APPENDICES

Appendix A

GRASP Level of Service

A. GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from a component and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

Geo-Referenced Amenities Standards Process® (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment

GRASP® Level of service (LOS): the extent to which a recreation system provides community access to recreational assets and amenities

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tested, reliable, and valid tool has been used nationwide in more than 125 park systems inventories.

Low-score component: a component given a GRASP® score of "1" or "0" as it fails to meet expectations

Lower-service area: an area that has some GRASP® level of service but falls below the minimum standard threshold for the overall level of service

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks, among others

No-service area: an area with no GRASP® level of service

Perspective: A perspective is a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how recreational assets serve a community

Radius: see catchment area

Recreational connectivity: the extent to which community recreational resources are transitionally linked allows for easy and enjoyable travel between them.

Recreational trail: A recreation trail can be a soft or hard-surfaced off-street path that promotes active or passive movement through parklands or natural areas. Recreational trails are typically planned and managed by parks and recreation professionals or departments.

Service area: all or part of a catchment area ascribed a particular GRASP® score that reflects the level of service provided by a specific recreational asset, a set of assets, or an entire recreation system

Threshold: a minimum level of service standard typically determined based on community expectations

Trail: any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

Trail network: A trail network is a functional and connected part of a trail system. Different networks are separated from other trail networks by missing trail connections or barriers such as roadways, rivers, or railroad tracks.

Trail system: all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

Transportation trail: A transportation trail is a hard-surface trail, such as a sidewalk, intended for traveling from one place to another in a community or region. These trails typically run outside of parklands and are managed by Public Works or another City utility department.

B. GRASP® Components and Definitions

GRASP® Outdoor Component List	
GRASP® Outdoor Component Type	**Definition**
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses. The type specified in the comments.
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A swimming pool intended for swimming laps.
Aquatics, Leisure Pool	A swimming pool intended for leisure water activities. May include zero-depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for interaction with moving water.
Aquatics, Therapy Pool	A therapy pool is a temperature-controlled pool intended for rehabilitation and therapy.
Basketball Court	A dedicated full-sized outdoor court with two goals.
Basketball, Practice	A basketball goal for half-court play or practice, including goals in spaces associated with other uses like parking lots.
Batting Cage	A batting cage is a stand-alone facility with pitching machines and restricted entry.
Bike Complex	A bike complex accommodates various bike skills activities with multiple features or skill areas.
Bike Course	A designated area for non-motorized bicycle use, constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course.
Camping, Defined	Defined campsites may include a variety of facilities such as restrooms, picnic tables, water supply. Use the official agency count for quantity if available.

Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in undefined sites. Undefined camping receives a quantity of one for each park or location. Use this component when the number of campsites is not available or for dispersed camping.
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing but is not limited to play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Use a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of food, drinks, goods, and services to the public.
Diamond Field	Softball and baseball fields, suitable for organized diamond sports games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Many ballfields at a single location are suitable for tournaments.
Diamond Field, Practice	An open or grassy area is used to practice diamond sports and is distinguished from a ballfield. It doesn't lend itself to organized diamond sports games and from open turf by the presence of a backstop.
Disc Golf	A designated area for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or features that provide an educational, cultural, or historical experience. Assign a quantity of one for each contiguous site. They are distinguished from public art by the presence of interpretive signs or other information.
Equestrian Facility	An area designated for equestrian use and typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, stage.
Fitness Course	Features intended for personal fitness activities. A course receives a quantity of one for each complete grouping of fitness equipment.

Game Court	Outdoor court designed for a game other than tennis, basketball, and volleyball distinguished from a multi-use pad, including bocce, shuffleboard, and lawn bowling. The type specified in the comments. Quantity counted per court.
Garden, Community	A garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	An area designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, and an arboretum.
Golf	A course designed and intended for the sport of golf counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in a single location. They are suitable for tournaments.
Ice Hockey	Regulation size outdoor rink explicitly built for ice hockey games and practice. General ice skating included in "Winter Sport."
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one particular course is present.
Multi-Use Pad	A painted area with games such as hopscotch, 4 square, tetherball found in schoolyards. As distinguished from "Games Court," which is typically single-use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. It may be used for games of catch, tag, or other informal play and uses that require an open grassy area.

Other	An active or passive component that does not fall under another definition. Specified in comments.
Passive Node	A place designed to create a pause or particular focus within a park includes seating areas, plazas, overlooks, and not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.
Playground, Destination	A destination playground attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Playground, Local	Includes developed playgrounds and designated nature play areas. A local playground serves the needs of the surrounding neighborhood. These parks generally do not have restrooms or on-site parking.
Public Art	Any art installation on public property. Art receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in a single location. A complex is suitable for tournament use.
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sports game such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180' x 300' (60 x 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.

Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in configurations for any number of rectangular field sports. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated. Address lack of seating in scoring.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people are included in comfort and convenience scoring and should not be included here.
Skate Feature	A small or single feature primarily for wheel sports such as skateboarding, in-line skating. The component may or may not allow freestyle biking. Categorize dedicated bike facilities as Bike Course.
Skate Park	An area set aside primarily for wheel sports such as skateboarding and in-line skating. The park may allow freestyle biking. It may be specific to one user group or allow for several user types and accommodate various abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice or competitive target activities. The type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	A court that is suitable for recreation or competitive play. Quick-start or other non-standard types specified in comments.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation-sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connections to walkers, bikers, rollerbladers,

	and equestrian users. Paths that make a circuit within a single site are Loop Walks.
Trail, Primitive	An unpaved path is located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.
Trail, Water	A river, stream, canal, or other waterway trails for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point may include restrooms, an information kiosk, parking, drinking water, trash receptacles, and seating.
Volleyball Court	One full-sized court. It may be a hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts are associated with sports such as handball and racquetball—the type specified in the comments.
Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, fishing facilities. It is specified in comments, including the quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.
Water Feature	This passive water-based amenity provides a visual focal point of fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity. For example, a downhill ski area, nordic ski area, sledding hill, tobacco run, and recreational ice. The type specified in the comments.

C. Inventory Methods and Process

The planning team's detailed GIS (Geographic Information System) inventory first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and understand the system. The inventory for this study focused primarily on components at public parks. Each element's evaluation ensures it serves its intended function, noting any parts needing refurbishment, replacement, or removal. The inventory also included recording site comfort and convenience amenities such as shade, drinking fountains, restrooms, and ***modifiers***.

Collection of the following information during site visits:

- Component type and geo-location
- Component functionality
    - Assessment scoring is based on the condition, size, site capacity, and overall quality. The inventory team used the following three-tier rating system to evaluate these:
        1 = Below Expectations
        2 = Meets Expectations
        3 = Exceeds Expectations
- Site modifiers
- Site design and ambiance
- Site photos
- General comments

Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality, reflecting the user's expectations of recreational features. Beyond the quality and functionality of components, however, GRASP® Level of Service analysis considers other essential aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user's experience. For example, the GRASP® system acknowledges the essential differences between identical playground structures as displayed in the following examples.

In addition to scoring components, GRASP®-IT assesses each park site or indoor facility for comfort, convenience, and ambient qualities. These qualities include the availability of restrooms, drinking water, shade, scenery. These ***modifier*** values then enhance or amplify component scores at any given location.

This inventory atlas consists of the GIS data displayed by location on an aerial photograph. Compiled GIS information collected during the site visit, including all GIS data and staff input. An accompanying data sheet for each site lists modifier and component scores and observations and comments.

Analyzing the existing parks, open space, trails, and recreation systems determines how they serve the public. Level of Service (LOS) defines the capacity of various components and facilities to meet the public's needs regarding the size or quantity of a given facility.

D. Open Space Properties

Classification	Park / Location	Park GRASP® Score
Open Space	KG2	7
	JU2	4
	Beach Property	3
	FH1	3
	FH3	3
	FH4	3
	FH5	3
	FH7	3
	FH8	3
	HL1	3
	JU1	3
	JU3	3
	JU4	3
	NRH1	3
	NRH2	3
	NRH3	3
	Open Space 1	3
	Open Space 10	3
	Open Space 12	3
	Open Space 13	3
	Open Space 17	3
	Open Space 19	3
	Open Space 20	3
	Open Space 21	3
	Open Space 25	3
	Open Space 7	3
	Open Space 9	3
	TL3	3
	Wiviott Property	3
	FH2	2
	FH9	2
	KG1	2
	NRH4	2
	Open Space 11	2
	Open Space 14	2
	Open Space 15	2
	Open Space 16	2
	Open Space 18	2
	Open Space 2	2
	Open Space 22	2
	Open Space 23	2
	Open Space 24	2
	Open Space 3	2
	Open Space 4	2
	Open Space 5	2
	Open Space 6	2
	Open Space 8	2
	TL1	2
	Winski Parcel	2

E. Additional Alternative Provider Inventory Details

School Inventory

School	Basketball Court	Basketball, Practice	Diamond Field	Diamond Field, Practice	Game Court	Garden, Community	Open Turf	Playground, Local	Rectangular Field, Large	Rectangular Field, Overlay	Rectangular Field, Small	Tennis Court	Track, Athletic	Volleyball Court	Reported Acres
Alexander Graham Bell Elementary School		5			1		1	1			1				12
Benjamin Franklin Elementary School	1				1			1	2*						6
Carl Sandburg Elementary					1		1	1	2						10
Emerson High School						1	1		1*						3
Finn Hill Middle School				2*			1		1			4	1		2
Helen Keller Elementary School		2		1	1			1			2				8
Henry David Thoreau Elementary		1		2	1		1	1	2						9
International Community School	1				1		1	1	1						10
John Muir Elementary				1	1			1			1				10
Juanita Elementary School	1						1	1	1/1*						2
Juanita High School			2						1				1		31
Kamiakin Middle School	2			2			1		1			4	1		25
Kirkland Middle School			2*						1			4	1		4
Lake Washington High School			2				1		2			12	1		37
Lake Washington Institute of Technology							1								59
Lakeview Elementary School	1						1	1	1*						2
Mark Twain Elementary School					1			1	1*						4
Northwest University	1						1		2			2		1	49
Peter Kirk Elementary School	1				1		1	1	2*						12
Robert Frost Elementary School		4		1	1			1	1						10
Rose Hill Elementary School				1	1		1	1	1*						2
	8	12	6	10	11	1	14	13	23	0	3	26	5	1	614

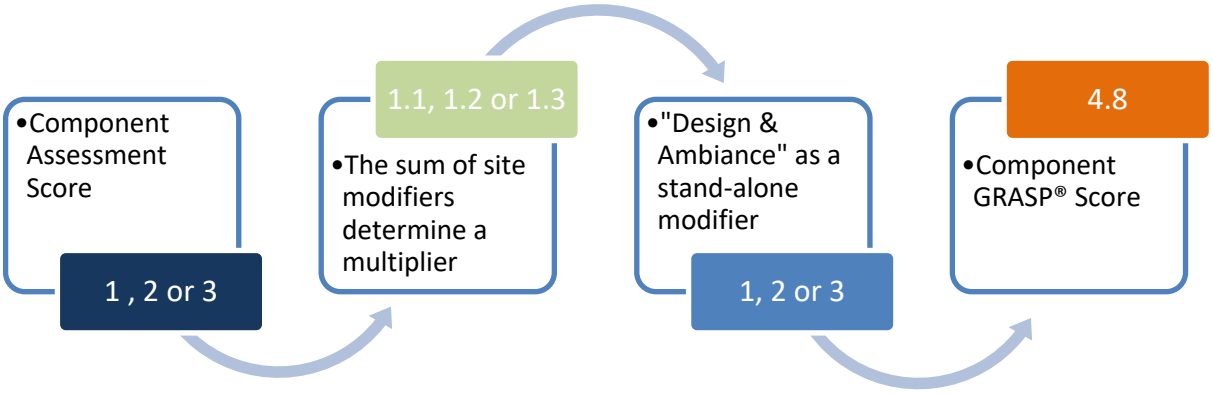
** Fields maintained by Kirkland Parks*

F. Composite-Values Level of Service Analysis Methodology

GRASP® Score

Each park or recreation location, along with all on-site components, has been assigned a ***GRASP® Score***. The following illustration shows this relationship. A basic algorithm calculates scoring totals, accounting for component and modifier scores, every park, and facility in the inventory. The resulting ratings reflect the overall value of that site. Scores for each inventory site and its components may be found in the GRASP® Inventory Atlas.

An analytical technique known as **GRASP® (Geo-Referenced Amenities Standard Process)** was used to analyze the level of service provided by assets. This proprietary process, used exclusively by GreenPlay, yields analytical maps and data that may be used to examine access to recreation across a study area.

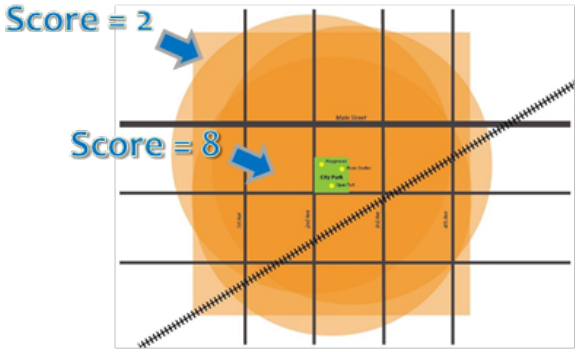


Catchment Areas

Catchment areas, also called buffers, or service areas, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

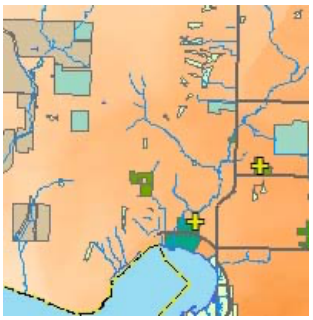
Perspectives

Maps and data produced using the GRASP® methodology are known as ***perspectives***—each perspective models service across the study area. The system can be further analyzed to derive statistical information about service in various ways. Maps, tables, and charts provide benchmarks or insights a community may use to determine its success in delivering services. Plotting service areas for multiple components on a map produces a picture representing the cumulative level of service provided by that set of elements in a geographic area.



This example graphic illustrates the GRASP® process, assuming that all three components and the park boundary itself are scored a "2". The overlap of their service areas yields higher or lower overall scores for different study areas.

On a map, darker orange shades result from the overlap of multiple service areas. They indicate areas served by more or higher quality components. For any given spot, there is a GRASP® Value that reflects cumulative scoring for nearby assets. The figure below provides an example:



More on Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the level of service throughout a community from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to understand a recreation system. However, it is not necessarily beneficial for all community parts to score equally in the analyses. The desired Level of Service for a location should depend on the type of service, the place's characteristics, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny.

Perspectives used in conjunction with other assessment tools such as community needs surveys and a public input process to determine if current levels of service are appropriate in each location. Plans provide similar levels of service to new, developing neighborhoods. Or it may be determined that different Levels of Service are adequate or suitable. Therefore, a new set of criteria may be utilized that differs from existing community patterns to reflect these distinctions.

G. Brief History of Level of Service Analysis

To help standardize parks and recreation planning, many parks & recreation professionals look for ways to benchmark and provide "national standards." These standards might include how many acres, how many ballfields, pools, playgrounds a community should have. In 1906 the fledgling "Playground Association of America" called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973; Lancaster, 1983). In time "rule of thumb" ratios emerged with 10 acres of parklands per thousand, becoming the most widely accepted norm. Other normative guides also have been cited as traditional standards but have been less widely accepted. In 1983, Roger Lancaster compiled a book called "Recreation, Park and Open Space Standards and Guidelines," published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation "that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to recommend an appropriate mix of park types, sizes, service areas, acreages, and standards regarding the number of available recreational facilities per thousand population. While published by NRPA, the table became widely known as "the NRPA standards," but these were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible "standards," several of which have been published by NRPA. Many of these publications did a benchmark and other normative research to determine what an "average LOS" should be. Organizations such as NRPA and the American Academy for Park and Recreation Administration have focused on accreditation standards for agencies. These standards have been less directed towards outcomes and performance and more on planning, organizational structure, and management processes. The popularly referred to as "NRPA standards" for LOS, as such, do not exist.

It is critical to realize that the above standards can be valuable when referenced as "norms" for capacity but not necessarily as the target standards for which a community should strive. Each agency is different, and the criteria above do not address many factors. For example:

- Does "developed acreage" include golf courses"? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it's an urban land-locked community? What if it's a small town surrounded by open Federal lands?
- What about quality and condition? What if there are many ballfields, but they are not maintained?
- And many other questions.

H. GRASP® (Geo-Referenced Amenities Standards Program)

A new methodology for determining the level of service is appropriate to address these and other relevant questions. Composite-values methods are applied to measure better and portray the service provided by parks and recreation systems. This methodology's primary research and development were funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies; Design Concepts, a landscape architecture, and planning firm; and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called **GRASP® (Geo-Referenced Amenities Standards Program).** For this methodology, capacity is only part of the LOS equation. Consider other factors, including *quality*, *condition*, *location*, *comfort*, *convenience*, and *ambiance*.

Parks, trails, recreation, and open space are part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas. The explanations and characteristics listed above affect the service provided by the system's parts follow.

- **Quality** – The service provided by anything, whether a playground, soccer field, or swimming pool, is determined in part by its quality. A playground with various features, such as climbers, slides, and swings, provides a higher degree of service than one with nothing but an old teeter-totter and some "monkey-bars."
- **Condition** – The condition of a component within the park system also affects the service it provides. A playground in disrepair with unsafe equipment does not offer the same function as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly provides more service than one full of weeds, ruts, and other hazards.
- **Location** – To be served by something, you need to be able to get to it. The typical park playground is more service to people who live within easy reach than someone living across town. Therefore, service is dependent upon proximity and access.
- **Comfort and Convenience** – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component. Convenience encourages people to use an element, which increases the amount of service that it offers. Easy access and the availability of trash receptacles, bike racks, or nearby parking are examples of conveniences that enhance the service provided by a component.
- **Design and Ambience –** Simple observation proves that places that "feel" right attract people. A sense of safety and security, pleasant surroundings, attractive views, and a sense of place impact ambiance. A well-designed park is preferable to a poorly designed one, enhancing its components' degree of service.

This methodology records each component's geographic location, quantity, and capacity. Also, it uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the element itself, but they enhance the value when they exist.

Combining and analyzing each component's composite values makes it possible to measure the service provided by a parks and recreation system from various perspectives and for any given location. Typically, this begins with deciding on **"relevant components**," collecting an accurate inventory of those components, and analysis. Maps and tables represent the results of the **GRASP®** study.

I. Making Justifiable Decisions

GRASP® stores all data generated from the GRASP® evaluation in an electronic database available and owned by the agency for use in various ways. The database tracks facilities and programs and can schedule services, maintenance, and components' replacement. In addition to determining LOS, it can project long-term capital and life cycle costing needs. All portions of the information are in available standard software and can be produced in various ways for future planning or sharing with the public.

The GRASP® methodology provides accurate LOS and facility inventory information and integrates with other tools to help agencies decide. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

Addressing Low-Scoring Components

Components whose functionality ranks below expectations are identified and scored with a "one." Find a list of these as extracted from the inventory dataset below. When raising the score of a component through improvement or replacement, the Level of Service is increased. The following is an outline strategy for addressing the repair/refurbishment/replacement or repurposing of low-functioning components.

I. Determine why the component is functioning below expectations.

- Was it poorly conceived in the first place?
- Is it something that was not needed?
- Is it the wrong size, type, or configuration?
- Is it poorly placed or located in a way that conflicts with other activities or detracts from its use?
- Have the needs changed so that the component is now outdated, obsolete, or no longer needed?
- Has it been damaged?
- Has the component's maintenance been deferred or neglected to the point where it no longer functions as intended?
- Does the component score low because it is not available to the public in a way that meets expectations?

- Is the component old, outdated, or otherwise dysfunctional but has historical or sentimental value? An example would be an archaic structure in a park such as a stone barbecue grill that is not restorable to its original purpose but has historical significance.

II. Depending on the answers from the first step, select a strategy for addressing the low-functioning component:

- Suppose the need for that type of element in its current location still exists. In that case, the feature should be repaired or replaced to match its original condition as much as possible.
- If the need for that type of component has changed to where the original one is no longer suitable, replace it with a new one that fits the current requirements.
- If a component is poorly located or poorly designed to start with, consider relocating, redesigning, or otherwise modifying it.
- Remove a component because of changing demands unless it can be maintained in good condition without excessive expense or has historical or sentimental value. In-line hockey rinks may fall into this category. If it has been allowed to deteriorate because the community has no desire for in-line hockey, repurpose it into some other use.

III. Through ongoing public input and as needs and trends evolve, there may be the identification of new demands for existing parks. Suppose there is no room in an existing location for unique needs. In that case, the decision may include removal or repurposing a current component, even if it is functional.

- As tennis's popularity declined and demand for courts dropped off in some communities over recent decades, functional courts became skate parks or in-line rinks. In most cases, this was an interim use, intended to satisfy a short-term need until a decision to either construct a permanent facility or let the fad fade. The need for in-line rinks now seems to have diminished. In contrast, temporary skate parks on tennis courts have now had permanent locations of their own. They become more elaborate facilities as skateboarding, and other wheel sports have grown in popularity and permanence.
- One community repurposed a ball diamond into a dog park. The diamond is well-suited because it is already fenced. Combining the skinned infield where the dogs enter and natural grass in the outfield where traffic disperses. In time this facility either becomes a permanent facility or is constructed elsewhere. It could also turn out that dog parks fade in popularity and dog owners have other preferences. Meanwhile, the use of the diamond for this purpose is an excellent interim solution.

List of Low-Scoring Components and Modifiers

Outdoor Low Scoring Components. The following components scored low during site visits.

Park / Location	Component	Map ID	Quantity	Neighborhood GRASP® Score	Community GRASP® Score	Comments
Cedar View Park	Playground, Local	C019	1	1	1	Minimal
Crestwoods Park	Basketball Court	C026	1	1	1	No paint.
Crestwoods Park	Diamond Field	C024	2	1	1	No outfield fencing
Forbes Creek Park	Basketball Court	C059	1	1	1	Cracked surfacing
Highlands Park	Basketball, Practice	C076	1	1	1	Court very small
Josten Park	Playground, Local	C079	1	1	1	Minimal
Juanita Beach Park	Diamond Field	C089	1	1	1	Uncovered dugouts, rough turf
Juanita Beach Park	Diamond Field	C091	1	1	1	Aged
North Rose Hill Woodlands Park	Playground, Local	C149	1	1	1	Minimal with cool fence
Peter Kirk Park	Basketball Court	C156	1	1	1	Not full court sized. Uneven surface
Peter Kirk Park	Tennis Court	C158	2	1	1	Needs resurfacing
Phyllis A. Needy Houghton Neighborhood Park	Passive Node	C166	1	1	1	Chess tables on picnic tables
Phyllis A. Needy Houghton Neighborhood Park	Playground, Local	C164	1	1	1	Small children set. Older
Snyders Corner Park	Open Turf	C175	1	1	1	Storm retention basin
Terrace Park	Open Turf	C188	1	1	1	Dry turf quality
Wiviott Property	Open Turf	C210	1	1	1	Small and on hill

School Low Scoring Components. The following components scored low during site visits.

School	Component	Map ID	Quantity	Neighborhood GRASP® Score	Community GRASP® Score	Comments
Alexander Graham Bell Elementary School	Rectangular Field, Small	C230	1	1	1	Gravel
Carl Sandburg Elementary	Rectangular Field, Large	C295	1	1	1	Gravel
Helen Keller Elementary School	Diamond Field, Practice	C289	1	1	1	Gravel, overlaying rectangle
Helen Keller Elementary School	Rectangular Field, Small	C288	1	1	1	Gravel
Henry David Thoreau Elementary	Diamond Field, Practice	C302	2	1	1	Gravel, overlaying rectangle
Henry David Thoreau Elementary	Rectangular Field, Large	C301	1	1	1	Gravel
John Muir Elementary	Diamond Field, Practice	C275	1	1	1	Gravel
John Muir Elementary	Rectangular Field, Small	C276	1	1	1	Gravel
Juanita Elementary School	Open Turf	C224	1	1	1	
Kamiakin Middle School	Track, Athletic	C278	1	1	1	Dirt
Kirkland Middle School	Diamond Field	C234	2	1	1	No outfield fencing, shared outfield
Lake Washington High School	Tennis Court	C248	3	1	1	Bad condition
Robert Frost Elementary School	Diamond Field, Practice	C331	1	1	1	Overlaying rectangle
Robert Frost Elementary School	Rectangular Field, Large	C283	1	1	1	Very poor condition

Low Scoring Outdoor Modifiers

Red highlighted modifiers scored low. Green highlights show good or excellent quality at this location. Modifiers represented by N/A were not present at the time of site visits. These scores do not imply that all parks and facilities should have all modifiers but positively impact the user experience.

Park / Location	Design & Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Stations	Security Lighting	Bike Racks	Restrooms	Shade & Shade Trees	Trail Connections	Park Access	Parking	Seasonal Plantings	Ornamental Plantings	Picnic Tables
132nd Square Park	2	2	2	NA	2	NA	2	2	2	1	2	2	NA	2	2
2nd Avenue South Dock	2	NA	NA	NA	NA	2	NA	NA	NA	2	2	1	NA	1	NA
Brookhaven Park	1	NA	NA	NA	2	NA	NA	NA	1	NA	2	NA	NA	1	1
Bud Homan Park	1	NA	NA	NA	NA	NA	NA	NA	1	2	2	NA	NA	1	NA
Carillon Woods	2	NA	2	NA	NA	NA	NA	NA	1	NA	2	1	NA	2	1
Cedar View Park	1	NA	2	NA	NA	NA	NA	NA	1	NA	2	NA	NA	2	1
Cotton Hill Park	1	NA	NA	NA	NA	NA	NA	NA	1	2	2	NA	NA	1	NA
Crestwoods Park	2	2	2	NA	2	NA	NA	2	1	2	2	2	NA	2	2
David E Brink Park	2	2	2	NA	2	NA	NA	NA	NA	2	2	1	2	2	1
Doris Cooper Houghton Beach Park	2	2	2	NA	2	2	NA	2	1	2	2	2	2	2	2
Edith Moulton Park	2	2	2	NA	2	NA	2	2	2	2	2	1	NA	2	2
Everest Park	2	2	2	2	2	2	2	2	2	2	2	2	NA	2	2
Forbes Creek Park	2	NA	2	NA	2	NA	NA	NA	1	2	2	NA	NA	2	2
Forbes Lake Park	1	NA	NA	NA	NA	NA	NA	NA	1	NA	1	NA	NA	2	NA
Hazen Hills Park	1	NA	1	NA	2	NA	NA	NA	1	NA	2	NA	NA	1	1
Heritage Park	2	NA	2	NA	2	2	2	NA	1	2	2	2	2	2	2
Heronfield Wetlands	2	2	2	NA	2	NA	NA	NA	1	1	2	1	NA	2	1
Highlands Park	2	2	2	NA	2	NA	NA	NA	1	NA	2	NA	NA	1	2
Josten Park	1	NA	1	NA	NA	NA	NA	NA	1	NA	1	NA	NA	1	1
Juanita Bay Park	2	2	2	NA	2	NA	2	2	1	2	2	2	1	2	2
Juanita Beach Park	2	2	2	2	2	2	2	3	2	2	2	2	1	2	2
Juanita Heights Park	1	NA	NA	NA	NA	NA	NA	NA	2	NA	1	NA	NA	1	NA
Kingsgate Park	1	NA	NA	NA	NA	NA	NA	NA	2	2	1	NA	NA	2	NA
Kiwanis Park	2	NA	1	NA	2	NA	NA	NA	1	NA	2	NA	NA	2	2
Lake Ave W Street End Park	2	NA	2	NA	NA	NA	NA	NA	1	NA	2	1	NA	2	NA
Marina Park	2	2	2	NA	2	2	2	2	2	1	2	2	2	2	2
Mark Twain Park	2	2	2	NA	2	NA	2	NA	1	NA	2	NA	NA	2	2
Marsh Park	2	2	2	NA	2	2	NA	2	1	NA	2	2	NA	2	2
McAuliffe Park	2	2	2	NA	2	2	NA	2	2	NA	2	1	2	2	2
Neal Landguth Wetland Park	1	NA	NA	NA	NA	NA	NA	NA	2	NA	1	NA	NA	1	NA
North Kirkland Com Ctr and Park	2	2	2	2	2	2	2	2	1	NA	2	2	NA	2	2
North Rose Hill Woodlands Park	2	2	2	NA	2	NA	2	1	2	NA	2	NA	NA	2	2
O O Denny Park	2	2	2	2	2	1	2	2	2	2	2	2	NA	2	2
Ohde Avenue Pea Patch	2	NA	NA	NA	NA	NA	NA	1	1	NA	2	1	2	2	NA
Peter Kirk Park	2	2	2	NA	2	2	2	2	1	NA	2	2	NA	2	2
Peter Kirk Pool	2	2	2	NA	NA	2	2	2	2	NA	2	2	NA	NA	NA
Phyllis A. Needy Houghton Neighborhood Park	2	2	2	NA	NA	NA	NA	2	1	NA	2	NA	NA	2	2
Reservoir Park	2	NA	2	NA	2	NA	2	NA	1	NA	2	NA	NA	1	1
Rose Hill Meadows	2	NA	2	NA	2	NA	NA	1	2	NA	2	1	NA	2	2
Settlers Landing	2	NA	2	NA	NA	1	NA	NA	1	2	1	NA	2	2	NA
Snyders Corner Park	1	NA	NA	NA	NA	NA	NA	NA	NA	NA	1	NA	NA	1	NA
South Norway Hill Park	2	NA	NA	NA	NA	NA	NA	NA	2	NA	1	NA	NA	2	NA
South Rose Hill Park	2	2	1	NA	2	NA	NA	2	2	NA	2	1	NA	2	1
Spinney Homestead Park	2	2	2	NA	2	NA	NA	1	1	1	2	2	NA	1	2
Street End Park	2	NA	1	NA	NA	NA	NA	NA	1	NA	1	NA	1	1	NA
Terrace Park	2	NA	2	NA	NA	NA	NA	1	NA	2	2	2	NA	1	2
Tot Lot Park	1	NA	2	NA	NA	NA	NA	1	1	NA	2	NA	2	2	2
Totem Lake Park	3	2	2	NA	NA	2	NA	3	2	2	2	1	NA	3	2
Van Aalst Park	2	NA	2	NA	NA	NA	NA	NA	1	NA	2	NA	NA	1	2
Watershed Park	2	NA	2	NA	NA	NA	NA	NA	2	2	2	1	NA	2	NA
Waverly Beach Park	2	2	2	2	2	NA	NA	2	2	2	2	2	NA	2	2
Windsor Vista Park	2	2	1	NA	NA	NA	NA	NA	1	NA	2	NA	2	2	NA
Yarrow Bay Wetlands	1	NA	2	NA	NA	NA	NA	NA	NA	NA	1	NA	NA	NA	NA

J. Level of Service Improvements

Addressing Lower and No Service Areas

One way of using the GRASP® Perspectives is to prioritize gap areas. For example, several regions with low or no service were identified in the walkable access analysis.

Future growth or subdivision development may significantly impact future gap areas. Further investigations of these areas can help prioritize improvements and opportunities. The City may consider multiple factors, including providing maximum impact to the highest number of residents. Social equity factors, such as average household income, could also influence priorities.

Component Inventory and Assessment

Maintaining and improving existing facilities typically ranks very high in public input. Existing features that fall short of expectations should be enhanced to address this concern. Elements have been assessed based on condition and functionality in the inventory phase of this plan. Identify and treat those with low scores, as explained below. The assessment should be updated regularly to assure the upgrade or improvements of components affected by wear and tear over time.

Addressing Low-Scoring Components

Low scoring components are discussed previously in section D.

Booster Components

Another way to enhance service is by adding ***booster components*** at specific park sites or recreation facilities. These are most effective in low-service areas where parks exist that have space for additional features.

High Demand Components

The statistically valid survey asks respondents to rank facilities by importance based on those they felt the City needed to add or improve. Many of these needs may be addressed by upgrading facilities, retrofitting lesser used assets, and adding components that could serve as future program opportunities. Consider these high-demand components when adding new elements to the system.

Trends in Parks and Recreation

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include things like:

- Dog parks continue to grow in popularity and may be related to an aging demographic in America. It is also a basic form of socializing for people who may have once socialized with other parents in their child's soccer league. Now that the kids are grown, they enjoy the company of other dog owners at the dog park. And for singles, a dog park is an excellent place to meet people.
    - Kirkland has dog parks at Edith Moulton Park and Heronfield Wetlands. In addition, there is a temporary dog park at Juniata Beach Park

- Skateboarding and other wheel sports continue to grow in popularity. Distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a more extensive centralized skate park. Add skate features to neighborhood parks in place of larger skate parks.
    - Kirkland's skate park is at Peter Kirk Park
- A desire for locally grown food and concerns about health, sustainability, and other issues leads to community food gardens in parks and other public spaces.
    - Kirkland has four community gardens
- Events in parks, from a neighborhood "movie in the park" to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend.
    - Event spaces were identified at Heritage Park and Juanita Beach Park
- Spray grounds are growing in popularity, even in colder climates. An extensive and growing selection of products raises the bar on expectations and offers new possibilities for creative facilities.
    - Kirkland has no existing spray pads
- New playgrounds are emerging, including discovery, nature, adventure, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations from the standard fixed "post and platform" playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors.
- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.

Appendix B

Key Issues Matrix

Kirkland Comprehensive Parks, Recreation and Open Space Master Plan	Qualitative Data				Quantitative Data			
Key Issue - Rating Scale **A** - priority **B** - opportunity to improve **C** - minor or future issue **blank** means the issue didn't come up or wasn't addressed	Staff Input	Public Input	Leadership	Surveys	Other Planning Documents	Assess/LOS	Consultant Team
Highly Functioning, Efficient and Sustainable Organization							
Due to population growth, the current parks and recreation level of service will decline between 2021-2026 if new programs, facilities, gymnasiums, sports fields and courts, and park spaces are not added or enhanced (particularly in north part of the city).	A	A	A	A	A	A	A
Some Kirkland community members may lack access to parks and recreation services	A	A	A	A	A	A	A
The Department does an excellent and inclusive job meeting the needs of the community. As the population in Kirkland becomes more diverse, an even greater strategic and focused approach to diversity, equity, inclusion, and social justice may be needed	A	A	A	A	A	A	A
The Department could make greater use of mutually beneficial partnerships that might help defray costs and provide better service to the public	B	A	A	B	A	A	B
Enhanced communication efforts to the public could increase use and participation in parks, programs, and facilities; communication with Asian and Hispanic populations is slightly less effective than communication with the general population		A	A	A	A		A
The Department may be more effective with additional policy and planning documents	A		A		A		A
The Department may benefit from a heightened focus on sustainable practices in alignment with City sustainability planning	A		A		A		A
The Department uses volunteers to supplement parks and recreation opportunities in recreation, the Green Kirkland Partnership, etc. (there is room to expand use of volunteers).	A		A		A		B

Kirkland Comprehensive Parks, Recreation and Open Space Master Plan	Qualitative Data			Quantitative Data				
Key Issue - Rating Scale **A** - priority **B** - opportunity to improve **C** - minor or future issue **blank** means the issue didn't come up or wasn't addressed	Staff Input	Public Input	Leadership	Surveys	Other Planning Documents	Assess/LOS	Consultant Team
Parks and Facilities that meet the needs of all residents							
Parks require enhanced amenities and components to meet the needs of the community and to increase the level of service	A	A	A	A		A	A
The City lacks sufficient dog parks to serve the current and growing number of Kirkland households with dogs	A	A	A	A		A	A
The Department could better support individuals with disabilities with more accessible park amenities and inclusive playgrounds; a majority of households with members who have disabilities report challenges accessing parks	A	A	A	A	A	A	A
Wayfinding and signage in the City are insufficient and require a wayfinding signs plan	A		A		A		A
As population grows, the city needs more sports courts in parks (pickleball, basketball, and tennis courts) to meet growing community demand	A	A	A	A		B	B
The Cross Kirkland Corridor could be better developed to provide maximum recreation opportunities	A	A	A	A	A	A	A
An insufficient number of rectangle and non-traditional sports facilities is available to meet user demand	A	A	A	A	A	A	A
Middle school and elementary school sports fields managed by the Department have room for improved maintenance by the School District	A	A	A	A	A	A	A
To improve user experiences in parks, maintenance and operations staff require additional resources (supplies,	A	A	A	A	A		A
The Department has opportunities to improve access and user experiences for kayaking and paddle boarding at waterfront		B		B	A	A	A
Additional and enhanced restrooms in parks are needed. Improvements, enhancements to maintenance, and year-round restrooms are top community priorities	B	A	A	A	A	A	A
The Department relies heavily on a seasonal work force to complete key park maintenance tasks. This practice is not always effective due to ongoing labor shortages	A	A					A
Management of the Department's tree canopy has room for improvement	A			A			
Safety and security concerns might constrain community use of the parks	A	A	A	A			A
The Department can do more to address health and fitness needs in the community	A	A	A	A	A		A
Thirty-seven percent of Kirkland residents' walkable access within one-half mile are to parks with insufficient recreation						A	A
The Department is not able to consistently apply design and maintenance standards for parks, in part due to resources	A		A				
There are access and ADA compliance issues in many parks that will be addressed in the new ADA Transition Plan	A	A	A	A	A	A	A

Kirkland Comprehensive Parks, Recreation and Open Space Master Plan	Qualitative Data			Quantitative Data			
Key Issue - Rating Scale **A** - priority **B** - opportunity to improve **C** - minor or future issue **blank** means the issue didn't come up or wasn't addressed	Staff Input	Public Input	Leadership	Surveys	Other Planning Documents	Assess/LOS	Consultant Team
Programs and Service Delivery							
The existing two community centers and one seasonal outdoor swimming pool are insufficient to meet the demand for recreation and aquatic services	A			A	A	A	A
Adaptive recreation programs could be improved; a majority of households with members who have disabilities may have challenges in accessing programs	A	A	A	A	A		A
Programs are not equitably provided around the City with most (82%) occurring in the Moss Bay and Juanita neighborhoods. The North and South Rose Hill, Evergreen, and Finn Hill neighborhoods have a high percentage of the population without recreation program opportunities			A	A	A		A
An ongoing audit of recreation program selection is needed to help ensure that the most desired programs and activities are offered				A		A	A
Additional and enhanced cultural activities (Hispanic) are desired and needed to comply with Kirkland Resolution 5434; partnership opportunities with local community organizations present an important link to community members	A	A	A	B			A
Finance - funding/staffing for now and the future							
Staffing levels are insufficient for meeting current needs or keeping up with growth primarily in recreation programming and administration	A	A	A	A	A		A
As the City population continues to grow, the Department will need to add resources to support additional park space, park development, facilities, and	A	A	A	A	A	A	A
Tracking park work orders takes significant staff time each day, reducing time available in the field	A						A
Non-traditional funding sources might provide opportunities to increase parks and recreation service delivery				B			B
A capital campaign (bonds or other funding mechanisms) may present an opportunity to fund major expansion of the parks and recreation system	A	A	A	A	A	A	A
Scholarship programs are not well known in the community and may be underutilized There might be opportunities to work with human services partners to reach more people	A			A			A
The Department needs to study recreation fees to determine if they are at market rate and implement its 2019 resource allocation and cost recovery plan after converting standards to direct cost recovery vs total cost recovery	A		A	A	A		A
The Department needs administrative workspace to accommodate current and future staff expansion	B		B	A			

Appendix C

Kirkland Comprehensive Plan Parks, Recreation and Open Space Element

The Parks, Recreation and Open Space Element of the Kirkland 2035 Comprehensive Plan defines the overarching goals and standards required for the parks and recreation system.

- Preserve and maintain parklands and open spaces to create safe places for people to visit.
- Conserve and sustain natural areas for the benefit and enjoyment of current and future generations.
- Provide comprehensive year-round recreation opportunities to enhance physical, mental, and social well-being.
- Establish partnerships to ensure a comprehensive system of programs, facilities and services are available to meet the recreation and human service needs of the Kirkland community.

While the most applicable parts of the comprehensive plan are in the Parks, Recreation, and Open Space Element, the Community Character Element, the Land use, and Capital Facilities elements apply as well to this planning process.

Park Classification in the Comprehensive Plan

Waterfront Parks

The City's waterfront parks stretch from the Yarrow Bay Wetlands on the south, to O.O. Denny Park on the north, providing Kirkland residents year-round waterfront access.

Natural Park Areas

The natural park areas, such as Juanita Bay Park, Yarrow Bay Wetlands, Heronfield Wetlands, Totem Lake Parks, and Watershed Park, provide residents with important natural open space and critical urban wildlife habitat.

Community Parks

Community parks are usually 15 to 30 acres in size and are generally defined as larger, diverse recreation areas serving both formalized active recreation needs as well as recreation use benefiting the neighborhood surrounding the site. The city should provide 2.25 per 1,000 residents of developed community parks.

Neighborhood Parks

Neighborhood parks serve both limited active and passive recreation needs of a residential neighborhood and are usually no more than 15 acres and no less than 0.5 acres in size. The City should provide 1.5 acres per 1,000 persons of developed neighborhood parks

Parks, Recreation, and Open Space Element Goals

Goal PR-1: Acquire, develop, and renovate a system of parks, recreation facilities, and open spaces that is attractive, safe, functional, and accessible to all segments of the population.

Goal PR-2: Enhance the quality of life in the community by providing services and programs that offer positive opportunities for building healthy, productive lives.

Goal PR-3: Protect, preserve, and restore publicly owned natural resource areas.

Parks, Recreation, and Open Space Element Policies

1. Community Engagement	**Policy 1.1:** Community Involvement. Encourage and support active and ongoing participation by diverse community members in the planning and decision-making for parks and recreation.
2. Neighborhood and Community Parks	**Policy 2.1:** Park Acquisition. Acquire additional parklands necessary to adequately serve the City's current and future population based on level of service goals. **Policy 2.2:** Park Improvement. Improve park sites to meet the active and passive recreational needs of Kirkland residents.
3. Waterfront Parks	**Policy 3.1:** Waterfront Parks. Maintain and enhance Kirkland's waterfront parks to connect residents with the water, provide unique recreational experiences, and support tourism.
4. Trail Network	**Policy 4.1:** Trail System. Develop a network of shared-use pedestrian and bicycle trails to enable connections within parks and between parks, nearby neighborhoods, public amenities, and major pedestrian and bicycle routes identified in the Active Transportation Plan. **Policy 4.2:** Signature Trails and Connections. Develop, enhance and maintain signature greenways and trails that stretch across the community and that connect residents to the City's many parks, natural areas, recreation facilities and other amenities. • Kirkland Waterfront: The City should strive to create a continuous pedestrian and bicyclist greenway along the lakeshore through parks, neighborhood greenway improvements, and trail easements.

