

Snohomish County Parks and Recreation Outreach and Marketing Study



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May 2004

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Executive Summary

Introduction

In the Fall of 2003, the Snohomish County Parks and Recreation Department initiated this study to develop a marketing plan that could help address the following needs:

- 1) develop a marketing strategy that would result in an increase in net revenues;
- 2) examine the recreation programs currently offered by the department and make recommendations about the fee structure, marketing activities, and range of services offered; and
- 3) provide recommendations about the type of programming that should be offered at the new community activity center soon to be constructed at Willis Tucker Park.



The consultant team developed a thorough understanding of the Snohomish County park and recreation system, and collected information on existing public and private park and recreation programs within Snohomish County. Research was also conducted on regional and Snohomish County population trends, and on county data regarding current park and recreation program users. In addition, a survey of 2,000 residents living within five miles of the Willis Tucker Park was conducted to assess the demand for different types of recreation programs at the new community activity center.

The Snohomish County Comprehensive Parks Plan, adopted in 2001, provides the policy basis for this report. A number of the plan's goals and objectives establish general guidance for this report, including: developing marketing strategies to increase net revenues; increasing the use of existing recreation programs; and recommending programs for the new community center.

Snohomish County Park and Recreation System

The Snohomish County Parks system includes a spectacular array of lands, including beaches on Puget Sound, ball fields in suburban communities, and natural woodlands and open spaces in the Cascade Mountain foothills. The Parks and Recreation Department manages approximately 9,500 acres of parkland, containing nearly 100 parks. In the past decade the department has been

actively acquiring property to preserve natural resources and provide recreational opportunities for a rapidly expanding population base.

A variety of recreational programming opportunities are provided through spring and summer youth camps, McCollum Park swimming pool, Kayak Point Golf Course, Evergreen State Fairgrounds, athletic fields and playgrounds.

Snohomish County Parks and Recreation Department has three divisions: the Parks Division; Cooperative Extension; and the Evergreen Fairgrounds. The department's overall operating budget, and the level of staffing, has increased very modestly since the year 2000.

Recreation programs for children and families are offered in the spring and summer. The range of classes includes active sports camps (i.e., basketball, soccer, or baseball), outdoor programs, computer camps, teen programs, golf programs, family hikes, kayaking programs and trips. Summer recreation programs began in 1975 and have grown steadily since that time. In 2003, the summer recreation programs offered fifty-one classes, with more than 600 participants. Seven were cancelled due to lack of response.

The County takes advantage of its regional and combination parks, such as Kayak Point, Flowing Lake, McCollum Park, Lord Hill, and others, to provide locations for some of the recreation programs. However, since the County does not own any recreation centers or gymnasiums, and a limited number of athletic fields, it has formed partnerships with other organizations who own locations that can be used for the recreation programs.

The primary marketing tool for the recreation programs is a brochure titled, *H.Y.P.P.E. it up! (Healthy Youth Promote Positive Energy)*. For the 2003 summer program the department printed 35,000 copies of an eight page brochure, and delivered them to elementary schools throughout Snohomish County.

An analysis of the Snohomish County recreation program budgets was conducted to determine the level of net revenues. All categories of programs, except the trips, recover direct costs. In total, all of the recreation programs combined recover all of their direct costs and generate nearly \$17,000 in net revenues. However, it is noted that this net revenue does not include recovery of any overhead expenses.

Analysis of Park System Users

The analysis of current and likely future users comes from the 2000 census, and data the department collects about current park and recreation program users.

Between 1990 and 2003, population in the four-county central Puget Sound region increased by approximately 638,000. Snohomish County's population growth in the decade of the 1990s was "the single largest decade population gain in Snohomish County's history." During that ten year period, the County's population increased by more than 140,000 residents. That rapid rate of growth is expected to continue through 2025. The State's forecast predicts that the central Puget Sound region population will increase by nearly one million new residents (907,932), with

Snohomish County expected to accept approximately one-third of that increase (32 percent), and continue to have the fastest rate of growth (46 percent).

In 1992, the majority of the county's residents (52 percent) lived in unincorporated Snohomish County. By 2003, although the population in the unincorporated portions of the county increased by 19 percent, the majority of county residents (52 percent) now live within one of the nineteen incorporated cities in Snohomish County. Two-thirds of the population growth (65 percent) in the county during the past decade occurred in the cities.

During the next two decades, two-thirds of the growth (67 percent) is expected to occur in unincorporated areas. Most of that growth, 127,461 (or 70 percent) is forecast to occur within the Urban Growth Areas (UGAs). Population in the rural areas of Snohomish County is expected to increase by approximately 54,000.

The information collected by Snohomish County Parks about park, facility and program users is very limited. It provides only a partial profile of park users. In 2003 there were approximately 1,816 users of recreation programs, including swimming classes. Nearly 70 percent of all participants in swimming lessons come from the three zip codes closest to McCollum Park, where the pool is located. Approximately 60 percent of all participants in the other summer recreation programs live in the four zip codes nearest the parks headquarters and where many of the programs were located.

Based on this analysis of the data it appears that the large majority of users travel no more than five to ten miles to participate in summer recreation programs. This conclusion has important implications for marketing efforts. It would suggest that marketing strategies that target communities near class sites would be most effective.

There is also good data available regarding the use of Kayak Point yurts. Several use patterns are apparent. The total annual occupancy rate for the ten yurts, combining both weekend and weekday use is thirty-five percent (35%). This would suggest that there is still a significant opportunity to increase the usage of the yurts. As expected, there is considerably higher use on the weekends than during weeknights. There are also major seasonal differences in the use of the yurts. For both the weekend use and weeknight use, the occupancy rates are quite a bit higher during the summer months of June, July and August than during the shoulder (spring and fall) or off (winter) seasons. This use patterns suggest that there are several marketing opportunities for the yurts.

Comparison with Other Park Systems and Recreation Programs

As Snohomish County Parks considers where and how to expand its recreation programs, what fees to charge, and where to concentrate marketing efforts, it is important to consider the range of public and private recreation programs that are currently being offered throughout the county. The state, municipal and private nonprofit recreation programs can be considered both complementary to, and competitive with the Snohomish County programs.

Most of the larger municipalities in Snohomish County offer sizeable recreation programs for all ages. A wide variety of sports, cultural, outdoor, and health and wellness classes and activities are offered for residents and non-residents (with higher fees for non-residents). Some of the cities offer year-round programming, while others provide summer programming only. The most extensive recreation programs are offered in Everett and the cities in the southwest portion of the county (Lynnwood, Edmonds, Bothell and Mountlake Terrace).

The two major private nonprofit providers of recreational classes and programs in Snohomish County are the YMCA and the Boys and Girls Clubs. There are also a large number of youth and adult sports leagues (soccer, basketball, baseball, softball, etc.) that operate throughout the county and provide many recreational opportunities in team sports. This study did not examine the sports leagues.

There are eleven (11) Boys and Girls Clubs in Snohomish County and five (5) YMCAs. The locations are consistent with the county's pattern of population growth during the past two decades. The large majority of the YMCAs and Boys and Girls Clubs are located in the southwest and central portions of the county, where the greatest population density exists.

The eleven Boys and Girls Club programs are designed to serve school age youth, elementary school age through high school. The five YMCAs in Snohomish County provide a wide range of year-round programming for local residents of all ages. The Southeast branch YMCA is located within several miles of the soon to be developed Willis Tucker Park and the new community activity center. Branch facilities include a health and wellness fitness center, a gymnasium, and an outdoor pool that is open in the summer months, between mid-June and the end of August. A full range of programs are offered to families, youth, teens, adults and seniors.

The Washington State Parks has three parks in Snohomish County that provide camping: Wenberg, Camano Island, and Wallace Falls. The State parks system does not offer yurts or cabins at any of its Snohomish County parks, or in adjacent counties.

Research was conducted regarding the fees charged by several Snohomish County municipal park systems and the Washington State park campgrounds. The comparison includes eight different types of fees (pool admission, pool rental, swimming lessons, pool punch card, three month pool pass, room rentals, picnic shelters, and athletic fees for sports leagues). Many cities have a two tiered fee structure, providing a discount for local residents.

Survey of Residents Near Willis Tucker Park

In 2000 the Snohomish County Parks Department purchased nearly 84 acres of land just east of Mill Creek for the purpose of building a regional park. Construction of the park will occur in phases, with the first phase scheduled to begin this year. The first phase of construction will include two baseball fields, a skateboard park, trails, a new park administration building and community activity center. The activity center will contain a multi-purpose room that can be used for recreation programming and community uses.

A two page survey form was prepared and distributed to 2,000 homes adjacent to the park in order to develop recommendations about programming ideas for the new community activity center. Approximately 240 individuals, or twelve percent (12%), responded to the survey, which indicates a strong level of interest. (A 3 – 4% return rate on a survey such as this is considered very strong.)

Households interested in adult and family programs appear to be a key market for the Community Activity Center. Half of the respondents (50%) are most interested in adult and family programs. In particular the survey suggests that nearby residents are most interested in arts and crafts (57%), health and wellness (55%), and home and garden (54%) classes.

There is also a strong interest in programs for children. Seventy-nine percent (79%) of respondents who are interested in adult and family programs come from households with children and they are very interested in programs for children in grades K-3 (47%), preschool programs (45%), teen programs (41%), grades 4-6 programs (35%) and grades 7-8 programs (27%).

Survey respondents are also interested in using the Community Activity Center for more than recreation classes. Twenty-nine percent (29%) who expressed an interest in activities at the Community Activity Center were very interested in birthday party or other rentals.

Most people responding to the survey are likely to visit parks within a one to ten mile radius of their residence, with the most frequently visited parks within five miles of the area surveyed. Respondents would prefer to receive information on programs from a mailed or hand delivered brochure or, as a second choice, by e-mail.

Marketing and Outreach Plan

The proposed plan requires a long-term commitment to promote and market Snohomish County parks and programs. It will require on-going support from the County elected officials, dedicated staff, and long-term planning with goals and objectives clearly defined. Given the limited resources currently available within the department, a phased, six-step process is recommended to set the stage for developing relationships with the private sector and positioning the Snohomish County Parks Department as a viable business partner, and incrementally initiating marketing and outreach programs.

Phase One – Increase Awareness and Enhance Image

The first step in enhancing the image of the department is to establish and maintain a brand identity. In an era of fiscal belt tightening this is not always a high priority for governmental agencies. However, as part of an overall marketing plan it is essential. The department should retain its current logo and use it as the primary branding device for park facilities and programs.

There are four major categories to consider when implementing the department brand: 1) environmental signage (i.e., entrance signs, information kiosks, regulatory signs, camp site markers, picnic shelters, other structures, yurts, cabins, trail markers, Fair grounds, Kayak Point

golf course); 2) printed materials (brochures, flyers, inserts, advertising), 3) web site; and 4) communication tools (e-mail, faxes, etc.). Recommendations for each category are provided, with a detailed proposal for the information kiosks.

Phase Two - Development of Data Base and Mailing List

A successful marketing plan is based on a thorough understanding of current users of a product or service, how those users feel about their interaction with the product or service, and suggestions they may have for improvements. Snohomish County has begun to collect data about some of its recreation program and facility users, but methods of data collection are inconsistent, and the data is not stored in a way that is easy to retrieve or to analyze. The report recommends several ways to collect information about park users, including improvements to methods already being used by the department.

All registration information should be entered on a data base that includes the following information about every registrant: name, mailing address (including zip code), e-mail address, age, sex, recreation program (i.e., specific class offering) or facility rented (i.e., camp sites, yurts, cabins, shelters, and Community activity center - when complete), and date of use.

Program and facility evaluation forms should be revised to provide better information about the level of user satisfaction with the program and suggestions about ways to improve the current service or new services to offer.

There are other relatively low-cost methods for collecting data from park users that could be utilized by the department, such as an on-line survey or evaluation forms distributed and collected at park sites by park staff or volunteers.

Development of a high quality mailing list should be one of the cornerstones for improving Snohomish County Parks' marketing efforts. This would enable the department to target limited resources on two groups that have a high probability of using park programs and facilities: past users and residents in close proximity to a facility or program offering.

Phase Three – Marketing Materials for Revenue Generating Programs and Increasing the Use of Parks and Programs

With better data about park and recreation program users, the department will know who is using park services and how to reach them. The data will also provide insights into the potential for financial success and growth for each offering. During this phase the department will focus its marketing efforts on promoting specific “products” within the park system.

Several brochures should be developed that target revenue generating facilities. The brochures could be stand alone pieces or inserts in other packages of materials (i.e., press kits, kits for potential sponsors, etc.). Brochure topics could include overnight camping, picnic shelters and meeting spaces, water activities, youth camps, and special interest recreation (i.e., bird watching, mountain biking, horseback riding, BMX biking).

A marketing plan should be developed for each major outreach effort. A marketing plan for increasing usage at Kayak Point yurts is provided as a template for the development of future plans.

Phase Four – Outreach Strategy and Materials for Entire Park System

During this phase, the department should make efforts to increase its visibility throughout Snohomish County and the Puget Sound region. This can be done in a variety of ways. A number of strategies are described, but the two basic tools for this stage of activity are a marketing kit and a press kit.

Currently, the department has a variety of brochures, but no one document that illustrates the range of park and program offerings throughout the park system. The marketing kit would serve that function. A sample marketing kit is provided in the Appendix. It is presented in greater detail because it would be very helpful to have a marketing kit for the work in earlier phases.

As the department does more community outreach, it will be important to have a press kit ready for use that provides important background information to the media about the park and recreation system.

During this phase the staff needs will also increase. Relationship building with the press and potential community partners is a full-time job. It is important to have a single point of contact to develop a long-term plan for marketing and outreach efforts. If full-time staff is not available, efforts can still be made to increase the awareness of the department in the community. Weekly press releases (perhaps a series of “park of the week”) or an on-going presence in area newspapers’ “event listing” section is a way to gain some awareness without investing a lot of resources. An internship program is another way to provide staff assistance at low cost.

Phase Five – Develop New Programs to Generate Income

There are a number of strategies that could be pursued, but this study focused on one approach that is relatively easy to implement and has been accomplished by many other city and county park programs: sale of advertising space or naming rights at county-owned parks and facilities.

It is recommended that this phase begin with a pilot project. This will help the department understand the process and time commitment it takes to manage a relationship with a sponsor and to implement an advertising program. The pilot could focus on a program for softball/baseball field advertising. A recommended strategy for selling advertising at ball fields is included in the Appendix.

Other revenue generating strategies could include creation of a seasonal concessions stand at Kayak Point, construction of additional yurts and cabins, promotion of Snohomish County Parks as Tourist Destination and developing special programs, such as Grandparent Camps or Eco Tourism, a concert series, water equipment rentals at parks, beach volleyball and summer volleyball leagues, and senior tours (Elder Hostels).

Phase Six – Develop Partnerships with the Private Sector

Developing and maintaining relationships with private sector partners is time consuming and requires an on-going commitment from staff. Staff must be prepared to research and analyze potential partnerships, and develop ideas and promote them to the business community. While as a general rule, it is not suggested that the department initiate corporate sponsorships without completing much of the work described in earlier phases, the report recommends a relatively simple pilot program with Group Health Cooperative.

The pilot project would accomplish one of the goals described in Phase I of this Marketing and Outreach Plan: enhancing the image of the park system by updating the information kiosks in parks.

Areas for future exploration of corporate sponsorship include a golf tournament, publication support, creating a map of the park system or the county’s trails, fun run or health fair, park explorer programs, or a concert series.

Conclusion

Snohomish County, like many local governments, has begun to explore alternative methods for supporting park and recreation services desired by residents. Creation of a departmental marketing program can become an important tool for developing new revenues. However, the county must think about this as a long-term strategy as opposed to a short-term fix. There are three foundation pieces that must put in place before a major marketing program can be successful:

1. Support from the elected officials and creation of the necessary public policies;
2. A thorough understanding of park users, and
3. A culture within the department that embraces a market-oriented, entrepreneurial way of doing business.

CHAPTER 1

Introduction

Many local parks systems throughout Washington State are facing unprecedented challenges. Reductions in general purpose revenues, increases in operating costs, growing populations resulting in increased demand for park and recreation services, are some of the pressures facing many park managers. In particular, County park systems in the Central Puget Sound region (Snohomish, King, Pierce and Kitsap Counties) are facing a unique set of challenges. Each county has experienced significant population growth in the past two decades, with forecasts projecting continued growth. As populations have increased, county park managers have been asked by their residents to provide a wider range of services, many of which have traditionally been provided by both state and municipal park systems (i.e., camping and outdoor activities provided by states and year-round recreational and cultural programs provided by cities). In addition, the communities and populations served by county park systems are spread across a large and diverse geographic region.

During the past two years these challenges took on a sense of urgency with the closure or transfer of ownership of numerous parks and park facilities in King County. Certainly most counties will not be forced into similar actions, but it does serve as a useful reminder of pressures facing county park systems and the need to create new strategies to support county park and recreation systems.

The Snohomish County Parks and Recreation system provides a remarkable variety of opportunities for county residents. The county's spectacular natural setting creates recreational choices that reflect the varied landscapes: from mountain peaks to low land lakes, from fertile farm fields to Puget Sound beaches. Snohomish County Parks serves an area that is approximately 2,090 square miles (almost the size of the state of Delaware), with a county-wide population estimated by the Washington State Office of Financial Management of approximately 637,000 in 2003, and just over 305,000 living in unincorporated portions of the county.



In the Fall of 2003, the Snohomish County Parks and Recreation Department initiated this study to develop a marketing plan that could help the department address some of the challenges it faces. The purpose of the study was to:

- 1) develop a marketing strategy that would help increase net revenues;
- 2) examine the recreation programs currently offered by the department and make recommendations about the fee structure, marketing activities, and range of services offered; and
- 3) provide recommendations about the type of programming that should be offered at the new community activity center soon to be constructed at Willis Tucker Park.

Summary of Work Completed

The consultant team began by developing a thorough understanding of the Snohomish County park and recreation system. An extensive review of existing documents was conducted, including the Comprehensive Plan for Snohomish County Parks, the departmental budget and organizational chart, all data on recreation program revenues and expenses, all departmental data regarding users of recreation programs, and all brochures, flyers and marketing materials for parks and recreation programs. The team also participated in a day-long tour of the park system, had conversations and meetings with Snohomish Park staff (including staff members from the Evergreen Fair Grounds and the Kayak Point Golf Course), and met with a group of individuals (most of them outside contractors) who provide some of the recreation programs offered by the department.

In addition, considerable information was collected on existing public and private park and recreation programs within Snohomish County. The recreation program offerings and fee structures for the municipal park and recreation programs in Snohomish County were examined (Arlington, Bothell, Edmonds, Everett, Granite Falls, Lynnwood, Marysville, Mill Creek, Monroe, Mountlake Terrace, Snohomish, and Sultan). Interviews were conducted with staff members from two of the large municipal recreation programs, Everett and Lynnwood. Research was also conducted on the recreation programs offered by the not-for-profit organizations in the county (the YMCA and the Boys and Girls Clubs), and the Washington State Park campgrounds within the county. This information helped provide an understanding of the range and location of complementary and competing park and recreation services offered throughout the county.

As part of the effort to understand current and future users of park programs, research was conducted on regional and Snohomish County population data. This report summarizes population growth estimates available from the State of Washington and Snohomish County, including forecasts for the anticipated trends in population growth.

Finally, a mail survey distributed to 2,000 residents living within five miles of the Willis Tucker Park was conducted to assess the use of existing parks and park activities, the demand for different types of potential recreation programs at the new community activity center, and the characteristics of likely users of the new center and Snohomish County parks.

Park and Recreation Policies

The Snohomish County Comprehensive Parks Plan, adopted in 2001, provides the policy basis for this report. The plan describes ten broad goals for the parks department, with a series of more specific objectives for each goal. Together, the goals and objectives provide policy direction and implementation strategies for the department’s work in “property acquisition, park development, capital improvement planning, and programs for the next six to twelve years.” A number of the goals and objectives establish policy guidance for this report, including: the development of marketing strategies to increase net revenues; increasing the use of existing recreation programs; and recommending programs for the new community center.

Increasing Net Revenues

The first goal in the Comprehensive Plan is related to financing park development and programs. Several of the objectives described within that goal, as well as other objectives within the plan, articulate the County’s intent to explore innovative funding strategies designed to increase net revenues.

Objective 1.c: Explore funding partnerships with public and private sources to assist in efforts for park acquisition, development, programs and maintenance.

Objective 1.e: Investigate the potential for establishing a Snohomish County Parks Foundation to promote private investment in park acquisition and development.

Objective 1.f: Investigate the potential for establishing a park maintenance/stewardship trust to help address long-term maintenance/stewardship needs generated by new and existing park development.

Objective 5.h: Identify opportunities to generate revenue through special use recreational facilities and programs.

Recreational Programming Topics

A number of the objectives in the plan suggest strategies regarding the type of recreational programming that should be offered by Snohomish County Parks. The following provides a summary of those objectives:

Objective 3.4c: Provide outdoor classrooms and gathering places where appropriate in county parks to facilitate environmental learning programs.

Objective 4.c: Evaluate opportunities to develop new sites, or redevelop existing parks to expand water dependent activities at appropriate locations.

Objective 5.d: Explore opportunities for providing a variety of camping experiences, including primitive sites, car camping, car and tent camping, yurts, cabins, and recreational vehicles (RV) sites.

Objective 10.4a: Provide summer youth programs that develop skills and understanding in teambuilding, sports, water and boating safety and awareness and nature appreciation.

Objective 10.4e: Promote youth programs to serve a broad age range.

The Profitability and Marketing of Recreational Programs

Several of the plan's objectives provide direction for the marketing of recreational programs, and efforts to increase the efficiency and profitability of those programs. The following provides a summary of those objectives:

Objective 3.4d: Encourage partnerships with local environmental education providers to promote programs and ensure that educational resources are efficiently employed.

Objective 10.4b: Explore partnerships with agencies and organizations to develop innovative programs such as aviation camp, computer camp, etc.

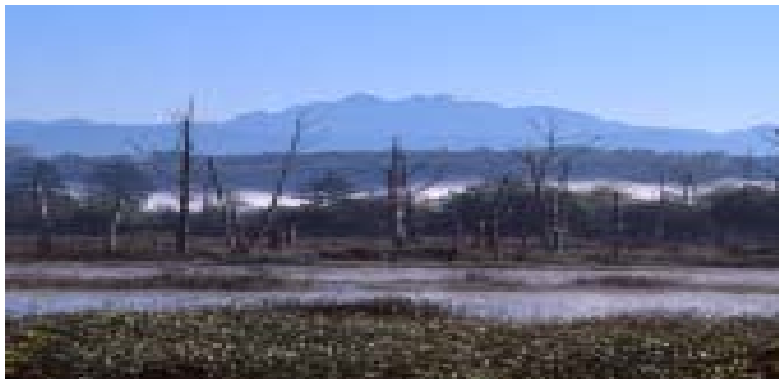
Objective 10.4c: Assess markets for summer camps and provide programs in under-served areas where other public or private providers do not offer programs.

Objective 10.4d: Develop partnerships with schools and recreation providers for the use of their facilities.

Objective 10.4h: Actively market Snohomish County parks and programs through newsletters, brochures, and the Parks web site.

Acknowledgements

The entire staff of the Snohomish County Parks and Recreation Department was extremely helpful in providing information, data and assistance to the consultant team. Bill Karras, project manager for the study, was particularly generous in his commitment of time, and willingness to share his knowledge about the Snohomish County park system.



Snohomish County Parks Comprehensive Plan

CHAPTER 2

Summary of Snohomish County Parks System

Overview

The Snohomish County Parks system includes a spectacular array of lands, including beaches on Puget Sound, ball fields in suburban communities, and natural woodlands and open spaces in the Cascade Mountain foothills. The Parks Department manages approximately 9,500 acres of parkland, containing nearly 100 parks. In the past decade the department has been actively acquiring property to preserve natural resources and provide recreational opportunities for a rapidly expanding population base.

The Parks Department also provides a variety of recreational programming opportunities through its spring and summer youth camps, McCollum Park swimming pool, Kayak Point Golf Course, Evergreen State Fairgrounds, athletic fields and playgrounds.

Currently, the Department's mission in terms of recreational programming is to serve unincorporated Snohomish County or cities that do not have well developed recreation programs. Trying to target a diverse and fragmented population base is challenging.

While the primary target for programming is unincorporated Snohomish County, the county's parks and recreation programs also serve residents in Snohomish County cities and some selected audiences outside of the Snohomish County market.

According to the County's Comprehensive Parks Plan, "*from the 1960s to the mid-1990s the focus was on large regional resource land preservation.*" Using a variety of acquisition and funding strategies, the county purchased a number of major regional parks that have become jewels in the county-wide park system (i.e., Kayak Point, Snohomish River Estuary, Lord Hill Park, and Robe Canyon Historic Park). These large regional parks help conserve important natural features within the county, and are generally located in the rural portions of Snohomish County. However, the remarkable population growth in the 1990s (described in detail in Chapter 4) caused the County Parks Department to shift its focus by the mid-1990s to acquire and develop more active recreation sites (i.e., the Centennial Trail, more ball fields and active recreation activities in parks).

County Park Lands

The County's Comprehensive Plan divides the park lands into four categories, depending on the park's size, use, and the area served:



Regional Parks (totaling 8,404 acres) are large scale, serve a broad audience, may include a unique natural, cultural or historic feature, and are often devoted to the preservation of large natural resource areas;



2) *Community Parks* (totaling 301 acres) offer active recreational opportunities for adults and children, often include sports fields, courts, playgrounds, shelters and open fields, and serve primarily residents living in unincorporated areas;



3) *Combination Parks* (totaling 707 acres) include the features of both the regional and community parks. They are designed to serve all county residents, as well as the nearby communities; and



4) *Neighborhood Parks* (totaling 43 acres) are small scale, designed to meet the needs of immediately adjacent neighborhoods, and may include some active and passive recreation features, but at a smaller scale than the other park types.

The large majority of the County’s parks (70 percent of the total number of parks and 95 percent of the acreage) are either regional parks or combination parks that include regional features. Fifty-two (52) of the parks are regional, twelve (12) are classified as Combination Parks, twelve (12) are Community Parks, and sixteen (16) are Neighborhood Parks.

The County further classifies the park lands and facilities by the anticipated level of development and the type of use they receive. Park lands are divided into five categories: trails, resource conservancy, resource activity, special use, and general purpose. Park facilities are divided into four categories: trail, resource, community, and special use.

County Park Facilities and Services

In addition to the park land owned and managed by Snohomish County, the Parks Department also manages a number of park and recreation facilities and services. The Comprehensive Parks Plan divides facilities into four categories:

- 1) *Trail Facilities* include paved and natural land-based trails, some of which are developed along old rail rights-of-way and others are located within a larger regional park. This also includes aquatic trails;
- 2) *Resource Facilities* include boat launches, fishing docks, beaches, shelters and interpretive displays;
- 3) *Community Facilities* are those improvements usually associated with active use of a park, such as ball fields, outdoor tennis and basketball courts, playgrounds, concession stands and parking lots; and
- 4) *Special Use Facilities* are park improvements that serve a very specific use, such as rifle range, golf course, skateboard park, BMX bike track, and off-leash dog area.



Snohomish County has developed a comprehensive and popular system of trails, and work is underway to expand, and connect, an already considerable trail network. The trail system currently includes the seven mile Centennial Trail, stretching from Snohomish to Lake Stevens, the six mile Whitehorse Trail near Darrington, the nearly twelve mile Interurban Trail near Bothell, the multi-use trail in Lord Hill Regional Park, used extensively by equestrians, the Snohomish River Estuary Water Trail, and a number of nature trails within regional parks.

The County manages a number of natural resource facilities, several of which generate revenues for the department. The inventory of facilities includes a number of fresh and salt water beaches for public use. Saltwater beaches include those at Kayak Point, and Meadowdale Beach Park and Picnic Park in Edmonds. The County manages numerous parks that provide access to rivers, estuaries and wetlands. Public swimming beaches are offered in lakes at six

different parks (Flowing Lake, Twin Lakes, Lake Roesiger, Martha Lake, and at two locations on Lake Stevens: Lundeen Park and Wyatt Park). Swimming lessons are not offered at these locations. Swimming is free to the public, but at Wyatt Park and Flowing Lake Park there is a parking fee. The County provides boat launches at Wyatt, Flowing Lake, and Kayak Point Parks. Fees are charged for boat launching and trailer parking.

The County offers camping at four locations. Kayak Point and Flowing Lake Parks provide a full range of camp services, including yurts or cabins, RV hookups and dump stations, and tent camping sites. Kayak Point offers ten yurts, thirty-two camp sites, most with RV hookups. At Flowing Lake there are four cabins that sleep five, nine camp sites without RV hookups, and twenty-five camp sites with RV hookups. Squire Creek (thirty-two camp sites) and River Meadows (twenty-five camp sites) offer more modest services, with tent camping sites and space for RVs, but no hookups.

One of the most popular community facilities is the outdoor swimming pool at McCollum Park. The pool is located just northwest of the city of Mill Creek, and is open only in the summer, from June 15 through mid-September. Swimming lessons are offered throughout the summer, and the pool is also available for open swim and group rentals. The County added a water slide last year. Pool fees are described in Chapter 5.

Six of the County's parks have ball fields. There are thirteen fields (baseball and soccer) located at those six parks.

The County provides picnic shelters at nine locations. The shelters and accompanying cooking and eating facilities accommodate groups that range in size from ten to two hundred individuals. The shelters are rented, and can be reserved in advance by contacting park staff.

Departmental Staffing and Budget

Snohomish County Parks and Recreation Department has three divisions: the Parks Division, Cooperative Extension, and the Evergreen Fairgrounds. (See page 18 for a 2003 organizational chart of the department). The focus of this study is on the operations of the Parks Division. In 2004 the Parks Division is staffed by approximately 44 staff members (43.6 FTE). The majority of those are in the Maintenance and Operations section, which has approximately 26 staff. Eighteen of the staff in Maintenance and Operations are Park Rangers. Rangers' responsibilities include general park maintenance, park security (law enforcement), public relations, and interpretive programming.

The recreation programs described above are managed by two staff members (a Recreation Program Specialist, and a Recreation/Volunteer Coordinator), with seasonal and volunteer staffing provided during the summer months. In addition, the Programs section gets support from some of the 4.6 FTEs in the Administrative Support section. However, the two recreation staff positions have the primary responsibility for program creation, administration, marketing, evaluation, and oversight. Those two positions are only budgeted for program support for the summer months and the individuals have a variety of other duties in the non-summer months, including volunteer coordination and other park administrative duties. There is no marketing

staff or public information officer for the department, although there is a marketing director for the Evergreen Fairgrounds division.

Other Park Division staff includes five FTE in the Planning section, and one staff member in the Real Property section. The Planning section staff is funded through the department’s capital budget.

The department’s overall operating budget, and the level of staffing, has increased very modestly since the year 2000. Table 1 shows the total departmental operating budget from 2000 through 2004.

Table 1
Snohomish County Parks Operating Budget
2000 – 2004

<u>Year</u>	<u>Total Operating Budget</u>	<u>% Change Previous Year</u>
2000	\$3,554,405	
2001	\$3,753,906	5.6 %
2002	\$3,685,830	(1.8 %)
2003	\$3,795,185	2.9 %
2004	\$3,884,252	2.3 %

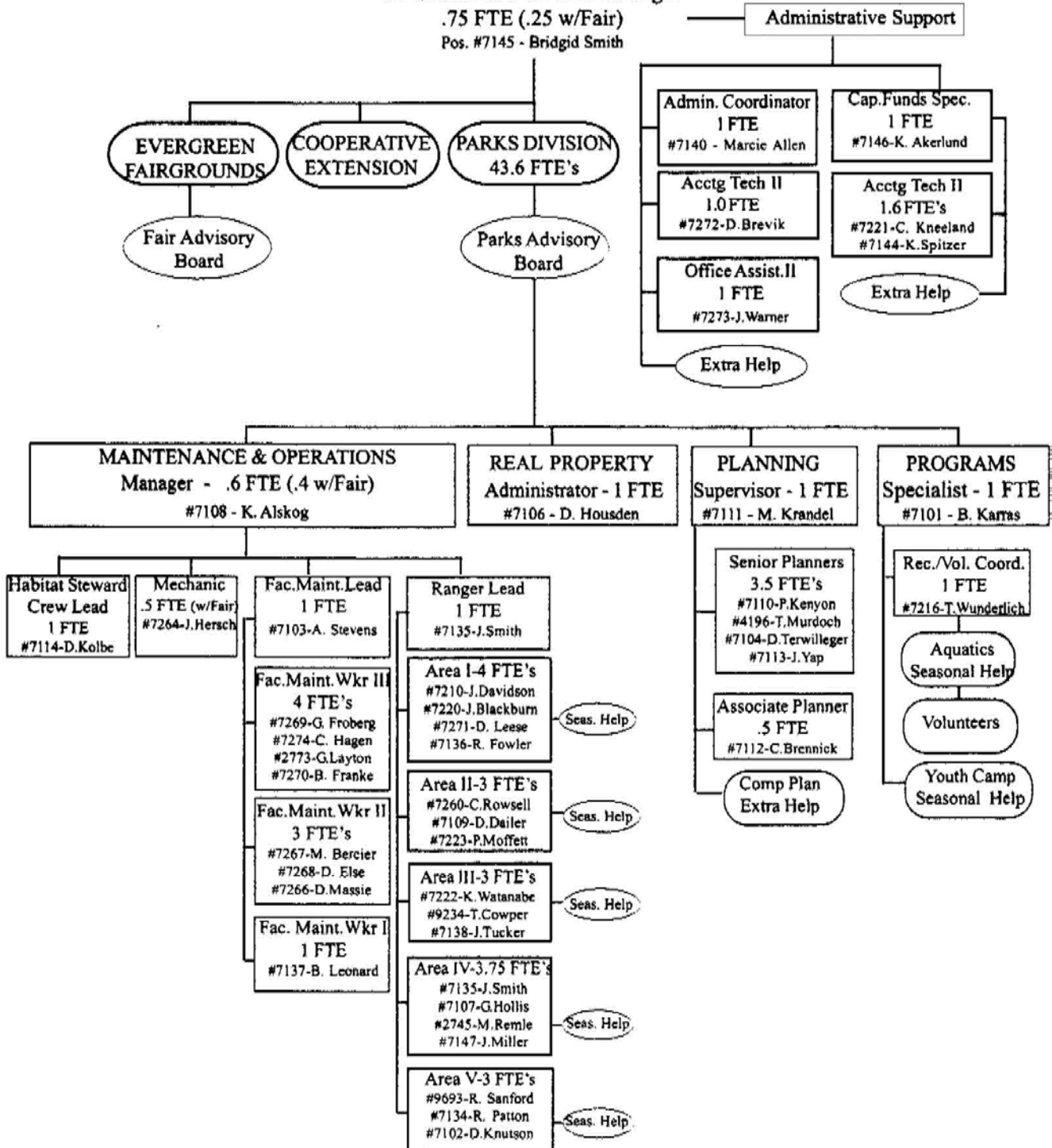
During that same period, the number of full time employees has increased by three: the Recreation/Volunteer Coordinator, and two maintenance positions (a Habitat Specialist and a Facility Maintenance Worker). It should be noted that the services provided by the Recreation/Volunteer Coordinator had been provided by “extra help” labor before the position was added to the staff. The level of staffing that supports the recreation programs represents a small percentage of the total operating budget. As described in Chapter 5, this level of staff support is significantly less than municipal programs that offer more extensive recreation services.

2003 PARKS DIVISION

DEPARTMENT ADMINISTRATION

Department Director
 .80 FTE (.20 w/Fair)
 Pos. #7105 - Ron Martin

Administrative Services Manager
 .75 FTE (.25 w/Fair)
 Pos. #7145 - Bridgid Smith



CHAPTER 3

Summary of Existing Recreation Programs

Recreation Program Offerings

Snohomish County Parks offers a number of recreation programs in the spring and summer, for children and families. The range of classes includes active sports camps (i.e., basketball, soccer, or baseball), outdoor programs, computer camps, teen programs, golf programs, family hikes, kayaking programs, trips and swimming lessons. Many summer classes are one week in duration, although a number of classes are offered for one day. The spring programs are a combination of three-day classes and one-day classes. The swimming lessons are two weeks in duration and are available in the summer (last year between June 23 and August 29). (See Appendix 1 for a complete listing of spring and summer recreation classes and swimming lessons). The primary focus of this study was on the spring and summer recreation programs.

Summer recreation programs began in 1975 and have grown steadily since that time. In 2003, the summer recreation programs offered fifty-one classes, with more than 600 participants. Seven were cancelled due to lack of response. Most of the summer classes are offered to children between the ages of 5 – 17. There are also a number of classes offered to families that encourage both adults and children to participate. In the summer of 2003 the County teamed up with the cities of Everett and Lynnwood to create a series of new initiative classes designed to attract teens to the summer programs. Attendance was low (six to eight per class).

Spring recreation programs began two years ago. Classes take place during the public school spring break week in April. There are far fewer offerings in the spring; seven in 2003 and 2004. According to the Recreation Program Manager, approximately 200 children participated in spring of 2003. Spring programs also offer a combination of programs geared toward school-age children, between the ages of 7 – 16, and family programs for adults and children.



The County takes advantage of its regional and combination parks, such as Kayak Point, Flowing Lake, McCollum Park, Lord Hill, and others, to provide locations for some of the recreation programs. However, as described above, since the County does not currently own any community or recreation centers or gymnasiums, has very few meeting rooms, and a limited number of athletic fields, it has formed partnerships with other organizations who own locations that can be used for the recreation programs. For example, all of the sports and basketball camps are held at local elementary schools. Several of the climbing classes are held at the U.S. Naval Outdoor Recreation Facility at Jim Creek, east of Arlington. Some of the classes are held at privately owned locations, such as the *Climb On, Indoor Climbing Wall* in Monroe, and the *Lang's Pony and Horse Farm* in Mt. Vernon.

Some instructors are hired on a seasonal basis (i.e., for kayaking classes). The department attempts to maintain a ratio of one instructor per ten class members. Other instructors work for outside organizations that offer similar or identical classes (i.e., the computer camps are taught

by staff from the Cooperative Extension Service, ice skating is taught at the City of Lynnwood ice rink).

Fees range from \$10 to \$310 per participant. Staff set the fees based on several factors: 1) their survey of municipal recreation programs in Snohomish County, 2) direct cost analysis of each program, 3) participants reaction to fees in previous years, and 4) the costs an outside vendor charges to conduct the class. Scholarship funds are available for low income families where a grandparent is raising the child. The scholarships are provided by a grant from Snohomish County Human Services Department. A more complete description of fees is provided in Chapter 5.

Transportation was described by staff as a “limiting factor” in attracting more participants to the recreation programs. Because programs are offered at sites across the western half of this 2,090 square mile county, travel distances between some locations can be considerable (i.e., it is more than thirty miles from Lynnwood to Kayak Point). Instead of asking parents to transport children long distances, the recreation program offers transportation services. For a number of the classes, children are dropped off and picked up at the Snohomish County Parks headquarters building. The department owns two fifteen passenger vans, has access to two school buses, and can rent seven passenger vans from the County motor pool. However, transportation services are costly and classes are limited by the number and size of the vans and buses.

Existing Marketing Strategies for Recreation Programs

The primary marketing tool for the recreation programs is a brochure titled, *H.Y.P.P.E. it up! (Healthy Youth Promote Positive Energy)*. For the 2003 summer program the department printed an eight page brochure, designed to be a mailer. Based on the age of previous participants, staff believes that the most likely program participants will be between the ages of 8 – 12. (As discussed in Chapter 4, the department does not have comprehensive data on the age of participants. However, based on experience, department managers believe most participants are in that age range.) As a result, 35,000 brochures are distributed to elementary schools throughout Snohomish County. Park staff takes brochures to each school (based on the number of students at each school) and ask school administrators to distribute them to students. There is no way of knowing how many brochures make it home, or into the hands of parents. Brochures are not distributed in Snohomish County cities that have their own well established recreation programs (i.e., Everett, Lynnwood, Edmonds, and Arlington). The cost to print the brochure is approximately \$4,000 each year. In addition, parks staff time is used to distribute the brochures to schools around the county.

The spring brochure is printed on one sheet of paper and is distributed to schools where the school district’s spring break week coincides with the week that spring recreation programs are offered.

Other marketing efforts include advertising in several local newspapers, including the Everett Herald, Snohomish Tribune, and the Lake Stevens Journal. Program brochures are also distributed to local libraries, several community centers, and to Snohomish County Boys and Girls Clubs. The brochure is also posted on the Snohomish County Parks web site.

Financial Review of Recreation Programs

An analysis of the recreation program budgets was conducted to determine the level of net revenues. Each individual program was examined, based on revenue and expense data provided by the department. Then programs were grouped together to provide a summary of the findings. Table 2 on the following page provides that summary, with programs grouped into eight categories: sports camps, outdoor programs, computer camps, teen programs, golf programs, family hikes, kayaking programs, and trips. The following provides a listing of each class within those eight categories. Pro forma spreadsheets for each individual program are provided in the Appendix.

Sports Camp

7 Sports Camps; 2 Mini Sports Camps; and 2 Basketball Skill Building classes

Outdoor Programs

2 Horse Camps; Float-a-Boat; Rough and Tough Outdoors; Ice, Water and Outdoor Fun; Summer Splash; and Sketching

Computer Camps

2 Camp Gigabytes; 2 Robotics; and Taste of Technology

Teen Programs

Whirley Ball; 2 Climb and Finds; Extreme Challenge; Alpine Tower Summit Challenge; and the H2O Zone

Golf Programs

3 Full Days; 2 Advanced Camps; and a Half-Day

Family Hikes

Heather Lake; Boardman Lake; and Greider Lakes

Kayaking Programs

Sea Kayaking; Fun in a Sea Kayak; and 3 Family Kayak Tours

Trips

Wild Waves; and Pan for Gold

**Table 2
Summary of Recreation Programs Net Revenues**

Summer Programs									
	Sports Camps	Outdoor Programs	Computer Camps	Teen Programs	Golf Programs	Family Hikes	Kayaking Programs	Trips	Total
Program Days	48	32	25	13	21	3	16	5	163
Number of Programs	10	7	5	6	6	3	5	3	45
Participants	243	168	64	45	66	22	44	32	684
Maximum Participation	350	182	72	96	245	36	80	45	1,106
% participation	69%	92%	89%	47%	27%	61%	55%	71%	62%
Total Revenue	\$20,895	\$28,657	\$8,000	\$2,098	\$7,018	\$154	\$3,021	\$760.00	\$70,603
Average fee per participant	\$85.99	\$173.66	\$125.00	\$46.62	\$106.33	\$7.00	\$68.66	\$23.75	\$103.22
Average participation per camp	24	27	13	8	11	7	9	6	15
Direct Labor	\$12,234	\$6,253	\$2,331	\$1,102	\$1,977	\$0	\$1,909	\$181	\$25,987
% of revenue	59%	22%	29%	53%	28%	0%	63%	24%	37%
Direct Expenses	\$5,200	\$13,735	\$931	\$1,473	\$3,937	\$30	\$225	\$565	\$26,095
% of revenue	25%	48%	12%	70%	56%	19%	7%	74%	37%
Taxes & Bank Service Charges	\$564	\$774	\$216	\$57	\$189	\$4	\$82	\$21	\$1,906
% of revenue	3%	3%	3%	3%	3%	3%	3%	3%	3%
Total Expenses	\$17,998	\$20,761	\$3,478	\$2,632	\$6,103	\$34	\$2,011	\$766	\$53,783
% of revenue	86%	72%	43%	125%	87%	22%	67%	101%	76%
Net Revenue	\$2,897	\$7,896	\$4,522	-\$534	\$915	\$120	\$1,010	-\$6	\$16,820
% Net Revenue	14%	28%	57%	-25%	13%	78%	33%	-1%	24%

This summary compares program revenues against direct program costs. The revenues include only class fees, and no in-kind donations of goods or services. The expenses include such costs as payments to instructors, facility fees, transportation, admissions to attractions or events, taxes, etc. It is important to note that the expenses do not include overhead, including the cost of the Parks Division staff to administer the recreation programs. As mentioned in Chapter 5, some of the cities in Snohomish County that manage large recreation programs establish policies that set the expectations for the level of cost recovery (both for direct expenses and overhead) expected from their programs. Some programs are expected to recover a portion of overhead costs, most are expected to recover all direct costs, and a few are expected to receive subsidy from the local government.

Most of the categories of Snohomish County programs recover direct costs, except the trips. In total, all of the recreation programs combined recover all of their direct costs and generate nearly \$17,000 in net revenues (again, absent inclusion of overhead costs). The trips did not generate positive net revenues because there were insufficient participants to cover the cost of the sizeable admission fees. The teen programs were offered for the first time and did not attract enough participants to cover direct costs. Although the participation rate in golf programs was also low, several classes were cancelled due to lack of participation and, and fees were set high enough to recover costs. In 2003 there were eleven individual classes that did not generate net revenues. Those were the Sports Camps at Lake Stevens Skyline and Mukilteo Olympic View, the Ride ‘Em Cowpokes Horse Camp, Wild Waves trip, all six of the teen camps, and Sea Kayaking 101.

CHAPTER 4

Analysis of Park System Users

The foundation of an effective marketing plan is built on an understanding of current and likely future users. Whether the plan is created for a service (i.e., recreation programs), or a product (i.e., a consumer good), the plan must be grounded in a thorough understanding of the customer base. In the case of Snohomish County Parks, it is essential to begin with an understanding of who is using current park facilities and programs. How many citizens use the park or program? Where do they live? How old are they? What parks, programs and facilities do they use? How far do they travel to use the park or program? How often and when did they participate? How did they learn about the programs? What other programs would they like the County to offer? Understanding who currently uses park facilities and programs, and how and why they use those services, is necessary to attract new users to the Snohomish County park system.

This type of information is also necessary for attracting sponsors and private investment in park programming and park development. Sponsors often request a detailed profile of the users before making investment decisions that are intended to be in the mutual self interest of the public agency and the private company.

Usually this type of user information is collected either through program registration, program evaluations, surveys of users, or surveys of local residents. Data is collected on age, sex, residence, frequency of use, source of referral to the program, satisfaction with performance, interest in other types of programming and services, and other factors. The data is generally collected and stored in an electronic data base that allows program managers to analyze the performance of existing programs, develop a good understanding of new program needs, and target marketing efforts.

Census Data Analysis

Before examining data about Snohomish Park system users, it is helpful to understand the broader population trends occurring in the central Puget Sound region. Given the relative ease of travel and the proximity of population centers throughout the four-county region, Snohomish County population growth should be considered in the context of population trends for the other central Puget Sound counties (King, Kitsap, and Pierce). The following examines historic and projected growth trends in the four-county region for the period 1990 through 2025. In addition, this analysis explores the growth trends more specifically related to Snohomish County.

The data used for this analysis comes from several sources. The Puget Sound Regional Council published a document in October 2003 called *Puget Sound Trends*. It includes historic population data from the U.S. Census Bureau and population forecasts from the Washington State Office of Financial Management (OFM) for each of the four central Puget Sound counties. Other documents used for this analysis include the Snohomish County Tomorrow (SCT) *2001 Growth Monitoring Report*, and the SCT's October 22, 2003, *Initial 2025 Population Growth Targets for Cities, UGAs and the Rural Resource Area*. Finally, the Snohomish County Department of Planning and Development Services provided forecast data for the anticipated growth of unincorporated areas in the county.

Central Puget Sound Population Growth, 1990 - 2025

Between 1990 and 2003, population in this four-county region has increased by approximately 638,000, which is more than the entire population of the city of Seattle. The largest portion of that growth occurred in King County (43 percent), but more than a quarter of the region’s growth (27 percent) over the past thirteen years has occurred in Snohomish County. According to the Snohomish County Tomorrow Growth Monitoring report, Snohomish County’s population growth in the decade of the 1990s was “the single largest decade population gain in Snohomish County’s history.” During that ten year period, the County’s population increased by more than 140,000 residents, which is equivalent to three cities the size of Everett. This rapid rate of growth is reflected in Table 3 which shows that between 1990 – 2003, Snohomish County was the fastest growing county in the region, with population increasing by 37 percent.

**Table 3
Central Puget Sound Population Growth, 1990 – 2003**

<u>County</u>	<u>1990 Pop.</u>	<u>2000 Pop.</u>	<u>2003 Pop.</u>	<u>% Total Growth 1990-2003</u>	<u>% Change 1990-2003</u>	<u>% Change 2000-2003</u>
King	1,507,305	1,737,046	1,779,300	43 %	18 %	2.4 %
Kitsap	189,731	231,969	237,000	7 %	25 %	2.2 %
Pierce	586,203	700,818	733,700	23 %	25 %	4.7 %
Snohomish	465,628	606,024	637,500	27 %	37 %	5.2 %
Total	2,748,867	3,275,847	3,387,500	100 %	23 %	3.4 %

Table 4 suggests that the rapid rate of growth during the past thirteen years is expected to continue through 2025. The State’s forecast predicts that the central Puget Sound region population will increase by nearly one million new residents (907,932) during the next twenty-two years. Snohomish County is expected to accept approximately one-third of that increase (32 percent), and continue to have the fastest rate of growth (46 percent).

Table 4
Central Puget Sound Population Projections, 2003 – 2025

<u>County</u>	<u>2003 Pop.</u>	<u>2010 Pop.</u>	<u>2025 Pop.</u>	<u>% Change 2003 – 2025</u>	<u>% Total Pop. Growth 2003 – 2025</u>
King	1,779,300	1,861,042	2,092,390	18 %	35 %
Kitsap	237,000	257,841	331,571	40 %	10 %
Pierce	733,700	788,580	942,157	28 %	23 %
Snohomish	637,500	728,957	929,314	46 %	32 %
Total	3,387,500	3,636,420	4,295,432	27 %	100 %

Snohomish County Population Growth, 1990 – 2025

The next three tables provide further explanation on where the population growth in Snohomish County has occurred, and where it is expected to continue. Table 5 highlights a trend that is occurring in other urbanizing central Puget Sound counties. (This trend is most likely the result of the State Growth Management Act.) In 1992, the majority of the county’s residents (52 percent) lived in unincorporated Snohomish County. By 2003, although the population in the unincorporated portions of the county increased by 19 percent, the majority of county residents (52 percent) now live within one of the nineteen incorporated cities in Snohomish County. Two-thirds of the population growth (65 percent) in the county during the past decade occurred in the cities. Tables 5 and 6 divide residents living in unincorporated areas into two categories: those living within Urban Growth Area (UGA) boundaries (areas adjacent to the nineteen municipalities and zoned to accept higher density development), and those living in rural areas. In 2003, nearly 190,000 residents (62 percent of those living in unincorporated areas) live in UGA areas, while approximately 116,000 (38 percent) live in rural areas.

Table 5
Snohomish County Population Growth, 1992 – 2003

	<u>1992 Pop.</u>	<u>2003 Pop.</u>	<u>Pop Change 1992 - 2003</u>	<u>% Total Pop Growth</u>	<u>% Change 1992–2003</u>
Incorporated	238,394	331,770	93,376	65 %	39 %
Unincorporated	255,906	305,730	49,824	35 %	19 %
Within UGA	160,120	189,553	29,433	21 %	18 %
Rural Area	95,786	116,177	20,391	14 %	21 %
Total	494,300	637,500	143,200	100 %	29 %

Table 6 presents the population forecast from the October 2003 Snohomish County Tomorrow Planning Advisory Committee. (Please note that there is a slight difference in the 2025 estimates used by the State of Washington in Table 4 and the County’s forecast in Table 6.) Total county population is projected to increase by 271,239, or by 43 percent. The forecast projects a significant shift in where growth is expected to occur. During the past ten years, as noted above in Table 5, two-thirds of the growth occurred within cities. During the next two decades, two-thirds of the growth (67 percent) is expected to occur in unincorporated areas. Most of that

growth, 127,461 (or 70 percent) is forecast to occur within the UGA areas. According to the principles established in the State Growth Management Act, municipalities are responsible for providing “urban levels of service” to residents living within the UGA boundaries. Population in the rural areas of Snohomish County is expected to increase by approximately 54,000.

**Table 6
Snohomish County Population Projections, 2002 – 2025**

	<u>2002 Pop.</u>	<u>2025 Pop.</u>	<u>Pop Change 2002 - 2025</u>	<u>% Total Pop Growth</u>	<u>% Change 2002 - 2025</u>
Incorporated	327,540	417,523	89,983	33 %	27 %
Unincorporated	300,460	481,716	181,256	67 %	60 %
Within UGA	187,140	314,601	127,461	47 %	68 %
Rural Area	113,320	167,115	53,795	20 %	47 %
Total	628,000	899,239	271,239	100 %	43 %

Population Growth in Unincorporated Snohomish County, 2000 – 2025

Continuing to narrow the analysis, Tables 7 and 8 examine where population growth is projected to occur in the unincorporated portions of Snohomish County, between 2000 and 2025. For this analysis the report relies on data from the Snohomish County Department of Planning and Development Services. Growth projections for the rural areas are based on the Parks Impact Fee Districts. (See the map on page 28 for the boundaries of those districts.) There are eight districts in the county. Table 7 provides the forecast for population growth for the rural unincorporated portions of each district. (These areas are outside of the Urban Growth Areas.) The table suggests that the fastest growing part of rural unincorporated Snohomish County will be District 301, in the northwest portion of the county. Population is expected to increase by just over 16,000, or by nearly 28 percent. The second largest population increase in the rural area (15,448) is expected in District 306, located in the central portion of the county adjacent to the cities of Lake Stevens and Snohomish. One of those districts (#308) has no rural unincorporated land within the district.

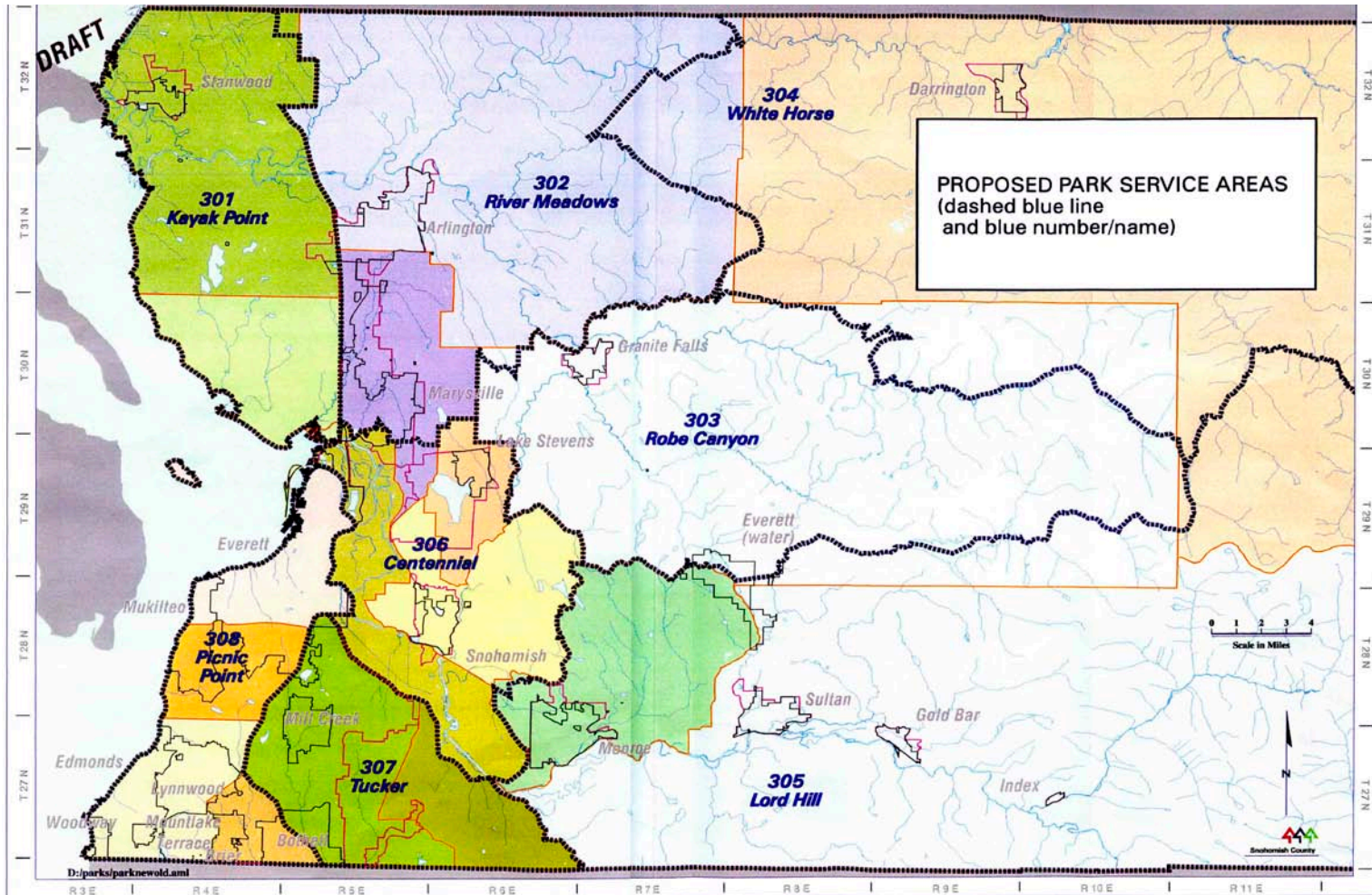
**Table 7
Population Growth in Unincorporated Rural Snohomish County, 2000 – 2025
Based on Park Impact Fee District Boundaries**

<u>Park District</u>	<u>2000 Rural Population</u>	<u>2025 Rural Population</u>	<u>Pop. Change 2000 - 2025</u>	<u>% Total Rural Pop. Growth</u>
301	29,001	45,083	16,082	27.7 %
302	16,650	26,138	9,488	16.3 %
303	8,660	13,678	5,018	8.6 %
304	1,506	3,136	1,630	2.8 %
305	14,944	18,701	3,757	6.5 %
306	19,042	34,490	15,448	26.6 %
307	16,775	23,435	6,660	11.5 %
308	0	0	0	0
Total	106,578	164,661	58,083	100 %

Table 8 provides the forecasts for population in unincorporated portions of the county, within the Urban Growth Areas (UGAs). It is expected that the fastest growing areas will be in the southwest portion of the county, in District 307 (adjacent to Mill Creek and Bothell) and District 308 along the Puget Sound shoreline (adjacent to Lynnwood, Mountlake Terrace, Mukilteo and Everett). Those two districts combine for seventy percent (70%) of the anticipated population growth in unincorporated UGA areas within Snohomish County, or just over 96,000 new residents.

