

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Discussion of Parks, Recreation and Open Space Plan Goals, Policies and Strategies
DEPARTMENT:	Parks, Recreation and Cultural Services
PRESENTED BY:	Eric Friedli, PRCS Director Maureen Colaizzi, Parks Project Coordinator
ACTION:	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input type="checkbox"/> Motion <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

PROBLEM/ISSUE STATEMENT:

In January 2016, the Parks, Recreation and Cultural Service Department (PRCS) began an 18-month process to prepare an update to the Parks, Recreation and Open Space (PROS) Plan. The Plan establishes a 20-year vision and framework for Shoreline’s recreation and cultural programs, and guides maintenance and investment in park, recreation and open space facilities. The PROS Plan includes goals, policies and a smorgasbord of potential implementation strategies that provide direction for PRCS (Attachment A). New to this year’s update, staff has developed 12 specific Action Initiatives that will serve to guide the Department’s work over the next six years (Attachment B).

FINANCIAL IMPACT:

There is no financial impact associated with the discussion. Financial impacts associated with implementation of the PROS Plan will be discussed in presentations later this year.

RECOMMENDATION

No formal action is required; this is a discussion item intended to provide Council with an opportunity to provide feedback on the PROS Plan Goals, Policies and Action Initiatives. Staff will return later this year to provide additional opportunities for input and direction on specific components of the Plan.

Approved By: City Manager **DT** City Attorney **MK**

INTRODUCTION

An extensive public process to update the PROS Plan began in January, 2016 including an Aquatic and Recreation Center Feasibility Study, a Light Rail Station Subarea Parks and Open Space Plan and a Public Art Plan. The draft PROS Plan will be presented to the City Council in the summer of 2017 for review and approval.

BACKGROUND

To qualify for certain state and federal grants the PROS Plan must be updated every six (6) years. It identifies a 20-year vision and framework for Shoreline's recreation and cultural programs, and for maintenance and investment in park, recreation and open space facilities. The update is an opportunity to reassess community needs and align program and capital projects with the City's mission and goals. In January 2016, the PRCS Department began the 18-month process to update the PROS Plan which is centered on the theme, "Securing our Foundation, Shaping our Future," defined as:

- **Secure our Foundation** - Take care of what we already have and make current facilities work for us.
- **Shape our Future** - Provide for growth through smart development and targeted acquisition.

DISCUSSION

PROS Plan Public Process

The goal of the public engagement process has been to achieve representative participation from a wide range of community members through multiple and varied opportunities for input. A communication and public engagement plan was created to provide the framework for the engagement process and ensure the involvement of a wide cross-section of the Shoreline community.

An extensive public process began in January 2016 with a random-sample citizen survey, the results of which were shared with the Council on March 21st and later on October 10th. The staff reports for March 21 and October 10 Council discussion can be found at the following links:

<http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2016/staffreport032116-9a.pdf>.

<http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2016/staffreport101016-8b.pdf>

Goals, Policies and Implementation Strategies

Since Shoreline's first PROS Plan in 1998, the goals and policies have evolved as each plan update reflected changing community priorities and values. The goals, policies and implementation strategies define the direction and outline steps for achieving the long-term vision for Shoreline's parks, recreation, cultural service facilities and programs. The goals describe the City's aspirations. The policies are more precise statements that describe how the overarching goals can be achieved. The implementation strategies are actions that can be taken to help achieve the policies and ultimately the goals.

Significant changes were made to the goals and policies between the 2005 PROS Plan to the 2011 PROS Plan. In preparation for the 2011 PROS Plan a comprehensive vetting process occurred with the Parks, Recreation and Cultural Services (PRCS) Board, a PRCS Board subcommittee, the Planning Commission and the Shoreline City Council. The Goals, Policies and implementation strategies proposed for this 2017 PROS Plan update (Attachment A) were vetted by the PRCS Board at its August 2016 meeting and were unanimously recommended for approval.

