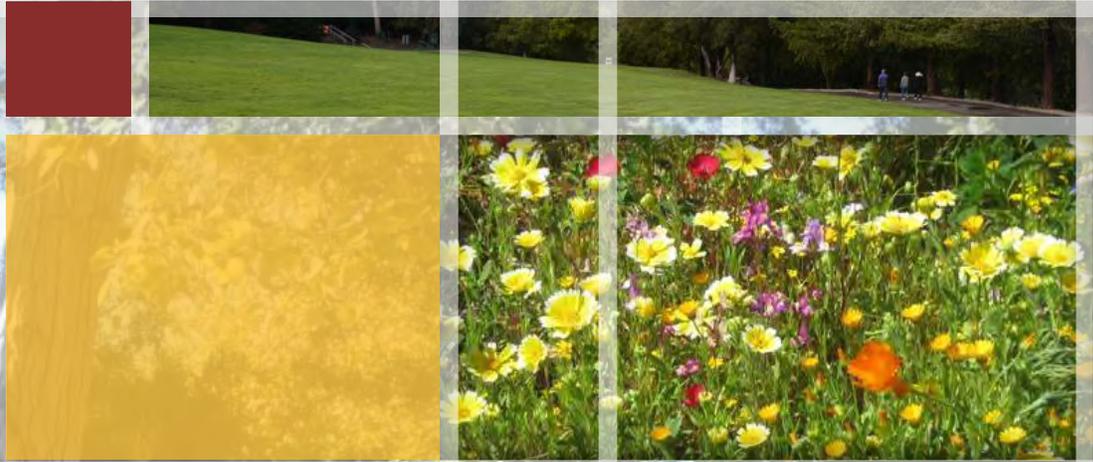




CUPERTINO



city of

CUPERTINO

2018



parks and
recreation
system
master plan

draft
January 2019



city of
CUPERTINO
2018

parks and
recreation
system
master plan

Draft | January 2019

prepared by



acknowledgements

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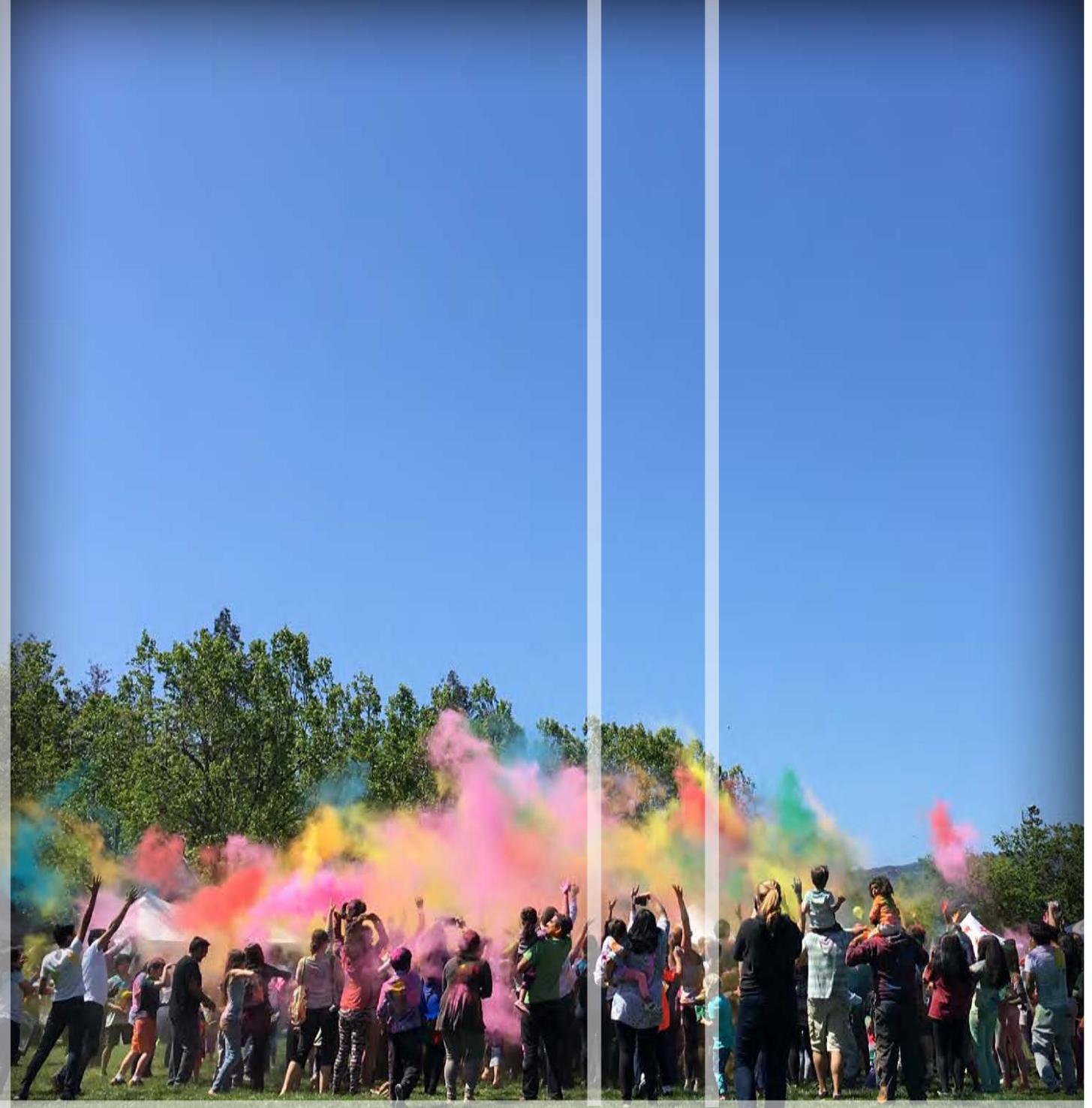
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EXECUTIVE SUMMARY





CUPERTINO EXECUTIVE SUMMARY

the future of parks and recreation

Cupertino is an innovative city located at the west end of the world-famous Silicon Valley. Here, corporate headquarters blend with family-friendly parks and tree-shrouded neighborhoods that climb into the foothills of the Santa Cruz Mountains. Technologically savvy and rich in diversity, our community is noted for its excellence in education, innovation and community livability.

Cupertino's parks and recreation system are integral to both the fabric of our city and the spirit of our community. Our parks offer green space, respite, and protected natural resources, as well as facilities, programs and events that support community celebrations, health, and lifelong learning. However, our park system faces several unique challenges. Our high expectations,

evolving needs, high land costs, and multi-cultural character influence how park and recreation services are provided now and will be provided in the future.

This Parks and Recreation System Master Plan (Master Plan) responds to these challenges. It integrates our vision and aspirations into a cohesive strategy to guide the future development, renovation, management and activation of our City's parks and recreation facilities. The Master Plan will provide direction for the Recreation and Community Services Department as it improves and enhances parks and recreation through the year 2040.



our community's expectations

Community preferences, priorities and expectations underpin every recommendation in this Master Plan. As the plan was developed—between 2015 and 2018—residents, stakeholders, partners, businesses, elected officials, staff, youth, and people of diverse cultures were invited to share their aspirations for the park and recreation system. Our community identified 12 themes to focus on and address through new policies and projects. These include improving park and facility access and trail connectivity, as well as integrating nature, the arts, and extraordinary play opportunities.

Residents want a greater variety of recreation options, plus welcoming, customer-friendly parks and services that reflect the community's diverse culture and unique characteristics. Empowering youth and teens, supporting social gatherings, and collaborating with partners and stakeholders round out the priorities noted through community feedback. From this community input, the Master Plan's vision, mission and goals were defined to guide the City in enhancing recreation opportunities for all Cupertino residents.

KEY THEMES FROM COMMUNITY OUTREACH



**PARK & FACILITY
ACCESS**



THE ARTS



**UNIQUELY
CUPERTINO**



**CULTURAL
DIVERSITY**



**NATURE
EXPERIENCE**



PARTNERSHIPS



**EXTRAORDINARY
PLAY**



**RECREATION
VARIETY**



**TRAILS &
CONNECTIVITY**



**SOCIAL GATHERING
& CELEBRATION**



**WELCOMING
PLACES & SERVICES**



**YOUTH & TEEN
EMPOWERMENT**



our guiding vision, mission and goals

MASTER PLAN VISION

We aspire to create an inspiring, lively, healthy, diverse and sustainable community by connecting our residents to outstanding parks, nature and one another.



MASTER PLAN MISSION

Cupertino:

- **PROMOTES** parks and public spaces as integral elements of our City's character;
- **RESTORES**, preserves, and protects our creeks, meadows, trees and natural areas;
- **ENGAGES** our diverse residents in healthy, inclusive events and activities; and
- **CREATES** a safe, connected, walkable and welcoming community.



MASTER PLAN GOALS



MP1. CONSERVATION Protect nature, trees and natural areas in parks and throughout the city to support wildlife, ecological functions and a stronger connection to Cupertino's natural environment.



MP2. CONNECTION Provide an interconnected network of multiuse trails, walkways and bikeways, close-to-home parks, and community destinations.



MP3. EQUITABLE ACCESS Distribute parks and facilities throughout the community for easy and equitable access.



MP4. ENHANCEMENT Reinvigorate and revitalize parks and recreation facilities to support broad and inclusive recreation interests.



MP5. ACTIVITY Provide programs, events and services that foster social cohesiveness and lively, diverse activities for people of all ages, abilities, cultures, and interests.



MP6. QUALITY Create high quality recreation experiences, places and services that are welcoming, safe, responsive, comfortable and reflective of Cupertino's unique character.



MP7. SUSTAINABILITY Provide, manage and maintain parks, facilities, programs and services through sound management and stewardship, sustainable choices and the wise use of resources.

snapshot of the master plan

1 The Background: Introduction

Why do we plan? We developed this Master Plan to align our parks and recreation services with community expectations, to identify the key projects that will transform our community, and to ensure we have the resources needed to create a park system that embodies Cupertino's unique identity and diversity. As noted in Chapter 1, opportunities and challenges must be addressed when renovating City parks, trails, creek corridors, sports fields and recreation facilities to serve residents, employees and visitors, through the year 2040.



2 Our Community's Aspirations: Vision & Goals

More than 2,000 public participants and wide input helped define our vision, mission, and goals, as well as community expectations to enhance and improve our parks, facilities, programs and services. Residents articulated 12 clear themes, as defined in Chapter 2, as well as seven goals that provide the foundation for the policies and projects noted in the Master Plan.



3 The 2040 Plan: Systemwide Objectives & Actions

What actions will Cupertino take to support Conservation, Connection, Equitable Access, Enhancement, Activity, Quality, and Sustainability in our parks and programs? Chapter 3 redefines our standards, identifies action items, and notes in detail our objectives for enhancing and increasing our investment in our park and recreation system.



4 Transformative Projects: Recommendation Highlights

Evolving recreation trends, changing community dynamics, and aging assets will affect our existing park system through the year 2040, and there will be a need for expanded services. Chapter 4 highlights key projects with the potential to transform existing parks and recreation; expand current joint use opportunities and partnerships; acquire or add new parks, major new facilities, and a variety of recreation elements; expand services for teens and seniors; and protect and augment natural resources and nature in parks. It features the selected key projects from the full list of recommendations that appear in Appendix E.



5 Steps to Success: Implementation

With strong advisory group advocacy on behalf of the park system and clear community expectations for better parks and recreation services, the City of Cupertino recognizes the importance of implementing the most critical, innovative actions to support community livability. Chapter 5 describes the early action initiatives already underway, the pilot projects anticipated to diversify recreation elements, capital resources needed for major facility development, and the decision-making still needed to develop the major new parks and facilities. The chapter identifies funding and prioritization strategies to sequence future capital projects.



A-G Data and Details: Appendices

The extensive, transparent Master Plan process included substantial data gathering and analysis along the way. In addition to several reports completed independently by City staff, MIG, Inc., and other professionals, Master Plan appendices consolidate the data, tools and information necessary to implement the plan. These include:

Appendix A: Park & Facility Inventory

Appendix B: Recreation Programs Overview

**Appendix C: Community Engagement
Methodology**

Appendix D: Park Access Maps

Appendix E: Recommendations and Costs

Appendix F: Potential Funding Sources

Appendix G: Prioritization Tools



investing in our future

This Master Plan captures our community's vision and articulates a realistic approach for enhancing our parks, facilities and recreation opportunities. By moving forward with several early action initiatives, the City is already demonstrating its responsiveness to community priorities and its intent to implement this Master Plan.

The City of Cupertino must invest wisely in funding the vision for new parks, facilities, programs and events. This will require proactive planning to identify the right locations, partnerships and mix of features to include in revenue-generating major facilities. It will also require the strategic expansion of existing funding resources, as well as the exploration of new ones to have the funding necessary to care for park assets, steward natural resources, and activate parks, while adding new recreation elements, major facilities, trails and neighborhood parks. Above all, it will require focus, collaboration and innovation as we create the types of parks, facilities and programs that are integral to becoming a model multicultural and livable community for the 21st century.





INTRODUCTION





1

INTRODUCTION

purpose of the plan

Cupertino is a progressive and highly desirable hometown for people and businesses in Silicon Valley. The City is known for its excellent public schools, parks, and a culturally diverse community that artfully blends innovation with inspiration, collaboration and community livability. It is also known as the home of successful businesses, including the headquarters of Apple, Inc.

The City's park and recreation system is a refuge for residents, offering green space, respite and protected natural resources, as well as facilities, programs and events that support community celebrations, sports and other activities. As the City's population has become more diverse over time, the park and recreation system has evolved more slowly. City parks have remained traditional, creating opportunities to integrate a greater degree of ingenuity, accessibility and originality into various parks, programs and activities—while retaining the beloved amenities and characteristics of the park and recreation system.

The City began developing a new **Parks and Recreation System Master Plan** (Master Plan) to proactively create a park system for the future that is aligned with the community's dynamic values and priorities. The Master Plan integrates the community's vision and aspirations into a cohesive strategy to guide the future development, renovation, management and activation of City parks and recreation facilities. The Master Plan will provide direction for the Recreation and Community Services Department (the Department) and improvements to the parks and recreation system through the year 2040.

RELEVANT DOCUMENTS AND STUDIES

This Master Plan incorporated relevant data and policies from several documents:

- General Plan (2015)
- ADA Self-Evaluation and Transition Plan (2015)
- Bicycle Transportation Plan (2016)
- Pedestrian Transportation Plan (2018)

planning process

The planning process provided residents a chance to re-imagine current and future park and recreation opportunities. An extensive public engagement process helped assess community needs and priorities, while identifying opportunities to meet those needs in the future. The planning process also identified the broad community support to preserve and enhance recreation, walkability, access to open spaces, and Cupertino’s sense of place and quality of life.

The project team designed a multi-phased planning process to develop a comprehensive and innovative Master Plan that reflects the community’s aspirations (Figure 1). In 2015, the City initiated a public outreach effort and began evaluating demographics, trends, policies, parks, facilities and programs to provide a foundation of information for subsequent analysis. Initial findings were discussed with City Council, the Parks & Recreation Commission, the Project Management Team and a Master Plan Advisory Group to ensure the plan reflected community priorities. Subsequent phases built upon this initial feedback and assessments to create Master Plan goals, recommendations and an action plan for the future.

FIGURE 1: PARKS AND RECREATION SYSTEM PLANNING PROCESS



In addition to input collected through extensive outreach and engagement efforts, the Master Plan draws from several studies completed as part of the planning process:

- Demographics Analysis
- Trends Analysis
- Existing Parks & Facilities Summary
- Recreation Program Overview & Analysis
- Community Outreach & Vision Summary

plan organization

Chapter 1: Introduction provides an overview of the planning process, the existing parks and recreation system, and plan organization.

Chapter 2: Vision and Goals details the community engagement process and outreach themes that informed the Master Plan’s vision, mission, and goals.

Chapter 3: Systemwide Objectives and Actions identifies recommended actions to enhance and manage the parks and recreation system.

Chapter 4: Recommendations Highlights presents key recommendations for existing City parks, new major facilities and added recreation elements.

Chapter 5: Implementation summarizes the type of funding investment needed, identifies the process by which capital projects can be prioritized, and provides highlights of key initiatives already moving forward.

A series of appendices provides technical documentation.

Appendix A: Park & Facility Inventory summarizes and classifies park and facility data associated with sites in the existing park system.

Appendix B: Recreation Programs Overview summarizes the Department’s existing programs and events, documenting current services and participation.

Appendix C: Community Engagement Methodology describes the approach and key tasks associated with the public outreach effort.

Appendix D: Park Access Maps presents a series of analysis maps for parks, trails and natural areas that informed the development of planning objectives and actions.

Appendix E: Recommendations and Costs presents three recommendations matrices and identifies the cost assumptions and cost estimates for facilities.

Appendix F: Potential Funding Sources provides an overview of existing funding sources and presents options for enhancing existing funds and adding new funding sources.

Appendix G: Prioritization Tools presents a checklist and sequencing criteria to assist in screening and prioritizing future projects.

the park & recreation system

The City of Cupertino owns or manages more than 223 acres of parks, trails, creek corridors, sports fields and recreation facilities at 33 sites. These include a variety of parks ranging from smaller neighborhood parks to large parks that attract people from across the community. Residents also benefit from nearby Santa Clara County parks, open space preserves, and other local parks and recreation resources owned and managed by other providers. (See appendix A.) Figure 2 and Map 1 illustrate the different types of parks and their distribution.

The parks contain traditional park amenities such as sports fields, sports courts, restrooms and playgrounds. Cupertino’s parks are well-maintained, with standardized landscapes and facilities. Many are decades old and could do more to integrate natural resources and habitat. Some newer parks, such as Sterling Barnhart, provide a higher design level, and the Environmental Education Center in McClellan Ranch Preserve in the Stevens Creek Corridor is a state-of-the-art green building.

City parks and facilities are also home to countless events and programs offered in a variety of different program service areas, ranging from Aquatics to Lifelong Learning & Enrichment. (See Appendix B.) Within the park system, nine indoor facilities support recreation and community activities:

- Portal Park Building
- Creekside Park Building
- Wilson Park Ceramic Center
- Environmental Education Center
- Monta Vista Recreation Center
- Quinlan Community Center
- Senior Center
- Sports Center
- Community Hall

In 2017, more than 347,000 people participated in recreation programs. Of these, approximately 60,000 attended community events based in Cupertino’s parks.

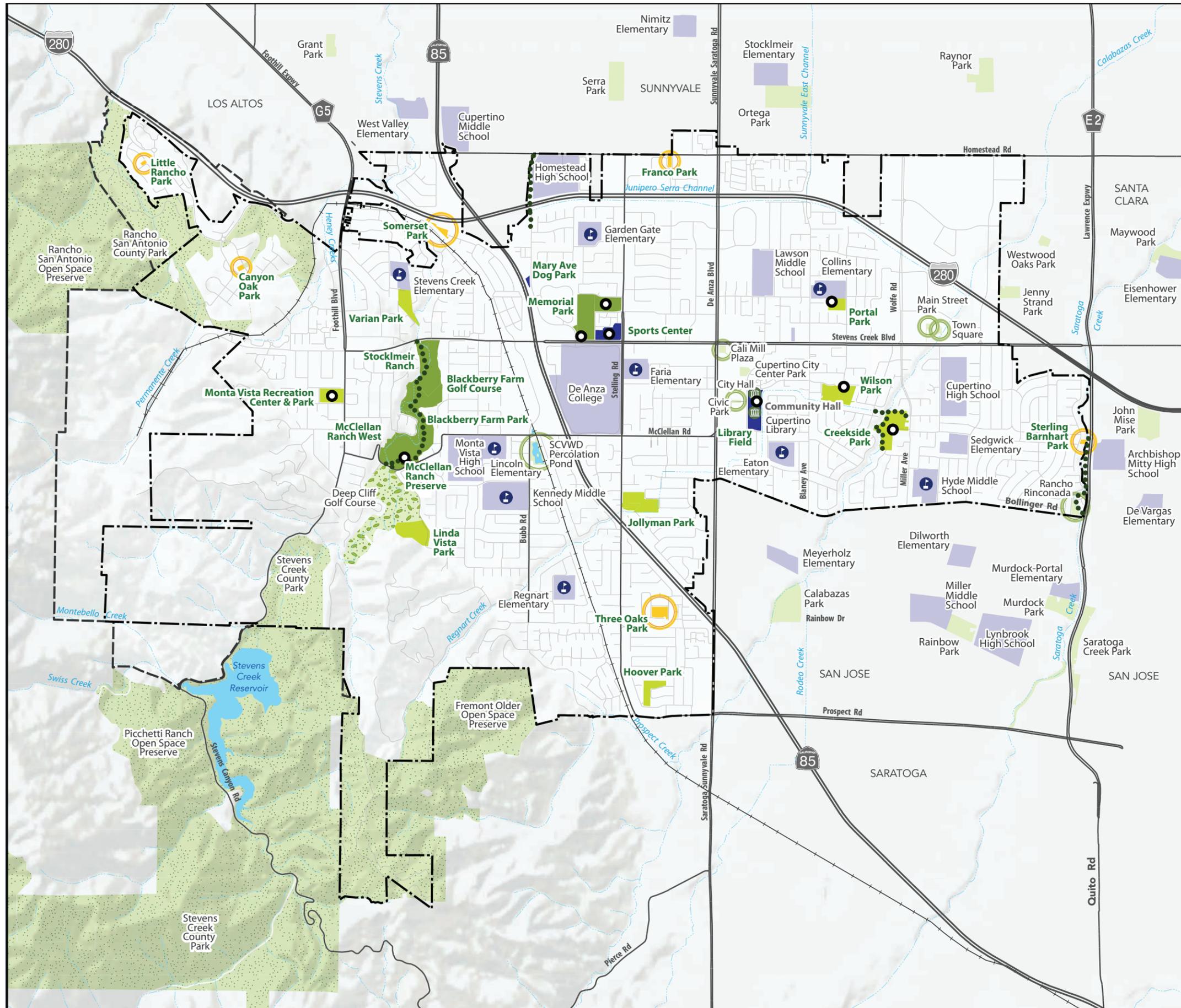




Parks & Recreation System Master Plan

CUPERTINO

Map 1: Existing Parks, Open Space and Recreation Resources



Cupertino Parks and Trails

- Community Parks
- Large Neighborhood Parks
- Small Neighborhood Parks
- Special Use Sites
- School Fields Managed by City
- Shared-Use Paths

Other Recreation Resources

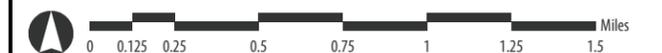
- Local Parks Open to Public
- County Parks & Regional Open Space Preserves
- Schools and Colleges
- Golf Course

Recreation Centers/Fields

- Recreation Centers/Facilities
- Other Facilities

Base Map Features

- Cupertino City Boundary
- Cupertino Sphere of Influence *
- Railroad
- Creeks and Channels
- Water Bodies



February 2018

Note: * per Local Agency Formation Commission
Sources: City of Cupertino and Santa Clara County, 2017.

