

Flynn, Allison

From: Bill Lambert
Sent: Tuesday, September 13, 2022 9:07 AM
To: Crosby, Kristine; Marchant, John; Wong, Lindsay
Cc: McCarthy, Kimbra; Ramberg, Audrey Seymour; Parks and Recreation Commission; epc@mountainview.gov; Ramirez, Lucas; Hicks, Alison; Kamei, Ellen; Matichak, Lisa; Abe-Koga, Margaret; Lieber, Sally; Showalter, Pat; trustees@mvwsd.org
Subject: FMVP Comments on Parks and Recreation Strategic Plan Proposed Scope of Work
Attachments: FMVP Annotated PRSPPSW Memo Sep-13-2022.docx; FMVP Letter Sep-13-2022.docx

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All,
Please see our attached comments on the Proposed Scope of Work Memo to be presented to the Parks and Recreation Committee on Wednesday, September 14.

Bill Lambert on behalf of the Friends of Mountain View Parks
hello@friendsofmvparks.org



MEMORANDUM

Community Services Department

DATE: September 14, 2022

TO: Parks and Recreation Commission

FROM: Lindsay Wong, Senior Management
Analyst Kristine Crosby, Recreation
Manager
John R. Marchant, Community Services Director

SUBJECT: **Parks and Recreation Strategic Plan Proposed Scope of Work**

RECOMMENDATION

Review and provide feedback on the proposed scope of work for the Parks and Recreation Strategic Plan.

BACKGROUND

The City of Mountain View has a rich history of providing quality recreation programs, services, events, facilities, and open space to the community.

The City's first Recreation Plan was adopted in 2008 as a companion document to the Parks and Open Space Plan (POSP). The purpose was to provide a review and assessment of recreation programs, services, and facilities and prepare a long-term, recreation-focused vision for the community. Through extensive public input, staff developed 23 recommendations for programs and services, three priorities for recreation facilities, and three options for meeting the demand for athletic fields. At that time, the Recreation Division also adopted the California Parks and Recreation Society's vision statement of: "We create community through people, parks and programs."

1. Were both Plans focused on recreation or only the Recreation Plan.
2. What were the 23 recommendations (We assume they are in the plan.). Were they accomplished?

The current POSP was adopted by the City Council in 2014. This was the sixth update since the first POSP was adopted in 1992. The POSP provides a review of open space resources within the City, calculating total open space and amenities available in the community by planning area. The POSP offers a long-range vision intended to guide decisions made to

advance park and open space resources as well as environmental conservation efforts that enhance the quality of life for all people who live and work in Mountain View. Since the POSP was adopted, a total of 6.5 acres of new parks have been created, not including the 2.76-acre Pyramid Park that will open later this month.

1. Steven's Creek Trail is another accomplishment. To be objective one can also add that "park" space has been lost due to expansion of MVWSD schools, for example, at Vargas and Theuerkauf. In addition, the population of MV has also grown from about 76,000 (2014) to 82,000 (2020) and has our park objectives kept up with the growth.

Both the Recreation Plan and the POSP have reached their intended planning horizon. Combining these two documents into a single Parks and Recreation Strategic Plan ("Plan") will create a cohesive plan that will address the open space needs of the community. The Plan will identify and analyze the variety of programs offered and define a clear vision and action plan for the future of the City's parks and open spaces, trail systems, recreation facilities, and recreational programming to meet the current and long-term needs of the community.

The City Council confirmed its commitment to providing quality recreation programming and open space with the adoption of Council's Strategic Priorities in June 2021. One of the seven Priorities is "Livability and Quality of Life," which aims to "enhance Mountain View as a great place to live that values community health and well-being." Development of a Parks and Recreation Strategic Plan is one of the identified projects for this Priority. The timing of this project was impacted by the need for the City to dedicate staff resources to respond to the COVID-19 pandemic, including opening and helping operate the first mass-vaccination site in the North County at the Community Center. Staff is now able to move this project forward, and an estimated timeline is provided later in this memorandum.

As staff prepares to take the next steps to develop the Plan, it will be important to recognize that the City has evolved since the creation of the Recreation Plan in 2008 and the POSP in 2014. The overall population has increased and will continue to grow. As the City grows, the need for access to open space will also increase. The community has expressed an interest to the City for increased number of and geographic access to parks.

1. The residential growth has been and will continue to be different in different parts of the city. At some point we need to define what access means and access for who.

The community uses parks for a variety of purposes ranging from organized activities to passive uses and are enjoyed by a wide range of ages that have different needs and priorities. The pandemic also created a shift in the way the community uses parks and open space. Parks provided a safe space to get outdoors while social distancing, and the general appreciation of parks and open spaces increased. Due to State and County COVID-19 restrictions, youth sports and other organized use of parks ceased for a period of time. As these activities returned, the community questioned how use of parks and athletic fields are prioritized as well as the times these sports organizations have access compared to general community access. Similarly, during COVID-19 restrictions, recreation programming was

modified to provide remote programming. As restrictions eased, many popular programs returned with high demand, and a review of programming will assess if changes are needed to the current available options.

