

Chapter 6 – Implementation



This Chapter has creative ideas for accomplishing the parks and recreation objectives of the residents of Woodinville.

The Implementation Plan is organized into three sections: Strategies for satisfying the parks and recreation needs and goals of the residents of Woodinville; Financing options to pay for the plans and programs that are recommended in the Parks Development Plan; and Strategic Recommendations, including a capital improvement program to make the Plan a reality.

Strategies

There are several strategies that the City of Woodinville could use to satisfy park and recreation needs during the next six years and beyond. A brief accounting of them is outlined below.

Service Roles

Woodinville could provide park, recreation and open space facilities and services under one of the following policy alternatives:

- **Alternative 1 - Comprehensive Role**

Woodinville could provide a public facility and program for every type of park, recreation and open space activity of interest to city residents.

- **Alternative 2 - Specialized Role**

Woodinville could pursue a limited, focused approach to park, recreation, and open space services, such as providing developments with specific types of facilities (picnicking, playgrounds, and play areas) for residents on a neighborhood basis as opposed to providing sites for residents at a community-wide scale.

- **Alternative 3 - Strategic Role**

Woodinville could perform a strategic role by: 1) providing park, recreation and open space facilities and programs that no other agency can or is willing to provide; 2) acting as a coordinator of local interests where facilities are provided by many other agencies; and 3) performing as a facilitator where unique acquisition or development opportunities may occur which could be implemented or operated by other agencies.

A strategic approach to services will require the following:

Involvement - Woodinville must coordinate planning and development efforts with other agencies such as King County, the Northshore School District, state, federal and other public and private agencies to be aware of and have impact on these and other agency local programs and efforts.

Planning - To recognize and be prepared to act on opportunities, Woodinville must continually analyze long-range needs and conditions for residents within city limits, as well as for surrounding area residents who may use local facilities.

Priorities - Woodinville must decide policies and outline actions to be undertaken should opportunities allow strategic developments.

Commitment - Woodinville must provide appropriate staff expertise and budgets with which to implement strategic planning programs and projects when no other agency can or is able within a strategic time schedule.

Role Responsibility by Activity

By activity, this plan recommends Woodinville assume the following responsibilities:

- **Environmental Conservation** - Woodinville should assume a major responsibility for the planning, coordination and preservation of unique wildlife habitat, ecological, wetland, environmental and open space areas such as the Sammamish River and Little Bear Creek corridors, Woodin Creek and Derby Creek.

Woodinville should work with all other public and private agencies, particularly King County, the Washington State Department of Fish & Wildlife (WDFW) and the city's environmental park volunteers to create an effective approach to these local conservation issues and proposals.

- **Outdoor Facilities** - Woodinville should assume major responsibility for planning, acquisition, development and operation of a variety of outdoor facilities including playgrounds, tennis and volleyball courts, informal athletic fields, picnicking areas and park and bicycle trails that are of most interest to local residents.
- **Special Facilities** - Woodinville may assume some responsibility, including enterprise operations and/or joint efforts where appropriate, for the development and operation of facilities that have special or unique interests, impacts or relevance to residents of Woodinville, such as the creation and operation of natural and historical interpretive centers, or regional aquatic facilities that may not be provided by another public or private agency.
- **Indoor Facilities** - Woodinville should continue with the design, development, and operation of the Woodinville Community and Civic Center, in conformance with the Civic Center Master Plan (2004), providing exercise and conditioning, gymnasiums, courts, arts and crafts, classrooms and small meeting rooms for special populations, youths and teens seniors and the general population.

Woodinville should also help coordinate and assist other public and private agencies to develop and make publicly available specialized indoor athletic facilities including aquatic facilities, gymnasiums, auditoriums, performing arts centers, libraries, and large meeting facilities that service particular age groups within the community.

- **Recreation Programs** - Woodinville should assume a major responsibility for planning, development and operation of programs for athletic leagues and sports, teen and senior groups, and special populations. These facilities directly serve the local area and are of major interest to city residents of all ages.

