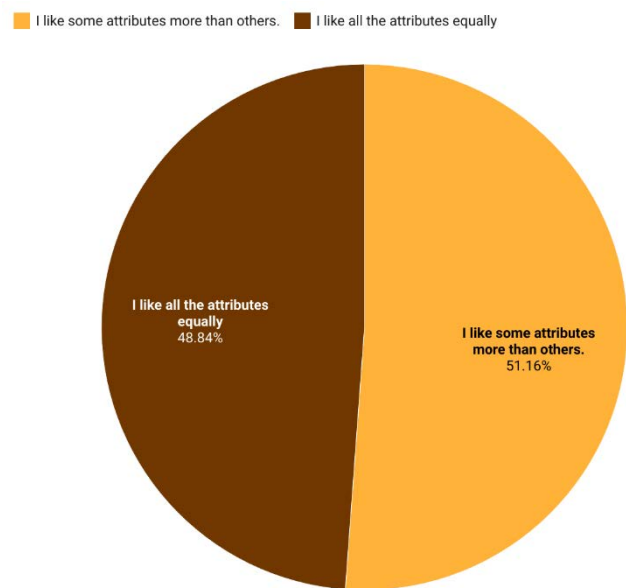
Note: The number of observations is 390 survey responses.

Figure 2: What is your overall support for the park on a scale of 1 to 5, where 1 is very unfavorable and 5 is very favorable?



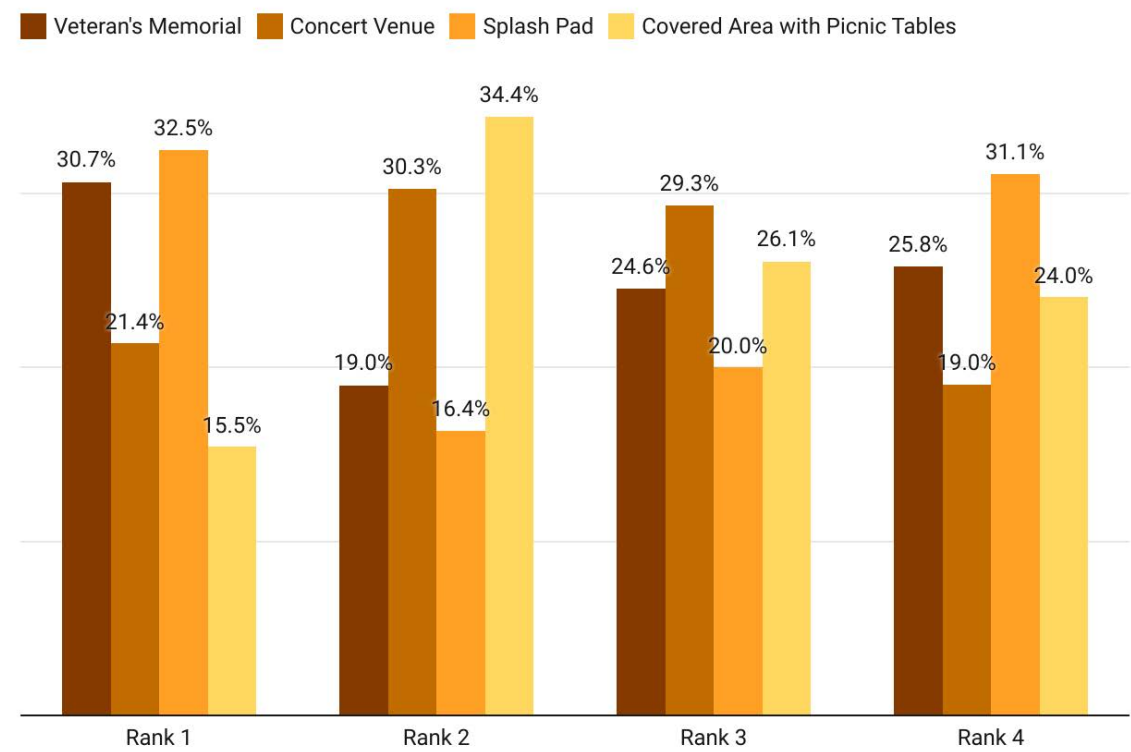
Note: The number of observations is 344 survey responses

Figure 3.1: The Heritage Park planning committee is considering the following attributes for the park.



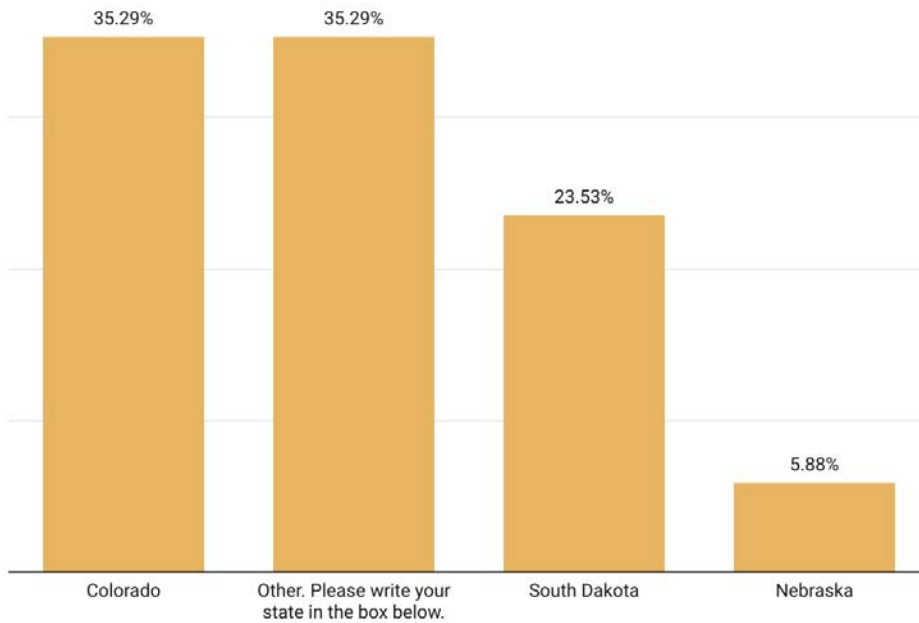
Note: The number of observations is 43 survey respondents.

Figure 3.2: Please rank the attributes from most preferred to least preferred, where 1 is the most preferred and 4 is the least preferred. Please choose each number only once when ranking the attributes.



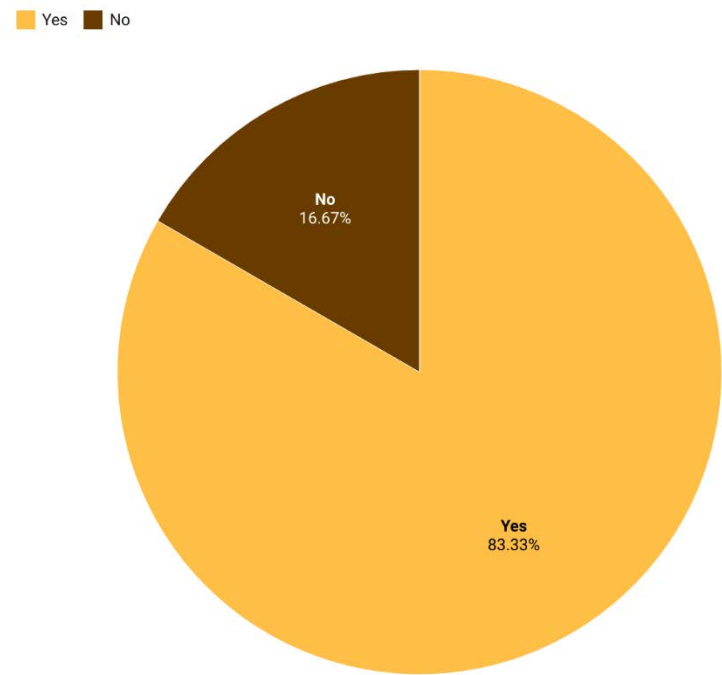
Note: The number of observations is 307 survey responses.

Figure 4: Which state are you visiting from?



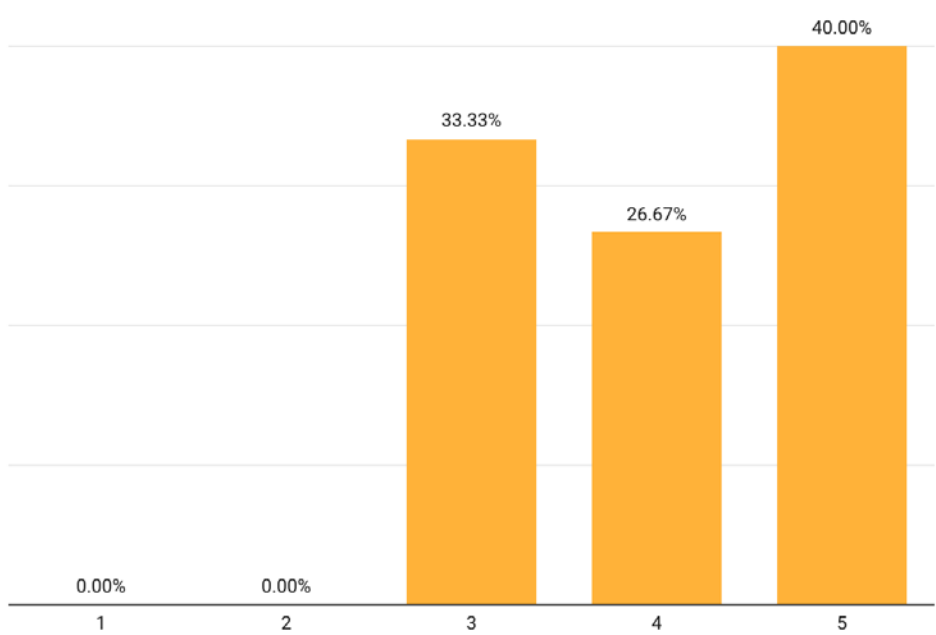
Note: The number of observations is 17 survey responses. The 'other' category includes Weston County (but not New Castle), Wyoming, California and North Dakota.

Figure 5: Would the addition of Heritage Park make you more likely to visit Newcastle?



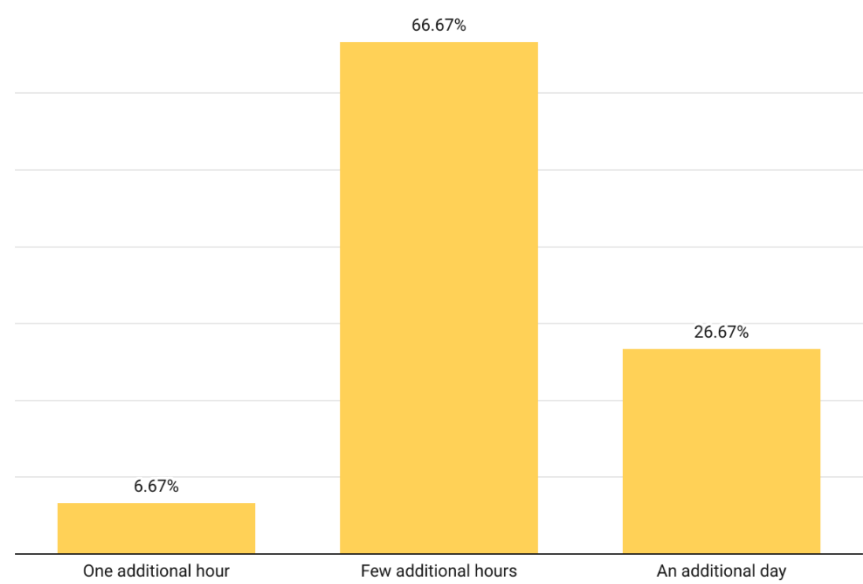
Note: The number of observations is 18 survey responses.

Figure 6: On a scale from 1 to 5, how much more likely would it make you to visit Newcastle where 1 is somewhat likely and 5 is very likely?



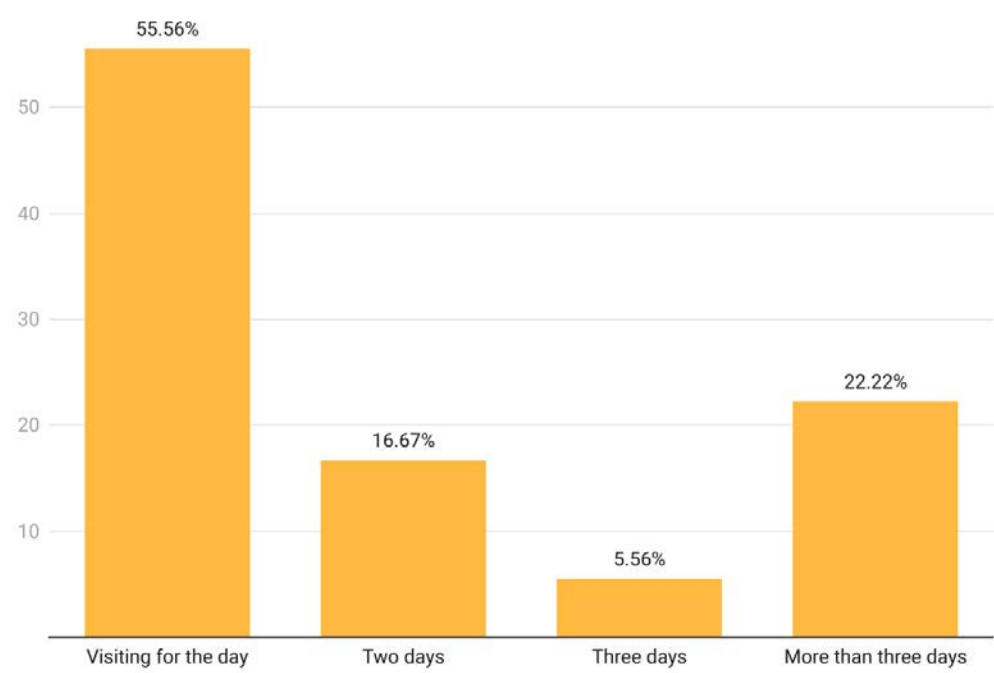
Note: The number of observations is 15 survey responses.

Figure 7: How many more hours would you spend in Newcastle to visit the Heritage Park?



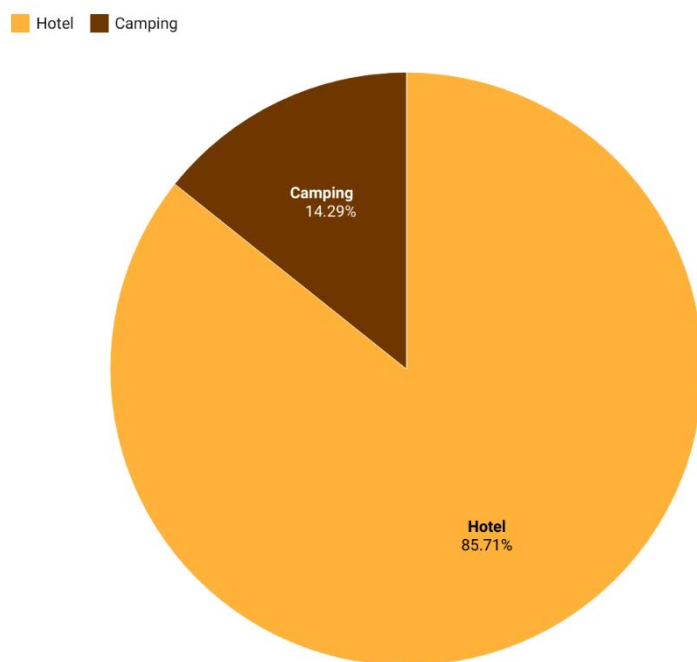
Note: The number of observations is 15 survey responses.

Figure 8: On your current trip, are you visiting Newcastle for just the day or multiple days?



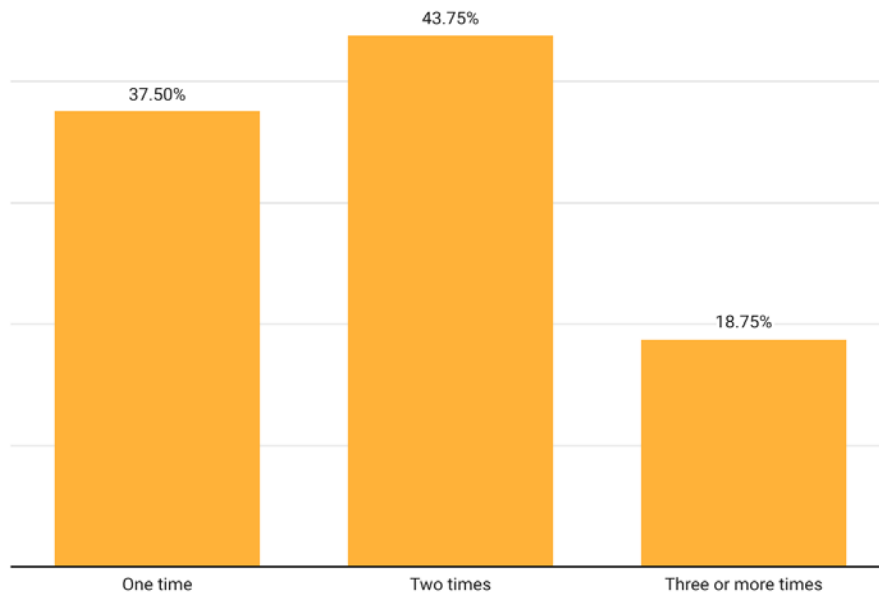
Note: The number of observations is 18 survey responses.

Figure 9: Will you be staying overnight in a hotel or camping during your trip?



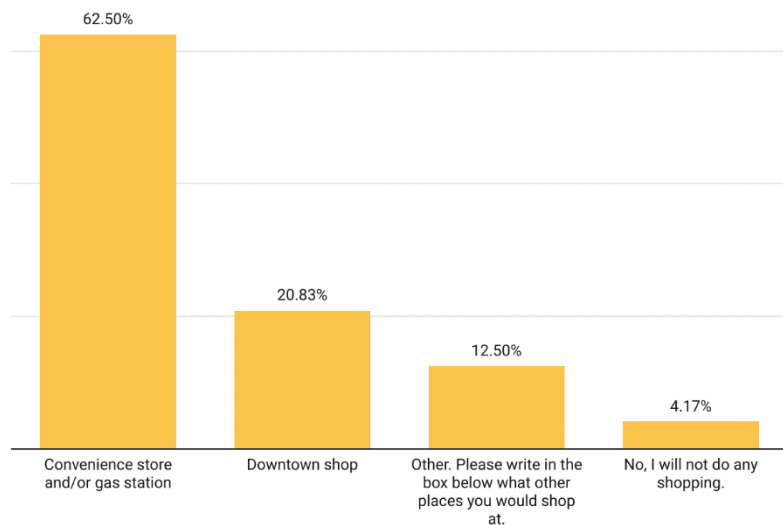
Note: The number of observations is 7 survey responses.

Figure 10: Will you be eating at any restaurants in Newcastle during your trip? If so, how many times?



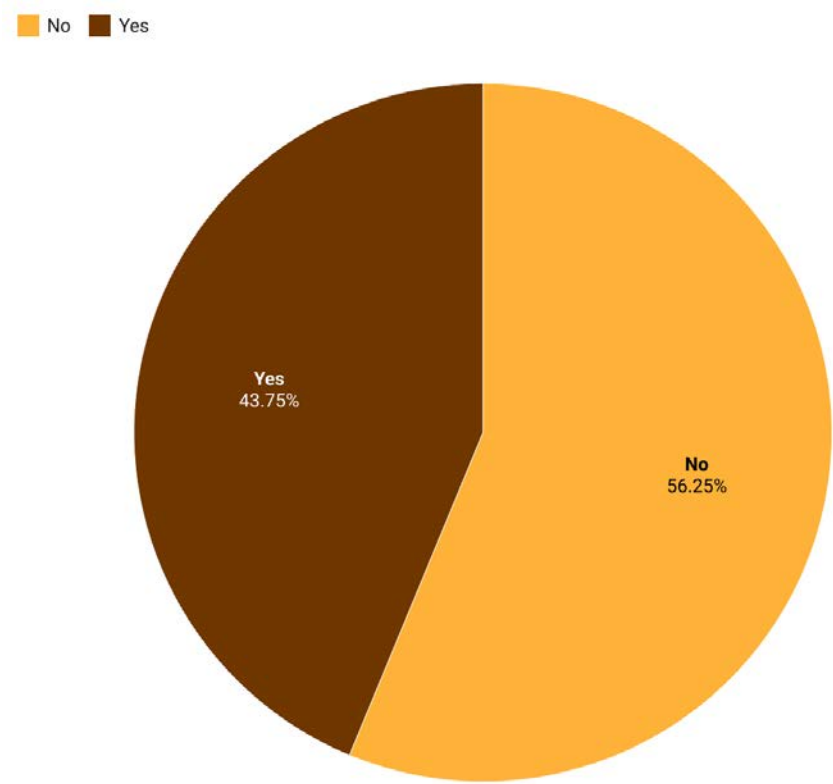
Note: The number of observations is 16 survey responses

Figure 11: Will you be doing any other shopping while in Newcastle? If you are going to shop in more than one place during your stay, please click on all the relevant options.



Note: The number of observations is 16 survey respondents. The 'other' category includes Grocery stores and Second-hand shops.

Figure 12: Is Newcastle the destination for your trip?



Note: The number of observations is 16 survey responses.

Next, we list all the open-ended, written comments of survey respondents.

1. My concerns about this is how is it being paid for and if it will raise Weston County taxes.
2. All four selections are equally important. It's gives a little something for everyone
3. Increase city maintenance budget and staffing to maintain the park!! They are behind as it is with what we have established!
4. Maybe consider an outdoor pool area for all to enjoy!
5. I think the picnic area and splash pad are also 4s. As well as the Veterans Memorial that would be awesome to honor those who served this country.
6. Would be nice
7. I would love this to be children centered
8. Already decent parks, how about improving them instead of making another thing to fall apart with lack of care
9. Where is the funding coming from
10. Where will the park be at?
11. I'm so excited for this park to be built. The splash pad and the covered patio for the farmers market will be a great addition. Thank you for your hard work on this project!
12. At this point, I believe better bicycling/walking paths connecting the different areas of town are more important than a whole new park. Rather than upgrading the one we have and making sure there is path access and parking for everybody.
13. Open green spaces are an asset to all communities!
14. Good idea
15. Where is this going to be located?
16. This is something our community needs
17. Dog park, motorcycle parking, scooter rentals for bike path (they have these at a park in Utah), basketball court, sand volleyball area, small tennis court for tennis or pickle ball teams.
18. Fix the streets before you put in another park
19. A concession area and bathrooms would be very beneficial
20. I don't feel that making another park when our sewer system is antiquated is the best way to spend tax money, nor do I think that our already overworked public works crew needs yet another park to maintain.
21. Would be a great asset to our town
22. Sprayer gun or the mushroom water spray, can we make it themed if we do a splash park? Alice In wonderland or woodland
23. We need an outdoor pool. We also need to rehab the buildings in town. Make rules to make people responsible to keep a tidy property
24. We already have two parks in town and need roads fixed before another park.
25. Why don't we just use the parks we already have that have space for it since the farmers market uses the location and wouldn't have enough space.
26. Who's paying for it

27. This would be a great investment to bring the community together in such a fractured time we find ourselves in.
28. I don't believe a Veterans Memorial should be incorporated with any type of playground. I foresee abuse and disrespect. It should be a stand-alone project.
29. A splash pad for the children is very much needed in this community!
30. It would be nice to have more family friendly places
31. The park improvements sound like something the people of Newcastle would use
32. I think this is awesome!!! I cannot wait! Thank you!
33. Thank you for considering all these for the park and for deciding to do something with the area.
34. I love this idea!
35. A splash pad for the children would be amazing!! And being able to have labeled concerts in the community would be very awesome
36. Water activities for kids would be a great asset to the community.
37. A good, winding asphalt or cement path around the park for walkers, joggers, or strollers. Pickleball courts (2 or 4).
38. This is great kids need more to do here
39. So excited for this opportunity for Newcastle!!
40. This will be a great addition to the community and honor for the local veterans
41. I think this town needs either a level two or level three charger for electric vehicles. This would be a good spot for that. Takes up hardly any space and there are grants in Wyoming for it. Plus it makes people stop in our town.
42. We are in need of spaces for children to gather in the summertime since our community does not have an outdoor pool.
43. Good addition for Newcastle
44. This is a great idea, let's do it!
45. More activities for children of all ages should be a priority for our community in every season of the year.
46. Where will the park be located?
47. I've seen something similar to this park in Sundance Wyoming and it is wonderful
48. Why create new when you have 3 other parks that these "attributes" can be added? The splash park could easily fit over by loaf n jug and there is covered picnic tables there. Or DOW park that once held a pool so water is already there which also has covered picnic tables. Why not improve those?!
49. Since this area of Wyoming is in a drought, I believe the water feature is irresponsible. Also the staffing issues would be difficult to solve.
50. I think this would be a great addition to the community. (Your introductory paragraph has a punctuation error. You have made "market's" possessive, when it looks like your intent was the plural, markets.)
51. We have lots of parks already, this might be ok but who is going to keep an eye on it so its not vandalized as people have no respect for things like this!
52. I visit Newcastle to see family
53. We need something for children here

54. So excited to see them considering something positive for our community. If we want to keep our money local we have to provide the venues.
55. Bathrooms
56. I honestly liked all the ideas I just ranked them as I figured for our community
57. Splash pad should be at a different park so the serenity of this space is maintained
58. I fully support developed green spaces in town, especially close to the highway to draw tourists
59. This area is not large enough for all the proposed features. The splash pad element at this location is particularly dangerous for children.
60. Please consider building a splash pad at an alternate location.
61. The community should finish existing parks before building another one.
62. It is a nice idea, but the city public works department is not currently staffed at a level that is able to maintain additional infrastructure. Also, great site for another veteran memorial(we already have two), horrible site for hosting large gatherings or any gathering of small children.
63. This would be a very nice addition to Newcastle.
64. Need children's activities, or a combination of the memorial and splashpad
65. This is an amazing idea! I love it!
66. Splash pad for the kids!
67. This would be amazing!
68. What a neat idea!
69. The other attributes all enhance and draw attention to the veterans memorial. They don't distract from it.
70. The parking there may be a problem for large gatherings. I do like the concerts on Main Street. Main Street has a homey feeling. I am a hometown girl and love warmth.
71. The splash pad should be dual purpose with a cover. Splash in the summer, community ice rink in the winter.
72. We already have a veterans memorial that is woefully underused-it is on the front lawn of the courthouse with benches, shade and area for reflection and decoration
73. We need something like this in this town.
74. Love the idea!
75. We already have some beautiful parks in Newcastle I would like to see the community invest in continuing to develop and maintain what we have. Not add more if
76. This area is too small to develop. No parking. If the land had any real value the bank would have already utilized it.
77. I don't believe the memorial should be associated with anything. Should be a stand alone memorial.
78. Covered areas and restrooms are important to me
79. Excited about a veterans memorial!!
80. Looking forward to something new!
81. Are Veterans organizations going to have the ability to hold Veteran associated activities there free of charge!

- 82. I think memorial is great idea but just in a different location
- 83. I love that our community leaders see that we need to put resources into our community and not be scared to try to improve our community. There has to be elected/hired leaders that do the same.
- 84. I think this would be a great addition to the town
- 85. Funding, staffing, and maintenance responsibilities should not always automatically and presumptively fall to city government. We need to more closely explore the financial commitment of the chamber, the county, the VFW, and private enterprise, as well as the city's ability to bankroll this venture. It is a very worthwhile endeavor, but this community's track record with follow-through is abysmal.
- 86. We need an outdoor pool
- 87. none at this time
- 88. None
- 89. The staff and hospitality at Newcastle Lodge and Grazers are excellent. They have made our stay in Newcastle memorable and we wish to return some day and meet again. Thank you

Appendix D: Auxillary Maintenance and Operations Tables

Table D.1 Estimated Value Added by Newcastle Heritage Park Maintenance and Operations

Industry with NAICS Code	Direct (\$)	Business to Business (\$)	Household to Business (\$)	Total Value Added (\$)
11 - Agriculture, Forestry, Fishing and Hunting	-	0	7	7
21 - Mining, Quarrying, and Oil and Gas Extraction	-	1	2	3
22 - Utilities	-	131	41	172
23 - Construction	-	46	29	75
31-33 - Manufacturing	-	25	40	65
42 - Wholesale Trade	-	73	80	154
44-45 - Retail Trade	-	29	396	425
48-49 - Transportation and Warehousing	-	716	102	818
51 - Information	-	236	44	280
52 - Finance and Insurance	-	450	308	758
53 - Real Estate and Rental and Leasing	-	695	1,600	2,295
54 - Professional, Scientific, and Technical Services	-	147	39	186
55 - Management of Companies and Enterprises	-	29	21	51
56 - Administrative and Support	-	135	17	151
61 - Educational Services	-	42	13	54
62 - Health Care and Social Assistance	-	0	420	420
71 - Arts, Entertainment, and Recreation	23,396	4	34	23,434
72 - Accommodation and Food Services	-	47	173	220
81 - Other Services (except Public Administration)	-	84	114	198
9A - Government Enterprises	-	287	38	324
Total	\$ 23,396	\$ 3,178	\$ 3,516	\$ 30,090

Source: IMPLAN 2022 Data for model region includes Weston County, Wyoming.

Table D.2 County/Sub County Tax Impacts of Heritage Park maintenance and Operations

Description	Employee Compensation (\$)	Tax on Production (\$)	Households (\$)
Social Insurance Tax - Employee Contribution	0		
Social Insurance Tax - Employer Contribution	0		
TOPI: Sales Tax		15	
TOPI: Property Tax		581	
TOPI: Motor Vehicle License		0	
TOPI: Severance Tax		0	
TOPI: Other Tax		173	
TOPI: Special Assessments		0	
Personal Tax: Motor Vehicle License			0
Personal Tax; Property Taxes			12
Personal Tax: Other Tax (Fish/Hunt)			0
Total State Tax Impact	\$ 0	\$ 769	\$ 12

Source: IMPLAN 2022 Data for model region includes Weston County, Wyoming. TOPI = Taxes on Production and Imports.

Table D.3 Top 10 Employment Impacts of Heritage Park Maintenance and Operations

IMPLAN Industry Code	Direct	Business to Business	Household to Business	Total Impact
501 - Museums, historical sites, zoos, and parks	0.50	0.00	0.00	0.50
447 - Other real estate	0.00	0.03	0.00	0.03
509 - Full-service restaurants	0.00	0.00	0.00	0.01
472 - Employment services	0.00	0.00	0.00	0.00
526 - Postal service	0.00	0.00	0.00	0.00
423 - Newspaper publishers	0.00	0.00	0.00	0.00
493 - Individual and family services	0.00	0.00	0.00	0.00
406 - Retail - Food and beverage stores	0.00	0.00	0.00	0.00
477 - Landscape and horticultural services	0.00	0.00	0.00	0.00
448 - Tenant-occupied housing	0.00	0.00	0.00	0.00
Total	0.50	0.03	0.00	0.54

Source: IMPLAN 2022 Data for model region includes Weston County, Wyoming.

NEEDS ANALYSIS



02

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Newcastle is located at the intersection of US Highways 16 and 85, at the South Western Gateway to the Black Hills. It is the County Seat of Weston County and has a population of 3,374 (2020 Census), over half of the county's population. Its area is about 2.5 square miles and it sits around the elevation of 4,320 feet.

Over a quarter of the 1,440 households in town have children under the age of 18. and about half are married couples living together. The median age of the city is about 40 years old, significantly younger than the retirement communities of the Black Hills to the east, but slightly older than the overall Wyoming median age of 36.8.

Level of Service standards for parks, greenways, and open space have been developed by the National Recreation and Parks Association (NRPA). These standards provide a guide for communities to assess how well they are serving their residents in terms of parks, recreation, and open space opportunities. The NRPA has provided this information for general guidance realizing that each community is different and each has its own unique needs. Community demographics such as age distribution play an important part in determining park amenities and types. For instance, Newcastle has a larger than average (for the region) young adult population which will have different park requirements than a community with a larger population of retirees. Using the NRPA standards, as well as case study communities, a narrative can be developed of how well the community is being served in regards to parks and recreation facilities.

2021 NRPA AGENCY PERFORMANCE REVIEW

All numbers are based on data for communities with population of less than 20,000 people.

PARK CLASSIFICATIONS

For the purposes of this study, the following park classifications are used:

POCKET (MINI) PARK

The pocket park or mini park is used to address limited, isolated,

COMMUNITY NEEDS ASSESSMENT

or unique recreation needs of concentrated populations. The size of a mini-park ranges between 2,500 square feet and one acre in size.

Pocket parks have a localized service radius, are within walking distance and provide limited recreational needs. Amenities provided by pocket parks generally include picnic table(s), benches, landscaping and possibly a small playground.

Newcastle parks classified as Pocket Parks include:

- Railroad park
- Girl Scout park

NEIGHBORHOOD PARK

Neighborhood parks provide recreational space for residents of nearby neighborhoods. They can range in size from 1- 5 acres and usually have quality pedestrian connections such as a trail or sidewalks to residents within the service radius. Neighborhood parks are often combined with a school and are located on fully develop-able land.



Table 1: Climate Data for Newcastle

Climate data for Newcastle, Wyoming (1991–2020 normals, extremes 1906–present)										
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Record high °F	66	69	82	91	98	105	108	105	101	90
Average high °F	34.6	37.6	48.3	57	66.3	77.6	86.6	85.6	75.1	58.9
Daily mean °F	24.4	26.9	36.9	45.2	54.8	65.3	73.4	72.1	62	47.2
Average low °F	14.2	16.2	25.5	33.3	43.3	53	60.2	58.5	49	35.5
Record low °F	−37	−33	−18	−13	11	28	37	26	12	−11
Average precipitation inches	0.51	0.67	0.77	1.7	2.9	2.68	2.54	1.82	1.2	1.24
Average snowfall inches	6.8	7.7	4.9	5	0.6	0	0	0	0.2	1.4
Average precipitation days (≥ 0.01 in)	5.9	6.3	6.3	8.1	10.6	10.6	8.9	6.9	6.4	6.8
Average snowy days (≥ 0.1 in)	4	4.1	2.6	1.9	0.2	0	0	0	0.1	0.9
Source: NOAA										



Newcastle parks classified as Neighborhood Park include:

- Dow Park
- Centennial Park
- Washington Park
- Roby Park

COMMUNITY PARK

Community parks are larger than neighborhood parks and provide amenities for use by the entire community. By offering a variety of activities and amenities, community parks appeal to a broader range of residents and visitors. These parks are typically larger than 5 acres and provide amenities such as restrooms and drinking fountains accommodating longer stays at the park.

Newcastle parks classified as Community include:

- Dow Park
- Ball Fields

SPECIAL USE PARKS OR AREAS

Special use parks provide a unique type of service or use to the community, rather than a full range of activities. No service radius is assigned to special use parks because users travel to the park for a specific use regardless of proximity. Special use parks include swimming pools, skate parks, sporting fields, festival areas, dog parks. Newcastle parks classified as Special Use include:

- The Bill Kohlbrand Arboretum

SCHOOLS

Schools are community anchors, providing outdoor destinations for recreation and athletics. Newcastle schools include:

- Newcastle WCSD #1 Elementary School
- Newcastle WCSD #1 Middle School
- Newcastle WCSD #1 High School

School District recreation amenities include the sports complex and the Middle/High School, playgrounds, and outdoor athletic courts at elementary school.

	Nov	Dec	Year
	78	68	108
	45	34.6	58.9
	34.6	24.8	47.3
	24.2	15	35.7
	-21	-35	-37
	0.59	0.54	17.16
	5.5	6.8	38.9
	5.3	5.8	87.9
	2.5	3.7	20

Table 2: NRPA Standards

	Lowest Quartile	Median	Highest Quartile	Newcastle, WY
<i>Acres of Parkland per 1,000 Residents</i>	5.2 Acres	12.4 Acres	21.8 Acres	7.97 Acres
<i>Residents per Park</i>	776	1,235	1,948	425
<i>Miles of Trail Managed</i>	1.7 Miles	3 Miles	8 Miles	1.36 Miles
<i>Park Staffing: FTEs per 10,000 residents</i>	6.4	10.3	22.6	3
<i>Annual Operating Expenses</i>	\$545,821	\$1,209,393	\$2,193,932	\$243,000
<i>Operating Expenditures per FTE</i>	\$67,954	\$95,913	\$137,067	NA
<i>Five-Year Capital Budget Spending</i>	\$250,000	\$1,000,000	\$3,814,932	NA
<i>Revenue as % of Operating Expenditures (Cost Recovery)</i>	11.3%	25.9%	47.5%	NA

URBAN PARKS OR TOWN SQUARE

Urban parks in this classification provide a unique type of service or use to the community and are a type of Special Use Park. Located within urban or downtown areas, these parks serve as outdoor gathering and recreation areas within a dense city context. These parks may be mostly paved, but offer programmable space for outdoor uses.

Parks classified as Special Use include:

- The future Heritage Park will be a special use or community park.

LINEAR PARKS / TRAILS / STREETS

Linear features such as trails, linear parks along corridors, easements across private property, and streets are not simply a “park”, but a unique classification that provides recreation, transportation, and connectivity within a community. Parks classified here include:

- Serenity Trail
- Flying V
- Other Recreation Trails (approximately 3 miles)
 - » 16 Bypass Trails
 - » Elementary School Connection
 - » 16/85 intersection trails
 - » Stampede Street

SERVICE RADIUS PER PARK TYPE

A tool used to assess how each area of the community is served by parks is the service radius method on the following oversized pages. Providing equitable park access is critical to providing quality of life and recreation opportunities to all residents of the community. This method establishes a radius of area each park serves based on the park classification. Pocket parks tend to primarily attract residents living within proximity as users are unlikely to travel far distances to frequent the park. As implied, neighborhood parks tend to be used by the entire neighborhood or section of town, while users may be willing to travel a longer distance to use a community park.

The radii associated with each park is:

- Pocket Park: 1/4 mile radius (5 minute walk)
- Neighborhood Park: 1/2 mile radius (10 minute walk)
- Community Park: 1 mile radius (20 minute walk)

Special-use parks are not given a radius as the designated activity plays a primary role in attracting users to the park. The Service Radius maps show each park with its designated service radius. The map shows Newcastle has several gaps in service area. Emphasis should be placed on connecting new parks by trail systems to provide a well-connected park system in the future.

STANDARDS FOR DEVELOPED PARK ACREAGE AND AMENITIES

The National Recreation and park Association (NRPA) establishes national standards for various park amenities and facility service, per local population. Table 11 and Table 12 summarizes the NRPA level of service standards and how the Newcastle park system compares to these standards.

Newcastle has an inadequate supply for all facilities as identified. The current facilities need to be amended to serve the growing City into the future as the population grows.

Table 3 : NRPA Level of Service Standards Comparison for Park Type

PARK TYPE	NRPA 2009 Standard Level per Population	Newcastle	Newcastle Inventory Acres	CITY Park Acreage per 1,000	N R P A Standard Met?
Pocket (Mini)	.5 Acres / 1,000	0	0.7	0.2	No
Neighborhood Park	2 Acres / 1,000	7	2.8	0.8	No
Community Park	5 Acres / 1,000	2	21.5	6.32	Yes
Linear Park	7 Acres / 1,000	1	24 (Primarily DOT Land)	7.1	No

It is worth noting that the figures for Community Parks counts Dow Park, which could be considered a neighborhood park in a larger community. If Dow Park were counted as a neighborhood park, then the Community Park type would not meet the NRPA Standard.

These figures are quite standard for small towns with a community maintained ball field setup. Including the

COMMUNITY NEEDS ASSESSMENT

ball fields in the Community Park category tends to mask recreation needs that the community may have for specific recreation types and public gathering areas, but in small rural communities, these needs should be determined locally.

Additionally, if you include the hundreds of acres of trails maintained by the City as Community Park the numbers are skewed for other reasons - too much area! Again, each community should determine what is the right balance for their residents.

Table 4: NRPA Level of Service Standards Comparison for Outdoor Amenities

	NRPA 2009 STANDARD LEVEL PER POPULATION					
OUTDOOR AMENITIES	QTY	TYPE	POPULATION SERVED	Newcastle INVENTORY	AMENITY PER POPULATION SERVED	N R P A STANDARD MET?
Playgrounds	1	PLAYGROUND	2,000	2	1.2	Yes
Picnic shelters	1	STRUCTURE	2,000	4	2.4	Yes
Base Ball Field	1	Field	3,000	1	0.9	No
Softball Field	1	Field	3,000	2	1.8	Yes
Soccer Field	1	Field	4,000	3	3.6	Yes
Football Field	1	Field	20,000	1	5.9	Yes
Swimming Pool	1	Pool	20,000	0	0	No
Running Track	1	Track	20,000	1	5.9	Yes
Outdoor Basketball	1	Court	5,000	3	4.4	Yes
Tennis Court	1	Court	2,000	0	0	No
Horseshoe Pit	1	Pit	7,500	0	0	No
Sand Volleyball Court	1	Court	5,000	1	1.5	Yes

Newcastle Population 3,374 in 2020

Several deficiencies noted above ignore contextual realities of being a remote rural community surrounded by hundreds of thousands of acres of outdoor recreation. In the Great Plains of Wyoming and other states folks will travel hours to participate in certain recreational activities without a second thought.. This reality is not accounted for in the chart above. Recommendations in this report reflect judgment on what is appropriate for Newcastle, not the national standard. If these types of facilities are requested by residents in the future, the City can determine their necessity at that point.

COMMUNITY COMPARISON

In addition to NRPA Standards, four communities were compared to Newcastle City in terms of parks acreage per 1000 residents. These communities were chosen due to their similarities as towns in the region.

Table 5: Park Acreage Comparison in Surrounding Communities

	Newcastle, SD	Lusk, WY	Upton, WY	Sturgis, SD	Custer, SD
Total Developed Park Acres	26	20.5	135	100	26
Population	3,374	1,589	1,232	6,976	2,314
Acres per 1,000	8	12	26	15	13

Newcastle has substantially lower park acreage per person than these comparison communities. Including the additional one acre of Heritage Park (bringing the acres per 1,000 up to 27) still does not bring the community up to match any of these comparison communities. It is significant that these numbers do not account for the large parcels of trails the city maintains, but those amenities are not within the contiguous City and therefore are not included in this comparison.

Newcastle would need to add approximately 20 acres of parks and open space to fall into the range of these comparison communities. Additional park land

TRAFFIC

No specific traffic study was completed for this study, but the WY DOT provides traffic figures for Highway 16 east of town at MP 254.0 and Highway 85 at Four Corners north of town, and south of town at MP 224.72.

Table 6: MADT (Mean Average Daily Traffic for the month of)

HWY	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
16	2021	969	877	1117	1194	1718	2621	2891	2533	na	na	na	na
	2022	943	940	1121	1236	1630	2230	2323	2266	na	na	na	na
85s	2021	675	616	735	891	1096	1463	1592	1591	na	na	na	na
	2022	654	658	771	787	1163	1296	1366	1568	na	na	na	na
85	2021	732	656	877	989	1293	1753	1870	2265	na	na	na	na
4 cor	2022	721	727	840	829	1219	1617	1795	2157	na	na	na	na

These are not high volumes of traffic in the world of highway design, but they are significant to Newcastle. Consider that the difference between the average summer months and average winter months is 1,401 cars along HWY 16. Since the number of people commuting provides our baseline, the remainder of traffic is seasonal - all tourists, snow birds, or visitors who are going to or returning to the hills. These are folks that Heritage Park is geared toward as a Visitor Center. Even 1% of those visitors would be an extra 14 cars in Newcastle.