1. Also, the nature of work is also changing. As MV urbanizes, more people will be living in smaller homes, and will likely be working at home making the need for access to walkable community and recreation areas even more important.
2. COVID has also emphasized the responsibility of the community to foster and protect public health including mental health and well-being. Accessible parks and open space and physical recreation are an important part of this.

Through the development of the Plan, City staff and the consultant team will work together to create a clear vision and action plan to meet the wide range of needs and desires of the community related to parks and recreation while incorporating themes of equity, inclusion, sustainability, accessibility, and livability.

1. Would like to see development of the community and stakeholders involved in the development of the Plan in addition to the City staff and the consultant team. In other words we would like this to be an iterative process and not the typical planning where stakeholder input is gather and compiled, a plan is developed by the city staff and consultant, which is then developed into a staff report that is tweaked by the PRC and City Council with public comment.
2. Let's define "themes of equity, inclusion, sustainability, accessibility, and livability" so that we have a clear idea what we are trying to accomplish and develop appropriate metrics. What do these values mean with respect to parks, open space, and recreation.

Proposed Elements of the Plan

The following are key elements of the proposed Plan. The Analysis section of this memorandum includes the specific proposed scope of work for the Request for Proposals (RFP) to select consultant services to develop the Plan.

Confirmation and Calculation of the City's Open Space

The City plans for, develops, utilizes, and maintains a variety of open spaces in an effort to meet the City's goal of providing three acres of open space for every 1,000 residents. This goal will be reviewed at a Citywide level and by planning area population. The different types of property currently counted toward the goal include:

- City-owned park space: This is open space owned and maintained by the City and accessible from 6:00 a.m. to one-half hour after sunset unless specific programming/amenities extend these hours.
 1. We should develop walkability metrics, safety metrics, density metrics, etc.
 2. Consider extending hours.
- Privately owned property that is accessible to the public during the same hours as City

parks: Within the City, open space and trail facilities can be found on property owned by other agencies, such as Valley Water and San Francisco Public Utilities Commission. Through agreements, the City may improve these properties for use by the public. The City has also created a process for residential developers to create privately owned, publicly accessible (POPA) open spaces to receive credit toward meeting their park land requirements. POPAs must be publicly accessible during City park hours at a minimum and are maintained by the property owner. Through contractual requirements, the POPA will remain open to the public in perpetuity.

1. We need to define what an acceptable POPA is. We have seen recently developments in which set-backs, landscaping between building, access paths, etc., are accepted as POPA. In other cases, landscaping and outdoor employee dining areas and food courts that are off-limits during business hours have been accepted as POPAs. It is not clear that these are meeting any objectives of a POSR plan.

2. How will the city ensure that POPAs are not privatized or otherwise restricted such as fenced for public use.

- Non-City-owned property that has limited hours of access: The City utilizes school district properties as open space during nonschool hours, including after school, school holidays, and breaks. During school hours, the public does not have access to these open spaces. The City maintains the recreational areas of the schools, and the City schedules organized sports at those locations during nonschool hours and follows the established priority use as stated in the Athletic Field Use Policy.

The Plan will review and confirm total acreage of each existing site and recommend any changes to the existing list and calculation of open space. The Plan will also recommend how to define the different types of open spaces and how to calculate the number of acres per 1,000 residents for open space not owned by the City with limited hours of access.

1. We also need to assess how our parks and open spaces are used by the residents (and non-residents), who is using the parks and open space, when and why people are using our parks and open space.

2. It would be useful to know why people do not use our parks and open space.

3. We should have assessments such as walkability indexes and density indexes.

4. It is important to understand that there are many ways of using parks, open space, and recreation (POSR).

5. We should clearly define different types of parks and open space beyond the 3 listed categories above. Shoreline Regional Wildlife Preserve is not a walkable community, neighborhood, or micropark. In the assessment, we believe that non-city owned property and the Shoreline Regional Wildlife Preserve should not be counted as walkable park space. These assets are part of the POSR resources but serve different purposes than walkable park space.

6. What threats are there to continued community use of any of these parks. For example, residential growth in Shoreline could make it more difficult to access, the school districts could have before school and after school programs that further restrict public use, the school districts could need to build on the fields as they have already done to

accommodate growth in the student population, and POPAs could be withdrawn due to legitimate security and/or safety threats.

7. Sports fields and the distribution and accessibility should be assessed separately.

8. For POPAs and non-city owned property, what mechanisms are in place to ensure that access is available, and the properties are adequately maintained.