Proposed changes to goals, policies and implementation strategies for 2017

Because of the extensive vetting process done in 2011, relatively few changes to the goals and policies are proposed for this 2017 PROS Plan update. That being said, there are a few changes worth noting:

- A. Under Goal 1 a new implementation strategy was added to acquire and develop new land to address predicted population growth due to the 145th and 185th Light Rail Stations and Station Subarea zoning changes.
- B. Under Goal 1 Implementation Strategies were amended to address:
 - a. Crime Prevention Through Environmental Design reviews;
 - b. Enhancing and developing nature trails within parks;
 - c. Use the Asset Management tool to create maintenance efficiencies;
 - d. Develop bike and pedestrian connections to parks and recreation facilities/programs.
- C. Add new policies Policy 3.4 and Policy 5.4 to identify and proactively involve unserved and underserved populations in decision making. New implementation strategies to support these policies include:
 - a. Use technology to identify and study unserved and underserved populations;
 - b. Align programs to better meet unserved and underserved populations;
 - c. Work with the City's Diversity Outreach Coordinator to reach and involve ethnic groups in decisions;
 - d. Develop translation and interpretation strategies to allow ethnic groups to participate in decisions;
 - e. Host public meetings in accessible locations.
- D. Add Policy 4.4 and implementation strategies to engage the business community to create public open spaces in private developments including:
 - a. Working with City's Economic Development Director and the Chamber of Commerce to promote place making
 - b. Exploring the use of park impact fees
 - c. Engaging religious organizations and other recreation and social service providers to inform and expand recreation programming opportunities with the broader community

Action Initiatives

At the Council's meeting on October 10, 2016 a review of the results of the public process was presented. A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was presented to the Council along with a generalized list of potential actions that could be taken to address what we have heard from the community.

As a way of consolidating the key messages we have heard from the public and to address the issues identified through the SWOT analysis staff has developed a set of twelve Strategic Action Initiatives (Initiatives). The Initiatives will build on our strengths, take advantage of our opportunities, address our weaknesses and protect us from our key threats.

Our intent is to be SMART about the Action Initiatives. Each Strategic Action Initiative is:

1. **Specific.** The Initiative clearly defines what its goal is, what outcomes are expected and the steps for success.
2. **Measurable.** We will be able to measure and report on progress and completion for each Initiative.
3. **Attainable.** Some of the Initiatives will be a stretch but all are attainable if the proper implementation steps are followed.
4. **Realistic.** The goal and the timeframes set for each Initiative are realistic.
5. **Timely.** Each Initiative has a timeframe and schedule that keeps us accountable and motivated.

The Initiatives (Attachment B) will provide the structure for implementing the PROS Plan. The primary intent being that if we implement these Initiatives and achieve the outcomes then we will have successfully moved parks, recreation and cultural services in a visible and positive direction.

The Initiatives were reviewed and endorsed by the PRCS Board at its December 1, 2016 meeting and were the subject of the public open house held on January 7, 2017. Over 30 people attended the Open House where the Initiatives were well received. Most comments that we received were for projects and ideas that citizens felt were important to implement the Initiatives. A snapshot of comments includes:

- Initiative 1 – Building a new Aquatics and Community Center deserves funding and high priority. It would revitalize Shoreline and become a community asset. Locating a center near public transit would be ideal.
- Initiative 2 – Consider the site of the Richmond Beach Saltwater Park caretaker's residence for future nature based programming.
- Initiative 3 – Consider adding Pocket Parks and community gardens within the Aurora Avenue and the light rail station subareas where there is higher density and reduced backyard spaces.
- Initiative 4 – Serving the full spectrum of adult recreation needs is a wonderful priority to promote activity, wellness and safety for older adults given Shoreline's increasing aging population. But where will we provide such services?
- Initiative 5 – Consider potential gaps where there are no parks within walking distances to residents when deciding where to add new parks. Acquire both parks for active and passive recreation.
- Initiative 6 – Consider acquiring and restoring forested wetlands as well as uplands. The partnership with the Washington Native Plant Society and King Conservation District to provide the Master Native Plant Steward training.

- Initiative 7 – Improving access to trails and pedestrian connections to public spaces improves Shoreline’s overall health and wellness. Consider improving trail signage and lighting to make people feel.
- Initiative 8 – Consider helping underrepresented groups with getting spaces to organize and determine which programs they need before creating City-driven plans.
- Initiative 9 – Consider locating more public art sculptures in neighborhoods and parks so they are equitably distributed.
- Initiative 10 – Consider partnerships and non-park funding sources for securing land and making improvements to parks and open spaces.
- Initiative 11 – Include sustainability and the goals of Shoreline’s Sustainability Strategy in the values based criteria.
- Initiative 12 – Accreditation supports credibility when securing support for the Action Initiatives.

Next Steps

Upcoming City Council presentations and action on The PROS Plan and its related components include:

February 13	Discussion of Public Art Plan Discussion of Park Impact Fees
March 6	Discussion of Light Rail Station Subarea Park and Open Space Plan and park improvement priorities Adopt Public Art Plan
March 20	Discussion of Aquatics/Community Center Feasibility Study
June 12	Discussion of FINAL PROS Plan
July 17	Discussion of Park Impact Fee PROS Plan Public Hearing
July 24	Adopt PROS Plan
July 31	Potentially Adopt Park Impact Fee

FINANCIAL IMPACT

There is no financial impact associated with the discussion. Financial impacts associated with implementation of the PROS Plan will be discussed in presentations later this year.

