



# CITY OF SAN RAMON PARKS & COMMUNITY SERVICES MASTER PLAN UPDATE & STRATEGIC ACTION PLAN

## Bridging the Community

*The Path to 2017*



ADOPTED MARCH 25, 2008

UPDATED MAY 11, 2016



# ACKNOWLEDGEMENTS

*The City of San Ramon would like to acknowledge the following individuals for their contribution to the 2016 update of the Parks & Community Services Master Plan Update and Strategic Action Plan.*

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**CITY OF SAN RAMON MASTER PLAN UPDATE AND STRATEGIC ACTION PLAN**

**FINAL DRAFT – 2015-16 UPDATE**

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## 1. Executive Summary

The purpose of this **10-Year Parks and Community Services Master Plan Update and Strategic Action Plan** is to review the Department's progress, re-examine its goals and develop new strategies for the future. The Community Steering Committee and City staff has guided the planning process by ***Bridging the Community*** as the ***Path to 2017*** has evolved. This document strives to address current and long-term recreation needs for community residents and creates a new focus for the future. The focus is centered on **UNITY**. As City leaders and community residents tread the ***Path to 2017***, they will bring together neighborhoods and communities, long-tenured residents and new residents; young and old; and link the past with the present in the continued transformation of San Ramon as **ONE** exceptional place to live, work and play.

Quality of place does not occur automatically rather it is an ongoing dynamic process involving the coming together of several different aspects of a community. Successful places do not provide just one thing; rather they provide a range of quality of place options for different kinds of people at different stages in the life course.

-Richard Florida

***The Rise of the Creative Class***

Since the City's incorporation on July 1, 1983, civic leaders have focused on developing a diverse parks system and a vast array of community service programs. The City offers a high quality of life with clean and safe neighborhoods. Working closely with the Public Services Department who is responsible for all facilities, park, trail and open space maintenance, has resulted in an extensive park and trail system along with diverse recreation programs that create San Ramon's community identity. The Parks and Community Services Department was established in 1985. Since that time the parks system has grown to include 450.67 acres<sup>1</sup> and 26 miles of trails. The City operates three community centers, two aquatic centers, two performing arts theatres and a 16-acre historic property known as Forest Home Farms Historic Park.

In 2014-15 the Parks and Community Services Department processed 23,450 registrations for its award-winning programs and activities, and hosted over 100,000 people at its special events including festivals, theatre and drop in programs.

While there have been significant accomplishments in the City's first 25 years, new challenges face City leaders as the population grows and the residents seek new recreation opportunities. To continue the foundation of success and to sustain the Department's vision of ***Creating Community through people, parks, partnerships and programs***, the Parks and Community Services Department initiated this planning process in 2006.

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<sup>1</sup> Includes parks planned and under construction.

## **APPROACH AND METHODOLOGY**

This Master Plan Update and Strategic Action Plan incorporate pertinent existing plans and policies adopted by the City Council. These include the San Ramon 2020 and 2030 General Plan, the San Ramon Parks and Community Services Master Plan (1991-2001), San Ramon Master Plan Update 1996-2006. The General Plan Implementation Policy 6.5 1-14 calls for the adoption and implementation of a 10-year Parks and Community Services Master Plan to be reviewed biennially and updated quadrennially.

One of the City's key goals in updating the Master Plan and developing a Strategic Action Plan was to engage the public in the planning process. Also paramount to the success of the plan was to have the end result an implementable plan to use for decision-making and resource allocation in the future. The methodology included:

1. Needs Assessment Survey;
2. Strategic Action Plan that addresses internal and external organizational issues;
3. Program needs including the review of current programs and services and recommendations on future programs;
4. Park Inventory and Park Master Plan Update.

Public and staff participation extended throughout the entire process and included qualitative and quantitative research involving internal and external stakeholders. Over the course of ten months, public participation included:

- 4 Steering Committee Meetings
- 3 Public Workshops
- 4 Focus Groups
- 31 Stakeholder Interviews
- Random Sample Telephone Survey of 600 Households
- Steering Committee/Parks & Community Services Commission Workshop
- Park and Community Services Commission/City Council Meeting



## 2010 UPDATE



The Parks & Community Services Commission approved the process for completing the 2010 2-year update on October 13, 2010. The staff report and Action Plan is included in Appendix 1.1. This comprehensive update was completed in five phases starting October 2010 and completed in June 2011.

## 2016 UPDATE



The Parks & Community Services Commission approved the process for completing the 2015-16 2-year update on XX, 2015. The staff report and Action Plan is included in Appendix 1.1. This comprehensive update was completed in five phases starting October 2010 and completed in June 2011.

This Strategic Action Plan and Master Plan Update synthesizes all the information from the planning process and provides a framework to direct the Department's resources toward parks, facilities and programs to address the future needs of residents. This Executive Summary presents the highlights of the research and analysis and its conclusions. Detailed data and analysis is contained in the body of this document and in the companion document, ***Community Survey Results Workbook and Summary Report*** prepared by The Center for Community Opinion, Inc.

### DEMOGRAPHIC AND TRENDS ANALYSIS

The demographic profile of a community is the primary base of information to evaluate and project current and future park and recreation demands. The State of California reports that the population for San Ramon in 2015 is estimated to be 777,952 persons. This is nearly a 42.6% increase over the U. S. Census, 2000 population of 44,722, and a 71.3% increase from the 1980 U.S. Census population figure of 22,356. Some demographic factors that will influence parks and community service planning are listed here.

- Based on the City's General Plan projections, by 2035 the population of San Ramon will be 96,174 persons. This represents a 27% increase over the current population.
- The median age of the City population is 39.4 years old, slightly older than the County's at 36.7 and the region's at 36.5.
- San Ramon has a large "baby-boomer" cohort with almost 28% of San Ramon residents 45-64 years of age. This large "boomer" cohort in San Ramon is likely to age in place, eventually shifting the age distribution to a larger proportion of seniors.



- San Ramon also has a significant proportion of younger residents; almost 31% are between the ages of 35-44 years. Children under 18 years of age represent a quarter of the City's residents at 31%.<sup>2</sup>
- 48.5% of San Ramon's population is non-Hispanic White. The Asian population, representing 35.4% of the population in 2010, is currently the second largest population group in San Ramon.
- Over the past ten years, the Asian community – which includes Indians, Chinese, Filipinos, Japanese, Koreans and Vietnamese – has increased faster than any other ethnic group in the City. This is particularly significant in the Dougherty Valley; where schools like Dougherty Valley High School has a 60.7% Asian population enrolled in the school.
- The foreign-born comprise about 32% of San Ramon's population, and about 38.8% speak a language other than English in the home.
- San Ramon has a labor force of 45,994. In 2014, estimated household incomes for San Ramon indicate an affluent community, with a median household income of \$131,309, compared to \$71,900 and \$71,600 in Contra Costa County and the Bay Area, respectively.
- Based on the 2035 General Plan estimate, almost 91.2% of San Ramon residents 25 years and older have a Bachelor's degree or higher.

San Ramon's advanced educational level is also consistent with its high household incomes and occupational profiles. This figure far outpaces the County and region. This high level of income and educational attainment would indicate that San Ramon resident's value education and quality schools and programs that offer lifelong learning would be a priority.

### **TRENDS IMPLICATIONS**

Trends research and analysis studied state and national social and recreational trends and patterns and discussed the potential impact on the City of San Ramon. These trends provide insight into the potential lifestyle choices of local residents and will help the Department plan for services and facilities to meet the recreation needs and demands of the future. Some of the key implications of these trends are listed here.



- San Ramon's increasing diversity and growing population, particularly among school age children, implies a need to continue developing a greater sense of community connectedness.
- Specialized, lifelong

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<sup>2</sup> City of San Ramon General Plan 2035

learning opportunities for the boomer adults and older adults including online classes will be well received. Marketing and communications efforts can be enhanced as newer forms of technology become available.

- Recreation programs are well positioned to introduce youth and families to outdoor activities through skill development classes and tours to outdoor areas.
- Partnering with private fitness and health clubs to promote health and fitness events and multi-disciplinary health partnerships are needed to prevent obesity and to successfully promote physical activity across entire communities.
- Fast paced lifestyles require a broad range of recreational and sports activities that deal with stress management, life-style management, and leisure education. Recreational programs that are customized, offered in off employment hours/24 hour basis, focused and of short duration will be more successful as people pay greater attention to maximum results in a given amount of time.
- Increasing family offerings, multi cultural arts events, community based arts activities, and holding arts events at venue locations closer to people's homes such as parks, churches, schools, libraries, and even shopping centers are all opportunities for the future
- Building stewardship and the appreciation of nature in children is important to get them outdoors and less-sedentary. The City should continue to preserve rural and natural elements within existing parks such as Crow Canyon Gardens, Forest Home Farms, Mill Creek Hollow and future parks such as San Cantanio Creek (also known as the Wood lot).

## **NEEDS ASSESSMENT**

The Needs Assessment process presented in Chapter 5 presents the key findings from the qualitative and quantitative research methods used to assess future needs and current performance of the Department. This analysis serves as the basis for the Master Plan Update and Strategic Action Plan by identifying issues and priorities that need to be addressed in the future.

Based on the random sample telephone survey of 600 households and the qualitative community input from the public participation process the City's strengths are:

- Responsiveness to community needs;
- Variety and diversity of parks, facilities and programs;
- High standard of maintenance and cleanliness in the parks and facilities;

- Broad view toward programming - inclusiveness and variety;
- Dedicated and qualified staff willing to try new methods and innovate;
- Collaboration and partnerships with other community agencies and organizations;
- Good use of available technology to serve customers.

The combined qualitative and quantitative data gathered identified clear priorities for the future. What is interesting is the consistency between the statistically valid survey data and the qualitative community input, particularly in the top five needs or preferences. The top park and facilities needs are:

- Open space and parks for passive outdoor activity
- Acquiring and developing trails and trail connections
- Upgrading and renovating existing parks
- Preserving historic structures such as Forest Home Farms
- Creating Central Park as the core of Downtown San Ramon

The top needs and interests related to programs and services link with the top park and facility needs. For example hiking and walking is a top activity preference; trails and open space ranked high on the parks and facility summary. The top program needs are:

(See next page)

- Special community events
- Visual and performing arts
- Teen programs
- Senior programs
- Hiking and walking
- Bicycling
- Swimming/Aquatics

## **PROGRAM AND SERVICES ANALYSIS**

The evaluation of programs is intended to help focus the strategic direction for community services in the future. Based on qualitative and quantitative data collected and the review and analysis of current programs, there are no significant gaps in programming.

The priority needs are grouped in two categories *Service Needs* and *Program Needs*. Park and facility needs are addressed in the Master Plan Update.

*Service Needs* relate to how programs and operations are implemented by the Department. These may relate to support services or facilities and may impact many of the programs.

**Providing services for a growing and ethnically diverse population** will continue to challenge the Department. The population increase has resulted in overuse and over scheduling of some park areas and facilities. The City's population will grow by 27% to 2030. The growth in the Asian population will outpace growth in other ethnic groups.

**Convenient, accessible, and equitably distributed** recreation programs, support services, and facilities are needed throughout the City to serve busy, commuting, two-income households. The scarcity of time and importance of proximity precipitates the need for recreation close to home. Flexible Department office hours and convenient program times, including nights and weekends will be the norm.

**Cooperative and coordinated planning** within the Department and the City and with other public and non-profit agencies to minimize duplication and reduce competition and schedule renovation time should continue to provide for the best use of public and private resources to meet recreation demands.

**Staff recruitment, training and development** to retain a qualified and customer-oriented staff are critical to success. Employees must work together as a team with a shared vision of the Department priorities to provide support services and programs.

**Safe and well maintained sports fields** will continue to be in demand as sports activities rated high in the survey. Maintaining the high quality of maintenance the residents are accustomed to will be a challenge.

**Volunteer recruitment and training** is a new challenge to community agencies as the volunteer pool diminishes because of working parents and aging WWII generation of steadfast, community volunteers. Continue to offer meaningful volunteer opportunities to baby boomers and instilling volunteerism in youth will facilitate new volunteer support.

**Marketing and the communication** of public information in both print and electronic media is essential to increase public awareness about programs and facilities to reach all ages, non-users and the underserved. With the increasing use of the Internet for information staff must continue to embrace technology.

**Program Needs** are specific to current program offerings that may need expansion or new programs to address unmet recreation demands. These may address needs of a specific age group or the community in general.

- **Community events** that bridge the community and bring people together for recreation, cultural expression and entertainment are some of the

Department's most popular programs. These events unite the community, and build community identity and vitality.

- **Expanding recreation programs for youth**, particularly for the 12-17 year age group, will be increasingly challenging. Continuity in programs for before and after school care as well as active sports and fitness, creative activities, dance, and youth development services will remain a priority. Time for non-structured activities for younger children should also be explored.
- **Cultural arts and events** that provide entertainment such as concerts and theatre productions as well as those that develop skills in dancing, drama, music, and the arts will continue to grow as residents of all ages and ethnicities seek these opportunities close to home. Increased promotion to attract and build audiences for theatrical performance and experiences should be continued.
- **Physical activity and wellness programs** for all ages are needed to counter the obesity epidemic. Offerings should include: active sports and fitness, swimming, and gentler aerobics such as walking, yoga and Tai Chi, and healthy lifestyle classes.
- **Lifelong learning and library services** will be in demand for families and for baby boomers and older adults. Short term special interest classes for all ages that may include skill development, creative arts, and technology classes.
- **Outdoor recreation** experiences for all ages connect people with nature and the outdoors, promoting health and fitness as well an appreciation for nature. Bicycling and walking trails is a top preference and there is a growing interest in passive outdoor activity and group picnicking.

#### **PARK INVENTORY AND MASTER PLAN UPDATE**



The Park and Trail Inventory is presented in Chapter 7. Figure 1 presents existing and planned parks and trails within the City as of September 2007. The existing park system (including parks to be constructed in the Dougherty Valley) consists of 62 developed parks and school sites. Table 1.1 compares parks and facilities in 1997 with 2010.

**Table 1.1 PARK COMPARISON 1997 to 2010**

| <b>Parks and Facilities</b>                          | <b>1997</b> | <b>2010</b> |
|--|-------------|-------------|
| Developed parks and school park sites                | 15          | 62          |
| Facility locations (City offices, community centers, | 6           | 12          |

|   |   |   |
|---|---|---|
| libraries, Olympic Pool, senior center, and service center) |   |   |
| Undeveloped sites   | 4 | 9 |

When complete, there will be approximately 26 miles of trails within the City's planned trail system. These will consist of:

- Approximately 10.1 miles of bicycle paths/shared-use paved trails (including the Iron Horse Trail).
- Approximately 16.0 miles of natural surfaced or gravel shared-use trails that include opportunities for mountain biking, hiking, and horseback riding.

San Ramon's park system has tripled in extent over a ten-year period, principally because of new parks being developed in the Dougherty Valley. It can be assumed that an additional six (6) park sites to be provided by the developers in Dougherty Valley, including a 30-acre community park, will be opened within the next five to ten year period.

Projecting forward, there will be a significant capital investment needed to rehabilitate and upgrade parks within the City as they age. There will also be a need to establish a park renewal program.

Based on the City's General Plan projections, by 2030 the population of San Ramon will be approximately 92,031. Table 1.2 presents existing park acreages within the City and projected parkland needs based on City parkland standards. By 2020 the City will need 624 acres to maintain its standards. As additional parks are added and developed to meet park acreage requirements, maintenance costs will rise. The City will also have 26 miles of trails when the system is complete. These trails will also require maintenance and other operation costs to ensure safety and security for trail users. The City will need to consider other methods of funding park and trail maintenance. In addition current maintenance standards and practices should be retained.

*Citywide Park Area Needs by Classification – Table 1.2*

| Park Classification                          | Park Acreage   |                                |              |
|--|----------------|--------------------------------|--------------|
|  | Existing Parks | 2020 Park Needs <sup>(2)</sup> | Difference   |
| Community Parks                              | 78.80          | 192                            | 83.2         |
| Neighborhood and Pocket Parks <sup>(1)</sup> | 109.06         | 432                            | 239.7        |
| School Parks                                 | 108.70         |                                |              |
| Specialty Recreation Areas                   | 72.71          | n/a                            | (124.4)      |
| Parks to be developed                        | 81.40          |                                |              |
| <b>TOTAL</b>                                 | <b>450.67</b>  | <b>624</b>                     | <b>198.5</b> |

(1) Includes Elementary and Middle School Parks

(2) Based on a population of 96,020

## STRATEGIC GOALS AND STRATEGIES

Ten (10) strategic goals have been identified as priorities for the future. These goals and associated strategies are presented in Chapter 9 and are not intended to be inclusive of all the Department's functions and activities. Rather,



they present opportunities that are responsive to the community's demographics, current recreation trends, and expressed community needs that surfaced during this planning process. The focus for the future is centered on **UNITY**. These goals will assist City leaders and community residents tread the *Path to 2017*, as they bring together neighborhoods and communities, long-tenured residents and new residents; young and old; and link the past with the present in the transformation of San Ramon as **one** exceptional place to live, work and play.

The goals are interconnected, shaping a comprehensive approach and plan for future of parks and community services. They are intended to set an overall direction to guide the development of recreation programs, capital improvement plans, operating budgets, organizational structure and staff development. The strategic goals and strategies are numbered for reference (not based on priority).

| <p style="text-align: center;"><b><i>Strategic Goals – Path to 2017</i></b><br/><b><i>Updated in 2010 – Appendix 1.2</i></b></p> |  |
|--|--|
| <b>1</b>   | Provide the community with an integrated park and trail system that connects people with community centers, parks, open space, schools, and programs and utilizes the park system to connect all parts of the San Ramon community.   |
| <b>2</b>   | Sustain the park and trail system through the upgrade and renovation of older parks and provide consistent service-level standards and maintenance frequencies in all parks and facilities based on park type, level of use/activity and seasonal/special needs.   |
| <b>3</b>   | Sustain community identity, economic vitality and cultural unity through special events and a rejuvenated Central Park as the heart of San Ramon.  |
| <b>4</b>   | Bridge the community by preserving historic resources and cultural heritage, linking the past with the present and embracing new residents.  |
| <b>5</b>   | Foster physical and mental health and wellness through active and passive recreation activity and assume a leadership role in educating the public about how to achieve health and wellness.   |
| <b>6</b>   | Build on past success as one of the <b>100 Best Communities</b> for Youth, by expanding the Department's role in addressing the broader issues of youth development by partnering with schools, law enforcement and other community agencies in a multi-disciplinary approach to improve youth resiliency, self-esteem and family relationships. |



|           |  |
|-----------|--|
| <b>7</b>  | Strengthen outdoor recreation experiences by connecting children and families with nature and open space to increase the user's appreciation of natural resources and foster a sense of stewardship. |
| <b>8</b>  | Encourage lifelong learning for all ages through all department programming including library services.  |
| <b>9</b>  | Ensure adequate funding and support services to provide accessible and equitable facilities, services and programs.  |
| <b>10</b> | Enhance organizational capacity and staff development by investing in the work force; demonstrating the value of human resources.  |

#### **NEXT STEPS**

The approach to the Strategic Action Plan and Master Plan Update has been comprehensive. The Parks and Community Services Department along with the support of the Public Services Department must now move forward with the adoption and implementation of the plan. The Department has a solid foundation to build on and is well-positioned to improve its services, as it seizes the opportunities set forth in this plan and carries out its vision to ***create community through people parks, partnerships and programs***. The Action Plan sets the strategic direction for the future and will guide the Department's planning and operational focus for the coming years. The Department leadership and policy makers must endorse the plan and commit to its implementation. All Department staff must understand and embrace the plan and play their part in its implementation on a daily basis.

## 2. Introduction



Since the City's incorporation on July 1, 1983, civic leaders have focused on developing a diverse parks system and a vast array of community service programs. The City offers a high quality of life with clean and safe neighborhoods. The extensive park and trail system and the diverse recreation programs create San Ramon's community identity. In 1983, the San Ramon City Council appointed a three member Parks Advisory Committee to study all possible options for park acquisition and development. The Parks and Community Services Department was established in 1985. Since that time the parks system has grown to include 450.67 acres<sup>3</sup> and 26 miles of trails, all of which is maintained by the Public Services Department. The City operates three community

centers, two aquatic centers, two performing arts theatres, and a 16-acre historic property known as Forest Home Farms Historic Park. Recreation and community service programs serve over 30,000 registered participants a year and many others that attend events and visit parks and facilities.

