



# Lake Sammamish Urban Wildlife Refuge Partnership Interpretive Plan

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Developed by





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## Introduction

Who knew what the plight of a few "little red fish" would inspire? The Lake Sammamish Urban Wildlife Refuge Partnership (Partnership) is the result of citizens, land owners, nonprofits, and local, state, tribal and federal governments coming together to connect urban residents with nature and restore native kokanee salmon populations and the ecological integrity of the greater Lake Sammamish basin.

## Background

The designation of the Lake Sammamish Urban Wildlife Refuge Partnership (Partnership) in 2013 by the U.S. Fish and Wildlife Service (Service) is a formal recognition of excellence under Service's [Urban Wildlife Refuge Initiative](#). Under the initiative, the Service is striving to make the outdoors more meaningful and accessible to urban audiences. This project successfully competed for the Partnership designation and became one of only eight initial projects in the country. This Partnership provides cost effective, innovative ways to enable urban communities to learn more about the National Wildlife Refuge System and wildlife conservation and to gain an appreciation for the outdoors.

This Partnership designation also provides an opportunity to engage diverse audiences in the wider Seattle metro area with entry-level activities and experiences to learn more about nature and the outdoors. [Research](#) suggests that many young people do not spend time in nature as past generations and thus are more disconnected with supporting conservation, wildlife and public lands. Understanding what motivates an urban teenager, an immigrant family or a suburban millennial adult couple to care about the environment is valuable information for developing connections to new audiences.

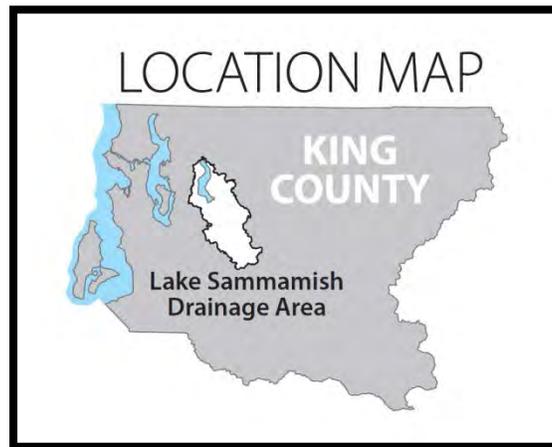
This Interpretive Plan was developed with funding from the Service in Spring 2014 to support the establishment and future development of the Lake Sammamish Urban Wildlife Refuge Partnership. The plan is a starting point for further focused efforts and is meant to give guidance and direction to the planning team and initial partners by offering a more specific pathway for how partners might work collaboratively in the future using the goals, themes and strategies described in the plan.

The Lake Sammamish basin encompasses more than 600 acres of public lands and parks. The Partnership will bring partners together to provide information on how the public can participate in conservation of aquatic native species and their habitats for future generations. It will also make the connection between recovery of ecosystems and benefits to people and their lives. The opportunities to enjoy and connect to the environment are as diverse as the people – hiking, biking, picnicking, swimming, fishing, boating, kayaking, Geocaching, birdwatching and salmon viewing, volunteering and citizen science.

With historical runs estimated in tens of thousands annually, Lake Sammamish kokanee salmon once filled a critical ecological role in the larger Lake Washington/Sammamish watershed and were an important resource to Tribes and anglers from across the region. Since the 1970's, kokanee in the watershed have experienced a precipitous decline, including the extinction of the early-run and middle-run populations. The fall/winter run still exists but returns have been as few as only 58 spawning adults in the 2010-11 season.

In response to such declines, a salmon recovery partnership has developed to implement a multi-layered approach that features habitat restoration, watershed-scale conservation, climate change research, supplementation, citizen science, and educational programming and information. The progress accomplished by this partnership towards these ends serves as both an example for others to follow and a strong foundation for the restoration of these native fish.

Since 22 percent of Washington State residents live in the Lake Washington/Sammamish watershed, the Partnership is a unique opportunity to combine kokanee restoration with an effort to connect a large number of people to nature that instills a vested interest in this watershed.



## How this Plan is Organized

The *Interpretive Plan* can be used as a reference for planning the growth and development of the Partnership and as a record of the process the initial planning group used to establish direction. The plan also offers guidance and ideas for future projects and suggestions for grant funding or cooperative efforts. Here is how the plan is organized.

After the introduction and background, the plan has 8 main sections as follows:

1. The **Statements of Significance** explain the **Goals** of the effort and why the Lake Sammamish basin and the Lake Sammamish Kokanee Work Group offer a strong foundation for the Partnership.
2. Two inventories (**Existing Conditions** and **Interpretive Network**) related to what is currently available:
  - a. The first inventory catalogs existing conditions, programs and resources in the eight categories of communication, science, public access, recognition and community building, salmon viewing, education, interpretation, and urban outreach. Observations, implications, and opportunities and recommendations are offered in each category.
  - b. The second inventory lists known existing interpretive locations in the basin.
3. The **Audience Analysis** looks at King County demographics, school districts in the Lake Sammamish basin, describes example visitor profiles, recommends priority audiences and considers diversity as a value.
4. **Themes** are listed to illustrate key concepts for the Partnership.
5. **Recommendations** for actions are prioritized in the six categories of administration and governance, communication, outreach, education, interpretation and evaluation.
6. An **Implementation** section proposes a timeline to undertake the recommended actions.
7. A **Resource** section provides more information to support sections above such as background, plan implementation and funding opportunities.
8. The **Appendix** lists resources for further analyzing audiences.

## How to Use this Plan

How might an individual, agency or group use the plan?

### Organization or Agency Partner

A non-profit organization or government agency would review the plan to determine projects that would align with an annual work plan and goals. The non-profit organization could review the plan to see what project might be the focus of a grant application or an addition to it. A government agency might review to see what projects are amenable to collaboration with another agency or a community group.

### Potential New Partner

A potential new partner (organization or agency) would use the plan to get a perspective on the purpose, goals and aims for the Partnership and see how their own interests might align with the future direction of the Partnership.

### Elected Official

An elected official or their staff would review the plan to gain a greater understanding of the Partnership and what interests and connections their constituents might have with its goals, purposes and activities.

### Future Contractor

A future contractor would review the plan to determine the background of the Partnership and the initial idea behind a product, concept or program they are bidding on or implementing.

### The Partnership Itself

Members of the Partnership should use this plan to set priorities, develop work plans, identify opportunities for collaboration and determine potential funding sources for projects. The Partnership is an opportunity to leverage individual assets to get better outcomes.



Snoqualmie Tribal Council Chair Carolyn Lubenau, U.S. Interior Secretary Sally Jewell and King County Executive Dow Constantine along Ebright Creek assist future Lake Sammamish Urban Wildlife Refuge Partnership visitors at the April 2014 kokanee fry release. Source: King County

## Statements of Significance

### Why the Lake Sammamish basin?

What are the unique opportunities to achieve Partnership goals in the Lake Sammamish Basin and Seattle metro area? What resources would be enhanced and protected with this partnership? There is a nationally recognized culture of regional coordination for salmon recovery in the Lake Washington/Cedar/Sammamish Watershed (WRIA 8) that should benefit this Partnership.

- The Lake Sammamish basin is part of the larger Seattle metro area (the 15<sup>th</sup> largest metro area in the U. S.) where 94 different languages are spoken. This cultural diversity is an important consideration in planning community engagement and presents a notable opportunity to engage many people who may be building their knowledge of and experience in the outdoors.
- The Lake Sammamish basin serves as a gateway to the many rivers, lakes, forests and trails in the Central Cascades and beyond for nearby urban residents and visitors. The basin includes hundreds of acres of public lands and parks that provide connections to urban natural areas, enhances residents' daily lives and provides support for the recovery of kokanee salmon.
- The current and ongoing efforts by the Lake Sammamish Kokanee Work Group to conserve native kokanee salmon combined with the resources of the Issaquah Salmon Hatchery (most visited hatchery in the state – 200,000+ visitors annually), Lake Sammamish State Park (1 million+ visitors annually), Marymoor Park (3 million visitors annually) and Issaquah Salmon Days (180,000+ visitors annually) provides a strong foundation to develop the Partnership.
- Native kokanee salmon have experienced severe declines in abundance, diversity, and distribution in recent years, but their prospects for recovery in the Lake Washington-Lake Sammamish Watershed are significantly better with the help and engagement of local residents, businesses and visitors.
- Kokanee salmon are the icon to connect area residents, businesses and visitors to the outdoors. Kokanee salmon connect the water to the land and help us understand how our individual actions can impact the world we live in. Actions to conserve kokanee salmon provide tangible opportunities to engage adults, youth and families in resource stewardship.

## Our Goals

### What Do We Want to Accomplish?

Working with existing public information campaigns, habitat restoration efforts and area conservation projects this Partnership will leverage a variety of tools to achieve the following goals.

**Overarching Goal** – The Partnership will build a connected conservation constituency in the Seattle metro urban area that engages in outdoor experiences and is inspired to conserve fish and wildlife in our shared watershed for future generations.

To accomplish this **Overarching Goal**, the following supporting goals are established:

- **Organizational Goal** – The Lake Sammamish Urban Wildlife Refuge Partnership will create and sustain an appropriate and effective administrative structure to facilitate the establishment, development and ongoing coordination of the Partnership.
- **Communication Goal** – Residents, businesses and visitors in the region will be aware of the presence and significance of Lake Sammamish and nearby urban natural areas that support kokanee salmon and other species of fish and wildlife.
- **Action Goal** – With the support of existing programs and initiatives, residents of the Lake Sammamish basin and the greater Seattle metro area will take personal and collective action to improve water quality and habitat that enhances their quality of life and contributes to the health of kokanee and other salmon and wildlife.
- **Education and Interpretation Goal** – Residents of the greater Seattle metro area will be engaged with the stewardship and conservation of our natural heritage through experiences that focus on the natural and human history of the basin including the role of kokanee in Native people’s life ways. To do this, the tools and strategies of live programming, social media, special events, volunteer activities, tie-ins to existing programs and educational opportunities will be used.

The Service’s [Standards of Excellence for Urban National Wildlife Refuges](#) aligns closely with the goals of this Partnership and should be used as guidance in its development. The first goal to “Connect Urban People with Nature via Stepping Stones of Engagement” is especially relevant for this Partnership as it engages the diverse populations in the region.

The U. S. Secretary of Interior’s [initiative](#) to expand the opportunities for youth on the nation’s public lands (Play—Learn—Serve—Work) also provides guidance and ideas for the development of this Partnership.

## Existing Conditions

The following inventory was completed for the Lake Sammamish basin to determine existing conditions, programs and resources in the following areas (horizontal light green band) that are essential to develop this Partnership.

- Communication
- Science
- Public Access
- Recognition and Community Building
- Salmon Viewing
- Education
- Interpretation
- Urban Outreach

For each of the above categories, the initial Observations are listed in the first column, the Implications are discussed in the second column and the Opportunities & Recommendations are proposed in the third column.

