



TACOMA, WASHINGTON

MISSION-LED COMPREHENSIVE
PROGRAM PLAN

FINAL REPORT
2016-2022

CREATING HEALTHY OPPORTUNITIES TO PLAY, LEARN AND GROW



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CHAPTER ONE – EXECUTIVE SUMMARY

1.1 OVERVIEW

The 2016 Mission-Led Comprehensive Program Plan (MLCPP) provides a six-year direction for Metro Parks Tacoma (MPT). Directly tied with the District's strategic planning efforts and budget cycle, the MLCPP is a critical document in understanding community needs, identifying gaps in services, and determining how the District will address key issues.

This document provides the foundation for recreation services and amenities in parks and facilities and is meant to guide and be supported through additional business planning processes. Detailed analyses were conducted to define direction for the District's three mission-led areas:

- 1) Active Living & Community Wellness
- 2) Culture & Heritage
- 3) Nature & Environment

1.2 MARKET DEMOGRAPHICS

The demographic character of the United States is ever changing and Tacoma is not immune to these changes. Projections indicate that Tacoma is both an aging and diversifying community. That is, over the next 15 years, recreation services will be delivered to an older and more racially-dynamic community. Recreation services must stay ahead of the demographic changes by constantly evaluating services and preparing for future growth. Successful organizations positioned for future trends utilize multipurpose facilities, multigenerational facilities, and non-traditional activities. MPT faces:

- An increasing population that is projected to grow 9.7% over the next 15 years
- An aging trend
- A decreasing White Alone population which is projected to become a little more than half the total population (55.99%) by 2030 which is a decrease from 64.85% in 2010 (based on Census data and straight line linear regression data).
- More citizen purchasing power as the Consumer Price Index (CPI) is projected to increase at a lower rate than Tacoma's average household income over the next 15 years
- More citizens with disabilities, if the 2010-2014 trend continues
- A different kind of populace as more and more foreign-born residents are non-US citizens

1.3 KEY RECOMMENDATIONS

Metro Parks Tacoma is a valuable community asset. The District enjoys favorable public opinion and encouraging public programs and facilities participation rates. This indicates that, overall, MPT is catering to the needs and expectations of the community. This comprehensive plan, then, suggests minor steps needed over the next six years to ensure continued success. The planning process included key stakeholder focus groups and interviews, open public forums, community surveys (both statistically-valid and not), program assessments, and Level of Service (LOS) analyses. This and other efforts provided an understanding of the current system, public needs, and current and future gaps in order to build strategies for the future.

The following findings are organized into four categories: districtwide and the three mission-led program areas. Metro Parks Tacoma should take the following actions to advance this plan:

1.3.1 DISTRICTWIDE

- 1) Address unmet needs through enhanced partnerships (**DW1,11**)
 - Increase programming facilitated, but not directly provided, by the District, when a partner can do the service more efficiently
 - Set up regular meetings or community summits with similar providers or partners
 - Establish a mechanism for collaborative delivery of Youth Sports
- 2) Remove barriers to public access (**DW2,13**)
 - Review pricing structure/application of cost recovery policy
 - Review marketing practices by planning area to raise awareness and reach all audiences
 - Bring programming to the people
- 3) Rebrand Culture & Heritage mission-led focus area (**DW16**)
 - Consider changing mission-led area to “Arts & Heritage” based on strong art interests and influence
- 4) Seek equitable distribution of social gathering spaces in planning areas that expressed high unmet need (**DW5**)
 - Promote and evaluate need for additional picnic areas and shelters
 - Promote and evaluate need for more publically accessible open space
- 5) Increase use of data analytics and methodologies for data collection (**DW6,14,15**)
 - Record and report participation numbers accurately and consistently
 - Begin tracking cultural demographics
- 6) Tailor events and programs to the planning areas (**DW4,16**)
 - Tap into the cultural heritage and interests of each distinct planning area demographic by offering special events related to holidays and festivals; use events to fill interest/service gaps
 - Offer more program activities locally, in each planning area, as an extension of a districtwide specialty facility (i.e., Conservatory, Tacoma Nature Center, Point Defiance Zoo & Aquarium, and Northwest Trek), when doing so can help meet unmet program needs
- 7) Make the most of what the Park District already has and improve upon quality control (**DW3,7,8,9**)
 - Increase “Productivity of Space” by adhering to attendance thresholds and improving coordinated program planning processes
 - Market volunteerism opportunities for 50+ demographic; create park system advocates through volunteerism
- 8) Coordinate planning areas and level of service standards to facilitate information sharing and joint planning with the City of Tacoma and/or other jurisdictions (**DW10,12**)
 - Evaluate whether to break up the northwest planning area into smaller areas in order to provide a more meaningful snapshot of needs
 - Share data with the City of Tacoma to support sub-area planning efforts

1.3.2 ACTIVE LIVING & COMMUNITY WELLNESS

- 1) Increase productivity of space by adding swim teams or lap lanes where these are not offered; build an aquatics strategy for the SW planning area (**AQ4**)
- 2) Seek partnerships to create more indoor water access (**AQ7**)
- 3) Increase youth enrichment opportunities through:
 - o Additional after-school programming (**CSW3**)
 - o Summer camps (**CSW2**)
- 4) Seek sponsors and health-based service partnerships (**CSW8**)
 - o Public health and wellness classes (such as the Tacoma-Pierce County Health Department)
 - o Summer playground free meal distribution program
- 5) Seek additional/consistent space opportunities for fitness to meet demand throughout the community (**FT2**)
 - o Stay ahead of the curve by offering non-traditional runs, fitness programs and other unique, active-living events
 - o Improve interlocal agreements to ensure gym/indoor court access meets level of service (**FT8**)
 - o Conduct a feasibility study for a community/recreation center in the northwest planning area; advance development of proposed center in southeast planning area
- 6) Balance traditional approaches to sports with measured growth in other specialty sport areas (**SP1, SP2, SP4**)
 - o Conduct a feasibility study for a skate park (especially in the south planning areas)
 - o Be prepared for multi-purpose courts with the rise of pickleball
 - o Continue to focus on youth development through sports
 - o Make team sports accessible
 - o Sports suited to planning area demographics

1.3.3 CULTURE & HERITAGE

- 1) Target both youth and adults with specific art program opportunities tailored to their interests (**ART1**)
 - o <18 have a high need for dance programs
 - o 50+ age segment show a need for fine arts, performing arts, and/or music instruction
 - o Perform additional work to discover specific areas of interest
- 2) Augment services through partnerships with similar providers for cross promotion and engagement techniques
 - o Explore pricing, format, hours and service delivery alternatives that may impact expressed need when current and similar providers exist (**ART6**)
- 3) Increase historic re-enactment events in areas of the community that have expressed unmet interest (**PH1,3**)
 - o Explore public interest beyond those available at Fort Nisqually Living History Museum
- 4) Expand special events as a delivery method and base them on each planning area's demographic characteristic (**PA1**)
 - o Events may or may not focus on a mission-led program message
 - o Increase permitted gatherings as a means of meeting public interest
- 5) Respond to increasing need and interest to use park spaces for social clubs (**PA3**)

1.3.4 NATURE & ENVIRONMENT

- 1) Focus on service delivery by providing services in formats of highest interest to the community (**EE5**)
 - Produce more exhibit-based and “hands-on” experiences
 - Offer more guided tours through natural areas
 - Expand outdoor recreation & ecotourism to meet high level of need in the community (**ORE1,2,9**)
- 2) “Green Living” and science/environmental educations programs are needed, but facilities are needed to a lesser degree (**EE4**)
 - Consider aligning the Tacoma Nature Center with Natural Resource Management in order to augment services through shared expertise
 - Seek use of outdoor classrooms to meet program demand
- 3) Bring nature to the people and reduce barriers to access (**NW1**)
 - Advance opportunities in the ‘Wild City Wild Shores’ program proposal presented by the staff in order to enhance outreach beyond the zoo walls
 - Offer extension programming in neighborhood facilities to reduce access barriers
 - Promote strategies that take services to residents in planning areas that express need but do not have specialized facilities
 - Review pricing structure at Tacoma Nature Center (**NW3**)

1.4 CONCLUSION

Through the MLCPP planning process, recommendations were developed to assist MPT to fulfill its mission. This report contains an implementation matrix that details key problems or issues and provides a phased timeline approach to ensure coordinated implementation. MPT should review the implementation strategies and update the matrix with current status annually. The agency must create mechanisms for all staff who share program responsibilities to cooperatively plan and advance programming. While navigating the next six years, it is paramount that the District keeps an open dialogue with community citizens to receive real-time feedback and allow for minor course corrections.

CHAPTER TWO – INTRODUCTION

2.1 PLAN PURPOSE AND SCOPE

The Mission-Led Comprehensive Program Plan (MLCPP) is a six-year document that guides Metro Parks Tacoma's recreation service provision. Aligned with MPT's strategic planning framework, the MLCPP outlines how the district delivers its programs and details key issues facing the system along with key strategies, or recommendations, to address each challenge. Additionally, the MLCPP is a dynamic document. Staff must review the document on a regular basis and conduct a status review exercise. To keep pace, there must be pre-determined performance measures and on-going data analytics that inform staff of community need so they can adjust their service provision if necessary.

Beginning with the 2006 Strategic Master Plan, Metro Parks Tacoma developed three mission-led areas that focus the recreation programs and services offered by the agency. The mission-led areas allow MPT to create targeted goals and strategies for each specific community need area. The MLCPP defines strategies to advance the following mission-led areas:

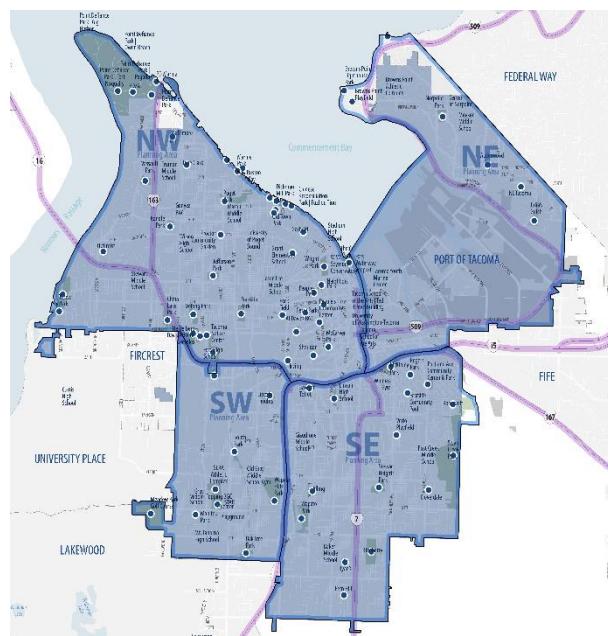
- 1) Active Living & Community Wellness (ALCW)
- 2) Nature & Environment (NE)
- 3) Culture & Heritage (CH)

The MLCPP scope includes a comprehensive approach to identifying community needs. In addition to public engagement processes (e.g., statistically-valid community survey, stakeholder interviews and focus groups, public forums), the planning team determined current level of service (LOS) through a variety of methods (e.g., program matrix assessment, similar provider analysis, spatial mapping, demographics and trends analysis). The result is a prioritized direction for future acquisition, productive use of space, redevelopment, expansion, or dissolution of MPT's park and recreational facilities and programs.

2.2 ABOUT THE SYSTEM

Utilizing a combination of earned revenue and tax support, Metro Parks Tacoma has been managing park, recreation, and zoological services and facilities for Tacoma citizens since 1907 as an independent government agency. A five-member Board of Park Commissioners governs MPT and is the policy determining body for the park district. Board members are elected citizens from the City of Tacoma and surrounding areas of Browns Point and Dash Point. Each commissioner serves a six-year term.

Located in Pierce County, MPT oversees approximately 45 square miles which are divided into four planning areas: Northwest, Northeast, Southwest, and Southeast. In addition to providing services to its more than 200,000 population, MPT





manages recreation facilities such as recreation and community centers, sports fields, multiuse paths, and much more. However, MPT also manages unique facilities such as a marina, nature wildlife park (Northwest Trek Wildlife Park), living history museum (Fort Nisqually) and zoo (Point Defiance Zoo & Aquarium). Given the diverse system offerings, MPT is a local leader in providing recreation services for local residents, regional users, and global visitors.

2.2.1 VISION

"Metro Parks Tacoma envisions a vibrant, active and engaged community."

2.2.2 MISSION

"Creating healthy opportunities to play, learn and grow."

2.2.3 CORE VALUES

MPT is guided by eight core values that direct future decisions, business and operations, and the manner in which MPT treats staff, customers, and the community:

- 1) Innovation
- 2) Excellence
- 3) Equity
- 4) Inclusiveness
- 5) Sustainability
- 6) Accountability
- 7) Safety
- 8) Fun

2.3 PLANNING PROCESS

Metro Parks Tacoma enlisted the services of PROS Consulting, INC. of Indianapolis, IN to assist with the development of the MLCPP. The project team undertook a comprehensive planning approach to ensure community needs were identified and key strategies were developed to address each need. The planning process began in August 2015 and concluded with this report's release in June 2016. To assist with developing strategies for the next five years, the project team adopted a planning model that asked three questions:

- 1) Where Are We Today?
- 2) Where Are We Going Tomorrow?
- 3) How Do We Get There?

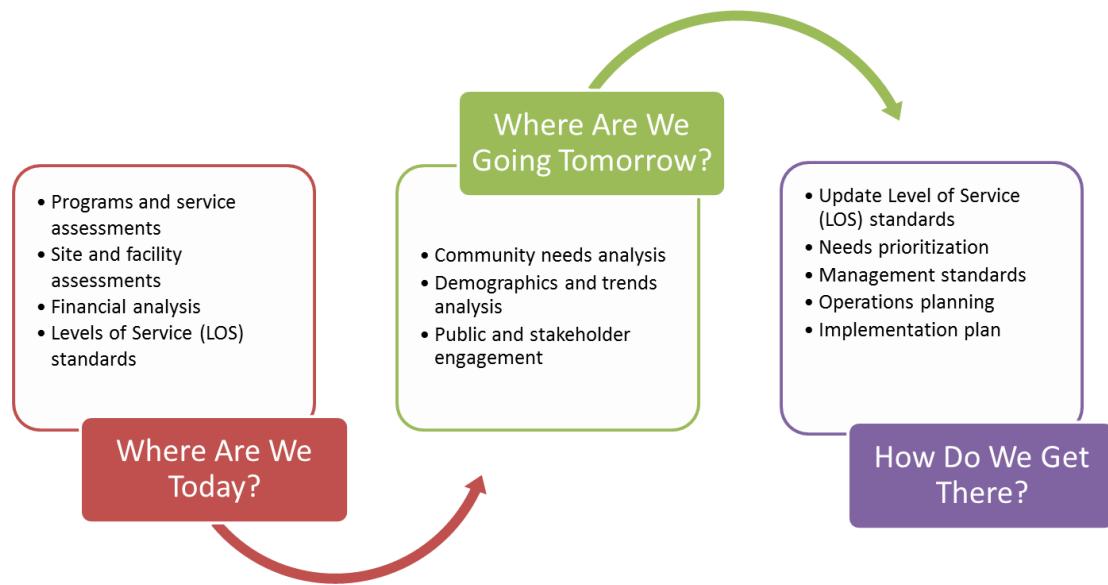


Figure 1-MLCPP Planning Process

Each question was analyzed through a variety of processes which helped the planning team identify the system's current state, position the agency to meet Tacoma's service needs for the future, and define necessary steps to achieve the recommended course of action.

2.4 PLANNING AND BUDGETING ALIGNMENT

Metro Parks Tacoma creates and adopts a biennial budget every two years. The budget goes beyond a financial presentation of revenue and expenditures: it creates a service delivery plan. It aligns with public engagement processes. The MLCPP emphasizes community need determined by data collected over the past several years through community surveys, public forums, and much more. The data collected and analyzed forms the basis for determining the District's programs and services. Therefore, the MLCPP is an important component to the District's budget process and has direct implications for funding areas of greatest community need in terms of recreation service provision.



2.5 LEVEL OF SERVICE

One primary objective of the MLCPP is to understand the programmatic Level of Service (LOS) provided to the community by MPT. This involves identifying which services should be offered to the public based on an analysis of community need. The ideal LOS is achieved when MPT's offerings of programs and services (i.e., agency supply) reach equilibrium with community need (i.e., public demand). This requires:

1. Understanding the diversity and degree of the community's need for programs and services (and the facilities that support them);
2. Understanding the diversity and scope of the existing programs and services offered by MPT and other providers;
3. Analyzing where and how needs are currently met, and where they are not; and
4. Prioritizing unmet needs and recommending ways for MPT to address them.

The outcomes of the LOS assessment have resulted in strategic recommendations for each mission-led area that specify:

- Changes to the overall program mix, including current programs to expand, reduce, modify, launch, or sunset;
- Changes in facility use or management to support recommended program changes;
- Opportunities for partnerships or alternative service delivery; and
- Impacts on operations, funding, marketing, and management.



CHAPTER THREE – DEMOGRAPHIC & RECREATION TRENDS

3.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within and surrounding Tacoma, Washington. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, ethnicity, people with disabilities, veteran status, and immigration.

3.1.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in September 2015 and reflects actual numbers as reported in the 2010 Census, and estimates for 2015 and 2020 as obtained by ESRI. Straight line linear regression was utilized for projected 2025 and 2030 demographics. The geographic boundary of Tacoma was utilized as the demographic analysis boundary shown in **Figure 2**.

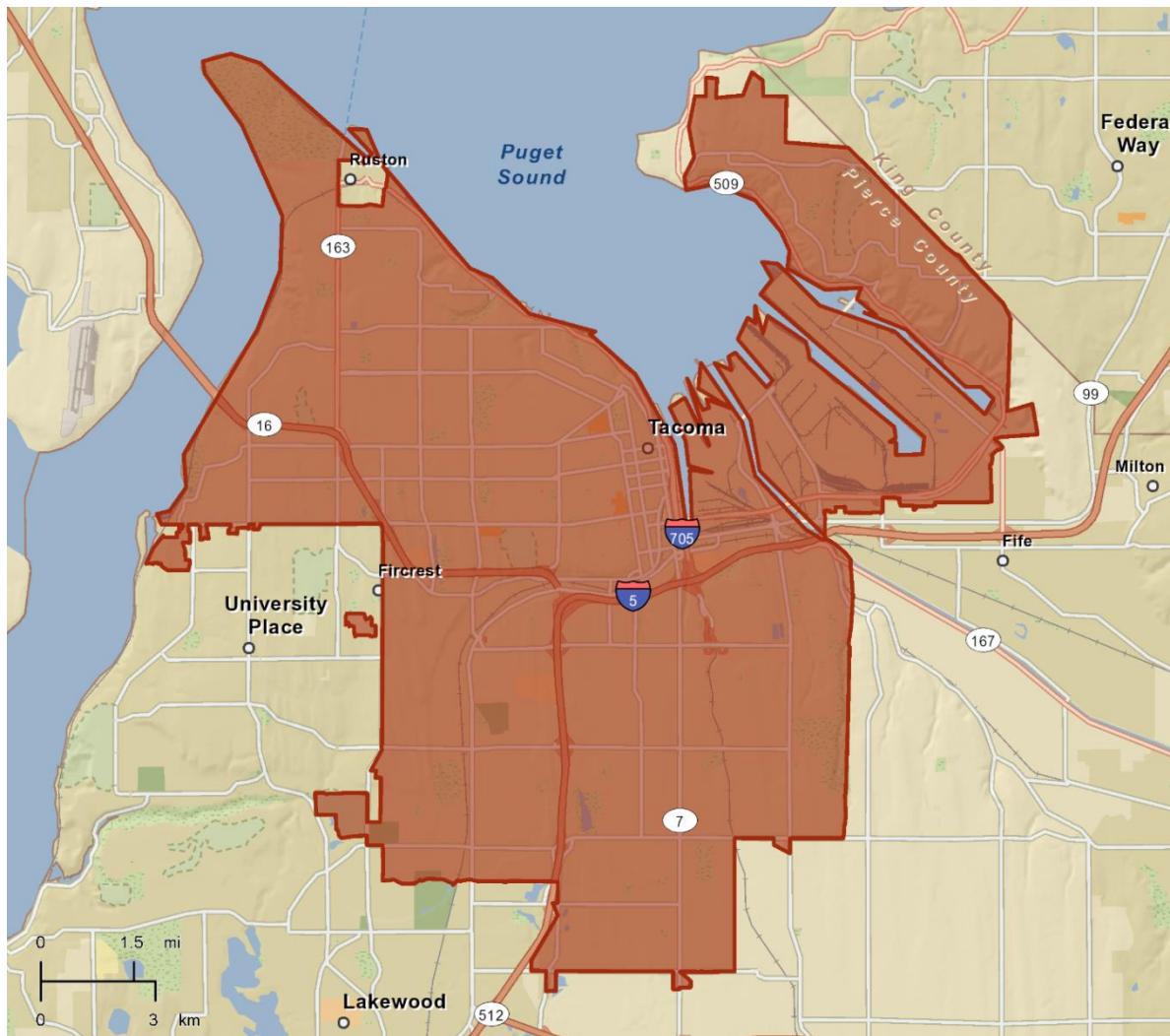


Figure 2-Target Area Boundaries

The Tacoma boundary was then divided into four distinct planning areas. Demographic information was researched based on the planning area. It should be noted that the District also includes Browns Point and Dash Point, outside the city limits. These areas' populace is small compared to Tacoma; however the residency does impact the Northeast Planning area and should be taken into consideration for planning purposes. A regional analysis was also conducted based on a 30-minute drive time from city limits.

3.1.2 KEY TAKEAWAYS

In general, Tacoma's population, as a whole, is:

- An older populace that will continue to be experiencing a rapid aging trend
- A diversifying populace, especially in terms of two or more races, Asian, and Black Alone
- A potentially income-challenged populace with lower income statistics than Washington and the U.S. and neighboring communities
- Highlighted by smaller household sizes than the surrounding region
- Experiencing an increase in people with disabilities
- Stabilizing in terms of residents with veteran status

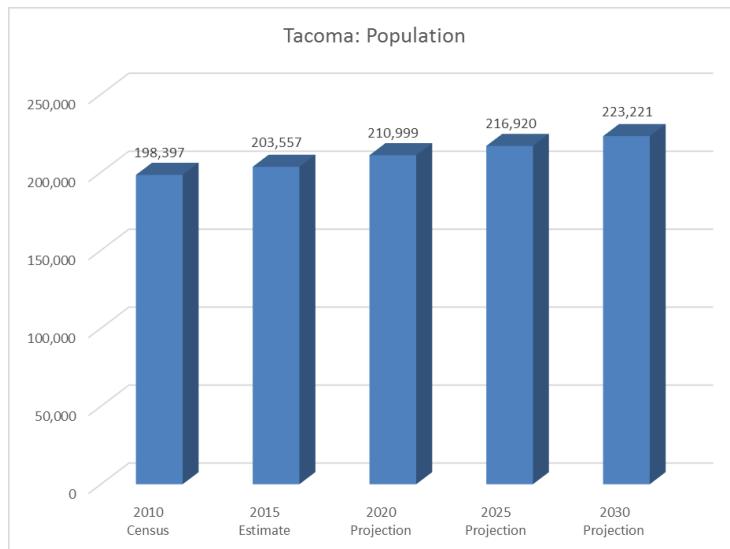
Specifically:

- The population is increasing and is projected to experience a 9.7% population growth rate over the next 15 years
- Over time, the overall composition of the population is projected to undergo an aging trend
- Predictions for 2030 expect the White Alone population to decrease to nearly half of the total population (55.99%)
- The Consumer Price Index (CPI) is projected to increase 2.01% annually from 2015 to 2030; whereas Tacoma's average household income is projected to have a 2.19% increase annually so Tacoma households will have more purchasing power over the next 15 years
- From 2010 to 2014, Tacoma's population with disabilities increased
- Tacoma experienced a decline in total percentage of the 18+ population with veteran status between 2010 and 2014
- Tacoma's populace consists of approximately 50.3% residents who were born in the state; however, there is a higher percentage of non-U.S. citizens than naturalized citizens in 2014 (for those foreign-born). This indicates that more foreign born individuals are immigrating into the local community, not being born here and not becoming residents.

3.1.3 IMPLICATIONS BASED ON DEMOGRAPHIC VARIABLES

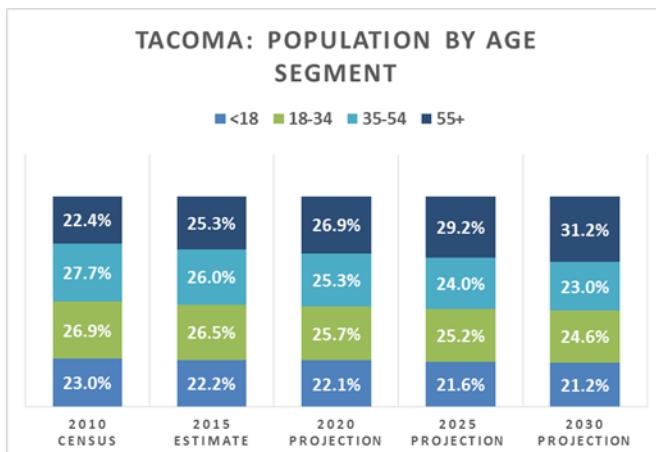
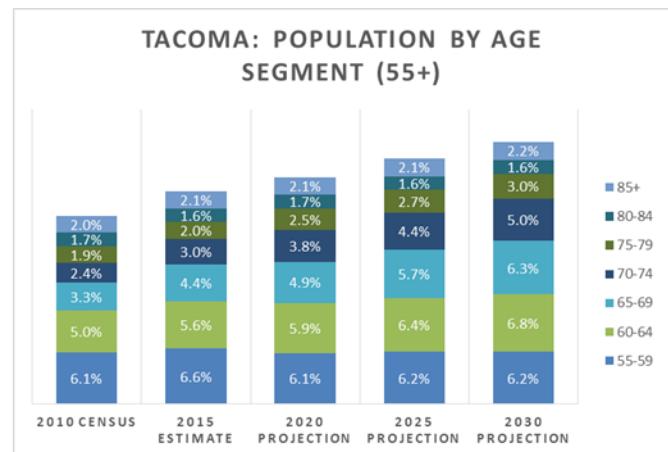
POPULATION

The population is increasing and is projected to experience a 9.7% population growth rate over the next 15 years. The number of households is projected to experience an 11.4% growth rate over the same timeframe. What this means is that the population will grow and recreation services must grow commensurate to the population. Additionally, development will continue over the next 15 years and the parks and recreation system will need to strategically invest, develop, and maintain facilities in relation to housing development areas.


Figure 3-Total Population

AGE SEGMENTATION

The service area's aging trend is significant because programs and facilities focused on an active adult (55+ population) will assume an even greater importance as the population changes in the years to come. Age segments have different proclivities towards activities. For example, older adults may enjoy passive recreation activities more so than active. However, multigenerational facilities and services will be crucial to Tacoma because younger age segments will still represent nearly 70% of the total population in 2030. Additionally, there are different recreation activities that are popular among different older adult age segments. Understanding the growing trend of individual older adult age segments will help better position Metro Parks Tacoma to meet future needs.


Figure 4-Population Age by Segments

Figure 5-Population Age by Segments (55+)

RACE AND ETHNICITY

A more diverse population requires more foresight and planning on Metro Parks Tacoma's behalf. Traditional programming and service offerings may not be appropriate for a population comprised of more minority groups than in previous history. For example, the Hispanic/Latino population may use passive recreation differently than other user groups and for different durations. A picnic shelter for large (typically multigenerational) families is important to the Hispanic/Latino population, whereas it may not be as high significance to the White Alone population. Additionally, barriers to recreation program/service participation can differ based upon culture and societal norms.

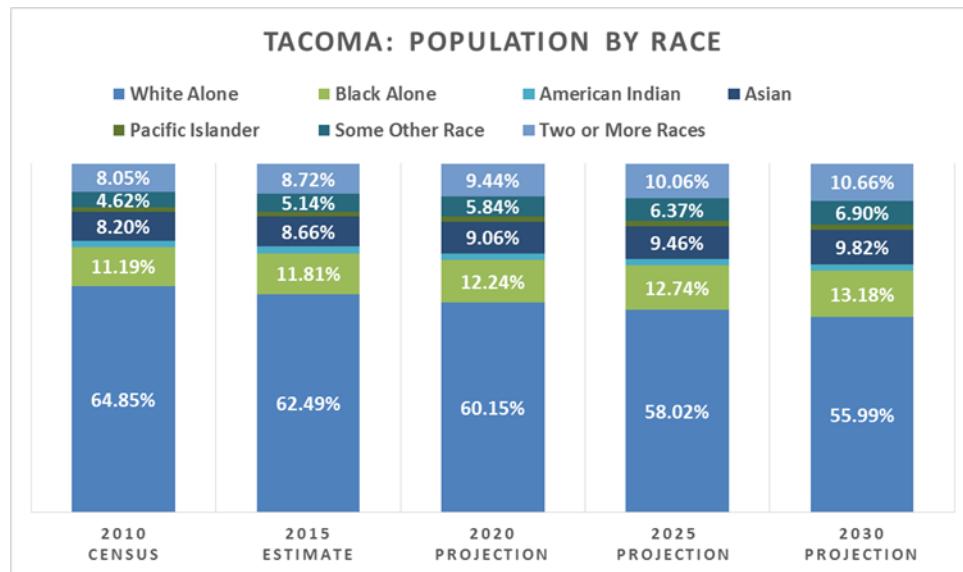


Figure 6- Population by Race

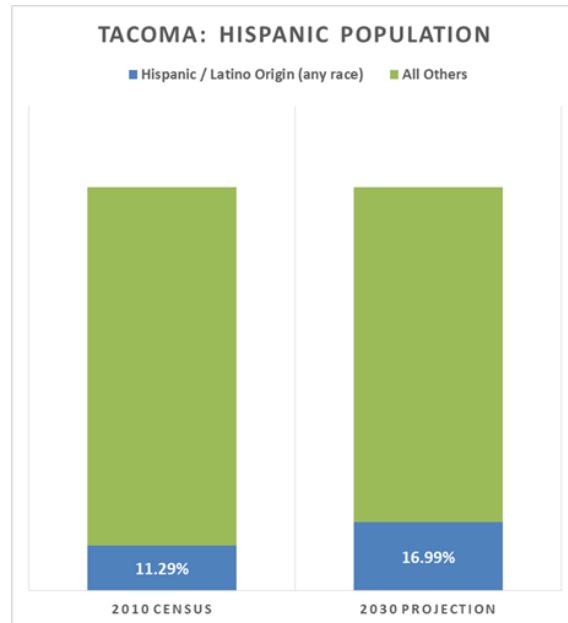


Figure 7- Hispanic / Latino Population

HOUSEHOLDS AND INCOME

The Consumer Price Index (CPI) is projected to increase 2.01% annually from 2015 to 2030; whereas Tacoma's average household income is projected to have a 2.19% increase annually. This means that there may be more disposable income available by 2030. Current national trends focus on health, wellness, and lifestyle activities. As the population continues to age, increased attention will be made towards utilization of parks and recreation services and improving quality of life. MPT has an opportunity to prepare for 2030 by identifying programs and services that will be the most salient to growing age segments and ethnicities, however, each segment needs to be understood in terms of ability and willingness to pay for services.

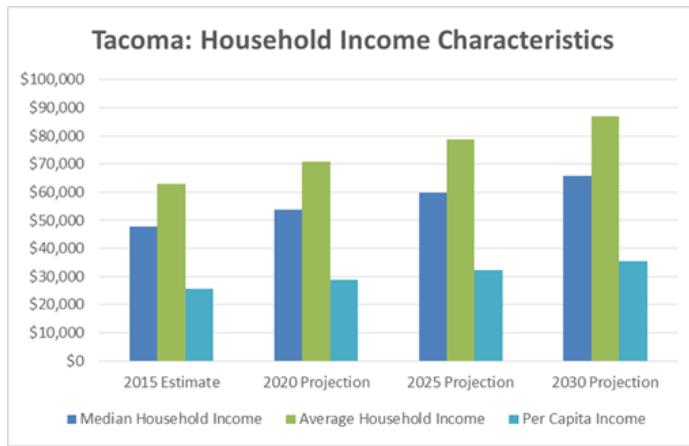


Figure 8- Household Income Characteristics

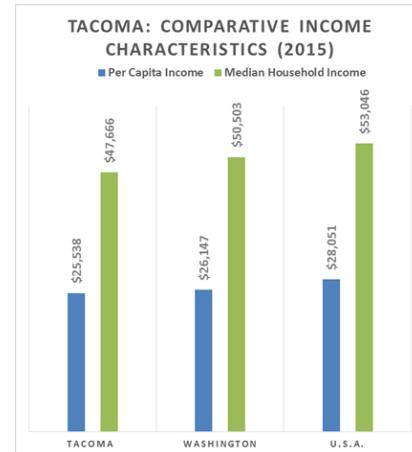


Figure 9- Comparative Income Characteristics (2015)

PEOPLE WITH DISABILITIES

With Tacoma's population aging and the percentage of 65+ reporting a disability of some type, Tacoma's recreation services, facilities, and programs will need to accommodate a growing need for responsive services. Therefore, therapeutic recreation services and programs will become increasingly important to Metro Parks Tacoma. Coupled with changing trends, demographics, and abilities, it is imperative that Tacoma proactively approaches accessibility concerns in order to meet the needs of a growing user group (both current and potential).

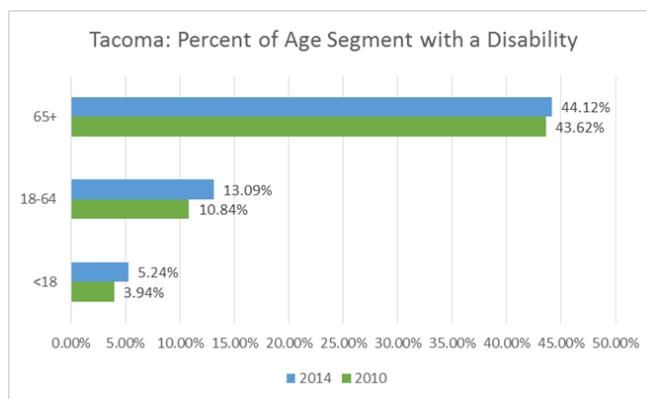


Figure 10- Percent of Age Segment with a Disability

VETERAN STATUS

There are two main implications to consider when serving the veteran population. First, veterans return home seeking recreational opportunities to help adjust back into society. It is imperative for Metro Parks Tacoma to be ready to assist the veteran population through recommended services, programs, and facilities. Additionally, veterans can, and often do, return with some sort of disability whether physical or emotional. Although only approximately 11.8% of Tacoma's population, the veteran population will require sensitivity from Metro Parks Tacoma. Second, veterans are returning to the workforce after fulfilling their duties. This means that organizations such as Metro Parks Tacoma may experience an increase in veteran job applications. With a veteran population that has maintained over the last five years, many veterans seek to join the workforce through familiar career fields. Parks and recreation is a popular choice for many veterans.

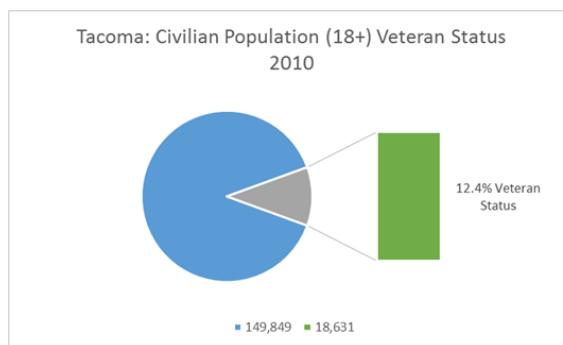


Figure 11- 2010 Civilian Population with Veteran Status

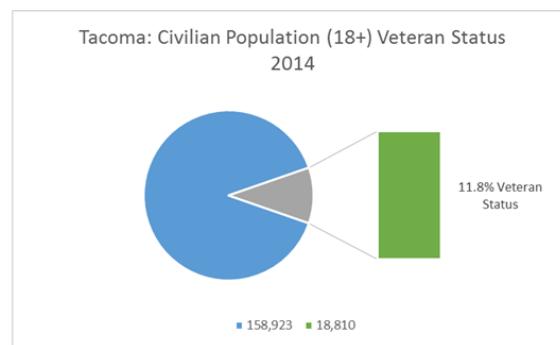


Figure 12- 2014 Civilian Population with Veteran Status

IMMIGRATION

Diversification will continue to occur in the foreseeable future. A positive trend for Tacoma is the upswing in people who were born in the state remaining in the state. This could be the result of people moving back into the area. Regardless, as diversification continues, it is important to note the shifting citizenship base of foreign-born residents. Between 2010 and 2014, the percentage of non-naturalized U.S. citizens overtook the percentage of naturalized U.S. citizens. This indicates that more foreign born individuals are immigrating into the local community and not becoming residents. This number is now higher than those whose heritage is of a different ethnic origin yet are born in the United States. Because of this Metro Parks Tacoma will need to continue monitoring the community in which it serves, as more foreign born citizens will still remain connected to their cultural roots and may be less 'Americanized' in their leisure interests.

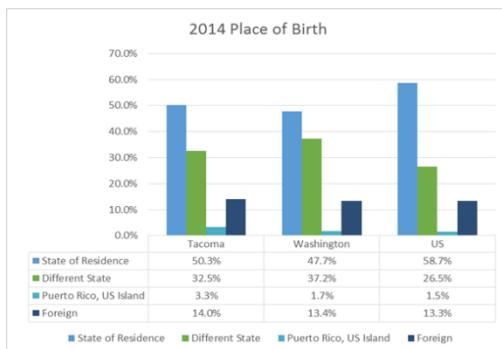


Figure 13- 2014 Place of Birth

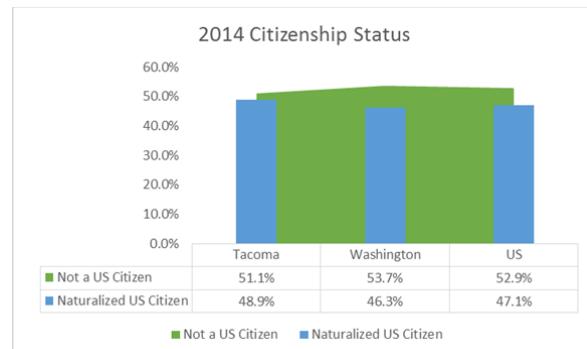


Figure 14- 2014 Citizenship Status

3.1.4 PLANNING AREAS ANALYSIS

The four planning areas are diverse in terms of their residents and their characteristics and recreation activity proclivities. The Northwest planning area is the most populous but is projected to have the smallest <18 age segment percentage by 2030. The Northeast planning area has the smallest population but has the fastest growing Asian population along with the fastest growing 55+ age segment. The Southwest region has the largest projected growth rate by 2030 along with the fastest growing “Black Alone” population. The Southeast planning region is the most diverse and has the largest percentage of 4-person or larger households. The key takeaway from the planning area analysis is that the northern areas have an aging population whereas the southern areas are more ethnically diverse. This means that there should be different recreational preferences and available services based on the planning regions.

3.1.5 REGIONAL ANALYSIS

The planning region consists of the areas within a 30-minute drive time beyond the Tacoma's boundaries.

- The regional planning region is projected to grow by approximately 14.5% over the next 15 years (projected population is 1,762,078)
- Planning region and Tacoma follow similar trend lines in terms of age segments; however, the planning region’s largest 55+ age range is projected to be 55-64 whereas Tacoma’s is projected to be 60-69 by 2030
- Planning region and Tacoma follow similar trend lines in terms of race and ethnicity but two categories have large percentage differences: Black Alone and Asian
- Planning region has a higher median household income and per capita income than Tacoma, Washington, and the USA
- Tacoma has a larger percentage of 1-person households, whereas the planning region has a larger percentage of 2-person and larger households

Based on this information, Metro Parks Tacoma may need to attract customers from the region for its fee-based enterprises and assess regional and residential pricing. As the surrounding region’s senior population increases, it will be important for the agency to widen the definition of what constitutes “senior programming.” With the surrounding area projected to have more young seniors than Tacoma, the agency will need to program services that reach a wide senior age segment with differing levels of ability, incomes, and leisure time. Metro Parks may also need to continue to address services for persons with disabilities and serve as more of a regional provider.

3.1.6 NEIGHBORING COMMUNITIES ANALYSIS

Five neighboring communities were examined in terms of demographics: Federal Way, Fircrest, Gig Harbor, Lakewood, and University Place.

- Tacoma is the most populous city compared to its surrounding neighbors; however Tacoma is projected to experience the fourth highest growth rate
- Fircrest's 55+ population is expected to experience the most growth by 2030 with a projected 8.3% growth
- Lakewood and Federal Way are projected to have an even smaller "White Alone" population than Tacoma, with projected population percentages of 49.31% and 45.24% respectively; additionally, of the neighboring communities, Lakewood and Federal Way are projected to have the highest percentage of "Hispanic/Latino Origin"
- Tacoma ranks 5th (out of 6) in terms of median household income; 6th in terms of average household income; and 6th in terms of per capita income
- Tacoma is the only neighboring community to have a higher percentage of 1-person households (32.3%) than 2-person (31.2%)
- Tacoma's percentages of people with a disability is greater than Pierce County in all age segments
- Tacoma's overall percentage of 18+ population with veteran status experienced a decline in the last five years, commensurate with Pierce County
- Federal Way has a much higher percentage of foreign-born residents than Tacoma and Pierce County

By providing services that are attractive and responsive to various cultures and backgrounds, Metro Parks can meet the needs of its residents as well as continue to attract visitors from neighboring communities. The surrounding communities are diversifying and have higher incomes which will be important trends for Metro Parks to consider for current programming and to monitor for future service provision.

3.2 TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association's (SFIA) 2015 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include: fitness walking, running/jogging, treadmill, free weights and road bicycling. Most of these activities appeal to both young and old, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Walking participation during the latest year data was available (2014), reported over 112 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 23 million people reportedly participating in 2013. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, roller hockey, and gymnastics – all of which have experienced double digit growth over the last five years.

In the past year, the estimated number of “inactives” in America has increased 3%, from 80.2 million in 2013 to 82.7 million in 2014. According to the Physical Activity Council, an “inactive” is defined as an individual that doesn’t take part in any “active” sport. Although inactivity was up in 2014, the 209 million “actives” seem to be participating more often and in multiple activities.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2015 from nearly 11,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement, “To Promote Sports and Fitness Participation and Industry Vitality.” The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

3.2.1 NATIONAL TRENDS IN GENERAL SPORTS

The sports the nation most heavily participated in during 2014 were golf (24.7 million) and basketball (23 million). While both of these activities have seen declining participation levels in recent years, the number of participants for each activity are well above the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball’s success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a driveway pickup game.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Golf	27,103	24,720	24,700	-0.1%	-8.9%
Basketball	25,131	23,669	23,067	-2.5%	-8.2%
Tennis	18,546	17,678	17,904	1.3%	-3.5%
Baseball	14,429	13,284	13,152	-1.0%	-8.9%
Soccer (Outdoor)	13,957	12,726	12,592	-1.1%	-9.8%
Badminton	7,469	7,150	7,176	0.4%	-3.9%
Softball (Slow Pitch)	9,180	6,868	7,077	3.0%	-22.9%
Football, Touch	9,726	7,140	6,586	-7.8%	-32.3%
Volleyball (Court)	7,737	6,433	6,304	-2.0%	-18.5%
Football, Tackle	7,243	6,165	5,978	-3.0%	-17.5%
Football, Flag	6,932	5,610	5,508	-1.8%	-20.5%
Volleyball (Sand/Beach)	4,324	4,769	4,651	-2.5%	7.6%
Gymnastics	3,952	4,972	4,621	-7.1%	16.9%
Soccer (Indoor)	4,825	4,803	4,530	-5.7%	-6.1%
Ultimate Frisbee	4,636	5,077	4,530	-10.8%	-2.3%
Track and Field	4,480	4,071	4,105	0.8%	-8.4%
Racquetball	4,784	3,824	3,594	-6.0%	-24.9%
Cheerleading	3,070	3,235	3,456	6.8%	12.6%
Pickleball	N/A	N/A	2,462	N/A	N/A
Softball (Fast Pitch)	2,476	2,498	2,424	-3.0%	-2.1%
Ice Hockey	2,018	2,393	2,421	1.2%	20.0%
Lacrosse	1,162	1,813	2,011	10.9%	73.1%
Wrestling	3,170	1,829	1,891	3.4%	-40.3%
Roller Hockey	1,427	1,298	1,736	33.7%	21.7%
Squash	796	1,414	1,596	12.9%	100.5%
Field Hockey	1,092	1,474	1,557	5.6%	42.6%
Boxing for Competition	N/A	1,134	1,278	12.7%	N/A
Rugby	720	1,183	1,276	7.9%	77.2%

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

	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)
			Large Decrease (less than -25%)

Figure 15-General Sports National Trends

As seen in **Figure 15**, since 2009, squash and other niche sports, like lacrosse and rugby, have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by 100% over the last five years. Based on survey findings from 2009-2014, rugby and lacrosse have also experienced significant growth, increasing by 77% and 73% respectively. Other sports with notable growth in participation over the last five years were field hockey (42.6%), roller hockey (21.7%), ice hockey (20%), gymnastics (16.9%), and cheerleading (12.6%). In the last year, the fastest growing sports were roller hockey (33.7%), squash (12.9%), competition boxing (12.7%), lacrosse (10.9%), and rugby (7.9%).

During the last five years, the sports that are most rapidly declining include wrestling (40.3% decrease), touch football (down 32.3%), and racquetball (24.9% decrease).

In terms of total participants, the most popular activities in the general sports category in 2014 include golf (24.7 million), basketball (23 million), tennis (17.9 million), baseball (13.1 million), and outdoor soccer (12.6 million). Although four out of five of these sports have been declining in recent years, the sheer number of participants demands the continued support of these activities.

3.2.2 NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and activities in aquatics have remained very popular among Americans. Fitness swimming is the absolute leader in multigenerational appeal with over 25 million reported participants in 2013 (**Figure 16**). NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic Exercise has a strong participation base, and has recently experienced an upward trend. Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling of injuries.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Swimming (Fitness)	N/A	26,354	25,304	-4.0%	N/A
Aquatic Exercise	8,965	8,483	9,122	7.5%	1.8%
Swimming (Competition)	N/A	2,638	2,710	2.7%	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 16-Aquatics National Trends

3.2.3 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had over 112.5 million participants in 2013, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (51 million), treadmill (50 million), hand weights (42 million), and weight/resistant machines (36 million).

Over the last five years, the activities that grew most rapidly were off-road triathlons (up 123%), road triathlons (up 92%), trail running (up 55%), high impact aerobics (55% increase), and yoga (up 33%). Most recently, from 2013-2014, the largest gains in participation were high impact aerobics (14% increase), trail running (up 11%), and barre (up 10%). **See Figure 17 next page.**

National Participatory Trends - General Fitness								
Activity	Participation Levels			% Change				
	2009	2013	2014	13-14	09-14			
Fitness Walking	110,882	117,351	112,583	-4.1%	1.5%			
Running/Jogging	42,511	54,188	51,127	-5.6%	20.3%			
Treadmill	50,395	48,166	50,241	4.3%	-0.3%			
Free Weights (Hand Weights)	N/A	43,164	41,670	-3.5%	N/A			
Weight/Resistant Machines	39,075	36,267	35,841	-1.2%	-8.3%			
Stationary Cycling (Recumbent/Upright)	36,215	35,247	35,693	1.3%	-1.4%			
Stretching	36,299	36,202	35,624	-1.6%	-1.9%			
Free Weights (Dumbbells)	N/A	32,209	30,767	-4.5%	N/A			
Elliptical Motion Trainer	25,903	27,119	28,025	3.3%	8.2%			
Free Weights (Barbells)	26,595	25,641	25,623	-0.1%	-3.7%			
Yoga	18,934	24,310	25,262	3.9%	33.4%			
Calisthenics/Bodyweight Exercise	N/A	N/A	22,390	N/A	N/A			
Aerobics (High Impact)	12,771	17,323	19,746	14.0%	54.6%			
Stair Climbing Machine	13,653	12,642	13,216	4.5%	-3.2%			
Pilates Training	8,770	8,069	8,504	5.4%	-3.0%			
Stationary Cycling (Group)	6,762	8,309	8,449	1.7%	24.9%			
Trail Running	4,845	6,792	7,531	10.9%	55.4%			
Cross-Training	N/A	6,911	6,774	-2.0%	N/A			
Cardio Kickboxing	5,500	6,311	6,747	6.9%	22.7%			
Martial Arts	6,643	5,314	5,364	0.9%	-19.3%			
Boxing for Fitness	N/A	5,251	5,113	-2.6%	N/A			
Tai Chi	3,315	3,469	3,446	-0.7%	4.0%			
Barre	N/A	2,901	3,200	10.3%	N/A			
Triathlon (Traditional/Road)	1,148	2,262	2,203	-2.6%	91.9%			
Triathlon (Non-Traditional/Off Road)	634	1,390	1,411	1.5%	122.6%			
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Legend: <table border="1"> <tr> <td style="background-color: #2e7131; color: white;">Large Increase (greater than 25%)</td> <td style="background-color: #339933; color: black;">Moderate Increase (0% to 25%)</td> <td style="background-color: #99cc33; color: black;">Moderate Decrease (0% to -25%)</td> <td style="background-color: #ff9900; color: black;">Large Decrease (less than -25%)</td> </tr> </table>					Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)					

Figure 17-General Fitness National Trends

3.2.4 NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the SFIA's Topline Participation Report demonstrate increased popularity among Americans in numerous outdoor recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2014, the most popular activities in the outdoor recreation category include road bicycling (40 million), freshwater fishing (38 million), and day hiking (36 million).

From 2009-2014, outdoor recreation activities that have undergone large increases are adventure racing (up 136%), archery (up 33%), backpacking overnight (up 30%), and BMX bicycling (up 27%). Over the same time frame, activities declining most rapidly were in-line roller skating (down 32%), camping within $\frac{1}{4}$ mile of home or vehicle (down 16%), and recreational vehicle camping (down 14%). See Figure 18 next page.

National Participatory Trends - Outdoor Recreation					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Bicycling (Road)	39,127	40,888	39,725	-2.8%	1.5%
Fishing (Freshwater)	40,646	37,796	37,821	0.1%	-7.0%
Hiking (Day)	32,542	34,378	36,222	5.4%	11.3%
Camping (< 1/4 Mile of Vehicle/Home)	34,012	29,269	28,660	-2.1%	-15.7%
Wildlife Viewing (> 1/4 Mile of Home/Vehicle)	22,702	21,359	21,110	-1.2%	-7.0%
Camping (Recreational Vehicle)	16,977	14,556	14,633	0.5%	-13.8%
Birdwatching (> 1/4 mile of Vehicle/Home)	13,847	14,152	13,179	-6.9%	-4.8%
Fishing (Saltwater)	13,054	11,790	11,817	0.2%	-9.5%
Backpacking Overnight	7,757	9,069	10,101	11.4%	30.2%
Archery	6,368	7,647	8,435	10.3%	32.5%
Bicycling (Mountain)	7,367	8,542	8,044	-5.8%	9.2%
Hunting (Shotgun)	8,611	7,894	7,894	0.0%	-8.3%
Skateboarding	7,580	6,350	6,582	3.7%	-13.2%
Roller Skating, In-Line	8,942	6,129	6,061	-1.1%	-32.2%
Fishing (Fly)	5,755	5,878	5,842	-0.6%	1.5%
Climbing (Sport/Indoor/Boulder)	4,541	4,745	4,536	-4.4%	-0.1%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,319	2,457	6.0%	19.2%
Adventure Racing	1,005	2,095	2,368	13.0%	135.6%
Bicycling (BMX)	1,858	2,168	2,350	8.4%	26.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 18-Outdoor Recreation National Trends

3.2.5 MISSION-LED AREA TRENDS

ACTIVE LIFESTYLE AND COMMUNITY WELLNESS IMPLICATIONS

Metro Parks Tacoma is serving a highly active populace. Traditional sports are still popular as identified by national and local trends; however, non-traditional services are continuing to be important (see **Appendix A** for more information). The need for the District to respond to social justice issues and health disparities requires a special emphasis on community and social wellness for segments of the community. Youth development activities are crucial to helping adolescents transition into adulthood. Although many nonprofit organizations offer youth development programming, it is important that Metro Parks Tacoma identifies its niche within the market. After identifying its place, program evaluations are critical to help adjust and plan for the future. Additionally, therapeutic recreation and adaptive services are going to be more prevalent moving forward. Projections show Washington Recreational Therapists will increase by 15% by 2022. This means that there will be a larger focus on using recreation to address the aging population, implications of chronic disease, and continued reintegration of the veteran population.

Given Tacoma's proclivity for fitness activities, Metro Parks Tacoma is in position to take advantage of non-traditional fitness events that are surpassing traditional events in participation (i.e., Barre, Mud Run, Warrior Dash, Color Run, etc.). These special events draw large participation and can be a great partnership opportunity. Additionally, aquatic fitness activities are a national trend that Metro Parks Tacoma could continue to leverage with its aquatic programming.

NATURE AND ENVIRONMENT IMPLICATIONS

Washington residents enjoy outdoor recreation activities as 8 out of 10 residents report having participated in a qualifying activity in the year previous to the SCORP's publication. This report is produced by the State of Washington's Recreation & Conservation Office to show trends in outdoor recreation. Traditional recreation activities continue to be more popular than nature and water-based activities; however, national trends show that these activities are trending upward over the last few years. The SCORP's regional LOS examination shows the Southwest region (Clark, Cowlitz, Klickitat, Lewis, Pierce, Skamania, and Thurston counties) is comparatively towards the top in several measurable criteria; however, further research is warranted to examine Metro Park Tacoma's role in impacting this level of active recreation and facility usage and functionality. Additionally, fishing participation is stagnant nationally. National trends show a declining trend over the past five years and local information supports this notion. Local Market Potential Index (MPI) data suggest a lower than average threshold for fishing behavior for Tacoma residents which may be due to the geographic access to waterfront.

CULTURE AND HERITAGE IMPLICATIONS

Trends indicate Pierce County is below the national index for arts vitality; however, all Washington counties except for one are below the national average. With an increasing foreign population, the national trends of foreign populations participating in arts and culture is encouraging. Metro Parks Tacoma can highlight its cultural programs and target this audience with its services. Additionally, the three activities utilized most often by foreign visitors include art galleries/museums, visiting historical places, and visiting cultural heritage sites. These trends support Metro Park Tacoma's focus on park heritage and living history programming.

CROSS-PROGRAM IMPLICATIONS

A high volunteerism rate for Washington bodes well for Metro Parks Tacoma. With a large volunteer population and hours donated, Metro Parks Tacoma can enhance its volunteerism services program to leverage this resource. Volunteers can be used for a variety of services including maintenance activities, program assistance, stewardship activities, and community and special events. Increasing volunteer use will help augment the budget and may allow Metro Parks Tacoma to re-allocate resources.



CHAPTER FOUR – COMMUNITY INPUT

4.1 METHODS

A comprehensive planning process needs to engage the community because, ultimately, Metro Parks Tacoma exists to serve its residents. To address the community's concerns, needs, and wants, a variety of community engagement methods provided multiple opportunities and platforms for citizens to provide feedback. Specific methods used include:

- 1) Focus Groups
- 2) Stakeholder Interviews
- 3) Public Forums
- 4) Electronic Web Survey
- 5) Statistically-valid Community Survey



4.2 FINDINGS

4.2.1 FOCUS GROUPS

Four focus groups were conducted at the beginning of the planning process. The focus groups were broken into the three mission-led areas and the senior leadership team (MPT staff). Community leaders, current users, potential partners, and over 150 interested groups were identified by mission-led area and were invited to participate in the focus groups. For a complete listing of identified focus group participants, see **Appendix B**.

KEY FINDINGS

MPT STRENGTHS

- Amount and diversity of park spaces and recreation facilities
- Staff
- Community engagement
- Program partnerships
- Park and facility maintenance

NEEDED CHANGES, ADDITIONS, OR IMPROVEMENTS

- Increased trail system connectivity
- Family, youth, and senior programming
- Water access
- Leveraging volunteers
- Program pricing structure

MISSING SERVICES OR AMENITIES

- Tacoma outskirts are underserved
- Programming for people with disabilities
- Programming for lower income families
- Multiuse space for emerging programs (i.e., pickleball)
- Spaces for family and multi-generational experiences
- Equitable distribution of programs and services

PARTNERSHIP OPPORTUNITIES

- Private companies such as retailers and outfitters
- University of Puget Sound
- University internships
- Nonprofits for programs and facility operations such as YMCA and Boys & Girls Club
- School district

4.2.2 STAKEHOLDER INTERVIEWS

Leadership viewpoints were sought out from agencies with similar or shared missions who serve a common constituency. All interviews were one-on-one and conducted either in-person or via phone. Six interviews were conducted with:

- 1) YMCA of Pierce and Kitsap Counties
- 2) Tacoma-Pierce County Health Department
- 3) Tacoma South Sound Sports Commission
- 4) Tacoma Public Schools
- 5) Boys and Girls Club of South Puget Sound
- 6) City of Tacoma City Manager's Office

KEY FINDINGS

- Opportunity for MPT to expand partnerships throughout the community to increase productivity of space
- Expressed concern that MPT prices families who are underserved out of the market
- MPT facilities are designed nicely and are well maintained
- A youth sports commission would aid in coordinating activities, facilities, and shared resources

4.2.3 PUBLIC FORUMS

Four public forums were held in February 2016; one in each planning area. The forums were designed to solicit feedback and focused on three main questions for each mission-led area:

- 1) What should be MPT's priority?
- 2) What should MPT be doing more of and where?
- 3) What should MPT be doing less of and where?

Each forum began with a brief presentation. The presentation reviewed relevant research including demographics and trends, community engagement process to date, and how the MLCPP will be used to help guide parks, recreation, and leisure services throughout the community. Following the presentation, attendees were able to speak with MPT staff and/or provide comments on poster boards. The public forums were “free flow” meaning there was not a prescriptive order attendees had to proceed; instead, the planning team allowed the open flow to allow attendees to provide comments on the topics and themes that they wanted to contribute to.



KEY FINDINGS

Participants, overall, expressed a desire for:

- Connectivity through the trail system
- Expansion of natural area conservation, preservation, and education
- More skateboarding community opportunities and acceptance
- More community arts events and interactive art in parks
- Equitable distribution of facilities
- Special events that highlight local culture
- Increased attention to senior programming and facility access

4.2.4 ELECTRONIC WEB SURVEY

Citizens had an opportunity to participate in an online survey implemented through SurveyMonkey. The online survey was used to provide an alternative input process for those who were not randomly selected for the scientific survey. Those who attended the focus group meetings, who have an established customer relationship, or receive the Metro Parks electronic newsletter received notification to participate. The online survey contained 10 questions and was similar to the statistically-valid survey that was randomly distributed to the Tacoma populace. As the web survey is seen as “self-selected” because respondents chose to complete the survey, the data is not viewed as statistically significant; however, the web results are an important data piece to the overall community engagement process.

KEY FINDINGS

- Location is the primary reason why people use MPT programs and/or facilities
- The top four “other” service providers people reported using include:
 - County, state, or other parks
 - Libraries
 - Art/history museums
 - YMCA
- The top reported “importance” programs include:
 - Summer camps (children)
 - Fitness programs (adults)
- The most important facilities to households include:
 - Soft-surface walking/hiking trails
 - Natural areas & wildlife habitats
 - Zoos, wildlife parks, or nature centers
 - Public restrooms in parks
- People prefer “hands on” learning experiences for environmental education programs
- Top reported barriers for participation include:
 - Unsuitable (inconvenient) program times
 - Too far from residence
 - Lack of awareness as to what is being offered
 - Fees are too high

4.2.5 STATISTICALLY-VALID COMMUNITY SURVEY

A statistically-valid community survey was distributed in the fall of 2015. To accurately represent the community at large and be considered “generalizable,” 600 responses were required. Once the survey was closed, 641 usable responses were gathered which provided a 95% confidence level at a +/- 3.8% confidence interval (or margin of error). The surveys were deployed via a hard-copy mailing and random phone dialing was used to supplement mail responses. Please see **Appendix E** for the complete statistically-valid community survey report.

PRIORITY RANKINGS

Priority rankings are a detailed list of programs and facilities organized by synthesizing statistically-valid survey responses. The analysis process takes into consideration how important respondents say a given program or facility is and whether or not a need exists for the program and to what degree it is currently being met (if at all). The result is a prioritized list broken into three bands (High, Medium, and Low) that are arranged in order starting with the program or facility that is rated the most important *and* has a high need.

Respondents were asked to rate how important a service provision of a given program or facility is to them and members of their household. Respondents were then asked to record if they have a need for a program or facility. If yes, they were then asked to indicate to what degree the need is being met by either Metro Parks Tacoma or some other service provider. Respondents could respond that their needs are fully met, partially met, or not met at all. The following tables represent the priority rankings for program importance broken into three different age segments and overall facility needs which takes into account importance *and* need. It should be noted that there can be priority ranking score ties based upon the synthesis of survey data.

PROGRAM IMPORTANCE (U18)

Program	Overall Rank
Swimming lessons or exercise	1
Sports leagues for team sports	2
Community special events	3
Summer camps	4
Youth after school or other drop in programs	5
Outdoor adventure trips/classes	6
Sport lessons/camps	6
Science/environmental education	8
Dance classes or drop in dance socials	8
Fitness programs (aerobics, pilates, yoga, etc)	8
Preschool or homeschool enrichment program	11
Fine arts, performing arts or music instruction	12
Cooking classes	13
Water-based activities (scuba, paddleboard, kayaking)	14
Runs (5K, marathon, etc)	15
"Green living" educational programs (solar energy, etc)	16
Group trips/social clubs	17
Health/wellness information or personal training	18
Historic re-enactment activities	18
Volunteerism	20
Skateboarding lessons	21
Programs for people with disabilities	22
Non-traditional team sports activities (lacrosse, rugby, other)	23
Pet classes/experiences	23

Figure 19 indicates program importance for community residents aged younger than 18. Respondents indicated the most important programs for this age segment to be swimming lessons or exercise, sports leagues for team sports, community special events, and summer camps. The least important programs reported include skateboarding lessons, programs for people with disabilities, non-traditional team sport activities, and pet classes/experiences.

Figure 19-Program Importance Ranking for <18 Age Segment

PROGRAM IMPORTANCE (18-49)

Figure 20 indicates program importance for community residents aged between 18 and 49. Respondents indicated the most important programs for this age segment to be fitness programs, community special events, health/wellness information or personal training, and runs. The least important programs reported include preschool or homeschool enrichment programs, volunteerism, skateboarding lessons, and summer camps.

Program	Overall Rank
Fitness programs (aerobics, pilates, yoga, etc)	1
Community special events	2
Health/wellness information or personal training	3
Runs (5K, marathon, etc)	3
Outdoor adventure trips/classes	5
Cooking classes	6
Swimming lessons or exercise	7
Water-based activities (scuba, paddleboard, kayaking)	8
Fine arts, performing arts or music instruction	9
Dance classes or drop in dance socials	10
Pet classes/experiences	11
"Green living" educational programs (solar energy, etc)	12
Science/environmental education	13
Sports leagues for team sports	13
Programs for people with disabilities	15
Group trips/social clubs	16
Historic re-enactment activities	16
Non-traditional team sports activities (lacrosse, rugby, other)	18
Youth after school or other drop in programs	18
Sport lessons/camps	20
Preschool or homeschool enrichment program	21
Volunteerism	22
Skateboarding lessons	23
Summer camps	23

Figure 20-Program Importance Ranking for 18-49 Age Segment

PROGRAM IMPORTANCE (50+)

Program	Overall Rank
Fitness programs (aerobics, pilates, yoga, etc)	1
Community special events	2
Health/wellness information or personal training	3
Outdoor adventure trips/classes	4
Fine arts, performing arts or music instruction	5
Runs (5K, marathon, etc)	6
"Green living" educational programs (solar energy, etc)	7
Swimming lessons or exercise	7
Cooking classes	9
Dance classes or drop in dance socials	10
Group trips/social clubs	10
Programs for people with disabilities	12
Volunteerism	12
Science/environmental education	14
Pet classes/experiences	15
Water-based activities (scuba, paddleboard, kayaking)	15
Sports leagues for team sports	17
Historic re-enactment activities	18
Youth after school or other drop in programs	19
Non-traditional team sports activities (lacrosse, rugby, other)	20
Sport lessons/camps	21
Preschool or homeschool enrichment program	22
Summer camps	22
Skateboarding lessons	24

Figure 21-Program Importance Ranking for 50+ Age Segment

Figure 21 indicates program importance for community residents aged over 50. Respondents indicated the most important programs for this age segment to be fitness programs, community special events, health/wellness information or personal training, and outdoor adventure trips/classes. The least important programs reported include sport lessons/camps, pre-school or homeschool enrichment programs, summer camps, and skateboarding lessons.

FACILITY NEED

Figure 22 indicates a combination of importance and need for facilities. Respondents indicated the most important facilities for all age segments to be soft surface walking/hiking trails, public restrooms in parks, zoos, wildlife parks, or nature centers, and natural areas and wildlife habitats. The least important facilities reported include outdoor tennis courts, outdoor basketball courts, baseball/softball fields, and skateboard parks.

Facility	Overall Rank
Soft surface walking/hiking trails	1
Public restrooms in parks	2
Zoos, wildlife parks or nature centers	3
Natural areas & wildlife habitats	4
Hard surface trails	5
Off-leash dog areas	6
Indoor fitness & exercise centers	7
Indoor swimming pools	8
Playgrounds	9
Picnic areas & shelters	10
Community centers	11
Outdoor "play" swimming pool	12
Natural Lake swimming areas	13
Fishing piers/fishing facilities	14
Spray plazas/spraygrounds	15
Specialty gardens, displays & exhibits	16
Zip-lines or other challenge courses	17
Community gardens	18
Multi-use sports fields (soccer, football, lacrosse)	19
Gyms/indoor sport courts	20
Golf courses	21
Mountain bike trails	22
Non-motorized water craft launches	23
Outdoor tennis courts	24
Outdoor basketball courts	25
Baseball/softball fields	26
Skateboard parks	27

Figure 22-Facility Importance Ranking for All Age Segments

KEY FINDINGS

- Facility visitation (95%) is higher than national average (79%)
- Program participation (58%) is higher than national average (34%)
- Households (91%) rated the overall condition of facilities as either “excellent” or “good”
- Households (87%) rated the overall quality of programs as either “excellent” or “good”

TOP NEEDS

All needs are listed in descending order in terms of need. **Bold** needs are unmet and *italic* are met community needs. Met community needs are defined as the majority of respondents reported the need partially or fully met either by Metro Parks Tacoma or some other provider within the community.

Programs

- >18 age segment
 - *Community special events*
 - **Fitness**
 - **Health and wellness information or personal training**
- <18 age segment
 - *Swimming lessons or exercise*
 - *Community special events*
 - *Sports lessons and camps*

Facilities (for all age segments)

- **Public restrooms in parks**
- **Soft surface walking and hiking trails**
- *Zoos, wildlife parks, or nature centers*
- *Natural areas and wildlife habitats*
- *Picnic areas and shelters*
- **Hard surface trails**



CHAPTER FIVE – ACTIVE LIVING & COMMUNITY WELLNESS

Active Living & Community Wellness (AL&CW) programs encourage individuals to become and stay healthy. AL&CW programs contribute to more than physical health; mental, emotional, and social health is also affected. Metro Parks Tacoma has four sub-areas that categorize the AL&CW programs:

1. *Aquatics*
 - Activities such as: swimming, water exercise, leisure water activities, water safety
2. *Community & Social Wellness*
 - Activities such as: health, nutrition, after school programs, youth camps, enrichment and instructional classes related to personal well-being through recreation and education
3. *Fitness*
 - Activities such as: yoga and meditation, martial arts, walking and running, strength training, physical conditioning
4. *Sports*
 - Activities such as: baseball/softball, basketball, football, golf, soccer, volleyball, skateboarding, etc.

5.1 MISSION-LED AREA OVERVIEW

To determine the degree in which Metro Parks Tacoma is delivering its mission-led area services, the project team analyzed the current performance of programs and services. The analysis included looking at programs and facilities by mission-led sub-area. Please see **Appendix C** for complete sub-area program data. It is important to note that facility location impacts the data. For example, the pool at Kandle Park and the pool at Stewart Heights are in the NW and SE planning areas, respectively, resulting in higher admission data in those areas. Additionally, the South End Recreation & Adventure (SERA) Campus located in the SW planning quadrant is home to many sports programs.

FY15 Participation					
Planning Area	Aquatics	Community & Social Wellness	Fitness	Sports	Total
NE	25,571	3,858	35,670	2,390	67,489
NW	55,537	19,008	7,542	11,022	93,109
SE	60,113	13,290	4,154	1,071	78,628
SW	2,922	18,675	22,789	92,530	136,916
Other	0	0	0	564	564
Total	144,143	54,831	70,155	107,577	376,706

Figure 23-Program and Service Participation

5.1.1 AREAS OF GREATEST NEED

The statistically-valid community survey asked residents if they (or their household) had a need for a certain program or facility and the degree in which their need is currently being met. It should be noted that the degree in which the need is met does not imply that the need is being addressed by Metro Parks Tacoma; rather, it refers that their need is being met within the community regardless of the service provider.

Unmet need can be attributed to many factors, such as a general lack of program/facility, pricing structure (whether individuals believe programs/facilities are priced too high), convenience (both available times and location), or access (transportation, accessibility issues, etc.). The following figures represent the AL&CW programs and facilities ranked according to need. **Figures 24 and 25** indicate that there are more unmet programmatic needs than facilities. This means there may need to be an increased emphasis on evaluating and improving the AL&CW programming mix rather than increasing the physical infrastructure in which the program are offered.

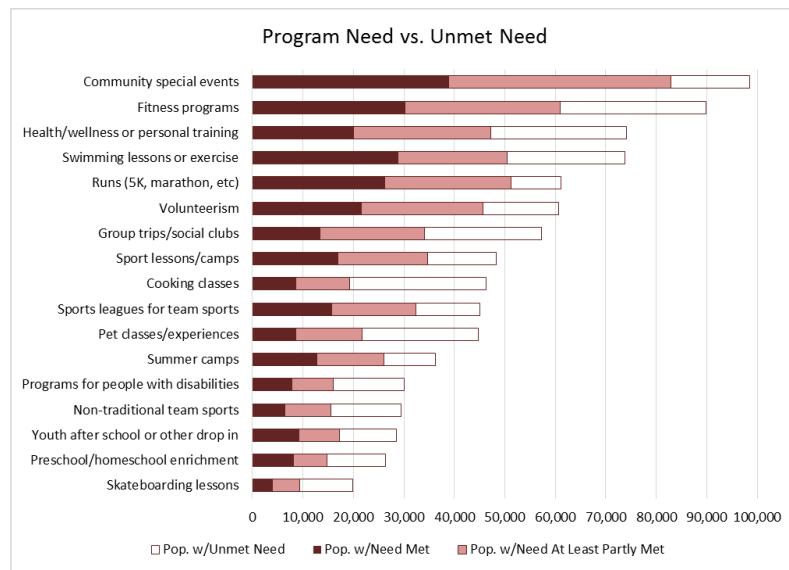


Figure 24-Active Living & Community Wellness Program Needs

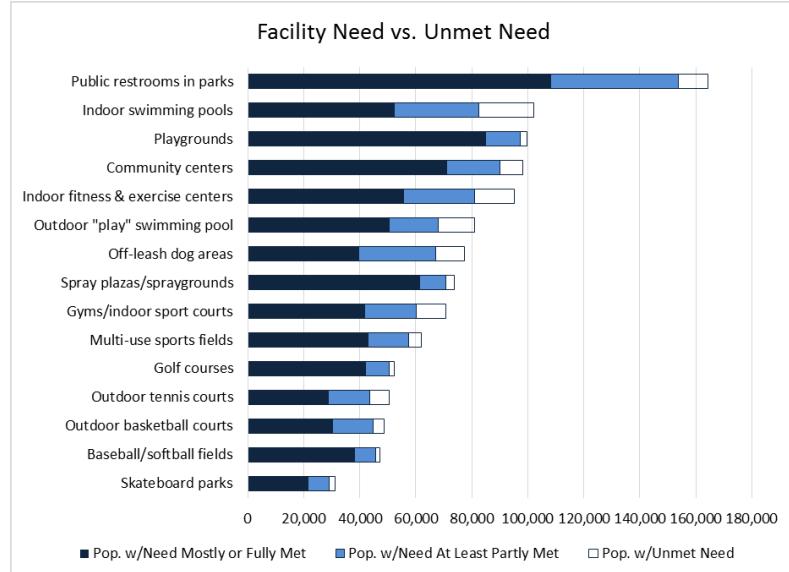


Figure 25-Active Living & Community Wellness Facility Needs

Additionally, each planning area reports different levels of unmet need for each AL&CW program and facility. It is important to note, however, that the programs and facilities with the most unmet need should not necessarily be the focal point for the District's service provision, but unmet need is important to understand and be aware of. Each sub-area is delineated into "priority rankings" which take into account importance, need, and information gleaned through the public engagement process. Priority rankings are located in each sub-area's analysis chapter. Essentially, the priority rankings take the unmet needs and further guide service provision direction for the District.