RECOMMENDATION

No formal action is required; this is a discussion item intended to provide Council with an opportunity to provide feedback on the PROS Goals, Policies and Strategic Actions Initiatives. Staff will return later this year to provide additional opportunities for input and direction on specific components of the Plan.

ATTACHMENTS

- Attachment A: Goals and Policies
- Attachment B: Action Initiatives

ATTACHMENT A

DRAFT **PRCS Vision, Goals, Policies and Strategies**

The Vision, goals, policies and implementation strategies presented in this chapter define the direction and outline steps for achieving the long-term vision for Shoreline’s parks, recreation, cultural service facilities and programs.

These goals, policies and implementation strategies have evolved from community values and priorities. They will be incorporated into the Shoreline Comprehensive Plan: Parks, Recreation, and Open Space Element. The Shoreline Comprehensive Plan (SCP) Framework Goals were created to provide the overall policy foundation for the Shoreline Comprehensive Plan. The SCP Framework Goals were used to frame the Parks, Recreation and Open Space (PROS) Plan’s vision, goals, policies and implementation strategies.

The goals described in this chapter are the City’s aspirations. The policies are more precise statements that describe how the overarching goal can be achieved. The implementation strategies are actions that can be taken to help achieve the policies and ultimately the goals.

The PROS Plan goals and policies support the following:

- The preservation, enhancement, maintenance, and acquisition of facilities
- Diverse, affordable community-based recreational, cultural and arts programs
- Equitable distribution of resources
- Partnerships that maximize the public use of all community resources
- Community engagement in parks, recreation and cultural service activities and decisions

VISION

Shoreline will continue to have the highest quality parks, recreation, and cultural services that promote public health and safety; protect our natural environment; and enhance the quality of life of our community.

MISSION

**To provide life-enhancing experiences and promote a healthy community and environment.
To celebrate arts and culture, enhance our natural environment and pass this legacy to the next generation.**

GOAL 1

Preserve, enhance, maintain, and acquire built and natural facilities to ensure quality opportunities exist.

Policy 1.1: Preserve, protect and enhance natural, cultural and historical resources, and encourage restoration, education and stewardship.

Policy 1.2: Provide a variety of indoor and outdoor gathering places for recreational and cultural activities.

Policy 1.3: Plan for, acquire and develop land for new facilities to meet the need of a growing population.

Policy 1.4: Maintain environmentally sustainable facilities that reduce waste, protect ecosystems, and address impacts of past practices.

Policy 1.5: Create efficiencies and reduce maintenance costs by using new technology, contracted services and volunteers where appropriate.

Policy 1.6: Maintain safe, attractive facilities using efficient and environmentally sustainable practices.

Policy 1.7: Encourage a variety of transportation options that provide better connectivity to recreation and cultural facilities.

Policy 1.8: Improve accessibility and usability of existing facilities.

Policy 1.9: Improve and leverage the potential of existing facilities.

Goal 1 Implementation Strategies

- Acquire access to open spaces and waterfronts.
- Seek alternative funding methods to acquire, develop, renovate, maintain, and operate facilities.
- Provide coordination, technical assistance and restoration plans to volunteers to promote enhancement of natural resources.
- Incorporate innovative, low-impact development design and techniques to renovate and develop facilities.
- Create opportunities for public art in capital projects.
- Utilize sustainable best management practices and sound maintenance to ensure responsible stewardship.

- Reduce water consumption by using efficient, cost-effective fixtures, drought tolerant and native plants, and explore non-potable water sources for irrigation.
- Conduct regular safety and aesthetic inspections; identify life cycle costs; and repair and replace facilities as necessary.
- Provide dedicated recycling containers at parks and facilities.
- Retain and develop public rights-of-way for public use as passive recreation.
- Ensure facilities are accessible to all individuals and groups of all physical abilities to comply with the Americans with Disabilities Act.
- Encourage development of bicycle and pedestrian facilities and routes that enhance access to parks and recreation programs and facilities.
- Conduct Crime Prevention Through Environmental Design (CPTED) reviews of public parks and recreation facilities to create safe recreation environments.
- Use the City's asset management tool to create maintenance efficiencies.
- Acquire new parks in the 185th Light Rail Subarea and 145th Light Rail Subarea.
- Enhance and develop trails within parks to enhance the ability of park users to enjoy the natural environment.
- Ensure the Urban Forest Strategic Plan is used to make decisions related to parks and street trees.