Role Recommendations by Function

This plan recommends Woodinville pursue a modified strategic approach to services where Woodinville assumes responsibility for those functions no other agency or organization can provide, and helps coordinate or support those functions and activities which have other viable sponsors. Woodinville would be the coordinator or planner of first resort, and the provider of last resort. For example:

- **Coordinating Activities** - Woodinville should provide central information and coordinate services for park, recreation and open space activities since the city alone has the local authority and resources to operate as a central facilitator. This role should include maintenance and forecasting population growth, inventories of existing and proposed developments, identification of local facility needs and proposals of city and area-wide facility solutions.

- **Planning and Development Assistance** - Woodinville should provide more detailed planning and development assistance to achieve established park and recreation goals if the activity involves location controversies or environmental consequences within the city that may not be equitably resolved otherwise; or if a proposed development could potentially be annexed into Woodinville city limits and subject to city authority.

- **Development, Operation, and Maintenance** - Woodinville should not develop operate or maintain park, recreation or open space facilities and activities unless one or more of the following conditions exist:
 - a. The facility will have the broadest possible benefits for a large proportion of the local population and will be financed using resident approved methods.
 - b. A portion of facility development and operating costs will be recaptured from direct charges of the populations who use the facility.
 - c. Facility development and operating costs will be compensated in some manner through inter-local agreements with other agencies, area or benefited user groups, particularly where the demands will originate from a regional service requirement.
 - d. The site or facility has intrinsic value apart from traditional operation and maintenance needs, such as a passive natural area or wetland preservation.
 - e. The new facility will have a business plan with revenue and expense forecasts prepared by professionally experienced consultants and approved by the City Council prior to construction authorization of the proposed facility.

Finance

Expenditures - General Government

Annual general governmental expenditures include each department's current operating expenses and major interdepartmental costs consisting of debt service, capital improvement programs, general services and debt service.

These expenditure patterns reflect federal and state program mandates and local Council priorities on infrastructure, public safety and other services. These factors will continue to impact the allocation of general government resources.

Capital Facilities Programming Revenue - General Fund

General Fund revenues are obtained from a combination of taxes, license and permit fees, intergovernmental state and federal grants, user service charges, fines and forfeits and other miscellaneous interest earnings and sales. Following is a brief list of each revenue source based on trends shown for 2004:

- a. Property Tax
- b. Sales Tax
- c. Limited Tax General Obligation (Councilmanic) Bonds
- d. Unlimited Tax General Obligation Bonds
- e. General Levy Rate Referendum

Capital Facilities Programming Revenue Prospects – Other Funding Sources

The following options could be used to deal with future capital improvement project needs:

- a. Admission Taxes and Impact Fees
- b. Special Legislation
- c. Real Estate Excise Tax (REET)
- d. Utility Taxes
- e. Unlimited General Obligation Bonds

Revenue Sources - Parks and Recreation

Besides general fund accounts, Woodinville also can receive revenue for park, recreation, and open space purposes from general obligation bonds, non-departmental capital improvement allocations, impact fees and specialized federal and state grants. Following is a brief description of each source of revenue.

Federal Sources– Federal monies are available for the construction of outdoor park facilities from the National Park Service's (NPS) Land and Water Conservation Fund (LWCF). The grants are administered by the Washington State Interagency Committee for Outdoor Recreation (IAC).

Inter-modal Surface Transportation Efficiency Act (ISTEA) – The 1991 federal congress authorized a series of federal grants to enhance major traffic highways and corridors. The U.S. Department of Transportation Inter-modal Surface Transportation Efficiency Act (ISTEA) program fund grants may be used to finance on and off-road non-motorized trail enhancements along major and minor arterial collector roads or, sometimes, within separate trail corridors.