9. "Planning areas" comes up frequently. I believe the concept of planning areas was for Quimby Act purposes. But we are addressing something different with this plan. What a planning area means and the objectives of creating planning areas should be reassessed. The concept of a planning area help to meet our goals. Should we be thinking about neighborhoods or communities.

10. Only walkable city-owned park space should be counted toward meeting an acre/resident ratio goal.

Anticipated Open Space and Future Growth

The City continues to make efforts to meet the City's open space goal. Based on current data, the City is expected to create, on average, one to two new parks per year through the year 2030. The overall park acreage will be growing with these future identified parks; however, there are specific planning areas within the City that are not reaching this goal currently, and future City growth will impact the gains being made toward increased open space per 1,000 residents. The Plan will review the existing acreage in each planning area compared to 2020 Census data and provide new metrics of how the City is meeting its goal in each planning area.

1. We need to be more careful about how we define parks and part of this process should be to come up with correct language and use the language consistently so that we are all communicating. What does it mean to say that the City is expected to create one or two parks every years. What types of parks and where? All parks are different. Yes, perhaps the park acreage will increase, but we are not aware of any plans that will significantly increase the amount of park space that comes anywhere near meeting the professed goal of acres/resident. The reason for updating the Plan is that as Mountain View grows, the acre/resident ration is decreasing every day, with no meaningful plan to reverse the trend.

The Plan will also use projected residential growth to provide a summary of how much park space will be needed to meet the goal long-term. Recommendations will be provided as to how additional park space can be created given a lack of available land for new parks to be created.

Funding Strategies to Increase Acreage of the Parks and Open Space System

Based on the analysis of long-term park acreage needs noted above, the Plan will recommend strategies to support the financial needs of creating new park space. The Plan will provide recommendations to update the City's existing Park Land Dedication Ordinance. Changes to the ordinance can change the way park land fees are calculated for new

residential development. In addition, the consultant will review a nonresidential development requirement which could provide additional funding for parks. Other creative funding strategies will be reviewed and recommended to increase available funding for acquisition, development, and renovation of City parks.

1. We believe the focus should first be on the acquisition of land to provide additional community and neighborhood park space. Making meaningful progress toward the acre/resident goal is paramount. Development and renovation of existing parks is secondary.
2. Should we also be talking about funding strategies for sports fields and recreational facilities, both indoor and outdoor.

Community Use of City's ~~Parks, Open Space, and~~ Fields and Facilities

1. This section really deals with City operations in the management of recreational facilities and sports fields and areas. Let's not confuse this with parks and open space.

The City provides a number of facilities to the community, including the Community Center, Senior Center, Teen Center, Historic Adobe Building, Rengstorff House, Eagle Park Pool, Rengstorff Park Aquatics Center, Whisman Sports Center, Mountain View Sports Pavilion, Willowgate Community Garden, Latham Community Garden, Senior Garden, and Deer Hollow Farm. These facilities are typically used to provide programming and special events to the community, and most are available as rental facilities for individuals, families, and organizations to access and host meetings and private events.

1. There are other community facilities that should be included here that are not city-owned. For example, libraries, places of worship, school district multi-use facilities, school district auditoriums, office and company facilities, business organizations (Kiwanis and Elks), etc. These and others should be brought into a fabric that serves the social, networking, and recreational needs and interests of the residents. To be clear, these facilities are not parks and open space, but serve the same purpose of providing community.
2. Should we be considering more indoor facilities and what would they look like.
3. How can we make access to our facilities and other community facilities free of charge or at least de minimis.
4. We should be thinking about recreation not only in terms of physical exercise but also in terms of mental exercise/education, arts, networking, gathering, celebrating, etc.

Policies and procedures currently exist to help balance the priority uses of facilities and parks. These include Council Policy H-5, Use of the City's Facilities, and Chapter 38 of the City Code. These policies help guide staff and Council related to the use of facilities and parks; however, they do not always provide clear direction when new or emerging programming increases in demand. Most recently, the City has received input from the community about emerging programs and providing appropriate access for these programs. One such example is pickleball. While a pilot program is being implemented, long-term solutions to meet increased demand are being developed. This is one example of a situation where increased demand for one activity must be balanced given existing resources while looking forward to meeting the long-term needs of these user groups. The Plan will assist in identifying these emerging programs and how best to position the City to respond to these situations in the

future.