Figures 26 and 27 represent the top AL&CW *programs* and *facilities* unmet needs as analyzed through the statistically-valid survey. Unmet need is derived from the community's response to the degree in which need is being met by any service provider within Tacoma (not solely based upon the District's service provision).

Top 5 Unmet Program Needs by Planning Area (Source: Statistically-Valid Survey)				
	NE	NW	SE	SW
1	Pet classes/experiences	Cooking classes	Skateboarding lessons	Cooking classes
2	Preschool or homeschool enrichment program	Skateboarding lessons	Cooking classes	Health/wellness information or personal training
3	Cooking classes	Pet classes/experiences	Programs for persons with disabilities	Fitness programs
4	Programs for persons with disabilities	Non-traditional team sports activities (lacrosse, rugby, other)	Preschool or homeschool enrichment program	Programs for persons with disabilities
5	Non-traditional team sports activities (lacrosse, rugby, other)	Programs for persons with disabilities	Non-traditional team sports activities (lacrosse, rugby, other)	Skateboarding lessons

Figure 26-Active Living & Community Wellness Unmet Needs for Programs

Top 5 Unmet Facility Needs by Planning Area (Source: Statistically-Valid Survey)				
	NE	NW	SE	SW
1	Outdoor "play" swimming pools	Indoor swimming pools	Indoor swimming pools	Indoor swimming pools
2	Off-leash dog areas	Indoor fitness & exercise centers	Indoor fitness & exercise centers	Gyms/indoor sports courts
3	Outdoor tennis courts	Gyms/indoor sports courts	Gyms/indoor sports courts	Golf courses
4	Indoor swimming pools	Off-leash dog areas	Outdoor tennis courts	Outdoor "play" swimming pools
5	Baseball/softball fields	Outdoor tennis courts	Outdoor basketball courts	Indoor fitness & exercise centers

Figure 27-Active Living & Community Wellness Unmet Needs for Facilities

5.1.2 DISTRICTWIDE PROGRAM MAP

Figure 28 below represents all the Metro Parks Tacoma AL&CW program locations and identified similar providers. Similar providers represent facilities that offer a comparable program(s) to the District. The northwest planning area has both the most MPT AL&CW program locations and similar providers; whereas, the northeast planning area has the fewest for both.

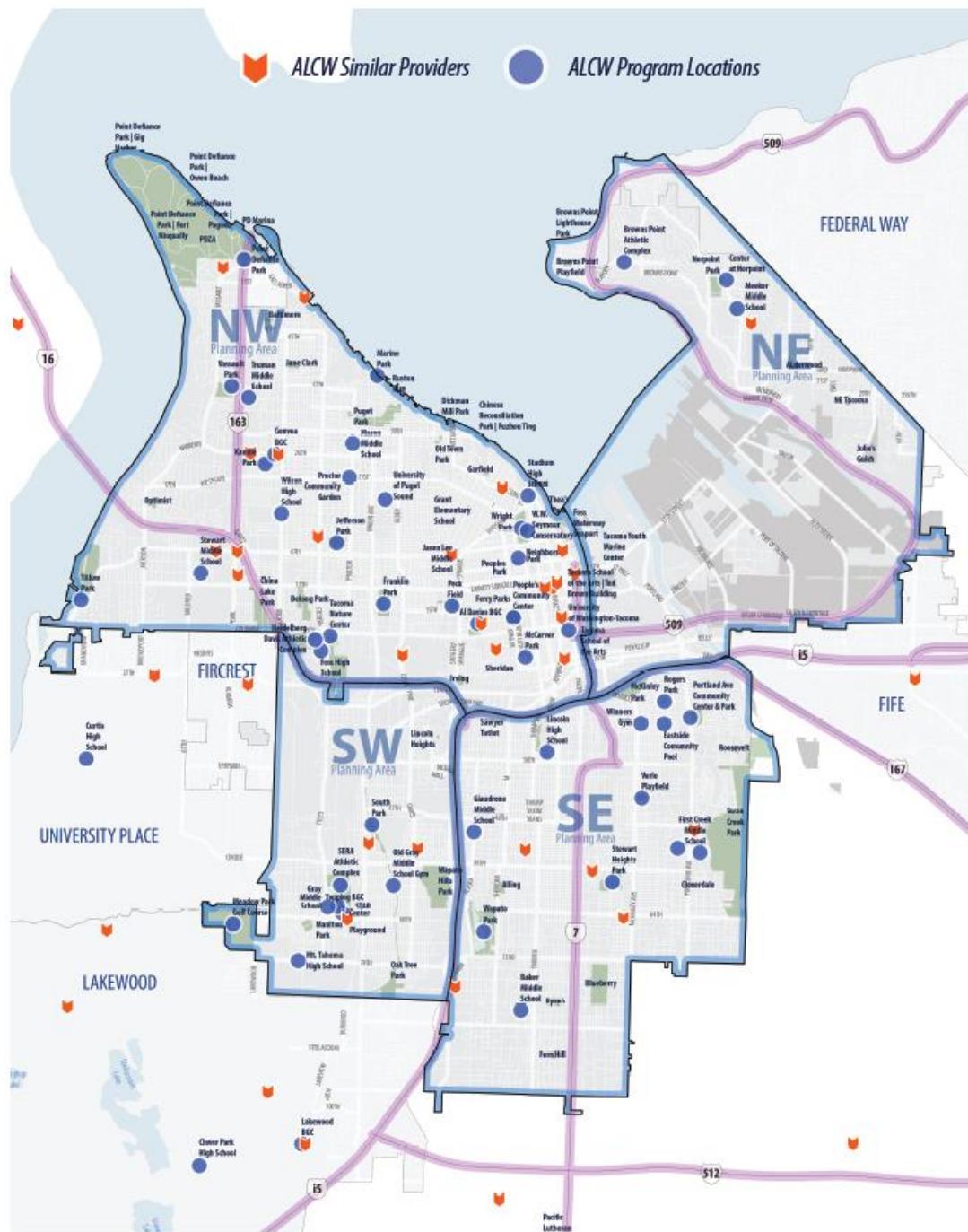


Figure 28-Active Living & Community Wellness Program Locations and Similar Providers

5.2 AQUATICS

Aquatic programs are largely based in specialized outdoor facilities, schools, and community centers and include activities such as open swim, lap swim, swim lessons, water exercise, swim team, and rentals. Metro Parks Tacoma offers 23 unique aquatics programs which are offered at seven different facilities. In FY15, approximately 144,323 people participated in an aquatic program. The program that had the most participation in FY15 was open swim at Kandle Park with approximately 38,499 participants.



5.2.1 SERVICE CHARACTERISTICS

Aquatic programming demonstrates the following key service characteristics. The percentage represents the percentage of programs that exhibit the characteristic. Bullets highlighted in green represent the highest percentage.

DELIVERY METHODS

The following breakdown represents the delivery mechanism used for implementing Metro Parks Tacoma aquatics programs.

- | | |
|--|--------------|
| • Drop-in/Unstructured/Self-Guided/Events | (35%) |
| • Instructional Classes/Workshops/Clinics/Interpretive Programs | (26%) |
| • Private Lessons | (17%) |
| • Rentals & Park Use Permits | (17%) |
| • Organized Clubs/Registered Low-organized Activities/Staff-Guided | (4%) |
| • Camps | (0%) |
| • Leagues/Competitions | (0%) |
| • Outreach | (0%) |
| • Trips & Off-site Tours | (0%) |
| • Other/Unsure | (0%) |

The most used delivery method is drop-in or unstructured open swim for aquatics programs followed closely by instructional classes. With a low percentage for organized clubs, there is an opportunity for Metro Parks Tacoma to increase swim-team programs and other club opportunities that advance sport and fitness elements of aquatics in addition to the current emphasis on entertainment and safety.

SERVICE PROVIDER

The following breakdown represents *who* directly implements Metro Parks Tacoma aquatics programs.

- **MPT Direct (100%)**

All Metro Parks Tacoma aquatics programs are administered by the District. With limited facility space, there may be an opportunity for MPT to look for partnership and contracted services opportunities.

PRICE CLASSIFICATION

The following breakdown represents how aquatics programs are priced. *Community* refers to an activity with large public good (i.e., more than the person who participates in the program benefits from the activity). *Highly Individual* refers to an activity without large public good (i.e., the person who participates in the program is the sole benefactor). Programs more towards *community* would be priced lower or be subsidized more often; whereas, programs more towards *highly individual* would be priced higher and would be expected to recover more of its costs.

- Highly Individual (35%)
- Mostly Individual (0%)
- Individual/Community (22%)
- **Community/Individual (39%)**
- Community (0%)
- Not Specified (4%)

The above pricing classification reflects the delivery method structure above. With more drop-in programming and swim lessons, the pricing reflects both community and individual pricing.

LIFECYCLE STAGE

Programs can be assigned lifecycle stages based on their current performance (**Introduction** = new program, modest participation; **Take-off** = rapid participation growth; **Growth** = moderate, but consistent participation growth; **Mature** = slow participation growth; **Saturated** = minimal to no participation growth, extreme competition; **Decline** = declining participation). Lifecycle stages are also compared to industry best practices.

Aquatics: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	0%	0	17%	50-60%
Take-Off	0%	0		
Growth	17%	4		
Mature	83%	19	83%	40%
Saturated	0%	0	0%	0-10%
Decline	0%	0		
Not Specified	0%	0	0%	N/A
Total	100%	23		

Figure 29—Aquatics Program Lifecycle Stage Analysis

Aquatics programming exceeds the best practice distribution for maturation and is below the distribution for program introduction/growth and saturation/decline. This trend may be caused by facility capacity issues which make it hard to introduce new programming while allowing current mature programming to flourish. Mature programs that start to experience saturation or decline should be immediately addressed to make room for introduction and growth of new programs.

5.2.2 SIMILAR PROVIDERS

An environmental scan for similar service providers adds context to the breadth of service within the planning area and surrounding area. For more detail about providers, please see **Appendix D**.

Service Providers

- YMCA (multiple)
- Boys & Girls Club (multiple)
- LA Fitness (multiple)
- Federal Way Community Center
- Fife Community Center
- Fircrest Community Center
- Franke Tobey Jones Senior Center
- Joint Base Lewis-McChord

There are many aquatic similar providers identified within the area. Metro Parks Tacoma has an opportunity to seek partnerships if aquatic facility capacity issues exist within the current system infrastructure.

5.2.3 COMMUNITY PREFERENCE

The community was asked to respond to aquatics-related questions via the statistically-valid community survey. **Table 1** represents the importance breakdown of the *programs* and *facilities* related to aquatics. Each response is categorized with a ranking (high, medium, or low) and an overall ranking number out of 24). Responses are also broken into age groups and planning areas if applicable. The table compares need (N) with importance (I) broken down into age segments and by planning area. The table utilizes the need priority rankings as identified in the scientific survey. The survey asked whether residents felt they have a need for a given program/facility and to what degree their need is currently being met. This information, as well as how important residents believe a given program or facility is to them and their household, was used to calculate these rankings.

Community residents report a high importance for swimming lessons or exercise programs. The Southwest planning area views swimming lessons or exercise programs as the least important. Indoor swimming pools is the highest ranking aquatics facility. The Northeast planning area views having natural lake swimming areas as a low priority and the Northwest planning area views having spray plazas/spraygrounds as a low priority.

Table 1. Statistically-Valid Community Survey Priority Rankings (Aquatics)

Programs	Age Group				
Swimming Lessons or Exercise	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	1 (H)	1 (H)	6 (H)	7 (H)	7 (H)
NW	1 (H)	1 (H)	8 (H)	9 (M)	13 (M)
NE	2 (H)	1 (H)	8 (H)	4 (H)	5 (H)
SE	1 (H)	1 (H)	4 (H)	5 (H)	3 (H)
SW	12 (M)	3 (H)	12 (M)	10 (M)	15 (L)
Facilities	District-wide	NE	NW	SE	SW
Indoor swimming pools	8 (H)	8 (H)	8 (H)	3 (H)	5 (H)
Outdoor “play” swimming pools	12 (M)	15 (M)	15 (M)	12 (M)	14 (M)
Natural lake swimming area	13 (M)	20 (L)	12 (M)	16 (M)	11 (M)
Spray plazas/spraygrounds	15 (M)	14 (M)	22 (L)	13 (M)	16 (M)

When both need and importance are high for a program or facility, that area represents a community priority. The areas where the need and importance are very different in ranking warrant further examination to identify the specific sub-populations who value or use that program or facility as a subset of the general population. Additionally, in cases when both need and importance are both low, the sub-population that needs the program should not be overlooked; however, partnerships or a modified level of service solution may be most appropriate. As indicated by the table above, indoor swimming pools are a community focus. Additionally, providing swimming lessons are an important district-wide focus; however, service provision in the southwest planning area may be adequate or residents view this activity as not as important.

5.2.4 AQUATICS NEEDS AND CHALLENGES

After reviewing the current LOS (derived from the statistically-valid survey results, program data analysis, and public engagement process), a set of “problem statements” were developed that highlight focus areas for this sub-area and include:

- Swim lesson participation has declined since FY12 for: Center at Norpoint, Foss High School, Mt. Tahoma High School, and Stewart Heights Park Pool.
- The unmet need for swimming lessons is moderately high, especially for youth in the SW planning area.
- Open swim participation levels remain high for SE and NW planning areas but are not offered in SW region where MPT provides services at school pools.
- Lap swim participation trend numbers are positive but they are only offered in the NE and SE regions where MPT operates its own pools.
- Indoor pool need is high, and the SE and SW regions have especially high unmet needs.
- There is a disproportionately unmet need for outdoor play swimming pools in the NE.
- YMCA may be an underutilized partner for aquatic spaces.

5.3 COMMUNITY & SOCIAL WELLNESS

Community & social wellness programs include activities such as community gardens, youth after school programs, and camps. These programs focus on social, emotional, and developmental opportunities that foster personal well-being. Metro Parks Tacoma offers 70 unique programs which are offered at 26 different facilities. In FY15, approximately 54,831 people participated in a program. The program that had the most participation in FY15 was the summer playground and free meal distribution program at SERA with approximately 7,044 participants. Single session health education classes had the least attendance.



5.3.1 SERVICE CHARACTERISTICS

Community & social wellness programming demonstrates the following key service characteristics. The percentage represents the percentage of programs that exhibit the characteristic. Bullets highlighted in green represent the highest percentage.

DELIVERY METHODS

The following breakdown represents the delivery mechanism used for implementing Metro Parks Tacoma community & social wellness programs.

- | | |
|--|--------------|
| • Drop-in/Unstructured/Self-Guided/Events | (43%) |
| • Instructional Classes/Workshops/Clinics/Interpretive Programs | (33%) |
| • Camps | (11%) |
| • Trips & Off-Site Tours | (6%) |
| • Organized Clubs/Registered Low-Organized Activities/Staff-guided | (3%) |
| • Outreach | (3%) |
| • Rentals & Park Use Permits | (1%) |
| • Leagues/Competitions | (0%) |
| • Private Lessons | (0%) |
| • Other/Unsure | (0%) |

The most used delivery method is drop-in or unstructured for community and social wellness programs followed closely by instructional classes. There is an opportunity to expand outreach programs as it is one of the least used delivery methods and it is often used as a way to engage members of the community at risk of being underserved.

SERVICE PROVIDER

The following breakdown represents *who* directly implements Metro Parks Tacoma community & social wellness programs.

- **MPT Direct (53%)**
- Contractor (36%)
- Partner (8%)
- Other/Unsure (3%)

Metro Parks Tacoma utilizes contracted services to augment their direct service provision; however, there is a low number of partnership programs. Given the population, and specific programs related to community and social wellness, it would be expected that there would be more partnership programs to address the community needs in a way that shares accountability for service.

PRICE CLASSIFICATION

The following breakdown represents how community & social wellness programs are priced. *Community* refers to an activity with large public good (i.e., more than the person who participates in the program benefits from the activity). *Highly Individual* refers to an activity without large public good (i.e., the person who participates in the program is the sole benefactor). Programs more towards *community* would be priced lower or be subsidized more often; whereas, programs more towards *highly individual* would be priced higher and would be expected to recover more of its costs.

- Highly Individual (3%)
- Mostly Individual (7%)
- Individual/Community (29%)
- **Community/Individual (43%)**
- Community (17%)
- Not Specified (1%)

Given the nature of community and social health programs, it is expected that the programs would more *community* than *individual*. Those programs towards the *individual* scale should be examined to see if the pricing structure are barriers for the intended target audiences.

LIFECYCLE STAGE

Programs can be assigned lifecycle stages based on their current performance (*Introduction* = new program, modest participation; *Take-off* = rapid participation growth; *Growth* = moderate, but consistent participation growth; *Mature* = slow participation growth; *Saturated* = minimal to no participation growth, extreme competition; *Decline* = declining participation). Lifecycle stages are also compared to industry best practices.

C&SW: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	37%	26		
Take-Off	16%	11	73%	50-60%
Growth	20%	14		
Mature	11%	8	11%	40%
Saturated	14%	10	16%	0-10%
Decline	1%	1		
Not Specified	0%	0	0%	N/A
Total	100%	70		

Figure 30–Community & Social Wellness Program Lifecycle Stage Analysis

Community and social wellness programming exceeds the best practice distribution for introduction/growth and program saturation/decline and is below the distribution for program maturation. Much of the growth is occurring in the new Fifty and Better Program and these programs may need time to mature; however, the District may need to spend more time growing current programs rather than starting new ones in the future and should immediately address those in a saturated market.

5.3.2 SIMILAR PROVIDERS

An environmental scan for similar service providers adds context to the breadth of service within the planning area and surrounding area. For full similar providers detail, please see **Appendix D**.

Service Providers

- Pierce County Parks and Recreation
- Boys & Girls Club (multiple)
- YMCA (multiple)
- Beacon Senior Center
- Ruston Senior Center
- Lighthouse Senior Center
- University Y Student Center
- Peace Community Center
- Federal Way Community Center
- Fife Community Center
- Fircrest Community Center
- MidCounty Community Center

There are many similar providers for community and social wellness programming. This highlights the notion that the District should continue to seek partnerships to continue delivering programs to meet community needs in this area, but not overly commit in areas where there is more shared accountability for services.

5.3.3 COMMUNITY PREFERENCE

The community was asked to respond to community and social wellness questions via the statistically-valid community survey. **Table 2** represents the importance breakdown of the programs and facilities related to community & social wellness. Each response is categorized with a ranking (high, medium, or low) and an overall ranking number out of 24). Responses are also broken into age groups and planning areas if applicable. The table compares need (N) with importance (I) broken down into age segments and by planning area. The table utilizes the need priority rankings as identified in the scientific survey. The survey asked whether residents felt they have a need for a given program/facility and to what degree their need is currently being met. This information, as well as how important residents believe a given program or facility is to them and their household, was used to calculate these rankings.

Community residents report a high importance for youth summer camps; adult health/wellness information or personal training; and youth before-and-after school programs. The Southwest planning area views youth summer camps as the least important. Community centers is the highest ranking facility in the Northeast and Southeast planning areas. The Southwest viewed community centers as a less important facility. No planning area viewed community gardens as a high importance facility; however, the NW and SE rated community gardens higher than the NE or SW.

Table 2. Statistically-Valid Community Survey Priority Rankings (Community & Social Wellness)					
Programs	Age Group				
Summer Camps	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	7 (H)	4 (H)	21 (L)	23 (L)	22 (L)
NW	8 (H)	4 (H)	21 (L)	20 (L)	20 (L)
NE	3 (H)	8 (H)	18 (L)	22 (L)	19 (L)
SE	8 (H)	3 (H)	22 (L)	23 (L)	21 (L)
SW	17 (L)	8 (M)	16 (M)	20 (L)	15 (L)
Health/Wellness Information or Personal Training	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	12 (M)	18 (L)	4 (H)	3 (H)	3 (H)
NW	15 (M)	21 (L)	5 (H)	6 (H)	4 (H)
NE	7 (H)	17 (L)	2 (H)	4 (H)	3 (H)
SE	10 (M)	13 (M)	2 (H)	4 (H)	3 (H)
SW	11 (M)	16 (L)	3 (H)	4 (H)	7 (M)
Youth After School or Other Drop-In Program	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	13 (M)	5 (H)	23 (L)	18 (L)	19 (L)
NW	16 (M)	7 (H)	23 (L)	21 (L)	19 (L)
NE	10 (M)	4 (H)	19 (L)	11 (M)	19 (L)
SE	11 (M)	5 (H)	23 (L)	20 (L)	21 (L)
SW	12 (M)	3 (H)	23 (L)	10 (M)	7 (M)
Group Trips/Social Clubs	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	14 (M)	17 (L)	8 (H)	16 (M)	10 (M)
NW	14 (M)	16 (M)	7 (H)	17 (L)	6 (H)
NE	11 (M)	17 (L)	11 (M)	8 (H)	13 (M)



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SE	20 (L)	13 (M)	7 (H)	16 (M)	13 (M)
SW	12 (M)	8 (M)	10 (M)	20 (L)	15 (L)
Cooking Classes	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	17 (L)	13 (M)	11 (M)	6 (H)	9 (M)
NW	19 (L)	12 (M)	11 (M)	4 (H)	10 (M)
NE	19 (L)	11 (M)	14 (M)	8 (H)	8 (H)
SE	5 (H)	13 (M)	9 (M)	5 (H)	6 (H)
SW	15 (M)	8 (M)	15 (M)	6 (H)	15 (L)
Preschool or Homeschool Enrichment Program	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	21 (L)	11 (M)	22 (L)	21 (L)	22 (L)
NW	21 (L)	7 (H)	22 (L)	21 (L)	20 (L)
NE	23 (L)	11 (M)	23 (L)	22 (L)	19 (L)
SE	13 (M)	10 (M)	21 (L)	16 (M)	21 (L)
SW	21 (L)	2 (H)	24 (L)	20 (L)	15 (L)
Pet Classes/Experiences	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	22 (L)	23 (L)	12 (M)	11 (M)	15 (M)
NW	22 (L)	21 (L)	12 (M)	10 (M)	17 (L)
NE	16 (M)	22 (L)	9 (M)	8 (H)	15 (M)
SE	19 (L)	17 (L)	15 (M)	15 (M)	5 (H)
SW	20 (L)	16 (L)	14 (M)	5 (H)	7 (M)
Programs for People with Disabilities	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	24 (L)	22 (L)	19 (L)	15 (M)	12 (M)
NW	24 (L)	21 (L)	18 (L)	16 (M)	10 (M)
NE	24 (L)	17 (L)	22 (L)	16 (L)	15 (M)
SE	23 (L)	17 (L)	17 (L)	12 (M)	6 (H)
SW	23 (L)	16 (L)	20 (L)	10 (M)	7 (M)
Facilities	District-wide	NE	NW	SE	SW
Community centers	11 (M)	7 (H)	11 (M)	9 (H)	19 (L)
Community gardens	18 (M)	22 (L)	16 (M)	15 (M)	21 (L)

When both need and importance are high for a program or facility, that area represents a community priority. The areas where the need and importance are very different in ranking warrant further examination to identify the specific sub-populations who value or use that program or facility as a subset of the general population. Additionally, in cases when both need and importance are both low, the sub-population that needs the program should not be overlooked. The table above indicates the majority of community & social wellness programs are viewed differently depending upon age segment. Besides summer camps and youth after school programs, adults generally view community & social wellness programs as more important and report a higher need.

5.3.4 COMMUNITY & SOCIAL WELLNESS NEEDS AND CHALLENGES

After reviewing the current LOS (derived from the statistically-valid survey results, program data analysis, and public engagement process), a set of “problem statements” were developed that highlight focus areas for this sub-area and include:

- High proportion of unmet need and requests for additional youth enrichment opportunities, especially in the NE.
- Titlow Park summer Day Camp has increased participation each year since FY12; need for more summer camps.
- There is a generally high proportion of unmet need for youth after school or other drop-in programs.
- High unmet need exists for adult group trips/social clubs, particularly in the NE.
- Need for a community center (with indoor fitness), especially in SE or East Side in general.
- There is a generally high need for cooking classes, especially for adults in SE, and for youth in both SE and SW.
- Portland Avenue Community Center (located in the SE) should have more senior programming and programming for persons with disabilities suited to demographics and interests related to community and social wellness.
- MPT should be partnering with similar providers (e.g., Health Department) to address community need(s).
- High proportion of unmet need for pet classes/experiences, especially in the NE.
- High proportion of unmet need for programs for people with disabilities, especially in the NE; however, high importance in the SW and SE.

5.4 FITNESS

Fitness programs use both outdoor and indoor facilities and include activities such as yoga, Zumba, cycling, kickboxing, weight training, and center memberships and rentals. Metro Parks Tacoma offers 101 unique programs which are offered at 12 different facilities. In FY15, approximately 70,155 people participated in a program. The program that had the most participation in FY15 was the Silver Sneakers program at the Center at Norpoint with approximately 7,881 participants. Attempts to schedule introductory or one-time fitness sessions had the least participation.



5.4.1 SERVICE CHARACTERISTICS

Fitness programming demonstrates the following key service characteristics. The percentage represents the percentage of programs that exhibit the characteristic. Bullets highlighted in green represent the highest percentage.

DELIVERY METHODS

The following breakdown represents the delivery mechanism used for implementing Metro Parks Tacoma fitness programs.

- **Instructional Classes/Workshops/Clinics/Interpretive Programs** (72%)
- Organized Clubs/Registered Low-Organized Activities/Staff-Guided (18%)
- Drop-in/Unstructured/Self-Guided/Events (6%)
- Private Lessons (2%)
- Leagues/Competitions (1%)
- Other/Unsure (1%)
- Camps (0%)
- Outreach (0%)
- Rentals & Park Use Permits (0%)
- Trips & Off-Site Tours (0%)

The most used delivery method is instructional classes. This delivery method makes sense considering the nature of fitness programming; however, there is an opportunity to increase the drop-in delivery method as fitness popularity continues to rise. Drop-in activities tend to accommodate differing personal and work schedules better.

SERVICE PROVIDER

The following breakdown represents *who* directly implements Metro Parks Tacoma fitness programs.

- **MPT Direct** (82%)
- Contractor (17%)
- Other/Unsure (1%)
- Partner (0%)

With a high emphasis on direct service, there is an opportunity for the District to seek contractors to provide the service. Fitness programming can be highly specialized and moving more in the direction of contracted services may allow the District to continue offering cutting-edge programming.

PRICE CLASSIFICATION

The following breakdown represents how fitness programs are priced. *Community* refers to an activity with large public good (i.e., more than the person who participates in the program benefits from the activity). *Highly Individual* refers to an activity without large public good (i.e., the person who participates in the program is the sole benefactor). Programs more towards *community* would be priced lower or be subsidized more often; whereas, programs more towards *highly individual* would be priced higher and would be expected to recover more of its costs.

- Highly Individual (15%)
- Mostly Individual (25%)
- **Individual/Community** (57%)
- Community/Individual (2%)
- Community (1%)
- Not Specified (0%)

The pricing classification reflects the nature of fitness programming; however, the District should examine each program and determine specific cost recovery goals. The pricing classification shows more programs border on the *Individual/Community* threshold; therefore, the *highly individual* programs should be recovering more costs than the *Individual/Community* programs.

LIFECYCLE STAGE

Programs can be assigned lifecycle stages based on their current performance (**Introduction** = new program, modest participation; **Take-off** = rapid participation growth; **Growth** = moderate, but consistent participation growth; **Mature** = slow participation growth; **Saturated** = minimal to no participation growth, extreme competition; **Decline** = declining participation). Lifecycle stages are also compared to industry best practices.

Fitness: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	16%	16		
Take-Off	5%	5	50%	50-60%
Growth	30%	30		
Mature	36%	36	36%	40%
Saturated	4%	4		
Decline	9%	9	13%	0-10%
Not Specified	1%	1	1%	N/A
Total	100%	101		

Figure 31—Fitness Program Lifecycle Stage Analysis

Fitness programming closely aligns with best practice distributions for all lifecycle stages. It is recommended that the District examine the saturated/declining programs to see if any qualify to be sunsetted.

5.4.2 SIMILAR PROVIDERS

An environmental scan for similar service providers adds context to the breadth of service within the planning area and surrounding area. For full similar providers detail, please see **Appendix D**.

Service Providers

- Pierce County Parks and Recreation
- CrossFit (multiple)
- Curves (multiple)
- LA Fitness (multiple)
- 24 Hour Fitness (multiple)
- YMCA (multiple)
- Other Private Entities (multiple)
- Joint Base Lewis-McChord
- Federal Way Community Center
- Fircrest Community Center
- MidCounty Community Center

There are many fitness similar providers identified within the area. Metro Parks Tacoma has an opportunity to seek contractors and partnerships if facility capacity issues exist within the current system infrastructure given the future demand for fitness activities. Further, MPT will need to define its distinguishing niche as a public provider.

5.4.3 COMMUNITY PREFERENCE

The community was asked to respond to fitness questions via the statistically-valid community survey. **Table 3** represents the importance breakdown of the *programs* and *facilities* related to fitness. Each response is categorized with a ranking (high, medium, or low) and an overall ranking number out of 24). Responses are also broken into age groups and planning areas if applicable. The table compares need (N) with importance (I) broken down into age segments and by planning area. The table utilizes the need priority rankings as identified in the scientific survey. The survey asked whether residents felt they have a need for a given program/facility and to what degree their need is currently being met. This information, as well as how important residents believe a given program or facility is to them and their household, was used to calculate these rankings.

Community residents report a high importance for adult and youth fitness programs and, to a lesser degree, runs. The Northwest planning area reported the highest need for youth fitness programs. Runs are more important to adult age segments and the Southwest planning area reported viewing runs as very important. Indoor fitness and exercise centers is a high-ranking facility in every planning area except for the Southwest; however, this type of facility is a high-ranking middle-tiered facility for that planning area.

Table 3. Statistically-Valid Community Survey Priority Rankings (Fitness)

Programs	Age Group				
Fitness Programs (aerobics, Pilates, yoga, etc.)	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	9 (M)	8 (H)	1 (H)	1 (H)	1 (H)
NW	6 (H)	13 (M)	1 (H)	1 (H)	2 (H)
NE	14 (M)	2 (H)	1 (H)	1 (H)	1 (H)
SE	15 (M)	12 (M)	3 (H)	2 (H)	1 (H)
SW	15 (M)	16 (L)	2 (H)	2 (H)	1 (H)
Runs (5K, marathons, etc.)	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	19 (L)	15 (M)	13 (M)	3 (H)	6 (H)
NW	18 (L)	21 (L)	14 (M)	3 (H)	7 (H)
NE	13 (M)	8 (H)	5 (H)	3 (H)	7 (H)
SE	17 (L)	13 (M)	13 (M)	12 (M)	6 (H)
SW	24 (L)	16 (L)	18 (L)	6 (H)	15 (L)
Facilities	District-wide	NE	NW	SE	SW
Indoor fitness and exercise centers	7 (H)	9 (H)	3 (H)	5 (H)	10 (M)

When both need and importance are high for a program or facility, that area represents a community priority. The areas where the need and importance are very different in ranking warrant further examination to identify the specific sub-populations who value or use that program or facility as a subset of the general population. Additionally, in cases when both need and importance are both low, the sub-population that needs the program should not be overlooked. The table indicates that fitness programs are a top adult need; however, there are a couple planning areas that report a relatively high need for youth fitness programs as well. Additionally, traditional and non-traditional runs may do well in the northeast planning region due to their ranking of importance and need.

5.4.4 FITNESS NEEDS AND CHALLENGES

After reviewing the current LOS (derived from the statistically-valid survey results, program data analysis, and public engagement process), a set of “problem statements” were developed that highlight focus areas for this sub-area and include:

- Overall, fitness programs are among the most needed and there is a relatively high proportion of unmet need, especially for adults in the SW.
- Fitness programming is not equitably distributed throughout the district; namely, the SE and NW are underserved.
- NW and SE planning areas have the highest need for an indoor fitness/exercise center (SE has a current facility, with a new facility being designed).
- Yoga is an upward trending program and programming in NW may not be keeping up.
- There is a lack of fitness programming in the SE planning area; however, runs are well represented.
- The NE has the highest need for organized runs.
- High proportion of unmet need for health/wellness information and personal training, especially in SW.
- High proportion of unmet need for gyms/indoor sports courts, especially in SW.

5.5 SPORTS

Sports programs use both outdoor and indoor facilities and include activities such as baseball, basketball, flag football, skateboarding, soccer, golf, and softball. Metro Parks Tacoma offers 157 unique programs which are offered at 42 different facilities. In FY15, approximately 107,577 people participated in a program. The program that had the most participation in FY15 was the Meadow Park Golf Course with its rounds of 18-hole golf; approximately, 39,712 people golfed.



5.5.1 SERVICE CHARACTERISTICS

Sports programming demonstrates the following key service characteristics. The percentage represents the percentage of programs that exhibit the characteristic. Bullets highlighted in green represent the highest percentage.

DELIVERY METHODS

The following breakdown represents the delivery mechanism used for implementing Metro Parks Tacoma sports programs.

- | | |
|--|--------------|
| • Leagues/Competitions | (49%) |
| • Instructional Classes/Workshops/Clinics/Interpretive Programs | (23%) |
| • Camps | (14%) |
| • Drop-in/Unstructured/Self-Guided/Events | (8%) |
| • Private Lessons | (3%) |
| • Organized Clubs/Registered Low-Organized Activities/Staff-Guided | (3%) |
| • Trips & Off-Site Tours | (1%) |
| • Outreach | (0%) |
| • Rentals & Park Use Permits | (0%) |
| • Other/Unsure | (0%) |

The most used delivery method for sports programming is leagues/competitions which aligns with the nature of sports programming (i.e., more team and individual competition). However, there is an opportunity to increase sport camps and drop-in programming given the community's interest in these service delivery types.

SERVICE PROVIDER

The following breakdown represents *who* directly implements Metro Parks Tacoma sports programs.

- | | |
|---------------------|--------------|
| • MPT Direct | (92%) |
| • Contractor | (5%) |
| • Partner | (3%) |
| • Other/Unsure | (0%) |

The majority of sport programs are provided by the District directly. There is a low number of contractor- and partner-led programs. Sport programs are typically a good program area to explore contracted services due to the high number of private sport entities. If facility space is an issue for sport programming, it is recommended that the District seek partnerships to increase available programming space.

PRICE CLASSIFICATION

The following breakdown represents how sports programs are priced. *Community* refers to an activity with large public good (i.e., more than the person who participates in the program benefits from the activity). *Highly Individual* refers to an activity without large public good (i.e., the person who participates in the program is the sole benefactor). Programs more towards *community* would be priced lower or be subsidized more often; whereas, programs more towards *highly individual* would be priced higher and would be expected to recover more of its costs.

- Highly Individual (10%)
- Mostly Individual (5%)
- **Individual/Community (72%)**
- Community/Individual (0%)
- Community (12%)
- Not Specified (1%)

Sports programming leans more towards the *Individual* spectrum rather than *Community*. This aligns with the notion that more individual benefit exists from participating in individual or team sports; however, the District will need to review cost recovery goals to ensure sport programs recover recommended costs due to the individual pricing classification.

LIFECYCLE STAGE

Programs can be assigned lifecycle stages based on their current performance (**Introduction** = new program, modest participation; **Take-off** = rapid participation growth; **Growth** = moderate, but consistent participation growth; **Mature** = slow participation growth; **Saturated** = minimal to no participation growth, extreme competition; **Decline** = declining participation). Lifecycle stages are also compared to industry best practices.

Sports: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	6%	9		
Take-Off	1%	1	52%	50-60%
Growth	45%	71		
Mature	40%	63	40%	40%
Saturated	2%	3	8%	0-10%
Decline	6%	10		
Not Specified	0%	0	0%	N/A
Total	100%	157		

Figure 32—Sports Program Lifecycle Stage Analysis

Sport programs align with national best practice distributions. It is recommended that the District continues to monitor the programs experiencing decline and continues to facilitate program introduction and growth into maturation.

5.5.2 SIMILAR PROVIDERS

An environmental scan for similar service providers adds context to the breadth of service within the planning area and surrounding area. For full similar providers detail, please see **Appendix D**.

Service Providers

- YMCA (multiple)
- Golf Courses (multiple)
- University Y Student Center
- Federal Way Community Center
- Fircrest Community Center
- Pierce County Parks & Recreation
- Surrounding Jurisdictions (Lakewood, University Place, Fircrest)
- Select Sports Clubs (AAU, Nortac)
- Boys & Girls Clubs (multiple)
- Soccer Clubs (multiple)
- Comeback Sports

There are many sport similar providers. It is important for the District to review pricing structures regularly to ensure appropriate pricing due to market rate. With the rise of competitors, MPT may want to consider more of the traditional model of providing facilities while other agencies administer the leagues.

5.5.3 COMMUNITY PREFERENCE

The community was asked to respond to sports questions via the statistically-valid community survey. **Table 4** represents the importance breakdown of the *programs* and *facilities* related to sports. Each response is categorized with a ranking (high, medium, or low) and an overall ranking number out of 24). Responses are also broken into age groups and planning areas if applicable. The table compares need (N) with importance (I) broken down into age segments and by planning area. The table utilizes the need priority rankings as identified in the scientific survey. The survey asked whether residents felt they have a need for a given program/facility and to what degree their need is currently being met. This information, as well as how important residents believe a given program or facility is to them and their household, was used to calculate these rankings.

Community residents report a low interest in non-traditional team sports and skateboarding lessons; however the Southwest planning area showed a moderate interest and need for non-traditional team sports for adults and a moderate need for youth skateboarding lessons. The community reports a high interest in youth traditional team sports and leagues along with youth sports lessons/camps. The Northeast planning area reported a moderate interest and need for adult sport lessons/camps and

traditional team sports and leagues. Sports facilities such as outdoor basketball courts, baseball/softball fields, and skateboard parks were low importance to the community; whereas, gyms/indoor sports courts had the most need district-wide. The Northeast planning area reports the highest need for sports facilities including multi-use sports fields, gyms/indoor sports courts, golf courses, and outdoor tennis courts. The Southeast and Southwest planning areas also report a moderate need for gyms/indoor sports courts.

Table 4. Statistically-Valid Community Survey Priority Rankings (Sports)

Programs	Age Group				
Sports Lessons/camps	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	4 (H)	6 (H)	17 (L)	20 (L)	21 (L)
NW	4 (H)	6 (H)	19 (L)	19 (L)	22 (L)
NE	2 (H)	5 (H)	13 (M)	13 (M)	19 (L)
SE	6 (H)	9 (M)	14 (M)	23 (L)	17 (L)
SW	4 (H)	8 (M)	17 (L)	20 (L)	15 (L)
Sports Leagues for Team Sports	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	6 (H)	2 (H)	18 (L)	13 (M)	17 (M)
NW	9 (M)	3 (H)	17 (L)	13 (M)	15 (M)
NE	6 (H)	6 (H)	16 (M)	13 (M)	10 (M)
SE	4 (H)	3 (H)	19 (L)	9 (M)	18 (L)
SW	8 (H)	1 (H)	21 (L)	10 (M)	15 (L)
Non-Traditional Team Sports (lacrosse, rugby, other)	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	20 (L)	23 (L)	20 (L)	18 (L)	20 (L)
NW	20 (L)	18 (L)	20 (L)	17 (L)	22 (L)
NE	17 (L)	22 (L)	20 (L)	16 (L)	19 (L)
SE	24 (L)	17 (L)	20 (L)	16 (M)	18 (L)
SW	18 (L)	16 (L)	19 (L)	10 (M)	7 (M)
Skateboarding Lessons	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	23 (L)	21 (L)	24 (L)	23 (L)	24 (L)
NW	23 (L)	13 (M)	24 (L)	21 (L)	22 (L)
NE	20 (L)	22 (L)	24 (L)	22 (L)	19 (L)
SE	22 (L)	22 (L)	24 (L)	20 (L)	21 (L)
SW	10 (M)	16 (L)	22 (L)	20 (L)	15 (L)

Facilities	Districtwide	NE	NW	SE	SW
Multiuse sports fields (soccer, football, lacrosse)	19 (L)	17 (M)	14 (M)	21 (L)	23 (L)
Gyms/indoor sports courts	20 (L)	16 (M)	17 (M)	18 (M)	18 (M)
Golf courses	21 (L)	11 (M)	20 (L)	23 (L)	22 (L)
Outdoor tennis courts	24 (L)	18 (M)	24 (L)	26 (L)	20 (L)
Outdoor basketball courts	25 (L)	24 (L)	26 (L)	24 (L)	26 (L)
Baseball/softball fields	26 (L)	26 (L)	25 (L)	25 (L)	24 (L)
Skateboard parks	27 (L)	27 (L)	27 (L)	27 (L)	27 (L)

When both need and importance are high for a program or facility, that area represents a community priority. The areas where the need and importance are very different in ranking warrant further examination to garner more information about the specific sub-populations who may value or use that program or facility as a subset of the general population. Additionally, in cases when both need and importance are both low, the sub-population that needs the program should not be overlooked. Given the table above, there should be a focus on youth sport programming and an assurance that there is not a high need for additional sport fields and/or courts (outdoors and indoors). Interestingly, adults report a moderate viewpoint for importance and need for team sports. Paired with a moderate interest in gyms/indoor sport courts, Metro Parks Tacoma should evaluate the level of adult sport programming it offers to ensure the existing programs maintaining participation. Additionally, youth sport programs will continue to be a community focus and the District has an opportunity to continue seeking partnerships to increase opportunities if current infrastructure limits available space.

5.5.4 SPORTS NEEDS AND CHALLENGES

After reviewing the current LOS (derived from the statistically-valid survey results, program data analysis, and public engagement process), a set of “problem statements” were developed that highlight focus areas for this sub-area and include:

- Increasing need to balance traditional sport service provision with national trends of non-traditional sports (e.g., pickleball, lacrosse, rugby, etc.) while engaging adults with these specialized interests.
- Although a reported lower priority, there is relatively high proportion of unmet need for non-traditional team sports for both youth and adults in NE.
- Youth basketball at Norpoint is trending downwards, but youth basketball camps are doing well.
- Sports/lessons camps are reported as a high importance/high need program throughout the District; specifically, there is relatively high proportion of unmet need for sport lessons/camps programs in the SW.
- No adaptive sport recreation programs are offered in the NE and SE; SE has the highest 50+ age segment “importance” rating for programs for people with disabilities.
- While limited in comparison to other facilities, the highest proportion of unmet need for skateboarding facilities is in SW.
- Although a lower community priority and while limited in comparison to other programs, there is relatively high proportion of unmet need for youth skateboarding lessons.
- Relatively high proportion of unmet need for golf courses in SW; however, the highest need and importance is in the NE.

CHAPTER SIX – CULTURE & HERITAGE

Culture & Heritage (C&H) programs provide an opportunity to learn about and appreciate the wealth of cultural resources that enrich the Tacoma community. Most programs are experiential and encourage cultural resource stewardship. This area is recommended to be renamed Arts & Heritage. Metro Parks Tacoma has three sub-areas that categorizes C&H programs:

1. Arts
 - Activities such as: performing arts, visual arts, culinary arts, public art
2. Park Heritage & Living History
 - Activities such as: living history programs, guided tours or presentations, admission to historical sites
3. Public Assembly
 - Activities such as: permits, rentals, social gatherings

6.1 MISSION-LED AREA OVERVIEW

To determine the degree in which Metro Parks Tacoma is delivering its mission-led area services, the project team analyzed the current performance of programs and services. The analysis included looking at programs and facilities by mission-led sub-area. Please see **Appendix C** for complete sub-area program data. It is important to note that facility location impacts the data. For example, Fort Nisqually Living History Museum, the School of the Arts, and Point Defiance Park are all in the NW planning area.

FY15 Participation				
Planning Area	Arts	Park Heritage & Living History	Public Assembly	Total
NE	2,385	0	32,477	34,862
NW	67,179	40,376	391,118	498,673
SE	483	0	568	1,051
SW	6,742	0	82,669	89,411
Total	76,789	40,376	506,832	623,997

Figure 33-Culture & Heritage FY15 Program Participation

6.1.1 AREAS OF GREATEST NEED

The statistically-valid community survey asked residents if they (or their household) had a need for a certain program or facility and the degree in which their need is currently being met. It should be noted that the degree in which the need is met does not imply that the need is being addressed by Metro Parks Tacoma; rather, it refers that their need is being met within the community regardless of the service provider.

Unmet need can also be attributed to many factors, such as a general lack of program/facility, pricing structure (whether individuals believe programs/facilities are priced too high, convenience (both available times and location), or access (transportation, accessibility issues, etc.). The following figures represent the C&H programs and facilities ranked according to need. **Figures 34 and 35** indicate that there are more unmet programmatic needs than facilities. This means there may need to be an increased emphasis on the C&H programming mix rather than on increasing the physical infrastructure in which the program are offered.

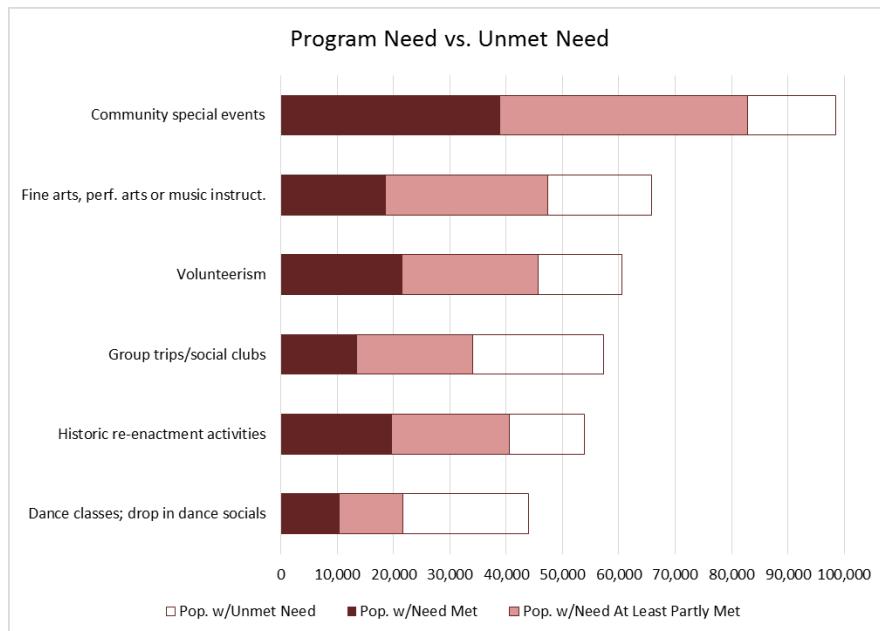


Figure 34-Culture & Heritage Program Needs

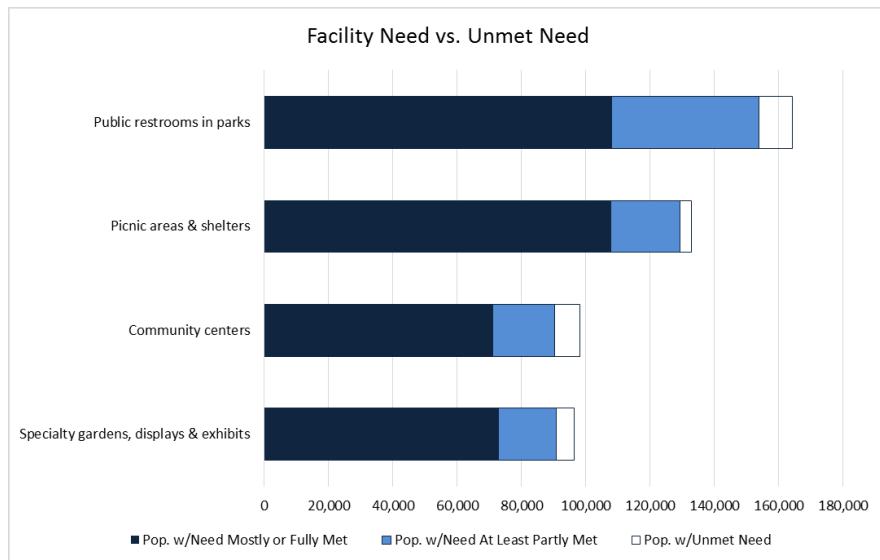


Figure 35-Culture & Heritage Facility Needs

Additionally, each planning area reports different levels of unmet need for each C&H program and facility. It is important to note, however, that the programs and facilities with the most unmet need should not necessarily be the focal point for the District's service provision, but unmet need is important to understand and be aware of. Each sub-area is delineated into "priority rankings" which take into account importance, need, and information gleaned through the public engagement process. Priority rankings are located in each sub-area's analysis chapter. Essentially, the priority rankings take the unmet needs and further guide service provision direction for the District.

Figures 36 and 37 represent the top C&H *programs* and *facilities* unmet needs as analyzed through the statistically-valid survey. Unmet need is derived from the community's response to the degree in which their need is being met by any service provider within Tacoma (not solely based upon the District's service provision).

Top 5 Unmet Program Needs by Planning Area (Source: Statistically-Valid Survey)				
	NE	NW	SE	SW
1	Group trips/social clubs	Dance classes or drop in dance socials	Dance classes or drop in dance socials	Dance classes or drop in dance socials
2	Historic re-enactment activities	Group trips/social clubs	Group trips/social clubs	Group trips/social clubs
3	Fine arts, performing arts, or music instruction	Fine arts, performing arts, or music instruction	Historic re-enactment activities	Fine arts, performing arts, or music instruction
4	Dance classes or drop in dance socials	Volunteerism	Volunteerism	Volunteerism
5	Volunteerism	Community special events	Fine arts, performing arts, or music instruction	Historic re-enactment activities

Figure 36-Culture & Heritage Unmet Needs for Programs

Top 4 Unmet Facility Needs by Planning Area (Source: Statistically-Valid Survey)				
	NE	NW	SE	SW
1	Specialty gardens, displays, & exhibits	Community centers	Community centers	Public restrooms in parks
2	Public restrooms in parks	Public restrooms in parks	Specialty gardens, displays, & exhibits	Picnic areas & shelters
3	Picnic areas & shelters	Specialty gardens, displays, & exhibits	Public restrooms in parks	Community centers
4	Community centers	Picnic areas & shelters	Picnic areas & shelters	Specialty gardens, displays, & exhibits

Figure 37-Culture & Heritage Unmet Needs for Facilities

6.1.2 DISTRICT-WIDE PROGRAM MAP

Figure 38 below represents all the Metro Parks Tacoma C&H program locations and identified similar providers. Similar providers represent facilities that offer a comparable program(s) to the District. The northwest planning area has both the most MPT C&H program locations and similar providers. The northeast planning area has the fewest programming locations and no similar providers were identified. The most identified similar providers outside of the planning areas are southwest of Tacoma.

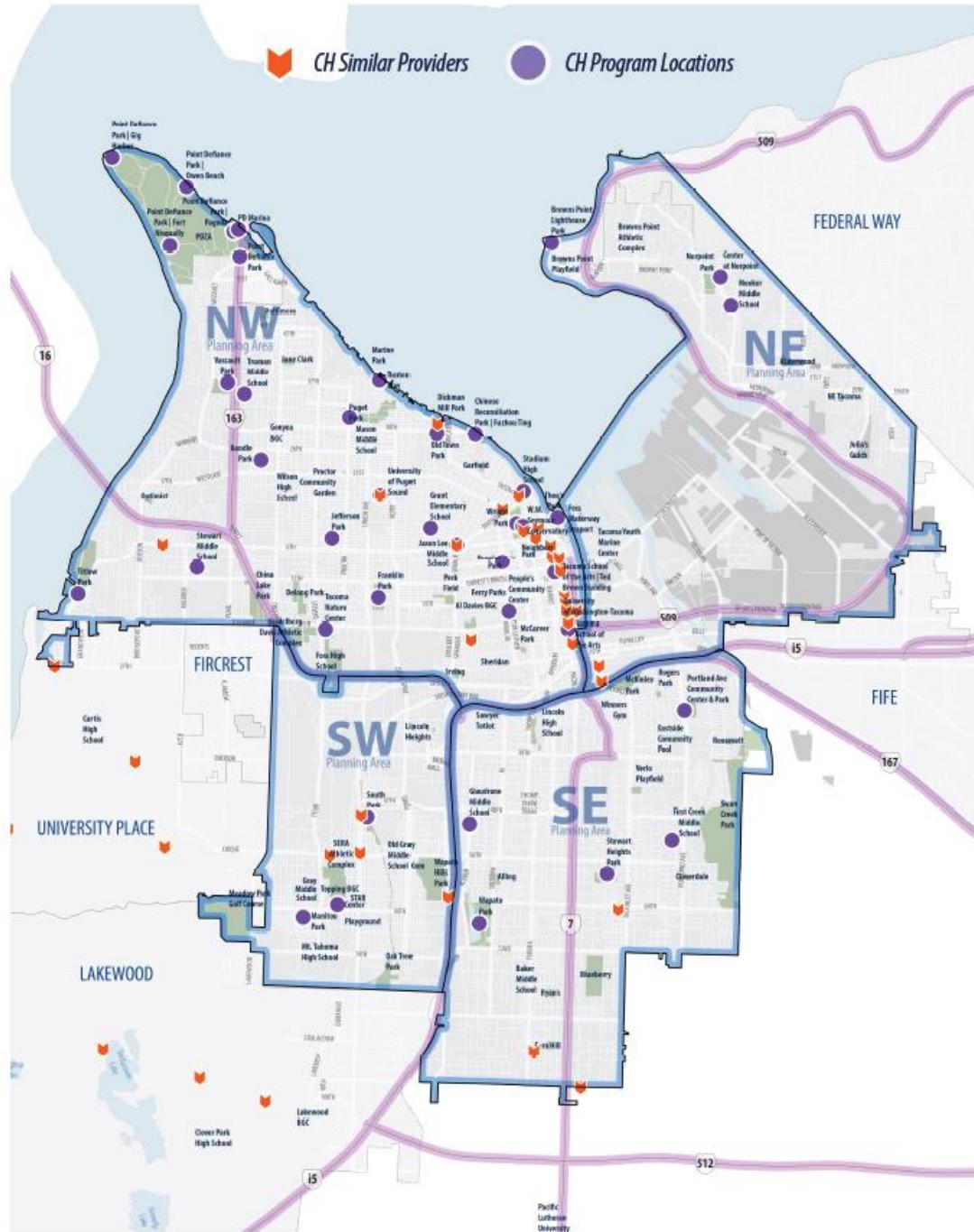


Figure 38-Culture & Heritage Program Locations and Similar Providers

6.2 ARTS

Arts programs are largely based in indoor facilities and include activities such as ballet, hip hop dance, theatre, jazz, and visual arts; however, there are also outdoor venues for plays in the park, special events, and public art displays. Metro Parks Tacoma offers 67 unique programs which are offered at 20 different facilities. In FY15, approximately 76,789 people participated in an arts program. The program that received the most participation in FY15 was the Ethnic Fest held at Wright Park with approximately 30,000 participants.



6.2.1 SERVICE CHARACTERISTICS

Arts programming demonstrates the following key service characteristics. The percentage represents the percentage of programs that exhibit the characteristic. Bullets highlighted in green represent the highest percentage.

DELIVERY METHODS

The following breakdown represents the delivery mechanism used for implementing Metro Parks Tacoma arts programs.

- | | |
|--|--------------|
| • Instructional Classes/Workshops/Clinics/Interpretive Programs | (55%) |
| • Camps | (31%) |
| • Drop-in/Unstructured/Self-Guided/Events | (7%) |
| • Organized Clubs/Registered Low-Organized Activities/Staff-Guided | (3%) |
| • Private Lessons | (3%) |
| • Rentals & Park Use Permits | (0%) |
| • Leagues/Competitions | (0%) |
| • Outreach | (0%) |
| • Trips & Off-Site Tours | (0%) |
| • Other/Unsure | (0%) |

Survey respondents were asked to rank a variety of program delivery methods related to arts and history. Specifically, they were asked to provide their preference for delivery method for programs they would attend. Results indicate that the top three preferred delivery methods include a gallery/museum exhibit viewing, self-guided experience through sculptures/art, and a guided tour with interpretation. Given the delivery method breakdown above, it is recommended to increase drop-in art opportunities to continue meeting the community's needs.

SERVICE PROVIDER

The following breakdown represents *who* directly implements Metro Parks Tacoma arts programs.

- **MPT Direct** (90%)
- Contractor (10%)
- Partner (0%)
- Other/Unsure (0%)

The majority of arts programs are administered by the District. Given the community's desire for drop-in programming access, there is an opportunity for Metro Parks Tacoma to explore additional partnerships with existing facilities and programs to increase public access.

PRICE CLASSIFICATION

The following breakdown represents how arts programs are priced. *Community* refers to an activity with large public good (i.e., more than the person who participates in the program benefits from the activity). *Highly Individual* refers to an activity without large public good (i.e., the person who participates in the program is the sole benefactor). Programs more towards *community* would be priced lower or be subsidized more often; whereas, programs more towards *highly individual* would be priced higher and would be expected to recover more of its costs.

- Highly Individual (3%)
- Mostly Individual (0%)
- Individual/Community (27%)
- **Community/Individual (61%)**
- Community (9%)
- Not Specified (0%)

Arts programs are more *Community*-focused than *Individual*-focused. Given the majority of programs are reported as instructional classes, it is important that the District ensures that the price of community arts programming doesn't deter from achieving desired participation and cost recovery rates. There should still be a mix of *Individual* programs which would necessitate a higher price point; however, there should be more *Community*-focused programs to provide a balanced mix of arts programs.

LIFECYCLE STAGE

Programs can be assigned lifecycle stages based on their current performance (**Introduction** = new program, modest participation; **Take-off** = rapid participation growth; **Growth** = moderate, but consistent participation growth; **Mature** = slow participation growth; **Saturated** = minimal to no participation growth, extreme competition; **Decline** = declining participation). Lifecycle stages are also compared to industry best practices.

Arts: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	3%	2		
Take-Off	3%	2	39%	50-60%
Growth	33%	22		
Mature	30%	20	30%	40%
Saturated	6%	4	31%	0-10%
Decline	25%	17		
Not Specified	0%	0	0%	N/A
Total	100%	67		

Figure 39—Arts Program Lifecycle Stage Analysis

Arts programming is not aligned with best practice distribution. There are a high number of programs in decline compared to the number of classes and services being newly introduced. Those programs experiencing participation decline should be candidates for program sunset and a shift of resources towards those in the growth stage.

6.2.2 SIMILAR PROVIDERS

An environmental scan for similar service providers adds context to the breadth of service within the planning area and surrounding area. For full similar providers detail, please see **Appendix D**.

Service Providers

- Museums (multiple)
- Performing Arts Centers (multiple)
- Theatres (multiple)
- Dance Studios (multiple)
- University of Puget Sound

There are many arts similar providers identified within the area. Metro Parks Tacoma has an opportunity to seek partnerships to continue meeting the community's desire for drop-in programs or viewing experiences.

6.2.3 COMMUNITY PREFERENCE

The community was asked to respond to arts-related questions via the statistically-valid community survey. **Table 5** represents the importance breakdown of the programs and facilities related to arts. Each response is categorized with a ranking (high, medium, or low) and an overall ranking number out of 24). Responses are also broken into age groups and planning areas if applicable. The table compares need (N) with importance (I) broken down into age segments and by planning area. The table utilizes the need priority rankings as identified in the scientific survey. The survey asked whether residents felt they have a need for a given program/facility and to what degree their need is currently being met. This information, as well as how important residents believe a given program or facility is to them and their household, was used to calculate these rankings.

Community residents report a mixed need for dance classes or drop-in dance socials. The Southwest planning area reports a high importance and need for these activities for youth. Fine arts, performing arts, or music instruction for youth is viewed as a very low need for the Northeast planning area but a high need for the other three. Specialty gardens are moderately important to the Northwest and Southwest planning areas but have lower importance to the Northeast and Southeast planning areas.

Table 5. Statistically-Valid Community Survey Priority Rankings (Arts)

Programs	Age Group				
	<18 N	<18 I	18+ N	18-49 I	50+ I
Dance Classes or Drop In Dance Socials	10 M	8 H	15 M	10 M	10 M
Districtwide	15 M	17 L	21 L	6 H	10 M
NE	10 M	5 H	15 M	14 M	10 M
NW					

SE	18 L	6 H	16 M	9 M	9 M
SW	3 H	3 H	8 H	10 M	7 M
Fine Arts, Performing Arts, or Music Instruction	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	8 H	12 M	7 H	9 M	5 H
NE	18 L	14 M	10 M	6 H	4 H
NW	5 H	11 M	6 H	7 H	5 H
SE	7 H	6 H	8 H	12 M	13 M
SW	6 H	16 L	7 H	10 M	2 H
Facilities	Districtwide	NE	NW	SE	SW
Specialty Gardens, Displays, and Exhibits	16 M	21 L	13 M	19 L	12 M

When both need and importance are high for a program or facility, that area represents a community priority. The areas where the need and importance are very different in ranking warrant further examination to identify the specific sub-populations who value or use that program or facility as a subset of the general population. Additionally, in cases when both need and importance are both low, the sub-population that needs the program should not be overlooked. The table above indicates art programs have a wide age segment appeal. It will be important for the District to provide opportunities that align with each planning area's demographics and cultural backgrounds. The District also needs to further distinguish between the fine art, performing art and music instruction interests of each age segment.

6.2.4 ARTS NEEDS AND CHALLENGES

After reviewing the current LOS (derived from the statistically-valid survey results, program data analysis, and public engagement process), a set of "problem statements" were developed that highlight focus areas for this sub-area and include:

- Relatively high proportion of unmet need for "Fine arts, performing arts, or music instruction" despite number of similar providers
- The 50+ population has a high need for fine arts, performing arts, and/or music instruction except for the SE planning area.
- Relatively high proportion of unmet need for "Dance classes and drop-in dance socials," especially for both adults and youth in SW.
- Despite need stated above; current programming is trending downwards in many areas except for (NE 3-4 Beg. Ballet and SE Ballet).
- NW has the highest importance and need for fine arts, performing arts, or music instruction programs; there are also the most identified similar providers in this area (19).
- Balance the need for arts classes (dance, performance, etc.) with an appropriate pricing structure; determine if pricing, format, or hours influence unmet needs compared to availability of services.

6.3 PARK HERITAGE & LIVING HISTORY

Park heritage & living history programs use both indoor and outdoor facilities and include activities such as presentations, tours, camps, educational programs, facility admission, and rentals and permits. Metro Parks Tacoma offers 15 unique programs which are offered at three different facilities (Fort Nisqually, Point Defiance Park, and W.W. Seymour Conservatory). In FY15, approximately 40,376 people participated in a program. The program that received the most participation in FY15 was the admission to Fort Nisqually with approximately 14,163 visitors.



6.3.1 SERVICE CHARACTERISTICS

Park heritage & living history programming demonstrates the following key service characteristics. The percentage represents the percentage of programs that exhibit the characteristic. Bullets highlighted in green represent the highest percentage.

DELIVERY METHODS

The following breakdown represents the delivery mechanism used for implementing Metro Parks Tacoma park heritage & living history programs.

- | | |
|--|--------------|
| • Drop-in/Unstructured/Self-Guided/Events | (53%) |
| • Instructional Classes/Workshops/Clinics/Interpretive Programs | (20%) |
| • Camps | (7%) |
| • Organized Clubs/Registered Low-Organized Activities/Staff-Guided | (7%) |
| • Outreach | (7%) |
| • Rentals & Park Use Permits | (7%) |
| • Private Lessons | (0%) |
| • Leagues/Competitions | (0%) |
| • Trips & Off-Site Tours | (0%) |
| • Other/Unsure | (0%) |

The most used delivery method is drop-in or unstructured for park heritage & living history programs. The second most used delivery method is instructional classes or workshops. The delivery method breakdown aligns with the expected service delivery for these types of programs. Typically, park heritage & living history programs include facility admission, presentations, and tours which aligns with the delivery method breakdown.

SERVICE PROVIDER

The following breakdown represents *who* directly implements Metro Parks Tacoma park heritage & living history programs.

- | | |
|---------------------|---------------|
| • MPT Direct | (100%) |
| • Contractor | (0%) |
| • Partner | (0%) |
| • Other/Unsure | (0%) |

All park heritage & living history programs are administered by the District. Since the community survey showed an interest in outreach programming, park heritage & living history programming may be a candidate to expand program offering at the local level, outside of the current facilities used, especially if re-enactment extends beyond events of historical significance to Fort Nisqually.

PRICE CLASSIFICATION

The following breakdown represents how park heritage & living history programs are priced. *Community* refers to an activity with large public good (i.e., more than the person who participates in the program benefits from the activity). *Highly Individual* refers to an activity without large public good (i.e., the person who participates in the program is the sole benefactor). Programs more towards *community* would be priced lower or be subsidized more often; whereas, programs more towards *highly individual* would be priced higher and would be expected to recover more of its costs.

- Highly Individual (0%)
- Mostly Individual (7%)
- **Individual/Community (40%)**
- **Community/Individual (40%)**
- Community (13%)
- Not Specified (0%)

The price classification above shows a similar distribution between *individual* and *community*-oriented programs. Striking a balance between these two price classifications will be important given the most used program delivery method is drop-in or unstructured. Metro Parks Tacoma will need to define the balance for park heritage & living history programs and offer and price programs accordingly. There is room for more highly individualized experiences and self-guided interpretive experiences.

LIFECYCLE STAGE

Programs can be assigned lifecycle stages based on their current performance (**Introduction** = new program, modest participation; **Take-off** = rapid participation growth; **Growth** = moderate, but consistent participation growth; **Mature** = slow participation growth; **Saturated** = minimal to no participation growth, extreme competition; **Decline** = declining participation). Lifecycle stages are also compared to industry best practices.

PH&LH: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	0%	0		
Take-Off	0%	0	20%	50-60%
Growth	20%	3		
Mature	80%	12	80%	40%
Saturated	0%	0	0%	0-10%
Decline	0%	0		
Not Specified	0%	0	0%	N/A
Total	100%	15		

Figure 40—Park Heritage & Living History Program Lifecycle Stage Analysis

Park heritage & living history programs are highly mature compared to all other lifecycle stages. With a low percentage of introduction/growth and declining programs, this sub-area may be in need of new programming and additional facility space if current facility space prohibits program expansion.

6.3.2 SIMILAR PROVIDERS

An environmental scan for similar service providers adds context to the breadth of service within the planning area and surrounding area. For full similar providers detail, please see **Appendix D**.

Service Providers

- Museums (multiple)
- Historical Society
- Fort Steilacoom

There are several similar providers for park heritage & living history programs. These providers may be a good partnership opportunity for Metro Parks Tacoma to continue expanding outreach programming away from current facilities, especially when re-enactment interests extend beyond the history of the Fort Nisqually Living History museum.

6.3.3 COMMUNITY PREFERENCE

The community was asked to respond to questions via the statistically-valid community survey. **Table 6** represents the importance breakdown of the *programs* and *facilities* related to park heritage & living history. Each response is categorized with a ranking (high, medium, or low) and an overall ranking number out of 24). Responses are also broken into age groups and planning areas if applicable. The table compares need (N) with importance (I) broken down into age segments and by planning area. The table utilizes the need priority rankings as identified in the scientific survey. The survey asked whether residents felt they have a need for a given program/facility and to what degree their need is currently being met. This information, as well as how important residents believe a given program or facility is to them and their household, was used to calculate these rankings.

Community residents report a mixed preference for historic re-enactment events. The Southwest reports the highest need and importance for the 50+ age segment for historic re-enactment events. The Southeast planning area reports moderate need and importance for both youth and adults. The Northwest reports moderate need and importance for adults. And the Northeast views historic re-enactment events as a low priority. Planning area demographics are important to explore as there may be different types of historic events that are desirable based on program location. Additionally, there is varying differences in program importance and need based on age segment. Understanding what type of events the community wants to re-enact or have interpreted is important.

Table 6. Statistically-Valid Community Survey Priority Rankings (Park Heritage & Living History)

Programs	Age Group				
	<18 N	<18 I	18+ N	18-49 I	50+ I
Historic Re-enactment Events					
Districtwide	18 L	18 L	14 M	16 M	18 L
NE	22 L	17 L	17 L	16 L	14 M
NW	12 M	21 L	13 M	15 M	17 L
SE	16 M	13 M	12 M	16 M	18 L
SW	22 L	16 L	6 H	10 M	2 H

When both need and importance are high for a program or facility, that area represents a community priority. The areas where the need and importance are very different in ranking warrant further examination to identify the specific sub-populations who value or use that program or facility as a subset of the general population. Additionally, in cases when both need and importance are both low, the sub-population that needs the program should not be overlooked. The table above indicates that historical re-enactment events are not viewed equally among the planning areas. For example, the northeast planning area reports the highest unmet need for these events; however, the northeast planning area ranked re-enactment events lower across the board than the other planning areas. Therefore, the District should pay attention to the unmet need, but it may be important to address re-enactment events in planning areas that viewed it higher.

6.3.4 PARK HERITAGE & LIVING HISTORY NEEDS AND CHALLENGES

After reviewing the current LOS (derived from the statistically-valid survey results, program data analysis, and public engagement process), a set of “problem statements” were developed that highlight focus areas for this sub-area and include:

- Almost all park heritage & living history programming takes place in NW planning area due to facility-based interpretation experiences. Also, almost all similar providers exist in this area.
- While limited in comparison to other programs, a moderately high proportion of the population has an unmet need for “Historic re-enactment activities.”
- NE has highest unmet need and importance for historic re-enactment events for both youth and adults; however, SE and SW (especially for older adults) rank these programs as more important.

6.4 PUBLIC ASSEMBLY

Public assembly programs use both indoor and outdoor facilities and include activities such as community special events, special park use permits, and rentals. While many of the other program areas offer special events, this area focuses on providing public gathering spaces for private functions and community celebrations that are not designed to facilitate another program outcome. Metro Parks Tacoma offers 19 unique programs which are offered at 11 different facilities. In FY15, approximately 506,832 people participated in an assembly experience. The program that received the most participation in FY15 was the special use permit rentals and that served approximately 335,000 visitors which occurred largely at regional parks.



6.4.1 SERVICE CHARACTERISTICS

Public assembly programming demonstrates the following key service characteristics. The percentage represents the percentage of programs that exhibit the characteristic. Bullets highlighted in green represent the highest percentage.

DELIVERY METHODS

The following breakdown represents the delivery mechanism used for implementing Metro Parks Tacoma public assembly programs.

- | | |
|--|--------------|
| • Rentals & Park Use Permits | (47%) |
| • Drop-in/Unstructured/Self-Guided/Events | (42%) |
| • Organized Clubs/Registered Low-Organized Activities/Staff-Guided | (5%) |
| • Outreach | (5%) |
| • Camps | (0%) |
| • Instructional Classes/Workshops/Clinics/Interpretive Programs | (0%) |
| • Private Lessons | (0%) |
| • Leagues/Competitions | (0%) |
| • Trips & Off-Site Tours | (0%) |
| • Other/Unsure | (0%) |

The most used delivery method for public assembly programs is rentals & park use permits. This aligns with this sub-area's programming intent. A large number of event programs elevate the drop-in delivery method to second. Metro Parks Tacoma will need to define the balance it seeks between facility rentals for private use and administering special events that serve the general public.

SERVICE PROVIDER

The following breakdown represents *who* directly implements Metro Parks Tacoma public assembly programs.

- **MPT Direct** (79%)
- Partner (16%)
- Other/Unsure (5%)
- Contractor (0%)

There are three public assembly programs that are administered through partnerships. Given the relatively low number of public assembly programs, the percentage is high. Regardless, with service largely by the District, there is an opportunity to increase partnerships or contract for special events in order maximize current facility space and infrastructure.

PRICE CLASSIFICATION

The following breakdown represents how public assembly programs are priced. *Community* refers to an activity with large public good (i.e., more than the person who participates in the program benefits from the activity). *Highly Individual* refers to an activity without large public good (i.e., the person who participates in the program is the sole benefactor). Programs more towards *community* would be priced lower or be subsidized more often; whereas, programs more towards *highly individual* would be priced higher and would be expected to recover more of its costs.

- **Highly Individual** (42%)
- Mostly Individual (0%)
- Individual/Community (11%)
- Community/Individual (10%)
- Community (37%)
- Not Specified (0%)

The two most used program types for public assembly are facility rentals (which are highly individual) and special events (which are commonly for community benefit); this is reflected in the pricing classification breakdown. If more partnerships are sought for special events, it is expected that higher cost recovery would occur. Given the high interest the public has for special events, the District should continue to grow events as a *community* program.

LIFECYCLE STAGE

Programs can be assigned lifecycle stages based on their current performance (*Introduction* = new program, modest participation; *Take-off* = rapid participation growth; *Growth* = moderate, but consistent participation growth; *Mature* = slow participation growth; *Saturated* = minimal to no participation growth, extreme competition; *Decline* = declining participation). Lifecycle stages are also compared to industry best practices.