FIGURE 2: CITY PARKS BY CLASSIFICATION

CITY PARKS

COMMUNITY PARKS | 2 sites | 85.8 total acres

Examples: Memorial Park, Stevens Creek Corridor

Definition: Community parks are larger parks (20+ acres) that provide unique recreation opportunities and serve the entire community. These parks consist of a single contiguous site or several functionally- and geographically-linked use areas that provide a variety of recreation facilities. They typically include specialized facilities and space for large group gatherings, programming and events.



SPECIAL USE SITES | 5 sites | 10.7 total acres

Examples: Civic Center Plaza, Mary Avenue Dog Park, Cupertino Sports Center

Definition: Special use sites support unique recreation opportunities serving all or most of the Cupertino community. These single-purpose sites may include specialized recreation facilities not found elsewhere in the park system. Urban plazas, civic space, dog parks and sports complexes (without other uses) are considered special use sites.



LARGE NEIGHBORHOOD PARKS | 8 sites | 66.4 total acres

Examples: Creekside Park, Jollyman Park, Wilson Park

Definition: Large neighborhood parks, varying between 4 acres and 13 acres in size, provide a range of passive and active recreation opportunities for surrounding neighborhoods. They typically include play areas, picnic areas, open lawn areas, and sports courts. Several also include programmable and reservable facilities, such as sports fields and small recreation centers.



SCHOOL SPORTS FIELDS | 9 sites | 45.5 total acres

Examples: Eaton Elementary, Lincoln Elementary, Kennedy Middle School

Definition: This category includes sports fields at nine school sites managed through a joint use agreement. These sports fields provide additional recreational opportunities to the community when not in use by the schools.



SMALL NEIGHBORHOOD PARKS | 6 sites | 6.4 total acres

Examples: Little Rancho Park, Sterling Barnhart Park

Definition: Small neighborhood parks provide essential recreation opportunities for nearby neighbors. Typically less than 3 acres in size, these parks may include play areas, open lawn areas, and picnic tables/benches. Some include sports courts.



TRAIL CORRIDORS | 3 sites | 8.7 total acres

Examples: Don Burnett Bicycle-Pedestrian Bridge & Trail, Saratoga Creek Trail (acreage excludes Stevens Creek Trail)

Definition: Trail corridors include trails and associated greenways that link destinations in the community. These typically are single-purpose linear features not located within parks of other types. These trails may extend beyond Cupertino and connect to surrounding cities and regional trail systems.



FIGURE 3: RECREATION FACILITIES



NUMBER OF CITY-OWNED OR MANAGED SITES WITH THESE TYPES OF FACILITIES

Athletic Facilities

- 12 with Baseball/Softball Fields
- 12 with Soccer Fields
- 5 with Basketball Hoops
- 4 with Tennis Courts
- 1 with Cricket Field
- 2 with Volleyball Court/Use

Outdoor Recreation Facilities

- 17 with Playgrounds
- 14 with Picnic Areas
- 13 with Open Field/Lawn Areas
- 2 with Water Play
- 1 with Amphitheater
- 1 with Community Gardens
- 1 with Horseshoe Pits
- 1 with Swimming Pools

Indoor Facilities

- 8 with Recreation Buildings
- 5 with Other Buildings

Trails/Natural Areas

- 4 with Trails
- 3 with Natural Areas

Amenities

- 16 with Restrooms
- 11 with Barbecue Grills
- 6 with Concessions
- 4 with Wi-Fi
- 4 with Reservable Picnic Areas

planning context

The City of Cupertino is an innovative city with unique challenges and considerations that affect a parks and recreation system master plan. Generally speaking, this is a community of high expectations, evolving needs, and city characteristics that influence how park and recreation needs are currently met and will continue to be addressed in the future.

The City of Cupertino celebrates the cultural diversity and unique demographic makeup of its community. Based on the 2017 Community Survey Report by Godbe Research, 64% of the population identifies as Asian, including 33% of the population identifying as Chinese and 18% identifying as Indian. Residents are highly educated, with 74% holding bachelor’s, graduate

or professional degrees. Not surprisingly, Cupertino is a community that prides itself on providing exceptional educational opportunities and supporting the achievement of its teen and youth community. Most residents (78%) live in family households, and currently, there are a large percentage of households with children. However, the numbers of children are expected to decline over time while numbers of older adults and retirees will increase, changing recreation needs in the future. Supporting the overall well-being of Cupertino’s youth as well as serving the increasing number of elders are both priorities for the community—as is serving residents of all ages, interests, abilities and needs. Recreation programs, events and facilities must be family-friendly and highly diverse to serve the City’s population.



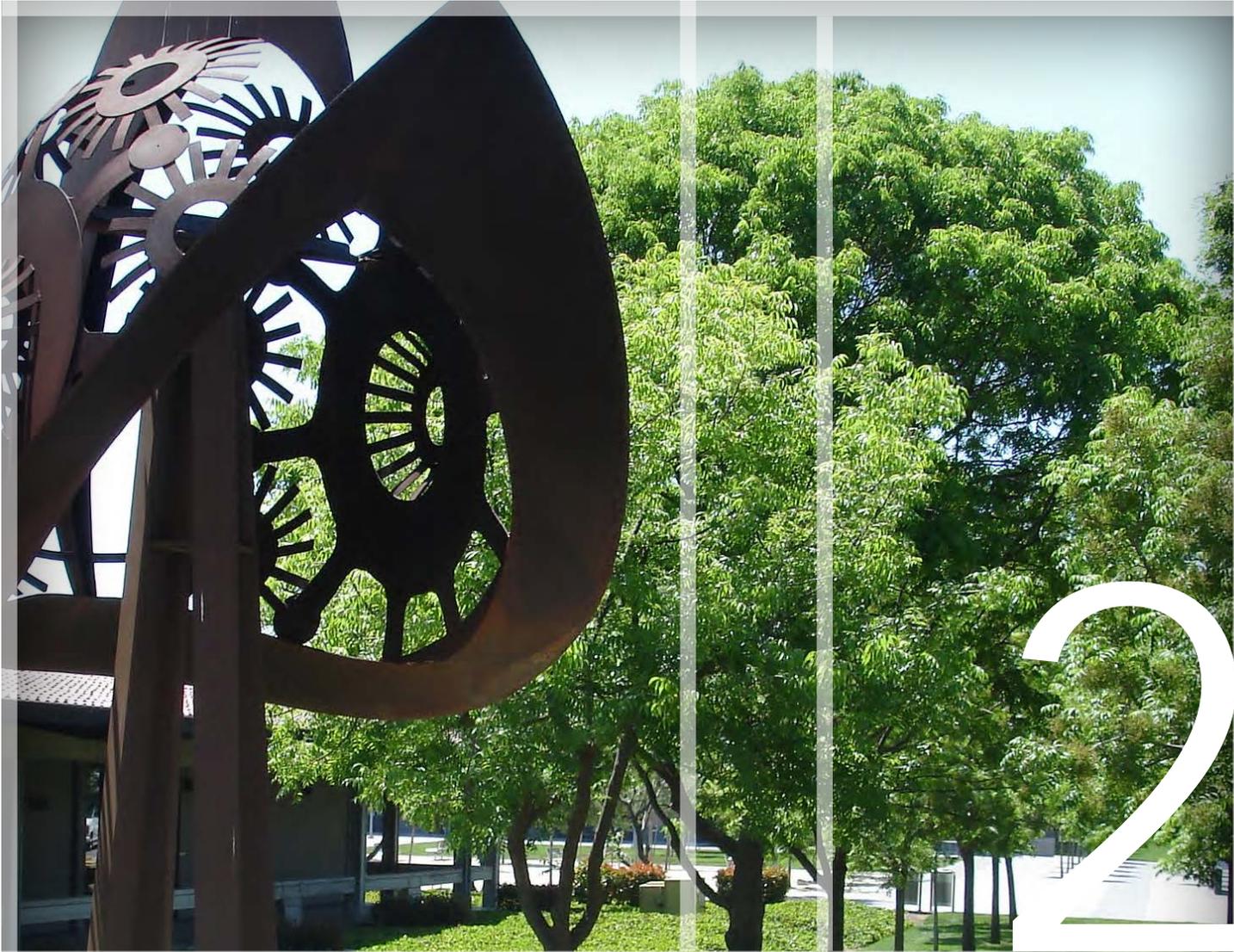


Cupertino also is a growing community. The current population of 62,545 residents is projected to increase 7.4% over the next 20 years. This means that 71,200 residents may live in Cupertino by 2040 (Association of Bay Area Governments). This will add to the existing demands and needs for parks, recreation facilities and programs.

Finally, Cupertino is a built-out city, with little or no open space available to acquire as park land. Land is extremely expensive, and a regional housing shortage creates a competing need for land, including undeveloped and redeveloping areas. This combination of factors makes prospects for adding new parks and large facilities challenging and critically important as some new housing is anticipated to be higher density with less outdoor space.

As a result of the lack of undeveloped land, new recreation facilities are expected to be built primarily in existing parks or in collaboration at partner sites. In existing City parks, the addition of new facilities has the potential to displace existing open space and facilities or sport fields. The growing population will also increase the demands on existing parks, sparking competing uses and increasing maintenance costs. For this reason, **any potential projects must be considered carefully in the context of the community's vision and priorities, and innovative and creative solutions will be needed to serve residents in the future.**





2

VISION & GOALS





2

VISION & GOALS

the community

Since 2015, the City of Cupertino has collected insights from community members and stakeholders to shape the **Parks & Recreation System Master Plan** (Master Plan). A robust community engagement process was critical to defining the community's vision and aspirations

for the future. Following a short overview of the community and community engagement process, this chapter summarizes the key themes heard through community feedback that were used to develop the City's vision, mission, and goals for parks and recreation.



community engagement process

To ensure that the Master Plan reflects the priorities of a diverse community and that the park and recreation system effectively serves all residents, a robust community outreach and engagement process involved four key groups and many different community input opportunities. (See Appendix C for details.)

FIGURE 4:
KEY GROUPS AND INPUT OPPORTUNITIES

KEY GROUPS

Four groups provided ongoing guidance for the Master Plan

- City Council
- Parks and Recreation Commission
- Master Plan Advisory Group
- Recreation and Community Services Management Team

COMMUNITY AND STAKEHOLDER INPUT OPPORTUNITIES

More than 2,000 participants were involved in the following activities:

- City-wide Survey
- Intercept Events
- Stakeholder interviews
- Public Community Workshop
- Block Leader Workshop
- Council and Community Leader Interviews
- Recreation Staff Focus Group
- Vision and Goals Questionnaire
- Parks and Recreation Commission-hosted Community Workshop
- Parks and Recreation Commission Meetings
- City Council meetings or study sessions
- Draft Plan Review Meetings

outreach themes

Through thousands of comments, Cupertino residents articulated 12 clear priorities and aspirations for City parks, trails, natural areas, programs and events. These key themes were integrated into the vision, goals and recommendations that will shape the future of Cupertino’s parks and recreation system.

FIGURE 5: KEY THEMES FROM COMMUNITY OUTREACH





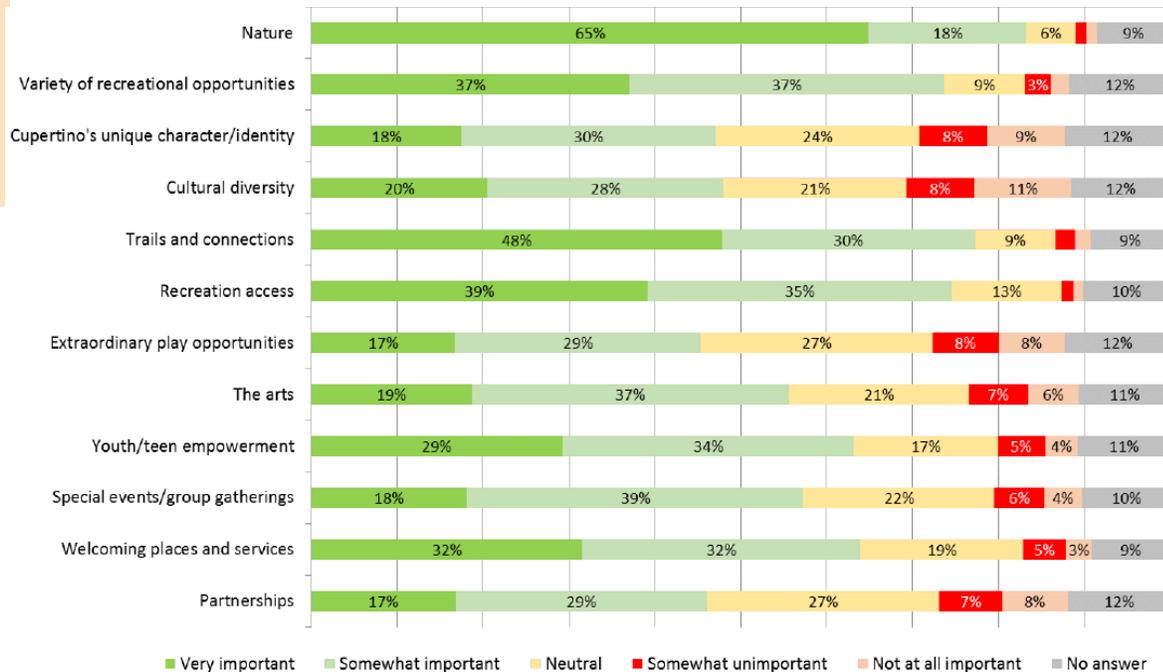
Nature Experience
Community members want more opportunities to connect to nature.

Expanding access to nature is a top priority for the community. Throughout all outreach activities, participants consistently favored incorporating nature and increasing access to natural open space over other potential enhancements. Community priorities include improving or restoring creeks, meadows, and wildlife habitat in existing parks, as well as planting more trees and native plants in public spaces. Stakeholders, Council members and

residents noted the importance of environmental education and nature programs in connecting people to nature. Gardening and nature play were seen as additional opportunities to connect to nature. As the City renovates its parks, residents would like to see a decreased emphasis on large lawn areas and more focus on retaining a site’s natural character. City parks could better highlight existing natural amenities and tree cover, adding to the City’s overall “natural capital.”

85% of City-wide Survey respondents noted that improving access to natural open space is needed

FIGURE 6: NATURE RECEIVES THE MOST AND STRONGEST SUPPORT OF THE PRIORITY GOALS FOR THE PARK AND RECREATION SYSTEM (VISION AND GOALS QUESTIONNAIRE)





Trails & Connectivity

Residents value trails and desire more opportunities for walking and biking in Cupertino.

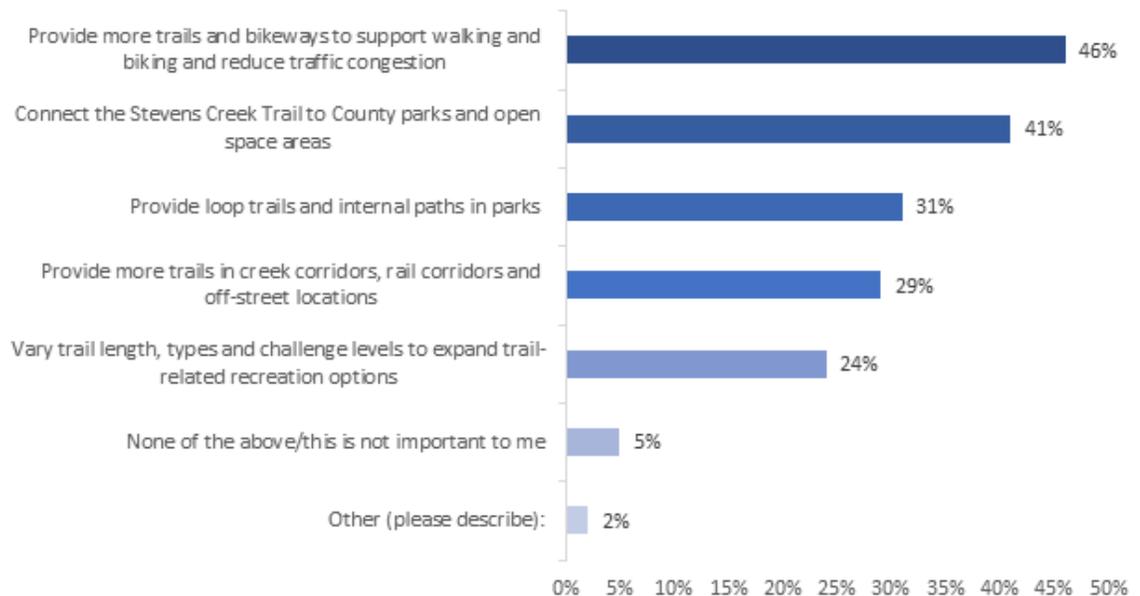
Residents, stakeholders and Council members all expressed a desire to build a connected network of trails and paths in Cupertino. Residents value trails for recreation and fitness and as places to hike with friends and family, walk their dogs, exercise, and experience nature. To reduce traffic congestion and increase mobility options, many residents recommended the City develop a comprehensive network for biking and walking, linking parks to neighborhoods and other

destinations. Stakeholders also recommended providing amenities such as pathway mile markers, bike parking, bike repair stations and water bottle fill-up stations to promote active transportation.

Outreach respondents would like to see City trails connected to regional trails and nearby County parks and open space preserves. Many residents recommended extending Stevens Creek Trail to link to county land and open space areas. Residents value diversity in terms of trail types, such as jogging paths, loop trails, bike trails, guided hikes, and interpretive trails.

80% of City-wide Survey participants favor adding trails and pathways

FIGURE 7: PREFERRED OPPORTUNITIES TO IMPROVE TRAILS AND CONNECTIVITY (VISION AND GOALS QUESTIONNAIRE)





Park & Facility Access

Residents want easy, enhanced access to parks and recreation opportunities.

Providing better pedestrian and bike connections is the community’s preferred strategy to enhance access to recreation opportunities. Residents also recommend providing parkland and trails in underserved areas, and creating accessible and inclusive play areas. The eastern side of Cupertino was identified as an area in need of improved access to recreation opportunities. In other areas, lack of parking and poor bike and

pedestrian accessibility were identified as the top barriers preventing residents from using City parks.

The provision of amenities such as restrooms and benches are additional ways to improve park use and make parks more accessible to families, seniors and others in the community. Residents also expressed interest in adding year-round sports and aquatics facilities, and field sports teams favor all-weather artificial turf fields. Overall, many residents highlighted the importance of ensuring that facilities continue to be accessible to families with children, residents with special needs, and older adults.



Needs for quality neighborhood parks, similar to Sterling Barnhart park, were noted in east and north Cupertino. (Council and Community Leader Interviews)



Social Gathering & Celebration

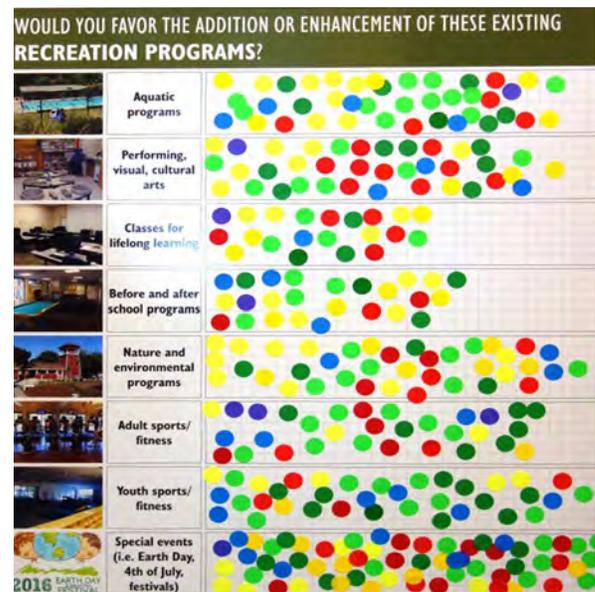
Residents appreciate community events and would like to see more spaces in Cupertino for bringing people together.

Cupertino parks, programs and events play an important role in connecting residents socially. Many residents would like to see the City organize more neighborhood events, such as concerts and movies at neighborhood parks. Providing additional smaller events serving different neighborhoods is more favored than creating more city-wide community events. Nonetheless, stakeholders and other residents support and noted the popularity of city-wide events and festivals, such as the Big Bunny run, Harvest Festival, Diwali and 4th of July events.



Residents would like to see additional spaces that could increase the variety and size of community-serving events. Residents also value increased opportunities for outdoor health and fitness events, such as races, walkathons or park boot camps. Overall, residents hope to see more community events and activities to celebrate the strong sense of community in Cupertino.

52% of Questionnaire respondents want small events in neighborhood parks, such as movies in the park, neighborhood-scale concerts and recreation activities



Special events are selected as the most popular type of program enhancement. (Intercept Events)



Extraordinary Play

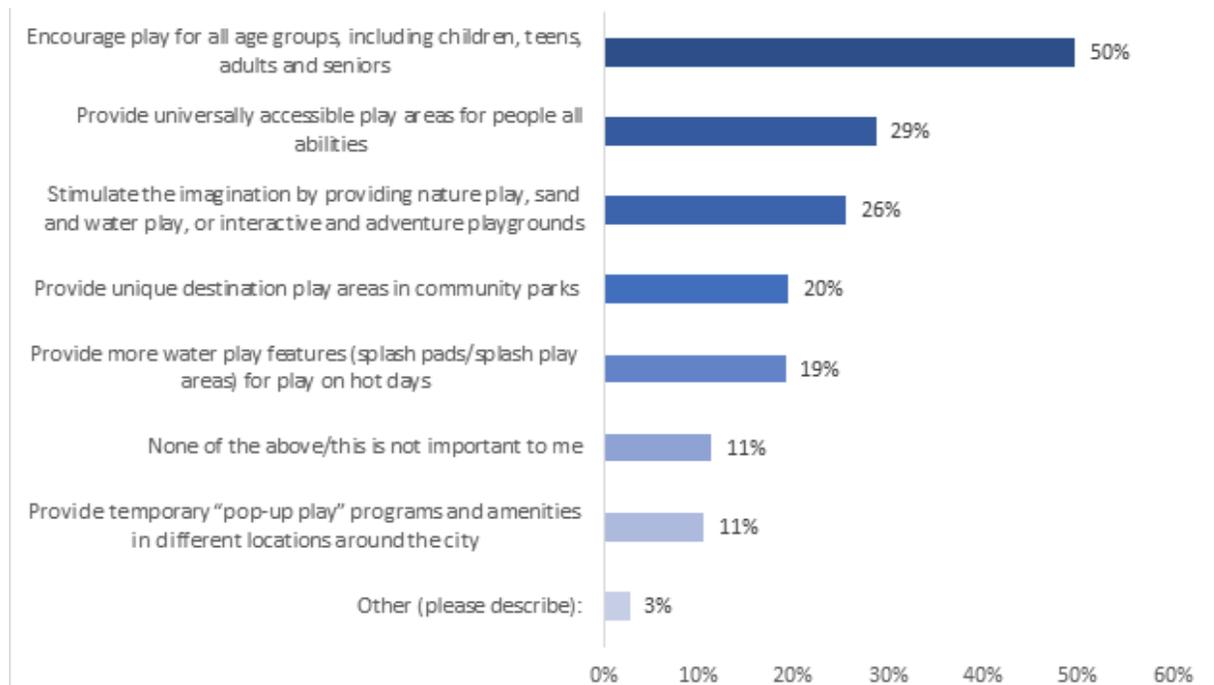
Cupertino desires a variety of play experiences for all ages and abilities.

