

CITY OF ALBANY  
PARKS, RECREATION AND OPEN SPACE MASTER PLAN  
EXECUTIVE SUMMARY

**INTRODUCTION**

In 2003 the City of Albany began the process for adoption of a new Master Plan for Parks, Recreation and Open Space. This process started with evaluation of community needs and assessment of existing parks and facilities and has concluded with a five to ten year Plan for the enhancement of the City's park system, open space, recreation facilities, programs and services. This process was intended to create a clear set of goals, policies and objectives based on Albany's unique circumstances. It is a Plan that provides direction to City staff, the Parks and Recreation Commission ("the Commission") and the City Council.

**Public involvement:** The Commission sought residents' views of park and recreation needs through three methods:

- ✓ **Household survey:** A questionnaire developed by the Commission was distributed citywide based on a computer model designed to reach randomly selected residences throughout the City. The 321 responses received provided information on public priorities, attitudes concerning existing facilities and services, and recreation participation.
- ✓ **Public Meetings:** In addition to over 15 Parks and Recreation Commission meetings devoted to the Master Plan, approximately 115 residents participated in a public visioning meeting on October 21, 2003. The results of large and small group discussions were used to develop the "Goals Statement" of the Master Plan and helped provide direction for the proposed actions.

On March 25, 2004 at a special meeting of the Parks and Recreation Commission, sports field user groups were invited to discuss Albany's fields, use priorities, scheduling of fields, design standards and maintenance issues.

On May 25, 2004 approximately 35 residents participated in a community workshop to provide feedback to the Commission on priorities for Measure F (a special funding measure adopted by the voters specifically for improvement of City Hall facilities, roads and traffic upgrades, and parks, recreation and open space projects).

On June 7, 2004 the City Council and the Parks and Recreation Commission held a study session to review the status of the Parks, Recreation and Open Space Master Plan and the preliminary capital project priorities for Measure F funds. Following the meeting the Commission revised the list and presented their Measure F recommendations to the Council at the June 21, 2004 meeting. The public was given the opportunity to comment on the Commission's recommendations at both meetings. (The Council's final choice of priorities for the use of Measure F funding for parks projects are listed in Section 7).

At a final meeting on September 2, 2004, the Parks and Recreation Commission reviewed a draft of the Master Plan with the public and subsequently incorporated many of the comments received in the draft.

- ✓ **Stakeholder Interviews:** Through questionnaires and follow-up interviews, users of sports fields and other facilities provided opinions on adequacy of facilities, programs and future needs.

**Determination of Needs:** Needs for park and open space land, indoor and outdoor facilities, and recreation programs were determined through the following investigations:

- Development of a community profile based on demographic data.
- Evaluation of existing resources and operations.
- Inventory of existing facilities within Albany plus a surrounding radius of about one mile.
- Review of land availability.
- Results of public and Commission input.
- Review of local, regional and national trends.
- Consideration of desirable ratios of land and facilities to population.

**Role of Parks and Recreation Commission:** Throughout the process the Parks and Recreation Commission oversaw the work of consultants and City staff and held progress reviews for public comment. The Commission reviewed all potential projects and ranked them according to priorities: projects which resulted in the highest priority rankings were recommended to the City Council for funding under Measure F.

**Final Report:** A final report has been prepared providing more detail on the planning process, proposed standards, project descriptions, and funding considerations. In addition, further detailed information is provided in a series of separate appendices, which are available for public review.

**Parks Map:** The parks map displays a layout of existing and proposed parks and other facilities. Each site or facility is labeled with an alphanumeric designation such as N-12 or OS-1, which corresponds to Table 3.3 in the full report of the Master Plan. This Executive Summary does not include reference to those sites for which the Master Plan makes no specific proposal.

Key to letter designations on the parks map:

M	Mini-park or tot lot	SU	Special use park or facility
N	Neighborhood park	L	Linear park
C	Community park	OS	Open space area
R	Regional park	S	School

Proposed new sites are indicated on the parks map by an asterisk (\*)

## GOALS AND POLICIES

The following is a list of the key goals developed to respond to the General Plan policies and stated community needs and interests, and to address the gaps identified in the planning analysis.

**GOAL 1:** *Preserve, enhance and, where possible, expand park and open space areas in Albany. Make Albany a green environment that integrates nature with neighborhoods, protects and supports native habitat and educates residents about local vegetation and wildlife.*

### **Policies:**

- 1.1 **Level of service:** Maintain a level of service for parkland, based on the land/population ratio shown on Table 3.2 of the Master Plan report.
- 1.2 **Standards:** Observe standards for design and development of parks and open space areas as presented in Chapter 6 of the Master Plan report, as appropriate to the specific conditions of individual sites.
- 1.3 **Existing Neighborhood Parks:** Maintain and enhance existing neighborhood parks.