Park Impact Fees - Woodinville has adopted park, recreation and open space impact fees in accordance with the Washington State Growth Management Act (GMA). A park impact is applied to all proposed residential developments within the Woodinville corporate limits by the city as a means of maintaining existing park, recreation and open space levels-of-service (ELOS). The ordinance specifies the financial impact each development project would have on park, recreation and open space facilities within the project's local service zone and makes provisions for setting aside the resources, including lands or monies, necessary to offset the project's local or neighborhood and community or regional impacts. As the park system grows and provides more facilities and services appropriate to adults and employees, a commercial impact fee should be considered.

State Grants –Washington State has created a number of programs for park, recreation and open space development purposes using special state revenue programs. These include the 1985 Aquatic Lands Enhancement Act (ALEA) using revenues obtained by the Washington Department of Natural Resources (DNR) from the lease of state-owned tidal lands, the Washington Wildlife and Recreation Program, and others that target specialized facilities.

Referendum 39/Centennial Clean Water Fund (CCWF) – The Washington State Department of Ecology (DOE) administers a water quality program that provides state grants and loans for the design, acquisition, construction and improvement of Water Pollution Control Facilities and related activities to meet state and federal water pollution control requirements and protect water quality.

King County Conservation Futures – Under provisions provided in state legislation, counties can elect to levy up to \$0.065 per \$1,000 of assessed valuation of all county properties to acquire shoreline and other open space lands. The monies can be used to acquire, but not develop or maintain, open space conservation lands.

Funding Implications – Woodinville has inherited and developed a park, recreation and open space inventory that was acquired using some land donations, grants and project development mitigations.

However, these sources will not yield sufficient funds with which to initiate major facility development and/or with which to accomplish major cyclical maintenance requirements.

In addition, in light of the statutory limits recently placed on local property tax and discretionary funding in general, Woodinville can not depend entirely on traditional revenue sources as a means of funding capital improvement projects.

Woodinville must devise new financial strategies with which to develop facilities to meet residents' park, recreation and open space interests.

Park, Recreation, and Open Space Revenue Prospects

The following options could be used to finance future program and project needs:

- **User Fees and Charges**

Woodinville may charge user fees and use the proceeds to purchase land, develop, operate and maintain facilities where all costs are reimbursed by the revenue obtained. User fees could be used to provide facilities for park, recreation and open space activities whose profit margins are too low to sustain commercial operations or whose benefiting user group may extend beyond city boundaries. Essentially, Woodinville could become a facility developer/operator providing whatever facilities or services the market will support from user revenue.

However, user fee administration, management and collection costs can be significant and consume from 25 to 75 percent of the gross proceeds for facilities that have low user volumes, turnover or fee charges, such as group picnic facilities. Conversely, user fees may be relatively easy and efficient to collect on facilities that have very high user volumes, turnover or fees, or that are relatively easy to administer.

User fees and charges should be tracked to determine costs and benefits from facility users who most directly benefit and who may be most willing to pay for an activity, facility and program.

Woodinville should continue to charge fees for admission into all recreational programs, such as youth athletic leagues, or the use of recreational facilities, such as athletic fields, indoor facilities at Woodinville Community Center, City Sports Fields or the meeting rooms at the Woodinville Community Center and City Hall subject to Council policies.

- **Special Use Agreements**

Special property agreements often can be used instead of property purchases to secure public use rights for land or property at no cost or a nominal fee, particularly where the possible public use is of benefit to the private landowner. Some forms of special use agreements can provide favorable tax benefits if the use agreement can be shown to have an assigned value.

Woodinville could expand the use agreement concept to include complete development, operation or maintenance responsibilities, where appropriate.

Sometimes package lease agreements covering use and maintenance aspects may be the only way of resolving an equitable agreement with the private ownership.

- **Public/Private Service Contracts** - Private market skills and capital may be employed in a variety of ways including the use of public/private services contracts where a private party can be contracted to operate and maintain a facility for a fixed fee cost. Service contracts can be very efficient where the activities are small, scattered in location, seasonal, expert or experimental. Service contracts are also relatively easy to initiate or terminate if area demand fails to provide sufficient use or revenue to justify continued operation.

