



PLANNING COMMISSION PUBLIC HEARING MEETING AGENDA

Thursday, September 21, 2017
7:00 p.m.

Council Chamber · Shoreline City Hall
17500 Midvale Ave N
Seattle, WA 98122

	<u>Estimated Time</u>
1. CALL TO ORDER	7:00
2. ROLL CALL	7:01
3. APPROVAL OF AGENDA	7:03
4. APPROVAL OF MINUTES	7:04
a. <u>September 7, 2017 Draft Minutes</u>	

Public Comment and Testimony at Planning Commission

During General Public Comment, the Planning Commission will take public comment on any subject which is not specifically scheduled later on the agenda. During Public Hearings and Study Sessions, public testimony/comment occurs after initial questions by the Commission which follows the presentation of each staff report. In all cases, speakers are asked to come to the podium to have their comments recorded, state their first and last name, and city of residence. The Chair has discretion to limit or extend time limitations and the number of people permitted to speak. Generally, individuals may speak for three minutes or less, depending on the number of people wishing to speak. When representing the official position of an agency or City-recognized organization, a speaker will be given 5 minutes. Questions for staff will be directed to staff through the Commission.

5. GENERAL PUBLIC COMMENT	7:05
6. PUBLIC HEARING	
a. <u>2017 Comprehensive Plan Amendment</u>	7:15
• Staff Presentation	
• Public Testimony	
7. DIRECTOR'S REPORT	8:15
8. UNFINISHED BUSINESS	8:20
9. NEW BUSINESS	8:21
10. REPORTS OF COMMITTEES & COMMISSIONERS/ANNOUNCEMENTS	8:22
11. AGENDA FOR OCTOBER 5, 2017 (2017 Dev. Code Amend. Continued)	8:23
12. ADJOURNMENT	8:25

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CITY OF SHORELINE

SHORELINE PLANNING COMMISSION
MINUTES OF REGULAR MEETING

September 7, 2017
7:00 P.M.

Shoreline City Hall
Council Chamber

Commissioners Present

Chair Craft
Vice Chair Montero
Commissioner Chang
Commissioner Maul
Commissioner Malek
Commissioner Mork
Commissioner Thomas

Staff Present

Rachael Markle, Director, Planning and Community Development
Paul Cohen, Planning Manager, Planning and Community Development
Steve Szafran, Senior Planner, Planning and Community Development
Matt Cowan, Chief, Shoreline Fire District
Julie Ainsworth Taylor, Assistant City Attorney
Carla Hoekzema, Planning Commission Clerk

CALL TO ORDER

Chair Craft called the regular meeting of the Shoreline Planning Commission to order at 7:00 p.m.

ROLL CALL

Upon roll call by Ms. Hoekzema the following Commissioners were present: Chair Craft, Vice Chair Montero, and Commissioners Chang, Maul, Malek, Mork and Thomas.

APPROVAL OF AGENDA

The agenda was amended to place Item 6b (Fire Department Comprehensive Plan Amendment) before Item 6a (2017 Development Code Amendments). The remainder of the agenda was approved as presented.

APPROVAL OF MINUTES

The minutes of July 20, 2017 and August 3, 2017 were approved as presented.

GENERAL PUBLIC COMMENT

There were no public comments.

STUDY ITEM: FIRE DEPARTMENT COMPREHENSIVE PLAN AMENDMENT

Staff Presentation

Chief Cowan explained that the underlying premise of the impact fee program is that, as the community grows, additional resources will be required to adequately meet the growing demand for services. A direct relationship exists between population and demand for services, which directly links to a need for resources. The program utilizes 20-year growth predictions in 6-year increments. Impact fees for city fire departments have been authorized for quite some time under the State's Growth Management Act (GMA) as set forth in Revised Code of Washington (RCW) 36.70A.070(3). The law was recently changed to allow fire districts, such as Shoreline, to collect impact fees. He noted that, in his previous position, he was able to implement an impact fee program for the Maple Valley Fire District, which was the first one in the state.

Chief Cowan reviewed that an impact fee program allows fire districts to mitigate for the impacts of new development. It requires developers to pay a fee for new structures that are built. Replacing an existing structure would not require an additional fee because there would be no new impact. Impact fees can only be used for future capital purchases to mitigate the negative impact that development has on fire department performance. To clarify the basis for the fee, he explained the following performance measures:

- **Response:** This refers to the movement of firefighters and fire apparatus to the scene of an emergency request or how long it takes to get to the scene and begin work.
- **Reliability:** This refers to the use of the fire resource capacity. For a resource to be reliable, it must be available to answer emergency calls at least as often as the service expectation placed upon the resource. Another way to think of it is how long an apparatus is at its station ready to respond. For example, if an aid car is never in the fire station because it is busy, the response time is increased and it causes the next closest unit to respond. This ends up increasing response times and has a negative impact.
- **Effective Response Force:** This refers to the number of resources and personnel needed to effectively provide fire or emergency medical services. For example, for a residential structure fire there needs to be at least 14 personnel on scene within an 8 to 10-minute window.
- **Standard of Cover:** This refers to the in-depth process developed by the Center for Public Safety Excellence in their accreditation process for the strategic planning of fire station and fire resource deployment. Basically, it is the Level of Service (LOS) the fire district will provide to its citizens.

Chief Cowan pointed out that cardiac arrest and structure fires are two types of incidents identified as critical responses where time is of the utmost importance. These two types of incidents are used by the Shoreline Fire District (SFD) to measure performance. He advised that King County is a leader when it comes to cardiac arrest survival rate, and this is due to proper responses with the appropriate types of resources. Survivability goes down dramatically when the response time increases beyond 4 to 6 minutes. Therefore, this is the SFD's benchmark for emergency medical services (EMS) calls. The benchmark for fire calls is based on the time it takes for a structure to reach flashover (when all the materials in a room reach their ignition temperature and catch fire). At this point, the fire is considered a hostile environment, and firefighters only have 3 to 5 seconds to get out.

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Chief Cowan provided a map showing the average response times for all areas of the City. He noted that there are longer response times in the northwest corner of the Richmond Beach area and also into the Highlands due to road access. However, for the most part, if the apparatus is in the station and in service, there are fairly good response times throughout the City. Long-term planning includes a potential station towards the Richmond Beach area.

Chief Cowan provided a chart to illustrate the reliability statistics for 2014 through 2016. He noted that the reliability target is 90%. If a unit is between 90% and 95% the condition is considered okay (yellow). Anything above 95% would be green, and the City does not have any. Below 90% is red. He explained that, as calls increase and vehicles are out of service longer, the reliability statistics get worse. This effects response times and has a dramatic impact on the LOS. He emphasized that the reliability statistics show how much time is spent out in the field responding to incidents, but they do not show the time spent in training, fire inspections, etc. Chief Cowan also provided a chart showing drive times based on staff dedicated to apparatus and by station. The chart shows that the response times have increased from 2014 to 2016.

Chief Cowan explained that the SFDs 20-year capital needs have been broken into on-going 6-year increments. He provided a table showing the anticipated capital needs for the four different types of projects (station construction, asset preservation and fixtures, equipment, and apparatus) for the years 2018 through 2023. He also provided a chart outlining the 20-year cost/funding sources for capital needs. The chart identifies debt interest, as well as potential revenue sources to meet the capital needs. The four revenue sources identified in the table are:

- **Annual General Funds.** This would be an allocation from the ongoing levy. If there is money left over after maintenance and operations, it can be reallocated to the capital fund.
- **Taxpayer Capital Bonds.** The SFD has an existing bond to help build the new Station 63 in North City, and an additional bond will be needed to complete the project.
- **Sale of Surplus Property.** The dollars identified in the chart is an estimate of the value of Station 62 (Richmond Beach) property. If this property were sold, the funds could be used to offset some of the costs associated with the new station.
- **Impact and Level of Service (LOS) Fees.** The numbers in the chart are projections only, and they will be reviewed and adjusted every year.

Chief Cowan said the goal is for the annual operating funds and bonds to cover approximately 65% of the 20-year capital needs, with impact fees and LOS fees providing about 35% of the required funding.

Chief Cowan provided a chart and briefly explained that impact fees are calculated based on the following factors:

- **Land Use Type** (Residential versus Commercial) upon which impact and LOS fees are assessed.
- **System Wide Construction and Equipment (C&E) Costs** for the 20-year time span of SFDs Capital Improvement Plan (CIP).

4a. Draft Minutes from Thursday, September 7, 2017

- **Residential/Commercial Split** for annual emergency responses by property type (Residential = 64% and Commercial = 36%).
- **Usage Factor** or the portion of residential/commercial split that is used by a specific property type. Single-family residential properties account for 60% of all emergency responses to residential properties and the remaining 40% is attributed to multi-family properties.
- **The Effective Response Factor (ERF)** represents the size of the first alarm emergency response in numbers of firefighters and equipment that is needed to effectively handle the incident. The more complicated the structure, the bigger the emergency force needed.
- **New Development Share** is the portion of C&E costs assigned to new development. The remaining portion would be paid by the SFD through annual tax collections.
- **Projected New Units** defines the number of new units projected to be constructed within the SFD service area between 2018 and 2037.

Chief Cowan summarized that all of the factors described above were used to calculate impact and LOS contribution fee amounts for both residential and commercial development. However, the numbers represent full value, without any mitigation by the developer. The fee for new development could be reduced based on a developer providing certain mitigation. For example, providing more separation between houses or installing a sprinkler system would allow a developer to receive credits off of the total fee. He summarized that, if a developer can show that the infrastructure is already in place and the impacts have been mitigated, the fee can be significantly decreased or even eliminated.

Chief Cowan provided a summary of estimated revenues over the next 20 years: Annual General Funds (\$3,770,000), Capital Bonds (\$23,947,000), Sale of Surplus Property (\$1,000,000) and Impact/LOS Fees (\$14,315,000). He explained that the target for impact/LOS service fees is to account for about 35% of the revenues. Again, he reminded the Commission that the fees would be reviewed and adjusted annually.

Commissioner Thomas asked how the impact fee would be calculated for mixed-use buildings. She specifically referred to the Mixed Use Residential (MUR-70') Zone where the ground floor is commercial and the floors above are residential. Chief Cowan said the structure would typically be deemed commercial based on its highest and best use. However, he acknowledged that some new structures may have very little commercial space in relation to the residential space.

Commissioner Thomas said it is clear that the demand for services has gone up significantly. She noted that the average age of citizens in Shoreline is higher, and she asked if this was factored into the numbers. Chief Cowan agreed that age is an issue. While the incident increases have been nominal, the numbers are starting to increase. They are reaching the tipping point and it is anticipated that future development will be at a much higher density. In addition to the aging population, the increased homeless population has also been a factor in the number of incidents. The SFD has taken steps to minimize these types of impacts via the Mobile Integrated Health (MIH) Car which can respond to non-emergency calls.

Commissioner Malek recalled Chief Cowan's earlier comment that the Innis Arden Neighborhood and portions of Richmond Beach are difficult to reach. He asked Chief Cowan to share his thoughts regarding Station 62. Chief Cowan explained that, although the response time for these areas looks bad on the map, it is important to remember that it is still fairly good. While it is still okay, it is not where the district would like it to be. The area is lower density, and it is not likely that new development will occur.

DRAFT

City of Shoreline
Planning Commission Meeting Minutes
September 7, 2017 Page 4

However, development at Point Wells would have significant impact on fire services and must be mitigated via the SEPA process. If the development goes forward, then a new fire station will be needed. The long-range plan for Station 62 would address response times, notwithstanding whether Point Wells is developed or not. The new Station 62 would allow for better reliability out of Station 64. For example, Station 64 has to respond into that area, and this affects the reliability of Aid Car 64, which is the SFDs busiest unit. As age and density increases, reliability out of Station 64 will become a bigger factor. In addition to charting response times, the SFD also charts where the call centers are. When there are increased call volumes, additional resources must be allocated to those areas. He summarized that building a new Station 62 would improve response times for the Richmond Beach area, as well as the reliability of the other stations that will no longer have to respond to calls from Richmond Beach.

Commissioner Malek summarized that because of the type and number of calls in the Richmond Beach area, it might make more sense to enhance Station 64's ability to respond rather than building a new Station 62. Chief Cowan noted that there are some physical constraints at Station 64, and the station would have to be expanded to accommodate more staffing and apparatus. Making these improvements would not improve the response time to the Richmond Beach area. He pointed out that density in the Richmond Beach area is very low and the call volumes are low, as well. Because there is space available at Station 65 to add more staff and apparatus, perhaps it would make more sense to increase the staffing and the reliability of the apparatus in this station. He said he believes that a new Station 62 would be the best approach, and the existing Station 62 (non-operational) would be the best location. However, a detailed analysis would be done before committing to a location for the new station.

Chair Craft asked Chief Cowan to explain the difference between a municipal fire department and a fire district. Chief Cowan explained that a municipal fire department is a division of a city, and operating revenues come from the city funds. While the chief of a fire district answers to a board of fire commissioners, the chief of a municipal fire department answers to the city council and city manager. The municipal fire department framework can be complicated based on governance, but there are some benefits. A municipal fire department has many more options for revenues than a fire district does. They also have the benefit of a city-run human resource department, facility/fleet maintenance, information technology, etc. A fire district has to take care of all of this internally. A fire district is outside of a city's taxing structure, and is capped at \$1.50 per \$1,000 statewide on property taxes. Because the SFD has a benefit charge in place, the cap is lowered to \$1. While the total tax revenue is the same, the diversified revenue stream insulates the SFD somewhat from fluctuations. The board of commissioners authorizes a fire district's budget and sets policies, but the chief basically runs the department. In a municipal fire department, the chief has the support of the various city departments. He commented that, in recent years, a number of municipal fire departments have merged into fire districts. This frees up taxing authority for the City and cleans up collateral damage.

Commissioner Mork requested more information about how developers can receive credits that reduce the amount of the impact fee by mitigating certain impacts. She commented that a developer cannot influence the response times other than by changing the location of a project, and Chief Cowan concurred. Commissioner Mork asked which of the service capacity credit criteria could be impacted by a developer. Chief Cowan answered that on a long-term, global basis, a developer could affect all of the criteria. As more impact fees come in, more infrastructure will be provided, and this will impact the response times,

4a. Draft Minutes from Thursday, September 7, 2017

reliability, etc. On a short-term basis, the fee could be significantly impacted by the type of structure (i.e. automatic sprinkler system and space between structures).

Commissioner Mork asked if a credit would be given based on the type of materials used for construction, and Chief Cowan answered not at this time. He explained that the criteria in the program are based on industry standard and approved by the Board of Commissioners as appropriate and accurate. He agreed that the criteria could be amended to also include credits for certain materials such as hardy plank siding and a metal roof, which are more fire resistant.

Commissioner Chang pointed out that, because discounts are offered based on response times, new development in areas closer to stations would not have to pay as much as development further away from a station. She questioned if a better approach would be to require all new construction to pay a set amount to fund stations throughout the City. Chief Cowan said response times and reliability are interrelated and both impact the LOS. While response times may be good in a certain area of the City, reliability at one station could decrease if they do not build infrastructure and increase staffing at another station. As an example, he referred to Station 64 where the existing apparatus is often not available to respond because the units are busy. When this happens, units from Stations 63 or 65 must respond, and this impacts the response time. The response time for an incident does not track where the closest station is; it tracks where the closest unit is and how long it takes it to get there. A development could occur next to a station that has good response times, but if they do not continue to build infrastructure, response times will go down.

Commissioner Thomas commented that, based on Chief Cowan's explanation, it would still behoove the City to charge an impact fee for all new development within the City regardless of whether or not it is located close to a fire station. Commissioner Chang said she is having a hard time understanding why the City would offer a credit based on response time. Any new construction will add to the density and increase overall call volumes. Chair Craft asked about the potential of eliminating the response time credit. Chief Cowan shared an example of a developer of a 100-unit, multi-family structure who is trying to decide whether to build the structure near the fire station where response times are good or in the Richmond Beach area where response times are longer. If the fee is the same regardless of response times, a developer may choose Richmond Beach to take advantage of the water views, etc. This will result in pulling the City's existing resources further away, affecting individual response times and reliability. Providing a credit for building in locations that are performing well will encourage developers to build where the SFD is currently meeting its criteria.

Commissioner Maul said he has read a number of articles about regional development and the fact that people are building further and further away from centers where services are already available, and they are not paying for the additional cost to serve them. It makes a lot of sense to encourage development closer to services where it is less costly for society to serve them. He referred to the fee calculation chart, which identifies \$2,532 per house and \$5.54 per square foot of commercial. He asked what it would be for a multi-family, and Chief Cowan answered that it would be \$2,195 per unit.

Chief Cowan cautioned that if a call center in a particular area does not have a good response, the SFD would be required to elevate the location in its long-term strategic planning for where the next fire station will be built or increase staffing and fire apparatus at the nearest existing fire station to mitigate the

DRAFT

City of Shoreline
Planning Commission Meeting Minutes
September 7, 2017 Page 6

increased demand. The SFD must meet a LOS of response times and response force, and outliers can greatly impact the strategic plan.

Vice Chair Montero noted there has been a dramatic increase in emergency incidents up to 9,290, and the SFD is projecting a 100% increase. He asked if there is a breakdown between the three types of calls: fire, basic life support (BLS) and advanced life support (ALS). Chief Cowan said the three types of calls are related to the types of apparatus that is predominantly used to respond. While an aid car and a paramedic unit look very similar, they function at different levels based on the type of call. For example, a broken arm or cut would prompt a BLS response, which would be an Emergency Medical Technician (EMT). An ALS call, such as a heart attack or substantial injury, is where paramedics would respond. Dispatching the appropriate apparatus is essential for the efficient use of the units. It takes a year and a half to be trained as a paramedic, and they are paid at a higher rate. If the SFD only had paramedic units, it would be costlier and an overkill for the LOS that is needed. It is better to keep the higher-level units and staff available to respond on the next call that might require ALS. He explained that ALS units are more spread out, and the SFD not only provides ALS service in the City of Shoreline, but in Lake Forest Park, Kenmore, Bothell and Woodinville. There are paramedic units at Station 64 in Shoreline, Station 57 in Lake Forest Park, and Station 42 in Bothell. These three units provide service to the north King County area. They are used at a lower rate than the BLS units. A fire engine may respond to a BLS call if the aid car is out of service because they have the equipment and staff to respond. He noted that, via a mutual aid agreement, apparatus and staff from the SFD responds to incidents in neighboring jurisdictions, and neighboring jurisdictions respond in the City of Shoreline when needed.

Commissioner Mork asked if a duplex or townhouse development would be considered single-family or multi-family. Chief Cowan said they would be considered multi-family. He noted that the classification would come from the County's tax records. Commissioner Mork recalled that, in previous discussions, she has commented that the chance of fire goes way down if a fire sprinkler is in place. She said she supports the credit for providing sprinklers to encourage sprinklers in residential development. Chief Cowan explained that, currently, some developers purposely keep the number of units below the level that requires sprinklers or increased fire flow. He anticipates a growing nationwide movement of requiring sprinklers in all new structures. The credit could help bridge some of the gap by providing an incentive for developers to install sprinklers. Commissioner Mork recommended that the credit be sufficient enough to really be an incentive.

Commissioner Thomas referred to Exhibit 9 on Pages 39 and 40 of Attachment B, which provides an apparatus replacement schedule and noted that the amortization periods are different for the same types of equipment. Chief Cowan said there are a few factors that impact the amortization periods, one being the current age of the apparatus and its projected lifecycle. For example, they try to keep a fire engine in frontline service for 10 years and then move it into a reserve status for another 10 years. However, that is not always the case. The amortization of some purchases is triggered more by the reserve apparatus than the primary apparatus.

Chair Craft encouraged Commissioners to forward any additional questions they might have to Chief Cowan via Planning staff. Chief Cowan also agreed to meet one-on-one with interested Commissioners.

Mr. Cohen announced that a public hearing on the Comprehensive Plan amendments, including the Fire District's Amendment, has been scheduled for September 21st.

Public Comment

There were no public comments.

STUDY ITEM: 2017 DEVELOPMENT CODE AMENDMENTS

Staff Presentation

Mr. Szafran advised that there are 42 proposed Development Code amendments on the 2017 docket. Two were citizen-initiated, and the remaining 40 were initiated by the Director of Planning and Community Development. The proposed 2017 amendments include administrative changes (re-organization and minor corrections), clarifications, and policy amendments that have the potential to substantively change development patterns throughout the City. He reviewed the amendments as follows:

Administrative Amendments

- **Amendment 3 (SMC 20.20.018).** This amendment would delete the term “City Engineer,” which is a term not used elsewhere in the Development Code. The term “Public Works Director” is used and would remain in this section of the code.
- **Amendment 7 (SMC 20.30.060).** This amendment is a numbering change only.
- **Amendment 8 (SMC 20.30.400).** This amendment would add “Lot Merger” to the “Lot Line Adjustment” Section.
- **Amendment 9 (SMC 20.30.430).** This amendment clarifies that a second Site Development Permit is not required as part of a preliminary short plat application even if one has been submitted during the building permit stage. The intent is to eliminate the duplicative process.
- **Amendment 10 (SMC 20.40).** This amendment is strictly a numbering change.
- **Amendment 15 (SMC 20.40.438).** This amendment strikes the reference to SMC 3.01.010, which only has to do with planning and community development fees. Instead, the section would apply to all fees.
- **Amendment 16 (SMC 20.40.505).** This amendment fixes a numbering error.
- **Amendment 18 (SMC 20.50.020(1)).** This amendment adds additional setbacks for all parcels fronting 145th Street. This is consistent with MUR zones along 185th and 145th Streets.

4a. Draft Minutes from Thursday, September 7, 2017

- **Amendment 20 (SMC 20.50.021).** This amendment clarifies that the Director of Public Works shall determine all vehicular access and not the Director of Planning.
- **Amendment 24 (SMC 20.50.350).** This amendment adds a citation for the American Society of Consulting Arborists as a means to allow the Director to grant a reduction to the minimum significant tree requirements.
- **Amendment 28 (SMC 20.50.490).** This amendment is a cleanup amendment. The definitions of the various dwelling types were updated in 2016, including the definition for “Multi-family Development.” At that time, the number of units that comprised multi-family development was deleted.
- **Amendment 31 (SMC 20.80.030).** This amendment updates a Development Code reference.
- **Amendment 38 (SMC 20.230.200).** This amendment updates a Development Code reference.
- **Amendment 39 (SMC 13.12.700(C)(3)).** This amendment also updates a Development Code reference.

There were no Commissioner comments relative to the administrative amendments.

Clarifying Amendments

- **Amendment 2 (SMC 20.20.016).** This amendment updates the definition for “Dwelling” to clarify the difference between an apartment structure and single-family attached dwelling structure. The definition of “Apartment” has been misinterpreted to include single-family attached dwellings. The amendment also updates the definition of “Driveway” to clarify that a shared driveway can serve up to four dwelling units and not properties. The change will make the definition consistent with the Public Works Department’s Engineering Development Manual for driveways.
- **Amendment 3 (SMC 20.20.018).** The Critical Areas Ordinance (SMC 20.80) uses the term “Enhancement” under the general term of “Mitigation” to refer to the restoration, remediation, resource creation, or compensatory mitigation of damaged critical areas. The standards and the meaning are either the same or overlapping and many have no definition. This causes confusion when looking for the separate standards that might be applied to each. The only standards in the Critical Areas Ordinance (CAO) are under “Mitigation Standards” in each subsection. That section has the list of preferred actions in the current definition so they are redundant and regulatory in the definition section. The amendment would retain the “Enhancement” definition because that is for a project to improve an existing critical area without current impacts. However, staff is also proposing to remove all the terms other than “Mitigation” as separate definitions and remove them from the text of the CAO.

DRAFT

City of Shoreline
Planning Commission Meeting Minutes
September 7, 2017 Page 9

- **Amendment 4 (SMC 20.20.024).** The existing definition of “Impervious Surface” is almost identical to the proposed amendment for “Hardscape” except that the proposed “Hardscape” definition includes pervious pavement, open decking, landscape rockeries, and gravel, which currently count against a parcels total impervious surface. The Public Works Department allows impervious concrete decks and rockeries because they allow water to be absorbed into the ground by moving through or around the objects. However, it uses the hardscape calculation as their impervious surface definition. As a result, developers frequently confuse the two definitions. The proposed amendment would marry the two definitions to make the definitions for “Hardscape” and “Impervious Surface” consistent.

Commissioner Chang observed that the definition for “Hardscape” leaves out rock gardens, walls, pervious pavement and decks that drain. Mr. Cohen clarified that the definitions overlap quite a bit. The Public Works Department uses the term “Hard Surfaces” and the Planning and Community Development Department uses the term “Hardscape.” Frequently, when the Planning and Community Development Department requires calculations for “Hardscape,” the Public Works Department uses the same calculations when reviewing for stormwater runoff calculations. Commissioner Chang commented that the Department of Ecology (DOE) would have the City include things like pervious pavement and gravel paths when calculating for stormwater runoff. Mr. Cohen agreed and said the Public Works Department basically uses the Planning and Community Development Department’s calculations, which is not totally in error but can be a little in conflict. It is especially hard to explain the differences to property owners. Because they are 80% the same, staff is recommending that the definition be consistent with the Public Works Department’s definition for “Hard Surfaces.” The key differences are impervious material. Currently, a rock garden would be considered hardscape in the Development Code, but as a pervious surface in the Engineering Development Manual.

Mr. Cohen commented that another difference is that impervious driving surfaces are accepted in the Engineering Development Manual, but not in the definition of “Hardscape.” If the intent is to encourage these other types of uses, it is imperative to line the definitions up together. Also, the City has received applications for artificial turf replacement projects, primarily from the school district. The Public Works Department considers these surfaces to be 50% hardscape, and staff believes that the Planning and Community Development Department should use this same standard.

Commissioner Chang asked if the term “Impervious Surface” or “Hardscape” would apply to a project in the R-6 zone where a 50% lot coverage is allowed. Mr. Szafran answered that the “Hardscape” definition would apply. Commissioner Chang said that would mean you could have pervious pavement and open decks that go beyond the 50% calculation. Mr. Cohen agreed, as long as water can drain through the surfaces and into the ground. For example, rock gardens and most pervious surfaces would not be considered hardscape. Commissioner Chang asked if the City has a requirement that pervious pavement must be maintained, and Mr. Cohen answered no. Commissioner Chang noted that pervious surfaces can clog up overtime and become ineffective. Director Markle clarified that the “Hardscape” definition does not allow a credit for pervious pavement, but Public Works Department does for its stormwater calculations. The reason for counting pervious surfaces in the hardscape calculations is because it does not remain as uncovered

earth unless maintenance is done. It is a policy decision as to whether the definitions should be streamlined to be consistent. They are close in percentage, but one covers things that the other does not.

Commissioner Maul advised that some jurisdictions actually do two calculations: hardscape and pervious/impervious. He would hate to see someone develop a single-family lot up to the maximum amount of impervious surface allowed and then cover the rest with pervious concrete. While he understands the intent of the proposed amendment, perhaps they should consider requiring two separate calculations.

Mr. Cohen said the previous definition for “hardscape” did not include rockeries, rock gardens, decks, etc. These were added in because they were considered materials that would hold heat and create heat islands. However, it is unclear how much of a problem this actually creates. Something else to consider is whether aesthetics is another purpose for the definition contained in the Development Code. Commissioner Maul said this further supports the need for requiring two separate calculations. The Commissioners asked that staff consider options for creating two separate and distinct definitions.

- **Amendment 5 (SMC 20.20.034).** The CAO uses the definition of “Mitigation” to also list regulatory criteria. That criteria belongs in the regulations that already exist under the provisions in SMC 20.80.053 and each of the types of critical areas. In addition, there are a wide variety of terms or mitigating actions in the “mitigation” code sections that have no definition and are frequently redundant or overlapping with each other. These terms may be useful in describing the actions or issues that need to be addressed. The code also uses the terms in conjunction with “plan” such as a “restoration plan.” Since these terms are used under mitigation plan performance standards, it is confusing to know what these other plans are and should include because no standards accompany them. Rather than sort out these terms, staff is recommending changes to clean up the definition for “Mitigation.”

Mr. Cohen explained that the code currently lists the mitigation performance standards for each of the critical areas. It mentions different types of plans, and it would be helpful for the consultant to know exactly what the plans are. Because there is no definition, staff is recommending that references to specific plans be removed from the definition of “Mitigation.” They are not getting rid of the terms that are used throughout the Development Code, just removing them from the definition of “Mitigation.”

- **Amendment 14 (SMC 20.40.235).** This amendment would strike the reference to the City’s “Catalyst Program” related to the Transfer of Development Rights (TDRs). The City will revisit the issue of TDRs when the City Council provides direction at the end of 2017 or early 2018.
- **Amendment 17 (SMC 20.40.504).** This section requires loading docks, entrances or bays to be screened, but it does not say from where or from what they need to be screened. The proposed amendment would add types of screening and the words “from adjacent rights-of-way” since the intent is to screen these parts of the development from the street. Also, the code is currently unclear

4a. Draft Minutes from Thursday, September 7, 2017

if fences and walls are required for self-storage facilities, and the proposed amendment clarifies that if a fence or wall is provided, it must meet the provisions of SMC 20.40.504(C)(5).

- **Amendment 21 (SMC 20.50.040).** This amendment clarifies that projections, of any type, are not allowed into the 5-foot minimum setback area. This is pretty well covered for side yards, but there are a number of zones where the rear yard setback is only 5 feet. Some of the wording leaves potential room for projections into the 5-foot minimum rear yard setback area, which is not the intent. The amendment would not change the standard, but simply provide clarification.

Commissioner Chang referred to SMC 20.50.040(3)(b) and suggested that the words “more than” should be retained. Mr. Cohen agreed to review the language again to make sure it reads appropriately to reflect the intent. Mr. Szafran noted that there are two amendments related to this section. One is a clarification amendment and the other is a policy amendment. Commissioner Maul questioned why the City would want to reduce the allowable overhang in a bigger setback versus a side yard setback. Front and rear yard setbacks are much bigger. He suggested that eaves be allowed to extend into the setback four feet, but never closer than five feet to a property line. Mr. Cohen suggested that an illustration or diagram would help clarify the intent of the amendment. Chair Craft advised that cleaning up the language would be helpful, as well.

- **Amendment 23 (SMC 20.50.310).** This amendment clarifies when an after-the-fact permit may be required for removal of an active or imminent hazard tree. Currently, the provision is somewhat confusing and has been interpreted differently by different staff. The amendment clarifies that an after-the-fact permit is only required if the City determines that emergency removal was not warranted. The amendment also includes a correction for a prior typographical error.
- **Amendment 24 (SMC 20.50.350).** The wording of this exception makes it unclear whether both (1) and (2) are required in order to grant the exception or if either might be the basis for granting the exception. Staff’s initial understanding was that both are needed. The amendment would eliminate the word “or” at the end of (1).
- **Amendment 26 (SMC 20.50.410).** Structural items, such as columns, are becoming more prevalent in underground parking areas. The intent of the amendment is to make sure that there is appropriate clearance. If not, the parking stall next to the column becomes unusable.

Commissioner Maul clarified that the proposed language basically says that a column cannot reduce the size of a stall at all. The City of Seattle allows the column to encroach six inches into the first and last three feet of a parking stall. No one opens their doors in the first and last three feet of a parking stall. Requiring a garage to be larger to accommodate the columns is a waste of space and money. Projects come down to inches when making a building fit on a site. He said he disagrees with the proposed amendment. Instead, they should limit where a column can encroach into a stall. Mr. Cohen agreed that the amendment seems unnecessary at first glance. However, besides allowing people space to open their doors, it is also important to allow space between cars for people to access their vehicles once they are parked.

Commissioner Maul agreed that parking garages can be tight, but he questioned if they really want to add that much cost to a project to address the issue. Mr. Cohen agreed the City wants to prevent adding cost to a building. However, they receive parking plans that have the numbers and dimensions right, but if the parking spaces are too difficult to access, people go park in the neighborhoods. The intent is to find a balance that results in functional parking stalls. Commissioner Maul pointed out that, typically, columns are placed every three stalls, so only one side of a stall would be impacted by a column. Again, he felt that the proposed amendment would result in wasted space and money.

Commissioner Mork agreed with Mr. Cohen that when it is too difficult to access a parking garage, people will find someplace else to go. She agreed with the need to balance the costs and benefits of the proposed amendment, but the City must be cognizant of how difficult it can be to park in some garages. The City of Seattle has some terrible situations. Commissioner Maul said he is not sure that allowing columns to encroach into the stall up to six inches would really push people out of the covered parking areas and into the neighborhood streets. Mr. Szafran agreed to review the amendment again and make some suggestions for possible solutions. Mr. Cohen suggested that a diagram would help, as well.

- **Amendment 27 (SMC 20.50.470).** This proposed amendment makes it clear that SMC 20.50.470(A) through (D) only applies to street-front landscaping between a building and the right-of-way. Currently, the Development Code language is unclear when this section applies to a specific development. Adding the term “for parking lots” in the title of the section would make it clear the section only applies to parking lots along the street frontage.
- **Amendment 29 (SMC 20.70.440).** There has been confusion about required driveway widths for certain types of development. The proposed amendment to the Engineering and Utilities Development Standards will list the appropriate driveway widths for certain types of development. This list will match what the Public Works Department uses for driveways in the Engineering Development Manual.
- **Amendment 30 (SMC 20.80.025(A) and (B)).** This is an administrative amendment related to the Critical Areas Ordinance, which was adopted at the end of 2015 and enacted starting at the beginning of 2016. After administering the code for 1½ years, staff has found that they, along with developers and consultants, have had a difficult time with it. There have been a number of different interpretations, and a lot of City Attorney time has been used for code interpretations. Staff is proposing improvements to the administration of the code. However, no changes are being proposed to the policy standards that are designed around Best Available Science (BAS).

Mr. Cohen explained that the intent is to keep in mind that Shoreline consists primarily of previously-altered landscapes, and applying the standards to the current conditions is sometimes a puzzle. The intent of the proposed amendments is to find a clear step-by-step path that everyone can understand relative to development in critical areas. All of the critical areas and the majority of the classifications require third-party review, which means a developer must hire the City’s on-call consultant to either review their consultant’s report or write an entirely new one, if necessary. This is a very expensive process.

Mr. Cohen advised that, although SMC 20.80.025(A) describes resources to determine the existence of a critical area, SMC 20;80.25(B) leaves it open to the property owner and qualified professional to determine the presence or absence of a critical area. Because the City does not have the resources to establish all critical areas for property owners to rely on then it cannot assume there is a critical area unless proven otherwise. The intent of Amendment 30 is to provide clear steps for a property owner to ascertain whether or not they need to continue and comply with the CAO. If a site inspection and/or critical area worksheet, as required in Subsection A, indicates that a critical area might exist, the applicant would be required to hire a qualified professional to identify the presence or absence of a critical area, as well as its classification. This process gives the City more confidence when administering the code.

Vice Chair Montero asked who would do the site inspection called out in Subsection A, and Mr. Cohen answered that it would be done by staff. Vice Chair Montero suggested that this be made clear in the proposed new language.

- **Amendment 33 (SMC 20.80.045(B)).** Previously, if there was any sign there could be a critical area, the City required a Critical Area Report. Most critical areas also require third-party review. Staff believes a good intermediary step would be to allow an applicant to submit a Critical Area Delineation and Classification with Study, which has to be part of a Critical Area Report anyway. Once the third-party expert has identified the type of critical area that exists, the City can move the process forward with some confidence. If development is to occur within the critical area buffer, a full Critical Area Report would be required. The proposed amendment would prevent the City from jumping too far ahead where maybe it is not necessary.

Commissioner Chang questioned when a Critical Area Report would not be necessary. Mr. Cohen said if the City identifies a potential critical area based on an early review, but it is later determined that it is a piped stream rather than a Type II Stream, the setback requirement will be much different. If the development will not encroach into the setback area, it may not be necessary to require a Critical Area Report. He emphasized that the source of the City's information is inconsistent, and the City relies on property owners and their consultants to help fill in the gaps. Once the City receives a Critical Areas Report for a parcel, it will show up on the City's GIS map.

- **Amendment 37 (SMC 20.80.350).** This amendment provides clarification that the unit of measurement for wetland mitigation is area in square feet.

Public Comment

Ian Barnes, Shoreline, said he lives in the Northridge (Echo Lake) Neighborhood. He said he ran into the City's policy relative to "hardscape" when making improvements to his property that included removal of noxious weeds, putting down weed cloth, and installing a rock garden. He did not learn that the rock garden would be classified as impermeable until he received a visit from the City after someone in his neighborhood complained. He expressed his belief that clarification is due because the issue does not need to be so complicated. He said the proposed amendment seems to make sense. It is important to find

a way for people to create a nice-looking yard that does not require additional water resources. Though some tweaks may be needed, he encouraged the Commission to move forward with a definition that better meets the needs of the community.

Mr. Szafran announced that three additional study sessions related to the 2017 Development Code amendments have been scheduled (September 21st, October 5th and October 19th). A public hearing is tentatively scheduled for November 2nd. He encouraged the Commissioners to email their questions and comments to him. Chair Craft asked that staff forward the changes recommended by the Commission prior to the next meeting.

DIRECTOR’S REPORT

Director Markle provided a report on the Substantial Permits that are currently under review. The list of projects included: Aldercrest School Phase 2, Alexan (formerly Potala) multi-family project at 900 N 155th Street, Vision House multi-family and daycare project at 19610 – 20th Avenue NE, Arabella II multi-family project at 1221 NE 180th Street, North City Townhomes at 1540 NE 175th Street, High Hill Apartments at 18557 Firlands Way N, Ballinger Heated Storage at 20029 – 19th Avenue NE, Shoreline Self-Storage at 19237 Aurora Avenue North, TP Home LLC multi-family project at 1719 North 185th Street, K & M’s Home Construction townhome project at 14709 – 32nd Avenue NE, and Zekarias and Yorda Tesfagaber townhome project at 15313 – 15th Avenue NE. She added that the City just received an application for an additional self-storage unit at 170th and Aurora Avenue North, and a pre-application meeting has been held for the BCRA Design, Inc. Project at 15010 Aurora Avenue North that would replace the existing Taco Bell with a Taco Time.

Commissioner Thomas asked if there has been any movement related to redevelopment of the post office site at 175th and 15th. A number of the buildings to the south are vacant now. Mr. Cohen said they have averaged one proposal per year for this site, and he feels more confident that the most recent one will go forward. The post office lease ends at the end of 2017. A neighborhood meeting was held last month for the proposal, which includes more than 200 residential units, a courtyard, and two underground levels of parking. The Administrative Design Review has been completed, and the project design was approved with just a few tweaks.

UNFINISHED BUSINESS

There was no unfinished business.

NEW BUSINESS

There was no new business.

REPORTS OF COMMITTEES AND COMMISSIONERS/ANNOUNCEMENTS

There were no committee or Commissioner reports.

AGENDA FOR NEXT MEETING

Mr. Szafran reminded the Board that the September 21st meeting is scheduled as a public hearing on the 2017 Comprehensive Plan amendments.

ADJOURNMENT

The meeting was adjourned at 8:56 p.m.

Easton Craft
Chair, Planning Commission

Carla Hoekzema
Clerk, Planning Commission

Planning Commission Meeting Date: September 21, 2017

Agenda Item 6a.

PLANNING COMMISSION AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: 2017 Comprehensive Plan Amendment Public Hearing
DEPARTMENT: Planning & Community Development
PRESENTED BY: Steven Szafran, AICP, Senior Planner
Paul Cohen, Planning Manager

Public Hearing
 Discussion

Study Session
 Update

Recommendation Only
 Other

INTRODUCTION

The State Growth Management Act, chapter 36.70A RCW, limits review of proposed Comprehensive Plan Amendments (CPAs) to once a year with limited exceptions. To ensure that the public can view the proposals within a city-wide context, the Growth Management Act directs cities to create a docket that lists the CPAs to be considered in this “once a year” review process.

The Planning Commission held multiple study sessions throughout 2017 to discuss CPAs listed in the 2017 Comprehensive Plan Docket (2017 Docket, see **Attachment 1**). The meetings are listed below and include a link to each of the staff reports.

- March 16, 2017 – First study session for Parks, Recreation and Open Space Plan. The staff report for this item can be found here: <http://www.cityofshoreline.com/home/showdocument?id=30836>
- April 6, 2017 – First study session for amendment to the Master Street Plan of the Transportation Master Plan. The staff report for this item can be found here: <http://www.cityofshoreline.com/home/showdocument?id=31061>
- May 18, 2017 – Second study session for the Parks, Recreation and Open Space Plan. The staff report for this item can be found here: <http://www.cityofshoreline.com/home/showdocument?id=31345>
- July 6, 2017 – Second study session to amend the Master Street Plan of the Transportation Master Plan. The staff report for this item can be found here: <http://www.cityofshoreline.com/home/showdocument?id=31691>
- July 20, 2017 – Update on the Surface Water Master Plan. The staff report for this item can be found here: <http://www.cityofshoreline.com/home/showdocument?id=31751>

Approved By:

Project Manager 

Planning Director 

6a - Staff Report - 2017 Comprehensive Plan Amendment

- September 7, 2017 – Study session to update the Capital Facilities Element of the Comprehensive Plan for the capital needs for the Shoreline Fire Department. The staff report for this item can be found here:
<http://www.cityofshoreline.com/home/showdocument?id=32246>

BACKGROUND

On December 12, 2016, with Ordinance No. 766, the City Council adopted certain CPAs proposed in the 2016 Comprehensive Plan Docket (2016 Docket). Of the proposed amendments not adopted the Council direct that two amendments be carried over to the 2017 Docket. These amendments are now on the 2017 Docket shown below as proposed Amendments 1 and 2.

On March 20, 2017, the City Council established the 2017 Docket:

1. Amend the Comprehensive Plan for 145th Street annexation and all applicable maps. (2016 Docket)
2. Consider amendments to the Point Wells Subarea Plan and other elements of the Comprehensive Plan that may have applicability to reflect the outcomes of the Richmond Beach Transportation Corridor Study as described in Policy PW-9. Also, consider amendments to the Comprehensive Plan that could result from the development of Interlocal Agreements as described in Policy PW-13. (2016 Docket)
3. Consider amendments to the Parks, Recreation, and Open Space Element Goals and Policies and update of the Parks, Recreation, and Open Space Master Plan.
4. Consider amendments to the Capital Facilities Element Goals and Policies and update of the Surface Water Master Plan.
5. Consider amendments to the Master Street Plan of the Transportation Master Plan.
6. Delete duplicate utility policy (185th Street Station Subarea Plan) – “Consider the use of alternative energy in all new government facilities”.
7. Change “Ronald Wastewater District” to “City of Shoreline” throughout the Comprehensive Plan as the City’s wastewater provider.
8. Update the Comprehensive Plan by amending the Capital Facilities Element to incorporate by reference the Shoreline Fire District’s Capital Facilities and Equipment Plan so as to support the imposition of fire impact fees as authorized by RCW 82.02.

2017 Comprehensive Plan Amendments

Comprehensive Plan Amendments can take two forms - privately-initiated amendments and city-initiated amendments.

Pursuant to SMC 20.30.340, all Comprehensive Plan Amendments, except those proposed by City Council, must be submitted by December 1 without fee for general text or map amendments. In 2017, there are no privately-initiated amendments and eight (8) city-initiated amendments.

ANALYSIS

Amendment #1

This amendment is carried over from the 2016 Docket.

Amend Policy LU47 which states, "Consider annexation of 145th Street adjacent to the existing southern border of the City".

The Shoreline city limits currently terminate at the northern edge of the 145th Street right-of-way; Seattle city limits are to the center line south and King County's jurisdiction is from the centerline north. The City is currently engaged in the design and environmental review of the 145th corridor from Interstate 5 to Aurora (State Route 99) and is evaluating annexation of the entire 145th corridor from 3rd Ave NW to State Route 522. There are maps contained in the Comprehensive Plan that do not include 145th Street. If annexed, all of the maps in the Comprehensive Plan and Transportation Master Plan must be amended to include 145th Street as a street within the City of Shoreline.

Due to the legal complexity, the timeline has extended for the annexation of 145th Street. The City completed the 145th Street Corridor Study in April 2016. The design of a portion of the roadway (Interstate-5 to Aurora) is underway. This was done in response to the 145th Street Station Subarea Plan and Sound Transit's upcoming 145th Street Light Rail Station. The environmental analysis on the roadway is scheduled for completion in 2018. In addition to design and environmental analysis, coordination between the City of Seattle, King County, and the Washington State Department of Transportation has taken longer than expected and this, along with legal solutions, must occur before the City can proceed with annexation of 145th Street.

Staff Recommendation:

Staff recommends that this amendment be carried-over and placed on the 2018 Comprehensive Plan Docket with the intent that the item will continued to be studied in 2018/2019.

Amendment #2

This amendment is carried over from the 2016 Final Docket.

Consider amendments to the Point Wells Subarea Plan and other elements of the Comprehensive Plan that may have applicability to reflect the outcomes of the Richmond Beach Transportation Corridor Study as described in Policy PW-9. Also, consider amendments

to the Comprehensive Plan that could result from the development of Interlocal Agreements as described in Policy PW-13.

The City anticipated that the Richmond Beach Transportation Corridor Study on mitigating adverse impacts from BSRE's proposed development of Point Wells would be completed in 2017. Delays in Snohomish County's review of BSRE's Draft Environmental Impact Statement (DEIS) have delayed the City's review of the DEIS and the completion of the Richmond Beach Transportation Corridor Study as described in the Point Wells Subarea Plan Policy PW-12.

Staff Recommendation:

Staff recommends that this amendment be carried-over and placed on the 2018 Comprehensive Plan Docket with the intent that the item will continued to be studied in 2018/2019.

Amendment #3

Consider amendments to the Parks, Recreation, and Open Space Element Goals and Policies and update of the Parks, Recreation, and Open Space Master Plan.

In January 2016, the Parks, Recreation, and Cultural Services (PRCS) Department began the 18-month process to update the Parks, Recreation and Open Space (PROS) Plan which is centered on the theme:

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

There are two proposed changes to the Comprehensive Plan. The first change will adopt a new Parks, Recreation and Open Space Plan. The second change will update and replace the goals and policies in the Parks Element.

The PROS Plan

Components of the PROS Plan satisfies the GMA's mandates for portions of the Capital Facilities Element and the Park Element within the City's Comprehensive Plan and establishes a 20-year vision and framework for the City's recreation and cultural programs, and guides maintenance and investment in park, recreation and open space facilities (**Attachment 2**). The PROS Plan includes an inventory of existing capital facilities (**Attachment 2 page 26**), a forecast of future needs (**Attachment 2 page 52**), the proposed locations and capacities of expanded or new capital facilities (**Attachment 2 page 114**), a six-year plan to finance new or expanded facilities (**Attachment 2 page 127**), and establishes a review process with a list of criteria to prioritize what projects need to be completed first (**Attachment 2 page 153**). In addition, the PROS Plan contains a capital facilities plan as it relates to park and recreation facilities that estimates park and recreation demand, evaluation of facility and service needs,

and evaluates intergovernmental coordination opportunities to meet park and recreation demand (**Attachment 2 pages 52-76**).

The PROS Plan includes goals and policies that provide direction for PRCS in the Parks Element (**Attachment 3**). The Plan also includes goals and policies that define the direction and outline steps for achieving the long-term vision for Shoreline's parks, recreation, cultural services facilities and programs **Attachment 3**.

The proposed goals describe the City's aspirations. The policies are more precise statements that describe how the overarching goals can be achieved. The implementation strategies listed in the Plan are actions that can be taken to help achieve the policies and ultimately the goals. A comprehensive vetting process of the goals, policies and implementation strategies occurred with the PRCS Board and subcommittee, Planning Commission, and City Council. The proposed changes to goals and policies include minor and more substantive amendments.

Minor amendments include:

1. Under Goal 1 a new implementation strategy was added to acquire and develop new land to address predicted population growth due to the 145th and 185th Light Rail Station Subarea zoning changes.
2. Under Goal 1 Implementation Strategies were amended to address:
 - a. Crime Prevention Through Environmental Design reviews;
 - b. Enhancing and developing nature trails within parks;
 - c. Use the Asset Management tool to create maintenance efficiencies;
 - d. Development of bike and pedestrian connections to parks and recreation facilities/programs.

Substantive amendments include:

1. Add new policies Policy 3.4 and Policy 5.4 to identify and proactively involve unserved and underserved populations in decision-making. New implementation strategies to support these policies include:
 - a. Use technology to identify and study unserved and underserved populations;
 - b. Align programs to better meet unserved and underserved populations;
 - c. Work with the City's Diversity Outreach Coordinator to reach and involve ethnic groups in decisions;
 - d. Develop translation and interpretation strategies to allow ethnic groups to participate in decisions; and
 - e. Host public meetings in accessible locations.
2. Add Policy 4.4 and implementation strategies to engage the business community to create public open spaces in private developments including:
 - a. Working with City's Economic Development Director and the Chamber of Commerce to promote place making;
 - b. Exploring the use of park impact fees; and

- c. Engaging religious organizations and other recreation and social service providers to inform and expand recreation programming opportunities with the broader community.

In addition, the City has created a Light Rail Station Subarea Parks and Open Space Opportunity Map to aid in the analysis for future demand and needs of facilities and services, and a Park Impact Fee Methodology to meet the policies of the Comprehensive Plan as part of this PROS Plan update.

Staff Recommendation:

Staff recommends approval of the PROS Plan (**Attachment 2**) and the proposed goals and policies in the Parks, Recreation and Open Space Element (**Attachment 3**).

Amendment #4

Consider amendments to the Capital Facilities Element Goals and Policies and update of the Surface Water Master Plan.

The Surface Water Master Plan is a vision document that establishes the management strategy for the Surface Water Utility (Utility) to help meet the established level-of-service goals and permit requirements, including state and federal water quality. It also includes the development of both a financial and policy process for the Utility to implement the strategy.

The Surface Water Utility provides stormwater, water quality, and environmental services to the residents of Shoreline. The Utility is funded through the Surface Water Utility Fund, which generates revenue through annual Surface Water management fees. The Utility provides for capital improvements and operational activities that reduce flooding and drainage issues, water quality programs to meet the NPDES Phase II permit requirements, as well as stream and wetland enhancement within the City.

The City's first Surface Water Master Plan was adopted with the 2005 Comprehensive Plan. An updated Surface Water Master Plan was adopted in 2011. Staff is currently working with consultants, Brown and Caldwell and FCS Group (BC Team), to update the City's 2011 Master Plan. The purpose of the update, creating the 2017 Surface Water Master Plan (2017 Master Plan), is to address drainage and water quality challenges associated with growth, increasing regulations, and aging infrastructure. The 2017 Master Plan will guide the Utility for the next 5 to 10 years including recommendations for capital improvements, programs, and a financial plan for long-term asset management.

The 2017 Master Plan update will include:

- defining levels of service for the Utility,
- consolidating information from the basin plans and condition assessment plans;
- preparing the Utility for anticipated requirements related to compliance with the 2018 - 2022 NPDES Phase II permit;

6a - Staff Report - 2017 Comprehensive Plan Amendment

- providing recommendations for future CIP projects;
- developing rate structure and financial planning recommendations;
- developing policy recommendations for Council consideration where existing policies may need to be updated or do not exist; and
- developing an Operations and Maintenance Manual for the Utility.

The update of the Plan is still in progress and the work of staff and the consultants will continue through 2017 into 2018.

Staff Recommendation:

Staff recommends that this amendment be carried-over and placed on the 2018 Comprehensive Plan Docket.

Amendment #5

Consider amendments to the Master Street Plan of the Transportation Master Plan.

The Master Street Plan identifies specific roadway cross-sections for all Arterial Streets and Local Primary Streets in the City, dividing each roadway into segments to identify where there are differing right-of-way needs, such as number of travel lanes or bicycle facilities.

This amendment will amend the Master Street Plan within the Transportation Master Plan (TMP), which serves as the Transportation Element of the City's Comprehensive Plan, to include the consideration of amenity zones on bridges and identify appropriate design elements within amenity zones along bridges. These amendments are, in part, driven by the adoption of the 145th Street Station and 185th Street Station Subarea Plans which provide for a higher concentration of mixed-use residential and commercial development that supports walkable communities in those areas.

As the Planning Commission previously discussed in April and July 2017, there are two proposed amendments to the TMP's Master Street Plan.

The first amendment would add the following language to the Transportation Master Plan, Appendix D: Master Street Plan, p. 253, 5th paragraph, 2nd bullet (amendments shown in underscore):

The amenity zone should be developed in a manner that is appropriate and complementary to the adjacent land uses and use of the street. The minimum width for amenity zones is five feet. Amenity zones should generally be landscaped and, where possible, utilized for stormwater management purposes. Amenity zones adjacent to roadways that do not have off-street parking shall be landscaped as much as possible. In areas where a wide pedestrian walking surface is desired, such as commercial areas, the amenity zone may be a hard surface treatment with trees in pits. Amenity zones that are adjacent to on-street parking areas should be landscaped as much as possible but may include limited hard surface areas for drivers or passengers existing vehicles. Amenity zones that are along bridges do not need to include

landscaping, but can include streetscape amenities such as hard surface design treatments, light poles, banners, wind screens, public art elements, and/or signage.

The purpose of this amendment relates to Sound Transit 185th and 145th Street light rail stations. Currently, the TMP's Master Street Plan exempts the 185th Street Bridge from required amenity zones (**Attachment 4**). This exemption from including amenity zones on bridges was to waive the need to incorporate landscaping on bridges that would add weight and have to be sustained with a permanent irrigation system. Review of Sound Transit's design plans for the 185th Street Bridge has identified the need to update the Master Street Plan to more clearly require non-landscaped amenity zones on bridges for streetscape amenities such as hard surface design treatments, light poles, and/or signage. The Planning Commission has previously denoted its support for requiring non-landscaped amenity zones on bridges and suggested additional elements such as wind screens and public art elements that Staff included within the proposed amendment for the list of possible streetscape amenities.

The second amendment would add language to the TMP's Master Street Plan to include the consideration of the 185th Street Multimodal Corridor Strategy when determining required right-of-way and planned curb-to-curb width along 185th Street. In addition, the proposed amendments would remove language that currently exempts the 185th Street Bridge over Interstate-5 from required amenity zones. The reason for this amendment was to correct a discrepancy between the cross-section width of 185th Street in the Master Street Plan (66-feet) and the cross-section width of 185th Street in the 185th Street Station Subarea Plan (76-feet). Upon further discussions with the City Attorney, staff has determined that no changes are necessary to the *Transportation Master Plan, Appendix D: Master Street Plan, p. 262 & 263, table*. Therefore, City staff is recommending that the second amendment be deleted from the 2017 Docket or denied for approval.

Staff Recommendation:

Staff recommends approval of the proposed first amendment to the language in the Transportation Master Plan, Appendix D: Master Street Plan, p. 253, 5th paragraph, 2nd bullet. Staff recommends deletion and/or denial of the proposed second amendment to the language in the *Transportation Master Plan, Appendix D: Master Street Plan, p. 262 & 263, table*.

Amendment #6

Delete duplicate utility policy; "Consider the use of alternative energy in all new government facilities".

The 185th Street Station Subarea Plan was adopted in March 2015. The Subarea Plan contains Land Use, Transportation, Community Design, Economic Development, Utilities, Parks, Recreation and Open Space, Natural Environment, and Housing policies. The Utility policies, "Consider the use of alternative energy in all new government facilities", was inadvertently duplicated in the Subarea Plan.

This proposed amendment will strike the duplicative policy in the 185th Street Station Subarea Plan (**Attachment 5**).

Staff Recommendation:

Staff recommends approval of this amendment by deleting the duplicate policy.

Amendment #7

Change Ronald Wastewater District to City of Shoreline throughout the Comprehensive Plan as the City's wastewater provider.

This proposed amendment will replace "Ronald Wastewater District" with the "City of Shoreline" throughout the Comprehensive Plan where applicable (**Attachment 6**).

On October 22, 2002 the City and Ronald Wastewater District entered into a 15-year Interlocal Agreement in regards to provision of sanitary sewer services. At the end of this 15 year term, the mutual goal was for the City to fully assume the entirety of the Ronald Wastewater District.

Continued litigation, as well as additional county administrative processes related to the assumption, have impacted the timing of the assumption as contemplated by the 2002 Interlocal Agreement, requiring an extension of the final assumption date so as to assure that the transition of the District to the City occurs in an orderly fashion. An amendment adopted in June 2017 now extends the 2002 Interlocal Agreement for another two years.

Because the full assumption of the District has been delayed and will not occur for another two years, staff recommends modifying the docket language to account for the delay in assumption:

Change Ronald Wastewater District to City of Shoreline throughout the Comprehensive Plan as the City's wastewater provider effective upon the date of formal assumption.

Staff Recommendation:

Staff recommends that the updated amendment language, "*Change Ronald Wastewater District to City of Shoreline throughout the Comprehensive Plan as the City's wastewater provider effective upon the date of formal assumption*", be approved.

Amendment #8

Update the Comprehensive Plan by amending the Capital Facilities Element to incorporate by reference the Shoreline Fire District's Capital Facilities and Equipment Plan and Mitigation & Level-of-Service Policy so as to support the imposition of fire impact fees as authorized by RCW 82.02.

6a - Staff Report - 2017 Comprehensive Plan Amendment

The purpose of this amendment is to incorporate the Shoreline Fire Department's (SFD) capital facilities plan and related policies so as to support the future implementation of a fire impact fee as provided in RCW 82.02.050 to 82.02.100. Establishment of these impact fees requires an amendment to the City of Shoreline's Comprehensive Plan and the subsequent adoption of code regulations.

The primary responsibility of SFD is the delivery of fire and rescue services. The delivery of these services ideally originates from properly staffed and equipped fire stations located throughout the service area. To provide effective service, firefighters must respond in a minimal amount of time after the incident has been reported and with sufficient resources to initiate meaningful fire, rescue, or emergency medical services.

It is the policy of the SFD to participate in the orderly growth of the community and to maintain concurrency of fire and life safety services (collectively, "fire services") as the community grows. Concurrency describes the ideal that fire services capacity of SFD shall grow with or stay concurrent with the impacts of development occurring within the City of Shoreline. SFD recognizes that regional economic vitality depends upon orderly growth and supports community growth through development and is not opposed to new development.

SFD has completed the 2018-2037 Capital Facilities & Equipment Plan (**Attachment 7**). The Plan reflects the need to prepare long-term capital project plans to appropriately identify future needs and the financial means to support those projects. The recession virtually eliminated the SFD's reserved capital funds and brings into sharp contrast the benefits of looking at the life cycles of all our needs and developing revenue sources for them. The likely solution is that not any one source will provide the funds necessary to sustain these projects, but rather that it will be a combination of sources. The original goal of this document was to establish a plan toward replacing the aged and dysfunctional Station 63 and then to look long-term at our needs of building a functional Station 62. This plan has been approved by the Board of Commissioners and will be evaluated on an annual basis. The Plan is a strategic, responsible, and cost conscious compromise that is reflective of current and future needs.

SFD has also completed the Mitigation & Level of Service Policy (**Attachment 8**). The Level of Service Policy implements appropriate mitigations that are necessary for maintaining fire service concurrency within SFD's service area. The basis for impact and level of service contribution fees is derived from the revenues needed to maintain SFD's 2018–2037 Capital Improvement Plan.

Based on the Capital Facilities & Equipment Plan and the Mitigation & Level-of-Service Plan, one Capital Facilities Element Policy, CF32, and the Capital Facilities supporting analysis must be amended. The changes are shown in **Attachment 9**. The first amendment adds a row for fire in the Level-of-Service table under Policy CF32 on page 79 of the Comprehensive Plan. The second change adds the Shoreline Fire Department to the list of service providers in the sidebar on page 75. The third and final change will update the capital facilities supporting analysis on pages 164-165. The existing language will be deleted and replaced with references to the 2018-2037 Capital Facilities & Equipment Plan and the Mitigation & Level of Service Policy which will be adopted as part of the Comprehensive Plan. Recommended language is listed in **Attachment 10**.

Staff Recommendation:

Staff recommends the adoption of the Shoreline Fire District's Capital Facilities and Equipment Plan, the Mitigation & Level of Service Policy, and the amendments listed in **Attachment 9 and 10**.

TIMING AND SCHEDULE

- Council Study Session on Proposed Amendments – October 23, 2017
- Council adoption of the Proposed Docketed Amendments– November 13, 2017

RECOMMENDATION

Staff recommends that the Planning Commission:

1. Carry-over amendments #1, #2 and #4 to the 2018 docket.
2. Approve amendments #3, #5 (1st proposal), #6, #7 (with modification), #8.
3. Deny amendment #5 (2nd proposal).

ATTACHMENT

Attachment 1 – 2017 Comprehensive Plan Docket

Attachment 2 – Parks, Recreation and Open Space Plan

Attachment 3 – Parks Element Goals and Policies

Attachment 4 – Transportation Master Plan, Appendix D: Master Street Plan

Attachment 5 – 185th Street Station Subarea Plan Policy

Attachment 6 – Ronald to Shoreline Amendment Language

Attachment 7 – Shoreline Fire Department 2018-2037 Capital Facilities & Equipment Plan

Attachment 8 – Mitigation & Level of Service Policy

Attachment 9 – Shoreline Fire Department Capital Facilities Element Amendments

Attachment 10 – Shoreline Fire Department Capital Facilities Supporting Analysis Amendment

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2017 COMPREHENSIVE PLAN AMENDMENT DOCKET

The State Growth Management Act generally limits the City to amending its Comprehensive Plan once a year and requires that it create a Docket (or list) of the amendments to be reviewed.

2017 Comprehensive Plan Amendments

1. Amend the Comprehensive Plan for 145th Street annexation and all applicable maps.
2. Consider amendments to the Point Wells Subarea Plan and other elements of the Comprehensive Plan that may have applicability to reflect the outcomes of the Richmond Beach Transportation Corridor Study as described in Policy PW-9. Also, consider amendments to the Comprehensive Plan that could result from the development of Interlocal Agreements as described in Policy PW-13.
3. Consider amendments to the Parks, Recreation, and Open Space Element Goals and Policies and update of the Parks, Recreation, and Open Space Master Plan.
4. Consider amendments to the Capital Facilities Element Goals and Policies and update of the Surface Water Master Plan.
5. Consider amendments to the Master Street Plan of the Transportation Master Plan.
6. 185th Street Station Subarea Plan – Delete duplicate utility policy; “Consider the use of alternative energy in all new government facilities”.
7. Change Ronald Wastewater District to City of Shoreline throughout the Comprehensive Plan as the City’s wastewater provider.
8. Update the Comprehensive Plan by amending the Capital Facilities Element to incorporate by reference the Shoreline Fire District’s Capital Facilities and Equipment Plan so as to support the imposition of fire impact fees as authorized by RCW 82.02.

Estimated timeframe for Council review/adoption: December 2017.

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SECURING OUR FOUNDATION SHAPING OUR FUTURE



2017 - 2023

Parks, Recreation & Open Spaces Plan

TABLE OF CONTENTS

Executive Summary	1
Chapter 1: Introduction	10
Structure of the plan	11
City vision, values, and strategic objectives.....	12
Department mission.....	12
Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis	14
Key Themes	16
Chapter 2: Community Profile	23
History	24
Park and recreation facilities.....	25
Demographic information.....	33
Community Profile Conclusions	45
Chapter 3: Vision, Goals and Policies	46
VISION	46
MISSION	46
GOAL 1	47
GOAL 2	48
GOAL 3	49
GOAL 4	49
GOAL 5	50
Chapter 4: Demand and Needs Assessment	52
Key themes.....	59
Recreation program needs.....	60
Facility needs.....	62
Community priorities	68
Citywide Parkland Targets.....	72
Light rail station subareas	87
Chapter 5: Facilities, Services, and Programs	90
Indoor recreation facilities	91
Outdoor Park and Recreation Facilities	93
Asset Inventory and Management.....	99

Past capital investments 100

Park maintenance and urban forestry 102

Recreation programs..... 106

Public Art 110

Community Events 111

Heritage 112

Chapter 6: Recommendations and Implementation..... 114

Strategic action initiatives 115

Capital improvement plan..... 126

Prioritizing the List – Applying the Criteria 156

EXECUTIVE SUMMARY

Introduction

This Plan is a blueprint for Shoreline’s parks, recreation, and cultural services for the next six years and it lays the groundwork for many years to come. Investments made by previous generations created a great system of parks, open spaces, and programs that offer a highly valued mix of opportunities for people to play and enjoy their community. We know that change is coming to Shoreline. Parks, open spaces, and recreation opportunities play a critical role in who the City is becoming. If we neglect places and opportunities for people to gather, to play, and to build community, we neglect the soul of the community. Two key themes have given us the inspiration for this parks, recreation and open space plan: Securing our Foundation and Shaping our Future.

SECURING OUR FOUNDATION

Past investments in capital improvements and program development laid a solid foundation for parks, recreation and cultural services for the City of Shoreline. In 2006 a voter-approved bond expanded the system by almost 25 acres and made substantial improvements to nine parks. Investments in trails and other facilities greatly enhanced recreation opportunities, a 1% for the Arts program funds permanent and temporary art, recreation programs for youth, teens, people with special needs and adults are thriving, and year-round community events create a special sense of home for Shoreline residents.

Some pieces of this foundation are at risk and need to be secured so that the investments in the physical features of Shoreline parks are well maintained and cared for and programs and services continue to meet the needs of Shoreline residents. In particular, the Shoreline Pool was constructed in 1972 and needs significant upgrades and the Spartan Recreation Center is owned by the School District and may eventually be needed for other purposes.

SHAPING OUR FUTURE

Shoreline is not a city that typically sits back and waits for things to happen. The transformation of Aurora Avenue, the preparation for light rail, planning for 145th Street, the new City Hall and police station are all examples of a City that takes control of its future. This PROS Plan continues that forward-thinking tradition as it Shapes the Future of parks, recreation and cultural services into a future that meets the community’s needs and desires.

To accomplish this, the Plan contains two components:

1. An accounting of all the things parks, recreation and cultural services currently provides to the City, and a commitment to continuing those at the same high quality level.

2. A set of clear actions that respond to emerging needs of the community, are specific and measurable, and proactively move us forward.

Chapter 2 Mission and Vision

PRCS VISION

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

PRCS MISSION

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

GOAL 1

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

GOAL 2

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

GOAL 3

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

GOAL 4

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

GOAL 5

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

Chapter 3 Planning Context

Light Rail

As part of its Lynnwood Link Extension project, Sound Transit will locate two light rail stations in Shoreline. The station locations are to the north of NE 145th Street and just to the north of NE 185th Street on the east side of and immediately adjacent to the Interstate 5 (I-5) corridor.

In spring of 2013, recognizing the likelihood of light rail coming to the Shoreline, the City of Shoreline began a community-based visioning and planning process to address future land use, transportation, and neighborhood enhancements in the community's light rail station subareas at NE 185th and NE 145th Streets. A parks and open space plan was developed for the two light rail station subareas in conjunction with this PROS Plan. It is available on the City's website at shorelinewa.gov/prosplan.

In addition to impacts within the subareas, potential impacts of increased growth throughout Shoreline have been incorporated into this PROS Plan.

The Shoreline Pool and Spartan Recreation Center

The Shoreline Pool was constructed in 1972 and is reaching the end of its useful life. The facility's infrastructure is old and needs to be replaced. The pool does not meet current best practices for public aquatics recreation centers. The public is asking for additional amenities that cannot be provided at the current Shoreline Pool. It sits on land owned by the Shoreline School District, making its future at its current location uncertain. A pool assessment completed in 2014 projects that pool will need to be replaced or completely renovated around 2022.

The Spartan Recreation Center is owned by the Shoreline School District and operated by the City of Shoreline. It is located on the Shoreline Center grounds in the 185th Street light rail station subarea. The school district has not announced plans for the Shoreline Center property but it is likely that future development will not include the current recreation center building which will displace City-run recreational programming.

The condition of the pool and the uncertain future of the Spartan Recreation Center are addressed in this planning process through an Aquatics and Community Center Feasibility Study. The results are incorporated into this PROS Plan.

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

A SWOT Analysis identifies opportunities to maintain strengths, address weaknesses, take advantage of opportunities, and protect against threats. This analysis provides a guide for our plan to move forward.

Strengths:

- High level of community support
- Recent investments from 2006 park bonds
- Nice mix of active recreation facilities and passive open space
- Interesting nature trail system

Weaknesses:

- Unhealthy urban forests
- Perceived lack of safety

- Lack of innovative recreation features such as spray parks, high ropes course
- Transient population living in parks

Opportunities:

- Respond to reduction in demand for certain types of facilities by replacing them with facilities growing in demand
- Build a volunteer support system for environmental restoration
- Expand the tree canopy

Threats:

- Key park properties are owned by others (Shoreline School District, Washington State, Seattle City Light)
- Invasive species
- Encroachments from adjacent private property
- Population growth and increased density
- Budget shortfalls

Chapter 4 DEFINING DEMAND AND NEED

There are many factors that influence community demand and need for parks, recreation and cultural services. To understand these demands, it is important to distinguish between demand driven by what the community says it wants and demand driven by the need to maintain a certain Level of Service (LOS).

COMMUNITY-DRIVEN DEMAND AND NEEDS

Community-driven recreation demands and needs take into account what the community says it wants and measures that against existing recreation opportunities. This information is useful in a broad assessment of community needs for parks, facilities, programs, events, trails and natural areas. It is also important to understand recreation services that may be provided elsewhere that may be of interest to Shoreline residents once they become aware of them.

Community Participation Summary

Additional information from the Community Participation process can be online at:

www.shorelinewa.gov/prosplan

A Community Interest and Opinion Survey (The Survey) in January, 2016 reached out to 1,500 randomly selected households in Shoreline to gather data about interest and opinions regarding parks and recreation services. The Survey generated 830 responses and over 2,300 interactions with citizens in a variety of settings (Table 1).

A series of neighborhood, stakeholder, focus group meetings and community event intercepts, and a self-selecting online questionnaire were conducted to test and refine the City’s understanding of the findings.