1. As discussed in the cover letter, please consider omitting this from the proposed Work Plan, or include as a separate item that addresses City operations.
2. We should develop a plan to address new and emerging interests. A first step is to identify necessary and critical needs and ensure that they are met. When does an existing use get set aside to accommodate a new use? Sharing open space is not really an option because it just displaces one group at the expense of another. Shared areas should not be minimized.
3. When need to proactively plan for dog parks. Apparently, about 30% of households own dogs. When 1,000 new residential units are built, there will be 300 new dogs. Pets make people happy. Dogs are happy when they are able to run around in a dog park. Dog owners can take their dogs for a walk 2-3 time per day. When the dogs are healthy and happy, the owners are healthy and happy. It seems that a dog park should be at least 0.5 acres or at least 1 acre in size.
4. Let's leave out pickleball. It diverts attention from what is important and all of the other recreational activities.

The City also provides access to athletic facilities, including sports fields and two gymnasiums for sports organizations to host practices and games. Over the years, the youth sports programs have grown, and changes have been made based on demand. More families are choosing to enroll their children in competitive sports compared to recreational programs. The expansion of competitive teams in all sports has placed additional pressure on existing sports fields and gymnasiums.

1. As discussed in the cover letter, please consider omitting this from the proposed Work Plan, or include as a separate item that addresses operations and programming. Or, because this addresses staffing, include in the financial analysis section.

The consultant will review the historic use of these facilities and athletic fields. A review of the City's existing Athletic Field Use Policy, including the Recognized Youth Sports Organizations process, will also be completed. Based on these reviews, the Plan will include recommendations which may include updating times fields are available for organized sports compared to general community use by location, how to define the different types of organized sports, including competitive programs, and changes to priority use of facilities and fields. An assessment of long- term athletic facility needs will also be completed.

1. As discussed in the cover letter, please consider omitting this from the proposed Work Plan, or include as a separate item that addresses operations and programming.

Recreation Programming

Over the years, the Recreation Division has increased the types and amount of recreational programming to the community, including special events. This past summer, the highest number of participants in history enrolled in programs offered by the Division. The Plan will review existing programming, determine if there are gaps in service, and make recommended changes based on feedback from the community.

1. As discussed in the cover letter, please consider omitting this from the proposed Work Plan, or include as a separate item that addresses operations and programming.

Fee Structure

The City has an existing Recreation Cost Recovery Policy that sets how much the City should recover from the cost of providing specific programs and events. The Policy places a higher cost recovery for programs that have more individual benefits. For example, a dance class provides individuals with a direct benefit compared to the greater community; therefore, the cost recovery is higher compared to a Citywide special event, such as the Community Tree Lighting, that is free based on community benefit.

1. As discussed in the cover letter, please consider omitting this from the proposed Work Plan, or include as a separate item that addresses operations and programming.

The Plan will review the fees charged for all Parks and Recreation Division programs and services. The review will not only review direct and indirect costs and associated fees to the City; it will also include a comparison of the City's fees to those at local agencies. Based on this review, the Plan will provide recommended changes to fees currently being charged for programs and possible changes to the existing Recreation Cost Recovery Policy.

1. As discussed in the cover letter, please consider omitting this from the proposed Work Plan, or include as a separate item that addresses operations and programming.

The City has an existing Financial Assistance Program that is well-utilized. Families can sign up for the program and, based on need, families can receive up to a 90% subsidy on fees for recreation programs up to \$500 per child or 75% subsidy up to \$400 per child. The Plan will review this program and possibly recommend changes to ensure it continues to meet future needs.

1. As discussed in the cover letter, please consider omitting this from the proposed Work Plan, or include as a separate item that addresses operations and programming.

Staffing and Open Space Maintenance Practices

The staffing levels for both the Recreation and Parks and Open Space Divisions have not been formally reviewed for over 20 years, even though the acreage of parks and the level of programming have increased significantly.

The Parks and Open Space Division staffing needs have changed over the years. Additional and renovated facilities, such as McKelvey Ball Park, have increased staff time to maintain these improved facilities. Additional improvements are anticipated at Sylvan, Cuesta, and Rengstorff Parks that will further impact staffing resources. Operational changes have also led to impacts on staffing needs. For example, the City has terminated use of glyphosate (Round-Up) and replaced it with more environmentally friendly products that require additional staff time and must be applied more frequently to be effective.

1. It is not clear that examples are needed here. There are many reasons why ongoing maintenance costs have and will increase. This should be included in the financial analysis under current costs and anticipated future costs.

The Plan will also review current maintenance practices. The timing of this review will allow the Plan to reference the new Biodiversity Strategy and Urban Forest Plan which may recommend changes and updates to the types of plantings suggested for urban parks. These planting changes may impact the maintenance time required at each location. The Plan will also review current maintenance schedules and recommend cycles for more regular open space renovation and replacement schedules.

1. As discussed in the cover letter, please consider omitting this from the proposed Work Plan, or include as a separate item that addresses operations and programming. Or include in financial analysis.

A review of staffing resources based on current and recommended operational practices will help calculate future staffing needs as more open space is created.