Public Assembly: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	0%	0	63%	50-60%
Take-Off	21%	4		
Growth	42%	8		
Mature	32%	6	32%	40%
Saturated	0%	0	5%	0-10%
Decline	5%	1		
Not Specified	0%	0	0%	N/A
Total	100%	19		

Figure 41—Public Assembly Program Lifecycle Stage Analysis

Public assembly programs closely align with best practice trends and effort should be made to continue reviewing program lifecycle on an annual basis.

6.4.2 SIMILAR PROVIDERS

An environmental scan for similar service providers adds context to the breadth of service within the planning area and surrounding area. For full similar providers detail, please see **Appendix D**.

Service Providers

- Tacoma Dome
- Union Station
- Other Private Rental Facilities (i.e., multiple churches, halls, hotels)

The major similar service providers are private rental facilities. To continue distinguishing public assembly programming from other providers, Metro Parks Tacoma will need to regularly review facility market rates to ensure prices are commensurate with the experience they are providing.

It should be noted that special events are produced by the City of Tacoma and contractors (e.g., Taste of Tacoma and Freedom Fair). There are also many groups that host one-time events for the community, often through a permit granted by the City of Tacoma or Metro Parks Tacoma. MPT offers predictable, program-focused, or facility-based events as a primary provider at the community and planning area service level.

6.4.3 COMMUNITY PREFERENCE

The community was asked to respond to questions via the statistically-valid community survey. **Table 7** represents the importance breakdown of the *programs* and *facilities* related to public assembly. Each response is categorized with a ranking (high, medium, or low) and an overall ranking number out of 24). Responses are also broken into age groups and planning areas if applicable. The table compares need (N) with importance (I) broken down into age segments and by planning area. The table utilizes the need priority rankings as identified in the scientific survey. The survey asked whether residents felt they have a need for a given program/facility and to what degree their need is currently being met. This information, as well as how important residents believe a given program or facility is to them and their household, was used to calculate these rankings.

Community residents report a high importance and need for community special events: a top priority districtwide. Group trips/social clubs are viewed as moderate to high needs for adults in every planning area; however, importance is lower for adults in each planning area except for the Northeast. The Southwest reports the lowest interest in group trips/social clubs. In terms of facilities, community centers ranked highly in the Northeast and Southeast; moderately in the Northwest, and low in the Southwest. Picnic areas and shelters rank high in the Southeast and Southwest planning areas.

Table 7. Statistically-Valid Community Survey Priority Rankings (Public Assembly)

Programs	Age Group				
Community Special Events	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	2 H	3 H	2 H	2 H	2 H
NE	1 H	3 H	3 H	2 H	2 H

NW	7 H	7 H	2 H	2 H	1 H
SE	3 H	2 H	1 H	1 H	1 H
SW	5 H	8 M	9 M	6 H	7 H
Group Trips/Social Clubs	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	14 M	17 L	8 H	16 M	10 M
NE	11 M	17 L	11 M	8 H	13 M
NW	14 M	16 M	7 H	17 L	6 H
SE	20 L	13 M	7 H	16 M	13 M
SW	12 M	8 M	10 M	20 L	15 L
Facilities	District-wide	NE	NW	SE	SW
Community Centers	11 M	7 H	11 M	9 H	19 L
Picnic Areas and Shelters	10 M	10 M	10 M	6 H	4 H

When both need and importance are high for a program or facility, that area represents a community priority. The areas where the need and importance are very different in ranking warrant further examination to identify the specific sub-populations who value or use that program or facility as a subset of the general population. Additionally, in cases when both need and importance are both low, the sub-population that needs the program should not be overlooked. The table above indicates that events and picnicking spaces are very important throughout the community. The northeast and southeast planning areas also report a high importance for both community centers and group trips/social clubs. Metro Parks Tacoma will need to take a strategic approach to align facility needs with programmatic needs and design future spaces with the programs in mind. Gathering spaces have a value above and beyond any specific program offering. The District distinguishes between general events and those used to advance other mission-led goals.

6.4.4 PUBLIC ASSEMBLY NEEDS AND CHALLENGES

After reviewing the current LOS (derived from the statistically-valid survey results, program data analysis, and public engagement process), a set of “problem statements” were developed that highlight focus areas for this sub-area and include:

- Meet the need for special events in a way that honors the distinct demographics in each planning area (i.e., cultural celebrations, etc.); use events to meet specific planning area interests.
- High need for picnic areas and shelters in the SE and SW planning areas.
- Respond to the increasing need and interest to use park spaces for social clubs and trip departure locations.

CHAPTER SEVEN – NATURE & ENVIRONMENT

Nature & Environment (N&E) programs encourage environmental stewardship, improve awareness and knowledge of environmental issues and ecology, and teach conservation values and appropriate use of natural resources. Metro Parks Tacoma has three sub-areas that categorize the N&E programs:

1. *Environmental Education*
 - Activities such as: school nature programs, horticulture, natural history, citizen science programs that are focused on impacts and appreciation for the environment
2. *Nature & Wildlife*
 - Activities such as: Exhibits that honor and provide visitors with access to Wildlife in the Pacific Rim, Wildlife in the Northwest, Wildlife in South Sound through tours, camps, talks, interpretive services, outreach
3. *Outdoor Recreation & Ecotourism*
 - Activities such as: rock climbing, snow sports, challenge courses, hiking and trail walking, nature exploration, marine recreation

7.1 MISSION-LED AREA OVERVIEW

To determine the degree in which Metro Parks Tacoma is delivering its mission-led area services, the project team analyzed the current performance of programs and services. The analysis included looking at programs and facilities by mission-led sub-area. Please see **Appendix C** for complete sub-area program data. It is important to note that facility location impacts the data. For example, the Point Defiance Zoo and Tacoma Nature Center are both in the NW planning area.

FY15 Participation				
Planning Area	Environmental Education	Nature & Wildlife	Outdoor Rec & Ecotourism	Planning Area Total
NE	458	120	3,523	4,101
NW	57,965	1,127,962*	36,509	1,222,436
SE	561	275	261	1,097
SW	217	165	120	502
Other	125	194,217	35	194,377
Total	59,326	1,322,739	40,448	1,422,513**

*All but 1,225 participations occurred at Point Defiance Zoo & Aquarium.
**If PDZA was removed, the total would be 295,076.

Figure 42-Nature & Environment FY15 Program Participation

7.1.1 AREAS OF GREATEST NEED

The statistically-valid community survey asked residents if they (or their household) had a need for a certain program or facility and the degree in which their need is currently being met. It should be noted that the degree in which the need is met does not imply that the need is being addressed by Metro Parks Tacoma; rather, it refers that their need is being met within the community regardless of the service provider.

Unmet need can also be attributed to factors such as a general lack of program/facility, pricing structure (whether individuals believe programs/facilities are priced too high, convenience (both available times and location), or access (transportation, accessibility issues, etc.). The following figures represent the N&E programs and facilities ranked according to need. **Figures 43 and 44** indicate that there are more unmet programmatic needs than facilities. This means there may need to be an increased emphasis on the N&E programming mix rather than increasing the physical infrastructure in which the programs are offered.

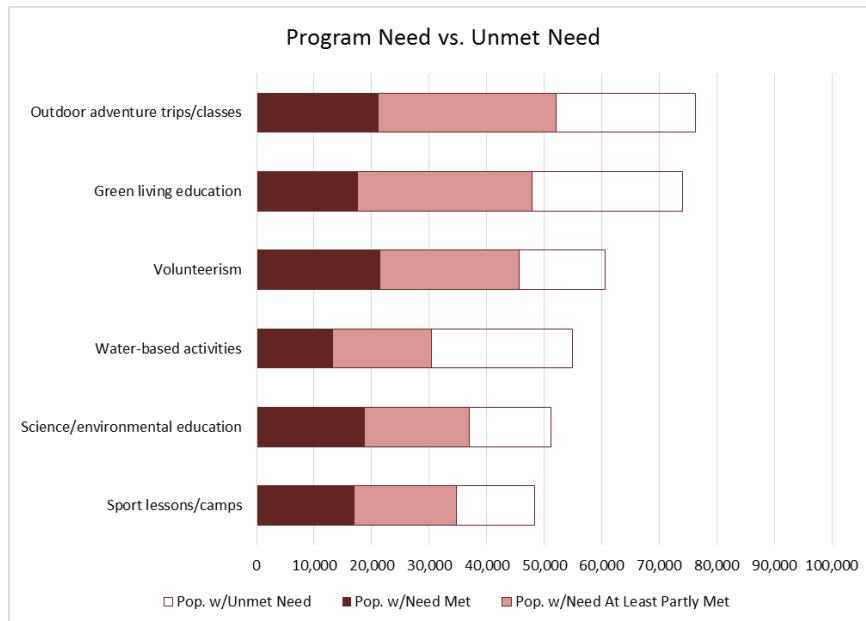


Figure 43-Nature & Environment Program Needs

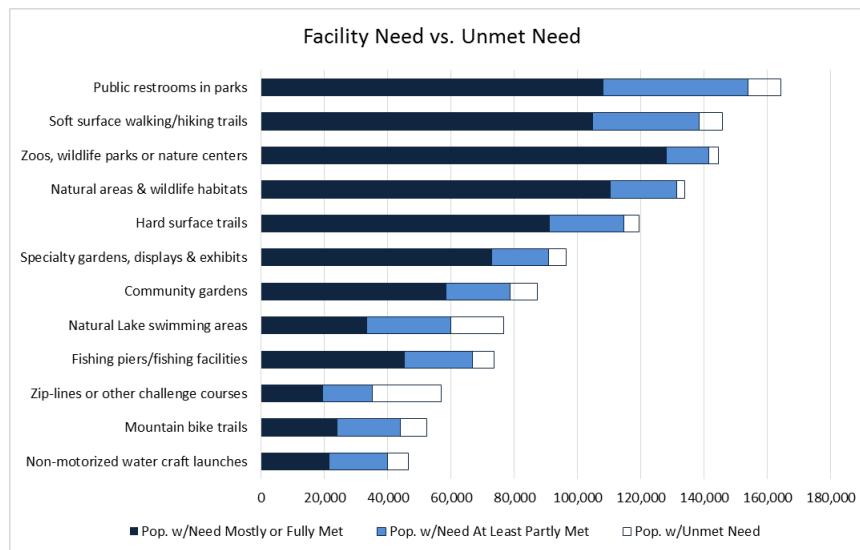


Figure 44-Nature & Environment Facility Needs

Additionally, each planning area reports different levels of unmet need for each AL&CW program and facility. It is important to note, however, that the programs and facilities with the most unmet need should not necessarily be the focal point for the District's service provision, but unmet need is important to understand and be aware of. Each sub-area is delineated into "priority rankings" which take into account importance, need, and information gleaned through the public engagement process. Priority rankings are located in each sub-area's analysis chapter. Essentially, the priority rankings take the unmet needs and further guide service provision direction for the District.

Figures 45 and 46 represent the top AL&CW *programs* and *facilities* unmet needs as analyzed through the statistically-valid survey. Unmet need is derived from the community's response to the degree in which their need is being met by any service provider within Tacoma (not solely based upon the District's service provision).

Top 5 Unmet Program Needs by Planning Area (Source: Statistically-Valid Survey)				
	NE	NW	SE	SW
1	"Green living" educational programs	Water-based activities (scuba, paddleboard, kayaking)	Water-based activities (scuba, paddleboard, kayaking)	Water-based activities (scuba, paddleboard, kayaking)
2	Water-based activities (scuba, paddleboard, kayaking)	Sports lessons/camps	Sports lessons/camps	Outdoor adventure trips/classes
3	Outdoor adventure trips/classes	"Green living" educational programs	"Green living" educational programs	"Green living" educational programs
4	Science/environmental education	Science/environmental education	Outdoor adventure trips/classes	Sports lessons/camps
5	Sports lessons/camps	Outdoor adventure trips/classes	Science/environmental education	Volunteerism

Figure 45-Nature & Environment Unmet Needs for Programs

Top 5 Unmet Facility Needs by Planning Area (Source: Statistically-Valid Survey)				
	NE	NW	SE	SW
1	Zip-lines or other challenge courses			
2	Natural lake swimming areas	Natural lake swimming areas	Non-motorized water craft launches	Natural lake swimming areas
3	Fishing piers/fishing facilities	Mountain bike trails	Natural lake swimming areas	Fishing piers/fishing facilities
4	Community gardens	Non-motorized water craft launches	Mountain bike trails	Mountain bike trails
5	Non-motorized water craft launches	Public restrooms in parks	Community gardens	Non-motorized water craft launches

Figure 46- Nature & Environment Unmet Needs for Facilities

7.1.2 DISTRICT-WIDE PROGRAM MAP

Figure 47 below represents all the Metro Parks Tacoma N&E program locations and identified similar providers. Similar providers represent facilities that offer a comparable program(s) to the District. This mission-led area has the fewest number of program locations and identified similar providers. The northwest planning area has both the most MPT N&E program locations and similar providers. The other three planning areas have many more MPT program locations than identified similar providers.

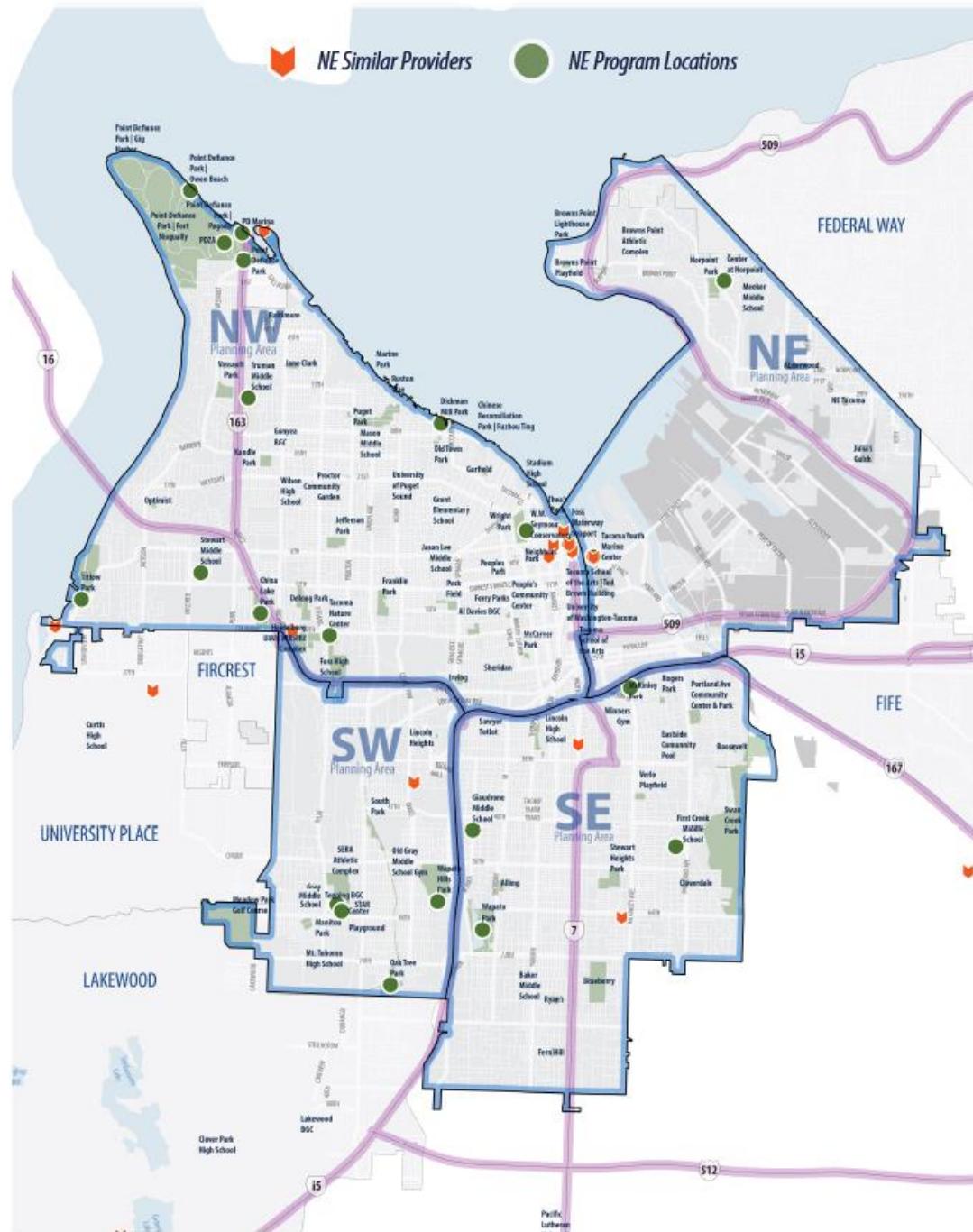


Figure 47-Nature & Environment Program Locations and Similar Providers

7.2 ENVIRONMENTAL EDUCATION

Environmental education programs are largely based in outdoor facilities and include activities such as citizen science activities, nature camps, nature hikes, and tours. Metro Parks Tacoma offers 38 unique programs which are offered at 16 different facilities. In FY15, approximately 61,270 people participated in a program. The program that received the most participation in FY15 was the seasonal floral exhibit held at the W.W. Seymour Conservatory with approximately 33,000 participants.



7.2.1 SERVICE CHARACTERISTICS

Environmental education programming demonstrates the following key service characteristics. The percentage represents the percentage of programs that exhibit the characteristic. Bullets highlighted in green represent the highest percentage.

DELIVERY METHODS

The following breakdown represents the delivery mechanism used for implementing Metro Parks Tacoma environmental education programs.

- | | |
|--|--------------|
| • Instructional Classes/Workshops/Clinics/Interpretive Programs | (66%) |
| • Drop-in/Unstructured/Self-Guided/Events | (16%) |
| • Organized Clubs/Registered Low-Organized Activities/Staff-Guided | (8%) |
| • Camps | (5%) |
| • Outreach* | (3%) |
| • Trips & Off-Site Tours | (3%) |
| • Private Lessons | (0%) |
| • Rentals & Park Use Permits | (0%) |
| • Leagues/Competitions | (0%) |
| • Other/Unsure | (0%) |

The most used delivery method for environmental education programs is instructional classes or workshops. The community responded that their three most preferred environmental education program delivery methods are hands-on learning/demonstration, guided outdoor hikes/nature experiences, and programs that allow participants to take home something they make. Given the high number of instructional classes, it is suggested Metro Parks Tacoma utilize these top three program structures when designing programs.

SERVICE PROVIDER

The following breakdown represents *who* directly implements Metro Parks Tacoma environmental education programs.

- **MPT Direct (92%)**
- Partner (5%)

- Contractor (3%)
- Other/Unsure (0%)

Metro Parks Tacoma administers the majority of programs itself. Given the community's desire for hands-on learning experiences, the District could continue to seek partnerships that would expand these opportunities throughout the community, especially in planning areas with limited access to the Tacoma Nature Center.

PRICE CLASSIFICATION

The following breakdown represents how environmental education programs are priced. *Community* refers to an activity with large public good (i.e., more than the person who participates in the program benefits from the activity). *Highly Individual* refers to an activity without large public good (i.e., the person who participates in the program is the sole benefactor). Programs more towards *community* would be priced lower or be subsidized more often; whereas, programs more towards *highly individual* would be priced higher and would be expected to recover more of its costs.

- Highly Individual (21%)
- Mostly Individual (8%)
- **Individual/Community (40%)**
- Community/Individual (26%)
- Community (5%)
- Not Specified (0%)

Individual/Community is the highest reported price classification for environmental education programs. This is an expected price classification given the mixture between individual and community benefit from these types of programs being offered in a drop-in facility; whereas, an individual benefits from his or her participation but the community also benefits from increased environmental stewards. The PDZA programs are largely classified as *Highly Individual*.

LIFECYCLE STAGE

Programs can be assigned lifecycle stages based on their current performance (*Introduction* = new program, modest participation; *Take-off* = rapid participation growth; *Growth* = moderate, but consistent participation growth; *Mature* = slow participation growth; *Saturated* = minimal to no participation growth, extreme competition; *Decline* = declining participation). Lifecycle stages are also compared to industry best practices.

Environmental Education: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	3%	1		
Take-Off	11%	4	47%	50-60%
Growth	34%	13		
Mature	29%	11	29%	40%
Saturated	21%	8	24%	0-10%
Decline	3%	1		
Not Specified	0%	0	0%	N/A
Total	100%	38		

Figure 48—Environmental Education Program Lifecycle Stage Analysis

Environmental education programs are closely aligned with the best practice distribution for introduction/growth but exceed the best practice distribution for saturation/decline. Metro Parks Tacoma will need to evaluate if there are environmental education programs that are candidates for program sunset in order to redistribute resources to growing programs.

7.2.2 SIMILAR PROVIDERS

An environmental scan for similar service providers adds context to the breadth of service within the planning area and surrounding area. For full similar providers detail, please see **Appendix D**.

Service Providers

- Boy Scouts of America
- Pierce County
- City of Tacoma
- Private Providers (multiple)

There are several other public and private providers for environmental education programs. Metro Parks Tacoma can seek partnership opportunities where they make sense in order to continue providing hands-on learning experiences which the community desires in areas that extend beyond MPT's specialized facilities.

7.2.3 COMMUNITY PREFERENCE

The community was asked to respond to questions via the statistically-valid community survey. **Table 8** represents the importance breakdown of the *programs* and *facilities* related to environmental education. Each response is categorized with a ranking (high, medium, or low) and an overall ranking number out of 24). Responses are also broken into age groups and planning areas if applicable. The table compares need (N) with importance (I) broken down into age segments and by planning area. The table utilizes the need priority rankings as identified in the scientific survey. The survey asked whether residents felt they have a need for a given program/facility and to what degree their need is currently being met. This information, as well as how important residents believe a given program or facility is to them and their household, was used to calculate these rankings.

Community residents report a high importance and need for adult “Green Living” educational programs. The Southwest planning area was the only area to report a high need for youth “Green Living” educational programs. Youth science/environmental education programs are a high need and importance across the district. Specialty gardens, displays, and exhibits are viewed as low needs for the Northeast and Southeast areas and moderate needs for Northwest and Southwest. Community gardens are a low need for the Northeast and Southwest areas and a moderate need for the Northwest and Southeast areas.

Table 8. Statistically-Valid Community Survey Priority Rankings (Environmental Education)

Programs	Age Group				
	<18 N	<18 I	18+ N	18-49 I	50+ I
"Green Living" Educational Programs (solar energy, etc.)					
Districtwide	11 M	16 M	3 H	12 M	7 H
NE	21 L	11 M	4 H	13 M	8 H
NW	11 M	18 L	3 H	10 M	7 H
SE	12 M	17 L	5 H	9 M	9 M
SW	2 H	8 M	4H	6 H	2 H
Science/Environmental Education	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	5 H	8 H	16 M	13 M	14 M
NE	5H	6 H	15 M	16 L	15 M
NW	4 H	7 H	16 M	8 H	9 M
SE	9 M	6 H	18 L	5 H	16 M
SW	7 H	3 H	11 M	10 M	7 M
Facilities	District-wide	NE	NW	SE	SW
Specialty Gardens, Displays, and Exhibits	16 M	21 L	13 M	19 L	12 M
Community Gardens	18 M	22 L	16 M	15 M	21 L

When both need and importance are high for a program or facility, that area represents a community priority. The areas where the need and importance are very different in ranking warrant further examination to identify the specific sub-populations who value or use that program or facility as a subset of the general population. Additionally, in cases when both need and importance are both low, the sub-population that needs the program should not be overlooked. The table above indicates a difference between adult and youth interests in terms of environmental education programs. Adults report a higher importance and need for "Green Living" programs which are geared towards how to be more sustainable in everyday life. Conversely, general science/environmental education programs may be of more importance and need to youth. These programs are usually foundational programs which would allow youth to initiate their interest in becoming environmental stewards which would then lead to an interest in "Green Living" programs as they mature.

7.2.4 ENVIRONMENTAL EDUCATION NEEDS AND CHALLENGES

After reviewing the current LOS (derived from the statistically-valid survey results, program data analysis, and public engagement process), a set of “problem statements” were developed that highlight focus areas for this sub-area and include:

- Relatively high proportion of unmet need for “Science/environmental education programs” for youth in NE.
- SW planning area has the highest need for “Green Living” educational programs and there are currently no environmental education programs offered in the planning area.
- NE planning area has a high need for “Green Living” educational programs for 50+ population but there are currently no environmental education programs offered in the planning area.
- There is a high need for science/environmental education programs for youth.
- Lack of “extension” or “outreach” programs that bring nature, environment, and wildlife programs to areas that do not have readily available program access.
- Citizen science programs have no program participation data.
- Most desired program delivery methods (hands-on learning experience, guided tour with interpretation, program in which you make something to take home) are the most staff intensive.
- Only one identified environmental education program in SE planning area (family nature walks) has positive participation trend.

7.3 NATURE & WILDLIFE

Nature & wildlife programs are largely based in specialized facilities and include activities such as interpretive talks, tours, and camps. Metro Parks Tacoma offers 14 unique programs which are offered at three different facilities (Northwest Trek Wildlife Park, Point Defiance Zoo & Aquarium, and Tacoma Nature Center). In FY15, approximately 1,322,179 people participated in a program. The program that received the most participation in FY15 was general interpretation at PDZA with approximately 449,607 participants.



7.3.1 SERVICE CHARACTERISTICS

Nature & wildlife programming demonstrates the following key service characteristics. The percentage represents the percentage of programs that exhibit the characteristic. Bullets highlighted in green represent the highest percentage.

DELIVERY METHODS

The following breakdown represents the delivery mechanism used for implementing Metro Parks Tacoma nature & wildlife programs.

- | | |
|--|--------------|
| • Instructional Classes/Workshops/Clinics/Interpretive Programs | (86%) |
| • Camps | (7%) |
| • Other/Unsure | (7%) |
| • Drop-in/Unstructured/Self-Guided/Events | (0%) |
| • Leagues/Competitions | (0%) |
| • Organized Clubs/Registered Low-Organized Activities/Staff-Guided | (0%) |
| • Outreach | (0%) |
| • Private Lessons | (0%) |
| • Rentals & Park Use Permits | (0%) |
| • Trips & Off-Site Tours | (0%) |

Nature & wildlife programs utilize instructional classes or workshops as the most used delivery method. This delivery method aligns with the need to instruct participants on a variety of topics through classes and interpretation programs.

SERVICE PROVIDER

The following breakdown represents *who* directly implements Metro Parks Tacoma nature & wildlife education programs.

- | | |
|---------------------|---------------|
| • MPT Direct | (100%) |
| • Partner | (0%) |
| • Contractor | (0%) |
| • Other/Unsure | (0%) |

All nature & wildlife programs are administered by the District. As the area's leading service provider for nature & wildlife programs, it is understandable that Metro Parks Tacoma provides all of its own programs; however, the District will need to explore partnerships to provide outreach programming throughout the community if desired.

PRICE CLASSIFICATION

The following breakdown represents how nature & wildlife programs are priced. *Community* refers to an activity with large public good (i.e., more than the person who participates in the program benefits from the activity). *Highly Individual* refers to an activity without large public good (i.e., the person who participates in the program is the sole benefactor). Programs more towards *community* would be priced lower or be subsidized more often; whereas, programs more towards *highly individual* would be priced higher and would be expected to recover more of its costs.

- **Highly Individual** (64%)
- Mostly Individual (0%)
- Individual/Community (0%)
- Community/Individual (36%)
- Community (0%)
- Not Specified (0%)

Given the nature of Northwest Trek Wildlife Park and the number of programs, the price classification breakdown aligns with an *individual* classification. This programming most likely skews toward *individual* due to instructional classes being the leading delivery method used. It should be noted, however, that there are drop in experiences available which represents more of the *community* classification. Metro Parks Tacoma should review nature & wildlife programming and the distribution among its facilities to ensure its desired level of *individual* and *community* programs are offered.

LIFECYCLE STAGE

Programs can be assigned lifecycle stages based on their current performance (**Introduction** = new program, modest participation; **Take-off** = rapid participation growth; **Growth** = moderate, but consistent participation growth; **Mature** = slow participation growth; **Saturated** = minimal to no participation growth, extreme competition; **Decline** = declining participation). Lifecycle stages are also compared to industry best practices.

Nature & Wildlife: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	0%	0		
Take-Off	0%	0	21%	50-60%
Growth	21%	3		
Mature	36%	5	36%	40%
Saturated	36%	5	36%	0-10%
Decline	0%	0		
Not Specified	7%	1	7%	N/A
Total	100%	14		

Figure 49—Nature & Wildlife Program Lifecycle Stage Analysis

Nature & wildlife programs are closely aligned with the best practice distribution for mature programs but exceed the best practice distribution for saturation/decline. Metro Parks Tacoma will need to evaluate if there are nature & wildlife programs that are candidates for program sunset in order to redistribute resources to increase the number of growing programs.

7.3.2 SIMILAR PROVIDERS

An environmental scan for similar service providers adds context to the breadth of service within the planning area and surrounding area. For more detail about providers, please see **Appendix D**.

Service Providers

No similar providers for the nature & wildlife sub-area were recorded within the planning area. Metro Parks Tacoma continues to be a local leader in nature & wildlife programming and it is important that the District focuses on outreach programming that will provide nature & wildlife opportunities throughout the community. It should be noted that there are other Wildlife Reserves in the general area, but not within the 30-minute regional service area of the District.

7.3.3 COMMUNITY PREFERENCE

The community was asked to respond to questions via the statistically-valid community survey. **Table 9** represents the importance breakdown of the *facilities* related to nature & wildlife. Each response is categorized with a ranking (high, medium, or low) and an overall ranking number out of 24). Responses are also broken into age groups and planning areas if applicable. The table compares need (N) with importance (I) broken down into age segments and by planning area. The table utilizes the need priority rankings as identified in the scientific survey. The survey asked whether residents felt they have a need for a given program/facility and to what degree their need is currently being met. This information, as well as how important residents believe a given program or facility is to them and their household, was used to calculate these rankings.

Community residents report a high importance and need for natural areas & wildlife habitats and zoos, wildlife parks, or nature centers. All planning areas ranked the two facility types as very high.

Table 9. Statistically-Valid Community Survey Priority Rankings (Nature & Wildlife)

Facilities	District-wide	NE	NW	SE	SW
Natural Areas & Wildlife Habitats	4 H	5 H	4 H	7 H	3 H
Zoos, Wildlife Parks, or Nature Centers	3 H	4 H	3 H	4 H	9 H

The table above indicates the community views nature & wildlife facilities as an important community focus. Given this information, it would benefit the District to identify what additional types of programs (if any) the community views important and/or has a need for at these facilities.

7.3.4 NATURE & WILDLIFE NEEDS AND CHALLENGES

After reviewing the current LOS (derived from the statistically-valid survey results, program data analysis, and public engagement process), a set of “problem statements” were developed that highlight focus areas for this sub-area and include:

- All nature & wildlife programming occurs only at Northwest Trek, PDZA, or the Nature Center. Managing program access across planning areas is important, particularly because there are virtually no similar providers.
- Natural areas and wildlife habitats are high needs for all planning areas with the SW being the highest.
- All Nature & Wildlife programming carries a pricing classification of “Highly Individual” (except PDZA programs, which are “Community /Individual”).
- Programming expectations in this area are increasing for the District, especially in the areas of: natural resource interpretation; horticulture; Green Living; natural area stewardship; and volunteer management.

7.4 OUTDOOR RECREATION & ECOTOURISM

Outdoor recreation & ecotourism programs are largely based in outdoor facilities and include activities such as fishing classes, fishing derbies, and day and summer camps. Metro Parks Tacoma offers 47 unique programs which are offered at 16 different facilities. In FY15, approximately 40,448 people participated in a program. The program that received the most participation in FY15 was the boat launch at PD Marina with approximately 27,635 participants.



7.4.1 SERVICE CHARACTERISTICS

Outdoor recreation & ecotourism programming demonstrates the following key service characteristics. The percentage represents the percentage of programs that exhibit the characteristic. Bullets highlighted in green represent the highest percentage.

DELIVERY METHODS

The following breakdown represents the delivery mechanism used for implementing Metro Parks Tacoma outdoor recreation & ecotourism programs.

- **Instructional Classes/Workshops/Clinics/Interpretive Programs** (32%)
- Camps (23%)
- Rentals & Park Use Permits (19%)
- Trips & Off-Site Tours (9%)
- Leagues/Competitions (4%)
- Organized Clubs/Registered Low-Organized Activities/Staff-Guided (4%)
- Outreach (4%)
- Drop-in/Unstructured/Self-Guided/Events (2%)
- Other/Unsure (2%)
- Private Lessons (0%)

The most used delivery method for outdoor recreation & ecotourism programs is instructional classes or workshops. With the popularity of camps and trips & off-site tours and competitions, Metro Parks Tacoma should examine program opportunities that utilize these methods.

SERVICE PROVIDER

The following breakdown represents *who* directly implements Metro Parks Tacoma outdoor recreation & ecotourism education programs.

- **MPT Direct** (75%)
- Partner (21%)
- Contractor (4%)
- Other/Unsure (0%)

With a strong community desire for outdoor recreation programming, Metro Parks Tacoma should continue to seek partnerships to increase equitable program access throughout the community.

PRICE CLASSIFICATION

The following breakdown represents how outdoor recreation & ecotourism programs are priced. *Community* refers to an activity with large public good (i.e., more than the person who participates in the program benefits from the activity). *Highly Individual* refers to an activity without large public good (i.e., the person who participates in the program is the sole benefactor). Programs more towards *community* would be priced lower or be subsidized more often; whereas, programs more towards *highly individual* would be priced higher and would be expected to recover more of its costs.

- Highly Individual (30%)
- Mostly Individual (13%)
- **Individual/Community (47%)**
- Community/Individual (0%)
- Community (10%)
- Not Specified (0%)

Approximately 90% of outdoor recreation & ecotourism programs align with a more *individual* price classification. This aligns with the nature of these types of programs which are generally specialized and have smaller participant sizes per program. Due to the interest in this area, *community/individual* introductory experiences offered in planning areas with limited access should be considered.

LIFECYCLE STAGE

Programs can be assigned lifecycle stages based on their current performance (*Introduction* = new program, modest participation; *Take-off* = rapid participation growth; *Growth* = moderate, but consistent participation growth; *Mature* = slow participation growth; *Saturated* = minimal to no participation growth, extreme competition; *Decline* = declining participation). Lifecycle stages are also compared to industry best practices.

Outdoor Recreation & Ecotourism: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	15%	7		
Take-Off	11%	5		
Growth	62%	29		
Mature	13%	6	13%	40%
Saturated	0%	0	0%	0-10%
Decline	0%	0		
Not Specified	0%	0	0%	N/A
Total	100%	47		

Figure 50—Outdoor Recreation & Ecotourism Program Lifecvcle Stage Analysis

With the growth of outdoor recreation & ecotourism programs across the country, it is understandable that Metro Parks Tacoma's programs are in a growth stage. However, it is important for the District to continue investing in current programs to guide them from growth into maturation before investing in new programming.

7.4.2 SIMILAR PROVIDERS

An environmental scan for similar service providers adds context to the breadth of service within the planning area and surrounding area. For full similar providers detail, please see **Appendix D**.

Service Providers

- Marinas and Seaports (multiple)
- Yacht Clubs (multiple)

The identified local similar service providers are water-based. Since different planning areas reported a desire for water-based activities (i.e., from the community survey), it may be important for the District to explore partnerships with the providers (if any) that can help increase water access.

7.4.3 COMMUNITY PREFERENCE

The community was asked to respond to questions via the statistically-valid community survey. **Table 10** represents the importance breakdown of the *programs* and *facilities* related to outdoor recreation & ecotourism. Each response is categorized with a ranking (high, medium, or low) and an overall ranking number out of 24). Responses are also broken into age groups and planning areas if applicable. The table compares need (N) with importance (I) broken down into age segments and by planning area. The table utilizes the need priority rankings as identified in the scientific survey. The survey asked whether residents felt they have a need for a given program/facility and to what degree their need is currently being met. This information, as well as how important residents believe a given program or facility is to them and their household, was used to calculate these rankings.

Outdoor adventure trips/classes are viewed as high importance and high need across the district. The northwest and southwest planning areas reports the highest importance and need for both youth and adults. Water-based activities are a high importance and need for southwest planning area adults. The Northwest planning area reports moderate to low importance and need for water-based activities for both youth and adults. Hard and soft surface trails are the highest rated facilities across the district. Non-motorized water craft launches is the lowest rated facility type. Fishing piers/facilities are rated high in the Southwest planning area. Zip-lines or other challenge courses receive moderate ranking across the district with the lowest ranking in the Northeast planning area.

Table 10. Statistically-Valid Community Survey Priority Rankings (Outdoor Recreation & Ecotourism)

Programs	Age Group				
Outdoor Adventure Trips/Classes	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	3 H	6 H	5 H	5 H	4 H
NE	9 M	14 M	6 H	11 M	10 M
NW	3 H	2 H	4 H	5 H	2 H
SE	2 H	10 M	6 H	3 H	9 M
SW	1 H	3 H	1 H	3 H	15 L
Water-based activities (scuba, paddleboarding, kayaking)	<18 N	<18 I	18+ N	18-49 I	50+ I
Districtwide	16 M	14 M	9 M	8 H	15 M
NE	12 M	8 H	7 H	16 L	15 M
NW	17 L	13 M	9 M	10 M	14 M
SE	14 M	17 L	11 M	5 H	13 M
SW	9 M	8 M	5 H	1 H	2 H
Facilities	District-wide	NE	NW	SE	SW
Fishing piers/fishing facilities	14 M	13 M	21 L	14 M	8 H
Hard surface trails	5 H	6 H	5 H	8 H	6 H
Mountain bike trails	22 L	25 L	19 L	20 L	17 M
Natural lake swimming areas	13 M	20 L	12 M	16 M	11 M
Non-motorized water craft launches	23 L	23 L	23 L	22 L	25 L
Soft surface walking/hiking trails	1 H	1 H	1 H	2 H	1 H
Zip-lines or other challenge courses	17 M	19 L	18 M	17 M	15 M

When both need and importance are high for a program or facility, that area represents a community priority. The areas where the need and importance are very different in ranking warrant further examination to identify the specific sub-populations who value or use that program or facility as a subset of the general population. Additionally, in cases when both need and importance are both low, the sub-population that needs the program should not be overlooked. The table above indicates outdoor recreation adventure trips/classes have wide appeal across youth, adult and 50+ populations and are viewed as an important focus districtwide. Water access is a concern for the southwest as this planning area reports a higher desire for water-based activities and fishing piers/fishing facilities. The major facility focus for Metro Parks Tacoma will be hard and soft surface trails as the community reports a high desire for these outdoor facilities.

7.4.4 OUTDOOR RECREATION & ECOTOURISM NEEDS AND CHALLENGES

After reviewing the current LOS (derived from the statistically-valid survey results, program data analysis, and public engagement process), a set of “problem statements” were developed that highlight focus areas for this sub-area and include:

- Relatively high unmet need for water-based activities, especially for adults in NE and SW for both youth and adults.
- Relatively high unmet need for outdoor adventure trips and classes, especially for adults in NE, and for youth in both NE and SW; however, SE and NW both rank outdoor adventure trips and classes highly.
- Relatively high unmet need for natural lake swimming areas, especially in NE and SW; however, NW and SE rank natural lake swimming areas as more important.
- Moderately high unmet/partially met need for both hard and soft surface trails.
- The only NE outdoor recreation programming is in the format of a day camp.
- The Tacoma Nature Center is the only location that offers a family-oriented outdoor recreation program (family campouts).
- Relatively high unmet need for fishing piers and facilities, especially in NE and SW.
- Relatively high unmet need for zip lines and challenge courses in SE and SW.
- Need for balancing the inequity of outdoor adventure programming throughout the division (i.e., SE, SW, and NE).
- Relatively high unmet need for community gardens in NE.

CHAPTER EIGHT – IMPLEMENTATION PLAN

8.1 DISTRICTWIDE

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW1	Most programs are classified as “MPT direct” delivery despite generally large similar provider market.	Program Matrix, Similar Provider Analysis, Interviews	During the business plan and budget process each biennium, assess if direct-provision of program is the best delivery method; ensure programs cost-recover according to policy.	ALL with Guidance from Governance	✓	✓	✓
DW2	Frequent misalignment between pricing classification and reported cost recovery levels.	Program Matrix, Interviews, Consultant Observation	<p>a) Host an annual staff workshop on cost recovery policy and application.</p> <p>b) Develop a consistent process of evaluating program performance using program matrix data to ensure pricing and cost recovery are aligned with policy and performance standards.</p>	ALL with Guidance from Governance ALL with Guidance from Governance	✓	✓	✓

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



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ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW3	Not enough regular and consistent collaboration between departments related to program development, best practices, and alignment of services.	Staff Workshop	a) Review, and build off the Environmental Education, Outdoor Education and Eco-Tourism Program Plan/team model for each of the three mission led areas. Host, at a minimum, an annual summit. Involve staff who have capital, operational, and administrative interests.	Designated Mission-Led Program Committee Chairs	✓		
			b) Continue the use of the Program Matrix templates for consistency. Have program/facility teams continue to update the matrices each year and discuss opportunities for consistency.	Governance and Direction Dept. (Data Analytics)	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW4	High number of people with need for community events, with a relatively high proportion of unmet need.	Statistically Valid Survey, Focus Groups, Interviews, Web Survey, Staff Meetings, Public Forums	a) Establish an event plan, for each planning area, that reflects the unique demographics and interests of each planning area. Use events as a delivery method to resolve unmet need and fill interest/service gaps when appropriate. Work with cultural community partners, business districts and others to improve and market events that are signature for the agency and/or each planning area.	Marketing & Business Development Officer	✓		
			b) Determine the best method for agency wide collaboration and management related to events.	All program and facility supervisors	✓		
			c) Assess if any signature events can/should be at a higher price point than 'free community'. Engage with City and other partners for Tourism focused events.	Marketing & Business Development Officer	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW5	Need for more equity in distribution of social gathering spaces (e.g., picnic areas and shelters, and publically accessible open space).	Statistically-valid Survey, Program Matrix, Focus Groups, Interviews, Public Forums	<p>a) Review perception of social equity and perceived and real issues of service during the Strategic Master Plan update; focus on social equity as a core issue in the plan. This aligns with NRPA's tenets and supports District values.</p> <p>b) Review LOS for all passive use park amenities by planning area compared to community interest survey; identify gaps and highlight and advance improvements in the CIP.</p>	Planning	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



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ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW6	Need for enhanced and consistent participation tracking across all programs.	Program Matrix, Consultant Observation	a) Invest in IT tools and a performance management system that assigns proper participation tracking methods to various delivery methods (attendance, camps, etc.) for accuracy and consistency; augment and advance Districtwide Performance Mgt. program.	Chief Strategy Officer / Data Analytics / IT Manager	✓	✓	✓
			b) Work with Community Centers/Recreation Management to develop a consistent membership tracking model for center participations as Perfect Mind is instituted. Considerations should be made to track card scans, rental attendance, and class participation that lead to a comprehensive annual attendance at all centers.	Community Center Managers / Data Analytics / Rec Bus & Perf Manager	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW7	Lack of adherence to minimum participation threshold.	Program Matrix	a) Establish a regular reporting and data review cycle that will trigger if min participation thresholds have been overridden; build in data analysis and assessment periods so declining trends are quickly identified. Reports such as "Red, Yellow, Green Report" should be improved and implemented.	Program Managers w/ guidance from Governance	✓	✓	✓
			b) Ensure performance review is a critical part of business plan renewal and program validation before 'rolling' forward into any new budget development process. Review program performance as part of the staff evaluation process.	Program Managers w/ guidance from Governance	✓	✓	✓
DW8	Unleveraged demand for volunteerism opportunities, especially in NE and especially for 50+ age segment system-wide.	Statistically-valid Survey	Invest in resources for a consolidated volunteer engagement campaign (i.e., VolunTiers); with a special emphasis on at least one contact for volunteerism in each planning area who can work with the community locally and lead at least one major district-wide initiative.	HR		✓	

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW9	Need for enhanced productivity goals for facilities and buildings.	Focus Groups, Interviews	Develop a capacity profile for each community center, identifying any unused space and means for increasing productivity and maximizing use of space all hours/all weeks of the year. Include this profile and strategies in each center Business Plan. Strategies should be founded in market research and community need data.	Community Center Managers	✓		
DW10	NW planning area too large and diverse to be adequately understood and served as one area.	Planning Area Map, Staff Interviews	a) Assess impacts and recommend whether Central and New Tacoma should become a planning area separate from North & West during the Strategic Master Plan update.	Planning	✓		
			b) Assess how MPT planning areas align/could align better with other City planning area designations. Share data with the City of Tacoma to support sub-area planning efforts.	Planning	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW11	Expectations on Metro Parks may exceed our charter and/or resources.	Interviews	<p>a) Advance collaborative agreements with Tacoma Schools, City of Tacoma and TPCHD to define shared responsibilities and roles in meeting community needs; align strategic vision and communicate shared goals.</p> <p>b) Develop a listing of funding source guidelines and what they support, using that information to inform how we define key goals, objectives and strategies during the Strategic Master Plan update (i.e., water access).</p>	Governance / Planning Governmental Relations Mgr / Resource Development / Planning	✓		



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ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW12	MPT's role as a regional provider versus a local provider is not always clear.	Staff	a) Continue to strengthen MPT's enterprises and regional park system, seeking self-sustaining tourism resources while protecting tax-supported local services that meet needs; assess organizational structure / approaches that differentiate the two different business models during the Strategic Master Plan update.	Planning / Governance	✓		
			b) Increase the District's engagement in the development of a regional trail network. As applicable, provide leadership, capital, planning, outreach and engagement to partner agencies to achieve this goal.	Governance / Planning	✓	✓	

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW13	MPT's classification system (neighborhood, community park, urban park), trail system and LOS may not align with public interest.	Scientific Survey - (i.e., restrooms, high event interest)	a) Review and reset park LOS during the Strategic Master Plan update (scheduled 2017 for adoption by 3/1/18); Coordinate MPT and COT planning area designations and LOS.	Planning	✓		
			b) Engage in regional trails system planning and development activities to meet high interest in regional connectivity and soft/hard surface trails.	Planning / Parks Director	✓	✓	✓
DW14	Evaluate and improve scientific data collection tools/use of data in order to consistently inform strategic planning decisions.	Staff	a) Use the slated 2017 Use & Satisfaction / Scientific Survey opportunity to build off the baseline already established in 2013, 2015 while closing needed information gaps; maintain commitment to a scientific survey each biennium.	Planning	✓		
			b) Coordinate planning areas and LOS standards to facilitate information sharing and joint planning with the City of Tacoma and/or other jurisdictions.	Planning	✓		

Red cells: Priority strategies

Green cells: Capital implications

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ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
DW15	There is a lack of cultural demographic information tracking.	Interviews, Consultant Observation	Advance the District-wide loyalty system, attached to Perfect Mind, so a resident profile can be established that includes ethnicity, income, etc. and this information can be accessed when viewing registered participations and spending behavior.	CSO / IT Plan / Data Analytics Administrator		✓	
DW16	There is a need for local-based programming when facility access may be a barrier to community residents.	Statistically-valid Survey, Consultant Observation	Increase access to programs that only occur in one planning area by offering extension or outreach programming in the other planning areas.	Program Managers w/ guidance from Governance	✓	✓	✓
DW17	Align mission-led areas to correspond to community need and interest.	Statistically-valid Survey, Consultant Observation, Staff	Rename mission led area, "Culture & Heritage" to "Arts & Heritage".	Governance / Planning	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

8.2 ACTIVE LIVING & COMMUNITY WELLNESS

8.2.1 AQUATICS

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
AQ1	Swim lesson participation has declined since FY12 for: Center at Norpoint, Foss High School, Mt. Tahoma High School, and Stewart Heights Park Pool.	Program Matrix	<p>a) Create a campaign to market swimming as a sport and as a safety element to re-engage the community in aquatics as a life skill/youth development experience. Focus on peak usage times for families.</p> <p>b) Stabilize the use of facilities within the school district – educate the School District on impacts of inconsistency / quality issues.</p> <p>c) Work with Center staff to manage membership trends to see if there is an effect on swim lessons; market lessons more to non-members at Norpoint.</p>	Aquatics Governance / Recreation Director Aquatics Sr. Coordinator / Community Center Manager	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
AQ2	The unmet need for swimming lessons is moderately high, especially for youth in the SW planning area.	Statistically-valid Survey	a) Be a referral agency as well, redirecting people to pools that may meet needs; while assessing own capacity to economically provide maximum programming. Outline strategies in the Aquatics Business Plan.	Aquatics Sr. Coordinator	✓		
			b) Add a Saturday program and/or Sunday PM slot at Mt. Tahoma HS include: swim lessons, lap swim and water aerobics. Work with school on appropriate water temperature for recreational programming.	Aquatics Sr. Coordinator / Governance		✓	
AQ3	Open swim participation levels remain high for SE and NW planning areas but are not offered in SW region where MPT provides services at school pools.	Program Matrix	a) Include a SW engagement strategy in the aquatics business plan.	Aquatics Sr. Coordinator		✓	
			b) Create targeted outreach strategies to reach users in the SW, looking at ways for those residents to specifically benefit from the districtwide sport/safety campaign.	Aquatics Sr. Coordinator		✓	

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
AQ4	Lap swim participation trend numbers are positive but they are only offered in the NE and SE regions where MPT operates its own pools.	Program Matrix	a) This is based on facilities and limited access to Mount Tahoma school. Explore options for SW residents to use partner (LA Fitness, Lakewood YMCA) or do a special promotional campaign to engage them in the closest pool to them. Include a SW Strategy section in Aquatics business plan.	Aquatics Sr. Coordinator	✓		
			b) Start tracking actual lap swim participants at all locations to make business determinations.	Aquatics Sr. Coordinator	✓		
AQ5	Indoor pool need is high, and the SE and SW regions have especially high unmet needs.	Statistically-valid Survey	a) Eastside Pool is to be replaced and rebuilt within the Eastside Community Center	Planning / Aquatics Sr. Coordinator		✓	
			b) Reach out to LA Fitness/Lakewood Y to offer programs at their facility located @ Hosmer ST (near Bass Pro Shops); develop a feasibility plan to meet these needs within the Business Plan	Aquatics Sr. Coordinator		✓	

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
AQ6	There is a disproportionately unmet need for outdoor play swimming pools in the NE.	Statistically-valid Survey	Review Level of Service for Pools and/or Spray-grounds in the NE during the Master Plan update process.	Planning	✓		
AQ7	YMCA may be an underutilized partner for aquatic spaces.	Focus Groups, Similar Provider Analysis, Interviews	Include strategies in the Aquatics Business Plan to address gaps through partnership whenever possible. Reach out to the YMCA and offer a discounted rate to their overflow program participants. Reach out to LA Fitness to offer programs at their facility located on Pearl & 6 th and on Hosmer ST (near Bass Pro Shops)	Aquatics Sr. Coordinator	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

8.2.2 COMMUNITY & SOCIAL WELLNESS

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
CSW1	High proportion of unmet need and requests for additional youth enrichment opportunities, especially in the NE.	Focus Groups, Interviews, Statistically-valid Survey	a) Seek to brand a strong youth program at Norpoint/Meeker; do assessment work to identify the audiences, what is desired in terms of enrichment to meet the need.	Youth Services Manager	✓		
			b) Do more in-depth work in NE Tacoma to understand what events/enrichment activities youth would specifically benefit from.	Norpoint Center Supervisor / Youth Services Manager		✓	
CSW2	Titlow Park summer Day Camp has increased participation each year since FY12; need for more summer camps.	Focus Groups, Statistically-valid Survey, Program Matrix	a) Review operational model for Titlow during Business Plan process; seek to maximize capacity. Explore more specialty camps, extended care options and teen leadership for 15+.	Youth Services Manager	✓		
			b) Recommend and develop other camp locations (STAR, Wapato) to meet demand; work with users to define expansion location(s) and program when at capacity in current locations.	Youth Services Manager		✓	

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ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
CSW3	Generally high proportion of unmet need for youth after school or other drop in programs.	Statistically-valid Survey	Brand a collaborative approach to youth at the SERA campus, as a hub of youth activities. Utilize a youth council to define programs and engage peers. Look at programming to meet need for social dance, art, cooking; also passive drop in or hang out space.	Youth Services / STAR Supervisor	✓		
CSW4	High unmet need exists for adult group trips/social clubs, particularly in the NE.	Statistically-valid Survey, Program Matrix	Develop a stronger FAB program at Norpoint with an awareness campaign/focus group to define program level of service; expand SAIL, senior drop in dance and social clubs.	FAB Sr. Coordinator / Norpoint Supervisor	✓		
CSW5	Need for a community center (with indoor fitness), especially in SE or east side in general.	Statistically-valid Survey, Focus Groups, Interviews	Advance Eastside Community Center, #Imagine Eastside; continue promotion and engagement with the community to move into new center upon completion (i.e., Winners Gym, Portland Ave)	Portland Ave Supervisor / Recreation Director	✓	✓	

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

CSW6	There is a generally high unmet need for cooking classes, especially for adults in SE, and for youth in both SE and SW.	Statistically-valid Survey, Program Matrix	a) Update Norpoint's kitchen to be a teaching kitchen that can accommodate classes.	Norpoint Supervisor / Metro Arts Planning/Parks		✓	
			b) Explore partner spaces for cooking experiences in the SE and SW (churches, restaurants, etc.).	Metro Arts	✓		
CSW7	Portland Avenue Community Center should have more senior programming.	Public Forums	a) Develop a strong FAB program at Portland Avenue with awareness/focus group to define program level of service (fitness, health, social clubs, mobile Library or book club).	FAB Sr. Coordinator / Portland Ave Sup	✓	✓	
			b) Actively participate in the Eastside Collective Impact Partnership.	Portland Ave Sup	✓		
CSW8	MPT should be partnering with similar providers (e.g., Health Department) to address community need(s).	Focus Groups, Interviews	a) Create an inventory of community wellness partner initiatives and resources available and recommend MPT involvement/alignment.	Governance / Recreation Director	✓		

Red cells: Priority strategies

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Blue cells: Master Plan implication

			b) Assign agency leadership to work specifically with the City of Tacoma and TPCHD on collaborative approaches to common health issues (host City enviro-programs at centers, offer space to host these initiatives).	Governance / Recreation Director	✓	✓	
CSW9	High proportion of unmet need for pet classes/experiences, especially in the NE.	Statistically-valid Survey	Develop an event plan of one experience per quarter in NE and work with the community/use data to define events. Start with a pet event (dog agility, pooch run, community dog festival, Humane Society collaborative).	Norpoint Center Sup	✓		
CSW10	High proportion of unmet need for programs for people with disabilities, especially in the NE; however, high importance in the SW and SE.	Statistically-valid Survey, Focus Groups	a) Assign staff to explore the facility & community needs in NE more in-depth; looking at interest, transportation, amenities. Engage adaptive rec if interests align more closely with adaptive programming.	Spec Rec Sr. Coordinator		✓	



			b) Use Norpoint as a pick up site for Spec Rec trips and advertise services more aggressively in NE. Train staff at Norpoint to work effectively with this customer base; evaluate transportation options that work best for this population.	Spec Rec Sr. Coordinator / Norpoint Center Supervisor	✓		
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8.2.3 FITNESS

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
FT1	Overall, fitness programs are among the most needed, but there is a relatively high proportion of unmet need, especially for adults in the SW.	Statistically-valid Survey	<p>a) Increase marketing in the SW and look for nature-based or dance-focused opportunities that will engage the markets who expressed those interests. Look at non-traditional seasonal outdoor fitness options.</p> <p>b) Reassess campus mentality in regards to fitness at STAR. (We cannot consistently host new classes at BGC or Gray because they get cancelled and result in overall frustration for staff and customers); need to identify and advance fitness programs that meet unique needs of residents in the SW in spaces that we can better control quality and access; expand to outdoor and park locations or adjust internal usage patterns within STAR for core programs.</p>	STAR Facility Supervisor STAR Comm Ctr Supervisor / Recreation Director	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
FT2	Fitness programming is not equitably distributed throughout the district; SE and NW are underserved.	Statistically-valid Survey, Program Matrix, Maps, Web Survey	<p>a) Explore non-facility based fitness opportunities and evaluate why people in NW feel the area is underserved when the area has the largest number of similar providers.</p> <p>b) Complete the Eastside Community Center and market services to Southeast to be served with the new ImagineEastside. Expand park-based fitness in Swan Creek/Wapato/etc. and Portland Avenue in the meantime.</p> <p>c) Separate downtown and New Tacoma area from NW Quadrant and create new quadrant. Better assess services and manage to varying demographics of both areas.</p>	<p>Fitness Sr. Coordinator</p> <p>Recreation Center Manager / Portland Avenue Supervisor / Fitness Coordinator</p> <p>Planning / Master Plan Process</p>	✓	✓	

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
FT3	NW and SE regions have the highest need for an indoor fitness/exercise center (SE has a current facility, with a new facility being designed).	Statistically-valid Survey	a) Perform a feasibility study, including similar providers for NW quadrant, to assess actual need.	Planning / Master Plan Process	✓		
			b) ImagineEastside will address needs of the SE.	Planning / Master Plan Process	✓		
FT4	Yoga is an upward trending program and programming in NW may not be keeping up.	Dems and Trends, Program Matrix, Statistically-Valid Survey, Web Survey	Fitness Business Plan should include further study of yoga programs/studios and fees throughout the district; yoga providers are actually dominated in the NW. Potentially expand yoga at Jefferson yoga; research other potential MPT locations such as outdoor yoga/Yoga in Point Defiance, TNC and Wright Park.	Fitness Coordinator	✓		
FT5	There is a lack of fitness programming in the SE planning area; however, runs are well represented.	Program Matrix	ImagineEastside will address. Review program mix and assess needs again after facility is in place.	Planning / Portland Avenue Supervisor / Fitness Coordinator			✓

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
FT6	The NE has the highest need for organized runs.	Statistically-valid Survey, Program Matrix	a) Market existing runs in the NE area. Many runs are located in the waterfront and downtown area making the location easily accessible from NE.	Fitness Coord. / Norpoint Center Supervisor	✓		
			b) Work with the community on an action plan for quarterly events in the NE, which may include an additional run in the NE beyond the Turkey Trot. Look for non-traditional run experiences that may meet another unmet need.	Fitness Coord. / Norpoint Center Supervisor	✓		
FT7	High proportion of unmet need for health/wellness information and personal training, especially in SW.	Statistically-valid Survey	Review/update marketing plan and fitness campaign for STAR, which extends beyond the facility to include dance, outdoor adventure and other health/fitness/wellness interests that were indicated as being unmet in the survey; work with the community to tailor an approach that will meet their needs.	STAR Center Supervisor / Fitness Coordinator		✓	
FT8	High proportion of unmet need for gyms/indoor sports courts, especially in SW.	Statistically-valid Survey	a) Improve the Interlocal Agreement between MPT and Tacoma Public Schools for more consistent gym access.	Governance / Recreation Director	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
			b) Advance the SERA master plan to include additional indoor multi-sport facilities and/or pursue partnership or purchase of other like facilities to meet indoor sport court needs. Seek to create a premier indoor league and tournament facility for year round use.	Planning / Recreation Director		✓	

8.2.4 SPORTS

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
SP1	Increasing need to balance traditional sport service provision with national trends of non-traditional sports (e.g., Pickleball, lacrosse, rugby, etc.); engage adults with specialized sport interests.	Dems and Trends, Program Matrix, Statistically-Valid Survey, Web Survey, Focus Groups, Interviews, Public Forums	<p>a) Test non-traditional sports in the local market, by seeking out clubs and groups with interest and brainstorming potential partnership and launch opportunities. Specifically test lacrosse and see if rugby expansion from Portland Avenue is needed.</p> <p>b) Work with summer camp providers to promote and pilot alternative sport camps that may be of interest to local youth.</p> <p>c) Work with the community to craft the 'model' outdoor sport court and how it can be designed/relined for pickle ball and other emerging sports.</p> <p>d) Host sport round-tables at People's Norpoint, STAR, Portland Ave and talk about how fitness and sports could integrate and extend out of the centers more.</p>	Sports Sr. Coordinator Comm/Neigh Parks Manager / Sports Sr. Coordinator Sports Sr. Coordinator / Comm Center Manager		✓	

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
SP2	Although a reported lower priority, there is relatively high proportion of unmet need for non-traditional team sports for both youth and adults in NE.	Statistically-Valid Survey	a) Host sports round-table at Norpoint, gathering all community sport programs (youth and adult), showing all the NE facilities available and talking about desired uses (Browns Point, NE Tacoma, Curly Slide, Meeker). Identify Sports POC for NE at Norpoint.	Sports Sr. Coordinator / Neigh & Comm Parks Manager / Norpoint Center Supervisor		✓	
			b) Work with TPS and sport providers to discuss facility improvements and league administration to move on community interests.	Sports Sr. Coordinator / Neigh & Comm Parks Manager / Norpoint Center Supervisor		✓	
SP3	Youth Basketball at Norpoint is trending downwards, but Youth Basketball camps are doing well.	Program Matrix	c) Review basketball trends and interests in detail in the Youth Sports Business Plan, evaluate demographics, competition and quality issues.	Sports Sr. Coordinator / Norpoint Center Supervisor	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
SP4	Sports/lessons camps are reported as a high importance/high need program throughout the District; specifically, there is relatively high proportion of unmet need for sport lessons/camps programs in the SW.	Statistically-Valid Survey	a) Activate the multi-use sports field at SERA; survey users and seek to expand camp and lesson use that meets local community need. Identify a Sports POC for SW at STAR.	Sports Sr. Coordinator	✓		
			b) Assess other sport needs for SERA campus and recommend improvements to the sports elements within the full complex to meet local and regional needs.	Sports Sr. Coordinator		✓	



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
SP5	No adaptive sport recreation programs are offered in the NE and SE; SE has the highest 50+ age segment "importance" rating for programs for people with disabilities.	Dems and Trends; Program Matrix, Statistically-Valid Survey	a) Adaptive should work with center staff to develop jointly provided/promoted sports experiences out of Portland Avenue for SE and Norpoint for NE.	FAB Sr. Coordinator / Adaptive Coordinator / Center Supervisors	✓		
			b) Update Specialized Recreation Business Plan; segment out specialized recreation community/needs by planning area and evaluating if services can be more localized to sites addressing unique transportation and facility needs for this population	Spec Rec Sr. Coordinator		✓	
SP6	While limited in comparison to other facilities, the highest proportion of unmet need for skateboarding facilities is in SW.	Dems and Trends, Statistically-Valid Survey, Web Survey, Focus Groups, Public Forums	a) Advance the SERA master plan to include skateboarding, outdoor adventure elements.	Planning		✓	✓
			b) Establish LOS for skate parks/skateboarding facilities in the Strategic Master Plan	Planning		✓	✓

Red cells: Priority strategies

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Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
SP7	Although a lower community priority and while limited in comparison to other programs, there is relatively high proportion of unmet need for youth skateboarding lessons.	Statistically-Valid Survey	Advance work with Alchemy to develop the Skateboard Facility and program at Stewart Heights; look at covered space, lesson area, etc. that can make this a major hub for the skateboard community.	Neigh & Comm Parks Mgr / Sr. Sports Coordinator	✓	✓	
SP8	Relatively high proportion of unmet need for golf courses in SW; however, the highest need and importance is in the NE.	Statistically-Valid Survey	a) Create a local neighbor promotion for Meadow Park; focused on the markets that expressed need in the SW.	Golf Course Manager	✓		
			b) Perform an assessment of users and utilize Advisory Committee to refine market niche and priority elements to retain and grow usage.	Golf Course Manager	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

8.3 CULTURE & HERITAGE

8.3.1 ARTS

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
ART1	Relatively high proportion of unmet need for “Fine arts, performing arts, or music instruction” despite number of similar providers.	Statistically-Valid Survey; Similar Provider Analysis	Perform additional survey work to discover what type of “fine art, performing arts, or music instruction” is desired; the array of arts offerings listed is very broad.	Metro Arts Manager	✓	✓	
ART2	The 50+ population has a high need for fine arts, performing arts, and/or music instruction except for the SE planning area.	Statistically-Valid Survey, Program Matrix	Further investigation through business planning with regard to discovering what types of art are needed. More investigation needed as to type of arts programming in the NW, NE and SW quadrants.	Metro Arts - Staff	✓	✓	
ART3	Relatively high proportion of unmet need for “Dance classes and drop in dance socials,” especially for both adults and youth in SW.	Statistically-Valid Survey	a) STAR Center (SW) has the highest number of drop in social dance class options in the MPT inventory. Look into what youth social dance class options people may want. Marketing needs to be a priority for the rest of the community with regard to current adult class options.	Metro Arts- Staff working alongside Marketing	✓		

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ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
			b) Evaluate expansion of school-based afterschool programming/promotion of these activities in the SW.	Metro Arts- Staff working alongside Marketing	✓		
ART4	Despite need stated above (ART3); current programming is trending downwards in many areas except for (NE 3-4 Beg. Ballet and SE Ballet).	Statistically-Valid Survey, Program Matrix	Investigate cross marketing with Data Analytics, possibility of other time offerings, types of classes and beef up marketing in general of all classes.	Metro Arts- Staff	✓	✓	
ART5	NW has the highest importance and need for fine arts, performing arts, or music instruction programs; there are also the most identified similar providers in this	Statistically-Valid Survey, Similar Provider Analysis	a) There are similar service providers in the NW that do offer some of these classes; however, most of the providers are within the downtown corridor. Consider creation of different planning areas.	Governance / Planning	✓	✓	✓

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
	area (19).		b) The NW quadrant is diverse with its socio-economics between the neighborhoods, as well as comprising a relatively large geographical area. Data suggests desire to have programming in close proximity to living; explore possibility of offering in areas located further away from the downtown corridor such as People's Center, Grant Elementary & SAMI/Pt. Defiance for both visual arts and music. Additionally, explore which type of fine art will be the best provided.	Metro Arts Manager	✓	✓	✓
ART6	Balance need for arts classes (dance, performance, etc.) with an appropriate pricing structure.	Statistically-Valid Survey, Focus Groups, Interview, Similar Provider Analysis	Through the business planning process, evaluate pricing, format, and hours which may impact access. Do this to explore each planning area's desired art program mix.	Metro Arts Manager	✓		

Red cells: Priority strategies

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Blue cells: Master Plan implication

8.3.2 PARK HERITAGE & LIVING HISTORY

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
PH1	Almost all Metro Parks' Park Heritage & Living History programming takes place in NW planning area due to focus on facility-based experiences. Also, almost all similar providers exist in this area.	Program Matrix, Maps	a) Integrate heritage components into other program offerings (i.e., Heritage garden/heirloom seed presentations at community gardens.).	Fort Nisqually Site Manager	✓		
			b) Additional staff working with Culture and Heritage could deliver programming – walk, talks, etc. on park heritage throughout the community.	Historic and Cultural Resource Manager	✓		
			c) Continue to expand and promote alternative sources of park heritage programs such as interpretive signage and on-line access to historical information.	Historic and Cultural Resource Manager	✓		
			d) Research expansion of in-school outreach programs	Fort Nisqually Site Manager	✓		
			e) Through partnerships and employee outreach, MPT can help support organizations working to provide heritage programming in SW and SE area.	Fort Nisqually Site Manager and Historic and Cultural Resource Manager; Marketing should be involved as a District initiative.	✓	✓	

Red cells: Priority strategies

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Blue cells: Master Plan implication

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
PH2	While limited in comparison to other programs, a moderately high proportion of the population has an unmet need for “Historic re-enactment activities.”	Statistically-Valid Survey	a) Learn what re-enactment interests exist in the community; support nearby venues that offer historical reenactments such as Historic Fort Steilacoom near the SW quadrant.	Fort Nisqually Site Manager Chief Marketing & Business Officer	✓		
			b) Better marketing and promotion of Fort Nisqually events for those with historic interests	Fort Nisqually Site Manager / Historic and Cultural Resource Manager Chief Marketing & Business Officer	✓		
PH3	NE has highest unmet need and importance for historic re-enactment events for both youth and adults; however, SE and SW (especially for older adults) rank these programs as more important.	Statistically-Valid Survey, Web Survey, Focus Groups	a) Additional heritage outreach staff	Fort Nisqually Site Manager / Historic and Cultural Resource Manager	✓		
			b) Support partnership with the Points Northeast Historical Society to augment their existing programming.	Fort Nisqually Site Manager / Historic and Cultural Resource Manager	✓		

Red cells: Priority strategies

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8.3.3 PUBLIC ASSEMBLY

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
PA1	Leveraging the popularity of special events with the planning area demographics (i.e., cultural celebrations, etc.); use events to meet specific planning area interests.	Staff Meetings, Public Forums	Investigate the opportunity to work with cultural groups housed within each quadrant to host cultural celebrations; create a stronger link with business districts to diversify the types of programming offered at events.	Community Centers Manager/ Centers Supervisors Marketing & Business Development Officer	✓	✓	✓
PA2	High need for picnic areas and shelters in the SE and SW planning areas.	Statistically-Valid Survey	a) Potential marketing issue, or issues with reservation policies and/or inability to reserve facilities.	Rentals & Permits	✓		

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ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
			b) Consult master plans and see if additional shelters are planned within SE, SW planning areas; consult with CIP in regard to building more shelters; pull up documents that outlined where shelters were slated to be built and see if that aligns and how it overlays with findings from MLCP survey data.	Rentals & Permits	✓		
PA3	Respond to the increasing need and interest to use park spaces for social clubs and trip departure locations.	Program Matrix, Scientific Survey	Build community social club programming in to the facility productivity model for each site as warranted based on interest.	Community Center Manager / Community Center Supervisors	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

8.4 NATURE & ENVIRONMENT

8.4.1 ENVIRONMENTAL EDUCATION

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
EE1	Relatively high proportion of unmet need for “Science/environmental education programs” for youth in NE.	Statistically-valid Survey	<p>a) Hold family hikes and nature-based environmental education in NE parks</p> <p>b) Construct the wetlands &boardwalk projects at the Norpoint Community Center, as identified in its master plan.</p> <p>c) Anticipate opportunities for programming when improvements to the Center at Norpoint Wetlands comes on-line</p> <p>d) Explore programming at Alderwood Park in conjunction with the adjacent library and neighboring churches</p> <p>e) Anticipate opportunities for programming when the Foss Waterway access site becomes available at the head of the Thea Foss. Assess both boating as well as marine education</p>	ZEED Planning ZEED ZEED / Parks ZEED	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
EE2	SW planning area has the highest need for “Green Living” educational programs and there is currently no environmental education programs offered in the planning area.	Statistically-valid Survey, Program Matrix	Advertise and hold sustainability workshops such as composting, beekeeping, and green energy in SW. Partner with others (WSU Extension, Pierce Conservation District, TPC Health Dept. Natural Yard Care, COT) in delivering these programs.	Governance / Parks / ZEED	✓	✓	✓
EE3	NE planning area has a high need for “Green Living” educational programs for 50+ population but there is currently no environmental education programs offered in the planning area.	Statistically-valid Survey, Program Matrix	Advertise and hold sustainability workshops such as composting, beekeeping, and green energy in NE. Identify and work through partners as identified above.	Governance / Parks / ZEED	✓	✓	✓

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
EE4	Science/environmental education programs show high need among youth.	Statistically-valid Survey, Public Forums, Focus Groups, Interviews	<p>a) Add programming for youth at the Tacoma Nature Center (mini-camps throughout year, after school or Saturday science clubs). Consider making the above need a priority for fund development</p> <p>b) Advance a “Nature in Your Neighborhood” program where naturalists bring nature based programs to local parks</p> <p>c) Monitor advances in the Zoo’s Empathy project as it is introduced to Tacoma Schools.</p> <p>d) Capitalize on the programming opportunities that exist with the SAMI Partnership, particularly when the Environmental Learning Center opens at the Zoo in 2018</p>	ZEED ZEED/Parks ZEED ZEED / Parks	✓ 	✓ 	✓

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
EE5	Lack of “extension” or “outreach” programs that bring nature, environment, wildlife, and arts programs to areas that do not have readily available program access.	Statistically-valid Survey, Web Survey, Focus Groups, Interviews, Program Matrix	<p>a) As part of social equity and marketing, include an outreach section to each Regional Attraction/Enterprise Business Plan that identifies strategies to make their program accessible to local residents who indicate barriers to on-site participation. Include budgetary requests for outreach each biennium.</p> <p>b) Look at collaboration between ZEED and other programs (youth services, specialized rec) and see if outreach programming can be provided through other District sponsored mechanisms.</p> <p>c) Advance opportunities in the “Wild City Wild Shores” program proposal.</p>	ZEED / Parks	✓	✓	✓
				ZEED / Parks	✓	✓	✓
				ZEED / Parks	✓	✓	✓

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
			d) Expand marketing opportunities, such as Tacoma Free Days & Pierce County Free Day to areas/residents reporting access issues.	ZEED	✓	✓	✓
EE6	Citizen science programs have no program participation data.	Program Matrix	a) Establish wildlife survey protocols for consistent counting of species (similar to Audubon Christmas bird count).	ZEED	✓	✓	✓
			b) Retrieve program participation data through the Zoo and Nature Center	ZEED	✓	✓	✓

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



Mission-Led Comprehensive Program Plan
Final Report

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
EE7	Most desired program delivery methods (hands-on learning experience, guided tour with interpretation, program in which you make something to take home) are the most staff intensive.	Statistically-valid Survey, Web Survey, Interviews	Increase special events around holidays throughout Metro Parks where participants can use a passport to visit different MPT locations – participants can get stamps by doing activities at each location that match desired program delivery methods.	ZEED / Parks / REC	✓	✓	✓
EE8	Only one identified environmental education program in SE planning area (family nature walks; has positive participation trend).	Program Matrix	Add naturalist led programs to SE parks. (EE programming in the SE area is a relatively recent phenomenon. Consider allowing more time to see how this program area gains traction, particularly as open space areas become more accessible and welcoming.)	ZEED/Parks	✓	✓	✓

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

8.4.2 NATURE & WILDLIFE

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
NW1	All nature & wildlife programming occurs only at Northwest Trek, PDZA, or the Nature Center. Managing program access across planning areas is important, particularly because there are virtually no similar providers.	Statistically-valid Survey, Dems and Trends, Web Survey, Program Matrix, Similar Provider Analysis, Focus Groups, Interviews	a) Have education coordinators from Parks, Recreation, Trek, TNC, and PDZA form an education committee to better coordinate service delivery.	ZEED / Parks / REC	✓	✓	✓
			b) Capitalize on programming opportunities that exist when the new Pacific Rim Aquarium opens in 2018	ZEED		✓	✓
NW2	Natural areas and wildlife habitats are high needs for all planning areas with the SW being the highest.	Statistically-valid Survey	a) Acquire, or partner with other agencies that own undeveloped land to create more parks for wildlife habitat in SW.	Planning	✓		
			b) Consider increasing investment in Wapato Hills Park and SERA to compensate for the deficiency outlined above.	Planning / Parks		✓	✓

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
NW3	All Nature & Wildlife programming carries a pricing classification of “Highly Individual” (except PDZA programs, which are “Community /Individual”).	Program Matrix	Change cost recovery expectation for the Nature Center.	Governance / ZEED	✓	✓	✓
NW4	Programming expectations in this area are increasing for the District, especially in the areas of: natural resource interpretation; horticulture; Green Living; natural area stewardship; and volunteer management.	Scientific Survey, Program Matrix, Observation	a) Align the Tacoma Nature Center with the Natural Resources Division to acquire a synergy of similar skills. The purpose of this unit would be to consolidate natural resource management, stewardship and education into one function within the Parks Department.	Governance / ZEED / Parks	✓		
			b) Seek use of outdoor classrooms to meet program needs.	Governance / ZEED / Parks	✓		

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

8.4.3 OUTDOOR RECREATION & ECOTOURISM

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
ORE1	Relatively high unmet need for water-based activities, especially for adults in NE and SW for both youth and adults.	Statistically-valid Survey, Focus Groups	Offer kayaking trips leaving From Brown's Point. Provide transportation from STAR Center to a paddle location for SW.	ZEED	✓	✓	✓
ORE2	Relatively high unmet need for outdoor adventure trips and classes, especially for adults in NE, and for youth in both NE and SW; however, SE and NW both rank outdoor adventure trips and classes highly.	Statistically-valid Survey, Focus Groups	a) Expand family and youth trips including transportation from Center at Norpoint and STAR Center. b) Create clubs for youth in those quadrants; build off of youth leadership model to engage youth to lead ecological projects.	ZEED / REC	✓	✓	✓
ORE3	Relatively high unmet need for natural lake swimming areas, especially in NE and SW; however, NW and SE rank natural lake	Statistically-valid Survey	a) Continue to implement the water quality projects identified in the Wapato Lake Management Plan to maintain clean, safe and touchable water at Wapato Lake	Parks	✓	✓	✓

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
	swimming areas as more important.		b) Offer human powered boat/watercraft rentals at Wapato Lake.	REC		✓	✓
ORE4	Moderately high unmet/partially met need for both hard and soft surface trails.	Statistically-valid Survey, Focus Groups, Public Forums	a) Advocate for a regional funding source that addresses this shortfall in all of Pierce County, including incorporated areas.	Governance	✓	✓	✓
			b) Work with the City of Tacoma, Tacoma School District and other such agencies to implement trail connections throughout the city.	Governance	✓	✓	✓
ORE5	The only NE outdoor recreation programming is in the format of a day camp.	Program Matrix	a) Test the possibility of running a kayaking program at Brown's Point.	ZEED, REC	✓	✓	✓
			b) Expand offerings at Norpoint (i.e., kayak classes, rock wall, etc.) and also incorporate an outdoor climb or different indoor gym climb class.	ZEED, REC	✓	✓	✓

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication

ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
ORE6	The Tacoma Nature Center is the only location that offers a family-oriented outdoor recreation program (family campouts).	Program Matrix	Explore expansion of family campouts to Swan Creek, Northwest Trek and other potential sites where it is safe and logically practical to do so.	ZEED	✓	✓	✓
ORE7	Relatively high unmet need for fishing piers and facilities, especially in NE and SW.	Statistically-valid Survey, Dems and Trends	a) Better market the Dash Point fishing pier in the NE.	REC / Parks	✓	✓	✓
			b) The SW planning area is landlocked of fishable water. Work with the community on destination experiences that meet their interests.	REC / Parks	✓	✓	✓
ORE8	Relatively high unmet need for zip lines and challenge courses in SE and SW.	Statistically-valid Survey	Continue to evaluate the addition of such amenities in these quadrants—particularly at the SERA Campus and Wapato Hills.	Parks / Planning		✓	
ORE9	Need for balancing the inequity of outdoor adventure programming throughout the division (i.e., SE, SW, and NE)	Statistically-valid Survey, Dems and Trends, Public Forums, Focus Groups, Interviews, Program Matrix	Offer more drop off and pick up sites at multiple community centers for snow and kayak programs (i.e., leave from STAR Center for a family snowshoe trip instead of TNC).	ZEED	✓	✓	✓

Red cells: Priority strategies

Green cells: Capital implications

Blue cells: Master Plan implication



ID	Strategic Need	Data Source(s)	Solution	Owner	17-18	19-20	21-22
ORE10	Relatively high unmet need for community gardens in NE.	Statistically-valid Survey	Work with partners at the Pierce Conservation District to identify community garden locations and constituents.	Parks	✓	✓	

CHAPTER NINE – APPENDICES

9.1 APPENDIX A: DEMOGRAPHIC & RECREATION TRENDS DETAIL

9.1.1 DEMOGRAPHIC DETAIL

RACE AND ETHNICITY DEFINITIONS

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

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black – This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

CITIZENSHIP DEFINITIONS

There are different citizenship statuses reviewed in this report. Statistics are reported for foreign born, native born, and naturalized citizen. The following definitions and nomenclature are used within this analysis.

