CHAPTER 9 PARKS AND RECREATION

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CHAPTER 9 PARKS AND RECREATION

I. Introduction

A. Purpose

The purpose of the Parks and Recreation ~~planning~~ element is to provide a balanced and creative set of policies, goals, and strategies based on assessed needs of the community. This element ~~will direct~~directs city decision makers and staff regarding sustainable and equitable acquisition, development and management of park lands, the costs involved in maintaining and/or improving open space, trails and park facilities, the provision of recreational services, and coordination of community services (such as cultural arts, senior services, and neighborhood outreach~~)~~), and funding and partnership opportunities during the next twenty years.

B. Quality of Life

The quality of Parks and Recreation facilities and services directly affects how satisfied Everett residents are with community life. ~~Surveys (Parks, Recreation and Open Space (PROS) Plan Surveys 2016, Strategic Plan Household Survey 2006, Strategic Plan Community and Stakeholder Survey 2006, Community Survey 2004, Everett 2000, Hebert and Youth Surveys)~~Surveys have repeatedly shown over the years that Everett residents enjoy existing park and recreation amenities, want their parks effectively maintained, and would like ~~more.~~improved and new parks and trails that connect them. The provision of adequate facilities and services during the next twenty years is considered integral to maintaining and enhancing the quality of life in Everett for its residents, businesses, and visitors. (Parks, Recreation, and Open Space (PROS) Plan Surveys 2021 and 2016, Strategic Plan Household Survey 2006, Strategic Plan Community and Stakeholder Survey 2006, Community Survey 2004, Everett 2000, Hebert and Youth Surveys)

C. Parks Vision, Mission, and Guiding Principles

The Parks & Facilities Department is dedicated to managing and enhancing existing programs, facilities and services and pursuing long-term goals through the cost-effective acquisition and development of new park land, programs, facilities, and services based on recommended standards, assessed needs, and resource availability.

The Parks & Facilities Department has been focusing on providing park facility and athletic rentals, supporting special events, improving efficiencies and seeking innovative partnerships through a request for proposal process. The Department seeks to provide quality services to the community either directly or through effective partnerships and oversight.

The Parks & Facilities Department has developed a Vision and Mission to guide its efforts and that has shaped policies and strategies in this Element and the PROS Plan.

A **Vision Statement** focuses on tomorrow and describes how the Parks & Facilities Department will manage the parks system.

> *We are committed to providing a modern and inviting park and facility system that is well-managed and that embraces innovation, partnership, sustainability, adaptability, and equity in meeting the needs of the Everett community.*

A **Mission Statement** focuses on today and what the Department does to achieve the Vision.

> *The City of Everett Parks and Facilities Department enhances our community's quality of life by:*
>
> - *Being stewards to preserve, protect, and enhance public lands, facilities, and amenities for present and future use;*
> - *Hosting community celebrations, enrichment activities, and finding partners to create new experiences and;*
> - *Promoting a sense of community identity, volunteerism, and social connection.*

Guiding principles flow from the Vision and Mission to help interpret and implement this element and the PROS Plan:

- *Providing a wide variety of quality parks and trails that are attractive, clean, and safe.*
- *Meeting the needs of the community with quality customer service.*

- *Creating places for events, programs, art, and culture.*
- *Helping connect people to nature and shorelines.*
- *Providing an inclusive parks and trails system for all to enjoy together.*
- *Being valuable stewards of park lands and protecting natural resources.*

II. Demand for Parks and Recreation

The Growth Management Act requires that the City of Everett complete a comprehensive plan. Parks and Recreation is viewed as an optional element of the plan based on the Act's requirements~~.~~ unless funding is provided. Parks and recreation is, however, a critical issue regarding quality of life in Everett and an essential part of the City's comprehensive plan. Everett has grown since the last PROS Plan was adopted in ~~2007~~2016, and programs and services must be properly planned and funded to meet growth.

~~The Parks, Recreation & Community Services Department is dedicated to managing and enhancing existing programs, facilities and services and pursuing long-term goals through the cost-effective acquisition and development of new park land, programs, facilities, and services based on recommended standards, assessed needs, and resource availability.~~

~~It is the vision of the Parks, Recreation & Community Services Department to be viewed as a best-in-class provider that is centered on meeting the community values that support Everett citizens' and visitors' needs and desires for cost effective and accessible parks, recreation facilities, and programs for people of all ages. The mission of the Parks, Recreation & Community Services Department is to bring all Everett citizens and visitors together on the City's common grounds and facilities. This is done through a wide variety of quality recreational and park experiences that welcome everyone. Success is measured by customer satisfaction, efficiency, and community development of public spaces and recreation services that meet the values and needs of Everett's citizens and visitors. The Parks, Recreation & Community Services Department provides parks, play fields, centers, recreation amenities, trails, and pools that are attractive, clean, safe, and accessible.~~
The development of parks and recreational facilities in the Everett area is guided by the City of Everett's Parks, Recreation, and Open Space Plan (~~2016-2035~~2022-2044), which includes open space and facility standards~~ based on National .Recreation and Parks Association standards, and the 2013-2018 Washington State Comprehensive Outdoor Recreation Plan (SCORP).~~

~~A. Level of Service (LOS)~~

~~One aspect of fulfilling the community's recreational needs is providing enough facilities and services to adequately support the population. This ratio of unit per population is expressed as level of service (LOS). Levels of service are established through the analysis of the following:~~

~~1. Inventory of existing park facilities and recreation services;~~

~~2. Community surveys and analysis, and~~

~~3. Professional guidelines identified within the Washington State Comprehensive Outdoor Recreation Plan (SCORP), and by the Recreation and Conservation Office (RCO), and National Recreation and Parks Association (NRPA).~~

~~LOS, along with research, analysis and evaluation, forms the foundation for determining policy and implementing measures such as development regulations, capital improvement plans, impact fee assessments, and other applicable public programs.~~ Community parks and recreation demand and needs have been determined based on:

- Participation with parks and recreation
- Community demographics and growth
- Gaps and opportunities

Based on this evaluation, a level of service is stated, which can be supported by expected revenues and partnerships.

A. Parks and Recreation Demand and Needs

Summary Inventory

Everett provides over 920 acres of parkland and over 12 miles of multipurpose trails. The park system contains a wide range of facilities, from neighborhood parks like Clark or Wiggums Hollow to regional attractions like Forest Park or Thornton A. Sullivan Park on Silver Lake. The PROS Plan contains a detailed inventory and classification system.

Participation

The PROS Plan shares information about participation trends at a local, state, and national level. In summary, walking trails, access to the natural environment, and play facilities are top activities.