Diversifying play experiences emerged as a priority for residents across all engagement efforts. Participants stressed the importance of providing play opportunities for all age groups, from children to seniors, and ensuring they are accessible to people of all abilities. Community

members would like to see enhanced water, nature and adventure play by providing specialized amenities to support those play experiences. Residents also highlighted the need to look beyond modular and traditional playgrounds, by adding unstructured and diverse play opportunities, such as climbing towers, water play, and play equipment for people of every ability level.

50% of Questionnaire respondents think the City should support more play opportunities for all age groups

FIGURE 8: PREFERRED OPPORTUNITIES TO PROVIDE EXTRAORDINARY PLAY OPPORTUNITIES (VISION AND GOALS QUESTIONNAIRE)





Recreation Variety

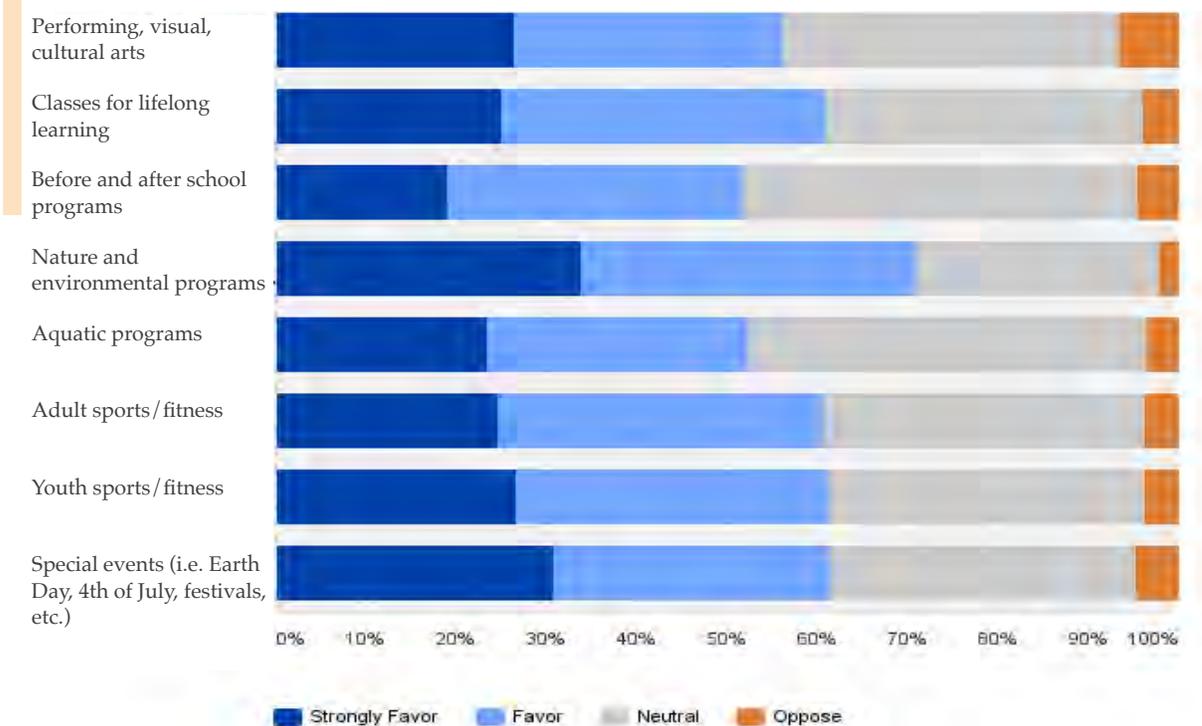
Residents and visitors desire a wide range of recreation options.

Cupertino is a diverse community with a keen interest in diverse recreation. Outreach findings indicate that residents expect a greater variety of recreation options, including unique, high-quality attractions for residents and visitors. The wide range of recreation interests includes a need for different types of facilities and programs that support visual and performing arts, nature and environmental education, sports

and fitness, and more. Community members want to see different types of facilities that go beyond standard recreation offerings, such as non-traditional, multi-purpose facilities. Community members recommended adding varied facilities such as a parcourse, outdoor exercise equipment, and moveable seating to City parks, as well as traditional elements such as basketball courts.

74% of Questionnaire respondents believe that having a greater variety of facilities and programs is important

FIGURE 9: DIVERSE INTERESTS IN EIGHT TYPES OF PROGRAMMING ENHANCEMENTS (CITY-WIDE SURVEY)





Youth & Teen Empowerment

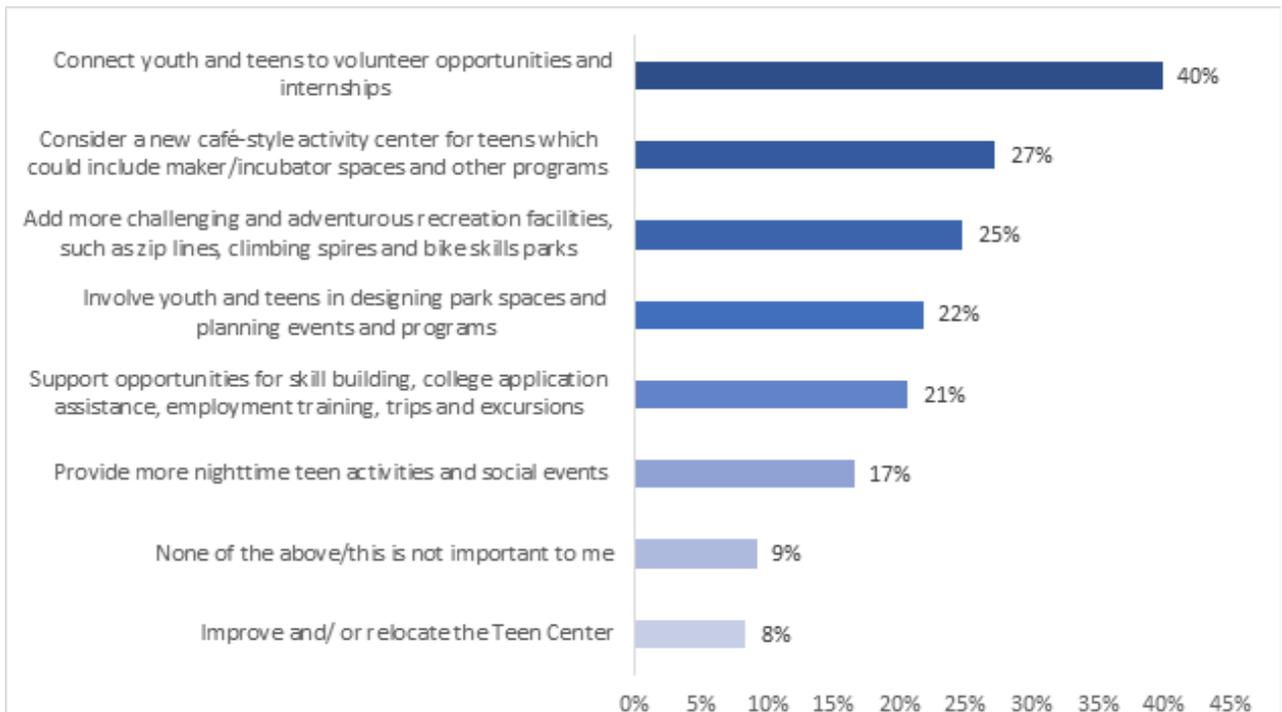
Special attention is needed to engage and empower Cupertino youth and teens.

With the high academic pressure placed on teenagers in Cupertino, residents would like to see spaces and programming for teenagers that focus on empowerment, stress reduction, confidence-building, well-being and fun. Outreach participants favor providing volunteer and internship opportunities, enhancing non-competitive youth sports and fitness, and

other diverse youth offerings. Community leaders recommend increasing youth and teen involvement in community activities and events.

Relocating and reprogramming the teen center would help better support teens and balance the need for educational, recreational and social opportunities. Recommendations include a student union-style space and elements noted by Cupertino’s teens in the 2016 Teen Center Relocation Survey. While ideas to serve teens varied, many outreach respondents agreed that teens warranted special attention and programming tailored to their specific needs.

FIGURE 10: PREFERRED OPTIONS TO INCORPORATE TEEN EMPOWERMENT IN CUPERTINO PARKS AND RECREATION (VISION AND GOALS QUESTIONNAIRE)





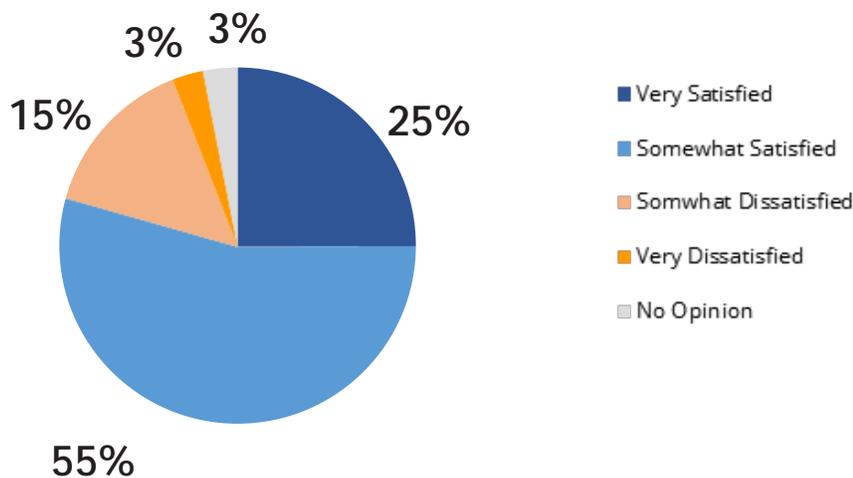
Welcoming Place & Services
Residents expect outstanding customer service and quality facilities that are responsive to community needs.

Outreach findings indicate high community expectations for a more user-friendly, customer-oriented park and recreation system. “Safe,” “friendly,” and “welcoming” are the top priorities for Cupertino’s parks and recreation system. While most residents are highly satisfied with the safety and maintenance of Cupertino’s parks, several believe that better parks are offered outside of Cupertino, citing concerns with the quality of certain amenities and features in local parks.

Enhancing park amenities such as benches, shade structures, seating variety, water fountains and bike racks can help make parks more comfortable and welcoming. Community members would like to see recreation programming that is timed for their lives and better suited to their interests. Residents also requested improvements to the reservation process, such as increased flexibility. They also mentioned opportunities to improve the City’s website, with a simple portal for residents to make suggestions.

59% of Questionnaire respondents want more benches, shade structures, water fountains, bike racks and amenities to make parks more comfortable

FIGURE 11: HIGH SATISFACTION IN THE QUALITY OF PARKS AND RECREATION SERVICES (CITY-WIDE SURVEY)





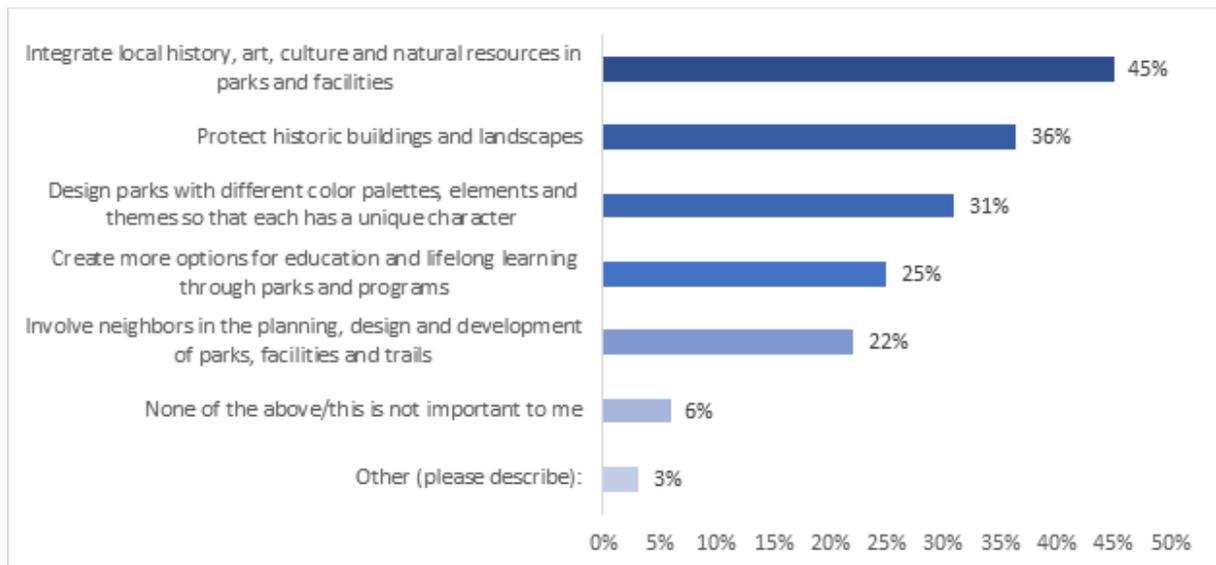
**Uniquely Cupertino
Parks and recreation
opportunities should reflect
Cupertino’s character,
heritage and diverse
community.**

Cupertino is a unique community and residents want parks that emphasize the community’s character and heritage. Many residents recommend integrating local history, art, culture and natural resources into parks and facilities to help provide recreation opportunities that reflect Cupertino’s unique character. Programs, preschool options and teen services should respond to the community’s interest in educational opportunities and lifelong learning. Community groups, agencies, businesses and

providers should collaborate to provide unique and specialized programs. The City is gauging resident and business support for integrating technology and innovation into events, programs and recreation spaces to incubate new and exciting opportunities for Cupertino residents. As one Council member noted, the City needs to ask, “What is best for Cupertino?” and incorporate those answers into the parks, programs and services provided.

Questionnaire respondents favor integrating local history, art, culture and natural resources in parks and facilities as a top method to reflect Cupertino’s unique character

FIGURE 12: PREFERRED OPTIONS TO ENHANCE PARKS AND RECREATION FACILITIES TO REFLECT CUPERTINO’S UNIQUE CHARACTER AND IDENTITY (VISION AND GOALS QUESTIONNAIRE)





The Arts

Cupertino should support the arts by offering a diverse set of arts and culture programming.

Community members strongly support expanding arts and culture programs and events in Cupertino. Residents would like to see more art programs and festivals, and are in favor of investing in dedicated facilities that would support high-quality and diverse activities, including visual, performing and fine arts programming. Residents also highlighted

the need to provide arts programming for people of all ages and abilities, with a focus on activities for youth and teens. Increasing arts programming can offer diverse opportunities for teen empowerment.

Residents raised the possibility of building a performing and fine arts venue dedicated to the arts. Residents value variety in terms of arts programming, recommending diverse events, such as poetry readings, a jazz festival, concerts, arts and crafts fair. Council members and community leaders also noted opportunities to improve Memorial Park to better host events and amphitheater programs.



An arts center, such as the Mountain View Center for the Performing arts, is desired. (Council and Community Leader Interviews; Community Workshop)

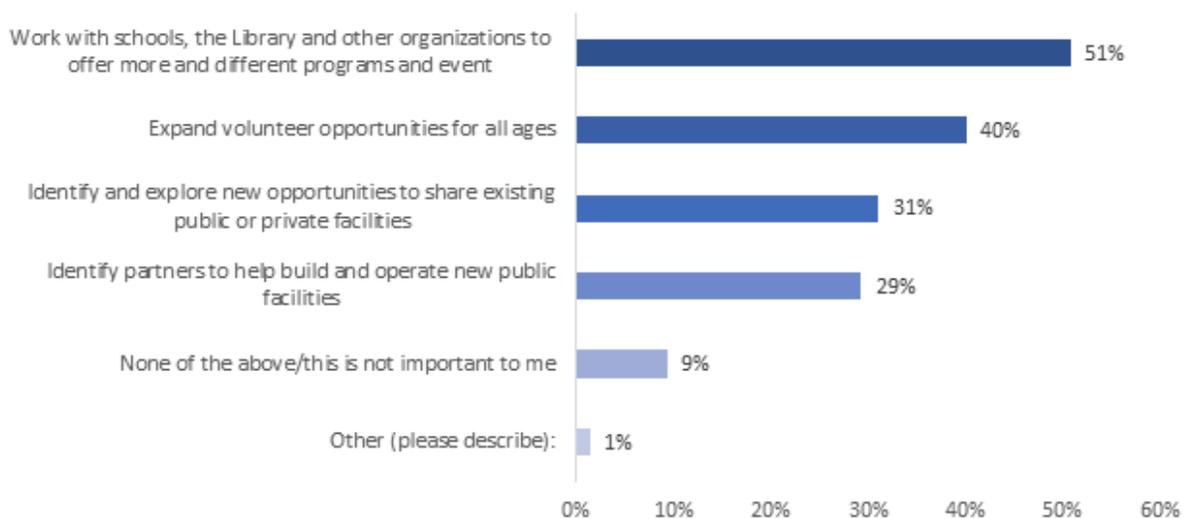


Partnerships
Strong partnerships can help create unique and diverse parks and recreation programs.

The engagement process revealed that Cupertino residents have high expectations for parks and recreation opportunities, including needs that may not be met by the City alone. To provide the diverse opportunities desired, many outreach respondents recommended involving partners to increase space and funding for recreation. Residents noted opportunities for community

groups, agencies, businesses and providers to collaborate in the provision of unique and specialized programs. Many participants suggested creating café-style spaces for youth and teens, that could possibly be developed in conjunction with the Cupertino Library or schools, and organized around educational programming themes (e.g., incubator space, music/performing arts, entrepreneurship). Opportunities for local businesses to sponsor parks and recreation were also noted. Building partnerships can also help expand volunteer opportunities for all ages.

FIGURE 13: PREFERRED PARTNERSHIP OPPORTUNITIES IN CUPERTINO PARKS AND RECREATION (VISION AND GOALS QUESTIONNAIRE)





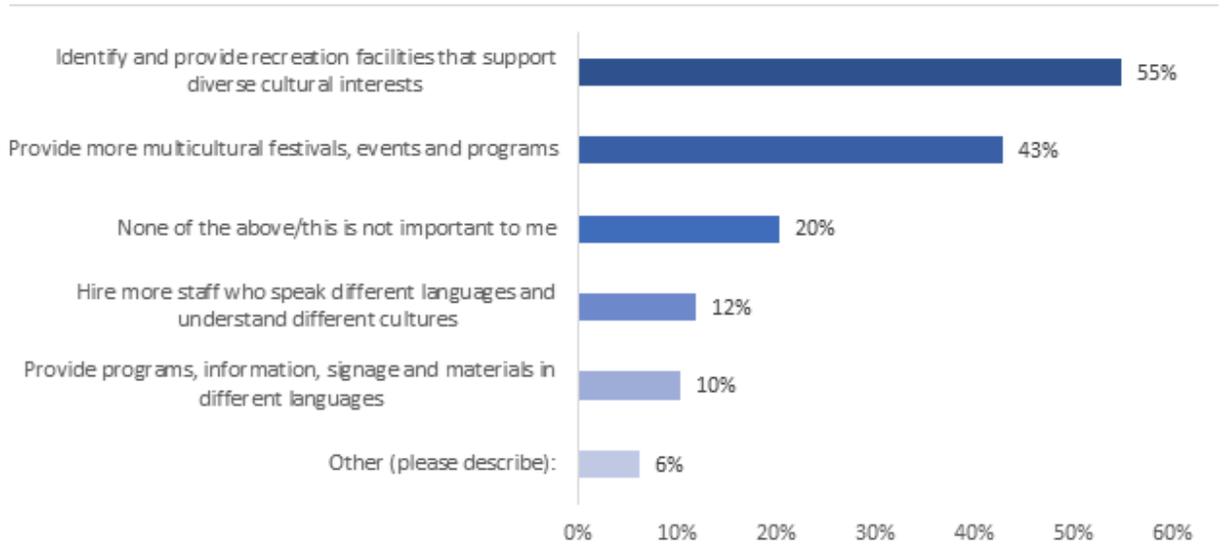
Cultural Diversity
Recreation facilities and programs should celebrate Cupertino’s cultural diversity.

Residents want parks that reflect the cultural diversity of residents, thereby celebrating Cupertino’s unique character, heritage, and community. Council members have noted that culturally diverse and culturally enriching programs and facilities are needed, such as cultural events and celebrations, tai chi, cricket, performing and cultural arts. Many residents recommend organizing more multicultural festivals and events in Cupertino to celebrate the City’s cultural diversity.

Providing new and different recreation options for culturally diverse residents will help respond to changing markets and demographics. Residents would like to see both busy “activated” parks for active recreation and quieter parks for passive recreation. Additionally, stakeholders frequently mentioned that it was important to provide inclusive play opportunities that are accessible for people of all age groups and for people with disabilities.

A majority of Questionnaire respondents want recreation facilities that support diverse cultural interests

FIGURE 14: PREFERRED OPTIONS TO ADDRESS CUPERTINO’S CULTURAL DIVERSITY THROUGH PARKS AND RECREATION SERVICES (VISION AND GOALS QUESTIONNAIRE)



Master Plan Vision

We aspire to create an inspiring, lively, healthy, diverse and sustainable community by connecting our residents to outstanding parks, nature and one another.

Master Plan Mission

Cupertino:

- **PROMOTES** parks and public spaces as integral elements of our City's character;
- **RESTORES**, preserves, and protects our creeks, meadows, trees and natural areas;
- **ENGAGES** our diverse residents in healthy, inclusive events and activities; and
- **CREATES** a safe, connected, walkable and welcoming community.



master plan vision

Throughout the Master Plan process, more than 2,000 community members shared their aspirations for Cupertino's parks, open space, and recreation programs. From this input, a vision statement was crafted to guide the City as it works to enhance recreation opportunities for all Cupertino residents. The vision statement paints a picture of the desired future the community wants to achieve.

We aspire to create an inspiring, lively, healthy, diverse and sustainable community by connecting our residents to outstanding parks, nature and one another.