1. As discussed in the cover letter, please consider omitting this from the proposed Work Plan, or include as a separate item that addresses operations and programming. Or include in financial analysis.

Public Input Opportunities

Community engagement is a critical element of developing this Plan. The identified community needs will drive the priorities and recommendations from the consultant team.

The public input process will provide robust methods for residents to engage through various community meetings, stakeholder interviews, focus groups, surveys, pop-up input opportunities at City events, and more. Several organized community groups have specific interests related to parks and recreation that are communicated to staff. Identifying and meeting with these stakeholder groups will further the dialogue to understand the priorities and goals of the groups. The selected consultant will have experience and expertise in community engagement and will be required to be innovative in their approach to attract and involve a wide range of community members.

1. We would like to have the public educated about parks, open space, and recreation.
2. We would also like to see public input sessions begin with a “blank slate” and to not work from a predetermined choice of options. We should be seeking not only input, but collaboration and public engagement.

A Living, Action-Oriented, Outcome-Driven Document

Once the Plan is adopted by Council, it is intended to be referenced often by staff and as needed by Council to make decisions related to parks and recreation. The Plan and its recommendations compared to existing conditions will be reviewed periodically by the Parks and Recreation Commission (PRC) and the City Council. The purpose of these reviews will be

to assess how the City is meeting the recommendations set in the Plan and enable the public to follow the process and progress made over time. The consultant team will provide recommended timelines for periodic reviews by the PRC and City Council over the life of the Plan.

1. Accountability metrics should be incorporated into the plan and revisited on a regular basis.
2. Establish meaningful metrics to enable us to assess progress toward meeting the plan goals.
3. How is meaningful progress defined and what should be done if meaningful progress is not being made.
4. For how long is this plan.
5. What could trigger a need to change the plan. For example, changes in state or federal laws that impact our ability to implement the plan and achieve the plan goals.
6. Plan should proactively identify where parks should be located and considered with respect to zoning, the general plan, prices plans and state laws. Otherwise, any new park space will be allocated toward the periphery and not centrally located and this will not support our goal of developing community. In other words, parks should be located to serve the residents and should not be shunted off to where ever "surplus" land can be found to say we can meet some acre/resident requirement.
7. In addition to the residential growth in MV, the residential growth in our neighboring communities needs to be considered. Palo Alto has identified the San Antonio corridor to meet their RHNA requirements. Already, two large residential complexes have been approved. There are no parks or retail along San Antonia and these residents are closer to anything in MV than Palo Alto. These residents are likely to use MV parks, open space and recreation.
8. How will we ensure that park space grows in proportion to the residential growth.
9. How will we make up for the deficit of park space in large parts of Mountain View.
10. We would like to see a full financial disclosure analysis. What does it cost to run or park system. What investments have been made since 2014 in our park system and where. Provide a full accounting of impact fees, how the monies have been spent, and what is the status. Provide a separate financial disclosure for Shoreline Regional Park and how those monies have been spent, and what relationship if any, the Shoreline financing has with the rest of the city parks and recreation operations. If nothing changed, what is the projections for impact fees.
11. Determine and establish a process where POSR plans can be integrated with other city plans such as R3, the general plan, precise plans, etc.

ANALYSIS

The Plan will be developed with the assistance of a consultant with experience and expertise in helping communities plan for and achieve their parks and open space goals. The consultant will be selected through an RFP process. The PRC is being asked to review the scope and provide feedback prior to staff presenting it to the City Council later this month.

Proposed Plan Scope of Work

1. Perhaps this is not the “order” of the work plan and the consultant will develop an appropriate process.

- **Task 1: Project Management and Coordination**
 - Prepare for and facilitate a kickoff meeting with City staff to refine the work plan and schedule. The consultant will also conduct monthly (and additional) project management meetings, manage subconsultants, and provide regular progress reports for City staff.

- **Task 2: Establish Plan Vision, Goals, and Objectives**
 - Incorporate themes of sustainability, inclusion, environmental stewardship, safety, preservation, accessibility, and historical and cultural character.
 - Consider future trends and planning best practices for use of public space for recreation, wellness, and community-building.

- **Task 3: Background Review**
 - Review all relevant City and State laws, regulations, and documents related to parks, open space, trails, and recreation programming. This includes existing City plans and documents, such as the Parks and Open Space Plan, Recreation Plan, General Plan, Precise Plans, Housing Element, Community Tree Master Plan, existing agreements, and the Five-Year Capital Improvement Program (CIP) as well as relevant State frameworks, such as the Quimby Act. Provide an in-depth review of related City Code and Council policies to identify key policies or standards to update.

- **Task 4: Community Outreach**
 - Work collaboratively with City staff to develop and implement a robust community engagement plan with opportunities for stakeholders and residents to provide input through meetings, surveys, pop-up opportunities at City events, stakeholder interviews, focus groups, and other tools.

