



SHORELINE PLANNING COMMISSION REGULAR MEETING AGENDA

Thursday, July 6, 2023

Council Chamber – Shoreline City Hall

7:00 p.m.

<https://us02web.zoom.us/j/89108052637?pwd=dG5ka0J4TWFOQNHJiOW5lL054ZDh1UT09>

253-215-8782 | Webinar ID: 891 0805 2637 Passcode: 379586

This meeting is conducted in a hybrid manner with both in-person and virtual options to attend.

	<i>Estimated Time</i>
1. CALL TO ORDER	7:00
2. ROLL CALL	7:01
3. APPROVAL OF THE AGENDA	7:02
4. APPROVAL OF THE MINUTES FROM:	7:03
a. June 15, 2023 – Draft Minutes	
5. GENERAL PUBLIC COMMENT	7:04

The Planning Commission provides several options for public comment: in person in the Council Chamber; remote via computer or phone; or through written comment. Members of the public may address the Planning Commission during regular meetings for three minutes or less, depending on the number of people wishing to speak. The total public comment period will be no more than 30 minutes. If more than 10 people are signed up to speak, each speaker will be allocated 2 minutes. Please be advised that each speaker's comments are being recorded.

The Planning Commission is providing opportunities for public comment by submitting written comment or by joining the meeting webinar (via computer or phone) to provide oral public comment:



[Sign-Up for Remote Public Comment](#) *Pre-registration is required by 6:30 p.m. the night of the meeting.*



[Submit Written Public Comment](#) *Written comments will be presented to Council and posted to the website if received by 4:00 p.m. the night of the meeting; otherwise, they will be sent and posted the next day.*

6. STUDY ITEMS	
(a) 2024-2029 Parks, Recreation, Open Space and Art (PROSA) Plan & Comprehensive Plan Element Discussion	7:05
7. UNFINISHED BUSINESS	7:40
8. NEW BUSINESS	7:41
9. REPORTS OF COMMITTEES & COMMISSIONERS/ANNOUNCEMENTS	7:42
10. AGENDA FOR NEXT MEETING: July 20, 2023	7:43
11. ADJOURNMENT	7:45

The Planning Commission meeting is wheelchair accessible. Any person requiring a disability accommodation should contact the City Clerk's Office at 801-2230 in advance for more information. For TTY telephone service call 546-0457.

DRAFT
CITY OF SHORELINE

SHORELINE PLANNING COMMISSION
MINUTES OF REGULAR MEETING

June 15, 2023
7:00 P.M.

Commissioners Present

Chair Pam Sager
Vice Chair Julius Rwamashongye
Commissioner Leslie Brinson
Commissioner Janelle Callahan
Commissioner Andy Galuska
Commissioner Mei-shiou Lin
Commissioner Christopher Mosier

Staff Present

Andrew Bauer, Planning Manager
Julie Ainsworth-Taylor, Assistant City Attorney
Carla Hoekzema, Planning Commission Clerk

CALL TO ORDER

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

ROLL CALL

Ms. Hoekzema called the roll.

APPROVAL OF AGENDA

The agenda was accepted as presented.

APPROVAL OF MINUTES

The minutes of June 1, 2023 were accepted as presented.

GENERAL PUBLIC COMMENT

There were no general public comments.

STUDY ITEM: 2024 Comprehensive Plan Update – Discussion of Online Open House and Survey

Planning Manager Bauer presented a summary of the online open house and survey along with other engagement activities that have been undertaken regarding the Comprehensive Plan Update. Staff is

looking for the Commission’s input and feedback in terms of looking ahead to the next phase of engagement. The input from the online open house will be used to inform future engagement activities. Work on data gathering, policy analysis, and other work are feeding into the Comprehensive Plan. Participation Plan goals are to ensure that the members of the Shoreline community understand the purpose and importance of the Comprehensive Plan, have meaningful opportunities to participate in development of the Plan, and have the right information and context to inform the Plan through an equity lens.