This vision includes the following elements:

Create: to bring about through our collective ingenuity, creativity, innovation, activity and interest in exploring new ideas and places

Inspiring: cultivating a high level of community satisfaction and inspired living

Lively: activating and invigorating our community through programs, events and diverse recreation opportunities that provide experiences for all ages, interests and abilities

Healthy: improving our community's health, fitness and wellness, along with the City's financial health and economic vitality

Diverse: the unique character and culture of Cupertino

Sustainable: supporting our future legacy by maintaining a green, environmentally-friendly system

Community: the unique place, people and shared fellowship that grows from our common attitudes, interests, goals, and aspirations for the future

Connecting: creating relationships, linking and uniting people through trails, social activities, volunteerism, community engagement and partnerships, and stewardship

Our residents: the people and families who live in Cupertino, as well as employees who spend their daytime hours here

Outstanding: our desire to be the best; to be a world-class, accredited, Gold Medal department

Parks: our safe, well-maintained open spaces and social hubs that support inclusive, indoor and outdoor recreation facilities, plus a variety of events, programs and recreation experiences

Nature: our wildlife, trees, creeks, meadows and natural areas that support a healthy ecosystem, recreation, environmental education, stewardship, stress reduction and community health

One another: the people who live, work, visit and attend school in Cupertino

master plan mission

A mission statement, presented on the previous page, describes the approach that City staff will take in providing parks, recreation facilities and programs, trails and open space. The mission statement emerged from public priorities and was refined by staff and advisory group members before presentation to the Parks and Recreation Commission and City Council.

master plan goals

Master Plan goals will provide overarching guidance for the park and recreation system. These goals are aligned with the City’s General Plan goals and policies for Recreation and Community Services. Seven goals are presented:

- MP1. CONSERVATION**
Protect nature, trees and natural areas in parks and throughout the city to support wildlife, ecological functions and a stronger connection to Cupertino’s natural environment.
- MP2. CONNECTION**
Provide an interconnected network of multiuse trails, walkways and bikeways, close-to-home parks, and community destinations.
- MP3. EQUITABLE ACCESS**
Distribute parks and facilities throughout the community for easy and equitable access.
- MP4. ENHANCEMENT**
Reinvigorate and revitalize parks and recreation facilities to support broad and inclusive recreation interests.
- MP5. ACTIVITY**
Provide programs, events and services that foster social cohesiveness and lively, diverse activities for people of all ages, abilities, cultures, and interests.
- MP6. QUALITY**
Create high quality recreation experiences, places and services that are welcoming, safe, responsive, comfortable and reflective of Cupertino’s unique character.

- MP7. SUSTAINABILITY**
Provide, manage and maintain parks, facilities, programs and services through sound management and stewardship, sustainable choices and the wise use of resources.

These goals reflect community priorities and guide the objectives and actions in the next chapter.









SYSTEMWIDE OBJECTIVES & ACTIONS





3

SYSTEMWIDE OBJECTIVES & ACTIONS

systemwide objectives and actions

Objectives and strategic actions are presented below, organized and numbered by goal. To support decision-making, these actions should continue to be evaluated and integrated into the City's annual planning for projects and services, annual work plans, and departmental strategic plans that will follow this Master Plan.

Goals, objectives and actions are noted in the following format:



Goal MP#: *Master Plan goals provide direction for long-range change.*

#.X Objective: Objectives reflect the desired outcomes the City wants to achieve by implementing the Master Plan.

i Action: Actions are the more detailed ideas, innovations and strategies that will help achieve Master Plan goals.



MASTER PLAN GOAL 1: CONSERVATION



MP1 *Protect nature, trees and natural areas in parks and throughout the city to support wildlife, ecological functions and a stronger connection to Cupertino's natural environment.*

1.A Protect important natural resources, habitat, and riparian corridors through acquisition and collaboration.

- i* Protect important natural resources through park land acquisition, conservation easements, regulations and other techniques.
- ii* Work with partners, including but not limited to Santa Clara County, Midpeninsula Regional Open Space District, Santa Clara Valley Water District, Union Pacific Railroad, nonprofits, and private entities/property owners to strategically connect riparian corridors, wetlands and other natural areas to preserve vital ecological functions, protect habitat, improve water quality and increase biodiversity.
- iii* Connect habitat within the Stevens Creek corridor from north to south Cupertino, taking interim steps and making progress towards protection and preservation of this key riparian corridor.
- iv* Evaluate and pursue opportunities to protect parcels along creeks, or contiguous to existing parks and natural areas, or with active or remnant habitat.
- v* Collaborate with efforts to enhance or expand habitat areas and conduct restoration in County parks, open space preserves, creek corridors and other natural areas.



- vi* Support efforts to secure public ownership and protect and restore habitat on undeveloped tracts, such as the former McDonald Dorsa quarry site, or lands in the vicinity of the cement plant, if such opportunities became available.

1.B Manage meadows, natural areas, wildlife habitat and creeks within City jurisdiction to maintain and restore ecological health and function.

- i* Implement or support work by others to remove invasive species, address bank erosion, enhance habitat value, and improve water quality and flood capacity to enhance the ecological function along Regnart, Calabazas, Heney, Stevens, Permanente and Saratoga Creeks, Junipero Serra Channel, and open space parcels. (Most such sites are not City-owned.)
- ii* Foster natural systems by creating pollinator pathways through the city, taking advantage of rights-of-way to create a gridded network of habitat within the urban core of Cupertino.
- iii* Add bird-friendly and pollinator-friendly plantings, gardens and features in parks and at other City-owned sites. Include bird baths/water sources, rocks with shallow depressions, bird houses and nest-friendly areas, bee nesting blocks, vegetation for forage and cover, and protected, non-mulched ground areas for ground-nesting species where appropriate.
- iv* Create or enhance “park forests,” concentrated tree plantings that establish a large, contiguous tree canopy and emphasize native trees. Augment the existing tree canopies at Jollyman, Three Oaks and Linda Vista parks.
- v* Support efforts to secure public ownership and restore habitat on undeveloped tracts, such as former quarry property or lands in the vicinity of the cement plant, if such opportunities become available.



MP1: CONSERVATION, CONTINUED

- vi* Support efforts in Santa Clara County to protect and expand oak savannas and woodlands.
- vii* Within the Stevens Creek corridor, renovate the Blackberry Farm Golf Course to provide improved habitat value. Future decisions regarding the golf course property should respect the site's unique creekside location and emphasize choices that are compatible with increased ecological value.

1.C Ensure natural resources in parks and on City property are maintained and stewarded.

- i* Continue to work with volunteers and partners to improve, enhance and restore natural areas.
- ii* Maintain natural areas in parks to control invasive species, remove or prune hazardous trees, control river- and stream-bank erosion, minimize wildfire hazards and provide safe access.
- iii* Develop a maintenance management plan that addresses natural resources in parklands and trail corridors and regularly update it. This plan will identify the maintenance tasks, frequencies, staffing and resources needed to manage, maintain and steward natural resources.





1.D Design parks and trail corridors to reflect and respect the Santa Clara Valley local ecology, habitats and native landscape.

- i* Incorporate and enhance existing natural features when renovating parks or building new ones.
- ii* Preserve existing native or large canopy trees in parks.
- iii* Increase tree canopy where opportunities exist. Develop a Parks Tree Palette for adding /replacing trees, and a plan for canopy succession.
- iv* Update the City's Plant Palette to encourage horticultural diversity in parks for both ecological benefits and visual interest. Include a variety of carefully selected shrub, grass, and ground cover species that have unique textures and colors and are best suited for Cupertino's climate, soil, and wildlife. Utilize native and/or climate-appropriate plants when possible; consider drought tolerance; avoid invasive species.
- v* Embrace storm water management, incorporating green infrastructure elements such as rain gardens, bioswales, permeable pavers and detention ponds to help reduce flooding, filter pollutants and replenish groundwater during storm events.
- vi* Replace unused or under-used areas of lawn in City parks with pollinator gardens, native plant species, trees that provide canopy or wildlife value, and other planting regimes with habitat value.



MP1: CONSERVATION, CONTINUED

1.E Expand opportunities to experience nature, balancing access with natural resource protection.

- i* Locate access points away from high value habitat and significant natural resources to the extent feasible.
- ii* Interpret the natural environment and ecological processes in parks.
- iii* Add nature play elements in several locations.
- iv* Encourage interaction with nature through the provision of nature trails, habitat viewing areas, and pollinator plantings.
- v* Gather information and develop actions to manage existing orchards and retain the connection with Cupertino's agricultural past.
- vi* Incorporate community gardens at park sites to provide hands-on opportunities to interact with nature by growing and harvesting food.
- vii* Add plantings in developed parks to attract birds and butterflies for viewing; incorporate boulder groupings, logs/woody debris, and other niches and micro-habitats where insect and plant discovery can occur.
- viii* Provide quiet areas with seating that allow for solitude, in locations with views of creeks, natural areas, or vistas across the landscape.
- ix* Support trails in creek corridors and natural areas, in a manner that accommodates wildlife protection.





1.F Support environmental education and nature interpretation.

- i* Continue the management and stewardship of the Stevens Creek corridor as Cupertino's environmental education and nature interpretation hub.
- ii* Collaborate with schools located near parks, e.g., Creekside, Portal and Varian parks, to create outdoor "classroom" space.
- iii* Create "naturehood parks" by providing more natural elements and learning areas (such as outdoor "classrooms," gardens and places to dig), in large neighborhood parks.
- iv* Provide environmental education and nature interpretation programming at multiple sites, bringing the expertise of the McClellan Ranch Preserve Environmental Education Center out into Cupertino's neighborhoods and developed parks.
- v* Continue to support and enhance the elementary school Creek Studies Program that is currently hosted at McClellan Ranch Preserve and any successor or associated programs.
- vi* Pursue collaboration with Deer Hollow Farm at Rancho San Antonio to provide environmental education opportunities for the community.



MASTER PLAN GOAL 2: CONNECTION



MP2 *Provide an interconnected network of multi-use trails, walkways and bikeways, close-to-home parks, and community destinations.*

2.A **Implement recommendations for the proposed trails and paths noted in the Bicycle Transportation Plan, Pedestrian Transportation Plan, Cupertino General Plan, Countywide Trails Master Plan, and other local and regional plans to improve access to parks and expand walking and biking opportunities in Cupertino.**

- i* Improve pedestrian and bike access to parks through the construction of the envisioned network of Class I Bike Paths, Class II Bike Lanes, Class III Bike Routes and Bike Boulevards, Class IV Protected Bikeways, as well as the sidewalks, trails and pathways noted in the plans.
- ii* Dedicate or acquire open space along creeks and utility corridors for trails through regional cooperation, grants and private development review.
- iii* Require dedication or easements for trails, as well as their development, as part of the development review process, where appropriate.
- iv* Establish Joint Use Agreements with the Santa Clara Valley Water District that support the implementation of trails along creeks and ponds.
- v* Implement way-finding signage to support use of trails, walkways and bikeways.
- vi* Establish safe routes and access paths to park spaces.
- vii* Continue to evaluate and pursue opportunities to develop multi-use trails walkways and bikeways.



2.B Prioritize the completion of a comprehensive network of off-street walkways, trails and protected bikeways to provide safe, inviting walking and biking opportunities.

- i* Reassess the trail priorities in earlier planning efforts for the Bike and Pedestrian transportation plans to focus on prioritizing improving access to parks, recreational activities and programs, as well as connecting parks to other community destinations. Revise criteria in the Bike and Pedestrian plans to more highly rank routes that improve pedestrian and cyclist access to such destinations.
- ii* Prioritize trail development and partnerships with surrounding cities and agencies to connect Cupertino to regional trails.
- iii* Extend existing trails and fill gaps in connectivity to link City and County parks and regional open space preserves and provide access to pedestrians and bicyclists to trails in regional open space areas. (See Appendix D).
- iv* Connect the existing popular multi-use paths (Don Burnett Bicycle Pedestrian Bridge and Homestead Road to Mary Avenue Trail, Stevens Creek Trail and Saratoga Creek Trail) to more locations when possible, such as extending the Mary Avenue Trail southward toward Stevens Creek Blvd. and De Anza College, extending Stevens Creek Trail south to Linda Vista Park or Stevens Creek County Park, extending Saratoga Creek Trail northward to Stevens Creek Boulevard, or connecting the east end of Junipero Serra Channel trail to the Saratoga Creek Trail.
- v* Pursue trails, walkways and bikeways that connect to current trails or major destinations, such as a trail overpass over the railroad that would link Rancho San Antonio to the west end of Stevens Creek Blvd.



MP2: CONNECTION, CONTINUED

- vi* When development proposals come forward, provide inviting pedestrian-cyclist connections to current or envisioned trails.
 - When redeveloping The Oaks shopping center, provide safe and well-designed connections to a trail extension on the west side of Mary Avenue that will link along or through the site to Stevens Creek Boulevard and planned bikeway improvements and to a possible trail extension to the Don Burnett Bicycle Pedestrian Bridge.
 - For properties developing along the Junipero Serra Trail or Historic De Anza Trail alignments, provide public trail access routes if feasible, especially on commercial, industrial, office or mixed-use parcels.
- vii* Provide more trails in creek corridors (in a wildlife-compatible manner), rail corridors and off-street locations to support park connectivity, non-motorized transportation, recreation and health benefits.
- viii* Evaluate and pursue means to improve pedestrian/bicycle connectivity and access to parks via use of rights-of-way, easements, joint use agreements or partnerships, land acquisition from willing owners, or other possible opportunities.

2.C Support walking in parks.

- i* Provide looped internal pathways or trails in parks with adequate space, wide enough for people to walk side-by-side comfortably.
- ii* Provide benches, water fountains, distance markers, and other amenities along pathways and trails to encourage walking for fitness. Add fitness stations along suitable trails and walking routes in parks.
- iii* Vary trail length, types and challenge levels to expand trail-related recreation options. Include soft-surfaced nature trails and jogging trails, as well as hard-surfaced trails for bicycle, tricycle, walker, and stroller use.





MP2: CONNECTION, CONTINUED

2.D Encourage biking and walking to parks and recreation destinations and use of non-single-driver-vehicle options through physical and programmatic enhancements.

- i* Create welcoming pedestrian and cyclist entrances to parks, with pedestrian and bike paths that are visually prominent, direct, and physically separated from parking lots.
- ii* Provide secure bike parking at parks, with racks located near each use area. Add self-service bike repair stations at community parks, on trails and at popular cycling destinations.
- iii* Publish bike and walking route information online and in the City's public materials such as the recreation program guide.
- iv* Provide recreation events that encourage use of the pedestrian-bike network.
- v* Encourage drop-in group walks at several park sites around Cupertino and publish a schedule of these.
- vi* Improve connections and paths between parks and surrounding uses, such as schools and nearby neighborhoods.
- vii* Embrace the best practices of the National Recreation & Park Association's "Safe Routes to Parks" program.
- viii* Explore providing improved drop-off areas, very short-term parking, convenient car pool parking space, and other improvements to encourage carpools and shuttles and reduce demand for inefficient single-occupancy vehicle parking.
- ix* If a potential city shuttle service is explored, participate in the process, and identify key park and recreation needs and destinations.



MASTER PLAN GOAL 3: EQUITABLE ACCESS



MP3 *Distribute parks and facilities throughout the community for easy and equitable access.*

3.A Provide parks within walking distance of most residential areas.

- i* Strive to provide parks within a ½ mile (10-minute) walk of residents in neighborhoods zoned for the following: Single Family Residential (R1), Single Family Residential Cluster (R1C), and Residential Duplex (R2), Multiple Family Residential (R3) and Mixed Use Planned Development (P). (See Appendix D.)
- ii* For new “neighborhood parks” that are intended to provide “neighborhood facilities,” strive for parks that are:
 - City-owned or designated for public access;
 - Open year-round and accessible during regular park hours;
 - Located in the city;
 - Not designed to provide County-wide or regional service; and
 - Aim to provide a minimum of three unrestricted, self-directed recreation uses. These uses do not require a permit, reservation, membership, staff presence or advance scheduling to participate, such as seating, playgrounds, looped walking paths, drop-in tennis courts, drop-in basketball courts, picnic areas, turf areas for play, and similar amenities that can be freely enjoyed and serve casual daily neighborhood use.



- iii* Consider areas where residents have access to less than 3 acres of developed parkland in the city within a 10-minute walk as “underserved.”
- iv* Supplement neighborhood parks with parks that provide specialized facilities to meet unique recreation needs, such as dog parks, urban plazas, trail corridors, joint use sports fields, community / recreation buildings, or other special features.

3.B Continue to implement the parkland acquisition and implementation program to meet community recreation needs.

- i* Provide a minimum of three acres per 1,000 residents, as per General Plan policies.
- ii* Apply acquisition strategies that balance land costs, availability and recreation needs and strive to maintain the City’s existing level of service of 3.6 acres of parkland and open space per 1,000 residents as the community grows through the year 2040.
- iii* Prioritize neighborhood park land acquisition in underserved areas in Cupertino; consider how well the site meets the criteria noted above for “neighborhood parks” that provide “neighborhood facilities” in evaluating potential acquisitions.
- iv* Provide new neighborhood parks of sufficient size to provide opportunities for social gathering, play and active recreation.
- v* Seek opportunities to expand existing parks through acquisition of adjacent property from willing sellers, especially in underserved areas.



MP3: EQUITABLE ACCESS, CONTINUED

- vi* Pursue partnerships with School Districts to add, enhance or improve public access to recreation facilities at school sites and to develop vacant school-owned property, especially in underserved areas.
- vii* Explore expanding Joint Use Agreements with schools, especially in underserved areas, to include public access to play areas, sports courts, sports fields and other indoor and outdoor recreation amenities.
- viii* Acquire land through easement, joint use agreement or ownership for trail and riparian corridors.
- ix* Pursue unique options, opportunities and partnerships to meet residential and specialized park needs. These include, but are not limited to, privately owned public open space (POPOS), park partnerships outside of the city (e.g., Santa Clara County or adjacent cities), renovated or repurposed buildings, jointly developed / joint use facilities, pocket parks, pavement-to-park “parklets,” street or public plazas, and use of street and roadway rights-of-way for permanent or temporary park space.
- x* Coordinate with new developments or redevelopments on park land dedications or the provision of in-lieu fees. If in-lieu fees are provided, regularly evaluate the fees and ensure these are sufficient to cover the cost to acquire park land when it becomes available.

3.C Expand recreation opportunities by enhancing park and facility access.

- i* Implement programmatic solutions to enhance recreation options throughout the city. These may include, but are not limited to, mobile or pop-up programs (staff-led activities) and movable facilities (e.g., climbing wall, dance floor, movie screen that can be set up in different locations.)
- ii* Explore options to increase access to existing non City-owned community facilities, such as gymnasiums, swimming pools, tennis courts and theaters/performance space provided by the School Districts, De Anza College and non-profit organizations in Cupertino. Assess opportunities to increase public use through options such as scheduling changes, programming provision, and/or reductions in fees or subsidies.
- iii* Improve entryways to parks and recreation facilities to make them more attractive, accessible, and welcoming. Ensure parks and recreation facilities are as welcoming to visitors traveling by foot and bicycle as they are to those arriving by automobile.



- iv* Consider programmatic and physical improvements to improve access by motorized and public transportation. Improve drop-off areas and loading/unloading zones; address parking needs while considering autonomous vehicle trends; facilitate or connect residents to shuttle services, transit and transportation options.
- v* Provide recreation facilities that are usable year-round and in all seasons. Update agreements that limit recreation use of City facilities to expand usage windows.
- vi* Explore methods to deliver more use from existing facilities. (For example, consider adding programming at buildings that are currently closed evenings or weekends, revising field use permits to an hourly or usage basis rather than 'blanket' permits to encourage more efficient usage, or other ideas.)
- vii* Embrace and strive for universal designed access to parks and facilities for all people, regardless of ability. Strive for universal design to make existing and new parks and facilities more user friendly and accessible to populations with special needs, parents with young children and others who benefit from wider access routes, seating and resting points, shade, universal and family-friendly restrooms, and similar accommodations.



MASTER PLAN GOAL 4: ENHANCEMENT



MP4 *Reinvigorate and revitalize parks and recreation facilities and diversify offerings to support broad and inclusive recreation interests.*

4.A Embark on a program of strategic reinvestment in and renovation/expansion of major facilities to meet community priorities.

- i* When major reinvestment is needed in existing recreation facilities, evaluate the benefit before doing a like-for-like replacement. Consider repurposing, or a more significant remodel to retool the current inventory of facilities and better meet community needs.
- ii* Improve the user experience when renovating existing indoor facilities. Include welcoming entry sequences, social/lobby/lounge spaces, convenient pick-up and drop-off, and comfortable areas to wait for transportation.
- iii* Consider the new facility needs (see 4B) when evaluating reinvestments and enhancements to Quinlan Community Center and Cupertino Sports Center, two large facilities which could be remodeled or expanded to address broader recreation interests and needs.
- iv* When building or remodeling, strive for flexible, multi-use space that can accommodate a range of uses and that can be adapted over time to serve evolving needs.
- v* Incorporate findings of Public Works' 2018/19 Building Condition and Use Assessment into recreation facility planning and capital project proposals.



- vi* Consider whether a smaller facility should be phased out or repurposed once its uses can be incorporated into a facility that better accommodates its program. (For example, Monte Vista Recreation Center and the Wilson Park ceramics studio are aging facilities that house important programs but are not designed for their current uses.)

4.B Consider adding new major facilities to meet community needs at existing parks, through renovations to existing facilities, or at sites acquired in the future.

- i* Prepare a business and operations plan prior to developing new major facilities to help identify the optimal size, amenities, location, programming, fees, revenue and operating model for facilities with high operating costs, such as a performing arts center, an aquatic facility or a gymnasium/recreation center. Evaluate grouping similar uses (e.g., maker space, art studio space, performing arts) for synergies and operating efficiencies.
- ii* Evaluate options for joint-use partnerships and/or renovation of existing facilities (public, private or partner) prior to building new ones.
- iii* Explore potential equity partners, operating partners and sponsors before planning and designing major facilities.



MP4: ENHANCEMENT, CONTINUED

- iv* Consider adding the following facilities:
 - Performing Arts/Fine Arts Center
 - Gymnasium/Recreation Center
 - Year-round Aquatics (see 4C below)
 - Expanded Senior Center or satellite site with senior-friendly services
 - Improved/Relocated Teen Center
 - Technology Center/Incubator Hub/Maker Space

4.C Expand swimming and water play opportunities.

- i* Continue to operate the Blackberry Farm pool complex as a place for leisure and swimming. If feasible in the future, consider expanding the swimming season.
- ii* Pursue partnerships with other entities that have swimming pools in and near Cupertino, especially focused on securing time for family swimming, swim lessons, lap swimming, and aquatic exercise.
- iii* Evaluate providing a new year-round aquatics complex in the city based on a business and operations plan that recommends a design program. Consider a full range of aquatics programming to provide the most opportunity for users and increase revenue potential. Provide programs and facilities that focus on varied recreation opportunities for families and for all ages and abilities.
- iv* Provide more water play features (splash pads/spray play areas/interactive water features) for play in warm weather, geographically dispersed in the city.