Observations	Implications	Opportunities & Recommendations
<b>COMMUNICATION</b>		
<p><b>Lack of Knowledge</b> – the average resident in the Lake Sammamish basin does not know what a kokanee salmon is, how to spell it or of its presence in the lake and why they should care.</p>	<p><b>Communications</b> – The Partnership needs to begin to communicate to target audiences early with consistent answers to the following questions:</p> <ul style="list-style-type: none"> <li>○ What are kokanee salmon? Why are they different? What are they doing in Lake Sammamish?</li> <li>○ How are humans connected to kokanee salmon and why should we care? (Making the connection between our clean lake and creek water, human health and kokanee salmon should be tested to see how this might resonate with the residents in the basin.)</li> <li>○ What is an Urban Wildlife Refuge Partnership and how will it benefit our community?</li> </ul>	<p><b>Develop a Communications Plan</b> – One of the first tasks of the Partnership should be to form a Communications Team and develop a Communications Plan that lays out designated responsibilities and tasks along with a timeline.</p> <p>Messages can be shared through using a variety of tools such as live programming, interpretive signs, advertising and social media.</p> <p>Social media as a communication tool can be expensive (if done well) but should be explored as a tool that might attract and reach new audiences. However, it can also be ignored and brushed aside if not creative, up-to-date and fun.</p>
<p><b>Lack of Awareness</b> – Most people are unaware of the concept of an “Urban Wildlife Refuge Partnership.” When introduced to the concept, people may be curious but cautious because there are no models for comparison.</p>		

Observations	Implications	Opportunities & Recommendations
<b>SCIENCE</b>		
<p><b>Recovery Efforts</b> – The Lake Sammamish Kokanee Work Group (KWG) has done important work to begin to address the issues that have impacted kokanee salmon numbers – supplementation, habitat restoration and coordination of efforts to protect and restore kokanee salmon and their habitats. The Work Group was instrumental in gaining designation of the Partnership.</p>	<p><b>Advice</b> – The KWG should be relied upon to give biological advice for recovery efforts that include programs and policies that affect the recovery of kokanee salmon in the basin.</p> <p><b>Synergy</b> – Restoration, outreach and communication that benefits kokanee salmon also benefits Endangered Species Act (ESA)-listed Chinook and other fish species.</p>	<p><b>Coordination</b> – Communication and messaging efforts should be coordinated with scientific information to ensure consistency between what we say is the issue and what we do about it.</p> <p>Scientific data and information from the KWG should be shared with communication, outreach and education teams and then translated into talking points that the target audience will understand and take notice.</p> <p>Efforts should be made to integrate data regarding additional features of the Lake Sammamish environment that can or should be addressed within the Partnership.</p>
<b>PUBLIC ACCESS</b>		
<p><b>Limited Public Access</b> – When viewing maps of the Lake Sammamish area to try and get to the lake, there are very few areas to “get your feet wet” or have direct access to the lake.</p>	<p><b>Public Access</b> –Lake Sammamish State Park provides public access to the lake, Issaquah Creek and a large open space area for events and opportunities for public outreach about kokanee salmon. Returning kokanee salmon are visible to the public in the late fall on Laughing Jacob Creek as it flows through the park. The East Lake Sammamish Trail also offers the opportunity for visitors to observe kokanee salmon spawning in Laughing Jacobs, Pine Lake Creek, Ebright and Zaccuse Creeks during fall and winter months.</p> <p>There are also other smaller public lands that can provide a range of access that will support this initiative.</p>	<p><b>Creative Access</b> – When kokanee salmon return to their natal creeks in the late fall and early winter, perhaps private property owners would open their creekside properties to organized groups for viewing.</p> <p>Home owner associations that have private beach along the lake might be partners in providing kokanee salmon viewing for their members as part of a program offered by the Partnership.</p> <p>Working with the four cities around the lake, public access to the lake should become a priority using a variety of methods through easements, rental, fee acquisition or other acceptable means.</p>
<b>RECOGNITION AND COMMUNITY BUILDING</b>		
<p><b>Lack of Recognition</b> – In some cases, this area of metro Seattle is overshadowed by the “big city” and Puget Sound issues. Although Lake Sammamish is part of Water Resource Inventory Area 8 (WRIA 8) and connected to the Lake Washington/Cedar River Watershed, it is geographically distinct and viewed by many residents as separate from the Seattle and Bellevue communities.</p>	<p><b>Opportunity for Recognition and Community Building</b> – The designation of the Lake Sammamish basin as an “Urban Wildlife Refuge Partnership” may give the basin more of an identity since kokanee salmon are present in “their” lake.</p> <p><b>Salmon Biology</b> – Because kokanee salmon are fresh water salmon and never leave the Lake Sammamish</p>	<p><b>Develop an Icon</b> – Imagine banners across main streets in Redmond, Issaquah, Bellevue and Sammamish that read “Home of the Kokanee Salmon!” Or T-shirts, bumper stickers, cafes, mugs, maybe even a school mascot.....all symbols that basin residents are proud that their lake and creeks have kokanee salmon.</p> <p>If done in conjunction with an overall Communications</p>

	basin, they can be viewed as “our fish”; residents in the basin (just like humans). The changes we are willing to make can directly benefit the fish and we will be able to measure our progress.	Plan (See first row above on Opportunity/Recommendation), this “branding” can help establish recognition among residents, businesses and give visitors of a sense of place.
Observations	Implications	Opportunities & Recommendations
SALMON VIEWING		
<p><b>Salmon Biology</b> – Kokanee salmon are most visible to the average resident in the late fall/early winter (November - January) when they return to natal streams to spawn. Salmon presence in the basin in spring and summer is more challenging for people to see.</p>	<p><b>Late Fall Viewing Season</b>– A key time for the Partnership will be the late fall/early winter when kokanee salmon are visible to the public.</p>	<p><b>Late Fall</b> – The Partnership should ramp up its activities in the late fall/early winter to take advantage of the viewing opportunities in certain areas of the basin and take advantage of the large crowds at Issaquah Salmon Days in September to let people know how and where they can see kokanee salmon</p> <p>Kokanee salmon are in the creeks at a time of year when other salmon are already gone. This is a great opportunity to expand the fish viewing window for people interested in seeing fish after Chinook, coho, and sockeye have come and gone past the locks, hatcheries and creeks.</p> <p><b>Designated Viewing Sites</b> – A thorough inventory should be made of existing salmon viewing sites in the basin using some form of an evaluation system (for example quality of viewing, ease of access, space available and ownership).</p> <p>The basin map provided in this initial project (accessed through Washington Parks and Recreation Commission) documents some existing salmon viewing sites. This map’s GIS layers should be used as the master file to add additional sites.</p>
<p><b>Spring Fry Release</b> – For the past five years, there has been an event to release kokanee fry into creeks. This event has taken place on both public and private property. In 2013 and 2014, elementary school students were invited in coordination with salmon education efforts in the schools. The event includes elected officials, the members of the KWG, non-profit organizations and the public. In 2014, the U.S. Secretary</p>	<p><b>Selection</b> – Students, classes and schools selected for the fry release should have some kind of previous meaningful connection to kokanee salmon.</p>	<p><b>Media Opportunity</b> – This event should be used to engage the media annually as a partner to help the public understand kokanee biology and to promote the Partnership and its activities.</p>

Observations	Implications	Opportunities & Recommendations
<b>EDUCATION</b>		
<p>of Interior spoke at the event.</p> <p><b>Education</b> – There are a variety of formal education (schools) efforts in the basin that do or could focus on understanding kokanee salmon biology and its needs.</p> <p>Nature Vision, Mountains to Sound Greenway and Friends of Issaquah Salmon Hatchery (FISH) are the primary providers of in-class visits and field experiences for public and private schools in the basin. In the larger Seattle metro area, there are considerably more groups and programs.</p>	<p><b>“Backyard Science”</b> – With kokanee salmon in the lake that defines their community, students can learn more about a species that defines a sense of place. If schools in the basin offer the traditional classroom salmon lifecycle unit, the unit should be revised to include kokanee salmon and compare it to other species of salmon elsewhere in the watershed.</p>	<p><b>Education Council</b> – The Partnership should develop an Education Team or Council that would inventory and coordinate basin and metro area school visit programs, develop a needs assessment for program or curriculum, coordinate teacher training and develop field opportunities for interested teachers and schools.</p>
<b>INTERPRETATION</b>		
<p><b>Interpretation</b> – Traditional interpretation of kokanee salmon in the basin is centered at the Issaquah Salmon Hatchery with signage and exhibits. Additional interpretive signs (although not all specifically addressing kokanee salmon) are installed at Lake Sammamish State Park and the East Lake Sammamish Regional Trail.</p> <p>Informal interpretive programming such as <a href="#">Salmon SEEson</a> (salmon viewing) and Salmon Watch (salmon counting) also occur.</p>	<p><b>Interpretive Coordination</b> – There is limited watershed-wide coordination of what, where, who and how for telling the story of the basin and its unique features.</p>	<p><b>Interpretive Potential</b> – With the new boardwalk installed at Lake Sammamish State Park near the mouth of Issaquah Creek, there is great potential to tell the story of kokanee salmon and their watershed here.</p> <p>Opportunities for telling the story in traditional settings such as parks and trails should be identified and capitalized upon. As the East Lake Sammamish Regional Trail is completed, there will be opportunities to tell this story along the trail, particularly at views of the lake and stream crossings where spawning kokanee salmon may be visible in the late fall.</p>
<b>URBAN OUTREACH</b>		
<p><b>Existing Outreach Efforts</b> – Programs such as Natural Yard Care, Master Recycler, Master Gardener, storm drain marking and habitat restoration programs are existing programs in local communities that might not be kokanee salmon-focused but present opportunities to disperse related messages.</p>	<p><b>Lake Sammamish State Park</b> – The large numbers of visitors (1 million+ visitors annually) coming from the Seattle metro area to Lake Sammamish State Park in the summer are a “built-in” region-wide urban audience that could be reached on-site through creative programming and focused messaging.</p> <p>The boat launch area at the park attracts large numbers of people in the summer and regular numbers in the spring and fall. Engaging these visitors who are focused on the lake could be a prime audience.</p>	<p><b>Outreach Potential</b> – In partnership with existing organizations (for example Mountains to Sound Greenway, Friends of Issaquah Salmon Hatchery, Boys &amp; Girls Clubs, Big Brothers &amp; Big Sisters, scouting programs and, community recreation centers), there is great potential to share the basin nature story with the diverse audiences of the Seattle metro area and help them to experience nature.</p> <p>A key component is coordination among partners and targeting specific audiences with a savvy approach. For example if youth were a target audience, building on</p>

		<p>existing programs such as FISH summer day camps or Seattle Parks' Community Center field trips would be more effective than starting new programs.</p> <p>Using existing FISH school data, outreach statistics could be compiled to document the geographic and ethnic diversity of audiences reached with information about kokanee salmon.</p>
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# Interpretive Network Inventory

An inventory was completed of the existing interpretive locations within the Lake Sammamish basin. The inventory is organized into three levels based on known usage and views of fish.