Service contracts may be flexible and can include agreements with school districts, local user groups or commercial operators who can or would be interested in sustaining the activity on a subsidized or sweat-equity or loss-leader basis in exchange for the facility.

- **Public/Private Concessions** - Woodinville could lease a portion of a site or facility to a private party in exchange for a fixed fee or a percentage of gross receipts. The private operator assumes operation and maintenance responsibilities and costs in exchange for a profit. Woodinville's portion of the profits may be used to pay facility development costs at the same or similar facility developments.

Concessions could save Woodinville monies where the activities are specialized, seasonal, experimental or unproven. Concessions can be easily initiated, provide direct user benefit/cost reimbursements and relieve Woodinville of a capital risk should market or user interest fail to materialize to at least break-even levels.

Examples include concessionaire operated bicycle and rollerblade rentals or food concessions at Wilmot Gateway Park or the Woodinville Community Center.

- **Public/Private Joint Development Ventures** - Woodinville can enter into an agreement with a private or public developer to jointly own or lease land for an extended period of time to allow the development, operation and maintenance of a major recreational facility or activity in exchange for a fixed lease cost or a percentage of gross receipts.

The developer assumes development, operation and maintenance responsibilities, costs and all market risks in exchange for a market opportunity providing a profitable return that may not otherwise be available. Woodinville realizes the development of a facility that may not be realized otherwise in exchange for a minimal capital return and no or very little capital risk.

Joint development agreements represent an ultimate benefit/cost resolution that also may provide public revenue that Woodinville could use for other development opportunities. Examples include the possible joint development and/or operation at the Old Woodinville Schoolhouse.

- **Self-help Land Leases** - There are instances where an activity is so specialized in appeal or a park planning area is so broad in scope that it cannot be equitably financed using general public funds. Specialized user groups should be provided options for developing or maintaining facilities in ways that account for equitable public cost reimbursements. Examples include the use of land leases where Woodinville may lease land at low or no cost where a user group or club assumes responsibility for development, operation and maintenance of the facility. The club could provide volunteer help or use club finances to develop, operate and maintain the facility as a means of meeting user benefit/cost objectives.

Land lease agreements could accommodate organized athletics like soccer, baseball, football and softball; or very specialized facilities like skateboard parks, among others.

- **Self-help Contract Agreements** - Woodinville can purchase land, develop, operate and maintain a specialized facility under a negotiated contract agreement where a special interest group agrees to defray all costs in addition to or in lieu of a user fee as a means of meeting user benefit/cost objectives. The agreements can be quite flexible and Woodinville could contract the user group, another public agency or a private operator to be developer/operator.

Contract agreements could accommodate a range of more expensive special purpose developments including high-quality athletic competition facilities for league organizations or schools; and specialized facilities when and where the user organization can provide financial commitments.

- **Inter-local Agreements** - Woodinville should work with the Northshore and Monroe School Districts to determine to what extent the agency can cooperatively finance shared or common park, recreation and open space facility improvements, possibly using co-located school and park sites, commonly improved and scheduled fields and facilities and the sharing of park and school growth impact fees, among other options.

Financial Strategies 2005-2011

Based on the land and facility PLOS demands projected in Chapter 4 of this Plan, a Woodinville financial strategy for the next 6 year period (2005-2011) must generate approximately \$13,424,000 to provide for 30.08 acres of park acquisition and development of the projected land requirements (Table 4, Chapter 4) and activity requirements (Table 5, Chapter 4), not including redevelopment at the Woodinville Community Center (WCC).

