

RESOLUTION R-5555

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING AN UPDATED PARKS, RECREATION, AND OPEN SPACE PLAN FOR THE CITY OF KIRKLAND.

1 WHEREAS, the Kirkland Park Board, together with the  
2 Department of Parks and Community Services, has conducted an  
3 in-depth study and review of Kirkland's programs, policies, and  
4 planning for parks, recreation, and open space, which process  
5 included extensive outreach and a statistically-valid survey to  
6 gather the opinions and desires of residents; and  
7

8 WHEREAS, the Kirkland Park Board and Department of  
9 Parks and Community Services, on the basis of the study and  
10 review, and in collaboration with community members, have  
11 completed an updated Parks, Recreation and Open Space (PROS)  
12 Plan; and  
13

14 WHEREAS, the updated PROS Plan provides a vision for the  
15 City's parks and recreation system, proposes changes to the City's  
16 park level of service methodology, includes updates to service  
17 guidelines, and addresses goals, objectives, actions and other  
18 management considerations for the provision of high-quality  
19 recreation opportunities to benefit residents and visitors to  
20 Kirkland; and  
21

22 WHEREAS, the Kirkland City Council has reviewed the PROS  
23 Plan and finds it consistent with and in aid of the parks and open  
24 space policy elements of the Kirkland Comprehensive Plan; and  
25

26 WHEREAS, the Parks, Recreation, and OpenSpace Plan will  
27 be integrated with the upcoming Comprehensive Plan update; and  
28

29 WHEREAS, an updated PROS Plan has been considered by  
30 the City Council in open public meeting.  
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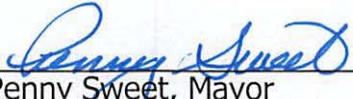
32 NOW, THEREFORE, be it resolved by the City Council of the  
33 City of Kirkland as follows:  
34

35 Section 1. The documents included as Exhibit 1 entitled  
36 "City of Kirkland Parks, Recreation, and Open Space Plan," and  
37 Exhibit 2 entitled "Appendices" dated September 2022, as  
38 prepared by the Department of Parks and Community Services  
39 and as recommended by the Kirkland Park Board, are adopted.

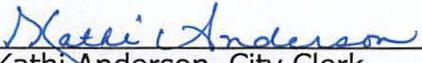
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Passed by majority vote of the Kirkland City Council in open meeting this 20 day of September, 2022.

Signed in authentication thereof this 20 day of September, 2022.

  
\_\_\_\_\_  
Penny Sweet, Mayor

Attest:

  
\_\_\_\_\_  
Kathi Anderson, City Clerk



CITY OF KIRKLAND 123 5th Ave., Kirkland, WA 98033

# Parks, Recreation & Open Space Plan



September 2022



We acknowledge that the Southern Salish Sea region lies on the unceded and ancestral land of the Coast Salish peoples, the Duwamish, Muckleshoot, Puyallup, Skykomish, Snoqualmie, Snohomish, Suquamish and Tulalip tribes and other tribes of the Puget Sound Salish people, and that present-day City of Kirkland is in the traditional heartland of the Lake People and the River People. We honor with gratitude the land itself, the First People—who have reserved treaty rights and continue to live here since time immemorial—and their ancestral heritage.

<b>ACKNOWLEDGMENTS .....</b>	<b>5</b>	<b>SECTION V: LEVEL OF SERVICE STANDARDS AND GUIDELINES.....</b>	<b>80</b>
<b>EXECUTIVE SUMMARY.....</b>	<b>6</b>	Typical Level of Service Standards and Guidelines .....	81
The Purpose of this PROS Plan Update.....	7	GRASP® Model for Inventory and Level of Service Analysis .....	84
The Planning Process .....	8	Urban Parks and Level of Service .....	108
Public Engagement.....	9	Key Findings from LOS Analysis .....	111
Key Issues Summary .....	9	<b>SECTION VI: PROGRAM SERVICE ANALYSIS... 112</b>	
Inventory Assessment Summary.....	11	Organizational Analysis.....	113
Recommendations, Goals and Objectives Summary Table .....	12	Financial Analysis .....	116
<b>SECTION I: GOALS, OBJECTIVES, AND ACTION PLAN.....</b>	<b>13</b>	Recreation Program Analysis .....	123
<b>SECTION II: PLANNING CONTEXT AND INTEGRATED PLANNING EFFORTS .....</b>	<b>36</b>	Maintenance and Operations Analysis .....	141
Creating a Roadmap for the Delivery of Parks and Recreation Services—An Overview .....	37	<b>SECTION VII: ATHLETIC FIELD STRATEGIC PLAN.....</b>	<b>145</b>
Kirkland’s History—Conceptual Background .....	38	Purpose of the Athletic Field Strategic Plan .....	146
Department Mission and Goals .....	39	Information Gathering: Community Engagement and Related Planning Efforts .....	146
Parks and Community Services Department Overview.....	39	Related Planning Efforts and Integration .....	149
Methodology of the Planning Process.....	39	Demographic and Potential Sports Participation .....	150
Related Planning Efforts and Integration .....	40	Athletic Field Inventory and Assessment .....	151
<b>SECTION III: COMMUNITY PROFILE .....</b>	<b>48</b>	Assessment of Current Athletic Fields .....	154
City of Kirkland Demographic Profile .....	49	Athletic Fields Use.....	159
Park and Recreation Influencing Trends .....	57	Athletic Field Demand .....	159
Identifying Core Markets for Programs.....	64	Synthetic Turf Considerations for Expansion and Enhancement of Athletic Fields.....	160
<b>SECTION IV: COMMUNITY ENGAGEMENT .....</b>	<b>67</b>	Key Findings, Recommendations and Priorities.....	163
Outreach Strategy .....	68	<b>SECTION VIII: CAPITAL IMPROVEMENT PLAN AND PRIORITIES .....</b>	<b>166</b>
COVID-19 Pandemic.....	68	Priorities for Capital Investment .....	167
Community and Stakeholder Input .....	68	Capital Improvement Projects (CIP) .....	173
Random Invitation and Open Link Community Survey Summary .....	74	Implementing the Plan .....	177

# TABLE OF CONTENTS

<b>APPENDICES .....</b>	<b>180</b>	J. Alternative Recreation Providers .....	<b>321</b>
A. GRASP® Level of Service .....	<b>181</b>	K. Crime Prevention through Environmental Design (Summary) .....	<b>324</b>
B. Key Issues Matrix .....	<b>201</b>	L. Sample Park Classification and Operating Standards .....	<b>325</b>
C. Kirkland Comprehensive Plan Parks, Recreation and Open Space Element .....	<b>204</b>	M. Athletic Fields Strategic Plan Document Summary .....	<b>337</b>
D. Compliance with Washington State Recreation and Conservation Office (RCO) Guidelines for Master Plans ..	<b>208</b>	N. Athletic Fields Strategic Plan 2019 Permit Data .....	<b>340</b>
E. Kirkland Resolution 5240.....	<b>209</b>	O. Artificial Turf Options and Scenarios .....	<b>342</b>
F. Park and Recreation Influencing Trends .....	<b>212</b>	P. Recreation Opportunities Provided by Schools in Kirkland .....	<b>344</b>
G. Kirkland Summary Memo.....	<b>233</b>	Q. Americans with Disabilities Evaluation and Transition Plan .....	<b>345</b>
H. PROS Plan Needs Assessment Survey.....	<b>263</b>		
I. Alternative and Potential Funding Sources that can be used in Kirkland.....	<b>303</b>		

## ACKNOWLEDGMENTS

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# EXECUTIVE SUMMARY

- The Purpose of this PROS Plan Update
- The Planning Process
- Public Engagement
- Key Issues Summary
- Inventory Assessment Summary
- Recommendations, Goals and Objectives Summary Table

## THE PURPOSE OF THIS PROS PLAN UPDATE

This six-year Parks, Recreation, and Open Space (PROS) Plan is an update to the Parks and Community Services Department's ("Department") 2015 PROS plan, which along with a series of other planning documents, provides a framework for future planning efforts. This plan is a road map, to guide the City of Kirkland and the Department over the next six years and beyond. Simultaneously with the development of this plan, an Americans with Disabilities Act (ADA) evaluation and transition plan (See Appendix Q) and an athletic field strategic plan (See Section VII) were completed. The consulting firm BerryDunn (previously GreenPlay) was hired by the City to complete the planning project.

The new 2022 Parks, Recreation and Open Space Plan reflects a city of evolution: population growth; demographic shifts in age, ethnicity and income; renewed focus on connecting with parks and trails; increasing demand for active recreation; and a rekindled need from COVID-19 for parks programs and special events. General interests are changing, including the types of activities in which people are interested. Health and wellness programming has renewed interest, sports on diamond athletic fields have seen some decrease in interest while sports on multi-purpose fields have seen an increase (e.g., soccer, lacrosse), and pickleball is a booming sport. Combined, this shifting of demographics and interests has a significant impact on recommendations in this updated PROS Plan.

The City is strongly connected to its vision of being a vibrant, attractive, green and welcoming place to live, work and play. The focus on diversity, equity, inclusion and belonging is evident and reflected throughout this document. The Kirkland 2035 vision states that Kirkland's "Safe, walkable, bikeable, and friendly neighborhoods are connected to each other and to thriving mixed use activity centers, schools, parks and our scenic waterfront." Community engagement clearly demonstrated high priorities related to this vision; parks, trails, regional trail networks, and safe water access. The community values connection through special events and activities, sports, and has a strong desire for an aquatics and recreation center. Acquiring new park space, in particular in the north half of the City, was articulated as a strong interest.

Embracing the City's evolution and growth, while honoring the community's articulated needs and interests for the parks and recreation system leads to recommending several priorities that will be reflected in the goals, objectives, actions and capital projects list. Some highlights include the following:

### Capital Projects

- Indoor aquatics and recreation center
- Conversion of grass fields to synthetic turf fields with lighting
- Multi-purpose synthetic fields that can accommodate underserved sports (e.g., lacrosse, rugby, cricket)

### Active Amenities in Parks

- Pickleball courts
- Fenced off leash dog parks
- Community gardens

### Trails

- Trails in parks
- Regional network of connected trails
- Connecting park trails to the Cross Kirkland Corridor (CKC) Interim Trail

### Parks and Park Services

- Added park space with a focus on underserved areas and areas of north Kirkland
- Access to restrooms year round
- Enhanced safety and security
- Water access and safety

### Programs and Activities

- Expanded and free park programs and events
- Environmental and outdoor programs
- Fitness classes and activities
- Aquatics programs
- Health and wellness programs and services

Kirkland has a valued and loved parks and recreation system; however, the community is seeking a much higher service level and the system needs to expand in order to meet the needs of the growing community. In order to accelerate progress towards addressing these priorities, pursuing funding through a ballot measure should be considered in the next 1-2 years.

The summarized priorities build upon the successful 2015 PROS Plan. Since 2015, the Department accomplished many of the recommendations outlined in the previous plan. This includes the improvement or development of many parks, including numerous playground renovations to provide fully inclusive opportunities, the new Totem Lake Park, the redevelopment of Edith Moulton Park, 132nd Square Park and Juanita Beach Park; and the shoreline renovation to Waverly Park, Houghton Beach Park, and David E. Brink Park. The City of Kirkland expended approximately \$39.6 million to enhance the park system as well as develop many new and innovative recreational programs and special events. Examples include new environmental education and adventure camps; science, technology, engineering and mathematics camps; non-traditional sports tournaments; free park programs such as sunset yoga, paddleboard programs, and treasure hunts; and expanded teen summer adventures. In the Summer of 2021, the Department implemented the Summer Action Plan as a means to encourage outdoor participation as the Department continued to adapt to COVID-19 protocols with such things as pop-up sprinkler parks, pop-up dog parks, See Spot Splash, and Harvest Festival, to name a few.

These accomplishments, while exceptional, have stressed the Department and taxed its resources. The Department will need to enhance its policies, procedures, training practices, staffing, communications and planning. To this end, a comprehensive operational analysis was completed to provide guidance on maintaining and sustaining the current parks system. Solidifying this operational infrastructure will more effectively allow the Department to grow and expand to meet the demands of the evolving city. Given this information, the theme of this updated PROS Plan is *maintaining, sustaining and improving*. The community envisions a robust parks and trails system, an aquatics facility and new and modern indoor recreation space in order to facilitate health, wellness, equity, environmental conservation and sustainability. This plan will highlight this vision.

## THE PLANNING PROCESS

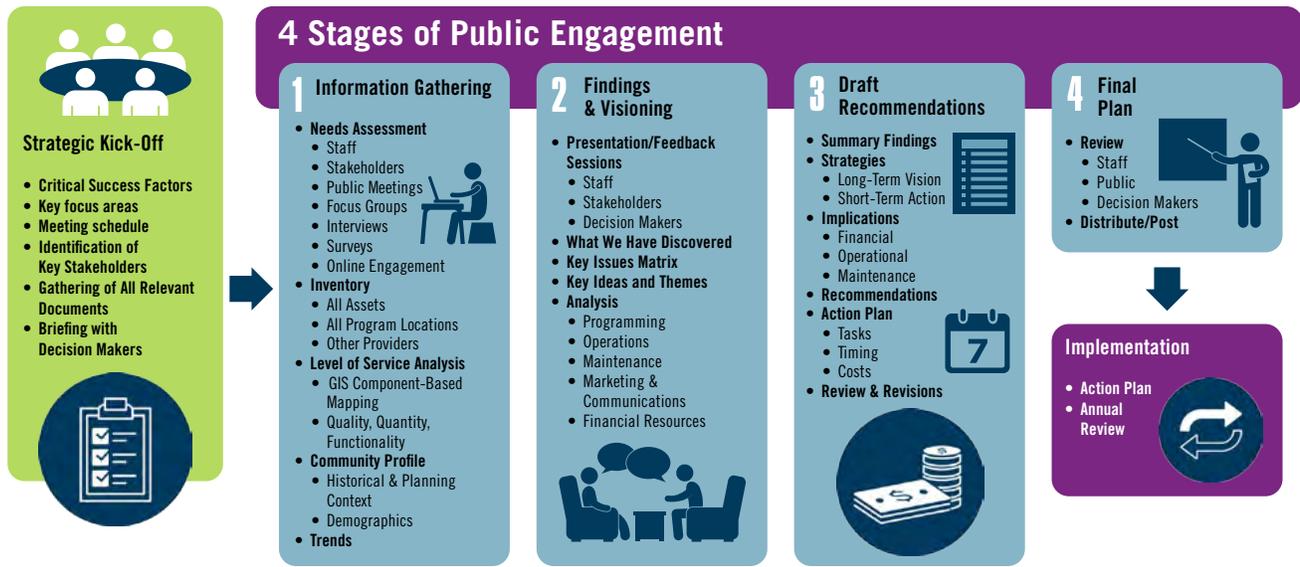
Updating and developing this Parks, Recreation, and Open Space Plan was accomplished by a team of staff, community members, and the BerryDunn consulting team, assisted by Bureau Veritas, Site Workshop, and RRC Associates. City staff worked together with the consultants to help guide the research and the overall process. This plan considered the local knowledge of staff, community members, appointed and elected City officials, and many stakeholders as well as consultant expertise and national best practices.

The plan highlights the City's core values of equity and sustainability. Using an important equity and sustainability lens, the consultants attempted to ask and answer many questions such as who has access to parks, do gap areas exist to access parks and facilities, and are programs and services available and affordable? Can the City and the Department continue to offer programs and services at the same level in the future?

### The plan includes:

- Document collection and review
- Demographics and trends analysis
- Community engagement
- Organizational, financial, and recreation programming analysis
- Maintenance and operations analysis
- An athletic field strategic plan
- An ADA transition plan
- Facility inventory and Level of Service (LOS) analysis
- Potential funding opportunities
- Recommendations: Goals, objectives, an action plan, and a capital improvement plan

# Key Elements of a Community Parks and Recreation Strategic/Master Plan



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## PUBLIC ENGAGEMENT

The planning process included robust community engagement led and facilitated by the consultants with supplemental engagement efforts led by the City. In total, the community engagement and inclusive needs analysis process incorporated the opinions, needs, and desires of over 4,700 Kirkland community members. The engagement process included stakeholder interviews, focus group meetings, community conversations (public forums), and statistically valid and open-link surveys. To help ensure inclusivity, several focus groups were held specifically for individuals from potentially underrepresented groups, individuals with disabilities, and individuals from different cultural backgrounds. An emphasis was also placed on including youth and teens in the planning process. As a result of the many public input opportunities initiated by the City, the engagement interwoven into the plan was extremely comprehensive. It was much more robust and inclusive than most parks and recreation plans.

This process helped to create recommendations and prioritized action items and a capital improvement plan for the Department to implement over the next six years and beyond. A review of all input and findings led to the identification of key issues which were presented in a series of meetings with staff, key stakeholders, and the public. The key issues formed the basis for potential recommendations and are organized by relevant categories.

## KEY ISSUES SUMMARY

The Parks and Community Services Department is a highly functioning and efficient parks and recreation agency and an integral part of the Kirkland landscape.

The goals, objectives, and action items for the plan were derived from qualitative input (staff, community, and leadership input), quantitative input (survey, planning documents, and an evaluation of parks and recreation facilities) and were presented in a visioning workshop with City and Department leadership. Following is a synopsis of the key issues, potential areas of improvement, and themes related to parks and recreation identified during the plan process:

## Highly functioning, efficient, and sustainable organization

- The community loves its parks and recreation system and is asking for a higher service level. Expansion becomes more pertinent with population growth to avoid a decrease in the level of service.
- The Department does an excellent and inclusive job of 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.
- The Department has expanded significantly in the past decade both in terms of services and staff; this necessitates a need for new policy, procedures, and planning documents to function as efficiently and effectively as possible.
- Communication with the community is good; however, as a front-facing customer service organization, the Department would benefit from embedded communications staff to increase effectiveness and improve overall community engagement.
- The Department increased its environmental preservation programs and implemented many sustainability initiatives. Additional goals are articulated in the City's Sustainability Master Plan and will require proactive planning.
- The community receives some of its parks and recreation amenities through the Lake Washington School District; the functionality of those facilities is evolving and should be monitored.

## Parks and Facilities that meet the needs of all community members

- The community clearly articulated the need for an aquatics center and indoor recreation space.
- The Kirkland community will need additional dog parks due to the growing number of Kirkland households with dogs.
- The Department took the initiative to better support individuals with disabilities with more accessible park amenities and inclusive playgrounds (e.g., Juanita Beach Park renovation, Totem Lake Park development); although most households with members who have disabilities report challenges accessing parks so additional initiatives should be considered.

- The Cross Kirkland Corridor (CKC) Interim Trail presents great opportunities for active transportation and recreation; consider developing this asset as a linear park similar to Feriton Spur Park.
- An insufficient number of rectangle and multi-use fields exist to meet the needs of new popular sports (e.g., soccer, lacrosse) and underserved sports (e.g., cricket, rugby); synthetic turf fields allow the most cost-effective way to increase this service level.
- The Department has opportunities to improve access and user experiences for kayaking, paddle boarding, and other non-motorized watercraft at waterfront parks including additional drop-off and launching areas.
- The previous established service level did not include restrooms in neighborhood parks; a trend that the evolving community would like to see changed. The community seeks restroom improvements and enhancements to maintenance, and year-round restrooms are a top community priority.
- Thirty-seven percent of Kirkland residents' walkable access within one-half mile are to passive parks with few recreation components (sports courts, playgrounds, etc.); focusing on adding components in these areas may lead to a significant improvement in service levels.
- There are access and ADA compliance issues in many parks that will be addressed in the new ADA Transition Plan.

## Programs and Service Delivery

- Programs and services are so well received that the existing community centers and seasonal outdoor swimming pool are insufficient to meet the demand for recreation and aquatic services.
- Adding adaptive recreation programs presents an opportunity for improvement; most households with members who have disabilities have challenges accessing programs.
- The Department has opportunity to enhance diversity, equity, inclusion and belonging (DEIB) through policy, procedures, the built environment, services and the programs it offers; adding a DEIB position to provide expertise specifically as it pertains to parks and recreation is recommended.

- Additional and enhanced cultural activities (Hispanic) are desired and needed to comply with Kirkland Resolution 5240; the Department should develop partnerships with local community organizations to meet this need.

**Finance and Staffing**

- Staffing levels are inadequate to meet current needs let alone keep up with growth, primarily in recreation programming and administration.
- As the City population continues to grow, the Department will need to add resources to support additional park space, park development, facilities, and programs.
- A capital campaign (bonds, levies, or other voter-approved measures) may present an opportunity to fund major expansion of the parks and recreation system.

**INVENTORY ASSESSMENT SUMMARY**

To understand how well the parks in Kirkland are meeting community needs, an assessment was made of the park assets in the City. Park assets include components like sports fields or tennis courts and amenities like restrooms, benches, shade, etc. A full list of components and amenities are defined in Appendix A. Staff inventoried and evaluated each asset to determine the functional use to the park visitor based on the following categories:

The Cross Kirkland Corridor (CKC) Interim Trail highlights the Kirkland trail system. The nearly six-mile trail is maintained by the Public Works Department and runs north/south through the heart of Kirkland. In addition to the CKC, over 38 miles of other trails in and around Kirkland are associated primarily with large parks, such as Big Finn Hill Park and Bridle Trails State Park. Over 18 miles of additional trails exist, primarily within parks as loop walks and connecting paths.

The Department maintains many athletic fields at schools. Through the partnership with the Lake Washington School District, the City schedules the athletic fields at nineteen school sites and maintains the sports fields at eight of them. Over twenty schools are included in the system inventory, including playgrounds, athletic tracks, courts, and sports fields at elementary,

Waterfront Parks	11
Community Parks	8
Neighborhood Parks	28
Natural Area Parks	6
Other Sites Managed	3
Park Components	420+ identified and geolocated

middle, and high schools. Consideration is given to the limited public access available at school facilities.

Comparisons are often helpful to determine service provision. Kirkland’s comparisons are favorable in some categories and fall short in others. When considering the GRASP® (Georeferenced Amenities Standards Process) National Data set, Kirkland has one park (Juanita Beach Park) in the top 200 parks overall, and two parks (Juanita Beach Park and Everest Park) that score in the top 10% of all parks. In comparison, other similar-sized agencies often have three parks in the top 10%. With future improvements, several parks could move into the top 10%. Kirkland is above the average in total locations and parks per capita; however, it scores lower in components per location, average park score, and components per capita. These values are directly related to the large number of parks that are currently underdeveloped or minimally developed. A full description of the GRASP® process is in Appendix A.

Currently, Kirkland provides approximately 6.9 acres of developed parkland per 1,000 people (National Recreation and Park Association [NRPA] median is 7.9 acres). Based on projected population growth, the City should consider acquiring and developing 58 acres of parks over the next five years to maintain its current service level. This is roughly equivalent to adding another Crestwoods and Edith Moulton Park. However, to meet the NRPA median, 94 acres would need to be added (approximately two O.O. Denny Parks). Based on additional comparisons, Kirkland will need to add a variety of components such as sports fields, courts, and playgrounds over the next six years. Due to the urban growth, some creativity in park space acquisition may be necessary; consider pocket parks,

linear parks, further development of the CKC, and even rooftop spaces.

The 2015 Parks, Recreation and Open Space Plan set a standard of 1.5 acres of neighborhood park space and 2.25 acres of community park space per 1,000 community members. Currently, the City provides 1.57 acres of neighborhood park space and 2.26 acres of community park space. More important than available acreage though, is the user experience that is best defined by what components and amenities are available in each park. This will be described at length in Section V of the plan.

In terms of overall access to parks within Kirkland, a reasonable target or goal was set to access three to four components and a significant trail corridor within a ten-minute walk. The analysis results are very positive and offer opportunities for improvement. Based on the Geographic Information System (GIS) analysis, 99% of residents are within a ten-minute walk to outdoor recreation opportunities, including 60% that meet or exceed the target score. Additional GIS analysis shows an excellent distribution of parks and facilities within a ten-minute walk of 99% of all residents. Kirkland may consider adjusting some park classifications to align more appropriately with service levels of parks.

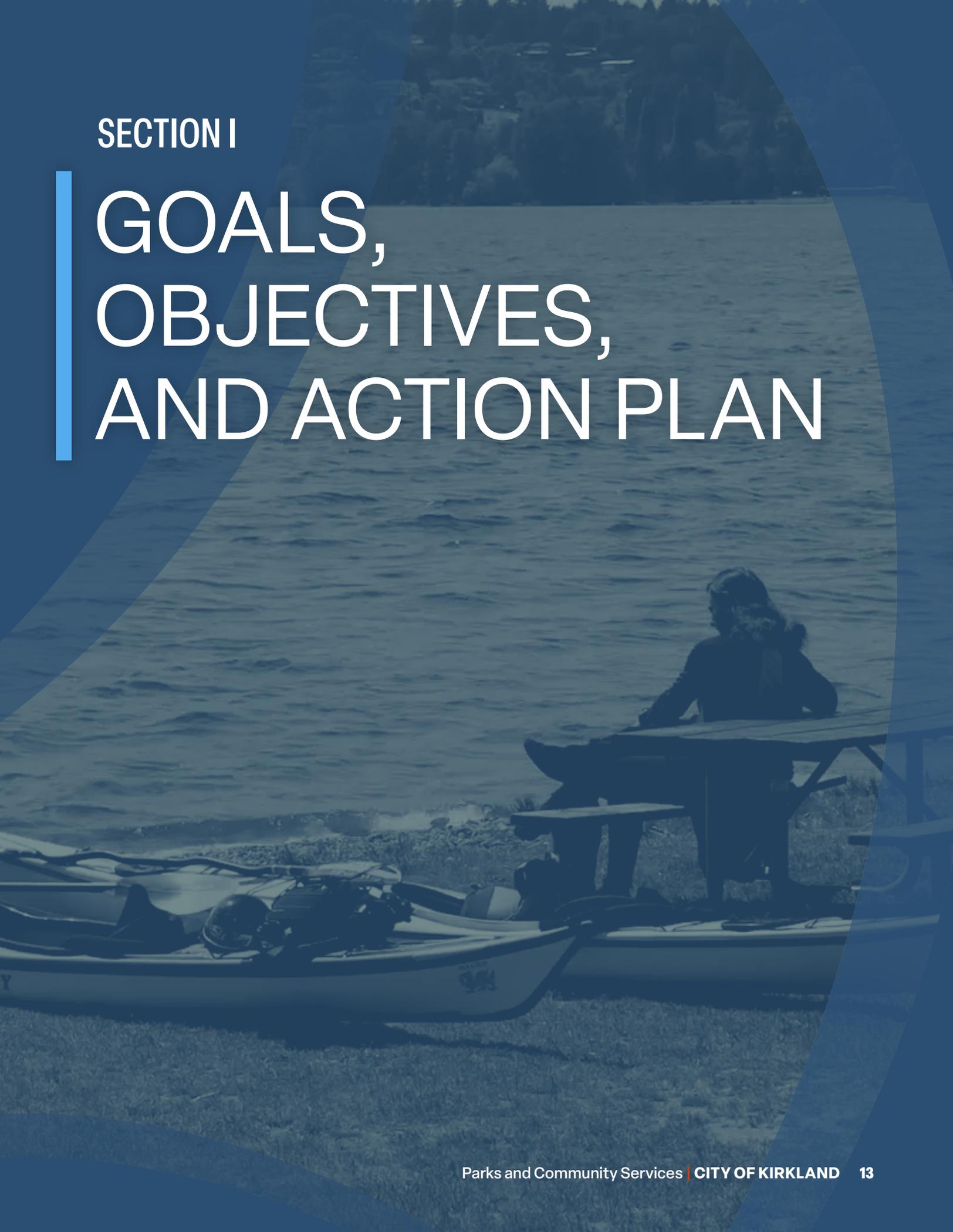
## RECOMMENDATIONS, GOALS AND OBJECTIVES SUMMARY TABLE

The BerryDunn team, along with the Department, identified goals, objectives, and action items during the planning process to best meet the community’s needs and desires related to parks, recreational opportunities, facilities, and services. The goals developed are listed below, with subsequent objectives and action items presented in the plan Section I that align with these goals and objectives.

<b>Goal 1</b>	Expand the Provision of High-Quality Park Experiences to Meet the Active and Passive Recreational Needs of Kirkland Community Members
<b>Goal 2</b>	Aspire to be a Connected, Walkable, and Bicycle-Friendly Community
<b>Goal 3</b>	Continue to Provide a Variety of Recreation Services, Facilities, and Programs that Promote the Health and Well-Being of Community Members of All Ages and Abilities
<b>Goal 4</b>	Maintain Organizational Resilience, Effectiveness, and Sustainable Funding
<b>Goal 5</b>	Continue to Prioritize Access to Parks and Programs for all Kirkland Community Members
<b>Goal 6</b>	Enhance and Improve Access to Athletics and Sports Opportunities
<b>Goal 7</b>	Protect and Conserve the Natural Environment for Future Generations

SECTION I

# GOALS, OBJECTIVES, AND ACTION PLAN



# GOALS, OBJECTIVES, AND ACTION PLAN

The PROS plan process resulted in key findings that led to goals, objectives, and a detailed action plan. This section is presented at the beginning of the plan to provide readers the most salient parts of the plan up-front. This section can best be understood after reviewing the entire document.

The following goals, objectives, and action items were developed from public input, a needs assessment, level-of-service analysis, and other information gathered during the planning process. Both qualitative and quantitative data was documented in a key issue matrix tool that describes the most relevant issues and their origins that were used to help create the goals,

objectives, and action items below. See Appendix B for the Key Issues Matrix.

The seven goals are broken down into more specific objectives and action items. The action items provide tangible actions that the Department can employ to maintain and enhance efficiencies and service to the public. The time-frame designations are recommended to complete the action items are:

- Ongoing (occurs continuously)
- Short-term (up to 3 years)
- Mid-term (4–6 years)
- Long-term (7–10 years)

*These timeframes have been edited below to reflect the times in years.*

## Goal #1: Expand the Provision of High-Quality Park Experiences to Meet the Active and Passive Recreational Needs of Kirkland Community Members

**Objective 1.1:** Continue to maintain, expand, and improve existing facilities, components, amenities, and level of service (LOS) based on GRASP® scores, population growth, and urban development guidelines

Actions	Time frame to complete
<b>1.1.A</b> Keep and maintain an updated GIS database of parks and trails assets using the current GRASP® inventory. Conduct annual component-based inventory and assessment to identify low-scoring components and add new components or amenities.	Ongoing
<b>1.1.B</b> Update the Department’s Capital Improvement Program (CIP) plan based on needs identified in the PROS Plan. This plan and a park assessment should be reviewed bi-annually and updated as needed.	Ongoing
<b>1.1.C</b> Maintain a similar or greater capital investment per resident as population grows.	Ongoing
<b>1.1.D</b> Using walkable access analysis and data in the PROS Plan, consider infill opportunities to increase the percentage of Kirkland residents that live within a ten-minute walk of a park with sufficient components.	Ongoing
<b>1.1.E</b> Develop and maintain sufficient parkland to meet the guideline of 1.5 acres of neighborhood parks per 1,000 residents and 2.25 acres of parkland for community parks. Maintain existing level of service for trails of 0.26 miles per 1,000 residents. Explore policies to ensure no net loss of park land.	7-10 years

**Objective 1.1:** Continue to maintain, expand, and improve existing facilities, components, amenities, and level of service (LOS) based on GRASP® scores, population growth, and urban development guidelines

Actions	Time frame to complete
<b>1.1.F</b> Pursue the acquisition of parks and open space in underserved areas of the City using an equity lens.	Ongoing
<b>1.1.G</b> Pursue the development of an aquatic/recreation center and smaller community centers.	0-3 years; 4-6 years
<b>1.1.H</b> Pursue opportunities along the Cross Kirkland Corridor (CKC) Interim Trail to enhance and expand recreational opportunities (e.g. exercise stations, areas of respite, educational panels, interactive art.)	0-3 years; 4-6 years
<b>1.1.I</b> Consider and address insufficiencies based on population-based standards, and as identified in the LOS through future capital campaigns. Address short, medium, and long-range capital needs.	7-10 years
<b>1.1.J</b> Consider a partnership arrangement with King County to increase the level of service provided at the diverse Big Finn Hill Park (220 acres). Explore opportunities to manage the park and/or take ownership to develop and use the park to its potential.	7-10 years
<b>1.1.K</b> Consider a partnership arrangement with the State of Washington and Bridle Trails Park Foundation to increase the level of service provided at Bridle Trails State Park.	7-10 years
<b>1.1.L</b> Explore opportunities to increase level of service in parks based on PROS Plan gap analysis.	7-10 years

**Objective 1.2:** Repair, upgrade, and/or replace low scoring amenities from the inventory assessment

Actions	Time frame to complete
<b>1.2.A</b> Replace/upgrade playground equipment based on the low-scoring amenities list and life expectancy. Replace with all-inclusive playground equipment.	Ongoing
<b>1.2.B</b> Address low-scoring components and amenities from the inventory by upgrading and replacing components or amenities where appropriate.	4-6 years
<b>1.1.C</b> Develop an asset replacement schedule to keep replacements up-to-date based on recurring inventory updates and assessments.	4-6 years

# GOALS, OBJECTIVES, AND ACTION PLAN

## Objective 1.3: Enhance user experiences, beautification, and aesthetics in parks

Actions	Time frame to complete
<b>1.3.A</b> Expand the use of annual plants and shrubs to enhance the aesthetics in parks.	0-3 years
<b>1.3.B</b> Review and update park maintenance standards for trash removal, graffiti and vandalism abatement, restroom maintenance, and continue excellent responsiveness to component and amenity repair or replacement.	7-10 years

## Objective 1.4: Create and operate additional dog off-leash opportunities in Kirkland parks

Actions	Time frame to complete
<b>1.4.A</b> Ensure adequate compliance with leash laws and park rules through the City’s Park Ranger Programs.	Ongoing
<b>1.4.B</b> Revisit the off-leash dog park siting criteria from the 2019 Off-Leash Dog Areas Report and Site Recommendations to determine if any updates or revisions need to be made.	0-3 years
<b>1.4.C</b> Use known residential development to prioritize locations for new dog parks (i.e., 85th Street Station Area Plan).	0-3 years
<b>1.4.D</b> Convert Juanita Beach (pop-up, temporary) off-leash area to a permanent dog park.	0-3 years
<b>1.4.E</b> Explore opportunities to channel dog license fees to support Park Ranger program and off-leash dog parks.	0-3 years
<b>1.4.F</b> Explore active partnership with the City’s animal control officer to best support off-leash dog parks.	0-3 years

**Objective 1.5:** Consider developing new components at existing parks based on level of service analysis

Actions	Time frame to complete
<p><b>1.5.A</b> Consider adding park components that allow for increased active lifestyle programming opportunities and upgrades, infill, and enhancements to existing parks:</p> <p><b>CRESTWOODS PARK</b></p> <ul style="list-style-type: none"> <li>• Consider upgrading athletic fields to synthetic with lights</li> </ul> <p><b>HAZEN HILLS PARK</b></p> <ul style="list-style-type: none"> <li>• Add components based on neighborhood input</li> </ul> <p><b>JUANITA BAY PARK</b></p> <ul style="list-style-type: none"> <li>• Consider adding Disc Golf</li> </ul> <p><b>JUANITA BEACH PARK</b></p> <ul style="list-style-type: none"> <li>• Consider upgrading diamond fields to make them more playable</li> <li>• Consider upgrading tennis court</li> <li>• Consider adding pickleball</li> <li>• Improve turf conditions at this signature park, consider synthetic turf</li> </ul> <p><b>KAMIAKIN MS</b></p> <ul style="list-style-type: none"> <li>• Work with the Lake Washington School District (LWSD) to propose an update to the two diamond fields and consider conversion to synthetic turf</li> </ul> <p><b>MCAULIFFE PARK</b></p> <ul style="list-style-type: none"> <li>• Consider adding more interpretative signage</li> </ul> <p><b>PETER KIRK PARK &amp; LEE JOHNSON FIELD</b></p> <ul style="list-style-type: none"> <li>• Develop a master plan for Peter Kirk Park that considers redevelopment or construction of facilities and amenities. Design should consider integration of Kirkland Urban through the downtown core to the 85th Street Station Area Plan and potential redevelopment of Lee Johnson Field. Vision should ensure the park is inclusive and provides recreational opportunities for all.</li> </ul> <p><b>SOUTH ROSE HILL PARK</b></p> <ul style="list-style-type: none"> <li>• Consider adding more seating and picnic tables</li> </ul> <p><b>SPINNEY HOMESTEAD PARK</b></p> <ul style="list-style-type: none"> <li>• Consider upgrading open turf to a rectangle field</li> </ul> <p><b>TERRACE PARK</b></p> <ul style="list-style-type: none"> <li>• Consider improving turf conditions</li> <li>• Consider updates to surfacing at basketball court in near future</li> <li>• Add corridor trailhead as indicated in the CKC PROS Plan, include support components and signage</li> </ul> <p>Additional parks: North Rose Hill Woodlands, Forbes Lake, Rose Hill Meadows, Kirkland Cemetery, Everest Park, Heritage Park.</p> <ul style="list-style-type: none"> <li>• Proximate parks with the 85th Street Station Area Plan should be enhanced</li> </ul>	<p>0-3 years; 4-6 years</p>

# GOALS, OBJECTIVES, AND ACTION PLAN

**Objective 1.5:** Consider developing new components at existing parks based on level of service analysis

Actions	Time frame to complete
<p><b>1.5.B</b> Explore potential pickleball court locations in the park system as well as regional collaboration to address the growing popularity of this sport.</p>	<p>0-3 years; 4-6 years</p>

**Objective 1.6:** Upgrade availability and efficient operation of park restrooms

Actions	Time frame to complete
<p><b>1.6.A</b> Continue to implement and expand the capital project to add restroom facilities in high-use parks, replacing portable restrooms.</p>	<p>0-3 years</p>
<p><b>1.6.B</b> Explore opportunities for year-round restrooms, establishing design standards that promote efficient operation.</p>	<p>0-3 years</p>
<p><b>1.6.C</b> Explore self-cleaning restrooms for efficient operation and maintenance.</p>	<p>4-6 years</p>
<p><b>1.6.D</b> Explore self-locking or remote locking restrooms for efficient operation.</p>	<p>4-6 years</p>

**Objective 1.7:** Prioritize and improve safety and security in parks and facilities

Actions	Time frame to complete
<p><b>1.7.A</b> Follow Crime Prevention Through Environmental Design (CPTED) principles in developing future parks and operating current parks. Complete a park security evaluation that includes sight lines, lighting, isolated areas, elevated maintenance standards, control access with the use of horticultural practices and surveillance.</p>	<p>Ongoing</p>
<p><b>1.7.B</b> Address community safety concerns by increasing availability of Park Rangers.</p>	<p>0-3 years</p>
<p><b>1.7.C</b> Consider upgrades to lighting in parks, parking lots and around facilities, dark sky compliant when possible.</p>	<p>4-6 years</p>
<p><b>1.7.D</b> Explore opportunities to fence playgrounds to enhance safety for children.</p>	<p>0-3 years</p>
<p><b>1.7.E</b> Explore opportunities to install automatic gates to lock park parking lots after hours.</p>	<p>4-6 years</p>
<p><b>1.7.F</b> Explore installation of security cameras in high-use parks. Explore automated traffic safety cameras in park zones as allowed by RCW 46.63.170.</p>	<p>4-6 years</p>

**Objective 1.7:** Prioritize and improve safety and security in parks and facilities

Actions	Time frame to complete
<p><b>1.7.G</b> Create formalized water safety policy, programs and services. Consider inclusion of a level of service analysis for lifeguarded beaches.</p>	0-3 years

**Objective 1.8:** Maintain and enhance Kirkland’s waterfront parks to connect residents with the water and provide unique recreational experiences and greater access

Actions	Time frame to complete
<p><b>1.8.A</b> Continue to stay aligned with state laws, best practices, and sustainability practices on management of beaches and water areas.</p>	Ongoing
<p><b>1.8.B</b> Continue to prioritize lifeguarded beach access by maintaining the same or greater level of service.</p>	Ongoing
<p><b>1.8.C</b> Adding drop-off and loading/unloading access points at waterfront parks to support kayak and non-motorized watercraft use.</p>	0-3 years
<p><b>1.8.D</b> Consider adding additional non-motorized watercraft launch facilities and air-pump stations.</p>	0-3 years
<p><b>1.8.E</b> Evaluate parking opportunities around waterfront parks to ensure the most efficient access.</p>	4-6 years
<p><b>1.8.F</b> Identify actions that will help reduce beach closures due to bacteria and poor water quality. Actions to be evaluated should include local policy and operational changes, regulatory measures and potential capital projects.</p>	4-6 years

**Goal #2: Support the City’s Efforts to be a Connected, Walkable, and Bicycle Friendly Community**

**Objective 2.1:** Expand greenways, pathways, and trails connectivity that are accessible and inclusive to all

Actions	Time frame to complete
<b>2.1.A</b> Provide active recreation events that encourage use of the pedestrian-bike network, the CKC, etc.	Ongoing
<b>2.1.B</b> Create a policy for management of soft trails in parks and open spaces.	0-3 years
<b>2.1.C</b> 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.	7-10 years
<b>2.1.D</b> Develop and implement a wayfinding plan that covers signage standards, directional and distance signage, maps, park rules, and the use of mobile applications applicable to the entire parks and trails system.	7-10 years

**Objective 2.2:** Expand and enhance bicycle access and non-motorized access to parks, trails, and points of destination for recreation and active transportation

Actions	Time frame to complete
<b>2.2.A</b> Provide updated bike and walking route information online and in the Department’s public materials, such as the recreation program guide and on the Department’s webpage.	Ongoing
<b>2.2.B</b> Provide secure bike parking at parks, with racks located near each use area. Add self-service bike repair stations at community parks, on trails and at popular cycling destinations.	0-3 years
<b>2.2.C</b> Create welcoming pedestrian and cyclist entrances to parks, with pedestrian and bike paths that are visually prominent, direct, and physically separated from parking lots.	4-6 years
<b>2.2.D</b> Continue to develop and enhance 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 Kirkland’s Active Transportation Plan.	7-10 years

**Objective 2.3:** Collaborate and partner with Public Works and community members to effectively enhance the Cross Kirkland Corridor (CKC) in alignment with the Active Transportation Plan and CKC PROS Plan

Actions	Time frame to complete
<b>2.3.A</b> Partner to develop consistent trailheads/access points on the Cross Kirkland Corridor (CKC) Interim Trail with asphalt parking, signage, and restrooms, where appropriate.	7-10 years
<b>2.3.B</b> Explore opportunities to improve the user’s experience related to the Cross Kirkland Corridor (CKC) Interim Trail with additional linear parks and park amenities to include potential playgrounds, benches, etc.	0-3 years
<b>2.3.C</b> Create and publish a map that shows connections to parks, biking, and other walking opportunities.	0-3 years
<b>2.3.D</b> Continue to define the Cross Kirkland Corridor as both active transportation and a recreation asset.	4-6 years
<b>2.3.E</b> Explore opportunities for the Department to partner on management and recreational development responsibility for the Cross Kirkland Corridor (CKC) Interim Trail.	4-6 years



**Goal #3: Provide a Variety of Recreation Services, Facilities and Programs that Promote the Health and Well-Being of Community Members of All Ages and Abilities**

**Objective 3.1:** Maximize use of existing program spaces and work to identify additional program spaces, staffing, and resources to create new programming opportunities

Actions	Time frame to complete
<b>3.1.A</b> Explore opportunities to lease space to create additional capacity for existing enrichment opportunities until new permanent facilities are available.	0-3 years
<b>3.1.B</b> Pursue the funding, design and construction of an aquatics center that includes recreational programming space, community space, cost-recovery targets, operations and maintenance requirements, and administrative and staff areas.	7-10 years
<b>3.1.C</b> Pursue the funding, design and construction of neighborhood recreation centers in areas with gaps in delivery of recreation services. Explore feasibility, design, location, operator, etc. for two new neighborhood recreation centers that include space for enrichment classes, neighborhood meeting spaces, administrative and staff areas, cost-recovery targets, operations, maintenance requirements, etc.	7-10 years
<b>3.1.D</b> Implement a model to operate the Kirkland Teen Union Building as a comprehensive teen center with teen-centered programs and services.	0-3 years

**Objective 3.2:** Ensure recreation opportunities are equitably distributed around the City

Actions	Time frame to complete
<b>3.2.A</b> Consider offering free health and fitness programs in neighborhood parks during spring, summer, and fall.	Ongoing
<b>3.2.B</b> Consider a mobile recreation program in underserved neighborhood parks to operate concurrently with out-of-school time. Consider partnerships to provide USDA summer lunches in conjunction with the mobile recreation program.	0-3 years
<b>3.2.C</b> Explore opportunities to acquire property in the Kingsgate Neighborhood for potential placement of a small community center.	7-10 years

**Objective 3.3:** Develop a formal recreation program evaluation process

Actions	Time frame to complete
<b>3.3.A</b> Track and evaluate the trends, needs, demand, participation levels, satisfaction rates, etc. for all recreation program offerings.	Ongoing
<b>3.3.B</b> Develop and report a minimum of five performance measures as described in the plan to evaluate the quality of recreation programs and services. Include a measure for new programs, satisfaction, program wait lists, etc.	Ongoing
<b>3.3.C</b> Establish and consistently implement participant input opportunities and engagement for all programs.	Ongoing
<b>3.3.D</b> Help ensure engagement processes include community members from diverse ethnic, neurodiverse, disabled and socioeconomic groups.	Ongoing
<b>3.3.E</b> Establish customer service response goals to ensure patrons receive timely responses to complaints or suggestions.	0-3 years
<b>3.3.F</b> Develop a recreation program plan that includes a service matrix, activity development and selection process, and other requirements found in the standards developed by the Commission for Accreditation of Park and Recreation Agencies (CAPRA).	0-3 years

**Objective 3.4:** Promote active, healthy lifestyles through additional recreation programming

Actions	Time frame to complete
<b>3.4.A</b> Promote active lifestyles by enhancing and increasing walking and running programs, senior walking programs, etc., and enhance existing programs as well as introduce new programs.	Ongoing
<b>3.4.B</b> Provide programs using outdoor fitness and exercise equipment in programmable spaces in neighborhood parks.	0-3 years
<b>3.4.C</b> Explore programming opportunities using the Cross Kirkland Corridor (CKC) Interim Trail.	0-3 years
<b>3.4.D</b> Provide programming and services that target potentially underserved populations that may include youth, teens, adults, and older adults.	0-3 years

# GOALS, OBJECTIVES, AND ACTION PLAN

## Objective 3.4: Promote active, healthy lifestyles through additional recreation programming

Actions	Time frame to complete
<b>3.4.E</b> Establish and operate specialized recreation facilities to respond to identified public needs that may include community gardens, skate parks, pump tracks, a teen center, etc.	4-6 years; 7-10 years
<b>3.4.F</b> Consider indoor pickleball leagues and programs in existing community centers where appropriate.	0-3 years

## Objective 3.5: Explore opportunities to increase and enhance community events based on demand, trends, and cultural opportunities

Actions	Time frame to complete
<b>3.5.A</b> Offer community building events in all parts of the City to contribute to a sense of community.	0-3 years
<b>3.5.B</b> Develop relationships with community organizations (particularly those representing cultural groups) to collaboratively plan and offer community building events to the whole community.	0-3 years
<b>3.5.C</b> Develop a formal sponsorship program for events and activities.	0-3 years
<b>3.5.D</b> Develop a policy and tools to assist staff with recruiting program sponsors.	0-3 years
<b>3.5.E</b> Consider adding a development position to fully support sponsorship opportunities.	0-3 years

## Objective 3.6: Coordinate with other Kirkland community and human service providers to develop programs and services to meet demand and trends and minimize duplication of services

Actions	Time frame to complete
<b>3.6.A</b> Continually coordinate with local recreation providers to reduce duplication of services and maximize recreational opportunities.	Ongoing
<b>3.6.B</b> Seek to strengthen and grow partnerships between the Department and community organizations.	Ongoing

**Goal #4: Maintain Organizational Resilience, Effectiveness, and Sustainable Funding**

<b>Objective 4.1:</b> Consider organizational restructuring to increase efficiencies by adding identified positions in gap areas identified in the plan	
<b>Actions</b>	<b>Time frame to complete</b>
<b>4.1.A</b> Explore telecommuting on a permanent basis for positions where appropriate.	0-3 years; 4-6 years
<b>4.1.B</b> Examine the organizational structure to optimize reporting lines, consider succession planning and eliminate single points of failure.	0-3 years
<p><b>4.1.C</b> Create additional positions to support parks and recreation service delivery as outlined in this plan.</p> <p><b>Minimal Needs (9 FTE)</b></p> <ul style="list-style-type: none"> <li>- Management Analyst (1)</li> <li>- Communications Program Specialist (1)</li> <li>- DEIB Coordinator (1)</li> <li>- Groundskeeper (3)</li> <li>- Adaptive Recreation Coordinator (1)</li> <li>- Park Ranger (2)</li> </ul> <p><b>Ideal Needs (additional 8 FTE)</b></p> <ul style="list-style-type: none"> <li>- Administrative Supervisor (1)</li> <li>- Planning Coordinator (1)</li> <li>- Office Specialist (for each community center) (2)</li> <li>- Program Coordinator (Volunteer and Partnerships) (1)</li> <li>- Program Coordinator (Teen Programming) (1)</li> <li>- Field Arborist (1)</li> <li>- Human Services Specialist (1)</li> </ul>	0-3 years; 4-6 years
<b>4.1.D</b> Consider leased office space to support additional service levels.	4-6 years

## GOALS, OBJECTIVES, AND ACTION PLAN

**Objective 4.2:** Continually engage and connect with community members to facilitate positive and collaborative community relationships and transparent decision-making

Actions	Time frame to complete
<p><b>4.2.A</b> Establish annual Department survey to determine baseline and satisfaction trends; use results to build annual work plans.</p>	Ongoing
<p><b>4.2.B</b> Continue to engage the community in current and future parks and recreation planning efforts.</p>	Ongoing
<p><b>4.2.C</b> Encourage and support active and ongoing participation by diverse community members in planning and decision-making.</p>	Ongoing
<p><b>4.2.D</b> Purchase/implement a community engagement platform that supports digital surveys.</p>	0-3 years

**Objective 4.3:** Increase and improve communication with all community members

Actions	Time frame to complete
<p><b>4.3.A</b> Work with City to expand social media policy to allow the Department to utilize additional social media outlets to their full capacity.</p>	Ongoing
<p><b>4.3.B</b> Explore in-house translation services (incentive pay) for current City employees.</p>	Ongoing
<p><b>4.3.C</b> Continue to create and enhance program marketing using an equity lens with a specific emphasis on program promotion in Spanish and Asian languages. Focus on cultural cues and fluency within specific social media platforms.</p>	Ongoing
<p><b>4.3.D</b> Consider creative options to encourage participation on the Park Board by members of the Asian, Hispanic, and other underrepresented communities to increase communications and help build relationships.</p>	Ongoing
<p><b>4.3.E</b> Continue to promote and create awareness of programs and activities through email, the Department website, social media, text and other methods of communication.</p>	Ongoing

**Objective 4.3:** Increase and improve communication with all community members

Actions	Time frame to complete
<p><b>4.3.F</b> Enhance the Department’s marketing plan to ensure diversity in communication methods and a branding plan. It should be reviewed regularly, updated as needed, and include:</p> <ul style="list-style-type: none"> <li>• Department branding standards</li> <li>• Wayfinding and signage standards</li> <li>• Increased use of social media and other methods of communication</li> <li>• Continued and enhanced use of the City and Department’s website</li> <li>• Partnership opportunities</li> </ul>	0-3 years
<p><b>4.3.G</b> Establish a seasonal social media and public campaign with a focus on health and wellness and reaching Asian and Hispanic community members.</p>	0-3 years
<p><b>4.3.H</b> Consider the addition of a marketing, development and social media division with staffing and resources. Consider the addition of an Outreach and Engagement Coordinator to carry out enhanced communications, marketing, engagement processes, community surveying and data collection of participant feedback (See 4.1.c).</p>	4-6 years

**Objective 4.4:** Explore alternative funding options and a voter-approved capital campaign for programmatic and capital expansion

Actions	Time frame to complete
<p><b>4.4.A</b> Evaluate non-resident program participation to ensure non-resident participants are paying appropriate and equitable fees.</p>	Ongoing
<p><b>4.4.B</b> Consider encouragement of a grassroots parks and recreation foundation to coordinate bond referendums, endowments, living trusts, etc.</p>	0-3 years
<p><b>4.4.C</b> Pursue a voter-approved capital campaign to address facility and space shortages.</p>	0-3 years
<p><b>4.4.D</b> Establish policy that funds operations and maintenance at the time CIP projects are approved for funding.</p>	0-3 years
<p><b>4.4.E</b> Implement the Department’s resource allocation philosophy/pricing model in line with the Department’s fiscal policy. Update fiscal policy to “direct cost”.</p>	0-3 years
<p><b>4.4.F</b> Complete a biennial fee study to benchmark Kirkland’s fees against other nearby agencies to determine current market-rate fees.</p>	0-3 years

## GOALS, OBJECTIVES, AND ACTION PLAN

**Objective 4.4:** Explore alternative funding options and a voter-approved capital campaign for programmatic and capital expansion

Actions	Time frame to complete
<p><b>4.4.G</b> Look for ways to establish alternative forms of revenue for programs that may include any of the financing options identified in the plan.</p>	Ongoing
<p><b>4.4.H</b> Explore opportunities to recover a greater percentage of development fees, in advance of population growth and the 85th Street Station Area Plan. Consider additional opportunities for commercial/industrial impact fees (system development charges) to recover a greater level of impact caused by new residential and commercial/ industrial development and land dedication policy.</p>	7-10 years

**Objective 4.5:** Develop and enhance relationships with key partners

Actions	Time frame to complete
<p><b>4.5.A</b> Hold an annual partner recognition event.</p>	Ongoing
<p><b>4.5.B</b> Explore additional partnerships with community service clubs, non-profits, and the business and faith-based communities to deliver parks and recreation services.</p>	Ongoing
<p><b>4.5.C</b> Reevaluate the inter-governmental agreement with the Lake Washington School District to ensure an ongoing and mutually beneficial agreement is in place. The agreement should include a requirement to evaluate the agreement on a recurring basis.</p>	4-6 years

**Objective 4.6:** Maximize volunteer opportunities in the Department

Actions	Time frame to complete
<p><b>4.6.A</b> Increase park service and restoration events.</p>	0-3 years
<p><b>4.6.B</b> Consider addition of a full-time Volunteer Coordinator. (See 4.1.c)</p>	4-6 years
<p><b>4.6.C</b> Expand the Adopt-A-Park program.</p>	4-6 years

**Objective 4.7:** Aspire to be a leader in the parks and recreation field following best practices and meeting standards for high functioning parks and recreation agencies

Actions	Time frame to complete
<p><b>4.7.A</b> Implement plan actions in a transparent manner:</p> <ul style="list-style-type: none"> <li>• Hold annual off-site Department goal setting and prioritization of plan goals</li> <li>• Create internal task force groups specific to individual objectives and action items (made up of front-line staff with one supervisor/manager)</li> <li>• Issue annual reporting on plan progress</li> <li>• Include implementation status in monthly reports to the public that showcases accomplishments and project status</li> <li>• Review and share status at all-staff meetings</li> </ul>	Ongoing
<p><b>4.7.B</b> Complete the CAPRA self-evaluation to identify appropriate standards for policy and planning documents and implement best practices.</p>	0-3 years
<p><b>4.7.C</b> Create and implement CAPRA policy for updating policy and Department planning documents to help ensure timely updates and appropriate document tracking.</p>	0-3 years
<p><b>4.7.D</b> Work toward an NRPA Gold Medal application within 5 years.</p>	0-3 years
<p><b>4.7.E</b> Work toward meeting each of the 154 National Accreditation standards as defined by the Commission on Parks and Recreation Accreditation within six years. Complete self-evaluation annually.</p>	7-10 years



**Goal #5: Continue to Prioritize Access to Parks and Programs for All Kirkland Community Members**

<b>Objective 5.1:</b> Focus (externally) on diversity, equity, inclusion, social justice, and a sense of belonging	
<b>Actions</b>	<b>Time frame to complete</b>
<b>5.1.A</b> Ensure the Department continues to implement, in spirit and intent, the requirements in Kirkland City Council Resolution 5240 which requires DEIB staffing and resources (see 4.1.c).	Ongoing
<b>5.1.B</b> Improve and enhance communication with members of Hispanic, Asian, and other historically excluded populations in Kirkland. Offer programs in various Asian and Hispanic languages as possible and in demand.	Ongoing
<b>5.1.C</b> Utilize translation services for community engagement opportunities.	Ongoing
<b>5.1.D</b> Place a focus on acknowledging the contributions of Native American heritage, including developing a facility naming policy recognizing indigenous peoples.	Ongoing
<b>5.1.E</b> Program a minimum of three cultural events in Kirkland each year; engage Hispanic, Asian and other historically excluded populations/partners in the provision of special events and programs.	Ongoing
<b>5.1.F</b> Continue to create a welcoming environment in facilities with translated signs.	0-3 years
<p><b>5.1.G</b> Complete a formal evaluation of the Department DEIB practices that includes:</p> <ul style="list-style-type: none"> <li>• Racial/ethnic/cultural barriers</li> <li>• Economic status/resource barriers</li> <li>• Age-related barriers</li> <li>• Gender identification barriers</li> <li>• Disability-related barriers</li> </ul> <p>Publish an annual disparity report with goals and action items to address barriers.</p>	0-3 years

**Objective 5.2:** Focus (internally) on diversity, equity, inclusion, social justice, and a sense of belonging

Actions	Time frame to complete
<p><b>5.2.A</b> Develop DEIB policy and provide ongoing training programs for staff to ensure inclusivity throughout the department.</p>	Ongoing
<p><b>5.2.B</b> Create an ongoing DEIB Department committee to support and encourage a fully inclusive workplace and welcoming parks, facilities, programs, and activities.</p>	Ongoing

**Objective 5.3:** Continue to help ensure recreation programs and facilities are affordable for all community members

Actions	Time frame to complete
<p><b>5.3.A</b> Create a promotional campaign to inform the community of scholarships. Consider an outreach element with the scholarship policy.</p>	Ongoing
<p><b>5.3.B</b> Evaluate scholarship policy annually to ensure data privacy and a standard for need (poverty level) is appropriately applied in Kirkland.</p>	Ongoing
<p><b>5.3.C</b> Consider a tiered pricing program for selected activities.</p>	4-6 years
<p><b>5.3.D</b> Create a standard for offering a set number or percent of free or low-cost programs as budget allows.</p>	4-6 years

**Objective 5.4:** Ensure programs, facilities, communication, etc. comply with the Americans with Disabilities Act and are fully inclusive, regardless of ability

Actions	Time frame to complete
<p><b>5.4.A</b> Develop a plan to ensure members of the community who are neurodiverse or have intellectual, physical, sensory or psychological conditions have access to adaptive and inclusive programs and services.</p>	0-3 years
<p><b>5.4.B</b> Ensure compliance with the 2010 Americans with Disabilities Act Update, specifically with Section § 33.130, through the provision of inclusion resources where necessary.</p>	Ongoing
<p><b>5.4.C</b> Develop and implement a program planning form that assesses ADA needs for programs and activities.</p>	Ongoing

## GOALS, OBJECTIVES, AND ACTION PLAN

**Objective 5.4:** Ensure programs, facilities, communication, etc. comply with the Americans with Disabilities Act and are fully inclusive, regardless of ability

Actions	Time frame to complete
<b>5.4.D</b> Implement recommendations in the 2022 ADA Transition Plan.	Ongoing
<b>5.4.E</b> Evaluate current policies and practices with the Human Services staff and report annually to the Human Services Commission.	0-3 years
<b>5.4.F</b> Analyze parking availability and develop use policy to ensure access for all.	0-3 years

## Goal #6: Enhance and Improve Access to Athletics and Sports Opportunities

**Objective 6.1:** As resources are identified, expand capacity at existing fields by enhancing infrastructure, components, and amenities

Actions	Time frame to complete
<b>6.1.A</b> Enhance signage and expand the park ranger program to reduce the number of dogs on sports fields.	Ongoing
<b>6.1.B</b> Consider replacement and enhancement of amenities to include available parking, restrooms, and portable fences for use on diamond fields.	Ongoing
<b>6.1.C</b> Implement the Athletic Fields Strategic Plan which recommends renovating and improving conditions of low-scoring grass fields, including both diamond and rectangle fields.	Ongoing
<b>6.1.D</b> Implement the Athletic Fields Strategic Plan which recommends conversion of selected park athletic fields to lighted rectangle and multi-purpose fields.	0-3 years
<b>6.1.E</b> Explore partnerships with the Lake Washington School District to enhance and improve additional athletic fields through the City/School partnership.	4-6 years
<b>6.1.F</b> Explore regional partnerships and collaboration to support unserved sports such as cricket, rugby, lacrosse, pickleball.	0-3 years
<b>6.1.G</b> Explore lighting sports fields where practical and ensure use of a public engagement process with neighboring homes.	7-10 years

**Objective 6.2:** Improve permitting/scheduling of athletic fields to ensure field availability to all

Actions	Time frame to complete
<b>6.2.A</b> Ensure weekly open/free play time is reserved at all parks.	Ongoing
<b>6.2.B</b> Allow for greater rest periods for heavily used turf fields (May and June).	Ongoing
<b>6.2.C</b> Provide opportunities for unserved sports such as rugby and cricket as field capacity is added to provide greater equitable access.	0-3 years
<b>6.2.D</b> Purchase an online real-time registration software for field scheduling to provide the best possible service and field availability in real-time.	0-3 years

## Goal #7: Protect and Conserve the Natural Environment for Future Generations

**Objective 7.1:** Improve and enhance Department sustainability initiatives, aligned with the City’s sustainability master planning

Actions	Time frame to complete
<b>7.1.A</b> Integrate findings and recommendations from the City of Kirkland Sustainability Master Plan, December 2020.	Ongoing
<b>7.1.B</b> As is practical, limit the Department’s carbon footprint, creating an internal sustainability plan for 2022 – 2028 with measurable goals and action items.	0-3 years
<b>7.1.C</b> Create a pesticide-free parks program and recruit volunteers to assist with weed abatement.	0-3 years
<b>7.1.D</b> Consider horticultural practices that feature native and drought-resistant plants to conserve water.	0-3 years
<b>7.1.E</b> Explore opportunities for food forests, and natural public gardens to steward the local ecosystem.	0-3 years
<b>7.1.F</b> Ensure all current and future park and facility lighting is LED. Consider dark sky compliant lighting where possible.	0-3 years
<b>7.1.G</b> Replace hand-powered gas equipment with electric where practical.	0-3 years
<b>7.1.H</b> Convert the Department’s gas-powered vehicle fleet to electric in phases.	7-10 years

# GOALS, OBJECTIVES, AND ACTION PLAN

**Objective 7.2:** Identify ongoing funding, acquire property, and implement park projects that promote, restore, and sustain the natural environment

Actions	Time frame to complete
<b>7.2.A</b> Identify and pursue acquisition of parcels that protect and preserve open space, forested space and environmentally sensitive areas.	4-6 years
<b>7.2.B</b> Identify and pursue capital improvement projects that protect, preserve, restore and sustain sensitive and forested areas. Include these components in park development projects.	Ongoing
<b>7.2.C</b> Continue support of the Green Kirkland Partnership, the park steward program and the volunteer events and activities that are critical for the health of parks, forests, and open space.	Ongoing
<b>7.2.D</b> Explore the most appropriate funding methods identified in the planning process.	0-3 years



**Objective 7.3:** Align goals and initiatives to coordinate with stormwater and surface water plans, partnerships, and initiatives

Actions	Time frame to complete
<p><b>7.3.A</b> Explore opportunities to partner with Stormwater in the Public Works Department for funding and development of open spaces that serve both stormwater and recreational purposes.</p>	Ongoing

**Objective 7.4:** Fully support the City’s 20-Year Urban Forestry Plan to ensure the health of the tree canopy

Actions	Time frame to complete
<p><b>7.4.A</b> Help ensure decisions on tree maintenance, care, replacement, removal, etc. are transparent to the Kirkland community.</p>	Ongoing
<p><b>7.4.B</b> Develop a policy on trees, including type, growth rates, replacement, etc. to ensure a healthy canopy.</p>	0-3 years
<p><b>7.4.C</b> Complete a tree inventory for trees in parks and open space properties with a plan for location to plant new trees. Explore purchase of a software package to plot and manage trees.</p>	0-3 years
<p><b>7.4.D</b> Implement a tree management and maintenance plan to help ensure tree management is proactive vs. reactive. This requires additional resources that include an urban forest supervisor and an additional arborist. (See 4.1.c)</p>	0-3 years
<p><b>7.4.E</b> Provide tree education opportunities in Department marketing materials to highlight benefits of a healthy tree canopy in Kirkland.</p>	0-3 years
<p><b>7.4.F</b> Work collaboratively with departments to support tree canopy preservation, monitoring and goals.</p>	Ongoing

## SECTION II

# PLANNING CONTEXT AND INTEGRATED PLANNING EFFORTS

- Creating a Roadmap for the Delivery of Parks and Recreation Services
- Kirkland's History – Conceptual Background
- Department Mission and Goals
- Parks and Community Services Department Overview
- Methodology of the Planning Process
- Related Planning Efforts and Integration

## CREATING A ROADMAP FOR THE DELIVERY OF PARKS AND RECREATION SERVICES

### An Overview of the Planning Process

The vision for the Parks, Recreation, and Open Space (PROS) Plan is to update the Department’s 2015 PROS Plan. The process to develop this plan included a robust community engagement process, a needs assessment, and a level of service and services analysis. Simultaneous to this work, an athletic fields strategic plan, (included as part of this plan) and an ADA evaluation and transition plan were completed. This six-year plan will serve as a blueprint for providing quality recreation services, parks, open spaces, facilities, and programs as well as future planning efforts for the Department. The plan establishes goals, objectives, action items, and achievable strategies that directly impact community members’ quality of life.

The 2015 PROS plan identified many goals, objectives, and action items, some which have been carried forward. Staff completed a worksheet that recaps the work completed since 2015. This plan incorporates these findings and prioritizes new key recommendations into ongoing, short-term, mid-term and long-term action items.

To serve as the best possible planning tool, this plan:

- Provides a framework for future orderly and consistent planning
- Provides a framework for capital planning
- Recommends efficiencies and improvements for administration of the Parks and Community Services Department
- Recommends resources, programs, and facilities that can best contribute to a positive and healthy quality of life for Kirkland community members

To guide the planning effort, and to objectively evaluate the success of the process, Department leadership adopted six critical success factors at the outset of the planning effort:

- Adopt a six-year plan that builds on City planning documents including the City of Kirkland’s Comprehensive Plan (2035), the 2015 Parks, Recreation, and Open Space Plan, the Surface Water Master Plan and Sustainability Master Plan to name a few.
- Complete a comprehensive needs analysis to identify current and future recreation and facility needs through public engagement, surveys, demographics, trends, and benchmark analysis. The process should be inclusive and afford all community members adequate opportunity to provide input. The survey should aspire to have a margin of error of +/-4.4% at the 95% level of confidence. The results would be statistically valid citywide and can be analyzed with up to five subgroups.
- Identify current conditions at City parks, facilities and within recreation programs, and determine a phased and prioritized capital improvement program, and best management practices for operations.
- Develop a funding strategy for capital and operational needs.
- Complete an Athletic Fields Strategic Plan or “Synthetic Turf Strategic Plan.” The study will analyze sports participation and athletic field demand, recommending opportunities to maximize use of current fields, reconfigure fields and improve the field allocation process.
- Complete an update to the ADA Self Evaluation and ADA Transition Plan.

## KIRKLAND'S HISTORY

### Conceptual Background

The City encompasses 22.6 square miles with an estimated population of 92,165 community members and is part of the east Seattle metro area. Kirkland is bordered to the north by Bothell, Redmond to the east, Bellevue to the south and Lake Washington to the west. Kirkland is the 6th largest city in King County and the 12th largest in the state.

### Natural Setting

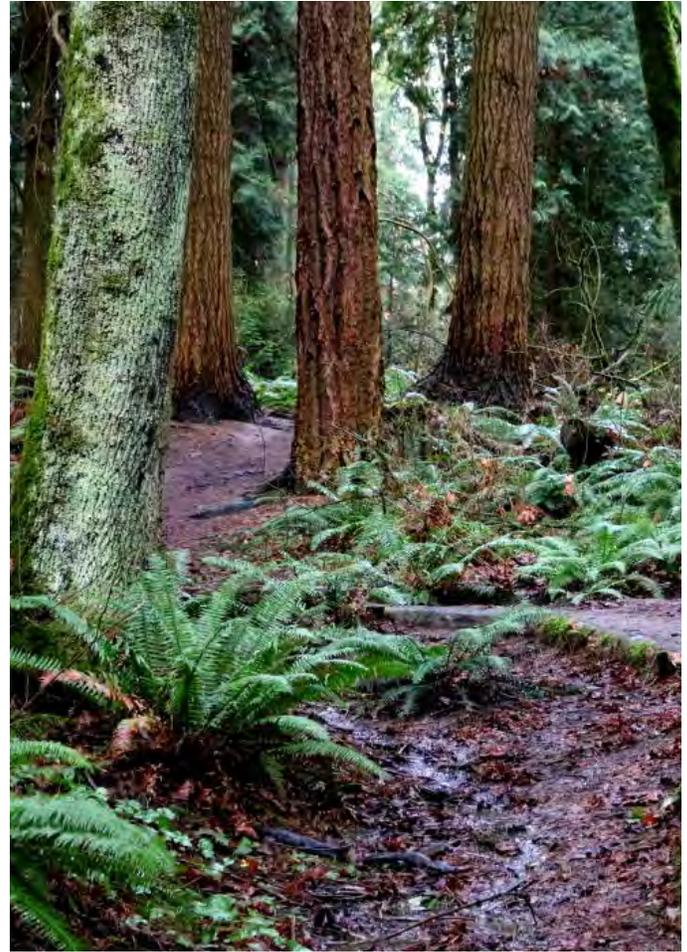
Kirkland encompasses urban areas, residential developments, and natural habitats. The City has extensive shoreline along Lake Washington, including Moss, Juanita, and Yarrow Bays. The City is also home to two minor lakes, Totem Lake and Forbes Lake, located in the eastern portion of the City.

Over half of Kirkland's open space consists of forested natural areas that contribute to the natural beauty and sustainability of the environment. Many of the areas are unsuitable for active use due to the natural topography and native plantings to support the health of these areas. However, as Kirkland sits in the shadow of the Olympic Mountains and the Cascade Range, outdoor recreation and hiking opportunities abound within a few hours drive.

Kirkland's climate is typical of the Pacific Northwest with wet, mild winters and dry, warm summers, which impact turf, sports facilities, and recreation opportunities between October and February when park use is less desirable. The summers are warm and dry and provide some of the state's best recreation opportunities, particularly in Kirkland's waterfront parks. Due to the temperate climate from July through September, the use of waterfront parks can be extremely heavy.

