RECREATION PROGRAM PLAN

Si View
Metropolitan Park District

2021

Acknowledgements

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Chapter 1. Introduction

Si View Metropolitan Park District

Si View Metropolitan Park District (Si View MPD) was formed in 2003. Si View MPD strives to enhance the quality of life for residents in Snoqualmie Valley through recreation programs and parks. With a historic Community Center, indoor pool, multiuse sports fields, picnic shelter and playgrounds, Si View is the only such regional recreational facility serving as the social, cultural and educational hub in the community. Si View MPD operates an extensive array of recreation programs connecting with residents of all ages and abilities. Additionally, seasonal activities bring the community together for events such as the North Bend Farmers Market and Summer Concert Series, Festival at Mount Si, Theater in the Park, Harvest Festival, and Si View Holiday Bazaar.

Some of the more popular activities include swim lessons, youth recreational basketball leagues, before and after school programs, and summer camps. Through partnerships and cooperative arrangements, Si View MPD actively manages, operates, and schedules nearly 900 acres of parkland in the upper Snoqualmie Valley. In all, this system of parks, programs and trails supports a range of active and passive recreation experiences.

As an independent, regional unit of government, Si View MPD's formation allows local control of Si View Park, Pool, and Community Center. Si View MPD covers approximately 17,300 acres, including the City of North Bend and Fire District 38, in unincorporated King County. A five-member Board of Commissioners governs Si View MPD.

The mission of Si View Metropolitan Park District is to work in partnership with the Community to preserve historic Si View Park and provide opportunities to enhance the quality of life through the facilitation of recreation programs and parks in the Snoqualmie Valley. The District strives to create an inclusive environment for people of all backgrounds and experiences and seeks to act in ways such that every individual, feels welcome, safe, respected and a valued part of the community.

Plan Purpose

The purpose of the *Recreation Program Plan* is to define strategies, services, and direction that advance Si View MPD's mission. The plan will provide direction to Si View MPD staff and the Board of Commissioners by establishing determinant factors for the delivery of parks and recreational services for District residents. Ultimately, the final *Recreation Program Plan* aims to be concise, user-friendly, and implementable document with clear strategies for the next 6 years, effective in 2022.

Desired Plan Outcome

After identifying and reviewing the influencing factors for Si View MPD recreation programming, the PROS Team began a public engagement process designed to meet the key objectives Si View MPD staff outlined for the *Recreation Program Plan*:

- The plan will recommend program direction and future improvements based on identified community needs.
- The Recreation Program Plan will produce a set of service level targets and strategies for the District's programs and services.

Planning Process

The PROS Team utilized its Community Values Model^{TM} as the foundation of the *Recreation Program Plan*. The Community Values Model^{TM} is an innovative process that utilizes comprehensive public input and insight in a meaningful way. Input, guidance, and values from key community leaders, stakeholders, and the general public were used to create overall guiding principles and values of the community related to the delivery of parks and recreation services. The Community Values Model^{TM} was then used as the basis for developing or reaffirming the vision, mission, and strategic objectives for the *Recreation Program Plan*. The strategic objectives address six unique areas of planning including:
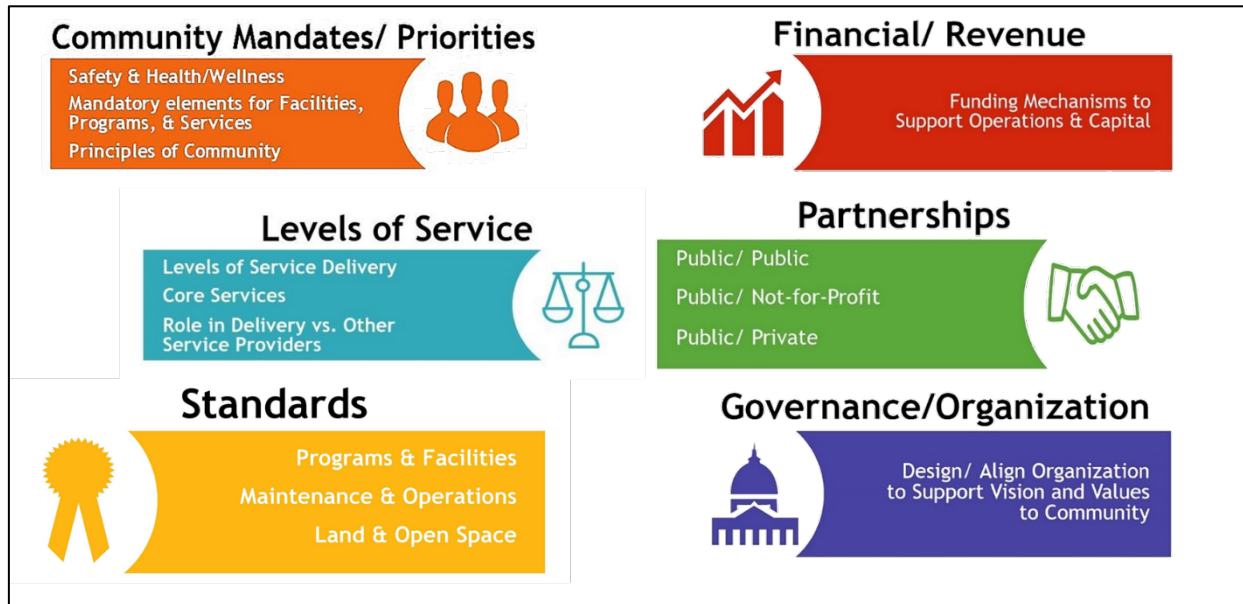
Figure 1: Community Values Model^{TM}

Chapter 2. Community Profile

Demographic Analysis

The Demographic Analysis describes the population within Si View MPD's service boundaries. This assessment is reflective of the District's total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures. It should be noted, however, that the District's *service area* is larger than the District's *boundaries*. The District's boundaries are tied to the school district's boundaries and represents the area under Si View MPD's jurisdiction. The District's service area can go beyond the boundaries because parks, facilities, programs, and services can have a regional draw. For the purposes of the demographic analysis, all data represents the District's *boundaries*.

2.1.1 Si View MPD Demographic Overview

Population

42,060 residents

Race & Ethnicity

Largest two races: White (84%) and Asian (8%)

Age

Median age is 39.0
Largest age segment is 35-54 years-old

Income

Median household income is $132,754
Per capita income is $56,329

Figure 2: Demographic Overview

2.1.2 Methodology

Demographic data used for the analysis was obtained from the U.S. Census Bureau and Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in January 2021 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2020 and 2025 as obtained by ESRI. Straight line linear regression was utilized for 2030 and 2035 projections. The Snoqualmie Valley School District boundaries shown below were utilized for the demographic analysis **(Figure 3)**. The SVSD boundaries were used to reflect the comprehensive nature of planning recreation services for the surrounding area.
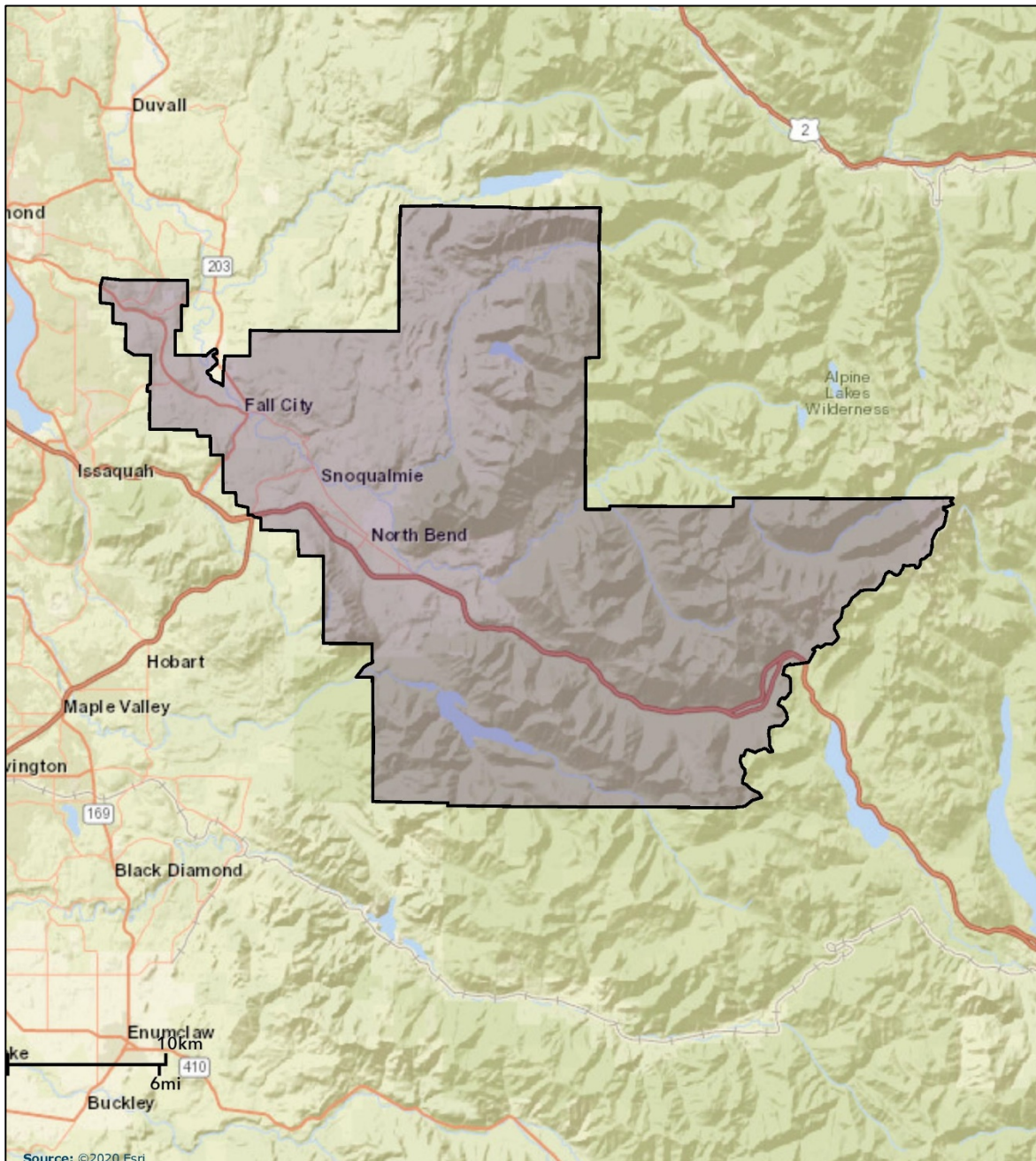
Figure 3: Snoqualmie Valley School District Boundaries

2.1.3 Populace

Population

The population had an increase of 2% per year from 2010 to 2020, which is more than twice the national average of 0.81% (from 2010-2020) and slightly more than state annual growth rate average of 1.51%. The total number of households has increased at a similar rate in recent years (1.70% annually since 2010), which is also well above the national (0.80%) and state (1.46%) annual growth rates.

Currently, the population is 42,060 people living within 14,783 households. Projections indicate the total population and number of households are expected to continue a growth trend over the next 15 years, with a total of 52,325 residents living within 17,952 households by 2035 **(Figures 4 & 5)**.
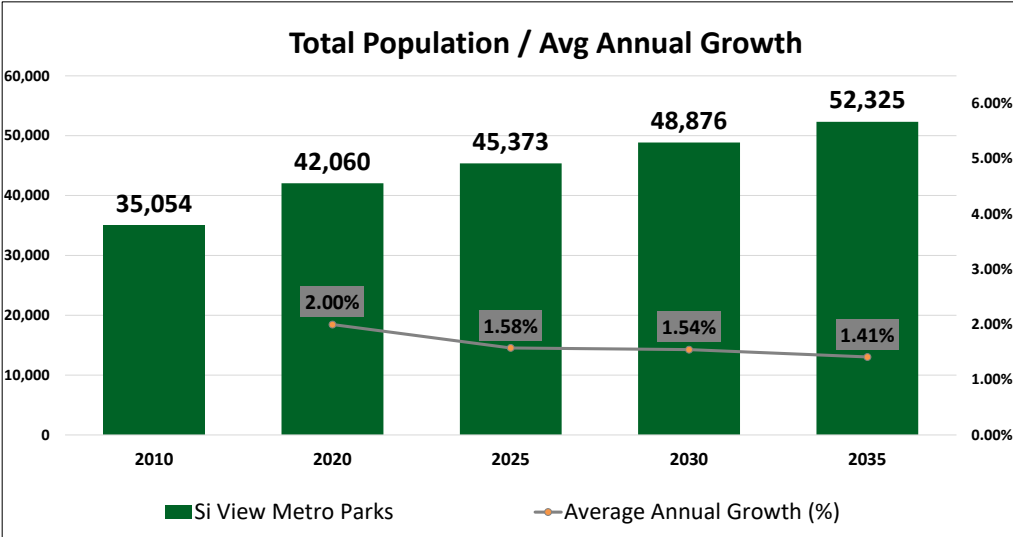
Figure 4: Total Population/Average Annual Growth
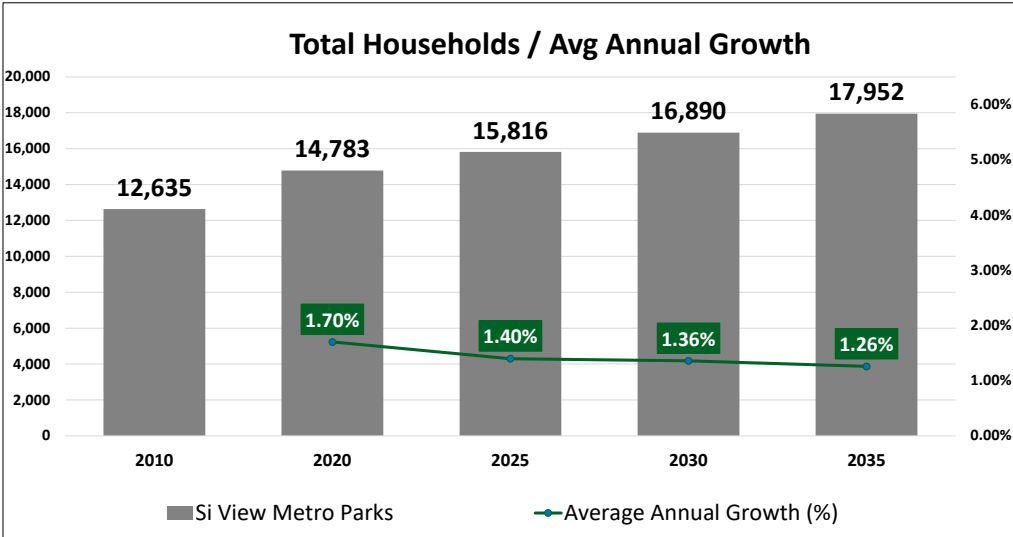
Figure 5: Total Households/Average Annual Growth

Age Segment

The District has a median age of 39.0, which is slightly higher than the U.S. (38.5-years-old). When looking at the individual age segments within the boundaries, the District has the highest age segmentation in ages 35-54 (31%); however, this age segment will shift into the 55+ category within the next 15 years representing 32% of the population. It should also be noted that the District is projected to have a steady population of individuals under 35-years-old. This indicates a continued youthful focus will be paramount in addition to catering to the older population **(Figure 6)**.
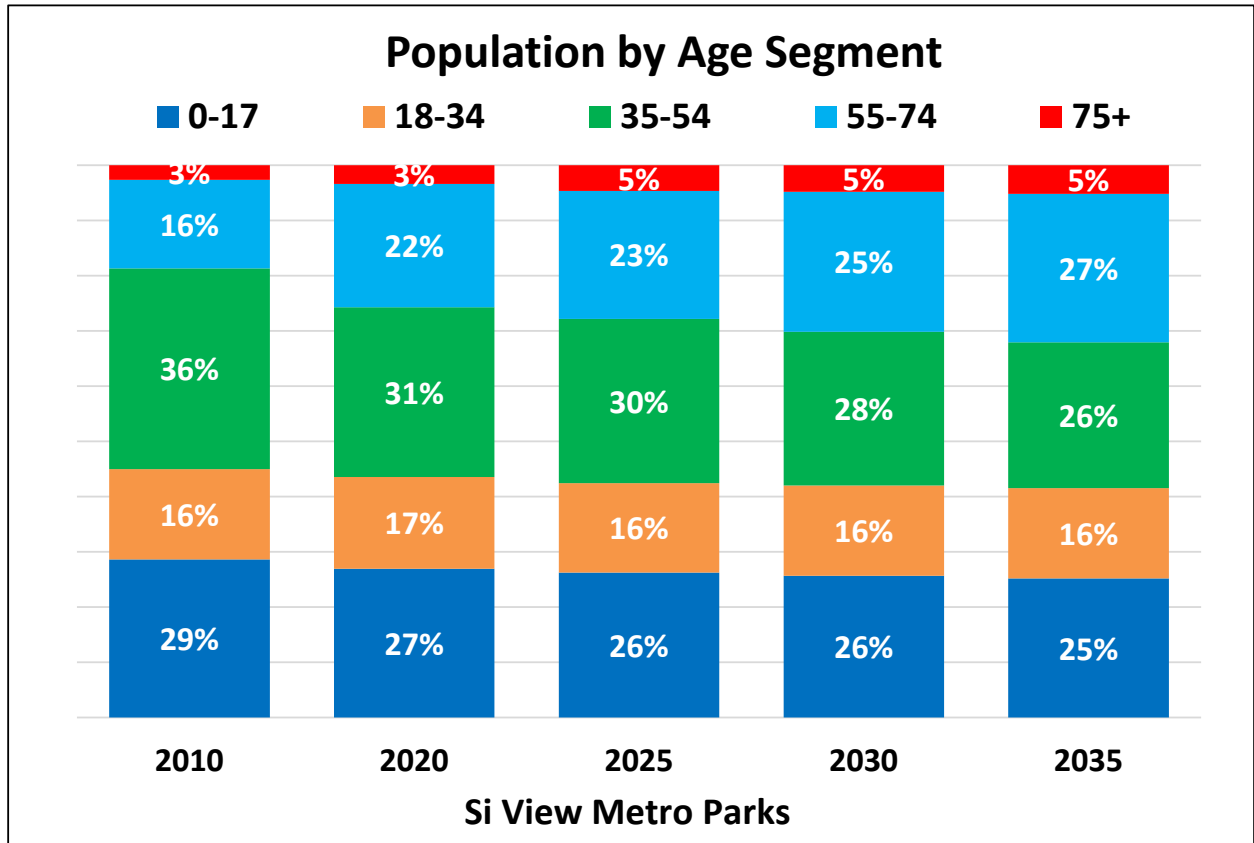
Figure 6: Population by Age Segment

Race and Ethnicity Definitions

The minimum categories for data on race and ethnicity for federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the U.S. population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- **American Indian –** This includes a person having origins in any of the original peoples of North and South America (including Central America), or who maintains tribal affiliation or community attachment

- **Asian –** This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, or Vietnam.

- **Black –** This includes a person having origins in any of the black racial groups of Africa.

- **Native Hawaiian or Other Pacific Islander –** This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

- **White –** This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

- **Hispanic or Latino –** This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic/Latino origin or not. For this reason, the Hispanic/Latino ethnicity is viewed separate from race throughout this demographic analysis.

Race

The largest population races are White (84%) and Asian (8%). In comparison to the national average, the District is less diverse overall (national average is approximately 69% White, 13% Black, 6% Asian, and 7% Some Other Race). The projections for 2035 expect the District's population to continue diversifying **(Figure 7)**.
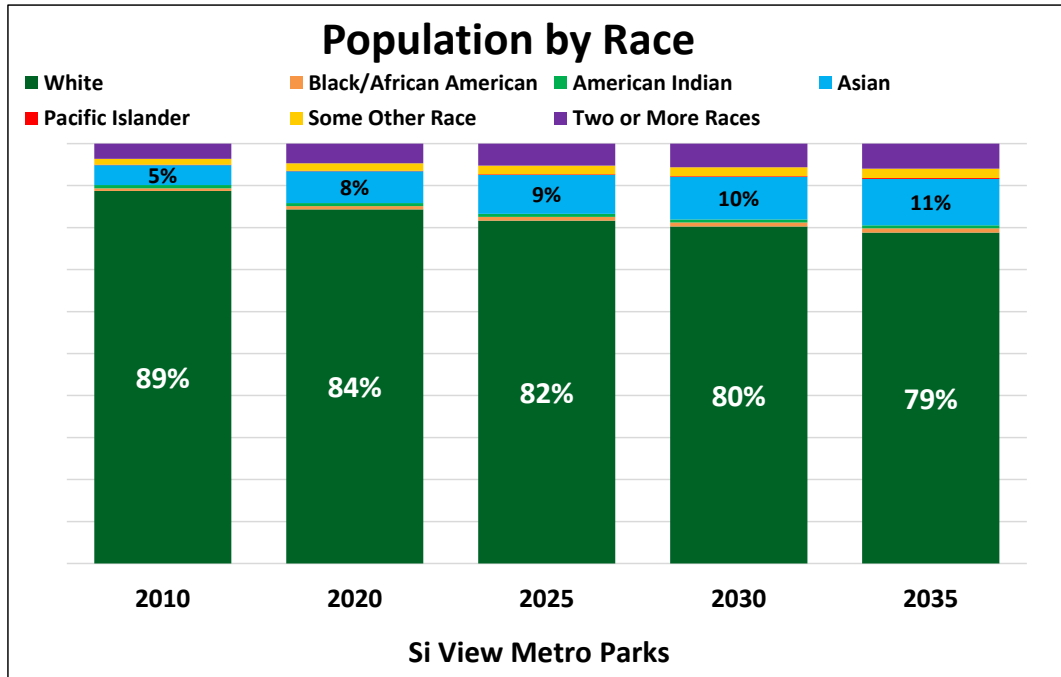
Figure 7: Population by Race

Ethnicity

The District's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition, is viewed independently from race. It is important to note individuals who are Hispanic/Latino can also identify with any of the racial categories from above, which is contributing to the higher level of Some Other Race. Based on the current estimate for 2020, those of Hispanic/Latino origin represent 6% of the population. The Hispanic/Latino population is expected to increase slightly (by 1%) over the next 15 years **(Figure 8)**.
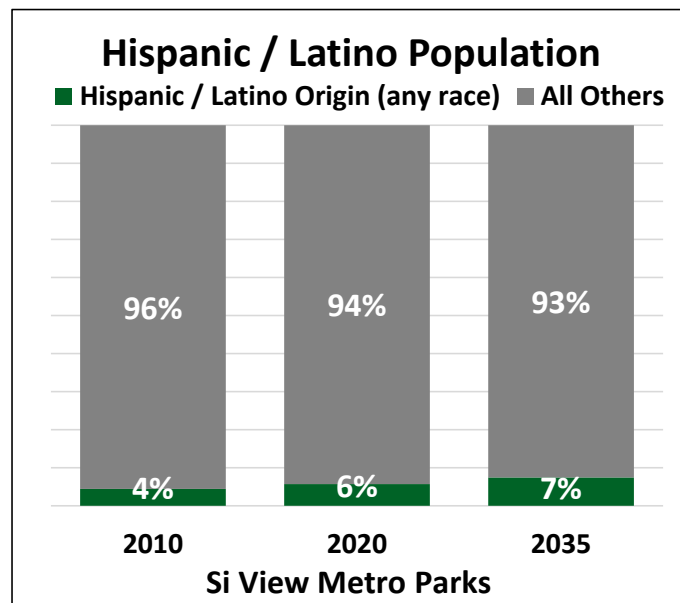
Figure 8: Hispanic / Latino Population

Household Income

Median household income ($132,754) and per capita income ($56,329) for the District are much higher than the state and national averages **(Figure 9)**.

Income Characteristics

- Per Capita Income
- Median Household Income

Location	Per Capita Income	Median Household Income
SI VIEW METRO PARKS	$56,329	$132,754
WASHINGTON	$40,509	$76,403
U.S.A.	$33,028	$60,548
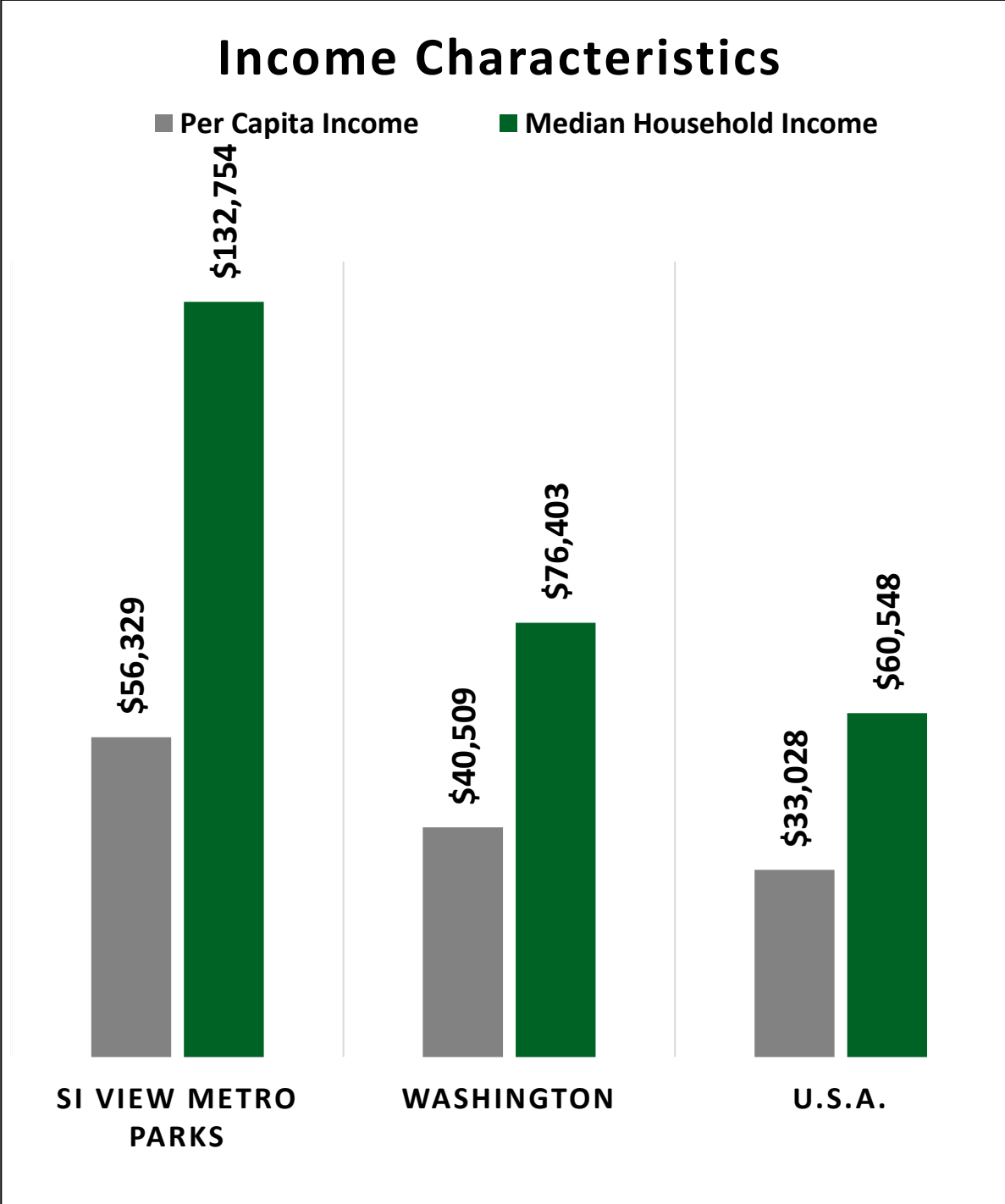
Figure 9: Income Characteristics

2.1.4 Demographic Comparative Summary

Figure 10 presents a summary of the District's demographic figures, which are then compared to the state and U.S. populations to provide a regional and national comparison. The highlighted cells represent key takeaways from the comparison between the District and the state and national population averages.

	= Significantly higher than the National Average & State Averages

	= Significantly lower than the National Average & State Averages

2020 Demographic Comparison		Si View Metro Parks	Washington	U.S.A.
Population	Annual Growth Rate (2010-2020)	2.00%	1.51%	0.81%
	Projected Annual Growth Rate (2020-2035)	1.63%	1.32%	0.74%
Households	Annual Growth Rate (2010-2020)	1.70%	1.46%	0.80%
	Average Household Size	2.83	2.53	2.58
Age Segment Distribution	Ages 0-17	27%	22%	22%
	Ages 18-34	17%	23%	23%
	Ages 35-54	31%	25%	25%
	Ages 55-74	22%	23%	23%
	Ages 75+	3%	6%	7%
Race Distribution	White Alone	84.3%	72.3%	69.4%
	Black Alone	0.8%	4.2%	13.0%
	American Indian	0.8%	1.5%	1.0%
	Asian	7.6%	9.6%	5.9%
	Pacific Islander	0.2%	0.8%	0.2%
	Some other Race	1.7%	6.1%	7.1%
	Two or More Races	4.7%	5.6%	3.6%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	5.7%	13.4%	18.8%
	All Others	94.3%	86.6%	81.2%
Income Characteristics	Per Capita Income	$56,329	$40,509	$34,136
	Median Household Income	$132,754	$76,403	$62,203

Figure 10: Demographic Summary

2.1.5 Key Findings

Based on the information presented in the analysis, the following are the key findings that are of particular interest and/or have significant implications for the District:

- The population is projected to have 52,325 residents living within 17,952 households in 2035.
- The percentage of residents between 18-34-years-old are relatively low in all of the District when compared to National and State averages, but this group is still projected to make up a large portion of the District's population over the next 15 years.
- The population has a higher percentage of residents aged 35-54. This age segment will contribute to the 15-year growth, increasing the 55+ population.
- Household income in the District is higher than state and national averages.

Implications

It is important to understand the demographics of residents within the District. It is equally important to avoid generalizing recreation needs and priorities based solely on demographics. The analysis identifies some potential implications for the District.

Population: The population is expecting significant growth above the national average for the foreseeable future. These means that adding new opportunities and experiences for residents may be key to providing strong levels of service.

Aging Trend: The District's aging trend may indicate a need for programs that can attract ages 0-17, 35-54, and prepare for future programs that focus on adults in the 55+ age segmentation all at the same time.

Income Characteristics: The District's median household income and per capita income is higher than the state and country. The District should be mindful that most residents will be able to pay for access to new amenities; however, when pricing programs and services, the District should consider the lower per capita incomes to ensure equity of access.

Chapter 3. Recreation Trends Analysis

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well recreational interest by age segments. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute (ESRI). *Note: It is important to note that the trends data is reflective of a pre-pandemic time and trends will change as we emerge on the other side of this pandemic and settle into a "new normal."*

National Trends in Recreation

3.1.1 Methodology

The SFIA *Sports, Fitness & Recreational Activities Topline Participation Report 2020* was utilized in evaluating the following trends:

- National Recreation Participatory Trends

- Core vs. Casual Participation Trends

- Non-Participant Interest by Age Segment

The study is based on findings from surveys carried out in 2019 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of 5% has a confidence interval of plus or minus 0.32% points at a 95% confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 302,756,603 people (ages 6 and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in Recreation across the U.S. This study looked at 122 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

Core vs. Casual Participation

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50-times per year, while for sports, the threshold for core participation is typically 13-times per year.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.
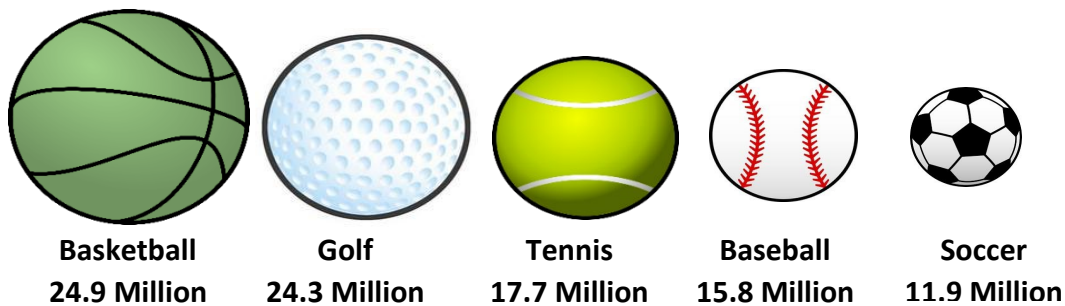
National Sport and Fitness Participatory Trends

3.1.2 National Trends in General Sports

Participation Levels

The sports most heavily participated in, in the United States were Basketball (24.9 million) and Golf (24.3 million in 2019), which have participation figures well in excess of the other activities within the general sports category; followed by Tennis (17.7 million), Baseball (15.8 million), and Soccer (11.9 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants. Basketball's success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Even though Golf has experienced a recent decrease in participation in the last five years, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or Golf Entertainment Venues (e.g., Top Golf) have increased drastically (84.7%) as a five-year trend. The emergence of Golf Entertainment, such as Top Golf, has helped increase participation for golf as an activity outside of traditional golf course environments.