COMMUNITY NEEDS ASSESSMENT

Here's the difference between the average winter months (Jan-Apr) and the summer months (May - Aug)

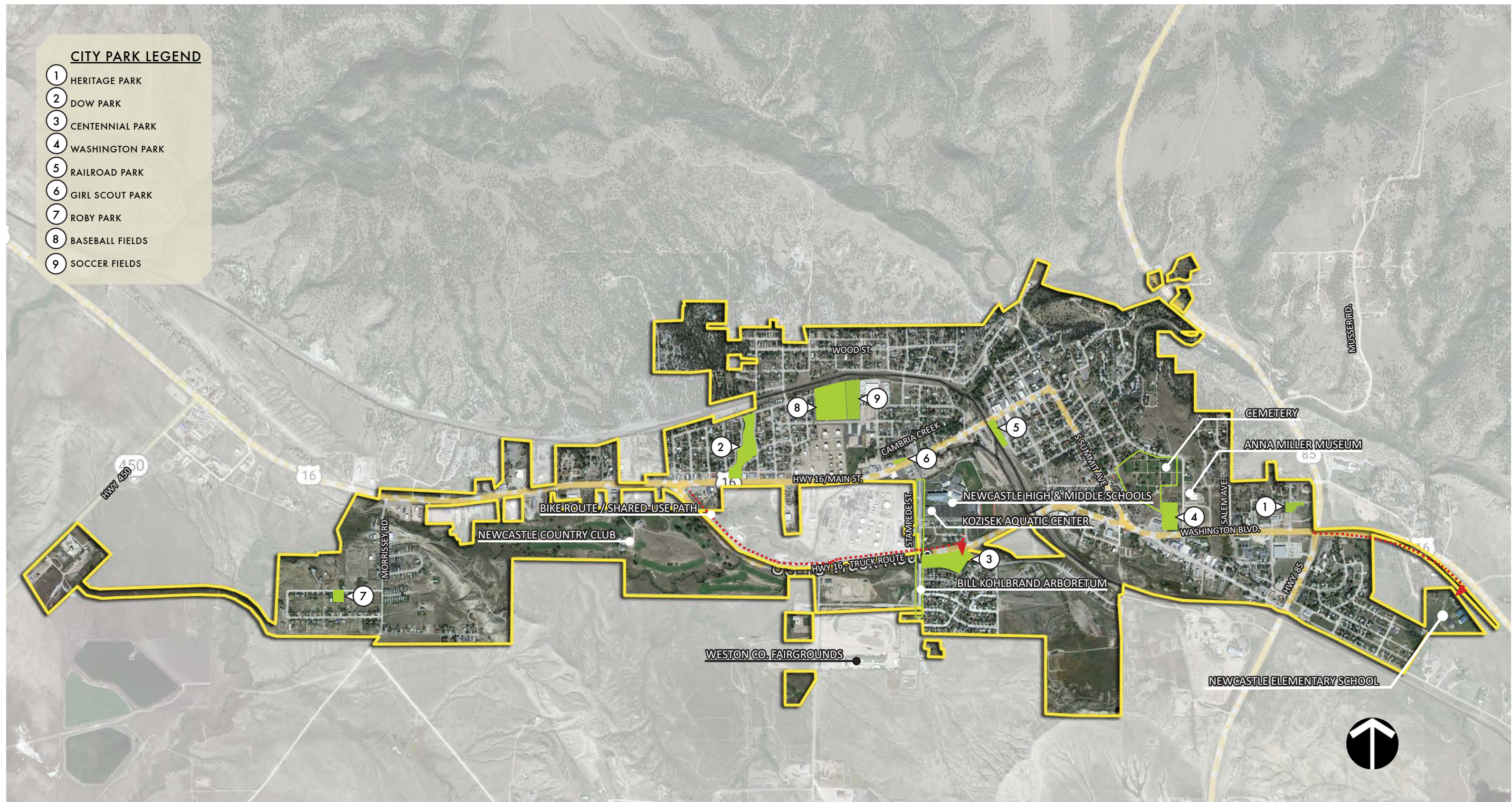
US 16	2021: 1402
	2022: 1052
US 85 S	2021: 706
	2022: 631
US 85 N	2021: 982
	2022: 918

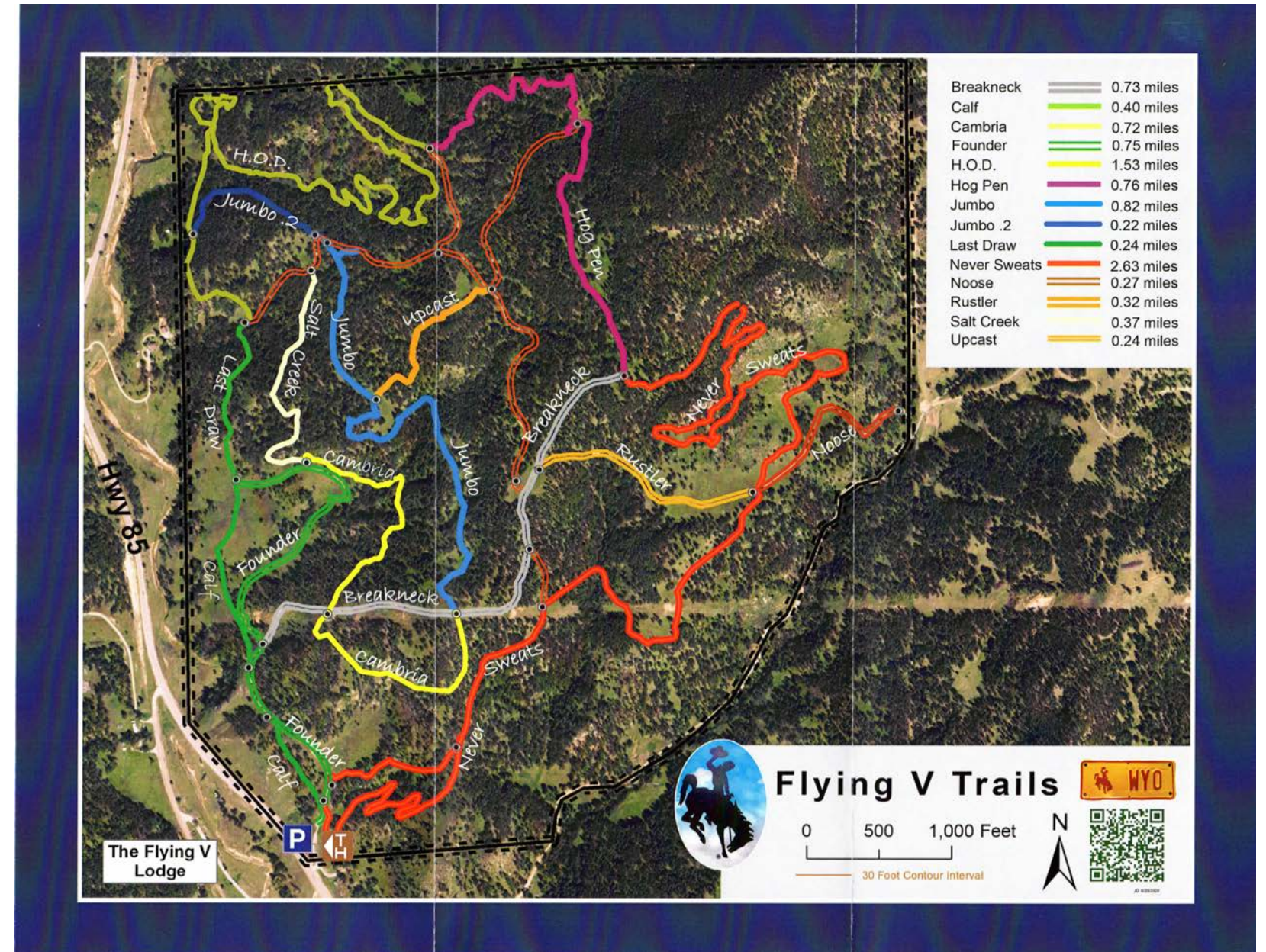
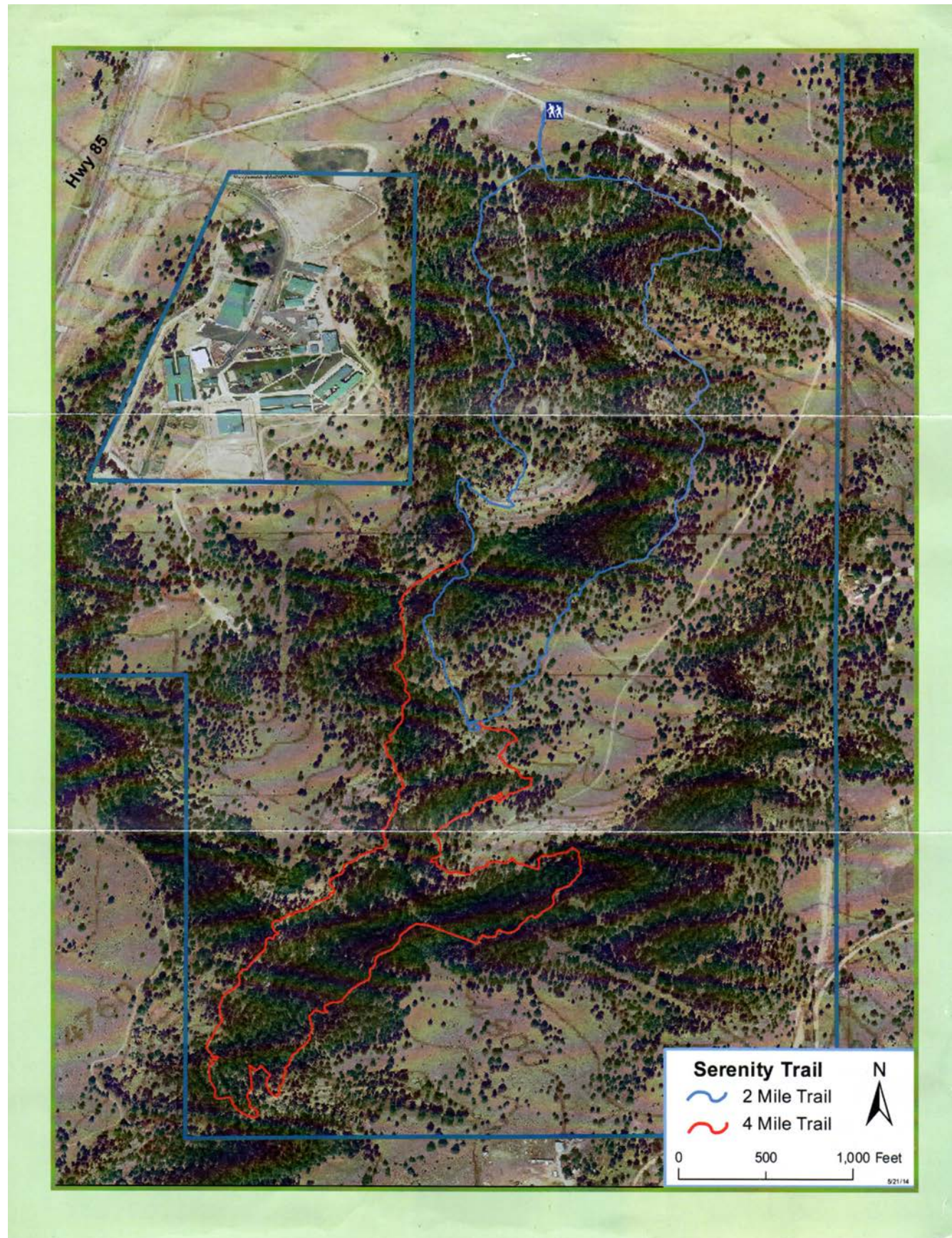
It is worth noting that the location of the traffic counting devices excludes local traffic.

SUMMARY

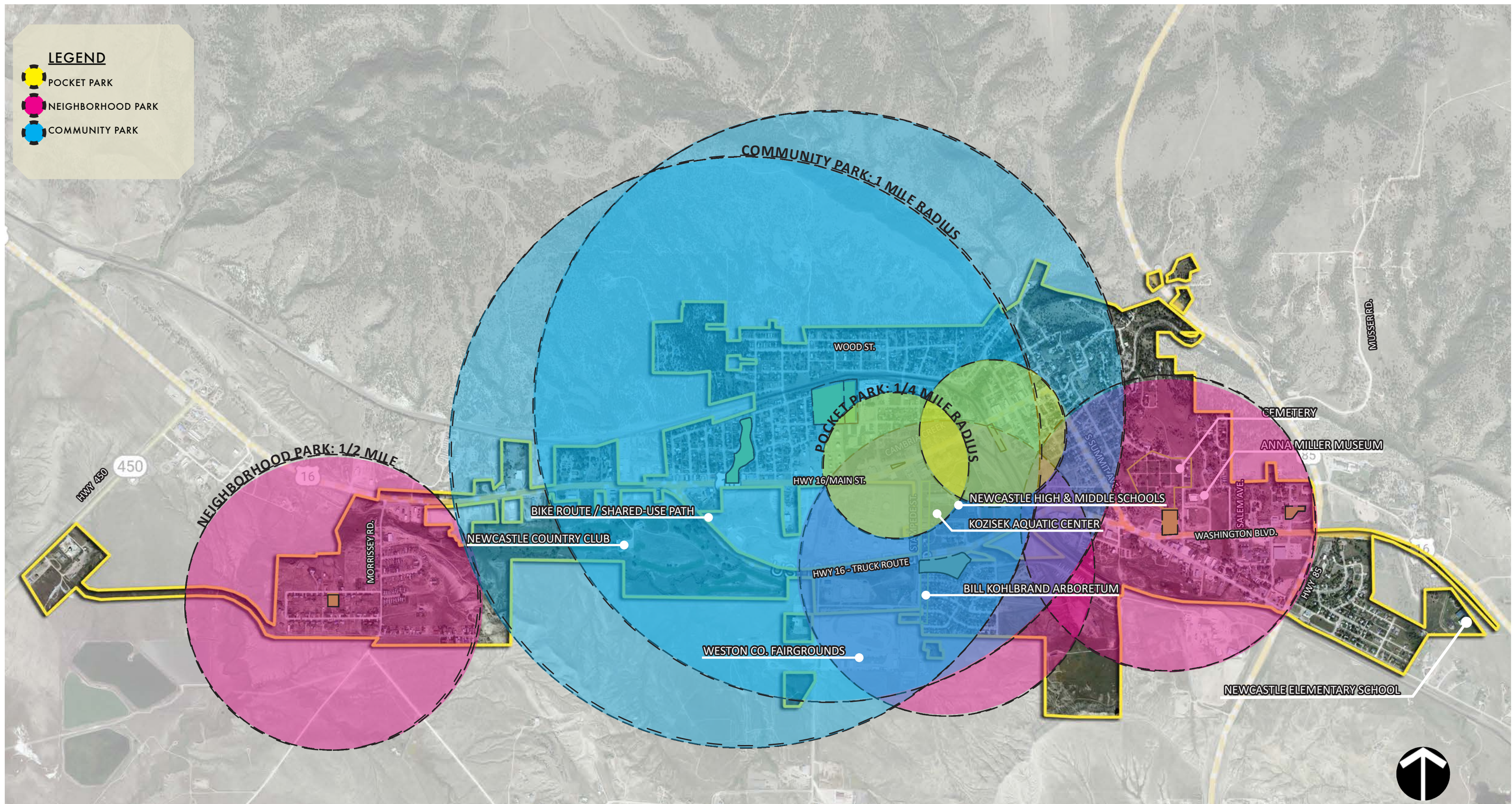
The City of Newcastle should consider growing the park and open space system to meet NRPA Standards in terms of total acreage per 1,000 resident. Whether or not adding significant park land would meet the needs and expectations of the community is not determined by this study. Being open for growth when opportunity arises should make those opportunities a priority. Planning for this growth with community input and national standards in mind, and organized within the context of the WY SCORP will help the community capitalize on opportunities when they come available.

Newcastle must continue to add outdoor recreational amenities when new park land is added and as the opportunity arises. Park acreage generally meets equitable distribution across developed Newcastle City neighborhoods, but small population areas, mostly low income housing areas, fall outside these service areas. If the city grows it is important to develop recreation amenities, especially considering a large portion of the population of the county resides within a mile of the city. So, space for the equitable distribution of neighborhood parks should be identified and invested in. Planning for additional parkland and new amenities will require continual investment and awareness of the deficiencies during the growth of the community.

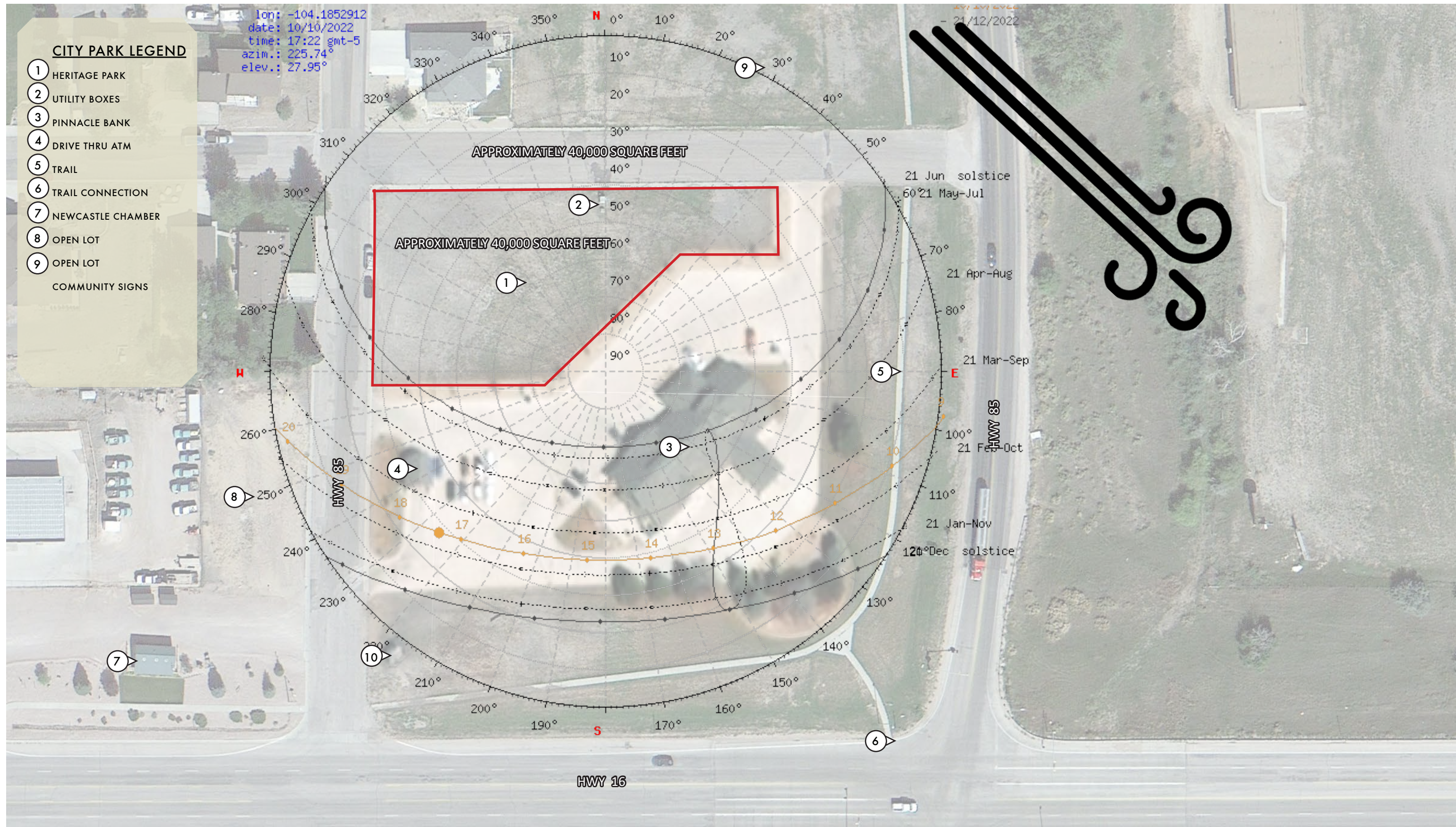




PARK SERVICE MAP



SITE ANALYSIS: PHYSICAL CONTEXT OF HERITAGE PARK



Newcastle currently hosts seven public park spaces. The park types listed below are defined in the Community Recreation Needs and Level of Service Analysis section.

The following section provides an inventory of current park amenities throughout the city's parks system. From this inventory and analysis, the design team and community leaders will be able to utilize the data to determine the park system's Level Of Service (LOS) and plan for future improvements for the parks system to meet the needs of the community.

PARKS SUMMARY

#	NAME	SIZE*	TYPE	PRIMARY AMENITIES
1.	Dow Park	5.7 Acres	Community Park	Playground, Restroom-Shelter, Basketball, Luxurious Lawns
2.	Centennial Park	4.0 Acres	Community Park	Playground, Disc Golf, Arboretum
3.	Washington Park	1.9 Acres	Neighborhood Park	Playground, Open Space, Skate Park
4.	Railroad Park	0.5 Acres	Pocket Park	Picnic Shelter, Swings
5.	Girl Scout Park	0.2 Acres	Pocket Park	Benches, Trees
6.	Donald Ray Roby Memorial Park	0.9 Acres	Neighborhood Park	Full Basketball Court, Lawn
7.	Ball Fields	11.8 Acres	Community Park	Sports Fields 3.2 Acres of Soccer 1 Each Baseball, Softball, Little League



HERITAGE PARK

OTHER RECREATION FACILITIES

8. Bill Kohlbrand Arboretum	0.5 Acres	Special Use Park	Walk, Trees, Benches, Sculpture 0.5 mile trail
9. Flying V Trails**	600 Acres	Trails	15+ miles of trails
10. Serenity Trails**	250 Acres	Trails	4 mile trail loop
11. Other Rec Trails in town	Approx 25 acres of trail ROW		
◦ 2.8 route from west bypass to the elementary school			
◦ 1.0 mile of which is bike lane			
◦ 0.3 route to Centennial Park			
◦ 0.5 route along the arboretum			

* Areas are approximated and given in measured area. They do not conform to parcels indicated in the Weston County GIS.

** City maintained property that is outside City limits.

ADDITIONAL OUTDOOR PUBLIC SPACES:

• Golf Club of Newcastle	120 Acres	Golf Course	9-hole Golf Course
• High School Track and Field and track amenities	10 Acres	High School Sports	Football, Track, secondary fields
• Cemetery	20 Acres	Cemetery	
10 Acres grass			

Total Community, Neighborhood, Special Use and Pocket Park acreage:

13.7 Acres

Total Recreation acreage including fields and cemetery but not linear trails:

165 Acres

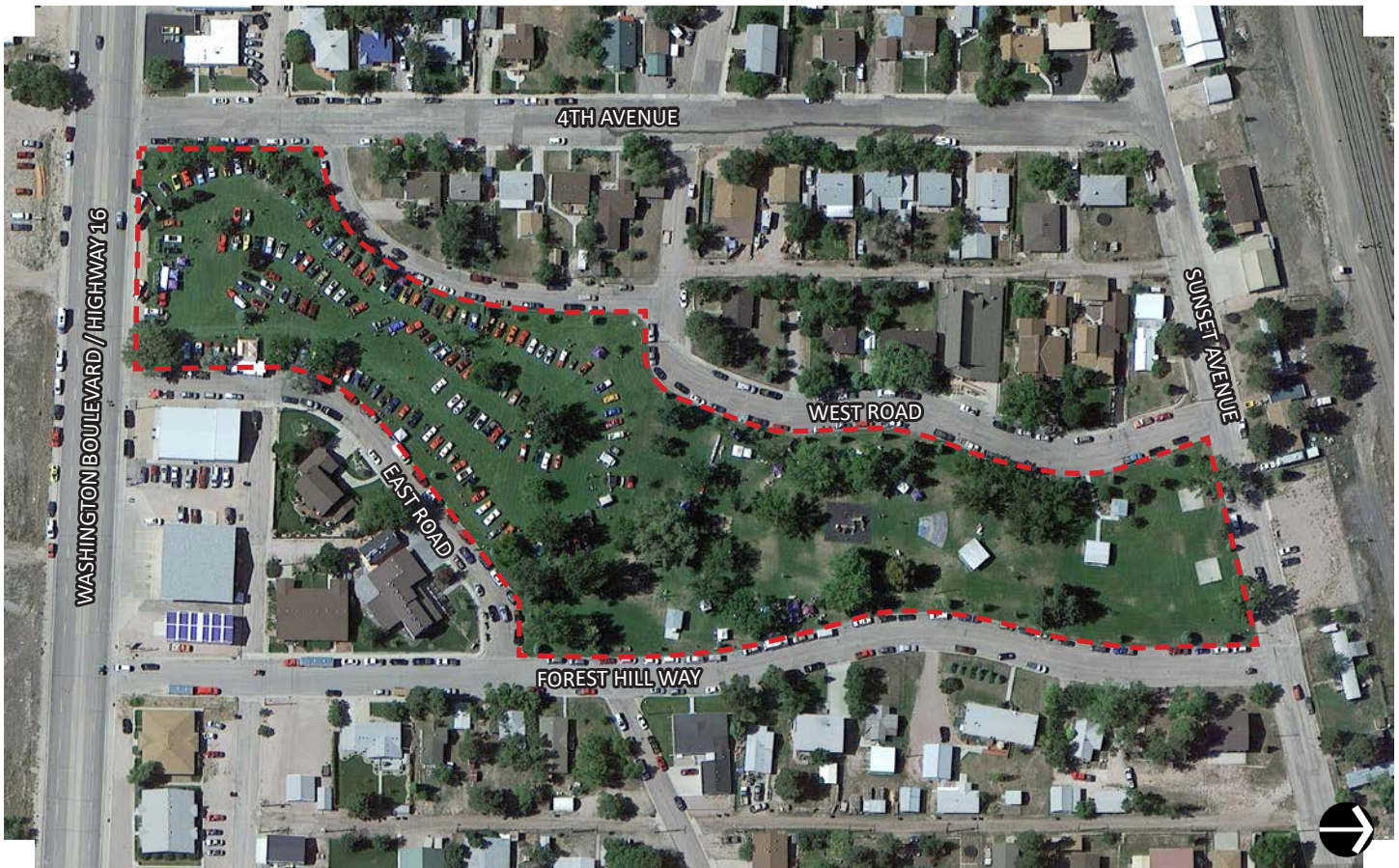
Total park acreage including above, and out of town trail maintenance area:

1,015 Acres

Total City Area:

**2.56 Square Miles or
1,638 Acres**

- Note that the City of Newcastle has multiple subdivisions that are immediately adjacent to it and would appear to be part of the City yet are not.



DOW PARK

Dow Park is situated between Sunset Avenue and Washington Boulevard/Highway 16. It sprawls along a gentle valley, is well shaded, and serves as the primary gathering point for a variety of community events, from car shows to the 9/11 tribute. It has a long history of improvements over time and its elements are in varying states of repair.

The primary feature is the shade dappled lawn which provides plenty of dispersed spots to enjoy the outdoors. Benches and tables are located sporadically throughout the park, and other amenities generally cluster in the north half of the park. This leaves the south half as a wide generous lawn that serves as the community's front lawn.

There are two restroom buildings that appear not to be functional. A recently installed playground

DOW PARK

Table 7: Dow Park Amenities

Amenity	Quantity	Condition	Notes
Playground structure	1	Good	Non-compliant surfacing, limited play value on composite structure.
Swings	3	Fair	Non-compliant surfacing, 2 belt seats, 1 toddler seat, needs kick-out mats.
Rest Room Building	2	Poor	May not be working
Merry Go Round	1	Good	Seated spring rider
Trash Receptacles	1	Good	Black metal (32 gal)
Picnic Table	1	Fair	Wood surfaces, needs paint/stain
ADA Accessibility	NA	Poor	Playground is non-compliant as there is no route, no accessible parking, features are isolated in turf
BBQ	3 min.	Good	Typically in lawn
Picnic Table in lawn	5 min.	Fair	Randomly scattered





Shelter with Picnic Tables	2 w/ 3 tables each	Good	
Covered Wagon	1	Good?	
Concrete Amphitheater	1	Fair	
Volleyball Courts	1	Good	
Basketball Half-Courts	2 (22'x22')	Good	
Benches	2 (may be more)	Good	
Stone Park Sign	1	Good	

CENTENNIAL PARK

Centennial Park is a well maintained and centrally located park visible from the bypass route. It is connected to the trail route through town by a pedestrian bridge that spans the adjacent drainage channel. It has a well maintained playground, multiple shelters, and a restroom structure. Open lawns and basket ball hoops are there as a result of sustained investment.

A few trees provide some shade, but the park is generally open and there are multiple new plantings. The access is from an alley on the south side which accesses the park and the back of lots to the south.

CENTENNIAL PARK

Table 8: Centennial Park Amenities

Amenity	Quantity	Condition	Notes
Playground	1	Good	Pea gravel surfacing, one major feature, a merry-go-round, a spinner, bouncers, swings
Swings	1	Fair	Within playground area.
Spinner	1	Good	Within playground area.
Spring Rider	1	Good	Within playground area.
Trash Receptacles	6+	Good	Plastic standard and yellow painted metal
Picnic Table	2+ (unverified)	Fair	Wood surfaces, needs paint/stain
Picnic Shelters	2	Good	
Restroom Building	1	Good	Nice facility
Geodesic Dome Climber	1	Fair	No Fall zone, Surfacing suspect.
Pedestrian Bridge	1	Good	40' span, wood decking
Interpretive Panel	1	Good	





Basketball Court	1	Good	Full size court
BBQ	2	Good	Grill style
ADA Accessibility		Fair	Walks are good, but there is no accessible parking

WASHINGTON PARK

Washington Park is tucked between a hill and a gas station on the Highway 16 route into town and is easy to miss as the amenities on the generous and lovely grass lawn are quickly obscured by the well established trees. Gravel parking provides access to the skatepark and shelters.

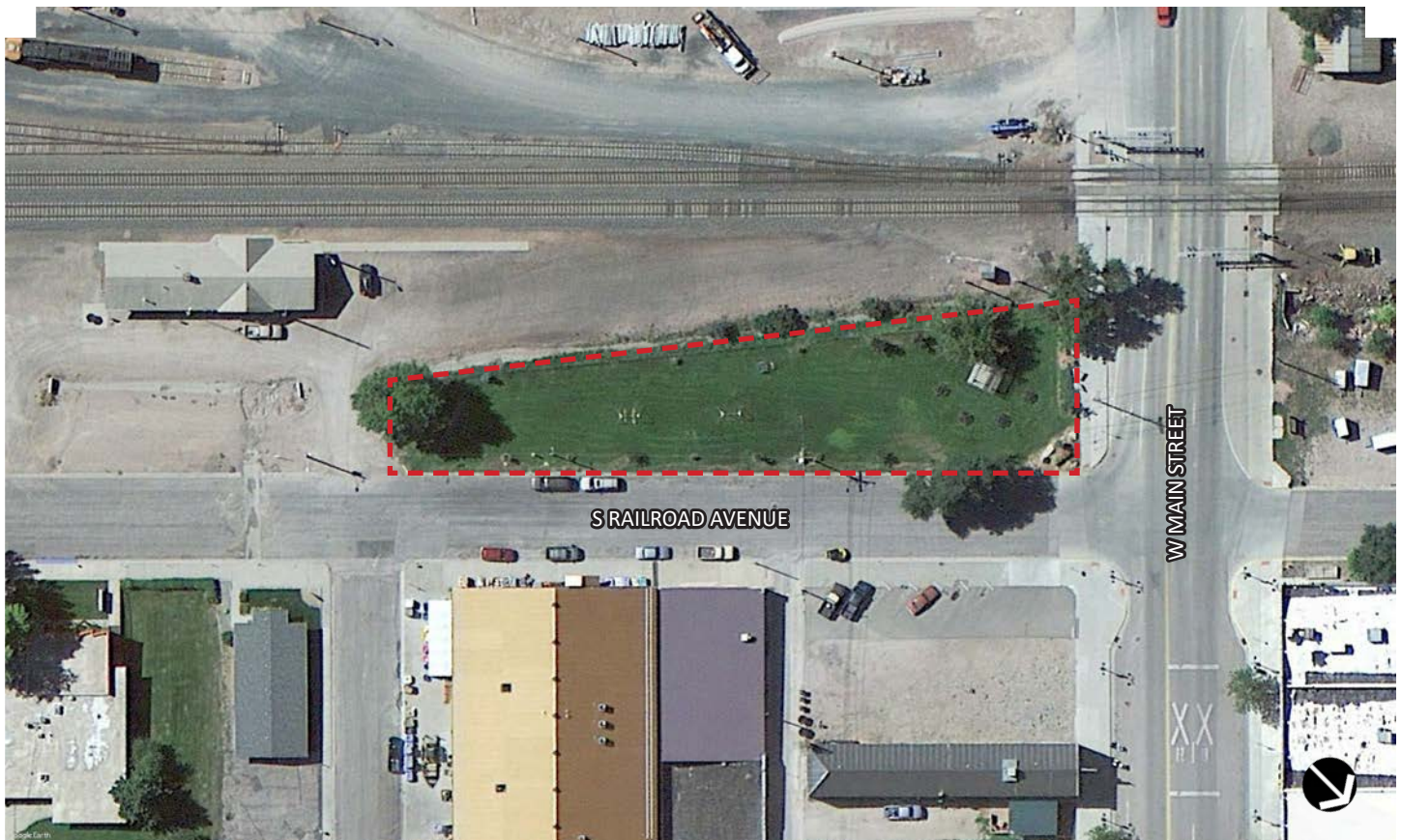
This park is also just below the Anna Miller Museum and the associated forestry office. Being nestled in an open drawn, the park provides a beautiful setting for picnics and skating both.

Table 9: Washington Park Amenities

Amenity	Quantity	Condition	Notes
Picnic Table	4+ (unverified)	Good	Wood surfaces in shelters, metal in skatepark

Picnic Shelters	2	Good	Wood.
Skatepark	1	Good	12,000 sf enclosed space, fenced. . . perhaps 7,000 of which is a skateable surface. A halfpipe, a couple rails, and a four-sided ramp provide the features.
Trash Receptacles	4+	Good	Plastic standard and yellow painted metal
Portapotty Restroom	1	temporary facility	
Benches	2	Good	No Fall zone, Surfacing suspect.
BBQ	2	Good	Grill style
ADA Accessibility	NA	Poor	Park non-compliant, no accessible parking





RAILROAD PARK

Railroad Park is located at the intersection of S. Railroad Avenue and West Main Street. A unique park shelter made from railroad track, several picnic tables, a pair of swings, a nice lawn, and some great interpretive panels create a pocket park at the edge of downtown.

Table 10: Railroad Park Amenities

Amenity	Quantity	Condition	Notes
Swings	2	Fair	Non-compliant surfacing, 2 belt seats, 1 toddler seat, needs kick-out mats.
Shelter	1	Good	No ADA access, unique structure.
Spring Rider	1	Good	Seated spring rider
Trash Receptacles	1	Good	Black metal (32 gal)
Picnic Table	4	Good	Located in lawn

RAILROAD PARK

ADA Accessibility	NA	Poor	No accessible parking or access to any of the park amenities, except the interpretive panels along Main Street's walk.
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GIRL SCOUT PARK

Girl Scout Park is a well tended landscape island between Main Street. An ore cart adorns the eastern end in a small planter bed, and a variety of shrubs and trees grow throughout the space. Spruce, multi-stem poplars, crab apples, several shrub types, and two small planters create a warm and welcoming area along the edge of a busy road and surrounded by streets.

Table 11: Girl Scout Park Amenities

Amenity	Quantity	Condition	Notes
Power Outlet	1	Good	Standing spinner
Benches	1	Good	Seated spring rider
Trash Receptacles	1	Good	Black metal (32 gal)
Picnic Table	1	Fair	Wood surfaces, needs paint/stain
ADA Accessibility	NA	Poor	no accessible parking or access to features





DONALD RAY ROBY MEMORIAL PARK

Roby Park is a one acre neighborhood park in the Saddle Subdivision, south of the highway on the west side of town. A gently sloping lawn hosts a full basketball court, a couple picnic tables and benches, and a little more than a half dozen slowly growing trees. Latigo Street is 24' across and parking is limited.

The park has a fence around it, but it is unclear whether that is part of the park or the neighbors property. Power lines cross the park.

Table 12: Donald Ray Roby Memorial Park Amenities

Amenity	Quantity	Condition	Notes
Basket Ball Court	1	Good	Full sized court
BBQ	2	Good	Grill style
Picnic Tables	2	Good	On concrete pad
Trash Receptacles	1	Good	Black metal (32 gal)
Bench	2	Good	Red, concrete mounted.
ADA Accessibility	NA	Poor	No accessible parking, paths, or other features. Lawn may allow limited access.
Park Signs	2	Good	Engraved Limestone and steel saddle cutout.

ROBY PARK

Common to all parks in Newcastle is the need to provide ADA accessibility to the public amenities. Every park is deficient in this regard and the City should implement a plan to address this as soon as possible to provide equitable access. This is an opportunity to provide connective walks, renewed parking facilities, and evaluate each park more in depth for it's service to the community. This analysis does not go further than identifying this issue, but a further study of each park could reveal other improvements that are desired by the community beyond providing the basics of accessibility.

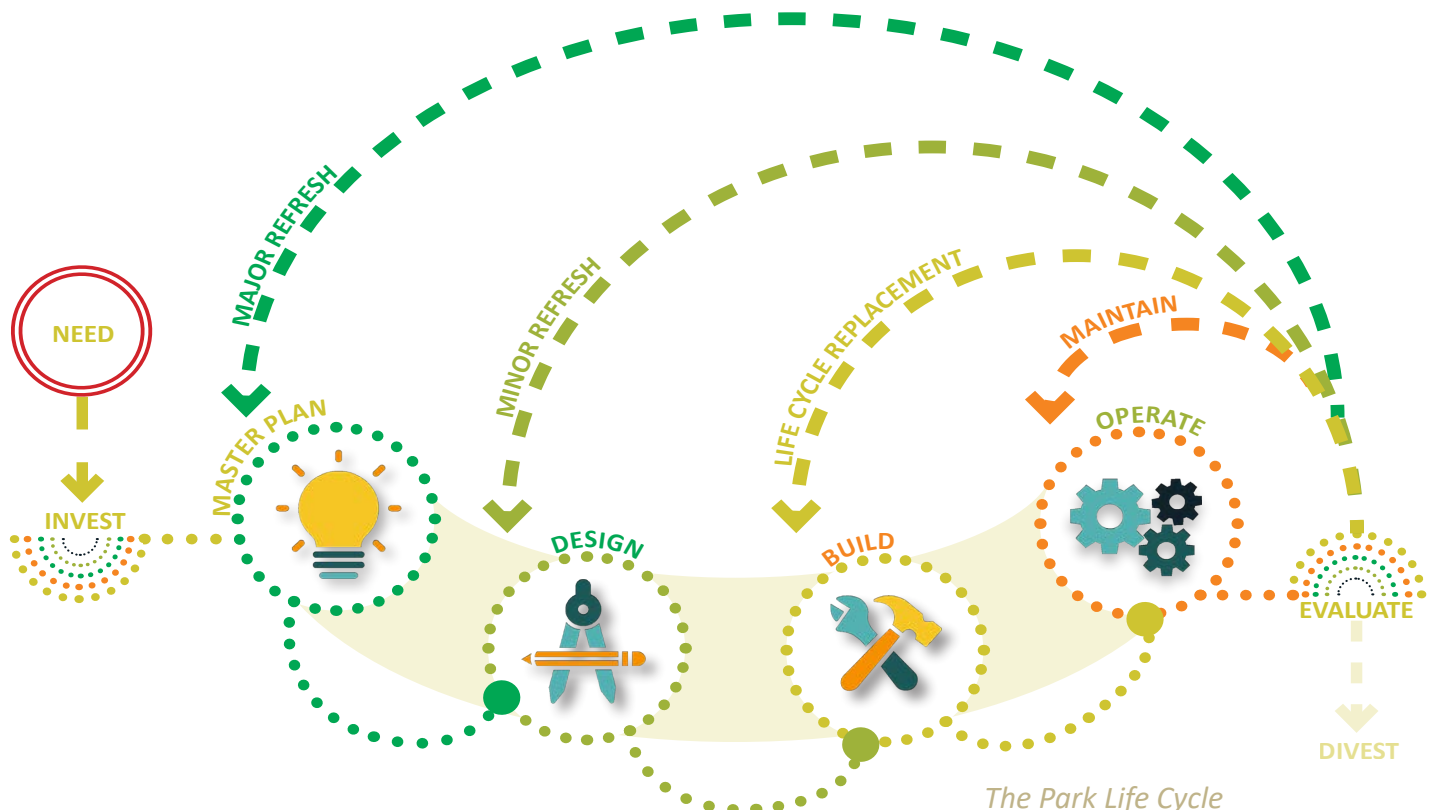


PARK LIFE-CYCLE

The life-cycle of a municipal facility of any type, in this case a park or open space, is predictable and provides a framework for planning, budgeting, and meeting the inherent expectations of community members for public park infrastructure. Understanding this framework allows the City to plan for the full life-cycle of the space and predict when additional investments will need to be made, and the scale of those investments at each stage.

At a high level, the City should plan for new parks at a minimum spacing and density based upon the NPRA Association Level of Service scales described previously in this document. New development should plan for new parks, and the City should direct this new construction based upon the specific needs of each park type and landform. Additionally, because the overall park area in Newcastle falls a little short, opportunities for infill or designating existing land as park should be considered.

Once designated, every park and open space can be understood to be in one of the four phases:



HERITAGE PARK

1. **Master Plan** - where the main idea and concept for the park program and function are developed
2. **Design** - when construction documents are developed through a design sequence which will include refined programming, determining the precise features, and understanding the potential construction phasing of the site.
3. **Build** - when a contractor or park staff construct improvements to the park
4. **Operate** - Where a park spends most of its life, being used by people! Once in operation the park will slowly mature - the landscape grows in, trees rise and fall, play equipment gets used, restrooms age, and park staff attends to the constant maintenance and attention it needs to stay operational.

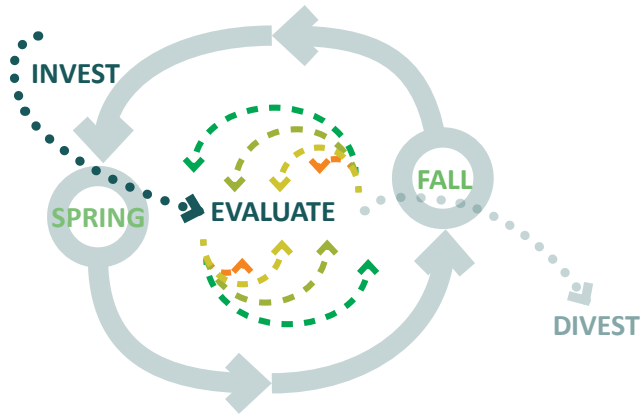
Once a facility is operational it is in a constant cycle of maintenance. Daily, Weekly, Monthly, Seasonal, and Annual maintenance cycles are described in this document's maintenance section. During the natural operations of a facility the maintenance actions will identify issues that arise from the use of the facility. These fall into categories as follows:

1. Daily-Annual Maintenance: Staff should be authorized to take care of these items as identified.
2. Life-cycle Maintenance: Staff should bring these items forward to be budgeted for annually.
3. Minor Refresh / Amenity Failure / New Need: These items may be large enough that a designer may be needed to facilitate the reorganization or improvement needed.
4. Purpose or Organization Obsolete: Once the facility is no longer meeting the needs of the community the park or facility needs a new master plan.

Over each of these phases there is the constant attention of City Staff who constantly monitor and guide this process, City Administration who constantly set budgets and recommendations for improvement based upon the evaluations of Staff, and City Leaders who provide feedback to administration and staff based upon their wisdom and what their constituents tell them!

In addition to the daily monitoring of a park while it is in operation, Park Department leadership should provide a formal





Investment and divestment

bi-annual review of each park's condition - basically before and after summer use. This review provides an assessment of the park condition, tracks the slow but inevitable decline of the condition of park features, and keeps small issues from growing into larger ones.

Once in a while, the City will determine that some park feature or portion of land is no longer necessary to the successful functioning of the park system. The process of getting rid of that asset is called divestment. It is relatively rare.

PHASE 1: THE MASTER PLAN

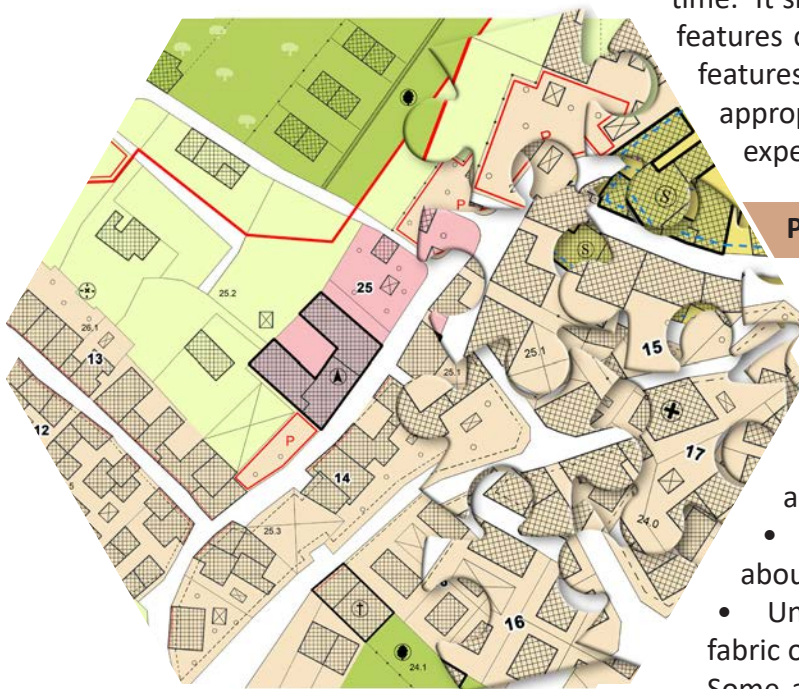
A new community facility begins with an idea - sometimes grand, but usually to fulfill an unmet need identified by passionate advocates. Often, a municipality or developer will provide some investment and a concept. A program for the park elements and purpose is developed. Preliminary Budgets are set. Property ownership issues such as land transfer to city ownership, access easements, utility easement, and project sequencing should be understood amongst all parties at this time.