4. Trail Network	• Cross Kirkland Corridor: Develop or improve parks adjacent to the Cross Kirkland Corridor to provide additional amenities and create pleasant destinations or stopping points along the trail. • Bay to Valley Connection: Build on the City's existing parks and natural areas along Forbes Creek and NE 100th Street to create an east-west trail that connects users from Juanita Bay through central Kirkland and into the Sammamish Valley. • Finn Hill Connection: Consider protection and development of a greenway and trail corridor to connect existing trail systems and provide additional recreational amenities. • Eastside Powerline Corridor: Explore opportunities to develop a north-south trail under the Seattle City Light (SCL) power lines to link Kirkland's eastern neighborhoods to Bridle Trails State Park and other existing parks, the Cross Kirkland Corridor, major retail, and employment destinations, and to other neighborhoods. • Lakes-to-Locks Water Trail: Support the continued implementation of the Lakes-to-Locks Water Trail to provide water trails along Lake Washington and adjoining water bodies.
5. Recreation Facilities and Programming	**Policy 5.1:** Recreation Services. Provide a variety of recreational services and programs that promote the health and well-being of residents of all ages and abilities. **Policy 5.2:** Community Centers. Maintain and enhance Kirkland's community centers to provide recreational opportunities, community services and opportunities for residents to connect, learn and play. **Policy 5.3:** Aquatic Facilities and Programs. Provide opportunities for aquatic recreation through the City's pools and lakefront facilities. **Policy 5.4:** Recreation Programs for All Ages. Provide programming and services that support recreation and learning for target populations, including youth, teens, adults, and older adults. **Policy 5.5:** Universal Access and Inclusion. Strive to reduce barriers to participation and provide universal access to facilities and programs. **Policy 5.6:** Specialized Recreation Facilities. Establish and operate specialized recreational facilities (e.g., action sports facilities, off-leash areas, skateparks, community gardens) to respond to identified public needs, as appropriate.

6. Athletics	**Policy 6.1:** Field Sports. Provide a Citywide system of sports fields and programs to serve field sport needs of the community, in partnership with the Lake Washington School District, local sports organizations, and other regional providers. **Policy 6.2:** Indoor and Outdoor Sports Courts. Provide and enable access to a Citywide system of indoor and outdoor sports courts, gymnasiums, and programs for Kirkland residents.
7. Conservation and Stewardship	**Policy 7.1:** Natural Area Preservation. Preserve significant natural areas to meet outdoor recreation needs, provide opportunities for residents to connect with nature, and meet habitat protection needs. **Policy 7.2:** Natural Area Restoration and Management. Restore and manage City-owned or managed natural areas to protect and enhance their ecological health, sensitive habitats, and native species. **Policy 7.3:** Shoreline Restoration. Restore Kirkland's public shorelines on Lake Washington in accordance with the Shoreline Restoration Plan to improve habitat, hydrology, and recreational opportunities. **Policy 7.4:** Ecosystem Services. Protect and improve the City's natural systems or features for their value in providing ecosystem and infrastructure services. **Policy 7.5:** Environmental Education. Promote environmental stewardship and education through informational signage, materials, programs, and partnerships. **Policy 7.6:** Conservation Partnerships. Work cooperatively with resource management agencies and citizens to care for streams, enhance and protect urban forests and wetlands, improve wildlife habitat, and provide limited public access.
8. Economic Development	**Policy 8.1:** Support Economic Development. Utilize strategic capital investments in parks, trails, open spaces, recreation, and art to encourage and support economic development and revitalization.

Appendix D

Compliance with Washington State Recreation and Conservation Office (RCO) Guidelines for Master Plans

The Washington State Recreation and Conservation Office administers grants for the Recreation and Conservation Funding Board, which requires an adopted master plan, self-certified and reviewed by the RCO to be eligible for state grant funding. Once an adopted master plan is approved by the RCO, the agency is eligible to apply for grant funding for six years.

Required elements for master plan approval by RCO

1. Goals and objectives: The master plan must support projects with broad statements of intent (goals) and measures that describe when these intents will be attained (objectives). Goals may include a higher level of service.

2. Inventory: The plan must include a description of the service area's facilities, lands, programs, and their condition in a quantitative format or in a qualitative/narrative format.

3. Public involvement: The planning process must give the public ample opportunity to be involved in plan development and adoption.

4 (a). Demand and need analysis. The plan must:

- Provide an analysis that defines priorities, as appropriate, for acquisition, development, preservation, enhancement, management, etc., and explain why these actions are needed.
- Include an assessment of community desires for parks, recreation, open space, and/or habitat, as appropriate, in a manner appropriate for the service area (personal observation, informal talks, formal survey[s], workshops, etc.).

4 (b). Level of Service assessment (optional): An assessment of the criterion appropriate to the community. Possibly establish a higher level of service as a plan goal (above).

5. Capital Improvement Program: The plan must include a capital improvement/facility program that lists land acquisition, development, and renovation projects by year of anticipated implementation including funding sources. The program includes any capital projects submitted to the Recreation and Conservation Funding Board for funding.

6. Adoption: The plan and process must receive formal governing body approval. A copy of the signed resolution, letter, or other adoption instrument must be forwarded to the RCO with the self-certification form and final adopted copy of the master plan.

Appendix E

Kirkland Resolution 5240

RESOLUTION R-5240

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND DECLARING KIRKLAND AS A SAFE, INCLUSIVE AND WELCOMING CITY FOR ALL PEOPLE.

WHEREAS, on January 3, 2017, the Mayor, with the support of the City Council, reiterated the values of the City of Kirkland by proclaiming Kirkland as a safe, inclusive and welcoming city for all people, and requested that City staff assist the City Council in developing and implementing a program to communicate the City's values; and

WHEREAS, the City Council further discussed actions that could be taken to implement these values of diversity and inclusion at the Council's February 3, 2017 retreat, and the Council wishes to establish the elements of the proclamation as City policy through a resolution; and

WHEREAS, Kirkland's vision statement describes the City as being a welcoming place to live, work and play, a place that highly values diversity and is respectful, fair, and inclusive, and also committed to providing neighborhoods and businesses that meet the needs of a variety of incomes, ages and life styles, through community engagement that creates a sense of belonging through shared values; and

WHEREAS, the City of Kirkland is committed to protecting and serving everyone who resides in, works in, or visits Kirkland without discrimination based on race, religion, color, national origin, sex, age, income or economic status, political affiliation, military status, sexual orientation, or physical, mental or sensory ability; and

WHEREAS, Kirkland believes in the dignity, equality and constitutional and civil rights of all people, and will not tolerate hate, intolerance, discrimination, harassment or any behavior that creates fear, isolation or intimidation; and

WHEREAS, Kirkland's vibrancy and sense of community is stronger for our diversity and shared values of acceptance and respect; and

WHEREAS, the City Council supports these principles and strives to reflect them in their actions as elected officials in Kirkland; and

WHEREAS, Kirkland City employees also support these principles and strive to embody these ideals every day as they provide critical services in support of the public health, safety and welfare, such as, police, fire, parks, public works and much more in an inclusive and equitable manner to all residents, visitors and businesses in Kirkland.

NOW, THEREFORE, be it resolved by the City Council of the City of Kirkland as follows:

Section 1. The City Manager is hereby authorized and directed to review the City of Kirkland's policies and programs and to evaluate administrative and legislative actions for Council review and approval that keep Kirkland a just society that respects and welcomes all people,

Section 2. The City Manager shall propose legislation that codifies current City department policies related to non-discrimination, immigration status and religious affiliation.

Section 3. The City Manager shall invite the community to come together to discuss and support the shared values of diversity and inclusion and identify additional actions that can be taken by the City and the community to help keep Kirkland a safe, welcoming and inclusive city for all people.

Passed by majority vote of the Kirkland City Council in open meeting this _____ day of _____, 2017.

Signed in authentication thereof this ____ day of _____, 2017.

_____
MAYOR

Attest:

_____
City Clerk

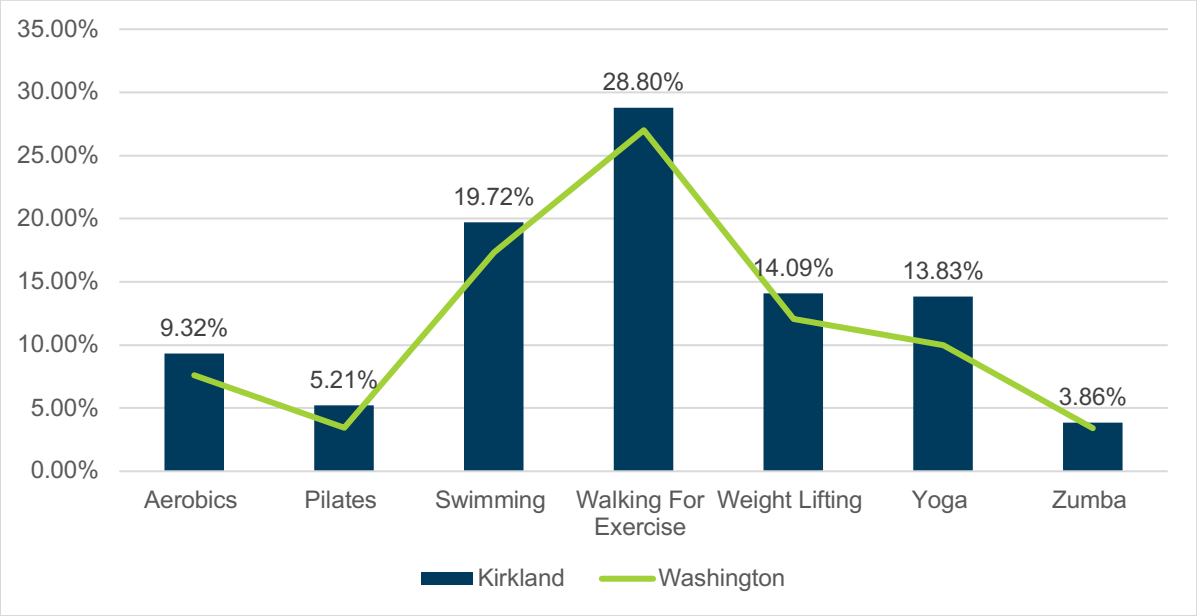
Appendix F

Park and Recreation Influencing Trends

The following pages summarize some of the key trends that could impact the City of Kirkland over the next five to ten years. When applicable, figures and data from the Kirkland State Recreation and Conservation Plan (SCORP) from 2018 to 2022 were referenced for local context related to youth and senior participation.

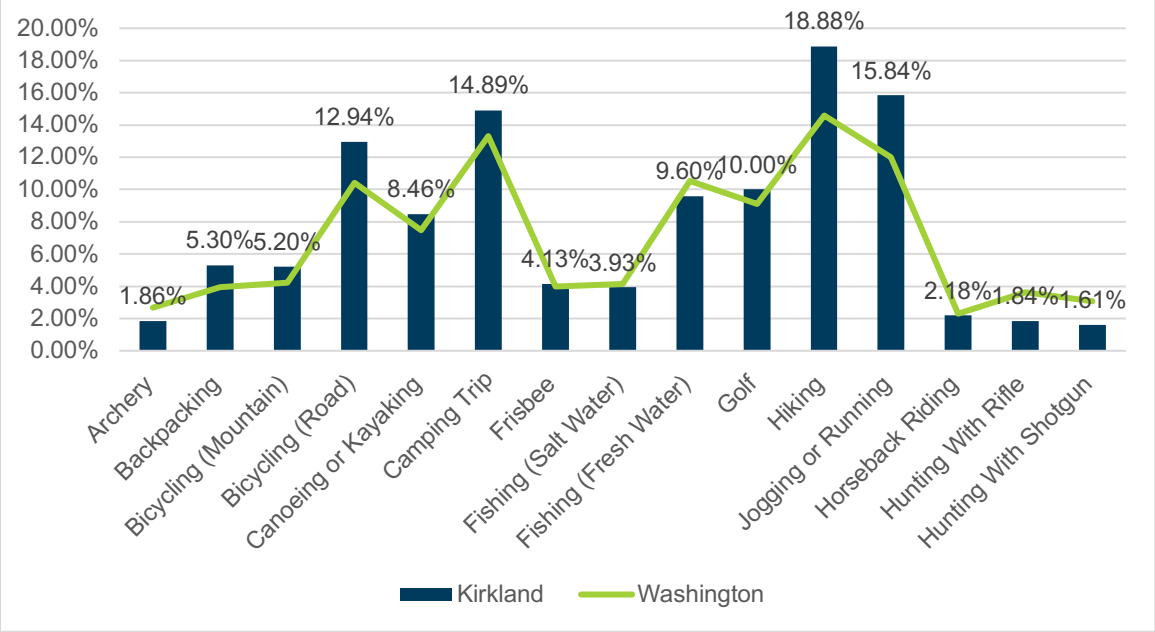
In addition to local participation from the Washington State Plan, Esri Business Analyst provides estimates for activity participation and consumer behavior based on a specific methodology and survey data to makeup what Esri terms "Market Potential Index." The following charts showcase the participation in leisure activities, outdoor recreation, and sports teams for adults 25 and older, compared to the State of Washington. The activities with the highest participation include walking for exercise, hiking, weightlifting, camping, yoga, and road biking.

Adult Participation for Fitness Activities



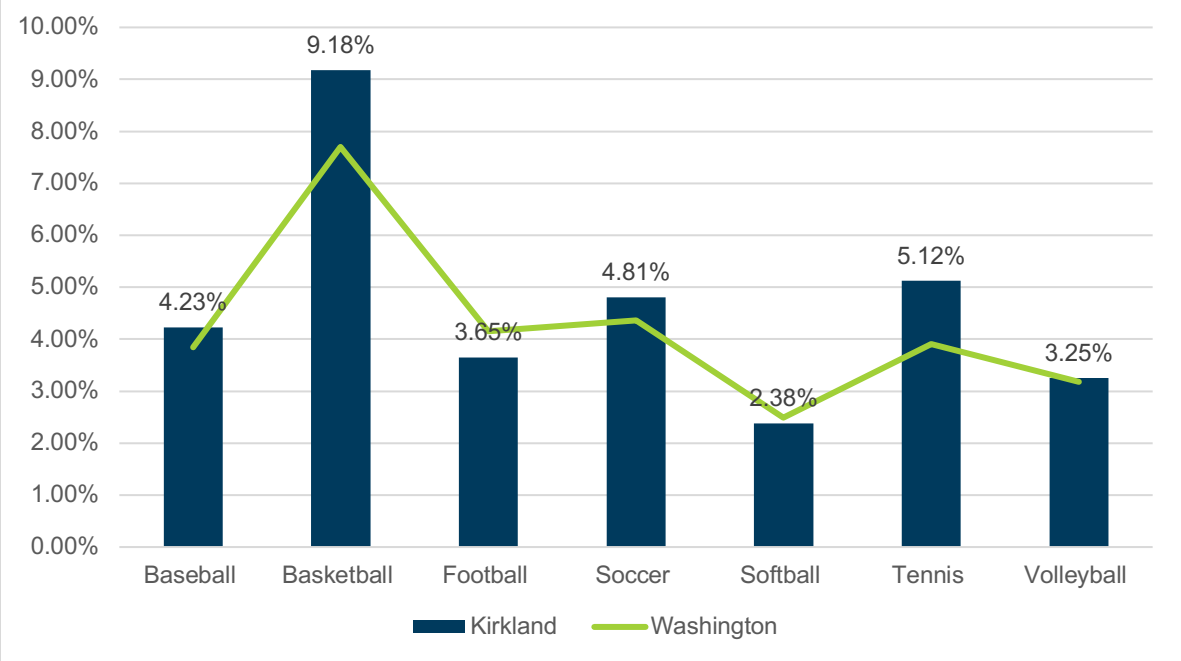
Source: Esri Business Analyst

Adult Participation in Outdoor Recreation



Source: Esri Business Analyst

Adult Participation in Team Sports



Source: Esri Business Analyst

Active Transportation

In many surveys and studies on participation in recreational activities, walking, running, jogging, and cycling are nearly universally rated as the most popular activities among youths and adults. These activities are attractive as they require little equipment, or financial investment, to get started, and are open to participation to nearly all segments of the population. For these reasons, participation in these activities are often promoted as a means of spurring physical activity and increasing public health. The design of a community's infrastructure is directly linked to physical activity – where environments are built with bicyclists and pedestrians in mind, more people bike and walk. Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking in a community can have a major impact on improving public health and life expectancy.[1]

Public health trends related to cycling and walking include:

- Quantified health benefits of active transportation can outweigh any risks associated with the activities by as much as 77 to 1 and add more years to our lives than are lost from inhaled air pollution and traffic injuries.
- Between 1966 and 2009, the number of children who bicycled or walked to school fell 75 percent, while the percentage of obese children rose 276 percent.
- Bicycling to work significantly reduces absenteeism due to illness. Regular cyclists took 7.4 sick days per year, while non-bicyclists took 8.7 sick days per year.

National cycling trends:

- There has been a gradual trend of increasing bicycling and walking to work since 2005.
- Infrastructure to support biking communities is becoming more commonly funded in communities.
- Bike share systems, making bicycles available to the public for low-cost, short-term use, have been sweeping the nation.

ADA Compliance

On July 26, 1990, the federal government officially recognized the needs of people with disabilities through the Americans with Disabilities Act (ADA). This civil right law expanded rights for activities and services offered by both state and local governmental entities (Title II) and non-profit/for-profit entities (Title III). Parks and Recreation agencies are expected to comply by the legal mandate, which means eliminating physical barriers to provide access to facilities and providing reasonable accommodations in regard to recreational programs through inclusive policies and procedures.

[1] "Parks & Recreation | Active Living Research." Activelivingresearch.org, 2015, activelivingresearch.org/taxonomy/parks-recreation. Accessed 30 Sept. 2021.

It is a requirement that agencies develop an ADA Transition Plan, which details how physical and structural barriers will be removed to facilitate access to programs and services. The Transition Plan also acts as a planning tool for budgeting and accountability.[2]

Administrative Trends in Parks & Recreation

Municipal parks and recreation structures and delivery systems have changed and more alternative methods of delivering services are emerging. Certain services are being contracted out and cooperative agreements with non-profit groups and other public institutions are being developed. Newer partners include the health system, social services, justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The relationship with health agencies is vital in promoting wellness. The traditional relationship with education and the sharing of facilities through joint-use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs. [3]

In addition, the role of parks and recreation management has shifted beyond traditional facility oversight and activity programming. The ability to evaluate and interpret data is a critical component of strategic decision making. In an article in the Parks and Recreation Magazine from February 2019, there are several components that allow agencies to keep up with administrative trends and become an agent of change. [4]

1. Develop a digital transformation strategy – how will your agency innovate and adapt to technology?
2. Anticipate needs of the community through data – what information from your facilities, programs, and services can be collected and utilized for decision making?
3. Continuous education - How can you educate yourself and your team to have more knowledge and skills as technology evolves?
4. Focus on efficiency – in what ways can your operations be streamlined?
5. Embrace change as a leader – how can you help your staff to see the value in new systems and processes?
6. Reach out digitally – be sure that the public knows how to find you and ways that they can be involved.

[2] Mark Trieglaff and Larry Labiak, National Recreation and Park Association: "Recreation and the Americans with Disabilities Act," Accessed August 2019: https://www.nrpa.org/parks-recreation-magazine/2016/august/recreation-and-the-americans-with-disabilities-act/

[3] Brian Stapleton, "The Digital Transformation of Parks and Rec" Parks and Recreation, February 2019; https://www.nrpa.org/parks-recreation-magazine/2019/february/the-digital-transformation-of-parks-and-rec/

[4] https://www.nrpa.org/parks-recreation-magazine/2019/february/the-digital-transformation-of-parks-and-rec/

Agency Accreditation

Parks and recreation agencies are affirming their competencies and value through accreditation. This is achieved by an agency's commitment to 154 standards. Accreditation is a distinguished mark of excellence that affords external recognition of an organization's commitment to quality and improvement.

The National Recreation and Parks Association administratively sponsors two distinct accreditation programs: The Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT) approves academic institutions, and the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) approves agencies. It is the only national accreditation of parks and recreation agencies and is a valuable measure of an agency's overall quality of operation, management, and service to the community.

Aquatics and Water Recreation Trends

Aquatic facilities are locations where individuals may get exercise, participate in sports, and have competitive fun. Aquatic centers and municipal waterparks are one of the fastest expanding divisions of the water leisure industry, according to the World Waterpark Association.[5] According to the 2021 Aquatic Trends Report, "some 16.7% of rec centers in 2020 said they had built a new aquatic facility in the past several years, compared to 6.1% in 2019."[6]

Even though these centers are one of the fastest growing segments in the water leisure industry, their budget will still decide their ability to maintain their equipment, which facility design trends are implemented, and their ability to meet the needs of the community. Fortunately, even with the impact that the pandemic has had, park and camp respondents predict their average running costs to be the same in 2021 as they were in 2019.[6]

Some of these opportunities could include aquatic therapy and aerobics which can also assist in the healing process from injuries. These facilities can greatly transform a person's health which is why the World Health Organization has stressed that "children's physical and social environments are significant determinants of their overall health and well-being". Having access to an aquatic area often improves someone's overall health when they take part in swimming, water aerobics, Stand Up Paddleboard (SUP) yoga, Aqua-Yoga/Balance Programs, and/or water basketball, volleyball, or water polo.

The Americans with Disabilities Act (ADA) mandates accessible access to aquatic centers. People with disabilities are able to utilize aquatic facilities with the assistance of zero-entry pool access, ramps, or chair lifts. Another water accessibility issue is one of racial disparity. Studies have shown that "64% of black children and 45% of Hispanic children have little to no swimming ability, compared with 40% of white children". Many facilities have outreach programs focused

[5] "Press." Waterparks.org, 2020, www.waterparks.org/web/Press.aspx. Accessed 30 Sept. 2021.

[6] Tipping, E. (2021, February). Just Keep Swimming: The 2021 Aquatic Trends Report. Recreation Management. https://recmanagement.com/feature/202102SU01.

primarily on low-income, ethnic, and water-phobic populations to address these discrepancies and reach people who lack swimming skills due to a fear of water.[7]

Splash pads are a great service that can remedy situations where people aren't eager to submerge themselves into the water but are still looking to cool off. This type of facility is more cost efficient as it requires no lifeguard, uses less water than a pool, requires less maintenance, and the initial construction of splash pads also costs less than swimming pools. Splash pads oftentimes have longer hours and seasons than pools, so not surprisingly parents that were interviewed when frequenting parks expressed that they wished that wading pools had longer hours of operation as well as a longer outdoor season.

Another comparison between pools and splash pads can be made by how they can improve revenue. A straightforward way to add revenue to an already existing splash pad is by building a pavilion for large parties for utilization for rentals.

Pools can also add additional elements to increase their revenue such as pool zip lines, "ninja" climbing nets, and poolside rock climbing walls. The AquaZip'N, AquaNinja, and AquaClimb are examples of these safe adventure elements that are trending. In addition, aquatic centers can consider less permanent amenities such as log rolls, giant inflatable obstacle courses, and screen projectors for "dive-in" movies.

Community Centers

Community centers are public gathering places where people of the community may socialize, participate in recreational or educational activities, obtain information, and seek counseling or support services, amongst other things. [8]Several studies have found a correlation between the outdoor leisure involvement that community centers provide and a person's greater environmental concern. The main impact from the addition of these centers is the improvement in community health, social connectivity, and mental well-being.

A national long-term study conducted of over 17,000 teens who frequented recreation facilities found that they were 75 percent more likely to engage in the highest category of moderate to strenuous physical exercise. Since these activities that they partake in involve a considerable amount of effort, the benefits have been shown to include "reduced obesity, a diminished risk of disease, an enhanced immune system and most importantly, increased life expectancy".[9]

[7] Amico, L. (2019, April 10). 3 Emerging Trends in Aquatic Adventure Recreation. AquaClimb. https://www.aquaclimb.com/blog/2019/4/10/3-emerging-trends-in-aquatic-adventure-recreation.

[8] Community centers. County Health Rankings & Roadmaps. (2020, January 21). https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-centers.

[9] National Association of Community Health Centers, Inc. (2012, August). Powering Healthier Communities: November 2010 Community Health Centers Address the Social Determinants of Health.

Clubs and sports offered by community centers also strengthen social connections and reduce social isolation. [10] Along with an increase in social connectivity brought by community centers comes a sense of satisfaction with a person's choice of friends and perceived success in life. The evidence strongly suggests that this satisfaction can rise to much higher levels if participation in outdoor recreation begins in childhood. The following infographic demonstrates the potential for community services in offering non-traditional services.

Non-Traditional Services Desired in Community Centers

Source: NRPA Park Pulse

[10] Community centers. County Health Rankings & Roadmaps. (2020, January 21). https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-centers.

Special Events

Community-wide events and festivals are often act as essential place-making activities for residents, economic drivers, and urban brand builders. Chad Kaydo describes the phenomenon in the Governing Magazine: "Municipal officials and entrepreneurs see the power of cultural festivals, innovation-focused business conferences and the like as a way to spur short-term tourism while shaping an image of the host city as a cool, dynamic location where companies and citizens in modern, creative industries can thrive." [11] According to the 2020 Event Trends Report by EventBrite, the following trends are expected to impact event planners and community builders in the coming years: [12]

- Focus on sustainability: Zero-waste events are quickly becoming an expectation. Some of the primary ways of prioritizing environmental sustainability include e-tickets, reusable or biodegradable items, offering vegan/vegetarian options, encouraging public transport and carpooling, and working with venues that recycle.
- Diversity, Equity, and Inclusion (DEI): Ensuring that the venue is inclusive to not only all abilities by offering ADA facilities, but also welcoming to all races, ethnicities, and backgrounds through signage, messaging, and the lineup of speakers. Ways to incorporate a focus on inclusivity include planning for diversity through speakers, talent, and subject matter, enacting a code of conduct that promotes equity, and possibly providing scholarships to attendees.
- Engaging Experiences: Being able to customize and cater the facility to create immersive events that bring together culture, art, music, and elements of a company's brand will be critical in creating a more authentic experience

Dog Parks

Dog parks continue to see high popularity and have remained among the top planned addition to parks and recreational facilities over the past three years. They help build a sense of community and can draw potential new community members and tourists traveling with pets.[13]

Recreation Magazine[14] suggests that dog parks can represent a relatively low-cost way to provide an oft-visited a popular community amenity. Dog parks can be as simple as a gated area, or more elaborate with "designed-for-dogs" amenities like water fountains, agility equipment, and pet wash stations, to name a few. Even "spraygrounds" are being designed just for dogs. Dog parks are also places for people to meet new friends and enjoy the outdoors.

The best dog parks cater to people with design features for their comfort and pleasure, but also with creative programming.[15] Amenities in an ideal dog park might include the following:

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[11] Kaydo, Chad. "Cities Create Music, Cultural Festivals to Make Money." Governing, Governing, 18 Dec. 2013, www.governing.com/archive/gov-cities-create-music-festivals.html. Accessed 30 Sept. 2021.

[12] "The 2020 Event Trends Report- Eventbrite." Eventbrite US Blog, 2020, www.eventbrite.com/blog/academy/2020-event-trends-report/. Accessed 30 Sept. 2021.

[13] Joe Bush, "Four-Legged-Friendly Parks, Recreation Management, February 2, 2016.

[14] "State of the Industry Report, Trends in Parks and Recreation," Recreation Management, June 2021.

[15] Dawn Klingensmith "Gone to the Dogs: Design and Manage an Effective Off-Leash Area", Recreation Management, March 2014. (http://recmanagement.com/feature_print.php?fid=201403fe02).

- Benches, shade and water – for dogs and people
- At least one acre of space with adequate drainage
- Double gated entry
- Ample waste stations well-stocked with bags
- Sandy beaches/sand bunker digging areas
- Custom designed splashpads for large and small dogs
- People-pleasing amenities such as walking trails, water fountains, restroom facilities, picnic tables, and dog wash stations

Economic and Health Benefits of Parks

The Benefits of Parks: Why America Needs More City Parks and Open Space, a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space: [16]

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and physiological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

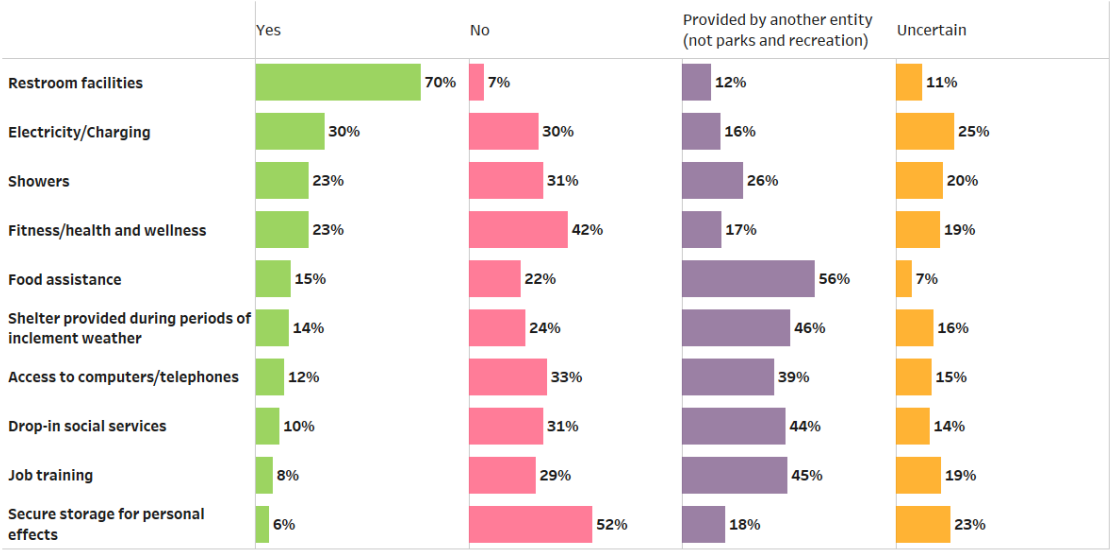
Homelessness

Around the country, parks and recreation agencies are faced with a growing concern of homeless populations in their area. Many municipalities may assume that they have the unique challenge of manage homelessness, but in fact thousands of agencies are currently developing initiatives and pilot programs to determine the best way of addressing the issue.

Often, homeless populations may use park benches, shady trees, campgrounds, amphitheaters, and recreation facilities to sustain their livelihood. A survey administered by GP RED, a non-profit dedicated to the research, education, and development of parks and recreation agencies, asked 150 agencies questions specifically about how they were managing homelessness in their communities. As seen in the figure below, many agencies offer services far beyond the traditional “parks and recreation.” Restroom facilities are the number one facility offered by agencies to the homeless, but electricity/charging stations, showers, fitness/health and wellness, and food assistance were in the top five.

[16] “Benefits of Parks White Paper.” The Trust for Public Land, 2018, www.tpl.org/benefits-parks-white-paper. Accessed 30 Sept. 2021.

Are the following services are offered to the homeless population by parks and recreation agencies in your community?

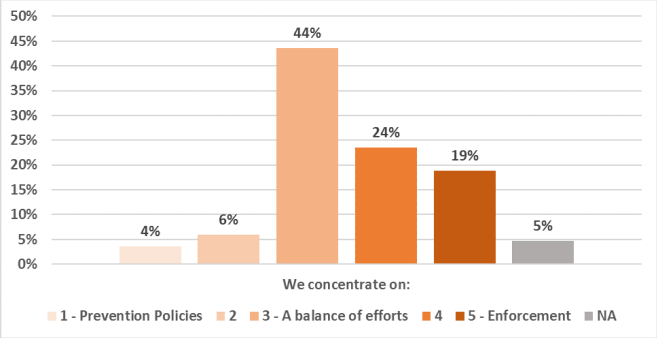


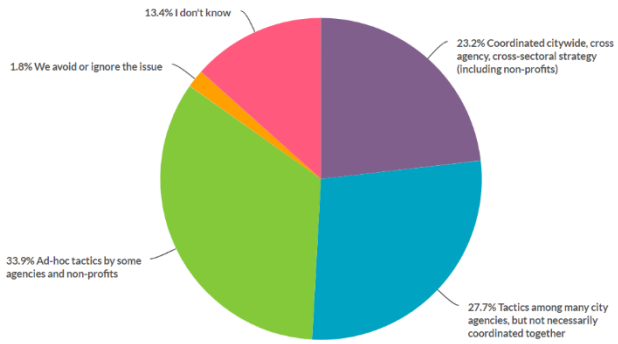
Source: GP RED Homelessness Redline Survey 2018

This has consequences for park and facility managers – in addition to impacts on the perception of park visitors. Concerns over drug and alcohol use by homeless populations, in addition to managing hepatitis outbreaks, are serious issues. Often, seasonal, or part-time parks and recreation employees may be the first line of enforcement. A lack of training, policies, and communication continue to exasperate the issue. Proactive management is a preferred way of managing the issue, but most often, parks and recreation agencies do not work with the root of an individual reasons for being homeless. Rather, agencies are left to deal with homelessness on a case by case basis.

Noted in the figure below, oftentimes management is a balance of prevention and enforcement. The majority of parks and recreation agencies utilize ad-hoc tactics by some agencies and rely on non-profits for other services. Over 27 percent of respondents said that often city agencies were working on various components of the homeless issue, but not necessarily coordinated together to succeed. Only 23 percent said that there is citywide coordination which spanned across agencies and non-profits. These kinds of coordinated efforts are key to accomplishing the appropriate balance of prevention and enforcement. Developing a task force that works specifically to address the unique concerns of an individual community can help ensure success. Parks and recreation agencies should reach out to nearby law enforcement, schools, libraries, nonprofits, faith-based organizations, Business Improvement Districts, and Health-Human Services to be develop a plan.

Tactical Approaches to Managing Homelessness

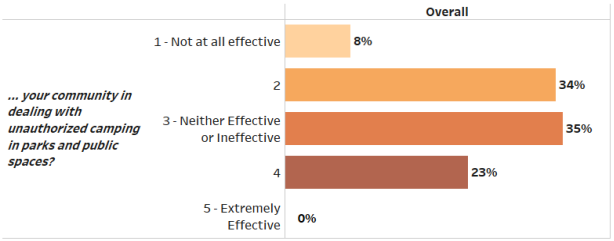


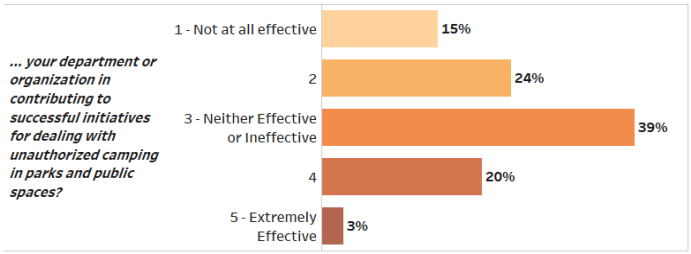


Source: GP RED Homelessness Redline Survey 2018

When asked how effective agencies were in dealing with unauthorized camping, over 77 percent of agencies states they were not at all effective or neither effective/ineffective. Zero percent of respondents said that they were extremely effective of dealing with unauthorized camping in parks and public spaces. Currently, successful initiatives for dealing with unauthorized camping are still in development.

How effective is your community/ is your organization?





Source: GP RED Homelessness Redline Survey 2018

Recreational Preferences by Ethnicity

Outdoor recreation participation has changed greatly due to COVID-19 and several research reports have been conducted to analyze these trends. More people have been spending time outside because the pandemic has resulted in the screen fatigue, although this screen time had traditionally been a barrier to spending time outside. Travel is an obstacle that many struggle with in regards to outdoor participation, which is why a lack of information about where to go, how to participate, and what groups one could possibly join are additional barriers related to this issue. An increase in this information during a time like this could attract new participants and keep others within their already existing routines.

The Outdoor Industry Association gives the definition of a new participant which are, “those who either started an outdoor activity for the first time or for the first time in more than a year

during the pandemic (since March 2020)".[17] As mentioned earlier with the travel barrier, new participants are largely encouraged to engage in outdoor activities when there are low barriers to entry and the activity is within 10 miles of their home. Many times, such activities include walking, running, biking, and hiking because they all are easily accessible. However, vacations can also provide an "entry point" for someone to try a new activity that they would not usually engage in such as kayaking or fishing. The most popular activities vary by ethnicity which is shown below:[18]

- **African Americans:**
  - (1) 17.3% Running, Jogging, and Trail Running
  - (2) 10.9% Road Biking, Mountain Biking, and BMX
  - (3) 9.9% Freshwater, Saltwater, and Fly Fishing
- **Asians:**
  - (1) 25.5% Running, Jogging, and Trail Running
  - (2) 20% Hiking
  - (3) 16.2% Road Biking, Mountain Biking, and BMX
- **Caucasians:**
  - (1) 19.4% Hiking
  - (2) 17.9% Freshwater, Saltwater, and Fly Fishing
  - (3) 16.5% Running, Jogging, and Trail Running
- **Hispanics:**
  - (1) 21% Running, Jogging, and Trail Running
  - (2) 15.4% Road Biking, Mountain Biking, and BMX
  - (3) 14.3% Car, Backyard, Backpacking and RV camping

In the 2020 report, the findings showed that children ages 6 to 17 went on an average of 77.1 outdoor outings per person per year, whereas young adults (between 18 and 24 years old) went on 14.1 more outings per year compared to children. In fact, young adults went on 20.5 more outings than anyone ranging from 6 years old and up.[19]

Almost half of the new participants said that they had previous experience with their new outdoor activity and almost a third of people found out about their new outdoor activity via friends or relatives. Below is a list of the outdoor participant profile demographics:

- **White**
  - Existing Participants:71%
  - New Participants: 66%
- **Black**
  - Existing Participants: 11%
  - New Participants: 14%
- **Hispanic or Latino/Latina**
  - Existing Participants: 17%
  - New Participants: 14%

[17] Outdoor Industry Association. (2021, March 31). 2021 Special Report: New Outdoor Participant (COVID and beyond).
[18] Outdoor Industry Association. (2020, December 31). 2020 Outdoor Participation Report.
[19] Outdoor Industry Association. (2021, March 31). 2021 Special Report: New Outdoor Participant (COVID and beyond).

- **Asian or Asian American**
  - Existing Participants: 6%
  - New Participants: 9%
- **Native American or Pacific Islander**
  - Existing Participants: 1%
  - New Participants: 1%

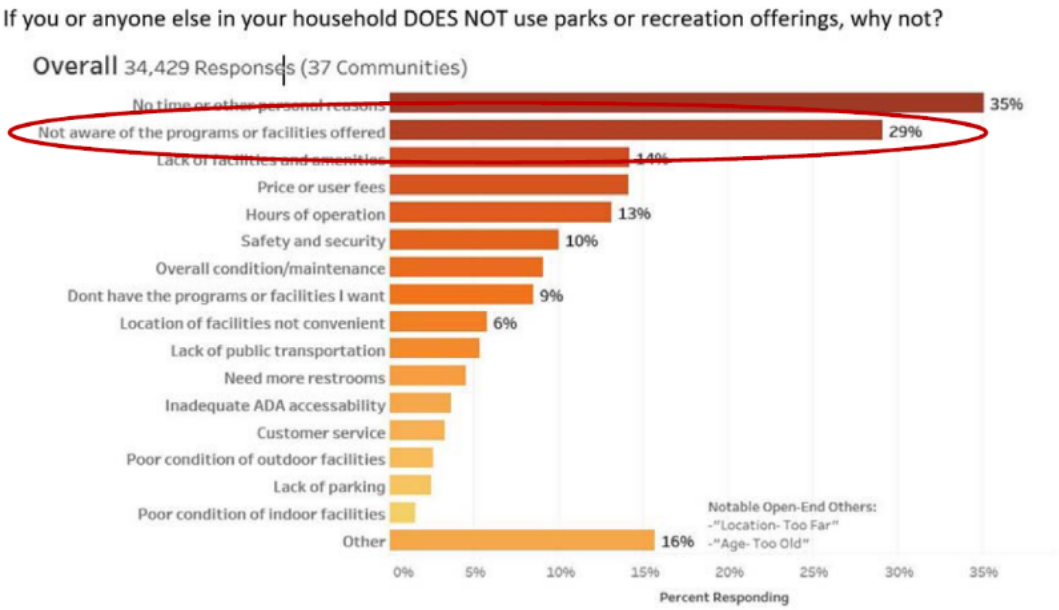
New participants are also more likely to be female (58% vs. 49%), slightly more ethnically diverse (71% vs. 66% white), more likely to live in an urban area (36% vs. 29%), and lastly more likely to be in a lower income bracket (46% vs. 41% with income of $100K+). Although Hispanic and Black participation numbers have increased recently, they still do not represent their population size. For example, Black Americans would need an additional 9 million participants to equal their percent share of the U.S. population and Hispanic Americans would need an additional 19 million participants. Out of all of these households, ones that have children have much higher participation rates than adults without children (57% vs. 44.4%).[20]

The reports show that there are multiple ways in which the retention of new participants can be improved upon. Once restrictions are lifted, making activities more social will draw in new participants because many people are looking for ways to reconnect with the community. The development of programs that have the objective to work towards diversifying the participant base should also be pushed to increase the opportunity of people apart from Caucasians. The creation of new outdoor recreation opportunities will increase the activities close to people's homes which will make them more likely to participate. Additionally, social media is a great tool to promote outdoor participation through providing information on these opportunities, providing training to build confidence, and by providing networking outlets for people to find others to participate with. Outdoor activities are a low-cost remedy for bringing friends, families, and communities together safely along with making positive changes in one's mental and physical wellbeing.

Marketing and Social Media

Awareness of parks and recreation services is critical to the success of any agency. According to a study in collaboration with the National Recreation and Park Association and GP RED of approximately 35,000 responses, one of the primary reasons that patrons do not participate in programs and services is due to lack of awareness.

[20] Outdoor Industry Association. (2020, December 31). 2020 Outdoor Participation Report.



In today's modern world, there is ample opportunity to promote and market parks and recreation services. It begins with a needs assessment that details how the community prefers to receive information. Then, a marketing plan should be developed that is catered to the agency's resources, including staff, time, and budget. This should guide the agency for one to three years.

Technology has made it easier to reach a wide-reaching, location-dependent audience which can be segmented by demographics. However, it has also caused a gap in the way parks and recreation agencies are able to communicate. Agencies around the country have previously not dedicated substantial funding to marketing, however it is becoming a critical piece to receiving participants. Without dedicated staff and support, it is difficult to keep up with social media trends which seem to change daily. Furthermore, with an overarching desire to standardize a municipalities' brand, there may be limitations to the access and control that a parks and recreation agency has over their marketing. It is essential that professionals become advocates for additional resources, training, and education. Having a strong presence on social networks, through email marketing, and through traditional marketing will help enhance the perception from the community.

Older Adults and Senior Programming

Many older adults and seniors are choosing to maintain active lifestyles and recognize the health benefits of regular physical activities. With the large number of adults in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires.