Basketball	Golf	Tennis	Baseball	Soccer
24.9 Million	24.3 Million	17.7 Million	15.8 Million	11.9 Million

Five-Year Trend

Since 2014, Golf Entertainment Venues (84.7%), Pickleball (40.5%%), and Flag Football (23.1%) have emerged as the overall fastest growing sports. During the last five years, Baseball (20.2%) and Indoor Soccer (17.8%) have also experienced significant growth. Based on the five-year trend, the sports that are most rapidly declining include Ultimate Frisbee (-49.4%), Touch Football (-21.5%), Badminton (-15.1%), and Tackle Football (-14.6%).

One-Year Trend

In general, the most recent year shares a similar pattern with the five-year trends. There are unique sports with a greater one-year change: Boxing for Competition (8.2%), Pickleball (4.8%), Outdoor Soccer (4.5%), and Martial Arts (4.2%). However, some sports that increased rapidly over the past five years have experienced recent participation decreases: Rugby (-10.8%), cheerleading (-2.3%), and Baseball (-0.5%).

Core vs. Casual Trends in General Sports

Highly participated sports, such as Basketball, Baseball, and Slow Pitch Softball have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, both Ice Hockey and Softball-Fast Pitch have increased core participation. Conversely, less mainstream sports including: Boxing for Competition, Roller Hockey, Badminton, and

Racquetball have larger casual participation base. These participants may be more inclined to switch to other sports.

National Participatory Trends - General Sports					
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Basketball	23,067	24,225	24,917	8.0%	2.9%
Golf (9 or 18-Hole Course)	24,700	24,240	24,271	-1.7%	0.1%
Tennis	17,904	17,841	17,684	-1.2%	-0.9%
Baseball	13,152	15,877	15,804	20.2%	-0.5%
Soccer (Outdoor)	12,592	11,405	11,913	-5.4%	4.5%
Golf (Entertainment Venue)	5,362	9,279	9,905	84.7%	6.7%
Softball (Slow Pitch)	7,077	7,386	7,071	-0.1%	-4.3%
Football (Flag)	5,508	6,572	6,783	23.1%	3.2%
Volleyball (Court)	6,304	6,317	6,487	2.9%	2.7%
Badminton	7,176	6,337	6,095	-15.1%	-3.8%
Soccer (Indoor)	4,530	5,233	5,336	17.8%	2.0%
Football (Touch)	6,586	5,517	5,171	-21.5%	-6.3%
Football (Tackle)	5,978	5,157	5,107	-14.6%	-1.0%
Gymnastics	4,621	4,770	4,699	1.7%	-1.5%
Volleyball (Sand/Beach)	4,651	4,770	4,400	-5.4%	-7.8%
Track and Field	4,105	4,143	4,139	0.8%	-0.1%
Cheerleading	3,456	3,841	3,752	8.6%	-2.3%
Pickleball	2,462	3,301	3,460	40.5%	4.8%
Racquetball	3,594	3,480	3,453	-3.9%	-0.8%
Ice Hockey	2,421	2,447	2,357	-2.6%	-3.7%
Ultimate Frisbee	4,530	2,710	2,290	-49.4%	-15.5%
Softball (Fast Pitch)	2,424	2,303	2,242	-7.5%	-2.6%
Lacrosse	2,011	2,098	2,115	5.2%	0.8%
Wrestling	1,891	1,908	1,944	2.8%	1.9%
Roller Hockey	1,736	1,734	1,616	-6.9%	-6.8%
Boxing for Competition	1,278	1,310	1,417	10.9%	8.2%
Rugby	1,276	1,560	1,392	9.1%	-10.8%
Squash	1,596	1,285	1,222	-23.4%	-4.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 11: National Participatory Trends - General Sports

3.1.3 National trends in general fitness

Participation Levels

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.4 million), Treadmill (56.8 million), Free Weights (51.4 million), Running/Jogging (49.5 million), and Stationary Cycling (37.1 million).

Fitness Walking
111.4 Million

Treadmill
56.8 Million
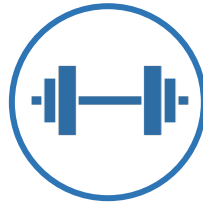
Dumbbell
Free Weights
51.4 Million

Running/
Jogging
49.5 Million

Stationary
Cycling
37.1 Million

Five-Year Trend

Over the last five years (2014-2019), the activities growing most rapidly are Trail Running (46.0%), Yoga (20.6%), Cross Training Style Workout (20.2%), and Stationary Cycling (Group) (17.5%). Over the same time frame, the activities that have undergone the biggest decline include: Traditional Triathlon (-9.2%), Running/Jogging (-8.7%), Free Weights (-8.3%), and Fitness Walking (-1.0%)

One-Year Trend

In the last year, activities with the largest gains in participation were Trail Running (9.9%), Dance, Step, & Choreographed Exercise (7.0%), and Yoga (6.0%). From 2018-2019, the activities that had the largest decline in participation were Traditional Triathlons (-7.7%), Non-Traditional Triathlon (-7.4%), Bodyweight Exercise (-2.8%), and Running/Jogging (-2.6%).

Core vs. Casual trends in general fitness

The most participated in fitness activities area either balances core vs. casual users or core users (participating 50+ times per year). These fitness activities include: Fitness Walking, Treadmill, Free Weights, Running/Jogging, Stationary Cycling, Weight/Resistant Machines, and Elliptical Motion/Cross Training. All of the top trending fitness activities, for the one-year and five-year trend, are increasing in casual users. There is a slow shift with an increase of balances and core users since last year's report. This is significant, fewer casual users are switching to alternative activities.

National Participatory Trends - General Fitness				
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Fitness Walking	112,583	111,001	111,439	-1.0%	0.4%
Treadmill	50,241	53,737	56,823	13.1%	5.7%
Free Weights (Dumbbells/Hand Weights)	56,124	51,291	51,450	-8.3%	0.3%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,693	36,668	37,085	3.9%	1.1%
Weight/Resistant Machines	35,841	36,372	36,181	0.9%	-0.5%
Elliptical Motion Trainer	31,826	33,238	33,056	3.9%	-0.5%
Yoga	25,262	28,745	30,456	20.6%	6.0%
Free Weights (Barbells)	25,623	27,834	28,379	10.8%	2.0%
Dance, Step, & Choreographed Exercise	21,455	22,391	23,957	11.7%	7.0%
Bodyweight Exercise	22,390	24,183	23,504	5.0%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	19,746	21,611	22,044	11.6%	2.0%
Stair Climbing Machine	13,216	15,025	15,359	16.2%	2.2%
Cross-Training Style Workout	11,265	13,338	13,542	20.2%	1.5%
Trail Running	7,531	10,010	10,997	46.0%	9.9%
Stationary Cycling (Group)	8,449	9,434	9,930	17.5%	5.3%
Pilates Training	8,504	9,084	9,243	8.7%	1.8%
Cardio Kickboxing	6,747	6,838	7,026	4.1%	2.7%
Boot Camp Style Cross-Training	6,774	6,695	6,830	0.8%	2.0%
Martial Arts	5,364	5,821	6,068	13.1%	4.2%
Boxing for Fitness	5,113	5,166	5,198	1.7%	0.6%
Tai Chi	3,446	3,761	3,793	10.1%	0.9%
Barre	3,200	3,532	3,665	14.5%	3.8%
Triathlon (Traditional/Road)	2,203	2,168	2,001	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	1,589	1,472	4.3%	-7.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 12: National Participatory Trends - General Fitness

3.1.4 National Trends in Outdoor Recreation

Participation Levels

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2019, the most popular activities, in terms of total participants, from the outdoor/adventure Recreation category include: Day Hiking (49.7 million), Road Bicycling (39.4 million), Freshwater Fishing (39.2 million), and Camping within ¼ mile of Vehicle/Home (28.2 million), and Recreational Vehicle Camping (15.4 million).

Hiking	**Bicycling**	**Fishing**	**Camping**	Camping
(Day)	**(Road)**	**(Freshwater)**	**(<¼mi. of Car/Home)**	(Recreational Vehicle)
49.7 Million	**39.4 Million**	**39.2 Million**	**28.2 Million**	15.4 Million

Five-Year Trend

From 2014-2019, BMX Bicycling (55.2%), Day Hiking (37.2%), Fly Fishing (20.1%), Salt Water Fishing (11.6%), and Backpacking Overnight (7.2%) have undergone the largest increases in participation.

The five-year trend also shows activities, such as In-Line Roller Skating (-20.5%), Archery (-11.7%), and Adventure Racing (-9.5%) experiencing the largest decreases in participation.

One-Year Trend

The one-year trend shows activities growing most rapidly being BMX Bicycling (6.1%), Day Hiking (3.8%), and Birdwatching (3.8%). Over the last year, activities that underwent the largest decreases in participation include: Climbing (-5.5%), In-Line Roller Skating (-4.4%), and Camping Recreation Vehicle (-3.5).

Core vs. Casual trends in Outdoor recreation

Outdoor recreation is split between participations increasing or decreasing. Adventure racing that has a greater percentage in core supporters has an overall decrease in casual participation of (-45.3%), whereas In-Line Roller Skating is decreasing across both participation types. Outside of Adventure Racing, Inline Roller Skating, and Archery casual participation has increased across the board. Casual participation in the one-year trend only noted a decrease in Freshwater Fishing and Camping (Recreation Vehicle) different from the overarching five-year trend.

National Participatory Trends - Outdoor / Adventure Recreation				
Activity	**Participation Levels**			**% Change**
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%
Archery	8,435	7,654	7,449	-11.7%	-2.7%
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%
Skateboarding	6,582	6,500	6,610	0.4%	1.7%
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 13: National Participatory Trends-Outdoor/Adventure Recreation

3.1.5 National Trends in Aquatics

Participation Levels

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2019, Fitness Swimming was the absolute leader in overall participation (28.2 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.

| Swimming (Fitness) 28.2 Million | Aquatic Exercise 11.2 Million | Swimming (Competition) 2.8 Million |
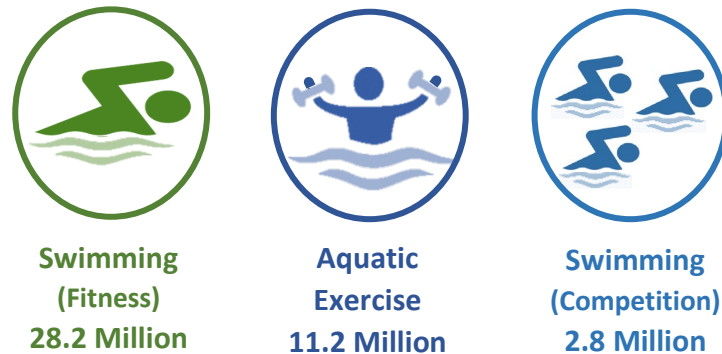
Five-Year Trend

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased (22.7%) from 2014-2019, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Fitness Swimming (11.5%), and Competitive Swimming (4.1%).

One-Year Trend

Only one activity declined in participation in the one-year trend, Competitive Swimming (-7.3%). Aquatic Exercise (6.4%) had the largest increase in 2018, while Fitness Swimming increased (2.3%).

Core vs. Casual Trends in Aquatics

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2014-2019, casual participants of Competitive Swimming increased by 22.7%, Aquatic Exercise by 35.7%, and Fitness Swimming by 18.4%. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five years.

| National Participatory Trends - Aquatics					
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Swimming (Fitness)	25,304	27,575	28,219	11.5%	2.3%
Aquatic Exercise	9,122	10,518	11,189	22.7%	6.4%
Swimming (Competition)	2,710	3,045	2,822	4.1%	-7.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 14: National Participatory Trends - Aquatics

3.1.6 National Trends in Water Sports/Activities

Participation Levels

The most popular water sports/activities based on total participants in 2019 were Recreational Kayaking (11.4 million), Canoeing (8.9 million), and Snorkeling (7.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers, which can greatly influence water activity participation.

Kayaking	Canoeing	Snorkeling	Jet Skiing	Sailing
11.4 Million	8.9 Million	7.7 Million	5.1 Million	3.6 Million

Five-Year Trend

Over the last five years, Stand-Up Paddling (29.5%) and Kayaking (recreational) (28.5%) were the fastest growing water activity, followed by White Water Kayaking (9.9%), and Surfing (8.9%). From 2014-2019, activities declining in participation most rapidly were Water Skiing (-20.1%), Jet Skiing (-19.6%), Scuba Diving (-13.7%), Wakeboarding (-12.7%), and Snorkeling (-12.5%).

One-Year Trend

Recreational Kayaking (3.3%) and Stand-Up Paddling (3.8%) also had a spike in participation this past year. Activities which experienced the largest decreases in participation in the most recent year include: Boardsailing/Windsurfing (-9.7%), Sea Kayaking (-5.5), and Water Skiing (-4.8%).

Core vs. Casual Trends in Water Sports/Activities

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sports and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high casual user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years.

National Participatory Trends - Water Sports / Activities					
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%
Sailing	3,924	3,754	3,618	-7.8%	-3.6%
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%
Rafting	3,781	3,404	3,438	-9.1%	1.0%
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%
Surfing	2,721	2,874	2,964	8.9%	3.1%
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 15: National Participatory Trends - Water Sports/Activities

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Non-Participant Interest by Age Segment

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. **Figure 16** shows the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of these are deemed as low-impact activities, making them accessible for any age segment to enjoy.

6-12 Year-Olds
Fishing
Camping
Soccer
Martial Arts
Basketball

13-17 Year-Olds
Fishing
Camping
Working Out w/ Weights
Volleyball
Running/Jogging

18-24 Year-Olds
Camping
Fishing
Martial Arts
Volleyball
Kayaking

25-34 Year-Olds
Camping
Fitness Swimming
Bicycling
Fishing
Kayaking

35-44 Year-Olds
Fitness Swimming
Camping
Bicycling
Fishing
Hiking

45-54 Year-Olds
Bicycling
Fishing
Camping
Fitness Swimming
Hiking

55-64 Year-Olds
Bicycling
Fishing
Fitness Swimming
Camping
Hiking

65+ Year-Olds
Fishing
Fitness Swimming
Bicycling
Birdwatching/Wildlife Viewing
Working Out Using Machines

Figure 16: Top Five Aspirational Activities by Age Group

National and Regional Programming Trends

3.1.7 Programs Offered by Park and Recreation Agencies (Pacific Northwest Region)

NRPA's Programs offered by Park and Recreation Agencies (Great lakes Region)

NRPA's *Agency Performance Review 2020* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,053 park and recreation agencies across the U.S. as reported between 2017 and 2019.

Pacific Northwest Region
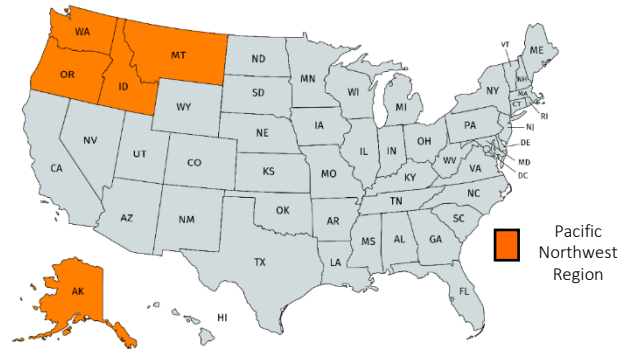
Based on this year's report, the typical agency (i.e., those at the median values) offers 187 programs annually, with roughly 64% of those programs being fee-based activities/events.

According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below **(Figure 17)**. A complete comparison of regional and national programs offered by agencies can be found in **Figure 18**.

When comparing Pacific Northwest agencies to the U.S. average, themed special events, team sports, social recreation events, and fitness enhancement classes were all identified in the top five most commonly provided program areas offered regionally and nationally. The area of incongruence between the Pacific Northwest and the U.S. relates to the fifth most popular core program area: Individual Sports (Pacific Northwest) and Health & Wellness Education (U.S.).

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Pacific Northwest (% of agencies offering)	**U.S. (% of agencies offering)**
• Themed Special Events (92%)	• Themed Special Events (88%)
• Team Sports (90%)	• Team Sports (87%)
• Social Recreation Events (87%)	• Social Recreation Events (87%)
• Fitness Enhancement Classes (83%)	• Fitness Enhancement Classes (82%)
• Individual Sports (83%)	• Health & Wellness Education (81%)

Figure 17: Most Offered Core Program Areas

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Overall, Pacific Northwest parks and recreation agencies are very similar to the U.S. average regarding program offerings. However, utilizing a discrepancy threshold of +/-5% (or more), Pacific Northwest agencies are currently offering less programs in Health & Wellness Education, Safety Training, and Trips & Tours.

Core Program Areas Offered by Parks and Recreation Agencies
(precent of agencies)

Program Area	Pacific Northwest	U.S.
Themed Special Events	92%	88%
Team Sports	90%	87%
Social Recreation Events	87%	87%
Fitness Enhancement Classes	83%	82%
Individual Sports	83%	74%
Health & Wellness Education	77%	81%
Aquatics	73%	71%
Performing Arts	71%	64%
Safety Training	69%	72%
Racquet Sports	69%	67%
Visual Arts	69%	59%
Cultural Crafts	67%	61%
Natural & Cultural History Activities	63%	59%
Trips & Tours	60%	63%
Martial Arts	60%	60%
Golf	50%	47%
Running/Cycling Races	37%	35%

Pacific Northwest   U.S.

Figure 18: Core Program Areas Offered by Pacific Northwest Agencies

Targeted Programs for Children, Seniors, and People with Disabilities

For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA, the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below **(Figure 19)**. A complete comparison of regional and national targeted program offerings can be found in **Figure 20**.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Pacific Northwest (% of agencies offering)	**U.S. (% of agencies offering)**
• Summer Camp (77%)	• Summer Camp (83%)
• Senior Programs (66%)	• Senior Programs (78%)
• Teen Programs (61%)	• Teen Programs (65%)

Figure 19: Core Program Areas - Children/Seniors/People with Disabilities

Agencies in the Pacific Northwest Region tend to offer targeted programs at a lower rate than the national average; however, preschool programs, before school programs, and full daycare are offered at a higher rate.

Core Program Areas Targeted for Children, Seniors, and/or People with Disatbilities (precent of agencies)

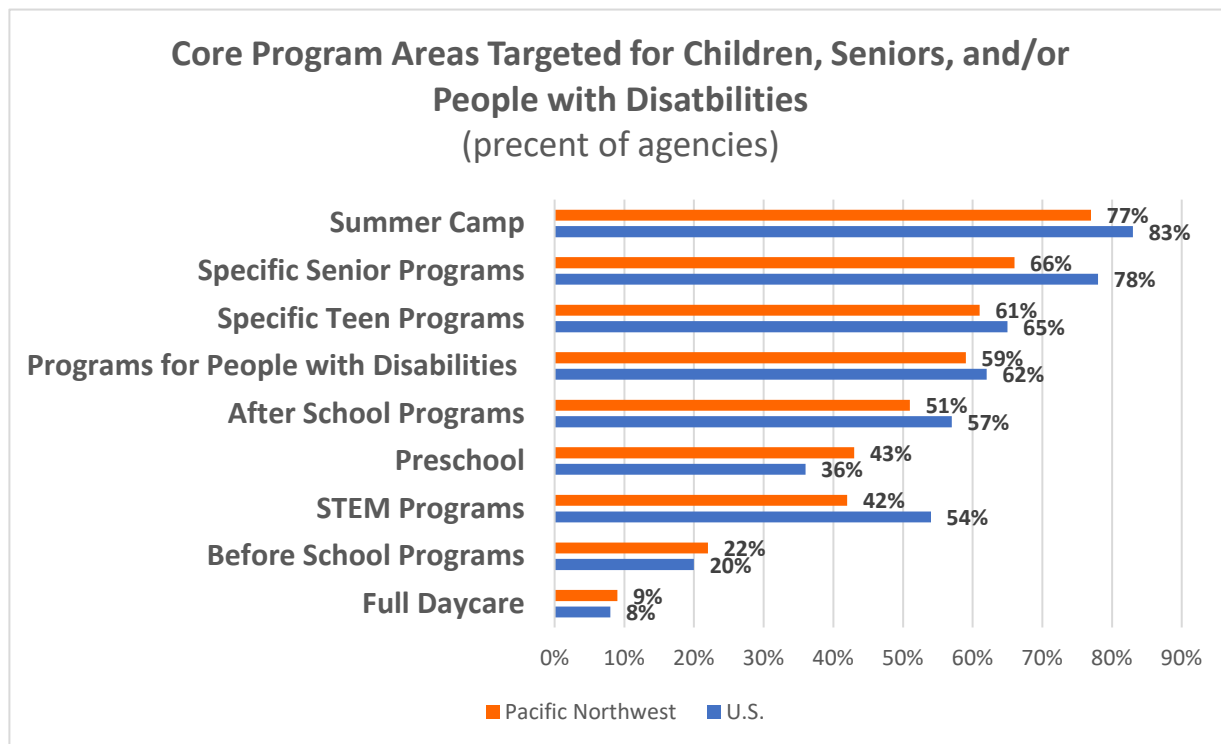| Program	Pacific Northwest	U.S.
Summer Camp	77%	83%
Specific Senior Programs	66%	78%
Specific Teen Programs	61%	65%
Programs for People with Disabilities	59%	62%
After School Programs	51%	57%
Preschool	43%	36%
STEM Programs	42%	54%
Before School Programs	22%	20%
Full Daycare	9%	8%

Figure 20: Targeted Programs - Children, Seniors, People with Disabilities

Local Sport and Leisure Market Potential

3.1.8 Market Potential index (MPI)

The following charts show sports and leisure market potential data for the District residents as provided by ESRI. The MPI measures the probable demand for a product or service within the District. The MPI shows the likelihood that an adult resident of the of the District will participate in certain activities when compared to the national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories: General Sports, Fitness, Outdoor Activity, and Commercial Recreation.

For each category, activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by the District; conversely, below average MPI scores signal lower levels of participation for a given activity and may suggest where there is a need for certain recreational spaces, amenities, and/or programs.

General Sports Market Potential

The top three General Sports for the District are Golf (142), Tennis (132), and Soccer (121). All reported General Sports categories exceed or are close to the national average **(Figure 21).**
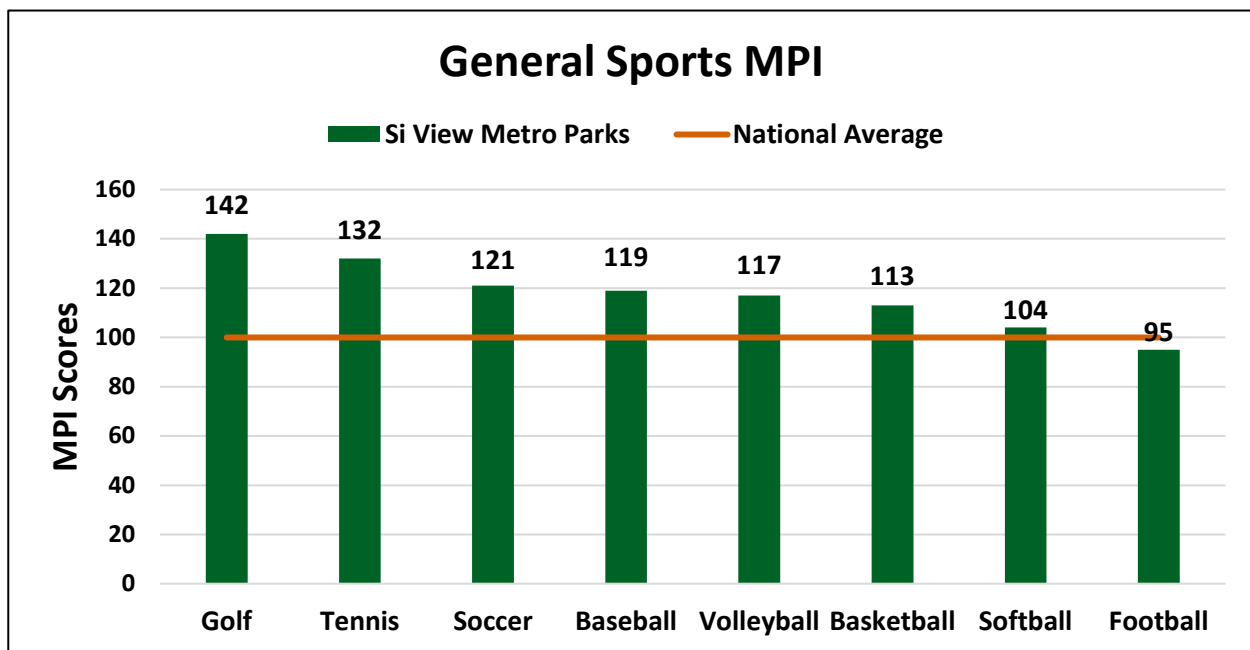
Figure 21: General Sports MPI

Fitness Market Potential

The District, in general, has a high propensity for fitness as all activities are above the national average **(Figure 22)**. Weight Lifting (139), Jogging (139), and Pilates (136) have the top three MPI scores. Zumba (109) is the lowest ranked but is still above the national average.
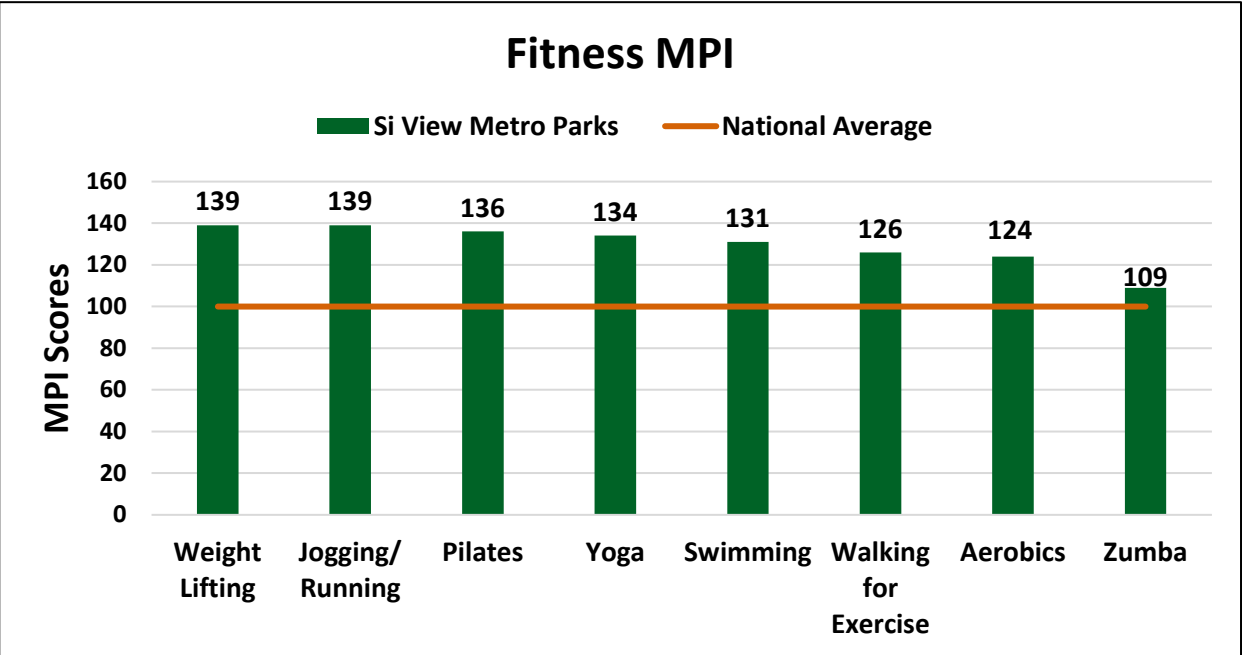
Figure 22: Fitness MPI

Outdoor Activity Market Potential

Similar to Fitness Activities, Outdoor Activity MPI scores are all above the national average **(Figure 23)**. Hiking (135), Bicycling-Road (135), and Boating-Power (133) have the top three MPI scores.
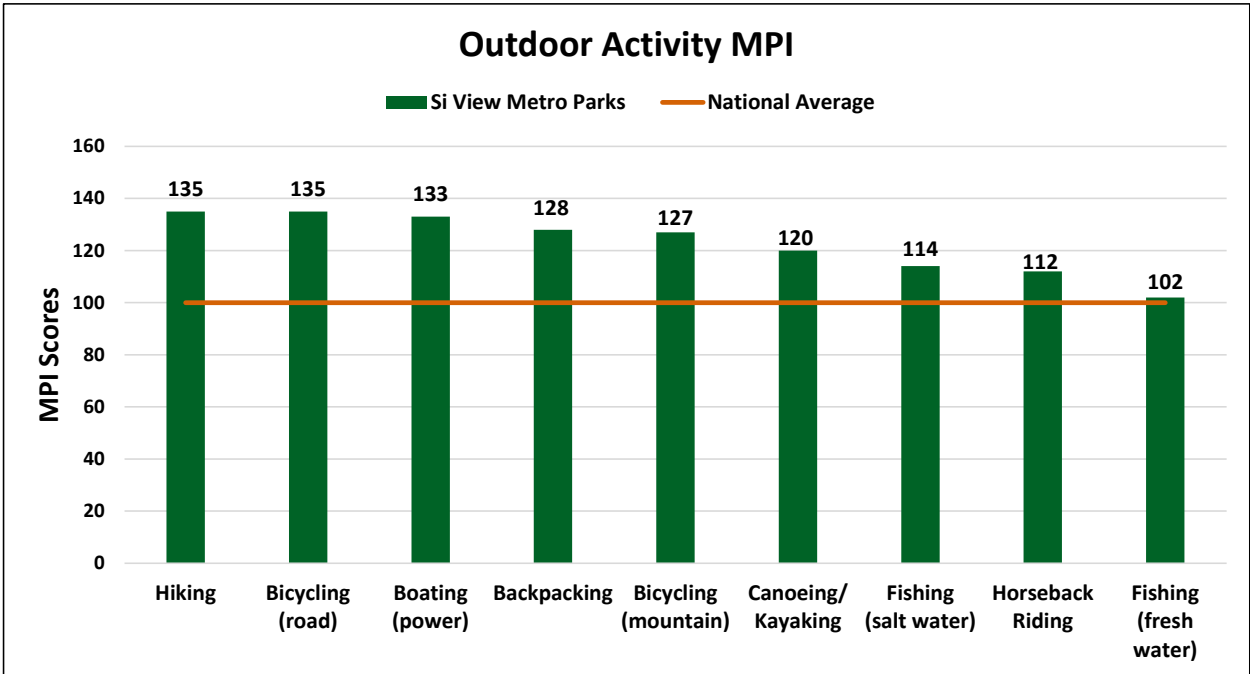
Figure 23: Outdoor Activity MPI

Commercial Recreation Market Potential

The District has high MPI scores for commercial recreation activities. The two highest MPI scores are associated with sports **(Figure 24).** Also, it should be noted that there seems to be a strong indication for commercial recreation consumption within the District boundaries.

