

Appendix 1.

The Land Inventory

The following pages present a tabular version of the 1999 Open Space Inventory completed for this Plan. The inventory is divided into two sections - the first provides basic information about each area including location, zoning, type of ownership, etc., while the second provides more resource-specific information. Therefore each site is listed twice.

The inventory is largely a collection of previous studies and evaluations of important natural resources in the city. In some cases this information has been revised based on present conditions, but not all.

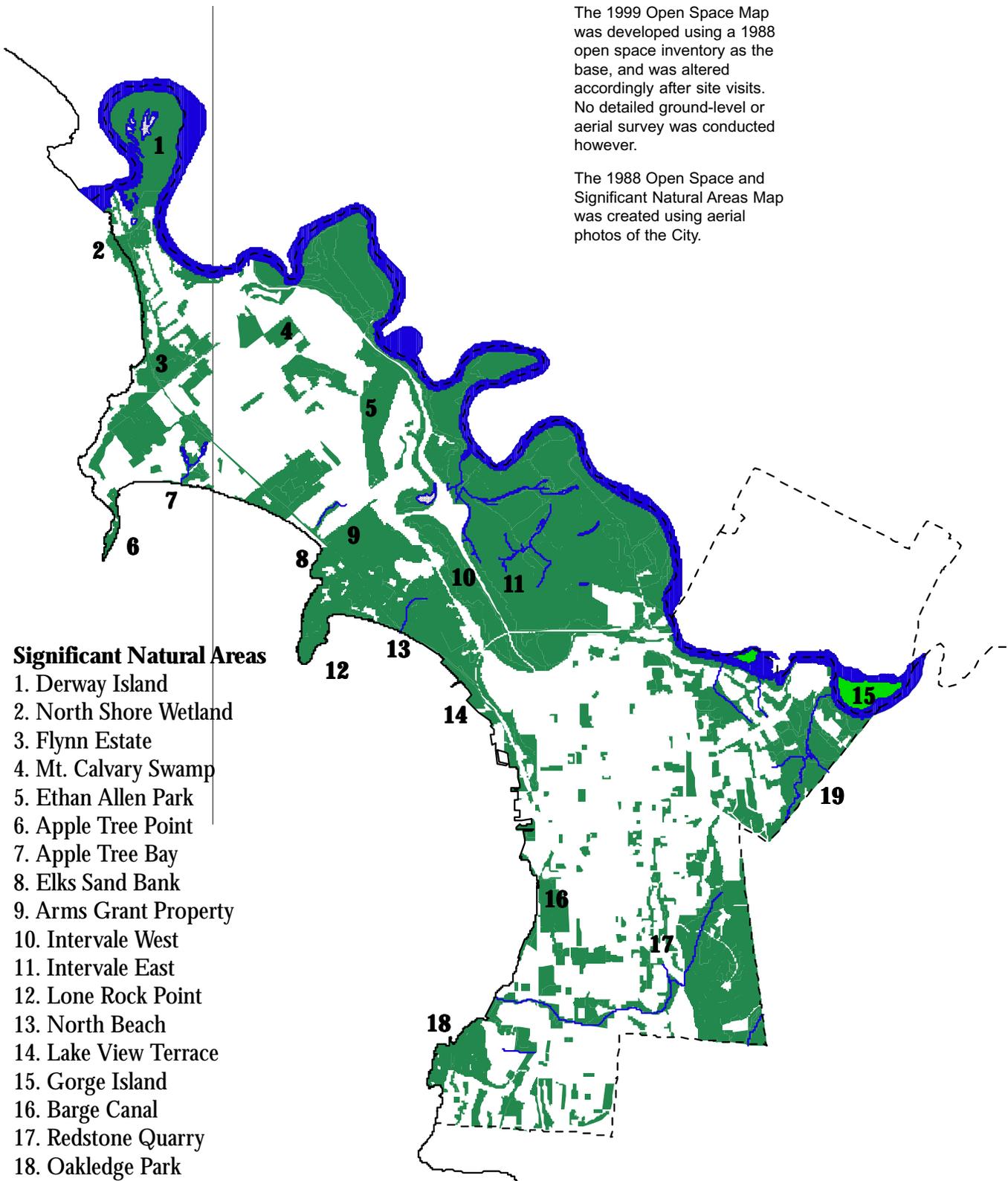
The Inventory is intended to be an information tool which will require regular updates and revisions to be completely useful. It is not expected to be a complete and comprehensive listing of all sites and resources in the City that possess important values, but a starting point.