### **Actions:**

1. **Ocean View Park (N-20):** Provide the following improvements:
  - Reconstruct playfield (drainage, irrigation, grading).
  - Replace field lighting.
  - Replace children's playground area.
  - Construct a new picnic shelter.
  - Develop a permanent restroom building.
  - Add a new drinking fountain.
  - Thin existing trees; add new trees and landscaping, including improvement of visual relationship to Buchanan Street.
  - Repair tennis courts.
  - Resurface pathways.
  - Add support facilities (e.g., signage, bike racks, waste receptacles, benches and picnic tables).
2. **Terrace Park (N-31):** Provide the following improvements:
  - Renovate restroom building.
  - Replace turf and drainage system.
  - Upgrade irrigation system.
  - Upgrade picnic area.
  - Resurface basketball court and interior paving.
  - Replace pathway.
  - Add landscaping.

- 1.4 **New neighborhood park:** Create a new neighborhood park in the Albany Hill area so that all Albany residents have a neighborhood park within half a mile of their homes.

**Actions:** Develop one (1) of the following sites, depending on considerations of site availability, cost and appropriateness to serve the neighborhood. (Pierce Street is listed first as a higher priority site).

1. **Pierce Street site (N-12 a):** Continue to explore the feasibility of acquiring this former freeway right-of-way (up to 4.14 acres) for neighborhood park development and other uses including a part of a pedestrian-bike trail linkage with the Bay Trail, community gardens, a natural open space area or other possibilities.
2. **Vista School site (N-12 b):** Investigate the possibility of securing an agreement with the Albany Unified School District for the purpose of developing the site in partnership for community uses, in a manner consistent with District needs. Explore various development alternatives including retaining all or a portion of the buildings. Should the site become available at a later date, the City should explore purchasing the site. Improvements to the site could include a new playground, ADA improvements and new steps to improve access to the site.

- 1.5 **Community Park:** Maintain and improve Memorial Park to serve as the community park for the whole city.

**Actions:**

1. **Memorial Park Phase II (C-7):** Complete the program of the 1998 Memorial Park master plan by undertaking Phase II, to include the following improvements:
  - Develop a new entry promenade on the south side.
  - Reconstruct the ball field (turf, irrigation, drainage).
  - Renovate other turf.
  - Improve the picnic area (tables and pads).
  - Add trees and landscaping.
  - Improve perimeter sidewalks.
  - Install new support facilities (e.g., signage, bike racks, waste receptacles, benches, including benches at the tennis courts).
2. **School use:** Encourage Albany Unified School District to improve and expand the use of Cougar Field to allow greater and more varied community use of the facility and to alleviate the over-use of the Memorial Park field.

- 1.6 **Open Space:** Preserve and expand open space areas, and conserve their natural qualities.

**Actions:**

1. **Albany Hill Park (OS-1 1a):**
  - Explore options for acquiring additional lands contiguous to the park.
  - Implement the approved Albany Hill-Creekside Park Master Plan, including internal pathways; new or improved trail connections to Cerrito Creek and to Pierce Street, new signage, benches and vegetation management.
2. **Creekside Park (OS-2):**
  - Implement the Albany Hill-Creekside Park Master Plan, including signage, benches, and vegetation management.

- Consider the desirability and feasibility of a connection across Cerrito Creek to link with the Cerrito Creek Bay Trail connector.
  - Coordinate development with the City of El Cerrito for each city's Creekside Park.
3. **Cerrito Creek Restoration (OS-1):** Coordinate planning and improvement efforts with the Cities of Richmond and El Cerrito and non-profit organizations, such as Friends of Five Creeks, to improve the condition of the creek corridor. Consider alternatives to the current design of the storm water retention facility.
  4. **Codornices Creek Restoration (OS-26):** Complete the coordinated program to realign and landscape the creek corridor with the City of Berkeley and the University of California.
  5. **Gill Tract (SU-28):** Acquire if possible, and if not coordinate planning with the University of California for mutually beneficial uses of this area. Seek to accommodate multiple recreation uses of the site with particular consideration for protection of the natural environmental features, including significant trees and the Village Creek habitat. Consult with the community concerning combinations of facilities and activities, which might include, but not be limited to the following types, which have been suggested thus far by the University and by residents:
    - Baseball/softball fields (relocation) and recreation center for Village residents.
    - Performance venue such as an amphitheatre or bandshell with picnic accommodations.
    - Urban agricultural activity such as a community garden, demonstration organic farm or eco-park, with related educational programs, in coordination with the school district and/or foundation partnerships.
    - Museum space for local history.

