





**Method of Eight Planning Cycle**

is an eight stage planning process that is systematic and logical. The resulting plan is intended to cover a five year period and is designed to be inclusive,

meeting all planning expectations and mitigating the need for multiple planning efforts. It follows a comprehensive and progressive format and includes all planning components that are critical to responsible and defensible management decisions.

**Method of Eight Planning Cycle** case study projects are commencing implementation in 2009. One will take place in an agency with a population over 500,000 (Austin, Texas); one in an agency with a population between 100,000 and 500,000 (Spokane, WA); and one in an agency serving a population under 100,000 (TBD).

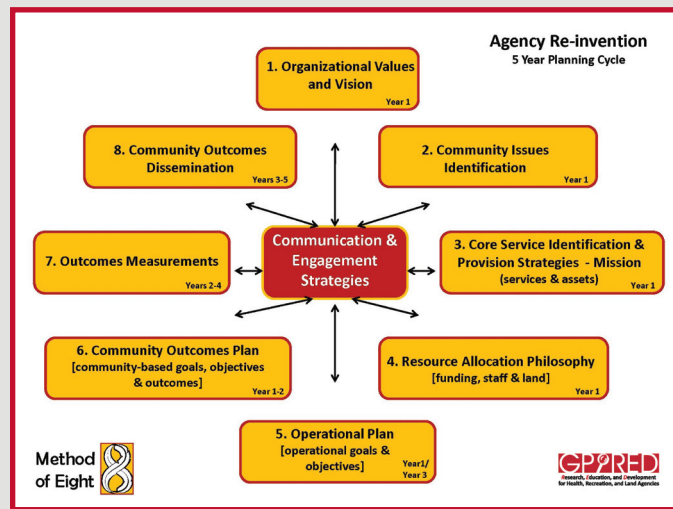
A research and development case study will allow for the planning, implementation, and evaluation of this contemporary planning process and determine its effectiveness in today's dynamic economic and social climates. It is intended to substantiate the value and merits of a comprehensive, methodical, and progressive approach to organizational planning. Project deliverables will include:

- Organizational Values - representing the community, governing bodies and staff.
- Organizational Vision Statement.
- Demographic and Trends Analysis.
- Community Needs and Desires results.
- Service Portfolio – includes programs, facilities, parks, and trails inventory as well as recommended provision (delivery) strategies.
- Organizational Mission Statement.
- Cost Recovery Model and Resource Allocation Philosophy, and Pricing Methodology.
- Recommended Organizational (staffing) Structure.
- Level of Service Analysis and Perspectives – e.g., walkability, indoor facilities, outdoor facilities, parks.
- Operational Actions – implementation plan for all previous work – planning goals and objectives.
- Community-based Outcomes Development – how will department services impact the community - service goals and objectives.
- Community-based Outcomes Measurements – measure the impacts of services on the community.
- Community-based Outcomes Dissemination – inform the community of the impacts.

Outcomes of parks and recreation services can include, but are not limited to:

- Economic vitality through the provision of events and activities that promote the generation of local sales tax revenues.
- Environmental stewardship through the maintenance and protection of public lands including parks and conservation areas.
- Individual benefits such as weight-management, mental health and others through the provision of organized recreational activities such as exercise classes and sports.
- Social benefits through the provision of local parks, recreation facilities, and recreational opportunities that enhance opportunities for social interaction and engagement.

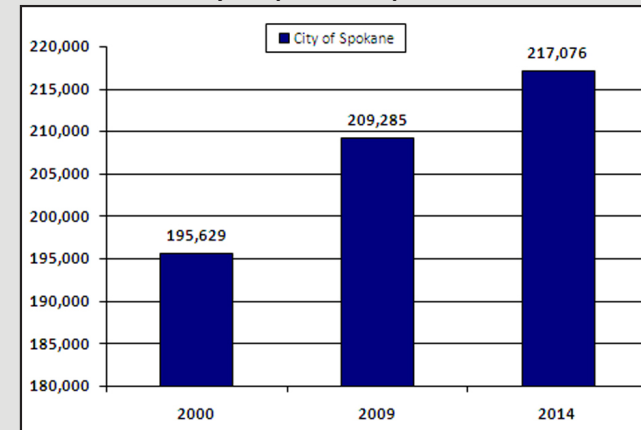
All of the above mentioned benefits (human impacts) contribute to overall “quality of life” and a desirable and livable community. The Method of Eight planning process will culminate in the emphasis of the incredible benefits afforded the community and all citizens by the Spokane Parks and Recreation Department and its parks and recreation services.