- Foreign Born - The U.S. Census Bureau uses the term foreign born to refer to anyone who is not a U.S. citizen at birth. This includes naturalized U.S. citizens, lawful permanent residents (immigrants), temporary migrants (such as foreign students), humanitarian migrants (such as refugees and asylees), and persons illegally present in the United States.
- Native Born - The U.S. Census Bureau uses the terms native and native born to refer to anyone born in the United States, Puerto Rico, a U.S. Island Area (American Samoa, Guam, the Commonwealth of the Northern Mariana Islands, or the U.S. Virgin Islands), or abroad of a U.S. citizen parent or parents.
- Naturalized Citizen – A foreign born individual who becomes a US citizen under the constitution and laws.

9.1.2 TACOMA POPULACE

POPULATION

The target area has witnessed minimal change in recent years. From 2010 to 2015, the service area's total population underwent a slight increase of 2.6%, from 198,397 to 203,557. Projecting ahead, the total population of Tacoma is expected to steadily increase over the next 15 years. Based on predictions through 2030, the local population is anticipated to have approximately 223,221 residents living within 90,463 households. **See Figure 51.**

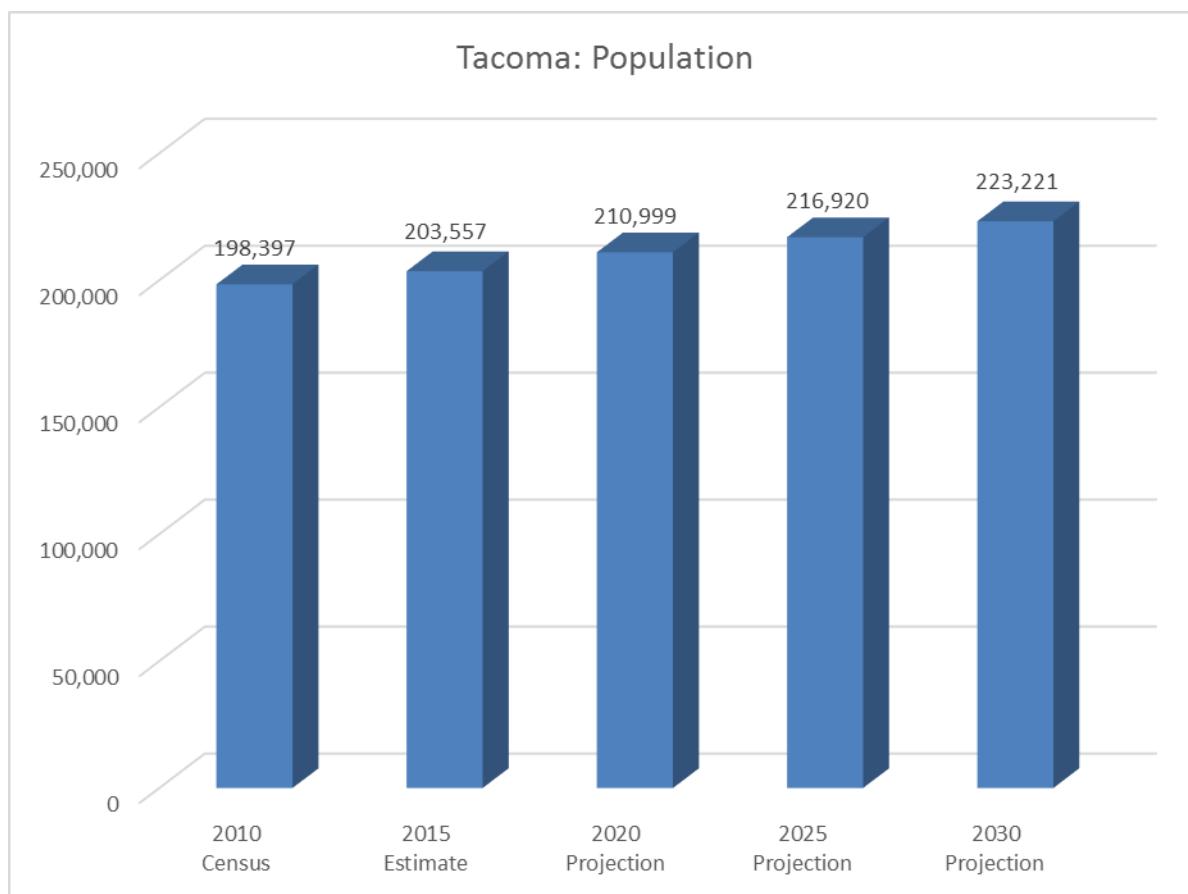


Figure 51-Total Population

AGE SEGMENTATION

Evaluating the distribution by age segments, the service area is fairly evenly balanced between youth, young adult, family, and senior populations. In 2010, the largest segment by population was the 18-34 group representing 27.7%, and the smallest was the 55+ segment which constituted 22.4% of the population.

Over time, the overall composition of the population is projected to undergo an aging trend. Based on the 2015 estimate, the 55+ segment already experienced nearly a 3% growth and no longer represents the smallest age segment. Future projections through 2030 show that the three youngest age segments

will gradually decrease, while the 55+ group will grow to be the largest age segment, representing 31.2% of the population. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group. The largest age segment of the over 55 population is the 55-59 age range. The fastest growing over 55 age segment is the 65-69 year old group which is projected to experience a 3% growth by 2030. The 60-64 age group is projected to be the most populous over 55 age segment by 2030 at 6.8%. **See Figures 52 and 53.**

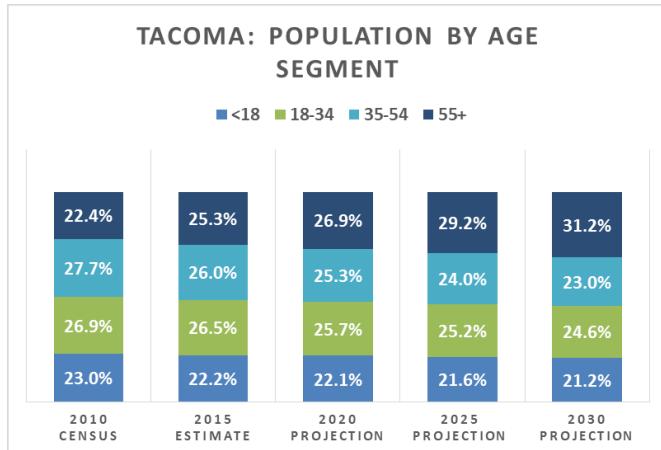


Figure 52-Population Age by Segments

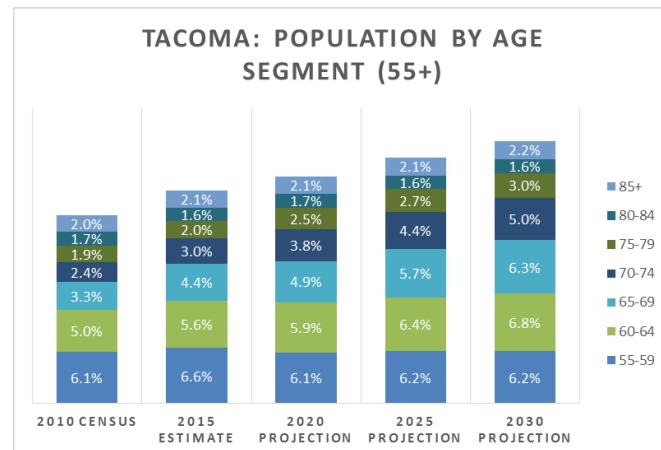


Figure 53-Population Age by Segments (55+)

RACE AND ETHNICITY

In analyzing race and ethnicity, the service area is diversifying. The 2015 estimate shows that 62.49% of the population falls into the White Alone category. Predictions for 2030 expect the White Alone population to decrease to nearly half of the total population (55.99%). The Hispanic / Latino population represented 11.29% of the 2010 population, and is expected to reach 16.99% by 2030. **See Figures 54 and 55.**

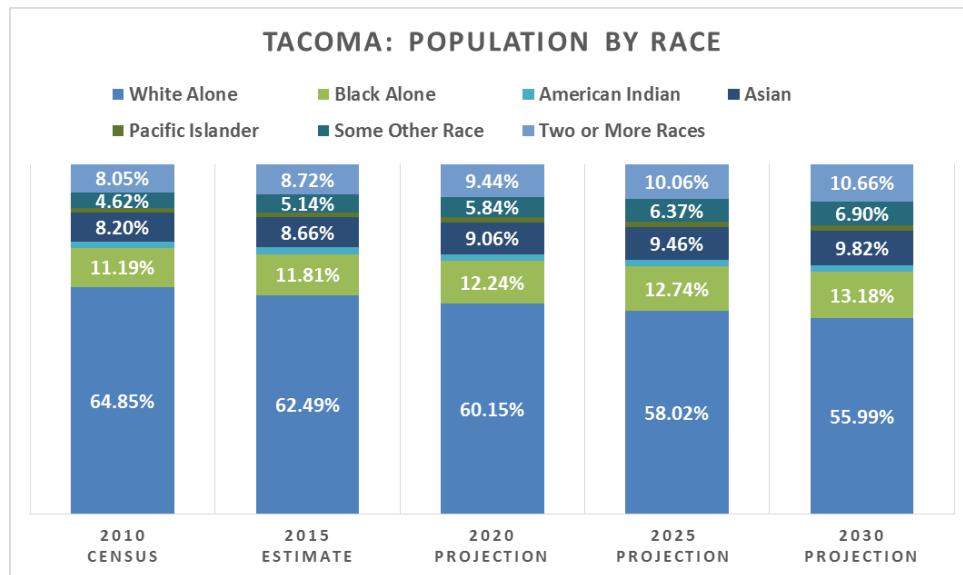


Figure 54- Hispanic / Latino Population

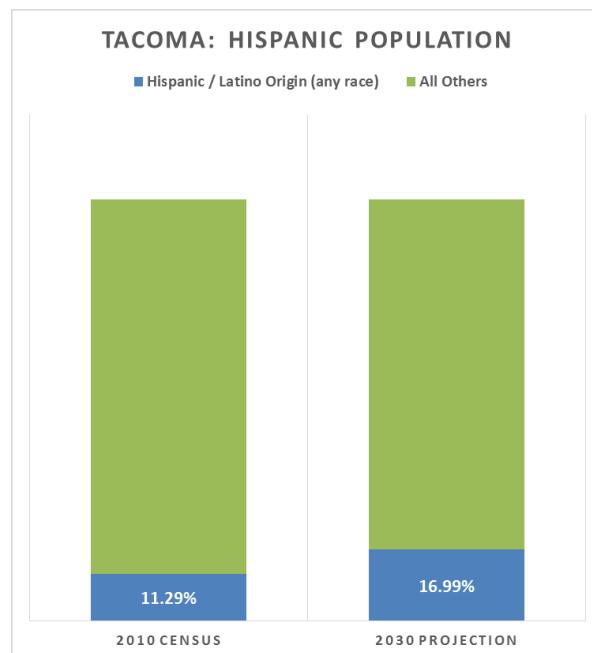


Figure 55- Hispanic / Latino Population

HOUSEHOLDS AND INCOME

Tacoma's projected income characteristics demonstrate an upward trend. The median household income is estimated to be \$47,666 in 2015 and per capita income is an estimated \$25,538. Household income is projected to grow to \$86,884 by 2030, while per capita income will reach \$35,492. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The Consumer Price Index (CPI) is projected to increase 2.01% annually from 2015 to 2030; whereas Tacoma's average household income is projected to have a 2.19% increase annually. (**Figure 56**).

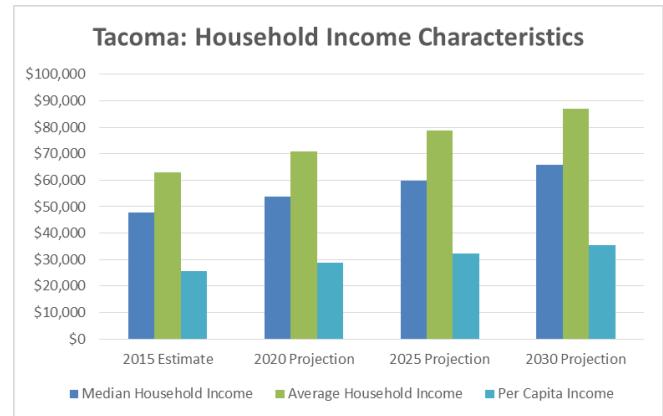


Figure 56- Household Income Characteristics

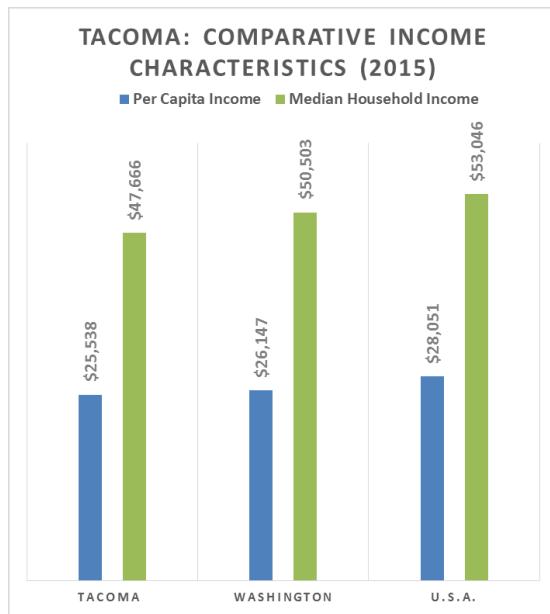


Figure 57- Comparative Income Characteristics (2015)

As seen in **Figure 58**, Tacoma's largest household segments are 1- and 2-person households. Together, they both represent 63.5% of Tacoma's household size. There is an inverse relationship between the household size and market percentage. Family occupants (3-person and greater) represent 36.6% of Tacoma's household size. Tacoma's average household size was 2.43 people in 2010 which is lower than Washington (2.53) and the US (2.63).

As seen in **Figure 57**, the target area's per capita income is below the state (\$26,147) and national (\$28,051) averages. Median household income is also below the state (\$50,503) and national (\$53,046) averages. Future predictions expect that both per capita income and median household income for Tacoma will increase to \$35,492 and \$65,837, respectively, by 2030.

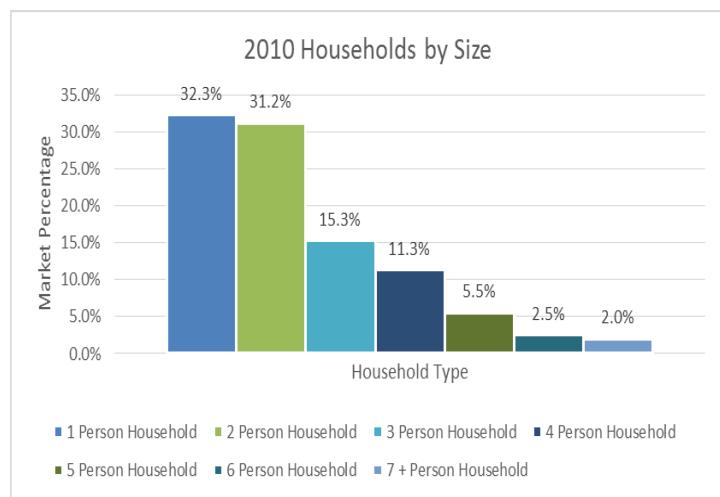


Figure 58- 2010 Households by Size

PEOPLE WITH DISABILITIES

The American Community Survey reports people with disabilities statistics each year. From 2010 to 2014, Tacoma's population with disabilities increased. The largest age segment reporting a disability is the 65+ group with 44.12%. Individuals between the age of 18 and 64 reported 13.09% and younger than 18 reported 5.24%. Compared with Washington and the US, Tacoma's 65+ population with a disability is increasing whereas Washington and the US report a decrease in the age segment over the last five years. **See Figure 59 and Table 11.**

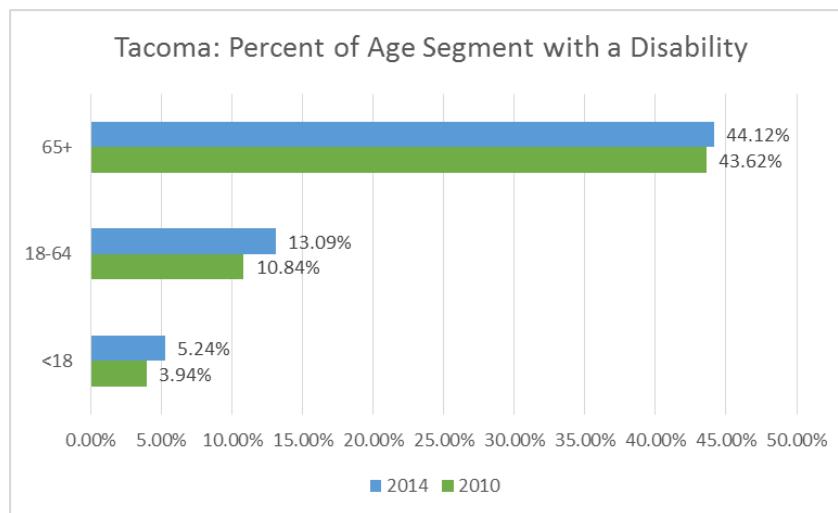


Figure 59- Percent of Age Segment with a Disability

Table 11. Percent of Age Segment with a Disability Comparative Analysis

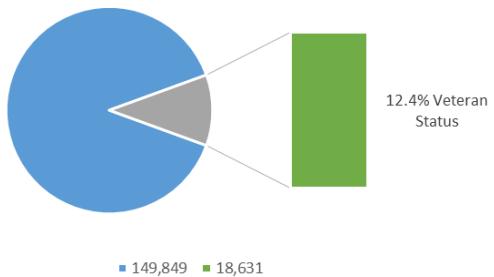
Location	Age Segment	2010	2014	Trend
Tacoma	<18	3.94%	5.24%	+1.30%
	18-64	10.84%	13.09%	+2.25%
	65+	43.62%	44.12%	+.50%
Washington	<18	3.79%	3.98%	.19%
	18-64	10.00%	11.15%	+1.15%
	65+	37.92%	36.56%	-1.36%
US	<18	3.99%	4.16%	.17%
	18-64	9.97%	10.46%	.49%
	65+	36.67%	35.98%	-.69%

VETERAN STATUS

The target area experienced a decline in total percentage of the 18+ population with veteran status between 2010 and 2014. It should be noted, however, that the total number of veterans increased by approximately 179 people during that time. In other words, Tacoma's population growth (with non-veteran status) exceeded the growth rate of those with veteran status meaning the overall population percentage experienced a decrease even though the total veteran population increased slightly. When compared to Washington and the US, Tacoma's five-year veteran population trend is the smallest. The growth rate, or rather recess rate, is nearly twice as large for Washington and the US as it is for Tacoma. **See Figures 60 and 61 and Table 12.**

Tacoma: Civilian Population (18+) Veteran Status

2010



Tacoma: Civilian Population (18+) Veteran Status

2014

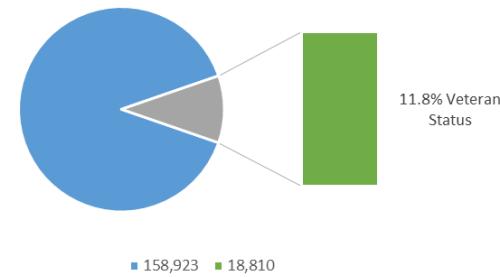


Figure 60- 2010 Civilian Population with Veteran Status

Figure 61- 2014 Civilian Population with Veteran Status

Table 12. Percent of 18+ Population with Veteran Status Comparative Analysis

Location	Year	Pop 18+	Veteran Status #	Percentage	Trend
Tacoma	2010	149,849	18,631	12.4%	-.6%
	2014	158,923	18,810	11.8%	
Washington	2010	5,112,364	592,322	11.6%	-1.3%
	2014	5,409,997	558,895	10.3%	
US	2010	234,137,287	36,354,712	9.3%	-1.4%
	2014	244,298,660	19,259,717	7.9%	

IMMIGRATION

As mentioned above, Tacoma will experience continued diversification through 2030. According to the American Community Survey, Tacoma's populace consists of approximately 50.3% residents who were born in the state. This figure is higher than Washington but lower than the US. In 2010, Tacoma's foreign-born population had more naturalized US citizens (55.9%) compared to non-US citizens (44.1%). However, the percentage of naturalized US citizens and non-US citizens switched places in 2014 and it was reported that more foreign-born individuals were non-US citizens than naturalized citizens in Tacoma, Washington, and the US. The predominant language spoken at home is English. However, Spanish, other Indo-European languages, and Asian and Pacific Islander languages are being spoken more at home in 2014 compared to 2010. Finally, Tacoma experienced a sharp decrease in American ancestry from 2010 to 2014 (7% to 3.3%). **See Figures 62-67 and Table 13.**

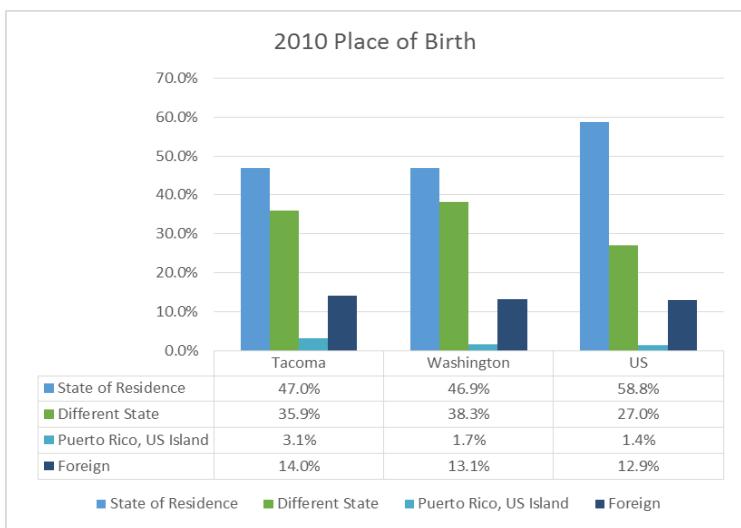


Figure 62- 2010 Place of Birth

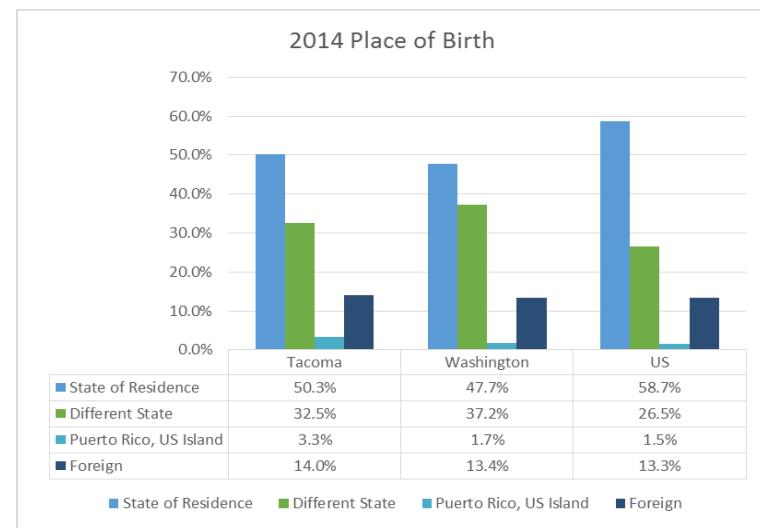


Figure 63- 2014 Place of Birth

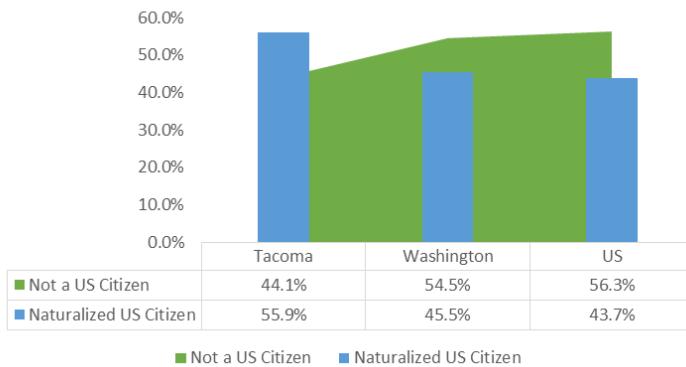
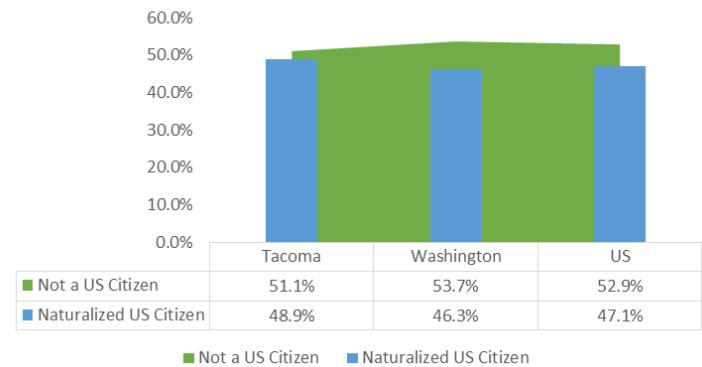
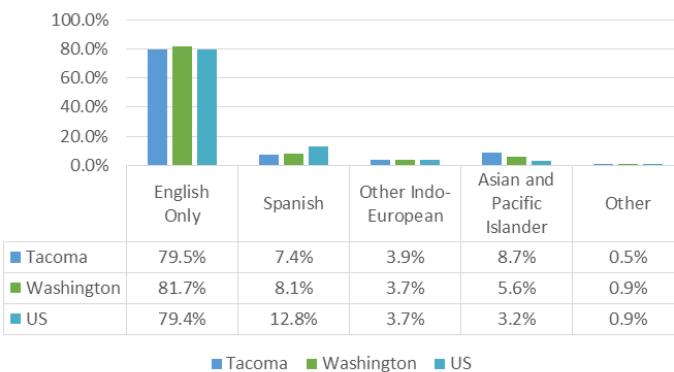
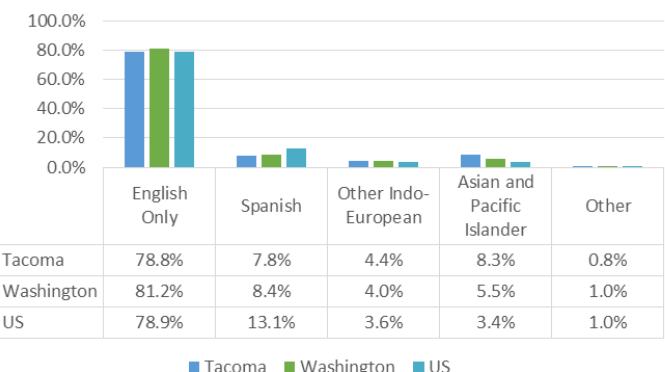
2010 Citizenship Status

2014 Citizenship Status

Figure 64- 2010 Citizenship Status
Figure 65- 2014 Citizenship Status
**Languages Spoken at Home (Pop. 5+ in Age)
2010**

**Languages Spoken at Home (Pop. 5+ in Age)
2014**

Figure 66- 2010 Languages Spoken at Home
Figure 67- 2014 Languages Spoken at Home

Table 13. 2010 and 2014 Ancestry Facts for Tacoma, Washington, and the US

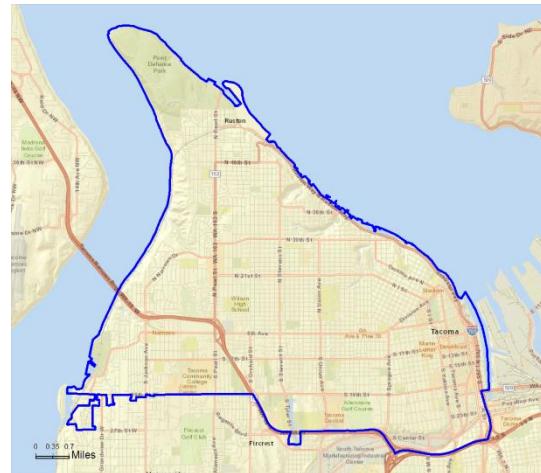
Ancestry	2010			2014		
	Tacoma	WA	US	Tacoma	WA	US
American	7.0%	4.6%	6.5%	3.3%	4.5%	6.9%
Arab	0.1%	0.4%	0.5%	0.2%	0.5%	0.6%
Czech	0.5%	0.4%	0.5%	0.6%	0.4%	0.4%
Danish	1.1%	1.0%	0.4%	1.0%	1.0%	0.4%
English	1.2%	2.3%	1.5%	1.3%	2.0%	1.3%
French (except Basque)	7.2%	11.1%	8.4%	6.7%	10.4%	7.6%
German	2.5%	3.5%	2.8%	2.6%	3.1%	2.6%
Greek	0.7%	0.8%	0.7%	0.9%	0.8%	0.7%
Hungarian	14.6%	19.4%	15.5%	15.1%	18.0%	14.4%
Irish	0.3%	0.3%	0.4%	0.5%	0.4%	0.4%
Italian	0.2%	0.3%	0.5%	0.2%	0.3%	0.4%
Lithuanian	10.7%	11.6%	11.2%	12.0%	10.8%	10.4%
Norwegian	3.9%	3.6%	5.6%	3.4%	3.3%	5.4%
Polish	0.0%	0.1%	0.2%	0.2%	0.1%	0.2%
Portuguese	5.3%	5.5%	1.4%	5.8%	5.4%	1.4%
Russian	1.8%	1.9%	3.1%	1.6%	1.9%	2.9%
Scotch-Irish	0.1%	0.3%	0.5%	0.3%	0.3%	0.4%
Scottish	1.5%	1.3%	1.0%	0.8%	1.2%	0.9%
Slovak	1.4%	1.4%	1.1%	0.8%	1.2%	0.9%
Subsaharan African	2.4%	3.0%	1.8%	2.1%	2.9%	1.7%
Swedish	0.2%	0.1%	0.2%	0.2%	0.1%	0.2%
Swiss	2.2%	0.8%	0.9%	1.8%	1.0%	1.0%
Ukrainian	3.0%	3.4%	1.3%	3.0%	3.3%	1.2%
Welsh	0.3%	0.5%	0.3%	0.5%	0.5%	0.3%
West Indian (excluding Hispanic origin groups)	1.4%	0.8%	0.3%	1.0%	0.8%	0.3%

9.1.3 PLANNING AREAS

Metro Parks Tacoma divides its service area into four distinct planning areas: Northwest, Northeast, Southwest, and Southeast. In order to gain a better understanding of Tacoma's service area, a demographic analysis of each planning area was conducted. Demographic highlights are presented while all supporting data is presented in Appendix A. Additionally, market potential index (MPI) information is presented later in this report.

NORTHWEST

The Northwest planning region represents 18.8 square miles and is the most populated service area. With an estimated 90,455 people, this planning region represents approximately 44.43% of Tacoma's 2015 population. Currently, this planning region has the highest percentage of the 55+ age segment.



AT A GLANCE

The following key takeaways were derived from the planning service analysis:

- Most populous planning area
- Second highest projected growth rate
- Smallest <18 age segment percentage by 2030
- Above average per capita income
- Highest percentage of 1- and 2- person households
- Second highest levels of educational attainment

Figure 68- Northwest Planning Region

NORTHEAST

The Northeast planning region represents six square miles and is the least populated service area with 20,487 in 2015. However, this planning region is projected to experience a 14.6% increase in the 55+ age segment in the next 15 years, the highest percentage increase among the planning areas. Browns Point and Dash Point also have a larger Asian population but are more "White Alone" than the Northeast planning region. Additionally, these two areas have a large 55+ age segment and will continue to age.



AT A GLANCE

The following key takeaways were derived from the planning service analysis:

- Smallest planning area by population
- Fastest growing "Asian" population

Figure 69- Northeast Planning Region

- Fastest growing 55+ planning area
- Higher per capita income than Washington and US averages
- Large number of 2-person and more than 4-person households
- Highest levels of educational attainment

SOUTHWEST

The Southwest planning region represents 7.4 square miles and is the third most populated service area; however, it has the highest projected growth rate (18.19%) from 2010 to 2030. There are an estimated 25,656 people living within the Southwest planning region in 2015.

AT A GLANCE

The following key takeaways were derived from the planning service analysis:

- Largest overall projected growth rate by 2030
- Fastest growing “Black Alone” population
- Lowest per capita income average
- Second highest 1-person household planning area
- Highest percentage of “Some College” educational attainment

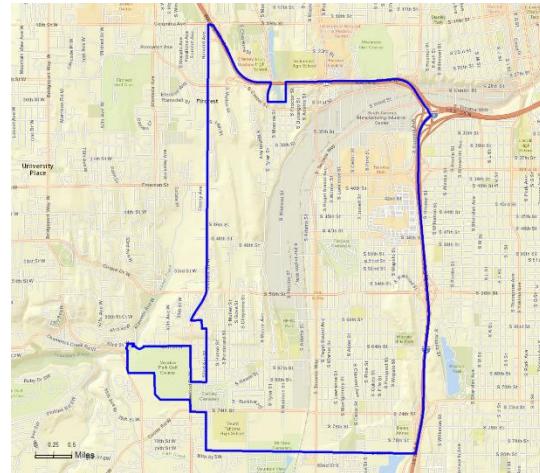


Figure 70- Southwest Planning Region

SOUTHEAST

The Southeast planning region represents 12.9 square miles and is the second most populated service area. With an estimated 70,049 people, this planning region represents approximately 34.41% of Tacoma’s 2015 population. This planning region is also the most diverse as the “White Alone” population is expected to represent only 42.5% of the total planning area population by 2030.

AT A GLANCE

The following key takeaways were derived from the planning service analysis:

- Second most populous planning area
- Most diverse area
- Below average per capita income
- Largest percentage of 4-person or larger households
- Largest percentage of high school graduate or GED equivalent

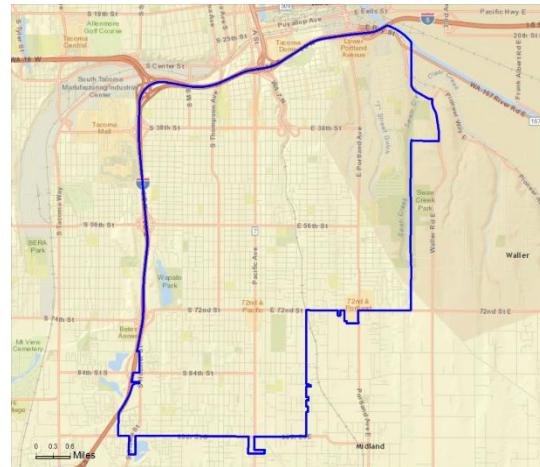
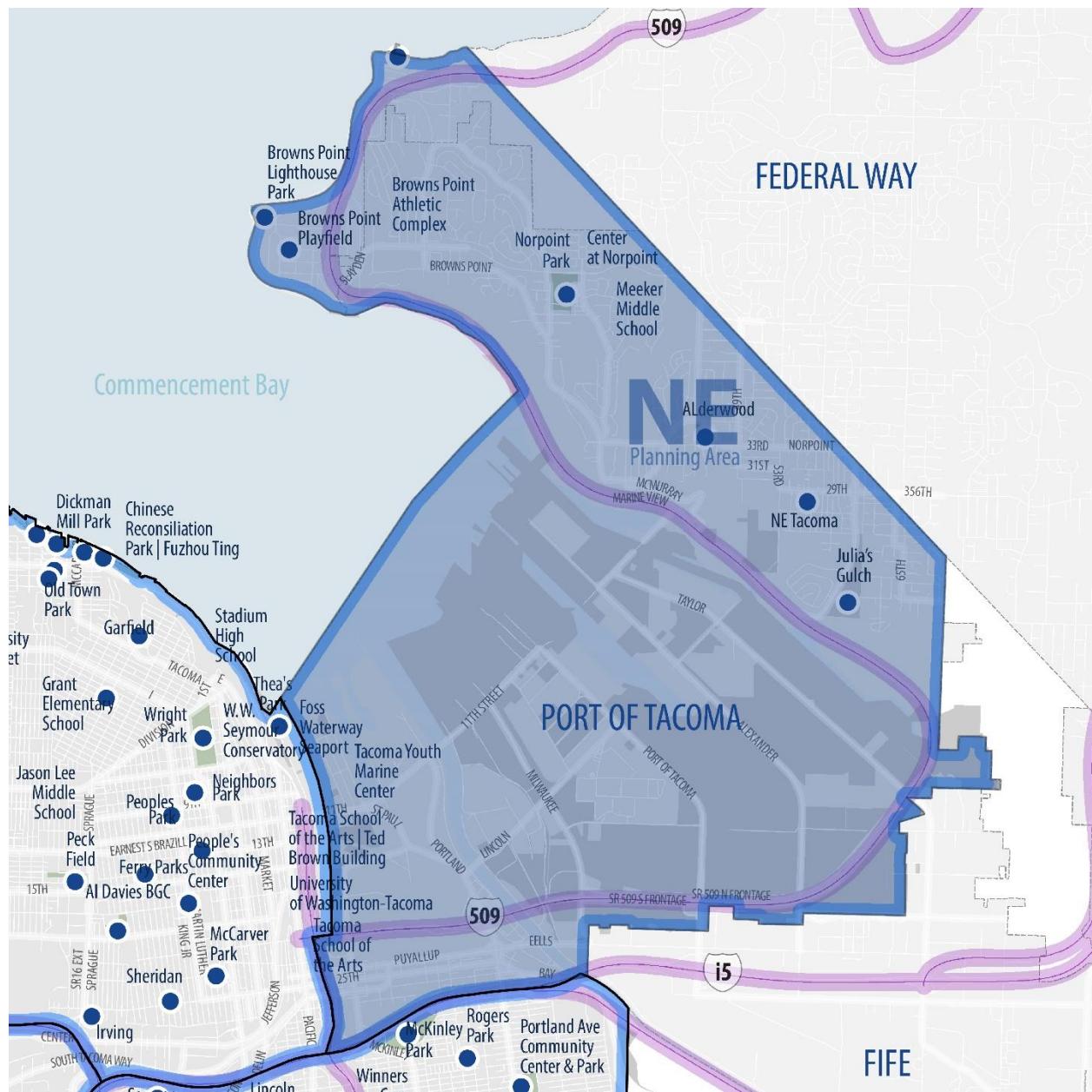
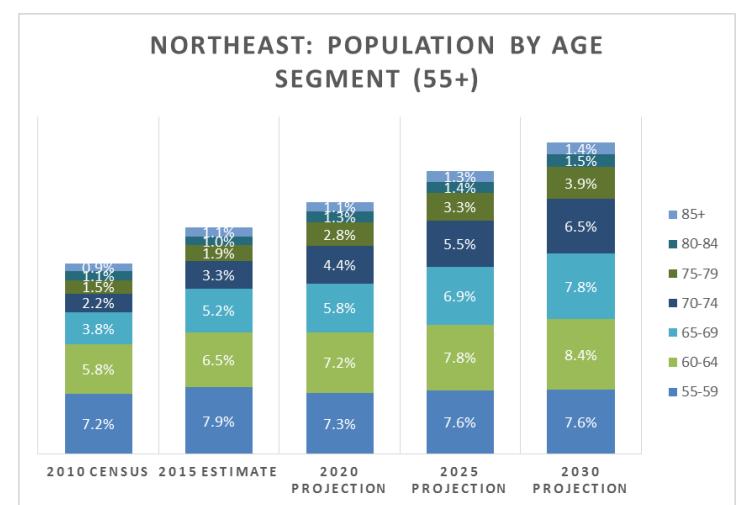
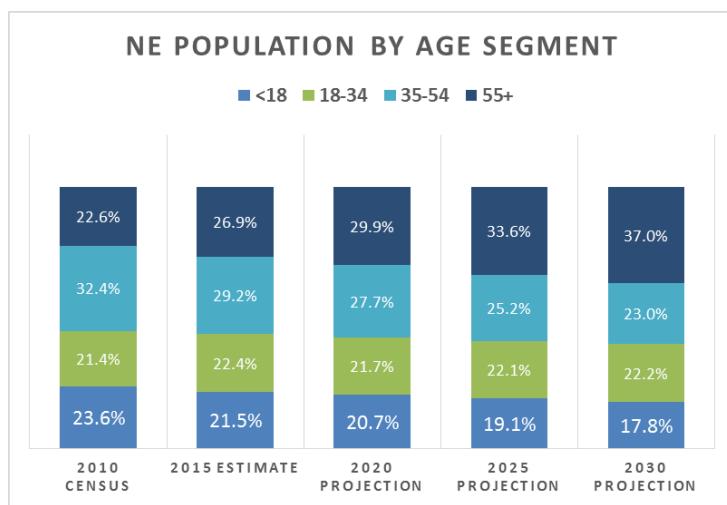
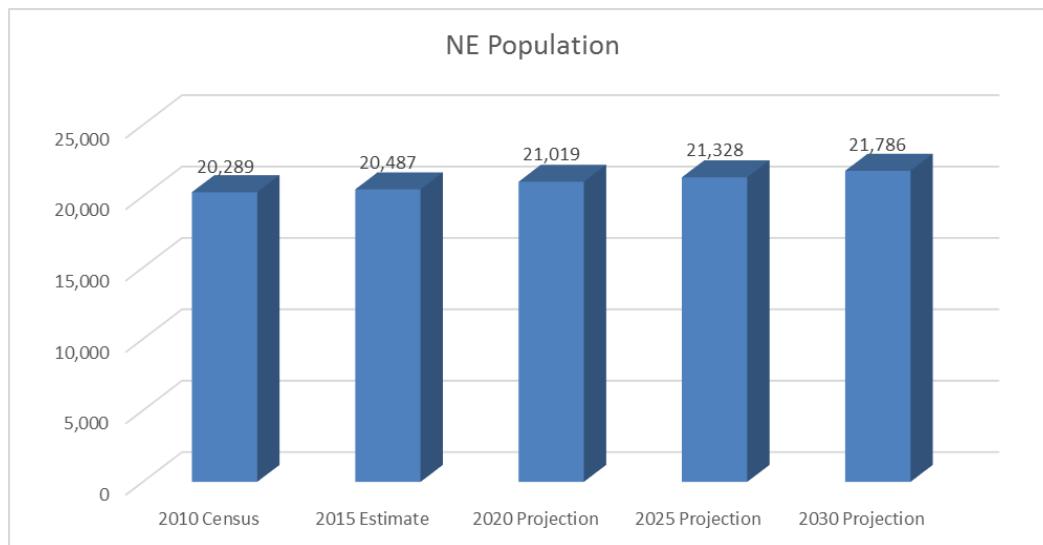


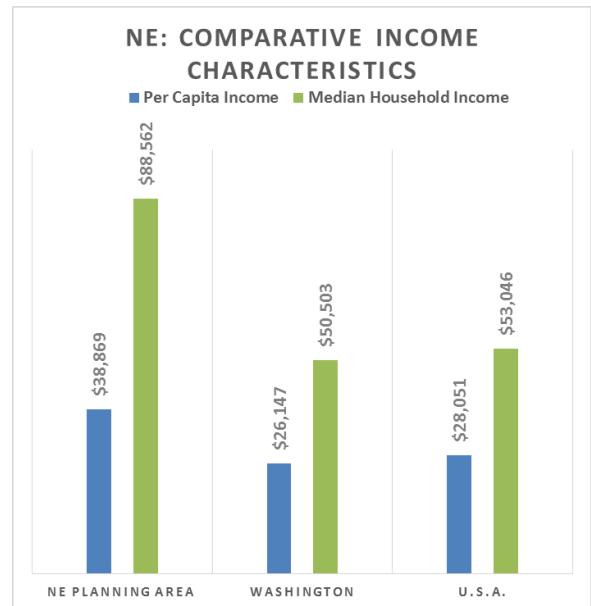
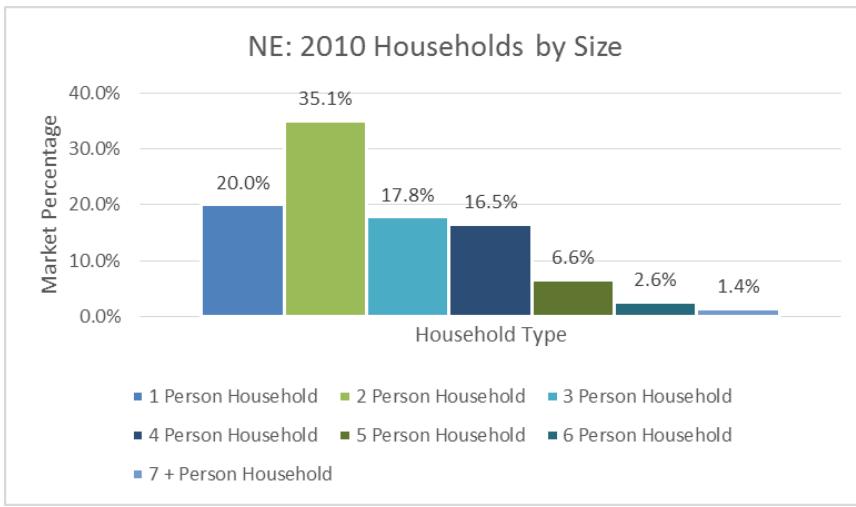
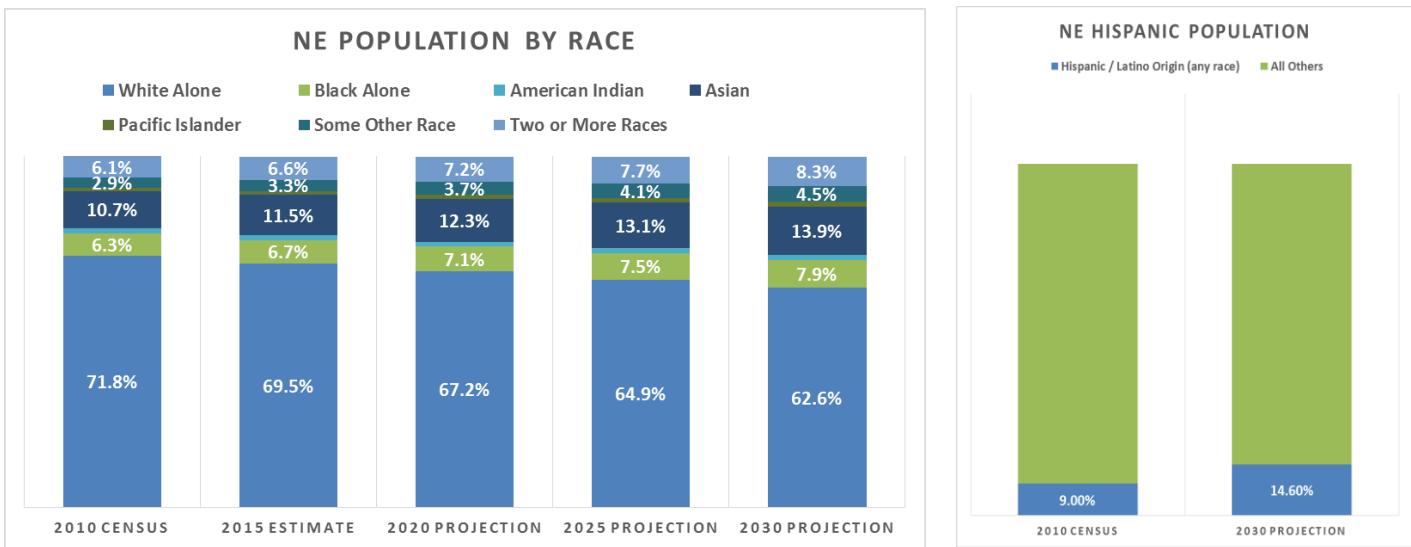
Figure 71- Southeast Planning Region

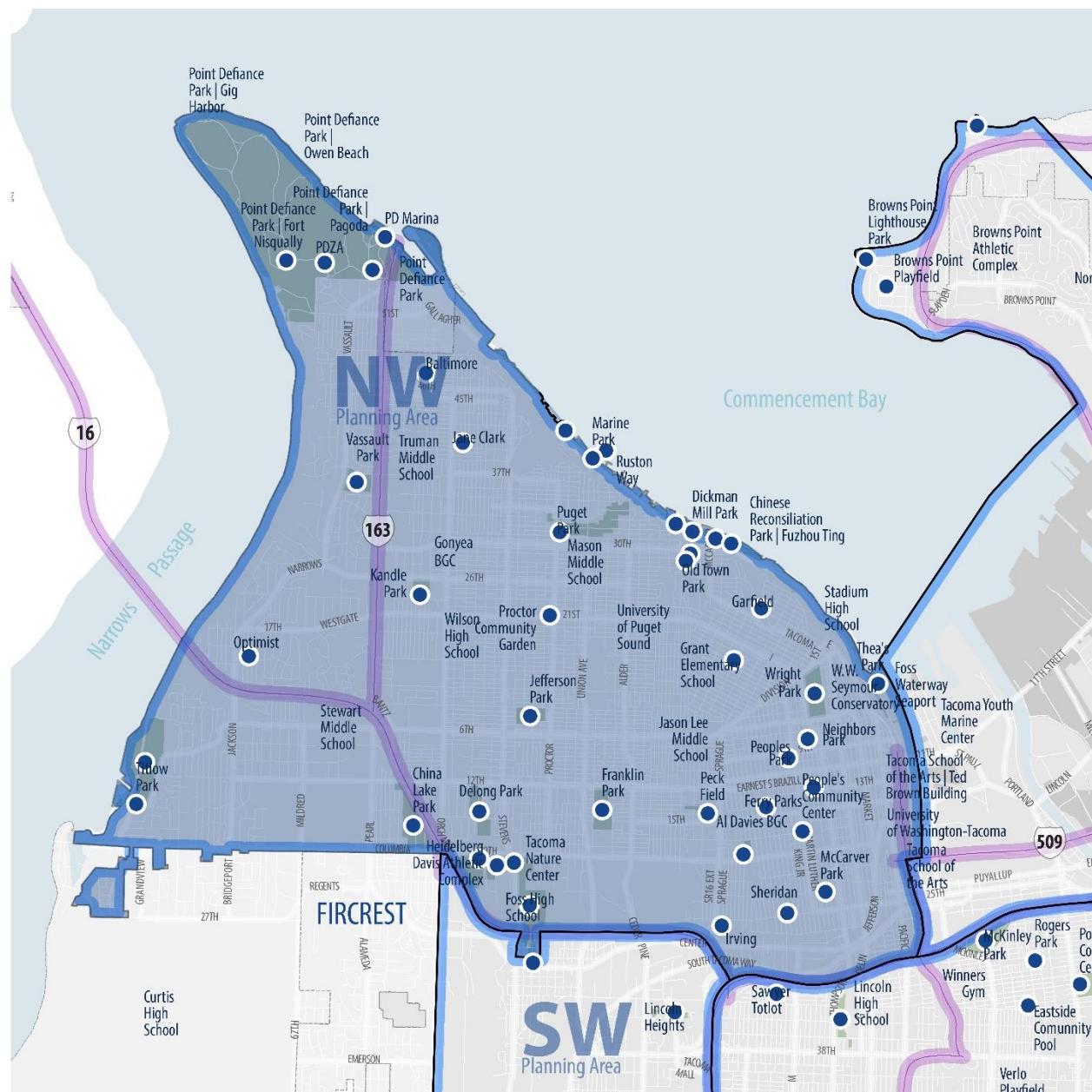
9.1.4 PLANNING AREA DETAIL

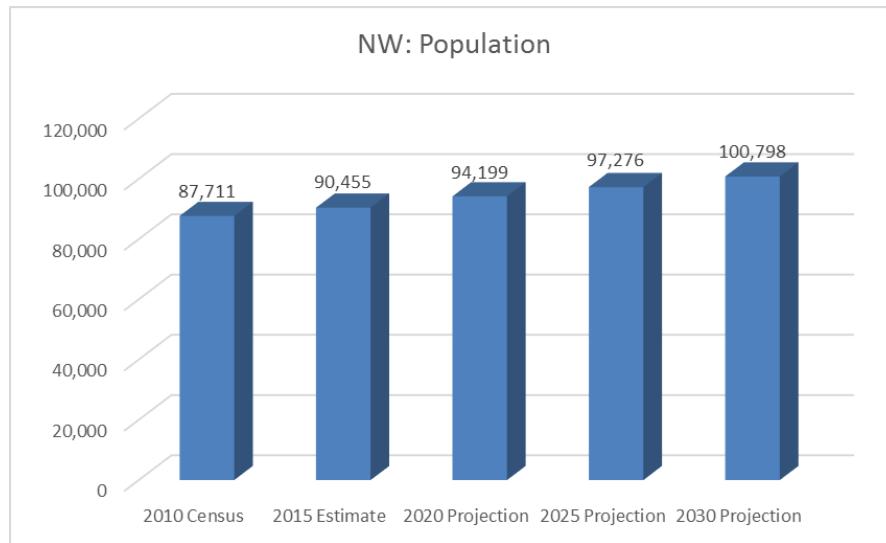
NORTHEAST





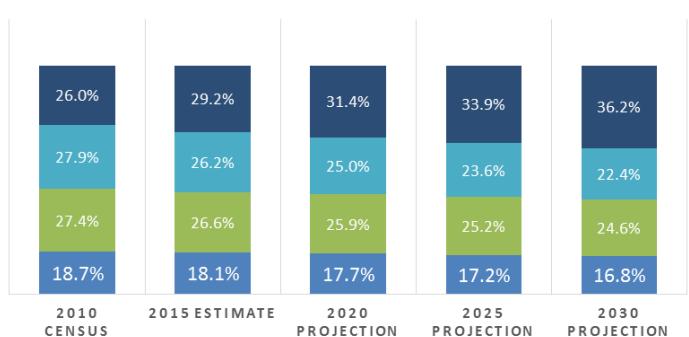


NORTHWEST




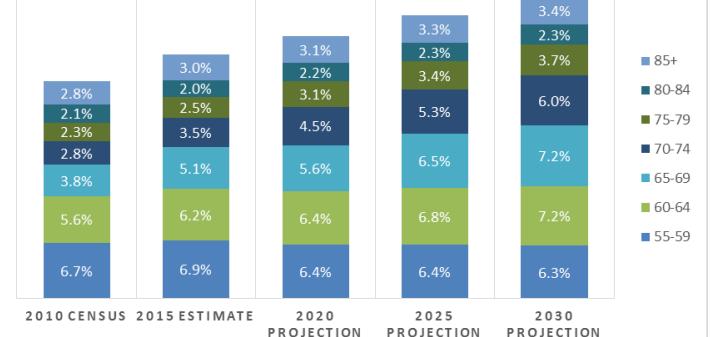
NORTHWEST: POPULATION BY AGE SEGMENT

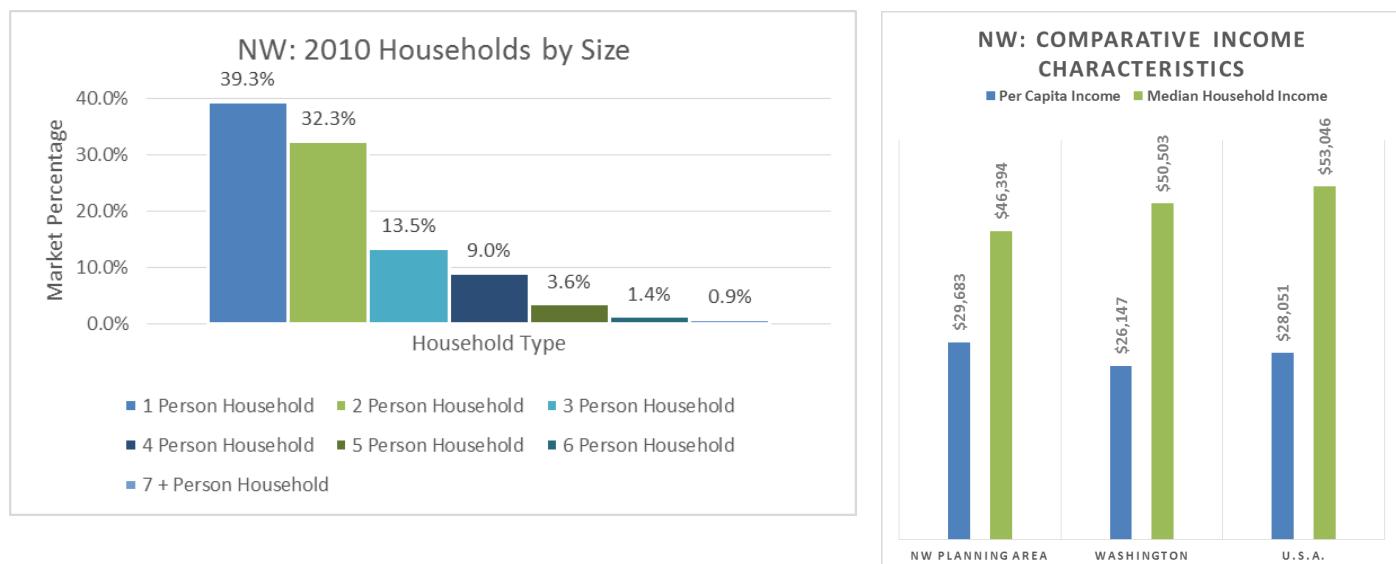
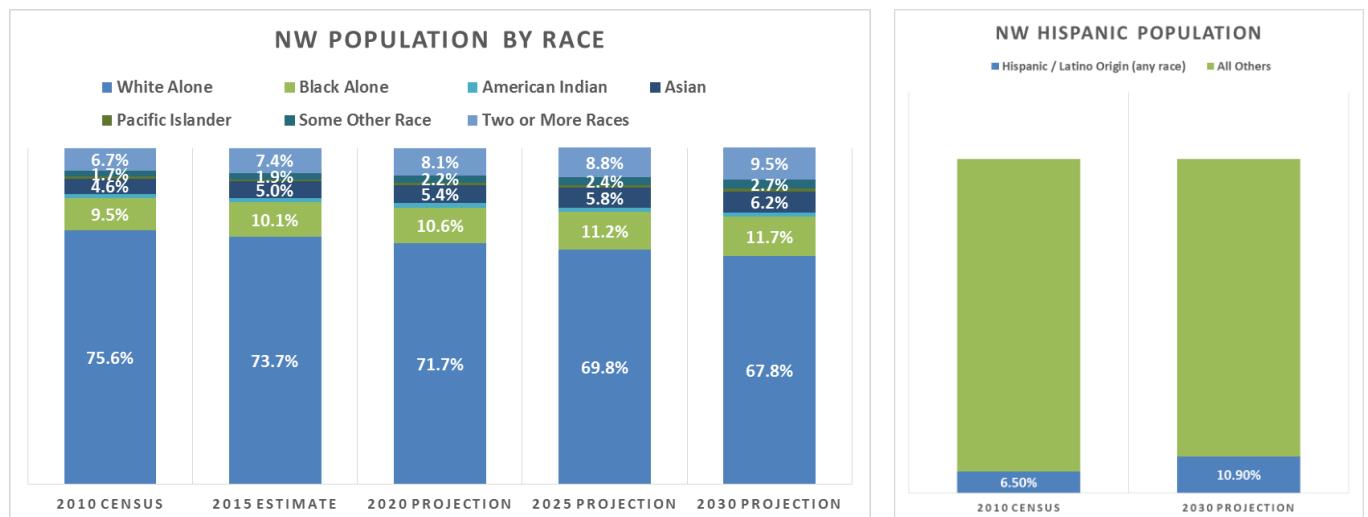
■ <18 ■ 18-34 ■ 35-54 ■ 55+



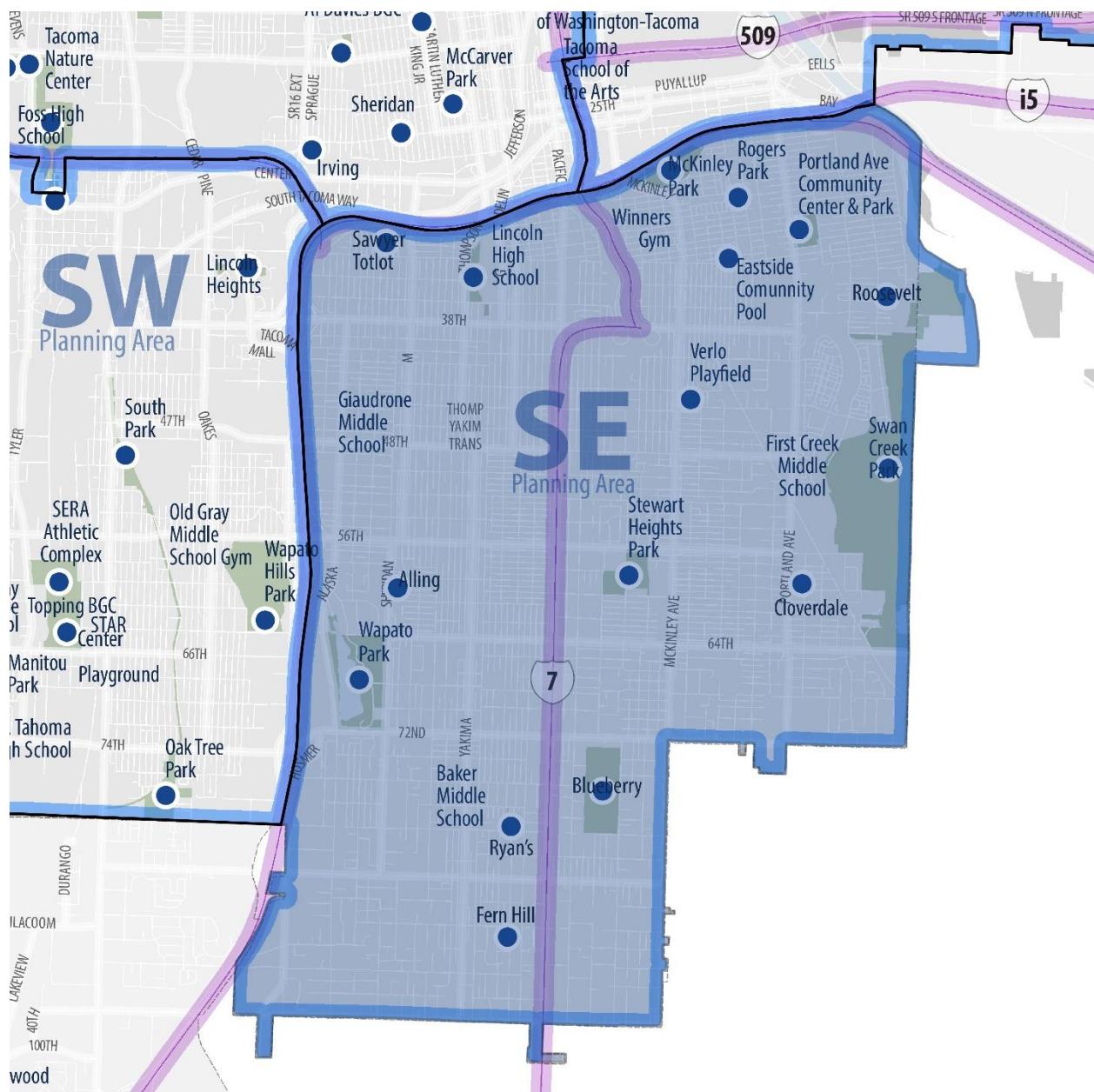
NORTHWEST: POPULATION BY AGE SEGMENT (55+)

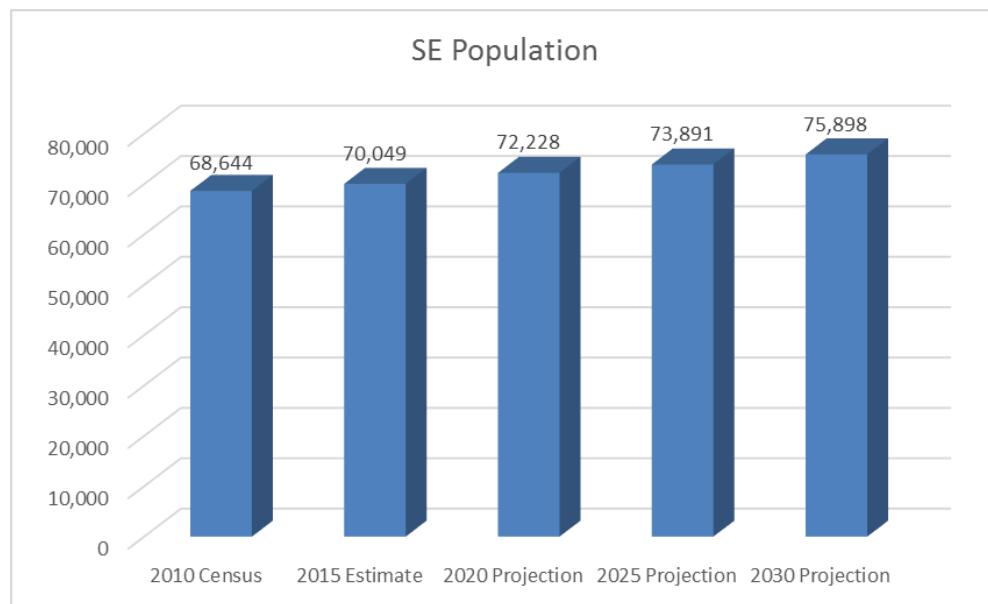
■ 85+ ■ 80-84 ■ 75-79 ■ 70-74 ■ 65-69 ■ 60-64 ■ 55-59