While much has been accomplished in the City's first 24 years, new challenges face City leaders as the population grows and the residents seek new recreation opportunities. To remain successful the Parks and Community Services Department strives to respond to the community's changing needs and demographics. Some key factors influencing the future are:

- By 2030 the population of San Ramon will be 92,031 persons. This represents a 27% increase over the current population.
- The population is becoming more ethnically diverse and recreation interests and needs are changing.
- The City faces funding challenges in keeping pace with the growth of the parks system and sustaining the high level of service and maintenance currently provided by the City.

The purpose of this **10-Year Parks and Community Services Master Plan Update and Strategic Action Plan** is to review the Department's progress and re-examine its goals and develop new strategies for the future. The Community Steering Committee and City staff has guided the planning process by ***Bridging the Community*** as the ***Path to 2017*** has evolved. This document strives to address current and long-term recreation needs for community residents and creates a new

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<sup>3</sup> Includes parks planned and under construction.

focus for the future. The focus is centered on **UNITY**. As City leaders and community residents tread the *Path to 2017*, they will bring together neighborhoods and communities, long-tenured residents and new residents; young and old; and link the past with the present in the transformation of San Ramon as **one** exceptional place to live, work and play.

#### **A. VISION AND MISSION**

Key vision and mission statements have defined the City's philosophy and direction as it strives to serve its residents with the best community services. The City of San Ramon's mission is: ***We provide efficient delivery of quality public services that are essential to those who live and work in San Ramon.***

The Department's vision is ***Creating Community through people, parks, partnerships and programs.*** The Department's mission is multifaceted and comprehensive as it:

- **Provides recreational experiences** through diverse and innovative programming and facilities;
- **Fosters human development** through programs and services that stimulate personal growth, social, intellectual, and emotional development;
- **Promotes health and wellness** by offering health and fitness activities for all ages;
- **Increases cultural unity** by bringing people together in programs that promote cultural understanding and cultural diversity;
- **Facilitates community problem solving** by using facilitation and leadership skills that resolve community problems and issues;
- **Strengthens safety and security** by providing safe environments for recreational activities through innovative park design together with well planned and supervised programming that helps to reduce criminal activity.
- **Strengthens community image and quality of place** with award winning parks, facilities, programs and community events that unite residents and create community pride;
- **Supports economic development** by providing award winning parks, facilities, and programs that attract and retain businesses, residents and visitors to the City.

#### **B. HISTORY OF PARKS AND COMMUNITY SERVICES**

When the City incorporated, the acquisition and development of parks was a priority. The City acquired some parkland and facilities from the Dublin-San Ramon Service District (DSRSD). City leaders recognized the need to develop a park master plan to guide acquisition and planning for parks and recreation services. The first three-member Parks Advisory Committee was appointed by the City Council in 1983. At that time San Ramon's population was 25,000 and there

were 40 acres of parkland. There are now 450.67 acres. This committee was instrumental in setting the minimal park/acreage standard as 3-acres per 1,000 population and recommended a higher standard to make up for park acreage deficiencies. In the 1986 General Plan, the Park and Recreation Element set the standard of 6.5 acres. The City's first Park and Recreation Director was hired in 1985 and by 1987 the first Parks and Recreation Master Plan was adopted. Vista San Ramon Park later to be called Central Park was developed in 1987.

In 1987, the City established a Joint Use Agreement with San Ramon Valley Unified School District (SRVUSD) and proceeded to work cooperatively with the SRVUSD on the development and use of school parks\* and facilities. (\*<sup>4</sup> A school park is defined as a resource which serves both the school and surrounding neighborhood and is available for public use). The first school park, Twin Creeks School, opened in 1988. Currently there are school parks at all elementary and middle schools in San Ramon. Other key facilities developed to serve San Ramon's growing population included San Ramon Olympic Pool & Aquatic Center in 1988, San Ramon Library in 1989, San Ramon Community Center in 1989 and San Ramon Senior Center in 1992. The Dougherty Valley Settlement Agreement in 1991 opened the door to the development of the valley. Many new parks have been developed and others are planned for this area. The Dougherty Station Community Center, Library and Front-Row Theatre opened in 2005. Most recently, the Dougherty Valley High School Aquatics Center and Performing Arts Center opened in 2007.

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<sup>4</sup> See Appendix 10.2 - Master Plan 1996-2006

A list of some of key milestones in the history of the Parks and Community Services Department follows.

| <b>Key Milestones in the Department History</b>  |                |
|--|----------------|
| <b>Event</b>   | <b>Date</b>    |
| Park and Recreation Committee 7-members appointed by City Council and Contra Costa County Board of Supervisors           | September 1984 |
| Park and Recreation Element in General Plan with park acreage standards  | 1986           |
| First Parks and Recreation Director hired to establish a full service Department   | June 1985      |
| First Parks and Recreation Master Plan adopted   | 1987           |
| Vista San Ramon Park - Central Park developed  | 1987           |
| First Joint Use Agreement with SRVUSD  | November 1988  |
| Parks and Recreation Committee elevated to Commission status   | July 1988      |
| First School Park at Twin Creeks School  | 1988           |
| San Ramon Olympic Pool, Athan Downs and Boone Acres parks turned over to the City  | 1988           |
| San Ramon Library open   | April 1989     |
| San Ramon Community Center open  | 1989           |
| San Ramon Senior Center open   | 1992           |
| Iron Horse Trail completed Fostoria Way to Pine Valley Road  | 1991           |
| City purchases Crow Canyon Gardens site  | 1991           |
| Dougherty Valley Settlement Agreement  | 1991           |
| Central Park Southwest open  | 1991-92        |
| 10 Year Master Plan update   | 1996           |
| Ruth Boone bequeaths Boone Acres-Forest Home Farms to the City   | 1997           |
| First Dougherty Valley School Park – Coyote Creek open   | 2000           |
| Iron Horse and Pine Valley Gymnasiums open   | 2002           |
| Memorial Park opens  | 2002           |
| Dougherty Station Community Center, Library and Front Row Theatre open   | 2005           |
| Named one of 100 Best Communities for Youth by America's Promise   | 2007           |
| Dougherty Valley High School Aquatic Center and Performing Arts Center open  | 2007           |
| San Ramon Sports Park and five other City parks open   | 2007           |
| Renovation of the Guest House at Forest Home Farms with State Bond Funds to be used as a Gift Shop and public restrooms. | 2007           |
| 10 Year Master Plan Update   | 2008           |
| Senior Center Expansion Grand Opening  | 2008           |
| Installation of the pedestrian footbridge at Forest Home Farms in partnership with Shapell Homes                         | 2008           |
| Completion of the restoration of the Walnut Shed/Education Center (Bldg. 14) at Forest Home Farms.                       | 2009           |
| David Glass House Grand Opening  | 2009           |
| Central Park Playground undergoes renovation   | 2010           |

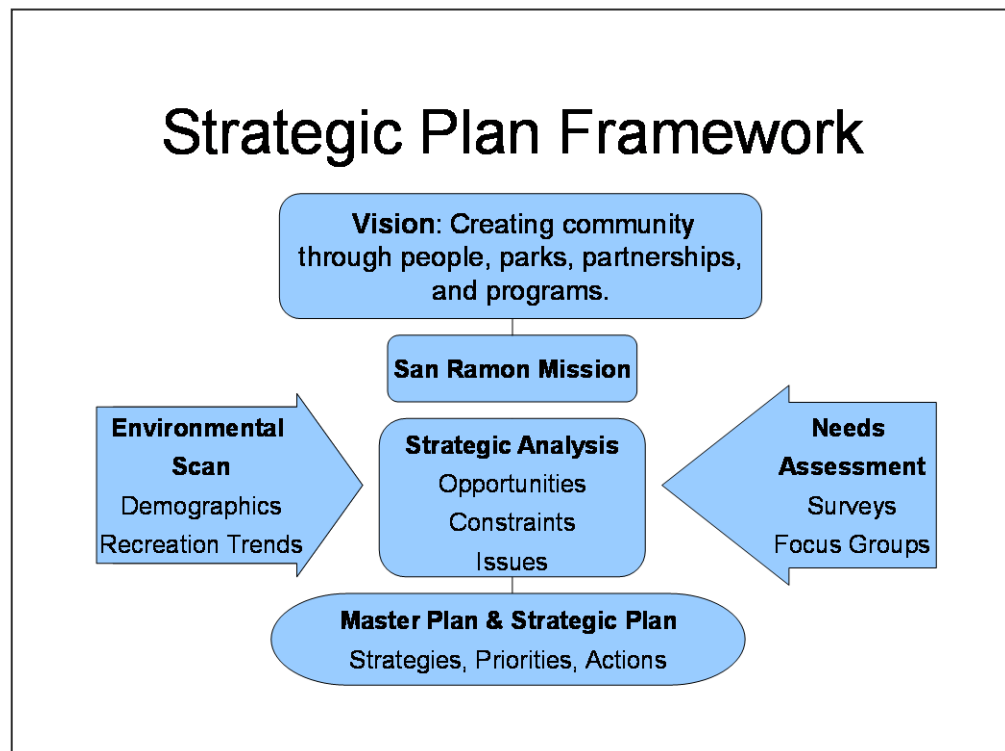
| Key Milestones in the Department History                          |      |
|---|------|
| Event   | Date |
| Six Pillars Park opens  | 2010 |
| Bark & Ride Park opens  | 2011 |
| Athan Downs Playground undergoes renovation                       | 2012 |
| Rancho San Ramon Community Park and the Amador Rancho Center open | 2014 |

### 3. Approach and Methodology

The City's goal is to update the Master Plan and develop a Strategic Action Plan to guide the City as it deals with future growth and changing recreation patterns. Public participation in the planning process is paramount to the success of the process and the plan. The Department's priorities for the planning process included:

1. Needs Assessment Survey;
2. Strategic Action Plan that addresses internal and external organizational issues and the development of funding recommendations to guide financial independence;
3. Program needs including the review of current programs and services and recommendations on future programs;
4. Park Inventory and Park Master Plan Update.

The key components of the planning process are depicted in Figure 1 below. The plan was prepared under the guidance of the Steering Committee that included representatives from Parks and Community Services Commission, Planning Commission, Open Space Advisory Committee, Senior Advisory Committee, Arts Advisory Committee, Teen Council, Library Advisory Committee and field





user groups. The Director of Parks and Community Services and the two Division Managers also facilitated the process and provided logistical support to the planning effort. Public as well as staff participation extended throughout the entire process and included:

- 4 Steering Committee Meetings
- 3 Public Workshops
- 4 Focus Groups
- 31 Stakeholder Interviews
- Random Sample Telephone Survey of 600 Households
- Steering Committee/Parks and Community Services Commission Workshop
- Park and Community Services Commission/City Council Meeting

#### **A. RELATIONSHIP TO OTHER CITY PLANS**

This Master Plan Update and Strategic Action Plan incorporate pertinent existing plans and policies adopted by the City Council. These include the San Ramon 2020 and 2030 General Plans, the San Ramon Parks and Community Services Master Plan (1991-2001), San Ramon Master Plan Update 1996-2006. The General Plan Implementation Policy 6.5 1-14 calls for the adoption and implementation of a 10-year Parks and Community Services Master Plan to be reviewed biennially and updated quadrennially.

*The Parks and Community Services Commission implements the Master Plan, updates it biennially, and ensures that the development of parks and community facilities proceed as planned.*

Existing Park Master Plans and numerous program reports and records, budgets, have been reviewed in completing this plan.

## 2010 UPDATE



The first biennial update of the adopted 2007 Ten Year Master Plan Update and Strategic Action Plan began in October, 2010. This two-year update was based on input received through surveys, evaluations, demographic and census review, analysis of strategic goals, review of program and service needs, review of General Plan 2030 information, as well as a review and update of current parks and trails. The update consisted of five (5) phases and was approved by the Parks & Community Services Commission in July 2011:

|            |   |             |
|------------|---|-------------|
| Phase I:   | Needs Assessment & Strategic Goal Update      | Oct. 2010   |
| Phase II:  | Capital Improvement Program (CIP) Update      | Nov. 2010   |
|            | Park Inventory Update and Future Development  | Dec. 2010   |
|            | Review of Park & Facility Planning Strategies | Jan. 2011   |
| Phase III: | Program & Services Update                     | Mar. 2011   |
| Phase IV:  | Draft Five Year CIP & Master Plan Update      | April, 2011 |
| Phase V:   | Strategic Goal Update                         | May, 2011   |

Appendix 1.1 contains the staff report and schedule for the 2010 update.

## 2016 UPDATE



The two year update of the MPUSAP is based on input received through surveys, evaluations, demographic and census review, analysis of strategic goals, public hearings comprised of Joint Meetings with the Planning Commission, Open Space Advisory Committee and all Parks & Community Services Advisory Committees, review of program and service needs, as well as a review of current and future parks. The update which will conclude in June 2016 will be implemented in five (5) phases:

|            |  |           |
|------------|--|-----------|
| Phase I:   | Strategic Goal Update                          | Nov. 2015 |
| Phase II:  | Park Inventory Update and Future Development   | Dec. 2015 |
|            | Review of Park & Facility Planning Strategies  |           |
|            | Needs Assessment, Demographics & Trends Update | Jan. 2016 |
| Phase III: | Program & Services Update;                     | Mar. 2016 |
| Phase IV:  | Draft Five Year CIP & Master Plan Update;      |           |
|            | Trails Master Plan approval                    | Apr. 2016 |
| Phase V:   | Strategic Goal Update                          | Jun. 2016 |

This update will serve as a preparation for the next ten year update due in 2017/18.

## 4. Demographics and Trends

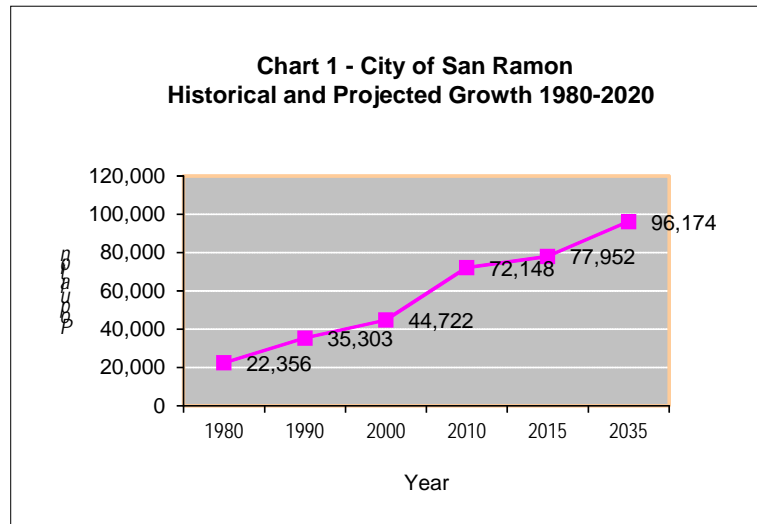
*Information updated as a part of the 2016 Update*

### A. Demographic Profile

The demographic profile of a community is the primary base of information to evaluate and project current and future park and recreation demands. This profile is based on information available from the State of California, U.S. Census 2010, State Department of Finance, City General Plan and the Association of Bay Area Governments (ABAG). Demographic data regarding characteristics such as age, ethnicity, income, education and employment are from the U.S. Census 2000 unless more recent information was available. The profile is a demographic picture of the people living and working in San Ramon. It provides data that is useful in planning for future recreation facilities and programs.

#### Population

The population for the City of San Ramon for 2015 is 77,952 persons. This is a 42.6% increase over the U. S. Census, 2000 population of 44,722, and a 71.3% increase from the 1980 U.S. Census population figure of 22,356. Currently 50.7% of the population is male and 49.3% is female. Based on the City's General Plan projections, by 2035 the population of San Ramon will be 96,174 persons. This represents a 19% increase over the current population. Much of this growth will result from development in the Dougherty Valley, where an anticipated 11,000 new homes will be added by build-out. The projected annual growth rate will be about 1.0%; this is a slower rate than the 4.1% over the last 25 years.<sup>5</sup> A growing population increases the demand for parks and recreation facilities and programs.



Source: 1980, 1990, 2000, 2010 U.S. Census; ABAG Projections; 2015; San Ramon General Plan 2035

<sup>5</sup> San Ramon General Plan 2035

## **Section 1.01 Housing**

There are 27,993 household units<sup>6</sup> currently in the City. This is a 62.7% increase from the 2000 U. S. Census. Approximately 62.7% of the housing is single-family detached housing. The City's average household size is 2.94 persons. 73% of the housing units are owner-occupied. As the Dougherty Valley builds out, the pace of housing growth will accelerate over the next ten years. New residents are younger households with more ethnic diversity than long tenured residents in San Ramon. Many residents commute to San Francisco and Silicon Valley employment centers for work, the mean travel time to work for San Ramon residents is 32.2 minutes. Commuters have less leisure time for recreation and community involvement. Recreation service providers need to offer flexible and convenient schedules to accommodate busy, working adults.

Changes in ethnicity, family size, and higher housing costs are all factors affecting household size. Additional park and recreation facilities and open space will be needed in the areas of population growth to meet recreation demand and maintain the City's open space standards.

### **Age Characteristics**

Age distribution is an important demographic consideration when determining park and recreation needs. The median age of the City population is 37.1 years old, slightly older than the County's at 38.5 . ABAG's 2010 Forecast indicates the median age in the Bay Area will increase from 36.6 years in 2010 to 42.5 years old by the end of the forecast in year 2035. This reflects a significant increase in the older population, with the 60-70 year old, 70-80 year old, and the over 80 year old cohorts increasing dramatically from today's numbers. This higher median age in San Ramon results more from a large "baby-boomer" cohort than from a significant 65+ population. The population of seniors sixty-five years and older in San Ramon is 7.7% than the County and region's senior population at 12.3%. However, 25.1% of San Ramon residents are 45–64 years of age, compared to 27.9% in the County. This large "boomer" cohort in San Ramon is likely to age in place, eventually shifting the age distribution to a larger proportion of seniors.

San Ramon has a significant proportion of younger residents; 18.4% are between the ages of 35-44 years. Children under 18 years of age represent a quarter of the City's residents at 30%.<sup>7</sup>

The San Ramon Valley Unified School District (SRVUSD) serves 31,954 students in San Ramon and neighboring communities, an increase of 35% since 2000-01.<sup>8</sup> The new Dougherty Valley High School opened in 2007 to accommodate the population expansion in the Dougherty Valley community.