### Early History

The eastern shore of Lake Washington was initially settled by the Duwamish people who built a village at Juanita Creek and several longhouses at Juanita Bay and Yarrow Bay. Euro-American settlement of the area began in the 1860s to 1880s when homesteads were established. In 1888, Peter Kirk, an English steel industrialist, arrived in Kirkland intending to establish a steel industry. Kirk's vision triggered the development of a residential and business community.



Kirkland began to grow due to the Klondike gold rush, as a commuter suburb for Seattle. Shipbuilding grew to be a major industry in the Kirkland area because of the Alaska-Yukon Exposition of 1909, World War I, and the construction of the Lake Washington Ship Canal. The industry expanded during World War II due to defense contracts for warship construction. In the first four decades of the 20th Century, employment at the Kirkland area shipyards grew from 30 people to over 8,000.

### 2011 Annexation

On June 1, 2011, the City of Kirkland annexed the Finn Hill, North Juanita, and Kingsgate areas north of Kirkland into the City. These areas, which were formerly part of unincorporated King County, encompass approximately seven square miles and included over 31,000 residents. The City gained several park sites through this annexation, including the Edith Moulton, 132nd Sq Park and other parks in the north area of the city.

## DEPARTMENT MISSION AND GOALS

### Mission Statement

The Parks and Community Services Department operates under the following mission statement and goals:

The mission is to support a healthy and sustainable community by providing high quality parks and recreation services, ensuring a collaborative community response to basic human needs, and protecting our natural areas.

The three primary goals of the Parks and Community Services Department are to:

- Acquire, develop, and renovate a system of parks, recreational facilities, and open spaces that are attractive, safe, functional, and available to all.
- Enhance the quality of life in the community by providing services and programs that offer positive opportunities for building healthy productive lives.
- Protect and preserve publicly owned natural resource areas.

Forbes House, the Kirkland Performance Center (KPC) and other rental properties.

Demand for athletic facilities is high in the City, met in part by the City’s agreement with the Lake Washington School District, which allows use of sports facilities and some indoor school spaces in exchange for scheduling of 37 school athletic fields, tracks and open areas, and maintenance of 20 athletic fields.

The Department offers a wide array of activities and events that encourage and promote positive and healthy lifestyles for all ages and abilities. Recreation services include community building special events, aquatics activities, senior programs, youth and preschool programs, camps, adult and youth sports programs, health and wellness activities, and enrichment classes. The Department is responsible for human services and permitted special events in the community as well.

The Department employs 55.5 full-time, year-round permanent staff and 5 one-time funded staff in four divisions – Administration, Parks Management, Recreation, and Human Services. The 2021–2022 budget (two-year budget cycle) includes expenditures of \$32,608,315. Operating funds come from the City’s general fund (\$21.4 million), Parks Maintenance Tax (\$4.0 million) and the 2012 Parks Levy (\$7.1 million). The budget also includes \$2.52 Million in non-tax revenues, primarily from fees and charges.

## PARKS AND COMMUNITY SERVICES DEPARTMENT OVERVIEW

The Department manages a variety of public park space (694 acres) made up of 11 waterfront parks, 28 neighborhood parks, 8 community parks, 6 natural area parks, a cemetery and 24 miles of trails.<sup>1</sup> The Department manages four indoor facilities that include the North Kirkland and Peter Kirk Community Centers, the Kirkland Teen Union Building, and Heritage Hall. The Department also oversees the daily operation of the Kirkland Cemetery and the seasonal (outdoor) Peter Kirk Swimming Pool, and manages leases on the

## METHODOLOGY OF THE PLANNING PROCESS

Community engagement was central to this planning process, which included stakeholders, focus groups, and staff interviews along with a Strengths, Weakness, Opportunities and Threats (SWOT) analyses, two public meetings referenced as “community conversations”, a needs assessment survey, and a host of additional engagement opportunities listed in Section IV. Overall, greater than 4,700 community members participated in the engagement process for the plan. As a result of the COVID-19 pandemic, some of the engagement was completed virtually, using the Zoom digital platform.

<sup>1</sup> Additional acres of trails are available to the community; 24 miles represent only those the City actively manages.

The planning process began with a strategic kickoff meeting on April 23, 2021, where expectations and critical success factors were discussed with Department leadership. Although the process took place during the COVID-19 pandemic, the consultants worked virtually and visited the City to inventory and assess parks, assets, and park components and to discuss opportunities and challenges with members of the Kirkland team. The consultants also visited the Department December 15–17, 2021 to present findings to the community and staff, and conduct a visioning workshop with staff. The plan will be reviewed and approved by the Washington State Recreation and Conservation Office (RCO). Specific RCO requirements for the plan are in Appendix D.

<b>Strategic Kickoff</b>
<b>Community Engagement</b>
<b>Parks and Facility Inventory</b>
<b>Needs Assessment Survey</b>
<b>GRASP® Level of Service Analysis</b>
<b>Athletic Fields of Strategic Plan</b>
<b>Americans with Disabilities Act Evaluation &amp; Translation Plan</b>
<b>Operational, Recreation, Financial &amp; Organizational Analysis</b>
<b>Recreation and Conservation Office Compliance Review</b>
<b>Recommendations: Goals, Objectives and Action Plan</b>

Figure 1: The Planning Framework

## RELATED PLANNING EFFORTS AND INTEGRATION

The Department provided numerous planning documents that were important to integrate into the plan. These documents were thoroughly reviewed, summarized, and referenced in the plan.

### 2015 Parks, Recreation and Open Space (PROS) Plan

The 2015 PROS plan was a six-year guide for managing and enhancing park and recreation services in Kirkland. The 2015 plan provided a vision for the City’s park and recreation system, proposed updates to City service guidelines, and addressed departmental goals, objectives, and other management considerations. The plan was developed with substantial input and direction from Kirkland residents and established goals and objectives to guide service delivery and other planning efforts. The Department has made progress on all the objectives below since 2015 and continues progress on each objective as an ongoing or in-process action. The staff worksheet that was completed shows the progress on the goals and objectives from the 2015 plan.

### Level of Service Standards

This 2015 Plan proposed maintaining a set of standards for the Department that included a service standard based on an “Investment per Person” methodology. This standard ensures that each person receives access to a constant number of parks and recreational facilities as the community grows and allows the City flexibility in determining the precise mix of facilities. The level of service standard described as an investment per person was established as \$4,094 and will be updated in the level of service section. See Table 1.

## Level of Services Guidelines

The 2015 Plan included park acreage guidelines. These same guidelines are recommended to continue through the updated 2022 PROS Plan.

- Community parks: 2.25 acres per 1,000 people
- Neighborhood parks: 1.5 acres per 1,000 people
- Natural parks and open space: The acquisition of or negotiation for additional, adjacent natural park lands to ensure the protection of unique or special habitat areas and sufficient land is available to accommodate future trail connections. Intentionally, no numerical standard was adopted in the 2015 plan.

## Kirkland Comprehensive Plan

Kirkland’s Comprehensive Plan is the 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 minor annual updates, the next major update is anticipated to be complete in 2024.

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 and will come from the 2022 PROS Plan once adopted.

Additional applicable parts of the comprehensive plan are in the Parks, Recreation, and Open Space Element, which identifies the Community Character Element, the Land Use, and Capital Facilities elements and apply to this planning process.



## Park Classification in the 2015 PROS Plan

The park type definitions from the 2015 PROS Plan are recommended to be used in the updated plan.

### Waterfront Parks

The City’s waterfront parks stretch from the Yarrow Bay Wetlands in the south, to O.O. Denny Park in 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, 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 acres of developed community parks per 1,000 residents. Examples include Crestwoods and Everest.

### 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 of developed neighborhood parks per 1,000 residents. Examples include Edith Moulton, Park, Totem Lake Park and Terrace Park.

Policies from the 2015 Plan that were pertinent to continue into the 2022 PROS Plan include those written below. While the wording may not match precisely, the concepts were incorporated into the new goals, objectives, and actions.

**Table 1a: 2015 Parks, Recreation, and Open Space Element Policies**

<p><b>1. Community Engagement</b></p>	<p>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.</p>
<p><b>2. Neighborhood and Community Parks</b></p>	<p>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.</p> <p>Policy 2.2: Park Improvement. Improve park sites to meet the active and passive recreational needs of Kirkland residents.</p>
<p><b>3. Waterfront Parks</b></p>	<p>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.</p>
<p><b>4. Trail Network</b></p>	<p>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.</p> <p>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.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Finn Hill Connection: Consider protection and development of a greenway and trail corridor to connect existing trail systems and provide additional recreational amenities.</li> <li>• 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.</li> <li>• 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.</li> </ul>

**Table 1a: 2015 Parks, Recreation, and Open Space Element Policies**

<b>5. Recreation Facilities and Programming</b>	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, skate parks, community gardens) to respond to identified public needs, as appropriate.
<b>6. Athletics</b>	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.
<b>7. Conservation and Stewardship</b>	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.

**Table 1a: 2015 Parks, Recreation, and Open Space Element Policies**

<b>7. Conservation and Stewardship</b>	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 community members to care for streams, enhance and protect urban forests and wetlands, improve wildlife habitat, and provide limited public access.
<b>8. Economic Development</b>	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. Kirkland City Council Resolution 5240.

Resolution 5240 helps to define the Department’s responsibilities to be a safe, inclusive and welcoming city for all people in the City. See Appendix E for the resolution.

## The Kirkland 2018 Americans with Disabilities Self-Evaluation and Transition Plan

Between 2014 and 2018, the City developed action steps for the City’s Pathway to Transition Plan. The draft plan documented \$13.6 million in barriers and timelines for addressing the identified barriers. An updated, detailed ADA Self-Evaluation and Transition Plan for Parks and Community Services included with this plan will provide a prioritized list of improvements to implement over the next several years.

## 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.

- Energy Supply and Emissions
- Buildings and Infrastructure
- Land Use and Transportation
- Natural Environment and Ecosystems
- Sustainable Material Management
- Sustainable Governance
- Sustainable Business
- Healthy Community

While a majority of goals should be applied to decision making related to parks and recreation, some of the goals in the plan are particularly applicable.

**GOAL EV-1** Protect and enhance the water quality of Kirkland’s streams, lakes, and wetlands

**GOAL EV-5** Engage the community in the restoration of at least 500 acres of City-owned natural areas and open space park lands by 2035

**GOAL EV-6** Eliminate the discretionary use of synthetic pesticides in parks by 2025

**GOAL EV-8** Ensure that all residents have access to healthy parks and open space within a 10-minute walk

**GOAL EV-10** Examine trends in canopy gain or loss, identify priorities for meeting the overall goal of a citywide 40% tree canopy cover goal by 2026 and develop strategies to manage Kirkland’s urban forest resource for optimal health, climate resiliency and social equity

**GOAL HC-1** Increase the number and geographic diversity of pea-patches or other types of community gardens by adding 5 more by 2025, and another 100% by 2030. Explore adding edible landscaping on city property including rights-of-way

**GOAL HC-5** Ensure that refugees and immigrants, people of color and economically struggling residents have access to the resources they need to thrive and experience Kirkland as a safe, inclusive and welcoming community

**GOAL HC-8** Enhance the City of Kirkland as a safe, inclusive, and welcoming place for all people

**GOAL EV-9** Mandates that the Department continually improve parks to meet the active and passive recreational needs of Kirkland residents by reducing barriers to participation and providing universal access to facilities and programs where possible

**GOAL HC-12** Strive to rebalance and/or acquire sports fields to achieve the specified service level. This service level shows an excess of baseball fields and a deficit of soccer/multipurpose fields

**GOAL HC-13** Pursue funding measures and/or partnerships that will allow for the expansion of recreation facilities

## Green Kirkland Partnership 20-Year Plan

In 2005, the City formed the Green Kirkland Partnership to protect and restore Kirkland’s public forest and natural area parklands that face numerous threats including fragmentation of natural areas, an invasive-dominated understory that inhibits native species from regenerating, a declining dominant forest, and resource limitations on restoration and maintenance. In 2008, the Kirkland City Council approved the first comprehensive 20-Year Forest Restoration Plan, which outlined strategies for restoring and maintaining Kirkland’s forested and natural area parks to develop a community-based stewardship program. This 20-year plan was most recently updated in 2015.

The Green Kirkland Partnership’s mission is to restore and maintain healthy forested and natural parklands by building a supportive community that works together to protect Kirkland’s valuable natural resources for current and future generations.

During the past 10 years, the Green Kirkland Partnership has enrolled 510 acres into restoration, recorded 97,493 volunteer hours, and planted 61,000 native trees, shrubs, and ground covers. In addition, the City has developed a small but dedicated staff of Green Kirkland employees to lead restoration and community-based stewardship efforts.

The Partnership supports many of the elements in this planning effort, specifically around community engagement, conservation and stewardship, planning, and management of Kirkland’s natural parklands.

## Green Kirkland Partnership Goals

- All 510 acres of Kirkland’s public forested and natural area parklands enrolled in restoration and active maintenance by 2035.
- A restoration program with capacity for long-term stewardship of forested parks and natural areas; increased public awareness of, and engagement in, protecting, restoring, and maintaining healthy habitats.
- A robust Green Kirkland Steward program, with at least one steward in each natural area park and dedicated staff to recruit, train, and retain volunteer stewardship leaders.
- A successful volunteer program that engages a diverse community of individuals and families, schools, businesses, and non-profit organizations.
- Protection of critical forest and natural areas that provide important ecological and public benefits.
- Sustainable funding, operations, and field staff resources to accomplish long-term restoration objectives.

## The Urban Forestry Strategic Management Plan

The plan was adopted in 2013 and in concert with six-year updates, provides priorities for managing the Urban Forestry Program in Kirkland. Specifically, the plan requires the Department to:

- Document Kirkland’s urban forest asset to improve safety, quality, and sustainability. Obtain a greater understanding of the condition, risk potential and benefits of the urban forest asset.
- Protect, maintain, and enhance Kirkland’s urban forest, an integrated natural resource, through a balanced approach using education, incentives, and regulations.
- Build a comprehensive urban forest program to increase efficiency, public accountability, and collaboration between City departments and to standardize public tree management.

- Promote stewardship of the urban forest with community outreach and partnerships. Involve the community with long-range decisions regarding the urban forest.

<p><b>THE ASSET</b></p>	<ul style="list-style-type: none"> <li>• Update and maintain the public tree inventory</li> <li>• Make minor improvements to current tree planting efforts as a short-term, interim strategy</li> <li>• Determine the value, functions, and benefits of the urban forest</li> </ul>
<p><b>POLICIES CODES</b></p>	<ul style="list-style-type: none"> <li>• Conduct public outreach regarding tree regulations</li> <li>• Update tree codes and ordinances to simplify and clarify</li> <li>• Update tree planting guidelines for utility, contractor, and City compliance to best management practices and codes</li> </ul>
<p><b>THE PROGRAM</b></p>	<ul style="list-style-type: none"> <li>• Develop a program by establishing a formal interdepartmental working team</li> <li>• Provide adequate public tree maintenance resources</li> <li>• Develop annual report /annual work plans with tracking and performance measures</li> </ul>
<p><b>THE COMMUNITY</b></p>	<ul style="list-style-type: none"> <li>• Identify the community’s roles in urban forestry</li> <li>• Dedicate resources for ongoing public outreach and education</li> <li>• Support further growth of the Green Kirkland Partnership</li> </ul>

*The Urban Forestry Six-Year Work Plan 2021 – 2026 lays out requirements to inventory trees, maintain public trees and natural areas, plant trees, engage the community, and provide a program framework.*

## Kirkland Shoreline Master Program

The Shoreline Master Program (SMP) includes local land use policies and regulations that guide the use of Washington shorelines. The Shoreline Master Program applies to both public and private uses and protects natural resources for future generations, provides for public access to the shorelines, and plans for water-dependent uses. A current Shoreline Master Program is in place in Kirkland.

The City completed a Dock and Shoreline Assessment in September 2019 that looked at compliance with applicable regulatory guidelines. The following parks/ facilities were assessed, and an estimate of costs to address repairs were identified in the assessment at \$2,172,500.

- Marina Park
- Juanita Beach Park
- Houghton Beach Park
- 2nd Ave South Dock
- Marsh Park
- Settler’s Landing Park
- Waverly Beach Park

## Active Transportation Plan

The current Active Transportation Plan was adopted June 2022. The updated plan lists three primary goals:

- Create a safe, connected pedestrian network where walking is a comfortable and intuitive option as the first choice for many trips.
- Create a connected bicycle network that accommodates people of all ages and abilities to get to destinations such as activity centers, parks and transit.
- Encourage and incentivize more people to walk and bike and encourage safe behavior for all users of the transportation system.

Parks, trails, and recreation use of streets and bike lanes are an integral part of the transportation network. As a result, opportunities to reduce environmental impacts and live healthier lives are an important consideration. This plan, by reference, supports the conclusions and recommendations made in the update to the Active Transportation Plan where applicable to recreation and park use. Some examples include:

**MARINA PARK** Additional space on the north side of the park next to Lakeshore Plaza (drive) may allow for more protected space for a bike facility so bikers can bypass Lake St.

**JUANITA BAY PARK** There is potential for an ADA/all ages and abilities bike/pedestrian connection.

**JUANITA BEACH PARK** There are opportunities to utilize public space for bike and pedestrian pathways.

**EVEREST PARK** SE corner (the green space south and east of Everest Park) – Connect from Alexander to NE 68th St./ NE 72nd Pl. or alternately, pave one of the existing trails for an ADA access to the bus stops on NE 68th St. Connecting 10th St. to Alexander would also make a big difference.

### **BIKE/PEDESTRIAN (TRANSPORTATION)**

**EDUCATION GARDEN** These are a great way to educate kids on the importance of traffic safety and allow them to practice in a safe environment.

## **Cross Kirkland Corridor Master Plan**

The Cross Kirkland Corridor (CKC) Interim Trail is a ten-foot-wide crushed gravel trail that runs from the South Kirkland Park & Ride through the Totem Lake Business District. It is “interim” because the CKC Master Plan calls for future improvements including paving the trail and adding transit. The Cross Kirkland Corridor (CKC) Interim Trail highlights the Kirkland trail system. This nearly six-mile corridor maintained by the Public

Works Department runs north/south through the heart of Kirkland and connects directly to Terrace Park, Crestwoods Park, and Totem Lake Park. It also includes recreational facilities at Feriton Spur. In addition to the trail, over 38 miles of other trails in and around Kirkland are associated primarily with large parks, such as Big Finn Hill Park and Bridle Trails State Park. Over 18 miles of existing trails exist, primarily within parks as loop walks and connecting paths.

It is important to note that the trail resides within the 100 ft transportation corridor providing potential for enhanced recreational opportunities such as exercise stations and areas of respite. The full trails+transit vision of the corridor is outlined in the CKC Master Plan.

## **2019 Off-Leash Dog Areas: Report and Recommendations**

In November 2019, staff completed a report with recommendations of potential off-leash dog areas. The report includes criteria and potential sites. Criteria includes: parking; potable water supply/utilities; does not take away active park amenity; does not negatively impact environment; community supported area; accessible; location/proximity to community members; accommodates small and large dogs; sufficient square footage available; restrooms. The following sites were evaluated in the report and should be verified with the community through an outreach process.

<b>Fenced</b>	<b>Neighborhood</b>	<b>Park Classification</b>	<b>Total Park Acreage</b>
Snyder’s	Bridle Trails	Neighborhood Park	4.5
Heritage	Norkirk	Community Park	10.2
NRH2	North Rose Hill	Open Space	1.23
TL3	Totem Lake	Open Space	1.15
Juanita Beach N	Juanita	Waterfront Park	21.94
OO Denny	Finn Hill	Waterfront Park	45.47
McAuliffe	Juanita	Community Park	12.46

Table 1b: Recommendations for Potential Off-Leash Dog Areas

## SECTION III

# COMMUNITY PROFILE

- City of Kirkland Demographic Profile
- Park And Recreation Influencing Trends
- Identifying Core Markets For Programs

## CITY OF KIRKLAND DEMOGRAPHIC PROFILE

The City of Kirkland demographic profile was developed to provide an analysis of household and economic data in the area, helping to understand the type of park and recreation components that may best serve the community.

Data referenced throughout this report was primarily sourced from Esri Business Analyst as of September 2021. In addition, when applicable, other sources were referenced such as the American Community Survey and the Robert Wood Johnson Foundation County Health Rankings that were used for specific information related to community health and well-being.

### Population

The City of Kirkland has experienced consistent and steady growth from 2000 (76,794) to 2021 (92,165). During the last decade, the City experienced an annual growth rate of 1.20%, which is expected to increase

# 92,165 Population

Source: 2020 Esri Business Analyst



to 1.77% between 2021 and 2026. If this growth rate continues, the population could reach 100,514 in 2026. The average household size in the City of Kirkland was estimated at 2.31 in 2010 and increased only slightly to 2.33 in 2021.

The City is currently organized into 13 neighborhoods with populations shown in Table 2. There are significant demographic differences between the north and south parts of the City that must be considered in the plan. The south side of the City has significantly higher home values, less individuals per household, and higher family income. See Table 3.

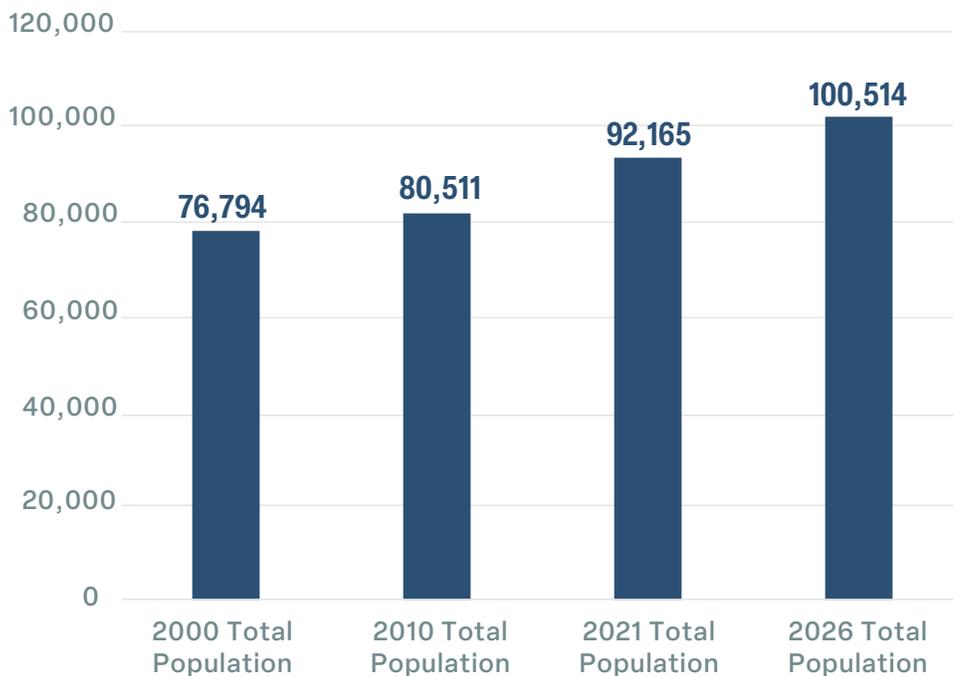


Figure 3: Projected Population Growth in the City of Kirkland, 2000 – 2026

# COMMUNITY PROFILE

Neighborhood	2021 Total Population
Central Houghton	4,275
Everest	1,396
Evergreen Hill	13,847
Finn Hill	16,580
Highlands	2,727
Juanita	19,211
Lakeview	3,198

Neighborhood	2021 Total Population
Moss Bay	5,771
Market	1,900
Norkirk	4,237
North Rose Hill	8,856
South Rose Hill/Bridle Trails	6,405
Totem Lake	3,762

Table 2: Kirkland Neighborhood Population

Variable	98034 (North Kirkland)	98033 (South Kirkland)
2021 Total Population Age 0-4 (8%)	5.44%	4.95%
2021 Total Population Age 5-9 (8%)	5.65%	5.27%
2021 Total Population Age 10-14 (8%)	6.04%	5.69%
2021 Total Population Age 15-19 (8%)	5.01%	5.50%
2021 Total Population Age 20-24 (8%)	5.59%	5.07%
2021 Total Population Age 25-29 (8%)	7.65%	6.50%
2021 Total Population Age 30-34 (8%)	7.61%	7.23%
2021 Total Population Age 35-39 (8%)	8.45%	8.21%
2021 Total Population Age 40-44 (8%)	7.67%	7.38%
2021 Total Population Age 45-49 (8%)	6.62%	7.01%
2021 Total Population Age 50-54 (8%)	6.35%	6.73%
2021 Total Population Age 55-59 (8%)	6.39%	7.26%
2021 Total Population Age 60-64 (8%)	6.11%	6.73%
2021 Total Population Age 65-69 (8%)	5.15%	5.70%

Table 3: Comparison of Key Demographic Data between North and South Kirkland Zip Codes

Variable	98034 (North Kirkland)	98033 (South Kirkland)
2021 Total Population Age 70-74 (8%)	4.32%	4.56%
2021 Total Population Age 75-79 (8%)	2.76%	2.86%
2021 Total Population Age 80-84 (8%)	1.60%	1.57%
2021 Total Population Age 85+ (8%)	1.59%	1.77%
2000 Total Population	47,681	29,970
2010 Total Population	47,939	33,371
2021 Total Population	53,718	39,312
2026 Total Population	59,215	42,315
2010-2021 Population: Compound Annual Growth Rate	1.02%	1.47%
2021-2026 Population: Compound Annual Growth Rate	1.97%	1.48%
2021 Median Age	39.1	41.1
2021 Median Household Income	\$113,769	\$144,651
2021 Average Household Size	2.41	2.24
2021 Median Home Value	\$639,034	\$972,058
2019 Households with 1+ Persons with a Disability (%)	15.30%	13.15%

Table 3: Comparison of Key Demographic Data between North and South Kirkland Zip Codes

### Age Distribution

According to Esri Business Analyst, the median age in the City of Kirkland was 39.9 years old, just one year older than the State of Washington (38.9) and the United States (38.8). The median age is projected to increase to 40.8 by 2026.

The primary age group in Kirkland was 35 to 59 years old, with 35% of the population falling into this cohort. In general, the State of Washington and the United States skewed to a younger population, making up a larger portion of those under 25 years old. In addition, the State and national comparisons demonstrate

# 39.9

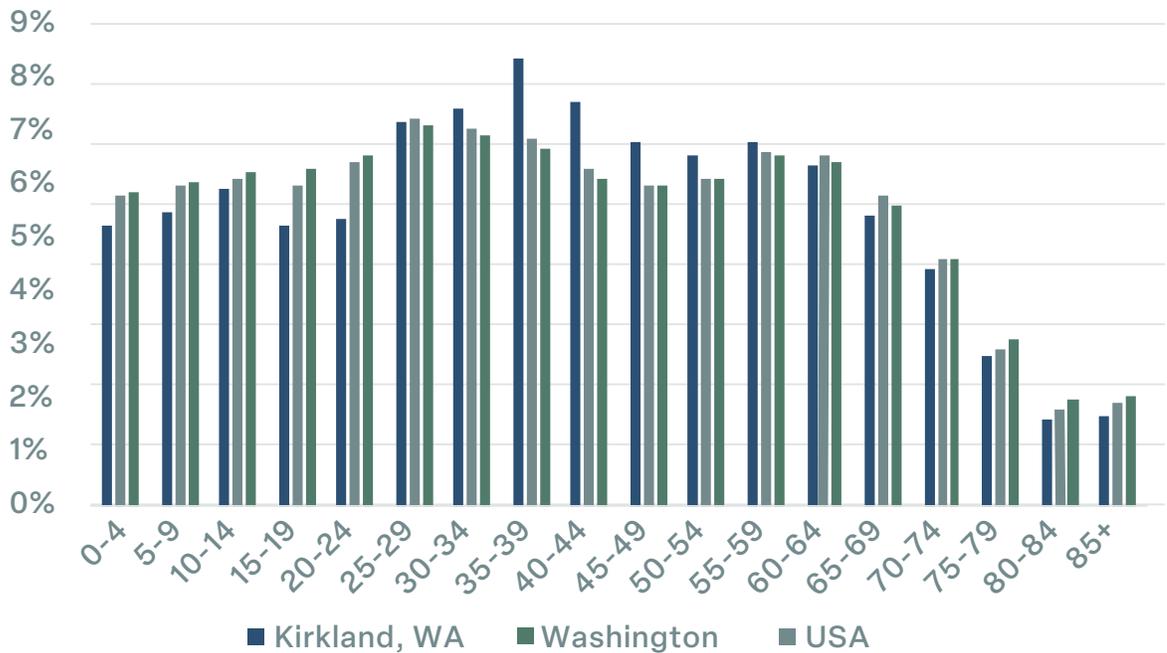
## Median Age

Source: 2020 Esri Business Analyst



that the City has a lower age makeup of those over 60 years old.

# COMMUNITY PROFILE



	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85+
Kirkland, WA	5.2%	5.5%	5.9%	5.2%	5.4%	7.2%	7.4%	8.3%	7.5%	6.8%	6.5%	6.8%	6.4%	5.4%	4.4%	2.8%	1.6%	1.7%
Washington	5.8%	6%	6.1%	6%	6.4%	7.2%	7.1%	6.9%	6.3%	6%	6.1%	6.6%	6.6%	5.8%	4.6%	2.9%	1.8%	1.9%
USA	5.9%	6.1%	6.2%	6.3%	6.5%	7.1%	6.9%	6.7%	6.1%	6%	6.1%	6.5%	6.4%	5.6%	4.6%	3.1%	2%	2%

Figure 4: Age Distribution in Kirkland Compared to Washington and the United States  
Source: 2021 Esri Business Analyst

Table 4 demonstrates the change in age groups among residents. The age groups that are experiencing the highest growth in Kirkland are those between the ages of 60 and 74. Those between the ages of 25 and 34 saw a decline into 2021.

Age Group	2010	2021	% Change	Age Group	2010	2021	% Change
Age 0 – 4	6.22%	5.20%	-1.02%	Age 45 – 49	7.95%	6.80%	-1.15%
Age 5 – 9	5.60%	5.50%	-0.10%	Age 50 – 54	7.64%	6.50%	-1.14%
Age 10 – 14	5.24%	5.90%	0.66%	Age 55 – 59	6.72%	6.80%	0.08%
Age 15 – 19	5.24%	5.20%	-0.04%	Age 60 – 64	5.74%	6.40%	0.66%
Age 20 – 24	5.88%	5.40%	-0.48%	Age 65 – 69	3.79%	5.40%	1.61%
Age 25 – 29	8.93%	7.20%	-1.73%	Age 70 – 74	2.35%	4.40%	2.05%
Age 30 – 34	8.32%	7.40%	-0.92%	Age 75 – 79	1.73%	2.80%	1.07%
Age 35 – 39	8.05%	8.30%	0.25%	Age 80 – 84	1.34%	1.60%	0.26%
Age 40 – 44	7.79%	7.50%	-0.29%	Age 85+	1.46%	1.70%	0.24%

Table 4: Age Group Distribution from 2010 to 2021  
Source: 2021 Esri Business Analyst

## Diversity in Kirkland

Understanding the race and ethnic composition of Kirkland residents is important because it is reflective of the diverse history, values, and heritage of the community. This type of information can assist the Department in creating and offering recreational programs that are relevant and meaningful to residents. In addition, this type of data when combined with the Level of Service analysis can be used to identify gaps and disparities when it comes to equitable access to parks.

Based on data between 2010 and 2021, the City is increasingly becoming more diverse over time. In 2010, 6.72% of the population identified as Hispanic. In 2021, over 8% of the population identified as Hispanic. The Asian population had the largest increase between 2010 and 2021, with a 5.92% change. See Figure 5 for race and ethnic composition in Kirkland. Note: The Hispanic population is provided for reference and refers to individuals originating from Spanish-speaking countries.

<b>AMERICAN INDIAN/ALASKA NATIVE</b> 0.40%
<b>ASIAN POPULATION</b> 17.25%
<b>BLACK OR AFRICAN AMERICAN</b> 2.212%
<b>HISPANIC POPULATION</b> 8.8%
<b>OTHER RACE</b> 3.20%
<b>TWO OR MORE RACES</b> 5.48%
<b>WHITE POPULATION</b> 71.24%

	2010	2021	% Change
Hispanic	6.72%	8.08%	1.36%
Two or More Races	4.46%	5.48%	1.02%
Other Race	2.70%	3.20%	0.50%
Pacific Islander	0.25%	0.30%	0.05%
Asian	11.33%	17.25%	5.92%
American Indian/Alaska Native	0.42%	0.40%	-0.02%
Black/African American	1.72%	2.12%	0.40%
White	79.12%	71.24%	-7.88%

Figure 5: 2021 Race and Ethnic Composition for Total Population in Kirkland

Source: Esri Business Analyst, 2021

Table 5: Race and Ethnicity Change in Demographic Makeup, 2010–2021

### A Responsibility to Support Racial Equity

Local governments have the responsibility to serve all members of the public. However, disparities have long existed that affect outcomes for people of color. The systems, policies, and practices that are integrated in local governments may unintentionally create racial inequity. According to the Government Alliance on Race and Equity, racial equity is realized when race can no longer be used to predict life outcomes.

Local parks and recreation departments can integrate diversity into their system through simple but powerful initiatives:

- Requiring translation and interpretation services at recreation centers and facilities
- Build pathways for economic opportunity for people of color
- Establish multiracial alliances, coalitions, and movements with partners to advance policy changes
- Teach the full history of the American outdoors
- Increase economic accessibility to create more access points for all
- Expand the definition of outdoor recreation to be inclusive of small urban parks

*Source: Information summarized from the Government Alliance on Race and Equity*

### Educational Attainment

Table 6 shows the percentage of community members (25 years and older) that obtained various levels of education in the City of Kirkland. Only 3% of the residents had not received a high school or equivalent diploma. Approximately 25% of adult residents had obtained graduate/professional level degrees, while another 38.6% had completed a bachelor’s degree. This indicates that the City of Kirkland has a high level of education.

	Kirkland	Washington	United States
9th–12th Grade/No Diploma	3.07%	4.64%	6.40%
High School Diploma	9.32%	17.93%	22.88%
GED/Alternative Credential	1.40%	4.12%	3.97%
Some College/No Degree	14.92%	22.38%	19.78%
Associate Degree	7.41%	9.92%	8.67%
Bachelor’s Degree	38.61%	22.97%	20.60%
Graduate/Professional Degree	25.27%	14.53%	13.00%

Table 6: Comparison Between the Level of Education Attained in Kirkland, the State of Washington, and the United States’ national average

## Household Overview

Only 6.4% of City households were below the poverty level in 2020 with a median household income in 2021 of \$124,861. The household income in the City was higher than the State of Washington (\$78,111) and the United States (\$64,730). In addition, the City of Kirkland has over 27% of households who earned \$200,000 or more, significantly higher than the national and state comparisons. A family of four with an income of \$72,000 is considered low income in King County.

## Employment

In 2021, an estimated 5.1% of the City of Kirkland’s population was unemployed, lower than the State of Washington (5.4%) and the United States (6.2%). Approximately 85% of the population was employed in white-collar positions, which encompass jobs where employees typically perform managerial, technical, administrative, and/or professional capacities. Another 9% of the City’s population were employed in blue-collar positions, such as construction, maintenance, etc., and 7% of Kirkland’s residents were employed in the service industry. An estimated 69.2% of working residents drive alone to work, while 19% of residents spent seven-plus hours a week commuting to and from work.

## People with Disabilities

According to the American Community Survey, 7.5% of Kirkland’s population in 2019 had some sort of hearing, vision, cognitive, ambulatory, self-care, and/or independent living difficulty. Compared to the State of Washington and the United States, the City has lower than average cases of cognitive, ambulatory, and independent living difficulties.

**7.5%**  
**Live with a disability**

Source: 2020 Esri Business Analyst

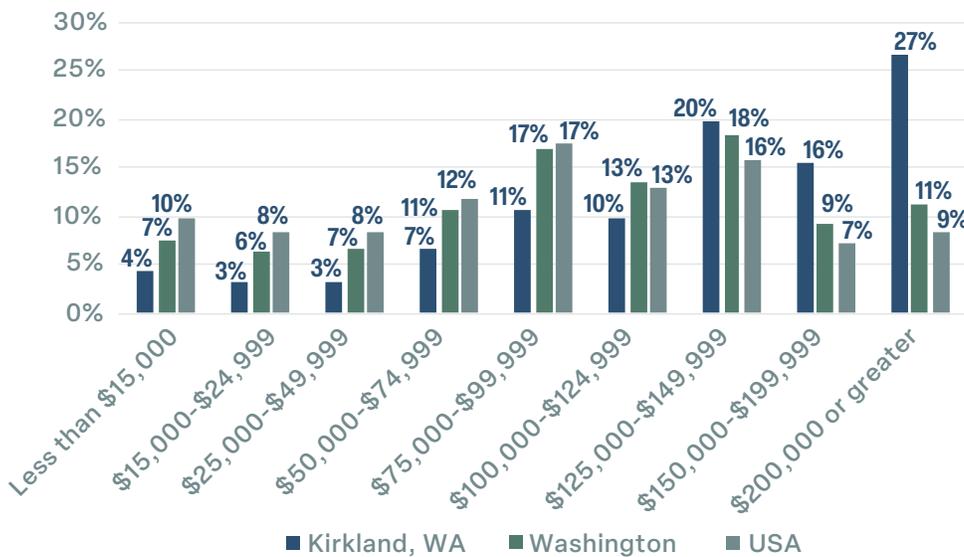


Figure 6: Estimated 2021 Kirkland Median Household Income Distribution  
Source: 2021 Esri Business Analyst

**Types of disabilities within the City of Kirkland:**

- Hearing difficulty – 2.3%
- Vision difficulty – 0.9%
- Cognitive difficulty – 3.0%
- Ambulatory difficulty – 3.4%
- Self-care difficulty – 1.3%
- Independent living difficulty – 3.1%

**Health and Wellness**

Understanding the status of a community’s health can help inform policies related to recreation and fitness. Robert Wood Johnson Foundation’s County Health Rankings and Roadmaps provide annual insight on the general health of national, state, and county populations. King County is ranked in the highest range among counties in Washington. In 2020, it ranked second out of 38 Washington counties for health outcomes. Figure 7 provides additional information regarding the County’s health data as it may relate to parks, recreation, and community services. The strengths indicated below are those areas where King County ranked higher than top U.S. performers or the State of Washington.

## Ranked 2<sup>nd</sup> for Health Outcomes



Source: 2020 Esri Business Analyst

Strengths	Areas to Explore
Low # of uninsured people	None Listed
Low # of teen births	
Sufficient access to exercise opportunities	
Low # of physically inactive people	

*Figure 7: King County Health Rankings Overview  
Source: Robert Wood Johnson Foundation’s County Health Rankings and Roadmaps*



## PARK AND RECREATION INFLUENCING TRENDS

This section of the plan summarizes 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 Washington 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 (trademark) and Business Analyst software was used to provide estimates for

activity participation and consumer behavior based on a specific methodology and survey data to make up what ESRI terms “Market Potential Index.” See Appendix F: for a complete synopsis of parks and recreation trends applicable to the City of Kirkland.

The following charts showcase the participation in leisure activities, outdoor recreation, and sports teams for Kirkland 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.

See updated charts below.

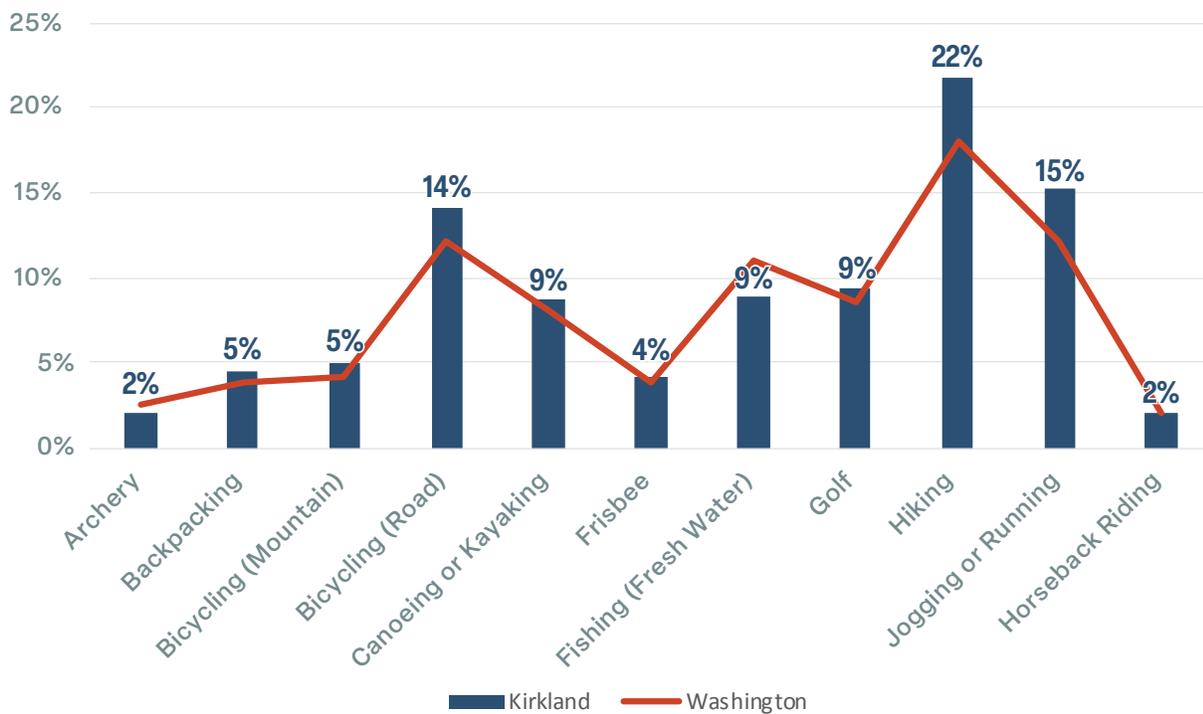


Figure 8a: Kirkland Participation in Outdoor Activities Compared to State of Washington  
 Source: Esri Business Analyst (2022)

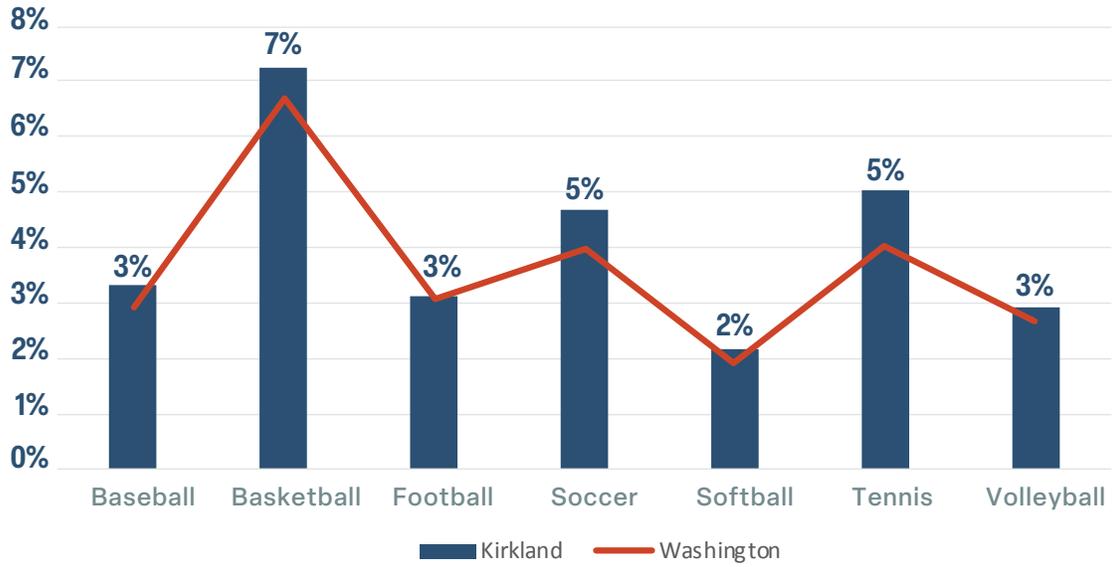


Figure 8b: Updated – Kirkland Participation in Team Sports Compared to State of Washington  
 Source: Esri Business Analyst (2022)

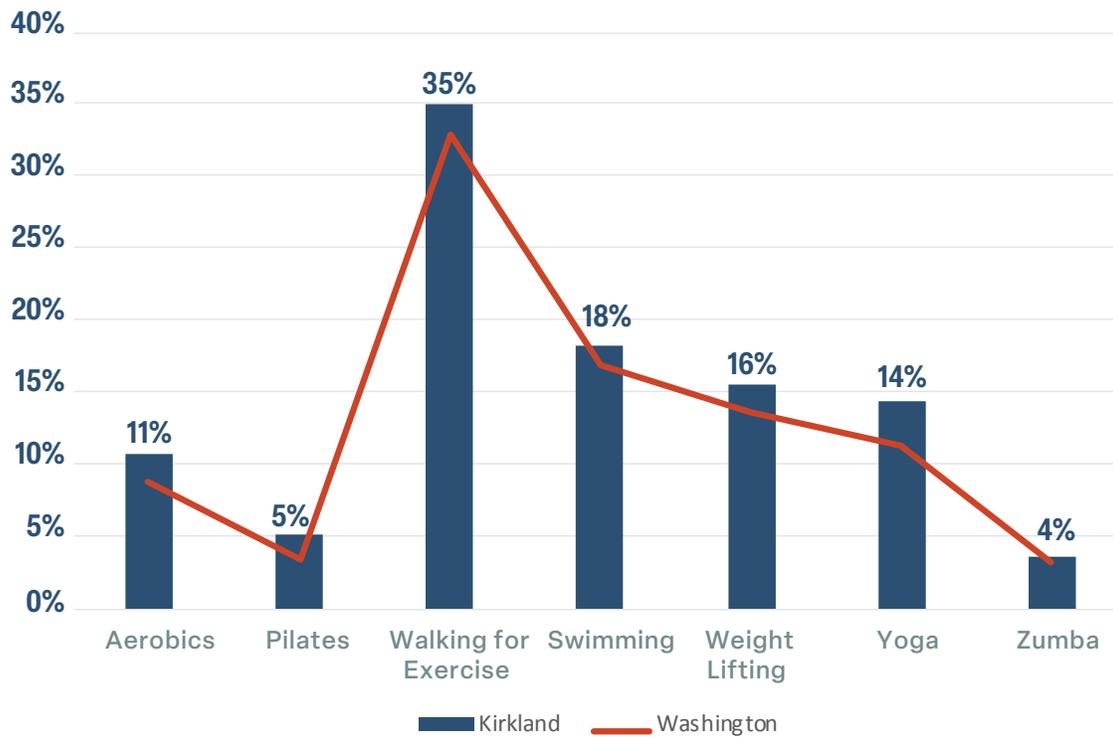


Figure 8c: Updated – Kirkland Participation in Fitness Activities Compared to State of Washington  
 Source: Esri Business Analyst (2022)

Data for the State of Washington can provide some additional perspective for pickleball, lacrosse, ultimate frisbee, etc.

### Percent of Adult Participation of Outdoor Sports

ACTIVITY	PERCENT	ACTIVITY	PERCENT	ACTIVITY	PERCENT
Overall	48%	Football	7%	Paintball	3%
Golf	17%	Tennis	7%	Dodgeball	2%
Basketball	11%	Volleyball	7%	Foot golf	2%
Mini-golf	11%	Softball	6%	Pickleball	2%
Ping pong or table tennis	11%	Disc golf	5%	Ultimate Frisbee	2%
Soccer	9%	Kickball	3%	Lacrosse	1%
Baseball	7%	Multi-sport race	3%	Rugby	0%

Figure 8d  
 Note: Pickleball is consistent with US averages. The 2022 Sports & Fitness Industry Association (SFIA) Single Sport Report on Pickleball suggests that 4.8 million Americans play pickleball (1.5% of the US population).  
 Source: 2018-2022 Washington State Recreation and Conservation Plan

### Fresh Water Recreation Activities Participation in the State of Washington

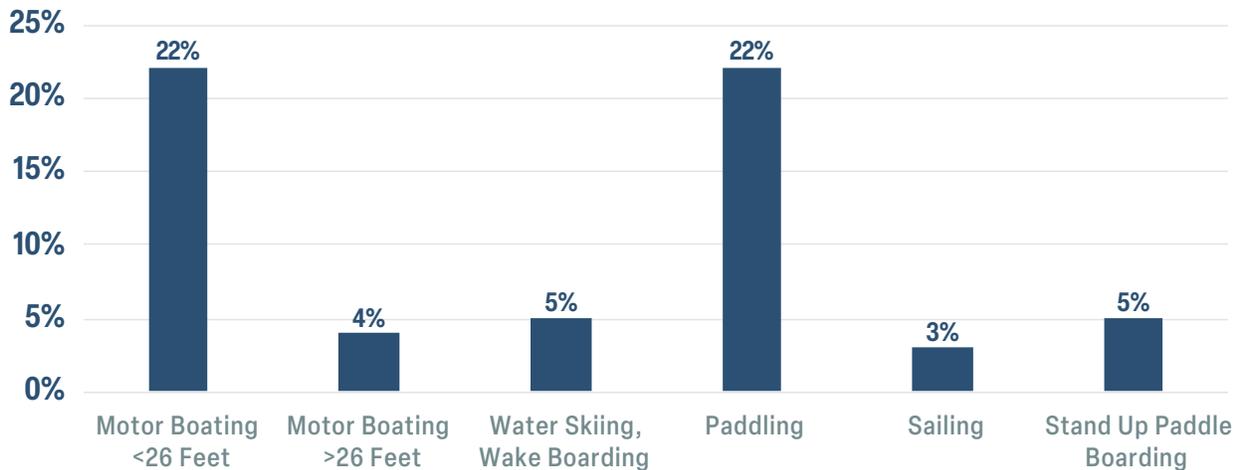


Figure 9  
 Note: Paddle sports have increased from 12% in 2013 to the current 23%  
 Source: 2018-2022 Washington State Recreation and Conservation Plan

## 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.<sup>2</sup> 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.”<sup>3</sup>

Even though these centers are one of the fastest growing segments in the water leisure industry, their budget will still determine 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.

Some opportunities could include aquatic therapy and aerobics, which can also assist in the healing process from injuries. These aquatic 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 exercise, stand up paddle board (SUP), aqua-yoga/balance programs, and/or water basketball, volleyball, or water polo.

The 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 or Latino children have little to no swimming ability, compared with 40% of white children. Many facilities have outreach programs focused 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.<sup>4</sup>



<sup>2</sup> “Press.” Waterparks.org, 2020, [www.waterparks.org/web/Press.aspx](http://www.waterparks.org/web/Press.aspx). Accessed 30 Sept. 2021.

<sup>3</sup> Tipping, E. (2021, February). Just Keep Swimming: The 2021 Aquatic Trends Report. Recreation Management. <https://recmanagement.com/feature/202102SU01>.

<sup>4</sup> 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>.

## Community and Recreation Centers

Community and recreation centers (synonymous for the purposes of this trends analysis) 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, among other things.<sup>5</sup> 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 of the addition of these centers is the improvement in community health, social connectivity, and mental well-being. Community and Recreation Centers can serve as a “3rd place” – after 1st place (home) and 2nd place (work) that may serve to build a sense of community.<sup>6</sup>

A national long-term study of over 17,000 teens who frequented recreation facilities found that they were 75% more likely to engage in moderate to strenuous physical exercise. The benefits have been shown to include “reduced obesity, a diminished risk of disease, an enhanced immune system and most importantly, increased life expectancy.”<sup>7</sup>

Clubs and sports offered by community centers also strengthen social connections and reduce social isolation.<sup>8</sup> 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. Figure 10 demonstrates the important role community centers play.

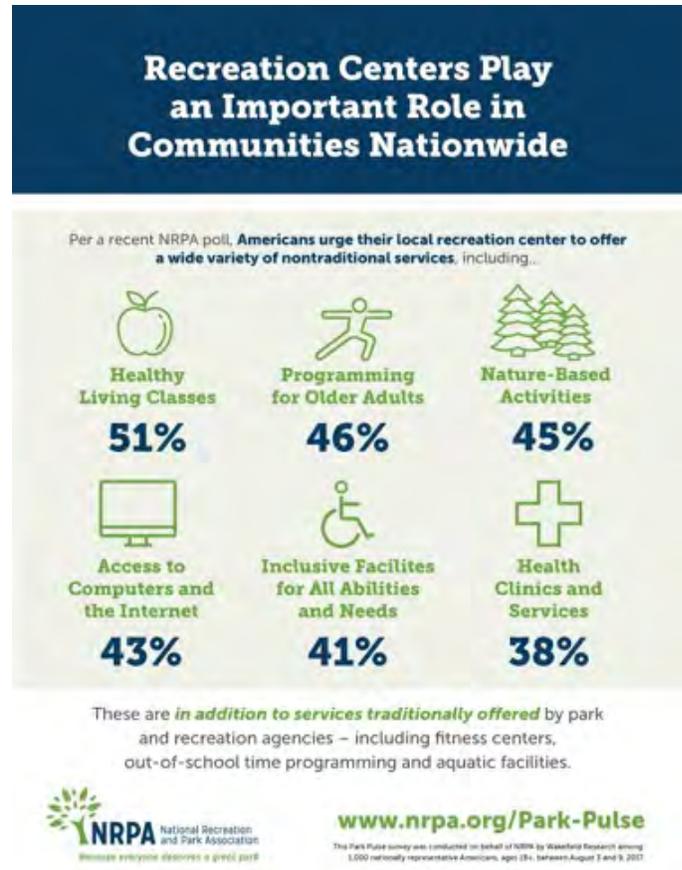


Figure 10: Non-Traditional Services Desired in Community Centers  
 Source: NRPA Park Pulse

## Outdoor Recreation Access, Barriers and Trends

Outdoor recreation historically has not been accessible and welcoming to all people because of barriers like transportation, language, income, systemic racism, and inequality. Travel is an obstacle that many struggle with in regard 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 could attract new participants and keep others within their already existing routines.

5 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>.

6 <https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-centers>

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

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 Outdoor Industry Association. (2021, March 31). 2021 Special Report: New Outdoor Participant (COVID and beyond).

# COMMUNITY PROFILE

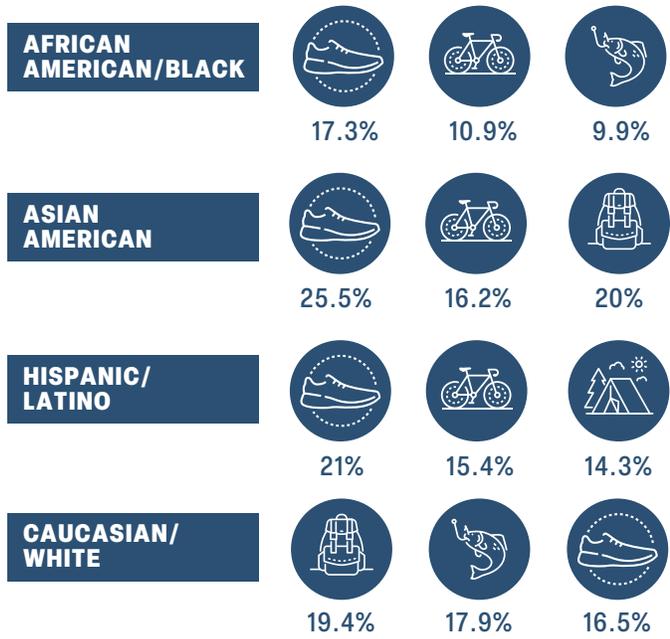


Figure 11a: Most Popular Activities Vary By Race and Ethnicity

The Outdoor Industry Association defines a new participant as “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)”<sup>9</sup>. 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 race and ethnicity, which is shown in Figure 11a.<sup>10</sup>

In the 2021 Outdoor Industry Association special report on new outdoor recreation participation, 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.<sup>11</sup>

	Existing Participants	New Participants
Caucasian/White	71%	66%
African American/Black	11%	14%
Hispanic/Latino	17%	14%
Asian American	6%	9%
Native American or Pacific Islander	1%	1%

Figure 11b: Existing and New Outdoor Participants by Race and Ethnic Category

The special report showed that almost half of the reported 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. Figure 11b is a list of the existing and new outdoor participants, by race and ethnic category.

## Outdoor Fitness Trails

A popular trend in urban parks for health, wellness, and fitness activities is to install outdoor fitness equipment along trails. Outdoor equipment provides 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 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 the equipment to guide the user in understanding and utilizing the outdoor gyms.

10 Outdoor Industry Association. (2020, December 31). 2020 Outdoor Participation Report.

11 Outdoor Industry Association. (2021, March 31). 2021 Special Report: New Outdoor Participant (COVID and beyond).

## Synthetic Turf

Demand for athletic fields has risen with the popularity of youth and adult sports. Synthetic turf can solve many challenges for parks and recreation departments because it can withstand the constant use from players. Synthetic turf requires less maintenance and is not easily damaged in wet weather conditions. Synthetic turf requires periodic maintenance, which includes brushing the turf to stand up the fibers, allowing it to wear better; replenishing the infill in high traffic areas (soccer goals, corner kicks, etc.); and an annual deep cleaning. However, synthetic turf costs significantly more upfront, and it requires replacement about every 10 years. This can have a large environmental and economic footprint unless the products can be recycled, reused, or composted.

Safety concerns primarily stem from the chemicals found in crumb rubber infill. For the last 20 years, crumb rubber infill has been the common choice for fields. It often has a distinct plastic smell and can leach chemicals, such as 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 such as encapsulated crumb rubber and other alternative materials. 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.

## 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.<sup>12</sup> 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, access to fishing and 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 on its website: <https://www.americantrails.org/why-trails>.

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 transportation. Urban trails need to connect people to places they want to go, such as schools, transit centers, businesses, and neighborhoods.<sup>13</sup>

## 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. 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 tennis ball courts. Best practices regarding pickleball setup and programming can be found on [usapa.com](http://usapa.com), the official website for the United States Pickleball Association.

<sup>12</sup> “Guide to Community Preventive Services” Centers for Disease Control and Prevention (CDC), <http://www.thecommunityguide.org/index.html>

<sup>13</sup> Michelle Baran, “New Trend: Urban Bike Tours in Los Angeles and New York,” Budget Travel Blog, <http://www.bud-gettravel.com/blog/new-trend-urban-bike-tours-in-los-angeles-and-new-york,11772/>, accessed March 2020



According to the 2020 Sports & Fitness Industry Association (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.

## IDENTIFYING CORE MARKETS FOR PROGRAMS

Population in each age category relates to different generational categories that may predict behavior and recreation participation. Table 7 describes the percentage of Kirkland’s population by generation typology. This information should be utilized when determining the overall mix of programs and services offered by the Department.

Generation Alpha Population (Born 2017 – Later)	5%
Generation Z Population (Born 1999 – 2016)	17%
Millennial Population (Born 1981 – 1998)	28%
Generation X Population (Born 1965 – 1980)	22%
Baby Boomer Population (Born 1946 – 1964)	22%
Silent & Greatest Generations Population (Born 1945/Earlier)	6%
Population by Generation Base	100%

Table 7: Percent of Kirkland’s Population by Generation Typology

## The Silent and the Greatest Generation

The Silent Generation began life in some of the most difficult conditions, including the Great Depression, the Dust Bowl, World War II, and economic and political uncertainty. This generation is conservative, careful, and conscientious. The members of this generation are also often thrifty, respectful, patriotic, loyal, and religious. This generation may be challenged by technology. The youngest have reached 75 years of age and can be greatly assisted by the social interaction that takes place at senior centers or within senior programs.

## Baby Boomers

As Baby Boomers are beginning to enter and enjoy retirement, they are looking for opportunities in fitness, sports, outdoor activities, cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults. Boomers were second only to Generation X and Millennials in fitness and sports participation in 2019.

Baby Boomers will look to park and recreation professionals to provide opportunities to enjoy many life-long hobbies and sports. When programming for this age group, a customized experience to cater to the need for self-fulfillment, healthy pleasure, nostalgic youthfulness, volunteerism and individual escapes are important. Recreation trends are shifting away from games and activities that boomers associate with seniors such as bingo, bridge, and shuffleboard.

## Generation X

Many members of Generation X are at the peak of their careers, raising families, and growing their connections within the community. As suggested by the 2017 Participation Report from the Physical Activity Council, members of Generation X were “all or nothing” in terms of their levels of physical activity; with 37% reported as highly active, and 27% reported as completely inactive. As further noted in the report, over 50% of Generation X were likely to have participated in fitness and outdoor sports activities. An additional 37% participated in individual sports. Members of Generation X spend leisure time reading, watching television and spending time with friends and family.

## The Millennial Generation

The Millennial Generation is generally considered to be those born between about 1981 and 1998. In April 2016, the Pew Research Center reported that this generation had surpassed the Baby Boomers as the nation’s most populous age group.

Millennials tend to be more tech-savvy, socially conscious, and achievement-driven with more flexible ideas about balancing wealth, work, and play. They generally prefer different park amenities and recreational programs than their counterparts in the Baby Boomer generation. Collaboration with this generation should be considered in parks and recreation planning. In an April 2015 posting to the National Parks and Recreation Association’s official blog, Open Space, Scott Hornick, CEO of Adventure Solutions suggested the following seven things to consider for making your parks Millennial-friendly:

- Group activities are appealing
- Wireless internet/Wi-Fi access is a must—being connected digitally is a Millennial norm, and sharing experiences in real-time is something Millennials enjoy doing
- Having many different experiences is important—Millennials tend to participate in a broad range of activities
- Convenience and comfort are sought out
- Competition is important, and Millennials enjoy winning, recognition and earning rewards
- Facilities that promote physical activity, such as trails, sports fields, and activities like adventure racing activities are appealing
- Many Millennials own dogs and want places where they can recreate with them

In addition to being health-conscious, Millennials often look for local and relatively inexpensive ways to experience the outdoors close to home; on trails, bike paths, and in community parks.

## Generation Z

As of the 2010 Census, the group under the age of 18 forms about a quarter of the U.S. population. Nationwide, nearly half of the youth population is ethnically diverse, with Hispanics being the largest group, making up 25 percent of the youth population. Characteristics cited for Generation Z, the youth of today, include:

- The most obvious characteristic of Generation Z is the widespread use of technology
- Generation Z members live their lives online, and they love sharing both the intimate and mundane details of life
- They tend to be acutely aware that they live in a pluralistic society and tend to embrace diversity
- Generation Z tends to be independent. They do not wait for their parents to teach them things or tell them how to make decisions; they Google it

## Generation Alpha

Children in this generation will be born entirely in the 21st century and are children of Millennials. The Alpha generation will be considered the most technological demographic to date. Also known as the iGeneration, they will grow up in a world that interacts with artificial intelligence and smart voice assistance. A world without such technology will seem foreign to them. By the time this generation reaches their twenties, they will likely recreate the way they interact with their environment. They will have little to no fear of technology. Artificial intelligence is expected to be mainstream by the time the first Alphas reach their twenties, resulting in Alphas having significantly more leisure time than any other generation to date. Every effort to accommodate this generation with high-quality, state-of-the-art technology in facilities and programs will be necessary to reach this group. This generation will see the transition from fossil fuels and be the most environmentally astute, in part out of necessity.

## Key Findings

- Population is projected to grow in the City by 8% by 2026. This growth may lead to greater density of use (parks, programs, and facilities) and require additional resources for the Department.
- People of Asian descent are the fastest-growing ethnic group in the City which will affect the manner in which the City communicates and what programs and events are offered.
- The median age is projected to be over 40 years old by 2026, affecting the program mix and the need for greater services to older adults as the population continues to age. The highest age group in terms of growth are those 60-74.
- The City is exceptionally well educated and has almost double the percent of population with graduate degrees compared to the United States as a whole.
- The outdoor activities in the Kirkland area with the highest participation include walking for exercise, hiking, weightlifting, camping, yoga, and road biking.
- Basketball, soccer and tennis are the top participatory activities in the Kirkland area. Participation in these activities is greater than the average for the State of Washington.
- Aquatics facilities are trending upward.
- Teens are 75% more likely to engage in moderate to strenuous physical exercise in communities where they have access to recreation centers. Additional benefits from recreation centers include reduced obesity, a diminished risk of disease, an enhanced immune system and increased life expectancy.
- The demographics of outdoor participation heavily favor white participants. Black, Asian and individuals who identify as Hispanic participate significantly less in outdoor activities
- Pickleball is an extremely fast-growing sport. One way to predict recreation behavior is to base program decisions, in part, on age typology. In Kirkland, over 72% of Kirkland's population are Millennial, Generation X, or Baby Boomers.

## SECTION IV

# COMMUNITY ENGAGEMENT

- Outreach Strategy
- COVID-19 Pandemic
- Community and Stakeholder Input
- Random Invitation and Open Link Community Survey Summary

## OUTREACH STRATEGY

An important goal of the planning process was to complete a needs analysis incorporating the opinions, needs, and desires of Kirkland community members. To meet this goal, Department staff and BerryDunn initiated a series of engagement opportunities and completed random invitation and open-link surveys. This process helped to create recommendations and prioritized action items for the City to implement over the next six years. This section summarizes the outreach process and provides qualitative and quantitative data collected. The Kirkland community embraced the engagement opportunities resulting in an exceptional amount of public comment, well above most comprehensive plans. Its success is likely attributable to staff's integration of a community engagement strategy known as Play It Forward – imagine the future of Kirkland's parks, recreation, and open spaces. It served to celebrate the process and engage the community. Staff created a dedicated webpage, a listserv, a dedicated email (playitforward@kirklandwa.gov) and a phone number (425-587-3315) that the community could provide feedback.

## COVID-19 PANDEMIC

Department leadership and BerryDunn prioritized the safety and well-being of all personnel and community members involved in the planning process. The Centers for Disease Control and Prevention and the Governor of Washington's safety protocols were carefully followed. As a result, most input was completed using

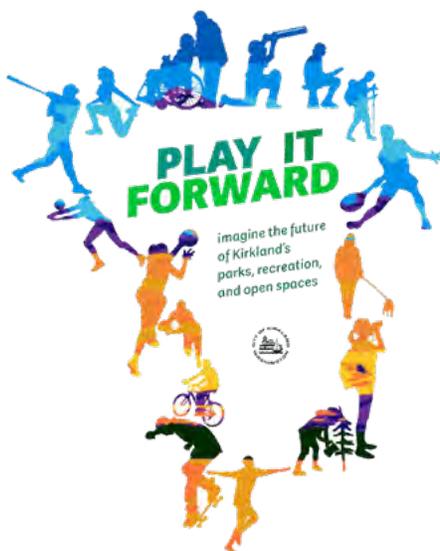
BerryDunn's Mobile Optimized Engagement tools utilizing the Zoom digital platform. The results of the engagement process were thorough and encouraging. Participant numbers for each step were as good as or better than expected for in-person engagement. The digital platform allowed for additional ways for comments to be received through chat features and written comments.

## COMMUNITY AND STAKEHOLDER INPUT

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

To best understand issues pertinent to the 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 community conversation conducted between June and August 2021.

The Department provided several additional community engagement opportunities with a specific focus on diversity, equity, and inclusion. The goals for these sessions were to both guide the development of the needs assessment survey and to collect input into the needs and desires of community members.



**Public engagement contacts included:**

City staff and leadership SWOT analysis ....(64)  
 Key community stakeholders .....(42)  
 Focus group participants .....(69)  
 Community Conversation Webinars.....(127)  
 Human Services Commission .....(06)  
 Kirkland Park Board .....(07)  
 Senior Council Comments .....(10)  
 Survey – Random Invitation .....(656)  
 Survey – Open Link .....(2,345)  
 Neighborhood input from the Everest  
 and Moss Bay neighborhoods .....(121)  
 Diversity, equity, and inclusion perspectives  
 meetings.....(16)  
 Dog off-leash input meeting .....(206)  
 Athletic Field user groups .....(55)  
 Play It Forward emails, voicemails,  
 requests..... (190)  
 City Hall for All Outreach Event .....(38)  
 Parks and Recreation Story/  
 Youth Camps ..... (106)  
 Youth Council Needs Assessment  
 Survey.....(316)  
 See Spot Splash Input Opportunity .....(200)  
 Youth input “Catch the Butterfly” ..... (118)  
 City Department leadership (Public Works,  
 Transportation, Surface Water, Volunteers,  
 Planning and Building).....(14)  
 Other input .....(10)

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Total Contacts ..... 4,716

Additional public comment was received from a teen input survey conducted by the Department’s Youth Council, input received during the ADA transition plan process, opportunities related to the Athletic Fields Strategic Plan, and comments submitted electronically. A summary of key issues from community engagement opportunities is below. A summary of the community input is in Appendix G.

**Community Survey**

The largest source of feedback came from the Community Survey. Both a statistically valid random invitation survey and an open link survey were conducted, providing over 3,000 responses. A complete description of the methodology and analysis of the results of the community needs survey can be found in Section IV of this plan.

**City Staff and Leadership SWOT Analysis**

The SWOT analysis identified Strengths, Weaknesses, Opportunities, and Threats in a SurveyMonkey Survey and subsequent staff interviews.

<b>Most Reported Strengths</b>	<ul style="list-style-type: none"> <li>• Dedicated and competent staff</li> <li>• Teamwork</li> <li>• Attentive leadership</li> </ul>
<b>Most reported Weaknesses</b>	<ul style="list-style-type: none"> <li>• Not enough staff for the workload</li> <li>• Insufficient programming space</li> <li>• Internal communication</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Park projects that increase capacity</li> <li>• Partnerships and cultural opportunities</li> <li>• A new community center and indoor aquatic facility</li> </ul>
<b>Most Reported Threats</b>	<ul style="list-style-type: none"> <li>• Funding (not sustainable)</li> <li>• Retaining employees</li> <li>• COVID-19 pandemic</li> </ul>

## Stakeholder Interviews and Focus Group Meetings

From June–August, meetings with both key stakeholders and community members were held to best understand the needs and desires of the Kirkland community, as well as to inform the questions for the needs assessment survey. A summary of findings from the focus group responses is listed below.