Table 8
Population Growth in Unincorporated Snohomish County
Within UGA Boundaries, 2000 – 2025
Based on Park Impact Fee Districts

<u>Park District</u>	<u>2000 Unincorp. UGA Population</u>	<u>2025 Unincorp. UGA Population</u>	<u>Pop. Change 2000 - 2025</u>	<u>% Total Pop. Growth</u>
301	395	3,190	2,795	2.0 %
302	22,734	36,750	14,016	10.1 %
303	150	2,200	2,050	1.5 %
304	179	215	36	.1 %
305	2,688	10,082	7,394	5.3 %
306	20,359	36,319	15,960	11.5 %
307	73,435	132,695	59,260	42.8 %
308	56,235	93,145	36,910	26.7%
Total	213,085	314,596	138,421	100 %



Snohomish County Parks Proposed Park Service Areas

During the past decade Snohomish County has been the fastest growing county in the central Puget Sound region. The large majority of that growth has occurred within the Snohomish County cities, placing unprecedented demands on the municipal park and recreation programs. Population forecasts for the next two decades project that rapid population growth in Snohomish County will continue, and that the large majority of that growth will occur in currently unincorporated areas, but within urban growth areas adjacent to cities. Those projections suggest that the demand for park and recreation services in both the incorporated and unincorporated portions of the county will increase significantly.

Analysis of Data on Recreation Program Users and Park Visitors

The information collected by Snohomish County Parks about park, facility and program users is very limited. During the course of this study four data sources were identified: registration information for recreation programs, the health release forms from recreation program participants, evaluation forms for recreation programs, and registration information for users of the camp sites, yurts and cabins. Taken together this data provides only a partial profile of park users. As will be discussed in Chapter 7, Snohomish County Parks must create a thorough and systematic data base that includes recreation program participants, camp/yurt/cabin users, and individuals who rent park facilities, in order to prepare and implement an effective marketing plan.

Recreation Program Registration

The best existing sources of data are the combination of registration forms and health release forms for the summer recreation programs, including the swimming classes. However, these data sources have considerable limitations. The list of registered participants reflects those who registered in advance for selected recreation programs, but is not consistent with those who actually participated. For example, some who register do not show up for classes, and some who participate do not register in advance. In addition, the registration list is kept on an electronic data base but the report issued from that data base does not include the zip code, age, or sex of the participants. The health release forms are required for every recreation program participant, but they are confidential, and do not list the specific program or activity used by the participant. Data from the health forms is not kept in an electronic data base.

As a result of these limitations, the information gathered from these lists is modest. However, the data does provide some insight about the residents who use the recreation programs. The following provides a summary of what is known about recreation program users.

In 2003 there were approximately 1,816 users of summer recreation programs, including swimming classes. (This figure includes a “double count” of individuals who took more than one class.) Two-thirds of those individuals (1,193) took part in swimming lessons at McCollum Pool. The remaining 623 participated in forty (40) summer recreation program offerings. Table 9 lists the top fourteen class offerings, the number of participants, and the target age range for the class. Although forty programs were offered, 90 percent of all participants took part in these fourteen classes.

Table 9
Top Fourteen Recreation Programs (By Number of Participants)
Summer 2003

<u>Program</u>	<u># of Participants</u>	<u>Suggested Age of Participants</u>
1. Swimming Lessons	1,193	3 +
2. Basketball Skill Building	60	7 - 13
3. Golf Full Day	48	10 - 17
4. Sports Camp, Cathcart Elem	39	7 - 13
5. Sports Camp, Highland Elem	39	7 - 13
6. Ice Water and Outdoors	35	8 - 13
7. Mini Sports Camp	32	5 - 7
8. Buck-a-Roos	30	7 - 16
9. Ride 'Em Cowpokes	29	7 - 16
10. Rough and Tough Outdoors	29	7 - 14
11. Summer Splash	27	7 - 14
12. Robotics	24	10 - 15
13. Camp Gigabyte	24	10 - 15
14. Sports Camp, Seattle Hill	20	7 - 13
Total	1,629	

Zip Code Analysis of Recreation Program Participants

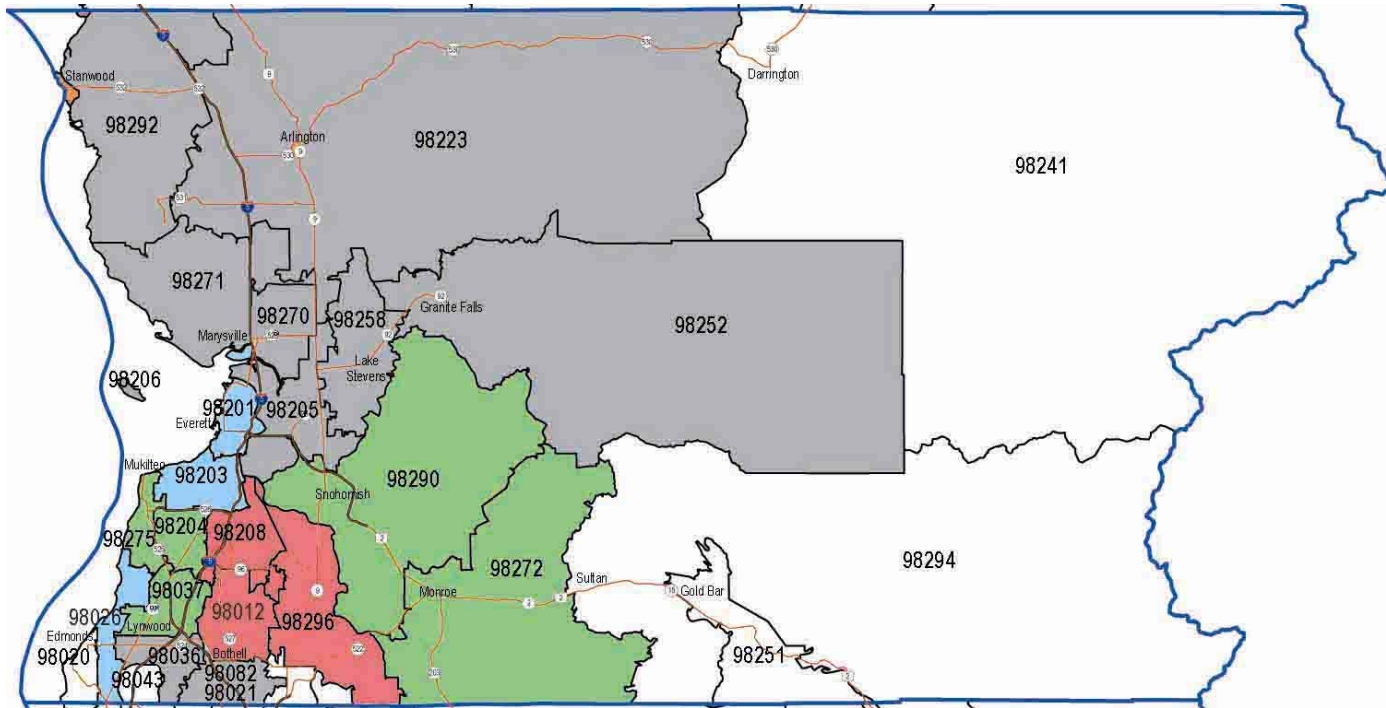
By manually combining information from the department’s electronic and hard copy lists and files, the existing data provides a summary of where users of the 2003 summer recreation programs live, by zip code. This information can be used to inform future marketing efforts, and to understand where the greatest demand seems to be for programs. The data was divided into two sections: swimming class participants, and participants in all other summer recreation programs. This was done because, as noted above, the large majority (66 percent) of all program users enrolled in swimming classes.

The map on page 31 shows each of the zip codes in Snohomish County and color codes them by the level of participation in the swimming classes. It shows that the most intense use, and nearly 70 percent of all participation in swimming lessons, comes from the three zip codes (98012, 98208, and 98296) closest to McCollum Park, where the pool is located.

The map on page 32 shows levels of participation for the other summer recreation programs. It shows a somewhat broader geographic distribution of participants.

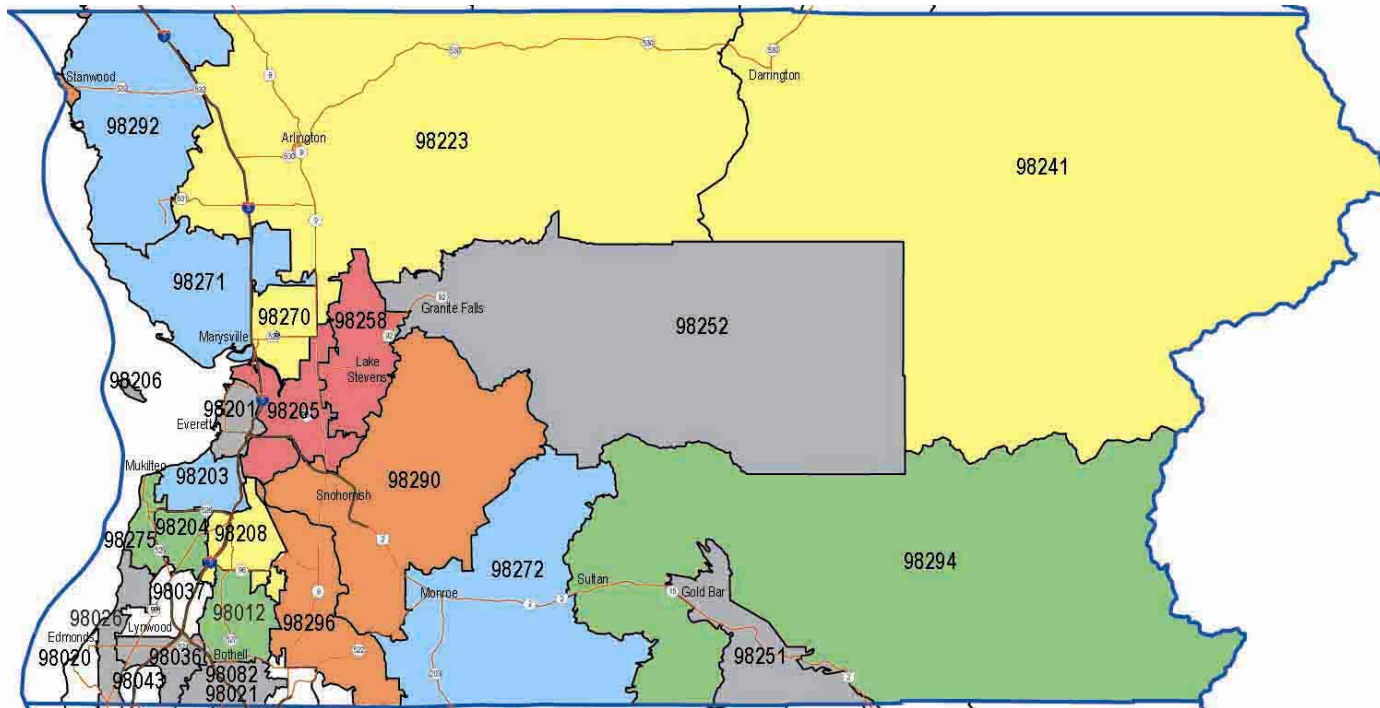
CHAPTER FOUR

2003 Summer Recreation Program Participants, by Zip Code (Swimming Lessons Only)



Zip Code	No. Responses	Map Color
98208	403	Pink
98012	214	
98296	212	
98275	64	Green
98037	52	
98272	49	
98204	46	
98290	46	
98203	18	Blue
98026	17	
98201	13	
98270	<10 ea.	Grey
98118		
98072		
98223		
98082		
98036		
98206		
98021		
98205		
98252		
98258		
98282		
98708		
98006		
98031		
98271		
98292		
98295		
98796		
Grand Total	1193	

2003 Summer Recreation Program Participants, by Zip Code (Excluding Swimming Lessons)



Zip Code	No. Responses	Map Color
98258	92	Pink
98205	91	
98296	82	Orange
98290	68	
98208	35	Yellow
98270	34	
98292	32	
98223	32	
98012	28	Green
98275	24	
98204	22	
98271	13	Blue
98282	11	
98272	10	
98203	10	
98206, 98026, 98252, 98251, 98201, 98036, 98826, 98233, 98222, 98155, 98040, 99709, 99163, 98294, 98082, 98021	<10 ea.	Grey
Grand Total	623	

However, approximately 60 percent of all participants live in the four zip codes (98205, 98208, 98258, 98290, and 98296) where the parks headquarters and most of the sports, basketball, and mini camps were located. Although no classes were offered at the parks department offices, it was the central drop off and pick up location for a number of programs.

Data for five (non-swimming) programs with the largest number of participants demonstrates a correlation between levels of participation and proximity of the class, or drop-off point, to the user’s homes. For example, the second most popular program this past summer was Basketball Skill Building Camp. It attracted sixty children to two different camps, one offered at Mill Creek Elementary, the other at Lake Stevens Elementary. Table 10 provides a description of where the participants live. Seventy-three (73) percent of the participants live within the six zip codes that surround those two sites.

**Table 10
Residence of Participants in Basketball Skill Building Class, 2003**

<u>Zip Code</u>	<u># of Participants</u>	<u>% of Total</u>
98205	11	
98258	11	
98296	7	
98208	6	
98290	5	
98012	4	
Sub Total	44	73 %
98204	2	
98223	2	
98252	2	
98270	2	
98272	2	
98201	1	
98203	1	
98206	1	
98251	1	
98275	1	
98292	1	
Sub Total	16	27 %
Total	60	100 %

A review of other programs suggests a similar pattern. Both the Mini Sports Camp (for children between the ages of 5 – 7), and one of the Sports Camps (for children between 7 – 13 years old), were offered at Highland Elementary in Lake Stevens. Eighty four (84) percent of the participants in the Mini Sports Camp, and 85 percent of the participants in the Sports Camp, live in the two zip codes closest to the school (98258 and 98205).

Table 11
Residence of Participants in Mini Sports Camp – Highland Elementary, 2003

<u>Zip Code</u>	<u># of Participants</u>	<u>% of Total</u>
98258	19	
98205	8	
Sub Total	27	84 %
98272	2	
98203	1	
98208	1	
98292	1	
Sub Total	5	16 %
Total	32	100 %

Table 12
Residence of Participants in Sports Camp – Highland Elementary, 2003

<u>Zip Code</u>	<u># of Participants</u>	<u>% of Total</u>
98258	26	
98205	7	
Sub Total	33	85 %
98206	3	
98290	2	
98270	1	
Sub Total	6	15 %
Total	39	100 %

Similarly, Table 13 shows that 79 percent of the children who participated in the sports camp at Cathcart Elementary in Snohomish live in the two zip codes closest to the school (98296 and 98290).

Table 13
Residence of Participants in Sports Camp – Cathcart Elementary, 2003

<u>Zip Code</u>	<u># of Participants</u>	<u>% of Total</u>
98296	25	
98290	6	
Sub Total	31	79 %
98012	2	
98205	2	
98258	2	
98270	2	
Sub Total	8	21 %
Total	39	100 %

Even classes that use special purpose facilities, such as Kayak Point Golf Course, attract a large majority of students from nearby communities, or near the park headquarters drop-off and pick-up point. Table 14 shows that nearly 70 percent of the children participating in the three golf class (advanced, full day, and half day) live in one of three zip codes adjacent to Kayak Point (98223, 98271, and 98292), or the two zip codes adjacent to park offices (98205 and 98258), where students can meet to be taken to the golf course in vans.

**Table 14
Residence of Participants in Golf Camps at Kayak Point, 2003**

<u>Zip Code</u>	<u># of Participants</u>	<u>% of Total</u>
98205	18	
98292	10	
98223	7	
98258	6	
98271	5	
Sub Total	46	69 %
98290	4	
98291	4	
98204	3	
98270	2	
98275	2	
98282	2	
98296	2	
98206	1	
98233	1	
Sub Total	21	31 %
Total	67	100 %

Based on this analysis of the data it appears that the large majority of users travel no more than five to ten miles to participate in summer recreation programs. This conclusion has important implications for marketing efforts. It would suggest that marketing strategies that target communities near class sites would be most effective. This conclusion also suggests that without extensive transportation services, and related expenses, the ability to increase the level of participation depends on the selection of class locations near population centers. This is confirmed by the survey of residents nearby the new Willis Tucker Park (See Chapter 6). Forty-two percent (42%) of respondents in that survey stated that the farthest they were likely to travel to attend Park programs was six to ten miles. Twenty-five percent (25%) said they would travel no further than one to five miles.

Recreation Program Evaluations

Snohomish County Parks collects evaluation forms from participants in spring and summer recreation programs. Students are asked to evaluate their experience, including their instructor, describe how they learned about the class, and suggest any improvements to improve the class. This information could provide useful insights into the recreation program offerings. However, only a small portion of students (or their parents) turn in the evaluation forms. For example, in 2003, with over 1,800 summer program participants, only 308 evaluation forms were collected (for a response rate of seventeen percent). It would be helpful to have a larger sampling of program participants. In addition, most of the responses are not standardized so it is difficult to analyze the data. For example, questions are asked in an open ended fashion (i.e., How did you hear about the program?). (See Chapter 7 for recommendations on the evaluation forms).

Camp Site, Yurt and Cabin Registration

As mentioned in Chapter 2, Snohomish County has several parks that offer camp sites, rentals of yurts or cabins, or RV hookups (Kayak Point, Flowing Lake, Squire Creek, and River Meadows). The department recently initiated a reservation system for Kayak Point and Flowing Lake that allows the staff to monitor usage of the camp/yurt/cabin/RV sites, and collect information about the users of those sites. However, only the data for the Kayak Point yurts covered an entire year’s period. The information was helpful in understanding the frequency of rentals, and the seasonal availability of the yurts. That analysis is described below. However, the electronic reports that staff are currently able to generate from that data do not include much information about the yurt users. For marketing purposes it would be extremely helpful to know where users live (by zip code, not by state, as is currently reported), mailing address, e-mail address, how often they use the yurts, the number of children and adults in the party, and their activities while staying at the yurt. The same information is needed for the camp sites, cabins and RV hookup sites.

Kayak Point Yurt Use



The following tables and graphs provide an analysis of the frequency of use for the ten yurts at Kayak Point for 2002. The yurts are available for rental all year round. The data is divided into seasons of the year, in order to better understand the use patterns. The data is further divided into weekend nights (Friday and Saturday) and weekday nights (Sunday through Thursday).

Table 15

**Kayak Point Yurts
Weekend Nights Occupied
(Friday and Saturday Nights, 2002)**

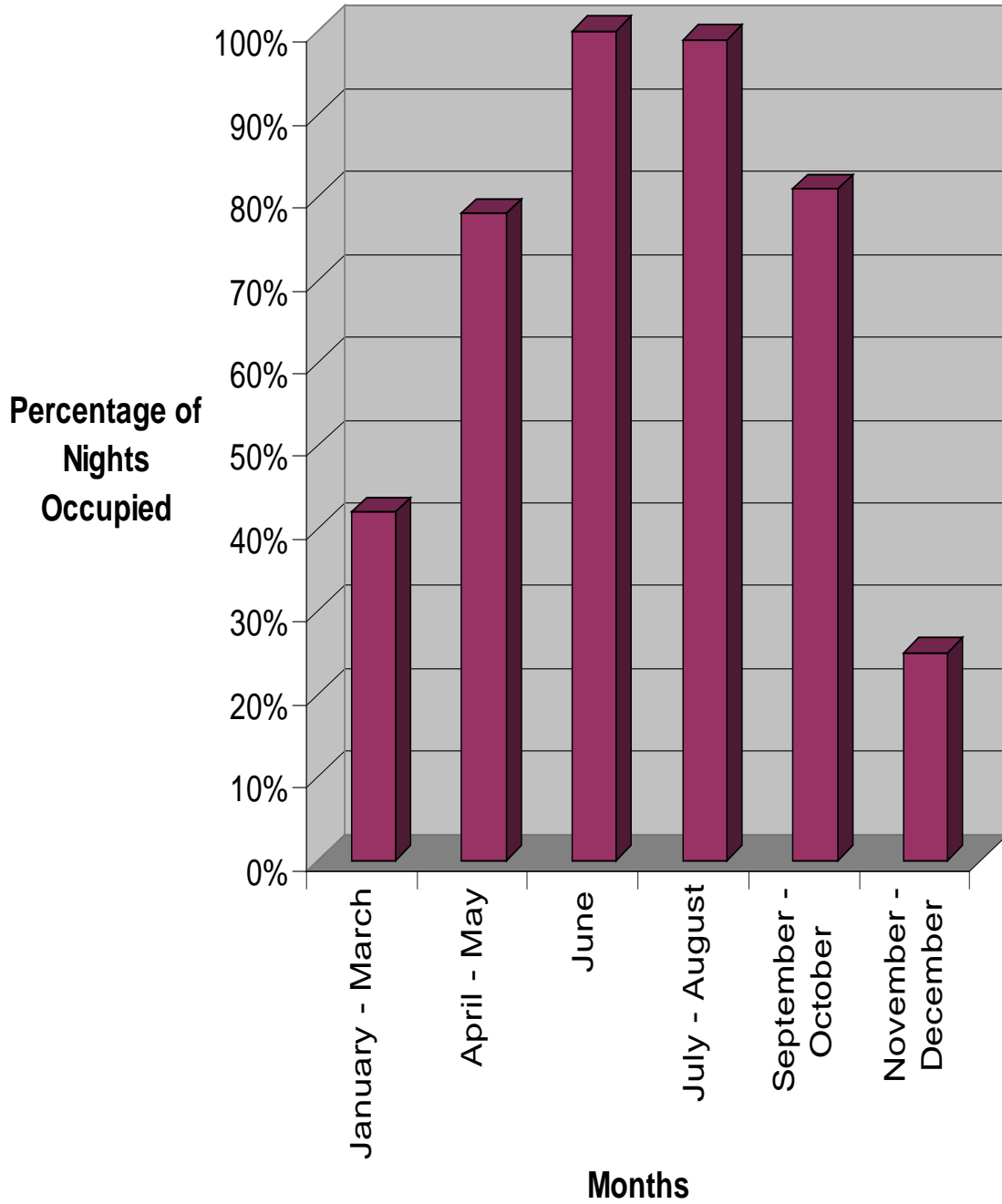
	<u>January - March</u>		<u>April - May</u>		<u>June</u>		<u>July - August</u>		<u>Sept - October</u>		<u>Nov - December</u>		<u>TOTALS</u>	
	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>
Yurt 1	10	38%	15	83%	8	100%	18	100%	15	88%	3	18%	69	66%
Yurt 2	8	31%	15	83%	8	100%	18	100%	13	76%	3	18%	65	63%
Yurt 3	15	58%	12	67%	8	100%	18	100%	14	82%	5	29%	72	69%
Yurt 4	9	35%	13	72%	8	100%	18	100%	14	82%	2	12%	64	62%
Yurt 5	9	35%	15	83%	8	100%	18	100%	14	82%	2	12%	66	63%
Yurt 6	12	46%	13	72%	8	100%	18	100%	12	71%	4	24%	67	64%
Yurt 7	12	46%	15	83%	8	100%	17	94%	14	82%	5	29%	71	68%
Yurt 8	8	31%	13	72%	8	100%	18	100%	14	82%	6	35%	67	64%
Yurt 9	14	54%	15	83%	8	100%	18	100%	13	76%	10	59%	78	75%
Yurt 10	12	46%	14	78%	8	100%	18	100%	15	88%	3	18%	70	67%
TOTAL	109	42%	140	78%	80	100%	179	99%	138	81%	43	25%	689	66%

Table 16

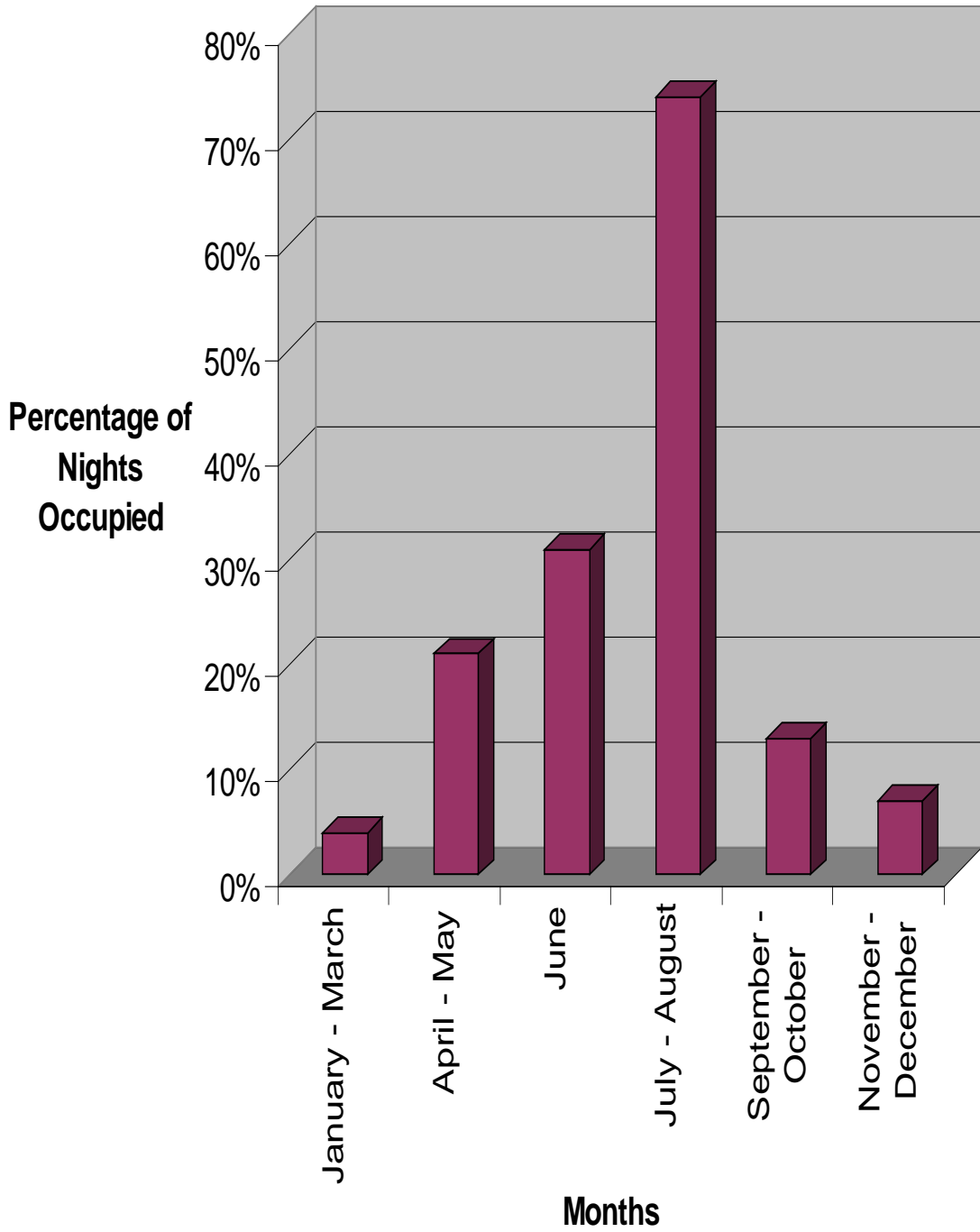
**Kayak Point Yurts
Weekday Nights Occupied
(Sunday through Thursday Nights, 2002)**

	<u>January - March</u>		<u>April - May</u>		<u>June</u>		<u>July - August</u>		<u>Sept - October</u>		<u>Nov - December</u>		<u>TOTALS</u>	
	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>	<u># Days</u>	<u>% Days</u>
Yurt 1	3	5%	11	26%	7	32%	35	80%	9	20%	6	14%	71	27%
Yurt 2	0	0%	13	30%	5	23%	34	77%	7	16%	0	0%	59	23%
Yurt 3	2	3%	10	23%	7	32%	34	77%	8	18%	4	9%	65	25%
Yurt 4	5	8%	13	30%	6	27%	29	66%	6	14%	0	0%	59	23%
Yurt 5	0	0%	5	12%	10	45%	32	73%	6	14%	1	2%	54	21%
Yurt 6	1	2%	7	16%	4	18%	28	64%	3	7%	2	5%	45	17%
Yurt 7	2	3%	11	26%	12	55%	30	68%	2	5%	2	5%	59	23%
Yurt 8	3	5%	5	12%	5	23%	32	73%	0	0%	1	2%	46	18%
Yurt 9	9	14%	10	23%	4	18%	35	80%	3	7%	9	20%	70	27%
Yurt 10	2	3%	7	16%	8	36%	36	82%	13	30%	5	11%	71	27%
TOTAL	27	4%	92	21%	68	31%	325	74%	57	13%	30	7%	599	23%

Kayak Point Yurts Weekend Nights Occupied, 2002



Kayak Point Yurts Weekday Nights Occupied, 2002



Several use patterns are apparent from the data. First, the total occupancy rate for the ten yurts, combining both weekend and weekday use is thirty-five percent (35%). This would suggest that there is still a significant opportunity to increase the usage of the yurts. As expected, there is considerably higher use on the weekends than during weekdays. The occupancy rate for the entire year for weekends in 2002 was sixty-six percent (66%), while the occupancy rate for weeknights was twenty-three percent (23%). The most significant differences between weekend and weeknight occupancy occurs in the shoulder and off seasons. In 2002, the occupancy rate for the Kayak Point yurts during weekends for all months except June, July and August, was nearly fifty-seven percent (57%). The occupancy rate for weeknights during that same period was only eleven percent (11%).

There are also major seasonal differences in the use of the yurts. For both the weekend use and weeknight use, the occupancy rates are quite a bit higher during the summer months of June, July and August than during the shoulder (spring and fall) or off (winter) seasons. Clearly, the Kayak Point yurts are a very popular attraction during the summer. During summer weekends the yurts are nearly at one hundred percent (100%) capacity, as seen in Table 14. The table also shows that weekend occupancy rates for April and May were at seventy-eight percent (78%), and for September and October eighty-one percent (81%). Weekend yurt usage falls off considerably during the off season. For 2002, during the period January through March, the weekend occupancy rate was forty-two percent (42%), and only twenty-five percent (25%) in November and December.



For weeknights usage is also heavier during the summer months, although as mentioned earlier, during each season the occupancy rate on weeknights is lower than on weekends. For weeknights, as seen in Table 15, the period of highest use is during July and August, when the occupancy rate is seventy-four percent (74%). Weeknight usage drops off dramatically every other month of the year, down to thirty-one percent (31%) in June, and a meager four percent (4%) of the available nights January through March.

An interesting pattern that should be explored is the occupancy rates for the individual yurts. Yurt #9 appears to be the most popular yurt during both weekends (a seventy-five percent annual occupancy rate) and weeknights (a twenty-seven percent annual occupancy rate). Additional years of data would be required to determine if this is a coincidence or an important pattern. Even without additional data, it would be worth examining if yurt #9 has characteristics that make it attractive to users.

This use of patterns suggests that there are several marketing opportunities for the yurts. There are weeknights available at the park year round. Although the summer weekends in June, July and August are nearly filled to capacity, there is an opportunity to use marketing strategies to increase weekend usage during the rest of the year. A marketing strategy for yurts is discussed in Appendix 6.

Trail Use

There is no data regarding park users for a specific park or trail. The Comprehensive Plan estimates that 250,000 people use the Centennial Trail, but that is a rough estimate, and there is no data regarding where those users live, how frequently they use the trail, where they use the trail, what other park services they use, or any other information about the users.

CHAPTER 5

Comparison with Other Park Systems and Recreation Programs



As Snohomish County Parks considers where and how to expand its recreation programs, what fees to charge, and where to concentrate marketing efforts, it is important to consider the range of public and private recreation programs that are currently being offered throughout the county. The state, municipal and private nonprofit recreation programs can be considered both complementary to, and competitive with the Snohomish County programs.

All of the public and private recreation programs can be considered complementary in that they create a network of recreation opportunities for county residents. Taken as a system, the public and private programs provide a picture of the wide range of recreation programs available to Snohomish County residents. It also assists in the identification of communities that have the fewest recreation programs available to their residents. At the same time, the public and private recreation programs are competitive in that to the extent the County's recreation programs overlap with state, municipal or private offerings, citizens may participate in other programs on the basis of cost, convenience and quality.

The following provides a brief summary of the major municipal and private nonprofit recreation programs, the state park campgrounds, conversations with two municipal park staff, and a comparison of fees for programs and activities offered by the County Parks and Recreation Department.

Municipal Programs

Most of the larger municipalities in Snohomish County offer sizeable recreation programs for all ages. A wide variety of sports, cultural, outdoor, and health and wellness classes and activities are offered for residents and non-residents (with higher fees for non-residents). Some of the cities offer year-round programming, while others provide summer programming only.

The most extensive recreation programs are offered in Everett and the cities in the southwest portion of the county (Lynnwood, Edmonds, Bothell and Mountlake Terrace). These cities have created extensive recreation choices for their residents throughout the year. Program instructors reflect a combination of outside contractors and vendors, and park and recreation staff members. A number of the cities own community, recreation or senior centers where they conduct many of the programs and classes. The availability of these municipally-owned facilities reduces the cost of recreation programs and simplifies scheduling.

The cities of Marysville, Mill Creek, and Arlington provide smaller seasonal programs. While the cities of Granite Falls, Monroe, Snohomish, Stanwood, and Sultan do not provide recreation programs for local residents.

The following summaries of the municipal programs are more extensive for the cities of Everett, and Lynnwood because park and recreation staff in those municipalities were interviewed for this study. The interviews provided useful insights into the marketing, staffing, and budgeting practices of those municipal recreation programs.

City of Everett

(Note: An interview was conducted with Staff from the Everett Parks Department in Early 2004. Since that time the department has undertaken a substantial reduction of its operating budget. The information below provides a snap shot of the department in 2003. However, there have been recent staff and budget reductions that are not reflected in this description.) The city of Everett provides the most extensive recreation program offerings in Snohomish County. Programming is available year-round, with classes offered to pre-school, youth, teen, adult and family, and senior audiences. In the city's fall 2003 program guide, nearly two hundred (200) separate offerings are listed, with approximately two hundred and sixty-five (265) classes (a number of programs are offered more than once). These numbers do not include the extensive aquatics programs provided at Everett's indoor pool.

The range of recreation program offerings is quite broad. For example, in the fall of 2003, participants could choose among the following offerings: classes for pre-school children (defined as ages 10 months through six years old) that include art, recreation, education and motor skill development classes; programs for youth (ages 5 through 12) including health and wellness, performing arts, outdoors, crafts, and athletics; special interest programming for teens, such as skateboarding, performing arts, rock climbing, gun safety, rowing, and beauty tips; activities for adults and families that include arts and crafts, fine arts, performing arts, hiking, boating, health and wellness, home and garden, outdoors, skiing, and trips and tours; creative arts and dancing for people with special needs; and health and wellness classes for seniors. The largest number of programs is available for adults and families.

Staff report that the most popular programs are the classes for preschoolers and parents, the active recreation (i.e., basketball, baseball, etc.) for youth under twelve, and the outdoor hikes, trips and activities for adults. The large majority of their participants for all programs are Everett residents. Between July 2002 – July 2003, nearly 6,800 individuals participated in Everett

recreation programs. Sixty-three percent (63 %) of individuals participating in Everett recreation programs lived in one of the five Everett zip code areas.

Most of the programs are offered at one of the four halls owned by the City of Everett, the city's indoor Forest Park Swim Center, or the senior center. They also have an agreement with Everett Public Schools for use of some school facilities. For the trips, tours, hikes and classes offered outside of the City of Everett, participants meet at the Park and Recreation Department offices. The Parks Department does not pay rental fees for the recreation programs held in their own facilities (which they maintain). When the facilities are not being used for recreation programs the department attempts to maximize the revenues generated at those facilities by renting them for a variety of community uses.

With respect to the generation of revenues and cost recovery, the department has a goal of setting recreation program fees to recover, 1) all of the direct costs associated with offering any individual recreation program, and 2) a portion of the overhead costs associated with the management of the recreation programs. The departmental goal for cost recovery is that seventy percent (70 %) of the revenues from any individual program would cover the direct costs for that program, and the remaining thirty percent (30 %) of the revenue would help defray overhead expenses. Their definition of direct costs includes payments to outside instructors, supplies associated with a particular recreation program, admission fees for events, and a five percent (5 %) charge to cover the cost of marketing. New program offerings are not necessarily expected to contribute to overhead, although revenues are expected to cover direct costs. Everett does not attempt to recover overhead costs for teen and senior programs. The City has also made a policy decision that it will not attempt to recover direct costs for three types of special programming: participation of low-income, at-risk youth in summer camps (Everett provides approximately a \$60,000 subsidy each year); recreation programming for handicapped youth; and community-wide special events (i.e., Carnival Day at the Pool, or the fall Goblin Splash).

Program fees are established by creating a budget for direct program costs and dividing that number by a minimum number of participants. If that minimum participation level is not achieved during the registration period then the program is cancelled. As mentioned above, direct costs include payments to outside contractors. The department splits gross revenues for a program with the outside instructor. The percentage split varies, with outside contractors receiving between eighty percent (80 %) and sixty percent (60 %) of gross revenues for that program. Those receiving a higher percentage of the revenues are generally those who carry more risk associated with the offering (i.e., they have high facility costs or a need to carry insurance). The department is hoping to establish most new contracts with outside vendors at the fifty to seventy percent level. When establishing program fees Parks staff also takes into account the fees for similar programs offered by other municipalities and private non-profit groups.

The programs that generate the greatest revenues are the youth and adult athletic leagues, particularly those activities that are scheduled at fields that are constructed of field turf. The synthetic surface has low maintenance costs, and it can be intensively programmed without damaging the field. The City has three such fields at Kasch Park.

In addition to the programs described above, the City of Everett offers three outdoor summer concert series (Family, Children, and Waterfront/Adult) in City parks. Each concert series includes eight concerts and they are free to the public. The concerts are well attended, with approximately 300 individuals attending each of the family concerts, 400 in attendance at the children concerts, and 600 at the waterfront/adult concerts. The Waterfront/adult concert series was sponsored by AT&T Broadband.

With respect to marketing efforts, in 2003 the Everett Parks Department had an in-house marketing staff to promote their programs, including a Public Relations and Marketing Director, a graphics department, and someone to design and maintain their web site. (*Note: this staff capacity has been significantly reduced in light of recent budget reductions.*) One staff person has conducted the marketing efforts to promote the concert series. Currently their outreach strategies include use of a program brochure, flyers, post cards, advertisements in the Everett Herald, and bus signs. The brochure is printed quarterly and mailed to individuals who have participated in Everett recreation programs within the past two years. The brochure is extensive, often as large as 50 – 60 pages, and it provides a paragraph or two description about each class offered. The brochures are also distributed at libraries, senior centers, the Naval Base, and the offices of outside recreation program instructors. Flyers and post cards provide information about a specific class offering. They are periodically used to supplement other marketing efforts when registration for a class appears to be light. Flyers and post cards are mailed to individuals on the recreation program mailing list who, based on participation in previous classes, might be interested in the proposed class.

The Everett Parks Department has a full time, year-round recreation staff of eighteen (15 individuals devoted to the planning and implementation of the city's recreation programs. The department also hires seasonal staff to assist with the peak summer season. Six of the staff are associated with pool programs, and the rest are working on other recreation program activities.

City of Lynnwood

The City of Lynnwood also offers extensive year-round park and recreation programs. In the recently completed fall/autumn season, nearly one hundred and thirty-five (135) separate recreation programs were offered, in addition to a large number of swimming and aquatics classes and men's, women's, and co-ed league sports. Like Everett, Lynnwood provides programming for all ages (preschool through seniors). However, the Lynnwood Parks, Recreation and Cultural Arts Department operate the local senior center so they have a more extensive range of recreation program offerings for seniors than most municipal programs.

The largest number of programs offered in the fall/autumn period is for adults (generally available to anyone between the ages of 15 and 99 years old). Classes include active sports (such as tennis, racquetball, and martial arts), health and wellness (including CPR training, aerobics, first aid, massage, and yoga), arts and crafts (sculpting, writing, drawing, and painting), performing arts (dance, guitar), home and garden (such as knitting, book binding, cooking, and interior decorating), and outdoor recreation (including hiking, skiing, kayaking, and fishing). Classes for seniors include arts and crafts, cards and games, dance, fitness, and support groups. Parents with preschool children have a large number of programs to choose from. Classes

include music, storytelling, costume parties, art, gymnastics, and dancing. Most of the programs are available for 3 – 5 year olds, some are offered for 1 – 2 year olds. Youth programs in the fall are offered to children from 6 – 15 years old, with some classes for younger children and others for older kids. Classes include active sports (skateboarding, rock climbing, martial arts, and tennis), arts and crafts (sculpting, drawing, painting, gift making), performing arts (dance and ballet), and health and wellness (yoga). The programs for teens are more limited, but include training (babysitting, lifeguard, and camp counselor), health and fitness (strength and conditioning, and yoga), and social, outdoor and volunteering activities (dances, Teens with a Cause, and Saturday Teen Night get-togethers).

Lynnwood also offers a full schedule of programs and classes at their pool, and adult spring, summer, and fall softball leagues.

Lynnwood recreation staff also provides nine city-wide events and celebrations throughout the course of the year. These offerings include *WonderStage* (a nine-show summer performance series that drew 5,600 attendees in 2003), *Shakespeare in the Park* (four performances in the summer that drew approximately 1,440 people), *Fantastic Fridays* (an October through April four-show series of music performances for adults and families at Edmonds Community College that draws approximately 900 individuals), *Saturday Matinees* (a September through May four-show performance series for children ages 5 – 11, with attendance of 800), *4th of July Celebration* (a fireworks display along with a musical stage presentation, with attendance of 5,000 – 8,000), the *Annual Egg Hunt* (an Easter egg hunt attracting more than 3,000 people), *Civic Lights* (an annual holiday lighting celebration attracting 2,000 – 3,000 individuals), *April Pools* (an annual event for families to promote water safety, with a maximum attendance of 125), and *Teen Night Waves* (a Saturday night drop-in program for middle and high school students, with attendance of up to 200 per night). The City has established unearned revenue goals for each of these special programs. Unearned revenues include business and corporate sponsorships, foundation grants, and donations from individuals and families. In 2003, \$21,000 in revenue and in-kind contributions were collected to stage these events and by 2005 that is projected to increase to \$34,000.

Participants in the city's recreation programs live primarily in Lynnwood and the immediate vicinity. In 2003 there were more than 23,000 registrations for programs. The majority of registered program participants (about 63 percent) lived within the Lynnwood 98036 and 98037 zip codes. The other registered participants (about 36 percent) lived in communities adjacent to Lynnwood (Edmonds, Bothell, Mountlake Terrace, and Everett). The vast majority of participants live within 5 – 10 miles of the program locations.

Policies for facility and program cost recovery and fees are established by the City Council. The Council establishes a fee range for a particular recreation program or facility, and directs staff to set fees at the mid-point of that range. The range is established through a fee comparison of other similar programs, and by determining the level of revenue required to maintain programs. Staff is directed to conduct market comparison studies every two years to determine if the fee range should be adjusted. The Council also establishes policies for the level of revenue they expect to recover from each type of program activity. All fee-based recreation classes for adults are expected to recover one hundred percent (100 %) of direct costs. The target recovery rate for

teen and youth recreation classes is only fifty percent (50 %) of direct costs. The target recovery rate for direct expenses associated with senior programs is currently being reviewed. The City of Lynnwood defines direct program costs as direct personnel expenses (excluding administration personnel) and expenses necessary to conduct the activities (i.e., promotion, supplies, equipment, food, and contractual services). The City Council has also determined that non-registration (drop-in) programs for teens and seniors should be considered basic municipal services and therefore should be offered for free.

For recreation facilities, field rentals, and admissions, the City Council policy states that fees for youth, seniors and the disabled should be only sixty-five to seventy-five percent (65% - 75%) of the fees charged to adults. Council policy also states that fees should be discounted for Lynnwood residents, with residents required to obtain a discount card annually to achieve the lower rates. With respect to the fees for special events, the policy states that fees should be established based on the number of anticipated users and the costs to the department to plan and manage the event, as well as any estimated impacts on the park system and facilities.

With respect to program costs, most programs are offered in municipal facilities or in school district or community college facilities where rent is free or nominal. Most instructors for the recreation classes are outside contractors. They receive sixty to seventy-five percent (60% - 75%) of the fees charged for the class.



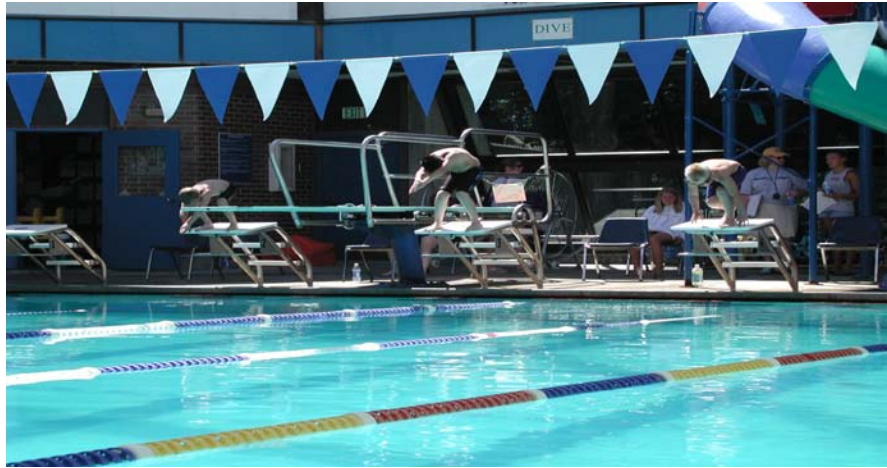
The Recreation Division of the Lynnwood Parks, Recreation and Cultural Arts Department is divided into seven sections: aquatics, athletics, cultural arts, customer service, events/teens, senior center, and youth programs. The staff members in those sections are responsible for the planning, management and operation of recreation programs for the city. The Recreation Division has a total of twenty-eight (28) regular, full time equivalent (FTE) employees, with each section hiring additional seasonal and part time staff as needed. Nine of

the twenty-eight staff are devoted to the operation of the indoor pool. In addition, there is a separate Golf Division that manages the 18-hole Lynnwood Municipal Golf Course. Another 7.25 employees operate the golf course. In addition, there is a separate Parks Division with eleven full-time staff and seasonal employees that manage and maintain the park properties, city grounds, and athletic complexes.

Marketing for Lynnwood's recreation program is done in cooperation with two neighboring cities, Edmonds and Mountlake Terrace. The cities have created a marketing committee that explores strategies for increasing the number of participants in recreation programs, and making sure that marketing expenditures are cost effective. Three times each year a recreation brochure (The Craze) is developed by the three cities and mailed to every household (approximately 80,000) within the five zip codes that comprise the three municipalities. The cost to produce and mail the brochure is split among the cities. In addition, all citizens signed up for Lynnwood

recreation programs in the current year receive a brochure in the mail for upcoming recreation classes. Post cards are sent to previous program participants to promote youth and athletic programs. Lynnwood recreation staff also utilizes cross-marketing techniques. Approximately 7,000 swim lessons are offered annually and the department markets special events and other activities to pool users. Fliers are handed out after swim lessons. The Department uses class registration software, which maintains a data base of recreation program users for the purpose of developing reports to analyze who is using their programs, where the participants live, how they heard about the programs, and their reaction to the programs. In addition, surveys of facility and program users are conducted regularly at the Recreation Center, Senior Center, performances, and youth camps.

Marketing activities are currently carried out by a number of recreation staff members, with direction provided by marketing and sponsorship committees. However, the department's strategic plan, adopted in 2003, states that success has been limited by having diverse staff work part-time on marketing



activities. The first of seven key strategies listed in the plan states that Lynnwood intends to “launch a marketing and public relations program to increase participation in volunteering, adopt-a-park and sponsorship of special events and cultural arts.” The plan describes the department's proposal to hire a full time Marketing and Sponsorship Manager in 2005.

In 2003 department staff members provided the Lynnwood City Council with a list of challenges and opportunities that face the Lynnwood park and recreation system, including the following:

- Demand for swimming lessons is very strong, and projected to increase during the next four to five years;
- There has been a decline in adult athletic league participation, both regionally and nationally, but those programs continue to be strong in Lynnwood];
- Revenues from athletic turf fields are strong because of the ability to play year-round, and to program the fields for a variety of sports;
- Demand for Lynnwood's performance series and city-wide events is steady;
- Long-term demographic trends suggest a decline in school-age population, which could also result in a decline in after school and summer camp programs.
- Increasing demand for senior programs.

Other Municipal Programs

The City of Edmonds, like Lynnwood, provides a wide-ranging selection of recreation programs year-round. In the fall season one hundred and thirty-nine (139) recreation programs were offered. Classes are provided for preschool children (ages two months through five years), youth, teens and adults. Edmonds offers an extensive list of gymnastics, aerobics and fitness classes, as well as classes in arts and crafts and hobbies, performing arts, cooking, home and garden, health and wellness, outdoor adventures (including several of the same fall classes offered by Lynnwood), and active sports. Edmonds park staff includes trained ranger/naturalists who teach a number of classes for youth and adults, including The Nature Zone, Spring Break Discovery Days, Junior Beach Rangers, Junior Naturalists, Twilight Trail-Walk in Yost Park, Spring Beach Cleanup and Low Tide Walk, International Migratory Bird Day, Moonlight Beach Adventure, Watershed Fun Fair, and Fall Beach Cleanup. The City owns five buildings (including a gym, community clubhouse, and darkroom) that are available for rent, and also serve as the location for many of the recreation classes. The city also owns an outdoor pool that is heavily programmed during the summer months. Edmonds offers several special events organized by parks staff, including two summer concert series, one for families and one for all individuals. The concerts have a corporate sponsor and are free to the public. The City also has two winter performing arts shows, a two-day writers' conference, and several holiday events.

Mountlake Terrace is another community in the southwest portion of the county that has a lengthy list of recreational program activities. Many of their programs take place at the new Recreation Pavilion, which has an indoor pool, an indoor playground, and meeting and function rooms. Recreation programs are offered for preschool, youth and teens, adult and senior audiences. For each of those user groups, the Parks Department provides a sizeable number of classes in athletics, dance, fitness, water safety, training, swim lessons, and special events. A particularly large selection of dance classes is offered for all ages. In addition to specific class offerings, Mountlake Terrace provides before and after school care for preschoolers, ages 3 – 6, and youth, ages 7 – 11. Summer camps are offered for preschool children. Mountlake Terrace offers adult sports leagues for basketball, volleyball, softball, racquetball and wallyball. In the fall and winter seasons special events include Saturday arts and craft fairs at the Recreation Pavilion, Harvest and Snowflake Festivals, and a variety of dances and parties.

Bothell also provides year-round recreation programming, but the offerings are somewhat more limited than the other cities described earlier in this chapter. Parks and recreation services are provided by the Public Works Division. Recreation programs include classes for youth, teens, adults and seniors, teen events, adult sport leagues, and youth camps. A recreation brochure is printed and distributed to Bothell residents three times a year. The brochure often lists collaborative efforts with the Northshore YMCA, the City of Woodinville, and the Northshore School District. Program fees vary for residents and non-residents. The city also provides a variety of community and special events, including an Easter Egg Hunt, Alex Sidie Random Acts of Kindness Day, Bothell Beautiful weekend in June, Freedom Festival at the 4th of July, Music in the Park on Friday evenings in July and August, Riverfest on Labor Day weekend, Safe Halloween, and Winterfest Saturday following Thanksgiving. The Bothell Pool is owned and operated by the nonprofit group Northwest Center.

Mill Creek offers year-round classes for audiences that range from preschooler children to seniors. The largest number of recreation classes are for adults. In the fall the city offers fifty-one (51) recreation classes and a youth basketball league. Mill Creek Parks also provides several special events, including a Concert in the Park Series, sponsored by twenty local businesses and individuals. In the fall many of the classes are offered at the City Hall community room or the City Council chambers. The remainder of the classes are provided at schools or business locations (i.e., Gold's Gym, and a nursery and floral shop).

Marysville provides its residents with a wide variety of recreation program activities throughout the year for youths and adults. Many of the offerings are athletic programs. For example, the city offers adult softball leagues in the spring and summer, youth basketball leagues in the fall, a summer junior golf league, tennis instruction for 5-7 year olds, and 7-side youth soccer (in conjunction with the Marysville Youth Soccer Club) in the spring. For younger children, the city offers a Smart Skill Development class for 3-5 year olds, and a week-long Ultimate Sports Camp for 4-6 year olds in the summer. Marysville recently started a summer recreation program for youth called Rec Express. It is a drop-in recreational program that runs through the summer from 10 a.m. to 3 p.m. on weekdays. Youth, ages 6-9 meet at one location, and kids ages 10-13 meet at another. Winter recreation program offerings include special events (youth fishing derby and Easter egg hunt), family trips, preschool classes (music), youth classes (arts and crafts, magic, babysitting training, and DJ training), classes for youth and adults, foreign language classes, and youth sports. The class offerings are listed on the city's web site, and registration and payment can be completed on-line. The Parks and Recreation Department also sponsors (or co-sponsors) several community-wide annual events. The Strawberry Festival, sponsored by Maryfest Inc., is a weeklong celebration in June. The Homegrown Arts and Crafts Street Fair is a weekend festival in August in downtown Marysville. The Marysville for the Holidays Winter Celebration and Electric Light Parade is a December celebration sponsored by the Park and Recreation Department.

Arlington offers recreation classes seasonally (winter, spring, summer and fall). Most of the winter, spring and fall classes are for an adult audience. The summer classes provide additional variety for children. The classes are grouped into five topical areas: home and garden, health and safety, trips and tours, investment and finance, and language. The summer recreation program includes art classes for children. The city provides approximately twenty classes each season, with additional classes offered by the Arlington Library listed in the recreation program flyer. Programs are offered throughout the community in a variety of locations (both public and private facilities).

Lake Stevens offers very limited recreational programming. The city contracts with two nonprofit organizations to provide two types of activities. Last year, for the first time, rowing classes were offered in the spring, summer and fall. In addition, the Lake Stevens Family Center organizes Teen Nights on Fridays during the school year. Lake Stevens Parks also serve as the host for a variety of special events and celebrations during the course of the year. Last year the Northwest Collegiate Rowing Conference Regatta and two triathlons were held in Lake Stevens. The event organizers (a nonprofit group for the regatta and private companies for the triathlons) paid the city a fee to cover the costs of police, maintenance and other services to support the

events. Aquafest is a civic celebration in July. The city is a co-sponsor of the three-day affair, but it does not organize the event.

The cities of Granite Falls, Monroe, Snohomish, Stanwood, and Sultan do not offer any municipal recreation programs. Those services are provided by Boys and Girls Clubs and/or YMCAs located in several of those cities.

Private Recreation Programs

The two major private nonprofit providers of recreational classes and programs in Snohomish County are the YMCA and the Boys and Girls Clubs. There are also a large number of youth and adult sports leagues (soccer, basketball, baseball, softball, etc.) that operate throughout the county and provide many recreational opportunities in team sports. This study did not examine the sports leagues.

There are eleven (11) Boys and Girls Clubs in Snohomish County and five (5) YMCAs. The map on page 57 shows the distribution of these programs throughout the county. The locations are consistent with the county's pattern of population growth during the past two decades. The large majority of the YMCAs and Boys and Girls Clubs are located in the southwest and central portions of the county, where the greatest population density exists. This is also the same area of the county that is well served by existing municipal recreation programs. Very few of the centers are located in the more sparsely populated northern or eastern parts of the county. Of the sixteen total centers, fourteen of them are located south of, or in Marysville.

Boys and Girls Clubs

The eleven Boys and Girls Club programs are designed to serve school age youth, elementary school age through high school. The clubs are located in Arlington, Edmonds, Everett (two clubs), Granite Falls, Lynnwood, Monroe, Mukilteo, Snohomish Sultan, and Tulalip. The purpose of the programs, as described by the Edmonds Club, is to "help young people improve their lives by building self esteem and developing values and skills during critical periods of growth." According to the Snohomish Club the programs "focus on areas in character and leadership development, education and career development, health and life skills, the arts and sports, fitness and recreation."

Programming offered at most of the eleven locations is quite similar. Many of the Boys and Girls Clubs provide a drop-in center year-round. During the school year they provide before and after school programs, used mostly by elementary school children and their families. The drop-in and before and after school programs offer fitness, arts and crafts, tournaments, games, leadership training, and homework time.

A number of the clubs offer week-long and day camps during the summer and school break periods. Typical summer camps include field trips to parks and other regional attractions, swimming, arts and crafts, athletics, roller-skating, bowling, a variety of outdoor experiences, etc. For example, the 2004 weekly summer camps for youth (kindergarten through sixth grade) in Monroe include classes titled "Natures Detectives," "3,2,1 Blast off," "Outdoor Adventures,"

“Pirates Treasure” and “Fun in the Sun.” The summer camps begin in mid-June and run through the end of August.

Several of the clubs provide athletic programs all year in a variety of sports, including basketball, volleyball, T-ball, soccer, flag football, and softball. The clubs often organize leagues and tournaments.

Most clubs also offer programs specifically designed for teens. Teen Nights are organized at a number of the clubs. These events are held on Friday nights, between 9:00 – Midnight, beginning in September or October and continuing through the Spring. They are open to kids in grades 7 – 12. Activities typically include movies, pizza, socializing, music, games, and athletics in a gym. Several of the clubs also provide teen summer camps.

There is a \$20 membership fee to join a club. In addition, some of the programs have an additional fee. Costs vary slightly among the clubs. For example, the cost for a summer camp is \$90/wk in Granite Falls, \$120/wk in Edmonds, and \$95/wk for youth and \$125/wk for Teen Adventure Camp in Monroe. The three-day winter basketball tournament in Lynnwood cost \$180 per team. Participation in the Sultan winter basketball league cost \$50 per person. The cost of before and after school care is \$150/mo in Sultan and \$275/mo in Snohomish.

YMCAs

The five YMCAs in Snohomish County provide a wide range of year-round programming for local residents. Activities are available for individuals whose ages stretch from birth through senior years. According to its mission statement, the purpose of YMCA programs is to “build strong kids, strong families, and strong communities.” Although program offerings vary slightly among the five facilities, the following provides a good general description of the classes and activities at each branch. The one significant exception is the Monroe YMCA, which is not currently a “full facility branch.” Its programs are much more limited. The following text also provides a more complete description of the classes offered at the Southeast branch YMCA since it is so close to the County’s new Willis Tucker Community Center.

In general, the YMCAs offer eight types of programs: childcare, aquatics (Monroe is the only branch that does not have a pool), camps, family programs, teen programs, youth sports, health and fitness activities, and specialty programs.

Most of the branches (except Monroe) provides a large number of year-round health and fitness programs, including aerobics, martial arts, yoga, strength and conditioning, and first aid/CPR training. The primary audience for these programs is adults, but several teen wellness and senior conditioning are also offered. Each of the branches (except Monroe) has a gymnasium where adult and youth sports are offered (i.e., basketball and volleyball). Each also provides open gym time. The Everett, Marysville and Mukilteo branches offer racquetball and/or squash courts. Costs are generally free for members, with a modest cost for non-members.