- **Task 5: Inventory and Assessment**
 - Compile an inventory and assessment of the existing parks, facilities, trails, open space, and athletic fields. The analysis should consider the capacity of each amenity as well as their functionality, accessibility, condition, comfort, and convenience.

- Develop an assessment of each planning area, including a list of open space facilities, relevant demographic data, residential density, proportion of multi-family housing, an assessment of open space and park needs, a discussion of these needs, and specific recommendations.
 1. Assess the meaning and purpose of planning areas. Why not a walkability index and/or community/neighborhood framework. What is the purpose of “planning areas.”
 - Perform a comparative analysis of the parks and recreation systems with communities of a similar size and density.
 - Analyze the park and recreation systems usage, needs, desires, and interests of the community today and 15 years from today based on anticipated demographic, economic, and sociologic changes.
 - Review the five-year CIP and identify and recommend priority parks and recreation capital projects to meet future demand.
 - Identify emerging trends and needs from national and regional studies, regional collaborations, and stakeholder input.
 - Complete an assessment of parks and recreation facilities and athletic fields based on current and anticipated needs of the community.
 1. Undertake a comparative analysis of parks and recreation systems with communities of similar size, density, and demographics.
 2. Undertake a comparative analysis of our neighbors such as Palo Alto, Sunnyvale, Cupertino, and Los Altos.
- **Task 6: Calculation of the City’s Open Space**
 - Utilizing the inventory created in Task 5, recommend changes to the existing list of open spaces currently counted toward the City’s total open space acreage. Utilize 2020 Census data to update the calculated amount of open space currently available per 1,000 residents Citywide and by planning area.
 - Define the different types of parks and open space available in the City and recommend how to calculate this acreage into the City’s total open space.
 1. This belongs in Task 5.
 - **Task 7: Anticipated Open Space Needs and Long-Term Funding Strategies**

- Determine the amount of park space that will be needed to meet the City's existing goal of providing three acres of open space per 1,000 residents in the next 15 years based on anticipated growth.
 1. Why is 3 acres/1,000 residents the goal. This is a Quimby Act number the controls how impact fees for parks can be allocated within a planning area. It has nothing to do with city-wide ratios or recommendations for park/resident ratios. Shouldn't establishing metrics such as this be part of the process.
- Determine a cost estimate to create new park acreage to meet the existing goal above.
 1. Also need to find ways to "create" new park space.
- Recommend creative funding strategies for acquisition, development, and renovation of parks and open space.
- Provide recommendations toward meeting the goal given amount of available land for new parks.
 1. Available land for new parks cannot be the constraint because there is not any new land for new parks.
- Complete a thorough review of the Park Land Dedication Ordinance, evaluate any impacts from 2020 U.S. Census data and provide recommended changes to the Ordinance that can increase funding to parks and open space.
- **Task 8: Park Accessibility Goals**
 - Recommend accessibility goals by reviewing State and national park access initiatives and best practices. Focus on residents' walkability and access to parks, including the Trust for Public Land's goal of a maximum of a 10-minute walk for every resident to access a park.
 1. This should come before 7.
 2. Should be a safe walking distance so residents do not need to cross busy streets or Caltrain tracks to get to a park.
 3. Plan to ensure that parks are located centrally and not at peripheries and not adjacent busy streets.
- **Task 9: Recreation Division Programming**
 - Review existing programs and services currently provided and recommend changes to Recreation programs based on feedback from the community. Determine if there are gaps in service and make recommendations for new programs to offer to the community. Provide recommended changes to policies and practices related to the facility rental program.

- **Task 10: Fees and Recreation Cost-Recovery Policy**
 - Recommend changes to the Recreation Cost Recovery Policy and existing fees. Determine level of cost-recovery goals based on program types while calculating direct and indirect costs for programs and services. Compare recommended changes to surrounding agency fees for similar programs to determine market pricing. Recommend any changes to the existing Financial Assistance Program to ensure the program meets future needs in the community.

- **Task 11: Use of City's Parks, Open Space, and Facilities**
 - Analyze historic use of City facilities and athletic fields, including the hours of use and residency rates of organized programs and organizations. Recommend changes to the City's existing policies and practices, including the Athletic Field Use Policy. Recommend any changes to the times fields are available for organized use compared to general community use by location and clearly define the different types of organized sports programs.
 1. This needs to happen before Task 5.
 2. At least parts of Tasks 11 and 12 should be included in the full financial disclosure and analysis.

- **Task 12: Staffing and Maintenance Standards**
 - Recommend appropriate staffing levels for both Recreation and Parks Divisions.