GOAL 2

Provide community-based recreation and cultural programs that are diverse and affordable.

Policy 2.1: Provide and enhance recreational and cultural programs to serve all ages, abilities and interests.

Policy 2.2: Provide affordable programs and offer financial support for those who qualify.

Policy 2.3: Create programs to support and encourage an active and healthy lifestyle.

Goal 2 Implementation Strategies

- Improve and expand indoor and outdoor recreation opportunities.
- Offer an expansive mix of passive and active recreation opportunities.
- Offer programs at times when working families can attend.
- Provide diverse programs for tween and teenagers.
- Expand the scholarship program for low income residents.
- Provide a variety of specialized recreation programs.
- Offer programs that celebrate cultural diversity.
- Develop environmental educational and life-long learning programs.
- Develop a community-wide cultural plan to guide future arts and heritage program activities.
- Locate cultural programs and public art throughout the community.
- Use arts and heritage venues and programs to strengthen Cultural Tourism.
- Explore ideas to create a cultural and multi-arts center.

GOAL 3

Meet the parks, recreation and cultural service needs of the community by equitably distributing resources.

Policy 3.1: Determine the community's need by conducting need assessments.

Policy 3.2: Adjust program and facility offerings to align with demographic trends and need assessment findings.

Policy 3.3: Equitably distribute facilities and program offerings based on identified need.

Policy 3.4: Identify unserved and underserved populations with unmet recreation and cultural needs.

Goal 3 Implementation Strategies

- Record and track citizen responses to specific programs, facilities and policies.
- Evaluate distribution of facilities, programs and resources.
- Align existing and new programs and services with core mission.
- Offer children and family programming during times that meet the needs of working parents.
- Adjust offerings to provide specialized recreation programs for those with disabilities.
- Provide a variety of pool program offerings at varying times.
- Use technology such as the city's recreation registration software, GIS and the asset management tool to study unserved and underserved population needs.
- Align programs to better meet unserved and underserved populations.

GOAL 4

Establish and strengthen partnerships with other public agencies, non-governmental organizations, volunteers, and city departments to maximize the public use of all community resources.

Policy 4.1: Collaborate with and support partners to strengthen community-wide facilities and programs.

Policy 4.2: Seek partners in the planning, enhancement and maintenance of facilities and programs.

Policy 4.3: Develop mechanisms for public outreach, communication and coordination among partners.

Policy 4.4: Engage and partner with the business community to create public open space in private development.

Goal 4 Implementation Strategies

- Coordinate with other City departments to enhance and restore habitat and flood protection of historic watersheds.
- Coordinate with the Shoreline Community College and public/private school districts to expand public use of facilities.
- Coordinate with other City departments to create public art in future public and private construction projects.
- Collaborate with partners to provide high quality performance, visual art and heritage opportunities.
- Create opportunities for marketing of arts and heritage.
- Actively involve stakeholders and the community in the development and management of facilities and programs.
- Working with the City's Economic Development Manager, encourage the Chamber of Commerce to promote place making as a component of economic development.
- Explore park impact fee opportunities to equitably share the cost of new park, recreation and cultural facilities.
- Engage with religious organizations and other recreation and social service providers to share information about parks, recreation and cultural services with a broader community.
- Encourage the Fircrest Administration to enhance the community use of the Fircrest Campus.

GOAL 5

Engage the community in park, recreation and cultural services decisions and activities.

Policy 5.1: Encourage consistent and effective public involvement in the short and long-range park planning process.

Policy 5.2: Provide public relations and publicity efforts to inform citizens of community-wide opportunities.

Policy 5.3: Create volunteer opportunities to encourage citizen involvement and participation.

Policy 5.4. Proactively involve typically underserved or unserved populations in park, recreation and cultural service decisions.

Goal 5 Implementation Strategies

- Make decisions that value Shoreline’s social, economic, and cultural diversity.
- Engage the community and make timely and transparent decisions that respect community input.
- Actively solicit the advice of the Parks, Recreation and Cultural Services/Tree Board in significant parks, recreation and cultural services decisions.
- Work with the City’s Diversity Outreach Coordinator to reach and involve ethnic groups in decisions.
- Develop translation and interpretation strategies to provide an opportunity for culturally and linguistically diverse groups to participate in decisions.
- Host public meetings in accessible locations.