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<sup>6</sup> San Ramon General Plan 2035

<sup>7</sup> American Community Survey 2011-2014

<sup>8</sup> California Department of Education, DataQuest

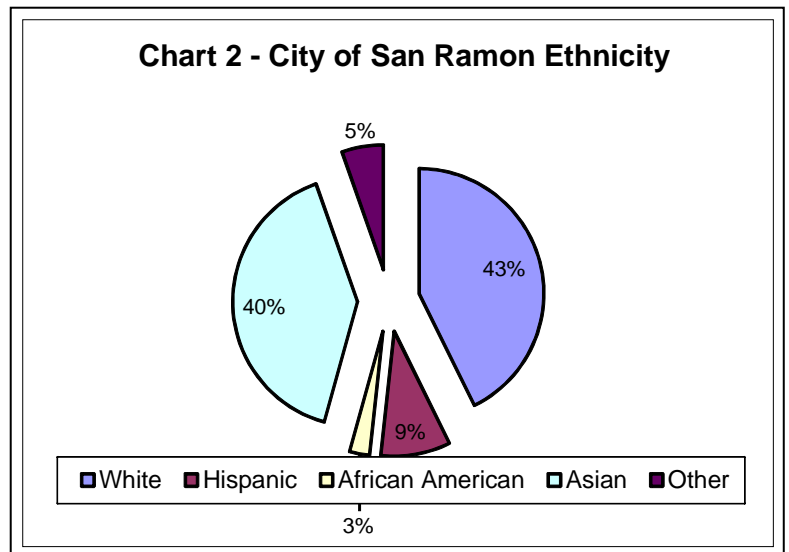
| Table 4.1 City of San Ramon Age Distribution 2015 |            |         |
|---|------------|---------|
| (a) Age   | Population | Percent |
| Under 18  | 23,433     | 30%     |
| 18-24   | 2,489      | 3.1%    |
| 25-44   | 22,040     | 28.2%   |
| 45-64   | 19,588     | 25.1%   |
| 65 and older                                      | 6,276      | 8%      |

*Source: American Community Survey 2011-2015*

### **Racial/Ethnic Characteristics**

The ethnic makeup of a community is an important factor in the planning of park and recreation facilities. Ethnic diversity continues to increase in California, and San Ramon is no exception. Within the Bay Area region, Whites (non Hispanic) will no longer be the majority by 2020, constituting only 41% of the population, down from 61% in 1990. Estimates show the population of Latinos will grow from 15% to 24% during this same period. The number of Asians, Indians and others will also jump from 15% to 27%. The population of African-Americans will remain constant at about 9%.<sup>9</sup>

The 2035 General Plan indicates 42.7% of San Ramon's population is non-Hispanic White. Although San Ramon's Hispanic population is expected to increase over the next 10 years, the Asian population, representing 40.3% of the population in 2015, is currently the second largest population group in San Ramon. Over the past ten years, the Asian community – which includes Indians, Chinese, Filipinos, Japanese, Koreans and Vietnamese – has increased faster than any other ethnic group in the City. The main area of growth is the Dougherty Valley (29,000 new residents to be added by build out); where some City officials estimate the Asian community will make up half of the growing valley's residents.<sup>10</sup>



*Source: US Census 2000.*

<sup>9</sup> ABAG Projections 2005

<sup>10</sup> "Dougherty Population Changes San Ramon", Oakland Tribune, Feb. 18, 2005

The increasing Asian population and general diversity of the City is further illustrated in the changing ethnicity of the whole of the San Ramon Valley Unified School District's student enrollment. As seen in Table 4.2, there has been a 20.3% increase in the Asian student population, a small increase in Hispanic and African American populations, but a 33.1% decrease in White students. Increasing diversity will have implications for the recreational and cultural offerings of the City.

| Table 4.2 San Ramon Valley Unified School District: Change in Student Ethnicity<br>2000-01 to 2008-09 |            |                  |            |                  |            |                  |                          |
|---|------------|------------------|------------|------------------|------------|------------------|--------------------------|
|   | 2000-01    |                  | 2008-09    |                  | 2014-15    |                  |                          |
|   | Enrollment | Percent of Total | Enrollment | Percent of Total | Enrollment | Percent of Total | Percent Change 2000-2015 |
| American Indian   | 168        | .8%              | 63         | .2%              | 54         | .2%              | (.6%)                    |
| Asian   | 2,447      | 11.8%            | 5,710      | 21.2%            | 10,250     | 32.1%            | 20.3%                    |
| Pacific Islander  | 76         | .4%              | 55         | .2%              | 66         | .3%              | (.1%)                    |
| Filipino  | 370        | 1.8%             | 821        | 3%               | 1,185      | 3.7%             | 1.9%                     |
| Hispanic  | 814        | 3.9%             | 1,282      | 4.8%             | 2,770      | 8.7%             | 4.8%                     |
| African American  | 354        | 1.7%             | 566        | 2.1%             | 528        | 1.7%             | 0%                       |
| White   | 16,513     | 79.6%            | 15,946     | 59.2%            | 14,853     | 46.5%            | (33.1%)                  |
| Multiple/No Response  | 0          | 0%               | 2,493      | 9.3%             | 2,248      | 7%               | 7%                       |
| Total   | 20,742     |                  | 26,936     |                  | 31,954     |                  | 35%                      |
| a) Source: California Department of Education, DataQuest, District Level Enrollment Reports           |            |                  |            |                  |            |                  |                          |

The foreign-born comprise approximately 32% of San Ramon's population, and about 38.8% speak a language other than English in the home<sup>11</sup>. Three percent of English learner students within the SRVUSD speak a variety of languages including Spanish, Korean, Mandarin, Cantonese, among others.<sup>12</sup> Language proficiency is a key factor in a person's ability to engage in community life. As an area's cultural diversity increases, public service providers must be able to accommodate those who do not speak English fluently to increase equity in service delivery.

<sup>11</sup> U.S. Census 2000

<sup>12</sup> California Department of Education, Educational Demographics Office (language census, elsch06 9/6/06)

### **Income/Workforce**

San Ramon has a labor force of 35,658. In 2014, estimated household incomes for San Ramon indicate an affluent community, with a median household income of \$131,309, compared to \$78,187 and \$75,989 in Contra Costa County and the Bay Area, respectively. In San Ramon, 43.8 percent of City households have incomes of \$150,000 or more, compared to only 15.6 and 16.6% of County and

Bay Area households, respectively.<sup>13</sup> The Bay Area Census 2008 shows only 3.2% of San Ramon residents living below the federal poverty level.

These income trends parallel the large percentage of

| Table 4.3 City of San Ramon – Residents by Occupation, 2014 |        |                  |
|---|--------|------------------|
| Occupation  | Number | Percent of Total |
| Management, Professional and related occupations            | 21,626 | 61%              |
| Service occupations   | 3,295  | 9%               |
| Sales and office occupations                                | 8,441  | 24%              |
| Construction, extraction, and maintenance                   | 1,112  | 3%               |
| Production, transportation, and materials moving            | 1,184  | 3%               |
| Total   | 35,658 | 100%             |
| Source: California Employment Development Department        |        |                  |

San Ramon residents in high-wage occupations. The 2035 General Plan shows that 61% of San Ramon employed residents worked in management positions, compared to 42 and 36% of employed residents in the County and Bay Area. At the same time, a relatively small share of San Ramon residents (13%) worked in typically lower-wage occupations.

The City of San Ramon is a regional trading, manufacturing and service area with a stable economic base and over 35,658 jobs. At build out, the City is anticipated to have 57,667 jobs.<sup>14</sup> San Ramon's unemployment rate for June 2014 was 2.4%, compared with the County unemployment rate for the same period at 4.7%<sup>15</sup> with adequate income and a low unemployment rate; City residents likely have discretionary income for leisure and recreation activities.

### **Education**

San Ramon's advanced educational level is also consistent with its high household incomes and occupational profiles. Based on 2014 State of California data, 91.2% of San Ramon residents 25 years and older have a Bachelor's degree or higher. This figure far outpaces the County and region, where 38.2 and 30% of residents 25 years and older, respectively, have a Bachelor's degree or higher. This level of educational attainment would indicate that San Ramon resident's value education and quality schools and that programs that offer lifelong learning would be a priority.

<sup>13</sup> City-Data.com, General Plan 2035

<sup>14</sup> San Ramon General Plan 2035

<sup>15</sup> State of California Employment Development Office, Labor Force Data for Sub-County Areas,



Schools in the SRVUSD consistently rank in the top 5-10% statewide on multiple performance measures, and over 95% of graduating seniors go on to college. The API (Academic Performance Index) State School Ranking Program is one of the performance measures used by the State Department of Education. The API is a set of raw numbers from 200 to 1,000. The California Department of Education calculates the API based on a school's test scores on the Stanford 9 exam and, for the first time for the 2001 API, on the California Standards Test in English-Language Arts (CST ELA) of the Standardized Testing and Reporting (STAR) Program. A score of 800 is considered the mark of quality.<sup>16</sup> Approximately 18% of schools statewide were at or above the 800 mark on the 2001 Base API.<sup>17</sup> Schools are also ranked in comparison with other schools on a statewide basis and with similar schools based on their API. The rankings are on a 1-10 scale, with 10 being the highest. The average API score in the 2013 Base for the SRVUSD was 923, with all schools but one ranking 10.<sup>18</sup>

### **B. Societal Trends Analysis and Implications**

This section reviews current literature and studies on state and national social and recreational trends and patterns and discusses the potential impact on the City of San Ramon. These trends provide insight into the potential lifestyle choices of local residents and will help the Department plan for services and facilities to meet the recreation needs and demands of the future.

The evaluation of these trends, the City's demographics, and ongoing community dialogue such as focus groups and workshops will keep the City current in meeting the recreation needs of a growing community.

The Department is currently challenged to keep up with the demand for preschool, after school recreation and enrichment programs for youth. This trend will continue as this population segment will continue to grow and diversify in the coming years.

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<sup>16</sup> California Department of Education, *Explanatory Notes for the 2001 Academic Performance Index Base Report*

<sup>17</sup> California Department of Education, *2001 Base Academic Performance Reported for California Public Schools*

<sup>18</sup> CDE, DataQuest, 2014 API Base Report

### **Growing Ethnic and Cultural Diversity**

California will experience a net loss of 4 million internal immigrants to other states and add 10 million international migrants (39% of the nation's total) through 2020, adding to its diversity.<sup>19</sup> The San Ramon area population follows this trend and is becoming more diverse. Although the Caucasian population remains the largest at 42.7%, the Asian population is the second largest at 40.3% and the fastest growing population group in San Ramon.

Within the SRVUSD, the number of white students has declined since 2000, and Asian, Hispanic and African American students have increased. Approximately 4% of the K-12 students in the SRVUSD are classified English learners; 38.8% of San Ramon residents speak a language other than English in the home. To maintain equity in the delivery of services, language translation support for communication with families and in the delivery of services will be needed.

➔ **Implication** Program planners must be sensitive to different recreational preferences, based on cultural differences. Facilities need to be not only attractive but also user friendly to a diverse and multi-lingual crowd, without sacrificing or detracting from the enjoyment of others. Events and programs that showcase cultural heritage and unity are effective methods to build community.

### **Generational Trends**

In 2006 the first wave of baby boomers turned 60 years old. The California Park and Recreation Society (CPRS) Strategic Action Plan discussed the impact of the aging of Californians in the *Trends Analysis 2000 and Beyond* by Tapan Monroe. He stated that by 2020 this group will double in size and will be active older adults 55 to 75 years old. This group will be influential in shaping recreation programs. They represent a large segment of the population that is financially secure, with free time and in good health. They will expect “amenity-rich” experiences.

*Eight in ten baby boomers say they **plan to work at least part time** during their retirement. The trend is **rehirement not retirement**.*  
-AARP Survey

Boomers represent a new market for park and recreation activities.<sup>20</sup> Tapan anticipates that the aging “boomers” will want to combine fitness with fun and will be more interested in environmentally sound recreational activities. There is a growing recognition of and popularity for well-balanced fitness programs for older adults that offer a variety of benefits for health and disease prevention. The optimistic and self-reliant boomers will work because they want to. This shift to a “working retirement” is a baby boomer phenomenon. Their numbers alone make them a

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<sup>19</sup> U.S. Census Bureau, Population and Household Economic Statistics Divisions

<sup>20</sup> Trends Analysis for Parks and Recreation – 2000 and Beyond, Tapan Monroe, 1998.

viable source of volunteers for parks and recreation programs. They will seek meaningful work experiences not busy work. This may be the most significant legacy that they bring to the retirement of the new millennium. This impact brings opportunities and challenges for recreation planners, social service providers, and employers.

San Ramon, like the rest of California, will face a unique situation of having to provide services and programs for two large cohort groups: youth and older adults. The expected increase in the number of Californians age 65 and older by 2020 is 71%.<sup>21</sup> California will experience twice as many births as deaths (20 million versus 8 million) by 2020.<sup>22</sup> Faced with the prospect of a growing aging population and an increasing youth boom at the same time, the issues become: how does an agency afford (and justify) maintaining a facility such as a senior center that is open to only one group, which group gets the resources, how can agencies bring people together and limit conflict over resources?

➔ **Implication** San Ramon's median age is 39.4 and the older adult population will continue to grow as the City's large "baby boomer" cohort continues to age in place. At the same time San Ramon is seeing a growth in its school age population. Young, culturally diverse families are moving to the City. With the increase in two-income households day care and before and after school care are priorities for families, which is why the Department was instrumental in developing on site after school child care at the elementary schools, in conjunction with the school district<sup>23</sup> The challenge of providing additional facilities and recreation programs for these two groups will only increase over the next 10-20 years. Opportunities exist for new types of "inter-generational programming" to help bring the groups together.

### **Personal Safety and Security**

Crime and personal safety continue to be major issues for Americans. Maintaining safe environments at home, at school, at work, at play, on the road, and in the air is paramount. Recreation activities offer the opportunity for people to connect in a non-threatening environment to enjoy time with friends and family. People are traveling less and seeking recreational and cultural experiences close to home. Safe and well maintained parks are a priority for communities.

There is considerable evidence that crime rates drop when open space and recreational opportunities are expanded and improved in local communities. As the San Ramon youth population continues to grow and diversify, youth can be at greater risk. In 2003, there were approximately 1.3 million "idle youth"

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<sup>21</sup> The California Budget Project

<sup>22</sup> U.S. Census Bureau, Population Division and Housing and Household Economic Statistics Division

<sup>23</sup> Kids Country

nationwide.<sup>24</sup> Nearly one in ten youth between the ages of 16 and 19 are neither studying nor working. The number of “disconnected” youth is increasing. These youth need to connect with society and with mentors if they are to establish themselves in the adult world. When teens are neither in school nor employed, they are disconnected from the roles and relationships that set most young people on pathways toward productive adult lives.

In San Ramon the Community and Youth Resource Program merges community policing with parks and recreation programs as an intervention and prevention approach. In 2005, there were approximately 161 cases referred to the Youth Resource Officer. Out of the 161 cases including felonies, misdemeanors and runaway juveniles, 100 were criminal. 23 juveniles were referred to the community diversion program.

➔**Implication** In partnership with social service providers, educators and other professionals and recreation providers the Department can continue to help youth through programs that build resiliency, confidence, and self-esteem. San Ramon was named one of the 100 Best Communities for Youth in 2007 for its excellent partnership with the SRVUSD and community organizations.

### **Community Connectedness**

In July 2006, the California Council for the Humanities surveyed 601 California residents between the ages of 14 and 22 to track and measure how engaged they were in their communities. Among the findings were:

- The absence of time, lack of awareness, and weak ties to the community all contribute to low community involvement.



- Four in 10 described themselves as having little or no ties to their community.
- One in 3 think less involved youth don't know how to go about being more involved with their community.
- Almost two-thirds reported they were too busy with schoolwork to be involved with their community.
- California youth have grown up with diversity and have an increasing number of friends

from different cultures and backgrounds.

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<sup>24</sup> Reducing the Number of Disconnected Youth, KIDS COUNT, July, 2005

- o Half of the respondents cited having friends from other cultures and that those friendships brought them closer to their community.
- o Still, nearly one in 4 respondents felt that people have trouble accepting them for who they are.
- A large number (86%) of teens thought that involvement in their community was at least somewhat important.<sup>25</sup>

According to another study focusing on adults, the safety net of social relationships and close friendships appears to be shrinking in the United States. A number of factors may be contributing: lifestyle patterns in the suburbs, people spending more time working, more entertainment tools in the home, and more tune out options such as MP3's and computers.<sup>26</sup> People who are socially disconnected are much more susceptible to health problems.

➔ **Implication** With San Ramon's increasing diversity and population, particularly among school age children, developing a sense of community connectedness is both a challenge and opportunity for the Department and other providers. Uses of more traditional outreach approaches and seeking out youth and young adults where they live, work and play may be needed to connect with and involve this population. The need for inclusion, meeting diverse needs and communicating "one community," especially between San Ramon and Dougherty Valley, was heard in both adult and youth focus groups. Programs and activities that promote personal connections among participants and allow the community to highlight and share their diverse customs, celebrations and diversions can foster a better sense of connectedness.

### **Technology and "Mass Customization"**

Technology will continue to affect how we work and play. It allows people to get more information more quickly, feel safer and stay connected. Each generation is better educated and more adept and dependent on technology than the previous generation. Our children and adolescents aged 8-18 years spend 6.5 hours a day with media.<sup>27</sup> Watching television and listening to music are the dominant youth media. YouTube, user generated content is replacing traditional TV for young people. Youth are good at multitasking often spending a quarter of their media time with more than one medium. This compares with 2¼ hours spent with parents, almost 1½ hours spent in physical activity, just under 1 hour spent doing homework, and about ½ hour doing chores.

Today successful businesses must cater to each customer's individual taste. Specialization vs. generalization is the way of the future. The technology

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<sup>25</sup> California Council for the Humanities, Quantitative Research Findings/Youth Program Evaluation, 2006

<sup>26</sup> Kornblum, Janet. "Study: 25% of Americans Have No One to Confide In", USA Today, June 2006

<sup>27</sup> Generation M-Time Spent with Media, Kaiser Family Foundation Study, March 2005

available makes “mass customization” possible and necessary.<sup>28</sup> Parks and recreation agencies must embrace information and computer technology in the design and delivery of programs and services. Programs must be customized with the customer needs in mind. New activities will be developed around innovative devices and products. People want to bring their technology (cell phones, laptops, GPS) with them and stay connected. Hence, the development of “Wi Fi” centers in State parks and the growth of geocaching as an Internet based “treasure hunt.” Virtual nature hikes are another emerging phenomenon: the National Park Service recently introduced E-trips and MP3’s at Yosemite.

➔**Implication** Specialized, lifelong learning opportunities for the boomer adults and older adults including online classes will be well received. Marketing and communications efforts can be improved by embracing the convenience and accessibility of technology. Given the youth’s penchant for media, increasing use of non-print media will be necessary to reach them. Online services such as program registration, facility reservation, and online classes suit the time-stressed customer. Using the most up to date technology to communicate program information will continue in popularity. Embracing technology will place more demands on managers, as the public wants information quickly.

### **Demand for Outdoor Recreation**

Californians love the outdoors. The State of California Public Opinion and Attitudes Survey in 2002 found that 98% of the respondents indicated that just being in the outdoors is an important part of the enjoyment of their most favorite activities. The survey also found that Californians tend to spend the most time participating in activities that are less expensive, require less equipment and need fewer technical skills. The scarcity of time coupled with the increased stress of jobs, traffic, and urban noise is driving people to seek escape. Parks trails and recreation areas are often the destination.

The State survey findings generally indicate Californians’ strong preference for outdoor recreation activities. In the survey, 55 outdoor recreation activities were considered. The top five activities in which the survey respondents participated were: walking for fitness and fun (91%), driving for pleasure (90.2%), visiting museums and historic sites (85.5%), attending outdoor cultural events (82.6%), and beach activities/surf play (82.2%).

While most of the most popular activities are traditional, there is continuing interest in a broad range of high-risk adventure activities such as mountain biking, kayaking, scuba diving, and rock climbing. High tech accessories such as cell phones and GPS devices are bringing newcomers to wilderness areas. This leads to a need to train people in outdoor survival skills and environmental awareness.

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<sup>28</sup> Op.cit. Trends Analysis, Monroe

Visits to National Parks have been declining for several years with visits down at almost all parks including the venerable Yosemite. Overnight stays in parks fell 20% between 1995 and 2005 and tent camping and back packing each decreased

Parks and Recreation  
*connects Californians to the outdoors, promoting health, wellness, and appreciation of natural resources.*

nearly 24% during the same period.<sup>29</sup> The Outdoor Industry Foundation conducts research on outdoor recreation participation. Their most recent report analyzed participation from 1998 to 2004. The trends showed a decline in backpacking, (23%) and car camping (18%). The growth activities were trail running (20% growth), kayaking (130% growth) snowshoeing (50% growth) free-heel skiing (167% growth), and canoeing (16% growth).<sup>30</sup> The industry report also found that 90% of current participants were introduced to the outdoor activity between the ages of 5 and 18.

→ **Implication** Recreation programs are well positioned to introduce youth and families to the outdoor activities through skill development classes and tours to outdoor areas. The San Ramon Valley has a superb climate for outdoor activity and many excellent outdoor recreation and open space areas. Crow Canyon Gardens is an excellent site for experiences with nature. Group excursions and skill training focused on outdoor adventures are likely to be in greater demand in the future.

### **Obesity/Physical Inactivity Epidemic**

In California, approximately 1 out of every 2 adults is overweight or obese. One out of every 3 children (age 9 to 11) and 1 out of 4 teens are at risk due to being overweight or obese.<sup>31</sup> Obesity and physical inactivity were estimated to cost California nearly \$25 billion in health care costs and lost productivity in 2000.<sup>32</sup> While Americans spent \$33 billion annually on weight loss products and services,<sup>33</sup> we continue to make poor nutrition choices and lead sedentary lives! Of American adults, 54% are not regularly active and 25% are not active at all. As mentioned in the previous section youth aged 8-18 years spend 6.5 hours a day with media and 1.5 hours in physical activity.<sup>34</sup> Watching television and music are the dominant media and video gaming remains popular.