~~B. Recreation Needs Study (Demand Analysis)~~

~~The community's recreational needs or demand analysis is based on information derived from and analysis of the following sources of information:~~

- ~~Parks, Recreation and Open Space (PROS) Plan 2016-2035~~
- ~~PROS Plan Web-based surveys of city adult and youth residents to determine park use practices, condition assessments, and recommendations~~
- ~~Public workshops and forums with neighborhood residents across the City of Everett to determine their condition assessments and project proposals~~
- ~~Web-based survey of registered voters to determine final project and program priorities and resolve financing preferences~~
- ~~Trends Analysis~~
- ~~Parks and Recreation Historical Demand~~
- ~~User Groups and recreation participant surveys~~
- ~~Other City Department Policies and Procedures~~
- ~~Regulatory and Public Law Requirements~~
- ~~Washington State Comprehensive Outdoor Recreation Plan~~

~~This analytical work is used to determine what programs, services, and facilities are most needed and desired by city residents and to establish policies, goals, and strategies for the Everett Parks, Recreation & Community Services Department for the near term. The Parks, Recreation & Community Services Department actively updates its decision data to identify changing recreational needs of the community.~~

Everett PROS Surveys and Engagement of about 700 people in 2021 show that respondents tend to participate in passive activities such as trail walking/jogging, appreciating views and nature, using family facilities such as picnic areas and playgrounds, and participating in community events.

State Participation Trends indicate walking is a top activity across the state and in the region. The 2017 State Comprehensive Outdoor Recreation Planning (SCORP) survey found that participation rates for walking was more than 90% statewide, a result found similarly across ages, races, incomes or regions of the state. Other popular activities in the region included

visiting shorelines, hiking, attending outdoor events, and playing.

National Participation Trends shows providers offering a range of active and passive facilities and programs. Top planned facilities included family activities (playgrounds, splash areas, and picnic shelters), dog parks, restrooms, turf sports fields, walking and fitness trails, disc golf courses, and sports courts. (Recreation Management, 2020)

Demographics and Growth

The PROS Plan community profile is summarized below. Demographic trends are shown in Table 1 and Table 2 citywide and by city council district. The districts are shown in Figure 1. The results show:

- **Everett is growing.** Everett's population grew over the 2010-2020 period, particularly in Districts 2 and 5. Areas surrounding planned light rail stations, downtown MetroEverett, arterial corridors, and waterfront areas are anticipated to accommodate future growth in higher density mixed use redevelopment.
- **Population hubs are in south Everett** along with higher job densities. The needs of both residents and employees are important when considering park and recreation access.
- **Everett's population is trending older.** Over the last 10 years, the share of households with one or more members over 65 increased by 6%. Still, Everett has a higher proportion of adults in their 20s and 30s than the county. Compared to citywide shares, Districts 2 and 3 have slightly higher shares of older adults, and Districts 4 and 5 have slightly higher shares of children under 5 years old.
- **Everett is growing more diverse.** Since 2010, Everett's population has grown in its share of residents who are persons of color. Also, more than one quarter of residents speak languages other than English.
- **Everett's median household income is 30% lower than the Snohomish County median,** and lower income households are found in each district, but particularly in District 4.

Table 1. Everett Population Size, Density, and Park Access by District, 2020.

District	Population, Estimated , 2018, Census Block Groups	2010-2020 Percent Change in Population	Population Density (Pop per Acre)	Job Density (Jobs per Acre, 2018)	Percent Pop in a 10-minute walkshed of Active Park
District 1	22,665	7.3%	5.0	3.8	76%
District 2	23,902	14.5%	5.3	4.4	80%
District 3	22,261	5.4%	4.3	7.8	68%
District 4	22,744	10.2%	10.2	3.6	32%
District 5	22,749	12.4%	9.0	4.3	63%
Total	**114,322**				**63.8%**

Note: The percent population in a 10-minute walkshed are estimates based on the 10-minute walkshed areas developed by BERK. These should be used for planning purposes and for understanding the relative access between districts.

Sources: Washington OFM, 2020; LEHD Employment Statistics based on ACS 5-year Estimates, 2018; City of Everett, 2021; BERK, 2021.

Table 2. Everett Demographic Diversity by District (% of District Population), 2018.

District	People of Color	Non-English Speaking Households	Children Under 5	Adults 65 and older	Low-Income Individuals
District 1	29%	4%	5%	12%	35%
District 2	27%	3%	5%	13%	31%
District 3	29%	4%	6%	14%	23%
District 4	54%	15%	8%	8%	46%
District 5	40%	7%	7%	13%	32%
All Everett	**36%**	**7%**	**6%**	**12%**	**33%**

Sources: 2018 American Community Survey 5-year Estimates, summarized by EJScreen; BERK, 2021.