4.D Diversify play experiences to support extraordinary play.

- i* Encourage play for all age groups, including children, teens, adults and seniors.
- ii* Provide a universally-accessible, all-inclusive destination play area in an easily accessible location such as a large neighborhood park.
- iii* Provide inclusive elements in new play areas and in existing ones when renovating or updating them, and to all play areas over time.
- iv* Consider users of all ages, backgrounds, needs and abilities when developing recreation programming.



- v* Pilot an adventure playground or nature play area to stimulate the imagination by including sand and water play, or interactive elements with movable and loose parts.
- vi* Provide unique destination play areas in community parks.
- vii* Provide temporary mobile recreation programs and amenities in different locations around the city.
- viii* Add “unstructured” and varied play opportunities that look beyond modular, traditional manufactured play structures.

4.E Improve the functionality and usability of existing facilities for field sports.

- i* Design multi-use sports fields to support multiple sports: rectangular fields should be designed to allow for soccer, lacrosse, Ultimate Frisbee, etc.
- ii* Provide at least one cricket/multi-use field.
- iii* Make investments in softball and baseball fields to get more playing time and more use out of these facilities, such as allowing for continued or expanded youth soccer in outfield areas during non-ball game times or designing to accommodate kickball or different base distances.
- iv* Partner with school districts on expanding community use of school sports fields.
- v* Consider whether to create an artificial turf field, which could allow sooner use after wet weather than natural turf.
- vi* Evaluate whether lighting any sport fields is appropriate to extend evening usage hours.
- vii* Manage sport fields to maximize and optimize use. (For example, evaluate the permitting system for field use efficiency.)



MP4: ENHANCEMENT, CONTINUED

4.F Add new features and facilities at existing parks to create variety and respond to diverse recreation interests.

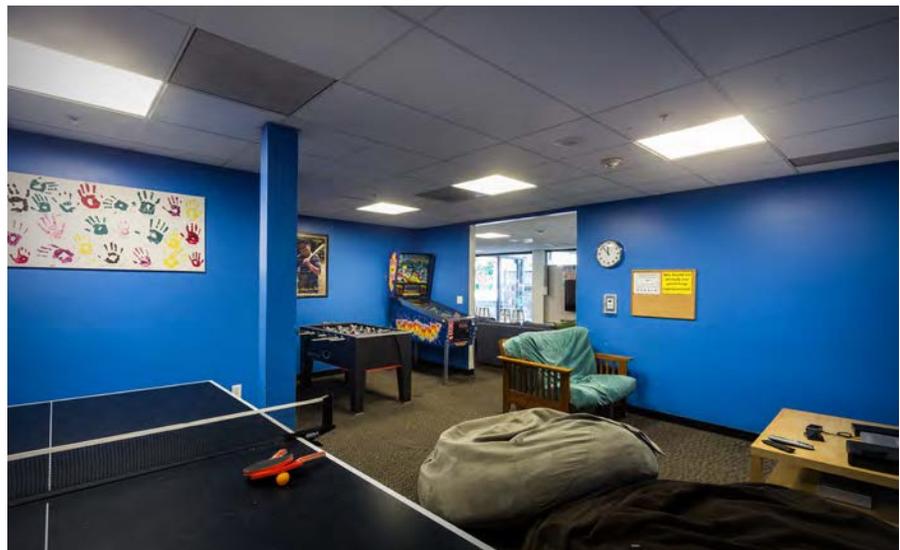
- i* Provide at least one special feature or facility at each large neighborhood park, so that each park offers something unique in addition to the traditional park features of playgrounds, sports fields, and picnic tables.
- ii* Consider incorporating additional features suggested by the community during the Master Plan process when renovating existing or building new parks. (See also Chapter 4.)
 - Covered /shaded picnic areas for smaller groups (5-25)
 - More outdoor event space
 - Outdoor games, such as chess tables, giant checkers, Jenga®, or outdoor table tennis
 - More courts and types of courts (bocce, pickleball, badminton, volleyball, futsal) which address the community’s diversity
 - Outdoor “living rooms,” “libraries” and seating areas
 - Outdoor fitness equipment
 - Bike skills area or pump track
 - Roller hockey
 - Disc golf course (full or mini course)
 - Community gardens
 - Healing garden
 - Teaching/educational garden
- iii* Prioritize the addition of basketball courts, especially full-size courts, to provide multiple basketball venues.
- iv* Provide additional dog parks and explore providing off-leash dog areas and/or dog exercise spaces where suitable.
- v* Develop a process for collecting and evaluating future community proposals for new features in parks, including identifying whether there are partner resources for implementation.



MP4: ENHANCEMENT, CONTINUED

4.G Provide social hubs, group gathering spaces and activity areas to support social interaction, self-directed group activities and drop-in users.

- i* Add a variety of seating options and groupings of seating in parks: benches, movable seating, seat walls, etc.
- ii* Create activity hubs by locating seating areas, shade, and other elements that encourage people to linger near places that attract daily activity (playgrounds, dog parks, etc.)
- iii* Provide shaded, reservable and “first-come, first-served” medium and large group picnic areas at multiple sites across Cupertino.
- iv* Incorporate accessible outdoor fitness hubs in parks, locating these near activity areas.
- v* Provide restrooms in higher use parks.
- vi* Provide Wi-Fi and shaded/covered outdoor working areas with charging stations in selected parks to encourage students and employees to be outdoors.
- vii* Provide equipment and technology in parks to support recreation activities, especially fitness.





MASTER PLAN GOAL 5: ACTIVITY



MP5 *Support social gatherings, events, programs and activities for people of all ages, abilities, cultures, and interests. .*

5.A Facilitate and provide events, fairs, and festivals that foster community cohesiveness.

- i* Continue to facilitate and refresh community-wide events, fairs and festivals at Memorial Park, as well as other suitable community spaces.
- ii* Improve facilities and infrastructure at Memorial Park to better accommodate festivals.
- iii* Provide smaller events in neighborhood parks, such as movies in the park, concerts, arts and crafts, outdoor fitness, and recreation activities that would appeal to nearby neighbors.
- iv* Support temporary unique events, such as “pop-up” parklets or temporary street closures for special programs.
- v* Increase outdoor programs and events that support health, wellness and fitness, such as races, walkathons, walking groups, boot camps, or 10,000 step challenges.
- vi* Explore opportunities to host events at new venues, including potential partnerships, joint-use arrangements or special event policies such as exist for Cali Mill Plaza and Main Street Park/Town Square.
- vii* Facilitate community groups as bodies for organizing neighborhood events.



5.B Rethink facilities, programs and services to empower Cupertino youth and teens.

- i* Develop and program a new student union-style or café-style activity center for teens, potentially in partnership with a school, library district or other entity, or at a new or re-purposed venue. Be open to creative methods or settings to achieve this.
- ii* Connect youth and teens to volunteer opportunities and internships.
- iii* Support teen opportunities for skill building, college application assistance, employment training, trips and excursions.
- iv* Facilitate and coordinate more events such as <hack> Cupertino that merge fun, social and educational opportunities.
- v* Consider adding fitness equipment or activities that are likely to appeal to teens (e.g. “exer-gaming,” interactive equipment, and climbing wall). Maintain relevancy by staying apprised of national trends.
- vi* Evaluate and pursue opportunities to offer stress reduction activities for teens and offerings that support their well being. Diversify locations where teen offerings occur and prioritize locations preferred by teens.
- vii* Add more challenging and adventurous recreation facilities, such as climbing spires or bike skills parks and provide introductory “lessons” and social activities to encourage use.
- viii* Provide appropriate evening and nighttime teen activities and social events.
- ix* Involve youth and teens in planning events and programs, and designing park spaces.



MP5: ACTIVITY, CONTINUED

5.C Support lifelong learning and recreation for adults and seniors, responding to the increasing population of these demographic groups.

- i* Provide multi-generational activities and services for older adults, both fit and frail.
- ii* Expand programs, activities and services designed for seniors and older adults at facilities and destinations outside the Senior Center.
- iii* Increase opportunities to get seniors outdoors—through programs such as guided walks, gardening, lawn bowling, and disc golf.
- iv* Increase opportunities for senior fitness and senior sports, recognizing that seniors are staying active longer.
- v* Increase programming that targets young/active seniors, including at the Sports Center.
- vi* Add programming space and associated infrastructure to the Senior Center when resources are available, to address the significant increase in the 65+ senior population (140% increase in the Bay Area from 2010-2040).
- vii* Add senior-friendly athletic and fitness facilities, such as pickleball courts, bocce courts, and senior-oriented outdoor fitness equipment.
- viii* Consider re-naming and re-branding the Senior Center and expanding its hours and offerings to attract a wider range of older adults.





MP5: ACTIVITY, CONTINUED

5.D Increase arts and cultural programming and emphasize collaboration with partners.

- i* Increase the amount of arts and cultural programming available in Cupertino, including programs, events and festivals associated with fine arts, music, educational arts, literary arts and media arts.
- ii* Continue to offer cultural programming and events, working with community cultural groups to tailor these to the diverse interests and backgrounds of Cupertino's residents.
- iii* Encourage smaller scale "mini-art" performances (e.g., street performer-style programs, short/small performances, or temporary art installations) in parks or under-utilized public spaces to bring more performing arts viewing opportunities to residents.
- iv* Incorporate artists and art into youth recreation programming, partnering with schools and other organizations.
- v* Consider partnership opportunities to provide maker space/incubator hub programming merged with art interests to support programs and classes such as computer animation, videography, graphics, website development, music recording, etc.

5.E Support environmental education and nature interpretation programming.

- i* Continue to provide quality environmental education and nature programming at McClellan Ranch Preserve, including both indoor and outdoor programs.
- ii* Continue to increase the opportunities for gardening and food production in Cupertino. Provide community garden space at other locations besides McClellan Ranch Preserve.
- iii* Partner with schools to create outdoor classrooms and curricula to bring environmental education options closer to students. Consider more natural areas in parks adjacent to schools, such as Varian and Portal parks.
- iv* Provide more challenging nature-based activities in parks and recreation facilities, such as orienteering, overnight camping, outdoor survival training, canoe/kayak training (in pools or at reservoirs/lakes), etc.



MP5: ACTIVITY, CONTINUED

5.F Provide outdoor recreation programs in neighborhood parks.

- i* Support organized play opportunities, classes and activities in parks. Consider programming options led by staff, contract staff and partners.
- ii* Provide a mix of fun and learning opportunities, including learning new activities, skills, sports and information about local history, nature and culture.
- iii* Offer outdoor exercise and programs to support health and wellness, such as outdoor yoga, tai chi, badminton, volleyball, kickball, and boot camps, and including some free or low-cost programming.
- iv* Explore options for mobile or pop-up programs (staff-led activities) and movable facilities (e.g., climbing wall, portable movie screen) that can be set up in large or small neighborhood parks and other locations where appropriate.
- v* When renovating neighborhood parks, explore options to add infrastructure, facilities or utilities to support neighborhood programming and events. For example, add electrical service, include paved areas that can be used as stage spaces, choose pavilions / tables that can be used as outdoor “classrooms” as well as for picnic / party reservations.





MP5: ACTIVITY, CONTINUED

5.G Prioritize core program services areas to more effectively manage and provide programs, events and activities.

- i* Continue to provide and enhance services in the following program services areas: Arts & Culture; Events and Festivals; Child, Youth and Teen Development & Leadership; Education & Nature Interpretation; Lifelong Learning & Enrichment; Seniors/Older Adult Programs; Aquatics; and Sports, Fitness and Exercise.
- ii* Add and increase program options or partner/promote/support services by others in the following program services areas: Culturally Diverse Programming; Play and Outdoor Recreation; and Therapeutic Recreation including for all abilities.
- iii* Provide or continue to provide the following supplemental services to support community activities and ensure programming excellence: Adaptive/Inclusive Recreation Accommodations; Community Outreach and Neighborhood Services; Park and Facility Reservations, Rentals and Permits; Sports Field Scheduling; Partnership and Volunteer Coordination.



MASTER PLAN GOAL 6: QUALITY



MP6 *Create high quality recreation experiences, places and services that are welcoming, safe, responsive, comfortable and reflective of Cupertino's unique character.*

6.A Design and develop high quality, high functioning parks and social spaces.

- i* Develop and implement design, development and programming guidelines as well as maintenance standards to elevate the quality, functionality and uniqueness of parks.
- ii* Balance maintenance needs and efficiencies with desires to provide unique, artistic or themed amenities and facilities in parks. Involve maintenance staff in decision-making about park design and elements to include in parks.
- iii* Design multi-use spaces and facilities to be flexible and easily adaptable to address changing community needs over time.
- iv* In site renovation and development, design parks and facilities to take into account the supervisory needs of program staff, parents and guardians to watch over children and those they caretake as they participate in activities. Consider sight lines, the proximity of play areas and restrooms, the location of benches, and distance of parking and drop-off areas to the program space.
- v* In site renovation and development of parks and facilities, collaborate with County Sheriff and County Fire staff to secure design input relating to safety aspects. Take into account the needs and practices of public safety personnel, including after-hours sheriff patrols and emergency access needs. Utilize principles of "Crime Prevention through Environmental Design."



- vi* Provide support amenities such as lighting, trash receptacles, water fountains, dog dishes, restrooms, loading/unloading zones and parking to address site functional needs. For example, provide restrooms within indoor facilities in neighborhood parks to better support staff-led program activities for children. Ensure parking and drop-off areas and loading/unloading zones support facility use, events and programs.
- vii* Apply a consistent template for informational, directional and site identity signage in parks and trail corridors.
- viii* Provide improved natural lighting in buildings, acoustics and sound attenuation, energy and resource efficiency with maintenance, upgrades, and new construction projects.

6.B Incorporate Cupertino's identity and placemaking into park and facility design, renovation and revitalization.

- i* Involve nearby neighbors, stakeholders and interest groups in the planning, design and development of parks, recreation facilities and trails.
- ii* Add elements to City parks and facilities that reflect Cupertino's unique environment, interests and community characteristics.
- iii* Integrate unique elements and vary designs to elevate Cupertino's system and enhance user experiences.
- iv* Promote and encourage art in public parks and open spaces. Develop policy and criteria for art installations and potential art donations through collaboration with the Fine Arts Commission.



MP6: QUALITY, CONTINUED

- v* Protect, preserve and restore historic buildings and sites and provide interpretive signage about Cupertino's local history to inform visitors and spotlight Cupertino's uniqueness.
- vi* Highlight natural features/topography and protect local landscapes to emphasize Cupertino's identity.
- vii* Provide interpretive elements in parks to educate the community about the City's cultural diversity and natural resources. Enhance existing interpretive elements and features to tell a story about Cupertino and the surrounding region.
- viii* Invest in high-quality materials, art, details, storytelling and other methods to elevate design to create Cupertino-worthy facilities. Recent examples high-quality facilities are Franco and Sterling Barnhart Parks, the Don Burnett Bicycle-Pedestrian Bridge and the McClellan Ranch Environmental Education Center.
- ix* Design parks with site themes, special elements and different color and material palettes so that each has a unique character.
- x* Explore opportunities to integrate Cupertino's sister city relationships into park features, landscaping and programming.
- xi* Design and redevelop parks to provide the facilities, activities and programs best suited for the service area based on the site's history, the desires/demographic characteristics of nearby neighbors, and the surrounding neighborhood's character, including current and future development, land use and density.
- xii* Consider new trends and needs, as well as the preferences of nearby neighbors, before replacing amenities or facilities at the end of their lifecycle. Avoid replacing failing amenities and facilities in-kind without reviewing current needs.

6.C Improve parks and recreation hospitality and comfort to enhance recreation user experiences.

- i* Make parks more comfortable by providing or enhancing support amenities such as benches, drinking fountains with bottle fillers and bike racks/bike parking.



- ii* Provide shaded areas in parks, trails and outdoor spaces, using shade trees, shade “sails” or permanent shade structures.
- iii* Provide benches, tables, and places to relax in parks. Provide benches at intervals along looped paths and trails.
- iv* Provide small social spaces, seating areas and activity hubs in parks.
- v* Add device charging stations/plugs in parks or facilities at higher-use gathering areas where demand exists. Consider solar-powered options for outdoor benches and tables.
- vi* Provide clean, inviting, accessible restrooms in large neighborhood parks and community parks, and other high use or well programmed sites. Include good ventilation and amenities such as mirrors and baby changing stations.

6.D Enhance communication, the availability of parks and programming information, and customer service.

- i* Refresh the Department’s identity to align with Master Plan vision, mission and goals as part of a regular strategic planning process.
- ii* Regularly update the City’s website using the most current information from the Department’s rebranded image.



MP6: QUALITY, CONTINUED

- iii* Use the City's website to collect contact information for people who would like to be on mailing lists to receive updates about programs, events and services.
- iv* Provide easy-to-find calendar schedules of City drop-in programs, events and community meetings to facilitate participation.
- v* Provide information about available transportation assistance, connections to social services, and other resources available to residents in the community.
- vi* Continue to offer communication support in multiple languages to diverse groups; in the long term, continue to monitor needs to provide information, signage and materials in different languages.
- vii* Make it easier to register, reserve and use parks, facilities and programs via online programs suitable for computer, tablet or phone use. Continue implementation of software, network and connectivity improvements that allow users to register for programs more conveniently and from more locations. Implement procedures that are as simple and flexible as possible for users to make or change reservations and registrations.
- viii* Maintain the ability to report unsatisfactory park conditions or concerns using the web or a smartphone app (such as the current Cupertino 311 app).
- ix* Encourage all staff who have customer contact (including maintenance, administrative and recreation staff) to participate in customer service and cultural diversity training. Trainings should address American customs as well as the perspectives of other countries and cultures to strengthen staff's ability to deliver a positive, welcoming experience for all customers.





6.E Track, monitor and report data to measure performance in providing high quality parks and services.

- i* Identify 8-10 Department performance measures to track annually that will measure progress and communicate success in providing services (e.g., participation, satisfaction, cost recovery, per capita investments).
- ii* Provide resources to collect and evaluate data on participation by service area and other key metrics; provide in an annual report.
- iii* Identify and implement the processes needed to track and measure services. Coordinate new registration system software with needed data-tracking processes.
- iv* Continue conducting online customer feedback surveys to collect data on customer satisfaction; invite ideas for desired new facilities, programs and activities.
- v* Conduct a community recreation survey approximately every five years to better understand community recreation priorities and needs.
- vi* Update GIS data for parks and facilities to use in lifecycle planning, maintenance tracking and long-range park and facility planning.



MP6: QUALITY, CONTINUED

6.F Develop and update recreation program management tools, data-tracking procedures and fees.

- i* Maintain updated registration software to facilitate program registration, facility reservation and data tracking to help ensure the best customer service possible.
- ii* Define a fee philosophy, methodology and cost recovery goals for fees and charges for programs and services.
- iii* Re-evaluate options for park and facility rentals to expand options for part, half and full day reservations to support more family gatherings and group activities.
- iv* Create and implement a program evaluation and forecasting tool to assist in decision-making about what types of programs to provide, which classes to cancel and when to introduce new or trending activities.
- v* Track program participation, cost recovery, and customer satisfaction data by program service area and supplemental service area to track participation, measure the success of different types of programs, and evaluate programming needs.
- vi* Request demographic and geographic data from participants to track what demographic and geographic areas of the city are well-served and underserved.
- vii* Provide staff and analyst resources to regularly evaluate data, report findings, and develop recommendations.
- viii* Conduct a periodic program review and analysis to help maintain program quality, responsiveness and relevance.

6.G Clarify roles, responsibilities, communication and scheduling procedures and provide staff training to enhance program quality and customer service.

- i* Enhance program quality by ensuring that recreation staff receive program training, certifications and professional development opportunities, as well as direction and mentorship, particularly when new programs are initiated.
- ii* Clarify staff policies and procedures, as well as the chain of command, on program decision-making.

- iii* Improve relationships and communication with partners, volunteers and contract providers by appointing a coordinator lead for each.
- iv* Continue to discuss partnership options to offer joint programs and services or programs in joint-use facilities with the De Anza College, Cupertino Union School District, Fremont Union High School District, the Cupertino Library, YMCA and other partners.
- v* Increase drop-in programs, short-duration programs with three or fewer classes, and flexible program registration options to meet the needs of busy residents.
- vi* Develop an outreach mechanism to solicit and evaluate community suggestions for new programs, activities or offerings.
- vii* Connect with new residents by providing information about existing and new recreation programs.





MASTER PLAN GOAL 7: SUSTAINABILITY



MP7 *Provide, manage and maintain parks, facilities, programs and services through sound management and stewardship, sustainable choices and the wise use of resources.*

7.A Leverage resources and diversify funding sources to support capital development and ongoing operations. (Financial Sustainability)

- i* Continue to be fiscally and financially prudent in funding the park and recreation needs of the Cupertino community.
- ii* Coordinate with City leaders to expand the Public Works and Recreation and Community Services Departments' resources to support additional park land and facilities, park and natural area maintenance, recreation activities and the arts.
- iii* Develop a fee philosophy and cost recovery goals for programs and rental facilities to reflect changing market conditions and the community's ability to pay.
- iv* Explore adding a facility use fee to all program fees to provide dedicated funding for maintenance, renovation and facility replacement.
- v* Expand staff capacity for grant writing, grant management and the solicitation of sponsorships and donations.
- vi* Diversify funding sources, considering sponsorships, bond measures, operational levies and other alternatives to fund capital projects, operations, maintenance, and programming.



- vii* Evaluate options to develop and adopt an impact fee methodology to support park, recreation facility and trail development and operations in residential, commercial and industrial areas.
- viii* Leverage resources by collaborating with partners, stakeholders and volunteers.
- ix* Define appropriate use of enterprise funds.

7.B Develop and implement customized guidelines and best practices for sustainable park design and development. (Sustainable Choices)

- i* Consider permeable surfacing in at least 75% of new paved trails and 50% of new parking lots. Stay apprised of new pervious materials and technologies.
- ii* Use local and recycled materials in building and services.
- iii* Pursue green building or LEED-compliant construction in the development of indoor facilities. [This does not require LEED certification.]
- iv* If additional parking is needed at a site, prior to converting existing green space to parking use, evaluate if underground or structured solutions are viable (including financially), and explore opportunities to share parking at nearby sites or other such options.
- v* Develop water-efficient, climate-controlled irrigation systems in all new parks. Update current irrigation systems when parks are renovated to improve water efficiency.