Commercial Recreation MPI
(Last 12 Months)

■ Si View Metro Parks — National Average

Activity	MPI Score
Attended sports event	139
Spent $250+ on sports/rec equip	138
Went to live theater	131
Visited an indoor water park in last 12 months	131
Went to museum	130
Visited a theme park in last 12 months	128
Participated in book club	127
Visited a zoo in the last 12 months	123
Did photo album/scrapbooking	123
Went to art gallery	120
Did photography	120
Attended classical music/opera performance	119
Attended dance performance	119
Played musical instrument	114
Cooked for fun	114
Went overnight camping in last 12 months	114
Did furniture refinishing	109
Participated in genealogy	107
Participated in indoor gardening/plant care	107
Did painting/drawing	106
Did birdwatching	101
Danced/went dancing	99

MPI Scores

Figure 24: Commercial Recreation MPI

Chapter 4. Community Input

Stakeholder Interviews and Focus Groups

PROS Consulting conducted virtual stakeholder focus groups and interviews between December 2020 and February 2021. A total of 51 stakeholders were identified and invited to share their feedback regarding Si View Metro Parks recreation programs, services, experiences, and facilities. Participating stakeholders included: Si View Commission, City of North Bend staff and administration, North Bend Parks Commission, City of Snoqualmie, Snoqualmie Valley School District, Mountains to Sound Greenway, King County Parks, Washington State DNR, Snoqualmie tribe, team sport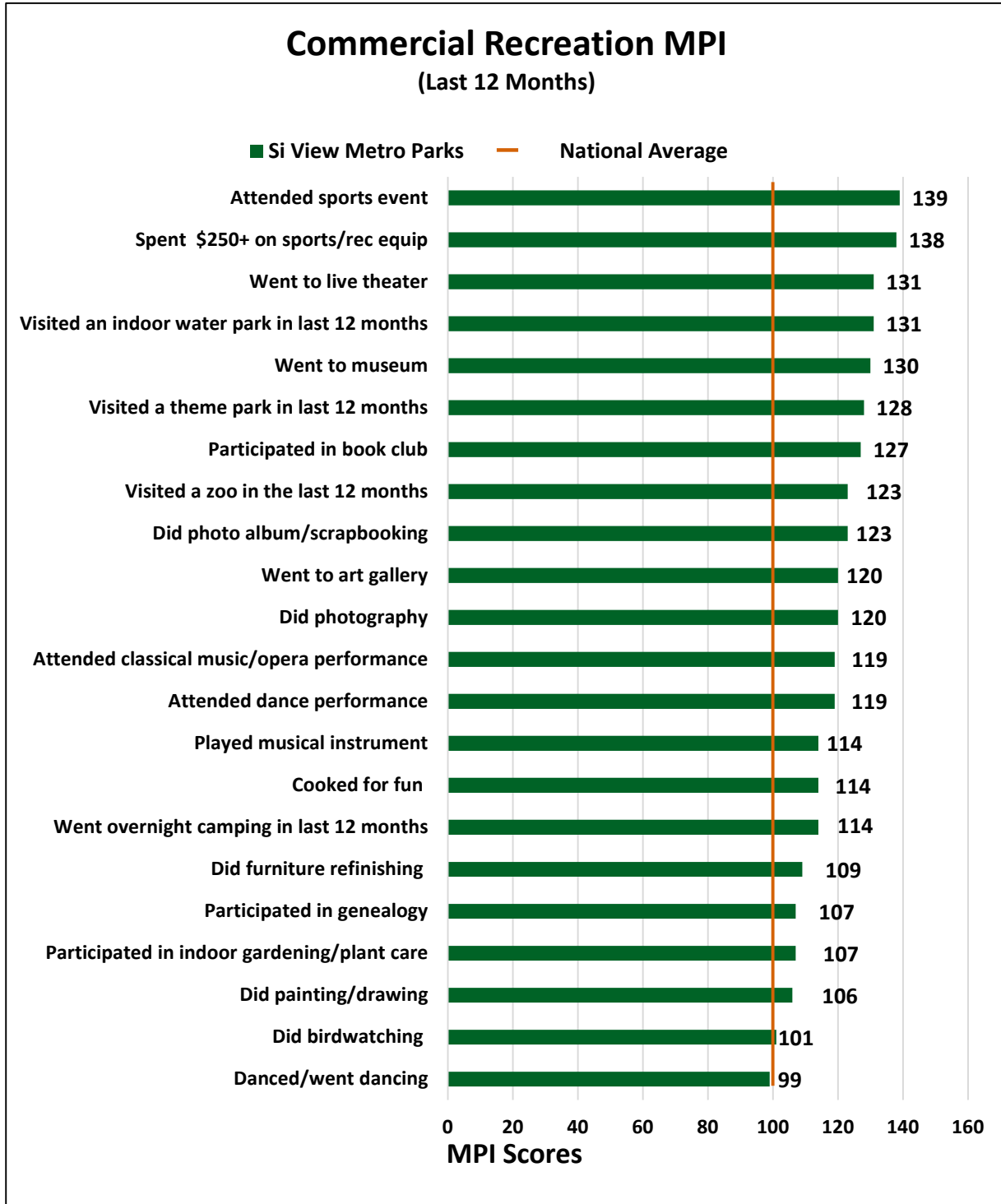s organizations (e.g., soccer, little league, track, lacrosse, cricket, basketball, wrestling, volleyball, etc.), individual sport organizations (e.g., pickleball, disc golf, BMX, archery, aquatics, etc.), outdoor recreation representatives (e.g., mountain biking, white water, ski and guiding services, etc.), community service providers (e.g., YMCA, senior centers, Special Olympics, Encompass, etc.), and community event organizations and providers.

Based on feedback from these stakeholder interviews and focus groups, the following key themes were developed after analyzing and synthesizing all information. These key themes provide a foundation for the community-wide survey development along with providing context for the planning team as they develop the Comprehensive Recreation Program Plan. **It should be noted, however, this summary reflects responses provided by participants and comments do not necessarily constitute consultant recommendations.** The following key themes are not provided in any prioritized order.

4.1.1 Synthesis and Key Themes

Si View Metro Parks has a good reputation with the community. Stakeholders feel the District's reputation is very good due to its responsiveness, flexibility, program diversity, and staff. Additionally, they commend the District for its ability to engage with the community.

The natural environment/geography bodes well for the District. Stakeholders indicate that the District is well-positioned because of its surrounding environment. In fact, stakeholders would like to see the District continue to provide recreation experiences that facilitate residents' interaction with the natural world.

Stakeholders see the District as the center of connectivity. Stakeholders report there are many land providers within the surrounding area that provide (or can provide) public recreation access. Stakeholders feel it is the responsibility of the District to help advance forward the physical linkages (through parks and trails) and the awareness of linkages (through signage, education, etc.).

Partnerships, coordination, and understanding roles are important moving forward. Stakeholders believe the District should continue to expand partnerships to deliver recreation experiences for the entire area. This notion acknowledges how the District, YMCA, school system, Snoqualmie, and North Bend all work in conjunction. Stakeholders point to these relationships as critical to developing new facilities, acquiring park land, connecting trails, and delivering new/expanded programs and services.

More intentionality is needed for who leads and who supports different programs and services. Along the same lines as forging partnerships, stakeholders desire to see more coordination for delivering programs and services. They desire to see this planning effort acknowledge a desire to reduce competition and ambiguity and increase collaboration and support. This, in turn, will help communicate the different recreation experiences available to the public throughout the Valley.

More functionality and activation of park spaces. Stakeholders are happy with the District's parks and facilities; however, more programmable and self-directed experiences are desired to help activate spaces. Stakeholders mentioned offering kayaking at the disc golf area, providing more activities to reduce trailhead congestion, supporting the bike park with another pump track, adding lights to sports fields to increase playability, etc.

Outdoor recreation can be expanded. Stakeholders desire to see more integration with nature/the natural world opportunities through the District's program offerings. Example program topics can include wilderness first aid, backpacking, hiking, camping, mountain biking, snow shoeing, mountain climbing, kayaking, water sports, and environmental classes.

Art, culture, and history programming can be expanded. Stakeholders mention the area's rich cultural history with the Tribes, the local arts and culture scene (blues, jazz, etc.), history walks, and demonstration farms/urban agriculture as ways to expand multi-generational and multi-cultural programming.

Activate "non-traditional" public recreation spots. Stakeholders want to see increased river access, floodplains, and levee set-back areas as recreation opportunities (either self-directed or leader-directed).

More youth programs are needed. Stakeholders indicate all youth age segments can be enhanced through programming. There is a need for increased childcare services, programming for pre-teen/tweens/teens, and youth events in general to get them introduced into various recreation activities and how to interact with the natural world comfortably (which, in turn, will lead to good stewards).

Parks and recreation services are held in high regard by District residents and non-residents alike. Stakeholders recognize the Snoqualmie Valley is recognized for its recreational opportunities and people drive out of Seattle to recreate in the area. Additionally, recreation is a huge draw to new residents moving into the Valley.

More community-forward activities are desired. Stakeholders would like to see an increased focus on academic support, farmers markets, health-related classes (such as nutrition), programs that celebrate diverse cultures, STEM, coding, etc. Although different topics, these types of programs are more societal skill needs that stakeholders would like to see offered by the District.

There is not a consensus on funding strategies. Stakeholders are not unified in their suggestions for funding the District. Stakeholders mention funding options such as: grants, fee-based programs, taxes, bonding, partnerships, and bequests and estate planning with no one source being held in high esteem above others.

There is a large potential for increased partnerships. Stakeholders provided a wide list of potential partnership organizations that span topics related to: pickleball, environmental stewardship, arts and culture, music, YMCA, private outdoor recreation guides, farming, mountain biking, trail maintenance, school district, community foundations, theater groups, local ethnic groups, and more.

The biggest desire moving forward is to see more park land and connected spaces. Stakeholders desire to see an expanded footprint, connected system, and activated underutilized public spaces over the next five years. This will help facilitate transportation, human connection to nature, increased diverse programming opportunities, and more.

The District needs to pay attention to private development. Stakeholders would like the District to take into consideration the impact private sports complexes (and programming) have on the District's service provision. Are these partnership opportunities or will "unmet" need be met via private organizations?

Statistically-Valid District Survey

In order to test the emerging themes from the stakeholder interview and focus group process (among other findings from the technical research process), ETC Institute administered a District interest and opinion survey for Si View MPD during the spring and summer of 2021. Data gathered from this survey will be used by leaders to define strategies, services, and plan the future direction of recreation programming that meets the needs of the District.

4.1.2 Methodology

ETC Institute mailed a survey packet to a random sample of households in the Si View MPD boundaries (see Chapter Two for definition). Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at www.SiViewParksSurvey.org.

Approximately ten days after the surveys were mailed, ETC Institute sent e-mails to the households that received the survey to encourage participation. The e-mails contained a link to the online version of the survey to make it simple for residents to complete. To prevent people who were not residents of the Si View MPD boundaries from participating, everyone who completed the survey online were required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain 375 completed surveys from District residents. A total of 405 surveys were collected. The overall results for a sample of 405 surveys have a precision of at least +/- 4.7% at the 95% level of confidence.

4.1.3 Major Findings

The following sections summarize the major findings of the statistically-valid District interest and opinion survey. It should be noted that there are no direct references to aquatic facilities or aquatic programming throughout the survey findings. This is a result of a recently completed feasibility study (at the time of this report's development) that confirmed there is a District need for aquatic programming.

Programming Needs and Priorities

Recreation Program Needs. Respondents were asked to identify if their household had a need for 28 recreation programs and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the District that had the greatest "unmet" need for various programs. The four recreation programs with the highest percentage of estimated households whose needs are being moderately to not met are listed below:

- Adult programs (18 years or older) – 1,664 households (42.8%);
- Enrichment/special interest programs – 1,565 households (40.2%);
- Outdoor water recreation – 1,540 households (40.0%); and
- Fitness and wellness programs – 1,540 households (39.6%).

The estimated number of households that have unmet needs for each of the 28 recreation programs that were assessed is shown in **Figure 25**.
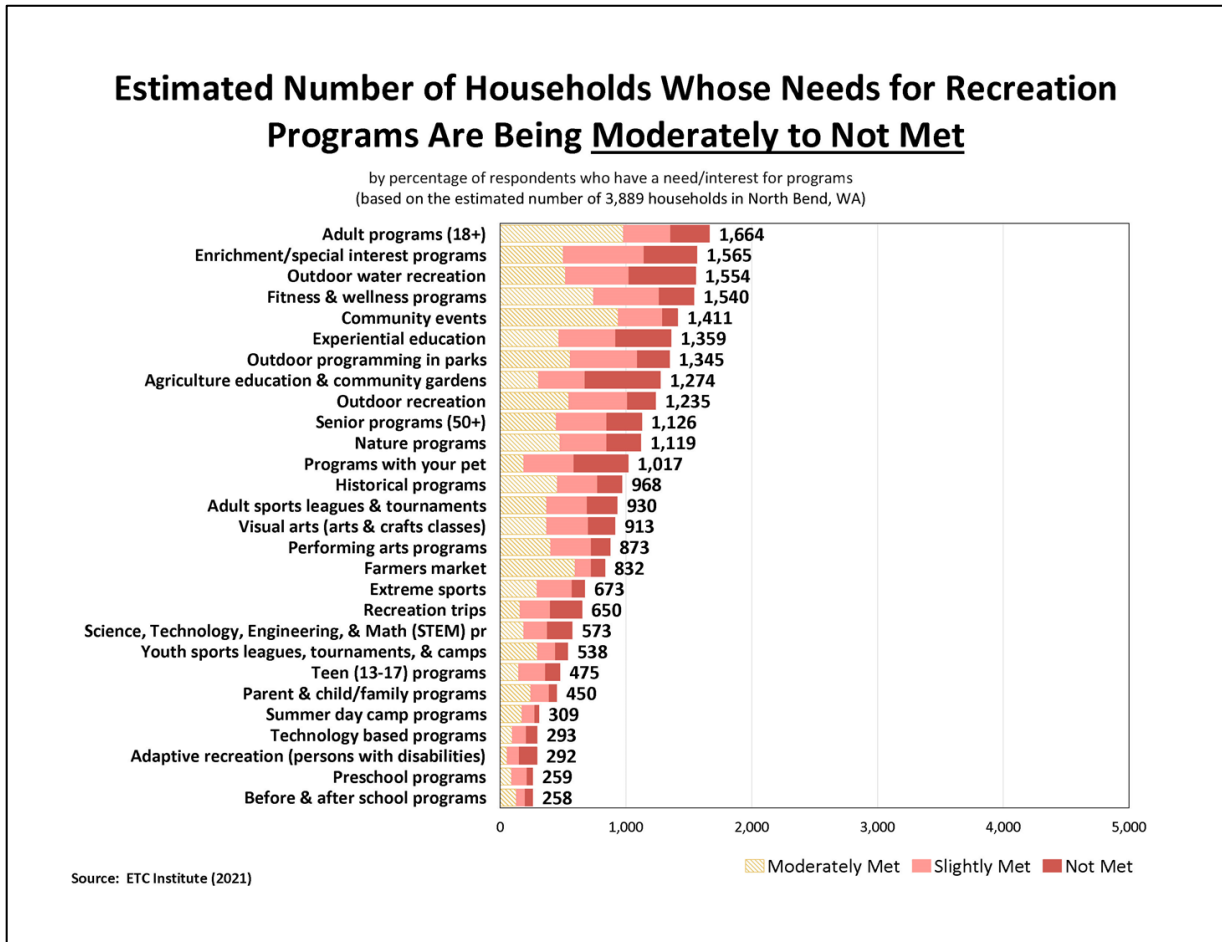
Figure 25: Number of Households with Unmet Need

Recreation Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each one. Based on the sum of respondents' top four choices, the most important programs to residents were:

1. Farmers market (42.2%);
2. Community events (32.1%);
3. Outdoor recreation (22.4%); and
4. Fitness and wellness programs (16.5%).

The percentage of residents who selected each program as one of their top four choices is shown in **Figure 26**.
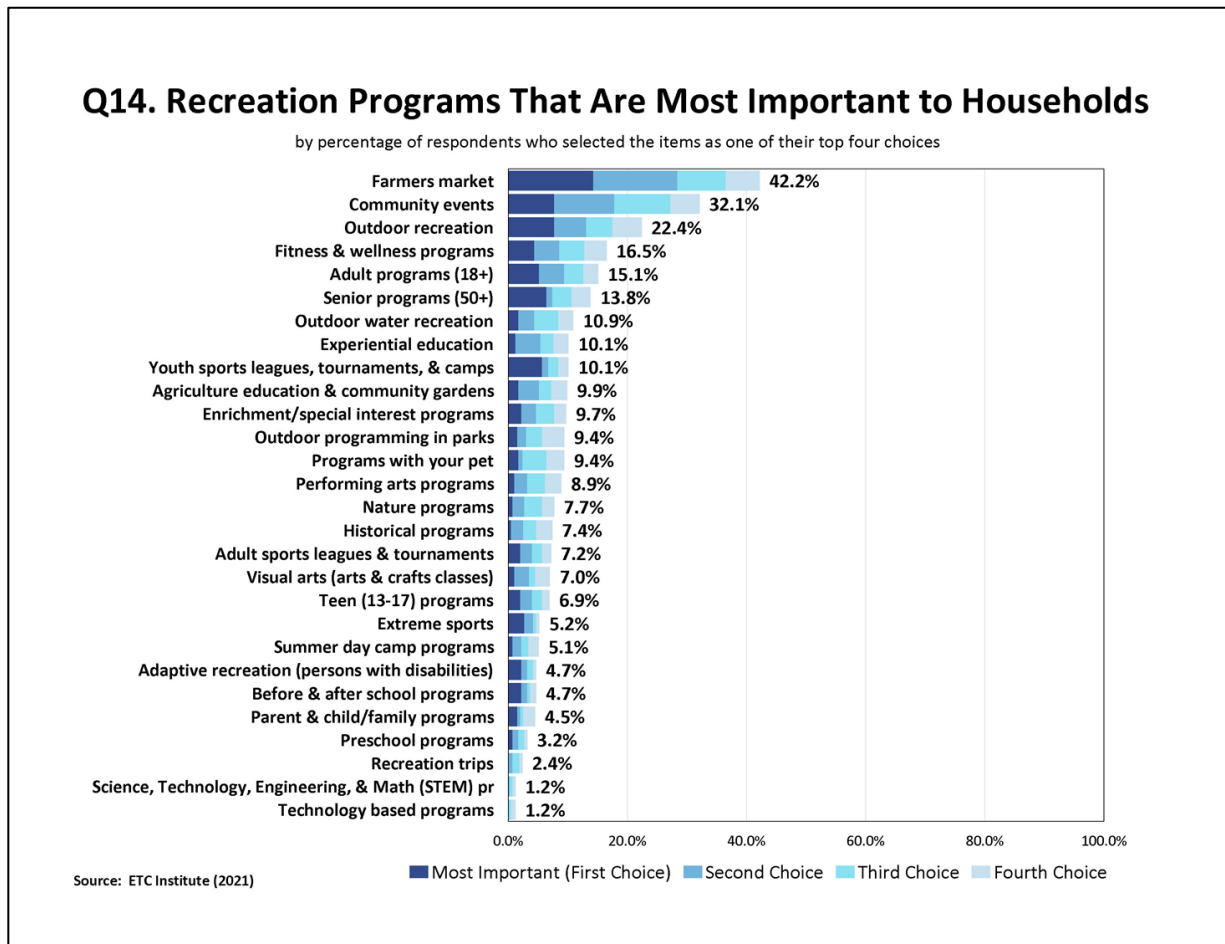
Q14. Recreation Programs That Are Most Important to Households

by percentage of respondents who selected the items as one of their top four choices

Program	Percentage
Farmers market	42.2%
Community events	32.1%
Outdoor recreation	22.4%
Fitness & wellness programs	16.5%
Adult programs (18+)	15.1%
Senior programs (50+)	13.8%
Outdoor water recreation	10.9%
Experiential education	10.1%
Youth sports leagues, tournaments, & camps	10.1%
Agriculture education & community gardens	9.9%
Enrichment/special interest programs	9.7%
Outdoor programming in parks	9.4%
Programs with your pet	9.4%
Performing arts programs	8.9%
Nature programs	7.7%
Historical programs	7.4%
Adult sports leagues & tournaments	7.2%
Visual arts (arts & crafts classes)	7.0%
Teen (13-17) programs	6.9%
Extreme sports	5.2%
Summer day camp programs	5.1%
Adaptive recreation (persons with disabilities)	4.7%
Before & after school programs	4.7%
Parent & child/family programs	4.5%
Preschool programs	3.2%
Recreation trips	2.4%
Science, Technology, Engineering, & Math (STEM) pr	1.2%
Technology based programs	1.2%

Legend: ■ Most Important (First Choice) ■ Second Choice ■ Third Choice ■ Fourth Choice

Source: ETC Institute (2021)

Figure 26: Programs Most Important to Households

Priorities for Recreation Program Investments. The Priority Investment Rating (PIR) was developed to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on each program and (2) how many residents have unmet needs for the program. Based on the Priority Investment Rating (PIR), eleven recreation programs were rated as high priorities:

1. Community events (PIR=161);
2. Farmers market (PIR=150);
3. Adult programs (18+) (PIR=136);
4. Fitness & wellness programs (PIR=132);
5. Outdoor recreation (PIR=127);
6. Outdoor water recreation (PIR=119);
7. Enrichment/special interest programs (PIR=117);
8. Experiential education (PIR=106);
9. Outdoor programming in parks (PIR=103);
10. Senior programs (50+) (PIR=100); and
11. Agriculture education & community gardens (PIR=100).

How to Analyze Figure 27:

- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.

- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.

- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.
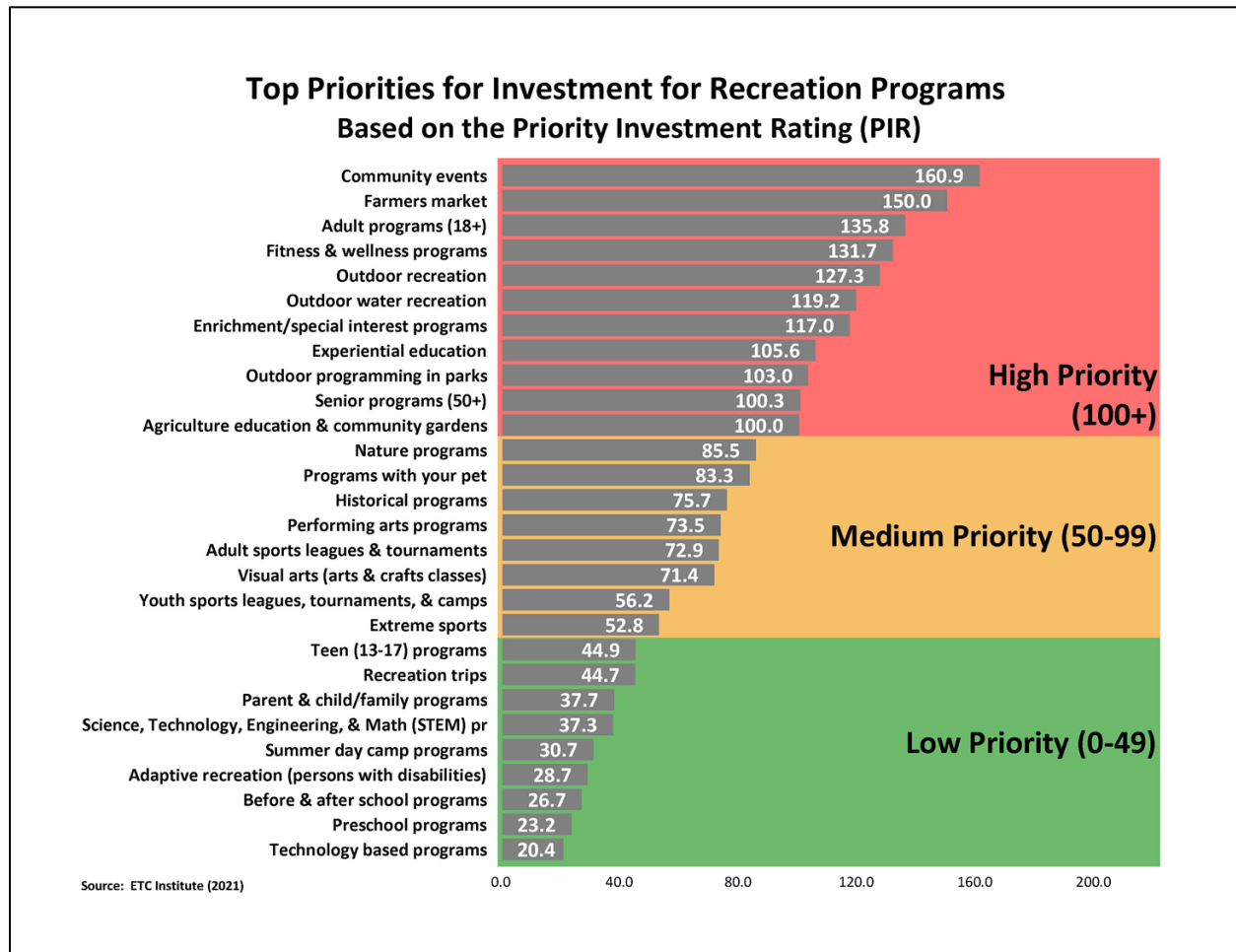

Top Priorities for Investment for Recreation Programs
Based on the Priority Investment Rating (PIR)

Program	PIR
Community events	160.9
Farmers market	150.0
Adult programs (18+)	135.8
Fitness & wellness programs	131.7
Outdoor recreation	127.3
Outdoor water recreation	119.2
Enrichment/special interest programs	117.0
Experiential education	105.6
Outdoor programming in parks	103.0
Senior programs (50+)	100.3
Agriculture education & community gardens	100.0
Nature programs	85.5
Programs with your pet	83.3
Historical programs	75.7
Performing arts programs	73.5
Adult sports leagues & tournaments	72.9
Visual arts (arts & crafts classes)	71.4
Youth sports leagues, tournaments, & camps	56.2
Extreme sports	52.8
Teen (13-17) programs	44.9
Recreation trips	44.7
Parent & child/family programs	37.7
Science, Technology, Engineering, & Math (STEM) pr	37.3
Summer day camp programs	30.7
Adaptive recreation (persons with disabilities)	28.7
Before & after school programs	26.7
Preschool programs	23.2
Technology based programs	20.4

High Priority (100+)

Medium Priority (50-99)

Low Priority (0-49)

Source: ETC Institute (2021)

Figure 27: Priority Investment Rating (PIR) for Programs

4.1.4 Additional Findings

Program Participation. Residents surveyed were asked if they or members of their household had typically participated in programs offered by Si View MPD, before the COVID-19 Pandemic, and if so, how many different programs they would typically participate in.

- 68.4% indicated before the COVID-19 Pandemic, they or other members of their household participated in programs offered by Si View MPD.
- Of these households, majority (52.7%) participated in 2 to 3 programs, 18.9% in 4 to 6 programs, 17.5% in 1 program, 6.2% in 7 to 10 programs, and 4.7% in 11 or more programs.
- **Ratings.** Most (94.2%) of the participating residents rated the overall quality of Si View MPD programs as excellent or good; 5.4% gave a rating of fair and 0.4% a rating of poor.

Resident Familiarity to Si View MPD Services. Respondents appear to be familiar with what Si View MPD provides to District residents; 11.0% are extremely familiar, 37.8% moderately familiar, 30.3% somewhat familiar, 16.3% slightly familiar, and 4.5% not at all familiar.

Potential Programs, Leagues, Tournaments, and Events. Residents were asked what potential programs, leagues, tournaments, and events they would use that are currently not being fulfilled by Si View MPD. The top five responses were: outdoor safety courses (42.7%), canoeing/kayaking (39.3%), hiking club (37.5%), agriculture/farming education (34.8%), and cultural events (33.6%). Three of ten residents would use the following most often: outdoor safety courses (33.5%), hiking club (31.8%), and canoeing/kayaking (31.2%).

Potential Programming Spaces. Over half (55.1%) of residents indicated they would use soft surface nature trails if they were made available and based on the sum of respondents' top four choices, 42.5% would use soft surface nature trails most often compared to the other potential programming spaces.

Importance of Recreation Services. Top four recreation services that the highest percentage of respondents indicated are very important/important to them are: maintenance of parks (94.0%), quality of recreation programs (89.2%), availability of information about Si View MPD programs, facilities, and parks (86.0%), and quality of trails/pathways (85.0%).

Based on the sum of respondents' top four choices, the recreation services that residents think should receive the most attention from Si View MPD over the next two years, are: maintenance of parks (31.4%), quality of recreation programs (28.2%), number of trails/pathways (27.4%), and the quality of trails/pathways (27.3%).

Satisfaction with Overall Value Received from Si View MPD. Six of ten (64.4%) residents indicated they are either very satisfied or satisfied with the overall value received from Si View MPD; 28.1% are neither satisfied or dissatisfied (neutral), 5.0% dissatisfied, and 2.5% very dissatisfied.

Online Community Survey

PROS Consulting launched an online community survey after the completion of the statistically-valid District resident survey conducted by ETC Institute. The online community survey was administered via SurveyMonkey and mirrored the statistically-valid District resident survey questionnaire. The data sets are kept separate as the online survey is an anecdotal and self-selected survey process. Interestingly, more times than not the online survey results mirror the statistically-valid District resident survey results in many areas; however, online community surveying is a great way to provide another input method for system users (and non-users). Therefore, online community survey results tend to represent individuals (and households) that are generally more familiar with Si View Metro Parks and/or are current or past users of parks, programs, and events. However, this trend is not necessarily always represented.

The online community survey results were collected from June 12, 2021 to July 1, 2021. A total of 241 responses were received.

Overall, the findings from the online community survey are rather similar to the statistically-valid District resident survey results. The following sections highlight the similarities and differences between the surveys for key topic areas.

4.1.5 Key Survey Similarities

The following response areas generated similar results between both surveys.

Barriers to Use

The top five barriers reflect the same barriers as the statistically-valid District resident survey, although they are presented in a different order.

Statistically-Valid District Resident (ETC)		SurveyMonkey	
1.	Program times are not convenient	1.	Program or facility not offered
2.	No time to participate	2.	No time to participate
3.	Program or facility not offered	3.	Class full
4.	I do not know what is being offered	4.	Program times are not convenient
5.	Class full	5.	I do not know what is being offered
6.	Fees are too high	6.	Fees are too high
7.	Operating hours not convenient	7.	Registration process is difficult
8.	Use programs/services of other agencies	8.	Too far from residence
9.	Lack of parking	9.	Lack of/insufficient childcare
10.	Lack of quality programs	10.	Lack of parking

Figure 28: Barriers to Use

Reasons Why Respondents Use Other Organizations

The top five reasons why respondents use other organizations were the same, just presented in a different order.

Statistically-Valid District Resident (ETC)		SurveyMonkey	
1.	Program not offered by Si View	1.	Program not offered by Si View
2.	Program times are more convenient	2.	Facility not offered by Si View
3.	Facility not offered by Si View	3.	Program times are more convenient
4.	Program days are more convenient	4.	Friends/family participate there
5.	Friends/family participate there	5.	Program days are more convenient

Figure 29: Reasons Why Respondents Use Other Organizations

Program Needs

The top four most "needed" programs were very similar with the top two being the same for both surveys.

Statistically-Valid District Resident (ETC)		SurveyMonkey	
1.	Farmer's market	1.	Farmer's market
2.	Community events	2.	Community events
3.	Adult programs (18+)	3.	Outdoor recreation
4.	Outdoor recreation	4.	Adult programs (18+)
5.	Fitness & wellness programs	5.	Outdoor water recreation
6.	Outdoor water recreation	6.	Enrichment/special interest programs
7.	Enrichment/special interest programs	7.	Extreme sports
8.	Outdoor programming in parks	8.	Fitness and wellness programs
9.	Experiential education	9.	Outdoor programming in parks
10.	Agriculture education & community gardens	10.	Summer day camp programs

Figure 30: Program Needs

Program Importance

Farmers markets, community events, and outdoor recreation (among others) have high importance to survey respondents.

Statistically-Valid District Resident (ETC)		SurveyMonkey	
1.	Farmer's market	1.	Outdoor recreation
2.	Community events	2.	Farmer's market
3.	Outdoor recreation	3.	Community events
4.	Fitness & wellness programs	4.	Extreme sports Adult programs (18+)
5.	Adult programs (18+)	5.	Outdoor water recreation
6.	Senior programs (50+)	6.	Summer day camp programs
7.	Outdoor water recreation	7.	Youth sports leagues, tournaments, & camps
8.	Experiential education	8.	Before and after school programs
9.	Youth sports leagues, tournaments, & camps	9.	Performing arts programs
10.	Agriculture education & community gardens	10.	Fitness and wellness programs

Figure 31: Program Importance

Recreation Services That Should Receive the Most Attention

Trails/pathways, park maintenance, and quality and diversity of recreation programs are important to survey respondents in terms of what Si View MPD should focus on the next two years.