Lake Sammamish Urban Wildlife Refuge Partnership Interpretive Network											
Primary Level											
Name	Location	Ownership	Attendance Numbers	Resources on-Site						Notes	
				Signage	Programming	Interp Center	Trails	Fish Views	Other		
East Lake Sammamish Regional Trail	Sammamish	King County	Unknown	Yes	No	No	Yes	Yes		Entire length of eas Lake Sammamish	
Issaquah Salmon Hatchery	Issaquah	WDFW	200,000+ Annually	Yes	Yes	Yes	No	Yes^		Highest attendance hatchery in state	
Issaquah Salmon Days	Issaquah	Issaquah Chamber	180,000 Annually		Yes	No	No	Yes^		Special Event	
Lake Sammamish SP	Issaquah	WSPRC	1 M+ Annually	Yes	Limited	No	Yes	Yes^		Largest public land access to the lake	
Lewis Creek Visitor Center	Bellevue	City of Bellevue*	30,000 Annually	Yes	Yes	Yes	Yes	No		Headwaters	
Secondary Level											
Ebright Creek	Sammamish	City of Sammamish	N/A	No	No	No	No	Yes	ELST		
George Davis Creek	Sammamish	City of Sammamish	N/A	No	No	No	No	No	ELST	Future restoration	
Issaquah Creek	Issaquah	City of Issaquah/WSPRC	N/A	No	No	No	Yes	Yes^		Section within LSSP	
Laughing Jacobs Creek	Issaquah	City of Issaquah/WSPRC	N/A	No	No	No	No	Yes			
Lewis Creek	Issaquah	City of Issaquah	N/A	No	No	No	No	Yes			
Marymoor Park	Redmond	King County	3 M Annually	Yes	Limited	No	Yes	No			
Pine Lake Creek	Sammamish	City of Sammamish	N/A	No	No	No	No	Yes	ELST		
Sammamish Landing Park	Sammamish	City of Sammamish	TBD	No	No	No	Yes	No		Model for shoreline planting	
Zaccuse Creek	Sammamish	City of Sammamish	N/A	No	No	No	No	No	ELST	Future restoration	
Tertiary Level											
Big Rock Park	Sammamish	City of Sammamish	N/A	Under Development - Headwaters of Ebright Creek							
Confluence Park	Issaquah	City of Issaquah	TBD	No	No	No	No	No			
Cougar Mtn. Regional Wildland Park	Bellevue/Newcastle	King County	Unknown	Yes	No	No	Yes	No			
Ebright Creek Park	Sammamish	City of Sammamish	TBD	No	No	No		No			
Idylwood Creek	Redmond	City of Redmond	N/A	No	No	No	No	No			
Idylwood Park	Redmond	City of Redmond	TBD	No	No	No	No	No			
Schneider Creek	Bellevue	City of Bellevue*	N/A	No	No	No	No	No			
Spady Park	Bellevue	City of Bellevue*	TBD	Under Development							
Squak Mountain SP	Rural King County	WSPRC	Unknown	No	No	No	Yes	No			
Tibbetts Creek	Issaquah	City of Issaquah/WSPRC	N/A	No	No	No	No	No			
Tiger Mountain SF	King County	Washington State DNR	Unknown	Yes	No	No	Yes	No			
Vasa Creek	Bellevue	City of Bellevue*	N/A	No	No	No	No	No			
* For more information, see "Bellevue Interpretive Assets within the Lake Sammamish Urban Wildlife Partnership Boundary" included in the Appendix of this plan.											
^ Fish views but not of kokanee salmon (yet!)											

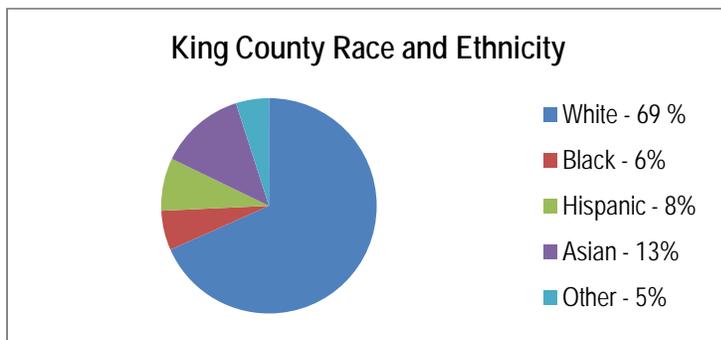
## Audience Analysis

An Audience Analysis reviews existing demographic data to better understand the audience visiting a site or facility, attending an event or program or developing a message for a particular group. Analyzing audiences can also reveal people or groups who do *not* attend events or participate in programs and identify factors that might limit their involvement. The demographics discussed below present both a challenge and an opportunity.

## King County Demographics

Using the *New York Times* "[Mapping America: Every City, Every Block](#)" web tool, statistics for understanding the area surrounding the Partnership are easily accessible. Each census tract has listed four sub-categories of Race and Ethnicity; Income; Housing and Families; and Education.

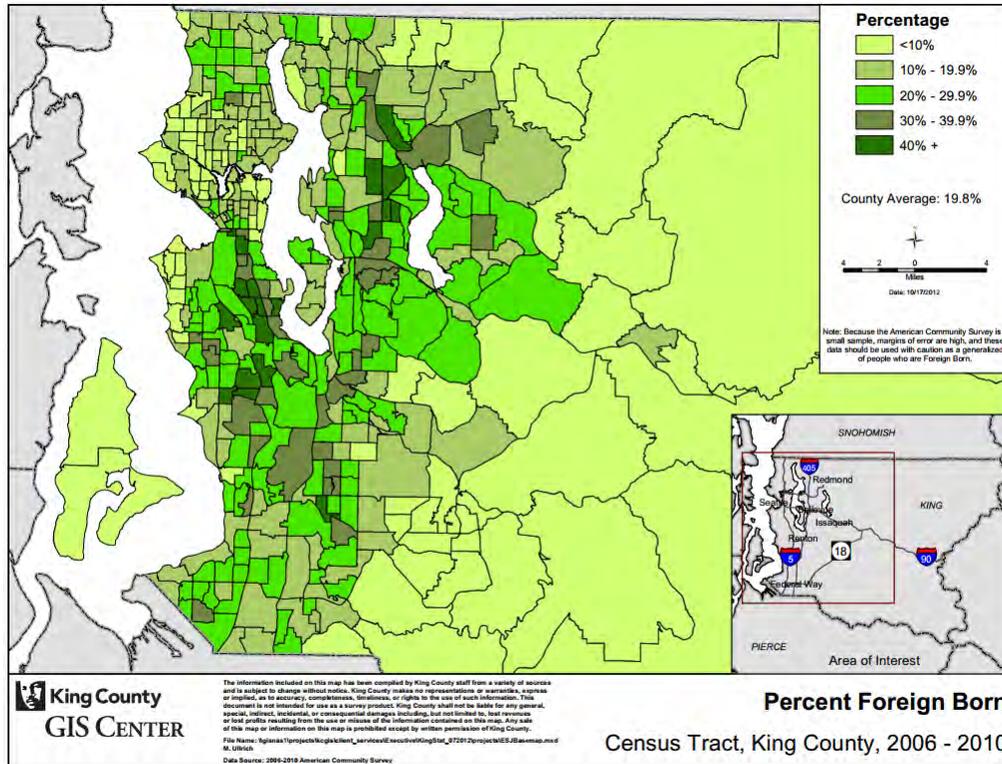
The following statistics for King County will help us understand potential audiences for the Partnership on a regional basis. The county's diversity can be viewed as a whole in the illustration below from the *New York Times* tool mentioned above.



Source: <http://projects.nytimes.com/census/2010/explorer>

Another indicator of diversity is the level of foreign-born in the population. Overall in King County our population is 19 percent foreign born (2010 U.S. Census) which is a 4 percent increase over the last census in 2000. The map below produced by King County from 2010 U.S. census data illustrates the numbers of foreign-born in census tracts.

The interesting observation is to view the tracts around Lake Sammamish that show 20-29 percent foreign born (Kelly green). This indicates a significant level of diversity that has implications for English language-learners and cross-cultural differences. Future marketing and programming activities of the Partnership should be aware of these statistics.



Source: King County

From the *New York Times* website, the largest minority group in the Lake Sammamish basin is Asian and ranges from 11-29 percent of the census tracts that immediately surround the lake (averaging 19 percent total). Foreign-born numbers in those same tracts range from 15-39 percent with an average of 23 percent total. The increases since 2000 in these foreign-born numbers range from 4-15 percent with an average growth of 8 percent. These numbers reflect a trend of growth that should be taken into account in planning Partnership activities and initiatives.

The Partnership will focus its initial efforts in the Lake Sammamish basin but will also look for opportunities to engage the larger Seattle metro area in such diverse areas such as southeast Seattle. Southeast Seattle is the most diverse area in King County in regards to income, race and ethnicity, educational levels, languages spoken and percent foreign-born. This area is often targeted by social service and economic development agencies and organizations due to the level of diversity and, in some cases, lack of opportunity.

However, one note of caution.....while quoting past news reports about the diversity of this area:

*Many people have heard the incorrect claim that the ZIP code for Rainier Valley (98118) is the most racially and ethnically diverse in the nation. The outlook is more complex. There are two other ZIP codes in King County—98178 (Skyway) and 98188 (SeaTac-Tukwila)—that rank similarly with 98118 in racial and ethnic diversity.*

*Although none of those three ZIP codes is the most diverse in the nation (emphasis added), they rank in the top 30 nationally in one common measure of diversity: the probability that two persons selected at random are of a different race and ethnicity.*

Source: *King County Equity and Social Justice Annual Report 2013*, page 2

<http://www.kingcounty.gov/exec/equity/toolsandresources/maps.aspx>

For more specific information on King County and income, race/ethnicity and languages spoken, please see [this link](#).

If students in this area of Seattle are identified as a target audience for programming with the Partnership, it will be important to work with existing efforts such as [Seward Park Audubon Center](#) and [IslandWood](#) to increase collaboration and align efforts among outdoor/nature-oriented program providers in this area of the city. (Although located on Bainbridge Island, IslandWood has targeted southeast Seattle since its inception as an area for support of its scholarship awards). For a listing of more outdoor education providers, please see Mountains to Sound Greenway [Outdoor Education Sites webpage](#).

## Youth and Schools

The National School Lunch and Breakfast Program provide free or reduced-cost meals for eligible students based on family income. These numbers can be used as a rough measure of poverty in a public school or public school district. The percentage of students eligible for the school meals program in each of the three major school districts in the basin is shown below.

Bellevue School District	19 %
Issaquah School District	9 %
Lake Washington School District	14 %

Source: <http://www.k12.wa.us/ChildNutrition/Reports/FreeReducedMeals.aspx>

However, the numbers can vary widely from school to school within a district as they tend to represent different neighborhoods. Individual school data is available at the link above in the second drop-down menu on the page.

