

CITY OF PORT TOWNSEND

GOLF COURSE + MT. VIEW COMMONS

CONCEPT PLANNING

City Council Meeting #1 - January 17, 2023





AGENDA

- Introductions
- Project Background
- Public Engagement Process
- Project Understanding / Context
- Creating a Vision
- Feedback from In Person + Online Open House #1
- Next Steps



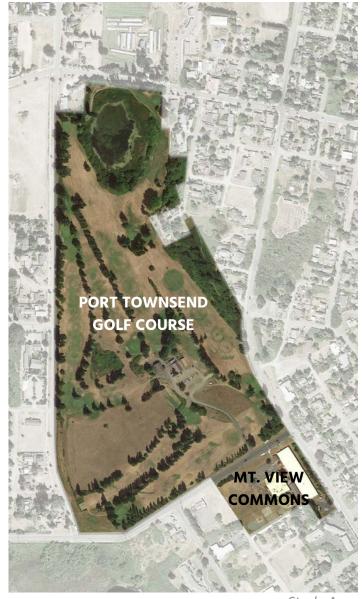
INTRODUCTIONS





PROJECT PURPOSE

- In early 2020, a community engagement process, following the development of the PROS plan, showed that the community desires to explore different uses for the golf course property owned by the City.
- In November 2020, Council unanimously directed staff to engage the community to explore the feasibility of alternate uses, including continued use for golf.
- Given the proximity of the Mountain View Campus, it is the City's interest to explore complementary uses and plan for this site as well.



Study Area



PROJECT GOAL

 To best serve the community with parks, recreation, and open space and to improve the quality of life for residents, families, and youth.

PROJECT FACTS

- This project is providing the Port Townsend community an opportunity to think holistically about the long-range vision and legacy for the future of the golf course property (be it a golf course, city park or a hybrid solution) and how it relates to the city fabric now and into the future.
- There has been no determination the golf course is being replaced or if other uses will be accommodated.



PROJECT FACTS

- The City and community recognize the environmental value the prairie and pond provide. These uses are intended to remain.
- The City recognizes the value the existing Mt. View tenants provide. This discussion is about complementing land uses.
- The future Mt. View Pool Facility is being planned as a separate/ parallel effort. The project is termed 'Healthier Together.'



PROJECT SCHEDULE

PROJECT

September - October 2022



- Contract with Landscape Architect
- Review of PROS Plan and community strategic plan
- Facilitate focus/interest groups to develop decision making criteria
- Develop public outreach process
- Develop site analysis/site opportunities and constraints
- Project Launch on Site

November - January 2023



- Evaluate existing golf course from an operational and financial perspective
- Initiate the community visioning process
- Solicit community feedback
- Open House #1: Explore the feasibility of alternate uses, including continued use for golf
- Develop draft concept(s)
 - •Report out to City Council

CONCEPT

February - April 2023



- Open House #2: Community to review and discuss draft concept(s)
- Solicit community feedback
- · Create a single preferred concept design based on community feedback
- •Report out to City Council

PREFERRED CONCEPT

May - June 2023



- Open House #3: Present preferred concept plan based on community feedback
- · Gather feedback on preferred concept plan
- · Finalize plan based on community feedback
- Develop cost estimate for preferred plan
- Develop phasing plan
- Take preferred plan to City Council for approval



WHAT WE HAVE HEARD SO FAR

2020 PROS Plan - PRIORITIES

- Trails
- Indoor Facilities
- Open Space

2020 PROS Plan - GOLF COURSE FEEDBACK

- Continuing to operate the golf course for golf.
- Allowing multiple recreation uses on the property.
- Re-purposing to more active sports and managing as a complex with Mountain View.
- Converting it to a nature park.