**GOAL 2: *Make Albany a center for cultural and arts activities, with open space for art displays and musical performances.***  
*Beautify public space through public arts programs, landscaped boulevards and community gardens. Promote arts related activities.*

**Policies:**

**2.1 Promotion of the Arts:** Actively engage in promotion of arts and culture in Albany through the following actions:

**Actions:**

- Increase the visibility of the arts through partnerships with other agencies and organizations.
- Encourage collaboration among art, business, education, heritage, tourism, city beautification, and recreation organizations.
- Promote public arts organizations as partners in community development process.
- Encourage and sponsor art installations at various points throughout the City.

**2.2 Space for programs:** Take advantage of opportunities to enhance and expand indoor space, and associated outdoor areas, for a variety of recreational programs, including arts and cultural programs.

**Actions:**

1. **Albany Community Center (SU-18):**
  - Refurbish the wood floors.
  - Upgrade the perimeter landscaping.
2. **Veteran’s Memorial Building (SU-8):**

Evaluate existing uses and obligations to current users (e.g., Veterans, Boy and Girl Scouts).

  - Review and develop funding sources for building maintenance and project revenues from existing and anticipated use fees.
  - Explore funding sources for necessary upgrades to augment Measure F monies.
  - Review structural improvements and additions (e.g., outdoor patio space).
  - Secure a transfer of ownership from the County to the City.
  - Undertake seismic, access and other necessary upgrades.
  - Evaluate options for programming and the anticipated revenue that could be generated from operations. Some possible uses include performing arts classes and presentations, general recreation and adult interest programming (such as computer classes, fitness training, a teen center and a local history center).
  - Plan adaptive upgrades to the building relative to programs to be housed there.

**2.3 Outdoor cultural space:** Provide flexible outdoor space that can be programmed for performances and other cultural activities. Utilize design review and permitting process to encourage creation of open spaces as part of private development projects.

**Actions:**

1. **Memorial Park (C-7):** In designing improvements to Memorial Park, consider how various spaces (such as the entry promenade) can be made useful for such events as art displays, concerts, theatrical performances and community celebrations.

**2.4 Beautification and amenities:** In planning public improvements, (such as street medians and islands, parking facilities, etc.) and in reviewing private development projects, (particularly along San Pablo and Solano Avenues and at the Golden Gate Fields site) be alert to opportunities to create new spaces for public activities, public art and for landscaping and other beautification efforts.

**Actions:**

1. **Key Route Median (L-5):** Redevelop the median into a linear park equipped with a trail, landscaping and site amenities.
2. **Street Tree Program:** Continue, expand and promote the City’s program of planting and maintaining street trees throughout the community.
3. **Community Gardens:** Establish community gardens, where feasible, in all parks, with educational programming.

**GOAL 3: Provide high quality sports and recreation facilities that accommodate children, youth, families and seniors year-round and at all times of day. Increase the range of City-sponsored programs for all age groups, including childcare and senior citizen programs.**

**Policies:**

**3.1 City Sports Fields:** Renovate and maintain City sports fields, and continue to cooperate with area-wide sports field users for purposes of field use and maintenance.

**Actions:**

1. **Ocean View Fields (N-20):** See proposed actions for Ocean View Park under Policy 1.3 on page 3.
2. **Memorial Park Fields (C-7):** See proposed actions for Memorial Park Phase II under Policy 1.5 on page 4.

**3.2 Other Sports Fields:** Cooperate with other agencies and organizations in creating new sports field facilities. Relevant parties include the Joint Powers Agreement Committee, Albany Unified School District, Associated Sports Field Users and Albany field user groups. Select sites in consideration of shielding from vehicle pollution. In each case consider the costs and benefits of the uses of artificial turf and night lighting as means of expanding the usability of fields.