An average of 16 percent elementary-aged students attend private schools around Lake Sammamish; with highest numbers (22-27 percent) in four census tracts near Issaquah and 2 census tracts in Bellevue along the northwest shore of Lake Sammamish (24-25 percent). This kind of information is important to review when planning education-related projects or programming. If a goal is to reach students and schools, private schools will need to be included as a partner.

Source: <http://projects.nytimes.com/census/2010/explorer> - Elementary Students in Private Schools

## Visitor Profiles

The demographics come alive when we add in details about our visitors, so using the data to help us envision who the Partnership might engage is a useful exercise. Please note these are *not real people* but individuals, couples, families or groups we might want to attract to programs, events, work parties or other Partnership activities. Developing profiles can help envision the future.

Let's meet some of our *potential* audience members in these visitor profiles.

- ***Where Do I Start?***

Champak and Nabhi Rangan recently moved to Sammamish for Champak's work with a local technology firm. Nabhi has been getting the family settled into a new house – the first one they have ever owned! The children, Johar age 14 and Tanvi age 9, have settled into their school but want to do things their friends do. Nabhi has been asking neighbors and friends about family activities. She has found a program they can attend about hiking and walking in many locations near Sammamish. The program might help her convince the family to do something different and create stories they can remember around the dinner table.

- ***Gonna Have Some Fun!***

Rachel Hernandez and her husband Paul Brown are a young professional couple who live in downtown Bellevue because it's close to work and they like the urban scene. But they also miss those get-away moments and the peacefulness of being outside the city. After a bit of research, they discover a Metro bus will take them to Lake Sammamish State Park where they can rent kayaks, take a short walk and lie on the beach. They start to make plans for Saturday.

- ***Time for Adventure!***

Elijah and his buddy Samuel, both aged 12, have been thinking about the trip they are taking with their recreation program at Neighborhood House in Seattle for weeks now. They heard about RED fish they are going to see tomorrow when they go hiking and stop at a fish hatchery. *Who ever heard of a fish hatching? I thought only chickens hatched?* It will probably be wet but they will come prepared with the rain gear NH has for these kinds of adventures. *Not sure I can sleep tonight! I'm bringing a pillow to sleep on the bus just in case.*

- ***Those Who Came Before***

Tom Cavanaugh had been looking for something that would help focus his son Eric's energies. Eric was a hands-on kid who learned by touching, manipulating and examining things up close. Tom had discovered that the Snoqualmie Tribe was bringing their canoes to Lake Sammamish State Park this coming Memorial Day weekend. Tom knew that Eric would love to see the hand-carved traditional wooden canoes and would want

to know all about them. Eric would have a chance to talk with the actual carvers and discover others who learn with their hands.

- ***Proud To Be Me!***

Samantha Swartz has lived in Issaquah for several years now. She likes being so close to nature and the ability to be at a trail head in under 15 minutes – sometimes even by bike! Sam has an interest in learning more about her community and has been doing some on-line reading and even took a class once on the natural history of the Issaquah Alps. She thought she was the “nature” expert within her group of friends. But now she’s heard that Lake Sammamish is home to a species of salmon that does not leave the lake and never goes to the ocean. How did she miss that? She’s gotta check it out. Sam meets her friend Isabelle at the Issaquah Salmon Hatchery to see if they find out more. They discover it’s true – kokanee salmon live in the lake and will migrate in the fall up small streams to spawn. They make a note and plan to look for kokanee this coming fall. *How cool is that? I live near salmon!*

- ***Engaging My Team!***

Melissa Cartwright is a new team manager at a local technology company and wants to find a unique activity that will build rapport with her direct reports and build a stronger group identity. She’s heard of this new partnership focused on engaging citizens around Lake Sammamish close to where many of her team lives. Melissa contacts the partnership and discovers there are opportunities for her team to get involved right in their own community. She feels like a winner – building teamwork and community.

For more information about visitor profile research, please see [this short introduction](#) of Dr. John Falk’s work on visitor identity-related motivations which is very applicable to the mission of this initiative.

## Priority Audiences

A priority audience is a group of people who are chosen due to their similarity in age, geography, status or circumstances to be the focus of a particular initiative or campaign due to the message being communicated, the methods of delivering that message and, in some cases, the funding source of the effort.

To be effective, a project or program must narrow the focus from “general public” (which can never be a priority audience due to the challenge of defining it) to a much smaller and defined group.

The following audiences are example priority audiences for three potential initiatives the Partnership *might* consider – getting people outdoors, building awareness of kokanee salmon and lessening resource impacts on kokanee salmon. Potential partners are listed with each target audience description. Working with partners is critical in reaching audiences with key messages.

The Partnership will want to review and determine priority audiences as part of their planning process. The audiences listed below are not listed in any specific priority and are for illustrative purposes only.

#### Example Audiences Based on Getting People Outdoors

- School-Aged Youth – Many urban youth today do not have access or opportunities for casual outdoor exploration or experiences.
  - Partners – Existing youth program providers such as scouts, Boys and Girls Clubs, Big Brothers and Big Sisters, parks and recreation community centers and communities of faith – youth are already organized, adult leaders accompany the groups and many of these programs seek alternative programming opportunities; businesses such as REI or other outdoor equipment companies
- Families – Due to a variety of issues such as time constraints and schedules, knowledge or comfort levels, and language differences or cultural practices, many families do not view “getting outdoors” as a viable family recreational option.
  - Partners – Communities of faith, ethnic community clubs, trusted community leaders, ethnic community publications in home languages, social and outreach workers; businesses such as the publications - *Parent Map* or *Seattle’s Child*

#### Example Audiences Based on Building Awareness of Kokanee Salmon

- Media – Traditional and non-traditional media publications and outlets could be engaged through individual reporters, regular contact such as a newsletter or media releases to share basic kokanee salmon information or report seasonal events (i.e. salmon viewing). Social media could be utilized to reach audiences who prefer this connection.
  - Partners – Local newspapers, advertising and marketing companies, agency and organization Public Affairs Directors or Offices; existing social media leaders in the area (bloggers; influential Twitter, Instagram, Facebook or Pinterest accounts)
- Teachers – Teachers might be engaged to share information in classrooms around the basin about kokanee salmon and their connections to residents.
  - Partners – Local school district curriculum coordinators, district teachers union or association, private school administrators, PTAs
- Real Estate Agents – For many families and individuals moving into the Lake Sammamish basin and purchasing a home, most people will connect with a real estate agent. Agents can be a great resource for new residents and allies to help the Partnership with its goals.
  - Partners – Real estate brokers, companies and/or individual agents; agent certification programs (develop courses with content about sustainable practices), multi-family unit managers

### Example Audiences Based on Direct Resource Impacts

- Lake Sammamish Waterfront and Creekside Homeowners – Because of the location, homeowners located directly on the waterfront or creekside can have a major positive or negative influence on the water quality and habitat of Lake Sammamish. Work has been done in the past by some of the potential partners listed below. Before starting any new effort, it is critical to determine what information already exists and what strategies have been effective.
  - Partners – Lake Washington/Cedar River/Lake Sammamish Watershed (WRIA 8); Washington Department of Ecology, Washington Department of Fish and Wildlife; Cities of Sammamish, Issaquah, Bellevue and Redmond; Save Lake Sammamish
- Anglers – Anglers have a direct impact on kokanee salmon because of their interest in fishing and the potential for incidental catch. Efforts are currently underway or are planned by Trout Unlimited to educate anglers in fish identification with signage and a related website. This audience has a great potential for becoming an ally in establishing and developing the Partnership
  - Partners – Trout Unlimited, Washington Department of Fish and Wildlife

### Diversity as a Value

Pursuing diversity as a particular goal to be “reached” is impossible since it is an ongoing process. It never ends. Diversity should be a value that is infused with the work culture of the initiative or the agency/organization that is leading a particular project. To attract non-traditional audiences to programming or to engage with them is a long-term process. Relationships between program providers and agency employees first need to be established and nurtured.

And then the personal work begins:

- How well do you understand local community culture and context for a priority audience or particular community you would like to build connections with?
- Are you culturally competent? Cultural competence is the ability to work effectively and sensitively within various cultural contexts.
- Do you have experience with cultures other than your own? Have you ever traveled internationally or been a minority at an event or in a neighborhood? Knowing differences on a personal level can help you to identify with the risks another person makes when reaching across community and cultural lines.

Informal conversations among potential partners about opportunities and challenges, mutual goals and how to get started will move the process along. For two (or more) people or groups to work together, there must be mutual benefits and payoffs – both for themselves personally but also for their agency or organization. Bringing management level employees into the fold

early will build institutional support along the way. Think long-term – think ongoing – think about a program that outlasts any of the initiators. That’s the sign of success.



## Themes for Telling Our Story

The following themes were developed by the planning team to tell the story of the Lake Sammamish basin and the Partnership to local and regional residents, visitors and businesses. Branding, graphics, media, programming and other interpretive or educational products should reflect one or more of these themes in their content or visuals.

- Gateway Opportunities – The Lake Sammamish basin offers many gateway opportunities for residents, businesses and visitors to experience nature.
- Healthy Waters – A healthy Lake Sammamish watershed with its tributary creeks is important for our community, today's quality of life and for future generations.
- Native Kokanee Salmon – Kokanee salmon are native to the Lake Sammamish basin and the larger Lake Washington watershed but now generally remain in only a few streams that feed into Lake Sammamish.
- Our Backyard Fish – Kokanee salmon do not migrate to the ocean and remain in the lake and creeks year round – our backyard wildlife and our heritage!
- Everything We Do – How we live, how we work, how we travel and how we play in the basin all have an impact on kokanee salmon.
- Together We Can Do It – Working together we can bring back kokanee salmon in the basin.

## Recommendations

The following recommendations are made in six general categories (administration and governance, communication, outreach, education, interpretation and evaluation) to help form and organize a new Partnership in the Lake Sammamish basin and Seattle metro area. In addition, recommendations in the outreach, education and interpretation categories are prioritized in two tiers that reflect whether they could be added to existing programs or would need to be developed from scratch. These priorities could change based on opportunities for funding or readiness for implementation.

### Administration and Governance

In order for the Partnership to grow and prosper, some form of administrative structure needs to be established and formalized to keep momentum going and begin to accomplish items suggested in this plan.

After this plan is completed, a small working group (4-5 people) should be convened to propose the following questions:

- How will the Partnership be created, organized and governed?
- How is membership in the Partnership defined?
- How will priorities be decided?
- Who will develop work plans and set priorities?
- Who will be held accountable?
- Who will be the fiscal agent for grants and shared expenses?
- What signatures will be needed to dispense funds?
- Who is the spokesperson for the Partnership for media inquiries?
- Who will call meetings and keep records?