The online open house was live for five weeks. It was broadly promoted and translated into four languages. There were 304 visitors and 1241 unique page views. There were 20 questions and 286 responses to the survey. The respondents predominantly live in Shoreline and demographically do not necessarily represent the makeup of the overall city demographics. He stressed that this is just one tool that will be used in the process. He highlighted several questions and responses which were contained in the Commission’s packets related to the vision statement, important characteristics for Shoreline’s future, housing challenges, current housing types and locations, and future housing preferences. Common general themes involved housing, safety, nature, and the structure/feel of the community. For the vision, common themes were nature, green space, and recreation; schools, community programs, and cultural activities; and neighborhood-scale feel and walkability. For housing, common themes were affordability (being able to purchase and rent, ability to remain in homeownership); displacement; ability to age in place; availability of smaller-scale housing options; and proximity to amenities and services. The word cloud from the idea wall highlighted trees, housing, parking, people, property, schools, sidewalks, etc.

Discussion Questions:

1. Are there specific activities or tactics that should be considered for the next phase of engagement?
2. Are there specific community events or organizations that should be considered to engage with?
3. Are any commissioners interested in attending community events and engaging with community members on the Comprehensive Plan?

Vice Chair Rwamashongye recommended partnering with schools in order to reach minorities. It could be an assigned task for children to engage the parents. He added that he is available to attend community events and engage with the community.

Commissioner Callahan commended staff on the work. She expressed concern about how disproportionate the responses are. She asked if future events would include the same survey. Mr. Bauer stated that this survey is closed. Future events will include a variety of focuses. Commissioner Callahan thought that the question used for the idea wall about what people would like improved over the next 20 years is a good one to keep asking.

Commissioner Mosier noted that most of the people who answered the survey already live here and have lived here for a long time. Since the City is focused on growth, he wondered how they can reach people who do not live here. One idea he suggested was having a presence at events like the Greenwood auto show.

Vice Chair Rwamashongye noted that some of the responses were regarding things that could be addressed immediately (like safety) as opposed to 20 years from now. Mr. Bauer explained there is an interdepartmental team working on the Comprehensive Plan update. They will be sharing all of this information with the entire organization. At some point they will be briefing the Council on all of this work.

Commissioner Mosier wondered if they should be focusing more on neighborhood business districts instead of just the town center. Sidewalks are one thing that could perhaps also be addressed more quickly than other items. Vice Chair Rwamashongye recalled back in 1995 when Shoreline talked about itself as a city of neighborhoods. When they talk about Aurora now it sounds as if they are shifting from who we are. What happened to promoting livability within neighborhoods? Commissioner Mosier wondered if there are ways to help break down Aurora in different spots with little shopping centers to become more localized.

Chair Sager thought that they could promote neighborhoods and also have corridors like 15th and Meridian without ruining the neighborhood feel. That way they could support multiple neighborhoods. Mr. Bauer commented that there are distinct commercial nodes scattered throughout the city. There may be an opportunity to better connect neighborhoods with those nodes and corridors.

Commissioner Galuska suggested that there needs to be more discussion about the impacts of light rail and the two new neighborhood centers that will be created. He also recommended more discussion about new housing affordability requirements and asking people where they want the forms of housing that are going to be required. Mr. Bauer explained that the 2012 Comprehensive Plan has a whole series of policies establishing the groundwork for the two subarea plans for the two stations. He asked what would be the next level of planning for those areas? Staff has encountered issues with connectivity, utilities, and capacity to support the growth. He asked about other areas they should be looking at.

Vice Chair Rwamashongye agreed that when the 185th station opens it will change the bus route also. The change in the frequency of the bus route will impact the zoning all the way down to Richmond Beach. He thought this could probably re-ignite the issue of Point Wells.

Commissioner Mosier said that they talk about the light rail quite a bit. The comments show that residents feel this is where they should be pushing a lot of the density. He expressed concern that these areas will just be stations with apartments and discussed the need for ground floor commercial to support the residents.

Commissioner Lin recommended reaching out to neighborhood meetings to reach voices they don't normally hear. She also recommended utilizing smaller (two-minute) surveys and the idea wall type questions to quickly get feedback from people who may not do a 15-minute survey.