WHAT WE HAVE HEARD SO FAR

Stakeholder Group

- <u>Purpose:</u> Guide the project team.
- 21 person stakeholder group.
- Four meetings since Sept. 2022

Ongoing Outreach Efforts

- 22+ Community Interest Groups
- Golfers
- Schools and Students
- Intercept Events
- Parks and Trail Comm. Briefings
- Project Website
- Flyers and press releases

- Advertised events in the Leader, Facebook, Utility Flyer, City Newsletter, PDN, KPTZ, Saturday Market.
- City Council briefings



WHAT WE HAVE HEARD SO FAR

• Project Launch - October 25, 2022

- Purpose: Meet the design team and answer questions.
- 107 Attendees 95 Comment Cards Submitted
- High Level Takeaways:
 - Diverse opinions on whether to preserve the golf course or explore alternative uses.
 - Comments about accommodating housing on site. Some for, some against.
 - Comments about the importance of the pool.
 - Concern over golf course business operations and contract duration.
 - Interest expressed in providing public access/trails/etc. on the golf course.
 - Many comments about the importance of Pickleball. Interest in more courts and covered courts.
 - Comments about environmental sustainability and stewardship
 - Comments about creating a hybrid solution a win/win for all.



PROJECT UNDERSTANDING



















HISTORY OF OUR SITE

HAPPY VALLEY GROWS

Prior to development, qatáy Valley (also known as Happy Valley) was a series of ponds, wetlands and prairie that connected North Beach to Port Townsend Bay. Seasonal storm water was rerouted to enable development of roads, farmland and homesteads.



KAH TAI PRAIRIE RECOGNIZED

 $The \, remnant \, 1.4 \, acre \, prairie \, has \, been \, the focus \, of \, preservation$ and restoration since it was recognized as unique botanical site in 1986 The Kah Tai Preserve was created in 1987 and over 90 different species were identified, 27 represent prairie indicator species.

MOUNTAIN VIEW COMMONS

2019



2009

Jefferson County Branch YMCA moves to former Mountain View School in Port Townsend, The Police Station, Food Bank, Working Image Red Cross Port Townsend radio station, YMCA and the Pool currently reside at the school district owned campus.

A POOL IS BUIL

RECREATION CONTINUES AT HASTINGS FIELD

CITY DESIRES TRACT FOR PARK Will Ask Commissioners for Donation of Land.

The Northeast portion of the Hastings tract was donated to the City, and declared Lucinda Hastings Park. The remaining portion of the tract, known as Hastings Field was used by the town for many recreational purposes, including a baseball field and a cycledrome

Port Townsend Golf Club is Formed

1927

1963

The original open air pool opened at the Junior High Campus in 1963. Three years

later it was covered and an opening ceremony took place memorial day 1967

MUNICIPAL GOLF COURSE OPENING DAY



New Municipal Golf Course Opened in July 1927. It was intended that this course would fill a growing demand for weekend recreation who wanted to avoid the congestion of city courses, both



1700'S

A PORTAGE TRAIL FROM BAY TO BEACH

Prior to white settlement, and the development of the project site. The land that the golf course currently resides on was known as the qatay Valley (roughly following present-day San Juan Avenue). Through the use of Kah tai lagoon and a series of ponds the S'klallam tribe were able to haul canoes from the Strait of Juan de Fuca to Port Townsend Bay in order to avoid the dangerous rip tides around Point Wilson. These wetlands were a valuable resource for the S'Klallam, who frequently hunted waterfowl, gathered weaving materials, and harvested camas roots.

1852

HASTINGS CLAIMS LAND

Loren B. Hasting's, one of the three original settling families, arrived in Port Townsend and staked claim to land in "Happy Valley". The current site resides on the original Hastings Tract, which was cleared and cultivated for agriculture and homesteads. The original Hastings pond was a beloved spring fed swimming hole and was expanded in 1955.

of the to

During the conflict, caused by the signing of the 1855 Point No Point Treaty, čičməhán, chief of the S'Klallam sought to preserve relations between the Tribe and the white settlement. Each morning, he sat perched atop sentinel rock, located on the current golf course, and alerted the white settlers whether they were safe or if they should prepare for battle. A bronze plaque marks the

1856

Hastings Pond Expanded

1855

SENTINEL ROCK

GOLF COURSE & MT. VIEW COMMONS CONCEPT PLANNING







CONTEXT

Ecological Context

Understanding how the project site connects to the greater ecosystems and open spaces of Port

CONSIDER THIS: Urbanization is a major barrier to wildlife. Without proper planning, they can lead to fragmented habitats that constrain wildlife movement. Similarly, wildlife corridors and crossings link two or more habitat areas, enabling migration, (re)colonization and breeding opportunities for flora and fauna. Would providing more habitat on the Golf Course site enhance wildlife connections and biodiversity in Port Townsend?