This working group should then propose an administrative structure for the Partnership using the following alternatives as a starting point for discussion:

- **Develop an MOU** – Develop an informal agreement or a more formal official Memorandum of Understanding (MOU) document among the partner groups that describes the relationship between the partners, responsibilities of “membership” and the rationale for collaboration. In addition, develop a process for how other entities might join or be added at possibly different levels of membership. The Partnership could grow much larger than it is today.
- **Create an Administrative and Governance Structure** –  
**Alternative #1 – Designate an Existing Non-profit Organization:** Designate an existing official (501c-3) non-profit organization that would be the hub of maintaining the momentum for development of the Partnership

**Alternative #2 – Create an Interagency Local Agreement (ILA):** Draft and negotiate an ILA (models – WRIA 8 ILA, Ballinger-McAleer Creek Watershed Forum in WRIA 8 or Miller Creek Basin Partnership in WRIA 9) to coordinate and possibly fund the workings of the Partnership

**Alternative #3 – Create a Unique Organization:** Eventually launch a new organization modeled after [Chicago Wilderness](#) (a three-state effort) or [Houston Wilderness](#) where common issues are solved through convening, problem solving or educating

The above options could also be considered in stages (for example Alternative #2 to begin and implementation of #1 or #3 later).

- **Seek Formal Resolutions of Support** – Seek formal resolutions of support from cities, King County and affiliated state agencies along with non-profit partners once the Partnership is better defined and an administrative structure has been put in place; develop a standard draft resolution of support for consideration (models – WRIA 8 salmon conservation plan ratification or Mountains to Sound Greenway’s National Heritage Area campaign)
- **Ensure Recognition of the Partnership’s Formation and Goals** – Submit membership forms or official paperwork to be recognized by regional initiatives (for example, Puget Sound Action Agenda – Puget Sound Partnership; ECO-Net – Puget Sound Partnership, WRIA 8)

The Partnership could be the thread to weave together the patchwork of jurisdictions, organizations, agencies and communities in the Lake Sammamish basin to increase cooperation and collaboration and reduce duplication of natural resource conservation programs and activities.

Many of the groups and agencies in the partnership already participate in WRIA 8, which provides regional collaboration for natural resource conservation in the watershed. The unique aspect this Partnership brings is the focus on kokanee salmon and its habitat needs that can extend to some areas currently emphasized by Chinook salmon recovery.

## Communication

Consistent oral and visual communication is important to develop an identity for the Partnership, its goals and its programs. Competition for people’s attention in today’s fast-paced world with many alternatives means the Partnership needs to be creative and coordinate its approach and prioritize which audience, message and media are used.

- **Develop a Communication Strategy** that addresses the following items:

## **Messaging**

- Determine some level of base-line knowledge for target audiences before crafting messages (for example, water customer surveys in Bellevue and Redmond)
- Develop consistent key messages and talking points for use among all partners in describing this Partnership's purposes and plans
  - Use themes listed in this plan as a starting point
- Develop messages that connect with people and their families and lives – answer the question “Why should I care?” Humans are self-centered. (The Puget Sound Starts Here campaign and the Puget Sound Partnership is a great resource for support in crafting messages.)
- Test messages through the development process to ensure they are understood by the intended audience
- Ensure that messages are developed in the languages used at home for multi-lingual and multi-cultural audiences
- More than kokanee salmon – The Partnership activities should use kokanee salmon as a starting point but then expand from there to include a broader approach.

## **Social Media/Digital Media**

- Develop a social media presence
  - Utilize best practices as discussed [here](#) (Moz.com) and [here](#) (U.S. Fish and Wildlife Service)
  - Determine priority audiences
  - Occupy a specific niche
  - Launch tools only with clear lines of responsibility with staffing support
- Prioritize the accounts to open and how they would be used
  - Twitter – tweet from a kokanee salmon's point of view
  - Facebook – use for special events, public contributions, themed postings
  - Flickr – perhaps launch with a Lake Sammamish Nature “Selfies” contest

## **Branding/Identity**

- Develop a style guide or design guidelines to use among the partners for a consistent brand, look and feel for this initiative
- Develop a logo or icon for public identification of the Partnership – consider use of the Native art kokanee salmon icon (or an adaptation) – see below for illustration
- Develop a Media Kit that can be used by partners for outreach purposes – PowerPoint, PDF handout, standard newsletter articles with images, common materials that are branded with messages and terms to ensure a consistent look and approach



This Native American artwork might be used for development of a Partnership logo. Source: Art by Shaun Peterson of the Puyallup Tribe, Image owned by Trout Unlimited – Bellevue/Issaquah Chapter

### Web Site

- Develop a website using the branding and style guidelines developed above for a consistent location where the public can locate information about the Partnership
  - In the interim, a [Partnership website](#) hosted by King County can be used for communication with the public

### Outreach

For this plan, outreach is defined as reaching out to groups of people or organizations in non-formal settings. The First Priority is near term to enhance and ensure coordination of existing efforts. In the Second Priority section below, potential outreach efforts in the future are described that will take more time and budget than the First Priority items.

### FIRST PRIORITY

- **Coordinate with Existing Outreach Efforts** – determine best method for the initiative to work with existing outreach efforts on issues that impact kokanee salmon

For example:

- Lake Washington/Cedar River/Lake Sammamish Watershed (WRIA 8)
- Puget Sound Starts Here – Puget Sound Partnership
- Stormwater Outreach for Regional Municipalities (STORM)
- Salmon Watcher Program – WRIA 8
- Salmon SEEson Program – WRIA 8
- Cities of Redmond, Issaquah, Bellevue and Sammamish

- Storm Drain Marking – ensure the use of kokanee-style graphics when in the Lake Sammamish basin
- **Develop an Inventory of Existing Outreach Efforts and Activities in the Basin** – create a list of what is already being done by whom in the basin and what is *not* being done
  - Maximize alignment among the different jurisdictions – Redmond, Issaquah, Bellevue and Sammamish along with King County
  - Align different non-profit organizations interests and goals to work together for common purposes
- **Enhance Existing Restoration Events** – Develop methods to provide appropriate messages to participants
  - Consider the audience – they are self-chosen, they come to you, open to information BUT it should be:
    - Timely, appropriate, tailored
    - Develop a project to test out messaging and develop a powerful practices document for others to use which would be useful for all who do this kind of work
  - Involve businesses in restoration projects as team building experiences
    - Coordinate with the business outreach efforts described below
  - Develop incentives that link participants to businesses (For example, distribute a salmon wooden nickel with a discount for a business on it); coordinate any promotions with the business outreach effort
- **Participate in Basin Special Events** – work with existing events (initially in the Lake Sammamish basin and eventually in Seattle metro area) to ensure an outreach presence (staffed booth, informational exhibit or literature) at appropriate events; *Caution: Evaluate outreach efforts to determine value of participation given staff and/or volunteer time limitations*
  - Kokanee Salmon Fry Release – continue this signature event generally held on or close to Earth Day
  - [Issaquah Salmon Days](#) (ISD) – work strategically with ISD staff to explore options for appropriate presence at Salmon Days to inform participants of the kokanee salmon status and recovery efforts
  - Bellevue Arbor Day/Earth Day – work strategically with volunteer and celebration event staff to explore options for appropriate presence
  - Sammamish Days & Nights/Farmers Market – work strategically with event staff to explore options for appropriate presence
  - Redmond Derby Days – work strategically with event staff to explore options for appropriate presence
  - [Run with the Kokanee 5 K & 10 K Fun Run](#) – Trout Unlimited – work strategically with event staff to explore options for appropriate presence
  - [Northwest Paddling Festival](#) – work strategically with event staff to explore options for appropriate presence



At the U.S. Forest Service Fall Fish Fest (formerly the Kokanee Salmon Festival), this stylized salmon inflatable exhibit is used for exhibits and programs at the festival.

Source: [USFS – Lake Tahoe](#)

- **Develop a Basin-wide “Get Outdoors” Campaign**
  - Using social media and a local media sponsor, develop a “Get Outdoors Week” special event campaign over 10 days (two weekends and a week) using existing programming from partners and existing outdoor recreation opportunities as attractions (see City of Bellevue’s [TRACKS \(Teaching, Recreation, Adventure, Competency, Knowledge, and Stewardship\)](#) program as a potential model)
    - Target underserved audiences by recruiting communities of faith, community groups and professional organizations that represent these priority audiences as partners to design, develop and promote the “Get Outdoors Week”
    - Alternative #1 – Plan “Get Outdoors Week” around salmon viewing season (but potential lower participation due to poor weather)
    - Alternative #2 – Plan the “Get Outdoors Week” in April – May when weather is more forgiving
    - Alternative #3 – Tie in any local event with [National Get Outdoors Day](#), celebrated the second Saturday in June and/or partner with the Washington State Parks celebration on the same day
  - Identify and address various barriers that impede interactions with nature – Seek partnerships that could help promote opportunities and/or invite participants into the Lake Sammamish basin (Seattle Inner City Outings, Big Brothers & Big Sisters, Girl Scouts and Boy Scouts, etc.)

## SECOND PRIORITY

- **Develop a Geocaching Trail** – Geocaching is a growing activity that uses GPS coordinates to discover caches that have objects (or information) inside for families, teens and adults.
  - Attracts a non-traditional audience (individuals or groups that would not be attracted to the outdoors or public lands due to their personal interests or priorities)
  - Include a social media component for users to solve puzzles linked between caches and report their findings on a Facebook page or website
    - Integrate conservation questions and messages (habitats, invasive species, pet waste, water conservation, etc.) in the geocache contest
    - Completed course could be rewarded with discounts at participating stores within the basin in coordination with local Chambers of Commerce
  - Combine elements of this concept with the Kokanee Discovery Trail that is described in the Interpretation category of the plan
  - Seek sponsorship or support from the dominant company in the industry (Geocaching.com) located in Seattle
  - Model for this program would be [Washington State Parks](#)



A model for the development of a Geocaching program is the Washington State Parks Geocache Program. Source: [WSPRC](#)

- **Develop Business Outreach Effort**
  - Develop a business strategy
    - Begin this effort only when the Partnership or a partner has dedicated staff for this work
  - Identify a model that works

- Ask local economic development offices for advice
  - Seek advice and guidance of Mountains to Sound Greenway
- Engage early and often
- Meet with Eastside Chamber of Commerce officials
  - Identify and articulate incentives for support
- Involve employees in events – Day of Service, etc.
- Consider media sponsorship for events or activities
  - Example – [Scvngr.com](http://Scvngr.com) is a web-based/smartphone game about conducting challenges at specific places; development could potentially be underwritten and sponsored by a company

## Grants

- **Offer a Small Grant Program** (applicable to several sections of these recommendations)
  - Develop a small grant program (i.e. awards \$1000 or less) for schools/teachers, groups, neighbors, community associations that could focus on improving habitat, community outreach, education or addressing known barriers to access
    - Review opportunities for transportation grants for school and youth program field trips
    - Require matching funds or in-kind donations
    - Potential business underwriting or sponsorship
    - Ensure the program is thoroughly evaluated to show value

## Education

Education for this plan’s purposes is defined as formal settings such as public and private schools and higher education generally working with students (pre-school through 12 grades and college/university).