Public parks and recreation agencies are increasingly expected to be significant providers of such services and facilities. The National Recreation and Park Association (NRPA) developed the Healthy Aging in Parks initiative to support parks and recreation agencies in serving older adults in the community. This initiative is based on the needs of older adults, including physical fitness,

socialization, transportation, and other quality of life desires. Some of the primary strategies of the Healthy Aging in Parks initiative are as follows:

- Promote participation in physical activity through providing social engagement
- Provide safe environments – both inside and outside – that limit barriers for participation
- Utilize evidence-based interventions to increase support and manage chronic diseases[21]

Park and Recreation agencies can assist the aging demographic in staying healthy through providing programs and facilities. According to an NRPA survey, nine in ten local Park and Recreation agencies offer services for older adults. Surveys reveal that agencies are most likely to the following services:

- Exercise classes (91%)
- Field trips, tours, vacations (70%)
- Arts and crafts classes (67%)
- Opportunities to volunteer in recreation centers (58%)
- Special events and festivals (58%)
- Group walks (53%)
- Opportunities to volunteer in parks (48%)
- Paid job opportunities to lead exercise classes, work in recreation centers or at parks (47%)

For underserved older adults, parks and recreation agencies can be a critical resource, providing low-cost meals, low-cost or free fitness programs, and transportation services. However, many organizations are faced with barriers that inhibit the ability to offer these programs, with the top responses being facility space shortage (58%) and inadequate funding (50%). In order to overcome these obstacles, agencies will often develop relationships with partners in the community who may specialize in serving the older adults. Some of the primary partners include:

- Area agencies on aging (58%)
- Retirement communities (44%)
- Senior meals providers (42%)
- Hospitals and doctors' offices (39%)
- Local health departments (39%)
- Health insurance companies (38%)
- Community-based organizations (faith based, YMCAs, etc.) (38%) [22]

[21] "About Healthy Aging in Parks" National Recreation and Park Association, Accessed September 2019, https://www.nrpa.org/our-work/partnerships/initiatives/healthy-aging-in-parks/healthy-aging-in-parks-about/

[22] Nathan, Suzanne, September 2018. "Giving Seniors a 'Lyft'" National Recreation and Park Association. Accessed September 2019. https://www.nrpa.org/parks-recreation-magazine/2018/September/giving-seniors-a-lyft/

Accommodate the Active Senior Population

One of the key recommendations in the Washington State Recreation Plan is to accommodate the active senior population. This type of active programming can reduce isolation and overall promote health. The statewide recreation plan recommends adding more accessible walking trails, outdoor exercise fitness trails, outdoor exercise classes, and incorporating senior sport zones. The top activities by those 65 and older in the State include participation in the state include:

- Walking (71%)
- Visiting a beach or tide pool (59%)
- Visiting rivers or streams (59%)
- Driving or motorcycling for pleasure (59%)
- Scenic or wilderness area (55%)

Outdoor Fitness Trails

A popular trend in urban parks for health, wellness, and fitness activities is to install outdoor fitness equipment along trails. The intent of the outdoor equipment is to provide an accessible form of exercise for all community members, focusing on strength, balance, flexibility, and cardio exercise. These fitness stations – also known as "outdoor gyms" -- are generally meant for adults but can be grouped together near a playground or kid-friendly amenity so that adults can exercise and socialize while supervising their children. The fitness equipment can also be dispersed along a nature trail or walking path to provide a unique experience to exercise in nature. Educational and safety signage should be placed next to equipment to guide the user in understanding and utilizing the outdoor gyms.

Pickleball

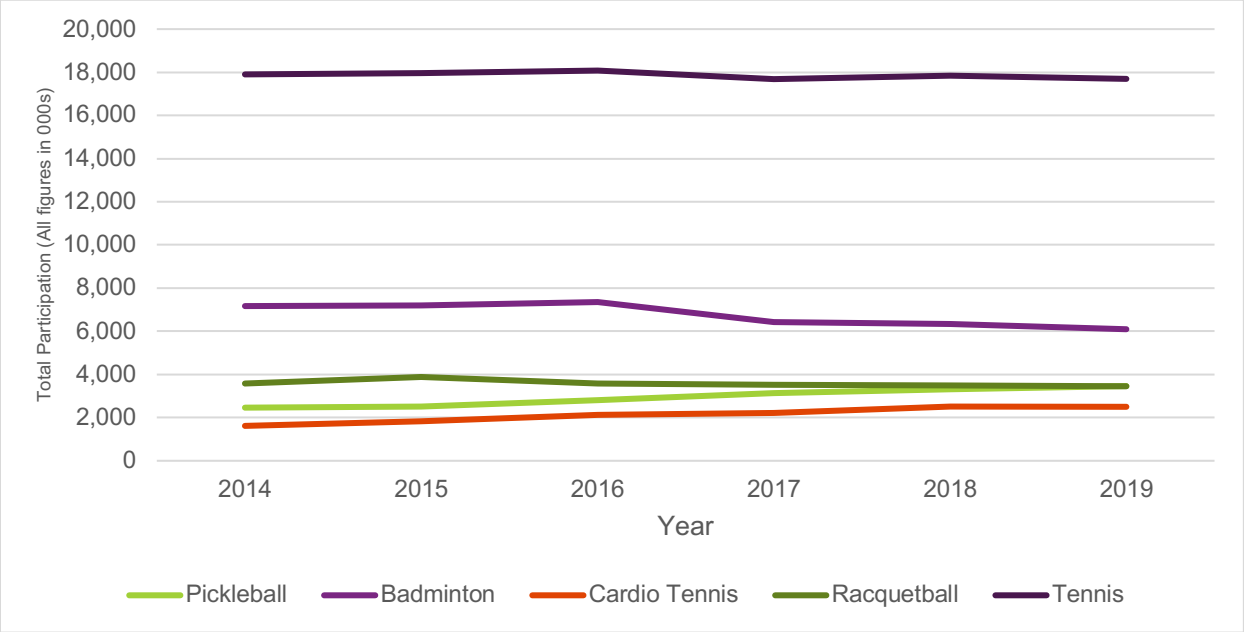
Pickleball continues to be a fast-growing sport throughout America. Considered a mix between tennis, ping pong, and badminton, the sport initially grew in popularity with older adults but is now expanding to other age groups. According to the American Council on Exercise (ACE), regular participation in Pickleball satisfied daily exercise intensity guidelines for cardio fitness for middle-aged and older adults.[23] The sport can be temporarily played on existing indoor or outdoor tennis courts with removable equipment and taped or painted lining. This lining, if painted on tennis surfaces, may interfere with requirements for competitive tennis programs or tournaments. Agencies will need to look at their community's tennis and pickleball participation to determine the benefits and costs of constructing new pickleball courts versus utilizing existing

[23] Green, Daniel, August 2018. "ACE-Sponsored Research: Can Pickleball Help Middle-aged and Older Adults Get Fit?" American Council on Exercise. Accessed 2020. https://www.acefitness.org/education-and-resources/professional/certified/august-2018/7053/ace-sponsored-research-can-pickleball-help-middle-aged-and-older-adults-get-fit/

tennis ball courts. Best practices regarding pickleball setup and programming can be found on usapa.com, the official website for the United States Pickleball Association.

According to the 2020 SFIA Topline Report, over the past five years, from 2014 to 2019, total participation in Pickleball increased 7.1 percent on average each year. From 2018 to 2019, the sport grew 4.8 percent. Out of the most common racquet sports, pickleball and cardio tennis are the only sports that have seen positive growth on average over the past five years. Tennis is still the most popular racquet sport by far, although participation growth has slowed over the past five years. [24]

Racquet Sport Participation from 2014 - 2019



Source: 2020 SFIA Topline Report

Shade Structures

Communities around the country are considering adding shade structures as well as shade trees to their parks, playgrounds and pools, as "a weapon against cancer and against childhood obesity"[1;] both to reduce future cancer risk and promote exercise among children. The National Oceanic and Atmospheric Administration has tracked the depletion of the earth's ozone layer over the past fifty years. The decrease in the amount of ozone has contributed to the increase in ultraviolet rays (UV), which can cause sunburns and eventually skin cancer. It is recommended that children seek shade between 10am and 4pm, but with so little shade available, kids have nowhere to go. Additionally, without adequate shade, many play areas are simply too hot to be inviting to children.

[24] "SFIA Sports, Fitness and Leisure Activities Topline Participation Report" February 2020. Sports & Fitness Industry Association. Accessed 2020.

Trees help provide protection, as tree leaves absorb about 95 percent of ultraviolet radiation, but they take a decade or more to grow large enough to make a difference. Many communities are building shade structures instead. Agencies should attempt to choose durable and attractive shade structures that all resistant (or provide a warranty against) rust, corrosion, deterioration, and removability.[25]The non-profit Shade Foundation of American is a good resource for information about shade and shade structures, www.shadefoundation.org.

Sports Trends

According to the Sports and Fitness Industry Association, high-intensity interval training (HIIT) and cross-training style workouts, or CrossFit, are two of the top trending aerobic activities. CrossFit combines elements of gymnastics, weightlifting, running, rowing, and other sports to create a varied fitness regime.

- With regard to individual sports, off-road triathlons have seen almost 17% average annual growth for the last five years. These races, such as XTERRAs, consist of a competitive combination of swimming, mountain biking, and trail running.
- Pickleball, a paddle sport mixing badminton, tennis, and table tennis, is still trending, gaining an average 8 percent growth each year. Growing even slightly faster is Cardio Tennis at 9.1 percent. Cardio Tennis is a fitness program that focuses on combining a full body workout with elements of tennis.
- Engaging non-participants is one of the challenges of parks and recreation agencies. According to the 2018 SFIA report, Income has been seen to impact activity rates; those households making under $50,000 are significantly less active than those making more. Data shows that having someone to join first time users will increase participation more than any other reason.

[25] "Providing Shade Protection in Public Areas | Operations | Parks & Recreation Magazine | NRPA." Nrpa.org, 2015, www.nrpa.org/parks-recreation-magazine/2020/june/providing-shade-protection-in-public-areas/. Accessed 1 Nov. 2021.

Sports Trends

Water Sport	5 Year Avg. Annual Growth
Stand Up Paddling	20.2%
Kayaking (whitewater)	6.0%
Recreational Kayaking	5.2%
Rafting	-1.4%
Water Skiing	-3.8%
Jet Skiing	-5.0%

Team Sport	5 Year Avg. Annual Change
Rugby	16.5%
Baseball	10.4%
Swimming on a Team	10.1%
Fast Pitch Softball	-2.7%
Touch Football	-3.5%
Ultimate Frisbee	-8.7%

Aerobic Activity	5 Year Avg. Annual Change
High Impact Intensity Training (HIIT)	9.3%
Cross-Training Style Workouts	6.6%
Row Machine	5.8%
Stair Climbing Machine	5.6%
Aquatic Exercise	5.0%
Tai Chi	5.0%
Strength Activity	**5 Year Avg. Annual Change**
Kettleballs	7.0%
Individual Sports	**5 Year Avg. Annual Change**
Triathlon (Off-Road)	17.1%
Martial Arts	11.2%
MMA for Fitness	11.1%
Trail Running	9.6%
Boxing for Competition	9.5%
Adventure Racing	7.3%
Boxing for Fitness	6.2%
Racquet Sports	**5 Year Avg. Annual Change**
Cardio Tennis	9.1%
Pickleball	8.5%

Source: 2018 Sports, Fitness, and Leisure Activities Topline Participation Report, 2012 - 2017

Synthetic Turf

Demand for fields have risen with the popularity of youth and adult sports. Synthetic turf can solve many challenges and parks and recreation departments because they can withstand the constant use from players. They require less maintenance and are not easily damaged in wet weather conditions. Synthetic turf requires periodic maintenance which includes brushing the turf to stand up the fibers which allows it to wear better, the addition of infill in high traffic areas (soccer goals, corner kicks, etc.) and an annual deep cleaning. However, synthetic turf costs significantly more upfront, and they require replacement about every ten years. This can have a large environmental and economic footprint unless the products can be recycled, reused, or composted.

Safety concerns primarily stem the chemicals found in crumb rubber. For the last 20 years, crumb rubber has been the common choice for fields. It often has distinct plastic smell, and can leach chemicals, like zinc, into downstream waters. There are also concerns about off-gassing of crumb rubber and the potential health impacts of this material. Fortunately, advances in technology have allowed for new innovative products to be developed without crumb rubber. New innovations have allowed more sustainable and safer synthetic turf to be used by athletes and remove the negative perception. In the future, shock pads may become commonplace – this is the layer under the turf that can absorb an impact and reduce the chance of a concussion. The incorporation of non-rubber infills will continue to grow.

Get Youth Outside

The Washington State Recreation Plan advocates to better meet the needs of youth. The state is already exceeding national averages, as youth in the Washington participate in outdoor activities at a higher rate. For instance, participation in the state for fishing and hunting was estimated at 77% and 44% for youth, while the United State Fish and Wildlife Service saw national averages at 24% and 4%.

The top activities by youth participation in the state include:

- Walking (88%)
- Leisure in parks (78%)
- Trending activities (77%)
- Fishing in freshwater (77%)
- Nature-based activities (75%)
- Bicycling (74%)
- Freshwater-based activities (except swimming) (66%)
- Target Shooting (62%)
- Hiking (57%)
- Outdoor sports (57%)
- Off-road vehicle riding (57%)

Source: Washington State Recreation Plan[26]

Trails and Health

A connected system of trails increases the level of physical activity in a community, according to the Trails for Health initiative of the (CDC)[27]. Trails can provide a wide variety of opportunities for being physically active, such as walking/running/hiking, rollerblading, wheelchair recreation, bicycling, cross-country skiing and snowshoeing, fishing, hunting, and horseback riding. Recognizing that active use of trails for positive health outcomes is an excellent way to encourage people to adopt healthy lifestyle changes, American Trails has launched a "Health and Trails" resource section in its website: www.americantrails.org/resources/benefits/.

The health benefits are equally as high for trails in urban neighborhoods as for those in state or national parks. A trail in the neighborhood, creating a 'linear park', makes it easier for people to incorporate exercise into their daily routines, whether for recreation or non-motorized

[26] "Get Youth Outside - Washington State Recreation and Conservation Plan 2018-2022." Washington State Recreation and Conservation Plan 2018-2022, 26 Feb. 2020, www.rco.wa.gov/StateRecPlans/scorp/vision-2040-2-2-2/. Accessed 30 Sept. 2021.

[27] "Guide to Community Preventive Services" Centers for Disease Control and Prevention (CDC), http://www.thecommunityguide.org/index.html

transportation. Urban trails need to connect people to places they want to go, such as schools, transit centers, businesses, and neighborhoods.[28]

Therapeutic Recreation

The Americans with Disabilities Act of 1990 (ADA) established that persons with disabilities have the right to the same access to parks and recreation facilities and programming as those without disabilities. In 2004, The National Council on Disability (NCD) issued a comprehensive report, Livable Communities for Adults with Disabilities[29]. This report identified six elements for improving the quality of life for all citizens, including children, youth, and adults with disabilities. The six elements are:

1. Provide affordable, appropriate, accessible housing
2. Ensure accessible, affordable, reliable, safe transportation
3. Adjust the physical environment for inclusiveness and accessibility
4. Provide work, volunteer, and education opportunities
5. Ensure access to key health and support services
6. Encourage participation in civic, cultural, social, and recreational activities

Therapeutic Services bring two forms of services for persons with disabilities into play, specific programing and inclusion services. Individuals with disabilities need not only functional skills but to have physical and social environments in the community that are receptive to them and accommodating individual needs. Inclusion allows individuals to determine their own interests and follow them.

Many park and recreation departments around the country are offering specific programming for people with disabilities, but not as many offer inclusion services. In “Play for All–Therapeutic Recreation Embraces All Abilities”, an article in Recreation Management Magazine. Dana Carman described resources for communities looking to expand their therapeutic recreation services.

Therapeutic recreation includes a renewed focus on serving people with the social/emotional challenges associated with “invisible disabilities” such as ADHD, bipolar disorders, spectrum disorders and sensory integration disorders. A growing number of park and recreation departments are making services for those with invisible disabilities a successful part of their programming as well. When well done, these same strategies improve the recreation experience for everyone.[30]

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[28] Michelle Baran, “New Trend: Urban Bike Tours in Los Angeles and New York,” Budget Travel Blog, http://www.budgettravel.com/blog/new-trend-urban-bike-tours-in-los-angeles-and-new-york,11772/, accessed March 2020

[29] National Council on Disability, Livable Communities for Adults with Disabilities, December 2004, http://www.ncd.gov/publications/2004/12022004.

[30] Kelli Anderson, “A Welcome Inclusion”, Recreation Management, October 2010, http://recmanagement.com/201010fe03.php, accessed on Feb 2020.

Appendix G

Kirkland Summary Memo

Memo to: **Mary Gardocki, Park Planning and Development Manager**, City of Kirkland - Parks and Community Services

CC: Tom Diehl, GP Principle in Charge

Dave Peterson, GP GIS Manager

Caylor Vielehr, GIS Analyst

From: Jeff Milkes, GP Project Manager

Date: October 1, 2021

Subject: Kirkland Parks and Community Services Parks, Recreation and Open Space (PROS) Master Plan Public Input Summary

The public engagement process for the master plan update includes a variety of input opportunities for both internal stakeholders (staff, elected officials, leadership) and external (community members, sports organizations, educators, heath care professionals, civic group leaders, etc.).

In order to gather information pertinent to the Parks, Recreation and Open Space (PROS) master plan, City leadership and staff were interviewed as part of a SWOT analysis on June 9, 2021, followed by focus groups, stakeholder interviews and a public forum conducted between June and August 2021. The goal of these sessions was to guide the development of the parks and recreation needs assessment community survey while collecting input into the needs and desires of Kirkland residents. Public input contacts included:

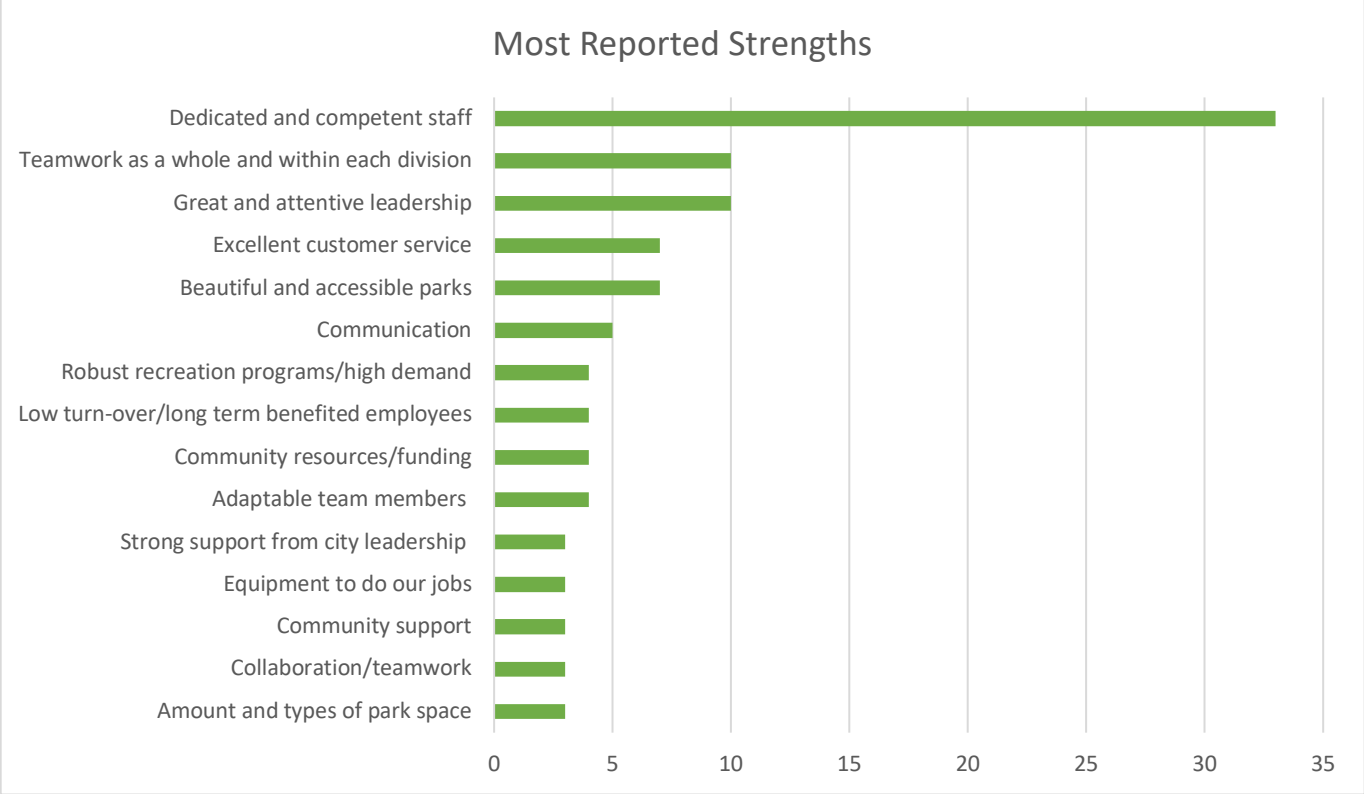
- City Staff and Leadership SWOT Analysis (43)
- Stakeholders - Park Board members, City Council members, and executive staff (12)
- Focus group participants - community members, sports leaders, civic group leadership, etc. (33)
- Kirkland patrons/community members attending the public forum on June 17, 2021. (48)
- City staff (Public works, Transportation, Surface Water, Volunteers, Planning and Building) on August 24, 2021 (14)
- Teen Input Survey by the City --
- Youth Input “Catch the Butterfly” (118)
- Human Services Commission on August 24, 2021 (05)
- Kirkland Park Board on September 8, 2021 (07)
- Neighborhood Input from the Everest and Moss Bay neighborhoods (121)
- Dog Off-leash input meeting (held on Sept 29, 2021, by the City (75+)
- Diversity, Equity, and Inclusion Perspectives (07)

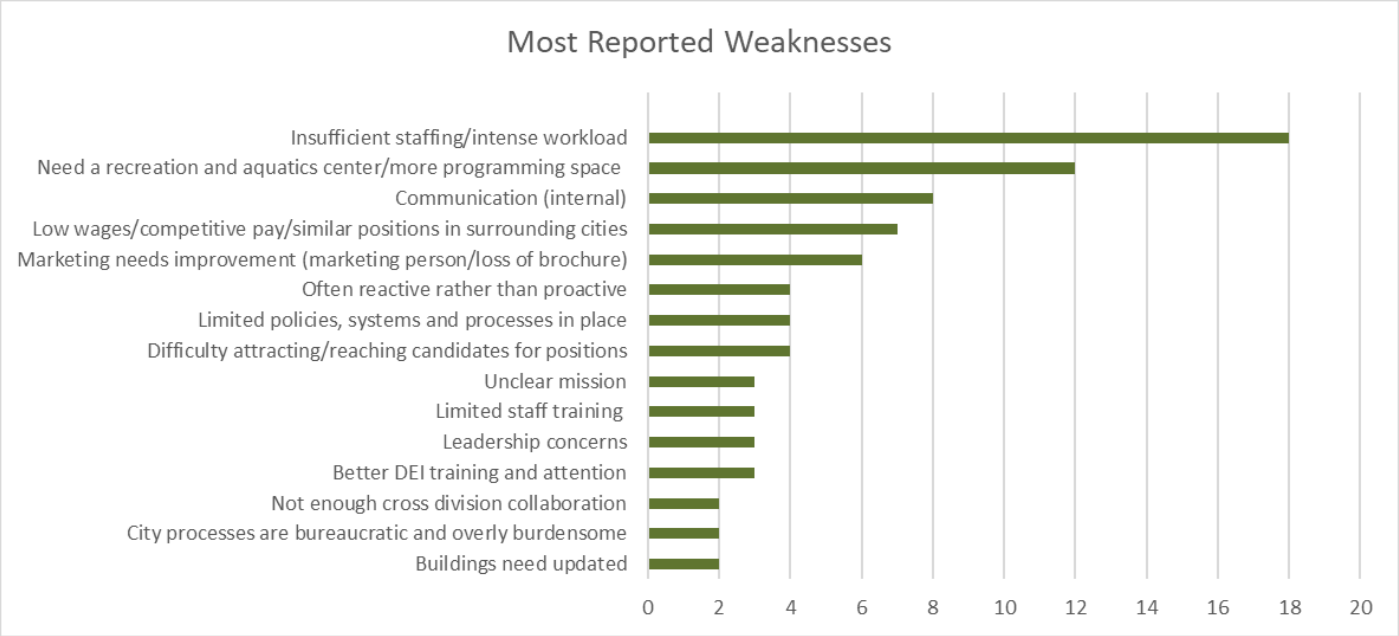
Additional input opportunities related to the ADA transition plan will be hosted and reported independently.

For the purposes of this summary and to preserve the content of the comments, responses are reported verbatim with minimal editing. While responses are not prioritized, the number of times a comment or response was made are annotated with an "*". Where it made sense, like comments may be grouped. It should be noted that some participants chose not to respond during the sessions.

City Staff and Leadership SWOT Analysis

The SWOT analysis identified Strengths, Weaknesses, Opportunities and Threats identified in a SurveyMonkey Survey and subsequent interviews with forty-three staff that identified the following:




Most Reported Weaknesses
Insufficient staffing/intense workload
Need a recreation and aquatics center/more programming space
Communication (internal)
Low wages/competitive pay/similar positions in surrounding cities
Marketing needs improvement (marketing person/loss of brochure)
Often reactive rather than proactive
Limited policies, systems and processes in place
Difficulty attracting/reaching candidates for positions
Unclear mission
Limited staff training
Leadership concerns
Better DEI training and attention
Not enough cross division collaboration
City processes are bureaucratic and overly burdensome
Buildings need updated
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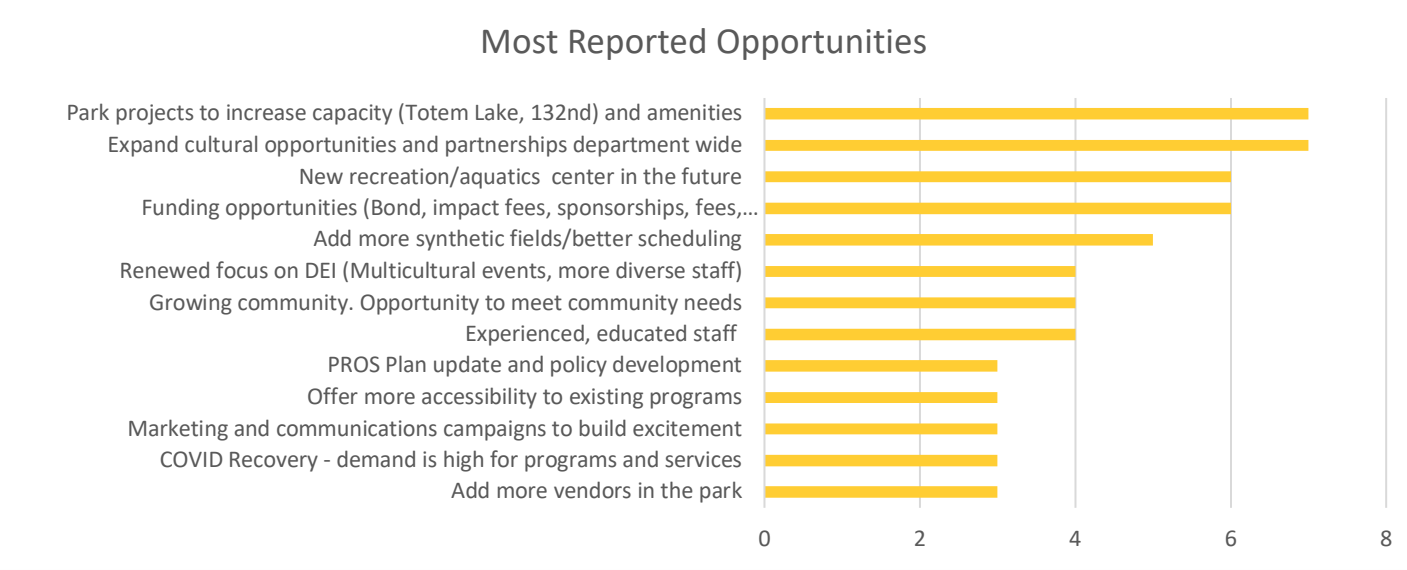
Most Reported Opportunities
Park projects to increase capacity (Totem Lake, 132nd) and amenities
Expand cultural opportunities and partnerships department wide
New recreation/aquatics center in the future
Funding opportunities (Bond, impact fees, sponsorships, fees,...
Add more synthetic fields/better scheduling
Renewed focus on DEI (Multicultural events, more diverse staff)
Growing community. Opportunity to meet community needs
Experienced, educated staff
PROS Plan update and policy development
Offer more accessibility to existing programs
Marketing and communications campaigns to build excitement
COVID Recovery - demand is high for programs and services
Add more vendors in the park
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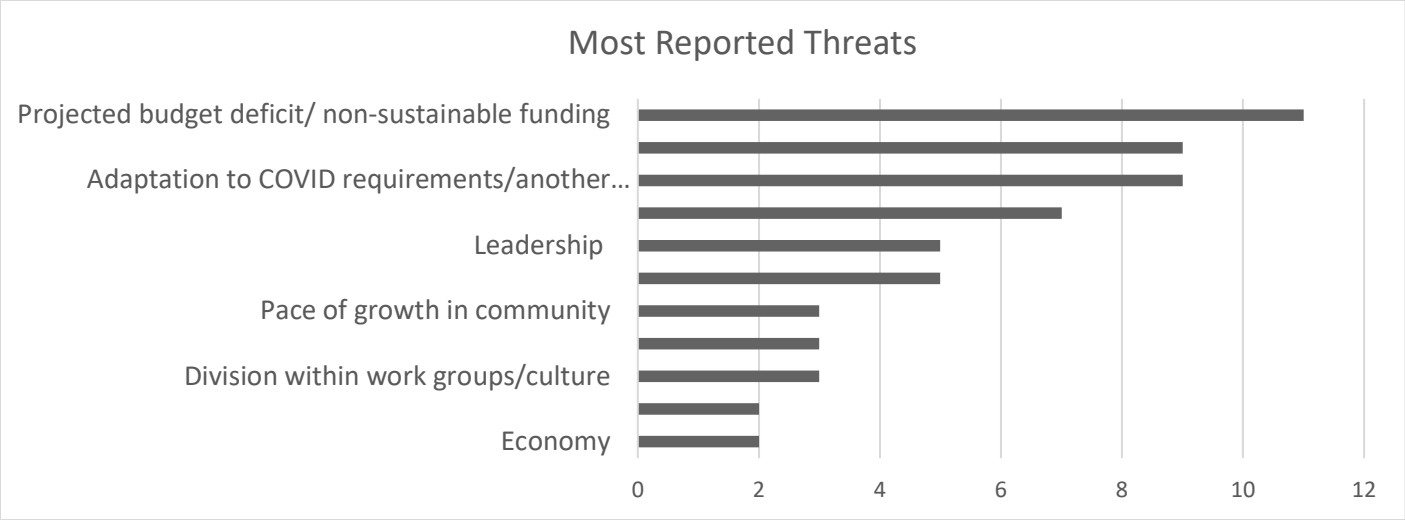


Stakeholder Interviews, and Focus Group Meetings

From June-August, interviews with both key stakeholders and community members were held to best understand the needs and desires of Kirkland residents as well as to inform the questions for the needs assessment survey. The following responses were received:

Length of residency in Kirkland?

<5 years	2
5-9 years	6
10-19 years	10
20+ years	15

Strengths of the Department

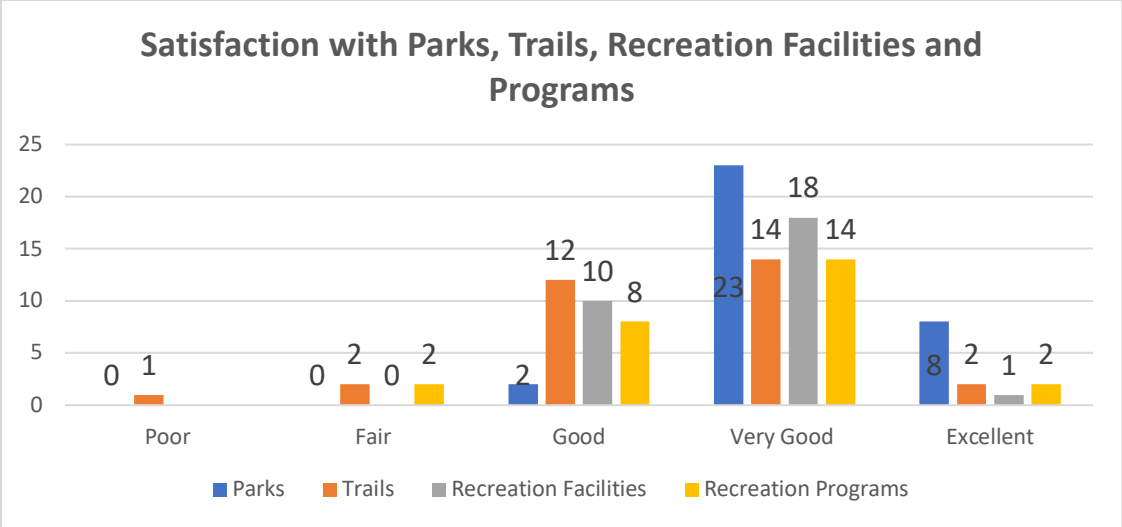
- Staff maintains parks better than anyone (large and small)*
- Connectivity - links to parks and trails*
- Recreation programs for kids*
- Sports fields are well maintained*
- Dedicated pickleball courts*
- Good diversity of parks, neighborhood, community, regional*
- Department focus on wildlife habitat
- Developing new parks, (planning)*
- Preserving green space*
- 10 minute (1/4 mile) walk to a park*
- Parks are water oriented*
- Parks are walkable*
- Access to nature*
- Park Department staff very responsive*
- Summer programs*
- Cross Kirkland trail*
- Variety of park sizes*
- Programs for 50 plus

- Diversity of amenities in parks
- Programs are free (affordable)
- Removal of invasive species
- Waterfront parks
- Partnering with third party for programs
- Forrest restoration
- Management and scheduling of the parks
- Parks each have unique character

Areas of improvement for the Department

- Lack of sufficient number of pickleball courts*
- Open spaces being threatened by development*
- Lack of indoor aquatic facilities*
- Not enough summer programs/difficulty registering*
- Lack of dog parks, people using open space*
- Lack of signage
- North Juanita area underserved with parks
- Trees affected by invasive ivy
- Field use (tier system) favors baseball and soccer
- Not enough players/fields for rugby, cricket
- Lack of lighted fields
- Lack of field complexes for tournaments
- Recreation classes that are popular fill up so quickly
- Loss of public right a ways
- Amount of time it takes City to respond to trends
- Open spaces not maintained
- Noise from maintenance tasks
- Lack of restrooms and water fountains
- Parks threatened by growth
- Athletic field amenities need to be upgraded
- Lack of funding and resources for development of parks
- The processes for balancing budgeting for high use and more 'natural' parks is obtuse
- Kirkland Teen Union Building closed
- Lack sidewalks and bike paths
- Outdoor aquatic center not open for a long enough season
- Staff haven't listened in the past to input from community
- Cross Kirkland Corridor being used by mass transit
- Trails in open space not designed nor maintained
- Lack of tree maintenance
- Connection between parks lacking, no bike lanes
- Cross Kirkland Corridor not well maintained
- Lack of informal fields
- Need to publicize field, courts, facilities schedules on website
- Not enough involvement by public safety
- Poor access for individuals with disabilities
- Newer playgrounds are too small (Juanita Beach)

Satisfaction with parks, trails, recreation facilities and programs



Underserved areas in the City

- Areas annexed in the north part of the City over the past two years (Juanita, Evergreen)
- Non-traditional sports*
- Kirkland proper Juanita North*
- Rose Hill area near 405*
- Limited park space in Kingsgate - NE portion of City*
- Athletic fields across the City*
- Seniors*
- Informal athletic field use*
- Large housing complexes with high density
- North Kirkland lacks parks
- Multi-use housing
- Totem Lake area lacks parking
- Kings Gate
- City lacks accessible trails
- Evergreen Hill area
- Totem Lake
- Limited park space in Juanita neighborhood - north central
- Identify the demographics of the people we are serving or who are
- participating in programs
- Non-English speaking
- Swimmers, aquatics, learn to swim
- Families (activities)
- Basketball players (indoor)

- Owners of dogs off leash
- Cricket players
- Skaters
- Seniors
- Individuals with disabilities

Amenities that may improve park experiences

- Pickleball courts (lighted)*
- Restrooms open year around*
- Indoor aquatic center*
- Dog parks (off leash)*
- Large covered outdoor space for events and programs*
- Aquatic facility outdoor (keep open longer)*
- Outdoor fitness stations*
- Drinking fountains that fill water bottles and provide for pets*
- Multi-use all weather facilities*
- Picnic shelters (small and large) to provide shade*
- Community gardens (pea patches)*
- Covered play areas*
- Preserving usable green space*
- Artificial turf fields (lighted)*
- Add more restrooms in parks that do not have them*
- Splash pad*
- Fenced in play areas for small children*
- Modification to existing playgrounds to make them accessible
- Disc golf
- ADA accessible
- Adult softball fields
- Recreation center
- Nature center
- Working farm
- Active themed trails
- Recreation center with gym space, commercial kitchen, fitness studios,
- Weight rooms, community rooms
- Pool - splash area, lap lanes, recreation area
- Possibly smaller community centers
- Tennis courts (lighted)
- Outdoor basketball courts (lights)
- Infrastructure (safety/security)
- Preferably 2 medium sized rec centers versus large
- Bike repair stations
- Docking stations for electronic phones, etc.
- Parking
- Comfort stations
- Distance markers on trails
- Interpretive signs

- Addition trash receptacles along trails
- Playground equipment
- Variety of equipment in each park
- BMX park
- Adventure Playground
- Indoor basketball courts
- Pickleball complex
- Accessible equipment in parks
- Paved trails for accessibility
- Add connection thru Juanita to connect to cross Kirkland corridor
- (Juanita Community Planning doc)
- Complete Update Transportation Plan
- Community Center space
- Adventure amenities
- Gardens (botanical)
- Teen facility
- Obstacle course on water
- Sidewalks, bike paths
- Rock climbing facilities
- Bike racks
- Futsal
- Covered playground
- Lighting in the parks
- Recycling facilities (plan)
- Improved skate park
- Disc golf
- Bocce Ball
- Better access to parks
- Access to water sports
- Picnic tables

Program ideas the City should consider offering

- Learn to swim/senior/other aquatics programs*
- Pickleball*
- Senior programs*
- Alternative sports - cricket, rugby, lacrosse*
- Family friendly programs*
- Outdoor recreation programs*
- Group fitness programs indoor/outdoor*
- Life skills enrichment classes*
- Kayak and paddleboard rentals on the lake*
- Water sport camps (sailing, paddle board)*
- Lifelong recreation programs*
- Programs for children with disabilities (include caregiver assistance)
- Affordability of programs (allow sampling of programs)
- Variety of programs
- Alternative programs Tia Chi

- Adult softball
- Wellness programs
- Nature programs
- Mental health, stress management
- Expanded art programs - like ceramics
- Classes
- Line dancing
- Programs for preschoolers
- Volleyball
- Golf
- Rock climbing programs
- Wilderness awareness programs
- Cricket
- Existing programs expanded (more spaces)

Partners the City should work with

- Google*
- Lake Washington School District*
- Services organizations*
- Neighborhood associations*
- Seattle Metro Pickleball Association*
- Local businesses*
- YMCA*
- REI*
- Facebook
- Costco
- Cascade Bike Club
- Utility Companies
- Green Kirkland Partnership
- Cross Kirkland Corridor
- Youth Eastside Services
- Athletic Associations
- Youth Council
- Boy's and Girl's Club
- Splash Forward
- Kirkland Parks & Community Foundation
- HOAs
- Microsoft
- Nintendo
- Boeing
- Senior Center
- Kirkland Alliance of Neighborhoods
- Amazon
- Expedia
- Washington Trails Association
- Community volunteers
- Local PTAs to assist with communication

- Scout organizations to assist with communication
- Vertical world
- Wilderness awareness
- Other Cities on the water
- Audubon Society
- U of Washington in Bothell
- Private Fitness Clubs

Values the master plan should consider

- Sense of community*
- Open space*
- Safe and inclusive*
- Green walkable City*
- Accessibility to nature*
- Connectivity (ability to cross private property)

Key Issues the master plan should consider

- Density of park use*
- 85th Street development/station area plan*
- Traffic*
- Increasing diversity*
- Maintenance of mature trees
- Developers removing right a ways
- 2015 Referendum for Aquatic and Rec facility failed
- Other City transportation plans
- Rapidly growing City, tech, high cost of living
- Entice kids to go outdoors
- Kirkland has outgrown capacity for car usage, need pedestrian infrastructure
- Growing # of dog owners

Priorities the master plan should consider

- Accessible parks/programs for all Kirkland residents (equity)*
- Partnership opportunities (funding, programs, facilities)*
- Land acquisition for future*
- Pickleball*
- Improved communication and promotion*
- Safe connectivity of green spaces*
- Keep Kirkland green and walkable*
- Sustainability*
- Ensure maximum green space to balance future development*
- Indoor public aquatic facility*
- Greater access to programs and services*
- Remain adaptable as demographics change*
- Active, engaged park users*
- Support activities that can be done at all stages of life*

Vision the master plan should consider

- Diversity and equity*
- Keep asking residents for input*
- All inclusive - provide amenities for everyone*
- Build community support (Kirkland Teen Union Building)*
- Establish trails as a park amenity/increase trail funding*
- Wi-Fi in parks*
- Meet desires for as many members of the community for their recreation needs*
- Offer programs that aren't always fee based that are easily accessible for residents*
- Build capacity for parks/services, as density increases*
- Recreation services accessible, affordable, especially for youth
- Innovative regarding what parks look like (linear parks, roof top, pocket park)
- Other Co Keep homeless out of parks
- Capital investments driven by sports organizations wanting athletic fields
- Return large community events
- Address conflicts between competing interests
- City should acquire Big Fin Hill Park
- Publish QR codes for the survey in our parks
- Signage in other than English, maybe QR code
- Improve partnership with school district
- Parks remaining open during the Pandemic was a lifesaver!
- Group pickleball courts into one area/park
- Indoor pickleball courts are needed
- Website is not user friendly - difficult to navigate

Public Forum – Information Gathering

The public forum on June 17, 2021, provided the first opportunity for the general community members to provide input into the master plan. Community members provided the following input:

Strengths of the parks and recreation programs and services in Kirkland

- Good Maintenance
- The improvements at Juanita Beach Park
- Great outdoor spaces to hang out in. Great athletic fields
- I think the Parks Department created three fantastic pickleball courts at Everest Park a couple of years ago. I would like to see Kirkland add additional courts in the near future
- Diversity...different types of parks and different types of activities

Areas for potential improvement for the Department

- Define all inclusive
- Access to parks for those without transportation
- City should acquire Big Fin Hill Park
- Level of Service based on density

- Increase tourism use of park facilities
- Destination park facilities and amenities for the region
- Coordination with Human Services and Parks Department
- Ballot or Bond initiative and recreation space
- Recreation Center
- Off leash dog area
- Review mission/vision/values of department
- Need additional staff positions now and to grow
- Staffing to meet current demand and to grow
- Need park standard and inclusivity policies
- Need an equity toolkit
- Need more food forests
- Pest management Program - eliminate use of round-up
- Additional capacity in the parks
- More community garden spaces
- Additional space for classes
- Expanded field utilization for youth sports
- Keep Kirkland a village
- Access, inclusivity and the environment
- Ensure maximum green space to balance future building/dwelling development
- Upgrade athletic field amenities
- Open space
- Integration of recreation space with multi-use housing
- Adequate resources
- Northwest corner needs a park
- Utility corridors and recreation can coexist
- Keep homeless out of parks
- Innovative regarding what parks look like (linear parks, roof top, pocket park)
- Park services for redevelopment areas experiencing growth
- Youth, cultural activities not offered by the City and programs and services in Kirkland
- Insufficient open space in newly developed and planned development, e.g, State Street in Moss Bay, the new Totem Lake area (both sides of 405) and the Station Area Plan where no new open space is being planned - only urban "gathering spots"
- More pickleball courts are needed to meet the demand
- Maintaining parks and reducing illegal activities such as drinking and using drugs
- Trails need better signage
- Need year-round restrooms

Partners the City should be working with in Kirkland

- Little League groups
- Boys and Girls Club
- Neighborhood Associations
- Senior Center members