Not Available in Acrobat version of this document.

1999 Open Space Inventory

The 1999 Open Space Map was developed using a 1988 open space inventory as the base, and was altered accordingly after site visits. No detailed ground-level or aerial survey was conducted however.

The 1988 Open Space and Significant Natural Areas Map was created using aerial photos of the City.



Significant Natural Areas

1. Derway Island
2. North Shore Wetland
3. Flynn Estate
4. Mt. Calvary Swamp
5. Ethan Allen Park
6. Apple Tree Point
7. Apple Tree Bay
8. Elks Sand Bank
9. Arms Grant Property
10. Intervale West
11. Intervale East
12. Lone Rock Point
13. North Beach
14. Lake View Terrace
15. Gorge Island
16. Barge Canal
17. Redstone Quarry
18. Oakledge Park
19. Centennial Woods

Appendix 2.

An Acquisition Process Step-by-Step

The acquisition process, outlined below, establishes a system that the City can employ in identifying priority parcels; receiving authorization to pursue their purchase; and defining and implementing strategies for the negotiation, funding, and management of the property. This process acknowledges throughout, that any decisions regarding which land to acquire, and how, should be grounded in an understanding of:

- The community's goals for land conservation and protection;
- The natural, scenic, cultural, or recreational attributes of the land;
- Projected future use and management of the property;
- The projected cost of acquisition and/or management;
- Applicable protection and funding options;
- The potential for cooperative partnerships to further program goals.

Step 1: Prioritize Sites for Acquisition

Community Goals: This Plan provides three important tools in prioritizing properties for acquisition. The *Geography of Open Space* (Chapter 4.2) identifies the major landforms, natural features, and community development patterns of significance to the open space protection needs of the City. It also defines a citywide vision for open space protection.

The *Open Space Inventory* (Chapter 4.3) identifies many of the City's remaining undeveloped lands, together with an overview of their natural, cultural, and recreational attributes. The Inventory will require regular updating if it is to remain accurate and useful.

Finally, citizen input gathered in open neighborhood meetings, formal and informal surveys, and public hearings reveals the public's strong interest in seeing important City lands protected, and their views on the relative importance of particular areas to natural and recreation needs city-wide. The public's attitudes and priorities for open space protection should be consulted on a regular basis in the future.

With the help of these tools, the Conservation Board can develop a rating system that provides a clear and objective system for evaluating lands for possible public acquisition. In addition to lands identified by the Conservation Board, landowners and interested citizens should be encouraged to offer their suggestions to the Board. As it finalizes its ranking system, the Board may decide to assign numerical rankings, or simply establish a review checklist of significant issues. While only one or two properties might be pursued for acquisition at any one time, it is advisable for the Board to work from a list of up to 5-10 priority sites. The City's Board of Finance should be kept advised of the Conservation Board's work plan on a regular basis.

Initial ranking of the properties require the following three steps.

a) Site Visit: To verify the site's natural, recreational, or cultural attributes and inform management decisions, a site visit by appropriate staff and/or volunteers should be done for each potential acquisition. A report or checklist should be developed by the Conservation Board to record the findings of each site visit.

b) Assess Relative Importance: Many issues contribute to the relative importance of a property. The priority for protection begins with the presence and quality of natural, scenic, cultural, or recreational resources and functions on the site. Sometimes, an evaluation will identify a site with such superlative

attributes that it is a clear priority for protection. More often, however, one site may have outstanding views, but little in the way of natural amenities, or be a very sensitive natural site with little or no recreational value. To decide between otherwise dissimilar, but highly valuable sites, the City will need to consider a wide range of factors in order to determine relative importance.

What is the quality of the resource(s) present?

Is it contiguous to existing open space?

Is it in a neighborhood with relatively little open space?

How important is it to surrounding neighborhood as open space?

What would be the impact to the surrounding area if the site were to be developed?

How big is the site/parcel?

c) Assessment of Threat, Potential Cost, & Availability: Finally, the City must try to determine the level of threat present to the resources on the site, and its potential availability. Obviously very sensitive resources that are under an imminent threat are of a higher priority. But if an owner is unwilling to sell, or wants an exorbitant price, other options may have to be considered. These and other relevant issues should be included in the review process. Once a priority list is established, the principal goals and purpose of each proposed acquisition should be clearly identified.