A variety of family programs are offered at the branches. Most are single night, or once a month programs that involve parents, children or both. Some examples of family programs include parenting classes, parent/child craft evenings, Valentines Day crafts and parties, ceramics

classes, women's self defense, a scrapbook club, beginning Spanish and a drama club. Costs generally range from free for members to \$5 for non-members per class session.

The YMCAs appear to have placed a particular emphasis on teen programs. Each branch offers after school time (roughly 2:00 – 6:00 p.m.) called Y-Hang Time for students from 6th – 10th grades. Recreation, tutoring, counseling, arts and crafts, and sports and games are offered. Every branch also offers Y-Teen Night, on either Friday or Saturday evenings, for kids from 6th through 12th grade. YMCA Earth Service Corps provides volunteer opportunities for high school students. The YMAD (Youth Making a Difference) provides 6th – 12th graders an opportunity to create programming for other teens in their region. Connections is a program that brings together teens and representatives of law enforcement to talk about issues of interest to teens. Teen Court, for kids in 9th – 12th grade, allows teens to presume all of the roles in the criminal justice system and preside over real cases involving peers. Most teen programs are free or require a \$2 or \$5 dollar day pass fee.



The YMCA offers four types of summer camps: day/weekly camps, overnight camps, specialty camps, and teen camps. Summer day/weekly camps are for children between kindergarten and 6th grade. Camps develop a weekly theme, and include swimming, field trips, arts and crafts, songs and sports activities. The cost is \$155/wk for members and \$180/wk for non-members. Overnight camps are offered to four distinct age groups, and are located at Camp Seymour in Gig Harbor. Explorer Camp is for kids entering grades 3 – 5, lasts seven days and six nights, and costs \$370 for members and \$390 for non-members. Voyager Camp is for kids entering grades 5 – 7, also lasts seven days and six nights, and costs \$370 for members and \$390 for non-members. Adventure Camp is fourteen days long, is for kids entering 7th and 8th grades, and cost \$735 for members and \$760 for non-members.

The fourth camp for 8th and 9th graders is Trek Camp. It is a fourteen day camp and costs \$755 for members and \$780 for non-members.

Three types of summer overnight camps are offered for teens. Xtreme Adventures are for middle and high school students. Participating kids travel to various locations throughout the northwest, including the San Juan Islands, Oregon Coast, Ocean Shores, Olympic Peninsula, and Idaho. Camps vary in length, with three, four, five and seven day camps offered. Costs range from \$225 to \$300 for members and \$275 to \$325 for non-members. Another teen summer camp is Teen Xtreme. These are four-day camps that offer a variety of outdoor adventures. Costs are \$170 for members and \$195 for non-members. The final teen summer camp is Counselors in Training. This is a two-week camp to kids who want to become YMCA day counselors. The cost is \$250 for members and \$275 for non-members.

Several different types of summer specialty camps are offered by different branches. The Marysville YMCA runs a summer art camp that is a week long for children in grades 2 – 6. The art camp costs \$160 for members and \$185 for non-members. Three horse camps (Lil'

Buckaroos Pony Camp, Basic Horse Camp, and Advanced Riders) are offered at the Mukilteo and Everett branches for kids in kindergarten through 8th grade. Costs range from \$280 - \$340 for members, and \$305 - \$365 for non-members. Finally, youth sports camps are offered at the Mukilteo and the Southeast branch YMCAs. (See the description of the Southeast branch below regarding the sports camps).

Finally, youth sports programs are offered throughout the year at most YMCA branches. Children from 3 – 13 years of age participate in T-ball, outdoor soccer, floor hockey, basketball, flag football, swim teams, and cheerleading. The last three are offered in July and August. A three-day family camp is offered on Memorial Day weekend, Labor Day weekend, and one weekend in December, at Lake Wenatchee. The cost per family is \$325 for members and \$355 for non-members.

The YMCA encourages all program participants to purchase an annual membership. However, non-members are allowed to use YMCA programs with purchase of a day pass or what is referred to as a “program member”. The annual memberships vary in price depending on the size of the family or the age of the individual. For example, the cost for a family with two adults and one child is \$120 for a joining fee, and \$888 for an annual membership fee. The cost for a child membership, under the age of 13, is a \$30 joining fee and \$216 for the annual fee. Day passes cost \$5 for youth (ages 1 – 18), \$15 for adults (19 years and older), and \$25 for a family.

Southeast Branch YMCA

The Southeast branch is located within several miles of the soon to be developed Willis Tucker Park and the new community activity center. Branch facilities include a health and wellness fitness center, a gymnasium, and an outdoor pool that is open in the summer months, between mid-June and the end of August. A full range of programs are offered to families, youth, teens, adults and seniors. The staff provide half-day preschool care, and before and after school programming for youth.

An array of adult fitness classes are offered, including several types of aerobics, yoga, and martial arts. In addition, teen wellness (strength conditioning) classes are provided. Family programs include Parent and Child Craft Night (free for members and \$2 for non-members) and Kids Night Out. This is an overnight program at the YMCA facility for kids between 5 – 11 years old. This program is offered once a month at a cost of \$25 for one child and \$20 for each additional child.

Teen programs include the range of classes described above (Y Hang Time, Y Teen Night, Connections, etc.). In addition, the Southeast branch provides teens with the opportunity to join the Youth and Government program, which enables kids to participate in the YMCA youth legislature. The cost is \$235 for members. In addition, the branch offers Youth Leadership Service Trips, including eco retreats, outward bound, and spring break week in San Francisco working on a Habitat for Humanity project.

The Southeast branch offers the same youth sports programs described above, for children between the ages of 3 – 13. In addition, the Southeast and Mukilteo branches offer a one-week

summer sports camp for kids in grades 3 – 6. The cost is \$160/wk for members and \$185/wk for non-members. Each one week session is geared toward a different sport: tennis/golf, soccer, basketball, flag football, adventure sports, floor hockey, and baseball. In addition, all of the summer camps described above are available to Southeast branch participants.

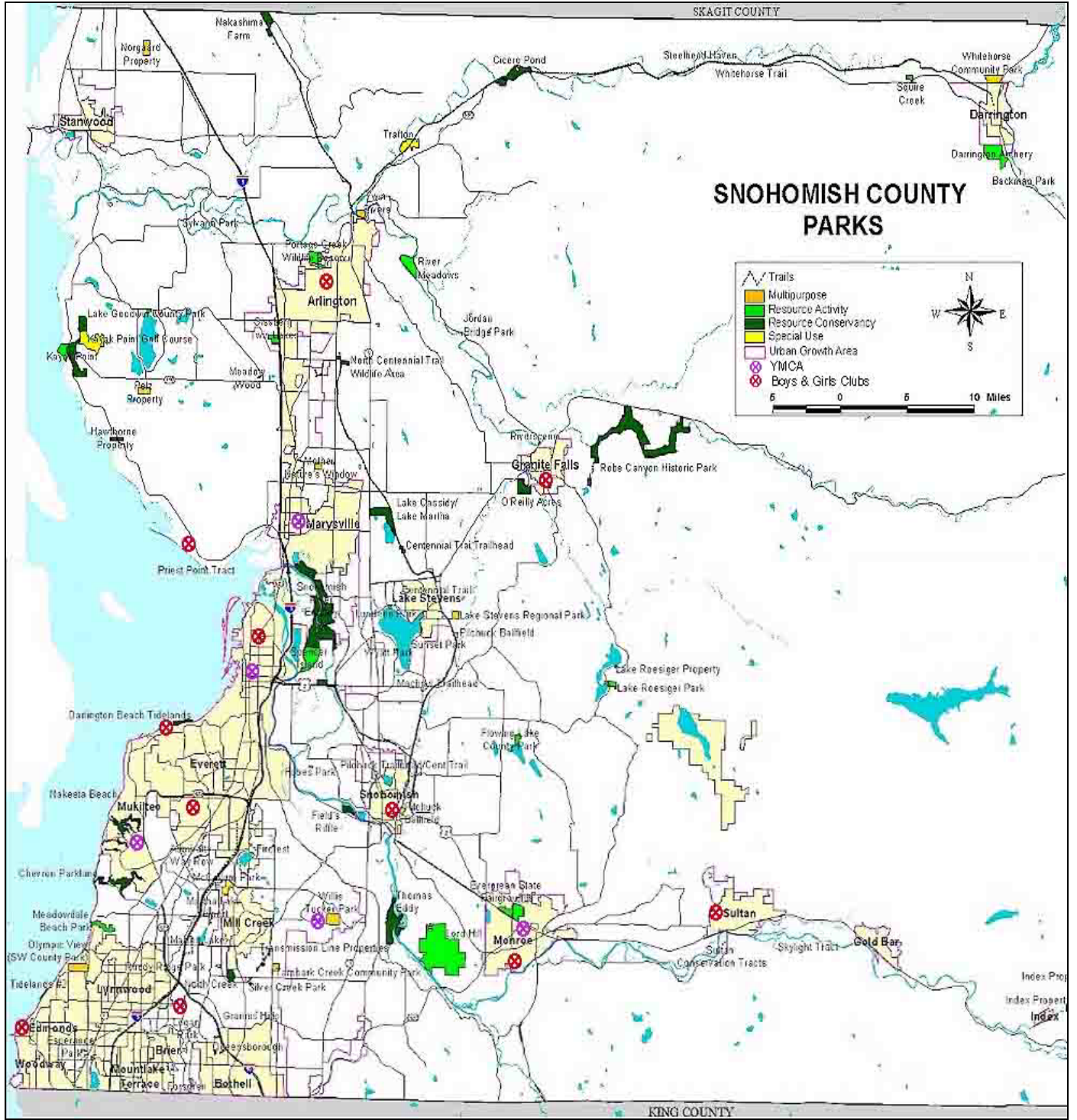
State Parks

The Washington State Parks has three parks in Snohomish County that provide camping. The largest camp ground is at Wenberg State Park, a 46-acre park on the shores of Lake Goodwin in the northwestern part of the county, approximately three miles east of the County's Kayak Point Park. There are forty five (45) camp sites at the park, another thirty (30) sites with utility hook ups, a boat launch, two kitchen shelters (one with electricity and one without), and three restrooms and three showers. Some camp sites are available year-round, with the peak season of May 15 through September 15.

Camano Island State Park is a 134-acre park, located on the eastern shore of Camano Island. Eight-eight (88) tent camp sites are available year-round. The park provides one kitchen shelter (no electricity), one picnic shelter, two boat ramps, two restrooms and two showers. A public 18-hole golf course is located near by on Camano Island.

Wallace Falls is a 4,735-acre park located two miles east of Gold Bar. The park has seven walk-in tent camp sites, with one restroom (no shower), two kitchen shelters (no electricity), and a boat ramp for the Skykomish River nearby. The camp sites are within close walking distance to the parking area.

The state does not offer yurts or cabins at any of its Snohomish County parks. In fact, the only locations where yurts and cabins are available in State parks are at Cape Disappointment, on the Long Beach Peninsula on the Washington Coast, and Battle Ground Lake near Vancouver, Washington. The department's web site indicates that they intend to install more yurts and cabins in the future.



Fee comparison

Research was conducted regarding the fees charged by several Snohomish County municipal park systems and the Washington State park campgrounds. The following summary examines fees charged for different types of recreation programs and for facility rentals, as well the fees for several types of camping experiences (camp sites, yurts, and cabins) in State parks.

Recreation Program and Facility Rental Fees

Tables 17 and 18 compare Snohomish County fees with five cities (Edmonds, Everett, Lynnwood, Mill Creek, and Mountlake Terrace). The comparison includes eight different types of fees (pool admission, pool rental, swimming lessons, pool punch card, three month pool pass, room rentals, picnic shelters, and athletic fees for sports leagues). As the following two tables indicate, many cities have a two tiered fee structure, providing a discount for local residents.

The fees charged by Snohomish County for pool admission are similar to other public pools in the county. Admission fees for adults range from \$2.25 in Everett to \$3.50 in Edmonds. Adult admission at the County's McCollum Park pool is \$2.50. There is a difference in admission fee structure, however. Most other pools offer discounts for seniors and youth. Lynnwood does not charge for children under three years of age. The fees charged by all pools for pool rentals are variable, depending on the number of participants in a party. Snohomish County has the lowest rates among public pools for parties with up to fifty individuals (\$70 per hour), while Mountlake Terrace has the highest rates for an hours rental for a party of fifty (\$150 for a resident and \$170 for a non-resident). For larger parties, up to two hundred participants, the rental fees charged at McCollum Pool are more comparable with other pools. The swimming lesson fees are also comparable, although several other pools offer multiple swim lesson packages with different durations (i.e., 7, 8, 9, or 10 lessons). The lessons at the Snohomish County pool last for ten sessions. All of the public pools offer a ten-use punch card. The County's \$20 fee for the punch card is at the low end of the range. In addition, several other pools offer discounts for seniors and youth. Three of the four public pools surveyed offer a three month pass. The County does not.

The County does not currently have a room rental charge because it has no facility to rent to the public. However, later this year the Willis Tucker Community Activity Center will be constructed. Other comparable room rental fees surveyed for this study range from \$30 - \$50 per hour, depending on the size of the group. There are also additional charges for a "party package" that includes decorations, music, etc.

Few of the cities surveyed offer picnic shelter rentals. Only Edmonds and Everett rent picnic shelters. The county's rates for picnic shelters are somewhat higher than the other two jurisdictions.

Several of the cities charge a registration fee for adult team sports. Team fees for adult leagues range from \$200 - \$550 per team. For example, the per team fee for spring adult softball ranges from \$480 in Lynnwood to \$550 in Edmonds and Mountlake Terrace. Adult volleyball team fees are \$200 in Edmonds and \$275 in Mountlake Terrace.

Table 17
Comparison of Selected Recreation Fees
--SNOHOMISH COUNTY/EDMONDS/EVERETT--
(December 2003)

Fee Description	Snohomish County	Edmonds	Everett
Pool Admission	(Outdoor Pool)	(Outdoor Pool)	
Adult	\$2.50	\$3.50	\$2.25
Youth	\$2.50	\$3.00	\$1.75
Senior	\$2.50	\$3.00	\$1.75
Family	\$6.00	\$9.50	\$5.50
Under 3			
Pool Rental	\$70/hr., 1-50 guests \$115/hr., 51-100 guests \$160/hr., 101-150 guests \$200/hr., 151-200 guests	\$105/hr., 1-49 guests \$120/hr., 50-99 guests \$135/hr., 100-150 guests	\$75/hr., 1-50 guests \$100/hr., 51-75 guests \$125/hr., 76-100 guests \$150/hr., 101-125 guests
Swimming Lessons	\$35/10 lessons	\$40/8 lessons \$100 swim team \$90 dive team \$105 lifeguard lessons \$28/4 sessions swim team conditioning	\$22/8 lessons \$24.75/9 lessons \$27.50/10 lessons \$31-\$52/Adult classes
Pool Punch Card (per 10 admissions)	\$20	Adults \$30 Youth \$25 Senior \$25 Family \$84	Adults \$22.50 (NR), \$15.00 (Res) Youth \$17.50 (NR), \$12.00 (Res) Senior \$17.50 (NR), \$12.00 (Res) Family \$55.00 (NR), \$34.00 (Res)
Three-Month Pass		Adults \$120 Youth \$96 Senior \$96 Family \$222	
Room Rentals		??, Plaza room (w/ kitchen) ??, Anderson Center ??, Community Club House \$25/hr., gym (2hr. min.)	\$20/day, 3 rooms from 720-1,000 square feet \$51-\$86/hr., 3 halls w/ capacity of 100 - 300

CHAPTER FIVE

Fee Description	Snohomish County	Edmonds	Everett
Picnic Shelters	<u>Kayak Point</u> \$40/day for small shelter \$115/day for 1-75, large shelter \$130/day for 76-100 \$160/day for 101-125 \$185/day for 126-150 \$210/day for 151-175 \$240/day for 176-200 <u>Flowing Lake, Squire Creek, Machias, Martha Lake, McCollum, Meadowdale, Lundeen, River Meadows</u> \$40/day small shelter \$40/day for 1-25, large shelter \$60/day for 26-50 \$80/day for 51-75 \$110/day for 76-100 \$130/day for 101-125	\$75/day, picnic shelter \$50/day, gazebo	<u>Camp Patterson</u> \$96/day for 1-100, \$102 (NR) \$122/day for 101-200, \$127 (NR) \$147/day for 201+, \$152 (NR) <u>Forest, Legion, Kasch, Langus Parks</u> \$46/day for 1-100, \$51 (NR) \$71/day for 101-200, \$76 (NR) \$96/day for 201+, \$102 (NR) <u>Hauge & Silver Lake Beach</u> \$46/day for 1-50, \$51 (NR)
Athletic Fees	\$5/hr., youth leagues (softball/baseball/soccer) \$10/hr., adult leagues	\$550/team, Spring, adult softball \$440/team, adult basketball \$200/team, adult volleyball	???

Table 18
Comparison of Selected Recreation Fees
--LYNNWOOD/MILL CREEK/MOUNTLAKE TERRACE--
(December 2003)

Fee Description	Lynnwood	Mill Creek	Mountlake Terrace
Pool Admission Adult Youth Senior Family Under 3	\$2.75 (Res) \$2.50 (NR) \$1.75 (Res) \$2.00 (NR) \$1.75 (Res) \$2.00 (NR) \$6.50 (Res) \$7.25 (NR) Free	Mill Creek Swim Club (private) \$5 guest fee <u>Annual Membership</u> Adult \$33 join fee, \$33 monthly Senior \$33 join fee, \$33 monthly Family \$49 join fee, \$49 monthly <u>Monthly Membership</u> Adult \$43.50 join fee, \$43.50 monthly Senior \$38 join fee, \$38 monthly Family \$65 join fee, \$65 monthly	\$3.00 (Res) \$3.50 (NR) \$2.00 (Res) \$2.50 (NR) \$2.50 (Res) \$3.00 (NR) \$10 (Res) \$12 (NR)
Pool Rental	\$82/hr. up to 100 guests \$94/hr. 101-160 guests	\$65/hr., 1-20 guests, shared pool \$85/hr., 1-25 guests, exclusive rental \$105/hr., 26-50 guests, exclusive rental	\$150/hr., (Res) 1-50 guests \$170/hr., (NR) 1-50 guests \$175/hr., (Res) 51-120 guests \$195/hr., (NR) 51-120 guests \$200/hr., (Res) 120 - 200 guests \$220/hr., (NR) 120 - 200 guests Half pool rates available, up to 40 guests
Swimming Lessons	\$22.75/7 lessons \$24/8 lessons \$29.25/9 lessons \$32.50/10 lessons	\$42/10 lessons for member \$60/10 lessons for non-member \$40/Adult classes (Res) 8 wk \$46/Adult classes (NR) 8 wk	\$34/7 lessons \$37 (NR) \$38/8 lessons \$42 (NR) \$43/9 lessons \$48 (NR) \$48/10 lessons \$53 (NR) \$30 - \$50/Adult classes
Pool Punch Card (per 10 admissions)	Adults \$25.50 (NR), \$22.50 (Res) Youth \$16.50 (NR), \$14.00 (Res) Senior \$16.50 (NR), \$14.00 (Res) Under 3 - Free		\$18 (Res), \$25 (NR)

CHAPTER FIVE

Fee Description	Lynnwood	Mill Creek	Mountlake Terrace
Three-Month Pass	Adults \$105 (NR), \$91.50 (Res) Youth \$75.00 (NR), \$60.50 (Res) Senior \$75.00 (NR), \$60.50 (Res) Family \$170 (NR), \$150 (Res) Under 3 – Free		Monthly Pass \$40 (Res), \$45 (NR) Senior \$30 (Res), \$35 (NR)
Room Rentals	\$22/hr. for max 35, \$28 (NR) \$38/hr. for max 70, \$44 (NR)		\$30/hr. for max 25, \$35 (NR) \$35/hr. for max 40, \$40 (NR) \$40/hr. for max 50, \$45 (NR) \$55-\$80, indoor party package \$110-\$170, dance party \$40/hr., adult gym rental, \$30 youth \$450/day, gym rental
Picnic Shelters			
Athletic Fees	\$480/team, Spring/Summer, adult softball \$420/team, Fall, adult softball		\$550/team, Spring, adult softball \$500/team, Fall, adult basketball \$400/team, Summer, adult basketball \$275/team, adult volleyball

Camping Fees

The County’s fees for camp sites, yurts and cabins are comparable to the fees charged by state parks. Table 19 provides a comparison. Washington State Parks has a standardized fee schedule for all of its camp sites. Reservations for most state parks can be made on-line or via phone. Some state parks require reservations for camping. Camp site fees charged by Snohomish County are generally one dollar per night lower than the fees charged by the state. This may suggest an opportunity to increase the camping fees modestly, but without good utilization data this study could not analyze the level of demand for the camp sites at the four county parks. The County fees for yurt camping are roughly comparable to the fees charged by the state. The base fee for state yurts is \$35 for four individuals (\$5 dollars lower than the county base fee), but there is an additional \$4 per person charge for a fifth and sixth individual. Although yurt fees are comparable, the County could consider fee increases, given the strong demand for the Kayak Point yurts (described in Chapter 4), and the fact that there is no nearby competition.

**Table 19
Comparison of Camping Fees**

	<u>Snohomish County</u>	<u>Wenbergl State Park</u>	<u>Camano Island State Park</u>	<u>Wallace Falls State Park</u>	<u>State Yurts, Cabins and Platform Tents</u>
Camp Sites	\$14 standard \$20 w/ utility \$6 for extra tent \$20 group (\$2/per) \$6 primitive 50 % discount for seniors and disabled \$5 dump fee for non-campers	\$15 standard \$21 w/ utility \$10 primitive \$10 2 nd vehicle \$5 dump stations	\$15 standard \$21 w/ utility \$10 primitive \$10/2 nd vehicle \$5 dump stations	\$15 standard \$21 w/ utility \$10 primitive \$10/2 nd vehicle \$5 dump stations	
Cabins	\$40 regular/5 person \$45 w/ deck \$60 w/ RV parking \$10 off-season discount	NA	NA	NA	\$35/4 person \$4/5 th & 6 th person
Yurts	\$40 regular/5 person \$45 w/ deck \$60 w/ RV parking \$10 off-season discount	NA	NA	NA	\$35/4 person. \$4/5 th & 6 th person

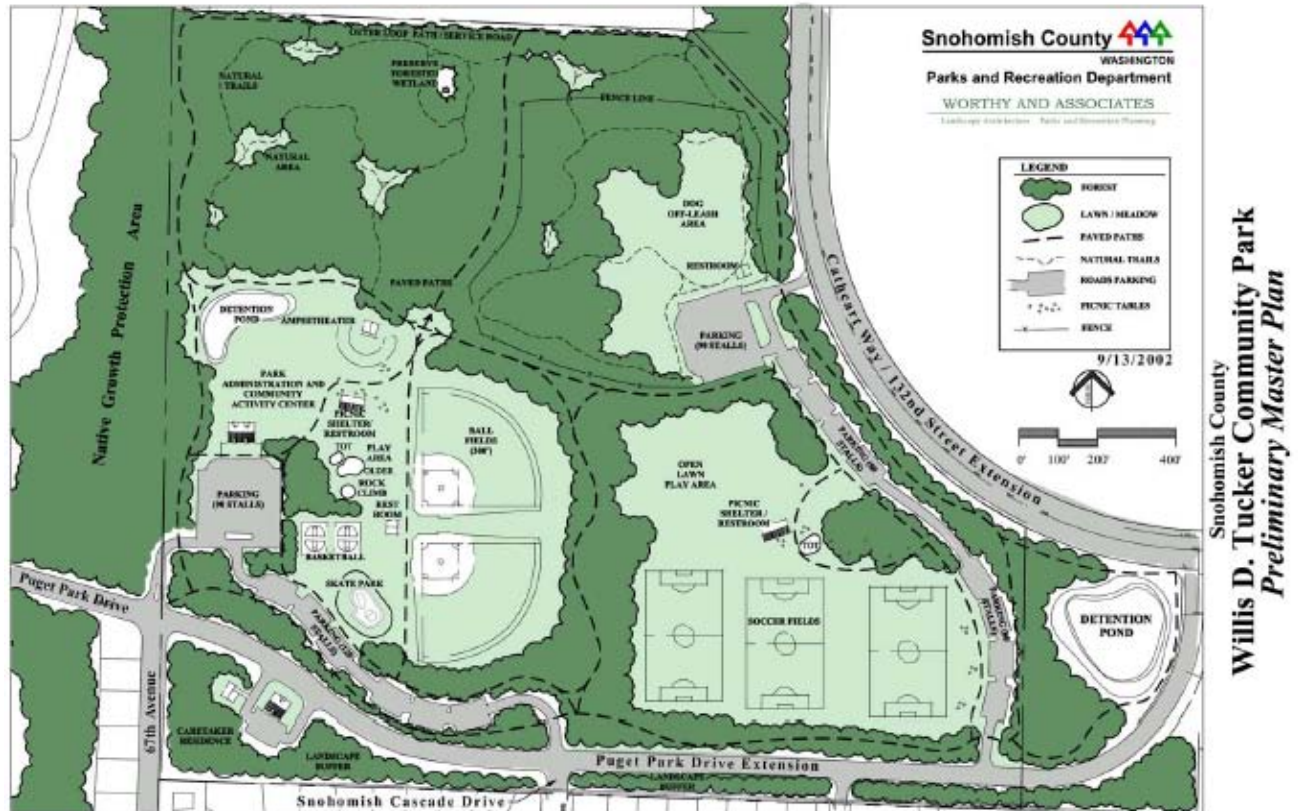
NOTE: Washington State Parks does not offer yurts, cabins or platform tent camping in Snohomish County. The State provides yurts at Cape Disappointment in Ilwaco, cabins at Cape Disappointment and Battle Ground Lake, and platform camping at Dosewallips State Park.

CHAPTER 6

Programming for New Community Activity Center at Willis Tucker Park

Introduction

In 2000 the Snohomish County Parks Department purchased nearly 84 acres of land just east of Mill Creek for the purpose of building a regional park. Construction of the park will occur in phases, with the first phase scheduled to begin this year. The first phase of construction will include two baseball fields, a skateboard park, trails, a new park administration building and community activity center. The activity center will contain a multi-purpose room that can be used for recreation programming and community uses.



One of the goals for this study was to suggest programming ideas for the new community activity center. The primary source of information used to develop those recommendations was a survey of 2,000 households adjacent to Willis Tucker Park. A two page survey form was prepared and distributed to homes in the area. The survey was printed in the form of a self-mailer, allowing participants to complete the form at their convenience and return it to the county via mail. A detailed survey report is included in Appendix 3. A summary of that report is described in this chapter.

This survey was distributed to 2,000 residents within five miles of the new Community Activity Center. Approximately 240 individuals, or twelve percent (12%), responded to the survey, which indicates a strong level of interest. Of those who responded 91% were interested in at least one suggested class or activity at the Center.

Summary of Community Survey

Survey Responses

The large majority of respondents (89%) were from households with two adults, have at least one child in the household (73%), and were between the ages of 30 – 49 (76%). In other words, it was a large sample of relatively young families. The respondents also tended to have lived in Snohomish County for more than five years (61%).

Use of the Snohomish County Park System

Respondents tended to be frequent users of the park system, with eighty-eight percent (88%) having visited a park in the last twelve months and ninety percent (90%) saying they had engaged in at least one activity at a park. Of the eighty-eight percent (88%) of respondents who had visited at least one park in the last twelve months, sixty-five (65%) had visited three or more different parks during that time period.

Those who responded to the survey are primarily engaged in unstructured recreational activities, with the most frequently reported activities being walking or hiking (67%) and swimming (58%). Fifty-one percent (51%) of park visitors used parks for picnicking, with only ten percent (10%) having rented a picnic shelter. Many individuals are also engaged in structured or fee based recreational activities, with swimming or lessons at McCollum Pool cited most frequently as a paid activity. Of the fifty-eight percent (58%) of park visitors who reported swimming as an activity, seventy-two percent (72%) of them went swimming at McCollum Pool and twenty six percent (26%) took swim lessons at the Pool. Forty-three percent (43%) of respondents played sports, with sixty percent (60%) playing golf and sixty-one percent (61%) using the sports fields. Nineteen percent (19%) used the parks for camping, with eighty-one percent (81%) of those using an overnight camping spot, seventeen percent (17%) renting a cabin and ten percent (10%) renting a yurt. Thirteen percent (13%) of respondents enrolled in Snohomish County summer camp programs. Three percent (3%) purchased a monthly parking pass.

Recreation activities tend to vary somewhat among the parks. For example, walking or hiking was the most frequently cited activity by those who had visited McCollum Pioneer Park, Kayak Point Park, Snohomish River Estuary, Lord Hill Park and the Pilchuck Conservation Area. Swimming was the most frequently cited activity at Flowing Lake Park, with walking or hiking a close second. Picnicking, swimming and walking or hiking were the most frequently cited activities at Martha Lake.

Most people responding to the survey are likely to visit parks within a one to ten mile radius of their residence, with the most frequently visited parks within five miles of the area surveyed.

When asked how far they were likely to travel to participate in a park program, twenty-five percent (25%) of respondents were willing to travel one to five miles and forty-one percent (41%) were willing to travel six to ten miles. This survey was conducted within a five mile radius of the site of Willis Tucker Park and Community Activity Center. When asked to identify which of seventeen, or any other Snohomish County parks they had visited within the last twelve months the most frequently identified parks were within a ten mile radius of Willis Tucker Park. Three of the parks that were visited by more than forty-five percent (45%) of the respondents (McCollum Pool, Martha Lake and McCollum Pioneer Park) are within approximately five miles of Willis Tucker. The only other park visited by forty-five percent (45%) of the respondents (Centennial Trail) is within ten miles of Willis Tucker.

Programming Interests at Willis Tucker Community Activity Center

Households interested in adult and family programs appear to be a key market for the Community Activity Center. Half of the respondents (50%) are most interested in adult and family programs. In particular the survey suggests that nearby residents are most interested in arts and crafts (57%), health and wellness (55%), and home and garden (54%) classes. These three topic areas seemed to appeal to respondents in most age group categories. Performing arts classes rise to the top three areas of interest for children in grades 4-6 and 7-8, teens and seniors. Fine arts classes are among the top three topics of interest for children in grades 7-8.

There is also a strong interest in programs for children. Seventy-nine percent (79%) of respondents who are interested in adult and family programs come from households with children and they are also very interested in programs for children in grades K-3 (47%), pre-school programs (45%), teen programs (41%), grades 4-6 programs (35%) and grades 7-8 programs (27%).

Survey respondents are also interested in using the Community Activity Center for more than recreation classes. Twenty-nine percent (29%) who expressed an interest in activities at the Community Activity Center were very interested in birthday party or other rentals. Twenty-three percent (23%) were interested in community meeting space and eighteen percent (18%) in trips and tours. These respondents seem to be quite interested in using the center for multiple purposes. For example, sixty-one percent (61%) of those very interested in birthday or other party rentals were also very interested in adult and family programs, as were seventy-five percent (75%) of those very interested in community meeting space and sixty-four percent (64%) of those very interested in trips and tours.

Communication

The survey asked residents how they would like to receive information about parks programs. Respondents would prefer to receive information on programs from a mailed or hand delivered brochure or, as a second choice, by e-mail. They are also very interested in getting ongoing information about park programs, with seventy-eight percent (78%) volunteering to provide contact information to get on the Parks Department mailing list.

CHAPTER 7

Marketing and Outreach Plan

Introduction

Faced with the challenge of increasing demand for park services and relatively flat revenues for those services, the Parks Department is now investigating the possibility of developing partnerships with the private sector to find sources of in-kind or revenue support; promote and expand programs and facilities; and reach a broader audience.



This proposed Marketing and Outreach Plan requires a long-term commitment to promote and market Snohomish County parks and programs. It will require on-going support from the County Executive, County Council, dedicated staff and long-term planning with goals and objectives clearly defined. Implementation of this plan will require “thinking differently,” with the understanding that additional financial and staff resources will be required to generate new departmental revenues (as demonstrated by Snohomish County cities with dedicated marketing resources and staff – described in Chapter 5).

Given the limited resources currently available within the department, the plan recommends a phased, six-step process to set the stage for developing relationships with the private sector and positioning the Snohomish County Parks Department as a viable business partner, and incrementally initiating marketing and outreach programs. Each phase is intended to build upon the work completed in the previous phase.

The six phases are presented in chronological order. This is a process that could take five to ten years to complete, and represents a substantial financial and policy commitment from the County. However, there are several steps that can be taken in the short-term, with minimal capital outlay, that will help advance the Parks Department position.

Each of the phases is presented in outline form. The strategies in each phase are described briefly, and provide a sense of the recommended direction for future staff work. In each phase, however, a detailed plan for a particularly promising strategy is presented to illustrate the steps that need to be taken to carry out the strategy. These more detailed descriptions are presented as a template for developing additional marketing strategies.

Goals and Objectives

As mentioned above, the department's marketing plan must be based on a clear set of goals and objectives. Future actions can be evaluated against the goals and objectives to make sure they are consistent with the original intent and purpose of the marketing plan. The goals are broad statements of purpose. They are meant to answer the question, "What are we trying to achieve?" The objectives are tactical statements. They begin to describe, at a general level, "how" to achieve the goals and what the expected outcomes should be.

Goals

- Increase awareness and enhance the image of Snohomish County parks
- Develop a solid foundation of information upon which marketing decisions can be based
- Increase the number of users of Snohomish County parks and recreation programs
- Utilize existing park activities and programs to generate additional net revenue
- Develop new revenue generating opportunities

Objectives

- Develop marketing materials for existing revenue generating programs
- Develop a data base of program and facility users and a profile of those users
- Develop partnerships with private sector interests
- Develop community outreach strategies and materials
- Work cooperatively with Kayak Point Golf Course and Evergreen State Fair to promote parks and recreation programs
- Develop business-to-business relationships with other Snohomish County entities, including private sector, governmental and nonprofit

Phase I : Increase Awareness and Enhance Image of Snohomish County Parks

Introduction and Rationale

"Many citizens do not have a clear understanding of who Snohomish County Parks is, which parks are owned and managed by the county and what programs the county provides." (2001 Snohomish County Comprehensive Plan).

Snohomish County Parks is suffering from the lack of a clear identity, as the quote from the 2001 Comprehensive Parks Plan illustrates. Citizens, and one can assume, business leaders, do not know very much about the Snohomish County parks system – what services are offered, who is served, how many parks are in the system or where they are located.

The Department has a wonderful story to tell. It is the steward for a variety of parklands that offer unique and amazing recreational opportunities. The developed parks in its systems are well maintained and staffed by knowledgeable rangers and other personnel who enhance the park experience. The parks offer priceless views of mountain ranges, pristine lakes and Puget Sound; visitors can stand amid old growth forests, camp where Native Americans converged ages ago, walk historical railroad lines, explore farmland and fields or paddle through an estuary teeming with wildlife.

Some of the recreation offerings and facilities, such as yurts and cabins, are unique and serve as models for other park systems. The department continues to show substantial foresight in acquiring land to preserve or to set aside for future park development as the population expands.

However, this story is not being told effectively. If Snohomish County Parks is unable to create a strong identity in the marketplace and present their “products” in a professional and appealing manner, corporate sponsors will be hard to attract. The department must ask itself a rhetorical question, “If Parks is unable to promote itself effectively, can potential partners expect to have their businesses promoted?” Additionally, if users are not aware that they are using a Snohomish County park facility or program, it reduces their willingness to support future expansions or new initiatives.

The first step in enhancing the image of the department is to establish and maintain a brand identity. In an era of fiscal belt tightening this is not always a high priority for governmental agencies. However, as part of an overall marketing plan it is essential. There are lower cost strategies for accomplishing branding, and they are discussed later on the following pages.

Leonhardt/Fitch, a division of Fitch-Worldwide, is a private design firm that specializes in brand identity. Some of their corporate clients include Microsoft, Nordstrom, Swatch, and Harley-Davidson. They offer this rationale for branding:

“A strong corporate identity is a core component of an effective marketing communication effort. A strong identity will reflect the brand personality and embody your brand positioning. Your identity should work as a graphic distillation of the brand’s purpose and personality and provide a starting point for future communication.” (Leonhardt/Fitch materials)

The design firm goes on to say that branding should also be closely tied to the development of all communication materials and mediums, creating common perceptions about style, purpose and identity of an organization.

“A strong identity can also form the foundation for developing an overall look and feel for communication materials. Defining a personal and practical system to guide the development of consistent communication typically involves utilizing a core corporate identity as a start point and

then building on that foundation by exploring and selecting a photographic or illustrative style, a family of type faces, a color palette and a copy style to be used across all key applications.”

A strong central identity and a set of guidelines to govern the development of diverse materials will empower consistent communications at every touch-point with your multiple audiences. Through consistency, each piece of communication will reinforce and support every other piece so each single investment in a communication tool is multiplied. ” (Leonhardt/Fitch materials)

Branding the Parks

Francis Pandolfi, Chief Operating Officer of the U.S. Forest Service, wrote an article in the late 1990s about the importance of branding government services. He said, “As federal agencies and others transition from providing outdoor recreation at no cost to the consumer to charging for access and services, we can expect to see many changes in the way we operate. Selling a product, even to an eager customer, is very different from giving it away.” At the heart of developing marketing strategies for government services is a concept that has traditionally been used by private businesses – establishing a brand identity that will create a positive image and loyalty among users.

Logo Use

The department should retain its current logo and use it as the primary branding device for park facilities and programs. There are several advantages to using the current logo. It is widely recognizable as the Snohomish County logo, it is already in use, which creates some level of brand awareness, and the cost to continue its use is low. However, a policy, and a standards manual (See below), should be created to use only one logo in a consistent manner. Right now, there are at least three different versions: the “three trees” with no text (See “Discover Snohomish County Parks” brochure), the “three trees” with Snohomish County Parks and Recreation as accompanying text (See “Volunteers make a Difference” brochure), and the “three trees” with Snohomish County as the text (See Centennial Trail Brochure). There is also inconsistent use of color and black versions (sometimes the all black version has a gray screen). One version should be selected and used consistently on all materials.

When revenues allow, the department should conduct an analysis of the logo that it uses. When this analysis is conducted the department should ask itself a number of questions: Does the “three tree” logo of Snohomish County work for the Parks Department? Is it dated? Would a new approach, which could act as an “umbrella” logo for Parks, the Golf Course and the Fairgrounds, be more effective and convey the image the department wishes to project? Would it be wise to establish a logo that is different than the county logo? What are the costs to implement a new logo? If a decision is made to explore a new logo it may well be possible to work with a professional design team on a reduced fee basis, as a way to lower the cost of changing to a new logo.

The current logo has been used for many years and a fresh, more contemporary approach should be considered within the next several years. Additionally, its use by other county department makes it difficult to differentiate parks from other county services. Other park systems, such as Seattle and King County, have a distinct logo that sets those departments apart.

Standards Manual

Creation of a Standards Manual will be a helpful tool. This is a document that outlines the elements of the department's graphic identity. It is a "rule book" that is used by designers or anyone who creates materials for the department. This will help eliminate any ambiguity in the use of graphic elements and will establish a consistent look for all materials produced by the department – from brochures to outdoor signs. There are several elements that are addressed in a standard manual, including logo use, type faces, font sizes, paper stock, etc.

Implementation of Branding Effort

There are four major categories to consider when implementing the department brand: 1) environmental signage (i.e., entrance signs, information kiosks, regulatory signs, camp site markers, picnic shelters, other structures, yurts, cabins, trail markers, Fair grounds, Kayak Point golf course); 2) printed materials (brochures, flyers, inserts, advertising), 3) web site; and 4) communication tools (e-mail, faxes, etc.)

1. ENVIRONMENTAL SIGNAGE

Park Entrance Signs

Signs present a great opportunity to convey to the public an image that the department wants to project. If the sign is obscured by vegetation, or positioned parallel to a roadway it may go unnoticed. If the sign does not say "Snohomish County Park Department" the ownership of the park or facility is left to the imagination of the visitor. If the sign does not convey what is offered at a particular park, the department is missing the opportunity to promote its programs and amenities.

For example, the main sign at McCollum Park does not mention that there is a swimming pool or a BMX track in the park. At Kayak Point Park, the entrance sign is set back from the roadway and is easily missed. The entrance road has only a "dead end" sign and there is no indication of the recreational opportunities that lie within this stunning park. Visitors have to wonder if they're on the right road. Nothing invites them into the park.

The following actions should be taken to improve park entry signs:

- Signage at all parks should feature the Snohomish County logo prominently
- Need consistent architectural design throughout park system
- Placement of signs should be highly visible from roadways
- Activities in each park should be promoted on the entrance sign (symbols work well; use the ones featured on the Parks brochure)
- Design of the Willis Tucker Community Activity Center project should include the design of a park sign that can be used as the standard for all new signs. Old signs can be phased out gradually, as funds permit

Information Kiosks

The kiosks in many parks represent an excellent opportunity to implement branding and marketing strategies. Throughout the current park system, the information kiosks do not contain materials that identify the park as being part of the Snohomish County System. For example, the Kayak Point Park kiosk featured some brochures, but none of them contained the Snohomish County Parks' logo.

(See Appendix 4 for a kiosk marketing plan).

Regulatory Signs

Since each park has a number of regulatory signs, this provides many opportunities to reinforce the Snohomish County Parks' brand. Signs should always adhere to standards manual guidelines. All signs should feature the park's logo. No generic signs should be used.

Camp Site Markers

These markers provide an additional opportunity to create an additional reminder that a visitor is in a Snohomish County Park. Inexpensive metal tags could be produced and added to each campsite marker throughout the system.

Picnic Shelters

Again, there is an opportunity to reinforce the brand. Depending on the budget, a number of options are available to use the picnic shelters as identifiers.

- Place small, metal logo on shelter or on picnic table
- Add banners to the outside of shelters that say "Welcome to Snohomish County Parks"

Yurts and Cabins

Use these properties to brand the park system and promote other camping opportunities within the Park System.

- Place welcome/logo inside or outside the yurts and cabins
- Provide permanent wall guide or map detailing other camping opportunities in park system

Trails

Hundreds of thousands of people use the Interurban and Centennial Trail systems each year. Snohomish County logos should be placed at all trailheads and on markers along the trails. Expand this project to include other trails in the system.

- Place logo on mile markers along trails and at trail heads

Fair Grounds & Golf Course

- Establish link to Snohomish County Park System

Interpretive Center

- At McCollum Park the department has created a partnership with the Adopt-a-Stream Foundation. The Foundation leases space at the park and operates an interpretive center that includes a variety of environmental programming and a small store. Snohomish County Parks should establish more of a presence at the center with signs, displays, or banners. Currently it is difficult to tell if there is any affiliation with Snohomish County Parks.



McCollum Pool

The pool is one of the most intensively used park facilities in the entire system. It represents an excellent branding opportunity and can be used to promote other activities in the park system.

- Appropriate signage in lobby and changing rooms
- Provide wall guide or map detailing other recreation opportunities in park system

2. PRINTED MATERIALS

As mentioned earlier, development of a Standards Manual will help establish a consistent graphic identity for the department. All printed materials should have a consistent look and feel, including:

- Recreation Guide
- Brochures
- Flyers
- Business Papers (letterhead, envelopes, business cards)
- Banners and miscellaneous printed materials

The brochures promoting the Centennial Trail, Recreation Trails and the Interurban Trail are good examples of materials that have a consistent look and feel. As a series, they are attractive and easy to read. They have similar design elements (headlines, borders, type size and font and paper stock.) When they are reprinted, consider sight modifications, such as adding the parks' logo to the front of the brochure and updating the logo on the back.

3. WEB SITE

The current web site is intuitive and easy to navigate. It provides information about all parks within the system. (Icons could be added to each park page so visitors know at a glance what amenities the park has to offer.) The home page does a good job of promoting income-generating activities: gift certificates, rentals, parking passes, etc. The online purchase feature for annual passes and gift certificates is an excellent addition to the web site. The picnic shelter rentals should also be promoted on the home page. As construction of the Willis Tucker Park Community Activity Center nears completion, the rental of that space should also be promoted.

The web site design should complement all other communication tools. The graphic elements used on the web site should be consistent with the recommendations outlined in the Standards Manual. The current home page graphics, particularly the “Parks” heading at the top of the page, are attractive, but inconsistent with other printed materials. If the department continues to use the “three tree” logo, it should be the primary graphic identifier.

The web site should also be used for timely news releases, and information about seasonal programming, such as spring and summer recreation programs (with online registration), the latest in swimming lesson information, Evergreen State Fair activities, golf course promotions, etc. (See the discussion in Phase II of the Marketing and Outreach Plan regarding use of the web site to provide detailed information about the recreation program offerings.) The web site could also be used to provide status reports on the construction or renovation of parks (i.e., the Willis Tucker Park and Community Activity Center).

4. COMMUNICATION TOOLS

All written communication materials used by the department should have the same appearance. This helps to reinforce the brand identity that is being used in public places throughout the park system. Stationary, fax cover sheets, business cards, and all printed business communication papers should have the same logo and layout.

In addition, all e-mails should include text at the bottom of every message sent by the department staff that says “Snohomish County Parks,” and includes the staff member’s phone numbers and web site. A template can be developed that all staff can use that includes the departmental logo and contact information. As with written communication, every electronic interaction with the department should also reinforce the brand identity.

Voice mail standards should also be developed. There should be a standard departmental identifier on voice mail messages.

Phase II: Data Base Development; User Profiles and Targeted Mailing Lists

A successful marketing plan, as mentioned at the beginning of Chapter 4, is based on a thorough understanding of current users of a product or service, how those users feel about their interaction

with the product or service, and suggestions they may have for improvements. The information must be collected and stored in such a manner that it can be easily analyzed by program and facility managers. Success is also dependent upon the ability to reach likely users with information about the product or service.

Snohomish County Parks has begun to collect data about some of its recreation program and facility users, but methods of data collection are inconsistent, and the data is not stored in a way that is easy to retrieve or to analyze. For example, for this report there is good data on the residence of recreation program users, but not of the characteristics of those users. There is good data on the frequency of use of the yurts at Kayak Point, but very little or no information about who is renting those yurts or their interests in additional services. There is no data available on the frequency of use and characteristics of those using camp sites and cabins, or renting shelters. There is good data regarding the interests of those families that live near Willis Tucker Park, based on a survey completed specifically for this report. There is also very limited data from the evaluations of recreation program activities. That data was not used for this report.

There are numerous ways to collect information about park users, including improvements to methods already being used by the department. Several low cost approaches are described below. In addition, by improving its mailing lists the county can improve its efforts to target marketing activities toward residents that are most likely to use county park facilities and recreation programs.

This phase of the Marketing and Outreach Plan is as important as the first phase. The County should consider implementing Phase II at the same time it implements the recommendations described in Phase I. The recommendations described below recognize that resources are limited for these activities. However, by modifying current practices these actions can be achieved with little or no increase in resources, and will improve the marketing for the spring and summer recreation programs and revenue generating opportunities, including rental of department facilities.

User Profiles

The department currently collects information about park facility and program users from several sources: recreation program registrations; evaluations of those recreation programs; and registration information for camp sites, yurts and cabins. However, as mentioned above, it is difficult to retrieve or analyze that data electronically from a data base. All registration information should be entered on a data base that includes the following information about every registrant: name, mailing address (including zip code), e-mail address, age, sex, recreation program (i.e., specific class offering) or facility rented (i.e., camp sites, yurts, cabins, shelters, and Community activity center - when complete), and date of use. Providing this information on a data base would allow staff to analyze where users for each facility and program come from and they would have useful information about the users' age and sex. Data entry could be completed by existing staff, volunteers, interns, or contract labor.

Program and facility evaluation forms provide another type of information that is useful in marketing efforts. It describes the level of satisfaction with the program and can provide helpful suggestions about ways to improve the current service or new services to offer. Evaluations should be collected from as many participants as possible. Currently recreation program evaluations are collected from a

small fraction of program participants, and the large majority of those collected are from swimming lesson participants. (Evaluations are not collected from those who rent/use Snohomish County park facilities.)

The current evaluation forms ask a number of open ended questions that make data entry and subsequent analysis challenging. Appendix 4 provides two sample evaluation forms, one for facility rental and use (camp sites, yurts, cabins, picnic shelters, pool, Willis Tuck Community Activity Center, and ball fields), and the other for program activities (spring and summer recreation programs and swimming lessons). Most questions are asked in a multiple choice format, making it easier to analyze responses. It is recommended that these forms should be provided to all recreation program users, and everyone who rents a park facility. The forms are designed as a self mailer so that participants can either fill them out at the site (i.e., at the end of the recreation program) or return them via mail at a later date.

There are other relatively low-cost methods for collecting data from park users that could be utilized by the department. For example, an online survey could be developed for the department's web site. Visitors to the web site could be asked to answer several questions about the parks they visit, the frequency of their use, their reactions to the services provided, and suggestions for potential improvements. Basic information about the survey participant, such as zip code, age, sex, e-mail address (optional), should also be requested. As with the hard copy evaluation form, questions should be asked in a multiple choice format, where appropriate. Creation of the survey form and retrieval of data can be done by departmental staff. Initially, an incentive could be offered to web site visitors to complete the survey (i.e., a free off-season night at a yurt, a discount at Kayak Point Golf Course, or a discount entry into the Evergreen Fair).

Additionally, survey forms similar to the evaluation forms can be distributed and collected at park sites periodically by park staff or volunteers. This would enable the department to collect data at sites that experience high levels of use (i.e., Centennial Trail, Lundeen Park, Martha Lake Park, etc.).

Develop Mailing Lists

Development of a high quality mailing list should be one of the cornerstones for improving Snohomish County Parks' marketing efforts. This would enable the department to target limited resources on two groups that have a high probability of using park programs and facilities: past users and residents in close proximity to a facility or program offering. The department currently keeps a list of recreation program participants from the previous calendar year, but that list is not always used to distribute information about recreation programs. (In 2003 the mailing list was not used because of budget constraints.) There is no mailing list for individuals who rent park facilities.

For recreation programs, as mentioned in Chapter 3, currently approximately 35,000 brochures are dropped off at elementary schools throughout the county to promote the summer recreation program. It is hoped that school administrators and teachers distribute those brochures to students, and that the students take them home and review them with their parents. This is an inefficient way to conduct marketing. It can be fairly assumed that a large number of brochures are never seen by parents and that a great many brochures go to homes that have little or no interest in the summer recreation programs offered by the department.

All individuals who register for a recreation program or facility rental should be asked on the registration form if they would like to receive additional information about park programs and special offers. This information would then be used to develop the department's mailing list and e-mail distribution list. (Ideally, the department would have a mailing list for recreation programs and separate mailing lists for different types of facility rentals.) The lists should be kept on a two year "rolling" basis. In other words, the mailing list should include everyone who has participated in a recreation program or facility rental within the past two years.

In addition to using a mailing list of past users, the county could also secure mailing lists for residents that live nearby a recreation program or facility rental location. Based on the findings described in Chapters 4 and 6, county residents generally do not travel more than five to ten miles to participate in county recreation programs. Therefore, more targeted mailings would likely increase the effectiveness of marketing efforts.

The county could acquire mailing lists for residents that live in close proximity to recreation program or facility rental offerings. According to one mailing house (American List Counsel in Corte Madera, California), costs for purchasing targeted mailing lists are modest. For example, they charge a base rate of \$40 per 1,000 mailing labels. In addition, there is a charge of \$10/1,000 for every characteristic built into the label search (i.e., all homeowners, or a specific age range, or households with children of a certain age). For further illustration, American List Counsel was asked to identify the number of homeowners with children under age 16, within a ten mile radius of zip code 98208 (the location of McCollum Park and Pool). They estimated that 26,742 homeowners fit that description. Based on the rates described above, the cost would be approximately \$1,600 for the mailing labels. If the mailing were sent via bulk mail the cost for postage would be approximately \$3,400 (12.7 cents per piece). This does not include the cost of labor to fold materials or secure the labels.

Instead of printing 35,000 copies of the multi-page *H.Y.P.P.E. It Up* brochure, a much smaller, four-page brochure could be prepared by county staff as a mailer, and sent to past users and nearby residents. The small brochure could encourage residents to visit the county web site for more detailed information about the recreation programs. A much smaller number of large brochures could be printed. Those would be distributed on request to potential users, to high traffic locations (i.e., shopping malls), and to contractors who teach the recreation programs.

The funds currently used on advertising and recreation brochure production would be more effectively spent on development of a useable data base, creation of one or more mailing lists for past users, purchase of mailing list for nearby residents, and mailing costs for a targeted mailing.

Phase III: Develop Marketing Materials for Existing Revenue Generating Programs and Strategies to Increase Parks and Program Use

In Phase I, efforts are directed towards building a strong identity for the entire park system. Through signage and effective, consistent use of the department brand, Snohomish County Parks will have a renewed presence in the community. Phase II focuses on developing a database of users and mailing

lists so that marketing efforts can be targeted and cost effective. In Phase III, efforts should be focused on marketing the products the department has to offer.

There are two main approaches that could be taken during this phase. First, the department could launch an “image” campaign, where the park system as a whole is promoted to a mass audience. The second approach is a targeted effort that focuses on promoting specific “products” within the park system.

With the research that is completed in Phase II, the department will have a better idea of who is using park services and how to reach them. The data will also provide insights into the potential for financial success and growth for each offering. Given the department’s limited outreach budget, advertising and marketing efforts should be directed towards increasing growth in existing, already popular programs, rather than trying to build awareness of new programs or services, or the department as a whole.

Swimming lessons, facility rentals and recreational programs generate income for the department. Promoting these programs should be the highest priority initially. Over time, however, promoting the entire park system as a destination for residents outside of Snohomish County could have a positive economic impact on Snohomish County.

A partial review of existing departmental brochures and fliers was conducted for this study. (A more thorough analysis should be initiated by the department. Staff should determine what materials need to be updated and what materials need to be created.) Based on an initial review of the department’s current marketing materials, it is recommended that the department create a series of brochures that address revenue-generating opportunities. Several suggestions are provided below.

In addition to the creation of brochures, an outreach plan should also be developed. The plan should describe strategies for how these materials will be promoted, distributed and used, and which specific audiences should be targeted for marketing. A specific plan for marketing Kayak Point yurts is included as a template for other marketing and outreach efforts.

Marketing Materials

Brochure Series

Several brochures should be developed that target revenue generating facilities. The brochures could be stand alone pieces or inserts in other packages of materials (i.e., press kits, kits for potential sponsors, etc.).



- Overnight Camping – Include yurts, cabins, tent camping, campground hookup sites and Fairgrounds RV hookups. The brochure should include locations, services offered, nearby attractions, and attractive pictures. A separate rate sheet can be included, allowing the brochure to be useable even if rates change.

- Picnic Shelters and Meeting Spaces – Promote the use of facilities for different types of group functions.



- Water activities – Promote boat launches, swimming beaches, fishing, swimming pool, waterways for kayaking and canoeing. The goal should be to increase the use of parks that have boat launches, parking fees, or program fees.

- Special Interest Recreation - Develop a “donut format” brochure that provides the ability to insert cards for different special recreation services, including equestrian trails, BMX course, bird watching, mountain biking. This would enable the department to target special interest groups such as the Backcountry Bicycling Club of Seattle or horseback riding clubs by direct mail.



- Youth Camps – The creation of a brochure for youth camps would provide the department with marketing material that could be used throughout the year. Currently, the only marketing materials for youth recreation programs are distributed in the spring and summer when the programs are offered.

Recreation Guide

As described above in the Phase II recommendations, the department should change the way the *H.Y.P.P.E. It Up* brochure is produced and distributed. A smaller publication should be created, mailed to current system users, and targeted mailing lists that reach potential users in specific geographic areas should be purchased.

Flyers

The department currently uses flyers to promote individual parks (i.e., Robe Canyon). Many of these flyers are prepared by department staff and are low-cost to produce. Additional park flyers should be prepared that can be used in locations where flyers are distributed (including information kiosks – see Appendix 4), or supplied to specific interest groups. For example, flyers can be created that promote

the BMX bike track facility and pool at McCollum Park and sent to bike groups throughout the region. A flyer promoting the parks with equestrian trails can be used to generate additional interest among horseback riding groups. A flyer targeting bird watchers can be developed and sent to Audubon members. These flyers could also include information about yurt, cabin and camp site rentals.

Develop Marketing Plan

When a decision is made to update existing or create new marketing materials, the department should also determine how the materials will be used. A marketing plan should be developed for every outreach effort. This will help determine goals, a timeline and specific needs for the outreach.

An example of a marketing plan has been created to promote increased use of the Kayak Point yurts. This template can be used for developing strategies to promote other programs and services within the park system. This specific plan is based on a public relations-type approach, using “free” media. However, if there were advertising dollars available, a detailed advertising plan should also be included.

(See the Draft Marketing Plan for Increasing Awareness and Bookings at Kayak Point Yurts in Appendix 5.)

Develop Plan for Distribution

Marketing efforts should be targeted at special interest groups who would likely use existing facilities and programs (i.e., bike clubs, boating clubs, equestrians, youth groups, church groups, birding groups, etc.).

Promotion could include: direct mail, print, press releases, feature stories, event listings, and other “free” media. Some examples of specific strategies are included in the Draft Marketing Plan for Increasing Awareness and Bookings at Kayak Point Yurts in Appendix 5.

Plans for distribution of outreach materials should be developed with an accompanying initiative to track the effectiveness of the outreach campaign. The ability to provide information about the effectiveness of outreach strategies is dependent on the department’s ability to collect and analyze data (discussed at length in the discussion of Phase II). By tracking use patterns pre and post outreach efforts, staff will be able to measure the impact of those strategies on the use of Snohomish County parks.

Other Marketing Opportunities for Existing Programs

The template for marketing yurts, described in Appendix 6, can be used to develop marketing strategies for other Snohomish County parks, facilities and programs. Other promotional opportunities for the department include the cabins and camp grounds, swimming pool at McCollum Park, the picnic shelters in various parks, and the new Community Activity Center at Willis Tucker Park.

Phase IV: Develop Outreach Strategy and Materials for Entire Park System

In the first three phases, the department will be developing the foundation upon which an outreach strategy can be built. Based on the work during those phases, parks and facilities should be clearly identifiable through branding efforts, a greater presence in the community will be established, and databases will be developed providing thorough information about the users of the Snohomish County park system. Individual programs will have been marketed and success can be measured. There is now a story that can be told to the community.

At this juncture, the department should make efforts to increase its visibility throughout Snohomish County and the Puget Sound region. This can be done in a variety of ways and a detailed plan should be created in order to keep on task. For example, departmental staff should attend networking opportunities, such as Chamber of Commerce meetings or service club (i.e., Rotary) meetings. A standard video, slide and/or verbal presentation package should be prepared so that a representative from Parks can speak at various functions throughout the county and the region. The department should develop relationships with the major employers in Snohomish County and develop relationships with the local press. Opportunities for “free” media (such as event listings) should be researched and developed. The department should regularly send out press releases that promote parks and programs. The relationships with local school districts should be strengthened, as the schools provide invaluable access to fields, gyms and other recreation facilities.