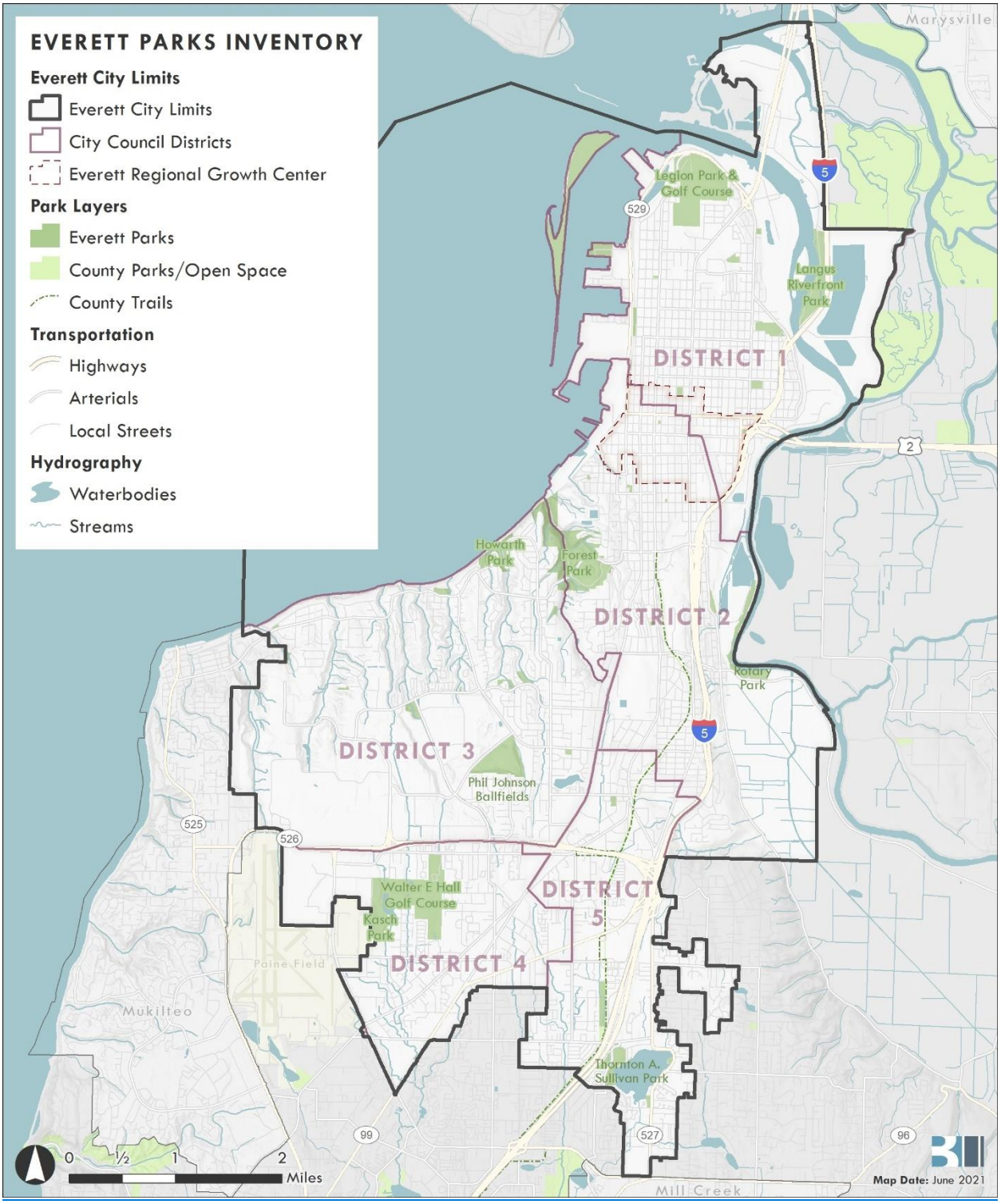
Gaps and Opportunities

As shown in in Table 1, 64% of Everett residents live within a **10-minute walkshed** of a park. This coverage is strongest in Districts 1 and 2. Lower shares of access are found in Districts 3, 4, and 5 but geographically there are gaps in all districts, particularly in central and south Everett.

Opportunities to fill gaps are detailed in the PROS Plan, and include a variety of approaches such as:

- Improving undeveloped and special use parks to provide a wider range of facilities
- Increasing pedestrian and bicycle access to parks
- Acquiring property for parks and trails
- Partnering with schools for after-hours access

Figure 1. Districts



B. Levels of Service

The parks system levels of service concept is to invest in the park system at a rate like what current residents and employees enjoy. A level of service is proposed for residential equivalents, which is the combination of residents and a share of employment (around 23%) considering park hours available. The "base" LOS is the minimum standard the system is designed to meet, and the "target" LOS is an aspirational figure to strive to meet if resources allow.
The capital improvement program in the Capital Facilities Element is designed to achieve the following:

Total Park Acres:
- No net loss of existing system (Base)
- Residential Only: 8.2 acres per added 1,000 population (Target)

Developed Park Acres:
- Residential Only: 1.7 acres (Base)

Neighborhood/Downtown Park Acres:
- Residential Equivalent: 0.5 acres (Base)

Trail Miles:
- Paths Residential Only: 0.14 linear miles (Base)
- Multipurpose Residential Equivalent: 0.09 linear miles (Base)

Access: Achieve a 10-minute walk to a park or trail for at least:
- 65% of the residential population in each district to match the current citywide rate (Base)
- 80% of the residential population in each district by 2044 (Target)

Investment: Maintain the current investment per capita as growth occurs.

LOS Definitions

Residential Equivalent: Developed Park Acres refers to improving the capacity of Everett parkland for public use to achieve intended park standards, whether for active, passive, or conservation purposes. The parkland classification or service area may be regional, community, neighborhood, urban, natural area/greenway, linear park/trail, garden/gateway, or special use. Examples of development include but are not limited to, changing turf fields to synthetic offering more play time, expanding the size and capacity of a playground, adding a restroom to a park, adding paths or picnic facilities to an undeveloped property, providing a community garden or dog park on an unimproved portion of a park, and other similar efforts.

Developed Park Acres: Developed Park Acres refers to improving the capacity of Everett parkland for public use to achieve intended park standards, whether for active, passive, or conservation purposes. The parkland classification or service area may be regional, community, neighborhood, urban, natural area/greenway, linear park/trail, garden/gateway, or special use. Examples of development include but are not limited to, expanding the size of a playground, adding a restroom to a park, adding paths or picnic facilities to an undeveloped property, providing a community garden or dog park on an unimproved portion of a park, and other similar efforts.

Neighborhood/Urban Park: Neighborhood Parks are intended for frequent and convenient access to basic recreation activities and opportunities. They typically serve neighborhoods within walking distance of a half mile. Neighborhood parks provide passive, multiuse space, with opportunities for active recreation where consistent with site conditions and compatibility. This may include areas such as multi-use fields and courts, play equipment, trails, picnic areas, and open space. Neighborhood parks provide open space values. They are less suited for longer stays, heavily programmed activities, or larger rental or permit-required spaces. These parks prioritize open space over parking and encourage visitation through pedestrian and bike networks. Since these parks serve the immediate neighborhood they typically do not have restrooms.

Urban Parks offer urban community gathering and special event space, and other recreation features. Many offer places to sit and space for performers and vendors. They may provide neighborhood park functions for residents living in the urban core.

Paths: Paths are a continuous way within a park designated for pedestrians or bicyclists made of a variety of surfaces depending on environmental sensitivity and usage levels. Surfaces may be soft or pervious, hard or impervious, or boardwalks.

Multipurpose Trails: Multipurpose trails are shared-use paths within a right of way or within a linear park. Multipurpose trails are often separated from traffic by open space or physical barriers and providing two-way travel for bicyclists, pedestrians,

skaters, wheelchair users, joggers, and other users like e-bikes and scooters consistent with City rules. Some common locations for shared-use paths are along rivers, streams, utility rights of way, abandoned railroad rights of way, and between parks as well as within existing roadway corridors. Examples include the Interurban Trail and Mill Town Trail.

Table 3. Level of Service Standards

Feature	Population Basis	Base LOS	Target LOS
Acres per 1000			
Total Acres per 1000	Residential[1]	No net loss	8.2
Developed Acres	Residential[1]	1.7	
Neighborhood/ Urban Acres	Residential Equivalent[2]	0.5	
Miles per 1000			
Paths in Parks	Residential[1]	0.14	
Multipurpose Trails	Residential Equivalent[2]	0.09	
Other			
Access: District Pop. Share	Residential[1]	65%	80%
Per Capita Investment	Residential Equivalent[2]	$2,927	

[1]*Residential: 112,700*
[2]*Residential Equivalent: 130,006*

Capital projects meet acre, mile, and access levels of service standards and fit within the investment standard. The investment standard helps the City determine the capital budget and is directly related to the parks impact fees.

It is expected that the City will balance the LOS standards as follows: If the City can cost-effectively provide the acre, mile, and access levels of service standards it may have a lesser capital investment in its budget.
Applying the levels of service for parks and trails to the anticipated population by 2031 (a 10-year window for park impact fees) and 2035 to match the City's growth targets shows a number of acres and trail miles to plan in capital projects. The capital improvement program in the Capital Facilities Element is designed to achieve the following:

Table 4. Level of Service – Current and Future Demand

	Current	Future Need	
	2020	2031	2035
Developed Acres	190	+64.7	+88.2
Neighborhood/Urban Acres	63.2	+21.5	+ 29.3
Paths Miles	15.4	+5.3	+7.2
Multipurpose Miles	12.2	+4.1	+5.7

The PROS Plan also identifies needs to the year 2044 in anticipation of the Everett's next periodic review of the Comprehensive Plan.