Revenue Sources

The City's expense for renovation and PLOS requirements can be generated from the following sources:

- **General Fund Allocations** - Park, recreation and open space capital facility requirements from real estate excise tax (REET), cinema admission and hotel/motel taxes; King and Snohomish Counties inter-local contributions, state and federal grant revenues, donations and trusts, park impact fees and SEPA mitigations over the next 6-year programming period (2005-2011).
- **Park, Recreation, and Open Space Bond** - Approved to finance improvements at a rate of \$0.005103 per \$1.00 valuation.
- **Residential Park Impact Fees** - Determined from an assessment at 95 percent of the cost of maintaining the City's ELOS standards through additional population increases (equal to the total value of parkland and park improvements (**TV**) divided by the total number of dwelling units within the City of Woodinville (**DU**) multiplied by a percentage that represents the actual investment (**AI**) in TV made by existing Woodinville residents once grant funding and other external sources of capital funding for park facilities have been subtracted. So, **Residential Impact Fee = TV / DU x AI**.
- **Options** - If the amount of money provided from general funds capital facilities program revenue is increased above the trends shown for 2005-2011, then the amounts that must be generated from a city bond may be lower than shown in the recommended strategy.

Conversely, if the amount of money provided from general funds capital facility program revenue is decreased from the trends shown and/or if the growth impact fee and/or the city bond amount is lower than shown in the recommended strategy, then some of the PLOS requirements will have to be reduced or extended beyond the next 6-year programming period.

Cost Reduction Options

Potential park, recreation and open space revenues can be enhanced and/or acquisition and development project costs can be reduced over that described in the above sections by the following actions:

1. **Capital Facility Program Projects** - Coordinate or consolidate with other city projects, particularly road improvements, to realize common development standards, reduce construction costs and mitigate construction impacts.
2. **Park Sites** - Acquire land for park sites from property owners or developers utilizing use easements, SEPA mitigations, donations, charitable retirement trusts and other innovative techniques in lieu of fee purchase agreements and costs.

Funds Management

Funding sources will be matched to specific program and project objectives to avoid duplication and take advantage of each fund's specific capabilities. For example:

Land Acquisitions - Finance from added acreage from park impact fees since these funds are generated by and directly related to the pace of development. General fund capital facility program resources, particularly REET monies, may be used to supplement impact fees to procure strategic properties or match grants to acquire sites threatened by urban development.

Facility Developments - Finance new facilities with councilmanic or general obligation bonds that match growing demands for facility services with community financial priorities and preferences. Capital facility program resources, particularly matching grant monies, may be used to develop strategic projects of citywide interest or to match joint venture developments with the counties, nearby cities, school districts or other nonprofit or private partnerships.

Maintenance and Repair Costs - Finance maintenance from general fund capital facility program resources since these funds are flexible and can be adjusted to meet changing maintenance needs and budget capabilities.

Program Services - Programs will be financed with user fees and charges to the maximum extent possible and practical to provide cost benefit equities and efficiencies.

Recommendations for Implementation

The future park and trail resources for the City of Woodinville as proposed in the Development Plan under the PLOS demand analysis is expected to have a total capital cost of \$20,089,280. This represents \$11,343,080 for the land acquisition costs and \$8,746,200 in development costs for all of the projects listed in the long range Development Plan for Woodinville. These long range projects are outlined with their values in Table 7.

Capital costs are also evaluated under the PLOS demand analysis for the six-year capital improvement period. These figures are shown in Table 8. This table outlines only those projects that are required to meet the needs of the existing population, and of an additional 1,619 persons and 622 new dwellings by the year 2010. This table is derived from the population projections and the land and facilities demand analysis found on tables 3, 4, and 5.

Table 7
Park Resource Plan and Capital Costs

LAND ACQUISITION COSTS
(2005 Dollars)

Resource Category	Project	Costs*
Neighborhood Parks	Town Center	\$315,000
	Upper West Ridge	1,000,000
	Wedge	420,000
	Reinwood / Leota	450,000
	East Wellington	275,000
	Lower West Ridge	500,000
	West Wellington	275,000
	Unassigned Parkland	639,000
Community Parks	Unassigned	5,761,000
Resource / Open Space	John Muir Ravine (12' easement)	36,000
	Little Bear Creek Linear Park (100')	300,000
	Miller's Ridge NGPE	43,200
	Queensgate HOA	6,000
	Reinwood / Woodinview Crest NGPE	39,600
	Winchester Hills NGPE	45,600
	Woodin Creek Corridor Easement	24,000
	Woodinville Valley Trail	20,400
	Undetermined Critical Areas	360,000
Linear Trails	Power Line Trail - King County	122,880
	Sammamish River Horse and Water Trail - King County	
	Tolt River Pipeline R.O.W. - King County Easement	
	Woodinville / Snohomish Rail Trail	110,400
	Little Bear Creek Trail - See Resource/Open Space	
	Woodin Creek / Wellington Trail - See Resource/Open Space	
Gateways	8 Gateways	600,000
TOTAL LAND COSTS		\$11,343,080