Chair Sager said she was disappointed in the lack of diversity of respondents in the survey. She was also surprised by the comments about crime. She wondered if the people who expressed concern about this had had a crime happen against them or if they were just responding to what they had witnessed or heard about. She hopes that it is the latter. She noted that she had heard a lot in her neighborhood about aging in place and accessibility for seniors and disabled populations. She was glad to see that was mentioned

here also. As far as reaching people, she suggested going to neighborhood summer picnics and events. She recommended posting something in apartment building common areas such as open space or laundry areas. She also wondered about sitting outside a place like Costco where you could reach a diverse group of people as well as people from both inside and outside the city. Mr. Bauer said they have thought about that idea as well as Fred Meyer and other large retail locations where they could reach a broad audience. Chair Sager also recommended utilizing faith-based organizations. She stated she would be interested in attending some community events. Mr. Bauer replied that staff is putting together a calendar of city events which will be shared with commissioners.

Commissioner Mosier noted that there are a lot of places in Shoreline with live music that draw people from all over where they could post information. He recommended using a QR code rather than a table with pamphlets. Vice Chair Rwamashongye suggested taking advantage of city-sponsored neighborhood events (such as neighborhood garage sales) by having a sign with a QR code there. Commissioner Brinson thought that engagement with QR codes would be a lot less effective than approaching people personally in public locations such as Costco or Trader Joe's.

UNFINISHED BUSINESS

None

NEW BUSINESS

None

REPORTS OF COMMITTEES AND COMMISSIONER ANNOUNCEMENTS

Chair Sager said she attended the State of the City address this morning and found it very refreshing and positive. She encouraged others to attend in the future.

Mr. Bauer reported that the Cottage Housing ordinance was adopted by Council with a few amendments. The ground floor commercial interim regulations also passed.

AGENDA FOR NEXT MEETING

Staff reviewed the agenda for the next meeting which will be on July 6.

ADJOURNMENT

The meeting was adjourned at 8:00 p.m.

Pam Sager
Chair, Planning Commission

Carla Hoekzema
Clerk, Planning Commission

Council Meeting Date: July 06, 2023

Agenda Item: 6a.

PLANNING COMMISSION AGENDA ITEM

CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Continued Discussion of the 2024-2029 Parks, Recreation, Open Space and Art (PROSA) Plan & Comprehensive Plan Element		
DEPARTMENT:	Administrative Services Recreation, Cultural and Community Services		
PRESENTED BY:	Jacob Bilbo, Project Manager		
<input type="checkbox"/> Public Hearing	<input checked="" type="checkbox"/> Study Session	<input type="checkbox"/> Recommendation Only	
<input type="checkbox"/> Discussion	<input type="checkbox"/> Update	<input type="checkbox"/> Other	

INTRODUCTION

The 2024-2029 Parks, Recreation, Open Space and Art Plan will provide new strategic action initiatives based upon current assessments of park facilities, recreation programs, cultural services and special events, public park lands, amenities, community needs, public engagement, state requirements and interests and demographics. This Plan update will also incorporate Public Art, with an asset inventory and assessment of permanent and portable works in the City’s collection and identify and prioritize opportunities for the public to engage in local arts and cultural events and programs. Combining the PROS Plan with the Public Art Plan creates a more integrated vision and work plan for the City. Therefore, the newly adopted plan will be referred to as the Parks, Recreation, Open Space and Art (PROSA) Plan.

The plan development schedule, combined with a desire to focus on a more equitable public engagement process, created an opportunity to engage with two separate consultant teams to help develop the Plan - Stepherson and Associates (S&A) for public engagement and Beckwith Consulting Group (Beckwith) for the technical aspects of the Plan. To date, S&A completed their portion of the public engagement process, having delivered engagement data to Beckwith in early March. Beckwith focused on dissecting and interpreting this data along with generating asset inventories, demographic studies, demand studies, and interviews with local municipalities. Staff and Beckwith are utilizing this data, along with feedback from the Parks, Recreation, and Cultural Services (PRCS)/Tree Board, to also update the Comprehensive Plan goals and associated policies.

Staff and Beckwith presented to Council on June 26th and will continue to coordinate with the PRCS/Tree Board to update goals and associated policies, as well as the Strategic Action Initiatives (SAIs). Once completed, staff will return to the Planning Commission later this year to present the updated SAIs included with the PROSA Plan draft and the updated goals and policies that will ultimately be adopted into the Comprehensive Plan.