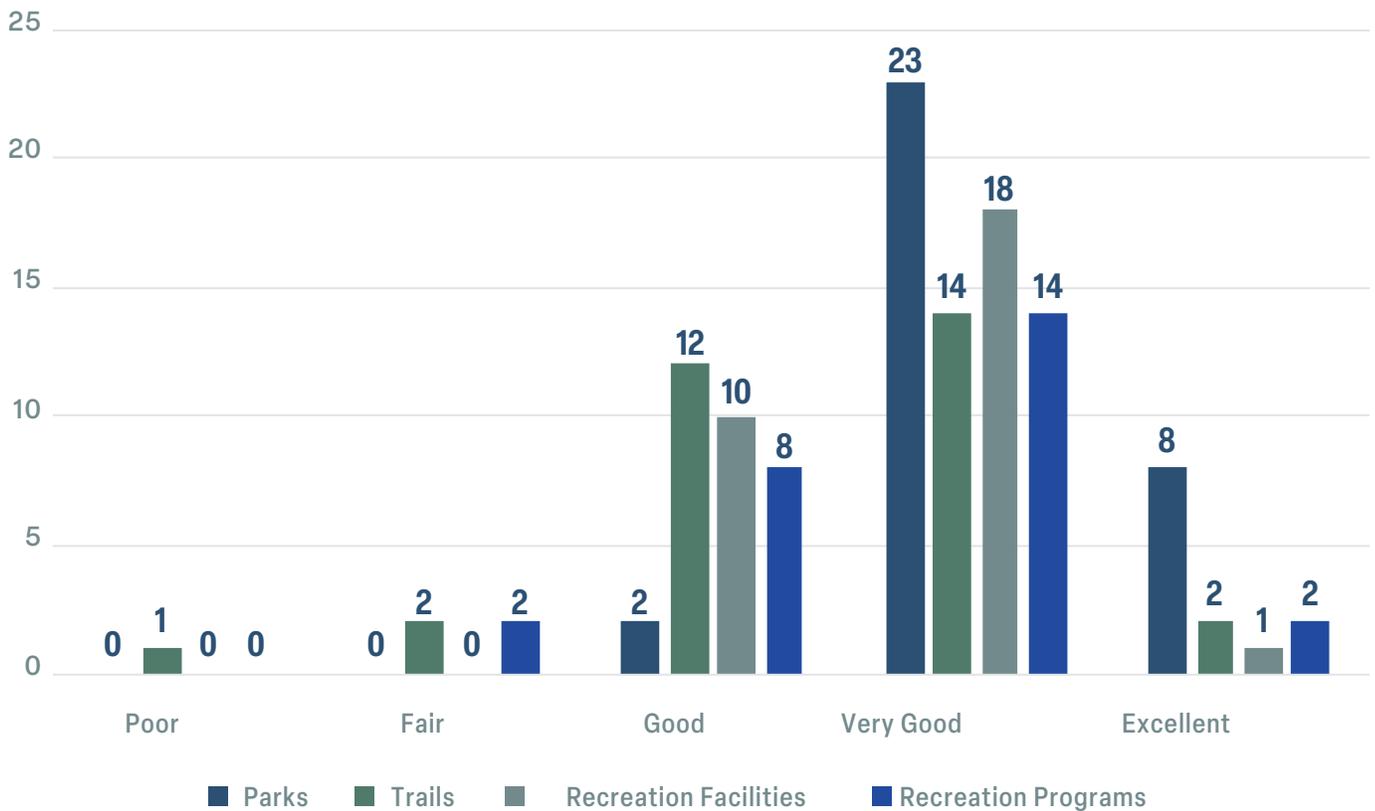


Figure 12: Focus Group Responses Related to Park and Recreation Satisfaction

Most Reported Comments	
<b>Department Strengths</b>	<ul style="list-style-type: none"> <li>• Park maintenance</li> <li>• Connection between parks, trails, and neighborhoods</li> <li>• Recreation programs for kids</li> <li>• Sports field maintenance</li> <li>• Community’s percentage of households living within a 10-minute (1/4 mile) walk to a park</li> </ul>
<b>Vision the Plan Should Consider</b>	<ul style="list-style-type: none"> <li>• Focus on diversity, equity, and inclusivity</li> <li>• Grounded in community member engagement</li> <li>• Lead to the establishment of trails</li> <li>• Recommend non-fee-based programs</li> <li>• Build capacity for parks and services, as density increases</li> </ul>

Most Reported Comments	
<b>Underserved Areas in the City</b>	<ul style="list-style-type: none"> <li>• Areas annexed in the north part of the City (Juanita, Evergreen)</li> <li>• Kirkland proper</li> <li>• Juanita north</li> <li>• Rose Hill area near I-405</li> <li>• Kingsgate and the northeast portion of City</li> </ul>
<b>Additional Facilities and Amenities that May Improve Park Experiences</b>	<ul style="list-style-type: none"> <li>• Pickleball courts (lighted)</li> <li>• Year around restrooms</li> <li>• Indoor aquatic center</li> <li>• Dog parks</li> <li>• Artificial turf fields (lighted)</li> </ul>
<b>Program Ideas the City Should Consider or Continue to Offer</b>	<ul style="list-style-type: none"> <li>• Aquatic programs (learn to swim, senior, etc.)</li> <li>• Pickleball</li> <li>• Alternative sports programs (cricket, rugby, lacrosse, etc.)</li> <li>• Outdoor recreation programs and kayak and paddle board rentals</li> </ul>
<b>Potential Partners</b>	<ul style="list-style-type: none"> <li>• Google and the business community</li> <li>• Lake Washington School District</li> <li>• Service and neighborhood organizations</li> <li>• YMCA</li> <li>• Seattle Metro Pickleball Association</li> </ul>
<b>Values the Plan Should Consider</b>	<ul style="list-style-type: none"> <li>• A sense of community</li> <li>• Open space/accessibility to nature</li> <li>• Safe and inclusive spaces</li> <li>• A green walkable City</li> <li>• Connectivity of neighborhoods, parks, and trails</li> </ul>
<b>Key Issues to Consider</b>	<ul style="list-style-type: none"> <li>• Density of park use</li> <li>• 85th Street Station Area Plan</li> <li>• Traffic</li> <li>• Increasing diversity</li> </ul>
<b>Priorities to Consider</b>	<ul style="list-style-type: none"> <li>• Accessible parks and programs</li> <li>• Partnership opportunities</li> <li>• Future land acquisition opportunities</li> <li>• Pickleball</li> <li>• Improved communication and promotion</li> <li>• Safe connectivity of green spaces</li> </ul>

## Public Forums—Community Conversations

The first of two community conversations was held on June 17, 2021, providing an initial opportunity for community members to engage in the process and provide valuable input.

### Strengths of the Parks and Recreation Programs and Services in Kirkland

- Maintenance of parks and facilities
- The improvements at Juanita Beach Park
- Great outdoor spaces and athletic fields
- Diversity of parks and different types of activities

### Areas for Potential Improvement

- The need for additional pickleball courts
- Access to parks for those without transportation
- Purchase of Big Fin Hill Park
- Greater Level of Service (LOS) due to increasing density
- Increase tourist use of parks
- Destination park facilities and amenities

### Priorities to Consider in the Plan

- Maintaining enough parks and open space as density increases
- Meeting the needs of underserved areas (that may need new parks)
- Provide safe and welcoming spaces (better security)
- A true network of active transportation options to address traffic concerns
- Maintaining and enhancing the Cross Kirkland Corridor

The community conversation held on December 15, 2021, provided an opportunity for community members to receive information relating to the needs assessment survey, the LOS analysis, and a recap of demographics, trends, and public input to date. Nineteen community members attended and asked a series of clarifying questions. No comments were received.

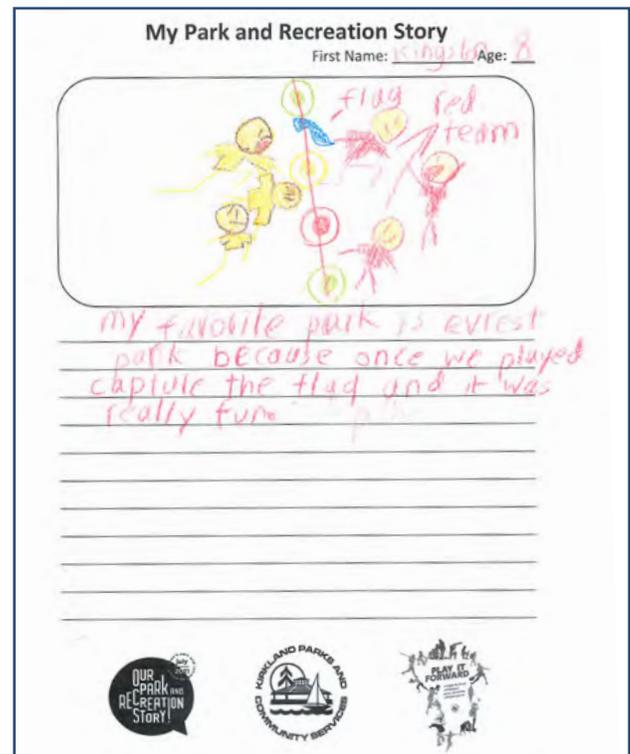
## City Department Leadership

In-depth interviews were held with leadership from City Departments (Transportation, Public Works, Surface Water, Planning, Capital Improvements Projects, and Volunteers) on August 24, 2021. The City leaders recommended the plan prioritize:

- Park and facilities maintenance and reinvestment in current assets
- Accessibility of parks for all community members
- Improving habitat for wildlife
- Continuing to listen to diverse audiences
- Working toward being all-inclusive (all manners of inclusivity including physical challenges and providing amenities)
- Creating an interconnected park system
- Ensuring safe lake access

## Youth Engagement

Catch the Butterfly was an outreach initiative for the plan to engage youth. In alignment with the theme of the National Recreation and Park Association (NRPA)'s Park and Recreation Month of July, "Our Park and Recreation Story", the Butterfly Crew attended six events, talked with 118 youth and received 106 story submissions. Youth input described favorite playgrounds, friendships they made at parks, sports, and activities that they like, desires for new amenities like a spray park, games, and sports that they play, and the joy of the unexpected. Favorite activities included hiking, biking, swimming, skating, climbing, and running.



## Human Services Commission

Comments were received on August 24, 2021, that included priorities for equity and inclusion, the need to address health and health disparities, creating a sense of belonging and provision of culturally relevant programs and facilities. The commission also addressed park amenities, underserved areas, and other relevant topics.

## Kirkland Park Board

The Park Board brought an important perspective to the outreach process. A focus group was held with the Park Board on September 8, 2021 where the following priority issues were identified:

- The need for better park maintenance
- There is greater demand for athletic fields than the City has capacity
- The effect of the City's budget, procurement, and City processes on service delivery
- The need to remain mindful of the impacts of the 85th St Station Area Plan

## Neighborhood Online Survey

From May to June 2021, the City conducted an online survey to aid in the update of plans for the Everest and Moss Bay neighborhoods. Comments received from the survey were applied to this plan.

Everest neighborhood members reported a desire for more bike lanes, more outdoor amenities, pickleball courts, open space, an indoor pool, and additional CKC trail enhancements. Moss Bay neighborhood members reported a need for better pedestrian and bicycle crossing at major intersections coupled with safety measures like lighting and more benches at the parks.

## Off-Leash Dog Engagement Opportunity

The Department engaged community members around current and future dog off-leash opportunities on September 29, 2021, to discuss "pop-up" dog off-leash parks at Juanita Beach Park, Heritage Park and Snyder's Corner initiated as a trial in May 2021. Input received at the meeting and subsequent feedback via email, voicemail, and Our Kirkland demonstrated

that the community heavily supported the Juanita Beach Park off-leash dog park which, along with other analyses, led the consultants to recommend a permanent dog park at that location.

## Diversity, Equity, and Inclusion Perspectives

Several focus group meetings were held to best understand the needs and challenges of individuals of diverse backgrounds and those with limiting disabilities.

The focus group meeting held on August 23, 2021, included representatives from local agencies and advocacy groups providing services to the Kirkland community. Input received during the focus group led the consultants to think that those community members who are low-income, Black, Indigenous, other people of color, immigrants, and individuals with disabilities are not always welcome in spaces like the pool, parks, athletic fields, community centers, etc. These meetings provided topics to consider:

- The Department should take care of what it has before building or creating additional facilities
- An indoor aquatic facility is the most important priority for the Department to pursue
- Inclusive access for all community members requires connected nodes to parks that must include ADA accessible roads, trails, and pathways



## Athletic Field Input Perspectives

Several public meetings and an athletic field specific survey were conducted to gather information related to users of athletic fields needs and desires. Further discussion, analysis, and recommendations related to athletic fields can be found in Section VII of this plan.

## Americans with Disabilities Transition Plan

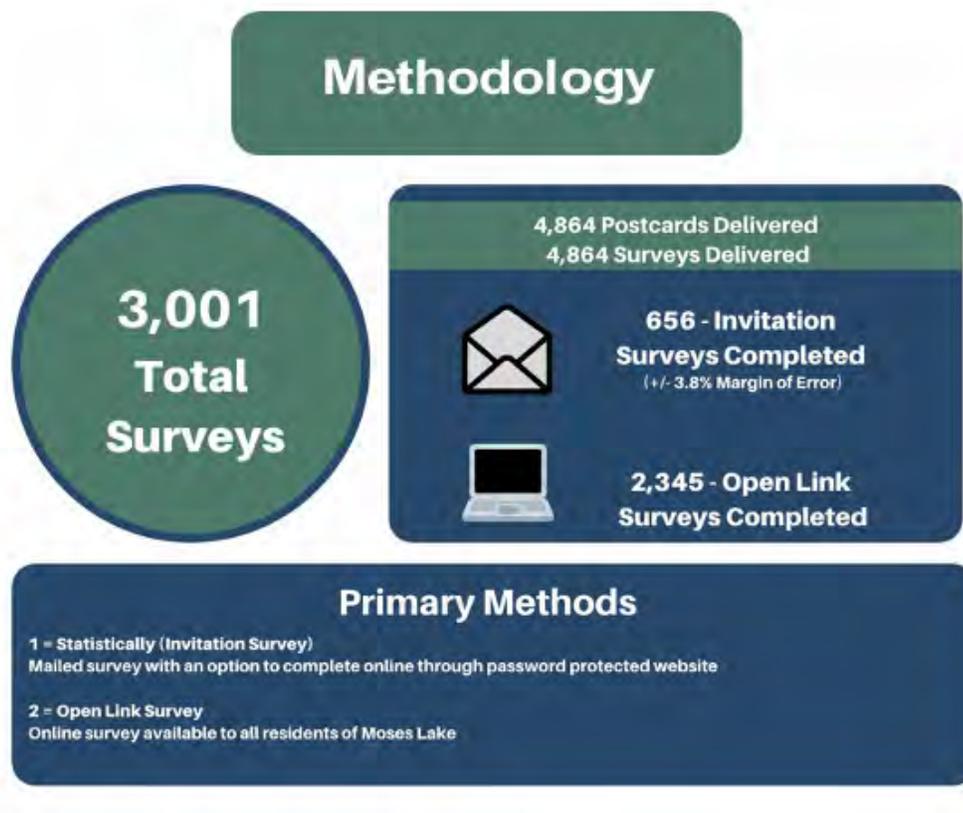
The draft plan was presented to the Human Services Commission, the Park Board and City Council. A thirty-day comment period was provided for public comment on the transition plan. The ADA Disabilities Transition Plan can be found in Appendix Q.

## RANDOM INVITATION & OPEN LINK COMMUNITY SURVEY SUMMARY

Surveys were sent randomly to 4,864 community members, of which 656 completed the survey. These were supplemented by 2,345 received from an open link survey where all community members were encouraged to participate. The total 3,001 survey responses resulted from the Department’s exceptional promotion efforts and provided significant input into the plan.

Results of the survey are referenced throughout the plan. The data was weighed to ensure adequate representation of the community. As an incentive, survey participants were entered into a community raffle.

The survey focused on usage of parks and recreation programs, satisfaction, priorities, communication, needs and desires and was forward-looking—future facilities, amenities, and program opportunities for improvement. More detailed information can be found in Appendix H.



## Key Findings from the Survey

After reviewing the survey results, the consultant team summarized key findings which are in Figures 13 and 14. These findings present a quick overview of the survey outcomes.



### 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.

Figure 13: Key Findings from the Needs Assessment Survey: Park Use, Communication, Importance, and Needs Met



### 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.

Figure 14: Key Findings from the Needs Assessment Survey: Increased Use, Needs, Funding and ADA- Accessibility

Other findings from the survey are listed below and were integrated into the development of recommendations and actions for the plan.

### Satisfaction with Parks and Recreation Services in Kirkland

Overall, the Kirkland Community is very satisfied with the job the Department is doing in delivering parks and recreation services with scores ranging from 4.1 – 4.4 on a scale of 1 – 5. See Table 8: Satisfaction with Parks and Services. The survey also identified a point of celebration – that people of Asian and Hispanic backgrounds generally feel very welcome in parks and facilities.

“I feel Welcome in my park or recreation facility”  
 Scale (1-5) - Overall 4.3, Asian 4.1, Hispanic, 4.2

Satisfaction (Scale 1 to 5)	% Very Satisfied	Satisfaction Rating
Parks	86%	4.4
Amenities Available in Parks	83%	4.2
Recreation Facilities	78%	4.1
Recreation Programs	75%	4.1

Table 8: Satisfaction with Parks and Services

### Importance and Needs Met for Facilities, Amenities, Programs, and Services

An analysis of the importance placed on facilities, amenities, programs, and services and how well the Department is meeting those needs can be helpful to prioritize future goals, objectives, and action items in the plan.

Survey respondents were asked to rate “importance” and “needs met” on a scale of 1 – 5

(1) Not At All Important	(1) Needs Not at All Met
(5) Very Important	(5) Needs Completely Met

Results were similar for both the open link and invite survey responses. See Figures 15 and 16.

### Facilities and Amenities

The analysis demonstrates that for those facilities and amenities that are very important to the community – parks, trails, restrooms, lifeguarded beaches, community gardens and an outdoor swimming pool, needs are being met slightly less than the average reported (over 3.6 on 5 point scale) in the survey but met never- the-less (over 3.0 on 5 point scale).

Parks and trails were rated as most important and highest in needs being met. Needs that are least met are for synthetic turf fields, pickleball courts, off-leash dog areas and increased restrooms. However, each of these areas are recommended priorities for the Department to focus on because synthetic turf fields, pickleball courts and off-leash dog areas are somewhat specialized facilities, and highly desired. Additional restrooms are of extreme community importance.

Q: How important are the following facilities and services are to your household? FACILITIES AND AMENITIES by "Source"

	Overall	Invite Sample	Open Link
Parks and open spaces	n=2,574 4.7	n=616 4.7	n=1,958 4.7
Trails in parks and/or city trail systems	n=2,576 4.7	n=619 4.7	n=1,957 4.6
Restrooms in parks	n=2,573 4.4	n=615 4.4	n=1,958 4.4
Lifeguarded beaches	n=2,535 3.1	n=600 3.1	n=1,935 3.1
Community gardens	n=2,527 3.1	n=594 3.1	n=1,933 3.0
Outdoor pool	n=2,533 3.0	n=602 3.0	n=1,931 3.0
Community Centers	n=2,533 2.9	n=603 2.9	n=1,930 2.9
Rectangle athletic fields (soccer, football, etc.)	n=2,508 2.8	n=591 2.8	n=1,917 2.8
Off-leash dog areas	n=2,537 2.7	n=601 2.6	n=1,936 2.7
Tennis courts	n=2,515 2.6	n=594 2.6	n=1,921 2.5
Diamond athletic fields (baseball, softball, etc.)	n=2,513 2.4	n=595 2.3	n=1,918 2.4
Synthetic turf fields	n=2,512 2.3	n=591 2.2	n=1,921 2.3
Pickleball courts	n=2,512 2.2	n=593 2.0	n=1,910 2.2
Basketball courts	n=2,524 2.1	n=601 2.3	n=1,923 2.1
Volleyball courts	n=2,512 2.1	n=598 2.1	n=1,914 2.0

Figure 15: Importance of Current Facilities and Amenities

Q: How do you think they are currently meeting the needs of the community? FACILITIES AND AMENITIES by "Source"

	Overall	Q 0: Source	
		Invite Sample	Open Link
Parks and open spaces	n=2,061 3.9	n=502 4.1	n=1,559 3.9
Diamond athletic fields (baseball, softball, etc.)	n=1,078 3.8	n=283 3.9	n=795 3.8
Trails in parks and/or city trail systems	n=2,009 3.8	n=488 4.0	n=1,521 3.7
Volleyball courts	n=762 3.6	n=200 3.8	n=562 3.6
Rectangle athletic fields (soccer, football, etc.)	n=1,068 3.6	n=273 3.8	n=795 3.5
Lifeguarded beaches	n=1,362 3.6	n=349 3.7	n=1,013 3.5
Tennis courts	n=1,047 3.6	n=274 3.7	n=773 3.5
Community Centers	n=1,087 3.5	n=279 3.7	n=808 3.5
Basketball courts	n=822 3.5	n=231 3.6	n=591 3.5
Outdoor pool	n=1,350 3.4	n=343 3.6	n=1,007 3.4
Community gardens	n=1,052 3.3	n=272 3.4	n=780 3.3
Restrooms in parks	n=1,912 3.3	n=465 3.5	n=1,447 3.2
Off-leash dog areas	n=1,222 3.1	n=304 3.3	n=918 3.0
Pickleball courts	n=740 3.1	n=178 3.3	n=562 3.0
Synthetic turf fields	n=772 3.0	n=202 3.1	n=570 2.9

Figure 16: Needs Met from Current Facilities and Amenities

## Programs and Services

An analysis of programs and services importance and needs met is in Section VI of this plan.

## Future Needs

Both the invitation and open link responses show that the greatest need or desire is for a new indoor aquatics center, new parks in the north area of Kirkland, new indoor recreation centers, new parks in neighborhoods and more free or non-fee-based special events. See Figure 17.

**Q: What are the most important needs for improvement for Kirkland Parks and Community Services over the next 5 to 10 years? by "Source"**

	Overall	Invite Sample	Open Link
Indoor aquatics center	n=2,078 <b>3.5</b>	n=562 <b>3.5</b>	n=1,516 <b>3.5</b>
New parks in the North area of Kirkland	n=1,821 <b>3.4</b>	n=498 <b>3.5</b>	n=1,323 <b>3.4</b>
Indoor recreation center	n=2,043 <b>3.3</b>	n=545 <b>3.4</b>	n=1,498 <b>3.3</b>
New parks in my neighborhood	n=2,081 <b>3.3</b>	n=550 <b>3.4</b>	n=1,531 <b>3.2</b>
More free or non-fee based special events and activities	n=1,995 <b>3.2</b>	n=537 <b>3.4</b>	n=1,458 <b>3.2</b>
Splash pads and other water play features	n=1,999 <b>3.0</b>	n=534 <b>3.0</b>	n=1,465 <b>3.0</b>
New outdoor aquatic center	n=1,982 <b>2.7</b>	n=530 <b>2.7</b>	n=1,452 <b>2.6</b>
More culturally-specific special events and activities	n=1,897 <b>2.6</b>	n=512 <b>2.8</b>	n=1,385 <b>2.6</b>
Build new or convert existing athletic fields to synthetic turf	n=1,751 <b>2.3</b>	n=485 <b>2.2</b>	n=1,266 <b>2.3</b>
Disc golf courses	n=1,913 <b>2.1</b>	n=523 <b>2.2</b>	n=1,390 <b>2.1</b>
Develop facilities for cricket, futsal, rugby, and lacrosse	n=1,846 <b>2.0</b>	n=508 <b>2.0</b>	n=1,338 <b>2.0</b>

Figure 17: Most Important Parks and Recreation Needs for Improvement in Kirkland – Overall

## Key Findings from the Community Engagement Process

The community engagement process clarified four areas to guide the plan recommendations:

- There is very heavy use of Kirkland’s system of parks, trails, and recreation programs.
- Community members were clear and resolute in their concern over increasing density in the City, exacerbating current capacity challenges to deliver the number of services the Kirkland community desires.
- The Department does an exceptional job in delivering quality parks, trails, and services. The community is very satisfied with parks, park amenities, recreation facilities and programs and may support a bond for specific programs and particularly an additional community center and indoor aquatic facility.
- Diversity, equity, inclusion, and accessibility are now and will continue to be of the utmost importance to Kirkland community members.

The consultants synthesized the thousands of comments expressed during the community engagement process into the list of key findings below:

### Recreation Programs and Facilities

- There is a need for more programming and staff administrative space
- An indoor recreation center and aquatic facility is needed and recommended

### Parks and Amenities

- The Department will need to address park needs resulting from increased density
- There is a need to add and enhance water recreation amenities at waterfront parks
- Maintaining and using best practices for open space and natural areas is highly desired
- The Department will need to consider the effect of the 85th St Station Area Plan
- A pickleball complex is recommended
- The Department should continue to seek additional parks in the north part of the City, specifically in the Rose Hill and Kingsgate neighborhoods

- The Department should convert the pop-up off-leash dog park at Juanita Beach Park to a permanent dog park
- A focus on a connected trail system is of the highest priority
- Enhanced restrooms, year around if possible are highly desired and needed
- The lack of athletic field capacity can be addressed by conversion to synthetic turf and lighted fields
- Rectangle fields are in demand for emerging sports such as cricket and rugby. Participate in regional solutions for these sports.
- A focus on making parks safer is important to the community
- Additional development along the CKC is needed including such amenities as fitness stations and areas of rest
- Additional off-leash dog areas should be added to provide equitable opportunity in the community

### Diversity, Equity, and Inclusion

- A continued focus on diversity, equity, and inclusion is of the highest priority
- Ensuring facilities are accessible, and continuing to help all people feel welcome in the parks and facilities is a very important community value
- Cultural program opportunities are desired
- Addressing transportation barriers to parks and facilities is needed

Engagement with the community played the most important role in best understanding community needs and desires. However, recommendations also must consider other planning documents, statutory requirements, objective level of service analysis and more. The key findings from the community engagement process were used throughout the plan, along with other qualitative and quantitative analyses as the basis for recommendations.

In some cases, community input was not always consistent depending on the individuals participating and the type of input received which is not unusual for a plan. In these cases, the consultants used their experience and expertise to help identify areas of high priority.

## SECTION V

# LEVEL OF SERVICE STANDARDS AND GUIDELINES

- Typical Level of Service Guidelines and Standards
- GRASP® Model For Inventory and Level of Service Analysis
- Urban Parks and Level of Service
- Key Findings From LOS Analysis

## TYPICAL LEVEL OF SERVICE GUIDELINES AND STANDARDS

Park service guidelines and standards consist of various metrics to determine if the park system is effectively meeting the needs of the community and its growth. A common approach is using a methodology called Level of Service (LOS) which measures how a system provides residents access to parks, open spaces, trails, and facilities. It indicates the ability of people to connect with the outdoors and nature and pursue active lifestyles with implications for health and wellness, the local economy, and quality of life. LOS for a park and recreation system tends to mirror community values, reflective of peoples’ connection to their communities. It is also useful in benchmarking current conditions and directing future planning efforts. The service offered by a park, or a component, is a function of two main variables: what is available at a specific location and how easy it is for a user to get to it.



In this document, a “guideline” provides a general lens to aid in decision making where as a “standard” is a metric that an organization should strive to meet and maintain. Both tools assist in addressing ways to increase capacity at existing and new parks to accommodate the growing population. In order to serve new population growth, facilities, gymnasiums, sports fields and courts, and park spaces will need to be added or enhanced, particularly in the north part of the city.

### Capacity Analysis Guideline

To best prioritize needs for a quality park system, park service guidelines are presented using a capacity analysis, which is a traditional tool for evaluating park system service. This tool compares the number of assets in a park to the population. It projects future needs based on a ratio of components per population (i.e. as the population grows over time, components may need to be added to maintain the same proportion). Table 9 shows the current quantities for selected components in Kirkland, including the existing guidelines established in the 2015 PROS Plan. While there are no standard ratios because each community’s needs are different, this table can be used in conjunction with input from focus groups, staff, and the public to determine if the current ratios are adequate. Based on projected population growth, Kirkland needs to add components shown in the table.

The capacity analysis tool does have some limitations. Because the model applies a ratio over time as population grows, its usefulness depends on future residents’ interests and behaviors and the assumption that they are the same as today. It also assumes that today’s capacities are in-line with needs. The capacities table also bases analysis on the number of assets without regard to distribution, quality, or functionality. Higher Level of Service (LOS) is achieved only by adding components or amenities, regardless of the location, condition, or quality of those assets. Ideally, a LOS analysis combines location, quantity, and quality. Therefore, this capacity analysis table should be used with discretion and only in conjunction with the other analyses presented.

# LEVEL OF SERVICE STANDARDS AND GUIDELINES

Table 9 is an update to the 2015 plan service guidelines for common components. The table has been adjusted to reflect the combining of baseball and softball fields into a single diamond field row. In addition, basketball courts, dog parks and playgrounds have been added and the proposed guideline being consistent with current ratios. Another addition to the table is the 2021 NRPA Park Metrics for median components of similar sized communities for comparison. It should be noted that while this table shows a current surplus of diamond and rectangle fields, specific analysis of field needs and use as part of this plan shows a deficit in peak time field hours. In 2026, due to population growth, this tool suggests a need for additional skate parks, indoor aquatic facilities, basketball courts and playgrounds.

## Park Acreage Per Person Guideline

Another common metric of determining LOS is calculating park acreage per 1,000 residents. This metric helps to determine how a park system’s inventory is affected by growth. To be consistent with the 2015 plan, Table 10 was established to compare park acres by classification and to compare current

and projected population growth and its effect on the system. It is important to note that the school acres that are currently used should be monitored. These acres may change as the school district continues to adapt to the population growth and needed land capacity for their needs.

## Capital Investment per Person Level of Service Standard

The 2015 PROS plan evaluated a level of service standard based on the capital investment made in parks and facilities, divided by the current population. This metric informs the capital value needed to support the population. Updating this comparative standard may not reflect the City’s true investment due to the COVID-19 pandemic that inflated construction and land costs. Table 11 shows the adopted Capital Value per Person with the 2021 Park Impact Fee update. In this update, City Council set impact fees on new residential development at approximately 45% of the calculated investment per person.

Type	Existing Guideline	NRPA 2021 Park Metrics Median	Current Inventory	Current LOS	Current (Need) or Surplus	2026 Inventory	2026 LOS	2026 (Need) or Surplus
Baseball Fields	1 field / 5,000 people	7,560 - 22,366	23*	4,003	5	23	4,370	3
Softball Fields	1 field / 10,000 people	11,884 - 16,250						
Rectangular Fields	1 field / 7,500 people	8,291 - 12,800	29**	3,175	17	29	3,466	16
Skate Parks	1 park / 40,000 people	66,672	1	92,077	(1)	1	100,514	(2)
Tennis Courts	1 court / 3,000 people	5,726	34*	2,708	3	34	2,956	0
Indoor Pools <sup>^</sup>	1 pool / 40,000 people	NA	0	NA	(2)	0	NA	(3)
Basketball Courts	NA	8,790	14*	6,577	0	14	7,180	(1)
Dog Parks	NA	58,926	2	46,083	0	2	50,257	0
Playgrounds	NA	3,672	30	3,069	0	30	3,350	(3)

\*included schools and private providers  
<sup>^</sup>2015 plan removed outdoor pools from the guidelines  
<sup>+</sup>baseball and softball combined into diamond fields and includes school fields -one school rectangle had zero program hours in 2019  
 All athletic field quantities are based on 2019 programmed fields table provided by the City

Table 9: Component Based Service Guidelines

Type	Existing Guideline	Current Parks Inventory	School Acres included by classification 2015 Plan per 2015 Plan	2021 Total Acres (Parks + Schools)	Current Level of Service		Current Surplus (Need) based on existing guideline	2026 Inventory including Schools as noted	2026 Level of Service (If population is added but no park acres are added)		Future Surplus (Need) to meet the existing guideline
Community Parks	2.095 ac / 1,000	121.33	87.40	208.73	2.26	ac /1,000	15.64	208.73	2.08	ac /1,000	(1.85)
Neighborhood Parks	2.06 ac/1,000	124.61	20.40	145.01	1.57	ac /1,000	(44.85)	145.01	1.44	ac /1,000	(62.05)
Waterfront Parks	- ac/1,000	48.97		48.97	0.53	ac /1,000		48.97	0.49	ac /1,000	
Natural Parks & Open Space	5.7 ac/1,000	321.01		321.01	3.48	ac /1,000	(204.33)	321.01	3.19	ac /1,000	(251.92)
Totals		615.92	107.80	723.72	7.85	ac /1,000		723.72	7.20	ac /1,000	

Table 10: Acres of Park Land per 1,000 Residents

	Previous Study	Current Study w/o nonresidential	Current Study (w/nonresidential)
Value of parks Inventory	\$338,118,273	\$631,394,537	\$631,394,537
Population / Residential Equivalents	82,590	90,660	96,121
Capital Value Per Person / RE	\$4,094	\$6,964	\$6,569

Table 11a: Capital Value per Person/Residential Equivalent

	Previous Study	Current Study w/o nonresidential	Current Study (w/nonresidential)
Capital Value per Person / RE	\$4,094	\$6,964	\$6,569
Growth of Population / REs	\$4,320	\$983	\$1,289
Investment Needed for Growth	\$17,685,809	\$6,843,223	\$8,466,310

Table 11b: Values Needed for Growth

## Level of Service for Support Services

Level of service in a broader context also applies to recreation programs, park maintenance and other services provided to the community. As the population continues to grow, it is important to adjust the necessary number of programs, maintenance hours, and overall staffing levels. Although there are no clear metrics defined by NRPA for these aspects of a park system, it is important for staff to continually evaluate the impact of the growing population on these services. Specific recommendations for this broader LOS context can be found in the next section.



# GRASP® MODEL FOR INVENTORY AND LEVEL OF SERVICE ANALYSIS

## Background & Methodology

### Step 1: Inventory—What Does the City Have?

Determining the level of service delivered by parks in a community requires a thorough inventory of what is available and accessible to community members. While some communities look primarily at acres per population, the consultant team used the GRASP®-IT audit tool (Geo-Referenced Amenities Standards Process) which is used to record and evaluate all aspects of a park, not just the acreage.

GRASP® utilizes Geographic Information System (GIS) data to offer new ways to measure level of service and display the value of parks, trails, open space, facilities, programs, and other amenities (more detail is found in Appendix A).

An inventory to assess and evaluate each component and modifier (amenity) in each park was conducted during visits to each park in July of 2021. This assessment allowed the consultants to complete a composite-values level of service analysis which is significantly more detailed, and a more accurate way of determining if a community has enough parks and if those parks can deliver a quality user experience.

**IN EACH PARK, THE TOOL WAS USED TO COUNT AND SCORE THE FUNCTION AND QUALITY OF:**

- Components – Major features of a park such as playgrounds, tennis courts, or picnic shelters
- Modifiers – Amenities in a park that enhance comfort and convenience such as shade, drinking fountains, or restrooms

Using a scale of 1 (below expectations) – 3 (exceeds expectations), evaluators assigned a quality value to each park site, each component, and each modifier for all parks throughout the city. This system allows the comparison of sites and analysis of the overall level of service provided by the Kirkland park system.

The evaluators created an inventory atlas that included a scorecard and GIS Inventory Map for each park in Kirkland. The inventory atlas, provided as a supplemental document to the plan, includes all parks and facilities. See Figure 18.

Section A		Crestwoods Park				
Initial Inventory Date:		7/9/2021				
45.6	Total Neighborhood GRASP® Score	48	Total Community GRASP® Score			
		Approximate Park Acreage:	26.63			
		Owner	COK			
Section B		Design and Ambiance				
Drinking Fountains	2	Shade	1			
Seating	2	Trail Connection	2			
BBQ Grills	0	Park Access	2			
Dog Pick-Up Station	2	Parking	2			
Security Lighting	0	Seasonal Plantings	0			
Bike Parking	0	Ornamental Plantings	2			
Restrooms	2	Picnic Tables	2			
Section C		General Comments				
Athletic park with multiple components. Good grass						
Section D		Components with Score				
MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
C314	Diamond Field	1		2	2	Outfield fencing, powder coated, nice turf, covered dugouts
C028	Natural Area	1		2	2	Woodlands and nature trails
C027	Diamond Field, Practice	1		2	2	
C026	Basketball Court	1		1	1	No paint.
C025	Picnic Ground	1		2	2	
C024	Diamond Field	2		1	1	No outfield fencing
C023	Rectangular Field, Large	1		3	3	Good turf
C022	Playground, Local	1		2	2	
C021	Fitness Area	1		2	2	
L047	PARCEL	1		2	2	

Figure 18: Example of Crestwoods Park Scorecard and GIS Inventory.

## Park Scorecards

Team members created a scorecard and GIS Inventory Map for each park. Find additional discussion on GRASP® Scores in Appendix A.

The scorecard shows a variety of important information, including:

### Section A

- Inventory date
  - This is the date of the park visit
- Total Neighborhood and Community GRASP® Scores
  - Scores are calculated using an algorithm of the quality of the components, modifiers, and design and ambiance. The Community score also includes the quantity of each component.
- Park acres
- Ownership

### Section B

- Comfort and convenience modifiers are graded for their presence and quality overall for the park setting, using a scale of 1 (below expectations) to 3 (exceeds expectations)
- These are things that a user might not go to a park specifically to use but are things that enhance the users’ experience by making it a nicer place to be

# LEVEL OF SERVICE STANDARDS AND GUIDELINES

- An overarching design and ambiance grade is given for the park, including aesthetic factors such as the design and park setting
- The users' experience is enhanced by a pleasant setting and good design and diminished by a lack thereof. Good design makes a park welcoming, but it also makes it feel safe and pleasant and encourages people to visit more often and stay longer

## Section C

Evaluators' comments are included in this section and may reflect overall park or component observations

## Section D

All components are identified:

- MapID is a unique identifier that correlates to a GIS point for each component
- Component is the type of feature such as loop walk or basketball court
- Quantity is the number of this component found in the park

- Lights indicates the presence of lights for night use if indicated by a "Y"
- Component Scores

Scores are based on condition, size, or capacity relative to the need at that location, and its overall quality

**3** = Exceeds Expectations

**2** = Meets Expectations

**1** = Below Expectations

**0** = Not Functioning

Components are evaluated from two perspectives: first, the value of the component in serving the immediate neighborhood, and second, its value to the entire community (community score can be impacted by additional parks in the area, schools, etc.)

## Park Maps

Each map shows the park boundary as a green polygon and component locations as a green diamond. The Inventory Atlas is provided as a supplemental document to the plan includes all parks and facilities.





### Crestwoods Park

- ◆ Components
- ⊕ Indoor Facilities
- Locations
- ~ Trail-Parks
- ~ Trail-Public Works
- City Limits



Figure 19: Example of Level of Service Maps: Crestwoods Park



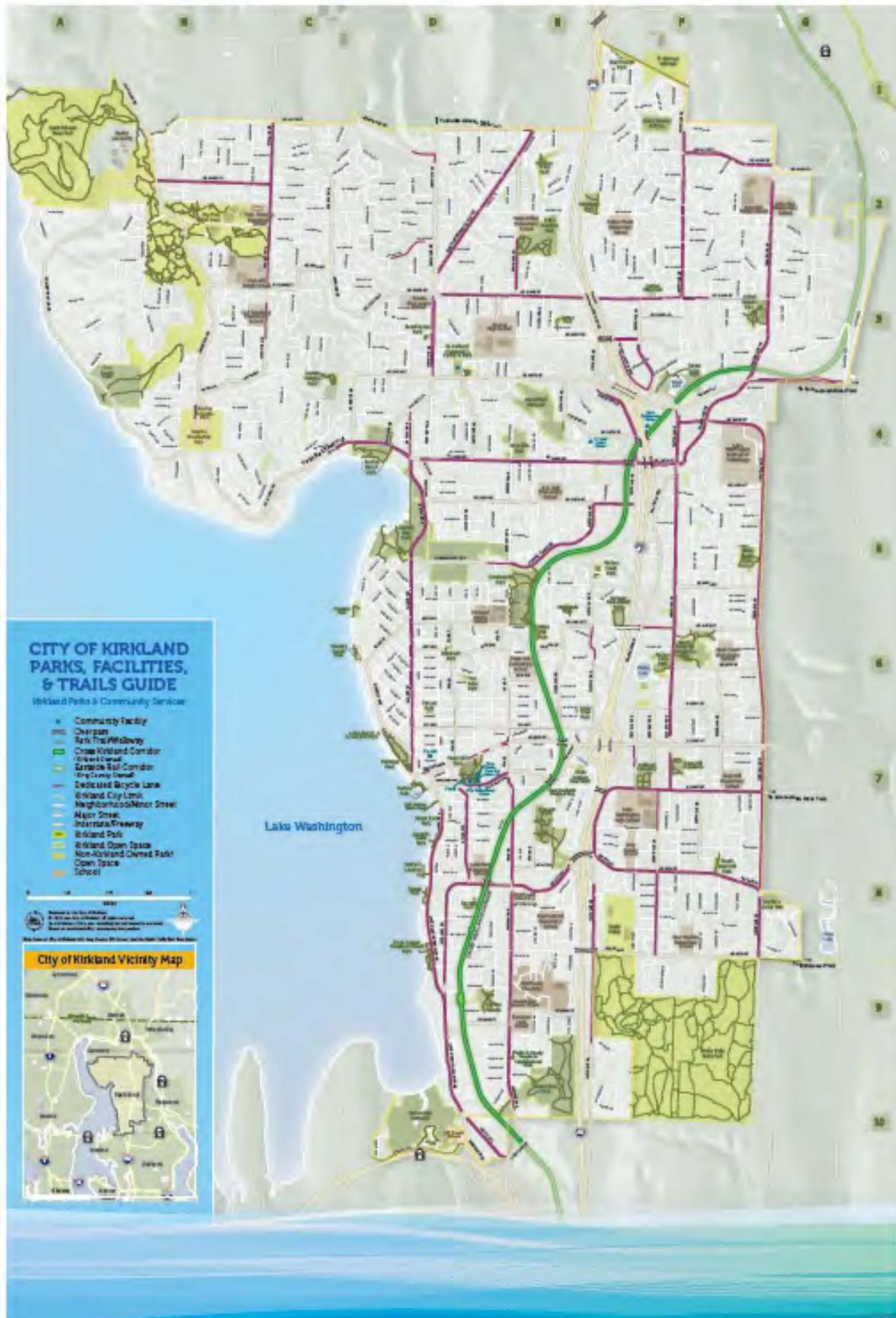
LEVEL OF SERVICE STANDARDS AND GUIDELINES

Property Classification	Park / Property	Aquatics, Lap Pool	Basketball Court	Basketball, Practice	Bike Course	Concessions	Diamond Field	Diamond Field, Complex	Diamond Field, Practice	Dog Park	Educational Experience	Event Space	Fitness Area	Game Court	Garden, Community	Garden, Display	Horseshoe Court	Loop Walk	Natural Area	Open Turf	Passive Node	Pickleball Court	Picnic Ground	Playground, Destination	Playground, Local	Public Art	Rectangular Field, Large	Rectangular Field, Overlay	Shelter, Large	Shelter, Small	Skate Park	Tennis Court	Track, Athletic	Trail Access Point	Trailhead	Volleyball Court	Water Access, Developed	Water Access, General	Water Feature	Water, Open	Total Components in Park	Component Diversity	Reported Acres
Community Park	Everest Park		1			1	4	1											1	1		3	1		1			1	1											17	71%	23.17	
	Heritage Park									1	1					1				1	2				1					2											9	78%	10.12
	McAuliffe Park									1					1					1					1											2				6	83%	12.46	
	Peter Kirk Park		1			1	1													1					1	1				1	2									9	89%	12.48	
Neighborhood Park	Brookhaven Park									1										1																		1	3	100%	0.95		
	Bud Homan Park																		1	1																				2	100%	2.20	
	Carillon Woods										1								1						1	1														5	100%	8.71	
	Cedar View Park																								1															1	100%	0.20	
	Forbes Creek Park		1																	1										2									5	80%	2.02		
	Hazen Hills Park																			1																			1	100%	1.25		
	Highlands Park			1				1												1					1		1												5	100%	2.73		
	Josten Park																			1					1														2	100%	0.85		
	Juanita Heights Park																		1																				2	100%	10.74		
	Kingsgate Park																		1																				2	100%	6.91		
	Mark Twain Park		1																1	1					1															4	100%	6.60	
	North Kirkland Community Center & Park		1																	1				1																3	100%	5.49	
	North Rose Hill Woodlands Park										1								1	1			1	1	1			1											4		11	73%	20.96
	Ohde Avenue Pea Patch															1																								1	100%	0.89	
Phyllis A. Needy Houghton Neighborhood Park			1																1	1				1															4	100%	0.50		

Table 12: Summary of Developed Parks/Outdoor Locations and their Components (sorted by park classification)

Property Classification	Park / Property	Aquatics, Lap Pool	Basketball Court	Basketball, Practice	Bike Course	Concessions	Diamond Field	Diamond Field, Complex	Diamond Field, Practice	Dog Park	Educational Experience	Event Space	Fitness Area	Game Court	Garden, Community	Garden, Display	Horseshoe Court	Loop Walk	Natural Area	Open Turf	Passive Node	Pickleball Court	Picnic Ground	Playground, Destination	Playground, Local	Public Art	Rectangular Field, Large	Rectangular Field, Overlay	Shelter, Large	Shelter, Small	Skate Park	Tennis Court	Track, Athletic	Trail Access Point	Trailhead	Volleyball Court	Water Access, Developed	Water Access, General	Water Feature	Water, Open	Total Components in Park	Component Diversity	Reported Acres						
Neighborhood Park	Reservoir Park																		1					1																	2	100%	0.62						
	Rose Hill Meadows																		1	1	1				1			1																5	100%	4.10			
	Snyder's Corner Park																			1																								1	100%	4.50			
	South Norway Hill Park				1															1															2								4	75%	9.80				
	South Rose Hill Park			1																1						1																		3	100%	2.19			
	Spinney Homestead Park							2													1					1		1																5	80%	6.54			
	Terrace Park			1				1													1					1		1																	5	100%	1.81		
	Tot Lot Park														1											1																			2	100%	0.52		
	Totem Lake Park																					1			1										1										3	100%	17.18		
	Van Aalst Park			1																	1		1			1																				4	100%	1.59	
Windsor Vista Park															1				1						1															1				4	100%	4.76			
Other	Peter Kirk Pool	1																																											1	100%	0.57		
	Kirkland Cemetery																					1																						1	100%	6.82			
Natural Park	Cotton Hill Park										1									1																										2	100%	2.16	
	Heronfield Wetlands								1												1																									2	100%	28.12	
	Juanita Bay Park										1															1									2	1		3				1			10	70%	110.83		
	Neal Landguth Wetland Park																																												1	100%	1.29		
	Watershed Park																																												3		4	50%	75.53
	Yarrow Bay Wetlands										1																																			2		4	75%
<b>TOTALS:</b>		1	6	5	1	5	12	1	5	2	10	2	1	0	4	1	4	3	23	29	11	4	5	3	27	9	3	9	10	2	1	8	0	19	2	3	13	8	4	17					641.20				

Table 12: Summary of Developed Parks/Outdoor Locations and their Components (sorted by park classification)



### Component Diversity

Component diversity relates to the number of different types of components within a park, regardless if there are multiple of the same component type. For example, Carillon Woods has 100% component diversity with a total of 5 components with no duplicates (educational experience, natural area, playground, public art, and a trail access point). Forbes Creek Park has 80% component diversity because it has 5 total components but 2 of those are tennis courts. It is of value to park users to have a variety of things to do in a park and therefore, component diversity is a worthwhile goal. Component diversity also tends to draw people to a space.

### Open Space Properties

The system also includes 49 properties classified as “Open Space”. In general, these properties have few recreation components and often have limited public access. They account for approximately 76 acres.

### Trail Opportunities in Kirkland

Kirkland community members have access to over 18 miles of trails, primarily within existing parks as loop walks, paths, and trails. The Kirkland trail system includes the Cross Kirkland Corridor (CKC). The nearly six-mile Interim CKC Trail runs North/South through the heart of Kirkland and is part of the Eastrail corridor running all the way from Renton to Snohomish County. In addition, there are over 38 miles of additional trails managed by other entities, in and around Kirkland. Some of these are associated with large parks, such as Big Finn Hill Park and Bridle Trails State Park.

### Indoor Facilities

Kirkland’s indoor facilities offer a variety of programming opportunities. In addition, Heritage Hall, North Kirkland Community Center, and Peter Kirk Community Center are available for public rental. Find the indoor facilities included in the inventory in Table 13.

- Heritage Hall
- North Kirkland Community Center
- Peter Kirk Community Center
- Kirkland Teen Union Building

Park/Property	Arts and Crafts	Auditorium/Theater	Educations/ Experience	Fitness/Dance	Kitchen—Commercial	Kitchen—Kitchenette	Lobby/Entryway	Multi-Purpose Room	Patio/Outdoor Seating
Heritage Hall			1			1		1	1
Kirkland Teen Union Building		1				1	1	3	
North Kirkland Community Center	1			1			1	2	
Peter Kirk Community Center	1				1		1	4	
<b>TOTALS:</b>	2	1	1	1	1	2	3	10	1

Table 13: Indoor Facility Summary



## Alternative Parks & Outdoor Spaces Providing LOS in Kirkland

Other than the City’s park system, there are many ways recreation opportunities are met in Kirkland. Other providers include state and county parks. The following parks are identified in all mapping but not calculated into the inventory or level of service for the GRASP® analysis.

- Big Finn Hill Park
- Bridle Trails State Park
- East Norway Hill Park
- Juanita Triangle Park
- Juanita Woodlands Park
- Saint Edwards State Park
- Taylor Fields
- Local area private and public schools

## A Summary of School Properties

Over 20 schools are included in the system inventory, including playgrounds and athletic fields at the elementary schools and other facilities, such as the middle school athletic tracks. The Department maintains many athletic fields at schools.

The analysis recognizes that schools offer some recreation opportunities to the general community but often have limited public access. Find a summary table of school inventory in Appendix P.



## System Map

### Parks and Recreation System Map Kirkland, Washington

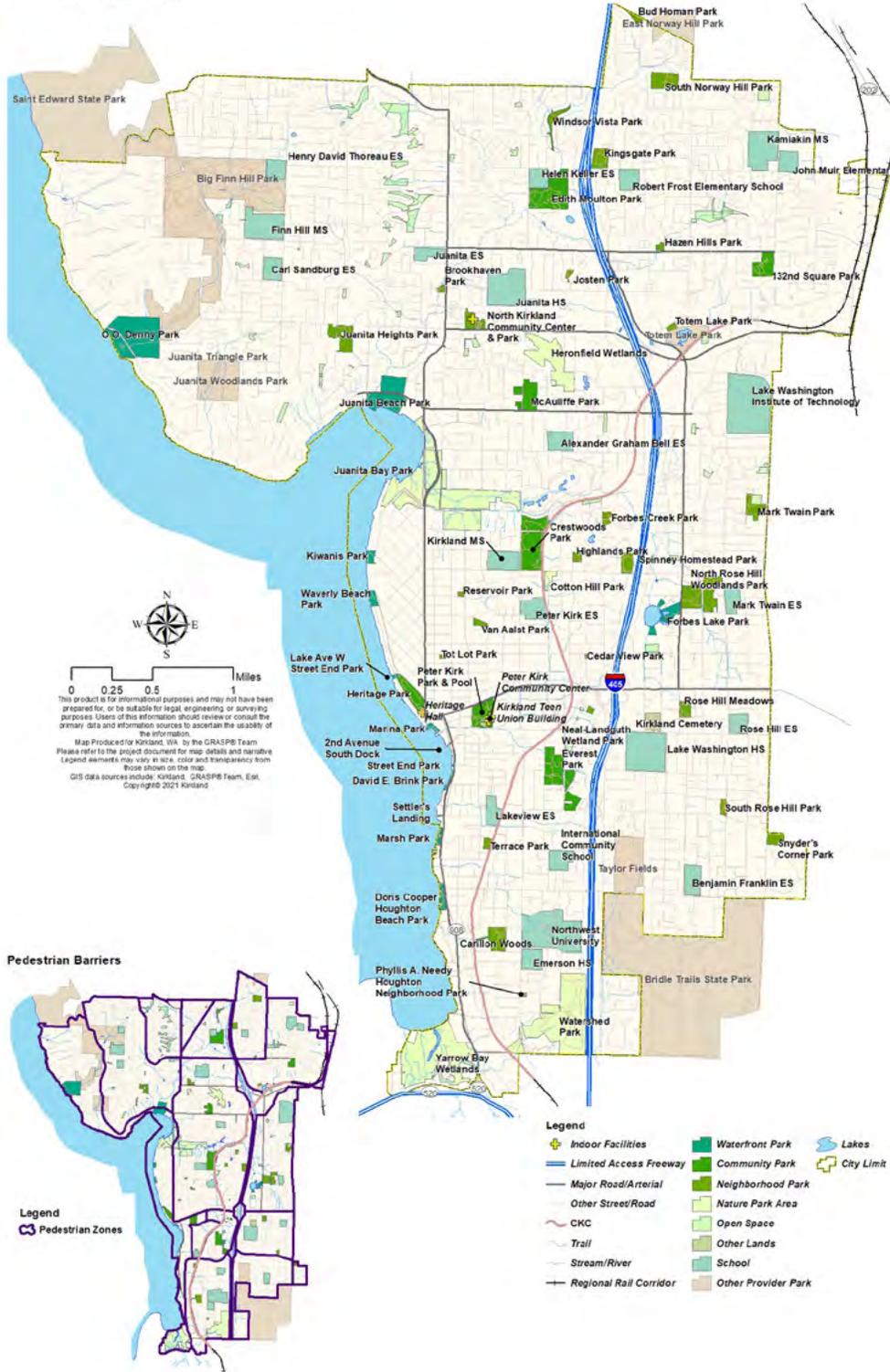


Figure 20a: Kirkland System Map

# LEVEL OF SERVICE STANDARDS AND GUIDELINES

The system inventory map shows Kirkland’s relative size and distribution of existing parks and recreation facilities.

**Step 2: Assessment and Analysis—  
How is the City doing?**

## Park Scoring

In addition to locating and counting components, the assessment includes quality, function, condition, and modifiers. Cumulative scores reflect the number and quality of these components and the availability of modifiers such as restrooms, drinking fountains, seating, parking, and shade. Higher scores reflect more and better recreation opportunities than lower scores. There is no ultimate or perfect score.

Park scoring illustrates how the parks and components serve City residents and users within a reasonable proximity.

These scores often make the most sense when compared within the same classification, i.e., when comparing one community park to another community park. It may be reasonable that there is a wide range of scores within a category.

Still, it may also be an opportunity to reevaluate a park’s particular classification based on the level of service it provides to the community or neighborhood it serves.

Classification	Park/Location	Park GRASP® Score 130
Natural Area	Juanita Bay Park	53
	Watershed Park	22
	Heronfield Wetlands	14
	Yarrow Bay Wetlands	11
	Cotton Hill Park	7
	Neal Landguth Wetland Park	4

Table 14: Park Scores by Classification

Classification	Park/Location	Park GRASP® Score 130
Community	Everest Park	94
	Edith Moulton Park	53
	Crestwoods Park	48
	Heritage Park	48
	132nd Square Park	43
	Peter Kirk Park	43
	McAuliffe Park	34

Table 14: Park Scores by Classification



# LEVEL OF SERVICE STANDARDS AND GUIDELINES

Classification	Park/Location	Park GRASP® Score 130
Neighborhood	North Rose Hill Woodlands Park	55
	Totem Lake Park	32
	Rose Hill Meadows	29
	Carillon Woods	26
	Forbes Creek Park	26
	Highlands Park	26
	Windsor Vista Park	24
	Mark Twain Park	24
	Spinney Homestead Park	24
	South Norway Hill Park	22
	Van Aalst Park	22
	Terrace Park	22
	North Kirkland Com Ctr and Park	19
	Phyllis A. Needy Houghton Neighborhood Park	19
	South Rose Hill Park	19
	Reservoir Park	13
	Brookhaven Park	9
	Ohde Avenue Pea Patch	9
	Tot Lot Park	7
	Bud Homan Park	7
	Juanita Heights Park	7
	Kingsgate Park	7
	Josten Park	6
Hazen Hills Park	4	
Cedar View Park	3	
Snyder's Corner Park	3	

Table 14: Park Scores by Classification

Classification	Park/Location	Park GRASP® Score 130
Other	Peter Kirk Pool	10
	Kirkland Cemetery	7

Table 14: Park Scores by Classification

Classification	Park/Location	Park GRASP® Score 130
Waterfront	Juanita Beach Park	130
	Doris Cooper Houghton Beach Park	58
	Marina Park	52
	O O Denny Park	47
	Waverly Beach Park	43
	Marsh Park	34
	David E Brink Park	29
	Kiwanis Park	18
	Settlers Landing	18
	2 <sup>nd</sup> Avenue South Dock	15
	Lake Ave W. Street End Park	13
	Street End Park	13
	Forbes Lake Park	7

Table 14: Park Scores by Classification

## Key Findings from the Assessment Summary

- The City’s parks system offers a wide variety of parks from neighborhood parks to signature waterfront parks.
- Overall, parks are in good condition and well maintained.
- The City has invested in upgrading strategic parks (strategic due to location, demand for use, amenities offered, environmental impacts, etc.). Examples of recent park upgrades include:
  1. Totem Lake Park
  2. 132nd Square Park w/synthetic turf field
  3. Inclusive playgrounds and new accessible trails
  4. Juanita Beach Park
  5. Edith Moulton Park
  6. David E. Brink Park
- Park signage appears consistent across the system.
- Turf conditions vary and are likely associated with a 2021 heatwave.
- The City has a significant number of properties, but many are not developed or minimally developed and provide limited service.
- Demand for soft trails creates maintenance concerns. The Department may benefit from a policy to help staff manage these and limit the City’s liability. The management plan may include signage, work by rangers on the trails, volunteers to assist with mitigation, etc. With safety as the ultimate goal, the Department may want to evaluate some of the more used trails and consider upgrading to more sanctioned trails.



## What is Level of Service and why do we use it?

**LEVEL OF SERVICE (LOS)** measures how a system provides residents access to parks, open spaces, trails, and facilities. It indicates the ability of people to connect with the outdoors and nature and pursue active lifestyles with implications for health and wellness, the local economy, and quality of life. LOS for a park and recreation system tends to mirror community values, reflective of peoples' connection to their communities. It is also useful in benchmarking current conditions and directing future planning efforts. The service offered by a park, or a component, is a function of two main variables: what is available at a specific location and how easy it is for a user to get to it.

## What is GRASP®?

**GRASP® (GEO-REFERENCED AMENITIES STANDARDS PROCESS)** has been applied by BerryDunn in many communities across the country as a measure of LOS. With GRASP®, information from the inventory combined with Geographic Information Systems (GIS) software, produces analytic maps and data, called Perspectives that show the distribution and quality of these services.

## What do Perspectives do for us?

Perspectives can take the form of maps showing the LOS of a particular type of service, or other analysis incorporating statistics, diagrams, tables, and charts that provide benchmarks or insights useful in determining community success in

delivering services. The inventory performed with the GRASP®-IT tool provides details of what is available at any given location, and GIS analysis measures user access. People use various ways of reaching a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination.

**WALKABLE ACCESS PERSPECTIVE** uses a travel distance of ½ mile, a suitable distance for a 10-minute walk. For each Perspective, combining the service area for each component and the assigned GRASP® score into one overlay creates a shaded “heat” map representing the cumulative value of all components. This allows the level of service to be measured for any resident/user or location within the study area. The deeper the shade of orange, the higher the LOS. Further discussion on Perspectives and other GRASP® terminology is found in Appendix A.

### Notes:

- Proximity relates to access. A component within a specified distance of a given location is considered “accessible.” “Access” in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
- Walkable access is affected by barriers or obstacles to free and comfortable foot travel. The analysis accounts for these.
- The LOS value at a particular location is the cumulative value of all components accessible in that location.

## Walkable Access to Recreation

People use various ways of reaching a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination. A walkable access perspective can show which parts of the city lack walkable access to a park. Historically, Kirkland uses a travel distance of ½ mile, a suitable distance for a 10-minute walk.

Many factors influence walkability including the quality of footpaths, sidewalks, or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations, among others.

Walkability analysis measures access to outdoor recreation by walking. One-half-mile catchment radii have been placed around each component in each

park and shaded according to the GRASP® score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons between neighborhood access and walkable access.

## Pedestrian Barriers

Pedestrian barriers such as major streets, highways, railroads, and rivers significantly impact walkable access in Kirkland. Zones created by identified barriers, displayed as dark purple lines, serve as discrete areas accessible without crossing a major street or another obstacle. Various green parcels represent parks and properties, and orange parcels are schools. See the dark purple barriers in Figure 20.



Environmental barriers can limit walkability. The LOS in the walkability analysis has been “cut off” by identified barriers where applicable.



Figure 20b: Walkability Barriers “Cut Off” Service Areas Where Applicable

# LEVEL OF SERVICE STANDARDS AND GUIDELINES

In general, these images show that Kirkland has a reasonable distribution of parks and facilities. The orange shading in the maps allows for an understanding of LOS distribution across the City. Areas of higher concentration are at several locations throughout the City.

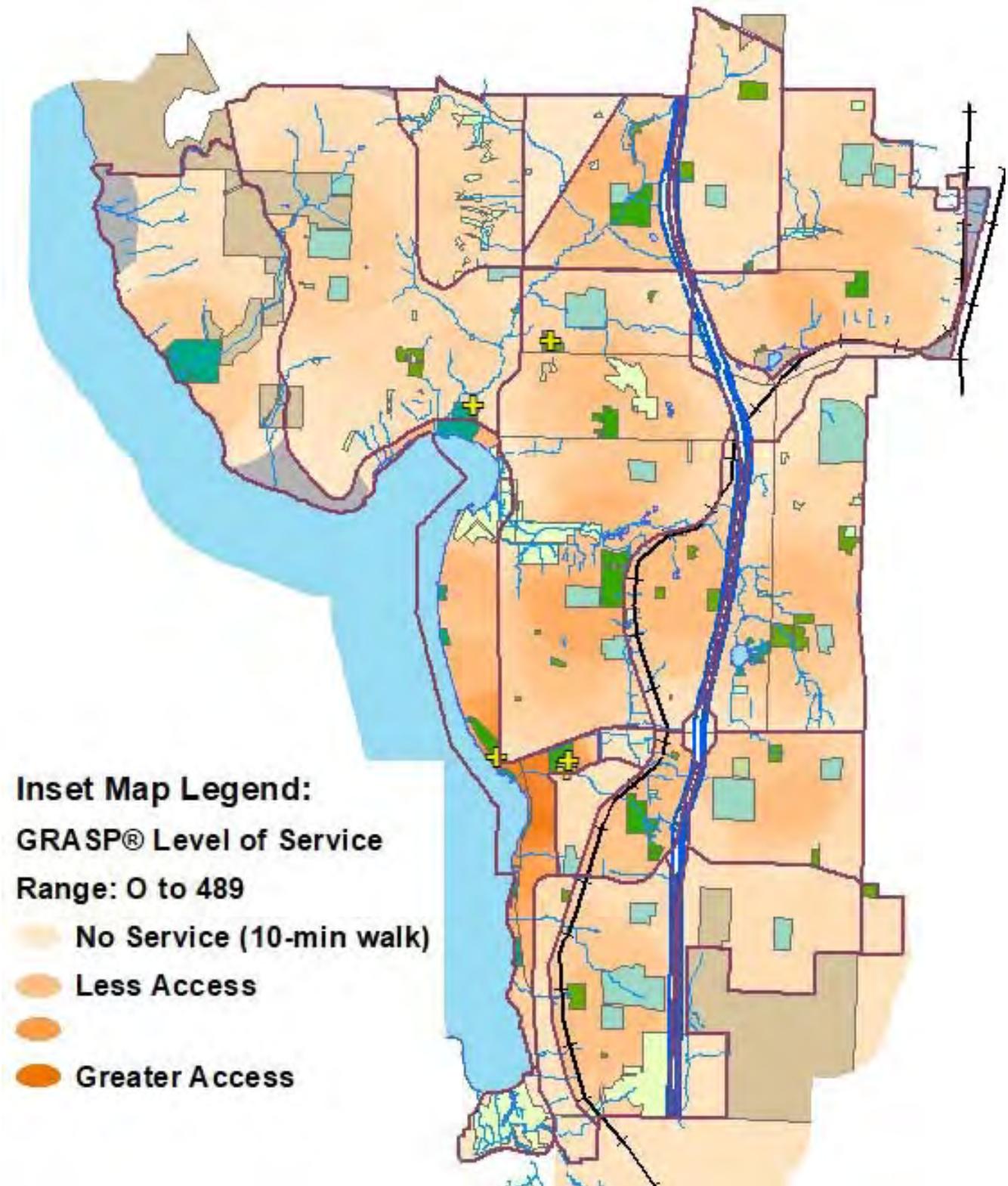


Figure 21: Walkable Access to Outdoor Recreation Opportunities

## Walkability Gap Analysis

The parks in Table 15 and their components will likely attract users from a walkable distance. The following map shows where GRASP® values within a 10-minute walk meet this target score. In this analysis, purple areas indicate where walkable LOS values meet or exceed the target LOS. The purple areas account for 60% of the City’s land area. Areas shown in yellow show where people do not have walkable access to parks meeting the target score. The yellow areas shown on the map which represent 37% of the city, can be considered areas of opportunity for future improvements. The yellow areas may have parks, but they do not provide the target value. Improving the LOS value in such areas may be possible by enhancing the quantity and quality of features in existing parks without acquiring new lands or developing new parks. Another option might be to address pedestrian barriers which restrict walkable access. Only three percent of the city is without access to recreation opportunities within a 10-minute walk.

In terms of park distribution and walkable access to parks within Kirkland, the analysis results are very positive and offer several opportunities for improvement. Based on the Geographic Information

The analysis shows the LOS available across Kirkland, based on a 10-minute walk. Darker gradient areas on the images indicate higher quality recreation assets available based on a half-mile service area. Gray areas fall outside of a 10-minute walk to recreation opportunities.

System (GIS) analysis, 99% of residents are within a ten-minute walk of outdoor recreation opportunities, including 63% that meet or exceed the target value. A reasonable target score was set to show where residents have access to at least three to four components and a significant trail corridor. Parks with greater development, of at least 6 components, may also meet this target without the trail requirement. Where possible gaps have been identified, further analysis is used to show each area’s overall population, median household income, diversity index and crime index. Areas with greater population, lower income, greater diversity, and greater crime may be prioritized for park improvements. See Section VIII.

# LEVEL OF SERVICE STANDARDS AND GUIDELINES

This figure displays the level of service based on where people live. Considering LOS with the demographics from the plan, the analysis indicates that parks are generally well placed.

## Walkable Access (10-min) to Outdoor Recreation Kirkland, Washington

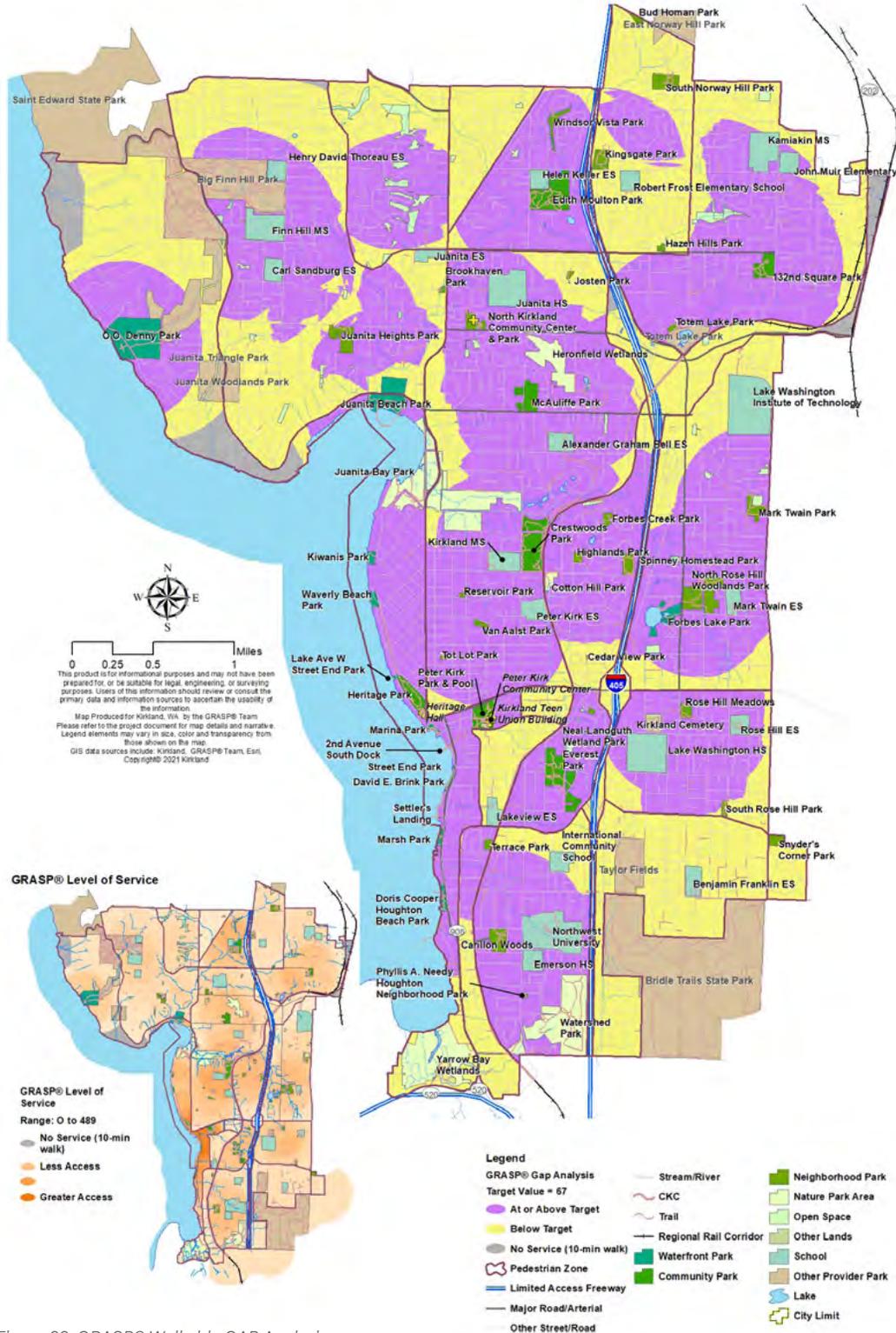


Figure 22: GRASP® Walkable GAP Analysis

## Using GRASP® to Evaluate Level of Service

In addition to scoring each park, GRASP® can be used to identify the level of service provided for any area in the City by combining GRASP® scores from all parks within a specified distance.

To better demonstrate how GRASP® identifies the level of service for a given area, please refer to Figure 24 on this page. In this example, walkable access is being used to determine what parks are included in the score. The location marked with a red star, near the 2nd Ave South Dock is scored very high because community members can access many parks within a 10-minute walk from this location. Collectively, each of the park scores inside the red dotted line makes up the combined GRASP® value area score of (489) .

The ability to show where LOS is adequate or inadequate is an overarching goal of GRASP®. First, an appropriate level of service (target value) for Kirkland residents is determined. For Kirkland, the target value is 67, the equivalent to a park with at least 3 different components and access to a trail. Higher-scoring parks without trail access can exceed the target score. The following are some examples of parks that meet or exceed the target LOS based on components and access to a trail: North Kirkland Community Center and Park, Phyllis A. Needy Houghton Neighborhood Park, South Norway Hill Park, South Rose Hill Park, Terrace Park, Totem Lake Park, Van Aalst Park, and Windsor Vista Park. The diversity within these parks represents the critical finding that parks vary greatly yet score similarly in the GRASP® system and are presented in Table 15.

**% of Population with Walkable Access to Outdoor Recreation**

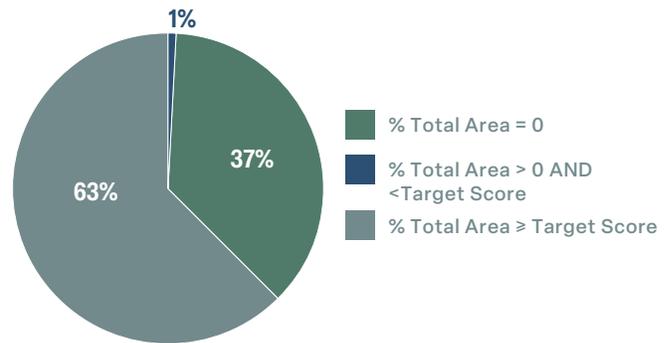


Figure 23: Percentage of Population by Service Level

Percentages in Figure 23 sum to greater than 100% due to rounding. Walkability and a ten-minute walk are considered a LOS policy and aligns with the Sustainability Master Plan goals.