Statistically-Valid District Resident (ETC)		SurveyMonkey	
1.	Maintenance of parks	1.	Number of trails/pathways
2.	Quality of recreation programs	2.	Quality of trails/pathways
3.	Number of trails/pathways	3.	Maintenance of parks
4.	Quality of trails/pathways	4.	Selection/diversity of recreation programs
5.	Selection/diversity of recreation programs	5.	Quality of recreation programs

Figure 32: Recreation Services That Should Receive the Most Attention

$100 Prioritization

Survey respondents desire to see more investment in maintaining/enhancing the existing system, followed by acquiring and developing more trails and park land, and lastly constructing new park amenities.

Statistically-Valid District Resident (ETC)		SurveyMonkey	
1.	Improving/maintaining existing system ($31)	1.	Improving/maintaining existing system ($36)
2.	Pathways and greenways acquisition and development ($25)	2.	Pathways and greenways acquisition and development ($32)
3.	Park land and open space acquisition and development ($23)	3.	Park land and open space acquisition and development ($25)
4.	Construction of new park amenities ($21)	4.	Construction of new park amenities ($22)

Figure 33: $100 Prioritization

Preferred Communication Methods

Respondents prefer to learn about recreation programs, activities, and events via the seasonal program guide, website, email, and Facebook the most.

Statistically-Valid District Resident (ETC)		SurveyMonkey	
1.	Seasonal District program guide	1.	Seasonal District program guide
2.	Si View Metro Parks website	2.	Si View Metro Parks website
3.	Si View Metro Parks emails	3.	Si View Metro Parks emails
4.	Friends & neighbors	4.	Facebook
5.	Facebook	5.	Community calendars
6.	Signage and flyers at parks	6.	Nextdoor
7.	Nextdoor	7.	Community news sites
8.	Community news sites	8.	Friends & neighbors
9.	Community calendars	9.	At community events
10.	Instagram	10.	Instagram
11.	At community events	11.	Signage and flyers at parks

Figure 34: Preferred Methods of Communication

New Programs and Spaces

Respondents indicated a large preference for new outdoor recreation-related programs, activities, and programmable spaces **(Figures 35 and 36)**.

Statistically-Valid District Resident (ETC)		SurveyMonkey	
1.	Outdoor safety courses	1.	Outdoor safety courses
2.	Canoeing/kayaking	2.	BMX/mountain biking
3.	Hiking club	3.	Canoeing/kayaking
4.	Agriculture/farming education	4.	Rock climbing
5.	Cultural events	5.	Hiking club

Figure 35: Potential New Activities People Would Use

Statistically-Valid District Resident (ETC)		SurveyMonkey	
1.	Nature trails (soft surface)	1.	Nature trails (soft surface)
2.	Paved trails	2.	Mountain bike park/trails
3.	Canoe/kayak access	3.	Canoe/kayak access
4.	Mountain bike park/trails	4.	Indoor rock climbing/bouldering wall
5.	Arts & culture areas	5.	Splashpads/interactive water play features

Figure 36: Potential New Programmable Spaces People Would Use

Public Engagement Findings

After analyzing the data collected from the public engagement process, there are several public priorities that rose to the surface:

- Outdoor recreation activities and opportunities are priority areas for District residents.

- Residents desire to see a continued emphasis on maintaining and enhancing the existing system and acquiring/developing additional trails/pathways and park land.

- Residents are leaving the District to participate in outdoor recreation and aquatics programming the most.

- Si View MPD should focus on adjusting program times as that is a reported large barrier to participation for many District residents.

- Additional marketing efforts are needed to increase the familiarity District residents have with Si View MPD regardless if they are existing or previous system users.

Chapter 5. Recreation Program Assessment

Overview

As part of the *Recreation Program Plan* development process, PROS Consulting performed a Recreation Program Assessment of the services offered by Si View MPD. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

PROS Consulting based these program findings and comments from a review of information provided by Si View MPD including program descriptions, financial data, demographic information, and discussions with staff. This chapter addresses the program offerings from a systems perspective for the entire portfolio of programs, which will help prioritize current offerings with community wants and needs. Also, it should be noted that all numbers provided in this chapter represent the program area types and not the individual summation of recreation activities (or classes). For example, different activities (or classes) of youth swim lessons were captured and measured as "youth swim lessons" as a whole.

5.1.1 Framework

The mission of Si View MPD is to work in partnership with the community to preserve historic Si View Park and provide opportunities to enhance the quality of life through the facilitation of recreation programs and parks in the Snoqualmie Valley. Located in North Bend, Washington, Si View MPD's main campus provides a Community Center, indoor pool, multiuse sports fields, picnic shelters and playgrounds. With over 900 acres of parkland and over 180,000 visitors served through programs and events annually, Si View MPD has a large regional footprint. The majority of programs are held at the Community Center, but this is supplemented by using School District facilities and outdoor locations within the parks.

Core Program Areas

To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.

- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.

- The program area is offered 3-4 seasons per year.

- The program area has wide demographic appeal.

- There is a tiered level of skill development available within the program area's offerings.

- There is full-time staff responsible for the program area.

- There are facilities designed specifically to support the program area.

- The agency controls a significant percentage (20% or more) of the local market.

5.1.2 Existing Core Program Areas

In consultation with Si View MPD, the following Core Program Areas are currently offered:

Aquatics

Aquatics programming aims to promote physical, mental, and social health while educating participants to be safe in, on, and around the water. Example Aquatics activities include, but are not limited to:

Program Distribution		
Core Program Area	**Number of Activity Types Offered**	**Percent of Portfolio**
Aquatics	14	13%
Athletics	25	23%
Community Programs	11	10%
Cultural Arts	15	14%
Health and Wellness	9	8%
Special Events	11	10%
Youth Programs	24	22%
Total	**109**	**100%**

Figure 37: Si View MPD Core Program Areas

- Aquatic fitness

- Learn to swim programs

- Therapeutic programs

- Water safety and lifeguard instructor training

Athletics

Athletics programming provides both youth and adult opportunities for indoor and outdoor team sports. This Core Program Area aims to provide an atmosphere where youth and adults can come play a sport they enjoy. Additionally, these programs seek to provide youth and adults with new experiences. Example Athletics activities include, but are not limited to:

- Open gym sports (basketball, volleyball, pickleball)

- League play (pickleball, softball, basketball, volleyball)

- Skill building classes and camps

Community Programs

Community programs aims to provide opportunities that are educational, teach life skills, inspire creativity, and strengthen social skills (among other things). Example Community Programs activities include, but are not limited to:

- Indoor playground

- Preschool classes

- Specialized recreation programs

- STEM-focused classes

Cultural Arts

Cultural Arts programming aims to provide opportunities that require no previous experience necessary. This is accomplished through programming that allows individuals to enhance different abilities and skills. Example Cultural Arts activities include, but are not limited to:

- Adult dance classes

- Performing dance troupe

- Youth dance classes

Health and wellness

Health and Wellness programming aims to build a healthier community. This is done by offering different experiences that promote healthy and active lifestyles. Example Health and Wellness activities include, but are not limited to:

- Drop-in fitness classes

- Martial Arts

- Yoga

Special Events

Special Events programming aims to provide community-building opportunities. Additionally, these activities serve to promote cultural diversity, celebrate holidays, and provide outdoor social events. Example Special Events activities include, but are not limited to:

- Theater in the Park

- Family fun events

- Farmer's Market

- Summer concerts

Youth Programs

Youth programs activities aim to promote life skills, enrichment, and social development opportunities for area youth. Youth Programs activities include, but are not limited to:

- Before and after school care

- Summer camps

- Teen programs

5.1.3 Core Program Area Recommendations

These existing core program areas support physical, emotional, and community health. Si View MPD staff should evaluate core program areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community. Based upon the observations of the planning team, demographic & recreation trends information, and information gained from stakeholder interviews and focus groups, one area that could be elevated to a Core Program Area is outdoor recreation or nature education. With a park land inventory of open spaces and trails, this program area may be a good candidate for expansion within the Si View MPD portfolio.

Program Strategy Analysis

The Program Strategy Analysis examines several facets of the Si View MPD program portfolio including: age segmentation, classification of services, program lifecycles, pricing strategies used, similar providers, and performance standards.

5.1.4 Age Segmentation

Figure 38 depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified. The numbers represent the number of activities with a specific age segment as a primary or secondary based on Core Program Area.

Over half of Si View MPD's program portfolio is geared toward youth. Based on **Figure 38**, programs designed for adults and all-ages (family) could be enhanced. Additionally, it would be beneficial to establish a plan including what age segment(s) to target, establish the message(s), which marketing methods to use, and determine what to measure for success before allocating resources towards a particular effort.

Age Distribution											
Core Program Area	**Preschool (<5)**		**Elem. School (6-12)**		**Teens (13-18)**		**Adult (18+)**		**Senior Adults (55+)**		**All Ages/Family**	
	P	S	P	S	P	S	P	S	P	S	P	S
Aquatics	3	0	3	0	4	3	3	1	3	0	2	0
Athletics	4	3	16		2	3	6	1	4	3		
Community Programs	4	3	8				1			1		
Cultural Arts	3	1	7	5	6	1	2	1	3			
Health and Wellness	2	1	3		2		6			5		
Special Events	2	3	5			2	6	1	4		3	
Youth Programs			24			4						
Total	**18**	**11**	**66**	**5**	**14**	**13**	**24**	**4**	**14**	**9**	**5**	**0**
Percent of Offerings	16%		39%		15%		15%		13%		3%	

Figure 38: Si View MPD Age Distribution

5.1.5 Lifecycles

A Program Lifecycle Analysis involves reviewing each program offered by Si View MPD to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are "fresh" and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data but, rather, is based on staff members' knowledge of their program areas. **Figure 39** shows the percentage distribution of the various lifecycle categories of Si View MPD's programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Si View MPD's program portfolio is close to best practice ranges, yet it remains outside of the best practice range distribution. However, it should be noted that the larger "Saturated" listing is mostly due to recreation space constraints. Basically, there are a lot of activities that are limited in terms of participation

because of a lack of indoor recreation space availability. This is also highlighted by the District's reliance on the use of other community facilities to deliver programming.

As programs enter into the "Decline" stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, Si View MPD should modify these programs to begin a new lifecycle with the Introductory stage or to add new programs based upon community needs and trends. It would benefit Si View MPD to complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance.

Lifecycles						
Core Program Area	Introduction	Take-off	Growth	Mature	Saturated	Decline
Aquatics		5	6	2	1	
Athletics	2	1	7	10	1	4
Community Programs		4	10	5	1	
Cultural Arts		1	4	6	4	
Health and Wellness			1	3	2	2
Special Events	1		5	5		
Youth Programs	1		8	5	10	
Total	4	11	41	36	19	6
Percent of Offerings	3%	9%	35%	31%	16%	5%
Best Practice Range	50-60%			40%	0-10%	

Figure 39: Si View MPD Program Lifecycle Distribution

5.1.6 Program Classification

Conducting a classification of services exercise informs how each program serves the overall organization mission, the goals and objectives of each core program area, and how the program should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this assessment, Si View MPD used a classification method based on three indicators: Essential Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. **Figure 40** describes each of the three program classifications.
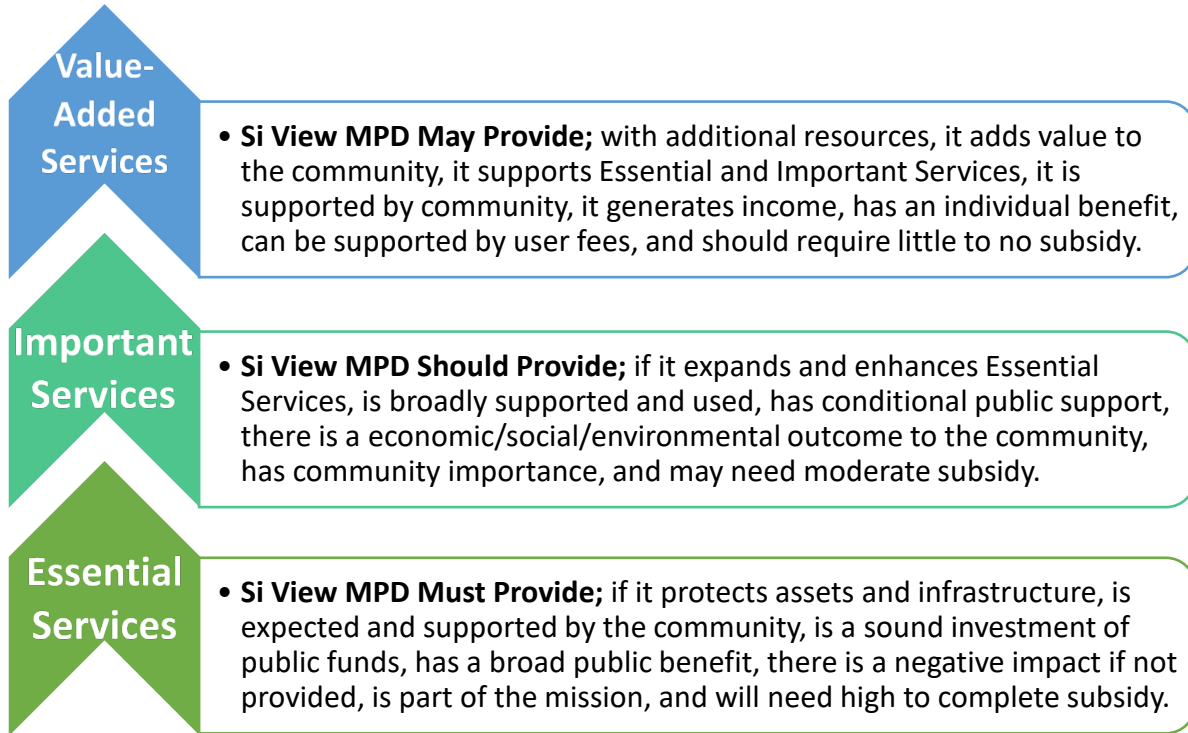
Figure 40: Program Classification Categories

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by Si View MPD **(Figure 41)**. Currently, programs lean more toward Important and Value-Added Services. This classification makes sense for Si View MPD because it has a higher cost recovery expectation than a lot of local municipal parks and recreation providers. With approximately 80% of its program portfolio expected to recover a decent amount of program costs (both direct and indirect), it is expected that District residents understand the expectation to pay for services while also receiving high-quality programming in exchange.

Classification			
Core Program Area	**Essential**	**Important**	**Value-Added**
Aquatics	9	5	
Athletics		19	6
Community Programs	3	10	10
Cultural Arts		4	11
Health and Wellness			8
Special Events	2	9	
Youth Programs	17	10	2
Total	**31**	**57**	**37**
Percent of Offerings	**25%**	**46%**	**30%**

Figure 41: Si View MPD Program Classification

As Si View MPD continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below in **Figure 42**.
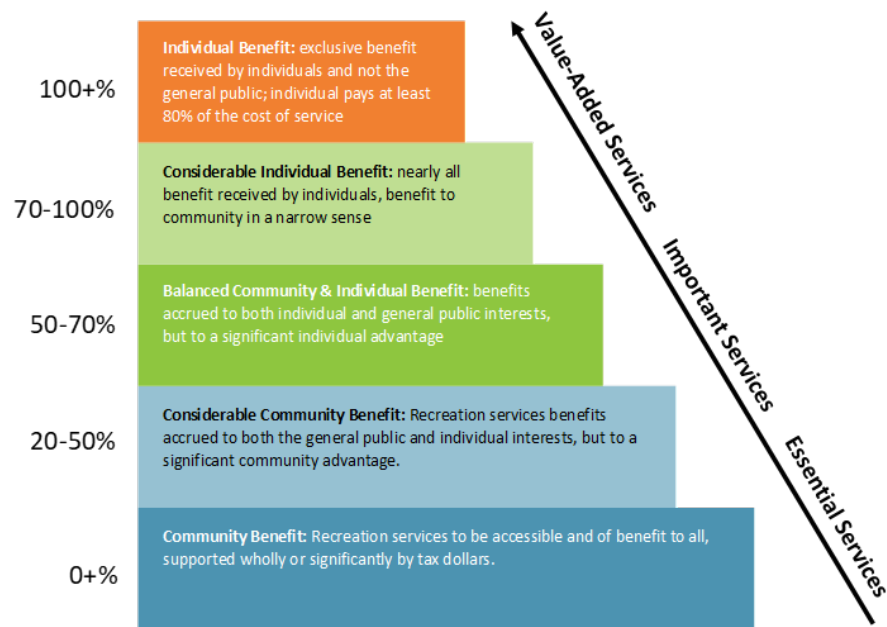
Figure 42: Cost Recovery Model for Sustainable Services

Given the broad range of cost recovery goals (i.e., 0%-40% for Essential Services or 40%-80% for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in **Figure 42**. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected/desired cost recovery goals based on a greater understanding of the program's goals (e.g., Pure Community services versus Mostly Community Services or Community and Individual Mix versus Mostly Individual Mix).

5.1.7 Cost of Service and Cost Recovery

Cost recovery targets should be identified for each Core Program Area (at least) and for specific programs or events when realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section);

2. Conduct a Cost of Service Analysis to calculate the full cost of each program; and

3. Establish a cost recovery percentage, through District policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

To develop specific cost recovery targets, full cost of accounting needs to be created for each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and Si View MPD program staff should be trained on this process.

A Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. **Figure 43** illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.
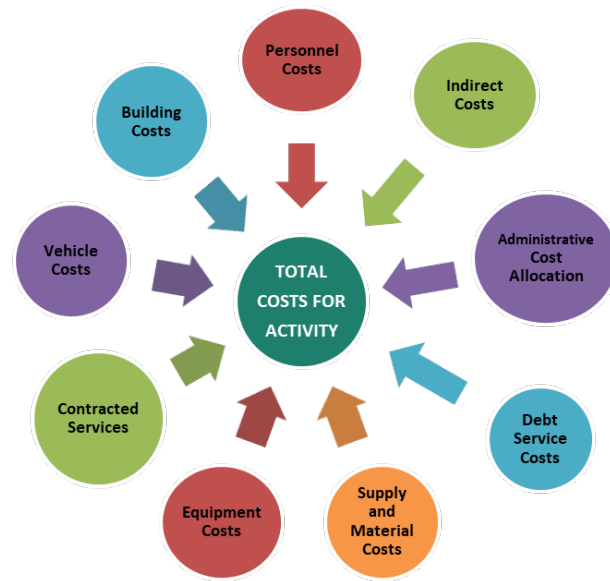
Figure 43: Cost of Service

The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Agencies use Cost of Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by Si View MPD between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

Cost recovery targets can vary based on the core program area, and even at the program level within a core program area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification.

Si View MPD currently has high cost recovery actuals **(Figure 44)**; however, not all costs have been attributed to each Core Program Area as depicted by Aquatics and Athletics in particular. A full cost accounting should be undertaken to create a more comprehensive picture of current cost recovery by Core Program Area. This will help Si View MPD better understand pricing tactics (next section) and operational requirements that may need changed (if at all) to continue reaching cost recovery targets and expectations.

Cost Recovery	
Core Program Area	Last FY Actual CR
Aquatics*	137%
Athletics (Youth Sports)**	188%
Community Programs	139%
Cultural Arts	145%
Health and Wellness	143%
Special Events	116%
Youth Programs	205%
Average	**153%**

*Does not incldue staff costs.
**Adult sports, open gym use, and staff costs not included in CR calculation for this data set.

Figure 44: Current Si View MP Cost Recovery (Most Recent FY)

5.1.8 Pricing

Recreation service providers utilize different pricing strategies based on agency mission, revenue philosophy, local mandates, etc. The most important component of an agency's pricing philosophy is ensuring the tactics used (or implemented) allows the agency to achieve their revenue goals. **Figure 45** shows the current pricing tactics used by Si View MPD.

Currently, Si View MPD utilizes residency, market rate, cost recovery goals, and ability to pay as the main pricing tactics. It would benefit Si View MPD to look at incorporating dynamic pricing tactics such as weekday/weekend and prime/non-prime time pricing in order to: 1) help achieve revenue targets/cost recovery goals and 2) help with space allocation for the limited number of facilities within the Si View MPD inventory.

Pricing Strategies Used										
Core Program Area	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Aquatics	X		X					X	X	X
Athletics	X		X			X		X	X	X
Community Programs	X		X			X		X	X	X
Cultural Arts			X					X	X	X
Health and Wellness			X					X	X	X
Special Events									X	
Youth Programs			X						X	X

Figure 45: Program Pricing Tactics Used

5.1.9 Program Strategy Recommendations

In general, Si View MPD's program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

Mini Business Plans

The planning team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be created and updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery targets/expectations, percentage of the market and business control, cost of service, pricing strategies, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

Program Development & Decision-Matrix

When developing program plans and strategies, it is useful to consider all of the Core Program Areas and individual program analysis discussed in this Program Assessment. Lifecycle, age segment, classification, and cost recovery goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. Community input can help staff focus on specific program areas to develop new opportunities in what group of citizens to target including the best marketing methods to use. This information should be captured and analyzed in a decision-matrix format.

Program Evaluation Cycle (with Lifecycle Stages)

Using the age segment and lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Mini Business Plan process. During the introductory stages program staff should establish program goals, design program scenarios and components, and develop the Program Business Plan. All stages of the lifecycle will conduct/operate the program and conduct regular evaluations to determine the future of the program.
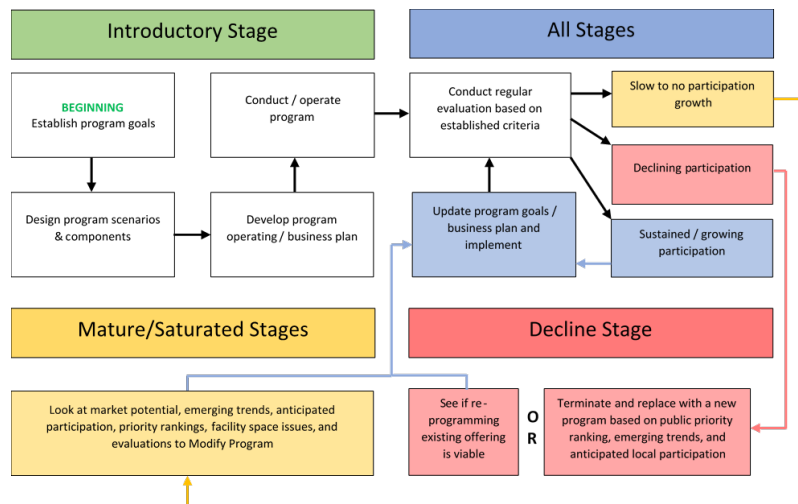

Figure 46: Program Evaluation Cycle with Logic Matrix

If participation levels are still growing, continue to provide the program. When participation growth is slow to no growth, or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking, in activity areas

that are trending, while taking into consideration the anticipated local participation percentage. The full program evaluation cycle (with lifecycle stages) can be seen in **Figure 46**.

Performance Standards

In order to improve program service delivery, it is imperative to examine the use of performance standards. Performance standards can represent many categories including: performance measures, HR practices, marketing and promotion, volunteerism, use of partnerships and sponsorships, and tracking similar providers. **Figure 47** indicates the various performance standards used by Si View MPD across its Core Program Areas.

Concentration Areas	Aquatics	Athletics	Community Programs	Cultural Arts	Health and Wellness	Special Events	Youth Programs
Performance Measures							
Total participants	X	X	X	X	X	X	X
Participant to staff ratio	X	X	X	X	X	N/A	X
Program cancellation rate (% describing number of programs cancelled due to insufficient numbers)							
Customer satisfaction level	X	X	X	X	X	X	X
Customer retention rate							
HR Practices or Standards							
Regularly and consistently update policies & procedures	X	X	X	X	X	X	X
Instructor quality check	X	X	X	X	X	N/A	X
Lesson plans	X	X	X	X	X	N/A	X
Program evaluation system		X	X	X	X	X	X
Customer service training	X	X	X	X	X	X	X
Basic life safety training (ex. CPR, First Aid)	X	X	X	X	X	X	X
Enhanced life safety training	X	X					
Specialty skill training	X	X	X	X	X	X	X
Marketing training							
Training on calculating/tracking total cost of facility operations	X	X	X	X	X	X	X
Training on calculating/tracking cost of service	X	X	X	X	X	X	X
Continuing education	X	X	X	N/A	N/A	X	X
Diversity training	X	X	X	X	X	X	X
Performance reviews; full-time	X	X	X	X	X	X	X
Performance reviews; part-time	X	X	X	X	X	X	X
Performance reviews; seasonal	X	X	X	N/A	N/A	X	X
Marketing and Promotion							
Program guides (print)	X	X	X	X	X	X	X
Program guides (online)	X	X	X	X	X	X	X
Website	X	X	X	X	X	X	X
Smart/mobile phone enabled site	X	X	X	X	X	X	X
Apps	X	X	X	X	X	X	X
Flyers and/or brochures	X	X	X	X	X	X	X
Direct mail	X	X	X	X	X	X	X
Email blasts and/or listserv	X	X	X	X	X	X	X
Public Service Announcements (PSAs)							
Road sign marquees	X	X	X	X	X	X	X
Paid advertisements	X	X	X	X	X	X	X
Radio (paid or free)							
TV (paid or free)							
On-hold pre-programmed phone messages							
SMS/MMS/Text Message marketing		X					
Newsletters (print)	X	X	X	X	X	X	X
Newsletters (online)	X	X	X	X	X	X	X
In-facility signage	X	X	X	X	X	X	X
Facebook	X	X	X	X	X	X	X
Instagram	X	X	X	X	X	X	X
Twitter							
NextDoor							
YouTube channel							
Blogs / vlogs							
Webinars							
QR Codes	X	X	X	X	X	X	X
Other							
Public Input Methods							
Pre-program surveys							
Post-program surveys		X	X	X	X	X	X
Regular/recurring user surveys		X	X	X	X	X	X
Lost customer/user surveys							
Non-customer/non-user surveys	X	X	X	X	X	X	X
Focus groups							
Statistically-valid surveys	X	X	X	X	X	X	X
In-facility, in-park, or on-site surveys	X	X	X	X	X	X	X
Crowdsourcing tools (e.g., Peak Democracy, Chaordix, Mind Mixer, etc.)							
Other	X						
Volunteerism							
Track the number of individual volunteers used annually?	X	X	X	X	N/A	X	X
Track the number of volunteer hours donated annually?	X	X	X	X	N/A	X	X
Have a formal/adopted volunteer policy?	X	X	X	X	N/A	X	X
Sponsorships and Partnerships							
Maintain a list or database of all partner organizations?							
Have a formal/adopted partnership policy?	X	X	X	X	X	X	X
Require a written agreement for all partnerships?	X	X	X	X	X	X	X
Identify measurable outcomes for each partnership?							
Similar Providers							
Maintain a list or database of major competitors/similar providers?							
Regularly (e.g., annually) conduct an environmental scan of competitors' offerings, pricing, and marketing?	X	X	X	X	X	X	X

Figure 47: Si View MPD Performance Standard Use

After reviewing the performance standards used by Si View MPD and how they are distributed across all Core Program Areas, it is recommended that Si View MPD add the following performance standards to implement recreation programs and services:

- Tracking program cancellation rates (and adhering to stated program minimums and maximums);

- Tracking customer retention rates and utilize this information for marketing purposes;

- Utilizing Crowdsourcing tools/mechanisms to increase use of qualitative feedback data collection methods;

- Implementing lost customer feedback opportunities to better understand barriers to participation;

- Strengthening the existing system mobile app's integration into a marketing plan/overall communication platform;

- Maintaining a partnership database and ensuring measurable outcomes are stated for all written partnership agreements; and

- Maintaining a list or database of major competitors/similar providers and regularly updating it based on their offerings, pricing, and marketing tactics.

Best Practices for Program Partnerships

Recreation partnerships are a powerful, and in most instances critical, resource to utilize for public recreation service delivery. Currently, Si View MPD utilizes formalized partnership agreements; however, measurable outcomes are not necessarily established for all of them. As with tracking of volunteer hours, tracking partnerships helps show resource stewardship, influences budget decisions, and articulates to staff how well they are able to leverage resources.

In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. Therefore, it is imperative to have partnership policies that promote fairness and equity. This also helps staff to manage against potential internal and external conflicts. It is recommended that certain partnership principles be adopted by Si View MPD for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential.

- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.

- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities such as neighboring municipalities, colleges, state or federal agencies; non-profit organizations; as well as with private, for-

profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique specific inter-sector partnerships.

5.1.10 Policy Best Practice for All Partnerships

All partnerships developed and maintained by Si View MPD should adhere to common policy requirements. These include:

- Upon entering into an agreement with another entity, Si View MPD staff and political leadership must recognize that they must allow the partner entity to meet their partnership objectives within reasonable parameters that protect the mission, goals and integrity of Si View MPD.

- Each partner will meet with or report to Si View MPD staff on a regular basis to plan and share activity-based costs and equity invested.

- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.

- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.

- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.

- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.

- If applicable, the partner organization will provide a working management plan annually that they will follow to ensure the outcomes desired by Si View MPD. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.

- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.

- If conflicts arise between partners, Si View MPD-appointed lead, along with the other partner's highest-ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

5.1.11 Partnership Opportunities

It is important to develop a wide network of recreation program partners. The following is not an exhaustive list of all potential partnerships that can be developed, but can be used as a tool of reference for Si View MPD to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of Si View MPD to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.

2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of Si View MPD in exchange for reduced rates, services, or some other agreed upon benefit.

3. **Service Partners:** Nonprofit organizations and/or friends' groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.

4. **Co-Branding Partners:** Private for-profit organizations that can gain brand association and notoriety as a supporter of Si View MPD in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.

5. **Resource Development Partners:** A private or nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

Community Inventory and Similar Providers

When examining the parks and recreation service offerings within a given jurisdiction boundary, there will typically be multiple levels of government (local, county, regional, and state) providing services, as well as private businesses and schools. **Figure 48** lists different similar providers found within and around the District and a Core Program Area they most closely align with.

As shown in **Figure 48**, there are similar providers identified in all three sectors. There are several Core Program Areas that have five or six known similar providers. It should be noted that there are many other small, private organizations that offer some sort of physical recreation activities but that is typical of most municipalities across the country. It is important for Si View MPD to monitor and edit a comprehensive similar provider list at least annually, if not quarterly.