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The purpose of tonight's discussion is to:

- Provide an update and major takeaways from the collected public engagement data and,
- Present the draft goals and policies.

Tonight, staff will be joined by Tom Beckwith, Principal of the Beckwith Consulting Group, to support this discussion.

BACKGROUND

The State Growth Management Act, Chapter 36.70A RCW, limits consideration of proposed Comprehensive Plan amendments to no more than once a year. To ensure that the public can view the proposals within a concurrent, citywide context, the Growth Management Act directs cities to create a Docket that lists the amendments to be considered in this "once a year" review process.

On January 5, 2023 the Planning Commission considered and recommended to Council the preliminary 2023 Docket. On February 27, 2023, Council accepted the Commission's recommendation and established the 2023 Comprehensive Plan Annual Docket. The 2023 Docket consists of one amendment, to amend the Parks, Recreation, Open Space, and Arts Element of the plan which will include updated goals and policies.

On April 20th, staff provided an initial update on the PROSA Plan process, with a focus on the community engagement process conducted by S&A. The staff report for this discussion can be found at the following link:

<https://www.shorelinewa.gov/home/showpublisheddocument/58635/638169915828270000>.

The current [2017-2023 Parks, Recreation and Open Space \(PROS\) Plan](#) was adopted on July 31, 2017 after an 18-month engagement and update process. The PROS Plan is built around a set of Strategic Action Initiatives (SAIs) representing community priorities during the public engagement process. Staff believe that this general framework has served the City well over the past several years and expect to retain this overall approach as staff develop the 2024-2029 Plan update.

While there was a significant effort to ensure community engagement in the development of the 2017-2023 PROS Plan, both staff and the Parks, Recreation and Cultural Services (PRCS)/Tree Board have recognized the need to focus more intentionally on reaching those members of our community that are often overlooked in government outreach and engagement efforts.

The 2024-2029 Parks, Recreation, Open Space and Art (PROSA) Plan will provide new SAIs based upon current assessments of park facilities, recreation programs, cultural services and special events, public park lands, amenities, community needs, public engagement, state requirements and interests and demographics. This Plan update will also incorporate Public Art, with an asset inventory and assessment of permanent and portable works in the City's collection, and identify and prioritize opportunities for the

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public to engage in local arts and cultural events and programs. Combining the PROS Plan with the Public Art Plan creates a more integrated vision and work plan for the City. Therefore, the newly adopted plan will be referred to as the Parks, Recreation, Open Space and Art (PROSA) Plan.

To ensure greater and more comprehensive community engagement as part of the 2024-2029 PROSA Plan update process, staff separated the engagement work from the technical work related to the development of the Plan. Staff engaged with Stepherson and Associates (S&A) to conduct the engagement work and with Beckwith Consulting Group (Beckwith) to support the development of the technical work related to the PROSA Plan.

A goal of this plan update, and more specifically the outreach and engagement work, is to center community priorities in a manner that is in alignment with Shoreline's Anti-Racism Resolution. PROSA Plan outreach and engagement, including the use of community surveys, was conducted by S&A in the winter of 2022 and spring of 2023. Engagement data was then handed over to Beckwith for organization and analysis. Beckwith continued some remaining public engagement such as hosting a facility user-group focus meeting, conducting meetings with local municipalities, and two online open-houses. Beckwith then utilized the data provided by S&A, along with feedback from staff, the PRCS/Tree Board, and the public open houses, to begin updating Plan elements.

Beckwith has developed maps using this data. The draft maps are in alignment with other Citywide mapping efforts, including walkability to facilities, zoning, heat indexes, art, and equity. Staff has been working internally to ensure that data is uniform and interpreted similarly across departments and various plans.

The current 2017-2023 PROS Plan also includes five goals and policies that are incorporated into the current Comprehensive Plan with an emphasis on improving and maintaining facilities and assets, community engagement in parks, recreation and cultural services activities and decisions, diversity and equitable accessibility to these assets and resources. Staff and Beckwith identified major themes in public comments and survey data, as well as the inclusion of public art as an element of the PROSA Plan, and are using that data to re-evaluate and update these Comprehensive plan goals and strategies and will continue to coordinate inter-departmentally and with the Planning Commission to finalize their development and inclusion in the Comprehensive Plan.