Step 2: Project Design

As a property is identified for potential acquisition, a detailed plan or strategy must be developed in order to articulate the public interests in the property, propose likely uses and stewardship responsibilities, identify the most appropriate method of acquisition, and identify likely funding sources and project partners. At this point, the Conservation Board will need to consult with the Department of Parks & Recreation - particularly if the property is to be owned and managed by the City. The prioritization process outlined above will help to identify the public values and likely uses of any given site.

Among the many issues to be considered and addressed, include:

- The capacity of the City to advance the project in a timely manner and/or the need to enter into strategic partnerships with outside groups;
- The lead entity or team responsible for negotiating the acquisition process.
- A preliminary outline of future use and management.
- The most appropriate acquisition method;
- The estimated cost of acquisition and long-term stewardship;
- The most appropriate funding source(s) and strategy for obtaining them;
- The lead entity or team responsible for long-term monitoring and/or stewardship.

Step 3: Present Recommendations to City Council

Once the Conservation Board has identified and prepared an acquisition plan for one or more properties, the next step is to present the Board's findings to the Mayor and City Council, and request authorization to act. Due to the need to preserve confidentiality concerning transactions and negotiations, this presentation must be made to the Council in Executive Session. Conservation projects where the City will not hold any specific interests in land do not require City Council approval. However, the Mayor and the City Council should be kept apprised of acquisition efforts where the Conservation Board is involved.

The Conservation Board presentation should include a summary of the decision-making process leading to the selection of the recommended acquisition priorities, including the principle purpose of each proposed acquisition, anticipated funding sources, acquisition strategy, potential partnerships, and future uses.

If the Council is satisfied that the priorities, goals and strategy outlines are well supported, its preliminary vote to proceed will authorize the Conservation Board to work with the City Attorney's office and project partners to secure preliminary agreements/contracts with the landowners and/or a partner organization to acquire the approved properties.

Once a contract is in place, the Conservation Board will return to the Council for final approval of the acquisition, and, if local funding is needed, to appropriate funds towards the purchase.

Step 4: Negotiate Agreement to Purchase/ Perform Due Diligence

Once the project design is in place, authorization to proceed is obtained, and it is clear who will be negotiating with the landowner, the negotiation process begins. Negotiations can be protracted, or go very quickly, depending on the circumstances. Often they will require many iterations and consultation between the parties. The objective is usually a signed, written agreement, which will entitle the City, or other project partner, to purchase the property at a price and on terms that are achievable and agreeable to both the buyer and seller. A common condition of such an agreement involves the performance of various legal and physical inspections of the property, known as "due diligence."

Step 5: Request Final Approvals - Secure Final Funding

Once a Purchase and Sale agreement is in place, the Conservation Board will return to the City Council for final approval of the acquisition under the terms of the negotiated agreement, as well as approval of any local funding necessary to complete the project. By this time, all sources of funding should be specifically identified if not yet secured. This is the final City approval step unless the terms or fund-raising status of the project changes unexpectedly, in which case the Board would likely have to return to the Council before closing.

**Step 6: Close and Convey Property
Responsibility to Management Entity**

If steps 1 through 6 have been done well, step 7 should be routine. Final details are worked out in the legal paperwork and the interest in the property is conveyed to the buyer. At this point, the management of the property also transfers to the buyer or its management partner or contractor. Management agreements, baseline reports and monitoring schedules for easements would also be developed.

**Step 7: Complete/Update Stewardship
Plan. Implement & monitor regularly.**

It is often impossible to fully understand or predict the uses that any property will be put to prior to owning it. Once a piece of property has been purchased by the City, a more thorough *Stewardship and Management Plan* must be prepared – even if it is for an interim period or for property that is not intended for “active use.” Furthermore, management is an ongoing enterprise. It is important to monitor or inspect the property regularly, to put a management plan in place, and to periodically update the plan as circumstances dictate and resources allow.

Step 8: Annual Reporting

Once a year, the Conservation Board should prepare a report to the Council and the community detailing the program’s initiatives, successes, and challenges, including a list of properties acquired under the program to date, and any issues related to the management of properties acquired through the program or under the oversight of the Conservation Board.