Listed below is the range of tools that should be developed during this phase of the work. This study focuses on one particular tool, the marketing kit, and provides a description of a sample kit in Appendix 7. The proposed marketing kit is presented in greater detail than other suggested tools because it would be very helpful to have a marketing kit for the work in Phase III. Currently, the department has a variety of brochures, but no one document that illustrates the range of offerings. The marketing kit would serve that function.

Press Kit

As the department does more community outreach, it will be important to have a press kit ready for use. This varies somewhat from the marketing kit that will be mentioned below. A press kit holds information that will provide important background information to the media. For example, the department’s press kit should include:

- Mission Statement
- History
- Definition of Park Lands
- List of all Parks, Programs and Facilities Organization Chart
- List of Key Staff and Contact Information
- Recent Articles about Snohomish County Parks General Information Sheet about Snohomish County Government
- CD of the Comprehensive Plan
- CD of selected photos of parks
- Press Releases

Marketing Kit

The marketing kit (See the sample in Appendix 7) will hold information about the department that will be important to prospective partners. The attached document details all of the department's programs, parks and facilities. Additionally, this kit should contain:

- Samples of brochures (such as the Trail series)
- CD of selected photos
- Recent press releases and contract information

Dedicated Community Relations and Marketing Staff

Relationship building with the press and potential community partners is a full-time job. It is important to have a single point of contact who will develop a long-term plan for marketing and outreach efforts. If full-time staff is not possible, efforts can still be made to increase the awareness of the department in the community. Weekly press releases (perhaps a series of "park of the week") or an on-going presence in area newspapers' "event listing" section is a way to gain some awareness without investing a lot of resources.

An internship program is another way to provide staff assistance at low cost. It provides benefit to both the student and the department. Interns may work for college credit or a small stipend. The department should contact area community colleges' marketing departments to see if they are placing students in the community. An intern could develop mailing lists, write press releases or manage media events during the summer.

Advertising Plan

The department currently allocates a small amount of money for direct advertising costs, such as production of the recreation guide and placement of some print advertising. As the department grows, it should consider allocating an increased amount of resources for promoting the department and its programs.

Develop E-mail List; Electronic Newsletter

As mentioned in Phase II, data base development will be a key element in outreach efforts. Steps should be taken right away to develop an e-mail list of current users. This is an inexpensive way to update park patrons. During this phase the department should consider the development of an electronic newsletter that keeps users up to date on park events and programs.

Phase V: Develop New Programs in Parks to Generate Income

By this phase, the Parks Department should have higher visibility in the community and should be ready to develop new revenue generating projects and initiate relationships with the private sector. There are a number of strategies that could be pursued, but this study focused on one approach that is relatively easy to implement and has been accomplished by many other city and county park programs.

Sale of Advertising Space

Selling advertising space or naming rights in parks will result in increased revenue. It should be noted that the first step in developing this type of program is to secure the necessary policy approval from elected officials. It is important to establish the policy ground rules for the sale of advertising space on public property.

Initially, it is recommended that this phase begin with a pilot project. This will help the department understand the process and time commitment it takes to manage a relationship with a sponsor and to implement an advertising program.

Selling advertising space has many advantages. It can:

1. Generate steady income
2. Develop relationships with the business community
3. Build the credibility of the park system
4. Set the stage for expanding marketing partnerships with businesses, including naming rights, grants, and community giving programs

As the first stage of this phase of activity, the department should develop a pilot program for softball/baseball field advertising. The steps taken in this process can be used as a template for larger marketing efforts later on. A *Strategic Plan for Selling Advertising Space at Snohomish County Baseball Fields* is included in Appendix 8.

Other Potential New Revenue Generating Strategies

During the course of this study a number of potential revenue generating ideas were suggested by staff or discussed among the consultant team members. The ideas that seem to hold the most promise are listed below:

- Expand Concessions. At Kayak Point sell firewood, ice and other necessities for campers; contract this out to a Scout Troop or other nonprofit organization.
- Construct more yurts and cabins (if they prove to be popular).
- Use the caretaker cottage at Kayak Point Park as a rental unit for park users.
- Promote Snohomish County Parks as Tourist Destination and develop special programs, such as Grandparent Camps or Eco Tourism.
- Concert Series (See Appendix 9 for an Issue Paper on Concerts in the Park).
- Develop List of events that could be held in Parks (i.e., car shows, reenactments, theatre, dog shows, horse shows, etc.).
- Water Equipment Rentals. It seems that renting the fleet of county-owned kayaks and canoes at selected parks would generate more income than summer camp programs. Other water rentals, such as paddle boats, could also be rented.
- Beach volleyball and summer volleyball leagues.
- Senior Tours.

Phase VI: Develop Partnerships with the Private Sector

As suggested in Phase V, developing and maintaining relationships with private sector partners is time consuming and requires an on-going commitment from staff. The Parks Department needs to research and analyze potential partnerships that would be mutually beneficial. Staff must be prepared to develop ideas and promote them to the business community.

By way of example, Snohomish County Parks could initiate a relationship with Group Health Cooperative. Group Health has a clinic in Everett and relationships with health care providers throughout the county. Its philosophy centers on preventive care. Since the Snohomish County park system offers healthy exercise options for all ages, there would appear to be a reasonable mutual interest.

During the course of conducting research for this study, Group Health staff were approached to explore the potential future interest in a relationship with Snohomish County Parks. As those discussions proceeded it became clear that there is some potential to complete a pilot project in the short-term, that would fit with the goals described in Phase I of this Marketing and Outreach Plan: enhancing the image of the park system by updating the information kiosks in parks. While as a general rule, it is not suggested that the department initiate corporate sponsorships without completing much of the work described in earlier phases, this proposed pilot is a relatively simple program that offers benefits for both entities.

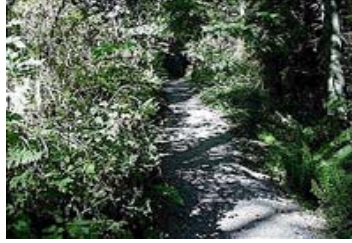
One of Group Health Foundation's funding objectives for 2004/2005 is to promote children's health. This objective fits very nicely with the wide range of opportunities currently offered by Snohomish County Parks.

The strategy for this pilot should include several steps. First, a letter of introduction should be sent to Pam Selnes, the Group Health Medical Center Administrator requesting an initial meeting. If she agrees to meet, a more formal proposal can be presented. If the proposal is accepted Group Health and the department could begin planning the kiosk improvements.

Appendix 10 includes a draft letter to Group Health and a proposal that could serve as the primary point of discussion at an initial meeting.

The Group Health Foundation's funding guidelines for 2004/2005 are included in Appendix 10.

In addition to the kiosk proposal, there are many opportunities to work with corporate partners to sponsor different types of activities and department services. Several of those ideas include the following:



Golf Tournament at Kayak Point Golf Club sponsored by a corporate partner. For a membership organization like Group Health, the tournament could be open to members only.

Publications Support. A corporate partner could underwrite the cost of printing a brochure series that features recreational opportunities to keep kids and/or adults fit.

Park Explorer Program. Snohomish County Parks could develop a program for kids encouraging them to visit various parks and trails throughout the system. Visits could be tracked with a passport type document and stickers. Documents and park information would be distributed to kids at retail outlets, or in the case of Group Health, by their physicians. The corporate partner would underwrite the cost of printing the materials.

Fun Run or Health Fair. The department could build on the initial partnership with Group Health, or another corporate sponsor. The corporate entity would produce the event and Snohomish County Parks would provide the venue.

Snohomish County Parks Map. Snohomish County could develop a concept for a map that highlights all of its parks and trails. A corporate sponsor's information would be included on several panels of the map. The map would be distributed through parks programs and available locations owned by the corporate partner.

Concert Series. These can be very popular with park users, and corporate funding of in-kind contributions can often be secured to support a concert series. (See Appendix 9 for a more complete explanation of this concept.)

CHAPTER 8

Summary of Recommendations and Implementation Steps

The report introduction describes the purposes of this study. They are to 1) recommend strategies that can help increase net revenues; 2) examine the existing recreation program and make recommendations on fees, marketing activities, and the range of classes offered; and 3) suggest programming ideas for the new Willis Tucker Park community center. This chapter provides a brief summary of the recommendations that are described throughout the document.



Data Collection

As discussed in Chapter 4, the basis for all effective marketing plans is the development of good information about the current and projected market. Snohomish County Parks needs better data on its park and recreation users.

- Use forms that enable the department to collect standardized user data. The following information should be collected for every user: name, age, sex, mailing address, e-mail address, name of recreation program or location of facility used.
- This user information must be entered onto an electronic data base that will enable park managers to track and analyze the data from one year to the next. The department should create reports from registration forms and evaluation forms that summarize data about users.
- Revise the evaluation forms (See Appendix 5). Use multiple choice questions where appropriate to make data analysis easier.
- Conduct periodic surveys at heavily used parks. Survey could include a car count at sites with parking facilities.
- Create an on-line survey form for the department's web site. The more information the department can generate about its users the more effective its marketing strategies will be.

Marketing and Outreach for the Park System

- Develop a branding strategy for the entire department.
- Use the current county logo for written materials, facilities, banners, etc. When resources allow, explore the potential for creating a new logo for the parks, golf course, and Fairgrounds.
- Create a standards manual that describes expectations for the look and feel of all departmental graphics and written materials.
- Improve park signage, including use of the department logo, making sure all signs are visible, promote park activities on signs, and taking advantage of all opportunities to create consistent signage (i.e., regulatory signs, camp site markers, trail heads, etc.).
- Use the existing information kiosks in parks for branding and marketing purposes (See Appendix 4).
- Make sure the web site graphics are consistent with other outreach materials.
- Create a marketing brochure that describes the features of the entire park system. (See Appendix 7).

- Create a press kit that can be used for various press events.
- Develop a brochure series that promotes revenue generating facilities. For example, brochures for overnight camping, picnic shelters and meeting spaces, water activities, and special interest recreations (i.e., BMX bikes) should be created.
- Develop single page flyers to promote individual parks and special activities (i.e., bird watching, back country bicycling, horse back riding).

Marketing and Outreach for Recreation Programs

- Use the information collected via registrations, evaluations, and surveys to create a mailing list and an e-mail distribution list. Develop the mailing list (and the e-mail list) as the primary marketing tool for recreation programs and facility rentals (i.e., camp sites, yurts, cabins, picnic shelters, and the Willis Tucker Community Activity Center). The e-mail list provides the opportunity to send frequent updates at low cost.
- The mailing list should include individuals who have used programs and facilities within the previous two years.
- Existing data for recreation programs suggests that most program users will not travel more than ten miles to participate in recreation programs. (Data is not currently available regarding the residence of those who rent yurts, camp sites, cabins or picnic shelters.) The department should purchase mailing lists and prepare mailings to those residents in close proximity to the locations of recreation program offerings. Mailings should be targeted toward those living within five to ten miles of the classes and activities. (The distance from the program site selected for the mailing may depend on available resources.)
- Mail a smaller recreation brochure (i.e., a two or four-page flyer) to the mailing list and encourage those interested to visit the web site for further information or pick up a larger brochure at selected locations.
- Keep the web site current with information about upcoming program activities.

- Eliminate the practice of distributing 35,000 brochures to schools throughout Snohomish County. It is not a cost effective method of marketing, and it does not utilize limited outreach resources on likely users.
- Explore cross marketing opportunities with cities that offer municipal recreation programs. At least one city (Lynnwood) expressed interest in advertising some county recreation programs in their city brochure (particularly those utilizing facilities and settings not available in urban areas). In return the county could advertise some municipal programs in its marketing materials. Cross marketing could also include links on the county's web site to city recreation programs, and visa versa.
- The department should consider conducting a survey of rural residents (similar to the survey conducted of residents near Willis Tucker Park) to better understand the interests in recreation programs.

Revenue Generation Strategies for Current Recreation Programs and for Willis Tucker Community Activity Center

- Establish policies for the level of expected cost recovery for recreation programs. Recovery of direct costs should be a minimum threshold. Determine the appropriate level of overhead, if any, to recover. This is important for establishing clear goals for the recreation program. The policies should also address the circumstances under which the County is willing to subsidize recreation program activities.
- Discontinue recreation program offerings that do not generate positive net revenues after two years. Some classes that are unsuccessful may be dropped after one year's experience.
- There is an important policy question that must be addressed with respect to recreation program offerings. Should the department develop programs that are likely to generate revenues, or should the department provide classes that serve the residents throughout the county's broad geographic reach? From a revenue generating standpoint, the most successful programs will be those within close proximity to users. That would suggest that the best way to insure high attendance at programs is to locate them in the unincorporated areas within the county that have the highest population densities. These areas are, in the southwest and central parts of the county. However, as discussed in Chapter 5, these are also the parts of the county that are currently best served by a combination of municipal and private nonprofit recreation programs. If the county wants to provide recreation programs for the rural communities that have fewer planned recreation programs, the participation levels will likely be lower and the net program revenues will be reduced. This is an important strategic question for the count to address regarding its recreation programs, and one that this study did not attempt to answer.
- The Comprehensive Park Plan states that the department will pursue opportunities to create environmental education activities. There is an opportunity to form a partnership with the Adopt-a-Stream organization, currently located at McCollum Park. Adopt-a-Stream already provides a variety of environmental programming for children and adults.
- From a revenue generating standpoint, the department should reduce the amount of transportation it provides to program participants. It is costly and increases the complexity of the program. As mentioned above, the greatest opportunity to enhance revenues is to offer programs near high density communities.

- Respondents to the survey of residents nearby Willis Tucker Community Activity Center are most interested in adult and family programs. The topics of greatest interest are arts and crafts, home and garden, and health and wellness.
- Survey respondents are also interested in using the new facility for birthday parties and other party rentals. Party packages should be provided for an extra fee.
- Interest in performing arts was expressed for four age groups: 4-6 grades, 7-8 grades, teens, and seniors. Interest in fine arts was expressed for children in 7-8 grades.

Revenue Generating Strategies for Other Parks Programs and Facilities

- Initially focus on increasing the usage of yurts and cabins (See suggested strategy in Appendix 6).
- This study presumes that the maintenance and operational costs for the yurts are marginal, and that based on an occupancy rate of thirty-five percent (35%) the purchase and installation cost of the yurts can be amortized over a three year period. If that financial analysis is correct (further analysis should be completed), then the County should consider installing yurts (or perhaps cabins) at River Meadows and additional yurts at Kayak Point, perhaps down near the shoreline. There are currently no other yurts or cabins offered in the vicinity of Snohomish county and the demand at Kayak Point is high. (Data on the demand for Flowing Lake cabins needs to be developed.) The County should consider taking advantage of this lack of competition.
- Consider converting the caretaker cottage at Kayak Point to a vacation home rental for park users.
- Consider establishing a seasonal concession stand at Kayak Point that would sell fire wood (cut from fallen trees on Park property), ice, snacks and camping supplies. Concession could be operated by a nonprofit entity. It would not likely generate much additional revenue, but it would be an additional attraction for Kayak Point campers.
- Analyze the potential for additional pool rentals. Current schedule of lessons and free swim may not allow sufficient time to expand pool rental business. If that is the case, consider installation of night lights to increase availability for rentals. Pool parties are popular activity for children's birthdays.
- Consider expansion of paid parking, both daily and seasonal passes, at selected parks (Lundeen, Kayak Point, Lord Hill, others). Track the number of seasonal parking passes sold each year, both by park location and method of sale (i.e., on line and in person sales).
- Sell advertising on Snohomish County ball fields. (See Appendix 8).
- Create one or more concert series in county parks. (See Appendix 9).
- Promote Snohomish County parks as a destination for elder hostels, grandparent camps, or eco tourists.
- Rent water equipment (kayaks, canoes, paddle boats) at county parks.

Changes to Fee Structure

- Set fees for recreation programs based on the direct expenses for each individual program budget, and a policy decision about the level of overhead cost recovery. Fees should be set to recover all direct costs, at a minimum.

- Based on the survey of other public pools in the area, Snohomish County could increase admission fees for adults to \$3 and offer discounts for seniors and youth (\$2.50 each). In addition, children under three should be free, encouraging family use.
- Increase the rental charge at the pool for parties with fifty or fewer individuals. The fee comparison survey suggests that the county’s current rates for a party of fifty (\$70 per hour) is at the low end of the range. Most other pools are charging approximately \$100 for a similar sized party.
- Create a tiered fee structure for the pool punch card for ten admissions. Increase the cost for adults, and provide a discount for seniors and youth, with children under three free.
- Provide a one month or three month pool pass.
- Room rental rates for the new Willis Tucker Community Activity Center should be in the \$30 - \$50 per hour range, depending on the size of the rental space. The department should also consider offering party packages for an additional fee. One municipality (Mountlake Terrace) provides party packages for an additional \$55 - \$170, depending on the services provided.
- Several municipalities charge adult sports league fees. The county should consider implementing such a fee structure if it has the field space to devote to adult leagues.
- Adjust yurt, cabin and campground pricing for shoulder seasons and weekdays. Snohomish County currently provides a \$10 discount for the period between October 1 and April 1. For Kayak Point yurts (the only camping experience for which a years worth of data was available) the discount period should be shortened for weekends, and lengthened for weeknights. Based on the demand for weekend occupancy, the \$10 discount should only apply between November 1 and March 30. For weeknights, however, where the demand is weak most of the year, the discount period could extend from October 1 through April 30. In addition, another \$5 discount could be provided for seniors for weeknights for every month except June, July and August.

Staffing Resources

- For the early phases of outreach and marketing use existing staff resources. Also consider use of interns to help gather data, conduct data entry, or to do some of the initial marketing and outreach activities (i.e., distribution of press kits, draft press releases, contact local media regarding “upcoming events” lists, etc.).
- In order to provide a department-wide focus on parks marketing and revenue generation activities, a marketing committee should be created. The committee should be comprised of selected staff from various disciplines. The committee’s role would be to recommend marketing strategies, look for creative marketing and revenue generating opportunities within the constraints of available resources, and generally raise the profile of these issues within the department.
- Volunteer labor could be used for a variety of outreach and marketing activities. The department should consider creating a “Friends of Snohomish County Parks” volunteer group to help promote parks and recreation programs.
- Use other qualified staff members to conduct some of the marketing activities, such as development of marketing plans for other park facilities. Explore the possibility of drawing on the talents of the Evergreen Fair marketing director to assist with the development of plans and/or conduct training for park staff.

- Over time, the department will need dedicated sales and marketing staff to create pro-active marketing effort, and to cultivate and keep corporate sponsorships.

Sponsorships

- Make a proposal to Group Health for assistance in changing displays at park information kiosks. A draft letter and proposal is attached in Appendix 10. Group Health has expressed an initial level of interest in discussing the project. Any initial conversations between Group Health and the County should include consultant team member, Ms. Gaylis Linville, who has had initial conversations with Group Health, and has experience establishing corporate sponsorships.
- There are numerous opportunities for establishing additional corporate sponsorships, however, in general the County is not ready to cultivate those sponsorships until data about park use is improved, and staff resources are identified to foster relationships with corporate sponsors. Future opportunities include sponsorship of a trail map, fun run, health fair, golf tournaments, park explorer program, or concert series.

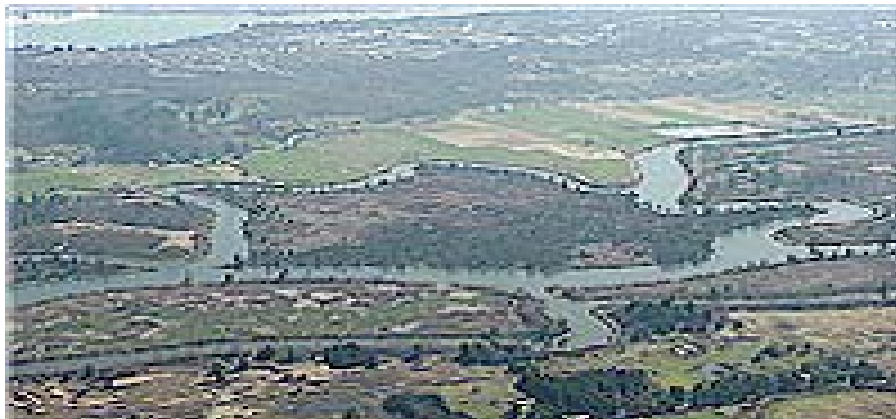
CHAPTER 9

Conclusion

In considering the creation of a marketing program for Snohomish County Parks it is important to understand the evolution of the park system. The Comprehensive Parks Plan adopted in 2001 describes that evolution as follows:

“From the 1960s to the 1990s the primary focus was on large regional resource land preservation. Both the 1975 and 1984 comprehensive park plans directed the county toward the preservation of unique sites and specific natural features such as Kayak Point, Lord Hill, and the sensitive habitat in the Snohomish River Estuary.

“The 1994 Comprehensive Park and Recreation Plan reflects a shift in attitude about the County’s role as a park provider. At this point in time Snohomish County began to feel the effects of increased growth. New arrivals to unincorporated Snohomish County brought with them new expectations for services and facilities such as parks. A desire for active recreational opportunities such as ball fields, trails, and a regional athletic complex was clearly stated in the 1994 plan. In response Snohomish County Parks shifted its focus from passive resource lands to the acquisition and development of active facilities.”



In addition, by the late 1990s the department began to provide recreation programs, offering youth and adults classes, camps and trips that had previously only been available through city-sponsored programs. Along with the shift in the department’s focus, there was also a sea change underway with respect to funding for county services such as parks. State-wide tax limitation initiatives, municipal annexations, and a state growth management act that directs population growth into incorporated areas, created a very challenging environment for securing revenues for new county park services. These circumstances are not likely to change soon, continuing to place significant pressures on available revenues.

In light of these pressures, Snohomish County, like many local governments, has begun to explore alternative methods for supporting park and recreation services desired by residents. Creation of a departmental marketing program can become an important tool for developing new revenues. However, the county must think about this is a long-term strategy as opposed to a short-term fix.

There are three foundation pieces that must put in place before a major marketing program can be successful:

1. Support from the elected officials and creation of the necessary public policies;
2. A thorough understanding of park users, and
3. A culture within the department that embraces a market-oriented, entrepreneurial way of doing business.

First, the Snohomish County Department of Parks and Recreation must have the policy guidance and direction from the County Executive and County Council to conduct a significant marketing program. There are several reasons for this. A marketing program involves a variety of policy choices that must be made by the elected officials. For example, if the goal of the marketing effort is to generate additional revenues, what level of subsidy is the county willing to provide for certain groups (i.e., seniors, youth, disabled, etc)? Is the county willing to provide more recreation programming in the heavily populated areas where they are more likely to generate revenue? Is the county willing to sell advertising space to corporate entities on park facilities, and create corporate sponsorships for activities on park properties or in facilities? These and other public policy issues will be asked as the marketing effort begins to take shape.

In addition, as discussed in Chapter 7, creation of a substantial marketing program for park and recreation services will require additional resources. This study suggests a series of phased activities for the department to pursue. The early phases can be accomplished using mostly existing resources, with the help of some volunteer or intern staff resources. However, as the marketing efforts grow, new staff resources will be required. Public jurisdictions that have created effective marketing campaigns have dedicated staff resources for that purpose. Snohomish County Parks will need additional staff resources to carry out a comprehensive marketing program.

Participation of elected officials is also integral to the success of the county's efforts to establish sponsor relationships with corporate entities and local businesses. Often, elected officials are an important part of the strategy to open doors with potential sponsors and secure commitments.

The second cornerstone of a successful marketing strategy must be developing a better understanding of who is using Snohomish County parks, how they feel about that use, and what suggestions they have for improving existing services or creating new services. This has been discussed at several points in the report. Its importance cannot be over estimated. Currently the department has very limited information about park and program users, and what information does exist is difficult to access via electronic reports. Better data and reporting about that data must be developed before embarking on the marketing program.

And finally, the third cornerstone of the successful marketing program must be a cultural shift in the department, from a traditional public service-orientation to a marketing-oriented approach to the delivery of service. This shift will require departmental staff to be vigilant about the department's branding and image, mindful of sponsorship opportunities and cultivating those relationships once established, developing and maintaining frequent methods of collecting information and data about park users, and being willing to devote limited resources to creating a marketing strategy. Many local governments have found this to be the most difficult to accomplish, because it requires a well

trained staff to reconsider standard practices and operations. Only those public sector entities that commit themselves to creating a marketing culture amongst their employees are successful at establishing an effective marketing program.

Snohomish County Parks and Recreation Department has the tools it needs to create a thriving marketing campaign: an extraordinary park system, talented, dedicated and knowledgeable staff, and a serious need to generate new revenues to support programs that the public is demanding. This report provides a phased plan for the creation of a long-term marketing effort. By starting modestly, but maintaining the goal of creating a full-scale marketing program, the department can build upon initial success to establish a successful program.

APPENDIX

1. List of Recreation Programs – Spring and Summer
2. Net Revenue Spread Sheets for Each Summer Recreation Program
3. Willis Tucker Park Community Activity Center Survey
4. Kiosk Marketing Plan
5. Proposed Program and Facility Evaluation Forms
6. Yurt Marketing Strategy
7. Sample Marketing Kit
8. Strategic Plan for Selling Advertising at Baseball Fields
9. Feasibility of Hosting Concerts in County Parks
10. Group Health Proposal

Appendix 1

Snohomish County Parks & Recreation**2003 SPRING PROGRAM****H.Y.P.P.E. It Up!****Healthy Youth Promote Positive Energy**

*All camps begin and end at the Parks & Recreation Office on Hwy 9
Call 4425-388-6600 to register*

Extended Care available for all camps

7:30 a.m. to 5:30 p.m.

\$5 per day

Buck-a-Roos Horse Camp

Spend 3 days at Lang's Pony & Horse farm learning to safely groom, saddle, & ride a horse. Go on a trail ride & play games on horse back in the covered arena. Helmets, transportation from Parks Administration office to Lang's Pony Farm, Extended Care, and hot lunch on Thursday included. Cannot wear tennis shoes. Maximum 30 riders.

Ages 7-16

April 8-10, 8am-5pm

\$159

Sea Kayaking Basics

Learn boat control and stroke fundamentals to make the kayak do what you want it to do! This course provides a solid foundation for all your kayaking adventures taught by a well-known, experienced instructor. The camp focuses on safety and covers bracing strokes, wet exits and assisted rescue on the quiet waters of Flowing Lake. All equipment and transportation provided. Bring your lunch. Maximum 10 kayakers.

Ages 12 and up

April 9, 9am-4pm

\$39

Look for our overnight sea kayaking adventure trip this summer.

Ice Skating & Outdoor Fun

Join us for a three-day combination Ice Skating and Outdoor Fun Camp. We will begin each day with ice skating instruction followed by a fun-filled session of ice skating with music, lights, and a delicious lunch at the newly-remodeled Lynnwood Ice Skating Center. Afternoon activities include a movie, a visit to Meadowdale Beach County Park, and a surprise location depending on the weather. Maximum 30 skaters.

Ages 8-13
 April 7-9, 9am-4pm
 \$69

Climb & Find

First day you will learn to safely climb and belay at the Climb On Indoor Climbing Wall in Monroe. The variety of climbing walls present different levels of challenge for you . . . getting to the top will test your newly-acquired skill and knowledge! On the second day you will learn how to find your way on the 1,500 acres of trails and trees of the Lord Hill wilderness park. Along the way we'll also learn some important outdoor survival skills! Maximum 14 participants.

Ages 12 & up
 April 9-10, 9am-4pm
 \$69

Play Golf

The game of a lifetime!

Learn to play golf at Kayak Point Golf Course each morning and explore the beach at Kayak Point Park in the afternoon. This camp offers the highest quality instruction from our staff of PGA Professionals. You will learn grip, stance, set-up, alignment, rules and etiquette, putting, chipping, pitching, short game, and full swing. Golf clubs, practice balls, lunch, and afternoon snack provided each day. Ends with 18-hole championship putting course tournament, contests, and prizes. Maximum 14 golfers.

Ages 10-15
 April 9-11, 9am-4pm
 \$89

Bridal Veil Falls Family Hike

Hike to Bridal Veil Falls for lunch with Ranger John Tucker! Bring your own lunch & beverage in a backpack, rain gear and jacket. Hiking shoes or sturdy tennis shoes are required. This is a four-mile round trip hike. Maximum 12 hikers.

Ages 8 to 12 years

April 7, 9am-4pm

Adult: \$8, Child: \$3 (if with adult)

Teen Cosmic Bowling

STRIKE! You win at Cosmic Bowling! Lights, music, and other teens make this a happenin' thing at Lynnwood Lanes. Includes pizza, bowling, transportation and LOTS OF FUN!! Maximum 14 participants.

Ages 12 & up

April 11, 9pm-12:30am

\$20

Snohomish County Parks & Recreation

SUMMER 2003

H.Y.P.P.E. It Up!

Healthy Youth Promote Positive Energy

REGISTER EARLY – CAMPS FILL FAST!

CALL: 425-388-6601 or VISIT

www.co.snohomish.wa.us/parks

Sports Camps

Ages 7-13

Snohomish County Parks & Recreation, in cooperation with local school districts, offers one-week summer camps introducing sports, skills, games, and recreation activities to children at various school sites throughout Snohomish County. The camps feature soccer, basketball, and softball. A portion of each day is designated to the featured sport. Special activities/field trips are also included for each camp.

Although campers are closely monitored, swimming is not a featured sport and lessons will not be taught. (See the McCollum Pool section if you are interested in swim lessons).

Must bring a sack lunch each day. Each camper receives a T-shirt and daily snack. Extended Hours Program available.

9am-4pm daily

\$109 (\$99 if registered before May 30)

Lake Stevens:

Skyline Elementary: June 23-27

Kayak & Canoe on Flowing Lake

Swim at McCollum Park Pool

Highland Elementary: July 21-25

Kayak & Canoe on Flowing Lake

Safeco Field Trip

Mukilteo:

Olympic View Elementary: August 11-15
 Kayak & Canoe on Flowing Lake
 AquaSox game on August 14
 (lunch included)

Snohomish:

Cathcart Elementary: July 7-11
 Kayak & Canoe on Flowing Lake
 Swim at McCollum Park Pool

Seattle Hill Elementary: July 21-25
 Kayak & Canoe on Flowing Lake
 Safeco Field Trip one day

Dutch Hill Elementary: August 11-15
 Kayak & Canoe on Flowing Lake
 AquaSox Game on August 14
 (lunch included)

Stanwood:

Cedar Home Elementary: August 4-8
 Field Trip to Birch Bay Water Park

Mini Sports Camp **Ages 5-7**

Same program as regular Sports Camp but ½ days geared for younger children. Each camper receives a T-shirt and a daily snack.

Lake Stevens:

Highland Elementary: July 28-August 1
 9am-noon
 \$55

Basketball Skill Building Camp Ages 7-13

Learn basketball's basic fundamentals taught by college basketball players. Participate in drills, specialized games, and scrimmages that help develop a general understanding and appreciation for basketball. Each camper receives a T-shirt and daily snack.

Camp I – all day (3 days)

Mill Creek:

Mill Creek Elementary – June 30-July 2

9am-4pm

\$55

Camp II – afternoon (5 days)

Lake Stevens:

Highland Elementary – July 28-August 1

1pm-4pm

\$55

Computer Camps! Ages 10-15

Camps begin and end at McCollum Park. Swim suit needed each day.

Be sure to attend the Parent Showcase, 3pm-4pm on the last day of camp to watch a demonstration of camp activities.

Camp Gigabyte

Learn how computers work! Build a web page. Use graphics from a digital camera and a scanner. Field trip to MSN and Microsoft Museum. Swim at McCollum Pool. Maximum 12.

July 7-11, 9am-4pm

July 14-18, 9am-4pm

\$125

Robotics

Build and program a robot. Learn geocaching. Go on a field trip. Swim at McCollum Pool. Maximum 12 youth.

July 7-11, 9am-4pm

July 14-18, 9am-4pm

\$125

Taste of Technology

Digitize pictures. Play with robots. Apply GIS/GPS to plot locations & topography. Learn flight simulator software. Go on a field trip. Use electronic microscope. Maximum 24.

August 4-8, 9am-4pm

\$125

Wildwaves

Ages 10-15

A fun-filled day on the waterslides at Six Flags Wildwaves Water Park in Federal Way. Departs from Parks Administration offices at 9am and returns at 5pm. Maximum 35.

June 25, 9am-5pm

\$30

Play Golf

The game of a lifetime!

Ages 10-17

Learn to play golf at Kayak Point Golf course the first three hours each morning and explore the beach at Kayak Point Park in the afternoon. These camps offer the highest quality instruction from our staff of PGA Professionals. You will learn grip, stance, set-up, alignment, rules and etiquette, putting, chipping, pitching, short game, and full swing. Golf clubs, practice balls, lunch, and afternoon snack provided each day. Ends with 18-hole championship putting course tournament, contests, and prizes. Maximum 35 golfers

Full-Day

<u>Date</u>	<u>Time</u>	<u>Fee</u>
June 23-25	9am-4pm	\$119
July 7-9	9am-4pm	\$119
August 18-20	9am-4pm	\$119

1/2 – Day

Same as full-day golf camps except transportation is not included. Camps begin and end at Kayak Point Golf Course. Lunch included. Transportation to the golf course is not included. Golf clubs for instruction are provided. Maximum 35.

<u>Date</u>	<u>Time</u>	<u>Fee</u>
July 14-16	10am-1pm	\$75
July 21-23	10am-1pm	\$75 (<i>Cancelled</i>)

Advanced

Camp offers 7 hours of intermediate to advanced golf instruction. Lunch included. Transportation to the golf course is not provided. Golf clubs for instruction are provided

<u>Date</u>	<u>Time</u>	<u>Fee</u>
July 28-30	10am-1pm	\$75
August 11-13	10am-10pm	\$75

Pan for Gold! (Cancelled)
Ages 8 and up

Spending the day with an experienced gold panner, chances are good that you'll find flecks of gold in your pan! Equipment provided. Maximum 5 gold panners.

July 19 or August 30

9am-4pm

\$10

Family Day Hikes

Enjoy a day in the mountains with experienced hiker and guide Park Ranger John Tucker. Hiking boots or sturdy tennis shoes are required. Bring your own lunch & beverage in a backpack, rain gear, and jacket. Maximum 12 hikers.

Heather Lake
Ages 8 and up

This steep and rocky trail ascends through an old-growth forest to a lake at the foot of Mt. Pilchuck. Round trip: 4 miles, 1,000 elevation gain.

July 8

8am-4:30pm

Adult: \$10

Child with adult: \$4

Boardman Lake
Ages 6 and up

A short, pleasant hike to an alpine lake where kids enjoy wading and swimming. Round trip: 1.5 miles, 200 ft. elevation gain.

July 15

9am-4pm

Adult: \$10

Child with adult: \$4

Greider Lakes
Ages 8 and up

Marvel at the surrounding peaks as you explore between the two lakes. Round trip: 5 miles, 1,400 ft. elevation gain.

August 12

8am-5pm

Adult: \$10

Child with adult: \$4

Rafting the Sky (*Cancelled*)
Ages 14 and up

Jump on board with Wave Trek, Inc., and Snohomish County Parks for an adventurous, exhilarating, fun day rafting trip down the Skykomish River! With an experienced river guide at the helm, we will bend and twist our raft through the roaring white waters of the steep and narrow valleys of the spectacular Sky. Limited enrollment – sign up early for this one!! Trip includes transportation from Parks office, rafting instruction, and all necessary equipment.

June 28, July 12

9am-4pm

\$84

KAYAKING

Sea Kayaking 101
Ages 10 and up

Here is your chance to really learn to handle a 16-foot sea kayak! This one-week camp teaches you everything you need to know about kayaking. Our instructor has extensive experience in sea kayaking and water safety. The week includes training on Flowing Lake and exploration trips on the Snohomish River Estuary and along the shorelines of Puget Sound. All equipment and transportation provided. Bring your lunch. Maximum 10 kayakers.

Completion of *Kayaking Fun* or previous sea kayaking experience is preferred. Completion of this camp meet prerequisites for the *Cypress Island Sea Kayak Tour*:

July 28-August 1

9am-4pm

\$174

Cypress Island Tour (Cancelled)**Ages: Adult****14-17 (without an adult)****12-13 (with an adult)**

Join us for a new adventure this summer. A three-day, two-night kayak tour of Cypress Island! Led by an experienced kayaker and guide, the tour emphasizes our relationship with nature. We will learn new kayaking skills through understanding the dynamics of wind, water, and tides as we explore this jewel of the San Juan Islands! We will travel by touring kayaks, transporting our own camping gear and supplies. All meals, equipment and transportation included. Maximum 10 kayakers.

Prerequisites: Previous kayaking experience or training. *Sea Kayaking 101* (listed on this page) meets requirements for training.

Orientation meeting Friday, August 22nd, 7:00 p.m. at the Parks & Recreation office to discuss meal and tour plans.

August 24-26
\$310

Fun in a Sea Kayak**Ages 8-13**

Learn to make the kayak do what you want it to do! Learn boat control, stroke fundamentals, bracing strokes, assisted rescues, and safety on the first day. Practice what you learned on the second day in our fleet of Sit-On-Top and Sea Kayaks on the quiet waters of Flowing Lake. All equipment provided. Extended Hours Program available. Maximum 20.

July 10-11
9am-4pm
\$89

Family Kayak Tours**Ages 12 and up**

Spend a relaxed summer day kayaking the Snohomish River to Jetty Island and return. Our experienced guide begins the day with basic kayaking instruction. Then, we paddle our kayaks down the Snohomish River with the tides helping push us along the way to Port Gardner Bay. Jetty Island awaits us for lunch and exploration. On our return, we'll absorb the sites and sounds of nature and view the variety of boats and other watercraft on one of the most interesting sections of the Snohomish River. All equipment is provided. Maximum 10 kayakers.

June 7, 9am-4pm
July 19, 9am-4pm
August 2, 9am-4pm
\$45

Willapa Bay Kayak Tour *(Cancelled)*
Ages Adult

Another Kayak adventure tour coming this fall. We will paddle our fleet of sea kayaks on Willapa Bay in Southwest Washington, taking in the fall colors and viewing thousands of migratory birds! Spend 2 nights at the Tidewater Motel with views of this beautiful Bay. Maximum 10 kayakers.

October 24-26
 \$310

TEEN TEAM

**Looking to try something new and extreme?
 Bored with talk shows?**

Then join the Teen Team for fun-filled, jam-packed excursions all summer long.

Cosmic Bowling *(Cancelled)*
Ages 12 and up

STRIKE! You win at Cosmic Bowling! Lights, music, and other teens make this a happenin' thing at Lynnwood Lanes. Includes pizza, bowling, transportation and LOTS OF FUN!! Maximum 14 bowlers.

July 11, 9pm-12:30am
 \$20

Alpine Tower Summit Challenge
Ages 12-15

Spend the day at Jim Creek Wilderness Recreation Area learning to belay and developing skills to assault the massive ALPINE TOWER. Maximum 12/minimum 8 participants.

August 13, 9am-4pm
 \$29

The Extreme Challenge
Ages 12-15

Come, hang with the Teen Team! This adventure camp takes you forty feet up, hanging from a rope. The next day, shred some single track at Paradise Valley, Snohomish County's newest park, for a private preview. Finish the camp off with a short hike to a natural waterslide. Provide own mountain bike, helmet, and lunch. Maximum 10/minimum 8 participants.

August 5-7, 9am-4pm
 \$59

The H₂O Zone
Ages 12-15

Splash down for 3 days of exciting water-based adventure. Kayak, Canoe, and Swim at Flowing Lake. Run the River and spend a day on Jetty Island. Check out the brand new leisure Pavilion at Mountlake Terrace. Go Ice Skating. All equipment, entry fees, transportation, and one lunch included. Maximum 12/minimum 8 participants.

July 15-16, 9am-4pm &
 July 17, 1:30 pm-10pm

Whirley Ball
Ages 12-15

Try the sport that's like playing basketball, JAI-LAI, and HOCKEY . . . in bumper cars!!! Includes transportation, two hours playing time, and pizza! Maximum 10 players.

July 23, 1:30pm-6pm
 \$20

Climb & Find
Ages 12 and up

First day you will learn to safely climb and belay at the Climb On Indoor Climbing Wall in Monroe. The variety of climbing walls present different levels of challenge for you . . . getting to the top will test your newly acquired skill and knowledge! On the second day you will learn how to find your way on the 1,500 acres of trails and trees of the Lord Hill Wilderness Park. And, along the way, also learn some important outdoor survival skills! Maximum 14/minimum 5 climbers.

June 26-27, 9am-4pm
 July 24-25, 9am-4pm
 August 21-22, 9am-4pm (*Cancelled*)
 \$69

Outdoor Adventures

Horse Camps Ages 7-16

Spend a week at Lang's Pony & Horse Farm learning to safely groom, saddle, and ride a horse. Go on a trail ride and play games on horse back in the covered arena. Helmets, transportation from Parks Administration office to Lang's Pony Farm, Extended Care, and hot lunch on the last day included. Cannot wear tennis shoes. Horse shoe for parents on the last day of camp. Maximum 30 riders.

Buck-a-Roos:

July 1-3, 8am-5pm
\$189

Ride 'Em Cowpokes:

July 14-18
8am-5pm
\$285

Float A Boat Ages 9-15

Spend five fun days floating and paddling canoes and sitting on top kayaks while learning the basics of handling small boats and water safety elements. We will hop aboard our canoes and kayaks and paddle the waters of Flowing and Martha Lakes, and along the shores of Puget Sound. We round out the week with swimming in an outdoor pool and a special field trip to the Odyssey Maritime Discover Center and Coast Guard Museum Northwest. Maximum 20.

August 18-22, 9am-4pm
\$169

Rough & Tough Outdoors Ages 7-14

This is one of our most popular camps. Spend 4 days at the US Naval Outdoor Recreation Facility at Jim Creek. Climb the Alpine Challenge Tower, paddle canoes and kayaks on a high mountain lake, ride mountain bikes, hike nature trails, see Wild Birds of Prey, and play games. Camp also includes one day at an outdoor challenge ropes course where you develop confidence and skills through team building. Camp ends with an overnight campout Thursday night at the Cougar Campground and returns at noon on Friday. Maximum 32.

July 28-August 1, 9am-4pm
\$169

**Ice, Water & Outdoor Fun
Ages 8-13**

Join us for a three-day combination Ice Skating, Swimming, and Outdoor Fun Camp. We begin each day with ice skating instruction from nationally certified coaches, followed by a fun-filled session of ice skating with music, lights, and a delicious lunch at the newly remodeled Lynnwood Ice Skating Center. Afternoon activities include swimming and waterslide fun at McCollum Park Pool and a hike to the beach at Meadowdale Beach County Park. Maximum 30 skaters.

June 30-July 2, 9am-4pm
\$79

**Summer Splash
Ages 7-14**

Cool off during the hot summer spending lots of time in and around the water! Slip and slide in our outdoor pool, kayak and canoe, beach comb at a saltwater beach park and spend an entire day at SIX FLAGS WILDWAVES WATER PARK in Federal Way! Maximum 25.

August 4-8, 9am-4pm
\$160

**Sketching 101
Beginning and Intermediate Sketching and Drawing Outdoors
Ages 12-Adult
Under 12 (with Adult only)**

Learn to sketch what you see in Nature from nationally recognized nature artist Katherine Zecca. Ms. Zecca is a published children's book illustrator who is currently under contract with the Smithsonian Institute in Washington D.C., creating illustrations for the National Zoo, and the American Art Museum. Classes held at various county parks in the Snohomish/Lake Stevens area. Maximum 15 students.

June 26,
July 3, 10, 17, 24, 31
6pm-8pm
\$70

About Our Camp Staff

- A maximum ratio of 10 campers to 1 counselor is maintained.
- Counselors are education majors or young adults trained in athletics and outdoor activities.
- Park Ranger staff or individuals with expertise in a subject conduct activities.
- An American Red Cross certified lifeguard is on duty during all swim-related activities.
- Snohomish County Parks Department busses are used for field trips.

Limited Scholarships
may be available
Call 425-388-6613

Accessibility

We will make every effort to provide reasonable accommodations for people with special needs. Please contact us two weeks prior to the camp starting to discuss a camper's needs.

Non-discrimination Policy

Snohomish County Parks & Recreation does not discriminate on the basis of race, color, national origin, creed, religion, sex, sexual orientation, age, or disability.

Hold Harmless

All parents/guardians are required to sign a hold harmless form prior to their children participating in any activity.

3 Easy Ways to Register:

- BY PHONE:** *Use your Visa or MasterCard
*Call 425-388-6601
*Monday-Friday, 9am-4pm
- BY FAX:** *Fax completed registration form to 425-377-9509
- BY MAIL:** *Mail completed registration form below to:
Snohomish County Parks Dept.
9623 – 32nd Street S.E., Bldg. A
Everett, Washington 98205-2401
- WALK IN:** Parks Administration Offices
9623 – 32nd Street S.E., Bldg. A
Everett, Washington 98205-2401
*Monday-Friday, 9am-4pm
*Call for easy directions

Register for swim lessons at McCollum Park Pool after June 23rd.

Habla espanol?

Si tiene preguntas sobre nuestra información llama a Charles: 425-388-6602



REGISTRATION FORM

Child's Name: _____ Age _____ Child's Name: _____ Age _____
 Child's Name: _____ Age _____ Child's Name: _____ Age _____
 Parent's Name: _____
 Address: _____ Phone: _____
 Camp Name/Location: _____ Camp Date: _____
 Swim Lesson Session: _____ Lesson Period: _____ Level: _____

AMOUNT ENCLOSED _____ Check (payable to Snohomish County Parks & Recreation)

Cash (in person only)

Visa Card No.: _____ Expiration Date: _____

Master Card No.: _____ Expiration Date: _____

Name on Card: _____

Refunds:

- 100% refund if class is canceled due to insufficient enrollment or facility problem.
- No refunds for withdrawal unless written request is received at least 14 days prior to the start of camp. A \$10.00 processing fee is charged.

Extended Hours Program
Early Drop-off/Late Pick-up

All full-day camps offer the early drop-off/late pick-up option. Campers may be dropped off between 7:30 and 8:15 a.m. at the Parks Administration Office and picked up as late as 5:30 p.m.
 Program costs \$30.

HELPING HAND FUND

I would like to help a child attend summer camp who otherwise would not be able to participate. My contribution of \$_____ to the Helping Hand Fund is included with my payment.

Thank you for your donation.

H.Y.P.P.E. it up!

Healthy Youth Promote Positive Energy

Snohomish County Parks & Recreation is dedicated to providing “entry level”, family-based activities to help children and their families achieve healthy lifestyles through regular physical activity and healthy nutrition.

- ¼ of American children spend 4 or more hours per day watching television.
- ¾ of overweight and obese children do not change their habits and remain obese in adulthood.
- Type 2 diabetes is on a rapid rise in youth – a trend unheard of just 10 years ago.

If a child is active and eats healthy foods, he/she views life positively and with more energy.

Are you a Grandparent (age 60+)
raising grandchildren?

Do you live in Sultan, Monroe,
or Snohomish?

Scholarships may be available.

Call the East County senior Center at
360-794-6359

**Most full-day camps begin and end at the Parks & Recreation Office on Hwy 9.
Call 425-388-6601 to register.**



Snohomish County

Parks and Recreation

9623 – 32nd Street S.E., Bldg. A
Everett, WA 98205



Snohomish County Parks & Recreation - 2003

McCullum Park Pool

600 – 128th Street
 Everett, Washington 98204
 (425) 337-4408

Check out the New! WATERSLIDE!

POOL RENTALS

Weekday rentals available

May 29 thru June 22, 10:00 a.m. to 3:00 p.m.

Perfect for “End of School” Parties!

Pool may also be rented **Saturdays & Sundays**,
 9:00 a.m. to noon or 7:45 p.m. to 9:15 p.m.
throughout the summer

OPEN SWIM - \$2.50 per person

Open Weekends only May 31st – June 22nd

Full Opening June 23rd

Monday through Friday

Period 1: 12:00 p.m. – 1:15 p.m.

Period 2: 1:30 p.m. – 2:45 p.m.

Period 3: 3:00 p.m. – 4:15 p.m.

Period 4: 4:30 p.m. – 5:45 p.m.

Period 5: 7:50 p.m. – 9:05 p.m.

Saturday & Sunday

Period 1: 12:00 p.m. – 1:15 p.m.

Period 2: 1:30 p.m. – 2:45 p.m.

Period 3: 3:00 p.m. – 4:15 p.m.

Period 4: 4:30 p.m. – 5:45 p.m.

Period 5: 6:00 p.m. – 7:15 p.m.

**Sheriff’s National Night Out
 Free Swim**

August 5th: 6:00 p.m. – 9:00 p.m.

OPEN SWIM PUNCH CARD

SWIM LESSONS

Swim lessons are two week sessions, running Monday through Friday; 30 minute class period with a 5 minute period at the end of lessons for consultation, if necessary. Youngsters are assigned to classes based on their swimming ability. See description of skills by level. Participants must be 3 years or older. American Red Cross Swimming and Lifesaving courses are taught by American Red Cross certified instructors. Average class size is 5 students. Parents are encouraged to visit and inspect the facilities.

LESSONS begin June 23rd

\$35 per 2-week session.

SESSION 1: June 23rd thru July 4th

SESSION 2: July 7th thru July 18th

SESSION 3: July 21st thru August 1st

SESSION 4: August 4th thru 15th

SESSION 5: August 18th thru August 29th

Period 1: 9:00 a.m. – 9:30 a.m.

Period 2: 9:35 a.m. – 10:05 a.m.

Period 3: 10:10 a.m. – 10:40 a.m.

Period 4: 10:45 a.m. – 11:15 a.m.

Period 5: 11:20 a.m. – 11:50 a.m.

Period 6: 6:00 p.m. – 6:30 p.m.

Period 7: 6:35 p.m. – 7:05 p.m.

Period 8: 7:10 p.m. – 7:40 p.m.

*For additional information & registration, call
 the Snohomish County Parks Office at*

ten admissions - \$20
FAMILY SWIM during Period 4 - \$6
5 persons max., including one adult.

425-388-6601.
 After June 23rd, call McCollum Park Pool at
 425-337-4408.

McCollum Park Pool Swim School

Starfish (formerly Beginning Preschool) For beginning swimmers ages 3 to 5

Skills

Adjustment to water
 Blowing Bubbles
 Straight Leg Kicks
 Submerge and Blow Bubbles
 Torpedoes Front and Back

Introduce

Wall Positions
 Back and Front Float
 Flip and Float
 Flip and Float

Frogs (formerly Advanced Preschool) For swimmers ages 3 to 5 and having completed Starfish

Skills

Back Float with Push from the Wall
 Front Float with Push from the Wall
 Streamline Front and Back Glide
 Backstroke

Introduce

Treading Water
 Bring objects off of Bottom
 Side-Glide Kicks

Turtles (formerly Level 1) For swimmers ages six and up with no previous experience

Skills

Adjustment to water
 Blowing Bubbles
 Ten Consecutive Bobs
 Back and Front Floats

Introduce

Wall Positions
 Streamline
 Flip and Float
 Straight Leg Kicks

Seahorses (formerly Level 2) For swimmers ages six and up with no previous experience

Skills

Back Float with Push
 Front Float with Push
 Streamline Glide Front and Back
 Flip and Float
 Torpedoes front and Back

Introduce

Treading Water
 Bring objects up from bottom
 Side Glide Kick
 Back Stroke

Penguins (formerly Level 3)**For swimmers ages six and up with no previous experience**Skills

Side Glide Kick 10 meters
 Crawl Stroke meters
 Side Breathing 10 meters
 Backstroke 10 meters
 Freestyle 10 meters

Introduce

Bilateral Breathing
 Breast Kick
 Dolphin Kick
 Bent elbow pull
 Backstroke

Stingrays (formerly Level 4)**For swimmers ages six and up with no previous experience**Skills

Bilateral freestyle 25 meters
 Backstroke 25 meters
 Breaststroke 10 meters
 Elementary Backstroke 10 meters
 Side stroke 10 meters

Introduce

Diving Progression
 Freestyle flip turn
 Dolphin Kick Backstroke
 Flip turn

Sharks (formerly Level 5)**For swimmers ages six and up with no previous experience**Skills

Freestyle 50 meters
 Backstroke 50 meters
 Breaststroke 25 meters
 Butterfly 10 meters
 Elementary Backstroke 25 meters

Introduce

Freestyle Flip turn Backstroke
 Flip turn
 Breast/Fly Turns
 Diving
 IM 100 meters

Dolphins (formerly Level 6)**For swimmers ages six and up with no previous experience**Skills

Freestyle 100 meters
 Backstroke 100 meters
 Breaststroke 50 meters
 Butterfly 25 meters

Introduce

Diving from board
 Turns
 Side Stroke
 Elementary Backstroke
 Treading Water

Orcas (formerly Level 7)**For swimmers ages six and up with no previous experience**

The Orca level is a continuation of Dolphins. The main focus of this level is to increase the swimmer's endurance and to correct any remaining stroke issues.