C. Other Measures of Quality

The PROS Plan identifies other measures to create a well-functioning park and recreation system including minimum standards for park classifications, maintenance standards, and operational standards.

D. Parks and Other Initiatives

This element and the PROS Plan help advance and are meant to be consistent with City plans and initiatives including but not limited to:

- **MetroEverett Plan:** In addition to policies addressing the relationship of future development and parkland to ensure solar access, there are catalyst projects in the 2018/2020 MetroEverett Plan to enhance the center, including a public plaza in station plans, providing public open spaces and plazas on larger parcels as part of redevelopment, and providing visual access to the waterfront at the west end of Hewitt Avenue.
- **Multimodal Transportation Plans:** The Comprehensive Plan Transportation Element, the City's Transportation Improvement Program, and other non-motorized plans include improvements to bicycle facilities and sidewalks that connect people to parks and trails.
- **Shoreline Access Plan:** In 2019, the City adopted a Shoreline Public Access Plan and a number of improvements are associated with public lands including parks. Several proposals for access are located along the marine shoreline, Snohomish River, and Silver Lake, and referenced in the Capital Facilities Element.
- **Climate Action Plan:** This element and the PROS Plan help meet Everett's 2019 Climate Action Plan strategy to increase, protect, and restore green spaces and natural areas. The strategies include establishing an updated tree policy for parkland and recommending neighborhoods where private tree planting could help reduce heat island effects.
- **Hazard Mitigation Plan:** Everett's 2018 Hazard Mitigation Plan suggests seismically retrofitting city facilities including parks buildings as well as securing materials inside buildings. The element and PROS Plan recommend adaptation of parks in areas at risk for sea level rise or flooding, or that are subject to geologic hazards. Policies also support investments that avoid potential hazards.

III. Parks and Recreation Element – Goals and Policies~~, Goals, and Strategies~~

The following section contains the ~~policies, goals, and strategies for the~~ Parks and Recreation ~~Element of the Everett Growth Management Comprehensive Plan. The statements of "policies, goals, and strategies" are~~ goals and policies intended to guide ~~the public and those who make~~ decisions about ~~our future~~the parks and recreation facilities and services that the City provides. These are in alignment with the PROS Plan.

Goals identify long term outcomes or desired results. Policies ~~are plans or~~ support goals, providing courses of actions designed to ~~determine decisions. Goals are broad statements of the community's desires and are supported by Parks and Recreation policies. The strategies are specific actions that are designed to help achieve goals.~~achieve the goals.

Wellbeing, Inclusion, Equity

Goal 9.1 Create a park and trail system that promotes active and healthy lifestyles.

Policy 9.1.1 Provide a park system that makes it easy for people to be active year-round and improve health outcomes in all communities.

Discussion: Making it easy to be active could include providing facilities that are usable in multiple seasons, connecting neighborhoods to trails and parks, and providing parks in proximity to high population or job densities.

Policy 9.1.2 Encourage concessionaires to offer one or more healthy food and snacks choices at events and within park facilities.

Policy 9.1.3 As part of recreation programs or educational offerings, share information about physical activity, nutrition, and substance abuse prevention as appropriate.

Goal 9.2 Promote inclusion across all public spaces, places, facilities, and programs.

Policy 9.2.1 ~~Strategy 9.2.5~~ Make all parks, including playgrounds and restrooms, ADA accessible and inclusive.

Policy 9.2.2 Encourage universal design of parks and trail facilities.

Description: Universal design means the design of environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. Universal design takes advantage of topography, grading, wide sidewalks, intuitive design, and inclusive mobility. (Planning Magazine, March 2016)

Policy 9.2.3 Consider environmental supports and practices that promote inclusion for all community members.

Description: Examples of environmental supports and practices may include: language translation, culturally sensitive program hours, audio/visual supports, large print signage, gender-neutral restrooms, and signage and enhancements (artwork, murals, etc.) that promote diversity and inclusion.

Goal 9.3 Provide parks and recreation facilities within a 10-minute walk of each resident.

Policy 9.3.1 Increase the amount of parks and trails for all residents in Everett consistent with level of service standards.

Policy 9.3.2 Provide just and fair quantity, proximity and connections to quality parks, trees, green spaces, and recreation facilities in Everett.

Description: This is based on a definition of equitable park access by the National Recreation and Park Association (NRPA).

Policy 9.3.3 Seek to fill gaps in parks, trees, and trails in underserved areas.

Policy 9.3.4 Work with School Districts on off-hours "drop in" to facilities in underserved areas.

Policy 9.3.5 Remove barriers to parks and improve sidewalks and bike facilities to improve access to parks.

Capacity

Goal 9.4 Invest in the capacity, quality, and sustainability of the parks and trails system as growth occurs.

Policy 9.4.1 Adopt a level of service addressing park and trail quantity, park distribution, and investment levels to meet the needs of Everett's growing community. The City's levels of service are stated in Table 3.

Policy 9.4.2 Maintain and develop recreation facilities to meet recreation program needs of the Everett community. ~~Strategy 9.2.10 Maintain and develop recreation and community complexes to meet the core recreation program needs of residents.~~

Discuss: The City provides parks facilities and fills gaps in recreation for underserved populations for special recreation needs. Everett works with partners to provide general recreation programs.

~~Goal 9.~~ ~~**Growth Targets.** The Growth Management Act requires that counties plan for growth using the State Office of Financial Management's (OFM) population forecasts for each county. Each county works with the cities within the county to accommodate the growth target it establishes from the low to high population range provided by OFM. Snohomish County's Countywide Planning Policies provide direction on how to allocate OFM's countywide forecast to cities, urban growth areas (UGAs), and the rural areas of the County using the cooperative planning process of Snohomish County Tomorrow. (Snohomish County Tomorrow is a growth management advisory group consisting of city and county elected officials supported by County staff.) The updated comprehensive plans of all jurisdictions in the County must collectively be capable of accommodating the OFM forecasted population.~~
~~In January 2002, OFM released new 2025 population forecasts for counties that included a low, high, and intermediate population. Snohomish County Tomorrow developed draft low and high population and employment forecasts, which were distributed throughout the County using the Puget Sound Regional Council's forecast analysis zones (FAZs). Based on those, the City of Everett Planning Commission and City Council selected draft targets that are at the low end of the 2035 forecast range for population, and the high end of the 2035 range for employment. Depending on the specific growth alternative plan selected by the community, more definitive strategies will be developed to implement the chosen plan through the annual review process.~~

~~A. Policy #1~~
~~Meet the mandates of the community for quality maintained parks, accessible trails, inviting recreational facilities and amenities, and energizing recreation programs that position the Parks and Recreation Department as one of the best managed park and recreation agencies in the State of Washington.~~

~~Goal 9.1 Achieve the park and recreation facility standards in the Parks and Recreation Comprehensive Plan while improving existing parks and recreation facilities that will extend their useful asset life and provide a quality image of Everett's neighborhoods and the community as a whole.~~

Goal 9.5 Maintain or improve the quality of the system for current residents as the system expands to meet the needs of growth.