Port Townsend Parks System

The relationship between our site and the Port Townsend parks system.

CONSIDER THIS: Are there additional amenities that you would like to see in the Port Townsend park system?







CONTEXT

Downtown Connections

Looking at the adjacency and walkability of our site to downtown, historical sites, schools, and

CONSIDER THIS: Research suggests a park should be within a ten minute walk from every person in a community. Do the adjacent neighborhoods have adequate access to public open space?



Transit and Trail Connections

Relationship of our project site and adjacent transit and trail connections.

CONSIDER THIS: Increased connectivity improves walkability, accessibilty, and the health and wellbeing of our communities. Could our site support greater community connectivity?







CONTEXT

Site Analysis

Current conditions and site elements of the Port Townsend Golf Club and Mountain View Commons

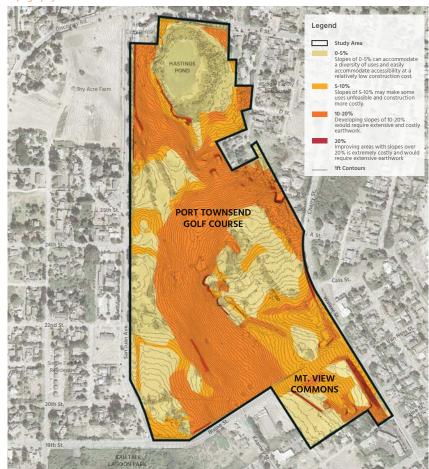
CONSIDER THIS: Are there elements of the existing site that could be emphasized, enhanced, or



Slope Analysis

Understanding the topography of our site will directly impact how we consider the viability of

CONSIDER THIS: Given that approximataely 65% of the golf course site exceeds 5% slopes, and if the PT Community chooses to explore alternative uses, what are most compatible with the existing





GROUNDSWELL

CREATING A VISION

This project is providing the Port Townsend community an opportunity to think holistically about the long-range vision and legacy for the future of the golf course property (be it a golf course, city park or a hybrid solution) and how it relates to the city fabric now and into the future.



RENOVATED GOLF COURSES

INCLUSIVE COURSE

Minnesota Golf Course to become Accessible for All

Name: The Loop Location: Chaska, MN Size: 24 acres Status: In Process

Primary Uses:

- 9 Hole Golf Course
- · Putting Green
- Clubhouse



in progress

Non profit Barrier Free Golf work in partnership with the City of Chaska to design a golf course with accessibility and environmental sustainability in mind. The Loop at Chaska aims to become a national demonstration project that highlights how contemporary golf design can enable access to the sport by appealing to new demographics, especially those with physical and sensory impairments, while carefully managing the negative environmental effects of course maintenance.



RENOVATED SHORT COURSE

9 Hole

Name: Winter Park Golf Course Location: Winter Park, FL Size: 40 acres Status: In Progress

Primary Uses:

• 9 Hole Golf Course



7th hole

The historic 9 hole course, built in 1914, underwent extensive repairs in 2016. New fairways were added, along with improved irrigation and course redesign. Improvements revived the struggling Orlando course making it one of the finest 9 hole courses in the nation.



historic plan





HYBRID GOLF COURSES

MIXED-USE OUTDOOR RECREATION

Madison golf course reimagined as shared public asset

Name: The Glen Golf Park Location: Madison, WI Size: 42 acres Status: In Process

Primary Uses:

- 9 Hole Golf
- Putting Course
- Habitat
- Winter Sports
- Walking Trails
- Park Programming



4th hole

The nine-hole, 42-acre course underwent a privately funded upgrade in 2021 that added native plantings, redesigned accessible holes, created a free putting course and added walking paths. The city of Madison is also programming parks activities during off peak house including history, science, art and athletic programs, cross-country races, disc golf, hiking, mouse industry of the science, art and athletic programs, cross-country races, disc golf, hiking, mouse nights, community events, picnics, fitness classes and more. In the winter, the course could host cross-country sking, snowshoeing, sledding, fat the biking and even skipring, in which skiers are pulled by does not share the science of the scienc



proposed movies in the course

DOWNSIZED COURSE

Lake Oswego Golf Course Shrinks to 9 Holes

Name: Lake Oswego Municipal Course Location: Lake Oswego, OR Size: 40 acres Status: In Progress