MP7: SUSTAINABILITY, CONTINUED

- vi* In new splash pads, spraygrounds and fountains, prioritize designs that use systems which clean and recirculate the water, or that collect the water and use it for irrigation.
- vii* Incorporate water efficient fixtures in all new restrooms and water fountains. Add low-flow devices in all existing restrooms toilets.
- viii* Consider the use of graywater where available for irrigation at parks and possible public demonstration purposes.
- ix* Support the City's Zero Waste Policy (adopted December 2017) by encouraging recycling and composting. Initiate a system-wide recycling program for all parks. Provide recycling receptacles, information and publicity at all large special events.
- x* Compost grass clippings, leaves, twigs, branches, and other garden or compostable refuse generated in public parks. Continue to chip trimmed tree branches from appropriate species and repurpose as mulch.
- xi* Integrate native and/or climate appropriate plants where possible. Consider turf alternatives, except where turf is delivering a beneficial use (sport field, golf course, play area, etc.) or providing desired green space. Promote drought-resistant/ low water use turf species.
- xii* Continue to reduce the use of toxics and hazardous chemicals through Cupertino's Integrated Pest Management program.
- xiii* Emphasize efficient, renewable, and/or clean energy sources including solar and co-generation. Add solar-powered features in new or renovated facilities where appropriate.





MP7: SUSTAINABILITY, CONTINUED

- xiv* Provide electric vehicle charging stations in parking areas. Strive to meet the most current standards for fast charging.

7.C Steward resources and maintain assets to ensure high quality parks and facilities. (Sound Management and Stewardship)

- i* Ensure that a high level of park maintenance continues to provide safe and attractive parks, and to enhance user experience.
- ii* Ensure maintenance and operations dollars are available before constructing new facilities; create and adopt an associated policy.
- iii* Evaluate the establishment of a 'sinking fund' or other funding strategy to address major maintenance and planned replacements of facilities and equipment.
- iv* Increase maintenance where needed to support increased programming, activities and facility reservations in parks.
- v* Invest more funds in natural resource stewardship, and protect cultural, historical and natural resources in parks.
- vi* Improve maintenance efficiencies. Avoid difficult-to-maintain artistic amenities that do not function well.
- vii* Ensure resources are available to provide maintenance and upkeep of existing facilities to lengthen their lifespan and reduce the number of deferred projects in the future.
- viii* Invest in training for City tree crews and engage outside professional services as needed to ensure sustainable and effective tree management. Update and expand the City tree inventory to include all mature trees on City parkland and rights-of-way. Consider creating a staff Urban Forester position.
- ix* Train staff in maintenance and stewardship of natural areas, green infrastructure, and bioswales, so that these features thrive and the integrity of natural resources on City property is maintained. Involve expert professional services as needed to support informed and ongoing care for habitat areas.
- x* Develop guidelines for vegetation management in the Stevens Creek Corridor to promote natural resource stewardship.



MP7: SUSTAINABILITY, CONTINUED

- xi* Focus on storm water management and green infrastructure when designing or renovating City parks. For example, consider installing a 'storm water management garden' on City or public property to showcase green infrastructure techniques.
- xii* Work with Sustainability Division staff on a long-term climate adaptation plan to prepare parks and natural resources for future climate change (increased flooding, warmer temperatures, less predictable rainfall, increased extreme heat days e.g.).

7.D Collaborate with partners, stakeholders and volunteers to take advantage of opportunities, widen participation and strengthen offerings. (Wise Use of Resources)

- i* Continue coordinating with the School Districts to identify joint-use opportunities for indoor and outdoor facilities, as well as co-development opportunities for new parks and facilities. Support shared program initiatives by sharing information and facilitating regular coordination meetings. Collaborate with schools outside the city limits that could help address recreation and Master Plan goals.
- ii* Enhance recreational programs and services through new partnerships with agencies, recreation districts and non-profit organizations that provide recreational programming.
- iii* Maintain and strengthen current collaboration and existing agreements with agencies and non-profit organizations, including the Library District and Northwest YMCA, to ensure progressive excellence in the facilities, programs, and services provided.
- iv* Pursue opportunities to partner with the business community, private organizations and non-traditional partners in areas of joint interest to provide excellent park and recreation facilities and expand recreation offerings to the community.
- v* Continue to cultivate business partners and sponsorships for facilities, activities and services that reflect shared interests and/or also help address employee needs.
- vi* Identify equity partners to help build, operate and/or program new public facilities.



- vii* Pursue partnerships with private developers that are providing common open space to make such spaces available to the public.
- viii* Expand volunteer opportunities for all ages; continue to identify and publicize volunteer opportunities that support youth development programs; make volunteer opportunities easier to locate on the Department website.
- ix* Include a role for trained or supervised volunteers in vegetation management at key sites, such as the Stevens Creek Corridor; provide periodic oversight and guidance regarding the corridor conditions and management by qualified professionals.
- x* Continue discussing joint opportunities with other jurisdictions, such as adjacent cities, Midpeninsula Regional Open Space District, and Santa Clara County, to achieve Master Plan goals, and to provide facilities that may draw from outside the city (such as a cricket field).





4

RECOMMENDATION HIGHLIGHTS





4

RECOMMENDATION HIGHLIGHTS

The systemwide objectives and actions provide strong guidance for park renovation and facility development. Cupertino's park system of the future will include new parks and trails, major new facilities and renovations to the City's most beloved park sites to enhance recreation opportunities, the quality of parks for all residents, and the protection of Cupertino's natural resources.

This chapter highlights selected park and facility recommendations that will be key for enhancing and transforming the park and recreation system. Recommendations are divided into these categories, based on the types and scale of the projects:

- Enhancements to existing parks
- Enhancements to existing trails
- Potential joint use opportunities
- New acquisitions
- Potential major new facilities
- Expanded services
- Added recreation elements
- Natural vegetation enhancements

More detailed recommendations for existing City parks, new parks and major facilities, and added recreation elements are presented in **Appendix E**. Project recommendations supplement Master Plan goals, objectives, and actions by guiding future planning, decisions on site selection and features, and project phasing.

ENHANCEMENTS TO EXISTING PARKS



MEMORIAL PARK

POTENTIAL ENHANCEMENTS

Immediate

- Master Plan/Design Process
- Assets Sustained/Replaced

Short Term

- Potential Added Recreation Facilities
- Potential Natural Vegetation Enhancement

Longer Term

- Potential Major Facility Development
- Major Reinvestment

memorial park recommendations

Enhance site as a community hub and multi-use, civic-focused event space.

SELECTED ENHANCEMENT OPPORTUNITIES

Immediate

- Engage the public in developing a site master plan

Short term

- Improve the amphitheater area
- Repurpose the inactive pond area
- Add looped walking paths
- Enhance shade, ADA accessibility, and seating
- Enhance the tree canopy and natural features

Longer term

- Phase in additional improvements
- Expand and enhance event space
- Develop any major new facilities as per site master plan
- Add recreation elements supporting active/healthy recreation and play
- Connect to proposed trails, bike lanes and bike routes

ENHANCEMENTS TO EXISTING PARKS



POTENTIAL ENHANCEMENTS

Immediate

- Master Plan/Design Process
- Assets Sustained/Replaced

Short Term

- Potential Added Recreation Facilities
- Potential Natural Vegetation Enhancement

Longer Term

- Potential Major Facility Development
- Major Reinvestment

stevens creek corridor recommendations

Enhance the entire corridor as a community-focused natural area supporting environmental education, outdoor activity and recreation consistent with the site's wildlife and habitat value

SELECTED ENHANCEMENT OPPORTUNITIES

Immediate

- Complete the Stevens Creek Corridor Master Plan
- Pursue improving pedestrian/bicycle access to Blackberry Farm Park

Short term

- Enhance natural/habitat areas
- Stabilize east creek bank near Stevens Creek Blvd.
- Improve environmental education facilities
- Connect to nearby bikeways
- Provide trailhead amenities

Longer term

- Implement site master plan recommendations for Stocklmeir Ranch, Blackberry Farm Golf Course, Blackberry Farm Park, and/ or McClellan Ranch Preserve and West

ENHANCEMENTS TO EXISTING PARKS



CREEKSIDE PARK

POTENTIAL ENHANCEMENTS

Short Term

- Assets Sustained/Replaced

Longer Term

- Master Plan/Design Process
- Potential Added Recreation Facilities
- Potential Natural Vegetation Enhancement
- Potential Major Facility Development
- Major Reinvestment

creekside park recommendations

Renovate site as a neighborhood recreation and sports hub.

SELECTED ENHANCEMENT OPPORTUNITIES

Short term

- Sustain existing park uses
- Evaluate long-term opportunities to expand the recreation building and reactivate or repurpose the concession area

Longer term

- Coordinate with Public Works to implement recreation building recommendations
- Develop site master plan and evaluate options to increase sports playing capacity
- Consider artificial turf sport fields
- Add full basketball court if space allows
- Add diverse recreation elements that support active uses
- Add nature play elements to existing play area
- Provide trailhead amenities
- Connect via trails and bike lane network to Cupertino High, Wilson Park and Civic Center/Library

ENHANCEMENTS TO EXISTING PARKS



JOLLYMAN PARK

POTENTIAL ENHANCEMENTS

Short Term

- Master Plan/Design Process
- Potential Added Recreation Facilities
- Potential Natural Vegetation Enhancement
- Minor Reinvestment

Longer Term

- Potential Major Facility Development
- Potential Added Recreation Facilities
- Major Reinvestment

jollyman park recommendations

Enhance park as a neighborhood and community hub for recreation programs, activities and sports.

SELECTED ENHANCEMENT OPPORTUNITIES

Short term

- Sustain existing uses
- Consider adding an all-inclusive, destination play area
- Add a picnic shelter and group seating
- Provide all-weather loop path
- Add neighborhood-serving event infrastructure and utilities
- Consider community request for trial off-leash dog area

Longer term

- Consider adding diverse amenities, such as outdoor fitness equipment/parcourse or full-size basketball court
- Consider development of other new facilities
- Provide inviting connection to bikeway

ENHANCEMENTS TO TRAILS



VARIOUS TRAIL CORRIDORS

POTENTIAL ENHANCEMENTS

Short and Longer Term

- Potential Trail Development
- Potential Added Recreation Facilities
- Potential Natural Vegetation Enhancement
- Minor Reinvestment

trail recommendations

Expand and enhance existing trails as part of a larger effort to prioritize and implement priority recommendations noted in the Bicycle Transportation Plan, Pedestrian Transportation Plan, Cupertino General Plan, and Countywide Trails Master Plan. Support riparian corridor protection, nature integration and improved park access.

SELECTED ENHANCEMENT OPPORTUNITIES

Short and Longer term

- *Don Burnett Bicycle-Pedestrian Bridge & Trail:* Encourage connections between school, parks, and regional destinations. Consider improved habitat plantings on property north and south of the bridge that provide year-round beauty and seasonal interest. Evaluate off-street trail extension southward to Stevens Creek Blvd.
- *Creekside Park and Connection to Regnart Creek Trail:* Consider adding trail amenities, enhancing and protecting the riparian corridor, and adding green infrastructure. Encourage connections between school, parks and trail.
- *Saratoga Creek Trail:* Consider adding trail amenities, enhancing and protecting the riparian corridor, and adding green infrastructure. Encourage connections northward to Stevens Creek Blvd. and to regional destinations.
- *Stevens Creek Trail:* Consider adding trail amenities and adding green infrastructure. Encourage pedestrian and bike connections between trail, City parks, County parks and nearby schools. Work with the County to implement a pedestrian-bicycle access to Rancho San Antonio from Stevens Creek Blvd. with parking / trailhead amenities per the adopted Joint Cities Coordinated Stevens Creek Trail Feasibility Study. Continue to implement habitat restoration and to protect the riparian corridor. Install interpretive signage including for historical resources.
- *Linda Vista Park to McClellan Ranch Preserve Trail:* Evaluate former 'haul road' and pursue steps to support property acquisition and trail implementation.
- *Other Potential Trails, such as Junipero Serra Trail or Historic De Anza Trail:* Complete feasibility analysis and develop multi-use trails if feasible.

POTENTIAL JOINT USE OPPORTUNITIES



SCHOOL PARTNERSHIPS

POTENTIAL ENHANCEMENTS

Short and Longer Term

- Potential Added Recreation Facilities (with Public Access)
- Minor Reinvestment
- Assets Sustained/Replaced

- Facilitate connections between schools and any proposed nearby bikeways and trails.
- Pursue partnerships with School District to improve public access to recreation facilities at Garden Gate Elementary School or to add and enhance recreation facilities to address nearby needs.
- Pursue partnerships with the School District at Hyde Middle and/or nearby Sedgewick Elementary to improve public access to recreation opportunities or to add and enhance recreation facilities.
- Encourage connections between Kennedy Middle School, proposed trail and nearby parks. Pursue partnerships with School District to improve public access or to add or enhance recreation facilities.
- Encourage connections between Regnart Elementary School, proposed trail and nearby parks. Pursue partnerships with School District to improve public access or to add or enhance recreation facilities.
- Encourage connections and shared uses between Stevens Creek Elementary School and Varian Park.

school joint use recommendations

Coordinate with the School Districts and other potential partners to enhance access to community sports fields and recreation facilities. Improve park/school connections and trail/school access.

SELECTED ENHANCEMENT OPPORTUNITIES

Short and Longer term

- Continue joint-use agreement for sport field uses at all existing joint use sites.
- Explore options to broaden sharing of indoor and outdoor recreation facilities as appropriate at existing sites and potentially at added schools.

NEW ACQUISITIONS



NEIGHBORHOOD PARKS AND TRAILS

PARK ELEMENTS

- play opportunities
- seating
- green space/open lawn
- small picnic area
- looped walking path
- game space
- active-use courts
- neighborhood-serving amenities
- landscaping/native plantings

park recommendations

If opportunities arise, acquire and develop new neighborhood parks in targeted underserved areas.

POTENTIAL LOCATIONS/ OPPORTUNITIES

- New acquisitions in north and east Cupertino
- Joint-use sites at schools
- Public-private partnerships if opportunities arise

TRAIL ELEMENTS

- accessible multi-use trails
- signage
- wayfinding
- distance/mileage markers
- information kiosks
- crossings
- seating
- interpretive elements or art
- outdoor fitness equipment
- adjacent jogging trail
- green infrastructure
- greenspace protection or riparian/ habitat enhancement

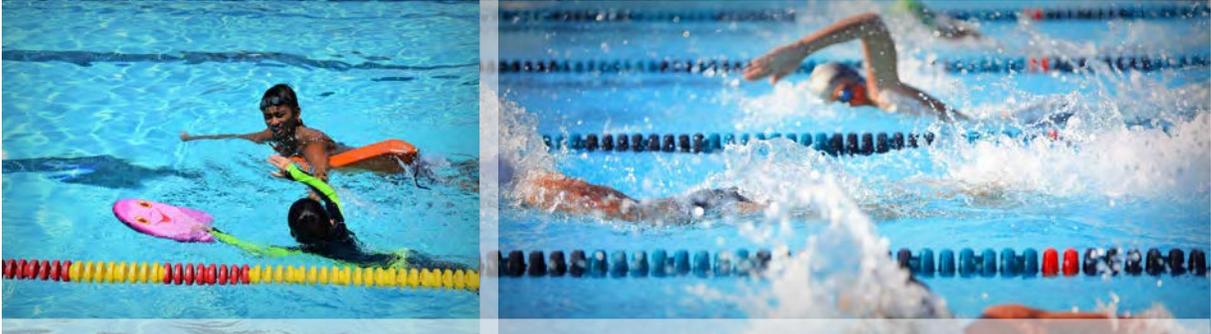
trail recommendations

Coordinate to develop trails from the Bicycle Transportation Plan, Pedestrian Transportation Plan, the Countywide Trails Master Plan and this Master Plan that support multi-use recreation, park access and connectivity to community destinations.

POTENTIAL LOCATIONS/ OPPORTUNITIES

- New corridors as identified in City pedestrian, bicycle, and transportation plans
- Regional trails in cooperation with other agencies and jurisdictions
- Enhanced trails in community parks and large neighborhood parks

POTENTIAL MAJOR NEW FACILITY



AQUATICS FACILITY

POTENTIAL ELEMENTS

- lap pool
- warm water instructional pool
- recreation pool
- hot tub
- zero depth entry
- lazy river
- water play features
- lifeguard/office space
- locker rooms
- family changing rooms
- outdoor showers
- lounge
- spectator areas
- birthday party rooms
- concessions
- rental features
- nearby parking

aquatics facility recommendations

Provide year-round swimming facility designed for recreation and instructional swimming, aquatic exercise, lap swimming, and pool events.

SITE SELECTION AND DISTRIBUTION

Develop one facility in an accessible location, considering sites in central and east Cupertino or opportunities to co-develop with another centralized City facility.

POTENTIAL LOCATIONS/OPPORTUNITIES

- Memorial Park
- Creekside Park
- Jollyman Park
- Wilson Park
- Potential new site
- Public-private partnership

POTENTIAL MAJOR NEW FACILITY



PERFORMING & FINE ARTS CENTER

POTENTIAL ELEMENTS

- industry-standard theater
- pull-down screen
- dressing rooms
- backstage storage
- box office/lobby
- concessions
- smaller theater/rehearsal space
- dance studio/floor
- recording & television studio
- arts wing for programming
- arts/crafts/ceramics spaces
- music instruction rooms
- reservable multi-purpose room
- dance studio
- maker/incubator space
- catering kitchen
- indoor/outdoor event space
- art plaza
- ceramics/crafts/art spaces

arts facility recommendations

Develop a community auditorium or fine and performing arts center to house community-scale performances and support daytime arts and recreation programs as well as evening programs and events.

SITE SELECTION AND DISTRIBUTION

Develop one facility in a centralized location near businesses, restaurants and/or attractions. Consider space near potential partners, Cupertino's civic center, or nightlife-oriented downtown areas.

POTENTIAL LOCATIONS/OPPORTUNITIES

- Memorial Park
- Civic Center/Library Field
- Potential new site
- Public-private partnership
- Other/repurposed building
- Joint use facility

POTENTIAL MAJOR NEW FACILITY



GYMNASIUM COMPLEX AND MULTI-USE RECREATION CENTER

POTENTIAL ELEMENTS

- full size basketball court(s) with bleachers and dividing walls
- volleyball, badminton, pickleball
- fitness studios
- gymnastics space
- multipurpose rooms
- smaller court
- senior fitness room
- multi-purpose rooms (reservable)
- meeting rooms
- program space
- social space/coffee kiosk
- teen room
- childcare room
- climbing wall
- track
- locker rooms
- family changing rooms
- lobby/front desk/reception
- equipment room

recommendations

Provide a multi-generational gymnasium complex and recreation center to provide sports court spaces and support other activities.

SITE SELECTION AND DISTRIBUTION

Develop one centrally located facility. Consider co-locating the facility with an aquatics center or a teen space.

POTENTIAL LOCATIONS/OPPORTUNITIES

- Memorial Park
- Creekside Park
- Jollyman Park
- Wilson Park
- Potential new site
- Public-private partnership
- Joint use facility

EXPANDED SERVICES



SPACE FOR SENIORS AND TEENS

SENIOR CENTER ELEMENTS

- exercise rooms
- half-court gym/ fitness space
- programming space
- arts & crafts room
- music rooms
- additional classrooms
- meeting rooms
- private consultation/health room
- front desk/reception area
- accessible parking and drop off
- outdoor low impact game space, gardens, and activity areas

senior center recommendations

Provide additional recreation space for older adults, and both fit and frail seniors. Consider expanding the Senior Center for increased senior population. Include senior-friendly space at new or existing recreation/ community or fine arts centers or gyms.

POTENTIAL LOCATIONS/ OPPORTUNITIES

- Memorial Park
- Potential aquisition
- Public-private partnerships if opportunities arise

TEEN SPACE ELEMENTS

- study room
- kitchen and/or café
- computer lab
- game room
- meeting/ program space
- maker space/ creative space
- open gym
- basketball hoop
- mobile programs and activities

teen center recommendations

Create a unique teen space or activities that may include student union-style gathering and program space and active indoor uses for teens.

POTENTIAL LOCATIONS/ OPPORTUNITIES

- Creekside Park
- Civic Center/Library Field
- Wilson Park
- Special Use Site
- Schools (mobile activities)

ADDED RECREATION ELEMENTS



DIVERSE PLAY AREAS

POTENTIAL ELEMENTS

- Logs, stumps, boulders
- water features
- sand, mud, rocks
- movable pieces
- plants and trees

nature play recommendations

Provide nature play elements in parks to connect people to nature and support experiential play.

POTENTIAL LOCATIONS/OPPORTUNITIES

- Memorial Park
- Creekside Park
- Wilson Park
- Linda Vista Park
- Other neighborhood parks
- Trail corridors

POTENTIAL ELEMENTS

- playable water channel
- spray play areas
- splash pads
- sand play area

water play recommendations

Integrate a variety of water play opportunities at existing parks.

POTENTIAL LOCATIONS/OPPORTUNITIES

- Memorial Park
- Other large neighborhood or community parks

POTENTIAL ELEMENTS

- variety of inclusive play features
- sensory stimulation
- parallel play/challenge elements
- diverse seating arrangements
- shade

universal play recommendations

Support inclusive play by providing a destination all-inclusive play area, and by incorporating inclusive play elements at existing play areas.

POTENTIAL LOCATIONS/OPPORTUNITIES

- Memorial Park
- Jollyman Park
- Existing play areas in other large neighborhood parks

ADDED RECREATION ELEMENTS



UNIQUE RECREATION FEATURES

POTENTIAL ELEMENTS

- stage
- portable screen
- pavilion
- outdoor classroom
- lawn area

neighborhood event space recommendations

Provide space to support small group events, programs and outdoor classes.

POTENTIAL LOCATIONS/OPPORTUNITIES

- Creekside Park
- Jollyman Park
- Existing areas in other large neighborhood parks

POTENTIAL ELEMENTS

- outdoor fitness equipment
- outdoor chess
- tai chi
- disc golf
- climbing spire
- outdoor table tennis

diverse features recommendations

Add facilities which appeal to Cupertino's diverse population and reflect Cupertino's unique character.

POTENTIAL LOCATIONS/OPPORTUNITIES

- All suitable City parks

POTENTIAL ELEMENTS

- full-size basketball courts
- pickleball courts
- community-size cricket field
- multi-use rectangular fields

sports facility recommendations

Diversify recreation and sports opportunities.

POTENTIAL LOCATIONS/OPPORTUNITIES

- Sport-oriented City parks
- School fields
- Other partnerships
- Indoor gym space in local schools if available

NATURAL VEGETATION ENHANCEMENTS



INTEGRATED NATURAL ELEMENTS

POTENTIAL ELEMENTS

- native plantings
- natural area restoration
- habitat enhancements
- bioswales
- invasive plant removal
- park forests
- orchards
- successional tree plantings
- pollinator patches, gardens and corridors
- bee hives
- bird habitat, baths and houses
- riparian enhancements
- lawn reduction

natural vegetation recommendations

Integrate natural plantings and reduce turf areas where not actively used for recreation.