Figure 24: Walk High-Value Area

LEVEL OF SERVICE STANDARDS AND GUIDELINES

Property Classification	Park / Property	Basketball Court	Basketball, Practice	Bike Course	Diamond Field, Practice	Educational Experience	Garden, Community	Natural Area	Open Turf	Passive Node	Pickleball Court	Playground, Destination	Playground, Local	Public Art	Rectangular Field, Large	Trail Access Point	Water Access, Developed	Water Access, General	Water Feature	Water, Open	Total Components in Park	Component Diversity	Reported Acres
Waterfront Park	Marsh Park								1	1				1			1	1		1	6	100%	4.18
Community Park	McAuliffe Park					1	1		1				1						2		6	83%	12.46
Neighborhood Park	North Kirkland Com Ctr and Park	1							1			1									3	100%	5.49
	Phyllis A. Needy Houghton Neighborhood Park		1						1	1			1								4	100%	0.50
	South Norway Hill Park			1				1								2					4	75%	9.80
	South Rose Hill Park		1					1					1								3	100%	2.19
	Terrace Park		1		1				1				1		1						5	100%	1.81
	Totem Lake Park									1		1				1					3	100%	17.18
	Van Aalst Park		1						1		1		1								4	100%	1.59
	Windsor Vista Park						1	1					1							1	4	100%	4.76

Table 15: GRASP® Target Park Inventory



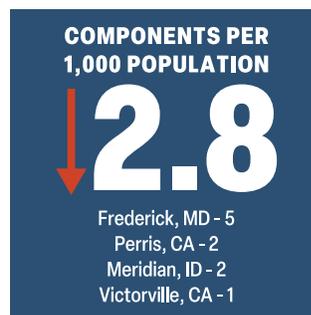
Figure 25: Service Level GRASP® Comparative Data

### Comparing Kirkland’s Parks to Similar Sized Communities

Kirkland parks are comparable to other agencies across the country by using these scores. The GRASP® National Dataset is data that the consultant has collected over the years. It consists of 82 agencies, 5,240 parks, and over 28,200 components.

Kirkland scores lower in components per location, average park score, and components per capita.

When comparing Kirkland to other agencies and parks, two of Kirkland’s parks (Juanita Beach and Everest Parks) score in the top 10% of all parks in the overall GRASP® dataset. Juanita Beach Park is in the top 200 parks overall. Other similar-sized agencies often have three parks in the top 10%. Other comparisons often include total parks and parks per capita where Kirkland is above the average of other similar-sized agencies.



These low values are directly related to the large number of parks that are currently underdeveloped or minimally developed.



Table 16 provides additional comparative data from other communities of similar populations to Kirkland across the United States. Because every community is unique, there are no standards or “correct” numbers. Notes on these comparisons:

- Kirkland is the smallest in acres of any of these similar cities but has the highest population density.
- GRASP® Index is the value per capita and involves dividing the total of all the components in the system by the population. The GRASP® Index does not factor in population density.
- Average LOS per acre is a calculation of the GRASP® values and the total acres for each of those values. For example, one area on the map may be light orange which represents a value of 75 and it covers 14 acres total. Another area may be darker and have a value of 150 but only cover 2 acres. This calculation computes the average GRASP® value over all acres, and in the case of these comparable cities, would suggest that Kirkland’s darker acres cover a greater percentage of the city than in other cities.
- Average LOS/Population density per acre would factor in the fact that Kirkland is more densely populated than these other cities and therefore no longer has the highest level of service.

## LEVEL OF SERVICE STANDARDS AND GUIDELINES

City/Agency	Frederick, MD	Perris, CA	Kirkland, WA	Meridian, ID	Victorville, CA	Average
Year	2021	2020	2021	2015	2020	2015-2021
Population	75,281	79,137	92,165	94,289	127,027	93,562
Population Density (per acre)	4.9	3.9	7.9	5.2	2.7	5
Study Area Size (Acres)	15,366	20,285	11,678	18,159	47,341	22,566
# of Sites (Parks, Facilities, etc.)	85	26	53	21	21	41
Total Number of Components	366	151	261	207	169	231
Average # of Components per Site	4	6	5	10	8	7
Total GRASP® Value (Entire System)	1,766	800	1,411	1,947	775	1,340
GRASP® Index	23	10	15	21	6	15
Average Score/Site	21	31	27	93	37	42
Average LOS per Acre Served	241	107	285	196.1	58	177
Components per Capita	5	2	2.8	2	1	3
Average LOS / Population Density per Acre	49	57	36	38	22	40
% of Population with Walkable Target Access	79%	17%	63%	50%	34%	49%
People per Park	886	3,044	1,739	4,490	6,049	3,241
Park per 1k People	1.1	0.3	0.6	0.2	0.2	0.5

■ Better than the average     
 ■ Below the average

Table 16: GRASP® Comparative Data

## URBAN PARKS AND LEVEL OF SERVICE

As the population of Kirkland continues to grow, City policies are focusing growth in areas of the City where more dense housing types accommodate the rise in population and help address goals for achieving more affordable housing and a variety of housing types. This “urban” character is often reflected through taller, more compacted building layouts leaving little if any room for traditional parks or recreational amenities to support the residents. As a result, the City needs to remain cognizant of the importance of open space to continue to support the health and wellness of the residents as well as the vibrancy of the urban setting. This means that the City should think creatively about how to include park elements that would support the population within a smaller footprint, and which urban park amenities to prioritize. Although typical LOS analysis relies heavily on population per acres as described above, an urban development does not lend itself to that model. Rather than acreage, proximity becomes the primary driver for designing park amenities. A strategic approach would be to consider smaller parks within the development area to provide the most immediate and convenient experience for the residents. To supplement these areas, planners should then look to the nearest public park and augment the facilities to also support the growth. Lastly, it is important to take the opportunity to build walking and biking connections from the urban development areas to other parks in the system.

Pocket-parks and related amenity considerations may be small in size but have the potential to support a higher capacity due to proximity alone. Examples include:

- Linear Parks
- Dog Runs
- Plazas
- Playgrounds
- Pea-patches
- Exercise Stations
- Roof-top Gardens
- Unprogrammed Green Space

Urban parks are smaller than typical suburban parks and can range from under ½ acre to 5 acres and should

be within a 5-10-minute walking distance (or ¼ -½ mile) from nearby offices, retail, and residences. Some of these elements may be developed as part of City code, either as requirements of new development or as incentives for increased development capacity. The 85th St. Station Area Plan (described further in the next section) contemplates adoption of a form-based code for that area that will help provide design criteria for parks in an urban setting. That code is anticipated to include some of the components as requirements, such as dog runs and play/exercise areas in larger scale developments, as well as incentivizing other amenities, such as public plazas and linear parks, as part of the increased density in the Station Area.

The urban park service level guideline should be based on both resident and employee populations:

- 1.5 acres of urban park space / 1,000 residents
- 1.0 acre of urban park space / 10,000 employees

For example, the 85th St Station Area Plan will have capacity for a total of 8,152 households equating to 18,146 total residents and capacity for a total of 22,751 employees by 2044. Using the guideline above, the SAP would require 27.2 acres to support the residents and 2.3 acres to support the employees.

### The NE 85th Street Station Area Plan

With the passage of the 2019-2020 budget, City Council authorized the creation of a Station Area Plan associated with the Sound Transit Bus Rapid Transit (BRT) station planned for the I-405/NE 85th Street interchange. The BRT station, anticipated to be operational in 2026, will provide the Station Area with frequent high-capacity transit service to regional destinations and transit connections. In December 2021, with passage of Resolution R-5503, City Council adopted the Preferred Plan Direction for the Station Area, including the following vision:

*The Station Area is a thriving, new walkable district with high tech and family wage jobs, plentiful affordable housing, sustainable buildings, park amenities, and commercial and retail services linked by transit.*

The resolution also adopted a maximum growth capacity, subject to future private redevelopment under forthcoming Station Area zoning, of up to a total 8,152 total households and up to 22,751 total jobs in the area. These household and jobs capacities include the existing households and jobs in the Station Area.

This population growth is likely to impact density of park use, provide opportunities for additional park expansion, and/or added LOS through increased amenities. The Kirkland City Council mandated the following in resolution R-5503:

- Coordination within this PROS plan
- Consideration of policy changes to LOS

The Station Area Plan provides a unique opportunity to put these alternate approaches into action in the near term. As noted in the Fiscal Impacts and Community Benefits Study from the Station Area Plan work, options to be explored include:

- Explore the ability to integrate parks and open space in needed and planned infrastructure investments in the public right-of-way, including street and utility improvements
- Leverage existing spaces by enhancing existing neighborhood parks, open space around Forbes Lake, and the Cross Kirkland Corridor Interim Trail
- Consider the role of school facilities and non-City parks, as well as existing publicly owned parcels (including WSDOT clover leaf space and Taylor Fields)
- Expand shared use agreements to leverage existing park and recreation spaces for public use
- Consider community park options that may include supporting the re-design of Peter Kirk Park and

renovation of other community parks to increase capacity (See next section for more detail)

- Evaluate development requirements and development bonuses to provide smaller scale publicly accessible open spaces and trail connections

## Park and Open Space Opportunities to Support Station Area

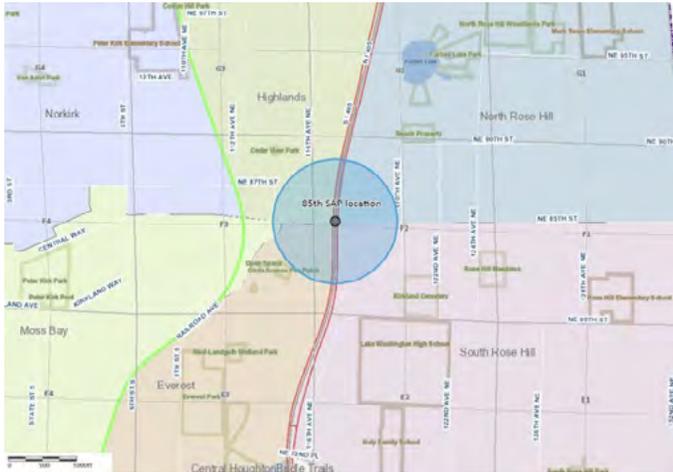
As stated previously, the NE 85th Street Station Area is projected to have capacity for a total of 8,152 households equating to 18,146 residents and a total of 22,751 employees by 2044. Using the urban park guideline above, the Station Area would require 27.2 acres to support the residents and 2.3 acres to support the employees.

The following acreage analysis and park descriptions below are based on the guidelines, existing parks, proximity and property acquisition considerations. Parks that are in proximity but not fully in the Station Area are given a 10% contributing support value. Parks or parcels completely within the Station Area are given 100% contributing support value. This results in 32.873 acres—above the 29.5 acres suggested guideline referenced above. The following park and open space opportunities should be considered to accommodate the growth.

	Total Acres	% Contribution	% Acres applied
Peter Kirk Park	12.48	10%	1.248
Everest Park	23.17	10%	2.317
North Rosehill Woodlands Park	20.96	10%	2.096
Rose Hill Meadows	4.1	10%	0.41
Cemetery	6.82	10%	0.682
CKC/Linear Parks	4.5	10%	0.45
Forbes Lake Park	8.81	100%	8.81
Possible use of WSDOT ROW	8.8	100%	8.8
Properties in NE near Forbes Lake	3.18	100%	3.18
672 7th Ave	0.83	100%	0.83
<b>Total</b>			<b>32.873</b>

# LEVEL OF SERVICE STANDARDS AND GUIDELINES

Below is a map identifying the general location of the Station Area Plan and proximity of existing parks.



## Peter Kirk Park and Lee Johnson Field

An urban park that warrants particular attention and consideration of re-development is Peter Kirk Park. Its downtown location, adjacent to many recent development projects, and its proximity to the planned Station Area make it a key public space for existing and future generations of Kirkland community members. Co-located with the seasonal swimming pool, the Kirkland Teen Union Building (KTUB) and the Peter Kirk Community Center, the consultants believe the park could best serve the City if it is refreshed and reconfigured to capture the growing capacity needed in this urban core and the community as a whole. Developing a new Peter Kirk Park master plan is suggested which may consider the reconfiguration of Lee Johnson Field to include other sports in addition to baseball. If the City desires to retain a dedicated baseball-only facility, such a field could potentially be established at another location. Potentially, the field could move to another location and be developed as a first-class championship facility with multiple fields, parking, and other amenities. The Peter Kirk Park master plan and the narrative of what should be included is one of the highest priorities for the City. If this priority is included in a voted bond measure, the Station Area properties would be subject to the measure and contribute toward their share of that measure based on assessed valuation.

## Everest Park

Everest Park is located outside of the Station Area; however, its proximity to the urban core makes it ripe for updating. A robust community park with heavy participation, the space has opportunity for some component reconfiguration and additions that could assist with allowing the park system to absorb the population growth occurring with the Station Area. This added capacity could be achieved by converting a grass athletic field to a synthetic turf field (approximate doubling of play time), expanding the size of the playground, increasing the size of the restrooms, and adding other components such as pea patches or an off-leash dog trail. The park has a current capital project to replace or repair the restrooms, which could be a good opportunity to consider the overall support amenities needed in this area.

## Forbes Lake Park

Forbes Lake Park is primarily undeveloped. The park is uniquely situated adjoining the Station Area and developing a new master plan should also be a high priority for the City. The master plan should consider a minimum of 10-foot-wide walkways and boardwalks to facilitate its use as a connecting point. While the initial vision for Forbes Lake Park was more of a passive park focusing on nature education and observance, the new urban center calls for park expansion and a more active role. An active park would contain more components such as restrooms, playground, and picnic shelter along with support elements. The recent Totem Lake Park development is a good example of adding active amenities with the natural components of the lake and wetlands. Given the need to add 29.5 acres of park space to the Station Area, the acquisition of surrounding parcels should be considered as noted in the section below on property acquisition considerations.

## North Rosehill Woodlands Park

This neighborhood park is located in the northeast quadrant of the Station Area. The park has a playground and walking trails. It's located across 124th Ave from the north end of Forbes Lake Park. A mid-street walkway would connect the two parks. The playground is due for replacement and restroom facilities should be added to help accommodate increased use due to increased densities.

## Rose Hill Meadows

Rose Hill Meadows is a neighborhood park with both active and passive components. It sits in the southeast quadrant of the Station Area. Connecting this park with the Kirkland Cemetery via an east/west greenway along NE 83rd Street would create greater connectivity throughout the Station Area and serve as a linear park. Another important consideration is the park infrastructure. As the Station Area develops and linear parks are implemented, the active components and support elements at the park may need to be updated.

## Kirkland Cemetery

The Kirkland Cemetery is currently maintained and used as a park. However, the space could be improved to be a park that welcomes general community use, as is consistent with urban recreation trends. Having multiple entrances, enhancing pathways and adding support amenities would improve usability. The cemetery could also serve as the southern anchor to the planned greenway on NE 120th Ave in the Station Area.

## Cross Kirkland Corridor and Linear Parks

Developing linear parks to connect the entire park system would greatly enhance the service provided to the community and serve both as park space, and also as pedestrian and bicycle corridors. An important area to consider first is the Cross Kirkland Corridor section from 85th Ave North to 12th Ave. The City owns a parcel near 110th Ave NE and 12th Ave adjoining the Cross Kirkland Corridor (CKC) Interim Trail that could be developed as a pocket park. This should be considered as part of an update to the CKC Master Plan or as part of park development in partnership with the transportation group. An example of this type of development is Feriton Spur Park that runs through the current Google campus on 6th Street, which provides public amenities and active components. Other linear parks have been previously mentioned, including NE 120th Ave, and NE 83rd St. The capital project list recommends a linear parks and trails master plan to

help provide a holistic approach to developing these corridors throughout the city. Also recommended is funding for park and trail development. Given the importance of the trails master plan to the Station Area and connecting the park system, it is recommended to complete the plan in the next funded Capital Projects Plan.

## Property Acquisition Considerations

Although the parks listed above could partially support the Station Area, the only park that resides within the SAP boundary is Forbes Lake Park. As such, it is recommended to pursue potential acquisition or use of other parcels within close proximity if and as they become available, such as:

- WSDOT ROW (up to 8.8 acres), although some of that acreage will be used for BRT-related infrastructure and maybe developed as trail amenities as part of redevelopment of the Lee Johnson site
- Properties adjacent to Forbes Lake Park on 120th (up to 3.18 acres over several parcels) in the Northeast quadrant of the Station Area
- Property for sale at 672 7th Ave (.83 acres) in the Northwest quadrant of the Station Area

## KEY FINDINGS FROM LOS ANALYSIS

- There are ADA barriers that will be addressed by the ADA Transition Plan.
- Kirkland has a good distribution of parks/properties with some identified gaps in walkable access.
- Undeveloped or underdeveloped parks reduce the reportable level of service in some areas, parks/properties that are developed provide a high level of service within a 10-min walk of most residents.
- Kirkland compares favorably with other similar sized agencies in most categories except overall acres per 1,000 people and the number of basketball and tennis courts.

## SECTION VI

# PROGRAM SERVICE ANALYSIS

- Organizational Analysis
- Financial Analysis
- Recreation Program Analysis
- Maintenance and Operations Analysis

## ORGANIZATIONAL ANALYSIS

BerryDunn broadly assessed the organizational and management structure of the Department and staffing to determine effectiveness and efficiency in meeting current and future responsibilities relating to the community's parks and recreation needs.

Under the guidance of the Kirkland City Manager, the Department is managed by the Director of Parks and Community Services, who autonomously oversees daily operations including the budget, personnel, policy development, parks, facilities, special events, recreation and human services. Supporting the Director is the executive leadership team including the Deputy Director, and four managers (Park Planning and Development, Recreation, Parks Management, and Human Services). Six supervisory positions support the Department: Parks Management (3), and Recreation (3). Non-supervisory department employees are represented by the American Federation of State, County, and Municipal Employees (AFSCME) and the Teamsters under collective bargaining agreements.

Finance, Human Resources, and other administrative functions are administered under appropriate City departments and help to supplement the Department's efforts in these areas.

The Department is organized into four divisions that employ 60.5 full-time positions.

1. Administration Division that includes the administrative office, communication, long-range planning, capital projects, development, policy, special events and support for the Park Board
2. Parks Management Division that includes daily operation and upkeep of the parks and outdoor spaces, the Kirkland Cemetery, volunteer opportunities, grounds, the swimming pool, docks, marina, boat launches, sports fields including selected Lake Washington School District athletic fields, and natural area restoration and maintenance/Green Kirkland Partnership
3. Recreation Division that includes recreation and leisure programs, community building events, enrichment programs, inclusive recreation, community centers, youth services and teen programs, aquatics (including three guarded beaches), senior services and programs for active

adults 50+ years of age and older, volunteer opportunities, and youth and adult sports

4. Human Services Division that includes a grant program to support human service organizations, regional planning and initiatives, support for the Human Services Commission, DEIB, teen activity grants, and the Kirkland Youth Council

The Department also annually invests ~\$396,000, (\$1,193,934 budgeted for 2022) to employ a variety of contingent and seasonal positions that include:

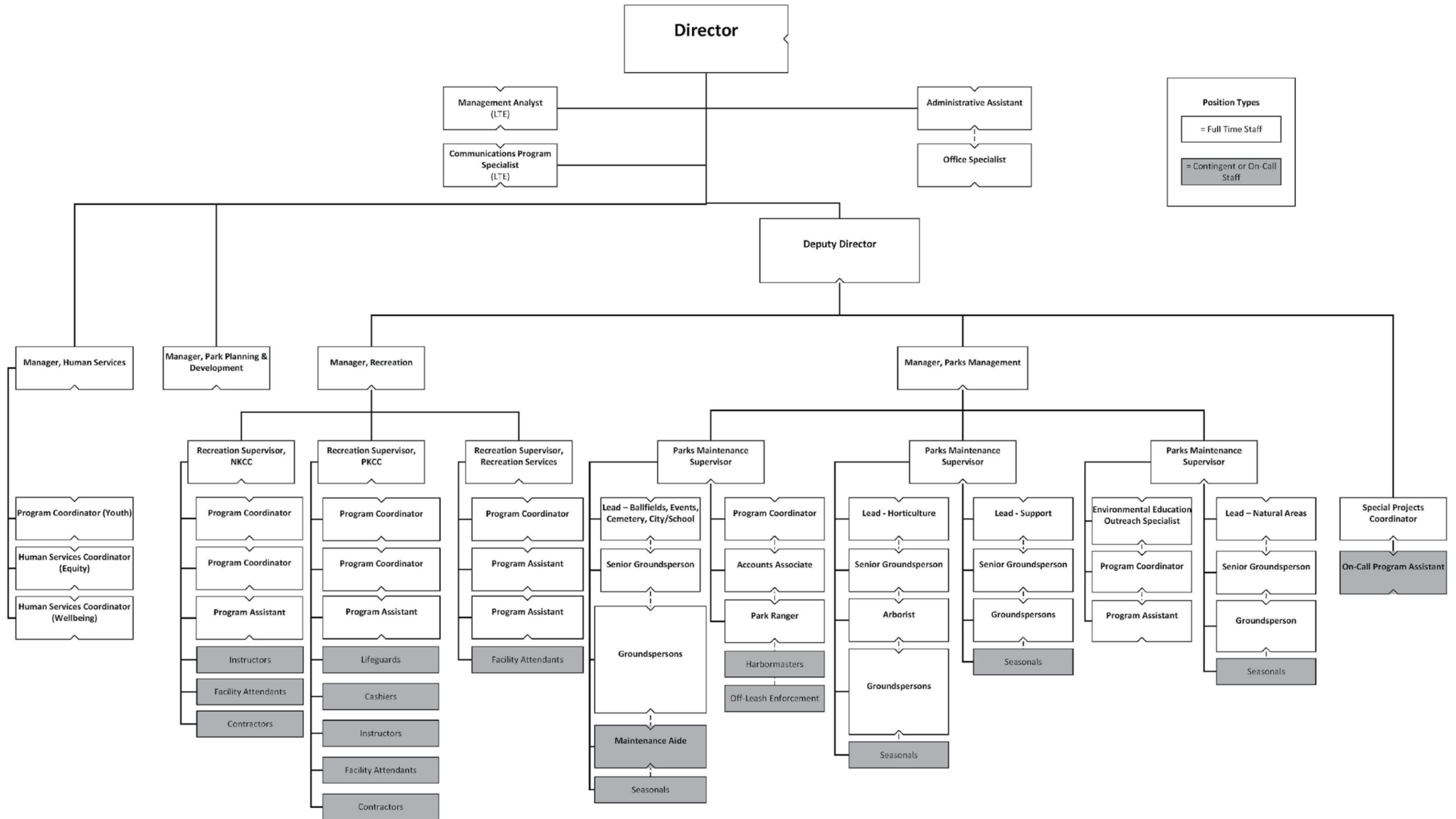
- Cashiers
- Facility Attendants
- Seasonal Park Rangers
- Instructors
- Lifeguards
- Office Specialists
- Park Laborers
- Program Assistants
- Camp Staff

To accurately analyze parks and recreation staffing levels, contingent and seasonal positions must be converted to full-time equivalents. In 2022, the Department is budgeted for 54,616 hours of contingent and seasonal labor, or 26.3 FTE, to supplement its full-time staffing. Of this, 6.2 FTE are for Park Maintenance and 19.4 FTE are in Recreation. It is important to consider the market based/entrepreneurial manner in which recreation programs are offered and that part-time positions are often hired in response to a community's willingness to pay for additional services. Human Services positions are removed from this analysis.

In total, the Department funds 78.3 FTE or 8.5 FTE per 10,000 residents. Comparing Kirkland to other similar agencies in the 2021 NRPA Agency Performance Review, this is below the median of 9 FTE per 10,000 residents, but within the range from 5.1 (low) to 15.8 (high). Accounting for the projected population in 2026, this would decrease staffing per 10,000 residents to 7.8 FTE if no new positions are added to the department.

Typical agencies of similar size may employ up to 82.8 FTE. When contingent hours are converted to FTE, Kirkland's current staffing is 78.3 FTE. Insufficiencies occur in planning and capital development and administration. In addition, the need exists for greater staffing for operations and maintenance.

Parks and Community Services Organizational Chart



**Position Types**

- = Full Time Staff
- = Contingent or On-Call Staff

## Key Areas for Operational Enhancement

The needs assessment, including input from staff interviews, community and key stakeholder engagement, the survey, and LOS analysis, along with the consultant's expertise has identified the following areas for operational enhancement that demonstrate a need for additional FTEs:

- Population in Kirkland is expected to increase by 9%, or 8,437 individuals, between 2021 and 2026. Using 2021 data for typical agencies with a projected population of 100,514, an additional three maintenance and operations, two park rangers, two recreation, and two administrative positions should be added to support the population growth
- The Kirkland community continues to become more diverse as Asian and Hispanic populations have collectively increased in the past decade by almost 7.28%. The Department may benefit from a DEIB specialist in addition to the support provided by the City Manager's Office
- A consistent theme heard from the community was to add new parks and open space as the population increases
- To maintain the existing 6.9 acres per 1,000 population, given an anticipated population increase, an additional 58 acres of parkland are needed. At a cost of \$5,258 per acre annually to maintain (and \$304,935 total), this may necessitate an additional 3.17 FTE for park maintenance (based on current FTE per acre)

## Staff Observations

Consultant observations and staff feedback were considered to determine if the current organizational structure was satisfactory. The analysis included the observations and assessments from community input, staff focus groups, and community satisfaction ratings. This information resulted in the following observations:

- Staffing is insufficient. There are intense workloads and staff are unable to adequately meet the demands of the community
- There is increasing demand based on an expanding capital improvement program, increasing programs, and goals coming from other City plans that impact the Department
- It is difficult to recruit and retain employees given lower wages in the City for contingent and seasonal staff



- There is a need for additional marketing and promotion of activities
- Employee’s work style is reactive rather than proactive due to staff levels
- Much greater attention to diversity, equity, and inclusion is needed
- Human Services, although a very important part of the Department, requires a significant administrative workload from the Director

## Staffing Considerations

After evaluating the observations and assessments, the consultant team has determined that the Department will need between 9 and 17 additional positions to operate and expand its system over the next 10 years:

### Minimal Needs (9 FTE)

- Management Analyst (1)
- Communications Program Specialist (1)
- DEIB Coordinator (1)
- Groundskeeper (3)
- Adaptive Recreation Coordinator (1)
- Park Ranger (2)

### Ideal Needs (additional 8 FTE)

- Administrative Supervisor (1)
- Planning Coordinator (1)
- Office Specialist (for each community center) (2)
- Program Coordinator (Volunteer and Partnerships) (1)
- Program Coordinator (Teen Programming) (1)
- Field Arborist (1)
- Human Services Specialist (1)

Additional positions may be needed to support new community centers/aquatics and other new facilities and program areas added at future dates.

## FINANCIAL ANALYSIS

### Current Circumstances

The Kirkland City Council adopts a biennial budget that sets priorities, guides staff, and provides the primary resources to meet the parks and recreation needs in the community. The General Fund is the primary operating fund and is used for operating and capital expenditures. It is comprised of property and sales tax revenues, and fees and charges generated by the Department. In addition, a parks levy passed in 2012, and a special park operations tax provides significant funding for the Department.

Since 2013, the Department has seen an increase in its general fund budget of approximately 8% per budget cycle, or approximately 4% per year. The sizable increase in 2019-2020 was due to Kirkland’s Proposition 1 safety initiative which provided funding for homelessness and mental health, as well as Cares Act funds going to human services providers as a result of the COVID-19 pandemic.

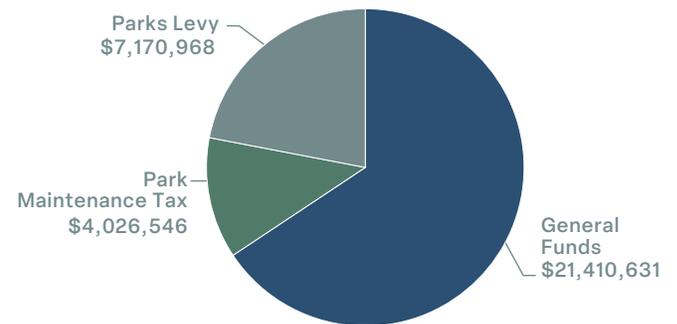


Figure 28: Funding Sources for Biennial 2021/22 Budget

	Administration	Parks Operations & Maintenance	Recreation	Human Services	Business Services	Total	Change from Prior Year
2013–14 (Actual)	\$2,097,709	\$5,726,903	\$4,089,537	\$2,329,857	\$311,082	\$14,555,090	-
2015–16 (Actual)	\$2,337,989	\$6,470,072	\$4,403,552	\$2,601,085	N/A	\$15,812,698	8.6%
2017–18 (Actual)	\$2,480,764	\$6,388,072	\$5,265,867	\$2,951,709	N/A	\$17,086,412	8.0%
2019–20 (Budget)	\$2,653,624	\$6,725,803	\$6,346,046	\$5,559,010	N/A	\$21,284,483	24.6%
2021–22 (Budget)	\$2,940,234	\$6,742,225	\$6,359,897	\$4,852,761	N/A	\$20,895,117	-1.8%

Table 17: Parks and Community Services General Fund Budget History by Function

### Other Funding Sources

In addition to the general fund, two additional sources of funding are appropriated annually to support primarily parks maintenance and operations.

- The 2012 Parks Levy Fund accounts for the proceeds of the parks levy approved by voters in November 2012. The levy restores maintenance and beach lifeguard services at Houghton, Waverly, and Juanita beaches, and restores maintenance at neighborhood parks including restroom operations and repairs. The levy also provides for maintenance of O.O. Denny Park, a portion of the Interim Cross Kirkland Corridor Trail (managed by Public Works), and provides ongoing funding for the Green Kirkland Partnership. The levy includes annual funding for repair and upkeep of sports courts and replacement of playgrounds. This funds \$7,170,968 over the two years in the 2021-2022 budget.
- The Parks Maintenance Fund accounts for the maintenance and operation of properties acquired and/or developed as a result of a parks bond approved by voters in November 2002. These properties and projects include future park land purchased with the Acquisition Opportunity Fund and the City/School Partnership program which encompasses school playfield improvements, maintenance, and scheduling administration. The maintenance and operating costs are funded by a special property tax levy approved by the voters in November 2002. This fund accounts for a portion of landscape and

horticulture services, athletic field maintenance and renovations, restroom and park amenity services, trail maintenance, and other repair and construction projects of these properties. This funds \$4,026,546 in the two-year 2021-2022 budget.

### Parks and Community Services Revenues

Revenues for fees and charges in the General Fund increased over 25% from the 2013-2014 budget to the 2019-2020 budget leading up to the COVID-19 pandemic. Assuming additional programming space is added in the future and fees are regularly evaluated, revenues are anticipated to continue to increase in the future.

2013 – 14	\$2,515,983
2015 – 16	\$2,872,122
2017 – 18	\$3,186,510
2019 – 20	\$3,208,500

Table 18: Parks and Community Services General Fund Historical Revenues

## Parks and Community Services Operational Overview 2010–2017

The Department completed a comprehensive overview of its financial position in November 2018 to better understand the impact of the 2010/2011 economic downturn and corresponding recovery. Several important key findings are applicable to the Department's current financial condition. The overriding theme is that achieving long-term City Council and Park Board work plans and maintaining current levels of service given population growth will require additional resources.

- Limited funding is available for required training, professional development, strategic meetings, and planning retreats
- The Department's size, scope, and complexity increased without a corresponding increase in administrative capacity
- There is insufficient supervisory bandwidth to optimize policy compliance, customer safety, and risk management best practices
- City growth contributed significantly to expansion of service levels; future expansion of the Department will require additional positions
- Significant growth in volunteer participation and park acreage maximizes City investment in staff and resources
- Expansion of diversity and equity initiatives will require additional resources

## Capital Improvement Program (CIP) Budget

Currently, the City's CIP budget includes 16 projects with a total cost of \$19 million. The Department has also identified an additional 60 projects at a cost of \$327 million that are currently unfunded. A more detailed discussion and prioritization of capital projects is in Section VIII.

## Measuring the Financial Health of the Department

There are several ways to gauge the Department's financial health. Benchmarking against other similar communities can assist with planning and leadership decisions. However, because each community is different, benchmarking is not intended to be the sole tool for making such decisions. NRPA's 2021 Agency Performance Review offers opportunities to compare

the Department's financial performance to other agencies serving similar-sized communities. Over 1,000 agencies across the U.S. provided data that is used to benchmark against in this plan.

## Revenue-to-Operating Expenditures: Cost Recovery

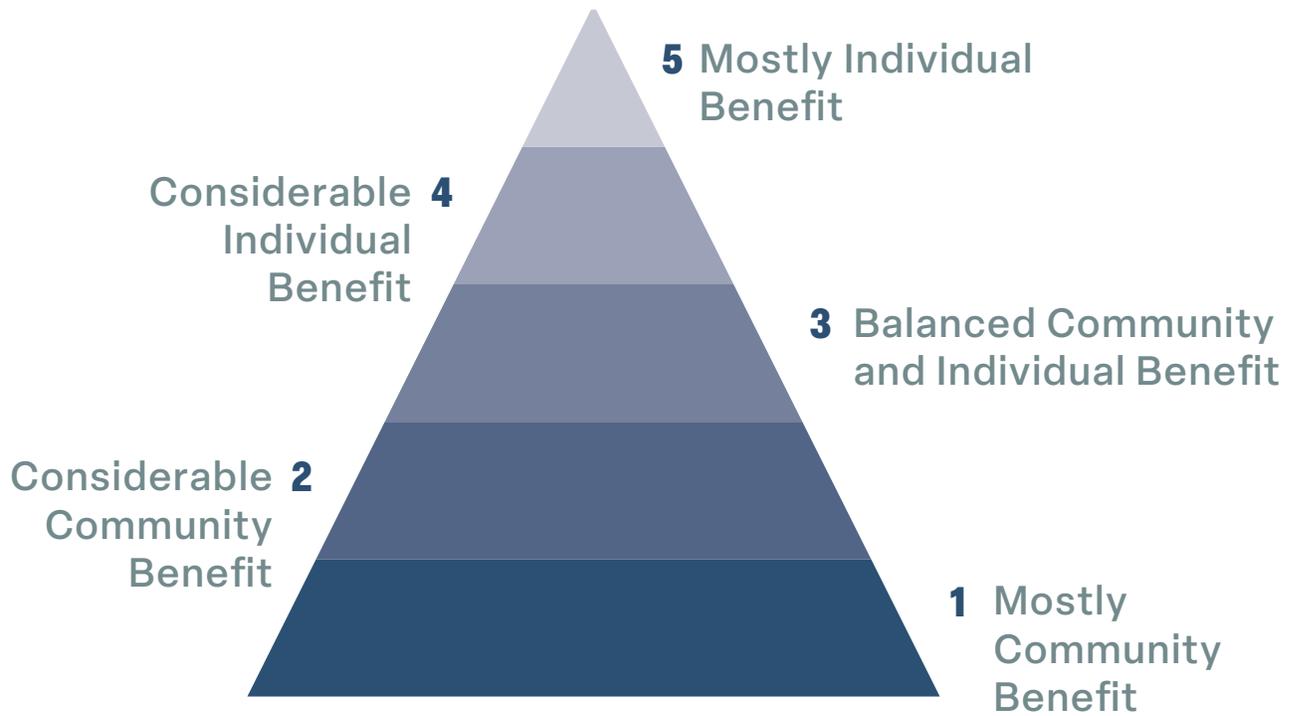
### Resource allocation and subsidy level policies

While all parks and recreation facilities, programs, and services are intended to improve the lives of community members, not all facilities, programs, and services should necessarily receive the same level of subsidy. In general, the more a facility, program, or service provides a community benefit to its community members, the more that service should be paid for by taxpayers through the use of general fund allocation. The more a facility, program, or service provides individual benefits, the more that service should be paid for through user fees. The Department allocates resources through subsidies and fees based on a 2018/2019 resource allocation study conducted by BerryDunn.

BerryDunn LLC has long championed such a philosophy, demonstrated using the "Pyramid Resource Allocation Methodology" used by the Department, shown in Figure 29.

The Kirkland City Council outlined a fiscal policy for the Department in Resolution R-5347 in December 2018, defining the Department's resource allocation and cost-recovery philosophy. Typically, the Department recovers ~20% of the Kirkland taxpayers' general fund's total investment in parks, recreation and community services; this percentage is cost recovery of the entire Department budget including human services. As a result of the COVID-19 pandemic, revenues in the 2021 – 2022 budget are projected to decrease by 21% over the 2019-2020 budget, which would suggest a cost recovery of 16%.

Another way to evaluate cost recovery is to look at direct cost recovery, which most closely describes the relationship between fees and direct expenses. This primarily applies to the recreation division. In the 2020/2021 budget, this cost recovery is projected to be 40%. While the overall cost recovery provides a clear picture of the actual costs to operate parks and provide all services, to most accurately allocate resources and assign fees, it is recommended that the Department focus on direct cost recovery, according to the pyramid resource allocation methodology.



**Tier 5: No Subsidy, ≥100% Cost Recovery\***

- Vendors/Concessionaires
- Marina Piers and Boat Launch
- Cemetery Funeral Services
- Private Lessons
- Park Shelter Rentals
- Facility Rentals

**Tier 3: Partial Subsidy, ≥50% Cost Recovery\***

- Youth Camps and After School
- Youth General Classes and Sports
- Preschool General Classes and Sports

**Tier 4: Partial Subsidy, ≥75% Cost Recovery\***

- Adult General Classes and Sports
- 50+ General Classes and Sports
- Recreation Special Events
- Senior Trips

**Tier 2: Partial Subsidy, 1≥25% Cost Recovery\***

- Aquatics Public Swim at the Pool
- 50+ Services via Partnerships
- Senior Transportation Program

**Tier 1: Full Subsidy, ≥0% Cost Recovery\***

- Park & Bench Use
- Green Kirkland Partnership
- Senior Services
- Human Services
- Youth Services

Figure 29: Kirkland Pyramid Resource Allocation Methodology

## Operating Expenditures Per Capita

Another metric NRPA aggregates and reports on annually in its Agency Performance Review is typical operating expenditures per capita. In 2020, the typical parks and recreation agency similar in size to Kirkland spent \$101.65 for each person. The Department was budgeted to spend \$166.18 per person in 2020 and \$150.57 in both 2021 and 2022. Due to the Seattle region's cost of living (typically in the top five of U.S. metro areas), it is expected that the per capita expenditures in Kirkland be much higher than a similar-sized agency elsewhere in the nation. This also includes additional funding allocated into the budget for COVID-19 recovery, funding from the 2012 park levy, and the park maintenance fund.

## Potential Funding Support

Sufficient funding to ensure the Department can grow along with the anticipated population growth was voiced by key stakeholders and community members during the public engagement process.

As a result of anticipated increases in population, the City will need to develop an additional 58 acres of park land to maintain the current level of service. To operate and maintain this additional park space, the Department will require approximately \$738,456 per year in additional funding.

## Operating Expenditures Per Acre

Currently, the Department manages and maintains 694 acres of developed park and open space at an annual cost of \$8,823,369 (2021/22 general fund budget) or \$12,732 per acre.

Typical agencies may spend from \$4,898 (Low) to \$20,809 (High), with a median of \$8,755 per acre of developed park space. These same typical agencies spend 44% of their operating budgets on parks and maintenance operations. Kirkland expends 42% of its overall general funds on park operations (excluding the park maintenance tax and funds from the parks levy). However, the Department is also budgeted to expend \$2,013,273 from the Parks Maintenance Fund and \$2,658,837 from the 2012 Parks Levy on park maintenance and operation in both 2021 and 2022.

## Typical Operating Expenditures Per capita



# \$101.65/year

## Managing Growth Through Impact Fees (System Development Charges)

There are three basic options to pay for growth. Either (1) existing residents pay for new growth through taxes or fees; (2) provide parks and recreation services at a lower level of service by absorbing growth into existing resources; or (3) developers and home builders pay for the impact of growth so that the growth pays its own way.

Option 1 unfairly assigns responsibility for funding of growth. Option 2 creates a slippery slope, where the level of service, (often determined as a percentage of developed acreage per 1,000 residents) will decrease over time, as new residential developments are added without contributing to the funding of new parks. This may lead to higher density of use or the need to travel further distances to gain access to parks. Option 3 allows growth to pay its own way in an equitable manner. Home builders typically include park development in the price of the homes, as they would other infrastructure costs.

Park Impact fees are derived using a methodology that is based on the replacement value of the existing overall park system, divided by the population. This provides a determination of the park value per person (investment per capita). Park impact fees were evaluated by the City in 2021. These fees are phased to increase over three years and are collected from residential development only.

Kirkland’s fees recover less than half of the costs associated with the impact of new development, shifting the burden to pay for growth to existing taxpayers, grants, or other funding mechanisms. It is recommended that Kirkland continue using capital investment per person as the standard going forward and that the City consider increasing the impact fees to more closely approach the actual cost of providing that level of service to new residents.

The fees below at year 3 represent 46% of the impact created by single residential development, 51% of the impact created by multi-family residential development and residential suites. The Department does not impose a parkland dedication requirement and relies on the impact fees and other funding sources to provide funding for new parks.

### Kirkland Community Members’ Preferences for Capital Funding

The needs assessment survey asked respondents for preferences and support for future capital funding. Support was measured on a scale of 1 (does not support) to 5 (definitely support). The percentage of registered voters who would support capital funding opportunities is reported in Figure 30.

60% of survey respondents were in support of bonds that fund specific projects and an indoor aquatic facility. 57% expressed support for an indoor recreation center. Ninety percent of respondents were registered voters.

Park Impact Fee Phasing	Current (2021)	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	The current (calculated maximum) fees are:	
Single Family	\$4,435	\$5,629	\$6,822	\$8,016	Single Family	\$ 17,496
Multifamily	\$3,371	\$4,278	\$5,185	\$6,093	Multifamily	\$ 11,845
Residential Suites	-	\$2,264	\$2,744	\$3,224	Residential Suites	\$6,268

Table 19: Park Impact Fee Phasing

Table 19: Park Impact Fee Phasing

Rating Category	Average Rating	Average Rating Registered Voters	Probably or Definitely Support
Bond referendum for specific projects	3.6	3.6	60%
Bond referendum for indoor aquatic facility	3.5	3.5	60%
Bond referendum for indoor recreation center	3.5	3.5	57%
Increased user fees	3.4	3.5	56%
New tax body such as a metropolitan park district	2.5	2.5	28%
Increased property tax	2.4	2.6	26%
New dedicated sales tax	2.3	2.3	24%

Figure 30: Support for Funding Sources in Kirkland in 2021

## Funding Mechanisms Available to the Department

BerryDunn has compiled a list of potential funding sources and strategies for public parks and recreation identified through over 26 years of consulting with agencies across the United States. Sixty-six new potential funding opportunities were identified as funding sources the Department could consider in the future. The strategies were identified as potential options for new or expanded revenue, and cost savings strategies to meet the needs of the community. See Appendix I for the full list and explanation for each opportunity. The consultants feel the following strategies may be best to consider:

### General Obligation Bonds

Bonded indebtedness is issued with the approval of the electorate for capital improvements and public improvements. Registered voters should be polled but the plan highly recommends this for expansion of the system.

### Inter-Local Agreements

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. Given the costs of building and operating new community centers and especially indoor swimming pools, relationships with YMCA or other non-profits can work out well. There are many examples of successful partnerships in the Pacific Northwest. In Sherwood, Oregon, the city built a community recreation facility, and the YMCA has operated it for many years saving the city operating costs.

### Advertising Sales

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on items such as program guides, scoreboards, fences, 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. Advertising sales can often cover a majority of costs associated with printing a program guide and should be considered.

### Naming Rights

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. 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. While the City may want to stay away from “commercializing parks”, considering naming rights opportunities for facilities and areas along the CKC could be very beneficial. In addition to collecting fees for naming rights, a business could also include in-kind or volunteer support for the park or facility.

A business that wants to be associated with giving to its community may desire opportunities to adopt a park or pay for enhanced maintenance. It is not uncommon to see adoptions for over one million dollars to cover a ten-year period.

### Life Estates

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. Life estates are 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. Given the population in the Kirkland and Seattle area, the Department should work with the Kirkland Parks and Community Foundation, a 501c3 foundation, to act as a fundraising arm for the Department to facilitate this type of gift.

## Processing/Convenience Fees

This is a surcharge or premium placed on electronic transfers of funds, automatic payments, or other conveniences. As electronic registration continues to grow and people become more accustomed, the credit card fees of generally 3 to 5 percent can be recovered with a built-in transaction fee. This fee would offset the cost of processing the electronic payment.

## Parking Fees

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, parks, boat launches, and other attractions to help offset capital and operational cost. For parking areas, specifically at waterfront parks, there is significant revenue potential even given costs associated with automated machines and enforcement. There are many successful examples of parking fees providing significant revenue to communities.

## A Metropolitan Park District

A special parks and recreation district presents an opportunity to set tax rates and offer services independent from competition for operating and capital resources. Special districts are typically formed as a grassroots response to resource and community needs. The Kirkland City Council considered formation of a special district in 2015.

## RECREATION PROGRAM ANALYSIS

The Department offers a robust recreation program that inspires healthy lifestyles, recognizes, and focuses on the diversity of residents, and builds a sense of community. The Department aspires to meet the needs of all residents with a deliberate emphasis on access and providing programs for all members of the community.

The purpose of this section of the plan is to determine how well the Department is meeting the recreational needs of its residents. This recreation program

analysis focused on the efficiency and effectiveness of programs, events and activities related to the Department's mission and vision.

This analysis is intended to provide the Department with options to enhance and expand programs while addressing challenges around a lack of programming spaces, the need for an indoor aquatic's facility, and intense competition to register for limited program spaces.

## Background – The Importance of Recreation Services to the Kirkland Community

The City conducts a telephone survey every other year, to collect opinions from residents on how well the City delivers basic services. In 2020, respondents to the survey ranked their satisfaction with recreation programs and classes as very high. However, recreation programs and classes only ranked 18 out of 21 basic City services in terms of how essential they were to the community, demonstrating they were not perceived as essential as other infrastructure services such as fire, police, sidewalks, etc. The ratio of performance vs. importance demonstrates that the Department does an exceptional job delivering recreation programs, beyond the community's perception of importance. Community members' survey responses demonstrated that performance exceeds the importance of community events, recreation programs and classes, and City parks. See Figure 31.

## Satisfaction with Current Recreation Programs and Activities in Kirkland

Satisfaction was measured during stakeholder interviews, focus group meetings, a Community Conversation, at a Park Board meeting, and as part of the needs assessment survey. Collectively, recreation programs and services were rated 3.7 on a scale of 1 to 5, with 1 being "very unsatisfied" and 5 being "very satisfied."

### The Importance of Recreation Services to the Kirkland Community

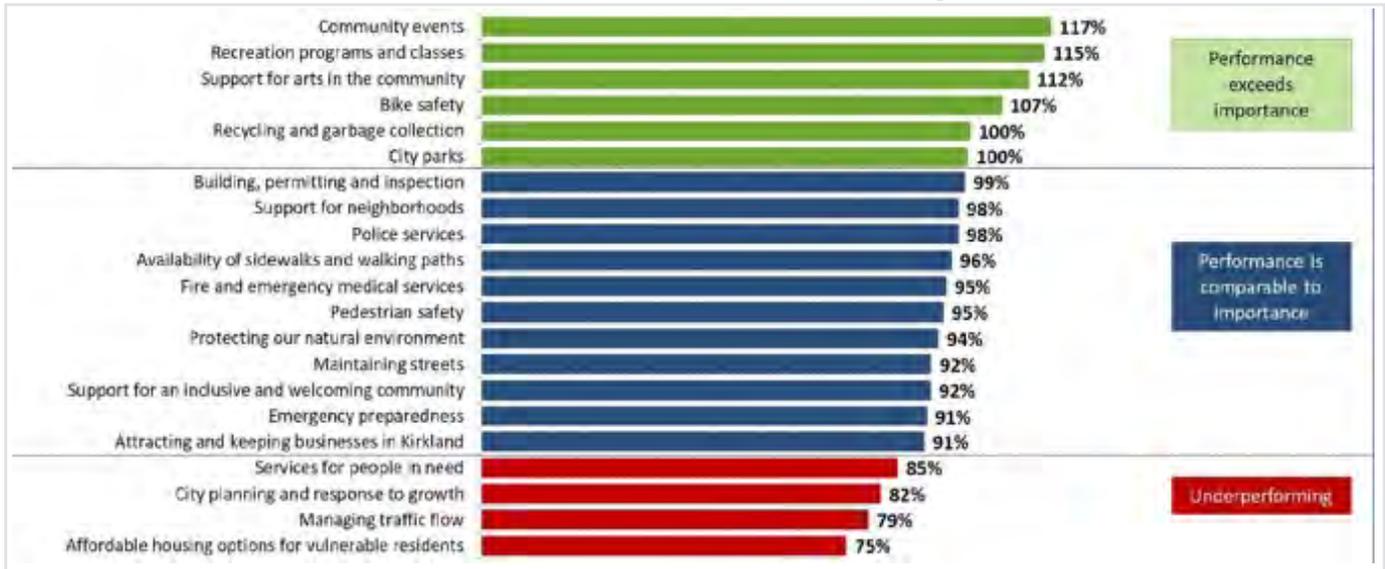


Figure 31: City of Kirkland Services Ranked by Performance Compared to Importance

### Recreation Program Satisfaction in 2021

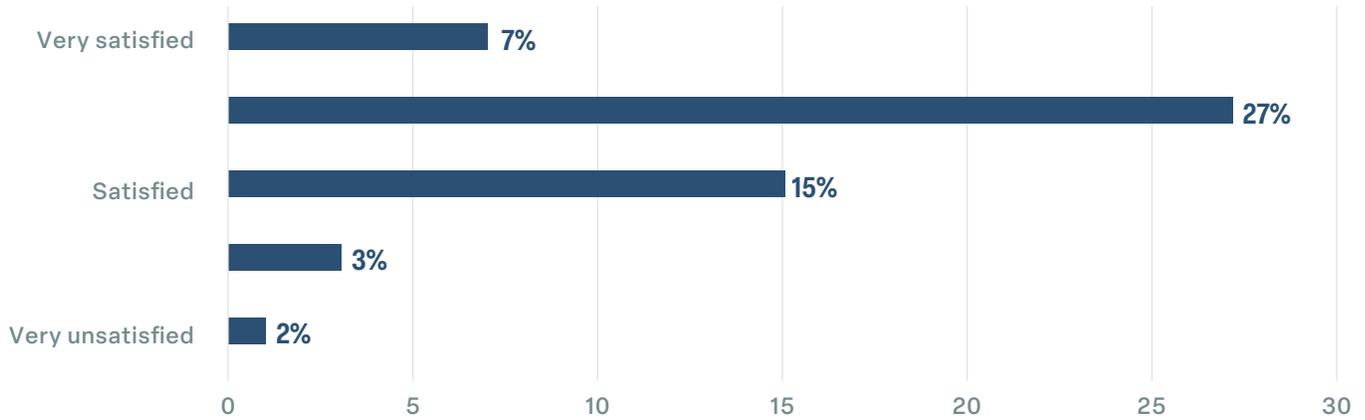


Figure 32: Recreation Program Satisfaction

### Current Recreation Program Service Areas

For this analysis, the consultant has organized the Department’s programs, events, and activities into nine service areas that collectively provide core recreation, sports, fitness, senior, specialized,

and enrichment programs. Descriptions of the program service areas and 2019 participation rates are summarized below in Table 20, with key observations provided at the end of each section. Note: 2019 data was used as the most recent full year of data available before the COVID-19 pandemic.

Program Service Area	Program Area	Program Examples	Age
Preschool Programs	Preschool General Classes	<ul style="list-style-type: none"> <li>• Parent and child programs</li> <li>• Dance, gymnastics, and movement</li> <li>• Cooking</li> <li>• Art</li> <li>• Music</li> <li>• Drop-in indoor playground</li> <li>• Nature camp</li> <li>• Outdoor preschool *new in 2021</li> <li>• Yoga *new in 2022</li> </ul>	Infant to 6 years old
	Preschool Sports	<ul style="list-style-type: none"> <li>• Soccer</li> <li>• Basketball</li> <li>• Multi-sport</li> </ul>	Up to 6 years old
Youth Programs	Youth General Classes	<ul style="list-style-type: none"> <li>• Dance and gymnastics</li> <li>• Ice skating</li> <li>• Art</li> <li>• Music</li> <li>• Manners</li> <li>• Babysitting skills</li> <li>• Self defense</li> <li>• Fencing</li> <li>• Water sports—paddleboarding, sailing</li> </ul>	6–19 years old

Table 20: Kirkland Recreation and Community Services Program Service Areas

# PROGRAM SERVICE ANALYSIS

Program Service Area	Program Area	Program Examples	Age
Youth Programs	Youth General Classes	<ul style="list-style-type: none"> <li>• Outdoor programs *new in 2021</li> <li>• Kendo *new in 2021</li> <li>• Capoeira *new in 2022</li> <li>• Yoga *new in 2022</li> <li>• Cooking *new in 2022</li> </ul>	6–19 years old
	Youth Sports	<ul style="list-style-type: none"> <li>• Basketball league</li> <li>• Volleyball</li> <li>• Cheerleading</li> <li>• E-sports *new in 2022</li> </ul>	Youth to 17 years old
	Youth Camps	<ul style="list-style-type: none"> <li>• Summer day camps</li> <li>• Sports and fitness camps</li> <li>• Art camps</li> <li>• Writing camps</li> <li>• Nature/outdoor camps</li> <li>• Filmmaking camps</li> <li>• Computer camps</li> <li>• STEM camps</li> <li>• Science camps</li> <li>• Cooking camps</li> </ul>	Youth to 17 years old
	Youth After School Camp	After school camp	Youth to 17 years old
Adult Programs	Adult General Classes	<ul style="list-style-type: none"> <li>• Art</li> <li>• Music</li> <li>• Cooking</li> <li>• Real Estate</li> </ul>	18+ years old
	Adult Sports	<ul style="list-style-type: none"> <li>• Volleyball</li> <li>• Softball</li> <li>• Tennis</li> <li>• Golf</li> <li>• Pickleball</li> </ul>	18+ years old

Table 20: Kirkland Recreation and Community Services Program Service Areas

Program Service Area	Program Area	Program Examples	Age
Adult Programs	Adult Fitness	<ul style="list-style-type: none"> <li>• Yoga</li> <li>• Zumba</li> <li>• Cardio classes</li> <li>• Strength training</li> <li>• Flexibility/stretching</li> <li>• Dance (ballet, hip hop, hula, tap, partner)</li> <li>• Pilates</li> <li>• Tai Chi &amp; Qigong</li> <li>• Rock Steady Boxing *new in 2021</li> <li>• Water sports (paddle board, kayak)</li> </ul>	16+ years old
50+ Programs	50+ General Classes	<ul style="list-style-type: none"> <li>• Walking club</li> <li>• Arts and crafts</li> <li>• Dance</li> <li>• Book club</li> <li>• Games</li> <li>• Social clubs</li> <li>• Fitness (see above)</li> <li>• Computer classes</li> <li>• Support groups, counseling</li> <li>• Health and wellness workshops and services</li> </ul>	50+ years old
	50+ Trips	<ul style="list-style-type: none"> <li>• Recreational trips</li> <li>• Lunch outings</li> </ul>	50+ years old
Aquatics Programs	Aquatics—Admissions	<ul style="list-style-type: none"> <li>• Public swim</li> </ul>	All Ages
	Lap swim	<ul style="list-style-type: none"> <li>• Lap swim</li> </ul>	
	Aquatics—Programs and Classes	<ul style="list-style-type: none"> <li>• Swim lessons</li> <li>• Water exercise classes</li> </ul>	
	Aquatic—Swim Team	<ul style="list-style-type: none"> <li>• Swim team</li> </ul>	
	Aquatics—Private Lessons	<ul style="list-style-type: none"> <li>• Private lessons</li> </ul>	

# PROGRAM SERVICE ANALYSIS

Program Service Area	Program Area	Program Examples	Age
	Community Building Events	<ul style="list-style-type: none"> <li>• Harvest Festival</li> <li>• See Spot Splash</li> <li>• Outdoor Movies</li> <li>• Polar Bear Plunge</li> <li>• Kirkland’s Taste of the World</li> <li>• Light Up Kirkland</li> <li>• Kids Triathlon</li> <li>• Pot of Gold treasure hunt</li> <li>• Mermaid Ball</li> <li>• Monster Bash</li> <li>• Community Scavenger Hunts</li> <li>• Cultural Events</li> </ul>	All Ages

Table 20: Kirkland Recreation and Community Services Program Service Areas



Recreation programs that required registration, overall are well attended, with 18,735 participants in 2019 and an average fill rate of 68%. Participation, as is expected, is significantly higher during the summer season and lowest during spring. Fill rates are lowest in the winter. See Figures 33 and 34.



Figure 33: 2019 Recreation Participation by Season

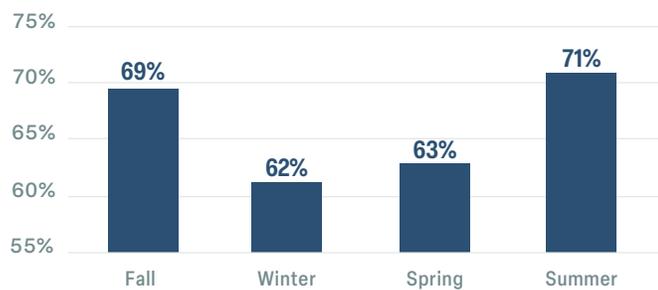


Figure 34: 2019 Recreation Fill Rates by Season

To accurately count participation in each program service area, both unique registrations and actual participation were analyzed. Unique registrations count the number of individuals or teams that register only once for one fee. Actual participation is counted in Participant Contact Units (PCUs), which are the number of times the individual took part in the class or activity. For instance, one child registering for a camp that meets five times would be one registration and five PCUs. PCUs provide a much clearer picture of the effort required to provide a service.

### Preschool Activities: 48,869 PCUs

Preschool activities are intended to provide social, cognitive, and physical motor skills in a safe and positive environment and to foster a sense of creativity and self-esteem in children up to age 6. Program offerings make up the largest program service area serving 5,317 children per year with an impressive 90% fill rate.

### Youth General Classes 12,235 PCUs

Youth and teen enrichment programs and activities provide a safe and encouraging environment where children develop healthy habits while engaging in activities, including camps, physical activities and games designed to support success at any age or skill level. The largest of the program service areas, youth development programs include dance, art, ice skating, gymnastics, and music instruction. Overall, this program service area has a 58% fill rate serving 953 youth.

### Youth Sports Programs: 40,298 PCUs

Youth sports leagues are offered by a variety of non-profit providers. The Department offers a youth basketball league as well as less traditional sports programs such as cheerleading and tennis camps. The programs have a collective fill rate of 64% with 1,515 participants.

### Youth Camps 70,286 PCUs

Out of school time recreation and social opportunities in a variety of camps. These include dance camps, summer camps, day camps and others. Camps have an 80% fill rate and serve 2,259 youth.

### Adult General Classes: 2,789 PCUs

These programs are intended to enrich the lives of residents with classes in art, music, cooking, and more. Overall, 326 community members participated in 13 different activities. This service area has a fill rate of only 31%. There may be opportunities to combine classes to increase both the fill rates and cost recovery.

### Adult Sports: 24,143 PCUs

Adult sports offered include softball, volleyball, pickleball leagues, tennis and golf instruction, and open gym. Most participation contact hours (94%) were in volleyball/sand volleyball leagues. Adult sports have a fill rate of 67% and served 356 participants.

### Adult Fitness: 24,781 PCUs

Programs provided include traditional fitness opportunities (yoga, Zumba, Pilates, etc.) as well as creative and artistic dance expression (belly dancing, hula dancing, folk dancing, etc.). These programs have a fill rate of 41% serving 2,221 participants.

## Adult 50+ Programs & Trips: 13,546 PCUs

The Department offers adults age 50+ fitness, wellness, and enrichment programs, social activities and more which are intended to support wellness of body, mind and spirit. These programs are well received with a 62% fill rate, with 2,044 individuals taking part in registered activities.

## Aquatic Activities: 18,060 PCUs

A full range of swim lessons, lap and recreation swimming opportunities, aquatic exercise, and swim team programs are offered to community members. A robust and efficient swim lesson program is offered to over 1,400 children each summer with a fill rate of 95%. Most aquatics participation is from swim lessons which make up 86% while swim teams make up 10 percent. Drop-in self-directed swimming (recreation, leisure, lap swimming) is not included in these PCUs.

## Community Building Events

During the great recession of 2008/09, community building events fell victim to budget reductions and were not offered for many years. In 2021, the Department began offering events that included the See Spot Splash, Harvest Festival, and Light Up Kirkland. The Polar Bear Plunge, Movie Nights, and Taste the World Kirkland, and others are anticipated in 2022.

Recreation participation for registered activities is further demonstrated in Figure 35.

**Kirkland Recreation Participation**

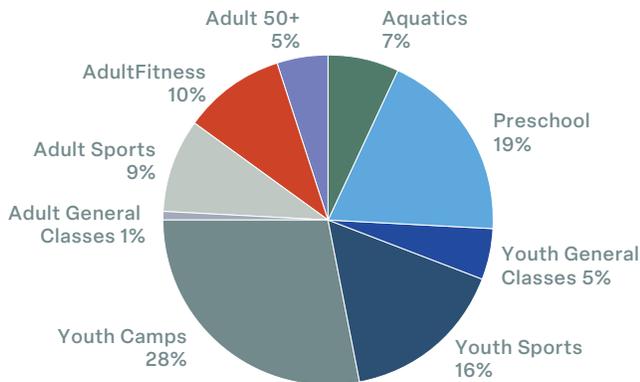


Figure 35: Percentage of Recreation Participation by Program Category

## Financial Investment in Recreation

The City has significantly increased its investment in the recent past. In FY 19/20, \$5.4 million and in the current budget cycle, \$6.3 million. In addition, the 2012 park levy (which restored lifeguards at the City’s swimming beaches) provided \$163,000 in 17/18, \$202,000 in 19/20 and provides \$293,000 in the current budget. Revenues have also been stable. In the current budget cycle, revenues are projected at \$2.5 million or a direct recreation cost recovery of 40%. This represents an annual subsidy of approximately \$31 per community member per year. In addition to registration revenue, the recreation division collects revenue from facility rentals, picnic area rentals, and use of the boat launch and public dock.

Staffing for recreation is directly related to the number of recreation programs offered. This entrepreneurial approach provides a high level of service and revenue but is heavily reliant on contingent positions which overstates the actual recreation staffing.

Full Time	11.5 FTE
Contingent	19.4 FTE
<b>Total FTE</b>	<b>30.9 FTE</b>

## Revenues Generated by the Department

Revenues budgeted in 2021-2022 are \$2,527,738 and come from many program areas. Top revenue producing programs are youth camps, preschools, the marina boat launch, aquatics, and picnic shelter rentals.

## Scholarships

The Department has an adopted scholarship policy that provides financial assistance on a sliding scale based on income and is funded primarily through donations from the community. Scholarship funds are held as a revolving trust, enabling the Department to roll over unused funds each budget cycle.

The policy was last updated in 2019 to expand the program and reduce restrictions in order to serve more people. The maximum percentage of program fees covered by the scholarship was increased from 50% up

to 95% of the program fee and the maximum amount an individual can receive was increased from \$300 to \$450 per year. Finally, the Department increased the marketing and promotion of the program to bring awareness to the opportunity. The Department continues to promote and enhance the scholarship program. Various fundraising opportunities have been used to supplement the ongoing scholarship fund.

In 2020, as the Department was developing plans to resume programming, and to support the ongoing recovery efforts from the impacts of the COVID-19 pandemic, City Council and the Department prioritized the scholarship program by providing \$50,000 in funding to expand the program. In 2019, the Department provided approximately \$3,500 in scholarship assistance. This was increased to over \$15,000 in 2021. Scholarships are provided most for aquatics, adult fitness opportunities, and youth camps.

While the Department has recently increased marketing and promotion of the scholarship program, the needs assessment survey demonstrated that a majority of

Kirkland residents were unaware of the Department's scholarship opportunities. Scholarships would meet a greater need in the community if more residents were aware of scholarship opportunities. The Department should continue working to increase awareness of the scholarship opportunities to further expand access to the recreation programs and services.

See Table 21 for recent scholarships utilization.

Year	# Of Scholarship Recipients	Scholarship Funds Disbursed
2019	44	\$3,499
2020*	8	\$440
2021	70**	\$15,172

Table 21: Kirkland Scholarship Program Usage in years 2019-2021

\*Most programs offered in 2020 were canceled due to the COVID-19 pandemic.

\*\*146 individuals were approved for scholarships, but not all those approved registered for a program/service

**Q: Which best describes your knowledge and experience with the scholarship program? (Check all that apply) by "Source"**

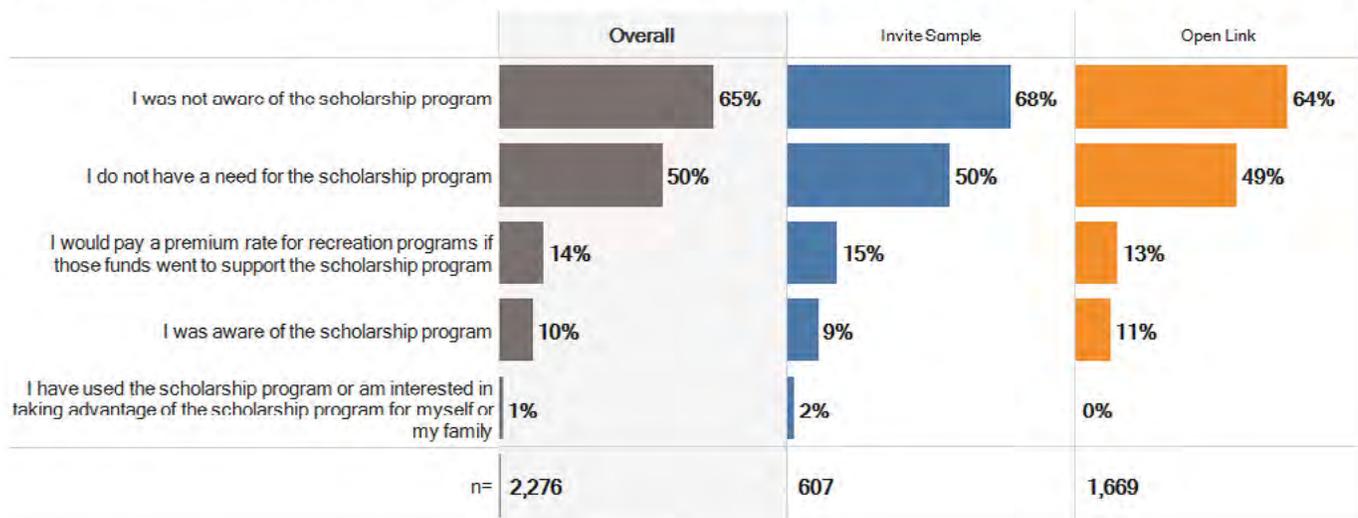


Figure 36: Kirkland Residents Knowledge of Scholarship Opportunities

## Tiered Pricing Model

There is a wide difference in household incomes, with 63% earning greater than \$100,000 (see Kirkland knowledge of scholarship opportunities in Figure 36). Seventeen percent of Kirkland residents have modest or low household incomes and may greatly benefit from a tiered model of pricing, particularly for youth programs, camps, and youth sports. For a particular camp that costs \$50 per week and that the City recovers 50%, the pricing may look like:

- TIER 1** \$25 (a subsidized registration)
- TIER 2** \$50 (the fee that covers the City’s cost at 80% recovery)
- TIER 3** \$75 (a fee that helps to subsidize a portion of Tier 1 registrants)

A tiered pricing system is both anonymous and on an honor system and so does not require income or other verification. The Department is encouraged to test the model in a few camps. The consultants anticipate increased revenue overall and greater access to those programs using the three-tiered pricing model.

## Program Locations

Programs were offered in 18 separate locations in 2019 that included the two community centers as well as parks and schools. Figure 37 shows the distribution of the programs by neighborhood. It is not surprising that over 80% of registered participation is in the Moss Bay and Juanita neighborhoods where the Peter Kirk Community Center and Pool, and the North Kirkland Community Center are located.

However, this results in limited registered programming in the neighborhoods in the south and southeast part of the city that include Highlands, North and South Rose Hills, and the Lakeview neighborhoods.

The Department has a good relationship with the Lake Washington School District and has joint use agreements that allow the City to use the school gymnasiums and other spaces for a very nominal fee (\$1 per hour of use). The Department should work with the District to utilize school space to expand programming opportunities in underserved neighborhoods.

### Participation in Registered Activities

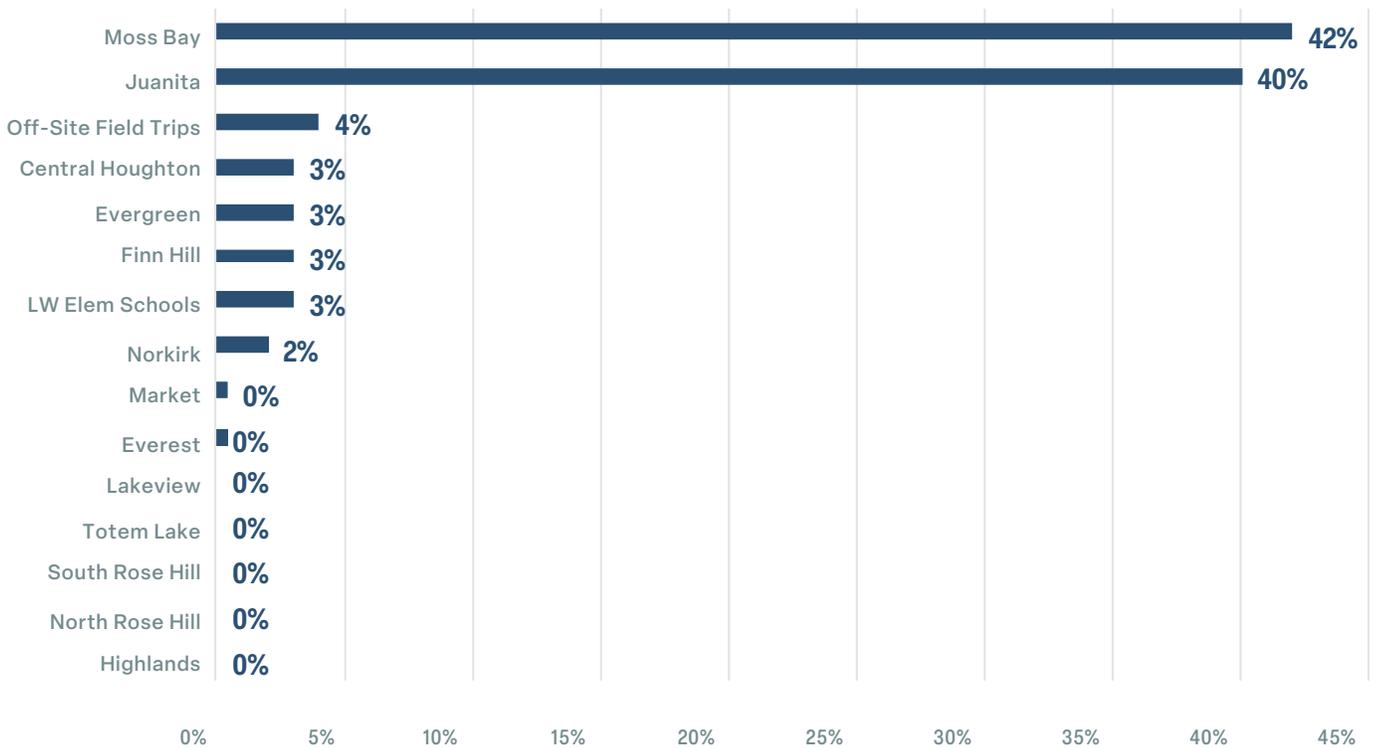


Figure 37: Participation in Registered Activities by neighborhood (2019)

## Programs for Individuals with Disabilities

As discussed in Section III of this plan, according to the American Community Survey, 7.5% of Kirkland's population in 2019 had some sort of hearing, vision, cognitive, ambulatory, self-care, and/or independent living difficulty. See Section III for a description of community demographics related to individuals with disabilities.