*Costs based on current real estate values derived from Woodinville real estate brokers.

**Table 7
Park Resource Plan and Capital Costs (Cont.)**

**DEVELOPMENT COSTS
(2005) Dollars**

Activity Type	Project	Costs
Playgrounds	Town Center (2)	\$130,000
	Upper West Ridge	65,000
	Lower West Ridge	65,000
	Reinwood / Leota	65,000
	East Wellington	65,000
	West Wellington	65,000
	Wedge (lawn play)	40,000
Outdoor Basketball	Upper West Ridge	70,000
	Reinwood / Leota	70,000
	Woodinville Heights	70,000
	Wedge	70,000
	Town Center	70,000
Outdoor Volleyball	Upper West Ridge	10,000
	Reinwood / Leota	10,000
	Woodinville Heights	10,000
	Wedge	10,000
	Town Center	10,000
Tennis Courts	Upper West Ridge	55,000
	Lower West Ridge	55,000
	Town Center	110,000
	Wedge	55,000
	Reinwood / Leota	55,000
	East Wellington	55,000
	West Wellington	55,000
	Woodinville Heights	55,000
Soccer / Football Fields	West Ridge Vicinity	375,000
	Wellington Vicinity (2)	750,000
Baseball (250')	Wellington Vicinity	415,000
Softball (200')	West Ridge Vicinity	275,000.00
	Wellington Vicinity	275,000.00
Picnic Tables	All Neighborhood Parks	36,000

**Table 7
Park Resource Plan and Capital Costs (Cont.)**

Walking/Hiking Trail - soft/dirt	Powerline Trail	307,200
	Woodinville/Snohomish (SL&E) Trail	276,000
	Little Bear Creek Lineal Trail	165,000
	Winchester Hills Trail	114,000
	John Muir Ravine	90,000
	Miller's Ridge NGPE	108,000
	Reinwood / Woodinview Crest NGPE	102,000
	Queensgate NGPE	15,000
Walking/Hiking Trail - asphalt/hard	Little Bear Creek Park Trail (part)	80,000
	North Creek/Woodway Trail	170,000
	Norway Hill Trail	130,000
	Woodin Creek Corridor	80,000
	Wellington Trail	1,700,000
	Woodinville Valley Trail	51,000
Bicycle Trails - soft/dirt	Included in walking/hiking trails	
Bicycle Trails - asphalt/hard	124th Avenue NE	360,000
	140th Avenue NE	260,000
	156th Avenue NE	196,000
	Lake Leota / NE 145th	128,000
	Woodinville-Duvall Road	460,000
	Woodinville-Redmond Road (SR202)	166,000
	Woodinville-Snohomish Road (SR9)	272,000

TOTAL DEVELOPMENT COSTS

\$8,746,200

TOTAL LAND & DEVELOPMENT COSTS

\$20,089,280

Strategic Tasks for Implementation

The following principal tasks and participants are necessary to begin to implement the strategic and development plans outlined in this document:

1. Retain and Refine Park Impact Fees

Woodinville should regularly recalculate the park impact fee and process to be instituted for the maintenance of the existing level-of-service (ELOS) within Woodinville. The City should further consider instituting a commercial impact fee when the Woodinville Community Center facility and operations begin to serve the adult, business, and employee population to a significant degree.