<sup>29</sup> Los Angeles Times article “Camp outside? Um, no thanks,” Julie Cart, November 24, 2006

<sup>30</sup> Outdoor Recreation Participation Study, 2005 Outdoor Recreation Industry Foundation

<sup>31</sup> CHIS, 2001; CalCHEEPS 1999; CALTEENS 1998

<sup>32</sup> Embargoed report, UCSF

<sup>33</sup> Glaeser, John. “Examining Our Mission: Our Role in Promoting Health and Wellness and Supporting Economic Development.” *California Parks and Recreation*, Spring 2001.

<sup>34</sup> Generation M-Time Spent with Media, Kaiser Family Foundation Study, March 2005



The California Center for Public Health Advocacy (CCPHA) analyzed the data from the 2004 California Physical Fitness Test for 5<sup>th</sup>, 7<sup>th</sup>, and 9<sup>th</sup> graders. This measures the fitness of the cardiovascular and respiratory systems and the ability of an individual to engage in strenuous exercise for prolonged duration. They captured this data in a unique way – by State Assembly District. This report, ***The Growing Epidemic: Child Overweight Rates on the Rise in California Assembly Districts***, shows that the already high rates of overweight and unfit children in most of the 80 Assembly Districts in California rose from 2001 to 2004.<sup>35</sup>

*Changes in the community environment to promote physical activity may offer the most practical approach to prevent obesity or reduce its co-morbidities. Restoration of physical activity as part of the daily routine represents a critical goal.*  
-Koplan and Dietz (CDC).

In Assembly District 15, that includes San Ramon, the child obesity rate increased from 17% of children overweight in 2001 to 22.6% being overweight in 2010. This is a lower obesity rate than the state average. In the SRVUSD, 85.2% of students were evaluated to be in the Healthy Fitness Zone in all six of the fitness standards.<sup>36</sup> There is a great need for improved physical education in our schools and opportunities for lifetime fitness education before and after school. The City has a prime opportunity to continue to work with the school district to ensure schools meet state standards for physical education, and that recreational opportunities support the physical education curriculum.

America Sports Data Center<sup>37</sup> reveals some interesting trends about Americans and physical activity. While 80% of Americans believe that physical activity is a necessary component of good health, only 20% of those same Americans are frequent participants in exercise and physical activity. Although the rate of physical inactivity outside work has actually increased between 1994 and 2004 in every age group, more than 30% of adults 70 years and older are inactive.<sup>38</sup> An important shift in fitness activity shows the trend to a kinder, gentler approach to fitness that includes stretching, flexibility, balance, and relaxation techniques. Hence the increased popularity of Pilates, Tai Chi, elliptical motion trainers, recumbent cycling, and yoga. It is not just baby boomers seeking these fitness activities. The average age of Pilate's participants dropped to 35.1 years in 2002 from 43.6 years in 2000. The age of yoga participants fell from 41.5 years in 1998 to 37.1 years in 2002. Fusion classes like yoga and Pilates that combine fitness while incorporating elements of mental and spiritual fitness will continue to grow.

The demand for personal trainers rose 50% since 1998.<sup>39</sup> A new trend identified by the American Council on Exercise (ACE) is youth with sports-specific

<sup>35</sup> California Center for Public Health Advocacy, "The Growing Epidemic: Child Overweight Rates on the Rise in California Assembly Districts," Legislative District Policy Brief, 2005

<sup>36</sup> CDE, 2014-15 California Physical Fitness Report, Summary of Results

<sup>37</sup> Trends Scan, CPRS. August 2003, Dr. Ellen O'Sullivan, Leisure Lifestyle Consulting.

<sup>38</sup> Center for Disease Control, "Trends in Leisure-Time Physical Activity by Age, Sex, and Race/Ethnicity, 1994-2004"

<sup>39</sup> Ibid.

personal trainers. Youth choose one sport to focus on at an early age and seek a competitive edge through personal training. Small group personal training (usually less than five individuals) is an option that is growing in popularity at public and private fitness centers. ACE also predicted an increase in specialized fitness programming for older adults; the continued popularity of simple exercise habits, such as walking 60 minutes a day; balance training for adults; employer sponsored fitness and weight loss programs; and improved nutritional offerings among other trends for 2006 and beyond.

➔ **Implication** The City can partner with private fitness and health clubs to promote health and fitness events. Multi-disciplinary health partnerships are needed to prevent obesity and to successfully promote physical activity across entire communities. By facilitating partnerships with employers, health care providers such as local hospitals and HMO's, the schools, public health agencies and organizations and private recreation and fitness providers, the City can develop programs that address the health and fitness of its children and adults.

### **Scarcity of Time**

California life is fast paced, a result of greater importance given to productivity as we continue to be more prosperous. In general, Americans work longer hours than they did in the 1950's, and longer than employees in other industrialized countries. This leads to reduced time for physical activity, job burnout, fatigue, accidents and injuries, increased consumption of high-fat, high sugar foods, less time for care giving, and little or no time for self-development and volunteering in our communities.<sup>40</sup> Lack of time and work requirements were by far the most common reasons given for why Californians are recreating less now than they were five years ago.<sup>41</sup> People not only think about work-related productivity, they have also become increasingly concerned about leisure and recreational productivity. This has caused people to move away from leisure and recreational activities that could not be rushed (and easily combined with things or gadgets) such as singing, dancing, and poetry reading to activities that can be speeded up<sup>42</sup> or "activity stacking"- activities that can be accomplished in short, discreet blocks of time. This transition in leisure activities is an obvious reflection of our perception of scarcity of time. For many, the preferred mode has become "packing in as many activities as possible in a given amount of time," eating dinner, watching TV, and looking at a magazine during a commercial break. We are "multi-tasking" more in work as well as in leisure.<sup>43</sup> Increasingly our desire is "to do it all and see it all" and "do it now and see it **now**". It has become increasingly difficult for people to get totally immersed in leisure activities.

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<sup>40</sup> Park and Recreation Trends in California, September 2005

<sup>41</sup> Public Opinions and Attitudes on Outdoor Recreation in California 2002, California State Parks

<sup>42</sup> Op.cit. Trends Analysis, Monroe, 1999

<sup>43</sup> ibid. Trends Analysis, Monroe 1998

The lives of children and teens are also busier with organized activities. According to national time diary surveys conducted from 1981-1997 on the free time of children ages 3-12, structured sports activities doubled, passive, spectator leisure increased 5-fold and studying increased by 50% during this period.<sup>44</sup> In a 2002 national YMCA/Search Institute poll, 41% of parents reported that their child being overscheduled with activities and homework made their job as a parent more difficult.<sup>45</sup> Among older teens, especially those from more affluent families, the competition for scholarships and college applications that demand a high level of extracurricular activities, combined with a faster-paced, technology-dominated society has resulted in an especially anxiety-prone generation.<sup>46</sup>

In another perspective on overscheduled youth, a group of leading child development experts concluded through their research that youth and teens who engage in organized activities tend to have better academic performance, more functional family relationships, and less substance abuse. They found that around 40% of youth don't participate in organized activities of any kind.<sup>47</sup> Public and private providers should be exploring ways to engage these youth, such as making activities more affordable and providing safe and reliable transportation.

➔ **Implication** Recreational programs can make a great contribution to fast paced lifestyles by providing a broad range of recreational and sports activities that deal with stress management, life-style management, and leisure education. Recreational programs that are customized, offered in off employment hours/24 hour basis, focused and of short duration will be more successful as people pay greater attention to maximum results in a given amount of time.

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<sup>44</sup> Sandra L. Hofferth, "Changes in American Children's Time" University of Michigan's Institute for Social Research, Center Survey, January, 1999

<sup>45</sup> <http://www.search-institute.org/families/FactSheet.pdf>

<sup>46</sup> Sharon Jayson, "GenNexters Have Their Hands Full", USA Today, August 20, 2006

<sup>47</sup> Saylann Boyles, "Kids Really Aren't Overscheduled",  
<http://www.medicinenet.com/script/main/art?articlekey=63456>

## Interest in the Arts

Californians believe the **arts contribute most strongly to the development of children's creative skills.**

There is also strong agreement that the arts improve children's overall education as well as their interpersonal skills. CAC Poll

The No Child Left Behind Act ("N.C.L.B.") lists the arts as among the core academic subjects. In spite of this federal direction, access to arts education has eroded. A report from the Center on Educational Policy concluded that since the enactment of ("N.C.L.B."), 22% of school districts surveyed have reduced instructional time for art and music.<sup>48</sup>

In California, arts programs in schools have suffered because of budget cuts to school districts and State arts' funding is at an all time low. The 2006-07 State budget increased funding for arts education in the schools, but did not provide for increased funding for the California Arts Council, keeping California in last place among the 50 states in terms of arts funding for state agencies.<sup>49</sup>

The California Arts Council ("CAC") conducted an opinion poll on the arts in 2001. Over 1,200 respondents participated in the statistically valid poll. The poll found that among Californians there is widespread and deep support for, and a solid appreciation of, the value of the arts. Respondents to the survey believe the arts are personally important in their lives, are essential to the entertainment and tourism industries, and a critical investment in the education of our children.<sup>50</sup>

The arts play an important role in the lives of most Californians: over half, (55%) say the arts are personally, extremely, or very important. Few, (15%) say that the arts are not important. Whites, females, and college graduates value the arts the most.

83% of the adult public has attended a performing or visual arts event at least once in the past year, with 31% attending four or more events per year. Attendance at arts events is moderate to strong. For the performing and visual arts, 7 in 10 Californians attend at least once a year.<sup>51</sup>

The dominant barriers to greater participation, based on the ("CAC") poll were lack of awareness of an event and time constraints pitting the arts as a trade off against other activities. This is particularly true for young adults, Hispanics and Asians, and presents a clear marketing directive: improve communications to the

<sup>48</sup> Center on Educational Policy *From the Capitol to the Classroom: Year 4 of the No Child Left Behind Act*, March 2006

<sup>49</sup> Turegano, Preston. *Governor's Proposed Budget May Offer Slight Relief*, Union-Tribune, May 28, 2006

<sup>50</sup> California Arts Initiative, Public Opinion Survey, 2001

<sup>51</sup> *ibid.*

target communities of youth and people of color using non-mainstream/specialty venues such as foreign language newspapers and radio stations.<sup>52</sup>

The poll found parents believe that arts education is critically important. A majority of the populace believes that an arts education contributes to a child's education in several ways. Californians believe the arts contribute most strongly to the development of children's creative skills. There is also strong agreement that the arts improve children's overall education as well as their interpersonal skills (i.e., social, teamwork). Not one respondent said the arts were unimportant to a child's education. Sixty-eight percent believed the arts are as, or more important than academics, and 91% think the arts are as, or more important than sports.

A recent study by the National Endowment for the Arts ("N.E.A."), released November 1, 2006, found that people who participate in the arts also engage in civic and individual activities significantly higher rates than non-arts participants.<sup>53</sup> The study involved a new examination of data from the 2002 ("N.E.A.") Survey of Public Participation in the Arts which interviewed 17,135 adults aged 18 and over. Among the key findings: arts participants volunteer in their communities at more than twice the rate of non-arts participants; arts fans are sports fans, attending sporting events and participating in sports at greater rates than non-arts participants; and arts participants participate in outdoor activities, such as hiking, camping and canoeing, and engage in exercise at twice the rate of non-arts participants. The study also revealed that young adults (18-34 years of age) show a declining rate of arts participation and civic activities. Over a 20-year period, young adults were participating in fewer arts activities, as well as being less involved with sports and exercise, and their volunteer rates were flat. The study demonstrates that arts participation can be seen as an indicator of civic and community health and that young adults may be particularly susceptible to giving up both artistic and civic activities.

The City of San Ramon Parks and Community Services Department has introduced many arts programs and is working closely with schools to develop the new Dougherty Valley High School Performing Arts Center, joint art education and enrichment programs that are in part fee-supported. Access and convenience are important factors given increasingly crowded personal schedules and competing leisure time activities.

➔ **Implication** Increasing family offerings, multi cultural arts events, community based arts activities, and holding arts events at venue locations closer to people's homes such as parks, churches, schools, libraries, and even shopping malls are all opportunities for the future. Assessing the arts participation of young adults in the community and outreaching to this population if necessary

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<sup>52</sup> op.cit California Arts

<sup>53</sup> National Endowment of the Arts, *The Arts and Civic Engagement: Involved in Arts, Involved in Life*, November 1, 2006

may also be a consideration. Taking advantage of the arts talents of local residents of various ethnic groups could help expand arts offerings while at the same time bridging cultural differences and creating a greater sense community.

### **Rise of the Creative Class**

In his book *Rise of the Creative Class*, Richard Florida, describes a new class structure whose members share the distinguishing characteristic as workers who “create meaningful new forms.”<sup>54</sup> This emerging group comprises 30% of the

The creative class lifestyle is one that craves new experiences. The ideal is to “live the life” - a creative life packed full of intense, high quality multidimensional experiences.  
-Richard Florida

U. S. population. The creative core of this new class of workers includes scientists and engineers, university professors, researchers, poets and writers, artists, designers and architects. The common thread with this class is they engage in a creative process in knowledge-intensive industries to create new ideas and forms. San Ramon residents have high educational levels and many are employed in management and professional positions in “knowledge” industries. This would indicate that many residents would be creative class members. Based on Florida’s research, the creative class lifestyle is one that craves new experiences. The ideal is to “live the life” - a creative life packed full of intense, high quality multidimensional experiences. They favor active participatory recreation over passive spectator sports.<sup>55</sup>

Many of the creative class interest will be adventure oriented - rock climbing, bicycling, kayaking, and other activities away from the workaday world. This class also seeks out street-level social places: clubs, cafés, and arts venues - a place where anyone can fit in.

➔**Implication** San Ramon parks and other public facilities provide a place for genuine interaction with nature and with other people. The leisure experience whether outdoors or indoors offers both a physical and mental stimulation and allows creativity to flourish. This emerging class will likely be strong supporters for parks and recreation facilities and arts programs that support a creative lifestyle.

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<sup>54</sup> Florida, Richard; *The Rise of the Creative Class*, 2002 Basic Books

<sup>55</sup> op.cit. *Rise of the Creative Class*

## **Children and Nature Movement**

Has the Internet  
replaced the woods?  
“I like to play  
indoors better ’cause  
that’s where all the  
electrical outlets are.  
- 4<sup>th</sup> Grader-San  
Diego

A growing body of research shows that mere contact with the natural world improves physical and psychological health. In his book *Last Child in the Woods*, Richard Louv highlights nature-deficit disorder as a growing childhood condition resulting from the lack of access to nature. A number of factors contribute to children not getting enough access to nature. These include fear of crime, parental paranoia about letting children run free, and the ubiquitous presence of electronic technology: video games, television, MP3 players and the Internet that keep children sedentary and spending more time indoors, as do their parents. Kevin Coyle, vice president of the National Wildlife Federation states that: “We have reached a tipping point. A number of trends from the sudden accumulation of electronic distraction to the growing fear of going outside.” There is growing evidence that a new children and nature movement is growing. Educators, health care professionals, planners and conservation groups are coming together to connect children with nature. Nature themed schools and outdoor classrooms are emerging. Regional and state campaigns are emerging such as Connecticut’s *No Child Left Inside* campaign which is designed to re-introduce children to the outdoors by raising public awareness of underused state parks and forests. In San Diego there is a county-wide effort creating a regional nature education network of educators and naturalists to increase outdoor education in the canyons and natural areas of the county.

➔ **Implication** San Ramon is known for its parks and strives to provide both active and passive elements in its parks. The City cooperates with East Bay Regional Park District (“E.B.R.P.D.”) to preserve open space ridge lands, and corridors of scenic beauty in and around San Ramon. There are City parks and regional parks within the City’s sphere of influence that are excellent resources for introducing children and their families to nature. The future of parks and open space depends on building stewardship and the appreciation of nature in children. The City should continue to preserve rural and natural elements within existing parks such as Crow Canyon Gardens, Forest Home Farms, Mill Creek Hollow, and future park sites such as San Cantanio Creek Park. In collaboration with E.B.R.P.D., health agencies, the school district, (D.V.C) San Ramon Campus and conservation organizations the Department can expand its outreach and education efforts to turn wary parents and children into park and open space advocates.

### **Ability to Pay**

Statewide, we see a bifurcation in access to recreation based on income differences. Those with higher incomes have a variety of recreation choices, while those on the lower, socio-economic end have only public facilities available. The income characteristics of a community have an effect on access and participation in programs. User fees might restrict those who need the service most. There is a need to create programs that increase access for the poor in all neighborhoods. Programs that charge user fees should provide subsidies or offer free admission at certain times to those who are economically distressed.

The State Public Opinion Survey, 1997 asked questions about the willingness to pay for outdoor recreation. When respondents were not only asked to list the five most important activities in order of their preference but were also asked how much they were willing to pay for a high quality, uncrowded venue, the responses were revealing. The survey results showed that 34% were willing to pay higher fees. Californians appear willing to pay \$4-\$5 for activities such as walking, trail hiking, bicycling, and mountain biking, jogging, and running. Park agencies generally do not charge fees for these activities. Other activities in the survey where fees are usually charged such as golf and downhill skiing, willingness to pay mirrored the current charges. The public willingness to pay for some of these activities could be good news for park agencies struggling to maintain trails and bike paths. However, an underlying issue remains, and that is finding an equitable method of assigning fees that do not discriminate against or limit public participation.

➔ **Implication** The City of Ramon residents enjoy a high level of household income, so their willingness and ability to pay higher fees for services may be higher than in some communities. However, the change in the housing mix with more affordable housing in the City could lead to the disenfranchisement of some residents that cannot afford fee programs. The City should consider financial assistance for those residents who cannot afford market rate fees.

## **2010 UPDATE**



### **ECONOMIC UNCERTAINTY**

In the fall of 2008 the national and state economy went into severe decline. This decline greatly affected local and state economies resulting in job loss, housing decline, a decrease in local tax revenue along with an increase in cost of living expenses. Due to the economic decline, local governments have greatly reduced their budgets affecting staffing, maintenance and service levels. Most California residents have needed to economize as well, translating into reducing their leisure activities.



➔ **Implication** The City implemented a hiring freeze in 2008 and cut nearly \$4 million from the operating budget in 2010, as revenues were not keeping pace with expenditures. Staff understood that these actions would affect many of the City's facilities and services. This was a necessary process to ensure that City funding was utilized in the most effective manner during this current economic crisis, and to provide core (See Appendix 4.1) and essential services. Due to the budget crisis, the Department reduced staffing levels as well as reduced its operating budget by 20% since 2008. Participation rate in the Department's programs has remained stable, however, based on population growth, the Department is not keeping pace with anticipated community growth. Until the economy improves, residents may be traveling less, planning their spending dollars for programming carefully, requesting refunds over credits and prioritizing their children's needs for leisure over their own. There is also an increase in public use of parks and free amenities and events.

## 2016 UPDATE



The recession greatly affected the Department's resources through 2013-14. While, the recession has lifted and staff hiring has resumed, the current economic climate is conservative as the retail sector in San Ramon has not kept pace with the growth in population. Additionally, as the City has continued to diversify, traditional recreation programs have to be evaluated in terms of meeting the needs of the current population.

New activities and features have been added in the past 5 years to meet the needs of the diversified population. Picnic areas have been in high demand; the Department has increased the number of reservable picnic areas to 10 locations. Additionally, residents can now reserve picnic areas online. The Department is continuing to move towards a more robust online presence; examples include Digital Recreation Guide, online room reservations, and increased social media presence. Additional co-sponsored sports organization that provide a cricket league have been approved by the Parks & Community Services Commission and is thriving with over 240 members.

Programs that have been added or enhanced since the end of the recession include increases in adult fitness classes, return of the Summer Concerts in the Park to 5 concerts, implemented a Foreign Film series and Bedtime Theater programs at the Front Row Theater, and expanded the Senior Nutrition program to five days per week.

## **5. Community Needs Assessment**

This Needs Assessment chapter presents the key findings from the qualitative and quantitative research methods used to assess future needs and current performance of the Department. This analysis serves as the basis for the Master Plan Update and Strategic Action Plan by identifying issues and priorities that need to be addressed in the future. The research methodology was designed to engage community stakeholders in the process and gather input on the Department's overall performance, current and future needs, and priorities.