For the Recreation Division, recommend staffing levels based on existing conditions and level of programming. Based on recommended changes in Task 9 to Recreation Division programming, determine appropriate staffing levels to incorporate new or expanded programs efficiently to the community.

For the Parks Division, recommend staffing levels based on existing conditions and short-term (five years) of new parks opening based on size, locations, and amenities of the parks. Recommend how to calculate future staffing needs beyond five years as new parks are constructed.
 - Recommend new maintenance and operations standards, including regular park renovations and replacement schedules.
 - Reference the progress on the Biodiversity Plan and Urban Forest Plan to determine if any recommendations will impact future staffing levels.

- **Task 13: Develop a Funding Strategy, e.g. bonds, grants, impact fees, taxes, tax increment financing, etc.**

- **Task 13: Accreditation of Park and Recreation Agencies**
 - Integrate the Commission for Accreditation of Park and Recreation Agencies (CAPRA) objectives, methods, and standards into the Plan where applicable and make recommendations on actions with the long-term goal of achieving CAPRA certification for the Community Services Department.
- **Task 14: A Living, Action-Oriented, Outcome-Driven Document**
 - Recommend timelines for periodic reviews by the PRC and City Council over the life of the Plan to inform advisory bodies, policy-makers, and the public on how the City is meeting recommendations set in the Plan.
- **Task 15: Vision and Goal-Setting for the Community Services Department**
 - Lead a participatory visioning process with staff to develop a vision and mission statement for the Community Services Department.
- **Task 16: Draft and Final Parks and Recreation Strategic Plan**
 - Document the engagement process, key findings from the existing conditions analysis, prioritized project list, and all other aspects of the Plan into an accessible and easy-to-read graphic report.
- **Task 17: Presentations**
 - Prepare and deliver presentation materials at several public meetings throughout the Plan development process, including the PRC and City Council.

Plan Timeline

Staff is currently developing an RFP to hire a consulting firm to assist with developing the Plan and will incorporate feedback from the PRC and City Council into the RFP scope. The following is the estimated timeline for Plan development and implementation. The timelines may be adjusted once a consultant is hired and the essential steps of developing an implementation plan are further defined.

- Issue a Request for Proposals: October 2022
- Enter into an agreement with a consulting firm: Q1 2023

- Conduct community engagement, gather and assess essential data, develop recommendations, and identify funding strategies: Q2 2023 to Q3 2023
- Present Plan for Council adoption: Q4 2023

Plan Coordination

The Community Services Department and the consultant team will work in coordination with the Community Development Department, Public Works Department, and others as needed. Community Development will provide information regarding anticipated residential project projections and how the Plan may relate to the City's General Plan, Housing Element, and Precise Plans. Public Works will help identify current and future projects that may relate to recreation facilities and amenities and parks and open space connections or improvements. Public Works will also coordinate the development of the Active Transportation Plan with the Parks and Recreation Strategic Plan recommendations for trails and open space connections.

The City is also developing a comprehensive Biodiversity Strategy and Urban Forestry Plan in a parallel timeline with the Parks and Recreation Strategic Plan. This enables the two planning efforts to inform each other and the inclusion of recommendations in the Parks and Recreation Strategic Plan regarding how to increase the use of native plantings, trees, and pollinator habitats within existing parks and how to incorporate these elements into the design of future parks and open spaces.

FISCAL IMPACT

Parks and Recreation Strategic Plan, Project 22-37, is funded with \$750,000 to develop the Parks and Recreation Strategic Plan, including the cost for consulting services.

NEXT STEPS

Staff will review the draft scope of work with the City Council on September 27, 2022. Following this meeting, staff will compile feedback received from both the PRC and Council to finalize the scope of work and issue an RFP this fall for a consultant. Once a consultant starts the project, a timeline to provide updates of the project to the PRC will be established.

PUBLIC NOTICING

In addition to the standard agenda posting, the notice for this meeting was posted to the City website, City social media channels, and NextDoor.com. Staff sent a notice to all neighborhood associations and registrants from recreation programs from 2020 to present. Notice has been provided to City-recognized youth sports organizations, Mountain View

Masters, Los Altos Mountain View Aquatics Club, Mountain View Tennis Academy, Mountain View Tennis Club, Community Services Agency, Mountain View Whisman School District, Los Altos School District, Mountain View Los Altos Union High School District, Soil+Water, Mountain View Coalition of Sustainable Planning, Santa Clara Valley Audubon Society, Canopy, Friends of Mountain View Parks, GreenspacesMV, and Midpeninsula Regional Open Space District.