Although not a main focus area of the Department's program service areas, the City has contracted for limited specialized recreation programs in a variety of social, recreational, and developmental programs intended to enrich the lives of participants with sensory, developmental, and physical disabilities.

Programs have been minimally priced with limited participation. Increased programs with a greater emphasis on partnerships and marketing is recommended.

## Program Development

The community engagement process helped to identify additional programs and activities the Department may consider to either add or enhance what they already offer.

The activities most frequently requested from focus groups and stakeholders included:

- Lifelong recreation and enrichment programs
- Fitness and sports programs, basketball, and outdoor activities in the parks, nature programs, nature journaling, wellness walks
- Enhanced learn to swim/senior and other aquatics programs
- Emerging sports – cricket, rugby, lacrosse, pickleball

- Mobile recreation programs
- Teen events like scavenger hunts
- Virtual programs and classes
- Passive programs for those less active
- Community ASL – Sign language programs for understanding and communicating with people with disabilities
- Water sport camps (sailing, paddle board) and rowing

In line with community desires, the Department is expanding its teen program offerings in 2022, piloting a mobile recreation program, while continuing to offer virtual programs and classes that were first launched during the COVID-19 pandemic.

## The Community Survey

The community survey identified community needs and desires related to recreation. The survey demonstrated that special events, environmental and outdoor programs, fitness, aquatics, health and wellness, and sports programs were rated in the survey as most important. Figure 38 shows how respondents rated the importance of all programs.

The survey also identified how well community needs were being met. Among the program areas rated highest in importance, all were rated above 3 on the scale from 1 to 5 suggesting needs are met for all of these program areas. Figure 39 highlights responses from the random, statistically valid survey.

The consultants also looked at both income and ethnic background related to needs preferences for recreation activities and found that neither was a significant factor.

# PROGRAM SERVICE ANALYSIS

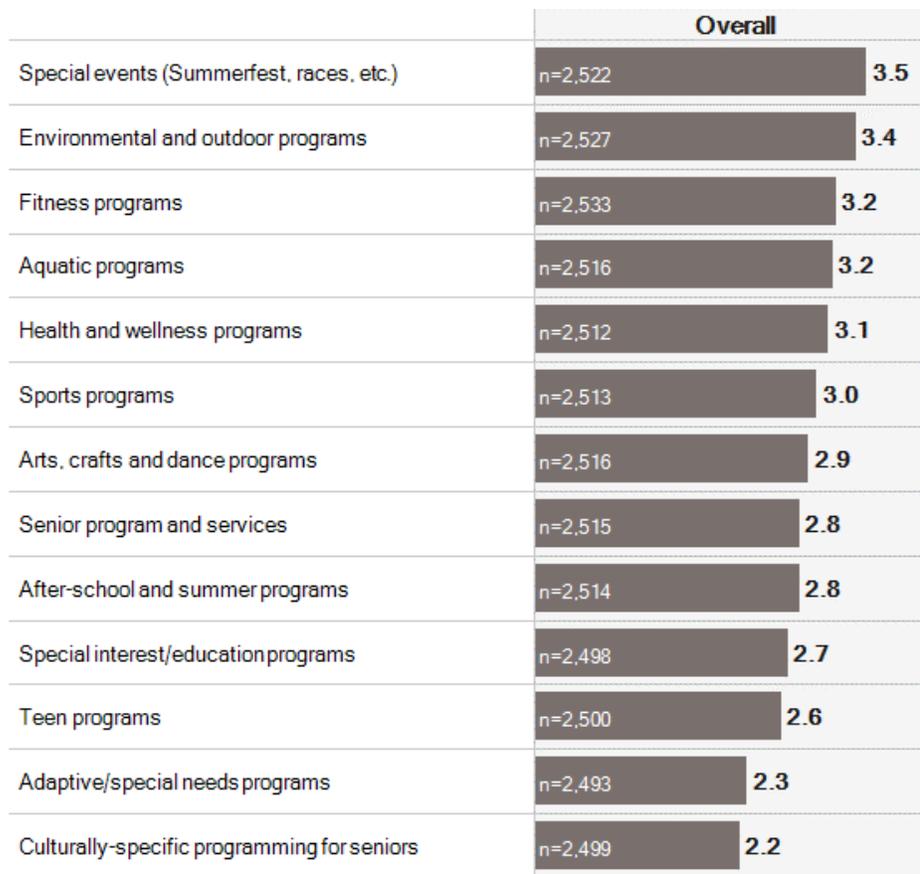
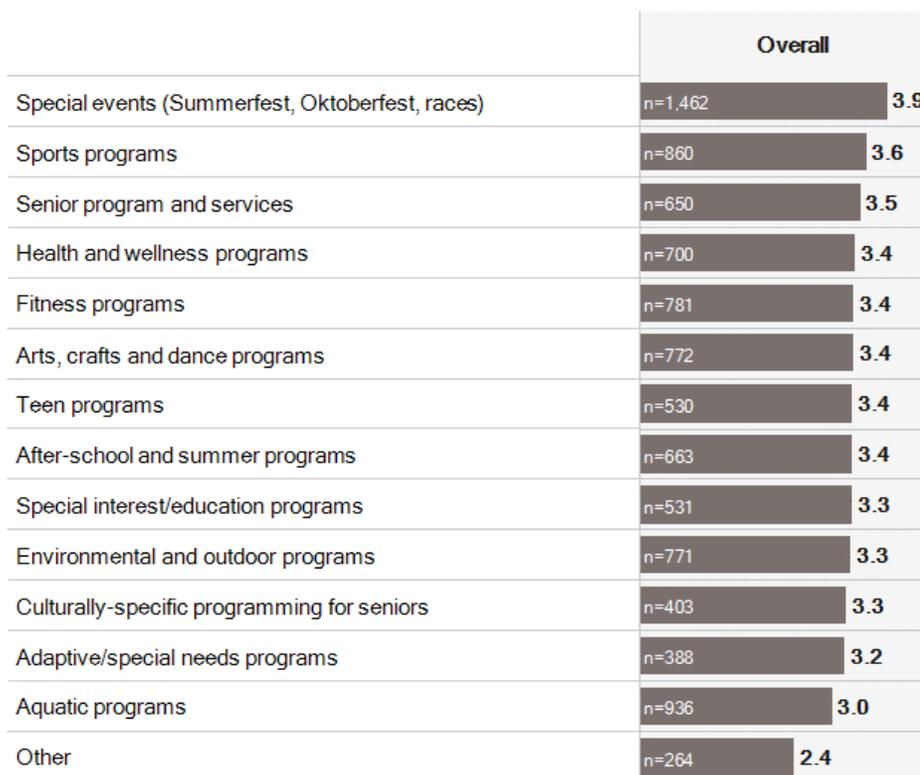


Figure 38: Important of Parks and Community Services Programs and Services



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

Figure 39: Parks and Community Services Programs and Services Needs Being Met

### Other Recreation Service Providers in Kirkland

The Kirkland community is well served by private and non-profit recreational organizations. Seventy-two service providers in aquatics, fitness, recreation, arts, and youth and adult sports were identified during the planning process. A complete listing can be found in Appendix J.

Although access to some of these facilities and programs may be limited, they reduce the level of service the City may need to provide while presenting partnership opportunities. Specifically, Kirkland is served by the following:

Aquatic Facilities	06
Fitness Facilities	18
Recreation and Arts	04
Sports and recreation program providers	44

### Measuring Recreation Program Effectiveness

The Department would benefit from a more structured approach to measuring program effectiveness. An expanded evaluation process designed to determine both user satisfaction with each program and activity, and a method to measure the type and variety of new programs may serve the Department well. Some sample performance measures with purpose and outcome are in Table 22. A minimum of four but no more than 10 performance measures, reported quarterly and in a cumulative annual report, are recommended. It is further recommended that staff work with the park board to create these performance measures.

Performance Measure	Purpose	Outcome
# of New Classes Per Quarter	Maintain a fresh and novel recreation program	Attract new and returning participants
# of Program Cancellations	Keep programming from stagnating	Make efficient use of coordination time and marketing budget
Participant Satisfaction Rates	Maintain and attract advocates, strong, sustainable revenues, and word of mouth marketing	Encourage high-quality program delivery
Program Fill Rate	To help ensure effective use of programming spaces, and resources	Provide programs that are most in demand
# of Ongoing Patron Satisfaction Surveys	Receive continuing data to improve programs	Survey at least 75% of program participants

Table 22: Five Sample Performance Measures, Purposes and Outcomes

## Goals of Recreation Performance Measures

To be effective, performance measures should align with established goals. To be most helpful, when goals are met, they should be increased or changed to provide maximum benefit.

- Satisfaction rates should be from 85-95%
- Fill rates should be 80% or greater
- New classes should reflect a minimum of 20% per quarter (new recreation opportunities, not merely changing the title or day or week for an existing class)
- Direct cost recovery should meet or exceed an approved standard
- At least 75% of programs and activities should include a formal evaluation process

## Recreation Service Assessment

The Department should develop a formal process to evaluate the success of current program offerings. Specific criteria should be developed to help determine if changes should be made to the current program mix, including eliminating or suspending existing programs. The Service Assessment Matrix in Figure 40 provides one tool for evaluating the delivery of the recreation program.

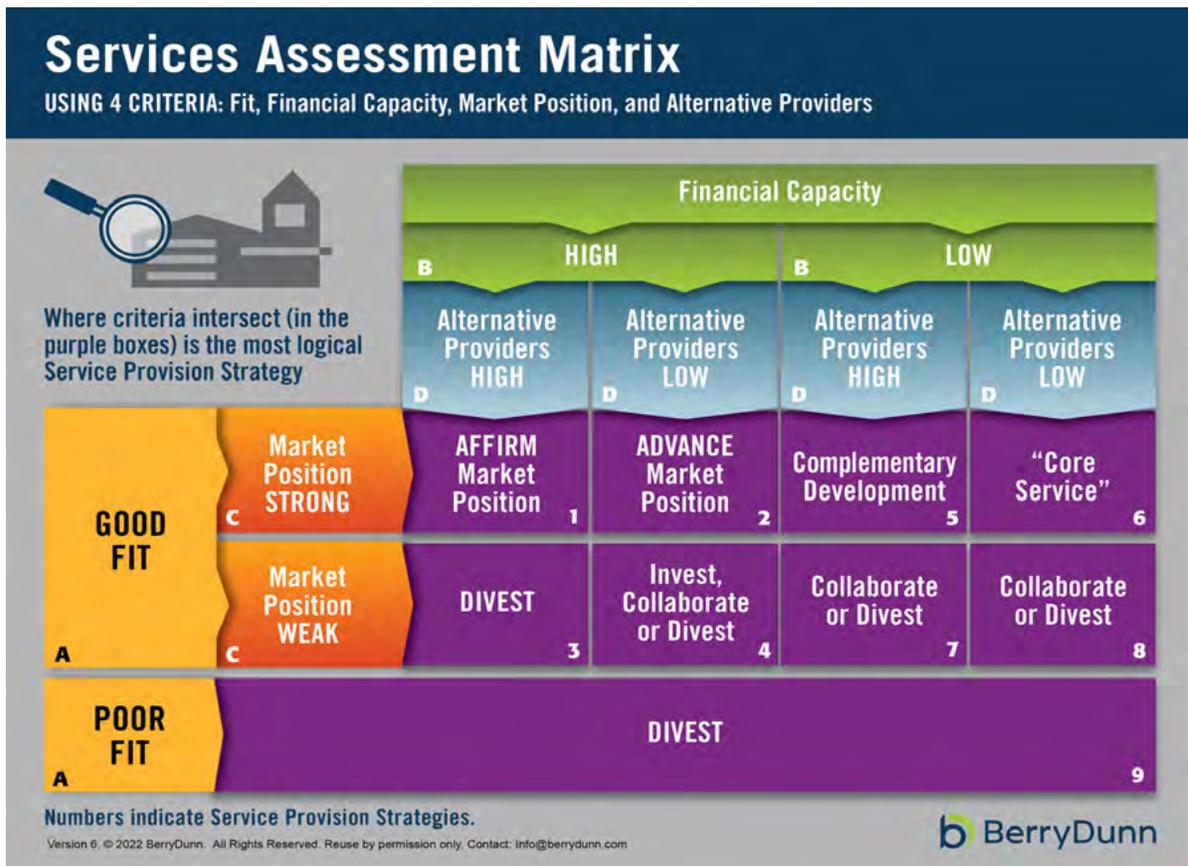


Figure 40: Service Assessment Matrix

A few simple questions should be asked about each program:

- Is participation increasing or decreasing? If participation is increasing, it could mean that the program should be continued. If participation is decreasing, are there steps to take to increase interest through marketing efforts, changes to the time/day of the program, format, or instructor? If not, it may be time to discontinue the program.
- Is there information from participation/staff feedback that can be used to improve the program?
- Are cost-recovery goals being met? If not, can program costs be reduced or can fees be realistically increased?
- Is there another provider of the program that is more suitable to offer it? If yes, the Department could provide referrals for its customers.
- Is this program taking up facility space that could be used for expansion of new or more popular programs in demand by the community?

The Department can also use cancellation rates to help make decisions regarding resource allocation and to focus marketing efforts.

One way to ensure efficient scheduling of activities and classes is to monitor fill rates. Table 23 lists Fill Rates per Program category. Note that fill rates above 70% generally suggest high waiting lists for popular times and programs. This is the case in Kirkland, specifically

Program Category	Fill Rate
Preschool	90%
Youth General Classes	58%
Youth Sports	64%
Youth Camps	80%
Adult General Classes	31%
Adult Sports	67%
Adult Fitness	41%
Adult 50+ programs	62%
Aquatics	86%

Table 23: Fill Rates per Program

for aquatics. To address the waiting lists require additional aquatic facility space.

### Marketing Efforts, Channels, and Opportunities to Increase Program Participation

Please see Section III for a breakout of core markets for programs based on age group typologies.

### Promotion and Communication Methods to Promote Activities and Events

As service organizations, parks and recreation agencies require a proactive and consistent marketing approach. Typical agencies use annual reports, press releases, letters to the editors, letters to stakeholders, letters to human service providers, newsletters, presentations to civic groups, paid advertisements, news features, brochures, flyers, information on press kits, displays, demonstrations and electronic communication and social media to publicize events and activities. The Department does not employ a professional marketing or social media coordinator. Rather, most marketing is decentralized and is left up to the individual staff managing each program. It would be more efficient for the Department to add a full-time marketing position to create an efficient and effective marketing strategy and plan.

The needs assessment survey (invite sample) demonstrated that most residents receive information on programs and activities from Department emails (41%), the activity guide/brochure (27%), and from the City’s website (15%).

Figure 41 and Figure 42 show the effectiveness of the Department’s communication, how community members receive communication, preferred methods to receive communication, the ease to which they may access the City’s website, and languages spoken in Kirkland households.

## 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.

**Q: How effective is Kirkland Parks and Community Services at reaching you with information on parks and recreation facilities, programs, and services?**

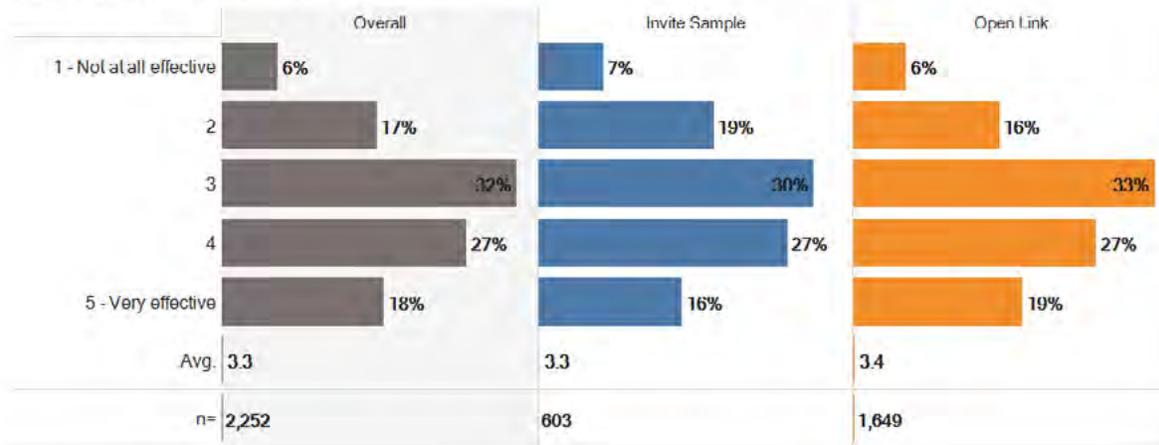


Figure 41: Effectiveness of Department Communication in 2021

## 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.

**Q: How do you currently receive information on parks and recreation facilities, services, and programs? (Check all that apply) by "Source"**

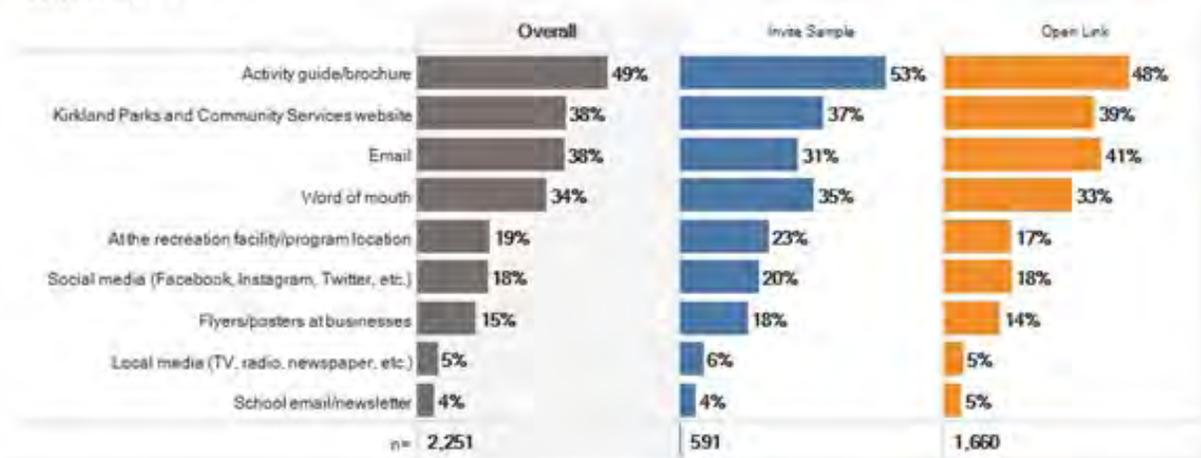


Figure 42: Current Department Communication Methods in 2021

## Preferred Communication

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

Q: What is the preferred way for you to receive information on parks and recreation facilities, services, and programs? by "Source"

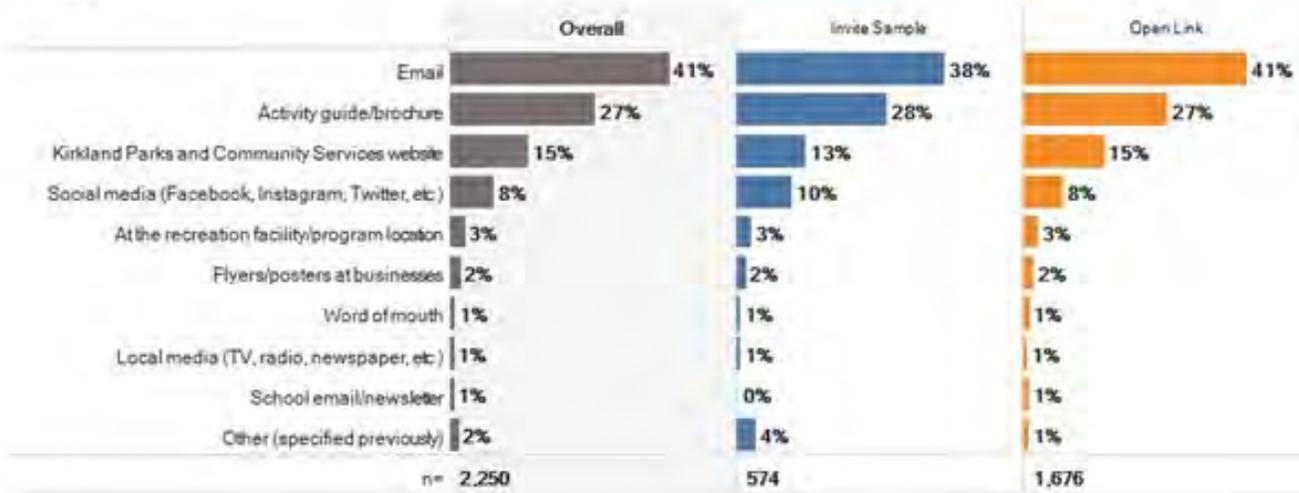


Figure 43: Preferred Department Communication Methods in 2021

## 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.

Q: How difficult or easy is it for you to use the City's webpage to sign up for programs, reserve facilities and find needed information? by "Source"

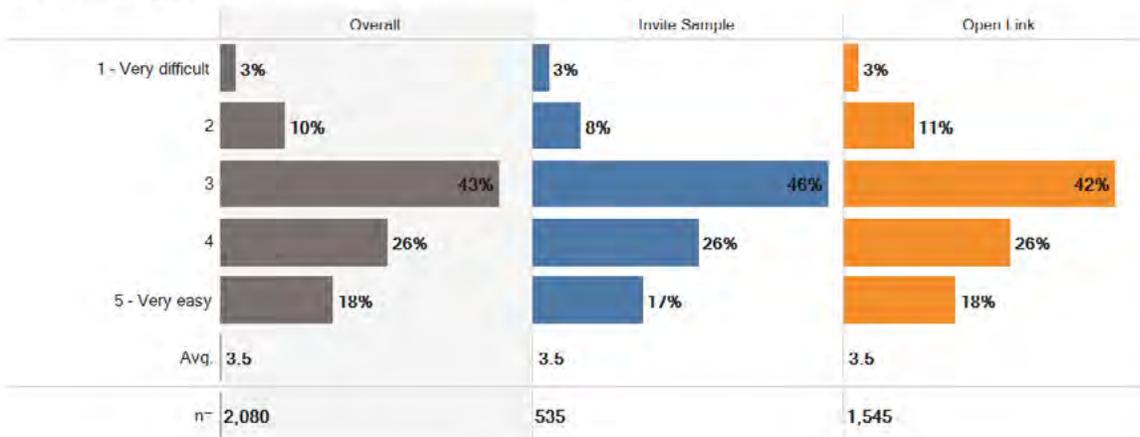


Figure 44: Ease of Use of the City's Webpage in 2021

**Q: Are there any languages other than English used in your household to communicate? If so, please indicate below (Check all that apply) by "Source"**

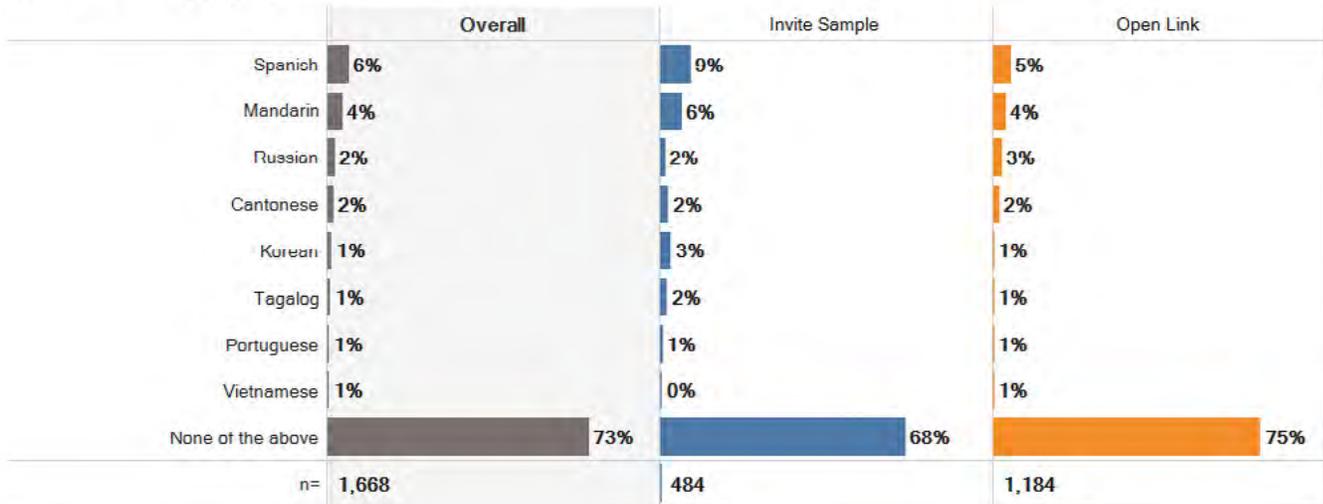


Figure 45: Languages Spoken in Kirkland Households in 2021

## Volunteer Management and Partnerships

The desire for community building events could best be met by creating partnerships with civic groups, the Kirkland business community, and a host of additional service groups. Creating the best possible special events can be accomplished with Individual and neighborhood activists and volunteers. Creating a sense of program ownership can be extremely powerful and along with volunteer management needs for parks and trails, the consultants recommended a dedicated partnership and volunteer management position.

### Key Findings

- The community is very satisfied with the programs and activities offered by the Department. In many cases, the Department is challenged to meet the needs of the community due to a combination of a lack of programming space and the popularity of the program offerings.
- Community events are beloved in Kirkland and are in high demand. The consultants recommend placing a high priority on providing community building events.
- Registration for Spring activities is lower than expected and provides room for improvement through communication and additional programming spaces.

- Aquatics programs including swimming lessons are in extremely high demand leading to a recommendation that a year-round aquatics facility should be considered.
- There is a significant number of individuals in the Kirkland community that would benefit from additional scholarship opportunities.
- Increasing programs for individuals with disabilities may be well received. In line with the update to the Americans with Disabilities Act in 2011, the Department may consider additional inclusion services.
- Environmental education and outdoor recreation programs are in much greater demand than needs are being met in this area. The Department should consider additional programs in this area.
- Fill rates for programs and classes in preschool and aquatics are very high. Adult programs are a bit low and have room for improvement.
- Communication can be improved. The Department should use the communication tools the community desires.

## MAINTENANCE AND OPERATIONS ANALYSIS

The consultant assessed parks maintenance and operations practices to aid the City in providing safe, clean, and green outdoor spaces for the Kirkland community. This assessment is intended to identify best practices, efficiencies, and recommendations to help the Department to meet its maintenance and operational objectives.

### Investment in Park Maintenance

The Department annually invests approximately \$9.64 million to operate and maintain the City’s parks and school athletic facilities. While it is not uncommon for parks maintenance to be responsible for maintaining medians and outside areas around City facilities, the Department does not maintain or manage other ancillary properties.

### Use of City Parks by the Kirkland Community

The needs assessment survey identified community needs and desires related to park use and related facilities and amenities. The survey revealed that parks are the most widely used facilities, services or programs provided by the Department. 66% of invite respondents and 73% of open-link respondents use City parks at least a few times a month or more.

As a measure of how dense the park use is, Kirkland provides one park for every 1,738 residents. Typical agencies may provide one park for every 2,387 residents. As density of park use increases, so does park maintenance requirements.

### Satisfaction with Parks and Park Amenities

The survey demonstrated that the community is very satisfied with the quality of the parks which reflects on park maintenance practices. On a scale of 1 (not at all satisfied) to 5, (very satisfied), the random, invite sample was rated 4.4 with 86% rating the quality of Kirkland’s parks at a 4 or 5. Only a very small number of survey respondents (3%) suggested dissatisfaction with the quality of parks. A similar rating among survey respondents was made for the amenities in the parks. See Figure 46.

### The Importance of Quality Park Maintenance

Proper maintenance of parkland can slow the depreciation of parkland, increase public perception of City operations, and increase property values surrounding parks. Poor parks maintenance can lead to increased crime, gang activity, vandalism, and increased renovation costs in the future. Opportunities to address safety and security issues in Kirkland’s parks is the responsibility of the Park Management Team.

Q: How satisfied have you and your family been with the quality of Kirkland Parks and Community Services? by "Source"

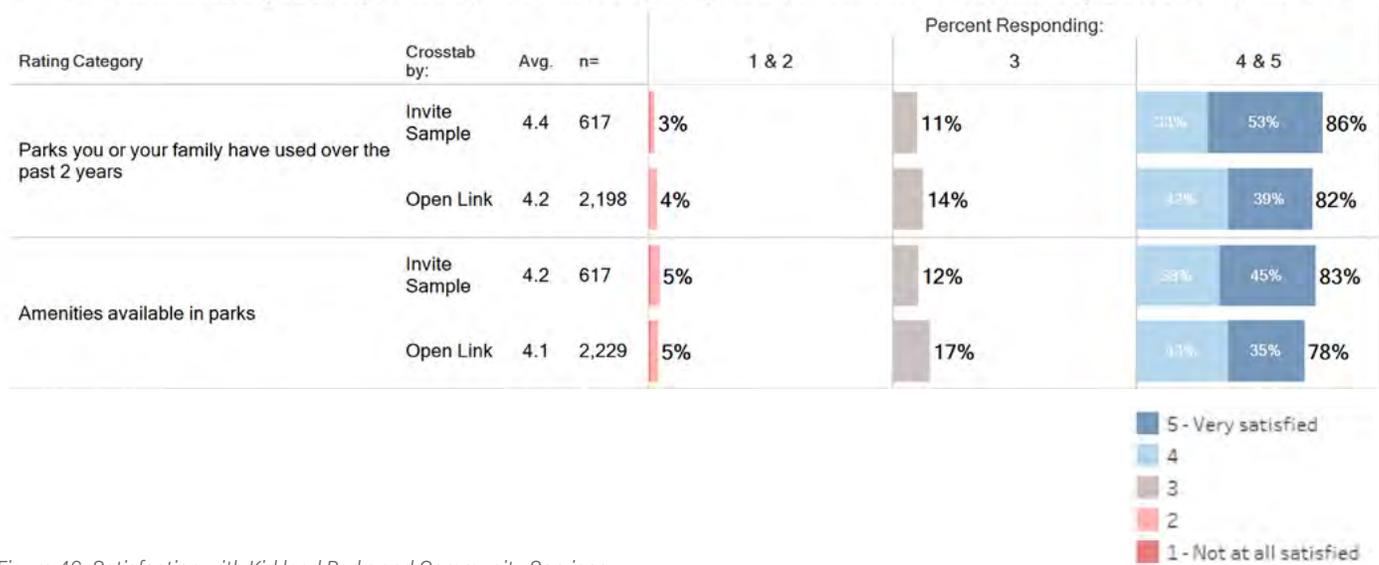


Figure 46: Satisfaction with Kirkland Parks and Community Services

## Staffing Resources

The Manager of the Parks Management Division oversees three supervisors, and 30 full-time staff positions in addition to one time and contingent labor.

There are four work units in the Parks Management Division:

- Natural Areas/Green Kirkland Partnership
- Cemetery and Ballfields
- Parks Facilities Support
- Horticulture

Staff work shifts from 5:30 a.m.–to 11:30 p.m. in various shifts. Positions are shown in Table 24:

Positions	# of FTE
Parks Mgt	37.5
One Time	1
One-Time Park Ranger	1
Ongoing	36.5
Enviro Education Specialist	1
Field Arborist	1
Groundsperson	15
Lead Person	4
Parks Accounts Associate	1
Parks Maintenance Supervisor	3
Parks Operations Manager	1
Program Assistant	0.5
Program Coordinator	2
Senior Groundsperson	8

Table 24: Staff Work Positions

The Parks Management team also supports the Recreation Division in a variety of ways, including providing support for community building events. The Department also heavily relies on a seasonal workforce to provide higher service levels. This position has become more difficult to recruit in recent years. A temporary wage increase provided in 2021 reduced this challenge somewhat. It is recommended that a wage survey and employment incentives be considered to address some of the challenges associated with the seasonal workforce. Additionally, the Department should evaluate converting some of the seasonal positions to full time roles.

## Volunteer Support for Parks

The Parks Management division relies on the support of volunteers in a variety of roles including park clean up, preparing fields for little league games, and natural area restoration efforts. The Green Kirkland Partnership is the largest and most visible use of volunteer efforts in the community.

During the past 10 years, the Green Kirkland Partnership (GKP) has enrolled 276 acres into restoration, recorded 89,085 volunteer hours, and planted 53,654 native trees, shrubs, and ground covers. In addition, the City has developed a small but dedicated staff of Green Kirkland employees to lead restoration and community-based stewardship efforts.

The Department would benefit from more formalized opportunities such as friends’ groups, walking patrols, adopt a park or adopt a landscape bed. Volunteer opportunities provide a sense of purpose and community for the volunteers. These initiatives are recommended.

## Compliance and Enforcement of Park Rules

Challenges related to homelessness, vandalism, and other inappropriate use of park space around the country continue to impact park use in larger, urban areas. In Kirkland, safety and security in the parks were not identified in either the community engagement or the needs assessment survey as a limiting factor to park use. The Park Management Division places a high priority on addressing these issues, which was confirmed by the community engagement process and the needs assessment survey.

The Department has a very good relationship with the police department. Staff report the police are very responsive to the needs of the Department. To supplement public safety efforts, the Department employs one full-time park ranger and one part time position (to assist with compliance with park rules and enforcement of dog leash rules. With only one park ranger on staff, at least two days per week have no coverage, which can be problematic during the summer season. The Department historically employed seasonal harbormasters who enforced moorage regulations at the Kirkland Marina. In 2022 this position was reclassified to a Seasonal Park Ranger position to further support the full-time Park Ranger throughout the entire park system. The consultant team recommends an additional full time Park Ranger be hired, along with the seasonal positions to focus on education and compliance with park rules.

The Department is encouraged to utilize Crime Prevention through Environmental Design (CPTED) standards for future park development to assist with maintaining safety in the parks. Three primary tools are available within CPTED: natural access control, territorial reinforcement, and maintenance and management practices. See Appendix K for a short description of these tools.

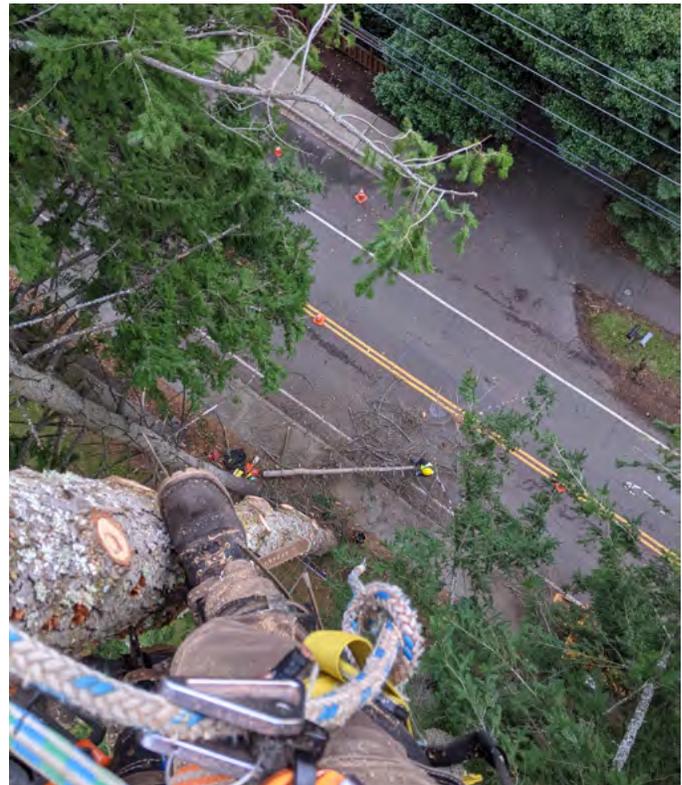
## Performance, Operating Standards and Measures

The Department has completed draft park service levels and maintenance standards and is encouraged to complete the policy documents and fully implement them. The consultants found both to be comprehensive and sufficient. However, as the system continues to grow, a park and maintenance classification system may be helpful. Sample park maintenance classifications and operating standards are in Appendix L.

## The Importance of Kirkland's Tree Canopy

A healthy urban forest is critical to the City and provides many benefits:

- Reducing summer peak temperatures
- Energy savings
- Reducing and controlling air pollution
- Enhancing property values
- Providing wildlife habitat
- Providing aesthetic benefits
- Improving social ties among neighbors



The consultants recognize the City requires enhanced support for its tree canopy that requires additional resources as recommended in the plan recommendation to add an arborist.

## Park Maintenance Analysis Key Findings

This evaluation of maintenance and operations for the Department recognizes many of the same topics identified in the public input process and needs assessment survey. The need for greater resources has been identified as priority areas.

- The Parks Management team does an excellent job maintaining parks and grounds. The community is very satisfied. The team has also done an exceptional job responding to homeless and security issues.
- The Department maintenance team's daily workload is generally reactive around safety and immediate park needs. As population in the City grows, so will the need for future park development and additional park rangers and park maintenance staff. Ongoing resources should be identified at the time of project approval in the Capital Improvement Program. The Department's staffing for parks operations and maintenance is below what a typical agency would employ. Additional groundskeepers (3) and a part-time office support person are needed.
- Seasonally, as the workload increases in the spring and summer, there is a need to recruit contingent positions. A labor shortage has made the City's long-standing reliance on these positions challenging. Some funding from contingent positions can be better utilized if converted to full-time positions.
- A natural trails plan is needed that defines trail locations, trail standards, and discourages social/demand trails.
- Although budget increases for supplies and equipment are generally approved, the Department may benefit greatly from the use of an annual cost escalator to address the rising cost of goods and supplies.
- A tree management team/division to care for the tree canopy will greatly benefit the City.
- The recording of park maintenance work orders is effective but very time-consuming, often taking time away from field operations. Lucity requires approximately 7,764 hours of coordination and data entry per year or 12.7 percent of maintenance staff work time.
- Park restrooms are a high priority for the community. The Department is encouraged to add new restrooms, convert existing facilities to allow year-round use, and consider restrooms that are self-locking and/or self-cleaning.
- A comprehensive wayfinding plan with updated park rules, consistently applied across all parks, is needed.
- It is recommended that staff continue investing in their professional development through NRPA Maintenance Management School or other similar courses, and by prioritizing networking with park maintenance staff from nearby municipalities or Departments. Opportunities to share the successes maintenance staff are experiencing while simultaneously learning new ideas about how other municipalities are addressing similar challenges may refine the maintenance processes of park maintenance.
- A professional survey of property lines of all City parks should be completed to help ensure there is no private use of the park spaces. At the very least, parks that do not have clear border lines should be surveyed.
- Unify all the park system components including trash cans, benches, picnic tables, signs, water fountains, etc. to make maintenance and repair more efficient. As a first step, all new park projects should make use of standardized products with all other components being brought into compliance when replaced or upgraded in the future.

## SECTION VII

# ATHLETIC FIELD STRATEGIC PLAN

- Purpose of the Athletic Field Strategic Plan
- Information Gathering: Community Engagement and Related Planning Efforts
- Related Planning Efforts and Integration
- Demographic and Potential Sports Participation
- Athletic Field Inventory and Assessment
- Assessment of Current Athletic Fields
- Athletic Fields Use
- Athletic Field Demand
- Synthetic Turf Considerations for Expansion and Enhancement of Athletic Fields
- Key Findings, Recommendations and Priorities

## PURPOSE OF THE ATHLETIC FIELD STRATEGIC PLAN

To ensure the level of service for athletic fields is both effective and efficient, the City included the development of an Athletic Field Strategic Plan as a part of the plan process. This study included consultation and outreach with City staff and representatives from many sports user groups.

The purpose of the study was to understand the current and future needs for athletic fields in Kirkland, how well those needs are being met, and what options are available to enhance and expand athletic fields to best meet those needs as the city grows. The study considered both traditional and non-traditional sports and opportunities for enhancing and expanding user experiences.

At the Strategic Kickoff meeting for the plan on May 3, 2021, the following goal and seven objectives were identified specific to this Athletic Field Strategic Plan:

### GOAL

To complete an Athletic Fields Strategic Plan or “Synthetic Turf Strategic Plan”. The study analyzed sports participation and athletic field demand, recommending opportunities to maximize use of current fields and expansion.

#### OBJECTIVES/WORK TO BE INCLUDED:

1. Demographic and sports participation summary
2. Existing athletic fields assessment
3. A review of the Department’s current field allocation process
4. Collection of user group input
5. Identify user groups that are not being served and incorporate recommendations on how to better meet unmet needs
6. Provide recommendations regarding current use of fields, reconfiguration of current fields to better meet demand and the construction of new fields to better meet demand

7. Provide a prioritized list of field improvements, field reconfigurations and new field construction along with estimated costs that would meet demand in the future

The planning process included community engagement, a review of the condition of current sports fields and demand for the fields, a review of existing documents related to the study, and analysis and recommendations of options for enhancement and expansion.

## INFORMATION GATHERING: COMMUNITY ENGAGEMENT AND RELATED PLANNING EFFORTS

### Community Input

It is important to acknowledge that community needs for athletic fields are best represented by sports and athletic users, advocacy groups and sports organizing bodies. While the general community’s input is critical and applicable to the study, the actual needs are best understood when coming directly from the individuals most likely to use the fields.

Although the community survey suggested that conversion to synthetic fields was not as needed as other park components, it is important to consider both athletic field and sports user’s input. The consultants weighed the community input to help ensure that recommended priorities considered equity and the greatest possible use and care of the fields.

### The Needs Assessment Survey

As discussed in Section IV, the Needs Assessment survey was the largest source of feedback during the planning process. Both a statistically valid random invitation survey and an open link survey were conducted, providing over 3,000 responses. As previously stated, this community wide assessment provides an important perspective that should be weighed along with the sports user groups’ stated desires.

Key findings from the needs assessment survey that impact athletic field use:

- Athletic fields are among the most used facilities in the City
- There is room for improvement in coordination between parks maintenance and the recreation division who does scheduling
- Both diamond and rectangle fields are “middle of the road” in terms of importance to the public and are not prioritized among the most important City facilities
- There is little interest among survey respondents in providing fields for underserved sports like cricket, rugby, lacrosse, etc.
- New parks in the north area of Kirkland and an indoor aquatics center are the most important needs for improvement over the next five to 10 years
- There is little interest/support in building new athletic fields or converting to synthetic turf (or developing more niche facilities for cricket, futsal, rugby, etc.)

## FUTURE NEEDS

New parks in the North area of Kirkland and the indoor aquatics center are the most important needs for improvement for Kirkland Parks and Community Services over the next 5 to 10 years.

## Sports User Groups Input

An important aspect of the study was to understand the current sports user groups’ needs and desires, their size, structure, and field usage numbers, as well as issues and concerns regarding the use and allocation of athletic fields in the City.

Representatives from fifty-five sports user groups made up of current, past, and potential athletic field users, representatives from the Lake Washington School District, social users, and engaged community members were invited to complete a survey and subsequently invited to attend two separate sports user group meetings to provide input into this strategic planning effort. The consultants requested that only one representative from each organization complete the survey and twenty-four representatives did so.

There was limited participation in the input meetings. See Figures 47, 48, 49, 50, and 51 that describe desires and needs for athletic fields and conversion to synthetic turf. Note in Figure 49, that user groups were not limited to one but able to select each of the type of field desired.

User groups were identified based on the type of field used. The make-up of user groups invited to participate was:

Rectangle field user	25%
Diamond field user	42%
General/school	25%
Cricket pitch user	08%

Data was compiled related to current user groups, their size, structure, and past field usage. Additional data related to issues and concerns regarding the use and allocation of athletic fields in the City was also collected. From this information, the consultants developed recommendations regarding current use of fields, reconfiguration of current fields to better meet demand (i.e., conversion to synthetic turf, adding lights, etc.), and priority use options. The consultants also identified user groups that are not being served and incorporated recommendations on how to better meet unmet needs.

Key findings from the sports users-groups:

- Both diamond and rectangle fields are desired
- Diamond fields with dirt infield and grass outfields, and synthetic fields are the most desired types of athletic fields
- The representatives were unanimously in support of constructing new synthetic athletic fields
- Approximately 80% of representatives are in favor of converting existing athletic fields to synthetic turf
- Both diamond and rectangle fields are desired for conversion to synthetic. Desires are greater for conversion of rectangle fields

**Do you desire a diamond field, rectangular field, small open space, or large open space?**

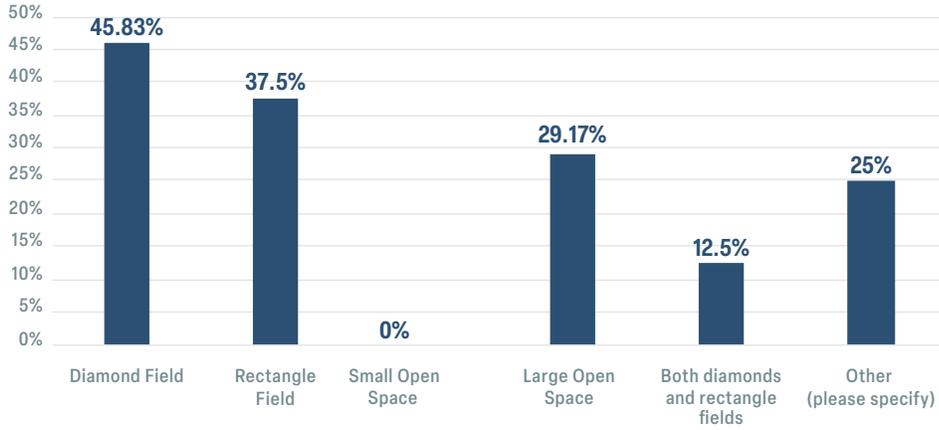


Figure 47: Desires for Athletic Fields

**Type of field used/desired (please choose all that apply)**

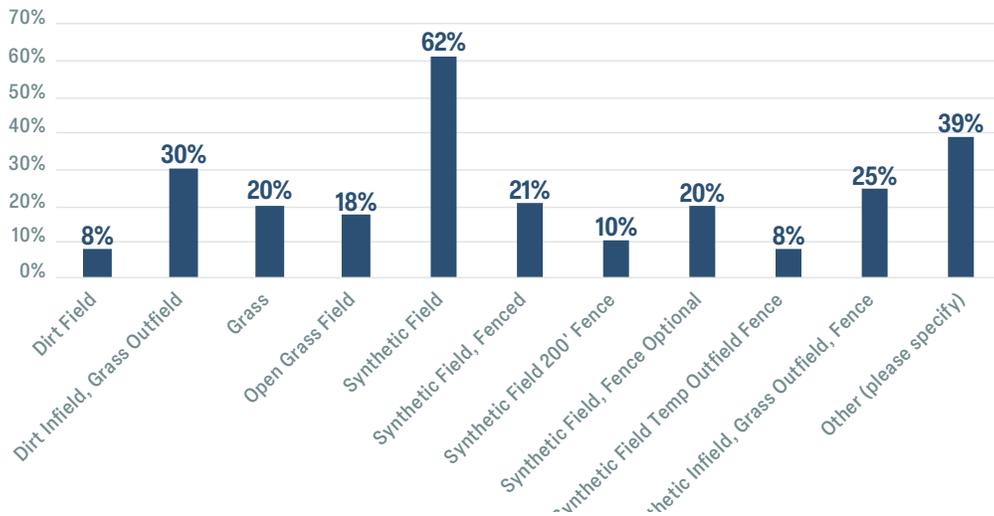


Figure 48: Type of Fields Used/Desired

**Are you in favor of the City of Kirkland converting existing fields to synthetic turf?**



Figure 49: Desire to Convert Existing Fields to Synthetic Turf

**Are you in favor of the City of Kirkland constructing new synthetic turf fields?**



Figure 50: Desire to Construct New Synthetic Turf Fields

**Which type of fields should be synthetic?**

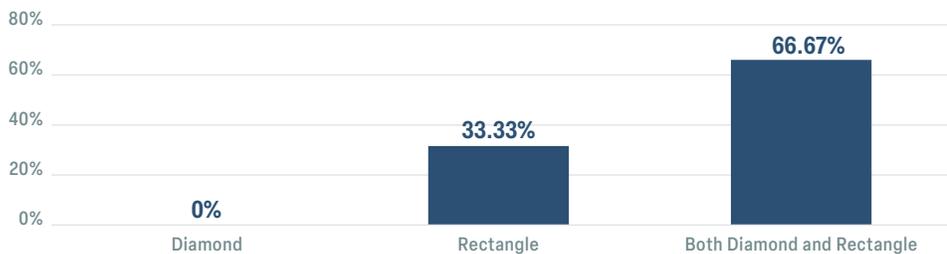


Figure 51: Type of Athletic Fields to Convert to Synthetic Turf

## RELATED PLANNING EFFORTS AND INTEGRATION

The Department provided numerous planning documents that were important to integrate into the Athletic Fields Strategic Plan. These documents were thoroughly reviewed, summarized, and considered in the development of the plan. Several of the policy documents need to be updated as recommended in the summary. The consultants recommend the use of CAPRA standards for document review which includes tracking, recording, and approving document updates. Please see Appendix M for summary of this review.



## DEMOGRAPHIC AND POTENTIAL SPORTS PARTICIPATION

As part of the planning process, the consultants conducted an analysis of the current and future demographic characteristics of the City and reviewed the general rates of participation in field sports activities. See Table 25 for outdoor sports participation in the State of Washington. This information provides a foundation for present and future field demand.

Demographic Characteristics of the Kirkland Community–Potential Sports and Athletic Field Users  
 The City of Kirkland’s population of 92,165 is expected to grow by over nine percent to 100,514 by 2026. As a percentage of the growth of the overall population, youth and teens (ages 19 years old and younger) held firm between 2010 and 2021, increasing by more than 2,000 youth as shown below. Given the projected population growth, the need for athletic fields will continue to increase. Youth are the predominant users of sports fields, and the demographics indicate that athletic fields will need to serve an additional 2,040 youth by 2026. The existing fields are already heavily used without appropriate resting opportunities suggesting that future expansion of athletic field capacity will be needed.

Year	Youth Population	% of Kirkland Population are Youth
2010	17,954 Youth	22.3%
2021	20,073 Youth	21.8%
2026	22,113 Youth	22% average

Participation in outdoor sports across the State of Washington is presented in Table 25 and shows that there is a similar percentage of athletes that play sports on rectangle fields as compared to diamond fields.

While athletic fields account for only a portion of facilities utilized for sports, a 2017 survey of participation in outdoor sports across the State of Washington showed there is a similar percentage of

Sport	% Participation
Golf	17%
Basketball	11%
Golf – mini golf	11%
Ping pong or table tennis	11%
Soccer	9%
Baseball	7%
Football	7%
Tennis	7%
Volleyball	7%
Softball	6%
Golf – disc golf	5%
Kickball	3%
Multi-sport races (e.g., mini, half, or triathlons)	3%
Paintball	3%
Dodgeball	2%
Pickleball	2%
Ultimate Frisbee	2%
Golf – Foot golf	1%
Lacrosse	0%
Rugby	0%

Table 25: Outdoor Sports Participation (Youth and Adults) in Washington Stat–2017 RCO Survey

users who play sports on rectangle fields (approx. 18%) as compared to diamond fields (approx. 16%).<sup>14</sup> This data is presented in Table 25.

<sup>14</sup> <https://www.rco.wa.gov/StateRecPlans/wp-content/uploads/2017/08/Assessment-of-Demand.pdf>

## ATHLETIC FIELD INVENTORY AND ASSESSMENT

An assessment of existing athletic fields was completed by consultants from the firm Site Workshop. The assessment includes an inventory and geographic assessment of athletic fields. This data is valuable in the process of determining the appropriate amount of use, wear and tear, and function of existing fields. Based in part on this information, recommendations were developed regarding use of fields, reconfiguration of current fields to better meet demand (i.e., conversion to synthetic turf, adding lights, etc.), and potential construction of new fields to better meet demand. The consultants have provided a prioritized list of field improvements (See Section VII), that would meet future athletic field demand.

The City of Kirkland Parks and Community Services provided an inventory of athletic fields available to the public, scheduled or permitted during 2019 the year prior to the COVID-19 pandemic in order to assess athletic field needs for permitted fields. The inventory included the following areas, some that overlap spaces.

- 23 Diamond Fields
- 1 Multi-Purpose Field
- 28 Rectangular Fields
- 3 Cinder Tracks
- 8 Dirt Fields
- 2 Mixed Synthetic Natural Grass

Forty-one field spaces are natural grass fields and two were mixed synthetic and natural grass. In 2021, Juanita High School added three additional synthetic fields. In addition to City owned fields, the City maintains fields at nine school locations and schedules fields for all school properties. Only one field available in Kirkland in 2019 had lights to allow for night use.

### Access to Athletic Field Locations

Access to athletic fields is somewhat determined by their location across the City. People are less likely to drive across town to utilize different fields or participate in programs due to traffic. The maps in Figures 52 and 53 show the locations of all fields managed by the Department. As a result of the partnership between the Lake Washington School District and the City, fields located at schools are available to the community and have been included in this analysis.



## Programmed Diamond Athletic Fields (Parks and Schools) Kirkland, Washington

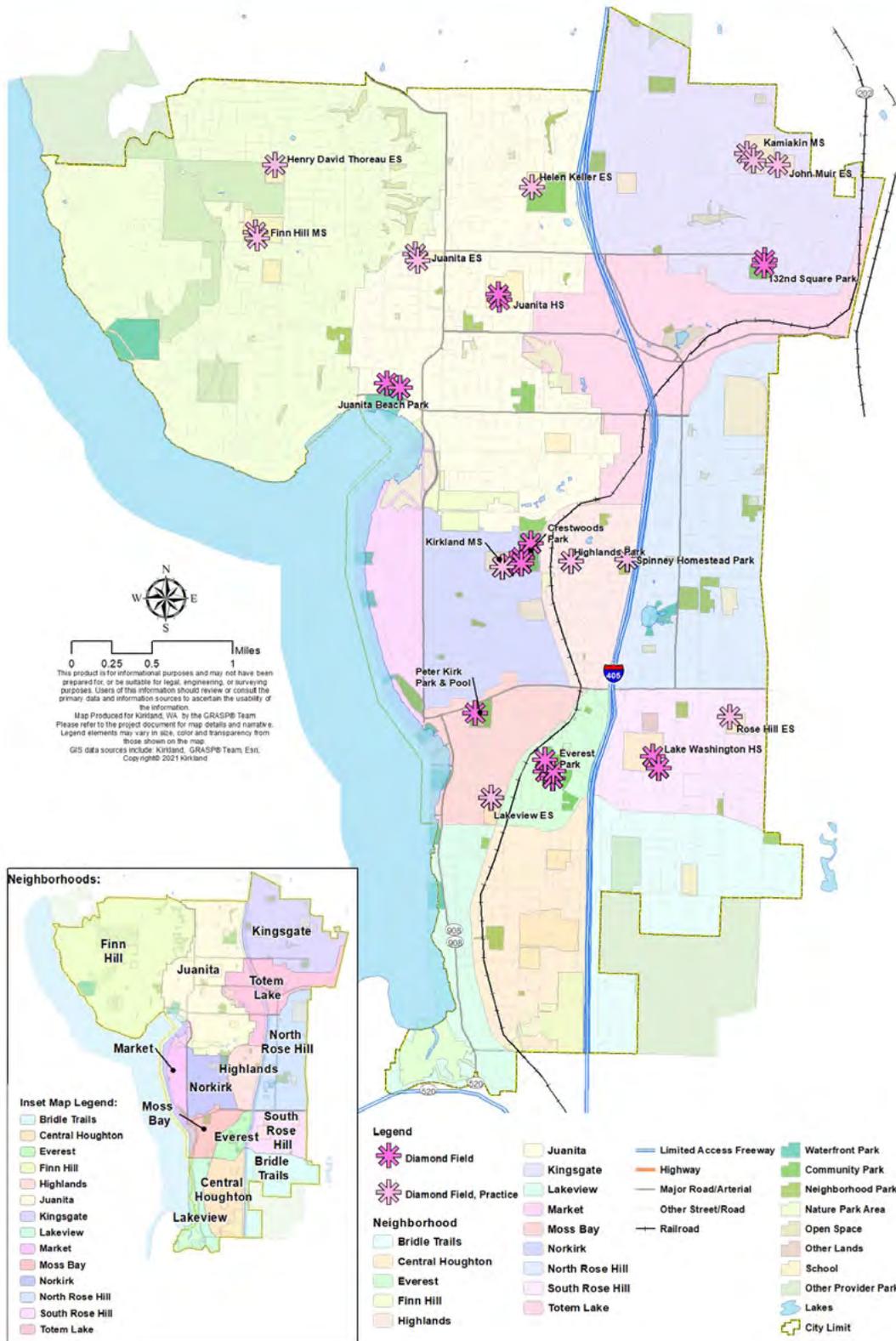


Figure 52: Diamond Field Locations

## Programmed Rectangular Athletic Fields (Parks and Schools) Kirkland, Washington

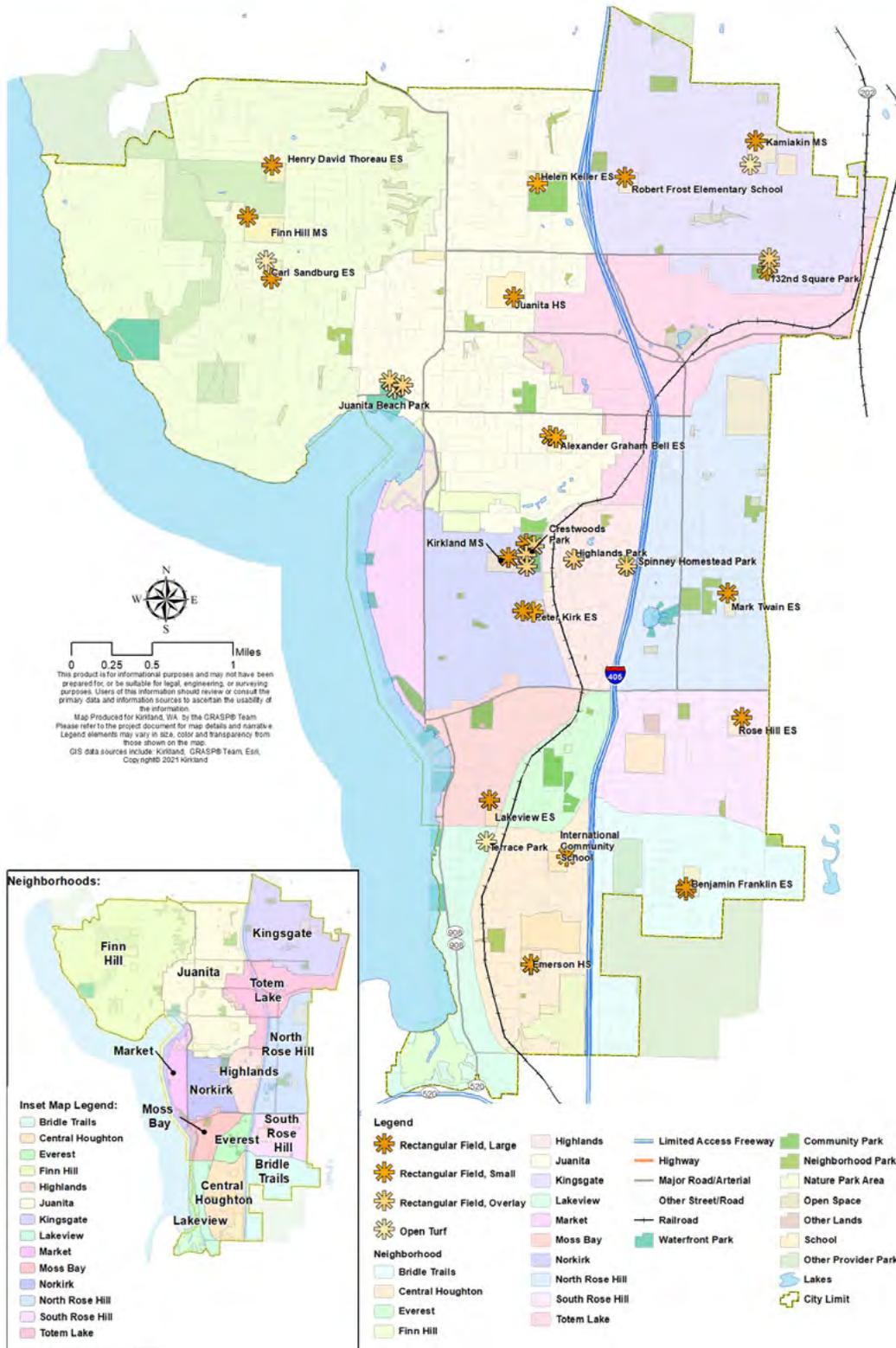


Figure 53: Rectangle Field Locations

This map shows the location of programmed rectangle fields and spaces based on the City of Kirkland list. Many rectangle fields are located at schools. Some rectangle fields are overlays of diamond outfield and are too small for many sport needs.

There are several diamond fields at Taylor Fields in South Kirkland. This analysis does not specify the condition or quality of those fields because these fields are not managed by the City and are not available to the general public.

## ASSESSMENT OF CURRENT ATHLETIC FIELDS

The consultants scored each field using a standard scoring key during an on-site evaluation. Field amenities such as turf quality, fencing, bleachers, etc., were scored on a scale of 0 to 3 measuring adequacy (1-Inadequate, 2-Adequate, 3-Excellent). If an amenity, such as field lighting was not available, that item was given a score of 0. A perfect score for diamond fields

is 24 while the perfect score for rectangular fields is 27. The scoring key for diamond athletic fields is shown in Figure 54 and rectangular fields in Figure 55. The resulting scores show that 17 of 28 rectangle fields are scored “inadequate” and 11 of 28 are scored “adequate.” Diamond fields were scored much higher, with only 2 of 25 rated “inadequate,” 2 of 25 “adequate” and 21 of 25 “excellent.” See Table 26 for the rectangle field scoring and Table 27 for the diamond field scoring.

Rating	Diamond	Rectangle
<b>Score</b>		
Excellent	19-24	17-27
Adequate	9-18	8-16
Inadequate	0-8	0-7



### Diamond Scoring Key

	0	1	2	3	Considerations
<b>Overall Field Condition</b>					
Inadequate/Poor Quality Field		1			Based on reviewers' impression of the field considering multiple factors related to field condition. This may be more subjective than individual elements
Adequate/Good Quality Field			2		
Excellent Quality Field				3	
<b>Infield Condition</b>					
Inadequate/Poor Quality Infield		1			Are drainage issues present (is there standing water/mud)? Is there a noticeable ridge between infield and outfield? Are there areas with extreme wear?
Adequate/Good Quality Infield			2		
Excellent Quality Infield				3	
<b>Turf Quality</b>					
Inadequate/Poor Quality Turf		1			Are there weeds present? Is turf patchy/worn? Is the field a consistent grade or is it undulating/lumpy?
Adequate/Good Quality Turf			2		
Excellent Quality Turf				3	
<b>Irrigation</b>					
No Irrigation	0				Does grass appear to be fully covered? Are there any dry/dead spots?
Inadequate Irrigation		1			
Adequate Irrigation			2		
Excellent Irrigation				3	
<b>Field Lighting</b>					
No Field Lighting	0				Is the lighting LED? Are there sufficient light poles for even light distribution?
Inadequate Quality Field Lighting		1			
Adequate Field Lighting			2		
Excellent Field Lighting				3	
<b>Backstop/Fencing</b>					
No Backstop/Fencing	0				Is the field fully fenced? Are there holes/wear/rust on the fence? How many backstops are there? Do the backstops show signs of wear?
Inadequate/Poor Quality Backstop/Fencing		1			
Adequate/Good Quality Backstop/Fencing			2		
Excellent Backstop/Fencing				3	
<b>Dugout</b>					
No Dugout	0				Is the dugout covered? Do benches show signs of wear?
Inadequate/Poor Quality Dugout		1			
Adequate/Good Quality Dugout			2		
Excellent Dugout				3	
<b>Bleachers</b>					
No Bleachers	0				Is there enough bleacher seating available? Do bleachers show signs of wear?
Inadequate/Poor Quality Bleachers		1			
Adequate/Good Quality Bleachers			2		
Excellent Bleachers				3	

Figure 54: Scoring Key for Diamond Fields

## Rectangle Scoring Key

	0	1	2	3	Considerations
<b>Overall Field Condition</b>					
Inadequate/Poor Quality Field		1			Based on reviewers impression of the field considering multiple factors related to field condition. This may be more subjective than individual elements
Adequate/Good Quality Field			2		
Excellent Quality Field				3	
<b>Turf Quality</b>					
Inadequate/Poor Quality Turf		1			Are there weeds present? Is turf patchy/worn? Is the field a consistent grade or is it undulating/lumpy? Are there areas with extreme wear?
Adequate/Good Quality Turf			2		
Excellent Quality Turf				3	
<b>Synthetic Turf Quality</b>					
No Synthetic Turf	0				
Synthetic Turf Appears to Have Less Than Half of Life Left		1			
Synthetic Turf Appears to Have More Than Half of Life Left			2		
Excellent/New Quality Synthetic Turf				3	
<b>Irrigation</b>					
No Irrigation	0				Does grass area appear to be fully covered? Are there any dry/dead spots?
Inadequate Irrigation		1			
Adequate Irrigation			2		
Excellent Irrigation				3	
<b>Field Lighting</b>					
No Field Lighting	0				Is the lighting LED? Are there sufficient light poles for even light distribution?
Inadequate Quality Field Lighting		1			
Adequate Quality Field Lighting			2		
Excellent Field Lighting				3	
<b>Bleachers</b>					
No Bleachers	0				Is there enough bleacher seating available? Do bleachers show signs of wear?
Inadequate/Poor Quality Bleachers		1			
Adequate/Good Quality Bleachers			2		
Excellent Bleachers				3	
<b>Goals</b>					
No Goals	0				Are there goals present? Do the goals show signs of wear? Are the goals movable?
Inadequate/Poor Quality Goals		1			
Adequate/Good Quality Goals			2		
Excellent Goals				3	
<b>Field Safe Zone</b>					
Not Striped/Marked	0				Is field safe zone clearly marked? Is field safe zone sloped?
Inadequate Field Safe Zone		1			
Adequate Field Safe Zone			2		
Excellent Field Safe Zone				3	

Figure 55: Scoring Key for Rectangular Athletic Fields

Park/School	Field		Shape - Rectangle								Sum of Scores
	Field Name	Overall Field Condition	Turf Quality	Synthetic Turf	Irrigation	Field Lighting	Fencing	Bleachers	Goals	Issues with Field Safe Zone	
Crestwoods Park	Crestwoods Field 3	3	2.5	0	3	0	1	0	2	0	11.5
Juanita Beach Park	Juanita Beach Open Space	1	1	0	0	0	0	0	0	0	2
Terrace Park	Terrace Field	1	1	0	0	0	1	0	0	0	3
International/Community School	International/Community Field	2	2	0	3	0	3	0	1	3	14
Emerson High School	Emerson Field	3	3	0	3	0	3	2	0	3	17
Finn Hill	Finn Hill Football Field	2	2	0	3	0	1	0	2	0	10
Kamiakin	Kamiakin Open Space	1	1	0	3	0	1	0	0	0	6
	Kamiakin Football Field	1	1	0	3	0	1	0	1	0	7
Kirkland Middle School	Kirkland Football Field	1	1	0	3	0	1	1	2	0	9
AG Bell	AG Bell Field 1	1	1	0	0	0	0	0	1	0	3
	AG Bell Field 2	1	1	0	0	0	0	0	1	0	3
Ben Franklin	Ben Franklin Field 1	3	2	0	3	0	1	0	0	0	9
	Ben Franklin Field 2	3	2	0	3	0	1	0	0	0	9
Carl Sandburg	Carl Sandburg Field 1	1	0	0	0	0	2	2	1	0	6
	Carl Sandburg Field 2	1	1	0	0	0	1	0	0	0	3
Helen Keller	Helen Keller Field 1	1	0	0	0	0	2	0	0	0	3
	Helen Keller Field 2	1	0	0	0	0	2	0	1	0	4
John Muir	John Muir Field	1	0	0	0	0	3	0	2	0	6
Juanita Elementary	Juanita Elementary Field 1	2	2	0	3	0	1	0	0	0	8
	Juanita Elementary Field 2	1	1	0	3	0	2	0	1	0	8
Lakeview	Lakeview Field	3	0	3	0	0	3	0	3	3	15
Mark Twain	Mark Twain Field 1	3	3	0	3	0	2	0	2	0	13
Peter Kirk Elementary	Peter Kirk Elementary Field 1	2	3	0	3	0	3	0	2	0	13
	Peter Kirk Elementary Field 2 (eliminated during redevelopment)										
Rose Hill	Rose Hill Field 1	1	1	0	0	0	0	0	0	0	2
	Rose Hill Field 2	2	2	0	2	0	0	0	3	0	9
Robert Frost	Robert Frost Field	2	1	0	0	0	3	0	1	0	7
Thoreau	Thoreau Field 1	1	0	0	0	0	2	0	1	0	4
	Thoreau Field 2	1	0	0	0	0	2	0	0	0	3

Table 26: Rectangle Field Assessment Summary

Park/School	Field Name	Shape - Diamond							Sum of Scores	
		Overall Field Condition	Infield Condition	Turf Quality	Irrigation	Field Lighting	Backstop/Fencing	Dugout		Bleachers
132nd Square Park	132nd Square Park Field 1 (to remain)	2	3	1.5	0	0	2	1.5	2	12
Crestwoods Park	Crestwoods Field 1	2	3	2	3	0	2.5	2.5	2	17
	Crestwoods Field 2	2	3	2	3	0	2.5	2.5	2	17
	Crestwoods Field 4	3	3	3	3	0	3	2.5	2	19.5
Everest Park	Everest Field 1	3	3	2	3	0	3	3	3	20
	Everest Field 2	3	3	2	3	0	3	3	3	20
	Everest Field 3	3	3	3	3	0	3	3	3	21
	Everest Field 4	3	2	3	2.5	0	3	3	3	19.5
Highlands Park	Highlands Field	1	1	1	0	0	2	0	0	5
Juanita Beach Park	Juanita Beach Field 1	1	3	1	0	0	2	2	2	11
	Juanita Beach Field 2	1	2	1	0	0	2	2	2	10
Peter Kirk Park	Peter Kirk Field	3	3	3	3	3	3	3	3	24
Spinney Homestead Park	Spinney Homestead Field	1	1	1	0	0	1	0	0	4
Juanita High School	Juanita HS Field 1	3	3	3	0	0	3	3	3	18
	Juanita HS Field 1.5	3	3	3	0	0	3	3	3	18
	Juanita HS Field 2	3	3	3	0	0	3	3	3	18
	Juanita HS Field 3	3	3	0	0	2	3	3	3	17
Lake Washington High School	Lake Washington Field 1	3	3	3	3	0	3	3	3	21
	Lake Washington Field 2	3	3	3	3	0	0	3	3	18
Finn Hill	Finn Hill Field 1	3	3	3	3	0	3	3	3	21
	Finn Hill Field 2	3	3	3	3	0	3	3	3	21
Kamiakin	Kamiakin Field 1	0	3	1	3	0	3	3	0	13
	Kamiakin Field 2	2	3	1	3	0	3	3	3	18
Kirkland Middle School	Kirkland Field 1	3	3	3	3	0	3	3	3	21
	Kirkland Field 2	3	3	3	3	0	2	1	0	15

Table 27: Diamond Field Assessment Summary

## ATHLETIC FIELDS USE

The safe and efficient use of Kirkland's athletic fields requires appropriate maintenance and opportunities for resting the fields to re-grow and regenerate. Without proper maintenance, and/or overuse can lead to improper and unsafe playing surfaces. The quality of athletic fields depends on following best practices, carefully permitting spaces and closely monitoring use. Given the Kirkland's rainy climate, this is critical.