DISCUSSION

Completed Work

As noted above, over the winter of 2022 and spring of 2023, S&A conducted community engagement, including focused interviews, open houses, and surveys, to collect feedback and data that reflected the current Shoreline community. This data was then given to Beckwith to interpret and use, along with feedback from staff, the PRCS/Tree Board, and the public open houses, to begin updating Plan elements.

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Beckwith also developed maps based on this data along with analyzing present and projected population and demographic information. This population data includes people under the age of 18, people aged 60 and up, household income, people of color, disability, and limited English speaking residents. In an effort to align City planning documents this demographic data is the same data used in the Transportation Master Plan equity mapping, with aligned “equity scores” that could be categorized and mapped. When compared with other data, these maps will help guide future decisions regarding property acquisitions and improvements, urban forest strategic planning, etc., through a data-driven and equitable lens. Beckwith studied the volume of demand for different types of activities and generated walkability maps utilizing qualitative and quantitative community engagement data, as well as national trends in health and wellness research from the National Recreation and Park Association.

The current PROS plan includes five Comprehensive Plan goals and associated policies that are used to 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 (Attachment A). Staff and Beckwith identified major themes in public comments and survey data, using it to re-evaluate and update the Comprehensive Plan goals and strategies. The proposed goals and associated policies are listed in Attachment B to this report. Staff worked closely with the Diversity and Inclusion Coordinator and Public Art Coordinator in this process and will continue to coordinate both inter-departmentally and with the Planning Commission in the development of these goals and policies.

Changes to Comprehensive Plan Goals

In an effort to anticipate future needs and growth of Shoreline residents, staff took an anticipatory approach in developing the new goals and policies. While some goals and policies will be carried forward into the new plan, there are some noticeable differences as shown in Attachment B.

- Staff decided to remove the implementation strategies listed in the current PROS plan because the SAI’s and Climate Action Plan drive these strategies. Staff also felt that the addition of these strategies in the new plan were redundant and are being captured in other City documents.
- Goals 2 and 3 were combined due to their similarity.
- Language was changed in some goals to purposely promote further equity and inclusivity.
- A new goal and associated policies were added with a focus on public art.

In addition, the following was also completed:

- Drafted State Environmental Protection Act (SEPA) checklist which will be reviewed by Planning and Community Development to determine whether the elements of the PROSA Plan will create any significant adverse environmental impacts.
- Completed the PROSA Plan document outline.

Tonight, staff and Beckwith will present the results of the community engagement data including major takeaways and trends, the draft equity and walkability maps, and the new Comprehensive Plan goals and policies in greater detail.

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Current and Upcoming Work

Beckwith is currently projecting market demands/needs including recreation activity participation, volumes, peak day, and turnover rates, and facility requirements using facility carrying capacity models, geographic information system gap analysis, and the Washington State Recreation and Conservation Office's level of service scoring matrix to determine existing level of service, distributional level of service, propose objectives, and land acquisition and other costs. In the next two months, staff and the PRCS/Tree Board will continue to update the SAls and continue to refine the draft Comprehensive Plan element goals and policies, incorporating feedback from the Planning Commission.

Beckwith will also be developing the PROSA Plan elements using a progressive plan layering approach to complete the following:

- Complete PROSA Plan first draft;
- Determine repair and replacement requirements to estimate the remaining life of existing and proposed facilities;
- Analyze financial prospects to accomplish the City's combined 6- and 20-year administration, art, recreation, maintenance, repair and replacement, and proposed level-of-service development requirements;
- Complete PROSA Plan first draft with updated elements; and
- Develop strategic plan/CIP.

RECOMMENDATION & NEXT STEPS

No formal action is required tonight. This is a discussion item intended to provide the Planning Commission with an overview of the 2024-2029 PROSA Plan update process and an opportunity to provide feedback on the public engagement effort results, Comprehensive Plan goals, and equity maps. Staff recommends the Commission provide feedback tonight to staff and the City's technical consultant, particularly on the draft goals and policies that will be adopted into the Comprehensive Plan.