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Attachment: 1. Summary of Proposed Scope of Work



Friends of Mountain View Parks

September 12, 2022

**Re: Parks and Recreation Strategic Plan Proposed Scope of Work
City of Mountain View Memorandum dated September 14, 2022**

Lindsay Wong, Senior Management Analyst
Kristine Crosby, Analyst, Recreation Manager
John Marchant, Community Service Director

Thank you for providing The Friends of Mountain View Parks the opportunity to comment on the Parks and Recreation Strategic Plan Proposed Scope of Work Memorandum to be presented to the Mountain View Parks and Recreation Commission on September 14, 2022.

We appreciate the effort Staff has taken in preparing the Proposed Scope of Work Plan and initiating what we expect to be a highly collaborative and productive process. We are also pleased to see that many of our goals are reflected in the document.

We have provided several comments in the attached edited version of the Proposed Scope of Work. Our comments are in red text.

In addition to the specific comments we would like to make some general recommendations. In broad outline we see the questions to be answered as follows:

1. Where were we in 2008 and 2014, and at that time what were the goals of the Recreation Plan and the Parks and Open Space Plan?
2. Where are we now in 2022? What has been the impact of the last 10 years of urbanization. Did we accomplish the goals of the plans? What did we accomplish and why? What didn't we accomplish and why not? How could the plans have been written to have made better progress toward the goals set forth in the plans? What other factors or processes contributed to our failure to achieve the stated goals? How could we have anticipated or proactively worked together to address these factors and improve the processes? In other words, we first need to be very honest with ourselves, understand what we have done well, and what we not done well, and understand why. Then, we can leave the baggage behind, and make a fresh start.
3. What do we expect Mountain View to be like in 2032? 2042? 2100?
4. What would be like Mountain View to be like in 2032? 2042? 2100?
5. How does the Parks/Open Space/Recreation plan fit into that vision?



Friends of Mountain View Parks

6. What are the goals of the Parks/Open Space/Recreation Plan (POSRP) to accomplish that vision?
7. How will progress toward meeting those goals be implemented?
8. What funding will be required to meet the goals of the POSRP?
9. How will the funding be secured toward meeting the goals of the POSRP and to provide on-going funds to maintain and operate our POSR investment?

As stated in the Proposal an objective is to combine the City's Recreation Plan and the City's Parks and Open Space Strategic Plan. Although there is a common objective in meeting the health and well-being of our community, and an overlap in many of the resources and facilities, there are also significant differences between the objectives and scope of the two plans

We are concerned that the way the Proposed Work Plan is drafted equal emphasis is given to long range planning for parks, open space, and recreational facilities, and operations of the Parks and Recreation Department. We do not want to see the huge challenge of developing a meaningful, realistic, proactive, and forward-looking parks and open space plan be diluted with an evaluation of city operations and recreational programming.

To help focus the discussion and eventual plan we believe it will be useful to separately consider physical assets, operational resources, and financial resources. Of course, these are necessarily intertwined, but at the outset these should be analyzed independently for the Parks and Open Space Component and the Recreation Component. The issues being addressed by the two components are dramatically different, with the first mainly being directed to city planning and the second mainly be concerning with on-going operations.

We recommend that this be a two-step process starting with the initial focus be on the development of the parks, open space plan, and recreation facilities. The financial disclosure and analysis for the parks and open space plan could reasonably include the financing of the recreation component. Then, operations and recreation programming can be included at a later stage as part of the implementation.

We also recommend an important organizational change. We recommend that the park, open space, and facilities planning function included within the Parks and Open Space Component be moved to the Planning Department. Development and implementation of meaningful and significant solutions to the community's park and open space needs will necessarily require collaboration with the City Planning Department. We are not suggesting that this work be added to the already heaving work load of the city staff responsible for residential and commercial development. Rather, we recommend that independent staff be dedicated to addressing the park, open space, and recreation facilities needs of the community. This staffing commitment will communicate to our community that POSR is a high priority to the City,



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provide necessary resources to ensure that progress is being made on the eventual POSR Strategic Plan, and that PSQR issues are being addressed in close coordination with residential and commercial development. The Parks and Recreation Department would maintain responsibility for recreation operations, maintenance, and programming.

As a final comment, we want to emphasize that we consider a financial analysis to be a critical component of the plan. We need to know what the current financial situation is and what it is expected to be with the continued growth. Then we need to understand what financing will be required to meet or at least approach our goals, and then come up with a financing strategy. Simply knowing how much everything will cost will not help us to achieve our objectives. The most difficult part will be to create ways to pay for it all, especially in view of the other demands for public funding to provide the community investment as Mountain View grows.

Thank you and we look forward to working with you, the City, and the community in this process.

/Robin Lin/

Robin Lin
President, The Friends of Mountain View Parks

cc: Kimbra McCarthy, City Manager
Audrey Ramberg, Assistant City Manager
Commissioners, Parks and Recreation Commission
Mountain View City Council
Commissioners, Environmental Planning Commission
Mountain View Whisman School District Board