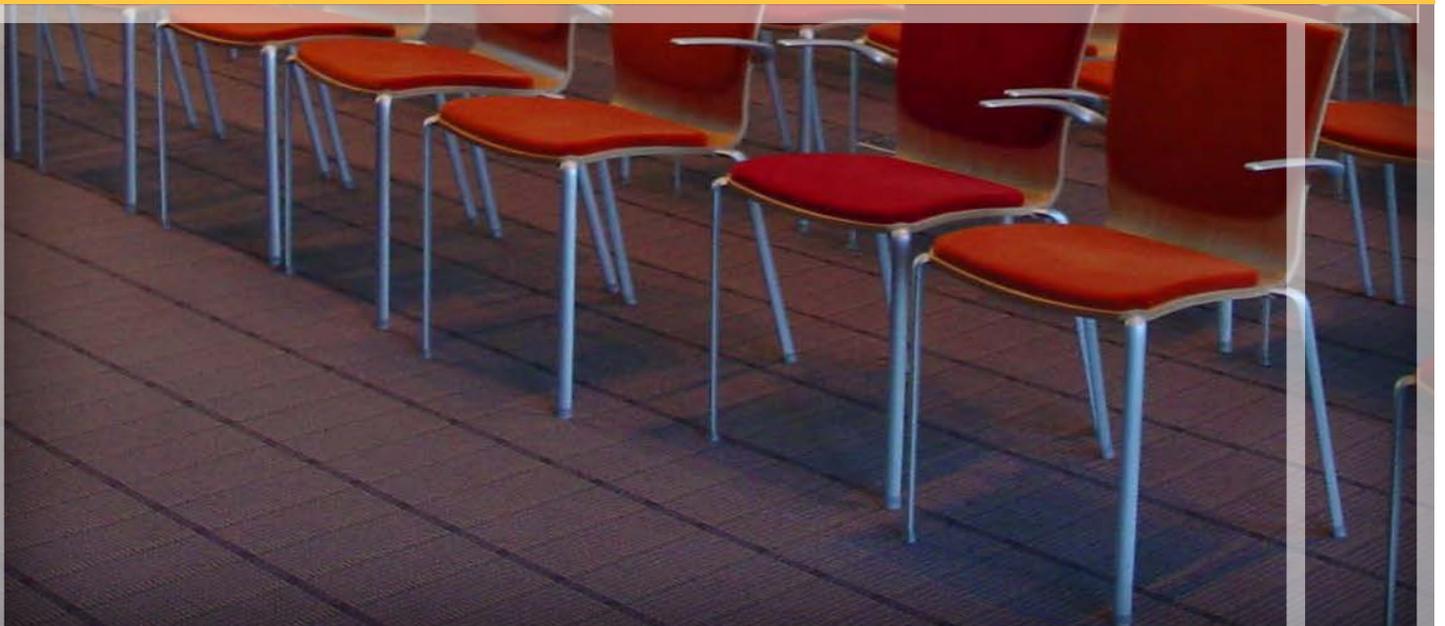
POTENTIAL LOCATIONS/OPPORTUNITIES

- City parks with natural features
- All other suitable City parks





IMPLEMENTATION





5

IMPLEMENTATION

As described in earlier chapters, this Master Plan presents a comprehensive vision for the evolution of Cupertino's park system that builds on the park assets already in place, adds new major facilities and incorporates more programming at more locations. This chapter discusses how Cupertino will move forward to implement the vision, goals and projects described in earlier chapters.

- **Implementing Early Action Initiatives** describes immediate action items and their timelines.
- **Advancing Major Projects** discusses capital and operating costs of new major facilities.
- **Funding the Vision** summarizes the current levels of investment in parks and recreation.
- **Prioritizing Capital Projects** introduces tools for sequencing capital projects.

To provide additional implementation information, Appendices E, F and G supplement this chapter with detail on project costs, a menu of potential funding methods, and tools for prioritizing projects.

Implementing Early Action Initiatives

Due to their level of community support and interest, Cupertino is advancing several early action initiatives. These initiatives carry forward community priorities and are aligned with Master Plan goals, actions and recommendations. These warrant early action because they meet one or more of the following conditions: necessary first step, time sensitivity, previously funded capital project, or item that can be accomplished with current staffing.

GOAL ALIGNMENT



MP1: CONSERVATION



MP2: CONNECTION



MP3: EQUITABLE ACCESS



MP4: ENHANCEMENT



MP5: ACTIVITY



MP6: QUALITY



MP7: SUSTAINABILITY

MEMORIAL PARK SITE MASTER PLAN AND INITIAL SITE IMPROVEMENTS

The City has funded a project to develop a Memorial Park Master Plan that will guide reinvestment in Cupertino’s largest park and one of its most significant public gathering places. The City would like to move forward quickly with improvements to the amphitheater and pathway circulation, as well as take steps to repurpose and renovate the inactive pond area. Since these projects affect other recommendations for the site, as noted in Chapter 4 and Appendix E, a guiding Master Plan is a necessary first step before needed improvements can be made. The Master Plan effort will include a robust public engagement process to provide opportunities for the community to weigh in on the future of Memorial Park.

TIMELINE

12-month planning process to be initiated in 2019; improvements as sequenced in the site master plan

GOAL ALIGNMENT



MP1: CONSERVATION



MP2: CONNECTION



MP3: EQUITABLE ACCESS



MP4: ENHANCEMENT



MP5: ACTIVITY



MP6: QUALITY



MP7: SUSTAINABILITY

CUPERTINO LOOP TRAIL IMPLEMENTATION

The Public Works Department is advancing the development of key trails, walkways and bikeways through Cupertino. Near-term trail work will focus on the feasibility, and if approved, the design and implementation of the Regnart Creek and Junipero Serra Trails, which are key segments of an envisioned loop trail connecting parks to schools and community destinations.

TIMELINE

2-4 years

GOAL ALIGNMENT



MP1: CONSERVATION



MP2: CONNECTION



MP3: EQUITABLE ACCESS



MP4: ENHANCE-



MP5: ACTIVITY



MP6: QUALITY



MP7: SUSTAINABILITY

STEVENS CREEK CORRIDOR MASTER PLAN COMPLETION

The Stevens Creek Corridor Master Plan was deferred while the Cupertino Parks and Recreation System Master Plan was underway, allowing overarching community priorities for parks to be coordinated with Stevens Creek Corridor enhancements. With the guiding vision and goals of the System Master Plan in place, the City will be positioned to reinitiate and complete the Stevens Creek Corridor Master Plan. A preferred concept for the Stevens Creek Corridor will be taken forward and refined where warranted, given the overall guidance of this System Master Plan.

TIMELINE

Reinitiate the project in 2019 after approval of the System Master Plan, with a goal of completion within 12 months

EXPANDED TEEN OPPORTUNITIES

To quickly respond to the need for more teen programming, the City has implemented new activities this year and begun coordinating with partners to broaden recreation opportunities for Cupertino teens beyond the Teen Center. Recreation staff has initiated several new activities and programs focusing on leadership skills, stress reduction and socialization. The first Cupertino Teen Leadership Academy was held during summer of 2018. The first Junior Swim Instructor program was also successfully launched in 2018. A Youth Activity Board composed of teens was created in late 2018 and began convening in January 2019. Its role is to advise and sponsor teen activities in collaboration with the Teen Commission and city staff. The first 'Bobatino' teen event was held at Main Street Park in September and attracted over 600 teens.

In addition to these, the first off-site teen center pilot program was launched at Lawson Middle School from October through November 2018. In this pilot, the Recreation and Community Services Department and School initiated a mobile recreational program to bring Teen Center activities to teens at Lawson. Additional mobile teen programs are being considered, and these will be evaluated to determine the most effective programming approaches for Cupertino's teens.

TIMELINE

Continue pilot program implementation in 2019, with evaluation report by the end of 2019

GOAL ALIGNMENT



MP1: CONSERVATION



MP2: CONNECTION



MP3: EQUITABLE ACCESS



MP4: ENHANCEMENT



MP5: ACTIVITY



MP6: QUALITY



MP7: SUSTAINABILITY

GOAL ALIGNMENT



MP1:
CONSERVATION



MP2:
CONNECTION



MP3: EQUITABLE
ACCESS



MP4:
ENHANCEMENT



MP5:
ACTIVITY



MP6:
QUALITY



MP7:
SUSTAINABILITY

NEIGHBORHOOD PARK ACTIVATION

Cupertino residents desire more activities and programs in their neighborhoods. To respond to this need, Cupertino began testing new formats to expand recreation programming and events in neighborhood parks. In summer 2018, while this Master Plan was being drafted, the City launched a Neighborhood Events program that brought recreation activities to 11 parks and public venues as a pilot program. Programming like this can be implemented much faster than developing new facilities and can more readily respond to neighborhood interests and activity needs. More neighborhood-scale activities are in the works for 2019, drawing from lessons learned in 2018, per presentations to Parks and Recreation Commission in October 2018 and City Council in December 2018.

TIMELINE

Planning in early 2019, with neighborhood programs launched in summer 2019

GOAL ALIGNMENT



MP1:
CONSERVATION



MP2:
CONNECTION



MP3: EQUITABLE
ACCESS



MP4:
ENHANCEMENT



MP5:
ACTIVITY



MP6:
QUALITY



MP7:
SUSTAINABILITY

RECREATION AND COMMUNITY SERVICES STRATEGIC PLAN

Recreation and Community Services staff is developing a Strategic Plan that will guide the Department’s actions and efforts for the next three to five years. It will build upon the Citywide Master Plan. The Strategic Plan will identify the projects, programs and tasks targeted for action in the near term. Staff plans to invite input on a proposed Strategic Plan after approval of the Citywide Master Plan. It will serve as a ‘road map’ for near-term implementation of community priorities for our parks and recreation system.

TIMELINE

Strategic Plan completion in 2019, with immediate launch of first year actions

advancing additional recreation elements

Based upon the public input process, City residents support a wide variety of enhancements to the current park and recreation system. Major new projects in the \$10 million+ cost range are detailed in Appendix E, Table E-2, and are discussed below. Improvements that are lesser in scale are detailed in Appendix E, Table E-3. Recommendations are provided for short term options to support progress in addressing the community need, as well as longer term strategies to pursue during the 20+ year planning horizon.

Short Term Actions for Additional Recreation Elements

Options to improve community recreation within the next near term include the following actions noted in Table E-3. Recommended implementation actions will be vetted and sequenced in conjunction with the upcoming Strategic Plan.

Nature Play: Create a pilot program at one site, considering a park with good tree canopy and natural features. Evaluate opportunities for a destination nature play area.

All-Inclusive Play: Plan, design and build a destination all-inclusive play area.

Water Play: Consider a water play feature as part of the Memorial Park Master Plan. Develop an action plan to identify top sites and prioritization for implementing at least one new water play area in the short term.

Improved Outdoor Space for Citywide Events:

Include better event infrastructure and improvements to the amphitheater and circulation in the Memorial Park Master Plan. Begin improvements, phased per the site master plan timeline.

Improved Outdoor Space for Neighborhood Events:

Develop one pilot project. Provide hardscape/softscape areas and access to power.

Multi-use Sport Fields: Explore options to keep the existing lighted sports field at Memorial Park as part of the site master plan. Explore joint use agreements with schools to provide more access to existing sport fields and indoor gymnasium space. Evaluate changes to field scheduling to increase capacity and usage.

Cricket Field: Explore opportunities to partner with the County, Sunnyvale, School District or other jurisdiction to create a shared/joint-use facility in region to support youth and adult play.

Dog Parks/Dog Areas: Identify potential sites for additional dog parks or dog off-leash areas and determine neighborhood support.

Basketball: Develop one or two basketball courts; prioritize full-size courts.

Pickleball: Develop two or more courts. Consider overlays or joint striping of existing tennis courts that only support recreational play (i.e., do not jointly stripe tournament courts). Consider pickleball striping for multi-court tournament venue in conjunction with the Memorial Park Master Plan.

Community Gardens: Develop a community garden implementation plan that identifies suitable sites and priorities for implementation. Add one community garden in an underutilized area or unneeded lawn area within a park, preferably in an area with higher density population.

Recreation Diversity in Outdoor Settings: Plan and develop one pilot project in the first year. Thereafter, rotate through parks and update one to two parks per year with new elements such as outdoor fitness equipment, outdoor table tennis, looped paths with mile markers, or other new features (see Table E-3 for more possible options).

Improved Comfort Amenities: Update amenities and furnishings at one to two sites in conjunction with other park projects. Amenities may include shade shelters, varied types of seating, bike racks, water bottle fillers, wi-fi, and others (see Table E-3). Prioritize parks with trails, with active walkers and that lack shade.

Natural Vegetation Enhancements: Integrate natural elements into parks upon renovation or development. Work with partners to identify significant natural areas to prioritize enhancements and restoration (potentially in conjunction with trail development). Consider natural vegetation enhancements as part of the Memorial Park Master Plan.

advancing major projects

Through public outreach, City residents noted a desire for several major projects. They are addressed in Appendix E, Table E-2. Any of these projects would be a significant commitment of resources, and therefore none is expected to be implemented in the short term, i.e., within the next seven years. These projects are considered “major” because they require a large capital investment and will require more operational resources. For example, a new neighborhood park requires capital dollars to buy land, design and construct the park. This new park will then need to be maintained, requiring more staff time and grounds maintenance to keep the park clean and facilities in working order. Activation of this new park with neighborhood-scale programming will increase the workload for Recreation and Community Services staff. The City will need to be prepared to allocate additional budget dollars and consider additional staff positions as major projects are implemented. This means that capital costs as well as ongoing operational costs are both important considerations in making decisions about when and how to advance major projects.

Short Term Actions for Major Projects

Major Projects involve extensive lead time to implement. Options to help address associated community recreation needs in the near term include the following actions noted in Table E-3. A more formal set of recommended implementation actions will be provided in the upcoming Strategic Plan.

New Neighborhood Parks: Explore joint use agreements with schools and/or other partners to improve access to existing facilities, especially in underserved areas. Evaluate opportunities to acquire or partner to develop appropriate property.

Trails and Trail Corridors: Coordinate with Public Works to identify and implement project priorities. Explore joint use agreements with the Water District that support implementation of creek trails. Continue to pursue opportunities for planned trail development.

Aquatics Facility: Prepare a market analysis and business plan to address site selection and program elements and define anticipated costs including operating costs. Explore partnerships and acquisition opportunities. Consider an aquatics facility as part of the Memorial Park Master Plan.

Performing and Fine Arts Center: Explore partnership or rental opportunities with high schools and De Anza College or other potential partners to meet immediate needs for performing arts space. Develop a pilot program using an existing performance space. Prepare a market analysis and business plan to evaluate potential sites and program elements and anticipated costs for a new performing and fine arts center.

Enhanced Teen Services: Maintain the existing teen center facility without significant reinvestment. Explore new site or partnership opportunities to create a unique teen space in Cupertino.

Expanded Senior Services: Conduct a survey to evaluate interest in senior-friendly recreation opportunities at alternative locations; explore potential locations based on results. Develop mobile activities as a test pilot to gauge interest in new locations and new programs. Explore partnership opportunities. Conduct a facility evaluation to evaluate and implement facility renovations that would enhance the function, capacity and financial sustainability of the Senior Center to address the growing number of seniors.

Other Replaced or Repurposed Existing Building:

Continue to maintain identified facilities noted for potential replacement without significant reinvestment. Consider the reuse of buildings and space in conjunction with the development of other major facilities. Coordinate with Public Works' Building Condition and Use Assessment to identify and prioritize projects at buildings that warrant reinvestment.

Potential Capital Costs for Major Projects

The Master Plan identifies a planning level cost range for each of the potential major new or expanded facilities, as described in Chapter 4 and detailed in Appendix E. Assuming these are individual projects, the total projected cost for implementation may range from \$160M and \$240M (in 2018 dollars, not accounting for inflation). While the range of costs will be refined during preparation of the future facility

master plans and business plans required for each project, Table 1 illustrates the potential magnitude of investment needed for capital development. These costs would be in addition to the anticipated improvements and enhancements of existing parks.

For comparison, capital investment by the City varies year-to-year, based on the contributions from major development projects and grant funding. Across all departments, the 5-year Capital Improvement Plan (CIP) for FY 2019 (adopted in June of 2018) includes just over \$21 million in projects involving new funding, as well as over \$26 million in fully-funded previous projects that were still in progress. (Note: In October 2018, the City Council deferred or de-funded a number of these projects.)



TABLE 1: PLANNING LEVEL COSTS FOR POTENTIAL MAJOR NEW OR EXPANDED FACILITIES

Potential Project	Estimated Capital Improvement Costs ¹
Neighborhood Parks, per 3-acre park	\$10,000,000 - \$15,000,000 plus land acquisition, ~\$30,000,000
Trails and Trail Corridors	Not included – addressed in 2018 Pedestrian Plan and 2016 Bike Plan; Public Works is implementing priority projects
Aquatics Facility ²	\$45,000,000 - \$60,000,000
Gymnasium Complex & Multi-use Recreation Center ²	\$30,000,000 - \$40,000,000
Performing & Fine Arts Center ²	\$60,000,000 - \$100,000,000
Senior Center Expansion ²	\$15,000,000 - \$25,000,000
Total	\$160,000,000 - \$240,000,000

1 Capital costs are planning level costs in 2018 dollars. See Appendix E for information on assumptions.

2 Land acquisition costs are not expected for these projects; projects are anticipated to occur in existing parks or via partnerships.

Operating Costs for Major Projects

The City of Cupertino budgeted over \$22 million in 2018-19 to provide park and recreation services for the community, not including capital improvements. This includes \$17.4 million in funds tied to Recreation and Community Services and another \$4.5 million for grounds maintenance, which is within the Public Works Department’s budget. Adding and programming additional parks and major facilities to the park system will require more funding for operations.

To determine how much additional funding will be needed for operations, Action 4.B.i in Chapter 4 calls for the preparation of a business and operations plan prior to major facility development. The business and operation plan will define the final design program for the facility and also quantify the operating cost impact of each major project, which will depend on its operating model and revenue-generating potential. While some facilities may generate revenue to offset operating costs, major facilities typically need some level of operational subsidy, especially during the first five years as pilot programs are identified. Cupertino will need to increase its operating budget to

account for the increased costs and increased staffing associated with each major new or expanded facility. To give a sense of these costs, Appendix E notes potential operating costs for major new or expanded facilities. When the information from the business and operations plan is in hand, Cupertino can increase its budget allocations accordingly to account for the projected operating cost of the new facility.

funding the vision

The City of Cupertino will need to invest wisely in the new parks, facilities, programs and events desired by residents. Several Master Plan objectives, notably Objectives 7.A and 7.C, include strategies to expand existing funding resources and explore new ones. As detailed in Appendix F, there are a variety of potential funding sources to help fund park improvements and service enhancements, some of which are already in use in Cupertino. Some funding sources have restrictions on use and can only be used for capital projects. Table 2 summarizes the potential uses of some of these different funding sources.

TABLE 2: FUNDING SOURCES AND THEIR USE

Source	Capital Projects	Operating Budget
General Fund	X	X
User Fees	X	X
Park Impact Fees	X	
Assessment/Community Facilities District	X	X
General Obligation Bond ¹	X	
Parcel Tax ¹	X	X
Operating Levy ¹		X
Public-Private Partnerships	X	X
Earned Revenue (sponsorships, licenses, concessions)	X	X
Grants	X	

¹ Voter approval required

To carry out this park investment, the City of Cupertino should consider the following implementation steps:

- Establish Cupertino’s fee philosophy and cost recovery goals for parks and recreation services (see strategy 7.A.iii).
- Update the fee structure for parks and recreation services. As part of the update, consider establishing a facility use fee as part of the structure (see strategy 7.A.iv).
- Work closely with developers during the proposal stage for new facilities to ensure that any community benefit contributions are aligned with the Master Plan and community priorities.
- Update Cupertino’s impact fee methodology to enable the City to collect fees that address the impacts on the park system from development in residential, commercial and industrial areas.
- Establish a 501(c)(3) parks foundation or formalize a relationship with an established 501(c)(3) to position Cupertino to benefit from philanthropic giving.
- Explore formal public/public and public/private partnerships for facility development and operations.
- Explore grant funding opportunities and pursue those that are suitable. This will require adequate staffing levels to write the grants and conduct compliance activities. Matching funding may also be required.
- Evaluate feasibility of new earned revenue sources, including exploring sponsorships.
- Explore the feasibility of voter-approved funding for major projects, including a parcel tax or bond as one of the methods to be evaluated.

prioritizing capital projects

This Master Plan provides recommendations and funding strategies that will be implemented over the next 20 years. During that timeframe, the City will update its Capital Improvement Plan many times and will need to prioritize which parks and recreation system capital projects should be advanced. In addition, over the 20-year planning horizon, recommended projects may evolve, and new project ideas may arise in response to new opportunities or needs. For these reasons, the Master Plan includes two tools to prioritize capital projects. These tools are included as worksheets in Appendix G. This section provides an overview of the tools and how to use them.

Tool: Goal and Community Priority Alignment Checklist

The Goal and Community Priority Alignment Checklist allows the City to evaluate new projects to determine if they are consistent with the direction of the Master Plan. All projects should advance at least one community priority (as noted in Chapter 2) and one Master Plan Goal (as noted in Chapters 2 and 3). Once a project is found to be consistent with the Master Plan, staff can evaluate possible timeframes for implementation using the Phasing and Sequencing Criteria Scorecard.

Tool: Sequencing Criteria

Not all projects can happen at once. Some projects are more urgent or timely and should be implemented in the short term, while other projects will require more time to align funding or resources. The sequencing criteria use a scoring system to help guide the phasing of capital projects immediately (1-2 years) into the short term (2-7 years), and long term (8+ years).

The Sequencing Criteria are expressed as a series of questions around specific implementation topics, each of which is scored. Among the topics are:

- Does the project address any identified system needs?
- Does the project diversify recreation opportunities for people of different ethnicities and/or cultures?
- Does the project coincide with or support another City project, goal or City Council initiative?
- Does action need to be taken now before the opportunity is lost? Is project completion needed before another priority project can be started?
- Are staff and resources available to operate and maintain the site/facility?
- Is funding available for the project in the proposed time frame?
- Does the project leverage outside resources?
- Can the project be done quickly and easily? Have the necessary advanced planning, feasibility studies and permitting already been completed?
- Is there public support for the project?
- Does the project deliver high value for the cost or resources needed relative to other projects?

The Sequencing Criteria and Evaluation Scorecard in Appendix G contains the complete list of criteria and is a tool to help in the evaluation and decision-making process.

moving forward

Cupertino residents came forward to share their appreciation for their parks and recreation system and to dream about its possibilities. This Master Plan captures the community's vision and articulates how to enhance the parks, facilities and recreation opportunities. By moving forward with the Early Action Initiatives, the City is already demonstrating its responsiveness to community priorities and its intent to implement this Master Plan. This includes taking steps to provide a greater diversity and variety of recreation opportunities, an emphasis or integration of natural systems and habitat, more comfortable and welcoming amenities, improved connectivity, and a distinctly Cupertino identity and sense of place.