### FIRST PRIORITY

- **Ensure Coordination with Existing Education Programs** – Develop a salmon education inventory of existing classroom programs, curriculum, field trips, workshops and salmon-focused teachers in the basin through a needs assessment (what do school districts and teachers need that could be provided by the Partnership)
  - Use this information to inform consideration of the following actions:
    - Work with existing informal education programs in the basin (such as [Nature Vision](#), FISH’s [Salmon in the Classroom](#), Mountains to Sound Greenway [Education Program](#)) that present programs in schools to include awareness of kokanee salmon messaging about its needs and increase communication among providers
    - Review opportunities for expansion of the FISH docent training program to serve basin area programs

- Identify existing salmon-related curriculum and activities currently used in regional schools districts and classrooms and ensure messages about kokanee salmon and conservation are included
- Develop classroom and school kokanee salmon conservation pledges for schools and districts in the basin
- Work with a charter or alternative school to adopt the kokanee salmon as its mascot
- Offer support to school districts and private schools to enhance or add resources for environmental and sustainability education – expanding beyond kokanee salmon
- Coordinate efforts with professors and departments at Bellevue College, Seattle University – Eastside Center and Eastern Washington University@Bellevue to illustrate opportunities to involve higher education in the Partnership through internships, community service credit or fulfilling graduation project requirements
- Seek the guidance and advice of the [Pacific Education Institute](#) who may also have existing education support programs in the basin

All existing and new school curriculum materials should be aligned with educational standards adopted by local school districts and the Washington State Office of Superintendent of Public Instruction and local school districts.

- **Ensure Coordination of Existing Informal Education Programs** (community centers, recreation programs, Trout Unlimited, scouts, youth groups and day camps) – Add informal education programs to the survey described above to encourage coordination with existing programs and include a needs assessment component (what do out-of-school and informal education programs need that could be provided by the Partnership)

Examples:

- Develop teaching kits to be used in informal education settings
- Offer after school recreation, camp or program visits focused on the health of the basin, including kokanee and other species of salmon
- Develop age and skill-appropriate habitat restoration programs
- Propose merit badge or Eagle Scout/Gold Award projects

**Alternative** – Consider focusing education efforts for this initiative on existing informal education programs listed above for the following reasons:

- Built-In Audience – Organizations have youth present and organized at different sites
- Efficiency – Efficient use of time working through one organization that reaches a large number of youth
- Flexibility – Greater flexibility in scheduling and program development
- Time – More time can be spent on programming and trips without concern for academics

- Additional Benefit – Reaching additional adults (parents, organization staff, volunteers) with information and messages
- **Kokanee Salmon Fry Release** – Continue with the annual [kokanee fry release and ceremony](#) on Lake Sammamish as a media and education event
  - Designate a committee to ensure the workload of organizing the event is shared among a group
  - Ensure there is a connection between invited students, classes and schools with kokanee salmon *before* the event such as in-classroom study units, a committed teacher or related activities in the school
  - Develop a Kokanee Ambassador Program with students who release salmon one year and come back 2 years later (instead of each year) during the fish count season to volunteer, learn more about the lifecycle through hands on experience and to “see their fish return” thus completing the full cycle of the fish; connections to school credit or scout merit badges might also be included.



Children peer into coolers holding kokanee fry along-side King County Executive Dow Constantine.  
Source: King County

- **Identify Existing Related Programs to Partner and Support** – Support existing related adult-mentored outdoor skills programming to connect youth and their parents with nature

- Fishing – Washington Department of Fish and Wildlife and Trout Unlimited fishing events for and with local angling groups
  - Geocaching – Partner with any existing Geocaching organization or company in basin or region
  - Birdwatching – Partner with Eastside Audubon for family or youth birding events
  - Hiking and Camping – Partner with Redmond or Issaquah REI stores for existing outreach or special events that support getting parents and children outdoors and/or partner with Seattle Inner City Outings program to host nature experiences in the basin for youth from the larger regional area
- **Develop a Partnership Education Council** – Coordinate and grow education outreach using the advice and guidance of an Education Council consisting of basin school district leads and education coordinators from Partnership agencies and organizations

## SECOND PRIORITY

- **Develop an On-line [Digital Badge Program](#)** – Digital badges (different than merit badges described above) are an alternative method for young people and adults to demonstrate skills and achievement in a particular area.
  - Consider how digital badges might be applied and what incentives might encourage participation
    - Ensure an outdoor component to the program
    - Earned by children from home or after school
    - Earned by classrooms/schools
    - Earned by families
    - Develop a Kokanee Ambassador Award for earning all of the badges (possibly related to the Ambassador program idea mentioned previously)
    - Determine potential business underwriting or sponsorship



Digital badges can be designed with various looks and displayed on a website or in a digital portfolio to show an earned skill or achievement.

Source: [Lesson Plan Pages](#)

## Interpretation

Interpretation in this planning process is defined as media and programs for audiences in informal settings such as parks, gardens, trails, museums and zoos/aquaria. For best results with this initiative, it is important to begin by coordinating with existing efforts in the basin, using sites where the public already gathers and tailoring messages and media to the target audience.

### FIRST PRIORITY

- **Coordinate with Existing Interpretive Efforts** – Inventory existing interpretive programming, signage, trails and media to ensure knowledge of existing resources before beginning any new efforts

#### *Inventory*

- Use the GIS map generated as part of this plan to maintain the inventory. The City of Bellevue has prepared a GIS-based map of interpretive resources on their lands within the basin as part of this plan. The City of Issaquah will be preparing a GIS layer of their park resources in 2015. The City of Sammamish is aware of the need for this information but does not have immediate plans to develop a GIS layer. City of Redmond and King County's information is to be determined. Washington State Parks GIS information is included within the GIS data files of the map. Washington Department of Natural Resources at Tiger Mountain State Forest should be added to this inventory. FISH has completed an interpretive resources inventory of existing interpretive panels and exhibits at the Issaquah Salmon Hatchery (Washington Department of Fish and Wildlife) that could be added to this inventory if GIS settings were taken of the specific locations.

#### *Coordinate*

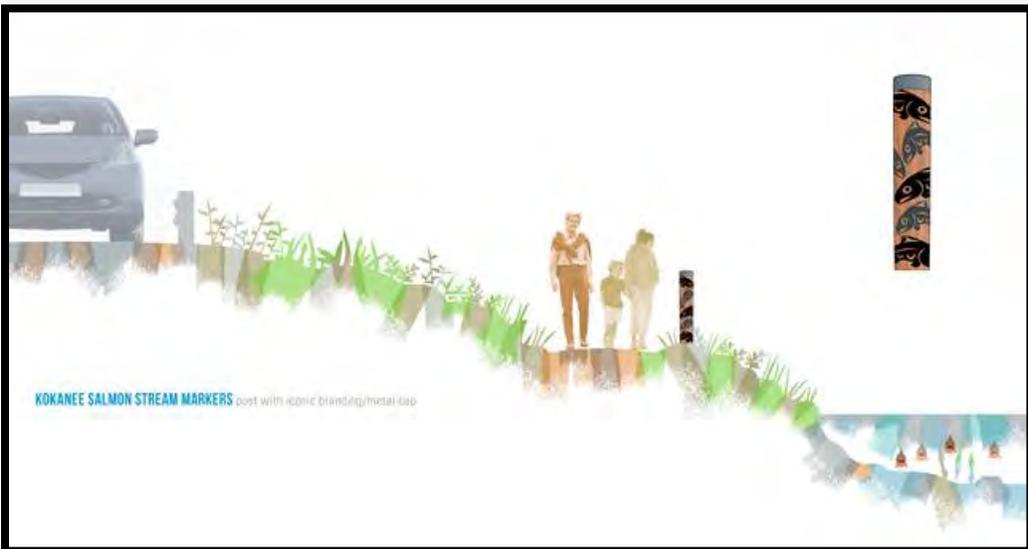
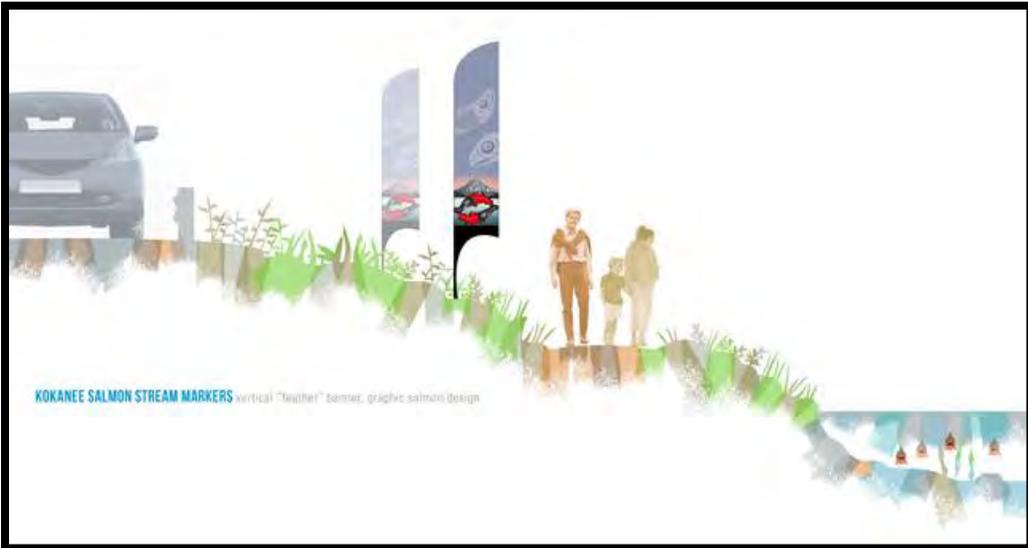
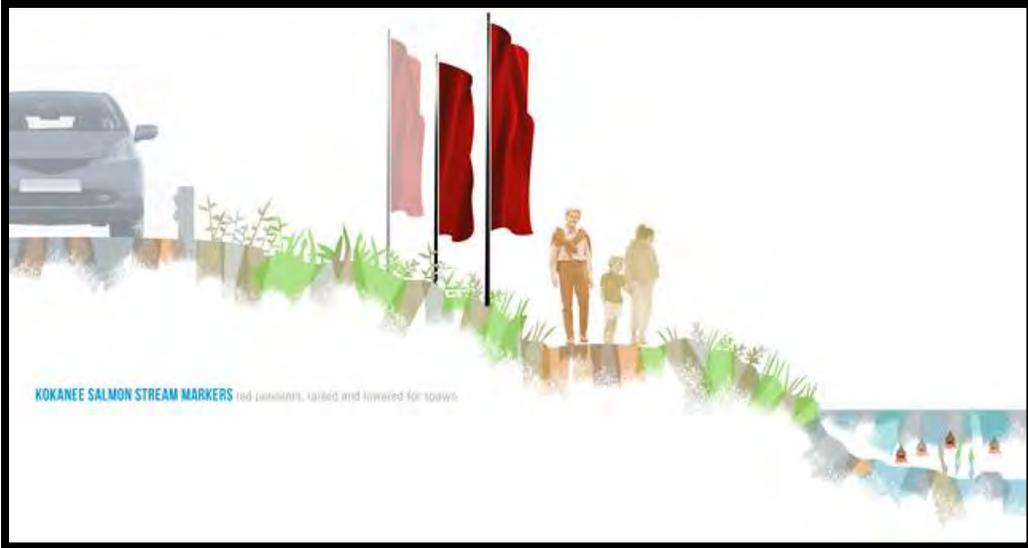
- Review existing programming among the Partnership to ensure coordination as the Partnership gets organized
  - Develop protocols to coordinate new interpretive program or media development and marketing around any kokanee salmon related themes
  - View the Partnership development as transcending jurisdictional boundaries and as basin and region-wide in scope
  - Coordinate the use of trained docents at locations where the public gathers for live interpretive programming such as walks, talks and tours to draw basin residents and those from the wider region. A model for this program might be the [Cedar River Salmon Journey](#) program with Cedar River Naturalists sponsored by the Friends of Cedar River Watershed.
- **Develop a Kokanee Salmon Discovery Trail** – Develop a virtual trail throughout the basin that would tell the story of the kokanee salmon if all sites were visited. Each site would have an identifying marker (bronze post for rubbing, wooden post with a limerick to solve or a stone marker in the ground with a quote) that would have to be documented as being visited through rubbings, completing a limerick or taking a photo. The documentation could be done via smartphone and uploaded to a website or