**Actions:**

1. **U.C. Fields Relocation (SU-27):** Cooperate with the University of California, local groups and the community at large, in relocating the existing baseball/softball fields within the University's Albany properties, should the existing fields be lost to any future development.
2. **Gilman site (SU-34):** Continue City support of the Joint Powers Agreement (JPA) to develop the Gilman Street property west of Interstate 80 in Berkeley, and other possible projects in the region. Preliminary design programs indicate there would be 2 soccer fields, 3 ball fields, field house, picnic area, play area and parking. The City of Berkeley will be responsible for the design and construction. The East Bay Regional Park District is pursuing grants to fund this project.
3. **Cougar Field (S-3):** Develop a use agreement between the City and the Albany Unified School District. Support the District in efforts to win the approval of the City of El Cerrito for lighting of the field to expand the use potential of the facility.

**3.3 Children's facilities and programs:** Continue to provide and maintain facilities for childcare and early childhood education programs operated by the City or by private interests. Offer after-school teen programs (such as a teen café, after-school activities), possibly at the Veteran's Memorial Building or at Albany High School.

**Action:**

1. **Pre-school building (SU-35):** Retrofit the building for seismic improvements and make other minor renovations.

**3.4 Mini-parks/tot lots:** Maintain and enhance existing toddler play facilities, and be alert to future needs and opportunities for locating additional facilities at suitable locations within parks or locations along the Ohlone Greenway (such as near San Gabriel or Solano Avenues), or at additional locations through land acquisition or in conjunction with private development projects.

**Action:**

1. **Dartmouth Tot Lot (M-29):** Provide the following improvements:
  - Replace the playground equipment.
  - Repair drinking fountain.
  - Improve the signage.
  - Explore the feasibility of acquiring adjacent lots in an effort to expand the recreational opportunities at this site. If this occurs, a picnic area and shelter building should be provided.

**3.5 Senior services:** Maintain and enhance specialized programs for senior citizens at the Senior Center and at other locations in the City. Expand off-site activities such as tours and travel.

**Action:**

1. **Albany Senior Center (SU-16):** Upgrade the building to include a new roof and minor rehabilitation.

**3.6 General interest programs for adults:** Emphasize a range of classes and activities for adults, such as computer instruction, job training, crafts, lifetime sports, fitness, etc.

**3.7 Exercise programs:** Support outdoor exercise programs in parks throughout the city (including martial arts and other exercise activities).

**GOAL 4: *Promote public uses of the waterfront, providing for maximum natural open space and recreation.***

**Policies:**

**4.1 State Park:** Participate actively in the planning and development of the Eastshore State Park, including the ultimate incorporation of the Albany Bulb into the park area, and possible additional land acquisition in the future.

**Actions:**

1. **Eastshore State Park (R-14):** Take the following actions in the development of the State park:
  - Complete transfer of the Albany “Bulb” to the State of California.
  - Coordinate with the East Bay Regional Park District to implement the master plan for the site.
  - Explore alternatives for expanding the Eastshore State Park by securing additional waterfront property.



**4.2 City land:** Enhance and maintain waterfront land owned by the City, exclusive of the bulb area.

**Actions:**

1. **Waterfront Trail Park (L-21):** Upgrade the area lying within a portion of the right-of-way of Buchanan Street extension to include enhancing the “cove” structure as a site for small-scale, participatory educational programs, picnic tables, a restroom (porta-potty) facility, drinking fountain and additional landscaping. Considering the region-serving nature of the site, make use of non-City financial resources to the maximum extent possible.

**GOAL 5: *Establish an integrated, comprehensive system of pedestrian and bike routes linking all neighborhoods and schools to recreational facilities throughout the city, including the waterfront.***

**Policies:**

**5.1 Ohlone Greenway:** Rehabilitate and enhance the Ohlone Greenway.

**Actions:**

1. **Ohlone Greenway (L-15):** Prepare a development plan for Albany’s portion of the Ohlone Greenway. The planning process should include consideration of the following types of improvements:
  - A new lighting system throughout the length of the Greenway.
  - Basic upgrades including an automatic irrigation system, and general landscaping improvements.
  - Specialized trail surfaces for bicycles, running and walking.
  - Game courts.
  - An interpretive trail, historic, natural or artistic.
  - Native planting.
  - Community gardens.
  - Play structures, especially where needed for more “eyes on the park”.

**5.2 Waterfront access:** Cooperate with other agencies in completing a system of pedestrian and bikeway connections from BART and the Ohlone Greenway to the Bay Trail.

**Actions:**

1. **Cerrito Creek-Bay Trail Connector (T-4):** Participate with other agencies in developing trail links between El Cerrito Plaza and the Bay Trail. The Albany portions include:
  - A connection generally by way of Pierce Street to the Buchanan overcrossing.
  - Re-alignment of the existing connection from the Buchanan overcrossing to the Bay Trail on the west side of I-580

**5.3 Bay Trail (T-2):** Cooperate with appropriate agencies in completing local segments of the regional trail around the Bay, including connection through the Golden Gate Fields site to the Berkeley city limits.