Policy 9.5.1 Phase improvements in the park and trail system to remove barriers and increase equity through:

a. Improving existing parks.
b. Opening undeveloped parkland in the City's inventory.
c. Adding new trails that connect neighborhoods to existing parks.
d. Adding new parks.
e. Adding or improving tree canopy.

Discussion: Examples of equity and leveraging existing parks include:

**Add variety to existing parks to appeal to more users.*

**Add more activities at special use or niche facilities; for example, perimeter paths or mini-golf at golf courses.*

**Connect trails to existing parks in areas with lower access.*

**Develop undeveloped assets first in gap areas.*

**Develop partnerships with recreation and education partners to provide transportation to parks/recreation in underserved areas and for underserved persons (e.g. seniors and youth).*

This policy supports the Parks LOS by considering the development of existing parkland, adding parkland (e.g. neighborhood parks) and connecting trails in order to help a greater share of the population to access public parks and open space.

Policy 9.5.2 Prioritize capital facility investments based on the following principles:

a. Equity: The investment fills gaps in underserved areas, improves access for the young or elderly, or improves access for households in poverty or persons of color.
b. Accessible & Active Lifestyle: The investment improves accessibility by foot, bike, or by car; or the investment leverages the existing

system (e.g. adds developed acres, extends trails, improves usability in multiple seasons).

c. Stewardship: The investment supports Everett's fiscal policies; is eligible for capital funding, or responds to a unique partnership opportunity, or extends the facility lifecycle; and reduces maintenance needs or sustainable maintenance resources are available.

d. Engagement: The investment supports the Vision, Mission and Values; or leverages this plan or other City plans or priorities; or reflects public feedback, needs, or trends; or supports long-term engagement (e.g. volunteerism, learning).

e. Quality & Capability: The investment provides public, environment, economic, or cost recovery benefits; or the investment improves facility quality; or the City is positioned to provide efficient and quality services.

Policy 9.5.3 Prioritize the acquisition of new land for parks and recreation using the following criteria:

a. The proposed acquisition serves an identified gap area.

b. The proposed acquisition is within ½ mile of high-capacity transit facilities (e.g. light rail, bus rapid transit) or serves a high population density.

c. The proposed acquisition furthers the goals or policies of the Comprehensive Plan or other adopted City plans or initiatives.

d. The proposed facility builds multi-use trails that connect parks and recreational facilities.

e. The proposed acquisition is located where there are limited recreation partner facilities (e.g. schools, non-profit recreation open to the public) and the City is the best provider of service.

f. The acquisition leverages other partner investments (e.g. schools, non-profits, and Everett departments of public works and utilities) to advance healthy lifestyles in underserved areas.

g. The acquisition avoids, or is designed to address, potential environmental hazards.

Variety and Quality

Goal 9.6 Provide a diverse system of parks and trails.

Policy 9.6.1 Classify parks and trails based on the size, service area, and typical character. Each park should be improved over time to achieve minimum standards to meet the needs of the community and to provide for consistent and sustainable management and maintenance. ~~Strategy 9.1.6 Establish design standards and principles for each classification of park type to force park designers to design to specific outcomes when parks are updated or developed new.~~

Policy 9.6.2 Within park sites, provide for active and passive park elements consistent with park classifications, site conditions, master plans, and community engagement results.

Policy 9.6.3 ~~Strategy 9.1.1~~ Evaluate each park site to continually update long-term maintenance needs and include capital improvements for each site that will enhance the use and value to the community, the neighborhood, and customers of the park.

~~Strategy~~Policy 9.6.4 ~~1.2~~ Develop ~~site Master Plans~~ conceptual plans for ~~all~~new parks that are customized to the ~~neighborhood and for the community it serves, and ensure a~~needs of intended users, together with funding ~~commitment~~commitments to implement the plans ~~in advance of planning efforts desired to build trust in the community~~.

~~Strategy 9.1.3 Increase the amount of parks and open space acreage in the City and improve the distribution of park access for all residents in Everett.~~

Policy 9. 6.5 Replace underperforming equipment with amenities that provide high value and interest for park users. ~~Strategy 9.1.7 Remove underperforming equipment in parks and fund for replacement with amenities that provide high value and energize the park users in a positive manner.~~

Policy 9. 6.6 Ensure that quality park amenities, based on neighborhood feedback and need are provided within a 10-minute walk.

Connection and Access

Goal 9.7 ~~Strategy 9.2.8~~ Improve ~~the quality and~~ access to recreational amenities throughout the community by adding more amenities, and creating better connection through trails, sidewalks and bike lanes.

Policy 9.7.1 ~~Strategy 9.2.9~~ Provide an equitable distribution of recreational facilities and

amenities in parks to close the gaps in services across the City.

Policy 9.7.2 Phase improvements such as providing small linear parks or pocket parks that offer activities for neighborhoods while larger acquisitions or developments are accomplished.

Policy 9.7.3 ~~Strategy 9.1.4~~ Develop trails and greenways in the City to connect the community to parks, waterways and other attractions ~~in the City~~and that allows residents to move ~~freely without interference of~~safely in areas with traffic.

Policy 9.7.4 ~~Strategy 9.2.2~~ Improve the signage to parks and trails in the City to encourage greater use and access to parks, recreation facilities, and attractions.

Policy 9.7.5 Seek to provide at least one park facility within each District capable of hosting a community event.

Natural Environment and Shorelines

Goal 9.8 Conserve open space and protect critical areas in the park system.

Policy 9.8.1 ~~Strategy 9.2.11~~ Create design and maintenance standards that include environmental stewardship and sustainability. ~~associated with the resource.~~

Discussion: Elements of sustainability include but are not limited to promoting recycling and reducing trash, providing facilities that use renewable energy, and conserving resources including water (e.g. drought tolerant plants, native plants).

Policy 9.8.2 Manage park lands to protect the functions and values of ecosystems, protect wildlife corridor, and to be compatible with adjacent land uses.

Policy 9.8.3 Acquire and preserve special or unique lands for future generations.

Policy 9.8.4 Acquire and preserve shoreline access consistent with the Shoreline Public Access Master Plan.

Policy 9.8.5 Support water enjoyment opportunities that provide for recreational use or visual access of the shoreline for the general public.

Policy 9.8.6 Protect historic and cultural resources in accordance with local, state, and federal historic registers and standards when developing or redeveloping park facilities.

Policy 9.8.7 Design new parks and adaptively modify existing parks to anticipate effects of climate change such as sea level rise, flooding, drought, and heat. Collaboratively implement the Everett climate action plan.

Policy 9.8.8 Conserve energy and reduce greenhouse gas emissions through implementation of alternative technologies to be more efficient, such as reducing power and fuel consumption.

Trees

Goal 9.9 Establish, replace, and maintain trees in parkland and rights of way recognizing clean air, shade, and habitat benefits.

Policy 9.9.1. Develop an Urban Forest Management Plan that sets a vision and strategies for tree canopy management in Everett on public and private lands. Develop an interdepartmental implementation strategy for public lands.

Policy 9.9.2. Educate Everett community members on the value and best management practices to maintain trees on their properties.