Activity	Number of Participants
Community Opinion Survey	830
Online Questionnaire	578
Stakeholder Interviews	76
Focus Group Meetings	105
Intercept Events	470
Neighborhood Meetings	111
Community Workshops & Open House	100
Written Letters and Email	30
	76
Total	2,346

Table 1: Community Involvement Participation

KEY THEMES

Several themes emerged from the community participation process.

Recreation Program Needs

- Add and improve access to aquatics programs
- Expand indoor exercise and fitness opportunities
- Increase options for adults and seniors
- Strengthen access to nature
- Create multigenerational and multi-cultural opportunities
- Support arts and cultural opportunities

Facility Needs

- Add and improve access to aquatics facilities
- Upgrade and enhance existing parks and facilities; including improving safety
- Expand walking and trail-related activities
- Improve the urban forest health
- Increase connectivity to parks, recreation and open space facilities; including greenways and wildlife corridors
- Manage impacts from future growth including acquisition and expanding outdoor recreation and public art facilities in the station subareas and along Aurora

Access to Quality of Programs and Facilities

- Improve availability of information about facilities and programs
- Continue community partnerships in providing facility, programs and services

LOS DRIVEN DEMAND AND NEEDS

Level of Service (LOS) driven demand analysis attempts to quantify relevant information such as acreage of land, number of current programs and services, and number of facilities and apply numerical guidelines to identify current and future needs. It requires data on numbers and locations of facilities and programs provided. It is based on population forecasts and LOS guidelines.

LOS standards are intended to ensure the right number of park amenities are located in proper places to adequately serve the Shoreline community.

Population

By the year 2023 it is anticipated that the Lynnwood Link Extension of the light rail system will be completed through Shoreline. There are two light rail stations planned for Shoreline, one at NE 145th Street and I-5 and the other at NE 185th Street and I-5. Much of the City’s anticipated population growth is in those subareas.

Table2: Population Projections

	2010	2015	2025 Projection	2035 Projection
Shoreline – full city	53,007	55,439	59,801	68,316
Subareas only	15,551	16,265	17,545	26,978

Citywide Parkland Targets

Shoreline’s current parkland per 1,000 residents is 7.38 acres, a number we want to maintain in order to ensure we maintain our current LOS as our population grows.

Table 3 shows there will be a need for an additional 95 acres of parkland in Shoreline of which approximately 43 acres should be in and around the two light rail station subareas. The increase of 95 acres is equivalent to another park the size of Hamlin Park, which is 80 acres, plus some.

Table 3: Current and Future demand for Acres of Parkland

	Current LOS: Acres per 1,000 population	2016 Total Acres	2035 Projected Demand	Acres Needed to maintain current LOS
Citywide	7.38	409	504	95
Light rail station Subareas	4.06	66	109	43

Finding 95 acres of additional parkland will be a challenge. It will be necessary to develop park designs and implement maintenance practices that will accommodate more intense use of smaller park spaces. Other ways to add capacity to the park system include:

- Utilizing other public property such as public rights-of-way
- Adding additional recreation amenities within existing parks and open spaces;
- Expanding parks through acquisition of adjacent property;
- Seeking partnerships with other public and/or private property owners in providing access to recreation and public open space.

Park Amenities

LOS is not just important for the total amount of parkland but also for the quality and mix of park facilities and amenities within the park system. Important amenities that will need to be added to existing or new parks in order to maintain the current level of service includes

- an additional community garden,
- five basketball courts,
- three multi-purpose/pickleball courts,
- three playgrounds,
- two swing sets,
- one adult exercise station,
- thirteen outdoor pieces of art,
- two picnic shelters,
- three loop paths,
- six miles of new trails,
- an additional skate park,
- two spray parks, and
- two adventure playgrounds.

Distribution of Parks and Park Amenities

The good news is that almost every resident in Shoreline is within a 15-minute walk to some type of park or open space. Shoreline is well served by community parks, large urban parks, and regional parks.

Shoreline is faced with some challenges, however, as described in more detail in Chapter 4.

- Based exclusively on geographic LOS standards, Shoreline is lacking in neighborhood parks close to residents in a few neighborhoods.
- Essential Park Amenities include children's playgrounds, picnic areas, trails, and open grass areas for active and passive uses. The City does not meet its LOS target for providing Essential Park Amenities within a 15-minute to all Shoreline residents.

- Natural Areas are generally accessible to all residents except for the Hillwood and Echo Lake neighborhoods.
- There are gaps that will be targeted for land acquisition specially to meet the projected population growth in the 145th and 185th Street Station Subareas, and along Aurora.

RECOMMENDATIONS AND IMPLEMENTATION

Chapter 5 describes current facilities, programs and services. It provides baseline information about PRCS facilities and assets, maintenance services and the recreation and cultural programs offered to the residents of Shoreline.

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

Category	Strategic Action Initiative	Objective
Recreation Programs and Facilities	1. Build a Community/Aquatics Center	Place a proposal for a new community/aquatics center before the voters by 2020. Open a new facility in 2022.
	2. Expand Opportunities to Connect with Nature	Integrate nature-based programming into new and existing recreation offerings so that at least 35% of program offerings include a nature-based component.
	3. Expand Recreation Facility Opportunities	Provide at least 1 community garden, 2 basketball courts, 2 multi-purpose/Pickleball courts, 1 playground, 1 swing set, 1, paved loop path, 1 spray park and 1 adventure playground by 2023.
	4. Serve the Full Spectrum of Aging Adult Recreation Needs	Develop a strategic plan by 2019 for meeting the aging adult recreation needs of Shoreline.
Cultural Services and Art	5. Support Diverse Communities	Participation in Shoreline sponsored special events reflects the diversity of the community
	6. Enhance Place making through Public Art	Install at least one permanent, significant piece of art by 2019, three permanent smaller pieces of public art by 2023 and provide temporary graphic or performing arts annually in Shoreline neighborhoods.
Parks and Open Space	7. Ensure Adequate Park Land for Future Generations	Add five acres of new park land by 2023 and 20 additional acres by 2030.
	8. Maintain, Enhance, and Protect the Urban Forest	Restore 10 acres of degraded forest land by 2023 and or convert appropriate parkland into natural

Category	Strategic Action Initiative	Objective
		areas by 2023.
	9. Enhance Walkability In and Around Parks	Create 2 miles of new nature trails within parks and 2 miles of enhanced pedestrian access to parks by 2023.
Administration	10. Secure Sustainable Funding	All programs, facilities and initiatives are funded with an appropriate mix of fund sources
	11. Ensure Administrative Excellence	Attain certification from the Commission for the Accreditation of Parks and Recreation Agencies (CAPRA).

In order to implement these Strategic Action Initiatives a capital improvement plan has been developed and is presented in detail in Chapter 6 that phases investments over the next 12 years.

Conclusion

The successful implementation of this Plan means valued investments made by previous generations will be maintained, and the residents of Shoreline will have opportunities to play in new and creative ways. They will be able to connect with nature close to where they live, they will breathe easier knowing the urban forest is being actively tended to, they will enjoy cultural activities that include all people, and they will celebrate the beauty of their community through new public art.

We will Secure our Foundation so current residents will continue to have a great place to live, work and play and be proud to call Shoreline home. We will Shape our Future as a gift to the next generation and an invaluable investment in the unfolding story of Shoreline.

CHAPTER 1

INTRODUCTION

PURPOSE OF THE PLAN

The intent of this Shoreline Parks, Recreation and Open Space (PROS) Plan is to build the framework for the future maintenance and development of Shoreline’s parks, recreation and cultural service programs as populations grow, demographics change, and financial situations evolve. This PROS Plan utilizes information from previous studies and planning efforts, and incorporates an analysis of existing and changing conditions to discuss in very specific terms: community resources, parks, open spaces, recreation and cultural services goals and policies, community needs, strategies, and action steps for implementing the Plan. The Shoreline PROS Plan serves as a companion document to *The City of Shoreline Comprehensive Plan*.

Eleven Strategic Action Initiatives recommended by the Parks, Recreation and Cultural Services/Tree Board and adopted by the City Council are designed to respond to the needs of the community, and be specific and measurable. When implemented, they will make a visible and measurable difference in the parks, recreation and cultural services provided to Shoreline residents and visitors.

The following activities shaped the development of this PROS Plan:

- Assessment of the current and future needs of the citizens of Shoreline;
- Development of an inventory and assessment of physical as well as programmatic resources, and identification of service gaps;
- Gathering of meaningful community input through various outreach efforts;
- Identification of existing levels of service and establishment of target levels of service for facilities;
- Development of the Public Art Plan 2017-2022;
- Development of the Urban Forest Strategic Plan in 2014;
- Completion of a parks and open space plan for the light rail station subareas;
- Development of a feasibility study for a new aquatics and community center.

PLANNING AREA

The PROS Plan study area consists of the City of Shoreline.

CAPITAL IMPROVEMENT PROJECTS (CIP) PROCESS

Elements of the PROS Plan will fold into the City of Shoreline Capital Improvement Plan (CIP). The CIP is a multi-year plan for capital expenditures necessary to restore, improve and expand the City of Shoreline's infrastructure, including roads, sidewalks, trails, drainage, parks, and buildings owned and/or maintained by the City. The plan identifies projects and funding for improvements over the next six years and is updated annually to reflect ongoing changes and additions. It details the work to be done for each project and sets an expected timeframe for completion. The CIP is a critical piece of PROS Plan implementation.

STRUCTURE OF THE PLAN

- Chapter 2: Describes the City of Shoreline Community Profile as of 2017.
- Chapter 3: Establishes the Goals, Policies and Implementation Strategies to guide future decisions regarding parks, open space, recreation and cultural services.
- Chapter 4: Outlines the Demands and Needs for future parks, open space, recreation and cultural services by Shoreline residents.
- Chapter 5: Focuses on Securing our Foundation by inventorying and describing maintenance services, recreation programs and cultural services.
- Chapter 6: Establishes a trajectory for Shaping our Future by presenting eleven Strategic Action Initiatives, including a prioritized list of capital improvements.

THE PLANNING CONTEXT

The City of Shoreline developed its first Parks, Recreation, and Open Space Plan in 1998, not long after the City assumed responsibility from King County for the parks and recreation programs within the newly-formed City limits. The Parks, Recreation, and Open Space (PROS) Plan was updated in 2005 and 2011. In 2017 the City of Shoreline turns 22 years old and this PROS Plan addresses many challenges being faced by this still relatively young city.

Updating the PROS Plan is periodically necessary to ensure the facilities and services offered to the residents of Shoreline continue to meet their needs, and major maintenance and park improvements are appropriately prioritized. The State of Washington requires PROS Plan updates at least every six years to qualify for certain state grants. This PROS Plan update addresses several unique, once in a generation, situations that are expected to present unique challenges to the ways parks, recreation, open space and cultural services are provided to Shoreline residents and visitors.

CITY VISION, VALUES, AND STRATEGIC OBJECTIVES

The PROS Plan is infused with the City's vision and values. As such, it is a powerful implementation tool for these community-wide aspirations. Conversely, the citywide vision and values guide the implementation of the PROS Plan. The City of Shoreline's vision, values and strategic objectives as set forth by the City Council are:

Vision

Shoreline will be a community of families, safe neighborhoods, diverse cultures, active partnerships, quality businesses, natural resources and responsive government.

Values

- Strong neighborhoods, citizen partnerships and active volunteers
- Social, cultural and economic diversity
- Human services connections and networks
- Open, efficient, participatory government
- Community and regional leadership and collaboration
- Sustainability and stewardship of the environment and natural resources
- Quality education, recreational and cultural opportunities for all ages

Strategic Objectives

- Safe and attractive neighborhoods and business districts
- Quality services, facilities and infrastructure
- Human Services
- Safe, healthy and sustainable environment
- Governmental excellence
- Effective citizen communication and engagement

Department mission

The mission of the PRCS Department describes the goal and the means by which the goal will be achieved.

To provide life-enhancing experiences and promote a healthy community, and to bring our culture to life and transfer it to the next generation. This is achieved through: Stewardship of our parks, facilities and open spaces, recreational programs and cultural experiences for all ages and abilities.

SECURING OUR FOUNDATION, SHAPING OUR FUTURE

Securing our Foundation

Past investments in capital improvements and program development have laid a strong foundation for parks, recreation and cultural services for the City of Shoreline. In 2006 the voters approved a bond program that expanded the park system by 24.7 acres and made substantial improvements to nine parks. Investments in trails and other facilities greatly enhanced recreation opportunities for youth, teens, people with special needs and adults. A 1% for the Arts program has funded permanent and temporary art. Community events offered throughout the year provide residents with a special sense of home.

Some pieces of this well-laid foundation are at risk and need to be secured so that the physical features of Shoreline parks are well maintained and programs and services continue to meet the needs of Shoreline residents. The Shoreline Pool is old and needs significant upgrades. The Spartan Recreation Center is owned by the School District and may eventually be needed for other purposes. This Plan describes what we will do to ensure that existing resources are adequate to maintain and eventually replace park features and programs the community values.

Shaping our Future

Shoreline is an evolving city that is consistently looking towards the future. Dramatic improvements to the Aurora Ave corridor, light rail station area planning, and the 145th street corridor analysis, are just a few examples of how Shoreline looks to, and prepares for, the future. It is timely to look at the future and define the kinds of parks, recreation and cultural services that will be needed in the future. To define our future, we need to understand future recreation demands, what people want and expect from their recreation and parks system, and what they are willing to pay for. This Plan defines a future that we can proactively work towards realizing.

LIGHT RAIL

As part of its Lynnwood Link Extension project, Sound Transit will locate two light rail stations in Shoreline. The station locations are immediately adjacent to the Interstate 5 (I-5) corridor to the north of NE 145th Street and just to the north of NE 185th Street.

In spring of 2013, recognizing the likelihood of light rail coming to Shoreline, the City of Shoreline began a community-based visioning and planning process to address future land use, transportation, and neighborhood enhancements in the community's light rail station subareas. A Parks and Open Space Plan was developed for the two light rail station subareas at NE 185th

and NE 145th Streets in conjunction with this PROS Plan. It is available on the city's website at shorelinewa.gov/prosplan.

In addition to impacts within the subareas, potential impacts of increased growth within the whole Shoreline community have been incorporated into this PROS Plan.

CONDITION OF THE POOL AND FUTURE OF SPARTAN RECREATION CENTER

The Shoreline Pool was constructed in 1972 and is reaching the end of its useful life. Its facility infrastructure is old and needs to be replaced. The pool does not meet current best practices for public aquatics recreation centers. The public has expressed the desire for amenities that are not possible to provide with the existing facility. A pool assessment completed in 2014 projects that pool will need to be replaced or completely renovated by around 2022. The Pool occupies land owned by the Shoreline School District which makes its future even less certain.

The Spartan Recreation Center is owned by the Shoreline School District and operated by the City of Shoreline. It is located on the Shoreline Center grounds in the 185th Street light rail station subarea. The school district has not announced its plans for the Shoreline Center property but future development will not likely include the current recreation center building. In that case, recreation programs operated by the City will be displaced in the future.

The condition of the pool and the uncertain future of the Spartan Recreation Center are addressed in this planning process through the development of an Aquatics and Community Center Feasibility Study. The results are incorporated into this PROS Plan.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

A SWOT Analysis was applied to each park in the Shoreline park system and reviewed and refined by a PRCS Board subcommittee. The results of the analysis identify opportunities to maintain our strengths, address our weaknesses, seize new opportunities, and protect ourselves from threats. Below is a SWOT analysis for the park system as a whole.

Strengths:

- High level of community support
- Recent investments from 2006 park bonds
- Nice mix of active recreation facilities and passive open space
- Interesting nature trail system

Weaknesses:

- Unhealthy urban forests
- Perceived lack of safety
- Lack of innovative recreation features such as spray parks, high ropes course

- Transient population living in parks

Opportunities:

- Respond to reduction in demand for certain types of facilities by replacing them with facilities growing in demand
- Build a volunteer support system for environmental restoration
- Expand the tree canopy

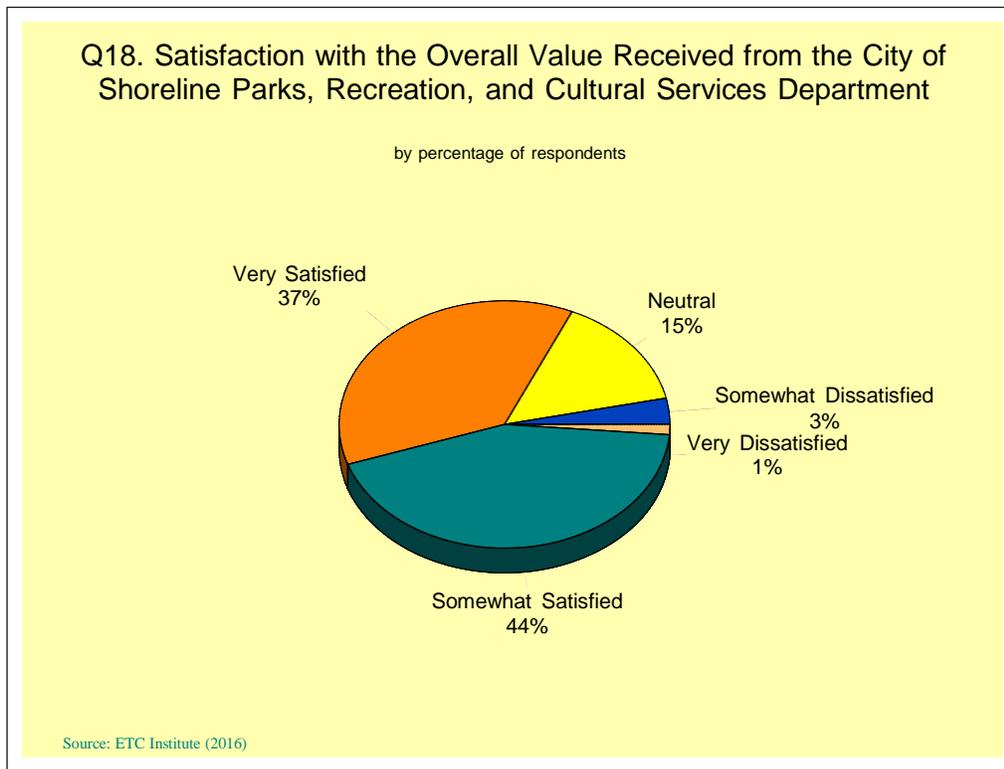
Threats:

- Key park properties are owned by others (school district, State, Seattle City Light)
- Invasive species
- Encroachments from adjacent private property
- Population growth and increased density
- Budget shortfalls

CITIZEN SATISFACTION

A January 2016 survey of Shoreline households indicates that residents are satisfied with the Shoreline parks and recreation services (Figure 1). Respondents were asked to indicate their satisfaction with the overall value their household receives from the City of Shoreline Parks, Recreation, and Cultural Services Department. Eighty-one percent (81%) of households were either “very satisfied” (37%) or “somewhat satisfied” (44%) with the overall value their household receives. This is significantly above the national average and indicates a good representation of value received for programs, services, and facilities.

Figure 1: Satisfaction with PRCS Services



RECREATION TRENDS

Over time, recreation programs can change dramatically based on changing community priorities, technological changes, and the emergence of new recreation options. Changing participation trends have led to the development of new facilities in park systems around the country like Pickleball, futsal, spray parks, and adventure playgrounds. It is important to be aware of these key trends so the City of Shoreline can anticipate community demands and develop sustainable strategies to meet the need, such as flexible multi-use facilities and programs to support different activities, or facilities that can be cost-effectively renovated to support changing trends.

KEY THEMES

Inclusive Parks and Recreation

While demands on park and recreation systems increase with growing populations, the percentage of participation by communities of color is disproportionately low and staying relatively constant. The 2013 Washington State Comprehensive Outdoor Recreation Plan (SCORP) identified five demographic groups that report having consistently lower participation rates throughout the state. People with disabilities top the list, followed by racial and ethnic minorities, residents over the State’s mean age of 46, women, and people who live in urban or suburban areas. Reasons for low participation can include barriers to access that city

governments can affect, including ADA accessibility features, spatial distribution of parks and facilities, hours of operation, cost of programs, and multi-lingual services. Reasons can also include more complex social barriers, including real and perceived discrimination, issues of safety and comfort, and cultural traditions. Several studies have shown the need to increase awareness of recreation options and to provide the types of “gateway” activities to introduce recreation to more diverse residents. Increasing awareness and expanding opportunities to become more interested in recreation should also start with a more personalized, sincere method.^{1,2} At the same time, multi-generational opportunities are also in demand and part of the growing trend of creating more inclusive parks and programs. While age-specific facilities, such as senior or teen centers, serve an important role in the community, more participants are looking for ways to interact with other age groups, especially opportunities for families to socialize and play together.

Green Infrastructure

Cities pride themselves in protecting parks, open spaces and natural areas to provide a green respite from developed land uses in the city. Besides a visual and recreation benefit, these areas are increasingly recognized as “green infrastructure” because of the many environmental and ecological benefits they provide. Parks and natural areas play important roles in stormwater management, carbon sequestration, air quality improvements, urban heat control and cooling, and even water storage benefits. Parks and greenways are also important wildlife areas, corridors for migration, and critical areas for plant and animal species protection. They also protect sensitive areas, such as wetlands, riparian corridors and slopes. Many cities invest in parks as green infrastructure as well as for their recreation value.

The Evolution of Play

Play is not only important for a child’s cognitive, emotional, and physical development, it is also essential for teens, adults, and seniors. Engaging in play helps people of all ages build relationships, reduce stress, generate optimism, foster empathy, take risks, solve problems, increase creativity, and practice mastery. Trends show that more cities are supporting opportunities for people of all ages to engage in play. Rather than providing only traditional play structures for children ages 2-5 and 5-12, cities across the nation are striving to create multifunctional, open-ended gathering spaces that encourage young people to bike, skate, climb, swing, free run (parkour), dance, play music, play games, play sports, and have small group meet-ups. Play areas for teens provide physical challenges, as well as social spaces to perform and observe other teens. There are even special play areas for adults and seniors to encourage them to play games, dance, run, climb, swing, exercise, and engage in spontaneous,

¹ Outdoor Industry Foundation, *The Hispanic Community and Outdoor Recreation*, 2006.

² The Verde Paper, *Latino Perspectives on Conservation Leadership*,

joyful activities that have no extrinsic goal – activities that are done simply because people feel inspired to do them.

Addressing new trends in play isn't necessarily about providing more playgrounds as much as it calls for providing different types of play options. More communities are providing parks and facilities with different types of play opportunities, such as thematic play, universal play, nature play, water play, and adventure play especially in community and regional parks. Some are individual "activity spots" that are small-scale active or playful recreation features, such as uneven shooting hoops, outdoor ping pong, giant chess boards, chess tables, skate spots, slack lines, viewing platforms, outdoor fitness equipment, etc. New trends mix temporary play opportunities with more permanent facilities. Temporary, pop-up play installations can be fun, artful, educational, and inspiring and can help encourage intergenerational interactions and community-building where it may not currently occur. Features such as bus stop swings, inflatable plaza seating, temporary parklets, interactive art displays, lighting displays, and movable game equipment can help transform any public space into a playful one. These play experiences are being developed throughout cities, including in public and private parks, plazas, schools, open spaces, and along trail systems.

Nature-Based Recreation and Education

New trends show that there are many ways—beyond the traditional nature center—to facilitate a connection to nature. Outdoor classrooms, interpretive trails with viewpoints and wildlife blinds, community gardens, and nature play areas are growing in popularity and availability. Several park agencies are striving to take nature-based play and learning to the next level. For example, the Bend Park and Recreation District in partnership with the Children's Forest of Central Oregon is leading a new initiative to create NatureHoods to address what Richard Louv coined as the "Nature Deficit Disorder" (Louv 2008). Modeled around the neighborhood park concept, a *NatureHood* park or natural area is located within walking or biking distance of most residents and provides special features to learn about and explore nature and healthy living. Schools and community partners are actively involved in designing and programming these sites. NatureHoods not only facilitate educational lessons that expand upon learning done in a school classroom, they also encourage student-created projects that change, protect or enhance the area identified as their Naturehood.

Regional trends reflect this renewed focus on connecting to the outdoors. 2013 Washington SCORP findings show recent statewide participation increases in nature-based activities including hiking, camping, hunting, and fishing, and survey respondents rated the importance of wetlands to their total outdoor recreation experience at an average of 7, on a scale of 0 to 10, with 10 as the most popular response.

Health and Active Living

Obesity rates in the U.S. have increased dramatically over the last 30 years, and obesity is now epidemic in the United States. Approximately two thirds of U.S. adults and one fifth of U.S. children are obese or overweight. Studies have proven that participation in after-school programs that provided opportunities for extracurricular physical activity increased participants' level of physical activity and improved obesity-related outcomes.³ According to their 2016 Benchmarking Report, the Alliance for Biking & Walking notes that fewer school-aged children are walking to school. However, these numbers are changing, with a recent increase in the number of kids walking and biking to school.⁴ Along with increased opportunities to walk and bike, studies have proven the positive benefit of community gardens on enhancing social connectivity among neighbors, including people from diverse backgrounds and across socio-economic classes.⁵ Research has demonstrated that reducing the cost of healthier foods increases the purchase of healthier foods.⁶

Affordable Recreation

To increase recreation participation, many communities are increasingly investing in programs, facilities and park improvements that increase access to healthy living, fitness and recreation for all ages, all abilities and all incomes. One example of this trend is the rise of adult outdoor fitness parks. Research has shown that more people prefer to exercise outdoors than indoors, with older age groups showing the strongest preference for being outdoors (Leisure-Net Solutions 2012). Parcourse equipment, which was introduced to the U.S. in 1973, met this need by featuring a number of exercise stations along a jogging path. However, parcourse stations declined in popularity in the early 1980's with the proliferation of indoor health clubs (PlayCore 2013). By 2010, the CDC State Indicator Report on Physical Activity showed that 80% of U.S. Census Blocks did not have workout option within a ½ mile. In addition, most health clubs and recreation centers charged fees for use. Outdoor fitness parks are growing in popularity as a way to support nearby fitness opportunities, no-cost fitness options for people who cannot afford club fees, and all of the health benefits of exercising and playing outdoors.

Aging and Active Lifestyles

The population in the United States is aging, and the growing senior population in some areas has been so substantial that it has been described as a Silver Tsunami. With healthier lifestyles, people are living longer and many tend to have more active lives than ever before. Many seniors have no interest in the leisure services offered in traditional stand-alone senior centers.

³ Recommended Community Strategies and Measurements to Prevent Obesity in the United States, Center for Disease Control, 2009.

⁴ Alliance for Biking and Walking, 2016 Benchmarking Report

⁵ A Review of the Benefits and Limitations of Urban Agriculture, Johns Hopkins Center for a Livable Future

⁶ Recommended Community Strategies and Measurements to Prevent Obesity in the United States, Center for Disease Control, 2009.

As a result, agencies quickly realized that “seniors” could no longer be lumped into a single category and be effectively served. Parks and recreation providers instead have begun to consider the diverse interests and multiple life stages of older adults and seniors in developing facilities and programs that support:

- Fostering health and fitness;
- Developing new skills;
- Learning new activities;
- Engaging in volunteerism;
- Helping those with more serious health issues, mobility concerns and service needs;
- Providing passive and contemplative activities;
- Offering intergenerational interactions; and
- Providing affordable activities.

Most agencies are doing so by integrating senior spaces and programs such as Silver Sneakers into multi-generational recreation centers. Some have partnered with health services to provide facilities that support the health and wellness of more fragile seniors. More and more, agencies are making small changes throughout their park system in signage, pathways, and facilities to address the increasing numbers of people with some type of visual or mobility impairment, which makes the system more accessible to everyone.

Aquatics and Water Play

Swimming is a popular activity nationwide. In most communities, the question is not whether there is interest or a need for swimming; rather, it is whether a city can afford to build and operate aquatics facilities. Cities across the country are striking a balance between the attraction, needs, and willingness to pay for a range of resources from multi-purpose aquatic centers to water playgrounds or interactive water features and fountains.

Trends in developing swimming pools favor the provision of water play elements and more shallow water where the majority of water recreation and pool programs (e.g., swimming lessons and water fitness) takes place. Because swimming pools typically do not fully recover the cost of their operation, cities are trying to maximize revenue generation from these resources through the addition of water slides, rope swings, water play elements, party rooms or pavilions, and other features. Swimming pools are also being provided as part of larger, full-service recreation center. Leisure facilities may be provided in conjunction with separate tanks to support competitive swimming, given the lower cost recovery for competitive pools.

Recreation trends have also shown an increase in the numbers of interactive water features. These features attract high use, especially from children and families. They can be integrated into a wide variety of park settings, including urban plazas. Once built, interactive water features are relatively inexpensive to operate (compared to a swimming pool) because they

typically do not require life guards since there is no standing water. Unlike water parks, entrance fees are typically not charged for interactive water features because there is no access controlled gate. In recent years, droughts affecting many states are leading communities to consider water-saving features such as pump-operated waterplay elements and spouts rather than continuous flow fountains.

Trails & Pathways

Throughout the country, trails and trail-related activities are among the most popular recreation activities in terms of participation across most demographics. Of course, trails are also important to cities for non-motorized transportation, in providing alternatives to driving, reducing congestion and air pollution, and fostering “active” transportation such as walking and biking. In addition to these benefits, well-placed trails improve access to and use of other parks and recreation facilities. They build social networks by connecting different groups of people. They protect natural resources by channeling trail traffic in appropriate places. They increase recreation tourism and help brand communities as healthy, interesting places that attract residents and businesses and support education. Therefore, linear parks are important for the roles they play in supporting access, connectivity, active transportation, health, recreation, environmental protection, community livability and economic vitality.

The 2013 Washington SCORP echoes the popularity of walking and other trail-related activities at the national level, noting that these activities enjoy some of the highest levels of participation and that participation has increased. The SCORP also notes that walking is popular because it is low cost and there is little need for equipment or special skills. A survey completed as part of the SCORP noted that walking, observing wildlife, and hiking were ranked two, three and six in terms of overall participation in outdoor recreation activities, and walking and hiking ranked two and three for children’s participation. Walking and wildlife viewing were the top two ranked activities for mean days of participation throughout the year. Recognizing the importance of interconnectivity among trail systems, many transportation authorities are also focusing on regional trail planning to ensure that the many agencies planning trails coordinate on the most important routes for traveling through or into an area.

Team Sports & Fitness Activities

As noted in the 2013 Washington SCORP, participation statewide is declining in many traditional youth sports. Most affected in Washington are sports such as golf, soccer, and football. (A noteworthy exception is softball, which has grown in participation in Washington between 2002 and 2012, but is still has lower participation rates than the three declining sports listed.) Sports and Fitness Industry Association (SFIA) data indicate that since 2008, team sports have lost 16.1 million participants nationwide, or 11.1% of all team participants. It notes an increase in specialization participation (e.g., competitive and select sports) and a continued decline in casual (more recreational) participation. On the other hand, fitness activities of an

individual nature are increasing, both for youth and adults. In Washington, high ranked activities for youth participation include walking, hiking, swimming, and bicycle riding. Based on outdoor recreation trends, participation in group competitions and races, such as adventure racing and triathlons, has increased more than any other activity over the past few years.⁷

⁷ Outdoor Industry Foundation, Outdoor Recreation Participation, Topline Report, 2014.

CHAPTER 2

COMMUNITY PROFILE

Shoreline is unique in its regional location, physical features and population. Natural resources and development history impact the type and location of existing and future parks. Population, age range and household structure influence facilities and program development.

The previous chapter described the process of Parks, Recreation, Open Space and Cultural Services planning. The intent of this chapter is to describe Shoreline's community in terms of landscape and the residents who live here. These topics are addressed in the following sections:

- Regional Context
- Natural and Physical Features
- History
- Parks and Recreation Facilities
- Demographic Information
- Community Profile Conclusions

REGIONAL CONTEXT

Shoreline is in Western Washington, 11 miles north of downtown Seattle, the state's largest city. Shoreline stretches along 3.4 miles of Puget Sound, a saltwater body that defines the City's western boundary. The community of Lake Forest Park sets the eastern boundary.

The City of Shoreline is 11.7 square miles and is surrounded by the older cities of Seattle, Edmonds, Woodway, and Lake Forest Park. Shoreline's population was estimated to be 55,439 in 2015 making it the fifteenth most populace city in Washington State. Its proximity to a large metropolitan area and the outward expanse of existing development limits Shoreline's supply of undeveloped land.

Major transportation corridors also impact Shoreline. Two state highways run the length of the City: Interstate 5 and State Route 99, also known as Aurora Avenue. These highways establish arterial connections into, out of, and through the region, but also create physical barriers within the City. Sound Transit is scheduled begin construction of a light rail line through Shoreline connecting Seattle and Lynnwood. Two stations in Shoreline are scheduled to open in 2022 along I-5 at NE 145th and NE 185th Streets.

NATURAL AND PHYSICAL FEATURES

Shoreline is moderated by coastal marine air, creating a consistent and mild climate. Average annual rainfall is 38.27 inches. The amount of rainfall is an important consideration for site development related to parks. For instance, some sites may be less appropriate for ball fields due to topography and drainage and more appropriate for a nature trail. A subtle ridge runs north/south through Shoreline creating a series of secondary watersheds that drain either west to Puget Sound or east to Lake Washington creating several ponds, bogs, lakes, freshwater streams and natural drainage systems. While soil content varies across the City, most soils in Shoreline drain slowly due to high clay content and may pool on flat sites or run off in sheet flows from sites with grade changes.

This area was once primarily a coniferous forest with areas of riparian vegetation; however, over the years extensive development has significantly reduced the native habitat. Areas that remain in a natural state tend to be located on steep slopes or within wetlands. These areas are highly valued for their aesthetic appeal, wildlife habitat, storm water mitigation properties and contrast to urbanized areas.

HISTORY

Historically, Native American peoples who lived along the shores of Puget Sound and local streams populated the Shoreline area. Growth of the Euro-American population expanded in the 1880's with the expansion of the railroad. Richmond Beach was the first area to develop when the portion of the Great Northern Railroad that ran through Shoreline was completed in 1891, linking Shoreline to Seattle. In 1906 the Seattle-Everett Interurban line was completed and the brick North Trunk Road was constructed in 1913, both of which made suburban growth much more feasible.

In the early twentieth century, large tracts of land were divided into smaller lots in anticipation of future development. Car travel considerably broadened the settlement pattern. By the late 1930's commercial development began concentrating along Aurora Avenue, the region's primary north/south travel route that now provides a mix of retail options, services, office space and residential opportunities. Interstate 5 opened to traffic through Shoreline in 1965, bisecting the community north to south and restricting east to west access across the City. Smaller commercial neighborhood nodes are located at major intersections around the City.

Population in the area continued expanding through the 1960’s, stabilizing in the 1970’s. The City of Shoreline was incorporated on August 31, 1995, and in June, 1997 the City assumed all responsibility for Parks and Recreation programs from King County.

The City of Shoreline is comprised of fourteen neighborhoods and is home to the Washington Department of Social and Health Services Fircrest Campus, CRISTA Ministries, Shoreline Community College, Washington Department of Transportation and the State Public Health Laboratory.

PARK AND RECREATION FACILITIES

Shoreline has 409 acres of parkland based on the City’s Geographic Information System calculation (Figure 2.1). Forty-one park areas and facilities have been classified by type and the attributes common to them (Table 2.1).

Figure 2.1: Park Area and Facilities

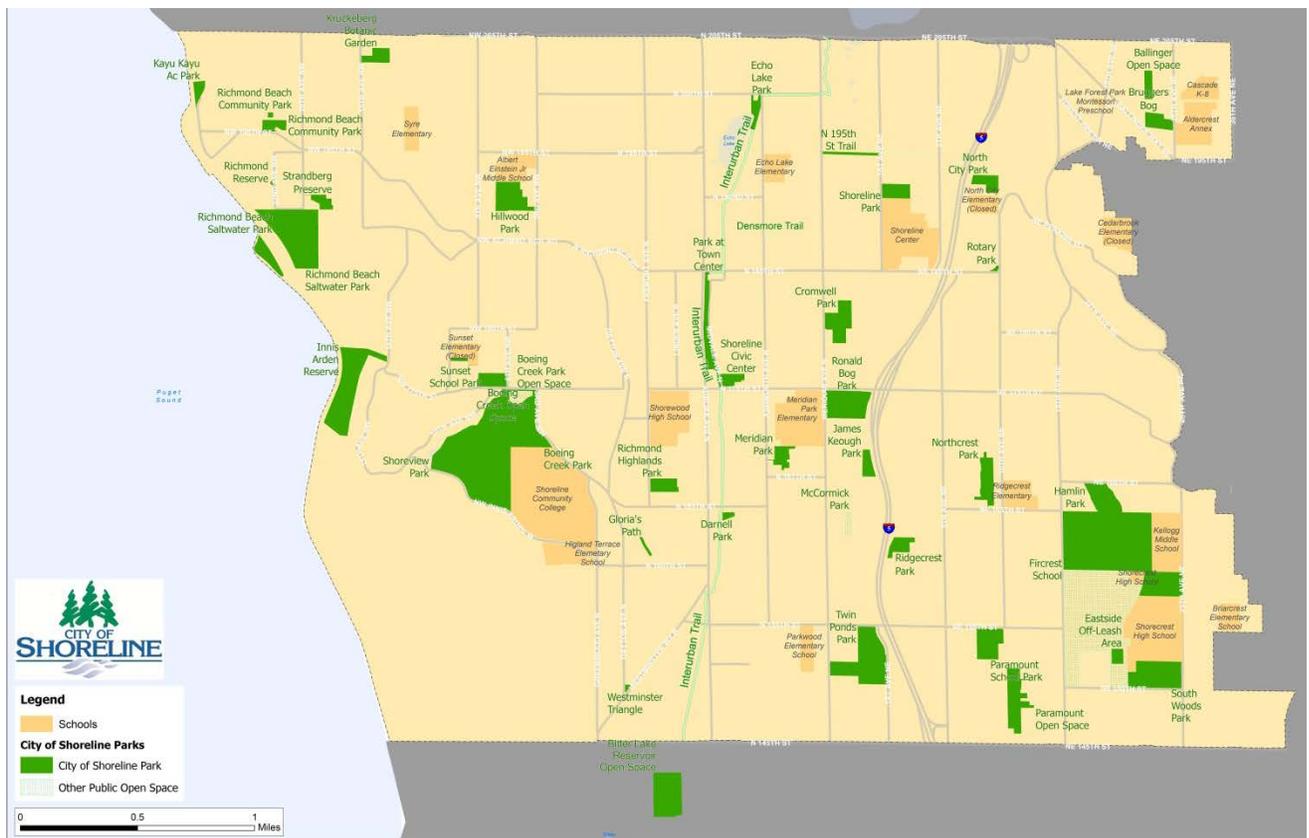


Table 2.1: Inventory of Park Area Facility by Classification and Size

Classification	Service Area	Facility	Total Size in Acres	PRCS Owned
Regional	Citywide	Richmond Beach Saltwater Park	32.06	32.06
Large Urban	Citywide	Hamlin Park	80.40	80.40
Large Urban	Citywide	Shoreview Park	46.65	46.65
Community	1 ½ mile	Boeing Creek Park	33.45	33.45
Community	1 ½ mile	Cromwell Park	9.24	8.28
Community	1 ½ mile	Hillwood Park	10.0	10.00
Community	1 ½ mile	Paramount School Park	8.55	0.00
Community	1 ½ mile	Richmond Highlands Park	4.23	4.23
Community	1 ½ mile	Shoreline Park	11.60	4.70
Community	1 ½ mile	Twin Ponds Park	21.60	21.60
Neighborhood	15 minute walk	Bruggers Bog Park	4.36	4.36
Neighborhood	15 minute walk	Echo Lake Park	2.43	0.76
Neighborhood	15 minute walk	James Keough Park	3.10	3.10
Neighborhood	15 minute walk	Kayu Kayu Ac Park	2.05	0.00
Neighborhood	15 minute walk	Northcrest Park	7.31	7.31
Neighborhood	15 minute walk	Richmond Beach Comm. Park	3.14	3.14
Neighborhood	15 minute walk	Ridgecrest Park	3.88	3.88
Neighborhood	15 minute walk	Park at Town Center	6.68	0.50
Neighborhood	15 minute walk	Sunset School Park	6.50	0.00
Pocket Park	15 minute walk	Rotary Park	0.30	0.00
Pocket Park	15 minute walk	Westminster Park	0.31	0.31
Natural Area	15 minute walk	Ballinger Park Open Space	2.63	2.63
Natural Area	15 minute walk	Boeing Creek Open Space	4.41	4.41
Natural Area	15 minute walk	Darnell Park	0.84	0.84
Natural Area	15 minute walk	Innis Arden Reserve Open Space	22.94	22.94
Natural Area	15 minute walk	Meridian Park	3.79	3.13
Natural Area	15 minute walk	North City Park	3.96	3.96
Natural Area	15 minute walk	Paramount Open Space	10.74	10.74
Natural Area	15 minute walk	Richmond Reserve	0.11	0.11
Natural Area	15 minute walk	Ronald Bog Park	13.36	13.36
Natural Area	15 minute walk	South Woods	15.56	15.56
Trail Connector	Citywide	Interurban Trail	21.19	0.00
Trail Connector	Citywide	195 th Street Trail	1.78	0.00
Trail Connector	Citywide	Gloria’s Path	0.70	0.00
Trail Connector	Citywide	Densmore Trail	0.18	0.00
Special Use	Citywide	Shoreline Civic Center	1.00	1.00

Classification	Service Area	Facility	Total Size in Acres	PRCS Owned
Facility				
Special Use Facility	Citywide	Eastside Off-Leash Dog Area	2.00	0.00
Special Use Facility	Citywide	Kruckeberg Botanic Garden	3.81	3.81
Special Use Facility	Citywide	Richmond Highlands Recreation Center	6,650 Sq. Ft.	6,650 Sq. Ft.
Special Use Facility	Citywide	Shoreline Pool	15,375 Sq. Ft.	15,375 Sq. Ft.
Special Use Facility	Citywide	Spartan Recreation Center	25,000 Sq. Ft.	0 Sq. Ft.
Total Parkland			409 Acres	347 Acres

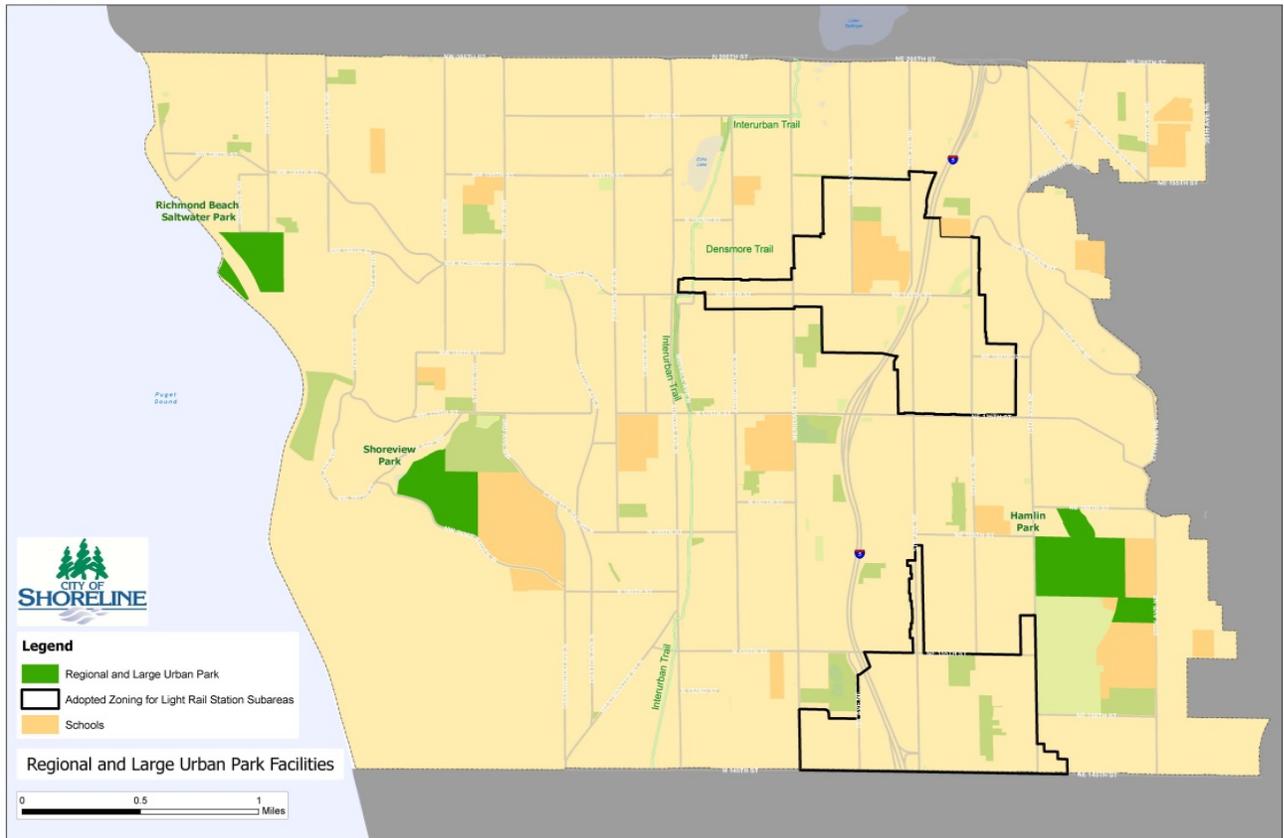
Regional Park (Figure 2.2)

Regional parks are often large and include a special feature that makes them unique. Typically, regional parks include a mixture of active and passive activities, and may offer a wide range of amenities. The geographic service area for a regional park is Citywide and beyond. Richmond Beach Saltwater Park, consisting of 32 acres, is the City’s only regional park and provides Shoreline’s only public water access to Puget Sound.

Large Urban Park (Figure 2.2)

Large urban parks offer a mixture of active and passive recreation opportunities that satisfy diverse interests. They may provide a variety of specialized facilities such as sports fields and large picnic areas, also satisfying the requirements for community and neighborhood parks. Due to their size and the amenities offered, they require more support facilities such as parking and restrooms. Shoreline has two large urban parks totaling over 127 acres. The service area for large urban parks is Citywide, and there are currently no service area deficiencies. Figure 2.2 shows the location of Shoreline’s only two large urban parks, Hamlin and Shoreview.

Figure 2.2: Regional and Large Urban Park Facilities



Community Park (Figure 2.3)

The purpose of a community park is to meet community-based active, structured recreation needs and to preserve unique landscapes and open spaces. They are designed for organized activities and sports, although individual and group activities are also encouraged. Generally, the size of a community park ranges between ten and 50 acres. Community parks serve a one and one-half mile radius, and are often accessed by vehicle, bicycle, public transit, or other means so the walking distance requirement is not critical. Adequate capacity to meet community needs is critical, and requires more support facilities such as parking and restrooms. Typical amenities include sports fields for competition, picnic facilities for larger groups, skate parks and inline rinks, large destination-style playgrounds, arboretum or nature preserves, space for special events, recreational trails, water-based recreation features, and outdoor education areas. Shoreline has seven community parks totaling almost 100 acres.

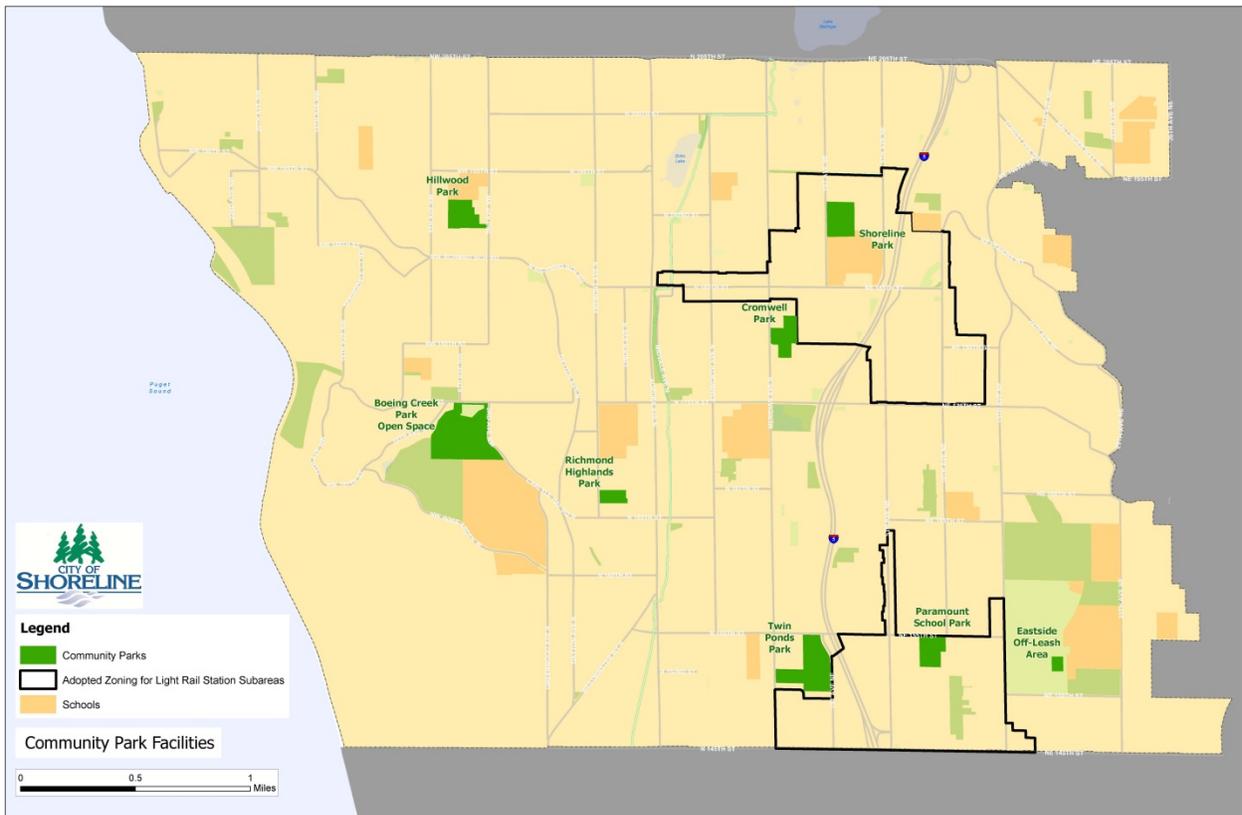


Figure 2.3: Community Park Facilities

Neighborhood Parks (Figure 2.4)

Neighborhood and pocket parks serve as the recreational and social focus of a neighborhood within a fifteen (15) minute walk. Shoreline has nine neighborhood parks at almost 40 acres. The overall space is designed for impromptu, informal, unsupervised active and passive recreation as well as some other more intense recreational activities. Neighborhood parks are generally small, less than ten acres. Since these parks are located within walking and bicycling distance of most users, the activities they offer become a daily pastime for the neighborhood residents. Typically, amenities found in a neighborhood park include a children’s playground, picnic areas, trails, and open grass areas for active and passive uses. Neighborhood parks may also include amenities such as tennis courts, outdoor basketball courts, and multi-use sport fields for soccer, baseball, etc. as determined by neighborhood need.

Pocket Parks (Figure 2.4)

The Pocket Park category, new to this update, supplements the Neighborhood Parks category which serves as the recreational and social focus of the neighborhood within a fifteen (15) minute walk. Pocket parks are often smaller than one acre in size and include fewer recreation uses, sometimes only open lawn areas, picnic tables and benches. Providing more recreation opportunities in smaller neighborhood and pocket parks will become more important in areas of increased density. Shoreline has not fully developed the potential of its two pocket parks.

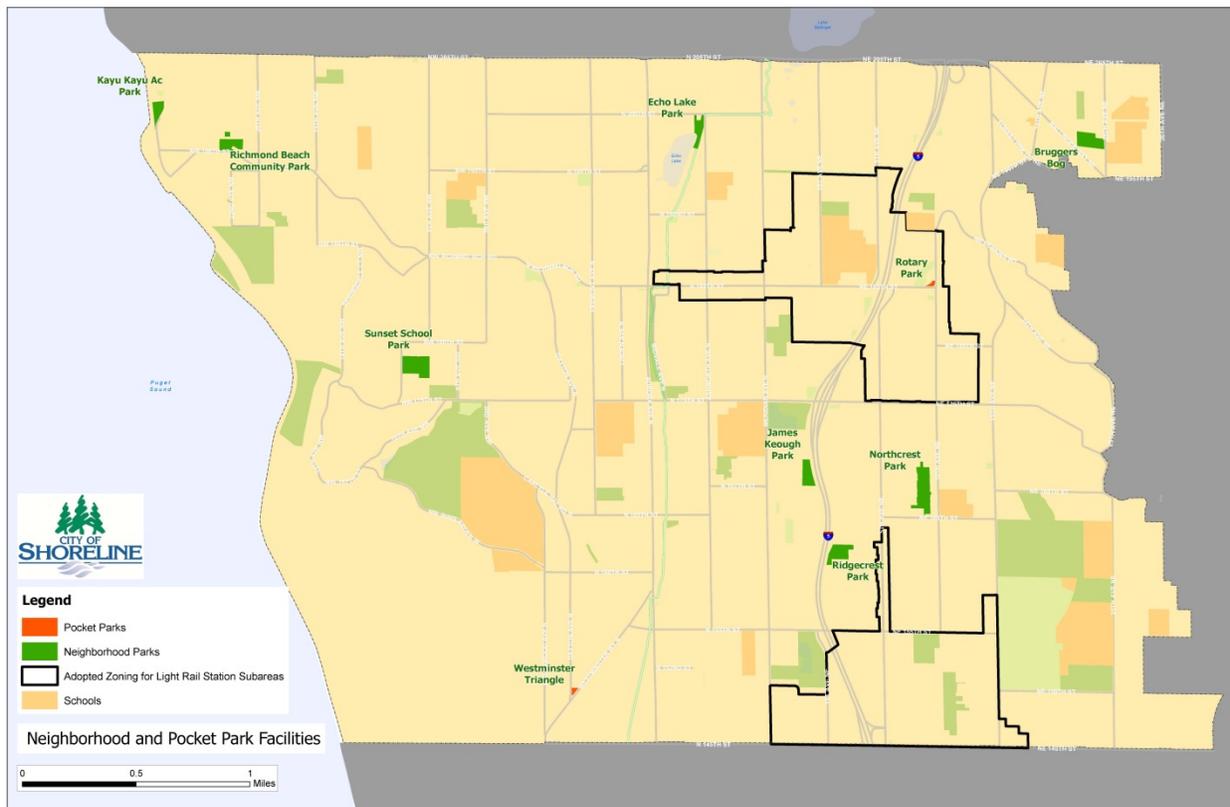


Figure 2.4: Neighborhood and Pocket Park Facilities

Natural Area Parks (Figure 2.5)

This category includes areas intended to provide aesthetic relief and physical buffers from the impacts of urban development, and to offer access to natural areas for urban residents. These areas may also preserve significant natural resources, native landscapes, and open spaces. Furthermore, natural areas may serve one or several specific purposes such as trails and waterfront access. Shoreline has 11 areas categorized as natural areas which total 80 acres. Some of Shoreline’s most important natural areas are not classified as Natural Area Parks. These sites include: Richmond Beach Saltwater, Shoreview, Boeing Creek, Hamlin and Twin Ponds Parks.

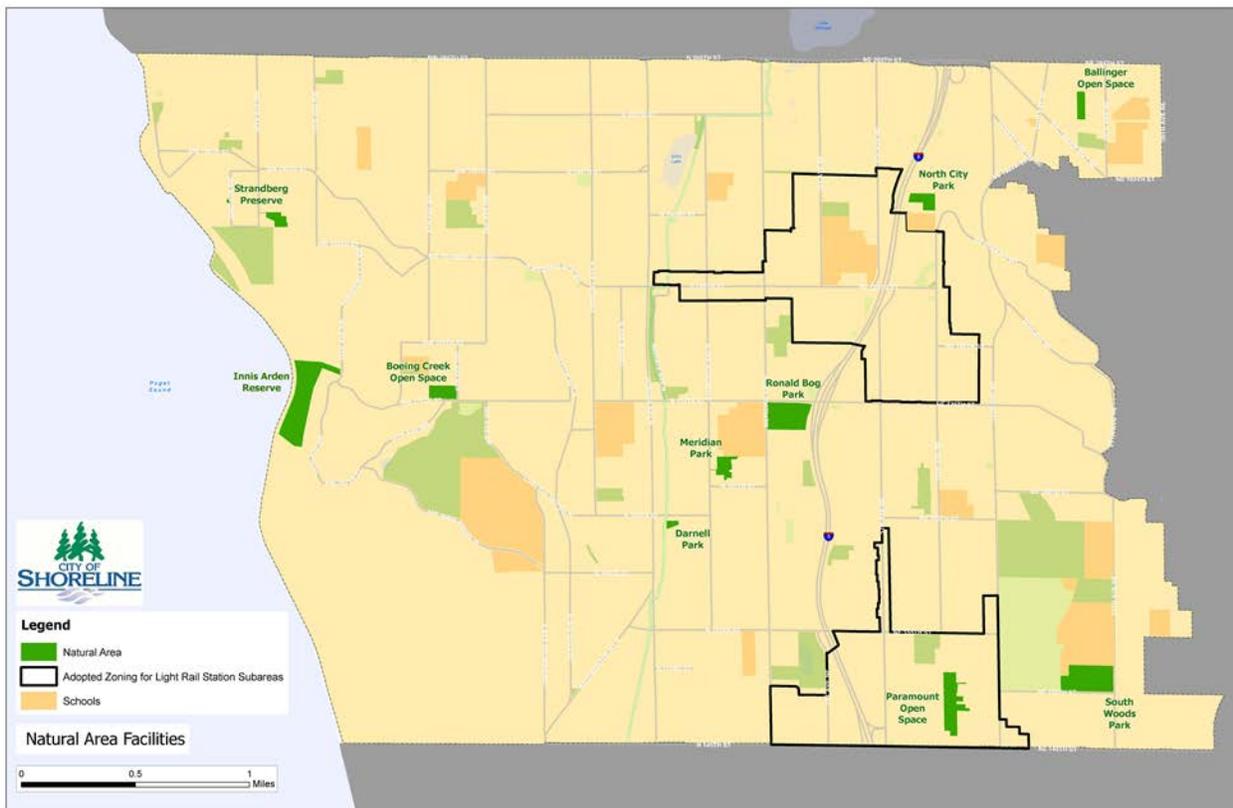


Figure 2.5: Natural Area Facilities

Special Use Facilities and Trail Corridors (Figure 2.6)

Special use facilities may serve one or several specific purposes: such as an indoor pool, community recreation or civic center, botanic garden, regional or local trail connector. The special use facilities in Shoreline are: The Shoreline Pool, Richmond Highlands and Spartan Recreation Center, Shoreline City Hall Civic Center, Kruckeberg Botanic Garden, the Interurban, 195th Street Connector, Gloria’s Path and Densmore Trails, and the Park at Town Center. Figure 2.6 depicts the location for the Special Use Facilities and Trail Connectors in Shoreline. Special Use Facilities have a Citywide service area.

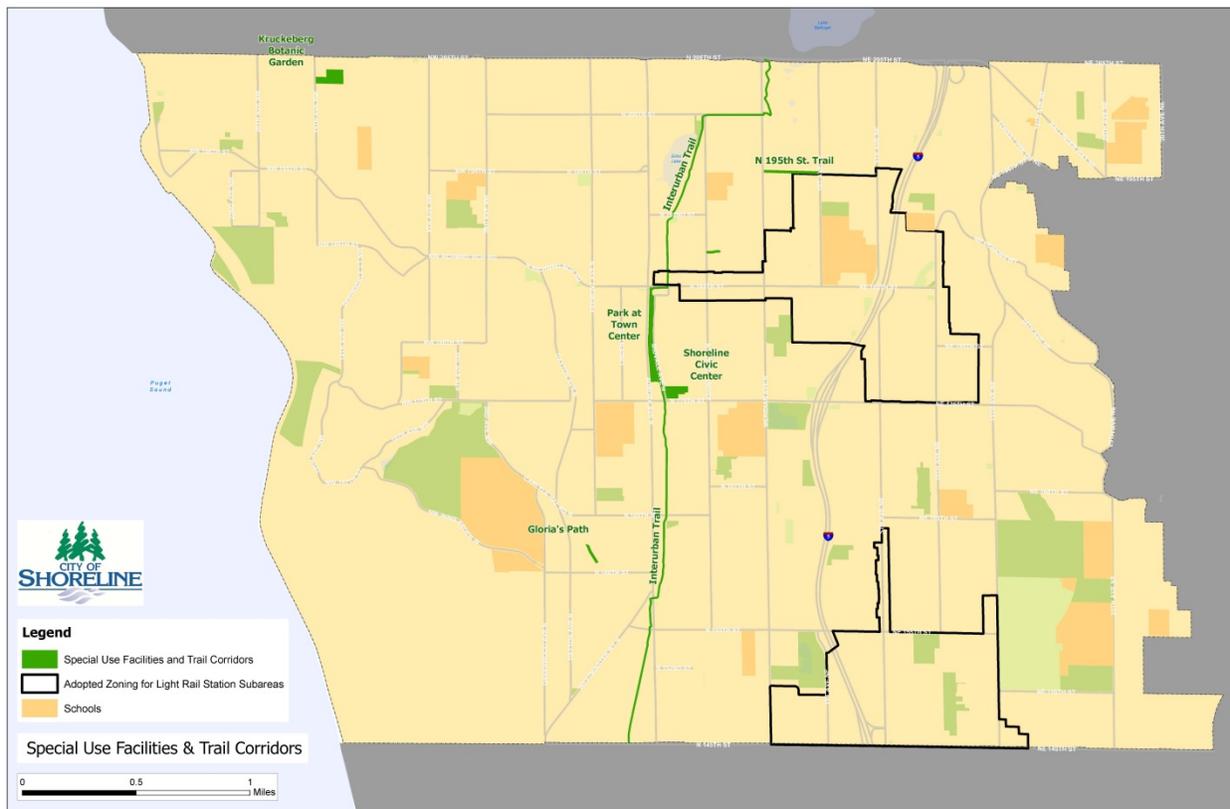


Figure 2.6: Special Use Facilities

DEMOGRAPHIC INFORMATION

Current and Future Population

The State of Washington estimated Shoreline’s population to be 54,500 in 2015. The Puget Sound Regional Council projects Shoreline’s population growth to increase slowly and steadily through 2035 (Table 2.2).

By the year 2023 the Lynnwood Link Extension of the light rail system is expected to be completed through Shoreline adding one new station at NE 145th Street and I-5 and another at NE 185th Street and I-5. Much of the City’s anticipated population growth is a result of development in those areas.

Table 2.2: Population Projections

	2010	2015	2025 Projection	2035 Projection
Shoreline – full city	53,007	55,439	59,801	68,316
Subareas only	15,551	16,265	17,545	26,978

Demographic Characteristics

For the purposes of assessing demographic characteristics, this section draws from census data, demographic and market information, and projections from Environmental Systems Research Institute (ESRI), as well as demographic information from the State of Washington and the Puget Sound Regional Council as it relates to population projections beyond 2020. Table 2.3 summarizes the demographic characteristics of Shoreline.

Table 2.3: Demographic characteristics

Population:	
2010 Census	53,007 ⁸
2015 Estimate	55,574
2020 Estimate	59,299
2025 Estimate	59,801
Number of Households:	
2010 Census	21,561
2015 Estimate	22,638
2020 Estimate	24,168
2025 Estimate	24,409
Number of Families:	
2010 Census	13,168
2015 Estimate	13,858
2020 Estimate	14,805
2025 Estimate	14,950
Average Household Size:	
2010 Census	2.39
2015 Estimate	2.39
2020 Estimate	2.40

⁸ Between 2000 and 2010, the City of Shoreline experienced a 0.4% increase in population based on census data.

2025 Estimate	2.41
Ethnicity (2015 Estimate):	
Hispanic	7.1%
White	68.6%
Black	5.3%
American Indian	0.8%
Asian	17.0%
Pacific Islander	0.4%
Other	2.4%
Multiple	5.5%
Median Age:	
2010 Census	42.2
2015 Estimate	43.6
2020 Estimate	44.2
2025 Estimate	44.8
Median Income:	
2015 Estimate	\$69,553
2020 Estimate	\$79,757
2025 Estimate	\$91,481

Age

The lower the median age, the higher the participation rates for most recreation activities. As Table 2.4 shows, compared to the State of Washington and nationally, Shoreline has a significantly higher median age. When age is evaluated at the census block group level, the older population is clustered in areas with water views (along Puget Sound and Lake Washington) with younger populations grouped in the central core of the community along I-5 and Highway 99, as Figure 2.7 shows.

Table 2.4: Median Age

	2010 Census	2015 Projection	2020 Projection	2025 Projection
Shoreline	42.2	43.6	44.2	44.8
State of Washington	37.2	38.0	38.5	39.0
Nationally	37.1	37.9	38.6	39.3

Figure 2.7: Median Age by Census Block Group



Households with Children

Just over a quarter of households in Shoreline have children (Table 2.5). Children and youth have higher levels of participation in recreation activities, especially in organized sports and swimming.

Table 2.5: Households w/ Children

	Number of Households w/ Children (2015)	Percentage of Households w/ Children (2015)
Shoreline	6,015	27.9%

The Shoreline School District serves both Shoreline and Lake Forest Park. As part of their regular school planning, the District prepares demographic projections. As Table 2.6 shows, the District is anticipating steady but slow growth in school age children through 2025. Note that these projections do not take into consideration the potential impact of light rail station area development.

Table 2.6: Shoreline School District Future School Age Children Estimate

	2010	2015	2020	2025
Shoreline K-12	8,808	9,352	9,992	10,441

Note: The numbers shown are an average of five different methods of estimating school age children. Figures are from William L. (Les) Kendrick Ph.D., consultant.

These data points indicate that percentage of households with children and youth will continue to follow current trends.

Age Distribution

The population distribution for Shoreline and the projected percent change predicts modest growth in the youth age groups and moderate growth in the 25-44 age group (Table 2.7). Following national trends, the largest growth will be in the older adult and senior age categories. This means that while services for other age groups will continue to be important, the market for senior-focused facilities and programs will increase significantly.

Table 2.7: 2015 Primary Market Service Area Population Distribution (U.S. Census Information and ESRI)

Ages	2010 Census	2015 Projection	2020 Projection	2025 Projection	Percent Change
-5	2,597	2,571	2,728	2,751	+5.9%
5-17	7,537	7,436	7,610	7,654	+1.0%
18-24	4,299	4,482	3,855	3,887	-9.6%
25-44	14,159	14,339	16,040	16,206	+14.5%
45-54	8,660	8,132	7,905	7,953	-8.2%
55-64	7,722	8,788	8,791	8,851	+14.6%
65-74	3,773	5,249	6,929	6,997	+85.4%
75+	4,260	4,579	5,427	5,502	+29.2

Income

The level of recreation participation goes up as median household income rises. Table 2.8 shows median income levels in the Shoreline, compared to the State and nationally.

Table 2.8: Median Household Income

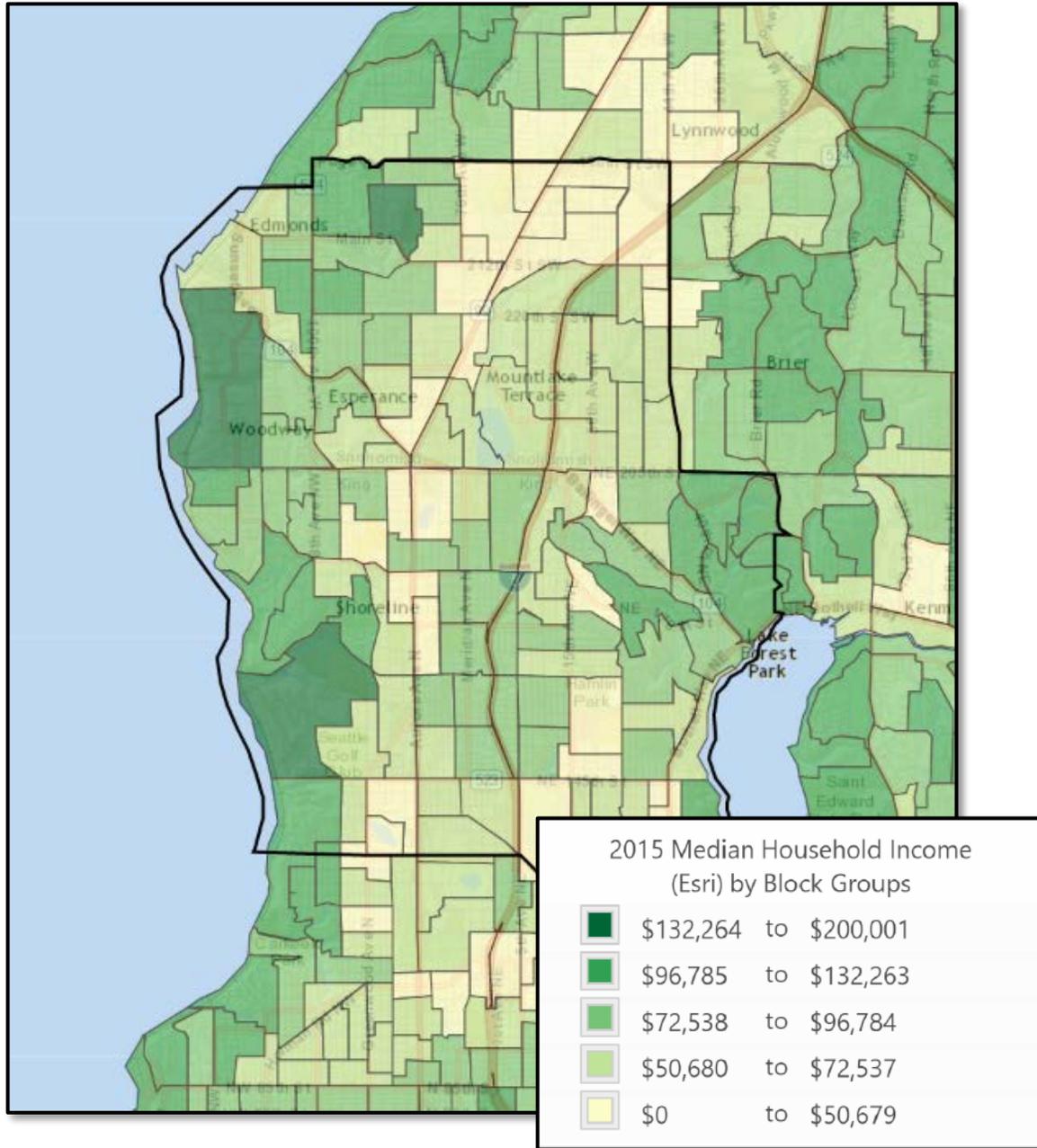
	2015 Projection	2020 Projection	2025 Projection
Shoreline	\$69,553	\$79,757	\$91,481
State of Washington	\$59,229	\$69,388	\$81,323
Nationally	\$53,217	\$60,683	\$69,179

In Shoreline, median income is high. The percentage of households with median income less than \$25,000 per year is 16.7% compared to a level of 23.1% nationally.