Appendix 2

2003 Computer Camps Programs Revenues/Expenses

	Camp Gigabyte	Camp Gigabyte	Robotics	Robotics	Taste of Technology	Total Computer Camps
Program Days	5	5	5	5	5	25
Ages	10 to 15	10 to 15	10 to 15	10 to 15	10 to 15	
Dates	July 7-11	July 14-18	July 7-11	July 14-18	Aug 4-8	
Trips Included	Field trip to MSN & Microsoft Museum	Field trip to MSN & Microsoft Museum	Field Trip - McCollum Pool	Field Trip - McCollum Pool	Field trip - McCollum Pool	
Revenue						
Participants	12	12	12	12	16	64
Fee	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	
Total Revenue	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$2,000.00	\$8,000.00
Expenses						
Direct Labor Total:	\$398	\$398	\$398	\$398	\$740	\$2,330.64
% of revenue	27%	27%	27%	27%	37%	29%
Total Direct Expenses	\$93.00	\$93.00	\$93.00	\$93.00	\$559.00	\$931.00
% of Revenue	6%	6%	6%	6%	28%	12%
Total Taxes & Bank Service Charges	\$40.50	\$40.50	\$40.50	\$40.50	\$54.00	\$216.00
% of revenue	3%	3%	3%	3%	3%	3%
Total Expenses	\$531.28	\$531.28	\$531.28	\$531.28	\$1,352.53	\$3,477.64
% of revenue	35%	35%	35%	35%	68%	43%
Net Revenue	\$968.72	\$968.72	\$968.72	\$968.72	\$647.47	\$4,522.36
% Net Revenue	65%	65%	65%	65%	32%	57%
Maximum Participation	12	12	12	12	24	72
% participation	100%	100%	100%	100%	67%	89%
Average revenue per participant						\$125.00
Average participation per camp						13

2003 Family Hike Programs Revenues/Expenses

	Heather Lake	Board Lake	Greider Lakes	Total Family Hikes
Program Days	1	1	1	3
Ages	8 and up	6 and up	8 and up	
Dates	8-Jul	15-Jul	12-Aug	
Revenue				
Participants	7	12	3	22
Adult fee	\$10.00	\$10.00	\$10.00	
Child fee	\$4.00	\$4.00	\$4.00	
Average fee	\$7.00	\$7.00	\$7.00	
Total Revenue	\$49.00	\$84.00	\$21.00	\$154.00
Direct Labor Total:	\$0	\$0	\$0	\$0
% of Revenue	0%	0%	0%	0%
Total Direct Expenses	\$10.00	\$10.00	\$10.00	\$30.00
% of Revenue	20%	12%	48%	19%
Total Taxes & Bank Service Charges	\$1.32	\$2.27	\$0.57	\$4.16
% of Revenue	3%	3%	3%	3%
Total Expenses	\$11.32	\$12.27	\$10.57	\$34.16
% of Revenue	23%	15%	50%	22%
Net Revenue	\$37.68	\$71.73	\$10.43	\$119.84
% Net Revenue	77%	85%	50%	78%
Maximum participation	12	12	12	36
% participation	58%	100%	25%	61%
Average per participant				\$7.00
Average participation per hike				7

2003 Golf Programs Revenues/Expenses

	Full Day I	Full Day II	Full Day III	1/2 Day I	1/2 Day II (cancelled)	Advanced Camp I	Advanced Camp II	Total Golf Camps
Program Days	3	3	3	3	3	3	3	21
Ages	10 to 17	10 to 17	10 to 17	10 to 17	10 to 17	10 to 17	10 to 17	
Dates	June 23-25	July 7-9	Aug 18-20	July 14-16	July 21-23	July 28-30	Aug 11-13	
Notes						no transportation to course	no transportation to course	
Revenue								
Participants	11	20	16	7		6	6	66
Fee	\$119.00	\$119.00	\$119.00	\$75.00		\$75.00	\$75.00	
Total Revenue	\$1,309.00	\$2,380.00	\$1,904.00	\$525.00		\$450.00	\$450.00	\$7,018.00
Direct Labor Total:	\$659	\$659	\$659	\$0		\$0	\$0	\$1,976.56
% of Revenue	50%	28%	35%					28%
Total Direct Expenses	\$867.75	\$1,455.00	\$1,194.00	\$420.00		\$0.00	\$0.00	\$3,936.75
% of Revenue	66%	61%	63%	80%		0%	0%	56%
Total Taxes & Bank Service Charges	\$35.34	\$64.26	\$51.41	\$14.18		\$12.15	\$12.15	\$189.49
% of Revenue	3%	3%	3%	3%		3%	3%	3%
Total Expenses	\$1,561.95	\$2,178.11	\$1,904.26	\$434.18		\$12.15	\$12.15	\$6,102.80
% of revenue	119%	92%	100%	83%		3%	3%	87%
Net Revenue	-\$252.95	\$201.89	-\$0.26	\$90.83		\$437.85	\$437.85	\$915.20
% Net Revenue	-19%	8%	0%	17%		97%	97%	13%
Maximum Participation	35	35	35	35	35	35	35	245
% participation	31%	57%	46%	20%		17%	17%	27%
Average per participant								\$106.33
Average participation per camp								11

2003 Kayaking Programs Revenues/Expenses

	Sea Kayaking 101	Cypress Island Tour (cancelled)	Fun in A Sea Kayak	Family Kayak Tour I	Family Kayak Tour II	Family Kayak Tour III	Willapa Bay Kayak Tour (cancelled)	Total Kayaking Programs
Program Days	5	3	2	1	1	1	3	16
Programs								5
Ages	10 & up	12 and older	8 to 13	12 & up	12 & up	12 & up	Adult	
Dates	July 28-Aug 1	Aug 24-26	July 10-11	7-Jun	19-Jul	2-Aug		
Revenue								
Participants	5		9	10	10	10		44
Fee	\$174.00	\$310.00	\$89.00	\$45.00	\$45.00	\$45.00	\$310.00	
Total Revenue	\$870.00		\$801.00	\$450.00	\$450.00	\$450.00		\$3,021.00
Expenses								
Direct Labor Total:	\$941		\$376	\$197	\$197	\$197		\$1,909.33
% of Revenue	108%		47%	44%	44%	44%		63%
Total Direct Expenses	\$120.00		\$66.00	\$13.00	\$13.00	\$13.00		\$225.00
% of Revenue	14%		8%	3%	3%	3%		7%
Total Taxes & Bank Service Charges	\$23.49		\$21.63	\$12.15	\$12.15	\$12.15		\$81.57
% of Revenue	3%		3%	3%	3%	3%		3%
Total Expenses	\$983.49		\$423.63	\$201.15	\$201.15	\$201.15		\$2,010.57
% of Revenue	113%		53%	45%	45%	45%		67%
Net Revenue	(\$113.49)		\$377.37	\$248.85	\$248.85	\$248.85		\$1,010.43
% Net Revenue	-13%		47%	55%	55%	55%		33%
Maximum Participation	10	10	20	10	10	10	10	80
% participation	50%		45%	100%	100%	100%		55%
Average Revenue per participant								\$68.66
Average participants per program								9

2003 Outdoor Adventure Programs Revenues/Expenses

	Ride 'Em Cowpokes Horse Camp	Buck-a-Roos Horse Camp	Float A Boat	Rough & Tough Outdoors	Ice, Water & Outdoor Fun	Summer Splash	Sketching 101	Total Outdoor Adventures
Program Days	5	3	5	5	3	5	6	32
Ages	7 to 16	7 to 16	9 to 15	7 to 14	8 to 13	7 to 14		
Dates	July 14-18	July 1-3	Aug. 18-22	July 28-Aug 1	June 30-July 2	Aug 4-8	weekly	
Revenue								
Participants	29	30	16	29	33	26	5	168
Fee	\$285.00	\$189.00	\$169.00	\$169.00	\$79.00	\$160.00	\$70.00	
Total Revenue	\$8,265.00	\$5,670.00	\$2,704.00	\$4,901.00	\$2,607.00	\$4,160.00	\$350.00	\$28,657.00
Direct Labor Total:	\$971	\$589	\$946	\$1,548	\$779	\$1,421	\$0	\$6,253
% of revenue	12%	10%	35%	32%	30%	34%	0%	22%
Total Direct Expenses	\$7,552.25	\$4,747.50	\$84.00	\$486.00	\$248.25	\$286.50	\$330.00	\$13,734.50
% of revenue	91%	84%	3%	10%	10%	7%	94%	48%
Total Taxes & Bank Service Charges	\$223.16	\$153.09	\$73.01	\$132.33	\$70.39	\$112.32	\$9.45	\$773.74
% of revenue	3%	3%	3%	3%	3%	3%	3%	3%
Total Expenses	\$8,745.92	\$5,489.67	\$1,103.26	\$2,166.29	\$1,097.30	\$1,819.60	\$339.45	\$20,761.48
% of revenue	106%	97%	41%	44%	42%	44%	97%	72%
Net Revenue	-\$480.92	\$180.33	\$1,600.74	\$2,734.71	\$1,509.70	\$2,340.40	\$10.55	\$7,895.52
% Net Revenue	-6%	3%	59%	56%	58%	56%	3%	28%
Maximum Participation	30	30	20	32	30	25	15	182
% participation	97%	100%	80%	91%	110%	104%	33%	92%
Average per participant (without sketching)								\$173.66
Average participation per camp (without sketching)								27

2003 Sports Camp Programs Revenues/Expenses

	Lake Stevens/ Skyline	Lake Stevens/ Highland	Mukilteo/ Olympic View	Snohomish/ Cathcart	Snohomish/ Seattle Hill	Snohomish/ Dutch Hill	Stanwood/ Cedar Home	Mini Sports Camp/Lake Stevens Highland	Basketball Skills Building Camp II/ Lake Stevens	Basketball Skill Building Camp I/ Mill Creek	Total Sports Camps
Program Days	5	5	5	5	5	5	5	5	5	3	48
Ages	7 to 13	7 to 10	7 to 13	7 to 13	7 to 13	7 to 13	7 to 13	5 to 7	7 to 13	7 to 13	
Dates	June 23-27	July 21-25	Aug 11-15	July 7-11	July 21-25	Aug. 11-15	Aug 4-8	July 28- Aug 1	July 28- Aug 1	June 30 -July 2	
Trips included	Kayak & canoe on Flowing Lake/Swim at McCollum Pool	Kayak & canoe on Flowing Lake/Safeco Field Trip	Kayak & canoe on Flowing Lake/Aqua-Sox Game	Kayak & canoe on Flowing Lake/Swim at McCollum Pool	Kayak & canoe on Flowing Lake/Safeco Field Trip	Kayak & canoe on Flowing Lake/Aqua-Sox Game	Field trip to Birch Bay Water Park				
Revenue											
Participants	18	38	9	35	20	16	16	31	34	26	243
Fee (with pre-reg. discount)	\$104.00	\$104.00	\$106.00	\$104.00	\$104.00	\$106.00	\$106.00	\$55.00	\$55.00	\$55.00	
Total Revenue	\$1,872.00	\$3,952.00	\$954.00	\$3,640.00	\$2,080.00	\$1,696.00	\$1,696.00	\$1,705.00	\$1,870.00	\$1,430.00	\$20,895.00
Expenses											
Direct Labor Total:	\$1,650	\$1,983	\$858	\$2,039	\$1,309	\$971	\$1,038	\$829	\$829	\$728	\$12,234.07
% of Revenue	88%	50%	90%	56%	63%	57%	61%	49%	44%	51%	59%
Total Direct Expenses	\$785.00	\$911.50	\$748.50	\$537.00	\$548.00	\$574.00	\$269.50	\$324.00	\$336.00	\$166.50	\$5,200.00
% of Revenue	42%	23%	78%	15%	26%	34%	16%	19%	18%	12%	25%
Total Taxes & Bank Service Charges	\$50.54	\$106.70	\$25.76	\$98.28	\$56.16	\$45.79	\$45.79	\$46.04	\$50.49	\$38.61	\$564.17
% of Revenue	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Total Expenses	\$2,485.41	\$3,000.98	\$1,631.92	\$2,674.48	\$1,913.22	\$1,590.30	\$1,353.51	\$1,199.48	\$1,215.94	\$932.99	\$17,998.23
% of Revenue	133%	76%	171%	73%	92%	94%	80%	70%	65%	65%	86%
Net Revenue	-\$613.41	\$951.02	-\$677.92	\$965.52	\$166.78	\$105.70	\$342.49	\$505.52	\$654.06	\$497.01	\$2,896.77
% Net Revenue	-33%	24%	-71%	27%	8%	6%	20%	30%	35%	35%	14%
Maximum Participation	35	35	35	35	35	35	35	35	35	35	350
% participation	51%	109%	26%	100%	57%	46%	46%	89%	97%	74%	69%

2003 Teens Programs Revenues/Expenses

	Cosmic Bowling (cancelled)	Whirly Ball	Climb & Find I	Climb & Find 2	Climb & Find 3 (cancelled)	Extreme Challenge	Alpine Tower Summit Challenge	The H2O Zone	Total Teen Programs
Program Days	1	1	2	2	2	3	1	1	13
Ages	12 & up	12 to 15	12 and up	12 and up	12 and up	12 to 15	12 to 15	12 to 15	
Dates	11-Jul	23-Jul	June 26-27	July 24-25	Aug 21-22	Aug 5-7	13-Aug	July 15-17	
Revenue									
Participants		13	5	5		9	5	8	45
Fee		\$20.00	\$69.00	\$69.00		\$59.00	\$29.00	\$59.00	
Total Revenue		\$260.00	\$345.00	\$345.00		\$531.00	\$145.00	\$472.00	\$2,098.00
Direct Labor Total:		\$62	\$148	\$148		\$249	\$83	\$412	\$1,102
% of Revenue		24%	43%	43%		47%	57%	87%	53%
Total Direct Expenses		\$370.52	\$287.25	\$287.25		\$321.66	\$90.80	\$116.00	\$1,473.48
% of Revenue		143%	83%	83%		61%	63%	25%	70%
Total Taxes & Bank Service Charges		\$7.02	\$9.32	\$9.32		\$14.34	\$3.92	\$12.74	\$56.65
% of Revenue		3%	3%	3%		3%	3%	3%	3%
Total Expenses		\$439.73	\$444.47	\$444.47		\$584.75	\$177.63	\$541.09	\$2,632.14
% of Revenue		169%	129%	129%		110%	123%	115%	125%
Net Revenue		-\$179.73	-\$99.47	-\$99.47		-\$53.75	-\$32.63	-\$69.09	-\$534.14
% Net Revenue		-69%	-29%	-29%		-10%	-23%	-15%	-25%
Maximum Participation	14	10	14	14	14	10	8	12	96
% participation		130%	36%	36%		90%	63%	67%	47%
Average per participant									\$46.62
Average participation per camp									8

2003 Trips Programs Revenues/Expenses

	Wildwaves Trip	Pan for Gold I	Pan for Gold II	Rafting the Sky (cancelled)	Rafting the Sky (cancelled)	Total Trips
Program Days	1	1	1	1	1	5
Ages	10 to 15	8 and up	8 and up	14 & up	14 & up	
Dates	24-Jun	19-Jul	30-Aug	28-Jun	28-Jun	
Revenue						
Participants	22	5	5			32
Fee	\$30.00	\$10.00	\$10.00			
Total Revenue	\$660.00	\$50.00	\$50.00			\$760.00
Direct Labor Total:	\$180.93					\$180.93
% of revenue	27%					24%
Total Direct Expenses	\$533.22	\$15.75	\$15.75			\$564.72
% of revenue	81%	32%	32%			74%
Total Taxes & Bank Service Charges	\$17.82	\$1.35	\$1.35			\$20.52
% of revenue	3%	3%	3%			3%
Total Expenses	\$731.97	\$17.10	\$17.10			\$766.17
% of revenue	111%	34%	34%			101%
Net Revenue	-\$71.97	\$32.90	\$32.90			-\$6.17
% Net Revenue	-11%	66%	66%			-1%
Maximum Participation	35	5	5			45
% participation	63%	100%	100%			71%
Average per participant						\$23.75
Average participation per camp						6

Appendix 3

SNOHOMISH COUNTY PARKS

**WILLIS TUCKER PARK
COMMUNITY ACTIVITY CENTER**

SURVEY FINAL REPORT

DECEMBER 2003

Prepared by

CEDAR RIVER GROUP

500 Union Street, Suite 1045

Seattle, WA 98101

206-223-7660

EXECUTIVE SUMMARY

Parks and Park Activities

Respondents are:

- Frequent users of the park system, with 88% having visited a park in the last twelve months and 65% having visited three or more parks in that same time period;
- Most likely to visit parks within a one to ten mile radius of their residence, with the most frequently visited parks within five miles of the area surveyed;
- Primarily engaged in unstructured recreational activities, with the most frequently reported activities walking or hiking and swimming;
- Also engaged in structured or fee based recreational activities, with swimming at McCollum Pool or taking lessons at the Pool the most frequently cited paid activity;
- Vary their activity by park, with walking or hiking, swimming, biking and picnicking the most frequently reported activities at general parks.

Willis Tucker Community Center

Residents near the future site of the Willis Tucker Community Activity Center are:

- Interested in the Center, as evidenced by the 12% survey return and by 91% of respondents expressing an interest in at least one class or activity at the Center.
- Most interested in adult and family programs, with 50% of those interested in Center activities very interested in adult and family programs.
- Most interested in arts and crafts, home and garden and health and wellness classes.
- Interested in uses of the Community Activity Center in addition to classes, particularly birthday or other party rentals.

Households Interested in Adult and Family Programs

Households interested in adult and family programs appear to be a key market for the Community Activity Center and for the Park system. These households are:

- Also interested in programs for children, particularly for grades K-3.
- Primarily interested in arts and crafts, health and wellness and home and garden programs.
- The most interested in other activities at the Center such as birthday and other party rentals, community meeting space and trips and tours.
- Living in households with children and with adults younger than the norm.

Communication

Respondents

- Prefer to receive information on Park programs from a mailed or hand delivered brochure or, as a second choice, by e-mail.
- Are very interested in getting information about Park programs, with 78% providing information to get on the Parks Department mailing list.

Respondents Characteristics

Respondents are:

- Willing to travel no further than ten miles to attend Park programs.
- Have lived in Snohomish County for more than five years.
- Living in households with two adults (89%) ages 30-49 (76%) and with children (73%).

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SECTION I

SURVEY BACKGROUND AND OBJECTIVES

In December 2003, a survey of Snohomish County residents in the area surrounding Willis Tucker Park was conducted by Cedar River Group to:

- Assess use of different parks;
- Assess visitor activities at parks;
- Develop a baseline of characteristics of potential users of the Willis Tucker Community Activity Center;
- Assess interest in potential programs at Willis Tucker Community Activity Center;
- Provide information on the best ways to reach residents with information about park programs; and
- Help determine the likely market area for parks' programs and facilities.

This survey was undertaken in conjunction with the development of a marketing plan for Snohomish County Parks. The marketing plan is intended to increase utilization and net revenues from existing programs and facilities, to position the Department for a successful launch of the new Community Activity Center at Willis Tucker Park, and to improve awareness of the Department and its programs throughout the County.

A return mailer questionnaire was hand-delivered to 2,000 residences within a five-mile radius of Willis Tucker Park. Two hundred and forty-four surveys were returned for a 12% response rate.

The survey results are reviewed in this report.

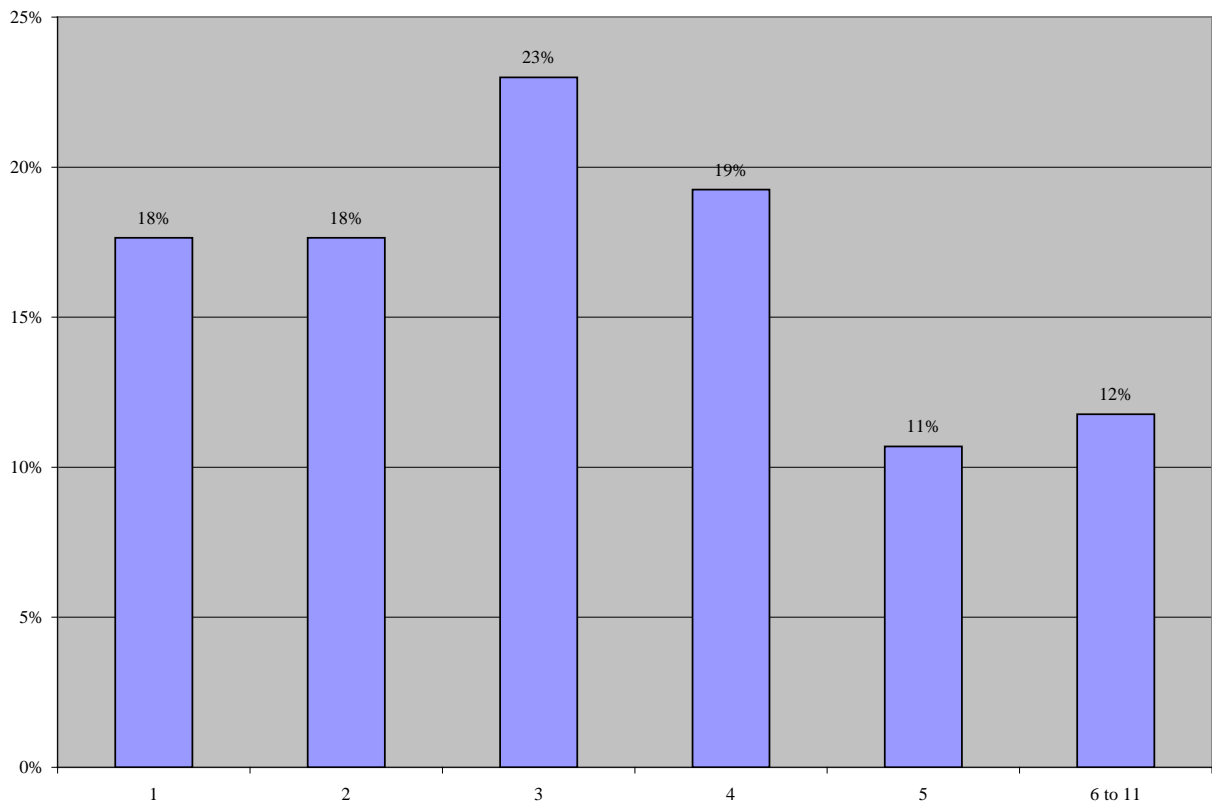
SECTION II PARKS

Respondents were asked to indicate whether they or others in their household had visited one of seventeen or any other Snohomish County park during the past twelve months.

88% of respondents had visited at least one Snohomish County park.

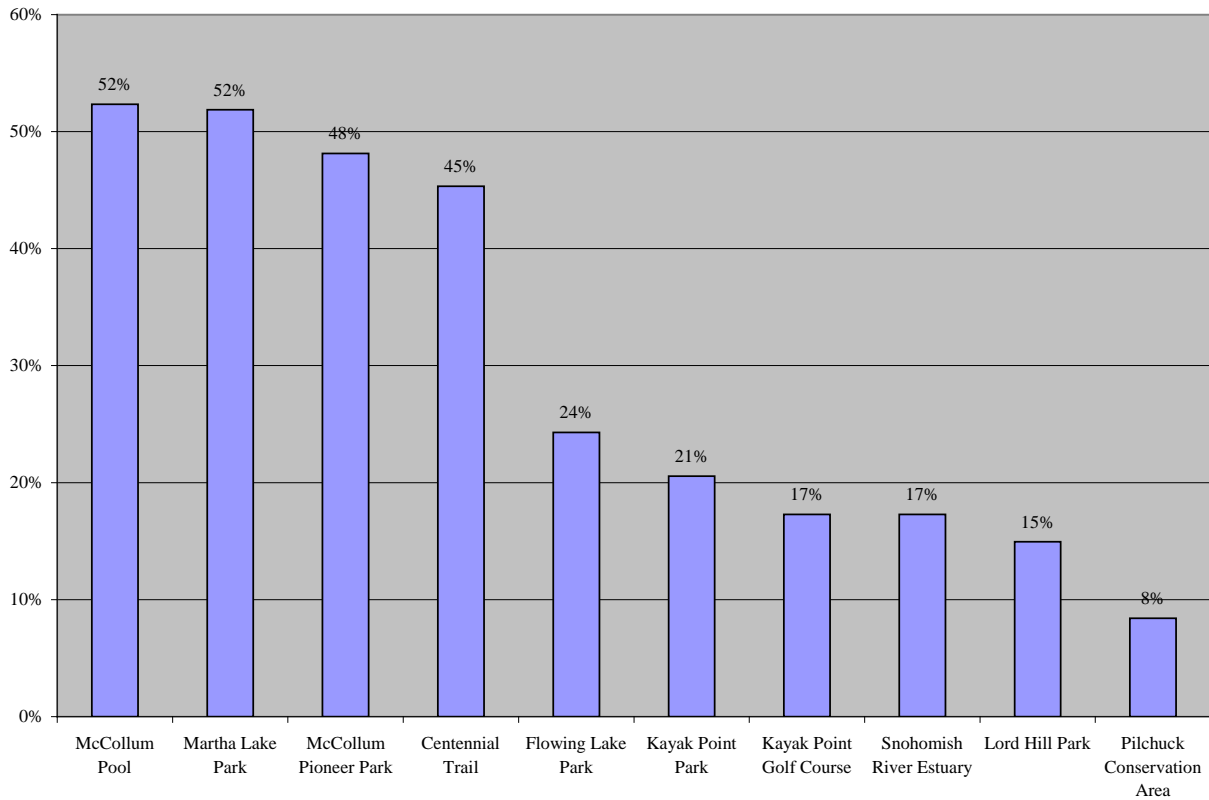
Figure 1 shows the number of different parks these respondents visited in the last twelve months and Figure 2 shows the most frequently visited parks.

**Figure 1
Number of Parks Visited**



Of the respondents who had visited a Snohomish County park in the last twelve months, 18% had visited one park, 18% two parks, 23% three parks, 19% four parks, 11% five parks and 12% six to eleven parks.

Figure 2
Parks Visited



52% of respondents who had visited a Snohomish County park in the last twelve months had visited the McCollum Pool, 52% Martha Lake Park, 48% McCollum Pioneer Park, 45% the Centennial Trail, 24% Flowing Lake Park, 21% Kayak Point Park, 17% Kayak Point Golf Course, 17% the Snohomish River Estuary, 15% Lord Hill Park and 8% the Pilchuck Conservation Area. Other parks respondents had visited in the last twelve months include Twin Rivers Park (3%), Robe Canyon Park (3%), Portage Wildlife Area (2%), River Meadows Park (2%), Silver Lake Park (3%), Lundeen Community Park (2%) and Whitehorse Trails (2%).

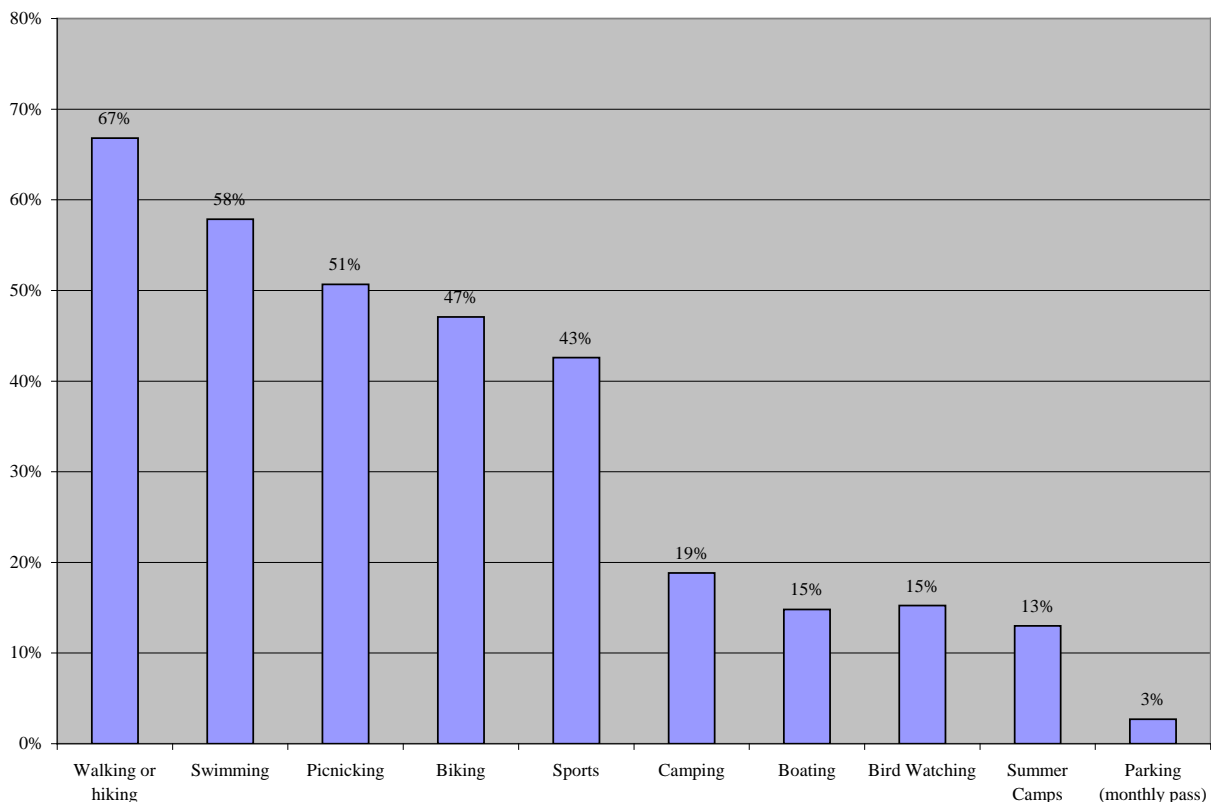
SECTION III PARK ACTIVITIES

Respondents were asked to identify whether they or anyone in their household had pursued ten different activities or any other activity in Snohomish County parks within the last twelve months.

90% of respondents had pursued an activity within a Snohomish County park within the last twelve months.

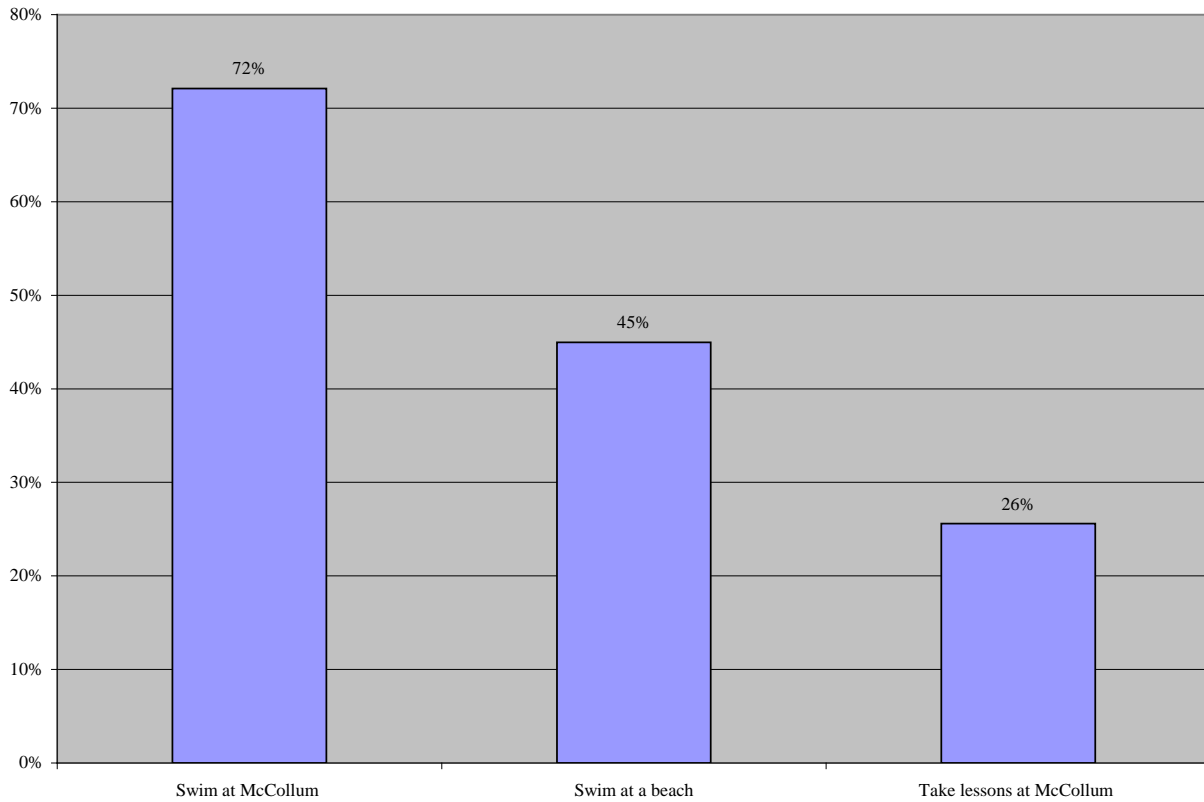
Figure 3 indicates the activities that respondents had pursued while Figures 4-9 provide more specific information on swimming, picnicking, sports, camping, summer camp and boating activities. Figures 10-19 show activities by Park visited.

**Figure 3
Activities**



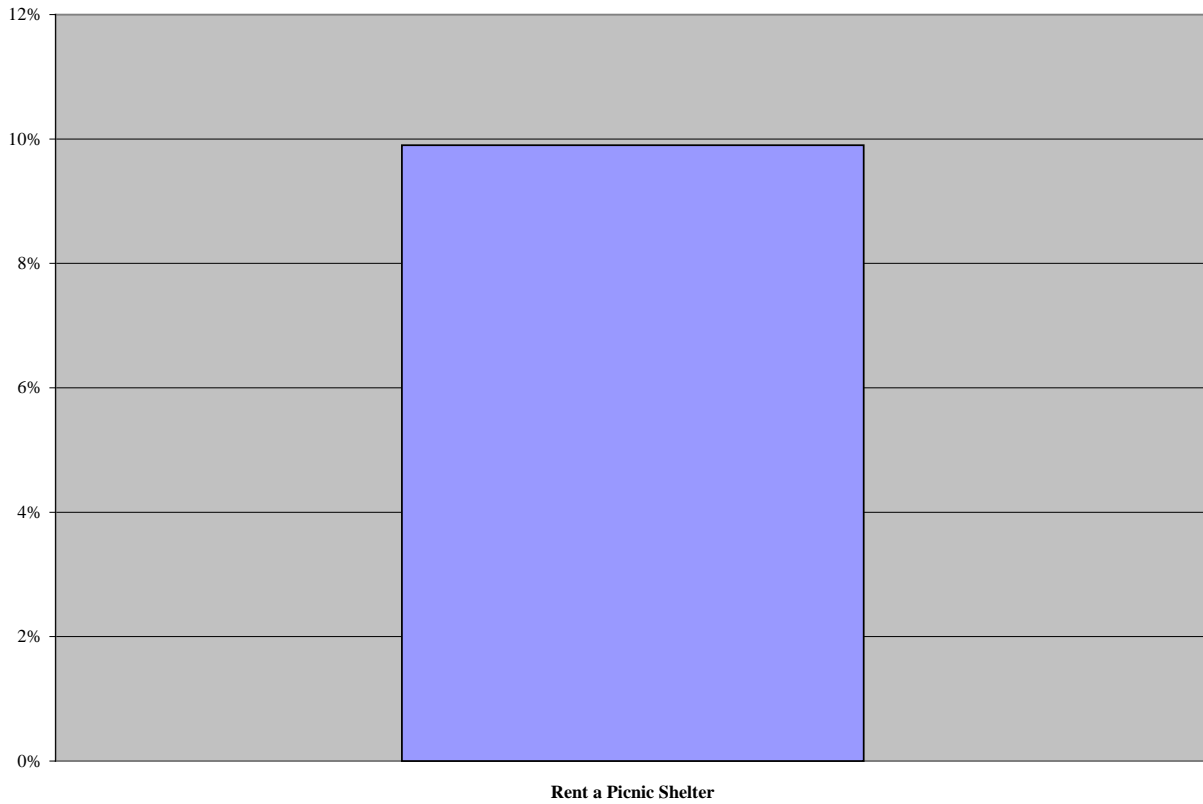
67% of respondents who had pursued an activity in a Snohomish County park in the last twelve months went walking or hiking, 58% swimming, 51% picnicking, 47% biking, 43% playing sports, 19% camping, 15% boating, 15% bird watching and 13% attending a summer camp. 3% of respondents had purchased a monthly parking pass.

Figure 4
Swimming

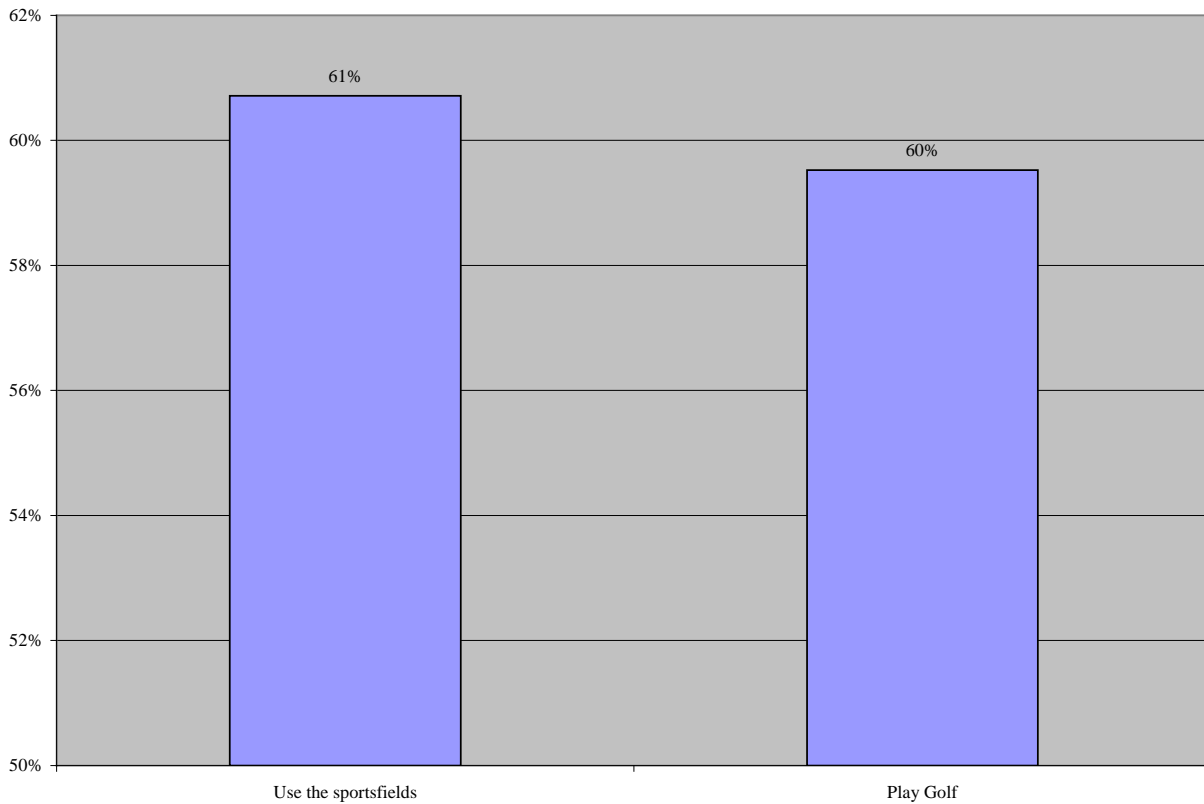


58% of respondents who had pursued an activity in Snohomish County parks in the last twelve months had gone swimming. Of this percentage, 72% had been swimming at McCollum pool, 45% had been swimming at a beach and 26% had taken lessons at McCollum pool.

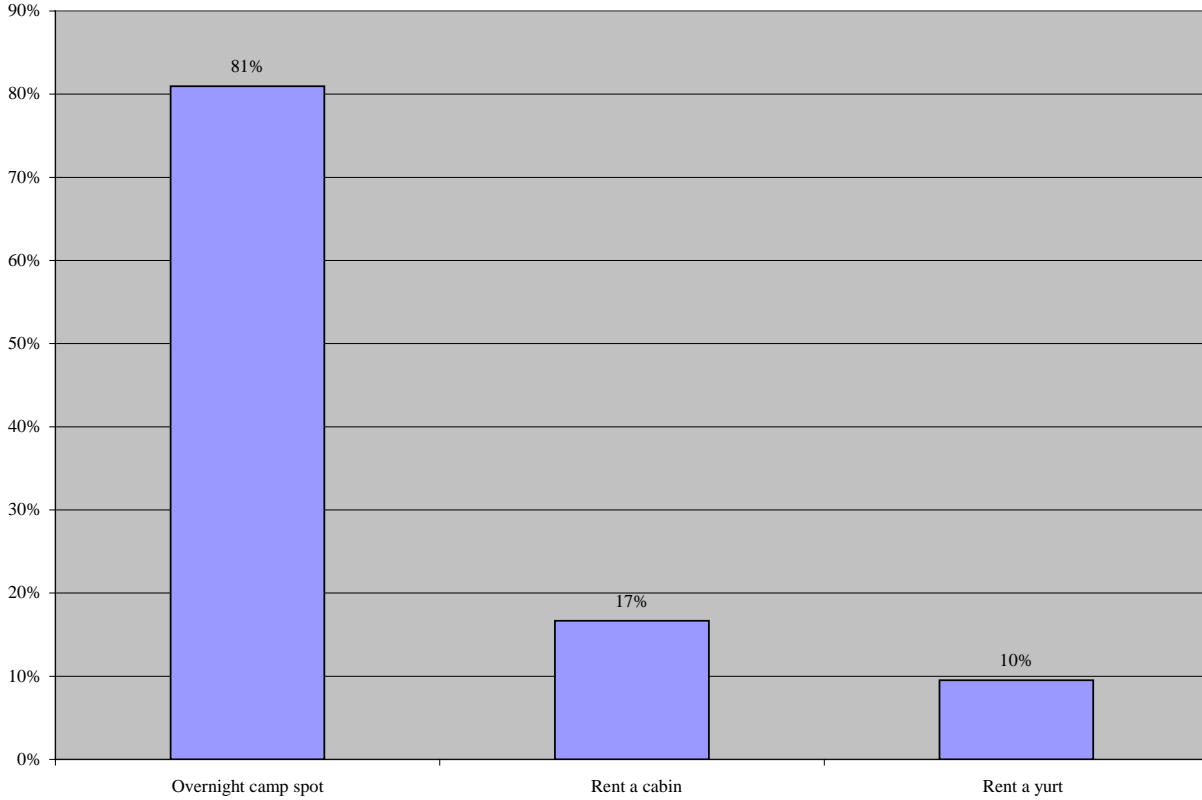
**Figure 5
Picnic Shelters**



51% of respondents who had pursued an activity in Snohomish County parks in the last twelve months had been picnicking. Of this percentage, 10% rented a picnic shelter.

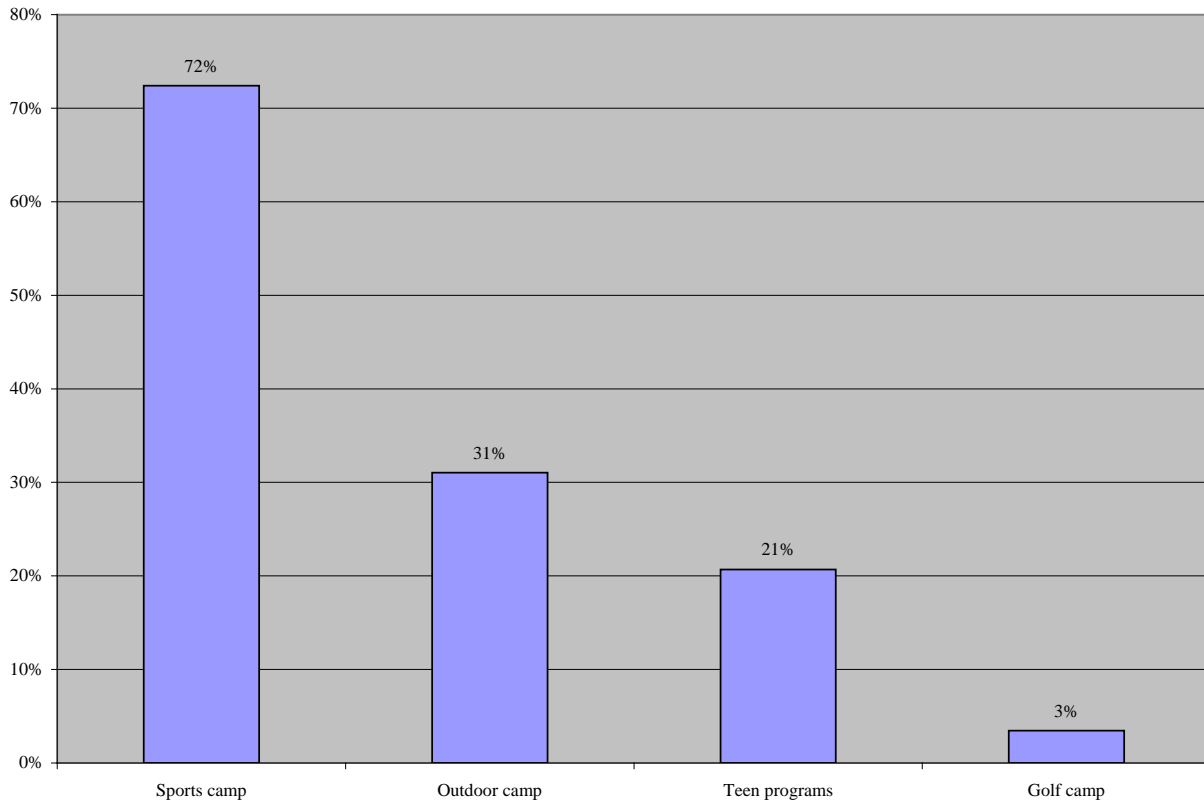
Figure 6
Sports

43% of respondents who had pursued an activity in Snohomish County parks in the last twelve months had played sports. Of this percentage, 61% had used the sports fields and 60% had played golf.

**Figure 7
Camping**

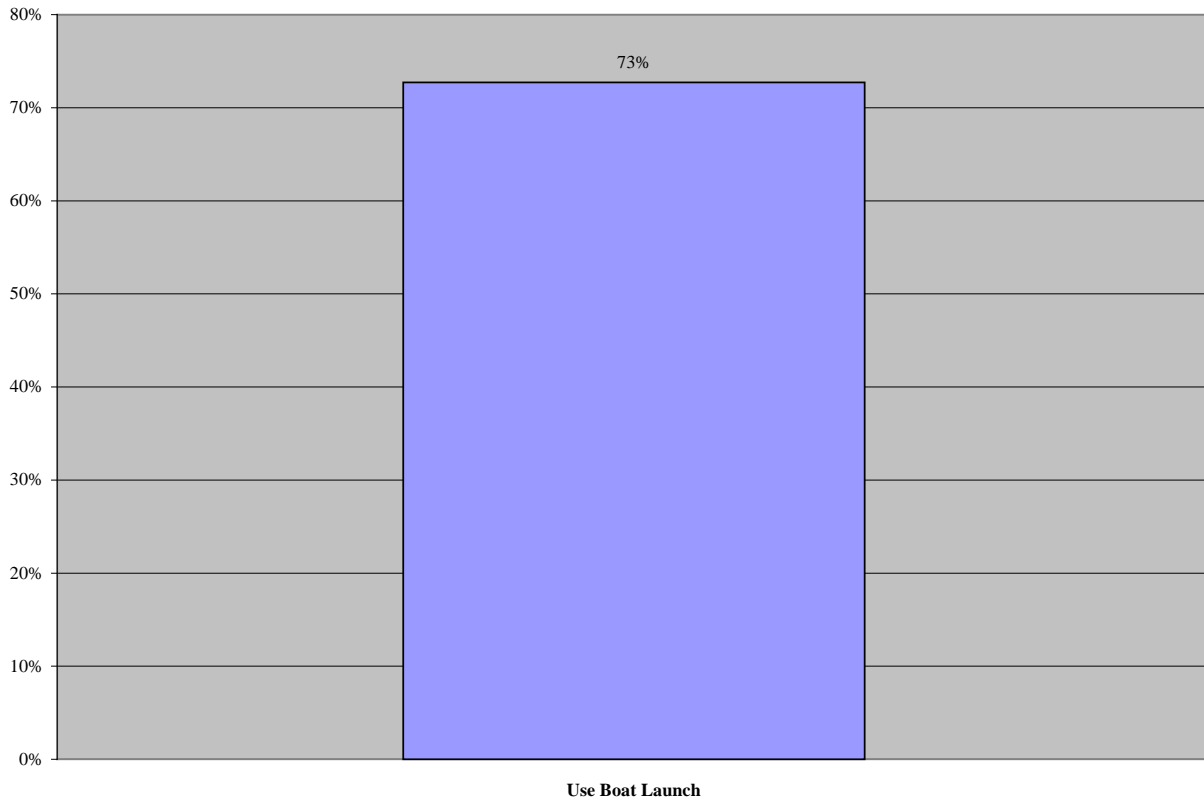
19% of respondents who had pursued an activity in Snohomish County parks in the last twelve months had gone camping. Of this percentage, 81% had used an overnight camping spot, 17% a cabin and 10% a yurt.

Figure 8
Summer Camps



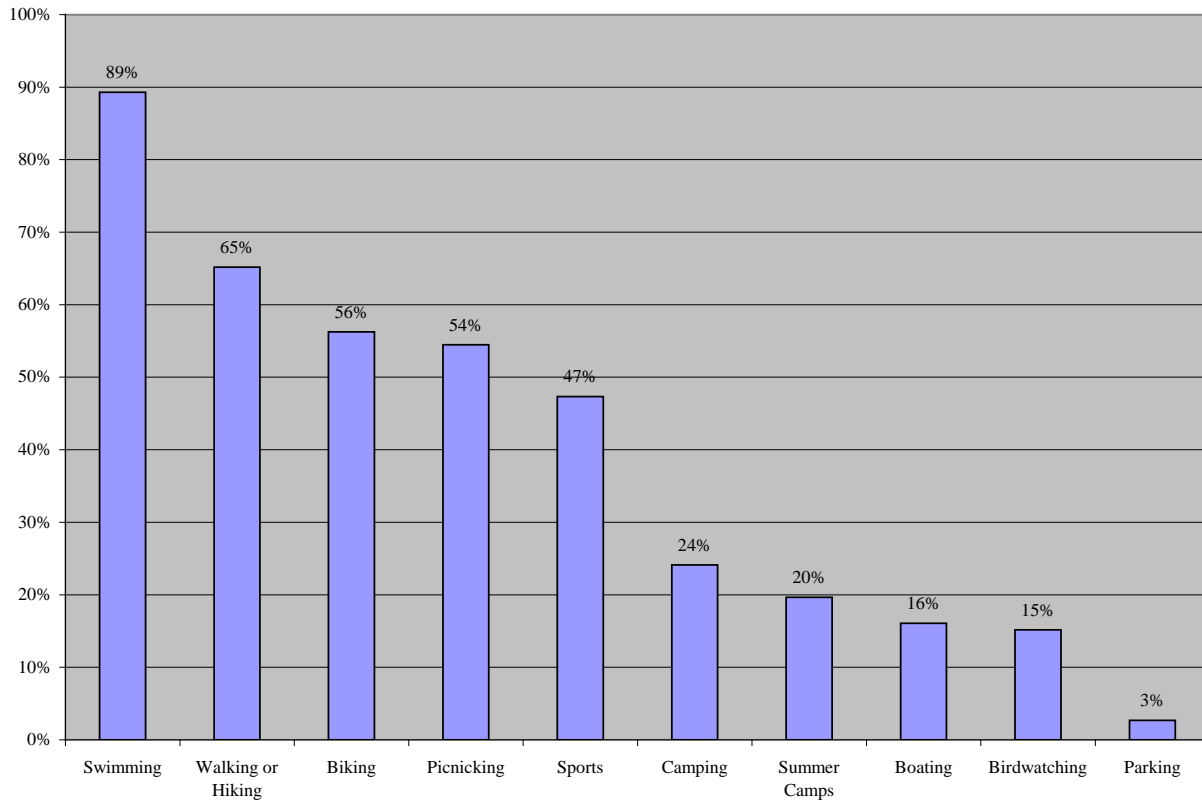
13% of respondents who had pursued an activity in Snohomish County parks in the last twelve months had attended a summer camp. Of that percentage, 72% had gone to a sports camp, 31% to an outdoor camp, 21% had participated in teen programs and 3% went to a golf camp. None of the respondents attended a computer or kayaking camp.

Figure 9
Boat Launch



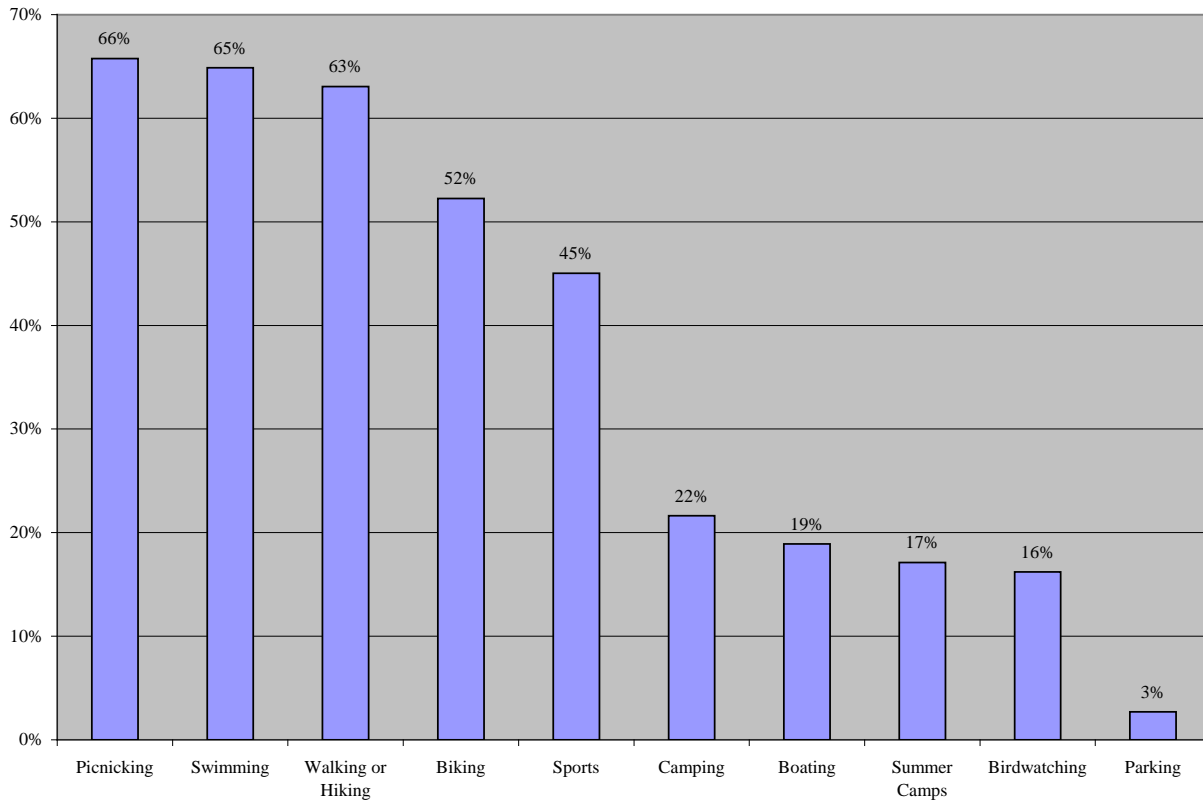
15% of respondents who had pursued an activity in Snohomish County parks in the last twelve months had gone boating. Of that percentage, 73% used a boat launch in the parks.

Figure 10
McCollum Pool Activities



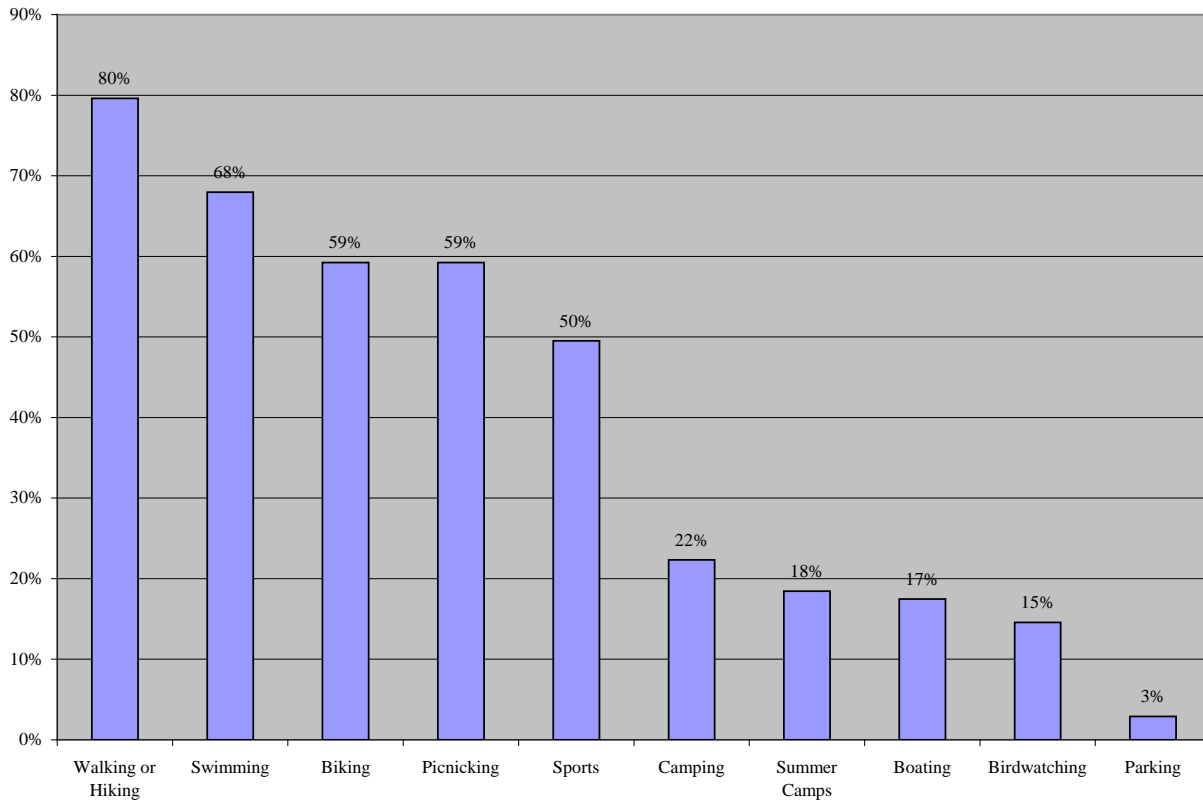
McCollum Pool was one of the two most frequently visited park facilities, with 52% of respondents who had visited a park in the last twelve months reporting a visit to the Pool. Of those respondents, 89% said that they went swimming at the Pool or at other parks they visited, 65% walking or hiking, 56% biking, 54% picnicking, 47% playing sports, 24% camping, 20% attending summer camp, 16% boating, 15% bird watching and 3% purchased a parking pass.

Figure 11
Martha Lake Activities



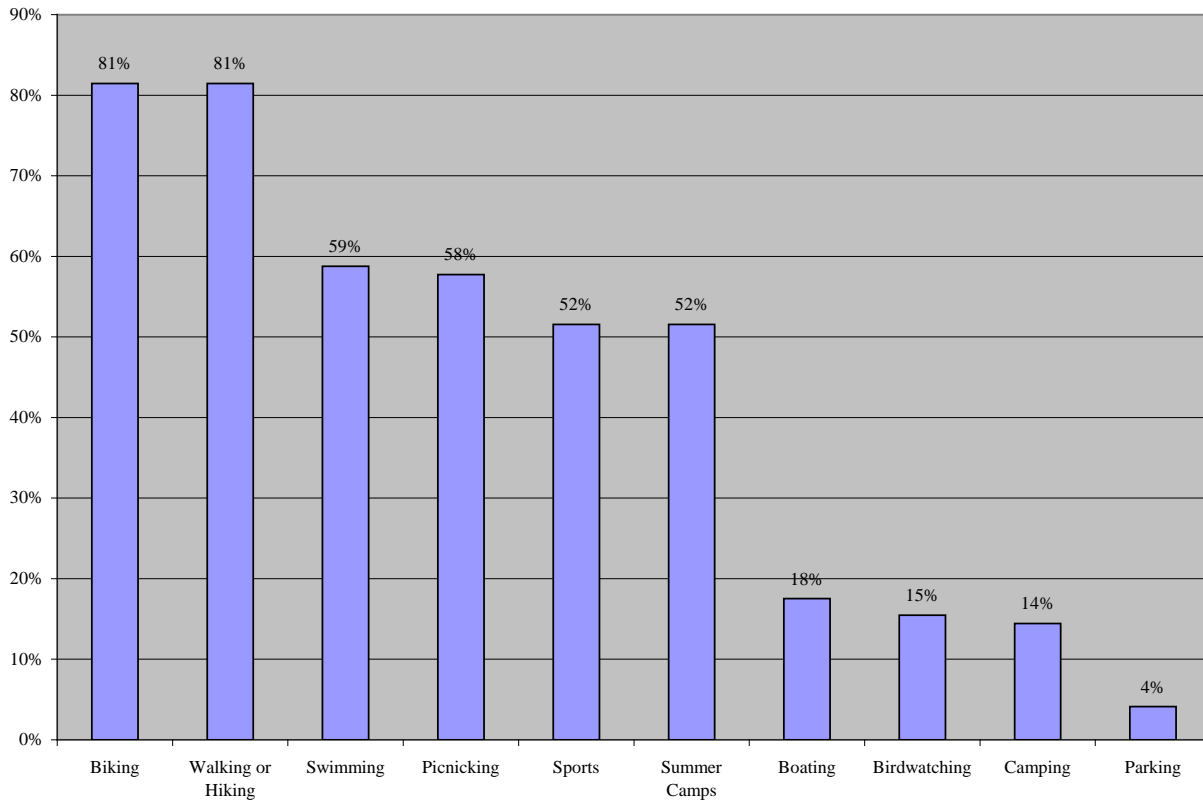
Martha Lake was one of the two most frequently visited parks with 52% of respondents who had visited a park in the last twelve months reporting a visit to the Lake. Of those respondents, 66% said they were picnicking, 65% swimming at the Lake and other parks they visited, 63% walking or hiking, 52% biking, 45% playing sports, 22% camping, 19% boating, 17% attending summer camp, 16% bird watching and 3% purchased a parking pass.

Figure 12
McCollum Pioneer Park Activities



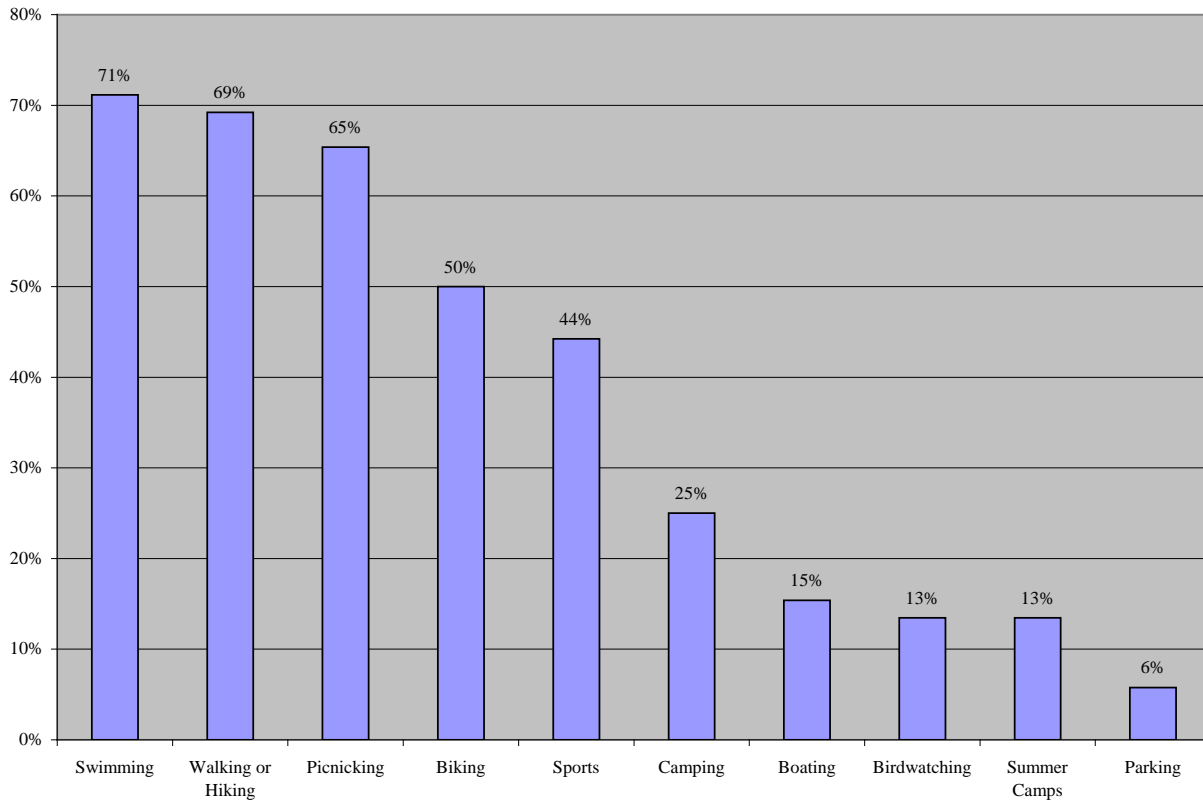
McCollum Pioneer Park was the third most frequently visited park with 48% of respondents who had visited a park in the last twelve months reporting a visit to McCollum. Of those respondents, 80% said they were walking or hiking at McCollum and other parks they visited, 68% swimming, 59% biking and picnicking, 50% playing sports, 22% camping, 18% attending summer camp, 17% boating, 15% bird watching and 3% purchased a parking pass.