Programs the City should consider offering

- Keeping children busy and teaching teamwork and life skills through organized youth sports while getting exercise and keeping off of social media and video games
- Pickleball tournaments
- Summertime emphasis of aquatic programs is just fine
- Nature programs with a focus on sustainability and things like promoting pollinators (butterflies and mason bees)
- Blade or quads and roller hockey programs

Priorities to consider in the master plan

- Maintaining enough parks and open space as density increases
- There are "areas" that need new parks
- Provide safe spaces that everyone should be able to enjoy, better patrolling or some additional oversight and safety precautions for our parks
- Dedicated parking at parks along Lake Washington Blvd.
- A true network of active transportation options will address traffic concerns
- Keeping the Cross Kirkland Corridor “rustic” is more appropriate for the general population than a high intensity paved superhighway for high-speed biking which endangers pedestrians/strollers
- Accessibility of parks/programs, additional pickleball courts and land acquisition
- An active transportation network is designed for everyday users (not speedsters)
- Aerial people mover (like gondola) from 85th to downtown AND all up & down (in the air) above the existing trail system (old RR tracks) that would reduce vehicle traffic and help businesses

Amenities that may improve park experiences

- More pickleball facilities (the courts at Everest Park are always busy)
- Climbing walls
- Facilities for roller hockey
- Parks to serve high density tall developments, e.g., Totem Lake and Stations Area
- Dog waste receptacles
- Increased access to restrooms and aquatics
- Lighted pickleball courts (minimum of 8 dedicated courts)
- Covered pickleball courts perhaps using school facilities
- Additional dog parks
- Covered play areas
- Indoor aquatic facility
- Lighted courts
- A little track for young bike riders
- Location for frisbee golf
- Network of safe routes to park facilities so that you can walk, or bicycle
- Current aquatic facilities are appropriate and effective. Expand the current capacity and don’t invest in new facilities
- A bubble over the pool during winter
- More community gardens – (pea patches)

- Nature gardens for education

Vision for parks and recreation programs and services in Kirkland

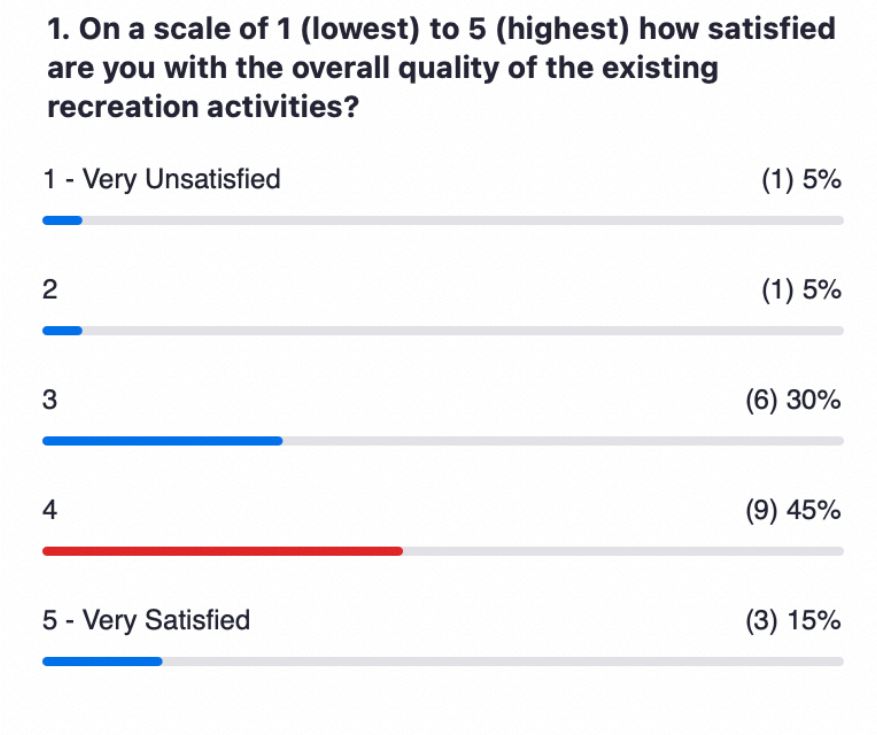
- Vision - build capacity that scales appropriately with community growth
- Providing opportunity and access to all community members
- Creating capacity in parks and programs is the greatest long-range issue
- Protect and don't dismantle existing programs and traditions they provide
- Providing lighting in parks to add capacity

Additional comments:

- Makes sense because the Internet is so dangerous for many people
- Must confess - I end up signing up for programs at Redmond more than Kirkland (despite being a Kirkland resident)
- Meet with King County to make formal proposal to take over the old garbage dump site (Taylor Fields) and make a multi-use facility...similar to Grass Lawn Park in Redmond
- Acquiring Big Finn Hill Park would indeed be a useful effort
- Pickleball needs to be as distributed throughout the City just as tennis is. Suggest that pickleball be added to tennis rather than displace it
- I agree that pickleball is growing so fast and for all ages of players. There are tennis courts that could also be used as pickleball courts
- I suggest existing tennis courts be lined for pickleball so the courts can be used for either tennis or pickleball
- Security cameras in high traffic areas
- It would be helpful to have more recycling and trash cans in highly trafficked parks. After a busy weekend, the garbage at Houghton park is piled high. Also add dog poop receptacles and security cameras or ways to ticket those who don't respect the rules or make parks unsafe for others
- The Kirkland Teen Union facility should not be gifted to a private organization (even a non-profit) such as one that puts on plays to make money. Kirkland City should not be picking winning and losing organizations. There should be multiple play/musical producing groups in the City to give the City residents some choice
- Personal experience with security cameras has been negative (information they yield is very rarely valuable and they create an Orwellian feel that we should avoid)
- Kirkland City has a history of producing surveys that are carefully designed to obtain a particular result, e.g., the regular services "satisfaction" survey. Please find a new survey vendor and give them the freedom to find out what people actually think rather than reinforce the prevalent City staff view
- Low pollution lights for the parking lots at parks
- You can line tennis courts in a way that the pickleball court lines do not use the existing tennis net but instead require a portable pickleball net to be setup. This is the preferred way to add lines for pickleball to tennis courts
- Please preserve the natural grass on all baseball and softball fields, especially Lee Johnson Field and Everest Park. It is worth the expense because it makes the Kirkland recreation environment so precious

- I don't play baseball and my kids didn't play baseball past 4th grade. Natural grass is the playing surface of choice. Replacing with soccer fields at Crestwoods Park with artificial turf makes some sense because the fields are so poorly drained and get really beat up
- Parks needs to coordinate better with LWSD, e,g, the football field at Kirkland Middle School is unused wasted space and should be available to the community. After all the baseball fields at Kirkland Middle School are used by Kirkland - why not the football field?
- Pickleball - Best bang for the buck - Least space requirement, low investment & maintenance versus the number of people served
- Kirkland's current park system offers diverse activities equitably and recognizes that it can't offer every activity for everyone. It also provides something for everyone. It is OK that not everyone gets everything they want
- More police cycles through areas on bike, on foot, in patrol units
- The overall population of Kirkland is well served
- This forum seems like very low participation and half of it seems like repeat people
- Too much input from City staff (as a % of respondents listed on a slide early in the deck)
- Google is an important local partner and they have invested more in activating the Cross Kirkland Corridor than any other entity
- Please avoid using Google as they are completely myopic about the needs of their employees and very few of their employees are Kirkland residents
- Long range acquisition of land for new parks is needed
- Big business shouldn't dominate our decisions

Polls were used during the Public Forum to encourage participation and receive feedback. The results of the polls are as follows:



1. On a scale of 1 (lowest) to 5 (highest) how satisfied are you with the overall quality of the existing recreation facilities?

1. On a scale of 1 (lowest) to 5 (highest) how satisfied are you with the overall quality of the existing parks?

1. How long have you been a resident of the City of Kirkland?

>5 Years	(3) 13%
5 - 9 Years	(2) 9%
10 - 19 Years	(2) 9%
20+ Years	(14) 61%
I am not a resident	(2) 9%

1. On a scale of 1 (lowest) to 5 (highest) how satisfied are you with the overall quality of the existing parks?

1 - Very unsatisfied	(0) 0%
2	(3) 13%
3	(0) 0%
4	(11) 48%
5 - Very satisfied	(9) 39%

City Staff From Related City Departments

In depth interviews were held with Leadership from Transportation, Public Works, Surface Water, Planning, Capital Improvements Projects, and Volunteers on August 24, 2021. The following input was received.

What is your Vision for the Recreation and Community Services Department?

- Continue listening to diverse audiences during community engagement*
- All inclusive (all manners of inclusivity including physical challenges), provide amenities for everyone*
- Interconnected park system (rolling, walking, running) with open space*
- Ensure safe access to lake *
- Maintenance for current parks should continue to be prioritized *
- Meet desires for both active and passive programs for both families and individuals *
- Meet desires for as many members of the community for their recreation needs*
- Maximize partnerships university, non-profits, for profit*
- How to address dog parks, aquatics, community recreation facility, how to move forward*
- Award winning agency
- Programs inclusive
- Maximize use of resources to meet the needs of as many people as possible
- Address the deficiencies in culturally challenged areas to meet diverse communities - Build for Belonging
- To be known for having high quality parks, facilities, and services
- Guide for Kirkland has the City grows to build capacity for parks, facilities, recreation services, and green spaces to maintain the community feel and address density.
- Equity and inclusion for all, accessibility
- Preserve habitat land and trees.
- Park nearby for everyone within walking distance
- Partnerships with School District to maximize facility capacity and usage
- More of what we are doing - providing parks and facilities, addressing gaps that exist, make incremental improvements over time

What additional programs would you like to see the Department offer?

- Community ESL - Sign Language Programs for Understanding and Communicating with people with disabilities*
- Rowing
- Group fitness programs indoor/outdoor
- Lifelong recreation programs
- Nature programs
- Outdoor recreation - anything between nature journaling to wellness walks, all types

What additional amenities would you like to see in the parks?

- Dog parks (off leash) - with waste stations throughout parks*
- Pickleball complex*
- Shade in parks*
- ADA accessible*
- Addition trash and dog receptacles along trails*
- Aquatic facilities indoor*
- Splash pad*
- ADA accessible playgrounds
- Cricket venue
- Water Fountains
- Better signage
- Additional shelters with grills/kitchen area
- Softening shorelines and nature play areas
- Innovative Park Seating
- Add more restrooms in parks that do not have them
- Adventure Playground
- Drinking fountains that fill water bottles and provide for pets
- Large covered outdoor space for events and programs
- Modification to existing playgrounds to make them accessible
- Pickleball Courts (lighted)
- Picnic shelters (small and large) to provide shade
- Playground equipment
- Restrooms open year around
- Sidewalks, bike paths

What locations in Kirkland may be underserved?

- North Kirkland lacks parks*
- Gender Neutral Bathrooms
- Lack of staff
- Individuals with disabilities
- Non-English speaking Promo materials and/or engagement
- Owners of dogs off leash

What are your priorities for Parks & Recreation?

- Maintain, clean, and reinvest in what we already have*
- Accessible parks for all Kirkland residents*
- Improve habitat for wildlife
- Win-win partnerships with Surface water dept for retrofitting parks
- Establish and maintain social trails into park maintenance system
- Better communication amongst departments
- Economic Development and Tourism Potential from Parks
- Access to parks for those without transportation

- All parks accessible to everyone, all inclusive (physically)
- Diversity, Equity and Inclusion
- Equity
- Innovative regarding what parks look like (linear parks, roof top, pocket park)
- Keep Kirkland green and walkable
- Need an equity toolkit
- Need park standard and inclusivity policies
- Recreation center

Additional Comments:

- Parks and stormwater should be retrofitted to better clean and infiltrate water
- Innovative parks and seating like Fritz Hedges Waterway Park

Youth Survey held for Teens by the City

What programs would you like to see offered for Teens?

- I feel like the only reason I don't feel connected to the Kirkland Community is because there aren't many community get-to-together events. Bellevue has snowflake lane while Redmond has TONS of summer events.
- I would like to know if there are any more Kirkland community activities and fun things Kirkland can put on for the community.
- The skatepark needs to be fixed
- There aren't enough cheap places to get food in downtown. Wendy's is gone and QFC is expensive. Where can I get food with friends?
- We need a new skatepark
- While I'm usually quite busy with activities at school, I find that it's hard to find places to hang out in Kirkland without driving at least 5-10 mins.
- I wish we had more spots to hangout besides parks and beaches sometimes
- The rec sports in Kirkland, as well as general rec options, greatly decrease for teens, and it is hard to find activities that are genuinely interesting for teens. Also, Kirkland's lack of rec and co-ed sports for teens makes it hard to find fun sport
- Better skate park needed!
- Build a bike park and upgrade the skatepark
- I enjoyed the Kirkland scavenger hunt a few weeks back, and i hope Kirkland can have more of these. I also hope there are plenty of job opportunities in the future.
- It would be nice to have a paint away or something like that to go too
- I wish there were more activities
- Kirkland is turning into Bellevue, there is too much construction. We have to leave the city to find things to do
- There should also be more things for teens to do while hanging out in Kirkland that are easy to get to.
- Unless you participate in sports there is nothing to do.

- I wish there were more opportunities for my voice to be heard.
- More teen activities offered in Kirkland with Mentors to get kids involved.
- A bike park
- A new recreational building with different activities that kids have the ability to do by themselves and not with an adult needed.
- A public pool
- A teen center would be really cool
- Acrobatics and/or gymnastics/sports center
- I think that Kirkland should make a sort of area for teens in which they can study, but not like a library, but where there is a teacher taking study courses on a specific test, for example, SATs (I don't know if they do SAT's in Washington), and it should be free - all you have to do is show up, and you can take the lessons.
- Maybe a place we can destress, like an aquarium.
- More skateparks! Bike parks too, like Redmond has.
- Outdoor workout area
- Probably more basketball courts, that'd be nice
- Place to Hang Out
- A place to go and hang out no matter what you might be going through
- Just a hangout area not connected with anything
- Just a place to hangout and talk to friends safely.
- Some chances to hang out with each other outside of schools at events like a concert or picnic
- A writing seminar, or something similar. A place where teens can write and share their work, and learn how they could make it better.
- A biking club
- Cooking (multicultural), or other home ec. type program
- Create things for us to do. Fix up parks, especially the skatepark. So much money went into Kirkland urban and yet not a penny has gone into fixing and/or rebuilding the skatepark
- Cricket stadiums to play cricket in
- Dodgeball league would be so awesome
- Education on climate change!
- Events at the beach? Or events for things like running or surfing, sports related things
- Fishing and livestock raising, like hatching eggs
- Home etc. class
- HOW TO DO TAXES
- I am not sure, a basic cooking or cleaning or general life skills class could be useful
- I LOVE the idea of art and music programs, although i think the ones before are more important.
- I think that the City of Kirkland should have more opportunities to represent the backgrounds, identities, and demographics of the community. I think that the community could host a festival or a fair where various leadership groups of Kirkland come together to represent the community. We could have dance performances, cultural food stands, informative booths, and all sorts of games. It'd be Kirkland's splash of culture!

- I think that you should maybe do photography, because I know a couple of people who would love to do that.
- Maybe a chess club...
- So Redmond has something called derby days and it's really fun and I go there every year, I would want something like that in Kirkland because it would be really cool.
- Social justice events (marches, debates, etc.)
- get together times or ways to make new friends
- Places to make friends.

What extra-curriculars activities are you involved with?

- Extracurriculars are my haven right now.
- I do gymnastics
- I practice my instrument so that's really fun
- I study and do extracurricular activities during my free time.
- It is mostly spent doing school-related tasks or extracurriculars, so school really consumes time more than advertised
- Like to ski
- The main thing I do in Kirkland is play baseball or tennis, so I don't know too much about other activities

Other Comments:

- Feel that Kirkland has lots to do/plenty to offer
- I live in totem lake which is around Kirkland and there is a lot of stuff to do here as well
- My friends and I went on a trip to the Totem Lake Mall, and there were a lot of fun things to do there
- Some areas of Kirkland are more active, or have more things for teens to do. Other areas are much more residential and don't have all that much
- That I have tons of things to do with my friends, we go on walks and go shopping and sometimes go and get ice cream. But it's things like that that make COVID-19 a little more fun
- There are a lot of things to do
- There are some really fun things to do in the area
- It is fun to go around town, everything feels close
- No, there is a lot of good opportunities in Kirkland
- There are a fair amount of opportunities for teens to choose
- There are good volunteering opportunities here
- I like the Kirkland waterfront
- I love all the parks we have here. It makes me so happy to walk or drive by so many parks and see kids (and other people) playing outside together. I also love all the local summer camps and activities we have to get kids outside and have the opportunity to try new things and meet new people, because that is so important for them and us
- I love events like the 4th of July when the Kirkland community comes together

Youth Input – Catch the Butterfly

In July 2021, staff launched the outreach initiative, "Catch the Butterfly". The campaign was designed to collect stories and hear from the youth in the community while educating parents and adults on the PROS Plan process. The Butterfly initiative was able to collect stories from 118 youth across 6 events as well as from PCS youth day camp participants. The input was still being summarized and is not included in this summary memorandum.

Human Services Commission

The Human Services Commission met on August 24, 2021 and provided input into the master planning process. The commission provided the following comments:

Vision/priorities for the Department

- Equity and inclusion for all, accessibility*
- A Department that addresses health and health disparities
- Meet recreation needs and desires for as many members of the community as possible
- Create a sense of belonging
- Culturally relevant programs and facilities, especially in underserved areas
- Meet a diverse set of community needs, services, amenities, programs, and address density
- Keep doing more of what we are doing - providing parks and facilities, addressing gaps that exist
- Make incremental improvements over time

Additional Programs/Activities the Department should consider

- Community ESL - Sign language programs for understanding and communicating with people with disabilities*
- Rowing
- Group fitness programs indoor/outdoor
- Lifelong recreation programs
- Nature programs
- Outdoor recreation - anything between nature journaling to all types of wellness walks

Amenities that may improve park experiences

- Additional trash and dog receptables along trails
- Add more restrooms in parks that do not have them
- Aquatic facilities indoor
- Aquatic facility outdoor (keep open longer)
- Covered playground
- Dog parks (off leash) - with waste stations throughout parks
- Gardens (botanical)
- Lighting in the parks
- Restrooms open year around

Underserved areas of the City

- Affordable housing in south area lacking greenspace
- Individuals with disabilities
- Totem Lake area

Priorities the master plan should consider

- Diversity, Equity, and Inclusion*
- Greenspaces for lower income areas
- Access, inclusivity, and the environment
- Accessible parks for all Kirkland residents*
- Gender equity

Kirkland Park Board

The Park Board met on September 8, 2021 to provide input into the master plan as follows:

Strengths of the Department

- Effort in community involvement*
- Expertise and professionalism of staff*
- Outreach to establish partners and volunteers*
- Department is well funded - public support - levies, bonds

What are areas of Improvement for the Department?

- Parks are over run - not keeping up with maintenance, problem with planning - need resources*
- Not an aquatic center*
- Lack of cricket fields and other cultural needs
- Need to be inclusive and holistic
- not meeting demand for fields
- Budgeting process is a long drawn-out process - not flexible
- Procurement/acquisition process is long and drawn out

How satisfied are you with the parks and programs the Department offers?

	Poor	Fair	Good	Very Good	Excellent
Parks	2	5			
Trails	5	2			
Recreation Facilities		2	4	1	
Recreation Programs		1	4	2	

What areas or groups may be underserved?

- Finn Hill North, Junita, South Kirkland*
- Totem Lake lacks play space*
- Rose Hill
- North Kirkland - Space Park - Community Center Park lacks play space
- Dogs - off leash

- Programs not easily accessible to all geographically
- on the water programming - north end
- equitable distribution of programs
- 13-17 year old youth

What additional programs would you like to see the Department offer?

- Rec in the streets - mobile recreation
- basketball
- racquetball
- additional diverse program for those not active - inclusive - passive
- mental health programming
- Social activities

Key Partners and Stakeholders

- City Council
- Developers
- Faith based communities
- Foundations
- Chamber
- Neighboring Cities

Key Issues in Kirkland

- Major development top of Rose Hill
- Public Transportation

Neighborhood Workshops

In May – June of 2021, the City conducted an online survey in order to aid the update of the Neighborhood Plans for the Everest and Moss Bay neighborhoods. This is a summary of key themes applicable to the master planning process.

Top 3 things that make the Everest Neighborhood a great place?

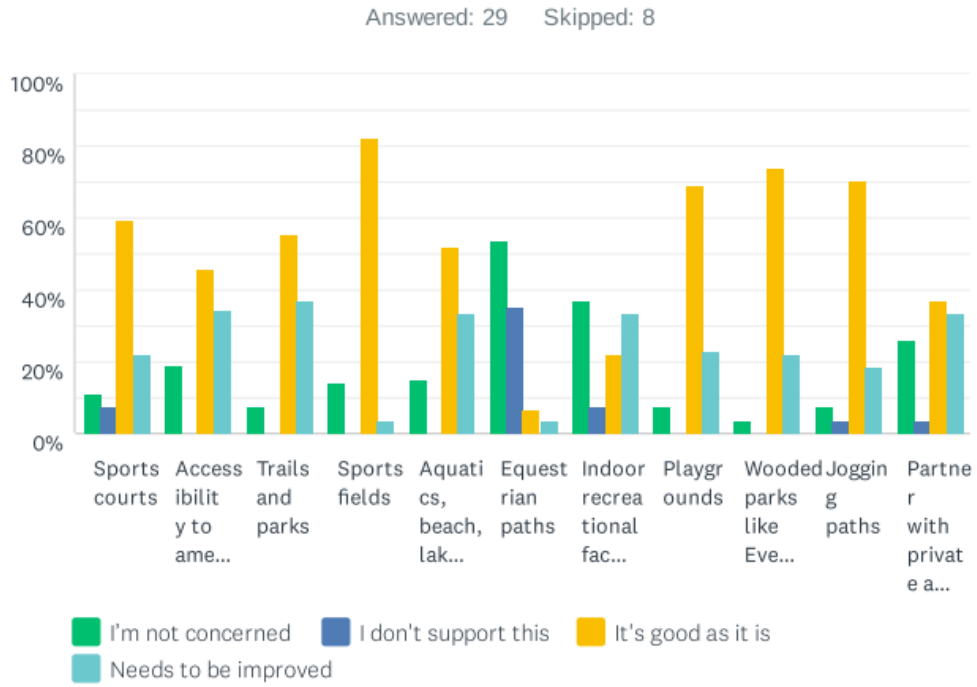
- Centrally located and close proximity within walking distance to stores, downtown, restaurants, Cross Kirkland Corridor (CKC), Lake Washington, Everest Park, other parks and green space amenities, vehicle access to I-405, views of Lake at higher elevations
- Neighborhood parks, Everest park baseball fields, natural open space, wooded trails

The top 3 things you would like to see changed to make the Everest neighborhood even better?

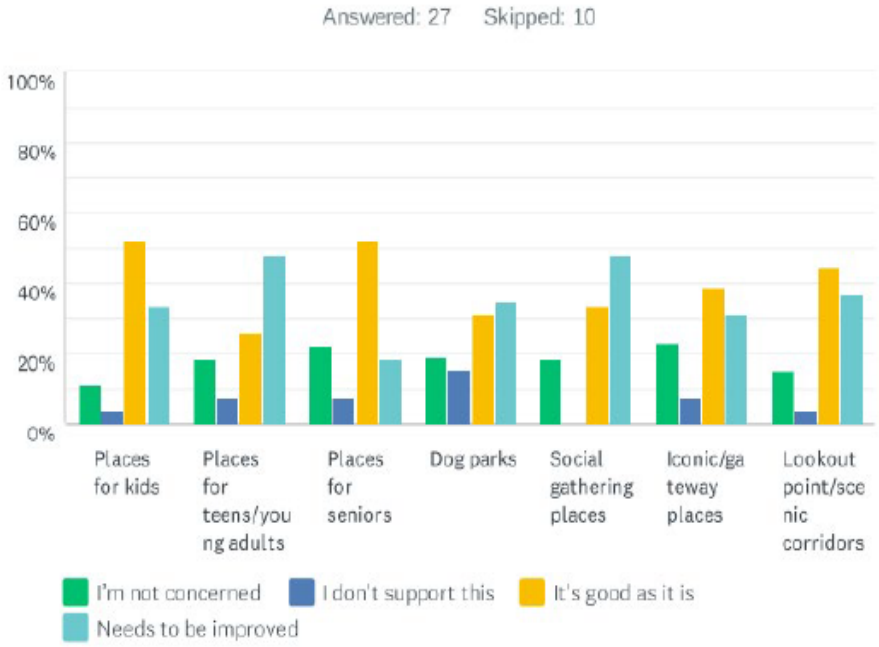
- More bike lanes
- More outdoor amenities: pickle ball courts, open space, indoor public pool
- Continue adding Cross Kirkland Corridor (CKC) trail enhancements
- Increase pedestrian and bicycle connectivity to Lake Washington Blvd, Park Lane to Kirkland Urban, pedestrian access to NE 85th Street BRT Station, improve sidewalk

connectivity (fill in missing sidewalks) especially along Kirkland Avenue to Downtown; crosswalk safety at 6th St South at Kirkland Ave intersection, less reliance on vehicles; keep Park Lane pedestrian only 24/7

Support for Recreation Amenities



Support for Social Amenities



What top 3 things make the Moss Bay Neighborhood a great place?

- Walkability
- The Lake
- Parks and especially waterfront parks

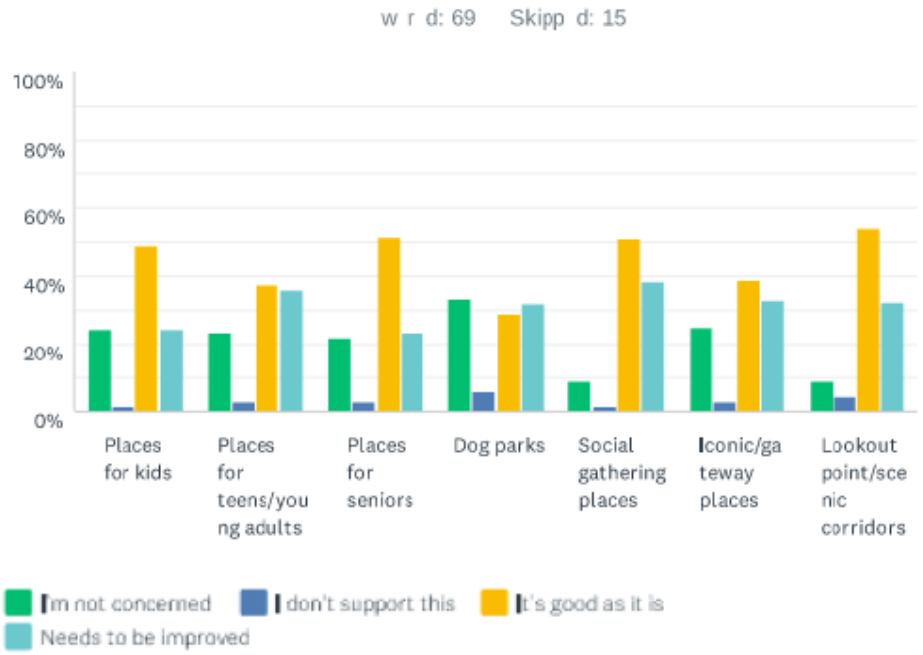
The top 3 things you would like to see changed to make the Moss Bay neighborhood even better?

• Better pedestrian and bicycle crossing at major intersections coupled with safety measures like lighting
• More benches at the parks

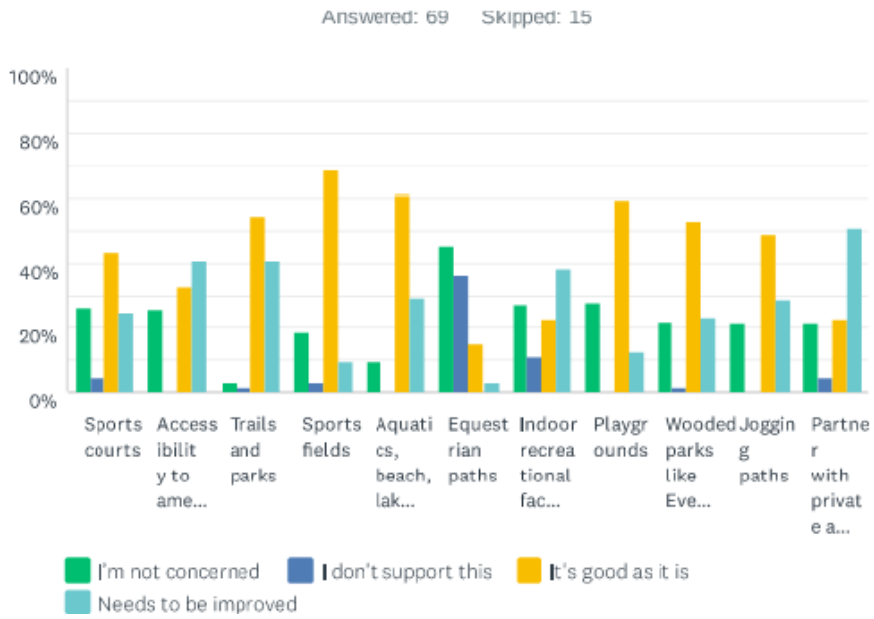
What are some amenities that your neighborhood currently lacks but needs?

- More dog areas in local parks

Support for Social Amenities



Support for Recreation Amenities



Dog Off-Leash Input Meeting

A meeting was held on September 29, 2021 that included advocates and interested community members around current and future Dog Off-Leash opportunities in the City. Input is not included in this summary memorandum.

Diversity, Equity, and Inclusion Perspectives

On August 23, 2021, an input opportunity was available for residents of diverse cultural backgrounds and individuals with sensory or physical disabilities. Seven community members and 2 staff members shared insights to help inform the master planning process. Key themes were heard from the group:

1. The Department should take care of what it has before building or creating additional facilities
2. An indoor aquatic facility is the most important priority for the Department to pursue
3. Access for all members of the community requires connections to parks – to build connected nodes between parks. This goes beyond parks – roads, trails, and pathways that are ADA accessible, etc.

Key issues identified during the DEI focus group meeting

- CKC trail need additional restrooms OR a wayfinding map to other locations and services***
- Restrooms need to be updated**
- Look at Bellevue for examples of better athletic fields**
- The Cross Kirkland Corridor (CKC) is challenging to gain access. Crestwoods Park is also difficult to gain access to. Juanita Wetlands is more accessible.
- A greater need for access for member with physical disabilities

- Quite a few of the facilities and parks have access once in the park, but are difficult or impossible to travel to
- Restrooms in the parks are functional but only cleaned one time per day
- Turf fields so kids can play, especially with all the rain – more soccer fields.
- Fields for recreational, drop-in/self-directed use
- Access for children to get to parks safely, on foot or bike is important*
- Kids need safe, inspiring, and positive activities
- Getting kids connected to arts & festivals, a place for kids to connect.

Vision/priorities for the Department

- How are parks department connects with the school district and communicate with the community is critical*
- Bike racks are really needed*
- Peter Kirk Community Center is an excellent facility*
- Have a vision for our teens and the arts – drama, photo studio,
- staff available as mentors
- A positive program for younger children with camps and programs
- Other opportunities for vision challenged individuals – r.e., *Braille on the Rail*
- Parks and recreation department that has better connections to other City services
- An indoor pool is a high priority
- A system that connects people to other people, to parks and horizontally to other services like schools
- Need a multi-generational, multi-seasonal community center – one with an indoor pool
- Could use a really amazing central park and opportunities at school aquatic facilities

Other Comments:

- Does not need be a dog park but could be off leash areas. There should be a classification or standards for where and how dog off leash parks can be placed. Install safety doors*
- Dog Park – so many dogs need places. Make the pop-up dog parks permanent
- Need to work on refreshing the water in the parks
- Bellevue downtown park is all inclusive - would like to have a park similar and find a way to keep
- Signature attractions like Spanish Steps are desired
- There are parking issues at various parks across the system
- Family connection center – run by the Bellevue School District is a model for Kirkland
- Children can't find enough to do at Peter Kirk Park
- Kirkland residents have trouble finding the right space, structural use, outdoor space for sports/camps, etc.
- Covered BB courts for young children are desired
- The School District sets up in Belleview at the Boys and Girls club. (Could be held at a Kirkland Community Center). Have used the North Kirkland Community Center in the past

Appendix H

PROS Plan Needs Assessment Survey

Kirkland, WA Comprehensive Parks, Recreation, and Open Space Master Plan Report

December 2021

Table of Contents

- Introduction
- Methodology
- Key Findings
- Demographics
- Living in Kirkland
- Satisfaction with Parks and Recreation Facilities
- Current Usage
- Current Conditions
- ADA Evaluation
- Communications
- Financial Choices/Fees
- Future Facilities, Programs and Services
- Additional Crosstabs

Introduction

- The purpose of this study was to gather community feedback on the City of Kirkland parks, recreation facilities, amenities, future planning, communication, and more.
- This survey research effort and subsequent analysis were designed to assist the City of Kirkland in developing a plan to reflect the community's needs and desires.

3 RRC

Methodology

Primary methods:

1 = Statistically Valid (Invitation Survey)
Mailed postcard and survey with an option to complete online through password protected website

2 = Open Link Survey
Online survey available to all residents of Kirkland

4,864 Postcards & 4,822 Surveys Delivered

656 - Invitation Surveys Completed
+/- 3.8% Margin of Error

2,345 - Open Link Surveys Completed

3,001
Total Surveys

4 RRC

Weighting the Data

1

The underlying data from the survey were weighted by age and ethnicity to ensure appropriate representation of **Kirkland residents** across different demographic cohorts in the sample.

2

Using U.S. Census Data, the age and ethnicity distributions in the total sample were adjusted to more closely match the actual population profile of the **City of Kirkland.**

5 RRC

Key Findings

PARK USAGE

City parks are the most widely used facilities, services or programs provided by Kirkland Parks and Community Services. 66% of Invite respondents and 73% of Open link respondents use City parks at least a few times a month or more. Open link respondents are more likely to be users.

IMPORTANCE

On a scale of 1 to 5, with 5 being very important, Invite respondents rated parks and open spaces (4.7), trails in parks and/or city trail systems (4.7) and restrooms (4.4) as the most important facilities and amenities to their households. Programs and services were less important overall with special events rating the highest at 3.6.

COMMUNICATION

There is some room for improvement to better leverage communication efforts and information dissemination about parks and recreation to further create awareness in Kirkland. 23% of overall respondents indicated that communication effectiveness needed improvement with an average score of 3.3 (on a scale of 1 to 5).

NEEDS MET

In terms of facilities meeting the needs of the community, invite respondents rated all facilities and amenities and all programs and services above average (3.0). Parks and open spaces rated the highest for facilities at 4.1 and special events rated the highest for programs and services at 4.0.

6 RRC

Key Findings

INCREASE USE

Year-round restrooms, recreation center or indoor aquatic center, and better lighting (parks, trails, and facilities) are the top 3 items that if addressed would increase use at parks and recreation in Kirkland. Expanded hours of operation and lower pricing/user fees were more important to lower incomes and the Hispanic population.

FUTURE NEEDS

New parks in the North area of Kirkland and an indoor aquatics center are the most important needs for improvement for Kirkland Parks and Community Services over the next 5 to 10 years. Little interest/support in building new athletic fields or converting to synthetic turf (or developing more niche facilities for cricket, futsal, rugby, etc.) exists.

FUNDING SOURCES

More than half of respondents indicate that they would probably or definitely support a bond referendum for specific projects, indoor aquatic center and an indoor recreation center, and increased user fees. More than half of respondents would probably or definitely not support any form of new or expanded tax.

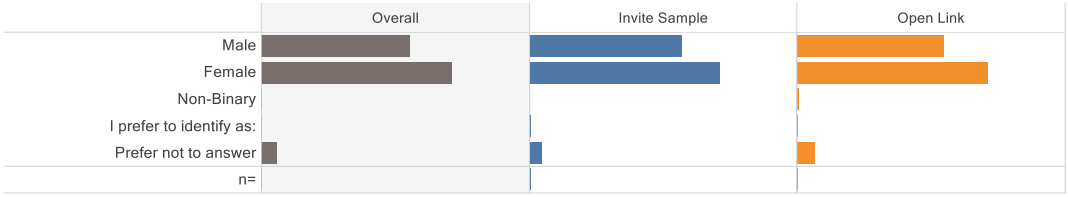
ADA-ACCESSIBILITY

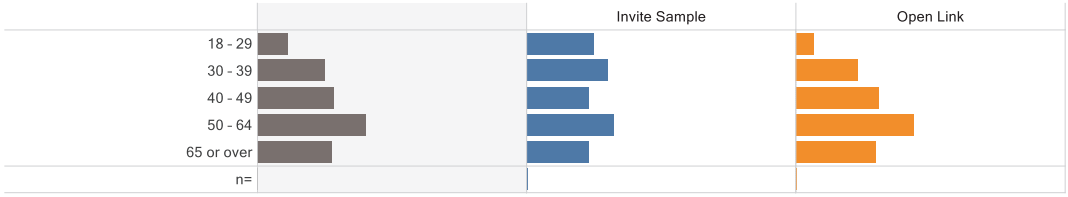
4% of overall respondents have a need for ADA-accessible facilities and services. Of the respondents who have a need for ADA-accessible facilities and services, 57% have experienced challenges in accessing parks or programs.

Demographics

Gender & Age

Respondent gender and age.

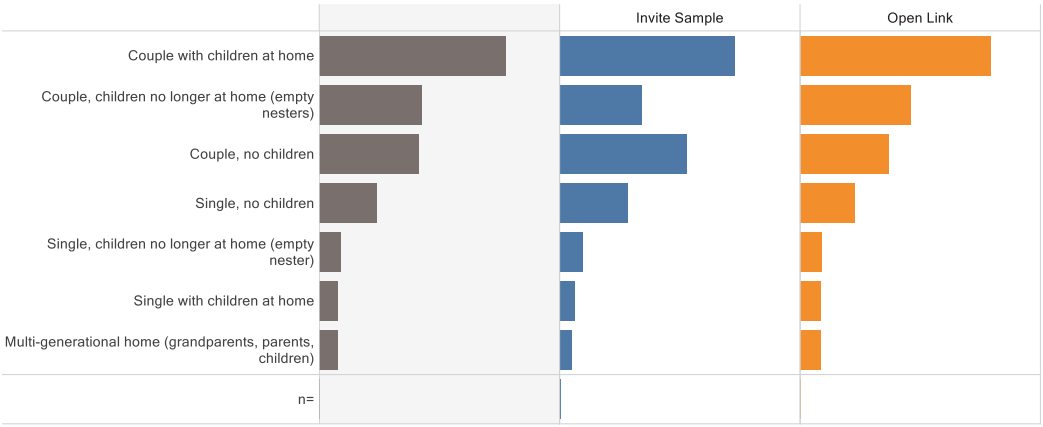




9 RRC

Household Makeup

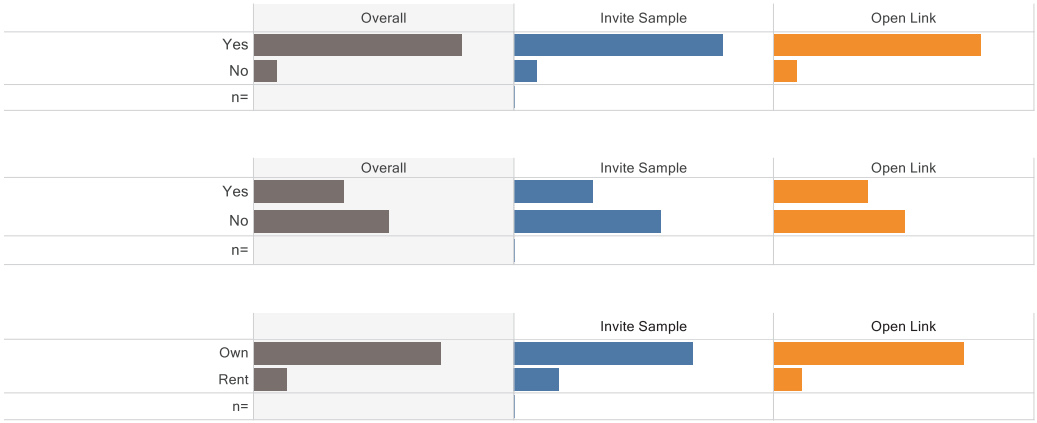
Household status.



10 RRC

Voting Status, ADA-Accessibility and Dogs

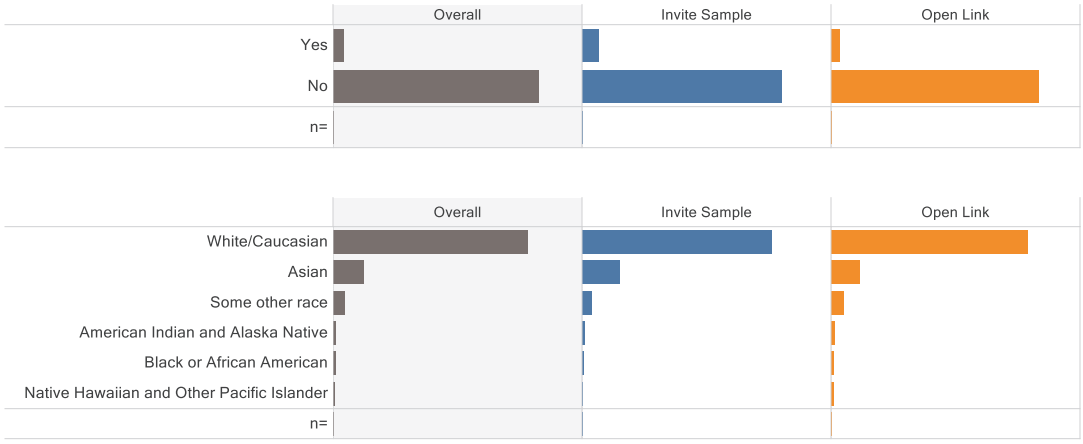
Registered voter, ADA needs and dog ownership.



11 RRC

Ethnicity & Race

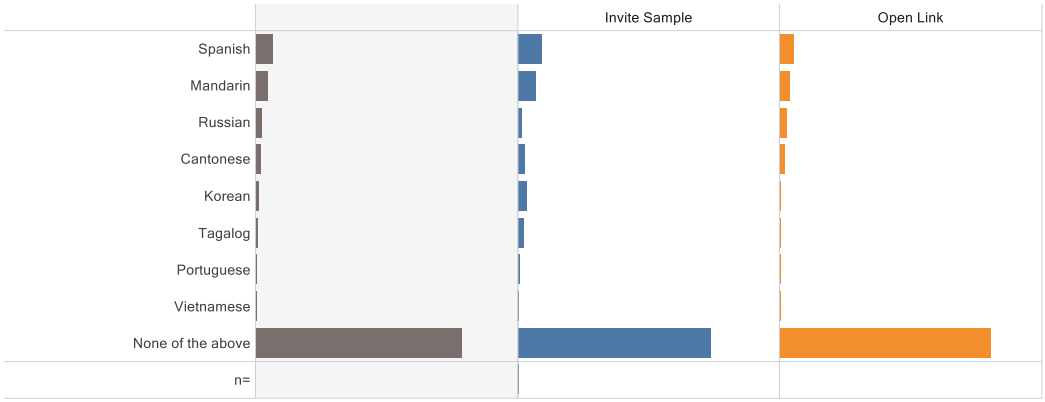
Respondent ethnicity and race.