With a relatively high median household income level in Shoreline, there will generally be a higher rate of participation in recreation activities and greater ability to pay for services. Though the percentage of the population with lower incomes is less, income levels vary across

the market service areas, as Figure 2.8 shows. Higher incomes generally correlate with higher median age, and are concentrated along Puget Sound and near Lake Washington.

Figure 2.8: Median Household Income by Census Block Group



Ethnicity, Race and Diversity

Shoreline is more diverse than the region, and significantly more diverse than the State of Washington, even though the Hispanic/Latino population is much less than the State of

Washington. Tables 2.9 and 2.10 presents the breakdown by census category, including the median age for each.

Table 2.9: Population by Race and Median Age 2015 (Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of WA Population
White	38,145	48.0	68.6%	75.0%
Black	2,954	34.3	5.3%	3.9%
American Indian	456	39.1	0.8%	1.5%
Asian	9,427	40.4	17.0%	8.0%
Pacific Islander	196	32.3	0.4%	0.7%
Other	1,330	30.2	2.4%	5.7%
Multiple	3,065	20.3	5.5%	5.1%

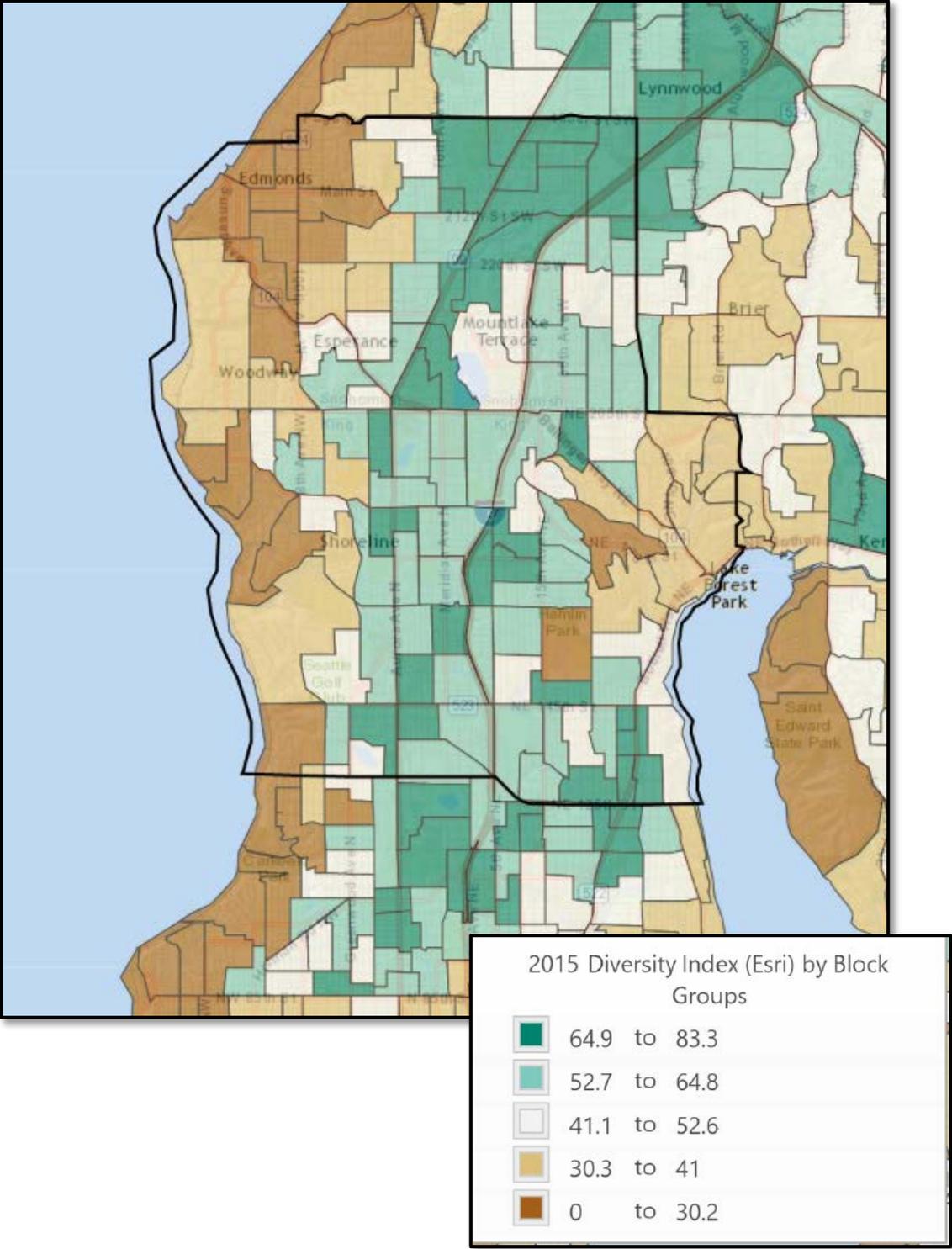
Table 2.10: Hispanic/Latino Population and Median Age 2015 (Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of WA Population
Hispanic/Latino	3,972	29.0	7.1%	12.5%

Shoreline residents speak many languages. The Weis report indicates that almost 25 percent of Shoreline residents speak a language in addition to English at home, with the largest share being Asian/Pacific Islander languages. The Asian population is predominantly Chinese with large segments of Filipino and Korean and a sizeable group of Asian Indian residents.

Figure 2.9 depicts the diversity of Shoreline and the surrounding area using a Diversity Index. ESRI defines the Diversity Index as depicting “the likelihood that two persons chosen at random from the same area, belong to different race or ethnic groups” in a range from 0 (no diversity) to 100 (complete diversity)

Figure 2.9: Diversity Index by Census Block Group



Tapestry Segmentation

The Tapestry Segmentation system looks at more than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior are used to classify neighborhoods. This segmentation methodology helps describe a relatively small area based on a composite of characteristics.

Tapestry™ segmentation assigns one of 67 distinctive segments to each geographic area. The 67 segments are grouped into 14 subgroups based on similarities. The purpose of this is to better understand market segments. The Tapestry Segmentation concept was developed by ESRI and is more fully described in a white paper on methodology, located at

http://downloads.esri.com/esri_content_doc/dbl/us/J9941Tapestry_Segmentation_Methodology.pdf

The five primary segments in Shoreline account for 75% of the population (Table 2.11). The market segments predominant in Shoreline provide insight into how Shoreline could tailor its parks, recreation and cultural services and its facilities to respond to the market.

- Focus on health and health-related programming and/or the health benefits of existing programs (City Lights, Golden Years, Bright Young Professionals)
- Sports/fitness programming focused on adults and seniors
- Arts and culture programs (Golden Years) that include literary arts (In Style)
- Programming and facilities that encourage social interaction for older adults, especially single householders (In Style, Golden Years, Exurbanites, Pleasantville)

Table 2.11: Shoreline Tapestry Segmentation (ESRI estimates)

Tapestry segment Description	% of Total Households	Cumulative %	Median Age	Median HH Income
<p>City Lights (8A)</p> <ul style="list-style-type: none"> • Densely populated urban market • Epitome of equality • Varied household types • Many with some college or a degree • Good income in professional and service occupations • Diverse, with significant Hispanic/Latino, Asian/Pacific Island, and African-American populations • Health conscious in purchases 	27.3%	27.3%	38.8	\$60,000
<p>Pleasantville (2B)</p> <ul style="list-style-type: none"> • Older housing in suburban settings. • Slightly older couples move less than any other market segment • Empty nesters or home to adult children • Higher incomes, home values and much higher net worth • Significant Hispanic/Latino population 	21.7%	49.0%	41.9	\$85,000
<p>Exurbanites (1E)</p> <ul style="list-style-type: none"> • Approaching retirement but not slowing down • Active in communities, generous in donations, seasoned travelers • Cultivated a lifestyle that is both affluent and urbane • Larger market of empty nesters, married couple with no children • Primarily white population 	11.0%	60.0%	49.6	\$98,000
<p>Golden Years (9B)</p> <ul style="list-style-type: none"> • Independent, active seniors retired or nearing the end of career • Primarily singles living alone or empty nesters • Actively pursuing leisure – travel, sports, dining out, museums, concerts 	9.0%	69.0%	51.0	\$61,000

Attachment 2 - 2017-2023 PROS Plan

Tapestry segment Description	% of Total Households	Cumulative %	Median Age	Median HH Income
<ul style="list-style-type: none"> • Involved, focused on physical fitness and enjoying life • Leisure time spent on sports (tennis, golf, boating, fishing) and simple activities like walking • Primarily white population 				
<p>In Style (5B)</p> <ul style="list-style-type: none"> • Embrace an urban lifestyle • Support of the arts, travel and extensive reading • Professional couples, singles with no children • Focus on home and interests • Slightly older population, already planning for retirement • Primarily white population 	5.9%	74.9%	41.1	\$66,000
Other	25.1%	100%		

COMMUNITY PROFILE CONCLUSIONS

The following conclusions can be drawn from an analysis of Shoreline's regional context, natural and physical features, history, and demographic data:

- Because of its proximity to Seattle, accessibility, moderate climate, and the quality of schools, neighborhoods, and outdoor resources, Shoreline is a desirable place to live;
- Development patterns in Shoreline are typical of suburban communities that grew extensively in the post-World War II era: numerous commercial strips along major transportation corridors, limited sidewalk systems, and expansive single-family residential neighborhoods;
- Shoreline is already largely developed; therefore, few opportunities for new parkland exist;
- Shoreline's current population exceeds 55,000 and is expected to grow slowly and become more ethnically diverse;
- The demand on existing park facilities and programs will increase in kind;
- Compared to national and state averages, Shoreline has a high percentage of residents who are 35 years of age and older. The interests and needs of an aging community must be considered in the facility and program planning process;
- A high percentage (72%) of the housing units in Shoreline are single-family homes. Single-family homes are more likely to provide some level of private open space. As more apartments and condominiums are constructed in and adjacent to commercial and mixed use areas, more parks and open spaces will be necessary to meet the demands of new residents in high density living environments;
- Household size is smaller than state and national numbers, indicating households with fewer children and an older median age;
- Two new light rail stations will significantly increase Shoreline's population in the years following their completion in 2023;
- Residential areas next to Puget Sound and Lake Washington have significantly different characteristics from the rest of the community with higher incomes, older residents, and less diversity.
- Shoreline is largely Caucasian, followed by a significant Asian population, and increasing numbers of Hispanic, African American and mixed ethnicity residents.

CHAPTER 3

VISION, GOALS AND POLICIES

The vision, goals, policies and implementation strategies presented in this chapter set the trajectory for the long-term vision for Shoreline’s parks, recreation, and cultural services facilities and programs and outline the steps to make it successful. These goals, policies and implementation strategies emerged from the values and priorities expressed by the Shoreline community through surveys, community meetings, and written comments over a year of public process.

The vision, goals, and policies presented here will also be incorporated into the Parks, Recreation, and Open Space element of Shoreline’s Comprehensive Plan. Shoreline’s Comprehensive Plan contains Framework Goals that guide Citywide policies for the transportation system, public safety, parks, recreation and open space and other important facets of the community to create a consistent, unified plan for the future of Shoreline. The SCP Framework Goals are available at: Shorelinewa.gov/government/departments/planning-community-development/comprehensive-plan-and-master-plans/comprehensive-plan

Goals described in this chapter identify the City’s aspirations. Policies describe how the goals can be achieved. Implementation strategies put the policies into action and reach the goals.

The PROS Plan goals and policies support the following:

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

VISION

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

MISSION

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

GOAL 1

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

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

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

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

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

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

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

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

Policy 1.8: Improve accessibility and usability of existing facilities.

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

Goal 1 Implementation Strategies

1. Acquire access to open spaces and waterfronts.
2. Seek alternative funding methods to acquire, develop, renovate, maintain, and operate facilities.
3. Provide coordination, technical assistance and restoration plans to volunteers to promote enhancement of natural resources.
4. Incorporate innovative, low-impact development design and techniques to renovate and develop facilities.
5. Create opportunities for public art in capital projects.
6. Utilize sustainable best management practices and sound maintenance to ensure responsible stewardship.
7. Reduce water consumption by using efficient, cost-effective fixtures, drought tolerant and native plants, and explore non-potable water sources for irrigation.
8. Conduct regular safety and aesthetic inspections; identify life cycle costs; and repair and replace facilities as necessary.

9. Provide dedicated recycling containers at parks and facilities.
10. Retain and develop public rights-of-way for public use as passive recreation.
11. Ensure facilities are accessible to all individuals and groups of all physical abilities to comply with the Americans with Disabilities Act.
12. Encourage development of bicycle and pedestrian facilities and routes that enhance access to parks and recreation programs and facilities.
13. Conduct Crime Prevention through Environmental Design (CPTED) reviews of public parks and recreation facilities to create safe recreation environments.
14. Use the City's asset management tool to create maintenance efficiencies.
15. Acquire new parks in the 185th Light Rail Subarea and 145th Light Rail Subarea.
16. Enhance and develop trails within parks to enhance the ability of park users to enjoy the natural environment.
17. Ensure the Urban Forest Strategic Plan is used to make decisions related to parks and street trees.
18. Confirm our commitment to environmental standards by considering participation in programs like Green City Program, Tree City U.S.A, Salmon Safe Certification, and Audubon Cooperative Sanctuary Program.

GOAL 2

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

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

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

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

Goal 2 Implementation Strategies

1. Improve and expand indoor and outdoor recreation opportunities.
2. Offer an expansive mix of passive and active recreation opportunities.
3. Offer programs at times when working families can attend.
4. Provide diverse programs for tweens and teenagers.
5. Expand the scholarship program for low income residents.
6. Provide a variety of specialized recreation programs.
7. Offer programs that celebrate cultural diversity.
8. Develop environmental educational and life-long learning programs.
9. Develop a communitywide cultural plan to guide future arts and heritage program activities.
10. Locate cultural programs and public art throughout the community.

11. Use arts and heritage venues and programs to strengthen “Cultural Tourism.”
12. Explore ideas to create a cultural and multi-arts center.

GOAL 3

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

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

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

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

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

Goal 3 Implementation Strategies

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

GOAL 4

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

Policy 4.1: Collaborate with and support partners to strengthen communitywide facilities and programs.

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

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

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

Goal 4 Implementation Strategies

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

GOAL 5

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

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

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

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

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

Goal 5 Implementation Strategies

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

CHAPTER 4

DEMAND AND NEEDS ASSESSMENT

Shoreline's Plan for Parks, Recreation & Cultural Services is based on the community's expression of need and desire. This chapter analyzes the results from a community interest and opinion survey, market analysis, recreation demand study, and community meetings to assess Shoreline's demand and need for parks, recreation, open spaces and cultural services now, and in the future. Major themes that emerged during the year-long planning process are identified and explored.

This chapter covers the following topics:

- DEFINING DEMAND AND NEED
- COMMUNITY DRIVEN DEMANDS AND NEEDS
- KEY FINDINGS
- RECREATION PROGRAM NEEDS
- FACILITY NEEDS
- ACCESS TO QUALITY FACILITIES AND PROGRAMS
- COMMUNITY PRIORITIES
- LEVEL OF SERVICE DRIVEN DEMANDS AND NEEDS
- OUTDOOR RECREATION AMENITIES BENCHMARKS
- LIGHT RAIL STATION SUBAREAS
- CONCLUSION

DEFINING DEMAND AND NEED

There are many factors that influence community demand and need for parks, recreation and cultural services. To understand these demands, it is important to distinguish between demand driven by what the community says it wants and demand driven by the need to maintain a certain level of service (LOS). This Demand and Needs Assessment discusses both approaches.

Community Driven Demand and Needs

Community recreation demand and need are measured by comparing what the community says it wants against the programs and recreation services currently available. This information

is useful in conducting a broad assessment of community needs for parks, facilities, programs, events, trails and natural areas. It is also important in identifying recreation services that could become of interest to Shoreline residents once they are made aware of them.

LOS Driven Demand and Needs

Level of Service (LOS) driven demand analysis quantifies information such as park acreage, number of current programs and services offered to the public, and the number of existing facilities, and uses that data to identify current and future needs based on population forecasts and LOS guidelines.

COMMUNITY DRIVEN DEMANDS AND NEEDS

A communication and public engagement plan developed early in the planning process helped the City reach a diverse cross-section of Shoreline residents, visitors, and employees involving more than 2,300 community members over a one year period. Its goal was to ensure representative participation from a wide range of community members through multiple and varied opportunities, resulting in a holistic understanding of the Shoreline community's desire for park and recreation facilities and programs.

Community Participation Summary

A Community Interest and Opinion Survey (Survey) was conducted in January, 2016. The Survey reached out to 1,500 randomly selected households in Shoreline to inquire about their interest and opinions regarding parks and recreation services. The Survey generated 830 responses.

A series of neighborhood, stakeholder, focus group meetings and community intercepts were also key components of the community participation process. And finally, a self-selecting online questionnaire was conducted to test and refine the City's understanding of the findings.

Public engagement efforts in 2016 included the following:

- Six (6) *Currents* articles and announcements;
- Three (3) Recreation Guide announcements;
- Four (4) E-news announcements;
- Meetings with 12 neighborhood associations;
- Five (5) stakeholder group meetings that included urban forest management stewards, outdoor athletic field users, light rail station subarea citizen groups, pool and recreation program users, and arts and cultural service advocates and providers;
- Six (6) focus group meetings or interviews with underserved or difficult to reach groups including seniors, teens, immigrant/refugee populations, and Spanish-speaking

residents, apartment dwellers and members of the Asian and Pacific Islander community;

- Ten (10) summer intercept events;
- Three (3) community workshops and one (1) open house;
- Comments received by mail and email; and
- Online questionnaire.

Those actions resulted in over 2,300 interactions with a cross section of citizens in a variety of settings (Table 4.1).

Table 4.1: Community Involvement Participation

Activity	Number of Participants
Community Opinion Survey	830
Online Questionnaire	578
Stakeholder Interviews	76
Focus Group Meetings	105
Intercept Events	470
Neighborhood Meetings	111
Community Workshops	100
Open House	30
Written Letters and Email	76
Total	2,346

Additional information from the Community Participation process can be online at:

www.shorelinewa.gov/prosplan

KEY FINDINGS

The community participation process yielded a wealth of information about the community’s opinion of PRCS services and recreation preferences. This detailed information will be used to review program ideas and determine outreach and marketing efforts. For the purpose of this PROS Plan, key pieces of information provide insight into ‘big picture’ priorities that address the community’s needs.

The Survey Results

Several questions were asked specifically about whether households’ needs for programs and facilities are being met. From a list of 19 parks and recreation programs, respondents were asked to indicate all of the programs their household desires. The following summarizes key findings:

Program Needs: Forty-eight percent (48%) or 10,146 households indicated they had a need for adult fitness and wellness programs (Figure 4.1). Other most needed programs include: nature/environmental education programs (30% or 6,408 households), programs for adults ages 50 and over (30% or 6,323 households), and water fitness programs (27% or 5,660 households).

Program Importance: Based on the sum of respondents' top four choices, 33% indicated that adult fitness and wellness programs were the most important to their household (Figure 4.2). Other most important programs include: programs for adults 50 and over (22%), nature /environmental education programs (19%), and water fitness programs (17%).

From a list of 20 parks and recreation facilities, respondents were asked to indicate all of the parks/facilities their household has a need for. The following summarizes key findings:

Facility Needs: Sixty-nine percent (69%) or 14,824 households indicated they have a need for small neighborhood parks (Figure 4.3). Other most needed facilities include: nature trails (69% or 14,696 households), paved walking/biking trails (68% or 14,439 households), natural areas (63% or 13,521 households), large community parks (61% or 13,051 households), and indoor swimming pool/aquatic center (52% or 11,150 households).

Facility Importance: Based on the sum of respondents' top four choices, 43% indicated nature trails (Figure 4.4). Other most important facilities include: small neighborhood parks (40%), large community parks (37%), and paved walking and biking trails (37%).

Respondents were asked to choose from a list of 23 potential indoor programming spaces which ones their household would use if developed by the City of Shoreline Parks, Recreation, and Cultural Services Department.

Indoor Programming Spaces Households Would Use: Fifty-one percent (51%) of respondents indicated that their household would use a walking and jogging track (Figure 4.5). Other potential program spaces respondents would use include: leisure pool (37%), fitness/dance class space (37%), lanes for lap swimming (36%), exercise facility for adults 50 years and older (35%), and weight room/cardiovascular equipment area (35%).

Respondents were asked to choose from a list of 13 actions the City could take to improve or expand the parks and recreation facilities.

Actions Most Important to Households: Based on the sum of respondent's top four choices, 38% indicated the most important action was for the City to upgrade existing neighborhood parks and playgrounds (Figure 4.6). Other most important actions include:

develop a new indoor community aquatic center (37%), acquire shoreline and beach access (34%), develop multipurpose trails connecting to parks (33%), and upgrade nature trails (31%).

Figure 4.1: Survey Results – Program Needs

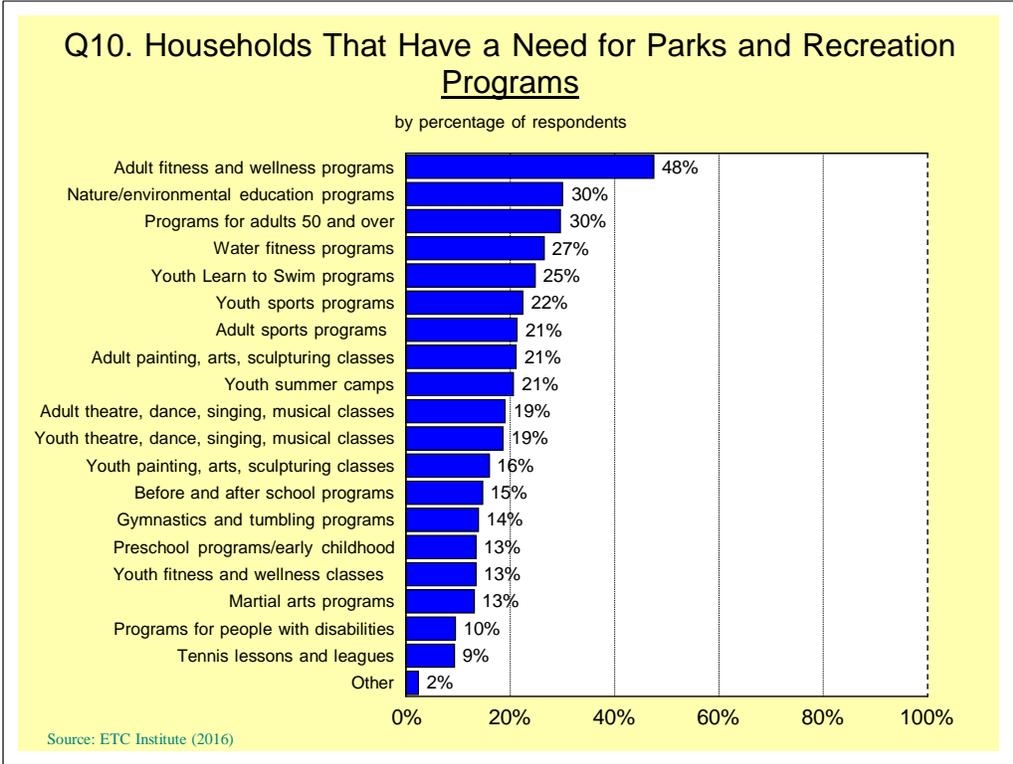


Figure 4.2: Survey Results - Program Importance

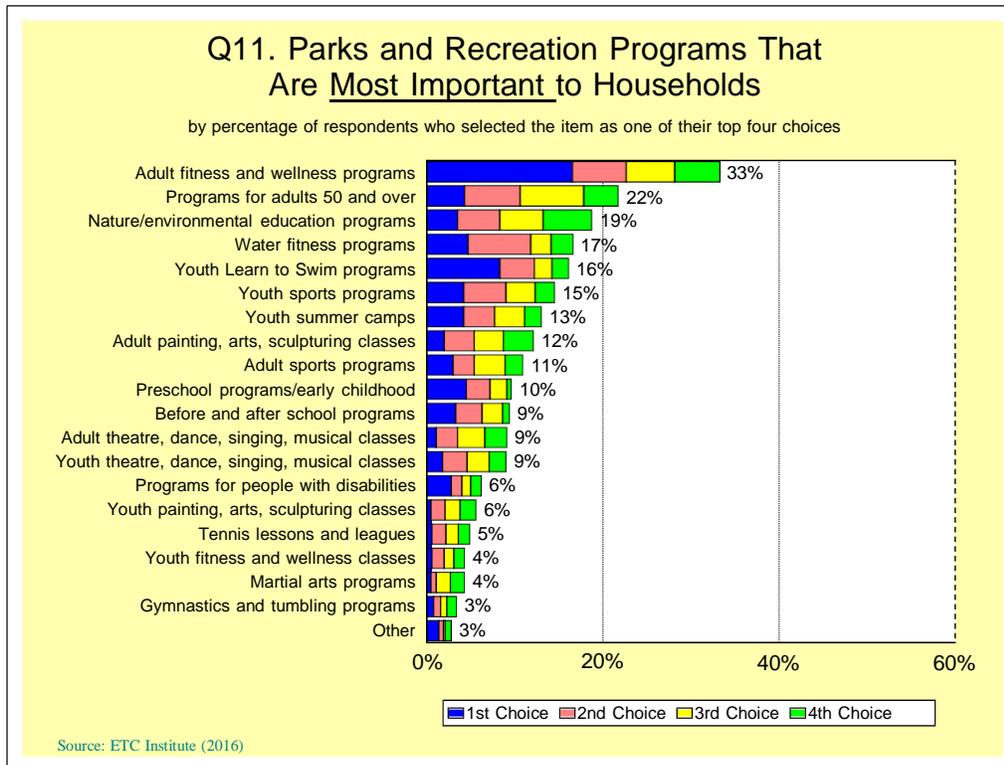


Figure 4.3: Survey Results – Facility Needs

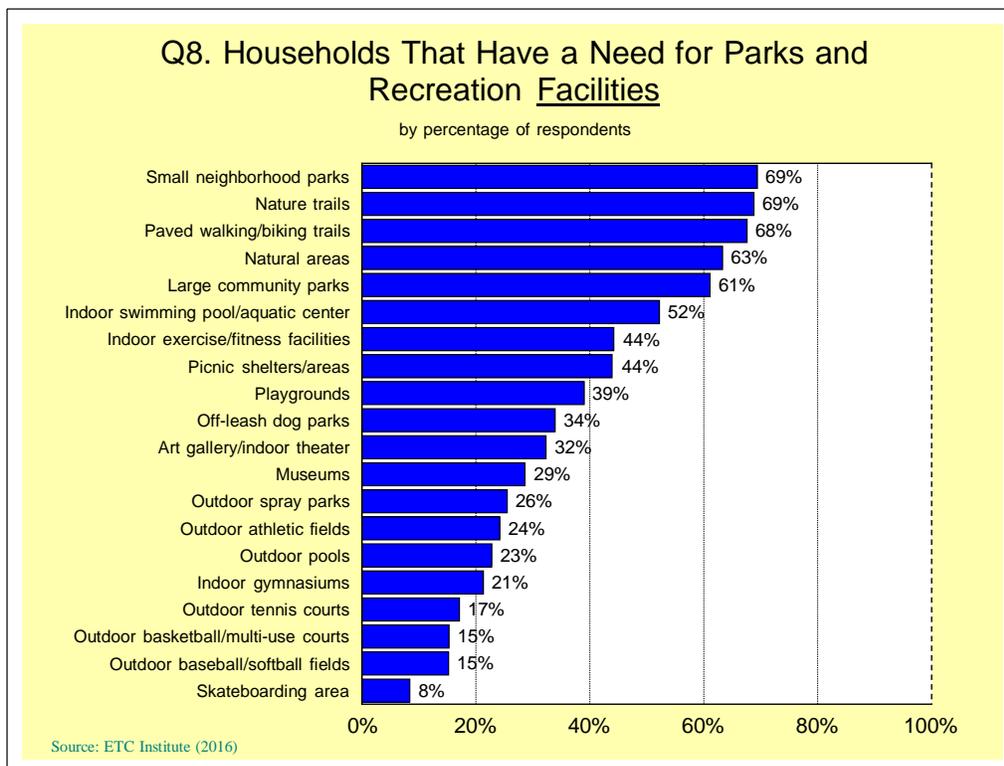


Figure 4.4: Survey Results - Facility Importance

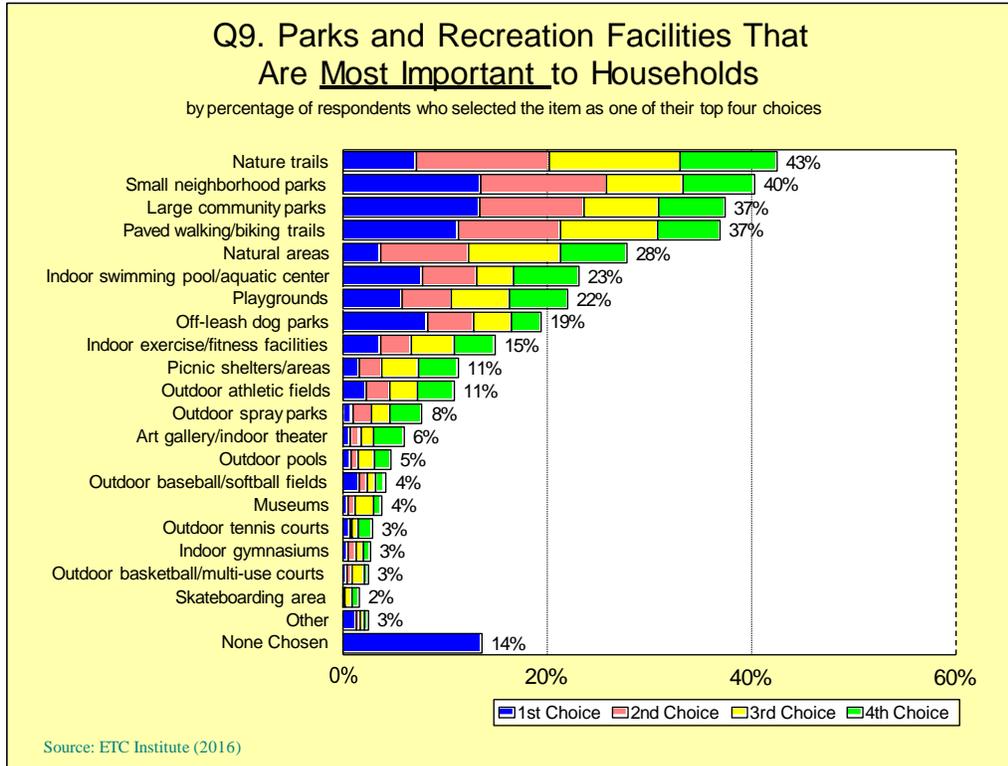


Figure 4.5: Indoor Programming Space

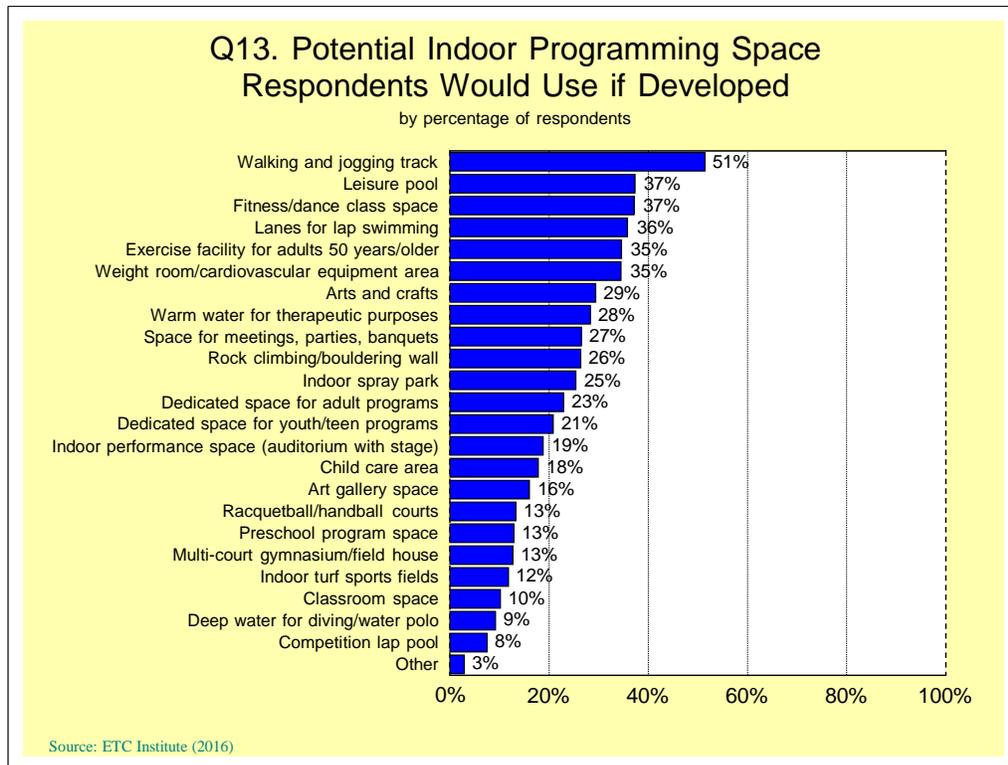
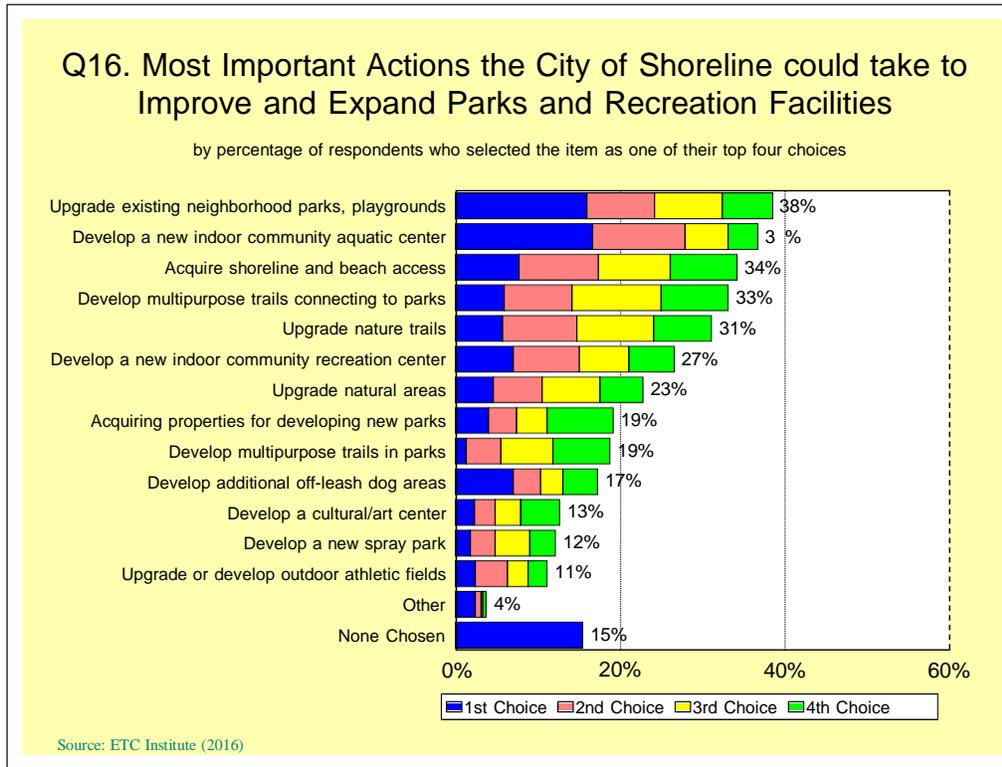


Figure 4.6: Support for Actions to Improve programs or facilities



KEY THEMES

Several themes emerged from the community participation process. These are discussed in more detail below.

Recreation Program Needs

- Add and improve access to aquatics programs
- Expand indoor exercise and fitness opportunities
- Increase options for adults and seniors
- Strengthen access to nature
- Create multigenerational and multicultural opportunities
- Support arts and cultural opportunities

Facility Needs

- Add and improve access to aquatics facilities
- Upgrade and enhance existing parks and facilities; including improving safety
- Expand walking and trail-related activities
- Improve the urban forest health

- Increase connectivity to parks, recreation and open space facilities; including greenways and wildlife corridors
- Manage impacts from future growth including acquisition and expanding outdoor recreation and public art facilities in the station subareas and along Aurora

Access to Quality of Programs and Facilities

- Improve availability of information about facilities and programs
- Continue community partnerships in providing facilities, programs and services

RECREATION PROGRAM NEEDS

The top six recreation and cultural service needs are:

- Add and improve access to aquatics programs
- Expand indoor exercise and fitness opportunities
- Increase options for adults and seniors
- Strengthen access to nature
- Create multigenerational and multicultural opportunities
- Support arts and cultural opportunities

Adding and Improving Aquatics

Aquatics is one of the top priorities across public engagement activities. As shown by the Survey results, 27% of respondents expressed a need for more water fitness programs. Questionnaire responses also reveal an interest in additional aquatic-related activities in Shoreline Parks. Online questionnaire participants selected swimming in a pool or water play (indoor or outdoor) as the activity they would most like offered. When given 23 potential indoor programming spaces and asked which ones they would use, three of the top four responses from the same group of questionnaire participants were aquatic-related (lanes for lap swimming, leisure pool, indoor spray park). The first two, lanes for lap swimming and leisure pool, were also in the top four responses to the same question in the community opinion survey. Both surveys asked respondents how they would allocate a theoretical \$100 among a list of funding categories; construction of new recreation and aquatic facilities was the top choice in the online survey and the second choice in the opinion survey. Finally, desire for aquatic-related activities was a frequent response to the open-ended questions in the online survey and in the neighborhood meetings.

Expanding Indoor Exercise and Fitness

Exercise facilities for older adults was the second highest rated option of the 23 alternatives in the Survey, and weight room/cardiovascular equipment space rated fifth. Similarly,

respondents to the online questionnaire rated aquatic and trail/track facilities among their top four options for new indoor programming spaces. These were followed by fitness/dance class space and weight room/cardiovascular equipment areas. Focus group participants expressed a need for more indoor activities for youth (especially teens) and seniors, as well multi-generational space where families and friends of different age groups can gather, play and be together.

Maintaining Opportunities for Adults and Seniors

When asked which programs are most important, 48% of respondents to the Survey expressed a need for adult fitness and wellness programs (the first overall choice). Thirty percent requested more programs for adults age 50 and older (the second overall choice). The community questionnaire also indicated that adult fitness and wellness programs, and adult art classes, events or festivals are popular. However, respondents wouldn't prioritize expanding programming for seniors and adults over other opportunities when given choices about how to spend limited funding.

Strengthening Access to Nature

According to the Survey, the top priorities for the future included acquiring shoreline and beach access and upgrading natural areas. Nature and environmental education programs were third on the priority list. In addition, questionnaire responses indicated that waterfront parks (especially Richmond Beach Saltwater Park) are the types of parks they visit most often. Other priorities include making natural spaces more accessible and improving how people connect to these spaces. Neighborhood meetings highlighted the importance of scenic views in Shoreline and the use of trails to experience nature, especially connections that lead to the shoreline. Participants also stressed the importance of managing tree canopy and reducing invasive vegetation in parks and natural areas. Based on stakeholder interviews, there is an expressed need for high-performing, watershed-based open spaces that work for both people and the ecosystem when designing light rail projects.

Creating Multigenerational and Multicultural Opportunities

Participants noted that programs and services should adapt to the changing needs of the local population. Multigenerational programming and spaces were identified as a need in focus groups. Families, teenagers and seniors were frequently identified as the three specific groups most in need of attention. Changing demographics indicate a need to take a diverse population into account when assessing current and future services. Focus group participants noted that events celebrating each culture could provide learning and sharing opportunities. Some ideas included non-English speaking liaisons who could communicate information in other languages, and the addition of language classes.

Supporting Arts and Culture

Art and cultural programs/activities were viewed very positively. Nearly half of the respondents to the online questionnaire expressed that public art and cultural activities provide enjoyment to residents and visitors. This was especially true in the in-person engagement activities such as the focus groups, neighborhood meetings and intercepts. In addition, results from several activities suggested a desire for something more and/or different than what the City already provides. Neighborhood meeting participants discussed several ideas including temporary art installations, functional art work and interpretive art (historic, environmental, and cultural). Stakeholder interview participants expressed the desire to add flexible rooms and facilities within a community center for arts and culture classes that could also meet the needs of other programs.

FACILITY NEEDS

The top parks, recreation and public art facility needs are:

- Add and improve access to aquatic facilities
- Upgrade and enhance existing parks and facilities; including improving safety
- Expand walking and trail-related activities
- Improve the urban forest health
- Increase connectivity to parks, recreation and open space facilities; including greenways and wildlife corridors
- Manage impacts from future growth including acquisition and expanding outdoor recreation and public art facilities in the station subareas and along Aurora

Add and improve access to aquatics facilities

Facilities for a variety of aquatic activities were frequently recognized as among the most important or most desired facilities throughout the public engagement activities. For example, online questionnaire participants selected swimming in a pool or water play (indoor or outdoor) as the activity they would most like offered. When given 23 potential indoor programming spaces and asked which ones they would use, three of the top four responses from the same group of participants were aquatic-related (lanes for lap swimming, leisure pool, indoor spray park). The first two, lanes for lap swimming and leisure pool, were also in the top four responses to the same question in the community opinion survey. Both surveys asked respondents how they would allocate a theoretical \$100 among a list of funding categories; construction of new recreation and aquatic facilities was the top choice in the online survey and the second choice in the opinion survey. Finally, desire for aquatic-related activities was a frequent response to the open-ended questions in the online survey and in the neighborhood meetings.

Upgrade and Enhance Existing Parks and Facilities

Shoreline's parks are well visited. Many community engagement participants indicated a desire to enhance these assets. Engagement participants reported they visit City parks at a higher rate than the national average (79 percent visitation). Nearly half of questionnaire respondents and one-third of community opinion survey respondents said they participated in a recreation/cultural program, class or activity offered by the City during the past year. During stakeholder interviews, participants expressed a concern that the City's facilities and/or programs were lagging behind other public and non-governmental competitors. For example, many noted Shoreline's pool felt outdated when compared to the aquatics offerings in nearby municipalities like Lynnwood and Snohomish County. Similarly, recreation users noted more attractive, up-to-date fields and recreational facilities in communities surrounding Shoreline. Exterior lighting was frequently mentioned as a way to extend the use of parks and outdoor facilities.

Adding Variety

Based on focus group results, participants would like to see more variety of programming and facilities to appeal to all age groups throughout the year. Teen focus groups would like more variety in programs and additional activities. Parents would like additional programs for their kids, to tire them out and keep them out of trouble. Meeting participants also expressed a need for a greater variety of park amenities such as spray grounds for kids, skate parks and off-leash dog areas.

Improving Community Gardens and Healthy Eating

Focus group participants expressed a desire for additional garden plots, as well as classes on gardening, cooking and healthy eating. Comments also indicated the desire for community gatherings to share and sample cuisine from other cultures to strengthen cultural awareness and celebrate diversity. Stakeholder interview participants discussed the benefit of additional food preparation facilities and community kitchens.

Improving Safety

General safety of facilities, trails, and parks emerged as a priority from all public feedback sources. Participants noted an increase in homelessness and corresponding concerns. The absence of lighting was seen as a related issue (such as the lack of lighting along the Interurban Trail), and addressing it was seen as an opportunity to expand hours, and increase the accessibility and safety of recreation sites. Inadequate lighting prevents users from visiting parks after dark and limits hours of use in the winter.

In neighborhood meetings, street crossings into parks and other sites, as well as the cleanliness of these areas, was highlighted as an area of concern. Stakeholder interviewees expressed the need for enforcement of dog leash laws, active discouragement of parties and off-trail camping in the woods, especially related to underage drinking and smoking. Focus group outcomes

indicated that safety concerns kept people from visiting parks. Vegetation, including overgrown shrubs and weeds, and hidden corners block sightlines and allow undesirable behavior and illegal activities such as underage smoking and drinking.

Expanding Walking and Trail-Related Activities

Survey results showed that 51% of respondents would use an indoor walking or jogging track. At intercept events, participants ranked more walking/biking opportunities highest. Trails were positively viewed in the stakeholder interviews and neighborhood meetings as well. In the community opinion survey, respondents were asked to identify their needs from a list of 20 parks and recreation facilities. Two of the three top selections were nature trails and paved walking/biking trails.

Improve the Urban Forest Health

Shoreline is a community that has a passion for its urban forest. Recognizing the urban forest as a powerful asset, the City pursued a comprehensive strategy for how to build a sustainable urban forestry program. In 2014 Shoreline's Urban Forest Strategic Plan was adopted by the City Council that includes a comprehensive set of goals for urban forestry and strategies for an urban forestry program. A Tree Board was established as a subset of the Parks, Recreation and Cultural Services Board to oversee public tree management and a lengthy community input process led to a strong and sustainable plan.

The success of the plan relies heavily on City Council and community support of its goals and strategies. Of Online Questionnaire respondents, 46% replied that managing the vegetation and trees in Shoreline's parks and open spaces are "very important" to maintaining Shoreline's community character and environmental health with another 27% responding "important." During Neighborhood Association meetings, some of the rationale for managing the urban forest included:

- Removing invasive plants protects our native plant and wildlife habitat ecosystem
- Tree and understory planting increases diversity of the urban forest
- Maintenance aids in keeping the urban forest healthy
- Planting the right trees in the right places avoids the need for future removal
- Retaining the natural character of our parks and open spaces
- Maintenance supports Shoreline's Healthy City goal
- Enhances the use of our urban forest by wildlife
- Provides a venue for outdoor environmental learning in parks
- Maintaining the urban forest enhances the experience of nature trails

Adequate funding and resources committed to the program are critical to cultivate a more sustainable urban forest. In an effort to continue the momentum, the City is seeking ways to

begin implementing a number of strategies. The Urban Forest Strategic Plan can be found at: shorelinewa.gov/urbanforest.

Increase connectivity to parks, recreation and open space facilities

In Shoreline, as in other communities, the community is asking for better active transportation connections that feel safer, more inclusive and more welcoming. Shoreline residents were clear that they experience and consider their access to open spaces as more than *just* their access to parks. Their user experience of the City's open spaces combines parks, storm water facilities, transportation rights of way, street trees, steep slopes, wetlands, schools and smaller social spaces like plazas.

One of the significant themes to emerge from the parks planning process was the importance of providing safe access to parks and open spaces. Community members emphasized the importance of "safe routes to parks" and encouraged staff to work across agencies and jurisdictions to provide safe and equitable access for all park users. Across City departments, many residents were happy to find that existing plans and projects have begun to implement necessary infrastructure improvements to provide better open space connections, yet the parks planning process also revealed that some user needs had changed and residents offered suggestions about where the City could offer better, healthier connections for *all* residents.

New tools have been developed to entice willing but wary cyclists onto City streets and into parks. Communities are implementing neighborhood greenways and wildlife corridors that connect parks, schools and community destinations to create designated, prioritized routes for biking and walking on local streets and through parks and school properties. Neighborhood greenways can also be developed in tandem with storm water and urban re-leafing programs by creating green streets along the route and/or using low impact development techniques.

Manage impacts from future growth

Neighborhood meeting participants emphasized the need to consider demands on parks and facilities from population growth and increased use. In conversations with stakeholders, a key concern is the anticipated significant change that will come to Shoreline with the addition of two light rail stations. Changing demographics, more wear and tear on nearby parks, and new opportunities to access previously underutilized spaces were just some of the ways every interest group expects light rail to have an impact. Community comments echoed the need to develop park designs and implement maintenance practices that will accommodate more intense use of smaller park spaces. Acquisition and expanding outdoor recreation and public art facilities in the station subareas and along Aurora was emphasized as a top priority to manage growth. In addition to the need for land acquisition, other ideas to manage impacts from future growth included:

- Utilizing other public property such as public rights-of-way;

- Adding additional recreation amenities within existing parks and open spaces;
- Expanding parks through acquisition of adjacent property; and
- Seeking partnerships with other public and/or private property owners to provide access to recreation and public open space.

Access to quality facilities and programs

Access to quality facilities and programs was an important theme echoed throughout the 2016 year-long public engagement process including the Community Interest and Opinion Survey (Survey), Online Questionnaire and comments received during neighborhood and community event intercepts. Responses measure current satisfaction and identify both current and future needs. The following section highlights results based on respondent visitation, use and participation of parks and recreation facilities and/or programs (or lack thereof) including access to information. This section also discusses ways to expand the availability of facilities and programs through continued partnerships.

Parks and Outdoor Recreation Facilities

Survey respondents were asked to indicate whether or not they had visited any City of Shoreline parks over the past 12 months. Eighty-eight percent (88%) indicated yes, they had visited parks. This is significantly above the national average of 79% visitation. Based on the percent of respondents who visited parks, 92% indicated the overall physical condition of the quality of City of Shoreline parks they had visited over the past 12 months were either “excellent” (29%) or “good” (63%).

Indoor Recreation Program Participation

Survey respondents were asked to indicate whether they had participated in any programs offered by the City of Shoreline Parks, Recreation, and Cultural Services Department during the past 12 months. Thirty-two percent (32%) of respondents indicated that their household has participated in programs. Of those 32%, 62% participated in 1-2 programs, 35% participated in 3-5 programs, and 3% participated in 6 or more programs. Respondents were asked to indicate the three primary reasons why their household participated in City of Shoreline programs. The top three reasons for participation include: location of the facility (20%), economical fees (19%), and program schedule (14%). Based on the percentage of respondents who participated in programs over the past 12 months, 94% rated the overall quality as either “excellent” (30%) or “good” (64%).

Reducing Park and Recreation Facility Barriers

Survey respondents were asked to choose from a list of 20 potential reasons why their households don’t use City of Shoreline Parks, Recreation, and Cultural Services Department facilities and programs more often. The top reason is because they are too busy (38%). Other

reasons include: not interested in programs offered (22%), program times are not convenient (21%), and lack of knowledge about what is being offered (18%).

Participants noted a range of access concerns across the various engagement activities. Focus group participants described physical barriers including distance from parks, limited parking and lack of public transit or sidewalks. This sentiment was echoed by respondents to the online questionnaire. A majority selected the lack of sidewalks, trails or safe street crossings for walking as the main barrier they experience in getting to parks, open spaces or recreation areas in Shoreline. In stakeholder interviews, access was also associated with the need for more parks throughout the City. Focus group participants identified a need to consider expanding public transportation and non-motorized (walking and biking) solutions to improve access to parks and recreation opportunities.

Improving Availability of Information

Survey respondents were asked to select from a list of 10 resources all the ways they learn about parks, recreation and cultural programs, and services. Sixty percent (60%) of households indicated they learn through the City of Shoreline *Currents* newsletter. Other ways include: program fliers and posters (48%), City of Shoreline Recreation Guide (45%), word of mouth (44%), and the City of Shoreline website (30%) which is significantly above the national average of 21%.

Participation in programs and usage of parks may be impacted by the ways in which users are receiving, or not receiving, information about opportunities throughout the City. Findings from the community opinion survey indicate that nearly all information about Shoreline programs and activities is conveyed through written sources. In the focus group, participants noted that park attendance would likely improve if outreach and communications materials were translated into more languages. Focus group outcomes highlighted a need for the City to provide resources for non-English speakers.

Continuing Partnerships

Forty-six percent (46%) of Survey respondents indicated they use the City of Shoreline Parks, Recreation, and Cultural Services Department. Respondents also use these other organizations: King County Parks (43%), City of Seattle Parks (38%), and Shoreline School District facilities (30%). In the community opinion survey, participants identified an expansive range of organizations that meeting their needs for parks and recreation. While the City of Shoreline was the most frequently utilized, other regional government entities were cited as important providers of services. In the stakeholder interviews and other engagement activities, partnerships were also noted as a means of providing new opportunities and expanding access to underrepresented populations. Continuation, and perhaps formalization, of these partnerships would be supported by the Shoreline community. Volunteerism was also

frequently noted, with a need to strengthen use of volunteers in parks and recreation and recruit and retain more park and program supporters.

COMMUNITY PRIORITIES

Survey results assess the priority that should be placed on parks and recreation facilities and recreation programs in the City of Shoreline. The Importance-Unmet Needs Assessment shown in Figure 4.7 and 4.8 is divided into one of four categories listed below.

1. **Top Priorities (higher importance and high unmet need).** Items in this quadrant should be given the highest priority for improvement. Respondents placed a high level of importance on these items, and the unmet need rating is high. Improvements to items in this quadrant will have positive benefits for the highest number of residents.
2. **Continued Emphasis (higher importance and low unmet need).** Items in this quadrant should be given secondary priority for improvement. Respondents placed a high level of importance on these items, but the unmet need rating is relatively low.
3. **Lower Priority (lower importance and high unmet need).** This quadrant shows where improvements may be needed to serve the needs of specialized populations. Respondents placed a lower level of importance on these items, but the unmet need rating is relatively high.
4. **Lowest Priority (lower importance and low unmet need).** Items in this quadrant should receive the lowest priority for improvement. Respondents placed a lower level of importance on these items, and the unmet need rating is relatively low.

The top priorities for both unmet needs for facilities and programs were used as the basis for establishing the PROS Plan recommendations and implementation actions.

Programs that should receive the highest priority for funding include (Figure 4.7):

- Adult fitness and wellness programs
- Programs for adults 50 and over
- Nature/environmental education programs and
- Water fitness programs

Facilities that should receive the highest priority for funding include (Figure 4.8):

- Nature trails
- Small neighborhood parks
- Paved walking/biking trails
- Natural Areas
- Indoor swimming pool/aquatic center

Figure 4.7: Priority Matrix for Meeting Program and Service Needs

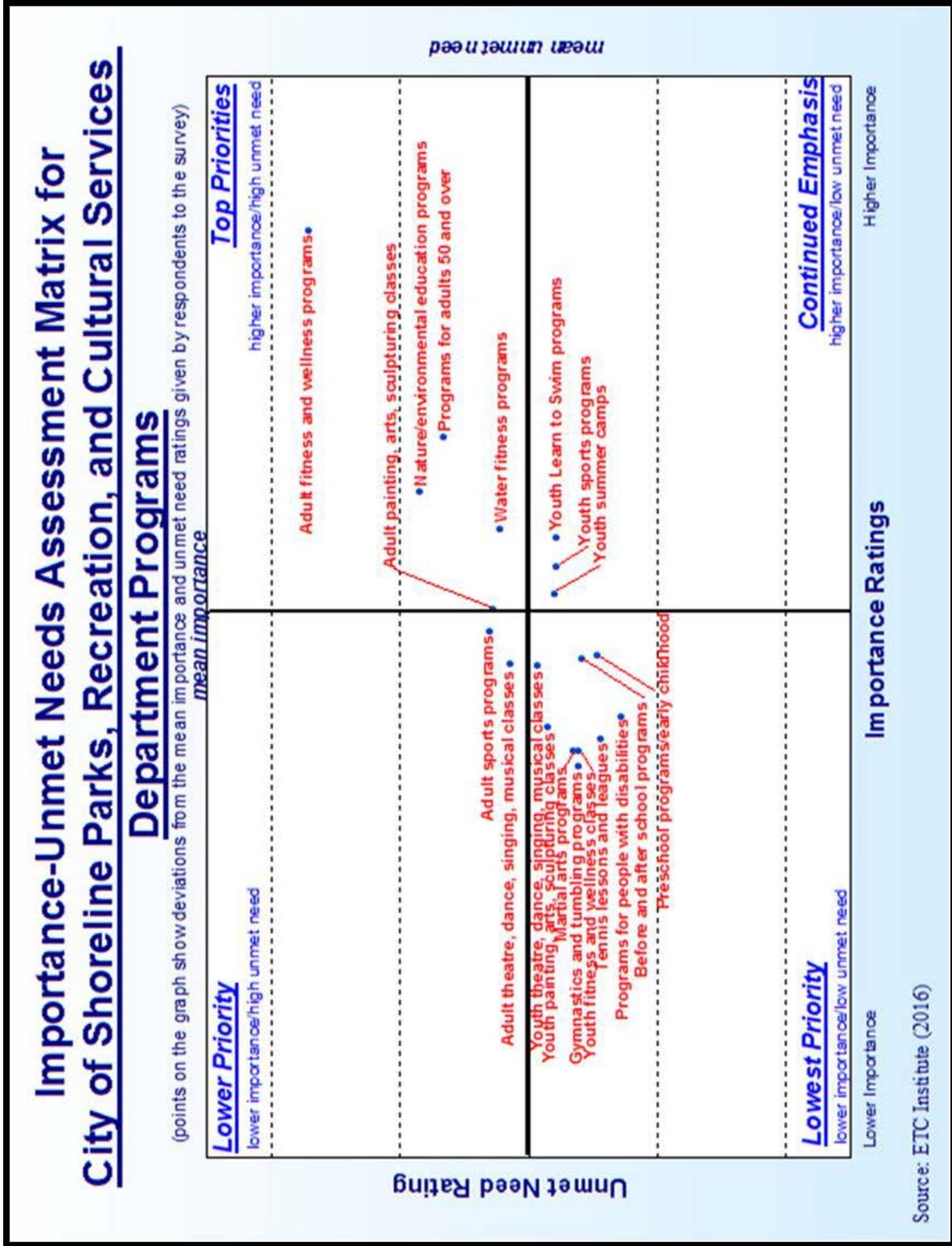
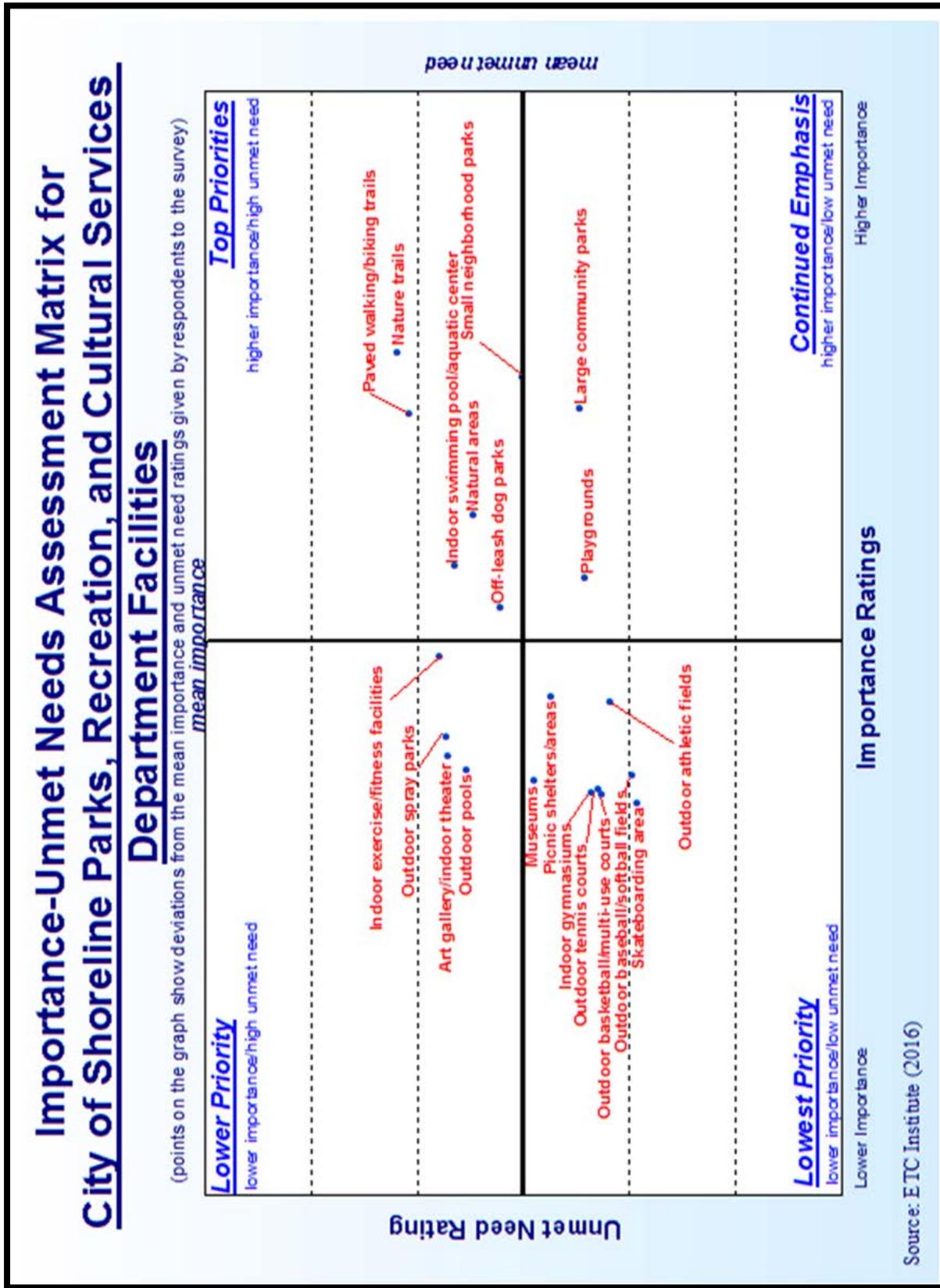


Figure 4.8: Priority Matrix for Meeting Facility Needs



LEVEL OF SERVICE DRIVEN DEMANDS AND NEEDS

The purpose of a Level of Service (LOS) analysis is to quantify how accessible the existing park system is to residents. LOS is a term that describes the amount, type, or quality of facilities that are needed to serve the community at a desired and measurable level. LOS can be used to assess recreation facilities that are currently offered in our parks and open spaces and identify deficiencies that exist in providing them. The target LOS informs long-term strategies for improving access to outdoor recreation facilities. Without outcomes and metrics such as LOS standards, planning goals are abstract concepts without ties to practical actions.

The traditional practice has been to measure the need for parks with a single LOS metric such as total park land per 1,000 of the population or percentage of residents living within a certain distance of a park. With the advent of new technology such as asset management and geographic information systems, park LOS measures are becoming more sophisticated. It is now possible to consider walking times to parks, detailed amenities available at parks, more precise measures of geographic distribution of parks, and maintenance needs of park amenities.

This LOS analysis focusses on 1) the availability of park amenities and 2) the geographic service areas and walksheds to various types of parks, and the availability of park amenities. LOS standards are intended to make sure there is the right number of park amenities, located in proper places to adequately serve the Shoreline community.

Population Estimates

A key element of measuring LOS is showing the population base and expected changes over time. There is a substantial amount of demographic information available and appropriate to use for planning parks and recreation programs and facilities. Staff uses various levels of detailed population data to plan and manage specific programs offered by PRCS. For the PROS Plan it is most appropriate to use overall population numbers to ensure that facilities are being provided to adequately serve the entire community.

As described in Chapter 2, the Puget Sound Regional Council estimated Shoreline's population to be 55,439 in 2015. The Puget Sound Regional Council projects population for the region, using their Land Use Vision technique. Table 4.2 shows Shoreline is expected to have a slow but steady rate of growth through 2025 followed by a higher level of growth associated with the light rail station subareas. Anticipating the change in demand for housing that will come with the light rail stations, the city changed its zoning and prepared population estimates for what growth is anticipated around the stations. The full impact of light rail stations on the demographics may not be known until well after 2023. It is anticipated that the population will increase to as high 26,978 in the light rail station subareas by 2035.

Table 4.2: Future Population Projections

	2010	2015	2025 Projection	2035 Projection
Shoreline – full city	53,007	55,439	59,801	68,316
Subareas only	15,551	16,265	17,545	26,978

CITYWIDE PARKLAND TARGETS

Shoreline has 409 acres of parkland. Shoreline’s current parkland per resident is 7.38 acres per 1,000 residents, which is about 20% below the median level of 9.19 acres per 1,000 residents found in other cities of similar population. The benchmark for Shoreline is set at 7.38 acres per 1,000 residents to ensure we maintain our current LOS as our population grows.

It is important to note that the total parkland of 409 acres includes land that is not owned by the City of Shoreline. Table 2.1 in the Community Profile chapter indicates parks and recreation facilities that are located partially or entirely on land owned by other agencies. These lands could be needed for schools, enhancing utilities or future roadway connections. It will be important to reevaluate the need for additional land above the current target if any of these sites are removed from the City’s parkland inventory.

Table 4.3 shows there will be a need for an additional 95 acres of parkland in Shoreline of which approximately 43 acres should be in and around the two light rail station subareas. The increase of 95 acres is equivalent to another park the size of Hamlin Park, which is 80 acres, plus some.

Table 4.3: Current and Future demand for Acres of Parkland

	Current LOS: Acres per 1,000 population	2016 Total Acres	2035 Projected Demand	Acres Needed to maintain current LOS
Citywide	7.38	409	504	95
Light rail station Subareas	4.06	66	109	43

Finding and acquiring 95 acres of additional parkland may be a challenge. It will be necessary to develop park designs and implement maintenance practices that will accommodate more intense use of smaller park spaces. In addition to purchasing land, other ways to add capacity to the park system include:

- Programming other public property such as public rights-of-way and other agency open space for recreation purposes;
- Maintaining or acquiring rights-of-way adjacent to natural area parks as natural areas such as at Richmond Reserve Natural Area and Paramount Open Space;
- Adding additional recreation amenities within existing parks and open spaces;
- Seeking partnerships with other public and/or private property owners in providing access to recreation and public open space such as enhancing access to Grace Cole Park in partnership with Lake Forest Park.

OUTDOOR RECREATION AMENITIES BENCHMARKS

An amenity-driven approach to LOS addresses the quality and mix of park facilities within the park system. Park amenities include features such as playgrounds, community gardens, skate parks, picnic tables and shelters, basketball and tennis courts, etc. Chapter 5 provides a complete list of all the amenities currently available in Shoreline Parks.

Establishing Benchmarks

Benchmarks were developed using the 2016 National Recreation and Park Association (NRPA) Field Report. The report provides comparative data from other communities in the U.S. with a population of between 50,000 and 100,000 people for parkland and outdoor recreation facilities. The NRPA Field Report data on amenity per person and acres of parkland per 1,000 residents was used to set benchmarks for LOS for Shoreline.

For some amenities, the NRPA Field Report did not report data. For those amenities, the benchmark was set at the current LOS provided by Shoreline. In essence, the population of Shoreline was divided by the number of each amenity to calculate the number per person found in Shoreline. For example there are four swing sets in Shoreline, or one swing set for every 13,860 people. Based on projected population growth, one new swing set would be needed by 2035 to keep number of existing swing sets people per swing set at 13,860. There are some new amenities that were not included in the NRPA Report and are not currently provided by Shoreline. For those amenities, benchmarks have been set by assessing the level of community demand expressed through the public process.

Table 4.4 lists the park amenities found in Shoreline in 2016. It also presents the number of those amenities located in light rail station subareas. The final column in Table 4.4 shows the LOS (amenities per person) established for each amenity. Finally, Table 4.4 shows the demand for those amenities projected for 2035 based on anticipated population growth.

Table 4.5 presents the number of each type of amenity that will need to be added to meet the benchmarks listed in Table 4.4. Table 4.5 is used to determine what outdoor recreation amenities need to be added to existing and future parks and open spaces citywide and within the light rail station subareas.

Table 4.4: 2016 Outdoor Recreation Amenities and 2035 Projected Demand

Park Amenity	2016 Citywide Existing Count	2035 Citywide Projected Demand	2016 Subarea Existing Count	2035 Light Rails Station Subarea Projected Demand	LOS Data – Residents per (unless otherwise noted)
LOS SET BY NRPA BENCHMARKS					
Community Gardens	2	2	1	1	39,555
Court - Basketball	4	9	1	3	7,788
Court- Tennis	5	4	4	2	15,250
Field - Baseball/Softball	14	5	4	2	14,978
Field - Multi-Purpose Rectangular	4	4	3	3	15,288
Field - Synthetic	3	3	3	3	28,541
Off-Leash Dog Areas	2.5	1	1	1	57,535
Playgrounds	24	20	5	8	3,493
LOS SET BY CURRENT LOS IN SHORELINE					
Swing Sets	4	5	3	5	13,860
Exercise Station	3	4	1	2	18,480
Public Art	55	68	10	17	1,008
Picnic Shelters	7	9	2	3	7,920
Path - Loop	6	7	2	3	9,240
Trail (miles)	24	30			2,310 (per mile)
Skate Parks	1	2	1	1	27,719
NEW and existing AMENITIES with PROPOSED LOS					
Court - Pickleball	1	4	0	2	15,250
Skate Parks	1	2	1	1	27,719
Spray Park	0	2	0	1	27,719
Adventure Playground	0	2	0	1	27,719

Table 4.5: 2035 Outdoor Recreation Amenity Targets

Recreation Amenity	2035 Citywide Target for added Amenities	2035 Subarea Target for added Amenities
Community Gardens	0	1
Court - Basketball	5	2
Court - Multi-purpose/Pickleball	3	2
Playgrounds	0	3
Swing Sets	1	2
Exercise Station	1	1
Art- Outdoor Public Art	13	7
Picnic Shelters	2	1
Path - Loop	3	1
Trail (miles)	6	
Skate Parks	1	0
Spray Parks	2	1
Adventure Playground	2	1

GEOGRAPHIC LOS AREAS AND WALKSHEDS

Geographic LOS is used to determine how effectively parks and open spaces are distributed throughout the City. This method involves setting geographic radii service areas around parks based on the park classification and their service area (Table 4.6). Park Facility Classifications are described in more detail in the Community Profile Chapter.