Primary Uses:

- 9 Hole Executive Golf Course
- Driving Range
- Recreation and Aquatics Center
- New Maintenance Facility



Lake Oswego recently made the decision to downsize their 18 hole course in favor of a higher quality 9 hole, to resolve overcrowding and onsite wetland degredation. The leftover space from the original course will include an expanded practice facility and a new public aquatics center. Construction is scheduled to begin summer 2022



Recreation and Aquatics Center

VIRTUAL 18-HOLE

Hybrid golf experience at fomer Woodbridge Country Club

Name: Country Club of Woodbridge (former) Location: Woodbridge, CT Size: 50 acres (155 acres total) Status: Proposal

Primary Uses:

- 9 Hole Golf
- Golf Simulator
- Open Space



previous course aerial

The 155 acres, 18 hole golf course closed in 2009 and was bought by the city to prevent development. The property includes an extensive course, pool, tennis courts, and club building, all closed after disrepair and financial losses. The city of Woodbridge CT, has been exploring potential uses for the as the including a mixed in person and virtual golf experience that would lease 50 acres to create a 9 hole course and relinquish the remaining 105 acres for alternate uses. Developer, Nexus Golf, proposed including golf simulators to allow golfers to finish the full 18 holes. However, this plan has not been adopted and the city is still exploring alternative uses.



virtual golf





ADAPTED GOLF COURSES

COMMUNITY AMENITY

Former Cascade Golf Course Turned North Bend Park

Name: South Fork Landing Location: North Bend, WA

Size: 36 acres Status: In Process

Primary Uses:

- Disc Golf
- Archery
- Event Meadow
- Playground Trails
- Rain Gardens



existing conditions



preferred master plan

Through a partnership with the City of North Bend, the former Cascade Golf Course was acquired in two phases. A 28-acre parcel was purchased in late 2018. Subsequently, in late 2019 the district purchased three adjacent lots totaling 8 acres to complete the full 36-acre acquisition. Future trail connections and habitat restoration were the primary project goals while creating passive recreation for under-served areas of King County.

SPACE FOR NATURE

Former Hillsboro Golf Course Turned Nature Park

Name: Orenco Woods Location: Hillsboro, OR Size: 44 acres Status: Complete

Primary Uses:

- Trails
- Permanent Art
- Habitat
- Playground
- Wetland Overlook



draft master plan

The City of Hillsboro and Metro joined forces to redevelop a defunct golf course into a new 44-acre public open space, blending neighborhood park elements into a new nature park. The design was intended to facilitate use of the site's natural characteristics while minimizing harmful impacts to the ongoing restoration of site habitat. Permanent and whimsical public sculpture that doubles as play was located at key locations in the park, called the "Seeds of Orenco"



wetland bridge

DESTINATION PARK

Defunct Philadelphia Golf Course To Become Community Hub

Name: FDR Park

Location: Philadelphia, Pennsylvania Size: 348 acres (150 acre golf course) Status: In Process

Primary Uses:

 Trails Sports Fields Habitat • Playground Wetland • Events Lawn



proposed master plan

Part of a larger park redevelopment, the existing golf course at the FDR park is part of a series of efforts that led to a long-term, multi-decade plan to restore and revive FDR Park. The proposed master plan, made up of two distinct zones, ecological core and the urban edge, will provide neighboring communities with much needed amenities and open space.

The former golf course fell into disrepair due to years of profit losses, deferred maintenance and frequent flooding. After its closure in 2019, and before construction efforts began on the revitalized park, the now "wild" golf course became a place of natural refuge during the lock down. It continues to support passive recreation for the community in the interim phases of the project.



proposed fairway habitat restoration



GOLF COURSE SITE

POTENTIAL USES

Please give us your input by adding a dot on amenities you would like to explore -



























GOLF COURSE SITE

POTENTIAL USES

Please give us your input by adding a dot on amenities you would like to explore -























MOUNTAIN VIEW COMMONS

POTENTIAL USES

Please give us your input by adding a dot on amenities you would like to explore -



























FARMERS MARKET

DREAM BIG

IS THERE ANYTHING WE MISSED THAT YOU WOULD LIKE TO SEE?