Staff anticipates bringing the final draft Comprehensive Plan PROSA Element goals and policies back for a public hearing and Planning Commission recommendation at the October 5th meeting, provided the Commission does not request further information or analysis that would necessitate another study session prior to that date.

ATTACHMENTS

Attachment A – Current PROS Plan Goals and Policies

Attachment B – Proposed PROSA Plan Goals and Policies

Current PROS Plan Goals and Policies

Goals

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

- 1.1 Preserve, protect, and enhance natural, cultural and historical resources, and encourage restoration, education and stewardship.
- 1.2 Provide a variety of indoor and outdoor gathering places for recreational and cultural activities.
- 1.3 Plan for, acquire and develop land for new facilities to meet the need of a growing population.
- 1.4 Maintain environmentally sustainable facilities that reduce waste, protect ecosystems, and address impacts of past practices.
- 1.5 Create efficiencies and reduce maintenance costs by using new technology, contracted services and volunteers where appropriate.
- 1.6 Maintain safe, attractive facilities using efficient and environmentally sustainable practices.
- 1.7 Encourage a variety of transportation options that provide better connectivity to recreation and cultural facilities.
- 1.8 Improve accessibility and usability of existing facilities.
- 1.9 Improve and leverage the potential of existing facilities.

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

- 2.1 Provide and enhance recreational and cultural programs to serve all ages, abilities, and interests.
- 2.2 Provide affordable programs and offer financial support for those who qualify.
- 2.3 Create programs to support and encourage an active and healthy lifestyle.

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

- 3.1 Determine the community's need by conducting need assessments.

Attachment A - Current PROS Plan Goals and Policies

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

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

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

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.

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

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

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

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

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

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

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

5.3 Create volunteer opportunities to encourage citizen involvement and participation.

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

Proposed PROSA Plan Goals and Policies

**Indicates new or significant change*

Goals

1. *Preserve, enhance, maintain, and acquire built and natural resources to ensure equitable high-quality access for current and future residents.

1.1 Encourage restoration, protection, preservation, education, and stewardship of natural, cultural, art, and historical resources.

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

1.3 Plan for acquisition and development of land with defined metrics to meet the needs of Shoreline's growing and changing demographics.

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

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

1.6 Support a variety of multi-modal infrastructure options, such as trails, paths, and bikeways, that improve accessibility to resources in an equitable manner.

1.7 Improve accessibility and usability of existing facilities.

1.8 *Explore opportunities to increase use of City facilities to meet community needs.

1.9 *Support climate change mitigation efforts and critical area conservation and City trees.

2. *Provide park, recreation, cultural, and art services in an accessible and equitable manner based on community needs.

2.1 *Provide and enhance recreational and cultural programs which are responsive to diverse needs of Shoreline.

2.2 Increase access to fee-based services by providing affordable programs and financial support.

2.3 *Create culturally responsive and accessible programs that engage community and support active and healthy lifestyles.

2.4 Determine priority for resources and services by conducting regular needs assessments.

Att. B - Proposed PROSA Plan Goals and Policies

2.5 Adjust program and facility offerings to align with demographic trends, community feedback, and needs assessments.

3. Establish and strengthen partnerships with other entities and communities to maximize use of all resources.

3.1 Collaborate with and support public and private partners to strengthen community-wide resources and programs.

3.2 Seek public and private partners in the planning, enhancement, and maintenance of resources and programs.

3.3 Develop and improve mechanisms for public outreach, communication, and coordination among all partners.

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

4. *Utilize an equity-based framework to engage communities in park, recreation, and cultural services decisions and activities.

4.1 Encourage consistent and effective public involvement in planning processes to engage underserved communities, as identified by program and population data and community needs assessments.

4.2 *Utilize effective communication strategies to inform residents of opportunities to participate in services, program and policy decisions, and other activities.

4.3 Create volunteer and other opportunities to encourage resident involvement and participation.

5. *Expand and strengthen the City's public art collections and programs.

5.1 *Include public art in the City's placemaking efforts.

5.2 *Support and reflect the City's commitment to anti-racism, equity, and inclusion through public art collections and programs.

5.3 *Encourage public and private partnerships which integrate and support art in the community.

5.4 *Support Shoreline's creative economy.

5.5 *Integrate Public Art within Parks, Recreation and Cultural Services and the City.