Figure 13
Centennial Trail Activities



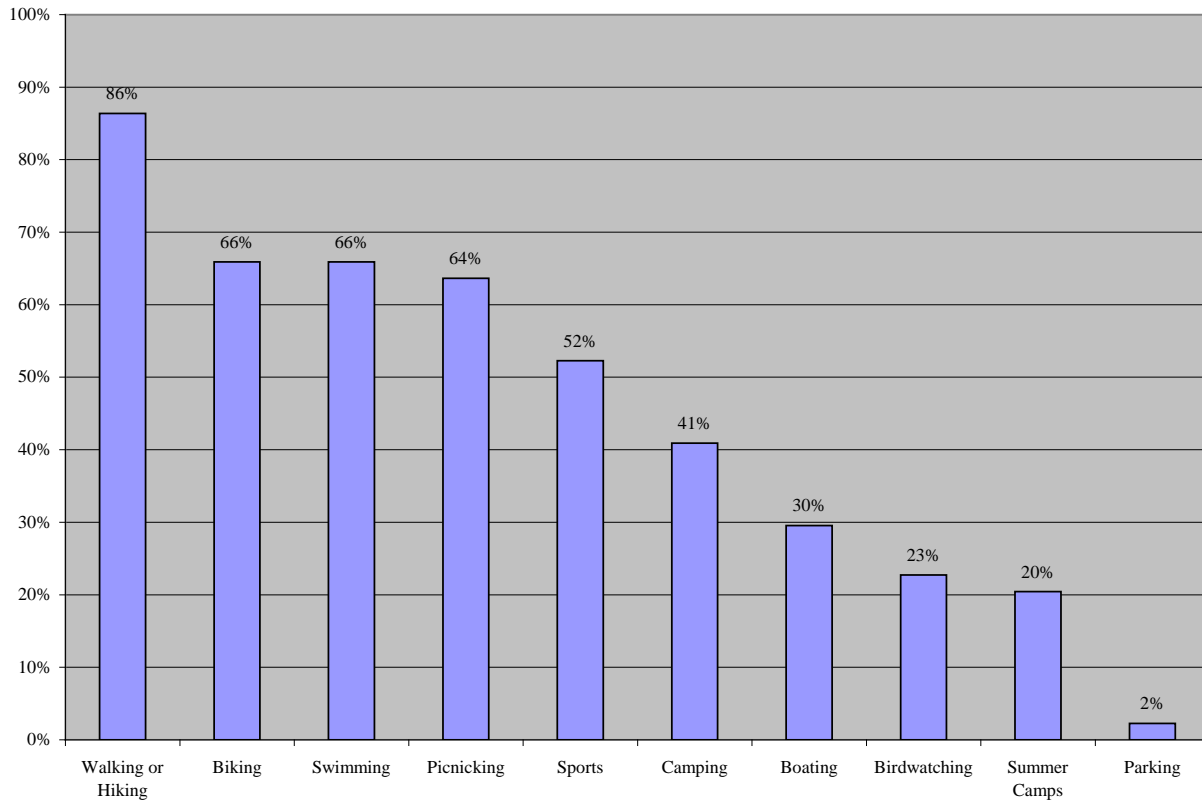
45% of respondents who had visited a Snohomish County park in the last twelve months had used the Centennial Trail. 81% of those who visited the Centennial Trail reported that at the Trail and other parks they visited, they went biking, 81% walking or hiking, 59% swimming, 58% picnicking, 52% playing sports or attending summer camp, 18% boating, 15% bird watching, 14% camping and 4% had purchased a parking pass.

Figure 14
Flowing Lake Activities



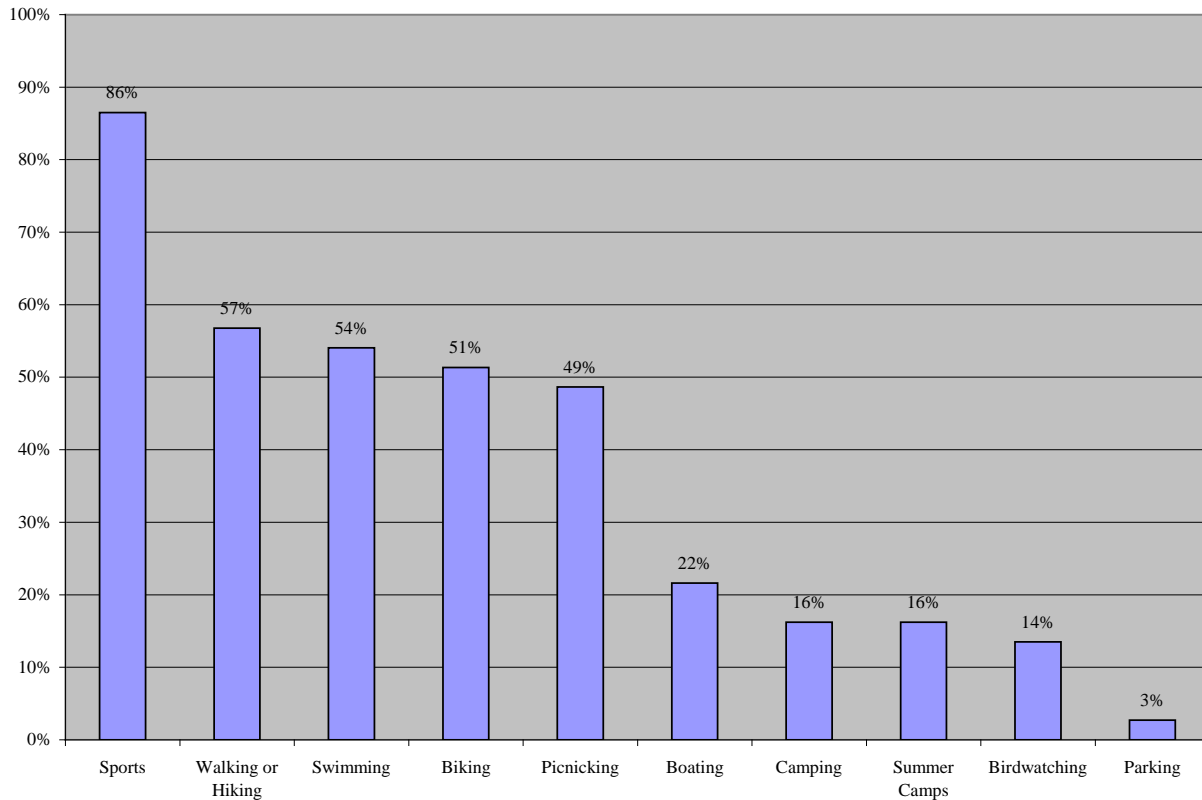
24% of respondents who had visited a Snohomish County park in the last twelve months had visited Flowing Lake Park. 71% of those who visited Flowing Lake reported that at the Lake and other parks they visited, they went swimming, 69% walking or hiking, 65% picnicking, 50% biking, 44% playing sports, 25% camping, 15% boating, 13% bird watching or attending summer camp and 6% purchased a parking pass.

Figure 15
Kayak Point Park Activities



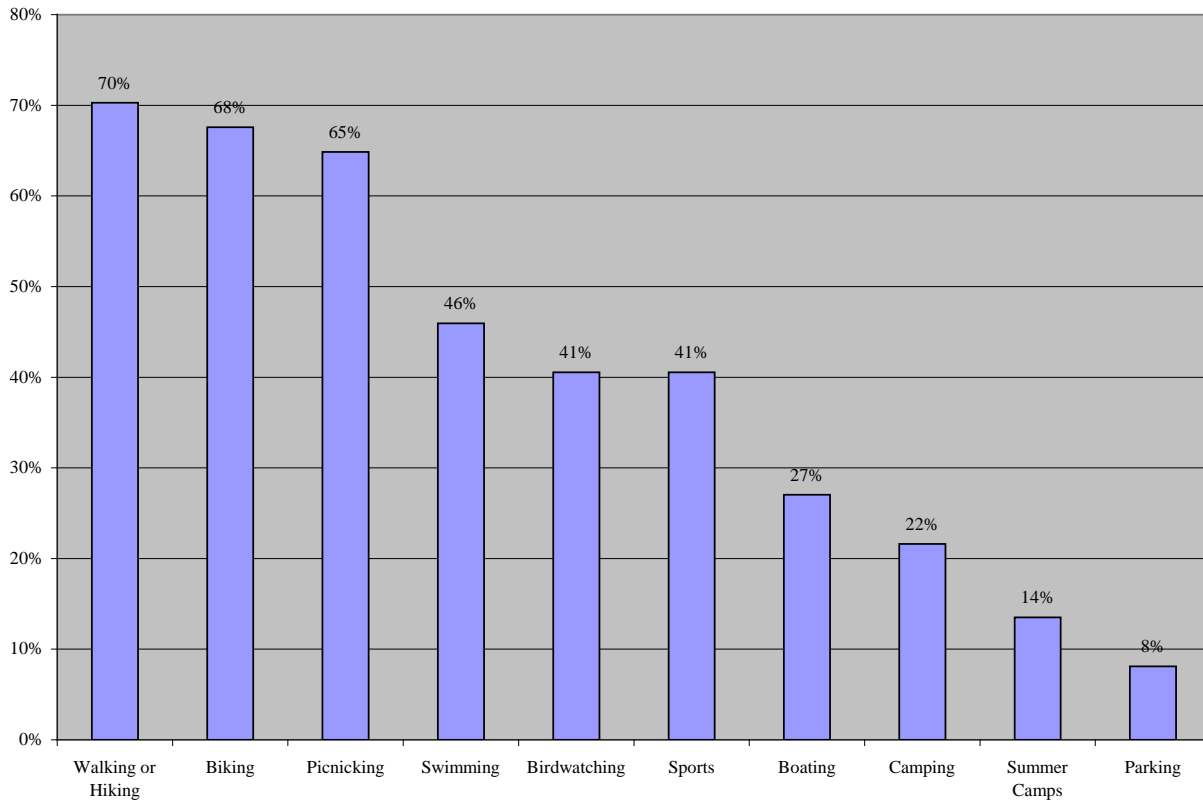
21% of respondents who had visited a Snohomish County park in the last twelve months had visited Kayak Point Park. 86% of those who visited Kayak Point Park said they went walking or hiking at Kayak Point and at other parks they visited, 66% biking, 66% swimming, 64% picnicking, 52% playing sports, 41% camping, 30% boating, 23% bird watching, 20% attending summer camp and 2% purchased a parking pass.

Figure 16
Kayak Point Golf Course Activities



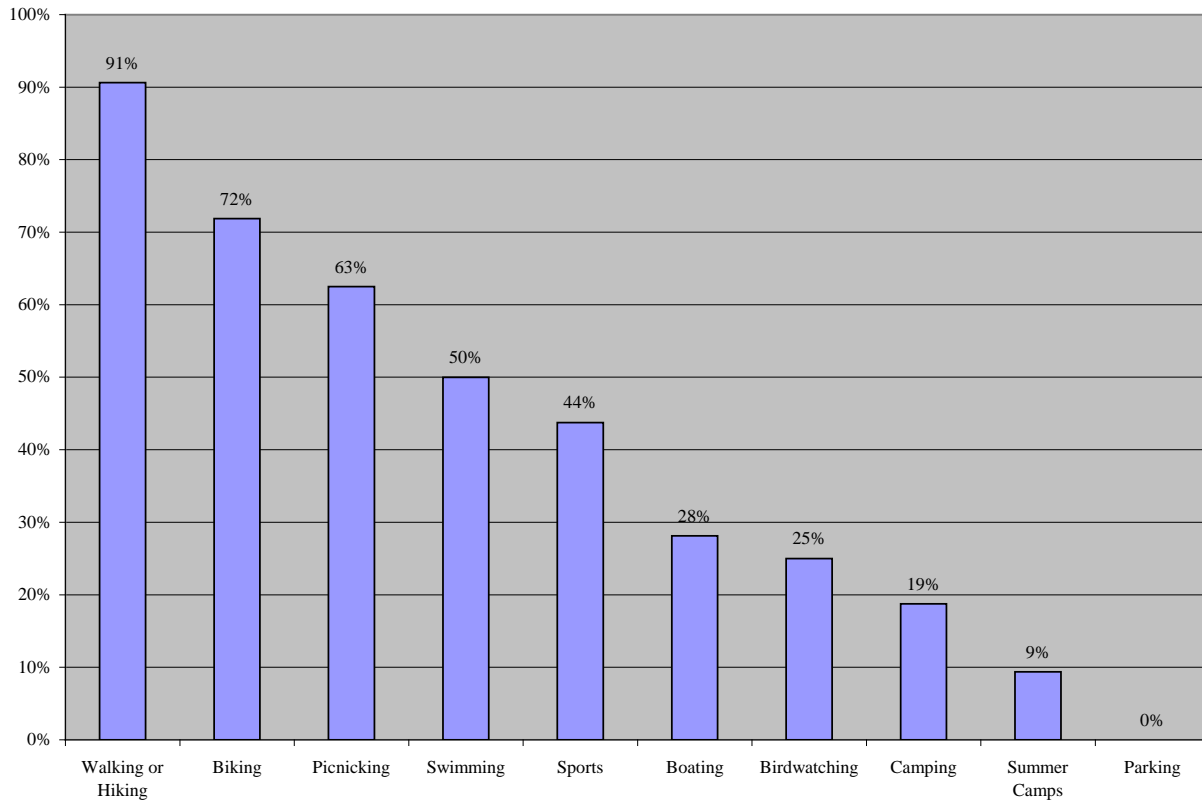
17% of respondents who had visited a Snohomish County park in the last twelve months had visited Kayak Point Golf Course. 86% of those who visited Kayak Point Golf Course said they had been playing sports at the Course and at other parks they visited, 57% walking or hiking, 54% swimming, 51% biking, 49% picnicking, 22% boating, 16% camping and attending summer camp, 14% bird watching and 3% purchased a parking pass.

Figure 17
Snohomish River Estuary Activities



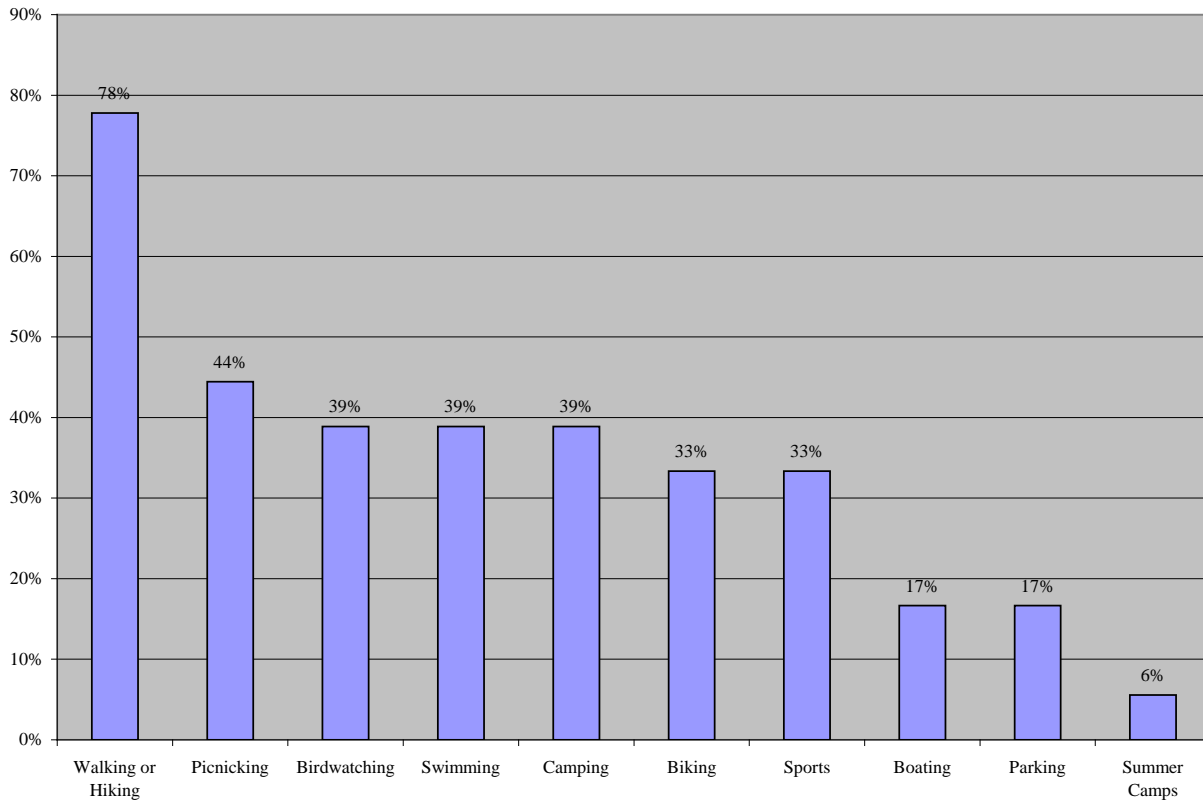
17% of respondents who had visited a Snohomish County park in the last twelve months had visited the Snohomish River Estuary. 70% of those who visited the Snohomish River Estuary said they were walking or hiking at the Estuary and at other parks they visited, 68% biking, 65% picnicking, 46% swimming, 41% bird watching or playing sports, 27% boating, 22% camping, 14% attending summer camp and 8% purchased a parking pass.

Figure 18
Lord Hill Park Activities



15% of respondents who had visited a Snohomish County park in the last twelve months had visited Lord Hill Park. 91% of those who visited Lord Hill Park said they went walking or hiking at Lord Hill and at other parks they visited, 72% biking, 63% picnicking, 50% swimming, 44% playing sports, 28% boating, 25% bird watching, 19% camping and 9% attending summer camp.

Figure 19
Pilchuck Conservation Area Activities



8% of respondents who had visited a Snohomish County park in the last twelve months had visited the Pilchuck Conservation Area. 78% of those who visited the Pilchuck Conservation Area said they went walking or hiking at Pilchuck and at other parks they visited, 44% bird watching, 39% picnicking, swimming and camping, 33% biking and playing sports, 17% boating and purchased a parking pass and 6% attending summer camp.

SECTION IV

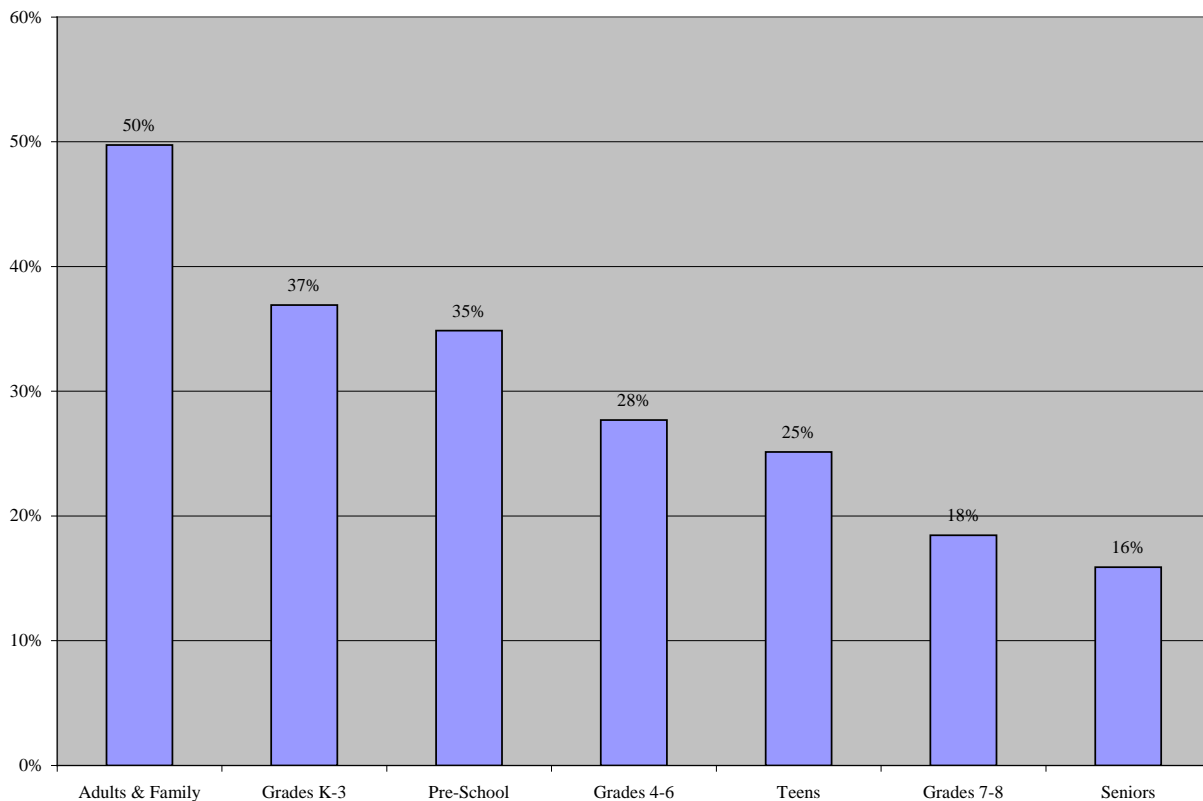
WILLIS TUCKER COMMUNITY ACTIVITY CENTER

Respondents were asked to indicate how interested they or others in their household would be in Willis Tucker Community Activity Center programs or classes for seven age groups, in birthday or other party rentals, in nine class categories, in trips and tours or in community meeting space between very interested, interested, somewhat interested and not interested.

91% of respondents were interested in some type of programming at the Community Activity Center.

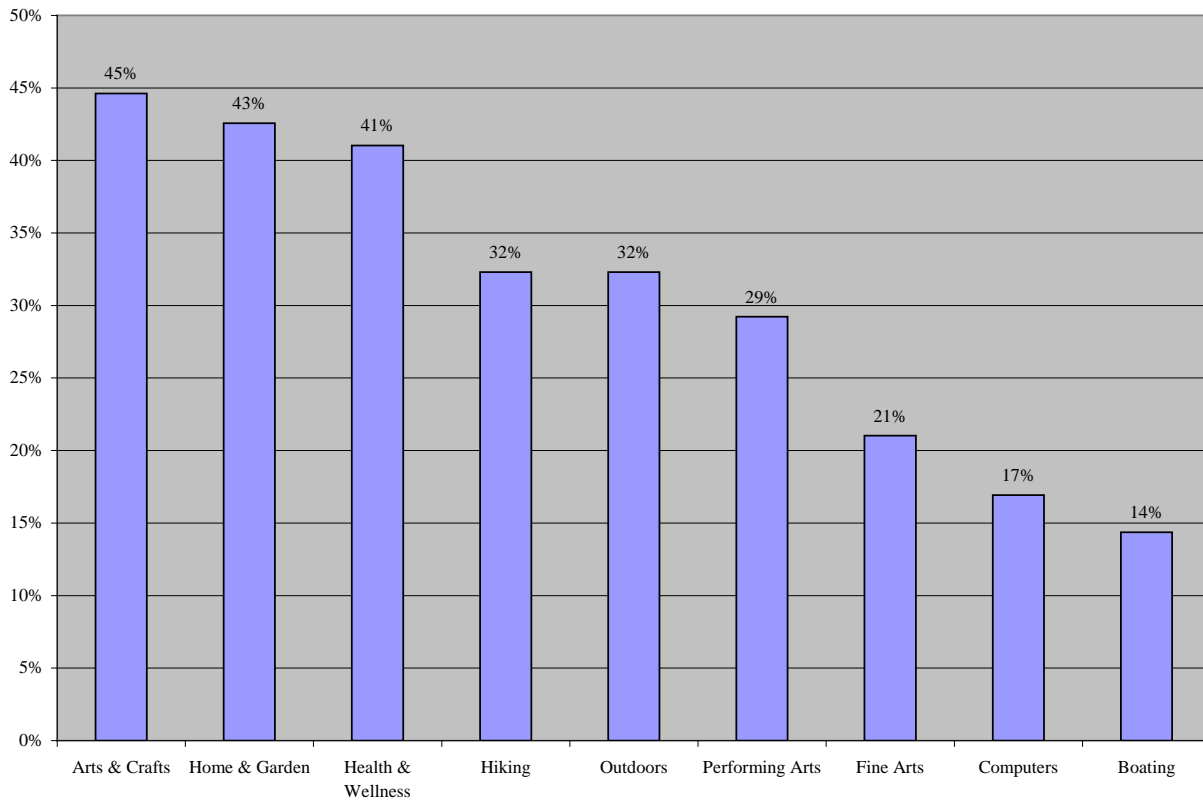
Figure 20 shows the percentage of respondents interested in programs at Willis Tucker who were very interested in classes for particular age groups. Figure 21 shows the percentage of these same respondents who were very interested in different types of classes and Figure 22 shows the percentage very interested in birthday or other party rentals, trips and tours or community meeting space. Figures 23-29 show the percentage very interested in programs by age groups and Figures 29-31 show the percentage very interested in other activities at the Center.

Figure 20
Age Group Programs
% Very Interested



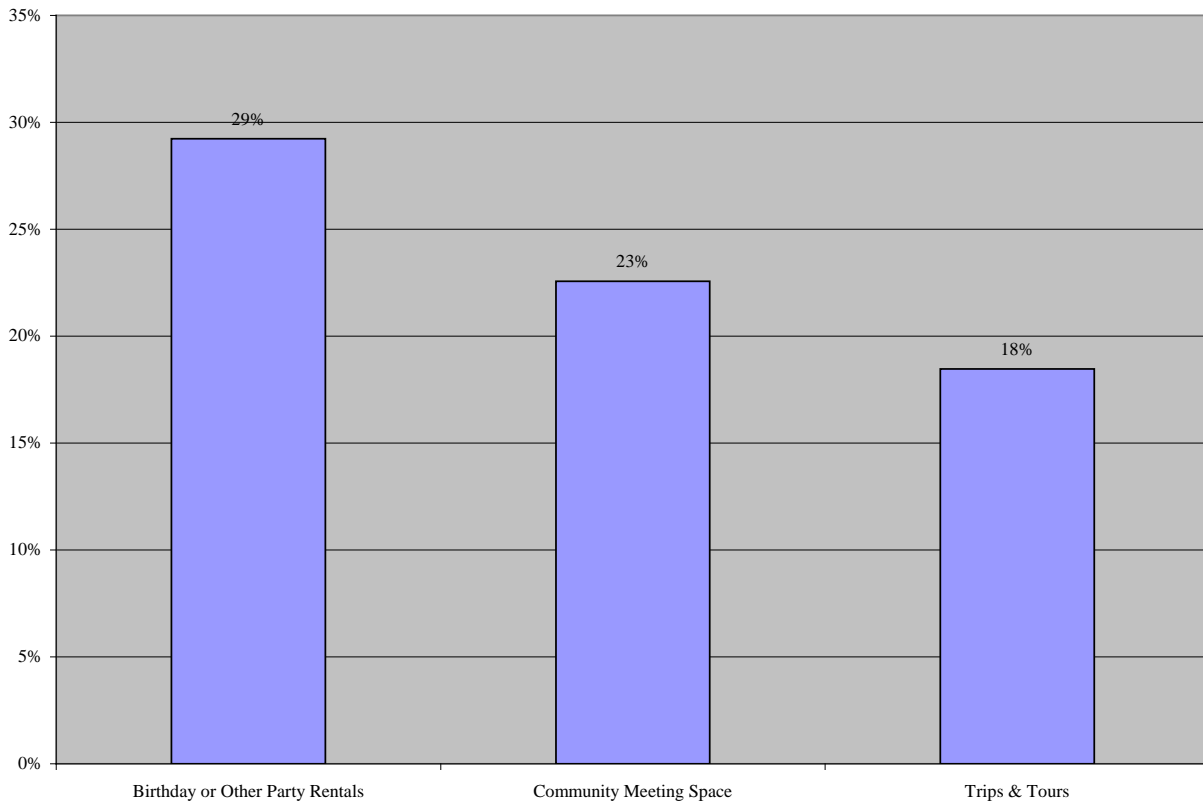
50% of respondents who were interested in programs at the Willis Tucker Community Activity Center were very interested in adult and family programs, 37% in grades k-3 programs, 35% in preschool programs, 28% in grades 4-6 programs, 25% in teen programs, 18% in grades 7-8 programs and 16% in senior programs.

Figure 21
Classes
% Very Interested



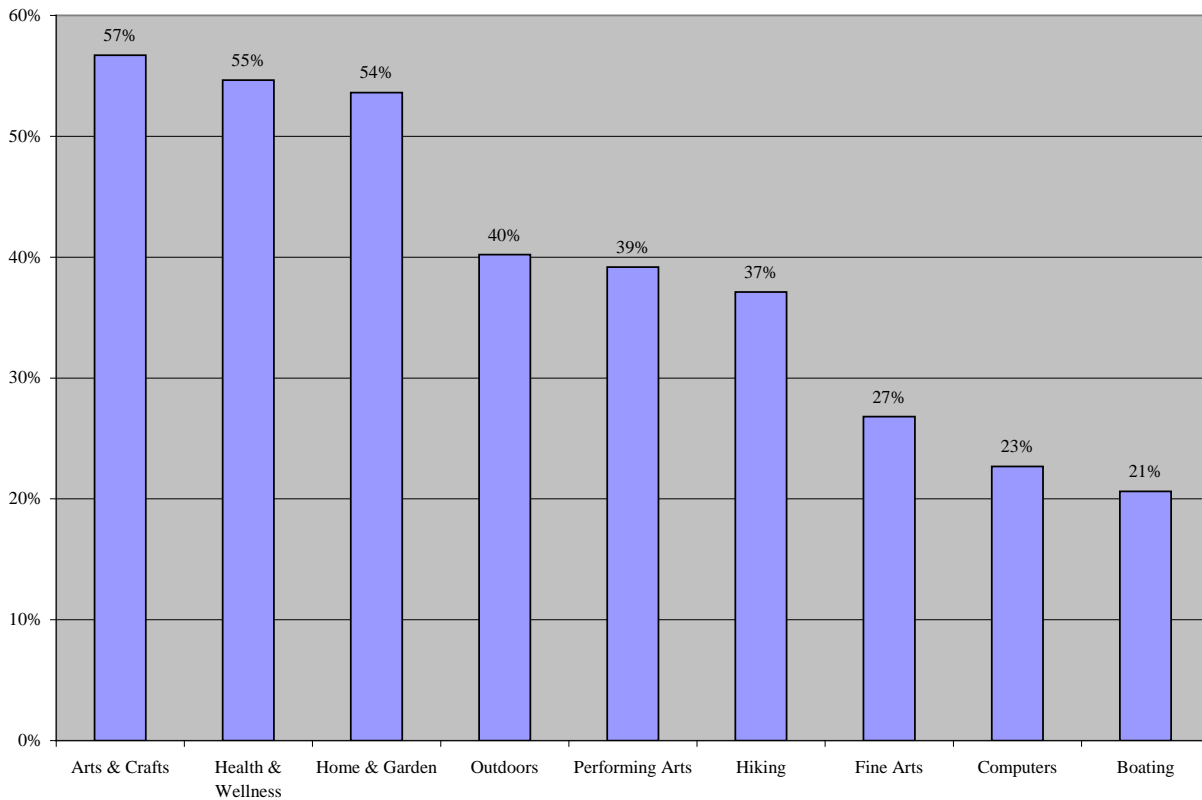
45% of respondents who were interested in programs at Willis Tucker Community Activity Center were very interested in arts & crafts classes, 43% in home & garden classes, 41% in health and wellness classes, 32% in hiking classes, 32% in outdoors classes, 29% in performing arts classes, 21% in fine arts classes, 17% in computer classes and 14% in boating classes.

Figure 22
Other Activities
% Very Interested



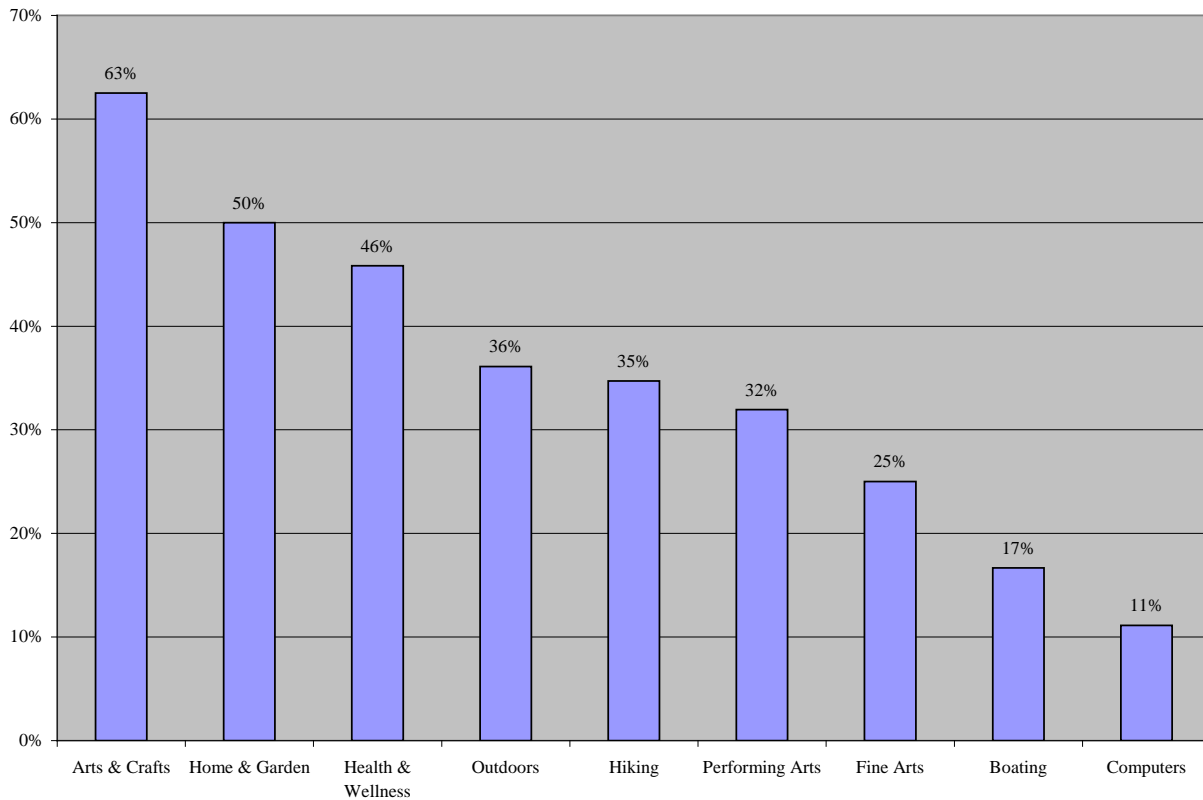
29% of respondents who were interested in programs at the Willis Tucker Community Activity Center were very interested in birthday or other party rentals, 23% in community meeting space and 18% in trips and tours.

Figure 23
Adult & Family Class Interest
% Very Interested



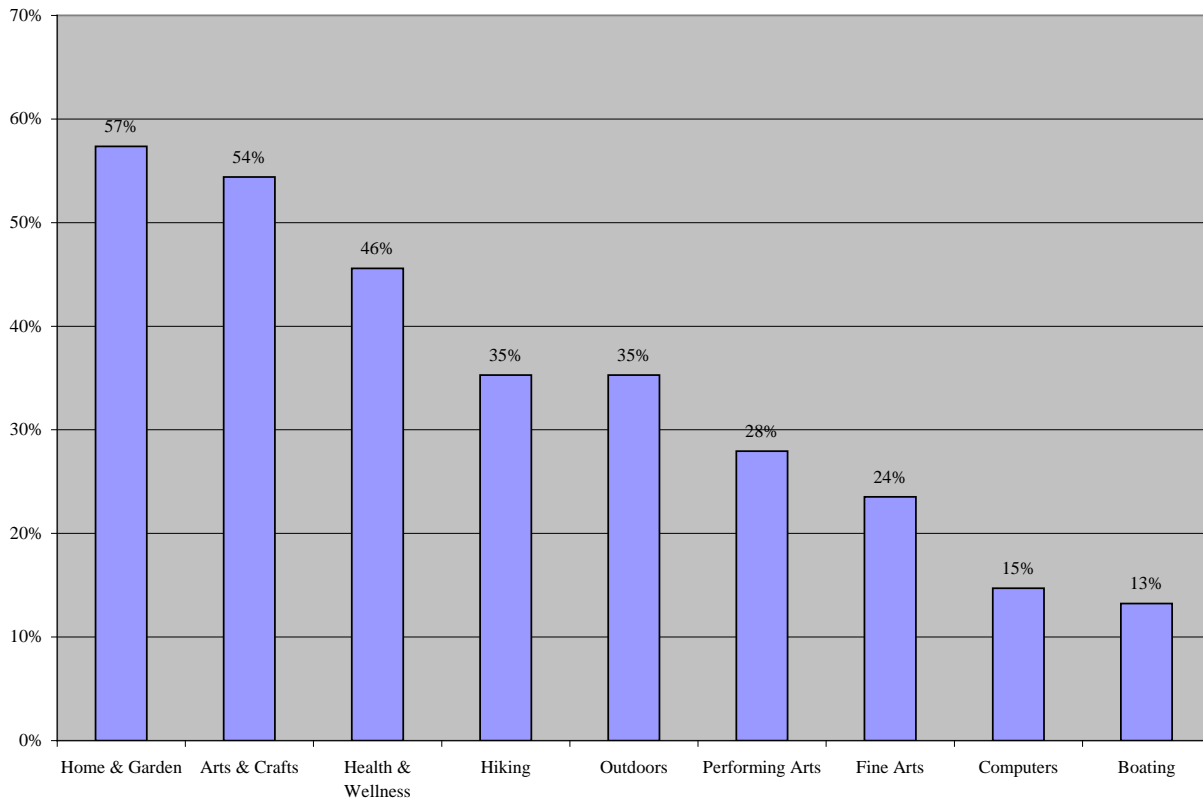
Adult and family classes were of the most interest to those respondents interested in programs at the Willis Tucker Community Activity Center. Of the 50% very interested in family and adult classes, 57% were very interested in arts & crafts classes, 55% in health and wellness classes, 54% in home and garden classes, 40% in outdoor classes, 39% in performing arts classes, 37% in hiking classes, 27% in fine arts classes, 23% in computer classes and 21% in boating classes.

Figure 24
K-3rd Grade Class Interest
% Very Interested



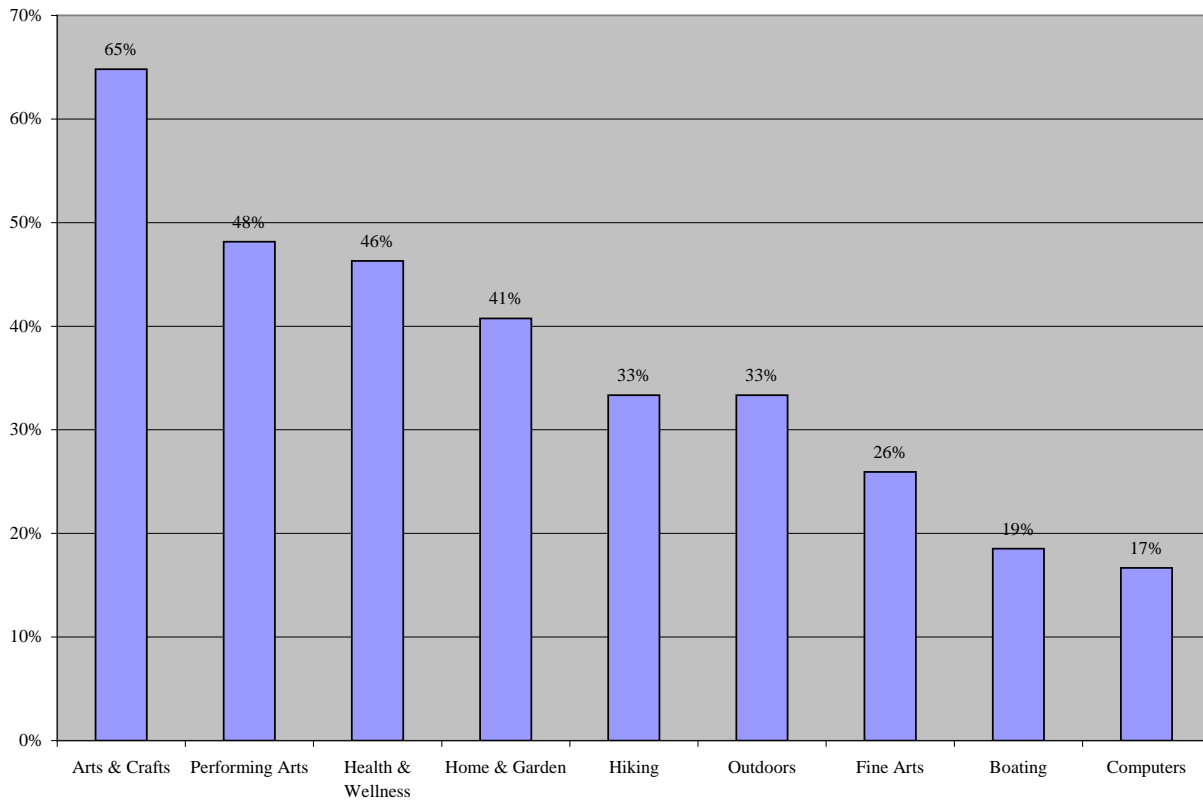
Classes for grades K-3 were of second most interested to those respondents interested in programs at the Willis Tucker Community Activity Center. Of the 37% very interested in classes for K-3rd grade, 63% were very interested in arts & crafts classes, 50% in home and garden classes, 46% in health and wellness classes, 36% in outdoor classes, 35% in hiking classes, 32% in performing arts classes, 25% in fine arts classes, 17% in boating classes and 11% in computer classes.

Figure 25
Preschool Class Interest
% Very Interested



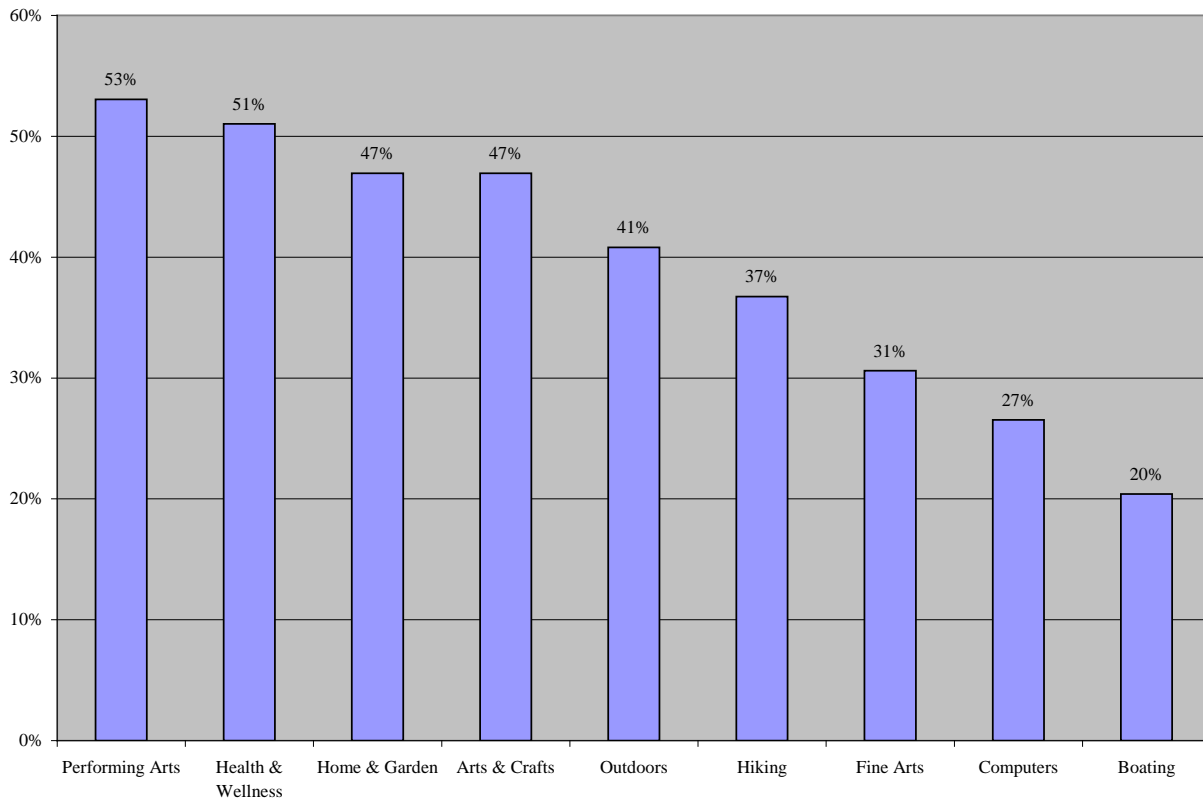
35% of respondents interested in programs at the Willis Tucker Community Activity Center were very interested in preschool programs. Of this 35%, 57% were very interested in home and garden classes, 54% in arts and crafts classes, 46% in health and wellness classes, 35% in hiking classes, 35% in outdoor classes, 28% in performing arts classes, 24% in fine arts classes, 15% in computer classes and 13% in boating classes.

Figure 26
Grades 4-6 Class Interest
% Very Interested



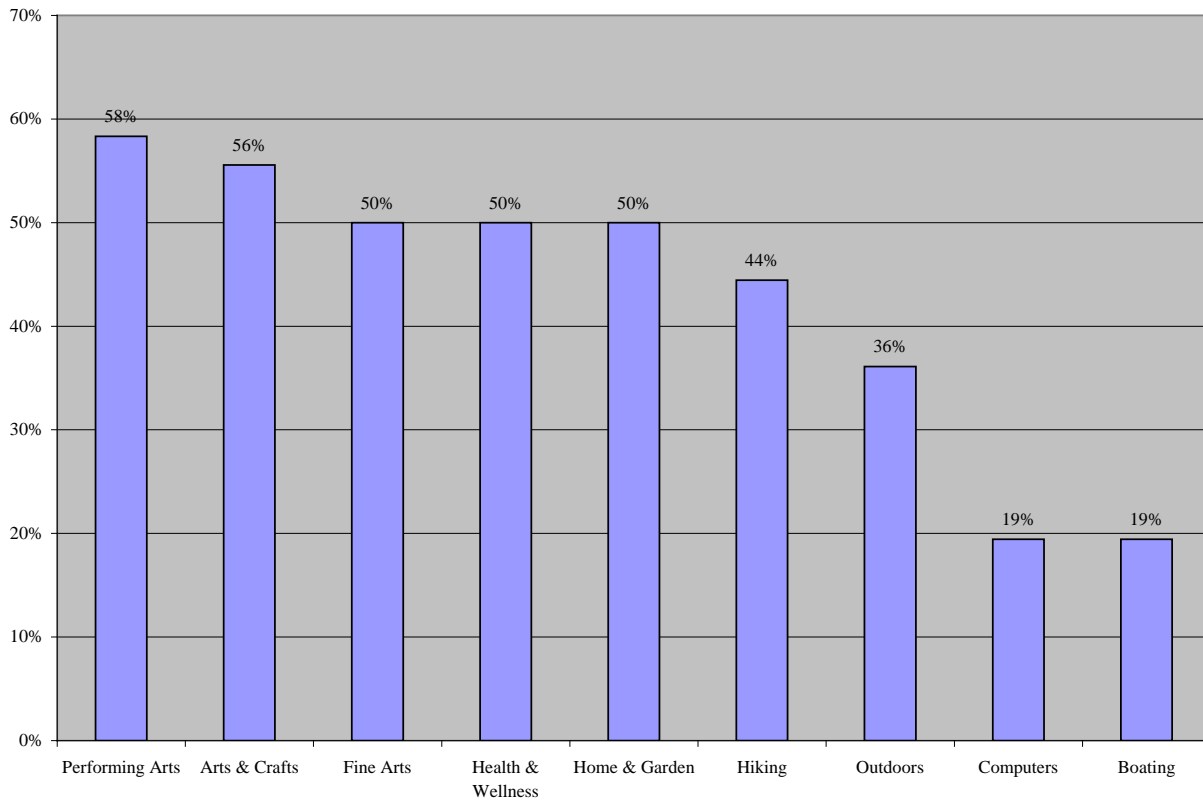
28% of respondents interested in programs at the Willis Tucker Community Activity Center were very interested in grade 4-6 programs. Of this 28%, 65% were very interested in arts and crafts classes, 48% in performing arts classes, 46% in health and wellness classes, 41% in home and garden classes, 33% in hiking and outdoor classes, 26% in fine arts classes, 19% in boating classes and 17% in computer classes.

Figure 27
Teen Class Interest
% Very Interested



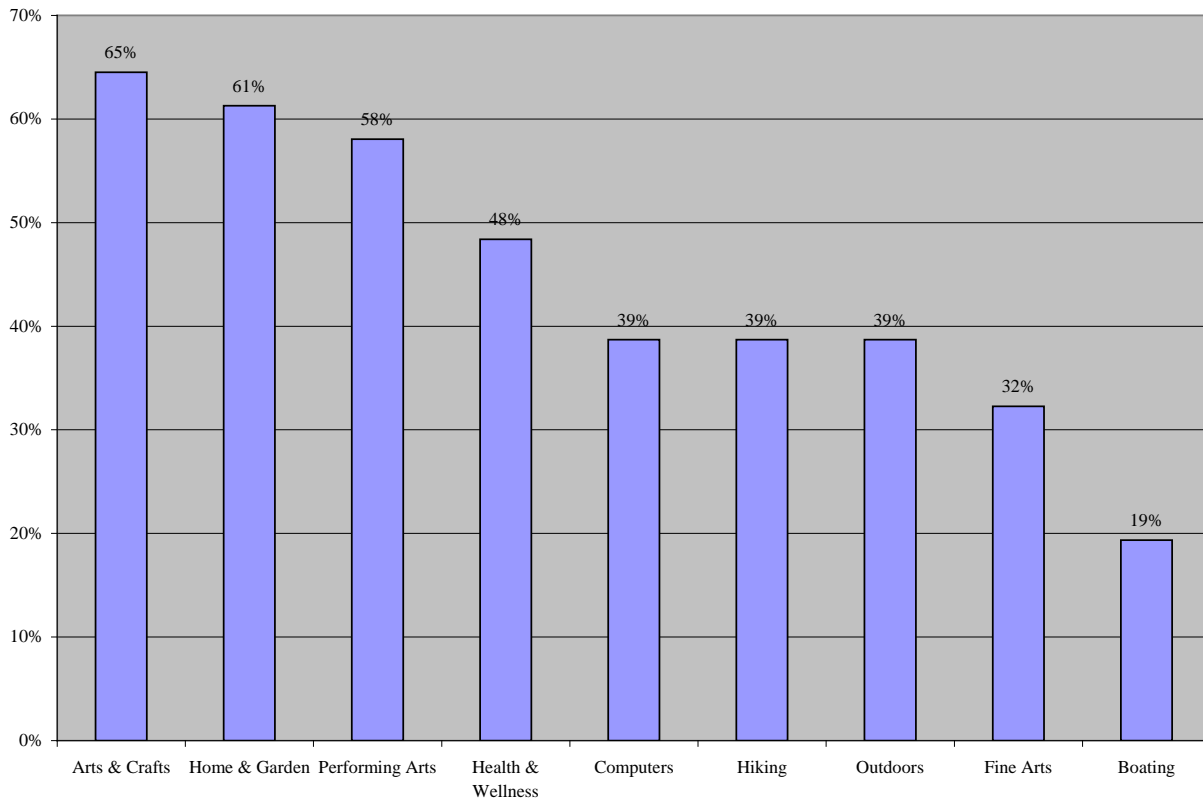
25% of respondents interested in programs at the Willis Tucker Community Activity Center were very interested in teen programs. Of this 25%, 53% were very interested in performing arts classes, 51% in health and wellness classes, 47% in home and garden and arts and crafts classes, 41% in outdoor classes, 37% in hiking classes, 31% in fine arts classes, 27% in computer classes and 20% in boating classes.

Figure 28
Grades 7-8 Class Interest
% Very Interested



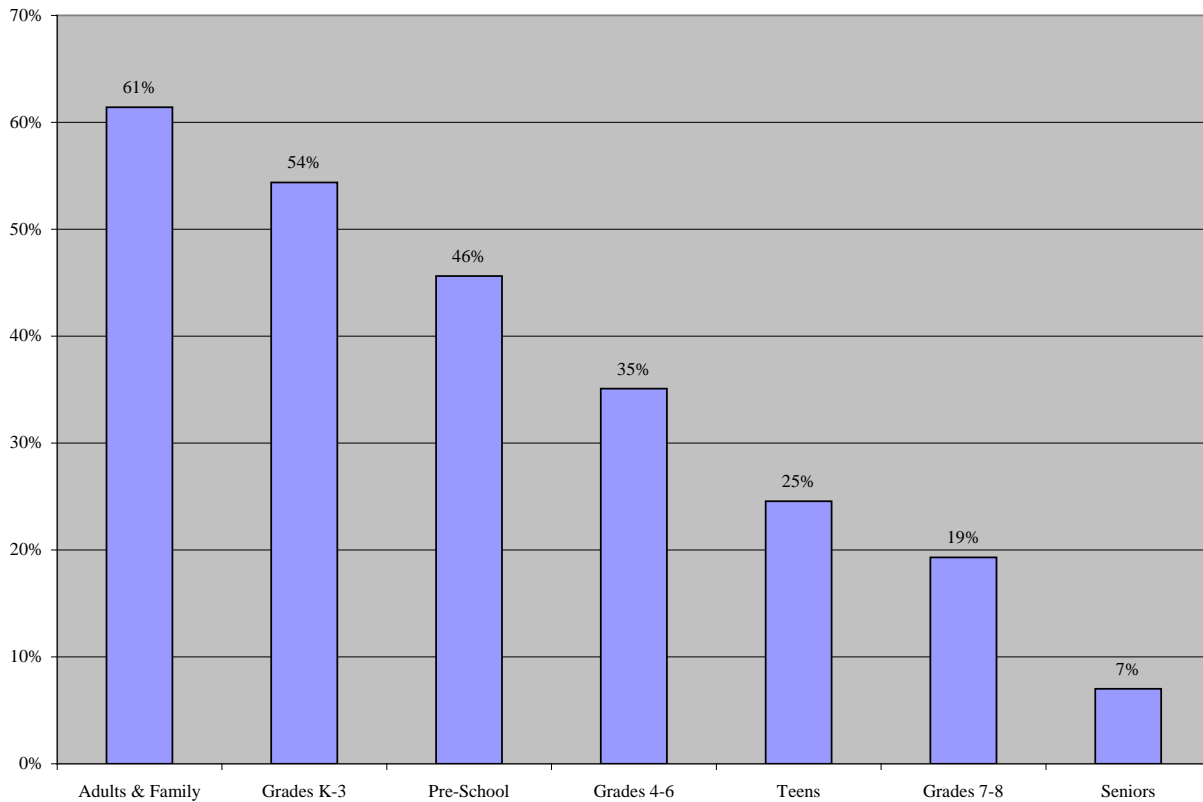
18% of respondents interested in programs at the Willis Tucker Community Activity Center were very interested in programs for grades 7-8. Of this 18%, 58% were very interested in performing arts classes, 56% in arts and crafts classes, 50% in fine arts, health and wellness and home and garden classes, 44% in hiking classes, 36% in outdoor classes and 19% in computer and boating classes.

Figure 29
Seniors Class Interest
% Very Interested



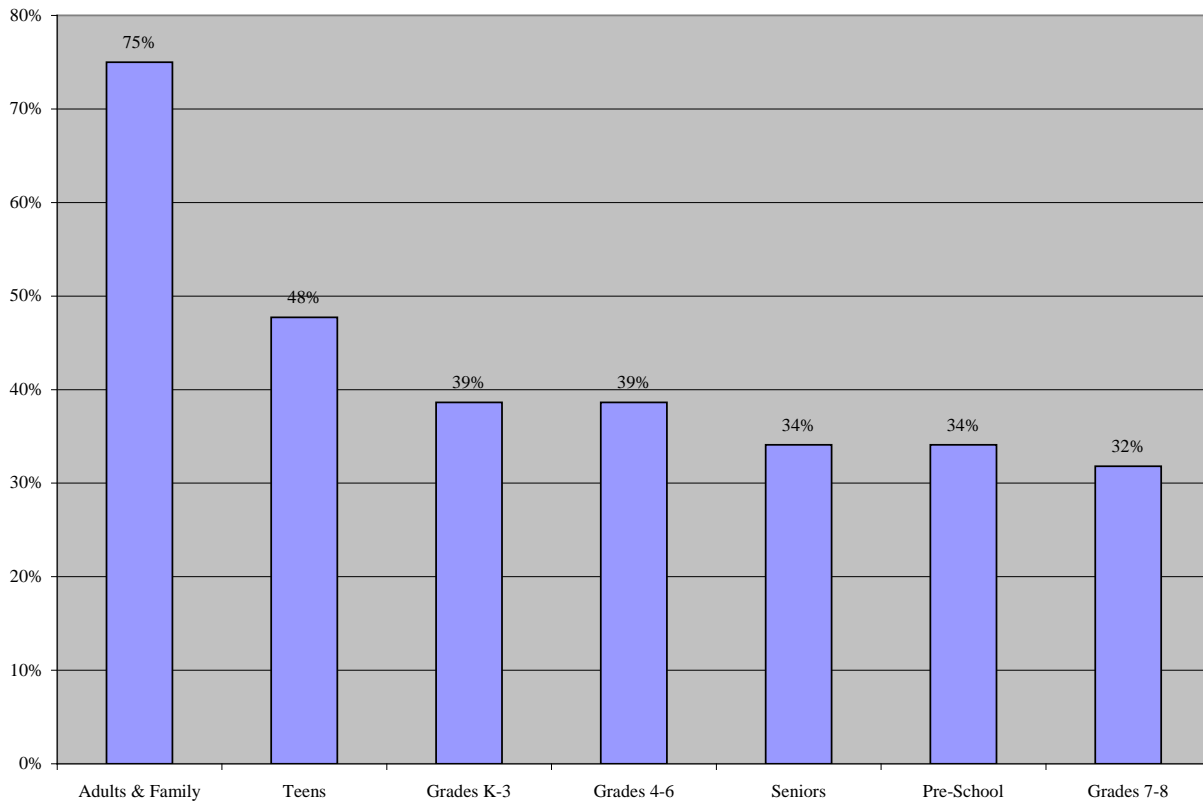
16% of respondents interested in programs at the Willis Tucker Community Activity Center were very interested in programs for seniors. Of this 16%, 65% were very interested in arts and crafts classes, 61% in home and garden classes, 58% in performing arts classes, 48% in health and wellness classes, 39% in computer, hiking and outdoor classes, 32% in fine arts classes and 19% in boating classes.