The Master Plan for each park is a planning and policy document that guides the development of the new park over time. It should include a plan graphic showing the shape and features of the site, a program document listing the desired features of the park, and a Master Plan Cost Estimate with an appropriate contingency factored in to set the investment expectation by the developer or City.

PHASE 2: DESIGN

After the master plan is agreed upon, the facility is fully designed. Construction documents are created that meet building code, zoning requirements, statute requirements, and design expectations. Some of the considerations for design are:

- Facility Theme: Design makes assumptions about the use and purpose of the park.
- Unique Facility Identity: Parks are a vital part of the fabric of a city. They help define the character of the place. Some aspects of the park should match the City's design



PARK LIFE-CYCLE

standards, but some element should be unique to the type, location, or neighborhood.

- Naturalistic versus natural parks: Is this a maintained landscape, or a natural space with human management?
- Facility Programming: Is the facility intended for passive or active uses? For example, is the park for walking (passive) or is it for soccer (active). If both occur, do they conflict with each other?
- Accessibility: ADA compliant routes and play features are required in public parks. Universal design is a good goal for parks, which is defined as follows¹:

Universal Design is the design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability. An environment (or any building, product, or service in that environment) should be designed to meet the needs of all people who wish to use it. This is not a special requirement, for the benefit of only a minority of the population. It is a fundamental condition of good design. If an environment is accessible, usable, convenient and a pleasure to use, everyone benefits. By considering the diverse needs and abilities of all throughout the design process, universal design creates products, services and environments that meet peoples' needs. Simply put, universal design is good design.

- Playgrounds: Special theme, do they include the basics (swing, slide, climber), special features, accessibility, inclusiveness, etc.
- Restrooms and other buildings: Is a restroom required? Is a shelter required? What other facilities are needed.

At the end of the design process the project may be publicly bid or if it is a smaller project the products may be purchased and installed directly by the city during the next phase.

PHASE 3: BUILD

Once bid, the city proceeds to construction of the amenity. Considerations for the build depends on who is building the amenity and what expertise they bring to the project:

¹ <https://universaldesign.ie/what-is-universal-design/>



- **City Staff build:** Routine maintenance and life-cycle replacements will typically be done by City Staff.
- **Volunteer build:** Occasionally a project may be led by volunteers. Agreements for safety, liability, and use should be in place for these builds. Additionally, careful planning and leadership should be coordinated to make the effort have maximum effect.
- **General Contractor:** A standard construction effort is led by a general contractor who will be responsible for the site during construction until



completion. This is more typical of Minor Refresh and Major Remodel Projects.

- **Specialty Contractor:** Occasionally specialty contractors may be used to complete projects in parks. For example, a Life-Cycle Replacement of a playground may utilize a playground installer who will have a smaller time and effort investment than a General Contractor. These specialty contractors may be directly contracted by the city as part of smaller projects (that conform to state bid law, of course).

PHASE 4: OPERATE

Most of the life of a municipal facility is the seemingly simple operation of it. Hidden within that is thousands of hours of maintenance, minor repairs, and small additions that happen naturally to a well-loved public space. The City is the primary caretaker of a its facility, and in regards to parks, there are a few points to note about that effort:

- The size of the park may not correlate to the intensity of the maintenance.
- The value of the maintenance of the park can't be understated - the annual shut down and start up of the irrigation can easily ruin an entire irrigation system if not properly and timely accomplished, the daily visits to spot and clean the broken glass from a vandal keeps the perception of the parks as safe and clean, and so much more. Finding ways to document this work and report it to the community can be an effective way to value and acknowledge this work - which if done well, is almost invisible.

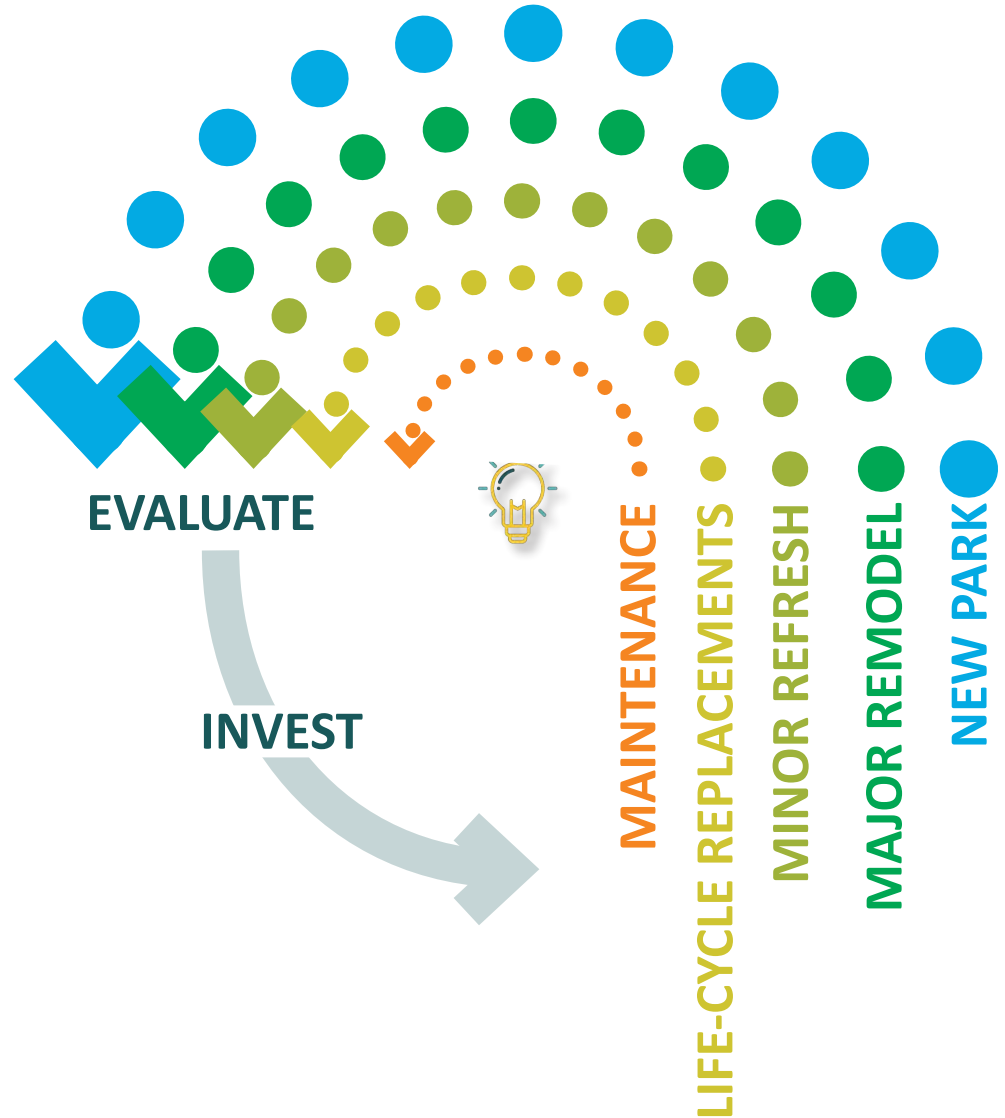
PHASE 5: EVALUATE

Staff may always be monitoring the use and value of the park in operation, and it is important to do a more in-depth evaluation annually to track wear and tear and changing expectations for each park. Eventually, parks will need more significant repairs than can be accomplished easily by staff, or they may even outlive their purpose. There are predictable levels of change to be expected at regular intervals. An annual evaluation can help the staff and city budget for these expenses. The life cycle of a park once it is operational includes:

- **Maintenance:** The ongoing care of the park. A full maintenance care manual is included in the Appendix and the following is a brief summary for a typical neighborhood park:
 - During most of the year, a daily visit by staff should be expected
 - Weekly tasks by staff might include "fluffing" play surfacing or mowing.
 - Biweekly or Monthly tasks include deeper cleaning and graffiti cleaning.

PARK LIFE-CYCLE

- Seasonal tasks might include pruning, chopping ornamental grass in the spring, and irrigation shut downs.
- Life-cycle Replacement: Equipment doesn't last forever, and playground equipment updates should be performed every 8-10 years to keep maintained - or at least refreshed (certain features may wear out quicker than others, like plastic slides). Some playground equipment can last well beyond 10, 15, 20 or more years. Weather, usage, quality, and updates to the Americans with Disabilities Act impact the actual lifespan of playground.
- Minor Refresh: Once established, a park should be expected to operate without significant changes needed for 20 years. At 15 years staff should be considering if a park needs a minor remodel to keep the playground modern and updated to current community needs. This does not mean that significant changes won't happen in that time. Community groups may advocate for a pickleball court or veteran's memorial in the neighborhood park and the City can decide the appropriateness of those changes and implement them as needed.
- Major Remodel: A major remodel of a park may be considered in 25 year increments, however they may not be needed for 40 or 50 years. It should be noted that some park types may have a shorter major remodel duration because of it's use type. For example, Community Parks may have significant changes to parts of the park because of changing use.



The cycles of operating a park scale through time outward

Finally, the duration, frequency, cost, and types of repairs of each park will vary. Soils, weather, acts of God, and the dynamic needs of a political entity such as a City will drive the decisions around these changes. Here's a short guide to planning expectations for each of these renewal phases:

- Maintenance: Ongoing
- Life-cycle Replacement: 10, 15, 20 or more years.
- Minor Refresh: 20 years.
- Major Remodel: 25-50 years

In this document's Maintenance Section the expected Maintenance, Life-cycle, and refresh elements for Heritage Park are identified.

The Steering Committee had a clear vision for Heritage Park - a new park that serves multiple purposes that were relayed during a series of conversations at our meetings. First and foremost - a Veterans Memorial. This was the most important element of the park, that it should be a place for Newcastle to pay it's respects to those who have served.

Next was the concept of the park as a Visitor Center. The site will be used by those passing by as a safe place to get out and stretch their legs and then perhaps learn about Newcastle.

Then was the need for a great space for a market. Currently the site is used for this purpose, and it drives the intention behind the park concept overall.

To support the community and the visitor other elements were discussed, presented at public input gathering sessions, and generally agreed upon. These included A splash pad, rest rooms and concession space, a good sized lawn, plenty of shade, and a stage.

Culmatively this adds up to a flexible outdoor event space that can adapt to a variety of uses. It is not big enough for major concerts, but it could host a gathering of a couple hundred. It's not a wide open field dedicated to the memorial, but it requires a safe enclosed space for contemplation. It won't compete with the fair, school facilities, or other parks for events - it is just not big enough. It does create a dynamic space that fills the needs that are trending nationally for great community spaces that facilitate ad hoc gatherings in the common spaces of our community. A familiar place that is safe and inviting for all.

Items considered but ultimately not included in the plans were playgrounds, lots of parking, permanent market stalls, and a few other items.

The community has provided guidance for these items in terms of visuals, precedents, and verbal narratives of the goals of these spaces. The following pages summarize these by showing:

- inspirational images for each type of amenity in Heritage Park
- cataloging current trends in outdoor recreation
- providing some context with precedent study including pandemic responses in outdoor recreation facilities.



Sundance's success is an inspiration for Newcastle.

INSPIRATION

Heritage park is a . .

VETERANS MEMORIAL

- A symbol of the community's respect
- A highly visible icon
- An invitation to visitors to stop
- A place to recognize locals who served
- A focal point for the folks who have been trying to create this destination for many years
- A destination for ceremonies and events related to the annual days of commemoration and the associated activities
- Shade and shelter for folks with challenged mobility who want to attend these events.
- A stage for ceremonies



The Veterans Memorial as a highly visible icon.

VISITOR CENTER

- Easily accessible from the two major highways
- A highly visible icon to visitors
- Immediately adjacent to the Chamber of Commerce
- Integrated features that appeal to visitors such as a rest room, being pet friendly, splash pad, and shadey spot for lunch.

MARKET VENUE

- Easily accessible from the two major highways - at the front of the community
- Opportunity to have announcements and music at the same time
- Integrated features for vender setup - tie downs and power.
- Parking stall / vendor space alignment

SMALL OUTDOOR EVENT CENTER

- Simple small event facilities
- Opportunity to host small concerts and events
- Clear community destination
- Variety of seating options for events
- The design of this location is important to defining the character of the community
- An event center brings a community together and can be a source of revenue for the city.
- Band shells and amphitheaters have been a component in parks for

many years for concerts, plays, recitals, and community events.

- The concept of amphitheaters and band shells are getting a face lift and becoming stages with the infrastructure to support a variety of event sizes - from large scale concerts to local community events.

SPLASH PAD

- Highly attractive and easy stop for visitors
- Great community asset
- Accessible to all
- Multi-generational engagement
- Themed design
- Ease of sanitation
- Branding (logos, etc.)
- Splash pads are becoming more popular in smaller communities due to their versatility and cost. Splash pads can be made accessible to people of all abilities, programmed to appeal to kids and families of all ages, designed to incorporate a fun theme, and provide a fun interactive, social play in the sun. They can also double as a beautiful lit fountain with programmable water features during evening events.
- Perhaps most important - splash pads don't require full time staff or lifeguards. This allows communities to have a water play feature, without an ongoing expense related to staff being present during operation. Innovation in this category is related to the types of equipment and water efficiency.
- Due to the popularity of splash pads, there is an alarming trend of cheap splash pads promoted by savvy salespeople that fail within a year or two due to poor quality nozzles, plumbing, or installation. Communities that invested in an fun amenity and up saddled with high replacement costs or unusable splash pads. The lesson is that lower cost initial options and installations don't necessarily mean a reduced life-cycle cost.
- Design decisions can double or triple the cost of the feature but can also help a splash pad facility last longer with lower maintenance costs. Good splash pad equipment from reputable manufacturers with good track records, responsive customer service, and easy parts availability are highly recommended



Families are drawn to splash pads



Sundance's success shows the potential of a park.

INSPIRATION

COMMUNITY DESTINATION

- Park and small event features
- Attractive to families who need to get out
- Variety of use potential - friend group parties to community parties
- Becomes a gathering point for the community

NEIGHBORHOOD PARK

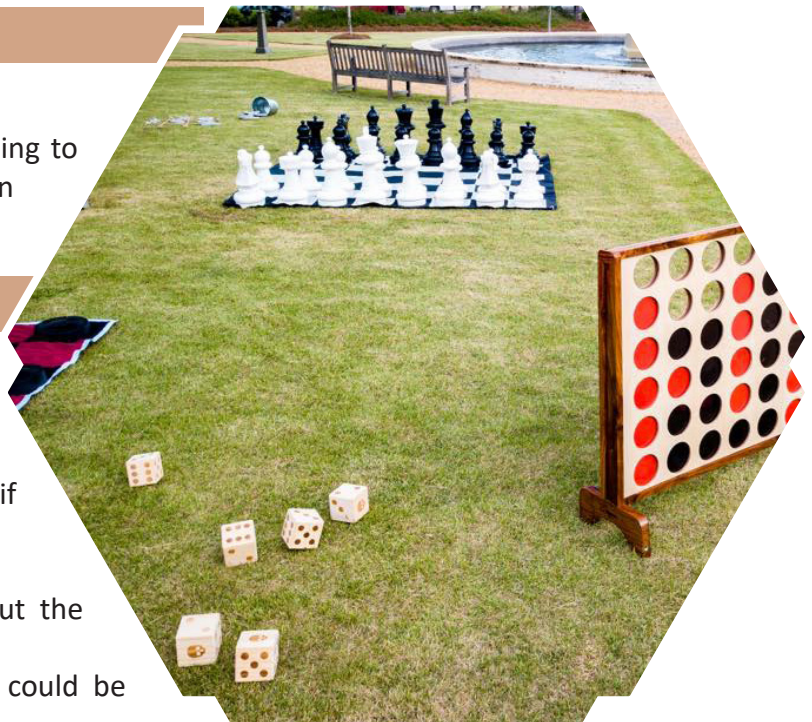
- Variety of seating types (chairs, tables, lounge seating, opportunities for social interaction, etc.)
- Charging stations so folks can hang out
- splash pad and lawn are simple and flexible amenities
- No playground to reduce conflicts at the memorial

FOOD TRUCK COURT

- Event partnerships
- Unique experience - travelling trucks are coming to our towns and this site could serve as a location
- Increasing trend due to COVID

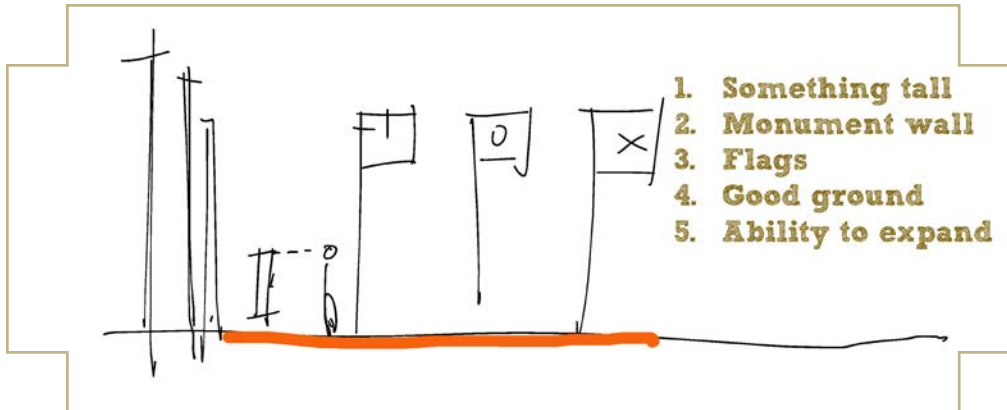
SELF SUFFICIENT SITE

- On site storage (shed integrated into building, stage structure)
- Stage, sound, and lighting
- Barrier fencing makes for easy containment if site is enclosed for events with alcohol
- Diversity of integrated seating types
- Toys could create a playground effect without the permanent nature of playground
- Maintenance items, such as power washers could be stored on site or shared with the bank.



Game night?

The Veterans Memorial Committee has a mission - to build a memorial for Newcastle. There are two other memorials in town, The Weston County Veterans Memorial at the Courthouse, and the memorial at the Cemetery that will soon be removed due to a cemetery remodel.



The committee spent time during the feasibility study providing precedents and key aspects of the memorial for the design. Their vision was distilled to five key elements:

1. Something tall - they want something eye-catching from the road.
2. Monument wall - a feature upon which to mount the name plates

3. Flags - to include the US, State, MIA, and Service flags
4. Good ground - a rich ground plane - a surface that is special
5. Ability to expand - ability to add names over time is important to them

Additionally, we reviewed the many types of memorials and monuments and determined that this was could best be described as a Remembrance Park with War Memorial Plaques and Walks.

MEMORIALS ACT AS HISTORICAL TOUCHSTONES.

They link the past to the present and enable people to remember and respect the sacrifice of those who died, fought, participated or were affected by conflicts.

So the design must:

Represent Newcastle's heritage.

MEMORIALS ARE A FOCAL POINT FOR REMEMBRANCE.

They provide a place in or at which we can remember the individual and collective sacrifice made for freedom.

So the design must:

The park facilitates larger events, and the memorial is part of it, yet separate.

MEMORIALS ARE UNIQUE TO THEIR COMMUNITIES.

TRENDS: MEMORIAL

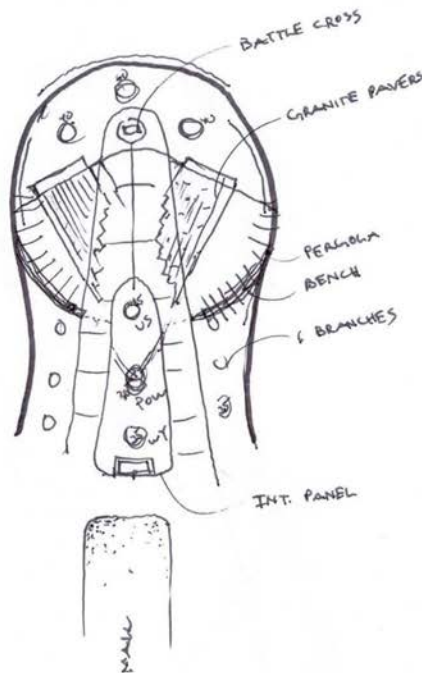
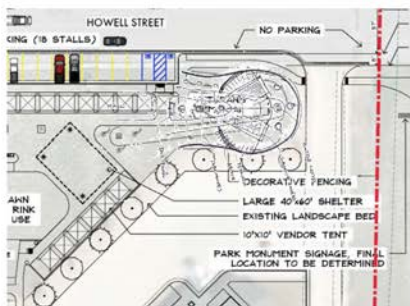
They represent the time and place of their creation, the people chosen to be represented, and the community's chosen method of remembrance. They can be utilitarian or inspirational.

So the design must:

Represent Newcastle's unique character and contributions.

The final memorial design that is adopted by the Veterans Memorial Committee was drawn from Newcastle's Heritage and landscapes. The wings of a hawk, the pillars of industry, the box canyon walls, and the friendly downtown community. In it they see an angel that speaks to their inspiration and dedication to those they want commemorated.

CONCEPT DESIGN



Concept sketch

OUTDOOR RECREATION TRENDS

Newcastle sits at the edge of the Black Hills - a major tourism destination in the Great Plains. The Black Hills is fortunate to be the epicenter of a great deal of focus for all types of outdoor recreation. The following is a brief summary of facilities both existing and planned within a short drive of Newcastle.

- Major parks in the region include: Badlands National Park, Bear Butte State Park Black Hills National Forest, Crazy Horse Memorial, Custer State Park, Devils Tower National Monument, Jewel Cave National Monument, Minuteman Missile National Historic Site, and Mount Rushmore. These all have a variety of recreation offerings that are available to the residents of Newcastle as foundational quality of life considerations for living here.
- The Ellsworth Air Force Base Force Support Squadron Outdoor Recreation Center provides a gateway to all-season adventure in the Black Hills. They provide access to Outdoor Adventure Equipment, Inflatables & Party Supplies, Home Maintenance Items, Flatbed/Enclosed Trailers, Games & Sporting Equipment.
- Main Street Square in Rapid City radically changed what urban plazas can do within moderate sized cities to foster growth, investment, and define community. It inspires all communities in our region to do more, but comes with a warning - it takes a lot of organization to create a place that feels naturally active.
- Gillette has recently completed a major park renovation that included a splash pad. Their visits to the site have informed decisions and recommendations in this document.
- Sundance's new Sundance Square has also recently completed a very similar project to this, that includes a very similar program. It's success has been the subject of discussion during this study and was reported by residents during the public outreach.



The route to the National Parks of the region goes right thorough Newcastle for folks coming from the South

TRENDS AND OPPORTUNITIES

NATIONAL TRENDS

- Parks are one way communities are increasing climate change resiliency; reducing urban heat island effects, infiltrating storm water, and restoring natural ecosystems for flood and storms protection.
- Great American Outdoors Act in 2020 permanently funded the LWCF, INVEST in America Act provides money for parks as infrastructure
- Use of technology to maintain parks and vegetation
 - Drones to fertilize plants and spray herbicides
 - Commercial mowers
- Building a sense of community through parks
 - Providing people of all walks of life a common place to gather - the new (old) commons
- Making parks Insta-Worthy or Social Media Friendly
 - Promoting photogenic spots
 - Keeps people coming back
- Nationally, parks departments are struggling to maintain workers because of low unemployment and wages in the industry
- Utilizing parks and recreational spaces
 - Renewed interest in parks and trails
- Re-imagining Parks and recreational features
 - Programing more special events
 - Holiday events are most popular
- Volunteerism is down
 - Total volunteer hours peaked in 2014, but the national volunteer rate is struggling.
 - Rural and Suburban areas have experienced the most significant declines.
 - Wyoming experienced "significant decrease" in volunteering rates in the study period.
 - Pandemic long term effects are unclear on volunteerism
- E-Sports
 - Creates safer space for socialization
 - Physical benefits
 - Revenue generator



Who is volunteering?

NATIONAL RECREATION PROGRAM TRENDS

- Decline in Youth Sports Participation
- Pickleball growing
- Themed community events, such as Halloween Parties.

REGIONAL TRENDS IN PARKS AND RECREATION

- Continued investment in tourism activities and facilities in Wyoming overall, including the recent \$40 million ARPA grant designated by the governor
- Sustainability
 - Bike loops
 - Rubber or Poured-in-place surfacing
 - Recycling bins
 - Water play / Splash pad
- Technology
 - Mobile app to help users parks
 - Smart lights
 - Charging ports
 - Interactive Kiosks
- Animal Friendly Facilities
 - Synthetic turf surfacing
 - Site furnishings (dogipots, watering stations)
- Outdoor fitness (Obstacle course)
- Accessibility
 - Inclusive play equipment
 - Sensory friendly play
- Customization
 - Design Theme
 - Shade structures
 - Different play equipment (Instrumental play, activity board)
- Inclusive or Universal play integrated into play spaces in innovative ways that are a step beyond ADA.



Outdoor fitness is fun, and after the pandemic, seems very welcome

TRENDS AND OPPORTUNITIES

CORE PRINCIPLES

Public park spaces are the shared community spaces that define the public interactions we have with our friends and neighbors.

- Success is attendance. When people show up you see success - and it doesn't need to be fancy, just authentic.
- The ultimate determinant of a place's success is how well it is managed.
- What makes a space easier to manage:
 - Adjacent storage
 - Room for equipment
 - Simple system
 - Less time due to setup / take down
 - Great events
- Good design supports and facilitates the management of the space.
- Key principles for design include:
 - Access - how you move through
 - Comfort - what it feels like
 - Use - who and why we are there
 - Sociability - what is the rhythm

PROGRAM

ACCESS

- Good connections between spaces and community
- Easy walk throughout space
- Options to get to and from space
- ADA accessibility throughout space

COMFORT

- Makes a good first impression
- Places to sit and gather protected from elements
- Clean and free of litter
- Feels safe
- Clear views in most directions
- Night lighting

USE

- Used by people of all ages
- Several activities happening at the same time
- Feels vital when empty
- Choices of things to do
- People use space in groups

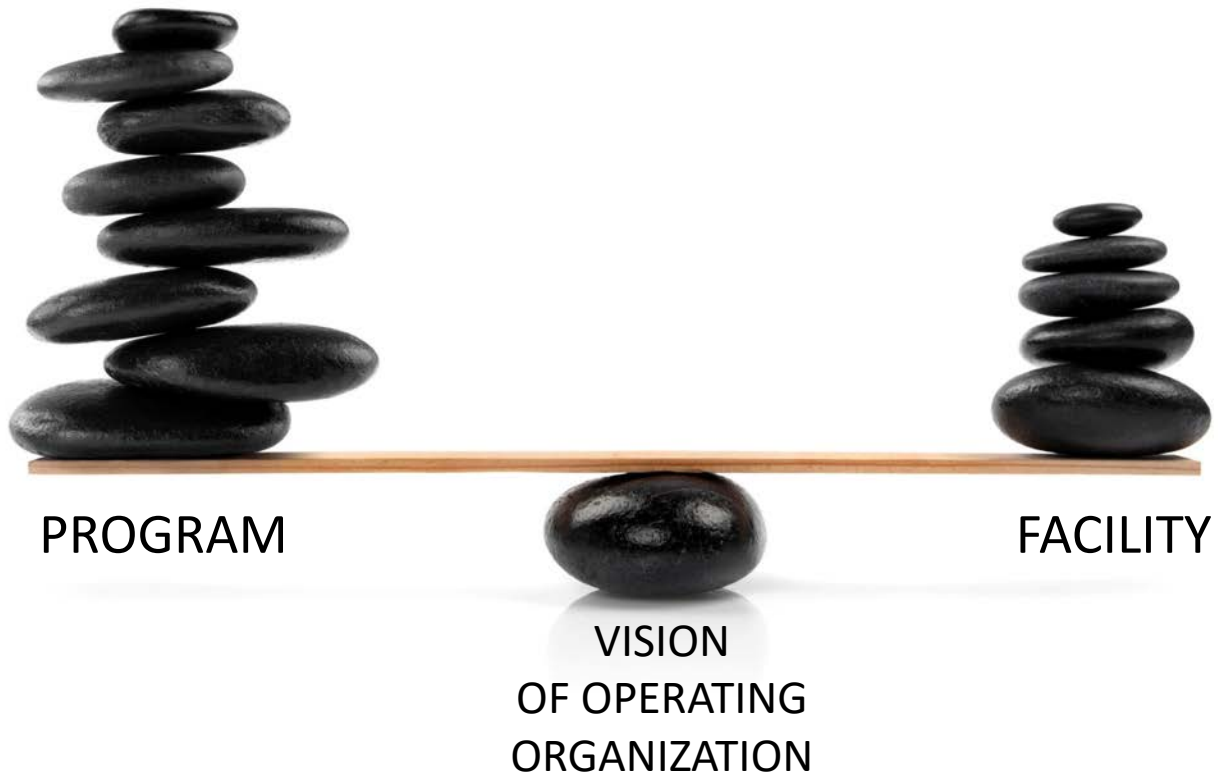
SOCIABILITY

- Place to meet with friends
- People interacting in groups
- People bring other people to the place
- People use place regularly

RULES OF THUMB

- The more activities the better
- A good balance between men and women makes a place feel safest
- People of different ages use the space
- The space used throughout the day / week / month / year
- The goal is for the space to evolve overtime to meet the changing wants and needs of the users





ORGANIZATIONAL CAPACITY

The organizational capacity of the operating entity of the spaces, in this case the City, needs to be considered and will need additional study to determine appropriate staffing to successfully manage events and reservations at Heritage Park. Partnership with Pinnacle Bank, the Chamber, The Downtown Events Group and others should be considered.

There will be ways to grow the capacity of the organization to match these goals, and the City will need to be open to considering alternative ways to achieve their desires for these spaces. In the mean time, their current staffing and roles are leading the way forward, showing how hosting events and providing value to the residents increases their engagement.

CONTRIBUTIONS TO HEALTH AND WEALTH

The neighborhood park also contributes in a foundational way to health of the residents and the value of the homes and property in the area. The impact of the park and recreation system as a whole does this in a myriad of ways - from basic sanitation to the value of each individual home. Benefits accrue forever: in the value of the real estate, in the health of the residents, and in the quality of life of the residents.

This investment in the community is extraordinarily cost effective. The initial cost can be less than 5% of the cost

TRENDS AND OPPORTUNITIES

of the individual lot. As a portion of household property taxes, parks and recreation often come to just a couple hundred dollars of expense in a year to an average household, but can provide the high value amenities in a community that make it worth living there. This has direct value to the City, which has been known for a long time:

One of the arguments for public parks, which has influenced real estate owners and taxpayers generally, is the direct effect of park acquisitions upon the value of city property, and their indirect influence upon the city's income from the taxation of land.

Nolan, John (1913) Landscape Architecture

In community planning the “proximate” impact of park land is considered substantial. Measurable impact to home values are increased up to 500 feet around small parks, and up to 2000 feet in the case of community parks. A positive impact of 20% on property values abutting or fronting a passive park area is a reasonable starting point guideline.

Of course, this isn't always the case: Poorly maintained or blighted facilities do not have this impact - but that is a matter of programming and maintenance, not the existence of the park. Other negative effects can be mitigated by design, as congestion, street parking, litter and vandalism from those coming into a neighborhood to use a park is indicating a lack of appropriate or insufficient recreation and design programming. Noise and ballfield lights can intrude into adjacent residences. It's up to the perception of the place in many ways.¹

The neighborhood park is often a “leftover” parcel of land in developments - hard to develop for housing, not necessarily chosen for access to a trail system, and not necessarily located in a central location. All these should be reasons that the park may have a greater chance to be unique because of the landform and natural features. That said, parks should not be relegated to ditches and unbuildable terrain - they need to meet goals for access and safety first.

Ultimately, the neighborhood park is a central focus in our cognitive map of our home community - where we met friends, saw the sun set, chased the dog, and unwound after work. For that reason it needs to be designed to be inclusive to everyone, welcoming to all, and inspirational to our imaginations.

Recent developments in a type of community park - the outdoor event center - have captured the imagination of small and large towns across our region. Sundance's Sundance Square is an example, and so is Main Street Square in Rapid City, where the number of attendees to the square doubled every year for the first four years. It spurred millions in downtown investment and is now central to the identity of Rapid City.

That's the power of the commons - civic spaces that define community identity tend to drive investment, community engagement, and validate the reasons we choose to live in the communities we do.

OTHER MEASURED RECREATIONAL IMPACTS

An example of social, economic, and environmental impacts of a recreational facility is Main Street Square in

¹ *déjà vu: The Impact of Parks on Property Values by John L. Crompton University Distinguished Professor And Regents Professor Texas A&M University*

TRENDS AND OPPORTUNITIES

Rapid City, SD. Main Street square is featured on the *Landscape Performance Series*² website and a study was done to evaluate how it has impacted the community. According to the Main Street Square study, the following was found:

- Environmental Impacts
 - » Manages 50% of annual rainfall with rain gardens and infiltration basins on site
 - » Reduces ground level air temperatures by 2-6 degrees compared to nearby parking lots.
- Social Impacts
 - » Attracts over 600,000 visitors a year through annual events and programming
 - » Provides opportunities for socializing according to 74% of survey participants. 80% of survey participants said they enjoy the overall character of the site.
- Economic Impacts
 - » Contributed to a 250% increase in assessed value for properties surrounding the square from 2010-2015.
 - » Created 15 full-time and 50 part time jobs, with Destination Rapid City, a nonprofit created to run Main Street Square

The City Parks Alliance Indicates that parks:

- Encourage active lifestyles and reduce health costs.
- Strengthen local economies and create job opportunities.
- Make cities more resistant to weather.
- Increase community engagement and reduce crime.
- Are a tool for reaching equity goals of providing access to public facilities across economic and social divides.

Parks also have a fundamental impact on how children develop and grow. In an age of screens and isolation, parks provide very real benefits that will directly impact children in our town.

Parks are places to grow as they:

- Offer family bonding sites. Heritage Park will quickly become integrated into the community culture of Newcastle. Kids will shape memories there with their families over their childhood. Families that participate in recreational activities together report greater feeling of family cohesiveness and happiness. Intergenerational exchange happens when families play together.
- Encourage social skill development in kids. Kids need opportunities to play in a variety of ways, from parallel play,

2 Landscape Performance Series:

<https://www.landscapeperformance.org/case-study-briefs/main-street-square>

TRENDS AND OPPORTUNITIES

to direct engagement in games. Parks offer an ever changing cast of characters to socialize our children, often with longer periods of play than we see at school.

- Enhance kid's multisensory experiences. Parks offer visual, tactile, vestibular, proprioceptive, and auditory stimulation, fully engaging their learning.
- Create social equity. By bringing us all together in a shared environment, social barriers are eliminated and the opportunity to share social capital is increased, raising the cohesion of the community with shared experiences.
- Give families free activities. Going to the park is an opportunity shared by all of us. Families are overspent and need ways to share fun and learning experiences with each other that don't break the bank.
- Create a safe gathering place. Coming together creates a place where we can all go, see people we know in a safe public setting.
- Increase community wellness. Face it, we all need to get off our butts! Parks provide a place to get your steps in and breath the fresh air! And it is not just our bodies. Our minds need parks too. Mental health improvements are measured by the simple increase of green space nearby. We need to be outside.



Shared experience knits our community together.

Parks are good for the rest of us for all these reasons as well. And, we also see many other community benefits:

- Promote arts and cultural programs. Heritage Park will have an immediate positive impact by providing a shared space to commemorate Newcastle Veterans. The committee is planning events at the park and are already excited at how this park will uniquely represent their intentions to celebrate and remember those that have served. Others will follow with similar events.
- Increase municipal revenues. Most communities find their identities are closely tied to their park systems. These systems spur increased municipal income from sales and property taxes.
- Attract and retain our residents. These places also then become part of the offerings the community has to retain and attract retirees. Retirees come with expendable income and have outsized impacts on the communities they settle in because their contributions to the community often outweigh their costs.

WHAT IS THIS ABOUT?

As Newcastle looks to create a unique facility that helps define community identity, an investigation into what other communities in the broader region are doing that is similar provides insight into what works. This facility should draw upon the knowledge gained by these other parks, and by contrast understand where Newcastle's facility should differentiate itself or replicate successful implementation of the idea for a community gathering place. This comparison is done to understand the "competition" even when comparing to larger communities in the region.

Here we look at several examples, summarizing basic information about each community and the amenities and events programmed for each location. This list includes many examples, but is incomplete - ultimately Newcastle will draw upon much more than is shown here for inspiration and learning.



PARK TYPE: DOWNTOWN PLAZA BUFFALO, WY

CRAZY WOMAN SQUARE

City Population: 4,606

Cost: \$ 19 million 2009

PARK FEATURES

- ☐ Public Restrooms
- ☐ Campground
- ☐ Open Lawn
- ☐ Night Lighting
- ☐ Indoor / Outdoor Arena
- ☐ Horse Wash Racks
- ☐ Warm-Up Arena
- ☐ Stall Barn
- ☐ Sound System
- ☐ Shower rooms

UNIQUE PARK FEATURES

- Classrooms
- On site Dining
- Heated All under one roof facility
- All Equipment on site (Barrels, poles, jump, trail equipment, etc.)

EVENTS

- Buffalo Christmas Market
- Saturdays in the Square
- Zombie Run
- Chalk Art Festival
- Johnson County Hike for Hope
- Turkey Trot
- Buffalo Oktoberfest
- 132 Event
- BBQ for Blues
- Farmers Market
- Annual Chili Feed
- Light up Buffalo
- Prime Thyme Business After Hours
- Buffalo Kick-Off
- Pumpkin Festival
- Annual Garden Sale
- Longmire Days



OUTLAW SQUARE

City Population: 1,548
Cost: \$4-5 million 2019

PARK FEATURES

- ☐ Public Restrooms
- ☐ Picnic Area / Seating Area
- ☐ Amphitheater / Band Shell / Stage
- ☐ Splash Pad
- ☐ Interpretive Signage
- ☐ Historic Site
- ☐ Open Lawn
- ☐ Close to City / Downtown
- ☐ Night Lighting
- ☐ Restaurants, Food Nearby
- ☐ Market / Event Space



UNIQUE PARK FEATURES

- Outdoor Ice Skating Rink
- Gazebo
- Sculptures

EVENTS

- Summer Nights Concert Series
- Fruhlingsfest
- Kids' Carnival
- Golden Hour Live
- Splash Patio
- Food Truck Fridays
- Bierborse Festival
- Love Wedding Expo
- Pumpkin Festival
- Cruiser Car Show
- Downtown Trick-or-Treat
- Veterans Day Ceremony
- Holiday Celebration & Winter Market



PARK TYPE: DOWNTOWN PLAZA - RAPID CITY, SD

MAIN STREET SQUARE

City Population: 72,258

Cost: \$6.5 Million, 2010

PARK FEATURES

- ☐ Public Restrooms
- ☐ Picnic Area / Seating Area
- ☐ Amphitheater / Band Shell / Stage
- ☐ Splash Pad
- ☐ Interpretive Signage
- ☐ Historic Site
- ☐ Open Lawn
- ☐ Close to City / Downtown
- ☐ Night Lighting
- ☐ Restaurants, Food Nearby
- ☐ Market / Event Space

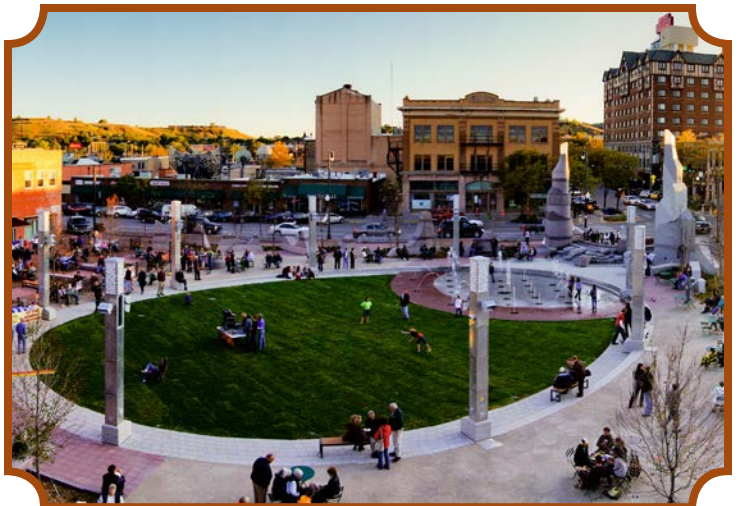


UNIQUE PARK FEATURES

- Outdoor Ice Skating Rink
- Fire Pit
- Sculptures

EVENTS

- Summer Nights Concert Series
- Fruhlingsfest
- Kids' Carnival
- Golden Hour Live
- Splash Patio
- Food Truck Fridays
- Bierborse Festival
- Love Wedding Expo
- Pumpkin Festival
- Cruiser Car Show
- Downtown Trick-or-Treat
- Veterans Day Ceremony
- Holiday Celebration & Winter Market



RALLY POINT

City Population: 6,796
Cost: \$1.7 million 2016

PARK FEATURES

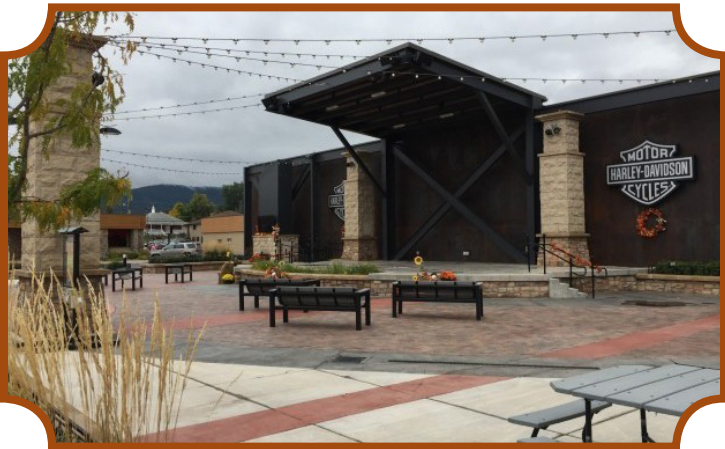
- ☐ Stage
- ☐ Seating
- ☐ Outdoor Fireplaces
- ☐ Outdoor Sound system
- ☐ Night Lighting
- ☐ Close to City / Downtown
- ☐ Restaurants nearby
- ☐ Market / Event Space

UNIQUE PARK FEATURES

- Outdoor TV screens
- Programmable lights

EVENTS

- Available for special events
 - Weddings
 - Art fairs
 - Concerts
- Hot Spot during Sturgis Rally
- Music on Main
- Sturgis Fall Festival and Oktoberfest



PARK TYPE: TOWN SQUARE - SUNDANCE, WY

SUNDANCE SQUARE

City Population: 1,438

Cost: \$1.2 Million in 2020-2021

PARK FEATURES

- ☐ Splash Pad
- ☐ Band Shell
- ☐ Public Restroom
- ☐ Lawn
- ☐ Playground



UNIQUE PARK FEATURES

- Sundance Kid Sculpture
- Arrow Head pavement circle

EVENTS

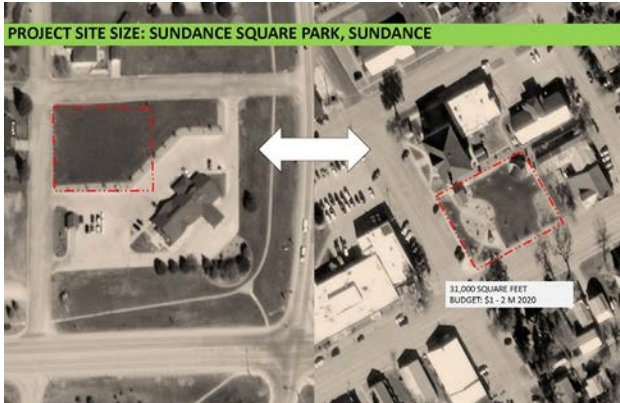
- Live Music
- Farmer's Market
- Crook County Country Junkin'
- Movies in the Park
- Festival of Lights Parade (Event site)
- Burnout Wednesday
- Old Stoney Art Show and Auction
- Winter Festival



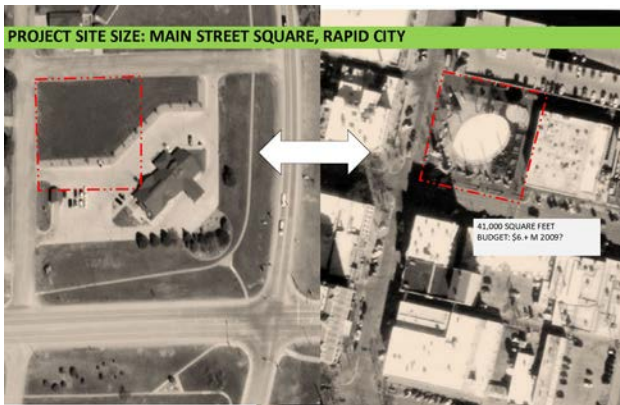
IS IT BIG ENOUGH?