Policy 9.9.3 Review and update Everett's integrated pest management program for parks. Identify areas that are pesticide free for recreation opportunities.

Policy 9.9.4 Prioritize maintaining and caring for existing tree canopy managed by the Parks and Facilities Department. Through stewardship or maintenance plans, address tree and forest management.

Policy 9.9.5 Maintain or improve tree canopy shares in Everett' s parklands and streetscapes. Prioritize canopy enhancement projects in the Districts and neighborhoods that have the lowest canopy cover. Strategically and equitably implement tree canopy in areas with higher heat island effects.

Policy 9.9.6 On parklands and streetscapes, treat or remove diseased trees, trees posing safety hazards, or trees that are at the end of their lifespan consistent with professional standards and environmental regulations. Provide for tree replacement or establishment in suitable locations.

Policy 9.9.7 Allow for view corridors as outlined in the Urban Forest Management Plan.

Policy 9.9.8 ~~Strategy 9.1.5~~ Continue the Green Everett Partnership ~~with Forterra to complete~~ and update the twenty-year plan to manage Everett park forested areas in a sustainable manner.

Policy 9.9.9 Partner with community organizations to educate residents to establish, replace and maintain trees on their own property.

Golf Courses

Goal 9.10 Provide quality and affordable public golf courses for recreation and open space values.

Policy 9.10.1 Employ innovative, environmentally responsible golf course maintenance best practices. Increase ecological benefits of golf courses.

Policy 9.10.2 Adopt comprehensive golf course standards.

Policy 9.10.3 Set key performance indicators (KPI) for rounds and revenue, cost of sales, labor, and course maintenance.

Policy 9.10.4 Seek consultation from professional organizations such as the United States Golf Association (USGA).

Policy 9.10.5 Promote better use of practice areas.

Goal 9.11 Evolve golf courses to appeal to recreation interests of a broader spectrum of users.

Policy 9.11.1 Provide programs to encourage greater access to golf by underrepresented populations (e.g. women, people of color, youth and disabled). For example, programs with First Tee, First Green, Audubon, etc.

Policy 9.11.2 Promote multi-use of courses.

Discussion: Examples of multiple uses could include: adding a driving range, mini-golf, E-golf, alternative sports (e.g. soccer golf, frisbee golf), perimeter walking trails, community rental and program space, etc.

Goal 9.12 Provide a sustainable golf course enterprise that meets cost recovery goals.

Policy 9.12.1 Operate and maintain facilities through the use of cost-effective public-private partnerships to ensure economic self-sustainability.

Policy 9.12.2 Maintain user fees at an affordable and competitive price point to make the sport accessible to all.

Policy 9.12.3 Consider offering a range of food and beverage choices to appeal to golfers and the community at large as a destination.

Policy 9.12.4 Seek more partnerships (e.g. corporations, local businesses, schools, non-profits, utilities).

Policy 9.12.5 Develop asset management plans and undertake master planning updates to create an overall vision for long-term capital and equipment needs integrating multi-use concepts and revenue opportunities.

Policy 9.12.6 Use alternative techniques to provide irrigation water to golf courses, e.g. groundwater wells and stormwater facilities.

Maintenance and Safety

Goal 9.13 Use best practice industry standards and technology for maintenance of grounds, recreation facilities, greenways, and special use parks that are sustainable, practical, and appealing.

~~B. Policy #2~~
~~Maintain best practices industry standards as it applies to maintenance of grounds, recreation facilities, greenways, and special use parks that creates strong community appeal and increases the value of living in Everett.~~

~~Goal 9.2 Implement park and facility maintenance standards that optimize the use of staff, volunteers, supplies, and equipment. Achieve parks and facilities that create strong citizen ownership of neighborhood and community park facilities and attractions.~~

Policy 9.13.1 ~~Strategy 9.2.1 Implement maintenance standards~~ Develop and apply maintenance management plans and standards for parks, trails, play fields, landscaped areas, forested areas, and recreation amenities consistent with the PROS Plan and Department policies. ~~as well as~~ B~~b~~udget accordingly to meet the standards and frequencies expected.

Policy 9.13.2 Develop a job-costing program for all tasks performed by maintenance staff to improve staff and equipment productivity and management

decisions. Use maintenance cost information to help inform park and trail design. ~~Strategy 9.2.4 Develop a cost of service program for all tasks performed by maintenance staff to improve staff and equipment productivity and accountability.~~

Policy 9.13.3 ~~Strategy 9.2.3~~ Establish and maintain a preventive maintenance capital improvement program and equipment resource program to increase the efficiency of operations and extend the useful life of park resources.

~~Strategy 9.2.6 Create revenue resources that the Department can depend upon to support ongoing operational and maintenance costs.~~

~~Strategy 9.2.7~~ Policy 9.13.4 Measure the operational impact of new capital improvements prior to development to secure maintenance and operating funding commitment ~~so as~~ to ~~not deplete~~avoid reducing maintenance standards and resources at existing ~~funding levels or overextend staff and equipment~~parks.

Policy 9.13.5 ~~Strategy 9.2.12~~ Create ~~design~~ standards for ADA, inclusion, safety, and security in the design and renovation of facilities.

Policy 9.13.6 Ensure staff are trained on equipment, techniques, and protocols.

Policy 9.13.7 Evaluate park facilities and maintenance practices to improve efficiency and safety.

Discussion: For example, the Garbage Service Plan helps identify the best location of garbage receptacles and maintenance to provide greater efficiency and quality.

Policy 9.13.8 Encourage the community to give back to Everett parks. Promote Everett's pack it in, pack it out initiative. Use volunteers for work parties such as for larger, infrequent efforts.

Recreation

Goal 9.14 Support community events and programs that are inclusive, affordable, and sustainable.

~~C.~~

~~Policy #3 Identify and develop core recreation program businesses of the parks, recreation & community services system that serve all age segments and creates lifetime customers.~~

Policy 9.14.1 ~~Strategy 9.3.5~~ Recognize Everett as a primary provider of community event spaces and activities. Increase special events in the ~~community~~ city and districts to bring the community together and celebrate ~~living in~~ Everett.

Policy 9.14. 2 Facilitate recreation programs offered by Everett or partners at city facilities.

- Identify recreation programs that are best offered by Everett by evaluating available department resources, the market and gaps in service, and cost recovery policies.
- Fill gaps in services particularly for underserved populations and districts.
- Use a request for proposal process to attract program providers to effectively use Everett facilities.
- Consider partnering with schools or other organizations to provide transportation to recreation facilities as services are phased in for underserved districts.
- Connect Everett residents to other recreation providers that have a primary role serving ages, abilities, or interests of the community.

~~Goals~~Policy 9.14.3 Manage all ~~core~~ recreation program businesses to the highest level of productivity and efficiency. Demonstrate quality and professional management so that customers have a positive experience.

~~Strategy 9.3.1 Establish core recreation programs and management program competences by evaluating the market and service mix in the City, and address gaps in services where they exist.~~

~~Strategy 9.3.2 Develop tiered levels of service that will create wide age segment appeal and create lifelong customers in the core programs desired.~~

~~Strategy 9.3.3~~ Policy 9.14.4 Improve coordination of service providers by leading the coordination efforts to not over saturate the market but carve out roles for each agency.