The quantitative methodology to assess needs consisted of a random sample telephone survey of 600 San Ramon households. The survey was developed and executed by the Center for Community Opinion ("C.C.O."). The consultants working with City staff developed the 76-question survey. The Summary Report is included in this document as Appendix 10.1. All interviews were completed between January 13 and January 23, 2007. The overall margin of error for the results of the common questions included in the questionnaire is +/-4%. The demographic characteristics of the population of individuals interviewed reflect the characteristics of the population of the City. The complete Survey Workbook and cross tabulations are available in a separate document presented to the Department. The survey analysis compared responses in the 2007 survey with responses to similar question in the 1994 Community Survey. Some key observations are:

- Residents believe that both the City and the Parks and Community Services Department do an excellent or very good job serving the needs of the community. They also give high marks to the job the City does providing recreation programs and maintaining local parks and trails.
- The degree to which local residents want the City to spend funds on recreation programs and public parks is consistent with the priorities measured in 1994.
- When asked if they use the parks for passive or active recreational activities, 41.7% say they participate in passive activities and 28.5% say they participate in active activities. Over the next 10 years, residents believe they will increasingly use the City's parks and trails for passive activities.
- 66.0% believe that the City's parks and trails are very safe.
- Residents are more likely to appreciate nature, walk, hike, or participate in a family activity when they visit a local park than they are to play or watch basketball or play tennis.
- Overall, more than one-third of those interviewed believe the City needs more trails designed for mountain biking or hiking and more community gardens. There are important differences of opinion in response to these questions if responses are separated by ethnic group and parent status.
- Overall, residents believe someone in their household is most likely to participate in a library program, fitness or health class, or a sports-oriented

program. There are important differences based on parent status and age in the responses to these questions.

- Almost all of the residents of the City believe it is important to explore cultural arts through local theater, dance, music, and the visual arts.
- Participation in recreation programs and the use of local parks appears to have increased since 1994.
- A majority of the residents of the City rely on the newspaper for information about local issues. There are significant differences, however, in the degree to which older and younger residents of the City read the newspapers available in the City. Younger residents make greater use of the Internet and City's web site for information.

#### **A. DEPARTMENT STRENGTHS**

Overall the telephone survey and the public's participation validates the good work the Department is doing in providing parks, facilities and community services programs. In response to the survey question #12 that asked respondents to evaluate the job the Department was doing in providing services 83% said the Department was doing a very good or excellent job. When asked to evaluate recreation programs, question #44, 69.6% said the Department was doing a very good or excellent job. Question #13 asked respondents to evaluate the maintenance of parks and trails<sup>56</sup>; 82% responded that the City does a very good or



excellent job in maintaining parks and trails. The qualitative methodology included interviews, workshops and focus groups with internal and external stakeholders. These interview and group sessions were structured as participants were asked a series of questions about their recreation interests now and in the future. Based on the survey and the qualitative community input the Department's strengths are:

- Responsiveness to community needs;
- Variety and diversity of parks, facilities and programs;
- High standard of maintenance and cleanliness in the parks and facilities;

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<sup>56</sup> Maintenance of Parks and Trails is carried out by the Public Services Department

- Broad view toward programming - inclusiveness and variety;
- Dedicated and qualified staff willing to try new methods and innovate;
- Collaboration and partnerships with other community agencies and organizations;
- Good use of available technology to serve customers.

The following tables summarize the combined qualitative and quantitative data gathered. Key implications from the Trends Analysis are also noted in these tables. What is interesting is the consistency between the statistically valid survey data and the qualitative community input, particularly in the top five needs or preferences. Table 5.1 lists identified needs related to physical space for activities. Here you see the top park and facilities needs are:

- Open space and parks for passive outdoor activity
- Acquiring and developing trails and trail connections
- Upgrading and improving existing parks
- Preserving historic structures such as Forest Home Farms
- Creating Central Park as the core of Downtown San Ramon

| <b>Table 5.1 City of San Ramon Needs Assessment Summary - Parks and Facilities</b> |                           |                  |                               |                   |                   |                     |                        |                    |                 |
|--|---------------------------|------------------|-------------------------------|-------------------|-------------------|---------------------|------------------------|--------------------|-----------------|
|  | Quantitative              |                  | Qualitative                   |                   |                   |                     |                        |                    |                 |
|  | 2007 Random Sample Survey | Acreage Analysis | Community Leader Focus Groups | Youth Focus Group | Staff Focus Group | Community Workshops | Stakeholder Interviews | Steering Committee | Trends Analysis |
| <b>Identified Need</b>   |                           |                  |                               |                   |                   |                     |                        |                    |                 |
| Walk/Bike Trails connections   |                           |                  |                               |                   |                   |                     |                        |                    | 7               |
| Open Space/nature  |                           |                  |                               |                   |                   |                     |                        |                    | 6               |
| Forest Home Farms  |                           |                  |                               |                   |                   |                     |                        |                    | 6               |
| Central Park Core of Downtown  |                           |                  |                               |                   |                   |                     |                        |                    | 5               |
| Improve amphitheatre   |                           |                  |                               |                   |                   |                     |                        |                    | 5               |
| Swimming/diving pools  |                           |                  |                               |                   |                   |                     |                        |                    | 5               |
| Upgrade/maintain existing parks  |                           |                  |                               |                   |                   |                     |                        |                    | 5               |
| Public transit in City to parks  |                           |                  |                               |                   |                   |                     |                        |                    | 4               |
| Multi-Use fields   |                           |                  |                               |                   |                   |                     |                        |                    | 4               |
| Parking at parks   |                           |                  |                               |                   |                   |                     |                        |                    | 4               |
| Public Art in parks  |                           |                  |                               |                   |                   |                     |                        |                    | 4               |
| Library space  |                           |                  |                               |                   |                   |                     |                        |                    | 4               |
| New Community Parks  |                           |                  |                               |                   |                   |                     |                        |                    | 3               |
| New Neighborhood Parks   |                           |                  |                               |                   |                   |                     |                        |                    | 3               |

| <b>Table 5.1 City of San Ramon Needs Assessment Summary - Parks and Facilities</b> |                           |                  |                               |                   |                   |                     |                        |                    |                 |                   |
|--|---------------------------|------------------|-------------------------------|-------------------|-------------------|---------------------|------------------------|--------------------|-----------------|-------------------|
|  | Quantitative              |                  | Qualitative                   |                   |                   |                     |                        |                    |                 |                   |
|  | 2007 Random Sample Survey | Acreage Analysis | Community Leader Focus Groups | Youth Focus Group | Staff Focus Group | Community Workshops | Stakeholder Interviews | Steering Committee | Trends Analysis | Total Occurrences |
| <b>Identified Need</b>   |                           |                  |                               |                   |                   |                     |                        |                    |                 |                   |
| Water features in parks  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 3                 |
| Bocce/horseshoes etc   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 3                 |
| Renovate Glass House   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 3                 |
| Dog parks  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 3                 |
| Playgrounds for age groups   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 3                 |
| Wi-Fi in parks/facilities  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 3                 |
| Roller Hockey  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 2                 |
| Soccer fields  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 2                 |
| Baseball fields  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 2                 |
| Crow Canyon - Natural Setting  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 2                 |
| Tennis Courts  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 2                 |
| Theatre  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 2                 |
| Retreat/conference center  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 2                 |
| Boot field   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Cricket fields   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Outdoor Badminton, volleyball  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Golf   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Community Gardens  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Disc Golf  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Rock Climbing walls  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Outdoor Basketball   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Skateboard/BMX   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Develop indoor rec. areas  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Senior Center expansion  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Rehearsal/gallery space  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Preserve historic structures   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Lighting in parks/trails   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Signage in parks   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| Destination park   |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |
| More shade in parks  |                           |                  |                               |                   |                   |                     |                        |                    |                 | 1                 |

In Table 5.2 you see the compilation of data related to programs and services. The top needs and interests expressed also link with the top park and facility needs. For example hiking and walking is a top activity preference; trails and open space ranked high on the parks and facility summary. The top program needs are:

- Special Community Events
- Visual and performing arts
- Teen programs
- Senior programs
- Hiking and walking
- Bicycling
- Swimming/Aquatics

| <b>Table 5.2 City of San Ramon Needs Assessment Summary - Programs and Services</b> |                           |                               |                   |                   |                     |                        |                    |                 |
|---|---------------------------|-------------------------------|-------------------|-------------------|---------------------|------------------------|--------------------|-----------------|
|   | Quantitative              | Qualitative                   |                   |                   |                     |                        |                    |                 |
|   | 2007 Random Sample Survey | Community Leader Focus Groups | Youth Focus Group | Staff Focus Group | Community Workshops | Stakeholder Interviews | Steering Committee | Trends Analysis |
| <b>Identified Need</b>  |                           |                               |                   |                   |                     |                        |                    |                 |
| Special community events  |                           |                               |                   |                   |                     |                        |                    | 7               |
| Visual arts   |                           |                               |                   |                   |                     |                        |                    | 6               |
| Senior programs   |                           |                               |                   |                   |                     |                        |                    | 6               |
| Teen programs   |                           |                               |                   |                   |                     |                        |                    | 6               |
| Hiking/walking  |                           |                               |                   |                   |                     |                        |                    | 5               |
| Bicycling   |                           |                               |                   |                   |                     |                        |                    | 5               |
| Swimming/aquatics   |                           |                               |                   |                   |                     |                        |                    | 5               |
| Vocal or music classes  |                           |                               |                   |                   |                     |                        |                    | 5               |
| Theatre   |                           |                               |                   |                   |                     |                        |                    | 5               |
| Health & Fitness  |                           |                               |                   |                   |                     |                        |                    | 4               |
| Library programs  |                           |                               |                   |                   |                     |                        |                    | 4               |
| Family programs   |                           |                               |                   |                   |                     |                        |                    | 4               |
| Short term classes  |                           |                               |                   |                   |                     |                        |                    | 4               |
| Neighborhood events   |                           |                               |                   |                   |                     |                        |                    | 4               |
| Youth sports  |                           |                               |                   |                   |                     |                        |                    | 3               |
| Adult sports  |                           |                               |                   |                   |                     |                        |                    | 3               |
| Computer ed./Web design   |                           |                               |                   |                   |                     |                        |                    | 3               |
| Outdoor adventure/trips   |                           |                               |                   |                   |                     |                        |                    | 3               |
| Nature programs   |                           |                               |                   |                   |                     |                        |                    | 3               |
| After school programs   |                           |                               |                   |                   |                     |                        |                    | 3               |
| Boomer programs (young/old)   |                           |                               |                   |                   |                     |                        |                    | 2               |
| Theatre/concerts  |                           |                               |                   |                   |                     |                        |                    | 2               |

**Table 5.2 City of San Ramon Needs Assessment Summary - Programs and Services**

|                              | Quantitative              | Qualitative                   |                   |                   |                     |                        |                    |                   |
|------------------------------|---------------------------|-------------------------------|-------------------|-------------------|---------------------|------------------------|--------------------|-------------------|
|                              | 2007 Random Sample Survey | Community Leader Focus Groups | Youth Focus Group | Staff Focus Group | Community Workshops | Stakeholder Interviews | Steering Committee | Trends Analysis   |
| Identified Need              |                           |                               |                   |                   |                     |                        |                    | Total Occurrences |
| Yoga, Tai Chi, etc           |                           |                               |                   |                   |                     |                        |                    | 2                 |
| Science/electronics          |                           |                               |                   |                   |                     |                        |                    | 2                 |
| Parenting skills             |                           |                               |                   |                   |                     |                        |                    | 2                 |
| Dance classes                |                           |                               |                   |                   |                     |                        |                    | 2                 |
| Skateboarding                |                           |                               |                   |                   |                     |                        |                    | 2                 |
| Local history/interpretation |                           |                               |                   |                   |                     |                        |                    | 2                 |
| Woodshop/model making        |                           |                               |                   |                   |                     |                        |                    | 1                 |
| Public speaking/debate       |                           |                               |                   |                   |                     |                        |                    | 1                 |
| Horseback riding             |                           |                               |                   |                   |                     |                        |                    | 1                 |
| Foreign language             |                           |                               |                   |                   |                     |                        |                    | 1                 |
| Cooking                      |                           |                               |                   |                   |                     |                        |                    | 1                 |
| Martial arts                 |                           |                               |                   |                   |                     |                        |                    | 1                 |
| Chess                        |                           |                               |                   |                   |                     |                        |                    | 1                 |
| Gardening                    |                           |                               |                   |                   |                     |                        |                    | 1                 |
| Preschool classes            |                           |                               |                   |                   |                     |                        |                    | 1                 |
| Ethnic dance                 |                           |                               |                   |                   |                     |                        |                    | 1                 |
| Summer day camps             |                           |                               |                   |                   |                     |                        |                    | 1                 |
| Literary- Writing, Book Club |                           |                               |                   |                   |                     |                        |                    | 1                 |

## 2010 UPDATE



### SURVEY UPDATE

The Parks & Community Services Department frequently surveys participants to ascertain their feedback and recommendations for future programming. These surveys are conducted online and sent via email to our database of approximately 21,000 email addresses.

#### Significant Surveys 2008-2010

- Senior Center Naming (2008)
- San Ramon Performing Arts (2009)
- Recreation Guide Redesign (2009)
- Summer Camp (2009)
- Art & Wind Festival (2010)
- Aquatics Five Year Plan (2010)

The Department received a total of 4,876 responses to these six surveys. Based on the results of these surveys the following results can be summarized:

- Overall the Department continues to be highly rated, 91% of respondents rated services Very Good or Excellent (*Performing Arts, Art & Wind, Aquatics, Recreation Guide*)
- *Close to home* was rated the highest for reason services were utilized (*Performing Arts, Art & Wind, Aquatics*)
- Programs received high scores for providing a good value for the cost (*Performing Arts, Aquatics*)
- Participants rated the following as highly desired qualities for programs: high quality, convenience, and for youth program a balance between skill development and fun (*Summer Camp, Aquatics, Art & Wind*)
- Respondents now rate email as the most desired communication tool for the department to use (*Performing Arts, Aquatics, Summer Camp, Recreation Guide, Art & Wind*)
- Respondents when asked how they learned of the Department's programs and services ranked the Recreation Guide and the Season Brochure the highest (*Performing Arts, Aquatics, Summer Camp, Recreation Guide, Art & Wind*)



## 2016 UPDATE



### SURVEY UPDATE

The Parks & Community Services Department continued to use online surveys as an information gathering tool over the last five years. These surveys are conducted online and sent via email to our database of approximately 35,000 email addresses.

#### Significant Surveys 2011-2015

- Customer Service Survey (annually)
- Recreation Guide Follow-up Survey (2015)
- Middle School After School Program Survey (2015)
- Recreation Program Needs Assessment for Ages 3-6 (2014)
- Aquatics Program 5 Year Business Plan Update (2014)
- Teen Program Survey (2013)
- San Ramon Library (2012)
- San Ramon Performing Arts Evaluation (2011)
- Senior Program Survey (2011)

The Department received a total of 4,647 responses to these nine surveys. Based on the results of these surveys the following results can be summarized:

- Overall the Department continues to be highly rated, with an increase in overall customer service ratings by 6.6% over the five years from 86.98% to 93.58% (*Customer Service 2011-15*)
- Respondents when asked why they preferred a program or facility selected *Close to home* as the highest reason at an average of 73.69% (*Performing Arts, Aquatics, Library*)
- Programs received high scores for providing a good value for the cost 88.47% (*Performing Arts, Aquatics, Customer Service*)
- Respondents continue to prefer email as the most desired communication tool for the department to use 65.41% (*Performing Arts, Aquatics, Recreation Guide, Teen*)
- Respondents when asked how they learned of the Department's programs and services ranked the Recreation Guide and the Season Brochure the highest (*Performing Arts, Aquatics, Recreation Guide, Senior*)

### **Registration Trends 2011-15**

In addition to survey data, the Department has been tracking shifts in program attendance and participation trends. Due to program reductions during the recession, participation has decreased. In order to continue to provide services, the Department's programming mix became more contract program based versus a mixture of events and more in-house program offerings. This has also been influenced by the community's changing demographics and families being more focused on education based enrichment programs versus more balanced recreation options. In recognition of this trend, the Department is focusing time and resources on program, event and service development to meet the recreation and leisure needs of the current and future residents.

## 6. Programs and Services Analysis

Parks and Recreation provides...*space to create and imagine; space to be safe and secure; space to learn and play.*

In striving to attain its vision of *Creating Community through people, parks, partnerships, and programs*, the San Ramon Parks and Community Services Department provides a vast array of cultural, sporting and educational programs and events for all segments of the San Ramon community.

### A. PROGRAM INVENTORY

In FY 2014-15 the Department processed 23,450 registrations for award-winning programs and activities. In FY 2010-11 the Department processed 27,696 registrations. This participation rate is 15% below the participation level in FY 2010-11. A summary of the Program Inventory and participation is presented in Table 6.1. In 2010-11 the highest participation level is in programs for youth (K-5). There is also a high level of participation in aquatics programs and adult programs.

The Department is progressive and responded to the needs of busy adults. It began offering online classes through [www.ed2go.com](http://www.ed2go.com) in 2001. The online courses filled a gap in the Department's adult programming; offering a variety of topics

| Activity              |        |        |        |      |            | Time |         | Age Group |           |      |       |           |          | Annual Participation- FY 14-15 |
|-----------------------|--------|--------|--------|------|------------|------|---------|-----------|-----------|------|-------|-----------|----------|--------------------------------|
|                       | Winter | Spring | Summer | Fall | Occasional | Day  | Evening | 5 & under | Youth K-5 | Teen | Adult | 55 & Over | All Ages |                                |
| Tiny Tots             |        |        |        |      |            |      |         |           |           |      |       |           |          | 2,973                          |
| Aquatics              |        |        |        |      |            |      |         |           |           |      |       |           |          | 6,053                          |
| Youth Programs        |        |        |        |      |            |      |         |           |           |      |       |           |          | 11,129                         |
| Teen Activities       |        |        |        |      |            |      |         |           |           |      |       |           |          | 1,809                          |
| Adult Classes         |        |        |        |      |            |      |         |           |           |      |       |           |          | 1,971                          |
| Theater Patrons       |        |        |        |      |            |      |         |           |           |      |       |           |          | 66,051                         |
| 55 + Services/Classes |        |        |        |      |            |      |         |           |           |      |       |           |          | 843                            |
| Special Events        |        |        |        |      |            |      |         |           |           |      |       |           |          | 135                            |
| Community Gardeners   |        |        |        |      |            |      |         |           |           |      |       |           |          | 49                             |
| <b>Total</b>          |        |        |        |      |            |      |         |           |           |      |       |           |          | 91,013                         |
| Volunteers Hours      |        |        |        |      |            |      |         |           |           |      |       |           |          | 22,000                         |

\* Participation data based on Registration Report FY 2014-15

for the lifelong learners. Since inception 928 adults have registered to take courses on line. The Department acts as an agent for ed2go and has generated \$76,601 in revenue from course fees.

### **OTHER SERVICE PROVIDERS**

The City is not the only community service provider meeting the various needs of San Ramon. As stated in its policies, the Department frequently works in partnership with other agencies and organizations to deliver services. A listing of key community service providers is presented in Appendix 6.2. In an era of tight fiscal resources, it is paramount that public, non-profit, and private businesses work collaboratively to maximize existing resources to deliver public services. There are numerous recreation-oriented businesses that offer instructional classes in enrichment subjects such as science, art, dance, martial arts, sports, theatre, music, and chess. The City works in partnership with some of the private entities such as Berkeley Chess School, Kid's Carpentry, or Bay Area Children's Theatre by offering classes in City or school facilities using their instructional expertise. These are excellent examples of public/private partnership to maximize resources and serve the public.

Some key recreation enterprises serving the greater San Ramon area include:

- The Golden Skate
- Spectrum School of Music
- Dublin Iceland
- Spotlight Arts Academy
- Berkeley Chess School
- Gracie's Place
- Skyhawks Sports Camps
- Bay Area Children's Theatre
- San Ramon Little League
- San Ramon Youth Soccer

See Appendix 6.2 for an updated San Ramon Service Provider listing as of 2010.