Establishing level of service standards based on geographic distance and walk time is challenging and fraught with uncertainty. The distance a person is willing to walk to a park or recreation facility is dependent on age, health, time availability, weather, topography, street traffic, perception of safety, and numerous other factors. The length of time it takes a person to walk a certain distance is also widely variable. This again may be dependent on age, health, whether they are walking with a companion, pushing a baby stroller, crossing streets, juggling a cup of coffee, etc. The average human walking speed is about three miles per hour. At that rate an average person would walk about ¾ of a mile in fifteen minutes. Some people will walk faster, some slower. The use of the 15-minute walkshed as a LOS measure provides a guide for locating parks and park amenities but it’s important to recognize it has limitations. Using geographic information systems (GIS) technology, we can account for barriers such as I-5 and large parcels such as the Community College and Fircrest so the maps below reflect walkability to parks.

Shoreline’s Regional, Large Urban, Special Use Facility Classifications serve the City and do not need LOS analysis since their service areas are Citywide. Community Park LOS target is a 1 ½ mile radius service area and Neighborhood, Pocket Parks and Natural Areas LOS targets are fifteen-minute walkshed. In addition to Parks it is important that certain park amenities are readily accessible to Shoreline residents regardless of how the park they are in is classified. Essential Park Amenities include children’s playgrounds, picnic areas, trails, and open grass areas for active and passive uses.

Table 4.6: Geographic LOS Service Area Targets

Facility Type	Service Area LOS Target
Regional Park	Citywide
Large Urban Parks	Citywide
Special Use Facilities	Citywide
Community Parks	With 1.5 miles of every resident
Natural Area Parks	Within 15-minute walk of every resident (approximately 3/4 of a mile)
Neighborhood Parks	Within 15-minute walk of every resident (approximately 3/4 of a mile)
Pocket Parks	Within 15-minute walk of every resident (approximately 3/4 of a mile)
Essential Park Amenities*	Within 15-minute walk of every resident (approximately 3/4 of a mile)

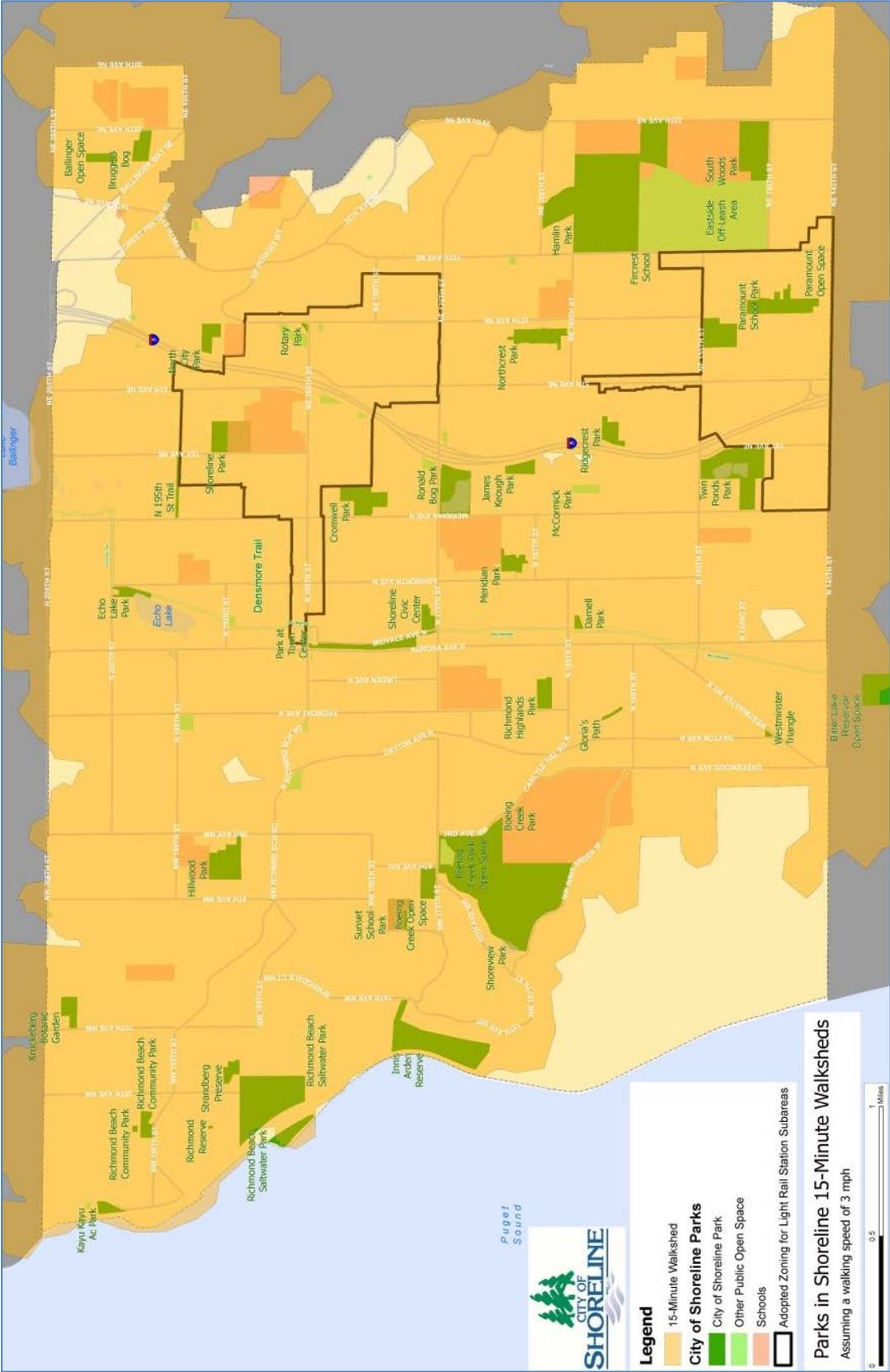
**(playgrounds, picnic areas, trails, and open lawn areas for active and passive uses)*

Overall Parkland Distribution

Applying a 15-minute walkshed to all parks allows the City to determine how effectively we are providing parkland. Applying the 15-minute walkshed to recreation amenities within parks allows the City to determine how effectively we are meeting the need for outdoor recreation amenities.

Figure 4.9 demonstrates that when the 15-minute walkshed is applied to all parks and open spaces in the City, there are a just few gaps along the eastern edge of Shoreline, in the Ballinger neighborhood commercial area and The Highlands. Almost every resident in Shoreline is within a 15-minute walk to a park or open space.

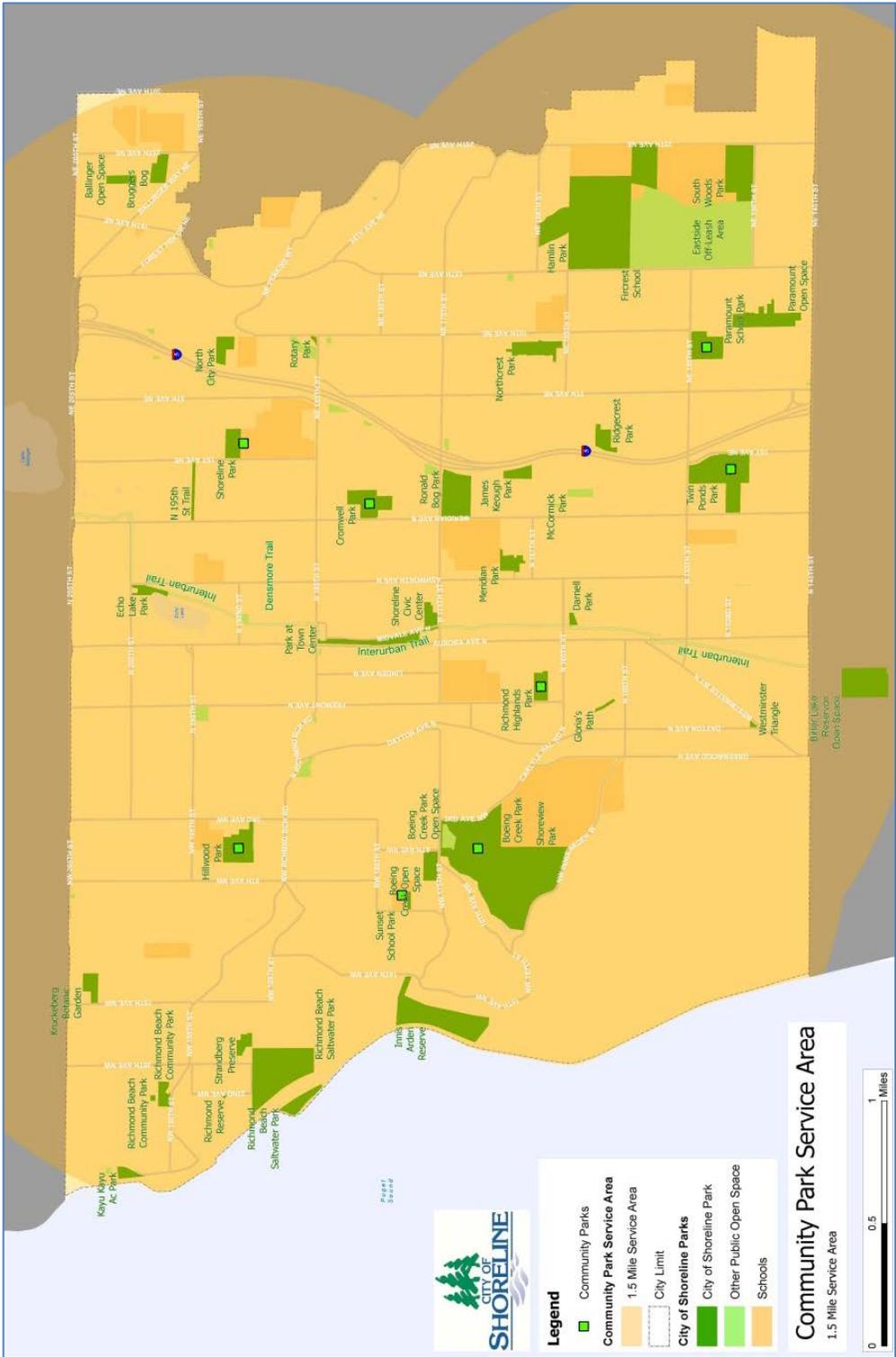
Figure 4.9: Citywide Parkland LOS Analysis



Parkland LOS - Community Parks

Figure 4.10 illustrates the service areas of the parks classified as community parks. The service area for these parks is 1 1/2 miles. All of Shoreline is served by a community park.

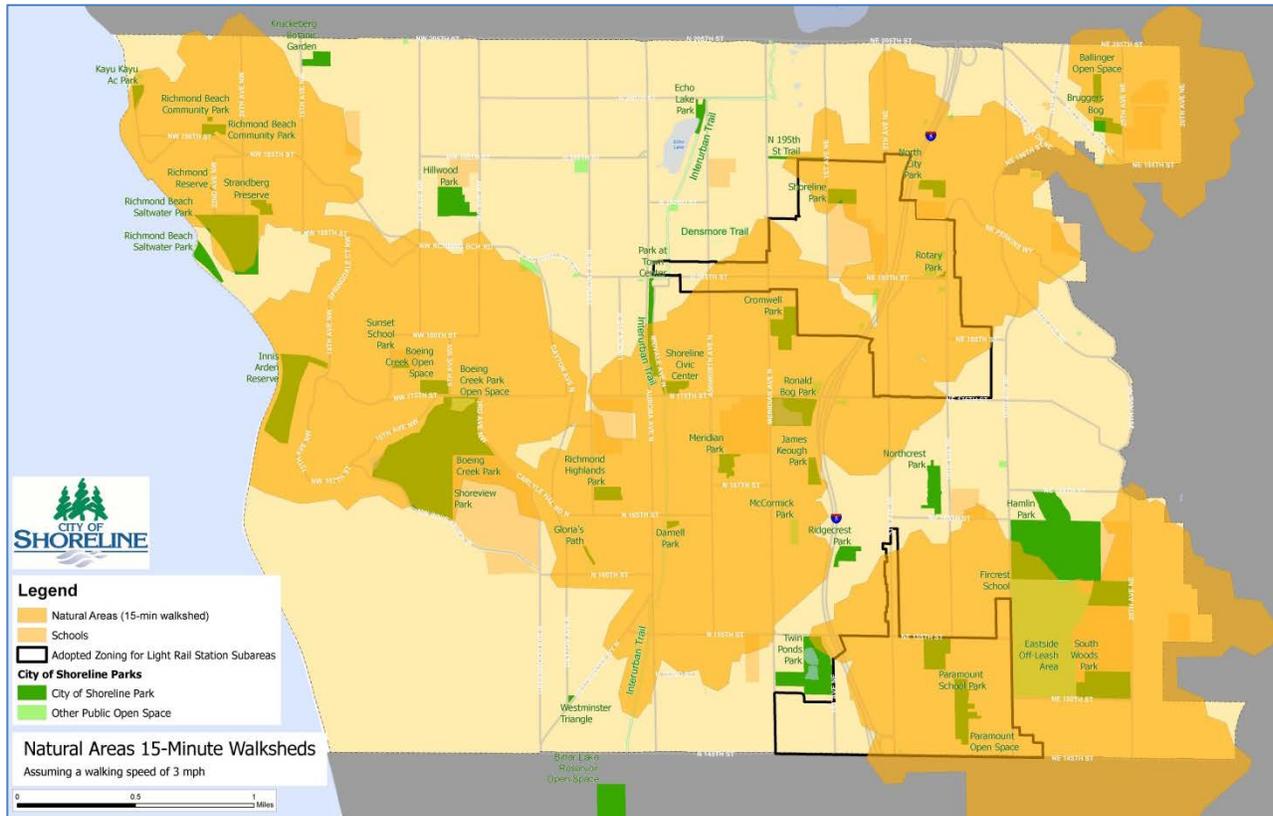
Figure 4.10: Community Park Service Area Analysis



Parkland LOS – Natural Areas

Figure 4.11 applies the 15-minute walkshed to parks classified as Natural Areas to see how accessible this type of open space is in Shoreline. The Hillwood and Echo Lake neighborhoods are mostly devoid of Natural Area Parks. Major gaps are located generally between Kruckeberg Botanic Garden and North City Park. The location and availability of Natural Area Parks is dependent on resource opportunities. Through the citizen participation component of the needs assessment, residents identified a strong desire for additional natural area sites, walking trails, and wetland and urban forest conversation. Figure 4.11 only reflects properties that are designated as Natural Area Parks but it is important to note that many other park types provide a natural area experience. Light Rail Station Subareas are largely within the 15-minute walkshed of a Natural Area park. The west portion of the 145th Street Station area is not in the walkshed of a Natural Area designated park but is near Twin Ponds which has large areas of natural areas within it.

Figure 4.11 Natural Area Parks Service Area Analysis



Parks designated as Natural Areas are not the only places where people can connect with nature. Several other parks in different classifications have natural resources to enjoy. Figure 4.12 shows other existing parks with access to natural resources with a 15-minute walkshed around them. They include Hamlin, Northcrest, Twin Ponds, Brugger’s Bog, Shoreline, Echo Lake, Hillwood, Boeing Creek and Shoreview, Richmond Beach Saltwater Park, and Kruckeberg Botanic Garden.

Figure 4.12: Other Parks with Natural Areas

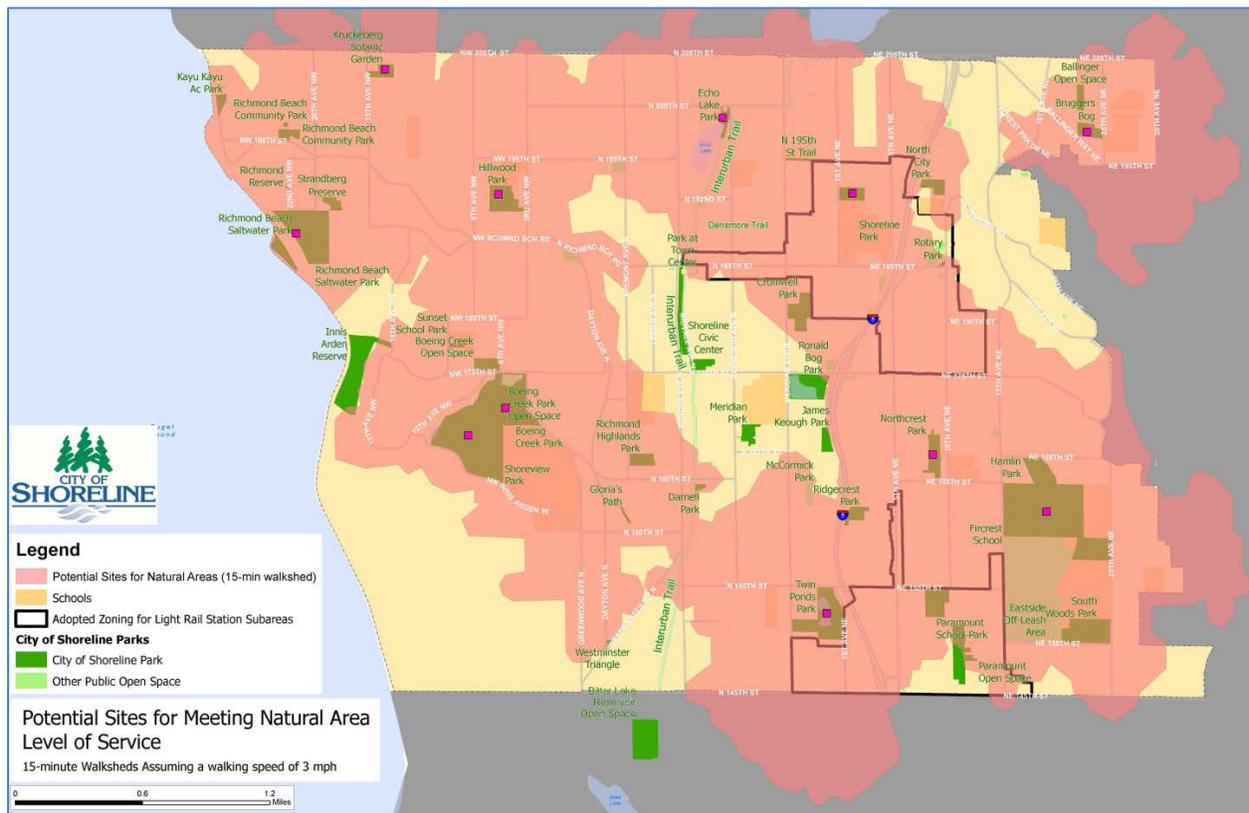
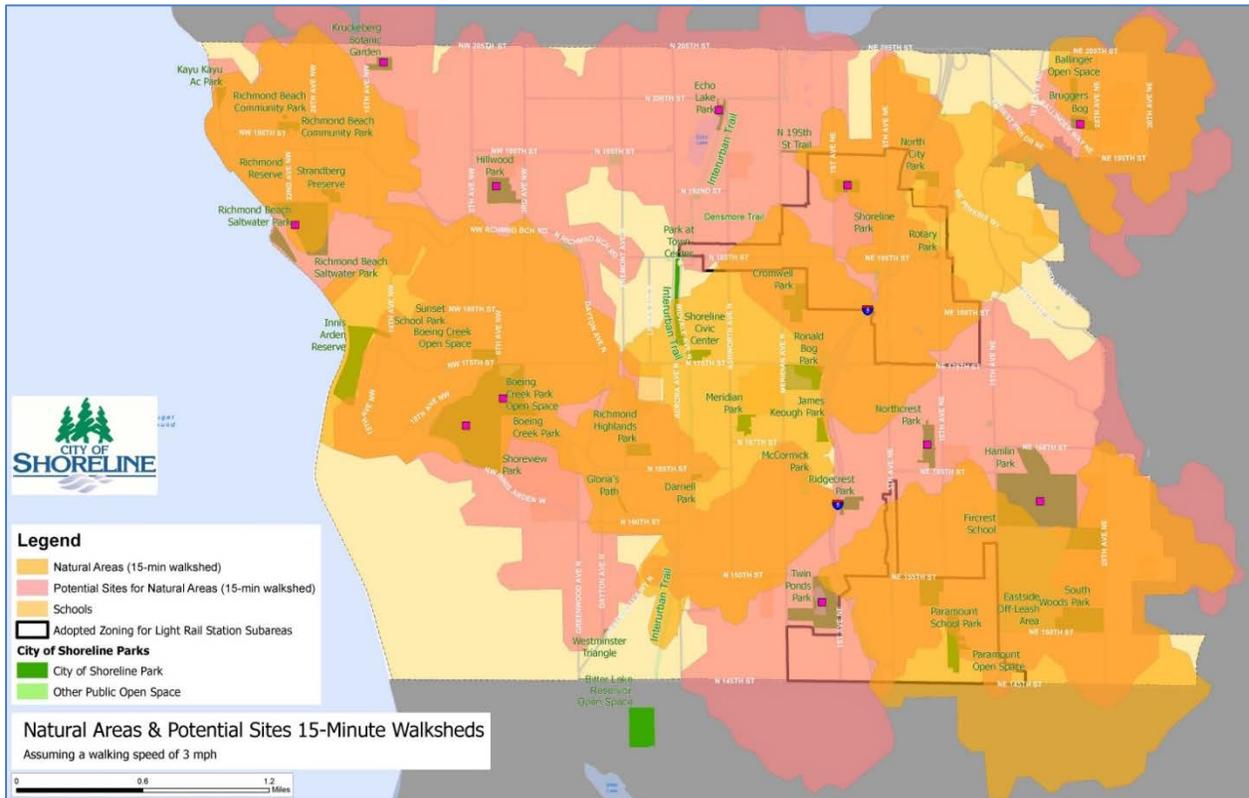


Figure 4.13 combines Natural Area Parks with other potential sites for meeting the Natural Area LOS. By adding the eleven additional parks that provide natural area experiences, the park system almost meets the Natural Area LOS target. Parts of Westminster, Richmond Highlands, Hillwood, Echo Lake, Ballinger and North City neighborhoods contain fewer natural area experiences.

Figure 4.13: Combined map of Natural Area Parks and areas

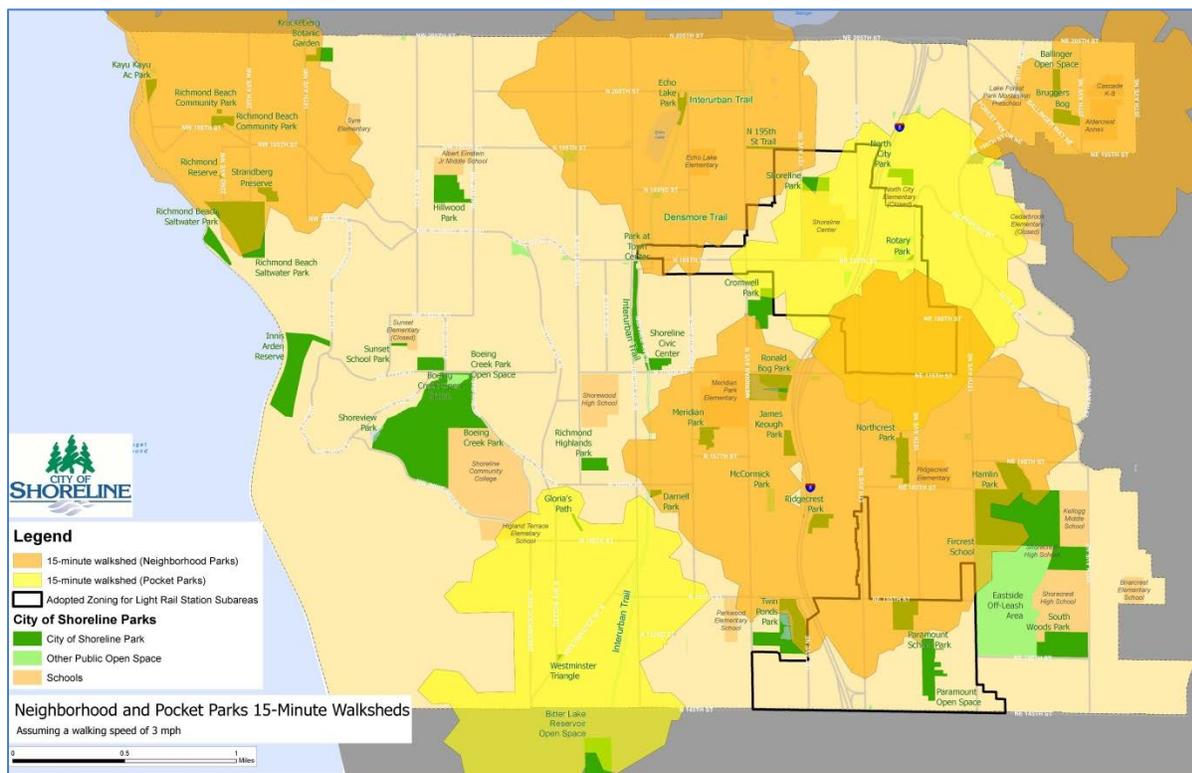


Parkland LOS - Neighborhood & Pocket Parks

Figure 4.14 illustrates the service areas of the nine parks classified as Neighborhood Parks and two as Pocket Parks.

Based exclusively on geographic LOS standards (15-minute walkshed), Shoreline is lacking in neighborhood parks that are close to all residents. Substantial portions of the Light Rail station subareas are not within 15 minutes of Neighborhood Park. When Rotary Park, designated as a pocket park, is included most of the area in the 185th Street station subarea is within the LOS standard. The southern half of the 145th Street station subarea is outside of the LOS standard for Neighborhood Parks.

Figure 4.14: Neighborhood and Pocket Park Service Area



Neighborhood Parks are not the only places where people can have a neighborhood-like park experience. While school sites don't fully provide a neighborhood park experience due to limitations on public use during the school day, public school sites offer many amenities similar to those in a neighborhood park and are available to the entire community before and after school hours on weekdays, on weekends and throughout the summer months.

In addition, neighboring cities whose parks include neighborhood park amenities that serve Shoreline residents within a 15-minute walk includes: Hickman Park in Edmonds, just north of

Shoreline, and Bitter Lake Reservoir Park in Seattle just south of the Interurban Trail entrance in Shoreline at 143rd and Linden Avenue North.

Figure 4.15 shows school sites as well as neighboring cities' parks, and potential areas for additional neighborhood park amenities with a 15-minute walkshed around them. Figure 4.16 shows potential sites and existing neighborhood and pocket parks.

Figure 4.15: Other sites providing Neighborhood Park experiences

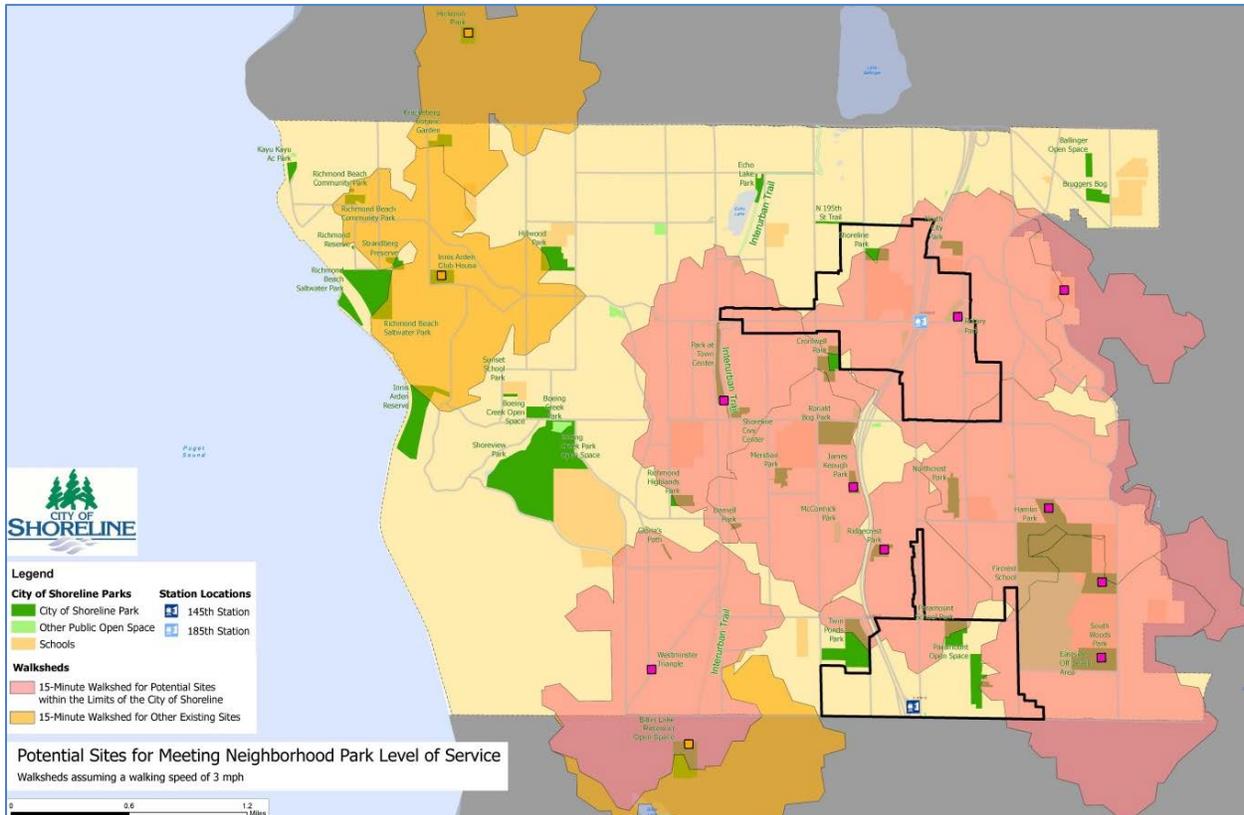
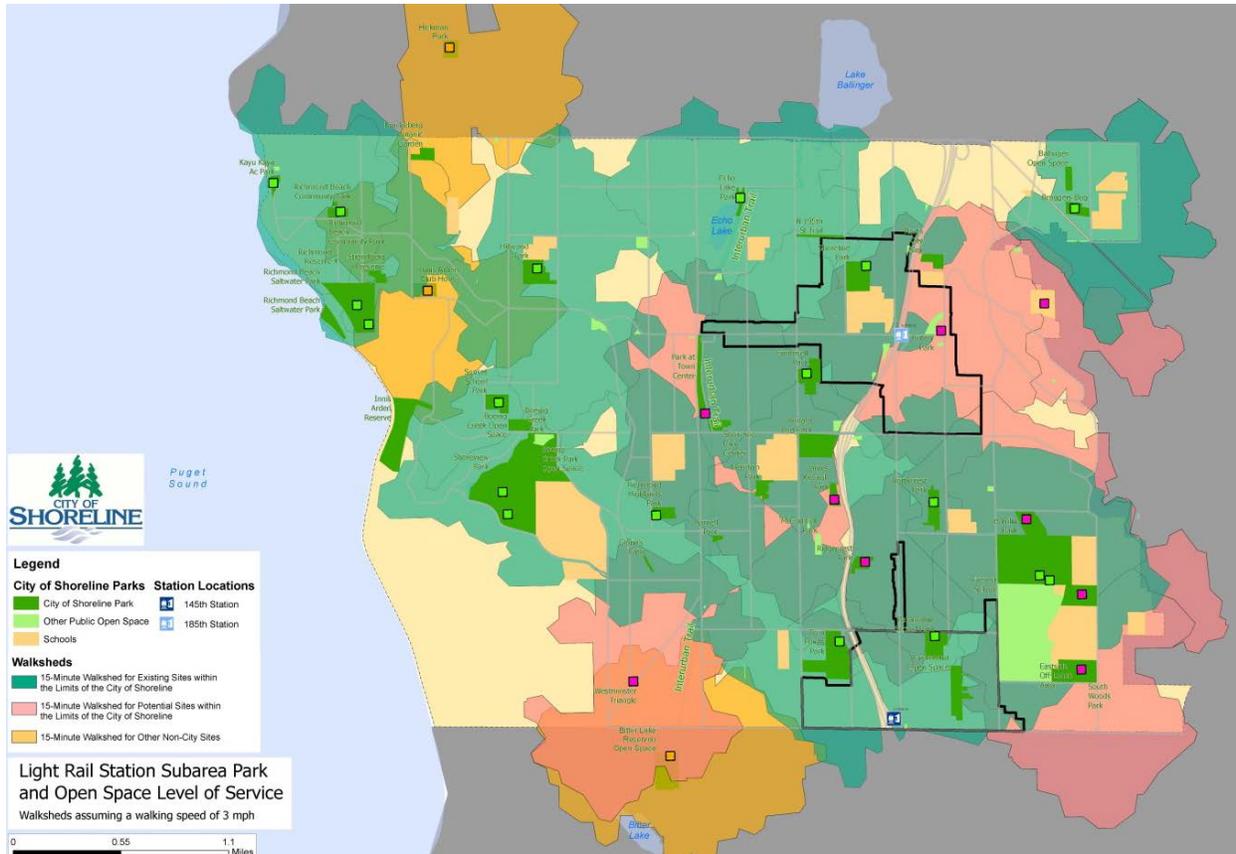


Figure 4.16: Existing and other sites providing Neighborhood Park experiences



Essential Park Amenities

Essential Park Amenities include children’s playgrounds, picnic areas, trails, and open grass areas for active and passive uses. Figure 4.17 reveals gaps that demonstrate the City does not meet LOS target for Essential Park Amenities within a 15-minute to all Shoreline residents.

The areas underserved include:

- NE Shoreline from 205th to 175th Street east to the City boundary
- SE Shoreline between South Woods Park to 145th Street and east to the City boundary
- NW Shoreline near Kruckeberg Botanic Garden
- West Shoreline between Richmond Beach Saltwater Park and Innis Arden Reserve
- Along Aurora Avenue N between 195th and 175th Streets
- Near James Keough Park and Ridgcrest Park (these substandard amenities were not calculated)
- And along 175th Street between Richmond Highlands Park and Boeing Creek Park

Figure 4.17 Citywide Outdoor Recreation Amenities Service Area Analysis

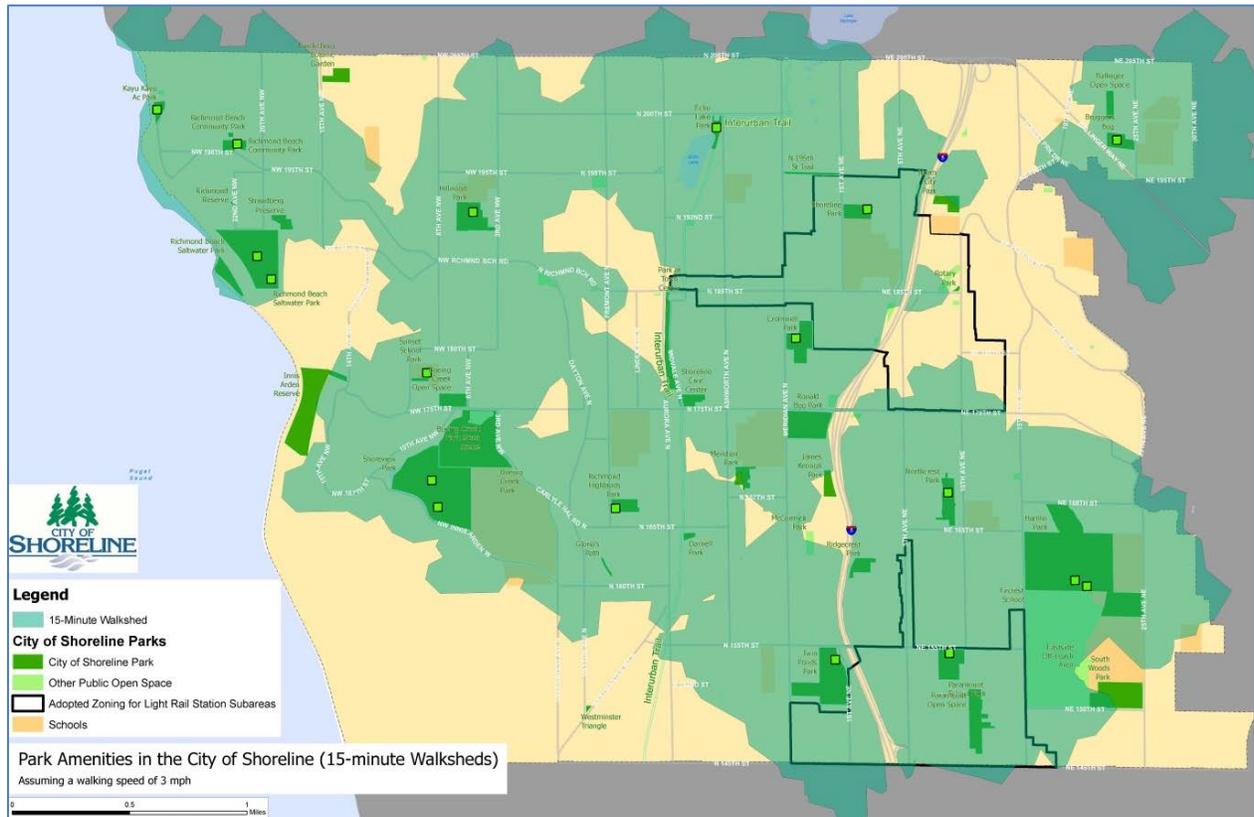
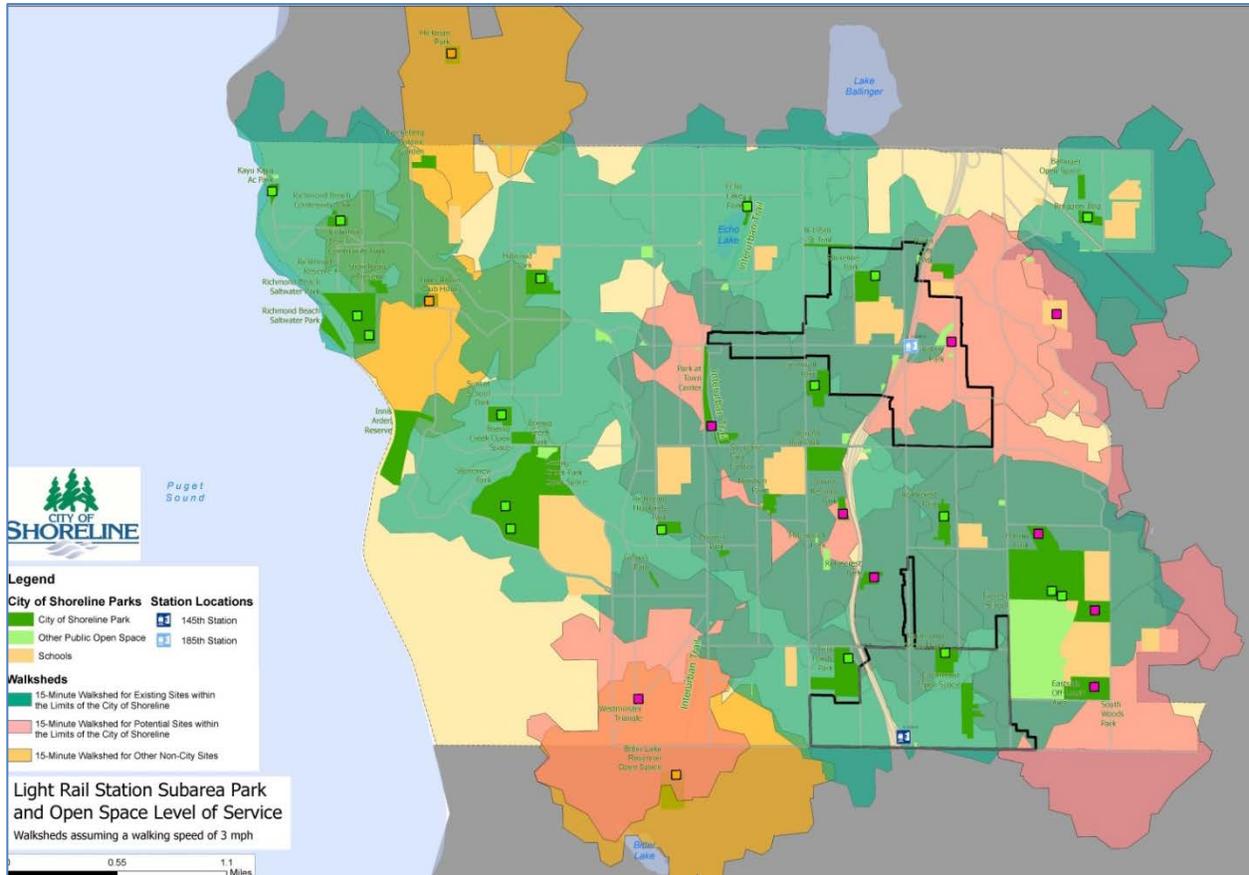


Figure 4.18 shows additional potential and existing sites that provide Essential Park Amenities. These potential sites include Cedarbrook Elementary School property, Rotary Park, Westminster Triangle, the Park at Town Center, James Keough Park, Ridgecrest Park, Hamlin Park and South Woods. Locating children’s play grounds, swings, picnic tables and shelters in these locations would alleviate the LOS shortcomings for Essential Park Amenities within a 15-minute walk.

Figure 4.18: Existing and Potential Targets for Neighborhood Park LOS



There are still some gaps that can be targeted for land acquisition specifically to meet the projected population growth in the 145th and 185th Street Station Subareas, and along Aurora. Although there are no public facilities between Richmond Beach Saltwater Park and Innis Arden Reserve, the Innis Arden Club has some recreation amenities that address the need in this area.

Remembering that the designation of a 15-minute walkshed has limitations in that it may not capture the needs of people who walk slower because of age, health, pushing a stroller or holding the hand of a child, it may be useful for Shoreline to revisit it as an LOS measure in the future. After Shoreline is successful in meeting the 15-minute walkshed LOS it may be useful to consider shortening it to a 10-minute walkshed LOS.

- Increase options for adults and seniors
- Strengthen access to nature
- Create multigenerational and multicultural opportunities
- Support arts and cultural opportunities

Facility Needs

- Add and improve access to aquatics facilities
- Upgrade and enhance existing parks and facilities; including improving safety
- Expand walking and trail-related activities
- Improve the urban forest health
- Increase connectivity to parks, recreation and open space facilities; including greenways and wildlife corridors
- Manage impacts from future growth including acquisition and expanding outdoor recreation and public art facilities in the station subareas and along Aurora

Access to Quality Programs and Facilities

- Improve availability of information about facilities and programs
- Continue community partnerships in providing facilities, programs and services

The LOS analysis focusses on 1) the availability of park amenities and 2) the geographic service areas and walksheds to various types of parks that reflect the availability of park amenities. LOS standards are intended to ensure an appropriate number of park amenities, located in proper places to adequately serve the Shoreline community.

An amenity-driven approach to LOS addresses the quality and mix of park facilities within the park system. The number of additional amenities needed to meet the benchmarks listed in Table 4.4 and Table 4.5 will be used to determine future outdoor recreation amenities in existing and future parks and open spaces Citywide and within the light rail station subareas.

There will be a need for an additional 95 acres of parkland in Shoreline, of which approximately 43 acres should be in and around the two light rail station subareas. The increase of 95 acres is equivalent to another park the size of Hamlin Park which is 80 acres, plus some. It is important to note that the total parkland of 409 acres includes land that is not owned by the City of Shoreline and could be reclaimed for schools, enhanced utilities or future roadway connections.

It will be important to reevaluate the need for additional land above the current target if any of these sites are removed from the City's parkland inventory.

Geographic LOS is used to determine how effectively park and open spaces are distributed throughout the City. Applying a 15-minute walkshed to all parks allows the City to determine how effectively we provide parkland. Applying the 15-minute walkshed to recreation amenities

within parks allows the City to determine how effectively we are meeting the need for outdoor recreation amenities.

Almost every resident in Shoreline is within a 15-minute walk to a park or open space. Essential Park Amenities include children's playgrounds, picnic areas, trails, and open grass areas for active and passive uses. The City is below LOS target for providing Essential Park Amenities within a 15-minute walk to all Shoreline residents.

All of Shoreline is served by community parks, large urban parks, and regional parks. Natural Areas are mostly accessible to all residents except for the Hillwood and Echo Lake neighborhoods. Major gaps are generally located between Kruckeberg Botanic Garden and North City Park. Based exclusively on geographic LOS standards, Shoreline is lacking in neighborhood parks close to all residents.

Substantial portions of the Light Rail station subareas are not within 15 minutes of Neighborhood Parks. When Rotary Park, designated as a pocket park, is included, most of the area in the 185th Street station subarea is within the LOS standard. The southern half of the 145th Street station subarea is outside of the LOS standard for Neighborhood Parks.

Neighborhood Parks are not the only places where people can have a neighborhood-like park experience. While school sites don't fully provide a neighborhood park experience due to limitations on public use during the school day, public school sites offer many amenities similar to those in a neighborhood park and are available to the entire community before and after school hours on weekdays, on weekends and throughout the summer months.

In addition, neighboring cities whose parks include neighborhood park amenities that serve Shoreline residents within a 15-minute walk includes: Hickman Park in Edmonds just north of Shoreline, and Bitter Lake Reservoir Park in Seattle just south the Interurban Trail entrance in Shoreline at 143rd and Linden Avenue North.

There are still some gaps that can be targeted for land acquisition specifically to meet the projected population growth in the 145th and 185th Street Station Subareas, and along Aurora.

CHAPTER 5

SECURING OUR FOUNDATION: FACILITIES, SERVICES, AND PROGRAMS

A key element of this PROS Plan is the importance of Securing the Foundation of parks, recreation and cultural services in Shoreline. Securing the foundation that has been carefully laid over the past twenty-two years is vital to the ongoing maintenance and relevance of investments in Shoreline's parks, programs, and services.

The purpose of Chapter 5 is to describe and provide baseline information for current facilities, recreation and cultural programs, and maintenance services offered to the residents of Shoreline.

- Department History
- Indoor Recreation Facilities
- Asset Inventory and Management
- Past Capital Investments
- Park Maintenance and Urban Forestry
- Routine Maintenance of Active Recreation & Developed Parks
- Urban Forestry & Natural Areas
- Cultural Services Support
- Repair and Replacement
- Recreation Programs
- General Recreation Programs
- Cultural Services
- Arts
- Community Events
- Heritage

DEPARTMENT HISTORY

Additional information on the Parks, Recreation, and Cultural Services Department can be found on the City of Shoreline website at: shorelinewa.gov/parks.

The City of Shoreline was incorporated in 1995, becoming a codified city with a Council-Manager form of government. With this incorporation, citizens “expected enhanced safety, a revitalized parks system, improvement of the public works infrastructure, and local taxes going to local projects” (City Council, 2002). Approximately two years later in the summer of 1997, the City assumed all responsibility for the parks and recreation programs from King County. This transfer consisted of 330 acres of parkland and facilities including neighborhood and community parks, a regional facility at Richmond Beach Saltwater Park, open space, sports fields, and a 25-yard indoor pool. This transfer enabled the formation of the Parks, Recreation, and Cultural Services Department.

The Shoreline School District partnered with the City to provide property for the City system based on its initial relationship, and inter-local agreements with King County allowed certain District-owned properties to be used as parklands and County-owned property to be used for school purposes. The District and County worked closely together on the maintenance, construction, and programming of these properties.

The Parks, Recreation and Cultural Services Department was formed with the purpose of providing long-term planning and capital project oversight, maintaining the park system, and developing and implementing comprehensive recreation programs, services, and events. The Shoreline Parks, Recreation and Cultural Services Department not only acts as stewards of the City’s parks through maintenance and planning, but provides recreation, aquatic and cultural experiences to the community through a wide range of programs. The Department will administer this PROS Plan.

INDOOR RECREATION FACILITIES

Shoreline provides community programs to recreate the mind and the body. Classes and activities for people of all ages and abilities are housed in several locations throughout the City and all are designed with the wellbeing of the whole person in mind. These indoor facilities include the Shoreline Pool, Spartan Recreation Center, Richmond Highlands Recreation Center and Shoreline Civic Center.

Shoreline Pool

The Shoreline Pool, constructed in 1971, is located on a portion of Shoreline School District property in Shoreline Park. It is home to Shoreline’s aquatics programs. The City of Shoreline owns and maintains the facility. The local Shoreline High Schools are a major user of the pool

facility, which supports its competitive swimming and diving teams. The facility also supports other swimming groups and runs a full schedule of programs to meet the needs of the community. The pool facility is approximately 15,000SF with a 215,820-gallon swimming pool. As pools age, the cost to operate, and hence that subsidy, is bound to increase as more and more maintenance is required and systems become less efficient. Therefore, the City of Shoreline took proactive steps to make major maintenance repairs in 2016 to preserve the pool. In 2017, the City began a planning process for future replacement.

Features

- 6 lanes, 25-yard pool (plus bulkhead): 4 ft. to 12 ft. depth
- 6 lanes, 10-yard shallow pool: 3 ft. to 4 ft. depth
- Diving board
- Rope swing
- Party rentals available on Saturday and Sunday, 2:30 - 6:00 p.m.
- Use of all the pool "fun" gear and lifeguards are included in cost
- Public balcony is available during pool rentals in place of party room

Spartan Recreation Center

The Spartan Recreation Center building is owned by the Shoreline School District and operated as a public recreation center by the City of Shoreline. It is a prime example of how the joint use agreement between the City and School District helps provide better community use of public facilities. The facility is used for a variety of School District and City Parks, Recreation and Cultural Services programs as well as by other local organizations such as the Shoreline-Lake Forest Park Senior Center. The Spartan Recreation Center is available for drop-in recreation when other programs are not scheduled and can be rented for special events and programs.

Features

- Competition-size gym and two courts for adult volleyball and youth basketball contests, three courts for Pickleball, and six courts for badminton. Gym capacity 955.
- Gymnastics/fitness room with cushioned vinyl floor and mirrored walls. Capacity 50.
- Aerobics/dance room with finished wood floors, mirrored wall, natural lighting. Capacity 100.
- Two multi-purpose rooms, one with an adjacent kitchen. Capacity 50.
- Shoreline Pool within walking distance.
- Adjacent grass field may also be available.
- Great for families, reunions, youth group activities, social gatherings and athletic activities.

Richmond Highlands Recreation Center

The Richmond Highlands Recreation Center, informally known as The "REC", is home to the City of Shoreline's Teen Program and the Specialized Recreation Program. In addition, The Rec is available for rent for special events.

Features

- Small gym with stage
- Game room with billiard table
- Meeting room with kitchen and tables for 48
- Adjacent ball field may be available for an additional fee
- Adjacent outdoor playground
- Maximum building occupancy 214

Shoreline City Hall and Civic Center

The relatively new Civic Center provides a fixed location for citizens to meet, exchange ideas, and explore issues that support and benefit our community. This facility belongs to the taxpayers and citizens of the City of Shoreline, who have an important role in establishing a community gathering point that identifies the City’s place of government. With its location along the Interurban Trail and major transit routes, it serves as a signature landmark for the community. Shoreline Civic Center is a venue for public art and includes an art gallery. The outdoor lawn area is maintained by Shoreline Parks and is the venue for summer theatre productions and other special events.

Features

- City Hall Building
- Open lawn Amphitheater and Performance stage
- Outdoor Veteran’s Recognition Plaza
- Green Roof and 3rd Floor Terrace
- Indoor and Outdoor Public Art
- City Council Chamber, 120 audience seating capacity
- City Hall Lobby for receptions and gatherings
- Three conference rooms for meetings and presentations 45 audience seating capacity
- Art Gallery

OUTDOOR PARK AND RECREATION FACILITIES

City of Shoreline parks and open spaces offer a wealth of beauty and attractions to suit all visitors. Shoreline’s outdoor opportunities feature saltwater beaches with commanding views of the Olympic Mountains, dense forests with flowing creeks where wildlife abounds and trails that can take you through the heart of the City or into the hidden corners of Shoreline. Shoreline parks feature numerous playgrounds, athletic fields, community gardens and two off-leash dog parks for those with exercise on their agenda. Figure 5.1 is a map of Shoreline’s existing park and recreation facilities. Table 5.1 is a list of facilities, physical addresses and recreation amenities available at each facility. There are over 20 developed parks, 10 natural areas and two bike and pedestrian trails to provide recreation activities.

Figure 5.1: Shoreline's Park and Recreation Facilities

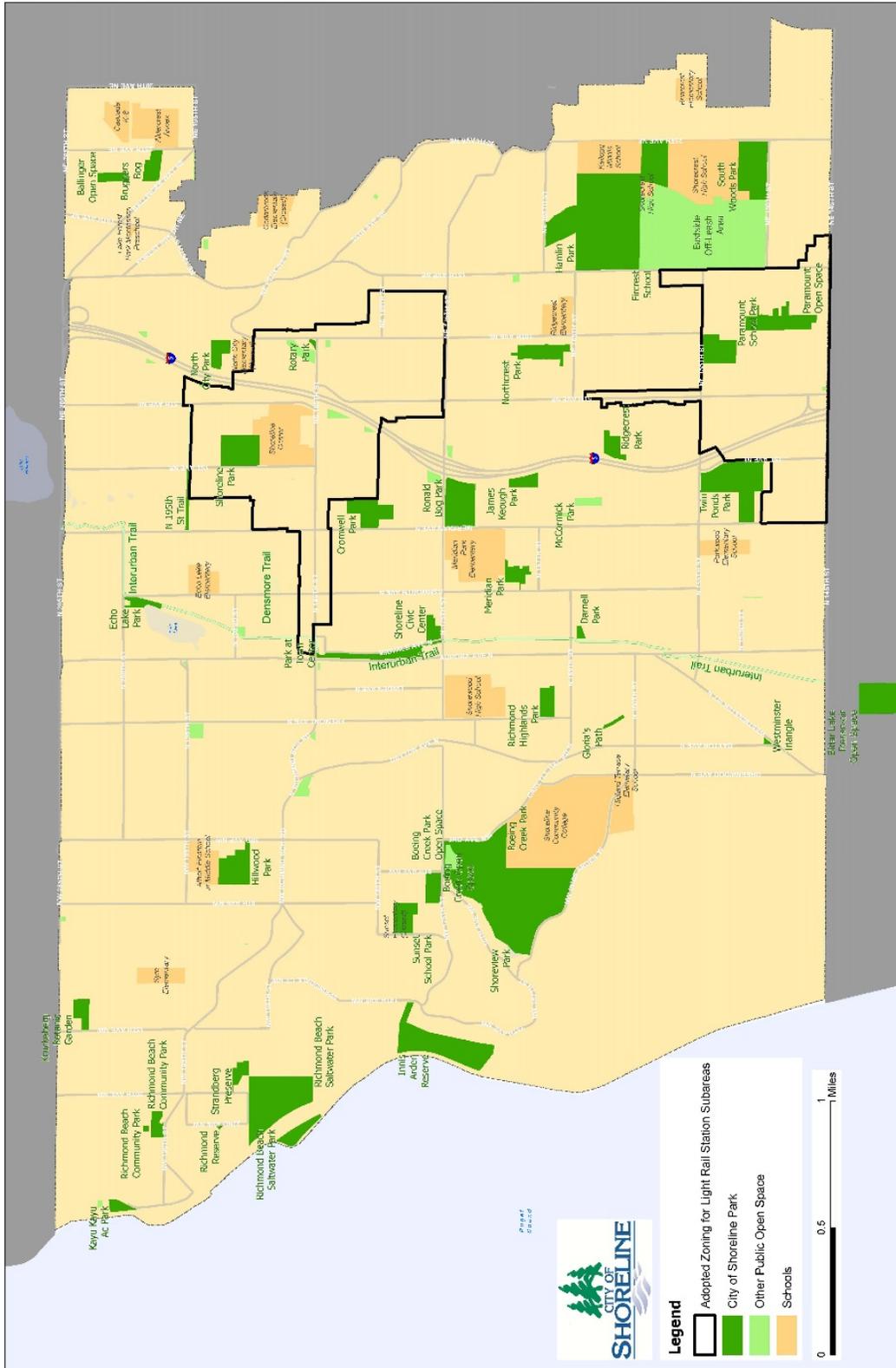


Table 5.1: Parks and Site Features

Park Name and Location	Baseball/Softball	Basketball	Formal Garden	Handball	Horseshoe Pit	Open Space/ Natural Area	Open Water Access	Picnic Area	Playground	Public Art	Restrooms/Sani-can	Skate Park	Soccer	Tennis	Trails	
Ballinger Open Space 2350 NE 200 th Street						✓										
Boeing Creek Open Space 601 NW 175 th Street						✓										
Boeing Creek 17229 3 rd Avenue NW						✓	✓	✓								✓
Brugger's Bog 19553 25 th Avenue NE								✓	✓							✓
Cromwell Park 18030 Meridian Avenue N	✓	✓				✓		✓	✓	✓	✓		✓			✓
Darnell Park 1125 N 165 th Street						✓										✓
Echo Lake Park 1521 N 200 th Street							✓	✓		✓	✓					✓
Hamlin Park 16006 15 th Avenue NE	✓				✓	✓		✓	✓	✓	✓					✓
Hillwood Park 19001 3 rd Avenue NW	✓				✓				✓				✓	✓		

Attachment 2 - 2017-2023 PROS Plan

Park Name and Location	Baseball/Softball	Basketball	Formal Garden	Handball	Horseshoe Pit	Open Space/ Natural Area	Open Water Access	Picnic Area	Playground	Public Art	Restrooms/Sani-can	Skate Park	Soccer	Tennis	Trails	
Innis Arden Reserve Open Space 17701 15th Avenue NW						✓										✓
Interurban Trail N 145th St to N 205th Street										✓						✓
Kayu Kayu Ac Park 19911 Richmond Beach Drive NW								✓	✓	✓	✓					✓
James Keough Park 2350 N 167th Street									✓				✓			
Kruckeberg Botanic Garden 20312 15th Avenue W			✓							✓	✓					✓
Meridian Park 16765 Wallingford Avenue N						✓										✓
North City Park 19201 10th Avenue NE						✓										✓
Northcrest Park 827 NE 170th Street						✓			✓							✓
Paramount Open Space 946 NE 147th Street						✓										✓

Attachment 2 - 2017-2023 PROS Plan

Park Name and Location	Baseball/Softball	Basketball	Formal Garden	Handball	Horseshoe Pit	Open Space/ Natural Area	Open Water Access	Picnic Area	Playground	Public Art	Restrooms/Sani-can	Skate Park	Soccer	Tennis	Trails
Paramount School Park 15300 8th Avenue NE	✓							✓	✓		✓	✓	✓		✓
Park at Town Center 175th to 185th Street										✓					
Richmond Beach Community Park 2201 NW 197th Street								✓	✓		✓			✓	
Richmond Beach Saltwater Park 2021 NW 190th Street						✓	✓	✓	✓	✓	✓				✓
Richmond Beach Saltwater Park Seasonal Dog Off Leash Area 2021 NW 190th Street (Open Nov 1. through March 15)						✓					✓				

Attachment 2 - 2017-2023 PROS Plan

Park Name and Location	Baseball/Softball	Basketball	Formal Garden	Handball	Horseshoe Pit	Open Space/ Natural Area	Open Water Access	Picnic Area	Playground	Public Art	Restrooms/Sani-can	Skate Park	Soccer	Tennis	Trails
Richmond Highland Park 16554 Fremont Avenue N	✓							✓	✓		✓				
Richmond Highlands Recreation Center 16554 Fremont Avenue N															
Richmond Reserve 19101 22nd Avenue NW						✓									
Ridgecrest Park 108 NE 161st Street	✓			✓							✓				
Ronald Bog Park 2301 N 175th Street			✓				✓	✓		✓					
Shoreline Park 19030 1st Avenue NE							✓	✓	✓	✓			✓	✓	✓
Shoreline Pool 19030 1st Avenue NE															
Shoreview Park 700 NW Innis Arden Way	✓							✓	✓		✓		✓	✓	✓

Park Name and Location	Baseball/Softball	Basketball	Formal Garden	Handball	Horseshoe Pit	Open Space/ Natural Area	Open Water Access	Picnic Area	Playground	Public Art	Restrooms/Sani-can	Skate Park	Soccer	Tennis	Trails
Shoreview Dog Off-Leash Area 320 NW Innis Arden Way											✓				
South Woods Park 2210 NE 150th Street						✓									✓
Strandberg Preserve 19101 17th Avenue NW						✓									✓
Sunset School Park 17800 10th Avenue NW	✓	✓				✓			✓	✓	✓			✓	
Twin Ponds Park 15401 1st Avenue NE						✓	✓	✓	✓		✓		✓	✓	✓

ASSET INVENTORY AND MANAGEMENT

Shoreline has 409 acres of parkland with a replacement value of approximately \$50,000,000. Table 2.1 in Chapter 2 contains an inventory of facilities by classification, size. In addition, there are a large variety of recreation amenity assets within Shoreline’s outdoor recreation facilities including public art.

Staff reviewed the physical condition of the various assets in the parks rating their condition as good, fair or poor. The condition rating is used to determine needed maintenance, repair or replacement improvements. Items that are in poor condition or nearing their end of their recreational value is assigned an estimated cost to replace and are assigned an estimated year for replacement. Asset replacement values were estimated using best available information from previous purchases and completed capital improvement projects costs. Asset conditions are updated by Park Operations staff upon completion of regular maintenance, repair or replacement of assets.

PAST CAPITAL INVESTMENTS

2011-2017

Since the adoption of the PROS Plan in 2011, over 14 planning documents were prepared and over 20 capital improvement projects have been completed to implement the goals of the PROS Plan. These have laid a solid foundation for the City of Shoreline.

- Kruckeberg Botanic Garden Parking Lot, Frontage & Pedestrian Entrance Development Project, 2012
- Twin Ponds Community Garden, 2012
- Richmond Beach Saltwater Park Water Line Replacement, 2012
- Paramount School Park Playground Equipment & Swings Project, 2012
- Hamlin Park 25th to 15th Av NE Connector Trail, 2012
- Hamlin Park 15th Avenue NE Frontage Improvements, 2013
- East-side Off-Leash Dog Area, 2013
- Sunset School Park Development with Community Gardens & artwork, 2014
- Paramount Open Space Park Expansion, 2014
- 195th Street Separated Trail, 2015
- Richmond Highlands Park Patch Greenhouse Development Project, 2015
- Echo Lake Park Improvements, 2015
- Northcrest Park Playground Replacement Project, 2015
- Meridian Park Wetland Creation Project, 2015
- Richmond Beach Saltwater Park Pedestrian Bridge Repair, 2015
- Shoreline Civic Center, Veterans Recognition Memorial Site Development, 2015
- Shoreline Pool Major Maintenance Improvements, 2016
- Shoreline Park Turf and Lighting Repair Project, 2016
- Interurban Trail Wayfinding Signage Project, 2017
- Twin Ponds Soccer Field Turf & Light Replacement Project, 2017

Planning Efforts:

- Shoreline Pool Assessment & Addendum, 2014-15
- Shoreline Facilities Turf and Field Lighting Evaluation Report, 2014
- Street Tree Inventory, 2013
- Tree Ordinance and Tree Board Creation, 2011
- Tree City USA, 2012-16
- Urban Forest Strategic Plan, 2014
- Street Tree List Update, 2014
- King County Urban Forest Health Management Program, 2015-17
- Boeing Creek/Shoreview Park Hidden Lake Dam Removal Study, 2015-16
- Twin Ponds Vegetation Management Plan, 2016
- Recreation Demand Study, 2016

- Aquatics-Community Center Market Analysis, 2016
- Light Rail Station Subareas Parks and Open Space Plan, 2017
- Aquatics and Community Center Feasibility Study, 2017

2006-2011

2006 Open Space, Parks & Trails Bond: Projects included three property acquisitions totaling 24.7 acres and over \$9,745,000 and eight major capital improvement projects equaling over \$8,755,000.

- South Woods 12.6-Acre Park Expansion Acquisition and sidewalk, 2007/09
- Kruckeberg Botanic Garden 3.8-Acre Acquisition, 2008
- Hamlin Park 8.3-Acre Park Expansion Acquisition, 2008
- Twin Ponds Synthetic Turf Soccer Field Improvements, 2008
- Shoreline Park Tennis Court Lights, 2008
- Richmond Beach Saltwater Park Improvements, 2009, including artworks
- Shoreview Park and Richmond Beach Saltwater Park Off-Leash Dog Areas, 2009
- Cromwell Park Development Project, 2010 including artwork
- Hamlin Park Improvement Project, 2010, including artworks
- Twin Ponds Park Synthetic Turf Soccer Field, 2010
- Richmond Highland Park Outdoor Restroom Replacement, 2010
- 195th Street Trail Corridor, 2011
- Trail corridor improvements, 2007-2011

Other Improvements:

- Shoreline Park Synthetic Turf Soccer Fields, 2006
- Interurban Trail Development, Sections 4-5, 2007-08
- Boeing Creek Park Trail and Storm Water Improvements, 2008
- Darnell Park Creek and Vegetation Improvements, 2009
- Kayu Kayu Ac Park Development Project, 2009 including two public artworks
- City Hall Civic Center, 2010
- Richmond Highlands Indoor Renovations, 2011
- Ronald Bog Drainage Improvements, 2011

Planning Efforts:

- Boeing Creek Park Master Site Plan 2006, Vegetation Management Plan 2007
- Richmond Beach Saltwater Park Master Plan 2007, Vegetation Management Plan 2008, Donor Bench Plan 2009
- Cromwell Park Master Plan and Donor Bench Plan 2008
- Hamlin Park Vegetation Management Plan 2007, Master Site Plan 2008, Trail Vegetation Study 2009
- Shoreview Park Vegetation Management Plan 2007

- South Woods Vegetation Management Plan 2007
- Findings of the Off-Leash Dog Area Study Group 2008
- Findings of the Trail Corridor Study Group 2008
- Sunset School Park and Boeing Creek Open Space Master Plan 2010
- Kruckeberg Botanic Garden Master Plan 2010 and Conservation Easement 2003
- Park at Town Center Vision and Master Site Plan 2011
- Shoreline Tree Canopy Study, 2011

1998-2005

- Transfer of King County Forward Thrust Parks to Shoreline, 1998
- Richmond Beach Saltwater Park Bluff Trail Development, 1999
- Paramount School Park and Skate Park Development, 1999
- Spartan Recreation Center Renovation, 1999
- Shoreview Park Baseball Field and Play Area Development, 2000
- Shoreline Pool Renovation, 2001-02
- South Woods 3-Acre Acquisition, 2002
- Interurban Trail Development, Sections 1-3, 2002-2005

PARK MAINTENANCE AND URBAN FORESTRY

Vision

Parks Operations will provide the highest community valued municipal service through quality park facilities, life enhancing experiences and protecting our natural environment.

Mission

To maintain the safety and aesthetics of the Parks system and provide effective and efficient customer service to park patrons and residents.

Routine Maintenance of Active Recreation & Developed Parks

83% of respondents from the 2016 Citizen Interest and Opinion Survey indicated that they were either very satisfied (33%) or satisfied (50%) with how the City's parks and recreation facilities are maintained.

The Parks Operations Division is responsible for the care of Shoreline's outdoor recreation facilities. These crews provide for litter control and garbage pick-up, preparation of ball fields, landscape contractor management, and tree care services within parks, rights of way as well as other open spaces. An additional area of responsibility includes grounds management around several of the City's municipal buildings. The City's Park Operations crews are also responsible for an extensive utility system, cleaning of picnic areas and restrooms, play areas, beaches, waterfronts and general maintenance of trails and pathways within parks.

Many parks have extensive hard surfaces such as parking lots, walkways and athletic courts that need cleaning and sanitization on a regular basis. In addition to performing maintenance work, Park Operations' daily presence in parks provides a measure of security and the ability to respond to customer requests on site. Staff supports special events and volunteer projects that enhance community experiences.

Athletic Fields

The City of Shoreline has twelve baseball fields, three synthetic turf soccer fields, one all-weather soccer field and five seasonal grass soccer fields. Maintenance is managed by the Park Operations Division with little league volunteering to prepare some of the fields for their practice use. Irrigation, aeration, fertilization, back stops maintenance and preparation for games are a large component of the park maintenance work plan.

Off-leash Areas

The City of Shoreline operates two permanent off leash parks (at Shoreview Park and on the Fircrest campus) and one seasonal off-leash park at Richmond Beach Saltwater Park. Park Operations maintains the parks by removing litter and debris on a daily basis as well as routinely repairing fencing, gates, parking areas, kiosks and ordinance signs. The Eastside Off Leash area, on the state-owned Fircrest property may need to be relocated as the State determines a different use for that property.

Playground Inspection and Repair

The City of Shoreline operates and maintains 15 playgrounds and a large skate park. These playgrounds are designed with a variety of interactive features for ages ranging from 2 to 13 years of age. Playgrounds, swings and skate parks are very popular and great exercise for youth. To keep our playgrounds safe, a thorough monthly inspection is conducted for any possible safety concerns. The inspection is documented and recorded to guarantee the safety of the play equipment. In addition to the monthly safety inspection of the play equipment, staff performs an annual audit of each nut, bolt, swivel and chain. Surfacing materials are tilled and enhanced when needed to maintain a soft play surface when falls occur.