Similar Providers						
Core Program Area	**Name of Agency**	**Location**	**Operator**	**General Description**	**Price Comparison**	**Distance From Prime Facility (Minutes)**
Aquatics	Club at Snoqualmie Ride	Snoqualmie	Private	Club	Higher	6 miles
	City of Issaquah	Issaquah	Public	Public pool	Lower	15 miles
	Arena Sports	Issaquah	Private	Membership only	Higher	16 miles
	Swim Labs	Issaquah	Public	Endless pools	Higher	16 miles
	Sammamish Community YMCA	Sammamish	Private	Membership only	Same	20 miles
	Tiger Mountain Aquatics	Issaquah	Private	Small pool; small group and private lessons	Higher	22 miles
Athletics	Snoqualmie YMCA	Snoqualmie	Non-Profit	Youth development; healthy living for adults	Higher	5 miles
	Elite Sports	Preston	Public	Provide AAU basketball	Higher	10 miles
	Issaquah Parks	Issaquah	Public	Community-based programs/sports for both youth and adult	Higher	15 miles
	i9 Sports	Redmond	Private	Offering camps, classes, and leagues to youth	Same	25 miles
Community Programs	Ignite Dance & Yoga	North Bend, King County	Private	Private dance studio offering youth and adult dance/movement/yoga classes	Higher	1 mile
	Mt. Si Gymnastics	North Bend, King County	Private	Gymnastics arena offering preschool and youth classes	Higher	2 miles
	Cascade Dance Academy	Snoqualmie, King County	Private	Private dance studio offering youth dance classes	Higher	5 miles
Cultural Arts	Ignite Dance & Yoga	North Bend, King County	Private	Private dance studio offering youth and adult dance/movement/yoga classes	Higher	1 mile
	Elevated Forms	North Bend, King County	Private	Private dance studio offering adult dance/fitness classes	Higher	2-5 miles
	Big Star Performing Arts Studio	Snoqualmie, King County	Private	Private dance studio offering youth and adult dance and performing classes	Higher	5 miles
	Cascade Dance Academy	Snoqualmie, King County	Private	Private dance studio offering youth dance classes	Higher	5 miles
Health and Wellness	Basepoint Fitness	North Bend	Private	Specialize fitness, training and nutrition	-	1 mile
	Z-Ultimate Self Defense	North Bend	Private	Provide life changing and character building	Same	1 mile
	Mt. Si Sport and Fitness	North Bend	Public	Premier Fitness serving the Snoqualmie Valley	-	2 miles
	Snoqualmie YMCA	Snoqualmie	Non-Profit	Youth development, healthy living for adults	-	5 miles
	Karate West	Issaquah	Private	Serving the NW with Karate instruction for youth and adults	Higher	15 miles
Special Events	City of North Bend	North Bend	Public	Co-organizer of block party etc.	-	-
	City of Snoqualmie	Snoqualmie	Public	Organizer of railroad days	-	-
	Downtown foundation	North Bend	Non-profit	Organizer of block party, trick or treat street, holly days	-	-
	NBECA	North Bend	Non-profit	Organizer of festival at Mt. Si	-	-
	Snoqualmie YMCA	Snoqualmie	Non-profit	Member-oriented events	-	5 miles
Youth Programs	Snoqualmie YMCA	Snoqualmie	Non-profit	Youth-oriented classes and camps	-	5 miles
	Positive Ally Learning Center	Snoqualmie	Private	After-school leadership program	-	6 miles

Figure 48: Recreation Similar Providers

pros consulting INC

Programming Locations

A facility inventory was compiled that includes the locations Si View MPD uses to deliver its recreation programs **(Figure 49)**. This analysis allows Si View MPD to examine program distribution by core program area. Additionally, population census blocks are layered on the map to provide context for how program locations align with density. This information is used in tandem with community interests and preferences to understand a more complete picture of the recreation market.

Most of Si View MPD's programming is concentrated in the central region and utilizes Si View Complex, Torguson Park, South Fork Landing, and Tollgate Park. Noticeably, there is a reliance on school district facilities to deliver youth programs and athletics (mainly) with some additional community programs. Access to the school district facilities helps Si View MPD in two distinct ways (among other ways):

1. Needed programs can be delivered whereas it may be prohibitive to do so with existing District facilities.
2. Needed programs can be delivered at a wider geographic distribution.
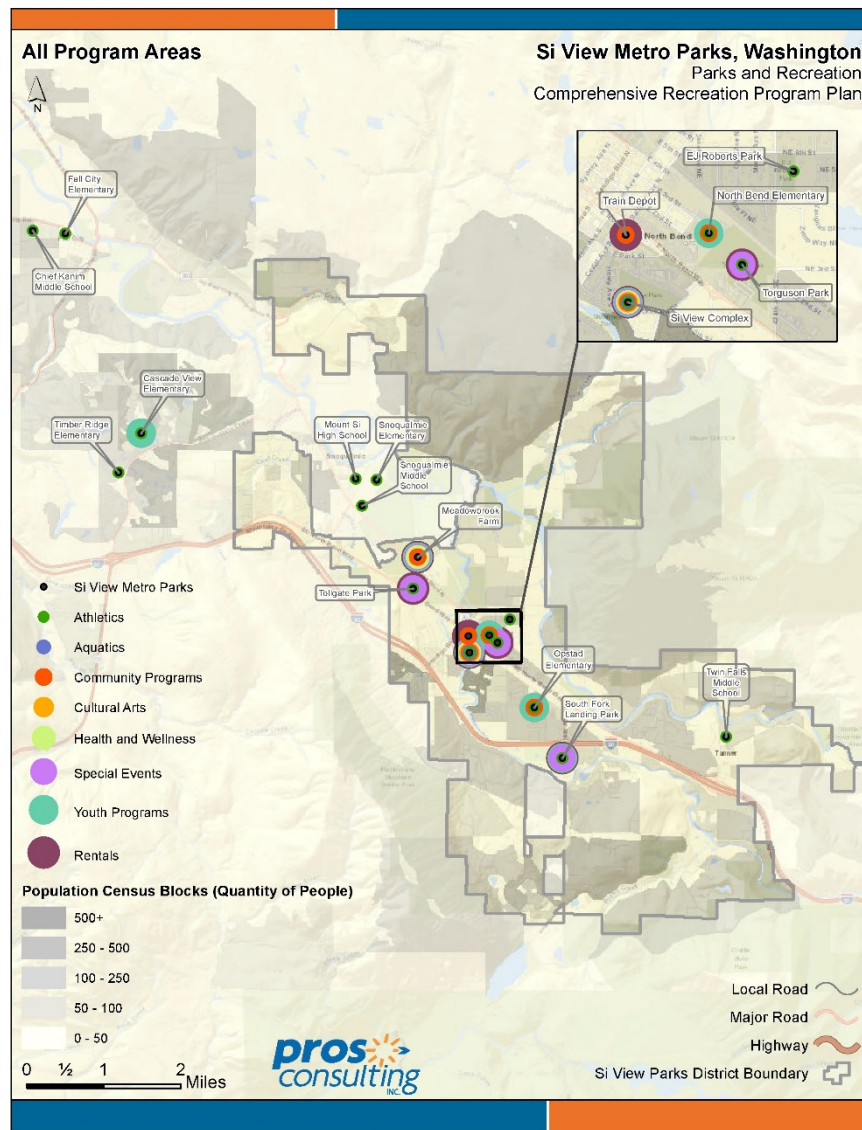
Figure 49: Si View MPD Program Locations

Chapter 6. Conclusion and Strategic Directions

Key Findings

After reviewing all the data provided by Si View MPD and information generated through the public engagement process, several key findings, or emphasis areas, are presented:

- Partnerships need to continue to be leveraged and/or strengthened to deliver needed programs and services;
- Recreation programming should drive facility design, enhancement, and land acquisition;
- Recreation program development should follow a decision matrix that incorporates (at a minimum) local trends, community interest/need, cost recovery goals, and age segment and population segment served among other Key Performance Indicators (KPIs); and
- Formalize needed policies and procedures.

6.1.1 Recreation Partnerships

There are specific partnership types public agencies enter into: public/public, public/private, and public/non-profit. Each of these policies should have overarching principles, or tenets, that Si View MPD will use to hold partners accountable while also being able to track partnership equity according to partnership goals and objectives.

Additionally, roles, responsibilities, and functions should be clarified and/or identified with all of Si View MPD's program partners (or at least all those that influence/affect the ability to deliver recreation programs) including: the school district, City of North Bend, and City of Snoqualmie at a minimum. Creating a benefits-based platform (instead of transactional-based) will also help demonstrate community need and how collaboration should occur in order to meet the community's needs. Additionally, creating a formalized partnership with the Snoqualmie Valley YMCA would benefit both entities.

6.1.2 Facility Development

Recreation programs should drive facility design. That is, the types of recreation experiences desired by District residents should indicate the types of facilities or spaces required to deliver those services. For Si View MPD, several programmatic areas were identified as high community priorities when themed into topical areas:

1. Community and special events
2. Outdoor recreation (land and water)
3. Fitness and wellness programming
4. Senior programming
5. Agriculture and community gardening

After examining the top programmatic needs in the District, it is clear that Si View MPD should focus on leveraging the natural world to its advantage. District residents desire to see increased outdoor recreation opportunities such as rock climbing, paddleboarding, kayaking, canoeing, mountain biking, safety courses, and the like. These programs can be delivered by activating existing underutilized park spaces and by increased infrastructure dedicated to delivering these types of experiences.

Priority Rankings

The purpose of the Priority Rankings is to provide a prioritized list of community recreation programming needs. This model evaluates all the research processes implemented during the planning process, both quantitative and qualitative data. The methodology utilizes a weighted scale: 70% from the statistically-valid community survey results and 30% based on the synthesis of they planning team's evaluation of facilities, community and stakeholder input, local demographics, and recreation trends.

As seen in **Figure 50**, the highest priority needs support the conversation for activating park spaces more and working toward facility enhancements and/or development. Additionally, partnerships will need to be a part of the facility development conversation depending on what existing land and amenities are available to the District.

Program	Overall Rank
Community Events	1
Adult Programs (18+)	2
Outdoor Recreation	3
Farmers Market	4
Outdoor Water Recreation	5
Fitness & Wellness Programs	6
Enrichment/Special Interest Programs	7
Experiential Education	8
Senior Programs (50+)	9
Outdoor Programming in Parks	10
Agriculture Education & Community Gardens	11
Nature Programs	12
Programs with your Pet	13
Adult Sports Leagues and Tournaments	14
Teen (13-17) Programs	15
Historical Programs/Classes	16
Visual Arts	17
Performing Arts Programs	18
Parent & Child/Family Programs	19
Youth Sports Leagues, Tournaments, & Camps	20
Extreme Sports	21
Recreation Trips	22
Science, Technology, Engineering, & Math (STEM) Programs	23
Adaptive Recreation	24
Before & After School Programs	25
Summer Day Camp Programs	26
Preschool Programs	27
Technology-Based Programs	28

Figure 50: Priority Rankings for Recreation Programming

6.1.3 Recreation Program Development and KPIs

As outlined in **Chapter Five**, a more comprehensive approach to program development and evaluation should be implemented. Utilizing core area business plans will create a framework staff can use that will create systematic approaches to delivering the recreation portfolio. The Key Performance Indicators (KPIs) that should be used in business plans include:

- Identified community need(s)
- National, regional, and local trends
- Existing program participation statistical trends
- Target audience(s)
- Program lifecycle
- Program classification
- Pricing strategies
- Cost recovery goal

It should also be noted that Si View MPD already utilizes several KPIs when delivering its programmatic portfolio. The list above represents a more robust, or complete, list for Si View MPD's consideration.

6.1.4 Policies and Procedures

A set of formalized policies are principles, rules, and guidelines that will help Si View MPD reach the recreation directions set forth in this *Recreation Program Plan*. At a minimum, Si View MPD should establish the following policies and procedures:

- Partnerships
- Pricing
- Sponsorships
- Earned income
- Business planning

These policies will provide a solid foundation for internal and external processes. Additionally, these policies and procedures will serve as a proactive measure to ensuring recreation programming is delivered in the most efficient and effective manners possible.

Chapter 7. Appendix

National Core Vs Casual Participation Trends

7.1.1 General Sports

Activity	Participation Levels						% Change	
	2014		**2018**		**2019**		**5-Year Trend**	**1-Year Trend**
	#	**%**	**#**	**%**	**#**	**%**		
Basketball	**23,067**	**100%**	**24,225**	**100%**	**24,917**	**100%**	**8.0%**	**2.9%**
Casual (1-12 times)	7,321	32%	9,335	39%	9,669	39%	32.1%	3.6%
Core(13+ times)	15,746	68%	14,890	61%	15,248	61%	-3.2%	2.4%
Golf (9 or 18-Hole Course)	**24,700**	**100%**	**24,240**	**100%**	**24,271**	**100%**	**-1.7%**	**0.1%**
Tennis	**17,904**	**100%**	**17,841**	**100%**	**17,684**	**100%**	**-1.2%**	**-0.9%**
Baseball	**13,152**	**100%**	**15,877**	**100%**	**15,804**	**100%**	**20.2%**	**-0.5%**
Casual (1-12 times)	4,295	33%	6,563	41%	6,655	42%	54.9%	1.4%
Core (13+ times)	8,857	67%	9,314	59%	9,149	58%	3.3%	-1.8%
Soccer (Outdoor)	**12,592**	**100%**	**11,405**	**100%**	**11,913**	**100%**	**-5.4%**	**4.5%**
Casual (1-25 times)	6,622	53%	6,430	56%	6,864	58%	3.7%	6.7%
Core (26+ times)	5,971	47%	4,975	44%	5,050	42%	-15.4%	1.5%
Softball (Slow Pitch)	**7,077**	**100%**	**7,386**	**100%**	**7,071**	**100%**	**-0.1%**	**-4.3%**
Casual (1-12 times)	2,825	40%	3,281	44%	3,023	43%	7.0%	-7.9%
Core(13+ times)	4,252	60%	4,105	56%	4,048	57%	-4.8%	-1.4%
Football (Flag)	**5,508**	**100%**	**6,572**	**100%**	**6,783**	**100%**	**23.1%**	**3.2%**
Casual (1-12 times)	2,838	52%	3,573	54%	3,794	56%	33.7%	6.2%
Core(13+ times)	2,669	48%	2,999	46%	2,989	44%	12.0%	-0.3%
Core Age 6 to 17 (13+ times)	1,178	52%	1,578	54%	1,590	56%	35.0%	0.8%
Volleyball (Court)	**6,304**	**100%**	**6,317**	**100%**	**6,487**	**100%**	**2.9%**	**2.7%**
Casual (1-12 times)	2,759	44%	2,867	45%	2,962	46%	7.4%	3.3%
Core(13+ times)	3,545	56%	3,450	55%	3,525	54%	-0.6%	2.2%
Badminton	**7,176**	**100%**	**6,337**	**100%**	**6,095**	**100%**	**-15.1%**	**-3.8%**
Casual (1-12 times)	5,049	70%	4,555	72%	4,338	71%	-14.1%	-4.8%
Core(13+ times)	2,127	30%	1,782	28%	1,756	29%	-17.4%	-1.5%
Football (Touch)	**6,586**	**100%**	**5,517**	**100%**	**5,171**	**100%**	**-21.5%**	**-6.3%**
Casual (1-12 times)	3,727	57%	3,313	60%	3,065	59%	-17.8%	-7.5%
Core(13+ times)	2,859	43%	2,204	40%	2,105	41%	-26.4%	-4.5%
Soccer (Indoor)	**4,530**	**100%**	**5,233**	**100%**	**5,336**	**100%**	**17.8%**	**2.0%**
Casual (1-12 times)	1,917	42%	2,452	47%	2,581	48%	34.6%	5.3%
Core(13+ times)	2,614	58%	2,782	53%	2,755	52%	5.4%	-1.0%
Football (Tackle)	**5,978**	**100%**	**5,157**	**100%**	**5,107**	**100%**	**-14.6%**	**-1.0%**
Casual (1-25 times)	2,588	43%	2,258	44%	2,413	47%	-6.8%	6.9%
Core(26+ times)	3,390	57%	2,898	56%	2,694	53%	-20.5%	-7.0%
Core Age 6 to 17 (26+ times)	2,590	43%	2,353	44%	2,311	47%	-10.8%	-1.8%
Gymnastics	**4,621**	**100%**	**4,770**	**100%**	**4,699**	**100%**	**1.7%**	**-1.5%**
Casual (1-49 times)	2,932	63%	3,047	64%	3,004	64%	2.5%	-1.4%
Core(50+ times)	1,689	37%	1,723	36%	1,695	36%	0.4%	-1.6%
Volleyball (Sand/Beach)	**4,651**	**100%**	**4,770**	**100%**	**4,400**	**100%**	**-5.4%**	**-7.8%**
Casual (1-12 times)	3,174	68%	3,261	68%	2,907	66%	-8.4%	-10.9%
Core(13+ times)	1,477	32%	1,509	32%	1,493	34%	1.1%	-1.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Figure 51: National Participation Trends – General Sports

National Core vs Casual Participatory Trends - General Sports								
Activity	**Participation Levels**						**% Change**	
	2014		**2018**		**2019**		**5-Year Trend**	**1-Year Trend**
	#	**%**	**#**	**%**	**#**	**%**		
Track and Field	**4,105**	**100%**	**4,143**	**100%**	**4,139**	**100%**	**0.8%**	**-0.1%**
Casual (1-25 times)	1,797	44%	2,071	50%	2,069	50%	15.1%	-0.1%
Core (26+ times)	2,308	56%	2,072	50%	2,070	50%	-10.3%	-0.1%
Cheerleading	**3,456**	**100%**	**3,841**	**100%**	**3,752**	**100%**	**8.6%**	**-2.3%**
Casual (1-25 times)	1,841	53%	2,039	53%	1,934	52%	5.1%	-5.1%
Core (26+ times)	1,615	47%	1,802	47%	1,817	48%	12.5%	0.8%
Pickleball	**2,462**	**100%**	**3,301**	**100%**	**3,460**	**100%**	**40.5%**	**4.8%**
Casual (1-12 times)	1,459	59%	2,011	61%	2,185	63%	49.8%	8.7%
Core (13+ times)	1,003	41%	1,290	39%	1,275	37%	27.1%	-1.2%
Racquetball	**3,594**	**100%**	**3,480**	**100%**	**3,453**	**100%**	**-3.9%**	**-0.8%**
Casual (1-12 times)	2,435	68%	2,407	69%	2,398	69%	-1.5%	-0.4%
Core (13+ times)	1,159	32%	1,073	31%	1,055	31%	-9.0%	-1.7%
Ice Hockey	**2,421**	**100%**	**2,447**	**100%**	**2,357**	**100%**	**-2.6%**	**-3.7%**
Casual (1-12 times)	1,129	47%	1,105	45%	1,040	44%	-7.9%	-5.9%
Core (13+ times)	1,292	53%	1,342	55%	1,317	56%	1.9%	-1.9%
Ultimate Frisbee	**4,530**	**100%**	**2,710**	**100%**	**2,290**	**100%**	**-49.4%**	**-15.5%**
Casual (1-12 times)	3,448	76%	1,852	68%	1,491	65%	-56.8%	-19.5%
Core (13+ times)	1,082	24%	858	32%	799	35%	-26.2%	-6.9%
Softball (Fast Pitch)	**2,424**	**100%**	**2,303**	**100%**	**2,242**	**100%**	**-7.5%**	**-2.6%**
Casual (1-25 times)	1,158	48%	1,084	47%	993	44%	-14.2%	-8.4%
Core (26+ times)	1,266	52%	1,219	53%	1,250	56%	-1.3%	2.5%
Lacrosse	**2,011**	**100%**	**2,098**	**100%**	**2,115**	**100%**	**5.2%**	**0.8%**
Casual (1-12 times)	978	49%	1,036	49%	1,021	48%	4.4%	-1.4%
Core (13+ times)	1,032	51%	1,061	51%	1,094	52%	6.0%	3.1%
Wrestling	**1,891**	**100%**	**1,908**	**100%**	**1,944**	**100%**	**2.8%**	**1.9%**
Casual (1-25 times)	941	50%	1,160	61%	1,189	61%	26.4%	2.5%
Core (26+ times)	950	50%	748	39%	755	39%	-20.5%	0.9%
Roller Hockey	**1,736**	**100%**	**1,734**	**100%**	**1,616**	**100%**	**-6.9%**	**-6.8%**
Casual (1-12 times)	1,181	68%	1,296	75%	1,179	73%	-0.2%	-9.0%
Core (13+ times)	555	32%	437	25%	436	27%	-21.4%	-0.2%
Boxing for Competition	**1,278**	**100%**	**1,310**	**100%**	**1,417**	**100%**	**10.9%**	**8.2%**
Casual (1-12 times)	1,074	84%	1,118	85%	1,204	85%	12.1%	7.7%
Core (13+ times)	204	16%	192	15%	212	15%	3.9%	10.4%
Rugby	**1,276**	**100%**	**1,560**	**100%**	**1,392**	**100%**	**9.1%**	**-10.8%**
Casual (1-7 times)	836	66%	998	64%	835	60%	-0.1%	-16.3%
Core (8+ times)	440	34%	562	36%	557	40%	26.6%	-0.9%
Squash	**1,596**	**100%**	**1,285**	**100%**	**1,222**	**100%**	**-23.4%**	**-4.9%**
Casual (1-7 times)	1,209	76%	796	62%	747	61%	-38.2%	-6.2%
Core (8+ times)	388	24%	489	38%	476	39%	22.7%	-2.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Figure 52: National Participation Trends – General Sports Continued

7.1.2 General Fitness

Activity	2014		2018		2019		5-Year Trend	1-Year Trend
National Core vs Casual Participatory Trends - General Fitness								
	Participation Levels						**% Change**	
	2014		**2018**		**2019**		**5-Year Trend**	**1-Year Trend**
	#	**%**	**#**	**%**	**#**	**%**		
Fitness Walking	112,583	100%	111,001	100%	111,439	100%	-1.0%	0.4%
Casual (1-49 times)	35,694	32%	36,139	33%	36,254	33%	1.6%	0.3%
Core(50+ times)	76,889	68%	74,862	67%	75,185	67%	-2.2%	0.4%
Treadmill	50,241	100%	53,737	100%	56,823	100%	13.1%	5.7%
Casual (1-49 times)	22,525	45%	25,826	48%	28,473	50%	26.4%	10.2%
Core(50+ times)	27,716	55%	27,911	52%	28,349	50%	2.3%	1.6%
Free Weights (Dumbbells/Hand Weights)	56,124	100%	51,291	100%	51,450	100%	-8.3%	0.3%
Casual (1-49 times)	18,195	32%	18,702	36%	19,762	38%	8.6%	5.7%
Core(50+ times)	37,929	68%	32,589	64%	31,688	62%	-16.5%	-2.8%
Running/Jogging	51,127	100%	49,459	100%	50,052	100%	-2.1%	1.2%
Casual (1-49 times)	23,083	45%	24,399	49%	24,972	50%	8.2%	2.3%
Core(50+ times)	28,044	55%	25,061	51%	25,081	50%	-10.6%	0.1%
Stationary Cycling (Recumbent/Upright)	35,693	100%	36,668	100%	37,085	100%	3.9%	1.1%
Casual (1-49 times)	18,255	51%	19,282	53%	19,451	52%	6.6%	0.9%
Core(50+ times)	17,439	49%	17,387	47%	17,634	48%	1.1%	1.4%
Weight/Resistant Machines	35,841	100%	36,372	100%	36,181	100%	0.9%	-0.5%
Casual (1-49 times)	14,590	41%	14,893	41%	14,668	41%	0.5%	-1.5%
Core(50+ times)	21,250	59%	21,479	59%	21,513	59%	1.2%	0.2%
Elliptical Motion/Cross Trainer	31,826	100%	33,238	100%	33,056	100%	3.9%	-0.5%
Casual (1-49 times)	15,379	48%	16,889	51%	17,175	52%	11.7%	1.7%
Core(50+ times)	16,448	52%	16,349	49%	15,880	48%	-3.5%	-2.9%
Free Weights (Barbells)	25,623	100%	27,834	100%	28,379	100%	10.8%	2.0%
Casual (1-49 times)	9,641	38%	11,355	41%	11,806	42%	22.5%	4.0%
Core(50+ times)	15,981	62%	16,479	59%	16,573	58%	3.7%	0.6%
Yoga	25,262	100%	28,745	100%	30,456	100%	20.6%	6.0%
Casual (1-49 times)	14,802	59%	17,553	61%	18,953	62%	28.0%	8.0%
Core(50+ times)	10,460	41%	11,193	39%	11,503	38%	10.0%	2.8%
Bodyweight Exercise	22,390	100%	24,183	100%	23,504	100%	5.0%	-2.8%
Casual (1-49 times)	8,970	40%	9,674	40%	9,492	40%	5.8%	-1.9%
Core(50+ times)	13,420	60%	14,509	60%	14,012	60%	4.4%	-3.4%
Dance, Step, Choreographed Exercise	21,455	100%	22,391	100%	23,957	100%	11.7%	7.0%
Casual (1-49 times)	13,993	65%	14,503	65%	16,047	67%	14.7%	10.6%
Core(50+ times)	7,462	35%	7,888	35%	7,910	33%	6.0%	0.3%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Figure 53: National Participation Trends – General Fitness

National Core vs Casual Participatory Trends - General Fitness								
Activity	**Participation Levels**						**% Change**	
	2014		**2018**		**2019**		**5-Year Trend**	**1-Year Trend**
	#	**%**	**#**	**%**	**#**	**%**		
Aerobics (High Impact/ Intensity Training)	**19,746**	**100%**	**21,611**	**100%**	**22,044**	**100%**	**11.6%**	**2.0%**
Casual (1-49 times)	10,242	52%	11,828	55%	12,380	56%	20.9%	4.7%
Core(50+ times)	9,504	48%	9,783	45%	9,665	44%	1.7%	-1.2%
Stair Climbing Machine	**13,216**	**100%**	**15,025**	**100%**	**15,359**	**100%**	**16.2%**	**2.2%**
Casual (1-49 times)	7,679	58%	9,643	64%	10,059	65%	31.0%	4.3%
Core(50+ times)	5,537	42%	5,382	36%	5,301	35%	-4.3%	-1.5%
Cross-Training Style Workout	**11,265**	**100%**	**13,338**	**100%**	**13,542**	**100%**	**20.2%**	**1.5%**
Casual (1-49 times)	5,686	50%	6,594	49%	7,100	52%	24.9%	7.7%
Core(50+ times)	5,579	50%	6,744	51%	6,442	48%	15.5%	-4.5%
Stationary Cycling (Group)	**8,449**	**100%**	**9,434**	**100%**	**9,930**	**100%**	**17.5%**	**5.3%**
Casual (1-49 times)	5,353	63%	6,097	65%	6,583	66%	23.0%	8.0%
Core(50+ times)	3,097	37%	3,337	35%	3,347	34%	8.1%	0.3%
Pilates Training	**8,504**	**100%**	**9,084**	**100%**	**9,243**	**100%**	**8.7%**	**1.8%**
Casual (1-49 times)	5,131	60%	5,845	64%	6,074	66%	**18.4%**	3.9%
Core(50+ times)	3,373	40%	3,238	36%	3,168	34%	**-6.1%**	-2.2%
Trail Running	**7,531**	**100%**	**10,010**	**100%**	**10,997**	**100%**	**46.0%**	**9.9%**
Cardio Kickboxing	**6,747**	**100%**	**6,838**	**100%**	**7,026**	**100%**	**4.1%**	**2.7%**
Casual (1-49 times)	4,558	68%	4,712	69%	4,990	71%	**9.5%**	5.9%
Core(50+ times)	2,189	32%	2,126	31%	2,037	29%	**-6.9%**	-4.2%
Boot Camp Style Training	**6,774**	**100%**	**6,695**	**100%**	**6,830**	**100%**	**0.8%**	**2.0%**
Casual (1-49 times)	4,430	65%	4,780	71%	4,951	72%	**11.8%**	3.6%
Core(50+ times)	2,344	35%	1,915	29%	1,880	28%	**-19.8%**	-1.8%
Martial Arts	**5,364**	**100%**	**5,821**	**100%**	**6,068**	**100%**	**13.1%**	**4.2%**
Casual (1-12 times)	1,599	30%	1,991	34%	2,178	36%	**36.2%**	9.4%
Core(13+ times)	3,765	70%	3,830	66%	3,890	64%	**3.3%**	1.6%
Boxing for Fitness	**5,113**	**100%**	**5,166**	**100%**	**5,198**	**100%**	**1.7%**	**0.6%**
Casual (1-12 times)	2,438	48%	2,714	53%	2,738	53%	**12.3%**	0.9%
Core(13+ times)	2,675	52%	2,452	47%	2,460	47%	**-8.0%**	0.3%
Tai Chi	**3,446**	**100%**	**3,761**	**100%**	**3,793**	**100%**	**10.1%**	**0.9%**
Casual (1-49 times)	2,053	60%	2,360	63%	2,379	63%	**15.9%**	0.8%
Core(50+ times)	1,393	40%	1,400	37%	1,414	37%	**1.5%**	1.0%
Barre	**3,200**	**100%**	**3,532**	**100%**	**3,665**	**100%**	**14.5%**	**3.8%**
Casual (1-49 times)	**2,562**	80%	2,750	78%	2,868	78%	**11.9%**	4.3%
Core(50+ times)	638	20%	782	22%	797	22%	**24.9%**	1.9%
Triathlon (Traditional/Road)	**2,203**	**100%**	**2,168**	**100%**	**2,001**	**100%**	**-9.2%**	**-7.7%**
Triathlon (Non-Traditional/Off Road)	**1,411**	**100%**	**1,589**	**100%**	**1,472**	**100%**	**4.3%**	**-7.4%**
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Figure 54: National Participation Trends – General Fitness Continued

7.1.3 Outdoor/Adventure Recreation

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	**Participation Levels**						**% Change**	
	2014		**2018**		**2019**		**5-Year Trend**	**1-Year Trend**
	#	**%**	**#**	**%**	**#**	**%**		
Hiking (Day)	36,222	100%	47,860	100%	49,697	100%	**37.2%**	**3.8%**
Bicycling (Road)	39,725	100%	39,041	100%	39,388	100%	**-0.8%**	**0.9%**
Casual (1-25 times)	19,269	49%	20,777	53%	20,796	53%	7.9%	0.1%
Core(26+ times)	20,456	51%	18,264	47%	18,592	47%	-9.1%	1.8%
Fishing (Freshwater)	37,821	100%	38,998	100%	39,185	100%	**3.6%**	**0.5%**
Casual (1-7 times)	19,847	52%	21,099	54%	20,857	53%	5.1%	-1.1%
Core(8+ times)	17,973	48%	17,899	46%	18,328	47%	2.0%	2.4%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	100%	27,416	100%	28,183	100%	**-1.7%**	**2.8%**
Camping (Recreational Vehicle)	14,633	100%	15,980	100%	15,426	100%	**5.4%**	**-3.5%**
Casual (1-7 times)	7,074	48%	9,103	57%	8,420	55%	19.0%	-7.5%
Core(8+ times)	7,559	52%	6,877	43%	7,006	45%	-7.3%	1.9%
Fishing (Saltwater)	11,817	100%	12,830	100%	13,193	100%	**11.6%**	**2.8%**
Casual (1-7 times)	6,999	59%	7,636	60%	7,947	60%	13.5%	4.1%
Core(8+ times)	4,819	41%	5,194	40%	5,246	40%	8.9%	1.0%
Birdwatching (>1/4 mile of Vehicle/Hom	13,179	100%	12,344	100%	12,817	100%	**-2.7%**	**3.8%**
Backpacking Overnight	10,101	100%	10,540	100%	10,660	100%	**5.5%**	**1.1%**
Bicycling (Mountain)	8,044	100%	8,690	100%	8,622	100%	**7.2%**	**-0.8%**
Casual (1-12 times)	3,707	46%	4,294	49%	4,319	50%	16.5%	0.6%
Core(13+ times)	4,336	54%	4,396	51%	4,302	50%	-0.8%	-2.1%
Archery	8,435	100%	7,654	100%	7,449	100%	**-11.7%**	**-2.7%**
Casual (1-25 times)	7,021	83%	6,514	85%	6,309	85%	-10.1%	-3.1%
Core(26+ times)	1,414	17%	1,140	15%	1,140	15%	-19.4%	0.0%
Fishing (Fly)	5,842	100%	6,939	100%	7,014	100%	**20.1%**	**1.1%**
Casual (1-7 times)	3,638	62%	4,460	64%	4,493	64%	23.5%	0.7%
Core(8+ times)	2,204	38%	2,479	36%	2,521	36%	14.4%	1.7%
Skateboarding	6,582	100%	6,500	100%	6,610	100%	**0.4%**	**1.7%**
Casual (1-25 times)	3,882	59%	3,989	61%	4,265	65%	9.9%	6.9%
Core(26+ times)	2,700	41%	2,511	39%	2,345	35%	-13.1%	-6.6%
Roller Skating (In-Line)	6,061	100%	5,040	100%	4,816	100%	**-20.5%**	**-4.4%**
Casual (1-12 times)	4,194	69%	3,680	73%	3,474	72%	-17.2%	-5.6%
Core(13+ times)	1,867	31%	1,359	27%	1,342	28%	-28.1%	-1.3%
Bicycling (BMX)	2,350	100%	3,439	100%	3,648	100%	**55.2%**	**6.1%**
Casual (1-12 times)	1,205	51%	2,052	60%	2,257	62%	87.3%	10.0%
Core(13+ times)	1,145	49%	1,387	40%	1,392	38%	21.6%	0.4%
Adventure Racing	2,368	100%	2,215	100%	2,143	100%	**-9.5%**	**-3.3%**
Casual (1 times)	1,004	42%	581	26%	549	26%	-45.3%	-5.5%
Core(2+ times)	1,365	58%	1,634	74%	1,595	74%	16.8%	-2.4%
Climbing (Traditional/Ice/Mountaineerir	2,457	100%	2,541	100%	2,400	100%	**-2.3%**	**-5.5%**
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Figure 55: National Participation Trends – Outdoor/Adventure Recreation