## **B. RESIDENTS' PROGRAM PRIORITIES**

In the community survey, 12 different activities or programs that residents might participate in were presented to them during the telephone interview. All of the responses to these questions make it clear that residents are most likely to participate in library programs, fitness and health classes, and other sports oriented programs. There is some variation in program preferences when residents age. Interest in sports-oriented programs drops off significantly for those above age 54. As might be expected interest in programs for senior citizens is concentrated among those over 55 years of age. Detailed tabulations of program preferences are included in the Survey Report in the Appendix A.

| <b>Activity, program, or class</b>                    | <b>Likely to participate</b> | <b>Unlikely to participate</b> | <b>DK/ Refused</b> |
|---|------------------------------|--------------------------------|--------------------|
| Q55: Library services or programs                     | 80.5%                        | 19.5%                          |                    |
| Q45: Fitness or health classes                        | 76.7%                        | 23.2%                          | 0.2%               |
| Q51: Sports-oriented programs                         | 66.7%                        | 32.8%                          | 0.5%               |
| Q49: Swimming classes                                 | 61.2%                        | 38.7%                          | 0.2%               |
| Q48B: Dance classes                                   | 53.5%                        | 46.2%                          | 0.3%               |
| Q47: Nature classes                                   | 51.7%                        | 48.3%                          |                    |
| Q52: Visual arts classes                              | 48.5%                        | 50.7%                          | 0.8%               |
| Q53: Vocal or instrumental music classes              | 46.8%                        | 52.8%                          | 0.3%               |
| Q50: Theater classes                                  | 38.3%                        | 61.5%                          | 0.2%               |
| Q46: Summer recreation programs with all-day day care | 35.3%                        | 64.5%                          | 0.2%               |
| Q54: Classes designed for senior citizens             | 28.8%                        | 70.7%                          | 0.5%               |
| Q48A: Ethnic dance classes                            | 27.2%                        | 72.4%                          | 0.3%               |

## **PROGRAM EVALUATION**

The evaluation of programs is intended to help focus the strategic direction for community services in the future. The focus of this program analysis is to identify service needs related to recreation interests. These interests may be accommodated in public facilities such as libraries, community centers, schools or public parks. This prioritization of needs in this way helps facilitate park planning as program needs drive what improvements are needed. Program and space needs are interconnected and interdependent.

Based on qualitative and quantitative data collected and the review and analysis of current programs, there are no significant gaps in programming. However, there appears to be some redundancy and duplication of programs offered by different program units. Staff has responded well to meeting the diverse program interests of the community. It is timely to review programs offerings; eliminate any duplication, focus on core programs and strengthen existing program offerings to respond to changing demographics and recreation preferences. As the community demographics are changing, ensuring programs are affordable and convenient for residents will demand staff's attention and resources. There is also a need to provide unstructured play and social gathering opportunities for youth. The priority needs are grouped in two categories ***Service Needs*** and ***Program Needs***. Park and facility needs are addressed in the Master Plan Update.

***Service Needs*** relate to how programs and operations are implemented by the Department. These may relate to support services or facilities and may impact many of the programs.

**Providing services for a growing and ethnically diverse population** will continue to challenge the Department. The population increase has resulted in overuse of some park areas. The City's population will grow by 65% to 2020. The growth in the Asian population will outpace growth in other ethnic groups. The need to provide language translation services will remain important in the future. There is also a need to provide affordable programs as the income-level of residents diversifies.

**Convenient, accessible, and equitably distributed** recreation programs, support services, and facilities are needed throughout the City to serve busy, commuting, two-income households. The scarcity of time and importance of proximity precipitates the need for recreation close to home. This may require decentralization of program locations but the staff should not be compelled to replicate programs or facilities in all neighborhoods. Improved public transportation options within the City of San Ramon would make access to City parks and programs more convenient for residents and lessen dependability on the use of automobiles. Improved public transportation options need to be explored for the future. Flexible Department office hours and convenient program times, including nights and weekends will be the norm. The use of technology for promotion, marketing and online services will allow for more cost-effective operations.

**Cooperative and coordinated planning** within the Department and the City and with other public and non-profit agencies to minimize duplication and/or competition should continue to provide for the best use of public and private resources to meet recreation demands. The Department can act as the prime collaborator or convener to direct resources toward programs but does not have to be the sole provider.

**Staff recruitment, training and development** to retain a qualified and customer-oriented staff is critical to success. Employees must work together as a team with a shared vision of the Department priorities to provide support services and programs. A responsive, concerned and skilled staff will be needed to provide support services and programs.

**Safe and well maintained sports fields** will continue to be in demand as sports activities rated high in the survey. Maintaining the high quality of maintenance the residents are accustomed to will be a challenge. This may include:

- Development of a formal field rotation and closure policy and procedure to allow for comprehensive maintenance programs to take place at scheduled intervals. This type of policy and procedure will be needed in order to maintain high quality fields.

**Volunteer recruitment and training** is a new challenge to community agencies as the volunteer pool diminishes because of working parents and aging WWII generation of steadfast, community volunteers. Continue to offer meaningful volunteer opportunities to baby boomers and instilling volunteerism in youth will facilitate new volunteer support.

**Marketing and the communication** of public information in both print and electronic media is essential to increase public awareness about programs and facilities to reach all ages, non-users and the underserved. With the increasing use of the Internet for information staff must embrace technology to be effective.

**Program Needs** are specific to current program offerings that may need expansion or new programs to address unmet recreation demands. These may address needs of a specific age group or the community in general.

- **Community events** that bridge the community and bring people together for recreation, cultural expression and entertainment are some of the Department's most popular programs. These events unite the community, and build community identity and vitality. Venues such as Central Park have the potential of becoming the heart of the City and destination venues for visitors.
- **Expanding recreation programs for youth**, particularly for the 12-17 year age group, will be increasingly challenging. Continuity in programs for before and after school care as well as active sports and fitness, creative activities, dance, and youth development services will remain a priority. Time for non-structured play for younger children should be explored.
- **Cultural arts and events** that provide entertainment such as concerts and theatre productions as well as those that develop skills in dancing, drama, music, and the arts will continue to grow as residents of all ages and ethnicities seek these opportunities close to home. Increased promotion to

attract and build audiences for theatrical performance and experiences should be continued.

- **Physical activity and wellness programs** for all ages are needed to counter the obesity epidemic. Offerings include: active sports and fitness, swimming, and gentler aerobics such as walking, yoga and Tai Chi, and healthy lifestyle classes.
- **Lifelong learning and library services** will be in demand for families and for baby boomers and older adults. Short term special interest classes for all ages that may include skill development, creative arts, and technology classes.
- **Outdoor recreation** experiences for all ages connect people with the nature and the outdoors, promoting health and fitness as well an appreciation for nature. Bicycling and walking trails is a top preference and there is a growing interesting passive outdoor activity and group picnicking.

## 2010 UPDATE



In 2010 Program Request and Evaluation Tools (Appendix 6.1 and 6.3) were developed to assist staff in performing more in depth program evaluation and analysis. These tools are utilized to assist managers in determining the life cycle of current programs and to provide information for budget and program planning.

## 2016 UPDATE



In 2015 both the Aquatics Business Plan and After School Enrichment Business Plan were completed. Business plans assist staff in monitoring, evaluating and strategic planning for various Department cost centers. Other plans currently in development are Senior Programs, Forest Home Farms and an update to the Theater Business Plan. Additionally, the Operations Division was recognized in 2015 by the Learning Resources Network (LERN) in the Best Management category of the LERN International Awards for its One Year Division Plan.



## 7. Parks and Trails Master Plan Update

### A. POLICY CONTEXT

#### **Parks Master Plan**

The existing <sup>57</sup>*San Ramon Parks and Community Services Master Plan* was adopted in 1997. It updated the previous plan adopted in 1991. The existing Master Plan was developed adhering to the goals and policies of the City's 1995 General Plan that was since updated in 2002. The Master Plan presented a vision, policies, standards and individual park concept plans for the City to follow to the year 2006. The growth of parks within San Ramon as envisioned in the 1997 Master Plan was moderate, essentially completing the system envisioned in the 1991 Master Plan with the addition of two new school park sites.

Within the City in 1997, there were:

- 15 developed parks and school park sites
- 6 facility locations (city offices, San Ramon Community Center, Library, Olympic Pool, Senior Center, and Service Center)
- 4 undeveloped sites

The 1997 Master Plan did not envision or address the incorporation of the Dougherty Valley.

#### **General Plan**

Since 1991 the City's General Plan has been updated three times, with the most recent update the General Plan 2030. The *San Ramon 2030 General Plan* incorporates the Dougherty Valley Specific Plan area and provides updated goals and policies related to parks and trails.

#### **Park Classification**

The City provides its residents with several types of parks and facilities. Parks are defined as parkland used for public recreational purposes. Parks in San Ramon are classified below..

- ***Neighborhood Park:*** A park or playground at least two acres in size, developed primarily to serve the recreational needs of citizens living within a half-mile radius of the park. The City's goal, at General Plan buildout, is to maintain 4.5 acres of Neighborhood Parks, and School Parks per 1,000 residents.
- ***School Park:*** A neighborhood park developed, improved, and maintained on school grounds by the City. School parks are utilized jointly by students and by residents primarily within a half-mile radius of the surrounding neighborhoods. The City's goal at General Plan buildout is to maintain 4.5 acres of Neighborhood Parks, and School parks per 1,000 residents.

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<sup>57</sup> See Appendix 10.6 Master Plan 1996- 2006

- **Community Park:** A larger park or facility developed to meet the park and recreational needs of those living or working within a three-mile radius of the park. Community parks vary from 10 to 60 acres. The City's goal, at General Plan buildout, is to maintain 2.0 acres of Community Parks and Specialized Recreation Areas per 1,000 residents.
- **Regional Park:** A park having a wide range of improvements not usually found in neighborhood and community parks and designed to meet the recreational needs of the entire regional population. A regional park must be over 200 acres in size, including both land and water bodies and should be within 30-minute driving time from the residents it serves. Recreational facilities, confined to a Recreation Staging Area, must not occupy more than 30 percent of the park's area, leaving 70 percent of the park's area to remain in its natural state. Recreational facilities might include a golf course, a zoo, a nature area, and/or hiking or equestrian trails. Some of these facilities may be under lease to community groups.
- **Specialized Recreation Area:** A recreation area or facility devoted to a very specific activity or use such as Crow Canyon Gardens, Sports Park, Del Mar Dog Park, or Forest Home Farms. The City's goal, at General Plan buildout, is to maintain 2.0 acres of Community Parks and Specialized Recreation Areas per 1,000 residents.
- **Public Spaces:** A publicly-owned recreation space, area, or facility, where appropriate in mixed-use or multi-family developments, developed to enhance the recreation or leisure interactive experience of residents or visitors for passive or active use. Public Spaces might include an interactive water element, public art, gardens, trails and paths, plazas, labyrinths, picnic areas, tot-parks, pocket parks, basketball, bocce or tennis courts, and it includes a balance of hardscape and landscaped areas. The City may allow for partial or full parkland dedication credit for these types or public spaces.

The above-listed parks generally require primarily flat land (functional acreage) that can be developed into sports fields, tennis courts, picnic areas, and children's play areas. Any sloped terrain proposed for parkland must be deemed suitable for additional recreational amenities that adequately serve the community.

### **Park Development Standards**

The City's current standard for functional public parkland is 6.5 acres per 1,000 residents at General Plan buildout. Of the total 6.5 acres per 1,000 residents at General Plan buildout, a goal of 4.5 acres per 1,000 residents is for neighborhood and school parks and 2.0 acres per 1,000 residents is for community parks and specialized recreation areas. General Plan policies exclude trails or undeveloped portions of active parks when calculating the City's available parkland in terms of meeting the park acreage standard. Additionally, City policies are specific in defining the size of areas and types of facilities to be included in neighborhood and community parks. A neighborhood park is a minimum of 2 acres while a community park is generally between 10 and 60 acres in size.

## **B. PARK AND TRAIL INVENTORY**

Appendix 7.1 graphically portrays existing parks and trails within San Ramon as of 2010. It should be noted that Appendix 7.1 includes future parks and trails within the Dougherty Valley that are to be provided by the area's developers.

### **Parks**

There are 56 park sites within San Ramon and 17 park/school sites. The existing park system (including parks to be constructed in the Dougherty Valley) includes:

- 4 Community Centers located at Central Park, Alcosta Senior & Community Center and Dougherty Station Community Center.
- 4 Community Parks
- 13 Special Use Parks and Facilities
- 22 Neighborhood Parks
  - 8 Pocket Parks that serve neighborhoods but do not qualify as a Neighborhood Park by definition because of their size
- 17 School Parks that, in most cases, serve as Neighborhood Parks but also provide special recreation facilities such as gymnasiums, sports fields, and running tracks
- 2 Libraries located adjacent to Central Park and at Dougherty Station Community Center
- 2 Aquatic Centers one at California High School and one at Dougherty Valley High School
- 1 Performing Arts Center located at Dougherty Valley High School

Appendix 7.3 is keyed to Appendix 7.1 and 7.2 and lists park sites within San Ramon and their approximate size. Appendix 7.3 also provides an approximate percentage of each park that is dedicated for active use and consists of a predominantly "developed" landscape, versus parkland that is naturalistic in its character and where use emphasizes passive, trail-related activities.

Appendix 7.3 also lists general access conditions of each park and facilities in each site. These include basic park amenities, picnic facilities, sports-related features, playgrounds, and other special use facilities.

### **OTHER PARKS AND OPEN SPACE LANDS**

Other public parklands in or adjacent to the City, or within its sphere of influence include:

- **East Bay Regional Park District:** The District provides a variety of regional parklands within the City and its sphere of influence. These include:
- **San Ramon Valley Iron Horse Regional Trail.** A multi-use, whole-access trail. The Iron Horse Trail extends approximately 4.3 miles through San Ramon. The Iron Horse Trail, extending 27 miles from Martinez to Pleasanton, is the main link from the City to the regional trail network. This includes access to the Las Trampas/Mt. Diablo Regional Trail.
- **Bishop Ranch Regional Reserve:** A 529-acre open space area affords horseback riding, hiking, kite flying, and blanket picnicking as some of the activities available on this ridge-top refuge. A staging area with on-street parking is located along Morgan Drive. A secondary neighborhood access point is located to the north at the end of Paddock Drive (note: this entrance is labeled as “Dublin Hills Regional Open Space”).
- **Las Trampas Regional Wilderness:** A 3,798 acre wilderness area and extensive trail system that allows hikers and horseback riders to enjoy a sense of escape in its remote and rugged areas. The major staging area for the Wilderness is at the end of Bollinger Canyon Road.
- **Little Hills Ranch Recreation Area:** A 25-acre concession operated group picnic facility on Bollinger Canyon Road that is available by reservation only. The Recreation Area includes seven group picnic sites and can accommodate events of up to 1500 people. Facilities include a swimming pool, covered picnic areas, playfields and barbecue/picnic areas.
- **Sycamore Valley Regional Open Space Preserve:** Composed of two separate parcels, the southern 328-acre Preserve known as the Sherburne Hills unit and is accessed from the north in Danville. Trails within the Preserve extend to the edge of the Preserve boundary at the San Ramon city limit. Additional access and connecting trails are planned to be located at the San Ramon Service Center off Crow Canyon Road.
- **City of Dublin, Dougherty Hills Open Space Park:** at 107.5 acres in size, this park is the largest of the City of Dublin’s open space areas and offers sweeping views of Mount Diablo and the Tri-Valley. The area’s trails extend along the ridgeline to the Dublin / San Ramon city boundary. Trail access to the Dougherty Hills Open Space Park is planned within San Ramon from the Alcosta Senior & Community Center and Old Ranch Park.

#### **PARK-TRAIL CONNECTIONS**

There are two specific parks that have been developed as staging areas for the City’s trail system. These are:

- Summit View Trails
- Tassajara Ridge Staging Area

Other parks that directly connect with trails and open space areas and that can effectively be used as staging areas (except for equestrian parking) include:

- Central Park
- Centennial Park
- Del Mar Dog Park
- Forest Homes Farm Historic Park
- Mill Creek Hollow Park
- Old Ranch Park
- Red Willow Park
- Senior Center Park and Gardens
- Village Green
- East Branch Park
- Souyen Park
- Limerick Park
- Windy Hills Park
- Hidden Crest Park
- Monarch Park
- Valley View Park
- Creekside Park
- Rancho San Ramon Community Park
- Six Pillars Park
- Compass Point Park
- Bark and Ride

### **C. PREVIOUS PARK MASTER PLANS**

#### **Parks within Previous Master Plans**

Table 7.1 presents a summary of individual parks and planning goals identified in the 1991 and 1997 Master Plans and the implementation status of each.

#### **New Parks**

With the exception of Forest Home Farms Historic Park, all new parks within San Ramon not addressed in the 1991 and 1997 Master Plans have been developed in the Dougherty Valley.

#### **Forest Home Farm Historic Park**

The 16-acre Boone family farm was donated by Ruth Boone to the City in 1997 for use as a municipal park in memory of her husband, Travis Moore Boone. The Farm is divided diagonally into two distinct parts by Oak Creek. A majority of the Forest Home Farm buildings are on the north side of the creek. Both the buildings and the landscape of Forest Home Farms are listed on the National Register for Historic Places (ID# 02000677; Certification Date: 6/28/02).

A master plan for the entire property was prepared in 1999. An emphasis in the program for the site is the San Ramon Valley's agricultural history. Key master plan program uses for the property and buildings are found in Appendix 10.4. One major element of the master plan that has been completed is the David Glass

House. A tank house alongside the David Glass House is currently underway. The Master Plan identifies standards of “rehabilitation” to be applied to property as defined by the Secretary of the Interior’s *Standards for the Treatment of Historic Properties*. The *Rehabilitation* Standards acknowledge the need to alter or add to a historic building to meet continuing or new uses while retaining the building’s historic character.

Overall objectives of the master plan are to:

- Identify repair tasks necessary to bring the landscape features and structures into a secure, stable and maintainable condition while not causing the unavoidable loss of the historic fabric and integrity of the site.
- Develop a use or space needs program, including access for the disabled, park caretaker’s quarters, park offices and public toilet rooms, required to convert the farm into a historical park.
- Identify priority work packages to budget improvements for the property.