through a paper passport program where rubbings or drawings were done at each site. The object would be to visit key sites in the basin that when linked tells the story of the kokanee. For example, a spot on the top of Tiger Mountain looking down into Lake Sammamish would document the water cycle (rain falling and traveling to the lake) that kokanee depend on for survival. Trail locations could include conservation messages. Awards for visiting all of the sites could be claimed at a Partnership booth at Issaquah Salmon Days.



Salmon Trail Markers could be designed with multiple uses in mind. Source: Partners in Design

- **Develop Kokanee Salmon Viewing Areas** – Create salmon viewing areas throughout the basin using sensitive and sustainable techniques that minimizes erosion at each site.
  - Develop an inventory of locations where kokanee salmon can be seen in the basin on public lands across all jurisdictional lines
    - Use the GIS map developed in this project to store and organize this information; some sites may already be included in the map
  - Enhance existing participation of partners in the existing WRIA 8 Salmon SEESon program
  - Develop prototype kokanee salmon viewing site – Laughing Jacobs Creek in the Hans Jensen Unit of Lake Sammamish State Park is the best public access option at this time near the access road bridge in the park and/or where the creek passes under East Lake Sammamish Regional Trail.
  - Work to incorporate viewing platforms with light penetrating grading to minimize bank erosion – One of the potential drawbacks to increased visitation is damaging the environments we seek to protect.
  - Explore kokanee viewing opportunities on the East Lake Sammamish Regional Trail (King County Parks) – The trail crosses several kokanee salmon streams including George Davis, Zaccuse, Ebright, Laughing Jacobs and Pine Lake creeks and each of these crossings might provide opportunities to view kokanee salmon.
  - Restore kokanee salmon to creeks – Tibbetts and Issaquah creeks that have historically hosted kokanee salmon could be considered for viewing sites when/if restoration of kokanee occurs.
  - Develop a Website or App – Once a series of kokanee salmon viewing areas have been developed for public viewing, basic information about access, parking and location should be shared on the web and possibly in an app in conjunction with the Salmon Discovery Trail concept described above.
  
- **Brand the Basin** – Use visual branding tools to identify the location of kokanee salmon in the basin.
  - Mark the seasonal presence of kokanee salmon in the streams in the basin using graphic symbols or icons; ensure the look and feel of these symbols or icons match the other visuals being planned for the Partnership in other projects
    - Consider marking East and West Lake Sammamish Parkway creek crossings using kokanee salmon icons painted on the roadway itself in cooperation with local transportation authorities. Another option would be to mark the crossings only when kokanee return to the creeks (late fall) with banners anchored to posts at stream crossings similar to street banners for festivals attached to light posts. See the following drawings for examples.



The above drawings illustrate the concept of marking roads and trails when kokanee salmon are present in adjacent creeks. Source: Partners in Design

- **Develop Visual Media Tools and Experiences**

- Webcams – Replace the currently malfunctioning webcams at the Issaquah Salmon Hatchery with ones placed in a reliable kokanee salmon spawning stream with the assistance and support of the Washington Department of Fish and Wildlife [WildWatchcams](#) program
  - Ensure images of kokanee salmon presence in the late fall are captured and used as on-line video during “off” seasons and times
  - Consider use of the cams to show water – creeks, the lake – and other scenic views of the basin
- Smartphone App – Explore rationale, options, costs and maintenance for developing a smartphone app that could initially guide the public to significant kokanee viewing or habitat sites in conjunction with the Kokanee Salmon Discovery Trail described earlier – and eventually for discovering the diversity of nature opportunities within the basin
  - Phase 2 – Explore rationale, options, costs and maintenance for developing an on-line game accessible from smartphone app or website that engages a target audience through kokanee salmon spawning challenges; consider use of Scvngr.com game mentioned earlier
- Interpretive Signs – determine rationale, options and costs for placement of new interpretive signs in cooperation with land management agencies
  - Identify methods to brand *existing* interpretive signage with a kokanee message
    - Use Mountains to Sound Greenway logo stickers as a potential model



Smartphone App – A good example of a smartphone app designed specifically for outdoor interpretation is Point by [Canogle](#). SF Bay area parks and trail systems are using this app. Source: Canogle

- **Public Art** – Identify opportunities to incorporate Partnership themes into public art projects especially close to kokanee salmon-bearing streams or the lake (for example planned art & Snoqualmie tribal culture project at Sammamish Landing Park on the northeast shore of Lake Sammamish)
  - Consider public art components in projects such as new trails, salmon viewing areas, boat ramps and buildings

## SECOND PRIORITY

- Complete a feasibility study for possible development of a Confluence Center in Lake Sammamish State Park
  - Confluence is defined as “a coming or flowing together, meeting, or gathering at one point”  
Source: <http://www.merriam-webster.com/dictionary/confluence>
  - Would not be a traditional interpretive or visitor center but a place to.....
    - meet and convene – space to meet for gatherings and programming
    - celebrate – special events, weddings and community rentals that would generate fees and income
    - learn and exchange information – classrooms and teaching
  - Would be planned to complement the existing Watershed Science Center at the nearby Issaquah Salmon Hatchery operated by the Friends of the Issaquah Salmon Hatchery (FISH)
  - Language in the Lake Sammamish State Park Master Plan supports this idea
    - *Conceived as a central gathering space within the park, partner organizations will share a series of multi-purpose spaces for recreational and educational activities, organizational meetings, and supporting administrative functions. The design includes informational exhibit space, flexible meeting/classroom area(s) dividable into smaller spaces, and other support spaces, such as restrooms and storage.*
    - *A second component of the center will house the park’s Regional Trailhead, a facility providing information and services for pedestrians, cyclists, and skaters accessing the park’s network of trails and the larger City/County regional trail system. Support services include bike and skate rentals, food/beverage concession, trail orientation materials, and trails-related recreational programs (e.g., adaptive cycling for people with disabilities).*
    - *The third primary component includes a large outdoor sheltered area to accommodate large group gatherings and picnics, and a landscaped outdoor seating area for performances and educational programming.*

A key to the development of this kind of facility is that programming and the need for a gathering spot, shelter or central location must lead the demand. There is no support

for building a new structure in the hopes that it will be filled with activities when it is completed without a program, budget and income plan in mind for staffing.

## Evaluation

As the Partnership is established and developed, evaluation of efforts should be considered at every step. Gathering baseline information at the beginning of a project and then using it to shape the design, development and implementation phases will be more effective than the “look what I created for you” project. Evaluation should answer the following basic questions:

- What do I want to evaluate?
  - What do I know already?
  - What do I want to know?
  - Who will know it?
  - How will I know it?
- **Establish a base-line level of knowledge for basin audiences**
    - Conduct a literature search in conjunction with WRIA 8 staff, Puget Sound Partnership’s ECO-Net and Puget Sound Starts Here to document known survey work that has measured knowledge and attitudes of basin residents in the past about salmon, water quality, homeowner practices and other related issues
    - Seek out opportunities to add questions to area surveys that would document important information that otherwise would be too expensive to gather
      - Explore the use existing survey processes (for example, Redmond and Bellevue – survey of ratepayers attitude/knowledge for National Pollution Discharge Elimination System permits) – add 1-2 questions:
        - Are you aware of the presence of kokanee salmon in Lake Sammamish?
        - Determine attitudes and opinions about conservation, individual practices and basic scientific literacy
  - **Use Measures** – Ensure all activities and projects have measurable objectives and components that are developed at the start of the activity or project and then adjusted if needed
  - **Develop a State of the Partnership Report** – Develop the tradition of issuing an annual (or biannual) report on the activities of the Partnership using metrics that illustrates the success (or not – lessons learned!) and challenges of the effort. The report can be a useful tool for fundraising and development.
    - Establish metrics – Establish metrics in an annual work plan agreed upon by partners and then measure each year.
    - Develop a culture of evaluation – reports such as these are useful in tracking progress, reporting to partners and for grant applications
    - Review this Interpretive Plan – As part of the Annual (or Biannual) State of the Partnership Report, review this *Interpretive Plan* and revise it accordingly

## Implementation

To develop a consistent approach and a work plan for the establishment of the Partnership, the partners need to agree on the priorities for implementing the recommendations described in this plan. Below is a potential implementation schedule for consideration by the planning team and partners.