7.1.4 Aquatics

National Core vs Casual Participatory Trends - Aquatics								
	Participation Levels						**% Change**	
Activity	**2014**		**2018**		**2019**		**5-Year Trend**	**1-Year Trend**
	#	**%**	**#**	**%**	**#**	**%**		
Swimming (Fitness)	**25,304**	**100%**	**27,575**	**100%**	**28,219**	**100%**	**11.5%**	**2.3%**
Casual (1-49 times)	16,459	65%	18,728	68%	19,480	69%	18.4%	4.0%
Core(50+ times)	8,845	35%	8,847	32%	8,739	31%	-1.2%	-1.2%
Aquatic Exercise	**9,122**	**100%**	**10,518**	**100%**	**11,189**	**100%**	**22.7%**	**6.4%**
Casual (1-49 times)	5,901	65%	7,391	70%	8,006	72%	35.7%	8.3%
Core(50+ times)	3,221	35%	3,127	30%	3,183	28%	-1.2%	1.8%
Swimming (Competition)	**2,710**	**100%**	**3,045**	**100%**	**2,822**	**100%**	**4.1%**	**-7.3%**
Casual (1-49 times)	1,246	46%	1,678	55%	1,529	54%	22.7%	-8.9%
Core(50+ times)	1,464	54%	1,367	45%	1,293	46%	-11.7%	-5.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Figure 56: National Participation Trends – Aquatics

7.1.5 Water Sports/Activities

National Core vs Casual Participatory Trends - Water Sports / Activities								
	Participation Levels						**% Change**	
Activity	**2014**		**2018**		**2019**		**5-Year Trend**	**1-Year Trend**
	#	**%**	**#**	**%**	**#**	**%**		
Canoeing	**10,044**	**100%**	**9,129**	**100%**	**8,995**	**100%**	**-10.4%**	**-1.5%**
Kayaking (Recreational)	**8,855**	**100%**	**11,017**	**100%**	**11,382**	**100%**	**28.5%**	**3.3%**
Snorkeling	**8,752**	**100%**	**7,815**	**100%**	**7,659**	**100%**	**-12.5%**	**-2.0%**
Casual (1-7 times)	6,935	79%	6,321	81%	6,192	81%	-10.7%	-2.0%
Core(8+ times)	1,818	21%	1,493	19%	1,468	19%	-19.3%	-1.7%
Jet Skiing	**6,355**	**100%**	**5,324**	**100%**	**5,108**	**100%**	**-19.6%**	**-4.1%**
Casual (1-7 times)	4,545	72%	3,900	73%	3,684	72%	-18.9%	-5.5%
Core(8+ times)	1,810	28%	1,425	27%	1,423	28%	-21.4%	-0.1%
Sailing	**3,924**	**100%**	**3,754**	**100%**	**3,618**	**100%**	**-7.8%**	**-3.6%**
Casual (1-7 times)	2,699	69%	2,596	69%	2,477	68%	-8.2%	-4.6%
Core(8+ times)	1,225	31%	1,159	31%	1,141	32%	-6.9%	-1.6%
Water Skiing	**4,007**	**100%**	**3,363**	**100%**	**3,203**	**100%**	**-20.1%**	**-4.8%**
Casual (1-7 times)	2,911	73%	2,499	74%	2,355	74%	-19.1%	-5.8%
Core(8+ times)	1,095	27%	863	26%	847	26%	-22.6%	-1.9%
Rafting	**3,781**	**100%**	**3,404**	**100%**	**3,438**	**100%**	**-9.1%**	**1.0%**
Stand-Up Paddling	**2,751**	**100%**	**3,453**	**100%**	**3,562**	**100%**	**29.5%**	**3.2%**
Kayaking (Sea/Touring)	**2,912**	**100%**	**2,805**	**100%**	**2,652**	**100%**	**-8.9%**	**-5.5%**
Scuba Diving	**3,145**	**100%**	**2,849**	**100%**	**2,715**	**100%**	**-13.7%**	**-4.7%**
Casual (1-7 times)	2,252	72%	2,133	75%	2,016	74%	-10.5%	-5.5%
Core(8+ times)	893	28%	716	25%	699	26%	-21.7%	-2.4%
Wakeboarding	**3,125**	**100%**	**2,796**	**100%**	**2,729**	**100%**	**-12.7%**	**-2.4%**
Casual (1-7 times)	2,199	70%	1,900	68%	1,839	67%	-16.4%	-3.2%
Core(8+ times)	926	30%	896	32%	890	33%	-3.9%	-0.7%
Surfing	**2,721**	**100%**	**2,874**	**100%**	**2,964**	**100%**	**8.9%**	**3.1%**
Casual (1-7 times)	1,645	60%	1,971	69%	2,001	68%	21.6%	1.5%
Core(8+ times)	1,076	40%	904	31%	962	32%	-10.6%	6.4%
Kayaking (White Water)	**2,351**	**100%**	**2,562**	**100%**	**2,583**	**100%**	**9.9%**	**0.8%**
Boardsailing/Windsurfing	**1,562**	**100%**	**1,556**	**100%**	**1,405**	**100%**	**-10.1%**	**-9.7%**
Casual (1-7 times)	1,277	82%	1,245	80%	1,112	79%	-12.9%	-10.7%
Core(8+ times)	285	18%	310	20%	292	21%	2.5%	-5.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Figure 57: National Participation Trends – Water Sports/Activities

pros consulting INC

Online Survey Report

PROS Consulting launched an online community survey after the completion of the statistically-valid District resident survey conducted by ETC Institute. The online community survey was administered via SurveyMonkey and mirrored the statistically-valid District resident survey questionnaire. The data sets are kept separate as the online community survey is an anecdotal and self-selected survey process. Interestingly, more times than not the online community survey results mirror the statistically-valid District resident survey results in many areas; however, online community surveying is a great way to provide another input method for system users (and non-users). Therefore, online community survey results tend to represent individuals (and households) that are generally more familiar with Si View Metro Parks and/or are current or past users of parks, programs, and events. However, this trend does not necessarily always represent.

7.1.6 Findings

The following sections represent the online community survey findings. Each section represents the survey instrument question in the order it was asked online. All open-ended responses can be found at the end of this document.

Program Participation

Respondents were asked to indicate if they (or a member of their household) have participated in any Si View MPD program before the COVID-19 Pandemic. Approximately 60% indicated they have and 40% indicated they have not. Those that responded "Yes" were asked three follow-up questions.
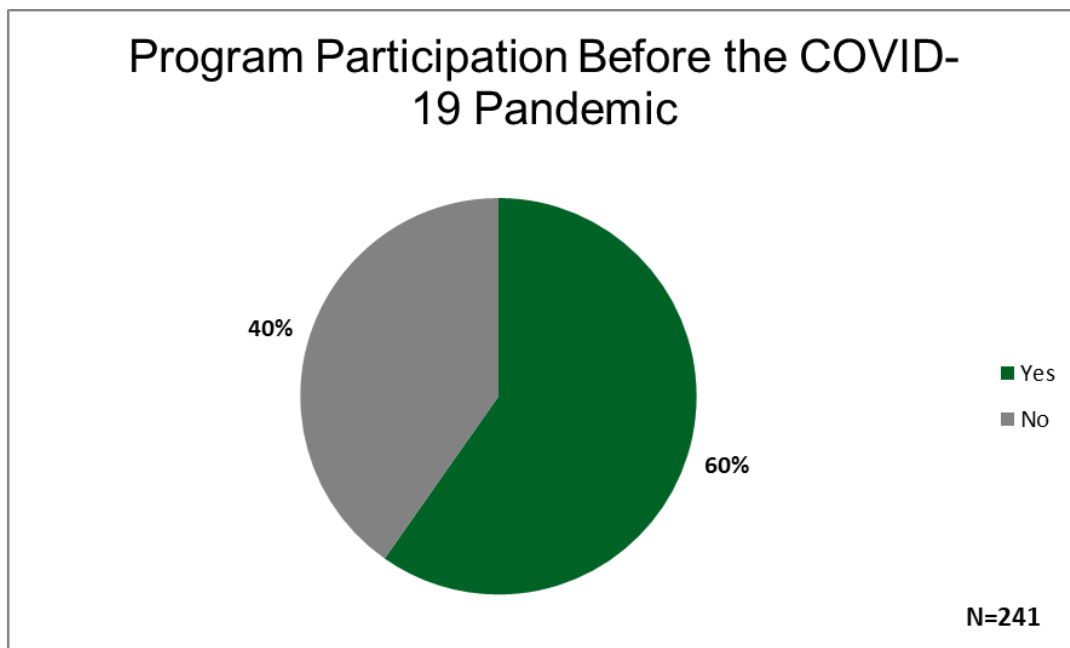
Figure 58: Program Participation Before COVID-19 Pandemic

Average Annual Program Participation

Those that indicated they use Si View MPD programs use 1-3 programs most often (70%). Approximately 30% indicated they use more than three programs annually on average.
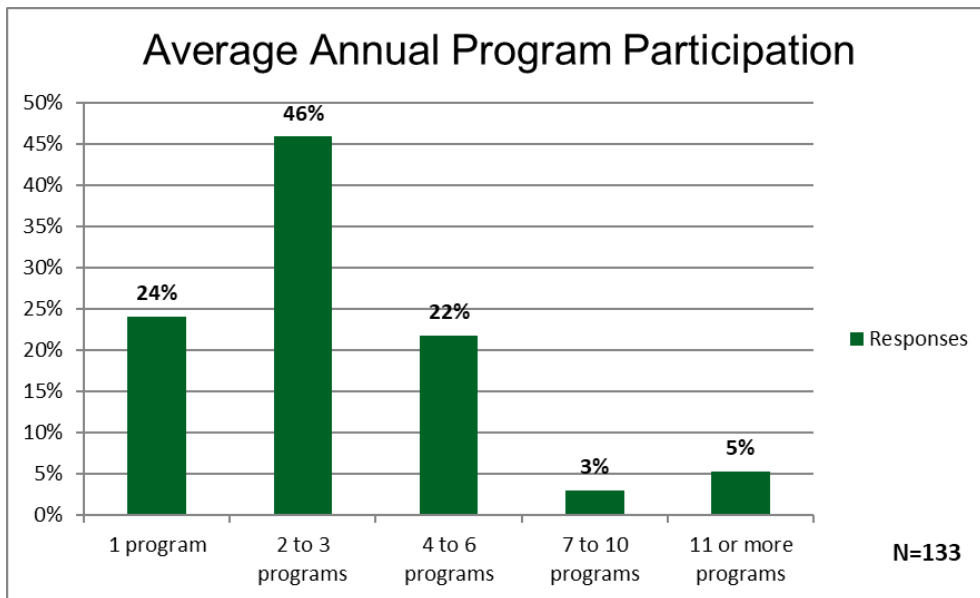
Figure 59: Average Annual Si View MPD Program Participation

Program Quality

Approximately 96% rated the program quality for the programs participated in as either "Good" or "Excellent." Only 4% rated the program quality as "Fair" while no one indicated the program quality was "Poor."
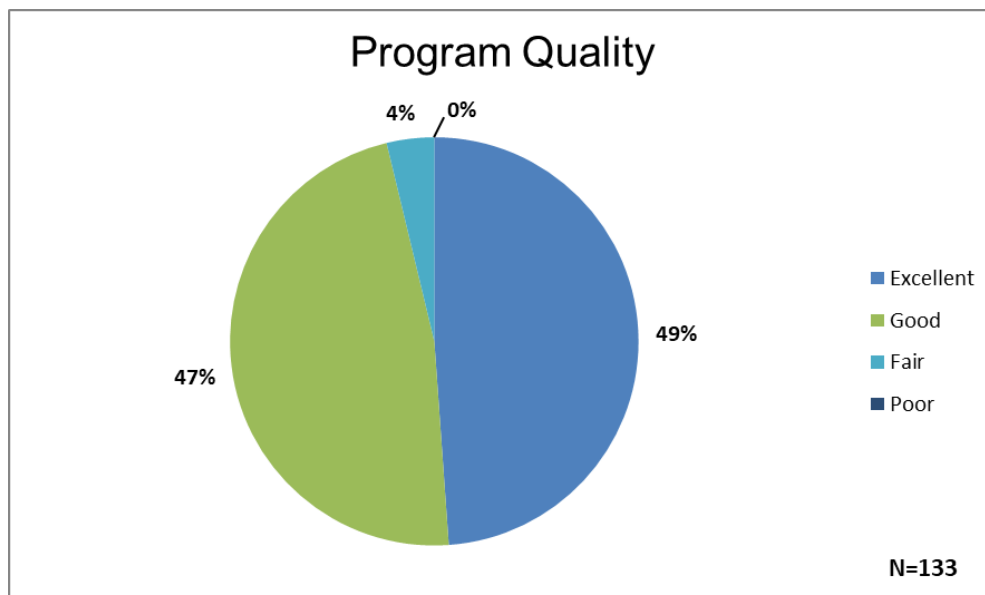
Figure 60: Si View MPD Program Quality Ratings

Anticipated Participation

Respondents were asked to indicate what they believe their (or members of their household) Si View MPD program participation will be after the COVID-19 Pandemic. Approximately 50% indicated they will participate at the same level as they historically have, 23% indicated more participation, while 17% indicated they would participate less, and 11% are unsure.
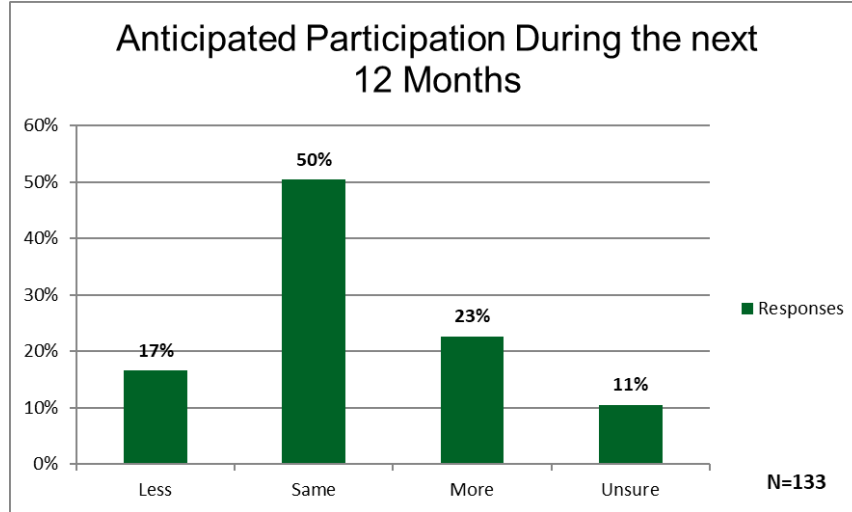
Figure 61: Anticipated Si View MPD Program Participation

Marketing and Promotion

Respondents were asked to indicate what method(s) they (or members of their household) use to learn about Si View MPD programs and activities **(Figure 62)**. The top ways people learn about Si View MPD happenings are: Si View MPD website (79%), seasonal District program guide (67%), emails (48%), and from friends and neighbors (37%).

Respondents were then asked to indicate their top three *preferred* communication methods **(Figure 63)**. The results are presented in a weighted average on a scale of 1-3 (1st, 2nd, and 3rd). The top most *preferred* communication methods include: seasonal District program guide, Si View MPD website, emails, and Facebook.
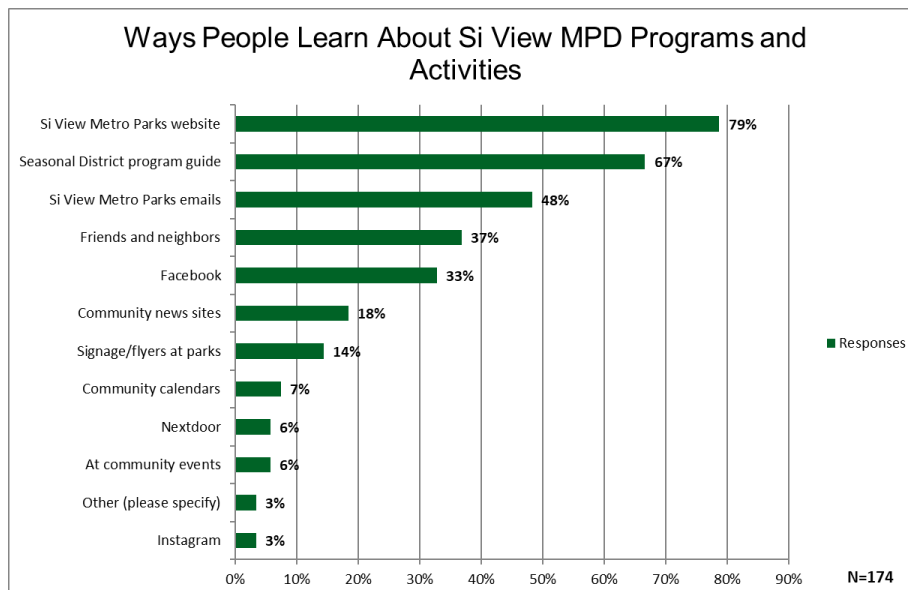
Figure 62: Current Ways Individuals Learn About Si View MPD Happenings
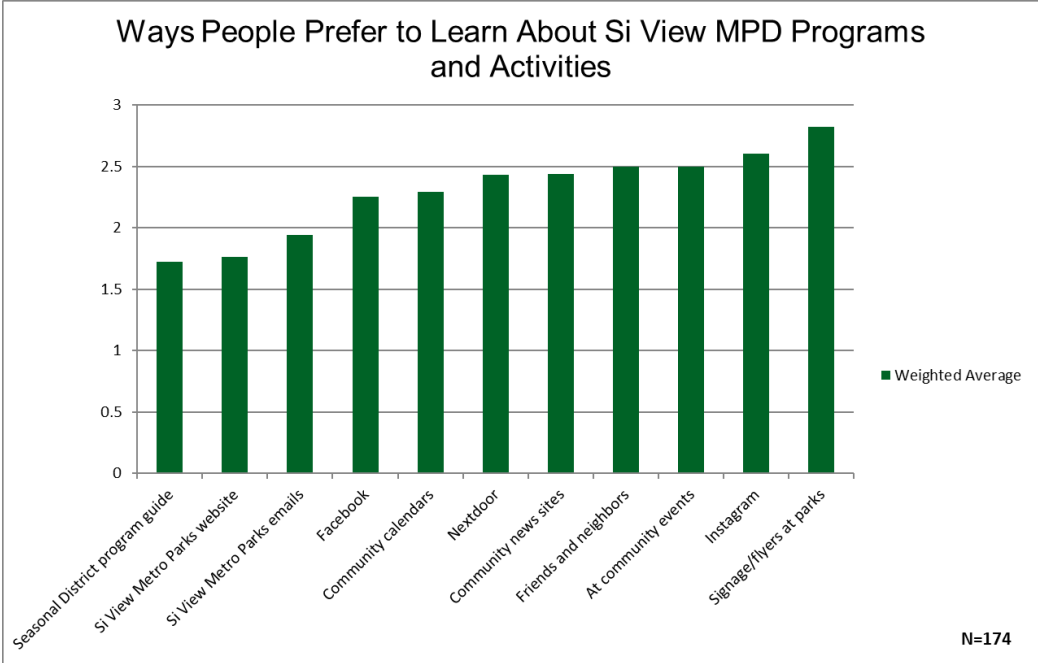
Figure 63: Preferred Ways Individuals Would Like to Learn About Si View MPD Happenings

Familiarity with Si View MPD

Respondents were asked to indicate the level in which they are familiar with who Si View MPD is and what they offer to the community. Approximately 64% are "Moderately familiar" or "Extremely familiar" with the District. The remaining 36% are "Somewhat familiar," "Slightly familiar," or "Not at all familiar."
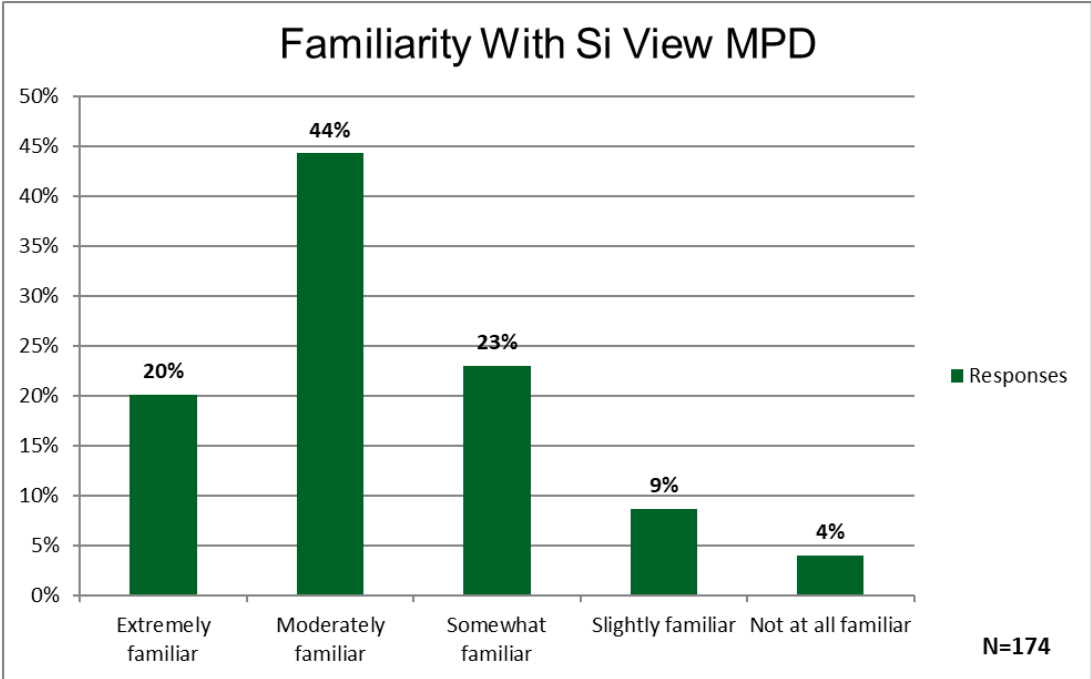
Figure 64: Familiarity with Si View MPD

Barriers to Use

Respondents were asked to indicate what barriers they (or members of their household) experience that prevent them from using Si View MPD facilities, parks, or programs more often. The top barriers indicated include: program or facility not offered (36%), no time to participate (23%), class full (22%), program times are not convenient (21%), and not knowing what is being offered (18%).
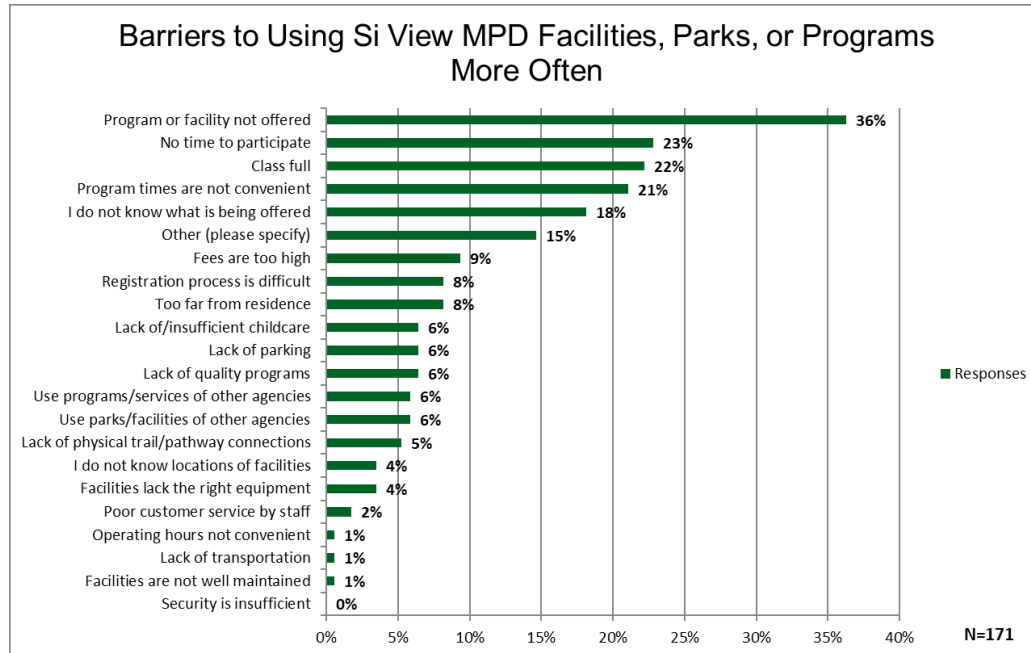
Figure 65: Si View MPD Use Barriers

Preferred Program Times

To help Si View MPD plan for program offerings, respondents were asked to indicate their (or members of their household) preferred program times during the week and on weekends. The top time preference on the weekend is during the morning (8am-12pm) while the preferred weekday time preference is during the evening (5-8pm).
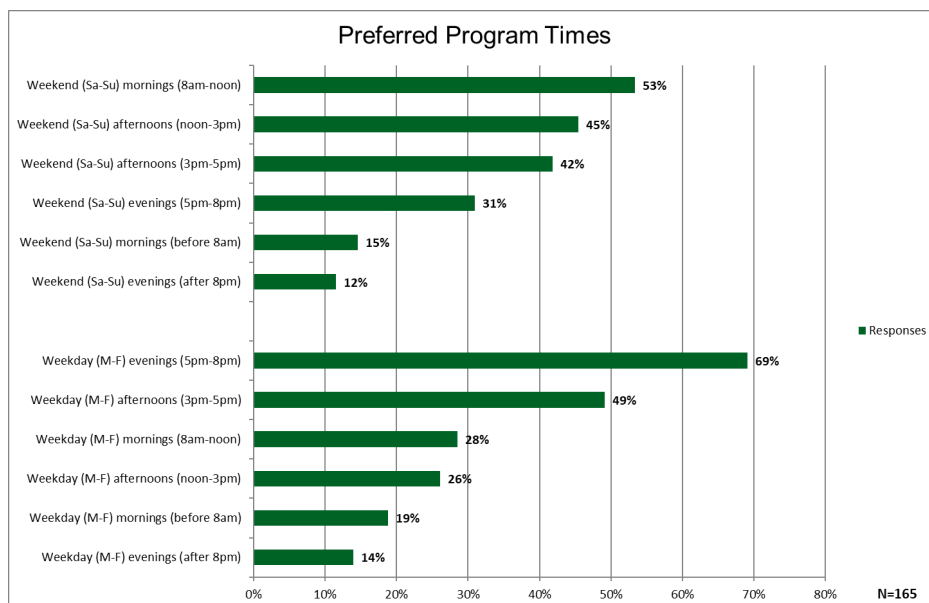
Figure 66: Preferred Program Times

Organizations Used for Recreation Activities

In order to understand the breadth of recreation use in the area, respondents were asked to indicate what organizations they (or members of their household) have used for indoor and outdoor recreation activities during the last 12 months and before the COVID-19 Pandemic **(Figure 67)**. The top organizations used include: Si View MPD (73%), King County Parks (64%), Washington State Parks (64%), US Forest Service (47%), and Libraries (43%).

Then, respondents were asked to provide what organizations are used based on the age ranges present in their household **(Figure 68)**. Those younger than 18-years old use Si View MPD (45%), community non-profit programs or leagues (16%), and private sports leagues (16%) most often. Those older than 18-years old use King County Parks (30%), Snoqualmie Valley School District programs (27%), and Si View MPD (24%) most often.
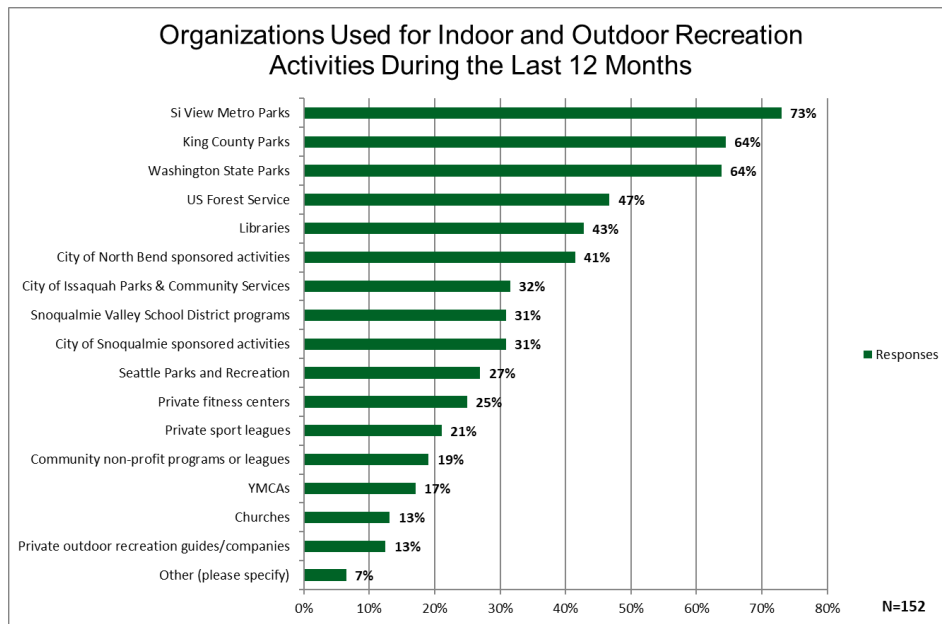
Figure 67: Organizations Used for Recreation Activities
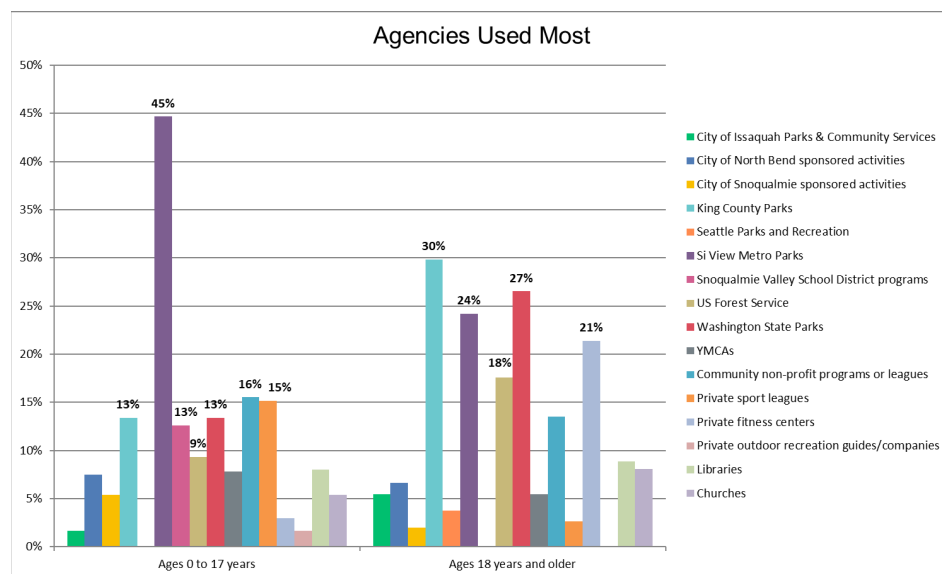
Figure 68: Organizations Used for Recreation Activities by Age

Reasons for Using Other Organizations

Respondents were asked to indicate why they (or members of their household) use organizations other than Si View MPD for indoor and outdoor recreation activities. The top reasons indicated include: program not offered by Si View MPD (64%), facility not offered by Si View MPD (30%), and program times are more convenient (24%).
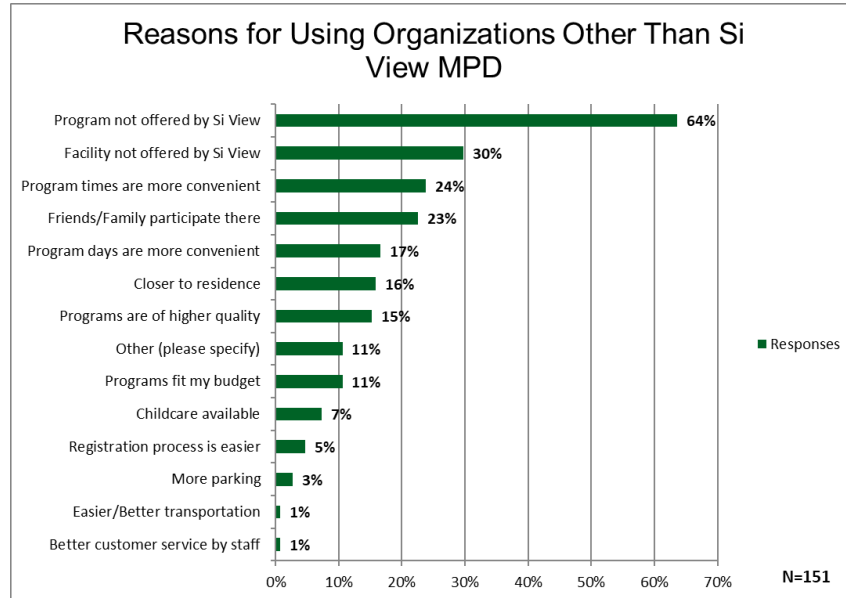
Figure 69: Reasons for Using Organizations Other Than Si View MPD

Programs Participated in With Other Organizations

Respondents were also asked what programs they (or members of their household) participate in with organizations other than Si View MPD. This helps provide context for what people are doing elsewhere. The top programs used include: outdoor recreation programs (38%), youth sports (33%), and aquatics (31%).
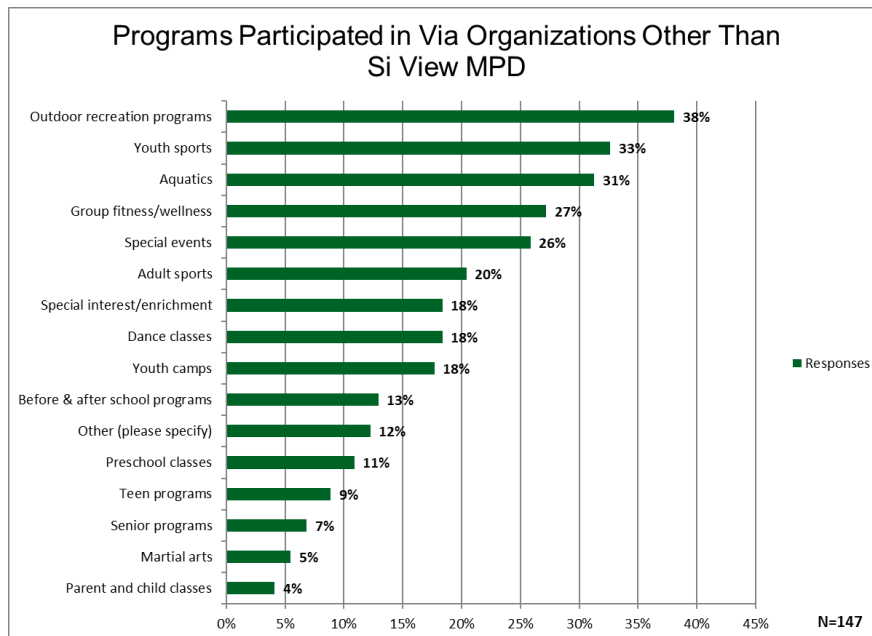
Figure 70: Programs Used with Organizations Other Than Si View MPD

Potential Programming Spaces People Would Use

Respondents were asked to indicate what potential new programming spaces they (or members of their household) would use if they were made available **(Figure 71)**. The top spaces selected include: nature trails (55%), mountain bike parks/trails (53%), and canoe/kayak access (51%).