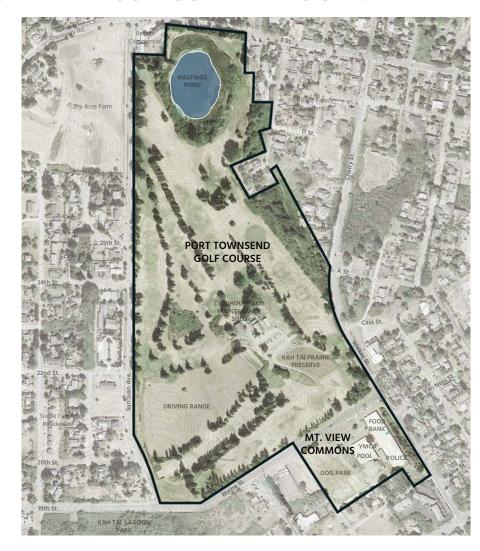
Pin a comment on the site or in the margins



SPECIAL CONSIDERATIONS

This planning effort includes both the Port Townsend Golf Course and the Mountain View Commons property. Special considerations for these sites include:

- -Deed restrictions require the site be preserved for municipal purposes.
- -The future pool is being planned as part of a separate City planning effort which includes assessing 2-3 potential sites to accommodate this facility.





GROUNDSWELL

WE WANT TO HEAR FROM YOU!

Please give us your input by filling out a short survey found at the following URL or QR code.



https://forms.office.com/r/BeG1atjTKD

HOW IT WORKS



We want to hear from everyone!
Feel free to share this link with your friends and neighbors who were unable to attend tonight.

WHAT WE HEARD

PUBLIC OPEN HOUSE #1

- January 11, 2023 @ 5:00 p.m.
- Fort Worden Commons
- 291 Attendees
- 1,985 Dots Placed
- 84 Questions Submitted
- 23 Project Boards
- 3 Interactive Stations:
 - (2) Golf Course Potential Uses Boards
 - (1) Mt. View Potential Uses Boards
 - (1) Dream Big Board
 - (1) Online Survey Board







OPENIHOUSE #1 RESULTS

INTERACTIVE STATION

GOLF COURSE SITE - BOARD #1

- Event Space
- Exercise Stations
- Boardwalk
- Multi Use Lawn
- Sports Fields
- Educational Center
- Golf Course
- Art
- Picnic
- Affordable Housing
- Habitat

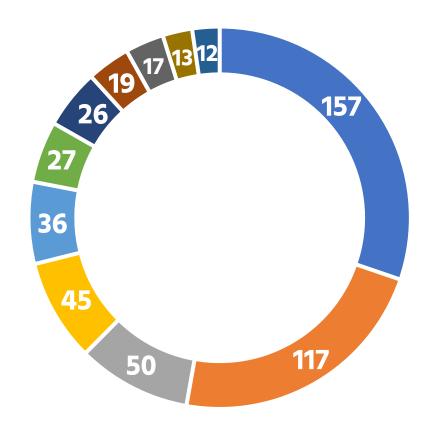






WHAT WE HEARD

- 1. Golf Course
- 2. Habitat
- 3. Event Space
- 4. Boardwalk
- 5. Art
- 6. Affordable Housing
- 7. Exercise Stations
- 8. Picnic
- 9. Multi Use Lawn
- 10. Educational Center
- 11. Sports Fields



INTERACTIVE STATION

GOLF COURSE SITE - BOARD #2

- Walking/Biking Trails
- Basketball
- Miniature Golf
- Kah Tai Prairie
- Shade Pavilion
- Climbing Wall
- Educational Signage
- Disc Golf
- Nature Play
- Pickleball
- Par-3 Golf
- Community Gardens