12 RRC

Language

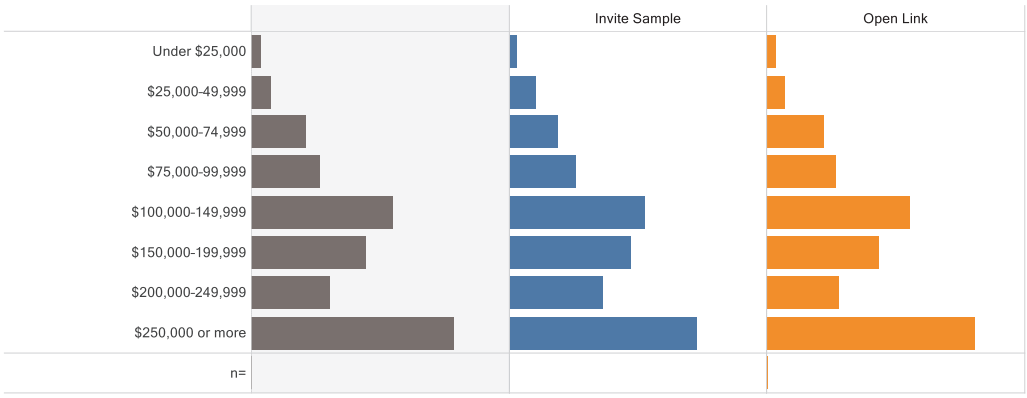
Household languages.



13 RRC

Income

Household income.

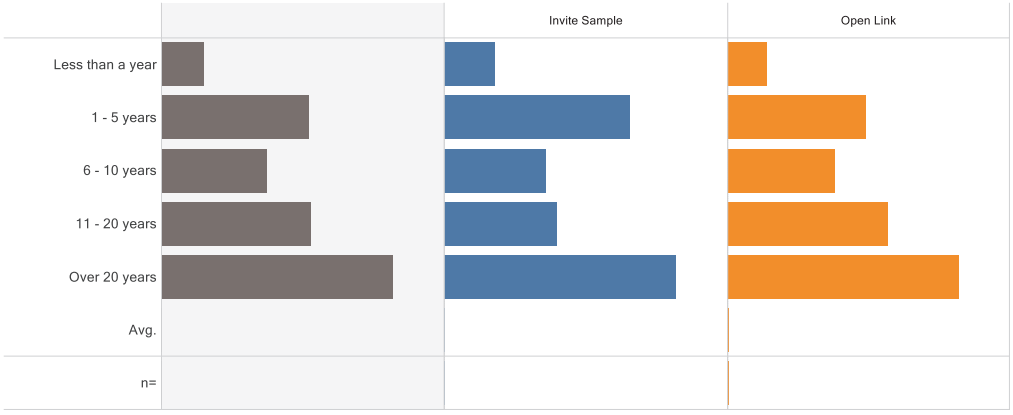


14 RRC

Living in Kirkland

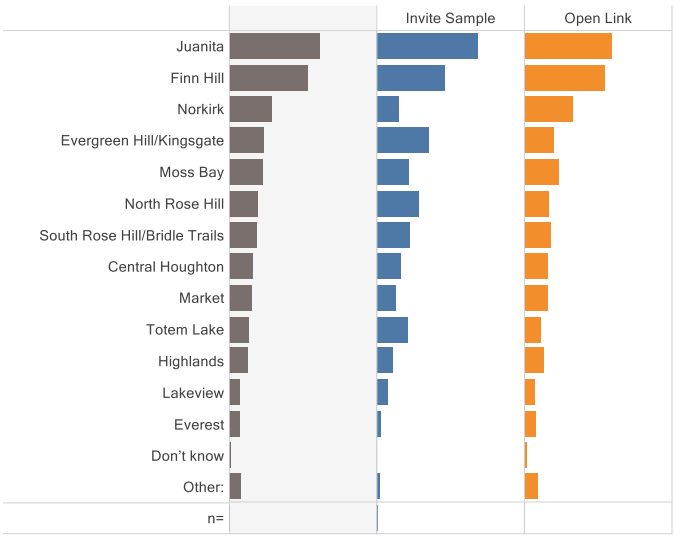
Length of Time in Kirkland

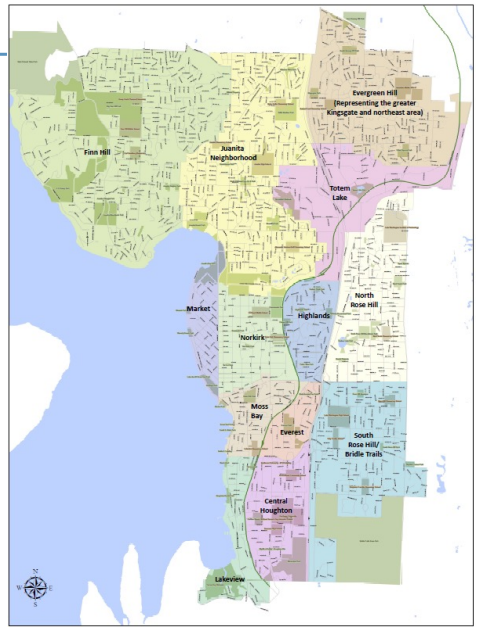
Respondent tenure in Kirkland.



16 RRC

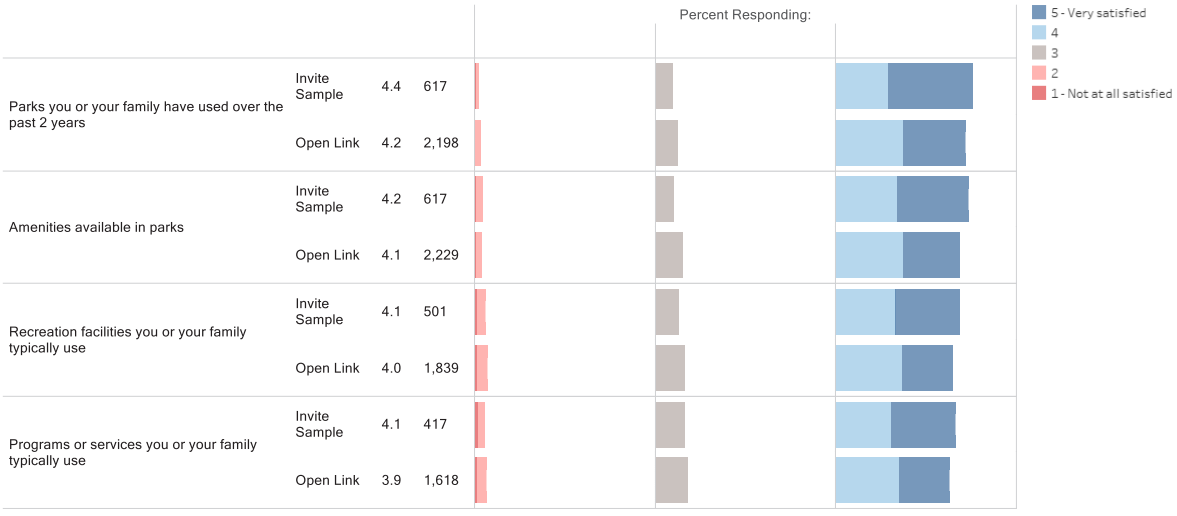
Neighborhood in Kirkland





17 RRC

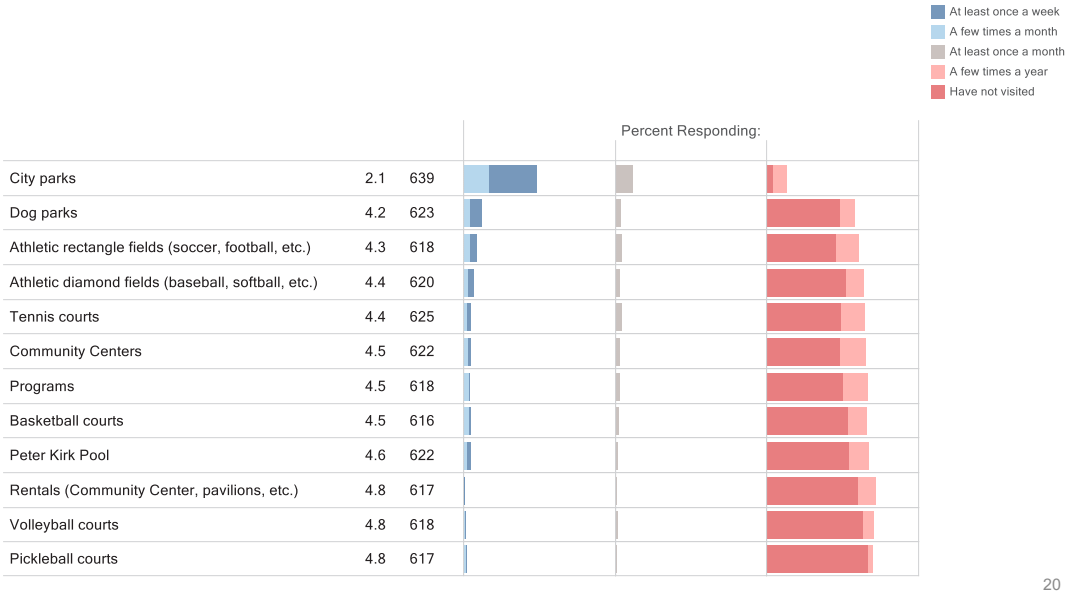
Satisfaction with Parks and Recreation Facilities



18 RRC

Current Usage

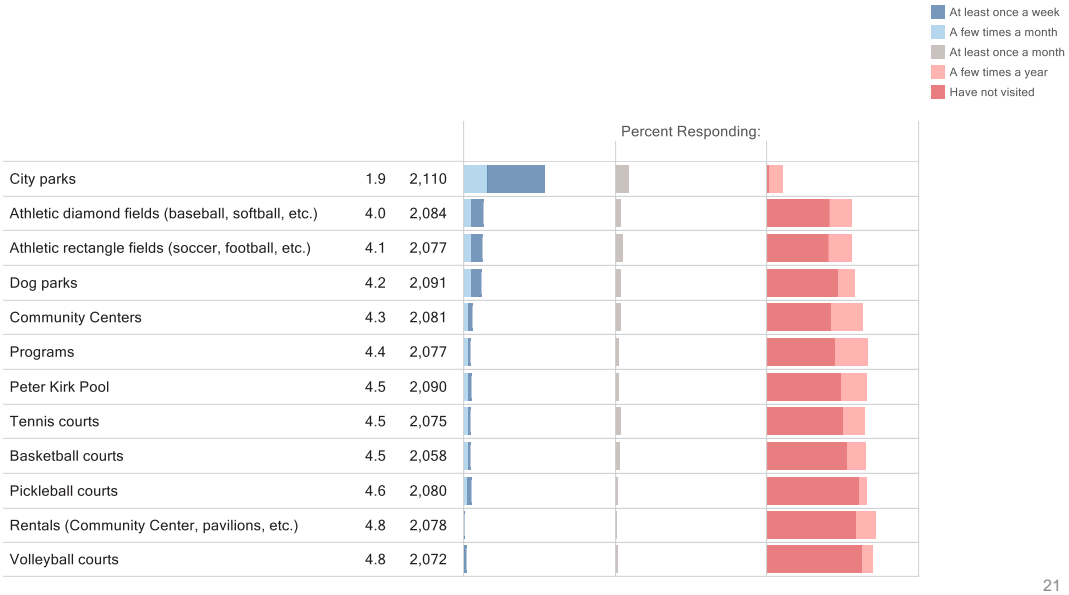
Frequency of Use By Invite Sample



City parks	2.1	639
Dog parks	4.2	623
Athletic rectangle fields (soccer, football, etc.)	4.3	618
Athletic diamond fields (baseball, softball, etc.)	4.4	620
Tennis courts	4.4	625
Community Centers	4.5	622
Programs	4.5	618
Basketball courts	4.5	616
Peter Kirk Pool	4.6	622
Rentals (Community Center, pavilions, etc.)	4.8	617
Volleyball courts	4.8	618
Pickleball courts	4.8	617

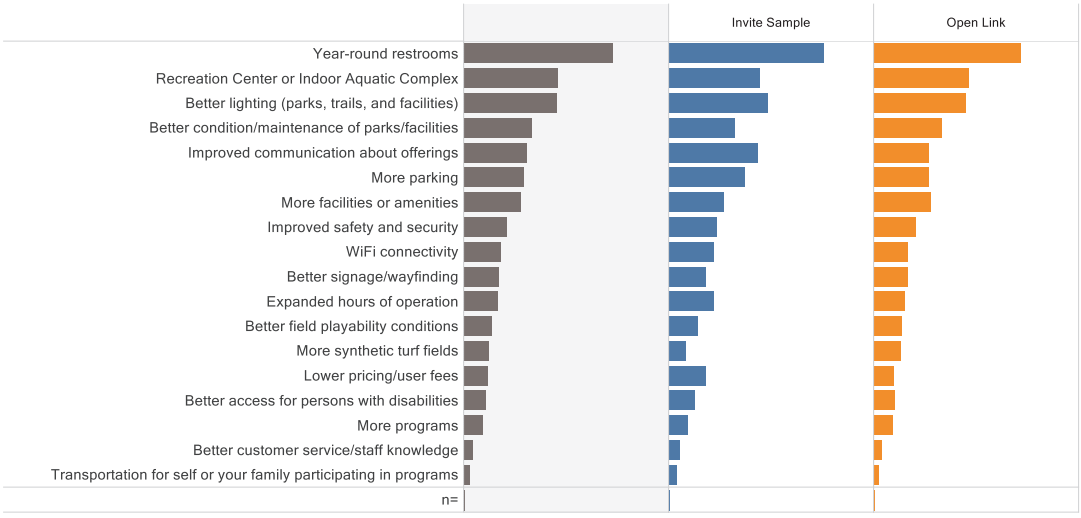
20 RRC

Frequency of Use By Open Link Sample



21 RRC

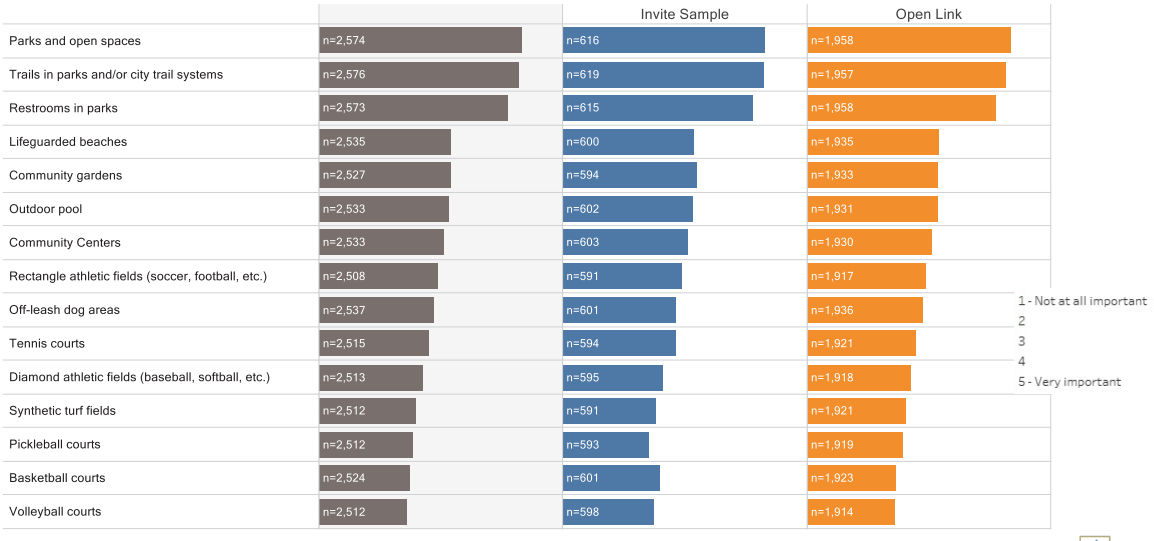
Increase Usage



22 RRC

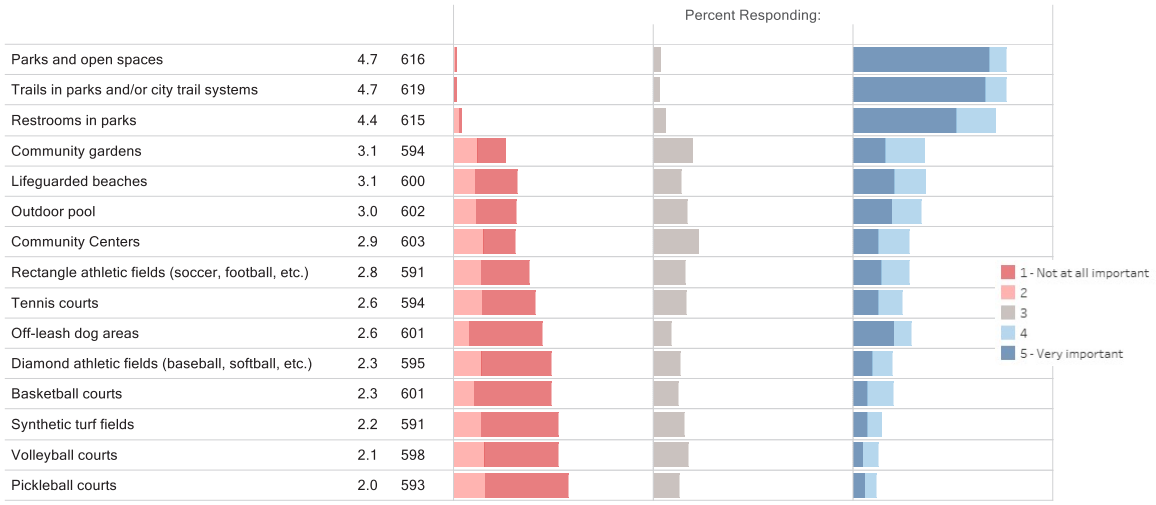
Current Conditions

Importance of Current Facilities and Amenities
By Average



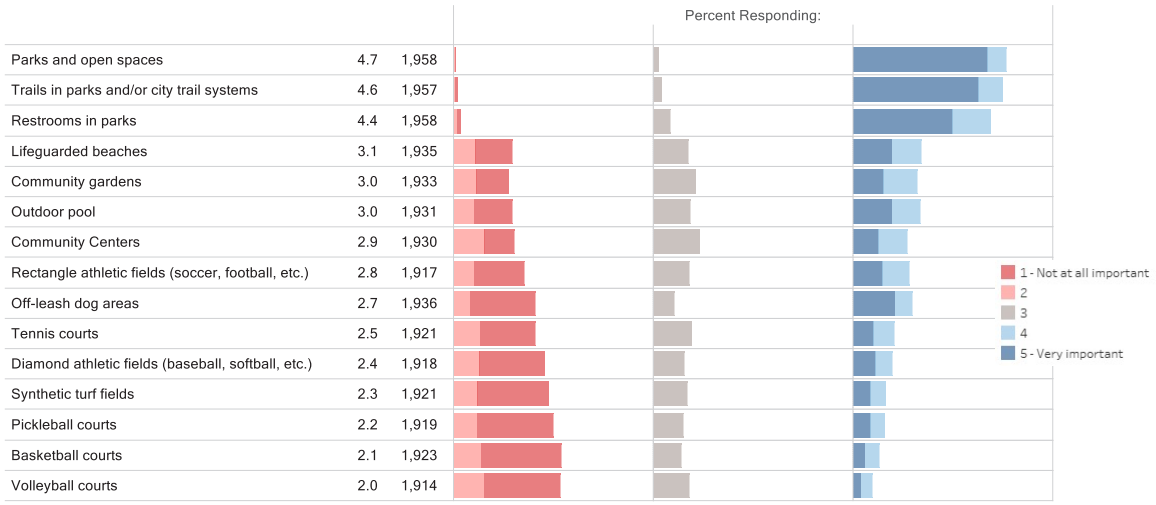
24 RRC

Importance of Current Facilities and Amenities
By Invite Sample



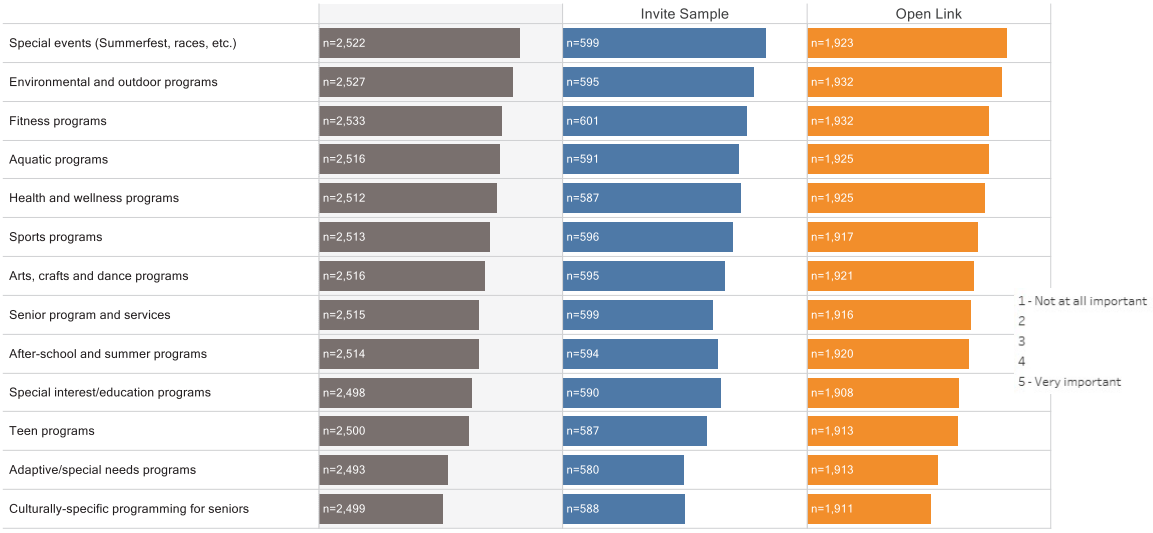
25 RRC

Importance of Current Facilities and Amenities
By Open Link Sample



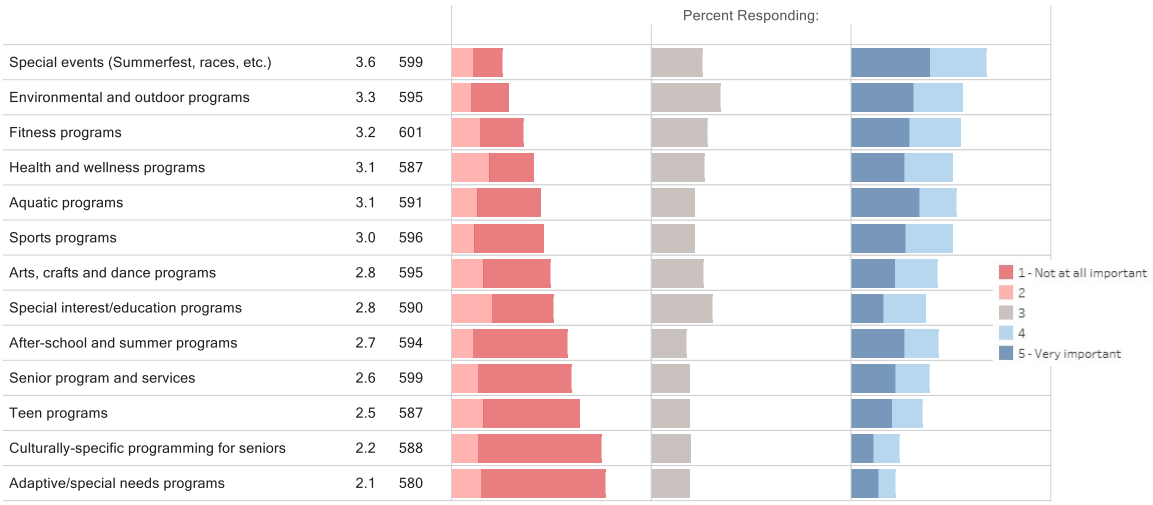
26 RRC

Importance of Current Programs and Services
By Average



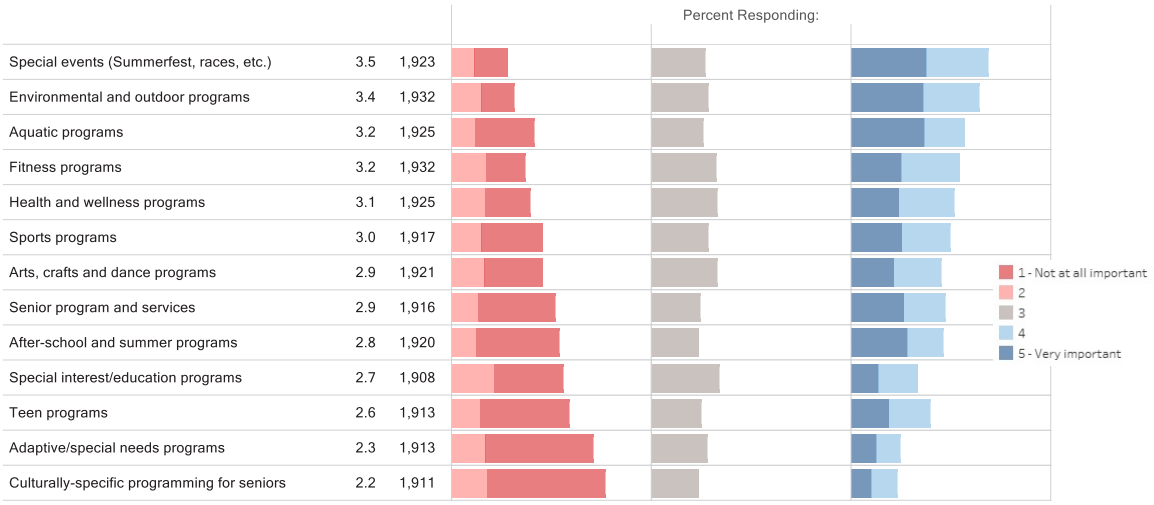
27 RRC

Importance of Current Programs and Services
By Invite Sample



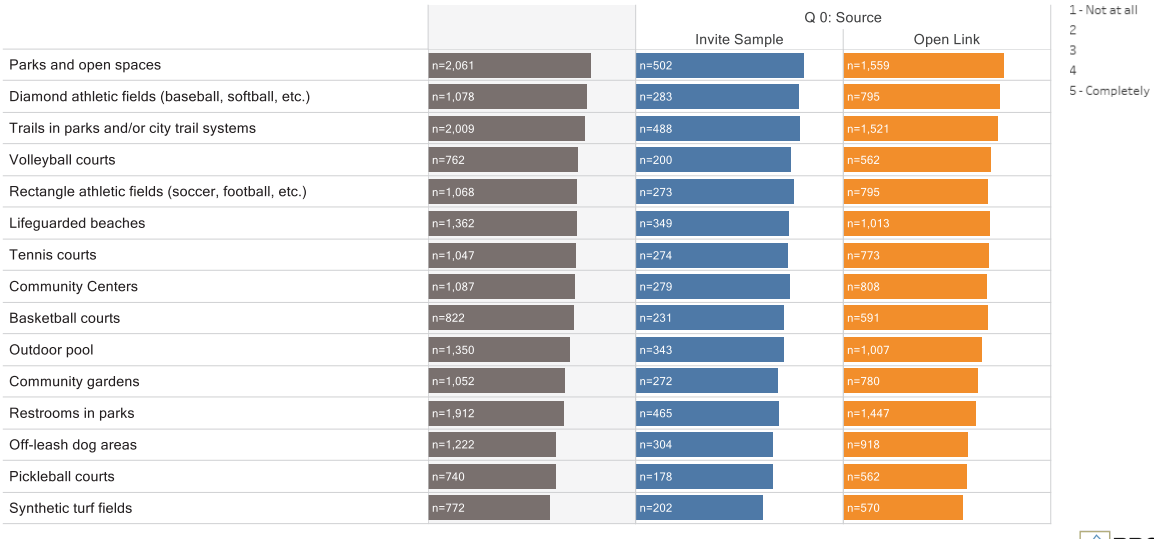
28 RRC

Importance of Current Programs and Services
By Open Link Sample



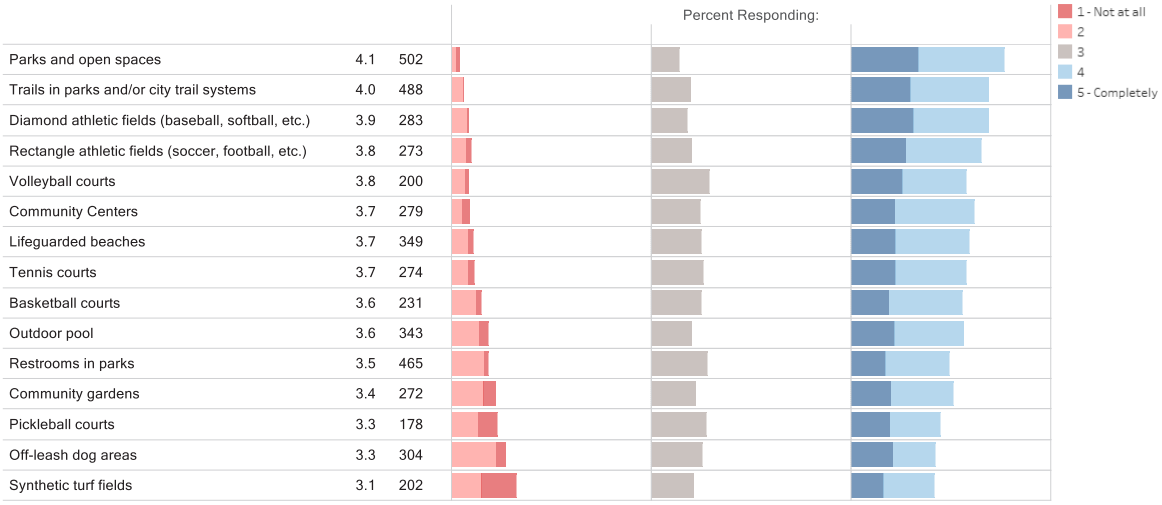
29 RRC

Needs Met of Current Facilities and Amenities
By Average



30 RRC

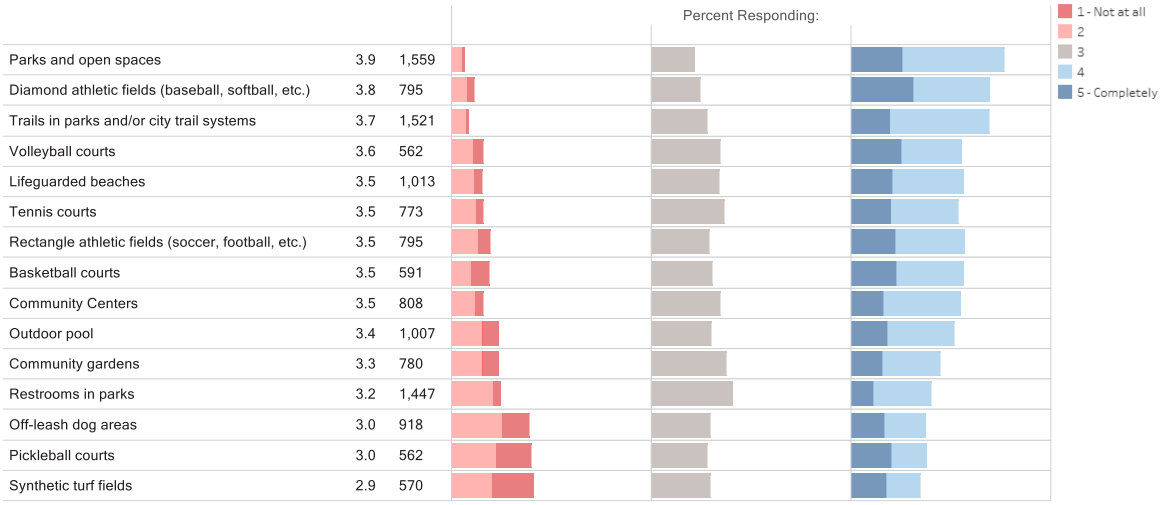
Needs Met of Current Facilities and Amenities
By Invite Sample



Parks and open spaces	4.1	502
Trails in parks and/or city trail systems	4.0	488
Diamond athletic fields (baseball, softball, etc.)	3.9	283
Rectangle athletic fields (soccer, football, etc.)	3.8	273
Volleyball courts	3.8	200
Community Centers	3.7	279
Lifeguarded beaches	3.7	349
Tennis courts	3.7	274
Basketball courts	3.6	231
Outdoor pool	3.6	343
Restrooms in parks	3.5	465
Community gardens	3.4	272
Pickleball courts	3.3	178
Off-leash dog areas	3.3	304
Synthetic turf fields	3.1	202

31 RRC

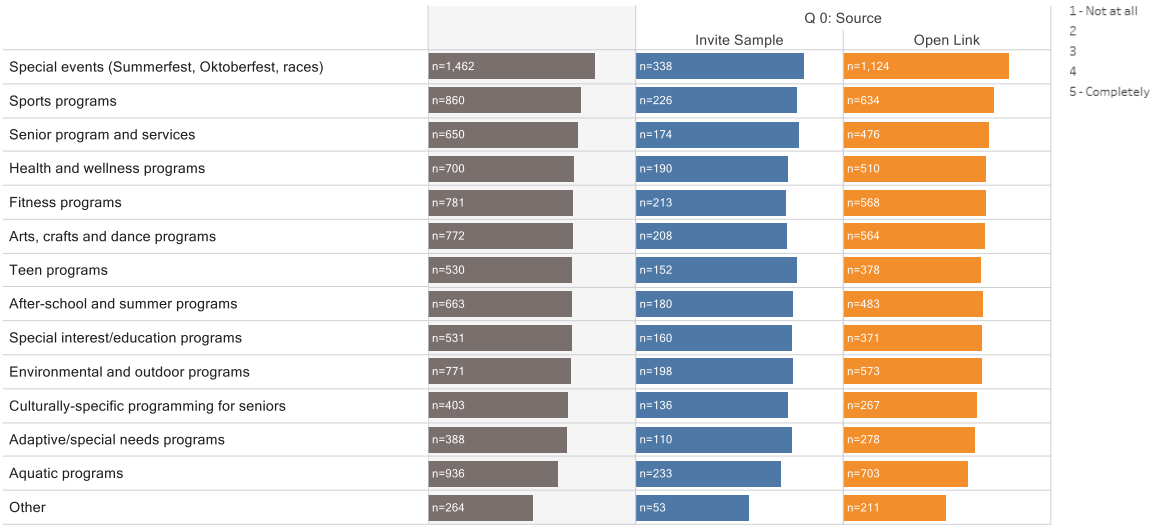
Needs Met of Current Facilities and Amenities
By Open Link Sample



Parks and open spaces	3.9	1,559
Diamond athletic fields (baseball, softball, etc.)	3.8	795
Trails in parks and/or city trail systems	3.7	1,521
Volleyball courts	3.6	562
Lifeguarded beaches	3.5	1,013
Tennis courts	3.5	773
Rectangle athletic fields (soccer, football, etc.)	3.5	795
Basketball courts	3.5	591
Community Centers	3.5	808
Outdoor pool	3.4	1,007
Community gardens	3.3	780
Restrooms in parks	3.2	1,447
Off-leash dog areas	3.0	918
Pickleball courts	3.0	562
Synthetic turf fields	2.9	570

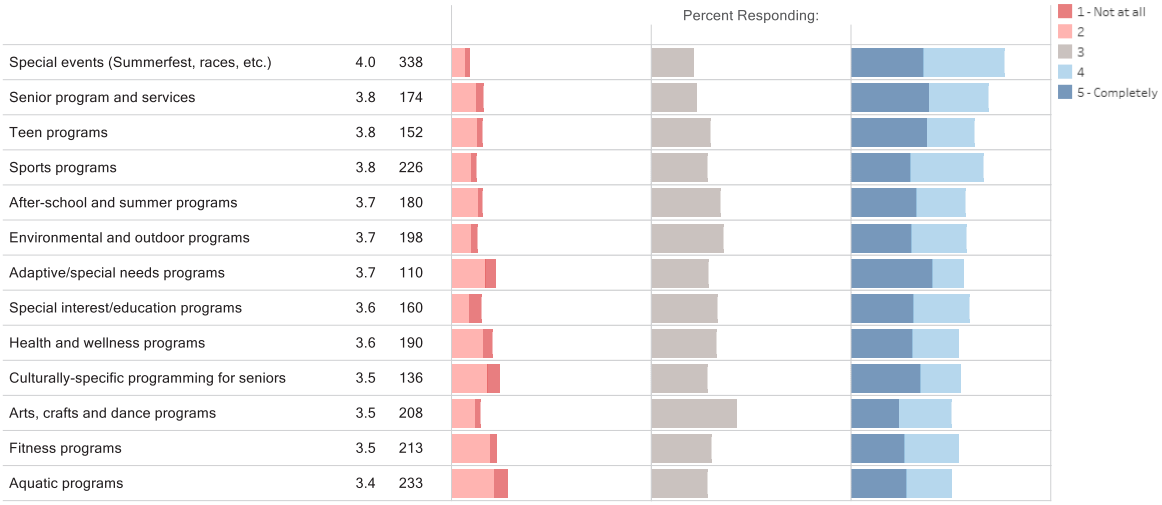
32 RRC

Needs Met of Current Programs and Services
By Averages



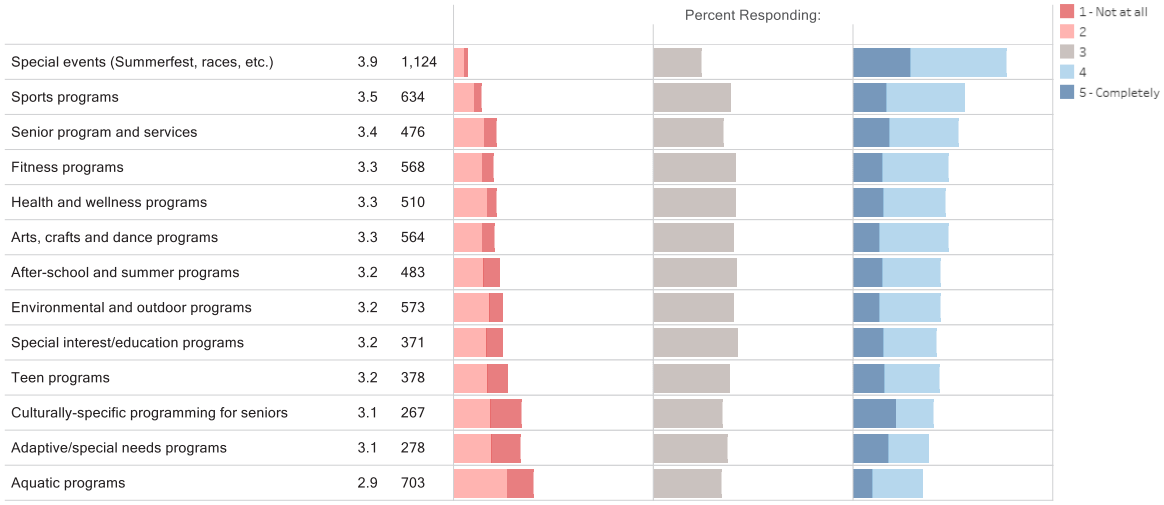
33 RRC

Needs Met of Current Programs and Services
By Invite Sample



34 RRC

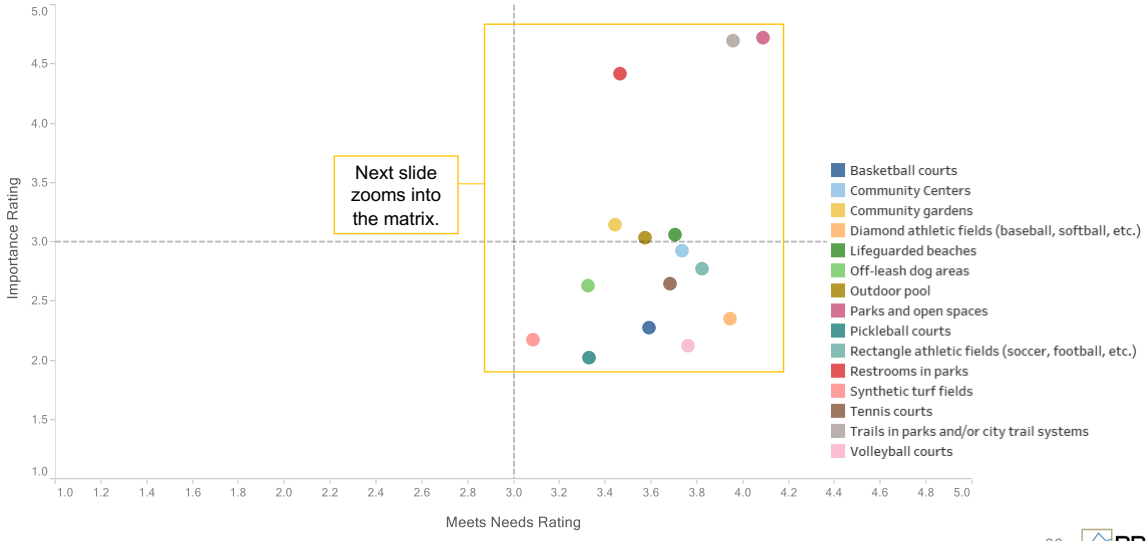
Needs Met of Current Programs and Services
By Open Link Sample



Special events (Summerfest, races, etc.)	3.9	1,124
Sports programs	3.5	634
Senior program and services	3.4	476
Fitness programs	3.3	568
Health and wellness programs	3.3	510
Arts, crafts and dance programs	3.3	564
After-school and summer programs	3.2	483
Environmental and outdoor programs	3.2	573
Special interest/education programs	3.2	371
Teen programs	3.2	378
Culturally-specific programming for seniors	3.1	267
Adaptive/special needs programs	3.1	278
Aquatic programs	2.9	703