The remainder of the Pinnacle Bank lot is approximately 40,000 square feet, just a bit under an acre. This compares directly to many of the other squares, plazas, and other outdoor event centers that have been developed around the region:

- Sundance Square: 31,000 SF
- Main Street Square: 41,000 SF
- David Street Station: 48,000 SF



Heritage Park and Sundance Square



Heritage Park and Main Street Square



Heritage Park and David Street Station

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PUBLIC ENGAGEMENT



03

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"I love that our community leaders see that we need to put resources into our community and not be scared to try to improve our community. " -Anonymous parks survey respondent



Community and stakeholder input was gathered as part of the study process. The purpose of this input was to hear the thoughts and concerns of the community and stakeholder groups and their concerns for this park, not necessarily for their ideas or concerns for the entire community's park system.

In addition to the general community, Several primary stakeholders were identified and interviewed.

A survey was created and implemented online by the Center for Business and Economic Analysis at the University of Wyoming.

OVERALL SCHEDULE:

- June 13, 2022:** Project Kick-Off
- July 14, 2022:** Public Input at Farmers Market
- July 28, 2022:** Public Input at Fair
- August 8, 2022:** Meeting
- August 25, 2022:** Veterans Committee presentation
- August 29, 2022:** Committee Presentation
- September 6, 2022:** Park Concept Presentation
- October 2022:** Park Concept presentation to Parks Board and City Council
- October 2022:** Final Feasibility Study Document Completion

KEY TAKE-AWAYS FROM LISTENING MEETINGS:

- The Veterans Memorial is key. The group has been working a long time towards this goal and everyone recognizes that effort.
- People like the idea of a simple splash pad in town. While it doesn't apply to Heritage Park, many people took time out to talk about the idea of an outdoor pool in town. A splash pad was seen as a way to get some water in town without the larger project a pool requires.
- People saw the Heritage Park concept as a way to get Newcastle into planning local events during major regional events, such as the Sturgis Motorcycle Rally.
- Some folks spoke about the need for restrooms and concession facilities at a

CHARRETTE AT COMMUNITY EVENTS

park like this, where kids and families will visit.

- Kids all told us, “If you want a kids view, you will make fun playgrounds.”
- Make plenty of shade
- We heard many times about locals who are unable to participate directly in veterans events because of health issues. They need places to sit, shade, shelter from the rain, and a good view of what is going on.
- Other desires for outdoor recreation that were expressed include:
 - Tennis Courts
 - Volleyball
 - Pickelball
 - Interactive Musical Learning.
 - Souvenir Shop
 - Gardens
 - Native plants and vegetation
- Several folks understood the visitor center aspect of the proposal and suggested moving or combining the chamber into this site.



CHARRETTE STATIONS

Attending the Farmer’s Market and County Fair were opportunities to tell folks about the project, hear their concerns, and hear their ideas. The exercises we had for participation included:

- You and Your Parks - where you put a dot where you live and draw a line to the park.
- Big Idea Board - where you place a sticky with your idea(s) written on it.
- Park Designer - where you take a hand at laying out the park yourself.
- Style Voting - where you vote on images that you think would be best for the park.
- And Why Newcastle? - Where you write down features worth visiting in Newcastle

We also handed out reminder cards for the online survey.

OVERALL TAKE-AWAYS:

- Great online participation
- Driving was NOT the main mode of transportation to parks for kids. This is unusual.
- Community members are the primary users of the parks
- People walk to their neighborhood parks, so proximity is important
- The road connections between subdivisions are needed
- People generally were aware that something was being planned.

CHARRETTE AT COMMUNITY EVENTS

- People are familiar with the type of park that Heritage Park intends to be and referenced Sundance, Lead, Casper, and Gillette parks in our discussions.
- The Veterans Memorial crew showed up to represent their interest at all the events.

CHARRETTE STATION: NEWCASTLE STYLE

This station provided one large graphic boards with four large graphic boards with “style images”. Community members also had the opportunity to suggest things they would like to see that were not shown in the photos. The style boards had images of Splash Pads, Shelters, Stages, and Veterans Memorials to find out what aesthetics best fit the community’s idea of “Newcastle Style”. Participants were given six dots colored coded based on which event we were at and placed them on the pictures they liked best.

This exercise not only expressed community preferences, but showed preferences based on different attendance groups.



CHARRETTE AT COMMUNITY EVENTS

TAKE-AWAYS NOTED:

- All ages represented
- Positive reaction to process
- Splash pad was a popular amenity
- Ice Skating was a popular activity
- Most comments were around having something nice in town that is new.
- Photos of completed boards are shown here to give a sense of the participation and preferences indicated.



Splash Pad board was popular with kids who like the color and light. The stream, boulders in the pad, and simple forms seemed to rule the voting.



The Shelter board showed that Newcastle would prefer a wood traditional form over modern design elements.

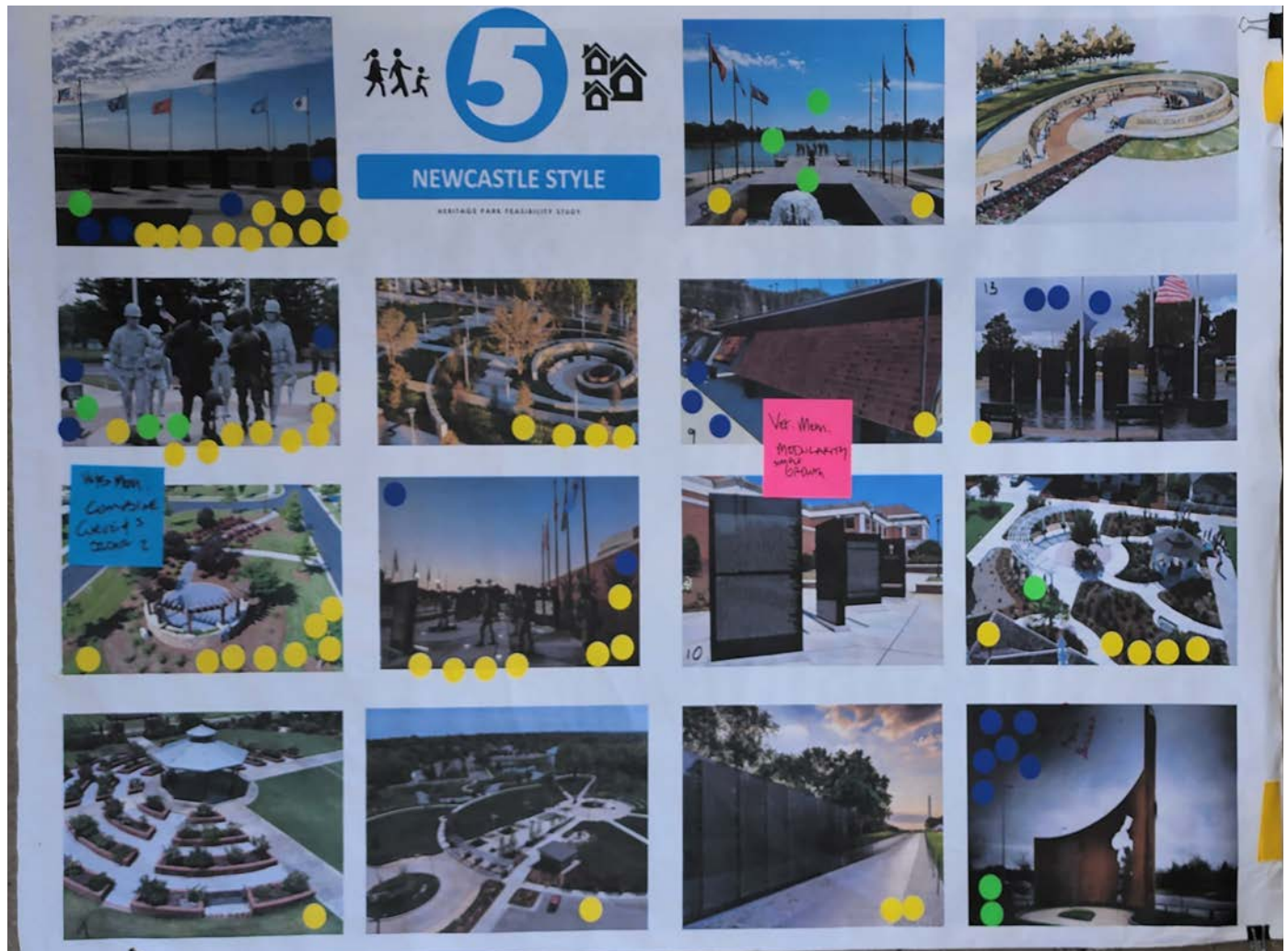
CHARRETTE AT COMMUNITY EVENTS

OVERALL CHARRETTE TAKE-AWAYS:

Those who participated seemed excited to have a Voice and a chance to be involved. Some came with Definite ideas; others came to learn.



The Stage board showed that Newcastle would prefer a wood traditional form over modern design elements. The people voting very clearly told us that the stage needs to be raised off the ground, and needs plenty of power to host the kinds of events Newcastle needs.



The Veterans Memorial board revealed a wide variety of interest and style types were across the community. No specific style was directed, but we did discern a few things: flags breaking the skyline, opportunity for sculpture, curved forms make the memorial seem welcoming, our site needs enclosure.

WHAT TO DO IN NEWCASTLE?

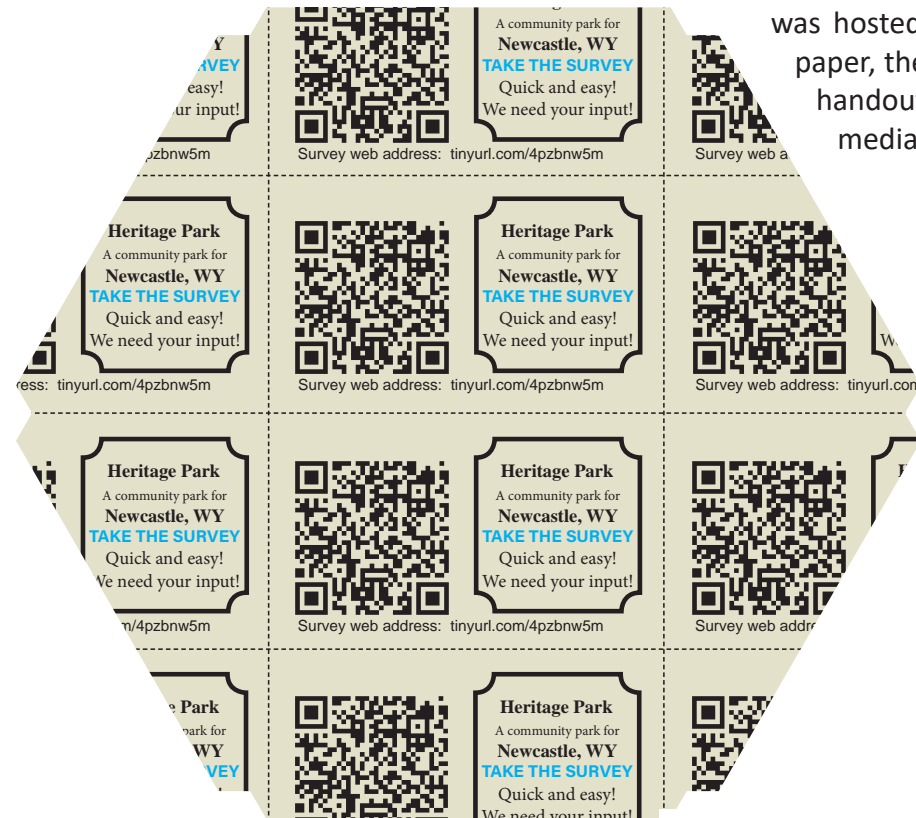
We were asked to create a list of places to visit in Newcastle and enlisted the folks at the input sessions to help us out. Here's the list we have from that group:

- Anna Miller Museum
- Amish Bakery
- RPM Days / Fair / Races
- Battle of the Bands
- Warm Summer Nights
- Weston County Courthouse
- Railroad Park
- Main Street
- Seconds
- Nerds 4 Ever
- Movie Theater
- Ice Cream Shop
- Flying V Trails
- Serenity Trails

This list will be combined with the directory of the Newcastle Chamber to ultimately create the on site directory and guides that will be at the information Kiosks.



To create a plan that is relevant, implementable and inspiring to City residents, the project team distributed an online questionnaire early in the project to identify community priorities and needs. The questionnaire was available online from June 14 through August 25, 2022. The questionnaire link was hosted by CBEEA and was advertised locally in the paper, the weekly newsletter, in articles in the paper, by handout cards at the markets and around town, social media, and by word of mouth.



Finding purpose at Newcastle's Heritage Park

Published by admin on Thu, 07/21/2022 - 12:56pm

By: Alexis Barker, NLJ News Editor



Photo by Walter Sprague/NLJ
Matt Fridell describes several ideas for the proposed Veterans Memorial presented by Tallgrass Landscape Architecture, which will build the memorial. The idea for the yellow dot vote is standard practice for the firm, giving the residents of a city voice in the design.

The City of Newcastle, Pinnacle Bank, the Newcastle Veterans Memorial Committee and other local organizations continue to work together toward the creation of Heritage Park, and as they begin to identify the scope of the project they have enlisted the help of Matt Fridell of Tallgrass Landscape Architecture.

As previously reported, the groups have been developing the idea for a park that will include a veterans memorial, festival/market area, restrooms and splash pad. A splash pad, also known as a spray pool, is a recreation area, usually in a public space, with little to no standing water.

As one of the first steps towards development of the park, Fridell met with members of the public to begin conducting a survey to determine the direction the community would like to take with the project. He visited with residents at a booth he hosted during the Newcastle Farmers

Market last Thursday, on the roughly 1 acre of land that will eventually be home to the park.

The survey will be part of the feasibility study on the development of Heritage Park. The study will also include an economic and needs analysis, potential employment opportunities, cost estimates for construction and a description of future maintenance costs, as well as any other pertinent information revealed along the way.

"All of that will combine into the feasibility study. The goal is to have that completely done in September, with portions of it available beforehand so grant applications can be put together," Fridell said.

Newcastle received \$18,750 from the Wyoming Business Council to complete the feasibility study, as reported in a previous

SURVEY QUOTE CATEGORIES:

To understand the types of concerns people expressed in the survey they were categorized into categories based on their subject.

COST & MAINTENANCE

- My concerns about this are how is it being paid for and if it will raise Weston County taxes.
- Where is the funding coming from
- Who's paying for it
- Increase city maintenance budget and staffing to maintain the park!! They are behind as it is with what we have established!
- We have lots of parks already, this might be okay but who is going to keep an eye on it so it's not vandalized as people have no respect for things like this!
- Already decent parks, how about improving them instead of making another thing to fall apart with lack of care
- At this point, I believe better bicycling/walking paths connecting the different areas of town are more important than a whole new park. Rather than upgrading the one we have and making sure there is path access and parking for everybody.
- We already have two parks in town and need roads fixed before another park.
- Why create new when you have 3 other parks that these "attributes" can be added? The splash park could easily fit over by loaf n jug and there is covered picnic tables there. Or DOW park that once held a pool so water is already there which also has covered picnic tables. Why not improve those?!
- The community should finish existing parks before building another one.
- It is a nice idea, but the city public works department is not currently staffed at a level that is able to maintain additional infrastructure. Also, great site for another veteran memorial (we already have two), horrible site for hosting large gatherings or any gathering of small children.
- We already have some beautiful parks in Newcastle I

Cost and Maintenance concern focus on several ongoing issues that have been identified in Newcastle:

- Staffing is difficult for the City
- Overtasked parks and public works staff
- Civic pride in the other parks
- Continued work is needed to expand the trail system within the City to make safe routes
- Other spending priorities and the ever present concern about taxes

Staffing at the City is a critical issue that the City will need to address.

Heritage Park comes with built in supporters who will keep a watchful eye on the park over its lifespan.

Investment concern focus on positive aspects of Heritage Park's proposal:

- Veterans Memorial is good
- Splash pads are a family destination
- Support for the splash pad, but desire for it at a different location
- Overall support for the concept
- Urging us to be responsible water users

Parks tend to have great support from young families and folks with a specific interest in the features programmed.

Sometimes the variety of issues that are addressed by a park design do not directly translate to everyone. Continued outreach is needed to educate the people who may not completely understand the features and use of the park.

would like to see the community invest in continuing to develop and maintain what we have. Not add more

- Funding, staffing, and maintenance responsibilities should not always automatically and presumptively fall to city government. We need to more closely explore the financial commitment of the chamber, the county, the VFW, and private enterprise, as well as the city's ability to bankroll this venture. It is a very worthwhile endeavor, but this community's track record with follow-through is abysmal.
- I don't feel that making another park when our sewer system is antiquated is the best way to spend tax money, nor do I think that our already overworked public works crew needs yet another park to maintain.
- Fix the streets before you put in another park

LOCATION

- Where will the park be at?
- Where is this going to be located?

INVESTMENT

- This would be a great investment to bring the community together in such a fractured time we find ourselves in.
- I think the picnic area and splash pad are also 4s. As well as the Veterans Memorial that would be awesome to honor those who served this country.
- Water activities for kids would be a great asset to the community.
- A splash pad for the children is very much needed in this community!
- It would be nice to have more family friendly places
- I would love this to be children centered
- Would be nice
- I'm so excited for this park to be built. The splash pad and the covered patio for the farmers market will be a great addition. Thank you for your hard work on this project!
- Open green spaces are an asset to all communities!
- I fully support developed green spaces in town, especially close to the highway to draw tourists
- So excited to see them considering something positive for our community. If we want to keep our money local, we have to provide the venues.
- This is something our community needs
- Please consider building a splash pad at an alternate

location.

-
- This would be a very nice addition to Newcastle.
 - Need children's activities, or a combination of the memorial and splash pad
 - This is an amazing idea! I love it!
 - Splash pad for the kids!
 - This would be amazing!
 - Excited about a veteran's memorial!!
 - This is great kids need more to do here
 - So excited for this opportunity for Newcastle!!
 - I think memorial is great idea but just in a different location
 - I love that our community leaders see that we need to put resources into our community and not be scared to try to improve our community.
- There has to be elected/hired leaders that do the same.
- Splash pad should be at a different park so the serenity of this space is maintained
 - Since this area of Wyoming is in a drought, I believe the water feature is irresponsible. Also, the staffing issues would be difficult to solve.
 - Why don't we just use the parks we already have that have space for it



Word Cloud of some survey responses

IMPLEMENTATION OPPORTUNITIES



04

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A lot of hands come together to build community recreation spaces. The dollars often come from multiple sources for a single project. Here's a list of the primary ways the city can consider achieving this plan and look forward toward having a steady drumbeat of funding for its goals to improve the community.

COSTS

A few notes about costs included in this document.

The raw overall cost projected to develop the amenities outlined in this master plan do not include an incremented contingency over time. Overhead, mobilization, taxes, and design are considered and are based upon industry standard applications of these. Typical planning numbers for these are as follows:

- Design: 6-12% of total costs, depending on the specific features, required specialists, and complexity.
- Overhead and Mobilization by the contractor: 10-20% of total costs, but these may also vary greatly in a public bid - a competitive bidding season will see lower numbers, but already busy contractors will be willing to risk losing the project for a higher profit. Additionally, specific construction challenges, project types, and special features may see these numbers vary over time.
- Contingency: Planning books recommend up to 25% for Master Plan phase, reducing incrementally through the phases of design to 5-8% for construction document estimates.
- Price Uncertainty: The past few years have seen multiple influences on the supply of materials, labor costs, and the overall predictability of costs related to construction is very low at the present moment. The current economic outlook across the nation is described as "uncertain".

CITY ANNUAL BUDGETING

Municipalities of all size struggle to serve the development needs of their communities. Often public spaces flounder, not because of inattentiveness or lack of desire, but because of a lack of a clear plan when budgeting time comes around and it is time to set the numbers in stone. Committing to setting aside a specific amount for several years towards one park or one project, such as Heritage Park, is a way to start the momentum and get the project rolling that we recommend. The City should look beyond this project to a goal of designating a significant fund for maintaining the parks and staying ahead of the natural life-cycle costs that occur. This fund can also then be used for



forward thinking projects that build on the great public spaces that already exist in the community, whether it is renewing, adapting, or reconfiguring something old, or envisioning something new.

Newcastle Chamber of Commerce is not a direct funding source for the park, but they are a great partner to draw upon as the project moves into a fundraising phase. Further conversations with the director will be fruitful for the funding committee.

WESTON COUNTY

Partnership with Weston County is a potential avenue for some aspects of the collaborative efforts to program and fund events that take place at Heritage Park.

Weston County Travel Board is a potential resource for the strategic thinking and planning for grants and overall funding.

STATE GRANTS

Wyoming Business Council is the primary funding sources and administrator within Wyoming for grants and the various programs that help communities and businesses grow within the state. Several programs apply for this park, including the grant that funded this feasibility study.

Wyoming Main Street

Wyoming Main Street is a coordinating program of Main Street America for the state of Wyoming and is housed within the Wyoming Business Council. We help Wyoming communities of any size revitalize their downtown by implementing the Main Street Approach. Main Street is a grassroots effort in economic development that focuses on historic preservation, small business, community character, and more. Because of this it is not entirely applicable to Heritage Park.

The Wyoming Business Council Community Development focus area supports Placemaking as a community development tool. Placemaking is a multi-faceted approach focused on making your community a better place to live, work, and play by transforming underutilized public spaces into vibrant community places. The Power of 10 exercise is used in this document.

The **Wyoming Department of Transportation (WYDOT)** provides funding for:

- Congestion Mitigation and Air Quality
- Electric Vehicle Infrastructure Discretionary Grants
- Public Transit in Wyoming
- Transportation Alternatives
- High Risk Rural Roads Program (HRRRP)
- Aeronautics Grant Program
- Highway Safety Behavioral Grants

Relevant to Heritage Park is the EV Infrastructure Grant which could allow for EV vehicle charging at the site.

Recreational Trails Program (RTP) is a federal aid assistance program to help states provide and maintain recreational trails for both motorized and non-motorized trail use. The program provides up to 80% reimbursement funds for all kinds of recreational trail uses including, but not limited to pedestrian use, bicycling, in-line skating, equestrian use, cross-country skiing, off road motorcycles, OHV & UTV riding, four wheeling, snowmobiling. Applications are through

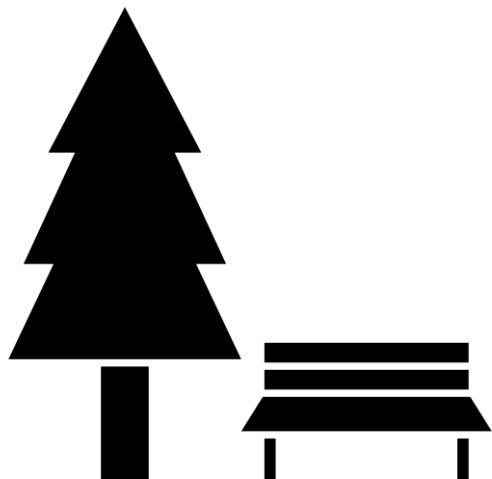
Land & Water Conservation Fund (LWCF) is a federal aid assistance program to help states provide outdoor recreation facilities. The program provides up to 50% reimbursement funds for acquisition and development of outdoor recreation projects. Eligible applicants include city, county, township and tribal governments. Some eligible projects may include, but are not limited to: playgrounds, ballfields, sport and play fields, picnic facilities, pools, ice rinks, golf courses, amphitheaters, winter sports facilities, visitor information facilities, land acquisition. For more information, contact

FEDERAL GRANTS

Many federal agencies offer grants and loans for programs and projects undertaken by local governments.

Grants.gov allows organizations to electronically find and apply for competitive grant opportunities from all Federal grant-making agencies. Grants.gov is THE single access point for over 900 grant programs offered by the 26 Federal grant-making agencies.

The Catalog of Federal Domestic Assistance (CFDA) is a



government-wide profile of all Federal programs that provide grants, loans, services, information, and other assistance. The CFDA lists a specific contact for obtaining additional information, and application forms about each program. It also includes a helpful section on writing grant applications. The CFDA is published annually and updated mid-year. Notices of Funding Availability (NOFAs) are announcements that appear in the Federal Register, printed each business day by the United States government, inviting applications for Federal grant programs.

The CFDA and NOFAs are good places to begin a search for federal funding for your program or project. Another source is the home web page of a federal agency. Links to agencies with competitive grant programs are provided below:

U.S. Department of Agriculture (USDA) is a major contributor to rural areas, providing funding for housing, water and environmental, (drinking water, sanitary sewer, solid waste and storm drainage facilities), community facilities (public buildings; health care, elderly care, and child care facilities; fire and rescue stations and equipment, and streets).

U.S. Department of Transportation (DOT) offers a limited number of grant programs for research and pilot projects. The vast majority of DOT funding is apportioned to states by formula.

U.S. Department of Commerce has the Economic Development Administration for public infrastructure funding.

PRIVATE GRANTS AND ASSISTANCE

The Foundation Center is a nonprofit service organization established by foundations in 1956 to foster public understanding of the foundation field by collecting, organizing, analyzing, and disseminating information on foundations, corporate giving, and related subjects. The Center provides information on foundations that make grants. The fully searchable database includes detailed profiles of all active U.S. foundations, as well as an extensive file of recent grants awarded by the nation's top funders. For free webinars on how to research and apply for grants go to Grant Space, <http://grantspace.org/>, which is a service of the Foundation Center. Under the Resources tab you can also find sample documents that may assist you in applying for a grant.

The Wyoming Community Foundation is a nonprofit organization that connects people who care with causes that matter to build a better Wyoming. WYCF is governed by a statewide board of directors, which grants funds to nonprofits across Wyoming that make an impact in their communities.

Nonprofit organizations currently recognized under Section 501(c)(3) of the Internal Revenue Code and in good standing with the IRS are eligible to apply for grants that benefit Wyoming. Additionally, WYCF makes grants to other exempt organizations and public institutions as long as the purpose for which funds have been requested falls under the IRS definition of charitable. Applications from organizations with outstanding final reports from prior grants will not be considered.

Application	Deadline Dates	Notification Dates
	March 15	June 15
	September 15	December 15

Project sponsors such as cities, towns, counties, school and recreation districts are eligible to apply for L&WCF monies. The L&WCF is a matching grant program based upon a fifty percent (50%) reimbursement of the total cost of the project. Only costs for the development and/or acquisition of public outdoor recreation lands and facilities are eligible for assistance

America Walks Community Change Grants

The Community Change Grant program supports the growing network of advocates, organizations, and agencies working to advance walkability. Grants are awarded to innovative, engaging, and inclusive programs and projects that create change and opportunity for walking and movement at the community level. Applications for grants open in the fall and are awarded for the full calendar year following. The number of grants awarded varies each year, depending on available funds. America Walks also provides technical assistance and “rapid-response” services at no charge. They respond with advice, best practices, case studies, and provide connections to other practitioners. They also offer more intensive, site-specific technical assistance solutions to government, non-profit, and business clients.

AARP Community Challenge Grants

The AARP Community Challenge provides small grants to fund quick-action projects that can help communities become more livable for people of all ages. This year, applications will

be accepted for projects to improve public spaces, housing, transportation and civic engagement; support diversity, equity and inclusion; build engagement for programs under new federal laws; and pursue innovative ideas that support people age 50 or older. Applicants and others with questions can email CommunityChallenge@AARP.org.

DIRECT FUNDRAISING

The Veterans Memorial Committee has already formed a non-profit that is ready to receive funds for their memorial. This committee has also indicated their willingness to serve as a recipient for other funds for Heritage Park. The Steering Committee is in discussions about a fund raising strategy.

The City of Newcastle may consider forming a Parks Foundation that directly solicits and receives funds from its citizens for the development of park land and amenities. A Park Foundation can be a successful vehicle for long term community investment if it has strong leadership and a few specific goals that it tackles.

MANUFACTURER GRANTS

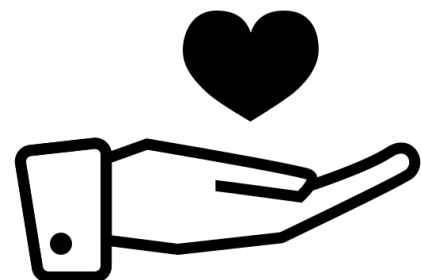
The City of Newcastle should carefully evaluate and pursue grants available from manufacturers that are relevant to these parks. Examples of manufacturer grants are:

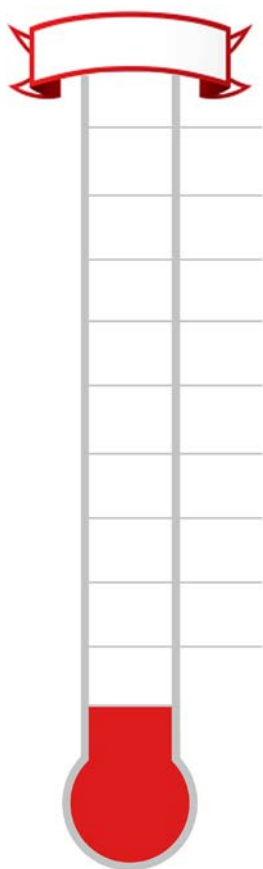
- Burke Playgrounds: www.bciburke.com/resources/funding-resource-center/grants - a matching grant.
- <https://www.playlsi.com/en/playground-planning-tools/playground-funding/playground-grants/> - A guide for other grants.

A GUIDE

The following is a useful guide to pursuing grants provided by Landscape Structures who also has a comprehensive grant resource posted on their website:

- Understand the purpose of the grant and write to the grant requirements
- Establish goals and activities that are clear
- Outline your proposal before you begin writing
- Write clearly, concisely and professionally
- Write as if you have already been funded for the grant and are explaining what you will be doing
- Make sure the proposal answers each question asked





Our goal

THANK
YOU!

- Be sure to consult with required stakeholders and get appropriate approvals to submit the grant early in the process
- The appearance of your proposal matters; use visuals when possible
- Read and edit your proposal in its entirety
- Have someone not familiar with your program read the proposal for clarity

Heritage Park's funding will ultimately be a mix of private and public funding that can be pieced together by its advocates.

ADDITIONAL OPPORTUNITIES

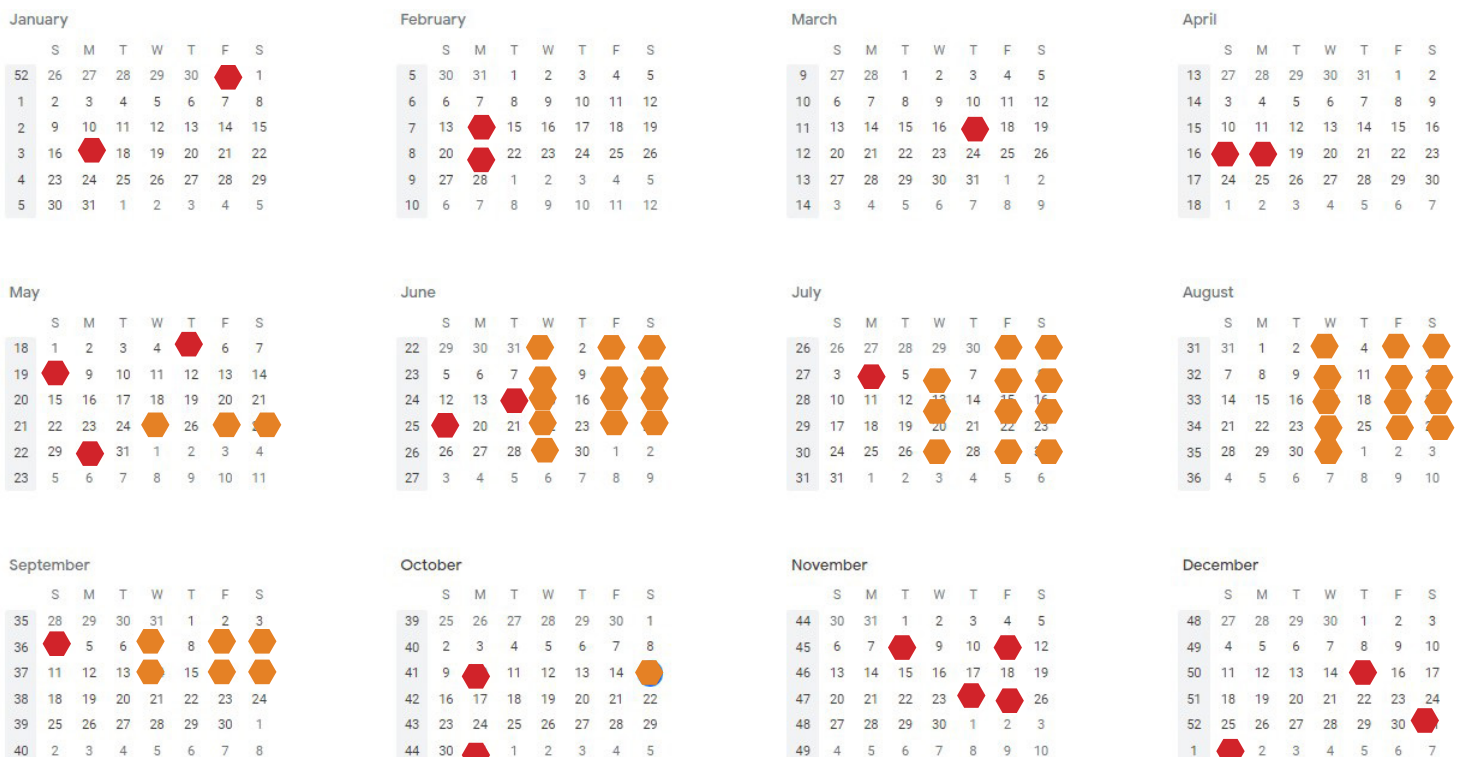
Beyond the Economic Impact Study's results, there are a few other opportunities the town should consider promoting. These are operational choices, but are becoming standard throughout communities that build these types of public Event Center facilities:

- Staffing the concession stand during summer hours.
 - 1-3 Summer employees could staff the concession stand selling simple refreshments to visitors to the splash pad
 - These kids would serve as community greeters and could be trained by the Chamber of Commerce, extending the impact of the facility as a Visitor Center.
- Staffing the concession stand during the winter.
 - 1-2 Winter employees staffing the concession stand on Friday, Saturday and Sunday afternoons and evenings creates a winter gathering place.
 - Purchasing the ice rink equipment will create the opportunity for a community ice rink. Renting skates and selling hot chocolate then becomes a way to pay for the equipment and the staff over time.
- Pinnacle Bank has committed to hosting monthly movie and monthly concert series during the summer at the facility.
 - This has both a cultural impact and a financial impact.
 - From the cultural standpoint, the community will have a new regular community event, hosted locally and celebrating musicians and artists from around the region.
 - From a financial standpoint, the vibrancy of the park as a destination is improved, musicians are paid,

staff are assembled to facilitate the event, food trucks are invited, and other restaurants benefit from people coming out into the community to eat and join the festivities.

- Coordinated attendance by the arts council, or other civic groups will allow for either additional attendance at these events while these groups organize their part of the action, or additional events.
- Multiple other uses are expected that will have economic impact within the community, whether the groups rent the park or simply use it:
 - Veterans Ceremonies.
 - Concerts and screenings
 - Family Reunions / birthday parties
 - School events / outdoor dances / rallies
 - Holiday events (Santa, Valentines, etc)
 - Corporate or Organization Events such as picnics, fundraisers, and so on.
 - Other Sponsored Annual “Holiday” type events such as Oktoberfest, Halloween, or NFL games that may have a specific business interest that organizes and benefits from the event.
 - Other Fundraisers, such as Food Pantry, Thankful Thursdays, or other organization driven exchanges that need a familiar and easily accessible location to host folks coming through.
 - Art and Food markets. This site is already being used for the Farmer’s Market and the park is designed specifically to host markets! More Markets!

These types of events will evolve over time and will eventually be specific to the active clubs and organizations in Newcastle. Communities find there is an unmet need for organizational space for these events. Ultimately, Heritage Park will be part of the mix of places to host events in Newcastle, but will not replace event locations like Dow Park for the car shows, Downtown for Halloween and other gatherings, or the fair grounds.



This calendar shows holidays in red and initial programming for events in orange

PARK CONCEPT

05

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The concept for Heritage Park is to fulfill several unmet needs of the community.

A PLACE TO WELCOME OUR VISITORS

- The chamber facility is modest, and will be amplified by this facility - a friendly space that represents the best intentions of the community and provides an invitation to further explore the town. This will help with outreach and education about Newcastle and serve as a defacto Visitor Center.

A PLACE FOR ALL SEASON OUTDOOR EVENTS AND GATHERINGS

- Small to moderate sized events are too small for the fair grounds, and too big for other parks. Downtown events close the street and provide excellent atmosphere, and will be complemented by a separate space available for other gatherings that don't fill the whole town.
- No off season outdoor spaces are available. The ice rink worked, and despite heroic efforts by its advocates had challenges to remain open very long. This facility would provide a destination for winter events that is easy to decorate, set up, and operate.

A PLACE FOR OUTDOOR MARKETS

- A highly visible, easy to access, and fun place to host the popular outdoor markets is needed. This site is currently used successfully for this purpose, but has no amenities in its undeveloped state.
- It needs to be simply located. Other locations, such as the fairgrounds, are too far off the beaten path for independent markets.

A VETERANS MEMORIAL FOR NEWCASTLE

- This feature has been envisioned for a long time, but has not found a satisfactory home yet in the community.
- At the primary intersection of the community, this site creates the highly visible location that the Veterans Memorial Committee desires to represent Newcastle.

Uniquely Newcastle. That is the design intent for this park.

TRANSLATING NEWCASTLE

After reviewing the public input comments and suggestions, and further discussion with the Steering Committee, it was evident that inspiration for the materials and form of the park needed to come directly from the visible landscape and town. The following images summarize the inspiration used in this effort.

These images represent the uniqueness of Newcastle, and attempt to capture the quality of place that distinguishes this community from other similar towns.



INDUSTRY



INDUSTRY

RANCH CULTURE



RANCH CULTURE



HOMETOWN



TRANSLATING NEWCASTLE



MURALS OF THE WEST



HISTORY



RICH MATERIALS

HOMETOWN



WELCOMING TO VISITORS



KID FRIENDLY TOWN



TRANSLATING NEWCASTLE



DRAMATIC SKIES



ROCKS AND GEOLOGY



WEATHER

OTHER MEMORIALS

The Veterans Committee supplied multiple references for memorials that inspire them. After several conversations the following were used to refer to basic principles:

- Weston County Memorial - the local memorial is for the county, and because of the location ends up being secondary to the monumental building it is located upon.
- Gillette - an expansive memorial that will be more land than available in Newcastle.
- Bismarck, ND - tall columns that landmark a location.
- Pinedale - luxurious materials
- Other statewide memorials - most are best when they reflect their community directly and have local stories included.

CONCEPTUAL DESIGN – OTHER PRECEDENTS



CONCEPTUAL DESIGN – OTHER PRECEDENTS



CONCEPTUAL DESIGN – OTHER PRECEDENTS



CONCEPTUAL DESIGN – OTHER PRECEDENTS



NEWCASTLE - MOOD BOARD

MOOD BOARDS

These pages represent the “feel” of the space based upon votes by members of the community at the field public input sessions. They are intended to relay the character of the space and design elements planned.





NEWCASTLE - MOOD BOARD



HDR + Corgan © 2014 Andrew Pogue

OBJECT SITE LOCATION



TESTING THE IDEAS

Three concepts were created to test the spatial configuration of the elements on the site.

Within those ideas we used site analysis and feedback from the Steering Committee to guide the overall design.



CONCEPTUAL DESIGN – CONCEPT A – EXAMPLES / INSPIRATIONS



- Site relationship to intersection: From the corner of Highways 85 and 16 the views to the site create a circumstance where the west and east ends of the site are visible. This creates an opportunity for landmarking features to be noticed where people are stopped.
- A guide to expected costs and features of splash pads based on size was presented and the Steering Committee selected a modestly sized feature with only ground spray nozzles
- A lengthy discussion regarding recent interest and efforts to make an ice rink work in the winter resulted in support for the idea that the facility could be planned to support an ice rink if a group was interested.
 - » Artificial ice pros and cons were presented and discussed. Deadwood uses this type of rink at their Outlaw Square, a similar facility. Glice is a supplier for this type of system, which when purchased includes the 3x8 panels, the dasher boards, the cleaning kits, games, skates, skate racks, walking mats, and other elements.
 - » Glice systems costs are based on size and numbers of skates, but \$200,000 is a reasonable starting cost for a complete system that has a life expectancy of 20-30 years.
- Pros and cons of shade canopies were discussed by the Steering Committee and while they are nice, there was concern regarding additional tasks that already taxed City crews would need to accomplish.
- Initially the plans designated a space for the Veterans Committee to plan their memorial. A full design was developed after the initial park concepts were presented.

CONCEPT A

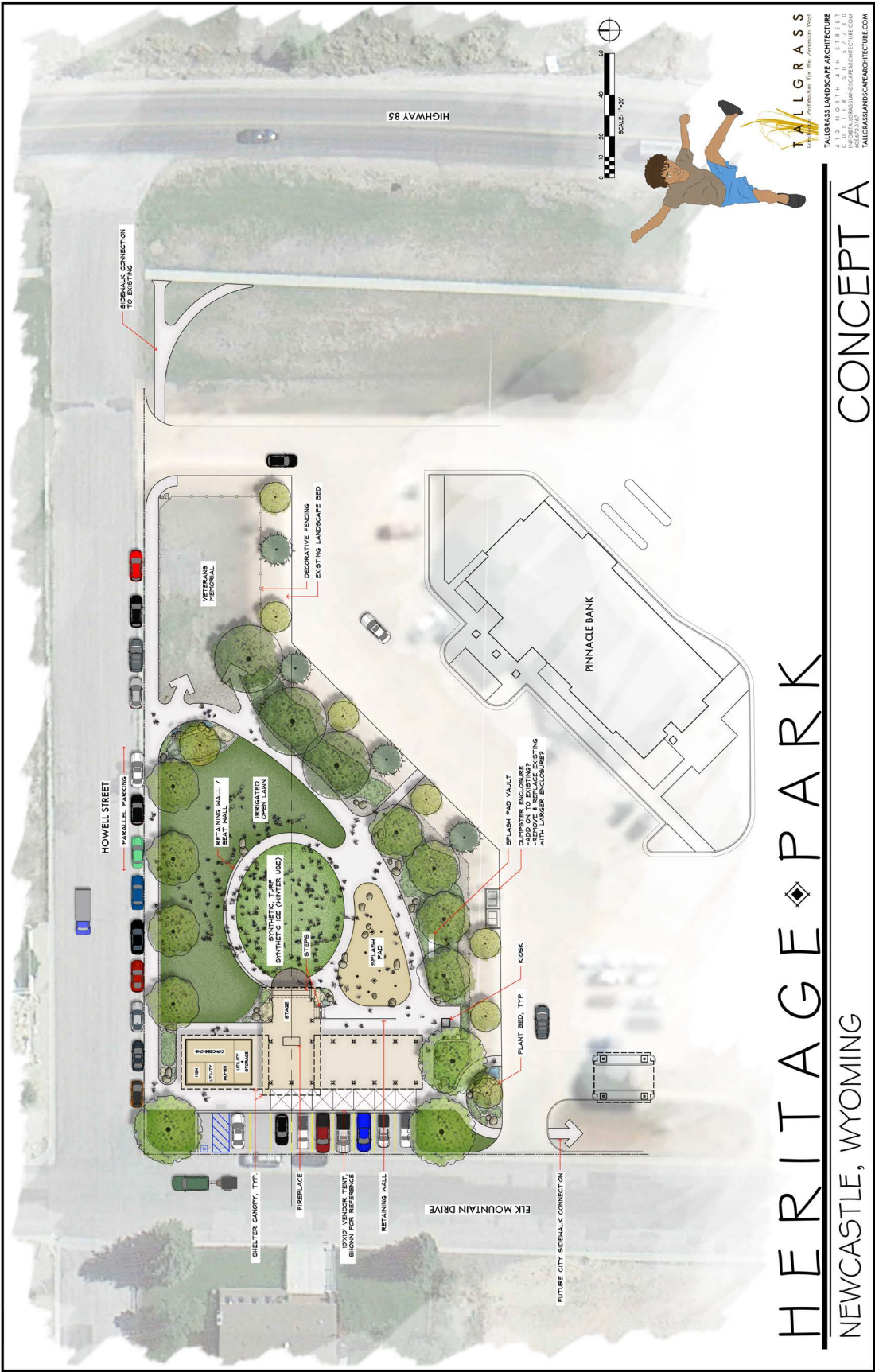
Concept A has a large shelter on the west side along Elk Mountain Drive. The 90 degree parking along Elk Mountain Drive will allow sellers during an event such as a farmers market to back in where tent can be placed on the sidewalk between the parking and the shelter.