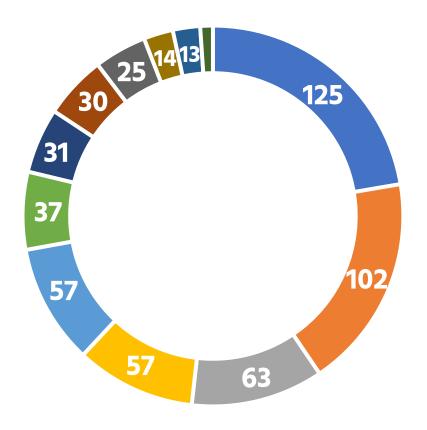






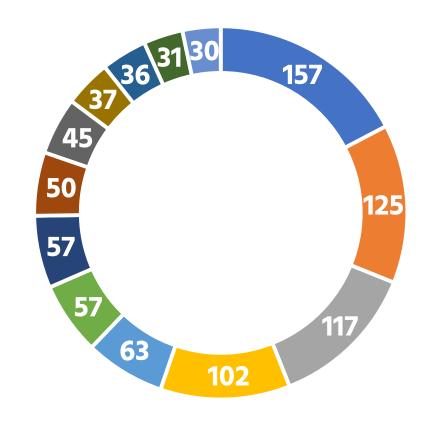
WHAT WE HEARD

- 1. Walking/Biking Trails
- 2. Kah Tai Prairie
- 3. Nature Play
- 4. Par-3 Golf
- 5. Community Garden
- 6. Disc Golf
- 7. Miniature Golf
- 8. Pickleball
- 10. Climbing Wall
- 11. Shade Pavilion
- 12. Educational Signage
- 13. Basketball



GOLF COURSE SITE - PRIORITIES

- 1. Golf Course
- 2. Walking/Biking Trails
- 3. Habitat
- 4. Kah Tai Prairie
- 5. Nature Play
- 6. Par-3 Golf
- 7. Community Garden
- 8. Event Space
- 9. Boardwalk
- 10. Disc Golf
- 11. Art
- 12. Miniature Golf
- 13. Pickleball



INTERACTIVE STATION

MT. VIEW COMMONS

- Pool
- Festival Street
- Pickleball
- Affordable Housing
- Plaza
- Farmer's Market
- Educational Center
- Splash Pad
- Dog Park
- Art
- Playground

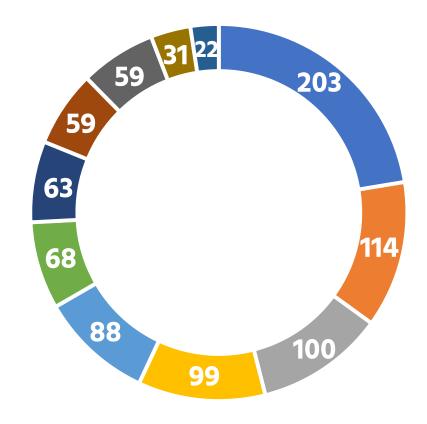






MT. VIEW SITE - PRIORITIES

- 1. Pool
- 2. Playground
- 3. Educational Center
- 4. Pickleball
- 5. Farmer's Market
- 6. Dog Park
- 7. Splash Pad
- 8. Art
- 9. Affordable Housing
- 10. Festival Street
- 11. Plaza



WHAT WE HEARD

ONLINE OPEN HOUSE #1

- January 12, 2023 @ 4:00 p.m.
- 83 Attendees
- 34 Questions Submitted



ONLINE SURVEY

- 424 RESPONSES (as of 1.16.23)
- Average duration 24:19
- First name, email, listserv, resident and five questions





OPEN HOUSE #1 RESULTS

ONLINE SURVEY

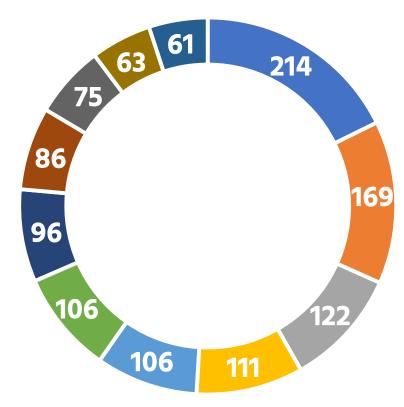
1. Which existing activities do you use or enjoy at the Port Townsend Golf Course or Mt. View Commons?