The Park Impact Fee Ordinance currently gives developers the option to provide recreation and park amenities in lieu of fees. The Ordinance and corollary Zoning Code provisions should be reviewed to consider set-aside requirements and/or incentives.

2. Resolve Joint Use Agreements with Northshore and Lake Washington School Districts

Woodinville should enter into inter-local agreements with the school districts to make available, schedule, and potentially jointly improve and operate city facilities on an after-hours basis for local community park and recreation use.

3. Resolve Access to Native Growth Protection Easements (NGPE), Common Properties, and Other Open Space Lands With Homeowner Associations (HOA)

Woodinville should enter into inter-local agreements with Homeowner Associations (HOA) or other property owners for public access to and potentially park improvements on private properties with trail, picnic, playground, and other opportunities of interest to the homeowner associations, adjacent neighborhood residents, and city-at-large citizens.

4. Implement the Non-Motorized Transportation Plan and Develop Integrated Road/Trail Capital Facilities

Woodinville Planning, Parks, and Public Works departments should jointly coordinate or consolidate city projects, particularly road improvements, to realize common development standards, reduce construction costs and mitigate construction impacts, particularly concerning the development of on-road bicycle lanes, sidewalks and trail corridors, stormwater facilities, and other project components which benefit multiple objectives.

5. SL&E Rail Trail

In cooperation with King and Snohomish County, Woodinville should pursue the retainage of this rail corridor for public benefit. If appropriate, the City should cooperate with King County in the development of an extension of the regional multipurpose trail corridor from downtown Woodinville to City limits and eventually north to Snohomish and south to Redmond.

6. Continue an Aggressive Policy Of Pursuing Competitive Grants

In cooperation with King and Snohomish County, Woodinville should apply for a Washington Interagency Committee for Outdoor Recreation (IAC) grant to complete acquisition of the corridor along the potential salmon-bearing Little Bear Creek from the Sammamish River to the headwaters in Snohomish County.

7. Develop/Submit Parks GO Bond for PLOS Enhancements

Woodinville should develop and test the feasibility for a general obligation bond or councilmanic bond to finance the proposed level-of-service (PLOS) enhancements, especially neighborhood parks, outlined in this plan.

The Council may further define and design specific PLOS enhancement projects and develop potential project and cost particulars to be evaluated with city residents before being placed on a referendum.

8. Design and Build the Woodinville Community Center

Woodinville should seek funding from all available sources, including exploring the possibility of using councilmanic bonds to complete the design and construction of the planed Community Center.

9. Seek Regional Solutions to Aquatic Needs

Woodinville should participate with neighboring jurisdictions in the planning and implementation of a regional aquatic facility to meet multiple local and regional needs.

10. Continue the Land Banking Strategy

Woodinville should continue to look for opportunities to locate and secure key park and trail properties. Development pressures will continue to reduce available options or increase costs above what they are today. The vision for the future cannot be realized without capturing properties while they are still available.

Table 8
Six-Year PLOS Capital Costs
(Capital Program)

Acquisition Projects	Program Units	Required Expenditure
Neighborhood Parks	9.13 Units	\$3,874,000
Community Parks	20.95 AC. or 1 per 2 mi. radius	5,761,000
Resource Parks / Open Space	Acres	PLOS Surplus
Special Use Parks	Acres	No Land Required
Trails	18,400' x 12' wide	220,800
Recommended Six-Year CIP - Acquisition Costs		\$9,855,800

Development Projects	Number of Facilities	Required Expenditure
Playgrounds	3	\$195,000
Outdoor Basketball	2	\$140,000
Outdoor Volleyball	2	\$20,000
Tennis Courts	5	\$275,000
Athletic Fields	3	1,125,000
Baseball Fields	1	415,000
Softball Fields	0	---
Swimming Pool	1 Shared	800,000
Walking Trails	3,960 Lineal Feet	118,800
Bike Trails	12,355 Lineal Feet	370,650
On Road Biking Trails	5,438 Lineal Feet	108,768
Recommended Six-Year CIP - Development Costs		\$3,568,218