~~Strategy~~Policy 9.~~3.4~~ 14.5 Enhance information services for all programs offered to the community.

~~Strategy 9.3.6~~ Policy 9.14.6 Improve online registration procedures to improve customer convenience and access to services provided.

~~Strategy 9.3.7 Implement customer service standards into program design to gain feedback and build customer loyalty.~~

Financially Sustainable

Goal 9.15 Sustainably fund the Parks and Recreation System through effective use of all available revenue resources.

~~Strategy 9.3.8 Develop a marketing plan for the Department to position the core recreation services appropriately in the City and the region.~~
Policy 9.15.1 Develop methods for increasing fundraising, estate gifting, contracts, and community sponsors.

Policy ~~#4~~ 9.15.2 Create and implement new funding sources needed to meet the community's vision for parks and recreation services, and to maintain a quality park and recreation system in a sustainable manner. Examples include but are not limited to: establishing a park impact fee and a fee-in-lieu of onsite recreation; exploring the formation of a park district; considering a levy; and seeking regional or state funding to support the City's growth allocation in VISION 2050.

~~Goal 9.4 Financially fund the Parks and Recreation System through effective use of all available revenue resources.~~

Policy ~~Strategy 9.4.1~~ 9.15.3 Develop and ~~manage~~maintain a financial plan and fiscal policy for the ~~parks, recreation & community services~~Parks system. The plan and fiscal policy should consider:

- The Department should regularly update near-term and long-term projected revenues along with the annual budget and capital improvement program.
- The Department should maintain grant eligibility such as with regular updates to the PROS Plan.
- The Department should develop a policy regarding acceptance of donations to ensure they meet system needs and can be sustainably maintained.
- General Fund and REET revenues should not be supplanted by revenues from impact fees or other sources.
- Impact fees should be used for capital improvements that add capacity to the park system.
- REET revenues dedicated to Parks should be used for capital improvements, project management, and preservation.
- Capital improvements should not be constructed unless accompanied by the necessary operation and maintenance funding.

~~Strategy~~Policy 9.15.4~~.2~~ Develop a cost of service pricing strategy for all programs and services that meet the community's value system.

~~Strategy~~Policy 9.~~4.3~~ 15.5 Seek ~~a non-tax supported funding source~~committed partners and volunteers to ~~help~~ support the operations of the Parks~~, Recreation, & Community Services~~ & Facilities Department.

~~Strategy~~Policy 9.~~4.4 If appropriate, seek funding through park impact fees and~~ 15.6 Explore a Levy proposal or other ongoing funding opportunities to support ~~needed park and recreation facility and~~ annual maintenance and operations improvements ~~and meet the future needs.~~ ~~of residents.~~

Policy 9.15.7 Establish service standards to share clear expectations regarding maintenance and operation of facilities.

~~Strategy 9.4.5 Develop an earned income strategy for the Department.~~

Policy 9.13.8 Create revenue resources that the Department can depend upon to support ongoing operational and maintenance costs.

~~Strategy~~Policy 9.~~4.6~~ 15.9 Develop an effective ~~marketing~~messaging strategy to ~~communicate~~share with users the true cost of the services provided and seek adjustments to prices based on level of benefit the customers receive over and above the general taxpayer.

~~Strategy 9.4.7 Seek the total Real Estate Excise tax monies available to support upgrading existing parks and recreation assets to bring them up to standards.~~

~~D. Policy #5~~

Partnerships and Integrated Planning

~~Goal 9.5~~Goal 9.16 Develop strong and equitable partnerships~~. Create effective partnerships~~ to build

parks, facilities, and programs that ~~maximize~~offer quality services while maximizing the community's resources to the highest level possible.

~~Strategy~~Policy 9.~~5~~16.1 Develop partnerships with not-for-profit and private non-profit organizations that are equitable to all parties with goals to increase revenues, reducing expenses, improving park assets, and increasing recreation opportunities.

~~Strategy~~Policy 9.~~5~~16.2 Improve coordination and communications with ~~existing~~ sports leagues and groups to increase their financial support ~~in providing~~to support maintenance ~~to~~of facilities they use.

~~Strategy 9.5.3 Update all partnership agreements so that they are written equitably and hold all partners accountable.~~

Policy 9.16.3~~Strategy 9.5.4~~ Improve community access to school ~~sports~~recreation facilities at Everett and Mukilteo School Districts through enhanced partnership development. Seek agreements for parity in hours of use in City and School District facilities.

Policy 9.16.4 Increase coordination and partnerships with the Port of Everett, Snohomish County, PUD, and surrounding municipalities to serve the Everett Community and Urban Growth Area.

Policy 9.16.5 Proactively plan the park system in conjunction with the land use strategy and growth targets in the Land Use Element.

Policy 9.16.6 Work with other departments to advance trail extensions and park acquisitions including Public Works, Surface Water, and Utilities Departments.

Discussion: Stormwater parks are an example of a facility that treats stormwater and provides recreation opportunities. They can be a joint effort of Everett departments.
~~Strategy 9.5.5 Seek private partnerships for managing elements of the *parks, recreation* & community services system that help support an efficient operation.~~

Public Participation

Goal 9.17 Encourage public participation and communication in the development of programs, parks, facilities, and trails.

Policy 9.17.1 Engage the Board of Park Commissioners and Tree Committee to advance Everett programs, facilities, and services by hosting meetings and providing informed input and advice.

Policy 9.17.2 Encourage public participation in the planning and design of parks, facilities, and trails.

Policy 9.17.3 Inform the community and news media of events, and opportunities to participate meaningfully in planning for parks.

- Share timely information about the Department's operations including policies regarding responding to emergencies.
- Employ a range of methods to share information through traditional and social media, contact lists, sponsorships, and other marketing and communication campaigns.
- Improve the Parks and Facilities Department's web presence to be more user friendly and informative about parks, recreation, tree canopy, capital projects, etc.

Policy 9.17.4 Look for opportunities to improve public access to the Parks Administration offices and facilities.

Policy 9.17.5 Promote volunteerism to enhance community ownership and stewardship of the Everett park system.

Policy 9.17.6 Use the Park Ranger program to help welcome park users, provide interpretive information, support maintenance and inspections, protect park assets, and enforce park rules.

~~Strategy 9.5.6 Continue to develop existing school districts partnerships and evaluate the possibility of developing schools parks targeted to support neighborhood needs.~~
Policy 9.17.7 All are welcome to visit Everett Parks. Ensure Park Rangers work with the Everett Police Department and Community Outreach and Enforcement Team (COET) to identify services for homeless persons and to help clean up unauthorized encampments.

Department Operation

E. Policy #6

Goal 9.18 Govern the Parks, Recreation & Community Services system in a manner that allows it to manage & Facilities system efficiently based on a business management approach of a while recognizing parks and recreation as a public good and social service that attracts investment, supports property values, and improves the quality of life of residents.