ATTACHMENT B

DRAFT Strategic Action Initiatives

Twelve Strategic Action Initiatives are designed to respond to the needs of the community, be specific and measurable actions that, when implemented, will make a visible and measurable difference in the parks, recreation and cultural services provided to Shoreline residents and visitors.

Initiative 1: Build an Aquatics and Community Center

- **Objective:** Place a proposal for a new aquatics and community center before the voters by 2020. Open a new facility in 2022.
- **Strategy:** Continues the work started through the Aquatics and Community Center Feasibility Study. Next steps include site selection and securing funding for next steps in planning and design and ultimately construction.

Initiative 2: Expand Opportunities to Connect with Nature

- **Objective:** Integrate nature-based programming into new and existing recreation offerings. Increase the number of programs that include a nature-based component by 25%.
- **Strategy:** Formalize an environmental education program through day camps, outdoor preschool and at Kruckeberg Garden. Implement the Kruckeberg Garden Master Plan

Initiative 3: Expand Recreation Facility Opportunities

- **Objective:** Provide at least one additional outdoor basketball court, two pickle ball courts, one off-leash area, one skate park and one community garden, and develop at least one adventure playground and one splash pad by 2022.
- **Strategy:** Specifically look at repurposing underutilized baseball diamonds at Ridgecrest, Cromwell, upper Hamlin, Richmond Highlands, and consolidating uses at Shoreview Park. Engage in a site selection process for new uses to ensure appropriate locations are identified.

Initiative 4: Serve the Full Spectrum of Adult Recreation Needs

- **Objective:** Develop a strategic plan by 2019 for meeting the adult recreation needs of Shoreline.
- **Strategy:** Work with the Shoreline-Lake Forest Park Senior Center staff and Board to understand their future plans, gain a better sense of when a new recreation center might be constructed, and then start a process to develop a strategic plan in 2018 for implementation in 2019 and beyond.

Initiative 5: Ensure Adequate Park Land for Future Generations

- **Objective:** Add 2 acres of new park land by 2022 and 10 additional acres by 2030

- **Strategy:** Develop strategy for gaining ownership of high priority properties adjacent to existing parks and new park land in specific locations.

Initiative 6: Maintain, Enhance, and Protect the Urban Forest

- **Objective:** Restore 10 acres of degraded forest land by 2023.
- **Strategy:** Engage in urban forest stewardship projects in Ballinger Open Space, Bruggers Bog, Twin Ponds Park, Boeing Creek Open Space and other parks where appropriate to enhance the health of the forest. Establish an ongoing tree maintenance program for tree in the public right-of-way.

Initiative 7: Enhance Walkability In and Around Parks

- **Objective:** Create 2 miles of new nature trails within parks and 2 miles of enhanced pedestrian access to parks
- **Strategy:** Extend and improve nature trails in appropriate places such as Ronald Bog Park, Boeing Creek Park and Open Space, North City and Ballinger Open Space and connect Ronald Bog with James Keough and Twin Ponds Parks. Advocate for pedestrian improvements through the transportation management plan update.

Initiative 8: Support Diverse Communities

- **Objective:** Participation in Shoreline sponsored special events reflects the diversity of the community
- **Strategy:** Through partnership with the City’s newly established Diversity and Outreach Coordinator and the City’s Neighbor Coordinator we will review existing and encourage new events and develop new outreach methods.

Initiative 9: Enhance Placemaking through Public Art

- **Objective:** Install at least one permanent, significant piece of art by 2019 and provide temporary graphic or performing arts annually in Shoreline neighborhoods.
- **Strategy:** Utilize the resources of the Public Art Fund and engage the partnership with the Arts Council; Leverage the leadership of the Public Art Committee and Neighborhood Councils to select and site the art pieces.

Initiative 10: Secure Sustainable Funding

- **Objective:** All programs, facilities and initiatives are funded with an appropriate mix of fund sources.
- **Strategy:** We will assess the phasing and funding needs associated with the Strategic Action Initiatives and the operations of PRCS and develop a phased funding plan for each.

Initiative 11: Implement a Values-Based Capital Improvement Plan

- **Objective:** 85% of major maintenance CIP dollars are prioritized and implemented consistent with values based criteria.

- **Strategy:** Maintain criteria and apply it to new projects as ideas are generated. [The values-based, prioritized list](#) will be reflected in the six-year CIP approved by the City Council annually in the order of the City’s final priority.

Initiative 12: Ensure Administrative Excellence

- **Objective:** Attain certification from the Commission for the Accreditation of Parks and Recreation Agencies (CAPRA).
- **Strategy:** Document that PRCS operations are consistent with Best Management Practices for similar government agencies.