The north side of the shelter will contain a small building that has concessions, restrooms and utility/storage room. The concessions facing the main activity area.

Centered within the shelter is a double-side fireplace. It is also centered on the stage and synthetic turf area. It could act as a background feature to the stage. The synthetic turf space is the main outdoor gathering space. It will be a space for park users to set up their chair, blankets or simply take a sit to take in events that are taking place on the stage. Examples of such events include concerts, movie nights, weddings and similar.

SUMMARY:

- CONCESSION BUILDING (700 S.F.)
- SHELTER: 26' x 80' (2,080 S.F.)
- STAGE: 18' WIDTH (430 S.F., INCLUDING STAIRS)
- SYN. TURF / SYN.ICE RINK: APPROX. 2,655 S.F.
- OPEN LAWN: 6,300 S.F.
- SPLASH PAD: 1,430 S.F.
- SHADE SAILS: 0
- PARKING: 10 OFF-STREET STALLS



CONCEPT B

Concept B has a long shelter on the north side to host the markets. A Concession / restroom building connects the NE facing stage in the center of the site to the west side along Elk Mountain Drive. The 90 degree parking along Howell Street will allow sellers during an event such as a farmers market to back in to the shelter.

The building has concessions, restrooms and utility/storage room and contains the support infrastructure for the stage and splash pad. The concessions facing the main activity area.

Shade structures along the west side provide space between the splash pad and street. A large turf area provides a green center of site for activities and is the main outdoor gathering space. It will be a space for park users to set up their chair, blankets or simply take a sit to take in events that are taking place on the stage. Examples of such events include concerts, movie nights, weddings and similar.

SUMMARY:

- CONCESSION BUILDING: APPROX. 1,200 S.F.
- LINEAR SHELTER: APPROX. 18' x 200' AREA (3,600 S.F.)
- STAGE: APPROX. 35' WIDTH (1,000 S.F., INCLUDING STAIRS)
- OPEN LAWN: APPROX. 6,600 S.F.
- SPLASH PAD: 740 S.F.
- SHADE SAILS: 3
- PARKING: 16 OFF-STREET STALLS



Concept C has two large shelters that frame the central lawn and north facing stage. The splash pad is between them on the north side and is directly across from the stage.

The 90 degree parking along Elk Mountain Dive will allow limited market sellers to back in where tent can be placed on the sidewalk between the parking and the shelter. Other market spaces surround the lawns

The west shelter will contain a building that has concessions, restrooms and utility/storage room. The concessions face the main activity area and the restrooms face the intersection to the north west. This shelter is slightly above the central lawn, providing an overlook to the events below.

The east shelter gable ends face the central space and the Veterans Memorial making it easy for those who attend the Veteran's events to be part of the ceremonies, but shaded or sitting in comfort.

The stage and synthetic turf area are central to the site here, and connect to the parking lot to the south.

SUMMARY:

- CONCESSION BUILDING: APPROX. 1,400 S.F.
- SHELTER 1 (ATTACHED TO CONCESSIONS): 44' x 27'
- SHELTER 2: 60' x 40' (2,400 S.F.)
- STAGE: APPROX. 26' DIAMETER
- OPEN LAWN: APPROX. 7,300 S.F.
- SPLASH PAD: 875 S.F.
- SHADE SAILS: 2
- PARKING: 7 OFF-STREET STALLS



BRINGING IT TOGETHER

The final design for the park was determined from the natural integration of multiple site concerns and conversations with the Steering Committee:

- Site topography has a high point in the NW Corner, this allows the site to step down from the shelter, creating a sitting area, enclosure, and a slight amphitheater effect at the stage.
- The north orientation of the stage points into the hill and is a good orientation for performers and audience.
- The edges of the site are visible from the road, so demarking the corner is a critical landmarking task of the plan.
- More parking needed to be added to the site, but balancing that need against the park spatial needs is important too. That is how it was determined that we should push north into Howell to get ride of the parallel parking and utilize that space for the 90 degree parking that creates good day access, and awesome market spaces.
- The splash pad and memorial need to be at opposite ends of the park.
- The shelters should face the stage.
- Market needs a long lawn, with built in tie-downs.
- No parking along the side of the memorial.
- The main lawn should be artificial turf to extend the season and manage use.
- There should be a shelter between the memorial and the stage that makes easy access for people who need to be out of the sun.
- More shade is needed, but the operational complexity of shade sails got us to switch to trees between the shelters.
- The border between the bank and park is maintained by a fence, and the trash enclosure is shared.

These decisions made the final layout pop into place and make sense as a combination of the three concept plans.

The images to the right illustrate these ideas.



HERITAGE PARK OVERALL CONCEPT PLAN - POWER OF 10

The Power of 10 tool is one way to evaluate places, whether it is an entire city, a destination, or a specific place within that destination. Within each place there should be 10 things to do or 10 reasons to be there. Here we evaluate both the park and the Veterans Memorial using the Power of 10.

10 things to do in Heritage Park:

1. Veterans Memorial
2. Hero Stories (multiple locations throughout park potentially)
3. Shelter 1
4. Great Lawn
5. Sitting Area
6. Stage
7. Splash Pad
8. Shelter 2 / Concession
9. Information Kiosk
10. Restrooms

There are more things to do within the park too, and depending upon the season, they may shift.



1 Veterans Memorial

The most important component of Heritage Park is the Veterans Memorial. The design process was a collaborative effort between the design team and The Veterans Committee. The memorial is situated at the northeast corner of the site, occupying approximately 5,000 sq.ft. The last pages in this section of the report explain the elements of the memorial in detail.



2 Great Lawn

Situated at the center of the park is the great lawn. This is an unprogrammed greenspace that is approximately 3,650 sq.ft. in size. It could be real turf grass (irrigated) or synthetic turf. Synthetic turf may be the better option due to the high amount of pedestrian traffic that it will see. Also, this space could potentially be used for an synthetic ice rink in the winter. So, if a rink was desired, synthetic turf may be best suited for this space.



3 Stage

Design inspiration for the stage and canopy came from the shade structures in the veterans memorial that are in the form of wings. The roof canopy appears as if it were ready for flight. The stage is approximately 20'x30'. It has a small staircase (18" height, three steps as shown) facing the great lawn, as well as an accessible ramp that runs along the east side. There is a wall with stone veneer as a backdrop to the stage that is similar to the perimeter wall at the memorial. This wall screens the view of the Pinnacle Bank's dumpster enclosure and parking lot. At the east and west sides of the stage are large sculptural pillars. These pillars will be very similar to the pillars of light at the memorial. The stage will be large enough to house an 18'x9' screen for use during events such as "movie night." The stage will have an adequate power supply to host a variety of entertainment uses.





4 Splash Pad

The splash pad consists of 8-10 spray features within a 1,600 sq.ft. area of decorative concrete. Locally sourced boulders are placed throughout the splash pad to help aid in creating a unique sense of place. Adjacent to the splash pad to the northwest is a layered/stacked area of boulders where visitors can sit and/or gather. This boulder formation was inspired by the local landscape and geological formations that exist in the Newcastle area. Strategically placed trees provide shade. Above the boulders is a gathering space with traditional movable picnic type tables with umbrellas. To the west of the splash pad is an accessible ramp for access to and from the higher portion of the site. The mechanical components for the splash are located in the white rectangular housing on the southwest side of the splash pad.

5 Shelter 1

The design of this shelter compliments the architectural design features and materials of the nearby Pinnacle Bank building. It is 30'x40' in size, and it was located on the site to make it feel like it has connections to the memorial, seating area to the west, as well as to the great lawn space.

6 Shelter 2 / Concession

The main building structure on site is a 40'x66' (dimension to outside of canopy pillars) multi-purpose building that has shade canopies, concessions, storage, mechanical & restrooms. It also compliments the architectural design features and materials of the nearby Pinnacle Bank building. There is an opportunity to create murals on the walls to further enhance a sense of place help make the park Newcastle unique. There is park signage on the northeast and southwest sides of the building that are highly visible from the adjacent streets.



7 Restrooms

The park restrooms are located on the back side of shelter 2 adjacent to the street intersection. It consists of separate mens and womens restrooms with a mechanical room between. This side of the building has a small shade canopy as well. The restrooms will be highly visible from the street intersection. Being highly visible makes them a lesser attraction to those up to no good.



8 Information Kiosk

This informational kiosk could be used for visitor outreach and local events, sponsor advertisement, etc. The design was also inspired by the Pinnacle Bank building. It is located at the east side of the restrooms, but could potentially be located in a few other locations on the site.



9 Sitting Area

This area is a “common space” that could be used passively, by visitors attending an event at either shelter, the memorial, or an event happening on the stage or great lawn. It would be a comfortable place to sit while attending a farmers’ market happening just adjacent to this space. The proposed space consists of movable tables with umbrellas, shade trees with tree grates to improve accessibility around the space, as well as boulder seating along the south side. There is seating in the shade, in the sun, under umbrellas, in groups at tables, or for one or two people on the boulders abutting the sidewalk. There are many options for many different situations



10 Hero Stories

Another way to make this park uniquely Newcastle is to introduce visitors to local heroes or other important local figures by placing their stories on custom interpretive panels throughout the park site. Such stories could draw people to the site to explore and learn about Newcastle’s heritage. The image to the right is an example of what one of these panels could look like.



TAKING THE PARALLEL PARKING

The design uses the parallel parking on Howell Street as perpendicular parking. This does three things: it allows back in parking for market vendors, increases the number of parking spaces overall, and eliminates parallel parking along the side of the memorial.



STARTING WITH THE MEMORIAL

The Steering committee clearly stated that the memorial was the most critical component of Heritage Park. The Veterans Committee held a meeting where they shared their ideas for the final concept with each other and then shared those ideas with the design team. Those forms inspired the memorial concept, which then inspired the final concept.

The park design is meant to address the memorial in different ways depending upon the use:

- Daily Use: The memorial is open, and the park is too. The memorial is the prow of the site, facing highway 85. The active spaces of the site, the lawn and splash pad, are further from the memorial. Private moments are possible at the memorial, but the sound of the active site will be present.
- Event Use: The memorial is at the end of the primary market aisle, always present, but not as private. The center of the circle of the memorial is still a sacred feeling space.
- Memorial Events: The entire park is dedicated to the ceremony. The stage is where announcements take place and the shelter between is a location for folks to observe both the ceremony at the stage and the memorial. A route is made from the front of the stage, to the memorial. Flag corps can also align on the market lawn.





The goal of this memorial is to recognize and honor living and deceased Newcastle residents that served in the United States Armed Forces. May these individuals and the wars in which they fought never be forgotten, and may this memorial pay tribute to the individuals that gave the ultimate sacrifice.

This memorial will act as a historical touchstone. It will link the past to the present and enable people to remember and respect the sacrifice of the heroes that were lost.



This memorial will be a focal point for remembrance. It will provide a place in which we can remember the individual and collective sacrifice made for freedom.

This memorial will be unique amongst all memorials to reflect the identity of Newcastle and create a unique sense of place. It will have a timeless design, built with materials that reflect the character of Newcastle, stand up to Mother Nature, all while providing a welcoming feeling to visitors.



FINAL CONCEPT

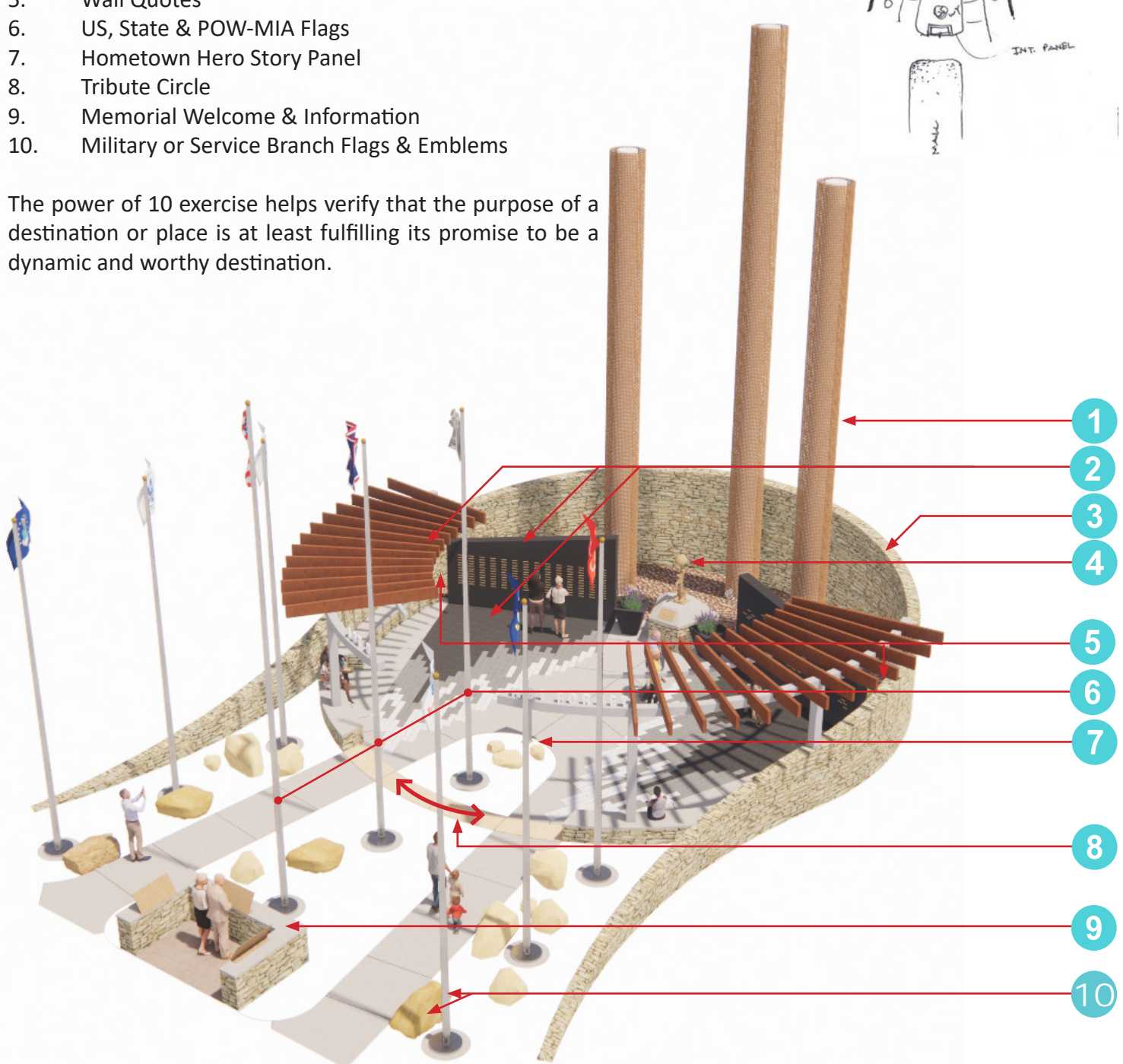
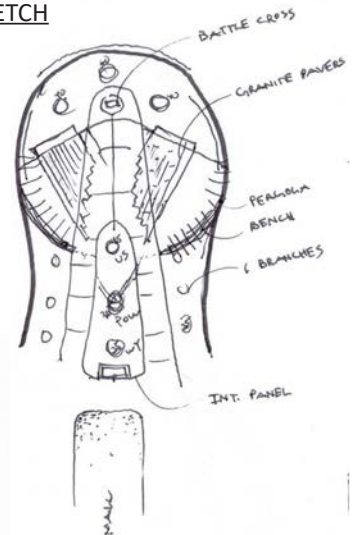
VETERANS MEMORIAL - POWER OF 10

The Veterans Memorial also has a Power of 10 dynamic:

1. Pillars of Light
2. Wings
3. Perimeter / Box Canyon Wall
4. Battle Cross
5. Wall Quotes
6. US, State & POW-MIA Flags
7. Hometown Hero Story Panel
8. Tribute Circle
9. Memorial Welcome & Information
10. Military or Service Branch Flags & Emblems

The power of 10 exercise helps verify that the purpose of a destination or place is at least fulfilling its promise to be a dynamic and worthy destination.

DESIGN PROCESS SKETCH





1 Pillars of Light

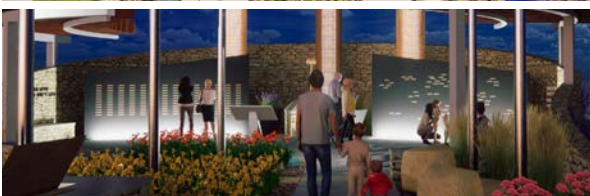
Three beacons, lit at night, calling us home. The pillars, towering over the site, create a focal point that can be seen from surrounding roadways. They are constructed of a painted steel interior pipe, wrapped in perforated steel panels. The pillars will radiate light when viewed from the side and cast a beam of light into the sky.

Let there be light. Light symbolizes many things in many cultures and religions, but as it relates to this monument, it is associated with guidance and life, both in the present and in the afterlife. They are a symbol of home and are a guide to those returning.



2 Wings

Two polished black granite walls with the names of fallen soldiers engraved on brass feathers stand below the pillars of light. Protruding out from the granite walls are granite pavers in the form of wings. Uplights shining at the granite walls will make the brass name tags shine at night.



Extending out from the walls are shade structures in the form of wings that provide shade for bench seating below. The wings form an arc that follows the radius of the tribute circle (Refer to #8). Symmetrical arched steel beams extend out from both wings over the pathways leading into the tribute circle acting as an entrance arbor that gracefully glides above visitors' heads as they enter. Resting on the arched beams over the pathways reads "LET US NOT FORGET". This signage will also be an important item to be lit at night.

3

Perimeter/ Box Canyon Wall

The stone perimeter wall is meant to aid in making the memorial space feel more private, or its own space within the park. It creates a buffer or border from the surroundings. The eastward view to Highway 85 is screened.

The walls are like the canyon walls found in the landscape surrounding the City, a protective arm, and safe place to remember. The stone veneer not only relates to the surrounding landscape, but also represents the strength, stability and importance of the memorial and the names within. It will stand the test of time to help future generation to not forget.

The main memorial signage is located on the outside of the perimeter wall along Howell Street, visible when heading south on Highway 85. The signage lettering will be lit at night. The letters will be sized large enough to be legible from Highway 85.



4

Battle Cross

Situated between the granite walls, at the center of the largest pillar of light and aligned with the US flag, P.O.W. - M.I.A. flag, and Wyoming state flag is a battle cross. The battle cross is a symbol of the ultimate sacrifice. It is at the center of the tribute circle. It will also be an important element of the memorial to light at night. The battle cross could be a bronze sculpture or a steel cutout spanning between the wings.



5

Wall Quotes

On the inside of the perimeter wall, within the tribute circle, below the arbor wings and beside the granite walls are quotes. Quotes such as "There is no greater love than to lay down one's life for one's friends.". The quote(s) will be in one's peripheral vision when standing in front of the granite walls while looking at the names of the fallen heroes.





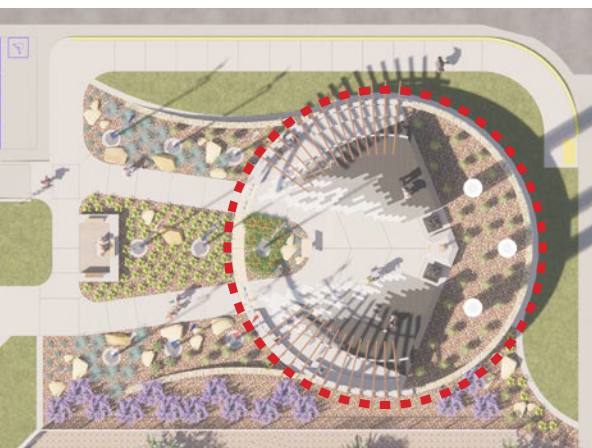
6 US, State & POW-MIA Flags

Aligned with the center of the memorial stands the United States, Wyoming & POW-MIA flags. The US flag will stand the highest amongst all of the flags at 35'. The 30'-tall POW-MIA flag pole is placed within the tribute circle amongst the heroes, wings, pillars of light, battle cross & quotes. The Wyoming state flag stands next the US flag at 30'-tall as well.



7 Hometown Hero Story Panel

As previously mentioned, the goal of this memorial is to recognize and honor living and deceased Newcastle residents that served in the United States Armed forces. This memorial is for this community. Another way to make this memorial uniquely Newcastle is to introduce visitors to local heroes by placing a local hero's story on a small interpretive panel within the memorial to celebrate this individual. This could be done in multiple spots within the memorial space. These could be custom sign panels mounted on individual posts.



8 Tribute Circle

The stone perimeter wall and a concrete band define the sacred central space within the memorial that contains the names of the fallen heroes. A circle is a symbol of eternity, timelessness and perfection.

9

Memorial Welcome & Information

At the entrance of the memorial is an opportunity for a breakout space to include a welcoming, an interpretation of the memorial, recognition of local organizations, donors, and perhaps local information of other memorials/monuments of Newcastle. This small breakout space is situated on the central axis line of the memorial, just to the east of a long linear strip of irrigation turf grass that was inspired by the lawn at the National Mall in Washington D.C.



10

Military or Service Branch Flags & Emblems

Standing at 20' tall, bordering the walkways leading into the tribute circle are the branches of military flags. There will be eight total, for the Army, Navy, Marine, Air Force, Coast Guard, Space Force, Merchant Marine & National Guard. Six are shown in the rendering graphics. Two more will be added to the memorial design layout. Adjacent to the flag poles, facing the walkways, one can find corresponding brass branch emblems mounted on local boulders. The emblems could be mounted with a small interpretive plate that has the description and/or history of that particular branch of military. The flags as well as the emblems on the boulders will need to be lit at night.



Heritage Park will serve as a community landmark for years to come. It's iconic towers will announce its presence, and the allure of the park features will beckon to residents and visitor's alike.

The towers are constructed of a steel tube with a circular perforated metal panel mounted to them. They are constructed in a way that allows light to be focused up between the tube and the panels, illuminating the surface of the tube and shining light straight up into the sky. In this way they act as a beacon, but the amount of light may be adjustable so they do not always negatively impact the quality of the night sky.

In addition to the towers, a separate project to revamp the organization emblem signs creates an opportunity to create a new park sign that clearly marks the entrances to the park and houses these emblems. This new sign will be located just outside the ROW headed north and in the current location of the signs headed into town.

Because of the traffic to the restroom and splash pads, and that the prolonged nature of visits to the park will create an opportunity to engage people in a focused way, several opportunities are identified to be included in the final plan:

- For Visitors: Information Kiosks
 - » The chamber facility is right across the street and has some hours for visitors to check in to learn about the community, but the park is open all day. The information kiosks will be four sided roofed structures that will house
 1. *Region map*
 2. *Newcastle map*
 3. *Newcastle history*
 4. *Information and take away cards for Newcastle chamber members and other activities!*
- For Residents and Visitors: Information wall
 - » The concession building has a covered wall that faces the stage. This would be a great spot for a bulletin board for upcoming events and activities in the community.
- For Residents and Visitors: Newcastle "Hero" Stories
 - » Envisioned as a way to enrich the visitor's experience at the park and tell the many stories of Newcastle residents, town, and the region these are series of small signs placed around the edge of the park. As many as 36 could



Visualization: Flagpoles and steel towers



Existing Emblem signs



Visualization: Information Kiosk

PARK IDENTITY AND SIGNS

easily be placed ultimately, but the initial project should include four to eight allowing an annual project taken up by clubs and committees around town to provide the content and funding for more panels.

- » This panel type would be used at the Veterans Memorial for individual tribute panels
- » Signs would be full color, 11x17 gel-coated laminate or high pressure laminate panels.
- » Mounting would be plate steel posts similar to what is shown to the left.
- » At least two factors will qualify good “hero” stories: a significant person, landscape feature, building, or event with a well-documented story; and at least one compelling, story-specific high quality graphic that illustrates the hero’s story. If there is an entity that is willing to digitally host the information these stories could be expanded by audio, video, or other digital content linked on these signs.
- For the Veterans Memorial: Interpretive Panels
 - » At the entrance to the Veterans Memorial, an alcove creates a location for three to four interpretive panels.
 - » These would be made of a full color material that matches the story panels.
 - » Final content would be determined by the Veterans Memorial Committee, however, there may be room for additional interpretive that relays information about the park, Newcastle, or something else.
- For the Veterans Memorial: Name plaques
 - » The Newcastle Veterans Memorial Committee will ultimately be responsible for decisions related to the memorial elements. However, the name plates have a couple options worth illustrating.
 - » There are two keystone walls: a left and right. These could be differentiated by a number of factors. In the illustrations they are shown either in lines or scattered randomly across the stone face. There is symbolism to each arrangement that should be considered.
 - » Name plaques will be added to the memorial each year as new names and recognition is required. All the plaques could be procured initially if desired. It is a matter of cost.
- For the Veterans Memorial: Let Us Not Forget
 - » Brushed or painted aluminum text sits on top of the pergola wings reading “LET US NOT FORGET”.
 - » These are approximately 9.5” tall.



Example: “Hero” Story panel

Visualization: Name Plaques





Visualization: Park Sign



Visualization: Mural on concession building

- » For the Veterans Memorial: Wall mounted letters
- » Painted metal letters are mounted inside the box canyon wall that read “THERE IS NO GREATER LOVE THAN TO LAY DOWN ONE’S LIFE FOR ONE’S FRIENDS.”
- » Other quotes could be allowed, Up to three total quotes of this approximate length within the circular wall would fit. Left, Right, and Center. Center may conflict with the Battle Cross Sculpture location.
- Park Sign: At Veterans Memorial
 - » The words: “HERITAGE PARK VETERANS MEMORIAL” are planned for the exterior of the Box Canyon wall. These would be Brushed or Painted Aluminum 11” or greater.
- Park Sign: At Concession Building
 - » The words: “HERITAGE PARK” are planned for the exterior of the building facing each way. These would be Brushed or Painted Aluminum 12” or greater and located within the mural space.
- For Residents and Visitors: Murals
 - » The murals of Newcastle enrich the community and the concession building walls will be deliberately designed to provide wall space for murals.
 - » Two murals are planned for each side of the concession building, each being about 7’ tall by 36’ long.
 - » A mural on the concession is planned, 13.5’ at the peak and 40’ long.
 - » One could be considered for the northwest facing wall as well, but is not shown in this study.
- Other signs that will be necessary for the final park, and are intended merely to relay information relevant to the park users include:
 - » Splash Pad safety signs
 - » In ground splash pad warning
 - » Winter use signs, i.e. if skating is implemented then hours, use, and safety signs
 - » Stage information regarding outlets and contact information
 - » Building room signs and numbering
 - » Furniture identification codes
 - » Warning and use signs within the shelters and stage
 - » Stay on the lawn signs
 - » Do Not Stake signs in the lawn for market users.
 - » Parking stall ADA and temporary parking signs.
 - » Other street signs
 - » Trash and Recycling direction
 - » Private Property sign on fence

PARK IDENTITY AND SIGNS

- Lastly, and not specifically addressed in the park concept is signage and recognition related to the funding and sponsorship of the park. This may include information about grants and agencies that helped fund the park in addition to private and corporate donations. Some ideas for this include:
 - » Naming rights to the Stage, Each Shelter, the Splash Pad, and additional features deemed appropriate for recognition by it's sponsor - for example, benches, tables, and umbrellas can have plaques or be printed with sponsors information.
 - » A simple panel is often appealing and best for donor recognition as adding naming rights to structures can dilute the overall simplicity of the space. Some donors only want simple recognition, some want the name of the stage to boldly announce their contribution. The committee for this project wants it to be tasteful and easy.

*Visualization: Stage*

COST ANALYSIS

A detailed photograph of an industrial refinery at night. The scene is dominated by a tall, cylindrical distillation column in the center, surrounded by a complex network of pipes, valves, and structural steel. Numerous yellow safety lights illuminate the facility, creating a high-contrast scene against the dark blue twilight sky. In the foreground, large horizontal pipes are visible. The overall atmosphere is one of industrial activity and complexity.

06

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“Fix the streets before you put in another park.” -Anonymous parks survey respondent expressing a common concern that new facilities detract from expenditures on other needed improvements in the community.

Cost is always an important concern in the rural communities of the Great Plains. Our culture is frugal and skeptical of buying new when we have other improvements that are needed in our towns and neighborhoods. While the ability to repair the streets or apply taxes to these other expenses may not be impacted by the addition of a park in a community, this is a primary concern to address. Doubly so because a park requires ongoing maintenance and care to remain safe and operational. So, let's answer a few common questions:

- Where does money for a new park come from?
 - The City has not determined its financial contribution to this park as of this writing. The Steering Committee is looking at grants, loans, and direct donations to fund its construction. Significant donations are already received and pledged.
- What expenses does the community have that wouldn't be addressed because of this park?
 - Again, the City has not determined its financial contribution to this park as of this writing.
- Who will maintain the park and what will it cost?
 - The park will be maintained by its owner, the City of Newcastle in partnership with the Veterans Memorial Committee and Pinnacle Bank. The cost of operations will be related to the FTEs required to maintain it (estimated at 0.5 FTE), the power costs, the water costs, and the costs of regularly occurring repairs and maintenance. The overall cost to maintain this park may be higher per square foot than other parks the City cares for because of the density of features and concentrated use.
- Why don't we build a pool at this park?
 - This site is not large enough for a pool and the required parking without procuring additional property.
- What will it cost to build?

The following pages contain a construction estimate, but there are several considerations for determining a price.

- Year of construction - Construction inflation is typically estimated between 3% and 9% per year of delay. 5% a year is often used as a place holder for this consideration.
- Price variability - recent years have seen costs come in 30% above estimates. This is often blamed on supply chain, and material shortages, but it may have to do with the busy construction climate as well. Contractors have plenty of work and there is little incentive to “sharpen the pencil”.
- Design changes - The concept presented in this feasibility study is exactly that - a concept. Changes to the design, materials, sizes, shapes, and so on will impact the final cost. The concept presented here is a “Master Plan” level design, and standard practice adds a 25% contingency to this level of design.
- Standard costs per square foot for parks are not very well defined in the standard reference material, but we can expect cost for a park like this to normally come in between \$50 and \$120 per square



COST NARRATIVE

foot. The wide range is due to the wide range and types of materials you find in parks. Our goal would be in the middle to low half of this range.

INVESTIGATION INTO PROJECTED PROJECT-WIDE COSTS

This estimate places the final value of the constructed park at about \$66.00 a square foot. This is within a reasonable goal per the guidelines above.

This final cost includes several items which are considered to have expanded the cost beyond the initial scope of the site:

- Expanding the parking into the street about 10' to the north. This adds nearly 7,000 SF to the project area, most of which is paved with vehicular paving concrete.
- Several allowances in lieu of actual construction costs. These are practical estimates of how much it may be reasonable to spend on these elements as part of the constructed cost of the park. These amounts are a value judgment and may need to be adjusted during design and engineering. Critically, the memorial committee will need to determine the final materials for their memorial, including:
 - Pavers: Granite, concrete, or other?
 - Monument stones
 - Flags or Emblems
 - And if they phase any of these elements

Design and engineering is estimated at 8% of the project cost. These costs typically fall between 6% and 12% depending upon the complexity of the project. This design is deemed to have several items that will warrant custom design, including the monument walls, the pillars, the splash pad, and the grading. The buildings have their own decision trees as well.

COSTS NOT INCLUDED ABOVE

There are some elements that are not included in the estimate above. These include significant furniture, fixtures and equipment (FFE) costs for operating the park to its maximum value as a community recreation. These costs can be made incrementally, or as part of the cost of the facility, and may vary widely from the estimates below depending upon the quality, amount, and size of the equipment purchased.

- Glice Rink: The lawn is designed to be fitted with a small artificial ice rink in the winter months. These rinks can be purchased as a



set, with skates, cleaning equipment and more included. They would run \$200-300,000 for a park this size.

- Ice rink: Using real ice in the rink is a possibility, but is typically much more expensive, depending upon the reliability and longevity of the equipment. Expect to spend up to \$500,000 for a reliable built in system. Perhaps less for a small portable system.
- Lawn toys: There are a variety of fun lawn toys that could be available in the park. Since a playground was deliberately not included, these could be a great addition since they can be put away at the end of the day. Kits cost \$2,500 - 25,000.00
- Giant Screen: lots of these parks like to have a built in screen at the stage. Fargo spent over \$100,000 on theirs. Costs on these are size dependent.
- Lawn Chairs: Sunbathing, hanging out, and moving chairs around are part of what makes a space feel great. These can run \$500 a piece for quality outdoor chairs.
- Games: Overlaying games on the lawn could easily be done, from crochet to pickleball - it just depends on the desire of the community.

COSTS TO BE CONSIDERED FOR VALUE ENGINEERING

There are some elements to the design that could be removed from the design with moderate impact to the design. The concept would not be the same, but these elements could be reconsidered during final design. These are summarized here:

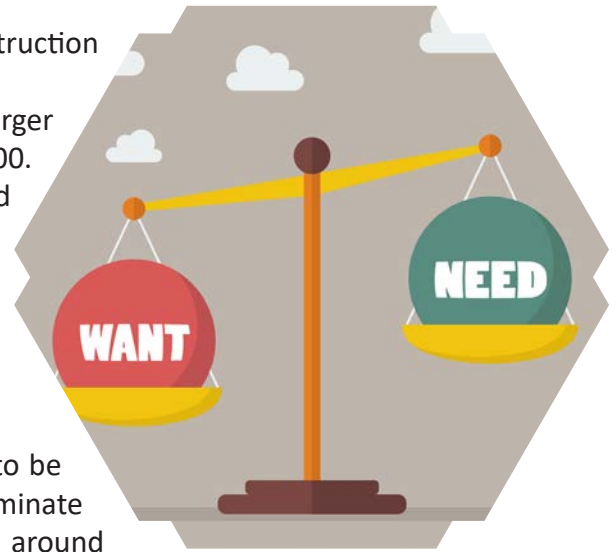
- Relocating the utility box along Howell Street - Value \$7,500
- Encroaching upon Howell Street approximately 10' to rotate the parking 90 degrees and eliminate parallel parking next to the memorial - Value \$64,000
 - This has hidden cost implications that are undetermined as the market, lawn, shelter locations, and memorial will all have to be reduced. Overall reductions of about 14% could be realized, a total value of over \$400,000.00. However, because the site layout still needs the items in the park, you would likely not see that entire amount reflected in a revised design. Additionally, this significantly impacts the functionality of the site as the very reason for the expansion was to widen the site from the north to south to allow each element its proper shape and size.
 - The splash pad could have the lighting eliminated, a cost reserved at \$35,000.00. Summer nights stretch out and the utility of these are often questioned.
 - Artificial Turf could be regular sod. This choice would be based on the idea that the park use will be low and sod would withstand its regular compaction. This is a value of approximately \$84,000.00.
- A modest start of \$10,000 towards the "Heroes" story interpretive panels is included. Eliminating the interpretive panels as a component of the



COST NARRATIVE

park construction effort yields \$10,000.00.

- Picnic tables are remarkably significant portions of the construction budget. They are priced at \$56,000.00.
- Replacing the trash enclosure on the bank site to allow for a larger shared pick up area is included in this effort at a value of \$22,000.00.
- The Veterans memorial, but not the service division flags and emblems, the Battle Cross Sculpture, the brass name recognition plates, or other detail signage that the Veterans Committee would like to include.
- Place holder costs for utility services to the site. These may change upon final design.
- Place holder costs for the Kiosks.
- The stage design mimics the memorial. Modifying this design to be as simple as what the Sundance Square has could potentially eliminate \$120,000.00. The pair of pillars at the stage are also placed at around \$30,000.00
- The monument allowance could be removed from this budget and placed in a separate fund; it is reserved at \$100,000.00
- Landscape at the memorial is also at a \$10,000.00 allowance.



COSTS TO BE INCURRED REGARDLESS OF DESIGN

Apart from the unique aspects of the design, any base project on this site that provides the program described in this document will incur an overall cost of approximately \$2,489,270.00. This estimate includes limiting or lowering costs as follows:

- Not relocating the utility box on Howell Street.
- Not expanding the parking to the north. Note that other cost reductions are not included that reduce the size of structures, lawns and sidewalks.
- Splash pad lighting removed.
- Size of splash pad reduced to bare minimum.
- Regular sod instead of artificial turf on central lawn.
- No Hero Story interpretive
- No picnic tables.
- Leaving the trash enclosure.
- Basic Stage design.
- Halving the monument allowance at the memorial.
- Significantly reducing the landscape allowance at the memorial.
- Using a post and rail fence along the south side instead of the metal one shown.

The final project budget is reduced by nearly \$870,000.00 by these reductions, with significant compromise.

Other avenues of cost reduction exploration should be reserved for discussion after the grant and fundraising effort have had a chance to run their course.

HERITAGE PARK - NEWCASTLE, WY

Prepared by

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Custer, SD 57730

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Opinion of Probable Costs

10-Oct-22

Date

PHASE: MASTER PLANNING

CONTRACTOR MOBOLIZATION, SITE PREPARATION, DEMOLITION & EARTHWORK

ITEM	DESCRIPTION	UNIT	QTY	UNIT PRICE	TOTAL COST
1	MOBILIZATION	LS	1	\$150,000.00	\$150,000.00
2	CONSTRUCTION ENTRANCE	LS	1	\$3,500.00	\$3,500.00
3	CONSTRUCTION FENCE / TEMPORARY FACILITIES & CONTROLS	LS	1	\$2,500.00	\$2,500.00
4	REMOVE & STOCKPILE TOPSOIL FOR REUSE	LS	1	\$5,000.00	\$5,000.00
5	REMOVE & DISPOSE CURB & GUTTER	LF	350	\$8.00	\$2,800.00
6	INCIDENTAL	LS	1	\$50,000.00	\$50,000.00
7	RELOCATE EX. UTILITY BOXES ALONG HOWELL ST.	LS	1	\$7,500.00	\$7,500.00
8	EROSION & SEDIMENT CONTROL	LS	1	\$7,500.00	\$7,500.00
9	CONSTRUCTION STAKING & LAYOUT	LS	1	\$7,500.00	\$7,500.00
10	MISCELLANEOUS	LS	1	\$3,000.00	\$3,000.00
				SUBTOTAL	\$239,300.00

OFF-STREET PARKING ADDITION

ITEM	DESCRIPTION	UNIT	QTY	UNIT PRICE	TOTAL COST
11	DETECTABLE WARNING PANELS - Metal	SF	12	\$250.00	\$3,000.00
12	CURB & GUTTER	LF	413	\$38.00	\$15,694.00
13	CONCRETE PAN	LF	184	\$25.00	\$4,600.00
14	6" REINFORCED CONCRETE PAVEMENT	SY	361	\$112.00	\$40,432.00
15	PARK STALL STRIPING	LS	1	\$3,500.00	\$3,500.00
16	VEHICULAR SIGNAGE	EA	6	\$450.00	\$2,700.00
17	MISCELLANEOUS	LS	1	\$2,300.00	\$2,300.00
				SUBTOTAL	\$72,226.00

SPLASH PAD

18	SPLASH PAD (ALL COMPONENTS REQUIRED) & INSTALLATION	LS	1	\$150,000.00	\$150,000.00
19	SPLASH PAD LIGHT SYSTEM	LS	1	\$35,000.00	\$35,000.00
20	SPLASH PAD DECORATIVE CONCRETE	SY	85	\$150.00	\$12,750.00
21	UNIQUE SPLASH PAD BOULDERS (INCLUDES CONC. PAD BASE)	LS	1	\$6,000.00	\$6,000.00
22	MISCELLANEOUS	LS	1	\$3,000.00	\$3,000.00
				SUBTOTAL	\$206,750.00

LANDSCAPE

23	IMPORTED PLANTING SOIL	CY	300	\$100.00	\$30,000.00
24	NATIVE LANDSCAPE BOULDERS	EA	36	\$250.00	\$9,000.00
25	ROCK MULCH & FABRIC	SY	625	\$27.00	\$16,875.00
26	SHRUBS ALLOWANCE	LS	1	\$5,000.00	\$5,000.00
27	PERENNIALS ALLOWANCE	LS	1	\$3,500.00	\$3,500.00
28	SOD	SY	656	\$9.00	\$5,904.00
29	TREES	EA	14	\$1,000.00	\$14,000.00
30	CONC. LANDSCAPE EDGING	LF	151	\$25.00	\$3,775.00
31	IRRIGATION SYSTEM	LS	1	\$30,000.00	\$30,000.00
32	MISCELLANEOUS	LS	1	\$2,000.00	\$2,000.00
				SUBTOTAL	\$120,054.00

SITE FURNISHINGS

33	ARTIFICIAL TURF	SF	3650	\$28.00	\$102,200.00
34	TENT TIE DOWN SYSTEMS	LS	1	\$2,000.00	\$2,000.00
35	RAILINGS ALLOWANCE	LS	1	\$4,000.00	\$4,000.00
36	INTERPRETIVE ALLOWANCE	LS	1	\$10,000.00	\$10,000.00

COST ESTIMATE

35	RAILINGS ALLOWANCE	LS	1	\$4,000.00	\$4,000.00
36	INTERPRETIVE ALLOWANCE	LS	1	\$10,000.00	\$10,000.00
37	BIKE RACKS	EA	2	\$750.00	\$1,500.00
38	TRASH RECEPTACLES	EA	4	\$1,800.00	\$7,200.00
39	PICNIC TABLE	EA	16	\$3,500.00	\$56,000.00
40	DRINKING FOUNTAIN	EA	1	\$4,500.00	\$4,500.00
41	LIGHTING	LS	1	\$70,000.00	\$70,000.00
42	TRASH ENCLOSURE ADDITION	LS	1	\$22,000.00	\$22,000.00
43	MISCELLANEOUS	LS	1	\$3,015.00	\$3,015.00
				SUBTOTAL	\$282,415.00

CONCESSION/RESTROOMS & STAGE BUILDING, SHELTERS, SHADE SAILS, KIOSK & MONUMENT SIGN

44	CONCESSION/RESTROOMS (1,200-1,800 SF)	LS	1	\$360,000.00	\$360,000.00
45	CONCESSION SHELTER	LS	1	\$100,000.00	\$100,000.00
46	STAGE (500 SF)	LS	1	\$150,000.00	\$150,000.00
47	PILLARS	EA	2	\$14,500.00	\$29,000.00
48	SHELTER (1,200 SF)	LS	1	\$144,000.00	\$144,000.00
49	KIOSK	EA	2	\$20,000.00	\$40,000.00
50	PARK MONUMENT SIGNAGE (HIGHWAY)	LS	2	\$15,000.00	\$30,000.00
51	MISCELLANEOUS	LS	1	\$3,015.00	\$3,015.00
				SUBTOTAL	\$856,015.00

WALKWAYS, STAIRS, RETAINING WALLS & FENCING

52	STANDARD GRAY CONC. PAVEMENT	SY	1778.556	\$72.00	\$128,056.00
53	DETECTABLE WARNING PANELS	SF	20	\$250.00	\$5,000.00
54	CONC. RETAINING WALL / SEAT WALL	LF	100	\$275.00	\$27,500.00
55	BOULDER RETAINING WALL	LS	1	\$7,500.00	\$7,500.00
56	DECORATIVE FENCE	LF	556	\$100.00	\$55,600.00
57	MISCELLANEOUS	LS	1	\$3,025.00	\$3,025.00
				SUBTOTAL	\$226,681.00

VETERANS MEMORIAL

58	FLAG POLES & FLAGS	EA	3	\$3,500.00	\$10,500.00
59	CONCRETE WALKWAYS (DECORATIVE)	SY	167	\$108.00	\$18,036.00
60	PAVERS	SF	450	\$22.00	\$9,900.00
61	BENCHES	LF	50	\$800.00	\$40,000.00
62	WALL	LS	1	\$163,000.00	\$163,000.00
63	PILLARS	EA	3	\$14,500.00	\$43,500.00
64	PERGOLA	EA	2	\$9,500.00	\$19,000.00
65	INTERPRETIVE AREA	LS	1	\$5,000.00	\$5,000.00
66	LANDSCAPE CURB	SF	122	\$5.00	\$610.00
67	MONUMENTS ALLOWANCE	LS	1	\$100,000.00	\$100,000.00
68	LANDSCAPE ALLOWANCE	LS	1	\$10,000.00	\$10,000.00
69	ELECTRICAL PROVISION FOR LIGHTING	LS	1	\$50,000.00	\$50,000.00
70	MISCELLANEOUS	LS	1	\$3,146.00	\$3,146.00
				SUBTOTAL	\$472,692.00

SITE UTILITIES

SITE WATER PROVISION (CONNECTION TO CITY SERVICE, CURB					
71	STOP & BOX & METER VAULT)	LS	1	\$20,000.00	\$20,000.00
72	SITE SEWER PROVISION	LS	1	\$20,000.00	\$20,000.00
73	SITE ELECTRICAL PROVISION	LS	1	\$80,000.00	\$80,000.00
74	MISCELLANEOUS	LS	1	\$35,000.00	\$35,000.00
				SUBTOTAL	\$155,000.00

10% Contingency	\$263,113.30
Total Estimated Construction Costs + Contingency	\$2,894,246.30
Design and Construction Administration (8%)	\$231,539.70
Survey	\$12,000.00
Total Estimated Project Cost	\$3,137,786.00

Estimated Construction Costs \$2,631,133.00

MAINTENANCE

A man wearing a green baseball cap, a tan t-shirt, and tan overalls is shown from the side, focused on trimming a dense green hedge. He is wearing bright green work gloves and using a pair of long-handled garden shears. The background is a soft-focus view of more greenery, suggesting a park or garden setting. The lighting is bright, indicating it's daytime.