- Pickleball Courts
- Sports Courts
- Playground
- Dog Park
- Community Gardens
- Swimming Pool
- YMCA Programming
- Community Center Services
- Golf
- Driving Range
- Restaurant and Pro Shop
- Kah Tai Prairie
- Hastings Pond
- Golf Course Walking Trails
- None
- Other



1. Which existing activities do you use or enjoy at the Port Townsend Golf Course or Mt View Commons?

- 1. Kah Tai Prairie
- 2. Swimming Pool
- 3. Golf
- 4. Driving Range
- 5. Restaurant and Pro Shop
- 6. Golf Course Trails
- 7. Dog Park
- 8. Hastings Pond
- 9. Pickleball Courts
- 10. YMCA Programming
- 11. Playground



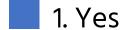


2. Do you support exploring alternative uses for the Port Townsend Golf Course property?

- **Yes**, I would like to explore alternate uses for the golf course property.
- No, the Golf Course should remain.
- **Hybrid** Lets get creative, I would like to explore a mix of golf and something for everyone.
- Undecided I'm not sure

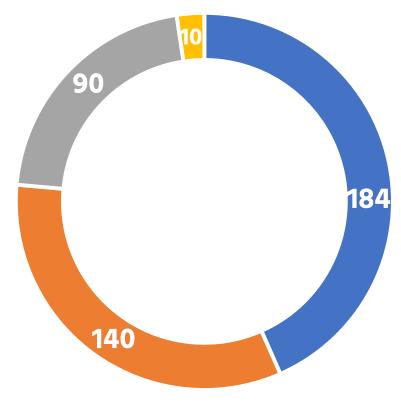


2. Do you support exploring alternative uses for the Port Townsend Golf Course property?



- 2. Hybrid
- 3. No
- 4. Undecided

76% SUPPORT ALTERNATE USES, OR A HYBRID OF USES, FOR THE GOLF COURSE PROPERTY





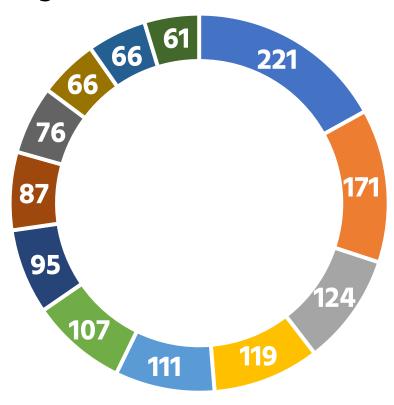
3. What do you think would be the best use of the golf course property, other than or in addition to golf?

- Walking/Biking Trails
- Outdoor performance / event space
- Renovated pool facility
- Sports Fields
- Additional Pickleball Courts
- Basketball Courts
- Multi-use Lawn
- Renovated Golf Course
- Disc Golf
- Exercise Stations
- Miniature Golf / Putt Putt
- Picnic Areas
- Shade Pavilion
- Nature Play
- Climbing Wall
- Educational Center
- Wetland Boardwalk
- Habitat Restoration
- Community Garden
- Affordable Housing
- Other



3. What do you think would be the best use of the golf course property, other than or in addition to golf?

- 1. Walking/Biking Trails
- 2. Habitat Restoration
- 3. Renovated Pool Facility
- 4. Nature Play
- 5. Wetland Boardwalk
- 6. Community Garden
- 7. Outdoor performance space
- 8. Affordable Housing
- 9. Picnic Areas
- 10. Miniature Golf / Putt Putt
- 11. Educational Center
- 12. Renovated Golf Course





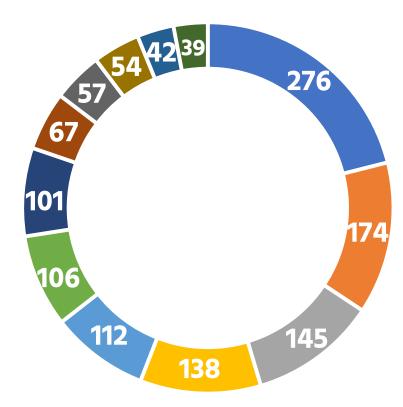
4. What potential new uses would you like to see at Mt. View commons?