**5.4 Neighborhood paths:** Maintain existing pathways that provide mid-block connections within neighborhoods.

**Actions:**

1. **Manor Way (L-32):** Make minor improvements, including landscaping and pavement repair or replacement.
2. **Catherine’s Walk (L-13):** Prepare a plan for this site to include safety improvements and a maintenance plan.

**5.5 Albany Hill trails (T-3):** Complete a system of trail connections to Albany Hill Park.

**Actions:**

1. **From Creekside Park (T-3):** Upgrade the existing trail from Creekside Park to the top of the hill.
2. **To Pierce Street (T-3):** Secure a trail access to Pierce Street via the undeveloped property on the west side of the hill, and/or through easement or other agreement with the condominium associations that own open space reserves on the hill.

**5.6 Creek trails:** Develop trails along the creeks that border Albany, in association with the neighboring cities and other jurisdictions such as flood control agencies and the Corps of Engineers.

**Actions:**

1. **Codornices Creek Trail (T-7):** Complete the current trail project, along the Albany-Berkeley border from the sports fields at Fifth Street to east of Tenth Street. Continue to plan for linkages to other pedestrian paths, routes and bikeways including potential connections to the Bay Trail.
2. **Cerrito Creek Trail (T-1):** See proposal for Creekside Park, under Policy 1.6 on page 5.

**GOAL 6: *Make Albany a City that provides high quality services and inviting, well-kept facilities that foster public enjoyment.***

**Policies:**

**6.1 Public participation:** The City will engage in a public review process as each improvement project proceeds to design and construction, including public meetings and other activities to secure broad participation.

**Actions:**

1. **Review:** Responsible City staff will direct plans for City parks, open space, landscape and street beautification projects to the Parks and Recreation Commission for review in public meetings. Publicize all meetings and workshops in as many ways as possible.

**6.2 Resource Management:** The City will employ a variety of enhanced management techniques and efficiency measures in order to achieve the most benefit from its resources and maintain a high quality of services and facilities.

**Actions:**

1. **Partnerships:** Continue to foster partnerships/joint use opportunities with other agencies and organizations (e.g., City of Berkeley, City of El Cerrito, Albany Unified School District, University of California, local sport groups) to improve park and recreation services; and monitor maintenance responsibilities among these parties to ensure efficient use of all resources within the city.
2. **Field use priorities:** Continue to give priorities for field use to 1) City sponsored programs and services; 2) School district programs and 3) Other organized sport leagues. Post a public schedule of reserved uses of fields and field closures.
3. **Maintenance costs:** Develop a cost tracking system for park maintenance activities.
4. **Volunteers:** Use volunteers as a means of providing more service on a limited budget. Create a mechanism so people can volunteer in such roles as assistance with special events, performance of minor maintenance duties, and assistance with administrative tasks. This may include an "Adopt-A-Park" Program through formal or informal agreements with neighborhood groups and service clubs. Communicate with the public about specific opportunities for volunteer assistance.
5. **Planning:** Maintain an on-going planning effort to establish design and development standards for parks and recreation facilities. This may include specifications for types of equipment, models and materials used in development and maintenance, and a comprehensive signage program for all park, recreation and open space related facilities. Include consideration of maintenance methods in the initial planning of new or renovated facilities. Maximize the opportunities for organic and sustainable landscape.

- 6.3 **Maintenance:** Maintain park and recreation facilities in a manner to make them safe, attractive, and a positive part of their neighborhoods. Prioritize repair, rehabilitation and preventative maintenance.

**Actions:**

1. **Alternative workforce:** Determine which park maintenance tasks are best performed by the City, and which tasks could be better performed by contractors, user groups or other non-profit entities. Develop clear plans and specifications for contracting maintenance tasks to local community groups or sport field user organizations. In contracting park maintenance tasks, consider both private and non-profit as well as other groups.
3. **Commission oversight:** Assign to the Parks and Recreation Commission responsibility to develop and oversee park maintenance policy. The Public Works Maintenance Manager should meet with the Commission at least quarterly to report on and discuss park maintenance effectiveness.
4. **Tracking requests:** Establish a tracking system to ensure that staff adequately addresses maintenance requests from the public.
5. **Maintenance plan:** Develop a maintenance management plan for parks, recreation and open space facilities, including a specific budget for parks maintenance, time and

performance tasks for each distinct maintenance task, e.g., mowing, turf management, edging, pruning, litter pick-up, etc.