Community Gardens

The City of Shoreline has two community gardens located at Sunset School Park and Twin Ponds Park. The community gardens are very popular and there is routinely a wait list to receive a garden plot. Volunteers manage most of the day-to-day operation of the gardens. The City provides water, litter removal and major maintenance such as the addition of soils, drainage improvements and the gravelling of walkways.

Utility Maintenance

The City of Shoreline's park system has an extensive utility system directly managed by the Park Operations Division including 14 public restrooms, picnic shelters, Kruckeberg Botanic Garden, Interurban Trail, and athletic complexes. The City's numerous parks, two recreation centers and

a swimming pool consume water, sewer, electrical, gas and solid waste management resources. These valuable resources are managed with computerized accounting systems as well as software that manages water flow to provide maximum value. Examples of maximizing water resources include selective targeted areas of irrigation, applied at low evaporation times.

The City of Shoreline operates a Surface Water Utility system and the City's park system incorporates several watersheds within park boundaries. As the largest operating division for the City, the Park Operations Division oversees many aspects of the federally required mandate of the National Pollution Discharge Elimination System (NPDES). NPDES requires municipalities to actively inspect, repair and maintain their surface water infrastructure. With several watersheds, parking lots, catch basins, buildings and water conveyance systems located within the City's parks, staff must devote a significant amount of time and labor to keep our surface water healthy and to remain in compliance with the requirements of NPDES.

Urban Forestry & Natural Areas

Unique maintenance and urban forestry plans govern each park, open space and natural area. Shoreline's Urban Forest Strategic Plan and Parks, Recreation and Open Space Plan are managed by the Parks, Recreation and Cultural Services Department and follow best management practices.

Parks Tree Management

Shoreline's urban forest in open spaces and parks are managed through master planning, community involvement, and regular pruning to improve appearance and safety. Park maintenance staff frequently addresses citizen concerns regarding tree management in public spaces.

Right-of-way Tree Management

When the City of Shoreline incorporated in 1995 it inherited a street tree system of nearly 16,000 trees. Many of these street trees, located in rights of way, had received little structural pruning or maintenance. In 2014 this part of the City's urban forest was transferred to the City's Park Operations Division to address citizen concerns and to implement an urban forest strategic plan. Parks Operations staff has proactively addressed several hazardous tree concerns, begun the inventory and health assessment of street trees, and is currently providing for the structural pruning and maintenance of street trees.

Trails

As the Puget Sound region continues to grow in population so does the demand for alternative forms of transportation. The City of Shoreline operates the nearly 3.5 mile Interurban Trail. This trail system is an important non-motorized transportation corridor that runs north and south through the length of the City and is heavily used by commuters and recreational users. Maintenance of the Interurban Trail involves asphalt repair, directional signage, landscape maintenance, and solid waste services. In addition to this heavily used trail, Shoreline has many

miles of recreational trails through forests and other varied landscapes. These trails provide access to nature and offer many spectacular views of the Puget Sound, creeks and wildlife.

Shoreline partners with EarthCorps to maintain the extensive recreational trail system. Under the direct supervision of the Parks Operations Division, EarthCorps constructs trails, repairs trail related erosion issues, provides trail staircase maintenance and restores habitat degradation caused by social trails.

Environmental Restoration

Shoreline has a moderately active volunteer community. Many of these volunteers devote their time to restoring habitat in City parks. Native Plant Stewards are active at Richmond Beach Saltwater Park, Hillwood Park, Twin Ponds Park, and South Woods Park. The City of Shoreline also works closely with non-profit agencies such as EarthCorps and the Mountains to Sound Greenway Trust to hold volunteer events that create and restore wetlands in Shoreline's parks.

Cultural Services Support

Public Art

The City of Shoreline has an active Arts Community that has strong direction and support from the City organization. This support comes in the form of a part-time Public Art Coordinator, financial support for the Shoreline-Lake Forest Park Arts Council, and an art selection panel comprised of members of the City of Shoreline's Parks, Recreation and Cultural Services Board. The Parks Operations Division supports art installations, cleaning of artwork pieces, transportation of art and some financial assistance for contractors who repair and renovate art pieces. The Public Art Fund can be used to purchase art but Repair and Replacement funds are required to maintain it.

Community Events

Shoreline loves special events including music concerts, plays, festivals, and a farmer's market. Park Operations assists with set up and take down, staging, trash removal, utilities, and recycling services.

Repair and Replacement

Shoreline's Capital Improvement Plan sets maintenance goals for the park system on a six-year basis. This six-year plan addresses both repair and replacement of existing assets. The Park Operations Division assists in evaluating priorities and setting priorities of needed improvement projects.

RECREATION PROGRAMS

Vision

We are a leader in creating a healthy, happy, connected community.

Mission

We support developing community through recreational activities that work to ensure everyone has the opportunity to engage both creatively and physically, regardless of economics, ability, age or location.

General Recreation Programs

General Recreation refers to programs and activities that contribute to the overall health and wellbeing of all ages. Through diverse recreation programming the community has opportunities to move, learn, create and connect. General Recreation encompasses the largest and most varied category of program offerings in the recreation division, serving preschoolers, youth, adults, active-adults and seniors. Programs are designed to meet varied community interests, including health and fitness, the arts such as painting and dance, trips and tours, athletics, camps, cooking and other special interest classes. Classes are offered mainly at the two community center locations and trips are taken throughout the local region. Each year over 1,400 programs, classes and activities are offered in multiple locations with Spartan Recreation Center housing the registration desk and general recreation staff.

Funding and facility space are the two biggest challenges to expanding all services, including out of school time programs. Shoreline mirrors the national trend with this challenge (NRPA Out of School Time Survey: Enriching the Lives of Children Through Parks and Recreation, 2016). Program space during peak usage times remains at a premium and one of the largest challenges to program expansion. Demand far surpasses current ability to supply in many program areas, most notably out of school time activities such as Camp Shoreline, the day camp program offered during school breaks. In 2016 Camp Shoreline summer program would have needed 38% more slots to alleviate the waitlist. Partnerships with the Shoreline School District, Shoreline-Lake Forest Park Senior Center, Shoreline Little League and Hillwood and Shorelake Soccer Clubs maximizes recreational opportunities for the community. Leveraging shared assets allows for a greater breath of program offerings.

Pre-School

Preschool programming is often a first contact for families with the recreation department and acts as a gateway to many other program areas. The demand for indoor playground, preschool dance and outdoor preschool keeps our system at maximum operations.

Summer Camps

As cited above, out-of-school-time camps are in strong demand throughout the year, especially over summer break. In an effort to stay abreast of the increasing demand, Camp Shoreline has

expanded over the last five years by adding capacity at current locations as well as adding additional 'tween' outdoor camps.

Active Adults

Active Adult programming has been a focal point for program expansion over the last six (6) years and now includes the volunteer-led Shoreline WALKS program, year round trip offerings, and two Citywide exercise campaigns. This program component of General Recreation continues to grow annually and is anticipated to expand with national demographics showing baby boomers retiring at record numbers with much more disposable income than past generations. Shoreline currently has the oldest average resident age in King County.

Staffing support for general recreation consists of a mix of benefited staff, extra help staff and contracted instructors. Scholarships are available for any eligible adult with disabilities or youth based on current scholarship policy.

Youth and Teen Development

The Youth and Teen Development Program (YTDP) strives to support youth in making successful life choices by offering engaging programs that foster a sense of identity, leadership and community. After school and when school is not in session are challenging times for both the parent and youth so the YTDP works to address this issue by offering a wide range of activities focused on those out of school times. Year-round camps and trips, after school programs, late night offerings, and a variety of clubs and leadership groups draw large groups of participants and positively impact their wellbeing.

Partners in program delivery include the Shoreline School District, YMCA, King County Library System, Community Health Services, and King County Housing Authority (KCHA). Through these partnerships, programs are offered at all four (4) secondary schools in the Shoreline School District and at Ballinger Homes, a KCHA apartment complex. Hang Time, a partnership with the YMCA, Shoreline School District and the City of Shoreline, is a highly successful afterschool program which started at Kellogg Middle School almost 20 years ago and in 2016 expanded to Einstein Middle School. Ballinger Homes' weekly programming consists of leadership groups, trips, college readiness workshops and other activities.

The Richmond Highlands Recreation Center is the nexus for the YTDP housing after school programs five days per week and late night drop-in programs. It is located two blocks from Shorewood High School and on an active bus line. Activities include art, music, sports, homework help and socialization time. One Saturday night a month the facility hosts Tween Night, which draws an average of 110 local 5th and 6th graders.

Leadership opportunities are woven into all program activities, however there are three that heavily focus on this aspect of development; Shoreline Youth Ambassadors, Rec-N-Crew and the Counselors-in-Training.

In 2008 the YTDP program was an early adopter of what is now becoming a national standard for youth programs, the Youth Program Quality Assessment/Initiative. This Initiative has provided a solid framework for improving the experiences available to youth and teens in the community. The intent is to increase program quality in a statistically valid manner through staff training and annual program assessments.

Dedicated staff support for the youth and teen development program consists of 3.8 FTE benefited staff, 15-20 extra help staff, and a variety of contracted instructors. Scholarships are available for any eligible youth based on current scholarship policy.

Specialized Recreation

Specialized Recreation programs provide affordable, accessible and adaptive recreation programs for youth and adults with disabilities. The goal of the program is to provide people with disabilities the same opportunities available to others in the community. Staff members serve a wide range of disabilities, and programs are designed to fit participants' wide-ranging needs—from basic social interactions and communication to skills for living independently.

The cornerstone of the adult Specialized Recreation program is Adult Community Choices (Choices), an adult day program which offers participants the opportunity to take trips, make friends, cook, garden, and engage in therapeutic recreation, art and music. Choices is a year-round program housed at the Richmond Highlands Recreation Center with many participants regularly enrolling for many years.

Specialized Recreation also includes individual day trips throughout the year and multiple special events such as dances, movie nights and karaoke. In addition, a partnership with Special Olympics Washington supports adaptive sports programs throughout the year.

Youth specialized recreation programming is focused on summer programming with Camp Excel and Camp Explore. Both camps afford youth with disabilities the opportunity to have a day camp experience. Camp Excel is located at the same location as Camp Shoreline, which allows for a more inclusive experience for campers. Camp Explore is geared toward teens with disabilities and is more trip and adventure focused, like traditional teen summer camps.

Specialized recreation is viewed as a service which offers great benefit to the community and thus has a much lower cost recovery target than the general recreation programs. New program offerings such as P.A.T.C.H (Planting Awareness through Community Harvest) have been made possible due to donations and grants. Available facility space and fleet availability is a challenge to growth, however partnerships, grants and sponsorships offer possible mechanisms to address this issue.

Dedicated staff support for specialized recreation consists of one (1) benefited staff at .8FTE, 4-6 extra help staff, and various contracted performers. Scholarships are available for any eligible adult with disabilities based on current scholarship policy.

Shoreline Parks, Recreation and Cultural Services is an approved DSHS DDA respite and recreational opportunity provider, receiving reimbursement for services from two (2) contracts with the state of WA. While specialized programs are viewed as a core service, providing a benefit to youth and adults with disabilities, fees are low, resulting in a low cost-recovery.

Aquatics

The City of Shoreline operates a year-round aquatics program consisting of swim lessons, exercise classes, lap swimming, lifeguard training courses, swim teams and drop-in use. The pool itself is over 45 years old and programming is limited by the size and design of the current facility. Adaptive equipment such as lifts and stairs have been added to allow for swimmers with disabilities to participate despite current design. This adaptation, in combination with average pool temperature, has translated into the pool being a hub for both Multiple Sclerosis and Arthritis exercise classes for the community.

Swim lessons and swim safety targeted programs are the focus during out of school times, with lap swims and exercise classes filling the pool at other times. Lessons rotate on a 5-week basis during the school year and weekly in the summer, with offerings ranging from parent/infant, preschool, youth and adult focus.

The Joint Use Agreement with the Shoreline School District allows both Shorewood and Shorecrest High School to have the pool for swim team and dive team practices in the afternoons when in season. In addition, the water polo clubs practice in the pool during their seasons. Both the youth and adult year-round swim teams housed at the pool are on-going rentals and part of private pay clubs. The summer only Shoreline Gators swim team program is a fee program offered by the City and thus eligible for scholarship.

Dedicated staff support for aquatics consists of six (6) benefited staff for a total of 5.75 FTE, with upwards of 60 extra help staff annually and a variety of contracted instructors. Scholarships are available for any eligible youth or adult with disabilities based on current scholarship policy standards.

Facility Rentals

The facility rental program includes both indoor and outdoor rentals throughout the City, expanding community recreational opportunities. Available for rental are picnic shelters, tennis courts, turf and grass fields, baseball/softball fields, indoor gymnasiums and meeting room spaces.

Turf field demand far exceeds capacity during peak usage hours (3:00-10:00pm) which is not only a Shoreline challenge, but a regional challenge as well. Low winter natural light and the increase in year round soccer has created an environment where having lit turf fields is vital to maximizing availability of those assets to local soccer clubs.

Over the past five (5) years the City has expanded the facilities at which alcohol service is allowed with proper permitting. This was in response to community input and now includes three (3) outdoor venues and two (2) indoor venues. The Terrace at Richmond Beach is the most popular venue requesting this service as it has become a popular site for weddings and receptions.

The Shoreline School District and Shoreline Community College use City facilities free of charge according to the terms of current Joint Use Agreements. Both agencies, along with the YMCA, are also providers of facility space available to the public. A coordinated rental plan between agencies does not currently exist.

Cultural Services

Cultural Services are provided by the City of Shoreline, in partnership with other agencies and by outside agencies acting independently. Partnership organizations providing arts and heritage services in the City include the Shoreline-Lake Forest Park Arts Council (SLFPAC) and the Shoreline Historical Museum. Other entities offering cultural programs include the Shoreline School District, Shoreline Community College, Shoreline/Lake Forest Park (LFP) Senior Center, private schools and churches.

Arts

While traditional public art enhances the outdoor landscape providing interesting aesthetics to explore, all the arts provide opportunities for individuals to express ideas and emotions in ways beyond words. The arts are an important component of healthy communities and allow for positive expression of emotions. Dance promotes physical health. Theater, music, dance and visual arts can provide structure and teamwork. All arts have the potential to teach communication skills, problem solving, creative and critical thinking as well as provide an expressive focus.

PUBLIC ART

Vision:

The City of Shoreline believes in the power of art in public places to draw people together, create vibrant neighborhoods where people desire to live, work and visit, and stimulate thought and discourse by enhancing visual interest in the built and natural environment. Art is part of the cultural thread that ties generations and civilizations together; creating opportunities for expression, reflection, participation and a landscape that is uniquely Shoreline.

Mission:

The City of Shoreline believes in the value of a culturally-rich community that embraces all the arts, infuses artistic creativity into all aspects of civic life (including the built and natural environments) and celebrates and preserves our local history and diverse heritage in meaningful ways.

The City of Shoreline Public Art Program is now over 10 years old. As part of the Parks, Recreation, and Cultural Services Department, it functions within the department’s mission of “providing life-enhancing experiences that bring our culture to life and transfer it to the next generation.” The City Council adopted a Public Art Plan in March, 2017 that will guide the Public Art Program for the next six years.

A complete summary of public art located in the City of Shoreline is available at shorelinewa.gov/art.

The City providing annual funding to the Shoreline-Lake Forest Park Arts Council in exchange for services and programs for Shoreline residents. More information about the Art Council is available at shorelinearts.net.

COMMUNITY EVENTS

Events promote community building through accessible cultural and recreational experiences. The PRCS department hosts and supports a variety of community events throughout the year. The variety of events and geographic distribution of these events supports the City's overall place making efforts by offering neighborhoods activities around which to connect to each other. Events are mainly free to remove obstacles to participation.

The Special Events Coordinator is part of the Recreation Division team and tasked with leadership of Parks-sponsored Citywide special events. In addition, this staff supports neighborhood associations and other partner agencies in developing and sustaining community events throughout the year, leveraging community resources to bring a greater variety of experiences to the community. The Coordinator works with Parks Maintenance, Public Works, Police, Community Services and Permitting to ensure safety at all events. The events themselves are staffed with a combination of extra help staff and benefited staff.

City-sponsored events take place seasonally from June through December, with the flagship event, Celebrate Shoreline, occurring every August. Celebrate Shoreline is comprised of multiple events over 10 days that culminates in a family-friendly daytime festival followed by an evening concert and beer garden. Components of Celebrate Shoreline include many in which the City acts as a supporting agency such as the Jazz Walk sponsored by the North City Business Association, Car Show sponsored by the Shoreline Historical Museum, and Sandcastle Contest

sponsored by the Richmond Beach Community Association. These partnerships expand opportunities for cultural events than could be provided if the City was the sole provider. The Special Events Coordinator also partners with Argosy Cruise Line to host the annual Christmas Ship event, Richmond Beach Community Association for the Strawberry Festival; Kruckeberg Botanic Garden Foundation for a Solstice Stroll; the Shoreline Fire Department and Emergency Management, the Shoreline-Lake Forest Park Arts Council for outdoor evening concerts, and the Shoreline Veterans Association for the annual Veterans Day Event.

Other events throughout the year are coordinated exclusively by the Parks Department. These include an outdoor festival called Swingin' Summers Eve, Holiday Crafts Market, annual Breakfast with Santa, a fall costumed 5K fun run, Halloween family event and seasonal noontime outdoor concerts.

HERITAGE

Our shared identity as a community is wrapped up in our history; it explains where we came from and how we got where we are today. Heritage gives us a sense of place and belonging and instills community pride; it is the foundation upon which we are built. Data gleaned from the past helps us understand trends and changes, while historical accounts of individual triumphs and tragedies enrich our knowledge of what it means to be human. The Shoreline Historical Museum partners with the City to explore Shoreline's heritage in entertaining ways, giving people the opportunity to discover their cultural identity and develop ownership in their community.

Heritage Programming

The Shoreline Historical Museum, a non-profit 501(c)(3) organization incorporated in 1975, provides heritage services and programming in Shoreline. The Shoreline Historical Museum is dedicated to serving the public by preserving, recording and interpreting the heritage of the historic area between NE 85th Street and NE 205th Street; Puget Sound to Lake Washington and its relationship to the surrounding region. The Museum's service area includes the cities of Shoreline and Lake Forest Park, and the north Seattle neighborhoods including Sand Point, Wedgwood, Lake City, Pinehurst, Licton Springs, Northgate, Broadview and Haller Lake. The museum provides cultural, historical and educational benefits for everyone in that geographic area. The City of Shoreline traditionally provides financial support to the Museum in exchange for it providing programs and services to Shoreline residents. More information is available at shorelinehistoricalmuseum.org.

The public has year-round free access to the Shoreline Historical Museum. Archives, special tours and related research are available by appointment. Unscheduled programming includes both outreach and site-based lectures and oral histories.

The Shoreline Historical Museum is located at 18501 Linden Avenue North, a newly acquired, state-of-the-art heritage facility. This facility houses the community's artifact and archival collections, exhibits, programming and public spaces. As the northwest anchor for the City's town center, the museum provides the community with an attractive historical center providing a sense of place, and inviting tourism to the community.

CHAPTER 6

SHAPING OUR FUTURE:

RECOMMENDATIONS AND IMPLEMENTATION

Shoreline is an evolving City, committed to shaping a future that is prepared to address impending community needs and conditions. Previous chapters described the foundation underlying today's parks, recreation, and cultural services in Shoreline. Chapter 6 describes improvements that are vital to Shoreline's ability to provide a relevant and vibrant park, recreation and cultural services system well into the future. A series of capital project recommendations and a plan for implementation offer a roadmap for Shoreline's parks, recreation, and cultural services programs to travel into a future that is driven by community vision, community involvement, and community support.

These eleven Strategic Action Initiatives emerged from a year of conversations with diverse members of the Shoreline community in a variety of contexts through multiple means. These recommendations have been analyzed and reviewed by citizen advisory boards, community open houses, the Shoreline City Council, and internal staff reviews. They are designed to respond to the needs of the community, be specific and measurable actions that, when implemented, will make a visible and measurable difference in the parks, recreation and cultural services provided to Shoreline residents and visitors. This plan for the future is covered in detail in the following sections:

STRATEGIC ACTION INITIATIVES

- Recreation Programs and Facilities
- Parks and Open Spaces
- Cultural Services and Public Art
- Administration

6-YEAR CAPITAL IMPROVEMENT PLAN

20-YEAR CAPITAL RECOMMENDATIONS PLAN

- Prioritization Criteria
- The Capital Recommendations List Categories

STRATEGIC ACTION INITIATIVES

Table 6.1: Strategic Action Initiatives

Category	Strategic Action Initiative	Objective
Recreation Programs and Facilities	1. Build a Community/Aquatics Center	Place a proposal for a new community/aquatics center before the voters by 2020. Open a new facility in 2022
	2. Expand Opportunities to Connect with Nature	Integrate nature-based programming into new and existing recreation offerings so that at least 35% of program offerings include a nature-based component.
	3. Expand Availability of Recreation Amenities	Provide at least 1 community garden, 2 basketball courts, 2 multi-purpose/Pickleball courts, 1 playground, 1 swing set, 1, paved loop path, 1 spray park and 1 adventure playground by 2023.
	4. Serve the Full Spectrum of Adult Recreation Needs	Develop a strategic plan by 2019 to meet the adult recreation needs of Shoreline.
Cultural Services and Art	5. Support Diverse Communities	Ensure participation in Shoreline-sponsored special events reflects the diversity of the community
	6. Enhance Place Making through Public Art	Install at least one permanent, significant piece of art by 2019, three permanent smaller pieces of public art by 2023, and provide temporary graphic or performing arts annually in Shoreline neighborhoods.
Parks and Open Space	7. Ensure Adequate Park Land for Future Generations	Add five acres of new park land by 2023 and an additional 20 acres by 2030.
	8. Maintain, Enhance, and Protect the Urban Forest	Restore 10 acres of degraded forest land and/or convert appropriate parkland into natural areas by 2023.
	9. Enhance Walkability In and Around Parks	Create 2 miles of new nature trails within parks and 2 miles of enhanced pedestrian access to parks by 2023.
Administration	10. Secure Sustainable Funding	All programs, facilities and initiatives are funded with an appropriate mix of funding sources
	11. Ensure Administrative Excellence	Attain certification from the Commission for the Accreditation of Parks and Recreation Agencies (CAPRA).

RECREATION PROGRAMS AND FACILITIES

Initiative 1: Build a Community/Aquatics Center

Objective: Place a proposal for a new community/aquatics center before the voters by 2020. Open a new facility in 2022.

Strategy: Continue the work started through the Aquatics and Community Center Feasibility Study. Next steps include site selection and securing funding for planning, design, and ultimately construction.

Description: Upon incorporation in 1995, the City partnered with the Shoreline School District to use School District facilities to offer recreation programming to residents. This partnership has worked well to serve the public over the decades. The Spartan Recreation Center and the Shoreline Pool have offered a full range of recreation options to the community. However, the age of the facilities and anticipated light rail development directly adjacent to these facilities make it necessary to reevaluate the sustainability of these facilities.

The Shoreline Pool has served the community since 1971 in virtually the same way it did when it originally opened. Aquatics programming, and what communities look for in an aquatics facility, has changed dramatically over the last 45 years. The Shoreline Pool does not meet current recreation standards and this 45-year-old facility has required several capital improvements over the years to keep it going.

Spartan Recreation Center is operated, but not owned, by the City. This, coupled with the fact that it is located directly adjacent to a future light rail station, makes its longevity as a City-operated recreation facility very uncertain.

Combining the pool and community center would create efficiencies in utilities and staffing, increase service delivery as a one-stop recreation center, and create a hub, or third place, for the community to gather, celebrate and play.

The Aquatics and Community Center Feasibility Study, completed as part of this PROS Plan process, provides parameters for what it will take to build and operate a successful facility. The study, combined with the results of an in-depth public process, will guide the next steps for this Initiative.

Initiative 2: Expand Opportunities to Connect with Nature

Objective: Integrate nature-based programming into new and existing recreation offerings so that at least 35% of program offerings include a nature-based component.

Strategy: Formalize an environmental education program through day camps, outdoor preschool, teen and active adult programs and at Kruckeberg Botanic Garden. Implement the Kruckeberg Botanic Garden Master Plan.

Description: Environmental education at any age increases awareness about the natural world. It develops critical-thinking skills and promotes responsible decision-making. Over the last decade the PRCS department has initiated programs to support such learning opportunities for the community. Outdoor Preschool and Outdoor Day Camps are now offered throughout the year, and in 2008 the City of Shoreline purchased the 3.79 acre Kruckeberg Botanic Garden to enhance environmentally-focused education.

Throughout the public process, nature-based recreation and education emerged as a top priority for the community. Partnership development and intentional program focus are two ways to meet this demand using current resources.

Intentionally focusing on nature-based programming is an area of potential growth moving forward. Currently, an outdoor environmentally-focused preschool operates year-round out of Hamlin Park, and an outdoor summer camp experience is available for youth at Hamlin Park and Richmond Beach Saltwater Park.

Initiating and expanding partnerships with environmentally-focused organizations would increase service to the community efficiently, and in a cost-effective manner. Many times space to operate is the lone resource required from the City. The Master Native Plant Steward Training program, offered by the Washington Native Plant Society and funded by King Conservation District, is an example of a new nature-based community opportunity that demands little from City resources. Diggin' Shoreline and the City's own Environmental Services Division are other organizations with whom partnerships can be expanded to augment and enrich current program offerings.

In addition, regionally recognized Kruckeberg Botanic Garden, a City-owned facility operated by a non-profit Board, is on the verge of updating and implementing a Master Plan that includes space for environmental education, and staff to coordinate programs, lectures and classes. This addition would create unique and exciting opportunities for Shoreline residents of all ages.

Initiative 3: Expand Availability of Recreation Amenities

Objective: Provide at least one community garden, two basketball courts, two multi-purpose/Pickleball courts, one playground, one swing set, one paved loop path, one spray park and one adventure playground by 2023. Fill service area gaps for neighborhood park amenities by 2030.

Strategy: Specifically, develop schematic master site plans for key park properties that are underutilized and missing essential park amenities. Follow-up the schematic level master plans with the installation of key park amenities.

Description: The demand and needs assessment presented in Chapter Four describes specific amenity needs (Table 4.5). It also highlights areas of the City that do not meet level of service for essential park amenities. Developing schematic master site plans will identify sites appropriate for locating these park amenities.

The City of Shoreline offers a wide variety of recreation facilities to the public including picnic shelters, a skate park and athletic fields. Many of these facilities were inherited from King County Parks at the time of incorporation in 1995 and continue to serve in their original capacity. Over the past 20 years the needs and use patterns of the community have shifted. One possibility is to look at repurposing underutilized baseball diamonds at Ridgecrest, Cromwell, upper Hamlin, Richmond Highlands, and Hillwood, and consolidate uses at Shoreview Park and engage in a site selection process for new uses to ensure appropriate locations are identified.

For example, reviewing field usage data may reveal that repurposing Hamlin Park's upper fields into an area with a wider variety of park amenities or using the land to increase tree canopy, may be a more efficient use of limited park land. Master planning Shoreview Park might lead to replacing the lower field and fallow dirt soccer field with an outdoor adventure park, an outdoor amphitheater or more illuminated turf fields for which current demand far exceeds supply. Underutilized tennis courts may be better used for Pickleball, currently the fastest growing sport in the country. This would be a quick and inexpensive way to transition the system into meeting more community demand.

Master Plans for specific parks such as Hillwood, Ridgecrest, James Keough and Brugger's Bog and Shoreview will provide additional guidance for implementing this Initiative to more effectively meet community needs and desires.

Initiative 4: Serve the Full Spectrum of Aging Adult Recreation Needs

Objective: Develop a strategic plan by 2019 for meeting the aging adult recreation needs of Shoreline.

Strategy: Work with the Shoreline-Lake Forest Park Senior Center staff and Board to understand their plans and then develop a strategic plan in 2018 for implementation in 2019 and beyond.

Description: Shoreline’s population is currently the oldest in King County. Adult programming emerged as one of the highest demand programs from community meetings and public surveys. Baby Boomer retirements are putting increased demand on community adult programs. As Boomers retire they are less inclined to identify as “seniors” and more likely to refer to themselves as “Active Adults.” Some seniors rely heavily on social and health services that require an established physical location, while others are looking for opportunities to explore and create new friendships. How does a community merge the disparate needs and desires of an aging population?

Currently, the Shoreline-Lake Forest Park Senior Center and the City of Shoreline PRCS Department offer services and programs which strive to meet these diverse needs. The Senior Center has an emphasis on supporting social service needs. The City hosts a growing Active Adults recreation program. Sustainability and expansion of these offerings will be the challenge in the future. Both service providers are based on the Shoreline Center campus, near the proposed light rail station. There is uncertainty in the future of the Shoreline Center Campus, which may redevelop. In addition, limited financial and staffing resources are realities which come into play.

These factors create the need to further study how Shoreline will provide service and program delivery to aging adults. PRCS staff will work with the Shoreline-Lake Forest Park Senior Center to develop a strategic plan to meet the needs of the adult/senior community in Shoreline.

CULTURAL SERVICES AND PUBLIC ART

Initiative 5: Support Diverse Communities

Objective: Ensure that participation in Shoreline-sponsored special events reflects the diversity of the community.

Strategy: Through partnership with the City's newly established Diversity and Outreach Coordinator and the City's Neighbor Coordinator we will review existing events, encourage new events, and develop new outreach methods.

Description: The demographics of Shoreline have shifted since incorporation in 1995 to mirror those of Seattle. This diversity within a smaller community, and the growing maturity of the City itself, sets the stage for opportunities to foster rich, empowering interactions for residents of different backgrounds and ages. Special Events, physical spaces and partnerships are key to creating an accessible, inviting and welcoming community for all.

The City currently hosts many special events throughout the year, with Celebrate Shoreline being the annual capstone festival on the City's birthday in August. This event currently has the capacity to engage all ages and abilities, and the goal is to represent the diversity of the community at large. The City's Special Event Coordinator will work with the Diversity and Outreach Coordinator and the City's Neighborhood Coordinator to identify existing barriers and develop strategies to address them. Micro-events focused in neighborhoods and developing partnerships to leverage existing non-City sponsored community events are two ways in which special events staff can garner better represented participation at events.

Another way to galvanize engagement is by making space available for groups to use for their own events. Community rooms and picnic shelters are examples of spaces desired by community groups looking to host their own events that can be difficult to access. Streamlining procedures, keeping costs down and publishing documents in different languages are vital empowerment components that create accessible facilities for all.

Various strategies will be developed and implemented to accomplish this Initiative.

Initiative 6: Enhance Placemaking through Public Art

Objective: Install at least one permanent, significant piece of art by 2020, three permanent smaller pieces of public art by 2023 and provide temporary graphic or performing arts annually in Shoreline neighborhoods.

Strategy: Follow the guidance of the Public Art Plan, utilize the resources of the Public Art Fund and engage the partnership with the Shoreline-Lake Forest Park Arts Council. Leverage the leadership of the PRCS Board and Neighborhood Councils to select and site the art pieces.

Description: The City of Shoreline has put an emphasis on Placemaking to make it more inviting for people to live, visit and operate a business. Placemaking refers a collaborative process by which we can shape our public realm in order to maximize shared value. Public art can play an integral part in those efforts. The first goal in Shoreline’s Public Art Plan is to be a Leader in the City’s Placemaking Effort.

This Strategic Action Initiative is intended to ensure implementation of the highest priority work plan item from the Public Art Plan. Updated in 2017, the Public Art Plan includes five overarching goals and describes outcomes over three phases that would move toward accomplishing those goals. Phase 1 of the Plan calls for one new major permanent art commission and a neighborhood art project such as a mural, and signal box art.

PARKS AND OPEN SPACE

Initiative 7: Ensure Adequate Park Land for Future Generations

Objective: Add five acres of new park land by 2023 and an additional 20 acres by 2030.

Strategy: Develop strategy for gaining ownership of high priority properties adjacent to existing parks, and add new park land in specific locations. Identify underutilized public land that may be designated to serve a park and open space purpose.

Description: Shoreline has a long history of supporting and expanding its parks and open space properties through purchasing new property and engaging in partnerships with other public property owners. It is important to Shoreline residents that parks and open spaces are available to everyone and are plentiful enough to provide adequate “breathing room.” General population growth and the extension of the Sound Transit Light Rail system into Shoreline, with stops at 145th and 185th Streets, are anticipated to result in increased neighborhood density.

This predicted population growth has a direct impact on the City's ability to meet our standards for park land and facilities. Table 4.3 in Chapter 4 shows there will be a need for an additional 95 acres of parkland in Shoreline of which approximately 43 acres should be in and around the two light rail station subareas.

Finding 95 acres of additional parkland may be difficult and expensive in an urban environment where most property is built out. A variety of park sizes will be pursued from pocket parks that break up the monotony of a dense urban landscape to larger parks sites that can provide needed amenities such as playgrounds, picnic shelters, community gardens and off-leash areas.

A thoughtful strategy will be developed for property acquisition to engage willing sellers in the right locations to the maximum extent possible. The Light Rail Station Subareas Parks and Open Space Plan provides additional guidance on implementation of this Initiative. Chapter Four provides more information on demand and locations where park and open space property is expected to be most needed.

It will be necessary to develop park designs and implement maintenance practices that will accommodate more intense use of smaller park spaces. Other ways to add capacity to the park system may include multi-use of other public property such as public rights of way. Examples of opportunities may include a redevelopment of Firlands Way and the street ends of 195th Street at Echo Lake.

Initiative 8: Maintain, Enhance, and Protect the Urban Forest

Objective: Restore 10 acres of degraded forest land and/or convert appropriate parkland into natural areas by 2023.

Strategy: Engage in urban forest stewardship projects in Ballinger Open Space, Brugger's Bog, Twin Ponds Park, Boeing Creek Open Space, Hamlin and Shoreview and other parks where appropriate, to enhance the health of the forest. Establish an ongoing tree maintenance program for trees in the public right-of-way.

Description: The City of Shoreline's Urban Forest Strategic Plan was adopted by the City Council in 2014. It includes an analysis of the City's tree canopy and the health of the existing urban forest. In addition to the Urban Forest Strategic Plan this Initiative will be guided by forest health assessments, vegetation management plans, and individual park master plans as appropriate. This Initiative will rely on partnerships with community volunteers, the King

Conservation District, the Washington Native Plant Society, EarthCorps and other like organizations with forest stewardship goals.

The Urban Forest Strategic Plan indicates that the tree canopy occupies 53% of the available planting space and meets the City's goal of between 50% and 75%. The Plan establishes a goal to, "Develop strategies to maintain and enhance canopy cover on public property." This Strategic Action Initiative is intended to accomplish that Urban Forest Strategic Plan goal.

Recent assessment of the urban forests in selected parks has provided additional information on what is needed to enhance and protects our urban forest. The importance of the health of the natural environment is a consistent theme expressed by Shoreline residents.

To enhance the health of the City's existing urban forest, staff works to maintain our trees through structural pruning, removal of competing non-native plant species as well as improve the understory of existing urban forests through the planting of native plant and tree species. While this is ongoing work done by PRCS staff, this Initiative will highlight and increase the visibility of this work and engage much needed volunteer support.

This effort will also increase the tree canopy on public property by planting street trees in rights of way, repurposing and replanting areas of parks. The Sound Transit wetland mitigation plan at Ronald Bog Park is one example.

Initiative 9: Enhance Walkability In and Around Parks

Objective: Create 2 miles of new nature trails within parks and 2 miles of enhanced pedestrian access to parks by 2023.

Strategy: Extend and improve nature trails in appropriate places such as Ronald Bog Park, Boeing Creek Park and Open Space, North City and Ballinger Open Space, Ronald Bog and Twin Ponds Parks. Advocate for pedestrian improvements through the transportation management plan update.

Description: A clear message heard from the public through meetings and surveys is that nature trails and walking paths are some of the most important amenities provided in Shoreline's parks. Promoting public health is an integral part of our mission and vision for the City of Shoreline's parks and recreation system.

Walking trails that are readily accessible to citizens provide a number of health benefits including an increase in cardio vascular health and stress release as well as a sense of communing with nature and the surrounding community. The successful "Shoreline Walks"

program and the annual Million Step and Million Stair Challenge events are examples of how important walking is to Shoreline residents.

Nature trails and walking paths are provided in most of Shoreline's parks. Some are more extensive and better developed and maintained than others. This Initiative is intended to ensure existing trails and walkways are maintained and improved and new trails and walkways are added.

We will examine possibilities for expanding existing trail systems through new connections and routes. Trail maintenance and improvements are part of the PRCS department's ongoing work. This initiative will focus on enhancing existing trails by prioritizing this work. Opportunities for extending trails will be pursued with park master planning and in conjunction with urban forest enhancement and restoration projects.

Pedestrian access to parks is also an important way of improving the City of Shoreline's walkability. We will advocate for improved pedestrian connections to parks through other City planning and capital improvement efforts related to the transportation infrastructure including the sidewalk master plan. The Light Rails Station Subareas Park and Open Space Plan identifies specific greenways that would enhance open spaces in those areas. A master plan for Twin Ponds would be beneficial for development of pathways there.

ADMINISTRATION

Initiative 10: Secure Sustainable Funding

Objective: All programs, facilities and initiatives are fully funded with an appropriate mix of funding sources.

Strategy: We will assess the phasing and funding needs associated with the Strategic Action Initiatives and the operations of PRCS and develop and implement a phased funding plan for each.

Description: The City of Shoreline general fund provides the basic funding for operations and maintenance of the PRCS system. The general fund fluctuates from year to year but is generally a reliable and predictable funding source. The Public Art Fund has provided funding for the public art program and installations.

Capital improvements have been funded by grants, the 2006 Parks Levy, and the general fund. The 2006 Parks Levy has been the primary source of funds for expansion and improvements to the PRCS system.

In order to implement the initiatives outlined in this plan a variety of fund sources will be necessary. Some projects are wholly dependent on new funding sources, some can move forward with existing fund sources. Some Initiatives may compete for funding from the same source and a funding plan will help prioritize and phase funding requests to granting agencies, philanthropists, and the voters.

Initiative 11: Ensure Administrative Excellence

Objective: Attain certification from the Commission for the Accreditation of Parks and Recreation Agencies (CAPRA).

Strategy: Document that PRCS operations are consistent with Best Management Practices for parks and recreation agencies across the country.

Description: Shoreline's Parks, Recreation and Cultural Services Department receives high marks from the community for the value it receives. When asked their level of satisfaction with the overall value received from PRCS, 81% report being satisfied, 15% reported being neutral and just four percent report being dissatisfied. This high level of satisfaction reflects the public's overall confidence in the Department and its operations.

Developing and maintaining a highly functioning organization that efficiently and effectively provides highly valued public services requires constant attention. It is important that operations are continually reviewed and updated to ensure that our operations are consistent with best management practices.

Certification from the Commission for the Accreditation of Parks and Recreation Agencies (CAPRA) is one reputable way of documenting high operational standards. Through compliance with the standards of excellence, CAPRA accreditation assures policy makers, department staff, and the general public and tax payers that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality. Certification of a CAPRA accredited agency is based on compliance with 151 standards for national accreditation.

CAPITAL IMPROVEMENT PLAN

The City of Shoreline adopts a Capital Improvement Plan (CIP) as part of the City Budget every year. The CIP is a multi-year plan for capital expenditures needed to restore, improve and expand the City of Shoreline's infrastructure, which includes roads, sidewalks, trails, drainage, parks, and buildings owned and/or maintained by the City. The plan identifies projects and funding for improvements over the next six years and is updated annually to reflect ongoing changes and additions. It also details the work to be done for each project and an expected time frame for completion.

To evaluate which park, recreation and cultural capital projects are included in the CIP each year, the PROS Plan 20-year Capital Recommendations Plan is evaluated annually to identify the highest need and priority projects for inclusion. The CIP is a financial planning tool that identifies possible or anticipated expenditures and revenue sources for each project listed in the plan. Much of the financial forecasting is based on past experience with grants and anticipated tax revenue. Outside of the first year or two of the plan funding can fluctuate dramatically. This plan identifies projects and funding sources, but does not formally commit funds to identified projects.

The results from the asset condition assessments and the public input process help shape a list of necessary and desired improvements to continue to Secure the Foundation and Shape the Future of the City's parks, recreation and cultural services system. A list of project ideas for the maintenance and improvement of the Shoreline parks system was generated from an assessment of the condition of parks assets, from ideas heard from community members through the PROS Plan public input process in 2016, and from staff who work in the field every day.

The Capital Project idea list has 283 project ideas that would secure our foundation and shape our future. A rough order of magnitude cost was generated for each project and indicate the total cost of almost \$106 million if all projects were implemented. Only a few of the project ideas can be included in the City's six year CIP.

6-YEAR CAPITAL IMPROVEMENT PLAN

Table 6.2 identifies the projected 2017 project expenditures and estimates the 2018-2023 expenditures for park, recreation and cultural services projects in the six-year Capital Improvement Plan. The CIP includes projects that would implement the Strategic Action Initiatives as well as prepare for more intense use of parks and recreation amenities.

Table 6.2 provides cost estimate for general major maintenance projects necessary to maintain the parks system basic infrastructure.

Table 6.3 provides cost estimates related to a new aquatics/community center.

Table 6.4 provides costs estimates parks acquisition and development projects that would expand our capacity to serve residents and meet our level of service targets.

Table 6.5 lists revenues sources and estimates for each project. Table 6.5 indicates the amount of funding not yet identified for fully implement the projects on listed in the next 6-year CIP. This is likely to include voter approved funding.

Table 6.6 lists acquisition and development projects and potential funding sources for priorities in the light rails station subareas. These projects are targeted for 2024-2029 in order to assess the rate of growth in the subareas and the ability of park impact fees to fund these acquisitions and improvement.

Table 6.2: General Capital Maintenance Projects - Securing Our Foundation

	INFLATOR	3.0%	6.2%	9.5%	12.9%	16.6%	20.4%	
	=							
GENERAL CAPITAL PROJECTS	2017 Project Cost estimate	2018E	2019E	2020E	2021E	2022E	2023E	6-YEAR TOTAL
PROPOSED SECURING OUR FOUNDATION PROJECTS- PARKS & OPEN SPACES								
PARK ECOLOGICAL RESTORATION PROGRAM	\$560,000	\$80,000	\$80,000	\$100,000	\$100,000	\$100,000	\$100,000	\$560,000
PARKS MINOR REPAIR AND REPLACEMENT PROJECT	\$1,572,995	\$238,597	\$250,528	\$263,054	\$265,816	\$275,000	\$280,000	\$1,572,995
KRUCKEBERG ENV ED CENTER (RESIDENCE Stabilization)	\$250,000		\$265,000					\$265,000
TURF & LIGHTING REPAIR AND REPLACEMENT	\$2,600,000	\$2,678,000						\$2,678,000
BOEING CREEK-SHOREVIEW PARK TRAIL REPAIR & REPLACEMENT	\$1,500,000		\$250,000	\$1,642,000				\$1,892,000
RICHMOND BEACH COMMUNITY PARK WALL REPAIR PROJECT	\$1,000,000		\$25,000		\$1,129,000			\$1,154,000
Richmond BEACH SALTWATER PARK FIRE SUPPRESSION LINE ©	\$400,000			\$25,000		\$466,000		\$491,000
TOTAL SECURING OUR FOUNDATION	\$7,882,995	\$2,996,597	\$870,528	\$2,030,054	\$1,494,816	\$841,000	\$380,000	\$8,612,995

Table 6.3: Proposed Aquatics/Community Center

	INFLATOR = 3.0% 6.2% 9.5% 12.9% 16.6% 20.4%							
GENERAL CAPITAL PROJECTS	2017 Project Cost estimate	2018E	2019E	2020E	2021E	2022E	2023E	6-YEAR TOTAL
PROPOSED SECURING OUR FOUNDATION PROJECTS - AQUATICS/CC								
AQUATIC-COMMUNITY CENTER ACQUISTION *	\$18,054,000		\$19,164,000					\$19,164,000
AQUATIC-COMMUNITY CENTER Development *	\$2,000,000		\$531,000	\$547,000	\$1,129,000			\$2,207,000
AQUATIC-COMMUNITY CENTER Development (Non-capacity building)	\$48,300,000	\$100,000	\$5,127,000	\$15,860,000	\$27,273,000	\$5,631,000		\$53,991,000
Total Aquatics/CC	\$68,354,000	\$100,000	\$24,822,000	\$16,407,000	\$28,402,000	\$5,631,000	\$0	\$75,362,000

**Indicates portion of the aquatics/community center project that expand the capacity of the parks and recreation system by purchasing land and adding new features to the center that are not already provided at the existing Shoreline Pool or Spartan recreation Center.*

Table 6.4: Shaping our Future – Park Acquisition and Development Projects

	INFLATOR =	3.0%	6.2%	9.5%	12.9%	16.6%	20.4%	
	2017 Project Cost estimate	2018E	2019E	2020E	2021E	2022E	2023E	6-YEAR TOTAL
SHAPING OUR FUTURE - Improve existing Park property								
PARK FACILITY RECREATION AMENITIES PLANNING ©	\$150,000	\$125,000	\$25,000					\$150,000
RICHMOND HIGHLANDS RECREATION CENTER OUTDOOR BASKETBALL COURT ©	\$50,000	\$50,000						\$50,000
SOCCER FIELD CONVERSION (Shoreview Park)	\$2,609,819			\$2,857,000				\$2,857,000
BRIARCREST NEIGHBORHOOD PARK @ UPPER HAMLIN & 25TH AV NE DEVELOPMENT ©	\$770,000		\$817,000					\$817,000
BRUGGER'S BOG PARK DEVELOPMENT PROJECT ©	\$1,093,000	\$50,000	\$1,160,000					\$1,210,000
HILLWOOD PARK MASTER PLAN & DEVELOPMENT PROJECT ©	\$3,241,000	\$75,000	\$200,000	\$3,548,000				\$3,823,000
LOWER SHOREVIEW + OLA PARK DEVELOPMENT PROJECT ©	\$1,653,000				\$1,867,000			\$1,867,000
NORTH CITY NEIGHBORHOOD PARK ADVENTURE PLAYGROUND @ HAMLIN ©	\$363,000						\$437,000	\$437,000

Attachment 2 - 2017-2023 PROS Plan

	INFLATOR =	3.0%	6.2%	9.5%	12.9%	16.6%	20.4%	
	2017 Project Cost estimate	2018E	2019E	2020E	2021E	2022E	2023E	6-YEAR TOTAL
PARK AT TOWN CENTER PHASE 1 ©	\$488,000				\$551,000			\$551,000
JAMES KEOUGH PARK DEVELOPMENT PROJECT ©	\$888,000			\$972,000				\$972,000
RIDGECREST PARK DEVELOPMENT PROJECT ©	\$1,021,000				\$1,153,000			\$1,153,000
WESTMINISTER PLAYGROUND PROJECT ©	\$191,000			\$209,000				\$209,000
195TH STREET BALLINGER COMMONS TRAILS ©	\$57,000						\$69,000	\$69,000
KRUCKEBERG ENV ED CENTER Development - Match Foundation	\$500,000					\$500,000		\$500,000
TWIN PONDS TRAIL DEVELOPMENT ©	\$182,000						\$219,000	\$219,000
PARAMOUNT OPEN SPACE TRAIL DEVELOPMENT ©	\$162,000						\$195,000	\$195,000
HAMLIN WAYFINDING AND INTERPRETIVE SIGNAGE ©	\$152,000			\$166,000				\$166,000
Total Development Projects	\$13,570,819	\$300,000	\$2,202,000	\$7,752,000	\$3,571,000	\$500,000	\$920,000	\$15,245,000
SHAPING OUR FUTURE: PARK ACQUISITION ONLY PROJECTS								
CEDARBROOK ACQUISITION © (1/4 of full cost estimate)	\$2,461,000				\$2,779,000			\$2,779,000
Rotary Park Acquisition ©	\$3,761,000		\$3,992,000					\$3,992,000
TOTAL EXPENDITURES	\$6,222,000	\$0	\$3,992,000	\$0	\$2,779,000	\$0	\$0	\$6,771,000

Table 6.5: Revenues

GENERAL CAPITAL PROJECTS	2018E	2019E	2020E	2021E	2022E	2023E	6-YEAR TOTAL
REVENUES							
GENERAL CAPITAL FUND - REET 1	\$1,261,315	\$1,286,415	\$1,393,487	\$1,446,024	\$1,537,797	\$1,629,797	\$8,554,835
SOCCER FIELD RENTAL GENERAL FUND CONTRIBUTION	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$780,000
REPAIR AND REPLACEMENT GENERAL FUND CONTRIBUTION	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
KC TRAIL LEVY FUNDING RENEWAL/AND RERENEWAL	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$720,000
KING CONSERVATION DISTRICT GRANT	\$40,000	\$40,000					\$80,000
KING CONSERVATION DISTRICT	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
Other Governmental CONTRIBUTION					\$2,500,000		\$2,500,000
RECREATION & CONSERVATION OFFICE GRANTS	\$50,000	\$750,000	\$750,000	\$500,000	\$1,000,000		\$3,050,000
KING COUNTY YOUTH SPORTS FACILITY GRANT	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
TO BE DETERMINED		\$30,062,659	\$24,283,817	\$34,539,042	\$2,172,985		\$91,058,503

Table 6.6: Acquisition targeted for 2024-2029

	INFLATOR =	24%	29%	33%	38%	43%	48%	
	2017 Project Cost estimate	2024	2025	2026	2027	2028	2029	6-YEAR TOTAL
SHAPING OUR FUTURE: PARK ACQUISITION AND ASSOCIATED DEVELOPMENT PROJECTS								
Rotary Park Development	\$1,093,000		\$1,406,000					\$1,406,000
145th Station Area Acquisition	\$4,803,000	\$1,494,000	\$1,545,000	\$1,598,000	\$1,654,000			\$6,291,000
145th Station Area Development	\$808,000				\$1,113,000			\$1,113,000
185th & Ashworth Acquisition	\$967,000	\$1,203,000						\$1,203,000
185th & Ashworth Development	\$404,000		\$520,000					\$520,000
5th & 165th Acquisition	\$5,473,000		\$7,041,000					\$7,041,000
5th & 165th Development	\$3,348,000			\$4,456,000				\$4,456,000
Paramount Open Space Acquisition	\$2,755,000		\$886,000	\$917,000	\$949,000	\$982,000		\$3,734,000
Paramount Open Space Improvements	\$200,000		\$257,000					\$257,000
CEDARBROOK PLAYGROUND	\$404,000	\$503,000						\$503,000
Aurora-I-5 155th-165th Acquisition	\$7,210,000				\$9,931,000			\$9,931,000

	INFLATOR =	24%	29%	33%	38%	43%	48%	
	2017 Project Cost estimate	2024	2025	2026	2027	2028	2029	6-YEAR TOTAL
Aurora-I-5 155th-165th Development	\$1,093,000						\$1,615,000	\$1,615,000
DNR Open Space Access Acquisition	\$1,576,000		\$2,027,000					\$2,027,000
DNR OPEN SPACE Development	\$432,000					\$616,000		\$616,000
RONALD BOG PARK TO JAMES KEOUGH PK TRAIL	\$65,000		\$84,000					\$84,000
Total Acquisition Costs	\$29,006,000	\$2,697,000	\$15,491,000	\$2,515,000	\$15,313,000	\$982,000	\$0	\$36,998,000
Total Acquisition Development Costs	\$7,847,000	\$503,000	\$2,267,000	\$4,456,000	\$1,113,000	\$616,000	\$1,615,000	\$10,570,000
TOTAL Costs	\$36,853,000	\$3,200,000	\$17,758,000	\$6,971,000	\$16,426,000	\$1,598,000	\$1,615,000	\$47,568,000
POTENTIAL REVENUES Specific to Acquisition and NEW development – VERY ROUGH PROJECTIONS								
KC CONSERVATION INITIATIVE	\$1,000,000		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
KING COUNTY CONSERVATION FUTURES TRUST	\$1,050,000	\$50,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,050,000
PARK IMPACT FEE	\$1,650,000	\$150,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,650,000
Total	\$3,700,000	\$200,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,700,000

The Long Range Capital Projects List

20+ YEAR CAPITAL IMPROVEMENT PROJECTS PRIORITIZED LISTS

Lists of potential projects have been generated through this planning process (Table 6.7). Through the various public input opportunities hundreds of project ideas were generated. The projects have been categorized into six categories that help organize and prioritize them. The rough order of magnitude cost for all projects is \$106,526,000.

Table 6.7: Summary of count and cost of projects

CIP Project Lists	Number of Projects	Rough Order of Magnitude Costs
1. General Capital Projects	26	\$10,145,000
2. Repair and Replacement Projects	27	\$1,215,000
4. Ecological Restoration Program	14	\$700,000
3. Facility Maintenance – Buildings	15	\$1,950,000
5. Capacity Expansion Projects	23	\$42,631,000
6. Other Great Ideas	178	\$49,885,000
Total	283	\$106,526,000

General Capital Projects (Table 6.8):

In the General Capital Projects are funded by the General Capital (Gen Cap) Fund. Funding for these projects is primarily a result of the allocation of General Fund support, real estate excise tax (REET), municipal financing, and grants. Within the General Capital Fund most projects are identified individually such as replacement of athletic fields, development of master plans, and major trail replacement projects. These are typically large and costly projects that require design, permitting and a competitive bid process.

Repair and Replacement (Table 6.9) AND Ecological Restoration Projects (Table 6.10)

Parks has a large number of small capital improvement projects that do not warrant being identified in the CIP as separate projects. Examples include parking lot repaving, minor trail improvements, irrigation repair, landscape restoration, urban forest maintenance, etc. These are divided into repair and replacement for built things and ecological restoration for grown things.

City Facilities – Major Maintenance Fund (Table 6.11)

In the City Facilities – Major Maintenance fund, projects are categorized as either General Facilities or Parks Facilities. An annual transfer of monies provides funding for these projects from the General Fund. Parks restrooms, The Richmond Highlands Recreation Center and the Shoreline Pool are included in this fund.

Capacity Expansion Projects (Table 6.12)

Many ideas were generated that are for new parks, facilities, or park amenities. These have been listed as capacity expansion projects.

Other Great Ideas (Table 6.13)

Through the PROS Plan public process and review by PRCS staff a number of great ideas were generated that would enhance parks in different ways. Unfortunately it is not realistic to expect the entire project list to be implemented. However we do not want to lose those ideas so they have been included for the record.

Table 6.8: General Capital

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost	Priority Points	Secondary Points
1	Non-Park Specific	Aquatics and Recreation Center Replacement	\$0	\$0	10	0
2	Kruckeberg Botanic Garden	Caretaker Residence Replacement Project: Implement Master Plan	\$750,000	\$750,000	9	5
3	Shoreline Park	Field and Light Replacement	\$2,550,000	\$3,300,000	8	7
4	Hamlin Park - Upper	Lighting Improvement	\$50,000	\$3,350,000	7	8
5	Several	Recreation Amenities Planning	\$150,000	\$3,500,000	7	7
6	Hillwood Park	Master Plan	\$75,000	\$3,575,000	6	8
7	Boeing Creek Park	Trail Repair/Replacement	\$1,500,000	\$5,075,000	6	6
8	Richmond Beach Community Park	Retaining Wall Repair/Replacement	\$1,000,000	\$6,075,000	5	6
9	Richmond Beach Saltwater Park - Exterior	Fire Suppression Line to Beach	\$400,000	\$6,475,000	5	4
10	Richmond Highlands Recreation Center - Exterior	Lighting Improvement	\$50,000	\$6,525,000	3	8
11	Richmond Beach Reserve	Steep Slope Stabilization	\$500,000	\$7,025,000	3	6
12	Shoreview Park - OLDA	Boundary Fence and Entry	\$250,000	\$7,275,000	2	6
13	Twin Ponds	Park Drainage Improvement	\$200,000	\$7,475,000	2	5
14	Paramount School Park	Park Drainage Improvement	\$200,000	\$7,675,000	2	4
15	Twin Ponds	Bridge(s) and Dock Repair/Replacement	\$200,000	\$7,875,000	2	4
16	Richmond Beach Saltwater Park	Steep Slope Stair/Trail Repair/Replacement Project(s)	\$500,000	\$8,375,000	1	12

Attachment 2 - 2017-2023 PROS Plan

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost	Priority Points	Secondary Points
17	Hamlin Park	Trail Wayfinding Map & Marker	\$50,000	\$8,425,000	1	11
18	Richmond Highlands Park	Playground Equipment Replacement	\$250,000	\$8,675,000	1	9
19	Eastside Off-Leash Dog Area	Picnic Shelter & Site Furnishings Installation	\$250,000	\$8,925,000	1	8
20	Twin Ponds	Trail Wayfinding Map & Marker	\$50,000	\$8,975,000	1	7
21	Twin Ponds	Playground Equipment Replacement	\$250,000	\$9,225,000	1	7
22	Shoreview Park - OLDA	Picnic Shelter & Site Furnishings Installation	\$250,000	\$9,475,000	1	6
23	Interurban Trail (185th-175th) Park at Town Center	Park at Town Center Phase I Implementation	\$250,000	\$9,725,000	0	11
24	Shoreview Park - OLDA	Park Tree Planting	\$20,000	\$9,745,000	0	8
25	Ronald Bog	Environmental Interpretive Trail & Signage Development	\$200,000	\$9,945,000	0	7
	Ronald Bog	Wetland Creation/Restoration	\$200,000	\$10,145,000	0	6

Table 6.9: Repair and Replacement

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost	Priority Points	Secondary Points
1	Paramount School Park	Entry Improvement	\$15,000	\$15,000	5	4
2	Eastside Off-Leash Dog Area	Boundary Fence	\$25,000	\$40,000	4	8
3	Hamlin Park	Trail Repair/Replacement	\$100,000	\$140,000	3	11
4	Shoreline Park	Court (Tennis) Repair	\$40,000	\$180,000	3	7
5	Shoreview Park	Tennis Court Resurfacing	\$60,000	\$240,000	3	7
6	Sunset School Park	Parking Repair/Replacement Project	\$40,000	\$280,000	3	6
7	Hamlin Park	Accessible Pathway Development	\$25,000	\$305,000	3	5
8	Twin Ponds	Trail Repair/Replacement	\$100,000	\$405,000	2	7
9	Interurban Trail (160th-155th)	Irrigation Repair/Replacement	\$75,000	\$480,000	2	5
10	Richmond Beach Community Park	Playground Enclosure Replacement	\$150,000	\$630,000	2	5
11	Richmond Highlands Park	Irrigation Repair/Replacement	\$75,000	\$705,000	2	4
12	Hamlin Park	Park Entry Signage	\$15,000	\$720,000	1	8
13	Twin Ponds	Entry Improvement	\$15,000	\$735,000	1	8
14	Sunset School Park	Portable Restroom Enclosure Development	\$25,000	\$760,000	1	8
15	Cromwell Park	Pathway Lighting	\$15,000	\$775,000	1	6

Attachment 2 - 2017-2023 PROS Plan

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost	Priority Points	Secondary Points
16	Shoreline Park	Trail Repair/Replacement	\$150,000	\$925,000	1	6
17	Hamlin Park	Entry Improvement	\$15,000	\$940,000	1	5
18	Paramount Open Space	Trail Repair/Replacement	\$100,000	\$1,040,000	1	5
19	Cromwell Park	Court (Basketball) Repair	\$40,000	\$1,080,000	1	4
20	Innis Arden Reserve	Parking Repair/Replacement Project	\$15,000	\$1,095,000	1	1
21	Densmore Trail	Park Entry Signage	\$15,000	\$1,110,000	0	6
22	Richmond Beach Community Park	Portable Restroom Enclosure Development	\$25,000	\$1,135,000	0	5
23	Strandberg Preserve	Park Entry Signage	\$15,000	\$1,150,000	0	4
24	Ballinger Open Space	Park Entry Signage	\$15,000	\$1,165,000	0	3
25	Boeing Creek Open Space	Park Entry Signage	\$15,000	\$1,180,000	0	3
26	Ronald Bog	Bench Repair/Replacement	\$20,000	\$1,200,000	0	2
27	Strandberg Preserve	Boundary Fence	\$15,000	\$1,215,000	0	1

Table 6.10: Ecological Restoration Program

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost	Priority Points	Secondary Points
1	Ballinger Open Space	Vegetation Management Plan - Develop and Implement	\$50,000	\$50,000	4	11
2	Darnell	Vegetation Management Plan - Develop and Implement	\$50,000	\$100,000	4	7
3	Richmond Beach Saltwater Park	Vegetation Management Plan - Implement	\$50,000	\$250,000	3	12
4	Twin Ponds	Vegetation Management Plan - Implement	\$50,000	\$300,000	3	12
5	Hamlin Park	Vegetation Management Plan - Implement	\$50,000	\$350,000	3	11
6	South Woods	Vegetation Management Plan - Implement	\$50,000	\$400,000	3	10
7	Boeing Creek Park	Vegetation Management Plan - Implement	\$50,000	\$450,000	3	9
8	Innis Arden Reserve	Vegetation Management Plan - Implement	\$50,000	\$500,000	3	6
9	North City Park	Vegetation Management Plan - Develop and Implement	\$50,000	\$550,000	2	8
10	Shoreview Park	Vegetation Management Plan - Implement	\$50,000	\$600,000	2	8
11	Northcrest Park	Vegetation Management Plan - Develop and Implement	\$50,000	\$200,000	2	7

Attachment 2 - 2017-2023 PROS Plan

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost	Priority Points	Secondary Points
12	Paramount Open Space	Vegetation Management Plan - Develop and Implement	\$50,000	\$250,000	2	7
13	Boeing Creek Open Space	Vegetation Management Plan - Implement	\$50,000	\$650,000	2	6
14	Strandberg Preserve	Vegetation Management Plan - Implement	\$50,000	\$700,000	2	6

Table 6.11: Facility Maintenance and Buildings

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost	Priority Points	Secondary Points
1	Richmond Highlands Recreation Center	HVAC/Mechanical Replacement	\$0	\$0	6	8
2	Richmond Highlands Recreation Center	Roof Replacement	\$300,000	\$300,000	6	8
3	Hamlin Park - Lower	Restroom Repair	\$150,000	\$450,000	6	6
4	Twin Ponds	Restroom Repair	\$150,000	\$600,000	6	6
5	Hamlin Park - Upper	Restroom Repair	\$150,000	\$750,000	6	5
6	Shoreline Park	Restroom Repair	\$150,000	\$900,000	6	5
7	Richmond Highlands Recreation Center - Interior	Fire Supression Improvement	\$50,000	\$950,000	5	5
8	Richmond Highlands Recreation Center - Gym	Lighting Replacement	\$50,000	\$1,000,000	5	5
9	Paramount School Park	Restroom Repair	\$150,000	\$1,150,000	5	5
10	Richmond Beach Saltwater Park - Lower	Restroom Repair	\$150,000	\$1,300,000	5	4
11	Richmond Beach Saltwater Park - Upper	Restroom Repair	\$150,000	\$1,450,000	5	4
12	Cromwell Park	Restroom Repair	\$150,000	\$1,600,000	4	5
13	Richmond Highlands Park	Restroom Repair	\$150,000	\$1,750,000	4	5
14	Echo Lake Park	Restroom Repair	\$150,000	\$1,900,000	2	9
15	Richmond Highlands Recreation Center	Exterior Buliding Stair and Door Repair/Replacement	\$50,000	\$1,950,000	2	5

Table 6.12: Capacity Expansion Projects

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost
1	Rotary Park	Acquisition	\$3,761,000	\$3,761,000
2	Paramount Open Space	Acquisition	\$2,755,000	
3	Light Rail Station Subarea Opportunity (E)	Acquisition	\$4,803,000	\$11,319,000
4	Light Rail Station Subarea Opportunity (D)	Acquisition	\$5,473,000	\$16,792,000
5	Light Rail Station Subarea Opportunity (C)	Acquisition	\$7,210,000	\$24,002,000
6	Light Rail Station Subarea Opportunity (A)	Acquisition	\$967,000	\$24,969,000
7	Light Rail Station Subarea Improvement Opportunity (2)	Acquisition	\$1,576,000	\$26,545,000
8	Cedarbrook Elementary School (25% Partnership)	Acquisition	\$3,761,000	\$30,306,000
9	Park at Town Center	Park Renovation	\$475,000	\$30,781,000
10	Ridgecrest Park	Park Renovation	\$1,021,000	\$31,802,000
11	Lower Shoreview Park	Park Renovation	\$1,070,000	\$32,872,000
12	James Keough Park	Park Renovation	\$888,000	\$33,760,000
13	Hillwood Park	Park Renovation	\$3,241,000	\$37,001,000
14	Brugger's Bog	Park Renovation	\$1,093,000	\$38,094,000
15	Hamlin Park (North Section)	Adventure Playground	\$363,000	\$38,457,000
16	Hamlin Park (Upper @ 25th)	Neighborhood Park Development	\$770,000	\$39,227,000
17	Richmond Highlands Recreation Center	Outdoor Basketball Court	\$50,000	\$39,277,000
18	Wesminster Park	Playground development	\$191,000	\$39,468,000
19	Shoreview Park	Soccer Field Conversion	\$2,609,819	\$42,077,819
20	Twin Ponds	Trail Development	\$182,000	\$42,259,819
21	Paramount Open Space	Trail Development	\$162,000	\$42,421,819
22	195TH STREET BALLINGER COMMONS TRAILS ©	Trail Development	\$57,000	\$42,478,819
23	Hamlin Park	Wayfinding and Interpretive Signage	\$152,000	\$42,630,819

Table 6.13: Other Great Ideas

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost Estimate
1	195th Street Ends (W&E)	Street End Park Development	\$25,000	\$25,000
2	195th Trail	Trail Development Project (Ballinger Commons Shared Use)	\$200,000	\$225,000
3	196th Street Ends (W&E)	Street End Park Development	\$25,000	\$250,000
4	196th Trail	Street End Park Development	\$25,000	\$275,000
5	197th Street Ends (W&E)	Street End Park Development	\$25,000	\$300,000
6	197th Trail	Street End Park Development	\$25,000	\$325,000
7	198th Street Ends (W&E)	Street End Park Development	\$25,000	\$350,000
8	199th Street Ends (W&E)	Street End Park Development	\$25,000	\$375,000
9	200th Street Ends (W&E)	Street End Park Development	\$25,000	\$400,000
10	Aldercrest Annex	Agreement to provide Recreation Amenities & Programming		\$400,000
11	Aurora Avenue N (east side)	Park & Open Space Acquisition	\$10,000	\$410,000
12	Aurora Avenue N (west side)	Park & Open Space Acquisition	\$10,000	\$420,000
13	Ballinger Open Space	Boardwalk Nature Trail Development	\$200,000	\$620,000
14	Ballinger Open Space	Environmental Storm Water Improvement	\$200,000	\$820,000
15	Ballinger Open Space	Park Vehicular Wayfinding Signage	\$15,000	\$835,000
16	Boeing Creek Open Space	Trail Development	\$200,000	\$1,035,000
17	Boeing Creek Park	Trail Wayfinding Map & Marker	\$15,000	\$1,050,000
18	Cedarbrook Elementary School	Adventure Park (Zipline) Development	\$250,000	\$1,300,000
19	Cedarbrook Elementary School	Entry Improvement	\$15,000	\$1,315,000
20	Cedarbrook Elementary School	Hillside Slide Development	\$250,000	\$1,565,000

Attachment 2 - 2017-2023 PROS Plan

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost Estimate
21	Cedarbrook Elementary School	Pathway Development	\$200,000	\$1,765,000
22	Cedarbrook Elementary School	Playground Development Project (Nature Play)	\$250,000	\$2,015,000
23	Cedarbrook Elementary School	Wetland Creation/Creek Daylighting	\$200,000	\$2,215,000
24	Cromwell Park	Bulletin Board	\$5,000	\$2,220,000
25	Cromwell Park	Electrical Upgrade	\$15,000	\$2,235,000
26	Cromwell Park	Exercise Equipement	\$10,000	\$2,245,000
27	Cromwell Park	Picnic Shelter & Site Furnishings Installation	\$250,000	\$2,495,000
28	Cromwell Park	Skayte Park Development	\$250,000	\$2,745,000
29	Darnell	Environmental Interpretive Trail & Signage Development	\$200,000	\$2,945,000
30	Darnell	Environmental Storm Water Improvement	\$200,000	\$3,145,000
31	Eastside Off-Leash Dog Area	DSHS Lease Agreement Renewal	\$0	\$3,145,000
32	Echo Lake Park	Park & Open Space Acquisition	\$500,000	\$3,645,000
33	Echo Lake Park	Safe Parks Project	\$15,000	\$3,660,000
34	Echo Lake Park	Small Craft Launch Development (Non-Motorized)	\$250,000	\$3,910,000
35	Fircrest	Activities Building/Chapel Community Use	\$0	\$3,910,000
36	Fircrest	Community Garden Development	\$250,000	\$4,160,000
37	Fircrest	Park Greenway Development	\$200,000	\$4,360,000
38	Fircrest	Playground Development Project (All Accessible)	\$500,000	\$4,860,000
39	Fircrest	Roadway, Parking and Trail improvement	\$200,000	\$5,060,000
40	Fircrest	State Fircrest Master Plan - (advocate for Neighborhood Amenities)	\$0	\$5,060,000
41	Firlands Way N	Park Greenway Development	\$200,000	\$5,260,000
42	Gloria's Path	Trail Repair/Replacement	\$20,000	\$5,280,000