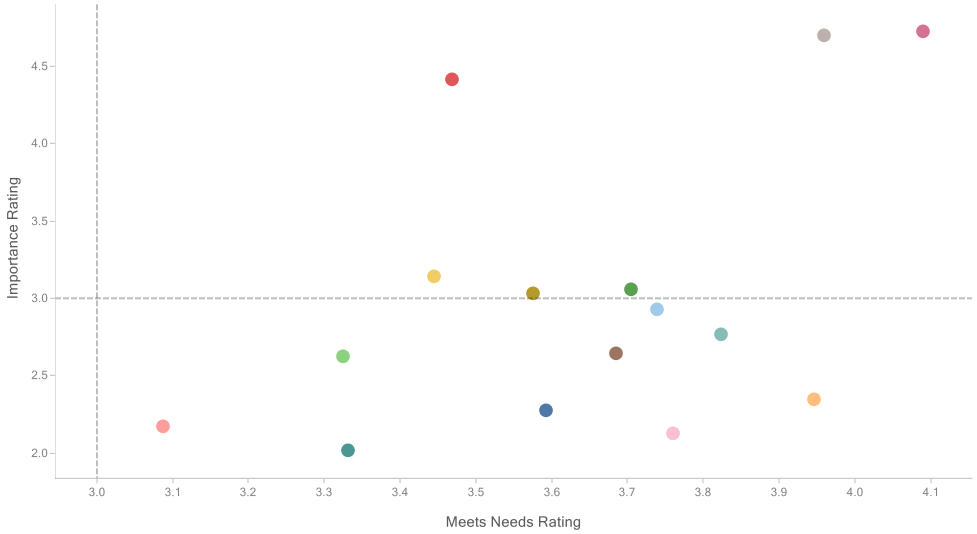
35 RRC

Importance/Performance Matrix
Facilities and Amenities By Invite Sample



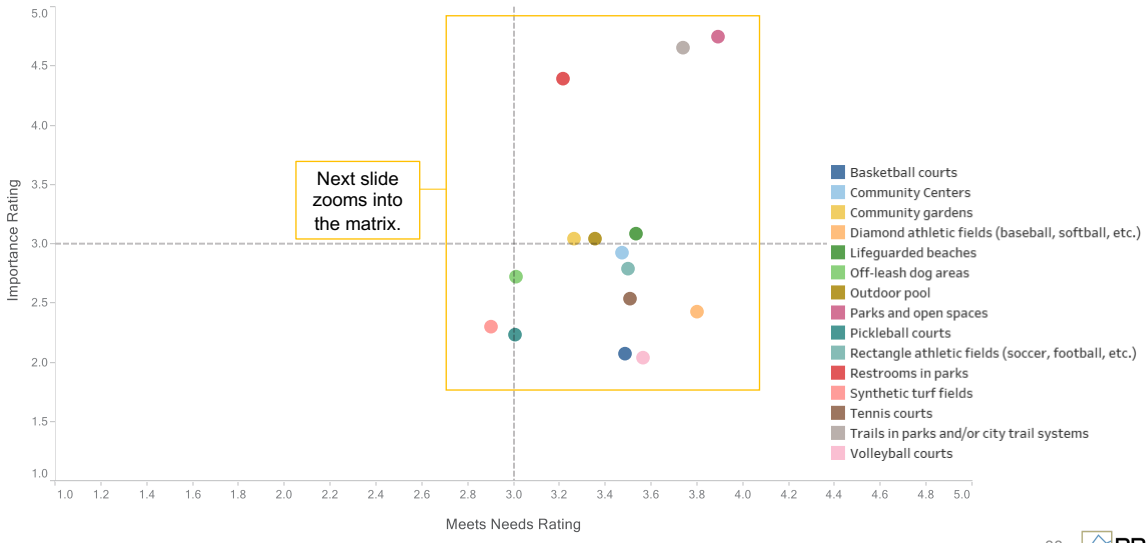
36 RRC

Importance/Performance Matrix
Facilities and Amenities By Invite Sample



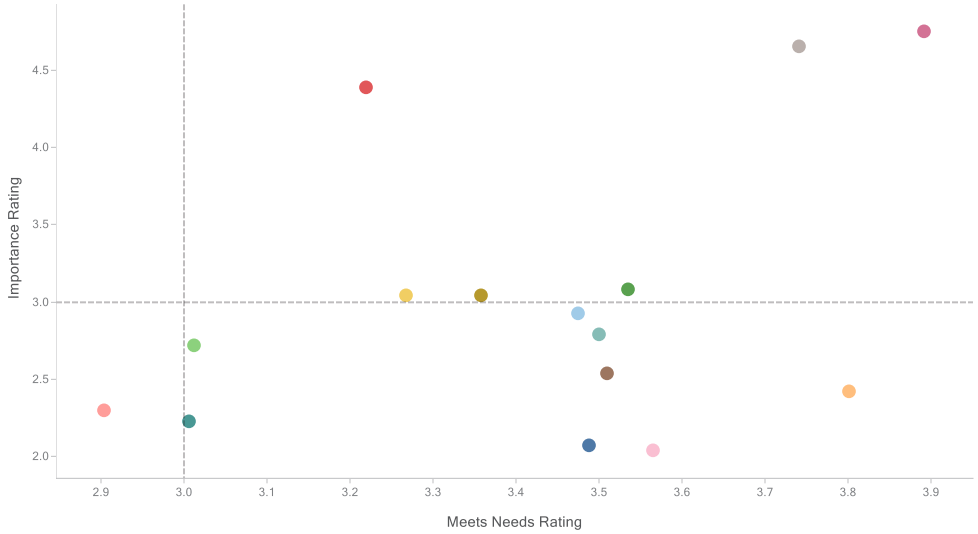
37 RRC

Importance/Performance Matrix
Facilities and Amenities By Open Link Sample



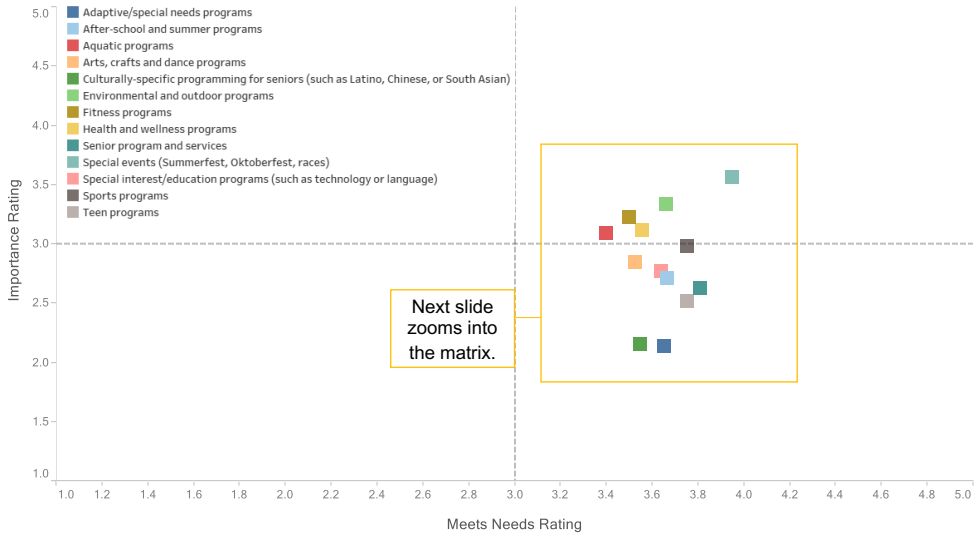
38 RRC

Importance/Performance Matrix
Facilities and Amenities By Open Link Sample



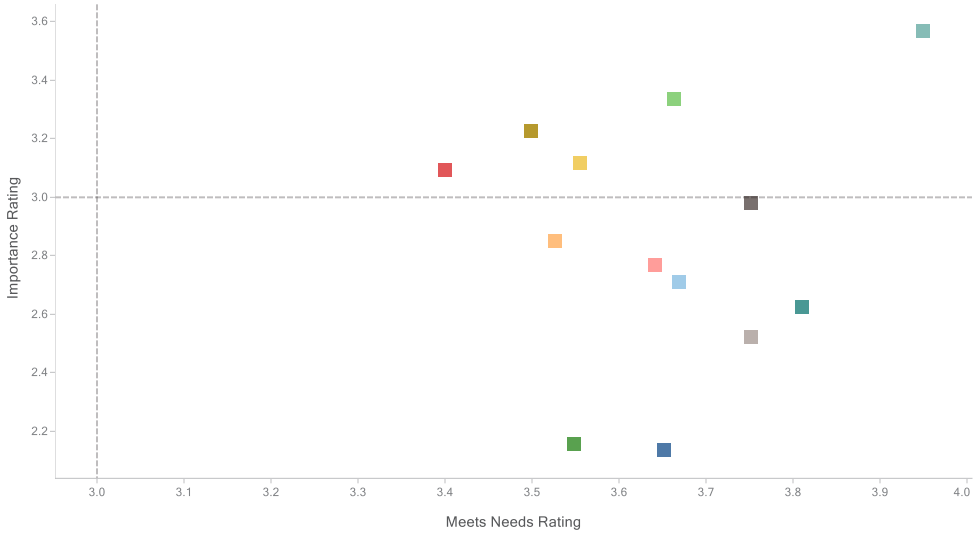
39 RRC

Importance/Performance Matrix
Programs and Services By Invite Sample



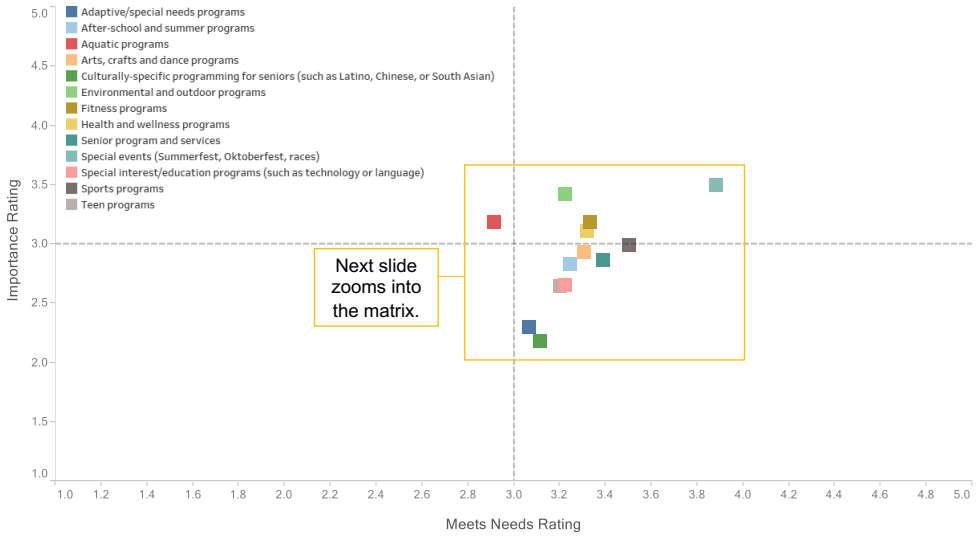
40 RRC

Importance/Performance Matrix
Programs and Services By Invite Sample



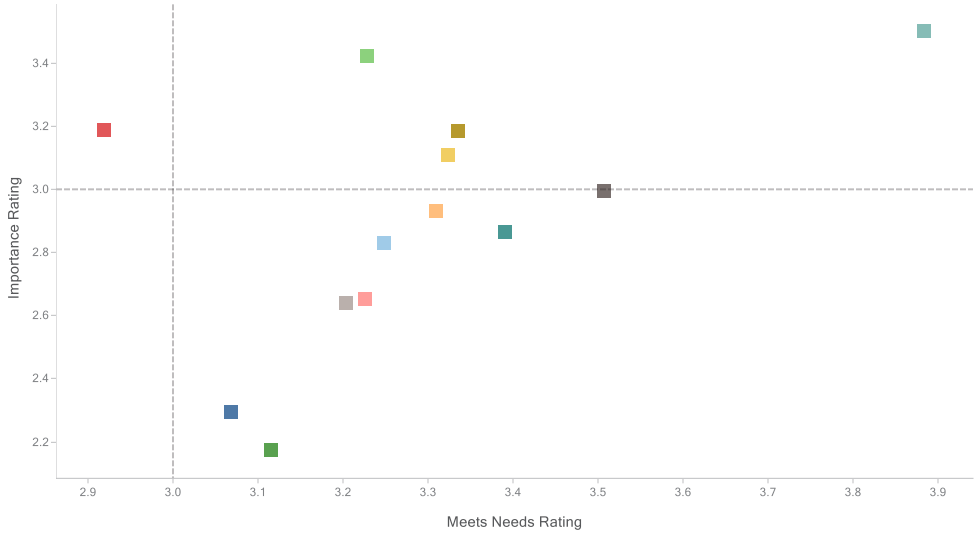
41 RRC

Importance/Performance Matrix
Programs and Services By Open Link Sample



42 RRC

Importance/Performance Matrix
Programs and Services By Open Link Sample



43 RRC

Average Importance-Performance Matrix

High importance/ Low needs met

These are key areas for potential improvements. Improving these facilities/programs would likely positively affect the degree to which community needs are met overall.

High importance/ High needs met

These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

These "niche" facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

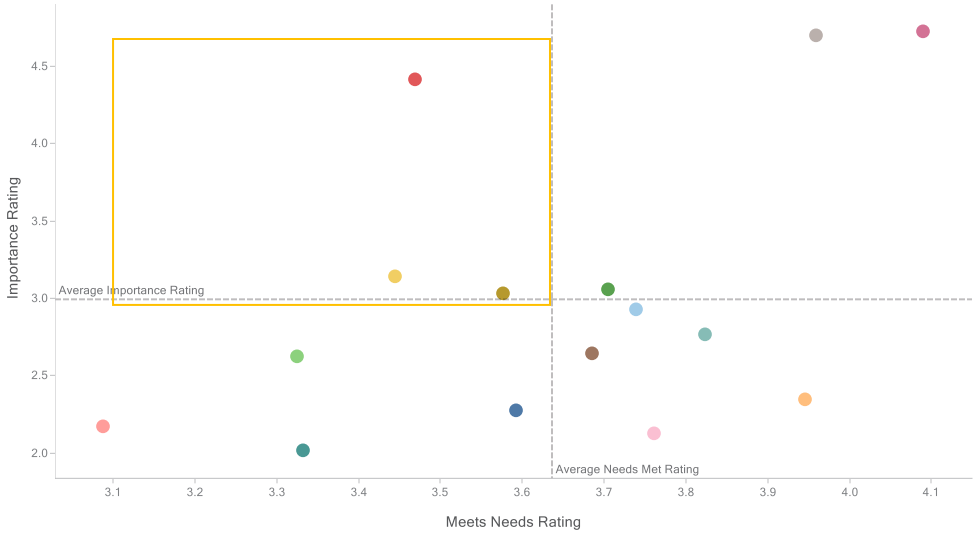
Low importance/ Low needs met

Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities/programs outweigh the benefits may be constructive.

Low importance/ High needs met

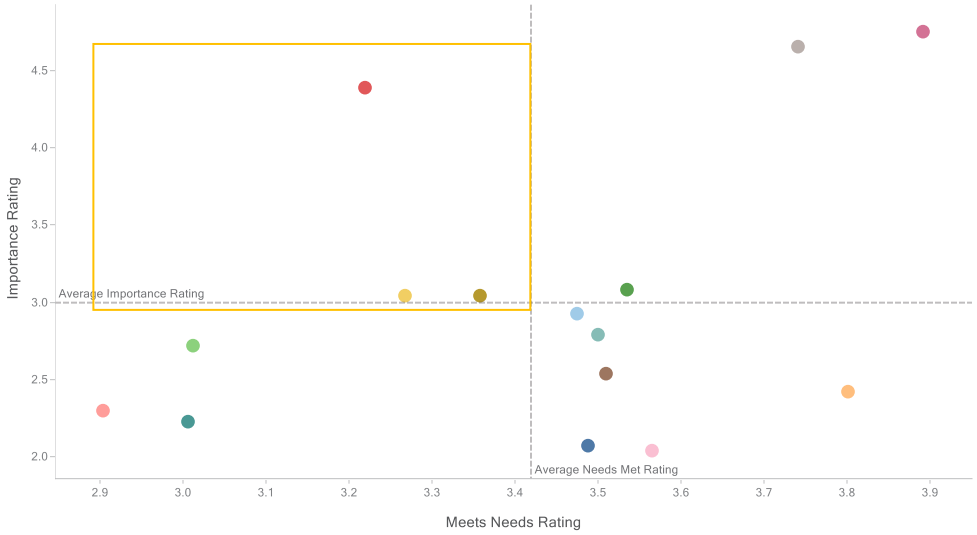
44 RRC

Average Importance/Performance Matrix
Facilities and Amenities By Invite Sample



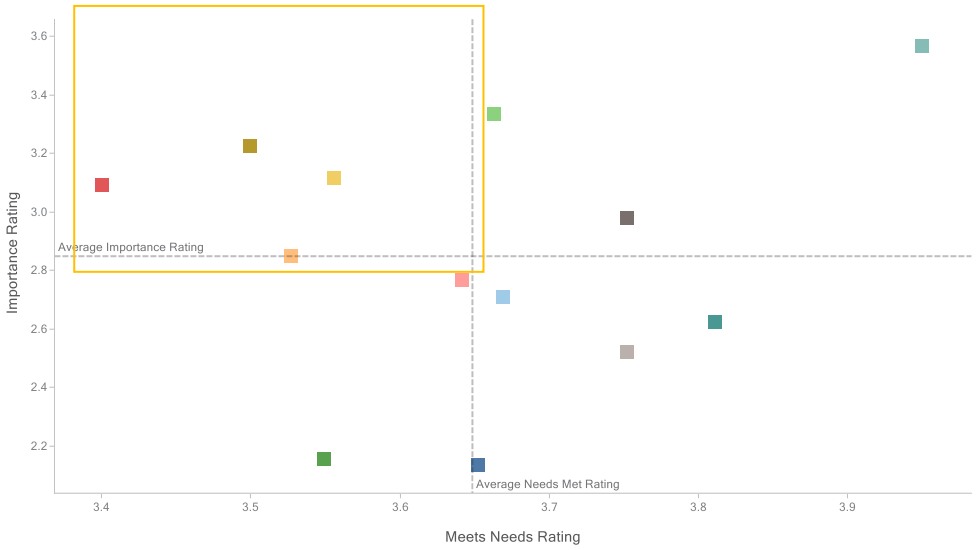
45 RRC

Average Importance/Performance Matrix
Facilities and Amenities By Open Link Sample



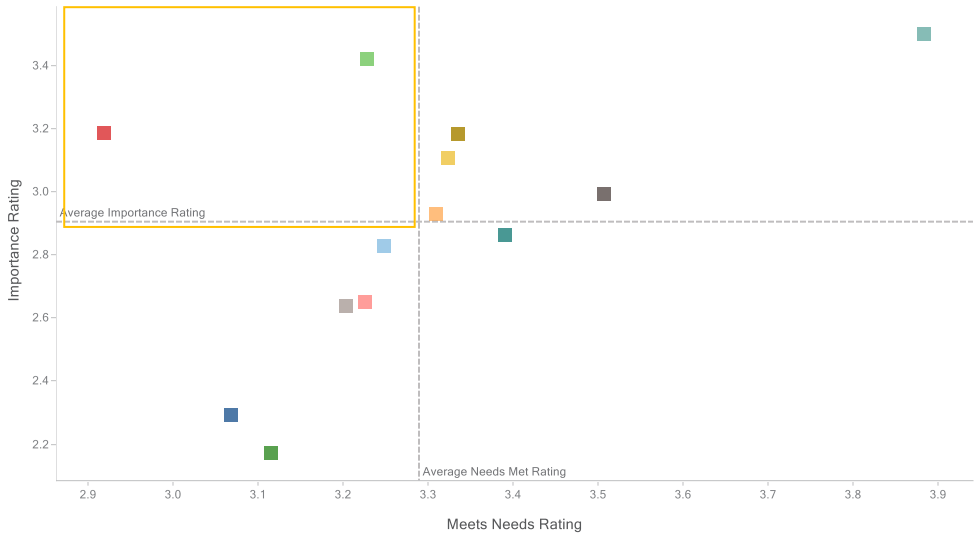
46 RRC

Average Importance/Performance Matrix
Facilities and Amenities By Invite Sample



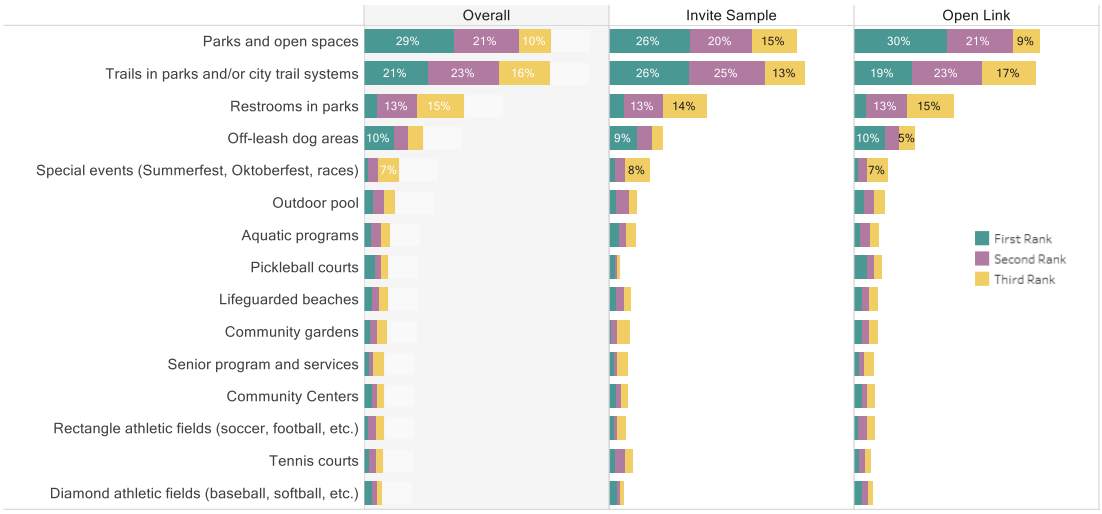
47 RRC

Average Importance/Performance Matrix
Facilities and Amenities By Open Link Sample



48 RRC

Top 3 Priorities

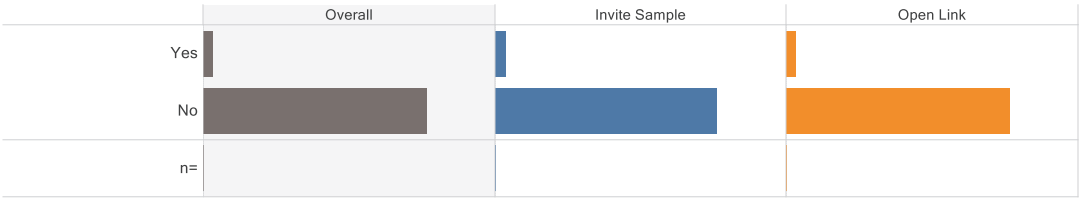


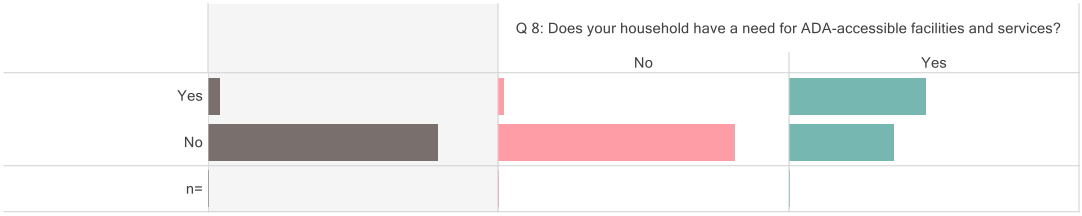
49 RRC

ADA Evaluation

Household Need for ADA-Accessibility

4% of overall respondents have a need for ADA-accessible facilities and services. Of the respondents who have a need for ADA-accessible facilities and services, 57% have experienced challenges in accessing parks or programs.

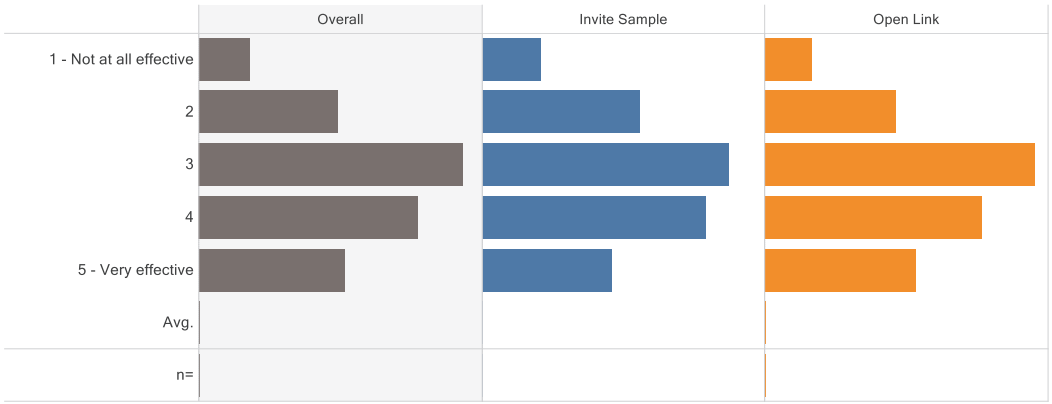




Communication

Effectiveness of Communication

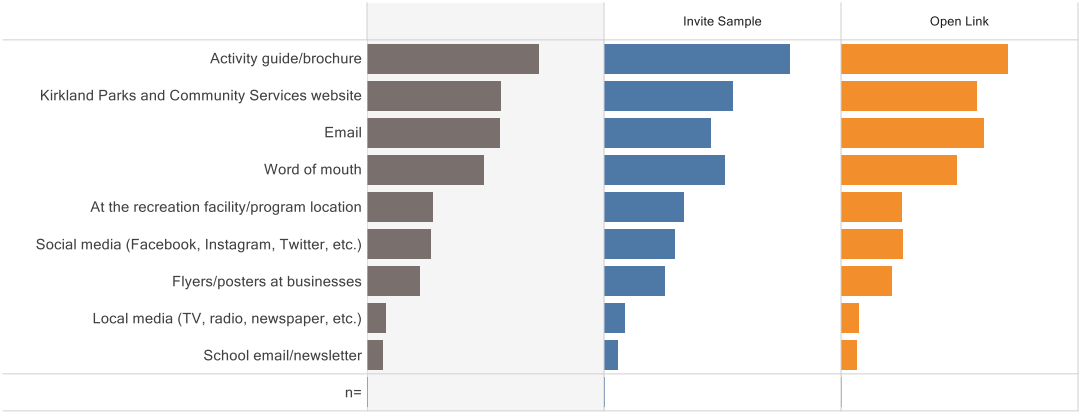
Overall, 23% of respondents rated communication about parks and recreation as not effective (1 or 2). There is some room for improvement to better leverage communication efforts and information dissemination about parks and recreation to further create awareness.



53 RRC

Current Communication Methods

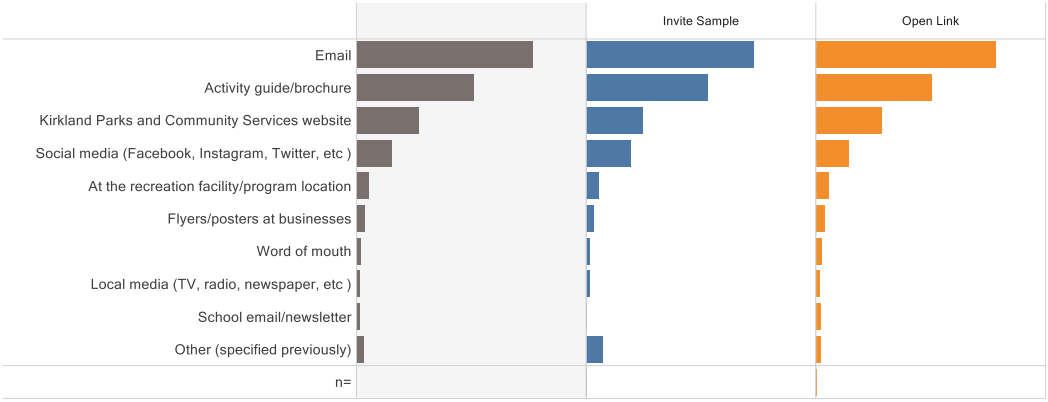
Activity guide/brochure are how residents of Kirkland are currently receiving information about parks and recreation opportunities the most, followed by the city's website and email.



54 RRC

Preferred Communication

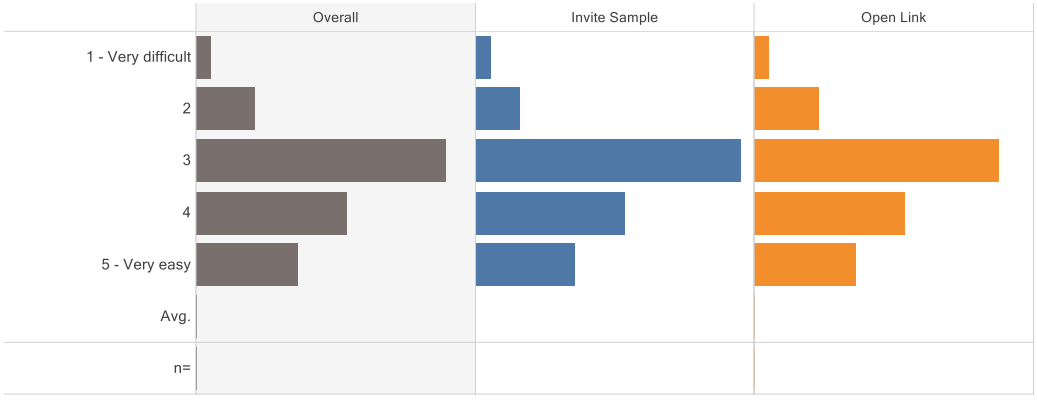
Email and activity guide/brochure are the preferred methods of communication to reach residents about information on parks and recreation.



55 RRC

Ease of City's Webpage

Nearly 40% of overall respondents are currently receiving information about parks and recreation opportunities from the city's website. Overall respondents rated the ease of use slightly above average at 3.5 out of 5.

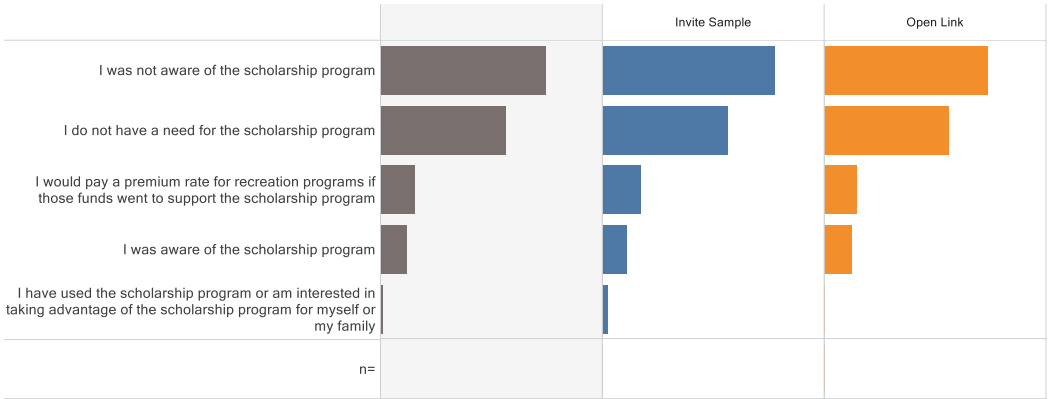


56 RRC

Financial Choices/Fees

Knowledge of Scholarship Opportunities

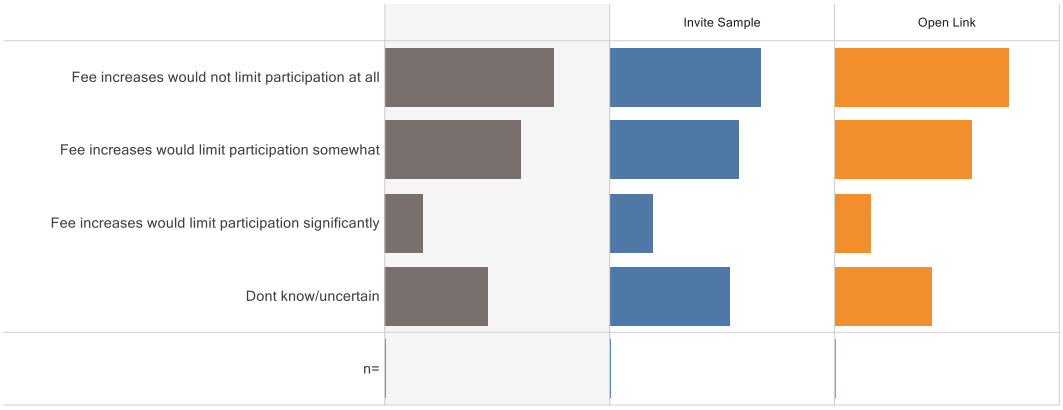
The majority of respondents are not aware of or do not have a need for the scholarship program.



58 RRC

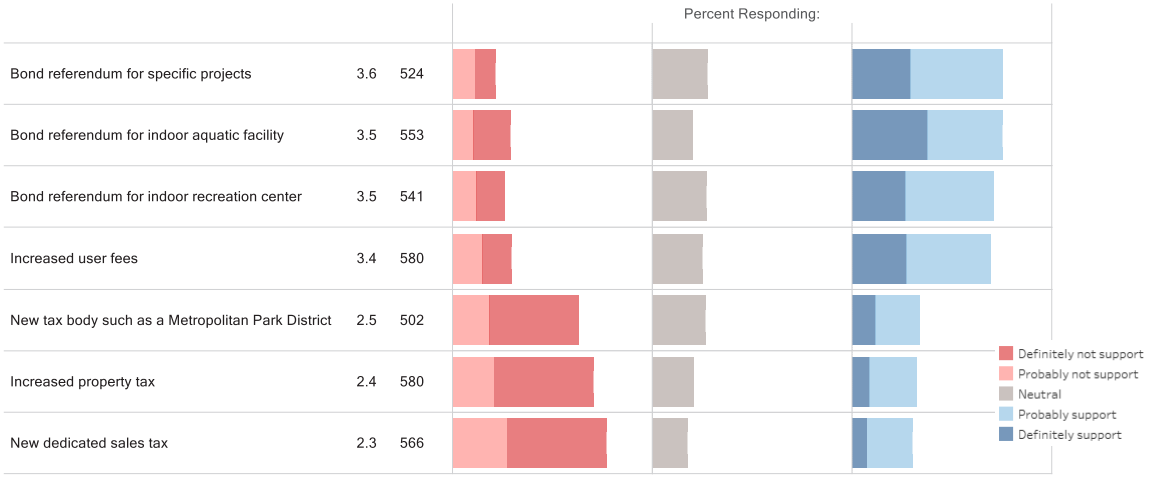
Fee Adjustments

Fee increases would NOT limit 38% of overall respondents at all, another 30% would be somewhat limited, and 9% would be limited significantly. Overall, more respondents would be limited somewhat be fee increases than not limited.



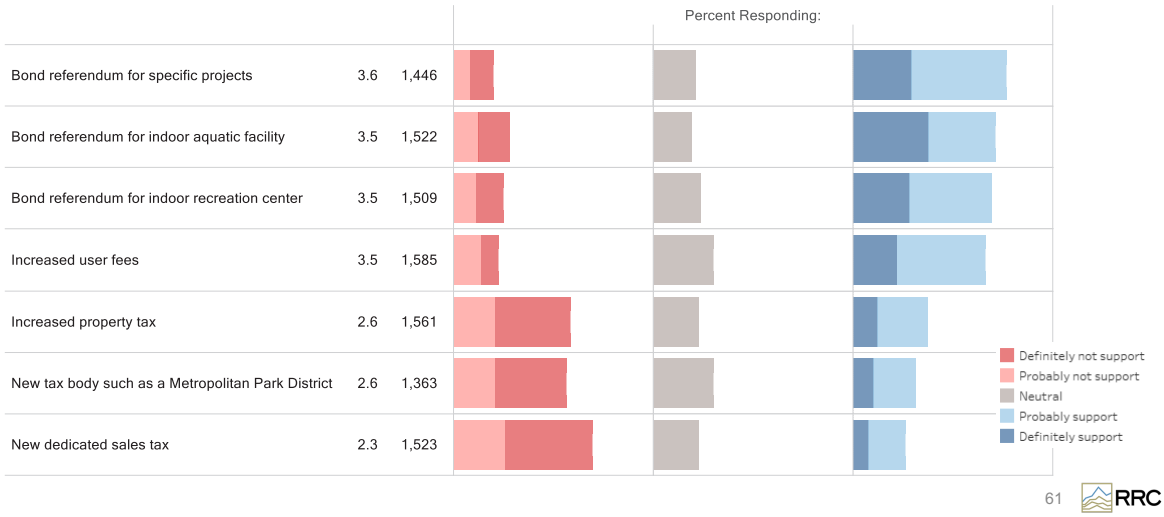
59 RRC

Support of Funding Sources
By Invite Sample



60 RRC

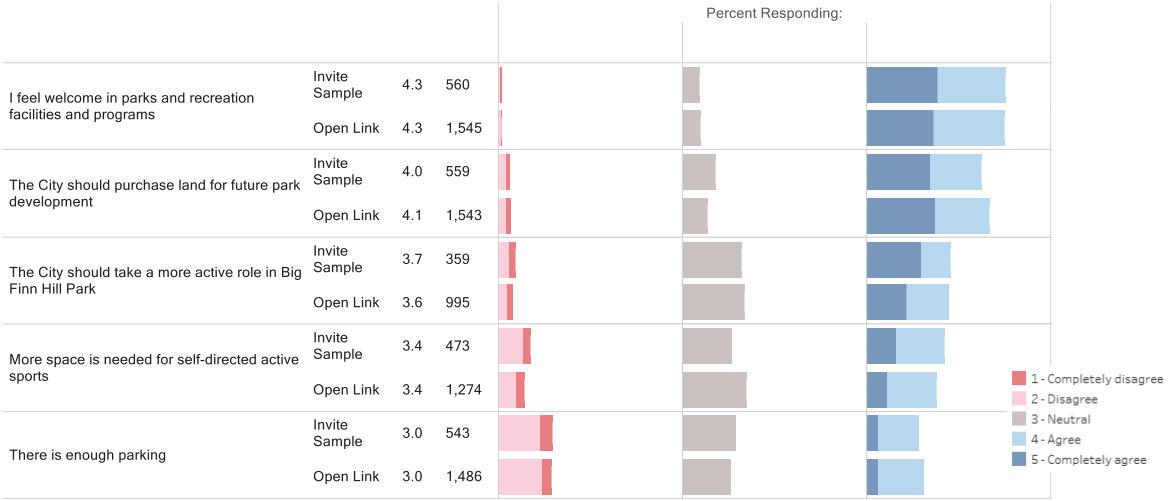
Support of Funding Sources
By Open Link Sample



61 RRC

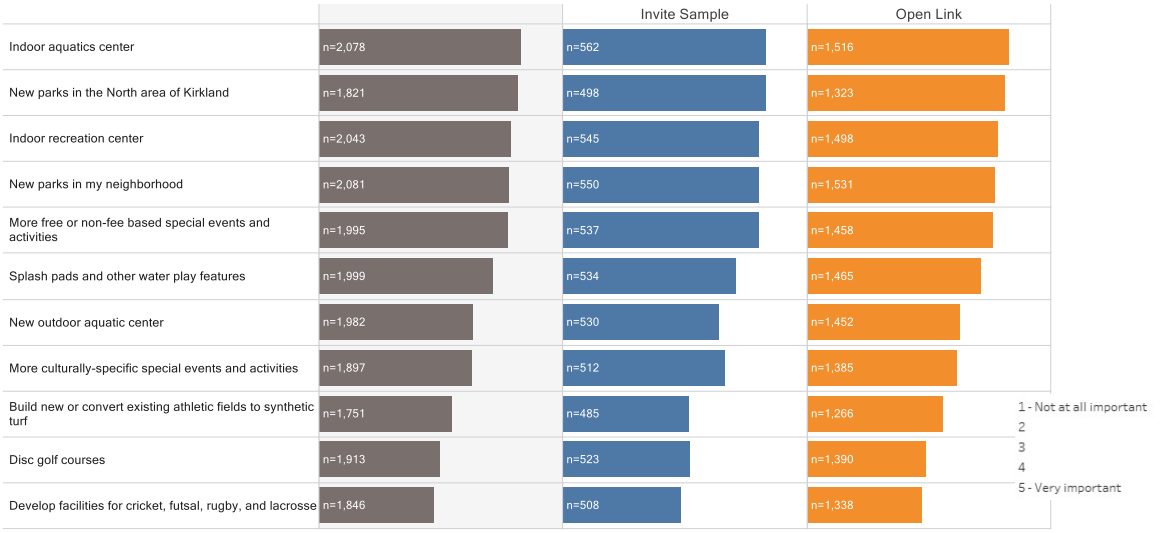
Future Facilities, Programs, and Services

Facilities, Programs, and Services



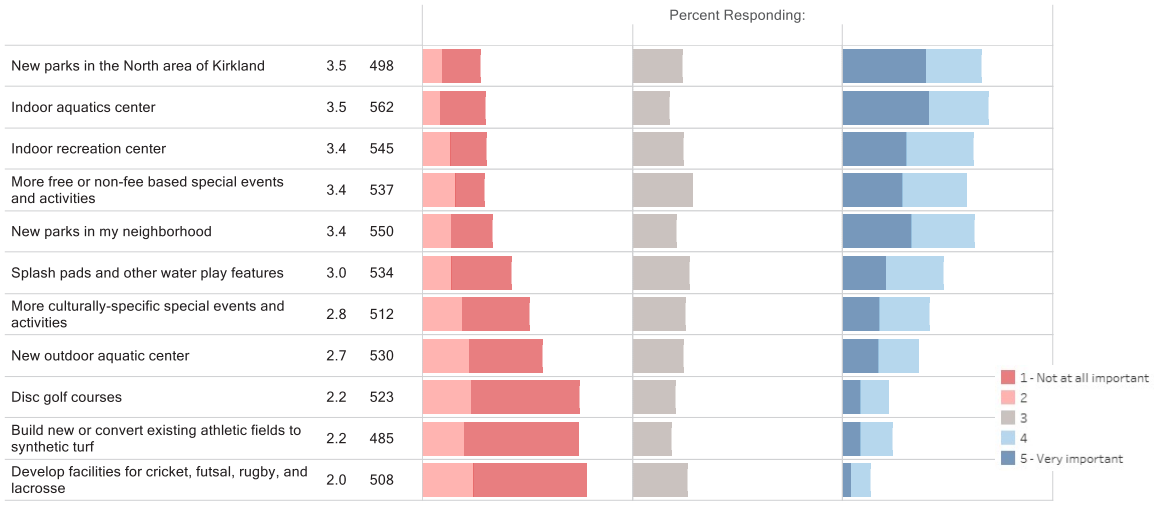
63 RRC

Most Important Needs for Improvement
By Average



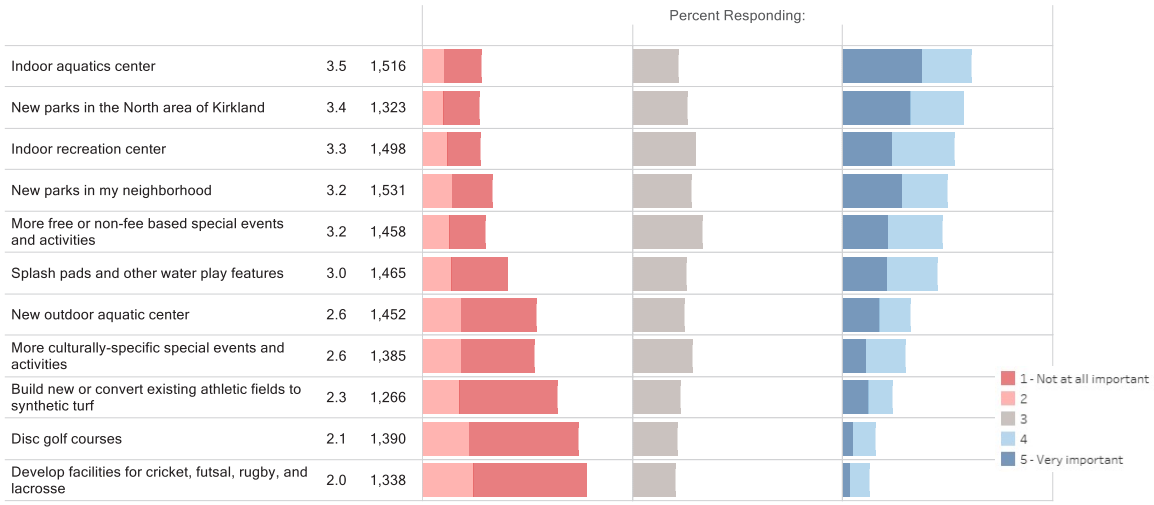
64 RRC

Most Important Needs for Improvement
By Invite Sample



65 RRC

Most Important Needs for Improvement
By Open Link Sample



66 RRC

Comments/Suggestions

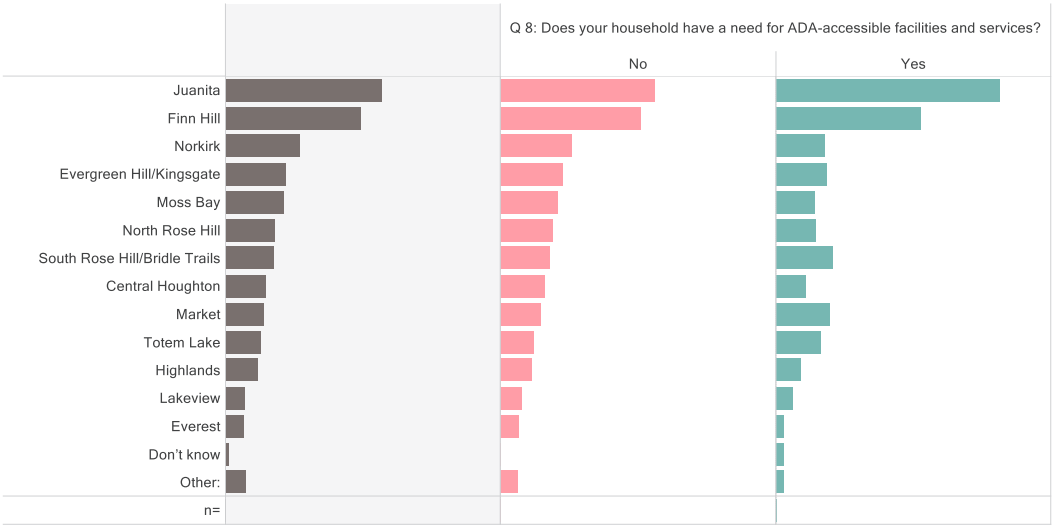
At the end of the survey, respondents were given the opportunity to provide any additional comments about parks and recreation facilities, programs, and services in Kirkland. A random selection of verbatim responses is shown below. See Appendix for full listing of comments provided.