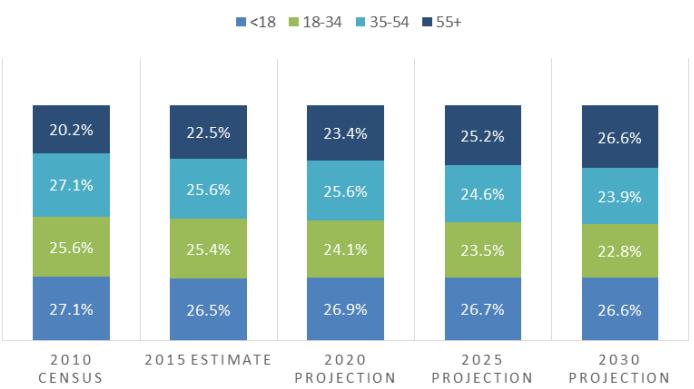


SOUTHEAST

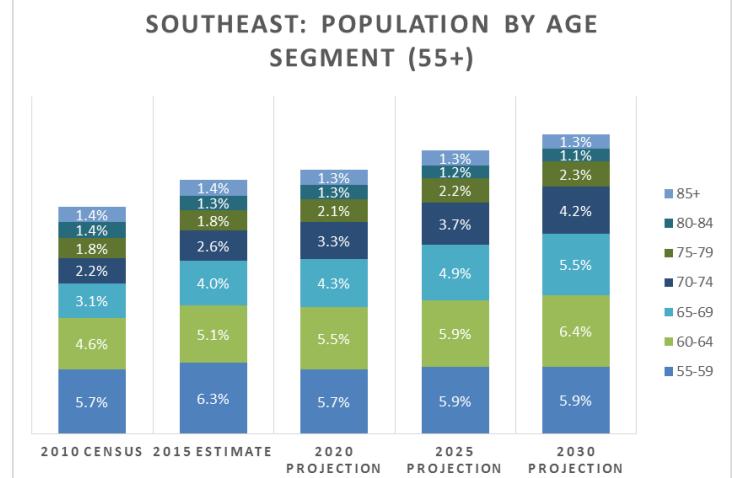


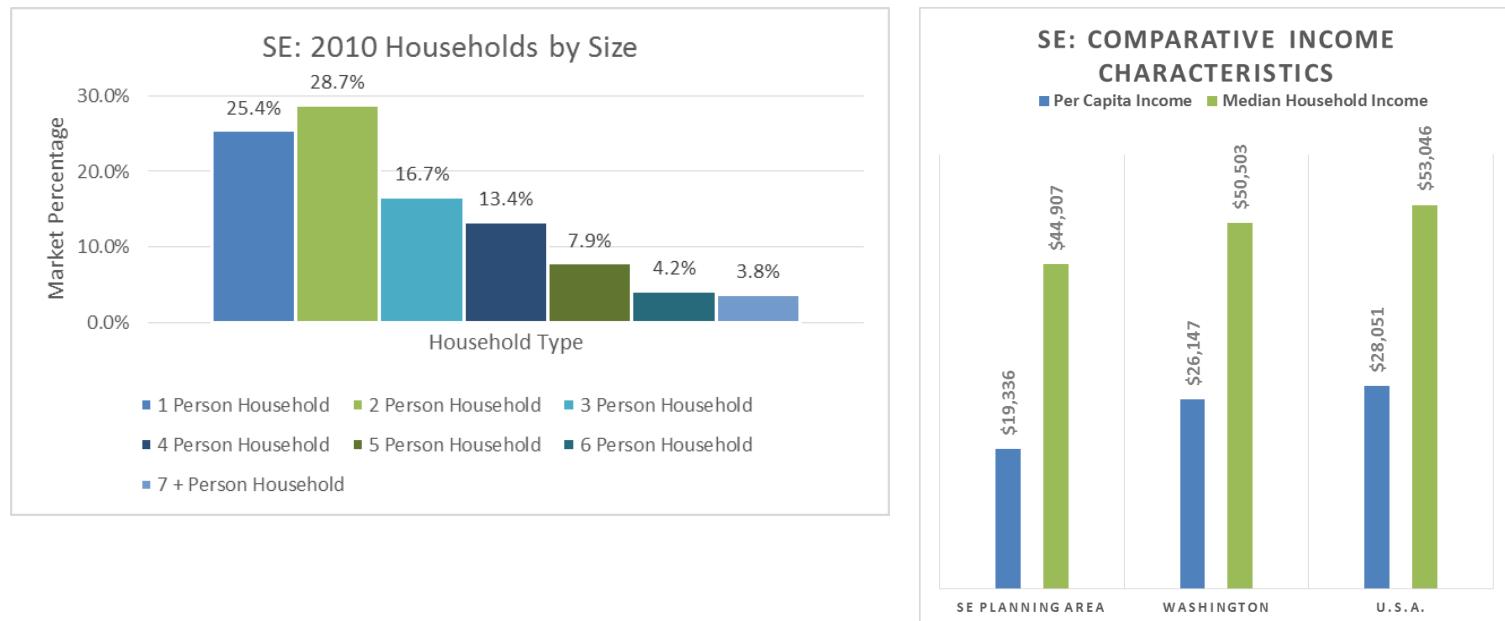
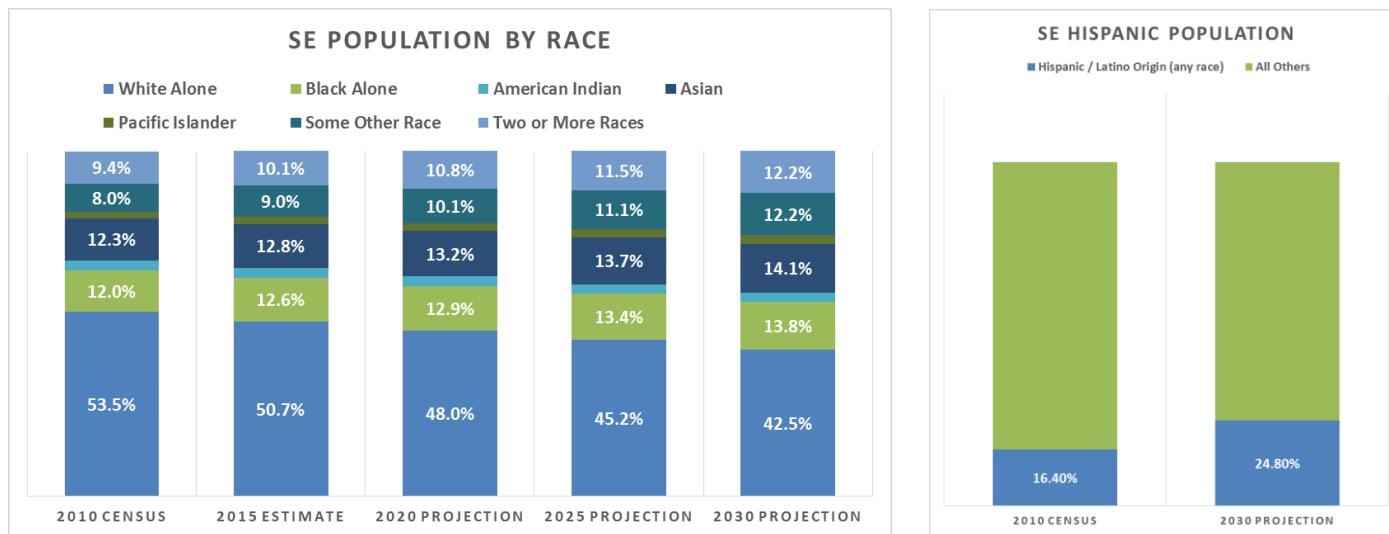


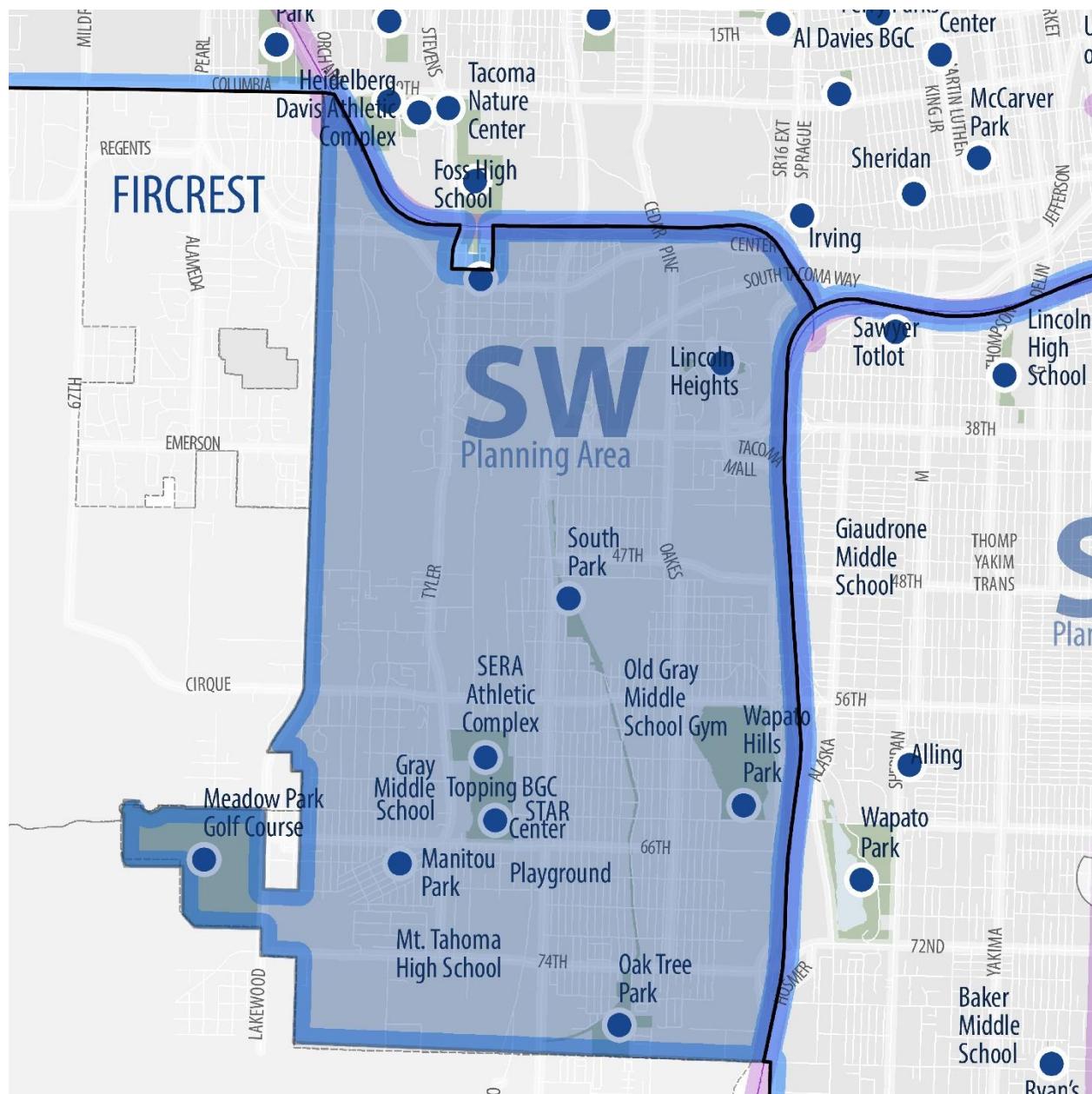
SOUTHEAST: POPULATION BY AGE SEGMENT

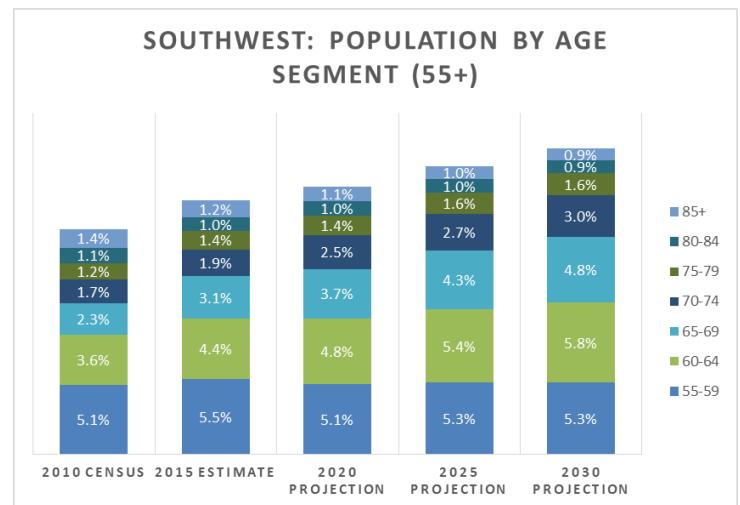
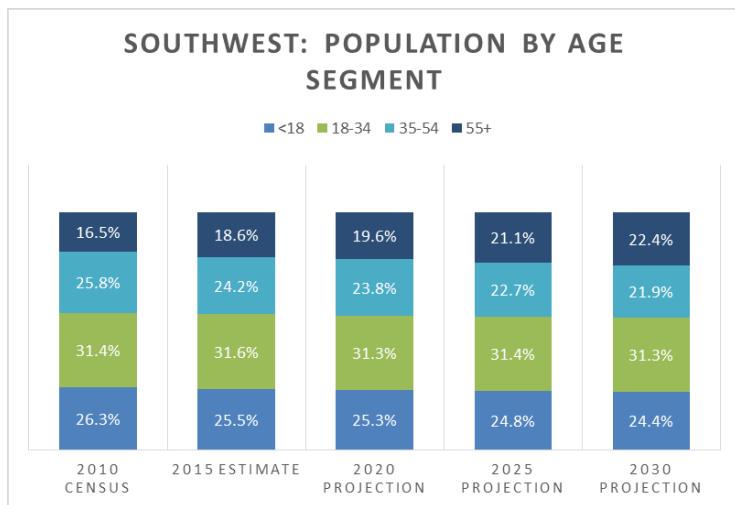
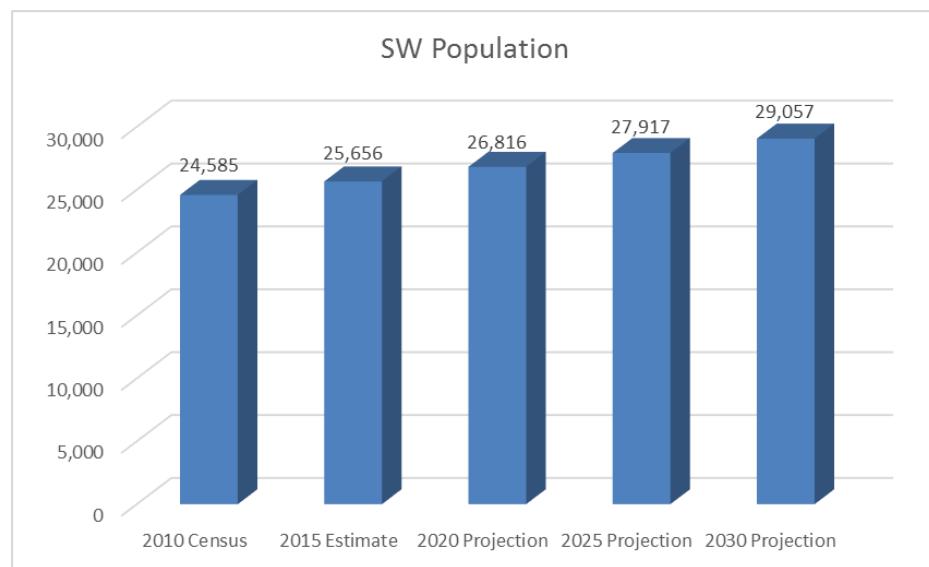


SOUTHEAST: POPULATION BY AGE SEGMENT (55+)





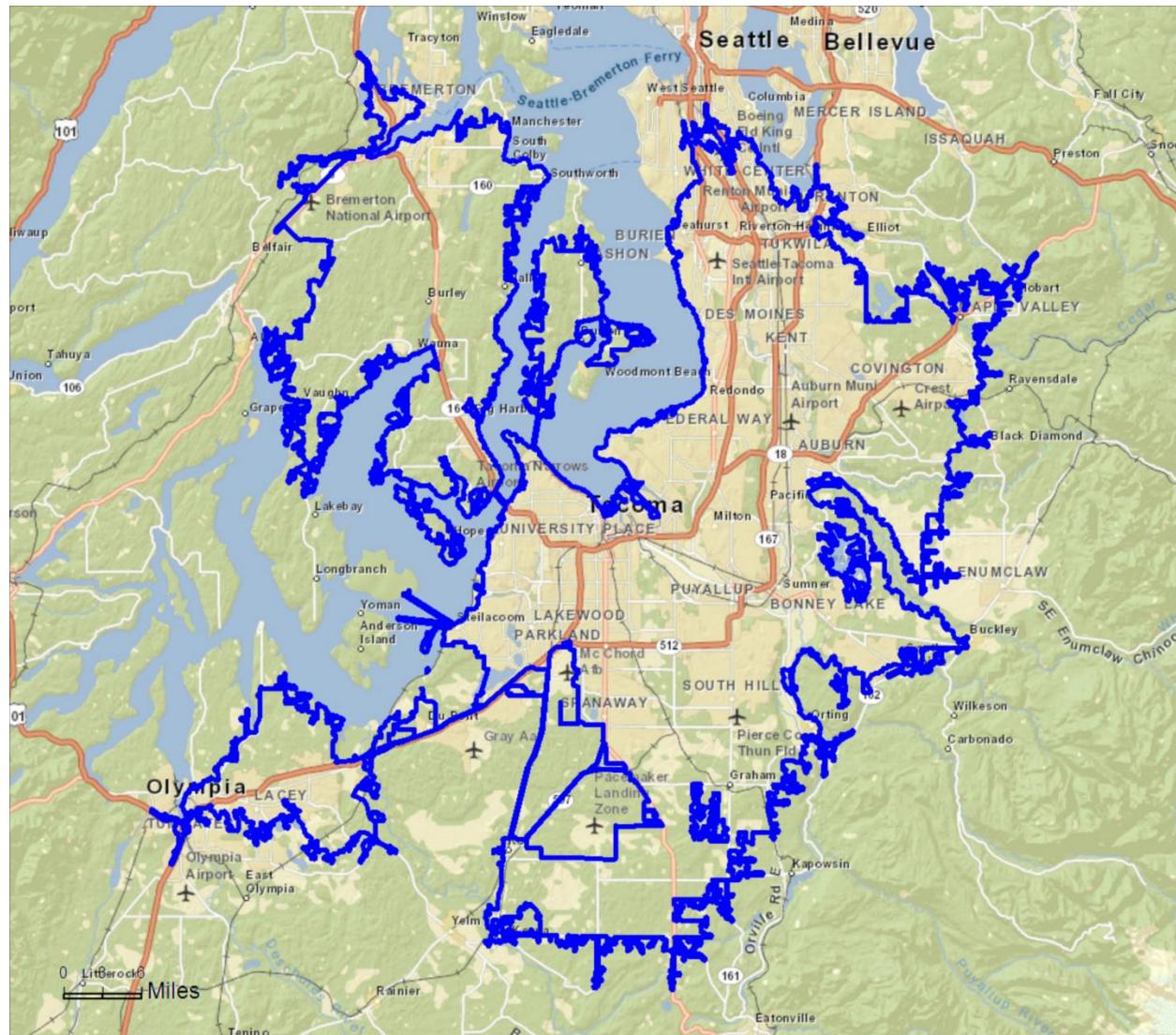
SOUTHWEST






9.1.5 REGIONAL ANALYSIS (30-MINUTE DRIVE TIME FROM CITY LIMIT)

As part of the demographic and trends analysis, the planning region was evaluated based upon an approximate 30-minute drive time from city limit. The expanded region covers part of Olympia, Kent, and Seattle. The 30-minute drive time boundary was provided by Metro Parks Tacoma and then data on the area was retrieved from ESRI. The geographical boundary was used for the regional analysis.



POPULATION BY AGE SEGMENT COMPARISON

Tacoma and the surrounding region follow the same general trend lines for population age segments. The <18 population is projected to be within .4% with each other by 2030 and the 35-54 population even closer at .3%. Although minimal, the trend line shows a growing distance between the percentages of the 55+ population, the region is projected to increase more than Tacoma by 2030. The 55+ age segment breakdown for the region is similar to Tacoma's. The region's largest 55+ age segments are projected to be 55-59 and 60-64 by 2030 whereas Tacoma's are projected to be 60-64 and 65-69. **See figures 72-76.**

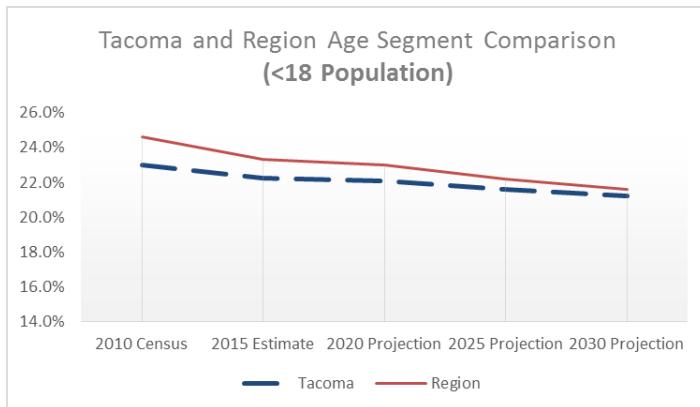


Figure 72-Population Comparative Analysis (<18)

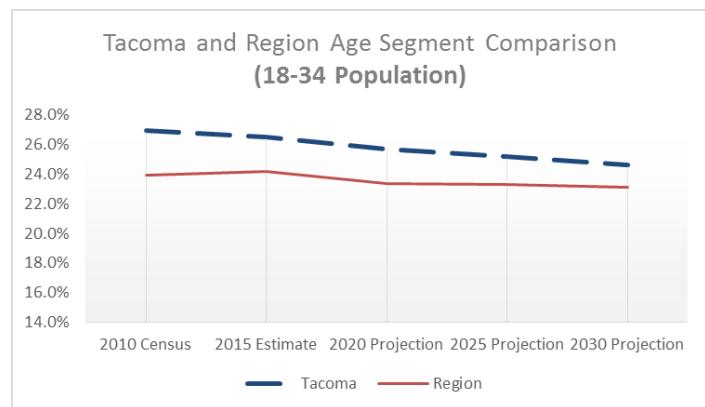


Figure 73- Population Comparative Analysis (18-34)

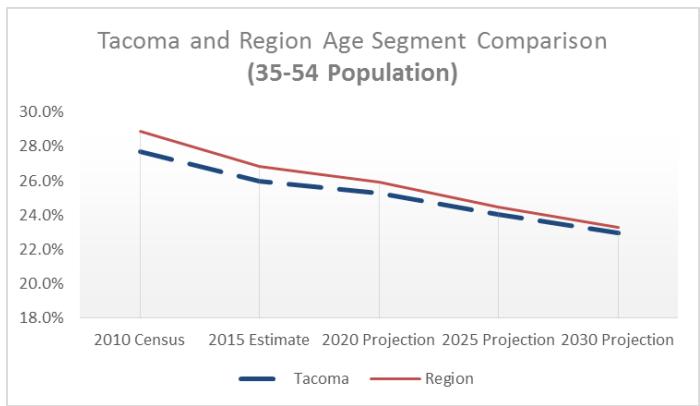


Figure 74- Population Comparative Analysis (35-54)

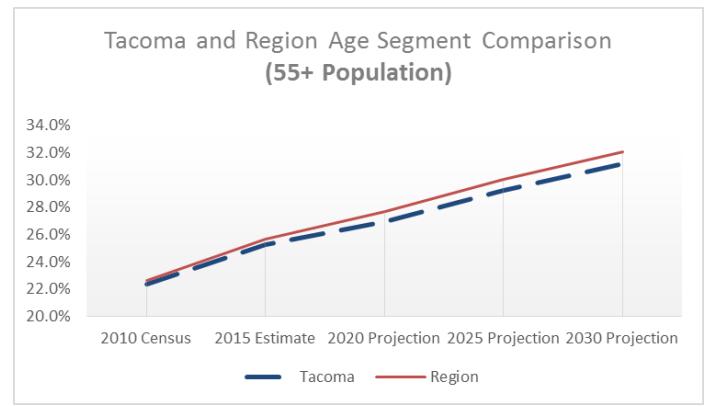


Figure 75- Population Comparative Analysis (55+)

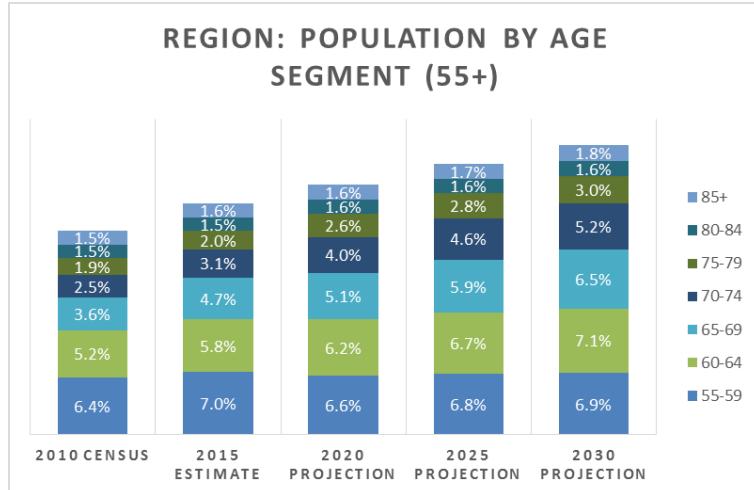


Figure 76- Region Population by Age Segment (55+)

Race and Ethnicity Comparison

Tacoma and the surrounding region are becoming more diverse. The “White Alone” population percentage is expected to fall by 8.9% and 9.4% in Tacoma and the region respectively by 2030. Tacoma has a higher population percentage of Hispanic/Latino Origin, Black alone, and Two or More Races. The surrounding region has a higher Asian population and the gap between Tacoma and the surrounding region is projected to increase by 2030 even though Tacoma will experience moderate growth (1.6%) over the same time period. The population percentage identifying as “Some Other Race” is projected to be equal between Tacoma and the surrounding region by 2030. See Figures 77-82.

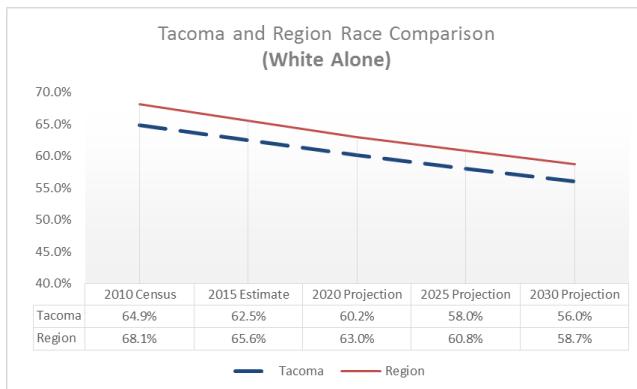


Figure 77-White Alone Comparison

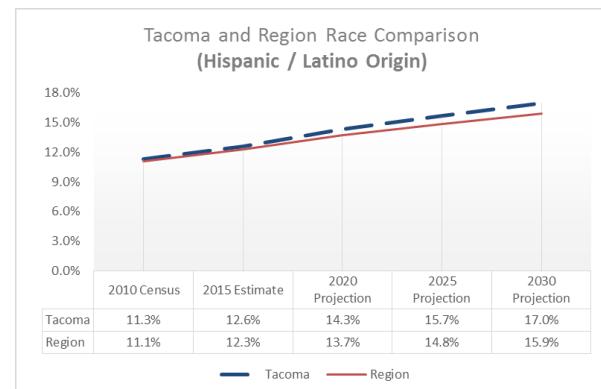


Figure 78- Hispanic/Latino Origin Comparison

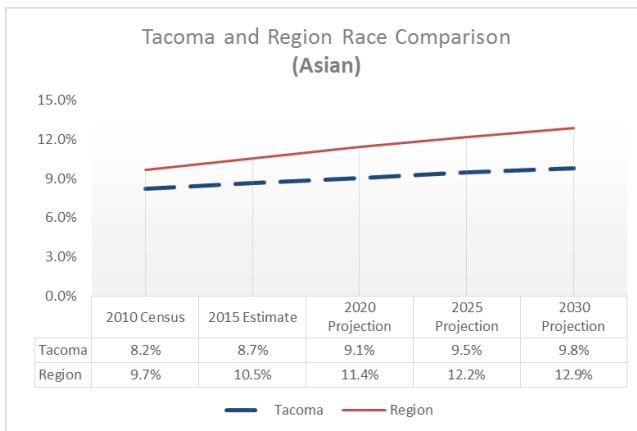


Figure 79- Asian Comparison

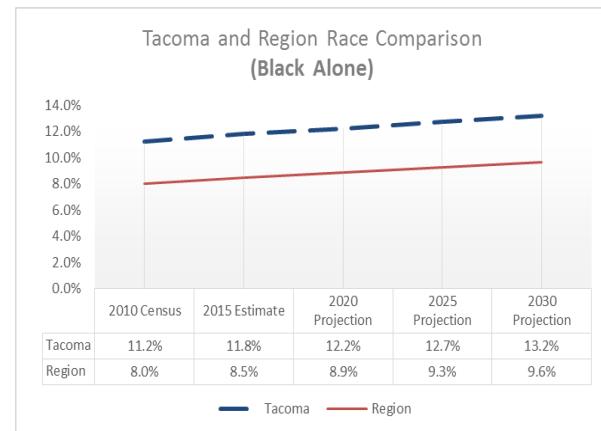


Figure 80- Black Alone Comparison

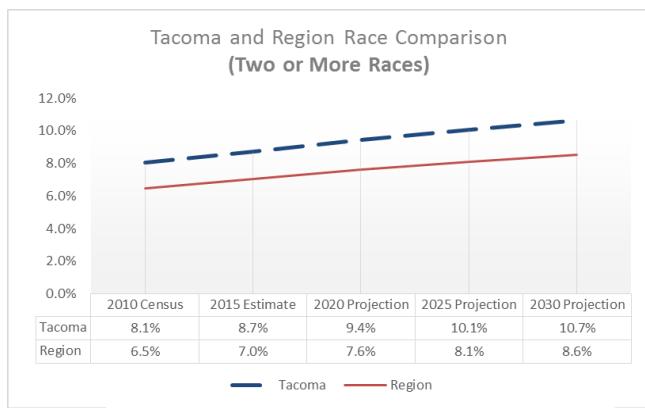


Figure 81- Two or More Races Comparison

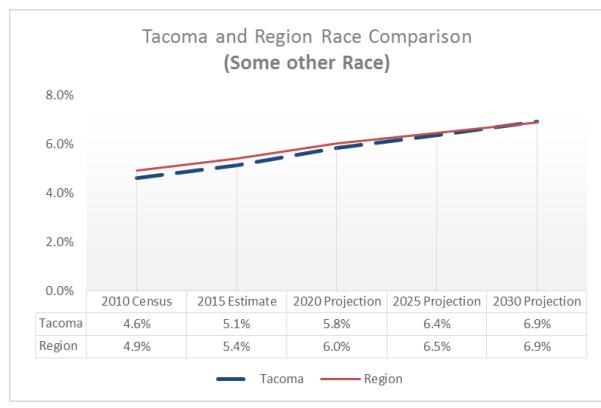


Figure 82-Some other Race Comparison

Households and Income

The surrounding region has a median household income of \$59,590, which is almost \$12,000 higher than Tacoma. The surrounding region also has a higher per capita income at \$28,949 whereas Tacoma's is \$25,538. Tacoma has a much larger market percentage of 1-person houses while the planning region has a larger percentage of 2+ person households. Tacoma's 1-person household percentage is 6.5% higher than the surrounding region. **See Figures 83 and 84.**

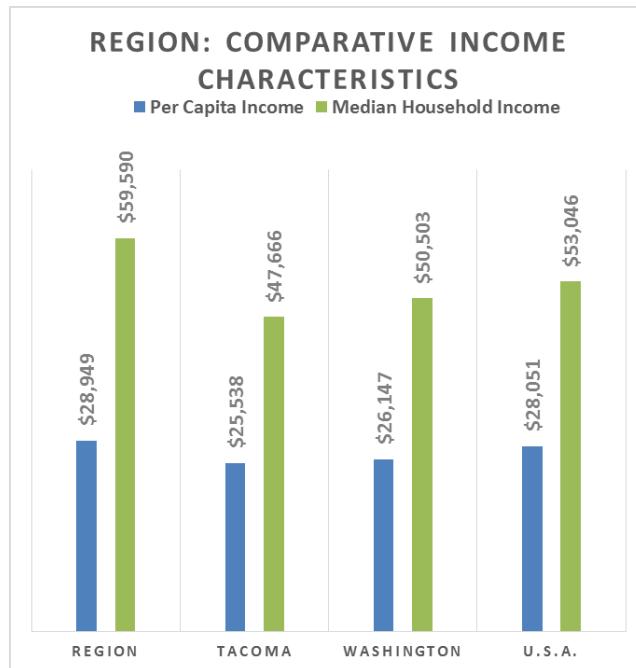


Figure 83-Comparative Income Characteristics Analysis

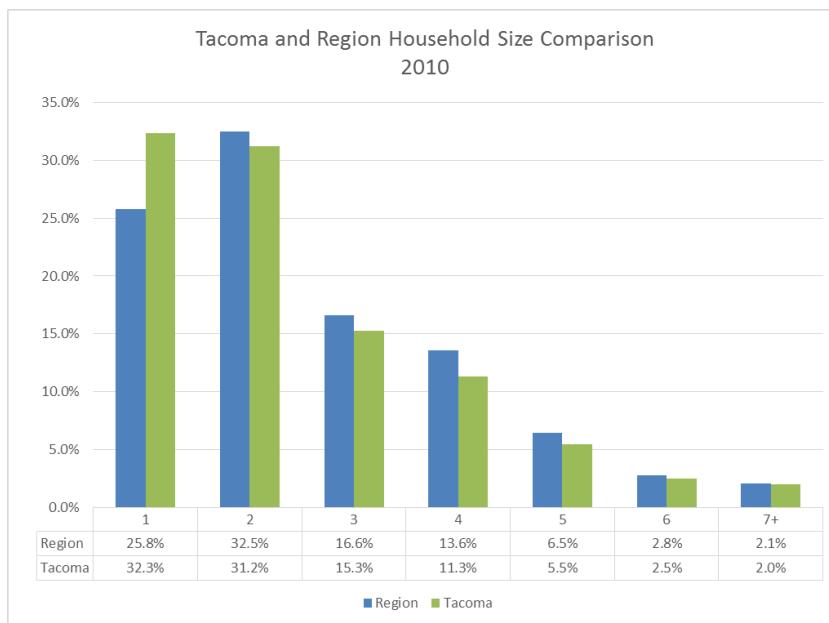


Figure 84- Tacoma and Region Household Size Comparative Analysis

KEY TAKEAWAYS

The following key takeaways were derived from the planning region analysis:

- Planning region is projected to grow by approximately 14.5% over the next 15 years (projected population is 1,762,078)
- Planning region and Tacoma follow similar trend lines in terms of age segments; however, the planning region's largest 55+ age range is projected to be 55-64 whereas Tacoma's is projected to be 60-69 by 2030
- Planning region and Tacoma follow similar trend lines in terms of race and ethnicity but two categories have large percentage differences: Black Alone and Asian
- Planning region has a higher median household income and per capita income than Tacoma, Washington, and the USA
- Tacoma has a larger percentage of 1-person households whereas the planning region has a larger percentage of 2-person and larger households

IMPLICATIONS

There are subtle differences between the planning region and the Tacoma populace; however, the differences are important for Metro Parks Tacoma to understand. For example, the planning region will have a large 55-64 age segment whereas Tacoma will have a very large 60-69 age segment. There are different recreational preferences for each age segment including age segments within the 55+ category. As individuals age, their recreational preferences tend to lean towards more passive recreation and spaces for walking, sitting, and spending time with younger family members. Additionally, there may be more willingness to pay for recreation services as you move away from Tacoma meaning programs and services that attract individuals from further out could possibly be offered at a higher rate than other service areas. Household size increases as you move further out meaning recreation programs and services need to be more family-oriented rather than individualistic.

9.1.6 NEIGHBORING COMMUNITIES

Metro Parks Tacoma serves people who reside outside the district boundaries. Although not the primary audience for many local services, neighboring community members and guests can enjoy programs and services like anybody else. In order to gain a better understanding of the surrounding communities, a demographic analysis was performed for: Federal Way, University Place, Fircrest, Lakewood, and Gig Harbor.

POPULATION

Tacoma is the most populous city compared to its surrounding neighbors. The next closes city in terms of population is Federal Way with an estimated 92,033 residents, approximately 45% the size of Tacoma. Gig Harbor is projected to experience a 29.22% growth rate through 2030. Tacoma's is also projected to experience the fourth highest growth rate at 9.66%. See Figure 85.

City	2010 Census	2015 Estimate	2020 Projection	2025 Projection	2030 Projection	Growth Rate
Gig Harbor	7,126	8,180	8,813	9,727	10,570	29.22%
Federal Way	89,306	92,033	96,890	100,327	104,119	13.13%
University Place	31,144	32,172	33,479	34,600	35,845	11.42%
Tacoma	198,397	203,557	210,999	216,920	223,221	9.66%
Fircrest	6,497	6,581	6,757	6,874	7,031	6.84%
Lakewood	58,163	58,641	60,092	60,924	62,180	6.04%

Figure 85- Surrounding Communities Population Comparison

IMPLICATIONS

Since Tacoma is not the only community that is projected to grow over the next 15 years, Metro Parks Tacoma can be assured that the entire area will continue to increase its populous. This means that the potential to reach surrounding residents will continue to increase. Additionally, if surrounding communities do not have a strong parks and recreation system, more people may utilize Metro Parks Tacoma's recreation system than before. Additionally, Metro Parks has a number of services that attract a regional audience and may need to do so in order to meet cost recovery goals if fee-based. Some services that are provided near the boundaries of the city will have a service radius that overlaps with neighboring city boundaries.

AGE SEGMENTATION

Tacoma is projected to have its 55+ age segment increase over the next 15 years while experiencing a decrease in the <18, 18-34, and 35-54 age segments. Fircrest's 55+ population is expected to experience the most growth by 2030 with a projected 8.3% growth. University Place, Federal Way, and Fircrest all show an increase in the 18-34 age group meaning families are more prevalent, although minimal, whereas Tacoma and Gig Harbor project a percentage decrease. **See Figures 86-89.**

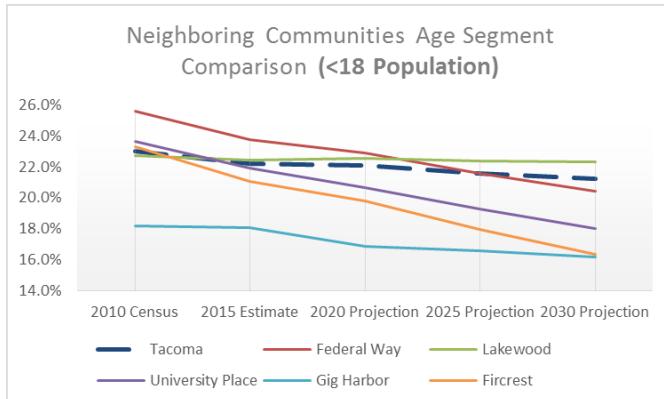


Figure 86-Age Segment Comparison (<18 Population)

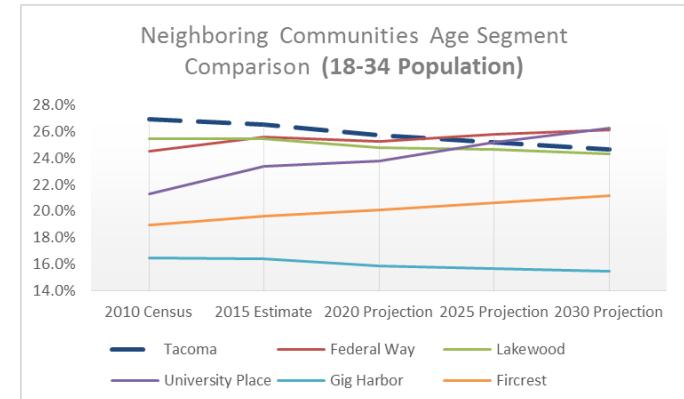


Figure 87-Age Segment Comparison (18-34 Population)

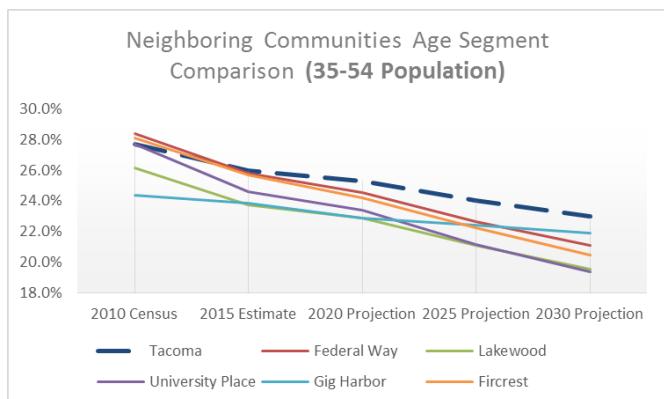


Figure 88-Age Segment Comparison (35-54 Population)

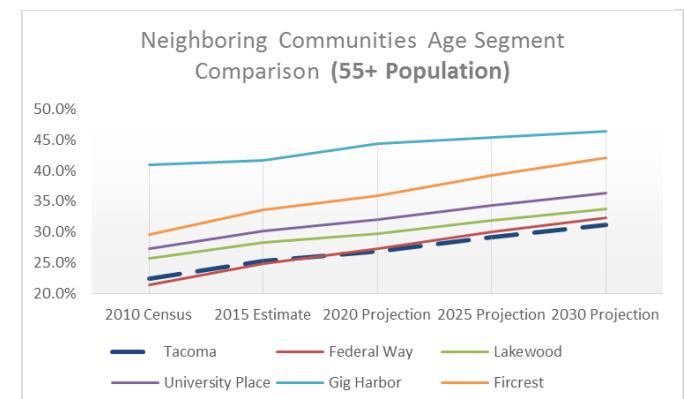


Figure 89-Age Segment Comparison (55+ Population)

IMPLICATIONS

Tacoma's projected age segmentation is commensurate with the surrounding communities except for the 18-34 age group. These age segment trends have a couple implications. First, the surrounding area (including Tacoma) will be aging in the next 15 years so more attention to senior activities is warranted. Second, it is worth looking into Metro Parks Tacoma programming that is geared towards the 18-34 population. Although this age segment will be experiencing a growth decline (a moderate 1.9%) over the next 15 years, there is potential for attracting surrounding community residents if the programming is stronger at Metro Parks Tacoma than what they have available in their own communities.

RACE AND ETHNICITY

The surrounding region is projected to become more diverse by 2030. Tacoma's "White Alone" population is expected to comprise 55.99% of the total population by 2030. Two surrounding communities, Lakewood and Federal Way, are projected to have an even less "White Alone" population with projected population percentages of 49.31% and 45.24% respectively. Additionally, Lakewood and Federal Way are projected to have the highest percentage of "Hispanic/Latino Origin" out of the neighboring communities, with Tacoma projecting to have the third highest percentage. All communities are projected to experience an increase in "Two or More Races," "Black Alone," and "Asian" populations. See Figures 90-95.

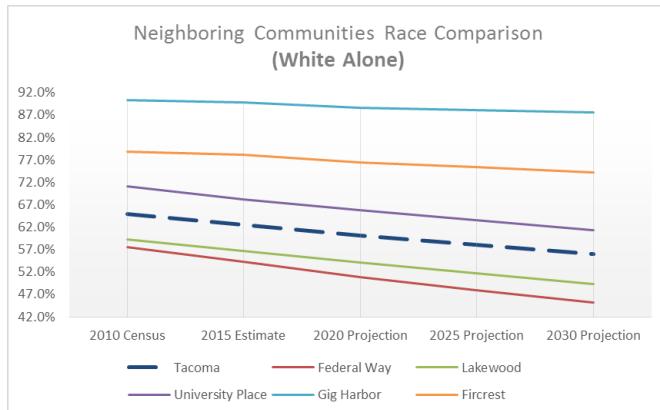


Figure 90-Neighboring Communities Race Comparison (White Alone)

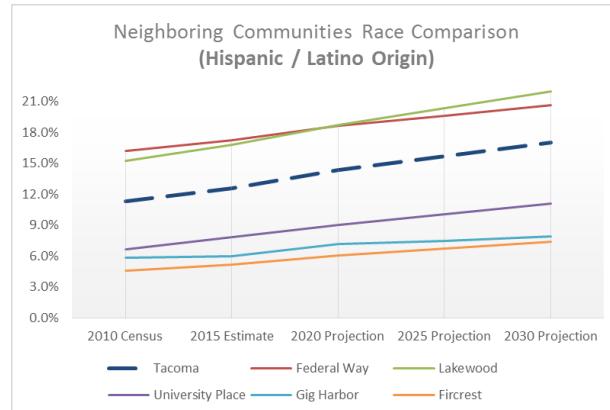


Figure 91- Neighboring Communities Race Comparison (Hispanic/Latino)

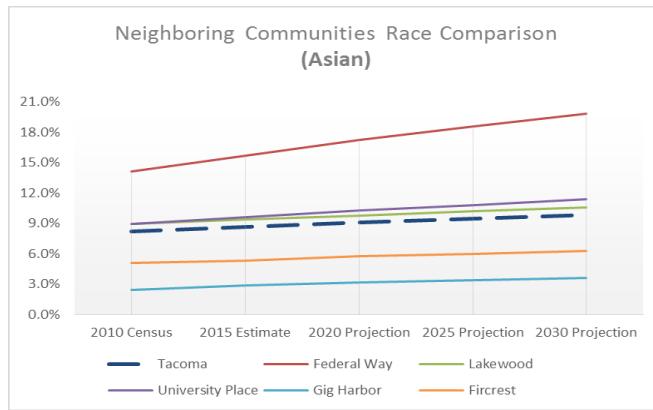


Figure 92- Neighboring Communities Race Comparison (Asian)

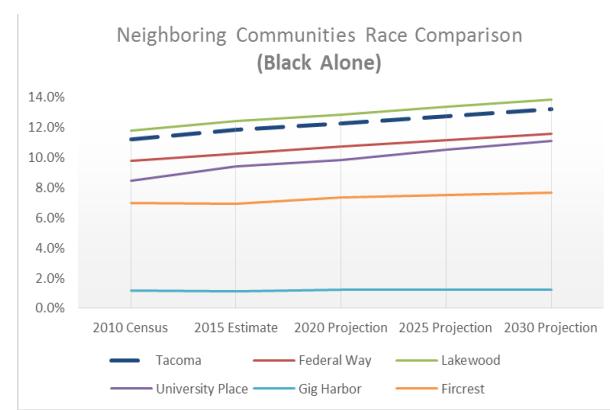


Figure 93- Neighboring Communities Race Comparison (Black Alone)

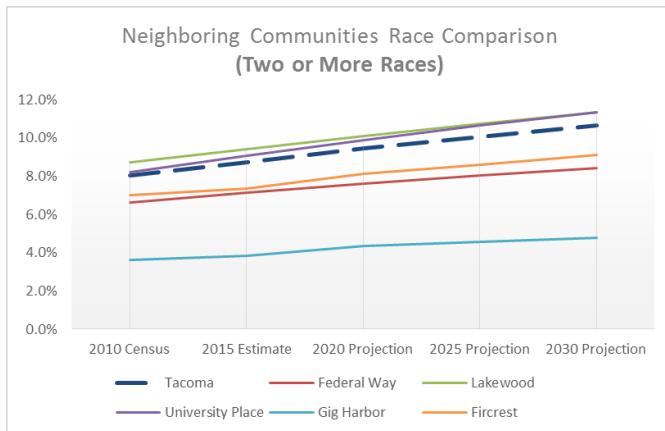


Figure 94- Neighboring Communities Race Comparison (Two or More Races)

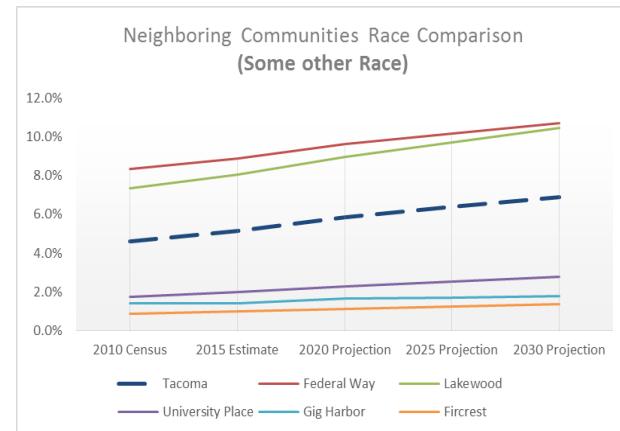


Figure 95- Neighboring Communities Race Comparison (Some other Race)

IMPLICATIONS

The entire area is diversifying and surrounding communities are diversifying either faster or slower than Tacoma. Regardless, Tacoma's diversification trends are in-line with the surrounding communities and most closely resembles that of University Place. As surrounding communities become "minority majority" communities, Metro Parks Tacoma should monitor Federal Way and Lakewood's park and recreation departments to see how they are addressing community needs for their ever-increasing diverse population.

HOUSEHOLDS AND INCOME

The surrounding communities all demonstrate an upward trend in terms of median household income, average household income, and per capita income. Tacoma ranks 5th in terms of median household income and is projected to experience a 38.12% growth rate by 2030. Gig Harbor has the highest median household income at \$73,388 while Lakewood has the lowest at \$42,282. Federal Way is projected to have the largest growth rate by 2030 at 54.07%. Tacoma is projected to have a \$65,837 median household income by 2030.

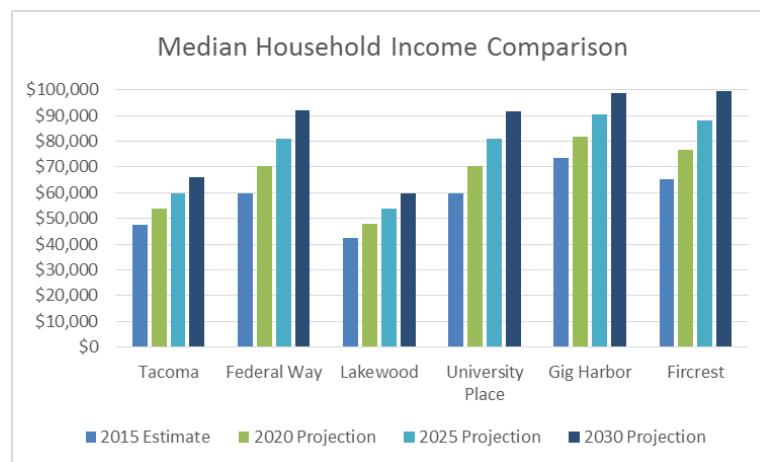


Figure 96-Neighboring Communities Median Household Income Comparison

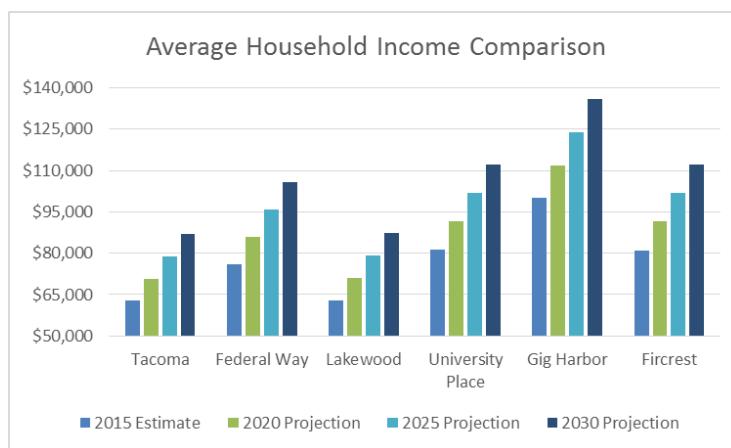


Figure 97-Neighboring Communities Average Household Income Comparison

Tacoma ranks 6th in terms of average household income at \$62,809, only \$144 below Lakewood. Gig Harbor has the largest average household income at \$99,962. Tacoma is projected to experience the 4th largest growth rate (38.33%) by 2030 whereas Federal Way is once again projected to have the greatest growth rate at 39.2%.

Tacoma has the lowest per capita income at \$25,538. However, Tacoma is projected to have the 3rd highest growth rate by 2030 at 38.98%. Gig Harbor has the largest per capita income at \$44,570. Lakewood is projected to have the largest per capita growth rate by 2030 at 39.23%.

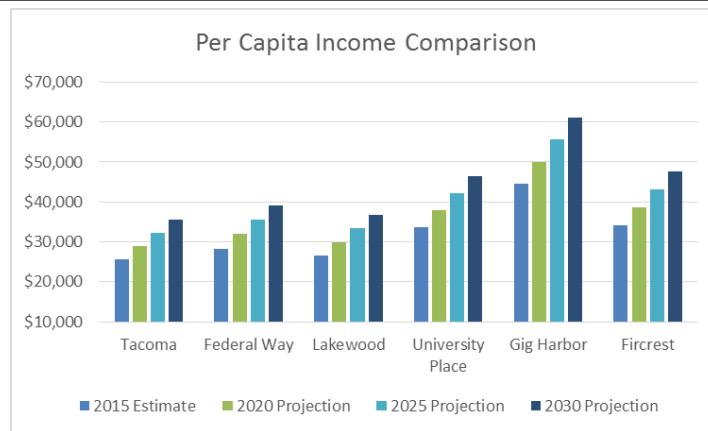


Figure 98-Neighboring Communities Per Capita Income Comparison

Tacoma is the only neighboring community to have a higher percentage of 1-person households (32.3%) than 2-person (31.2%). Gig Harbor has the highest concentration of 1- and 2-person households with 74.9%. The second highest total is Lakewood with 65.4%. Tacoma ranks 3rd with 63.5%. All communities experience a sharp decline in housing market share greater than 2-person households. Federal Way has the largest market share of 4-person and greater households with 26.3%; Tacoma has the second highest concentration with 21.3%. See Figure 99.

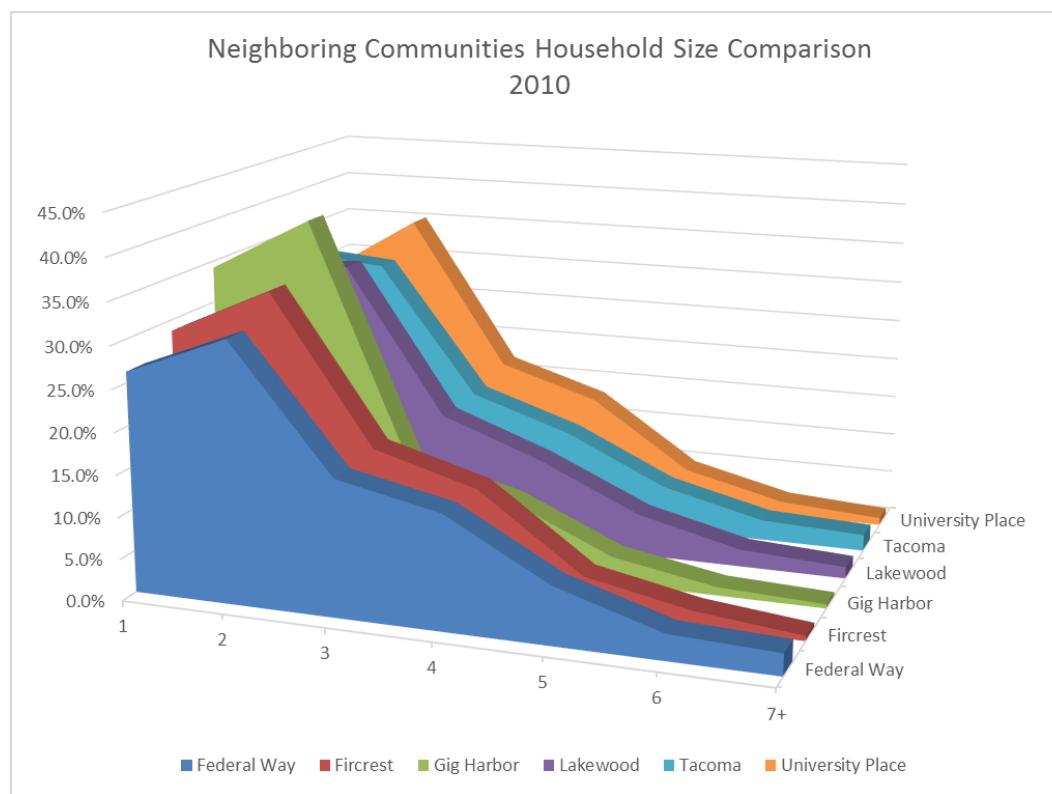


Figure 99-Neighboring Communities Household Size Comparison (2010)

IMPLICATIONS

Tacoma's income statistics rank low compared to surrounding communities. Although Tacoma will experience a projected growth rate in median household income, average household income, and per capita income by 2030, Tacoma residents will have less money compared to surrounding communities to spend on recreation. Recreation program pricing structures should be examined with neighboring communities and their parks and recreation system and/or other service providers. Also, the distinction between what the agencies subsidizes for residents, compared to what services are fee-based for a larger audience, should be considered. Tacoma is the only community with a greater concentration of 1-person households than 2-person. Tacoma also has the second highest concentration of households with 4 or more people. Recreation programs and services should target both individual and family/group activities.

PEOPLE WITH DISABILITIES

American Community Survey data could not be obtained for four of the surrounding communities used for comparative analysis. However, data was obtained for Federal Way and Pierce County, Washington. Federal Way is the only comparative community not located in Pierce County. Therefore, the table below (and following analyses) compares Tacoma's population with a disability to Federal Way and Pierce County. Tacoma's 5-year trend follows that of Pierce County in all age segments. Federal Way only shows a comparable trend in the 18-64 age segment with an increase. Federal Way's <18 and 65+ age segments with a disability trends are in opposition to that of Tacoma and Pierce County. Tacoma's percentages of people with a disability is greater than Pierce County in all age segments. **See Table 14.**

Table 14. Percent of Age Segment with a Disability Comparative Analysis

Location	Age Segment	2010	2014	Trend
Tacoma	<18	3.94%	5.24%	+1.30%
	18-64	10.84%	13.09%	+2.25%
	65+	43.62%	44.12%	+.50%
Federal Way	<18	2.84%	2.25%	-.59%
	18-64	8.77%	11.61%	+2.85%
	65+	44.92%	34.35%	-10.57%
Pierce County, WA	<18	4.07%	4.54%	+.47%
	18-64	10.84%	12.43%	+1.59%
	65+	38.13%	38.82%	+.69%

IMPLICATIONS

Pierce County (including Tacoma) is experiencing a higher percentage of its population with a disability than the surrounding area. Additionally, Tacoma has a higher percentage than the county in which it resides in all three age segment categories. Metro Parks Tacoma will continue to experience increased

demand for therapeutic recreation programs and services given the city and county trends, as well as focus on inclusive and integrated services that provide barrier-free access to the system's passive users.

VETERAN STATUS

Tacoma's overall percentage of 18+ population with veteran status experienced a decline in the last five years which is commensurate with Pierce County. However, the overall number of civilians with veteran status increased which is also commensurate with Pierce County's trend. Federal Way experienced a decrease in both veteran population percentage and overall number of civilian veterans. The number of veterans may be increasing within Pierce County but not in surrounding communities. **See Table 15.**

Table 15. Percent of 18+ Population with Veteran Status

Location	Year	Pop 18+	Veteran Status #	Percentage	Trend
Tacoma	2010	149,849	18,631	12.4%	-.6%
	2014	158,923	18,810	11.8%	
Federal Way	2010	68,491	7,300	10.7%	-1.4%
	2014	71,696	6,691	9.3%	
Pierce County, WA	2010	581,023	86,569	14.9%	-.7%
	2014	615,199	87,449	14.2%	

IMPLICATIONS

As mentioned earlier, Tacoma is stabilizing in total number of civilians with veteran status. Additionally, Pierce County is increasing in total veteran population as well. Federal Way's 5-year trend is a decline in both population percentage and total number of civilians with veteran status. This comparison reinforces the ideas presented earlier in this report that veterans are being reintroduced into the workforce at a higher rate than before and veterans will be utilizing recreation services at a higher rate than before. Metro Parks Tacoma must be prepared to address the unique needs of this population as many come back from deployment with some type of disability, whether physical or emotional.

IMMIGRATION

Compared to Federal Way, Tacoma has a higher percentage of residents who were born in the state. Tacoma's state of residence born citizens percentage is similar to that of Pierce County. Federal Way has a much higher percentage of foreign born residents than Tacoma and Pierce County. Federal Way experienced an increase in its foreign born population whereas Tacoma and Pierce County did not from 2010 to 2014. From 2010 to 2014, the percentage of naturalized US citizens decreased in Tacoma, Federal Way, and Pierce County. In fact, in 2014 the percentage of "Not a US Citizen" was greater than "Naturalized US Citizens" in both Tacoma and Federal Way. The percentage of "English Only" spoken at

home was 78.8% for Tacoma in 2014. This percentage was lower than Pierce County's but higher than Federal Way's. Federal Way continues to experience increased diversification by the increased rate of Spanish spoken at home. Pierce County has the highest "English Only" population at 85.1% whereas Tacoma exceeds Pierce County in every other language category. **See Figures 100-105 and Table 16.**

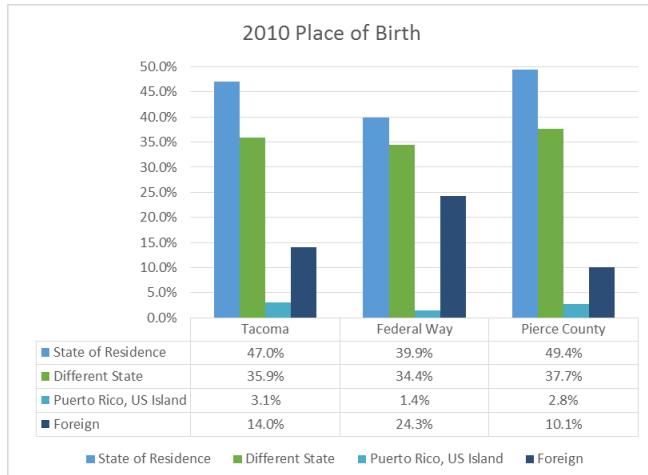


Figure 100-Comparative Place of Birth (2010)

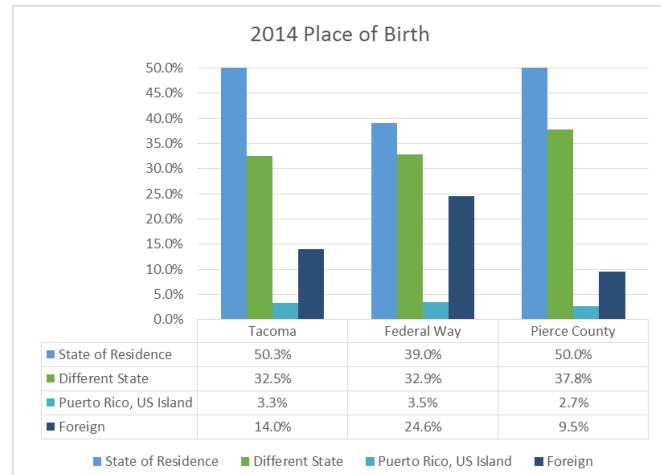


Figure 101-Comparative Place of Birth (2014)

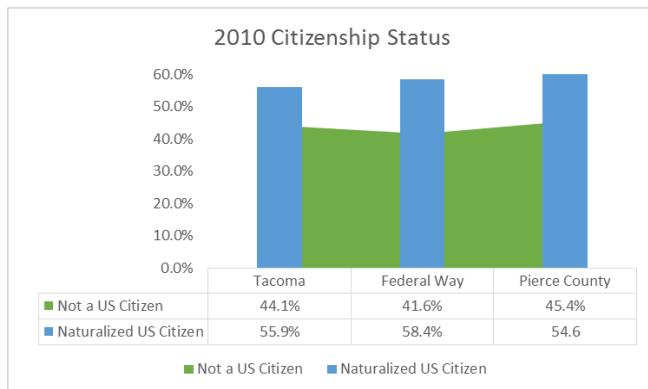


Figure 102-Comparative Citizenship Status (2010)

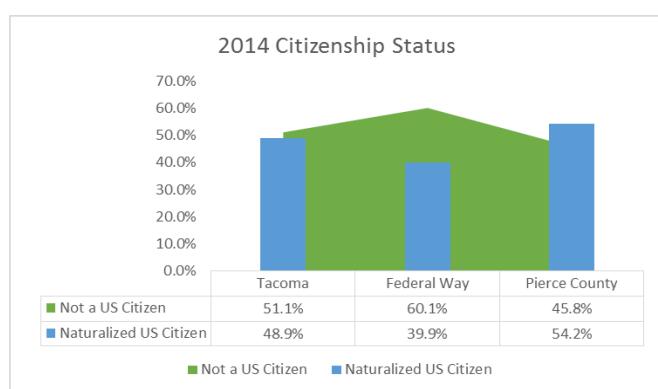


Figure 103-Comparative Citizenship Status (2014)

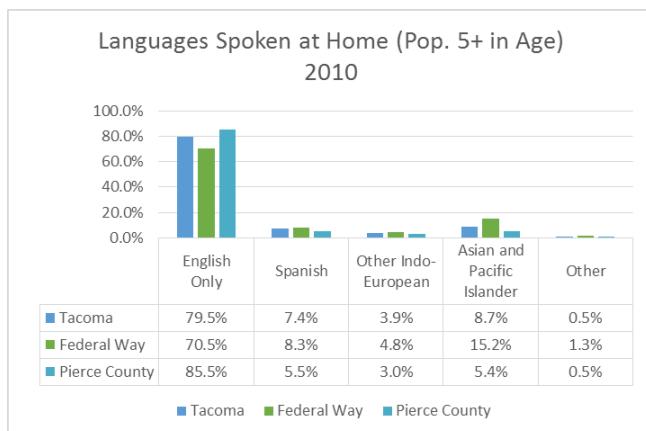


Figure 104-Comparative Languages Spoken at Home (2010)

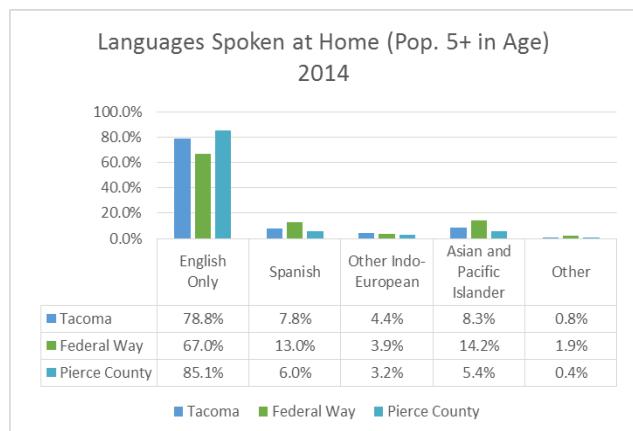


Figure 105-Comparative Languages Spoken at Home (2014)

Table 16. 2010 and 2014 Ancestry Facts for Tacoma, Federal Way, and Pierce County

Ancestry	2010			2014			
	Tacoma	Federal Way	Pierce County	Tacoma	Federal Way	Pierce County	
American	7.0%	2.7%	6.4%	3.3%	2.0%	4.0%	
Arab	0.1%	0.1%	0.2%	0.2%	0.4%	0.3%	
Czech	0.5%	0.6%	0.4%	0.6%	0.7%	0.4%	
Danish	1.1%	0.9%	1.0%	1.0%	0.8%	0.9%	
English	1.2%	1.5%	1.6%	1.3%	2.6%	1.5%	
French (except Basque)	7.2%	7.8%	9.8%	6.7%	9.0%	10.1%	
German	2.5%	2.9%	3.5%	2.6%	2.2%	3.2%	
Greek	0.7%	0.2%	0.7%	0.9%	0.3%	0.8%	
Hungarian	14.6%	16.3%	19.3%	15.1%	10.1%	18.6%	
Irish	0.3%	0.3%	0.2%	0.5%	0.3%	0.3%	
Italian	0.2%	0.2%	0.2%	0.2%	0.6%	0.1%	
Lithuanian	10.7%	10.7%	11.8%	12.0%	7.1%	11.4%	
Norwegian	3.9%	2.6%	4.3%	3.4%	2.5%	3.8%	
Polish	0.0%	0.1%	0.1%	0.2%	0.2%	0.1%	
Portuguese	5.3%	4.3%	6.4%	5.8%	2.8%	5.9%	
Russian	1.8%	1.3%	2.4%	1.6%	1.2%	1.8%	
Scotch-Irish	0.1%	0.5%	0.3%	0.3%	0.3%	0.4%	
Scottish	1.5%	1.1%	1.0%	0.8%	1.7%	0.9%	
Slovak	1.4%	0.9%	1.4%	0.8%	1.2%	1.1%	
Subsaharan African	2.4%	1.9%	2.5%	2.1%	1.3%	2.5%	
Swedish	0.2%	0.0%	0.2%	0.2%	0.1%	0.1%	
Swiss	2.2%	2.6%	0.9%	1.8%	3.2%	0.9%	
Ukrainian		3.0%	2.0%	3.2%	3.0%	2.1%	2.9%
Welsh		0.3%	0.8%	0.7%	0.5%	0.5%	0.5%
West Indian (excluding Hispanic origin groups)	1.4%	1.6%	0.7%	1.0%	1.5%	0.7%	

IMPLICATIONS

The shift from “Naturalized US Citizen” to “Not a US Citizen” and less “English Only” spoken at home presents an opportunity and a challenge for Metro Parks Tacoma. If the last five years are any indication, Tacoma’s populace will continue to diversify in language and US citizenship. Implications for Metro Parks Tacoma include service delivery and marketing. As English decreases, an increase demand for alternate languages will continue. This means it will be important for staff to be bilingual to maintain customer service excellence. Additionally, it will be important to have marketing materials readily available for translation. Community outreach activities and planning processes will also need to include comprehensive public engagement protocols to reach the population segments that may typically not be involved in the public input process. This will present a challenge to Metro Parks Tacoma moving forward.

9.1.7 MARKET PROFILE

EDUCATION LEVEL

The following chart depicts the education level of adults 25 years and older within Tacoma, Washington. Approximately 87.7% of residents have at least a high school diploma, and approximately 26.4% have a Bachelor's degree or better. Generally, demographic variables are better leisure/recreation behavior indicators than sociodemographic variables; however, education level is the best sociodemographic variable available. Studies have shown that individuals with a higher education level participate in recreation activities more often because of a link to a higher social class. Therefore, planning areas within the service area with higher education levels may experience higher recreation program participation. **See Figure 106.**

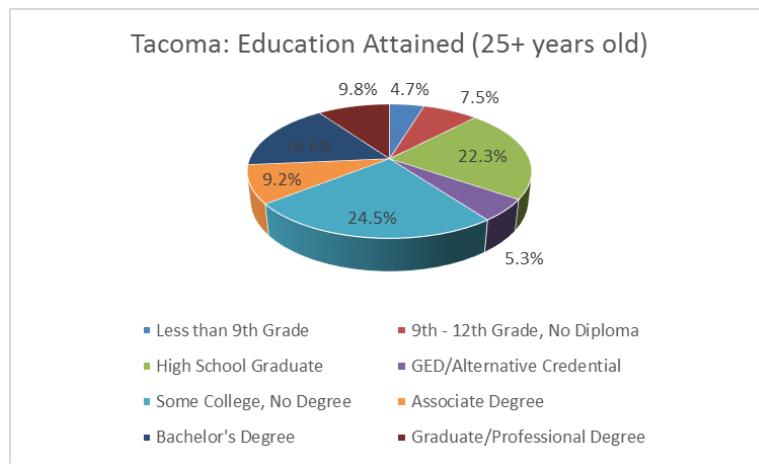


Figure 106-Tacoma Education Attainment

UNEMPLOYMENT RATE

As seen below, 10.7% of residents within Tacoma were unemployed in 2015. This is much higher than the current national unemployment rate (5.1%) and the state of Washington (5.3%) as reported by the Bureau of Labor Statistics in September and August 2015, respectively. Therefore, there is a larger population that will most likely not be able to afford full priced programs and services and would be subject to more subsidization. **See Figure 107.**

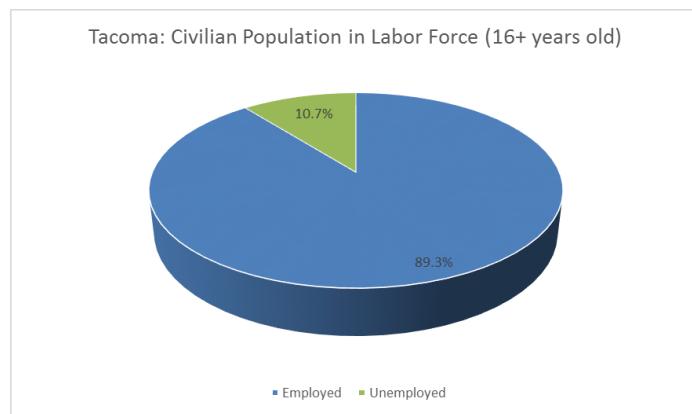


Figure 107-Tacoma Unemployment Rate

CONSUMER SPENDING

The graph below shows the total consumer dollars spent among Tacoma residents in 2015. Entertainment/recreation ranks sixth out of the 14 categories reported, totaling \$221,789,976 spent. Additionally, \$2,730.06 per resident (on average) was spent on entertainment/recreation. **See Figures 108 and 109.**

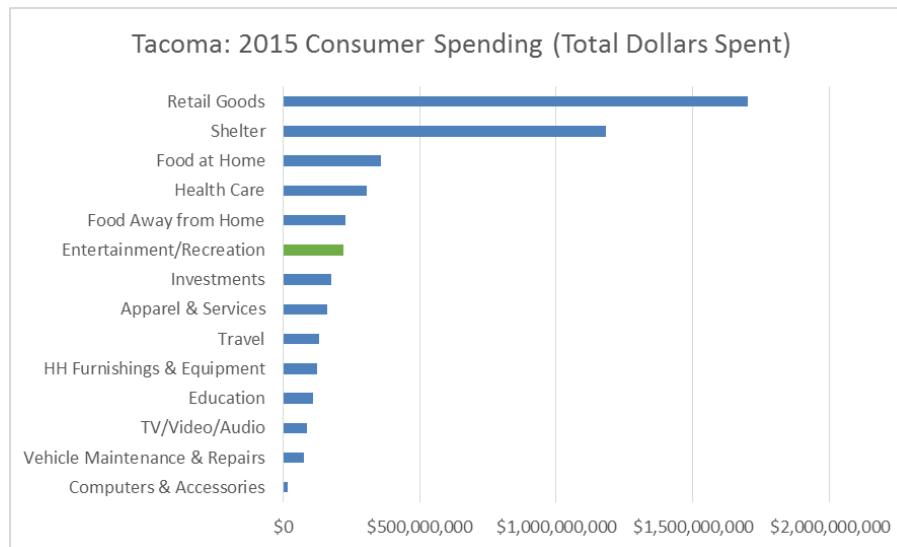


Figure 108-Tacoma Consumer Spending (Total Dollars Spent)

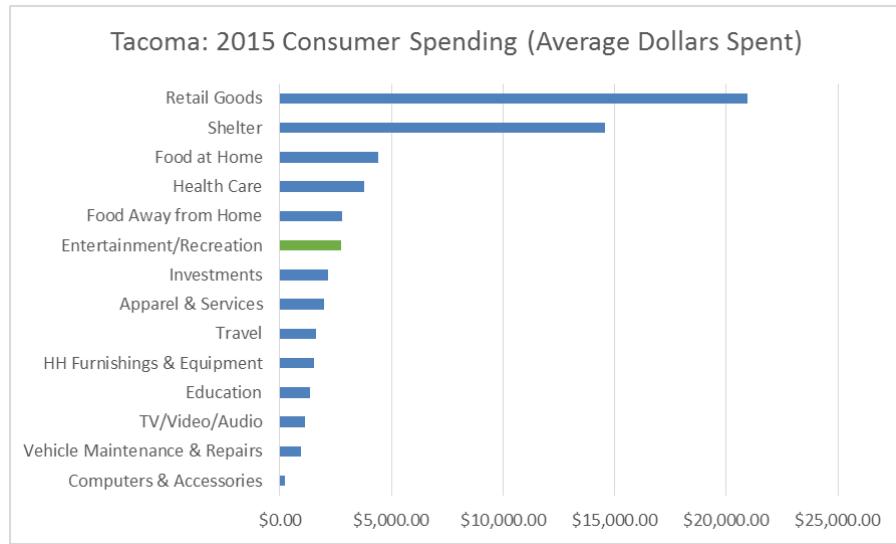


Figure 109-Tacoma Consumer Spending (Average Dollars Spent)

9.1.8 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in Tacoma, Washington. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The National average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate.