Attachment 2 - 2017-2023 PROS Plan

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost Estimate
43	Grace Cole Park	Entry Improvement	\$5,000	\$5,285,000
44	Hamlin Park	Adventure Park (High Ropes Course) Development	\$250,000	\$5,535,000
45	Hamlin Park	Adventure Park (Zipline) Development	\$250,000	\$5,785,000
46	Hamlin Park	BMX - Fee Ride Bike Park Development	\$250,000	\$6,035,000
47	Hamlin Park	Climbing Structure Development	\$250,000	\$6,285,000
48	Hamlin Park	Community Garden Development	\$250,000	\$6,535,000
49	Hamlin Park	Hillside Slide Development	\$250,000	\$6,785,000
50	Hamlin Park	Off-leash Dog Area Development	\$250,000	\$7,035,000
51	Hamlin Park	Park Greenway Development	\$200,000	\$7,235,000
52	Hamlin Park	Playground Development Project (All Accessible)	\$500,000	\$7,735,000
53	Hamlin Park	Public Art Installation (Temporary)	\$250,000	\$7,985,000
54	Hamlin Park	Safe Parks Project	\$15,000	\$8,000,000
55	Hamlin Park	Upper Hamlin Park /25th Avenue NE Park Master Plan	\$100,000	\$8,100,000
56	Hamlin Park - 25th AVE NE	Playground Development	\$500,000	\$8,600,000
57	Hillwood Park	Environmental Interpretive Trail & Signage Development	\$10,000	\$8,610,000
58	Hillwood Park	Invasive Species Annual Maintenance Contract Work/Projects	\$5,000	\$8,615,000
59	Hillwood Park	Water and Power Access	\$5,000	\$8,620,000
60	Innis Arden Reserve	Aquire public easements to connect		\$8,620,000
61	Innis Arden Reserve	BNSF Agreement for Public Access		\$8,620,000
62	Innis Arden Reserve	Park Vehicular Wayfinding Signage	\$15,000	\$8,635,000
63	Interurban Trail (155th-145th)	Safe Parks Project	\$15,000	\$8,650,000

Attachment 2 - 2017-2023 PROS Plan

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost Estimate
64	Interurban Trail	SCL/COS Maintenance MOU	\$10,000	\$8,660,000
65	Interurban Trail (160th-155th)	Park Tree Planting	\$20,000	\$8,680,000
66	Interurban Trail (175th-160th)	Safe Parks Project	\$15,000	\$8,695,000
67	Interurban Trail (185th-175th) Park at Town Center	Public Art Installation (Permanent)	\$250,000	\$8,945,000
68	Interurban Trail (205th-200th)	Park Greenway Development	\$200,000	\$9,145,000
69	IUT	Bike Repair Stations	\$5,000	\$9,150,000
70	Kayu Kayu Ac Park	BNSF Agreement for Public Access		\$9,150,000
71	Kayu Kayu Ac Park	Environmental Stewardship Program	\$50,000	\$9,200,000
72	KC Metro North Base	Agreement to provide Recreation Amenities		\$9,200,000
73	Light Rail Station Subarea Opportunity	Park Greenway Development	\$200,000	\$9,400,000
74	Light Rail Station Subarea Opportunity	Pedestrian/Bicycle Connections Projects (East-West)	\$200,000	\$9,600,000
75	Light Rail Station Subarea Opportunity	Spray Park Development	\$250,000	\$9,850,000
76	Light Rail Station Subarea Opportunity	Trail Development Project (I-5 East)	\$200,000	\$10,050,000
77	Light Rail Station Subarea Opportunity (1)	Neighborhood Greenways Development Project (Echo Lake/195th Street Corridor)	\$200,000	\$10,250,000
78	Light Rail Station Subarea Opportunity (11)	Neighborhood to Light Rail Greenways Development Project (Ridgecrest to LR Station)	\$200,000	\$10,450,000
79	Light Rail Station Subarea Opportunity (12)	Neighborhood Greenways Development Project (Briarcrest to LR Station)	\$200,000	\$10,650,000
80	Light Rail Station Subarea Opportunity (12)	Neighborhood Greenways Development Project (North City to LR Station)	\$200,000	\$10,850,000

Attachment 2 - 2017-2023 PROS Plan

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost Estimate
81	Light Rail Station Subarea Opportunity (2)	Neighborhood Greenways Development Project (Meridian Park/1st Av NE & 175th-185th)	\$200,000	\$11,050,000
82	Light Rail Station Subarea Opportunity (7)	Park (Ridgecrest) Development Project	\$1,500,000	\$12,550,000
83	Light Rail Station Subarea Opportunity (8)	Environmental Surface Water Improvement Project (1st Av NE north of 155th Street)	\$200,000	\$12,750,000
84	Meridian Park	Environmental Outdoor Classroom Development	\$200,000	\$12,950,000
85	Meridian Park	Park Tree Planting	\$20,000	\$12,970,000
86	Meridian Park	Playground Development Project (Nature Play)	\$50,000	\$13,020,000
87	Non-Park Specific	Adventure Park (Zipline/High ropes) Development	\$250,000	\$13,270,000
88	Non-Park Specific	Basketball Courts	\$25,000	\$13,295,000
89	Non-Park Specific	Carmelite Monastery	\$3,000,000	\$16,295,000
90	Non-Park Specific	Community Garden Development	\$50,000	\$16,345,000
91	Non-Park Specific	Court (Basketball) Development	\$250,000	\$16,595,000
92	Non-Park Specific	Court (Pickleball) Development	\$15,000	\$16,610,000
93	Non-Park Specific	Cultural Arts Center	\$5,000,000	\$21,610,000
94	Non-Park Specific	Downed Timber Re-Use Program		\$21,610,000
95	Non-Park Specific	Echo Lake Park Expansion Sites	\$5,000,000	\$26,610,000
96	Non-Park Specific	Environmental Learning Center	\$5,000,000	\$31,610,000
97	Non-Park Specific	Environmental Surface Water Improvement Projects	\$200,000	\$31,810,000
98	Non-Park Specific	Environmental Outdoor Classroom Development	\$200,000	\$32,010,000
99	Non-Park Specific	Free-Bike Park	\$50,000	\$32,060,000
100	Non-Park Specific	Frisbee Golf Course Development	\$10,000	\$32,070,000

Attachment 2 - 2017-2023 PROS Plan

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost Estimate
101	Non-Park Specific	Invasive Species Annual Maintenance Contract Work/Projects	\$0	\$32,070,000
102	Non-Park Specific	Multi-Lingual Park Rule Signage	\$15,000	\$32,085,000
103	Non-Park Specific	Off-leash Dog Area Development	\$50,000	\$32,135,000
104	Non-Park Specific	Outdoor Exercise Equipment Installation	\$250,000	\$32,385,000
105	Non-Park Specific	Outdoor Theater Development	\$250,000	\$32,635,000
106	Non-Park Specific	Pardee Property 175th & 10th NW	\$3,000,000	\$35,635,000
107	Non-Park Specific	Playground Development Project (All Accessible)	\$250,000	\$35,885,000
108	Non-Park Specific	Playground Development Project (Nature Play)	\$250,000	\$36,135,000
109	Non-Park Specific	Puget Sound Water Access Property	\$1,000,000	\$37,135,000
110	Non-Park Specific	Safe Parks Projects	\$15,000	\$37,150,000
111	Non-Park Specific	Shoreline Park & Recreation Mobility Projects	\$15,000	\$37,165,000
112	Non-Park Specific	Skate Park Development	\$150,000	\$37,315,000
113	Non-Park Specific	Spray Park Development	\$250,000	\$37,565,000
114	Non-Park Specific	Tree Reporting Program		\$37,565,000
115	Non-Park Specific	Wayfinding Signage To Parks	\$15,000	\$37,580,000
116	North City Park	Pathway (Loop or Measured) Development	\$200,000	\$37,780,000
117	North City Park	Playground Development Project (Nature Play)	\$250,000	\$38,030,000
118	North City Park	Public Art Installation (Temporary)	\$250,000	\$38,280,000
119	Northcrest Park	Pathway Development	\$200,000	\$38,480,000
120	Paramount Open Space	Environmental Interpretive Trail & Signage Development	\$200,000	\$38,680,000
121	Paramount Open Space	Environmental Storm Water Improvement	\$200,000	\$38,880,000

Attachment 2 - 2017-2023 PROS Plan

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost Estimate
122	Paramount Open Space	Park Greenway Development	\$200,000	\$39,080,000
123	Paramount Open Space	Picnic Shelter & Site Furnishings Installation	\$250,000	\$39,330,000
124	Paramount Open Space	Public Art Installation (Temporary)	\$250,000	\$39,580,000
125	Paramount School Park	Electrical Upgrade	\$15,000	\$39,595,000
126	Paramount School Park	Park Greenway Development	\$200,000	\$39,795,000
127	Paramount School Park	Vegetation Maintenance Project	\$25,000	\$39,820,000
128	Richmond Beach Community Park	Court (Pickleball) Development	\$15,000	\$39,835,000
129	Richmond Beach Community Park	Park Tree Planting	\$20,000	\$39,855,000
130	Richmond Beach Community Park	Picnic Shelter & Site Furnishings Installation	\$250,000	\$40,105,000
131	Richmond Beach Saltwater Park	Beach Activity Center Development - Picnic Shelter Repair/Replacement Project	\$150,000	\$40,255,000
132	Richmond Beach Saltwater Park	Bluff Trail Native Planting	\$200,000	\$40,455,000
133	Richmond Beach Saltwater Park	BNSF Agreement for Public Access		\$40,455,000
134	Richmond Beach Saltwater Park	Caretaker's Residence Replacement / Redevelopment	\$1,500,000	\$41,955,000
135	Richmond Beach Saltwater Park	Safe Routes to Parks Development Project	\$200,000	\$42,155,000
136	Richmond Beach Saltwater Park	Small Craft Launch (Water Trail) Development	\$250,000	\$42,405,000
137	Richmond Highlands Park	Community Garden Development	\$250,000	\$42,655,000
138	Richmond Highlands Park	Court (Teen Multi-Sports) Development	\$250,000	\$42,905,000
139	Richmond Highlands Park	Park Greenway Development	\$25,000	\$42,930,000
140	Richmond Highlands Park	Pathway (Loop or Measured) Development	\$200,000	\$43,130,000
141	Richmond Highlands Park	Playground Development Project (All Accessible)	\$500,000	\$43,630,000

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost Estimate
142	Richmond Highlands Park	Spray Park Development	\$250,000	\$43,880,000
143	Ridgecrest	Park & Open Space Acquisition	\$0	\$43,880,000
144	Ronald Bog	Public Art	\$10,000	\$43,890,000
145	Ronald Bog	Park Greenway Development	\$200,000	\$44,090,000
146	Ronald Bog	Park Tree Planting	\$20,000	\$44,110,000
147	Ronald Bog	Pathway Improvement and Development Project	\$10,000	\$44,120,000
148	Ronald Bog	Pathway Improvement and Development Project	\$10,000	\$44,130,000
149	Ronald Bog	Picnic Shelter & Site Furnishings Installation	\$20,000	\$44,150,000
150	Ronald Bog	Solar Powered Lighted Fountain	\$50,000	\$44,200,000
151	Ronald Bog	Solar Powered Lighted Fountain	\$50,000	\$44,250,000
152	Ronald Bog	Tree ID signs	\$5,000	\$44,255,000
153	Rotary Park	Park Greenway Development	\$200,000	\$44,455,000
154	Rotary Park	Public Art Installation (Permanent)	\$250,000	\$44,705,000
155	SCL ROW 10th and 12th NE	Park Greenway Development	\$200,000	\$44,905,000
156	Shoreline City Hall	Public Art & Permanent Art Gallery Space	\$250,000	\$45,155,000
157	Shoreline City Hall	Public Art Installation (Permanent)	\$250,000	\$45,405,000
158	Shoreline Park	Court (Tennis) & Light Relocation	\$100,000	\$45,505,000
159	Shoreview Park - OLDA	Shelter and Water	\$250,000	\$45,755,000
160	South Woods	Environmental Interpretive Trail & Signage Development	\$200,000	\$45,955,000
161	South Woods	Environmental Outdoor Classroom Development	\$200,000	\$46,155,000

	Park	Project Name	Preliminary Cost Estimate	Cumulative Cost Estimate
162	South Woods	Park Greenway Development	\$200,000	\$46,355,000
163	South Woods	Picnic Shelter & Site Furnishings Installation	\$250,000	\$46,605,000
164	South Woods	Playground Development Project (Nature Play)	\$250,000	\$46,855,000
165	South Woods	Public Art Installation (Temporary)	\$250,000	\$47,105,000
166	South Woods	South Woods Master Plan - Neighborhood Park Amenities	\$250,000	\$47,355,000
167	Strandberg Preserve	Pathway Development	\$200,000	\$47,555,000
168	Sunset School Park	Skake Park Development	\$250,000	\$47,805,000
169	Sunset School Park	Spray Park Development	\$250,000	\$48,055,000
170	Twin Ponds	Boardwalk Nature Trail Development	\$200,000	\$48,255,000
171	Twin Ponds	Court (Handball) Development Project (Relocated)	\$250,000	\$48,505,000
172	Twin Ponds	Park & Open Space Acquisition	\$0	\$48,505,000
173	Twin Ponds	Park Greenway Development	\$200,000	\$48,705,000
174	Twin Ponds	Pathway Development	\$200,000	\$48,905,000
175	Twin Ponds	Picnic Shelter & Site Furnishings Installation	\$250,000	\$49,155,000
176	Twin Ponds	Picnic Shelter & Site Furnishings Installation	\$250,000	\$49,405,000
177	Twin Ponds	Twin Ponds Master Plan - Neighborhood Park Amenities	\$200,000	\$49,605,000
178	Westminster Triangle	Public Art Installation (Permanent)	\$250,000	\$49,855,000

Prioritization Criteria

A review process with a list of criteria was needed to help prioritize what projects need to be completed first. The prioritization criteria and process below provides a way to identify the most important projects that is based on values important to the community. Each criterion is based on a scale from 0-3. A rating of three (3) points means that the project completely meets the category and zero (0) points means that the project does not meet the category.

While all the criteria are important some address more critical issues than others. Recognizing that it is most important to have healthy and safe facilities that meet applicable codes and that will last and operate efficiently, the first three Criteria were determined to be priority criteria. The remaining five criteria, while important, are secondary in importance.

Priority Criteria

1. Health & Safety
2. Code Requirements
3. Facility Integrity and Operating Efficiency

Secondary Criteria

4. Level of Facility Use
5. Shovel Ready Projects
6. Projects Meet Environmental, Sustainable or Adopted Plan Goals
7. Important Community Unmet Need
8. Projects located in Areas of Economic Need

Criteria 1 – Health & Safety

Criterion 1 includes projects that will eliminate a condition that poses a health or safety concern. Examples of a health or safety concerns include a lack of seismic elements, play equipment replacement due to not meeting safety requirements, lighting deficiencies, trail closures due to unsafe conditions, emergency management elements, documented environmental health or safety hazards, crime prevention strategies.

- 3- Documented safety standards are not being met.
- 2- Safety concern exists; however, there are no documented safety standards. Community complaints exists around health & safety conditions
- 0- No Health & Safety conditions exist.

Criteria 2 – Code Requirements

The project brings a facility or element up to federal, state, and city code requirements or meets other legal requirements. Projects that are primarily ADA-focused fall under this priority. ADA elements will be completed as part of projects that fall under other priorities.

- 3- Does not meet code requirements.
- 0- Meets code requirements.

Criteria 3 – Facility Integrity and Operating Efficiency

The project will help keep the facility or park element operating efficiently and extend its life cycle by repairing, replacing, and renovating systems and elements of the facility, including building envelope (roof, walls, and windows), electrical, plumbing, irrigation, storm and sewer

line replacements, indoor or outdoor lighting, synthetic turf replacement, outdoor trail enhancements.

- 3- Documented reduction in operating and maintenance costs, including energy and water savings. Has the opportunity to increase revenue. Extends its operational life, high usage/heavily programmed.
- 2- Energy and water savings without a known reduction in operating and maintenance costs or staff efficiency. Has the opportunity to maintain revenue. Extends its operational life. , high usage/programmed.
- 1- Maintaining existing operating costs and/or increase staff efficiency without any change in revenue.
- 0- Increases operating costs with no improved operating efficiency or energy savings. Not associated with revenue.

Criteria 4 – Level of Facility Use

Criterion 4 assesses the impact the project will have on parks visitors.

- 3- High usage/heavily programmed
- 2- Moderate usage/lightly programmed
- 1- Light usage/ not programmed
- 0- Minimal usage/not programmed

Criteria 5 – Shovel Ready Projects

Criterion 5 includes projects that are ready to be implemented in the upcoming year, have funding to support implementation or are identified in supporting plans and other documents.

- 3- Project has available funding, is identified in supporting plans and is required to be done in the upcoming year.
- 0- Project does not have available funding, is not identified in supporting plans and is not required to be done in the upcoming year.

Criteria 6 – Projects Meets Environmental, Sustainable or Adopted Plan Goals

Criterion 6 includes projects that meet adopted plan, environmental, sustainable or larger citywide goals. Documents such as the Recreation Demand Study, Light Rail Station Subarea Park & Open Space Plan, Urban Forest Strategic Plan, Vegetation Management Plans, Master Plans, etc.

- 3- Is identified in a planning document as a priority.
- 2- Is not separately mentioned in a planning document but is part of the plans implementation goals.
- 1- Not related to a plan but meets citywide goals.

- 0- No unique focus or part of larger citywide goal.

Criteria 7- Important Community Unmet Need

Criterion 7 includes projects that improve or meet the unmet facility and/or program needs identified in the 2016 Community Interest and Opinion Survey.

- 3- Top Priorities: High Importance/High Unmet Need
- 2-Continued Emphasis: Higher importance/Low unmet Need
- 1- Lower Priority: Lower Importance/High Unmet Need
- 0- Lowest Priority: Lower Importance/Low Unmet Need

Criteria 8: Projects Located in Areas of Economic Need

Criterion 8 includes projects that are in areas of economic need based on the Median Household Income Map by Census Block Group*

- 3- Median Household Income below \$50,679.*
- 2- Median Household Income is between \$50,680 and \$72,537.*
- 1- Median Household Income is between \$72,538 and \$96,784.*
- 0- Median Household Income is above \$96,784*.

**Map 3: Median Household Income by Census Block Group, Shoreline Market Analysis Draft Report, August 2016, page 12.*

PRIORITIZING THE LIST – APPLYING THE CRITERIA

Each project was reviewed and scores were applied based on the criteria. Two totals were calculated for each project. A total was calculated for the three priority criteria resulting in a Priority Criteria Score for each project. A total was also calculated for the five secondary criteria resulting in a Secondary Criteria Score for each project. The list was sorted by the Priority Criteria Score. This makes it easier to identify those projects that are most in need of investment based on the overall health, safety and integrity of the facility.

Many projects received the same Priority Criteria Score. For example, there were eight (8) projects that received a score of six (6). In order to distinguish which of those projects would be the highest priority, the master list was sorted based on the Secondary Criteria Score. In essence, the secondary criteria were used as tie-breakers. The projects that rate with the most points are shown as high priority projects. Projects that rate with the least number of points are shown as low priority projects. The result is a Capital Recommendations List prioritized based on a set of criteria important to the community.

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Attachment 3 - Parks Element Goals and Policies

Comprehensive Plan Docket Item #3
Parks, Recreation and Open Space Element
Goals & Policies

INTRODUCTION

This Element describes the vision, goals, and policies that create a framework for future decisions for parks, recreation, and cultural services in Shoreline.

More specific guidance is provided in the current version of the Parks, Recreation and Open Space (PROS) Master Plan. The PROS Plan is the framework for strategic planning for the Parks Board and the Parks, Recreation, and Cultural Services Department. In addition to the goals and policies included here, the PROS Plan also delineates implementation strategies to establish a method for achieving the long-term vision for the City's parks, recreation, cultural service facilities and programs.

The Vision Statement from the PROS Plan is to "Provide quality parks, recreation, and cultural services to promote public health and safety; protect the natural environment; and enhance quality of life of the community".

GOALS

~~Goal PR I. Preserve, enhance, maintain, and acquire built and natural facilities to ensure quality opportunities exist.~~

~~Goal PR II. Provide community-based recreational and cultural programs that are diverse and affordable.~~

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

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

~~Goal PR V. Engage the community in park, recreation, and cultural services decisions and activities.~~

POLICIES

~~PR1. Preserve, protect, and enhance the city's natural, cultural, and historical resources; encourage restoration, education, and stewardship.~~

~~PR2. Provide a variety of indoor and outdoor gathering places for recreational and cultural activities.~~

~~PR3. Maintain current facilities, and plan, develop, and acquire assets as the need is identified.~~

~~PR4. Maintain environmentally sustainable facilities that reduce waste, protect ecosystems, and address impacts of past practices.~~

~~PR5. Create efficiencies and reduce maintenance costs by using contracted services and volunteers where feasible.~~

~~PR6. Maintain safe, attractive facilities using efficient and environmentally sustainable practices.~~

~~PR7. Encourage a variety of transportation options that provide better connectivity to recreation and cultural facilities.~~

~~PR8. Improve accessibility and usability of existing facilities.~~

~~PR9. Provide and enhance recreational and cultural programs to serve all ages, abilities, and interests.~~

~~PR10. Provide affordable programs and offer financial support for those who qualify.~~

~~PR11. Create programs to support and encourage an active and healthy lifestyle.~~

~~PR12. Determine the community's needs by conducting need assessments.~~

Attachment 3 - Parks Element Goals and Policies

- ~~PR13. Adjust program and facility offerings to align with demographic trends and need assessment findings.~~
- ~~PR14. Equitably distribute facilities and program offerings based on identified needs.~~
- ~~PR15. Collaborate with and support partners to strengthen communitywide facilities and programs.~~
- ~~PR16. Seek partners in the planning, enhancement, and maintenance of facilities and programs.~~
- ~~PR17. Develop mechanisms for public outreach, communication, and coordination among partners.~~
- ~~PR18. Encourage consistent and effective public involvement in short- and long-range park planning processes.~~
- ~~PR19. Provide public relations and publicity efforts to inform citizens of communitywide opportunities.~~
- ~~PR20. Create volunteer opportunities to encourage citizen involvement and participation.~~
- ~~PR21. Explore the establishment of a city-wide park impact fee. (Added by~~

Proposed Goals and Policies

Goals

Goal PRI:

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

Policies

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

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

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

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

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

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

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

Policy 1.8: Improve accessibility and usability of existing facilities.

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

Attachment 3 - Parks Element Goals and Policies

Goals

Goal PRII:

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

Policies

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

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

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

Goals

Goal PRIII:

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

Policies

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

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

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

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

Goals

Goal PRIV:

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

Policies

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

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

Attachment 3 - Parks Element Goals and Policies

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

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

Goals

Goal PRV:

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

Policies

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

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

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

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

Comprehensive Plan Amendment #4 – Amendment to the Transportation Master Plan Master Street Plan

Transportation Master Plan, Appendix D: Master Street Plan, p. 253, 5th paragraph, 2nd bullet:

The amenity zone should be developed in a manner that is appropriate and complementary to the adjacent land uses and use of the street. The minimum width for amenity zones is five feet. Amenity zones should generally be landscaped and, where possible, utilized for stormwater management purposes. Amenity zones adjacent to roadways that do not have off-street parking shall be landscaped as much as possible. In areas where a wide pedestrian walking surface is desired, such as commercial areas, the amenity zone may be a hard surface treatment with trees in pits. Amenity zones that are adjacent to on-street parking areas should be landscaped as much as possible but may include limited hard surface areas for drivers or passengers existing vehicles. Amenity zones that are along bridges do not need to include landscaping, but can include streetscape amenities such as hard surface design treatments, light poles, and/or signage.

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Attachment 5 - 185th Street Station Subarea Plan Policy

Comprehensive Plan Amendment #6 – 185th Street Station Subarea Plan Delete Repeat Utility Policy

UTILITIES

- ❖ Pursue Solarization program, community solar, or other innovative ways to partner with local businesses and organizations to promote installation of photovoltaic systems.
- ❖ Coordinate with utility providers to identify and implement upgrades to existing underground utilities to support increased densities. Coordinate this work with projects included in the City's Capital Improvement Plan as well as in conjunction with right-of-way work performed by private development.
- ❖ Develop a strategy for undergrounding overhead utilities.
- ❖ Consider the use of alternative energy in all new government facilities.
- ❖ Prepare information regarding how proposed redevelopment in the 185th Street Station Area will be managed in relation to known hydrological conditions.
- ❖ Based on actual redevelopment and studies prepared for development within the Station Subarea, periodically analyze redevelopment patterns. Consider targeted planning efforts for areas that are not developing as envisioned.
- ❖ Encourage and implement low impact development (LID) and green stormwater infrastructure to higher level than required by the Department of Ecology (DOE).
- ❖ Explore sub-basin regional approach to stormwater management to reduce costs and incentivize redevelopment.
- ~~❖ Consider the use of alternative energy in all new government facilities~~

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Comprehensive Plan Amendment #6 - Change Ronald Wastewater District to City of Shoreline throughout the Comprehensive Plan as the City's wastewater provider.

Page 12 Introduction:

A number of institutional, public, and government uses are located adjacent to the Aurora corridor. These uses include Shorewood High School, Shoreline Community College, CRISTA Schools, Shoreline Fire Station and City Hall, ~~Ronald Wastewater District~~, Shoreline Historical Museum, Washington State Department of Transportation, and King County Metro's Aurora Village Transit Center and Shoreline Park and ride lot. Many of these institutions have undergone master planning efforts or reconstructed buildings since the 2005 Comprehensive Plan update. Notably, Shorewood High School's new building was built to the *Washington Sustainable Schools Protocol* standard, and City Hall achieved the *Leadership in Energy and Environmental Design (LEED)* Gold standard.

Page 82 Utilities Goals and Policies:

U2. Pursue alternative service provision options that may be more effective at providing services to our residents, including acquiring portions of the Seattle Public Utility water system, ~~potential assumption of Ronald Wastewater District~~, and examining options with regard to the expiration of the Shoreline Water District franchise (scheduled for 2027).

Page 169 Capital Facilities Supporting Analysis:

WASTEWATER

Ronald Wastewater District (RWD) was formed in 1951. It ~~was~~ is the primary wastewater service provider for the City of Shoreline, and in October 2002 the City executed a franchise agreement with the District to construct, maintain, operate, replace, and repair the sanitary sewer within the city. The Highlands Sewer District serves a small part of the city in the Highlands neighborhood.

There are 31 known lots scattered individually throughout the District with onsite sewage disposal systems. Many of the lots have sewer available, but the property owners have not chosen to connect for a variety of reasons.

Wastewater treatment services are provided by the City of Edmonds and the King County Department of Natural Resources Wastewater Division (formerly Metro). King County DNR also provides gravity and pumped interceptor service.

Existing City of Shoreline ~~Ronald Wastewater District~~ (RWD) Services and Facilities

City of Shoreline ~~Ronald Wastewater District~~'s service area includes the entire City of Shoreline, with the exception of the Highlands neighborhood. In October 2001, RWD purchased the portion of sewer system owned by Seattle Public Utilities known as the Lake City Sewer District. This area covers most of the I-5 corridor, along with the southeastern portion of the city. The City of

Shoreline District presently owns, operates, and maintains a domestic wastewater collector and interceptor system consisting of 16 lift stations, 21 individual grinder pumps, and approximately 190 miles of 6- to 30-inch diameter sanitary sewer mains, not including private sewers. Sewer service is generally provided to customers by gravity flow through the City District system, or by gravity flow to City District owned and operated lift stations.

The wastewater collected from within the City District is treated at two facilities, King County Wastewater Division's West Point Treatment Plant and the City of Edmonds Treatment Plant, under contract arrangements. The Highlands Sewer District discharges wastewater flow into the City Ronald Wastewater District system. The existing collection system is detailed in the District's 2010 Comprehensive Water Plan.

Planned City of Shoreline Ronald Wastewater District Services and Facilities

To further the goal of consolidating services, the City and District entered into an Interlocal Operating Agreement in 2002, which facilitates assumption of the District in October 2017. This assumption would allow coordination and resource sharing with other City utility and street operations. The Agreement outlines the unification process between the City and the District. The City ~~intends to use~~ the assumption process authorized in Chapter 38.13A, which means all assets, reserve funds, employees, equipment, and any District debt ~~would be~~ is assumed by the City, and the Ronald Wastewater District would cease to exist as a separate government entity.

Currently the City District maintains a 10-year capital improvement program for its original sewer system and the old Lake City Sewer District system. The Capital Improvement Program includes an ongoing infiltration and inflow monitoring and reduction program. The City would re-evaluate the capital improvement plans as part of the unification process.

Page 174:

Adequacy of Service

The community has expressed a desire to maintain current levels of service. However, in several areas, concern has been expressed about the quality of current services, and the means to improve the way that these utilities provide service to the community. These concerns range from equitable rates to the quantity of available water for fire suppression for existing buildings and future development. In response to these concerns, the City is pursuing purchase of Seattle Public Utilities facilities in the City of Shoreline, ~~assumption of Ronald Wastewater~~, and evaluating acquisition of the Shoreline North City Water District.

The City may face difficulties in assuring adequate services and facilities from providers the City does not directly control. This significant issue in the provision of essential services can be addressed through contracts or interlocal agreements with individual agencies, or through direct provision of service, such as water, sewer, or stormwater management. Lack of needed infrastructure from these services may result in permitting delays or moratoriums if services are required for concurrency.

Page 187:

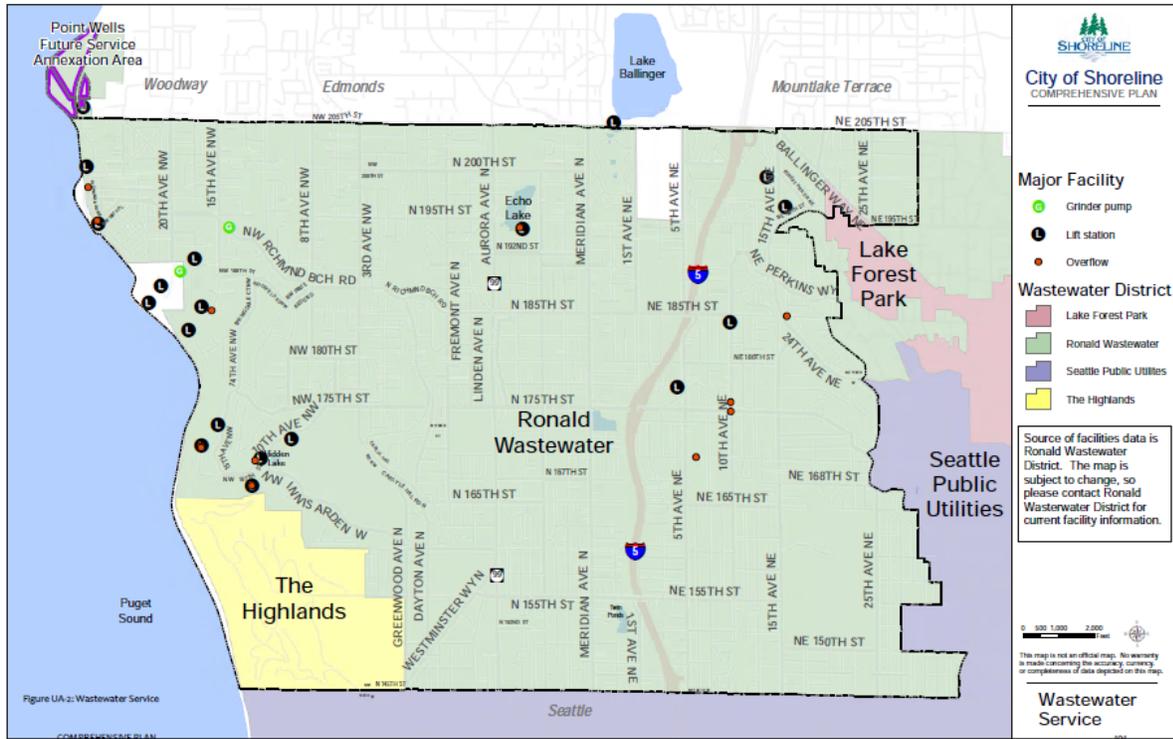
NON-CITY MANAGED CAPITAL FACILITIES PLANS

For capital facility plans from service providers other than the City of Shoreline, the reader is referred to the current comprehensive and/or capital facility plans of the responsible agencies.

General Facilities	Non-City Managed Facilities and Utilities
<p>Historical Museum</p> <p>Public Schools Shoreline Center Shoreline School District</p> <p>Libraries King County Library District</p> <p>Postal Buildings U.S. Postal Service</p> <p>Public Housing King County Housing Authority</p> <p>Human Services Washington Department of Health Washington State Department of Social and Health Services (DSHS)</p> <p>Public Safety Fire Department No. King County Corrections King County District Court Washington State Patrol</p> <p>Community College Shoreline Community College</p> <p>Transportation King County Metro Community Transit Sound Transit Washington State Department of Transportation</p> <p>Land Reserves Washington Department of Natural Resources</p>	<p>Water Seattle Public Utilities Water Division Shoreline Water District</p> <p>Wastewater Highland Sewer District Ronald Wastewater District</p> <p>Solid Waste King County Solid Waste Division CleanScapes</p> <p>Electricity Seattle City Light</p> <p>Natural Gas Puget Sound Energy</p> <p>Telecommunications and Cable Comcast Electric Lightwave AboveNet Communications Frontier CenturyLink</p>

Page 191 Map of Wastewater Service

Update map to strike “Ronald Wastewater District” and replace with “City of Shoreline”



2018 - 2037

Capital Improvement Plan



Shoreline Fire Department

Capital Facilities & Equipment Plan

Shoreline Fire Department Capital Facilities & Equipment Plan

Prepared By:

Fire Chief Matthew Cowan

Shoreline Fire Department

And

Larry Rabel

Deployment Dynamics Group LLC

July 2017

This document reflects the need to prepare long-term capital project plans to appropriately identify future needs and the financial means to support those projects. The recession virtually eliminated any reserved capital funds and brings into sharp contrast the benefits of looking at the life cycles of all our needs and developing revenue sources for them. The likely solution is that not any one source will provided the funds necessary to sustain these projects, but rather that it will be a combination of sources. The original goal of this document was to establish a plan toward replacing the aged and dysfunctional Station 63 and then to look long-term at our needs of building a functional Station 62. This plan has been approved by the Board of Commissioners and will be evaluated on an annual basis. The following pages of this plan reflect a strategic, responsible, and cost conscious compromise reflective of current and future needs.

Table of Contents

1. Capital Facilities & Equipment Plan..... 1

 1.1. Introduction & Purpose: 1

 1.2. Background & Organizational Overview:..... 2

 1.2.1. Yesterday 2

 1.2.2. Today 3

 Exhibit 1: Shoreline Fire Department Boundaries and Station
 Locations 4

 1.2.3. Tomorrow’s Growth 4

 Table 1: Future population of SFD..... 5

 Exhibit 2: City of Shoreline Zoning Map 6

2. Inventory of Current Capital Assets..... 7

 2.1. Fire Stations 7

 Table 2: Existing Fire Station Descriptions 8

 Exhibit 3: Map of Station Locations with Response
 Performance Rings for Stations 63, 64, and 65..... 9

 Exhibit 4: Map of Station Locations with Call Concentrations
 for Stations 63, 64, and 65 10

 2.2. Apparatus..... 10

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Table 3: Apparatus Inventory.....	11
2.3. Equipment.....	11
Table 4: Existing Special Equipment Inventory	12
Table 5: Existing Operational Equipment.....	13
3. Needed Resources.....	14
3.1. Impacts of the Growth Management Act	14
Exhibit 5: Graph of Emergency Incident Call Volumes from 1970 to 2016	15
3.2. Indicators of Future Capital Facility Needs	16
3.2.1. Level of Service Measures.....	16
3.3. Shoreline Fire Department Levels of Service	19
Table 5: Turnout Time Performance Objectives	19
Table 6: Travel Time Performance Objectives	19
Table 7: Reliability Objective.....	19
3.4. Current Response Time Performance.....	20
Table 8: Drive Time Performance Comparison to Benchmark Standards 2015, 2015, and 2016	20
Table 9: Current Response Reliability 2014, 2015, and 2016	21
3.4.1. Conclusion of Need for Capital Resources.....	22
3.5. Capital Projects and Purchases	23

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

3.5.1.	Revenue Limitations Effect Build Out of Fire Stations	24
3.5.2.	Cost of New Fire Stations	24
	Exhibit 6: Map of Response Rings from New Stations 62 and 63, and Stations 64 and 65.....	24
3.5.3.	New Station 63.....	25
	Table 10: Cost of New Station 63	25
3.5.4.	New Station 62.....	26
	Exhibit 7: Map of Response Ring for Station.....	26
	Table 11: Cost of New Station 62	27
3.5.5.	Capital Improvement Necessary to Preserve Existing Assets, 2018 through 2037	27
	Table 12: Schedule of Capital Preservation and Fixture Replacement Projects, 2018-2037	28
3.5.6.	Cost of Firefighting Equipment Required, 2018 through 2037.....	29
	Table 13: Summary of Equipment Costs, 2018 – 2037	29
3.5.7.	Apparatus Replacement.....	29
	Table 14: Apparatus Replacement Summary.....	30
4.	20 Year Capital Cost Summary	31
	Table 15: 20 Year Cost of Capital Resource Needed to Preserve Level of Service, 2018 – 2037.....	32
5.	Capital Resource Costs, 2018 – 2037.....	33
	Table 16: Six (6) Year Capital Needs.....	33

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

6. Financing Plan.....	33
Table 17: 20 Year Cost/Funding Plan	34
6.1. Financial Feasibility of Capital Facilities Plan	34
6.2. GMA Policy.....	35
Appendix A	36
Exhibit 8: Facility Replacement Schedules and Costs in 2017 Dollars	36
Appendix B	38
Exhibit 9: Apparatus Replacement Schedule	38
Appendix C	41
Exhibit 10: 20 Year Equipment Costs & Replacement Schedule.....	41

1. Capital Facilities & Equipment Plan

1.1. Introduction & Purpose:

The purpose of this document is to identify the capital resources necessary for the Shoreline Fire Department (SFD), to appropriately address current and future service delivery model needs for our urban community. SFD's intent is to sustain adequate levels of service consistent with their adopted service standards and the Land Use elements of the Shoreline Comprehensive Plan. The goal of this plan is to forecast the next 20 years of capital facilities needs and establish an achievable six year funding plan that incrementally provides the resources necessary to maintain adequate service delivery prior to or concurrently with the impacts of development.

The Capital Facilities Plan for Shoreline Fire Department contains all elements required by Washington Law to comply with the Washington State Growth Management Act (GMA) as set forth in RCW 36.70A.070(3):

“(3) A capital facilities plan element consisting of: (a) An inventory of existing capital facilities owned by public entities, showing the locations and capacities of the capital facilities; (b) a forecast of the future needs for such capital facilities; (c) the proposed locations and capacities of expanded or new capital facilities; (d) at least a six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes; and (e) a requirement to reassess the land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities plan element, and financing plan within the capital facilities plan element are coordinated and consistent.”

The underlying premise of this document is that as the community continues to grow, additional resources will be required to adequately meet the growing demand for services. It is assumed that a direct relationship exists between population and demand for services which directly links to a need for resources. This plan focuses on achieving the “Benchmark” goals of Shoreline Fire Department's 20 year planning documents by utilizing a “concurrency” philosophy to service delivery; meaning fire and emergency service capacity must grow concurrently with development. To determine future resource needs, this document utilizes the 20 year growth predictions found in the City of Shoreline, King County Comprehensive Plans, and the SFD Station Location Analysis conducted in 2016. For purposes of this plan, capital improvements are defined as real estate, structures or collective equipment purchases anticipated to have a cost over \$20,000 and an expected useful life of at least five years.

1.2. Background & Organizational Overview:

1.2.1. Yesterday

Shoreline boasts a unique history and character derived from original settlements dating back to the late 1800s. The quality that drew early settlers to the area remains dominant to this day: location. The City of Shoreline offers classic Puget Sound beauty with the convenience of easy access to areas such as the City of Seattle.

As railroad fever gripped the Northwest in the 1880s, speculators planned towns in anticipation of the transcontinental railroad route. Among these was Richmond Beach, platted in 1890. The arrival of the Great Northern Railroad in Richmond Beach in 1891 spurred the growth of the small town and increased the pace of development in the wooded uplands.

Construction of the Seattle-Everett Interurban line through Shoreline in 1906, and the paving of the North Trunk Road with bricks in 1913, made travel to and from Shoreline easier, which increased suburban growth. People could live on a large lot, raise much of their own food and still be able to take the Interurban, train or, beginning in 1914, the bus, to work or high school in Seattle.

During the early twentieth century, Shoreline attracted large developments drawn by its rural yet accessible location. Car travel had broadened the settlement pattern considerably by the mid-1920s. Although large tracts of land had been divided into smaller lots in the 1910s in anticipation of future development, houses were still scattered.

The Great Depression and World War II slowed the pace of housing development. During the Depression, many Shoreline families eked out a living on land they had purchased in better times. By the late 1930s, commercial development concentrated along Aurora which saw steadily increasing use as part of the region's primary north-south travel route - U.S. Highway 99. Traffic on 99 swelled, particularly after the closing of the Interurban in 1939.

The late 1940s saw large housing developments spring up seemingly overnight. Schools ran on double shifts as families with young children moved into the new homes. In the late 1940s, business leaders and residents began to see Shoreline as a unified region rather than scattered settlements concentrated at Interurban stops and railroad accesses.

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

In 1944, the name "Shoreline" was used for the first time to describe the school district. Coined by a student at the Lake City Elementary School, it defined a community which went from city line to county line and from the shore of Puget Sound to the shore of Lake Washington.¹

Originally formed as King County Fire District No. 4, Shoreline Fire Department has served the community since 1939. In 1995 Shoreline officially became a city being incorporated by King County and annexed into KCFD #4. The Department then changed its name officially to the Shoreline Fire Department in 1998.

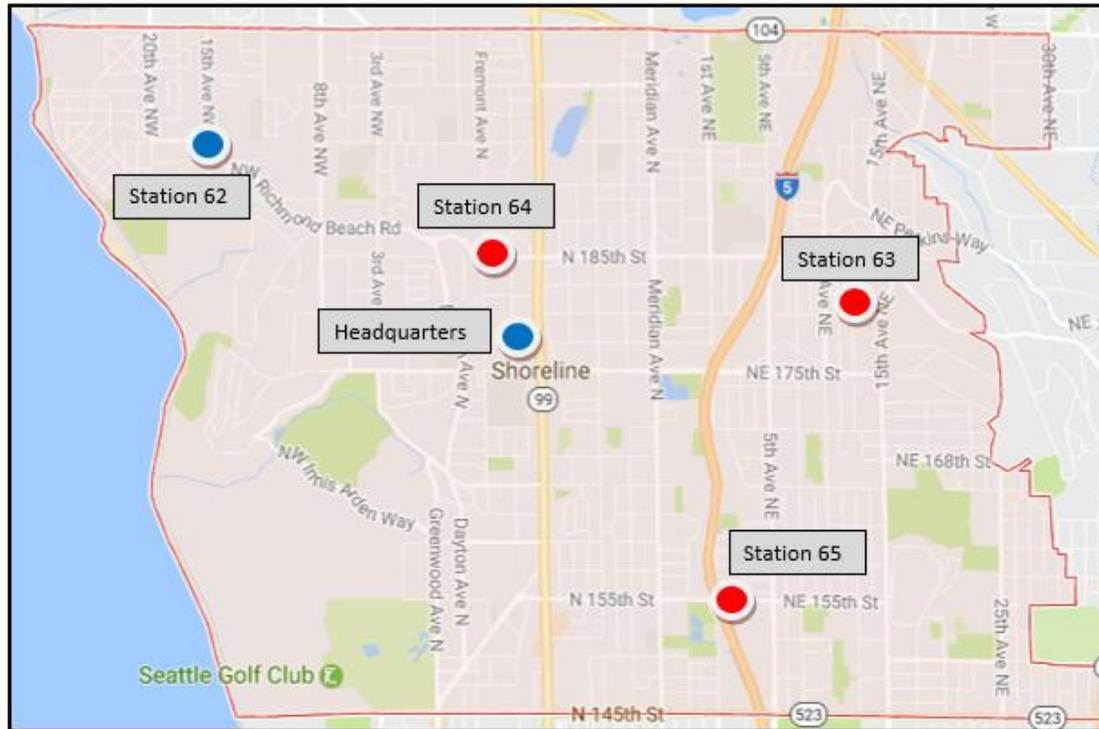
1.2.2. Today

SFD is an independent special purpose district that provides fire and rescue services to the District's 13 square miles of predominantly urban areas. Services provided are delivered through a career type of fire service, meaning that only paid personnel are utilized to deliver services which include; fire protection, fire prevention and code enforcement, basic life support (BLS) emergency medical service (EMS), advanced life support (ALS) EMS in cooperation with King County EMS, public education in fire prevention and life safety, and technical rescue including high/low angle, confined space, and trench rescue. The urban boundary set in 1992 remains essentially the same in Shoreline. The current service area includes all of the City of Shoreline as well as the Town of Woodway and the Point Wells area, under service contracts. Furthermore, SFD provides ALS service to the Cities of Lake Forest Park, Kenmore, Bothell, and parts of Woodinville. Today with over 55,000 residents, Shoreline is Washington's 20th largest city.

¹ Information from City of Shoreline website <http://www.shorelinewa.gov/community/about-shoreline/shoreline-history>

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Exhibit 1: Shoreline Fire Department Boundaries and Station Locations²



Red circles identify career station locations, blue circles represent other facilities.

1.2.3. Tomorrow's Growth

The City of Shoreline is already experiencing growth as the area emerges from the recession, which is expected to increase significantly in the near future. Generally, the entire King County region is seeing rapid development, but in Shoreline this will be augmented by the two light rail stations to be constructed over the next four years. As a result it is expected that there will be

² Internal SFD map

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

aggressive redevelopment of lower density properties to higher and better use. The result will be higher density commercial and multi-family residential development, which will include larger and taller structures that integrate mixed uses. These types of developments will require additional resources and specialized equipment for the delivery of adequate fire and rescue services. Due to the already built-out nature of Shoreline, the King County defined urban areas of today will likely remain much the same in the future, with growth occurring mainly within the city limits of Shoreline as described below.

1.2.3.1. City of Shoreline

The population of the City of Shoreline was fairly stable until about 2010 when growth started to increase at about one percent annually, with an estimated population in 2016 of 53,605.³ The growth rate is expected to increase to a range of 1.5 to 2.5 percent in focused growth areas with over 5,000 additional housing units over the next 20 years.⁴ This equates to an increase of 13,920 additional population at a rate of 2.4 people per household, bringing the total to an estimated 67,525 by 2035. Of course this could be dramatically influenced by regional demand and other factors.

Table 1: Future population of SFD

City of Shoreline	2010	2016	2035
Population	53,007 ³	53,605 ³	67,525
Population Growth Rate	flat (2000-2011)	1.14% (2011-2016)	1.5-2.5% (2016-2035)

The following map shows the zoning classifications around the City including the light rail station subareas.

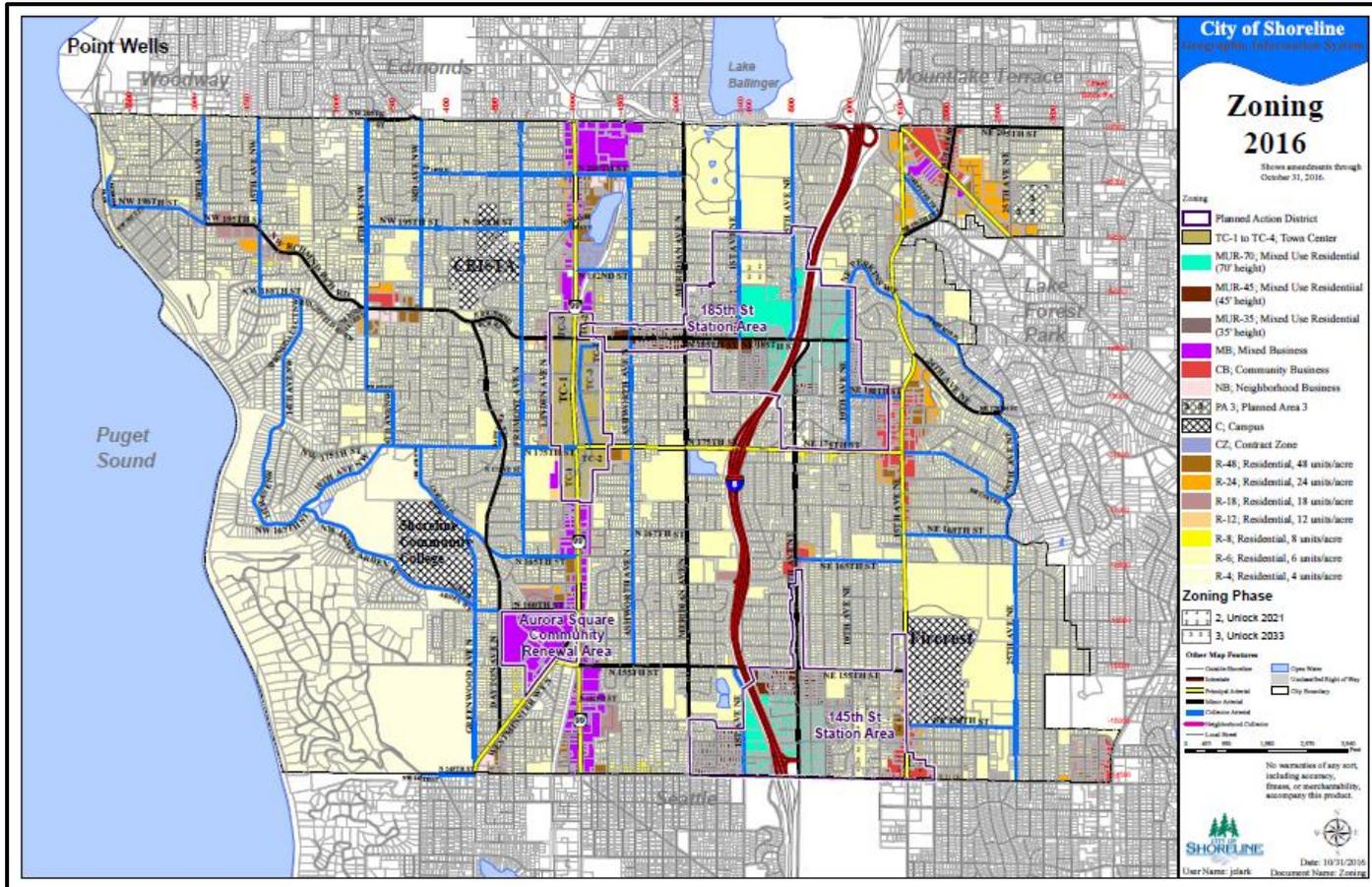
³ City of Shoreline Population Demographics <http://www.cityofshoreline.com/home/showdocument?id=9737>

⁴ City of Shoreline Sub-Area and FEIS <http://www.cityofshoreline.com/Home/ShowDocument?id=20061>

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

The following map shows the zoning classifications around the City, including the light rail station subareas:

Exhibit 2: City of Shoreline Zoning Map⁵



⁵ From City of Shoreline <https://s3.amazonaws.com/CityMaps/Zoning.pdf>

2. Inventory of Current Capital Assets

Capital resources for SFD consist of fire stations, fire apparatus (vehicles used for fire and rescue work), staff vehicles and the related equipment, tools, and associated personal protection equipment needed to safely and legally provide fire and rescue services. Current inventories of these resources are listed below.

2.1. Fire Stations

Emergency services are provided from three career fire stations located throughout the City of Shoreline, as identified in Table 2 and shown on the map in Exhibit 1. Two additional ALS units operate out of the neighboring Northshore and Bothell Fire Departments under regional service agreements. On average, the existing facilities in operation are nearly 34 years old, with Station 62 as the oldest at 69 years, and Headquarters as the newest at 16 years old.

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

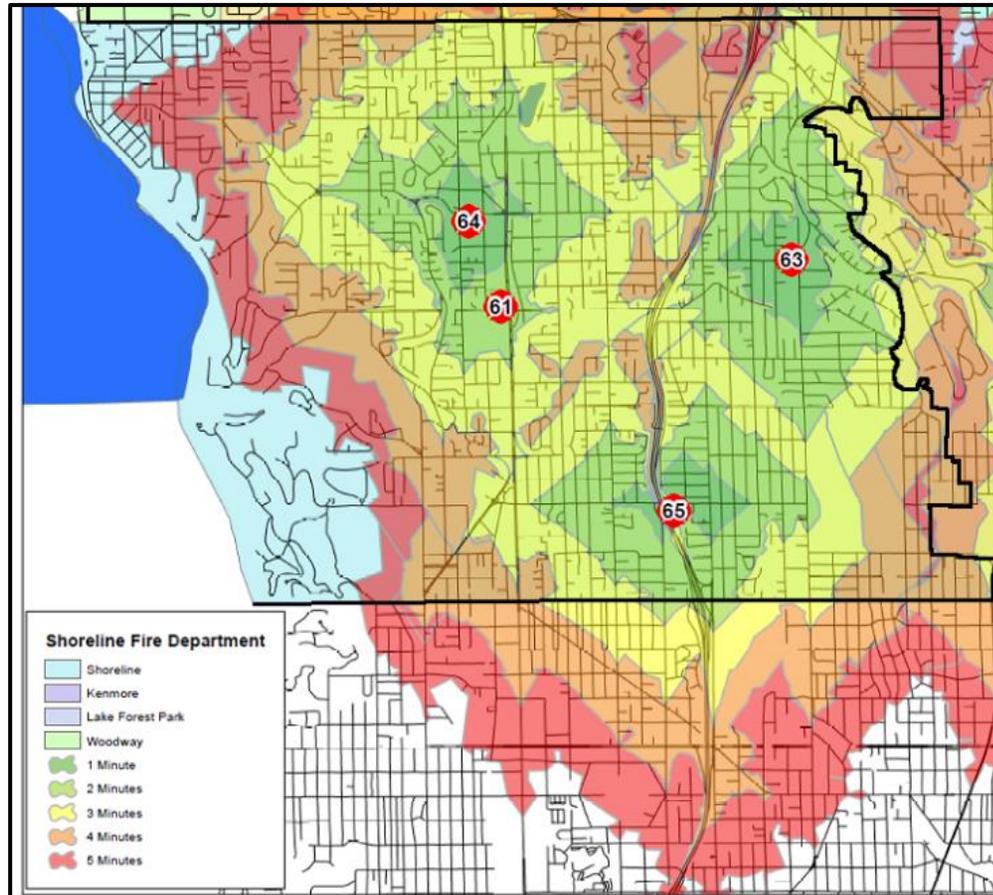
Table 2: Existing Fire Station Descriptions

Facility	Location	Size	Built	Capacity	Condition	Dorm Rooms
Career Stations						
Station 63	1410 NE 180 th St	7,310	1970	3 Bays <i>No Drive Thru</i>	Fair	7
Station 64	719 N 185 th St	12,082	1999	3 Deep Bays <i>2 Drive Thru</i>	Good	8
Station 65	145 NE 155 th St	11,441	1999	3 Deep Bays <i>1 Drive Thru</i>	Good	7
Sub-total		30,833		9 Bays		22
Other Facilities						
Headquarters	17525 Aurora Ave N (Includes Fleet Bays)	20,370	2001	2 Deep Bays <i>2 Drive Thru</i>	Good	0
Station 62	1851 NW 195 th St (Future Career Station)	1,560	1948	2 Bays <i>No Drive Thru</i>	Poor	0
Sub-Total		21,930		4 Bays		0
Total		52,763		13 Bays		22

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

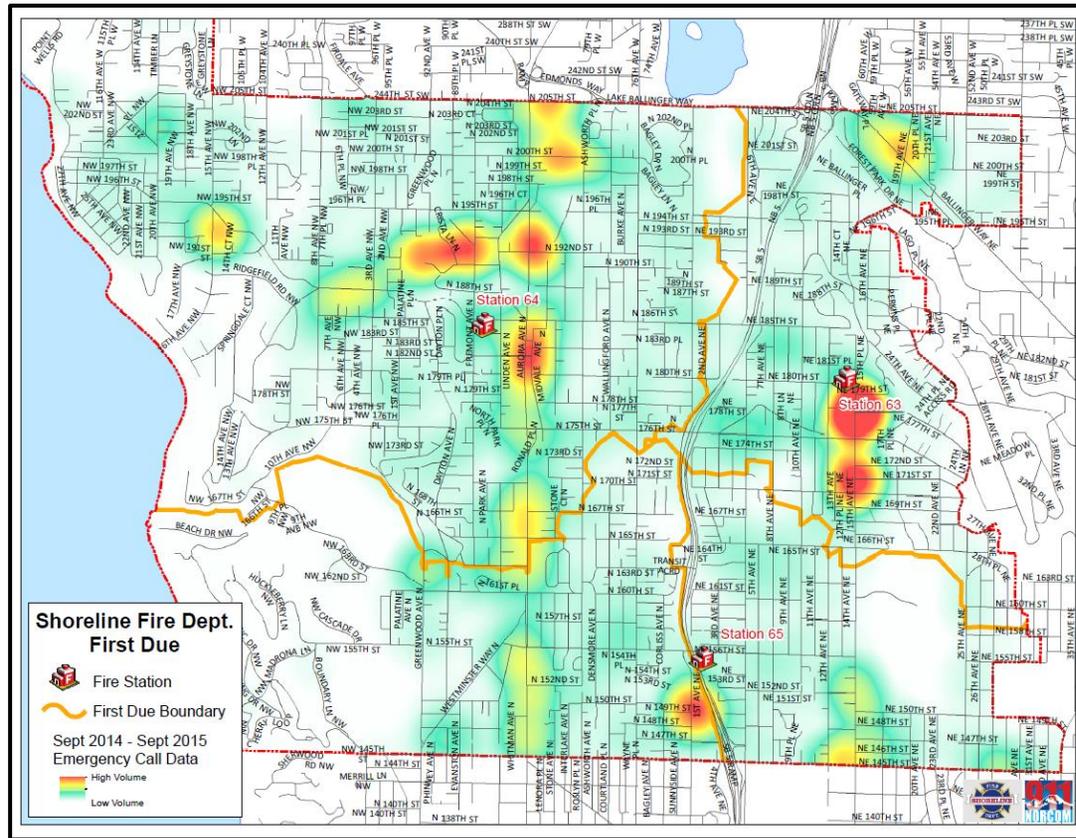
One critical factor in proper station location is ensuring an efficient response to all geographical areas of the Department, especially to areas of emergency incident concentrations. In the following two exhibits the response performance and incident concentrations are mapped with the City of Shoreline boundaries shown by a black line.

Exhibit 3: Map of Station Locations with Response Performance Rings for Stations 63, 64, and 65



Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Exhibit 4: Map of Station Locations with Call Concentrations for Stations 63, 64, and 65



2.2. Apparatus

SFD's current fleet of emergency response vehicles is well maintained, but our ability to replace front line suppression apparatus has been restricted financially. For example, the ladder truck is currently 23 years old and should have been replaced at 15 years. Fortunately,

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

the Department was successful in passing a capital bond in 2015 to address some of the capital needs, but it will not be enough for all critical needs and only addresses the current rotation of apparatus. For example, the bond includes replacement of two of the aid cars, which was just recently completed. Another aid car was recently replaced due to an accident. SFD has designed a life cycle replacement of all response apparatus for front line service; aid cars (seven years), fire engines (ten years), and the ladder truck (fifteen years). After front line service they are rotated to reserve status for the same length of years, except for the ladder truck that is declared surplus. In the future, if there is space available, keeping a reserve ladder truck will be considered. In all of these examples and discussions, the ALS units are not discussed because they are supported financially by the KCEMS levy and therefore have a different funding mechanism. Table 3 provides a detailed listing of existing front line and reserve response apparatus, not including ALS units, staff vehicles, etc., at different locations with current age in years.

Table 3: Apparatus Inventory

Station	Aid Car	Fire Engine	Truck	Rescue	Command	Other
Station 63	A63(2)	E63(9)				
Station 64	A64(2)	E64(9),E62(18)			B61(4)	
Station 65	A65(1)	E65(9)	L61(23)	R61(18)		
Headquarters	A61(10)	E61(18)			B62(13)	
Station 62						ATV62(1)
Total (Avg Age)	4 Aid(9)	5 Engines(13)	1 Truck(23)	1 Resc(18)	2 BC(9)	1 ATV(1)

2.3. Equipment

A significant portion of fire station costs lie in the fixtures and equipment in the structure, such as vehicle exhaust systems. Some of these fixtures are integral to the structural integrity and intrinsic to the facility, such as the roof covering. Contrary to a single family residence these facilities also require more fixtures than similar structures, such as four refrigerators instead of one. The fixtures and equipment listed in Table 4 are not all inclusive, but includes the higher priced items.

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Table 4: Existing Special Equipment Inventory

Station Fixtures and Equipment Inventory	
Fixture or Equipment	Life Cycle
HVAC Systems	25 Years
Vehicle Exhaust Systems	25
Emergency Generators	25
Above Ground Fuel Tanks	30
Roof Coverings	25
Refrigerators	10
Cooking Ranges/Ovens	15
Clothes Washers/Dryers	7
Dishwashers	7
Water Heaters	10
Bunker Gear Extractor	15
Oil Separators	15
Vehicle Hoists	25
Apparatus Bay Doors	20
Floor Coverings	15
LCD Projectors	10
Televisions	10
Fitness Equipment	5

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

A full complement of equipment is necessary for the delivery of fire and rescue services. This equipment is carried on aid cars, fire engines, the ladder truck, other apparatus, or at the station, allowing firefighters to safely and effectively deliver services. Table 5 provides a listing of operational capital equipment maintained by SFD.

Table 5: Existing Operational Equipment

Operational Equipment	
Equipment	Life Cycle
Fire Hose	10 Years
Fire Hose Nozzles	15
Water Appliances	20
Rescue Tools	15
SCBA	15
SCBA Air Compressor	15
IT & Office Equipment	variable
Mobile Radios	15
Portable Radios	7
Personal Protective Gear	10
Patient Gurneys	15
Defibrillators	10
Thermal Imaging Cameras	10
Positive Pressure Fans	20
Special Operations Equipment	10

3. Needed Resources

3.1. Impacts of the Growth Management Act

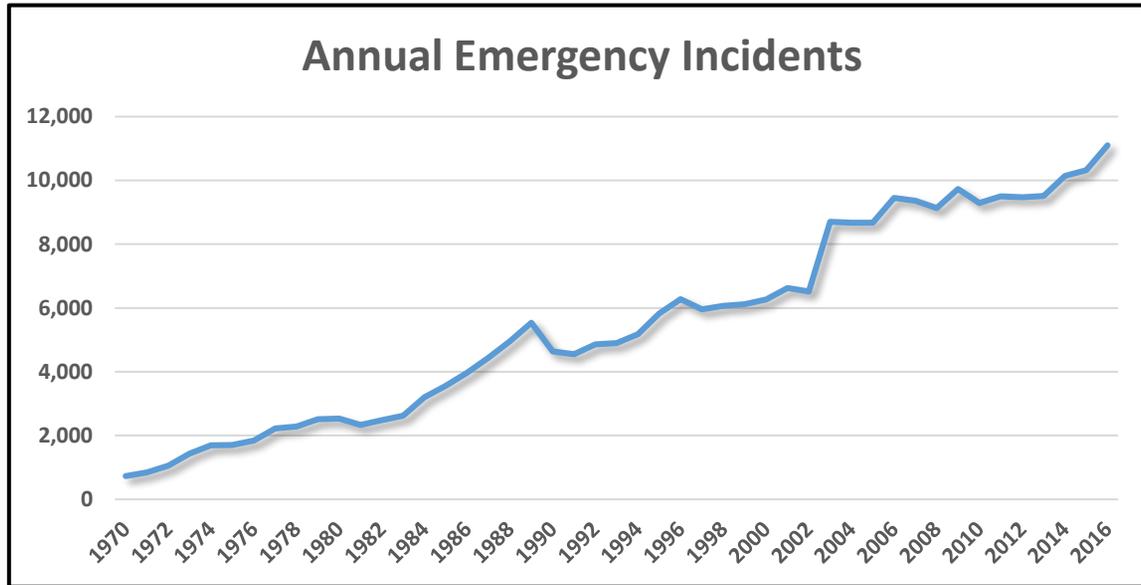
The Washington State Growth Management Act (GMA) was enacted to provide local oversight of community growth with the intent for local agencies such as counties, cities and towns, to monitor and mitigate the impacts of growth. Concurrency for transportation infrastructure is mandated by the Act and local agencies were given the authority to establish concurrency guidelines for other public needs such as water, sewer and fire services.

Fire districts such as SFD were originally created to provide rural fire protection. At the time the GMA was enacted in King County, more than 30 independent rural fire districts existed; all were independent municipal corporations without reporting requirements to the King County planners who were charged with developing Comprehensive Plans and implementing codes to comply with the GMA. As a result, fire officials for the most part were unaware of the looming impacts that the GMA (and its mandate to establish urban growth boundaries) would have on their ability to deliver services into the future.

The impacts of area growth spurred by the GMA over the past 27 years has significantly affected SFD's ability to deliver service. The service area population in 1990 was approximately 49,287 generating just over 4,637 emergency incidents. In 2016 the service area population has increased to 53,007 with 9,290 emergency incidents. This equates to a population increase of 7.5%, while incidents have increased by over 100%. An estimated 20% of this increase can be attributed to the expansion of the medic program service area, but that is still a significant increase in the need for emergency services. The following graph shows the increases in emergency incident call volumes since 1970:

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Exhibit 5: Graph of Emergency Incident Call Volumes from 1970 to 2016



The rate of incidents, if averaged annually over the past 46 years is just over 6.5%. However, due to forecasted population growth the Shoreline area could also see even higher call volume increases in the near future.

Community growth and call volume increases generate the need for additional capital resources to support the greater demand for service. Current capital facilities are not capable of supporting adopted levels of service across the SFD service area.

3.2. Indicators of Future Capital Facility Needs

3.2.1. Level of Service Measures

3.2.1.1. Response Effectiveness

Response time is a critical component of any fire service system and is measured against two major benchmarks; time to brain death in a non-breathing patient and time to the occurrence of flashover⁶ in a structure fire.

Response effectiveness is defined as the ability for a fire department to assemble enough equipment and personnel to prevent brain death, and control the fire prior to flashover. Brain death begins to occur at 4 to 6 minutes⁷ in a non-breathing patient and flashover can occur anywhere from 3 to 20 minutes depending on the availability of oxygen and fuel in a fire. Most fire engineers and the National Fire Protection Association (NFPA) estimate flashover to occur most commonly between seven (7) to twelve (12) minutes.⁸

3.2.1.2. Level of Service Components and Measures

Washington State Law in Chapter 52.33 RCW requires career fire departments to adopt level of service standards and report performance of those standards annually. Time to the onset of brain death in a non-breathing patient and time to flashover in a structure fire are two required elements to be considered by the State when setting performance standards. The statute further recognizes the National Fire Protection Association (NFPA), the International Fire Chief's Association (IFCA) and International City/County Management Association (ICMA) for their work on establishing performance measures for fire and rescue services.

⁶ Flashover refers to the point in a structure fire when everything in a room has heated to its ignition point, which causes everything within the room to instantaneously burst into flames. Survival is no longer possible in a room that has flashed-over. Flashover is a significant killer of firefighters even with all of their protective gear.

⁷ The American Heart Association states; Brain death and permanent death start to occur in just four to six minutes after someone experiences cardiac arrest. Cardiac arrest is reversible in most victims if it's treated within a few minutes with an electric shock to the heart to restore a normal heartbeat. This process is called defibrillation. A victim's chances of survival are reduced by 7 to 10 percent with every minute that passes without CPR and defibrillation.

⁸ Source: Time Verses Products of Combustion, NFPA handbook, 19 Edition

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Chapter 52.33 RCW requires reporting of “fractile” performance at the 90th percentile. In simple terms, this would be the response performance of the 90th emergency response out of 100 if the response data of these incidents were stacked in order of response time from fastest to slowest. Response time performance of the 90th incident in the stack would be the agency’s performance at the 90th fractile or percentile. To measure emergency response performance and identify system deficiencies, SFD has adopted response time standards based upon the concepts described in this section and performance is evaluated against the following four performance factors.

3.2.1.3. Turnout Time:

Turnout time refers to the elapsed time from when firefighters have received notification of an emergency until they are able to cease their current task, walk to the apparatus bay, don personal protective equipment, board the appropriate response vehicle, securely seatbelt themselves and begin driving away from their assigned fire station toward the dispatched emergency scene.

3.2.1.4. First Unit Travel Time:

First unit travel time refers to the drive time required for the first emergency response unit to travel from a fire station to the address of the emergency it was dispatched to. The fire industry often refers to first unit travel time as “Distribution Time,” which references the best practice of distributing fire stations and adequate resources across a fire department’s service area, so that all areas of the jurisdiction can be reached within the adopted time standard for the first unit to arrive on location of an emergency event. This time measure is sometimes referred to as the speed of attack or response.

The National Fire Protection Association establishes a four minute time standard for distribution or first unit travel time. This standard is to be performed 90% of the time in urban areas. The Center for Public Safety Excellence also establishes a first unit travel time of four minutes in urban areas to be performed 90% of the time.

3.2.1.5. Full First Alarm Travel Time:

Full first alarm travel time refers to the elapsed drive time required for the last of all emergency units dispatched to an emergency to arrive at the dispatched address. The fire industry often refers to full first alarm travel time as “Concentration Time,” which references the best practice of concentrating enough resources within distributed fire stations so that an adequate number of firefighting personnel and resources can arrive in time to stop the escalation of property and life loss. Concentration differs by response type, for instance a structure fire requires more resources than a response to a sudden cardiac arrest. Concentration of resources is often referred to as the force of attack or response.

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

The National Fire Protection Association establishes a standard for concentration or full first alarm travel time of eight minutes to be performed 90% of the time in urban areas. The Center for Public Safety Excellence also establishes a full first alarm travel time in urban areas at 8 minutes to be performed 90% of the time.