Respondents were then asked to indicate what new programmable space they would participate in most often **(Figure 72)**. The results are presented in a weighted average on a scale of 1-4 (1st, 2nd, 3rd, and 4th). The top programmable spaces most used would be: mountain bike park/trails, splashpads and interactive water play features, and dog parks.
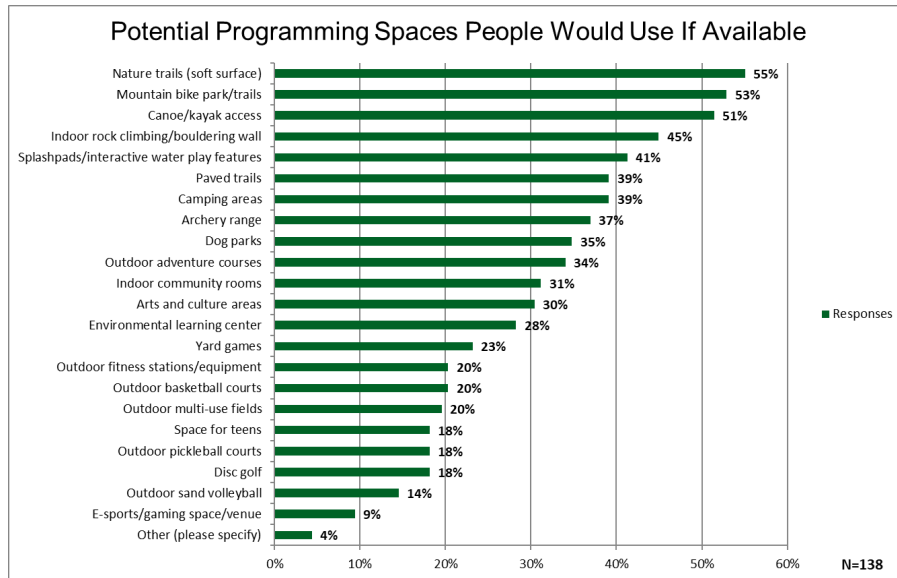
Figure 71: Potential Programming Spaces People Would Use if Available
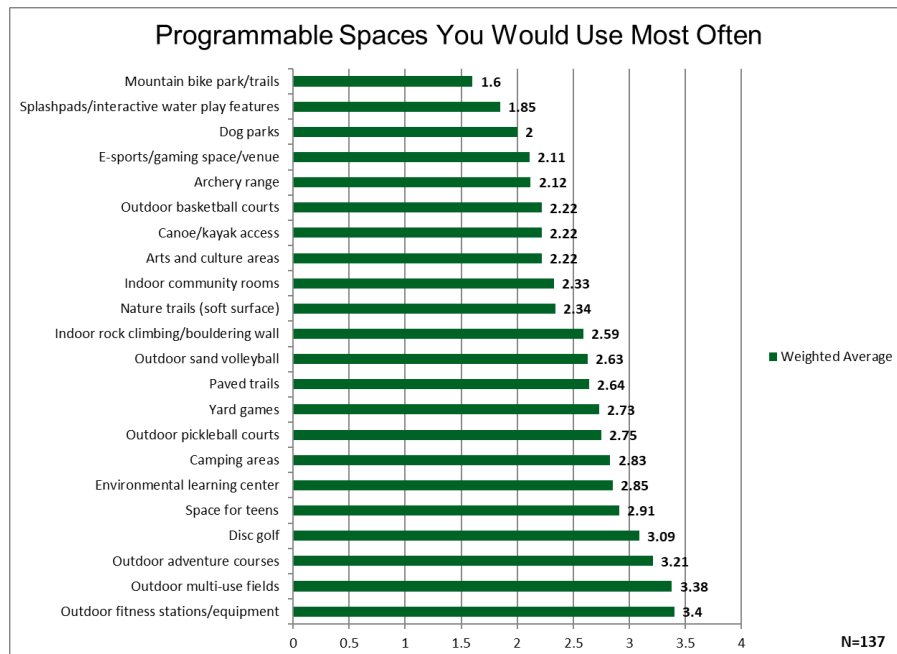
Figure 72: Potential Programming Spaces People Would Use Most Often

New Programs, Leagues, Tournaments, and Events

Respondents were also asked to indicate what new programs and activities they would like to see Si View MPD offer **(Figure 73)**. The top activities include: outdoor safety courses (51%), BMX/mountain biking (47%), and canoeing/kayaking (41%).

Respondents were then asked to indicate their top four new activities they would participate in most often **(Figure 74)**. The results are presented in a weighted average on a scale of 1-4 (1st, 2nd, 3rd, and 4th). The top new activities include: BMX/mountain biking, canoeing/kayaking, and archery club.
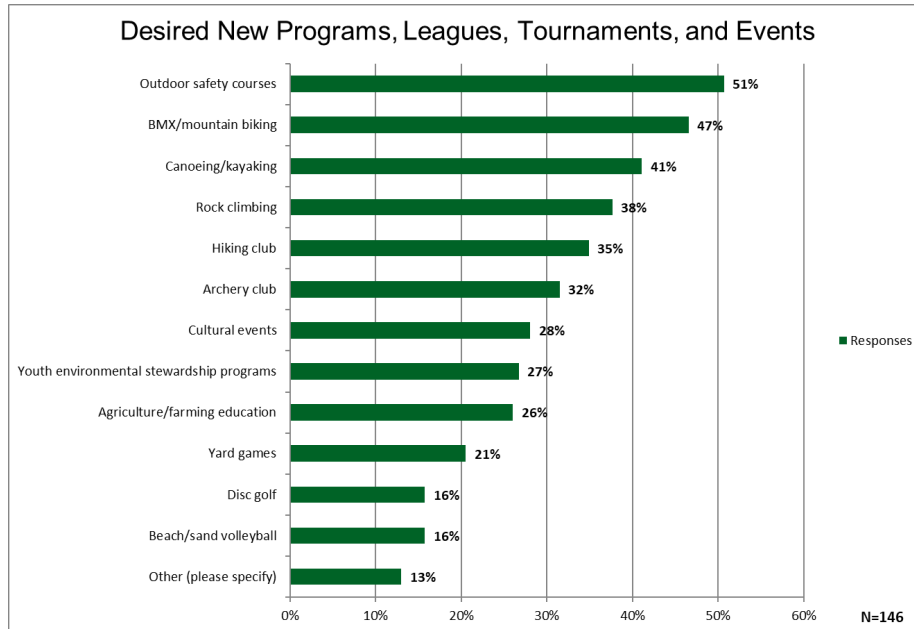
Figure 73: Desired New Recreation Activities
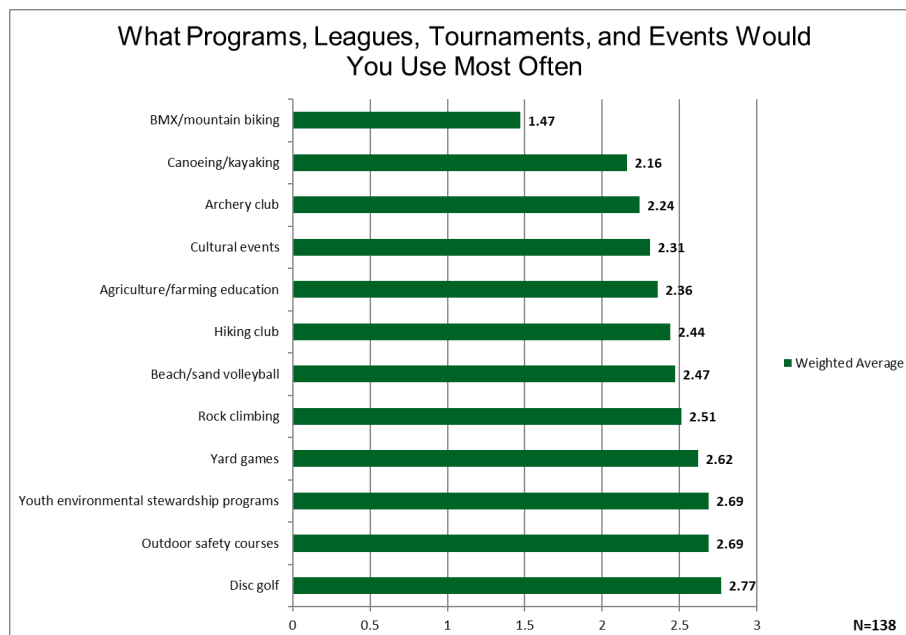
Figure 74: Desired New Recreation Activities That Would Be Used Most Often

Valuable Contributor to Various Community Issues

Respondents were asked a series of value questions. The intent is to understand how they perceive Si View MPD contributes to addressing various community issues. The issues respondents believe Si View MPD most addresses in terms of their contribution include: making living in the Snoqualmie Valley fun, enhancing community connection to each other, and shaping public perceptions of the Snoqualmie Valley and its overall quality of life which helps build a sense of place/home.
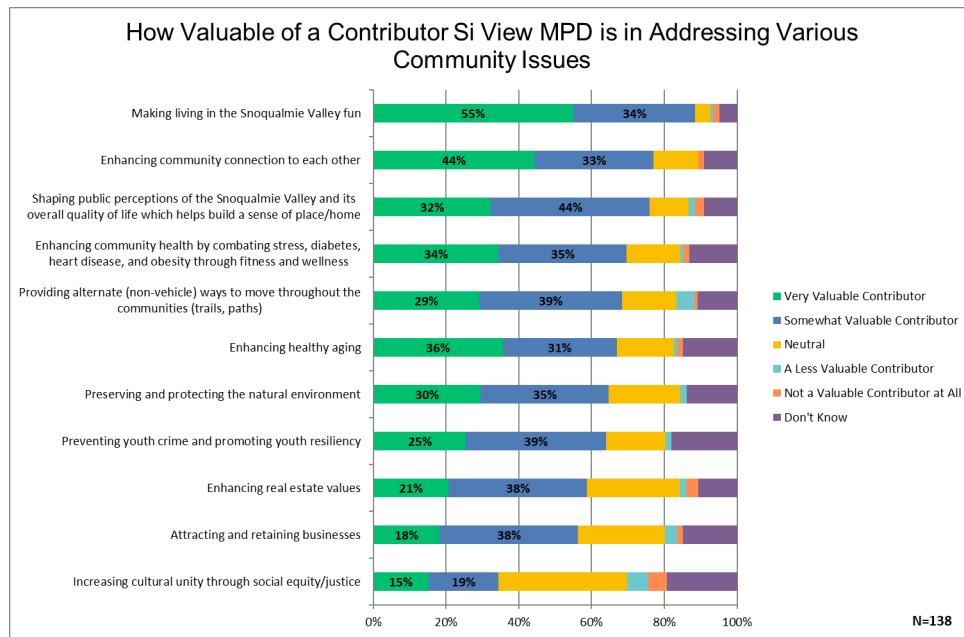
Figure 75: Degree in Which Si View MPD Addresses Various Community Issues

Program Need and Importance

Respondents were asked to indicate if they (or a member of their household) have a need for various recreation activities, regardless if their need is currently being met **(Figure 76)**. Respondents indicated having the most need for Farmers Market, community events, outdoor recreation, adult programs (18+), and outdoor water recreation.
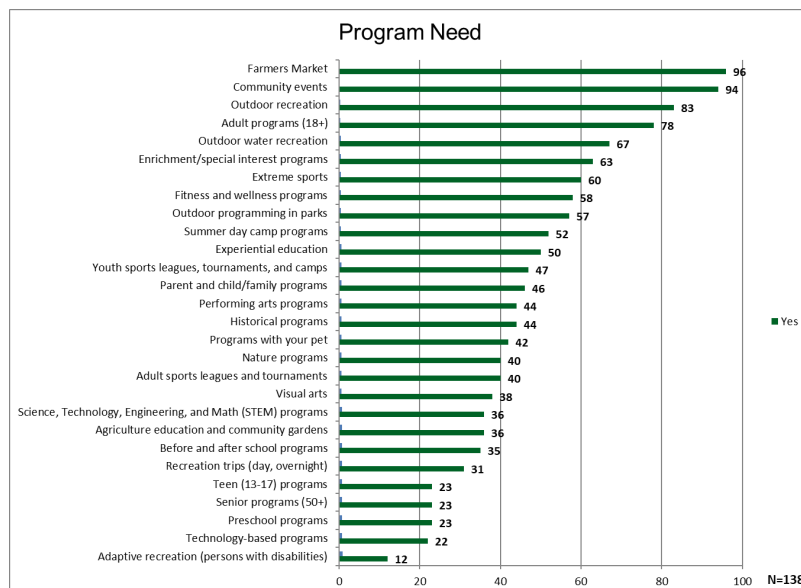
Figure 76: Program Need

Respondents were then asked to indicate how well their needs are being met currently **(Figure 77)**. The program needs being met the most include: Farmers Market, before and after school programs, community events, and youth sports, leagues, tournaments, and camps.
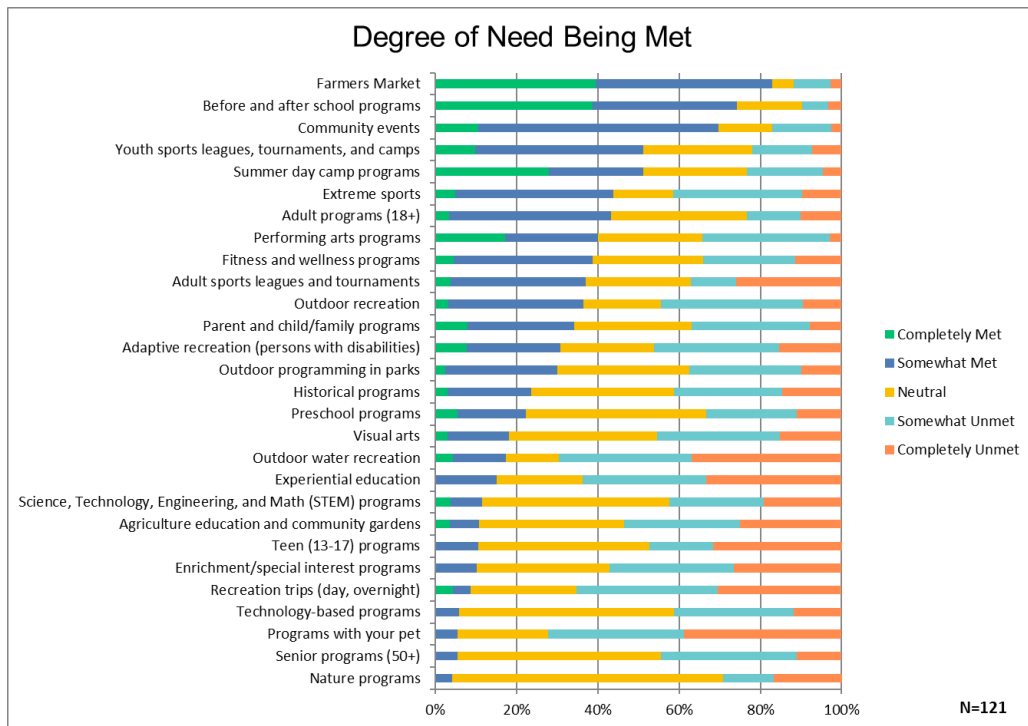
Figure 77: Degree of Program Need Currently Being Met

Lastly, respondents were asked to indicate how important each program is to them (or members of their household) **(Figure 78)**. The most important programs include: outdoor recreation, Farmers Market, community events, extreme sports, and outdoor water recreation.
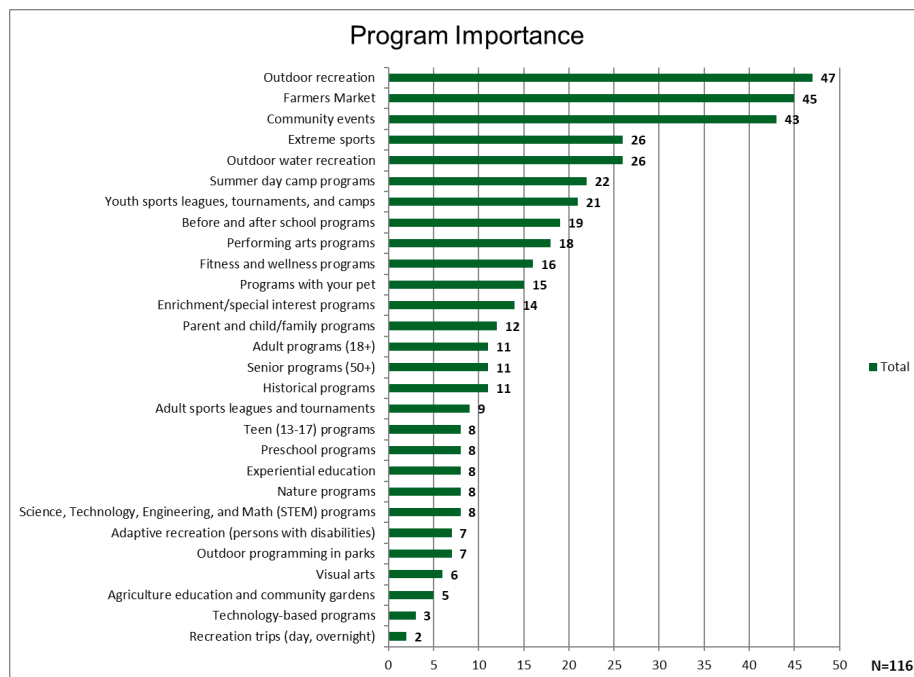
Figure 78: Program Importance

Importance of Various Recreation Services

Respondents were asked to indicate how important various recreation services are to them (or to members of their household) **(Figure 79)**. The most important services include: maintenance of parks, quality of recreation programs, and quality of trails/pathways.

Respondents were then asked to indicate the top four recreation services they want Si View MPD to focus on for the next two years **(Figure 80)**. The recreation services receiving the greatest number of votes include: number of trails/pathways, quality of trails/pathways, and maintenance of parks.
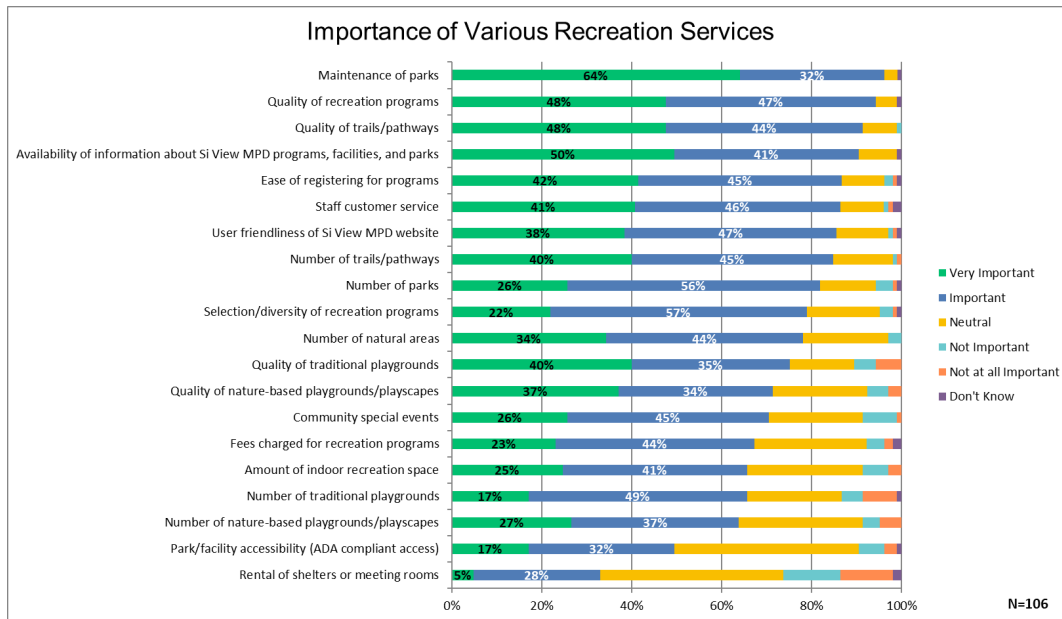
Figure 79: Recreation Services Importance
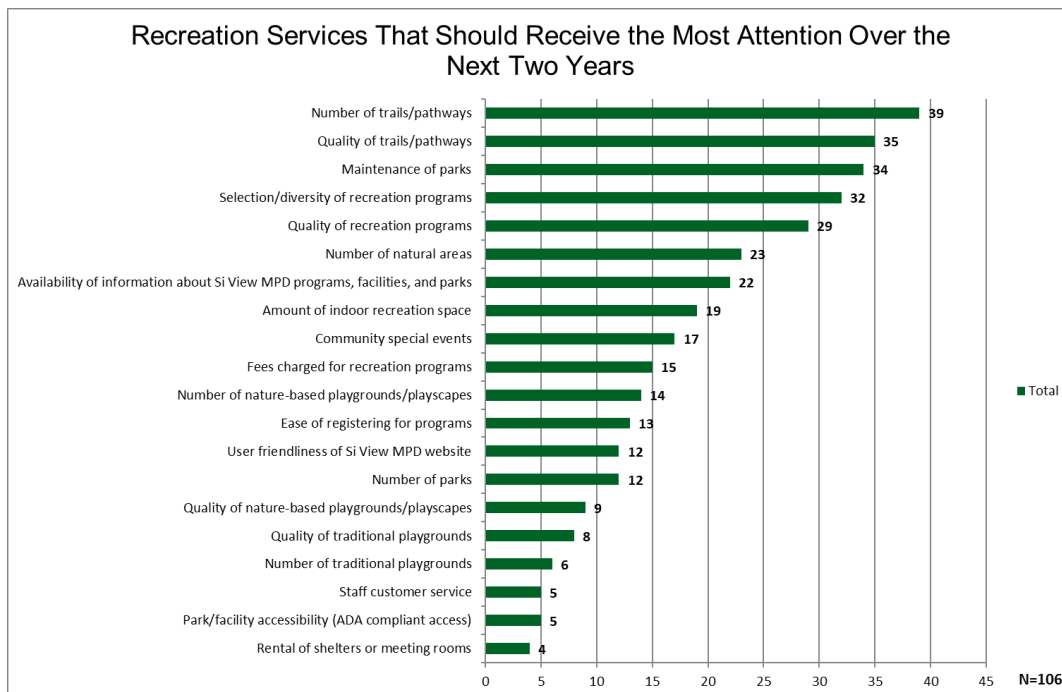
Figure 80: Most Important Recreation Services

Funding Recreation Programs

Respondents were asked to indicate what they believe the appropriate mix of taxes versus user fees should be for various recreation program categories. Those that should be funded more by taxes include: adaptive recreation, preschool classes, and before and after school programs/summer camps. Those that should be funded more by user fees include: adult sports, adult classes, and outdoor recreation classes and trips.
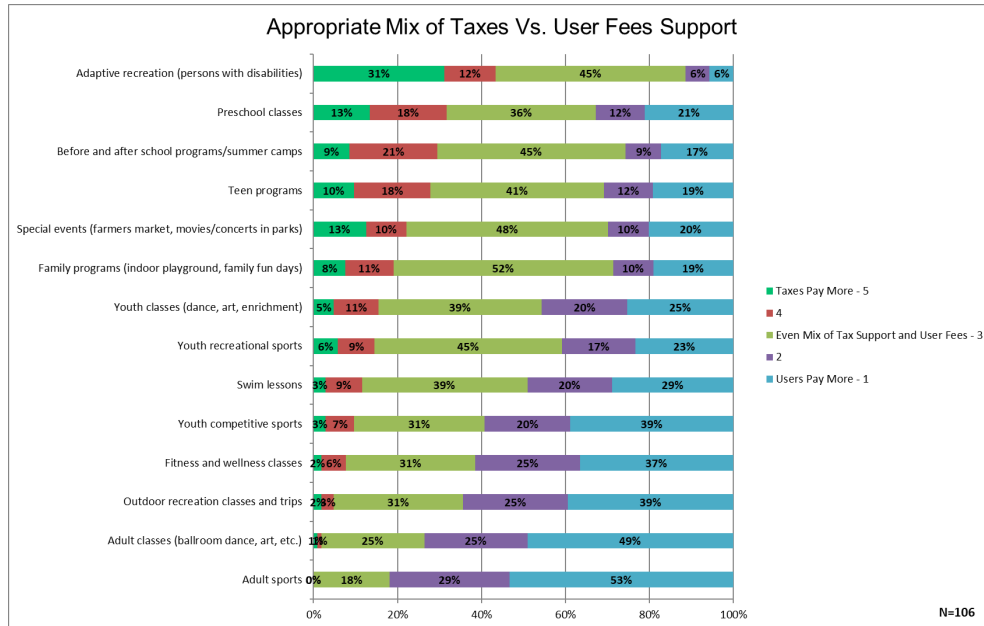

Figure 81: Taxes Vs. User Fees

$100 Prioritization

Respondents were asked to indicate how they would distribute $100 (make believe) among competing interests. Respondents indicated the highest preference for improving/maintaining existing parks and facilities before building/constructing anything new. It should be noted that each number represented is the average of all dollar amounts attributed to the category; therefore, the total number does not equal $100 when adding the averages of all four categories.
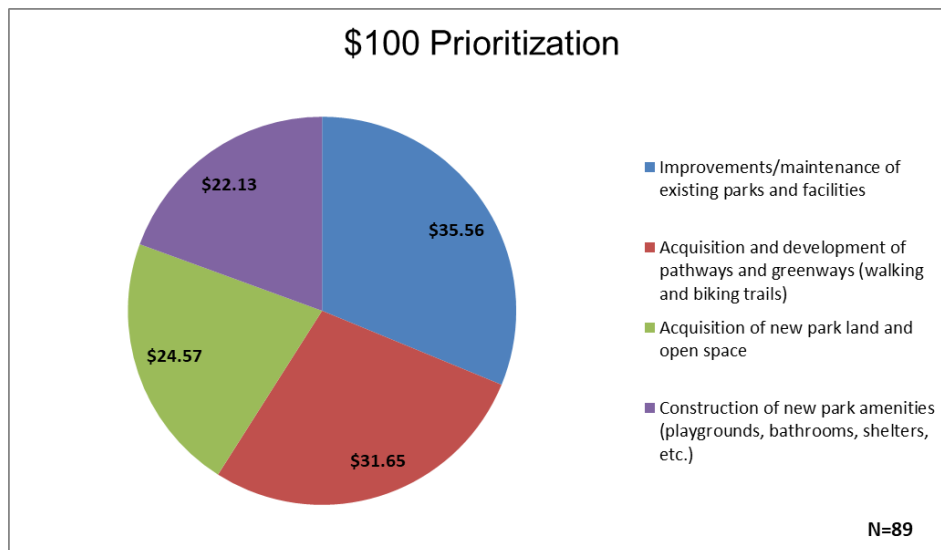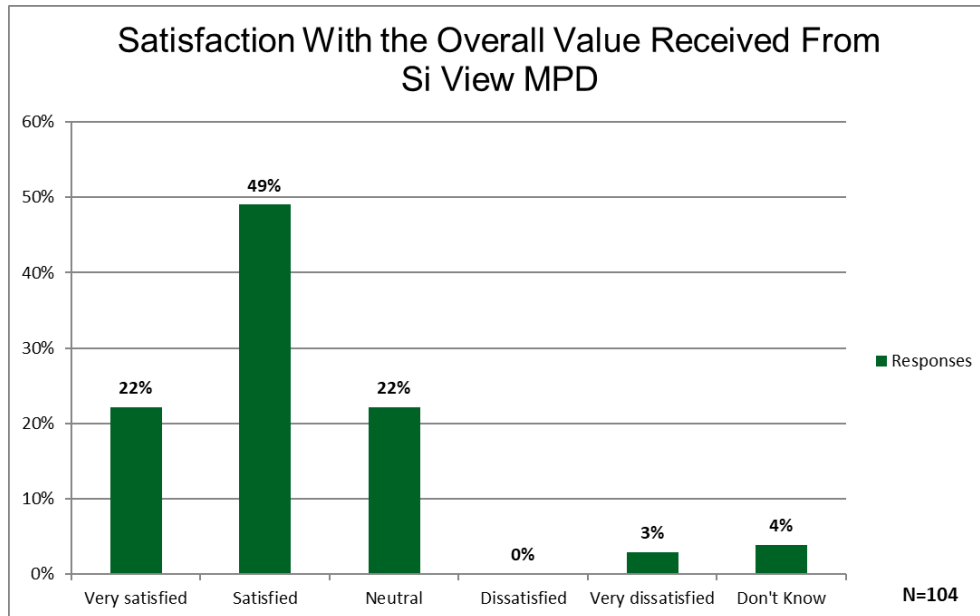

Figure 82: $100 Prioritization

Overall Satisfaction

Lastly, respondents were asked to indicate their level of satisfaction with the overall value their household receives from Si View MPD. Approximately 71% indicated being either "Satisfied" or "Very Satisfied," 22% indicated a neutral stance, only 3% indicated dissatisfaction, and 4% were unsure of their position.