07

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In many ways, the success of great public spaces is dependent upon an attentive and high achieving maintenance staff. Typically underfunded, over tasked, and spread too thin, maintenance departments create the lasting impressions of your community through their efforts to keep the investment in public spaces clean, tended, and looking great.

Thorough and regular maintenance contributes to the positive public perception of parks and fulfills a need for tidiness and cleanliness in public spaces. Mowing is often seen as the primary maintenance activity, but is truly one of many tasks that need to be addressed. Each park is different and therefore requires specialized maintenance. Some tasks occur daily during peak season, others only need to be addressed once. Some items are the result of weather events and some are related to the machines and devices used to perform the maintenance.

As with any repeating tasks, checklists are vital to ensuring quality, completeness and consistency. The following pages include sample park visit checklists and a maintenance schedule. These should be used by staff to develop complete task based maintenance schedules for every park. These are then bound into 3-ring binders and filled out every time maintenance happens. Over time a complete record of performed maintenance emerges, illustrating the work and value of the employees. This information can also be used to document the time allocations per park and the places that are disproportionately sucking time and resources to their benefit.



PARK MAINTENANCE

An estimate of the necessary Full Time Equivalent (FTEs) is as follows:

Month	Days in Month	# of Visit Days	Total Estimated Hours Per Visit	Total Hours Per Month
January	31	24	2	48
February	28	21	2	42
March	31	24	4	96
April	30	23	6	138
May	31	24	4	96
June	30	23	4	92
July	31	24	4	96
August	31	24	4	96
September	30	23	4	92
October	31	24	6	144
November	30	23	2	46
December	31	24	2	48
Totals		281	44	1034
			Annual FTE Hours for 1 Employee	2080
				50%
			FTE	0.5

This is based upon a couple of rules of thumb that will apply in Newcastle:

- City Staff should visit each park once every working day, all year. This visit is to quickly inspect the grounds, gather trash, and identify any abnormal conditions that may need to be addressed. This may take only 15 minutes on a typical winter day, but once a week may require a full site inspection. Those considerations get us to the Total Estimated Hours Per Visit - an average number of hours visited daily per an average week.
- Once a week, a longer duration visit may be required, all year. These visits are based on the checklists in this section.
- Spring and fall require a few longer days to start up and shut down irrigation and other equipment.
- Summer mowing averages out to just a couple hours a visit.
- Major repairs or other significant time investments are not included in this estimate.

The following list is specific maintenance and operations tasks for Heritage Park based upon the elements of the final design:

Splash Pad (From <https://www.cdc.gov/healthywater/swimming/swimmers/splash-pad-operation-and-management.html>) Maintain adequate disinfectant level in the water:

- A pass through system was recommended for this park by the Steering Committee to simplify some aspects of the maintenance. However, pass through water still needs to be maintained to avoid contamination and preserve public health. Some of the following tasks are not required with pass through systems.

- Maintain adequate disinfectant level in the water:
 - » Minimum free available chlorine of 1.0 ppm (mg/L), if not using cyanuric acid (such as stand-alone cyanuric acid or stabilized chlorine, commonly known as “dichlor” or “trichlor”)
 - » Minimum free available chlorine of 2.0 ppm, if using cyanuric acid
 - » Minimum total bromine of 3.0 ppm
- Maintain pH 7.2–7.8.
- Conduct daily inspection before opening to the public:
 - » Ensure disinfection, secondary disinfection (such as UV and ozone), and recirculation systems and filters are operating
 - » Inspect for and remove biofilm on splash pad surfaces (such as the tank, spray nozzles, and drains) as required
- Test free available chlorine or total bromine and pH before opening to the public each day and maintain adequate disinfectant level.
 - Test free available chlorine or total bromine and pH every 2–4 hours while open to the public and maintain adequate disinfectant level.
 - Maintain water turnover times at 30 minutes or less.
 - Ensure drains prevent standing water from collecting in the water play area.
 - Inspect tank regularly.
 - Clean tank, as needed.
 - Document operation and management activities such as water testing results, response to testing results, and equipment maintenance (such as tank cleaning) and repairs.
 - Ensure all staff who handle pool chemicals (such as chlorine, bromine, and acid) are trained in pool chemical safety.
 - Test the backflow preventers regularly to ensure they prevent backflow, or back siphonage, into the water distribution system serving the splash pad.



SHELTER, STAGES, AND SCREENS

- Clean surfaces as needed.
- Pick up cables or other gear left by performers or event organizers.
- Check outlets and inputs for trash, insects, or other

PARK MAINTENANCE

- interference.
- Return lights, screens, and other fixtures to original positions or storage.
- Verify all devices are working, including any cameras, exit signs, speakers, and lights.
- Clear trash and debris from wind catchment areas.

LIGHT CHIMNEYS / PILLARS OF LIGHT

- Verify lights are working
- Verify color is working
- Check for damage
- Check for loose panels
- program color changes to the season or event

CONCESSION BUILDING AND RESTROOMS

- Clean all fixtures, mirrors, counters, floors, surfaces as needed.
- Check outlets and inputs for trash, insects, or other interference.
- Return lights, screens, and other fixtures to original positions or storage.
- Verify all devices are working, including any cameras, exit signs, speakers, and lights.

CONCESSION BUILDING MURALS

- Check for graffiti and tagging.
- Apply a clear anti-graffiti coating to the murals annually.

VETERANS MEMORIAL

- Check for anything out of place and refer to Veterans Memorial Committee.
- Clear trash and debris from wind catchment areas.
- Periodically clean polished stone and metal elements.
- Replace flags as needed
- Verify US Flag light working



ARTIFICIAL TURF LAWN

- Check for stains and spills, cleaning each type of area of concern per the recommended cleaning method for that type of spill. For example, animal waste may be left to dry before removing, but water will rinse most spills. Gum and pen ink may take more concentrated effort.
- Remove debris from grass.
- Rinse lawn weekly.
- Brush every 4-6 weeks per manufacturer's recommendations.
- Replenish fill material as required to maintain perky blades of grass.

LANDSCAPE AREAS

- Clear trash and debris from wind catchment areas.
- Check irrigation appurtenances for proper function, watch drip areas for excessive water.

GRAFFITI

- Graffiti should be dealt with as quickly as possible to reduce the negative perception it may relay to users of the park. That said, each surface type should get its own treatment, proper to the characteristics of the graffiti, its base material it is impacting, and the proven method of removal.
- Document all vandalism before repairing.
- Keep a kit of standard removal tools,
- Test patches before applying removal methods wholesale.

LIFE CYCLE EXPECTATIONS

This chart summarizes expected life-cycle replacement for the major park items:

Item	Failure or Repair Type	Years to Replacement
Artificial Turf	Grass flat, add filler material	2-3
Artificial Turf	Grass failure - depends upon use	10 +
Shelter 1	Total Replacement	50
Shelter 2	Total Replacement	50
Concession Room	Counters	5-10
Concession Room	Equipment	3-5
Restrooms	Fixtures	5-50
Restrooms	Divider Walls, based on damage or changed code	10
Splash Pad	Valve or minor failure	8
Splash Pad	Total Replacement	15-20
Fence	Metal fence failure	30

PARK MAINTENANCE

Item	Failure or Repair Type	Years to Replacement
Fence	Gate latch or hinge failure	10-15
Trees	Damage due to vandalism / lifespan	5 / 60+
Irrigation	System replacement	25
Irrigation	Drip specialties repairs	1-2
Perennials	Renewing plantings	5-10
Stage	Structure	50
Stage	Audio / Visual equipment	5-10
Stage	Power needs	10-20
Park Lighting	Bulb update, with the advent of LED this may change	5
Murals	With regular care murals can be long lasting	20+
Pillars of Light	Structural failure	40+

OPERATIONAL IMPACT

What does it mean to operate a park? Well, it's not all work! Most of it is preparing for fun. In addition to the above work, there are a few extra tasks associated with this type of facility.

LOCALY SPONSORED EVENTS

These events should be cleaned up by their sponsoring organization. City staff will often provide traffic control and other support for these events.

- Movie Night (1 night a week)
- Concerts (1-2 times a month)
- Food truck
- Private parties

VOLUNTEERS

Concessions could be a part time position for students or others who need a low pressure job, or it could be a volunteer position.

- High school sports groups
- Retired residents
- Middle school sports groups
- Town clubs or organizations

Parks have always been an important setting for arts and cultural programs. Many of Newcastle's important gatherings happen at the park that currently exist in the community.

While this park does not replace those events, it's important to note that, like those other events, the ones at Heritage Park will be important for providing a setting for long-term and in-depth partnerships with artists of all types, these partnerships encourage stewardship and continued investment in the park, and help develop new patrons for both the community and the artists or cultural program organizations.

The investments in operating the park in a robust way have compounding effects on everyone who utilizes the park.

Finally, this is a starter kit for understanding the full operations and maintenance of the designed park. The final design will adjust this summary, as will the experience of operating it.

The following documents are meant to facilitate communication between the staff and city managers. As a record they show what was performed and when. As a checklist they ensure consistency. As a task list they provide a job list for employees who might have idle time. As a living document they can be expanded as new needs come to the forefront. Notes can be made that identify issues early, before safety and health hazards emerge. The following pages are a guide to successful park management.

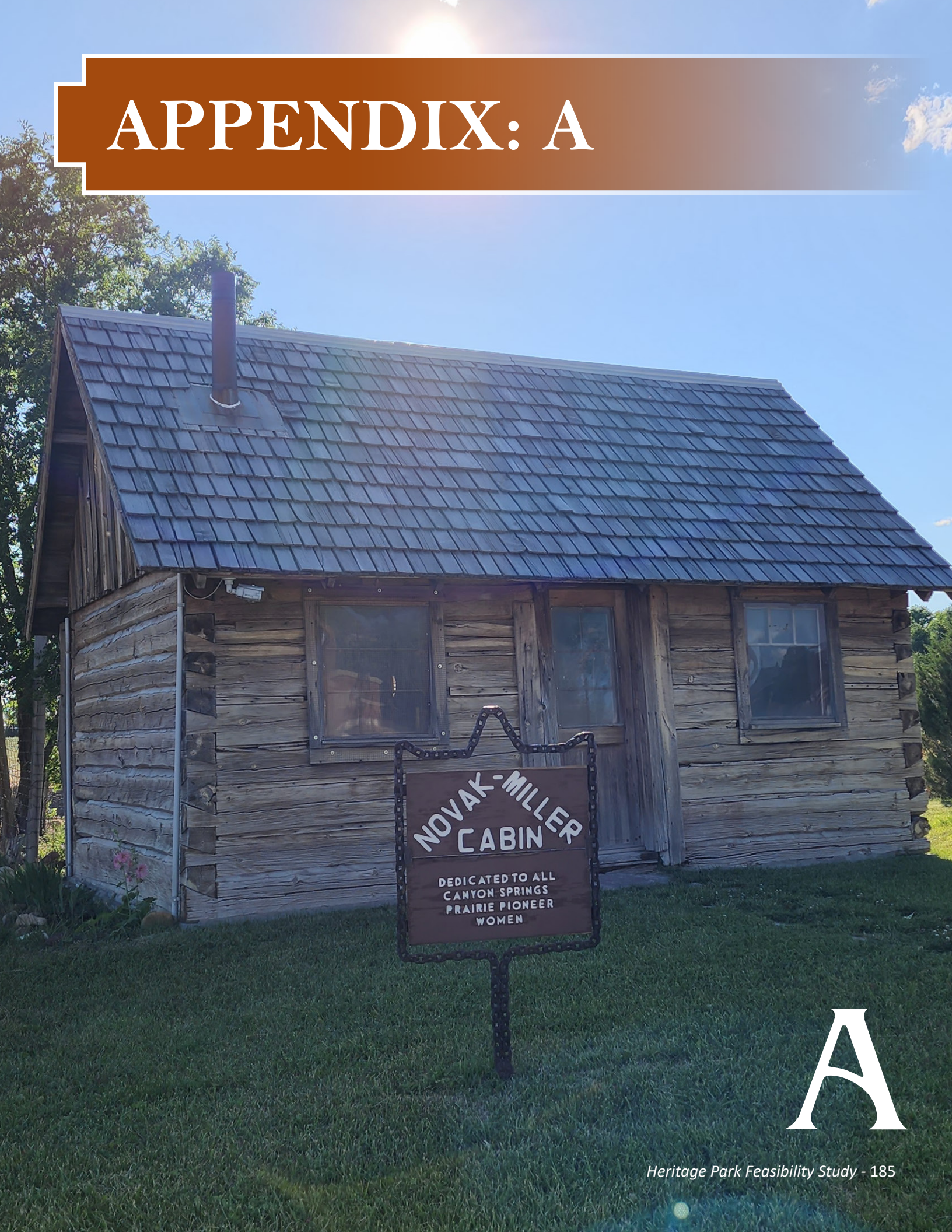


Splash pad will be a special focus of City Staff.



Setting up the tents for a market.

APPENDIX: A



A

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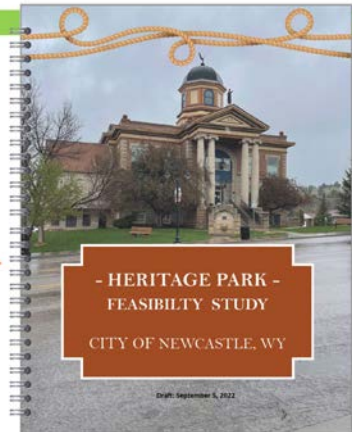
HERITAGE PARK FEASIBILITY STUDY NEWCASTLE, WYOMING



NEWCASTLE CIRCA 1905

WHAT ARE WE DOING?

- Who?**
1. Talgrass Landscape Architecture
 2. Stateline No. 7 Architects
 3. Center for Business and Economic Analysis
- How?**
1. WBC Grant funding this phase – \$25k
 2. This is how these ideas start!
 3. A Steering Committee is guiding this process.
- What?**
1. A Feasibility Study
 - Economic Impact Study
 - Concept Design
 - Other relevant information
 2. A facilitated process
 3. A Final Report
- Why?**
1. You need a Veteran's Memorial.
 2. You want to know:
 - What's this going to take?
 - What's the benefit?
 - What will it look like?
 3. Community investment never stops.



Draft: September 8, 2022

WHAT ARE WE DOING?

A Final Report

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WHAT ARE WE DOING?

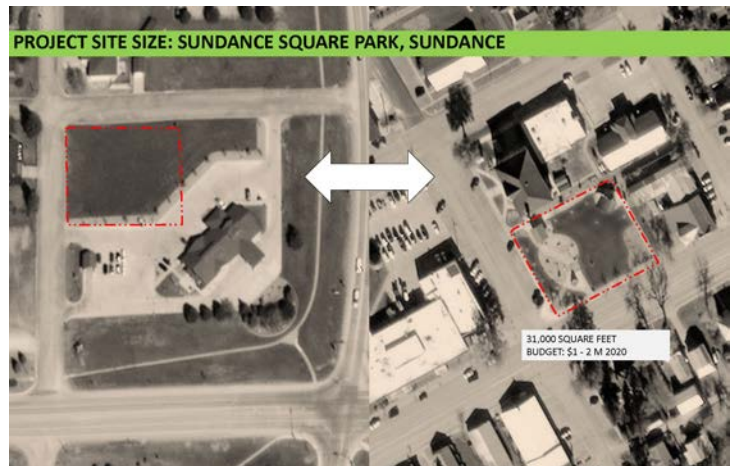
Schedule:

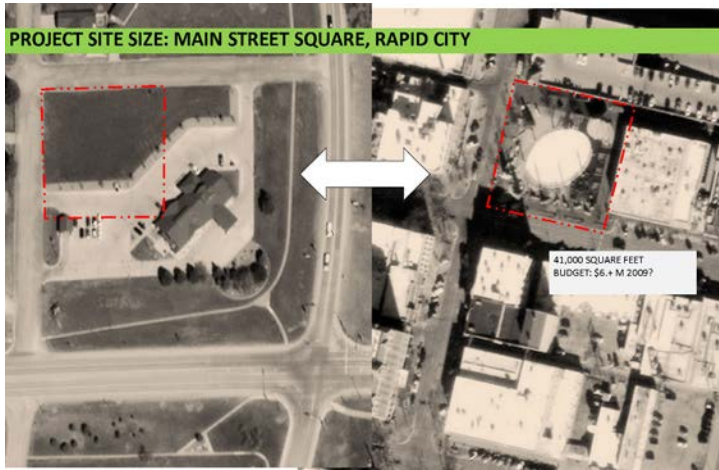
Event	Date	Description
Project Kick Off Meeting	Jun 13	
Steering Committee	Jun 22	Not ready for another meeting
Lunch with Gillette	Jun 22	Talgrass site-visit-only
Farmer's Market	Jul 2	
Steering Committee	Jul 11	Review public input materials
Stakeholder mtgs	Jul 11	Talgrass meeting with folks
Farmer's Market	Jul 14	Public input session, survey
Farmer's Market	Jul 21	Tanya attending anonymously 5-5:45
Veterans Memorial Committee	Jul 21	Tanya attending at 6pm
Steering Committee	Jul 25	Review public input, prelim concepts
Weston Co Fair	Jul 28	Survey / Public review of concepts
Farmer's Market	Aug 4	Survey
Steering Committee	Aug 8	Concept review / discussion
Farmer's Market	Aug 11	Survey
Farmer's Market	Aug 18	No planned activity
Steering Committee	Aug 22	Concept and report review
		Grant preparations
Farmer's Market	Aug 25	No planned activity
Steering Committee	Aug 29	Concept Review / Discussion
Farmer's Market	Sep 1	No planned activity
Steering Committee	Sep 6	Prelim Final Report
City Council	7 7	Report

PROJECT SITE SIZE



PROJECT SITE SIZE: SUNDANCE SQUARE PARK, SUNDANCE





CONCEPTUAL DESIGN – THE PARK



CONCEPTUAL DESIGN – THE MEMORIAL



CONCEPTUAL DESIGN – THE MEMORIAL



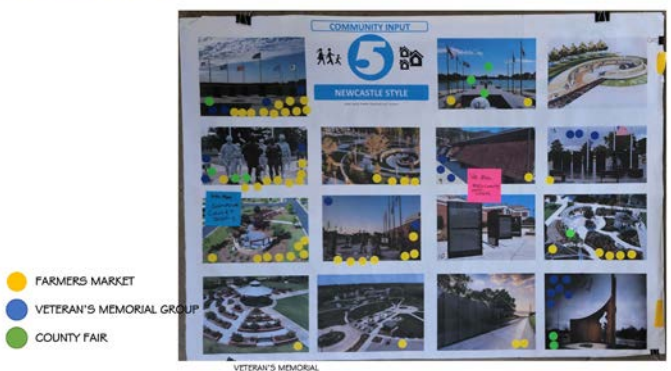
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CONCEPTUAL DESIGN – INSPIRATIONS

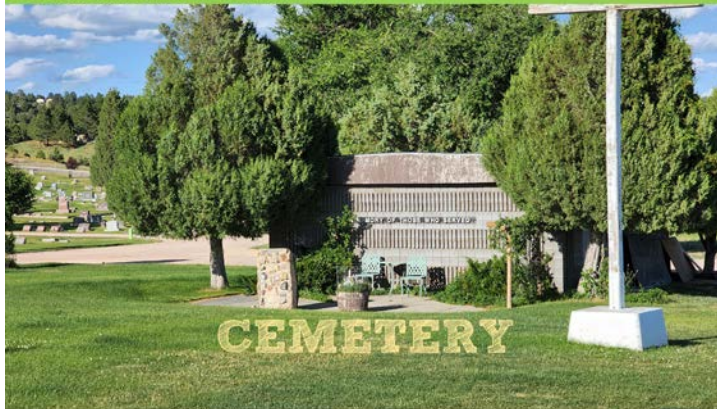


CONCEPTUAL DESIGN – OTHER PRECEDENTS



WESTON COUNTY

CONCEPTUAL DESIGN – OTHER PRECEDENTS



CONCEPTUAL DESIGN – OTHER PRECEDENTS



CONCEPTUAL DESIGN – OTHER PRECEDENTS



BISMARCK
ND

CONCEPTUAL DESIGN – OTHER PRECEDENTS



PINEDALE
WY

CONCEPTUAL DESIGN – OTHER PRECEDENTS



CONCEPTUAL DESIGN – CONCEPT A



CONCEPTUAL DESIGN – CONCEPT B



CONCEPTUAL DESIGN – CONCEPT C

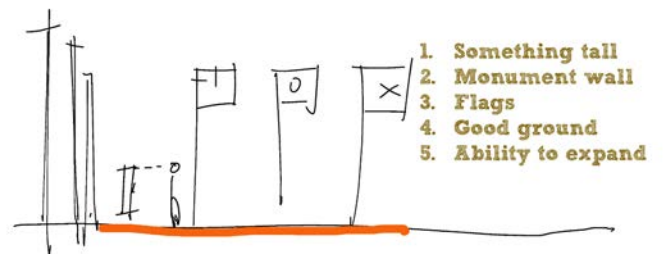


CONCEPTUAL DESIGN

CONCEPT A	CONCEPT B	CONCEPT C
CONCESSION BUILDING: 700 S.F.	CONCESSION BUILDING: APPROX. 1,200 S.F.	CONCESSION BUILDING: APPROX. 1,400 S.F.
SHELTER: 24' x 60' (2,000 S.F.)	LINEAR SHELTER: APPROX. 10' x 200' AREA (3,600 S.F.)	SHELTER 1 (ATTACHED TO CONCESSIONS): 44' x 27'
STAGE: 18' WIDTH (430 S.F., INCLUDING STAIRS)	STAGE: APPROX. 35' WIDTH (1,000 S.F., INCLUDING STAIRS)	SHELTER 2: 60' x 40' (2,400 S.F.)
SYN. TURF / SYN. ICE RINK: APPROX. 2,655 S.F.		STAGE: APPROX. 26' DIAMETER
OPEN LAWN: 6,300 S.F.	OPEN LAWN: APPROX. 6,600 S.F.	OPEN LAWN: APPROX. 7,300 S.F.
SPLASH PAD: 1,430 S.F.	SPLASH PAD: 740 S.F.	SPLASH PAD: 675 S.F.
SHADE SAILS: 0	SHADE SAILS: 3	SHADE SAILS: 2
PARKING: 10 OFF-STREET STALLS	PARKING: 16 OFF-STREET STALLS	PARKING: 7 OFF-STREET STALLS

Gut check: Costs would be comparable across these three options.

CONCEPTUAL DESIGN – COMMON ELEMENTS



CONCEPT DESIGN

Memorials act as historical touchstones.

They link the past to the present and enable people to remember and respect the sacrifice of those who died, fought, participated or were affected by conflicts.

Memorials are a focal point for remembrance.

They provide a place in or at which we can remember the individual and collective sacrifice made for freedom.

Memorials are unique to their communities.

They represent the time and place of their creation, the people chosen to be represented, and the community's chosen method of remembrance. They can be utilitarian or inspirational.

CONCEPT DESIGN

Memorials act as historical touchstones.

Represent Newcastle's heritage.

Memorials are a focal point for remembrance.

The park facilitates larger events, and the memorial is part of it, yet separate.

Memorials are unique to their communities.

Represent Newcastle's unique character and contributions.

CONCEPTUAL DESIGN – NEWCASTLE CHARACTER



INDUSTRY



CONCEPTUAL DESIGN – NEWCASTLE CHARACTER



RANCH CULTURE



CONCEPTUAL DESIGN – NEWCASTLE CHARACTER



HOMETOWN

CONCEPTUAL DESIGN – NEWCASTLE CHARACTER



HISTORY



CONCEPTUAL DESIGN – NEWCASTLE CHARACTER



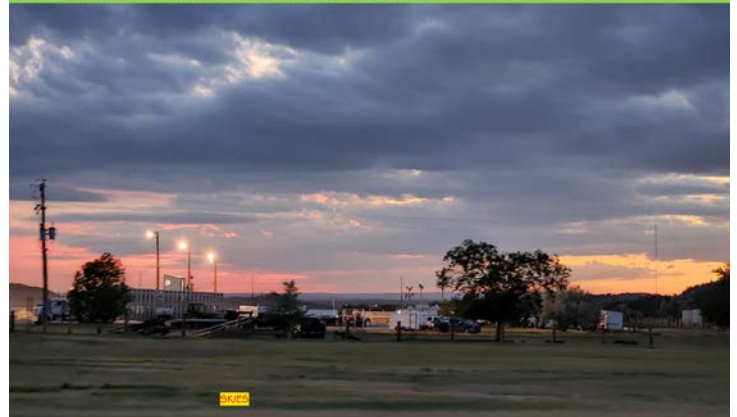
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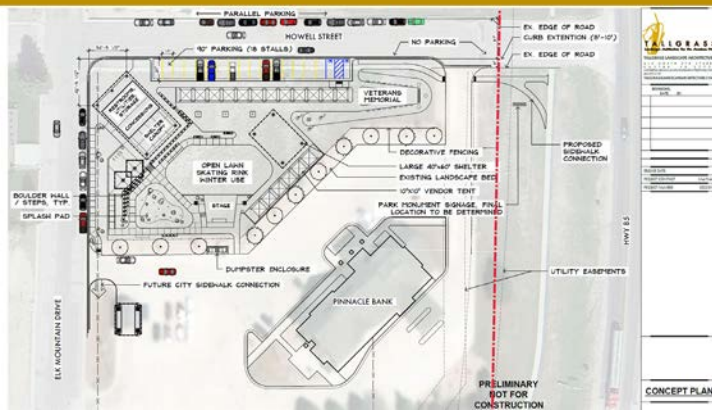
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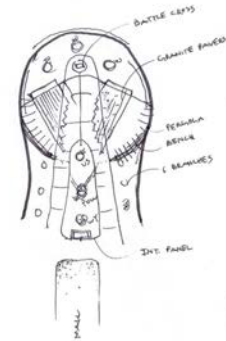
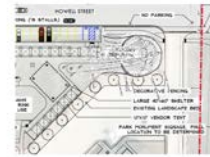
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CONCEPT DESIGN



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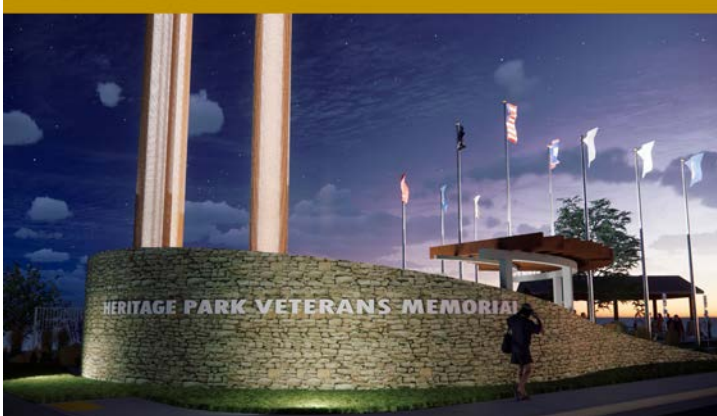
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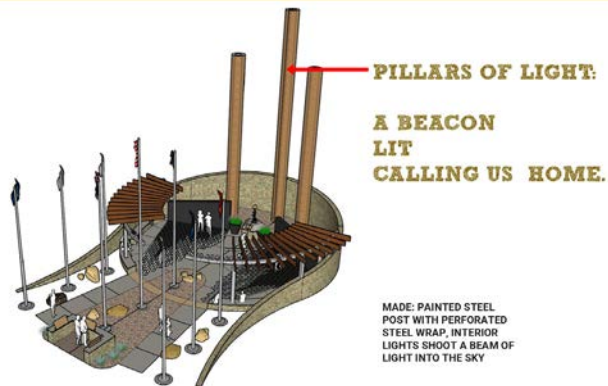
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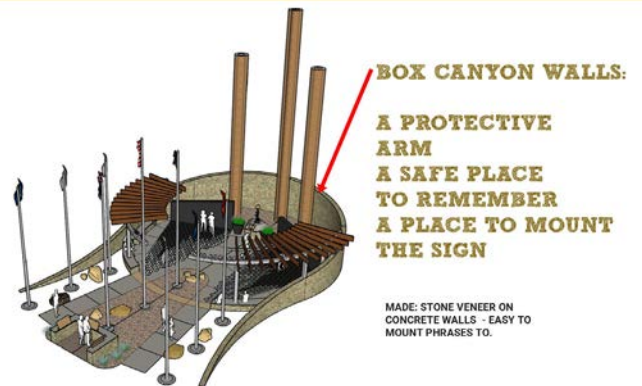
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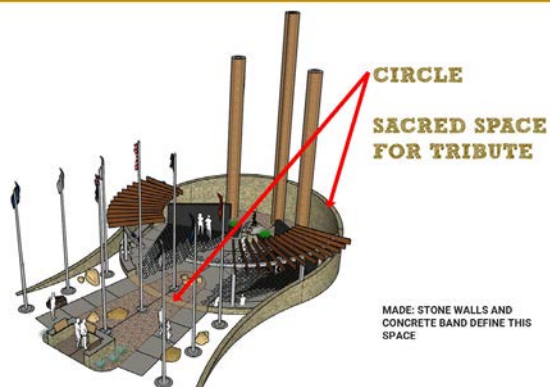
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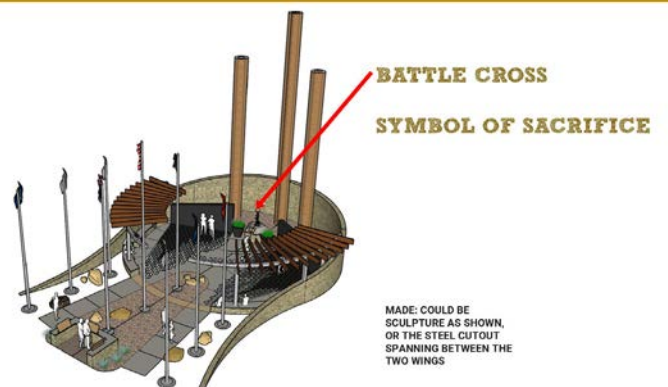
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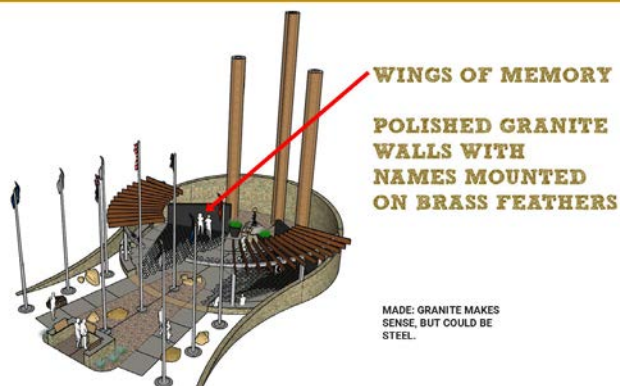
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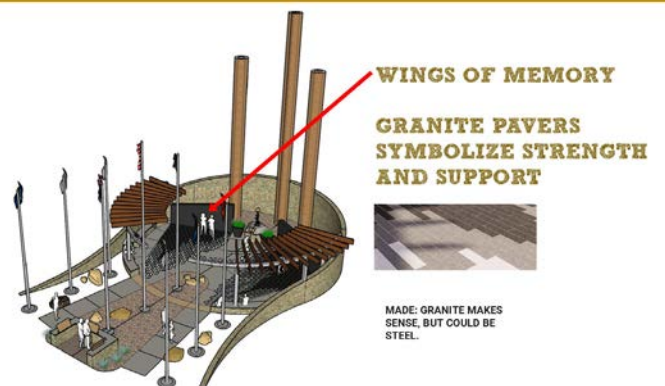
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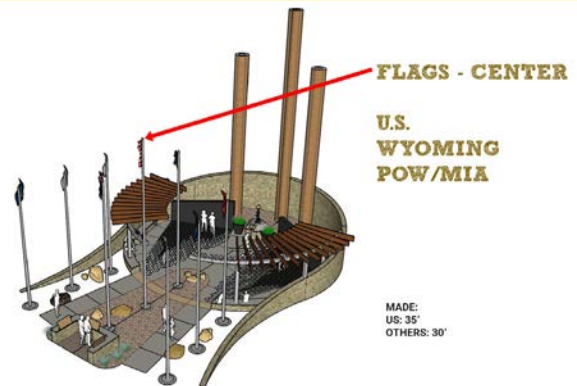
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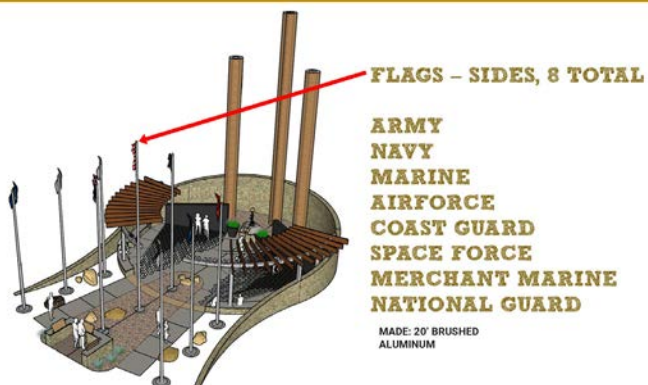
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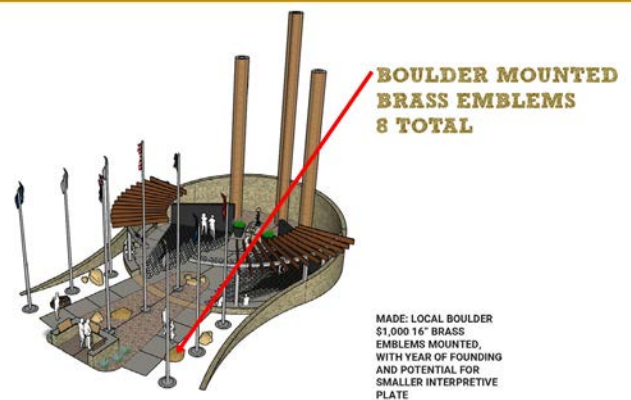
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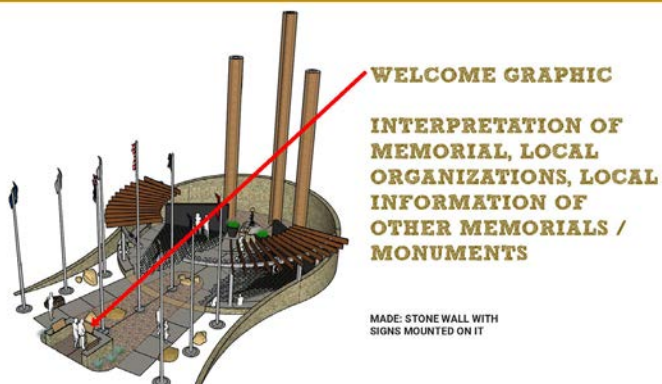
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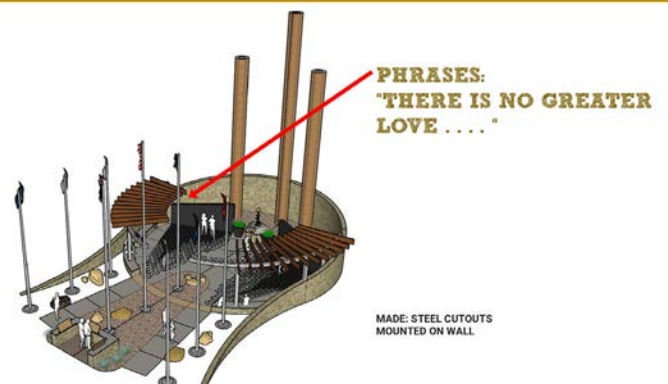
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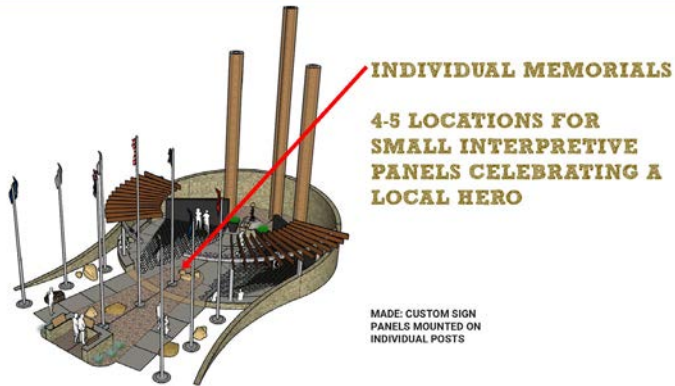
CONCEPT DESIGN



CONCEPT DESIGN



CONCEPT DESIGN



CONCEPT DESIGN: PARK

FITTING IT TOGETHER

SITE ELEMENTS

MEMORIAL + STAGE + SHELTERS + CONCESSION BUILDING + LAWN + SPLASH PAD + LANDSCAPE =

HERITAGE PARK

CONCEPT DESIGN: PARK

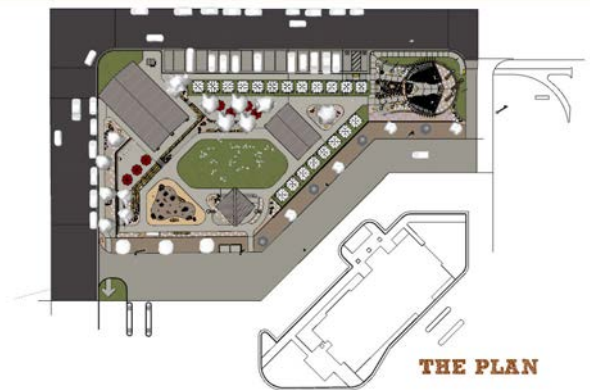
FITTING IT TOGETHER

PROGRAM ELEMENTS

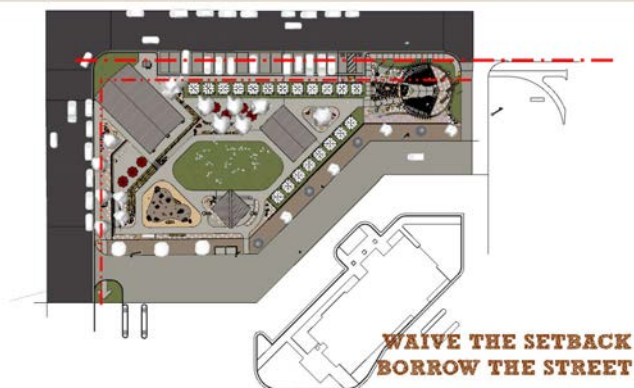
DAILY PLAY + DAILY RESPECT + MARKETS + CONCERTS + CASUAL GATHERING + COMMUNITY GATHERINGS =

HERITAGE PARK

CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK VIEWS



CONCEPT DESIGN: PARK VIEWS



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CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK

STONE



CONCEPT DESIGN: PARK

WOOD



CONCEPT DESIGN: PARK

SHADE



CONCEPT DESIGN: PARK

SHELTER



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPT DESIGN: PARK



CONCEPTUAL DESIGN – EARLY PRELIMINARY DRAFT COST ESTIMATE

• CONTRACTOR MOBILIZATION, SITE PREPARATION, DEMOLITION & EARTHWORK(5%-20%):	\$178,000
• OFF STREET PARKING ADDITION:	\$61,000
• SPREAD GRAD (INCLUDES ALL COMPONENTS: PAVEMENT, LIGHTING & BOULDERS):	\$215,000
• LANDSCAPE (PLANTING AND IRRIGATION):	\$86,000
• SITE FURNISHINGS:	\$92,000
• CONCESSIONS/RESTROOMS & STAGE BUILDING:	\$1,044,000
• CONCESSION:	\$ 360,000
• STAGE:	\$ 200,000
• SHELTER(S) ALONG HOWEL ST.:	\$ 375,000
• SHADE SAILS (3 TOTAL):	\$ 54,000
• KIOSKS (2 TOTAL):	\$ 40,000
• PARK MONUMENT SIGNAGE:	\$ 15,000
• WALKWAYS, STAIRS, RETAINING WALLS & FENCING:	\$90,000
• VETERANS MEMORIAL WALL FENCE:	\$186,000
• UTILITIES (WATER, SEWER & ELEC.):	\$100,000
ESTIMATED CONSTRUCTION COSTS:	\$2,055,000
CONTINGENCY (25%):	\$514,000
TOTAL ESTIMATED CONSTRUCTION COSTS + CONTINGENCY:	\$2,569,000.00
DESIGN & CONSTRUCTION ADMINISTRATION (8%):	\$206,000
SITE SURVEY:	\$12,000
TOTAL ESTIMATED CONSTRUCTION COST:	\$2,786,000
	+ 10-15 % EACH YEAR OF DELAY

NEXT STEPS

Planning Team

- Writing the Various Sections of the Report
- Incorporating the Findings from CBEA
- Attending meetings and presenting to support the Steering Committee
- Final Report Presentation to Council in about a month

Steering Committee

- Fundraising Committee
- Timeline
- Grants

City

- Receive Final Report
- Support Steering Committee
- Budget for the park

Vision

- This is a long-term model for tackling projects throughout the community

CONCEPT DESIGN



**THANKS FOR YOUR
CONSIDERATION.**

- HERITAGE PARK - & VETERAN'S MEMORIAL

A NEW DESTINATION IN THE
CITY OF NEWCASTLE, WY

Located at the corner of Highways 16 and 85

TALLGRASS
Landscape Architecture

StateLine №7
Landscape Architecture

UW

Group of Business
Center for Business
and Economic Analysis

- HERITAGE PARK - A vision to welcome and gather . . .



- HERITAGE PARK -

... to invite visitors to explore our community ...