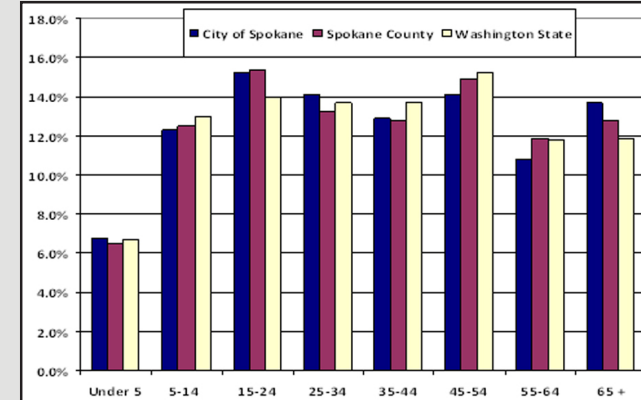
*“The right of children to play, to sing, and to dance; the right of youth to sport for sports’ sake; the right of men and women to use leisure in the pursuit of happiness in their own way, are basic to our American heritage.”*

Harry S. Truman,  
33rd President of the United States, 1945

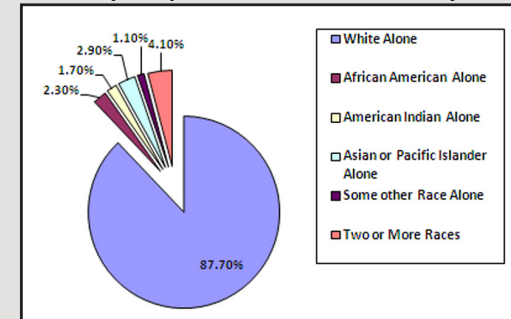
**City of Spokane Population\***



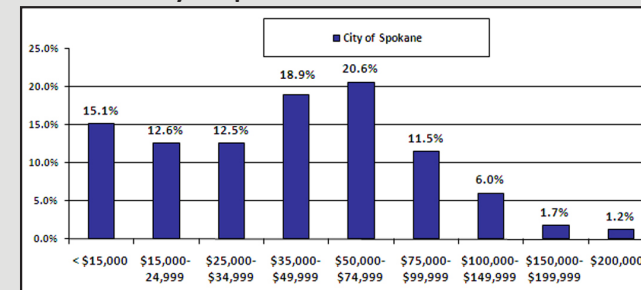
**Age Distribution by City/State/County\***



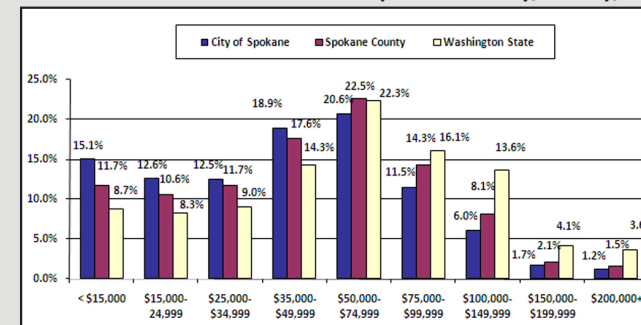
**City of Spokane Race and Ethnicity\***



**City of Spokane Household Income\***



**Household Income Distribution Comparison for City/County/State\***



\* Source: ESRI Business Solutions

- Of the people that reside in Spokane County, approximately 45 percent are City of Spokane residents.
- The growth rate from 2000-2009 was 6.9 percent and is projected to be 3.7 percent from 2009-2014.
- The City of Spokane is the second largest city in the State of Washington.
- Over the past few years, population and job growth in the Spokane region out-performed national trends. (*Spokane Vitals 2009*)
- Metro Spokane’s crime rate decreased 28.3 percent from 2003-2007. Between 2006-2007 alone, the crime rate decreased by 5.8 percent

- The cohort with the highest percentage of residents in the City of Spokane is 15-24, 15.2 percent. This is followed by ages 25-34 and 45-54, both representing 14.1 percent of the population in Spokane.
- When compared to Spokane County and the State of Washington, the City represents only a slight differentiation in age cohorts. The greatest difference is in the 65+ age group. The City shows a greater number of residents in this age cohort.

- Caucasians represent 87 percent of the City’s population. At this time diversity is slight, however, for planning purposes, the national trend has shown increased diversity.
- Between 2002-2006, Metro Spokane’s average percent of minorities employed as officials and managers increased 8.2 percent, higher than the 7.4 percent average increase among comparable metro areas. (*Spokane Vitals 2009*)
- Between 2002 and 2006, Washington State’s average percent of minorities employed as officials and managers increased 5.1 percent, more than the 4.4 percent average among comparable states.

- The estimated 2009 median household income for the City of Spokane is \$42,798 and per capita is \$22,592.
- Both family poverty rates and child poverty rates, decreased by double digit percentages, 17.6 percent, and 10.3 percent respectively.
- According to ESRI Online Business Solutions, in 2009, the annual average amount spent on entertainment and recreation by household in Spokane is \$2,395. This amount does not include travel. Regionally, the annual average amount spent on entertainment and recreation is \$2,700.

- When compared to the County and the State, the City of Spokane shows a higher percentage of residents with incomes less than \$49,999.
- The annual household income cohort with the greatest differentiation is the less than \$15,000.