### **Trails**

Trails proposed in the *San Ramon 2030 General Plan* that have not been implemented include:

- Completion of the Cross Valley Trail between Westside Drive and Alcosta Boulevard.
- Extension of the Cross Valley Trail from Alcosta Boulevard to the Dougherty Hills and linkage to other trails within the Dougherty Valley.
- Completion of Old Ranch Park Trail to Alcosta Senior and Community Center
- Completion of Crossridge Trail to Old Ranch Trail
- Crossridge Road to Zone 7 Alamo Creek Trail

**TABLE 7.1 Comparison between 1991 and 1997 Master Plans and Existing Conditions**

| <b>PARK / MASTER PLAN YEAR</b>  | <b>PLANNED FEATURES</b>  | <b>2007 STATUS</b>   |
|---|--|--|
| Alcosta Community Park Site (PG&E Substation and transmission line corridor)<br>Year: 1991 and 1997 | Full park development proposed within transmission line right of way and surrounding substation area (1991)  | <ul style="list-style-type: none"> <li>• Not implemented as portrayed</li> <li>• Cross Valley Trail constructed</li> <li>• Del Mar Dog Park constructed</li> <li>• See Appendix B for Site Master Plan</li> </ul> <p>NOTE: an existing long-term nursery lease makes a significant portion of the Site Master Plan problematic for the foreseeable future. Plans for remaining area should be re-evaluated based on projected city-wide park and recreation needs.</p> |
| Memorial Park (formerly referred to as Alta Mesa Park or Precipice Park)<br>Year: 1991 and 1997     | Full park development with facilities for teenagers and children such as play area, skateboard track, snack stand, and sports fields (1991)  | <input type="checkbox"/> Predominantly implemented<br><input type="checkbox"/> Snack stand and hillside trails not constructed<br><input type="checkbox"/> BMX track developed in favor of a skateboard track<br><input type="checkbox"/> Dog park developed (2002)  |
| Athan Downs<br>Year: 1991 and 1997  | <p>Renovation to improve the central picnic play area and the parking lot in a manner that retains the existing park character and is compatible with the adjacent residential neighborhood (1991)</p> <p>Additional parking and parking area shade trees (1997)</p>   | <input type="checkbox"/> Implemented<br><br><input type="checkbox"/> Implemented   |
| Bollinger Canyon School Site<br>Year: 1997  | Sports fields, playground and site landscaping   | <input type="checkbox"/> Implemented   |
| Bollinger / Crow Canyon Creek Park Site<br>Year: 1991 and 1997                                      | Trail access improvements to and along creek with picnicking   | <input type="checkbox"/> Not implemented. California Department of Fish and Game policies preclude full site development. Site has been eliminated within the Northwest Specific Plan (source: Jeff Eorio Parks and Community Services)  |
| Boone Acres<br>Year: 1991 and 1997  | <p>Renovations made between 1989 and 1991; no additional improvements or renovations recommended (1991)</p> <p>Upgrade playground equipment (1997)</p>   | <input type="checkbox"/> Implemented   |
| Centennial Park (formerly referred to as Gateway Park)<br>Year: 1997                                | Passive park site with a play area, restroom, grass meadow picnic area, off-street parking pullout, and access to the adjacent open space  | <input type="checkbox"/> Implemented   |
| Country Club School Neighborhood Park<br>Year: 1991 and 1997  | <p>Enhancements to include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> two baseball softball fields with an oversized soccer field</li> <li><input type="checkbox"/> sand volleyball</li> <li><input type="checkbox"/> landscaping along the fence to reduce conflict with residences</li> <li><input type="checkbox"/> playground structure</li> </ul> | <input type="checkbox"/> Predominantly Implemented<br><input type="checkbox"/> One baseball field rather than two<br><input type="checkbox"/> Paved volleyball court rather than sand  |

**TABLE 7.1 Comparison between 1991 and 1997 Master Plans and Existing Conditions**

| PARK / MASTER PLAN YEAR                                     | PLANNED FEATURES  | 2007 STATUS   |
|---|---|---|
| Crow Canyon Gardens<br>Year: 1991 and 1997                  | Renovation of entire park area to enhance: <ul style="list-style-type: none"> <li><input type="checkbox"/> continued use and expansion of the community gardens for the use and enjoyment of all segments of the community</li> <li><input type="checkbox"/> outdoor education areas within the creek environment</li> <li><input type="checkbox"/> fully accessible creek trail</li> <li><input type="checkbox"/> riparian habitat restoration</li> <li><input type="checkbox"/> off street parking and drop off area for garden visitors</li> <li><input type="checkbox"/> a nature center / classroom office restroom storage and sheltered picnic area for education recreation activities</li> <li><input type="checkbox"/> pedestrian and vehicular access to gardens</li> <li><input type="checkbox"/> a meandering system of paved pedestrian paths that parallels the creek and allows visual access into the riparian environment</li> <li><input type="checkbox"/> creation of permanent composting area and bee education area</li> </ul> | <input type="checkbox"/> Not implemented; temporary buildings serve some educational functions as outlined<br><input type="checkbox"/> See Appendix B for Site Master Plans<br>NOTE: plans should be re-evaluated based on projected city-wide park and recreation needs. |
| Golden View School Neighborhood Park<br>Year: 1991 and 1997 | Renovations made in 1989; no additional improvements or renovations recommended (1991)<br><br>Install (1997): <ul style="list-style-type: none"> <li><input type="checkbox"/> a multi level play apparatus area with differing levels of play equipment for varying age groups</li> <li><input type="checkbox"/> sized baseball/softball field that overlaps a regulation sized soccer field</li> </ul>   | <input type="checkbox"/> Implemented  |
| Inverness Park<br>Year: 1991 and 1997                       | Renovations to include (1991): <ul style="list-style-type: none"> <li><input type="checkbox"/> access control and an enhanced sense of entry at Broadmoor Drive</li> <li><input type="checkbox"/> a special use area focusing on the large specimen valley oak</li> <li><input type="checkbox"/> a water management plan</li> <li><input type="checkbox"/> neighborhood gathering spaces</li> </ul> No recommended changes (1997)   | <input type="checkbox"/> Implemented  |
| Iron Horse Trail<br>Year: 1991 and 1997                     | Complete trail through City   | <input type="checkbox"/> Recent improvements include landscaping and benches at major street intersections with trail (from Pine Valley to Norris)  |
| Mill Creek Hollow<br>Year: 1991 and 1997                    | Park to be developed with: <ul style="list-style-type: none"> <li><input type="checkbox"/> natural open space / creek setting</li> <li><input type="checkbox"/> Creekside picnic tables</li> <li><input type="checkbox"/> off-street parking</li> <li><input type="checkbox"/> potential for future trailhead use</li> </ul> No recommended changes (1997)  | <input type="checkbox"/> Implemented  |
| Montevideo School Park<br>Year: 1991 and 1997               | Park developed in 1989; no additional improvements or renovations recommended   |   |
| Neil Armstrong School Park<br>Year: 1997                    | Park renovated in 1995; no additional improvements or renovations recommended   |   |
| Old Ranch Park<br>Year: 1997                                | Park on south side of Old Ranch Road developed in 1996.<br><br>13 acre parcel on north side of Old Ranch Road planned to be a passive park and has not yet been developed.  | <input type="checkbox"/> Implemented<br><br><input type="checkbox"/> Implementation planned for 2007<br><input type="checkbox"/> See Appendix B for Site Master Plan  |



**TABLE 7.1 Comparison between 1991 and 1997 Master Plans and Existing Conditions**

| <b>PARK / MASTER PLAN YEAR</b>  | <b>PLANNED FEATURES</b>   | <b>2007 STATUS</b>   |
|---|---|--|
| Red Willow Park (West Branch)<br>Year: 1991 and 1997                                | Design components to include (1991)<br><input type="checkbox"/> Creekside focal point<br><input type="checkbox"/> Creekside trail and path system<br><input type="checkbox"/> informal picnic and play area<br><input type="checkbox"/> ball field<br><input type="checkbox"/> natural hillside open space<br><input type="checkbox"/> bridge to the neighboring Danville park<br><input type="checkbox"/> overlooks and neighborhood destinations<br><input type="checkbox"/> revegetated creek channel banks<br>Additions to include a permanent restroom facility (1997)   | <input type="checkbox"/> Implemented<br><br><br><br><br><br><br><br><br><br><input type="checkbox"/> Implemented   |
| San Catanio Creek Park Site (aka Wiedemann / Kaplan Woodlot)<br>Year: 1991 and 1997 | Design features should include<br><input type="checkbox"/> entry from Norris Canyon Road focused on a complex of historic buildings which form the core of a working farm<br><input type="checkbox"/> an entry statement such as a rustic ranch gate to lead the majority of automobile traffic into the parking area off of Bollinger Canyon Road<br><input type="checkbox"/> interactive educational facilities related to rural living and ranching and farming heritage   | <input type="checkbox"/> Property purchased in 1997<br><input type="checkbox"/> Plans not implemented<br><input type="checkbox"/> See Appendix B for Site Master Plan<br>NOTE: plans should be re-evaluated based on projected city-wide park and recreation needs |
| San Ramon Central Park<br>Year: 1991 and 1997                                       | No additional improvements or renovations recommended   | <input type="checkbox"/> Updated Park Master Plan scheduled for near future<br><input type="checkbox"/> Playground renovation  |
| San Ramon Central Park North<br>Year: 1991  | Park extension of Central Park to include:<br><input type="checkbox"/> sports fields<br><input type="checkbox"/> Alcosta Boulevard streetscape treatment<br><input type="checkbox"/> develop pedestrian orientation between existing park and new north section<br><input type="checkbox"/> shared parking with Bishop Ranch Business Park  | <input type="checkbox"/> Implemented with sports fields scaled back in favor of Ironhorse Middle School as part of update completed 1998   |
| San Ramon Creekside Park Site (aka Downtown Creek Park)<br>Year: 1991 and 1997      | Design intent to provide public access and gathering spaces along the creek and enhance image of the Crow Canyon Redevelopment Area. Features include:<br><input type="checkbox"/> off street parking to support group events<br><input type="checkbox"/> a town green gathering place<br><input type="checkbox"/> Creekside trail system and linkages to surrounding land uses<br><input type="checkbox"/> planting of a major tree spine along Old Crow Canyon Road<br><input type="checkbox"/> continuity of Creekside trails proposed in the Creek Corridor Plan<br><input type="checkbox"/> mini plazas / pedestrian entry nodes | <input type="checkbox"/> Not implemented due to California Department of Fish and Game regulations and focus of "downtown" shifted to the City Center area on Bollinger Canyon Road.   |
| San Ramon Olympic Pool<br>Year: 1991 and 1997                                       | Renovation of facilities to include:<br><input type="checkbox"/> sense of entry and arrival<br><input type="checkbox"/> shade trees in the parking lot<br><input type="checkbox"/> trees to define the street edge<br><input type="checkbox"/> vegetation to define the edges of the pool area and provide visual and wind control<br><input type="checkbox"/> bath house office space<br><input type="checkbox"/> water slide and cogeneration plant to reduce energy costs<br><input type="checkbox"/> six tennis courts<br><input type="checkbox"/> ADA access   | <input type="checkbox"/> Implemented   |

**TABLE 7.1 Comparison between 1991 and 1997 Master Plans and Existing Conditions**

| PARK / MASTER PLAN YEAR                                     | PLANNED FEATURES   | 2007 STATUS   |
|---|--|---|
| Senior Center Park and Garden<br>Year: 1991 and 1997        | A new center was constructed in 1991 and gardens enhanced in 1995.<br><br>Additional improvements recommended include a planned is a trail through the park leading to potential connections with regional hiking trails | <input type="checkbox"/> Center building now being expanded with expanded community gardens<br><br><input type="checkbox"/> Trail planned to be installed when funds become available |
| Twin Creeks School Neighborhood Park<br>Year: 1991 and 1997 | Developed in 1998; no additional improvements or renovations recommended   |   |
| Village Green<br>Year: 1997                                 | Developed in 1996; no additional improvements or renovations recommended   |   |
| Walt Disney Elementary School Park<br>Year: 1991 and 1997   | Developed in 1990; no additional improvements or renovations recommended   |   |

**SEE APPENDIX 7.4 FOR TRAIL INFORMATION**

**PARK STANDARDS**

The City's current development standard for functional public parkland is 6.5 acres per 1,000 residents, comprising 4.5 acres of neighborhood parks (those serving residents living within a 1/2-mile radius) and 2 acres of community parks (those serving residents within a 3-mile radius). General Plan policies exclude trails or undevelopable portions of active parks when calculating the City's available parkland in terms of meeting the park acreage standard. Additionally, City policies are specific in defining the size of areas and types of facilities to be included in neighborhood and community parks. A neighborhood park is a minimum of 2 acres while a community park is generally between 10 and 60 acres in size.

Based on the City's General Plan projections, by 2020 the population of San Ramon will be approximately 96,020. Table 7.2 presents existing park acreages within the City and projected parkland needs based on City parkland standards.

**TABLE 7.2 Citywide Park Area Needs by Classification**

| Park Classification                          | Park Acreage   |                                |              |
|--|----------------|--------------------------------|--------------|
|  | Existing Parks | 2020 Park Needs <sup>(2)</sup> | Difference   |
| Community Parks                              | 78.80          | 192                            | 83.2         |
| Neighborhood and Pocket Parks <sup>(1)</sup> | 109.06         | 432                            | 239.7        |
| School Parks                                 | 108.70         |                                |              |
| Specialty Recreation Areas                   | 72.71          | n/a                            | (124.4)      |
| Parks to be developed                        | 81.40          |                                |              |
| <b>TOTAL</b>                                 | <b>450.67</b>  | <b>624</b>                     | <b>198.5</b> |

(1) Includes Elementary and Middle School Parks

(2) Based on a population of 96,020

**Distribution of Community Parks:** All residents are within a three-mile radius of at least one Community Park. It should be noted that many specialty recreation areas, while technically not defined as “community parks,” serve community-wide functions. If they were included in the community park standard of 2 acres/1000 population, the area needs for community park facilities would be met.

**Distribution of Neighborhood Parks:** Appendix 7.2 illustrates the distribution of neighborhood parks within the City and a 1/2-mile radius around each. For planning purposes, there are six (6) planning areas within the existing city limits and three (3) additional planning areas within the City’s General Plan area. These are illustrated in Appendix 7.3. Appendix 7.7 lists these planning areas and the approximate acreage of neighborhood parks now existing within each. All areas of the City are or will be significantly deficient in neighborhood park space relative to a 4.5 acres/1000 population standard.

Based strictly on proximity, there is a need if land becomes available (and if it can be purchased) for additional neighborhood parks within the Bishop Ranch, Twin Creeks, and portions of the Southern San Ramon planning areas.

## **8. Funding Parks and Community Services**

### **CAPITAL IMPROVEMENT FUNDING AND NEEDS**

Prior to the development and presentation of the annual update to the Five-Year Capital Improvement Program (CIP), the Capital Budget and the authorization for use of funds, staff compiles a list of all possible projects that could be included and funded over the next three (3) to five (5) years. This is a preliminary step that provides the Parks and Community Services Commission the opportunity to direct the capital projects that are funded for the next budget year, as well as add projects to the CIP that could be funded in future years.

### **Documents that Guide the Development of the CIP:**

1. Facility Maintenance and Renovation Plan: Outlines the estimated replacement costs for specific categories of items within the City's facilities over a ten (10) year period in response to age and condition of each City facility; supports the planned use of the Building Maintenance Fund.
2. Park Maintenance and Renovation Plan: Addresses long range park maintenance needs and associated costs to effectively preserve the quality and life expectancy of the City's parks. Identifies all infrastructure and amenities within the parks and enables staff to assign replacement/renovation priorities based on age, useful life, replacement cost, and type of use. Supports the planned use of the Park Development Fund.
3. Parks and Community Services Master Plan: The Master Plan and Strategic Action Plan outlines five top needs and interests related to programs, services and park and facility needs. They are:
  - a. Open space and parks for passive outdoor activity
  - b. Acquiring and developing trails and trail connections
  - c. Upgrading and renovating existing parks
  - d. Preserving historic structures such as Forest Home Farms
  - e. Creating Central Park as the core of downtown San Ramon

The Master Plan also outlines the park and recreation facilities that have not yet been developed by the City but where the city owns the parcel and has master planned the site. [These do not include Dougherty Valley developer-built parks which are required to be built per the Dougherty Valley Specific Plan]. The original Parks and Recreation Master Plan refined the policies stated in the General Plan relating to community facilities and programs. The Master Plan, first adopted in 1987, has been

reviewed biennially since 1989. This Master Plan Update and Strategic Action Plan (MPUSAP) synthesizes all the information from an extensive planning process in 2006-07 and provides a framework to direct both the Public Services and Parks & Community Services Department's resources toward parks, facilities and programs to address future needs of residents over the subsequent ten years (2008 – 2017). The Parks and Recreation Master Plan is the implementing document supporting the General Plan goals and policies and provides additional supporting guidelines to the General Plan.

4. Five-Year Capital Improvement Program: A City Council approved multi-year planning instrument to identify needed capital projects and to coordinate the financing and timing of improvements. The annual update includes developing and proposing capital improvement projects for funding and completion in the upcoming budget year. This upcoming budget year, or first year of the updated CIP is referred to as the Capital Budget. Projects slated for subsequent years in the CIP are approved on a planning basis only and do not receive ultimate expenditure authority until they are incorporated into an approved Capital Budget.

## **Criteria**

When potential projects are recommended for consideration in the CIP during the annual update, they are evaluated against the following criteria prioritized by the Parks and Community Services Commission. Initially, projects are recommended for inclusion in the CIP based on how they measure up against these criteria. During the annual CIP update, projects are once again evaluated against these criteria before a funding source is determined and they are incorporated into an approved Capital Budget.

### **High Priority**

- Repair Hazard/Safety
- Correct Regulatory Requirements
- Supports Master Plan/General Plan Goals

### **Medium Priority**

- Reduce Ongoing Repair
- Increase Functionality – Enhances Recreational Experience
- Sustainability – Energy Measures, Water Conservation

### **Low Priority**

- Planned Replacement – Exceeds Useful Life
- Expenditure Offset
- Aesthetics

### **CIP Funding Sources:**

1. Building Maintenance Fund: A fund established to pay for the costs associated with deferred maintenance at each of the City owned facilities.
2. Park Development Fund: Funds collected through developer fees to mitigate the burden of new development. To be used for improvement and repair of City owned parks.
3. General Fund: Funds collected through property taxes, sales and use taxes, licenses and permits, franchise fees, charges for services, transient occupancy taxes, motor vehicle license fees, investment income and various miscellaneous revenue.
4. Grants: Funds disbursed by one party, often a governmental agency, corporation, foundation, or trust, to an applicant; for purposes of this description the City of San Ramon is considered the applicant. Most grants are made to fund a specific project or purpose and require some level of compliance and reporting.

### **Annual CIP Development Timeline:**

- November - Update on the CIP including a summary of projects completed over prior three (3) years
- January - Commission input and direction regarding park and facility renovation and development priorities for the upcoming fiscal year Capital Budget
- April - Draft Five-Year CIP update

### **PARK AND FACILITY MAINTENANCE FUNDING**

Parks, open space, and trail maintenance are provided by the Public Services Department. The work is accomplished through City staff and contracted services. The Department also maintains all City buildings and facilities including the Community Centers, Aquatic Centers and libraries. The City has set a Level “A” maintenance standard for parks. A matrix outlining the maintenance standards is shown in Appendix 8.2. By General Plan policy, a service level “A” is to be used in maintaining all parks and recreational facilities. These standards apply to daily, weekly, and annual maintenance activities. They do not address the capital improvements needed to replace aged facilities due either to normal wear and tear, or facility modifications that may be required by updated design standards, such as those for seismic design or contained in the Americans with Disabilities Act.

As of FY 2007-08, the annual cost for maintaining City parks is \$4,686,700 for approximately 340 acres. This is approximately \$13,784 per acre. The annual cost

for maintaining City facilities used for recreation programs and activities is \$2,372,000. Parks and facility maintenance is funded through the City's general fund; with the exception of the Dougherty Valley parks and facilities, which are funded through the County Service Area Dougherty Valley Fund per the Settlement Agreement.

As additional parks are added and developed to meet park acreage deficiencies, maintenance costs will rise. The City will also have 26 miles of trails when the system is complete. These trails will also require maintenance and other operation costs to ensure safety and security for trail users. The City may need to consider other methods of funding park and trail maintenance. Table 8.7 identifies some of the mechanisms that can be used for maintenance and operations.

By 2020, parks acreage needs to meet the population growth will be 624 acres. In today's dollars the cost for park maintenance will double, to a projected cost of \$6,902,064.

#### **TRAIL MAINTENANCE**

The City has no published maintenance standards for trails. These should be included in the preparation of a city-wide, integrated pedestrian and bicycle master plan.

#### **Open Space Area Maintenance**

The San Ramon 2030 General Plan includes the following implementing policies:

- Implementing Policy: 6.5-1-12 – Explore preservation of open space, ridge lands, and scenic corridors in and around San Ramon. Within San Ramon's sphere of influence there is a variety of open space amenities such as the Bishop Ranch Open Space, the Little Hills Recreation Area, Sycamore Valley Regional Open Space, and Las Trampas Regional wilderness. San Ramon continues to work with a variety of agencies, including but not limited to, the East Bay Regional Park District, Contra Costa County, other municipalities, the State of California and non-profit trustee agencies to preserve additional areas for open space.
- Implementing Policy: 8.3-I-4 -- Require maintenance plans for open space areas, including identified natural resources such as ridges and creeks. As a guide, use standards such as the East Bay Regional Park District's Wildland Management Policies and Guidelines, for the management and maintenance of open space.
- Implementing Policy: 8.4-1-4 – When called upon by the City Council, the Open Space Task Force to the Parks and Community Services Commission shall review the priorities pursuant to General Plan 2030 Policy 8.4-1-5. The Task Force will advise the City Council and the Parks and Community Service Commission on setting priorities for open space acquisition and preservation.

- Implementing Policy: 8.4-1-10 - Continue planning and managing ridgelines, agricultural lands, and open space acquired by the city or other Open Space areas through the Geologic Hazard Abatement District(s) and the Dougherty Valley Open Space Management Plan

## **EXISTING MAINTENANCE STANDARDS FOR CITY PARKS**

The City developed Park and Facilities Maintenance Standards that guide the level of annual operational maintenance performed and serve as the basis by which the parks and facilities annual operating budget is developed and implemented. The Maintenance Standards are intended to help ensure high quality and consistency in the implementation of parks and facilities maintenance activities. As economic times change these standards are modified as necessary to address budgetary constraints and changing priorities as directed by the Parks Commission and City Council. The current maintenance standards were considered to develop high, medium, and low (HML) priority categories for all maintenance tasks which drives daily, weekly, and seasonal maintenance activities and routines, assignment of staff and resources, and responding to customer and department service requests. The Maintenance Standards and HML Priorities provide a snapshot of service levels and maintenance priorities that are used as a guide in proposing service level adjustments and developing the annual operating budget. The current versions are reflected in Appendix 8.2 and Appendix 8.3.