ESRI's MPI for a product or service for an area is calculated by the ratio of the local consumption rate for a product or service for the area to the US consumption rate for the product or service, multiplied by 100. MPIs are derived from the information integration from four consumer surveys. Each survey respondent is associated with a "Tapestry" segment and can therefore produce an expected number of consumers.

The planning areas are compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and money spent on miscellaneous recreation. **Overall, residents of Tacoma demonstrate participation trends that have above average potential index numbers in all categories.** Of particular interest are:

- **Participation in sports, such as bowling, basketball, and golf**
- **Fitness related programming in walking for exercise, swimming, and jogging/running**
- **Outdoor Activities, including fishing (fresh water), hiking, and bicycling (road)**
- **Money spent on attending sports events, visiting theme parks and zoos, and overnight camping**

It is recommended that Metro Parks Tacoma examines the MPIs below to gain a sense of local consumption behavior based upon market research. The MPIs should be one component of an overall demand analysis including participation rates, market competition, community survey, and other community input information. The MPIs that equal or are above 100, are identified as being popular consumption activities; however, programming should not solely center on high MPI activities because service providers often need to provide niche activities. Higher MPI activities can relate to Metro Parks Tacoma core services but may not be synonymous.

As seen in the tables below (**Figures 105-120**), the following sport and leisure trends are most prevalent for residents within each planning area. Cells highlighted in yellow indicate the top three scoring activities for each category based on the purchasing preferences of residents. All tables are sorted by the estimated number of participants in descending order. It should be noted that some activities showcased serve niche markets and may be out of the scope of Metro Parks Tacoma. However, high MPIs may dictate further evaluation if there is truly a need for the activity and which organization(s) is/are the best positioned to meet that need. Additionally, there are differences for amount of money spent on popular recreation activities by planning area. The MPIs represented help show the willingness to spend and should be reviewed when considering larger community events and pricing structure.



GENERAL SPORTS MARKET POTENTIAL

Northwest Planning Area Trends - General Sports				
Activity	Estimated Participants	% of Population		MPI
		NW	USA	
Bowling	5,851	11.4%	9.8%	116
Basketball	4,856	9.4%	8.2%	114
Golf	4,273	8.3%	9.4%	88
Football	3,296	6.4%	5.0%	128
Baseball	2,971	5.8%	4.5%	129
Frisbee	2,508	4.9%	4.6%	106
Soccer	2,064	4.0%	3.8%	106
Tennis	1,895	3.7%	4.3%	86
Volleyball	1,772	3.4%	3.5%	97
Softball	1,651	3.2%	3.4%	94

Figure 110-Northwest Planning Area Trends (General Sports)

Northeast Planning Area Trends - General Sports				
Activity	Estimated Participants	% of Population		MPI
		NE	USA	
Bowling	7,869	10.6%	9.7%	109
Golf	7,758	10.5%	9.5%	111
Basketball	6,475	8.7%	8.3%	105
Frisbee	4,039	5.4%	4.6%	118
Football	3,963	5.3%	5.0%	107
Tennis	3,673	5.0%	4.3%	116
Baseball	3,299	4.5%	4.5%	99
Soccer	3,148	4.2%	3.7%	113
Volleyball	2,748	3.7%	3.5%	105
Softball	2,645	3.6%	3.5%	104

Figure 111- Northeast Planning Area Trends (General Sports)

Southwest Planning Area Trends - General Sports				
Activity	Estimated Participants	% of Population		MPI
		SW	USA	
Bowling	2,315	12.1%	9.8%	124
Basketball	1,735	9.1%	8.3%	109
Golf	1,605	8.4%	9.4%	89
Football	1,314	6.9%	5.0%	137
Baseball	1,108	5.8%	4.5%	129
Frisbee	1,068	5.6%	4.6%	121
Soccer	814	4.3%	3.8%	113
Tennis	731	3.8%	4.2%	90
Volleyball	689	3.6%	3.5%	102
Softball	620	3.2%	3.4%	95

Figure 112- Southwest Planning Area Trends (General Sports)

Southeast Planning Area Trends - General Sports				
Activity	Estimated Participants	% of Population		MPI
		SE	USA	
Golf	2,128	13.2%	9.4%	140
Bowling	1,901	11.8%	9.8%	121
Basketball	1,303	8.1%	8.3%	98
Tennis	873	5.4%	4.3%	127
Frisbee	823	5.1%	4.6%	111
Baseball	785	4.9%	4.5%	109
Football	779	4.8%	4.9%	97
Soccer	723	4.5%	3.8%	119
Volleyball	602	3.7%	3.5%	106
Softball	596	3.7%	3.4%	108

Figure 113- Southeast Planning Area Trends (General Sports)

FITNESS MARKET POTENTIAL
Northwest Planning Area Trends - Fitness

Activity	Estimated Participants	% of Population		MPI
		NW	USA	
Walking for Exercise	12,386	24.0%	27.9%	86
Swimming	8,074	15.7%	15.9%	99
Jogging/Running	5,621	10.9%	12.7%	86
Weight Lifting	4,700	9.1%	10.6%	86
Aerobics	4,051	7.9%	9.0%	88
Yoga	2,881	5.6%	7.2%	78
Pilates	1,163	2.3%	2.8%	81

Figure 114- Northwest Planning Area Trends (Fitness)

Northeast Planning Area Trends - Fitness

Activity	Estimated Participants	% of Population		MPI
		NE	USA	
Walking for Exercise	21,271	28.7%	28.1%	102
Swimming	12,562	16.9%	15.8%	107
Jogging/Running	10,861	14.7%	12.8%	115
Weight Lifting	8,847	11.9%	10.6%	112
Aerobics	7,185	9.7%	8.9%	109
Yoga	6,693	9.0%	7.1%	126
Pilates	2,216	3.0%	2.8%	107

Figure 115- Northeast Planning Area Trends (Fitness)

Southwest Planning Area Trends - Fitness

Activity	Estimated Participants	% of Population		MPI
		SW	USA	
Walking for Exercise	4,592	24.0%	27.9%	86
Swimming	3,170	16.6%	15.8%	105
Jogging/Running	2,169	11.4%	12.8%	89
Weight Lifting	1,680	8.8%	10.6%	83
Aerobics	1,602	8.4%	8.9%	94
Yoga	1,066	5.6%	7.2%	78
Pilates	395	2.1%	2.8%	74

Figure 116- Southwest Planning Area Trends (Fitness)

Southeast Planning Area Trends - Fitness

Activity	Estimated Participants	% of Population		MPI
		SE	USA	
Walking for Exercise	5,192	32.3%	28.1%	115
Swimming	3,128	19.5%	15.9%	123
Jogging/Running	2,729	17.0%	12.8%	133
Weight Lifting	2,180	13.6%	10.6%	128
Aerobics	1,861	11.6%	8.9%	130
Yoga	1,568	9.8%	7.2%	136
Pilates	601	3.7%	2.8%	134

Figure 117- Southeast Planning Area Trends (Fitness)



OUTDOOR ACTIVITY MARKET POTENTIAL

Northwest Planning Area Trends - Outdoor Activity				
Activity	Estimated Participants	% of Population		MPI
		NW	USA	
Fishing (Fresh Water)	5,756	11.2%	12.4%	90
Hiking	4,661	9.0%	9.9%	91
Bicycling (Road)	4,000	7.8%	9.9%	79
Boating (Power)	2,337	4.5%	5.2%	86
Fishing (Salt Water)	2,119	4.1%	4.0%	102
Canoeing/Kayaking	1,793	3.5%	5.4%	65
Bicycling (Mountain)	1,734	3.4%	4.0%	84
Backpacking	1,497	2.9%	2.9%	99
Archery	1,298	2.5%	2.7%	92
Horseback Riding	1,186	2.3%	2.4%	94
Skiing (Downhill)	1,135	2.2%	2.9%	77

Figure 118- Northwest Planning Area Trends (Outdoor Activity)

Northeast Planning Area Trends - Outdoor Activity				
Activity	Estimated Participants	% of Population		MPI
		NE	USA	
Hiking	9,211	12.4%	10.0%	124
Bicycling (Road)	7,958	10.7%	9.8%	109
Fishing (Fresh Water)	7,726	10.4%	12.4%	84
Canoeing/Kayaking	4,463	6.0%	5.4%	112
Boating (Power)	3,809	5.1%	5.3%	97
Bicycling (Mountain)	3,460	4.7%	4.1%	116
Backpacking	2,944	4.0%	3.0%	135
Fishing (Salt Water)	2,934	4.0%	4.1%	98
Skiing (Downhill)	2,479	3.3%	2.8%	117
Archery	1,659	2.2%	2.7%	81
Horseback Riding	1,653	2.2%	2.4%	91

Figure 119- Northeast Planning Area Trends (Outdoor Activity)

Southwest Planning Area Trends - Outdoor Activity				
Activity	Estimated Participants	% of Population		MPI
		SW	USA	
Fishing (Fresh Water)	2,024	10.6%	12.5%	85
Hiking	1,906	10.0%	10.0%	100
Bicycling (Road)	1,452	7.6%	9.9%	77
Boating (Power)	707	3.7%	5.3%	70
Fishing (Salt Water)	699	3.7%	4.1%	91
Canoeing/Kayaking	677	3.5%	5.3%	66
Bicycling (Mountain)	606	3.2%	4.1%	79
Backpacking	573	3.0%	2.9%	102
Archery	516	2.7%	2.8%	98
Horseback Riding	400	2.1%	2.4%	86
Skiing (Downhill)	350	1.8%	2.8%	64

Figure 120- Southwest Planning Area Trends (Outdoor Activity)

Southeast Planning Area Trends - Outdoor Activity				
Activity	Estimated Participants	% of Population		MPI
		SE	USA	
Hiking	2,247	14.0%	10.0%	140
Bicycling (Road)	2,020	12.6%	9.8%	128
Fishing (Fresh Water)	1,978	12.3%	12.4%	99
Boating (Power)	1,056	6.6%	5.3%	124
Canoeing/Kayaking	1,045	6.5%	5.4%	121
Bicycling (Mountain)	876	5.4%	4.0%	136
Fishing (Salt Water)	740	4.6%	4.0%	114
Skiing (Downhill)	673	4.2%	2.9%	146
Backpacking	607	3.8%	2.9%	129
Horseback Riding	426	2.6%	2.4%	108
Archery	391	2.4%	2.7%	88

Figure 121- Southeast Planning Area Trends (Outdoor Activity)

MONEY SPENT ON MISCELLANEOUS RECREATION

Northwest Planning Area Trends - Money Spent on Recreation				
Activity	Estimated Participants	% of Population		MPI
		NW	USA	
Attend Sports Events	11,266	21.9%	23.5%	93
Visited a Theme Park in Last 12 Months	10,383	20.2%	18.0%	112
Went on Overnight Camping Trip in Last 12 Months	6,855	13.3%	12.8%	104
Went to a Zoo in Last 12 Months	5,891	11.4%	11.8%	97
Attend Baseball Game (MLB Regular Season)	4,685	9.1%	9.6%	95
Spent on Sports/Rec Equipment in Last 12 Mo: \$100-\$249	3,097	6.0%	6.5%	92
Spent on Sports/Rec Equipment in Last 12 Mo: \$1-99	3,007	5.8%	5.9%	98
Attend Football Game (NFL Weekend)	2,886	5.6%	4.6%	121
Spent on Sports/Rec Equipment in Last 12 Mo: \$250+	2,394	4.6%	6.9%	67
Attend Football Game (College)	2,067	4.0%	5.6%	71
Attend High School Sports Events	1,997	3.9%	4.6%	84
Went to an Indoor Waterpark in Last 12 Months	1,940	3.8%	3.1%	121
Attend Basketball Game (NBA Regular Season)	1,720	3.3%	3.1%	106
Attend Football Game (NFL Mon/Thurs)	1,609	3.1%	2.6%	121
Attend Basketball Game (College)	1,068	2.1%	3.0%	70

Figure 122- Northwest Planning Area (Money Spent on Recreation)

Northeast Planning Area Trends - Money Spent on Recreation				
Activity	Estimated Participants	% of Population		MPI
		NE	USA	
Attend Sports Events	18,300	24.7%	23.5%	105
Visited a Theme Park in Last 12 Months	12,564	17.0%	18.1%	94
Went to a Zoo in Last 12 Months	9,846	13.3%	11.8%	113
Went on Overnight Camping Trip in Last 12 Months	9,567	12.9%	12.8%	101
Attend Baseball Game (MLB Regular Season)	8,370	11.3%	9.7%	117
Spent on Sports/Rec Equipment in Last 12 Mo: \$100-\$249	5,093	6.9%	6.6%	105
Attend Football Game (College)	4,692	6.3%	5.6%	112
Spent on Sports/Rec Equipment in Last 12 Mo: \$1-99	4,672	6.3%	5.9%	106
Spent on Sports/Rec Equipment in Last 12 Mo: \$250+	4,548	6.1%	6.9%	88
Attend Football Game (NFL Weekend)	3,861	5.2%	4.6%	112
Attend High School Sports Events	3,536	4.8%	4.6%	104
Attend Basketball Game (NBA Regular Season)	2,579	3.5%	3.2%	110
Attend Basketball Game (College)	2,388	3.2%	2.9%	109
Attend Football Game (NFL Mon/Thurs)	2,236	3.0%	2.6%	117
Went to an Indoor Waterpark in Last 12 Months	2,073	2.8%	3.1%	90

Figure 123- Northeast Planning Area (Money Spent on Recreation)

Southeast Planning Area Trends - Money Spent on Recreation				
Activity	Estimated Participants	% of Population		MPI
		SE	USA	
Attend Sports Events	4,830	30.0%	23.4%	128
Visited a Theme Park in Last 12 Months	3,556	22.1%	18.0%	123
Went to a Zoo in Last 12 Months	2,397	14.9%	11.7%	127
Went on Overnight Camping Trip in Last 12 Months	2,202	13.7%	12.7%	108
Attend Baseball Game (MLB Regular Season)	2,161	13.4%	9.6%	140
Spent on Sports/Rec Equipment in Last 12 Mo: \$250+	1,365	8.5%	7.0%	122
Attend Football Game (College)	1,265	7.9%	5.6%	140
Spent on Sports/Rec Equipment in Last 12 Mo: \$100-\$249	1,257	7.8%	6.5%	120
Spent on Sports/Rec Equipment in Last 12 Mo: \$1-99	1,140	7.1%	6.0%	119
Attend Football Game (NFL Weekend)	1,028	6.4%	4.6%	138
Attend High School Sports Events	779	4.8%	4.6%	105
Attend Basketball Game (NBA Regular Season)	661	4.1%	3.2%	130
Attend Basketball Game (College)	597	3.7%	2.9%	126
Attend Football Game (NFL Mon/Thurs)	567	3.5%	2.6%	136
Went to an Indoor Waterpark in Last 12 Months	562	3.5%	3.1%	112

Figure 124- Southeast Planning Area (Money Spent on Recreation)

Southwest Planning Area Trends - Money Spent on Recreation				
Activity	Estimated Participants	% of Population		MPI
		SW	USA	
Attend Sports Events	4,257	22.3%	23.5%	95
Visited a Theme Park in Last 12 Months	3,712	19.4%	18.0%	108
Went on Overnight Camping Trip in Last 12 Months	2,441	12.8%	12.8%	100
Went to a Zoo in Last 12 Months	2,373	12.4%	11.7%	106
Attend Baseball Game (MLB Regular Season)	1,820	9.5%	9.6%	99
Spent on Sports/Rec Equipment in Last 12 Mo: \$1-99	1,148	6.0%	5.9%	101
Spent on Sports/Rec Equipment in Last 12 Mo: \$100-\$249	1,068	5.6%	6.5%	86
Attend Football Game (College)	998	5.2%	5.6%	93
Attend Football Game (NFL Weekend)	937	4.9%	4.6%	106
Spent on Sports/Rec Equipment in Last 12 Mo: \$250+	804	4.2%	7.0%	60
Attend High School Sports Events	709	3.7%	4.6%	81
Went to an Indoor Waterpark in Last 12 Months	679	3.6%	3.2%	114
Attend Basketball Game (NBA Regular Season)	656	3.4%	3.1%	109
Attend Football Game (NFL Mon/Thurs)	527	2.8%	2.6%	107
Attend Basketball Game (College)	430	2.3%	3.0%	76

Figure 125- Southwest Planning Area (Money Spent on Recreation)

LOCAL SPORT AND MARKET POTENTIAL ANALYSIS

The number one general sport activity for Tacoma is bowling. This is measured in terms of estimated number of participants. Other popular sport activities include golf, basketball, football, and Frisbee. All planning areas have multiple general sports categories that exceed the average USA participation rates. Interestingly, not all planning areas exceed the USA average in fitness activities. The Northwest and Southwest planning areas have low MPIs for fitness activities whereas the Northeast and Southeast planning areas have high MPIs. This information should be taken into consideration when identifying location of programs based upon activity. An equal distribution for fitness activities may not be warranted if there are known areas that exhibit a low behavior to participate. The Northeast and Southeast planning areas exhibit more proclivity for outdoor activities than the other two areas. The Southeast planning area has a MPI equal to or greater than 100 in nine categories and the Northeast planning area has six.

NORTHWEST PLANNING AREA TAKEAWAYS

- Top three general sports categories in terms of MPI are baseball, football, and bowling
- Top three general sports categories in terms of estimated participation are bowling, basketball, and golf (same for all planning areas)
- Only planning region to not have a MPI equal to or greater than 100 in fitness activities
- Swimming has the highest MPI (99) for fitness activities (all other activities below 90)
- Top three outdoor activities in terms of MPI are fishing (salt water), backpacking, and horseback riding
- Top three outdoor activities in terms of estimated participation are fishing (fresh water), hiking, and bicycling (road) (same for all planning areas)
- This planning area has a high MPI (121) for visiting indoor waterparks
- This planning area has a below average MPI for any amount spent on sports/recreation equipment in the last 12 months

NORTHEAST PLANNING AREA TAKEAWAYS

- Top three general sports categories in terms of MPI are Frisbee, tennis, and soccer
- Top three general sports categories in terms of estimated participation are bowling, golf and basketball (same for all planning areas)
- All fitness activities exceed an 100 MPI
- Top three outdoor activities in terms of MPI are backpacking, hiking, and skiing (downhill)
- Top three outdoor activities in terms of estimated participation are hiking, bicycling (road), and fishing (fresh water) (same for all planning areas)
- This planning area has an above average MPI for spending on sports/recreation equipment up to \$249 in the last 12 months

SOUTHEAST PLANNING AREA TAKEAWAYS

- Top three general sports categories in terms of MPI are golf, tennis, and bowling
- Top three general sports categories in terms of estimated participation are golf, bowling, and basketball (same for all planning areas)
- All fitness activities exceed an 100 MPI by at least 15
- Yoga has the highest MPI for fitness activities at 136
- Top three outdoor activities in terms of MPI are skiing (downhill), hiking, and bicycling (mountain) (this is the only planning area to have mountain biking in its MPI top three)
- Top three outdoor activities in terms of estimated participation are hiking, bicycling (road), and fishing (fresh water) (same for all planning areas)
- This planning area has a MPI greater than 100 in all money spent on recreation categories

SOUTHWEST PLANNING AREA TAKEAWAYS

- Top three general sports categories in terms of MPI are football, baseball, and bowling (same top 3 as Northwest region)
- Top three general sports categories in terms of estimated participation are bowling, basketball, and golf (same for all planning areas)
- Swimming is the only fitness activity to have a MPI greater than 100 at 105
- Top three outdoor activities in terms of MPI are backpacking, hiking, and archery (only planning area to have archery in its MPI top 3)
- Top three outdoor activities in terms of estimated participation are fishing (fresh water), hiking, and bicycling (road) (same for all planning areas)
- This planning area's highest MPI categories for money spent on recreation include visiting indoor waterparks and theme parks

MISSION-LED PROGRAM AREAS

Metro Parks Tacoma's recreational programming is comprised of three mission-led program areas. Each program area also has corresponding sub-categories:

- 1) Active Lifestyle and Community Wellness
 - a. Fitness & Wellness
 - b. Youth Development
 - c. Specialized Recreation & Adaptive Programs
- 2) Nature and Environment
 - a. Nature & Wildlife
 - b. Environmental Education
 - c. Outdoor Recreation & Ecotourism
- 3) Culture and Heritage
 - a. Park Heritage & Living History
 - b. Cultural Arts
 - c. Festivals and Special Events

ACTIVE LIFESTYLE AND COMMUNITY WELLNESS TRENDS

As mentioned previously, the local Market Potential Index (MPI) and national trends for fitness & wellness and sports activities are high in several areas including:

- General Sports (among others depending on planning area)
 - Football
 - Baseball
 - Tennis
 - Frisbee
 - Soccer
- General Fitness and Wellness (among others depending on planning area)
 - Walking for Exercise
 - Swimming
 - Jogging/Running

YOUTH DEVELOPMENT

Youth development refers to the process of growing up and developing capacities in a positive way. The mechanisms to facilitate positive capacity development can occur through an individual's family, peer group, school, neighborhood, and larger community. Recreation providers often provide youth development services and they typically come in the form of before and after school programs. Familiar national organizations that offer youth development services include:

- 4-H
- Boy Scouts
- Girl Scouts
- Boys and Girls Club
- YMCA
- YWCA
- Girls Incorporated
- Camp Fire
- Big Brothers/Big Sisters
- Junior Achievement

Among these national leaders in youth development, local parks and recreation organizations provide youth development opportunities as well. The Search Institute synthesized over 50 years of scholarly research to help organizations address young people's challenges. They identify 40 developmental assets for adolescents that span external and internal assets. **See Tables 17 and 18 below.**

Table 17. External Assets for Youth Development

Support	Empowerment	Boundaries and Expectations	Constructive Use of Time
Family Support	Community Values Youth	Family Boundaries	Creative Activities
Positive Family Communication	Youth as Resources	School Boundaries	Youth Programs

Other Adult Relationships	Service to Others	Neighborhood Boundaries	Religious Community
Caring Neighborhood	Safety	Adult Role Models	Time at Home
Caring School Climate		Positive Peer Influence	
Parent Involvement in Schooling		High Expectations	

Table 18. Internal Assets for Youth Development

Commitment to Learning	Positive Values	Social Competencies	Positive Identity
Achievement Motivation	Caring	Planning and Decision Making	Personal Power
School Engagement	Equality and Social Justice	Interpersonal Competence	Self-Esteem
Homework	Integrity	Cultural Competence	Sense of Purpose
Bonding to School	Honesty	Resistance Skills	Positive View of Personal Future
Reading for Pleasure	Responsibility	Peaceful Conflict Resolution	
	Restraint		

The National Collaboration for Youth highlighted three programs that helped students succeed in 2011:

- 1) *Boys and Girls Club Education Enhancement Project*: a program that helped students achieve academic success – participants had higher grade averages and scores in reading, spelling, history, science, and social studies compared to a non-participatory control group.
- 2) *Teen Outreach Program*: a service-learning program in which participants volunteered in community service and participated in structured discussions about their experiences – participants had significantly less risk of pregnancy, school suspension, and course failure compared to a non-participatory control group.
- 3) *Across Ages Program*: an intergenerational mentoring and community service substance abuse prevention program – participants had a significantly improved sense of well-being, outlook on school, the future, elders, and attitudes toward drug use compared to a non-participatory control group.

The three programs highlighted are not an exhaustive list by any means; the list serves as a starting point to realize the different program types youth development is affected through. Regardless of the program type, it is imperative that community-based program providers incorporate evaluation processes that monitor program inputs and collect data in order to report to funders. Resources are

often scarce for community-based youth programming and measuring program outcomes is imperative to support the value in supporting these program types.

National trends regarding the most popular youth development programs is hard to report because youth development programs exist to address a given community's specific needs. Therefore, it is most important that Metro Parks Tacoma looks at its current Youth Development programs and examines how the programs are evaluated based on the desired program outcomes. All youth development programming should support the external and internal development assets listed above.

RECREATION THERAPY

In 2014, there were 18,600 recreational therapists employed nationally. The Bureau of Labor Statistics projects employment to increase to 20,900 by 2024 which is a 12% change, which is a larger increase than the average for all occupations. Three prominent reasons for the increase labor projections include:

- 1) An aging population
- 2) More people with chronic conditions
- 3) Managing service-related conditions for veterans

It is projected that people's preferences for aging at home combined with shorter hospital stays will shift treatment to outpatient and community-based settings rather than more costly hospital settings.

See Figures 126-129.

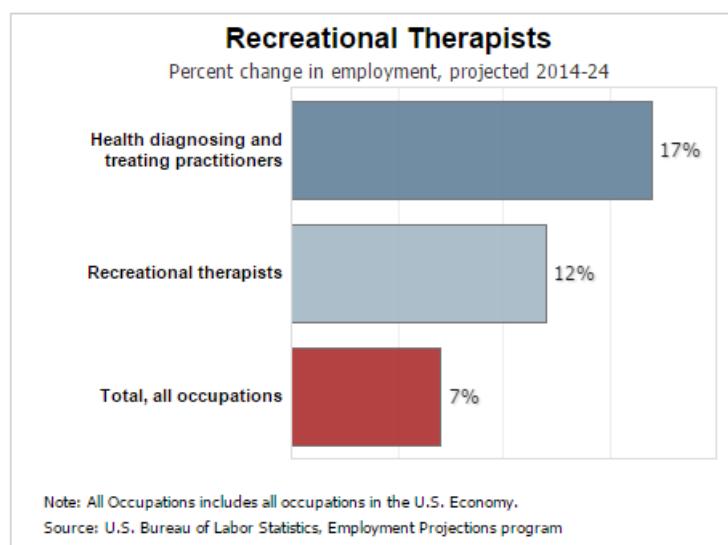


Figure 126- Recreational Therapists Job Projection

United States	Employment		Percent Change	<u>Projected Annual Job Openings</u> ¹
	2012	2022		
Recreational Therapists	19,800	22,500	+13%	670
Washington	Employment		Percent Change	<u>Projected Annual Job Openings</u> ¹
	2012	2022		
Recreational Therapists	390	450	+15%	20

¹Projected Annual Job Openings refers to the average annual job openings due to growth and net replacement.

Figure 127- Recreational Therapists Job Projection US and WA State

Government	\$52,770
Hospitals; state, local, and private	46,690
Ambulatory healthcare services	41,400
Nursing care facilities (skilled nursing facilities)	38,960
Continuing care retirement communities and assisted living facilities for the elderly	37,740

Figure 128- Recreational Therapist Positions by Highest Median Pay

Location	Pay Period	2014				
		10%	25%	Median	75%	90%
United States	Hourly	\$13.05	\$16.51	\$21.15	\$27.34	\$33.28
	Yearly	\$27,100	\$34,300	\$44,000	\$56,900	\$69,200
Washington	Hourly	\$14.96	\$19.16	\$22.75	\$27.56	\$34.71
	Yearly	\$31,100	\$39,900	\$47,300	\$57,300	\$72,200

Figure 129- Recreational Therapist Pay US and WA State

ACTIVE LIFESTYLE AND COMMUNITY WELLNESS IMPLICATIONS

Metro Parks Tacoma is serving a highly active populace. Traditional sports are still popular as identified by national and local trends; however, non-traditional services are continuing to be important. Youth development activities are crucial to helping adolescents transition into adulthood. Although many nonprofit organizations offer youth development programming, it is important that Metro Parks Tacoma identifies its niche within the market. After identifying its place, program evaluations are critical to help adjust and plan for the future. Additionally, therapeutic recreation and adaptive services are going to be more prevalent moving forward. Projections show Washington Recreational Therapists will increase by 15% by 2022. This means that there will be a larger focus on using recreation to address the aging population, increasing chronic disease, and reintegrating the veteran population.

NATURE AND ENVIRONMENT

The 2013 Statewide Comprehensive Outdoor Recreation Plan (SCORP) reported that 8 out of 10 Washington residents visited a county, city, or state park the previous year. Additionally, it was reported that only an estimated 30 to 40 percent of recreation demand across the state was satisfied. This means there is a lot of opportunity for recreation providers to enhance current service provision to meet the needs of an aging and diversifying population. The following tables represents the top 15 most important activities (out of 45) and the most participated in outdoor recreation activities reported by the SCORP.

Table 19. Top 15 Activities by Importance

Activity	Importance Rank
Picnic areas	1
Equipped playgrounds/play areas	2
Surfaced trails	3
Unsurfaced trails	4
Boat access sites for non-motorized craft	5
Baseball/softball	6
Sports fields with soccer goals	7
Sports fields	8
Sports fields for multipurpose use	9
Basketball	10
Cultural and/or historic sites	11
Freshwater beach access	12
Saltwater beach access	13
Designated sightseeing areas	14
Fishing piers	15

Table 10. Top 15 Activities by Participation

Rate

Activity	Importance Rank
Picnicking, BBQing, or cooking out	80.9
Walking without a pet	71.3
Wildlife viewing/photographing	59.0
Sightseeing	56.8
Gardening, flowers, or vegetation	56.7
Hiking	53.9
Walking with a pet	51.6
Camping	42.4
Swimming or wading at beach	38.8
Swimming in pool	38.2
Aerobics or fitness activities, but not weights	37.8
Bicycle riding	36.9
Playground use	36.9
Jogging or running	36.2
Swimming in natural waters	35.7

Additionally, the SCORP examined various recreation activities by participation rate broken down into sub-categories. The following figures represent general outdoor recreation activities, nature activities, and water-related activities. **See figures 130-133.**

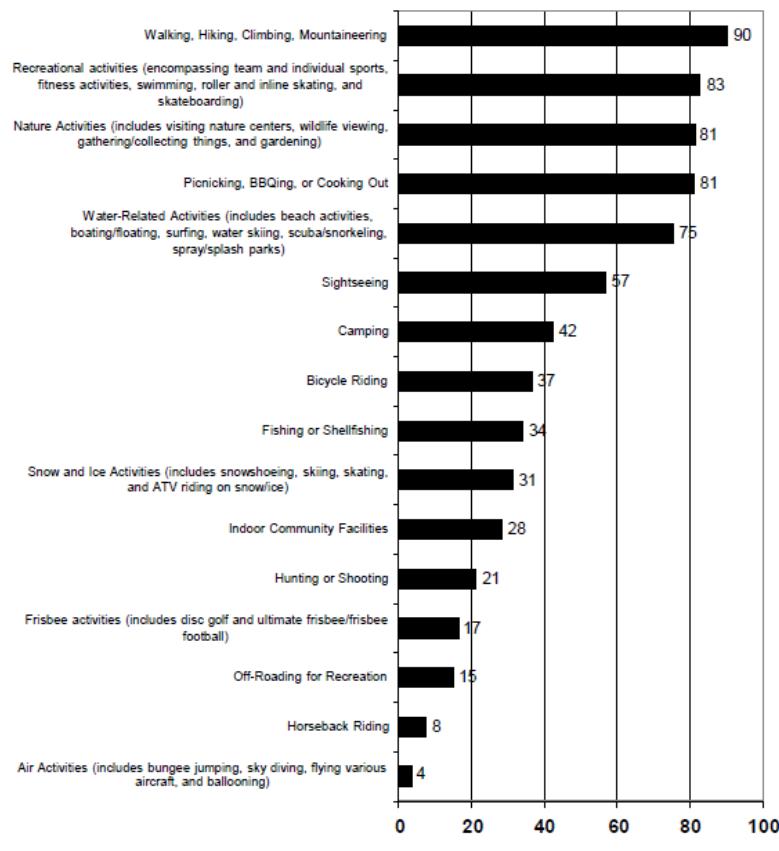


Figure 130- Select Recreation Activities Participation (Washington)

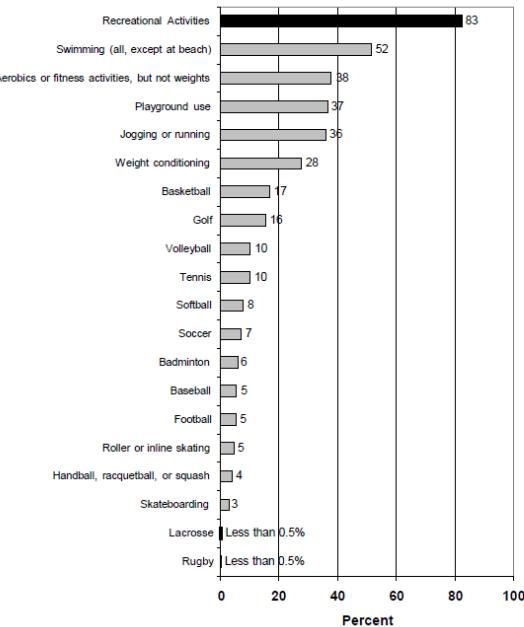


Figure 131- General Recreation Activities Participation (Washington)

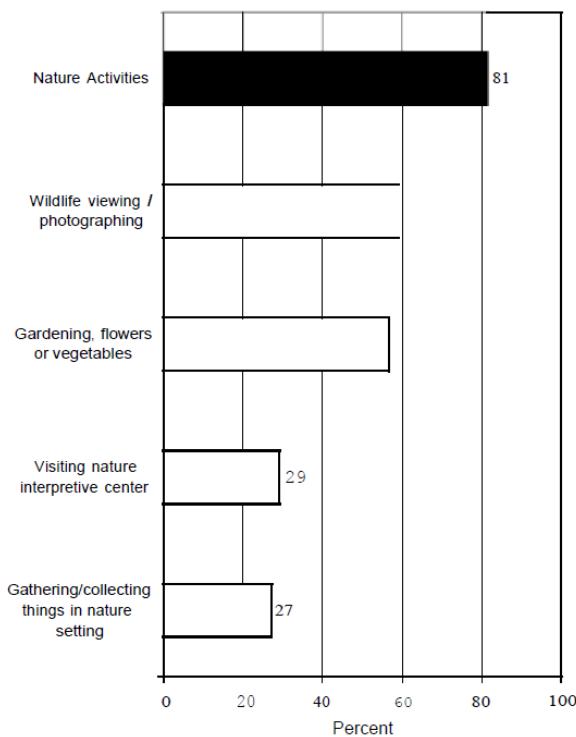


Figure 132- Nature Activities Participation (Washington)

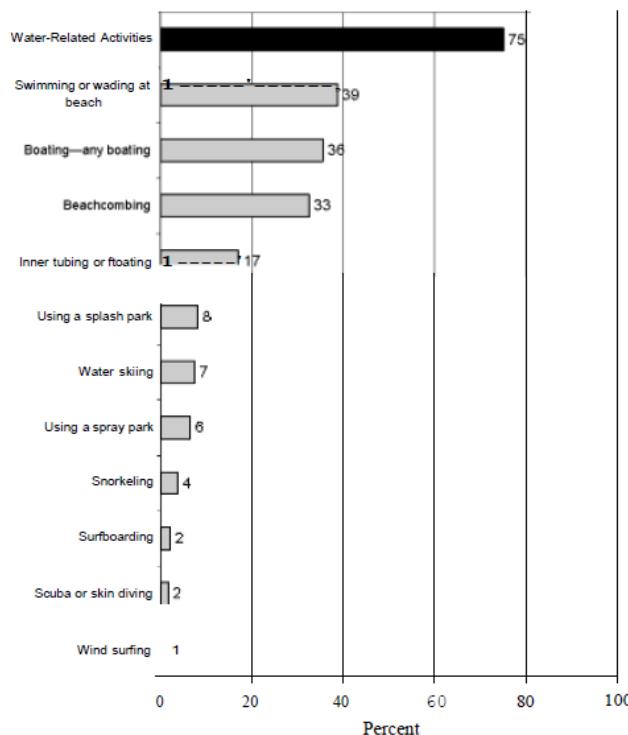


Figure 133- Water-related Activities Participation (Washington)

The SCORP separated Washington into regions and Pierce County was placed into the Southwest region. The following table represents the Level of Service (LOS) for each of the 10 SCORP regions. As shown in the table, the Southwest region (including Pierce County) is low in term of the percentage of facilities that support active recreation and the percentage of facilities that are fully functional. Since these statistics are reported by region and not by county, it is important for Metro Parks Tacoma to use this information in tandem with other data points to determine if the planning region statistics are commensurate at the local level.

Table 11 Southwest SCORP Planning Region LOS

Criteria	Mean	Grade	Rank (out of 10 Regions)
% of unmet demand: # of parks and recreation facilities	4%	A	2
% of facilities that support active recreation	50%	C	6
% of demand met by all existing facilities	52%	C	3
% of facilities that are fully functional	66%	B	T-7
% satisfied with park and recreation facilities' condition	74%	N/A	4
% satisfied with park and recreation facilities' quantity	73%	N/A	2
% satisfied with park and recreation facilities' distribution	67%	N/A	2
% satisfied with park and recreation facilities (mean of the previous three criteria)	72%	A	2

According to the 2015 Special Report on Fishing, fishing participants made 893 million annual outings in 2014. Additionally, the average number of annual outings per fishing participant was 19.4 days. About 2/3 of fishing participants are male and the largest age segment is 45+. The fishing industry is experiencing a “leaky bucket” phenomenon which describes how each year the industry loses and gains participants. From 2013 to 2014, 5.8 million participants left the sport but 5.9 new participants joined.

The pacific region also ranks 5th out of 9 in number of fishing participants. **See Figures 134-138.**

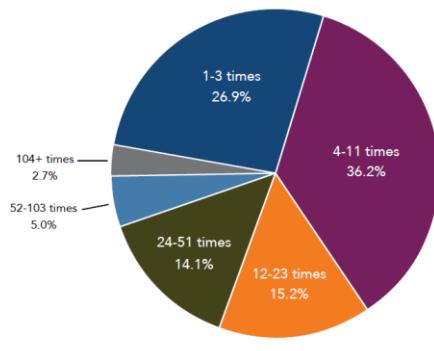


Figure 134- Number of Fishing Outings per Participant (2014)

Fishing Participants, Ages 6+

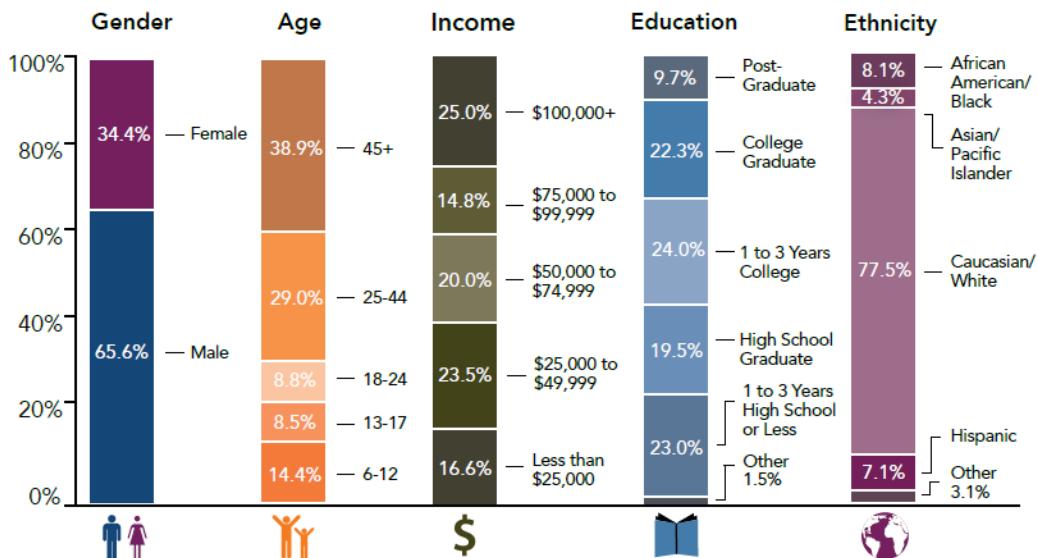


Figure 135- National Fishing Participation Demographics (2014)

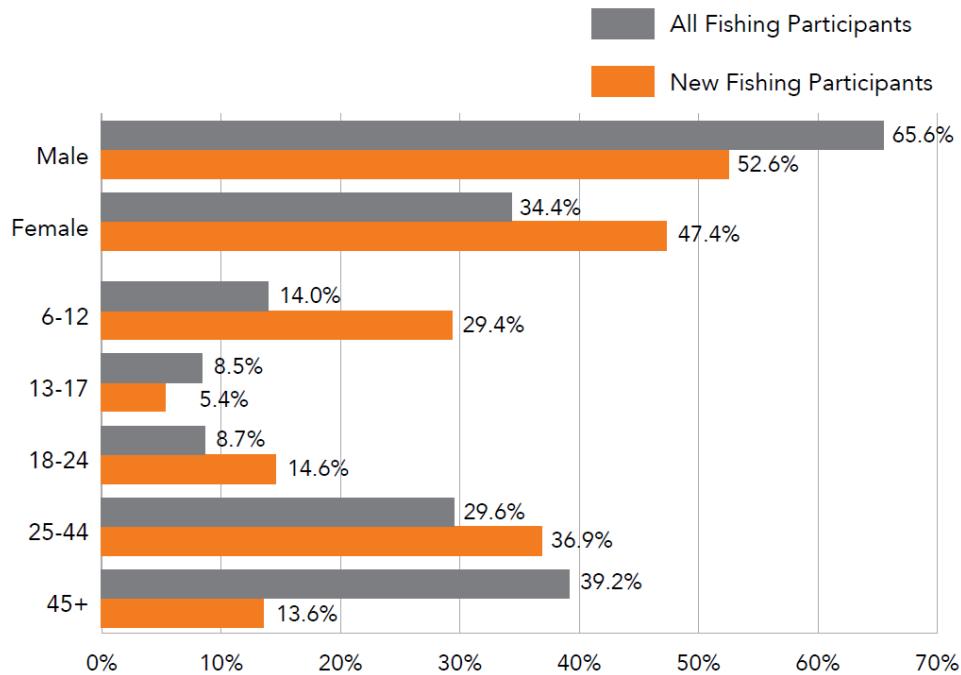


Figure 136- National “New Participants” Demographics (2014)

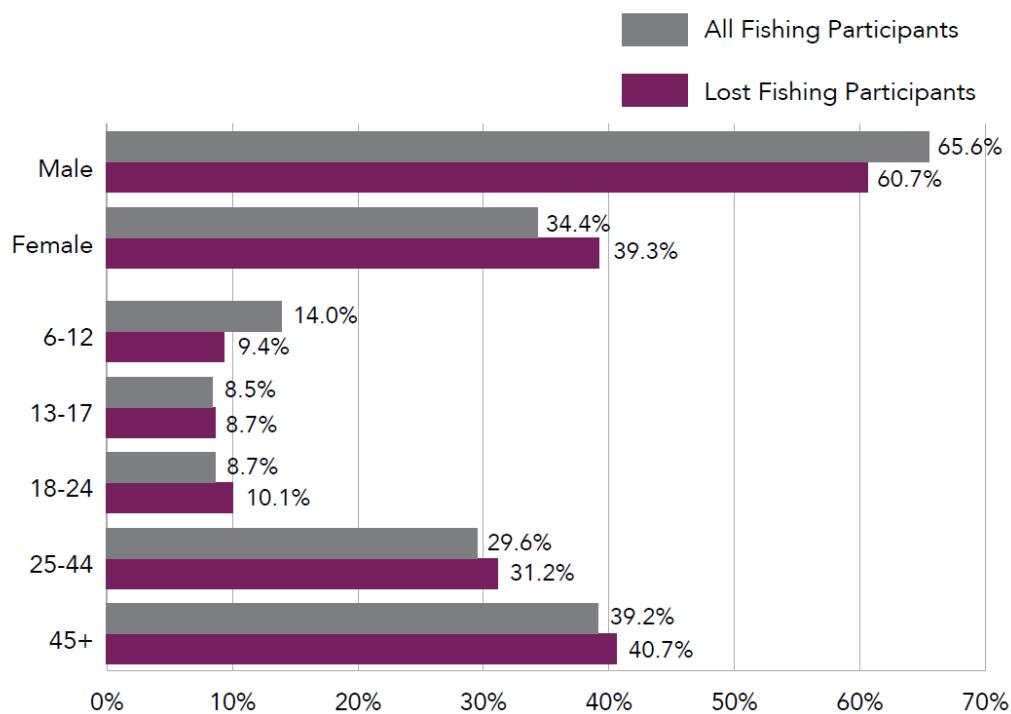


Figure 137- National “Lost Participants” Demographics (2014)

Fishing Participants, Ages 6+

U.S. Census Regions

1. Pacific: 11.4%
2. Mountain: 6.4%
3. West South Central: 11.5%
4. West North Central: 9.4%
5. East North Central: 16.8%
6. East South Central: 6.9%
7. South Atlantic: 20.8%
8. Middle Atlantic: 12.6%
9. New England: 4.3%

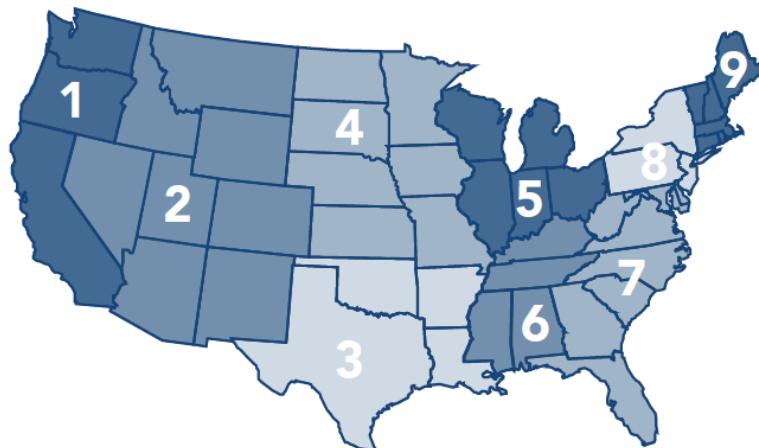


Figure 138- National Fishing Participation by US Census Region

NATURE AND ENVIRONMENT IMPLICATIONS

Washington residents enjoy outdoor recreation activities as 8 out of 10 residents report having participated in the year previous to the SCORP's publication. Traditional recreation activities continue to be more popular than nature and water-based activities; however, national trends show that these activities are trending upward over the last few years. The SCORP's regional LOS examination shows the Southwest region is comparatively towards the top in several measurable criteria; however, further research is warranted to examine Metro Park Tacoma's level of active recreation and facility usage and functionality levels. Additionally, fishing participation is stagnant nationally. National trends show a decline trend over the past five years and local information supports this notion. Local MPI data suggest a lower than average threshold for fishing behavior for Tacoma residents.

CULTURE AND HERITAGE

There are many different services that can be categorized into Culture and Heritage. Services related to history, cultural arts, and festivals/special events are a few services. Most park and recreation agencies offer some sort of community event programming on an annual basis. Activities vary based on region and community interests. Nationally, special events are turning "non-traditional." For example, traditional running marathons and half-marathons are being replaced by Tough Mudder, Spartan Race, The Color Run, and Warrior Dash to name a few. According to the 2014 State of the Sport, Running USA reports more non-traditional marathon and half-marathon participants finished these events than traditional event participants beginning in 2013. **See Figure 139.**

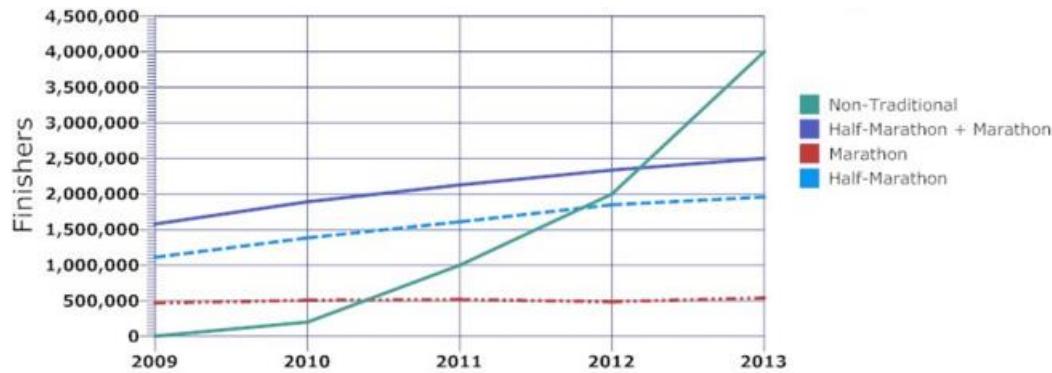


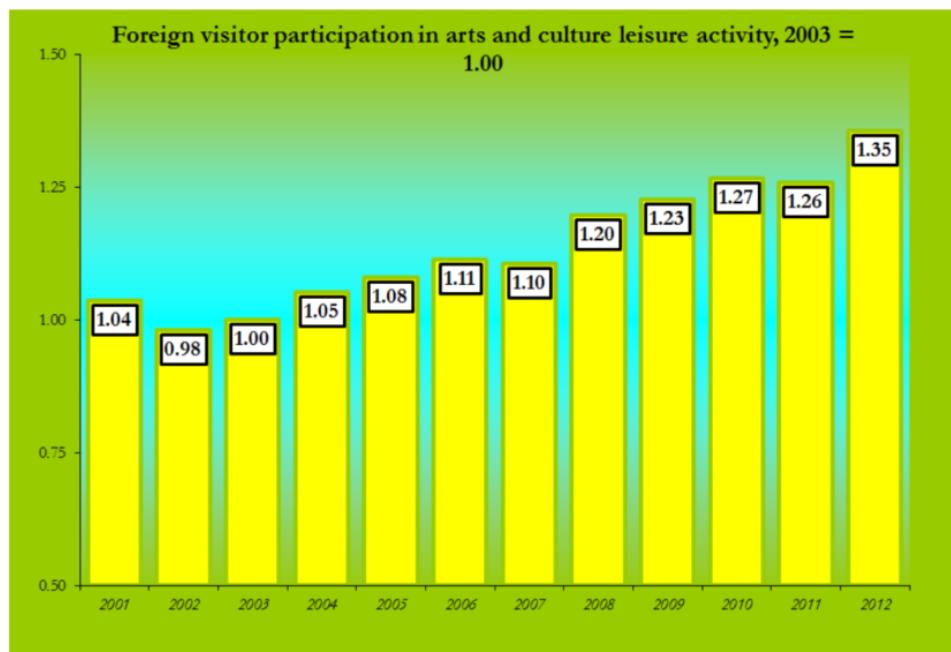
Figure 139- Non-Traditional Vs Traditional Running Event Finishers

According to Americans for the Arts, more than 2/3 (68%) of American travelers reported including a cultural, arts, heritage, or historical activity or event while on a trip of 50 miles or more in 2012. This statistic translates into 116 million cultural travelers. Additionally, marketing of cultural destinations and events accounts for the largest portion of all marketing expenditures by tourism organizations according to the U.S. Travel Association.

The National Arts Index (2014), which measures the vitality of arts and culture in the United States, identified four key findings:

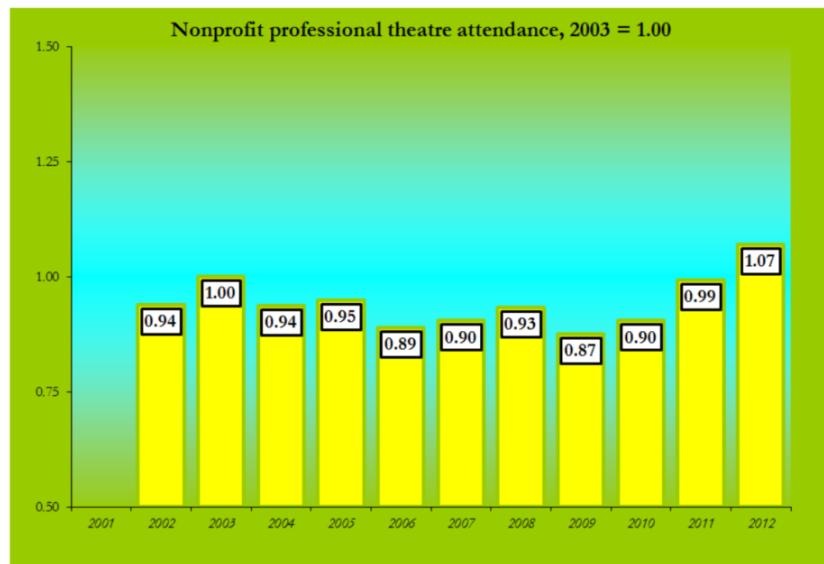
- 1) The arts' recovery from the Great Recession did not begin until 2012
- 2) Arts nonprofits continued to experience financial challenges
- 3) Arts attendance remains fluid
- 4) Total charitable giving and overall employment help explain the health of the arts sector

Four index measures particularly relate to Metro Parks Tacoma including 1) Foreign visitor participation in arts and culture leisure activity; 2) Art museum visits; 3) Nonprofit professional theater visits; and 4) Attendance at live popular music. Pierce County's local Creative Vitality Index of .63 (which uses similar metrics and indicators to that of the national index) is below the national average (1.00) and is surrounded by King County, which has the highest index score (2.09) within Washington. See the Appendix for a full index report for Pierce County. **See Figures 140-144.**



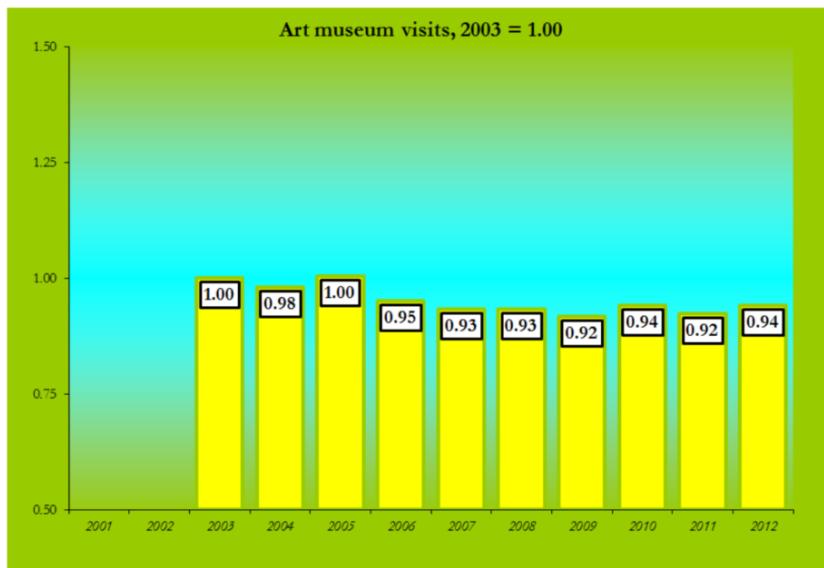
(Percent attending)	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Art Gallery/Museum	19.4	18.1	17.7	18.9	20.2	20.4	21.1	22.3	23.5	24.1	23.5	28.4
Concert/Play/Musical	12.3	12.9	13.7	13.4	14.7	14.5	15.3	16.3	16.8	17.1	16.6	18.4
Cultural Heritage Sites	18.4	17.7	18.1	19.4	18.5	19.9	19.5	22.2	22.7	23.7	24.1	25.2
Ethnic Heritage Sites	4.9	4.6	4.9	4.8	4.5	5.2	4.1	4.3	4.2	4.4	4.4	4.1
Visit Am. Indian Comm.	3.8	3	3.1	3.7	3.3	3.2	2.9	3.4	3.2	3.6	3.5	4.8
Visit Historical Places	33.3	30.9	31.4	33.3	34.8	35.7	35.3	37.9	38.6	39.7	39.7	39.5
Cumulative foreign visitor participation in arts and culture leisure activity	92.1	87.2	88.9	93.5	96	98.9	98.2	106	109	113	112	120.4
Indexed to 2003 = 1.00	1.04	0.98	1	1.05	1.08	1.11	1.1	1.2	1.23	1.27	1.26	1.36

Figure 140- National Arts Index (2014): Foreign Visitor Participation in Arts and Culture Leisure Activity



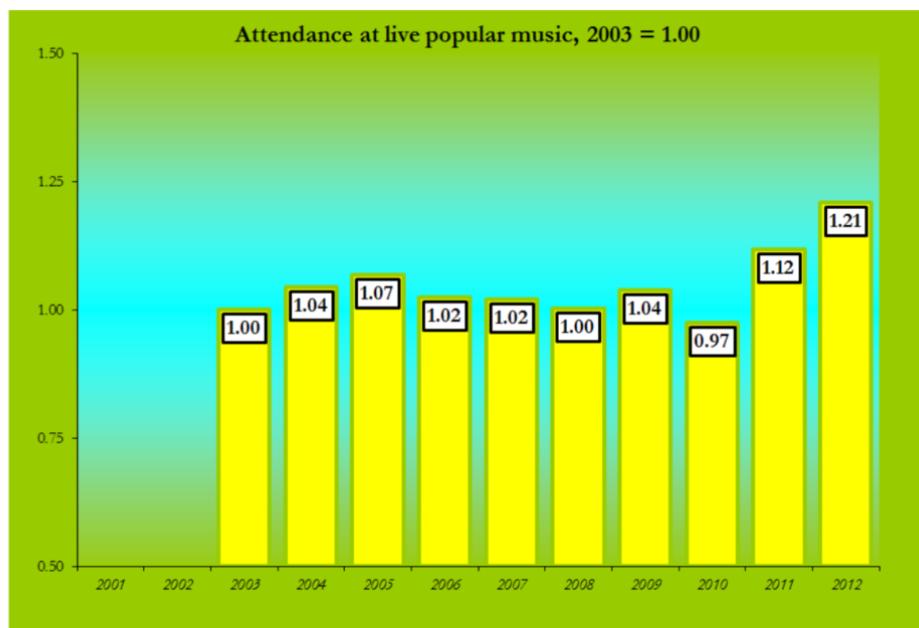
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Total attendance at nonprofit professional theatre (000)	32,200	34,300	32,100	32,500	30,500	31,000	32,000	30,000	31,000	34,000	36,700	
Indexed to 2003 = 1.00	N/D	0.94	1.00	0.94	0.95	0.89	0.90	0.93	0.87	0.90	0.99	1.07

Figure 141- National Arts Index (2014): Nonprofit Professional Theatre Attendance



	2001-2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Art museum attendance in 77 metropolitan markets		33,070.2	32,412.8	33,190.5	31,449.0	30,828.7	30,862.7	30,533.3	31,090.5	30,505.9	31,084.9
Indexed to 2003 = 1.00	N/D	1.00	0.98	1.00	0.95	0.93	0.93	0.92	0.94	0.92	0.94

Figure 142- National Arts Index (2014): Art Museum Visits



(All figures in 000)	2001-2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Country music concert	15,835	16,976	17,424	16,906	17,544	16,658	16,739	14,766	17,339	18,688	
R&B/rap/hip-hop concert	7,508	7,659	8,122	7,625	7,039	6,938	7,183	6,971	8,363	9,963	
Rock concert	25,236	26,108	26,271	25,227	24,931	25,062	26,497	25,621	28,598	30,026	
Surveyed population in 77 metropolitan markets attending country, rock, rap, R&B, hip-hop music	48,579	50,742	51,818	49,758	49,513	48,657	50,419	47,358	54,300	58,677	
Indexed to 2003 = 1.00	N/D	1.00	1.04	1.07	1.02	1.02	1.00	1.04	0.97	1.12	1.21

Figure 143- National Arts Index (2014): Attendance at Live Popular Music

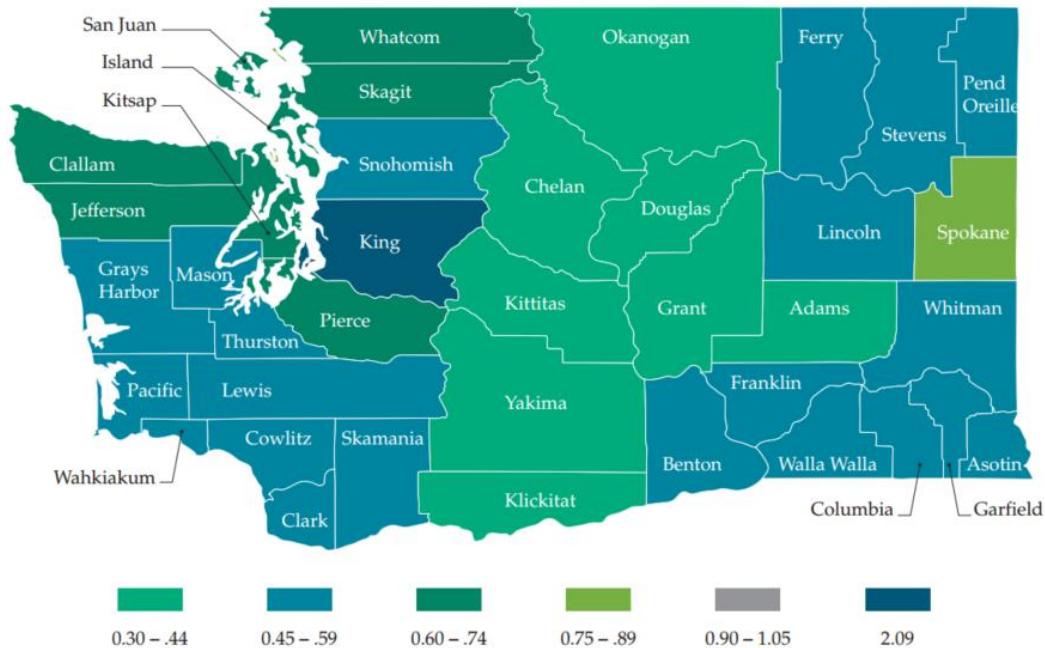


Figure 144- Creative Vitality Index (2010): Washington State

VOLUNTEERISM

The Corporation for National and Community Service tracks and publishes volunteering and civic engagement statistics. Washington volunteering statistics from 2013 are highlighted by:

- 34.6% of residents volunteer, ranking Washington 9th among the 50 states and Washington, DC
- 1.82 million volunteers
- 228.8 million hours of service
- \$5.1 billion of service contributed
- 43.7 volunteer hours per capita
- 64.9% of residents engage in “informal volunteering” (e.g., doing favors for neighbors)

The following figure represents four volunteerism categories for Washington reported in 2013.

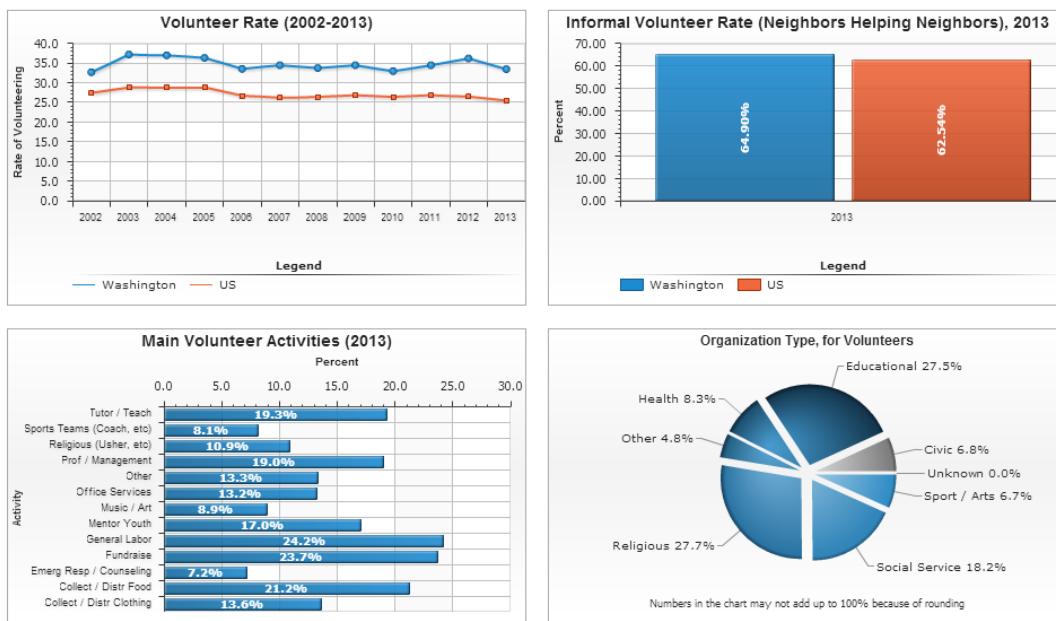


Figure 145- 2013 Washington Volunteerism Select Categories

CULTURE AND HERITAGE IMPLICATIONS

Given Tacoma's proclivity for fitness activities, Metro Parks Tacoma is in position to take advantage of non-traditional fitness events that are surpassing traditional events in participation. These special events draw large participation and can be a great partnership opportunity. Trends also indicate Pierce County is below the national index for arts vitality; however, all Washington counties except for one are below the national average. With an increasing foreign population, the national trends of foreign populations participating in arts and culture is encouraging. Metro Parks Tacoma can highlight its cultural programs and target this audience with its services.

A high volunteerism rate for Washington bodes well for Metro Parks Tacoma. With a large volunteer population and hours donated, Metro Parks Tacoma can enhance its volunteerism services program to leverage this resource. Volunteers can be used for a variety of services including maintenance activities, program assistance, stewardship activities, and community and special events. Increasing volunteer use will help augment the budget and will allow Metro Parks Tacoma to allocate resources elsewhere.

9.2 APPENDIX B: PUBLIC ENGAGEMENT & DATA COLLECTION

9.2.1 PUBLIC FORUMS

SOUTHWEST (STAR CENTER)

NATURE AND ENVIRONMENT

Top Priority	<ul style="list-style-type: none"> Help kids learn about environmental concerns/resources in their own back yards. Local knowledge. Increased mountain bike trails at Swan Creek – at least 10+ miles More hiking trails without road crossings and more carless hours at Point Defiance. Protect beautiful gardens at Point Defiance and Wapato Take care of the natural areas and wildlife and teach people about our environment.
Less of	<ul style="list-style-type: none"> N/A
More of	<ul style="list-style-type: none"> More accessible paths for skateboards to explore new means of exploration. I would love to see more watersport activities or a way to get to them from this area. Skateboarding is a mostly outdoor sport, but a lack of sheltered areas for skating acts as a deterrence to participation. Development of overhead structures would be highly appreciated. Use skateboarding as a tool to promote and educate about sustainable business and manufacturing techniques employed by the skate industry (soy-resins and urethane, up-cycled material use boards made from richlife). Recognize skateboarding as a way of transportation. Good for the community as well as the environment.

CULTURE AND HERITAGE

Top Priority	<ul style="list-style-type: none"> N/A
Less of	<ul style="list-style-type: none"> N/A
More of	<ul style="list-style-type: none"> I would love to come to historical storytelling at various parks (not just at Ft Nisqually) Build a heritage for skating/longboarding in the Northwest for younger generation as its popularity has grown in masses roots of skating in the 253 Skatable art projects to bring families together to beautiful safe sports Recognizing skateboarding as a form of artistic self-expression Reach out to artists in general...many are misinformed as to actual costs and availability Recognizing the unique culture that has developed around and through skateboarding Provide covered accessible dry sports that groups can meet at in the sun

ACTIVE LIVING AND COMMUNITY WELLNESS

Top Priority	<ul style="list-style-type: none"> • Providing an acceptable skate area within the SW district. Growing up in the SW district, I was never welcomed to skate anywhere within this district. • Make a skate park that brings more kids to the sport marketing the parks most used • Not one legal area within the southwest district to skateboard. Prohibiting many kids from exploring skateboarding. • Skateboarding is seen as something to stop, even when nothing wrong is happening. Thinking this way can create unneeded confrontation instead of a joyful acceptance. • With no skate park, skateboarders are stuck using the streets which makes a danger for the younger skateboarders and discourages them from trying the sport. • A covered skate facility for after school programs, camps, and classes for youth within this area. There currently are not any. • Recognize skateboarding as a community. • Without having a legal skate space, many friendships are not being formed because this sport opens many kids social circles.
Less of	<ul style="list-style-type: none"> • N/A
More of	<ul style="list-style-type: none"> • More paved trails for walking, biking, skateboarding, or any other non-automotive forms of transportation. • Skateboard parks and pump tracks. • A dry, covered skateboard facility • Building a cover over Foss Skate Park • Plan to build skateparks in wooded areas. • Affordable to seniors – cost to seniors.

NORTHWEST (THE NATURE CENTER)

NATURE AND ENVIRONMENT

Top Priority	<ul style="list-style-type: none"> • More hiking and walking trails • Litter patrol/picking • Disc golf • Kids education – stewardship of food forest! Regular garbage pickup
Less of	<ul style="list-style-type: none"> • N/A
More of	<ul style="list-style-type: none"> • Northwest Trek and Port Defiance Zoo – A+ quality and community asset

CULTURE AND HERITAGE

Top Priority	<ul style="list-style-type: none"> • Public interactive arts in parks and unique to Tacoma • Maintain structures at Wright Park
Less of	<ul style="list-style-type: none"> • N/A
More of	<ul style="list-style-type: none"> • Do events • Plan more community arts events

ACTIVE LIVING AND COMMUNITY WELLNESS

Top Priority	<ul style="list-style-type: none"> • Aquatic center • Disc golf
Less of	<ul style="list-style-type: none"> • Keep up the great work • Puget park access (safety)
More of	<ul style="list-style-type: none"> • Multi-use fields • Lacrosse • Rugby • Soccer • Brick wall for lacrosse/tennis “wall ball” • Lazy rivers • Park art projects – interactive art • Walkability and beauty of pedestrian bike corridors

NORTHEAST (CENTER AT NORPOINT)

NATURE AND ENVIRONMENT

Top Priority	<ul style="list-style-type: none"> • NE quadrant needs a dog park • Community Gardens
Less of	<ul style="list-style-type: none"> • N/A
More of	<ul style="list-style-type: none"> • Expand philosophy of natural area management to more parks • Be a role model/leader in natural area management

CULTURE AND HERITAGE

Top Priority	<ul style="list-style-type: none"> Community meeting room at no cost (ex. Safe streets block watch forums training)
Less of	<ul style="list-style-type: none"> N/A
More of	<ul style="list-style-type: none"> N/A

ACTIVE LIVING AND COMMUNITY WELLNESS

Top Priority	<ul style="list-style-type: none"> Computer classes (gaming and coding) for kids and adults
Less of	<ul style="list-style-type: none"> N/A
More of	<ul style="list-style-type: none"> N/A

SOUTHEAST (PORTLAND AVENUE)

NATURE AND ENVIRONMENT

Top Priority	<ul style="list-style-type: none"> Community managed open space and parks Protect/market open space opportunities better Find ways to engage children and engage them in the parks
Less of	<ul style="list-style-type: none"> N/A
More of	<ul style="list-style-type: none"> Side walk gardens Joint nature education opportunities

CULTURE AND HERITAGE

Top Priority	<ul style="list-style-type: none"> N/A
Less of	<ul style="list-style-type: none"> N/A
More of	<ul style="list-style-type: none"> More public art please! I would like to see a Cinco de Mayo celebration. I feel there is a large Hispanic population.