3.2.1.6. Resource Reliability:

Reliability refers to the probability that the required amount of resources will be available when a fire or other emergency call is received. If all response resources are available at their assigned station every time an emergency call is received, they would have a reliability of 100%. If a fire station's emergency response unit is assigned to an emergency response when a second request for emergency response is received in that fire station's service area, a substitute response unit from a fire station farther away will need to respond causing longer response times than if the original unit were able to respond. These simultaneous emergency calls are tracked to measure the effectiveness or reliability of fire station resources; as the number of emergencies in a given fire station's service area increases, the probability of that station's emergency response unit(s) being available decreases. A decrease in unit availability or "Reliability" leads to increased response times, therefore it is imperative that response units remain available or reliable at least as often as they are expected to perform their defined level of service. To achieve 90% performance, response units must be available to respond 90% of the time.

3.2.1.7. Levels of Service by Community Type:

Turnout time, first unit travel time, full first alarm travel time and reliability are then applied to categories of community densities. The fire service defines community types by urban, suburban and rural. SFD uses the following community type definitions of the Center for Public Safety Excellence:

3.2.1.7.1. Urban Service Area:

A geographically defined land area having a population density greater than 2,000 or more people per square mile.

3.2.1.7.2. Suburban Service Area:

A geographically defined land area having a population density of 1,000 to 2,000 people per square mile.

3.2.1.7.3. Rural Service Area:

A geographically defined land area defined as having a population density of less than 1,000 per square mile.

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

3.3. Shoreline Fire Department Levels of Service

By definition SFD is an urban community and has established benchmark performance measures following the guidelines established by the Center for Public Safety Excellence (CPSE) published in their Commission on Fire Accreditation International (CFAI) Self-Assessment Manual. Benchmark performance represents industry best practices capable of limiting the loss of life and property. Performance below these standards can make an agency ineligible for accreditation by the CFAI and may contribute to unnecessary property and life loss.

Table 5: Turnout Time Performance Objectives

Benchmark Turnout Time Objectives		
Performance Type	Urban	Performance Factor
Daytime to all alarm types	2 min, 00 sec	90% of the time
Nighttime to all alarm types	2 min, 30 sec	90% of the time

Table 6: Travel Time Performance Objectives

Benchmark Travel Time Objectives		
Performance Type	Urban	Performance Factor
First in - "Distribution"- Benchmark	4 min, 00 sec	90% of the time
Effective Response Force - "Concentration" - Benchmark	8 min, 00 sec	90% of the time

Table 7: Reliability Objective

Minimum Reliability Objectives	
Performance Type	Urban
Minimum Peak Hour Unit Reliability	90%

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

3.5. Current Response Time Performance

Analysis of SFD’s historical response data reveals sub-standard performance compared to benchmark expectations and are generally getting worse. Several factors contribute to this current sub-standard performance. First, performance cannot be met during peak hours where unit reliability is below the expected performance standard of 90%. Second, some areas of SFD simply cannot be reached within the adopted time standards because of the distance from a fire station and finally, some stations are within timely reach of substandard service areas but the lack of full time staffing on all apparatus at these stations impacts their unit reliability. Emergency response rates for the preceding three (3) years are identified in [Table 8, Drive Time Performance Comparison to Benchmark and Baseline Standards](#). Historical performance is identified in a stop-light, (green, yellow, red) approach. Green indicates the standard was met, yellow indicates performance was within 10 seconds of the standard and red indicates performance was more than the standard. The information is separated into two tables. The first shows the drive time averages for the staffed apparatus and the second describes drive time averages by station. Data for this analysis was obtained from emergency response records of SFD.

Table 8: Drive Time Performance Comparison to Benchmark Standards 2014, 2015, and 2016⁹

Staff Dedicated Apparatus				
		2014	2015	2016
Unit	Urban	Drive Time	Drive Time	Drive Time
A64	4:00	3:50	4:06	4:01
E64	4:00	3:58	4:21	4:15
A65	4:00	4:11	4:16	4:11
E65/L61	4:00	4:21	4:22	4:35
E63/A63	4:00	3:59	4:03	4:24
<i>If Unit is over 4:00 minutes then considered Red, between 3:50 and 4:00 then Yellow, if less than 3:50 then Green.</i>				

⁹ Performance is displayed in a stop-light approach, red equals failure, yellow is above failure but within 10 seconds of failure, green signifies that the performance expectation is being met.

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Station				
		2014	2015	2016
Station	Urban	Drive Time	Drive Time	Drive Time
63	4:00	3:59	4:03	4:24
64	4:00	3:53	4:11	4:05
65	4:00	4:16	4:19	4:21
<i>If Station is over 4:00 minutes then considered Red, between 3:50 and 4:00 then Yellow, if less than 3:50 then Green.</i>				

The next three tables indicate the reliability of staffed apparatus for the preceding three years. These statistics identify the amount of time that a specific unit is available in their assigned station to respond on an emergency incident. If a unit is not available due to incident concurrency, then drive time and overall response performance is decreased. The “time on task” column in the tables refers to the minutes that the specific unit(s) are on an emergency incident annually. This time also includes incidents to which the unit is responding, but then cancelled prior to arriving on location. The total time is for responses only and not for other activities. The “reliability” column references the annual percentage of time that the apparatus is in the assigned station and available for a response.

Table 9: Current Response Reliability 2014, 2015, and 2016¹⁰

Staff Dedicated Apparatus (2014)				
Unit	Incidents	Time on Task	Reliability	Condition
A64	2958	111,076.67	78.87%	Red
E64	1655	32,500.68	93.82%	Yellow
A65	1476	58,482.83	88.87%	Red
E65/L61	1856	34,787.75	93.38%	Yellow
E63/A63	2002	59,875.85	88.61%	Red
<i>If Unit is under 90% reliability then considered Red, between 90 and 95% then Yellow, if greater than 95% then Green.</i>				

¹⁰ Performance is displayed in a stop-light approach, red equals failure to the standard , yellow is above failure but within 5 percent of the standard and green signifies that the performance expectation is being met

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Staff Dedicated Apparatus (2015)				
Unit	Incidents	Time on Task	Reliability	Condition
A64	2958	118,428.42	77.47%	Red
E64	1655	35,369.02	93.27%	Yellow
A65	1476	56,860.62	89.18%	Red
E65/L61	1856	35,871.70	93.18%	Yellow
E63/A63	2002	58,125.20	88.94%	Red
<i>If Unit is under 90% reliability then considered Red, between 90 and 95% then Yellow, if greater than 95% then Green.</i>				

Staff Dedicated Apparatus (2016)				
Unit	Incidents	Time on Task	Reliability	Condition
A64	3048	118,791.75	77.40%	Red
E64	1748	36,930.43	92.97%	Yellow
A65	1765	64,282.97	87.77%	Red
E65/L61	1057	33,482.12	93.63%	Yellow
E63/A63	1279	52,932.80	89.93%	Red
<i>If Unit is under 90% reliability then considered Red, between 90 and 95% then Yellow, if greater than 95% then Green.</i>				

3.5.1. Conclusion of Need for Capital Resources

SFD uses multiple indicators in determining the need for additional resources that will achieve and maintain their level of service standards. SFD conducted a fire station location analysis in 2016. This study and the Capital Facilities Plan have evaluated multiple variables of both SFD's service delivery model and their service area demographics to develop a rationale for the need of future resources. The variables considered regarding the SFD service area include:

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

- The nature of fire and life safety risks
- Types of incidents occurring (fire, rescue, emergency medical services, etc.)
- The magnitude of incident types and their need for resources
- Types and sizes of properties and their specific risks (existing and future)
- The ability of existing resources to match demand of incident types and property risks
- Historic and predicted population and geographic growth
- Historic and predicted land development
- Emergency call growth (historic and predicted)
- Travel times from fire stations to emergency scenes (historic and predicted)
- Availability of fire resources to demand for service (work load related, capacity of fire resources is limited)
- Responding unit types (career or volunteer staffing)
- Transportation networks (existing and future), and their influence on emergency response
- Geographic Information System (GIS) modeling of fire station coverage areas (provides for best placement of resources)
- Historic and predicted response times (current and future deployment)

3.4.1.1. Level of Service Adopted

In consideration of the numerous variables listed above the Board of Fire Commissioners for SFD have adopted the level of service standards and future fire station deployment model of this Plan. This Plan works toward implementing the level of service standards identified herein and the long-range four fire station model which has been adopted by the SFD Board.

3.6. Capital Projects and Purchases

Implementation of the adopted fire station deployment model is expected over the next 20 plus years to meet the demands of population growth identified in Table 1 on page 5 of this document. In total, SFD needs two new fire stations and several capital improvement projects to preserve current station capacity and prepare for future needs. In addition to station construction, all of the associated resources, special equipment and tools needed to deliver fire and rescue services from these sites are also required.

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

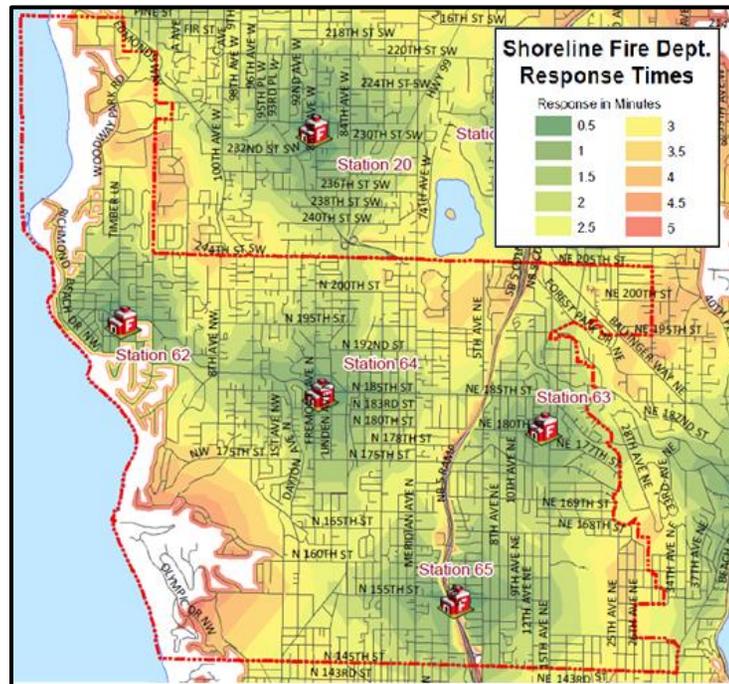
3.6.1. Revenue Limitations Effect Build Out of Fire Stations

Current funding limitations associated with the economic recession that began in 2008 will restrict SFD from implementing the full fire station model within the 20 year timeframe of this plan. The following description of capital projects and purchases reflects the current priorities for SFD over the next 20 years and includes implementing proposed stations “New Station 63” and “New Station 62,” as shown in Exhibit 6 below.

3.6.2. Cost of New Fire Stations

The following costs are based on the General Services Administration’s estimates for size requirements of fire stations capable of meeting the National Fire Protections Association and Washington State standards for safe and effective fire stations. Cost of construction is based upon recent costs of fire station construction. Land costs are based upon recent land acquisition experience in the Shoreline area. Current market trends for housing/land costs are increasing dramatically, so estimating future values and cost beyond the next two years is challenging. The map below illustrates the improved response time rings within the City, especially in the northwest corner.

Exhibit 6: Map of Response Rings from New Stations 62 and 63, and Stations 64 and 65



Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

3.6.3. New Station 63

The current Station 63 shown in Exhibit 6 is located at 1410 NE 180th St, a location that can provides service to the North City area including the north east corner of the City. After reviewing over 20 different potential relocation sites and evaluating response time mapping, it was felt that the best option was to rebuild the station at the current location.

However, current and future operational needs coupled with new building and construction requirements have resulted in the new, two-story station growing significantly in size to an estimated 16,650 sq ft and requiring about 1½ acres of land. The larger station and the need to have drive through apparatus bays, forced SFD to buy adjacent properties to build the new station. SFD is currently working through a property acquisition process and it is anticipated that in late 2017 the needed properties will have been purchased. The Department is also in the process of designing the new station with a contracted architectural firm. Construction will likely begin in 2018 with final finishing and project acceptance scheduled for early 2019.

Table 10: Cost of New Station 63¹¹

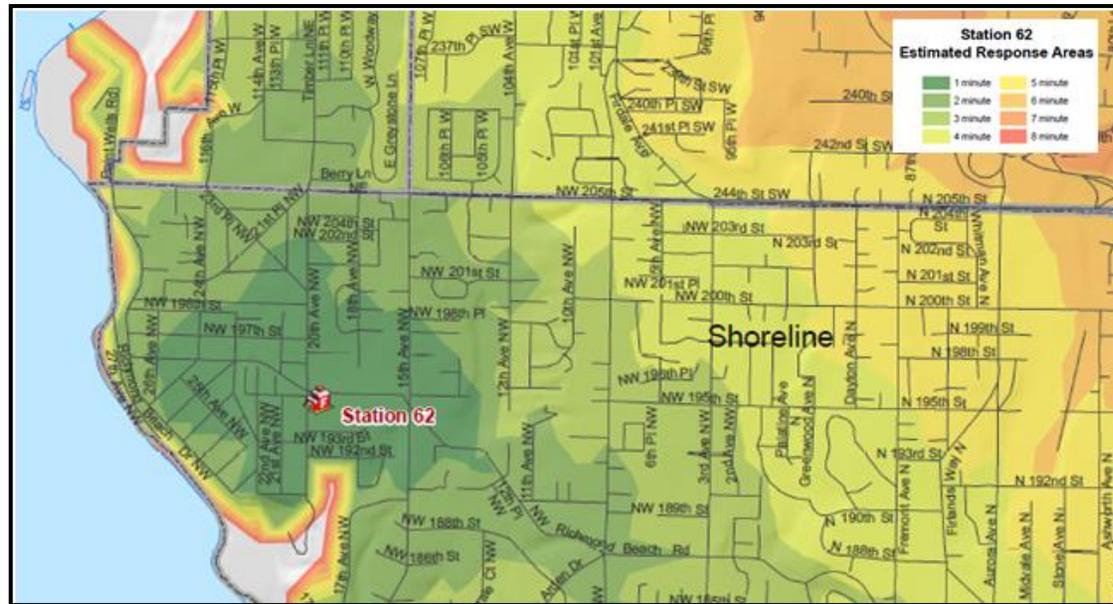
Land and Construction Costs	
Land (including legal fees)	\$1,850,000
New Construction (includes site work, Phase 1 building and temporary quarters)	\$9,000,323
<i>Subtotal Land and Construction Costs</i>	<i>\$10,850,323</i>
Project Soft Costs	
Furnishing and Equipment	\$215,941
Architect and Engineering Fees	\$946,603
Permits/Fees/Inspections	\$180,006
Printing/Reimbursables	\$144,650
Contingency Funds	\$315,011
Washington Sales Tax (some taxes built into phase 1)	\$922,533
<i>Subtotal Soft Costs</i>	<i>\$2,724,744</i>
Total New Station 63 Project Costs (2017 Dollars)	\$13,575,067

¹¹ Cost estimates provided by The Robinson Company.

3.6.4. New Station 62

The current station 62, located at 1851 NW 195th St, is utilized as a children education center where tours and public education are held. The station was one of the original fire stations for Shoreline and was built in 1948. It has never had career staffing and it would be cost prohibitive to remodel the station. Again, similar to the location of the current station 63, the current station 62 is in a very good location to address response time challenges to that area. Below is a map showing a projected response time map if station 62 was staffed at the current location.

Exhibit 7: Map of Response Ring for Station



However, before land is purchased for this rebuild a more thorough analysis of multiple sites would need to be performed similar to the analysis for the new station 63.

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

The new station 62 would be constructed as what is considered a “satellite station”. This station would likely be constructed in a three, deep-bay configuration with, one or two drive-through bays, and space for five dorms. It is estimated that with this concept the size of this station would be approximately 11,000 sq ft.

The first step would be to determine a range of area that would support efficient operations, analyze possible locations within that area, purchase the land, and then design and construct the fire station. Due to financial constraints it is estimated that the purchasing of the land would not be possible until approximately 2028. Therefore, the costs of construction in the table below will change dramatically by the time this project is initiated.

Table 11: Cost of New Station 62

Land and Construction Costs	
Land (including legal fees)	\$1,850,000
New Construction (includes site work)	\$5,080,476
<i>Subtotal Land and Construction Costs</i>	<i>\$6,930,476</i>
Project Soft Costs	
Furnishing and Equipment	\$132,414
Architect and Engineering Fees	\$409,599
Permits/Fees/Inspections	\$106,413
Printing/Reimbursables	\$75,743
Contingency funds	\$153,093
Washington Sales Tax	\$780,774
<i>Subtotal Soft Costs</i>	<i>\$1,658,036</i>
Total New Station 62 Project Costs (2017 Dollars)	\$8,588,512

3.6.5. Capital Improvement Necessary to Preserve Existing Assets, 2018 through 2037

While Shoreline Fire Department has adopted a four station future deployment plan, those existing stations that will be used as part of that model or those planned to be replaced in the future, must be preserved to maintain the existing assets until they can be

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

replaced. [Table 12: Schedule of Asset Preservation Projects](#), identifies the larger cost asset preservation projects necessary to maintain these assets in a state of emergency response readiness.

Table 12: Schedule of Capital Preservation and Fixture Replacement Projects, 2018-2037

Asset Preservation and Fixture Replacement Projects in 2017 Dollars			
Station(s)	Project Description	Project Year(s)	Total Cost
61,64,65	HVAC System Overhaul or Replacement	2024, 2026	\$1,150,000
61,64,65	Vehicle Exhaust System Replacement	2019, 2022	\$220,000
61,64,65	Emergency Generator Replacement	2025, 2026	\$130,000
61	Above Ground Fuel Tank and Controller Replacement	2018, 2031	\$20,000
61,64,65	Roof Replacement	2024, 2026	\$130,000
61,63,64,65	Appliances Replacement (refrigerators, ranges, dryers, washers, dishwashers, water heaters, bunker gear extractors)	2018-2037	\$212,745
61	Oil Separator Replacement	2021	\$36,000
61	Vehicle Hoists Replacement	2026	\$70,000
61,62,64,65	Apparatus Bay Doors Replacement	2018, 2026	\$235,000
61,62,63,64,65	Floor Covering Replacement	2016,2018,2031,2033	\$219,000
61,63,64,65	LCD Projector and TV Replacements for Training Purposes	2018,2022,2023,2028,2034	\$67,800
61,63,64,65	Physical Fitness Equipment	2018-2037	\$160,000
Total Cost of Asset Preservation and Fixture Replacement			\$2,680,545

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

3.6.6. Cost of Firefighting Equipment Required, 2018 through 2037

Table 13, Summary of Firefighting Equipment Costs, 2018 – 2037, identifies total revenue needed between 2018 and 2037 to fund SFD’s equipment purchase and replacement plan.

Table 13: Summary of Equipment Costs, 2018 – 2037

Firefighting Equipment Cost in 2017 Dollars		
Description	Cycles in Plan	Subtotal
Fire Hoses	6	\$206,000
Fire Nozzles and Appliances	2	\$120,000
Rescue Tools	2	\$80,000
Self-Contained Breathing Apparatus and Air Compressor	2	\$1,170,000
IT/Office Equipment	20	\$60,000
Mobile Radios	2	\$78,000
Portable Radios	2	\$456,000
Bunker Gear	2	\$406,800
Gurneys	1	\$120,000
Defibrillators and Batteries	8	\$105,000
Thermal Imaging Cameras	2	\$136,000
Positive Pressure Fans	2	\$16,000
Maintenance Tools	4	\$20,000
Special Operations Equipment	2	\$136,000
TOTAL		\$3,109,800

3.6.7. Apparatus Replacement

Table 14: Apparatus Replacement Summary, identifies the life cycle of apparatus and the total revenue needed between 2018 and 2037 to fund SFD’s apparatus purchase and replacement plan.

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Table 14: Apparatus Replacement Summary

Apparatus Replacement Schedule in 2017 Dollars									
Year	Aid Car	Fire Engine	Ladder Truck	Rescue	BC	Fire Prev	Fleet/Maint	Staff	Estimated Cost
2018									\$0
2019		2			1				\$1,359,000
2020									\$0
2021						1			\$38,000
2022	1								\$225,000
2023									\$0
2024	2								\$450,000
2025					1	1	1	1	\$179,000
2026		2		1					\$1,500,000
2027									\$0
2028								1	\$40,000
2029	2					1			\$488,000
2030									\$0
2031		2			1			1	\$1,399,000
2032	2		1						\$1,650,000
2033						1	2		\$118,000
2034								1	\$40,000
2035									\$0
2036	2	2							\$1,750,000
2037					1	1		1	\$97,000
Total 20 Year Apparatus Costs									\$9,377,000

4. 20 Year Capital Cost Summary

The 20 year capital costs listed in [Table 15: 20 Year Cost of Capital Resource Needed to Preserve LOS, 2018 – 2037](#), provide the first steps toward achieving the adopted station deployment model. The full station deployment model will be capable of providing the resources necessary to maintain concurrency with future development. Completion of this model could potentially be completed in the next 20 years, but depending on funding options may extend beyond the scope of this plan.

The cost of resources itemized in [Table 15](#), are based upon an interim plan to achieve and maintain fire service concurrency over the next 20 years. Capital needs include the construction of two new fire stations, and all of the apparatus (fire engines, ladders etc.), and equipment required to deliver fire and life safety services.

Timing of fire station construction and other capital purchases is consistent with the capital projects detailed in section 3.5 found on pages 22 through 29 of this document. Fire station construction costs are typically spread out over four years for each new station project. Generally the three year plan follows a first year of land acquisition, and if needed, design and engineering. A second year of design approval, permitting, site infrastructure improvements and start of hard construction costs. The third year ends with the completion of construction, acceptance by SFD from the contractor and installation of final furnishings and firefighting equipment.

Phasing of construction and corresponding expenditures is equal to 30 percent of the projects estimated costs in the first year. Second year expenses are estimated at 60 percent of the overall project cost and 10 percent is budgeted in the third and final year of the construction process.

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Table 15: 20 Year Cost of Capital Resource Needed to Preserve Level of Service, 2018 – 2037

20 Year Capital Needs																					
Costs in thousands based on 2017 dollars																					
Expense	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	Total
Station Constr	\$8,145	\$5,430	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,153	\$2,577	\$859	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,164
Preserv & Fixtures	\$315	\$170	\$10	\$60	\$76	\$27	\$230	\$80	\$1,315	\$12	\$59	\$8	\$12	\$36	\$18	\$190	\$13	\$10	\$8	\$10	\$2,659
Equip	\$746	\$47	\$108	\$5	\$48	\$80	\$40	\$45	\$431	\$5	\$68	\$128	\$113	\$10	\$48	\$861	\$74	\$45	\$208	\$0	\$3,110
Apparatus	\$0	\$1,359	\$0	\$38	\$225	\$0	\$450	\$179	\$1,500	\$0	\$40	\$488	\$0	\$1,399	\$1,650	\$118	\$40	\$0	\$1,750	\$97	\$9,377
Annual Total	\$9,167	\$7,132	\$133	\$117	\$420	\$135	\$930	\$409	\$4,466	\$23	\$3,129	\$6,751	\$1,165	\$2,495	\$3,086	\$2,147	\$249	\$108	\$4,141	\$324	\$37,310

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

5. Capital Resource Costs, 2018 – 2037

The following table breaks down the 20 year capital needs into the next six years.

Table 16: Six (6) Year Capital Needs

Six (6) Year Capital Needs							
All Costs in thousands based on 2017 dollars							
	2018	2019	2020	2021	2022	2023	6 Year Total
Station Construction	\$8,145	\$5,430	\$0	\$0	\$0	\$0	\$13,575
Asset Preservation & Fixtures	\$315	\$170	\$10	\$60	\$76	\$27	\$658
Equipment	\$746	\$47	\$108	\$5	\$48	\$80	\$1,034
Apparatus	\$0	\$1,359	\$0	\$38	\$225	\$0	\$1,622
Total	\$9,206	\$7,006	\$118	\$103	\$349	\$107	\$16,889

6. Financing Plan

Table 17 includes four revenue sources; annual general funds, capital bonds, sale of surplus property, and impact/level of service fees. Full funding of this capital plan depends on maintenance of the SFD annual levy, fire benefit charge, use of existing bond capacity, impact and level of service fees, and an additional capital bond measure of \$5 million in 2018 and a \$10.65 million in 2028. Through annual operating funds and bonds, the tax payers of SFD will fund approximately 65% of the 20 year capital needs, with impact and level of service fees estimated to provide about 35 percent of the funding required. Impact and level of service fees to be assessed on new development have been estimated at \$2,532 per single family residential structure and \$5.540 per square foot of commercial space. All impact and level of service fees are designed to raise approximately \$14.3 million of the \$41.2 million required to fund the 20-year plan.

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Table 17: 20 Year Cost/Funding Plan

20 Year Cost/Funding Sources for Capital Needs									
Costs in thousands based on 2017 dollars									
Cost/Funding Source	2018	2019	2020	2021	2022	2023	6 Year Total	2024 +	20 Year Total
Expense Sources									
Station Construction & Land Purchase	\$8,145	\$5,430	\$0	\$0	\$0	\$0	\$13,575	\$8,589	\$22,164
Asset Preservation & Fixtures	\$315	\$170	\$10	\$60	\$76	\$27	\$658	\$2,001	\$2,659
Equipment	\$746	\$47	\$108	\$5	\$48	\$80	\$1,034	\$2,096	\$3,130
Apparatus	\$0	\$1,359	\$0	\$38	\$225	\$0	\$1,622	\$7,755	\$9,377
Debt Interest	\$97	\$97	\$97	\$97	\$97	\$97	\$582	\$3,305	\$3,887
Revenue Sources									
SFD-Annual Operational Revenue to Capital	\$1,870	\$500	\$0	\$0	\$50	\$0	\$2,420	\$1,350	\$3,770
SFD-Taxpayer Bond Funds	\$7,233	\$6,303	\$0	\$0	\$0	\$0	\$13,536	\$10,411	\$23,947
SFD-Sale of Surplus Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,000
Developer-Impact/LOS Fees (residential)	\$100	\$150	\$115	\$100	\$200	\$104	\$769	\$6,400	\$7,169
Developer-Impact/LOS Fees (commercial)	\$100	\$150	\$100	\$100	\$196	\$100	\$746	\$6,400	\$7,146
Summary of Revenues less Expenses									
Expense	\$9,303	\$7,103	\$215	\$200	\$446	\$204	\$17,471	\$23,746	\$41,217
Revenue	\$9,303	\$7,103	\$215	\$200	\$446	\$204	\$17,471	\$25,561	\$43,032
Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,815	\$1,815
Ending Taxpayer Bond Fund Balance									
Taxpayer Bond fund balance	\$6,303	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

6.1. Financial Feasibility of Capital Facilities Plan

The revenue resources identified in Table 17, “20 Year Cost/Funding Sources for Capital Needs, indicates that it is financially feasible to implement a portion of the four (4) station deployment model and long range plans adopted by SFD’s Board of Commissioners. Final implementation of the station deployment model should be accomplished in the 20 year Capital Plan with the full station model likely to

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

be deployed by 2037. Key to the financial feasibility of this plan is the implementation of impact and level of service fees on new development. Within the financial plan, impact fees account for approximately \$14.3 million in the 20 year funding plan.

6.2. GMA Policy

Washington's Growth Management Act in RCW 36.70A.070 (3) (e) contains a requirement to reassess the land use element of applicable Comprehensive Plans if probable funding falls short of meeting existing needs. This requirement applies to the City of Shoreline, not directly to SFD. The City of Shoreline has responsibility for Comprehensive Land Use Plans that apply to SFD's response area. Currently all of the urban growth area within SFD is contained within the corporate boundaries of the City of Shoreline. SFD's policy is to annually assess probable funding for consistency with this Plan. When funding is likely to fall short, SFD may make adjustments to; levels of service performance standards, timelines for implementation of the Plan, sources of revenue, mitigation measures, or a combination of the previous to achieve a balance between available revenue, needed capital facilities and adequate levels of service. In addition, SFD will provide annual updates to the City of Shoreline that address SFD's ability to fund this Plan. This policy constitutes SFD's response to RCW 36.70A.070 (3) (e).

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Appendix A

Exhibit 8: Facility Replacement Schedules and Costs in 2017 Dollars

FACILITIES					
<i>Assumption that fire stations have a life cycle of 40 years and a 2017 construction cost of \$700 (includes all costs such as site work, construction, soft costs, taxes, and contingencies) and remodel cost of \$300 per square foot.</i>					
<u>Building</u>	<u>Description</u>	<u>Sq Feet</u>	<u>Replacement Year (Age)</u>	<u>2017 Cost</u>	<u>Replacement Cost</u>
Sta 61	Headquarters: Built in 2001, shop with 4 bays (currently 20,370 sq ft)	23,000	2041	\$7,952,000	\$16,164,779
Sta 61	Training Tower: Built in 1985???, (50 year life cycle, currently 4,000 sq ft)	6,000	2041	\$1,200,000	\$2,439,353
Sta 61	Carport: Built in 1999	800	2039	\$60,000	\$114,966
Sta 62	Built in 1948, 2 bays, no dorm rooms, (currently 1,560 sq ft)	11,000	2028	\$8,588,512	\$11,888,509
Sta 63	Built in 1970, remodelled in 2002, 3 bays, 7 dorms (currently 7,310 sq ft)	16,650	2018	\$13,575,067	\$13,575,067
Sta 64	Built in 1999, 3 bays double deep, 2 drive through, 8 dorms	12,286	2039	\$3,685,800	\$7,062,374
Sta 65	Built in 1999, 3 bays double deep, 1 drive through, 7 dorms	11,768	2039	\$3,530,400	\$6,764,611
Average cost annually for facilities replacement for the 40 year period is \$1,450,241				Total (modified)	\$22,163,579
<i>* The facilities replacement plan is averaged over a 40 year period due to longer life cycles.</i>					

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Facility Fixtures Purchases Plan												
<i>Assumption that items will have different life cycles.</i>												
Description	Life Cycle (years)	2017		1st Purchase		2nd Purchase		3rd Purchase		4th Purchase		
		Age	Cost	Year	Cost	Year	Cost	Year	Cost	Year	Cost	
HVAC System	25				\$1,489,254		\$0		\$0		\$0	
Vehicle Exhaust System	25				\$239,300		\$0		\$0		\$0	
Generators	25				\$182,466		\$0		\$0		\$0	
Above Ground Tank	2001	30	16	\$10,000	2031	\$15,126		\$0		\$0	\$0	
Fuel Pump Controller	1995	20	22	\$10,000	2018	\$10,300		\$0		\$0	\$0	
Roof	25				\$164,378		\$0		\$0		\$0	
Refridgerator (oldest)	10				\$30,418		\$0		\$0		\$0	
Range	15				\$48,271		\$28,082		\$0		\$0	
Clothes Washer	7				\$6,279		\$7,722		\$6,815		\$0	
Clothes Dryer (oldest)	7				\$7,060		\$8,682		\$8,762		\$0	
Dishwasher (oldest)	7				\$4,330		\$5,325		\$2,773		\$1,702	
Water Heater (oldest)	10				\$26,754		\$26,653		\$12,668		\$0	
Bunker Gear Extractor	15				\$21,988		\$34,257		\$0		\$0	
Oil Separator (61)	2001	20	16	\$36,000	2021	\$40,518		\$0		\$0	\$0	
Vehicle Hoists	2001	25	16	\$70,000	2026	\$91,334						
Apparatus Bay Doors	20				\$232,447		\$0		\$0		\$0	
Floor Covering	15				\$131,191		\$160,471		\$0		\$0	
LCD Proj 61 Classroom	2013	10	4	\$15,000	2023	\$17,911	2033	\$24,071		\$0	\$0	
TV	10				\$43,050		\$41,341		\$0		\$0	
Fitness Equipment	5 year total	5	annually	\$40,000	2022	\$46,371	2027	\$53,757	2032	\$62,319	2037	\$72,244
Average cost per year for 20 year fixtures replacement is \$170,320					Subtotal	\$2,848,746	Subtotal	\$390,361	Subtotal	\$93,336	Subtotal	\$73,947
<i>Of note that the construction of station 63 & 62 will reset fixtures to a purchase date of 2018 or 2028, which is reflected in the long-range financial plan.</i>					Total \$3,406,390							
<i>If a cell is blank for the purchase year then it is beyond 2037, the limit of the plan starting in 2018.</i>												

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Appendix B

Exhibit 9: Apparatus Replacement Schedule

APPARATUS: Aid Car Purchases Plan							
<i>Assumption that current aid cars have a projected life cycle of 7 years in front line position.</i>							
<i>The 2017 replacement cost is estimated at \$225,000</i>							
Location	Current Description	1st Purchase		2nd Purchase		3rd Purchase	
		Year	Cost	Year	Cost	Year	Cost
A63	1151: 2015 Ford	2022	\$273,747	2029	\$360,232	2036	\$474,041
A64	1152: 2015 International	2024	\$296,085	2029	\$360,232	2036	\$474,041
A65	1172: 2017 Ford	2024	\$296,085	2032	\$405,212		\$0
A62	future staffed aid car			2032	\$405,212		\$0
A61	1101: 2010 Ford (reserve)	trickle down replacement					
EMS61	1083: 2008 Ford (training)	trickle down replacement					
<p style="text-align: center;">Vehicles will be balanced to equalize mileage, wear and tear. Current style of aid car might be replaced with a heavier duty chassis, which may equate to a longer life cycle of 9 years. Grouping aid car purchases will allow greater economies of scale, but would limit flexibility in rotating aid cars to reserve status.</p>							
<p style="text-align: center;">Average cost per year for aid car replacement over the 20 year period is \$167,244</p>							

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

APPARATUS: Structural (Fire Engines, Ladder Truck, Rescue) Purchases Plan

Assumption that projected life cycles are 10, 15, and 20 years respectively in front line position.
 Engine estimate \$650,000 Ladder truck estimate \$1,200,000 Rescue vehicle refurbish estimate \$200,000

Location	Current Description	1st Purchase		2nd Purchase		3rd Purchase	
		Year (Age)	Cost	Year (Age)	Cost	Year (Age)	Cost
E63	2081:2008 Fire Engine		\$0	2031	\$1,125,590	2036	\$1,369,452
E64	2082:2008 Fire Engine	2019	\$703,040	2026	\$925,153		
E65	2083:2008 Fire Engine	2019	\$703,040	2026	\$925,153	2036	\$1,369,452
E62	2991:1999 Fire Engine (reserve/future)		\$0	2031	\$1,125,590		
L61	2941:1994 LTI Ladder Truck		\$0	2032	\$2,161,132		
R61	2992:1999 H&W Pumper		\$0	2026	\$284,662		
E61	2993:1999 Fire Engine (reserve)	trickle down replacement					
L62	future reserve Ladder Truck	trickle down replacement					
Vehicles will be balanced to equalize mileage, wear and tear. Grouping purchases will allow greater economies of scale and will keep uniformity, but would limit flexibility in rotating vehicles to reserve status.							
Avg cost per year for Fire Engine replacement over the 20 year period is \$412,323							
Avg cost per year for Truck replacement over the 20 year period is \$108,057							
Avg cost per year for Rescue replacement over the 20 year period is \$14,233							

APPARATUS: Battalion Chief Vehicle Purchase Plan

Staff vehicles have different life cycles and usage, but will be rotated out of front line use at around 6 years or 60,000 miles.

2017 Cost for a Suburban \$59,000

Use	Type	Transition Plan	1st Purchase		2nd Purchase		3rd Purchase		4th Purchase	
			Year (Age)	Cost	Year (Age)	Cost	Year (Age)	Cost	Year (Age)	Cost
BC	Suburban	6 yrs/60k miles	2019	\$63,814	2025	\$80,746	2031	\$102,169	2037	\$129,276

Vehicles will be "trickled" down from primary use to secondary use.

Average cost per year for BC replacement over the 20 year period is \$18,800

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

APPARATUS: Fire Prevention Vehicles Purchase Plan													
<i>Staff vehicles have different life cycles and usage, but will typically be sold around 150,000 miles.</i>													
2017 Cost for a 1/2 Ton Pickup \$38,000													
Use	Type	Transition Plan	1st Purchase		2nd Purchase		3rd Purchase		4th Purchase		5th Purchase		
			Year (Age)	Cost									
FP Staff	Pickup 1/2 ton	150k miles	2021	\$44,455	2025	\$52,006	2029	\$60,839	2033	\$71,173	2037	\$83,263	
Vehicles will be "trickled" down from primary use to secondary use.													
Average cost per year for FP replacement over the 20 year period is \$15,587													

APPARATUS: Fleet/Facilities Vehicles Purchase Plan													
<i>Staff vehicles have different life cycles and usage, but will typically be sold around 150,000 miles.</i>													
2017 Cost for a 3/4 Ton Pickup \$42,000													
Use	Type	Transition Plan	1st Purchase		2nd Purchase		3rd Purchase		4th Purchase		5th Purchase		
			Year (Age)	Cost	Year (Age)	Cost	Year (Age)	Cost	Year (Age)	Cost	Year (Age)	Cost	
Fleet/Fac.	Pickup 3/4 ton	150k miles	2025	\$57,480	2033	\$78,665	2033	\$78,665		\$0		\$0	
Vehicles will be "trickled" down from primary use to secondary use.													
Average cost per year for FF replacement over the 20 year period is \$10,741													

APPARATUS: General Staff Vehicles Purchase Plan													
<i>Staff vehicles have different life cycles and usage, but will typically be sold around 150,000 miles.</i>													
2017 Cost for a Medium SUV \$40,000													
Use	Type	Transition Plan	1st Purchase		2nd Purchase		3rd Purchase		4th Purchase		5th Purchase		
			Year (Age)	Cost									
Admin	Medium SUV	150k miles	2025	\$54,743	2028	\$64,657	2031	\$72,730	2034	\$81,812	2037	\$92,027	
Vehicles will be "trickled" down from primary use to secondary use.													
Average cost per year for Staff replacement over the 20 year period is \$18,298													

Attachment 7 - Shoreline Fire Department Capital Facilities & Equipment Plan

Appendix C

Exhibit 10: 20 Year Equipment Costs & Replacement Schedule

Equipment Purchases Plan																	
<i>Assumption that equipment will have different life cycles.</i>																	
Description	Life Cycle (years)	2017		1st Purchase		2nd Purchase		3rd Purchase		4th Purchase		5th Purchase		6th Purchase		7th Purchase	
		Age	Cost	Year	Cost	Year	Cost	Year	Cost	Year	Cost	Year	Cost	Year	Cost	Year	Cost
Hose: 2 1/2"	10	2	\$20,000		\$0	2025	\$27,371	2035	\$40,516		\$0		\$0		\$0		\$0
1 3/4"	10	7	\$35,000	2020	\$39,370	2030	\$58,278		\$0		\$0		\$0		\$0		\$0
5" LDH	10	5	\$48,000	2022	\$58,399	2032	\$86,445		\$0		\$0		\$0		\$0		\$0
Nozzle	15	16	\$37,500	2018	\$39,000	2033	\$70,237		\$0		\$0		\$0		\$0		\$0
Water Appliances	20	21	\$45,000	2018	\$46,800		\$0		\$0		\$0		\$0		\$0		\$0
Rescue Tool	15	17	\$40,000	2018	\$41,600	2033	\$74,919		\$0		\$0		\$0		\$0		\$0
SCBA	15	14	\$550,000	2018	\$572,000	2033	\$1,030,140		\$0		\$0		\$0		\$0		\$0
SCBA Air Compressor	15	9	\$70,000	2023	\$88,572		\$0		\$0		\$0		\$0		\$0		\$0
Information Technology	10		\$20,000	2025	\$27,371	2035	\$40,516		\$0		\$0		\$0		\$0		\$0
Copier	8	11	\$10,000	2023	\$12,653	2031	\$17,317		\$0		\$0		\$0		\$0		\$0
Mobile Radio	15	10	\$39,000	2019	\$42,182	2034	\$75,968		\$0		\$0		\$0		\$0		\$0
Portable Radio	7	11	\$228,000	2026	\$324,515	2033	\$427,040		\$0		\$0		\$0		\$0		\$0
Bunker Gear	10	varies	\$203,400	2026	\$289,502	2036	\$428,533		\$0		\$0		\$0		\$0		\$0
Gurney	15	new	\$120,000	2029	\$192,124		\$0		\$0		\$0		\$0		\$0		\$0
Defibrillator	10	new	\$35,000	2024	\$46,058	2034	\$68,177		\$0		\$0		\$0		\$0		\$0
Defibrillator Battery	3	new	\$5,000	2018	\$5,200	2021	\$5,849	2024	\$6,580	2027	\$7,401	2030	\$8,325	2033	\$9,365	2036	\$10,534
Thermal Imaging Cam	10	9	\$68,000	2018	\$70,720	2028	\$104,683		\$0		\$0		\$0		\$0		\$0
Positive Pressure Fan	10	18	\$8,000	2019	\$8,653	2029	\$12,808		\$0		\$0		\$0		\$0		\$0
Maintenance Tool	5		\$5,000	2020	\$5,624	2025	\$6,843	2030	\$8,325	2035	\$10,129		\$0		\$0		\$0
Spec Ops Equipment	10	8	\$68,000	2020	\$76,491	2030	\$113,225		\$0		\$0		\$0		\$0		\$0
Average cost per year for equipment replacement over the 20 year period is \$236,818																	

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2018

Mitigation & Level of Service Policy



SHORELINE FIRE
DEPARTMENT

Mitigation and Level of Service
Policy for Fire Service Concurrency
Adopted July, 2017

Shoreline Fire Department Mitigation and Level of Service Policy

Prepared By:

Fire Chief Matthew Cowan

Shoreline Fire Department

and

Larry Rabel

Deployment Dynamics Group LLC

July 2017

This policy has been designed with two distinct purposes in mind, first to inform the lay reader regarding issues critical to maintaining fire service concurrency and second, to provide guidance to Shoreline Fire Department's staff in implementing appropriate mitigations that are necessary for maintaining fire service concurrency within the Shoreline Fire Department service area. The basis for impact and level of service contribution fees is derived from the revenues needed to maintain Shoreline Fire Department's 2018–2037 Capital Improvement Plan.

Table of Contents

1. Acronyms 4

2. Definitions..... 4

3. Concurrency Policy Statement..... 6

4. Purpose Statement..... 7

5. Consistency with other Plans and Policies: 7

6. Introduction:..... 8

7. The Importance of Time and Fire Service Measures 8

 Figure 1: Photo of a Witnessed Flashover 10

 Figure 2: Time vs. Products of Combustion 11

 Figure 3: Cardiac Survival Rate..... 13

 Figure 4: Cardiac Survival with CPR and Defibrillation..... 13

8. National Fire Service Standards for Performance: 14

 Figure 5: Community Definitions and Performance Expectations 16

9. State and Local Standards 18

 Figure 6: SFD Turnout Time Performance Objectives 19

 Figure 7: SFD Drive Time Performance Objectives..... 19

 Figure 8: SFD Reliability Objectives..... 19

10. Local Restriction on Level of Service 19

11. Need for Mitigation of Development Impacts 20

12. Determining Development Impacts 20

13. Developer Agreements Required..... 24

14. Mitigation Methodology and Fee Application:..... 26

15. Assurance of Adequate Provisions for Public Safety: 30

16. Policy Review and Adjustment:..... 30

 Appendix A..... 31

 Appendix B 33

1. Acronyms

ALS:	Advanced Life Support
BLS:	Basic Life Support
C&E:	Capital and Equipment
CFAI:	Commission on Fire Accreditation International
CPSE:	Center for Public Safety Excellence
EMS:	Emergency Medical Services
ERF:	Effective Response Force
IAFC:	International Association of Fire Chiefs
ICMA:	International City/County Management Association
ISO:	Insurance Services Office
SFD:	Shoreline Fire Department
NFPA:	National Fire Protection Association
SOC:	Standard of Cover

2. Definitions

- 2.1. Call Stacking:** Refers to the occurrence of simultaneous emergency calls. Call stacking occurs when more than one request for emergency assistance occurs within the same fire station **service** area. When this occurs, the primary response unit cannot answer the second emergency and a second fire unit from the same station must respond or a fire unit from a fire station much farther away responds.
- 2.2. Concentration:** Refers to the deployment of multiple fire and rescue resources from within a fire service jurisdiction so that the proper number of resources needed for all types of emergency incidents can be assembled at the scene of an emergency within the defined level of service time.
- 2.3. Concurrency:** Concurrency refers to the twelfth goal of the Washington State Growth Management Act¹ which requires public facilities and services necessary for public safety to be adequate to serve new development without decreasing current service levels below locally established minimum standards.

¹ Source: RCW 36.70A.020

Attachment 8- 2018 Mitigation & Level of Service Policy

- 2.4. Distribution:** The deployment or “distribution” of fire stations and resources across a fire service jurisdiction so that the adopted first-in drive time standard for fire and rescue resources can be achieved.
- 2.5. Drive Time:** The elapsed time needed for an emergency vehicle to travel to a dispatched address. Drive time begins when the wheels of a fire apparatus begin to roll in response to a dispatch and ends when the apparatus is parked at the scene of the dispatched address.
- 2.6. Effective Response Force:** Refers to the number of resources and personnel needed to effectively provide fire or emergency medical services. The number of resources making up an effective response force varies by type of emergency.
- 2.7. F-Box or Fire Box:** A geographic area usually a quarter section of land (1/4 mile square) that is used to define the types, numbers and locations of fire and rescue resources to be dispatched to an emergency.
- 2.8. Fire Impact Fee:** A fee authorized under Chapter 82.02 RCW that is assessed on new development to pay a proportionate share of the costs associated with maintaining fire service concurrency inside of a jurisdiction that has adopted fire impact fees. Fire Impact fees must be adopted and authorized by the local land use authority (City of Shoreline).
- 2.9. Fire Level of Service Fee:** A fee that is used to mitigate the direct impacts new development has upon fire services inside of a jurisdiction that has not adopted fire impact fees. Fire Level of Service Fees are consistent with the Growth Management Act and applied through the SEPA process or in cooperation with the authority having permitting jurisdiction under RCW 54.18.110.
- 2.10. Fire Service Concurrency:** See Concurrency
- 2.11. First-in:** Refers to the first fire and rescue resource to arrive at the scene of an emergency. Distribution performance is a measure of first-in drive time.
- 2.12. Fractile Performance:** Refers to the percentage of time a specified performance expectation is achieved. If an emergency response drive time of five minutes is achieved on 82 of 100 responses, the fractile performance would be 82%.
- 2.13. Full First Alarm:** Refers to the number of fire resources and personnel assigned to a specific alarm type that is capable of assembling an effective response force.

- 2.14. Reliability:** Refers to the use of fire resource capacity. For a resource to be reliable, it must be available to answer emergency calls as least as often as the service expectation placed upon that resource. For instance, if a fire resource is expected to deliver service at the adopted standard 90% of the time, then that resource should be available to respond to an emergency incident from its assigned fire station at least 90% of the time. Reliability levels below the adopted performance expectation indicate resource exhaustion.
- 2.15. Resource Exhaustion:** Resource exhaustion occurs when the demand for service placed upon a fire service resource is so great, that its fractile reliability begins to fall below the adopted level of service for that resource resulting in the need for resources from fire stations farther away to respond in place of the resource experiencing exhaustion. A fire station service area experiencing regular resource exhaustion will result in longer and longer response times unless additional resources are added to the fire station serving that area to create more capacity.
- 2.16. Response:** Response refers to the movement of firefighters and fire apparatus to the scene of an emergency request for fire or emergency medical services. The request for response is generally issued through North East King County Regional Public Safety Communication Agency (NORCOM), the 9-1-1 answering point for SFD.
- 2.17. Standard of Cover:** Refers to the in-depth process developed by the Center for Public Safety Excellence in their accreditation process for the strategic planning of fire station and fire resource deployment. Standard of Cover is the “**Standard**” to which the fire department will deliver service based upon community descriptions and the risks within those community types.

3. Concurrency Policy Statement

- 3.1.** It is the policy of the Shoreline Fire Department (SFD) to participate in the orderly growth of the community and to maintain concurrency of fire and life safety services as the community grows. Concurrency describes the ideal that service capacity of SFD shall grow with or stay concurrent with the impacts of development occurring within the service area. SFD recognizes that regional economic vitality depends upon orderly growth and supports community growth through development and is not opposed to new development.
- 3.2.** However, new development and the population increase that comes with new development, has a direct impact on the ability of SFD to maintain adopted levels of

service that assures adequate public safety and concurrency with development. Consequently, SFD opposes the negative impacts development imposes upon level of service performance and directs the Fire Chief to utilize the mitigation strategies found within this document to mitigate any and all negative impacts of development that threaten concurrency by reducing service capacity below the benchmark level of service standards adopted herein.

- 3.3. The Fire Chief shall cause the evaluation of each development proposed to occur within the service area. The Chief's evaluation shall identify any adverse impacts that may affect SFD's ability to maintain adopted benchmark levels of service and the mitigation strategies necessary to maintain concurrency with development. It is the intent of SFD to recognize when adequate service capacity exists and to only impose mitigations that are rational and relational to the impacts of new development upon service capacity.

4. Purpose Statement

- 4.1. The purpose of this policy is to establish guidelines for the implementation of monetary and non-monetary mitigations appropriate to maintaining fire service concurrency within SFD's emergency response area. It is the intent to utilize the guidelines herein to mitigate the direct impacts of new development upon SFD's ability to deliver fire and life safety services in accordance with its adopted level of service standards. Further, this policy shall constitute Impact Fee, State Environmental Protection Act (SEPA) and land subdivision policy, as adopted by the Board of Commissioners of Shoreline Fire Department.

5. Consistency with other Plans and Policies:

- 5.1. To ensure that Shoreline Fire Department (SFD) will be able to meet the increasing demand for fire protection services resulting from future development and population growth, this policy utilizes the findings and conclusions of a number of plans and policies including but not limited to; Shoreline and King County Comprehensive Plans, SFD's Capital Facilities Plan, Station Location Analysis, and annual reports required by Chapter 52.33 RCW.

6. Introduction:

- 6.1. The primary responsibility of SFD is the delivery of fire and rescue services. The delivery of these services ideally originates from fire stations located throughout the service area. To provide effective service, firefighters must respond in a minimal amount of time after the incident has been reported and with sufficient resources to initiate meaningful fire, rescue, or emergency medical services.

7. The Importance of Time and Fire Service Measures

- 7.1. Time is the critical issue when an emergency is reported. Fire can expand at a rate of many times its volume per minute and as a result, quick response is critical for the rescue of occupants and the application of extinguishing agents to minimize loss. The time segment between fire ignition and the start of fire suppression activities has a direct relationship to fire loss.
- 7.2. The delivery of emergency medical services are also time critical. Survival rates for some types of medical emergencies are dependent upon rapid intervention by trained emergency medical personnel. In most cases, the sooner that trained fire or emergency medical rescue personnel arrive, the greater the chance for survival and conservation of property. The importance of time and the critical factors affected by time are discussed below in 7.3.

7.3. Fire Department Total Reflex Time Sequence

- 7.3.1. There are five components of the fire department total reflex time sequence. Each of these components is defined below:
- 7.3.1.1. **Dispatch time:** Amount of time that it takes to receive and process an emergency call. This includes (1) receiving the call, (2) determining what the nature of the emergency is, (3) verifying where the emergency is located, (4) determining what resources and fire department units are required to handle the call, and (5) notifying the fire department units that are to respond.
- 7.3.1.2. **Turnout time:** The time from when fire department units are first notified of an emergency to the beginning point of response time. This includes

discontinuing and securing the activity they were involved in at time of dispatch, traveling by foot to their apparatus, donning appropriate protective clothing and taking a seat-belted position on the apparatus.

7.3.1.3. **Response/Drive time:** The time that begins when the wheels of a response unit begin to roll en route to an emergency incident and ends when wheels of the response unit stop rolling upon arrival at the address of the emergency scene.

7.3.1.4. **Access time:** Amount of time required for the crew to move from where the apparatus stops at the address of an emergency incident to where the actual emergency exists. This can include moving to the interior or upper stories of a large building and dealing with any barriers such as locked gates, doors or other restrictions that may slow access to the area of the emergency.

7.3.1.5. **Setup time:** The amount of time required for fire department units to set up, connect hose lines, position ladders, and prepare to extinguish the fire. Setup time includes disembarking the fire apparatus, pulling and placing hose lines, charging hose lines, donning self-contained breathing apparatus, making access or entry into the building, and applying water. The opportunity for saving time during setup is minimal.

7.3.1.5.1. Setup time also includes the time required for firefighters to deploy lifesaving equipment such as defibrillators, oxygen masks, and other rescue tools such as the jaws-of- life.

7.4. Fire Department Total Reflex Time Sequence

7.4.1. The term flashover refers to the most dangerous time in fire growth. As a fire grows within a room, its radiant heat is absorbed by the contents of the room heating up the combustible gases and furnishings to their ignition point until finally the entire room bursts into flame.

Figure 1: Photo of a Witnessed Flashover



- 7.4.2. Measuring the time to flashover is a function of time and temperature. Fire growth occurs exponentially; that is, fire doubles itself every minute of free burn that is allowed.
- 7.4.3. There are a number of factors that determine when flashover may occur. These include the type of fuel, the arrangement of the fuels in the room, room size, and so on. Because these factors vary, the exact time to flashover cannot be predicted, making quick response and rapid fire attack the best way to control fire, protect life and reduce fire loss.
- 7.4.4. Over the past 50 years, fire engineers agree that the replacement of wood and other natural products with plastics and synthetic materials for interior furnishings has resulted in increased fuel loads, higher fire temperatures and decreasing time to flashover, making quick response more important than ever. Flashover can typically occur from less than four (4) to beyond 10 minutes after free burning starts, depending upon the air or oxygen supply available to the fire.

resources available to supply a full first alarm and the effective response force resources required for a structure fire. As a result, it is typical for structure fire responses to be supplemented with mutual aid companies from other jurisdictions that take much longer to arrive, limiting SFD's overall ability to control larger fires.

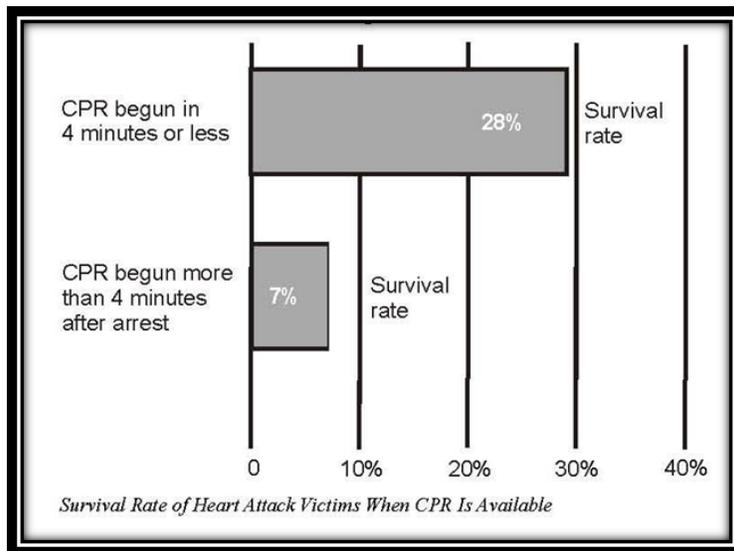
7.5. Consequences of Flashover

- 7.5.1. Once flashover occurs, it is no longer possible for survival in the room of flashover. Not even firefighters in complete protective gear can survive the intense heat of flashover. A post-flashover fire burns hotter and moves faster, compounding the search and rescue problems in the remainder of the structure at the same time that more firefighters are needed to deal with the much larger fire problem.
- 7.5.2. Because of the dramatic change in fire conditions post flashover, all fire based performance standards attempt to place fire resources on scene of a fire prior to flashover.

7.6. Brain Death in a Non-Breathing Patient

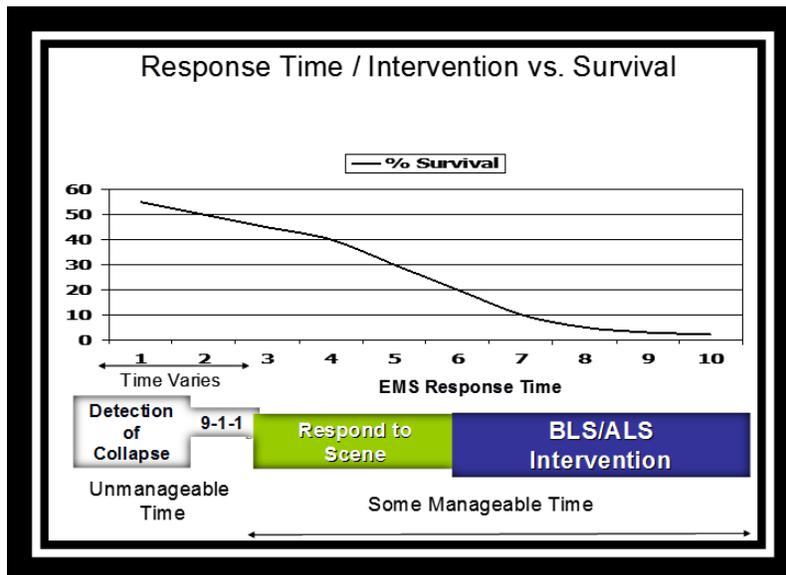
- 7.6.1. The delivery of emergency medical services (EMS) by first responders is also time critical for many types of injuries and events. If a person has a heart attack and cardiopulmonary resuscitation (CPR) is started within four minutes, that person's chances of leaving the hospital alive are almost four times greater than if they did not receive CPR until after four minutes. Exhibit 3 shows the survival rate for heart attack victims when CPR is available.

Figure 3: Cardiac Survival Rate²



7.6.2. Chances of survival are increased with the intervention of a cardiac defibrillator. All SFD units carry defibrillators. Exhibit 4 shows the survival rate of a heart attack victim with CPR and defibrillation.

Figure 4: Cardiac Survival with CPR and Defibrillation³



² Source: National Fire Protection Association Handbook Volume 19

³ Data Source: King County Emergency Medical Services

8. National Fire Service Standards for Performance:

8.1. National Fire Protection Association (NFPA) Standard 1710

8.1.1. NFPA 1710 establishes Standards for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments and contains the following time objectives:

8.1.1.1. **Turnout time:**

- Fire based response: 1 minute 20 seconds (80 seconds)
- Medical based response: 1 minute 00 seconds (60 seconds)

8.1.1.2. **Fire response/drive time:** Four minutes (240 seconds) or less for the arrival of the first arriving engine company and at least four (4) firefighters at a fire suppression incident and/or eight minutes (480 seconds) or less for the deployment of a full first alarm assignment of at least 14 firefighters at a fire suppression incident in a 2,000 square foot, single family residence.

8.1.1.3. **First responder or higher emergency medical response/drive time:**

Four minutes (240 seconds) or less for the arrival of a unit with first responder or higher-level capability and an automatic electronic defibrillator (AED) at an emergency medical incident

8.1.1.4. **Advanced life support response/drive time:** Eight minutes (480 seconds) or less for the arrival of an advanced life support unit at an emergency medical incident, where the service is provided by the fire department

8.1.1.5. The NFPA Standard 1710, states that the fire department shall establish a performance objective of not less than 90 percent for the achievement of each response time objective. NFPA 1710 also contains a time objective for dispatch time by requiring that "All communications facilities, equipment, staffing, and operating procedures shall comply with NFPA 1221." NFPA 1221 sets the performance standard for dispatch time at one (1) minute (60 seconds), 90 percent of the time.

8.1.1.6. Adding the three separate time segments together, the NFPA expects the following temporal benchmarks to be performed at least 9 out of every 10 times from receipt of a 9-1-1 call to the arrival of fire and EMS resources;

- Fire call
 - First-in Dispatch = 1:00 + Turnout = 1:20 + Drive = 4:00 = 6:20
 - Full alarm Dispatch = 1:00 + Turnout = 1:20 + Drive = 8:00 = 10:20
- EMS – Basic Life Support (BLS)
 - First-in Dispatch = 1:00 + Turnout = 1:00 + Drive = 4:00 = 6:00
 - Full Alarm Dispatch = 1:00 + Turnout = 1:00 + Drive = 8:00 = 10:00
- EMS – Advanced Life Support (ALS)
 - First-in Dispatch = 1:00 + Turnout = 1:00 + Drive = 4:00 = 6:00
 - Full alarm Dispatch = 1:00 + Turnout = 1:00 + Drive = 8:00 = 10:00

8.2. Center for Public Safety Excellence Standards of Response Coverage

8.2.1. The Center of Public Safety Excellence is a consortium of the International Association of Fire Chiefs (IAFC), the International Association of Fire Fighters (IAFF), the International City/County Management Association (ICMA), the National Fire Protection Association (NFPA), the Department of Defense (DOD), and the Insurance Services Office (ISO). Together this group has established the Commission on Fire Accreditation International (CFAI) and criteria for fire departments to achieve Accredited Agency Status. Critical to achieving Accredited Agency Status is an assessment of the fire department’s ability to effectively deliver service. To make this assessment, the CFAI has established a methodology for; determining the fire service risk of a community, assessing the fire department’s capability compared to risk, measurement of resource capacity, and guidelines for performance standards to assess overall capabilities of a fire department. The CFAI publishes this methodology in its Standards of Cover manual.

8.2.2. The term standard of cover refers to the “standard(s)” to which a fire department runs daily operations in order to “cover” the service area of the fire department. The CFAI process for establishing a Standard of Cover has nine parts that are described below with relevant information to SFD:

8.2.2.1. **Existing deployment assessment:** Identifies current inventory of fire stations, apparatus and staffing. SFD’s stations apparatus and staffing are found in the Capital Improvement Plan in Section 2, Inventory of Current Capital Assets.

8.2.2.2. **Review of Community outcome expectations:** Ultimately, level of service standards are driven by the community. SFD’s standards have been adopted herein and by the City of Shoreline in their Comprehensive Plan which has undergone a public review and hearing process.

Attachment 8- 2018 Mitigation & Level of Service Policy

8.2.2.3. **Community risk assessment:** The CFAI identifies the service area definitions, and benchmarks for performance in Figure 5: Community Definitions and Performance Expectations on the next page. SFD provides fire and life safety services to approximately 13 square miles and serves an urban community. Suburban and Rural benchmarks are also included in the following tables for comparison only.

Figure 5: Community Definitions and Performance Expectations

Urban -an incorporated or un-incorporated area with a population of over 30,000 people and/or a population density of 2,000 people per square mile				
	1st Unit	2nd Unit	Balance of 1st Alarm	Performance
Benchmark	4 minutes	8 minutes	8 minutes	90%
Suburban -an incorporated or un-incorporated area with a population of 10,000-29,999 and/or any area with a population density of 1,000 to 2,000 people per square mile.				
	1st Unit	2nd Unit	Balance of 1st Alarm	Performance
Benchmark	5 minutes	8 minutes	10 minutes	90%
Rural –an incorporated or un-incorporated area with a population less than 10,000 people, or with a population density of less than 1,000 people per square mile.				
	1st Unit	2nd Unit	Balance of 1st Alarm	Performance
Benchmark	10 minutes	14 minutes	14 minutes	90%

8.2.2.4. **Distribution of Resources:** Fire stations should be distributed so that resources deployed from them can provide coverage to the response area within the level of service (LOS) standard established for first-in fire and rescue units.

8.2.2.5. **Concentration of Resources:** Fire resources should be concentrated near high demand areas and in large enough numbers of equipment and personnel to provide an effective response force with the full first alarm assignment. Because of a lack of resources, SFD often relies on resources from neighboring fire departments to assemble an effective response force.

Attachment 8- 2018 Mitigation & Level of Service Policy

- 8.2.2.6. **Capacity Analysis/Reliability:** To achieve an adopted performance standard, resources must be available or “reliable” at least as often as their adopted performance expectation. Historic reliability below the adopted performance standard places the service area in “Resource Exhaustion” and creates call stacking and simultaneous calls within a specific service area. SFD is currently experiencing resource exhaustion at all three staffed stations.
- 8.2.2.7. **Historical response effectiveness studies:** The percentage of compliance the existing response system delivers based on current LOS. The 2014-2016 SFD “Benchmark” performance; Table 8 in the SFD Capital Improvement Plan, identifies historical sub-standard performance.
- 8.2.2.8. **Prevention and mitigation:** Prevention and mitigation directly impacts the level of safety for responding firefighters and the public. Using analysis of risk and looking at what strategic mitigations can be implemented may not only prevent the incident from occurring but may also minimize the severity when and if the incident ever occurs.
- 8.2.2.8.1. SFD works closely with the City of Shoreline to reduce risk by providing enforcement of the International Fire Code. This policy will provide the additional mitigations necessary to maintain fire service concurrency.
- 8.2.2.9. **Overall evaluation:** In 90 percent of all incidents, the first-due unit shall arrive within 4 minutes travel or 6 minutes 20 seconds of total reflex time which includes; dispatch, turnout and response times. The first-due unit shall be capable of advancing the first hose line for fire control, starting rescue procedures or providing basic life support for medical incidents. In a moderate risk area, an initial effective response force shall arrive within 8 minutes travel or 10 minutes 20 seconds of total reflex time, 90 percent of the time, and be able to provide a fire flow capable of matching community risk for firefighting, or be able to handle a five-patient emergency medical incident.

9. State and Local Standards

9.1. Washington State Law

9.1.1. Chapter 52.33 RCW requires fire departments with paid staff to establish Level of Service (LOS) policies and performance objectives based on the arrival of first responders with defibrillation equipment prior to brain death and the arrival of adequate fire suppression resources prior to flashover. This law recognizes the NFPA's Standard 1710 and the Commission on Fire Accreditation International's (CFAI) Standard of Cover as bases for this statute and requires a 90% performance expectation of the established LOS.

9.2. King County Standards

9.2.1. The King County Comprehensive Plan and Countywide Planning Policies are based on the concept of concurrency and require that adequate facilities and services be available or be made available to serve development as it occurs. The County Comprehensive Plan recognizes the validity of using a response time analysis in determining appropriate service levels and recognizes the central role of fire protection districts in providing those services. The King Countywide Planning Policies further state that capital facility investment decisions place a high priority on public health and safety.

9.3. City of Shoreline Response Standards

9.3.1. The Shoreline Comprehensive Plan has adopted the following fire service response standards:

9.3.1.1. Urban areas: Seven (7) minutes from time of 911 call until curbside arrival of emergency response personnel.

9.4. Level of Service (LOS) Standard

9.4.1. SFD has established benchmark performance measures following the guidelines established by the Center for Public Safety Excellence (CPSE) as published in their 9th edition of the Commission on Fire Accreditation (CFAI) Self-Assessment Manual. Benchmark performance represents industry best practices and performance below those standards can contribute to unnecessary property and life loss.

Figure 6: SFD Turnout Time Performance Objectives

Turnout Time Objectives				
Performance Type	Urban	Suburban	Rural	Performance Factor
Daytime: all alarms	2 min, 00 sec	2 min, 00 sec	2 min, 00 sec	90% of the time
Nighttime: all alarms	2 min, 30 sec	2 min, 30 sec	2 min, 30 sec	90% of the time

Figure 7: SFD Drive Time Performance Objectives

SFD Drive Time Objectives				
Performance Type	Urban	Suburban	Rural	Performance Expectation
Distribution - Benchmark	4 min, 00 sec	5 min, 00 sec	8 min, 00 sec	90% of the time
Concentration - Benchmark	8 min, 00 sec	10 min, 00 sec	14 min, 00 sec	90% of the time

Figure 8: SFD Reliability Objectives

Minimum Reliability Objectives			
Performance Type	Urban	Suburban	Rural
Minimum Peak Hour Unit Reliability	90%	90%	90%

10. Local Restriction on Level of Service

10.1. SFD has assessed its ability to deliver service in compliance with established national standards finding that current deployment will not allow the department to meet recognized standards. As a result of the level of service analysis, SFD has completed a fire station analysis with a focus on determining the optimum station location and resource deployment necessary to achieve effective response times. This study has considered the National Fire Protection Association’s Standard 1710, the Center for Public Safety Excellence’s (CPSE) Standard of Coverage recommendations and Chapter 52.33 RCW in establishing standards for emergency response.

11. Need for Mitigation of Development Impacts

- 11.1.** SFD current fire system performance falls far short of national standards and would be considered in response failure compared to the CFAI standards. Any additional impacts posed by new development will further erode SFD's ability to deliver service at adopted standards.
- 11.2.** As a result of the economic recession that began in 2009, tax revenues available to SFD were reduced because of the reduction in assessed property values. SFD is dependent upon property tax revenues generated from a levy of \$1.00 per thousand dollars of assessed real and personal property value and a recently approved Fire Benefit Charge. The declining property values, and resulting declining revenues, caused staffing reductions, delays in equipment replacements, and significant depletion of capital funds. Traditional funding of capital replacement programs has been shifted to meet operating expenses which is largely made up of salary and benefits for firefighters and other staff leaving the capital plan under-funded. A recent capital bond was passed, but it is inadequate to address current and future capital needs.
- 11.3.** Unless new development can mitigate their impacts to the SFD system in accordance with this policy, SFD must oppose each and every development occurring within the SFD service area.

12. Determining Development Impacts

12.1. Concepts of Fire Service Capacity and Cascading Failure:

- 12.1.1. The deployment of fire and life safety resources such as fire engines and emergency medical vehicles is geographically based through planned selection of fire station locations. Fire station locations must be carefully chosen to allow the resource(s) deployed from these locations to reach all portions of the fire stations assigned service area within a time frame capable of providing successful outcomes for critically injured or non-breathing patients and to prevent flashover and minimize life and property loss during a structure fire.
- 12.1.2. This type of geographic deployment depends on the availability of the resources assigned to that fire station location. System failure begins to occur when the demand for these resources is increased to a point where simultaneous requests for a resource begins to commonly occur as a result of exceeding the capacity of that resource. When service demand exceeds a fire station's capacity, a resource from a fire station further away must respond in its place. The result of this situation is often referred to as cascading failure. The failure of one resource to be

available to answer emergency calls cascades to the next closest fire station resource, leaving two service areas unprotected when the covering resource vacates its assigned area to make up for lack of capacity of the failing resource. This effect continues to cascade out with a ripple effect to yet other fire stations and jurisdictions.