Goal 9.6 Develop the most efficient organizational model that is based on performance outcomes for each Division and staff in the organization and consistently demonstrates high productivity and efficiency of resources.

Policy 9.18.1 Adaptively manage the Department Strategy 9.6.1 Design and update the organization of the department, as needed, to operate in the most efficient manner and develop matrix teams to solve keyemerging issues andto create the greatest efficiency and value.

StrategyPolicy 9.618.2 Use performance measures for all staff that are measurable and use work plans that create the highest level of productivity.

Strategy 9.6.3 Use flow charts for appropriate systems to ensure consistency and reduction of bureaucracy.

Strategy 9.6.4 Use a management strategy for the Board of Park Commissioners that allows it to achieve measurable outcomes in obtaining and providing citizen communication and policy oversight.

Policy 9.18.3 Review, update, and Strategy 9.6.6 Ensure that allimplement policy and procedure manuals are as up-to-date as possible andto provide the highest level of flexibility for the Department to operate in the most effective manner.

Strategy 9.6.7 Train all advisory boards and committees on communication and management practices of boards to achieve the highest level of productivity.

Policy 9.18.4 Address market rate rents in agreements with tenants.

IV. Action Plan for the Parks and RecreationFacilities Department

The PROS Plan is the primary vehicle for implementing parks and recreation facilities and services. A summary of key implementation actions is provided below.

A. Real Property Acquisition

1. Pursue implementation of the Capital Improvement Plan with highest priority to high demand issues including walking, bikingreflecting the level of service standard and nature trails, athletic fields, neighborhood parks,community demands and waterfront access.

1. Pursue an acquisition strategy that combines strategic acquisition of parcels with joint use agreements for land alreadyneeds identified in publicthe PROS Plan and/or private ownership that can provide recreational opportunities for the community. The acquisition/joint use emphasis is in areas with significant shortfall the policy priorities of parks and facilitiesthis Element.

2. Identify, record and monitor all remaining useful undeveloped properties in Everett with a property inventory system. Engage with the Community Development Department to review the vacant and redevelopment land inventory for the Land Use Element.

3. Pursue cost-efficient acquisition and development of those properties that fully satisfy current or future park system needs.

4. Identify and pursue all reasonable funding sources for land acquisition.

5. Acquire and preserve special or unique lands for future generations.

6.5. Acquire and/or secure use rights for waterfront land as opportunities arise.

7.6. Establish policy and procedures on private property dedication to the parks system.

8.7. Develop and implement policy and procedures for using grants, mitigation, donations, foundations, and land trusts to meet our acquisition requirements.

~~9.~~8. ~~Use policy developed in cooperation with the Planning Department to encourage~~Support City requirements for private developers to include on-site recreational facilities in their development plans, or park impact fees in lieu of on-site facilities.

B. Park Administration

1. Maintain and update interagency agreements with school districts, Port of Everett, Snohomish County, Boys and Girls Club, YMCA, Everett Community College, and other appropriate organizations to facilitate joint use of resources and facilities for public use.

2. Maintain, update, and implement the ADA transition plan.

3. Develop annual work ~~program goals, objectives, strategies,~~programs and performance metrics with staff in order to meet goals of the department's comprehensive plan.

4. Create and maintain a Department fiscal policy and financial plan, consistent with the Capital Facilities Plan and supporting PROS Plan.

~~4.~~5. Pursue increased funding for department functions including facility rehabilitation, ADA compliance, land acquisition and development, structural and grounds maintenance, and recreational services. Include necessary equipment, vehicles, office, and storage space for maintenance and operations.

~~5.~~6. Maintain and leverage working relationships with other local parks, recreation & community services departments and stakeholders to promote the acquisition and development of high demand facilities such as athletic fields.

~~6.~~7. Establish additional neighborhood or community friends groups to help support the maintenance of parks.

~~7.~~8. Pursue strategies that will help to improve the department's cost recovery ratio.

~~8.~~9. Install new signage throughout the parks and recreation system based on the department's signage plan and as resources allow.

10. Encourage staff education and training with state and county parks and professional associations.

11. Develop a park leadership succession plan.

~~9. Utilize the department's marketing plan to create a strong image and identification for users and visitors to the City.~~

12. Ensure time and material activities are job-costed.

13. Seek accreditation through the National Recreation and Park Association's Commission for Accreditation of Park and Recreation Agencies (CAPRA).

C. Park Planning

1. Ensure ~~all master~~conceptual plans include a life cycle cost analysis.

2. Ensure that design principles are established for every park before ~~master~~conceptual plans are updated to outline the desired outcomes for the park.

3. ~~Use Crime Prevention Through Environmental Design(CPTED) principles~~Establish standards to enhance park quality, safety, and maintenance.

~~4. Develop Urban Forest Management Plan.~~

D. Trail Development

1. Complete development of master plans for trail development along significant corridors and seek to eliminate trail gaps~~-~~.

2. Create interpretive trails within appropriate settings to provide educational opportunities related to the natural environment.

3. Where appropriate, establish loop trails in community parks~~, including the planned loop trail around Silver Lake~~.

E. Shoreline Public Access

1. Encourage public access along Everett marine, river, and lake waterfronts that provide a greater enjoyment of the water, and link park facilities through a trail system.

~~2. Continue the effort with Public Works to manage Silver Lake's water quality to allow for greater use of the lake by the public.~~

~~3.~~2. Implement, where and when feasible, park elements of the City Council adopted Shoreline Public Access plan.

F. Trees

1. Develop a city-wide cross departmental Urban Forest Management Plan.

2. Set a city-wide tree canopy goal and goals or incentives for public and private lands.

Discussion: The City's current percentage of tree canopy is about 25%. Studies have shown that an optimal share is about 40% to achieve cooling from heat island effects. The greatest opportunity to achieve this is on private lands and streetscapes. Maintaining and improving trees on public lands, including parks are also part of the picture.

3. Update the tree policy to reflect best practices and to implement the Urban Forest Management Plan.

4. Conduct a tree inventory of city managed trees to better coordinate and track maintenance needs.

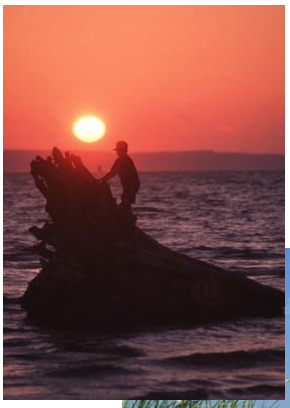
G. Recreation Development

1. ~~Develop and manage an age segment program approach to each core recreation program to develop a lifetime user~~Focus on the Department's primary strengths and resources to host events and facilitate other provider programs. Consider gaps and resources in filling other community needs.

~~10.1.~~

~~1. Develop and manage business plans for each core recreation program to also include marketing and promotional plans.~~

2. Utilize a cost benefit approach to pricing of fee based recreational programs.

~~3. Maintain a special events calendar that has wide distribution within Everett.~~

~~4. Continue to improve program registration processes and participant use analyses in order to increase classes' utilization rates (registrations versus capacity) and modify program offerings as justified.~~