**- HERITAGE PARK -**

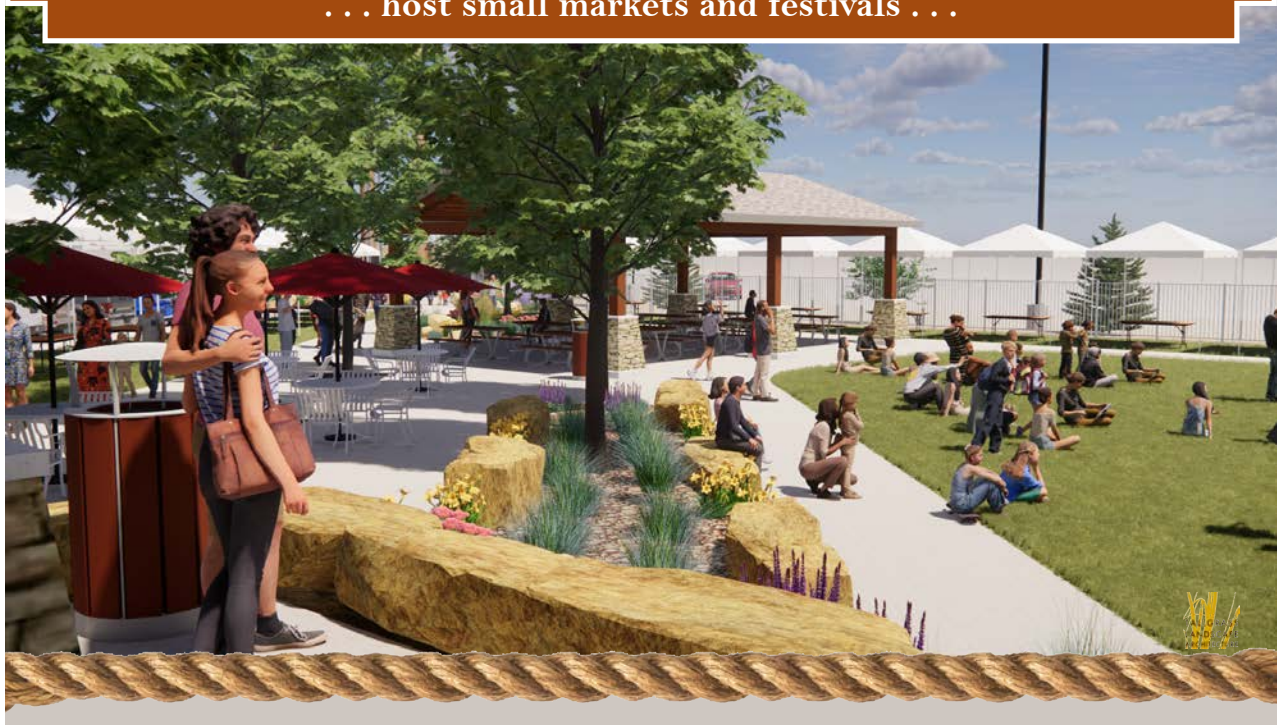
... enjoy time with our family ...



- HERITAGE PARK -
... celebrate together ...



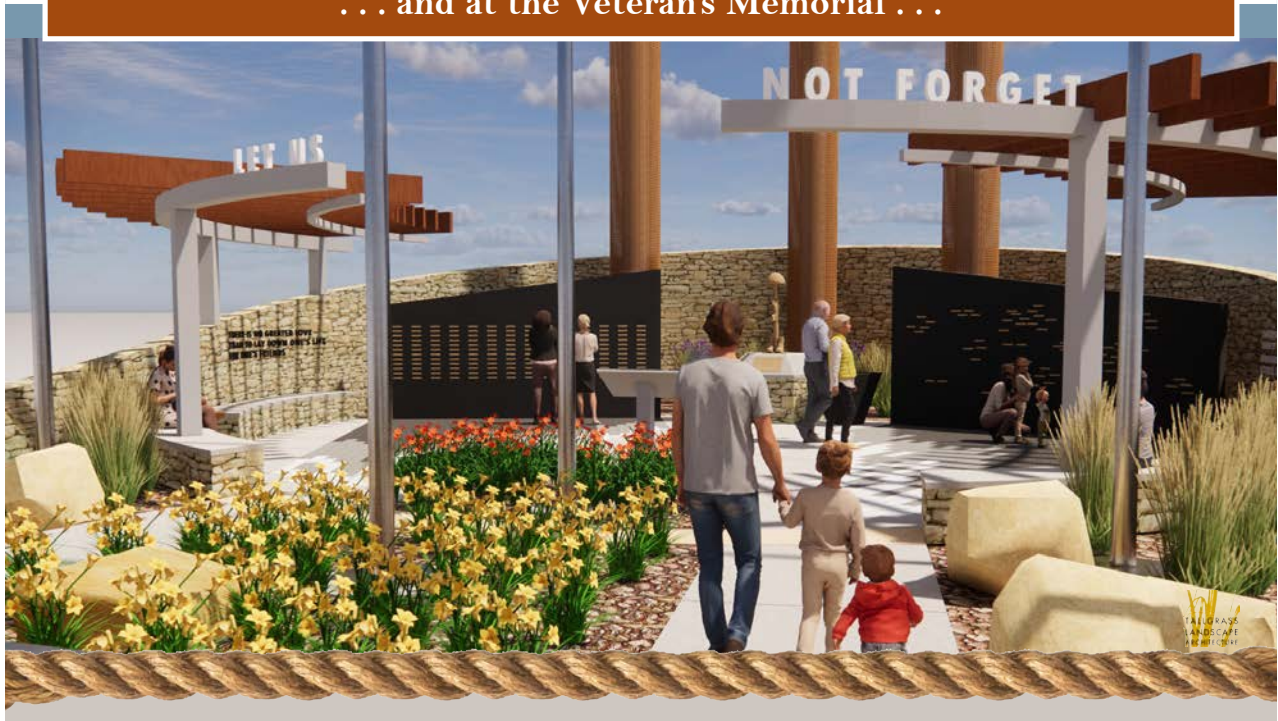
- HERITAGE PARK -
... host small markets and festivals ...



- HERITAGE PARK -
... a few bigger gatherings ...



- HERITAGE PARK -
... and at the Veteran's Memorial ...





A person wearing a blue shirt, dark blue pants, and black rubber boots is using a white and orange trimmer to clear a field of yellow dandelions. The trimmer is held in their right hand, which is wearing a white glove. The field is filled with many yellow dandelions, and a body of water is visible in the background. A large white letter 'B' is overlaid on the bottom right of the image.

APPENDIX: B

B

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Recommended Landscape Maintenance Guidelines

For Heritage Park in Newcastle, WY

I. Annual Maintenance Schedule

Each of these lists will need to be customized for your project, adding relevant tasks and items you need to accomplish to keep your site healthy and attractive

Weekly Landscape Maintenance Checklist
Monthly Landscape Maintenance Checklist

II. Standards

Integrated Pest Management
Tools on Hand
Litter Control
Turf Maintenance
Artificial Turf
Tree Maintenance
Shrub Maintenance
Ground Cover Maintenance
Perennial Flower Maintenance
Perennial Grasses Maintenance
Annual Flower Bed Maintenance
Irrigation Maintenance
Site Furnishings and Exterior Areas, Including Playgrounds
Splash Pad
Fertilizers
Chemicals, Herbicides, and Pesticides
Weed Control
Mulches, Organic or Mineral
Snow Removal
Holiday Decorations
Memorial Stone

Tallgrass Sample Landscape Maintenance Guidelines

How To: Use This Document:

Tallgrass has developed this document to help our clients be prepared to properly maintain the landscapes we help them create. While this document will not weed your gardens, flower beds or trim your trees, it will help you be aware of the full range of maintenance you might expect to undertake for any given landscape.

People ask us for low or no maintenance landscapes, but the truth is that in Parks, the landscape is the setting of the human activity – it is why the park is there! The landscape is a defining part of the character of the place, setting up the way people feel about your City. Trees and well maintained landscapes add real value, increasing average shopping and staying times in business districts and increasing the value of nearby residential homes. We hope that you feel your investment of time and money in your park landscape is well spent.

That said, your landscape should represent the amount of effort you are capable or willing to expend in its maintenance. This document's purpose is twofold: First to help you itemize the tasks required to maintain your Parks, and second, to help provide a detailed record of what maintenance and improvement activities take place in your parks.

We are willing to help you review this document in regards to the different parks and to help you flush out the requirements. However, this document is yours to adopt to your site. We suggest using the specifications and schedules to develop your own manual for each park. Let us know if you need a hand.

Tallgrass

LANDSCAPE MAINTENANCE SPECIFICATION

I. CHECKLISTS

- A. The WEEKLY LANDSCAPE MAINTENANCE CHECKLIST is made a part of this specification as if repeated in full here. The Maintenance Staff shall review this checklist weekly and complete all applicable items on the list weekly.
- B. The MONTHLY MAINTENANCE CHECKLIST is made a part of this specification as if repeated in full here. The Maintenance Staff shall review this checklist monthly and complete all the applicable items listed for the current month prior to the end of the month.

II. COMMUNICATIONS AND REPORTS

- A. Regular communication between the department tasked with Park Maintenance and the City's other staff is encouraged.
- B. The Head of Maintenance is encouraged to ask questions, rather than make assumptions about the Mayor and Council's goals.
- C. As landscapes mature, some of the maintenance procedures will be eliminated and others may have to be added. For example, as shrubs mature they will require less fertilizer and water. Regular communication will eliminate most surprises to the owner of changing maintenance costs, which will vary as the landscape grows.
- D. The Head of Maintenance should provide the City Government with regular updates using the checklists to report.
- E. The Maintenance Staff shall turn in a copy of the Weekly Maintenance Checklist to the Head of Maintenance each week. The checklist copy shall have a check mark by all items completed at the site during the week by the Maintenance Staff. Any items completed that are not on the checklist shall be noted on the back of the checklist. The checklist shall be dated and contain the name and signature of the Maintenance Staff's representative for the work at this site.

WEEKLY LANDSCAPE MAINTENANCE CHECKLIST

(See Landscape Maintenance Specifications for details.)

Jobsite: _____



Lawn mowers and weed whips: a tree's worst enemy!

Repeatedly banging a mower against a tree trunk or whipping it with a weed whip each week seriously damages the bark and the sensitive tissues underneath. The damage

kills young trees. If trees survive the initial damage their lifespan is significantly shorter and their growth reduced. To protect the tree cover the surrounding soil with a thick layer (3 to 6 inches deep) of organic mulch, such as compost or bark in a radius that allows easy mowing around the tree without breaking branches in normal activity (Keep the mulch 3 inches away from the base of the tree) or install a tree mow guard.

Place a check mark by each item completed during the past week

- ☐ Clear and trash or debris from lawn areas
- ☐ Mow and edge lawns if needed.
- ☐ Prune back any shrubs overhanging curbs or sidewalks.
- ☐ Prune back any groundcover overhanging curbs or sidewalks.
- ☐ Prune and deadhead annuals and perennials.
- ☐ Remove litter and leaves from plants, planters, and parking lots.
- ☐ Remove any broken or fallen branches from trees. Remove sucker growth from tree trunks.
- ☐ Remove weeds. Weeds 2 inches (5 cm) and larger must be removed, not just killed.
- ☐ Reset any edging that has become misaligned.
- ☐ Replace bark mulch which has been knocked or washed out of planters. Smooth mulch layer if it has been disturbed.
- ☐ Replace decorative rock which has been knocked or washed out of planters. Smooth decorative rock surface if it has been disturbed.
- ☐ Check plants for signs of stress or disease. Replace any plants that meet conditions for replacement at the Maintenance Staff's expense. Request authorization to replace other dead or missing plants. Note: You must request authorization to make replacements within one week of the damage becoming evident!
- ☐ Sweep or blow clean all walkways, curbs, and gutters.
- ☐ Treat for any signs of disease or pest infestation.
- ☐ Complete any items required on the Monthly Checklist.
- ☐ Hand water any plants that are dry and stressed.
- ☐ Check the irrigation system. Make emergency repairs as needed or request authorization to make major repairs. *Note: Request authorization for major repairs within one week of the damage becoming evident!*
- ☐ Adjust the irrigation controllers for current water needs of plants.
- ☐ Check water features, clean pump filters, adjust as necessary.

Checked

by: _____

Signature: _____

Date: _____

Time: _____

WEEKLY LANDSCAPE MAINTENANCE CHECKLIST

(See Landscape Maintenance Specifications for details.)

Jobsite: _____

<insert map of site for marking any issues>

Checked

by: _____

Signature:

Date: _____

Time:

Jobsite: _____

1. January:

- ☐ Water trees, shrubs, lawns and perennials when there is no snow cover **and** air and soil temperatures rise above 40°. Water at midday so water can absorb into the soil. Do not create a condition where ice forms on the surface of the soil, suffocating plants.
- ☐ Collect trash from site.
- ☐ Identify any items that might smother lawns during cold weather and snow cover.
- ☐ Remove holiday decorations by **January 15**.

2. February:

- ☐ Prune trees after the coldest part of winter has passed. Prune branches that interfere with public safety and all parking lot and street trees to encourage strong upward growth.
- ☐ Water trees, shrubs, lawns and perennials when there is no snow cover **and** air and soil temperatures rise above 40°. Water at midday so water can absorb into the soil. Do not create a condition where ice forms on the surface of the soil, suffocating plants.
- ☐ Collect trash from site.
- ☐ Identify any items that might smother lawns during cold weather and snow cover.

3. March:

- ☐ Remove winter leaf and needle mulch when new growth of plants is observed.
- ☐ Collect trash from site.

4. April:

- ☐ Plant annual color for spring/summer bloom if weather conditions are favorable. Do not plant frost sensitive annuals until after the date of the last hard frost.
- ☐ Trim remaining perennials and ornamental grasses that were left for winter interest. Trim ornamental grasses to no shorter than 4".
- ☐ Clean and sanitize planter pots and refill with new planter soil.
- ☐ Sanitize garden tools, particularly pruning shears.
- ☐ Add new mulch to planters where the mulch depth has been reduced to less than 2 inches (5 cm) thick. Mulch not required where shrubs or groundcover completely hide the soil surface from view. Keep mulch 3" away from the crown of the plant.
- ☐ Apply granular fertilizer to lawn areas in April (date may vary – use Maintenance Staff's recommended date). Be sure to make application prior to a moderate rainfall in drip-irrigated planters so the rain will wash the fertilizer in. A pre-emergent herbicide for crab grass may applied when soil temps at ½" depth reach 52° if desired by the owner.

Tallgrass Sample Landscape Maintenance Guidelines

- ☐ Submit receipts to owner's authorized representative as proof of fertilizer purchase.
 - ☐ Flush out irrigation systems as needed, and as weather conditions permit, and check for proper operation of each valve zone.
 - ☐ Remove and clean wye filter screens.
 - ☐ Clean or replace plugged sprinkler nozzles. Replace plugged drip emitters.
 - ☐ Replace irrigation controller program back-up batteries.
 - ☐ Remove winter tree wraps.
 - ☐ Identify portions of lawn that may have been killed by pet urea and discuss repair options with owner.
 - ☐ Vacuum or sweep parking lots.
5. May:
- ☐ Plant annual color for spring/summer bloom if weather conditions are favorable. Do not plant frost sensitive annuals until after the date of the last hard frost.
 - ☐ Apply fertilizer to all landscape areas. The May fertilization of shrubs/groundcover areas may be deleted when the plants reach maturity or completely fill the planters, without space between them. Be sure to make application prior to a moderate rainfall in drip-irrigated planters so the rain will wash the fertilizer in. Written authorization from the owner's representative is required before the foliar fertilization may be deleted from the required work.
 - ☐ Submit receipts to owner's authorized representative as proof of fertilizer purchase.
 - ☐ Prune winter damaged evergreens.
6. June:
- ☐ Prune spring & winter-flowering shrubs **after flowering is finished** as needed to maintain proper shape.
 - ☐ Stake flowering plants with heavy flowers as needed.
7. July:
- ☐ Check plants for heat stress and confirm that irrigation is working properly.
 - ☐ Stake flowering plants with heavy flowers or fruit as needed.
8. August:
- ☐ Apply fertilizer to all landscape areas. The August fertilization of shrubs/groundcover areas may be deleted when the plants reach maturity or completely fill the planters, without space between them. Be sure to make application prior to a moderate rainfall in drip-irrigated planters so the rain will wash the fertilizer in. Written authorization from the owner's representative is required before the foliar fertilization may be deleted from the required work.
 - ☐ Submit receipts to owner's authorized representative as proof of fertilizer purchase.
 - ☐ Stake flowering plants with heavy flowers or fruit as needed.
9. September:

Tallgrass Sample Landscape Maintenance Guidelines

- Inventory all plant materials. Inventory shall include an exact count of all shrubs and trees, itemized by planter. Replace any dead or missing plants subject to the terms of these specifications.
- Prune perennial bulbs back to ground level as soon as leaf blades yellow and wilt due to cold weather. Apply 3 inches of mulch on ground surface over bulbs to insulate from cold.
- Plant annual color for fall/winter bloom.
- Monitor any tree that produces fruit, harvest if desired, and clean walks of crab apples and other fruit.
- A pre-emergent herbicide for winter weeds may be applied mid-month if desired by the owner.
- Decrease watering slightly throughout the month to encourage plant hardening off.

10. October:

- Prepare irrigation system for winter. Make sure backflow preventer is well insulated or drained prior to first freeze. Blow out pipes using compressed air in areas where freezing could result in breakage.
- Hand water trees, shrubs, lawns and perennials after irrigation system has been shut down regularly if there is no rain or snow cover and air and soil temperatures rise above 40°. Water at midday so water can absorb into the soil. Do not create a condition where ice forms on the surface of the soil, suffocating plants.
- Winterize perennial beds. Remove all annual plants. Prune all perennials that have no winter decorative value. Mulch landscape beds with 3-4" of pine needles, chopped leaves or other lightweight mulch. Do not use wood chips or bark mulch as it holds too much water and can mold at this depth.
- Winterize roses according to variety and hardiness requirements.
- Winterize annual beds and containers by removing all dead plant material and covering beds with 3" of pine needles or chopped leaves.
- Remove soil from and store planter pots in a dry protected location.
- Sanitize and oil garden tools and store in a dry location.
- Wrap the trunks of young trees or trees with thin bark with a commercial tree wrap to prevent winter sun scald.
- If the summer has been dry, water heavily until the soil freezes.
- Winterize water features as necessary, add pond heaters, remove and dry pumps, empty ponds, disconnect water lines.

11. November:

- Screen sensitive evergreens (yew, arborvitae, hemlock) with burlap on the south, southwest or windward sides of the evergreen.

Tallgrass Sample Landscape Maintenance Guidelines

- ☐ Cable or lace upright trees or those susceptible to branch breakage and damage from heavy snow or ice; upright evergreens, fastigate trees and trees growing in clumps.
- ☐ Prepare/Review Snow Plow contract.
- ☐ Prepare Christmas lighting/ decoration quote or agreed upon installation. Describe in an attachment to contract.
- ☐ Water trees, shrubs, lawns and perennials when there is no snow cover and air and soil temperatures rise above 40°. Water at midday so water can absorb into the soil. Do not create a condition where ice forms on the surface of the soil, suffocating plants.

12. December:

- ☐ Prune summer and fall-blooming shrubs as needed to maintain proper shape.
- ☐ Water trees, shrubs, lawns and perennials when there is no snow cover and air and soil temperatures rise above 40°. Water at midday so water can absorb into the soil. Do not create a condition where ice forms on the surface of the soil, suffocating plants.

13. Catastrophic Events such as heavy winter snows, damaging winds, torrential rains, etc.:

- ☐ Contact owner to discuss after such an event.
- ☐ Maintenance Staff should be prepared to cleanup, replace small amounts of mulch and make minor landscape repairs as necessary to maintain the landscape in healthy, clean and cared for condition after normal weather events. However, work that is required that would take significant effort to undertake should be discussed and proposed by Maintenance Staff. Prepare a proposal for cleanup and receive written authorization prior to commencing.

Month:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Date Completed:												
Checked By:												

Submitted by: _____

Signature: _____

Date: _____

(Submit this completed check list annually, monthly and/or as requested by owner)

Tallgrass Sample Landscape Maintenance Guidelines

TOOLS ON HAND

1. Maintain at minimum the following tools and resources on hand at your site:
 - a. A plan or map of the site
 - b. A planting plan showing existing plants
 - c. A plan or map of the irrigation system
 - d. Flat or square shovel
 - e. Round Point shovel (sometimes called a digging shovel)
 - f. Scoop shovel for snow removal
 - g. Sidewalk salt or sand
 - h. Landscape Emergency Kit:
 - i. Five gallon bucket
 - ii. Two to three different weeding hand tools
 - iii. Gloves.
 - iv. Other PPE Particular to your site
 - i. Extra trash can liners
 - j. Extra parts for your irrigation system.
 - k. Keys for irrigation components.
 - l. A good hose, an oscillating sprayer and a hand held sprayer.
 - m. A tool kit and spare parts for adjusting all site furniture, from flagpoles to benches.

A source for replacement planting soil and various types of mulches as well as records of what mulches have been used in past years.

INTEGRATED PEST MANAGEMENT

1. Use a complete IPM strategy to deal with any pest affecting the plants you maintain.
2. Constantly monitor insects, diseases, weeds, etc., and only apply pesticides if necessary. Utilize other control measures also, such as cultural practices, using resistant varieties of plants, biological control, mechanical control, rotating plants in certain beds, etc. In many situations certain levels of insects or diseases can be tolerated. Only apply chemicals when the health or life of the plant becomes endangered and other practices haven't been helpful in controlling the problem. Do not apply preventative chemicals like many lawn care companies do, unless we have perennial problems with certain insects, diseases or weeds. Each situation is evaluated and the manager should make the final decision if pesticides are to be applied.
3. Less toxic chemicals come out every year so constantly look for the least hazardous chemicals to use in each situation.
4. Follow all federal, state and local regulations are strictly when any pesticides are applied. Always sign turf areas where insecticides have been applied to warn people not to be in these areas until they are dry.
5. Points of the IPM protocol you should maintain your landscape by (and your plan can be simple or complex, depending on your need):
 - a. Acceptable pest levels: The emphasis is on control, not eradication. IPM holds that wiping out an entire pest population is often impossible, and the attempt can be expensive and environmentally unsafe. IPM programs first work to establish acceptable pest levels, called action thresholds, and apply controls if those thresholds are crossed. These thresholds are pest and site specific, meaning that it may be acceptable at one site to have a weed such as white clover, but at another site it may not be acceptable. By allowing a pest population to survive at a reasonable threshold, selection pressure is reduced. This lowers the chance of pests developing resistance to chemicals, because if many of the pests are killed then any that have resistance to the chemical will form the genetic basis of the future population. By not killing all the pests there should be unresistant pests left that will dilute the prevalence of any resistant genes that appear. Similarly, the repeated use of a single class of chemicals will create pest populations that are more resistant to that particular class, whereas alternating between different classes helps prevent this.[citation needed]
 - b. Preventive cultural practices: Selecting varieties best for local growing conditions, and maintaining healthy crops, is the first line of defense, together with plant quarantine and 'cultural techniques' such as crop sanitation (e.g. removal of diseased plants, and cleaning pruning shears to prevent spread of infections). Beneficial fungi and bacteria are added to the potting media of horticultural crops vulnerable to root diseases, greatly reducing the need for fungicides.[citation needed]
 - c. Monitoring: Regular observation is the cornerstone of IPM. Observation is broken into two steps, first; inspection and second; identification. Visual inspection, insect and spore traps, and other measurement methods and monitoring tools are used to monitor pest levels. Accurate pest identification is critical to a successful IPM program. Record-keeping is essential, as is a thorough knowledge of the behavior and reproductive cycles of target pests. Since insects are cold-blooded, their physical development is dependent on the temperature of their environment. Many insects have had their development

Tallgrass Sample Landscape Maintenance Guidelines

cycles modeled in terms of degree days. Monitor the degree days of an environment to determine when is the optimal time for a specific insect's outbreak. Plant pathogens also follow similar patterns of response to weather and seasonal changes.

- d. Mechanical controls: Should a pest reach an unacceptable level, mechanical methods are the first options to consider. They include simple hand-picking, erecting insect barriers, using traps, vacuuming, and tillage to disrupt breeding.
 - e. Biological controls: Natural biological processes and materials can provide control, with minimal environmental impact, and often at lower cost. The main focus here is to promote beneficial insects that eat or parasitize target pests. Biological insecticides, derived from naturally occurring microorganisms (e.g.: Bt, entomopathogenic fungi and entomopathogenic nematodes), also fit in this category.
 - f. Responsible Pesticide Use: Synthetic pesticides are used as required and often only at specific times in a pests life cycle. Many of the newer pesticide groups are derived from plants or naturally occurring substances (e.g.: nicotine, pyrethrum and insect juvenile hormone analogues), but the toxophore or active component may be altered to provide increased biological activity or stability. Further 'biology-based' or 'ecological' techniques are under evaluation. Applications of pesticides must reach their intended targets. Matching the application technique to the crop, the pest, and the pesticide is critical. The use of low-volume spray equipment reduces overall pesticide use and labor cost.
6. Having and running a successful IPM plan is philosophical choice – to use less intensive and dramatic methods to manage your landscape. Some landscapes require complete non-toxicity, and some require high levels of management. Most of us lie on the spectrum somewhere near “as organic as you can be, but use it if we have to.”

Tallgrass Sample Landscape Maintenance Guidelines

LITTER CONTROL

1. Litter containers are checked daily.
2. The area is checked daily for litter and picked up as needed.
3. Litter containers are emptied when 1/2 full or when garbage scent is a nuisance.
4. Ash urns are emptied a minimum of three times weekly.
5. Dumpster areas are cleaned thoroughly once every two months.
6. Pressure wash dumpster areas annually or as needed.
7. Spot wash gum from sidewalks
8. Cigarette butts are picked up from sidewalks and mulch beds at least once per week.
9. Trash is removed prior to mowing.
10. Sweep or blow-off all walks, curbs, and gutters weekly. Sweeping of parking lots is not part of this work unless noted otherwise in contract.
11. Do not sweep or blow trash, leaves, clippings, or landscape debris into planters or onto adjacent property. Collect all debris swept or blown from landscape areas and remove from the site.
12. Do not use blowers prior to 7:00 A.M. or after 8:00 P.M. or at any other hours restricted by law. Do not use blowers around parked vehicles to avoid scratching vehicle paint with blowing sand and debris. Blowers may not be used where prohibited by law. A. All litter shall be removed from sidewalks, gutters, and all planted areas each week. In no case shall trash, litter, or leaves be blown or swept onto the property of others. All trash, litter, leaves, etc. shall be collected, hauled away, and disposed of legally.
13. In addition to removing all litter from sidewalks, gutters, and planted areas, the Maintenance Staff shall remove and dispose of any large miscellaneous debris or trash in the parking lot. For the purpose of this contract, "large" shall mean items the size of a small beverage cup or larger. The intent of this requirement is that the Maintenance Staff's workers should take sufficient pride in the appearance of the site that they would pick up any significant litter they come across at the site. Sweeping of the parking lots is not included in the landscape maintenance. All litter shall be removed from planter areas and sidewalks, regardless of the size of the litter.
14. Dirt accumulation from plowing, windblown dirt, and miscellaneous activities can negatively affect the aesthetics of lawn and landscape beds. Lawns should be flush with or up to one inch below the adjacent walkways. If dirt has built up, remove it as necessary, reseeding areas of less than two square feet. If larger areas of buildup are required to be removed, use sod or further evaluate the advantages of seeding.

TURF MAINTENANCE

1. Lawns shall be kept in a healthy, vigorous condition, free of disease and pests, except as noted below.
2. Lawn height shall not exceed 5 inches (13 cm) at any time.
3. Mow, edge and trim lawns weekly or as required to maintain an even, well-groomed appearance. Some areas may need mowing several times per week if conditions warrant. Proposed mowing Schedule as follows:

a. March	Depends upon year
b. April	Depends upon year
c. May	Begin Weekly Mowings
d. June	Weekly Mowings
e. July	Weekly Mowings
f. August	Weekly Mowings
g. September	Three Mowings
h. October	Depends on Year
i.	Base assumption would include a minimum of 15 mowings per this schedule. Climatic conditions may warrant additional / fewer mowings.

4. Any lawn found to be dead or severely yellowed shall be replaced with plant material of identical species at the landscape Maintenance Staff's expense, unless the loss was due to excluded damage. If the loss resulted from excluded damage, replacement will be paid for as additional work. Submit a quote for replacement within two weeks of the loss as outlined in the General Requirements section of these specifications. Replacement sod shall be similar in all respects to the existing grass. Do not seed dead lawn areas, use sod only for replacement, unless directed, in writing, by the owner's authorized representative.
5. The personal protective equipment required for mowing in addition to regular work clothes will be: safety glasses and hearing protection of either ear plugs or ear muffs. Suggested equipment, as appropriate to conditions, would include a hat or hard-hat, sunscreen, dust mask, and leather gloves. Radios or headsets are prohibited when driving or operating equipment. The PPE required for use of string trimmers or other grass trimmers are safety glasses/goggles, long pants or chainsaw chaps, ear muff and /or face shield and ear plugs if the ear protectors on the helmet are not used.
6. The height of the riding mowers will be adjusted only with prior approval of the landscape manager. The height of the mowers will fall within a range of 3" to 4" based on the current growing conditions.
7. Irrigation will take place where automatic systems or quick couplers are available. Irrigation levels should meet the needs of the actively growing turf to prevent stress from weather conditions or pests. There may be some high priority areas that are served with building hydrants or other means and those areas will require additional hand watering.
8. Weed control should be performed to maintain the turf to maintain less than 10% weeds. Other weeds should be controlled to prevent an infestation. All pesticide use will be done according to label instructions. All pesticide applications will be recorded in the pesticide application record book.
9. CLEAN UP: Leaf litter will be mulched with mowers as needed throughout the fall and winter months. Large concentrations of leaves may require pickup using rakes or lawn sweepers. Leaf litter will not be allowed to accumulate to the point that it will damage or kill turf. Remove visible lawn clippings and dispose of them off-site in a legal manner. The Maintenance Staff is encouraged to use

Tallgrass Sample Landscape Maintenance Guidelines

mulching mowers which cut clippings into small pieces that sift down into the lawn. Clippings will be removed from paved surfaces the day of the mowing. Clippings on lawn areas should be removed only when there is such a concentration of clippings on the turf that it might damage the live plants.

10. Aeration of turf areas will take place every year in high traffic areas.
11. Renovation of turf will take place as needed. The appropriate seeding rate for the turf grass mix will be determined by the degree of renovation and the type of turf grass.
12. Sidewalks, streets, and driveways shall be edged annually or more often if necessary. Plantings shall be edged every two years or more often if necessary. Trimming turf around trees, shrubs, mulched areas, buildings, signs, lights, fences, curbs, etc. will be performed no sooner than the day before and no later than the day after mowing or as weather permits.

13. TURF WEED, PEST AND DISEASE CONTROL

- a. Insect and disease control will take place on an as-needed basis.
- b. Control of weeds: Use cultural methods (mulch mow, fertilize, aerate, irrigate) to minimize weed cover on all turf. Owner shall identify turf areas considered high-quality, all other areas shall be treated as standard-quality turf. If weed cover increases to over 20% of turf on high-quality area or up to 40% on standard-quality areas, then spot applications of contact herbicide may be considered during the growing season to control broadleaf weeds. A maximum of two spot applications annually for all turf areas are allowed and included in the work. Use health and environmental hazard information to choose most effective and least hazardous product. Single active ingredient products are preferred if they are available and meet other criteria for safety and effectiveness. "Weed and Feed" products are not allowed.
- c. Control of insects: Monitor all turf areas for infestation of crane fly and other harmful insects. Use cultural and mechanical means for control, including reducing irrigation in fall, fertilizing to outgrow damage, and aerating in spring to reduce larvae population. Pesticide application for crane fly control will only be allowed if documented monitoring shows more than 25 crane fly larvae per square foot. Apply pesticides only to specific areas where insect infestations have been identified by the Maintenance Staff and pose significant risks to the health and appearance of turf. Use health and environmental hazard information to choose most effective and least hazardous product.
- d. Control of moss: Monitor for moss at levels that diminish turf quality. If found, apply moss control product containing no more than 10% iron or a fatty-acid soap active ingredient on affected turf areas up to once annually, only if needed. Avoid contact with hardscape surfaces and immediately clean any staining. Combination moss control + fertilizer products are not allowed.
- e. Control of diseases: Monitor for Red Thread and other fungal diseases. No fungicide treatments for Red Thread are allowed. Treat the cause, nitrogen deficiency, with nitrogen fertilizer instead. If other diseases are determined to be causing significant risks to the health and appearance of the turf after cultural improvements are tried, then use health and environmental hazard information to choose most effective and least hazardous product.

14. TURF AERATION AND OVERSEEDING

- a. Aerate 30% of the square footage of turf areas once annually in the spring. Rotate applications to achieve 100% coverage of all turf areas at least every 5 years. Adjust areas to be aerated based on need (some areas may be aerated every year and others only as

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required to meet the 5 year minimum rotation). Aerate with a vertically operating core aerator utilizing shaft mounted 1/2" hollow tines. Cores shall be made 4" on center to a 3" depth.

- b. Overseed immediately after aeration with a quality Northwest seed blend adapted to the site. Use at recommended overseeding rate.
- c. Drag turf areas to break up plugs and mix with the seeds.

15. TURF THATCHING

- a. Mechanical thatch removal is not part of this contract and is considered an additional service. Monitor for thatch once annually in the fall. If 30% or more of the turf has thatch buildup of over one inch, Owner may approve thatching of that area. If approved, mechanically remove thatch from approved areas in the fall. Rake or vacuum to remove debris. If mulch mowing will break down debris enough to allow it to stay on the turf area as organic matter, that is allowed.

TREE MAINTENANCE

1. Trees shall be maintained in a healthy, vigorous growing condition, free from disease and large concentrations of pests.
2. When performing pruning on trees, shrubs and perennials, it is important to use the appropriate personal protective equipment. When using hand pruning saws, bypass pruners and loppers the required PPE is maintenance staff will use is safety glasses as well as complete training before attempting such a task. If the work might involve falling branches the hard-hat/ face shield combination and safety are required as well as complete training before attempting such a task.
3. Pruning:
 - a. If tree pruning is accomplished by climbing the tree: long pants, climbing saddle, lanyard, climbing rope, hard-hat/face shield combination and safety glasses as well as complete training should be evident.
 - b. If a chainsaw is used to prune: long pants, chainsaw chaps, gloves, hard-hat/face shield combination and safety glasses or hard-hat and goggles are required as well as complete training before attempting such a task.
4. Tree limbs shall be removed to a height of 7 ft. over sidewalks and 14 ft. over roads and parking areas. Limbs will be removed from around area lights to prevent diminished light from the fixture. This should be typically done in the summer after full leaf out. Exceptions should be made for trees of distinctive character and your judgment should guide special circumstances.
5. Young trees will receive annual pruning for up to five years after planting. The purpose of the pruning will be to direct the tree into the appropriate form for the species and the site.
6. All trees in the area should receive an evaluation three times annually. Additional evaluations may be required if there is severe weather. The "walk around" should help determine what maintenance the tree requires. Trees in close proximity to buildings, roads, parking lots, sidewalks, and high use areas should be evaluated for several conditions. Priority should be made for hazardous limbs or trees. The trees should also be checked for disease, insect infestations, dead branches, and anything that might contribute to the tree's declining health. Once an evaluation is done a corrective action (if needed) will be decided and executed.
7. Trees will not be removed without prior approval of the appropriate management. Each tree should be considered for its unique character, even if it is becoming a "wildlife tree".
8. The timing of the pruning should be to avoid bud break, leaf drop on live wood or transmission of disease.
9. Corrective pruning will be performed to maintain the natural shape and characteristics of the species. Pruning should be targeted at dead branches, crossing branches, suckers, water sprouts, infested branches, etc. All pruning will be done using accepted arboriculture techniques and methods.
10. Unless approved by the landscape manager, guying or staking and tree wrap will not be used except as identified in monthly maintenance plan.
11. Irrigation of newly planted trees will take place at least twice monthly, unless there is adequate rainfall, during the first three growing seasons.
12. Pest control should be done as needed.
13. Mulch will be maintained at a minimum depth of 1 inch and a maximum depth of 4 inches.
14. Removal of dead or badly damaged trees will take place in a manner that observes all standard safety practices.

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15. Stumps of removed trees will be reduced to a level beneath the soil grade that allows replanting in that location.
16. Remove stump shavings and back fill hole immediately after stump grinding
17. Prune trees only to remove dead, diseased, broken, dangerous, or crossing branches, and as required below. Pruning of this type is a minor, non-reimbursable, cost to be included as part of the regular maintenance.
18. Prune trees only in appropriate months as determined by an arborist. Prune in accordance with generally accepted standards for proper pruning.
19. Discard all tree trimmings off-site using a legal method.
20. Any tree found to be dead or missing shall be replaced with plant material of identical species at the landscape Maintenance Staff's expense, unless the loss was due to excluded damage. If the loss resulted from excluded damage, replacement will be paid for as additional work. Alternate species may be selected if disease or performance related to site were causes of death. Submit a quote for replacement within two weeks of the loss as outlined in the General Requirements section of these specifications. Replacement trees shall equal in size to the originally installed tree at the time it was planted at the site. In no case shall replacement trees be less than #24 box size as defined by the American Nursery Association. Example: if the tree was a #36 box size when originally planted the replacement shall be a #36 box size.
21. Replacement trees shall be approved for size and appearance by the owner's authorized representative prior to planting. Replacement trees shall be double staked with 2 inches (5 cm) diameter stakes unless otherwise approved by the owner's authorized representative. Place 6 slow-release fertilizer tablets in backfill material, evenly spaced around rootball, but not touching the rootball.
22. Remove tree stakes from trees when the trunks are larger than 2 inches (5 cm) caliper and the trees are able to support themselves. Remove stakes from site and dispose of by a legal method. Recycle used stakes if possible.
23. Once a year, prune all trees to encourage a high-branching structure. Remove all non-structural branches between the ground and a point half the tree's total height (for very tall trees don't remove branches higher than 20' [6 m] above the ground). Exception to the above: trees planted for screening purposes, such as those at rear perimeters of many sites shall not be pruned except as needed to remove dead, diseased, broken, dangerous, or crossing branches. Some municipalities prohibit pruning trees without a permit. Check with local authorities prior to pruning. The Maintenance Staff is responsible for determining if permits are needed and shall obtain and pay for any required permits as part of the basic landscape maintenance fee.
24. The cutting blades on pruning shears, clippers, blades, saws, etc. shall be sterilized after pruning each tree to minimize the possibility of spreading disease. When pruning trees known or suspected to be diseased, cutting blades shall be sterilized after each cut. Sterilize blades by dipping them in a solution of 1 part bleach and 9 parts water or heavily spray them with a disinfectant spray, such as Lysol. After dipping or spraying, wait 20 seconds before using again.
25. A vertical clearance of 114 inches is required above all parking spaces. A vertical clearance of 80 inches is required above all walkways. Trim trees to remove all limbs within these areas.

SHRUB MAINTENANCE

1. Pruning of shrubs will be performed to retain their natural shape.
2. Shrubs should be pruned to: A) maintain a desired size or shape; B) control traffic or allow pedestrian clearance; C) thinned in order to promote plant health. Complete renovation of shrubs should only take place after consulting the landscape manager. Pruning should be performed as necessary, taking into consideration time of year, plant species, environmental conditions, and effect on flowering.
3. Pest control should be done on an as needed basis.
4. Weeding of shrub beds will be done to prevent minor infestations of weeds. The use of pre-emergent herbicides and spot spraying with post emergent herbicides should be considered when developing a management strategy.
5. Shrubs will receive supplemental watering during the first year after planting.
6. Mulch in shrub beds will be maintained at a minimum depth of 1 inch and a maximum depth of 4 inches.
7. Caging of certain shrubs may be necessary to prevent pest damage. Shrubs and vines shall be kept in a healthy, vigorous condition, free from disease and large concentrations of pests.
8. Shrubs shall be pruned weekly only as needed to remove branches that are dead, broken, extending beyond the face of curbs or sidewalks, or are climbing building walls (unless they are intended to climb the wall, such as climbing vines). Formal hedges and topiary shall be regularly pruned to maintain a uniform height and width. **Except as noted previously, allow the shrubs to grow unpruned to their natural sizes!**
9. Shrubs uniformly planted in rows, where it is clear the intent was to create a hedge, shall be pruned so as to encourage a hedge. Shrubs in hedges shall be encouraged through pruning to form a dense, continuous, hedge, branching fully to the ground. All other shrubs shall be pruned only as required for safety, visibility, and plant health, and allowed to develop into the natural shapes expected of the plant variety. Do not shear shrubs into topiary (shapes) unless specifically instructed to do so in writing by the owner's authorized representative.
10. Allow shrubs three (3) months to rejuvenate following a hard frost prior to pruning or replacing.
11. Any shrub found to be dead or missing shall be replaced with plant material of identical species at the landscape Maintenance Staff's expense, unless the loss was due to excluded damage or unless the loss was due to disease or performance related to location. If the loss resulted from excluded damage, replacement will be paid for as additional work. Submit a quote for replacement within two weeks of the loss as outlined in the General Requirements section of these specifications. Replacement shrubs shall be #5 size as defined by the American Nursery Association.
12. Replacement shrubs shall be at least 18 inches (45 cm) in height when planted, unless otherwise approved by the owner's authorized representative. Place 2 slow-release fertilizer tablets in backfill material, 6 inches (15 cm) deep on opposite sides of the rootball, but not touching the rootball.
13. The cutting blades on pruning shears, clippers, blades, saws, etc. shall be sterilized between every three shrubs to minimize the possibility of spreading disease. When pruning shrubs known or suspected to be diseased, the cutting blades shall be sterilized after each cut. Sterilize blades by dipping them in a solution of 1 part bleach and 9 parts water or heavily spray them with a disinfectant spray, such as Lysol. After dipping or spraying, wait 20 seconds before using again.

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GROUNDCOVERS

1. Groundcover shall be maintained in a healthy, vigorous growing condition.
2. Any groundcover found to be dead or missing shall be replaced with plant material of identical species. Solicit a quote for replacement within two weeks of the loss as outlined in the General Requirements section of these specifications. Replacement groundcover shall be planted at 8 inches (20 cm) spacing from flats to encourage quick coverage. Prior to planting replacement groundcover, the soil shall be tilled to a depth of 6 inches (15 cm) to prepare it for the new plants.
3. Keep groundcover trimmed back from sidewalks, curbs, and paved areas on a weekly basis. Do not create vertical edges when pruning groundcover. Cut the edges at an angle /--\ for a more natural appearance and healthier plants.
4. If regular foot traffic through a planter is preventing the groundcover from reaching full coverage of the soil, contact the owner's authorized representative to discuss options for redirecting the foot traffic. Consider installing pavers, steppingstones, a concrete walk, a gravel path, and/or barriers to redirect pedestrians. Provide costs for these options to the owner's authorized representative.

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PERENNIAL FLOWER MAINTENANCE

1. Pruning of perennials shall take place in the spring prior to new growth. Some beds may require cutting back in the fall depending on the location and species of plants. Beds shall be cleaned and fresh mulch added to a maximum depth of two inches, including existing mulch.
2. Perennial beds should receive pre-emergent herbicides treatments as needed and will be fertilized each spring with appropriate fertilizer. Take care selecting appropriate herbicide if ornamental grasses are included in perennial beds.
3. Compost should be incorporated in the fall, winter or spring in areas that require soil amendment.
4. High priority perennial beds will require additional care as directed by the landscape manager.
5. Fencing may be necessary on pest susceptible species.
6. Caging or stem supports should be used for species that may fall over with heavy blooms or foliage.
7. Pest control should be done as needed.
8. Beds should be irrigated as needed.
9. Berm beds if possible to encourage drainage unless the beds are specifically designed for water infiltration.

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PERENNIAL ORNAMENTAL GRASSES MAINTENANCE

1. Pruning of clumping grasses shall take place in the late winter or early spring prior to new growth.
 - a. Grasses do not need to be cut down before winter. In fact, they are attractive when left standing and the foliage helps to insulate the crown of the plant. Grasses are often an important interest point in the winter landscape.
 - b. Cut back the foliage to about 4-6 inches in the spring before growth resumes. An even round cut makes an attractive and tidy appearance and a sign that spring is coming.
 - c. When foliage is removed, spring growth will begin earlier. Old foliage left on the plant can delay the crown's warming and subsequent growth by as much as 3 weeks.
2. Some species may require cutting back in the fall depending on the location and species of plants. These are rhizome grasses like little bluestem that have a messy winter look. They do provide excellent winter wildlife habitat, so keep what you can. One method to tidying the appearance is to mow the edge of the planting area so people see that the grass is deliberately maintained tall.
3. Ornamental grass areas shall be cleaned and fresh mulch added to a maximum depth of two inches, including existing mulch.
4. Ornamental grasses require relatively low levels of soil fertility. By keeping the level of nitrogen low, lodging or flopping over can be kept to a minimum. Leaf color and vigor are good guides to nitrogen requirements. In most cases, the need for fertilizer will be almost non-existent.
5. In landscapes where extremely vibrant plans are desired, the following may be considered. Application of one-half to one pound of 10-10-10 fertilizer per 100 sq. ft. of garden area or about one-quarter cup per plant is sufficient. Apply fertilizer just as growth resumes in the spring. An application of a slow release fertilizer such as Osmocote in the spring is enough to take care of the plant's needs throughout the summer. Fertilizer should be watered in thoroughly.
6. Division depends on the spacing and visual appearance of the plants as well as the overall health. Plants suffering from die-out in the center should be divided to improve appearances. Division is done in the spring before growth resumes or in the late summer or fall after the growing season. Compost should be incorporated in the fall, winter or spring in areas that require soil amendment.
7. Pest control should be done as needed.
8. Grass areas should be irrigated as needed.
9. Berm beds if possible to encourage drainage unless the beds are specifically designed for water infiltration.