12.1.3. Cascading failure causes longer drive times to reach emergency scenes and as a result, it is less likely that those resources can positively affect the negative outcomes of flashover and brain death.

12.1.4. The solution to cascading failure is the addition of service capacity through the deployment of additional response resources to the fire station that is experiencing substandard reliability. The deployment of additional fire resources results in considerable expense to a community, therefore a delicate balance must be maintained to use but not exceed the service capacity of resources.

12.1.5. The Center for Public Safety Excellence refers to a fire resource's capacity in their Commission on Fire Accreditation International Standards of Cover guidelines, in terms of level of "reliability" of a fire resource. If a resource is available at least as often as the expected performance measurement, it is considered reliable.

12.1.6. SFD's ability to meet its response time standards is directly affected by resource reliability.

12.2. Components of Response:

12.2.1. SFD measures the direct impact of an individual development on system performance by determining the development's impact on service capacity and fire department response times. Fire department response times have two primary measures. First is the arrival time of the initial arriving "first-in" or distribution resource. Second is the arrival of all resources needed to effectively mitigate the incident which is referred to as the "Effective Response Force" (ERF) or concentration of resources. The ERF is also commonly referred to as the full first-alarm assignment. An initial arriving resource can begin to render aid or perform other necessary tasks as a component of the ERF but cannot resolve the incident alone. An ERF for a life threatening medical call requires two or more fire resources and a structure fire requires five or more fire resources. The additional resources of the ERF must respond from greater distances than the first-in resource therefore the first-in and ERF have two separate performance expectations.

12.3. Effect of Development on Fire System Performance:

- 12.3.1. Each additional development impacts service capacity affecting the reliability and the temporal performance of fire service resources. Where service capacity exists to accommodate the impacts of new development, mitigations should be reduced accordingly to allow new development credit for the existing capacity. However, service capacity or resource reliability must be carefully measured to assess the reliability and response performance of both first-in and full first alarm ERF resources.
- 12.3.2. It is important to understand whether a new development is placed nearer to or farther from a fire station, its use of service capacity will have a negative effect on the fire service systems performance.
- 12.3.3. Mitigations necessary to maintain fire service concurrency is not dependent on geographical location within a fire station's service area, but on the fact that each development consumes service capacity. This negatively affects reliability and response performance. Those developing property close to an existing fire station directly impact the system by reducing resource reliability for those developments that are more distant.

12.4. Mitigation Actions Required:

- 12.4.1. SFD's limited capital funding and resources has caused the need to adopt standards that establish levels of service below nationally recognized benchmark standards and as a result, all new development has a direct impact on the SFD's service capacity.
- 12.4.2. When system inadequacies exist, the impact of each new development will have an unacceptable direct impact on SFD's ability to provide service. Each new development shall be reviewed to determine whether it will further impact the following identified service deficiencies. Mitigation shall be required if any one or more of the following performance deficiencies listed below exist within the service area of the proposed development:
 - 12.4.2.1. Historical performance data shows arrival time for first-in unit response times exceed the adopted Level of Service standard.
 - 12.4.2.2. Historical performance data shows arrival time of full first alarm units exceed the adopted Level of Service standard.

- 12.4.2.3. Historical performance data shows fractile reliability of first in units is equal to or less than 5% more than the adopted Level of Service on a 24 hour basis, or equal to or less than the adopted standard during peak demand hours.
- 12.4.2.4. Historical performance data shows fractile reliability of Full First Alarm resources is equal to or less than 5% more than the adopted Level of Service during peak demand hours.
- 12.4.2.5. Historical data shows evidence that more than one mutual-aid company has been consistently relied upon to provide an Effective Response Force to the area of proposed development.
- 12.4.2.6. Less than 1,500 gallons of fire flow is available when any residential structure to structure spacing is less than 15 feet from any part of another structure.

12.5. Mitigation Options:

- 12.5.1. Selected mitigation measures should be relational to the risk imposed by the development. Time is the critical issue in the delivery of fire and emergency medical services. Mitigation measures should be appropriate and adequate to achieve a level of public safety that would be equivalent to SFD's achievement of response time standards.
 - 12.5.1.1. SFD staff may utilize, but not be limited to the options listed below and/or any State or locally adopted building code set, and any NFPA or other recognized standard to mitigate the impacts of new development upon the ability of SFD to deliver service.
 - 12.5.1.2. Installation of automatic fire sprinkler systems to provide onsite fire control until SFD response units can arrive on scene.
 - 12.5.1.2.1. All automatic fire sprinkler systems shall comply with NFPA 13.
 - 12.5.1.2.1.1. Flow through or "Multi-Purpose" systems may be allowed in one and two family structures upon approval of the Fire Marshal representing Shoreline or the authority having jurisdiction.

Attachment 8- 2018 Mitigation & Level of Service Policy

- 12.5.1.3. Installation of monitored alarm and alerting systems to provide early alerting to SFD.
- 12.5.1.4. Installation of fire walls or other building separations to reduce fire flow and/or firefighting resource requirements.
- 12.5.1.5. Use of alternate construction materials to reduce chance of fire spread between structures.
- 12.5.1.6. Installation of intercom systems in multi-family housing to assist evacuation and sheltering in place.
- 12.5.1.7. Addition of access enhancements such as secondary access points, fire lanes, ambulance parking spaces etc.
- 12.5.1.8. Installation of incident reduction features such as grab bars in senior and disabled housing units.
- 12.5.1.9. Installation of monitored medical alarms.
- 12.5.1.10. Installation of alarm monitored defibrillators in public areas of multi-family housing, places of assembly, and public buildings.
- 12.5.1.11. Impact Fees.
- 12.5.1.12. Level of Service Fees.

13. Developer Agreements Required

13.1. Developer agreements are required for all developments occurring within the SFD service area. SFD and the development applicant shall enter into a mitigation agreement that clearly identifies all mitigation required to maintain fire service concurrency.

13.1.1. Exceptions:

- 13.1.1.1. Where the development occurs within the City of Shoreline and impact fees are the only mitigation required an agreement may not be necessary when utilizing the City of Shoreline's policies will ensure collection of impact fees necessary to maintaining fire service concurrency.

13.1.1.2. When all mitigation requirements are included as plat notes into the approved and permitted land use plans, a mitigation agreement may not be required.

13.2. Basis for Calculating Impact and Level of Service Fees:

13.2.1. **Boundaries:** As a point of reference, SFD boundaries at time of adoption of this policy shall be used as a determinant or benchmark as to the extent of capacity of service according to SFD's adopted response time standards. This policy may be applied to all or administratively defined areas of SFD.

13.2.2. **Property Categories:** Properties are grouped by two basic categories, residential, and commercial. Residential properties shall include both single-family and multifamily units. Commercial property shall be those property uses that would otherwise be classified as industrial, business, retail sales and services, wholesale sales, storage, assisted care facilities and hospital and medical facilities.

13.2.3. **Capital Improvements:** SFDs Capital Improvement Plan identifies the resources and revenue needed to provide adequate service and maintain public health and safety over a 20 year planning cycle. Each year an updated Six Year Capital Improvement Plan shall be adopted to serve as the basis for updating construction and equipment costs and impact and level of service fees.

13.2.4. **Fire Department Service Demand:** Past demand for fire department services to property categories identified above, shall be used to predict future service level demand to those property types. The percentage of service use by new development and its impact on SFD Service Levels shall be used to determine appropriate and relational contributions for each property type (see Appendix A, Res/Com Split). Needed expenditures for improvements identified in the SFD Capital Improvement Plan will be the basis for determining the construction and equipment costs (C&E) which are used in calculating impact fees and level of service contributions.

13.2.5. **Usage Factor:** The specific use of fire services by land use category. Use factors are based on actual call rates. (see Appendix B)

13.2.6. **ERF (Effective Response Force) Factor:** The minimum amount of staffing and equipment that must reach a specific emergency location within the maximum adopted level of service time capable of fire suppression, EMS and/or other incident mitigation.

13.2.7. **New Development Share:** That portion of the LOS fee to be paid for by new development. New development share is used to assure that new development does not solely pay for improvements that increase the ability to-serve throughout SFD.

13.2.8. **Projected Development:** The 20 year development capacity analysis found in SFD's Capital Improvement Plan will be the basis for SFD calculations of future dwelling units and future square-footage of commercially developed properties.

14. Mitigation Methodology and Fee Application:

14.1. New Development Assessment:

14.1.1. Impact Fees & Mitigations

14.1.1.1. In areas where fire service impact fees have been adopted in support of SFD by the authority having jurisdiction to permit building and land uses, each new proposed development will have a capacity analysis completed to determine the system wide impacts the proposed development will have on fire concurrency within the SFD service area.

14.1.1.2. System impacts will be assessed utilizing SFDs Mitigation Assessment Worksheet. (See Appendix B)

14.1.1.3. Impact fees will be calculated and determined by applying the appropriate formula found in Appendix A.

14.1.1.4. SFD staff will determine appropriate non-fee mitigations that will provide adequate protection necessary to provide fire service concurrency to the proposed development.

14.1.1.5. SFD staff shall consider developer submitted alternate mitigations and fee amounts presented in a study that provides acceptable alternatives to the mitigations found in this policy.

14.1.2. Impact & Level of Service Fees & Mitigations

14.1.2.1. In areas where fire service impact fees have not been adopted in support of SFD by the authority having jurisdiction to permit building and land uses, each new development when proposed, and upon notice of application,

Attachment 8- 2018 Mitigation & Level of Service Policy

shall have their direct impacts assessed and their appropriate mitigation options determined.

- 14.1.2.2. SFD shall pursue all appropriate mitigations necessary to maintain public safety and fire service concurrency through the provisions provided by the Growth Management Act (GMA), State Environmental Protection Act (SEPA), Washington State subdivision codes, and the adopted land use regulations in the authority having jurisdiction.
- 14.1.2.3. Direct impacts will be assessed utilizing SFDs Mitigation Assessment Worksheet. (See Appendix B)
- 14.1.2.4. Appropriate Level of Service Contribution fees will be calculated and determined by applying the formula found in Appendix A
- 14.1.2.5. SFD staff will determine appropriate non-fee mitigations that will provide adequate protection necessary to provide fire service concurrency to the proposed development.
- 14.1.3. Impact and Level of Service Fee Reduction:
 - 14.1.3.1. Where automatic fire sprinklers are voluntarily installed in single-family residential occupancies, a reduction equal to 30% of the impact or level of service fee shall serve to mitigate the costs of needed EMS and rescue resources. If the sprinklers are required as part of code requirements or law, the reduction does not apply. Additional reductions shall be applied as identified on the SFD Service Capacity Analysis worksheet in Appendix B.
- 14.1.4. Fee Payment Policy:
 - 14.1.4.1. Payment of impact fees within the City of Shoreline will be collected by the City of Shoreline at time of permitting or as defined by a required development agreement. Impact or level of service fees shall be based on the most recently adopted formula and fees. Any fees paid later than required shall be subject to interest at a rate of one (1) percent per month.

Attachment 8- 2018 Mitigation & Level of Service Policy

- 14.1.4.2. All impact fees and level of service contributions collected shall be held by SFD in a reserve account used to fund SFD's Capital Improvement Plan. If impact fees are not utilized within ten years of receipt or five years of receipt for level of service fees, a refund will be issued to the developer with interest.
- 14.1.4.3. In all cases, it is SFD's intent to collect impact and level of service fees in a manner consistent with this section. However, in an interest to work with developers in as fair and equitable fashion as possible, SFD staff shall use the following guidelines for negotiating payment schedules.
 - 14.1.4.3.1. Residential fee payment:
 - 14.1.4.3.1.1. Collection of all residential impact and level of service fees shall be collected at the time of building permit issuance and level of service fee payments should occur at the time of final platting or prior to the start of construction. In extenuating circumstances the following payment option may be exercised. Any fees received late from any payment option will be subject to interest penalties of one (1) percent per month.
 - 14.1.4.3.1.2. Fire impact and level of service fees shall be at least 50% collected at the time of building permit issuance for a structure and the remaining balance of the fee paid within three business days of the issuance of a certificate of occupancy for the structure that the fee was to be paid for. The consideration of this option will be at the discretion of the SFD Board of Commissioners.
 - 14.1.4.3.1.3. In jurisdictions where fire impact fees have been implemented, fees shall be collected in compliance with the jurisdiction's municipal code.
 - 14.1.4.3.2. Commercial fee payment:
 - 14.1.4.3.2.1. Collection of all commercial impact and level of service fees shall be collected at the time of building permit issuance by the authority having jurisdiction and level of service fee amounts should occur at time of final platting or prior to the start of construction.

Attachment 8- 2018 Mitigation & Level of Service Policy

- 14.1.4.3.2.2. In jurisdictions where fire impact fees have been implemented, fees shall be collected in compliance with the jurisdiction's municipal code.
- 14.1.4.3.3. Fee Exempt Properties:
- 14.1.4.3.4. Existing structures retained and incorporated into a new subdivision of land.
- 14.1.4.3.5. Square footage of the same type of new construction equal to the percentage of square footage of existing structures to be redeveloped.
- 14.1.4.3.6. Agreements:
- 14.1.4.3.7. All mitigation agreements between SFD and developers shall be recorded as a lien against the property of the proposed development unless the developer agrees to include all mitigation requirements specified in the agreement in the approved plat notes. Upon receipt of payment, SFD shall promptly notify the appropriate authority having jurisdiction and remove any encumbrances recorded against the appropriate property.
- 14.1.4.3.8. SFD Funding Participation: There is currently an identified need for additional fire and life safety facilities and equipment in SFD. SFD will share in the expense of needed resources as outlined in Table 16, 20 Year Cost/Funding Plan, found in Section 6 of the SFD Capital Improvement Plan, and in the following manner:
 - 14.1.4.3.8.1. SFD will be directly responsible for the percentage of construction and equipment costs beyond the growth share determined for new developments.
 - 14.1.4.3.8.2. SFD will contribute shortages as a result of loss of, or default on collections of impact and level of service fees.
 - 14.1.4.3.8.3. Estimated revenues are never fully realized from development and SFD will need to supplement shortages.
 - 14.1.4.3.8.4. SFD will contribute the actual construction and other costs exceeding original estimates.

Attachment 8- 2018 Mitigation & Level of Service Policy

- 14.1.4.3.8.5. Payment of unanticipated costs associated with implementing the SFD Capital Improvement Plan.
- 14.1.4.3.8.6. Advancing funds for the project before total collection of impact fee or level of service contributions.
- 14.1.4.3.8.7. Management of this policy, and the Capital Improvement Plan.

15. Assurance of Adequate Provisions for Public Safety:

- 15.1.** The safety and welfare of current and future residents of SFD is of paramount concern to SFD. It is recognized that this policy may have limitations and may not provide definitive guidance for effective mitigation of direct development impacts on SFD's service capacity in all cases.
- 15.2.** It is not the intent of this policy to limit SFD's staff in making decisions outside of this policy where those decisions and mitigation options serve the intent of maintaining concurrency with development and protecting SFD's service capacity, making rational and relational mitigation requests appropriate to the level of risk, and protecting the safety of the public and firefighters in a fair and consistent manner.

16. Policy Review and Adjustment:

- 16.1.** At least annually, this Policy will be reviewed and amended as necessary. Amendments shall be made consistent with the annual revision of the six (6) year Capital Improvement Plan and shall be approved through a resolution of SFD's Board of Fire Commissioners.

Appendix A

EXAMPLE APPLICATIONS OF LEVEL OF SERVICE FORMULAS

LOS Formula Calculation

Land Use Type	System-Wide C&E	Res/Com Split	Usage Factor	ERF Factor	New Dev Share	Projected Development 2018 - 2037	Impact & LOS Contribution Fee Amount
Residential							
Single-family	\$41,217,424	64%	60%	1.0	80%	5,000 living units	\$2,532 per house
Multi Family	\$41,217,424	64%	40%	1.3	80%	5,000 living units	\$2,195 per unit
Commercial							
COMM/IND	\$41,217,424	36%	35%	2.0	80%	1,500,000 sq ft	\$5.540 per sq ft
HOSP/MED/CIV/SCH/CHUR	\$41,217,424	36%	18%	2.0	80%	1,500,000 sq ft	\$2.849 per sq ft
ASSISTED CARE	\$41,217,424	36%	47%	3.0	80%	1,500,000 sq ft	\$11.158 per sq ft

LOS Formula Definitions

- **Land Use Type:**
Defines the land use types and structure uses upon which Impact and Level of Service Fees are assessed.
- **System-Wide C&E:**
The construction and equipment costs for the 20 year time span of SFD’s Capital Improvement Plan
- **Res/Com Split:**
Percentage of annual emergency responses by property type; Residential = 64%, Commercial = 36%
- **Usage Factor:**
The portion of Res/Com Split that is used by a specific property type; single-family = 60% of all emergency responses that are used by the residential properties and the remaining 40% is used by multi-family properties.
- **ERF Factor:**
The ERF or effective response force factor represents the size of the first alarm emergency response in numbers of firefighters and equipment that is needed to effectively handle the risk posed by that property type.

- **New Dev Share:**
Is the portion of C&E costs assigned to new development? The remaining portion is to be paid for by SFD through annual tax collections.
- **Projected New Units:**
Defines the number of new units projected to be constructed with the SFD service area between 2018 and 2037
- **Impact and LOS Contribution Fee Amount:**
This amount represents the maximum fee to be paid by new development for each specific property type. This fee might be reduced if existing fire service capacity is adequate to serve the new development.

Service Capacity Credit Criteria

Single Family Residential Fee Reduction Factors:*

Historical data shows first in station response area meets LOS	= 15%
Historical data shows F-Box of development meets first in LOS	= 10%
First in station reliability data meets peak hour standard	= 15%
If fire flow is $\geq 1,500$ GPM or spacing between structures is > 15 feet	= 15%
Historical data shows full first alarm reliability meets peak call volume standard	= 15%
Automatic sprinkler system installed (single-family only)	= 30%
Historical data shows full first alarm ERF meets LOS standard to F-Box	= 40%

*Accumulated discounts cannot exceed the LOS contribution amount and cumulative discounts cannot be used as credits to be transferred.

Multi-Family and Commercial/Industrial Reduction Factors:

Historical data shows first in station response area meets LOS	= 15%
Historical data shows F-Box of development meets first in LOS	= 10%
First in station reliability data meets peak hour standard	= 10%
Historical data shows full first alarm reliability meets peak call volume standard	= 15%
Historical data shows full first alarm ERF meets LOS standard to F-Box	= 50%



Appendix B

Service Capacity Analysis for New Single-Family Residential Development

Date of Analysis: _____ Project Permit # _____

Project Address: _____ Land Parcel # _____

Fire Box Location: _____ Fire Box Performance: 1st In _____% ERF _____%

1st in Station ____ Peak Hour Reliability ____% 1st in Area Performance _____%

Fire ERF Required _____ ERF Pick List _____, _____, _____, _____, _____, _____

ERF Reliability _____% _____% _____% _____% _____% _____%

Capacity Allowance Calculator:

1 st in response area meets LOS	_____ = 15%	_____%
F-Box development meets first in LOS	_____ = 10%	_____%
1 st in reliability meets peak hour standard	_____ = 15%	_____%
Fire flow ≥1,500 GPM or structure spacing > 15 feet	_____ = 15%	_____%
1st alarm reliability meets peak hour standard	_____ = 15%	_____%
Sprinklers installed	_____ = 30%	_____%
1st alarm ERF meets LOS standard to F-Box	_____ = 40%	_____%
Total Capacity Allowance		_____%

Total Fee Calculation:

Full SFR Impact Fee Rate = _____
 SFR units in development _____ x _____
 Total impact fee amount _____

Impact fee to be assessed:

Total impact fee _____ x capacity allowance _____ = \$ _____

**Service Capacity Analysis for
New, Non Single-Family
Residential Development**



Date of Analysis: _____ Project Permit # _____

Project Address: _____ Land Parcel # _____

Fire Box Location: _____ Fire Box Performance: 1st In _____% ERF _____%

1st in Station _____ Peak Hour Reliability _____% 1st in Area Performance _____%

Fire ERF Required _____ ERF Pick List _____, _____, _____, _____, _____, _____, _____,

ERF Reliability _____% _____% _____% _____% _____% _____% _____%

Capacity Allowance Calculator:

1 st in response area meets LOS	_____ = 15%	_____
F-Box development meets first in LOS	_____ = 10%	_____
1 st in reliability meets peak hour standard	_____ = 10%	_____
1st alarm reliability meets peak hour standard	_____ = 15%	_____
1st alarm ERF meets LOS standard to F-Box	_____ = 50%	_____
Total Capacity Allowance		_____

Impact fee category and rate:

Multi Family	___	Impact fee rate per square foot	_____
Commercial/Industrial	___	Impact fee rate per square foot	_____
Hospital/Medical/Civic	___	Impact fee rate per square foot	_____
Assisted Care	___	Impact fee rate per square foot	_____

Total fee calculation:

Full impact fee rate	=	_____
Square footage of development	x	_____
Total impact/LOS amount	\$	_____

Impact fee to be assessed:

Total impact/LOS amount _____ x capacity allowance _____ = \$ _____



CAPITAL FACILITIES

Capital Facilities Element Goals and Policies

INTRODUCTION

The Washington State Growth Management Act (GMA), RCW 36.70A.070 requires cities to prepare a Capital Facilities Element consisting of:

1. An inventory of current capital facilities owned by public entities showing the location and capacities of those public facilities, and identifying any current deficiencies;
2. A forecast of the future needs for such capital facilities;
3. The proposed capacities of expanded or new capital facilities;
4. At least a 6-year plan that will finance capital facilities within the projected funding capacities and clearly identify sources of public money for such purposes; and
5. A requirement to reassess the Land Use Element if probable funding falls short of meeting existing needs, and to ensure that the Land Use Element, Capital Facilities Element, and finance plan within the Capital Facilities Element are coordinated and consistent.

Capital facilities investments include major rehabilitation or maintenance projects on capital assets; construction of new buildings, streets, and other facilities; and land for parks and other public purposes.

Under the GMA, a Capital Facilities Element is required to address all public facilities except transportation facilities, which are to be addressed separately under the Transportation Element of the Plan. Accordingly, this Comprehensive Plan contains separate Transportation and Capital Facilities Elements. A Parks, Recreation, and Open Space Element is also contained in this Plan. However, the discussion of finance for capital facilities, transportation, and park resources has been combined in one location under this Capital Facilities Element.

The City of Shoreline is responsible for providing facilities and services that are needed by the residents and businesses of the city for a safe, secure, and efficient environment. These facilities and services include, but are not limited to, police and fire protection, parks, streets, water and sanitary sewer service, storm drainage service, and schools.

Element 8 CAPITAL FACILITIES Goals and Policies

The **Capital Improvement Program (CIP)** is a multi-year plan for capital expenditures needed to restore, improve, and expand the City of Shoreline’s infrastructure, which includes roads, sidewalks, trails, drainage, parks, and buildings owned and/or maintained by the City. The plan details the work to be done for each project and an expected timeframe for completion.

For more information on these service providers or their capital facility plans, visit the following websites:

- Ronald Wastewater District-**
<http://www.ronaldwastewater.org>;
- Shoreline Water District-**
<http://www.shorelinewater.org>;
- Seattle Public Utilities-**
<http://www.seattle.gov/util>.

Shoreline Fire Department -
<http://www.shorelinefire.com>

The City of Shoreline directly provides services for parks, streets, and stormwater management. The City has established interlocal agreements or contracts for those services that it does not provide directly. The Capital Facilities Element describes those services the City provides directly and through external organizations. To be consistent with GMA, the City maintains a 6- year *Capital Improvement Program (CIP)*. The costs of facilities associated with interlocal or franchise agreements are not included in the CIP. Only City-owned or managed facilities are considered for capital expenditures (have capital expenditure costs). Data regarding the projected needs of indirect services such as water, sewer, fire protection, and schools were provided by the local service providers. The capital facility plans of the following providers are recognized by the City of Shoreline as supporting the land use objectives of the Comprehensive Plan.

- *Ronald Wastewater District #64, Comprehensive Sewer Plan, January 2010*
- *Shoreline Water District #117, 2011 Water System Plan Update*
- *Seattle Public Utilities Comprehensive 2013 Water System Plan Update*
Shoreline Fire Department Capital Facilities & Equipment Plan 2018-203

This element contains the goals and policies that address the City’s infrastructure – both those capital facilities that are owned and largely operated by the City, and those that are provided by other public entities. Other services, such as electricity, natural gas, cable, and telephone are discussed in the Utilities Element. The Capital Facilities Supporting Analysis section of this Plan contains the background data that provides the foundation for the following goals and policies. The Supporting Analysis section also includes the list of potential capital projects to implement the goals of the Comprehensive Plan.

GOALS

Goal CF I: Provide adequate public facilities that address past deficiencies and anticipate the needs of growth through acceptable levels of service, prudent use of fiscal resources, and realistic timelines.

To support Goal CF I:

- Acquire Seattle Public Utilities (SPU) water system in Shoreline;
- As outlined in the 2002 Interlocal Operating Agreement, complete the assumption of the Ronald Wastewater District; and prepare for the expiration of the Shoreline Water District franchise (scheduled for 2027) by evaluating the possibility of assumption and consolidation with the City’s water system acquired from the City of Seattle (SPU), among other options.

Goal CF II: Ensure that capital facilities and public services necessary to support existing and new development are available, concurrent with locally adopted levels of service and in accordance with Washington State Law.

CAPITAL FACILITIES Goals and Policies

- Goal CF III:** Provide continuous, reliable, and cost-effective capital facilities and public services in the city and its Urban Growth Area in a phased, efficient manner, reflecting the sequence of development as described in other elements of the Comprehensive Plan.
- Goal CF IV:** Enhance the quality of life in Shoreline through the planned provision of capital facilities and public services that are provided either directly by the City or through coordination with other public and private entities.
- Goal CF V:** Facilitate, support, and/or provide citywide utility services that are:
- consistent, reliable, and equitable;
 - technologically innovative, environmentally sensitive, and energy efficient;
 - sited with consideration for location and aesthetic; and
 - financially sustainable.
- Goal CF VI:** Maintain and enhance capital facilities that will create a positive economic climate, and ensure adequate capacity to move people, goods, and information.

POLICIES

General

- CF1:** The City's 6-year CIP shall serve as the short-term budgetary process for implementing the long-term Capital Facility Plan (CFP). Project priorities and funding allocations incorporated in the CIP shall be consistent with the long-term CFP.
- CF2:** Obtain and maintain an inventory that includes locations and capacities of existing City-managed and non-City-managed capital facilities.
- CF3:** Review capital facility inventory findings and identify future needs regarding improvements and space, based on adopted levels of service standards and forecasted growth, in accordance with this Plan and its established land uses.
- CF4:** Coordinate with public entities that provide services within the City's planning area in development of consistent service standards.
- CF5:** Identify, construct, and maintain infrastructure systems and capital facilities needed to promote the full use of the zoning potential in areas zoned for commercial and mixed-use.



Roof Garden



Richmond Highlands Recreation Center

Element 8 CAPITAL FACILITIES Goals and Policies



Sidewalk

CF6: Ensure appropriate mitigation for both the community and adjacent areas if Shoreline is selected as a site for a regional capital facility, or is otherwise impacted by a regional facility’s expansion, development, or operation.

Financing and Funding Priorities

CF7: Work with service providers to ensure that their individual plans have funding policies that are compatible with this element.

CF8: Capital Facility improvements that are needed to correct existing deficiencies or maintain existing levels of service should have funding priority over those that would significantly enhance service levels above those designated in the Comprehensive Plan.

CF9: Improvements necessary to provide critical City services such as police, surface water, and transportation at designated service levels concurrent with growth shall have funding priority for City funds over improvements that are needed to provide capital facilities.

CF10: Consider all available funding and financing mechanisms, such as utility rates, bonds, impacts fees, grants, and local improvement districts for funding capital facilities.

CF11: Evaluate proposed public capital facility projects to identify net costs and benefits, including impacts on transportation, stormwater, parks, and other public services. Assign greater funding priority to those projects that provide a higher net benefit and provide multiple functions to the community over projects that provide single or fewer functions.

CF12: Utilize financing options that best facilitate implementation of the CIP in a financially prudent manner.

Mitigation and Efficiency

CF13: Maximize on-site mitigation of development impacts to minimize the need for additional capital facility improvements in the community.

CF14: Promote the co-location of capital facilities, when feasible, to enhance efficient use of land, reduce public costs, and minimize disruption to the community.

CF15: Through site selection and design, seek opportunities to minimize the impact of capital facilities on the environment, and whenever possible, include enhancements to the natural environment.

CF16: Promote water reuse and water conservation opportunities that diminish impacts on water, wastewater, and surface water systems,



Boeing Creek Stormwater Improvements

CAPITAL FACILITIES Goals and Policies

and promote conservation or improvement of natural systems.

CF17: Encourage the use of ecologically sound site design in ways that enhance provision of utility services.

CF18: Support local efforts to minimize inflow and infiltration, and reduce excessive discharge of surface water into wastewater systems.

Coordination and Public Involvement

CF19: Provide opportunities for public participation in the development or improvement of capital facilities.

CF20: Solicit and encourage citizen input in evaluating whether the City should seek to fund large communitywide capital facility improvements through voter-approved bonds.

CF21: Work with non-City service providers to make capital facility improvements where deficiencies in infrastructure and services have been identified.

CF22: Actively work with providers to address deficiencies that pose a threat to public safety or health, or impediments to meeting identified service levels.

CF23: Critically review updated capital facility plans prepared by special districts or other external service providers for consistency with the Land Use and Capital Facilities Elements of this Plan, and identify opportunities for:

- co-location of facilities;
- service enhancements and coordination with City facilities and services;
- development of public and environmental enhancements; and
- reductions to overall public costs for capital improvements.

CF24: Track technological innovations to take advantage of opportunities to enhance services or create new utilities.

Levels of Service

CF25: Evaluate and establish designated levels of service to meet the needs of existing and anticipated development.

CF26: Plan accordingly so that capital facility improvements needed to meet established level of service standards can be provided by the City or the responsible service providers.

CF27: Identify deficiencies in capital facilities based on adopted levels of service and facility life cycles, and determine the means and timing for



Richmond Beach Library sign

Element 8
CAPITAL FACILITIES
 Goals and Policies



City Hall Ribbon Cutting

correcting these deficiencies.

- CF28:** Resolve conflicts between level of service standards, capital improvement plans, and service strategies for interrelated service providers.
- CF29:** Encourage the adequate provision of the full range of services, such as parks, schools, municipal facilities, solid waste, telecommunications, and emergency services for new development, at service levels that are consistent throughout the city.
- CF30:** Work with all outside service providers to determine their ability to continue to meet service standards over the 20-year timeframe of the Comprehensive Plan.

City-Managed Capital Facilities and Services

- CF31:** The City establishes the following levels of service as the minimum thresholds necessary to adequately serve development, as well as the minimum thresholds to which the City will strive to provide for existing development:

Type of Capital Facility or Service	Level of Service
<p>Park Facilities</p>	<p>Park Facility Classification and Service Areas:</p> <ul style="list-style-type: none"> • Regional Parks - Citywide • Large Urban Parks - Citywide • Community Parks - 1 ½ miles • Neighborhood Parks - ½ miles • Natural Areas - ½ miles • Special Use Facilities - Citywide • Street Beautification Areas – None <p>The adopted 2011-2017 Parks, Recreation, and Open Space (PROS) Plan provides an inventory of park facilities by classification and service area. The PROS Plan creates an “Amenity Driven Approach” establishing an interconnected relationship between park facilities within the overall park system. Chapter 4 of the PROS Plan analyzes the target level of service for each classification.</p>
<p>Police</p>	<p>0.85 officers per 1,000 residents; and a response time of 5 minutes or less to all high priority calls, and within 30 minutes to all calls.</p>

CAPITAL FACILITIES
Goals and Policies

Transportation	As established by the Transportation Element, adopted Transportation Master Plan, and as provided in the Capital Facilities Supporting Analysis section.
Surface Water	Consistent with the level of service recommended in the most recently adopted Surface Water Master Plan.

Non-City Managed Capital Facilities and Services

CF32: The City establishes the following targets to guide the future delivery of community services and facilities, and to provide a measure to evaluate the adequacy of actual services:

Type of Capital Facility or Service	Level of Service
Water	Consistent with fire flow rates stated in the International Fire Code. Potable water as determined by the Washington State Department of Health.
Wastewater	Collection of peak wastewater discharge, including infiltration and inflow, resulting in zero overflow events per year due to capacity and maintenance inadequacies (or consistent with current health standards).
Schools	The City of Shoreline is wholly within the boundaries of the Shoreline School District. The City neither sets nor controls the level of service standards for area schools. The Shoreline School District is charged with ensuring there is adequate facility space and equipment to accommodate existing and projected student populations. The City coordinates land use planning with the school district to ensure there is adequate capacity in place or planned.

Fire protection and emergency services

Level of Service - The City of Shoreline is wholly within the boundaries of the Shoreline Fire Department, an independent special purpose district. The City neither sets nor controls the level of services standards for the Fire Department. The Fire Department is charged with providing fire and rescue services to the area. The Fire Department has established benchmark performance standards following the guidelines established by the Center for Public Safety Excellence.



Shoreline Fire Station



Auroa Pedestrian Bridge

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CITY OF

SHORELINE





Capital Facilities Element Supporting Analysis

BACKGROUND AND CONTEXT

Capital facilities in Shoreline that are addressed in this section are placed in two categories: City-managed facilities and non-City managed facilities. City-managed facilities are defined as those that are owned and operated, or managed by the City. Non-City managed facilities are defined as those public capital facilities that are not owned and operated by the City, are facilities and services for which the City has an interlocal or franchise agreement, or services and facilities that are provided to city residents through independent districts.

This Element provides an inventory of both City-managed and non-City-managed public facilities and services. This includes surface water; transportation; park, recreation and cultural resources; police; fire; emergency operations center; public schools; water; wastewater; and solid waste. Transportation, park, recreation, and open space facilities are addressed in their respective elements of this Comprehensive Plan. Other utility facilities such as electrical, natural gas, and telecommunication services are discussed in the Utilities Element Supporting Analysis section of the Plan.

The Growth Management Act (GMA) requires that the Capital Facilities Element provide an inventory of public facilities, including their locations and capacities. The GMA also requires a forecast of future needs for capital facilities, and identification of the proposed capacities of new or expanded capital facilities, as well as facility locations if listed in the six-year plan.

For facilities funded by the City, the GMA requires the preparation of a six-year plan for financing new or expanded capital facilities. The six-year plan must consider financing within project funding capacities, clearly identify the sources of public moneys for these improvements, and ensure that these improvements are consistent with the Land Use Element. Finally, the GMA requires the City to reassess the Land Use Element or revise the adopted level of service if funding falls short of meeting future capital facility needs. The King County Countywide Planning Policies further state that capital facility investment decisions place a high priority on public health and safety.

This element will address the requirements of the Growth Management Act as well as help answer important questions, such as:

- What kind of services and facilities does the community want and need to serve existing and future residents, and which services and facilities are most important?
- When should these services and facilities be provided, and how should they be funded?
- If needed in the near-term, where should such facilities be located?
- How can the need for new facilities be limited, and their impacts on the community be addressed?
- What is the City's role in ensuring and providing services and facilities, and how should the City work with other providers to facilitate good service?

CAPITAL FACILITIES

Supporting Analysis

Shoreline is served by an extensive system of publicly funded and operated capital facilities, from schools and parks to utility systems and transportation facilities. Many of these facilities, such as water towers and roads, help meet the basic needs of residents. Some, such as fire stations and flood detention ponds, make the community safer. Community resources like schools and libraries foster learning and educational development, which help make the city a better place. Others, such as parks and museums, enhance the quality of life.

The community benefits from these investments on a daily basis. In order to sustain and improve on the benefits that the community currently enjoys, the City must identify how it and other public service providers can best maintain existing facilities, and create new facilities to serve the needs and desires of local residents and future development.

When Shoreline residents incorporated the City in 1995, it was in large part to receive better, more efficient services for their tax dollars. This concept was further supported in the framework goals and policies adopted in the 1998 Comprehensive Plan. One way for the City to provide more efficient services could include unifying some of the water and sewer utilities with City operations, creating one-stop shopping for city residents and businesses. Early City Councils realized that consolidating utility services in Shoreline would reduce inefficiencies associated with multiple governmental entities operating in the same city.

Over the coming years, many public facilities will need to be replaced, refurbished, or expanded, and new facilities created in order to serve existing and new residents. Some of these facilities are provided directly by the City. In other cases, separate providers deliver services and plan for and fund capital improvements to meet the mission of their district or service area. A few of these facilities serve not only the needs of Shoreline, but also the larger region.

All of these projects will be competing for limited public resources. For projects that the City controls, citizens must prioritize which projects will proceed and how to fund them. At the development stage, the community may be able to influence where these facilities will be located, and how to address the impacts of new or expanded facilities on adjacent areas and the community.

EXISTING CONDITIONS

This chapter identifies the primary capital facilities that exist within the city. These facilities are listed as **City-Managed Facilities**, and **Non-City-Managed Facilities**. The facility, provider, and an inventory including the name, size, and location of each facility are provided, if the information is available. Some service providers must prepare a comprehensive service plan that includes a capital facility element. These plans are incorporated into this Capital Facility Element by reference. Each plan has been reviewed for consistency with the general policies and Land Use Element. A brief description of services provided at the facility is also presented to explain the use of structures.

In addition, if available, currently identified plans for expansion are provided as a part of the existing conditions information, including the type of facility, the proposed size of the facility, and the location and timing of expansion. In some cases, this information is currently unknown or proprietary.

The City maintains a number of franchise agreements with utility providers allowing for the existence of support facilities, such as sewer mains within the City's rights-of-way (streets). Many of the services referred to in this element are evaluated by the City through franchise and interlocal agreements.

CAPITAL FACILITIES Supporting Analysis

CITY-MANAGED BUILDINGS, FACILITIES, AND SERVICES

This section addresses existing public capital facilities owned or largely operated and managed by the City of Shoreline, including buildings, and stormwater, transportation, parks, and recreation facilities.

Current City-Managed Facilities

The City of Shoreline offices provide a wide variety of services and functions, which are provided at a variety of facilities.

The City of Shoreline Civic Center, which includes the City Hall building at 17500 Midvale Avenue N, provides approximately 66,400 square feet of office space where governmental services are available. These services include, but are not limited to, customer response, administration, permitting, environmental and human services, road and park maintenance, and neighborhood coordination. The campus also includes a 21,000 square foot auditorium, a 75 car elevated parking structure, and a one-acre public park and plaza.

In addition, the City owns and maintains approximately 28,765 square feet of facilities to support the park system, including the Spartan Recreation Center, the Shoreline Pool, the Richmond Highlands Recreation Center, Kruckeberg Botanic Garden, the Richmond Beach Saltwater Park Pedestrian Bridge, numerous park shelters, and outdoor restrooms.

The City operates a maintenance facility at Hamlin Park, located at 16006 15th Avenue NE. This location serves as a storage yard for various City vehicles, including a street sweeper and road maintenance equipment, as well as offices for street and park maintenance crews. The City is evaluating the relocation and expansion of this facility as part of possible utility acquisitions.

Stormwater Facilities

The Surface Water Master Plan, adopted in 2011, provides a detailed discussion of the stormwater facilities in Shoreline. The plan responds to both state and federal requirements for managing surface water in the city. The plan reviews current and anticipated regulatory requirements, discusses current stormwater management initiatives, identifies flooding and water quality programs, and discusses the resources needed for the City to fully implement the plan. Management of surface waters in the city is funded through the City's Surface Water Utility. The plan also provides a detailed inventory of the existing stormwater facilities and necessary capital facility upgrades.

Transportation Facilities

The Transportation Master Plan, adopted in 2011, and Transportation Element of this Plan provide a detailed discussion of the transportation facilities in Shoreline. The City prepares and adopts a six-year Transportation Improvement Plan (TIP) each year. The TIP lists street and non-motorized projects, and can include both funded and unfunded projects. It is prepared for transportation project scheduling, prioritization, and grant eligibility purposes.

Parks and Recreation Facilities

There are a number of public parks and recreation facilities within the community. These facilities are discussed in more detail in the 2011-2017 Parks, Recreation, and Open Space Plan and Parks, Recreation, and Open Space Element of this Plan.

CAPITAL FACILITIES

Supporting Analysis

Current Police Facilities

The Police Station was built in 1956 and purchased by the City shortly after incorporation in 1995. The Station is located at 1206 N 185th Street. The building is 5,481 square feet, and is constructed of unreinforced masonry that has not been retrofitted to earthquake standards. In 2012, the City initiated a facility feasibility study to analyze potential locations of a new facility. This need was identified during the City’s 2009 Hazard Mitigation Planning effort.

In addition to the Police Station there are two neighborhood centers that are currently staffed by community volunteers:

<p>Neighborhood Center Eastside Storefront <i>Space leased by the City</i> 521 NE 165th Street</p>	<p>Neighborhood Center Westside Storefront <i>Space leased by the City</i> 630 NW Richmond Beach Road</p>
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Police services are provided to Shoreline through a year-to-year “City Model” contract with King County in two major areas:

- **City Services:** staff is assigned to and works within the city. In 2012, there were 52 FTEs dedicated to the city.
- **Regional Services:** staff is assigned within the King County Sheriff’s Office, and deployed to the city on an asneeded basis (e.g., criminal investigations and special response teams).
- **Communications:** The City contracts with King County for dispatch services through the King County 911 Communications Center.

The neighborhood centers are primarily staffed with community volunteers. Volunteers assist with a number of programs, including vacation house checks, and bicycle identification and licensing, along with providing a link to local neighborhoods, businesses, and schools to resolve issues and problems affecting them. At the time of this update, the City had two Community Policing Specialists (Storefront Officers) providing support to the neighborhood centers.

There are no City-managed jail cells located within the city. The Shoreline Police maintain two holding cells at the Police Station on N 185th Street to detain suspects until they can be transferred to the King or Snohomish County jail facilities.

NON-CITY-MANAGED FACILITIES AND SERVICES

There are additional public capital facilities and services available to Shoreline residents. These include facilities and services that are provided through contracts between the City and private or public utility districts and entities, or between individual residents and utilities or district service providers. These include fire and police, wastewater, water, public schools, and solid waste facilities and services. Facilities and services, such as electrical, natural gas, and telecommunications, which are specifically characterized as “utilities” by the Growth Management Act, are addressed in the Utilities Element.

Shoreline District Court

The Shoreline District Court, located at 18050 Meridian Avenue N, is supportive of police services provided to the City through an interlocal agreement with King County. The District Court provides City-managed court services for the prosecution of criminal offenses committed within the incorporated city limits. The District Court serves several other jurisdictions as well. No known changes are planned for the Shoreline District Court facility or services.

CAPITAL FACILITIES Supporting Analysis

Current Fire Facilities

Shoreline Fire Department (SFD) is an independent special purpose district that provides fire and rescue services to the District's 13 square miles of predominantly urban areas. Services include; fire protection, fire prevention and code enforcement, basic life support (BLS) emergency medical service (EMS), advanced life support (ALS) EMS in cooperation with King County EMS, public education in fire prevention and life safety, and technical rescue including high/low angle, confined space, and trench rescue. The current service area includes all of the City of Shoreline as well as the Town of Woodway and the Point Wells area, under service contracts. Furthermore, SFD provides ALS service to the Cities of Lake Forest Park, Kenmore, Bothell, and parts of Woodinville.

The Shoreline Fire Department serves an area slightly larger than the incorporated boundaries of the City of Shoreline. The Shoreline Fire Department estimates that the population served by the department is approximately 53,000. In addition to the Shoreline Area, the Fire Department provides fire suppression services to Point Wells in Snohomish County on a contractual basis.

The Shoreline Fire Department maintains ~~four~~ five stations located at 17525 Aurora Avenue N, 719 N 185th Street, ~~1841 NW 195th Street~~, 145 NE 155th Street, and 1410 NE 180th Street. The department also maintains ~~five~~ three pumpers, ~~three~~ three advanced life support units, ~~three~~ three basic life support units, and ~~one~~ one ladder truck.

Capital resources for SFD consist of the previous listed fire stations, fire apparatus (vehicles used for fire and rescue work), staff vehicles and the related equipment, tools, and associated personal protection equipment needed to safely and legally provide fire and rescue services. Current inventories of all SFD resources are listed in the Shoreline Fire Department Capital Facilities and Equipment Plan.

City of Shoreline Emergency Operations Center (EOC)

RCW 38.52.070 authorizes and directs the City to assume responsibility of emergency management for their jurisdiction. The City has established its Emergency Operations Center at the Shoreline Fire Headquarters through a Memorandum of Understanding (MOU) signed by the City Manager and Fire Chief. The City supports the equipment needed to operate from the Fire Department's community room. The need for a more permanent EOC was also discussed in the Hazard Mitigation Planning process. This could potentially be included in the planning for a new police facility, and is considered a "critical facility" during emergencies.

Planned Fire Facilities

The SFD is currently designing a new, two-story, approximately 16,650 square-foot station on 1½ acres of land to replace the existing station at 1410 NE 180th Street and is anticipated to be completed in 2019. The SFD is also designing a "satellite station" to replace the existing facility at 1851 NW 195th Street which has not been operating as a fire station but as an education center; with construction expected to start in 2028. Other stations will require various asset preservation/maintenance projects over the next 20 year planning horizon to ensure adequate service.

The Shoreline Fire Department recently completed construction of two new neighborhood fire stations and a training/support services/administrative facility. With these projects constructed, there are no additional major upgrades projected for the next 15 to 20 years.

CAPITAL FACILITIES

Supporting Analysis

Public School Facilities

Public school services are provided by Shoreline Public School District #412. Within the District, which includes the cities of Shoreline and Lake Forest Park, there are 16 public schools, a bus barn, and a District Office and conference center facility.

Current Public School District Facilities

School District #412 encompasses a 16 square mile area, bounded by Puget Sound on the west, Lake Washington to the east, the Seattle city limits to the south, and the King/Snohomish County line to the north. Residents of Shoreline are served by all District schools, except Brookside Elementary School and Lake Forest Park Elementary School.

The School District operates 1 preschool/daycare center, 8 elementary schools, 2 middle schools, 2 high schools, the Shoreline Center (described in detail in the following section) and 2 additional surplus properties located within the city. In addition to these facilities, the School District maintains a Transportation Center located adjacent to the Ridgecrest Elementary School site, and a warehouse with a central kitchen located adjacent to Hamlin Park. These facilities are listed in CFA-1.

**Figure CFA-1:
Shoreline School District Facilities**

Name of Facility	Location
Preschool/Daycare Centers:	
• Shoreline Children’s Center	1900 N 170th Street
Elementary Schools:	
• Briarcrest Elementary	2715 NE 158th Street
• Echo Lake Elementary	19345 Wallingford Avenue N
• Highland Terrace Elementary	100 N 160th Street
• Meridian Park Elementary	17077 Meridian Avenue N
• North City Elementary (closed)	816 NE 190th Street
• Parkwood Elementary	1815 N 155th Street
• Ridgecrest Elementary	16516 10th Avenue NE
• Syre Elementary	19545 12th Avenue NW
Middle Schools:	
• Einstein Middle School	19343 3rd Avenue NW
• Kellogg Middle School	16045 25th Avenue NE

CAPITAL FACILITIES
Supporting Analysis

High Schools:	
• Shorecrest High School	15343 25th Avenue NE
• Shorewood High School	17300 Fremont Avenue N
Other Facilities:	
• The Shoreline Center	18560 1st Avenue NE
• Transportation Center	124 NE 165th Street
• Warehouse and Central Kitchen	2003 NE 160th Street
• Cedarbrook (closed)	2000 NE Perkins Way
• Sunset Elementary (closed)	17800 10th Avenue NW

Shoreline Center

The Shoreline Center is located at 18560 1st Avenue NE, in the former Shoreline High School campus. The facility is owned by the Shoreline School District. It comprises approximately 209,000 square feet of enclosed space located on 35 acres of land. The City maintains and operates portions of the facility under an interlocal agreement.

The Shoreline Center accommodates several organizations and services, including the Shoreline School District offices, the Shoreline Conference Center, the Shoreline – Lake Forest Park Arts Council, the Shoreline PTA Council, the Shoreline Public Schools Foundation, the Shoreline Senior Center, as well as the Shoreline Chamber of Commerce. A football field, gymnasium, and soccer fields are also located on the campus.

The Shoreline School District does not have any specific plans for substantial changes to the Shoreline Center building.

Planned School District Facilities

The School District substantially renovated Shorecrest and Shorewood High Schools in 2012 to meet standards of the Washington Sustainable Schools Protocol.

Generally, the School District can take the following steps to expand capacity at individual sites:

- Site a portable at an affected school. The District owns several portables for this purpose; if all are being utilized, the District could purchase or lease more;
- Alter/shift special program assignments to available space to free up space for core programs: gifted programs, special education, arts, activities, and others.
- Boundary adjustments: the areas from which individual schools draw may be adjusted; in more extreme cases, the district boundary could be modified; and/or
- Expansion of affected schools (if feasible without eliminating required playfields or parking).

WATER

The City of Shoreline is served by two public water utilities and maintains franchise agreements with each entity:

- Seattle Public Utilities (SPU), which serves the portion of the city located generally west of I-5.
- Shoreline Water District (SWD), which serves the portion of the city generally east of I-5.

CAPITAL FACILITIES Supporting Analysis

SPU is a direct provider of water, servicing about 58% of the city's population. The other 42% of the city is serviced by the SWD, which purchases water wholesale from SPU.

Existing Water System

The water system provides water conveyance and fire flow service to hydrants, single- and multi-family residences, commercial customers, and fire suppression systems. This water is supplied by Seattle Public Utilities via the 60+inch transmission main located along 8th Avenue NE. The Seattle Public Utilities' primary sources of water are the Cedar and Tolt Rivers.

Existing Seattle Public Utilities (SPU) Water Services and Facilities

SPU facilities in the City of Shoreline constructed through 1994 include approximately 606,000 feet of 1-inch diameter to 66-inch diameter pipe, 879 fire hydrants from 2- to 8-inches in diameter (785 hydrants are 6 inches in diameter), and the following 4 major facilities:

- Richmond Highlands Tanks at the Southwest corner of N 195th Street & Fremont Avenue N;
- Foy Standpipe at the northeast corner of Dayton Avenue N and N 145th Street; • Foy Pump Station at the northeast corner of 5th Avenue NE and NE 145th Street; and
- North Pump Station located east of 8th Avenue NE on NE 185th Street.

The earliest portion of the water distribution system included 27,882 feet of waterline, which was built in 1933. The water system is now distributed throughout the SPU service area in Shoreline. In 1995, an estimated 2,640 feet of new pipe was built, generally to replace existing water mains. The water system has approximately 17,000 feet of 3-inch and less diameter pipe, in addition to 2,907 feet of 4-inch pipe.

Planned Seattle Public Utilities Water Service and Facilities

The capital expenditures that SPU has identified are included in their plan update. The actual capital facility upgrades for Shoreline would be re-evaluated by the City as part of the potential acquisition process.

Existing Shoreline Water District (SWD) Services and Facilities

The Shoreline Water District's administrative offices are located at 15th Avenue NE and NE 177th Street. The maintenance facility is located south of the administrative offices, at 15th Avenue NE and NE 169th Street. The District was formed in 1931, and has operated as Shoreline Water District since 1991. The majority of the system was constructed between 1948 and 1975. In 1982, 27 cities, water districts, and associations signed 30-year contracts to buy some or all of their water from SPU on a wholesale basis; SWD was one of these districts. The contract signed by SWD in 1982 was effective until January 1, 2012. In November 2001, SWD was one of nine associations that signed a new 60-year water service agreement with SPU; this new contract extends to January 1, 2062. This contract allows SWD to acquire all of its water from metered connections from SPU's Tolt Transmission Pipeline.

The Shoreline Water District system contains more than 92 miles of water main, ranging in size from 2 to 20 inches. Transmission capability for the system is primarily provided by 12-inch diameter pipelines from the supply stations to various points within the service area. The transmission pipelines are located primarily along the major transportation corridors. Some transmission capability is also provided by looped, 8-inch diameter pipelines in the heavily developed residential areas of the system. Over 50% of the mains were installed between 1966 and 1968.

CAPITAL FACILITIES Supporting Analysis

The Shoreline Water District storage capacity is composed of a 3.7 million gallon reservoir and a 2.0 million gallon reservoir. A detailed inventory of the system's existing facilities is included in the District's 2011 Water System Update.

Planned Shoreline Water District Services and Facilities

A comprehensive Water System Plan update was completed by the Shoreline Water District in 2012. It identifies numerous projects including: equipment replacement and maintenance, pressure zone improvements, main replacements, new booster pump station to increase fire flows, and continued monitoring of water quality. The District has current plans to upgrade their administrative offices and maintenance facility.

Future Water Service

The City has a tentative agreement with the City of Seattle regarding the sale of the Seattle Public Utilities (SPU) water system located in Shoreline. The Shoreline City Council has established SPU water system acquisition as a specific goal to allow citizens a direct say in how rates for services are set and how the utility is managed. Currently, rate and management decisions are made solely by the City of Seattle. It will be important for the City to study and solicit input regarding the best course of action as Shoreline Water District's franchise nears expiration in 2027.

Consolidation of the water services with the general government of the City would provide an opportunity to share resources among the two water systems, and ultimately with general City operations. This sharing of resources could provide direct savings to the water utilities on such functions as billing, accounting, equipment, manpower, and facilities. This creates a more efficient utility, less cost to the rate payers, and a more stable rate structure over time. Consolidation should facilitate economic development, manage growth, and meet the long-term goals of the Shoreline community.

WASTEWATER

Ronald Wastewater District was formed in 1951. It is the primary wastewater service provider for the City of Shoreline, and in October 2002 the City executed a franchise agreement with the District to construct, maintain, operate, replace, and repair the sanitary sewer within the city. The Highlands Sewer District serves a small part of the city in the Highlands neighborhood.

There are 31 known lots scattered individually throughout the District with onsite sewage disposal systems. Many of the lots have sewer available, but the property owners have not chosen to connect for a variety of reasons.

Wastewater treatment services are provided by the City of Edmonds and the King County Department of Natural Resources Wastewater Division (formerly Metro). King County DNR also provides gravity and pumped interceptor service.

Existing Ronald Wastewater District (RWD) Services and Facilities

Ronald Wastewater District's service area includes the entire City of Shoreline, with the exception of the Highlands neighborhood. In October 2001, RWD purchased the portion of sewer system owned by Seattle Public Utilities known as the Lake City Sewer District. This area covers most of the I-5 corridor, along with the southeastern portion of the city. The District presently owns, operates, and maintains a domestic wastewater collector and interceptor system consisting of 16 lift stations, 21 individual grinder pumps, and approximately 190 miles of 6- to 30-inch diameter sanitary sewer mains, not including private sewers. Sewer service is generally provided to customers by gravity flow through the District system, or by gravity flow to District owned and operated lift stations.

CAPITAL FACILITIES

Supporting Analysis

The wastewater collected from within the District is treated at two facilities, King County Wastewater Division's West Point Treatment Plant and the City of Edmonds Treatment Plant, under contract arrangements. The Highlands Sewer District discharges wastewater flow into the Ronald Wastewater District system. The existing collection system is detailed in the District's 2010 Comprehensive Water Plan.

Planned Ronald Wastewater District Services and Facilities

To further the goal of consolidating services, the City and District entered into an Interlocal Operating Agreement in 2002, which facilitates assumption of the District in October 2017. This assumption would allow coordination and resource sharing with other City utility and street operations. The Agreement outlines the unification process between the City and the District. The City intends use the assumption process authorized in Chapter 38.13A, which means all assets, reserve funds, employees, equipment, and any District debt would be assumed by the City, and the Ronald Wastewater District would cease to exist as a separate government entity.

Currently the District maintains a 10-year capital improvement program for its original sewer system and the old Lake City Sewer District system. The Capital Improvement Program includes an ongoing infiltration and inflow monitoring and reduction program. The City would re-evaluate the capital improvement plans as part of the unification process.

Existing and Planned Highlands Sewer District (HSD) Services and Facilities

The Highlands Sewer District maintains a sanitary sewer collection system that conveys wastewater from approximately 100 households in the Highlands Neighborhood to the Ronald Wastewater District. There are no known changes to future provision of service within the Highlands Sewer District.

Treatment Facilities

Existing King County Department of Natural Resources Wastewater Division (KCDNRWD) and the City of Edmonds Services and Facilities

King County maintains a system of interceptor sewers and 3 pumping stations within the City of Shoreline. King County transfers the majority of the flows from within the city via gravity and pumping to the West Point Treatment Plant. The West Point Treatment Plant currently has the capacity to treat up to 133 million gallons of wastewater per day.

The majority of the wastewater flows in the District's sewer pipes are generated by the citizens of Shoreline. Flows are also transferred from areas in Lake Forest Park, Highlands Sewer District, and from Woodway, Mountlake Terrace, and Olympic View in Snohomish County through the District's sewer mains into either King County or City of Edmonds interceptors.

A small area within the City of Shoreline (approximately 2,200 households) is served via gravity and pumping into Snohomish County and to the City of Edmonds Wastewater Treatment Plant. The Edmonds Wastewater Treatment Plant currently has capacity to treat approximately 12 million gallons per day.

In response to increased growth in our region, King County constructed a regional wastewater treatment plant, called Brightwater. Construction started in 2006. Treatment plant start-up and operations began in September 2011.

CAPITAL FACILITIES Supporting Analysis

Brightwater serves portions of King and Snohomish. The facilities include a treatment plant, conveyance (pipes and pumps taking wastewater to and from the plant), and a marine outfall (at Point Wells). The capacity needed to treat future wastewater flows from Shoreline will be accommodated by this facility.

SOLID WASTE

Existing Solid Waste Collection Services and Facilities

The City of Shoreline currently has a solid waste collection contract with Cleanscapes, LLC that expires in 2015 for residential curbside solid waste and recycling collection, and for commercial solid waste collection. Shoreline maintains an interlocal agreement with King County for use of the Shoreline Recycling and Transfer Station. In addition to solid waste collection, the City also operates a household battery recycling program and a composting facility for recycling City-managed and school district green waste. The City also sponsors two recycling events during the year for residents to recycle household items.

Planned Solid Waste Services and Facilities

The City plans to continue solid waste collection through contract services, and to continue its agreement with King County for the use of the Shoreline Recycling and Transfer Station, which was renovated in 2008. The facility no longer accepts plastic, glass, cardboard, or mixed paper for recycling. Curbside recycling for these materials is provided by Cleanscapes. The City continues to encourage recycling by modeling it in all City-owned facilities, and through environmental education and stewardship.

CAPITAL FACILITY ISSUES

General Growth Projections

According to growth projections, which provide the foundation for the Land Use Element of the Comprehensive Plan, the city could experience an increase of up to approximately 5,000 additional households over the next 20 years. This figure is based on the housing target allocated to the City by King County (see the Land Use Element for additional discussion of the housing target).

For capital facilities planning purposes, the projected growth expected over the 20-year period was allocated on an average basis rather than based on a year-by-year prediction that tries to factor in anticipated economic cycles. Growth will undoubtedly not occur precisely as projected over the next 6-year or even the 20-year period. For this reason, the GMA requires that the Capital Facilities Plan be updated at least every 6 years. This provides local governments with the opportunity to re-evaluate their forecast in light of the actual growth experienced, revise their forecast if necessary, and adjust the number or timing of capital facilities that are needed.

The Capital Facilities Plan is updated annually as part of the City's budget process, thereby ensuring that the plan reflects the most current actual statistics related to growth in Shoreline, and that city-managed capital facilities are slated for upgrade in accordance with both the level of service standards and the City's concurrency policies.

Levels of Service

Level of service is a term that describes the amount, type, or quality of facilities that are needed in order to serve the community at a desired and measurable standard. This standard varies, based not only on the type of service that is being provided, but also by the quality of service desired by the community. A community can decide to lower, raise, or

CAPITAL FACILITIES Supporting Analysis

maintain the existing levels of service for each type of capital facility and service. This decision will affect both the quality of service provided, as well as the amount of new investment or facilities that are, or will be, needed in the future to serve the community.

Level of service standards state the quality of service that the community desires and for which service providers should plan. The adoption of level of service standards indicates that a community will ensure that those standards are met, or can be met at the time development occurs. If such standards cannot be met, the community may decide to decrease the standard, determine how the needed improvements will be paid for, or deny the development. The Growth Management Act only requires communities to adopt level of service standards for transportation facilities; however, some communities may elect to establish service standards for City-managed capital facilities.

For many of the capital facilities in Shoreline, the City is not the direct provider of service. In the instances where the City does not provide the service, it contracts with either districts or other governmental entities. As noted in the inventory, the only capital facilities that the City has direct financial and managerial authority for are City-managed buildings, transportation facilities, and park and recreation facilities. Because the Public Works Department has planning, operational, and managerial responsibility for the City's stormwater management system, this utility has been categorized as a City-managed capital facility.

Capital facilities, such as water or wastewater service are provided through a public or private utility or district, or through a contract for services with another agency. The City may recommend levels of service or "service goals" for these capital facilities and services, but it does not have ultimate authority to affect these services directly, except in its agreements to pay for services. The City may establish minimum levels of service that it wishes to use as a guide to inform providers of the level of service desired by the community, and then it may coordinate with the service provider to reasonably provide that level of service.

Adequacy and Concurrency

According to the GMA, public facilities and services shall be adequate to serve the development at the time the development is first occupied without decreasing the level of service described in the Comprehensive Plan. Adequate public facilities and services, such as water, sewer, and surface water management, are required in order to serve development. Additionally, the GMA mandates concurrency for transportation services to ensure that transportation improvements or strategies are in place at the time of development, or that a financial commitment is made to complete the improvement within 6 years.

Water and sewer service providers have demonstrated the ability to meet current demand at the service levels established in the Comprehensive Plan. The City uses the most current Department of Ecology stormwater manual to assure that new development meets the established service standards for surface water management and requirements of the current National Pollutant Discharge Elimination System permit. The City continues to work with all non-city-managed service providers to determine their ability to continue to meet these service standards over the next 20 years under the Land Use Map identified in Figure LU-1. If the City determines that water and sewer providers or the City (for transportation and surface water management) will not be able to meet these service standards, the City could choose to:

- modify the Land Use Map through an amendment to the Comprehensive Plan;
- modify the level of service standards through an amendment to the Plan; or
- restrict development until service can be provided at the established levels of service standards.

Other services, such as police, fire, parks, and schools, are extremely important, and may be generally available at the time of occupancy; however, upgrades may be needed to provide services to new development at the same level or

CAPITAL FACILITIES Supporting Analysis

rate as other parts of the community. In these situations, it may take a few years for these full improvements to come on-line. There are other services that may be needed, but are not critical, and barriers to the availability of service may take time to overcome. This situation can happen with services like cable television or natural gas.

The City of Shoreline believes that water, sewer, and surface water management should be included in concurrency requirements even though the Growth Management Act does not specifically list them. The concurrency policies establish minimum standards for service availability for new development.

Coordinating Among Competing Projects

The community will face a number of issues over the coming years that will determine if facilities need to be refurbished, expanded, or developed; and then when, where, and how this will occur.

Many capital projects will be competing for development because not all facilities can be funded and built at the same time. Analysis of the end life cycle and long-term major maintenance for facilities will need to be completed to prioritize projects, establish schedules, and develop capital fundraising strategies. Not only will funding need to be prioritized, but also construction resources and land will need to be carefully allocated.

The competition between projects can be mitigated in some cases by greater coordination and co-location.

Enhanced efficiency can also reduce the need for additional construction projects or facilities.

Prioritization

The community must balance a wide range of capital facility needs and desires with available funding. Many of these facilities are provided by public entities other than the City. For capital facility projects that are developed by the City, there will not be adequate resources to complete all capital improvement projects at the same time; therefore, decisions must be made to prioritize projects. The community must clearly identify which projects are most important to meeting their needs. The policies on prioritization provide City officials with guidance when evaluating competing capital projects.

Coordination and Public Involvement

The construction of new or renovated facilities within the community requires the involvement of many parties, including the public, local service providers, and other entities. Coordination and public involvement policies identify ways the City can bring all parties within the community together in the process of making these decisions on capital projects.

Mitigation and Efficiency

New facilities have an impact on the community. There are a variety of ways in which the community can address and mitigate impacts of these facilities. In addition, the community can evaluate the impact of new development in the context of need for new facilities. The policies on mitigation and efficiency provide guidance on how and when mitigation should be used to address capital facilities planning.

CAPITAL FACILITIES Supporting Analysis

Inadequate Infrastructure

There are indications that sewer, water, and stormwater facilities will need to be upgraded or replaced in parts of the community. In some cases, these improvements will be necessary because of the advanced age or condition of the pipes/facilities. In other situations, existing systems may be insufficient to meet desired service levels. Addressing these deficiencies may require installation of new infrastructure, including water mains and hydrants, sewer lines, and storm drainage pipe and/or facilities. The City has determined that attracting development is a priority, so identifying options for funding such infrastructure upgrades should also be a priority, since the cost of these improvements could be prohibitively large for developers to assume.

The City is currently dependent upon the service providers to inventory and address deficiencies. For utilities that the City does not directly operate, acquisition, assumption, service contracts, or interlocal agreements can be used to guarantee the future provision of adequate infrastructure and corresponding service. The City has contracts or interlocal agreements with most providers, although some service continues to be provided based upon historical service obligations, such as Seattle Public Utilities services. Without a service contract, the City has limited ability to address inadequate infrastructure if the provider does not intend to do so. In these situations, the City may have problems ensuring adequate infrastructure and may need to look to assume direct provision of service in order to ensure adequate infrastructure.

Equitable Funding

Most utility services are financed by rates, which the customers pay directly to providers. In some cases, taxes are used to support services provided by public entities. Seattle Public Utilities provides water service to portions of Shoreline. Utility taxes are collected by the City of Seattle for these services; however, Seattle's utility tax revenues go into Seattle's general fund, and do not directly support the operation of the utility. The utility taxes Shoreline residents pay to Seattle Public Utilities do not directly help maintain infrastructure and provide service within Shoreline.

In several situations, such as water, sewer and cable service, utility rates paid by customers to different providers for similar service is significantly different. These rate differentials may be the result of different capital improvement programs or administrative systems.

Environmental Impacts from Utility Improvements

When capital facilities and utilities are renovated, expanded, or created, they have an impact on the community. These projects raise questions about how the community addresses and mitigates utility facilities. The City relies upon State Environmental Policy Act (SEPA) and adopted development regulations to identify and address most impacts; however, the community may consider additional approaches to mitigate the impact of utility facilities and infrastructure through enhanced development regulations.

Opportunities for Cooperation

The utilization of multiple providers to serve the utility needs of the community raises a number of issues about coordination within the City and among service providers. Activities can often be consolidated through coordination, reducing the cost and adverse impacts of these activities. In some cases, cooperative use of utility facilities can benefit the community. The use of utility corridors like the Seattle City Light right-of-way for a trail facility (Interurban Trail) is an example of beneficial, cooperative arrangements.

CAPITAL FACILITIES Supporting Analysis

Adequacy of Service

The community has expressed a desire to maintain current levels of service. However, in several areas, concern has been expressed about the quality of current services, and the means to improve the way that these utilities provide service to the community. These concerns range from equitable rates to the quantity of available water for fire suppression for existing buildings and future development. In response to these concerns, the City is pursuing purchase of Seattle Public Utilities facilities in the City of Shoreline, assumption of Ronald Wastewater, and evaluating acquisition of the Shoreline Water District.

The City may face difficulties in assuring adequate services and facilities from providers the City does not directly control. This significant issue in the provision of essential services can be addressed through contracts or interlocal agreements with individual agencies, or through direct provision of service, such as water, sewer, or stormwater management. Lack of needed infrastructure from these services may result in permitting delays or moratoriums if services are required for concurrency.

Siting and Mitigating Environmental Impacts

Large capital projects, whether for City-managed or non-City managed public facilities, can have a significant impact upon the community and neighborhoods where facilities are sited. Such projects can result in impacts to adjacent areas and the community. The community must identify how to best respond to the siting and impacts of new facilities. The impacts of new facilities can be considered through SEPA, but the community may wish to explore additional ways to identify and mitigate the impacts of existing facilities, such as through master planning. In addition, siting criteria can help clarify where certain facilities are inappropriate or beneficial.

These issues apply to all public facilities, including essential public facilities. Under the Growth Management Act, the community cannot restrict the siting of essential public facilities within the city, and has limited control over decisions regarding these projects. The community can, however, establish guidelines that will direct how and where these facilities can be established (See the Land Use Element for discussion of Essential Public Facilities).

Maintaining and/or Improving Services

The community will face challenges in maintaining current services over the coming years. Aging facilities will need to be replaced or refurbished, and additional or expanded facilities will be needed to serve new development.

In addition, community input must be solicited during the preparation of the annual update to the Capital Facilities Plan to identify areas where there is a desire for increased levels of service, and to identify potential projects to include in the 6 year planning period.

Limited Funding Sources

The cost of desired capital facilities, such as sidewalks, exceed current revenue sources, which necessitates conversations about trade-offs, and pros and cons of topics like development and density. Private redevelopment or publicly-funded improvement projects are mechanisms to provide desired amenities, but in lieu of these, community members will be faced with either waiting for the City to develop them over a long period of time, or considering alternate funding sources, such as user fees, bonds, local improvement districts, or impact fees.

Impacts fees are one method that could be used to pay for capital improvements, such as parks or roads. For development, impact fees can create public benefits, but also raise home sale prices, and thus property taxes for

CAPITAL FACILITIES

Supporting Analysis

existing homes. A potential trade-off is reduced demand on the general fund for capital improvements that support growth. However, in a built-out community the amount of revenue derived from new and redevelopment will be limited. The community will need to decide if impact fees are an acceptable way to help fund new capital facilities.

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