ACTIVE LIVING AND COMMUNITY WELLNESS

Top Priority	<ul style="list-style-type: none">Senior classes at Portland focus on active classes.
Less of	<ul style="list-style-type: none">N/A
More of	<ul style="list-style-type: none">Promote lunches more (catholic services)More senior programming and Portland Avenue Community Center (SAIL and Art classes)Provide more parking at Portland Avenue Community CenterProvide more handicapped parking at Portland Avenue Community CenterMore rear of the building parking overflow (Portland Avenue Community Center)More soccer fields

9.2.2 FOCUS GROUP AND INTERVIEW STAKEHOLDERS

ACTIVE LIVING & COMMUNITY WELLNESS

Fitness	Specialized and Adaptive Recreation	Sports and Aquatics	Youth Development
American Cancer Association	Hero to Hometown	American Legion baseball	A Step Ahead in Pierce County
BCRA	TACID	Boys and Girls Club	Big Brothers Big Sisters
Diabetes Association	US Olympic Committee (Community/Military Grant)	Greater Puget Sound Youth Football League	Boys and Girls Club
Franke Tobey Jones	USOC - PSC (Paralympics Sports Club)	Norpoint Soccer Club	Children's Museum
Group Health	Warrior Transition Battalion	Nortac Soccer Association-Youth Soccer	Girl Scout Pacific Peak Countil
Kompan	GLADD	NYSA Youth Sports, Instructional Camp-Basketball and Baseball	Metropolitan Development Council
MulitCare Health System	SOWA (Special Olympics of Washington)	Pierce County Officials Association-Soccer/Basketball	Pierce County Library
MVP Physical Therapy	Pierce County Human Services - DDD	Pierce County Parks & Recreation	Pierce County Reading Foundation
Tacoma Community College-Continuing Education	City of Tacoma - Human Services	Puget Sound Senior Games	Pierce College Early Childhood Education
Tacoma Pierce County Health Department	DSHS - Division of Developmental Disabilities	Seattle Storm	Police Guild-PAL
Tacoma Public Schools		Seattle Seahawks	Stand for Children
TacomaWheelmans Club		Skaters for Public Skateparks	Tacoma Principals Association
Washington Trails Association		Sound View Little League	Tacoma Council PTA 10.9
Weight Watchers		South Tacoma Soccer Association	Tacoma Public Schools
YMCA		Tacoma Athletic Commission	World Vision-Portland Ave Neighborhood Resource Center



		Tacoma Public Schools	YMCA
		Tacoma Rainiers Baseball Club	
		Tacoma Rugby Football Club	
		Tacoma Sports Commission	
		Tacoma Swim Club - President	
		USA Swimming/Pacific Northwest Swimming	
		Varsity Grill	
		Youth Baseball-Fast Pitch Umpires	

CULTURE & HERITAGE

Arts	Festivals and Special Events	Park Heritage and Living History
Annie Wright School	Commencement Bay Maritime Fest	Artifacts Consulting
Arts Fund Tacoma	Festivals, Inc	Artifacts Consulting
Asian Pacific	Miller	Asian Pacific Cultural Center
Ballet Jo Emery Dance	Octoberfest	Black Collective Tacoma
Barefoot Studios	Punch	Camp 6 Logging Museum
BQ Dance	Tacoma Chamber of Commerce	Centro Latino
Broadway Center	Tacoma Convention and Visitor Bureau	Chip In Sponsor at Ft. Nisqually
Children's Museum of Tacoma	Tacoma Dome	City of Tacoma Historic Preservation Office
Chinese Opera R & D Association	Tacoma Pierce County Sports Commission	Harbor History Museum
Choral Arts Northwest	Tacoma Regional Convention and Visitors Bureau	Heritage League of Pierce County
City Arts		Historian/Tacoma Cemetery
City of Tacoma		Historic Tacoma
Dance Theater Northwest		Job Carr Cabin
DASH Center for the Arts		Karpeles Manuscript Museum
Eastvold Theater at Pacific Lutheran University		Korean Women's Association
Enzian Swiss Ladies Chorus of Tacoma		LeMay Museum
First Night-Theatre District Foundation		McChord Air Museum Foundation
Free Ya Mind		Points NE Historical Society
Freedom Dance Center		Portland Avenue
Hill Top Artist in Residence		Puyallup Indian Tribe
Hilltop Artists		Puyallup Tribe
Horatio Theater		Shaman Sports Museum
Impromptu Gallery		Tacoma Community House
Indochinese Cultural Service Center		Tacoma Historical Society
Kittredge Gallery		Tacoma Landmarks Commission
Korean Women's Association		Tacoma Public Library/Northwest Room Staff
Lagerquist Concert Hall at PLU		Tacoma Urban League
Lakewood Players Theatre		Tahoma Associates
M Space		Washington State Historical Museum
Madera Gallery		Working Waterfront Maritime Museum
Metropolitan Ballet of Tacoma		
MLK Ballet		
Museum of Glass		
Normanna Male Chorus		

Northwest Playwrights Alliance		
Northwest Repertory Singers		
NW Sinfonietta		
Open Arts Studio		
Pacific Gallery Artists		
Peirce College Fine Arts Gallery		
Puget Sound Poetry Connection		
Puget Sound Revels		
Puget Sound Writers Guild		
Rainier League of Arts		
Scandinavian Cultural Center		
Schneebeck Concert Hall at UPS		
Second City Chamber Series		
Shakespeare in the Parking Lot		
Sister Cities International Film and Food Festival		
Tacoma Art Commission		
Tacoma Art Museum		
Tacoma Art Place		
Tacoma Arts Commission		
Tacoma City Ballet		
Tacoma Concert Band		
Tacoma Dance Collective		
Tacoma Glassblowing Studio		
Tacoma Little Theatre		
Tacoma Musical Playhouse		
Tacoma Opera		
Tacoma Philharmonic		
Tacoma Photographic Society		
Tacoma Public Library- Handforth Gallery		
Tacoma Public Schools		
Tacoma School of the Arts		
Tacoma Scots Pipe Band		
Tacoma Symphony		
Tacoma Youth Chorus		
Tacoma Youth Symphony		
Ted Brown Music Outreach		
The 100th Monkey		
The Gallery at Tacoma Community College		
The Grand Cinema		
University Gallery at Pacific Lutheran University		
University of Puget Sound Community Music Program		
University of Washington Tacoma Gallery		
USA Dance		
Washington State History Museum		
World Vision-Portland Ave Neighborhood Resource Center		
YMCA		

NATURE & ENVIRONMENT

Environmental Education	Nature & Wildlife
Boy Scouts	Blueberry Park Neighbors
Campfire	Cascade Land Conservancy & Green Tacoma Partnership
Children's Environmental Health and Environmental Education	Citizens for a Healthy Bay
Citizen Science Network	Ducks Unlimited
City of Tacoma Public Works	Forever Green
EnviroChallenger	Friends of Alderwood Park
Girl Scouts	Friends of McKinley Park
Green Tacoma	Friends of Salmon Beach Historic District
Pacific Harbors Boy Scouts	Friends of Swan Creek Watershed
Pierce County Biodiversity Alliance	People for Puget Sound
Pierce County Stream Team	Pierce County Iris Society
Tacoma Nature Center	Pierce County Native Plant Salvage
University of Washington Tacoma	Puget Creek Restoration Society
	Puget Sound Partnership
	Sierra Club
	South Sound Salmon Enhancement Group
	Tacoma Chapter of the American Rhododendron Society
	Tacoma Garden Club
	Tacoma Rose Society
	Tahoma Audubon
	Tahoma Audubon and Green Tacoma Partnership
	Tahoma Fuchsia Society
	WA Dept of Fish & Wildlife
	Washington State Dahlia Society
	WSU 4-H Faculty
	Zoo & Aquarium Alliance

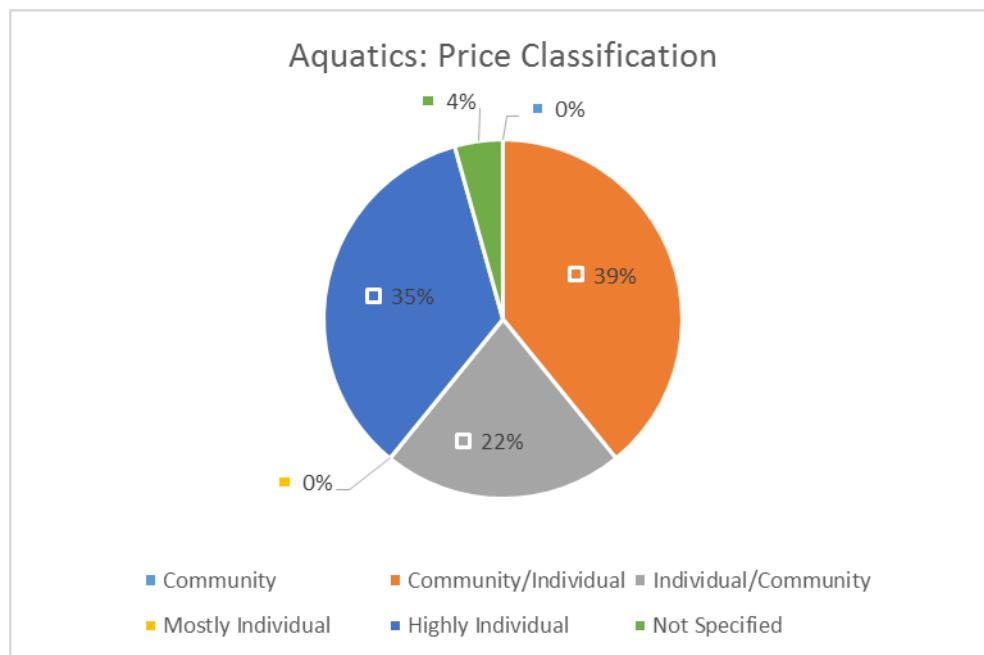
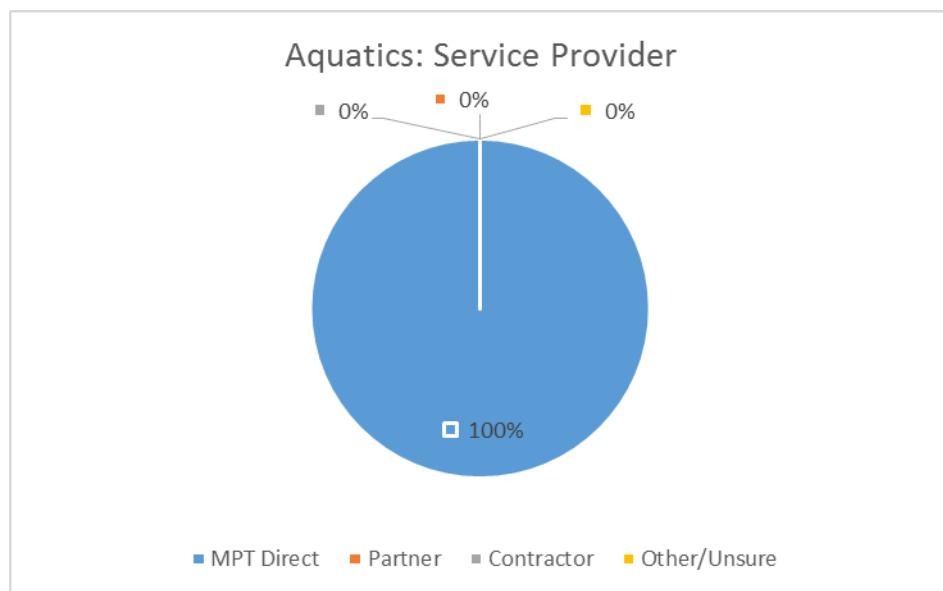


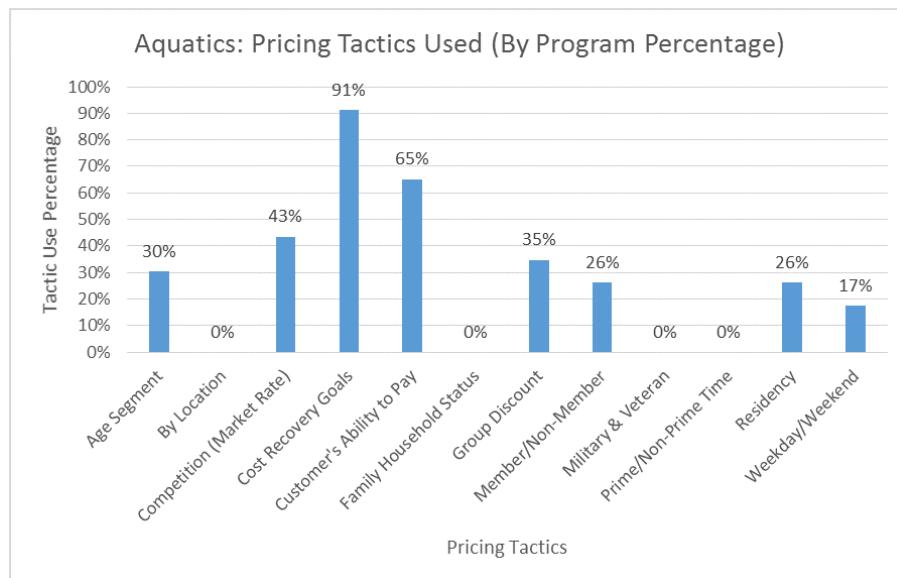
9.3 APPENDIX C: PROGRAM/PRODUCTIVITY ASSESSMENT

9.3.1 AQUATICS DETAIL

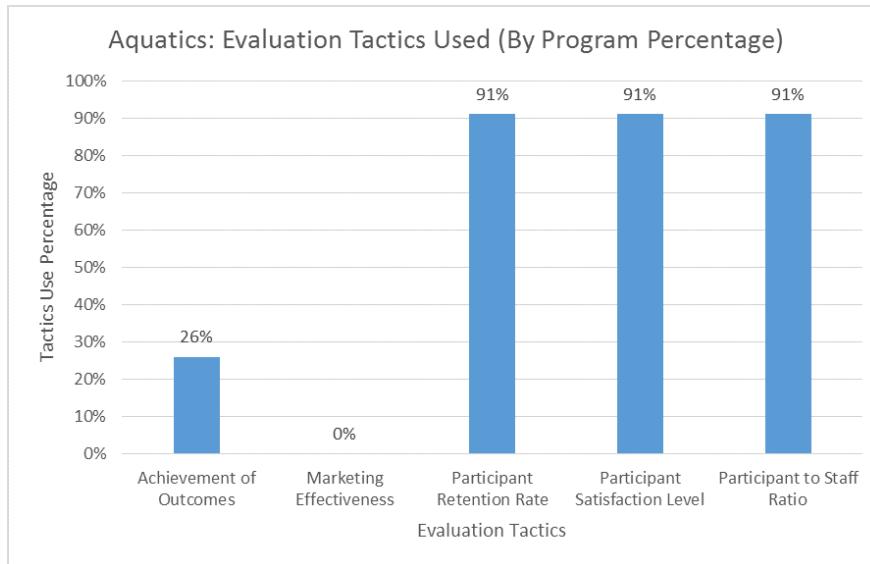
Aquatics: Participation (FY12-15)					
Program Name	Primary Program Location	FY12	FY13	FY14	FY15
Aquatics: Open Swim	Kandle Park	38,688	38,104	40,859	38,499
Aquatics: Open Swim	Stewart Heights Park	26,992	29,268	32,521	31,685
Aquatics: Swim Lessons	Center at Norpoint	13,703	12,150	12,636	12,077
Aquatics: Open Swim	Eastside Community Pool	8,103	8,418	10,308	10,660
Aquatics: Swim Lessons	Eastside Community Pool	10,288	9,156	10,768	9,765
Aquatics: Swim Team	Foss High School	7,187	7,689	7,228	6,751
Aquatics: Swim Lessons	Foss High School	9,359	7,595	7,948	5,966
Aquatics: Open Swim	Center at Norpoint	6,780	6,856	7,525	5,279
Aquatics: Lap Swim	Center at Norpoint	4,489	4,873	4,627	5,244
Aquatics: Swim Lessons	Kandle Park	3,170	3,430	3,490	4,070
Aquatics: Swim Lessons	Mt. Tahoma High School	4,242	4,777	4,038	2,922
Aquatics: Swim Lessons	Stewart Heights Park	2,040	2,600	2,120	2,885
Aquatics: Water Exercise	Eastside Community Pool	3,218	2,622	2,371	2,650
Aquatics: Water Exercise	Center at Norpoint	4,235	2,348	1,724	2,282
Aquatics: Lap Swim	Eastside Community Pool	1,665	1,209	1,695	1,916
Aquatics: Private Swim Lessons	Center at Norpoint	451	635	747	793
Aquatics: Rentals	Kandle Park	113	189	225	230
Aquatics: Rentals	Stewart Heights Park	99	143	135	191
Aquatics: Private Swim Lessons	Eastside Community Pool	61	36	155	188
Aquatics: Rentals	Eastside Community Pool	98	127	159	173
Aquatics: Rentals	Center at Norpoint	86	68	94	76
Aquatics: Private Swim Lessons	Kandle Park	18	11	0	21
Aquatics: Private Swim Lessons	Stewart Heights Park	2	1	0	0
Total	23 Programs	7 Unique Locations	145,086	142,305	151,372
*Sorted by FY15 participation numbers					

Aquatics: Delivery Method		
	Percentage	Number
Leagues/Competitions	0%	0
Drop-in/Unstructured/Self-Guided/Events	35%	8
Organized Clubs/Registered Low-Organized Activities/Staff-Guided	4%	1
Instructional Classes/Workshops/Clinics/Interpretive Programs	26%	6
Private Lessons	17%	4
Camps	0%	0
Rentals & Park Use Permits	17%	4
Trips & Off-Site Tours	0%	0
Outreach	0%	0
Other/Unsure	0%	0
Total	100%	23





Aquatics: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	0%	0		
Take-Off	0%	0	17%	50-60%
Growth	17%	4		
Mature	83%	19	83%	40%
Saturated	0%	0	0%	0-10%
Decline	0%	0		
Not Specified	0%	0	0%	N/A
Total	100%	23		





9.3.2 COMMUNITY & SOCIAL WELLNESS

C&SW: Participation (FY12-15)					
Program Name	Primary Program Location	FY12	FY13	FY14	FY15
Youth Services Unit: Summer Playground & Free Meal Distribution Program	SERA Playground	1,468	2,540	5,675	7,044
Youth Services Unit: Summer Playground & Free Meal Distribution Program	Verlo Playfield	6,806	5,171	6,626	6,162
Youth Services Unit: Summer Playground & Free Meal Distribution Program	Franklin Park	N/A	2,253	3,637	5,388
Youth Services Unit: Summer Playground & Free Meal Distribution Program	Titlow Park	1,682	3,441	3,632	4,471
Summer Day Camp	Titlow Park Titlow Lodge	2,675	3,765	3,859	4,231
Youth Services Unit: Summer Playground & Free Meal Distribution Program	Wright Park	7,242	3,539	3,714	3,828
Youth Services Unit: Summer Playground & Free Meal Distribution Program	South Park	5,279	4,157	3,405	3,785
Fitness & Runs: SAIL	Center at Norpoint	N/A		2,500	3,560
Youth Services Unit: Summer Playground & Free Meal Distribution Program	Wapato Park	1,887	2,625	2,677	3,461
Youth Services Unit: Summer Playground & Free Meal Distribution Program	Portland Ave Park	5,016	3,304	2,711	2,920
Specialized Recreation: Socials	STAR Center	2,600	2,932	2,641	2,323
Specialized Recreation: Trips	STAR Center	1,046	886	1,022	1,154
FAB: Pinochle Club	STAR Center	864	864	864	1,056
Fitness & Runs: SAIL	STAR Center	N/A		672	863
Star Center: Public Events (Job Fest / Preschool & Camps Previews)	STAR Center	UNKNOWN		500	600
Youth Services Unit: Wapato Extended Reading Program	Wapato Park	N/A			368
Youth Services Unit: Summer Lego Camp 5-12 yr	STAR Center	UNKNOWN	105	320	355
People's Center: Special Event Health Fair	People's Community Center	350	370	325	289
Conservatory: Childrens programming(12)	W.W. Seymour Conservatory	230	170	199	281
Specialized Recreation: R&R	STAR Center	0	0	301	271
Youth Services Unit: Summer Lego Camp	Titlow Park Titlow Lodge	UNKNOWN	390	165	245
Youth Services Unit: Summer Lego Camp	Center at Norpoint	UNKNOWN	115	185	215
Star Center: Youth Programs (KNO, Dance, Yoga)	STAR Center	79	57	118	179
Youth Services Unit: Summer Leadership Corps	Portland Ave Community Center	N/A			160
Star Center: Preschool Programs	STAR Center	109	36	334	156
Star Center: Preschool Camps	STAR Center	0	132	146	133
FAB: Regional Trips	STAR Center	12	14	16	131
Youth Services Unit: Lego Class	STAR Center	UNKNOWN	66	105	126
Youth Services Unit: Summer Lego Camp 9-14yr	STAR Center	UNKNOWN	155	120	105
Metro Arts Programs: Dance w/ Parkinsons	STAR Center	354	303	158	88
Community Gardens	Franklin Park	70	70	80	80
Youth Services Unit: Babysitter Boot Camp	STAR Center	UNKNOWN	56	100	80
Community Gardens	Swan Creek Park	75	75	75	75
Community Gardens	Rogers Park	45	48	50	57

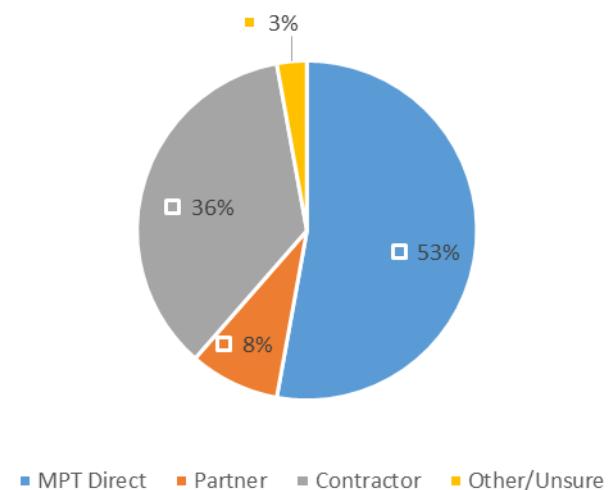
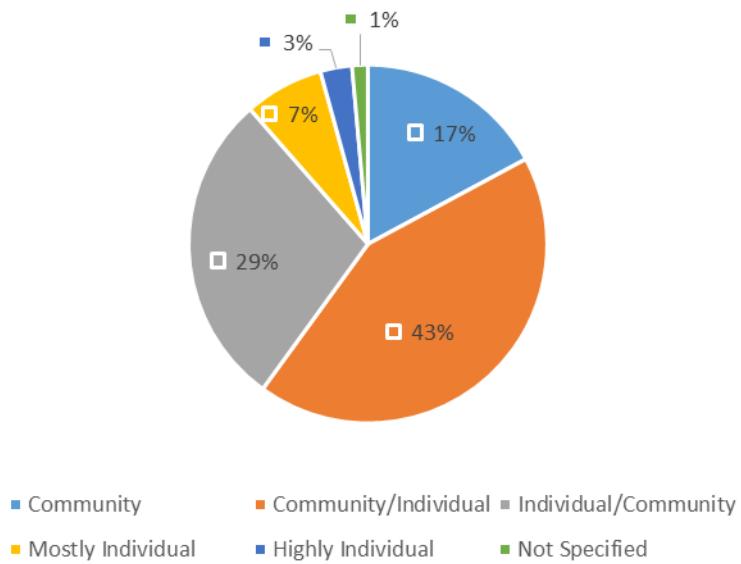


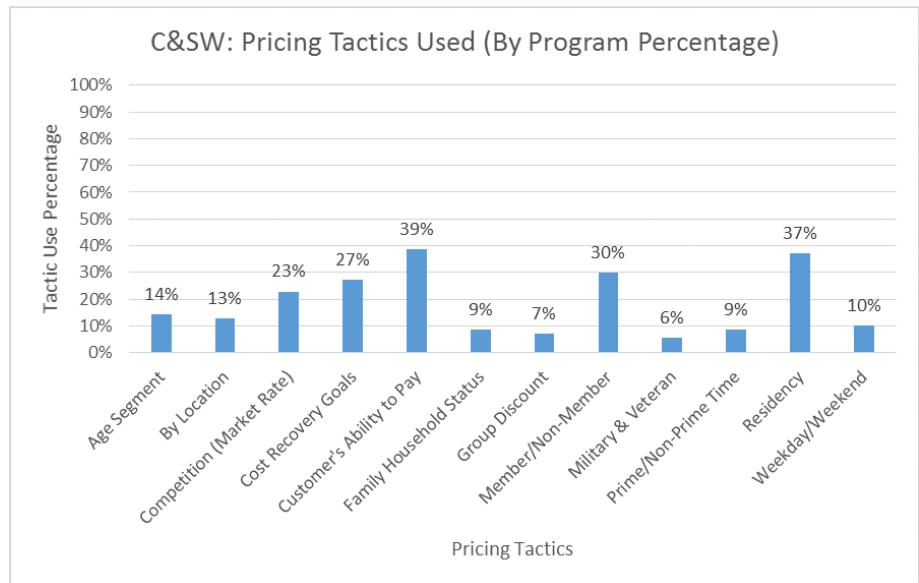
**Mission-Led Comprehensive Program Plan
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Fitness & Runs: Group Health Cooking Classes	STAR Center	N/A				48
Golf: Special Olympics Gardening (2015)	Meadow Park Golf Course	N/A				48
Tacoma Nature Center: Preschool	Tacoma Nature Center		48	48	48	48
Portland Ave Community Center: Senior Driving Class (AARP)	Portland Ave Community Center	UNKNOWN		60	60	45
Community Gardens	Proctor Community Garden		44	44	44	44
Kids Programs: Father Daughter Dance	Center at Norpoint		0	0	61	37
Youth Services Unit: Coding with Kids class	STAR Center	N/A				36
Community Gardens	Neighbors Park		35	35	35	35
Community Gardens	McCarver Park		40	38	35	34
FAB: Senior Lunch Program	Portland Ave Community Center	UNKNOWN		18	22	28
Community Gardens	Kandle Park		24	26	26	26
Youth Services Unit: Coding with Kids class	Center at Norpoint	N/A				24
Youth Services Unit: Lego Class	Center at Norpoint	N/A				18
Fitness & Runs: Sugar, What's the Big Deal	STAR Center	N/A				17
Youth Services Unit: Lego Late Night for Kidz	STAR Center	N/A			37	16
FAB: AARP Driving Classes	Portland Ave Community Center	UNKNOWN		12	12	14
Specialized Recreation: Camp	STAR Center		11	15	15	14
FAB: International trips	STAR Center	UNKNOWN				10
Fitness & Runs: Fermenting 101	STAR Center	N/A				9
FAB: Craft Classes	STAR Center	UNKNOWN			6	8
FAB: S.A.I.L. Classes	People's Community Center	UNKNOWN				8
FAB: Star Singers	STAR Center	N/A				8
Fitness & Runs: Meal Prep Planning	STAR Center	N/A				5
Fitness & Runs: Sugar Detox	STAR Center	N/A				4
Youth Services Unit: Lego Late Night for Kidz	Center at Norpoint	N/A				4
Fitness & Runs: Paleo, Is it Right for you?	STAR Center	N/A				3
Youth Services Unit: Middle School Programs After School Clubs	Center at Norpoint					
Youth Services Unit: Middle School Programs After School Clubs	Meeker Middle School		80	40	268	
Youth Services Unit: Middle School Programs After School Clubs	Stewart Middle School		96	41	219	
Youth Services Unit: Middle School Programs After School Clubs	Truman Middle School		116	76	181	
Youth Services Unit: Middle School Programs Field Trips	Giaudrone Middle School					
Youth Services Unit: Middle School Programs Field Trips	Meeker Middle School					
Youth Services Unit: Middle School Programs Field Trips	Stewart Middle School					
Youth Services Unit: Middle School Programs Field Trips	Truman Middle School		199	90	94	
Youth Services Unit: Middle School Programs Late Night Program	Center at Norpoint	N/A			787	
Youth Services Unit: Middle School Programs Late Night Program	Giaudrone Middle School		1,906	3,045	674	
Youth Services Unit: Middle School Programs Late Night Program	People's Community Center		1,281	1,325	646	
Youth Services Unit: Middle School Programs Late Night Program	Stewart Middle School	N/A		2,250	931	
Youth Services Unit: Middle School Programs Late Night Program	Truman Middle School	N/A			561	
Youth Services Unit: Middle School Programs Late Night Program	Winners Gym	N/A			731	
Total	70 Programs	26 Unique Locations	41,769	44,802	52,425	54,831

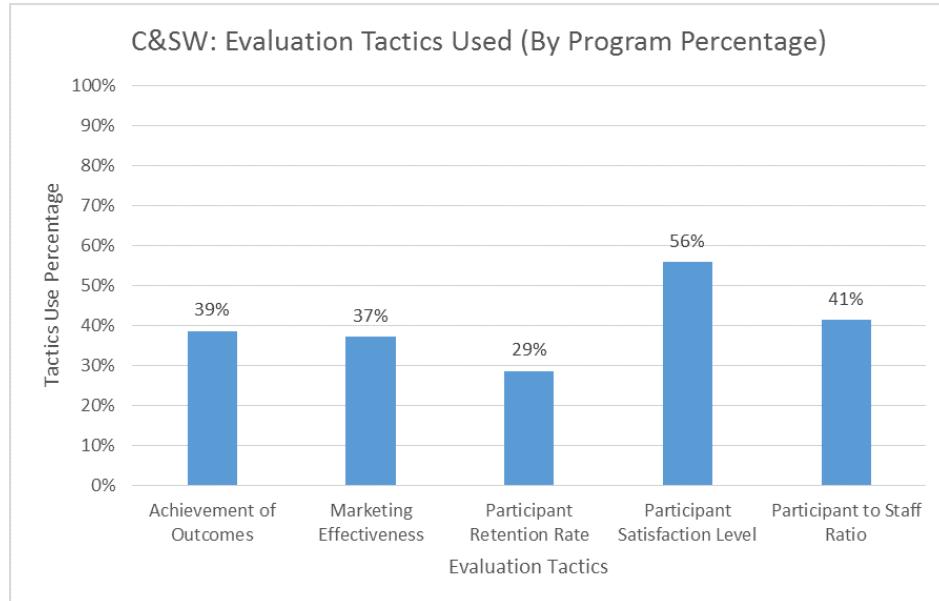
*Sorted by FY15 participation numbers

C&SW: Delivery Method		
	Percentage	Number
Leagues/Competitions	0%	0
Drop-in/Unstructured/Self-Guided/Events	43%	30
Organized Clubs/Registered Low-Organized Activities/Staff-Guided	3%	2
Instructional Classes/Workshops/Clinics/Interpretive Programs	33%	23
Private Lessons	0%	0
Camps	11%	8
Rentals & Park Use Permits	1%	1
Trips & Off-Site Tours	6%	4
Outreach	3%	2
Other/Unsure	0%	0
Total	100%	70

C&SW: Service Provider

C&SW: Price Classification




C&SW: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	37%	26		
Take-Off	16%	11	73%	50-60%
Growth	20%	14		
Mature	11%	8	11%	40%
Saturated	14%	10		
Decline	1%	1	16%	0-10%
Not Specified	0%	0	0%	N/A
Total	100%	70		





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9.3.3 FITNESS

Fitness: Participation (FY12-15)					
Program Name	Primary Program Location	FY12	FY13	FY14	FY15
Center at Norpoint: Silver Sneakers Scans	Center at Norpoint	N/A		40	7,881
Center at Norpoint: Drop In - Daily Passes	Center at Norpoint	6,739	7,537	8,363	6,954
Fitness & Runs: Functional Fitness 9:30 AM	Center at Norpoint	N/A		3,000	4,580
Star Center: Drop In - Daily Passes	STAR Center	1,097	3,527	4,378	4,156
People's Center: Weight Room	People's Community Center	3,000	3,000	3,000	3,500
Fitness & Runs: Cycle	STAR Center	N/A		1,536	2,424
Fitness & Runs: Gentle Flow Yoga	Center at Norpoint	N/A		1,999	2,064
Center at Norpoint: Membership	Center at Norpoint		1,989	1,756	1,773
Fitness & Runs: MixedFit	STAR Center	N/A			1,407
Fitness & Runs: Zumba	STAR Center	N/A			1,373
Fitness & Runs: Shred	STAR Center	N/A			1,280
Fitness & Runs: Fit For Life	STAR Center	N/A			1,245
Fitness & Runs: Turkey Trot 5K	Center at Norpoint	N/A	1,800	973	1,179
Fitness & Runs: Hatha Power Yoga	Center at Norpoint	N/A		800	1,160
Fitness & Runs: Low Impact Aerobics	STAR Center	N/A		1,536	1,145
Fitness & Runs: Tai Kwon Do - Beginner	Portland Ave Community Center	0	0	1,688	1,124
Fitness & Runs: Functional Fitness 5:30 AM	Center at Norpoint	N/A			1,080
Fitness & Runs: Group Cycle 5:30 AM	Center at Norpoint	N/A		987	1,080
Fitness & Runs: Group Cycle Circuit 5:30 AM	Center at Norpoint	N/A		987	1,080
Fitness & Runs: Senior Power	Center at Norpoint	N/A		1,000	1,070
Fitness & Runs: R.I.P.P.E.D. Fitness	Portland Ave Community Center	0	0	0	1,022
Star Center: Adult Memberships	STAR Center	922	797	1,039	965
Fitness & Runs: Personal Training	Center at Norpoint	866	729	751	937
Fitness & Runs: Yoga	STAR Center	N/A		576	909
FAB: Kundalini Yoga - Woman	STAR Center	20	20	20	897
Fitness & Runs: Zumba Fitness	Portland Ave Community Center	0	0	0	860
Fitness & Runs: Zumba Gold	STAR Center	N/A		960	838
Fitness & Runs: Senior Yoga	Center at Norpoint	N/A			720
Fitness & Runs: Kickboxing	Center at Norpoint	N/A		650	700
Fitness & Runs: Yogalates	STAR Center	N/A			693
Fitness & Runs: STAR Holiday Fitness Challenge	STAR Center	N/A			682
FAB: Kundalini Yoga - Beginning	Jefferson Park		20	20	676
Fitness & Runs: Power Mix	STAR Center	N/A		960	616
Fitness & Runs: Tiger Tao Goju Rye Karate	People's Community Center	0	768	728	574
FAB: Kundalini Yoga - Intermediate	Jefferson Park		20	20	573
Fitness & Runs: Intermediate Yoga	Center at Norpoint	N/A		450	540
Fitness & Runs: Group Cycle 10:00 AM	Center at Norpoint	N/A		500	520
Fitness & Runs: Group Cycle Strength 10:00 AM	Center at Norpoint	N/A		500	520
Fitness & Runs: Walk Live	STAR Center	N/A		528	484
FAB: Kundalini Yoga - Beginning	STAR Center		20	20	468
Star Center: Youth Memberships	STAR Center	N/A		646	730
Fitness & Runs: Mud Run	Swan Creek Park	N/A			454
Fitness & Runs: Kendo, Beginning	STAR Center	N/A		53	450
Fitness & Runs: Tae Kwon Do - Intermediate	Portland Ave Community Center	0	0	456	442
Fitness & Runs: Jingle Bell Run 10am	Wright Park	N/A	362	241	405
Fitness & Runs: Jingle bell Run 12noon	Wright Park	N/A		298	402
Fitness & Runs: Cardio Circuit	STAR Center	N/A		720	395
FAB: Fitness	Jefferson Park		288	288	384
Fitness & Runs: Adaptive Yoga	STAR Center	N/A		480	353

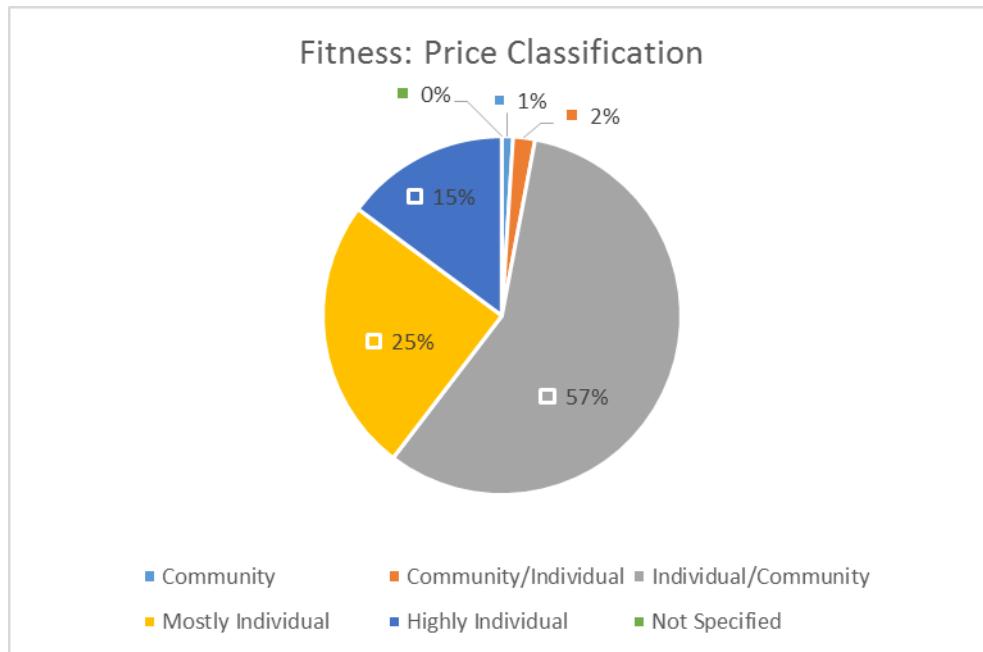
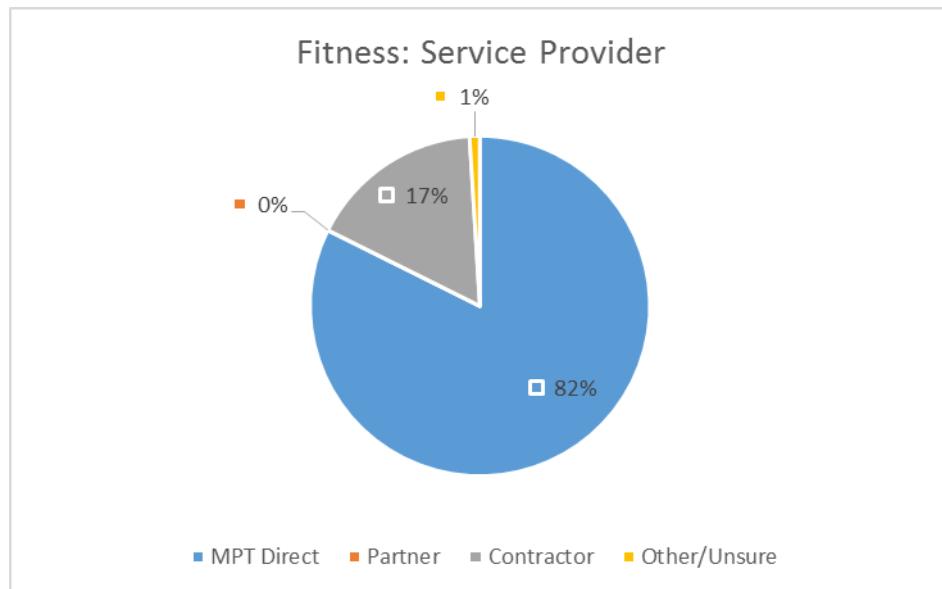


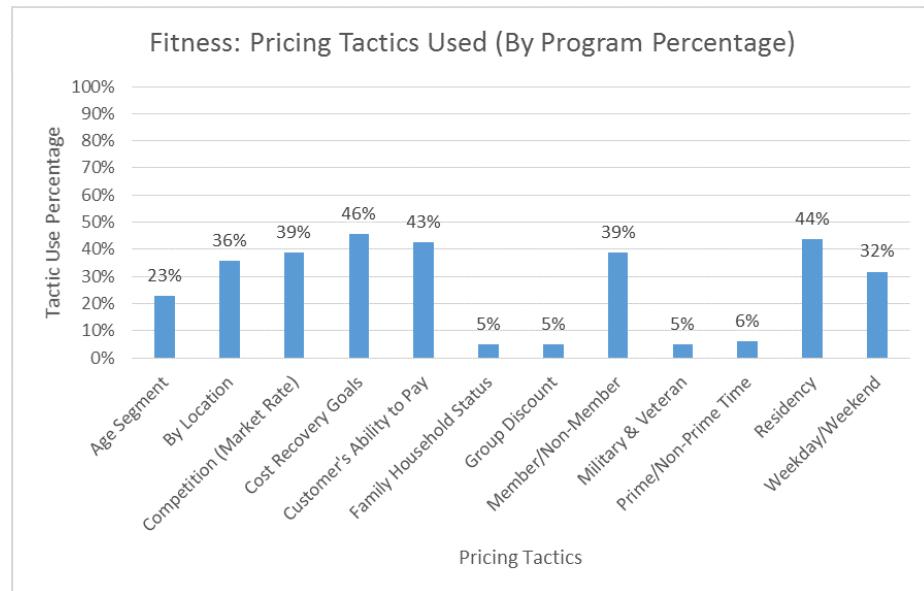
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Fitness & Runs: Zumba Saturday	Center at Norpoint	N/A			325	350
Fitness & Runs: Functional Fitness 6:00 PM	Center at Norpoint	N/A			400	324
Fitness & Runs: Black Cat 2.5 miles	Point Defiance Park	N/A	334	334		315
Fitness & Runs: Senior Cycle	Center at Norpoint	N/A				290
Fitness & Runs: Group Cycle 5:30 PM	Center at Norpoint	N/A			200	270
Fitness & Runs: Black Cat 5 miles	Point Defiance Park	N/A	325	331		262
Fitness & Runs: Turkey Trot 2-mile	Center at Norpoint	N/A	200	189		249
Fitness & Runs: Kendo, Intermediate	STAR Center	N/A			69	236
Fitness & Runs: Tai Chi, Beginning	STAR Center	N/A				230
Fitness & Runs: Zumba Toning	STAR Center	N/A				210
Fitness & Runs: Step	STAR Center	N/A			288	205
Fitness & Runs: Zumba Toning	Center at Norpoint	N/A				192
Kids Programs: Pee Wee Workout	Center at Norpoint	0	0	0		168
Fitness & Runs: Pink Gloves Boxing	STAR Center	N/A				158
Fitness & Runs: Nit Fitness	Portland Ave Community Center	0	0	0		122
Conservatory: Relax and Renew Series(24)	W.W. Seymour Conservatory	80	100	65		121
Fitness & Runs: AIS Stretching	STAR Center	N/A			18	115
Fitness & Runs: Chili Chase 5K	STAR Center	N/A	152	112		107
Fitness & Runs: Thirsty Summer Nights	Titlow Park	N/A				107
Fitness & Runs: Cinco De Mayo 5K	Wright Park	N/A				93
Fitness & Runs: Turkey Trot Kids Dash	Center at Norpoint	N/A	64	49		68
Fitness & Runs: Tacky Tie 2-mile	Jefferson Park	N/A				65
Fitness & Runs: Swan Creek 5K	Swan Creek Park	N/A				64
Fitness & Runs: The Dog Gone Run w/ Swimmers	Stewart Heights Park	N/A				55
Fitness & Runs: Personal Training	STAR Center	N/A			225	54
Fitness & Runs: Mixed Fit	People's Community Center	0	0	0		41
Fitness & Runs: January Jumpstart	Center at Norpoint	N/A				40
Fitness & Runs: Kettlebell Training	STAR Center	N/A				40
Fitness & Runs: Kinesis	STAR Center	N/A				36
Adaptive Recreation: Strength & Conditioning Competition	STAR Center	N/A	16	22		26
Fitness & Runs: Summer Fitness Fling	Center at Norpoint	N/A				25
Fitness & Runs: Foam Roll Stretch & Tone	STAR Center	N/A				23
Fitness & Runs: Fit For Fall	STAR Center	N/A				21
Fitness & Runs: Zumba Fitness	People's Community Center	0	0	0		21
Fitness & Runs: Healthy Edge January	Center at Norpoint	N/A			18	20
Fitness & Runs: Summer Body Challenge	STAR Center	N/A				17
Adaptive Recreation: Strength & Conditioning Clinic	STAR Center	N/A	7	13		16
Fitness & Runs: Pre-Shed Challenge	Center at Norpoint	N/A				13
Fitness & Runs: Healthy Edge September	Center at Norpoint	N/A			11	12
Adaptive Recreation: Strength & Conditioning	STAR Center	N/A	7	9		11
Fitness & Runs: The Dog Gone Run just runners	Stewart Heights Park	N/A				11
Fitness & Runs: Pilates	STAR Center	N/A				9
FAB: Meditation Classes	Topping BGC	UNKNOWN			6	8
Fitness & Runs: Chili Chase Kids Dash	STAR Center	N/A			13	8
Fitness & Runs: Training to Run the Parks	STAR Center	N/A				8
Fitness & Runs: Track Club	STAR Center	N/A				5
Fitness & Runs: Kinesis Boot Camp	STAR Center	N/A				4
Fitness & Runs: Tai Chi, Intermediate	STAR Center	N/A				4
Fitness & Runs: Cinco De Mayo Kids Dash	Wright Park	N/A				3
Fitness & Runs: Kinesis for Fitness: Intro	STAR Center	N/A			3	1
Kids Programs: FitPlay	Center at Norpoint	0	35	73		0
FAB: Fitness	Point Defiance Park					
Fitness & Runs: Iado	STAR Center	N/A			46	
Total	101 Programs	12 Unique Locations	15,061	22,530	50,813	70,155

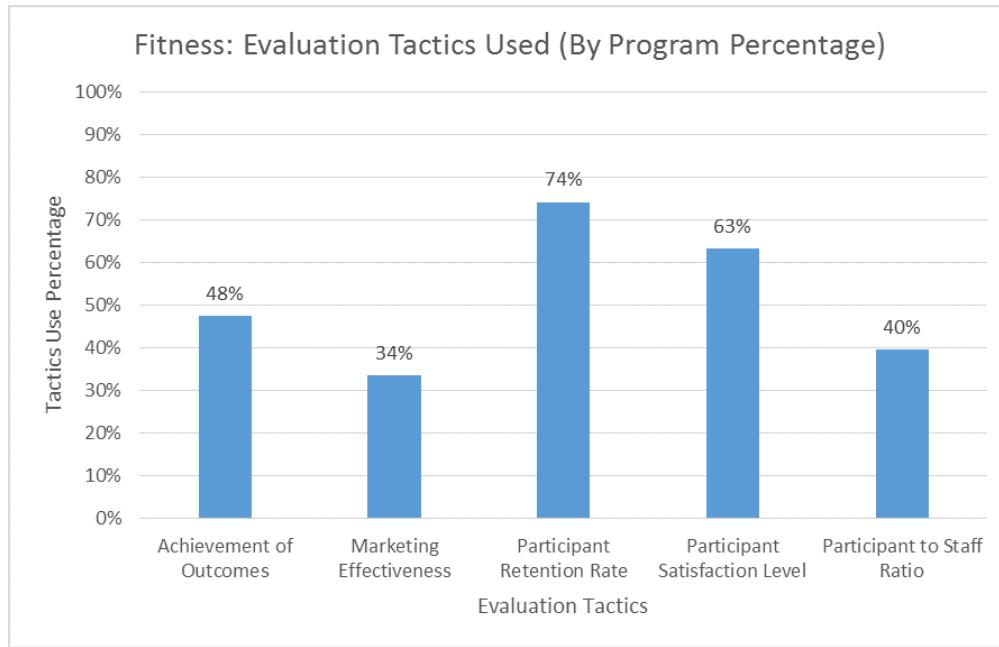
*Sorted by FY15 participation numbers

Fitness: Delivery Method		
	Percentage	Number
Leagues/Competitions	1%	1
Drop-in/Unstructured/Self-Guided/Events	6%	6
Organized Clubs/Registered Low-Organized Activities/Staff-Guided	18%	18
Instructional Classes/Workshops/Clinics/Interpretive Programs	72%	73
Private Lessons	2%	2
Camps	0%	0
Rentals & Park Use Permits	0%	0
Trips & Off-Site Tours	0%	0
Outreach	0%	0
Other/Unsure	1%	1
Total	100%	101





Fitness: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	16%	16		
Take-Off	5%	5	50%	50-60%
Growth	30%	30		
Mature	36%	36	36%	40%
Saturated	4%	4		
Decline	9%	9	13%	0-10%
Not Specified	1%	1	1%	N/A
Total	100%	101		





9.3.4 SPORTS

Sports: Participation (FY12-15)					
Program Name	Primary Program Location	FY12	FY13	FY14	FY15
Golf: Rounds of Golf - Championship 18	Meadow Park Golf Course	35,599	36,983	36,054	39,712
Golf: Driving Range - buckets sold	Meadow Park Golf Course	14,633	14,986	16,768	21,974
Golf: Rounds of Golf - Williams 9	Meadow Park Golf Course	13,678	13,885	11,655	14,009
People's Center: Open Gym	People's Community Center	5,000	5,000	5,000	5,500
Golf: Foot Golf - rounds played	Meadow Park Golf Course	0	0	5,322	3,312
Golf: Doug Guillikson Golf Academy	Meadow Park Golf Course	0	0	1,574	2,091
Golf: High School Golf	Meadow Park Golf Course	1,213	1,416	1,706	2,008
Golf: Rick Giroux (instructor)	Meadow Park Golf Course	739	780	895	1,563
Golf: Joseph Kim (instructor)	Meadow Park Golf Course	0	0	1,272	1,500
Golf: First Tee of South Puget Sound	Meadow Park Golf Course	635	470	1,541	1,311
Specialized Recreation: Sports (Soccer, Softball, Golf, Flag Football, Cycling)	Heidelberg Davis Athletic Complex	844	683	724	715
Kidz Love Soccer: Soccer 2: Skillz & Scrimmages	Jefferson Park	N/A			496
Kidz Love Soccer: Mommy/Daddy & ME SOCCER	Jefferson Park	N/A			430
Kidz Love Soccer: Soccer 1	Jefferson Park	N/A			425
Golf: Tacoma Open Golf Tournament (2014)	Meadow Park Golf Course	N/A		297	400
Youth Baseball: Co-Ed Coach Pitch 2/3	Peck Field	441	347	375	390
Golf: PGA Junior League	Meadow Park Golf Course	0	300	300	350
Kidz Love Soccer: Soccer 1	Norpoint Park	N/A			340
Kidz Love Soccer: Pre-Soccer	Jefferson Park	N/A			335
Kidz Love Soccer: Tot/Pre Soccer	Norpoint Park	N/A			322
All STAR: Youth Sports camp	STAR Center	N/A			285
Youth Baseball: Co-Ed T-ball K/1	Heidelberg Davis Athletic Complex	386	367	280	261
Kidz Love Soccer: Tot-Soccer	Jefferson Park	N/A			258
Golf: Special Olympics Regional Golf Tournament	Meadow Park Golf Course	227	331	230	253
Adult Slow Pitch: Co-ED Sunday Winter/Spring	SERA Athletic Complex	N/A	108	36	252
Youth Camps Norpoint: Basketball Camp	Center at Norpoint	0	12	10	245
Youth Basketball: 2-3 Grade	Al Davies BGC	284	211	216	180
Youth Camps Norpoint: Flag Football Camp	Titlow Park	0	0	26	180
Kidz Love Soccer: Soccer 2: Skillz & Scrimmages	Norpoint Park	N/A			178
Flag Football: 1-3 Grade	SERA Athletic Complex	122	129	116	173
Adaptive Recreation: Battalion Organizational Day	STAR Center	N/A	455	225	170
Competitive Baseball: 16U	Foss High School	N/A			168
Competitive Baseball: 16U	Heidelberg Davis Athletic Complex	N/A			168
Competitive Baseball: 16U	Mt. Tahoma High School	N/A			168
Competitive Baseball: 16U	SERA Athletic Complex	N/A			168
Kidz Love Soccer: Soccer 1	Stewart Heights Park	N/A			167
Adult Slow Pitch: Men's E Rec Summer	SERA Athletic Complex	N/A		84	156
Youth Camps Norpoint: Soccer Camp	Titlow Park	0	15	29	155
Adult Slow Pitch: Co-ED Friday Winter/Spring	SERA Athletic Complex	N/A	48	36	144
Golf: Special Olympics Golf	Meadow Park Golf Course	144	144	144	144
Kidz Love Soccer: Tot/Pre Soccer	Stewart Heights Park	N/A			144
Flag Football: 4-6 Grade	SERA Athletic Complex	80	93	113	141
Kidz Love Soccer: Mommy/Daddy & ME SOCCER	Norpoint Park	N/A			134
Adaptive Recreation: Military and Veteran Sports Camp	Joint Base Lewis McChord Military	N/A	0	0	128
Adult Slow Pitch: Men's Rec Narrows League	SERA Athletic Complex	N/A	108	132	120
Winter/Spring	Browns Point Athletic Complex	N/A		108	120
Competitive Baseball: 10U	Clover Park High School	N/A		108	120
Competitive Baseball: 10U	Curtis High School	N/A		108	120
Competitive Baseball: 10U	Heidelberg Davis Athletic Complex	N/A		108	120
Competitive Baseball: 10U	Peck Field	N/A		108	120
Youth Basketball: K-1	Gonyea BGC	223	174	162	113
Youth Basketball: Norpoint 2-3	Center at Norpoint	123	137	102	113
Youth Camps Norpoint: Flag Football Camp	Center at Norpoint	0	20	32	110
Competitive Baseball: 12U	SERA Athletic Complex	N/A		108	108
Golf: Meadow Park Golf Camp	Meadow Park Golf Course	74	70	36	100
Youth Basketball: 7/8 Grade Boys	Baker Middle School	N/A		43	100
Adult Slow Pitch: Co-ed CE FRI REC Summer	SERA Athletic Complex	N/A		24	96
Adult Slow Pitch: Men's E Rec Island League	SERA Athletic Complex	N/A	96	132	96
Winter/Spring	Browns Point Athletic Complex	N/A			96
Competitive Baseball: 11U	Peck Field	N/A			96
Competitive Baseball: 11U	Browns Point Athletic Complex	N/A			96
Competitive Baseball: 12U	Browns Point Athletic Complex	N/A		108	96
Competitive Baseball: 12U	Peck Field	N/A		108	96
Competitive Baseball: 14U	Heidelberg Davis Athletic Complex	N/A		120	96
Competitive Baseball: 14U	Mt. Tahoma High School	N/A		120	96



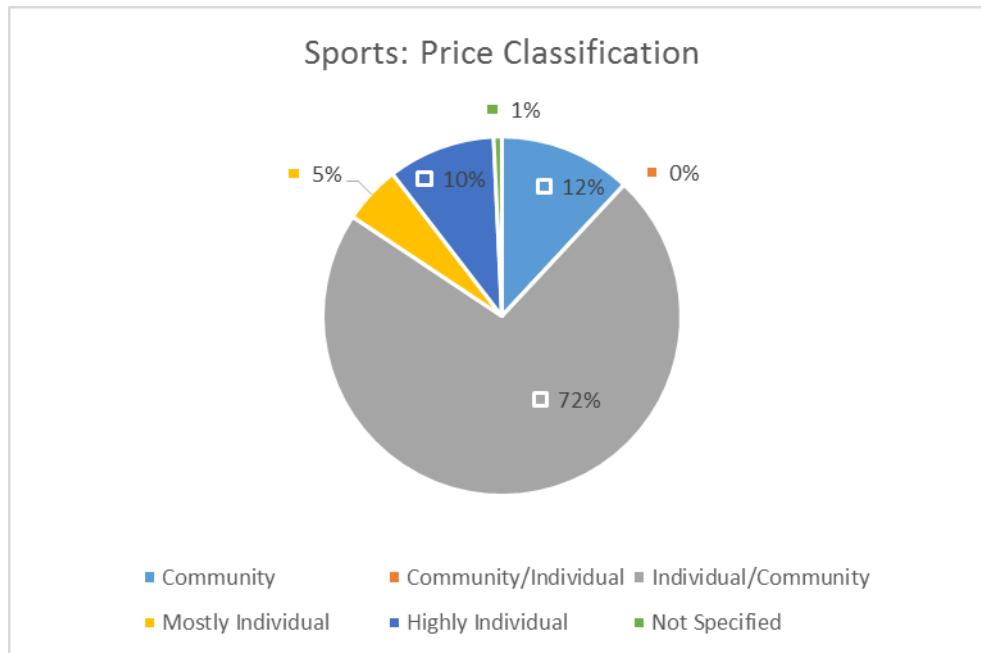
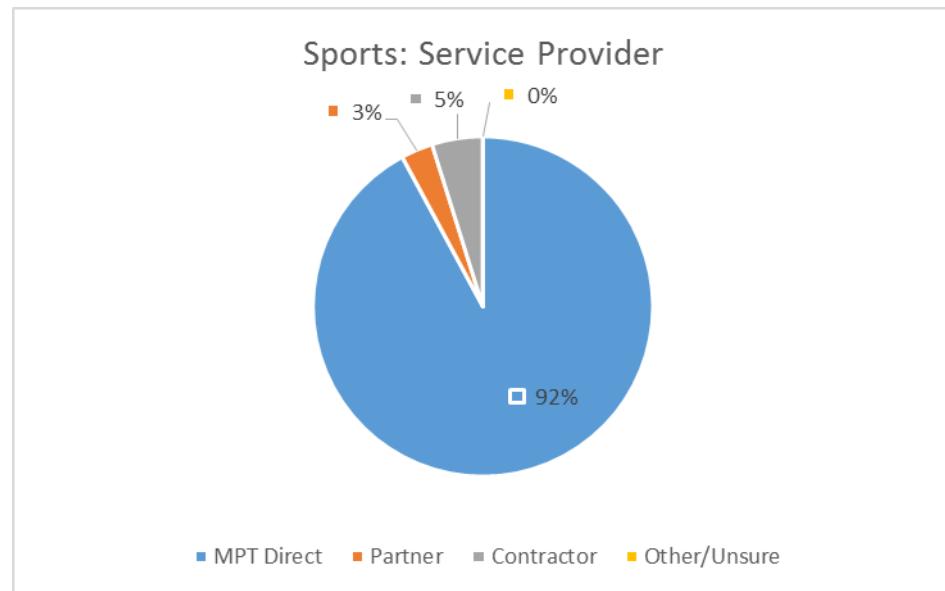
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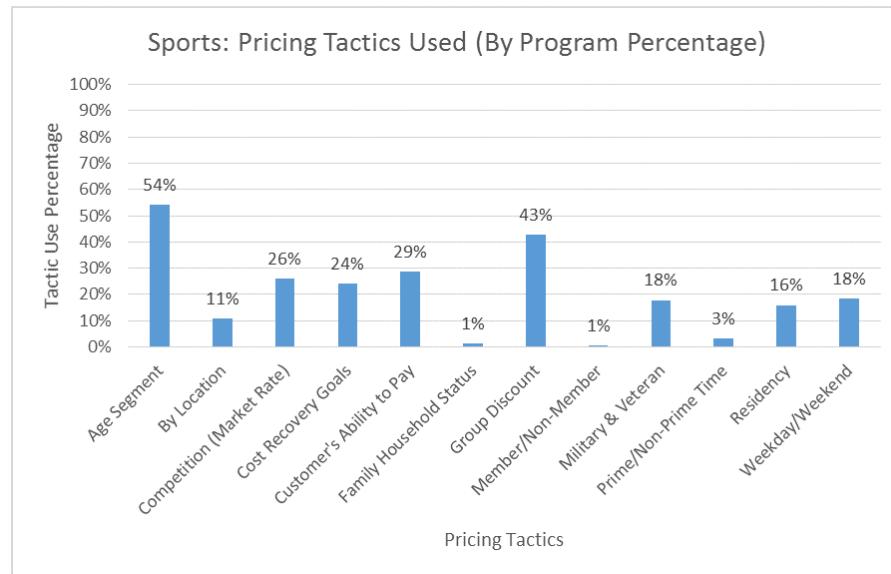
Competitive Baseball: 14U	SERA Athletic Complex	N/A			120	96
Golf: Special Olympics FootGolf	Meadow Park Golf Course	N/A			96	96
Youth Baseball: 4/5 Boys	Peck Field		108	88	149	96
Adaptive Recreation: Wheelchair Rugby Slam on the Sound	Mt. Tahoma High School	N/A		75	82	94
Youth Baseball: 4/5 Boys Incrediball	Heidelberg Davis Athletic Complex		64	128	149	94
Adaptive Recreation: Wheelchair Basketball	Mt. Tahoma High School	N/A		68	74	92
Tournament Tacoma Fall Classic	Topping BGC		145	122	71	91
Youth Basketball: 5th Grade Boys	Norpoint Park	N/A				90
Mini: Leaguers	Topping BGC		108	78	124	89
Youth Basketball: 4th Grade Boys						
Adaptive Recreation: Goalball Tournament South Sound Throw Down	Topping BGC	N/A		58	67	84
Adult Slow Pitch: Men's D/E Mt Rainier Summer	SERA Athletic Complex	N/A			60	84
Youth Basketball: Norpoint K-1	Center at Norpoint		102	85	92	82
All STAR: Youth Sports camp	Norpoint Park	N/A				80
Mini: Leaguers	Portland Ave Park	N/A				80
Kidz Love Soccer: Soccer 2: Skillz & Scrimmages	Stewart Heights Park	N/A				79
Mini: Kickers	Portland Ave Park	N/A				75
Youth Baseball: 6/7 Boys	Peck Field		138	128	33	71
Mini: Leaguers	STAR Center	N/A				70
Youth Soccer: 2-3 Grade	SERA Athletic Complex		106	69	68	68
Youth Soccer: K-1 Grade	SERA Athletic Complex		116	86	62	65
Adult Slow Pitch: Co-ed CE Sun Double Header Summer	SERA Athletic Complex	N/A			96	60
Youth Camps Norpoint: Volleyball	Center at Norpoint		0	0	13	60
Adult Volleyball: Women's Winter/Spring	Giaudrone Middle School		64	48	40	56
Kidz Love Soccer: Mommy/Daddy & ME SOCCER	Stewart Heights Park	N/A				56
Kidz Love Soccer: Soccer 3: Match Play	Norpoint Park	N/A				56
Mini: Allstars	STAR Center	N/A			3	54
Adaptive Recreation: PLU Demo	Pacific Lutheran University	N/A		42	44	52
Youth Basketball: 6th Grade Boys Select	First Creek Middle School	N/A				51
Youth Camps Norpoint: Basketball Camp	Titlow Park		0	0	0	50
Youth Camps Norpoint: Golf Camp	Titlow Park		0	0	11	50
Adult Slow Pitch: Men's D/E Cedar League Winter/Spring	SERA Athletic Complex	N/A		48	48	48
Adult Slow Pitch: Men's Harbor League Winter/Spring	SERA Athletic Complex	N/A		48	36	48
Adult Volleyball: Women's Fall	Giaudrone Middle School		56	104	40	48
Youth Baseball: 4/5 Girls Fast Pitch	Heidelberg Davis Athletic Complex		68	68	56	48
Youth Basketball: 4/5 Grade Girls	Lakewood BGC	N/A			57	47
Adaptive Recreation: UPS Demo	University of Puget Sound	N/A		35	38	45
Youth Basketball: 6th Grade Boys	Topping BGC	N/A			54	44
Youth Basketball: Norpoint 5th Grade Boys	Center at Norpoint		54	38	44	43
Adaptive Recreation: Beep Baseball Games Day	Franklin Park	N/A		0	0	42
Adult Volleyball: Co-ED V Winter/Spring	Giaudrone Middle School		56	0	64	40
Mini: Hoopers	STAR Center	N/A				40
Youth Camps Norpoint: Golf Camp	Center at Norpoint		0	0	8	40
Golf: Hickory Open Golf Tournament (2014)	Meadow Park Golf Course	N/A			30	38
Adaptive Recreation: UWT Demo	University of Washington-Tacoma	N/A		26	32	37
Adult Slow Pitch: Men's Double Header Mt Adams Summer	SERA Athletic Complex	N/A			60	36
Adult Slow Pitch: Men's Double Header- Olympic Winter/Spring	SERA Athletic Complex	N/A		120	84	36
Mini: Allstars	Portland Ave Park	N/A			6	36
Adult Basketball: 5x5 Fall	Roy Fletcher	N/A		N/A	N/A	35
Mini: Hoopers	Norpoint Park	N/A			4	35
Mini: Hoopers	Portland Ave Park	N/A			5	35
Mini: Kickers	SERA Athletic Complex	N/A				35
Adaptive Recreation: Wheelchair Basketball Demo	Gray Middle School	N/A		25	28	32
Adaptive Recreation: Wheelchair Basketball Tournament Presidents Cup	Topping BGC	N/A		25	28	32
Youth Camps Norpoint: Sports Mixer	Titlow Park		0	0	0	32
Youth Basketball: Norpoint 4th Grade Boys	Center at Norpoint		31	53	66	31
Youth Camps Norpoint: Flag Football Camp	Wapato Park		0	0	0	30
Youth Camps Norpoint: Soccer Camp	Center at Norpoint		0	15	14	30
Adaptive Recreation: Hoopfest	Parker Ayers	N/A		16	22	28
Youth Camps Norpoint: Skateboarding Camp	Titlow Park		0	0	0	27
Summer Camps: Falcons volleyball camp 1-4	Foss High School	N/A			20	26
Adaptive Recreation: Wheelchair Basketball Demo	Topping BGC	N/A		15	17	25
Youth Camps Norpoint: Soccer Camp	Wapato Park		0	9	16	25
Adult Slow Pitch: Co-ed CE Sun REC Summer	SERA Athletic Complex	N/A			48	24
Adult Slow Pitch: Men's D Birch League Winter/Spring	SERA Athletic Complex	N/A		36	36	24
Youth Basketball: Norpoint 4th-5th Grade Girls	Center at Norpoint		40	32	21	24
Youth Basketball: Norpoint 7th-8th Boys	Center at Norpoint		13	0	36	24
Youth Basketball: Norpoint 6th Grade Boys	Center at Norpoint		78	55	33	23

Adaptive Recreation: Adaptive Archery Clinic	Skookum Archers	N/A		10	15	22
Adaptive Recreation: Adaptive Archery Competitions	Skookum Archers	N/A		10	15	22
Adaptive Recreation: Beep Baseball Clinic	Franklin Park	N/A		0	0	22
Golf: Scoring Clinic (2015)	Meadow Park Golf Course	N/A				22
Youth Camps Norpoint: Skateboarding Camp	Stewart Heights Park		0	0	0	21
Youth Camps Norpoint: Skateboarding Camp	Center at Norpoint		0	4	2	18
Summer Camps: Rams basketball camp	Wilson High School	N/A			18	17
Summer Camps: Abes basketball camp 9-12pm	Lincoln High School	N/A			15	16
Summer Camps: Tigers basketball camp 9-12pm	Stadium High School	N/A			14	15
Adaptive Recreation: Downtown To Defiance	Marine Park	N/A		0	12	14
Adaptive Recreation: Wheelchair Basketball	Gray Middle School	N/A		9	11	12
Adaptive Recreation: Wheelchair Basketball	Topping BGC	N/A		9	11	12
Adult Slow Pitch: Co-ed CE FRI D/E Summer	SERA Athletic Complex	N/A			72	12
Adult Slow Pitch: Co-ed CE Sun D/E Summer	SERA Athletic Complex	N/A			24	12
Summer Camps: Falcons volleyball camp 9-12	Foss High School	N/A			12	12
Youth Baseball: 6/7 Girls Fast Pitch	Heidelberg Davis Athletic Complex		55	0	0	12
Youth Camps Norpoint: Skateboarding Camp	Wapato Park		0	0	0	12
Adaptive Recreation: Goalball Demo	Topping BGC	N/A		7	10	11
Adaptive Recreation: Adaptive Archery	Skookum Archers	N/A		5	7	10
Adaptive Recreation: Beep Baseball	Franklin Park	N/A		0	0	10
Youth Basketball: 6-8th Grade Girls	Lakewood BGC	N/A			65	10
Adaptive Recreation: Goalball	Topping BGC	N/A		4	5	6
Adaptive Recreation: Goalball Tournament NW Invitational	Parker Ayers	N/A		5	5	5
Golf: Meadow Park FootGolf Camp (2015)	Meadow Park Golf Course	N/A				3
Golf: Mark Wurtz (Instructor)	Meadow Park Golf Course			352	0	0
Golf: Molly Miller (Instructor)	Meadow Park Golf Course		1,709	443	0	0
Total	157 Programs	42 Unique Locations	77,556	80,069	89,613	107,577

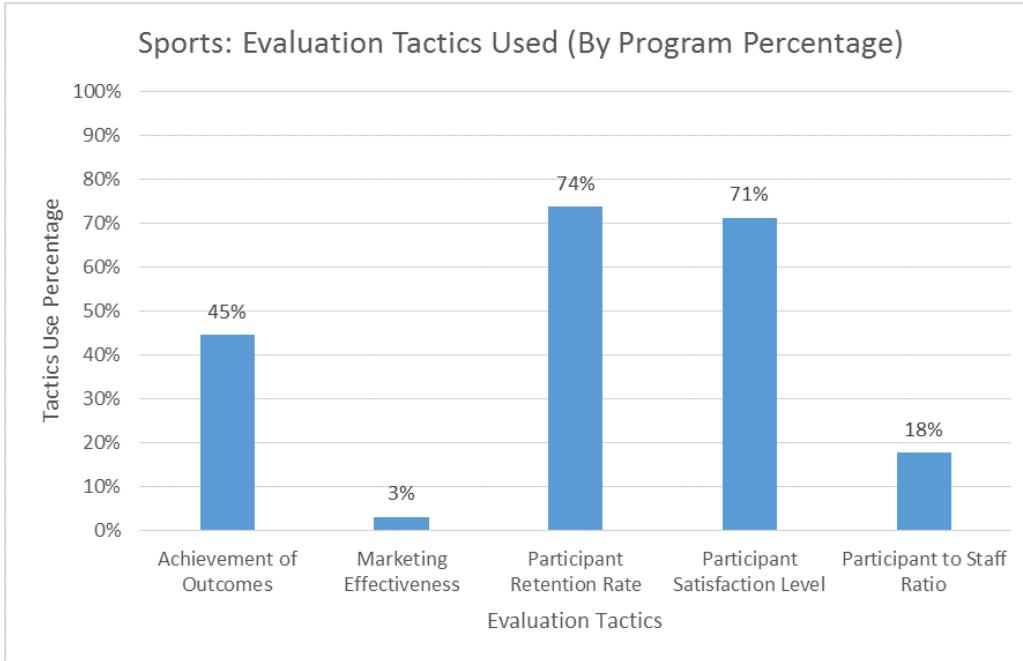
*Sorted by FY15 participation numbers

Sports: Delivery Method		
	Percentage	Number
Leagues/Competitions	49%	77
Drop-in/Unstructured/Self-Guided/Events	8%	12
Organized Clubs/Registered Low-Organized Activities/Staff-Guided	3%	4
Instructional Classes/Workshops/Clinics/Interpretive Programs	23%	36
Private Lessons	3%	5
Camps	14%	22
Rentals & Park Use Permits	0%	0
Trips & Off-Site Tours	1%	1
Outreach	0%	0
Other/Unsure	0%	0
Total	100%	157





Sports: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	6%	9		
Take-Off	1%	1	52%	50-60%
Growth	45%	71		
Mature	40%	63	40%	40%
Saturated	2%	3		
Decline	6%	10	8%	0-10%
Not Specified	0%	0	0%	N/A
Total	100%	157		