### Guidelines for Athletic Field Use

Dr. Don Gardner, Agricultural and Natural Resources Agent, University of Georgia College of Agricultural and Environmental Sciences wrote the article "Field-use capacity: How much play is too much play?" published in the Municipal, October 7, 2014. Dr. Gardner states "The technical problems boil down to field-use capacity imbalance with field construction, management inputs and field-use impacts. The political problems stem from the sports field manager not understanding and/or calculating sports field-use capacity for his fields and effectively communicating the field-use capacity limits up the chain of command and out to users and stakeholders. Provision of good-quality public sports fields is equal parts technical and political expertise."

Grady Mill, in North Carolina State University publication AG-726-W 01/2010 BS, "Maximizing the Durability of Athletic Fields," provides a major tool in linking field-use capacity to play hours with standard inputs, he projects sustained good field conditions with 200 hours of play or fewer per year. **Good field conditions with some thinning of turf and localized wear areas are expected at 400 to 600 hours of use.** Fair field conditions are expected at 800 to 1,000 hours of play. Over 1,000 hours of play will result in significant turf loss, field surface damage and increased potential for athlete injury.

These guidelines assume the implementation of all management inputs to support field health and playability. Few of those managing public sports fields have the political support to limit play hours to match the level of maintenance inputs available to maintain field standards. The challenge remains trying to match play hour to field capacity.

If a field has light field use of 200 hours or fewer per year, evenly spaced over the growing season, a routine maintenance program with two core aerification treatments per year is likely adequate to maintain an excellent quality playing surface. If the number of play hours increases and the maintenance inputs remain the same, the field quality will decrease to the level that existing maintenance supports.

If additional appropriate maintenance inputs are applied to the field to counteract the field-use impact, the quality of the field will recover to the level supported by the management inputs. At a certain point, increased play impacts cannot be overcome by increased management inputs.

## ATHLETIC FIELD DEMAND

The consultants compiled data for athletic fields permitted in 2019 and looked at daylight hours available to use non-lighted fields and rental rates to evaluate opportunities to use the current fields. This information is reflected in the findings at the end of this section and recommendations made in the plan. Demand for athletic fields in Kirkland created a need to overschedule at least 18 fields (greater than 600 hours per year) and schedule rectangle fields overlaying diamond fields, that reduced regeneration opportunities. For more detail, please see Appendix N.

To further compound the challenges with athletic fields in Kirkland, field play is often restricted due to hours of sunlight that concentrates use. In addition, many fields are non-regulation size and located at neighborhood parks or at schools where there are limited support services available, such as restrooms, parking, drinking fountains, or bleachers. Traffic in the City also impacts people's willingness to travel that are not nearby.

The highest use fields are located in Peter Kirk Park, Everest Park, Juanita High School, Kirkland Middle School and Lakeview Elementary.

## SYNTHETIC TURF CONSIDERATIONS FOR EXPANSION AND ENHANCEMENT OF ATHLETIC FIELDS

### Synthetic Turf Considerations

Artificial turf fields can be used year-round and are less susceptible to closure due to rain. As a result, they are typically used 1.7 to 7.7 times more than the current use of Kirkland’s existing natural grass fields. Therefore, converting a grass field to artificial turf significantly increases capacity, reduces maintenance costs and provides safer playing conditions.

Comparing the 20-year life cycle costs for natural turf fields and artificial turf fields helps to best demonstrate the cost differences to convert existing fields or build new synthetic fields. Previous case studies have found that, despite the higher up-front and future replacement costs, an artificial turf field can provide a substantially lower net cost per hour of use than any of the natural grass options. Artificial turf fields can accommodate many more hours of potential use

which may help to serve more people and may also generate additional revenue from the extra hours of use. Artificial turf fields can realistically be expected to be scheduled for up to 1,800 hours of use per year compared to the recommended limit of 400-600 hours of use for natural turf fields. In addition, case studies have shown annual maintenance costs for artificial turf can be up to 56% less than natural turf areas. (See Tables 27, 28, 29, and 30). Additional analysis looking at various scenarios over a 20-year period is in Appendix O.

When the synthetic turf is due for replacement, there are companies that are available to support recycling practices and support the City’s sustainability commitment. The average lifecycle and replacement schedule is typically 10 years. There may also be opportunity to re-use the synthetic turf. Some of the most common options include:

- Covering for dog runs and dog parks
- Ground cover for driving ranges
- Floor covering in batting cages
- Control for erosion
- Play area ground covers
- Ground coverings for animal shelters

## Comparison of Natural Turf Field and Artificial Turf Life Cycle Costs (20 Year Cycle)

Natural Turf Field (92,000 SF Turf)		Artificial Turf Field (92,000 SF)	
<b>Initial Major Renovation Construction Cost</b>	<b>\$500,000</b>	<b>Initial Major Renovation Construction Cost</b>	<b>\$1,400,000</b>
		<i>Assumes \$12/sq.ft. Install, 10% Design, 15% Contingency</i>	
<b>Refurbishing/Rest Cost - 5 times over 20 years</b>	<b>\$325,000</b>	<b>Refurbishing Cost</b>	<b>\$675,000</b>
	\$65,000	<i>Carpet Replacement (year 12)</i>	
		<i>Assumes \$6.80/sq.ft and \$45K for removal/recycling of infill/turf</i>	
<b>Average Maintenance Natural Grass over 20 Years</b>	<b>\$46,625</b>	<b>Average Maintenance Synthetic Turf over 20 Years</b>	<b>\$20,430</b>
	\$51,500	<i>Annual Maintenance Synthetic Turf for 18 years</i>	\$22,700
	\$32,000	<i>No maint. 1st year &amp; replacement yr.</i>	
<b>20 Year Maintenance Costs</b>	<b>\$932,500</b>	<b>20-Year Maintenance Costs</b>	<b>\$408,600</b>
	\$772,500		
	\$160,000		
<b>20-Year Total Maintenance + Capital</b>	<b>\$1,757,500</b>	<b>20-Year Total Maintenance + Capital</b>	<b>\$2,483,600</b>
	\$46,625	<i>Average Maintenance Cost/Year over 20 Years</i>	\$20,430
	<b>\$87,875</b>	<i>Avg. Annual Cost: Capital + Maintenance</i>	<b>\$103,483.33</b>
<b>Natural Turf Field Use (at recommended rate)</b>		<b>Synthetic Turf Field Use</b>	
		<i>40 weeks @ 6 hours per day on weekdays and 10 hours per day on weekends</i>	
	20	<i>Hours per Week</i>	50
	32	<i>Weeks of Use per Year</i>	40
	640	<i>Hours Permitted per Year</i>	2,000
	544		
	10,880	<i>Hours per Year * 20 years</i>	40,000
	2,000	<i>Refurbish field at 12 years. Close for 20 of 40 playable weeks.</i>	1,000
	8,880	<i>(20 wks * 20 hrs * 5 rest periods)</i>	39,000
		<i>Total Hours Permitted Use in 20-Year Cycle</i>	
<b>Cost per Use</b>	<b>\$198</b>	<b>Cost per Use</b>	<b>\$64</b>
		<i>(Total Maint. + Capital)/(Total Permitted Hours in 20-Year Cycle)</i>	
<b>Natural Turf Field Use (at the current rate 1600 hours)</b>			
	50		
	32		
	1,600		
	1,360		
	27,200		
	3,000		
	24,200		
<b>Cost per Use</b>	<b>\$73</b>		

Table 27: Case Studies of Comparisons of Lifecycle Costs of Organic and Synthetic Athletic Fields

# ATHLETIC FIELD STRATEGIC PLAN

Natural Grass Itemized Annual Maintenance Costs													
Task	Times/Year	Labor Hours	Rate (avg hourly + benefits)	Subtotal Labor	Supplies	Subtotal Supplies	Equip.	Depreciation		Fuel (gal)	Fuel Cost Per Year @ \$1.50/gal	Total	
								Per Task	Per Year				
Core Aerate	2	4	\$35.00	\$280.00			Massey	\$50.00	\$100.00	10	\$30.00	\$410.00	
Aerate/Seed	2	5	\$35.00	\$350.00	8lbs (per 1,000 sq.ft) * 113,256 * 1.58 per lb TriRye Seed Mix = \$1,431/application	\$2,864.00	Massey	\$50.00	\$100.00	10	\$30.00	\$3,344.00	
Top Dress	1	12	\$35.00	\$420.00	Compost @ \$1,200	\$1,200.00	Kabota Topdresser	\$50.00	\$50.00	20	\$60.00	\$1,730.00	
Slice Seed & Roll	4	8	\$35.00	\$1,120.00	8lbs (per 1,000 sq.ft) * 113,256 * 1.58 per lb TriRye Seed Mix = \$1,431/application	\$5,728.00	Massey	\$50.00	\$200.00	10	\$60.00	\$7,108.00	
Fertilizing	3	5	\$35.00	\$525.00	5 lbs (per 1,000) * 113,256 * .28 (per 50 lb bag) = \$158/application	\$475.65	Massey	\$50.00	\$150.00	10	\$45.00	\$1,195.65	
Mowing	45	1	\$35.00	\$1,575.00			Toro	\$50.00	\$2,250.00	10	\$900.00	\$4,725.00	
Field Paint	Spring	20	4	\$35.00	\$2,800.00	2 (5 gal container/ white) @	\$1,980.00	Machine/Truck	\$75.00	\$1,500.00	15	\$450.00	\$6,730.00
	Summer	10	4	\$35.00	\$1,400.00	\$100/5 gal. container	\$990.00	Machine/Truck	\$75.00	\$750.00	15	\$225.00	\$3,365.00
	Fall	20	4	\$35.00	\$2,800.00	\$200	\$1,980.00	Machine/Truck	\$75.00	\$1,500.00	15	\$450.00	\$6,730.00
Humate	1	4	\$35.00	\$140.00	\$20 @ 18 lb/Acre \$840 per application	\$840.00	Massey	\$50.00	\$50.00	10	\$15.00	\$1,045.00	
Renovate Plus	1	5	\$35.00	\$175.00	\$4,140 per application	\$4,140.00	Massey	\$50.00	\$50.00	10	\$15.00	\$4,380.00	
Irrigation	800,000											\$10,700.00	
											<b>Annual Turf Maintenance Total</b>	<b>\$51,462.65</b>	
											Cost per square foot grass (102,000 sq. ft.)	0.50	

Table 28: Case Study Example Natural Grass Itemized Annual Maintenance Costs

Itemized Annual Maintenance Costs for Synthetic Turf												
Task	Times/Year	Labor Hours	Rate (avg hourly + benefits)	Subtotal Labor	Supplies	Subtotal Supplies	Equip.	Depreciation		Fuel (gal)	Fuel Cost Per Year @ \$1.50/gal	Total
								Per Task	Per Year			
Inspect & Groom	12	6	\$45.00	\$3,240.00			Massey	\$50.00	\$600.00	10	\$180.00	\$4,020.00
Address Goals	9	4	\$45.00	\$1,620.00			Hand	\$0.00	\$0.00	0	\$0.00	\$1,620.00
Add infill	1	8	\$45.00	\$360.00	\$8,000.00		Massey	\$500.00	\$500.00	10	\$15.00	\$8,875.00
Water					\$900.00							\$900.00
Field Paint	6	4	\$35.00	\$840.00	\$185	\$1,000	Machine/Tr	\$75	\$750	15	\$225	\$2,815.00
Contractors Services	Advanced Grooming, Cleaning & Repair @ \$2,700 Fall Visit: Lg Field Standard Grooming & Cleaning @ \$1,800 Spring Visit: Lg. Field											\$2,700.00 \$1,800.00
											<b>Annual Maintenance Total</b>	<b>\$22,730.00</b>

\* Industry Recommends Grooming every 80-100 hours of play

Table 29: Case Study Example Itemized Annual Maintenance Costs for Synthetic Turf

Natural Grass Reduced Maintenance Costs every 4 Years due to Renovation												
Task	Times/Year	Labor Hours	Rate (avg hourly + benefits)	Subtotal Labor	Supplies	Subtotal Supplies	Equip.	Depreciation		Fuel Cost Per Year @ \$1.50/gal	Total	
								Per Task	Per Year			
Core Aerate	1	4	\$35.00	\$140.00			Massey	\$50.00	\$50.00	10	\$15.00	\$205.00
Aerate/Seed	1	5	\$35.00	\$175.00	8lbs (per 1000 sq.ft) * 113,256 * 1.58 per lb TriRye Seed Mix = \$1,431/application	\$1,432.00	Massey	\$50.00	\$50.00	10	\$15.00	\$1,672.00
Top Dress	1	12	\$35.00	\$420.00	Compost@ \$1,200	\$1,200.00	Kabota Topdresser	<del>\$50.00</del>	<del>\$50.00</del>	<del>20</del>	<del>\$60.00</del>	<del>\$1,730.00</del>
Slice Seed & Roll	1	8	\$35.00	\$280.00	8lbs (per 1,000 sq.ft) * 113,256 * 1.58 per lb TriRye Seed Mix = \$1,431/application	\$1,432.00	Massey	\$50.00	\$50.00	10	\$15.00	\$1,777.00
Fertilizing	1	5	\$35.00	\$175.00	5 lbs (per 1,000) * 113,256 * .28 (per 50 lb bag) = \$158/application	\$158.55	Massey	\$50.00	\$50.00	10	\$15.00	\$398.55
Mowing	16	1	\$35.00	\$560.00			Toro	\$50.00	\$800.00	10	\$900.00	\$2,260.00
Field Paint	Spring Summer Fall	20 8 20	4 4 4	<del>\$35.00</del> \$35.00 \$35.00	<del>\$2,800.00</del> \$1,120.00 \$2,800.00	<del>2 (5 gal container/white) @</del> \$792.00 \$1,980.00	<del>Machine/Truck</del> Machine/Truck Machine/Truck	<del>\$75.00</del> \$75.00 \$75.00	<del>\$1,500.00</del> \$600.00 \$1,500.00	16 15 15	<del>\$450.00</del> \$180.00 \$450.00	<del>\$6,730.00</del> \$2,692.00 \$6,730.00
Humate	1	4	\$35.00	\$140.00	\$20 @ 18 lb/Acre \$840 per application	\$840.00	Massey	\$50.00	\$50.00	10	\$15.00	\$1,045.00
Renovate Plus	1	5	\$35.00	\$175.00	\$4,140 per application	\$4,140.00	Massey	\$50.00	\$50.00	10	\$15.00	\$4,380.00
Irrigation	800,000 gallons of water per year (wholesale) = 1,070 hcfs at the current rate of 10.00										\$10,700.00	
<b>Annual Turf Maintenance Total</b>											<b>\$31,859.55</b>	
Cost per square foot grass (102,000 sq. ft.)											0.31	

Table 30: Case Study Natural Grass Reduced Maintenance Costs Every 4 Years Due to Renovation

## KEY FINDINGS, RECOMMENDATIONS AND PRIORITIES

### Key Findings

- Numerous factors lead to a heavy maintenance load on Kirkland's grass fields and contribute to some of the lower field condition scores
  - 18 fields in Kirkland are permitted over 600 hours annually, above recommended number of use hours to maintain turf in good condition
  - Only one field (Lee Johnson Field at Peter Kirk Park) has lighting, which concentrates play in fewer hours
  - Demand for field space is so high that the City permits rectangular sports to use diamond outfields during off-peak times, further stressing those fields
  - Fields are not rested during prime growing/rehabilitation season

- The region receives significant rain which places stress on athletic fields and causes field damage when used while saturated
- There are not enough available field hours to adequately serve the community
  - Participation in youth sports is increasing and the number of youth in the community is expected to increase by over 2,000 by 2026
  - Statistics show the number of people playing sports requiring a rectangular field is outpacing the number of people playing sports on diamond fields
  - Changing demographics of the community, particularly noticeable with youth, is creating demand for sports that Kirkland is challenged to serve due to limited field space
  - A portion of demand for athletic fields is being met through Lake Washington School District fields, which receive heavy daily use during school hours and availability can be unreliable due to school activities/sports programs

3. Field demand and regulation field play are concentrated in a small number of fields
  - Many fields are non-regulation size and located at neighborhood parks or at schools where there are limited support services available, such as restrooms, parking, drinking fountains, or bleachers
  - Hours of use at school district fields are limited, high school fields are virtually unavailable for community use, and field use is increasingly being used for LWSD and affiliated groups' use
  - Traffic impacts people's willingness to travel to fields that are not nearby
4. Field scheduling is complex, challenging, and time-consuming for staff
  - Scheduling software is not robust enough to handle the number of fields, sports, and organizations that Kirkland manages
  - The allocation policy is complex and must be administered manually
5. Community members and City staff are concerned about equity as it pertains to sports fields and field allocations
  - Higher quality, developed fields are not distributed equitably across the City
  - The allocation policy leads to inequities in that established sports generally receive the same number of field hours, or greater, as previous years before new and emerging sports have the opportunity to receive field time
  - Most sports programs are offered by non-profit organizations that set their own policies and practices as it pertains to participants, fees, and scholarships

## Recommendations and Priorities

### Capital

1. Based on the results of this study, develop an implementation schedule of field conversions to be integrated into the capital improvement plan
2. Prioritize development of regulation sized rectangular and multi-purpose, synthetic turf, lighted fields
3. Upgrade low scoring rectangular athletic fields, particularly those with poor turf, for conversion to synthetic turf
4. Upgrade field conditions of diamond fields in areas that have a lower field service level
5. Explore a partnership with King County Solid Waste to further develop Taylor Fields as a park with a sports complex, specifically containing a regulation sized rectangular field that also contains two diamond fields within it
6. Consider reconfiguration of Lee Johnson Field based on a specific master plan for Peter Kirk Park

### Operating

1. Explore limiting use of athletic fields to maintain safe and healthy turf conditions for natural fields to allow the fields to rest, which would also increase availability of drop-in self-directed community member play
2. Consider "resetting the bar" for allocations by implementing a new process with all sports entering the new process equally regardless of the previous year's allocations

### OPTIONS FOR EXPLORATION

- Lottery system of allocation
- First come first serve
- Eliminating priority sports for fields
- Re-organize tier system and/or allocation priorities
- Re-examine definitions of a Kirkland resident

3. Research field scheduling software for possible implementation
4. Based on neighborhood demographic analysis, utilize City resources & staff to offer sports programs in the areas where community members have traditionally had limited access
5. Consider growing pee-wee sports programs to include new and emerging sports such as rugby, lacrosse, and cricket
6. Consider offering no-fee pee-wee sports programs to increase availability to lower income households
7. Consider introducing adaptive sports programming

Field	Type	Project	Park/School
Crestwoods 3	Rectangular	Convert to rectangular synthetic turf w/lights	Park
Juanita Beach 1/2/3	Diamond	Reconfigure park to have 1 multi-purpose synthetic turf field w/lights	Park
Spinney Homestead	Rectangular/Open field	Rectangular field w/lights	Park
Kamiakin Middle School 1/2	Diamond/Open field	Multi-purpose synthetic turf field w/lights	School
Terrace Park	Open field	Natural grass upgrade	Park
Highlands Park	Open field	Natural grass upgrade	Park
Taylor Fields	Diamond	Multi-purpose synthetic turf w/lights, sports complex	King County Solid Waste
Crestwoods 1/2	Diamond	Reconfigure to multi-purpose synthetic turf field w/lights with two diamond fields (like 132nd)	Park
Crestwoods Park	Rectangular/ Diamond	Consider a park re-development (fields 1, 2, 3) to site a sports complex	-

Table 31: Potential Field Conversions and Upgrades

Field	Type	Project
King County Housing Authority parcel on 132nd St, intersection with 136th Ave NE	Rectangular	Field upgrade or conversion to synthetic turf rectangular field
Homeowner Association Parks	Rectangular/ Diamond	Natural grass upgrade

Table 32: Consideration of New Fields

## SECTION VIII

# CAPITAL IMPROVEMENT PLAN AND PRIORITIES

- Priorities For Capital Investment
- Capital Improvement Projects (CIP)
- Implementing The Plan

## PRIORITIES FOR CAPITAL INVESTMENT

The consultants recommend that setting priorities for capital investment be based in part on walkable access to parks and spaces, considering the level of service in each of those parks and facilities, and opportunities to meet the needs of those most vulnerable community members.

Using the target values and isolating the lower service areas identified in Section V of this plan, the following analysis suggests possible priorities for future years. Remembering that the study shows a very high level of service for walkable access within a 10-minute walk (1/2 mile), several gaps were identified where the service may not be fully meeting community needs and thus presenting an opportunity to increase the level of service to the community.

This means that residents have access to some opportunities but are not yet at the level that might be considered appropriate. Additional analysis of each of these potential gap areas includes specific demographics of each region. Total population, median household income, diversity index, and crime index are all important factors when prioritizing future improvements or new parkland.

The following map identifies general gap areas with a dashed boundary and a letter. These areas correspond to Table 33. In this table, demographics from each region are identified. Rankings and priorities correlate to an index that considers several of these overall values.



# CAPITAL IMPROVEMENT PLAN AND PRIORITIES

Current Service Level	"Priority (by Map Area)"	Map Label	2021 Total Population	2021 Median Household Income	2021 Diversity Index	2021 Total Crime Index	2026 Total Population	Overall Index (#/4)	"Overall Index (1-10 for each category)"
Low Service Area	High	H (a)	3216	\$99,197	63.5	138	3427	100%	29.00
Low Service Area	High	H (b)	2085	\$100,309	59.2	87	2238	75%	15.00
Low Service Area	High	H (c)	1792	\$77,675	68.2	75	1883	75%	22.00
Low Service Area	Moderate	M (d)	4429	\$114,154	56.2	79	4586	50%	13.00
Low Service Area	Moderate	M (e)	3086	\$114,916	44.1	34	3197	50%	10.00
Low Service Area	Moderate	M (f)	1266	\$78,851	57.5	67	1357	50%	11.00
Low Service Area	Moderate	M (g)	1068	\$120,028	66.9	49	1108	25%	9.00
Low Service Area	Moderate	M (h)	1819	\$116,343	50.4	172	2242	50%	8.00
Low Service Area	Lower	L (i)	2614	\$140,752	50.6	47	2734	25%	7.00
Low Service Area	Lower	L (j)	2251	\$188,048	47.6	67	2392	25%	6.00
Low Service Area	Lower	L (k)	1865	\$121,538	50.2	67	1981	25%	4.00
Low Service Area	Lower	L (l)	1450	\$200,001	35.2	25	1534	25%	1.00
Low Service Area	Lower	L (m)	1411	\$150,874	47.1	19	1455	0%	0.00
No Service	Lowest		671	\$200,001	40.4	37	712	0%	0.00
No Service	Lowest		153	\$200,001	32.7	25	162	0%	0.00
Low Service Area	Lowest		966	\$151,931	47.4	236	1096	25%	9.00
Low Service Area	Lowest		784	\$140,425	45	38	822	0%	0.00
Low Service Area	Lowest		606	\$115,948	52.6	173	762	50%	8.00
Low Service Area	Lowest		566	\$151,903	47.3	236	642	25%	8.00
Low Service Area	Lowest		502	\$137,200	48.8	51	529	0%	0.00
Low Service Area	Lowest		439	\$123,655	41.5	133	484	25%	3.00
Low Service Area	Lowest		412	\$116,971	48.6	59	440	0%	0.00
Low Service Area	Lowest		292	\$140,400	60.4	129	315	50%	7.00
Low Service Area	Lowest		203	\$121,006	59.6	128	205	50%	5.00
Low Service Area	Lowest		157	\$140,747	61	121	168	25%	6.00
Low Service Area	Lowest		156	\$112,410	57.2	24	160	50%	5.00
Low Service Area	Lowest		141	\$101,314	62.2	86	144	50%	13.00
Low Service Area	Minimal Population		33	\$112,233	52.9	24	34	25%	5.00
Low Service Area	Minimal Population		27	\$117,470	54.1	48	29	0%	0.00
Low Service Area	Minimal Population		9	\$120,000	50.5	173	11	25%	6.00
Low Service Area	Minimal Population		5	\$200,001	32	91	6	0%	0.00
Low Service Area	Minimal Population		2	\$125,000	0	280	4	25%	10.00
Low Service Area	No Population		0	0	0	0	0		
Low Service Area	No Population		0	0	0	0	0		
No Service	No Population		0	0	0	0	0		
Low Service Area	No Population		0	0	0	0	0		

Red shade indicates top 10 by category

Table 33: Priority Areas for Capital Investment

# CAPITAL IMPROVEMENT PLAN AND PRIORITIES

## Priorities Based on Walkable Access (10-min) Kirkland, Washington

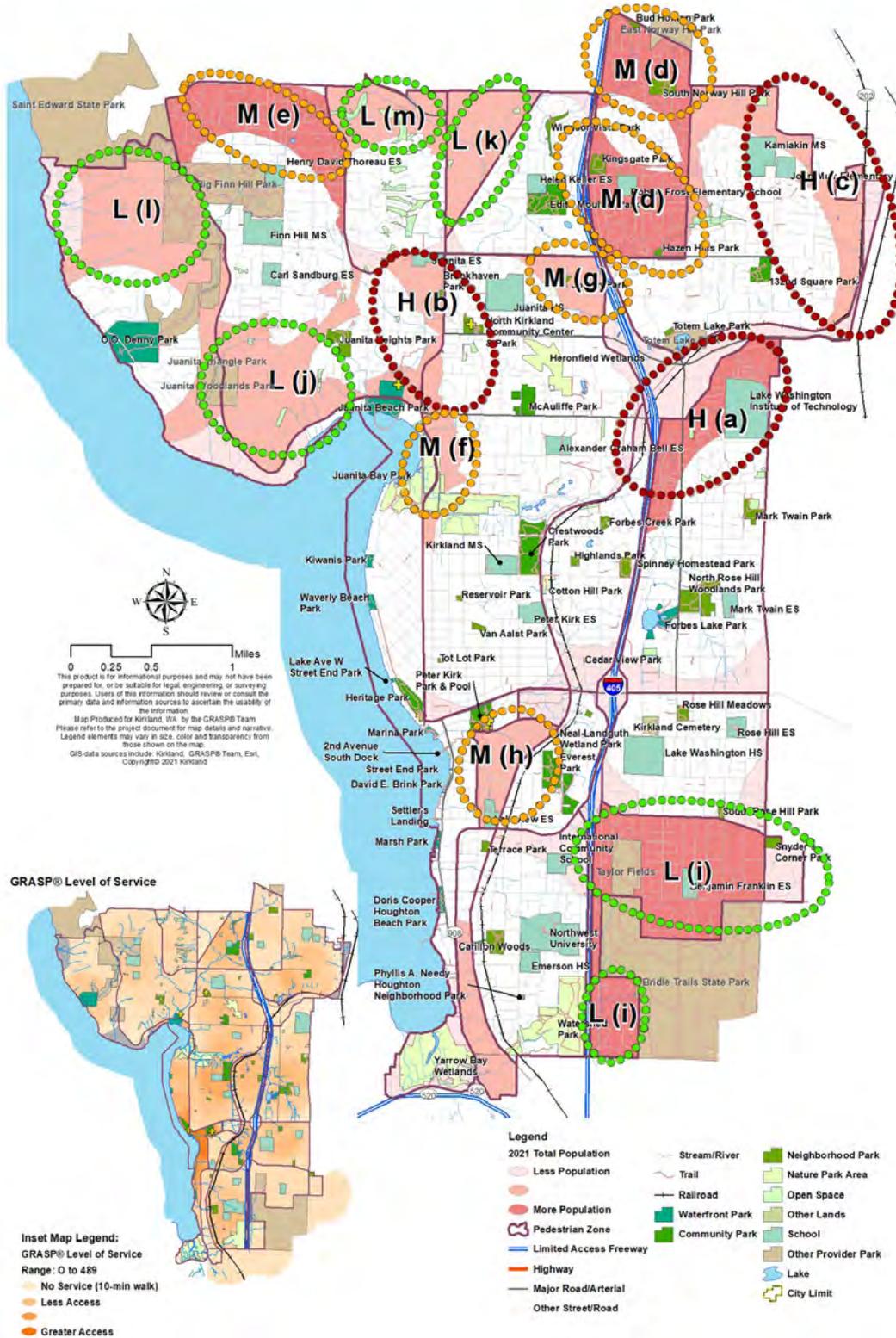


Figure 60: Priorities Based on Walkable Access (10-min)

# CAPITAL IMPROVEMENT PLAN AND PRIORITIES

Within each priority region, existing parks or properties have also been identified. Their corresponding priority area from the map is included. In the following table each property is evaluated for:

- Level of service of the area
- An initial priority for each park/property
- Upgrade potential of existing components
- Additional components opportunities
- Property acres and other factors as noted

Corresponding Priority Map Area	Area Map Label	Priority based on park and proximity	Map ID	Open Space	Classification	Comments	LOS Comments	City Comments	CIP List	Current GRASP® Score	Acres
High Priority Area	H (b)	H	L049	Brookhaven Park	Neighborhood Park	May have room to add components	Fairly isolated area			9	1.0
High Priority Area	H (b) L (j)	H	L043	Juanita Beach Park*	Waterfront Park	Consider improving and adding components to serve neighborhood. Also consider better addressing pedestrian barrier to the main part of park	Back side of park could better serve neighborhood		PKC 11902	88*	21.9
Medium Priority Area	M (d)	M/H	L071	South Norway Hill Park	Neighborhood Park	Consider development as park and added components	Underdeveloped parcel in residential neighborhood		PKC 14100	18	9.8
Medium Priority Area	M (d)	M/H	L070	Kingsgate Park	Neighborhood Park	Consider development as park and added components	Underdeveloped parcel in residential neighborhood		PKC 13600	7	6.9
Medium Priority Area	M (d)	M/H	L092	Hazen Hills Park	Neighborhood Park	Minimal developed but has room	Underdeveloped parcel in residential neighborhood			4	1.3
Medium Priority Area	M (f)	M	L044	Juanita Bay Park	Natural Park	Could serve some low scoring area	Parts of park are in low scoring area			38	110.8
Medium Priority Area	M (d)	L/M	L013	Bud Homan Park	Neighborhood Park	Close to East Norway Hill Park	Fairly isolated area			7	2.2
Medium Priority Area	M (g)	L/M	L041	Josten Park	Neighborhood Park	Poor access and minimal street frontage	Central to low served area in residential			6	0.9
Low Priority Area	L (i)	M/H	L073	Snyder's Corner Park	Neighborhood Park	Consider development as park and added components. Does have fairly significant ped barriers around	Underdeveloped parcel in residential neighborhood		PKC 12400	3	4.5
Low Priority Area	L (i)	M/H	L045	South Rose Hill Park	Neighborhood Park	Consider development as park and added components	Underdeveloped parcel in residential neighborhood			19	2.2
Low Priority Area	L (j)	L/M	L085	Juanita Heights Park	Neighborhood Park	Consider additional components in NW corner	Touches low scoring area		PKC 13510	7	10.7
Very Low Priority Area		L	L074	Cedar View Park	Neighborhood Park	Limited room to add components	Isolated and small		PKC 14400	3	0.2
Very Low Priority Area		L	L088	Yarrow Bay Wetlands	Natural Park	Likely very limited additional development possible	Minimal residential nearby		PKC 12800	9	74.2

Table 34: Priority Areas for Capital Investment

Open space and undeveloped properties in the following table may provide additional land that could contribute to the service in a gap area. Many of these have limited public access opportunities or are very small.

Corresponding Priority Map Area	Area Map Label	Priority based on park and proximity	Map ID	Open Space	Classification	Comments	LOS Comments	City Comments	CIP List	Current GRASP® Score	Acres
High Priority Area	H (c)	M/H	L128	KG2	OS	Could serve neighborhood	Appears to be a utility site like water tower?			7	2.5
High Priority Area	H (a)	M	L002	NRH4	OS	Limited access	Could be developed but limited access. Stormwater park with loop trail with access from both sides			2	1.1
Medium Priority Area	M (d)	L	L093	KG1	OS	See Bud Homan	Connects to Bud Homan			2	0.0
Low Priority Area	L (j)	M	L015	FH4	OS	Could add to service	Good street front			3	0.8
Low Priority Area	L (k)	M/H	L014	JU4	OS	Could serve neighborhood	Small but does have access			3	0.7
Low Priority Area	L (j)	L/M	L011	FH5	OS	Room to develop but near large lot residential	South end is low score area			3	1.9
Low Priority Area	L (j)	L	L009	FH7	OS	Based on current access limited possibilities	No street access			3	2.0
Low Priority Area	L (k)	L/M	L081	Wiviott Property	OS	In residential area	Small corner lot			3	0.7
Very Low Priority Area		L/M	L034	Open Space 25	OS	Near FH8	Good street front			3	1.2
Very Low Priority Area		L/M	L027	Open Space 3	OS	Near OS 7	Does have some street access but small			3	1.5
Very Low Priority Area		L/M	L033	Open Space 18	OS	Near OS 13	Street front but small			2	0.2
Very Low Priority Area		L/M	L032	Open Space 13	OS	Does have a few access points	Mostly drainage behind houses			3	6.1
Very Low Priority Area		L	L021	Open Space 10	OS	Could add components to west side	Mostly higher scoring			3	6.3
Very Low Priority Area		L/M	L029	Open Space 2	OS	Near OS 3 & 7	Does have some street access but small			2	0.8
Very Low Priority Area		L/M	L028	Open Space 7	OS	Near OS 2 & 3	Largest of the 3 parcels but this one has no street connection			3	8.0
Very Low Priority Area		L/M	L091	FH8	OS	Good street frontage	Small			3	0.4
Very Low Priority Area		L	L012	FH3	OS	Near HOA park	In current low service area but limited			3	0.1
Very Low Priority Area		VL	L098	TL3	OS	Hidden in industrial area	Industrial area			3	1.1

Table 34: Priority Areas for Capital Investment

# CAPITAL IMPROVEMENT PLAN AND PRIORITIES

Schools within these gap areas were also evaluated for the potential to increase service to the surrounding neighborhood. Several are or could be important supplements to the neighborhoods they serve. They are listed in the following table:

Corresponding Priority Map Area	Area Map Label	Priority based on park and proximity	Map ID	Open Space	Classification	Comments	LOS Comments	City Comments	CIP List	Current GRASP® Score	Acres
High Priority Area	H (b)	H	L101	Juanita Elementary School	School	Near Brookhaven Park	In low score area with high priority			10	2.0
High Priority Area	M (d)	H	L116	Robert Frost Elementary School	School	Near Kingsgate	In the middle of low score area			11	9.7
High Priority Area	H (c)	M	L115	Kamiakin Middle School	School	May impact low score area	High population area may be impacted		PKC 13320	14	25.2
High Priority Area	H (c)	M	L114	John Muir Elementary	School	Limited impact on low score area	Similar to Kamiakin Middle School			9	9.8
High Priority Area	H (a)	M	L113	Lake Washington Institute of Technology	School	Could serve residential to North and West	May have limited amenities for public			2	59.4
Medium Priority Area	M (h)	M	L109	Lakeview Elementary School	School	May already serve neighborhood?				12	1.5
Low Priority Area	L (i)	L	L110	Benjamin Franklin Elementary School	School	Are some parks in the area including Taylor Fields and Bridle Trails	Central to the low score area			11	5.5
Very Low Priority Area		VL	L129	International Community School	School	Could serve neighborhood	On edge or low score area			13	10.5

Table 34: Priority Areas for Capital Investment

## CAPITAL IMPROVEMENT PROJECTS (CIP)

Currently, the Department’s CIP budget includes 14 projects with a total cost of \$17.7 million. The Department had previously identified an additional 34 projects at a cost of \$170.5 million that were unfunded. The CIP lists are in Table 35a and b and includes both funded and non-funded projects that total \$324,757,900.

Project Number	Project Title	Total
PKC 04900	Open space, park land & trail acquisition grant match program	100,000
PKC 0660	Parks, play areas & accessibility enhancements	1,370,000
PKC 13310	Dock and shoreline renovations	2,625,000
PKC 13320	City-school playfield partnership	400,000
PKC 13330	Neighborhood park land acquisition	5,180,000
PKC 15100	Park facilities life cycle projects	1,030,800
PKC 15200-OO	Denny park improvements - picnic shelter	275,000
PKC 15400	Indoor recreation & aquatic facilities study	160,000
PKC 15500	Green loop master plan & acquisition	2,400,000
PKC 15600	Park restrooms renovation/replacement program	1,583,000
PKC 15700	Neighborhood park development program	300,000
PKC 15900	Off-leash dog areas	1,869,600
PKC 16100	Mcauliffe park sanitary sewer	325,000
PKC 16200	Wayfinding and park signage program plan	700,000
PKC 16300	Trail master plan	320,000
PKC 16900	Marina park dock & shoreline renovations	1,000,000
PKC 17000	ADA compliance upgrades	120,000
<b>PARKS Funded Total</b>		<b>19,758,400</b>

Table 35a: Kirkland Parks and Community Services CIP List - Funded

# CAPITAL IMPROVEMENT PLAN AND PRIORITIES

Project Number	Project Title	Total
PKC 11400	Mark Twain Park Renovation Plan and Development	96,000
PKC 11600	Lee Johnson Field Artificial Turf Installation	6,400,000
PKC 11902	Juanita Beach Park Development Phase II	12,800,000
PKC 12210	Indoor Aquatics and Recreation Facility Construction	96,000,000
PKC 12400	Snyder's Corner Park Master Plan and Development	128,000
PKC 13800	Everest Park Restroom/Storage Building Replacement	2,304,000
PKC 14900	Taylor Playfields-Former Houghton Landfill Site Master Plan	384,000
PKC 15000	North Kirkland Community Center Renovation & Expansion Plan	130,000
PKC 16600	Brink Park Building Renovation	100,000
PKC 16800	Spray Park	1,500,000
NEW	Skate Park Feasibility and Location Study	75,000
NEW	Crestwood Park Fields Conversion to Synthetic Turf	9,100,000
NEW	Park Specific Master Plan for Peter Kirk Park and Siting/ Location For Lee Johnson Field	75,000
NEW	Land Acquisition and Development for a Community Park In North Kirkland (15 Acres)	58,500,000
NEW	Upgrade Rectangle Fields at Spinney Homestead Park and Terrace Park To Synthetic Turf with Lights	4,800,000
NEW	Upgrade Diamond Fields at Highlands Park and Juanita Beach Park To Synthetic Turf with Lights	4,800,000
NEW	Add Outdoor Fitness Gyms in three Parks To Be Determined	750,000
NEW	Safety and Security Upgrades	200,000
NEW	Add ADA Kayak Launch Opportunities at two Waterfront Parks	156,000
NEW	All-Inclusive Playground	1,950,000
NEW	Disc Golf Course Feasibility and Construction at Juanita Bay Park	97,500

# CAPITAL IMPROVEMENT PLAN AND PRIORITIES

Project Number	Project Title	Total
NEW	Construct New Pickleball Courts	97,500
PKC 09510	Heritage Park Development - Phase III & IV	5,120,000
PKC 09700	Reservoir Park Renovation Plan	150,000
PKC 10800	McAuliffe Park Development	9,000,000
PKC 11300	Spinney Homestead Park Renovation Plan and Development	120,000
PKC 11500	Terrace Park Renovation Plan and Development	75,000
PKC 12600	Watershed Park Master Plan	128,000
PKC 12700	Kiwanis Park Master Plan	96,000
PKC 12800	Yarrow Bay Wetlands Master Plan	256,000
PKC 12900	Heronfield Wetlands Master Planning & Development	160,000
PKC 13510	Juanita Heights Park Master Plan	125,000
PKC 13600	Kingsgate Park Master Plan and Development	192,000
PKC 13903	Totem Lake Park Phase III: South Side CKC Enhancements and West Boardwalk	5,120,000
PKC 14100	South Norway Hill Park Site Master Plan	125,000
PKC 14300	Marsh Park Restroom Replacement	108,800
PKC 14400	Cedar View Park Improvement Plan	76,000
PKC 14500	Environmental Education Center	750,000
PKC 14800	Forbes House Renovation & Historic Preservation Plan	86,000
PKC 16400	Peter Kirk Park - Fencing and Drainage Improvements	250,000
PKC 16500	Peter Kirk Park - Skate Park Upgrades	500,000
PKC 16700-00	Denny Park Improvements - Sand Volleyball	75,000
NEW	ADA Phase 1 (2023)	1,300,000
NEW	ADA Phase 2 (2024)	1,300,000
NEW	ADA Phase 3 (2025)	1,430,000

# CAPITAL IMPROVEMENT PLAN AND PRIORITIES

Project Number	Project Title	Total
NEW	ADA Phase 4 (2026)	1,560,000
NEW	ADA Phase 5 (2027)	1,690,000
NEW	Park Playgrounds, Sports Courts and Amenity Repair, Replacement and Additions Phase 2	1,000,000
NEW	Convert Three Restrooms to Self-Cleaning	585,000
NEW	Add Small Playgrounds at Marsh Park and Marina Park	780,000
NEW	Cricket and Rugby Field Opportunities Feasibility Study	75,000
PKC 05610	Forbes Lake Park Development and Connections to 85th St SAP	7,680,000
NEW	Recreation Centers (Small, Neighborhood) Construction	32,500,000
NEW	NE 85th SAP Parks Acquisition & Development Opportunity Fund	5,000,000
NEW	Linear Parks Partnering with Active Transportation and Greenways Projects (20 Miles of Trails)	39,000,000
NEW	CKC Enhancements and Future Development	5,000,000
NEW	Blue Lighting Security System Along CKC	32,500
NEW	Self Service Bike Repair at Selected Community Parks and along CKC (5 Locations)	97,500
NEW	Additional Seating and Picnic Tables at Rose Hill Park	97,500
<b>PARKS Unfunded Total</b>		<b>322,083,300</b>

Table 35b: Kirkland Parks and Community Services CIP List – Unfunded

## IMPLEMENTING THE PLAN

This plan outlines specific goals, objectives and actions that can be fully implemented given appropriate community engagement, transparent decision-making and sufficient resources (funding, staffing, etc.). Some best practices for implementing this plan include:

### Leading

- Internal task force groups specific to individual objectives and action items (made up of front-line staff with one supervisor/manager)

### Reporting

- Annual reporting on plan progress
- Include implementation status in monthly reports to the public, which showcases accomplishments and project status
- Quarterly implementation review and share status at all-staff meetings
- Quarterly reporting on plan status to the Park Board

Additionally, results and findings from the PROS Plan process delivered strong messages from the community about needed park improvements, adding new park components (e.g., playground, pickleball

court), constructing an indoor aquatics center, recreation center, and developing a trail network connecting parks throughout the city. The community expressed the need to provide more aquatics programming, sports programming, fitness activities, outdoor recreation opportunities, and more free or non-fee-based special events. In response to hearing these needs expressed by the community, City Council adopted a new work plan item at the March 1, 2022 City Council meeting through R-5514. The new work plan item reads:

*Explore potential comprehensive Parks ballot measure options to be placed before Kirkland voters in 2023 for the purpose of maintaining and expanding natural areas, open spaces, aquatic and recreational facilities, and program opportunities that enhance the health and wellbeing of the community to further the goals of abundant parks, open spaces, and recreational services.*

The City Council directed staff to take the necessary steps to place a potential ballot measure(s) on the November 2023 ballot. As part of this direction, staff created the following possible funding mechanisms for consideration.



# CAPITAL IMPROVEMENT PLAN AND PRIORITIES

Ballot Measure Type (Revenue Source)	Vote Required	Could be used for:			Duration	Limitations on Revenue Source
		Capital	O&M	Notes about use		
“One-bump” Single-Year* Property Tax Levy Lid Lift	50% + 1	×	×	Any lawful government purpose. Purpose does not need to be specified in ballot measure.	Temporary or permanent.  Limit 9 years if used for debt service on bonds.	Can increase by more than 1% for first year. Future years limited to 1% annual increase.
Multi-Year* Property Tax Levy Lid Lift	50% + 1	×	×	Any limited purpose stated in the ballot measure.  No supplanting: Cannot be used to pay for existing programs.**	Temporary or permanent  Permanent: increases by more than 1% for 6 years, then only increases by 1% in remaining years.  Limit 9 years if used for debt service on bonds .	Can increase by more than 1% for up to 6 years. After 6 years, limited to 1% annual increase.  Ballot states total tax rate for year 1 and maximum “limit factor” which total levy amount may not exceed. The limit factor can differ each year.
Excess Property Tax Levy Measure/ General Obligation Bond	60% with validation ***	×		Can only be used for capital.	Collected for as many years as necessary to repay bonds, often 20+ years depending on initial structure of bonds.	No 1% limit. Levy amount for each year calculated to repay the exact amount of debt for that year. Calculated according to length of obligation and associated amortization schedule prepared at the time of the bond sale.

# CAPITAL IMPROVEMENT PLAN AND PRIORITIES

Ballot Measure Type (Revenue Source)	Vote Required	Could be used for:			Duration	Limitations on Revenue Source
		Capital	O&M	Notes about use		
Metropolitan Park District (MPD)	50% + 1	x	x	<p>Depends on funding mechanism. If using excess property tax levy/ bonds for capital expenses, subject to 60% with validation.</p> <p>In 2017, Kirkland championed a successful change in state law that allows an MPD to be capped in response to community concerns about the MPD.</p>	<p>Once created an MPD is an independent governing body and has junior taxing district authority.</p> <p>Duration of taxing impact depends on specific taxing mechanism.</p> <p>The governing board can be the City Council or an independent board.</p>	<p>Statutory maximum levy amount is \$0.75/\$1,000 of assessed property tax valuation, but this maximum levy amount may be set at a lower level in the initial MPD formation ballot measure.****</p>

Notes:  
 O&M: Operating and Maintenance  
 \*Note about “years” in type of levy lid lift: A good way to think of the difference between “single-year” and “multi-year” lid lifts is: How many years can your total levy increase by more than 1%? With a single-year lid lift, you can exceed the 1% annual limit for one year only, and then future increases are limited to 1% (or inflation) for the remainder of the levy. With a multi-year lid lift, you can exceed the 1% annual limit for up to 6 consecutive years. Both of these types of levy lid lifts can be temporary or permanent. More details: [MRSC Levy Lid Lifts](#).  
 \*\*Supplanting allowed if levy funds would be replacing lost funding due to lost federal funds or state grants/loans.  
 \*\*\*Validation: 40% voter turnout based on the prior year General Election voter turnout.  
 \*\*\*\* State law changed in 2017 with [SSB 5138](#) to allow voters to set a maximum levy amount in the initial ballot measure. This provision was not in place when Kirkland voted on establishing a MPD in 2015. See [RCW 35.61.210](#).

## Resources

**Municipal Research and Services Center** (MRSC) is a nonprofit organization in Washington that provides legal and policy guidance to local governments across the state. Their resources are comprehensive and useful when evaluating what types of revenue sources may be best for a local City. Information summarized in this table comes from:

- [MRSC Metropolitan Park Districts](#)
- [MRSC Levy Lid Lifts](#)
- March 2022 [Revenue Guide for Washington Cities and Towns](#) – very detailed
- 2013 MRSC post written by Tracey Dunlap, Deputy City Manager, Special Projects: [Lessons Learned from Two Successful Levy Lid Lifts](#) (in Kirkland)

# 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	<u>Defined</u> 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 <u>undefined</u> 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

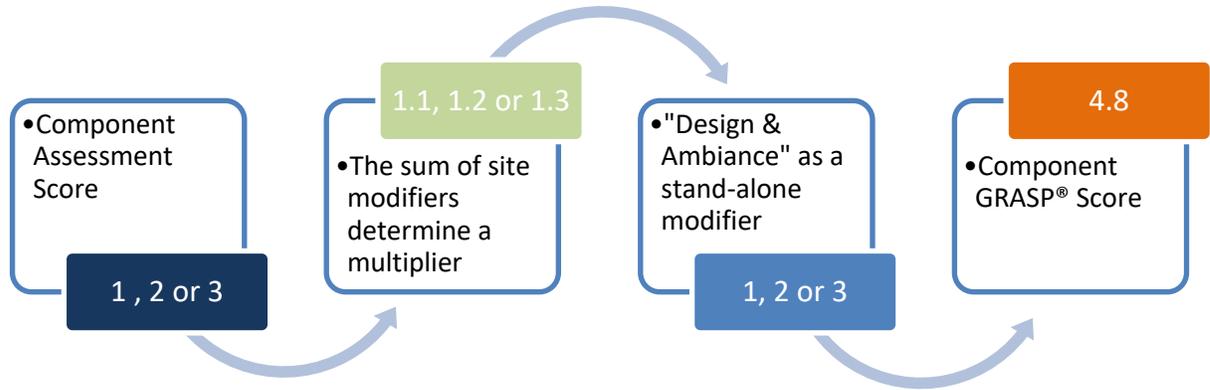
\* Fields maintained by Kirkland Parks

## 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.

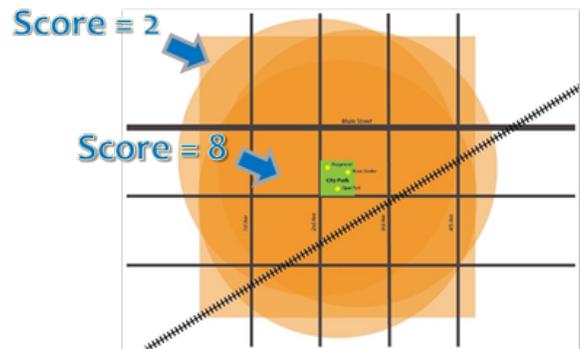


Catchment Areas

**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**<sup>®</sup> study.

## I. Making Justifiable Decisions

GRASP<sup>®</sup> stores all data generated from the GRASP<sup>®</sup> 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<sup>®</sup> 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<sup>®</sup> 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	1	NA	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			
	Staff Input	Public Input	Leadership	Surveys	Other Planning Documents	Assess/LOS	Consultant Team
<p><b>Key Issue - Rating Scale</b></p> <p><b>A - priority</b>  <b>B - opportunity to improve</b>  <b>C - minor or future issue</b>                      blank means the issue didn't come up or wasn't addressed</p>							
<b>Highly Functioning, Efficient and Sustainable Organization</b>							
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				
	Staff Input	Public Input	Leadership	Surveys	Other Planning Documents	Assess/LOS	Consultant Team	
<b>Key Issue - Rating Scale</b> <b>A - priority</b> <b>B - opportunity to improve</b> <b>C - minor or future issue</b> blank means the issue didn't come up or wasn't addressed								
<b>Parks and Facilities that meet the needs of all residents</b>								
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			Consultant Team
	Staff Input	Public Input	Leadership	Surveys	Other Planning Documents	Assess/LOS	
<p><b>Key Issue - Rating Scale</b></p> <p>A - priority                      B - opportunity to improve                      C - minor or future issue</p> <p>blank means the issue didn't come up or wasn't addressed</p>							
<b>Programs and Service Delivery</b>							
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
<b>Finance - funding/staffing for now and the future</b>							
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

<p><b>1. Community Engagement</b></p>	<p><b>Policy 1.1: Community Involvement.</b> Encourage and support active and ongoing participation by diverse community members in the planning and decision-making for parks and recreation.</p>
<p><b>2. Neighborhood and Community Parks</b></p>	<p><b>Policy 2.1: Park Acquisition.</b> Acquire additional parklands necessary to adequately serve the City’s current and future population based on level of service goals.</p> <p><b>Policy 2.2: Park Improvement.</b> Improve park sites to meet the active and passive recreational needs of Kirkland residents.</p>
<p><b>3. Waterfront Parks</b></p>	<p><b>Policy 3.1: Waterfront Parks.</b> Maintain and enhance Kirkland’s waterfront parks to connect residents with the water, provide unique recreational experiences, and support tourism.</p>
<p><b>4. Trail Network</b></p>	<p><b>Policy 4.1: Trail System.</b> 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.</p> <p><b>Policy 4.2: Signature Trails and Connections.</b> 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.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>

<p><b>4. Trail Network</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Finn Hill Connection: Consider protection and development of a greenway and trail corridor to connect existing trail systems and provide additional recreational amenities.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<p><b>5. Recreation Facilities and Programming</b></p>	<p><b>Policy 5.1:</b> Recreation Services. Provide a variety of recreational services and programs that promote the health and well-being of residents of all ages and abilities.</p> <p><b>Policy 5.2:</b> Community Centers. Maintain and enhance Kirkland’s community centers to provide recreational opportunities, community services and opportunities for residents to connect, learn and play.</p> <p><b>Policy 5.3:</b> Aquatic Facilities and Programs. Provide opportunities for aquatic recreation through the City’s pools and lakefront facilities.</p> <p><b>Policy 5.4:</b> Recreation Programs for All Ages. Provide programming and services that support recreation and learning for target populations, including youth, teens, adults, and older adults.</p> <p><b>Policy 5.5:</b> Universal Access and Inclusion. Strive to reduce barriers to participation and provide universal access to facilities and programs.</p> <p><b>Policy 5.6:</b> 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.</p>

<p><b>6. Athletics</b></p>	<p><b>Policy 6.1:</b> 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.</p> <p><b>Policy 6.2:</b> 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.</p>
<p><b>7. Conservation and Stewardship</b></p>	<p><b>Policy 7.1:</b> 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.</p> <p><b>Policy 7.2:</b> 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.</p> <p><b>Policy 7.3:</b> Shoreline Restoration. Restore Kirkland’s public shorelines on Lake Washington in accordance with the Shoreline Restoration Plan to improve habitat, hydrology, and recreational opportunities.</p> <p><b>Policy 7.4:</b> Ecosystem Services. Protect and improve the City’s natural systems or features for their value in providing ecosystem and infrastructure services.</p> <p><b>Policy 7.5:</b> Environmental Education. Promote environmental stewardship and education through informational signage, materials, programs, and partnerships.</p> <p><b>Policy 7.6:</b> 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.</p>
<p><b>8. Economic Development</b></p>	<p><b>Policy 8.1:</b> Support Economic Development. Utilize strategic capital investments in parks, trails, open spaces, recreation, and art to encourage and support economic development and revitalization.</p>

# 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.

1           WHEREAS, on January 3, 2017, the Mayor, with the support of  
2 the City Council, reiterated the values of the City of Kirkland by  
3 proclaiming Kirkland as a safe, inclusive and welcoming city for all  
4 people, and requested that City staff assist the City Council in  
5 developing and implementing a program to communicate the City’s  
6 values; and  
7

8           WHEREAS, the City Council further discussed actions that could  
9 be taken to implement these values of diversity and inclusion at the  
10 Council’s February 3, 2017 retreat, and the Council wishes to establish  
11 the elements of the proclamation as City policy through a resolution;  
12 and  
13

14           WHEREAS, Kirkland’s vision statement describes the City as  
15 being a welcoming place to live, work and play, a place that highly  
16 values diversity and is respectful, fair, and inclusive, and also committed  
17 to providing neighborhoods and businesses that meet the needs of a  
18 variety of incomes, ages and life styles, through community  
19 engagement that creates a sense of belonging through shared values;  
20 and  
21

22           WHEREAS, the City of Kirkland is committed to protecting and  
23 serving everyone who resides in, works in, or visits Kirkland without  
24 discrimination based on race, religion, color, national origin, sex, age,  
25 income or economic status, political affiliation, military status, sexual  
26 orientation, or physical, mental or sensory ability; and  
27

28           WHEREAS, Kirkland believes in the dignity, equality and  
29 constitutional and civil rights of all people, and will not tolerate hate,  
30 intolerance, discrimination, harassment or any behavior that creates  
31 fear, isolation or intimidation; and  
32

33           WHEREAS, Kirkland’s vibrancy and sense of community is  
34 stronger for our diversity and shared values of acceptance and respect;  
35 and  
36

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

39 WHEREAS, Kirkland City employees also support these principles  
40 and strive to embody these ideals every day as they provide critical  
41 services in support of the public health, safety and welfare, such as,  
42 police, fire, parks, public works and much more in an inclusive and  
43 equitable manner to all residents, visitors and businesses in Kirkland.  
44

45 NOW, THEREFORE, be it resolved by the City Council of the City  
46 of Kirkland as follows:  
47

48 Section 1. The City Manager is hereby authorized and directed  
49 to review the City of Kirkland’s policies and programs and to evaluate  
50 administrative and legislative actions for Council review and approval  
51 that keep Kirkland a just society that respects and welcomes all people,  
52

53 Section 2. The City Manager shall propose legislation that  
54 codifies current City department policies related to non-discrimination,  
55 immigration status and religious affiliation.  
56

57 Section 3. The City Manager shall invite the community to come  
58 together to discuss and support the shared values of diversity and  
59 inclusion and identify additional actions that can be taken by the City  
60 and the community to help keep Kirkland a safe, welcoming and  
61 inclusive city for all people.  
62

63 Passed by majority vote of the Kirkland City Council in open  
64 meeting this \_\_\_\_ day of \_\_\_\_\_, 2017.  
65

66 Signed in authentication thereof this \_\_\_\_ day of \_\_\_\_\_,  
67 2017.

\_\_\_\_\_  
MAYOR

Attest:

\_\_\_\_\_  
City Clerk

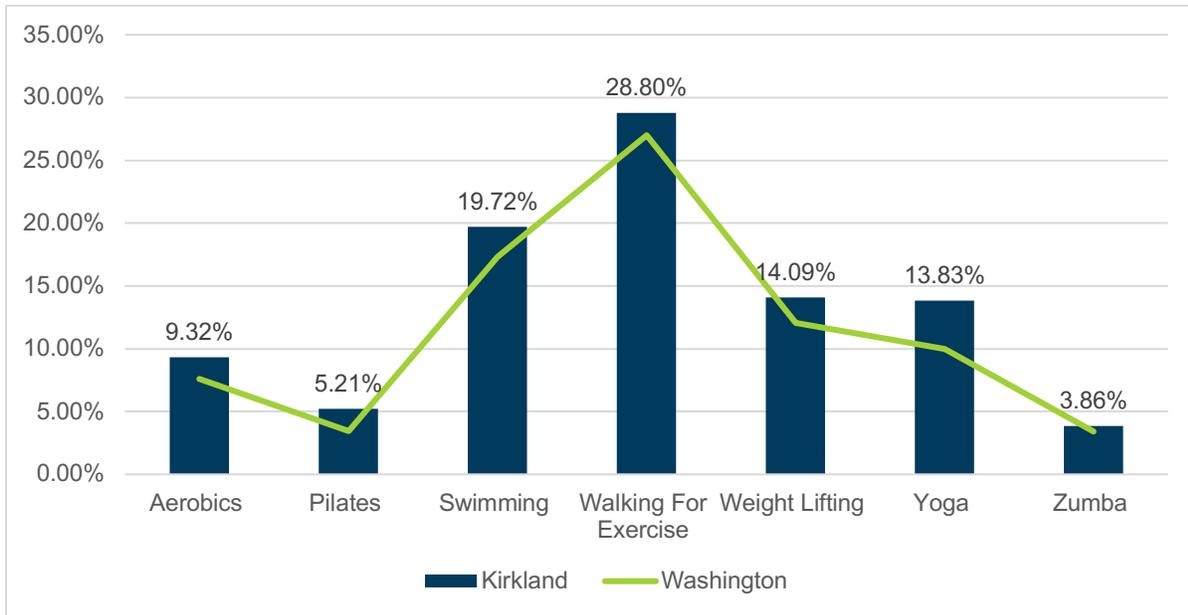
# Appendix F

## 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.

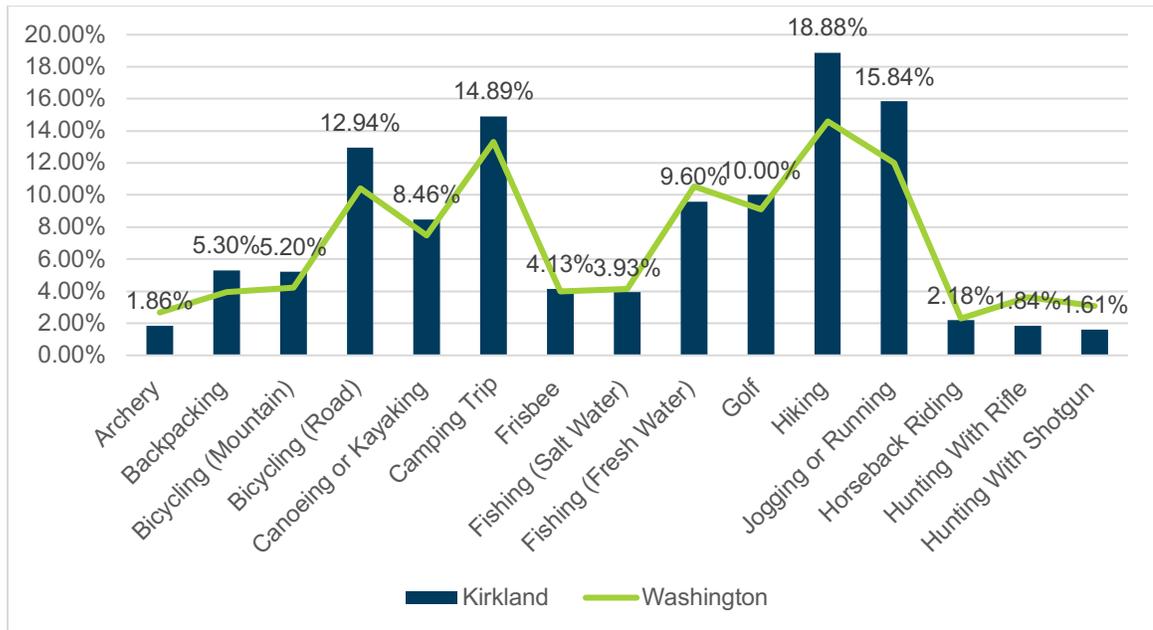
In addition to local participation from the Washington State Plan, Esri Business Analyst provides estimates for activity participation and consumer behavior based on a specific methodology and survey data to make up what Esri terms “Market Potential Index.” The following charts showcase the participation 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



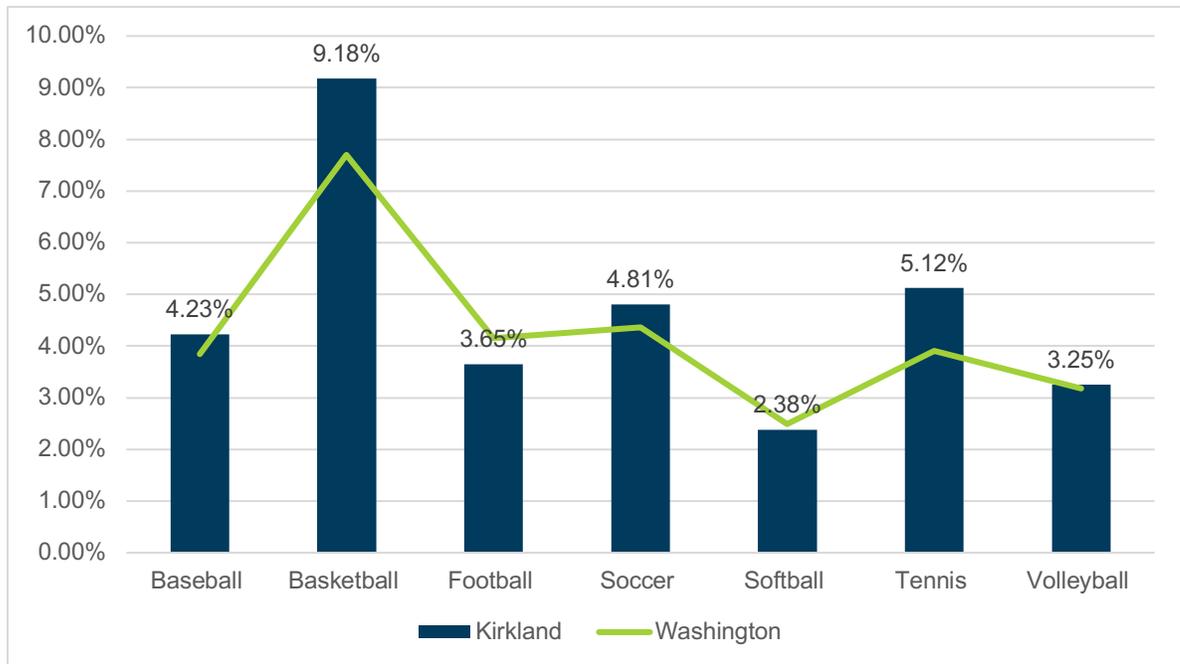
Source: Esri Business Analyst

**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.<sup>1</sup>

### 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.

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<sup>1</sup> "Parks & Recreation | Active Living Research." Activelivingresearch.org, 2015, [activelivingresearch.org/taxonomy/parks-recreation](https://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.<sup>2</sup>

## 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.<sup>3</sup>

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.<sup>4</sup>

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.

---

<sup>2</sup> 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/>

<sup>3</sup> 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/>

<sup>4</sup> <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.<sup>5</sup> 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."<sup>6</sup>

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.<sup>6</sup>

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

<sup>5</sup> "Press." Waterparks.org, 2020, [www.waterparks.org/web/Press.aspx](http://www.waterparks.org/web/Press.aspx). Accessed 30 Sept. 2021.

<sup>6</sup> 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.<sup>7</sup>

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.<sup>8</sup> 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".<sup>9</sup>

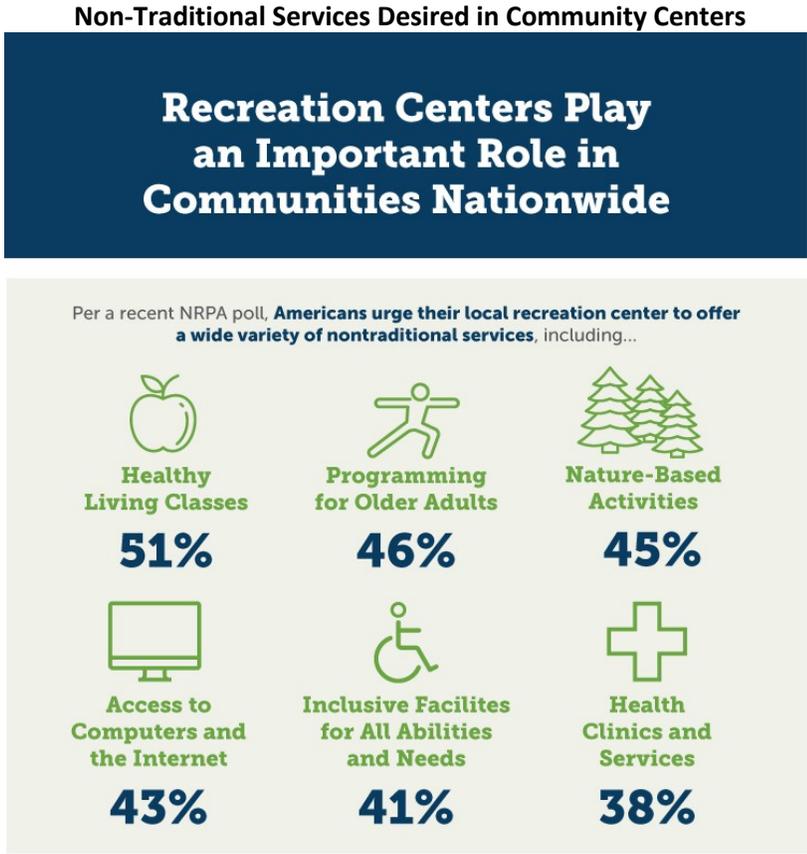
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<sup>7</sup> Amico, L. (2019, April 10). 3 Emerging Trends in Aquatic Adventure Recreation. AquaClimb. <https://www.aquaclimb.com/blog/2019/4/10/3-emerging-trends-in-aquatic-adventure-recreation>.

<sup>8</sup> 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>.

<sup>9</sup> 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.<sup>10</sup> 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.



These are *in addition to services traditionally offered* by park and recreation agencies – including fitness centers, out-of-school time programming and aquatic facilities.



[www.nrpa.org/Park-Pulse](http://www.nrpa.org/Park-Pulse)

This Park Pulse survey was conducted on behalf of NRPA by Wakefield Research among 1,000 nationally representative Americans, ages 18+, between August 3 and 9, 2017.

*Source: NRPA Park Pulse*

<sup>10</sup> 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.”<sup>11</sup> 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:<sup>12</sup>

- **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.<sup>13</sup>

*Recreation Magazine*<sup>14</sup> 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.<sup>15</sup> Amenities in an ideal dog park might include the following:

<sup>11</sup> 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](http://www.governing.com/archive/gov-cities-create-music-festivals.html). Accessed 30 Sept. 2021.

<sup>12</sup> “The 2020 Event Trends Report- Eventbrite.” Eventbrite US Blog, 2020, [www.eventbrite.com/blog/academy/2020-event-trends-report/](http://www.eventbrite.com/blog/academy/2020-event-trends-report/). Accessed 30 Sept. 2021.

<sup>13</sup> Joe Bush, “Four-Legged-Friendly Parks, Recreation Management, February 2, 2016.

<sup>14</sup> “State of the Industry Report, Trends in Parks and Recreation,” Recreation Management, June 2021.