- We have amazing park assets, but the maintenance seems to be less than it was previously. When I was involved at Everest park, volunteers were needed to maintain the fields, pick up trash and fund improvements. I am happy to pay for parks through property taxes it is one of the reasons I love Kirkland.
- Just a safer, better connection to OO Denny park from upper Holmes Point. Like the trail behind St Eds to water. Wide, safe, multiple people in both directions with bikes or strollers. Huge impact.
- Accessibility and inclusion for individuals with disabilities and for a wide variety of cultures/ethnicities.
- Please work on restoring forests in natural parks to support bird habitat. Please partner with local environmental groups like Eastside Audubon to educate and teach residents about local birdwatching, conservation, and climate change initiatives.
- Please keep an eye of homelessness. Started seeing some around Costco Kirkland area. Don't want to affect community areas if possible.
- I think the main focus should be preserving wild and trail land for parks and not building new athletic buildings or fields. Tennis courts, athletic fields are often empty and it seems like a very big waste of space and nature.
- Connectivity along the waterfront between Juanita and Downtown would be amazing!

67 RRC

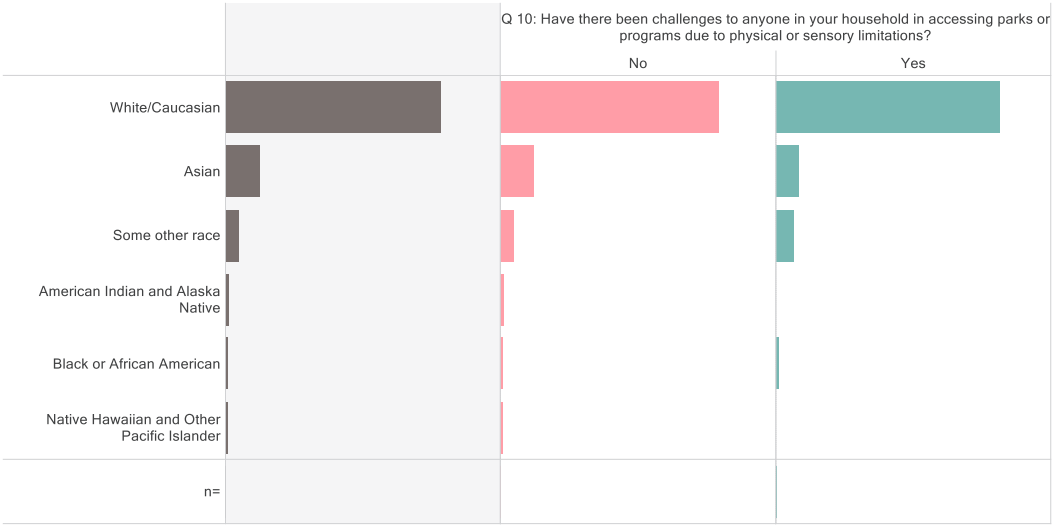
Additional Crosstabs

Neighborhood By ADA Needs



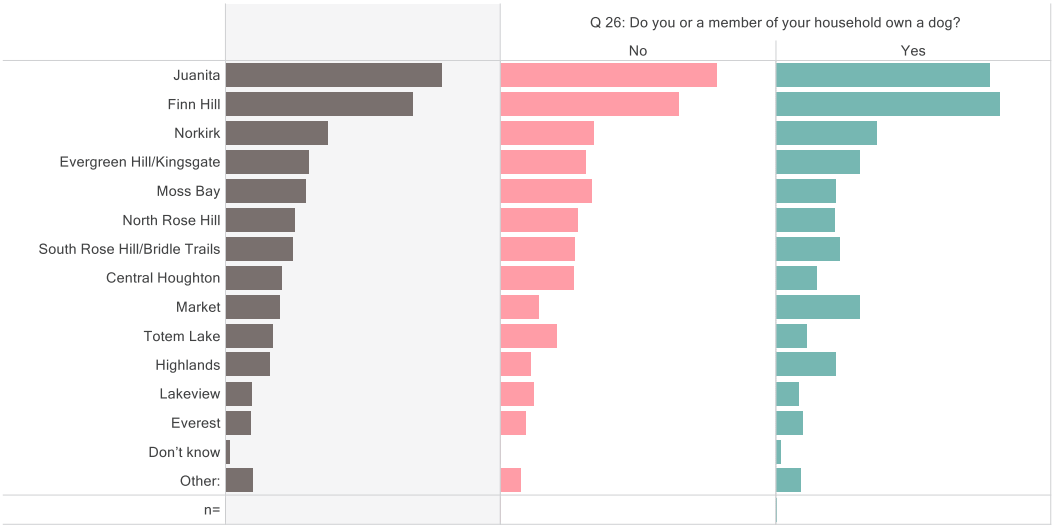
69 RRC

Race by ADA Challenges



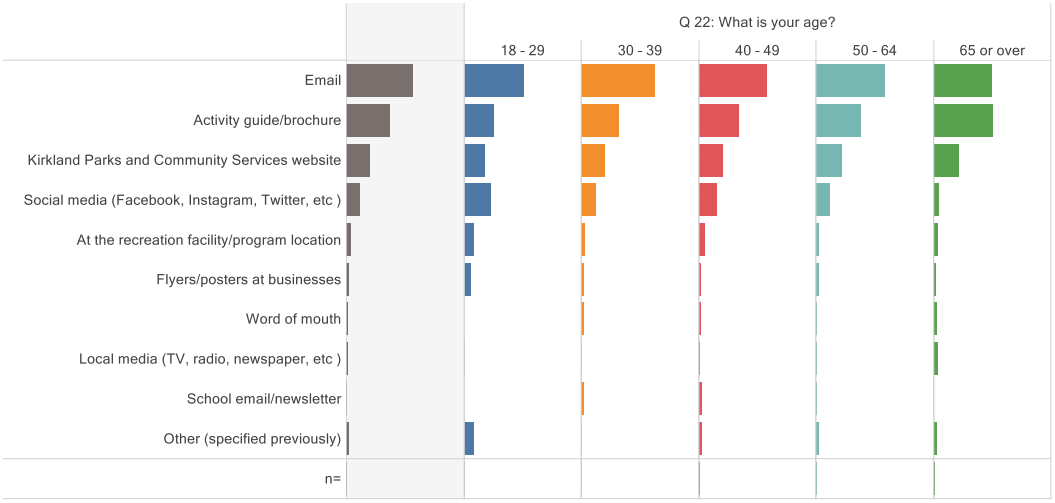
70 RRC

Neighborhood By Dog Ownership



71 RRC

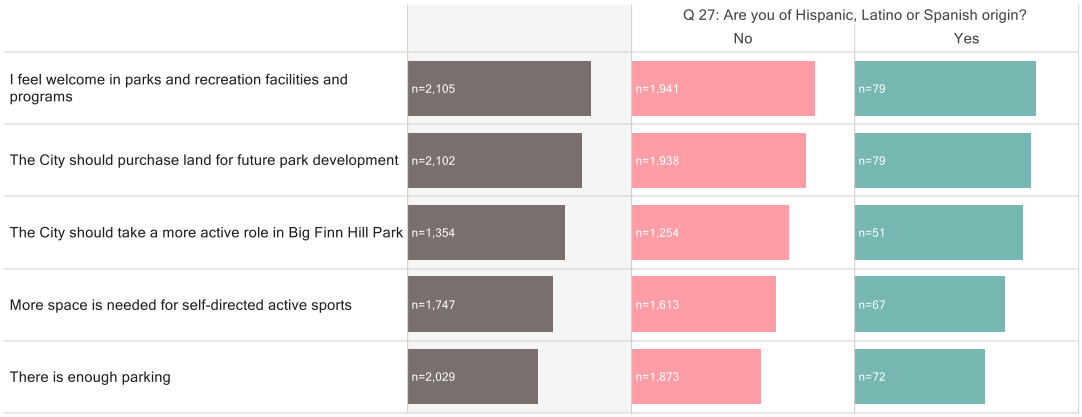
Preferred Communication By Age



72 RRC

Facilities, Programs, and Services by Ethnicity

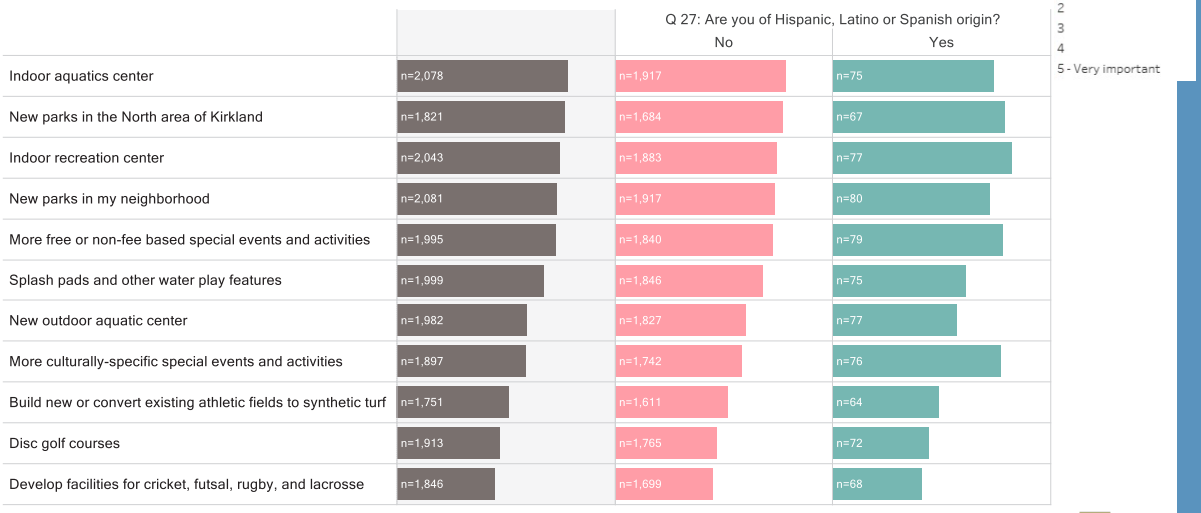
1 - Completely disagree
2 - Disagree
3 - Neutral
4 - Agree
5 - Completely agree



73 RRC

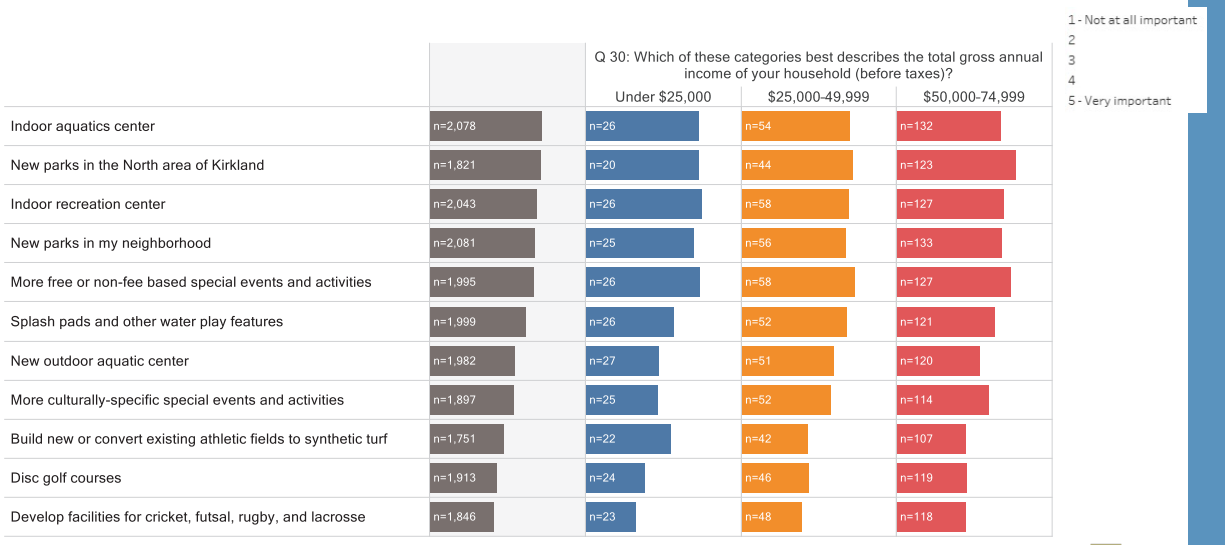
Most Important Needs for Improvement
By Ethnicity

1 - Not at all important
2
3
4
5 - Very important

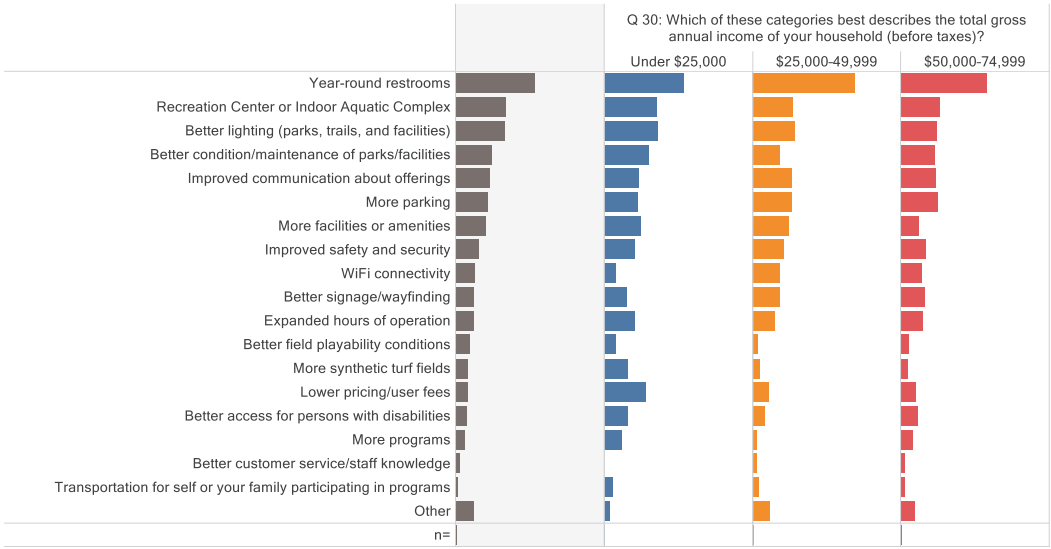


74 RRC

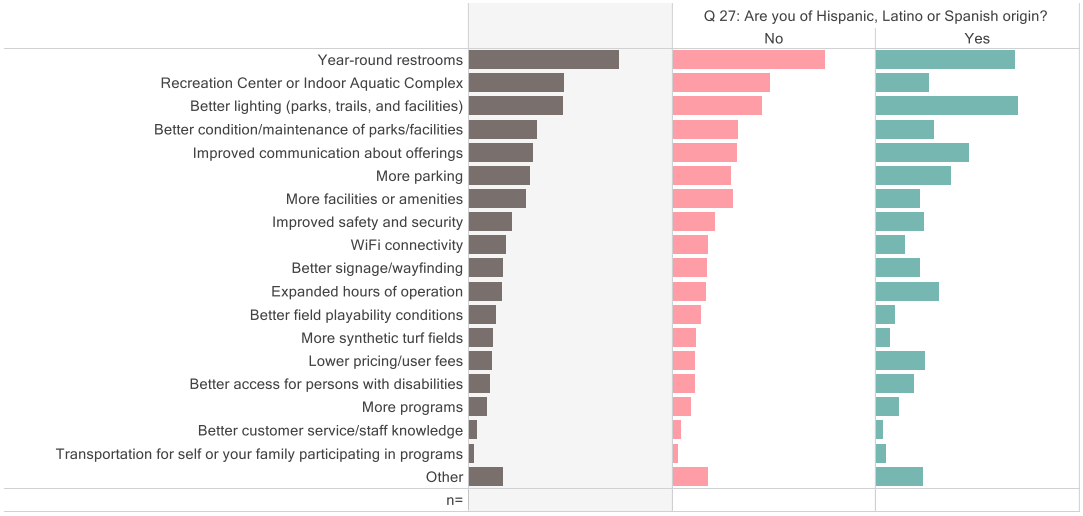
Most Important Needs for Improvement
By Income (Under $25K, $25-50K, $50-75K)



Increase Usage By Income (Under $25K, $25-50K, $50-75K)



Increase Usage By Ethnicity



77 RRC

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Boulder, CO 80303

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Appendix I

Alternative and Potential Funding Sources that can be used in Kirkland

BerryDunn/GreenPlay guided The City of Kirkland Parks and Community Services Department staff through a potential funding source exercise that identified a series of opportunities for potential funding sources.

Potential Funding Sources and Strategies

Traditional Parks and Recreation Operations, Tax Exactions and Capital Development Funding Sources

General or Operating Fund (In Use)
Parks and recreation services are typically funded by an agency's General or Operating Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-governmental agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

Property Tax (In Use)
Property tax revenue often funds park and recreation special districts and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials.

Sales Tax (In Use)
This revenue source often funds public park and recreation agencies either partially or fully. Sales tax revenue is very popular in high-traffic tourism agencies and with cities, counties, and state parks. Special Districts cannot exact sales taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

Development Funding

Development Impact Fees (In Use)
Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs. Not all states allow the collection of impact fees.

Local Improvement Districts (Possibly Consider)
Different from cities that are direct beneficiaries of these funds, Special Districts (or local improvement districts) are the beneficiaries of pass-through funding from cities or counties, which have responsibility for their interests. Special Districts cannot exact or collect the land dedication or the fee-in-lieu on their own.

Park Land Dedication Ordinance (Definitely Consider)
Park land dedication requirements typically state that all residential (and often commercial) subdivisions of land, with some exemptions, are to provide for parks by either dedicating land, paying a fee-in-liue (the amounts may be adjusted annually), or a combination of the two.

Traditional Parks and Recreation Earned Revenue Resources

Daily Admission and Annual Pass Sales or Vehicle Permits (In Use)
Daily and annual pass fees can apply to regional parks and aquatics centers. The consultant team recommends consideration of bulk discount buying of daily admission fees marketed as "monthly, seasonal, 3-month, 6-month, and/or annual passes."

Registration Fees (In Use)
This revenue source is for participating in programs, classes, activities, and events, which typically require pre-registration to ensure a place. These services may or may not have limited space. These participant fees attempt to recover most, if not all, of the direct expenses and are often revenue positive due to market demand.

Ticket Sales/Admissions (In Use)
This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

Alternative Funding Sources

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by BerryDunn/GreenPlay. Some of the strategies may currently be used by your agency but may not be used to maximum effectiveness or capacity. Those that may not currently be used by your agency should be considered for a project or the operation's specific relevance.

Not every funding mechanism on this list may be allowable by law, as the laws, regulations, statutes, ordinances, and systems of governance vary from city to city, county to county, and state to state. The authority to put forth referenda or institute exactions must be researched for validity within your city and your state, as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while

others require a larger percentage to pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.

Loan Mechanisms

Full Faith and Credit Bonds (Possibly Consider)
Bonds that are payable from the general resources of the agency. They are not tied to a specific revenue source, but the payment of principal and interest uses available operating funds.

General Obligation Bonds (Definitely Consider)
Bonded indebtedness issued with the approval of the electorate for capital improvements and public improvements.

Revenue Bonds (Definitely Consider)
Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond. These are typically issues for water, sewer, or drainage charges, and other enterprise-type activities.

Special Assessment Bonds (Definitely Consider)
These bonds are payable from the proceeds of special assessments such as local improvement districts.

Alternative Service Delivery and Funding Structures

Inter-Local Agreements (Possibly Consider)
Contractual relationships could be established between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Privatization – Outsourcing the Management (In Use)
Typically used for food and beverage management, golf course operations, ball field, or sports complex operations by negotiated or bid contract.

Partnership Opportunities

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government agency, or a private business and a government agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance

partnerships where missions run parallel, and mutually beneficial relationships can be fostered and may include the following:

- YMCA (Definitely Consider)
- School Districts (In Use)
- Medical Centers or Hospitals (Possibly Consider)
- Boys and Girls Club (Definitely Consider)
- Kiwanis, Optimists, VFWs, Elks, Rotary, and other service and civic organizations (Definitely Consider)
- Chamber of Commerce (Definitely Consider)
- Convention and Visitor's Bureau (Possibly Consider)
- Homeowner or Neighborhood Associations (Possibly Consider)
- Youth Sports Associations (Definitely Consider)
- Adult Sports Associations (Definitely Consider)
- Neighboring Counties/Communities (Definitely Consider)
- Private Alternative Providers
- Churches (Definitely Consider)
- Professional Sports Teams/Organizations (Possibly Consider)
- Senior Citizen Groups (AARP, Silver Sneakers) (Definitely Consider)

Local Community Resources

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for an agency. These findings do not recommend any particular funding strategy over another. The economic conditions within the service area may vary with time, and your agency should explore the best means of achieving its goals toward the operations of the agency, the programs, and the facilities on an ongoing basis.

Advertising Sales (Definitely Consider)
Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on items such as program guides, scoreboards, dasher boards, and other visible products or services. This could be a viable strategy in the future if appropriate opportunities present themselves, such as the acquisition of scoreboards, etc. Current sign codes should be reviewed for conflicts or appropriate revisions.

Corporate Sponsorships (In Use)
An agency can solicit this revenue-funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor).

Fundraising (Definitely Consider)
Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. This can include selling bricks, benches, pavers, tiles, and commemorative tree plantings, etc.

Crowdfunding (Definitely Consider)
Crowdfunding is the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the internet. Park and Recreation agencies are beginning to incorporate crowdfunding efforts alongside traditional fundraising strategies. NRPA has implemented a Fund Your Park crowdfunding platform. It's free to members, donations are tax deductible, and you have all the support you need from NRPA staff. *Source: Kara Kish, MPA, CPRE, CPSI, article in Parks and Recreation Magazine, December 2015. www.NRPA.org*

Naming Rights (Definitely Consider)
Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed, and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high-profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the "rights" to have the park, facility, or amenity named for them. Also, during this time, all publications, advertisements, events, and activities could have the sponsoring group's name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

Philanthropic Giving
Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. If an agency decides to implement a capital fundraising campaign and current resources that could be dedicated to such a venture are limited, it may be recommended that the agency outsource some or most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns. Capital campaigns should be limited to large-scale capital projects that are desired by the community, but for which dedicated funding is not readily available.

Foundation/Gifts (In Use)
These dollars are received from tax-exempt, non-profit organizations. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, etc.

Friends Associations (Definitely Consider)
These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community as a whole.

Gift Catalogs (Possibly Consider)
Gift catalogs provide organizations the opportunity to let the community know what their needs are on a yearly basis. The community purchases items from the gift catalog and donates them to an agency.

Volunteer Programs/In-Kind Services (In Use)
This revenue source is an indirect source in that persons donate time to assist an agency in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

- Adopt-a-Park/Adopt-a-Trail (In Use)
  Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park's vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.
- Neighborhood Park Watch (Definitely Consider)
  As a way to reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This program develops community ownership of an agency's facilities.

Grants

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

Facilities and Equipment Grants (In Use)
These grants help buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want allocate resources to an organization or program only to see it shut down in a few years because of poor management.

General Purpose or Operating Grants (Definitely Consider)
When a grant maker gives an operating grant, it can be used to support the general expenses of operating. An operating grant means the fund provider supports the overall mission and trusts that the money will be put to good use. Operating grants are generally much harder to procure than program or support grants.

Management or Technical Assistance Grants (Possibly Consider)
Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of an agency. Instead, they support management or administration and the associated fundraising, marketing, and financial management needs.

Matching Grants (In Use)
Many grant makers will provide funding only on the condition that an amount equal to the size of the grant can be raised from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

Planning Grants (In Use)
When planning a major new program, an agency may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

Private Grant and Philanthropic Agencies (Possibly Consider)
Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the internet at: http://www.tgci.com.
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: http://foundationcenter.org.
- Research www.ecivis.com for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

Program or Support Grants (Definitely Consider)
A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

Seed Money or Start-Up Grants (Definitely Consider)
These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

Land and Water Conservation Fund (In Use)
This fund was reauthorized by Congress in December 2019. Generally, the funding allocated to states is (through the State and Local Assistance Program) for outdoor recreation land acquisition and facility development is anticipated to rise. Every state runs its State and Local Assistance Program in a slightly unique manner, so we encourage any municipal or county parks personnel interested in LWCF to contact their LWCF State Liaison Officer (typically someone at a state's department of fish and game, environmental protection, or conservation and recreation) for more information.

Gifts in Perpetuity

Irrevocable Remainder Trusts (Definitely Consider)
These trusts are set up with individuals who typically have more than $1 million in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period of time and then is available to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Life Estates (Definitely Consider)
This revenue source is available when someone wants to leave their property to an agency in exchange for their continued residence on the property until their death. An agency can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth, and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

Maintenance Endowments (Possibly Consider)
Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements, and infrastructure needs of specific/targeted facilities. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

Community Service Fees and Assessments

Capital Improvement Fees (Possibly Consider)
These fees are on top of the set user rate for accessing facilities such as sport and tournament venues and are used to support capital improvements that benefit the user of the facility.

Dog Park Fees (Definitely Consider)
These fees are attached to kennel clubs that pay for the rights to have dog park facilities for their own exclusive use. Fees are on the dogs themselves and/or on the people who take care of other people's dogs.

Equipment Rental (Definitely Consider)
This revenue source is generated from the rental of equipment used for recreation purposes, such as tables and chairs, tents, stages, bicycles, rollerblades, boogie boards, etc.

Flexible Fee Strategies (Definitely Consider)
This pricing strategy would allow an agency to maximize revenues during peak times and premium sites/areas with higher fees and to fill in excess capacity during low use times with lower fees to maximize play.

Lighting Fees (In Use)
Some agencies charge additional fees for lighting as it applies to leagues, special use sites, and special facilities that allow play after daylight hours. This fee may include utility demand charges.

Parking Fee (Definitely Consider)
This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational cost. Fees may be charged for after-hours overnight usage of parking facilities or for storage at parking facilities with excess space.

Percent-for-Art Legislation (In Use)
Percent-for-art legislation dedicates a percentage (usually 0.5% – 2%) of publicly funded capital improvement projects (CIP) for art in public places, usually in, on, or adjacent to the project, building, or park being constructed or improved. This guarantees funding for public art projects and that public art projects will be planned with each new improvement. This can also be conceived as an Art-in-the-Park program.

Processing/Convenience Fees (Definitely Consider)
This is a surcharge or premium placed on electronic transfers of funds, automatic payments, or other conveniences.

Recreation Service Fee (In Use)
The Recreation Service Fee is a dedicated user fee that can be established by a local ordinance or other government procedure for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities that require a reservation of some type, or other purposes as defined by an agency. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues; youth baseball, soccer, and softball leagues; and special interest classes. The fee, above and beyond the user fee, allows participants to contribute toward the construction and/or maintenance of the facilities being used.

Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, Visa (Possibly Consider)
This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than $5 and is usually $3 on all exchanges. The money earned would be used to help pay off the costs of improvements or for operational purposes.

Residency Cards (Possibly Consider)
Non-residents may purchase "residency" on an annual basis for the privilege of receiving the resident discounts on fees, charges, tours, shows, reservations, and other benefits typically afforded to residents only. The resident cards can range in price but are often at least equivalent to what a resident pays in taxes annually to support operations, maintenance, and debt service.

Real Estate Transfer – Tax/Assessment/Fee (In Use)
As agencies expand, the need for infrastructure improvements continues to grow. Since parks and recreation facilities add value to neighborhoods and communities, some agencies have turned to real estate transfer tax/assessment/fee to help pay for acquisition and needed renovations. Usually transfer tax/assessment/fee amount is a percentage on the total sale of the property and is assessed each time the property transfers to a new owner. Some states have laws prohibiting or restricting the institution, increase, or application of this tax/assessment/fee.

Security and Clean-Up Fees (In Use)
An agency may charge groups and individuals security and clean-up fees for special events other type of events held at facilities.

Signage Fees (Definitely Consider)
This revenue source charges people and businesses with signage fees at key locations with high visibility for short-term events. Signage fees may range in price from $25 – $100 per sign based on the size of the sign and location.

Utility Roundup Programs (Possibly Consider)
Some park and recreation agencies have worked with local utilities on a roundup program whereby a consumer can pay the difference between their bill and the next highest even dollar amount as a donation to the agency. Ideally, these monies would be used to support utility improvements such as sports lighting, irrigation cost, and HVAC costs.

Contractual Services

Concession Management (In Use)
Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. Through contracting, the agency either receives a percentage of the gross sales or the net revenue dollars from the revenue above direct expenses. Net proceeds are generally more difficult to monitor.

Merchandising Sales or Services (Definitely Consider)

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales. Typically, agencies engage in this type of service as a convenience to their patrons and as a means of enhancing overall operational cost recovery.

Private Concessionaires (In Use)
Contracts with private sector concessionaires provide resources to operate desirable recreational activities. These services are typically financed, constructed, and operated by a private business or a non-profit organization with additional compensation paid to an agency.

Permits, Licensing Rights and Use of Collateral Assets

Booth Lease Space (Definitely Consider)
Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

Catering Permits and Services (Possibly Consider)
This is a license to allow caterers to work in the system on a permit basis with a set fee or percentage of food sales returning to the agency. Also, many agencies have their own catering service or an authorized provider list and receive a percentage of dollars from the sale of food.

Filming Rights (In Use)
Many agencies issue permits so that park sites may be used for commercial film and photography activities. The production company pays a daily fee for the site plus the loss of revenue the agency would incur during use of the community space.

Land Swaps (Possibly Consider)
An agency may trade property to improve access or protection of resources. This could include a property gain by the agency for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve its profitability. The agency would typically gain more property for more recreation opportunities in exchange for the land swap.

Leasebacks on Recreational Facilities (Possibly Consider)
Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. An agency would then lease the property back from the investor over 20+ years. This can be reversed whereby an agency builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

Manufacturing Product Testing and Display or Research (Definitely Consider)
An agency may work with specific manufacturers to test their products in a park, recreation facility, or in a program or service. The agency may test the product under normal conditions and report the results back to the manufacturer. Examples include lighting, playground equipment, tires on vehicles, mowers, irrigation systems, seed and fertilizers, etc. The agency may receive the product for free but must pay for the costs of installation and for tracking results. Research fees may be charged to allow research to occur on park lands or related to equipment used at Parks. Companies may pay to have their equipment installed and tested to prove durability and user satisfaction. Product placement fees may also be an option: having a company not only donate their equipment but also pay a fee to have their equipment used at a public facility.

Rentals of Houses and Buildings by Private Citizens (In Use)
Many agencies will rent out facilities such as homes to individual citizens for revenue purposes.

Special Use Permits (In Use)
Special permits allow individuals to use specific park property for financial gain. The agency receives either a set amount of money or a percentage of the gross service provided.

Surplus Sale of Equipment by Auction (Definitely Consider)
Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

Enterprise Funds (Possibly Consider)

These funds establish business units that are self-sustaining through fees and charges. Debt service and all indirect costs should be allocated or attributed to enterprise funds. Any excess revenue generated is maintained by the fund for future needs and cannot be used by another fund or department. Examples include premier sports tournament complexes.

Land Trusts (Possibly Consider)

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future lands.

Cost-Saving Measures

In addition to aligning cost recovery with goals, charging appropriate fees, and using traditional and alternative funding mechanisms, several cost-saving measures can improve the overall cost recovery picture for an agency.

Change Maintenance Standards/Practices (In Use)

- Add one extra day onto the mowing interval, thus reducing the amount of mowing in a season.
- Evaluate and determine actual maintenance needs and schedules for upkeep of different facilities and landscape features/types. Based on needs, evaluate resource needs (equipment, staff, etc.) and production rates of staff/equipment for the system's regularly occurring maintenance work and prioritize maintenance program needs, schedules, and relevant resource allocations.
- Consider turf management strategies by turf use/wear—high-intensity use and maintenance needs (such as sports fields) versus low intensity use areas such as lawns along the edge of a woodlot or roadway—there are usually areas of turf that are regularly maintained because "they have always been mowed"; by changing the maintenance strategy to not mowing or not regularly mowing such areas, less time/resources need to be dedicated to mowing overall.
- Naturalizing areas of lawn where you don't need lawn is a "going green" type of practice that also reduces maintenance needs/costs.
- Buildings/Facilities
    - Evaluate needs and consider in-house versus contracted maintenance workers for different needed services/trades.
    - Standardize equipment, fixtures, and relevant materials.
    - Are some facilities in such disrepair that continuing to throw limited funding on "Band-Aids" no longer practical?
    - In designing new facilities, are simple sustainability factors being vetted (such as orienting the building to maximize solar gain to reduce lighting and heating costs)?
- Add energy efficient fixtures, low flow water fixtures, eliminate throw away products like paper towels and replace with energy efficient hand dryers.
- Strategically locate trash and recyclable containers to reduce cost of having staff empty these and spend time picking up trash/recyclables that are not properly placed by patrons.
- Reduce cleaning frequency of office spaces and centralize trash and recyclables into one location in employee work areas to save on costs of related to housekeeping.
- Consider having staff complete multiple tasks at the same time—emptying recyclables and trash at the same time as doing rounds or inspections.

- Educate users to better utilize existing facilities and resources to cut down costs – clean up after themselves.
- Equipment and supplies
    - Purchase better equipment that lasts longer and requires less maintenance; saving money on the front end does not always result in cost savings overall.
    - Standardize equipment (such as vehicles, grounds equipment, tools, etc.) as a way to increase efficiency in training staff to use it, and as a means to simplify and reduce costs associated with parts inventory and maintenance/repair programs (e.g., mechanic places one order for 10 air filters for one type of lawnmower and gets bulk price from one vendor, versus ordering 10 different filters for 10 different mowers, from multiple vendors and keeping track of it all).
    - Consider leasing vehicles or other heavily used equipment—it can be more cost-effective for an organization to lease vehicles or equipment and rotate their fleet regularly versus allocating resources to maintain and repair aging fleets of old, well-used vehicles/equipment that have higher likelihood of breakdowns and associated loss of production time.
- Use volunteers to assist with housekeeping and maintenance.
- Solicit in-kind donation of time and services in exchange for maintenance assistance

Contract Re-Negotiate or Re-Bid (In Use)
At every opportunity, review contracts to assure you are not paying more than you have to or are receiving the maximum amount of revenue possible.

Cost Avoidance (In Use)
An agency must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from being a direct provider of facilities, programs, or services, an agency may experience additional savings. This process is referred to as *cost avoidance*. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility. One example is purchasing in bulk.

Greening Trends

Rooftop Gardens and Park Structures (Possibly Consider)
Rooftop gardens create respites in a densely built environment and help reduce the urban heat island effects. In addition, the lack of availability and affordability of urban real estate has continued the trend of parks built over structures such as parking garages and other structures.

Green Practices

- Use light, water, and motion sensors (Definitely Consider)
- Conduct energy audits (Definitely Consider)
- Update to energy efficient ballasts, motors, appliances (Definitely Consider)
- Use electric and hybrid vehicles (Definitely Consider)

- Develop "Pack It Out" trash program (In Use)
- Use greywater (Definitely Consider)
- Use solar and wind energy (In Use)
- Implement green operating practices (In Use)

Many agencies miss the easiest green practices in their everyday operating procedures and policies. These include administrative procedures, best operating standards, and sustainable stewardship performance measures. Many of the industry best practices outlined, may be currently and successfully employed by your agency.

Green Practices Focus Area and Action Step

Focus Area	Action Step
Administrative	• Recycle Office Trash (consolidate trash and recyclables to one common location – reduce cost to empty containers in each office) (In Use) • Clean offices weekly instead of daily (Definitely Consider) • Go Paperless (Definitely Consider) • Conserve Resources (Definitely Consider) • Flex Scheduling (In Use) • Virtual Meetings (In Use)
Operating Standards	• Preventative Maintenance (In Use) • Reduce Driving (Possibly Consider) • Recycling in Parks (In Use) • Eliminate Environmentally Negative Chemicals and Materials (In Use) • Green Purchasing Policies (In Use) • LEED® Design (In Use) • Purchase better equipment and supplies that require less maintenance and are more durable (In Use)
Sustainable Stewardship	• Re-analyze and Revised Practices and Standards (In Use) • Monitor and Report Results (In Use) • Lead by Example (In Use) • Public Education – agencies should lead by example teaching the public a little bit about what green practices actually are and how they might be able to incorporate some of the same features (maybe raingardens or LED lighting) in their own home to help conserve our shared natural resources. (In Use) • Incorporate Stewardship Principles in all Park and Recreation Services (In Use) • Seek Available Grant Funding and Initiative Awards (In Use)

Additional information on financing/Washington specific and MPDs

Special Purpose Districts MPD)s are a popular option for delivering parks and recreation services in Washington State, around the country and are promoted by the National Recreation and Park Association. These special districts can be advantageous as they operate independent of other governing bodies that may restrict funding or prioritize other government services, enabling legislation in the State of Washington**.**

- Park and Recreation Districts (Ch. 36.69 RCW)
- Park and Recreation Service Areas (RCW 36.68.400 - .620)
- Joint Park and Recreation Districts (RCW 36.69.420 - .460)
- Metropolitan Park Districts (Ch. 35.61 RCW)

Metropolitan Park District (MPD)

There are two ways to initiate the formation of a park district, both of which require approval by a majority of voters within the proposed district:[1]

- By petition
- By a resolution of the governing body or bodies within which the district is to be located. (RCW 35.61.020)

An MPD may:

- Purchase, acquire and condemn lands within or without the boundaries of park district
- Issue and sell warrants, short- term obligations, or general obligation bonds
- Issue revenue bonds
- Petition for the creation of local improvement districts
- Employ counsel, provide for park police officers, secretary of the board, and all necessary employees
- Establish civil service for employees
- Regulate, manage and control, improve, acquire, extend and maintain, open and lay out, parks, parkways, boulevards, avenues, aviation landings and playgrounds, within or without the park district
- Authorize, conduct, and manage:
    - the letting of boats or other amusement apparatus,

[1] MRSC - Metropolitan Park Districts

  - the operation of bath houses,
  - the purchase and sale of foodstuffs or other merchandise,
  - the giving of vocal or instrumental concerts or other entertainments,
  - the management and conduct of such forms of recreation or business as it shall judge desirable or beneficial for the public, or for the production of revenue for expenditure for park purposes.
- Sell, exchange, or otherwise dispose of surplus property
- Annex territory

The Municipal Research and Services Center (MRSC) provides information specific to formation of a special purpose district. [2]

1. The majority of special purpose district governments in Washington State are formed by a resolution of the county legislative authority or by a petition to the county legislative authority.
2. Almost all formations require a formal hearing to determine the need for the district, and, in some instances, a feasibility study is required, such as for diking districts, irrigation districts, etc.
3. The formation of a district generally requires an election to determine whether the majority of residents or landowners wish to form a district and pay taxes to receive the service.
4. Some regular levies, all excess levies, and bond levies must be authorized by voters of the district.

Approximately ninety special purpose parks and recreation districts operate across the State of Washington. King County is home to several Districts, most notably the Seattle Park District formed in 2014.