Figure 30
Birthday Party or Other Party Rentals
% Very Interested



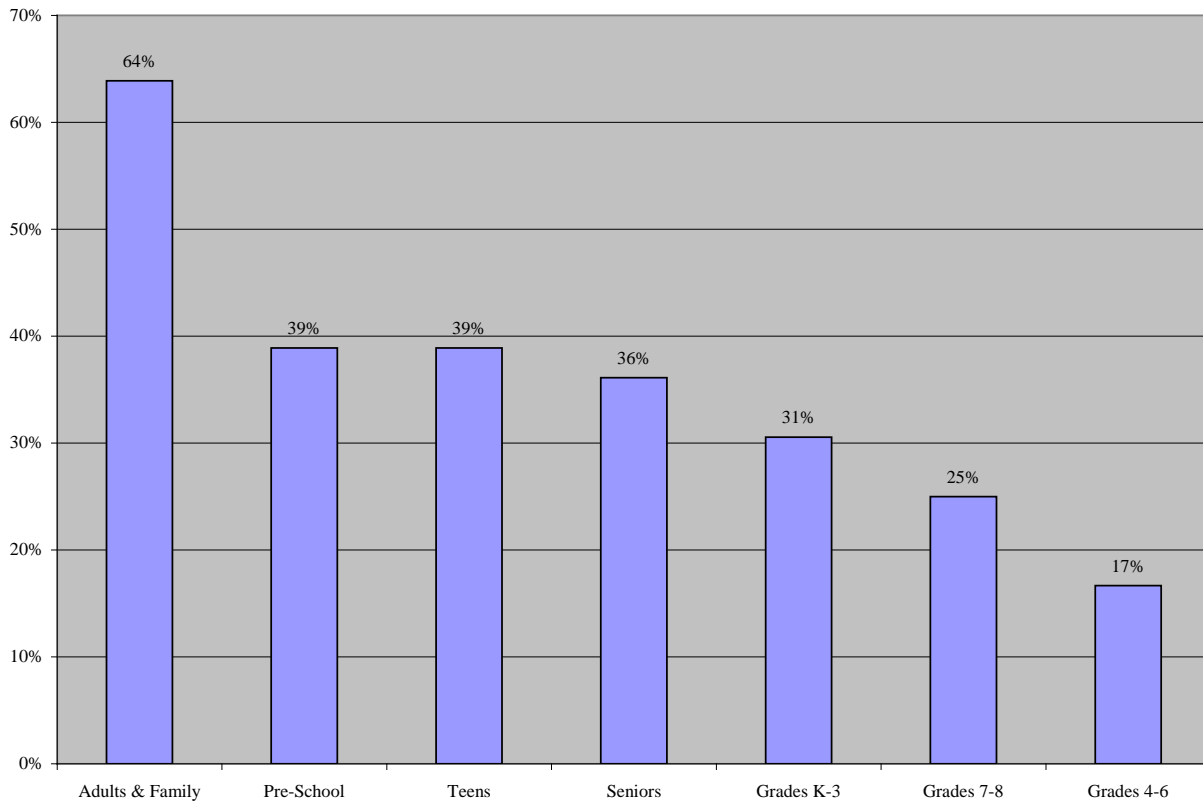
29% of respondents who were interested in programs at the Willis Tucker Community Activity Center were interested in birthday or other party rentals. Of this 29%, 61% were also very interested in adult and family programs, 54% in grades k-3 programs, 46% in preschool programs, 35% in grades 4-6 programs, 25% in teen programs, 19% in grades 7-8 programs and 7% in senior programs.

Figure 31
Community Meeting Space
% Very Interested



23% of respondents who were interested in Community Activity Center programs were interested in using the center for community meeting space. Of this 23%, 75% were also very interested in adult and family classes, 48% in teen classes, 39% in grades k-3 and grades 4-6 classes, 34% in seniors and preschool classes and 32% in grades 7-8 classes.

Figure 32
Trips & Tour
% Very Interested



18% of those respondents interested in programs at Willis Tucker Community Activity Center were very interested in trips and tours. Of this 18%, 64% were also very interested in adult and family classes, 39% in preschool and teen classes, 36% in senior programs, 31% in grades k-3 programs, 25% in grades 7-8 programs and 17% in grades 4-6 programs.

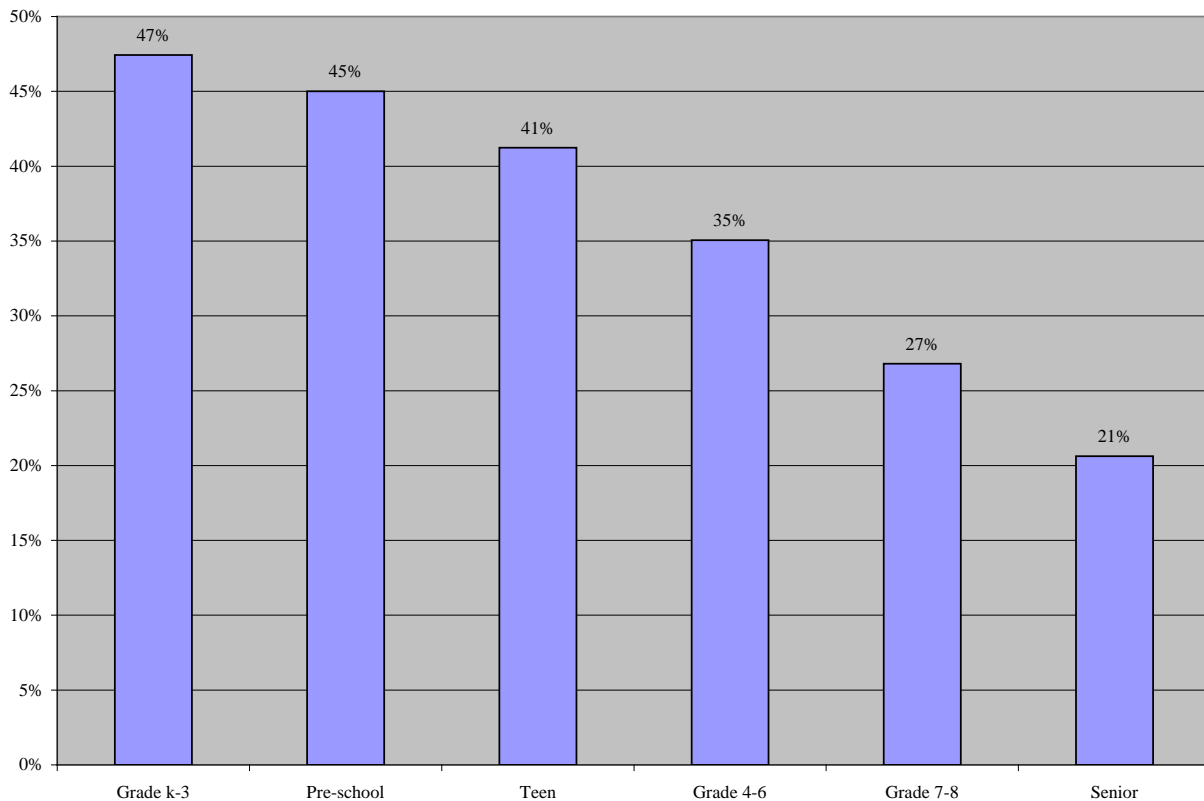
SECTION V

HOUSEHOLDS INTERESTED IN ADULT AND FAMILY PROGRAMS

50% of respondents interested in programs at the Willis Tucker Community Activity Center were interested in adult and family programs. These respondents are also the most interested in birthday and other party rentals, community meeting space and trips and tours.

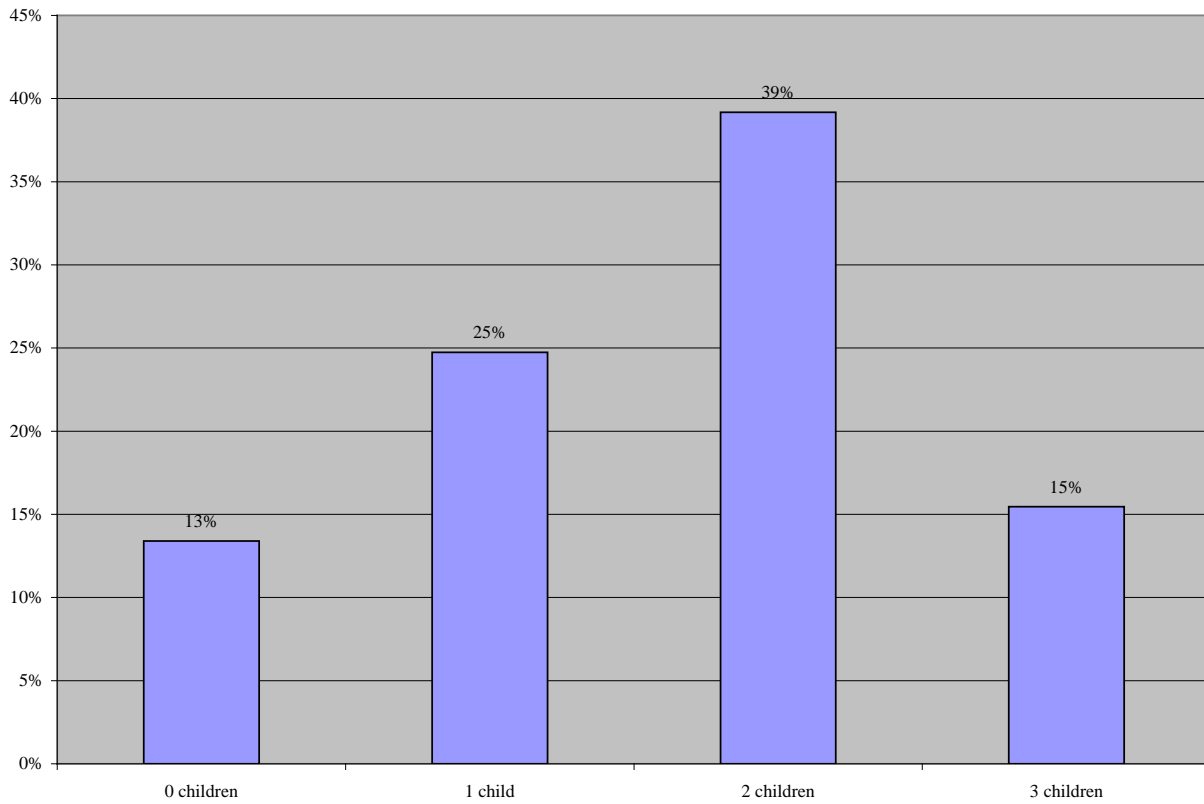
This section looks more closely at the composition of this key group. Figure 33 shows the percentage of respondents very interested in family and adult programs who are also very interested in other age group programs. Figure 34 shows the number of children in households very interested in adult and family programs while Figure 35 shows the age of adults.

Figure 33
Other Age Group Programs
% Very Interested



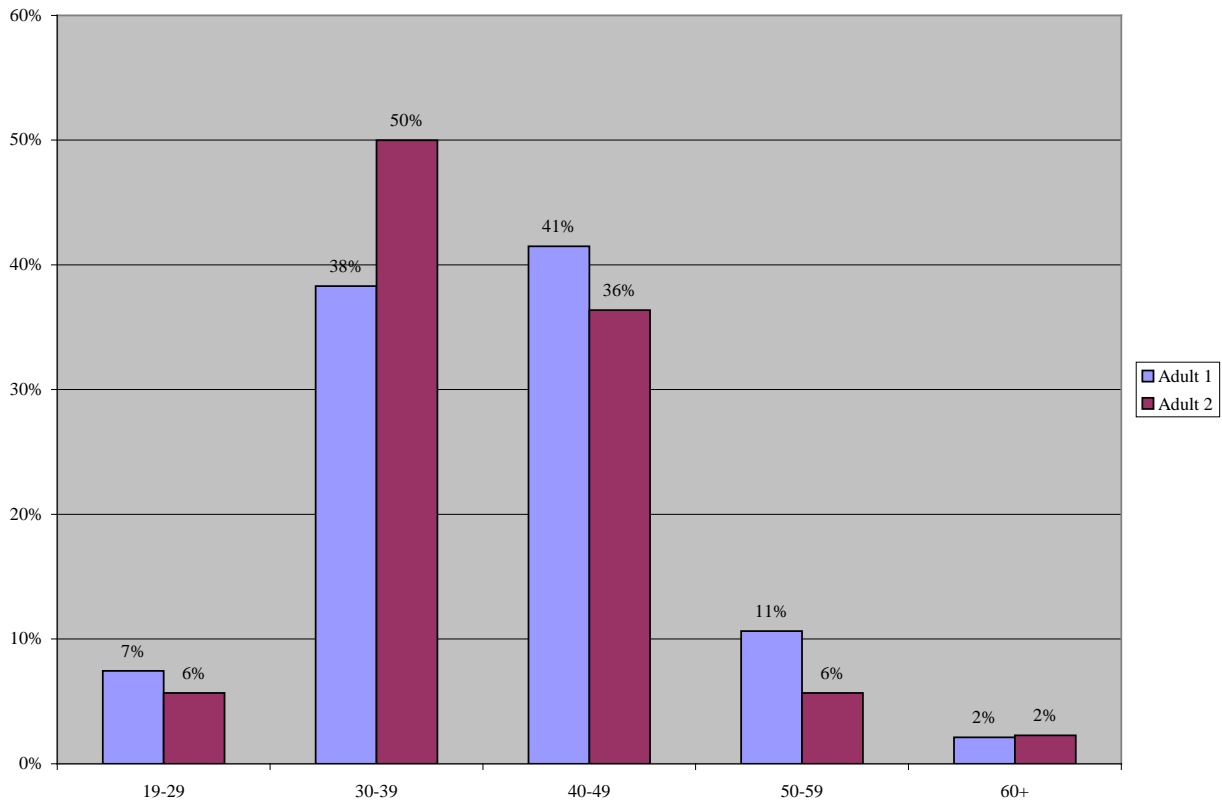
47% of respondents who are very interested in adult and family programs are also very interested in grades k-3 programs, 45% in preschool programs, 41% in teen programs, 35% in grades 4-6 programs, 27% in grades 7-8 programs and 21% in senior programs.

Figure 34
Adult & Family
Number of Children in Household



39% of respondents who are very interested in family and adult programs live in households with two children, 25% with one child, 15% with three children and 13% with no children.

Figure 35
Adult & Family
Age of Adults in Household



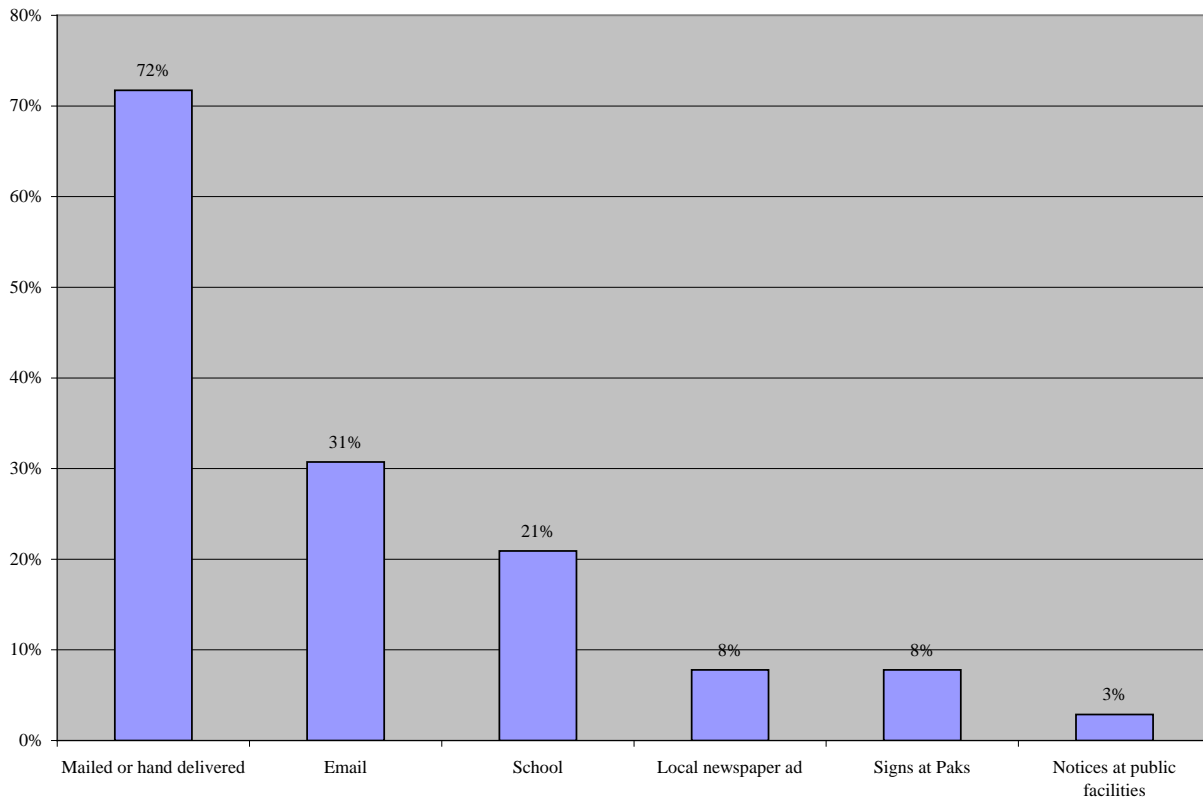
50% of respondents who are very interested in adult and family programs are from households that include an adult age 30-39, 41% age 40-49, 11% age 50-59, 7% age 19-29 and 2% age 60+.

SECTION VI COMMUNICATION

Respondents were asked to indicate the best way for them to get information about park programs with a choice of brochure delivered through public schools, brochure mailed or hand delivered to home, e-mail, local newspaper ad, signs at parks or notices at public facilities. Respondents were also asked if they wanted to be added to the Snohomish County Parks mailing list and if so to provide name, address, e-mail and phone contact information.

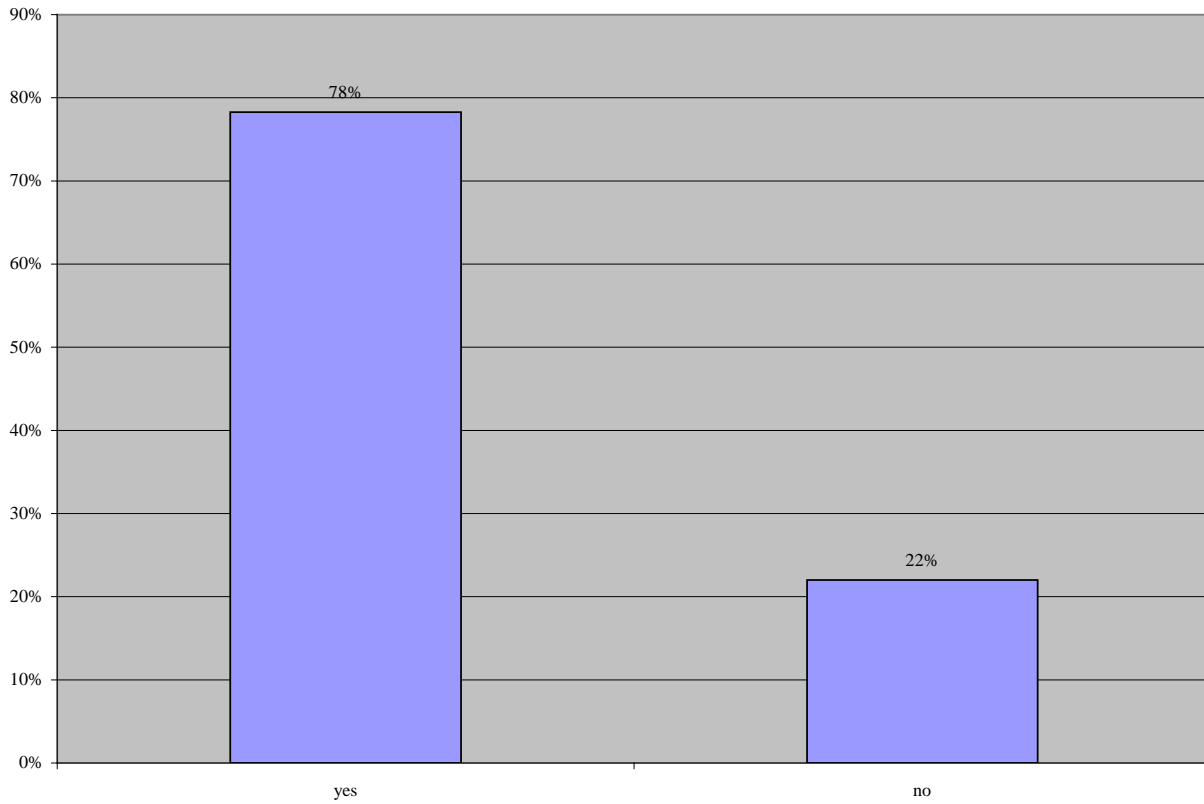
Table 36 shows the preferred method of communication and Table 37 the percentage of respondents who provided information to get on the Parks mailing list.

**Figure 36
Communication Method**



72% of respondents preferred to get information about Park programs from a mailed or hand delivered brochure, 31% from e-mail, 21% from a brochure delivered through the public schools, 8% from local newspaper ads, 8% from signs at parks and 3% from notices at public facilities.

Figure 37
Mailing List Information



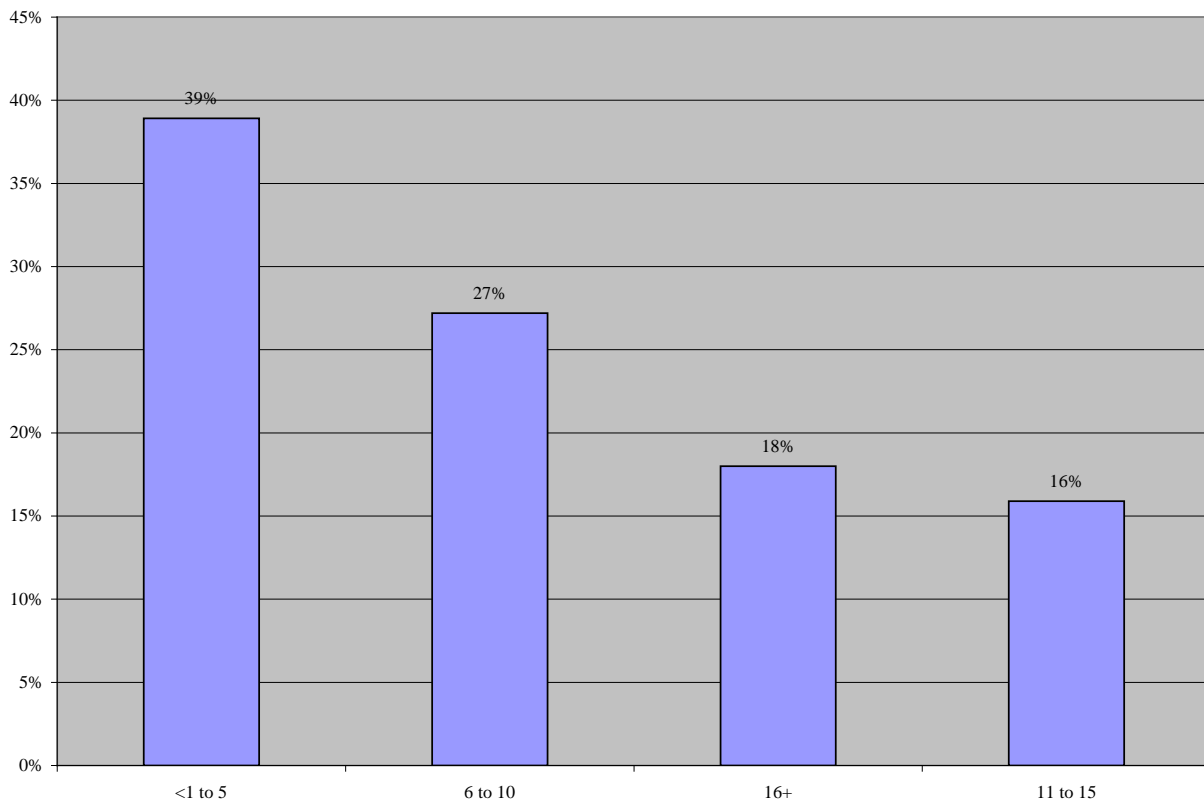
78% of respondents provided information to be added to the Parks Department mailing list.

SECTION VII RESPONDENT INFORMATION

Respondents were asked to provide information on how long they had lived in Snohomish County, on their zip code, on the farthest distance they would be likely to travel to attend Park programs and on the size and age of their household.

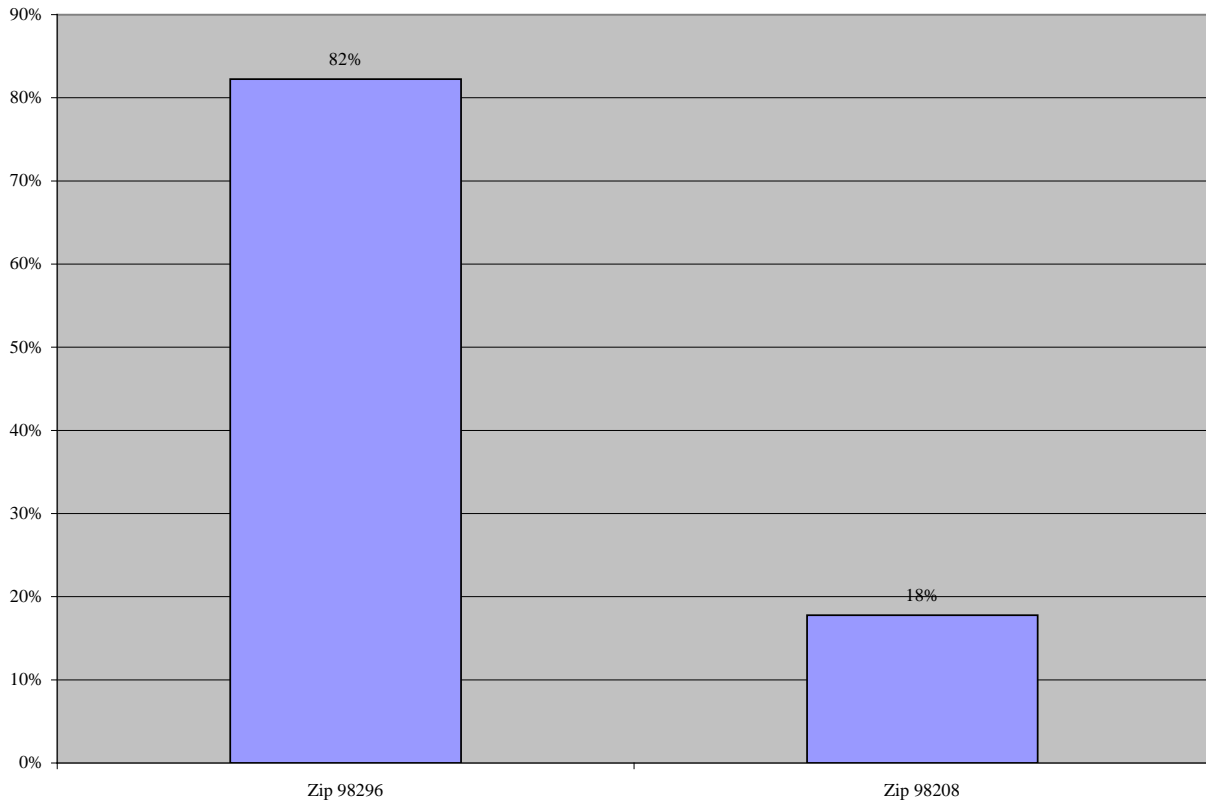
Figure 38 provides information on how long people have lived in Snohomish County. Figure 39 shows their zip codes and Figure 40 the farthest distance they would be likely to travel to attend Park programs. Figures 41-43 show the size and age of respondent households.

**Figure 38
Years Lived in Snohomish County**



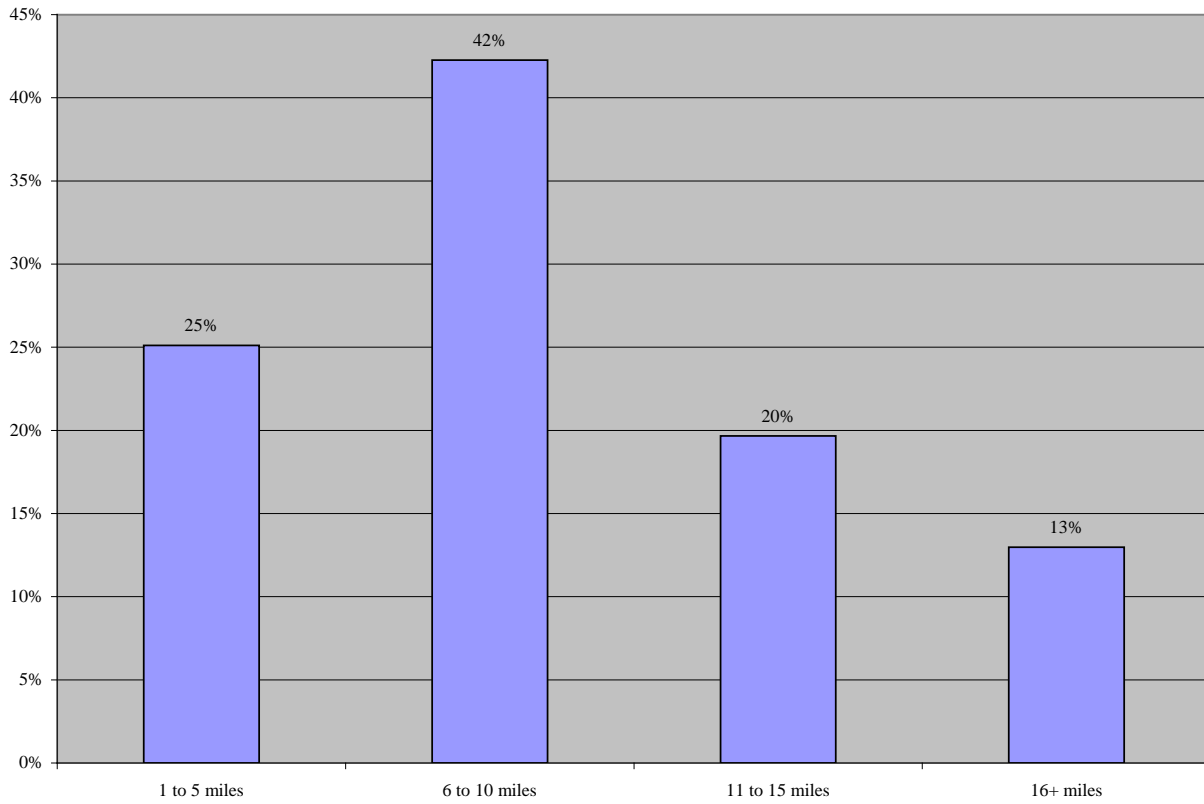
39% of respondents had lived in Snohomish County less than one to five years, 27% six to ten years, 18% sixteen or more years and 16% had lived in Snohomish County eleven to fifteen years.

Figure 39
Respondent Zip Codes



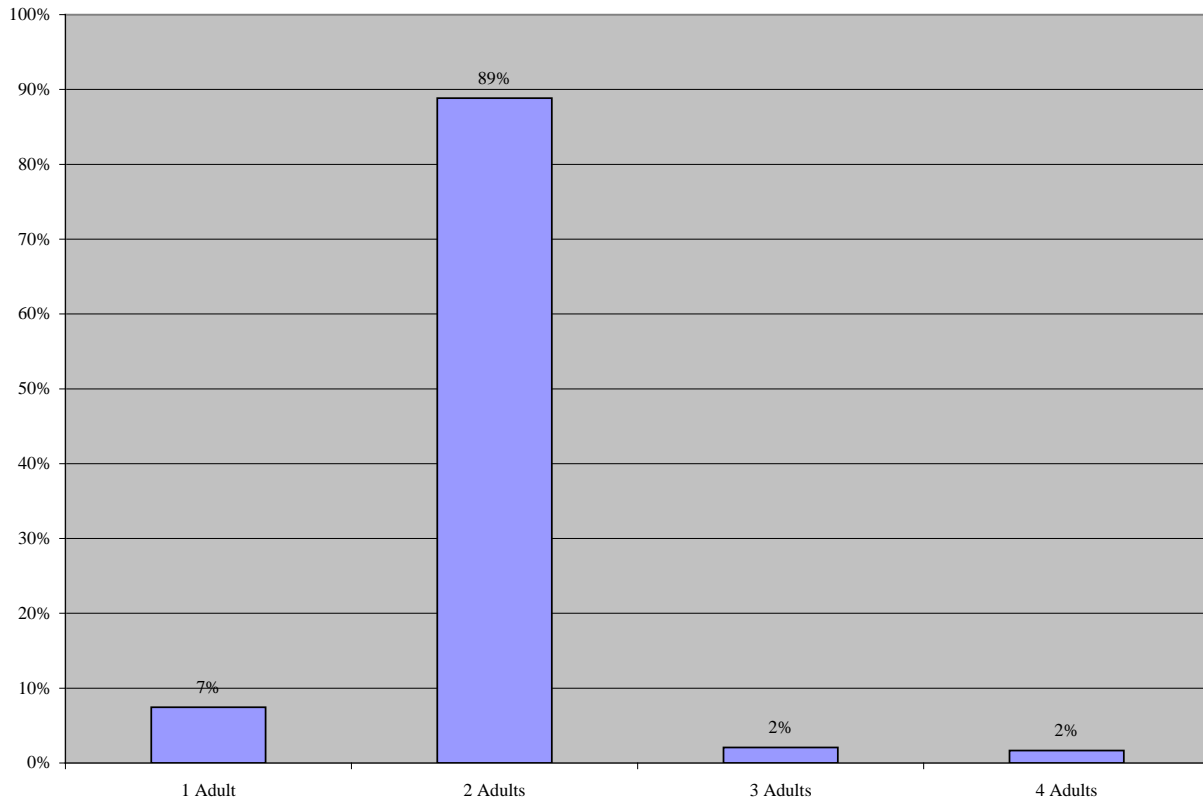
82% of respondents live in zip code 98296 and 18% in zip code 98208.

Figure 40
Distance Likely to Travel



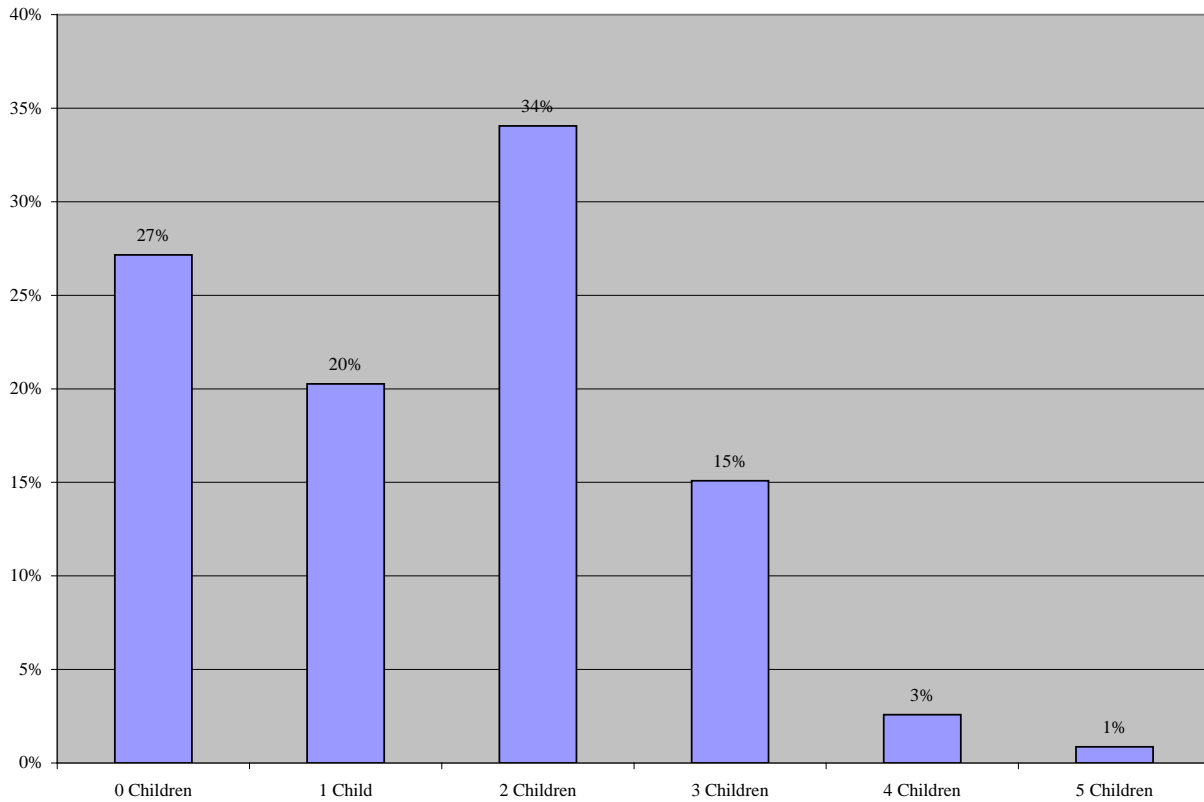
42% of respondents stated that the farthest they were likely to travel to attend Park programs was six to ten miles, 25% one to five miles, 20% eleven to fifteen miles and 13% sixteen plus miles.

Figure 41
Number of Adults in Household



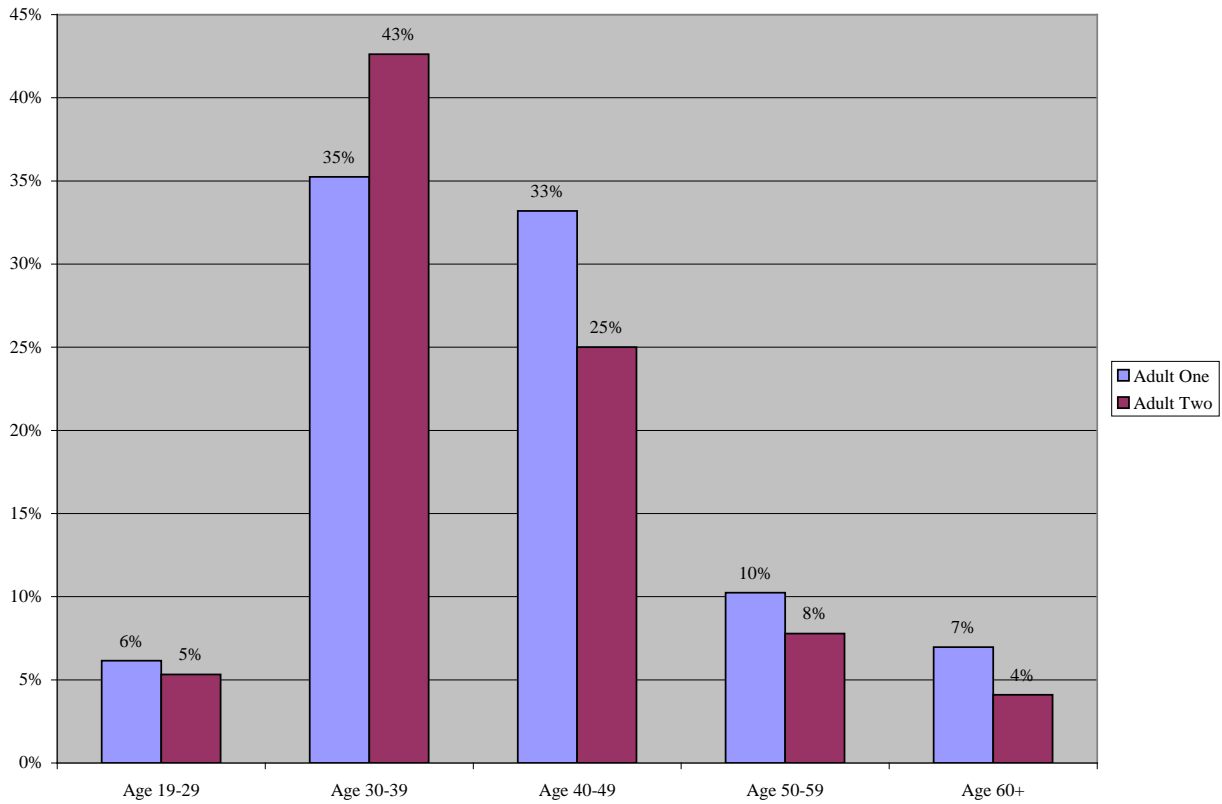
89% of respondents were from a household with two adults, 7% one adult, 2% three adults and 2% four adults.

Figure 42
Children in Household



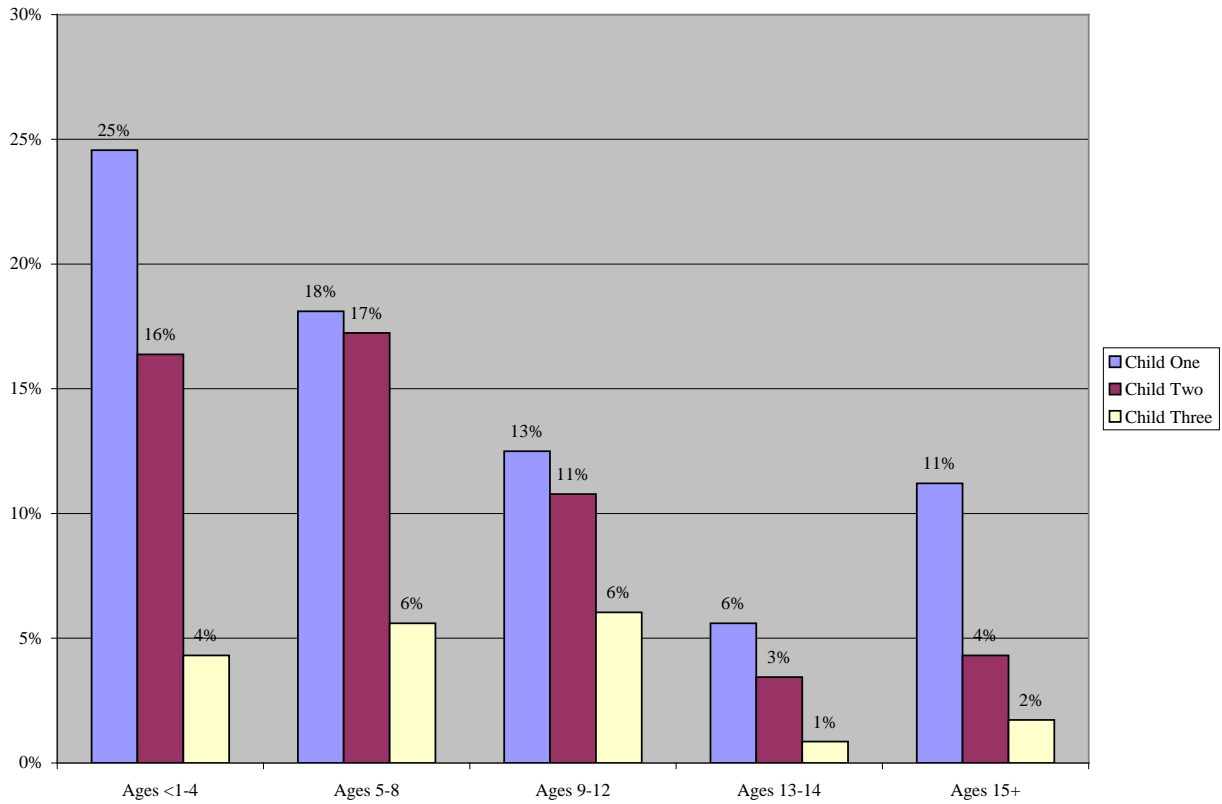
34% of respondents were in households with two children, 27% with no children, 20% with one child, 15% with three children, 3% with four children and 1% with five children.

Figure 43
Age of Adults



43% of respondents' households include adults age 30-39, 33% age 40-49, 10% adults age 50-59, 7% age 60+ and 6% age 19-29.

Figure 44
Age of Children



In households with one to three children, 25% of respondents are in households that include children ages less than one to four years old, 18% five to eight, 13% nine to twelve, 6% thirteen to fourteen and 11% ages 15+.

SECTION VIII OBSERVATIONS

Park Visitors

Are frequent users of the Snohomish County park system

88% of all respondents reported visiting at least one Snohomish County park in the last twelve months and 90% said they had engaged in at least one activity at a park. Of the 88% of respondents who had visited at least one park in the last twelve months, 65% had visited three or more different parks during that time period.

Are most likely to visit parks within a one to ten mile radius of their residence

When asked how far they were likely to travel to participate in a park program 25% of respondents were willing to travel one to five miles and 41% six to ten miles. This survey was conducted within a five mile radius of the site of Willis Tucker Park and Community Activity Center. When asked to identify which of seventeen or any other Snohomish County parks they had visited within the last twelve months the most frequently identified parks were within a ten mile radius of Willis Tucker Park. Three of the parks that were visited by more than 45% of the respondents (McCollum Pool, Martha Lake and McCollum Pioneer Park) are within approximately five miles of Willis Tucker. The only other park visited by 45% of the respondents (Centennial Trail) is within ten miles of Willis Tucker.

Are primarily engaged in unstructured recreational activities

The most frequent activities pursued in Snohomish County parks in the last twelve months were walking or hiking (67%) and swimming (58%). 45% of those reporting swimming as an activity said that they went swimming at a beach. 51% of visitors were picnicking of which 10% rented a picnic shelter. 15% of visitors were boating and 15% bird watching.

Are also engaged in structured or fee based recreational activities

Of the 58% of park visitors who reported swimming as an activity, 72% of them went swimming at McCollum Pool and 26% took swim lessons at the Pool. 43% of respondents played sports, with 60% playing golf and 61% using the sports fields. 19% were camping, with 81% of those using an overnight camping spot, 17% renting a cabin and 10% a yurt. 13% of respondents enrolled in summer camp programs. 3% purchased a monthly parking pass. 73% of those who went boating used a boat launch.

Vary their activity by park

McCollum Pool was one of the two most frequently visited park facilities with 89% of those reporting a pool visit saying they were swimming. The other specialized facility included in the survey, Kayak Point Golf Course, was visited by 17% of the respondents, 86% of whom reported they played sports.

Walking or hiking, swimming, biking and picnicking were the most frequently reported activities at the general parks. Walking or hiking was the most frequently cited activity by those who had visited McCollum Pioneer Park, Kayak Point Park, Snohomish River Estuary, Lord Hill Park and the Pilchuck Conservation Area. Swimming was the most frequently cited activity at Flowing Lake Park, with walking or hiking a close second. Picnicking, swimming and walking or hiking were the most frequently cited activities at Martha Lake.

Residents Near the Willis Tucker Community Activity Center

Are interested in the Center

This survey was distributed to 2,000 residents within five miles of the new Community Activity Center. 12% responded, which indicates strong interest. Of those who responded 91% were interested in at least one class or activity at the Center.

Are most interested in adult and family programs

50% of nearby residents are very interested in adult and family programs.

Are most interested in arts and crafts, home and garden and health and wellness classes

Arts and crafts, home and garden and health and wellness classes are of greatest interest to respondents in most age group categories. Performing arts classes rise to the top three areas of interest for grades 4-6, 7-8, teens and seniors. Fine arts classes are among the top three of interest to grades 7-8.

Are interested in uses of the Community Activity Center in addition to classes

29% of respondents who had an interest in activities at the Community Activity Center were very interested in birthday party or other rentals, 23% in community meeting space and 18% in trips and tours.

Households Interested in Adult and Family Programs

Are also interested in programs for children

79% of residents who are interested in adult and family programs come from households with children and they are also very interested in grades K-3 programs (47% of those very interested in adult and family programs are also very interested in grades K-3 programs), preschool programs (45%), teen programs (41%), grades 4-6 programs (35%) and grades 7-8 programs (27%).

Are primarily interested in arts and crafts, health and wellness and home and garden programs

57% of those very interested in adult and family programs are very interested in arts and crafts classes, 55% in health and wellness classes and 54% in home and garden classes.

Are the most interested in other activities at the Center

61% of those very interested in birthday or other party rentals were also very interested in adult and family programs, as were 75% of those very interested in community meeting space and 64% of those very interested in trips and tours.

Come from households with children

79% of respondents who are very interested in adult and family programs are from households with children.

Come from households with younger adults than the norm

91% of respondents who are very interested in adult and family programs are from households with adults between ages 30-49 compared to 76% of all respondents' households.

Communication*Respondents prefer to receive information on Park programs from a mailed or hand delivered brochure or, as a second choice, by e-mail*

72% of respondents preferred to get information about Park programs from a mailed or hand delivered brochure and 31% from e-mail.

Respondents are very interested in getting information about Park programs

78% of respondents provided information to get on the Parks Department mailing list.

Respondents Characteristics

The majority of respondents:

Are willing to travel no further than ten miles to attend park programs

42% of respondents stated that the farthest they were likely to travel to attend Park programs was six to ten miles. 25% said they would travel no further than one to five miles.

Have lived in Snohomish County for more than five years

61% of respondents have lived in Snohomish County longer than five years.

Live in households with two adults

89% of respondents were from households with two adults.

Live in households with children

73% of respondents were from households with one or more children.

Live in households with adults ages 30-49

76% of respondents are from households with adults ages 30-49.

Appendix 4

Snohomish County Parks Kiosk Marketing Plan

Introduction

The Snohomish County Parks and Recreation Department has installed information kiosks in parks and at trailheads throughout the county. Visitors frequently use these kiosks to **gain information** about the park they are visiting or to learn more about the entire park system.

Kiosks provide the department a **“free” way to advertise its programs and services**. From a random check at several parks and trailheads, this opportunity to promote the department is not being used to its full advantage. For example, Kayak Point Park has multiple kiosks near the entrance. A recent visit revealed these kiosks lacked information that even identified Kayak Point as a Snohomish County Park. Further, some of the information contained in the kiosks was outdated and there was incomplete information about the park itself.

Kiosks provide an opportunity to **promote the department “brand” and enhance the image** of the system. Thinking of kiosks as mini-advertising centers, the Parks Department can add another dimension to its outreach efforts.

While it may be difficult to change out the information frequently, a core packet of information could be designed and posted system wide. As staffing permits, more timely or detailed information could be added at select locations.

This need not be an expensive undertaking. The department already has many of the graphic elements that could be included in the kiosks. Laminating the materials will make them last longer and keep them looking new. The department could consider having a corporate sponsor underwrite the cost of design and production.

Plan Elements

Banners

Identify the park or trailhead as belonging to Snohomish County. This could be done with exterior *“Welcome to Snohomish County Parks (with logo)!”* banners hanging from the eaves of each kiosk. This treatment is recommended in parks that have full time staff. More remote parks may be subject to vandalism, so a banner on the interior of the cabinet would be recommended.

Boxes

In staffed parks, consider a Plexiglas box with a lid in which the department could offer maps, brochures or other timely information about park events or programs.

Messages

Materials in the kiosks should be updated twice a year. At parks that have full-time staff, a weekly bulletin could be incorporated into the mix.

Year around

- Promote income-generating opportunities prominently: yurts, picnic shelters, cabins, ball fields, camp sites and parking passes
- Web site
- Detailed map of the park and amenities
- Restrictions/Limitations
- Corporate Partners

April – September

- Recreation programs (spring & summer camps)
- McCollum Pool and swimming lesson
- Evergreen State Fair
- Kayak Point Golf Course

October – March

- Trails (list of trails and mention of maps for sale)
- Bird Watching
- Volunteer Opportunities
- Gift Certificates

Action Items

- Do an inventory of existing kiosks (number, locations, sizes)
- Determine department messages
- Develop goals, timeline and information needs for designer
- Develop list of items for each kiosk
- Contact outside vendors (if necessary)
- Develop budget
- Develop production and distribution schedule
- Implement plan system wide

*Note: Updating the kiosks could be one way to attract a corporate sponsor. For example, Group Health Cooperative could be approached to help underwrite the cost of this project in exchange for promotional opportunities within each kiosk. One of Group Health's foundation initiatives for 2004-2005 is children's health (preventing tobacco use, promoting nutrition and fitness, ensuring safe environments and providing expanded access to information to improve health behaviors).

Each Snohomish County kiosk could feature a "Group Health Message for Kids." This could be in the form of a list of things to do when you're outdoors: wear sunscreen, drink lots of water, wear a life jacket when boating, wear mosquito repellent, prevent forest fires; be active -- hike, bike, Frisbee, swim, etc.

(See Group Health Proposal Materials in Appendix 10.)

Appendix 5

Program and Facility Evaluation Forms

See pages 180-183.



Thank you for using a Snohomish County Parks facility. We would like to improve our services by getting your feedback. *Please take a moment to fill out this evaluation form and return it to us at your earliest convenience.*

FACILITY

Did you: Rent a cabin Rent a yurt Reserve a picnic shelter Use an overnight camping spot
 Use a boat launch Use an athletic field Rent a room at the Willis Tucker Community Activity Center

Location: _____

Date(s) of use: (m/d/yr) _____ to _____ **Days of the week:** _____

Did you make a reservation No Yes

Please rate your satisfaction with each of the following:

	Very Satisfied	Satisfied	Somewhat Dissatisfied	Dissatisfied
Ease of reservation				
Courtesy of staff				
Cleanliness of facility				
Maintenance of overall park				
Directions provided to the site				
Reasonableness of parking fee, if applicable				
Reasonableness of facility use charge				
Overall quality of facility				

HOW DID YOU LEARN ABOUT THE FACILITY

Please check each of the following boxes that apply to how you heard about the facility.

<input type="checkbox"/> Flyer at your residence	<input type="checkbox"/> Word of mouth	<input type="checkbox"/> Parks web site or email
<input type="checkbox"/> Kiosk or sign at a park	<input type="checkbox"/> Repeat visitor	<input type="checkbox"/> Other _____

INFORMATION ABOUT YOUR PARTY

Please provide the following information about your party:

Number in party:	<input type="checkbox"/> Just yourself	<input type="checkbox"/> 2	<input type="checkbox"/> 3-4
	<input type="checkbox"/> 5-10	<input type="checkbox"/> 11-15	<input type="checkbox"/> Other _____
Age: (Please indicate number of each)	<input type="checkbox"/> Under 4	<input type="checkbox"/> 5-8	<input type="checkbox"/> 9-12
	<input type="checkbox"/> 13-14	<input type="checkbox"/> 15-18	<input type="checkbox"/> 19-29
	<input type="checkbox"/> 30-39	<input type="checkbox"/> 40-49	<input type="checkbox"/> 50-59
	<input type="checkbox"/> 60+		
Sex: (Please indicate number of each)	<input type="checkbox"/> Male	<input type="checkbox"/> Female	
Distance to facility from home:	<input type="checkbox"/> 1-5 miles	<input type="checkbox"/> 6-10 miles	<input type="checkbox"/> 11 -15 miles
	<input type="checkbox"/> 16+ miles		
Traveled to the facility by:	<input type="checkbox"/> Car	<input type="checkbox"/> Car pool	<input type="checkbox"/> Transit
	<input type="checkbox"/> Bicycle	<input type="checkbox"/> Walked	<input type="checkbox"/> Other _____
Home Zip Code: _____			
Uses of this facility in the last year:	<input type="checkbox"/> No other uses	<input type="checkbox"/> 1 other use	<input type="checkbox"/> 2 other uses
	<input type="checkbox"/> 3-5 other uses	<input type="checkbox"/> 6-10 uses	<input type="checkbox"/> Other _____

COMMENTS

Do you have any comments or suggestions for improvements to this facility?

COUNTY PARKS YOU VISIT

Please indicate the Snohomish County Parks you or others in your household have visited in the past 12 months.

<input type="checkbox"/>	Centennial Trail	<input type="checkbox"/>	Martha Lake Park	<input type="checkbox"/>	Robe Canyon Park
<input type="checkbox"/>	Flowing Lake Park	<input type="checkbox"/>	McCollum Pioneer Park	<input type="checkbox"/>	Snohomish River Estuary
<input type="checkbox"/>	Kayak Point Park	<input type="checkbox"/>	McCollum Pool	<input type="checkbox"/>	Southwest County Park
<input type="checkbox"/>	Kayak Point Golf Course	<input type="checkbox"/>	Pilchuck Conservation Area	<input type="checkbox"/>	Twin Rivers Park
<input type="checkbox"/>	Lord Hill Park	<input type="checkbox"/>	Portage Wildlife Area	<input type="checkbox"/>	Whitehorse Trails
<input type="checkbox"/>	Lundeen Community Park	<input type="checkbox"/>	River Meadows Park	<input type="checkbox"/>	Other _____

COUNTY PARK ACTIVITIES

Please indicate below the activities you or others in your household have pursued in Snohomish County Parks during the past 12.

<input type="checkbox"/>	Biking	<input type="checkbox"/>	Picnicking: <i>If yes did you</i>	<input type="checkbox"/>	Summer Camps: <i>If yes, did you attend</i>
<input type="checkbox"/>	Bird Watching	<input type="checkbox"/>	Rent a picnic shelter	<input type="checkbox"/>	Sports camp
<input type="checkbox"/>	Boating: <i>If yes did you</i>	<input type="checkbox"/>	Swimming: <i>If yes did you</i>	<input type="checkbox"/>	Outdoor camp
	<input type="checkbox"/> Use boat launch	<input type="checkbox"/>	Swim at a beach	<input type="checkbox"/>	Computer camp
<input type="checkbox"/>	Camping: <i>If yes, did you</i>	<input type="checkbox"/>	Take lessons at McCollum	<input type="checkbox"/>	Kayak camp
	<input type="checkbox"/> Use an overnight camp spot	<input type="checkbox"/>	Swim at McCollum	<input type="checkbox"/>	Golf camp
	<input type="checkbox"/> Rent a cabin	<input type="checkbox"/>	Sports: <i>If yes did you</i>	<input type="checkbox"/>	Teen programs
	<input type="checkbox"/> Rent a yurt	<input type="checkbox"/>	Play Golf	<input type="checkbox"/>	Walking or hiking
<input type="checkbox"/>	Parking (monthly pass)	<input type="checkbox"/>	Use the sports fields	<input type="checkbox"/>	Other _____

Please provide the following if you would like to be added to the Snohomish County Parks mailing list.