Figure 83: Overall Satisfaction with Si View MPD

Demographics

Demographic questions included: number of people living in each household; age ranges represented in each household; respondent age, gender, race, and residency; and total annual household income **(Figures 84-90)**.
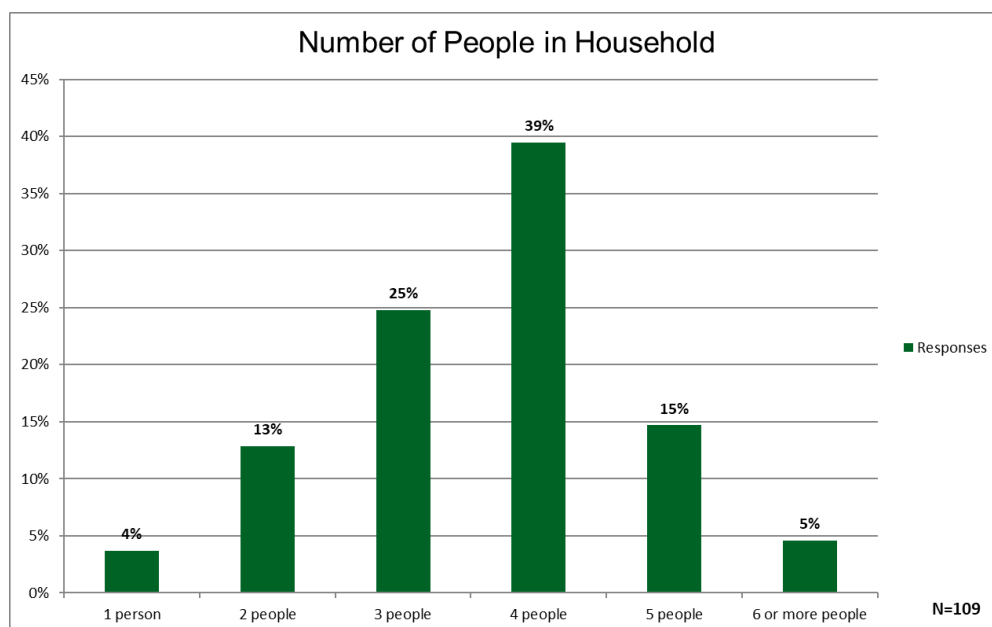
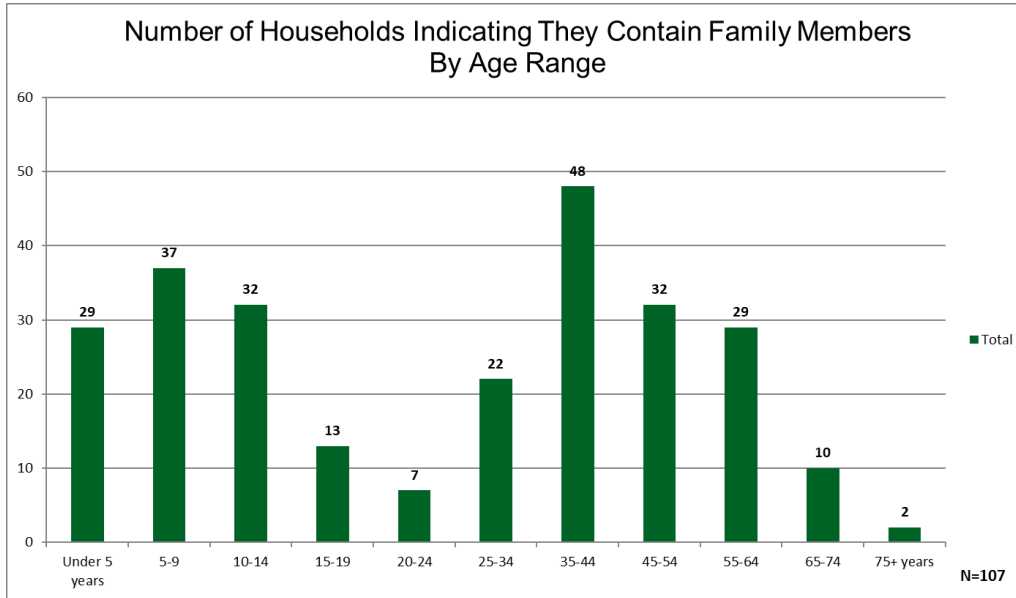**Figure 84: Number of People in Household**
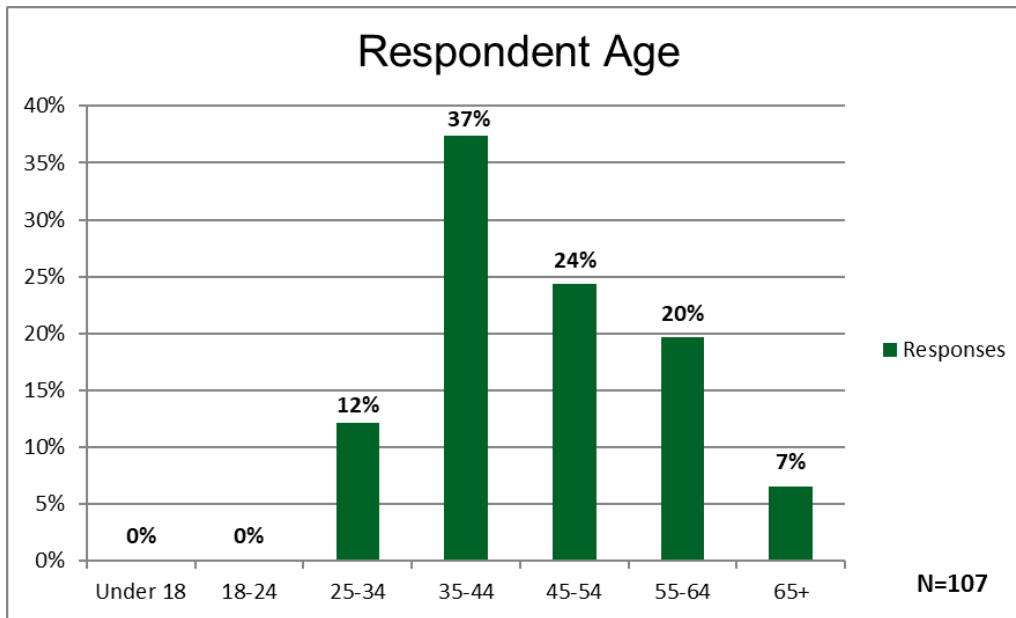
Figure 85: Age Segments Represented in Households

Figure 86: Respondent Age

Respondent Gender

22%

78%

■ Male
■ Female

N=107
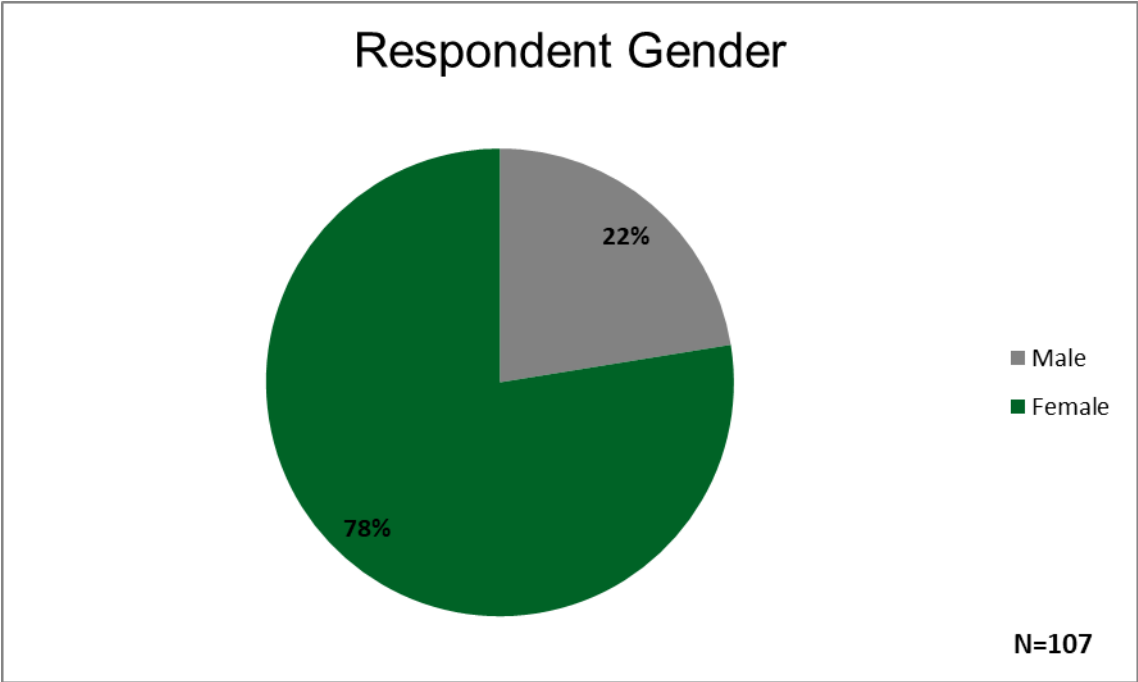
Figure 87: Respondent Gender

Respondent Race

White/Caucasian — 92%

Asian/Pacific Islander — 6%

Other (please specify) — 2%

Hispanic — 1%

Native American — 1%

Black/African American — 0%

0%   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%
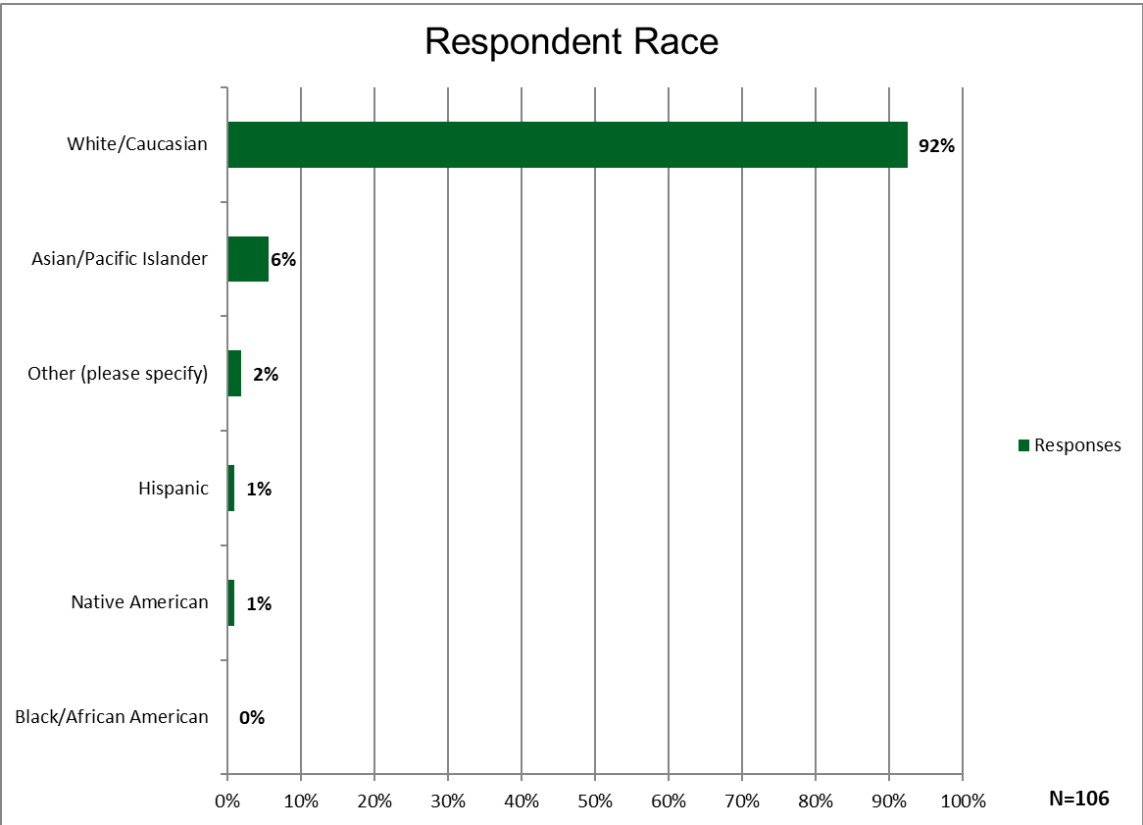
■ Responses

N=106

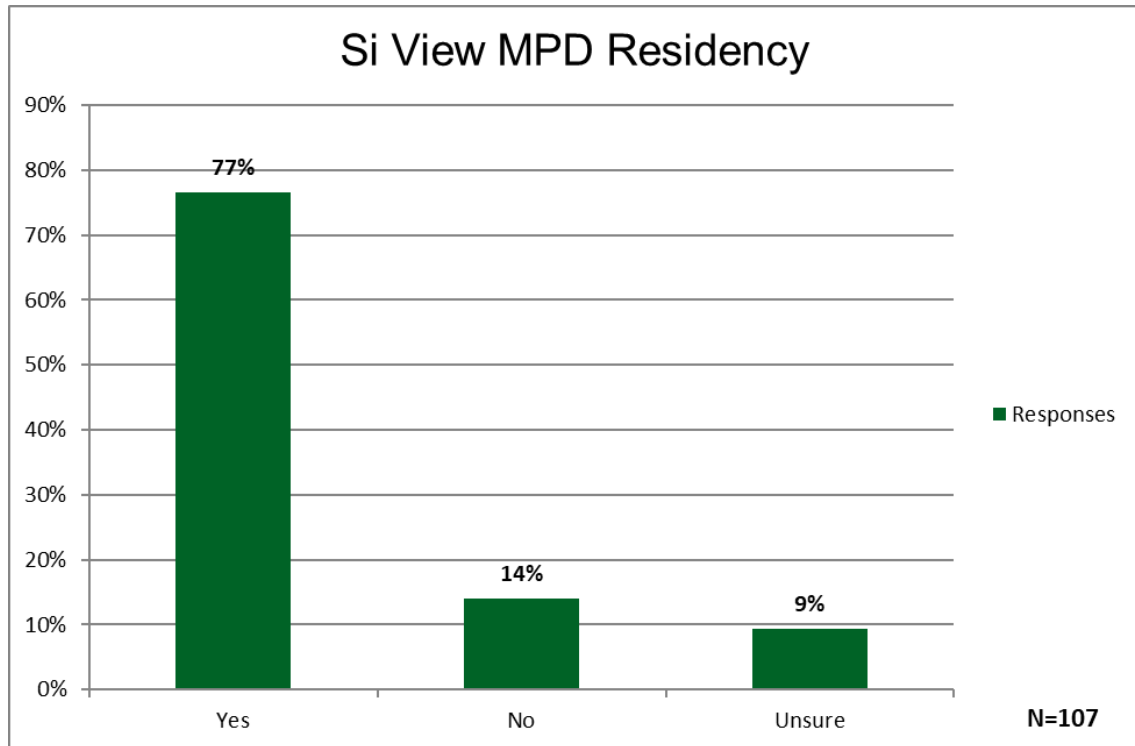**Figure 88: Respondent Race**

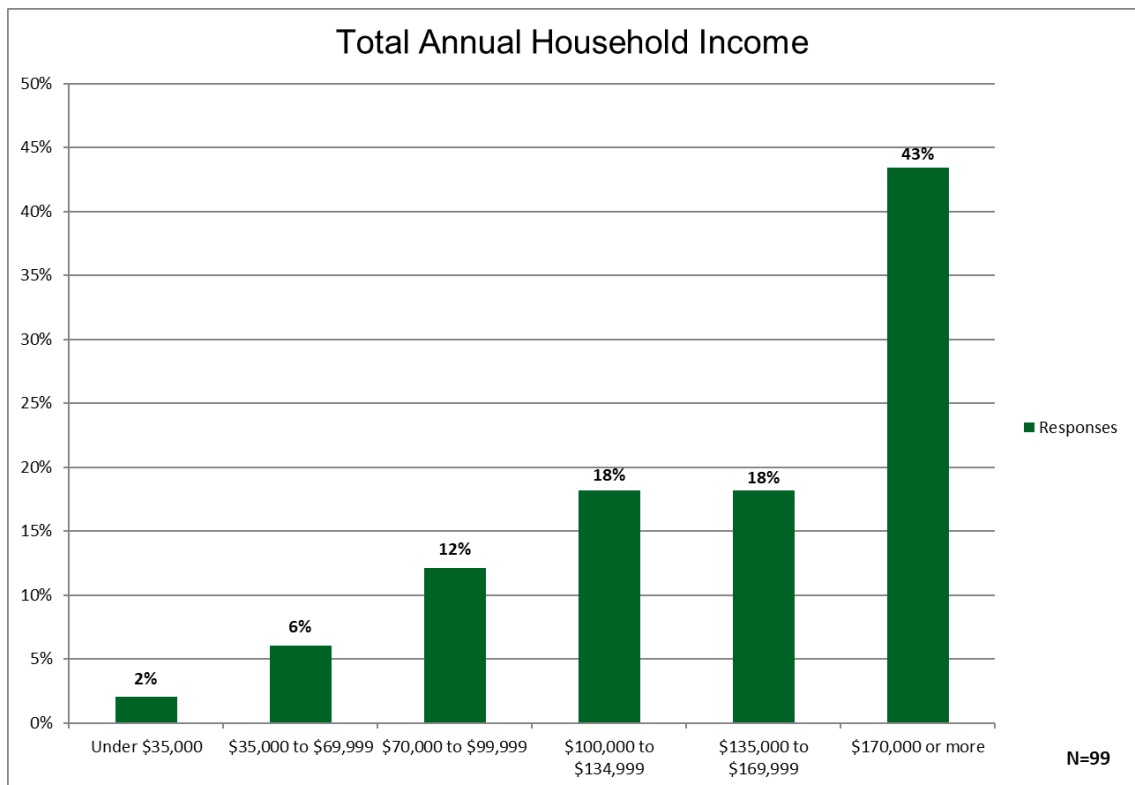pros consulting INC.

Figure 89: Respondent Residency

Figure 90: Total Household Income

Open-Ended Feedback

Respondents were asked to provide any additional comments that could assist Si View MPD in better meeting their (or members of their household) recreation program needs. The following table presents the open-ended feedback received.

1	This survey did not cover special populations very much. There is a huge need for them, and your programs don't meet the needs. I think it is mainly the fact that the word is not getting out, as well as not providing enough variety.
2	Training staff to work with children with high functioning autism. We would use services more if we knew our son would have a good experience.
3	Add programs for special needs adults!
4	Please offer more programs that include people with disabilities, particularly 0-18.
5	We need an indoor tract and activities that can be done during the winter. Also, day camps and field trips for people with disabilities.
6	Our daughter has autism and she would benefit from a specialized recreation program (similar to the Issaquah program) that is more robust from the Si View Metro Parks. The Issaquah program is always sold out quickly. Being we have many people with intellectual disabilities in the North Bend/Snoqualmie areas a more robust program would help this undeserved community immensely. Please Please consider adding more. I attended a meeting years ago to add more programming and the reason it didn't happen was registration was low. We now have a very large community of people who have aged out of the school system and need community engagement. I am part of a parent group in the area so I would spread the word of the added activities. Thank you for your consideration!
7	N/A
8	Really looking forward to the day that I can swim in a 25 yard pool in my own community instead of driving to Issaquah. Tried swimming in the current pool and I hit the opposite wall before I can take even one stroke. Unfortunately the current pool is not a good fit for competitive swimmers like me. :(
9	More options for swim lessons and better pool. More easily accessible gym space.
10	Preschool programs are big for us!
11	I'd love to see adult bike classes through Evergreen MTB alliance or similar organization
12	Additional mountain bike trails accessible directly from North Bend. Mountain bike learning/skills development area and associated kids programs
13	gym/ treadmills/ bikes
14	Please update your gender options on this survey. Personally, I live in Bothell, but I have a lot of friends in north bend/Snoqualmie and would love to see an mtb park where we could meet up. Or softball leagues we could play in, etc. I would be haply to come over there and pay for activities that interest me, I just haven't been because nothing has really caught my eye.
15	thanks for all the hard work and dedication by you and your teams!
16	Need to keep the politically correct b.s. out of the park system. (he/him) (she/her).

17	You are doing great!
18	Would love to see program staff for youth programs (ie. dance), be more friendly and/communicative with children and families. The staff that is in charge of running the facilities and farmer's market are amazing!!
19	You all are awesome! Keep up the good work!
20	I would love to have an archery range nearby! If having one meant paying for a membership to build and maintain it, I gladly would!
21	People who pay taxes on it should get some preferences ie early registration etc
22	We really like pickle ball
23	Make significant upgrades and investment in facilities and trails. Don't be afraid to make people pay through fees and taxes.
24	"We really need a water splash pad for our children .... I absolutely love having the fire department come over on the hot days...but we have missed that each time....lol... We travel to Snohomish to play at their water park as it has a special area for smaller children/disabled kids"
25	Really hoping the new bike trails over by exit 31 get built soon and that they connect to Raging River!
26	Honestly if someone could get a handle on the off-leash dog situation that would be amazing. it is so much worse than ever. I have to worry about it on the elk field trails, the disc golf park (hands down the worst) and the park near the si view center. Dogs absolutely need to be on leash if they are not at an off-leash park. I speak as a dog owner that has to stop using areas because my onleash dog gets jumped, but there are also people that just don't like dogs. Enforcement would be really really nice.
27	Would really love a long section of paved trail for stroller use!! Really love having access to all the programming. Thank you!
28	I tried multiple times to answer the question of the $100. breakdown and it would not enter,
29	Thank you for all you do, I do hope the aquatic center passes! I didn't see anything about a community mentors program which may be interesting.
30	We love north bend, and would like to see the bikeability and walkability continue to improve.
31	Would like senior dance classes. would be interested in craft classes. Use trails for walking often.
32	We need more events for seniors. There is nothing there for me to do. I would like more pool exercises for seniors in the late morning or early afternoon along with other arts/crafts or cooking classes
33	Need turf fields
34	Keep up the good work
35	Please share why the same (or similar) survey keeps being done repeatedly.
36	None

37	Buy land for trails before it gets too expensive. Also, grab right of way for bike paths trails. Build an aquatics center as that's enough to get us to leave the sno valley and its the areas biggest flaw.
38	you are all awesome! we just need a place for our students to swim, swim, swim...yes get MSHS in the game! SVSD knows they need this!!! and trails and parks rock!!!! keep it up. keep North Bend the best town in King County!!
39	Continue working to build the aquatics center! I'd love to see expanded trail networks and acquisition of private land (eg, around Mt. Si) to make new trails. Explore other options in the area to create new trails.
40	Aquatics
41	Keep giving the community options for. Recreation. We need it!

Action Plan

7.1.7 Operational Management

Number	Strategy	Timeframe		Tactics	Staff Lead	Status
1	Enhance existing financial practices.	**Short-Term** (FY22-23 and FY23-24)	A.	Track revenues and expenses for recreation programming against a cost recovery and cost of service goal; consider additional measures such as cost per hour, per event, per league, per game, per field, per square foot, etc.		
		Mid-Term (FY24-25 and FY25-26)	B.	Establish a true cost of service for every program agreement (with an outside entity) that includes measurable outcomes.		
			C.	Plan and budget by facility and core program area.		
2	Strengthen Si View MPD's partnerships.	**Short-Term** (FY22-23 and FY23-24)	A.	Review and update school district ILA annually and include the following sections (at a minimum): Si View MPD roles, responsibilities, and functions; school district roles, responsibilities, and functions; financial implications; and performance measures/indicators that will be tracked and shared.		
			B.	Create a communication and education campaign that tells the Si View MPD's "story" to the school board and individual principals; build a broader network of support.		
			C.	Create a benefits-based platform (instead of transactional-based) that helps demonstrate community need and how collaboration should occur in order to meet the community's needs.		
			D.	Continue to leverage strong relationships with the City of North Bend.		
			E.	Re-engage City of Snoqualmie and the YMCA to determine the level of relationship/partnership, what this looks like, and the area(s) for partnership.		
		Mid-Term (FY24-25 and FY25-26)	F.	Re-address space hierarchy from school district.		
			G.	Host a bi-annual summit/retreat for partnership groups to discuss work plans, programming goals, partnership opportunities, etc.; share the Recreation Program Plan and invite the partner groups to share their planning efforts as well.		
		Long-Term (FY26-27 and FY27-28)	H.	Enhance existing partnerships (King County Parks, DNR, etc.) to include: submitting joint grant applications, educating the community how we all work together (and the criticality of it), activating park spaces of County Parks, cross-promoting programmatic experiences, and continuing involvement with "community plan" development processes.		
3	Focus on organizational development and resiliency.	**Short-Term** (FY22-23 and FY23-24)	A.	Develop staffing standards that outline the FTEs required based on facility operations and programmatic functions.		
			B.	Establish Key Performance Indicators (KPIs) for each staff level/position.		
		Mid-Term (FY24-25 and FY25-26)	C.	Create a staff succession plan that outlines key staff transitions (especially due to known retirements), which also focuses on career staff training and development to transition collective mindset to a continuous learning division.		
			D.	Conduct a functional organizational alignment assessment that examines how the organization is staffed in terms of core, important, and value-added services.		
4	Implement a Total Cost of Ownership (TCO) approach to the system and continue focusing on financial sustainability.	**Short-Term** (FY22-23 and FY23-24)	A.	Calculate the operational impacts associated with each core program area; establish impacts based on inclusion of maintenance and operations functions, frequencies, tasks, and costs.		
			B.	Create a staff training process that provides them with the skills and understanding to calculate cost estimates; build a culture of business practices.		
		Mid-Term (FY24-25 and FY25-26)	C.	Set and achieve an overall system cost recovery goal and reflect it in the budget.		
			D.	Continue to strive for meeting the community's aquatics need by working on a financial package (and narrative) that includes financial investment beyond just an aquatics facility (trails, greenspace, support amenities, etc.); create a winning theme.		
			E.	Continue to capture the pulse of the community and their needs by conducting recurring statistically-valid community needs assessment surveys every 3-5 years.		

7.1.8 Programs and Services

Strategy		Timeframe		Tactics	Staff Lead	Status
5	Align program offerings with community needs and priorities through implementation of new experiences and facility/amenity enhancements.	**Short-Term** (FY22-23 and FY23-24)	A.	Annually assess relevance of selected Core Program Areas and determine if changes need to be made based on current trends, demographics, and community surveys.		
			B.	Add new programming into the system based on community need and interests including: rock climbing, skateboarding (lessons, camps, etc.), and outdoor-oriented team sports (such as futsal).		
		Mid-Term (FY24-25 and FY25-26)	C.	Activate underutilized (comparatively within the system) with new programming. Utilize the pump track more (mountain bike programming). Utilize the pond for water activities such as: kayaking, canoeing, flatwater activities, stand-up paddle boarding (and yoga); connect to the South Fork route nearby.		
			D.	Complete enhancements to Torguson Park.		
		Long-Term (FY26-27 and FY27-28)	E.	Utilize K-5 programming as a feeder system to the larger message of what Si View MPD does and offers (i.e., ensure there is knowledge, skill, ability, etc. development opportunities as children grow).		
			F.	Continue to assess and re-assess populations served and those underserved or unserved.		
			G.	Pursue adding community gardens to the system.		
			H.	Pursue adding a dog park to the system. If added, explore the possibility of a membership-use system.		
			I.	Brand park spaces with nature play elements (self-directed experiences).		
			J.	Focus on experiential education additions by exploring the feasibility of adding an experiential learning center to the system. Also, continue to highlight the South Fork Master Plan and its implementation.		
6	Treat core program areas as core businesses.	**Short-Term** (FY22-23 and FY23-24)	A.	Track the lifecycle of all programs to ensure they match the distribution recommended in the Program Assessment; make adjustments during budget development years, where applicable.		
			B.	Sunset programs that fall into the decline and or saturation phase.		
			C.	Track program cancellation rates (and adhere to stated program minimums and maximums).		
			D.	Track customer retention rates and utilize this information for marketing purposes.		
		Mid-Term (FY24-25 and FY25-26)	E.	Use special events as marketing and promotional opportunities for the District.		
			F.	Create core program area business plans at least every two years (at a minimum; preference is annually) that outline projected revenue and expenses, cost recovery, target audience(s), method of delivery, market analysis/environmental scan, potential partnership(s), sponsorship(s), and then has actual expenses and revenues added to it at the end of the season(s).		

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Strategy		Timeframe		Tactics	Staff Lead	Status
7	Keep abreast of all recreation providers in the community and the Department's role.	**Short-Term** (FY22-23 and FY23-24)	A.	Utilize the MacMillan Matrix as a program decision-making tool; complete this analytical review every budget development year or if significant programmatic shifts need to occur prior to the introduction of new programming areas.		
			B.	Create a list of potential partners by core program area; identify market, resources, and advocates.		
			C.	Develop and adopt an approach to identifying underserved populations and monitor/document the District's approach(es) to serving underserved populations more.		
8	Seek to reduce barriers to participation (whether for programs or facility use).	**Short-Term** (FY22-23 and FY23-24)	A.	Inventory when programs are delivered and create dynamic pricing and other strategies as appropriate to better balance prime- and non-prime time programming mix.		
			B.	Explore the opportunity to change the time of day various programs and activities are offered based on community interest and need.		
		Long-Term (FY26-27 and FY27-28)	C.	Add more covered programming facility space within the system to lessen the reliance on partnerships; consider pursuing a fieldhouse.		
9	Continue to enhance marketing and communication methods used.	**Short-Term** (FY22-23 and FY23-24)	A.	Cross-promote Si View MPD services more during program implementation; especially for school district site programming.		
			B.	Enhance the mobile app's presence and use systematically; better integration.		
			C.	Utilize QR codes, kiosks, and sign boards for communication.		
			D.	Develop a social media outreach campaign/platform that details how it will be used before, during, and after programs are implemented; additionally, identify how social media will be used to promote each core program area and facility.		
		Mid-Term (FY24-25 and FY25-26)	E.	Continue working with local partners to distribute program guides; expand on this with local hospitals and medical network.		
			F.	Make a list of potential marketing collaborators and how they will/should be utilized (e.g., working with the Snoqualmie Tribe as one example).		
			G.	Connect with new construction builders, developers, and the realty industry in general to enhance marketing and communication methods.		
			H.	Utilize Crowdsourcing tools/mechanisms to increase use of qualitative feedback data collection methods.		
		Long-Term (FY26-27 and FY27-28)	I.	Implement lost customer feedback opportunities to better understand barriers to participation.		
10	Expand and enhance programmatic opportunities based on age segment appeal and District demographics.	**Short-Term** (FY22-23 and FY23-24)	A.	Utilize community survey cross-tabular analysis to examine programmatic need and opportunities based on household composition.		
		Mid-Term (FY24-25 and FY25-26)	B.	Add more adult age segment recreation opportunities to the system.		
			C.	Work with the local senior center to expand programming opportunities.		
			D.	Utilize periodicals, publications, and other research-oriented articles (such as Age Wave, engageyouth.com, etc. to help plan programs, activities, and experiences trending around the country.		

7.1.9 Policies and Practices

Strategy		Timeframe		Tactics	Staff Lead	Status
11	Formalize needed policies and procedures.		A.	Create and adopt a partnership policy that includes public/public, public/private, and public/non-profit partnerships.		
		Short-Term (FY22-23 and FY23-24)	B.	Create and adopt a pricing policy that: is based on cost recovery goals, outlines corresponding pricing strategies, and based on a classification of services model.		
			C.	Create and adopt a sponsorship policy for city-wide events, programs, facilities, and services.		
		Mid-Term (FY24-25 and FY25-26)	D.	Create and adopt an earned income policy that outlines generated income opportunities, practices, and procedures by cost center and/or core program area.		
			E.	Create and adopt a policy that mini Business Plans will be created for all core program areas.		
12	Ensure the District's sustainable future is documented through planning and a concerted effort toward being an industry leader.	**Short-Term** (FY22-23 and FY23-24)	A.	Ensure feasibility studies/business plans are conducted before any approved capital development occurs.		
		Mid-Term (FY24-25 and FY25-26)	B.	Ensure all signature District facilities have a site master plan on file.		

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