Special districts are financed primarily by property taxes levied against the value of housing in within the district. Typically, the amount is restricted collectively among all taxing authorities and if the limit is reached, a system is in place for decreasing the “compressed” tax to maintain the collective limit. In Washington State, temporary maintenance and operation levies can be

[2] Formation of a district https://mrsc.org › ... › Formation-and-Dissolution-of-Special-Purpose-Distr.aspx

assessed, with or without voter approval. The structure is quite complicated, but the MRSC provides a series of funding opportunities[3]

Park Districts

Bonds and Levies

State Grant Programs

Finance Administration and Planning

Concessions

Gifts and Donations

Park Foundations

Recommended Resources

[3] MRSC - Special Purpose District Revenue Sources

Appendix J

Alternative Recreation Providers

Organization	Aquatics	Fitness	Recreation and arts	Comments
Angelfish Swimming	X			Swimming Instruction
Anytime Fitness				
Gym		X		Commercial Athletic Club
Barre3		X		Commercial Fitness Classes
Bassline Fitness		X		Commercial Athletic Club
Cain Performance Training		X		Commercial Fitness Classes
Columbia Athletic Clubs, Juanita Bay Gym		X	X	Commercial Athletic Club with youth sports and camps
Columbia Athletic Clubs, Juanita Bay Gym		X		Private Athletic Club
Cyan Swim Academy	X			Swimming Instruction
Cyan Swim Academy	X			Swimming Instruction
DOP Strength Gym		X		Commercial Athletic Club
Embody Health		X		Commercial Athletic Club
Fitness Together		X		Commercial Athletic Club
Fly Fitness LLC		X		Commercial Athletic Club
Gold's Gym		X		Commercial Athletic Club
Infiniti Dance Club			X	Commercial Dance School
Juanita Aquatics Center	X			High School Swimming Pool
Kingsgate Five Pool	X			Swimming Pool
Kingsgate Monarchs Pool 3 & 4	X			HOA Swimming Pool
Kirkland Arts Center			X	

Organization	Aquatics	Fitness	Recreation and arts	Comments
Kirkland Boys and Girls Club			X	Youth sports, afterschool programs (7 locations) STEAM and Camps
Kirkland CrossFit		X		Commercial Athletic Club
Kutting Edge Fitness		X		Commercial Athletic Club
LA Fitness		X		Commercial Athletic Club (two locations)
Lake Washington CrossFit		X		Commercial Athletic Club
Lifetime Athletic Club		X		Commercial Athletic Club in Bellevue
Orange Theory Fitness		X		Commercial Health Club
Redmond Pool				Swimming pool in bordering community

Alternative Recreation Providers

Absolute Blast Fastpitch Association
Boys and Girls Club of King County
Catholic Youth Organization (CYO)
I9 Sports, Kirkland
Cedar Park Church
Churchome
Columbia Athletic Clubs, Juanita Bay Gym
Disc Northwest
District 9 - Little League International
Eastside Huskies Baseball Club
Lake Washington Youth Soccer Association
North Lake Little League
Eastside Lions Youth Rugby
Greater Seattle Soccer League
Juanita Baseball Club
Juanita Lacrosse
KB Fastpitch
Kirkland American Little League
Kirkland Baseball Commission
Kirkland Boys and Girls Club
Kirkland FC Soccer
Kirkland Merchants
Kirkland National Little League
Kirkland Steelers
Kirkland Pony Baseball
Lake Washington Girls Lacrosse Association
Lake Washington High School
Lake Washington Jr. Kangs
Lake Washington Lacrosse
Northlake Soccer
Northshore YMCA
Northwest University
OL Reign Academy
Puget Sound Senior Cricket Association
Puget Sound Senior Baseball League
Puget Sound Senior Softball Association
Radke Softball
Seattle Elite Baseball
Super 11 Cricket Academy
Titans Premier FC
United States Volleyball League
Unity Soccer Club
Washington Ladyhawks 18 Gold
WW Sweets Baseball Club

Appendix K
Crime Prevention through Environmental Design (Summary)

Natural Access Control

Natural access control relies on doors, fences, shrubs, and other physical elements to keep unauthorized persons out of a particular place if they do not have a legitimate reason for being there. Nonphysical or 'psychological' barriers can be used to achieve the objective of access control. These barriers may appear in the form of signs, paving textures, nature strips or anything that announces the integrity and uniqueness of an area. The idea behind a psychological barrier is that if a target seems strange, or difficult, it may also be unattractive to potential criminals.

Territorial Reinforcement

People naturally protect a territory that they feel is their own and have a certain respect for the territory of others. Clear boundaries are achieved by using physical elements such as fences, pavement treatment, art, signs, good maintenance, and landscaping which are ways to express ownership. Territorial reinforcement can be seen to work when a space, by its clear legibility, transparency, and directness, discourages potential offenders because of users' familiarity with each other and the surroundings. The use of bollards and locked gates when parks close can be effective.

Maintenance and Management

This is related to the neighborhood's sense of 'pride of place' and territorial reinforcement. The more dilapidated an area, the more likely it is to attract unwanted activities. The maintenance and the 'image' of an area can have a major impact on whether it will become targeted. Basically, well maintained parks are easier to keep clean and are more efficiently managed.

Appendix L

Sample Park Classification and Operating Standards

Operational and Maintenance Classifications

The classifications may apply to all Department properties and parks. Athletic fields should be maintained with safety, security, competitive play needs and aesthetics at the forefront. The Department may wish to distinguish between competition and practice fields per maintenance standards, such as those below.

Level 1 – Parks – completely developed with no future development planned. These sites have a full complement of park amenities. Maintenance activities include litter removal, empty garbage receptacle, maintain healthy green turf at three inches, vegetation clear at fence lines and tree rings, hazard tree removal, irrigated lawn, sign maintenance, play equipment inspection/repair monthly, prune trees, maintain drinking fountain, landscape and shrub care, irrigation maintenance, turf care, park furniture, walkway cleaning, janitorial service, and parking lot cleaning. These are high use, high impact parks for the community.

Level 2 – Parks – developed, graded, fenced, seeded lawn, play equipment, ADA access from street, drinking fountain, garbage receptacle, and drip irrigation where street trees are required, missing landscaping, and completed trail system. Maintenance activities include litter removal, empty garbage receptacle, maintain grass at three inches, vegetation clear at fence lines, hazard tree removal, sign maintenance, monthly play equipment inspection, prune trees, and maintain drinking fountains. These are slightly less used and a bit lower impact.

Level 3 – Open Space Property – acquired for future neighborhood or community park or use as natural or protected properties – may be graded, seeded, fenced, and signed, limited improvements, amenities, irrigation, or equipment. Maintenance activities include litter removal, maintain grass at six inches, vegetation clear at fence lines, hazard tree removal, and sign maintenance.

Sample Maintenance Standards for Quality Parks and Facilities

These general maintenance standards are samples meant to be a starting point for the Department to review and consider as a basic desired maintenance standard for all parks and recreational facilities.

PARKS

Grounds

- Grounds mowed and trimmed on a regular schedule
- Park is free of litter, debris, and hazards
- Parking lots, if applicable are clean; striped; and free of debris, holes, and tripping hazards

Drinking Fountains (where applicable)

- Fountains are accessible and operational
- Fountains are in appropriate locations and in compliance with ADA
- Fountains are installed on a solid surface and free of standing water and debris
- Drain system is operational

Signage

- Park identification signs are secure and properly installed in a noticeable location
- Handicapped parking signs are secure, visible, and installed to code
- Park rules signs are secure and properly installed in a noticeable location
- Restroom signs are secure and visible
- Signs are clean, painted, and free of protrusions and graffiti
- Directional signs provided as needed in appropriate locations
- Signs include City logo and contact phone number

Ornamental Plants and Trees

- Plants and trees are healthy and free of disease and insects
- Plant beds are free of litter, debris, and weeds
- Plant selection is appropriate for season and area usage
- Trees trimmed and shaped on a regular basis, inspect for and remove hazardous trees as needed

- Tree species selection should provide a wide variety of native and selected non-native trees where appropriate
- Tree wells and planting beds mulched for protection and water conservation

Walkways and Trails

- May be hard surface or soft surface depending on location and intended use
- Soft surface trails are free of water collecting depressions and erosion
- Walkways and trails have a uniform surface, positive drainage, are level with ground and free of trip hazards and excessive material deflection
- Walkways and trails are free of litter, debris, sediment, and seasonal snow
- Walkways and trails meet ADA requirements
- Walkways and trails provide unobstructed access and are free from low and protruding tree limbs, guide wires, signposts, and ornamental plants
- Walkways in irrigated park areas are neatly edged
- Walkways and trails are clear of weeds and grass growth in cracks and expansion joints; adequate trash receptacles provided
- Guard rails and safety fencing provided in appropriate locations
- Routine safety and function inspections are performed including surface, culverts, water crossings, signage, and vegetation

Trash Receptacles (random locations)

- Receptacles are clean and free of odor with liners in place
- Receptacles are painted, free of damage and missing parts, and properly anchored
- Roll-off containers and dumpsters are clean, screened, and placed in non-intrusive locations
- Area around trash receptacles is clean and free of trash and debris
- Area around roll off containers and dumpsters is clean and free of trash and debris

Fencing

- Fences are intact, structurally sound, and free of damage or deterioration
- Nails, bolts, and screws are flush with surface with no exposed sharp points
- Fences have no excessive voids, cracks, or splintering

Security and Exterior Lights

- Ninety percent (90%) of security and exterior lights are operational
- No electrical conducting wires are exposed
- Lights comply with appropriate building code
- Poles and components are secured in ground, operational and straight

Bridges

- Bridges have a uniform surface, are free of trip hazards, and are free of graffiti
- Lumber and other materials are structurally sound, free of cracking deterioration and splintering
- Bridges comply with ADA requirements
- Bridges have handrails intact and properly installed and anchored
- Bridges are free of litter and debris

General Use Turf Areas

- Turf areas are free of litter and debris
- Turf areas are mowed and trimmed on a regular schedule
- Turf areas have a uniform surface and are well drained
- Areas have clean trash receptacles present that are in good condition
- Turf is free of disease, insects, and weeds
- Supplemental irrigation is provided as needed
- Turf areas are fertilized and aerated on a regular basis

Athletic Use Turf Areas

- Turf areas are free of litter and debris
- Turf areas are mowed and trimmed according to usage schedule
- Turf areas have a uniform surface and are well drained
- Playing surface maintained according to sport specific guidelines
- Areas have clean trash receptacles present that are in good condition
- Turf is free of disease, insects, and weeds
- Supplemental irrigation is provided as needed

- Turf areas are fertilized and aerated on a regular basis

Irrigation

- Irrigation system is fully operational with complete and uniform coverage
- System is free of leaks; backflow prevention devices are in place and functioning properly
- Heads are installed properly for intended use
- Heads are properly adjusted with rotations and arcs to set to reduce water runoff
- Systems are set to run at specific times to minimize evaporation and waste
- Systems function checks are conducted on a regular basis
- Repair excavations are properly compacted, and turf restored

Open Space Areas

- Native grasses mowed, if necessary, according to specific management plans, with focus on promoting natural growth heights and cycles and wildlife habitat
- Trail corridors and picnic areas mowed as needed
- Trail surfaces are free of debris and weeds
- Native tree and shrub growth are encouraged
- Wildlife habitat and water quality preservation emphasized
- Rules and regulations and identification signs are posted in noticeable locations
- Annual and noxious weeds are controlled as needed
- Property access points and boundaries are clearly marked

ATHLETIC FACILITIES AND COMPETITIVE PLAY FIELDS

Turf

- Turf has a healthy dense stand of grass and coverage is no less than 95 percent of playable area
- Play area has a uniform surface and is well drained
- Turf to be mowed at the appropriate height for the type of grass used, time of season, and type of field use
- Turf is free of any litter or debris
- Apply top dressing and over seeding as needed to maintain healthy grass

- Fields may be closed for use periodically to allow for turf recovery
- Turf is free of disease, insects, and weeds

Softball Infields

- Infields have a uniform surface and are free of lips, holes and trip hazards
- Infields are well drained with no standing water areas
- Infields have proper soil composition for intended use with ball field mix added as needed
- Infields are free of weeds and grass
- Infields are free of rocks, dirt clods, and debris
- Bases and plates are properly installed, level, and are at proper distances and anchored according to manufacturer's specifications and league requirements
- Fields dragged and lined as needed according to use schedules

Bleachers

- Hardware is intact, and bracing and safety rails tightly connected
- Seating surface is clean, smooth, free of protrusions and have no exposed sharp edges or pointed corners
- Clean trash receptacles provided and in good condition, area under bleachers free of trash

Lights

- Electrical system and components are operational and in compliance with applicable building codes
- Ninety percent (90%) of lamps for each field are operational
- No electrical conducting wires exposed
- Ballast boxes and components are properly installed and secured
- Lights provide uniform coverage on facilities and fixtures and are adjusted to eliminate dark or blind areas
- Fixtures securely fastened to poles and poles secured in ground according to manufacturer's specifications
- Poles and fixtures inspected immediately after any major wind, ice, or hailstorm

Fencing

- Fencing material is galvanized chin link and appropriate gauge wire for specified use
- Fencing material is properly secured to support rails
- Support rails are properly connected and straight
- Fencing is free of holes and protrusions
- Fabric is straight and free of bending and sagging
- Gates and latches are operational

Restrooms/Portable Toilets

- Toilets are clean, sanitary, and properly stocked with paper products
- Lights and ventilation systems are operational
- Toilets, stall doors, and hand air dryers are operational
- Buildings and enclosures are free of graffiti
- Doors are properly marked according to gender
- Restrooms have clean trash receptacles
- All doors and locks are operational
- Restrooms/portable toilets are in compliance with ADA requirements
- All restrooms stocked with hand sanitizer

PLAYGROUNDS

Play Equipment

- Equipment and surrounding play areas meet ASTM and National Playground Safety Institute (NPSI) standards
- Play equipment and hardware is intact
- Play equipment is free of graffiti
- Age appropriateness for equipment is noted with proper signage
- Regular inspection and repair program is in place and enforced

Surfacing

- Fall surface is clean, level, and free of debris
- Fall surface meets ASTM and NPSI standards
- Fall surface is well drained
- Rubber cushion surfaces are free of holes and tears
- Rubber cushion surfaces are secure to base material and curbing

Borders

- Playground borders are well defined and intact
- Playground borders meet ASTM and NPSI standards

Decks

- Planks are intact, smooth, structurally sound, free of splinters and no cracks greater than ¼ inch
- Nails, bolts, and screws are flush with surface
- Planks are level with no excessive warping

General

- Slides and climbing devices are properly anchored
- All moving parts are properly lubricated and functioning as intended
- S-hooks and swing seats are in good operating condition
- Damaged or under repair equipment is removed or properly marked and isolated from public use until repaired
- Playgrounds should adhere to the Americans with Disabilities Act standards

PICNIC AREAS AND SHELTERS

General

- Access to facilities complies with ADA
- Shelters are clean, sanitary, and free of graffiti
- Lights and electrical plugs are operational and comply with appropriate building codes

- Vegetation around structure is trimmed back to reduce hazards and does not impede entry and egress
- Grounds around structure are mowed, trimmed and free of litter, debris, and hazards
- Shelters are structurally sound, clean, painted with no rotted lumber or rusted metal and no loose siding or loose shingles
- Water fountains and hose bibs (if provided) are operational
- Signage and rules and regulations information are posted in a noticeable location

Tables

- Tables are clean, free of dust, mildew, and graffiti
- Table hardware is intact
- Table frames are intact, and slats are properly secured
- Table seats and tops are smooth with no protrusions and have no exposed sharp edges or pointed corners

Grills

- Grills are operational and free of rust and metal deterioration
- Grills are clean and free of grease build-up
- Grill racks are operational and secure, and grills are properly anchored to reduce hazard and theft

Trash Receptacles

- Receptacles are clean, free of odors and liners in place
- Receptacles are painted, free of damaged or missing parts and properly anchored
- Area around receptacles is clean and free of trash and debris

TENNIS COURTS

Surfacing

- Surface is smooth, level, and well drained with no standing water
- Surface is free of large cracks, holes, and trip hazards
- Surface is painted and striped in accordance with U.S. Tennis Association court specifications and for Pickle ball where appropriate
- Worn painted surfaces do not exceed 30 percent of total court surface

- Surface is free of litter, debris, gravel, and graffiti

Nets

- Nets and wind screens are free of tears and frays
- Nets are properly installed and secured to support poles
- Nets have center stripes installed at the regulated height and are anchored to the court
- Support poles have hardware intact and are properly anchored and installed
- Wind screens are properly installed and secured to fencing

Fencing

- Fencing is galvanized chain link and is the appropriate gauge wire for specified use
- Fencing material is properly secured to support rails
- Support rails are properly secured and straight
- Fencing is free of holes, protrusions, and catch points
- Fabric is straight and free of bending or sagging
- Gates and latches are operational
- Windscreens are tightly secured and free of tears and holes

OUTDOOR BASKETBALL COURTS

Surfacing

- Surface is smooth, level, well drained, and free of standing water
- Surface is free of large cracks, holes, and tripping hazards
- Surface is painted and striped per court specifications
- Surface is free of litter, debris, gravel, and graffiti

Goals and Backboards

- Goals and backboards are level with hardware intact
- Goals and backboard are painted
- Nets are properly hung and free of tears and fraying
- Support poles are secure in ground and straight

SAND VOLLEYBALL COURTS

Nets

- Nets are free from holes and are not torn or tattered
- Nets are hung tightly at specified height
- Nets are securely attached to support poles
- Support poles have hardware intact, are properly anchored and installed

Sand Surface

- Court surface is loose sand
- Surface is smooth with good drainage and no standing water
- Surface is free of weeds, grass, debris, and litter

Borders

- Borders are well defined and intact
- Borders meet International Volleyball Federation (FIVB), ASTM and NPSI standards
- Surrounding area is free of debris and encroaching landscaping to reduce hazard

PONDS AND LAKES

Water

- Aerators, if provided, are operational
- Pond surface is at least 90 percent free of vegetation
- Water area is free of trash and debris
- Bank areas are smooth and free of washouts and erosion, rip rap in place where needed
- Ponds and lakes, where appropriate, are stocked with appropriate species of fish
- Inlet and outlet structures are operational
- Appropriate and seasonal rules and regulations signage is in place at noticeable locations

Fishing Piers and Decks

- Planks are intact, smooth, structurally sound, free of splinters and have no cracks greater than ¼ inch
- Nails, bolts, and screws are flush with surface
- Planks are level with no excessive warping
- Handrails are present and structurally sound
- Piers and decks comply with ADA
- Trash receptacles provided nearby

Benches

- Hardware is intact and structurally sound
- Nails, bolts, or screws are flush with surface
- Seats and backing are smooth with no protrusions, have no sharp edges or pointed corners, and are structurally sound
- Benches are secured in ground and properly installed

Appendix M

Athletic Fields Strategic Plan Document Summary

Athletic Field Use Allocation Process
The Athletic Field Use Application Process is very thorough. The form/process is focused mainly on diamond fields for baseball/softball although it is used for a multitude of other sports.

Athletic Field Use Tier 2 Status Assistance Pilot Program
The City recognizes that the current athletic field policies may not allow for new/emerging sports to have the same opportunity to reserve athletic fields as established groups. The Department developed this program to assist new/emerging sports or sports which have not traditionally been available in Kirkland, to be elevated to Tier 2 as it relates to reservation priority. In developing this program, the Department recognized that due to limited local opportunities for new and emerging sports, residents may not be able to participate in these sports due to a variety of reasons, including travel times, costs, and lack of knowledge about the opportunity. Conversely, groups providing these sports have limited times available for use, which limits the number of participants that can be served. The expectation is that any organization approved for this program would be limited to this elevated priority for no more than two years. After the first year operating under this program, organizations are required to report on efforts to recruit Kirkland residents, as well as actual growth of Kirkland residents in their program. The goal of the program is to provide expanded opportunities for Kirkland residents.

The document states:

"The City of Kirkland prides itself on being a welcoming and inclusive city and acknowledges sport interests have diversified since inception of Kirkland's Athletic Field Use Policy. To blend these two philosophies and to foster the growth of successful new athletic program trends, Kirkland Parks and Community Services is conducting a pilot program and offering new, non-profit recreational programs an opportunity for temporary two-year status as a Tier 2 applicant during the field allocation and scheduling process. The anticipated result of connecting unique and emerging sports with Kirkland's athletic field(s) is successful programs will gain a foothold in Kirkland and by year 3 be able to maintain Tier 2 status independently."

City of Kirkland Athletic Field Inventory (Detailed) July 2021
This document shows that the City's inventory is primarily made up of diamond fields and includes a few open spaces and three (3) tracks. This information was used in the analysis related to available fields and user demands.

City of Kirkland Park User Fee Schedule September 2021
This document shows the City's fees schedule for park amenities and athletic fields. This information was considered in the plan.

Interlocal Agreement for Use of Facilities between Lake Washington School District and the City of Kirkland
This agreement was signed in 2009 and has been amended several times as changes have been made to various facilities that results in expansion of availability and access of facilities to the entire community, and centralized management that makes access easier for user groups. This agreement appears to be a standard agreement. Recommendation - the City and the School District should consider one Partner Agreement with attachments to include all fields which are included. The consultants recommend the agreement be revisited and updated annually.

City of Kirkland Parks and Community Services Department Youth Sports Zackery Lystedt Law – Concussion / Head Injury and Sudden Cardiac Arrest Policies RCW 4.24.660 and RCW 28.A.600.190
This policy appears to comply with state law. The policy was last updated in March 2014. It is recommended that the City revisit and update the policy annually and continue to include verbiage in applicable communication.

Facility Use Permit (several examples provided)
The Facility Permits were reviewed and appear to function as intended. No changes are recommended.

Field Allocation Process
To evaluate the field allocation process, the consultants reviewed the first season 2021 Field Allocation Spreadsheets with staff. The spreadsheets and systems look good and appear to function as intended. The Sunset Schedule Sheet and the Number of Slots Per Field table were particularly helpful in the analysis. The Number of Slots Per Field Table provides an example of the limitations during peak hours for fields that lack lights and demonstrates weekend overuse. Several requests were denied due to a lack of available fields, lack of staff to support multiple tournaments on the same weekend, or the correct size/field configuration was not available. This information was used in the analysis related to available fields and user demands. Recommendations to address this issue include adding additional athletic fields and to consider implementing a lottery system to assign athletic field permits to allow all user groups equitable access to Kirkland's Athletic Fields (see detailed recommendations in the Recommendations Section).

City of Kirkland Parks and Community Services Department League Compliance Statement for Gender Equity Act Compliance Agreement
The Gender Equity Act Compliance Agreement document was reviewed and provided additional perspective related to the City's Athletic Field Use Policies. The document appears to function as intended. No changes are recommended.

City of Kirkland Parks and Community Services Department Athletic Field Use Insurance Requirements
The Athletic Field Use Insurance Requirements document was reviewed and appears to function as intended. No changes are recommended.

City of Kirkland Parks and Community Services Department Athletic Field Use Insurance Requirements for Lake Washington School District Facilities
The Athletic Field Use Insurance Requirements for Lake Washington School District Facilities document was reviewed and appears to function as intended. No changes are recommended.

Kirkland Comprehensive Plan

Kirkland's Comprehensive Plan is a guiding policy document that describes how Kirkland will manage job and population growth and provide necessary services and facilities to support that growth over a 20-year planning horizon. The current Plan (Kirkland 2035) was adopted in 2015 and receives a major update every eight years. While the plan receives annual updates, the next plan is anticipated in 2024. The Parks and Recreation section of the Comprehensive plan is adopted by reference upon adoption of this master plan.

Kirkland City Council Resolution 5434

On August 4, 2020, The Kirkland City Council passed the resolution that helped to define the Department's responsibilities to support Diversity, Equity, and Inclusion in the City. The resolution is directly applicable to public access to sports and athletic facilities.

- Conduct a comprehensive review of City procurement, contracting processes, and documents to eliminate barriers for disadvantaged businesses enterprises to compete for City projects
- Evaluate whether public art, public symbols, special events and City programming in Kirkland are welcoming to all community members
- Expand the diversity of public art, symbols, events, and programming to be more inclusive

The Kirkland 2018 Americans with Disabilities Self Evaluation and Transition Plan

Between 2014 and 2018, the City completed a pre-assessment for ADA compliance followed by an evaluation of the professional assessment and development of action steps found in the City's Pathway to Transition Plan. The Draft Transition Plan, last updated in June 2018 documented deficiencies and timelines for addressing the identified barriers. An estimated cost of $13.6 million to address deficiencies in 18 parks and the North Kirkland Community Center was identified in the 2018 Transition Plan.

The Kirkland Sustainability Master plan

The City of Kirkland adopted the Sustainability Master plan in December 2020 which incorporates the intersection between the environment, the economy and equity. The plan is divided into eight focus areas with one, the Healthy Community element, particularly relevant to public access to athletic facilities.

Healthy Community Element

• Help refugees and immigrants, people of color and economically struggling residents access the resources they need to thrive

• Make Kirkland a safe, inclusive, and welcoming place for all people

• Provide more recreation facilities

Appendix N

Athletic Fields Strategic Plan 2019 Permit Data

Park/School Name	Field Name	Playing Surface (Natural Grass (N) or Synthtic Turf(S)) or Mixed Synthetic & Turf (M) Or Cinder © or Dirt (D)	Rectangle / Diamond / Multipurpose / Other	2019 Total Permitted Hours	Periods Field is closed for maintenance/rest/rehabilitation (Fall/Winter/Spring/Summer)
132nd Square Park	Field 1	N	Diamond	647:30	Mid-Fall & Winter October 15 to March 1
	Field 2	N	Diamond	641:00	Mid-Fall & Winter October 15 to March 1
	Field 3	N	Rectangle	260:00	Mid-Fall & Winter October 31 to March 1
Crestwoods Park	Field 1	N	Diamond	720:45	Mid-Fall & Winter October 15 to March 1
	Field 2	N	Diamond	693:20	Mid-Fall & Winter October 15 to March 1
	Field 3	N	Rectangle	722:00	Mid-Fall & Winter October 15 to March 1
	Field 4	N	Diamond	593:00	Mid-Fall & Winter October 15 to March 1
Everest	Field 1	N	Diamond	815:00	Mid-July 2 Weeks Mid-Fall & Winter October 15 to March 1
	Field 2	N	Diamond	806:00	Mid-July 2 Weeks Mid-Fall & Winter October 15 to March 1
	Field 3	N	Diamond	823:00	Sept 30 or Mid-Fall & Winter October 15 - March 1 Mid-July 2 Weeks
	Field 4	N	Diamond	777:00	Sept 30 or Mid-Fall & Winter October 15 - March 1 Mid-July 2 Weeks
Highlands Park	Field 1	N	Diamond	233:30	Mid-Fall & Winter October 31 to March 1
Juanita Beach Park	Field 1	N	Diamond	659:00	Mid-Fall & Winter October 15 to March 1
	Field 2	N	Diamond	582:30	Mid-Fall & Winter October 15 to March 1
	Field 3	N	Rectangle	293:00	Mid-Fall & Winter October 15 to March 1
Peter Kirk Park	Lee Johnson Field	N	Diamond	820:00	Mid-Fall & Winter September 30 to April 1
Spinney Homestead Park	Field 1	N	Rectangle	256:30	Mid-Fall & Winter October 31 to March 1
Terrace Park	Field 1	N	Rectangle	249:00	Mid-Fall & Winter October 31 to March 1
International / Community School	Field 1	N	Rectangle	394:15	Mid-Fall & Winter October 31 to March 1
Emerson High School	Field 1	N	Rectangle	641:00	Mid-Fall & Winter October 31 to March 1
Juanita High School	Field 1	S	Diamond	771:00	None
	Field 2	S	Diamond	825:00	None
	Field 3	S	Rectangle	0	None
Lake Washington High School	Field 1	M	Diamond	465:30	Mid-Fall & Winter September 30 to April 1
	Field 2	M	Diamond	130:30	Mid-Fall & Winter September 30 to April 1
Finn Hill Middle School	Field 1	N	Diamond	169:00	Mid-Fall & Winter October 15 to March 1
	Field 2	N	Diamond	169:00	Mid-Fall & Winter October 15 to March 1
	Football Field	N	Rectangle	283:00	Mid-Fall & Winter October 31 to March 1
	Track	C	Other	163:30	Mid-Fall & Winter October 31 to March 1
Kamiakin Middle School	Field 1	N	Diamond	89:30	Mid-Fall & Winter October 15 to March 1
	Field 2	N	Diamond	89:30	Mid-Fall & Winter October 15 to March 1
	Football Field	N	Rectangle	213:00	Mid-Fall & Winter October 31 to March 1
	Track	C	Other	0:00	Mid-Fall & Winter October 31 to March 1
	Open Space	N	Other	0:00	Mid-Fall & Winter October 31 to March 1
Kirkland Middle School	Field 1	N	Diamond	878:00	Mid-Fall & Winter October 15 to March 1
	Field 2	N	Diamond	91:00	Mid-Fall & Winter October 15 to March 1
	Football Field	N	Rectangle	222:00	Mid-Fall & Winter October 31 to March 1
	Track	C	Other	140:00	Mid-Fall & Winter October 31 to March 1
AG Bell Elementary School	Field 1	D	Rectangle	209:00	Mid-Fall & Winter October 31 to March 1
	Field 2	N	Other	209:00	Mid-Fall & Winter October 15 to March 1
Ben Franklin Elementary School	Field 1	N	Rectangle	379:00	Mid-Fall & Winter October 31 to March 1
	Field 2	N	Rectangle	447:00	Mid-Fall & Winter October 31 to March 1
Carl Sandburg Elementary School	Field 1	D	Rectangle	218:30	Mid-Fall & Winter October 31 to March 1
	Field 2	N	Other	367:30	Mid-Fall & Winter October 31 to March 1
Helen Keller Elementary School	Field 1	D	Rectangle	372:00	Mid-Fall & Winter October 31 to March 1
	Field 2	D	Rectangle	372:00	Mid-Fall & Winter October 31 to March 1
John Muir Elementary School	Field 1	D	Rectangle	368:30	Mid-Fall & Winter October 31 to March 1
Juanita Elementary School	Field 1	N	Rectangle	658:00	Mid-Fall & Winter October 31 to March 1
	Field 2	N	Rectangle	661:00	Mid-Fall & Winter October 31 to March 1
Lakeview Elementary School	Field 1	S	Multipurpose	988:15	None
Mark Twain Elementary School	Field 1	N	Rectangle	452:00	Mid-Fall & Winter October 31 to March 1
Peter Kirk Elementary School	Field 1	N	Rectangle	0:00	Mid-Fall & Winter October 31 to March 1
	Field 2	N	Rectangle	0:00	Mid-Fall & Winter October 31 to March 1
Rose Hill Elementary School	Field 1	N	Rectangle	472:30	Mid-Fall & Winter October 31 to March 1
	Field 2	N	Rectangle	420:45	Mid-Fall & Winter October 31 to March 1
Robert Frost Elemetnary School	Field 1	N	Rectangle	174:30	Mid-Fall & Winter October 15 to March 1
Thoreau Elementary School	Field 1	D	Rectangle	368:30	Mid-Fall & Winter October 31 to March 1
	Field 2	D	Rectangle	368:30	Mid-Fall & Winter October 31 to March 1

Number of Slots Per Elementary Per Two Hours		
Monday	*4pm - Dusk*	1
Tuesday	*4pm - Dusk*	1
Wednesday	*3:00pm - Dusk*	1
Thursday	*4pm - Dusk*	1
Friday	*4pm - Dusk*	1
Saturday	9am - 12pm	1
Saturday	12pm - 3pm	1
Saturday	3pm - 6pm	1
Saturday	6pm - Dusk	1
Sunday	9am - 12pm	1
Sunday	12pm - 3pm	1
Sunday	3pm - 6pm	1
Sunday	6pm - Dusk	1
Total Slots:		**13**

Number of Slots @ JHS/LWHS Per Field During Spring		
Monday	*5:30pm - Dusk*	1
Tuesday	*5:30pm - Dusk*	1
Wednesday	*5:30pm - Dusk*	1
Thursday	*5:30pm - Dusk*	1
Friday	*5:30pm - Dusk*	1
Saturday		
Saturday	12pm - 3pm	1
Saturday	3pm - 6pm	1
Saturday	6pm - Dusk	1
Sunday	9am - 12pm	1
Sunday	12pm - 3pm	1
Sunday	3pm - 6pm	1
Sunday	6pm - Dusk	1
Total Slots:		**12**

Number of Slots @ JHS/LWHS Per Field June - July		
Monday	5:30pm - Dusk	1
Tuesday	5:30pm - Dusk	1
Wednesday	5:30pm - Dusk	1
Thursday	5:30pm - Dusk	1
Friday	5:30pm - Dusk	1
Saturday	9am - 12pm	1
Saturday	12pm - 3pm	1
Saturday	3pm - 6pm	1
Saturday	6pm - Dusk	1
Sunday	9am - 12pm	1
Sunday	12pm - 3pm	1
Sunday	3pm - 6pm	1
Sunday	6pm - Dusk	1
Total Slots:		**13**

Number of Slots Field 1 @ 132nd Square		
Monday	4pm - Dusk	1
Tuesday	4pm - Dusk	1
Wednesday	3:00pm - Dusk	1
Thursday	4pm - Dusk	1
Friday	4pm - Dusk	1
Saturday	*9am - 12pm*	
Saturday	*12pm - 3pm*	
Saturday	3pm - 6pm	1
Saturday	6pm - Dusk	1
Sunday	9am - 12pm	1
Sunday	12pm - 3pm	1
Sunday	3pm - 6pm	1
Sunday	6pm - Dusk	1
Total Slots:		**11**

Number of Slots Field 2 @ 132nd Square		
Monday	4pm - Dusk	1
Tuesday	4pm - Dusk	1
Wednesday	3:00pm - Dusk	1
Thursday	4pm - Dusk	1
Friday	4pm - Dusk	1
Saturday	9am - 12pm	1
Saturday	12pm - 3pm	1
Saturday	3pm - 6pm	1
Saturday	6pm - Dusk	1
Sunday	9am - 12pm	1
Sunday	12pm - 3pm	1
Sunday	3pm - 6pm	1
Sunday	6pm - Dusk	1
Total Slots:		**13**

Number of Slots Field 1 & 2 at KiMS, KMS & FHMS		
Monday	*4:30pm - Dusk*	1
Tuesday	*4:30pm - Dusk*	1
Wednesday	*3:30pm - Dusk*	1
Thursday	*4:30pm - Dusk*	1
Friday	*4:30pm - Dusk*	1
Saturday	9am - 12pm	1
Saturday	12pm - 3pm	1
Saturday	3pm - 6pm	1
Saturday	6pm - Dusk	1
Sunday	9am - 12pm	1
Sunday	12pm - 3pm	1
Sunday	3pm - 6pm	1
Sunday	6pm - Dusk	1
Total Slots:		**13**

The table below shows the Athletic Field Rental rates per hour (2-hour minimum effective April 2021)

Athletic Fields* *Rental fees are Per Hour, 2 hour minimum*	Resident	Non-Resident
Premium Fields		
Regular Rate	$ 20.00	$ 24.00
Non-Profit Rate	$ 8.50	$ 10.00
Class 1 Fields		
Regular Rate	$ 17.00	$ 21.00
Non-Profit Rate	$ 7.00	$ 8.50
Class 2 Fields		
Regular Rate	$ 14.00	$ 17.00
Non-Profit Rate	$ 4.00	$ 6.00
Class 3 Fields		
Regular Rate	$ 13.00	$ 16.00
Non-Profit Rate	$ 3.00	$ 4.00
Lakeview Elementary Synthetic Field		
Regular Rate	$ 36.00	$ 51.00
Non-Profit Rate	$ 30.00	$ 36.00
Lake Washington High School Combination Synthetic & Dirt Fields		
Youth Rate	$ 45.00	$ 60.00
Adult Rate	$ 80.00	$ 100.00
** Non-Picnic Use Only. Picnic Use also requires Picnic Shelter/Park Open Space Rental and Fee.*		
Add-On Services *Fees vary based on applicant status - Regular or Non-Profit*	Regular	Non-Profit
Game Prep Fee (Per Prep)	$ 30.00	$ 36.00
Tournament Game Fee (Per Game)	$ 25.00	$ 30.00
Lights (Per Hour)	$ 20.00	$ 20.00
Other Fees		
Administrative/Re-Booking Fee	$	25.00
Cancellation Fee - Minimum $25. Fees vary depending on cancellation timing. See rental policy for specific site.		(Minimum $25.00)

Park User Fee Schedule September 2021.xlsx

Kirkland WA. Sunrise/Twilight/Hous of Daylight/Rain Days Ave				
	Sunrise	Twilight End	Hours of Daylite	Rain Days
January	7:55	5:03	9	8.8
February	7:32	5:43	10.3	7.8
March	6:46	6:24	12	8.9
April	6:44	8:10	13.7	8.1
May	5:48	8:55	15.2	7
June	5:12	9:38	15.9	5.4
July	5:13	9:50	15.5	4.2
August	5:45	9:19	14.2	2.8
September	6:26	8:21	12.5	6
October	7:07	7:18	10.8	7.2
November	7:52	6:23	9.3	9.1
December	7:35	4:54	8.5	8.9
Data from the Weather Atlas (online) for the Seattle area and from sunrise-sunset.org				

Appendix O

Artificial Turf Options and Scenarios

Comparison of Natural Turf Field with 3 Scenarios and Artificial Turf Life Cycle Costs (20 Year Cycle)

Natural Turf Field (92,000 SF Turf)		*Artificial Turf Field (92,000 SF)*	
Scenario 1			
Initial Major Renovoation Construction Cost	***$500,000***	**Initial Major Renovoation Construction Cost** *Assumes $12/sq.ft. Install, 10% Design, 15% Contingency*	***$1,400,000***
Refurbishing/Rest Cost - 5 times over 20 years *Field refurbishment at year 4, 8, 12, 16 & 20 after initial project*	**$325,000** $65,000	**Refurbishing Cost** *Carpet Replacement (year 12)* *Assumes $6.80/sq.ft and $45K for removal/recycling of infill/turf*	**$675,000**
Average Maintenance Natural Grass over 20 Years *Annual Maintenance Natural Turf every 3 out of 4 years* *Maintenance costs shifted with refurbishment every 4th year*	**$46,625** $51,500 $32,000	**Average Maintenance Synthetic Turf over 20 Years** *Annual Maintenance Synthetic Turf for 18 years* *No maint. 1st year & replacment yr.*	**$20,430** $22,700
20 Year Maintenance Costs *15-Year Maintenance Costs w/natural grass* *Maintenance Costs with Renovation every 4 Years*	**$932,500** *$772,500* *$160,000*	**20-Year Maintenance Costs**	**$408,600**
20-Year Total Maintenance + Capital *Average Maintenance Cost/Year over 20 Years* *Avg. Annual Cost: Capital +Maintenance*	**$1,757,500** $46,625 **$87,875**	**20-Year Total Maintenance + Capital** *Average Maintenance Cost/Year over 20 Years* *Avg. Annual Cost: Capital + Maintenance*	**$2,483,600** *$20,430* **$103,483.33**
Scenario 2			
Initial Major Renovoation Construction Cost	***$500,000***		
Rest & Modest Refurbishment- 10 times over 20 years *Field rest for 6-8 weeks every 2 years*	**$100,000** $10,000		
Average Maintenance Natural Grass over 20 Years *Annual Maintenance Natural Turf every other year* *Maintenance costs shifted with rest every 2 years*	**$41,750** $51,500 $32,000		
20 Year Maintenance Costs *10-Year Maintenance Costs w/natural grass* *Maintenance Costs with rest every 2 Years*	**$835,000** *$515,000* *$320,000*		
20-Year Total Maintenance + Capital *Average Maintenance Cost/Year over 20 Years* *Avg. Annual Cost: Capital +Maintenance*	**$1,435,000** $41,750 **$71,750**		
Scenario 3			
Initial Major Renovoation Construction Cost	***$500,000***		
No Refurbishment or Rest	**$0**		
Annual Maintenance Natural Grass	**$51,500**		
20 Year Maintenance Costs	**$1,030,000**		
20-Year Total Maintenance + Capital *Average Maintenance Cost/Year over 20 Years* *Avg. Annual Cost: Capital +Maintenance*	**$1,530,000** $51,500 **$76,500**		

Comparison of Natural Turf Field with 3 Scenarios and Artificial Turf Life Cycle Costs (20 Year Cycle)

Qualitative version	Synthetic Turf	Natural Grass - Scenario 1 4-year refurbishment cycle	Natural Grass - Scenario 2 Field rest every other year	Natural Grass - Scenario 3 No refurbishment or rest
Current usage intensity: Tier 3 (allows >1000 hrs/yr). Assume 1600	Quality: High Expense: High Usage: High	Quality: Poor Expense: High Usage: High	Quality: Poor Expense: Moderate Usage: High	Quality: Poor Expense: Moderate Usage: High
Usage intensity limited to Tier 2 (800-1000 hrs/yr). Assume 1000	N/A	Quality: Moderate Expense: High Usage: Moderate	Quality: Poor Expense: Moderate Usage: Moderate	Quality: Poor Expense: Moderate Usage: Moderate
Usage intensity limited to Tier 1 (sustainable capacity of <800 hrs/year). Assume 800	N/A	Quality: High Expense: High Usage: Low	Quality: High Expense: Moderate Usage: Low	Quality: Moderate Expense: Moderate Usage: Low

Quantitative version		Synthetic Turf	Natural Grass - Scenario 1 4-year refurbishment cycle	Natural Grass - Scenario 2 Field rest every other year	Natural Grass - Scenario 3 No refurbishment or rest
Current usage intensity: Tier 3 (allows >1000 hrs/yr). Assume 1600	Annual Maint + Capital Cost Cost Per Permitted Hour	Quality: High $103,483 $64.68 Usage: High	Quality: Poor $87,875 $54.92 Usage: High	Quality: Poor $71,750 $44.84 Usage: High	Quality: Poor $76,500 $47.81 Usage: High
Usage intensity limited to Tier 2 (800-1000 hrs/yr). Assume 1000	Annual Maint + Capital Cost Cost Per Permitted Hour	N/A	Quality: Moderate $87,875 $87.88 Usage: Moderate	Quality: Poor $71,750 $71.75 Usage: Moderate	Quality: Poor $76,500 $76.50 Usage: Moderate
Usage intensity limited to Tier 1 (sustainable capacity of <800 hrs/year). Assume 800	Annual Maint + Capital Cost Cost Per Permitted Hour	N/A	Quality: High $87,875 $109.84 Usage: Low	Quality: High $71,750 $89.69 Usage: Low	Quality: Moderate $76,500 $95.63 Usage: Low

Appendix P

Recreation Opportunities provided by schools in Kirkland

School	Basketball Court	Basketball, Practice	Diamond Field	Diamond Field, Practice	Game Court	Garden, Community	Open Turf	Playground, Local	Rectangular Field, Large	Rectangular Field, Overlay	Rectangular Field, Small	Tennis Court	Track, Athletic	Volleyball Court	Reported Acres
Alexander Graham Bell Elementary School		5			1		1	1			1				12
Benjamin Franklin Elementary School	1				1			1	2*						6
Carl Sandburg Elementary					1		1	1	2						10
Emerson High School						1	1		1*						3
Finn Hill Middle School				2*			1		1			4	1		2
Helen Keller Elementary School		2		1	1			1			2				8
Henry David Thoreau Elementary		1		2	1		1	1	2						9
International Community School	1				1		1	1	1						10
John Muir Elementary				1	1			1			1				10
Juanita Elementary School	1						1	1	1/1*						2
Juanita High School			2						1				1		31
Kamiakin Middle School	2			2			1		1			4	1		25
Kirkland Middle School			2*						1			4	1		4
Lake Washington High School			2				1		2			12	1		37
Lake Washington Institute of Technology							1								59
Lakeview Elementary School	1						1	1	1*						2
Mark Twain Elementary School					1			1	1*						4
Northwest University	1						1		2			2		1	49
Peter Kirk Elementary School	1				1		1	1	2*						12
Robert Frost Elementary School		4		1	1			1	1						10
Rose Hill Elementary School				1	1		1	1	1*						2
	8	12	6	10	11	1	14	13	23	0	3	26	5	1	614

** Fields maintained by Kirkland Parks*

Appendix Q

Americans with Disabilities Evaluation and Transition Plan

ADA TITLE II TRANSITION PLAN

prepared for

City of Kirkland
Parks & Community Services
123 Fifth Avenue
Kirkland, Washington 98033
Ms. Mary Gardocki

ADA TITLE II TRANSITION PLAN

OF

CITY OF KIRKLAND
PARKS AND COMMUNITY SERVICES
123 FIFTH AVENUE
KIRKLAND, WASHINGTON 98033

PREPARED BY:
Bureau Veritas
10461 Mill Run Circle, Suite 1100
Owings Mills, Maryland 21117
800.733.0660
www.us.bureauveritas.com

BV CONTACT:
Matthew F Anderson
Program Manager
800.733.0660 x7613
matt.anderson@bureauveritas.com

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DATE OF REPORT:
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ON-SITE DATE:
June 7-July 26, 2021 &
November 30 – December 3, 2021

Bureau Veritas
10461 Mill Run Circle, Suite 1100 | Owings Mills, MD 21117 | **www.us.bureauveritas.com** | **p** 800.733.0660

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The complete ADA Transition Plan is on file at City Hall

Parks and Community Services Department

123 Fifth Ave.

Kirkland WA