### Now

- Identify all potential partners and their contact people for inclusion in organizational discussions
- Implement one interpretive project that can be accomplished by several partners within 3-4 months in advance of the late fall kokanee salmon spawning
- Identify one organization or agency as a student/youth program partner – formal or informal – for education/outreach pilot program
- Generate a “wish list” of potential future projects with a diversity of programming types and cost estimates so the Partnership could effectively respond to short notice funding opportunities
- Develop Year 1 Work Plan

### Year 1 (July 2014 – July 2015)

- Develop an administrative structure for the Partnership
- Seek official support from all partners – resolutions, memorandums of agreements, etc.
- Plan outreach to additional groups and agencies to seek their support
- Develop an interim Communications Strategy
  - Consistent communication process among partners – electronic and meetings
  - Logo and branding
  - Website
  - Social media (if staffing is available)
- Target late fall 2015 kokanee salmon spawning presence as the public roll-out of the Partnership with programming and public outreach
- Produce First Annual Report

### Year 2 (August 2015 – July 2016)

- Seek funding for ongoing Partnership administrative support
- Identify metrics for evaluation and measurement
- Seek funding for Geocaching, Salmon Discovery Trail or Salmon Trail markers
  - Ensure involvement of a broad cross-section of partners
  - Ensure public involvement of the project using social media and crowdsourcing
  - Use project as major media coverage for the Partnership
- Participate and have a presence at area community festivals
- Develop Year 2 Work Plan
- Produce Second Annual Report

**Year 3 (August 2016 – July 2017)**

- Review Interpretive Plan and reprioritize projects and goals
- Seek funding for additional project work identified in this plan
- Develop Year 3 Work Plan
- Produce Third Annual Report

## Resources

### Background Resources

US Fish and Wildlife Service

- Designated Urban Wildlife Refuge Partnerships  
<http://www.fws.gov/refuges/vision/urbanwildliferefugepartnerships.html>
- Lake Sammamish Urban Wildlife Refuge Partnership  
[http://www.fws.gov/refuges/education/lakeSammamish\\_urbanWildlifeRefuge.html](http://www.fws.gov/refuges/education/lakeSammamish_urbanWildlifeRefuge.html)
- Lake Sammamish Urban Wildlife Refuge Partnership Fact Sheet  
<http://www.fws.gov/refuges/vision/pdfs/LakeSammamishUWRPFactSheet.pdf>
- Standards of Excellence for Urban Wildlife Refuges  
<http://americaswildlife.org/wp-content/uploads/group-documents/69/1377531466-DraftUrbanStandardsofExcellence.pdf>

### Plan Implementation Resources

Audubon Tools of Engagement – A Toolkit for Engaging People in Conservation

<http://web4.audubon.org/educate/toolkit/toolkit.php>

New Nature Movement – Children and Nature Network

<http://www.childrenandnature.org/>

Transformational Change – Aspirational Goal Setting

[http://www.ssireview.org/blog/entry/aspiration\\_a\\_tool\\_for\\_transformational\\_change](http://www.ssireview.org/blog/entry/aspiration_a_tool_for_transformational_change)

### Future Funding Resources

Below is the start of a list of potential funding sources for future Partnership projects.

#### **4Culture**

4Culture, the cultural services agency for King County is committed to making our region stronger by supporting citizens and groups who preserve our shared heritage, and create arts and cultural opportunities for residents and visitors. The agency offers grants for arts, heritage, preservation and public art projects. This funding source might offer unique opportunities to innovative projects that creates connections between conservation and public art.

<http://www.4culture.org/calendar/index.htm>

#### **5 Star Restoration Grant**

The 5 Star Restoration Program brings together students, conservation corps, youth groups, citizen groups, corporations, landowners, and government agencies to provide environmental education and training through projects that restore wetlands and streams. The program provides challenge grants, technical support, and opportunities for information exchange to enable community-based restoration projects.

[http://water.epa.gov/grants\\_funding/wetlands/restore/index.cfm](http://water.epa.gov/grants_funding/wetlands/restore/index.cfm)

### **Every Day Capacity Building Grants**

Every Day Grants from the National Environmental Education Foundation, with support from Toyota Motor Sales USA, Inc., help strengthen nonprofit public lands support groups, enabling them to do more to connect their communities to the land. Capacity Building Grants will be awarded to groups who make the best case for how the funds will build their capacity to better serve the lands they love. <http://publiclandseveryday.org/grants/capacity-building-grants>

### **Kongsgaard-Goldman Foundation**

The Kongsgaard-Goldman Foundation is a small, private foundation formed in 1988. The Foundation provides support to non-profit organizations in the Pacific Northwest within the program areas of Puget Sound restoration and protection, forest protection in Washington and Oregon, and climate change.

<http://www.kongsgaard-goldman.org/program>

### **Patagonia Environmental Grants**

Patagonia offers grants to organizations that work on root causes of problems and approach issues with a commitment to long-term change, with a focus on organizations that build a strong base of citizen support. Applications are accepted year round at retail stores and twice yearly at the headquarters. <http://www.patagonia.com/us/patagonia.go?assetid=2927>

### **Puget Sound Partnership – Eco-Net “Puget Sound Starts Here” Block Grants**

The PSP annually awards block grants to its county-based ECO-Nets to be awarded to projects within the local ECO-Net what involves a variety of partners and creates opportunities for collaboration.

<http://www.psp.wa.gov/downloads/Funding/2014%20ECO%20Net%20PSSH%20Block%20Grant.pdf>

### **Rose Foundation for Communities and the Environment**

The Puget Sound Grassroots Grants Program within the Rose Foundation is intended for smaller, mostly volunteer-driven groups that are working on water quality issues, and might not have past experience in applying for foundation grants. Applicants in the Puget Sound area whose annual income/expenses are below \$100,000 are strongly encouraged to apply to the Grassroots Fund. <http://www.rosefdn.org/>

### **Russell Family Foundation Environmental Sustainability Program**

The foundation focuses its grantmaking on Environmental Sustainability, Environmental Education, and Green Business focused on the Puget Sound. <http://www.trff.org/home/>

## Appendix

### Audience Analysis

2011 National Survey of Fishing and Hunting and Wildlife-Associated Recreation

<http://www.census.gov/prod/2013pubs/fhw11-wa.pdf>

### Community Profiles

- Bellevue – <http://www.ci.bellevue.wa.us/pdf/Parks/2013CommunityProfile.pdf>
- Issaquah – <http://www.city-data.com/city/Issaquah-Washington.html>
- Redmond – <http://www.city-data.com/city/Redmond-Washington.html>
- Sammamish – <http://www.city-data.com/city/Sammamish-Washington.html>

Mapping America – Every City Every Block – New York Times Census 2010 Mapping Tool

<http://projects.nytimes.com/census/2010/explorer>

National Park Service – [\*Beyond Outreach Handbook: A Guide to Designing Effective Programs to Engage Diverse Communities\*](#)

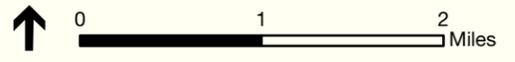
US Census 2010, [American Fact Finder – King County](#)

# Lake Sammamish Urban Wildlife Refuge Partnership Interpretive Network Map

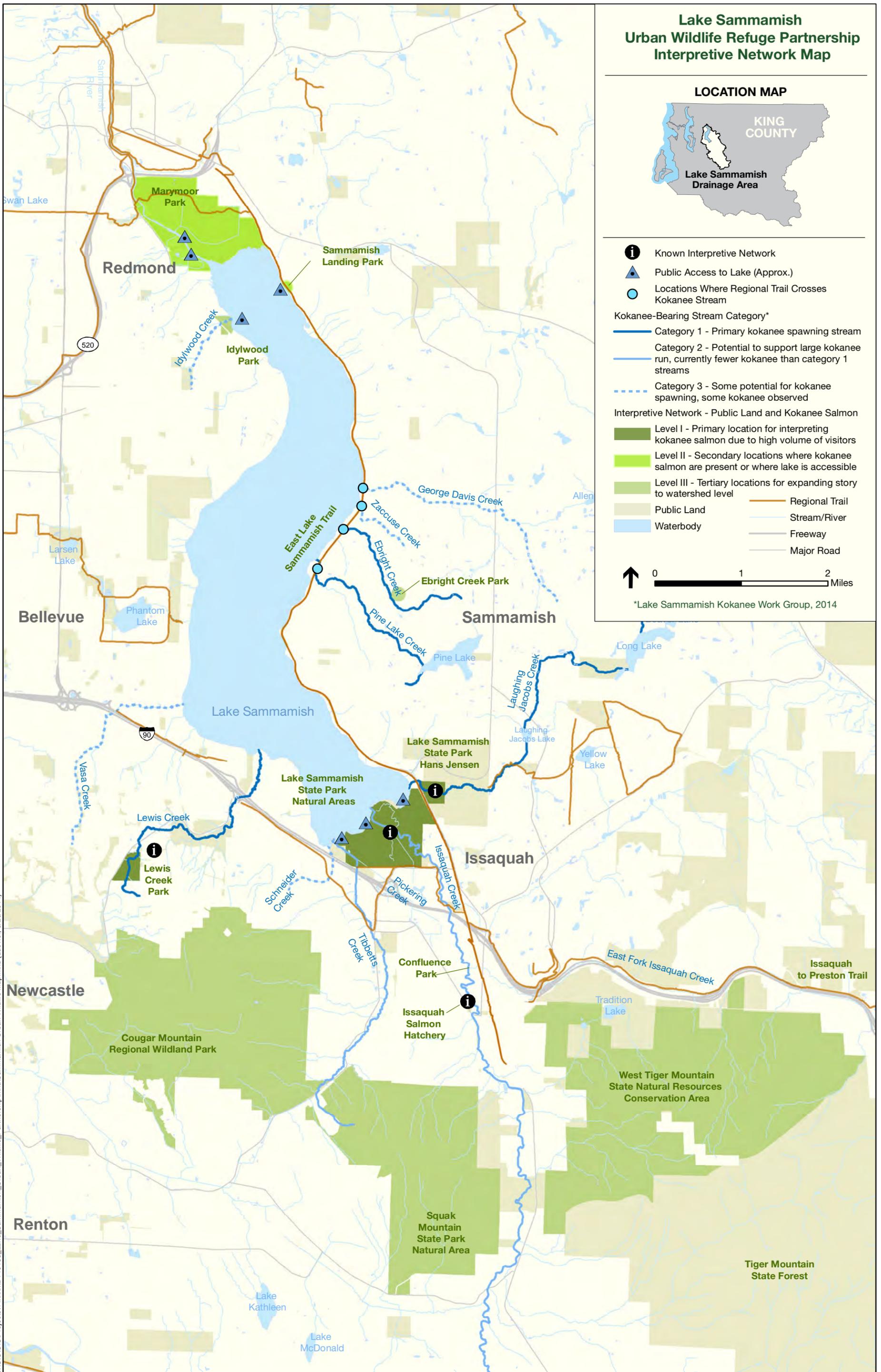
## LOCATION MAP



- i** Known Interpretive Network
  - ▲** Public Access to Lake (Approx.)
  - Locations Where Regional Trail Crosses Kokanee Stream
- Kokanee-Bearing Stream Category\*
- Category 1 - Primary kokanee spawning stream
  - - -** Category 2 - Potential to support large kokanee run, currently fewer kokanee than category 1 streams
  - ⋯** Category 3 - Some potential for kokanee spawning, some kokanee observed
- Interpretive Network - Public Land and Kokanee Salmon
- Level I - Primary location for interpreting kokanee salmon due to high volume of visitors
  - Level II - Secondary locations where kokanee salmon are present or where lake is accessible
  - Level III - Tertiary locations for expanding story to watershed level
- Public Land
  - Stream/River
  - Waterbody
  - Freeway
  - Major Road
  - Regional Trail



\*Lake Sammamish Kokanee Work Group, 2014



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Words used by Lake Sammamish planning team to describe an Urban Wildlife Refuge Partnership 4/10/14