ANNUAL FLOWER BED MAINTENANCE

1. Annual flower beds / containers to maintain are as follows:
 - a. _____
 - b. These areas are the responsibility of the owner or contracted maintenance company (circle one)
2. Fertilizing
 - a. Nitrogen is the nutrient that most frequently limits plant growth. Unfortunately, nitrogen is the most difficult nutrient to manage. Soil tests for nitrogen are not dependable and nitrogen is easily leached from the soil. The challenge is to maintain adequate nitrogen levels to meet the plant requirements without damaging the plants or the environment.
 - b. Growth rate and foliage color are the primary guides for determining the need for additional fertilizer applications during the growing season. However, some general guidelines can be used. Nitrogen can be applied in a quick-release, water soluble form using a liquid or granular fertilizer or in a slow-release, granular form. Make applications of a quick-release fertilizer (such as 10-10-10), every four to eight weeks throughout the season at the rate of 1 pound per 100 square feet; liquid, water-soluble fertilizers should be applied about every two weeks.
 - c. With slow-release fertilizers, make only two applications. The first application should be incorporated into the bed just before planting, and the second should be broadcast over the bed midway through the growing season. The total seasonal application of slow-release fertilizer should not exceed 4 to 6 pounds of nitrogen per 1,000 square feet.
3. Watering
 - a. Although some flowers will tolerate moderate periods of dry weather, others must have a continuous supply of water. Flowering of most annuals will slow or stop during extended hot, dry summer weather. To minimize the need for watering, select drought-tolerant annuals if directly by the owner.
 - b. Supplemental irrigation will probably be required at some point during the growing season. Soil type as well as growth stage and temperature influence watering frequency. Bedding plants grown in a clay soil that has been properly watered may need to be watered only once a week. Bedding plants grown in a sandy soil may have to be watered several times a week. This will vary with the time of year, amount of sunlight or shade, plant growth, and other environmental factors. Most plants need 1 inch of water per week, but may require more when flowering or when exposed to high temperatures or windy conditions. Moisten the entire bed thoroughly, but do not water so heavily that the soil becomes soggy. After watering, allow the soil to dry moderately before watering again.
 - c. A soaker hose is excellent for watering flowerbeds. Water seeps directly into the soil without waste and without wetting leaves and flowers. The slow-moving water does not disturb the soil or reduce its capacity to absorb water. Sprinklers wet the flowers and foliage and make them more susceptible to diseases. The impact of water drops falling on the surface may change soil structure and cause it to puddle or crust, preventing free entry of water and air.
 - d. The least effective method for watering is with a hand-held nozzle. Watering with a nozzle has all the disadvantages of watering with a sprinkler. In addition, gardeners seldom are

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patient enough to do a thorough job of watering with a nozzle so they do not apply enough water and do not distribute it evenly over the bed.

4. Weed Control:

- a. Using mulch and spacing plants so they produce a solid canopy are the best ways to minimize weed problems. Weeds can also be controlled by cultivation or use of an herbicide, but some weeds will still need to be pulled by hand. Weeds are easier to pull after a rain or irrigation.
- b. Weeds can only be controlled by cultivation early in the season. As annual flowers grow, the feeder roots that spread between plants are likely to be injured by cultivation. In addition, cultivation stirs the soil and uncovers weed seeds that can then germinate.
- c. Any herbicide used in flower beds must be chosen carefully. Read the label: no one herbicide can be used safely on all annual flowers. Herbicides that are labeled for some but not all flowers include: Betasan, Enide, Surflan, and Treflan. Time and rate of application will vary with the herbicide selected. A preemergence herbicide can be used to prevent many weed seeds from germinating. Some preemergence herbicides are applied before planting, others are applied after planting but before weeds emerge. The flower bed should be weed-free when the herbicide is applied. Only a few postemergence herbicides can be used to control grassy weeds after flowers have become established.

5. Staking:

- a. Many tall annuals such as cosmos and cleome may need support to protect them from strong winds and rain. Begin staking when plants are about one-third their mature size. Many materials can be used for staking: wire cages, bamboo stakes, tomato stakes, twiggy brushwood, or wire rings. The staking material should be 6 to 12 inches shorter than the height of the mature plant. Place stakes close to the plant, but take care not to damage the root system. Sink them into the ground far enough to be firm. Loosely tie plants to the stakes, using paper-covered wire, plastic, or other soft material. Tie the plant by making a double loop with one loop around the plant and the other around the stake to form a figure-eight. Never loop the tie around both the stake and plant. The plant will hang to one side and the stem may become girdled. Plants with delicate stems (like cosmos) can be supported by a framework of stakes and strings in crisscrossing patterns.

6. Deadheading/Pruning:

- a. Deadheading is the removal of dead or faded flowers and seed pods. When annuals expend energy to produce seeds after the flower fades, flower production often decreases. To maintain vigorous growth and assure neatness, remove spent flowers and seed pods. Although this step is not necessary for all flowers, it is a good practice with ageratum, calendula, celosia, coleus, cosmos, geraniums, marigolds, petunias, scabiosa, salvia, rudbeckia, and zinnias. Check plants weekly. Many modern cultivars are self-cleaning—their spent flowers disappear quickly. Some cultivars are sterile and do not produce seeds.
- b. Some bedding plants may benefit from pruning back for size control and rejuvenation. Pruning can stimulate greater flowering of some cultivars of petunias. Cut back plants as needed leaving approximately one-half of the shoot.

IRRIGATION MAINTENANCE

1. Maintain AS-BUILT drawings of your irrigation system.
 - a. This will save you money when you remodel and help you avoid nightmares later! We cannot overstate this simple fact: When you need them, you REALLY need them
2. Irrigation Maintenance consists of these major items:
 - a. Operating the system
 - b. Fixing problems
 - c. Winterizing your system
 - d. Starting it back up in the spring.
3. **Water Application & Scheduling:**
 - a. Hand water as needed to supplement natural rainfall and maintain plantings in a healthy, stress-free condition. It is the Maintenance Staff's responsibility to make sure that plants receive adequate water regardless of weather conditions.
 - b. It is the responsibility of the Maintenance Staff to conserve water and assure that all watering rules and regulations are followed. Any penalties, fines, or citations for watering ordinance violations shall be paid by the Maintenance Staff.
 - c. Irrigation shall be made by the use of the permanent irrigation systems. Hand water as needed to supplement the permanent system. Failure of the irrigation system to provide full and proper coverage shall not relieve the landscape Maintenance Staff of the responsibility to provide adequate irrigation. It is the Maintenance Staff's responsibility to make sure that the irrigation system is maintained and operates properly.
 - d. The Maintenance Staff is responsible for the complete operation and maintenance of the irrigation systems, except as noted below. The Maintenance Staff shall examine the irrigation system for damage or malfunction weekly and shall report damage or malfunction to the owner's authorized representative in writing. If the Maintenance Staff fails to report the broken or malfunctioning irrigation system components within two weeks of the breakage or malfunction, the Maintenance Staff shall be responsible for all damages resulting from the broken irrigation system component.
 - e. Adjust watering times each week. Do not overwater plantings. Use multiple-start times and short run times to prevent run-off. Drip systems should be left on for sufficient time to allow for saturation of the root zone. Shorter runs with drip irrigation do not provide sufficient water penetration for healthy root development. Avoid multiple-start times with drip systems if possible. Do not allow run-off from any irrigation.
 - f. When breakdowns or malfunctions exist, the Maintenance Staff shall hand water, if necessary, to maintain all plant material in a healthy condition. If the irrigation repairs are major and will be billed as additional work (see items that qualify for additional work payments as outlined below), the labor costs for hand watering may also be submitted for payment as noted in the General Requirements section of these specifications. Do not wait for approval to begin hand watering if it is required to save the plantings.
 - g. **Irrigation System Scheduled Maintenance:**
 - i. Each valve zone shall be observed for signs of damage on a weekly basis during the irrigation season.

- ii. The landscape Maintenance Staff shall maintain the irrigation system, including cleaning of filter screens yearly or more often as needed, and flushing pipes, as part of this contract.
- iii. Drip irrigation systems need periodic flushing to remove sediment. When flushing is necessary, it shall be performed as part of this contract. Drip systems shall be flushed at least once a year. Open ends of drip lines and run for at least 15 minutes at full flow to flush. It may be necessary to install flush outlets in order to flush the drip system.
- iv. Run-off of water from irrigation systems into or onto streets, sidewalks, stairs, or gutters is not permitted. The Maintenance Staff shall immediately shut down the irrigation system and make adjustments, repairs, or replacements as soon as possible to correct the source of the run-off.

4. Irrigation System Repair:

- a. The landscape Maintenance Staff shall replace or repair any irrigation components damaged as they are found. Repair shall be made within two weeks of the day the damage occurred. If the damage was due to excluded damage, the irrigation repairs will be paid for as additional work. The Maintenance Staff shall make notification of needed repairs within two weeks of the day the damage occurred as noted in the General Requirements section of these specifications. Regardless of the cause of damage, the Maintenance Staff shall take immediate action to prevent further damage by shutting off the damaged part of the irrigation system and commencing with hand watering as needed. As soon as possible after receiving written authorization to proceed, the Maintenance Staff shall make repairs. The following items are considered to be minor repairs: damaged or clogged sprinkler nozzles, adjustment of sprinkler patterns or arcs, adjustment of sprinkler position (ie; raise, lower, or straighten sprinkler head), replacement of clogged, broken, or missing barbed-style drip emitters, replacement or repositioning of drip distribution tubing smaller than 1/2 inch or 15 mm diameter. These minor repair items shall be corrected by Maintenance Staff at Maintenance Staff's expense.
- b. Any replacement of irrigation system components shall be made with materials of the same manufacturer and model as the original equipment. Substitutions of materials other than original equipment will be approved only when the original equipment has been discontinued and is no longer available for purchase at any location. The substituted equipment must be completely compatible with the original and must be approved in advance by the owner's authorized representative.
- c. All repairs to the system shall be identical to the original installation, unless approved otherwise in advance by the owner's authorized representative. If a change to the installation will result in lower future maintenance costs, less frequent breakage, or an increase in public safety, request authorization to make the change from the owner's authorized representative.
- d. For safety, never install sprinklers on risers above the ground level, even if the risers are flexible. Always use spring-operated, pop-up style, sprinkler heads. Sprinkler heads are available with pop-up heights up to 12 inches (30 cm) above ground level. If the existing sprinklers are mounted on above-ground risers, the replacements shall be pop-up type sprinklers. No exceptions, ever!

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- e. If any existing sprinklers at this site are installed on risers above the ground level, submit a quote for additional work to the owner's authorized representative covering the cost of removal and replacement of these sprinklers with new, spring-loaded, pop-up type, sprinklers. Submit the quote within two weeks of being awarded this contract.
 - f. The Maintenance Staff shall check the entire irrigation system weekly for items such as dry spots and missing or malfunctioning irrigation components. Check for leaking valves, water running across sidewalks, water standing in puddles, or any other condition which hampers the correct operation of the system or the public safety. The Maintenance Staff shall carefully observe plant materials for signs of wilting, indicating a lack of water. Plants which die due to irrigation failure will be considered to have died due to the Maintenance Staff's negligence and shall be replaced at the Maintenance Staff's expense.
 - g. Plastic sprinkler nozzles with bad patterns shall be replaced with new nozzles of the same gallonage and arc as part of the regular maintenance of the sprinkler system. Do not attempt to clean plastic nozzles by sticking knife blades or wire into the openings. The plastic will be scratched and the pattern will be ruined. Brass nozzles may be carefully cleaned if needed.
5. Winterization of Systems
- a. Keep record of each system and its P.O.C.
 - b. List all systems that need to be blown-out by air compressor to protect PVC pipe during winter and proceed.
 - c. List all systems that have drains and locations where drains need to be open for proper preparation of winterizing system and proceed.
 - d. List all systems that need to have backflow devices removed and stored, and proceed.
 - e. Protect backflows during winter and protect pipes where backflows have been removed.
 - f. Cold Climates Winterization
 - i. Each sprinkler system is different. Some need to be blown out, some need to be drained. The idea is to remove the water from the system so that your equipment will not be damaged by freezing and thawing of water. Do the following, but contact Tallgrass if you have not done it before so we can help you do it properly:
 - ii. Shut off the water supply.
 - iii. Shut off the Controller (rain mode or unplug – each has its issues)
 - iv. Remove backflow preventer
 - v. Remove water from lines (Safety first, this is a complicated process)
6. Spring start up procedures.
- a. Flush System: Do it for longer than you think you need to – many things may have entered the pipes.
 - b. After flushing, check the system out by running it. Look for clogged emitters or nozzles. I don't recommend cleaning plastic sprinkler nozzles, replace them with new ones.
 - c. Check for leaking valves.
 - d. Check the controller for proper run times for each station.
 - e. If Controller has a back-up battery replace it with a fresh one. Almost all solid state controllers use ALKALINE back-up batteries and will not work right with other kinds- if in doubt use an alkaline type battery. However, check your controller - Most new controllers now come with non-volatile program memory and long-lasting batteries to keep the clock

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running during a power outage. These batteries are like the ones in your computer, they last for years, you may never need to change them.

- f. Point of connection (P.O.C.) to make sure that backflow devices on the system are working properly and there are no leaks.
- g. Determine there are no “main line” leaks by confirming no water flow through water meter and by observing turf areas.
- h. Testing electric remote valves to assure proper opening and closing of each valve.
- i. Observe head function, reset sprinkler heads out of alignment, repair or replace any damaged heads and/or upgrade sprinkler head types to improve water distribution performance.
- j. Inspect controller and set controller to operate either manually or automatically. Repair, replace or upgrade controller if needed.

SITE FURNISHINGS & EXTERIOR AREAS, INCLUDING PLAYGROUNDS

- A. Basic Site Analysis:
 - 1. Access condition (walks, roads, sidewalks, etc.)
 - 2. Chain link fence condition, note repairs needed
 - 3. If Engineered Wood Fiber needs refilling
 - 4. If play mats are in place
 - 5. Sign Condition
 - 6. All lighting working
 - 7. Vegetation condition, of special plantings
 - 8. Bench condition
 - 9. Trash receptacle condition
 - 10. Light condition
 - 11. Major items that need immediate attention
 - 12. Obvious graffiti
 - 13. Obvious vandalism
- B. Troubleshooting play equipment checklist to note all issues:
 - 1. Checking adjustments of moving parts.
 - 2. Noise and vibration adjustments.
 - 3. Warped or bent pieces
 - 4. Painting touchups,
 - 5. Broken equipment such as loose bolts, missing end caps, cracks, etc.
 - 6. Broken glass & other trash
 - 7. Cracks in plastics
 - 8. Loose anchoring
 - 9. Hazardous or dangerous debris
 - 10. Insect damage
 - 11. Problems with surfacing
 - 12. Displaced loose-fill surfacing (Holes, flakes, and/or buckling of unitary surfacing
 - 13. surfacing
 - 14. User modifications (such as ropes tied to parts
 - 15. or equipment rearranged)
 - 16. Vandalism
 - 17. Worn, loose, damaged, or missing parts
 - 18. Wood splitting
 - 19. Rusted or corroded metals
 - 20. Rot
 - 21. Other items identified as important
- C. Photo document significant issues
 - 1. Combine with above in PDF format named "YEAR-Month-Day-sitename Inspection Report"
 - 2. Submit or record report in binder.

SOME PLAY GROUNDS WILL REQUIRE A REGULAR ASSESSMENT BY A CERTIFIED PLAYGROUND SAFETY INSPECTOR, whose work will be based upon the CPSI Public Playground Safety Handbook available at <http://www.cpsc.gov/PageFiles/116134/325.pdf> and will utilize the CPSI Inspection Kit.

Tallgrass Sample Landscape Maintenance Guidelines

FERTILIZER

1. Fertilization of cool season grasses (bluegrass, fescue blends, tall fescue) will take place in the spring (late April to early May) for high priority, donor and named gardens. Fertilization for all turf areas will occur in the fall (early October to early November). One (1) pound of nitrogen/1000 sq. ft will be applied at each period and an additional .5 pound of nitrogen/1000 sq. ft can be applied to other areas in late summer as needed. Fertilization of warm season grasses (buffalo grass, bermuda, zoysia, prairie grasses) will take place between June 15th and July 1st. The rate of nitrogen will be 1 pound/1000 sq. ft.
2. Fertilizer will be removed from sidewalks the day of the application.
3. The product MSDS and label will dictate what PPE is required. If you have questions, make sure you discuss them with the owner or manager before applying.
4. Foliar applied fertilizer shall be water soluble and non- burning. Formulation shall be 15-30-15 or similar. Apply at manufacturer's maximum recommended concentration for plant type. Saturate the entire foliage of each plant with foliar spray until it runs off.
5. Granular fertilizer shall be 16-16-16 formulation or similar, applied at maximum label rate for plant type an 90 day interval. Water immediately after applying to move the fertilizer into the soil and wash the fertilizer off of plant surfaces.
6. When applying granular fertilizers to drip-irrigated areas, the fertilizer must be washed in by hand or rainfall before turning on the drip system. Running the drip system immediately after application will push the fertilizer away from the emitters, resulting in a high concentration of fertilizer at the edge of the wetted zone. This highly-concentrated fertilizer can kill or damage plants. It is recommended that granular fertilizers be applied to drip-irrigated areas only in early spring, just prior to a moderate rainfall.
7. Itemized receipts for fertilizer and other required soil amendments purchase (or for services of a fertilizer application company) must be submitted to the owner's authorized representative as proof of application. The Maintenance Staff shall submit the receipts together with the next regular billing. Failure to submit receipts may result in payment delays or partial payment. Receipts must show the name and phone number of the seller and the date of sale. Receipts must also be itemized, showing the total quantity and description of each item. Prices and unrelated purchases may be blacked out.

Tallgrass Sample Landscape Maintenance Guidelines

CHEMICALS, HERBICIDES, PESTICIDES

1. Only use chemical herbicides and pesticides when organic or mechanical methods fail. Refer to the IPM Standards and evaluate the risks prior to proceeding.
2. All chemical, herbicide and pesticide use must be authorized in advance by the owner.
3. All chemicals shall be used in accordance with label directions and the manufacturer's recommended handling methods. All chemicals shall be handled in accordance with all applicable regulations. Registered chemicals shall be used only on the advice of a qualified, licensed if required, pest control advisor. Nothing in this specification shall be construed to be the advice of, or to substitute for the advice of, a pest control adviser.
4. Pesticides shall not be applied within one hour of the start of operating hours for businesses at the site. In the event that it is not possible to complete the application by one hour prior to business hours (ie; 24 hour operations), applications shall be made at times when customer presence is minimal. Areas to be treated shall be blocked off and warning signs posted.
5. The landscape maintenance Staff shall take precautions to keep persons away from pesticide and herbicide-treated areas until the applied material is fully dry and the treated area is safe for entry. Follow the recommendations of the pesticide manufacturer and all applicable governmental and industry regulations
6. The product MSDS and label will dictate what PPE is required. If you have questions, make sure you discuss them with the owner or manager before applying pesticides.
7. Any chemical use must be signed in a manner that a reasonable person will identify their use. Signs must be removed after the MSDS designated period of potency.
8. Have all permanent landscape personnel trained and licensed to apply pesticides of any type. No employee should be allowed to apply pesticides unless licensed.

Tallgrass Sample Landscape Maintenance Guidelines

WEED CONTROL:

1. Weeds in planted areas, sidewalks, curbs, gutters, or pavement shall be removed or killed weekly as the weeds emerge.
2. Weeds shall be removed (not just killed) if they are larger than 2 inches (5 cm) in height or diameter.
3. Dispose of weeds off-site.
4. Pre and post-emergent herbicides may or may not (Please confirm with owner) be used at the Maintenance Staff's option. No additional payments will be made for herbicide applications. The cost of all weed control work shall be included in the contract price for landscape maintenance.
5. Regular maintenance of the mulch or decorative rock layer will help minimize weeds in shrub and groundcover areas
6. The following areas may not receive herbicides of any kind:
 - a. Within 20' of the play area
 - b. Within 10' of any building entrances
 - c. Inside the dog run
 - d. Along the creek, and within _____' of it.
 - e. Any portion of the site on a windy day.

Tallgrass Sample Landscape Maintenance Guidelines

ORGANIC MULCH, MINERAL MULCH (ROCK LAYER), OTHER SURFACING

1. Soil mulch and/or rock layer shall be cared for as needed to create and maintain an even and uniform appearance over the visible soil surface of each planter area.
2. The Maintenance Staff shall add additional mulch and/or decorative rock regularly to maintain a layer no less than 2 inches (5 cm) deep at all times in shrub planters. Decomposition of organic mulch is considered normal wear and tear and replacement of decomposed mulch shall be made by the Maintenance Staff as part of this contract. Mulch and/or decorative rock is not required in areas where plant foliage completely covers the soil surface, such that the soil is not visible through the foliage. Note: only 2 inches (5 cm) of mulch is required, however maintaining a deeper layer of mulch and/or decorative rock greatly reduces the labor and chemicals needed to control weeds, reduces water use, and helps the plants stay healthy.
3. Replacement of large amounts of mulch and/or decorative rock (over one cubic yard or 0.75 cubic meter) which has been stolen, vandalized, or washed away by a single storm will be paid as additional work. Submit a quote for the work as noted in the General Requirements section of these specifications.
4. Any mulch or decorative rock found outside planter areas shall be returned to the planter on a weekly basis.
5. Mulch and/or decorative rock shall be uniform in color and appearance, and free of leaves, sticks, or trash. Mulch may be chipped or shredded wood, bark, or decorative rock. When replacing existing mulch, use a mulch product that is similar in appearance to that already at the site.
6. In areas of the site where wood-based mulch frequently washes away, submit a quote for replacement of the organic mulch with decorative rock having a similar color.
7. Replacement rock shall be same size and color as existing decorative rock on site. In the event no rock is existing, the decorative rock used shall have a maximum diameter of 3/4 inch (2 cm) and a minimum diameter of 3/8 inch (1 cm).

Tallgrass Sample Landscape Maintenance Guidelines

SNOW REMOVAL

1. Snow removal is an important winter public safety responsibility.
2. Works diligently to get the facilities open in time for morning classes and remove snow as it accumulates during the day.
3. Prioritize the sequence of clearing so that primary public entrances are opened first and maintained most.
4. Recommended snow removal tools are as follows:
 - a. Driveways: snowplows
 - b. Parking areas: snowplows, sweepers, snow blowers
 - c. Walkways: sweepers, snow blowers or shoveling by hand
 - d. ADA routes: consider appropriate use of melt products
5. Use ice melt products that environmentally safe and not harmful to the pavement.
6. The snow removal process is initiated by a phone call from the campus managers to the individuals on the top of the calling-tree list, followed by all employees being called and told when to arrive for snow removal.
7. Consider contracting all or portions of the snow removal, but remember that the responsibility for keeping walks clear and open is the owner or operator of the facility. A contracted service may bear some legal responsibility, but even if the contract appears to place all responsibility in their court it is not true. The property owner will be held responsible in court for negligent maintenance if it comes to that.
8. Starting times are determined by the amount of snowfall and predicted weather forecast. Utilizes Doppler radar information available through the internet.
9. The goal shall be to have parking lots cleaned and accessible before staff and users begin to arrive.

Tallgrass Sample Landscape Maintenance Guidelines

HOLIDAY LIGHTING / DECORATING

1. Holiday lighting shall be provided, installed, maintained and dismantled by the landscape Maintenance Staff as follows:
 - a. 200' of lights on eves
 - b. Plug in candy canes along walkways
 - c. 20 minute holiday themed laser display set to Queen's "Thank God It's Christmas".
2. Other holiday features shall be installed as follows:
 - a. Santa
 - b. Baby Jesus
 - c. Wise men
 - d. Other_____
3. Holiday lighting and features shall be installed by this date: November 25.
4. Holiday lighting and features shall be removed by this date: January 7
5. Additional stipulations as follows:
 - a. A representative will be available throughout the holiday season to address issues that may arise with the installed lighting system

Tallgrass Sample Landscape Maintenance Guidelines

MEMORIAL ELEMENTS

- 1.** Wash the memorial stone annually/

Tallgrass Sample Landscape Maintenance Guidelines

Sources that we used to develop this document:

- http://en.wikipedia.org/wiki/Integrated_pest_management
- <http://www.epa.gov/pesticides/factsheets/ipm.htm>
- <http://www.irrigationtutorials.com/>
- <http://www.unl.edu/landscape/maintenance-standards>
- <http://www.ces.ncsu.edu/depts/hort/consumer/factsheets/annuals/text/maintenance.html>
- <http://www.sharpseed.com/pdf/littlebluestem.pdf>
- <http://urbanext.illinois.edu/grasses/care.cfm>
- Seattle's landscape maintenance guidelines (no longer available online)
- Contractors and city officials in Casper, Rapid City, Sioux Falls, Black Hills, and more.
- 25 + years of landscape observation!

Comments:

- We are happy to provide this document as a word document for your use in developing your own maintenance documents.
- We consider this a learning document. We add to it from time to time as we learn new methods, or that the ones we knew are no longer relevant. You should consider it a work in progress too! It is a way for you to address the site specific landscape needs of your site.

Enjoy the outdoors!

Tallgrass



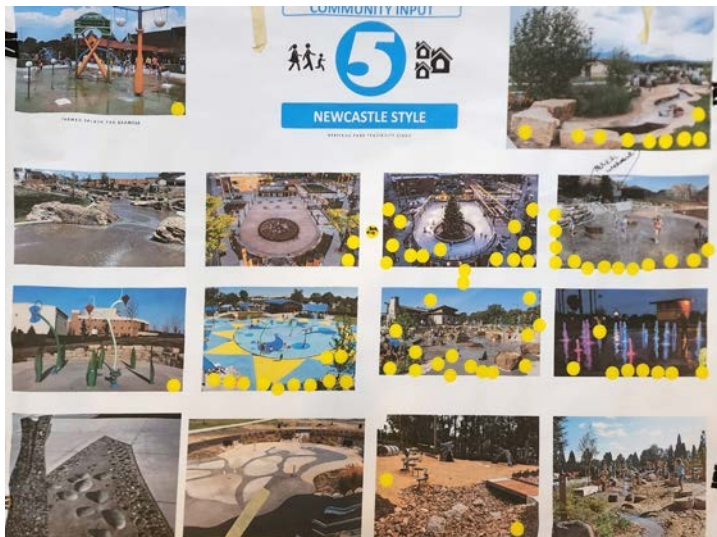
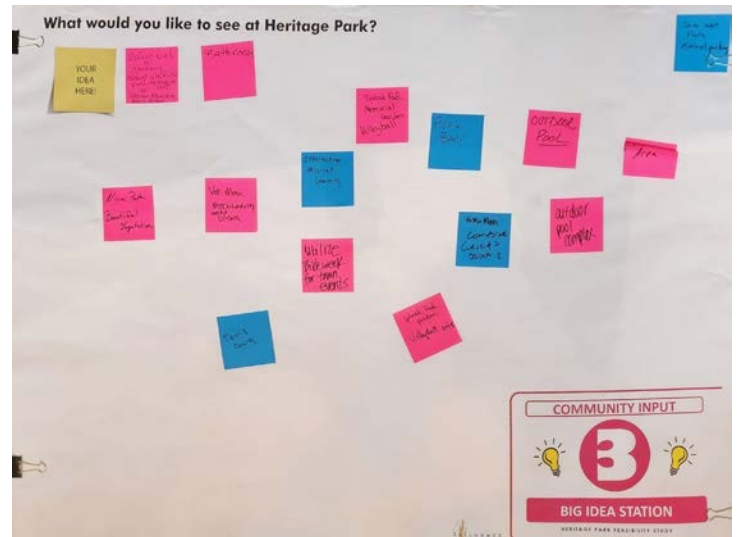
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APPENDIX: C



C

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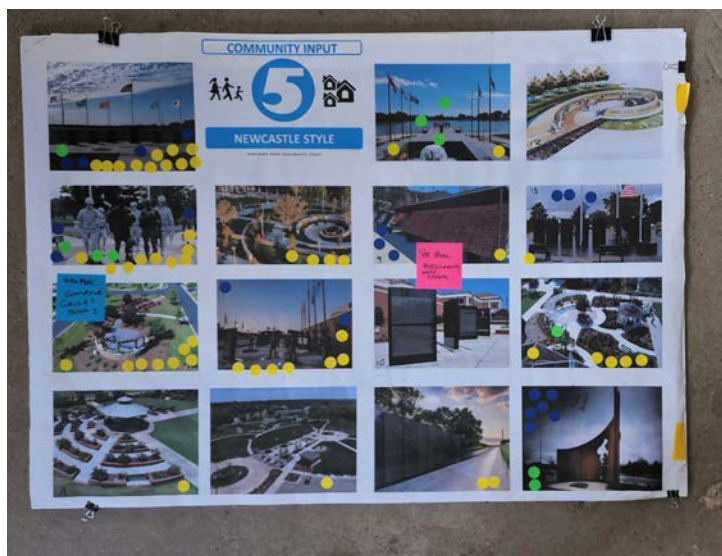


PUBLIC INPUT: Farmers Market 07-14-2022





PUBLIC INPUT: FAIR 07-28-2022





PUBLIC INPUT: FAIR 07-28-2022



MEETING MINUTES

Tallgrass Landscape Architecture, LLC
413 North 4th Street
Custer SD, 57730
o. 605.673.3167
info@tallgrasslandscapearchitecture.com
www.tallgrasslandscapearchitecture.com



Meeting Agenda

Project Name: Newcastle's Heritage Park Feasibility Study

Meeting Time/Date: 12pm-1pm, September 26, 2022

Meeting Location: Pinnacle Meeting Room

Join Zoom Meeting

See email for more. *This meeting will be recorded*

Attending: Mayor Pam Gualtieri

Dave Ehlers

Vicki Borgialli Hayman

Christia Martens

Duke & Deann Ottema

Justin Tystad

Brandi Harlow

Council Member Ann McColley

Council Member Tyrel Owens

Matt Fridell / Tallgrass

David Aadland / UofW | COB - CBEA

Lyle Murtha / Stateline No. 7

Joe Prell

Norma Shelton

A. Introductions

B. Review Project Goals: Overview of process

- a. Have the information needed for grant applications
- b. A design the community of Newcastle Supports
- c. Prove the "why" for the park.
- d. Build a Veteran's Memorial.

C. Discuss: Primary Stakeholders

- a. Veteran's Memorial Committee / Mayor / City Engineer / Chamber / **Downtown Association**
- b. Others?

D. Survey – Preliminary Report

- a. Task 1: Economic Impact Study
- b. Task 2: Needs Analysis

Agenda

- c. Task 3: Community Outreach/Priorities
 - i. Review Public Input
 - d. Task 4: Implementation Opportunities
- E. Review Preliminary Plan Concepts
 - a. Task 5: Concept Design
 - i. Veterans Memorial
 - ii. Park Concept
 - b. Task 6: Cost Analysis
 - c. Task 7: Maintenance Projections
 - d. Task 8: Final Report
- F. Schedule/ Meeting Dates
 - a. Schedule of critical milestones (attached)
 - b. Additional Meetings: Where/When/What
 - i. Format of Steering Committee Meetings
- G. Deliverables update:
 - a. Outreach Summaries – available online (Drive)
 - b. Final Report with sections based on Tasks 1-7 (Draft in August)
 - c. Progress Reports – as released
- H. Today's Decisions
 - a. Review any major points / changes
 - b. Goals for next meetings
 - c. Review & Confirm Next Steps

Adjourn Feasibility Study Meeting @ 1pm

Agenda

Schedule:

Event	Date		Description
Project Kick Off Meeting	Jun	13	
Steering Committee	Jun	27	Not ready for another meeting
Lunch with Gillette	Jun	27	Tallgrass site visit only
Farmer's Market	Jul	7	
Steering Committee *	Jul	11	Review public input materials
Stakeholder mtgs	Jul	11	Tallgrass meeting with folks
Farmer's Market	Jul	14	Public Input Session, survey
Farmer's Market	Jul	21	Tanya attending anonymously 5-5:45
Veterans Memorial Committee	Jul	21	Tanya attending at 6pm
Steering Committee *	Jul	25	Review public input, prelim concepts
Weston Co Fair	Jul	28	Survey / Public review of concepts
Farmer's Market	Aug	4	Survey
Steering Committee *	Aug	8	Concept review / discussion
Farmer's Market	Aug	11	Survey
Farmer's Market	Aug	18	No planned activity
Steering Committee	Aug	22	Concept and report review
			Grant preparations
Farmer's Market	Aug	25	No planned activity
Steering Committee	Aug	29	Concept Review / Discussion
Farmer's Market	Sep	1	No planned activity
Steering Committee	Sep	6	Prelim Final Report
Steering Committee	Sep	26	Prelim Final Report
Steering Committee	Sep	10	Prelim Final Report
City Council	?	?	Final Report

**Location to be at Pinnacle Bank Conference Room, as available.*

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Meeting Agenda

Project Name: Newcastle's Heritage Park Feasibility Study

Meeting Time/Date: 12pm-1:07pm, July 11, 2022

Meeting Location: Pinnacle Meeting Room

Join Zoom Meeting

<https://us06web.zoom.us/j/84303521360?pwd=MGtxTlptTT2RHK2pIRHBrMWJ0a0VGQT09>

This meeting was recorded

Attending: ~~Mayor Pam Gualtieri~~

Dave Ehlers

Vicki Borgialli Hayman

~~Duke & Deann Ottema~~

Justin Tystad

~~Brandi Harlow~~

~~Alderman Ann McColley~~

Matt Fridell / Tallgrass

Joined Virtually: Christia Martens

David Aadland, CBEA at U of WY

Lyle Murtha / Stateline No. 7 Architects

A. Introductions

- a. Introduced Lyle as the new face at the meeting.
- b. DE and VBH mentioned that Anne McColley has confirmed Tyrel Owens will be joining the Steering Committee. MF will reach out directly to him.

B. Group Review of Project Goals:

- a. Have the information needed for grant applications
- b. A design the community of Newcastle Supports
- c. Prove the "why" for the park.
- d. Build a Veteran's Memorial.
- e. Others?

C. Discuss: Primary Stakeholders

- a. Mayor – MF will talk to later today
- b. City Engineer – MF will talk to later today
- c. DE gave a report on a visit with a city engineer from Gillette and the head of the parks department that he and Justin had earlier. DE had gotten copies of

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successful grant applications from Janet at with the land water conservation fund grant and had sent a blanket email to those folks, received two responses, one from Sheridan and one from Gillette. They came down and had an extensive conversation where they outlined a lot information for them and gave a copy of the application. It is a federal grant, highly competitive, and with and 1:1 match. It is available every year, very fluid, can be used for many aspects of the park, not just water conservation elements. In kind land may be used for the match. Requires six years of reporting. Grant requires min of 40 hours of preparation. Grant requires a land designation.

- d. Link to LWCF Grant: <https://wyoparks.wyo.gov/index.php/learn/recreation-grants#:~:text=The%20LWCF%20is%20a%20matching,facilities%20are%20eligible%20for%20assistance.>
- e. The WYOMING OUTDOOR RECREATION GRANT PROGRAM is also out. Here's some information regarding this grant:
 - i. Wyoming Office of Outdoor Recreation is awarding funding for public outdoor recreation projects throughout the state of Wyoming. This funding has been made available through the American Rescue Plan Act, State and Local Fiscal Recovery Funds, in 2022 and the Wyoming Office of Tourism.
 - ii. PROGRAM CONTACT: Brynn Hirschman, OREC Coordinator, Phone: 307-701-5011, Email: brynn.hirschman@wyo.gov
 - 1. Pre-application opens: June 30th, 2022
 - 2. Pre-application closes: August 30th, 2022 at 11:59 PM
 - 3. Application closes: November 30th, 2022 at 11:59 PM
 - 4. Grants awarded: Within 90 days of the application deadline
 - iii. <https://wyooutdoorrecreation.wyo.gov/index.php/events/worg>

D. DA Reviewed Task 1: Economic Impact Study

- a. Our plan is to try to put \$1 value on the economic impact of the park to Newcastle and the surrounding region through two different methods.
 - i. One will be this survey that we're going to administer at the farmers market soon. And there we're going to implement a short survey that gives feedback on who's attending the Farmers Market.
 - 1. Are you from the Newcastle region are you coming from the outside? We'll try to get from those that are in and around New Castle to get some impact in terms of responses in terms of how they feel about the park and the different attributes.
 - 2. From those that are coming from the outside, we want to get some idea of whether they would likely use the park when they

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visited New Castle either if that's their destination, or if they're just passing through New Castle .

3. We have some questions about like sort of questions about what are you doing during your visit to farmers market this time but also hypothetically, if you were to come and there would be a park there? How long would you anticipate staying? Spending at the park would that likely lead to an overnight stay and we're trying to get at where would they be spending their money in and around Newcastle at the park where there would they be filling up at the gas station staying a couple more hours eating at a restaurant maybe staying overnight at a hotel or camping so we tried to keep the survey short, but
 4. That's the kind of information we're trying to get and then we'll run it through our software program which is called M plan which will then will do spending hypothetical spending profiles of money coming from the outside into Newcastle. It will then circulate through the local economy and create these multiplier impacts. And I think the goal is is to get \$1 value that you can use in you know in support of these these grants. You're trying to go after the shows. This is the kind of economic impact it could have. But that's traditional economic impact just talks about outside dollars coming in to Newcastle but the other thing I've mentioned is that it misses a component of the value of the park which is providing a better life, quality of life for those that live in in Newcastle. So to get it that we would normally do another survey of residents asking them sort of what what the value is and trying to elicit that.
- ii. The other is benefit transfer analysis, which is a fancy word for just saying we're going to use the economic value from other studies of parks around the country that have similar attributes and then so maybe other studies have found that splash park or splashpad and Veterans Memorial me add, you know, \$5 for the average resident in terms of value, and then we just multiply whatever those dollar values come out to be maybe per year. We multiply it by the number of people that would be visiting and living around the park and that would be another total dollar value of the park but that would be from residents not from outside money coming in.
- b. So that's our that's our goal overall. And we'll put this all in a report and we've done this for others as well. And we'll ask for feedback as we go through the

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process. The immediate thing for us to do is get this survey up and get it in the farmer's market.

- c. We have the survey finished. But we're we have like one more little set of edits. Which is Matt gave me some verbiage in terms of just describing the park because we need to describe it in the survey and I added that and he gave me some images of different attributes you might be adding to the park from other ones and so this morning I kind of created little, little images of those and we're hoping to put them in the surveys so that the respondent can actually see oh, here's what a splash page looks like. Here's what a concert venue might look like in New Castle and then they can rank those in terms of what they how they value them and it can give you some feedback there.
- d. Discussed showing this survey at Farmer's Market and other locations:
 - i. CM asked if it could be implemented in other ways and yes, Facebook, paper, Nuke Now, other newsletters, direct email.
- E. Task 2: Needs Analysis – MF reported this is in the works
- F. MF Reviewed Public Input Materials and Plan for Task 3: Community Outreach/Priorities
 - a. Will be attending July 14 at Farmers Market.
 - b. Wil not collect emails from folks interested unless requested
 - c. Showed the various input activities:
 - i. Station 1: Check in
 - ii. Station 2: You and your parks, where folks put a star on their house, draw a line to the park they use.
 - iii. Station 3: Big idea boards where we collect their thoughts on two questions:
 - 1. What Public Park amenities does Newcastle need?
 - 2. What would you like to see at Heritage Park?
 - iv. Station 4: Park Designer, where folks take a turn laying out the park
 - v. Station 5: Where folks use dots to vote on the amenity style of four feature types that they like the best.
 - 1. These boards are Splash Pads
 - 2. Veterans Memorials
 - 3. Band Shells
 - 4. Park Shelters
 - 5. There are other amenities, but these are primary
 - d. Group thought those activities sounded good.
 - i. Discussion included stopping at the paper to let them know, MF intended to stop, but did not get there.

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- ii. 28th of July is when the Farmer's Market is at the Fair Grounds. Good time to hit a lot of folks up for their ideas.
- e. D. Aadland then walked us through the survey. This will be distributed in the next day or so for comment.
 - i. He is adding pictures from the boards to complement the survey and help folks understand what we area talking about.
 - ii. MF asked if the pictures he selected are fine, and they were.
 - iii. The survey has a UofW logo, but that could be changed if important.
 - iv. DE asked if we should include a restroom or not?
 - 1. That could be a fifth element but may be integral to the splash pad.
 - v. DE asked if parking should be part of it too? Would it matter to locals or not? Aadland didn't have any strong thoughts about it, MF mentioned tourism destinations like folks to be able to see empty parking spaces.
 - vi. DE mentioned the complaints he hears are parking, lack of shade, and lack of green grass.
 - vii. DA asked about pet places, and CM mentioned it is important for people travelling and important for their visiting. VBH suggested it is kind of a catch 22 because of the potential conflicts with other uses. MF suggested maybe we point folks to the other destinations in the community for pets.
- f. General discussion about the park purpose followed:
 - i. Multiple discussion points regarding the park as an informational kiosk, gateway, or visitor center were stated by all members
 - 1. VBH - Chamber is not open – no one is there
 - 2. DE – perhaps we should be more open in our discussion about this as a welcome mat
 - 3. MF – points to a larger theme for the community about how you welcome folks and orient them to the community. Is this an opportunity to drive folks to the chamber and reinforce their value? In the Black Hills the chamber is a valuable community asset.
 - 4. Is there a question for the survey to include to ask for where folks get information?
 - 5. DA talked about the visitor booth aspect of the park and if it is an actual booth and if it is sometimes staffed?
 - 6. MF is this an opportunity for re-branding the community and announcing Newcastle as a critical gateway for the hills

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7. LM suggested that from an economic perspective, and maybe more so for the Business Council grant they're going to look at bigger picture of things and just what does this do for the town of Newcastle. If you could convince them that you're the gateway from the west, that would be big. Other directions coming into the Black Hills all have visitor centers of some type and if you could key in on that. It might be a bigger sell for the Business Council to say, hey, we're, we're now the southwest gateway! Make the importance of the park connect to something bigger. than just this park. For New Castle. Maybe that's it's a phased plan. Maybe you get some of this stuff done and that's a future goal of - Hey, we're gonna eventually build a visitor center across the street or somewhere at the chamber.
8. DE – Newcastle as a daycamp, spoke out.
9. CM - discussed a interpretive center with different scales of maps that could show the local amenities from the Black Hills region down to town.
10. CM – discussed the angle or push that will be needed for the WBC to get behind this, that clearly shows the economic driver piece embedded in the project.
11. MF – most grant programs like to see how the project fits within a larger vision.
12. DE - We're gonna have to spin it a little bit when we go to the Business Council regardless. One of the things that I keep hearing is - how does this How does this part of your larger plan, whether it be the economic development plan for the city, whether it be a chamber plan that they're implementing. How does this project fit into the large plan? And we're going to struggle with that question because there aren't larger plans in place in Newcastle. To say, you know, this project is a template that can be used to drive those plans and develop those plans as we're moving forward. I don't know of another way of spinning that is going to answer that particular question of how does this fit into your economic development plan? Well, we don't really have an economic development plan. Okay, well, how does this work towards your tourism plan or your chamber of commerce expansion plan? And we were gonna say, we don't have an chamber expansion plan. We don't have a tourism plan. Or if we do, we don't know them, I don't know of them. B

Agenda

13. CM - but that's where you know we could say we're the starting point, we're the star on the map, the you are here arrow. That's what this place is going to be and then we're to funnel them downtown and to the other areas. But we're going to we have to get them to stop there. And then we're going to showcase what is already here because that's what we have. We don't have we don't have like a future plan so we can't promise things that aren't there but we can show them how this place will funnel people downtown.

G. Other elements on agenda were not addressed.

~~H. Task 4: Implementation Opportunities~~

~~I. Task 5: Concept Design~~

~~J. Task 6: Cost Analysis~~

~~K. Task 7: Maintenance Projections~~

~~L. Task 8: Final Report~~

~~M. Schedule/ Meeting Dates~~

~~a. Schedule of critical milestones (attached)~~

~~b. Additional Meetings: Where/When/What~~

~~i. Format of Steering Committee Meetings~~

~~N. Deliverables update:~~

~~a. Minutes (6/13)~~

~~b. Outreach Summaries~~

~~c. Final Report with sections based on Tasks 1-7~~

~~O. Project Logistics~~

~~a. Communication Protocol~~

~~b. Base information~~

~~P. Today's Decisions~~

~~a. Review any major points / changes~~

~~b. Goals for next meetings~~

~~c. Review & Confirm Next Steps~~

Meeting adjourned at 1:07.

Adjourn