## 9. Strategic Goals and Strategies



Based on the foregoing analysis, ten (10) strategic goals have been identified as priorities for the future. These goals and strategies are not intended to be inclusive of all the Department's functions and activities. Rather, they present opportunities that are responsive to the community's demographics, current recreation trends, and expressed community needs that surfaced during this planning process. The focus for the

future is centered on **unity**. These goals will assist City leaders and community residents tread the *Path to 2017*, as they bring together neighborhoods and communities, long-tenured residents and new residents; young and old; and link the past with the present in the transformation of San Ramon as **one** exceptional place to live, work and play.

The strategic goals on the following pages build on the Department's strengths and success and provide a focus for the next 10 years. Each goal has several strategies; there is some overlap or interdependency among strategies. All the strategies are consistent with the Department's mission and will help position and enhance its capability to secure needed resources in the future. Concentrating resources in these areas will aid in positioning the Department for success amidst social, political, and technological change. These strategic goals will change as the community grows and changes and will need to be re-evaluated on a regular basis to remain responsive to changing needs, trends, and priorities.

Some of the strategies reinforce existing programs and projects that will continue to be priorities; others are new approaches. Each program or maintenance unit can use these goals to focus their projects and daily work. The goals are interconnected, shaping a comprehensive approach and plan for future of parks and community services. They are intended to set an overall direction to guide the development of recreation programs, capital improvement plans, operating budgets, organizational structure and staff development. The strategic goals and strategies are numbered for reference (not based on priority).

## 2010 UPDATE

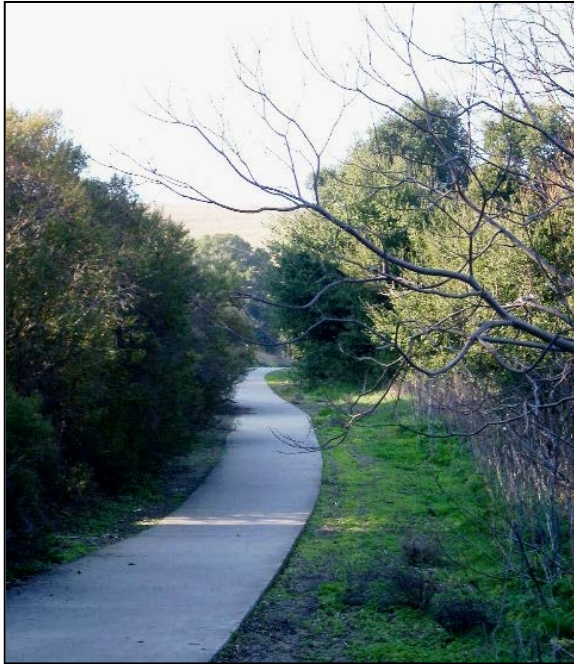
Phase I of the 2010 Master Plan update included a review of all Master Plan Goals and Action Items. See Appendix 1.2 for a complete update of accomplishments within the first two years of the Master Plan.

| <i><b>Strategic Goals – Path to 2017<br/>Updated 2010</b></i> |  |
|---|--|
| <b>1</b>  | Provide the community with an integrated park and trail system that connects people with community centers, parks, open space, schools, and programs and utilizes the park system to connect to all parts of the San Ramon community.  |
| <b>2</b>  | Sustain the park and trail system through the upgrade and renovation of older parks and provide consistent service-level standards and maintenance frequencies in all parks, trails, and facilities based on park type, level of use/activity and seasonal/special needs.  |
| <b>3</b>  | Sustain community identity, economic vitality and cultural unity through special events and a rejuvenated Central Park as the heart of San Ramon.  |
| <b>4</b>  | Bridge the community by preserving historic resources and cultural heritage, linking the past with the present and embracing new residents.  |
| <b>5</b>  | Foster physical and mental health and wellness through active and passive recreation activity and assume a leadership role in educating the public about how to achieve health and wellness.   |
| <b>6</b>  | Build on past success as one of the <b>100 Best Communities</b> for Youth, by expanding the Department's role in addressing the broader issues of youth development by partnering with schools, law enforcement and other community agencies in a multi-disciplinary approach to improve youth resiliency, self-esteem and family relationships. |
| <b>7</b>  | Strengthen outdoor recreation experiences by connecting children and families with nature and open space to increase the user's appreciation of natural resources and foster a sense of stewardship.   |
| <b>8</b>  | Encourage lifelong learning for all ages through all department programming including library services.  |
| <b>9</b>  | Ensure adequate funding and support services to provide accessible and equitable facilities, services and programs.  |
| <b>10</b>   | Enhance organizational capacity and staff development by investing in the work force; demonstrating the value of human resources.  |

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| <b>STRATEGIC<br/>GOAL #1</b> | Provide the community with an integrated park and trail system that connects people with community centers, parks, open space, schools and programs and utilizes the park system to connect all parts of the San Ramon community. |
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***Strategies:***

- 1.1 Maintain the established 6.5 acres of parkland per 1,000 residents as the City continues to expand.



- 1.2 Acquire additional open space lands, easements and trails can be developed as part of the development approval process.
- 1.3 Promote the planning and design of parks, recreation facilities, and neighborhoods with public health and accessibility in mind; focus on infrastructure design that encourages active living, such as bike trails and walking paths.
- 1.4 Coordinate the renovation of existing park and trails as multifunctional to meet the needs and use patterns of the diverse population throughout the City.
- 1.5 Revise park master plans that have yet to be constructed to emphasize changing conditions of park system and recreation and park needs of residents. Complete planning approvals and construction drawings on designated sites for shovel readiness in the event grant funding becomes available.
- 1.6 Improve directional signing to parks and within parks.
- 1.7 Develop Trail and Bike Master Plan that integrates trail, pedestrian and bicycle planning and complements other existing plans for trail and bikes. Elements to include: Standards for landscaping, signage, construction, intersections; connection plan system throughout the City including currently incomplete staging areas and trail sections; identification of new trails and staging areas; funding and construction priorities.
- 1.8 Work with the Transportation Division to improve public transit to parks and community facilities.

- 1.9 Provide a continuous loop or section of trails that is 3.1 miles/5K in length that does not cross a street to provide a resource for runs or walks that are requested through the Special Event Permit Process.
- 1.10 Review the updated General Plan; establish a park development criterion that supports the General Plan and Parks Master Plan policies to guide park development, acceptance of in lieu fees.

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| <b>STRATEGIC<br/>GOAL #2</b> | Sustain the park and trail system through the upgrade and renovation of older parks and provide consistent service-level standards and maintenance frequencies in all parks and facilities based on park type, level of use/activity and seasonal/special needs. |
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***Strategies:***

- 2.1 Prioritize park and facility maintenance based on essential, important and discretionary criteria. Refer to Capital Park Renovation Plan and Building Maintenance Plan for development of annual and 5-year capital improvement program (CIP). Re-prioritize and update annually. Strive for consistent level A maintenance practices and standards.
- 2.2 Continue to empower neighborhoods to assist with park clean up, graffiti prevention and safety for parks and facilities in all neighborhoods. Establish regular events throughout the year for citizen and neighborhood participation.
- 2.3 Develop capital improvement plans and budgets that reflect resident needs for accessible outdoor recreation facilities close to home. These include playing fields, play lots, picnic areas, trail staging facilities, swimming pools, and historic properties.
- 2.4 Develop a capital funding program for the park system to ensure funding availability when park renovations/upgrades are needed in the future. Seek alternative funding.



- 2.5 Continue cooperative planning with school officials, developers and other public agencies to develop new or rehabilitate existing City/school parks and indoor facilities as joint-use neighborhood centers and focal points for serving all age groups.
- 2.6 Provide accessible and off-street parking at parks and facilities when feasible.
- 2.7 Design and manage parks and buildings for energy and water conservation and utilize green building requirements where feasible.

- 2.8 Upgrade technology in parks and facilities for Wi-Fi, surveillance and emergency response capabilities.
- 2.9 Establish baseline annual maintenance and operational costs as part of all new park and facility design and development approval process.
- 2.10 Implement recommendations and best practices from the Sports Turf Maintenance and Sustainability Plan at high-use fields.



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| <b>STRATEGIC<br/>GOAL #3</b> | Sustain community identity, economic vitality and cultural unity through special events and a rejuvenated Central Park as the heart of San Ramon. |
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***Strategies:***

- 3.1 Develop Central Park Renovation Plan and (CIP) and include costs, priorities and timelines of upgrades for increased functionality and usability such as the amphitheater and sports fields, rehabilitation of aging infrastructure such as concrete, trees and irrigation and new opportunities such as the City Center adjacency to Central Park.
- 3.2 Create a seamless connection and unite Central Park, Iron Horse Trail and the proposed City Center by physically bridging/linking these components of the future downtown core.
- 3.3 Foster cultural unity through cooperative programs and events that celebrate the community's cultural heritage, character, and spirit.
- 3.4 Showcase different cultures in special event programming to enhance cultural understanding and unity.
- 3.5 Expand special events and creative experiences through community partnerships with merchants, businesses, Chamber of Commerce, and other community organizations.
- 3.6 Incorporate public art in park, trail and facility design throughout the City, creating public spaces that inspire creativity and enjoyment.
- 3.7 Install marquee signs at City facilities to promote community events.



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| <b>STRATEGIC<br/>GOAL #4</b> | Bridge the community by preserving historic resources and cultural heritage, linking the past with the present and embracing new residents. |
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***Strategies:***

- 4.1 Encourage the preservation and restoration of historic structures to create community pride and a sense of history for San Ramon.
- 4.2 Draw on local community resources such as the San Ramon Historic Foundation, local architecture and historical societies to assist with historic restoration projects and programs.



- 4.3 Develop revised cost estimates for unfinished elements of the Forest Home Farms Master Plan; pursue grants and a capital campaign to implement the Forest Home Farms Master Plan including the Boone House rehabilitation.
- 4.4 Develop a business plan for the Forest Home Farms Historic Park site in cooperation with the San Ramon Historic Foundation and utilize it to create and sustain special exhibits and events to attract visitors to the historic site.
- 4.5 In partnership with SRVUSD and the San Ramon Historic Foundation, expand interpretive outreach programs about San Ramon's history and agriculture. Programs should be developed to follow the California Science and History-Social Science curriculum framework and content standards.



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| <b>STRATEGIC<br/>GOAL #5</b> | Foster physical and mental health and wellness through active and passive recreation activity and assume a leadership role in educating the public about how to achieve health and wellness. |
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***Strategies:***

- 5.1 Develop and continue existing multi-disciplinary health partnerships with schools, local hospitals, and health care providers, private health clubs, and other agencies to bring public information and educational programs that prevent obesity and successfully promote physical activity across entire communities.
- 5.2 Regularly and succinctly articulate to the public and policy makers the health and wellness benefits of utilizing Department programs and facilities.
- 5.3 Supplement school physical education programs by offering afterschool activities with physical activity and skill development in recreation offerings.
- 5.4 When providing snacks during department sponsored programs, day camps, special events, and vending machines, ensure that the snacks are healthy.
- 5.5 Work with health care associations, to incorporate healthy eating and exercising habits into after-school recreation programs and camps.
- 5.6 Address the needs of an aging population by encouraging participation in physical activity with an emphasis on the gentler aerobic activities.



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| <b>STRATEGIC<br/>GOAL #6</b> | Build on past success as one of the <b>100 Best Communities</b> for Youth, by expanding the Department's role in addressing the broader issues of youth development by partnering with schools, law enforcement and other community agencies in a multi-disciplinary approach to improve youth resiliency, self-esteem and family relationships. |
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***Strategies:***

- 6.1 Maintain cooperative efforts with youth sports organizations to provide safe and accessible facilities and programs that develop sports skills and provide youth experiences in organized sports.
- 6.2 Continue to provide the support needed for the Teen Centers as a focal point for youth programs and services for 11-14 year olds by offering an array of programs and services that include non-sports activities and volunteer opportunities. Continue to support the Teen Council as the voice of teens in San Ramon.
- 6.3 Participate with the Police Department, public health, social service and non-profit agencies in the offering of prevention and education programs that serve at-risk youth and their families.
- 6.4 Continue to provide youth activities as tools in youth development that are easily accessible and affordable after school and during summer months.
- 6.5 Provide classes and programs at convenient times and locations for teens that may only have free time evenings and weekends.
- 6.6 Provide indoor and outdoor spaces for supervised but unstructured free play for youth.
- 6.7 Continue financial assistance support for youth and seniors that cannot afford program fees.



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| <b>STRATEGIC<br/>GOAL #7</b> | Strengthen outdoor recreation experiences by connecting children and families with nature and open space to increase the user's appreciation of natural resources and foster a sense of stewardship. |
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***Strategies:***

7.1 Plan for equity, inclusiveness, and accessibility in providing outdoor recreation for people of all ages, genders, ethnicity, and abilities.



7.2 Expand passive and active outdoor programs for families, neighborhood-oriented walks, foot races or bicycle events to provide safe venues for physical activity.

7.3 Collaborate with SRVUSD outdoor science programs, EBRPD, and other organizations to offer programs in environmental education and interpretation to develop stewardship for natural resources and instill an appreciation for the natural environment.

7.4 Evaluate and revise the Master Plan for the Crow Canyon Gardens as new development of the Mudd's restaurant site is brought forward for City review and approval.

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| <b>STRATEGIC<br/>GOAL #8</b> | Encourage lifelong learning for all ages through all department programming including library services. |
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***Strategies:***

- 8.1 Implement the Cultural Arts Plan and provide programs making maximum use of existing and planned public facilities.
- 8.2 Continue to work with the SRVUSD, community businesses, San Ramon Arts Foundation and cultural organizations to expand cultural arts offerings for youth.
- 8.3 Expand partnerships with educational institutions, such as the Diablo Valley College, San Ramon Campus, and [www.ed2go.com](http://www.ed2go.com) to offer online courses, workshops, short courses, lectures, and leisure classes that cater to the adults and particularly the growing baby boomer age group.
- 8.4 Extend operating hours (beyond current extended times) at the Alcosta Senior and Community Center to offer additional classes in the evenings and on weekends for working adults 55 years and over and to promote the use of the center by all age groups.
- 8.5 Offer educational travel opportunities and cultural outings with an emphasis on “off the beaten path,” scheduled to attract the working retiree.
- 8.6 Through the City Lights Volunteer program and the Department Internship program create challenging and meaningful volunteer and intern opportunities for all age segments of the community.
- 8.7 Work with the Contra Costa Library management and the San Ramon Library Foundation to reconfigure existing or secure needed space for library programs and services.



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| <b>STRATEGIC<br/>GOAL #9</b> | Ensure adequate funding and support services to provide accessible and equitable facilities, services and programs. |
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***Strategies:***

- 9.1 Develop operating and capital improvement budgets based on the goals and priorities of the Master Plan Update and Strategic Action Plan, General Plan and City Council goals.
- 9.2 Assist Engineering and Public Works in identifying new funding for park facility/trail maintenance improvements.
- 9.3 Review cost recovery policies and set realistic goals for revenue generation from fee programs. Develop a program classification system based on subsidy level for programs: 100%, 75%, 50% or no subsidy.
- 9.4 Develop an annual report to communicate with the Advisory Committees, Commission and Foundations on Department funding for operations, maintenance & capital improvements and annual budget goals.
- 9.5 Utilize all media print and non-print to market programs and communicate public information on the value of leisure services and programs. Provide a dynamic web presence.
- 9.6 Utilize target marketing based on customer's profile and data base information participation. Improve utilization of customer feedback system from frontline to top management.
- 9.7 Develop and implement a customer satisfaction plan to set benchmarks for customer service, track efficacy of customer service at all levels of the organization, and make improvements to the Department's policies and procedures to support a high customer service level.
- 9.8 Adjust office hours & program times for customer convenience to better serve working parents, busy teens & young adults.
- 9.9 Market recreation as essential to healthy lifestyles and promote wellness for all ages.
- 9.10 Focus marketing of programs and facilities around the strategic goals presented in the Strategic Action Plan.
- 9.11 Develop criteria for core, important and discretionary services and as part of annual budget process, determine which programs to sustain, grow, reduce, eliminate or reassign and shift funding accordingly.

- 9.12 Enhance and expand the use of the City's web site for the dissemination of public information, utilize email marketing to facilitate interactive, on-line transactions for registration and facility booking.
- 9.13 Develop and implement business plans for aquatics, historic properties, youth and senior programs. Once developed update business plans every 5 years.
- 9.14 Increase use of online tools to facilitate customer interactions such as registration, facility booking and other transactions.

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| <b>STRATEGIC<br/>GOAL #10</b> | Enhance organizational capacity and staff development by investing in the work force; demonstrating the value of human resources. |
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***Strategies:***

- 10.1 Utilize the goals and priorities of the Strategic Action Plan to develop future staffing plans and organizational structure.
- 10.2 Pursue equity and competitive salaries, benefits and working conditions for all employees to facilitate the retention of a trained and competent work force. Develop succession plan that provides for advancement of employees as employees retire or leave City service.
- 10.3 Ensure that hiring practices will recruit qualified staff to support the goals of the Department and successful programs.
- 10.4 Support training and professional development opportunities for employees that include conferences, seminars, tuition reimbursement, cross training and memberships in trade or professional associations.
- 10.5 Provide cultural and disability awareness/sensitivity training for staff and provide translation resources to assist them in serving the public.
- 10.6 Utilize interdivisional and interdepartmental project teams to address issues and special projects. Empower teams to develop solutions that improve the management of facilities and human resources.
- 10.7 Secure “state of the art” equipment and technology and provide training to improve services.
- 10.8 Foster an open work environment that empowers employees and embraces the Department’s organizational values and customer service orientation. Reward and recognize employees for their achievements.
- 10.9 Develop employee work plans to implement the strategies set forth in this Strategic Action Plan.
- 10.10 Develop accurate performance indicators and measurements to track employee productivity, accountability, and performance related to the implementation of the strategies of the Strategic Action Plan.

## NEXT STEPS

The approach to the Strategic Action Plan and Master Plan Update has been comprehensive. The Parks and Community Services Department along with the Public Services Department must now move forward with the adoption and implementation of the plan. The Departments have a solid foundation to build on and are well-positioned to improve services, as they seize the opportunities set forth in this plan and carry out its vision to ***create community through people parks, partnerships and programs***. The Action Plan sets the strategic direction for the future and will guide the Department's planning and operational focus for the coming years. The Department leadership and policy makers must endorse the plan and commit to its implementation. All Department staff must understand and embrace the plan and play their part in its implementation on a daily basis.

## 2016 UPDATE



Phase I of the 2016 Master Plan update included a review of all Master Plan Goals and Action Items. See Appendix 1.2 for a complete update of accomplishments within the last 5 years of the Master Plan.

The following strategies have updates that were made in the 2016 Master Plan update: 1.4, 2.3, 2.6, 5.2, 5.4, 5.5, 6.2, 6.3, 6.5, 9.2, and 9.9. Furthermore, strategies 4.3 and 5.7 were removed due to their lack of relevance to the updated Master Plan document.



## **10. Appendices**

- 1.1 Parks Master Plan Update and Strategic Plan 2-Year Update Staff Report**
- 1.2 Strategic Goals 2-Year Update**
- 1.3 CIP Update 2010-2015**
- 4.1 Parks & Community Services Core Service Definitions**
- 6.1 Parks & Community Services Program Proposal Tool**
- 6.2 Other Recreation Service Providers**
- 6.3 Parks & Community Services Program Evaluations**
- 7.1 Parks & Facilities Map**
- 7.2 Neighborhood & School Parks Map**
- 7.3 City Parks & Facility Amenities**
- 7.4 City Trail Descriptions**
- 7.5 Citywide Park Area Needs by Classification**
- 8.1 Existing Maintenance Standards for City Parks**
- 8.2 HML Priorities**
- 10.1 2007 Survey Summary Report**
- 10.2 Previous Master Plans**
- 10.3 Forest Homes Park Master Plan**