<sup>15</sup> 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](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: <sup>16</sup>

- 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

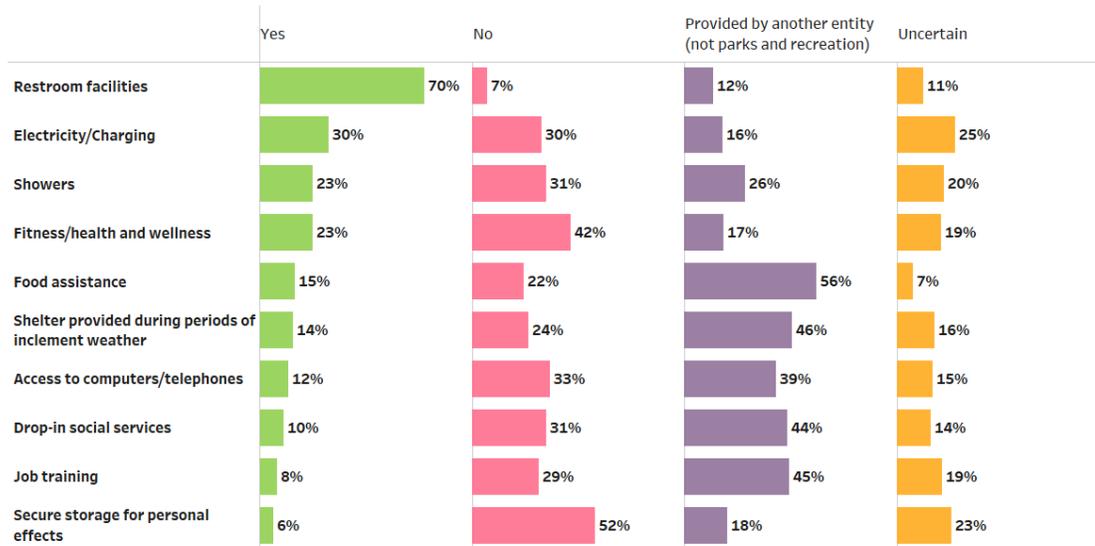
Around the country, parks and recreation agencies are faced with a growing concern of homeless populations in their area. Many municipalities may assume that they have the unique challenge of manage homelessness, but in fact thousands of agencies are currently developing initiatives and pilot programs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

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<sup>16</sup> “Benefits of Parks White Paper.” The Trust for Public Land, 2018, [www.tpl.org/benefits-parks-white-paper](http://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?**

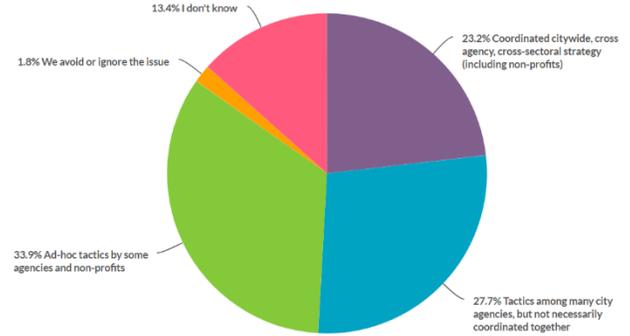
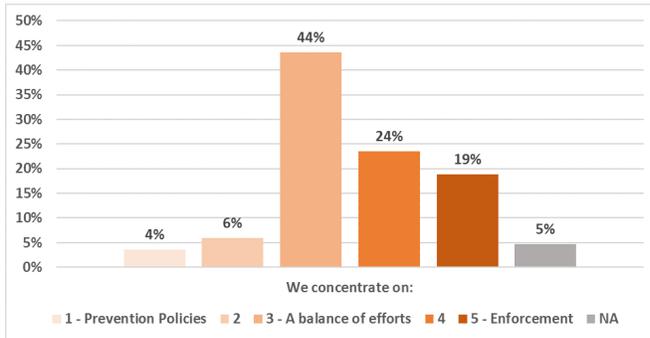


Source: GP RED Homelessness Redline Survey 2018

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.

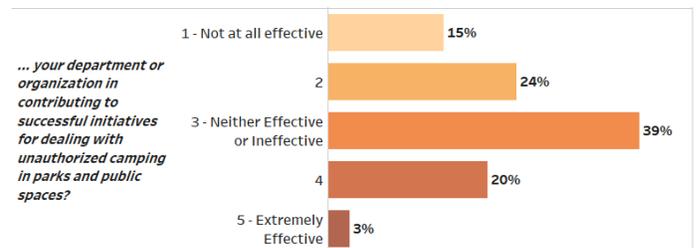
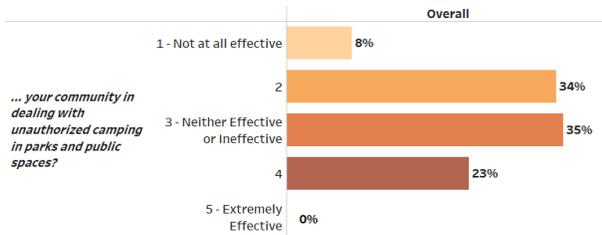
**Tactical Approaches to Managing Homelessness**



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)".<sup>17</sup> 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:<sup>18</sup>

- **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.<sup>19</sup>

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%

<sup>17</sup> Outdoor Industry Association. (2021, March 31). 2021 Special Report: New Outdoor Participant (COVID and beyond).

<sup>18</sup> Outdoor Industry Association. (2020, December 31). 2020 Outdoor Participation Report.

<sup>19</sup> 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%).<sup>20</sup>

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.

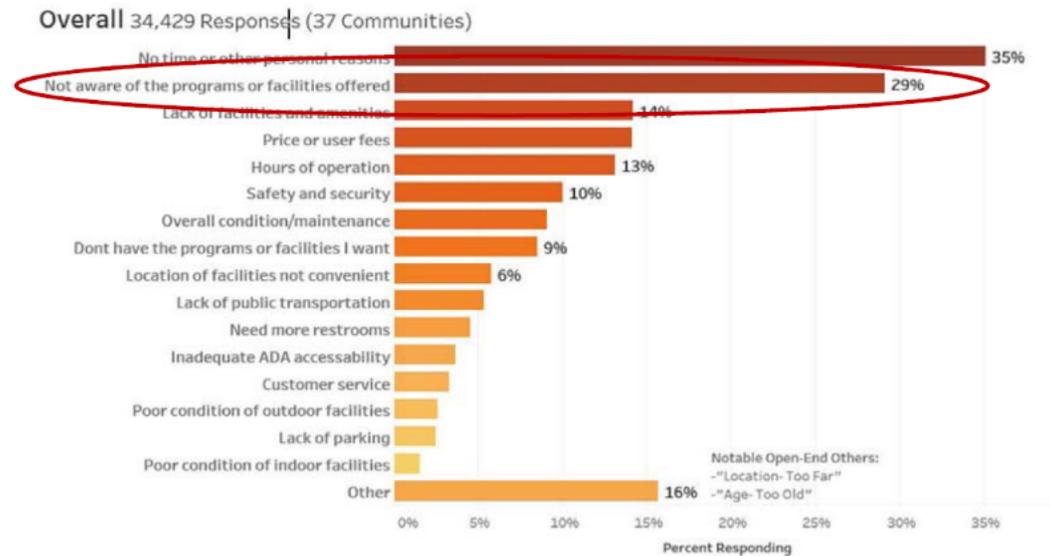
## Marketing and Social Media

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.

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<sup>20</sup> Outdoor Industry Association. (2020, December 31). 2020 Outdoor Participation Report.

If you or anyone else in your household DOES NOT use parks or recreation offerings, why not?



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<sup>21</sup>

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%)<sup>22</sup>

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<sup>21</sup> "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/>

<sup>22</sup> 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

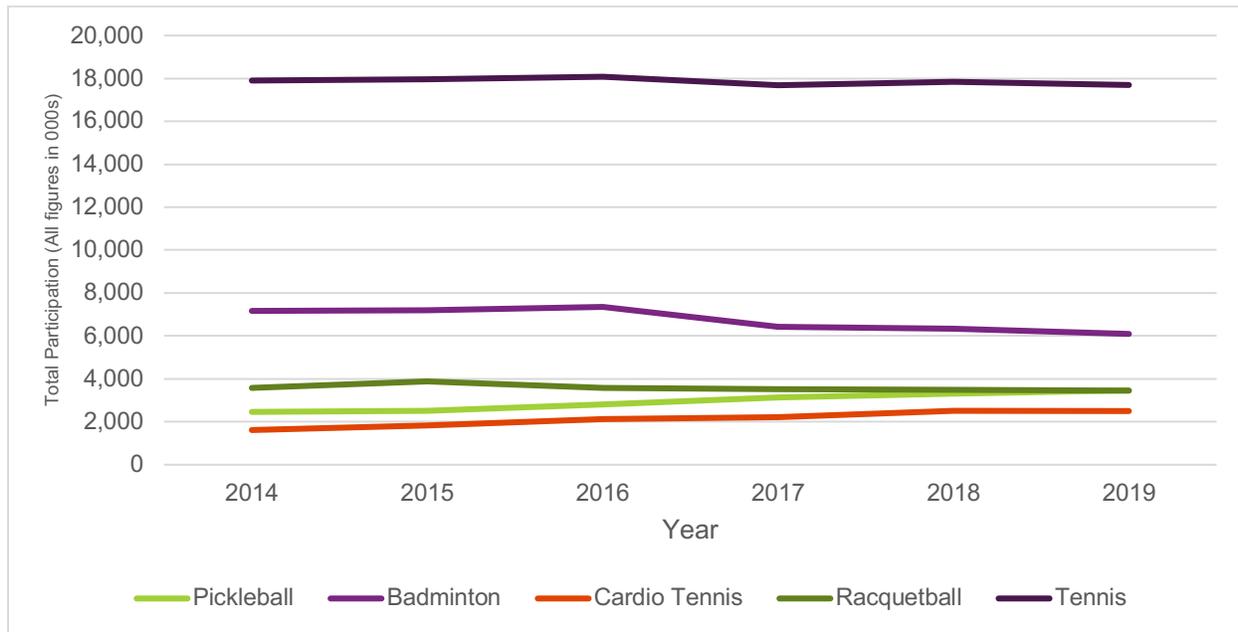
Pickleball continues to be a fast-growing sport throughout America. Considered a mix between tennis, ping pong, and badminton, the sport initially grew in popularity with older adults but is now expanding to other age groups. According to the American Council on Exercise (ACE), regular participation in Pickleball satisfied daily exercise intensity guidelines for cardio fitness for middle-aged and older adults.<sup>23</sup> 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

<sup>23</sup> 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.<sup>24</sup>

**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”<sup>24</sup>; 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.

<sup>24</sup> “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.<sup>25</sup>The non-profit Shade Foundation of American is a good resource for information about shade and shade structures, [www.shadefoundation.org](http://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.

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<sup>25</sup> “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/](http://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<sup>26</sup>*

### 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)<sup>27</sup>. 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/](http://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

<sup>26</sup> “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/](http://www.rco.wa.gov/StateRecPlans/scorp/vision-2040-2-2-2/). Accessed 30 Sept. 2021.

<sup>27</sup> “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.<sup>28</sup>

## 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*<sup>29</sup>. 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 programming 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.<sup>30</sup>

<sup>28</sup> 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

<sup>29</sup> National Council on Disability, *Livable Communities for Adults with Disabilities*, December 2004, <http://www.ncd.gov/publications/2004/12022004>.

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

# Appendix G

## Kirkland Summary Memo

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**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

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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, health 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:

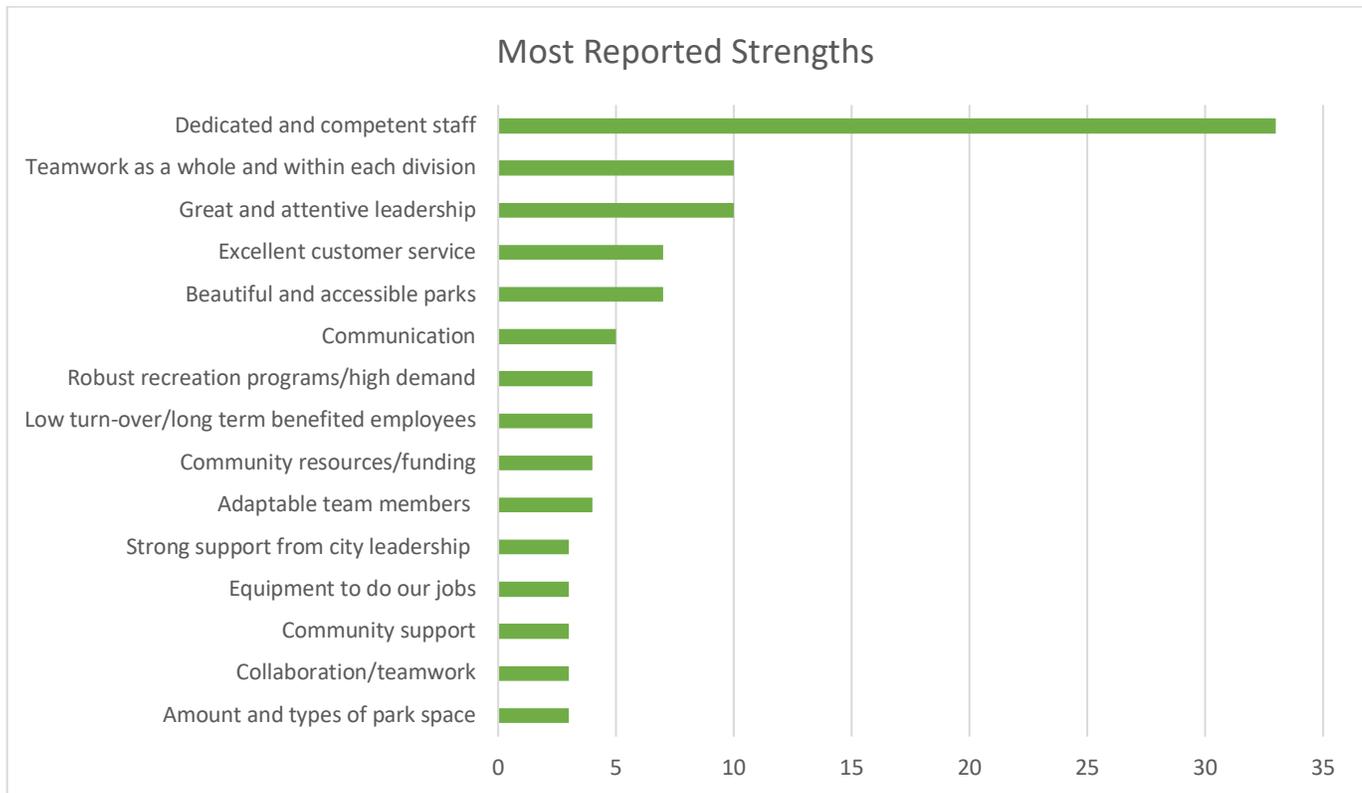
- City Staff and Leadership SWOT Analysis (43)
- Stakeholders - Park Board members, City Council members, and executive staff (12)
- Focus group participants - community members, sports leaders, civic group leadership, etc. (33)
- Kirkland patrons/community members attending the public forum on June 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.

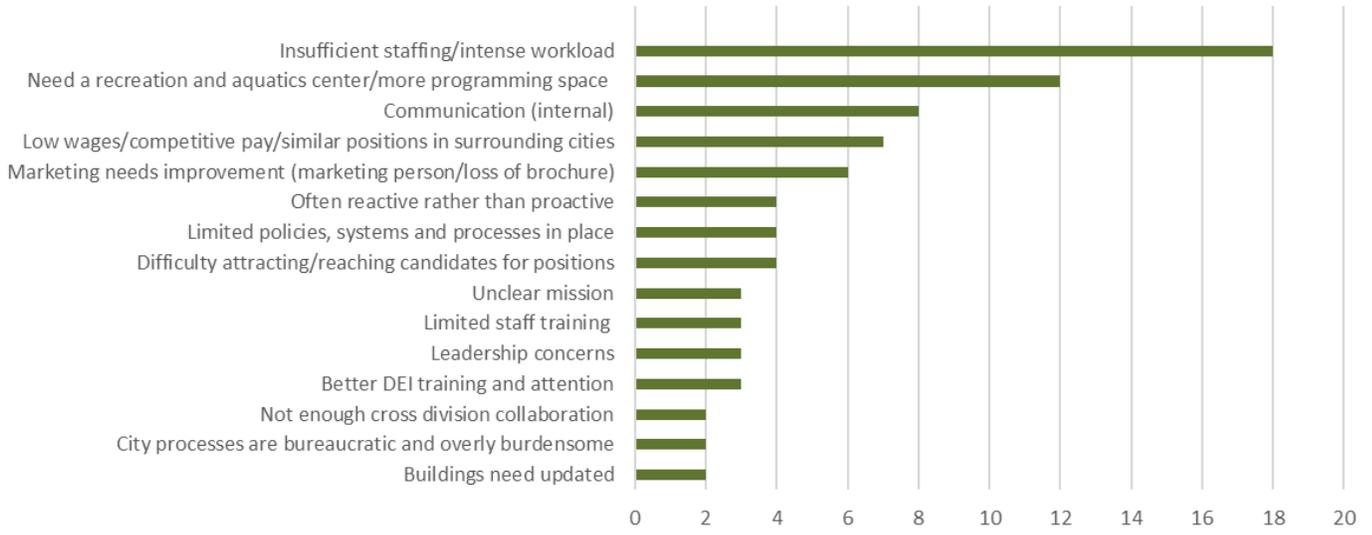
For the purposes of this summary and to preserve the content of the comments, responses are reported verbatim with minimal editing. While responses are not prioritized, the number of times a comment or response was made are annotated with an “\*”. Where it made sense, like comments may be grouped. It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

### City Staff and Leadership SWOT Analysis

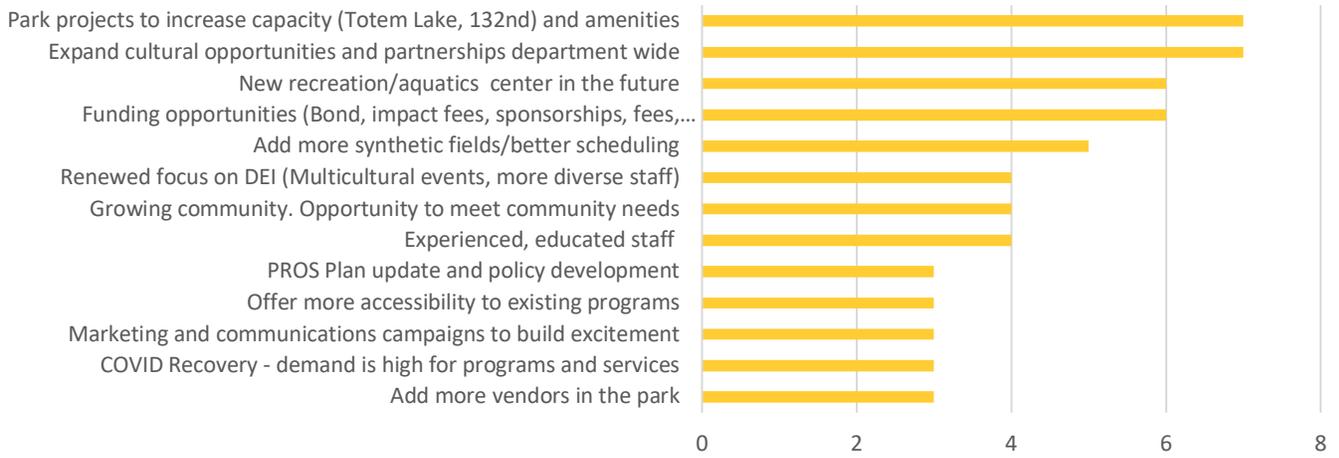
The SWOT analysis identified Strengths, Weaknesses, Opportunities and Threats identified in a SurveyMonkey Survey and subsequent interviews with forty-three staff that identified the following:

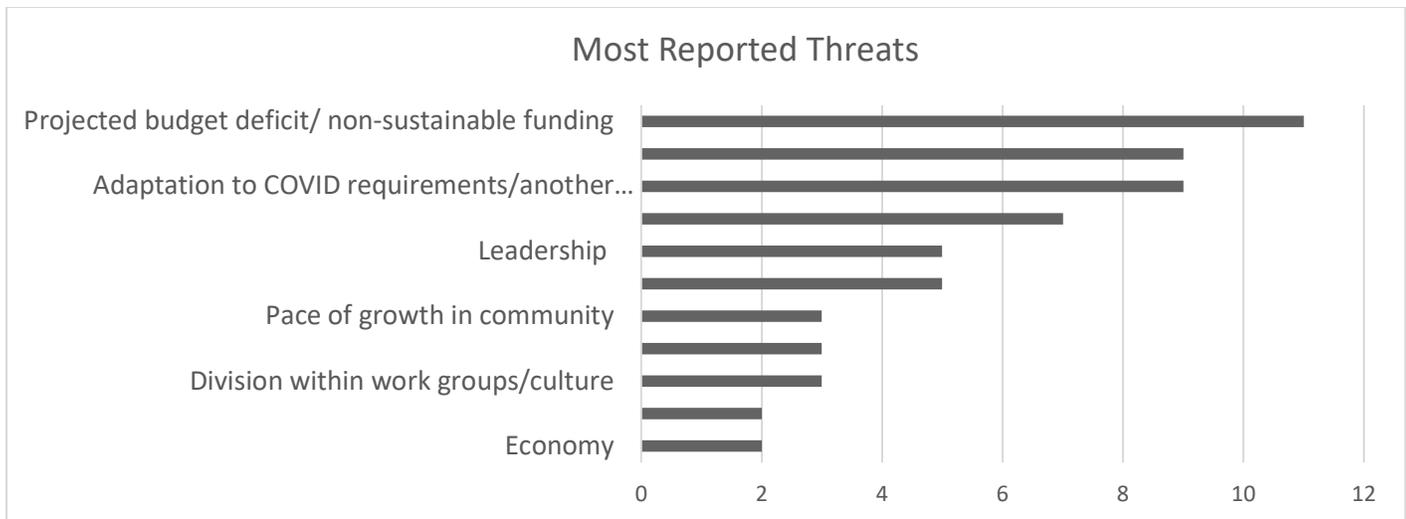


### Most Reported Weaknesses



### Most Reported Opportunities





## 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

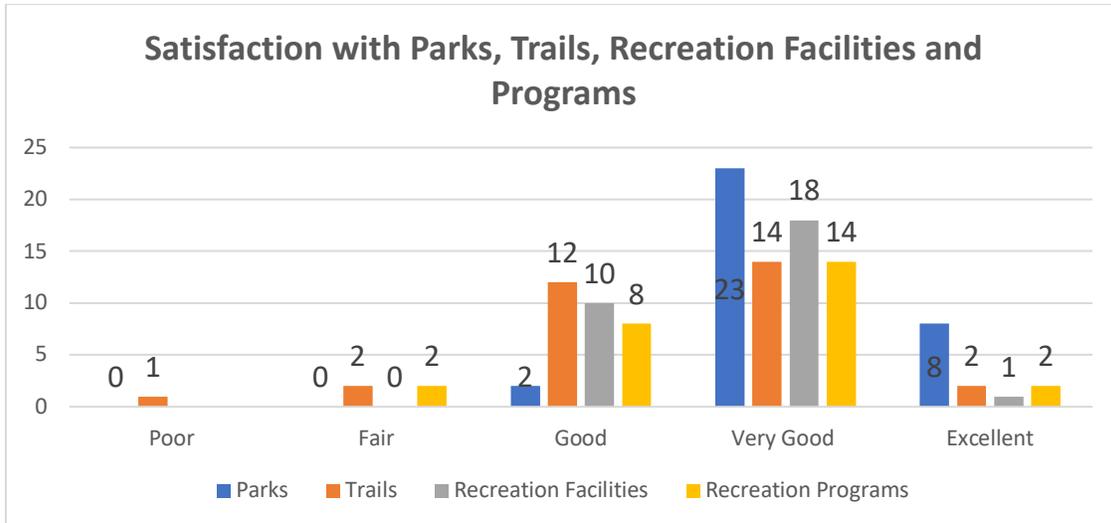
- Staff maintains parks better than anyone (large and small)\*
- Connectivity - links to parks and trails\*
- Recreation programs for kids\*
- Sports fields are well maintained\*
- Dedicated pickleball courts\*
- Good diversity of parks, neighborhood, community, regional\*
- Department focus on wildlife 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 activities?**



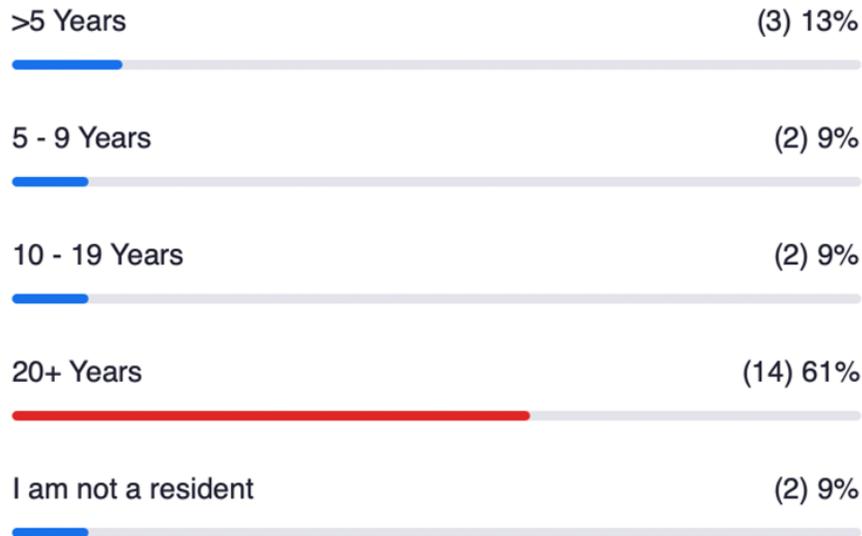
**1. On a scale of 1 (lowest) to 5 (highest) how satisfied are you with the overall quality of the existing recreation facilities?**



**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?**



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



## 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 receptacles 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?**

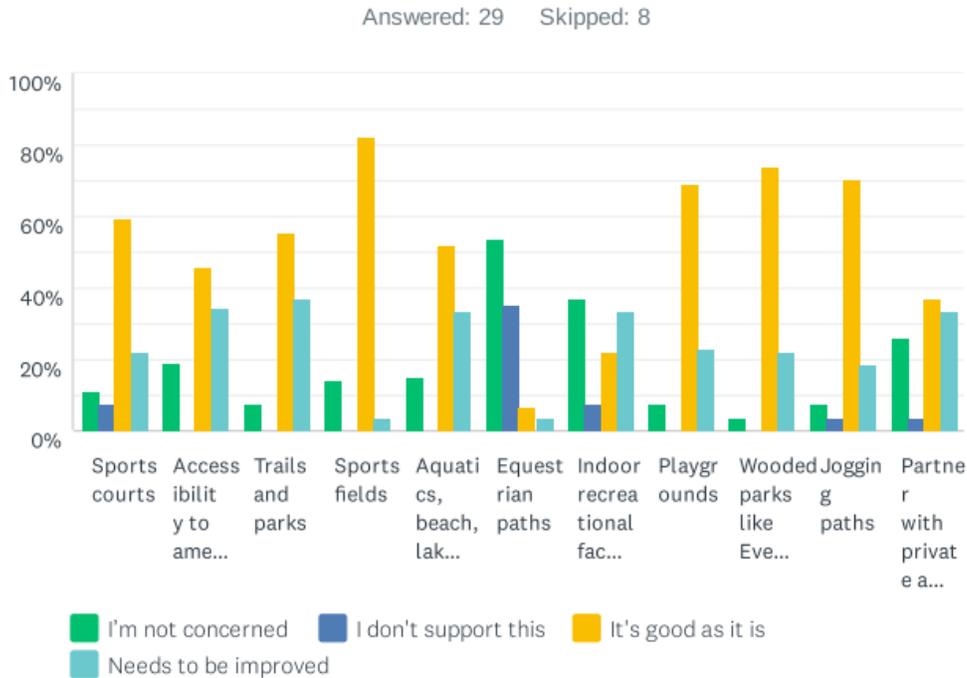
- Centrally located and close proximity within walking distance to stores, downtown, restaurants, Cross Kirkland Corridor (CKC), Lake Washington, Everest Park, other parks and green space amenities, vehicle access to I-405, views of Lake at higher elevations
- Neighborhood parks, Everest park baseball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

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

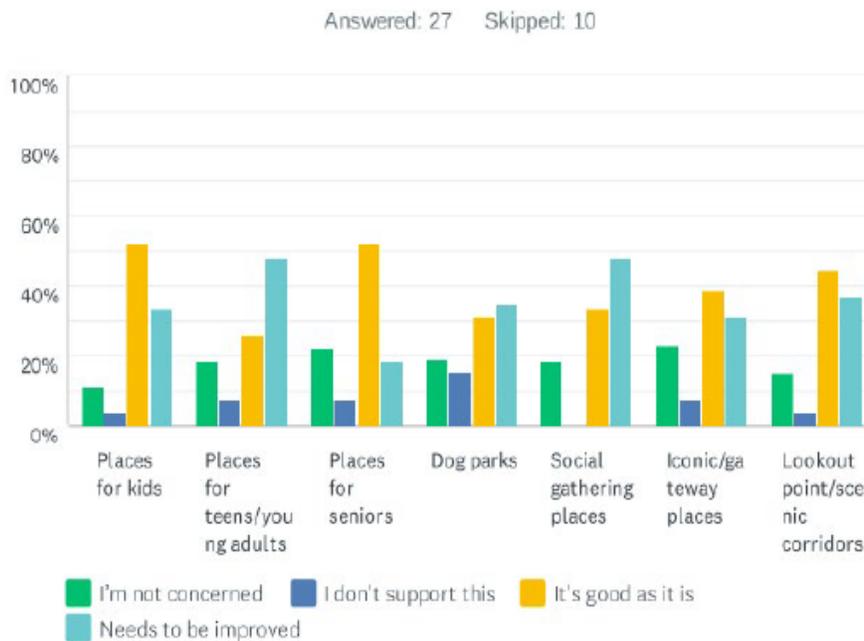
- More bike lanes
- More outdoor amenities: pickle ball courts, open space, indoor public pool
- Continue adding Cross Kirkland Corridor (CKC) trail enhancements
- Increase pedestrian and bicycle connectivity to Lake Washington Blvd, Park Lane to Kirkland Urban, pedestrian access to NE 85th Street BRT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

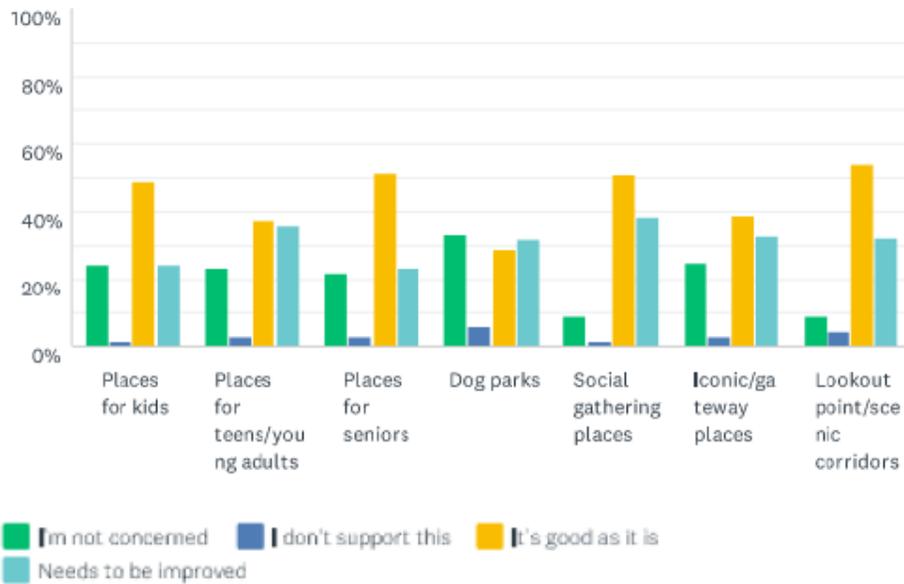
- Better pedestrian and bicycle crossing at major intersections coupled with safety measures like lighting
- More benches at the parks

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

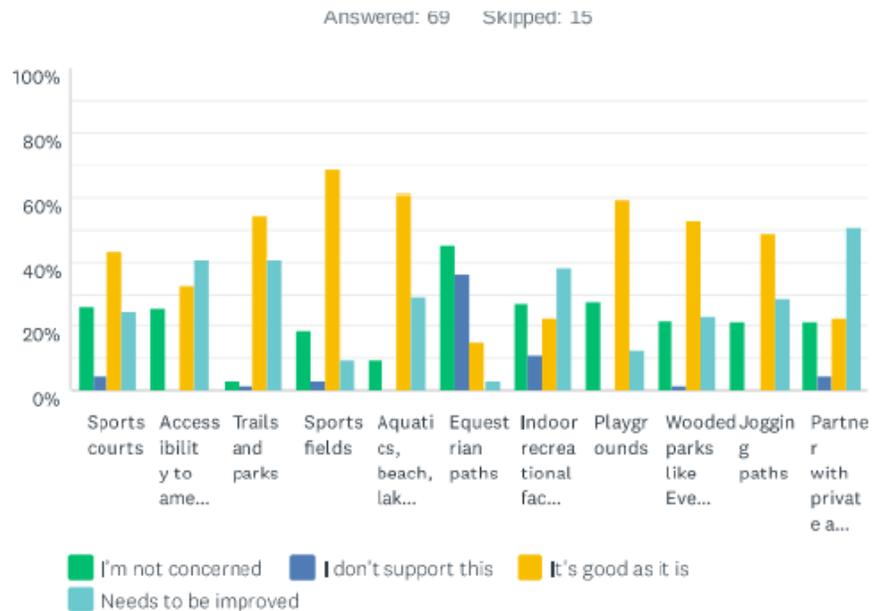
- More dog areas in local parks

### Support for Social Amenities

w r d: 69   Skipp d: 15



### 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 Bellevue 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

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**.

## 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.

## 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.



### 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.



### FUTURE NEEDS

New parks in the North area of Kirkland and an indoor aquatic 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.



### ADA-ACCESSIBILITY

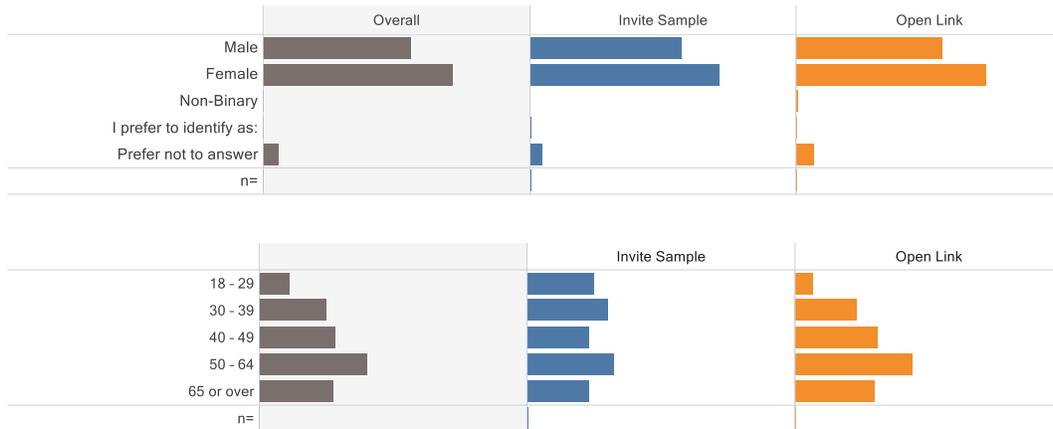
4% of overall respondents have a need for ADA-accessible facilities and services. Of the respondents who have a need for ADA-accessible facilities and services, 57% have experienced challenges in accessing parks or programs.

## Demographics



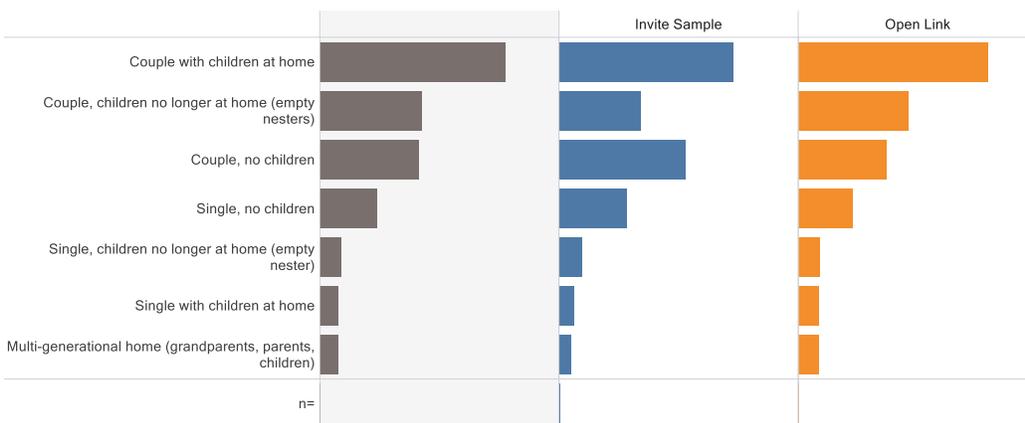
## Gender & Age

Respondent gender and age.



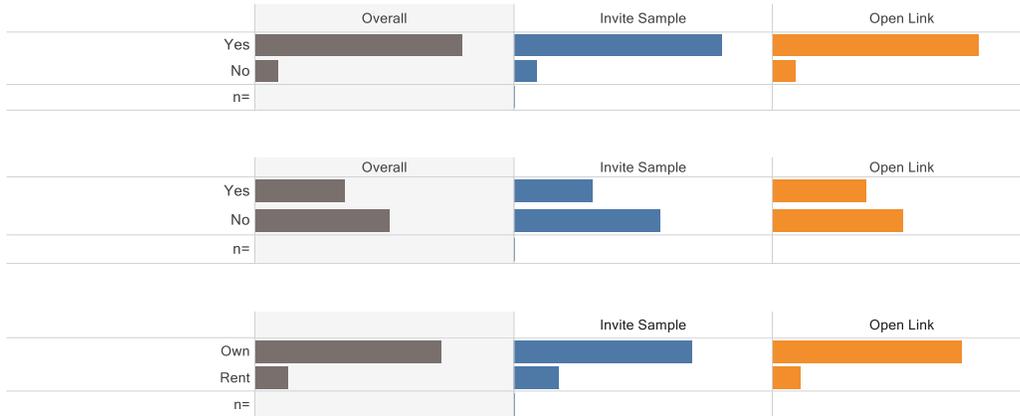
## Household Makeup

Household status.



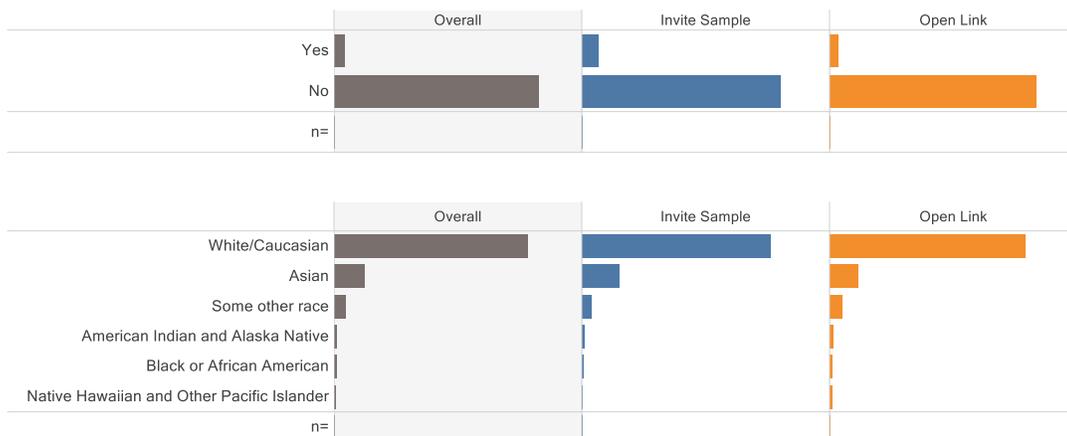
## Voting Status, ADA-Accessibility and Dogs

Registered voter, ADA needs and dog ownership.



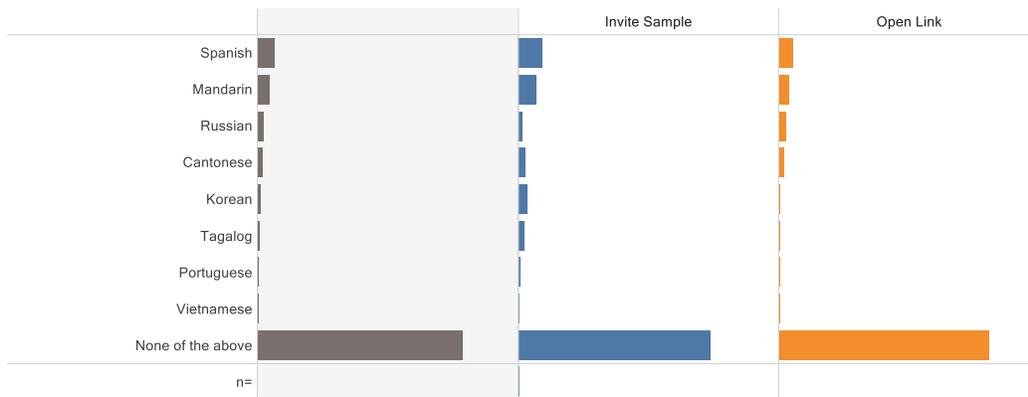
## Ethnicity & Race

Respondent ethnicity and race.



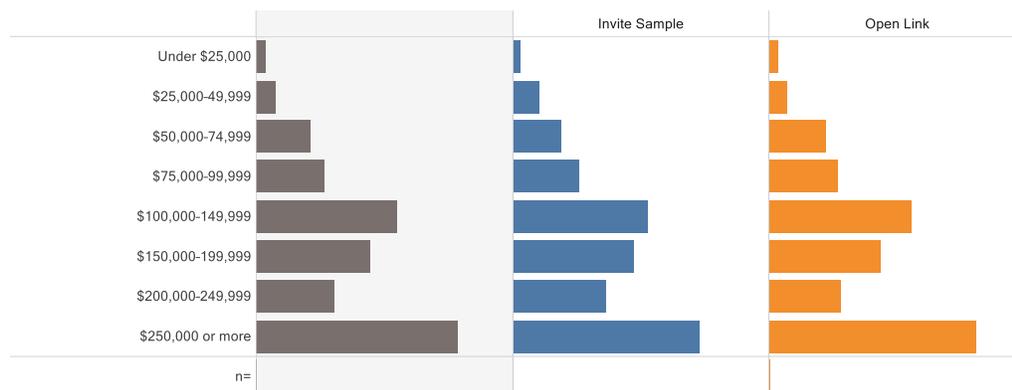
## Language

Household languages.



## Income

Household income.



# Living in Kirkland

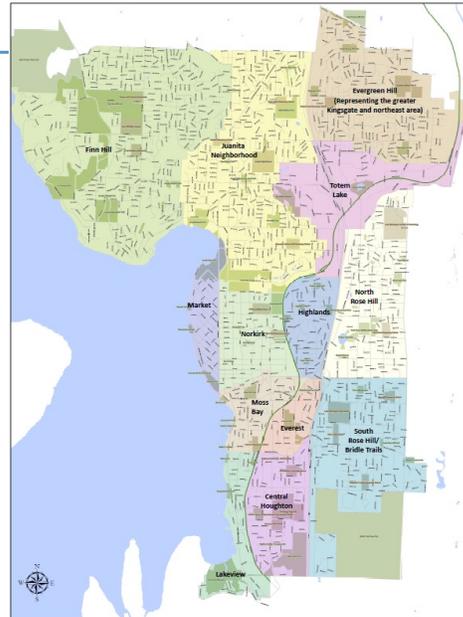
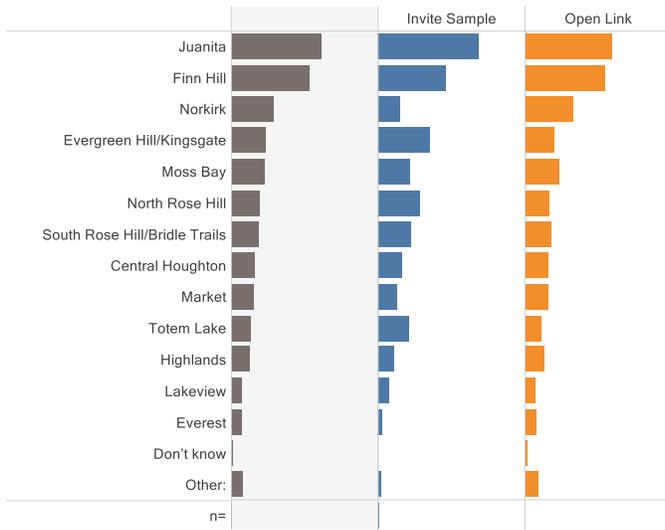


## Length of Time in Kirkland

Respondent tenure in Kirkland.



## Neighborhood in Kirkland



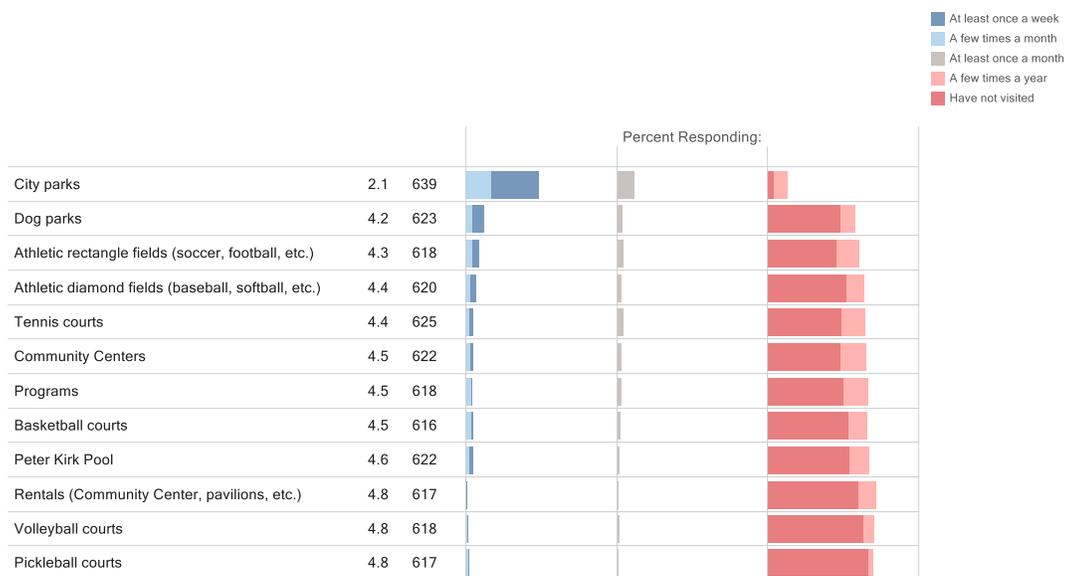
## Satisfaction with Parks and Recreation Facilities



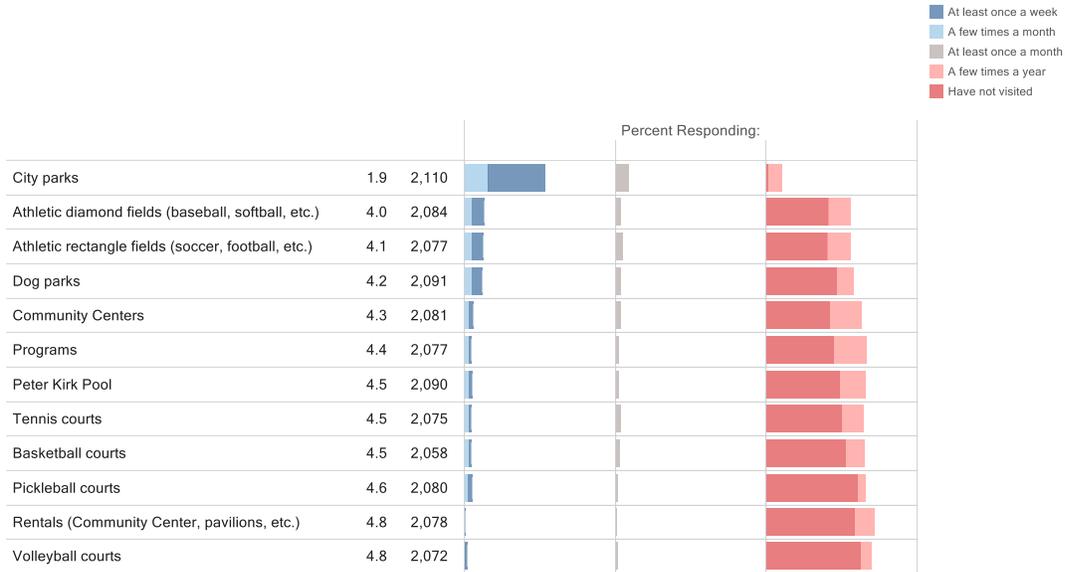
# Current Usage



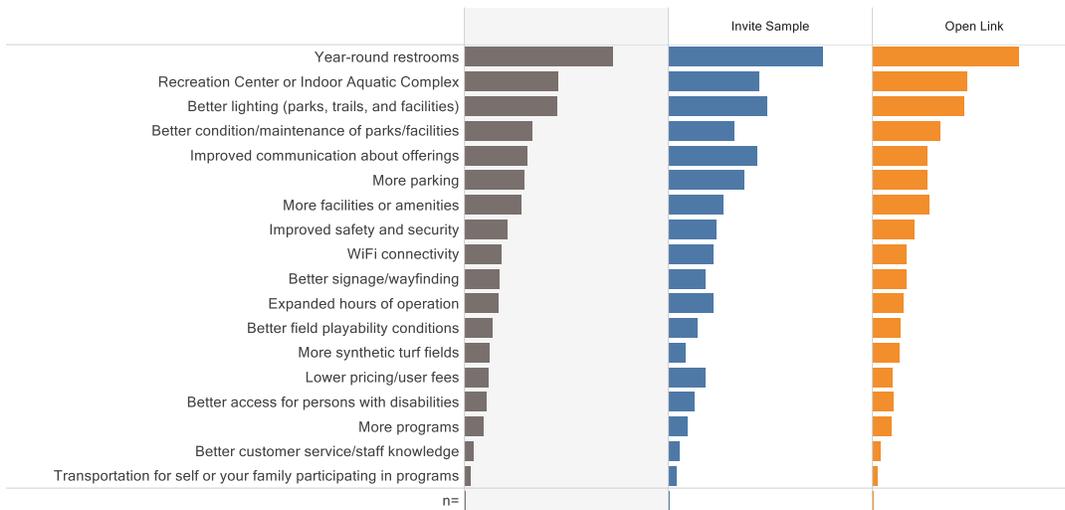
## Frequency of Use By Invite Sample



## Frequency of Use By Open Link Sample



## Increase Usage



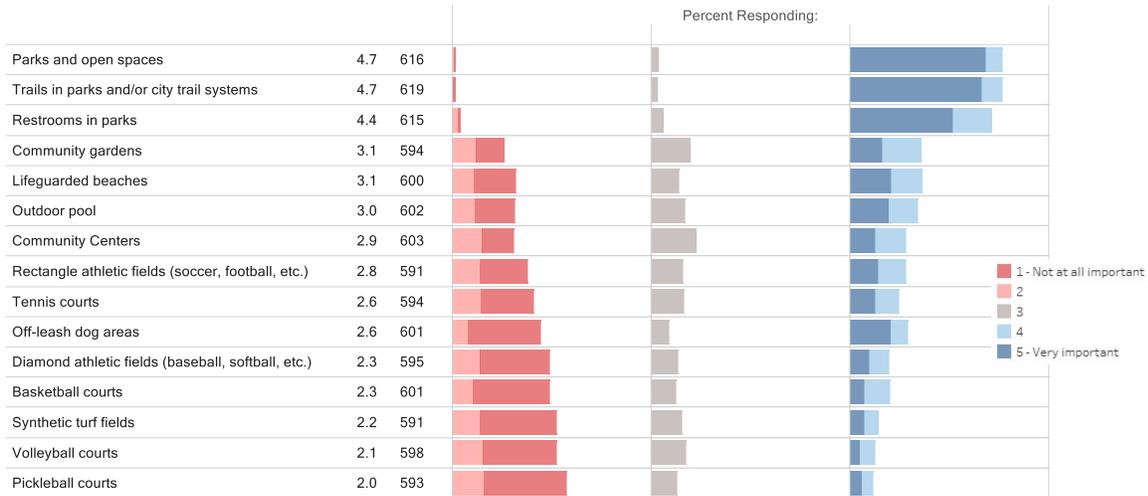
# Current Conditions



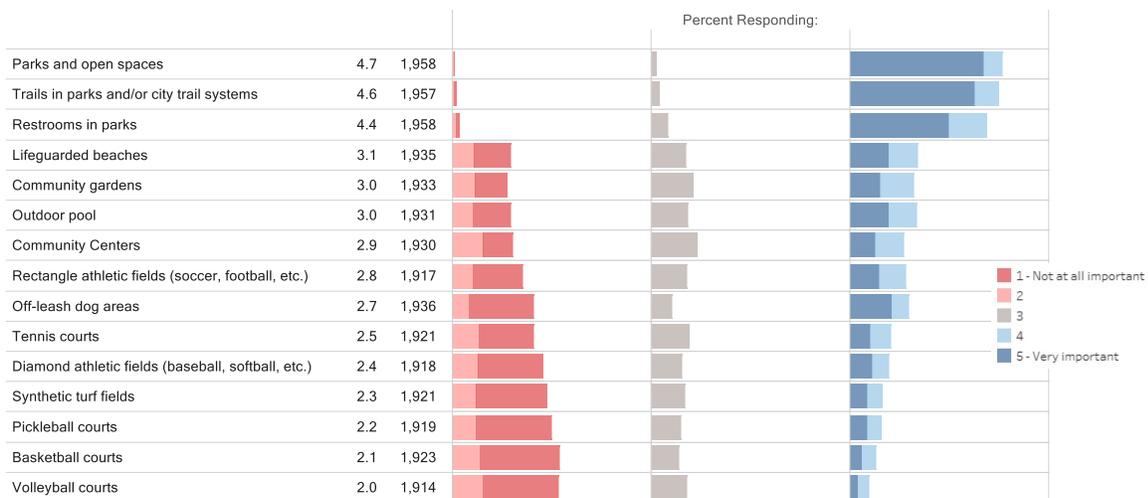
## Importance of Current Facilities and Amenities By Average

		Invite Sample	Open Link	
Parks and open spaces	n=2,574	n=616	n=1,958	
Trails in parks and/or city trail systems	n=2,576	n=619	n=1,957	
Restrooms in parks	n=2,573	n=615	n=1,958	
Lifeguarded beaches	n=2,535	n=600	n=1,935	
Community gardens	n=2,527	n=594	n=1,933	
Outdoor pool	n=2,533	n=602	n=1,931	
Community Centers	n=2,533	n=603	n=1,930	
Rectangle athletic fields (soccer, football, etc.)	n=2,508	n=591	n=1,917	
Off-leash dog areas	n=2,537	n=601	n=1,936	1 - Not at all important
Tennis courts	n=2,515	n=594	n=1,921	2
Diamond athletic fields (baseball, softball, etc.)	n=2,513	n=595	n=1,918	3
Synthetic turf fields	n=2,512	n=591	n=1,921	4
Pickleball courts	n=2,512	n=593	n=1,919	5 - Very important
Basketball courts	n=2,524	n=601	n=1,923	
Volleyball courts	n=2,512	n=598	n=1,914	

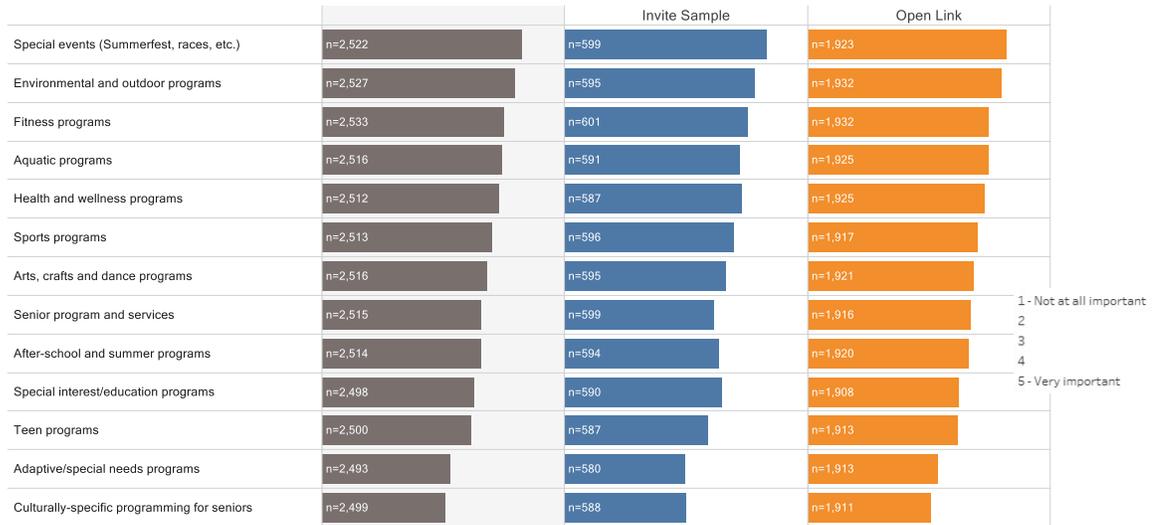
## Importance of Current Facilities and Amenities By Invite Sample



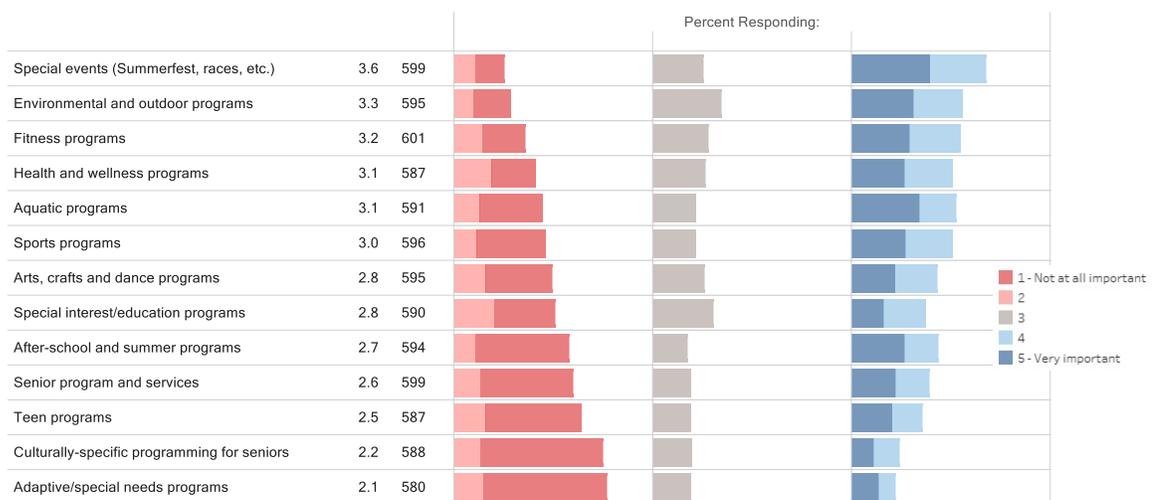
## Importance of Current Facilities and Amenities By Open Link Sample



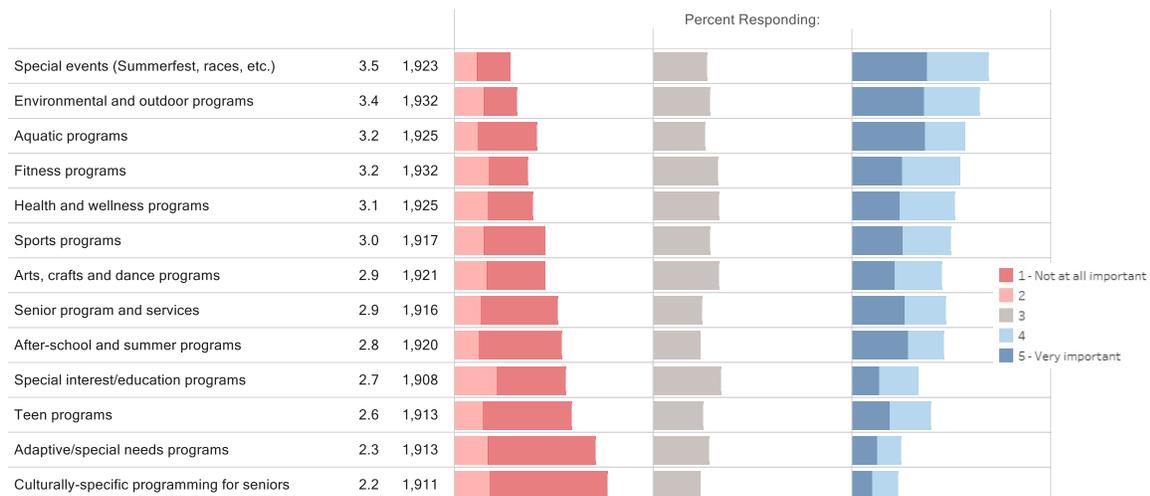
## Importance of Current Programs and Services By Average



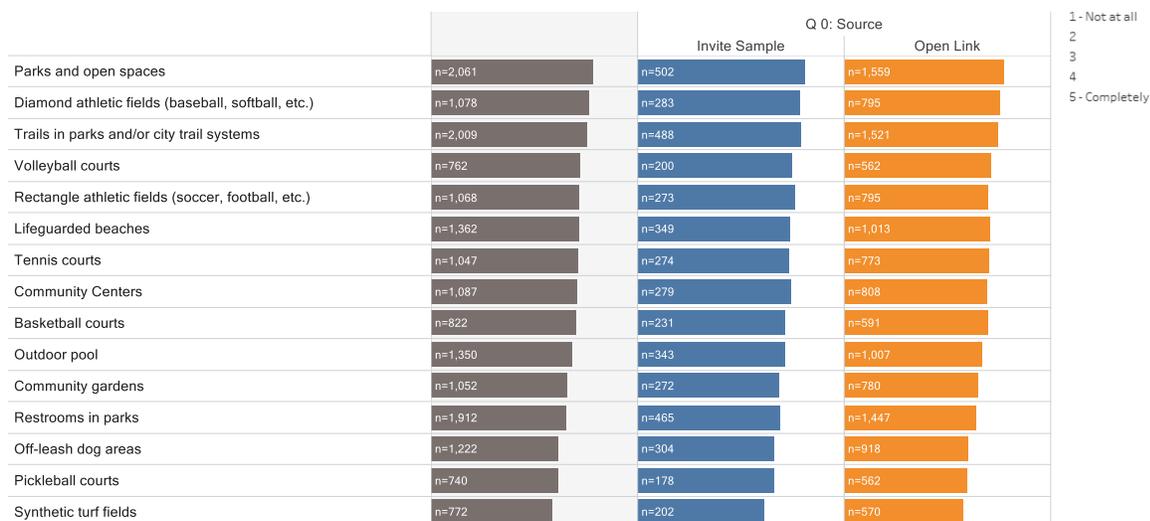
## Importance of Current Programs and Services By Invite Sample



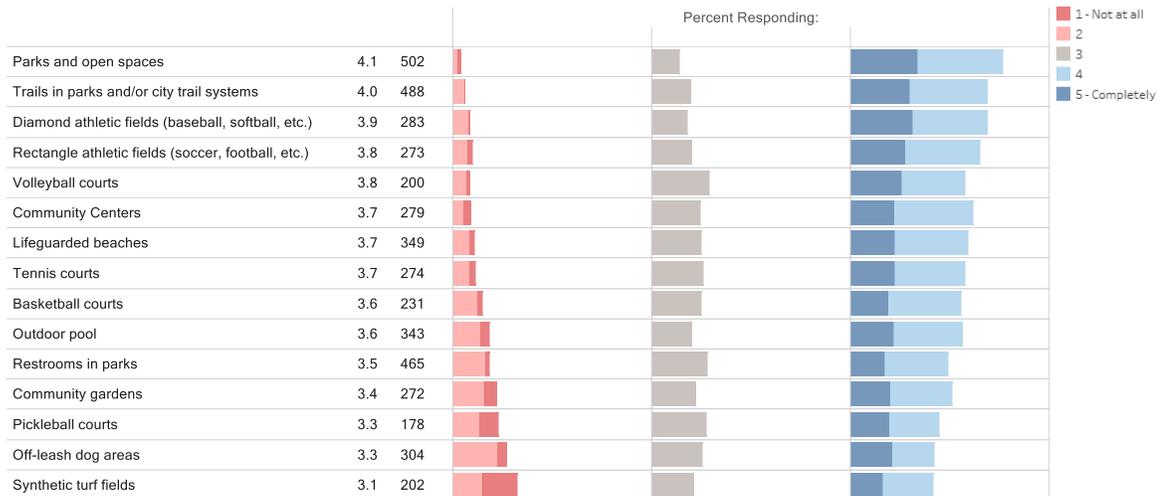
## Importance of Current Programs and Services By Open Link Sample



## Needs Met of Current Facilities and Amenities By Average

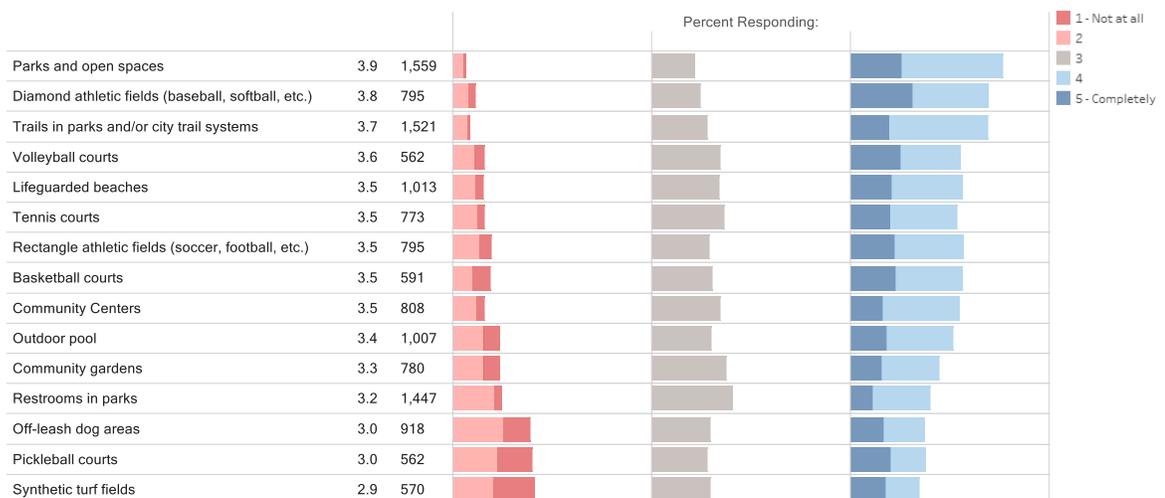


## Needs Met of Current Facilities and Amenities By Invite Sample



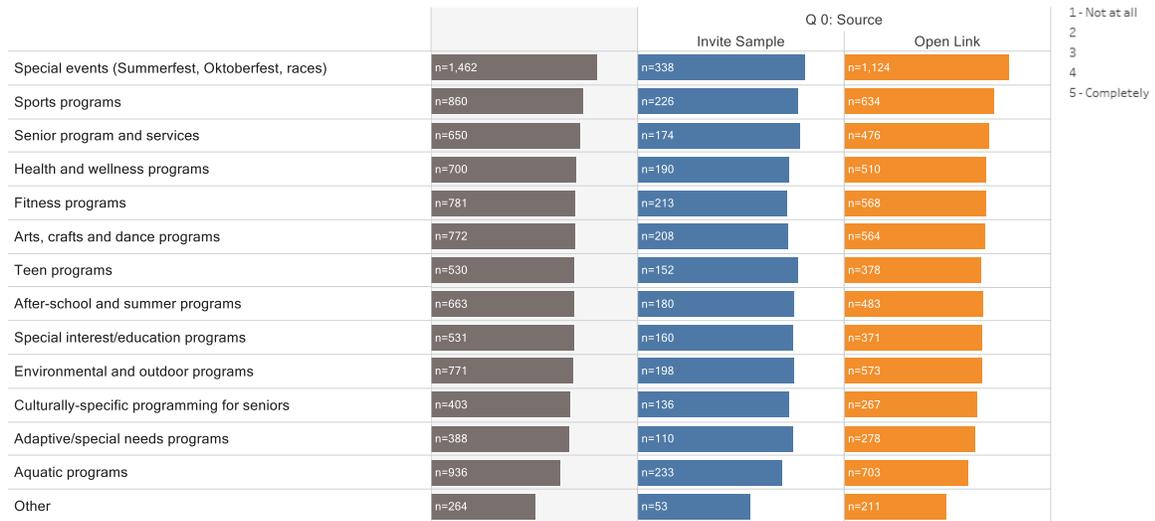
31 RRC

## Needs Met of Current Facilities and Amenities By Open Link Sample

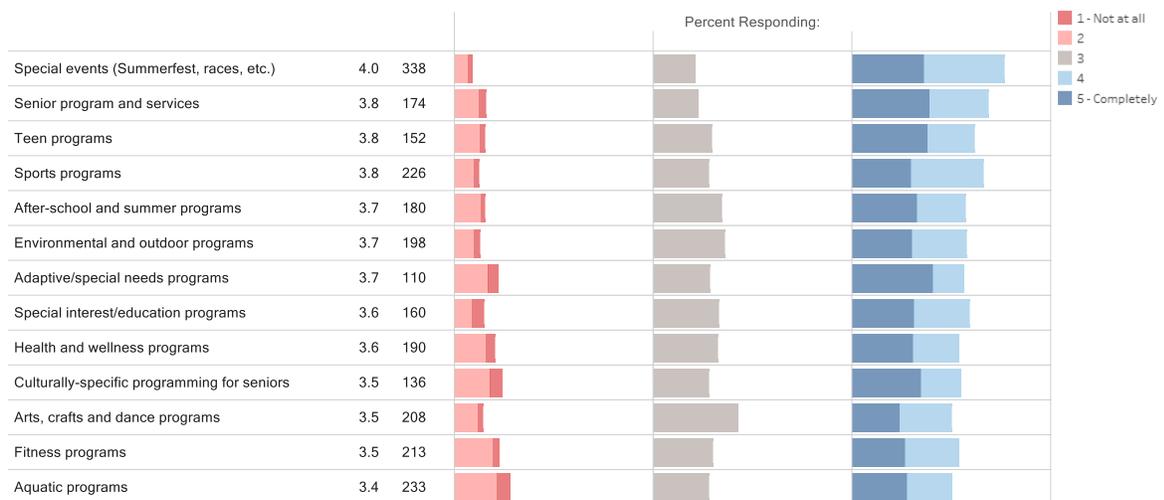


32 RRC

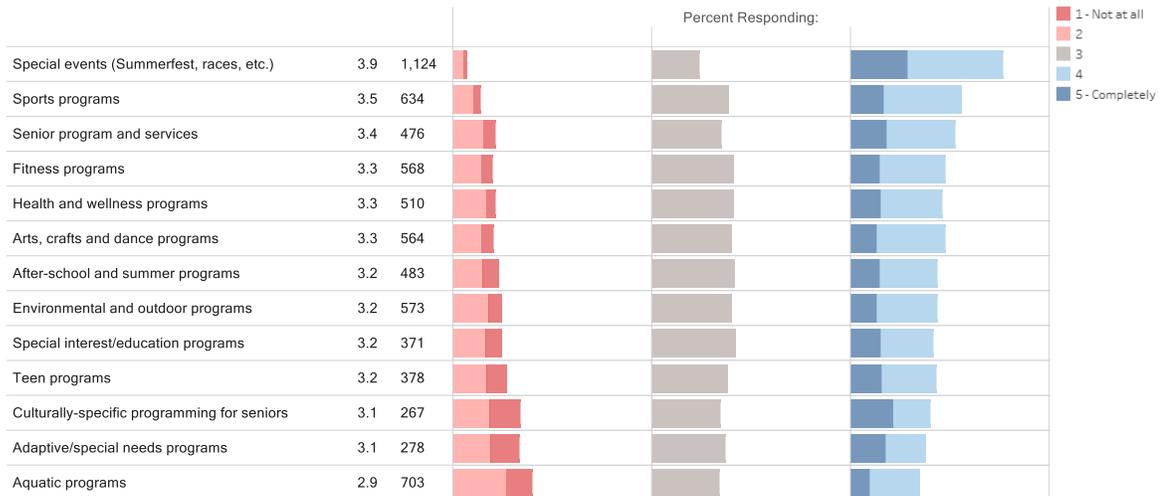
## Needs Met of Current Programs and Services By Averages