**6.4 Maintenance standards:** Establish maintenance standards for park and recreation facilities.

**Actions:**

1. **Pest management:** Develop a pest management policy that favors the use of organic or natural methods. Through a thorough and public process, consider the careful and limited use of chemicals of the least toxic nature.
2. **Sports field standards:** Develop and adhere to maintenance standards for sports field maintenance, with emphasis on turf management and/or use of artificial surfaces.
3. **Field closures:** Establish field closure policy and enforcement measures to prevent overuse of fields or use of fields when wet.

**6.5 Maintenance budgeting:** Provide funding to maintain existing park and recreation facilities at levels that meet the community's expectations.

**Actions:**

1. **Expenditure threshold:** Establish a minimum threshold for maintenance operations to ensure that park maintenance receives an equitable share of the City's overall maintenance budget.
2. **Separation of budgets:** Develop separate budgets for City-wide maintenance responsibilities (e.g., beautification, medians and traffic islands, open space management, sports field maintenance and building maintenance services).
3. **Dedication of fees:** Revenues generated from the rental of fields should be dedicated to park and field maintenance.
4. **Workforce:** Consider developing a specialized crew dedicated to park maintenance.

**6.6 Cost-saving strategies:** Implement maintenance cost savings strategies that do not sacrifice the quality and care of the parks.

**Actions:**

1. **Cost-saving improvements:** Reduce day-to-day maintenance costs through minor improvements such as installation of automated irrigation and creation of mowing strips along playgrounds, picnic areas and other locations.

**6.7 Recreation programming:** Evaluate recreation programs on an on-going basis, addressing the needs and interests of all segments of the community and the degree to which programs are self-sufficient.

**Actions:**

1. **Trends:** Monitor trends and public interests and actively develop and offer new programs accordingly.
2. **Non-City providers:** Encourage other public and private service providers to meet recreation needs. Where possible (possibly at the Veterans Building), lease space (long-term) to groups and commercial interests to conduct recreation programs, at

their own expense for operating and maintenance costs.

3. **Evaluation:** Continually evaluate programs in terms of persons served, overall community interests, program costs and fee structure. To the extent that City-sponsored programs require subsidy, establish an overall subsidy rate at the beginning of each year.
4. **Inter-agency programming:** Form a recreation services committee consisting of representatives from other agencies and organizations for the purpose of coordinating services. Agencies represented should include the Albany Unified School District, UC Village, YMCA and other recreation providers.

## **FUNDING STRATEGIES**

The Master Plan provides an assessment of the City's capital project needs and existing funding sources. It provides an analysis of the projected needs and outlines a range of funding solutions for consideration. The following is a summary of the findings.

**Capital Needs:** The estimated capital cost of completing all of the City projects recommended in this report is \$12.1 million. The City currently has a total of \$10 million available for such including an allocation of \$3.4 million from the Measure F bond issue. Thus there remains a capital-funding shortfall of roughly \$2.1 million.

**Maintenance Need:** The total future cost of maintaining all of Albany's existing and proposed park, recreation and open space facilities is estimated to be approximately \$428,000 per year, in 2004 dollars. Albany currently estimates \$340,000 is allocated to park maintenance (a portion of Public Works' budget and tasks). The City is completing a separate analysis of current work deployment and management of public works maintenance. Upon completion of this study, the City expects to be able to identify what is needed to improve maintenance standards. Based on the study results, the City can identify the actual maintenance costs and determine if there is a funding gap.

**Potential Funding Approaches:** Several funding approaches below are suggested for capital projects to close the 2.1 million dollar gap and to enhance park maintenance. Additional funding sources such as taxes or fees for parks and park maintenance, other than appropriate user fees, will not be considered until and unless the other methods mentioned have been fully explored and found infeasible.

1. **Reprioritization of park maintenance.**
  - a. Increase the park maintenance budget.
2. **Improve park maintenance through improved management procedures and oversight.**
3. **Funding of expanded maintenance through savings as a result of upgraded infrastructure.**
4. **Local fundraising efforts. (Capital generation).**
5. **Regional and state grants.**
6. **Development partnerships with local groups.**
  - a. Project partnerships with local groups such as the Rotary Club and others.
7. **Lighting and Landscaping District. One suggestion is to form a new Lighting and Landscaping district, which would be in addition to the existing districts that were established in 1988 and 1996.**