Name: _____ Phone: _____ (day)
 Address: _____ (eve.)
 E-mail: _____ @ _____

Thank you for your assistance. For more information about Snohomish County Parks please call (425) 388-6600 or email us at parks.department@co.snohomish.wa.us.

Please refold this survey tightly with the return address on the outside, then tape and mail.

FOLD HERE FIRST

FOLD HERE SECOND

FROM
SNOHOMISH COUNTY PARKS

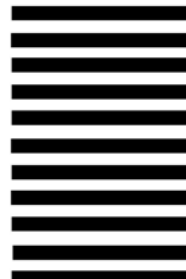


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**SNOHOMISH COUNTY
 PARKS AND RECREATION
 M/S #303
 3000 ROCKEFELLER AVE.
 EVERETT WA 98201-4060**





Thank you for participating in a Snohomish County Parks program. We would like to improve our programs and services by getting your feedback. *Please take a moment to fill out this evaluation form and return it to us at your earliest convenience.*

PROGRAM

Name of Program: _____

Date: _____ Instructor: _____

Please rate your satisfaction with each of the following:

	Very Satisfied	Satisfied	Somewhat Dissatisfied	Dissatisfied
Staff knowledge and competence				
Educational or instructional value				
Recreational value				
Reasonableness of fee				
Participant safety				
Extended hours program, if used				
Overall quality of program				

HOW DID YOU LEARN ABOUT THE PROGRAM

Please check each of the following boxes that apply to how you heard about the program.

<input type="checkbox"/> Flyer at your residence	<input type="checkbox"/> Flyer at school	<input type="checkbox"/> Web site or email
<input type="checkbox"/> Kiosk or sign at a park	<input type="checkbox"/> Word of mouth	<input type="checkbox"/> Other _____

INFORMATION ABOUT THE PROGRAM PARTICIPANT

Please provide the following information about the program participant:

Age:	<input type="checkbox"/> Under 4	<input type="checkbox"/> 5-8	<input type="checkbox"/> 9-12
	<input type="checkbox"/> 13-14	<input type="checkbox"/> 15-18	<input type="checkbox"/> 19-29
	<input type="checkbox"/> 30-39	<input type="checkbox"/> 40-49	<input type="checkbox"/> 50-59
	<input type="checkbox"/> 60+		
Sex:	<input type="checkbox"/> Male	<input type="checkbox"/> Female	
Distance to program site from home:	<input type="checkbox"/> 1-5 miles	<input type="checkbox"/> 6-10 miles	<input type="checkbox"/> 11 -15 miles
	<input type="checkbox"/> 16+ miles		
Traveled to the program by:	<input type="checkbox"/> Car	<input type="checkbox"/> Car pool	<input type="checkbox"/> Transit
	<input type="checkbox"/> Bicycle	<input type="checkbox"/> Walked	<input type="checkbox"/> Other _____
Household:	# of adults _____	# of children _____	
Zip Code: _____			
#of other programs enrolled in last year	_____		

COMMENTS

Do you have any comments or suggestions for improvements to this program?

Are there programs you would like Snohomish County Parks to offer?

COUNTY PARKS YOU VISIT

Please indicate the Snohomish County Parks you or others in your household have visited in the past 12 months.

<input type="checkbox"/>	Centennial Trail	<input type="checkbox"/>	Martha Lake Park	<input type="checkbox"/>	Robe Canyon Park
<input type="checkbox"/>	Flowing Lake Park	<input type="checkbox"/>	McCollum Pioneer Park	<input type="checkbox"/>	Snohomish River Estuary
<input type="checkbox"/>	Kayak Point Park	<input type="checkbox"/>	McCollum Pool	<input type="checkbox"/>	Southwest County Park
<input type="checkbox"/>	Kayak Point Golf Course	<input type="checkbox"/>	Pilchuck Conservation Area	<input type="checkbox"/>	Twin Rivers Park
<input type="checkbox"/>	Lord Hill Park	<input type="checkbox"/>	Portage Wildlife Area	<input type="checkbox"/>	Whitehorse Trails
<input type="checkbox"/>	Lundeen Community Park	<input type="checkbox"/>	River Meadows Park	<input type="checkbox"/>	Other _____

COUNTY PARK ACTIVITIES

Please indicate below the activities you or others in your household have pursued in Snohomish County Parks during the past 12 months.

<input type="checkbox"/> Biking	<input type="checkbox"/> Picnicking: <i>If yes did you</i>	<input type="checkbox"/> Summer Camps: <i>If yes, did you attend</i>
<input type="checkbox"/> Bird Watching	<input type="checkbox"/> Rent a picnic shelter	<input type="checkbox"/> Sports camp
<input type="checkbox"/> Boating: <i>If yes did you</i>	<input type="checkbox"/> Swimming: <i>If yes did you</i>	<input type="checkbox"/> Outdoor camp
<input type="checkbox"/> Use boat launch	<input type="checkbox"/> Swim at a beach	<input type="checkbox"/> Computer camp
<input type="checkbox"/> Camping: <i>If yes, did you</i>	<input type="checkbox"/> Take lessons at McCollum	<input type="checkbox"/> Kayak camp
<input type="checkbox"/> Use an overnight camp spot	<input type="checkbox"/> Swim at McCollum	<input type="checkbox"/> Golf camp
<input type="checkbox"/> Rent a cabin	<input type="checkbox"/> Sports: <i>If yes did you</i>	<input type="checkbox"/> Teen programs
<input type="checkbox"/> Rent a yurt	<input type="checkbox"/> Play Golf	<input type="checkbox"/> Walking or hiking
<input type="checkbox"/> Parking (monthly pass)	<input type="checkbox"/> Use the sports fields	<input type="checkbox"/> Other _____

Do you have any comments on the parks you visit or any other matter affecting Snohomish County Parks?

Please provide the following if you would like to be added to the Snohomish County Parks mailing list.

Name: _____ Phone: _____ (day)
 Address: _____ (eve.)
 E-mail: _____@_____

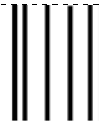
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SNOHOMISH COUNTY PARKS**

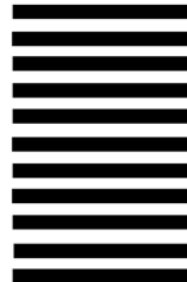


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Appendix 6

Draft Marketing Plan to Increase Use of Kayak Point Park Yurts

Introduction

The Snohomish County Park System offers a unique camping experience at one of its premier regional parks. At Kayak Point Park, located in Northwest Snohomish County on the shores of Puget Sound, campers can reserve one of 10 yurts.

Yurts are waterproof and windproof wood and canvas structures that have been used for centuries by nomadic peoples of northern Asia.

At Kayak Point Park, a “yurt village” has been created to provide a secure and comfortable alternative to tent camping. The “village” has been constructed to accommodate individual campers or large groups. Each yurt sleeps up to five people and features queen-sized futon, bunk bed, electric heat, interior lighting and skylights, outdoor cooking grills, picnic table, wooden floors and lockable door. A nearby picnic shelter can accommodate up to 75 people. Restrooms with hot showers are also located within walking distance.

The yurts are available to rent throughout the year.

Key Facts:

Yurt camping is gaining in popularity across the country. Oregon State Parks has offered yurt rentals for the past 10 years. This type of camping is gaining popularity in Washington State, as well.

Based on the success of the Oregon State Parks program and the proliferation of yurt camping options in other states, this is trend that will only see more growth in the coming years.

With the weak economy and challenges facing the vacation traveler, close-to-home getaways are increasing in popularity. Yurt camping offers an economical alternative to expensive lodging and provides more comfort than traditional tent camping.

“Washington’s state parks rank fourth nationally in day-use attendance and eighth in overnight visits. However, Washington ranks 47th in the number of state dollars spent per visitor - a startling illustration of the priority that state lawmakers place on Washington’s recreational heritage.” (Washington State Parks Web Site).

Direct Competition

As described in Chapter 5, the Washington State Parks Department offers yurt camping at three sites: Battleground, Cape Disappointment and Dosewallips. Rates for these facilities are \$35/night. Eco Park Resort, a private concern near Mt. St. Helens also features yurt camping. Rates there are \$60/night. At \$40/night, Snohomish County's rates are competitive.

Oregon State Parks now offers 19 locations with yurts. Started in 1994 with two yurts, the program has grown to include 153 yurts across the state. The cost is \$27/night.

King County plans to install yurts at its Tolt-MacDonald campground in Carnation next year.

Other Competition

- Traditional Tent Campers
- RV'ers
- Motels/Hotels
- Resorts

Use of Existing Yurts

Data from 2002 yurt bookings reveals the following. The yurts are at:

- 100% capacity on weekends (Friday & Saturday nights) from June through Labor Day
- 31% capacity on weeknights (Sunday through Thursday) in June
- 74% capacity on weeknights (Sunday through Thursday) in July and August
- 78% capacity on weekends in April and May
- 81% capacity on weekends in September and October
- 42% capacity on weekends January through March
- 25% capacity on weekends in November and December
- 21% capacity on weeknights April and May
- 13% capacity on weeknights September and October
- 4% capacity on weeknights January – March
- 7% capacity on weeknights November and December

While it is known *when* the yurts are occupied, there is no data that reveals *who* rents them or *where* the visitors came from. This is important information that needs to be captured and placed in a data base for analysis. A targeted marketing plan cannot be effectively developed until it is known who the potential audience is. As such, the primary goal of 2004 should be to simply increase awareness, which should, in turn, result in an increase in bookings.

Goals and Objectives

1. Increase general awareness of the yurt rental program.
2. Increase weeknight (Sunday – Thursday) bookings June through August.
3. Increase weekend and weeknight bookings during the shoulder seasons (April/May and September/October).

Assumptions

Audience:

The target audience varies from season to season. During the summer months, with children out of school, we can assume the majority of renters are families.

Shoulder season probably sees families on the weekend. A potential audience for weekday bookings during the shoulder seasons is retired adults.

Winter months – November through March – will be more difficult to book, but certain groups could be targeted.

Strategy

Because of the lack of advertising dollars, Snohomish County Parks will have to rely on a public relations “free media” campaign to raise awareness of the yurt camping program. This work could be accomplished with existing Parks Department staff, or university interns, and can be a very effective way of getting information to the public at minimal cost.

However, staff (or interns) will need to be diligent in the distribution of media kits, press releases and the various follow-up steps described below.

The fee structure could be altered to encourage use in non-peak times. Although this study did not have access to operating cost data for the yurts, it is assumed that the operating costs are relatively low and fixed. If this assumption is correct, then additional usage of the yurts, even with lower fees, would increase the net revenues for yurt operations. Lower fees could be an effective tool for encouraging use during the shoulder and winter seasons.

Schedule:

January and February:

- Develop the marketing kit
- Develop mailing list (Snohomish County information officer should have complete and current media list available.)
- Develop visitors survey (to ask during call-in reservations)
- Develop “satisfaction with service” survey (good source for testimonial quotes that can be used in future marketing materials)
- Develop pilot seasonal rate structure

March

- Send press kits to all travel writers for all daily and weekly newspapers in the state
- Implement pilot seasonal rate structure

Send press kits with targeted message in the press release to all magazines in state (i.e., *AAA Journey*, *Sunset*, *Pacific Northwest Golf*, and Group Health's *Northwest Health*). For example, the press release to *Pacific Northwest Golf* would tout the proximity of yurt camping to Kayak Point Golf Course.

April

Hold an event at the yurt village to kick off the season and generate some interest in bookings for the spring shoulder season. (for example: develop a Mongolian-themed event with tradition cooking techniques and food; costumes, contests, etc.).

Send press release to all local television and news radio stations to cover the event.

May

Send press kit to news radio and public radio organizations.

June

Send new release to all media outlets in state. (develop some "hook," such as whale spotted off Kayak Point. Stay in a yurt; be close to the action!)

July

Contact local television stations that produce local programming (i.e., *Evening Magazine*, *Northwest Back Roads*, etc.).

August

Promote yurt camping at the Evergreen State Fair (install a yurt and have a contest to win a free weekend at Kayak Point – golf included; compile e-mail or mailing list from contest entry form).

September

Mail/e-mail to list that was generated at the Fair. Offer discount or some deal for bookings in November and December.

Year Round

Increase yurt prominence on Web Site.

Track data:

Develop a list of youth organizations, church groups, sports groups, associations, etc.

Press Kit should include:

- Press release (targeted)
- Update brochure/flyer
- CD of photos of yurt, village, various of Kayak Point Park, Golf Course
- General information on Snohomish County Parks
- General information on other rentals in Snohomish County Park System
- Other nearby attractions (i.e., golf course, casino, etc.)
- Contact information and driving directions

Appendix 7

Sample Marketing Kit

An information kit about Snohomish County Parks is necessary to promote the programs, services and facilities. This information can be compiled on separate sheets that are inserted into the customized folder. The sheets can vary in size, so as to create a graduated layering of pages. In addition to this generic material, you may also include appropriate brochures, maps and current press releases, along with contact information. Recommended copy follows. (See sample kit in Appendix).

ABOUT SNOHOMISH COUNTY PARKS

Mission

To provide safe, enjoyable, attractive parks with diverse programs and responsive services which enhance our quality of life and preserve the natural and recreational resources of Snohomish County.

- Over 9,500 acres of park lands from Puget Sound to the Cascade Mountains
- Nearly 100 parks, ranging from large Regional Parks to intimate Neighborhood Parks
- Two major trail systems connecting cities and providing recreation and commuting options
- Lake and saltwater beach access
- 18-hole professional golf course
- Annual Evergreen State Fair and Fair Grounds
- Unique recreational opportunities – Overnight camping, mountain biking, horseback riding, hiking, picnicking, water sports
- Nature experiences – bird watching, interpretive opportunities, whale watching, salt water and fresh water estuaries, fishing
- Youth Camps and family day trips
- Stewardship of natural resources

History

The Snohomish County Parks and Recreation Department was created in the mid-1960s to provide park and recreation services for the enjoyment of the public and for the protection and enhancement of the County's natural resources. In just the past 10 years, the county's parkland inventory has nearly doubled to over 90 sites encompassing over 9,500 acres.

DEFINING OUR PARKLAND

Snohomish County parks come in an array of shapes and sizes and provide a variety of services. They range from small, local parks to large resource conservancy holdings and represent the many unique recreational opportunities available to the citizens of Snohomish County.

Parklands are divided into six main categories:

- Regional Parks
- Community Parks
- Combination Parks
- Neighborhood Parks
- Trails
- Resource Land

The county has several **Regional Parks** that highlight the region's natural resources. These large parks feature hiking trails, camping areas, beach access and other facilities focusing on the enjoyment of the out-of-doors.

Community Parks provide local opportunities for programmed recreational activities such as team sporting events, classes, swimming lessons and sports camps. They also offer opportunities for leisure and informal recreational activities such as picnicking, walking and play.

Several Snohomish County parks have been developed as **Combination Parks**, serving both the entire county and several surrounding neighborhoods. They occur in urban areas, as well as in more rural environments.

A **Neighborhood Park** is generally small, pedestrian-oriented and situated to serve residents of an immediate area. These parks typically feature playground equipment, picnic tables and ball courts.

In addition to developed parkland, Snohomish County also owns and manages sensitive **Resource Lands**. These lands are set aside primarily as wildlife habitat and often include restoration or enhancement projects designed to improve wildlife habitat. Many areas provide specialized facilities and nature paths allowing visitors to observe and enjoy wildlife without adversely affecting its habitat.

Woven into the landscape of Snohomish County is a growing system of **Trails**. The Interurban and Centennial Trails provide over 20 miles of scenic pathway through urban and rural areas. Additionally, Snohomish County offers 26 developed trails suitable for family outings. For the adventuresome, there are many hiking and backpacking trails that access wilderness areas.

MORE THAN JUST PARKS

Recreational Programming

The Snohomish County Parks Department is committed to providing recreational opportunities that serve a diverse population. In addition to acquiring and maintaining parkland that can be used for a variety of recreational opportunities – from boating to horseback riding, hiking to swimming – the Parks Department also provides facilities and programming aimed at keeping people engaged in outdoor activities.

Athletic Facilities

- Baseball Fields
- Soccer Fields
- BMX Race Course
- Outdoor Heated Swimming Pool
- Tennis Courts
- Basketball Courts
- Golf Course
- Riding Arena

Playgrounds

- List of playgrounds

Spring and Summer Youth Camps/Swimming Lessons

Volunteer Opportunities

Environmental Education

- Interpretive Signs throughout parks and trail systems
- Relationship with Streamkeeper Academy
- Other

Cultural and Historical Resources

- Relationships with Historical Societies
- Preservation of historical and culturally significant sites

Other

RENTALS

Snohomish County Parks offers a variety of recreational opportunities throughout its system.

Cabins at Flowing Lake

Reserve these cabins for a romantic get-away in the woods or for family events. Perfect for small, corporate “team building” events or retreats. Four newly constructed log cabins sleep up to five each. Equipped with futons and bunk beds, heater, table and chairs, locking doors. Fire pit. Call 360-568-2274 for information and reservations.

Yurts at Kayak Point

Try this unique camping experience and you may never go back to tent camping! Yurts sleep up to five people each. Perfect for families, friends, organizations and businesses. Nine yurts nestled in the Yurt Village, a short stroll away from waterfront activities. Less than a mile from Kayak Point Golf Course! Call 360-652-7992 for information and reservations.

Campsites

Several Snohomish County Parks offer overnight campgrounds. Some campsites can be reserved in advance; two parks offer campsites with complete hookups. Call 360-794-6359 for more information. Visit the following parks for overnight camping spaces (* = hookups available):

- River Meadow – Arlington. Call 360-435-3441
- Lake Roesiger – Snohomish. Call 360-568-2274
- Squire Creek -- Darrington. Call 360-436-1283
- Flowing Lake* -- Snohomish. Call 360-568-2274
- Kayak Point* -- Stanwood. Call 360-652-7992

Picnic Shelters

Reserve a beautiful picnic shelter for your next party, picnic, family reunion or corporate event.

- Flowing Lake – wooded surroundings
- Kayak Point – spectacular waterfront location
- Martha Lake – natural beauty amid urban area
- McCollum Pioneer Park – lots of family activities, including outdoor pool
- Squire Creek – set inside old growth forest, next to mountain creek
- Picnic Point – amazing views of Whidbey Island and Olympic Mountains
- River Meadows Park – on the banks of the Stillaguamish River - 150 acres of meadow

Call 425-388-6600 for information and reservations.

McCollum Pool

Host a pool party! Outdoor, Olympic-sized pool available for rent during the summer months. Call 425-4408 for information.

Evergreen State Fairgrounds

RV parking available at Fairgrounds year around (except during the Fair)
Building and arena rentals are available for special shows, exhibits, meetings and training sessions. Call 360-805-6700 for information.

Willis D. Tucker Community Center

Meeting space will be available. Coming 2005.

Kayak Point Golf Course

Clubhouse is available for private parties.

LAKES AND SALTWATER SHORELINES

Lakes

Gissberg Twin Lakes Park

This park features two swimming beaches, walking paths and picnic areas. The natural spring-fed lakes are stocked with bass and rainbow trout. They can be fished year round and are a very popular destination for local fishing enthusiasts. Located near the City of Arlington.

Martha Lake Park

This six-acre urban park has been redesigned to accommodate a much-needed public access to the lake, while enlarging, enhancing and protecting over two acres of shoreline habitat and wetlands. Visitors enjoy picnic shelters (can be reserved), fishing, swimming, playground, and strolls on the boardwalk through the wetlands. Located near the City of Lynnwood.

Flowing Lake Park

This park has something for nearly everyone who enjoys camping in the woods: tent camping, campsites with hook-ups, log cabins to rent, fishing, boat launch, swimming and picnic shelters. Located near the City of Arlington.

Lundeen Park

This 8-acre park, located on the north shore of Lake Stevens, has a large, secured swimming area, fishing dock, picnic shelters, and playground amenities. Located next to a sensitive wetland and stream, this park also provides interpretive displays explaining the ecology of the wetland community. Located near the City of Lake Stevens.

Lake Roesiger Park

On the east shore of the lake, visitors can enjoy fishing, picnicking [tent camping?] and swimming in a beautiful and tranquil setting. Located near the City of Snohomish.

Sunset Park

A small, pocket park, located on the shores of Lake Stevens, it provides picnic tables, lawn and fishing dock. Located near the City of Lake Stevens.

Wyatt Park

Overlooking the beautiful waters of Lake Stevens and the snowcapped Cascade Mountains, 2.5-acre Wyatt Park offers swimming beach, fishing dock, boat launch, picnic tables, boat slips, and indoor restrooms. Located near the City of Lake Stevens.

Saltwater Shorelines

Meadowdale Beach Park

Stroll on a 1-1/4 mile long nature trail that takes you through forested lands, past a stream teeming with life, to a small marine estuary on Puget Sound. This 100-acre park is a great spot for bird watching, whale watching and admiring the view of the distant Olympic Mountains. Located near the City of Edmonds.

Picnic Point Park

Located on the shores of Puget Sound, Picnic Point Park offers a tranquil and scenic setting for picnicking and beach activities. Covered picnic shelters can be reserved. Enjoy spectacular views of Whidbey Island and Olympic Mountains. Located near the City of Edmonds.

Kayak Point Regional Park

Located in the northwestern portion of the county, Kayak Point Regional Park offers 670 acres of woodland and saltwater beach access. Enjoy pier fishing, windsurfing, picnicking, hiking and camping. Boat launch and yurts add another dimension to this jewel of a park. Located near the City of Stanwood.

10th Street Boat Launch – Everett

Shared ownership with the City of Everett, the 10th Street Boat Launch offers a multi-lane, public boat launch facility with extensive vehicle and trailer parking.

REGIONAL PARKS

Regional Parks are generally larger sites, which offer a variety of unique features or recreational experiences that serve the entire county population. These may include one-of-a-kind natural, cultural or historic features water access or a concentration of facilities that can accommodate large-scale events. While Regional Parks may feature both active and passive uses, many regional properties within Snohomish County's inventory are devoted to large-scale natural area preservation. Over 1,200 acres within the Snohomish River estuary have been preserved as natural area habitat. In total, Snohomish County has nearly 8,500 acres dedicated as regional park land.

Favorite Regional Parks

Centennial Trail

This multi-use trail runs for seven miles between the cities of Snohomish and Lake Stevens. The trail is popular with pedestrians, bicyclists, equestrians and other non-motorized users and is wheelchair accessible. The trail parallels the Pilchuck River in many places. A variety of farmlands, wetlands, wildlife and woodland areas offer the user plenty of opportunity for an enjoyable trail experience.

Flowing Lake

This nearly 40-acre park has something for nearly everyone who enjoys camping in the woods: tent camping, campsites with hook-ups, log cabins to rent, fishing, boat launch, swimming beach, picnic shelters and small amphitheater.

Gissberg Twin Lakes

Swim or sunbathe on either one of the two sandy beaches. Well-kept lawns and numerous picnic areas are available at the east end of the lake. The natural spring-fed lakes are stocked with bass and rainbow trout. They can be fished year around. Located on nearly 55 acres of land near the City of Arlington.

Interurban Trail

This multi-use trail runs 16.10 miles between the cities of Mount Lake Terrace and Everett. The Interurban Trail connects the major cities in southwest Snohomish Country, providing access to many parks, numerous commercial areas, two major malls, high schools and park-and-ride lots. It is popular with bicyclists, pedestrians, other non-motorized uses and is wheelchair accessible.

Kayak Point Golf Course

Kayak Point Golf Course covers 250 acres of a 650-acre county park located on Puget Sound. The 18-hole championship (Arnold Palmer designed) course is carved through a forest of fir and alder with views of the Sound, the Olympics and Camano Island. Facilities also include a club house, pro shop, putting course, and driving range.

Kayak Point Golf Course's new clubhouse includes a full service restaurant and lounge. Open for breakfast, lunch and dinner, the westerly view overlooking the course toward Camano Island offers spectacular sunsets.

Kayak Point Regional Park

Located in the northwestern portion of the county, Kayak Point Regional Park offers 670 acres of woodland and saltwater beach access. Enjoy pier fishing, windsurfing, picnicking, hiking and camping. Boat launch and yurts add another dimension to this jewel of a park.

Lake Roesiger

This park provides beach access to tranquil Lake Roesiger in Snohomish. The 38-acre site features a swimming beach, picnic tables, large fields, hiking trails and tent camping.

Lord Hill Regional Park

Explore this unique 1,400-acre evergreen forest preserve on horseback, mountain bike or on foot. This park, near the City of Snohomish, contains over six miles of designated trails. Visitors can enjoy a variety of woodland nature experiences and spectacular views from the higher elevations. Trailhead parking accommodates horse trailers and tow vehicles.

Meadowdale Beach Park

Stroll on a 1-1/4 mile long nature trail that takes you through forested lands, past a stream teeming with life, to a small marine estuary on Puget Sound. This 100-acre park is a great spot for bird watching, whale watching and admiring the view of the distant Olympic Mountains.

North Creek Park

This expansive wetland is located near the City of Mill Creek. It features a network of boardwalks and trails to accommodate bird watching the exploring the ecosystem. Within the nearly 80-acre park, visitors can find picnic tables and interpretive signs.

Picnic Point

53-1/2 acres near Edmonds. Located on the shores of Puget Sound, Picnic Point Park offers a tranquil and scenic setting for picnicking and beach activities. Covered picnic shelters can be reserved. Enjoy spectacular views of Whidbey Island and Olympic Mountains.

Rhody Ridge Botanical Garden

Acquired in 1970, this property has been developed as a botanical garden and arboretum setting. More than half of the 11.5-acre site has been planted with special and exotic plant species in the rhododendron family. The remainder of the property is undeveloped forest. Tours by appointment only.

Robe Canyon

This is a 970-acre property along the Stillaguamish River, accessed via the Mountain Loop Highway east of Granite Falls. It blends a rich history of the mining and railroading era with the natural beauty of the South Fork of the Stillaguamish River thundering through narrow Robe Canyon. This site includes a portion of the historic route of travel of the famous Monte Cristo Railroad. Robe Canyon is 7-miles in length with forested uplands and primitive trail access.

Snohomish River Estuary

Over 1000 acres, this land was acquired in stages to protect riparian wetlands in the broad flood plain of the Snohomish River near the City of Everett.

Spencer Island

This island lies in the heart of the Snohomish River Estuary. This 412-acre site is one of the best places in the county to view waterfowl and shorebirds. Deer, coyote, river otter and a host of small mammals and amphibians also inhabit Spencer Island. The park features picnic tables, interpretive signs, boardwalk, slough access, saltwater and freshwater wetlands and trails. This is an excellent place to kayak or canoe.

Squire Creek

This park near the City of Darrington provides tent and RV camping in a beautiful old growth forest. This nearly 30-acre park features two large picnic shelters near the creek. Perfect staging area for enjoying the Mt. Baker – Snoqualmie National Forest.

Wyatt Regional Park

Overlooking the beautiful waters of Lake Stevens and the snowcapped Cascade Mountains, 2.5-acre Wyatt Park offers swimming beach, fishing dock, boat launch, picnic tables, boat slips, and indoor restrooms.

Other Regional Parks

10th Street Boat Launch - Everett

Shared ownership with the City of Everett, the 10th Street Boat Launch offers a multi-lane, public boat launch facility with extensive vehicle and trailer parking.

Backman

This two-acre park is 1.5 miles south of the City of Darrington on Clear Creek Road with access to the Sauk River. This primitive site's primary use is river access and picnicking.

Bob Heirman Wildlife Park at Thomas' Eddy

With its unique setting and outstanding natural resources, Heirman Wildlife Preserve at Thomas' Eddy in Snohomish offers the perfect location for viewing wildlife, walking, picnicking, fishing and discovering the beauty and wonder of nature. This natural preserve of over 340 acres features vast open spaces, two pristine lakes, fragile wetlands, and an extensive river environment. This site provides easy fishing access to the Snohomish River.

C.D. Hillman

This small, partially wooded greenbelt tract of land is located near Howard Lake in Stanwood.

Chevron Park Lands

Just over 425 acres, this land is located between residential neighborhood areas in the Harbour Pointe development south of the City of Mukilteo. It features several large and small, heavily-wooded gulches, with a few walking trails and two major streams flowing into Puget Sound.

Cicero Pond

This 140-acre site features wooded property with a wooded pond and railroad spur (with two rail cars) a wooded cobble-bar and 700 feet of Stillaguamish River shoreline. Located six miles from Arlington, it provides trailhead access and a good spot to fish.

Darlington Beach

Located off Gibson Road in Mukilteo, this 61 acre park features a tidal flat and beach area.

Darrington Archery Range

This site is to be developed and maintained by the City of Darrington as a competitive field archery facility. This largely wooded tract of land is over 155 acres, but offers few access roads.

Field's Riffle

Located on the Snohomish River just east of the City of Snohomish, this 62-acre site has about 3500 feet of river frontage, a large gravel bar with excellent fishing ground, an interior bay and wooded wildlife habitat.

Hawthorn Property

Located on Marine Drive in Marysville, this 34 acre heavily wooded property was donated to Snohomish County in 1994 for forest preservation.

Index Properties

These two large parcels of land nearly equal in size, lie on the North Fork of the Skykomish River east of Index. Both sites have narrow, rocky, river shorelines and thickly forested, steep slopes.

Jordan Bridge

This small park features suspension bridge across the South Fork of the Stillaguamish River. A path leads to the river shore where visitors can swim, picnic and relax during the summer. Visitors to this Arlington-area park can also enjoy forested trails.

Lake Cassidy/Lake Martha Wetlands

This nearly 200-acre site is located along the Centennial Trail, north of the City of Lake Stevens. It features extensive open and wooded wetlands and bog areas adjacent to the shores of Lake Cassidy and Lake Martha. Several rare and endangered plant species can be found here.

Lake Cochran

Located at the south end of Lake Cochran in Monroe, this site is primarily an underwater lakebed property.

Loma Lake Tract

This minimally developed and maintained 2 acre site provides lake access for small boats. Lake Loma is located four miles west of Marysville.

Nakashima Farm

This property contains a large, working barn, house, several fields and pastures. It serves as the north trailhead for the Centennial Trail. Located six miles north of Arlington on Highway 9, this 82-acre property offers a mixed forested area, wetlands a stream tributary and bridge crossing.

Nakeeta Beach

Located near Mukilteo, this 43 acre site features tidal mudflats and beach.

North County Wildlife Area

Located adjacent to the Centennial Trail corridor between the cities of Arlington and Marysville, this nearly 24-acre site contains a tributary system to Quilceda Creek and a hilly wildlife habitat area.

North Creek Greenway

This is a 122-acre corridor flanking both sides of the North Creek stream channel from McCollum Park to Bothell, near the Sammamish River, was acquired to preserve sensitive riparian habitat and salmon spawning areas.

O'Reilly Acres

A former family holding, the 122-acre site along the banks of the Pilchuck River near Granite Falls features forested property and farm land.

Paradise Valley

Located adjacent to the King/Snohomish County line on Paradise Lake Road, this 663-acre property contains a vast wetland and dense forests. It was acquired to protect the headwaters of Bear Creek.

Pilchuck Conservation Area

Dedicated to Snohomish County for fishing access and conservation purposes in 2000, this 35-acre property on the Pilchuck River near the City of Lake Stevens features dense, mixed forest, with shoreline access.

Portage Creek Wildlife Area

This 160-acre wildlife reserve near the City of Arlington is home to a variety of wetland plants and animals. Visitors can enjoy the network of trails that cross the expansive fields. An interpretive shelter features information on the local flora and fauna. Picnic tables are also available. It is an excellent location for bird watching and other wildlife viewing.

Priest Point Walkway

This is a narrow and undeveloped strip of property that connects 43rd Street N.W. to Possession Sound on the Tulalip Reservation west of the City of Marysville.

River Terrace

This narrow strip of land provides access to the Stillaguamish River near the City of Granite Falls.

Riverscene

This 1.7-acre park is located on the outskirts of Granite Falls. It provides easy access to the South Fork of the Stillaguamish River and is enjoyed by fishermen.

Silvana River Park

Located on the shores of the Stillaguamish River near the City of Stanwood, this “pocket” park offers parking, picnicking and fishing access area.

Steelhead Haven

Located on the North Fork of the Stillaguamish River between the communities of Oso and Hazel, this .32-acre site provides river access.

Stilly River Home Sites

This is a vacant property within a platted residential development along Jordan Road in Arlington.

Sultan Conservation Tracts

Undeveloped residential lot-sized sites dedicated to Snohomish County for custodial purposes as part of a FEMA buy-out program.

Tidelands #2

This property is early 70-acres of tidal mudflats and narrow shoreline along Puget Sound north of the City of Edmonds.

Transmission Line Properties

Located near the City of Mill Creek, these 17.5 acres were dedicated as open space along residential plat development. A pedestrian trail utilizes an existing service road.

Whitehorse Trail

This is a 445-acre, 27-mile long corridor between the cities of Arlington and Darrington, frequently running parallel to HWY 530 and the North Fork of the Stillaguamish River. The trail route, a former Burlington Northern Railroad line, winds through a series of farm, forest and river environments and contains several fishing access points and river bridge crossings.

COMBINATION PARKS

Combination Parks are sites that feature one or more regional attractions, in addition to community park facilities. As such, they serve both the entire County and several surrounding neighborhoods. Several Snohomish County Parks have been developed in this manner. They occur in urbanizing areas, as well as more rural settings. In urban areas, they provide a regional feature (such as water access) or facility (an outdoor pool) in addition to active play areas and playgrounds to serve the surrounding community. In rural settings, the Combination Park may be the only facility to serve the rural population. As some of these rural areas develop, there is often a need to incorporate active play areas and playgrounds to serve the rural community's needs.

Lundeen Park

Located on the north shore of Lake Stevens, this 0-acre park provides regional water access and community park facilities. It features a large, secured swimming area, dock and three covered picnic shelters, picnic areas, playground equipment and outdoor basketball court. Since it is located next to a sensitive wetland area, this park also provides interpretive displays.

Martha Lake

This 6-acre popular park near the City of Lynnwood provides a natural setting in the heart of a fast-growing urban area. This park includes a fishing dock, boardwalks through wetlands, swimming area, three picnic shelters and two playgrounds.

McCollum Pioneer Park

Located just off Interstate 5 near the City of Everett, this 78-acre park offers dozens of recreational opportunities. It is home to a junior Olympic-sized, heated outdoor swimming pool (open summer only), a BMX bicycle racing track, ball fields, jogging/walking trails, picnic tables and shelters and plenty of shaded and open space lawn areas.

Adopt-a-Stream's Northwest Stream Center, a stream and wetland ecology learning facility, is also located in the park near 20 acres of forested wetlands next to North Creek. The Washington State University Extension Services is also located within this park.

River Meadows

With 150 acres of large open meadows and forests along the banks of the Stillaguamish River, River Meadows offers a variety of outdoor activities. Fishing along the mile-long riverbank, camping in the open meadows, hiking on the meandering trails and observing nature's beauty are but a few of the activities awaiting visitors. The park hosts the "Festival of the River" event in August. Located near the City of Arlington.

Sunset Park

At a quarter of an acre, Sunset Park serves both as a small neighborhood park and as a regional viewpoint and waterfront access to Lake Stevens. It includes picnic tables, lawn area and fishing dock.

Twin Rivers

Located at the convergence of the North and South Forks of the Stillaguamish River, near Arlington, this park provides practice and competition soccer fields and little league baseball fields. Large, open fields are available for walking pets or jogging.

Future Combination Parks

Although not developed, these Snohomish County parks offer unique nature experience and provide good places “to get away from it all”.

Lake Goodwin

This 12-acre former tavern and resort site on Lakewood Road at the north end of Lake Goodwin was purchased by Snohomish County in 1996. This park is slated to provide a public swimming beach and picnicking facilities, as well as a fishing pier and wetland interpretive areas.

Norgaard Property

This 78-acre site was dedicated in 1972 for park uses and the protection of the wetland and forest environment for educational purposes. Located just two miles north of the City of Stanwood, the open portions of this site could accommodate community park facilities.

Southwest County Park (Olympic View)

This open space park lies within the City of Edmonds, in southwest Snohomish County. The site has two nature trails and encompasses a series of forested ravines and Perrinville Creek. This 115-acre park will always remain a passive woodland open space.

Trafton Farm

Formerly the Cloverdale Golf Course, this 112 acre parcel was purchased in 1998 with Conservation Future Funds. Located on the North Fork of the Stillaguamish River and adjacent to the County’s White Horse Regional Trail, this park will serve both the region and the local community when formally developed as a park.

Willis D. Tucker Regional Park

This park is located near the residential community of Snohomish Cascade. It is the future site of a community center and Snohomish County Parks’ administrative offices. The 82-acre site is also slated for a major athletic field complex, walking and interpretive trails, picnic facilities and children’s play areas.

Whitehorse Community Ball Fields

This 82-acre property located in Darrington will feature a baseball and soccer complex, as well as walking and interpretive trails, picnic facilities and children’s play areas. The site may also include overnight camping facilities.

COMMUNITY PARKS

Snohomish County is home to a dozen Community Parks, some of which are yet to be developed. A Community Park provides a setting for community activities and recreational opportunities for children and adults. It must be large enough to accommodate popular recreational activities that require a significant amount of space, such as **baseball, soccer, skateboarding** and other team sports.

Playfields are dedicated to and schedule for formal league play, but are also available for pickup games, team practice and informal events such as group outings.

The parks may also include natural areas, such as wetlands and trails. Traditional park amenities include picnic tables, benches, picnic shelters, open play areas, playgrounds, basketball, and tennis courts. These parks typically serve a population of between 10,000 and 15,000 residents.

Esperance Park

Located adjacent to Edmonds Elementary School, this park provides two practice size soccer fields and a little league baseball diamond. The park also includes two volleyball courts and a playfield. A mature second growth forest with nature trails covers the northwest portion of the park.

Forsgren Community Park

This Bothell-area park provides two practice soccer fields and two little league baseball diamonds.

Logan Park

Located near the City of Brier in Alderwood, this five-acre park includes a ball field and play area with equipment for children. A paved walking/jogging path surrounds the park.

Silver Creek Park

At 9-1/2 acres in size, this neighborhood park contains a significant amount of riparian plants and wetlands. This Mill Creek area park features a trail and children's play activity areas.

Future Community Parks

While these parks are not yet formally developed, people are encouraged to visit these parks, as they offer the perfect place to “get away from it all”.

Fobes Park

At just over five acres, this undeveloped site near the City of Everett offers territorial views and potential for a small community park.

Lake Stevens Community Park

This 40-acre site just east of the City of Lake Stevens will soon feature four soccer fields, three little league baseball fields, basketball courts, children’s play area, picnicking sites and walking trails.

Machias Community Park

Currently undeveloped, this 12-acre site will be the future home to a community park that will provide additional soccer and baseball fields.

Martha Lake Airfield Park

This 28-acre site will be designed to meet a wide range of local community recreation demands, as well as accommodate a significant number of soccer and baseball fields.

Mother Nature’s Window

Dense stands of cedar and fir predominate this 34-acre site near Marysville that will remain a woodland preserve. It offers trails and interpretive areas and will eventually feature additional parking and more public access points.

Pelz Property

This 80-acre property is located near the northern boundary of the Tulalip Tribes Reservation. It was dedicated in 1970 for the protection of the property’s woodlands.

Pilchuck Community Park

Near the City of Snohomish, the 24-acre will feature several soccer and baseball fields.

Tambark Creek Community Park

This 40-acre property contains extensive wetlands, forested habitat areas and several grass meadows. When developed, this Mill Creek park will feature trails, picnic areas, interpretive elements and a parking area.

NEIGHBORHOOD PARKS

A Neighborhood Park is generally small, pedestrian-oriented and situated to serve residents of an immediate area. Recreational activities may include both passive and active uses, as well as multipurpose facilities to serve the needs of the adjacent neighborhood. Active uses include non-organized sports facilities, such as basketball, tennis or play equipment. Passive uses include open play areas, nature trails and picnic areas. Neighborhood Parks may also feature natural or conservation areas, such as streams, forests or wetlands.

Bonneville View - Bothell
Brentwood - Bothell
C.D. Hillman - Stanwood
Fircrest/Forest Trails - Everett
Grannis Hills - Bothell
Hemlock Acres - Lynnwood
Macpherson Park - Mount Lake Terrace
Meadowood - Stanwood
Misty Manor - Mill Creek
Olympus Meadows - Mill Creek
Queensborough - Northwest Bothell
Shenandoah Woods - Lynnwood
Silver Crest Park - Mill Creek
Skylight Tracts - Gold Bar
Timberbrook/Heather Glen - Marysville
Walters Manor – Marysville

TRAILS

Centennial Trail

Seven miles between the cities of Snohomish and Lake Stevens.

Multi-use: pedestrians, bicyclists, equestrians and other non-motorized users; wheelchairs accessible.

The trail parallels the Pilchuck River in many places. A variety of farmlands, wetlands, wildlife and woodland areas offer the user plenty of opportunity for an enjoyable trail experience.

The trail has been an outstanding success, attracting thousands of residents and visitors throughout the year. It demonstrates that when proper facilities are provided, many people will choose health, pollution-free, non-motorized modes of travel and recreation.

Today, the first seven miles of the Centennial Trail are open for public use during daylight hours between the cities of Snohomish and Lake Stevens. Phase two of development will extend from Lake Stevens to Arlington.

Interurban Trail

16.10 miles between the cities of Mount Lake Terrace and Everett.

Multi-use: Bicyclists, pedestrians, other non-motorized uses; no equestrian; wheelchair accessible

The Interurban Trail connects the major cities in southwest Snohomish Country, providing access to many parks, numerous commercial areas, two major malls, high schools and park-and-ride lots. With its connections to other trails and on-road bike lanes, people now have the choice to travel throughout southwest Snohomish County by bike, and in combination with public transit.

Whitehorse Trail

This is a 445-acre, 27-mile long corridor between the cities of Arlington and Darrington, frequently running parallel to HWY 530 and the North Fork of the Stillaguamish River. The trail route, a former Burlington Northern Railroad line, winds through a series of farm, forest and river environments and contains several fishing access points and river bridge crossings.

Parks that Feature Trail Systems or Access Trails

- Lake Cassidy/Lake Martha Wetlands - Lake Stevens
- Lord Hill Regional Park - Snohomish
- Lundeen Park - Lake Stevens
- McCollum Pioneer Park - Everett
- Nakashima Farm - Arlington
- North Creek Park - Mill Creek
- Portage Creek Wildlife Area - Arlington
- River Meadows - Arlington
- Robe Canyon - Granite Falls
- Shenandoah Woods - Lynnwood
- Snohomish River Estuary - Everett
- Southwest County Park (Olympic View) - Edmonds
- Spencer Island - Everett
- Three Creeks - (proposed connector trail) Mill Creek
- Transmission Line Properties – Mill Creek

Recreational Trails

Snohomish County offers 26 easy, family oriented trails. Experience beaches, rivers, lakes, alpine flowers, wetlands and dense forests, along with the birds and animals that inhabit these environments. Ask for our special brochure.

Hiking and Backpacking

Snohomish County also offers a wide selection of longer and more difficult trails for the more experienced and adventuresome. There are numerous books available or pick up information from the Verlot, Darrington or Mt. Baker Snoqualmie National Forest ranger stations.

YOUTH CAMPS

Snohomish County Parks and Recreation Department offers a variety of spring and summer youth camps, as well as swimming lessons at McCollum Park pool.

Spring Camps

These one to three day camps are designed to keep children and teens busy during spring breaks from school.

These active camps offer a variety of experiences, including kayaking, horseback riding, ice skating, climbing, bowling, hiking and golfing.

All campers meet at the Snohomish County Parks office. Extended care from 7:30 a.m. to 5:30 p.m. is available.

Summer Camps

A variety of day camps and activities are offered throughout the summer months at several locations around Snohomish County.

Sports Camps

Serving the communities of Lake Stevens, Mukilteo, Snohomish and Stanwood, Snohomish County Parks offers five-day camps that include kayaking, canoeing, trips to see area baseball teams, swimming, basketball and other sports.

One to Five Day Recreation Programs

Other programs include computer camps, day trips, golf lessons, river rafting, bowling, indoor climbing and hiking.

Kayaking

One to five day adventures are offered in a variety of water settings for kids and/or families.

Teen Programs

Kids over 12 can enjoy bowling, adventure camps, water sports or indoor climbing.

Outdoor Adventures

These are generally five-day camps that cater to pre-teens and teens, offering a variety of activities, from mountain biking to horseback riding, swimming to boating.

Swim Lessons

At McCollum Park Pool – offered all summer long in this heated, outdoor, junior-Olympic-sized pool.

Appendix 8

Strategic Plan for Selling Advertising at Snohomish County Baseball Fields

Goals and Objectives

- Develop an ongoing source of revenue through the sale of advertising space to help support Snohomish County Parks.
- Sell all available space.
- Use this template to develop other marketing opportunities throughout the Park System.
- Establish credibility as a viable advertising partner.
- Use these advertiser relationships as an entrée to cultivate a broader relationship with business or to showcase other opportunities.
- Other:

Develop Key Facts

- Make sure Snohomish County Council supports this effort; solicit quote from Council member in support of project.
- Develop “talking points” for potential complaints from constituents.
- Identify the ball fields. Do a detailed description of each field. Where is it located? Lighted or not? Bleachers or viewing areas? Number of parking spaces available? Restrooms or port-a-potties? Concessions?
- When are the fields used? Year around or certain months? Hours of operation? Percentage of available time booked?
- Describe user groups. Are fields used primarily for children under 12? Adult use? Cite a percentage.
- Determine the number of groups served.
- Estimated number of impressions. How many people go to a given game at a given field?
- Determine number of advertising opportunities? For example, each ball field has 12 spaces for signs.
- Determine your potential yearly revenue based on 100% sales.
- Determine how revenue will be earmarked for use (i.e., for general park maintenance? For ball fields specifically?)

Identify Competition

- Check out other Park systems to see if ball field advertising is being offered; rates and terms.

Identify Benefits to Potential Advertisers

- Number of impressions (advertiser's logo will be seen by targeted group of people who have special interest in their product).
- Advertising with Parks says business supports healthy activities and recreation; their community; youth programs.
- Advertising with Parks supports businesses' mission.
- Low-cost (practically give it away the first year in order to attract that larger corporate sponsor down the road?).
- Keep in mind that there is a lot of competition for advertising dollars in the marketplace. Just because you have space to sell doesn't necessarily mean businesses will buy it! List benefits that make your product special.
- Other:

Develop Pricing Structure for Advertising

- Cost for yearly contract
- Cost for multi-year contract
- Single ball field or system wide cost

Select Sign Vendor/ Determine Specifications

- Set up business contract and determine terms of service delivery (Recommendation: Work with King County Public Works Sign Shop. Pricing is competitive; great service delivery; experienced; in market)

Determine specifications

- Size of sign
- Material it will be printed on
- How will it be mounted?
- Printing options (i.e., 1 color; 2-color with bleed, etc.)
- Design charges (if client does not provide computer file production-ready)
- Production Schedule (i.e., your sign will be installed three weeks after artwork is received)
- Cost to produce

Restrictions

- Alcohol and cigarette corporations' advertising would be counter to the healthy lifestyle Parks is trying to promote. Develop a policy on who can and who cannot purchase advertising.
- Other

Develop list of potential clients based on:

- User group demographics (are the ball fields used by children? Adult men?)
- Psychographics (What are their buying habits, product preferences?)
- Product use (All need softball equipment, special shoes and uniforms. You may assume that they drink sports drinks, etc.)
- Proximity to ball field (Neighborhood businesses may want to support Parks)
- Scout other ball fields to see what businesses are advertising in this medium. Check out the Everett AquaSox
- Other:

Project Manager

Determine who on your staff will be the lead on this project. Designate them the contact person for all potential inquiries, sales and vendor relations.

Targeting Potential Sponsors

Develop a plan to promote advertising sign sales in Snohomish County Park's ball fields. Because this is such a small niche, limited strategies will be the most cost effective:

- Produce signs that say "Advertise Here" (See King County example) and mount them at the fields.
- Draft press release and send to local media.
- Develop a brochure to respond to direct inquiries.
The brochure must list locations, benefits, printing specifications and cost; contact person at Parks, restrictions, and pricing structure. Include photos of fields.
- Develop direct mail campaign: mailing list of potential sponsors; solicitation letter; phone call follow-up.
- Develop flyer to hand out at fields during games.
- Promote advertising opportunities on the Snohomish County web site, in Fair Grounds publications and recreation guide.
- Other

Schedule and Implementation

Develop a "due date" schedule for each of the above-mentioned items, with an ultimate "launch date." For example, you may want to budget four weeks to design, produce and print the brochure. Be sure to factor in reasonable due dates for each segment of this strategy.

Continuing Efforts

The project manager should keep track of all contacts. This will be an important source of information when Parks expands its marketing effort.

Develop a tracking system so the project manager can alert businesses their contracts are about to expire. Try to “up-sell” clients who could expand their advertising efforts.

Review pricing structure every three years.

Initiate a “satisfaction with service” survey. Use the results to bolster Parks’ position in the marketplace.

**PRODUCTION PRICES FOR
BALLFIELD ADVERTISING SIGNS**

Per King County Public Works Sign Shop, Dec. 2003

Size: 4' x 8'

Material: See Sample

Prices:

1 Color:	\$205.93
2 Colors:	\$229.29
3 Colors:	\$268.00
1 Color over base color:	\$286.93
2 Colors over base color:	\$306.85

Submit final artwork on disc in PC compatible format.

Appendix 9

Feasibility of Hosting Concerts in Snohomish County Parks

Issue

The Snohomish County Parks and Recreation Department is looking at new ways to generate revenue through marketing efforts. One idea is to offer concerts in the park. There are several issues to consider when exploring the feasibility of this type of project including an assessment of the competition, working with concert promoters, determining size of concert and appropriate venue; roles and responsibilities; and structuring the business deal.

Competition

Many parks departments, nonprofits and public entities now offer concerts during the summer months. In the Snohomish County area alone, concerts are offered by Chateau Ste. Michelle and many other venues. In neighboring King County, larger summer concert venues include the Woodland Park Zoo and The Pier. Two new venues opened last year – the White River Amphitheater in Auburn and Marymoor Park near Redmond. Additionally, the Gorge near George, Washington, offers big name entertainers throughout the summer months.

While the larger, more establish venues charge an admission fee, many of the smaller, locally produced concerts are free. The costs of these concerts are underwritten by sponsors.

Capacity

The County should determine what type of concert they are willing to host.

- Large scale concerts (3,000 to 4,000 people) produced by an independent concert promoter featuring big name performer(s)
- Smaller, more intimate concerts (up to 1,000) produced by an independent concert promoter featuring “circuit” performers
- Small concerts (up to 500) produced by the parks department featuring local talent

For a large-scale concert (3,000 – 4,000) people, the county has to have the space to accommodate a large number of cars. Also, the county may be expected to provide parking staff. There are two parks, River Meadow and Kayak Point, which may have the capacity for this type of concert.

For smaller concerts, there are other possible sites, including McCollum Park Willard Wyatt or Martha Lake.

Roles and Responsibilities

Deals can be structured in many different ways, but generally the promoters have the following responsibilities:

- Book the entertainers
- Secure sponsors
- Advertise and marketing the event
- Work with vendors (food, beverage, portable restrooms, fencing, staging, and lighting)

The county would have to supply the following:

- Electrical capacity
- Water source
- Facilities for performers (dressing room, private rest rooms)
- Insurance
- Ability to install fencing, stages, etc.
- Parking capacity and possibly staff

Structure

Deals can be structured in various ways, so the County has to know what its projected costs will be so as to guarantee they will be covered (staff time, insurance, etc.) The County could charge a flat fee for rental of the park, or negotiate a percentage of the gate, or percentage of vendor sales, or a combination of all three.

Concert Promoters

There are several concert promoters who work in Washington State. It is suggested that if Snohomish County is interested in pursuing this opportunity, a representative should speak with a promoter to understand what the expectations are for everyone involved. The following is a list of area promoters:

Dave Littrell of the Lakeside Group (Marymoor Park Concerts)
 PO Box 2107
 Redmond, WA 98073
 425-486-4566

House of Blues (Gorge Amphitheater)
 Dave Trisler
 Visit their web site at www.hob.com/

Clear Channel/Bill Graham Presents (White River Amphitheater)
 PO Box 420-04
 San Francisco, CA 84142-9094
 425-371-5500

One Reel (Summer Nights at the Pier)

Paul Severin
P.O. Box 9750
Seattle, WA 98109
206-281-7788

Chateau Ste. Michelle (Winery Concert Series)

Keith Love PO Box 1976
Woodinville, WA 98072
425-415-3300

Recommendation

- Review requirements to facilitate small and large-scale concerts in the park
- Develop information packet for potential partners on department's capabilities
- Speak with concert promoters to assess interest and feasibility
- Determine staffing needs and roles

Appendix 10

Proposal for Corporate Sponsorship with Group Health

Group Health Kiosk Project Proposal

Introduction

The Snohomish County Parks and Recreation Department has installed attractive information kiosks in parks and at trailheads throughout the county. Visitors frequently use these kiosks to gain information about the park they are visiting or to learn more about the entire park system.

The Parks Department will be implementing this year a plan to standardize the information in the kiosks. In addition to promoting its programs and services, space will be made available for a corporate sponsor to provide a “public service announcement”.

Group Health’s Initiative/Snohomish County Parks Mission

One of Group Health’s foundation initiatives for 2004-2005 is children’s health (preventing tobacco use, promoting nutrition and fitness, ensuring safe environments and providing expanded access to information to improve health behaviors).

Snohomish County Park’s mission is to provide safe, enjoyable, attractive parks with diverse programs and responsive services that enhance our quality of life and preserve the natural and recreational resources of Snohomish County.

Snohomish County Parks offers the ideal venue for promoting healthy lifestyles. It manages of 9,500 acres of land, maintains nearly 100 parks in the system, provides recreational programming for kids, teens and adults; and offers recreation opportunities that appeal to a broad spectrum of abilities and preferences – from bird watching to kayaking, mountain biking to horseback riding.

Proposal

Each Snohomish County kiosk would feature a “Group Health Message for Kids.” This could be in the form of a list of things to do when you’re outdoors to STAY healthy: wear sunscreen, drink lots of water, wear a life jacket when boating, wear mosquito repellent, prevent forest fires, always be prepared for inclement weather, always swim with a buddy, and do not swim right after a meal. Add to this a list of items to BE healthy: hike, bike, Frisbee, swim, etc. for at least an hour every day. List the benefits of exercise, such as helps prevent childhood diabetes, helps you sleep better at night, increases brain activity, helps combat depression, etc. Eat fruits and vegetables, limit couch time, don’t smoke, avoid fast foods and sugary drinks, etc.

Benefits to Group Health Cooperative

- GHC logo on kiosk banners
- GHC logo on “tips” sheet in each kiosk system-wide
- Positions GHC as a provider of preventive care information for children and teens
- Establishes GHC as a supporter of healthy outdoor activities
- Promotes GHC as a good member of the community
- Adds another dimension to GHC outreach efforts

- Feature article on Snohomish County Parks web site regarding GHC’s commitment to healthy lifestyles through this partnership
- Press release on partnership with GHC

Elements

Group Health Cooperative would underwrite the cost of designing and producing the layout and content of all kiosk materials, including:

- **Banners**

Each kiosk would sport either an exterior or interior banner made of vinyl or comparable long-lasting material. Banners would say:

“Welcome to Snohomish County Parks (SnoCo logo)!”

Supported in part by our friends at GHC

- **Boxes**

Group Health would purchase Plexiglas information boxes with lids that could be attached to the kiosk. These boxes could hold park-specific information, trail maps or information from Group Health.

- **Messages**

The Park Department will determine what standard materials will be featured in each of the kiosks. Many graphic elements, such as maps, are already available. Group Health would be asked to underwrite the design, printing and lamination of each of the elements. (For example, each kiosk may feature a site-specific map, information sheets on rentals, other parks or special activities and the GHC health-related “tips” page.)

Action Items

Snohomish County Parks will:

- Provide an inventory of existing kiosks (number, locations, sizes)
- Determine department messages
- Develop goals, timeline and information needs for designer
- Work cooperatively with GHC on design elements
- Develop list of items for each kiosk
- Work with outside vendors
- Develop budget
- Develop production and distribution schedule
- Implement plan system wide

Group Health Cooperative will:

- Underwrite cost of program based on budget developed from estimates
- Develop the “tips” to be promoted on the information sheets
- Promote partnership on web site and/or through press release

Duration

Partnership will be reviewed by both entities one year from the time the materials are posted in the kiosks county-wide.

Draft letter of introduction requesting a meeting

Date

Pamela Selnes
Medical Center Administrator
Everett Medical Center
Group Health Cooperative
2930 Maple St.
Everett, WA 98201

Dear Ms. Selnes:

Thank you for sending Group Health Cooperative's Foundation Grant Guidelines to Gaylis Linville recently. Ms. Linville is working with the Cedar River Group on a contract for the Snohomish County Parks. The scope of work includes marketing and outreach recommendations that could be implemented by our department.

Snohomish County Parks is laying the groundwork now to develop partnerships with the private sector. As you know, tax dollars to support recreation programs, environmental awareness, land acquisition and park maintenance are becoming increasingly scarce. Government agencies must implement new and creative ways of doing business in order to maintain the level of service our citizens expect. To that end, Snohomish County Parks is developing a more aggressive approach to marketing its assets and optimizing its opportunities to increase revenue.

We believe that forming strategic partnerships with businesses in Snohomish County will result in "win-win" situations.

The Snohomish County Parks Department manages over 9,500 acres of land, including nearly 100 parks, two major trail systems, waterways, McCollum Park pool, Kayak Point Golf Course and the Evergreen State Fairgrounds. We offer recreation programming and swimming lessons for children, teens and families. We provide stewardship and environmental education. Our parks and programs are visited by hundreds of thousands of people each year. Our mission is to provide safe, enjoyable, attractive parks with diverse programs and responsive services that enhance our quality of life and preserve the natural and recreational resources of Snohomish County.

Our mission and Group Health's initiative to promote children's health seem the perfect partners. Your efforts to promote fitness, safety and healthy behaviors dovetail with our ability to provide the venues, programming and staff.

We have developed a proposal that Group Health Cooperative may be interested in pursuing. It provides many benefits to your organization, including: GHC logo in high-traffic areas throughout the county; positions GHC as a provider of preventive care information for children and teens; establishes GHC as a supporter of healthy outdoor activities; promotes GHC as a good member of the community.

We would like the opportunity to meet with you to discuss our ideas and solicit suggestions from you as to how we can work cooperatively for the benefit of our community.

I will call you next week. Thank you for your consideration.

Sincerely,

Bill Karras