- Plaza
- Convert Blaine St. to Festival St.
- Permanent Art
- Water Feature
- Educational Center
- Expanded Pickleball
- Renovated Playground
- Splash Pad
- Renovated Dog Park
- Renovated Pool Facility
- Affordable Housing
- Other



4. What potential new uses would you like to see at Mt. View commons?

- 1. Renovated Pool Facility
- 2. Education Center
- 3. Plaza
- 4. Renovated Playground
- 5. Affordable Housing
- 6. Renovated Dog Park
- 7. Expanded Pickleball
- 8. Splash Pad
- 9. Festival Street
- 10. Other
- 11. Permanent Art
- 12. Water Feature



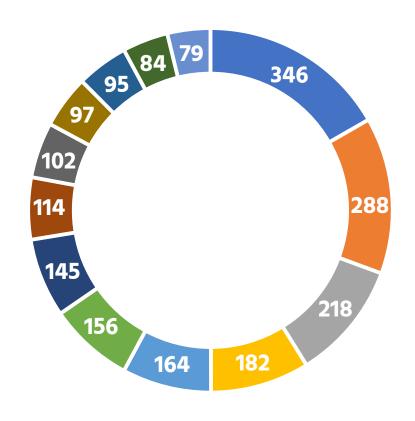


ONLINE/IN-PERSON COMBINED RESULTS

ONLINE / IN PERSON COMBINED

GOLF COURSE SITE - COMMUNITY PRIORITIES:

- 1. Walking/Biking Trails
- 2. Habitat Restoration
- 3. Renovated Golf Course
- 4. Nature Play
- 5. Community Garden
- 6. Wetland Boardwalk
- 7. Outdoor Performance Space
- 8. Affordable Housing
- 9. Kah Tai Prarie
- 10. Miniature Golf / Putt Putt
- 11. Picnic Areas
- 12. Disc Golf
- 13. Educational Center

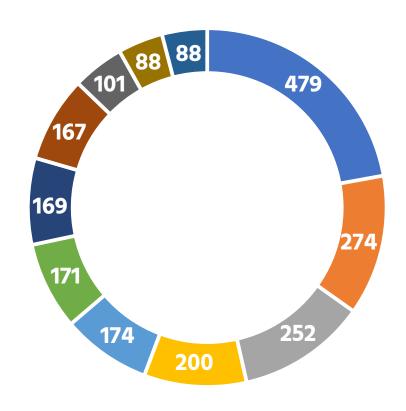




ONLINE / IN PERSON COMBINED

MT. VIEW SITE - COMMUNITY PRIORITIES:

- 1. Pool
- 2. Education / Community Center
- 3. Renovated Playground
- 4. Renovated Pickleball
- 5. Renovated Dog Park
- 6. Affordable Housing
- 7. Splash Pad / Water Feature
- 8. Plaza
- 9. Art
- 10. Festival Street
- 11. Farmer's Market



ONLINE / IN PERSON COMBINED

GOLF COURSE PRIORITIES:

- 1. Walking/Biking Trails
- 2. Habitat Restoration
- 3. Renovated Golf Course
- 4. Nature Play
- 5. Community Garden
- 6. Wetland Boardwalk
- 7. Outdoor Performance Space
- 8. Affordable Housing
- 9. Kah Tai Prarie
- 10. Miniature Golf / Putt Putt
- 11. Picnic Areas
- 12. Disc Golf
- 13. Educational Center

MT. VIEW PRIORITIES:

- 1. Pool
- 2. Education / Comm. Ctr.
- 3. Renovated Playground
- 4. Renovated Pickleball
- 5. Renovated Dog Park
- 6. Affordable Housing
- 7. Splash Pad / Water Feature
- 8. Plaza
- 9. Art
- 10. Festival Street
- 11. Farmer's Market





NEXT STEPS

TUESDAY, JANUARY 24 - Parks + Trail Commission Briefing

THURSDAY, FEBRUARY 9 - Stakeholder Mtg. #5

TUESDAY, FEBRUARY 28 - Parks + Trail Commission Briefing

THURSDAY, MARCH 23 - Stakeholder Mtg. #6

MID APRIL - Open House #2

EARLY MAY - CITY COUNCIL BRIEFING #2

EARLY JUNE - Open House #3

MID JUNE - CITY COUNCIL BRIEFING #3



THANK YOU!





GROUNDSWELL
LANDSCAPE ARCHITECTURE | URBAN DESIGN | PLANNING