Mission-Led Comprehensive Program Plan
Final Report

9.3.5 ARTS

Arts: Participation (FY12-15)					
Program Name	Primary Program Location	FY12	FY13	FY14	FY15
Metro Arts Programs: Ethnic Fest Tacoma	Wright Park	55,000	45,000	40,000	30,000
Metro Arts Programs: First Night Tacoma	Tacoma School of the Arts	10,000	12,500	14,000	26,000
Metro Arts Programs: Music Lessons	STAR Center	1,050	1,436	1,209	1,446
Metro Arts Programs: 3-4 Beginning Ballet	STAR Center	521	1,646	1,548	1,329
Metro Arts Programs: 3-4 Beginning Ballet	Center at Norpoint	868	971	990	1,035
Metro Arts Programs: 5-7 Beginning Ballet	STAR Center	489	964	988	998
Metro Arts Programs: Spring Production	Stadium High School	764	852	1,008	984
Metro Arts Programs: Youth Jazz	Tacoma School of the Arts Ted Brown Building	92	410	603	903
Metro Arts Programs: 6-8 Intermediate Ballet	Tacoma School of the Arts Ted Brown Building	N/A	155	460	771
Metro Arts Programs: 8-11 Y Beginning Ballet	Tacoma School of the Arts Ted Brown Building	363	352	225	766
Metro Arts Programs: 3-4 Beginning Ballet	Tacoma School of the Arts Ted Brown Building	468	738	643	710
Metro Arts Programs: Metro Arts Dance Companies	Tacoma School of the Arts Ted Brown Building	503	486	598	680
Metro Arts Programs: Shakespeare in the Park	Wright Park	N/A			650
Metro Arts Programs: Winter Arts Showcase	Jason Lee Middle School	450	500	600	650
Metro Arts Programs: 5-7 Beginning Ballet	Tacoma School of the Arts Ted Brown Building	628	725	819	627
Metro Arts Programs: Collaborative Community Arts Projects	Truman Middle School	600	600	650	600
Conservatory: Music Series(12)	W.W. Seymour Conservatory	900	960	450	576
Metro Arts Programs: 5-7 Beginning Ballet	Center at Norpoint	654	890	489	498
Metro Arts Programs: Theatre Classes 12Y+	Tacoma School of the Arts Ted Brown Building	N/A	112	526	484
Metro Arts Programs: Group Lessons	STAR Center	235	510	555	477
Metro Arts Programs: Pointe/ Pre-Pointe	Tacoma School of the Arts Ted Brown Building	188	109	220	458
Metro Arts Programs: Hip Hop	Center at Norpoint	511	418	261	391
Metro Arts Programs: Hip Hop	STAR Center	447	485	372	390
Metro Arts Programs: Contemporary Modern	Tacoma School of the Arts Ted Brown Building	374	179	342	361
Metro Arts Programs: 6-10 Tap, Toe, Tumble	STAR Center	293	315	282	342
Metro Arts Programs: Visual Arts	STAR Center	120	174	479	341
Metro Arts Programs: Fire and Ice Irish Dance Company	Center at Norpoint	359	341	372	333
Metro Arts Programs: Friday Night Dances	STAR Center	407	996	837	306
Metro Arts Programs: 10 U Theatre Camps	Tacoma School of the Arts Ted Brown Building	N/A		208	288
Metro Arts Programs: 3-5 Tap, Toe, Tumble	STAR Center	270	418	213	282
Metro Arts Programs: 6-10 Tap, Toe, Tumble	South Park	116			255
Metro Arts Programs: 3-4 Beginning Ballet	People's Community Center	72	268	156	250
Metro Arts Programs: 5-7 Beginning Ballet	Portland Ave Community Center	N/A	80	254	248
Metro Arts Programs: Tap	Tacoma School of the Arts Ted Brown Building	N/A			245
Metro Arts Programs: 3-4 Beginning Ballet	Portland Ave Community Center	211	253	416	235
Metro Arts Programs: 8-11 Y Beginning Ballet	STAR Center	229	140	80	185
Metro Arts Programs: 5-7 Beginning Ballet	People's Community Center	N/A	18	212	156
Metro Arts Programs: 11-14 Music Camps - brass camp 12-19	University of Puget Sound	75	13	80	125
Metro Arts Programs: Grand Dance Extravaganza	STAR Center	194	180	200	120
Metro Arts Programs: 11-14 Music Camps	Tacoma School of the Arts Ted Brown Building	270	38	116	112
Metro Arts Programs: Stars of the Stage	Tacoma School of the Arts Ted Brown Building	N/A	42	144	100
Metro Arts Programs: 10 U Visual Arts Camps	Point Defiance Park Pagoda	N/A		84	96
Metro Arts Programs: Hip Hop	People's Community Center	N/A		66	78
Metro Arts Programs: 11-14 Dance Camps - one week intensive 9+	Tacoma School of the Arts Ted Brown Building	20	60	52	76
Youth Camps Norpoint: Hip Hop	Center at Norpoint	0	0	0	75
Metro Arts Programs: Make- Up Design	Tacoma School of the Arts	N/A		49	70
Youth Services Unit: Cooking Camp	STAR Center	35	40	32	70
Youth Camps Norpoint: Hip Hop	Titlow Park	0	0	0	55
Metro Arts Programs: Culinary Arts	STAR Center	21	66		54
Metro Arts Programs: 10 U Dance Camps - ballet camp	Grant Elementary School	N/A			48

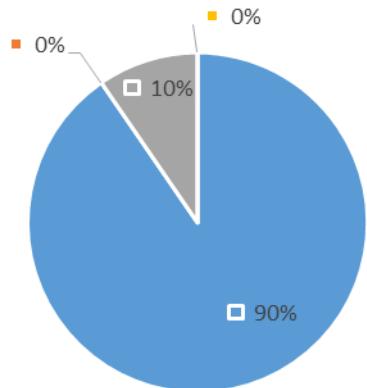


Youth Services Unit: Cooking Camp	STAR Center	35	40	32	70
Youth Camps Norpoint: Hip Hop	Titlow Park	0	0	0	55
Metro Arts Programs: Culinary Arts	STAR Center	21	66		54
Metro Arts Programs: 10 U Dance Camps - ballet camp	Grant Elementary School	N/A			48
Youth Services Unit: Cooking Camp	STAR Center	50	70	80	45
Metro Arts Programs: 10 U Dance Camps ballet camp	Titlow Park	32	40	20	44
Metro Arts Programs: 10 U Dance Camps ballet & Jazz	Jefferson Park	N/A		20	36
Metro Arts Programs: Visual Arts	Tacoma School of the Arts	N/A			36
Metro Arts Programs: Ballroom Private Lessons	STAR Center	130	77	78	34
Metro Arts Programs: 10 U Dance Camps - ballet camp	STAR Center	65	32		32
Metro Arts Programs: 11-14 Dance Camps -ballet camp lilac fairy	STAR Center	16			32
Metro Arts Programs: 10 U Theatre Camps	Stadium High School	N/A		40	28
Metro Arts Programs: 10 U Visual Arts Camps	Titlow Park	N/A			28
Metro Arts Programs: 10 U Dance Camps -ballet camp	Center at Norpoint	12	28	28	24
Metro Arts Programs: 10 U Theatre Camps	Jason Lee Middle School	N/A			24
Metro Arts Programs: 11-14 Music Camps - rock the guitar?	Tacoma School of the Arts Ted Brown Building	24	8		24
Metro Arts Programs: 10 U Visual Arts Camps	Tacoma School of the Arts	N/A		24	20
Metro Arts Programs: 11-14 Music Camps	Stadium High School	N/A		16	20
Metro Arts Programs: Painting and Wine	Center at Norpoint	N/A			17
Metro Arts Programs: Visual Arts	Center at Norpoint	N/A		48	12
Metro Arts Programs: Painting and Wine	STAR Center	N/A	10	12	4
Total	67 Programs	20 Unique Locations	78,126	74,705	72,254
					76,789

*Sorted by FY15 participation numbers

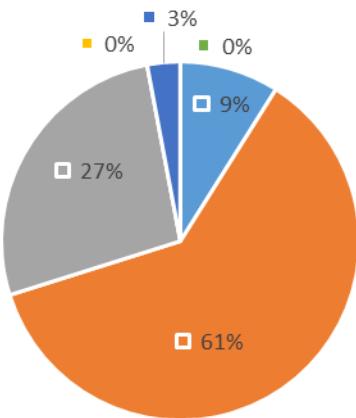
Arts: Delivery Method		
	Percentage	Number
Leagues/Competitions	0%	0
Drop-in/Unstructured/Self-Guided/Events	7%	5
Organized Clubs/Registered Low-Organized Activities/Staff-Guided	3%	2
Instructional Classes/Workshops/Clinics/Interpretive Programs	55%	37
Private Lessons	3%	2
Camps	31%	21
Rentals & Park Use Permits	0%	0
Trips & Off-Site Tours	0%	0
Outreach	0%	0
Other/Unsure	0%	0
Total	100%	67

Arts: Service Provider

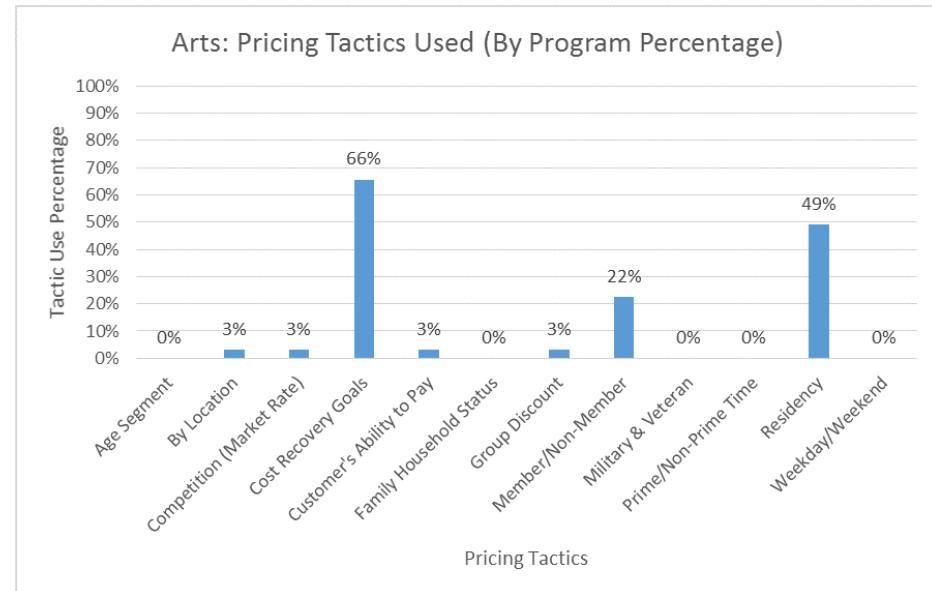


■ MPT Direct ■ Partner ■ Contractor ■ Other/Unsure

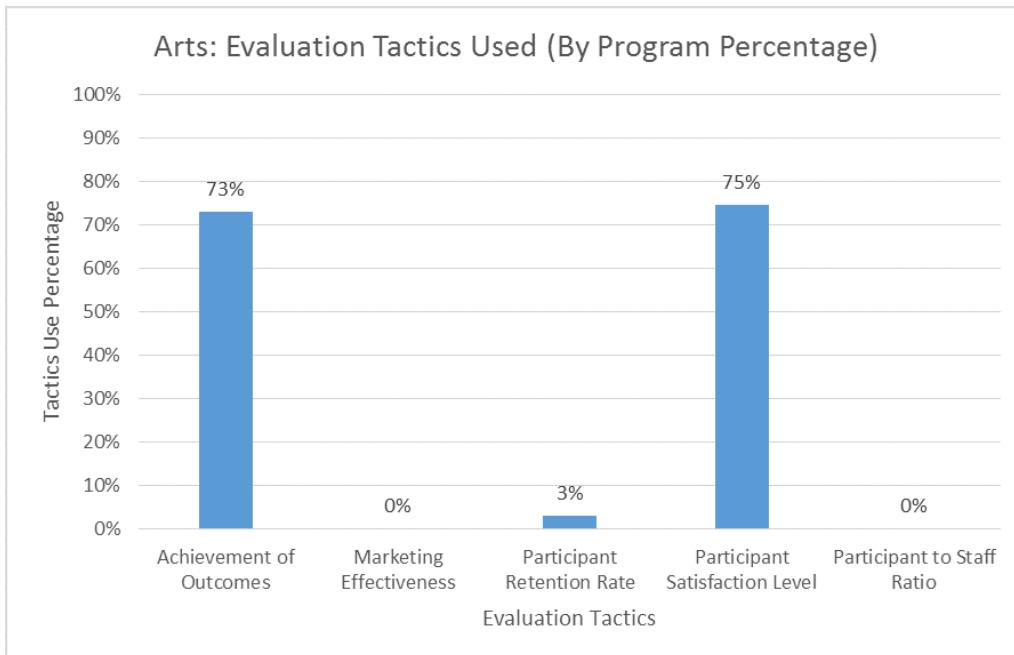
Arts: Price Classification



■ Community ■ Mostly Individual ■ Highly Individual ■ Community/Individual ■ Individual/Community ■ Not Specified



Arts: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	3%	2		
Take-Off	3%	2	39%	50-60%
Growth	33%	22		
Mature	30%	20	30%	40%
Saturated	6%	4	31%	0-10%
Decline	25%	17		
Not Specified	0%	0	0%	N/A
Total	100%	67		



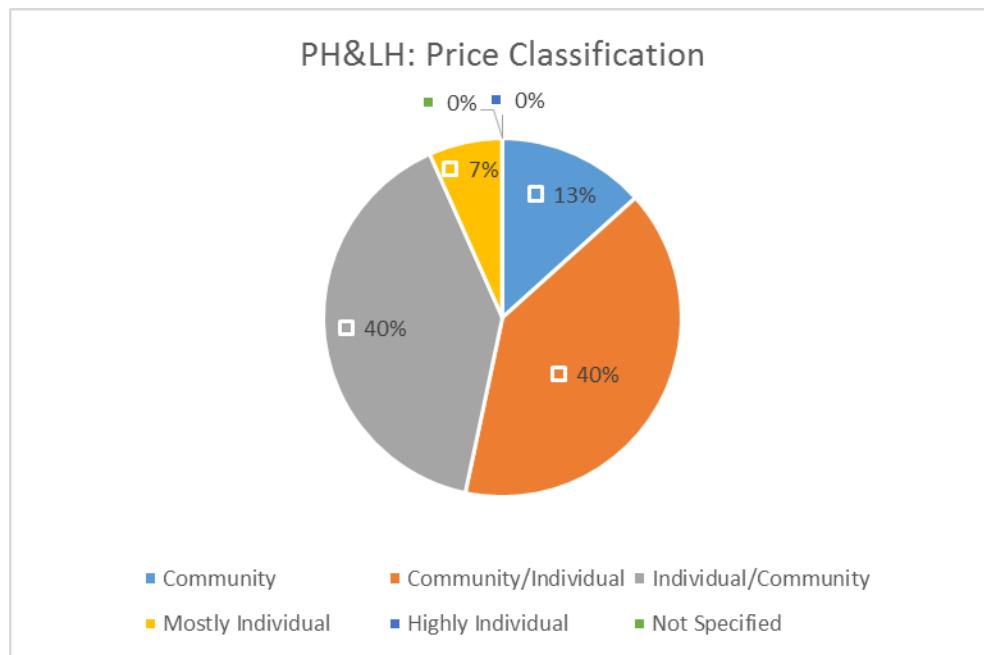
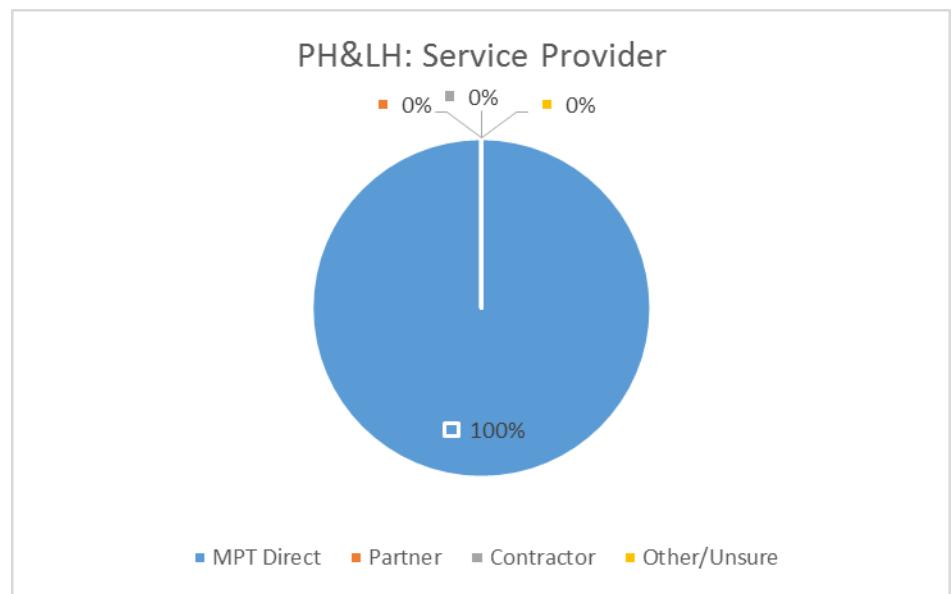


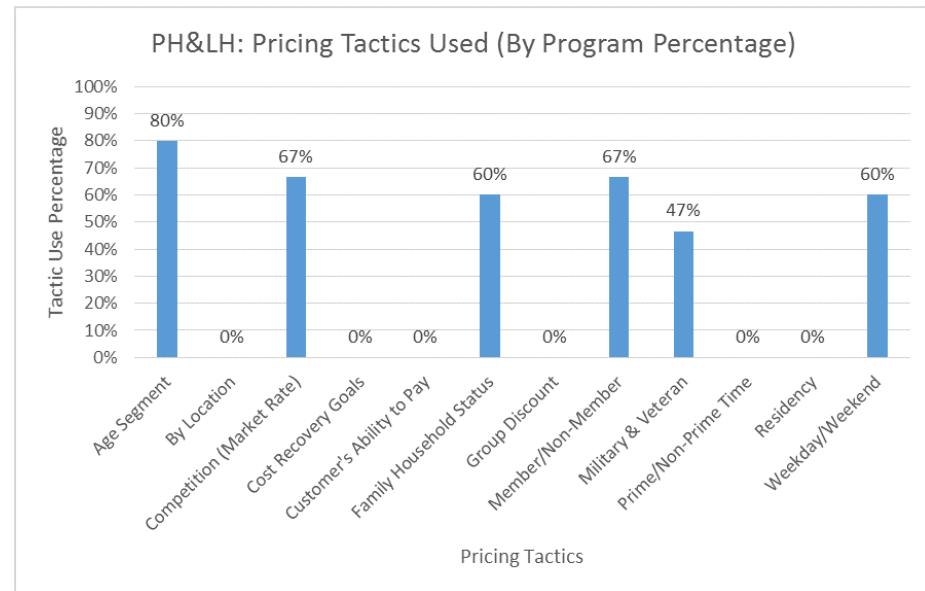
9.3.6 PARK HERITAGE & LIVING HISTORY

PH&LH: Participation (FY12-15)					
Program Name	Primary Program Location	FY12	FY13	FY14	FY15
Fort Nisqually: Paid admissions (total)	Fort Nisqually	UNKNOWN	10,592	13,531	14,163
Fort Nisqually: Paid Admissions (adult)	Fort Nisqually	UNKNOWN	6,372	8,730	7,882
Fort Nisqually: Paid Admissions (youth)	Fort Nisqually	UNKNOWN	3,086	3,684	4,734
Rentals and Permits: Point Defiance Visitors Center	Point Defiance Park		3,283	3,525	4,418
Fort Nisqually: Educational guided tours	Fort Nisqually	UNKNOWN	2,876	3,127	2,688
Fort Nisqually: One-Day Special Events	Fort Nisqually	UNKNOWN	1,320	1,633	1,690
Fort Nisqually: Paid Admissions (senior)	Fort Nisqually	UNKNOWN	1,134	1,117	1,547
Fort Nisqually: Candlelight Tour	Fort Nisqually	UNKNOWN	1,058	1,141	1,180
Fort Nisqually: Brigade Encampment	Fort Nisqually	UNKNOWN	571	745	821
Fort Nisqually: MUSEUM DAY LIVE/ Free tacoma day	Fort Nisqually	UNKNOWN	174	544	425
Conservatory: Tours	W.W. Seymour Conservatory	219	125	356	406
Fort Nisqually: Camps	Fort Nisqually	UNKNOWN	131	171	170
Conservatory: Presentations	W.W. Seymour Conservatory	UNKNOWN	75	90	150
Fort Nisqually: GARDEN FESTIVAL at Fort	Fort Nisqually	N/A			76
Fort Nisqually: Apprentice Interpreter program	Fort Nisqually	UNKNOWN	24	26	26
Total	15 Programs	3 Unique Locations	219	30,821	38,420
					40,376

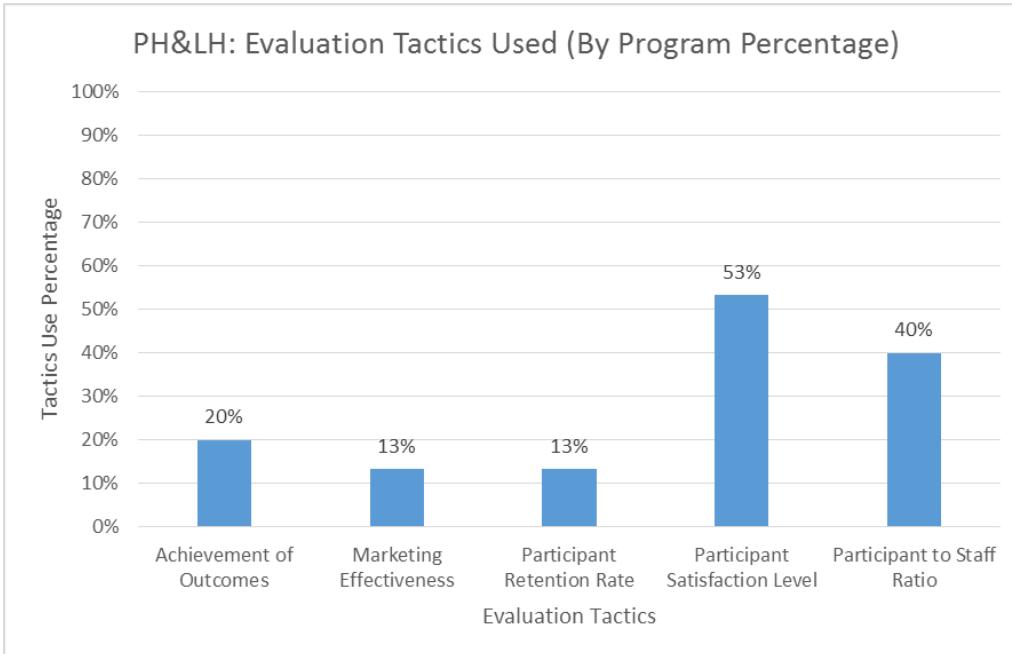
*Sorted by FY15 participation numbers

PH&LH: Delivery Method		
	Percentage	Number
Leagues/Competitions	0%	0
Drop-in/Unstructured/Self-Guided/Events	53%	8
Organized Clubs/Registered Low-Organized Activities/Staff-Guided	7%	1
Instructional Classes/Workshops/Clinics/Interpretive Programs	20%	3
Private Lessons	0%	0
Camps	7%	1
Rentals & Park Use Permits	7%	1
Trips & Off-Site Tours	0%	0
Outreach	7%	1
Other/Unsure	0%	0
Total	100%	15





PH&LH: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	0%	0		
Take-Off	0%	0	20%	50-60%
Growth	20%	3		
Mature	80%	12	80%	40%
Saturated	0%	0	0%	0-10%
Decline	0%	0		
Not Specified	0%	0	0%	N/A
Total	100%	15		

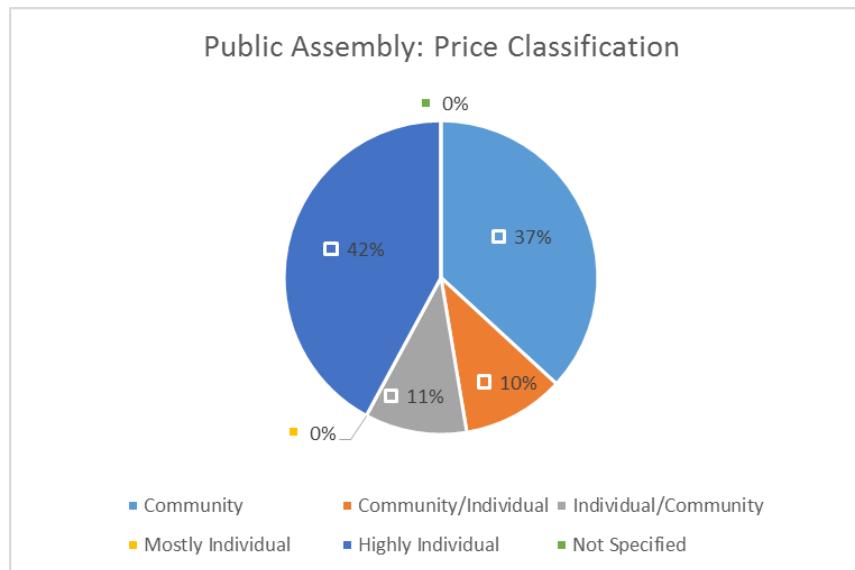
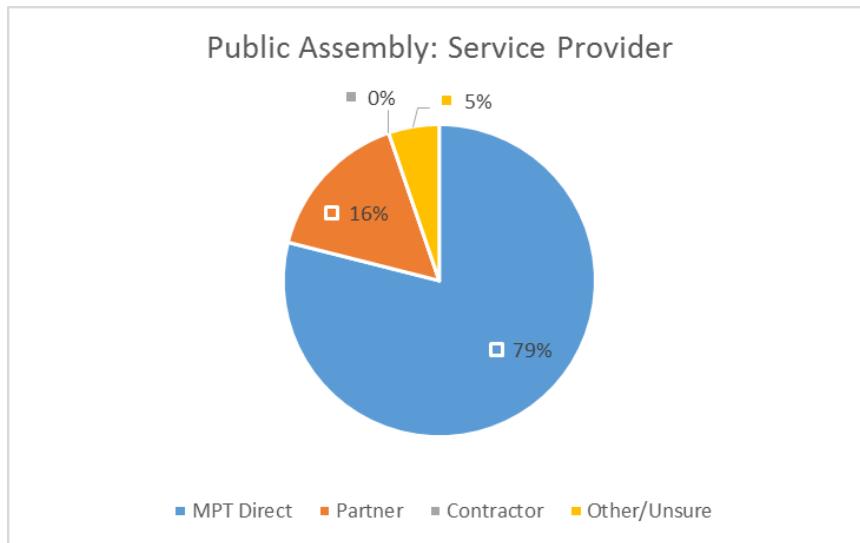


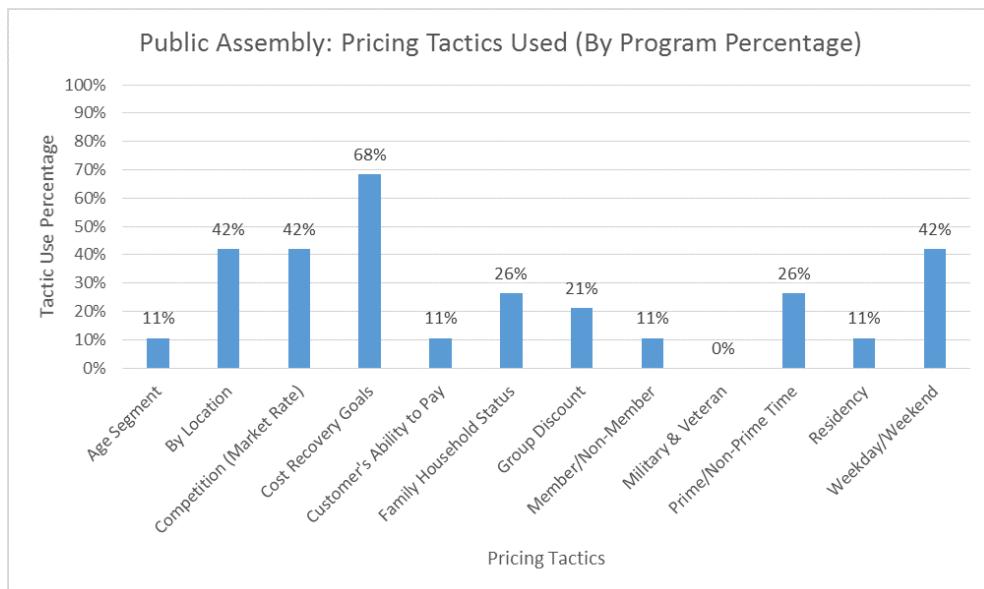
9.3.7 PUBLIC ASSEMBLY

Public Assembly: Participation (FY12-15)					
Program Name	Primary Program Location	FY12	FY13	FY14	FY15
Rentals and Permits: Special Use Permits (includes commercial and film)	Point Defiance and Other Locations	306,000	275,000	300,000	335,000
Star Center: Rentals	STAR Center	484	893	1,024	80,419
Center at Norpoint: Rentals	Center at Norpoint	716	578	777	31,152
Rentals and Permits: Rental Facilities	Point Defiance Park Pagoda	4,660	15,716	20,455	15,951
Rentals and Permits: Picnic Shelter Rentals	Point Defiance Park Main	14,828	23,746	13,450	15,815
People's Center: Rentals	People's Community Center	10,000	12,000	15,000	13,000
Rentals and Permits: Food Truck Fest	Wright Park	0	0	6,000	8,000
Star Center: Community Events	STAR Center	UNKNOWN	2,000	2,400	2,250
PD Marina: Polar Bear Plunge	PD Marina	1,000	1,000	1,200	1,300
Center at Norpoint: Special Events	Center at Norpoint	1,050	1,025	1,025	1,000
Conservatory: Holiday Events(2)	W.W. Seymour Conservatory	101	150	127	650
Portland Ave Community Center: Special Events	Portland Ave Community Center	UNKNOWN	643	835	568
Conservatory: Victorian Holiday Celebration	W.W. Seymour Conservatory	300	215	240	422
Tacoma Nature Center: Birthday Party Programs	Tacoma Nature Center	400	550	350	408
PD Marina: NorPoint Harvest Festival Booth	Center at Norpoint	0	250	300	325
People's Center: Special Event National Night Out Summer Bash	People's Community Center	650	548	290	276
People's Center: Special Event Harvest Fest	People's Community Center	300	300	300	231
Fort Nisqually: Facility Rentals	Fort Nisqually	775	605	339	42
Conservatory: Facility Rentals	W.W. Seymour Conservatory	19	22	19	23
Total	19 Programs	11 Unique Locations	341,283	335,241	364,131
506,832					

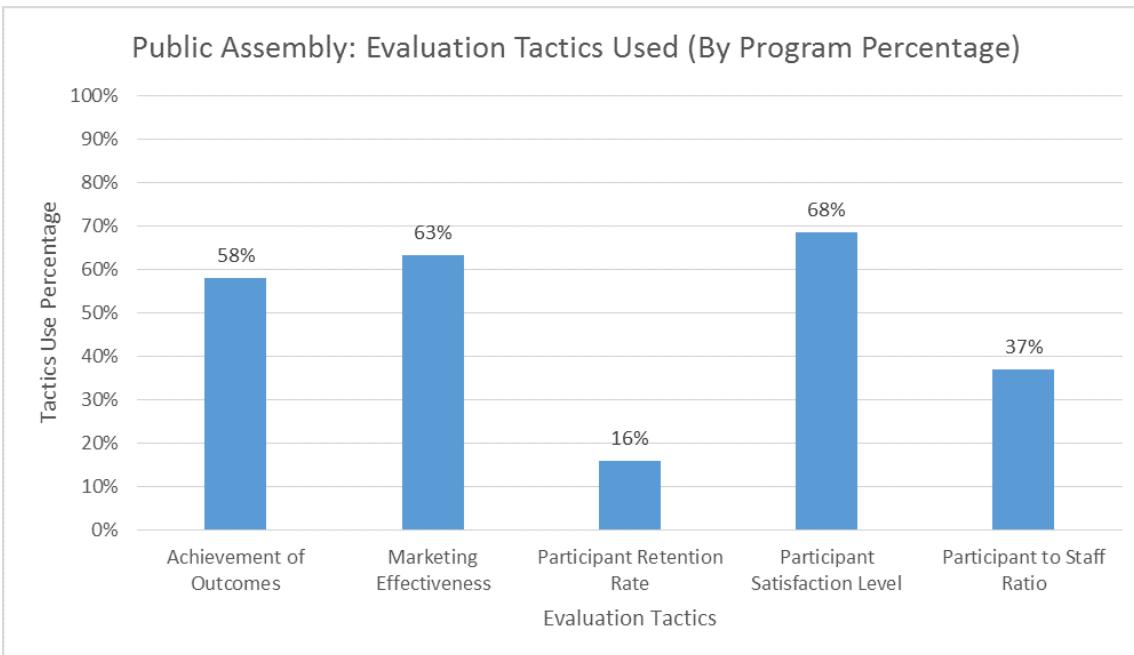
*Sorted by FY15 participation numbers

Public Assembly: Delivery Method		
	Percentage	Number
Leagues/Competitions	0%	0
Drop-in/Unstructured/Self-Guided/Events	42%	8
Organized Clubs/Registered Low-Organized Activities/Staff-Guided	5%	1
Instructional Classes/Workshops/Clinics/Interpretive Programs	0%	0
Private Lessons	0%	0
Camps	0%	0
Rentals & Park Use Permits	47%	9
Trips & Off-Site Tours	0%	0
Outreach	5%	1
Other/Unsure	0%	0
Total	100%	19





Public Assembly: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	0%	0		
Take-Off	21%	4	63%	50-60%
Growth	42%	8		
Mature	32%	6	32%	40%
Saturated	0%	0		
Decline	5%	1	5%	0-10%
Not Specified	0%	0	0%	N/A
Total	100%	19		



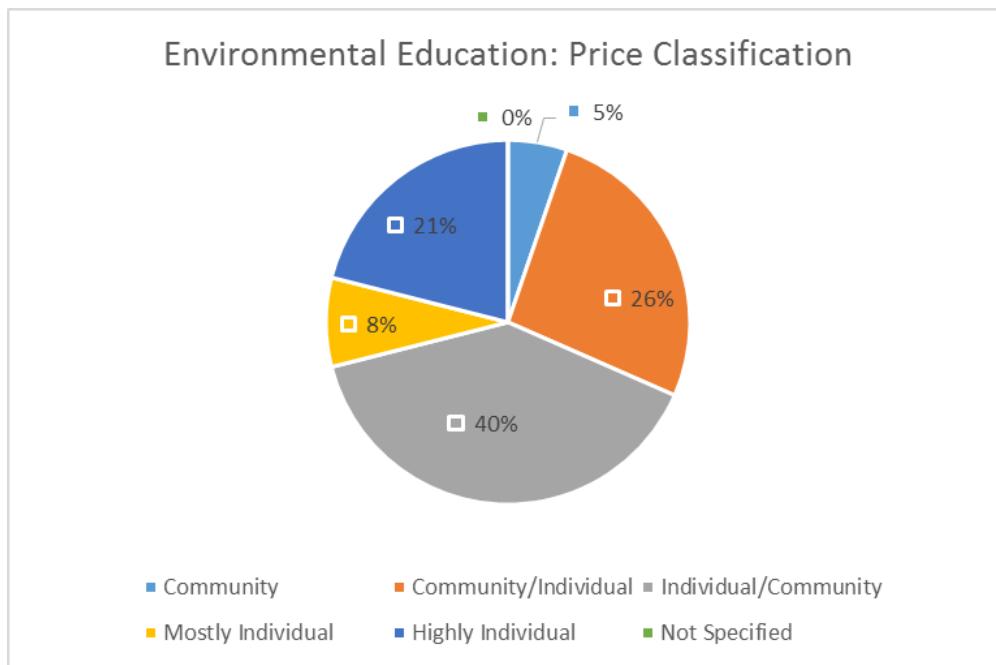
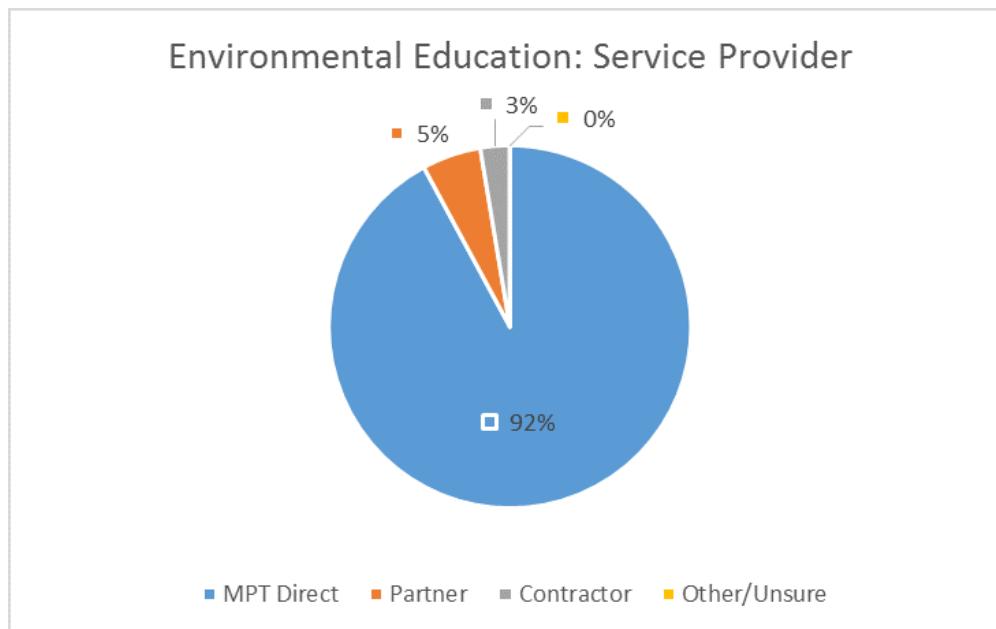


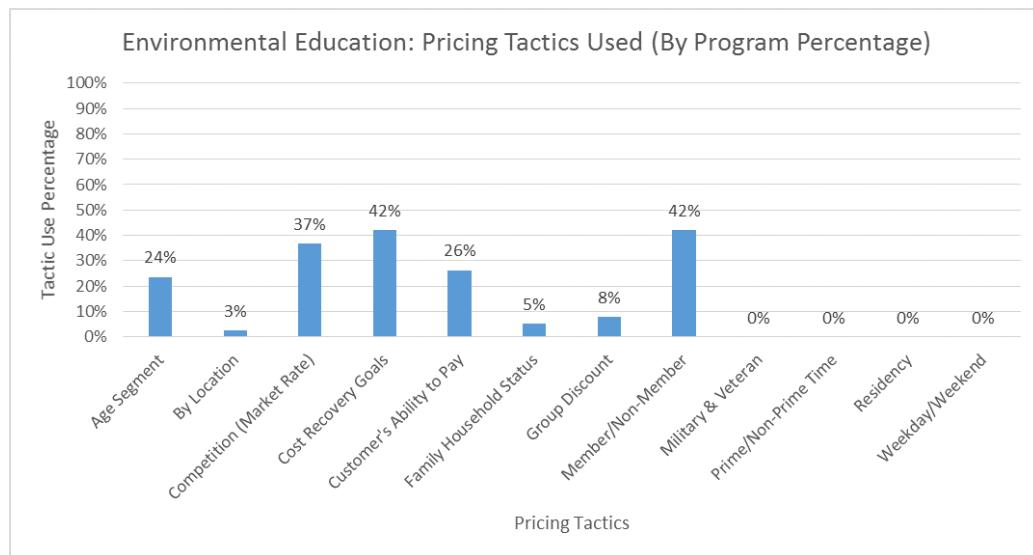
9.3.8 ENVIRONMENTAL EDUCATION

Environmental Education: Participation (FY12-15)					
Program Name	Primary Program Location	FY12	FY13	FY14	FY15
Conservatory: 4 Seasonal Floral Exhibits(4)	W.W. Seymour Conservatory	52,042	28,226	15,532	33,000
Conservatory: Specialty Horticulture Exhibits(3)	W.W. Seymour Conservatory	UNKNOWN	9,323	4,069	14,812
PDZA: Zoo to School	Cathleen McConnell	4,893	3,831	3,681	2,682
Tacoma Nature Center: Tiptoe through the Tidepools	Titlow Park	1,200	1,200	1,400	1,762
PDZA: Discovery Programs	PDZA	1,756	1,396	1,407	1,338
PDZA: Zoo Snooze	PDZA	1,133	1,200	1,246	1,254
PDZA: Zoo Summer Camps	PDZA	867	905	974	856
PDZA: Explore the Shore	Point Defiance Park Owen Beach	729	830	546	638
Tacoma Nature Center: Family Nature Walks	Swan Creek Park	240	319	357	561
PDZA: Science and Math Institute	PDZA	285	403	444	492
Tacoma Nature Center: Scout Workshops	Tacoma Nature Center	190	328	416	469
PD Marina: Free Fishing Weekend	PD Marina	300	300	400	450
PD Marina: Beach Clean Ups	PD Marina	N/A	300	325	350
PDZA: Career Day	PDZA	511	377	329	298
Tacoma Nature Center: Summer Day Camps	Tacoma Nature Center	186	222	232	238
Tacoma Nature Center: Homeschool Science - Budding Scientists	Tacoma Nature Center	64		178	226
Tacoma Nature Center: Homeschool Science - Elementary	Tacoma Nature Center	124	98	93	171
Tacoma Nature Center: Troop Programs	Tacoma Nature Center	160	420	190	157
Tacoma Nature Center: Earth Day Event	Tacoma Nature Center	262	312	125	150
Tacoma Nature Center: Homeschool Science - Upper Level	Tacoma Nature Center	106	117	140	134
PD Marina: Pier Peer in Tacoma Events	PD Marina	N/A	75	130	130
Tacoma Nature Center: Homeschool Science - Upper Level Lab	Tacoma Nature Center	90	110	138	125
PDZA: Critter Club	PDZA	297	302	315	121
PDZA: Career Discovery	PDZA	99	99	116	112
Conservatory: Lecture Series (six)	W.W. Seymour Conservatory	UNKNOWN	60	70	102
Tacoma Nature Center: Homeschool Science - Intermediate	Tacoma Nature Center	191	135	93	92
Tacoma Nature Center: Adult Education	Tacoma Nature Center	110	86	276	84
PDZA: Zoo Winter Camps	Craig Standridge	34	40	31	62
PDZA: Zoo Winter Camps	PDZA	34	40	31	62
Tacoma Nature Center: Night Howl	Tacoma Nature Center	UNKNOWN	69	63	61
PDZA: Citizen Science	China Lake Park	35	55	85	59
Tacoma Nature Center: Pier Peer - Seaport	Foss Waterway Seaport	117	85	96	51
PDZA: Teacher Workshops	PDZA	74	74	67	49
Conservatory: Workshop/classes(3)	W.W. Seymour Conservatory	UNKNOWN	26	38	43
Tacoma Nature Center: Night Walk	Tacoma Nature Center	UNKNOWN		28	27
PDZA: Discover Nature	PDZA	29	32	40	24
Tacoma Nature Center: Pier Peer - Marina	PD Marina	119	165	100	17
Tacoma Nature Center: Science Fair	Tacoma Nature Center	21	14	8	11
PDZA: Zoo Crew	PDZA	N/A			
Total	38 Programs	16 Unique Locations	66,298	51,574	33,809
					61,270

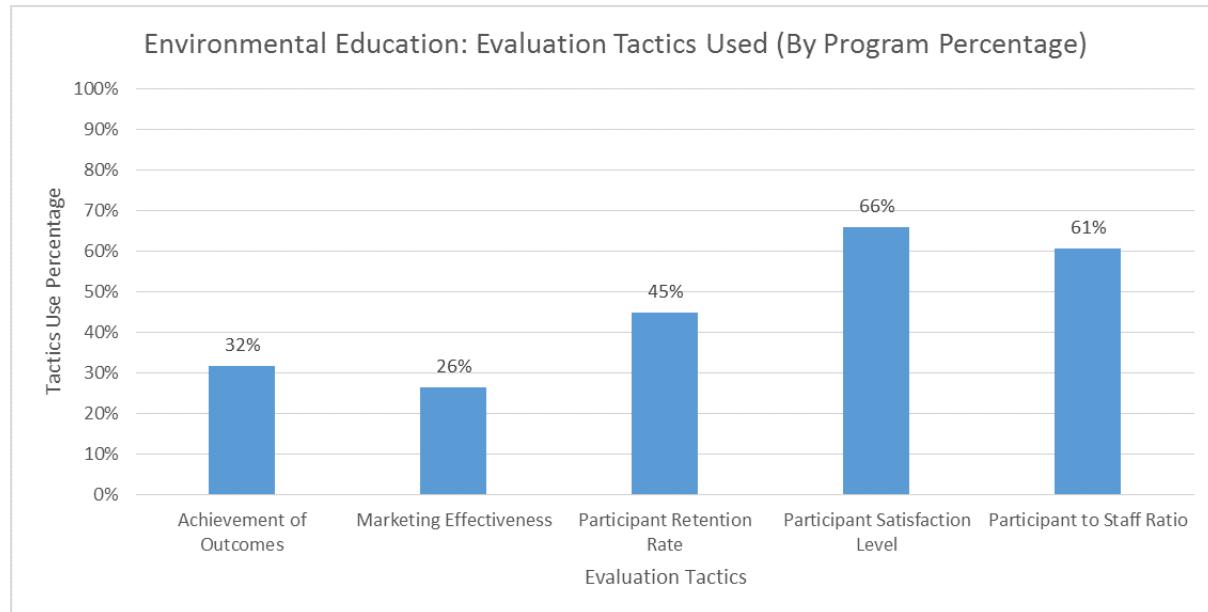
*Sorted by FY15 participation numbers

Environmental Education: Delivery Method		
	Percentage	Number
Leagues/Competitions	0%	0
Drop-in/Unstructured/Self-Guided/Events	16%	6
Organized Clubs/Registered Low-Organized Activities/Staff-Guided	8%	3
Instructional Classes/Workshops/Clinics/Interpretive Programs	66%	25
Private Lessons	0%	0
Camps	5%	2
Rentals & Park Use Permits	0%	0
Trips & Off-Site Tours	3%	1
Outreach	3%	1
Other/Unsure	0%	0
Total	100%	38





Environmental Education: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	3%	1		
Take-Off	11%	4	47%	50-60%
Growth	34%	13		
Mature	29%	11	29%	40%
Saturated	21%	8		
Decline	3%	1	24%	0-10%
Not Specified	0%	0	0%	N/A
Total	100%	38		

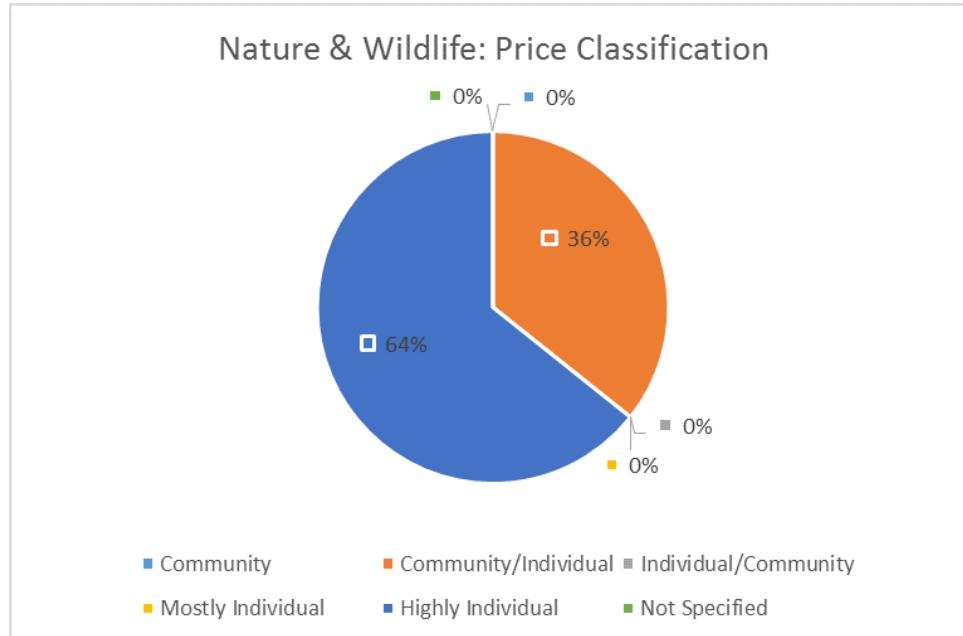
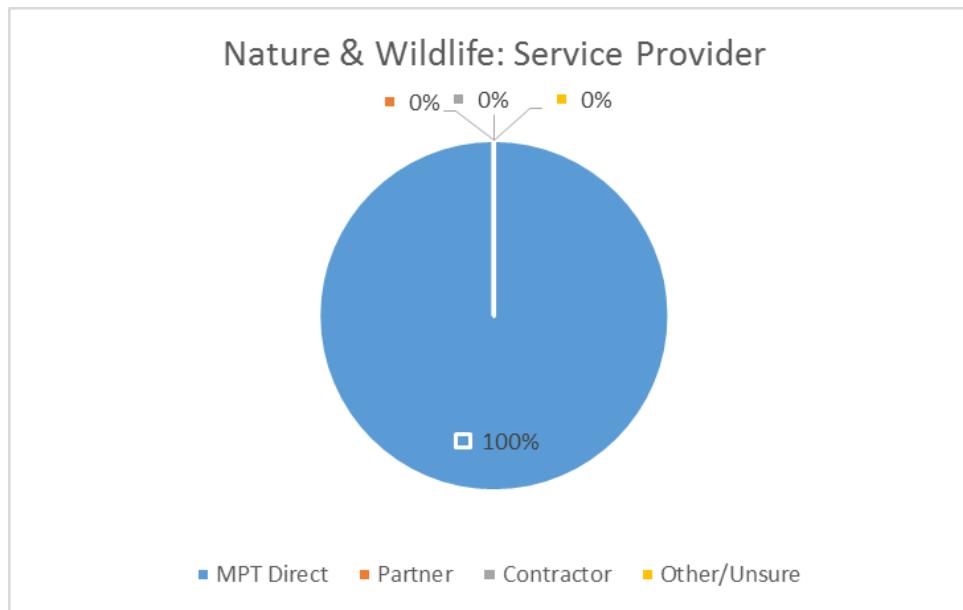


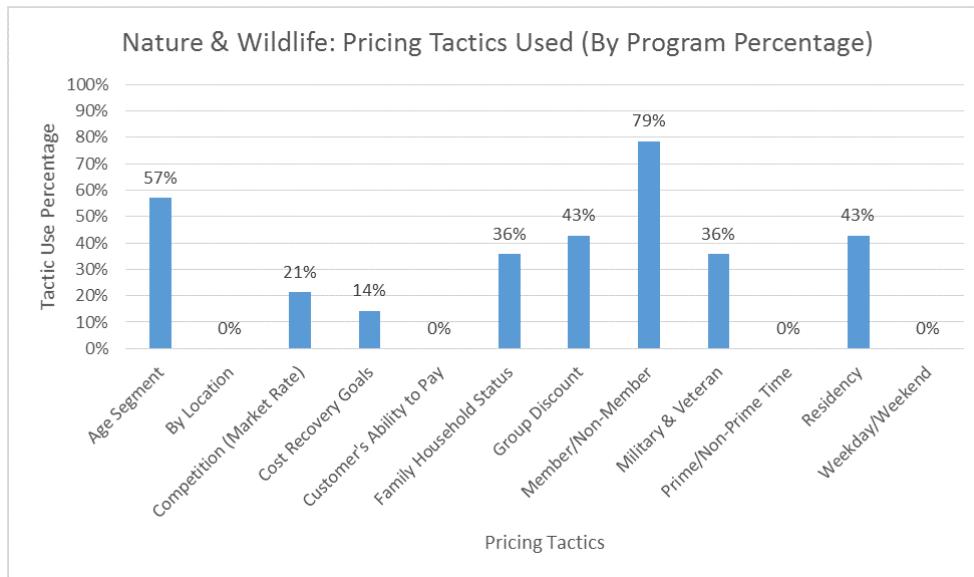
9.3.9 NATURE & WILDLIFE

Nature & Wildlife: Participation (FY12-15)					
Program Name	Primary Program Location	FY12	FY13	FY14	FY15
PDZA: General Interpretation	PDZA	409,019	476,427	344,514	449,607
PDZA: Sting Ray Cove	PDZA	UNKNOWN	366,460	407,061	337,204
PDZA: Marine Discovery Center	PDZA	202,877	231,949	227,745	236,736
Northwest Trek: Free-roaming Area Tram Tour	Northwest Trek Wildlife Park	UNKNOWN	152,095	151,327	190,911
PDZA: Wild Wonders Outdoor Theater	PDZA	108,534	92,467	99,738	103,190
Northwest Trek: Hoot N Howl	Northwest Trek Wildlife Park	1,161	1,808	1,783	2,052
Northwest Trek: Adventure Trek Programs	Northwest Trek Wildlife Park	45	41		700
Tacoma Nature Center: School Tours	Tacoma Nature Center	550	650	850	700
Tacoma Nature Center: Outreach	Brianna Charbonnel	475	450	860	525
Northwest Trek: Free-roaming Keeper Tour	Northwest Trek Wildlife Park	162	120	144	160
Northwest Trek: Photo Tour	Northwest Trek Wildlife Park	144	90	132	158
Northwest Trek: Family Camp	Northwest Trek Wildlife Park	139	123	158	146
Northwest Trek: Elk Bugling Tour	Northwest Trek Wildlife Park	67	83	60	90
PDZA: Keeper Talks & Close Encounters	PDZA	468,186	534,005	538,740	
Total	3 Unique Locations	1,191,359	1,856,768	1,773,112	1,322,179

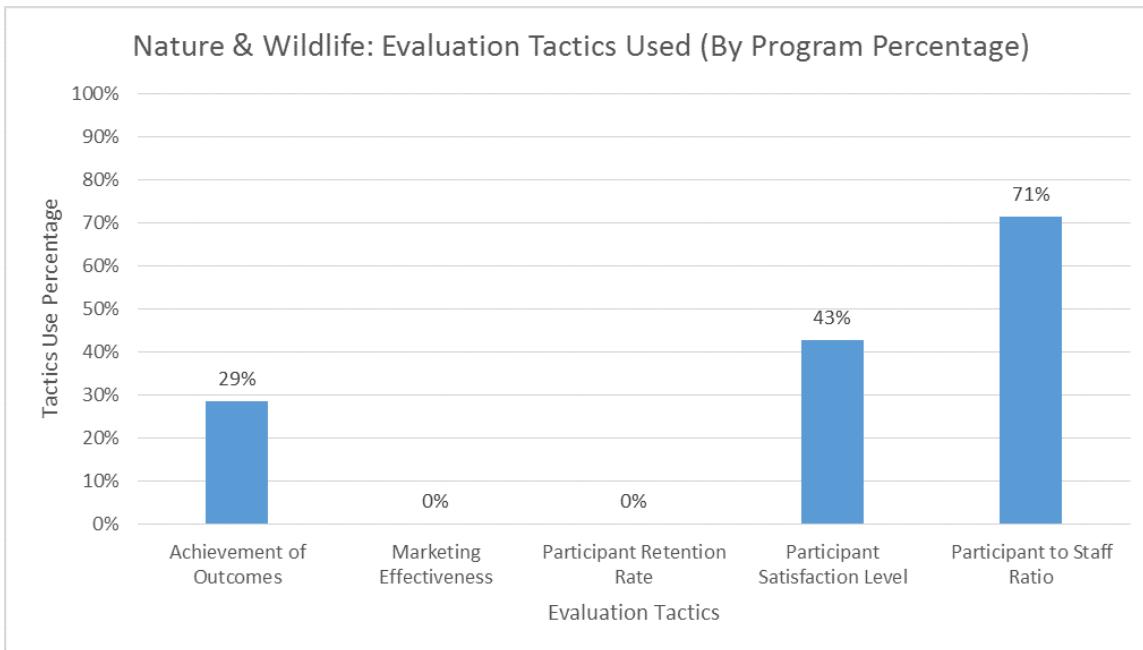
*Sorted by FY15 participation numbers

Nature & Wildlife: Delivery Method		
	Percentage	Number
Leagues/Competitions	0%	0
Drop-in/Unstructured/Self-Guided/Events	0%	0
Organized Clubs/Registered Low-Organized Activities/Staff-Guided	0%	0
Instructional Classes/Workshops/Clinics/Interpretive Programs	86%	12
Private Lessons	0%	0
Camps	7%	1
Rentals & Park Use Permits	0%	0
Trips & Off-Site Tours	0%	0
Outreach	0%	0
Other/Unsure	7%	1
Total	100%	14





Nature & Wildlife: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	0%	0		
Take-Off	0%	0	21%	50-60%
Growth	21%	3		
Mature	36%	5	36%	40%
Saturated	36%	5	36%	0-10%
Decline	0%	0		
Not Specified	7%	1	7%	N/A
Total	100%	14		





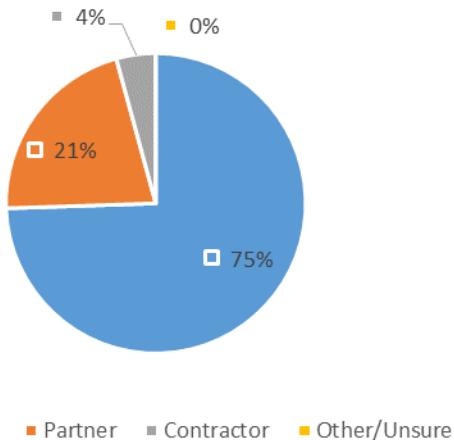
9.3.10 OUTDOOR RECREATION & ECOTOURISM

Outdoor Recreation & Ecotourism: Participation (FY12-15)					
Program Name	Primary Program Location	FY12	FY13	FY14	FY15
PD Marina: Boat Launching	PD Marina	26,275	27,650	23,920	27,635
Youth Services Unit: Summer Day Camp	Center at Norpoint	UNKNOWN	2,545	2,594	3,062
PD Marina: Locker Storage-Tenants	PD Marina	2,509	2,747	2,667	2,705
PD Marina: Boat and Motor and Equipment Rentals	PD Marina	1,745	1,580	2,168	1,950
PD Marina: PSA SKC Salmon Derby	PD Marina	500	550	630	640
Youth Services Unit: Summer Mini Camp full day	Titlow Park Titlow Lodge	N/A			502
PD Marina: Boat Moorage Including Shore Power	PD Marina	738	539	488	489
PD Marina: Monthly Salmon Derbies	PD Marina	400	400	425	450
PD Marina: PSA Gig Harbor Salmon Derby	PD Marina	300	350	400	425
Youth Services Unit: Summer Mini Camp half day	Center at Norpoint	UNKNOWN	350	260	340
PD Marina: National Marina Day	PD Marina	0	200	250	275
Youth Services Unit: Summer Mini Camp half day	Titlow Park Titlow Lodge	390	655	490	252
Youth Services Unit: Spring Break Day Camp	Titlow Park Titlow Lodge	60	126	118	226
Youth Services Unit: Summer Day Camp	Wapato Park	535	565	85	210
PD Marina: PSA SS Salmon Derby	PD Marina	0	0	0	150
PD Marina: Island Lake Fishing Derby	PD Marina	110	115	125	135
Youth Services Unit: Spring Break Day Camp	Center at Norpoint	68	86	133	121
Tacoma Nature Center: Family Campouts	Point Defiance Park Owen Beach	52		165	115
Youth Services Unit: Spring Break Lego Camp	STAR Center	N/A		145	100
Tacoma Nature Center: Summer Adventure Camps	Titlow Park	58	62	90	81
PD Marina: Roofing Contractor's Salmon Derby	PD Marina	0	0	0	80
Tacoma Nature Center: Family Kayak Trips	Kyle Clogston	15	52	21	73
PD Marina: Sails and Trails Camp Weeks	PD Marina	0	40	42	56
Tacoma Nature Center: Private Trips	Foss Waterway Seaport	0	14	96	37
Youth Services Unit: Resident Camp	Tareena Joubert	N/A	N/A	N/A	35
PD Marina: Wounded Warriors Fishing	PD Marina	0	20	20	30
PD Marina: Squidding Classes	PD Marina	0	0	23	23
PD Marina: Crabbing Class	PD Marina	0	0	20	20
Youth Services Unit: Summer Mini Camp half day	Wapato Park	145	50	10	20
PD Marina: PD Marina Spring Swap Meet	PD Marina	0	0	16	18
Tacoma Nature Center: Mountain Bike Camps	Swan Creek Park	UNKNOWN			18
PD Marina: Boater's Education Classes	PD Marina	0	12	15	15
PD Marina: Dock Fishing Derbies	PD Marina	0	8	12	15
PD Marina: Ling Cod Derby	PD Marina	10	12	15	15
PD Marina: Sparx @Truman Middle School Fishing Classes	Truman Middle School	0	0	0	15
PD Marina: PD Marina Fall Swap Meet	PD Marina	0	0	14	14
Tacoma Nature Center: Middle School Programming	Giaudrone Middle School	214	72	56	13
Tacoma Nature Center: Adult Snow Trips	Tacoma Nature Center	25	11		12
Adaptive Recreation: Kayaking	Topping BGC	N/A	0	0	10
Adaptive Recreation: Kayaking Clinic	Topping BGC	N/A	0	0	10
PD Marina: Basic Fishing Adults Class Spring	PD Marina	0	8	10	10
PD Marina: Basic Fishing Adults Class Summer	PD Marina	0	10	15	10
PD Marina: Basic Fishing Adults Class Fall	PD Marina	0	8	8	8
PD Marina: Basic Fishing Youth Class Spring	PD Marina	0	0	8	8
PD Marina: Basic Fishing Youth Classes Summer	PD Marina	0	0	8	8
Tacoma Nature Center: Adult Kayak Trips	Foss Waterway Seaport	43	27		7
PD Marina: Trailering Class	PD Marina	0	0	5	5
Total	47 Programs	16 Unique Locations	34,192	38,864	35,567
					40,448

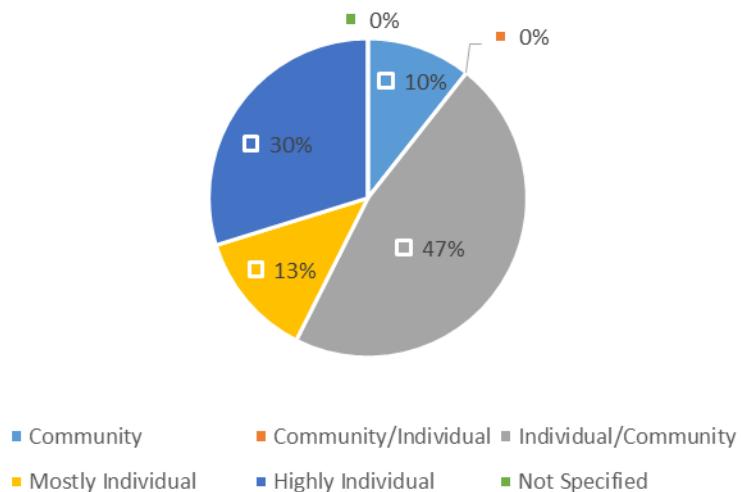
*Sorted by FY15 participation numbers

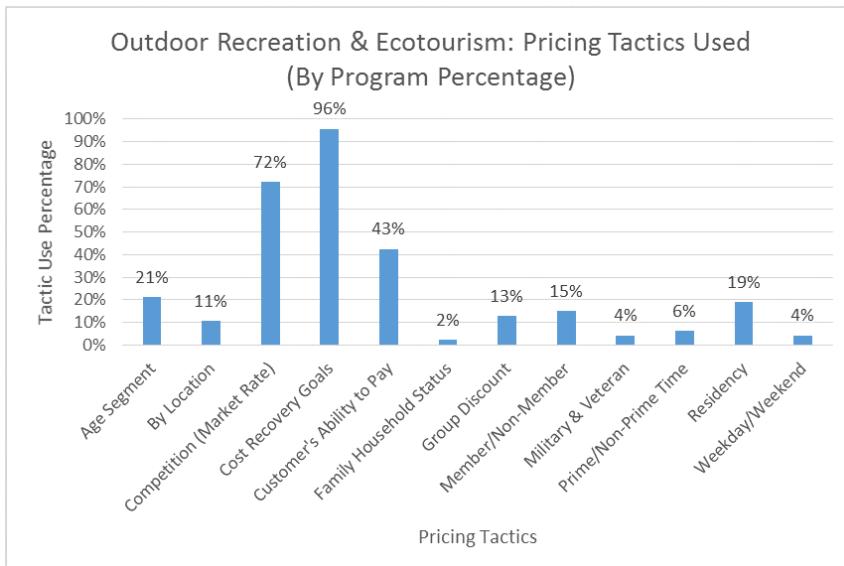
Outdoor Recreation & Ecotourism: Delivery Method		
	Percentage	Number
Leagues/Competitions	4%	2
Drop-in/Unstructured/Self-Guided/Events	2%	1
Organized Clubs/Registered Low-Organized Activities/Staff-Guided	4%	2
Instructional Classes/Workshops/Clinics/Interpretive Programs	32%	15
Private Lessons	0%	0
Camps	23%	11
Rentals & Park Use Permits	19%	9
Trips & Off-Site Tours	9%	4
Outreach	4%	2
Other/Unsure	2%	1
Total	100%	47

Outdoor Recreation & Ecotourism: Service Provider

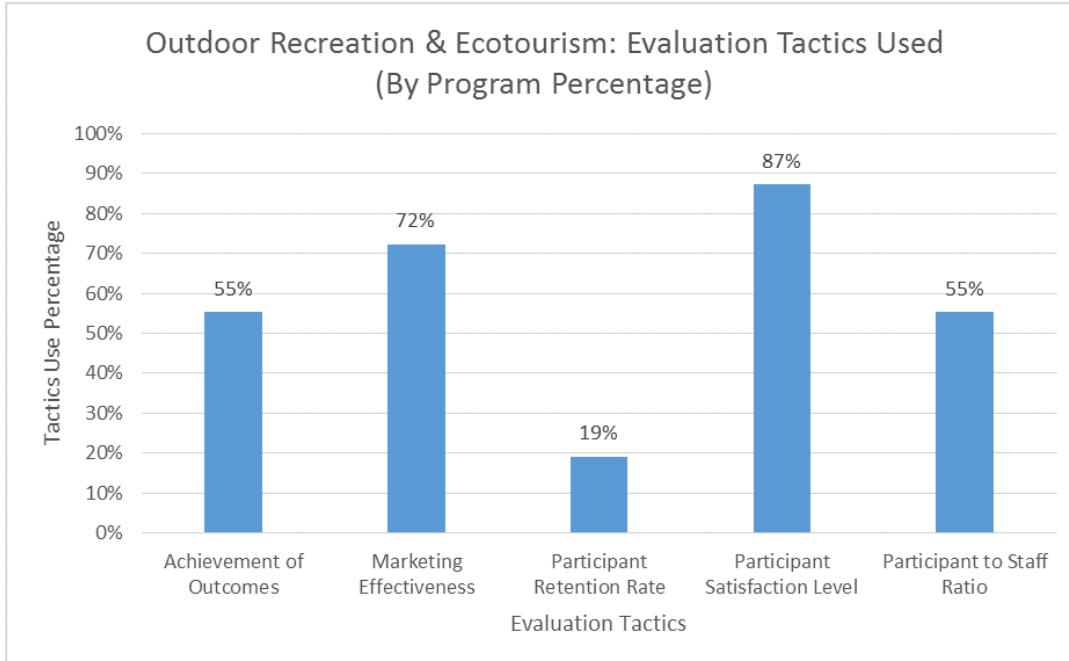


Outdoor Recreation & Ecotourism: Price Classification





Outdoor Recreation & Ecotourism: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	15%	7		
Take-Off	11%	5	87%	50-60%
Growth	62%	29		
Mature	13%	6	13%	40%
Saturated	0%	0	0%	0-10%
Decline	0%	0	0%	N/A
Not Specified	0%	0	0%	
Total	100%	47		



9.4 APPENDIX D: SIMILAR PROVIDER DETAIL

9.4.1 SPORTS ASSOCIATIONS

- Comeback Sports
- Norpoint Soccer Club
- NorTac Soccer Club
- South Tacoma United Soccer Club
- Soundview Little League

9.4.2 PARKS & RECREATION PROVIDERS

- Federal Way Community Center
- Fife Community Center
- Fircrest Community Center
- MidCounty Community Center
- Pierce County Parks & Recreation

9.4.3 MUSEUMS & ATTRACTIONS

- | | | |
|---|-----------------------------------|--|
| • Broadway Center for the Performing Arts | • Tacoma Art Museum | • Rhododendron Species Garden and Conservatory |
| • Narrows Marina | • Tacoma Dome | • Bellevue Botanical Garden |
| • Children's Museum of Tacoma | • Tacoma Historical Society | • UW Botanical greenhouses and the Center For Urban Horticulture |
| • Elks Allenmore Public Golf Course | • Washington State History Musuem | • Madrona Links Golf Course |
| • Foss Waterway Seaport | • Union Station | • The Home Course Golf Course |
| • Grand Cinema | • University of Puget Sound | • American Lake Veterans Golf Course |
| • Job Carr Cabin Museum | • Tacoma Yacht Club | • Eagles Pride Golf Course |
| • Karpeles Manuscript Library Museum | • Youth Marine Center | • Whispering Firs Golf Course |
| • Lake Spanaway Golf Course | • Fort Steilacoom Golf Course | • Oakbrook Golf Course |
| • Foss Harbor Marina | • Brookdale Golf Course | • Boston Harbor Marina |
| • Lemay Car Museum | • Chambers Bay Golf Course | • Swantown Marina and Boatworks |
| • Museum of Glass | • Lakewood Gardens | • Zittel's Marina |
| • 9th & 10th Horse Cavalry Museum | • Lakewood Historical Society | • Gig Harbor Marina |
| • North Shore Golf Course | • Pacific Bonsai Museum | |
| • Northwest Sinfonietta | • Harbor History Museum | |
| • Shanaman Sports Museum of Tacoma | • Volunteer Park Conservatory | |

- Des Moines City Marina
- Elliot Bay Marina
- Port of Everett

9.4.4 CULTURAL ARTS

- Asian Pacific Cultural Center
- Ballet Jo Emery Dance
- Chinese Opera R & D Association
- Freedom Dance Center
- Hill Top Artist in Residence
- Horatio Theater
- Korean Women's Association
- Metropolitan Ballet of Tacoma
- Open Arts Studio
- Scandinavian Cultural Center
- Tacoma City Ballet
- Tacoma Glassblowing Studio
- Tacoma Little Theatre
- Tacoma Musical Playhouse
- Tacoma Opera
- Tacoma Philharmonic
- Tacoma Symphony
- Tacoma Youth Symphony
- Ted Brown Music Outreach
- The Grand Cinema
- University of Puget Sound Community Music Program
- Dance Theater Northwest
- Lakewood Players Theatre
- Tacoma Concert Band
- Tacoma Youth Chorus
- USA Dance
- Choral Arts Northwest

9.4.5 RECREATION CENTER PROVIDERS

- Peace Community Center
- Boys & Girls Club of America - Gonyea Branch
- Boys & Girls Club of America - Schatz at Topping HOPE Center
- Boys & Girls Club of South Puget - Al Davis Branch
- Boys & Girls Club of South Puget - Eastside
- Beacon Senior Center
- Point Defiance - Ruston Senior Center
- Lighthouse Senior Center
- YMCA-Morgan Family
- YMCA-Downtown
- University Y Student Center
- Boys & Girls Club of South Puget - Lakewood
- Boys & Girls Club -Federal Way
- Boys & Girls Club of America - Gig Harbor
- Joint Base Lewis- McChord
- YMCA-Lakewood Family
- YMCA-Tom Taylor Family

9.4.6 PRIVATE FITNESS

- Building Better Bodies
- C & S Fitness
- CrossFit Decimus
- CrossFit Trident Athletics
- Curves
- Elev8 Fitness
- Fitness One
- Handlebar Cycling Studio
- Healthy Beautiful
- Northwest Fitness 24/7
- Pilates Bodies in Motion
- Snap Fitness
- Tacoma Strength
- LA Fitness

9.4.7 WILDLIFE & CONSERVATION

- Citizens for a Healthy Bay
- Puget Creek Restoration Society
- Foss Waterway Seaport
- Boy Scouts of America - Pacific Harbors Council
- Pierce County
- City of Tacoma
- Foss Waterway Seaport
- WSU Extension
- Tahoma Audubon Society
- Pierce County Conservation District
- Girl Scouts of Western Washington
- Woodland Park Zoo
- Seattle Aquarium
- Oregon Zoo
- Reptile Man
- Pacific Science Center
- Harbor Wildwatch
- Spooner Farms Harvest ("The Pumpkin Patch")



9.5 APPENDIX E: COMMUNITY SURVEY FINDINGS REPORT