## Needs Met of Current Programs and Services By Invite Sample

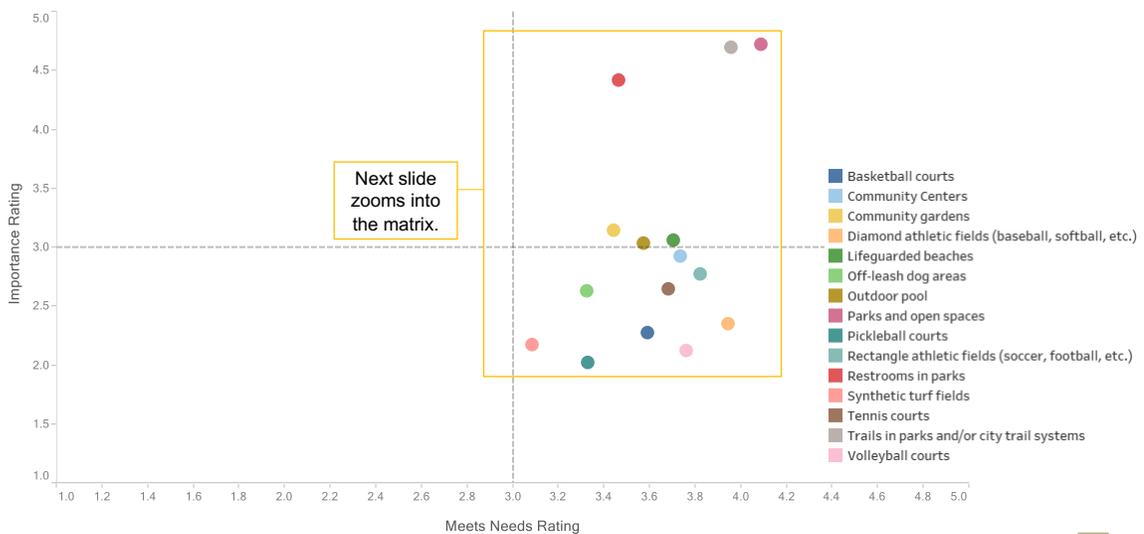


## Needs Met of Current Programs and Services By Open Link Sample



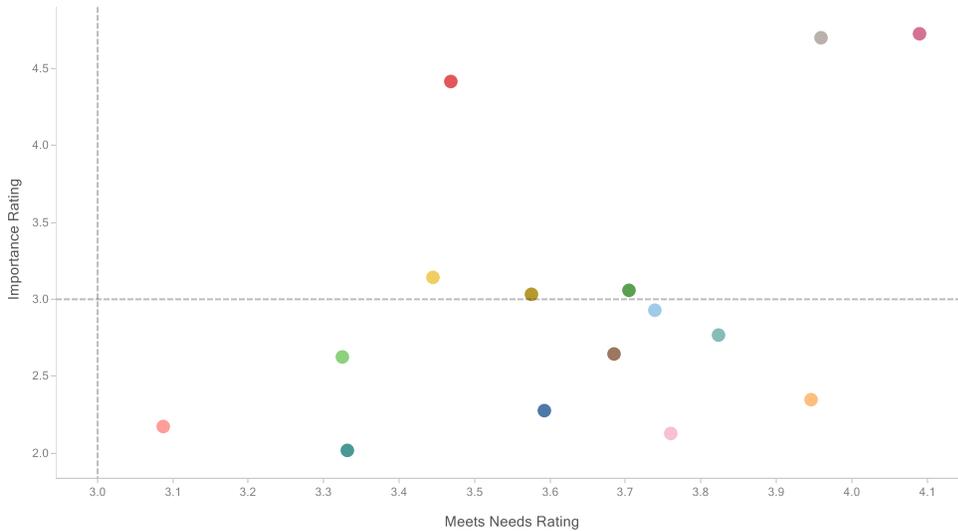
35 RRC

## Importance/Performance Matrix Facilities and Amenities By Invite Sample

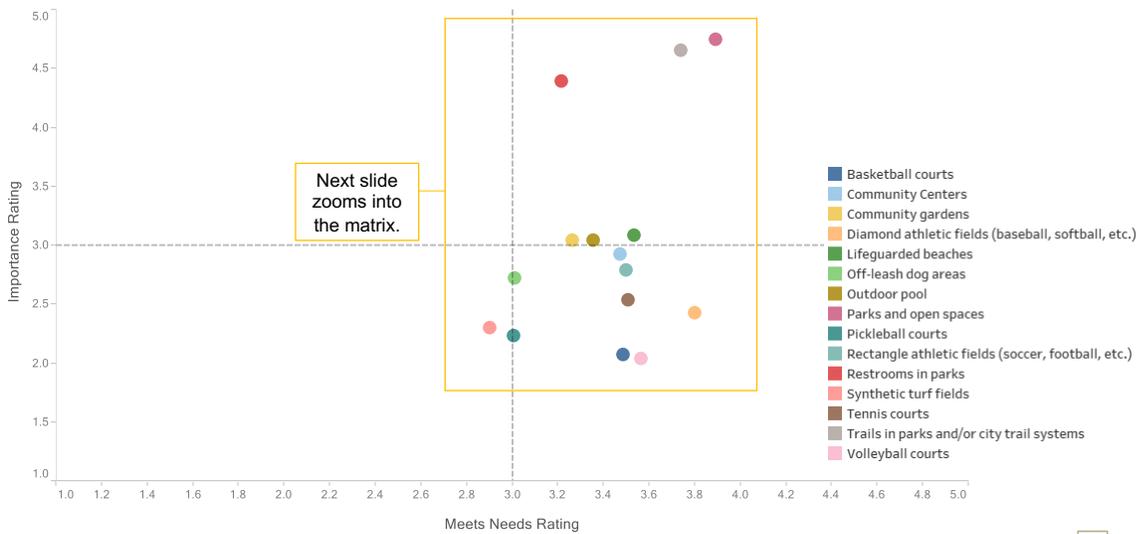


36 RRC

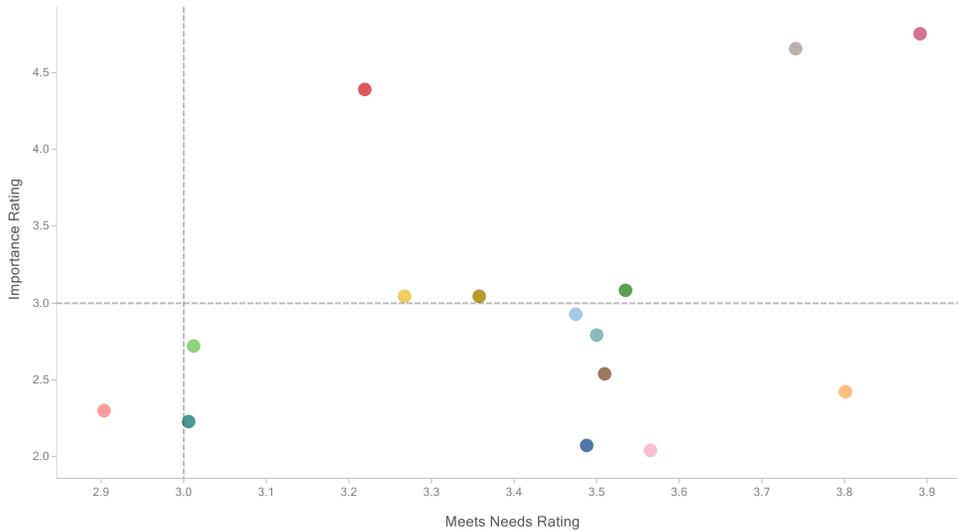
## Importance/Performance Matrix Facilities and Amenities By Invite Sample



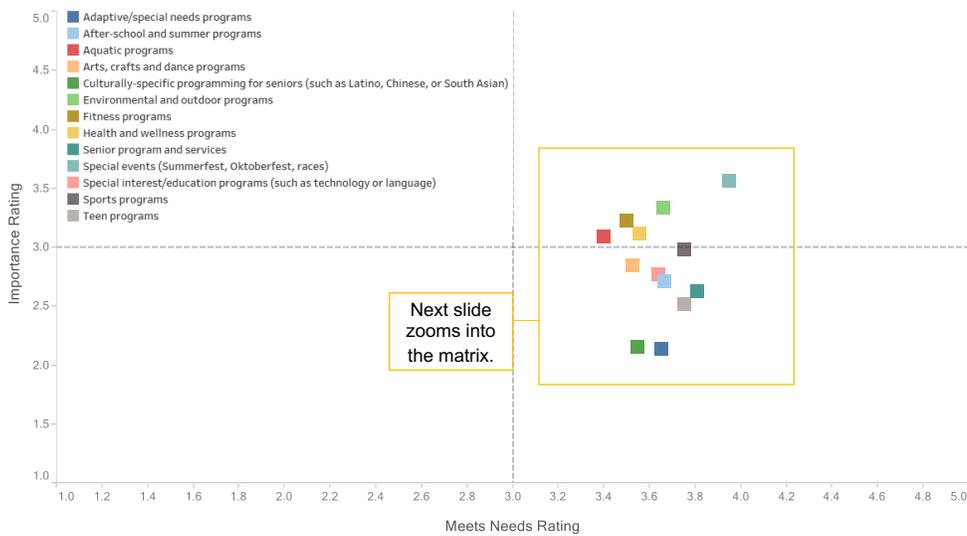
## Importance/Performance Matrix Facilities and Amenities By Open Link Sample



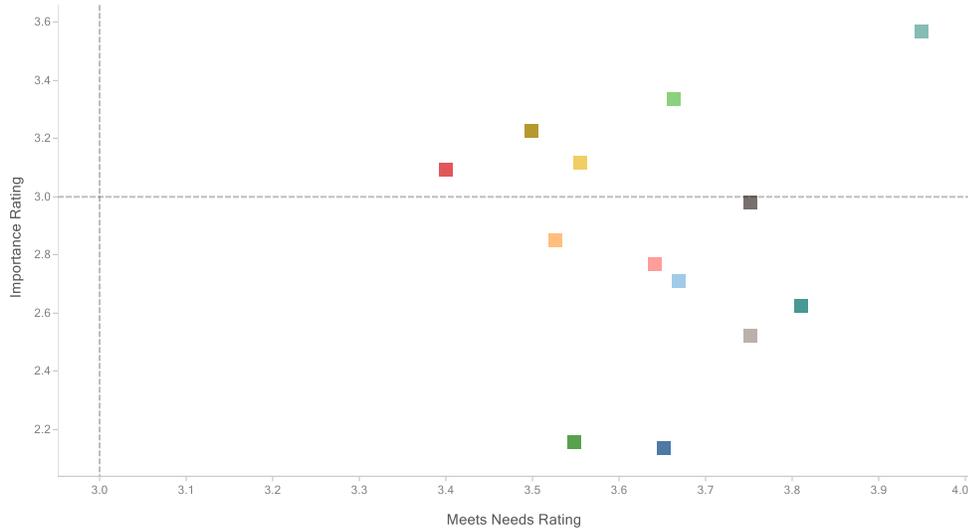
## Importance/Performance Matrix Facilities and Amenities By Open Link Sample



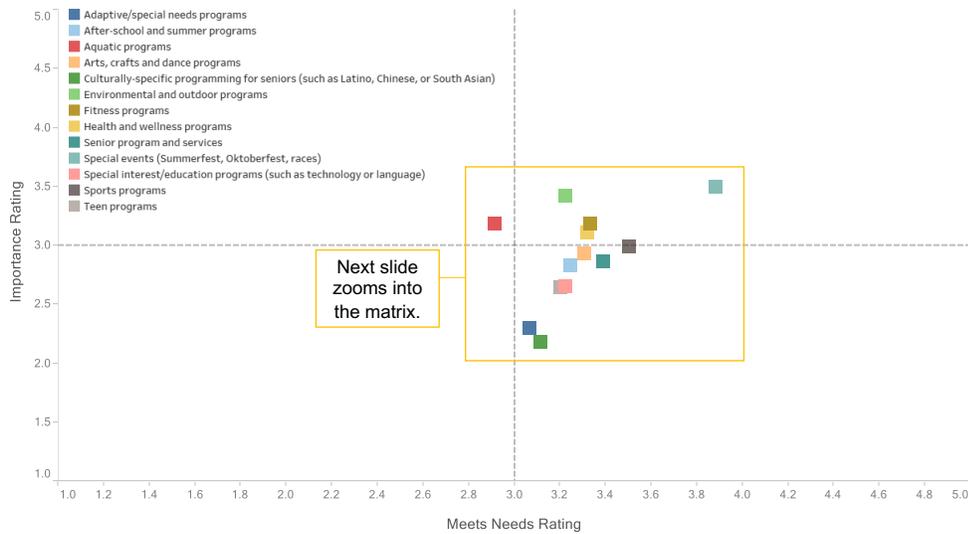
## Importance/Performance Matrix Programs and Services By Invite Sample



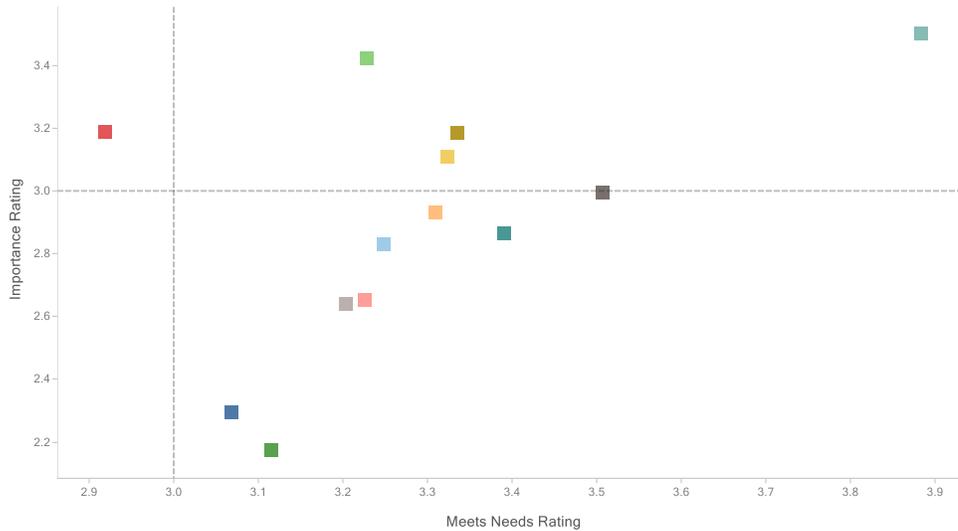
## Importance/Performance Matrix Programs and Services By Invite Sample



## Importance/Performance Matrix Programs and Services By Open Link Sample



## Importance/Performance Matrix Programs and Services By Open Link Sample



### 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.

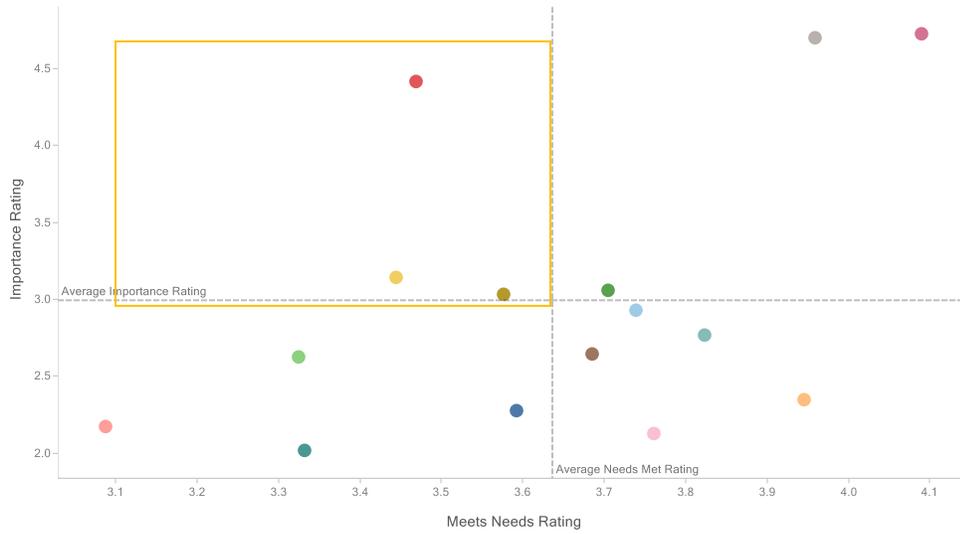
These “niche” facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

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

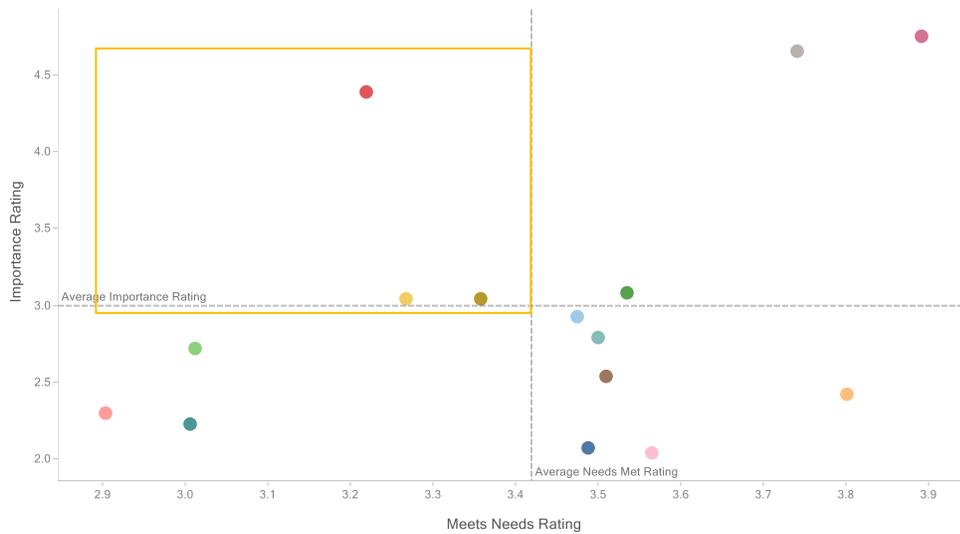
**Low importance/  
Low needs met**

**Low importance/  
High needs met**

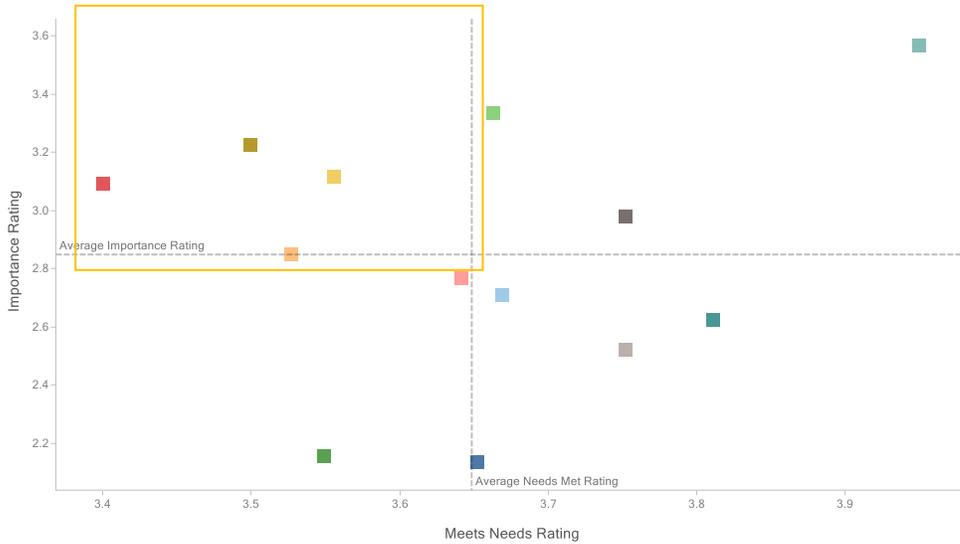
### Average Importance/Performance Matrix Facilities and Amenities By Invite Sample



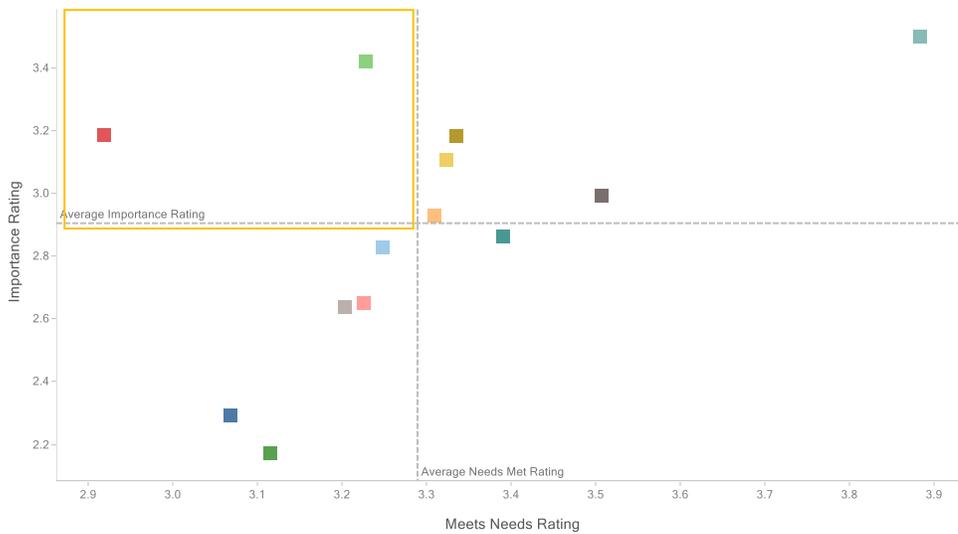
### Average Importance/Performance Matrix Facilities and Amenities By Open Link Sample



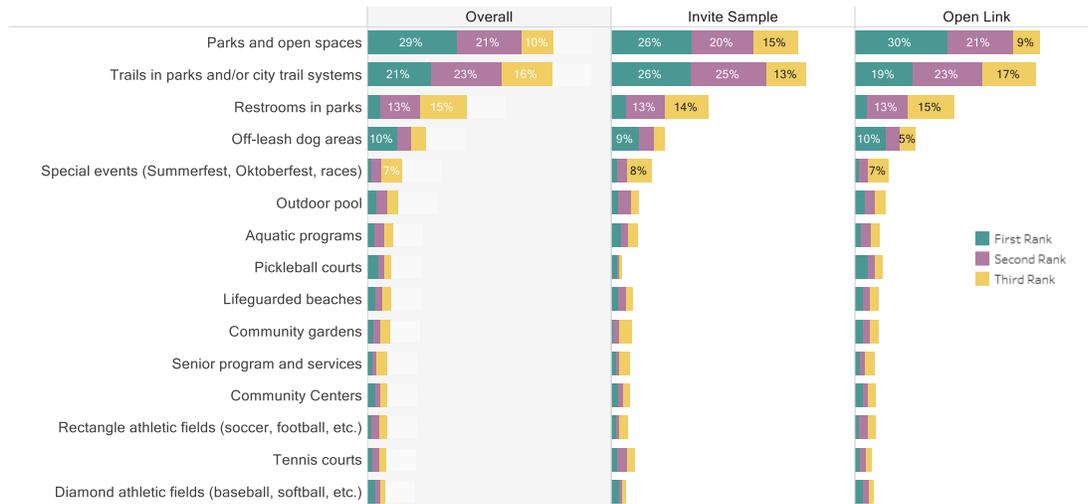
### Average Importance/Performance Matrix Facilities and Amenities By Invite Sample



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



## Top 3 Priorities

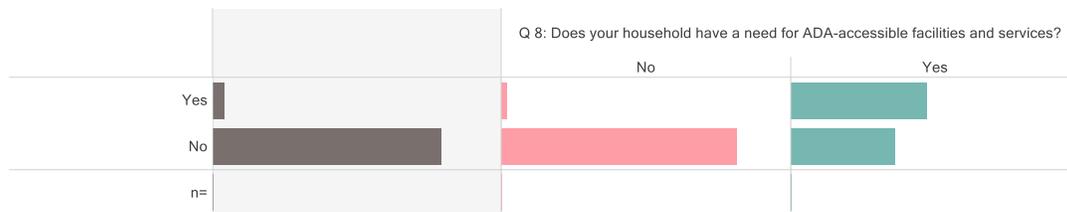
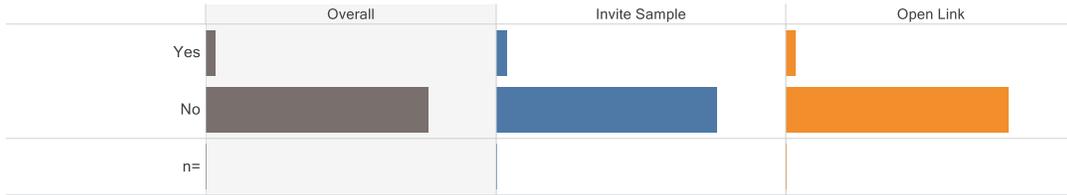


## ADA Evaluation



## 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.

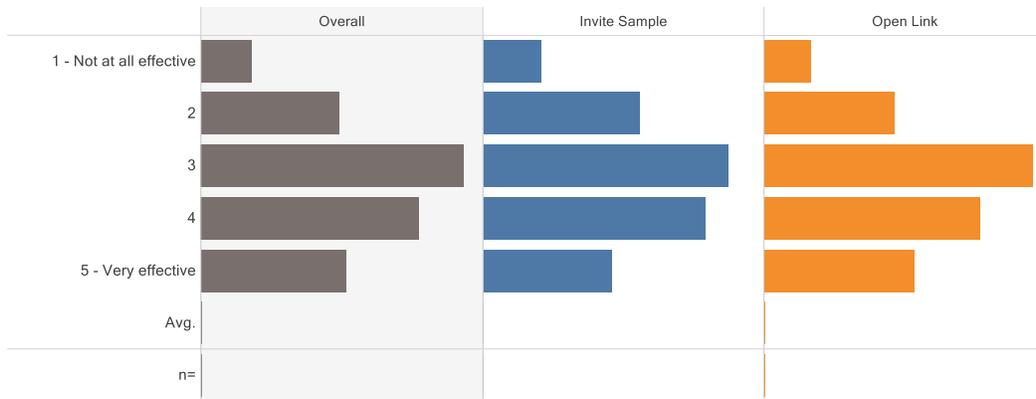


## Communication



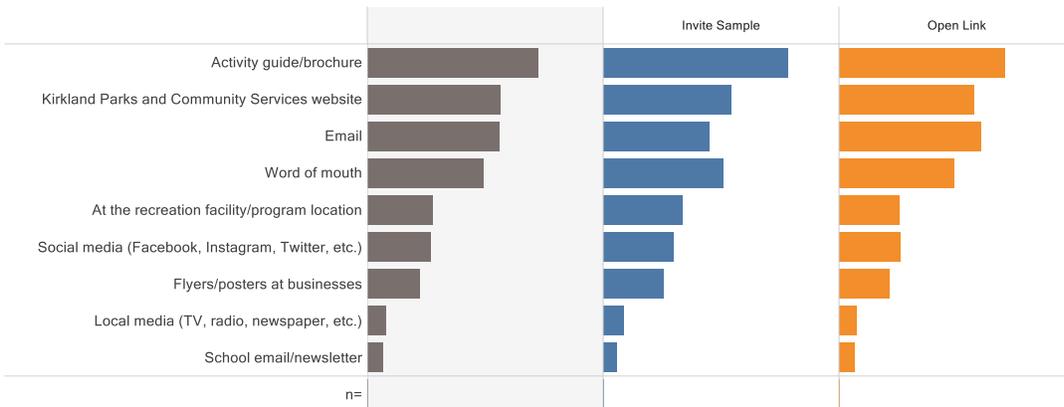
## Effectiveness of Communication

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.



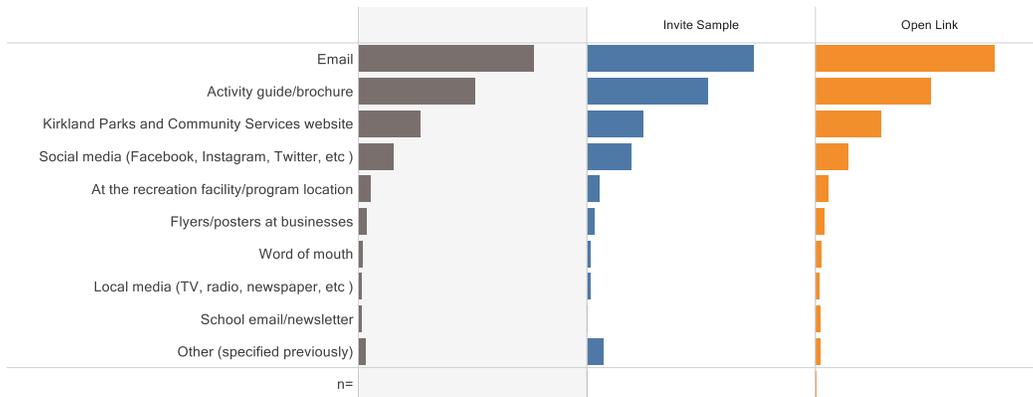
## Current Communication Methods

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.



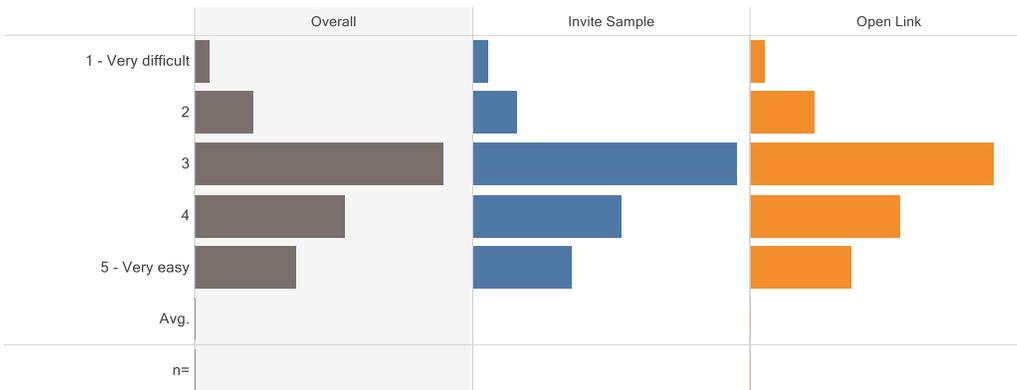
## Preferred Communication

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



## 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.

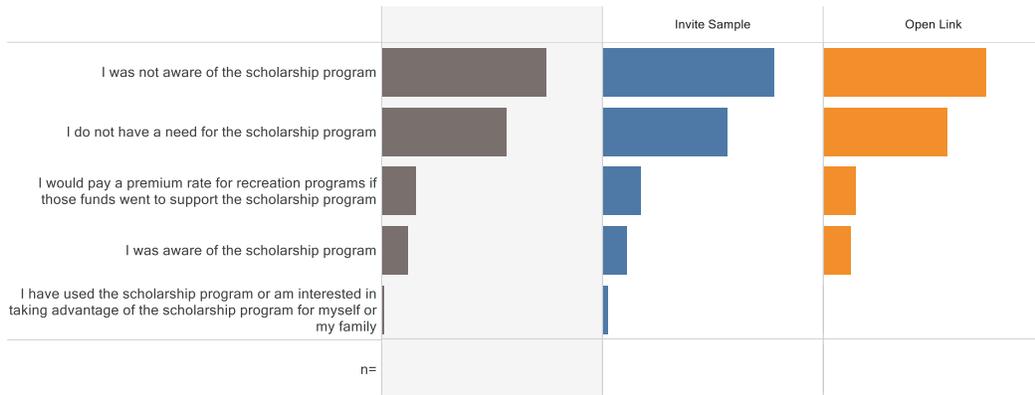


# Financial Choices/Fees



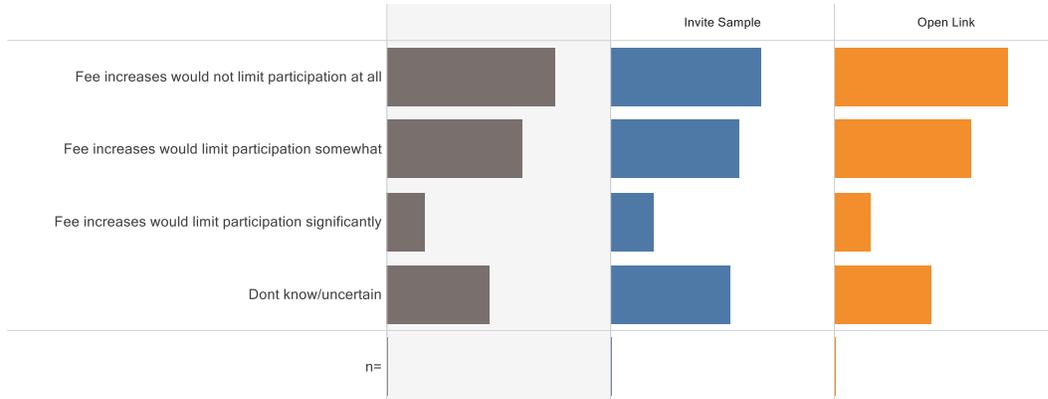
## Knowledge of Scholarship Opportunities

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

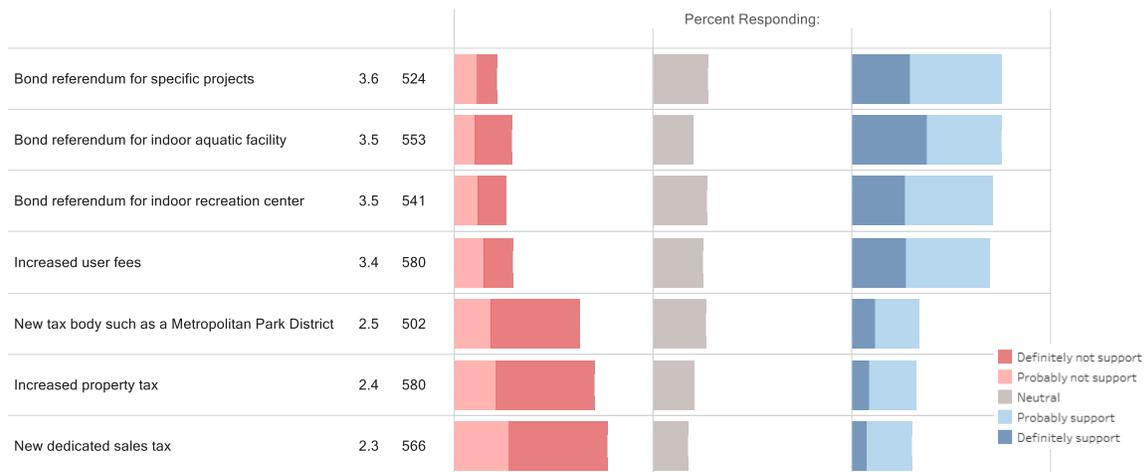


## Fee Adjustments

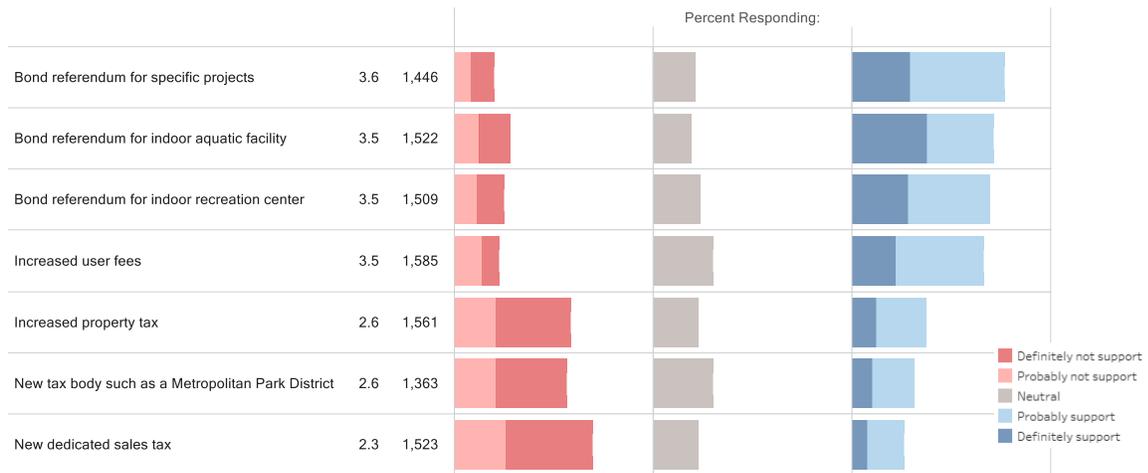
Fee increases would NOT limit 38% of overall respondents at all, another 30% would be somewhat limited, and 9% would be limited significantly. Overall, more respondents would be limited somewhat by fee increases than not limited.



## Support of Funding Sources By Invite Sample



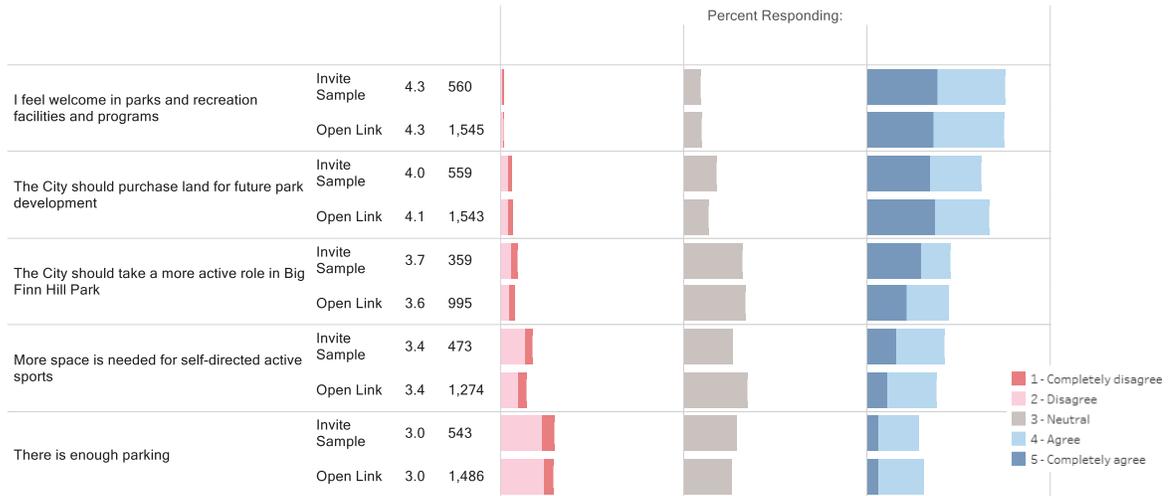
## Support of Funding Sources By Open Link Sample



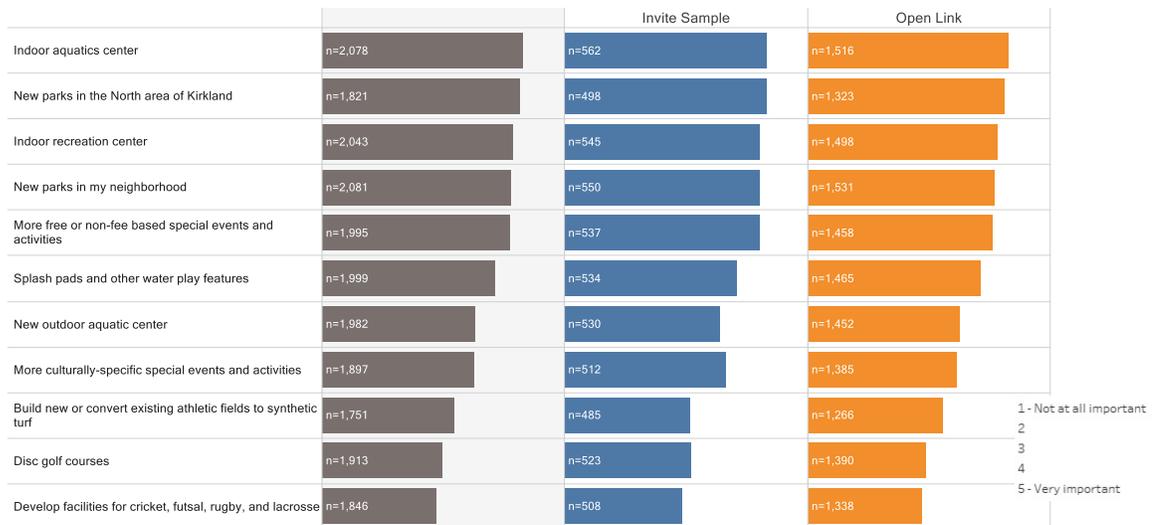
## Future Facilities, Programs, and Services



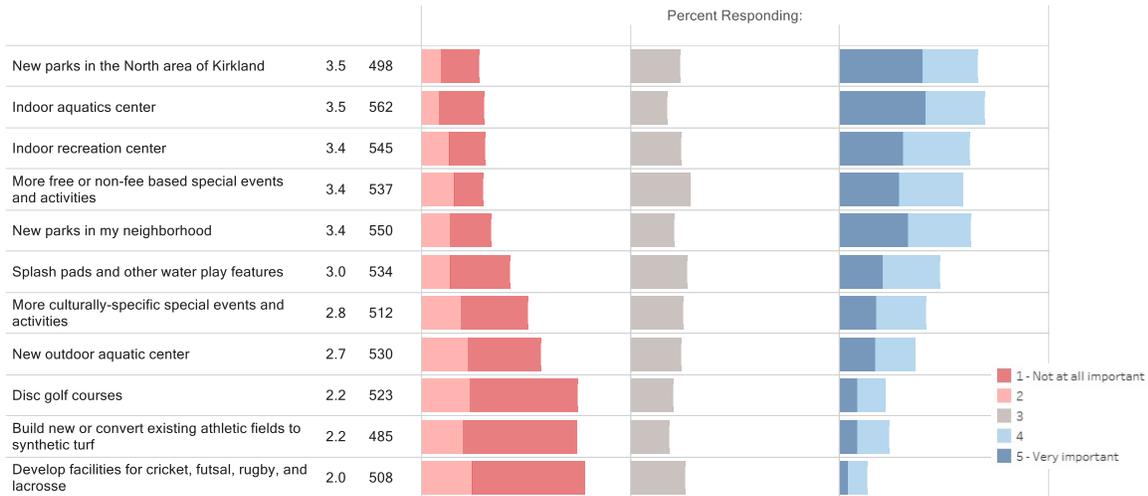
## Facilities, Programs, and Services



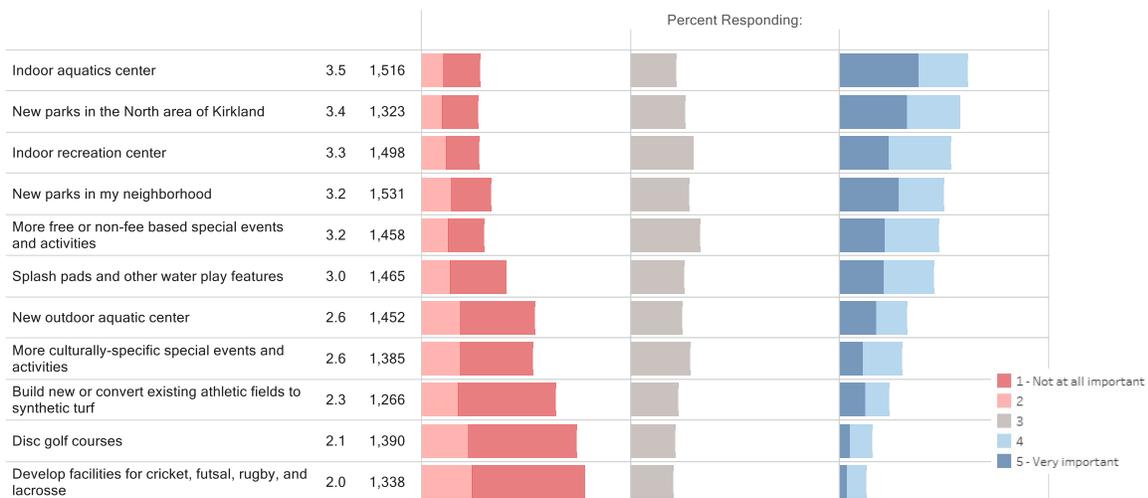
## Most Important Needs for Improvement By Average



## Most Important Needs for Improvement By Invite Sample



## Most Important Needs for Improvement By Open Link Sample



## Comments/Suggestions

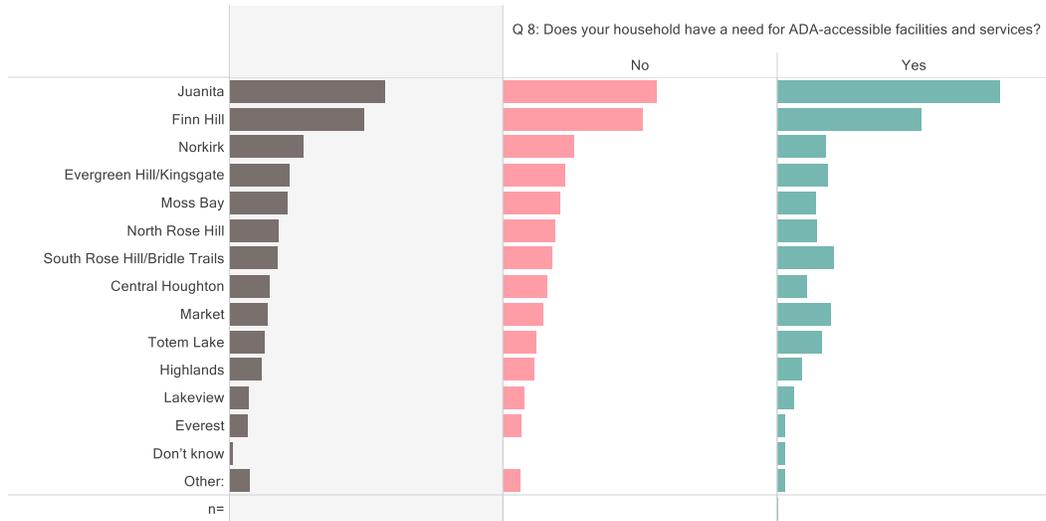
At the end of the survey, respondents were given the opportunity to provide any additional comments about parks and recreation facilities, programs, and services in Kirkland. A random selection of verbatim responses is shown below. See Appendix for full listing of comments provided.

- 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!

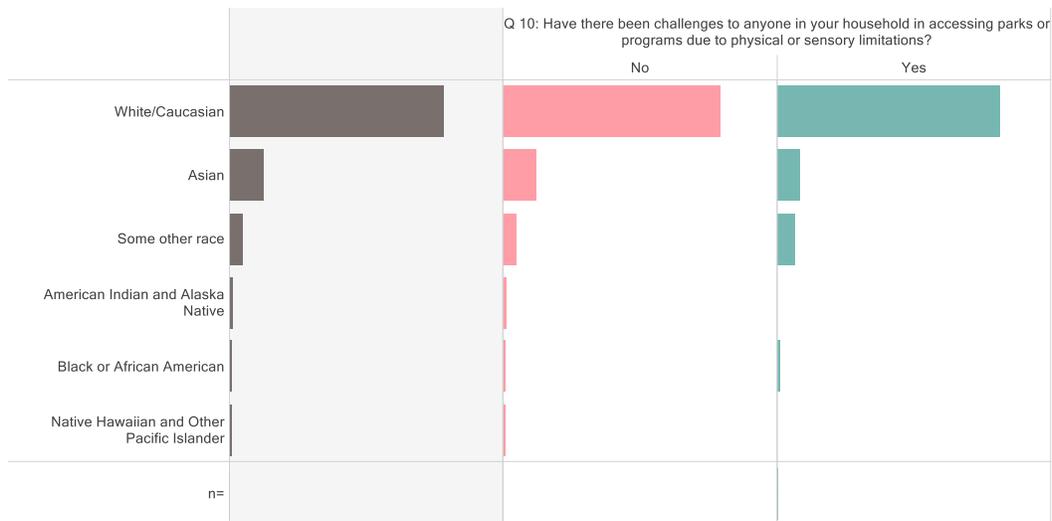
## Additional Crosstabs



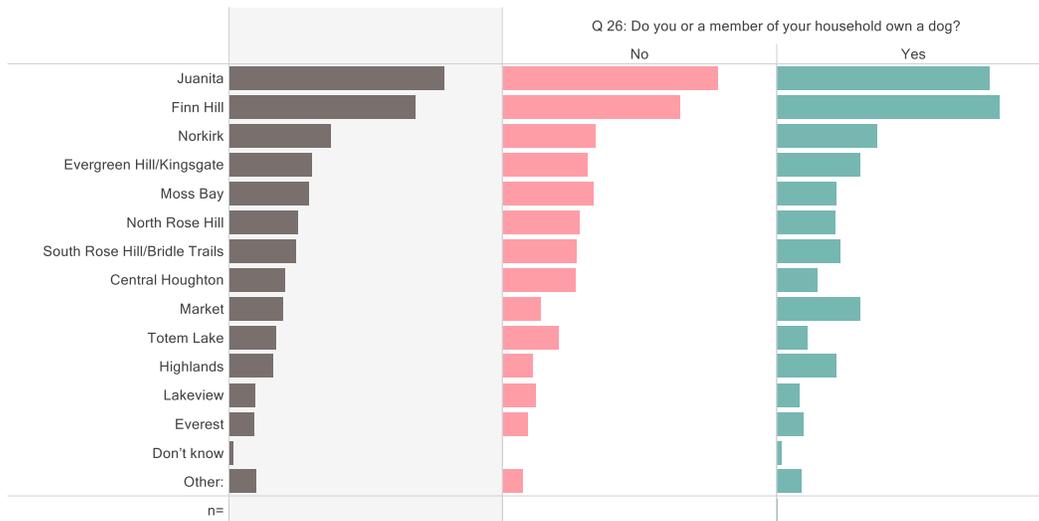
## Neighborhood By ADA Needs



## Race by ADA Challenges

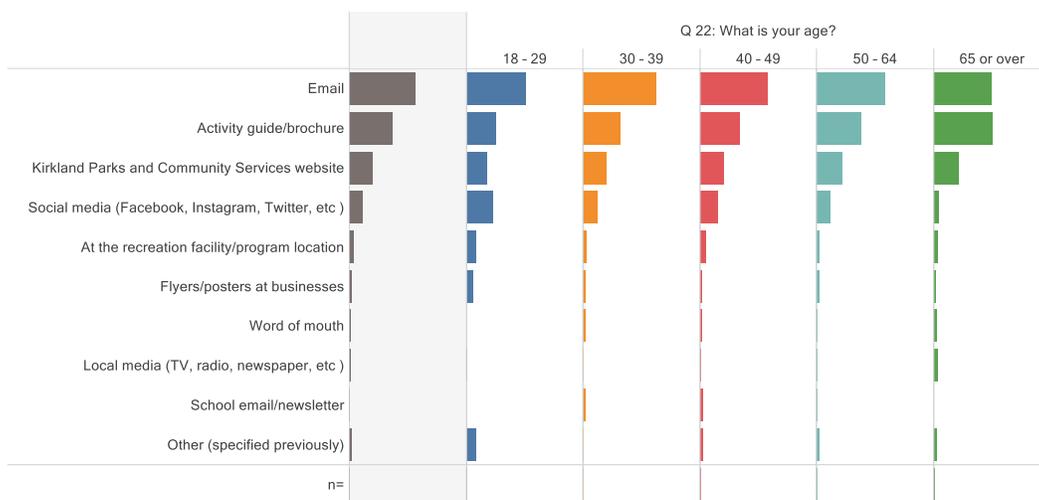


## Neighborhood By Dog Ownership



71 RRC

## Preferred Communication By Age



72 RRC

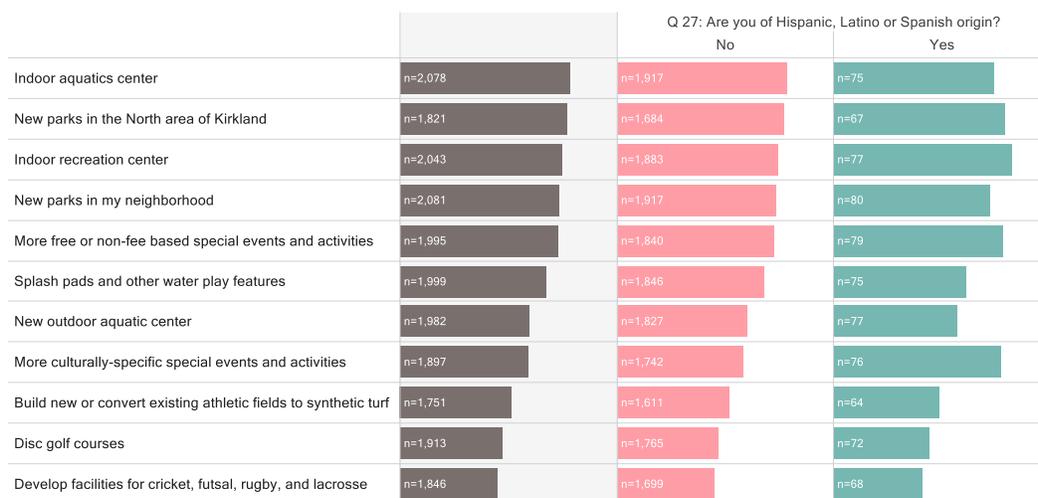
## Facilities, Programs, and Services by Ethnicity

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

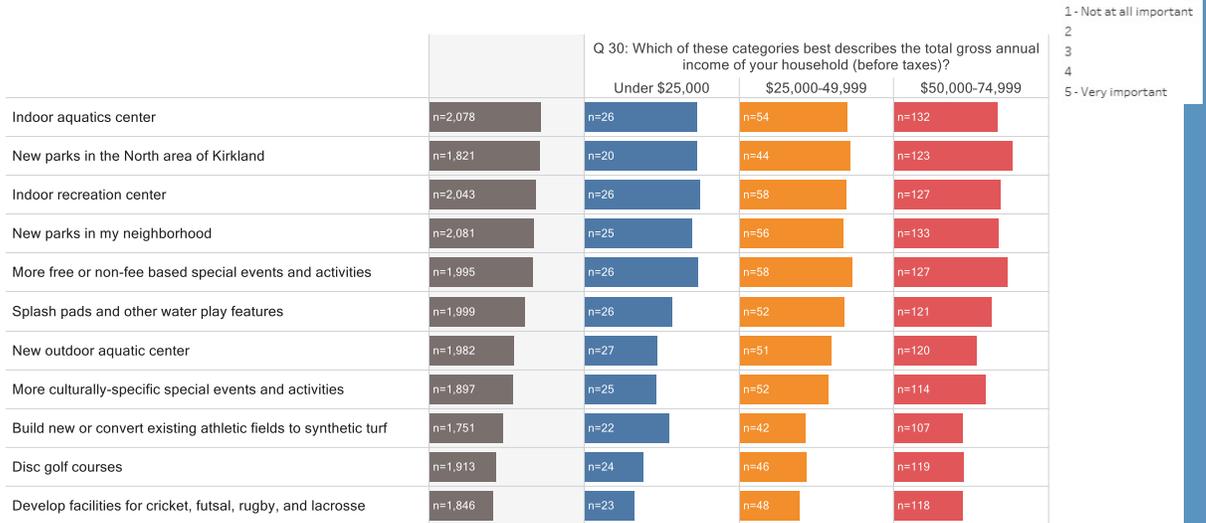


## Most Important Needs for Improvement By Ethnicity

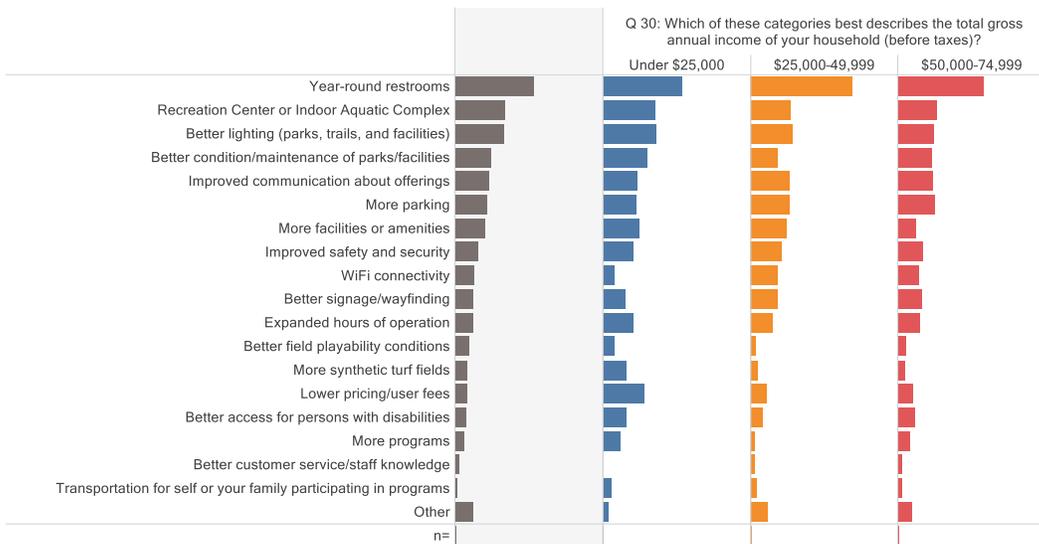
1 - Not at all important  
 2  
 3  
 4  
 5 - Very important



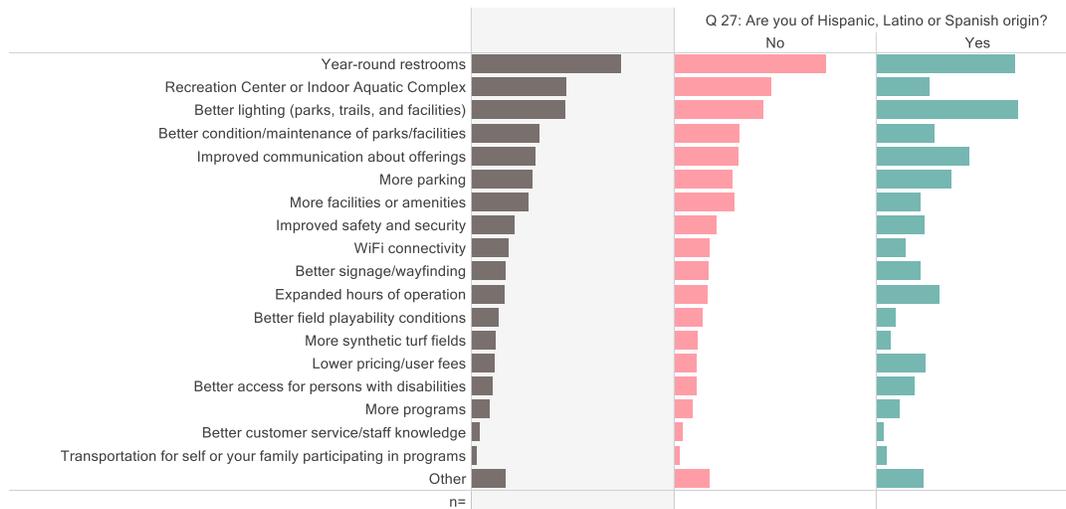
## Most Important Needs for Improvement By Income (Under \$25K, \$25-50K, \$50-75K)



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



## Increase Usage By Ethnicity



RRCAssociates.com  
303-449-6558

RRC Associates  
4770 Baseline Road, Suite 360  
Boulder, CO 80303



# 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-lieu (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](http://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](http://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
<b>Administrative</b>	<ul style="list-style-type: none"> <li>• Recycle Office Trash (consolidate trash and recyclables to one common location – reduce cost to empty containers in each office) (In Use)</li> <li>• Clean offices weekly instead of daily (Definitely Consider)</li> <li>• Go Paperless (Definitely Consider)</li> <li>• Conserve Resources (Definitely Consider)</li> <li>• Flex Scheduling (In Use)</li> <li>• Virtual Meetings (In Use)</li> </ul>
<b>Operating Standards</b>	<ul style="list-style-type: none"> <li>• Preventative Maintenance (In Use)</li> <li>• Reduce Driving (Possibly Consider)</li> <li>• Recycling in Parks (In Use)</li> <li>• Eliminate Environmentally Negative Chemicals and Materials (In Use)</li> <li>• Green Purchasing Policies (In Use)</li> <li>• LEED® Design (In Use)</li> <li>• Purchase better equipment and supplies that require less maintenance and are more durable (In Use)</li> </ul>
<b>Sustainable Stewardship</b>	<ul style="list-style-type: none"> <li>• Re-analyze and Revised Practices and Standards (In Use)</li> <li>• Monitor and Report Results (In Use)</li> <li>• Lead by Example (In Use)</li> <li>• 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)</li> <li>• Incorporate Stewardship Principles in all Park and Recreation Services (In Use)</li> <li>• Seek Available Grant Funding and Initiative Awards (In Use)</li> </ul>

## 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:<sup>1</sup>

- 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,

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<sup>1</sup> 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. <sup>2</sup>

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

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<sup>2</sup> 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<sup>3</sup>

Park Districts

Bonds and Levies

State Grant Programs

Finance Administration and Planning

Concessions

Gifts and Donations

Park Foundations

Recommended Resources

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<sup>3</sup> 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 Synthetic Turf(S)) or Mixed Synthetic & Turf (M) Or Cinder (C) 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 Elementary 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			Number of Slots @ JHS/LWHS Per Field During Spring			Number of Slots @ JHS/LWHS Per Field June - July		
Monday	4pm - Dusk	1	Monday	5:30pm - Dusk	1	Monday	5:30pm - Dusk	1
Tuesday	4pm - Dusk	1	Tuesday	5:30pm - Dusk	1	Tuesday	5:30pm - Dusk	1
Wednesday	3:00pm - Dusk	1	Wednesday	5:30pm - Dusk	1	Wednesday	5:30pm - Dusk	1
Thursday	4pm - Dusk	1	Thursday	5:30pm - Dusk	1	Thursday	5:30pm - Dusk	1
Friday	4pm - Dusk	1	Friday	5:30pm - Dusk	1	Friday	5:30pm - Dusk	1
Saturday	9am - 12pm	1	Saturday			Saturday	9am - 12pm	1
Saturday	12pm - 3pm	1	Saturday	12pm - 3pm	1	Saturday	12pm - 3pm	1
Saturday	3pm - 6pm	1	Saturday	3pm - 6pm	1	Saturday	3pm - 6pm	1
Saturday	6pm - Dusk	1	Saturday	6pm - Dusk	1	Saturday	6pm - Dusk	1
Sunday	9am - 12pm	1	Sunday	9am - 12pm	1	Sunday	9am - 12pm	1
Sunday	12pm - 3pm	1	Sunday	12pm - 3pm	1	Sunday	12pm - 3pm	1
Sunday	3pm - 6pm	1	Sunday	3pm - 6pm	1	Sunday	3pm - 6pm	1
Sunday	6pm - Dusk	1	Sunday	6pm - Dusk	1	Sunday	6pm - Dusk	1
<b>Total Slots:</b>		<b>13</b>	<b>Total Slots:</b>		<b>12</b>	<b>Total Slots:</b>		<b>13</b>

Number of Slots Field 1 @ 132nd Square			Number of Slots Field 2 @ 132nd Square			Number of Slots Field 1 & 2 at KIMS, KMS & FHMS		
Monday	4pm - Dusk	1	Monday	4pm - Dusk	1	Monday	4:30pm - Dusk	1
Tuesday	4pm - Dusk	1	Tuesday	4pm - Dusk	1	Tuesday	4:30pm - Dusk	1
Wednesday	3:00pm - Dusk	1	Wednesday	3:00pm - Dusk	1	Wednesday	3:30pm - Dusk	1
Thursday	4pm - Dusk	1	Thursday	4pm - Dusk	1	Thursday	4:30pm - Dusk	1
Friday	4pm - Dusk	1	Friday	4pm - Dusk	1	Friday	4:30pm - Dusk	1
Saturday	9am - 12pm	1	Saturday	9am - 12pm	1	Saturday	9am - 12pm	1
Saturday	12pm - 3pm	1	Saturday	12pm - 3pm	1	Saturday	12pm - 3pm	1
Saturday	3pm - 6pm	1	Saturday	3pm - 6pm	1	Saturday	3pm - 6pm	1
Saturday	6pm - Dusk	1	Saturday	6pm - Dusk	1	Saturday	6pm - Dusk	1
Sunday	9am - 12pm	1	Sunday	9am - 12pm	1	Sunday	9am - 12pm	1
Sunday	12pm - 3pm	1	Sunday	12pm - 3pm	1	Sunday	12pm - 3pm	1
Sunday	3pm - 6pm	1	Sunday	3pm - 6pm	1	Sunday	3pm - 6pm	1
Sunday	6pm - Dusk	1	Sunday	6pm - Dusk	1	Sunday	6pm - Dusk	1
<b>Total Slots:</b>		<b>11</b>	<b>Total Slots:</b>		<b>13</b>	<b>Total Slots:</b>		<b>13</b>

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

Athletic Fields*	Resident	Non-Resident
<i>Rental fees are Per Hour, 2 hour minimum</i>		
<b>Premium Fields</b>		
Regular Rate	\$ 20.00	\$ 24.00
Non-Profit Rate	\$ 8.50	\$ 10.00
<b>Class 1 Fields</b>		
Regular Rate	\$ 17.00	\$ 21.00
Non-Profit Rate	\$ 7.00	\$ 8.50
<b>Class 2 Fields</b>		
Regular Rate	\$ 14.00	\$ 17.00
Non-Profit Rate	\$ 4.00	\$ 6.00
<b>Class 3 Fields</b>		
Regular Rate	\$ 13.00	\$ 16.00
Non-Profit Rate	\$ 3.00	\$ 4.00
<b>Lakeview Elementary Synthetic Field</b>		
Regular Rate	\$ 36.00	\$ 51.00
Non-Profit Rate	\$ 30.00	\$ 36.00
<b>Lake Washington High School Combination Synthetic &amp; Dirt Fields</b>		
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.		
<b>Add-On Services</b>	<b>Regular</b>	<b>Non-Profit</b>
<i>Fees vary based on applicant status - Regular or Non-Profit</i>		
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
<b>Other Fees</b>		
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/Hours 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

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

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	Quality: Poor	Quality: Poor	Quality: Poor	Quality: Poor	
	Expense: High	Expense: High	Expense: Moderate	Expense: Moderate	Expense: Moderate	
	Usage: High	Usage: High	Usage: High	Usage: High	Usage: High	
Usage intensity limited to Tier 2 (800-1000 hrs/yr). Assume 1000	N/A	Quality: Moderate	Quality: Poor	Quality: Poor	Quality: Poor	
		Expense: High	Expense: Moderate	Expense: Moderate	Expense: Moderate	
		Usage: Moderate	Usage: Moderate	Usage: Moderate	Usage: Moderate	
Usage intensity limited to Tier 1 (sustainable capacity of <800 hrs/year). Assume 800	N/A	Quality: High	Quality: High	Quality: High	Quality: Moderate	
		Expense: High	Expense: Moderate	Expense: Moderate	Expense: Moderate	
		Usage: Low	Usage: Low	Usage: Low	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	Quality: High \$103,483	Quality: Poor \$87,875	Quality: Poor \$71,750	Quality: Poor \$76,500	
	Cost Per Permitted Hour	\$64.68	\$54.92	\$44.84	\$47.81	
		Usage: High	Usage: High	Usage: High	Usage: High	
Usage intensity limited to Tier 2 (800-1000 hrs/yr). Assume 1000	Annual Maint + Capital Cost	N/A	Quality: Moderate \$87,875	Quality: Poor \$71,750	Quality: Poor \$76,500	
	Cost Per Permitted Hour		\$87.88	\$71.75	\$76.50	
			Usage: Moderate	Usage: Moderate	Usage: Moderate	
Usage intensity limited to Tier 1 (sustainable capacity of <800 hrs/year). Assume 800	Annual Maint + Capital Cost	N/A	Quality: High \$87,875	Quality: High \$71,750	Quality: Moderate \$76,500	
	Cost Per Permitted Hour		\$109.84	\$89.69	\$95.63	
			Usage: Low	Usage: Low	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							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**



**PREPARED BY:**

Bureau Veritas  
10461 Mill Run Circle, Suite 1100  
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**BV PROJECT #:**

148970.21R000-000.303

**DATE OF REPORT:**

*To Be Filled In By CD*

**ON-SITE DATE:**

June 7-July 26, 2021 &  
November 30 – December 3, 2021

ADA TITLE II TRANSITION PLAN  
OF  
CITY OF KIRKLAND  
PARKS AND COMMUNITY SERVICES  
123 FIFTH AVENUE  
KIRKLAND, WASHINGTON 98033

**Bureau Veritas**

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## TABLE OF CONTENTS

<b>1. CERTIFICATION</b> .....	<b>2</b>
<b>2. PURPOSE AND SCOPE</b> .....	<b>3</b>
2.1 Overview of the City of Kirkland .....	3
2.2 Purpose of the Transition Plan .....	6
2.3 Basis for Probable Costs .....	6
2.4 Scope of Work .....	7
2.5 Physical Barrier Assessments .....	7
<b>3. ACCESSIBILITY REQUIREMENTS</b> .....	<b>9</b>
<b>4. COMPLIANCE STRATEGY</b> .....	<b>10</b>
<b>5. PRIORITIES</b> .....	<b>11</b>
5.1 Facility Priorities .....	11
5.2 Barrier Priorities .....	11
<b>6. CITY OF KIRKLAND FUNDING LEVELS</b> .....	<b>13</b>
<b>7. TRANSITION PLAN COMPONENTS</b> .....	<b>14</b>
7.1 Overview .....	14
7.2 System Barrier Summary .....	14
7.3 Barrier Removal Strategy .....	16
7.4 Conclusion .....	18
<b>8. APPENDICES</b> .....	<b>19</b>

The complete ADA Transition Plan is on file at City Hall  
Parks and Community Services Department  
123 Fifth Ave.  
Kirkland WA