CUPERTINO

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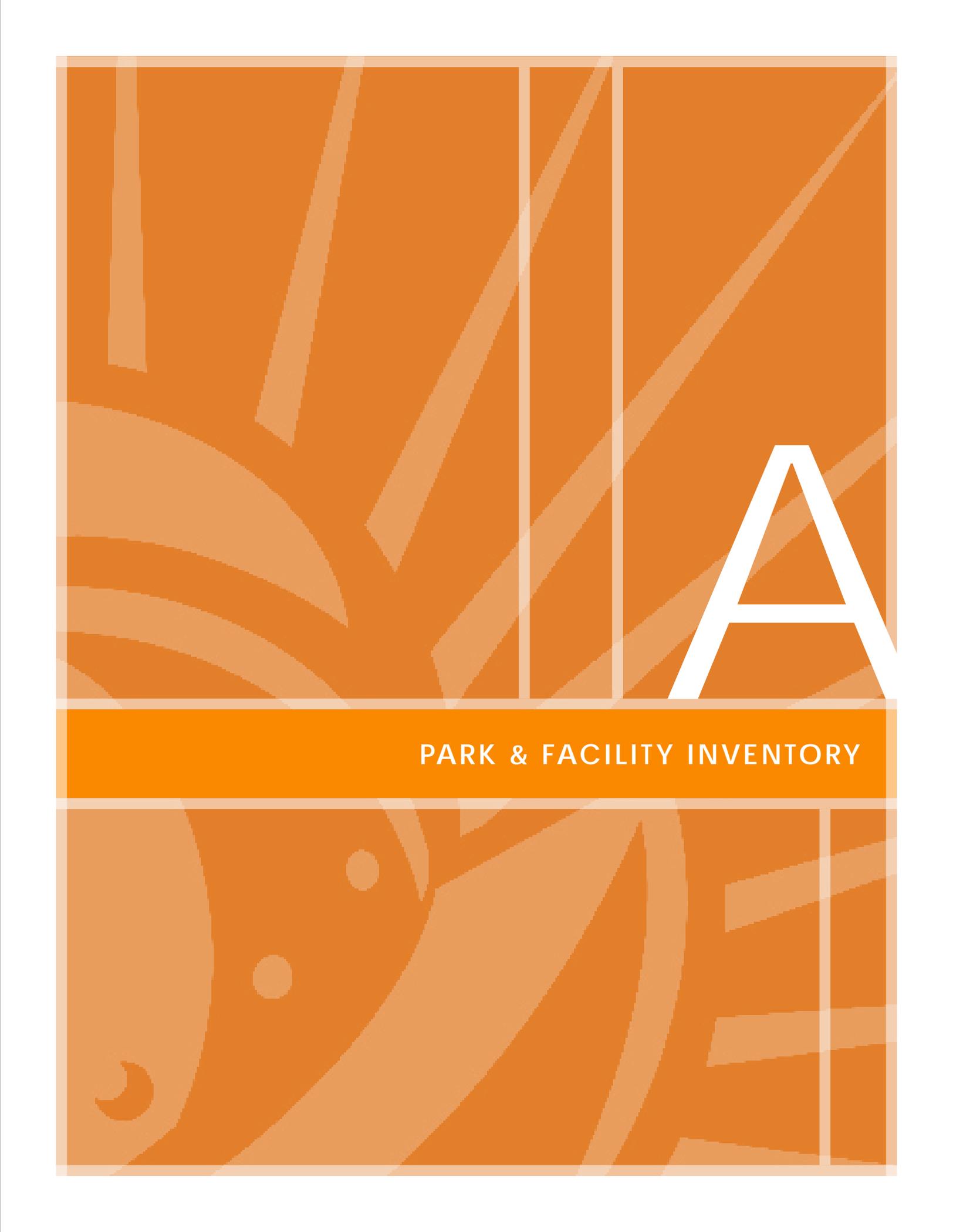


CUPERTINO



APPENDICES CUPERTINO



The background is a solid orange color with various geometric patterns. On the left, there are curved, overlapping shapes resembling stylized leaves or petals. On the right, there are vertical lines and diagonal stripes. A large, white, sans-serif letter 'A' is positioned on the right side, partially overlapping the diagonal stripes.

A

PARK & FACILITY INVENTORY





PARK & FACILITY INVENTORY

The City of Cupertino manages a variety of parks ranging from smaller neighborhood parks to large parks that attract people from across the community. The City currently manages 33 sites, that are categorized in six different park classifications. In addition, other providers add parks, recreation facilities and open space areas that provide publicly-accessible recreation opportunities in Cupertino. This appendix introduces this classification system, along with the park and recreation facility inventory of sites relevant to the planning process.

city parks by classification

Parks are classified as follows:

- Community Park:** Community parks are larger parks (20+ acres) that provide unique recreation opportunities and serve the entire community. These parks consist of a single contiguous site or several functionally- and geographically-linked use areas that provide a variety of recreation facilities. They typically include specialized facilities and space for large group gatherings, programming and events.
- Large Neighborhood Park:** Large neighborhood parks, varying between 4 acres and 13 acres in size, provide a range of passive and active recreation opportunities for surrounding neighborhoods. They typically include play areas, picnic areas, open lawn areas, and sports courts. Several also include programmable and reservable facilities, such as sports fields and small recreation centers.
- Small Neighborhood Park:** Small neighborhood parks provide essential recreation opportunities for nearby neighbors. Typically less than 3 acres in size, these parks may include play areas, open lawns, and picnic tables/benches. Some include sports courts.
- Special Use Site:** Special use sites support a unique recreation opportunity serving all or most of the Cupertino community. These single-purpose sites may include specialized recreation facilities not found elsewhere in the park system. Urban plazas, civic space, dog parks and sports complexes (without other uses) are considered special use sites.

- **Trail Corridors:** Trail corridors include trails and associated greenways that link destinations in the community. These typically are single-purpose linear features not located within parks of other types. These trails may extend beyond Cupertino and connect to surrounding cities and regional trail systems.
- **School Sports Fields:** This category includes sports fields at nine school sites managed through a joint use agreement. These sports fields provide additional recreational opportunities to the community when not in use by the schools.

other recreation resources in cupertino

Other providers offer the following:

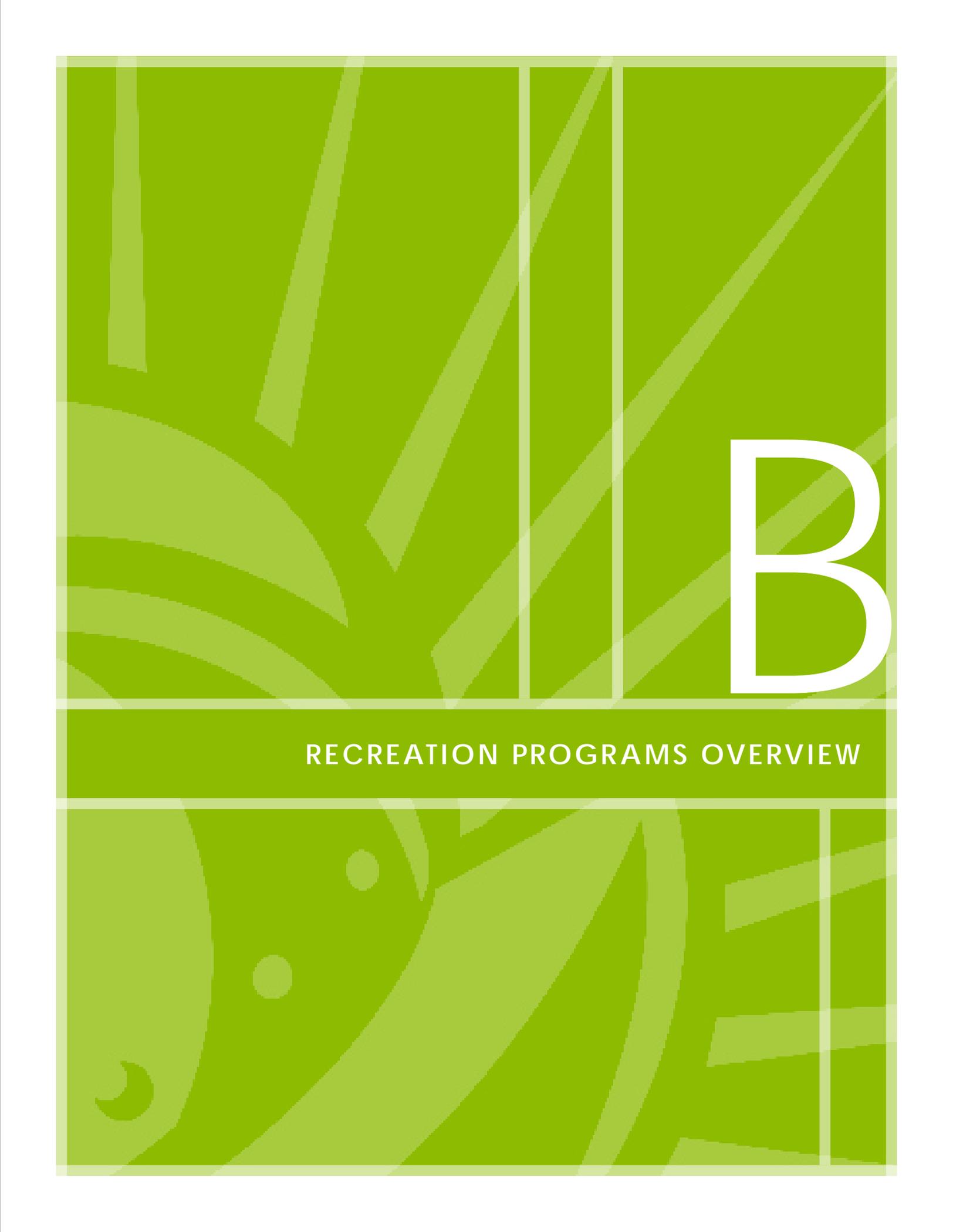
- **Local Parks and Recreation Resources:** Local park resources include public and private sites that are open to the public and provide recreation opportunities and/or open space for residents.
- **Santa Clara County Parks and Midpeninsula Regional Open Space Preserves:** County parks and open space preserves protect nature and attract park visitors from throughout the region.

Table A-1: Cupertino Park & Facility Inventory Matrix

Revised 1/2/19		Athletic Facilities						Outdoor Recreation Facilities						Indoor Facilities			Trails/Natural Areas		Amenities				Other			Notes				
Site	Acreage	Baseball/Softball Field	Basketball Hoop	Cricket Field	Soccer Field	Tennis Court	Volleyball Court	Amphitheater	Community Garden	Horseshoe Pit	Open Field/Lawn Area	Picnic Area	Playground	Swimming Pool	Water Play	Recreation Building	Other Building	Food Prep/Kitchen	Restaurant/Food Serv.	Natural Area	Trail	BBO Grills	Concessions	Restroom	WiFi		Adjacent to School	Rentable Facility	Reservable Picnic	
City Owned or Managed Parks and Facilities																														
COMMUNITY PARKS																														
Memorial Park	22.1	● _L				● _L		●			●	●	●									●		●		●	●		6 tennis courts, 1 softball field, water features (inactive), community festival site. Acreage includes 0.4 acre parcel at Senior Center entry.	
Quinlan Community Center													● ²		●		●						●	●		●	●			
Senior Center															●		●						●	●		●	●			
Stevens Creek Corridor (SCC)																													Total acreage of site is about 63.7 acres	
Blackberry Farm Golf Course	16.4																●	●				●	●						Municipal 9-hole golf course, restaurant, pro shop	
Blackberry Farm Park	19.7						●		●	●	●	●	●	● ³		●	●	● ⁴		●	●	●	●				●		2 sand volleyball courts, 2 bocce courts, 2 pools, 2 horseshoe pits. Acreage includes west creek bank at Scenic Circle	
McClellan Ranch Preserve	13.0							●							●	●			●	●		●	●						Environmental Education Center, historic buildings, 4-H, Audubon & nonprofits, wifi at EEC and vicinity	
McClellan Ranch West	3.1																		●	●										
Stockmeir Ranch	5.1															●			●	●									Residence (closed), orange grove	
Other property in SCC	6.4															●			●	●									1.3 acres of City land including 22050 Stevens Creek Blvd. and Nathan Hall Tank House. 5.1 acres of Water District land (roughly half is trail property with use agreement; roughly half is creek channel managed by Water District)	
Community Parks Subtotal	85.8	1	0	0	0	1	1	1	1	1	2	2	2	1	1	2	1	2	1	1	1	2	1	2	2	0	1	2	Note: SCC and Memorial Park count as one site each.	
LARGE NEIGHBORHOOD PARKS																														
Creekside Park	13.0		●		●						●	●	●		●		●				●	●	●				●		3 soccer fields, 2 basketball hoops, backstop, Weekly Farmers' Market, inactive concession	
Hoover Park	5.0		●		●						●	●	●																2 Soccer Fields, 1 basketball hoop	
Jollyman Park	11.2	●	●		●						●	●	●								●		●						1 baseball/softball joint use field, 1 soccer field, batting cage, 1 basketball hoop	
Linda Vista Park	11.0										●	●	●						●		●		●						Water feature (inactive); par/exercise course	
Monta Vista Park & Recreation Center	6.2	●				●					●	●	●		●						●		●						2 softball fields, 2 tennis courts, batting cage, separate preschool and program buildings	
Portal Park	3.8										●	●	●		●		● ₁				●		●		●		●			
Varian Park	6.3					●					●	●	●								●				●				2 tennis courts, apricot orchard, adjacent YMCA program building	
Wilson Park	9.9	●			●						●	●	●		●		● ₁				●	●	●			● ₅			Ceramic studio, 2 baseball fields, 1 soccer/baseball joint use field, batting cage	
Large Neighborhood Parks Subtotal	66.4	3	3	0	4	2	0	0	0	0	8	8	8	0	0	4	0	3	0	0	0	7	2	6	0	2	2	2		
SMALL NEIGHBORHOOD PARKS																														
Canyon Oak Park	0.6												●																	
Franco Park	0.6											●	●																	
Little Rancho Park	0.3												●																	
Somerset Park	1.3		●								●	●	●								●									1 basketball hoop. Adjacent to freeway and railroad. PG&E land adds ~0.4 acres not included.
Sterling Barnhart Park	0.5											●	●																	Adjacent to Saratoga Creek Trail and creek
Three Oaks Park	3.1										●	●	●								●									
Small Neighborhood Parks Subtotal	6.4	0	1	0	0	0	0	0	0	0	2	4	6	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0		
SPECIAL USE SITES																														
Civic Center																														
Civic Center Plaza	1.0													●								●	●							
Community Hall																●	●					●	●				●			
Library Field	3.0			●			●																							1 multi use field for youth cricket, soccer, volleyball (all on 1 field)
Mary Avenue Dog Park	0.5																													
Cupertino Sports Center	6.2		●			● _L									●							●	●	●		●				Fitness Center, Teen Center, indoor gym & racquetball, 18 tennis courts, 1 multi-purpose court that includes basketball
Special Use Parks Subtotal	10.7	0	1	1	0	1	0	0	0	0	1	0	0	0	1	1	1	1	0	0	0	2	3	2	0	2	0	0		

Site	Acreage	Athletic Facilities						Outdoor Recreation Facilities						Indoor Facilities				Trails/Natural Areas		Amenities				Other			Notes		
		Baseball/Softball Field	Basketball Hoop	Cricket Field	Soccer Field	Tennis Court	Volleyball Court	Amphitheater	Community Garden	Horseshoe Pit	Open Field/Lawn Area	Picnic Area	Playground	Swimming Pool	Water Play	Recreation Building	Other Building	Food Prep/Kitchen	Restaurant/Food Serv.	Natural Area	Trail	BBQ Grills	Concessions	Restroom	WiFi	Adjacent to School		Rentable Facility	Reservable Picnic
TRAIL CORRIDORS																													
Don Burnett Bicycle-Pedestrian Bridge & Trail	4.0																												Trail is ~ 0.4 miles; is the Mary Avenue to Homestead Road trail
Creekside Park and Regnart Creek Trail	-																												Water District parcel located on west side of Creekside Park provides a public trail on 0.4 acres
Saratoga Creek Trail	4.7																												Approx 0.45 miles maintained by City via joint use agreement; owned by County (~3.3 acres) and SCVWD (~1.4 acres). Trail extends south of Bollinger in San Jose.
Stevens Creek Trail	-																												Trail is ~ 1 mile. Restrooms at Blackberry Farm Park & McClellan Ranch. Acreage is included in SCC.
<i>Trail Corridors Subtotal</i>	8.7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	4	0	0	0	0	0	0	0	0	
SCHOOL FIELDS (managed by City)																													
Collins Elementary School	2.5	●																											1 baseball field, cricket batting cages not managed by City
Eaton Elementary School	4.5	●			●																								1 soccer/baseball joint use field
Faria Elementary School	4.2	●			●																								1 baseball diamond adjoining 1 soccer field
Garden Gate Elementary School	2.9				●																								1 soccer field
Hyde Middle School	7.8	●			●																								1 soccer field, 1 baseball/soccer joint use field, track not managed by city
Kennedy Middle School	13.3	●			●																	●							1 baseball field, 1 soccer field, 2 baseball/soccer joint use fields, track not managed by City
Lincoln Elementary School	3.1	●			●																								2 softball/soccer joint use fields
Regnart Elementary School	4.1	●			●																								2 baseball/soccer joint use fields
Stevens Creek Elementary School	3.1	●			●																								2 softball diamonds adjoining 1 soccer field
<i>School Fields Subtotal</i>	45.5	8	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	
Total City Parks and Facilities	223.5	12	5	1	12	4	1	1	1	13	14	16	1	2	7	2	6	2	3	4	11	5	12	4	2	5	4		
Other Recreation Resources																													
LOCAL PARKS & RECREATION RESOURCES																													
Cali Mill Plaza Park	1.0																0 ⁶						●						Use agreement in place
Civic Park [at Town Center Lane]	0.5									●							0 ⁶												Private ownership; dedicated for public use
Cupertino City Center Park (and amphitheater)	1.1							●		●																			Private ownership; open to public; pool is private use only; site is not included in acreage subtotal
Main Street Park	0.8									●	●	●					0 ⁶												2 chess/checker tables; nature play elements; use agreement in place; private ownership
Rancho Rinconada	1.5									●	●	●		●							●		●			●			Recreation & Park District; public facilities
SCVWD Percolation Pond	5.0																		●	●									Walking path around percolation pond; Water District ownership (signs saying open to public)
Town Square [at Main Street]	0.7																	●											Use agreement in place; private ownership. (Size includes buildings; net avail. space is smaller.)
<i>Subtotal Local Parks & Resources</i>	9.5	0	0	0	0	0	0	1	0	0	3	2	2	1	0	1	0	0	4	1	1	1	0	1	1	0	1	0	
COUNTY PARKS & REGIONAL OPEN SPACE PRESERVES																													
Fremont Older Open Space Preserve*	204.0																		●	●			●						Extensive trails; approximately 739 acres for total site, including acreage outside of city
Rancho San Antonio County Park & Preserve*	129.7					●				●	●									●	●	●		●					Extensive trails, Deer Hollow Farm, 4 tennis courts, model airplane flying area; approximately 4,153 acres for total site, including acreage outside of city
Stevens Creek County Park*	79.0									●									●	●	●		●				●		Extensive trails, boating access to reservoir (non-motorized), archery course & range; approximately 1,070 acres for total site, including acreage outside of city
<i>Subtotal County Parks & Regional Preserves</i>	412.7	0	0	0	0	1	0	0	0	0	1	2	0	0	0	0	0	0	3	3	2	0	3	0	0	0	1	1	
Total Other Recreation Resources	422.1	0	0	0	0	1	0	1	0	0	4	4	2	1	0	1	0	0	4	4	4	3	0	4	1	0	1	1	

L - Lighted court
 1 - Building has a kitchenette
 * Only includes acreage within City limits
 2 - Playground at Quinlan Center for preschool program; other playgrounds available in adjacent Memorial Park
 3 - Seasonal creek access
 4 - Food service for outdoor dining available during swim season
 5 - Ceramic party rentals available
 6 - Restaurant or café adjacent to site

The background is a vibrant green with various abstract, overlapping shapes and lines in lighter and darker shades of green. A large, white, serif letter 'B' is positioned on the right side of the page.

B

RECREATION PROGRAMS OVERVIEW



B

RECREATION PROGRAMS OVERVIEW

introduction

The City's Recreation and Community Services Department (the Department) offers a variety of community events, recreation and education programs, facilities and services that promote personal development, community cohesion, health and fitness, and connections to nature among other benefits. As part of the Master Plan process, the Department's existing recreation programs, events and services were evaluated to better understand the types of programs and services provided, as well as opportunities to enhance park activation and programming in the future. The analysis identified the core areas where programs were offered, as well as the ancillary services needed to support the effective and efficient provision of programs, events and recreation uses.

This appendix provides a summary of the core program and service areas identified, as well as a baseline evaluation of community participation in City programs and facilities. This appendix draws information from the Recreation Programs Overview and Analysis (November 2017) available under separate cover.

service areas

The City of Cupertino provides a wide variety of programs and services to support recreation. For analysis, discussion and future data tracking, the Master Plan classified services in two distinct categories:

- **Program Service Areas** reflects the different types of core recreation programs, camps, classes, activities and events produced, hosted, staffed and/or facilitated by the City.
- **Support Service Areas** include administrative and customer-focused efforts necessary to support recreation and facilitate recreation participation.

Program Service Areas

The Department offers a variety of programs across nine service areas. The programs provide recreational and educational opportunities for a diversity of ages and interests. Service areas include:

- **Arts & Culture:** Includes classes, camps, programs, and activities relating to fine, visual, performing and cultural arts.

- **Aquatics:** Includes all aquatics and swimming programs and services.
- **Child, Youth and Teen Development & Leadership:** Includes programs from preschool through college preparation that focus on child and youth learning and development, afterschool enrichment, and youth and teen empowerment.
- **Events and Festivals:** Includes all events, fairs, festivals, races and community-scale activities produced by the City, in collaboration with the City or at City facilities.
- **Golf:** Includes all golf participation and golf-related programs and services.
- **Environmental Education/Nature Programs:** Includes opportunities to learn about, appreciate, restore, interpret and interact with the natural environment through classes, camps, volunteer opportunities, etc.
- **Lifelong Learning & Enrichment:** Includes opportunities for skill development and personal enrichment for recreation and leisure in a non-academic context.
- **Seniors/Older Adult Programs:** Includes all programs, activities and services designed and offered exclusively for seniors and older adults, whether at the Senior Center or other facilities.
- **Sports, Fitness and Exercise:** Includes organized athletic leagues, sport-focused camps, sports or fitness classes, and open gyms/facilities/courts, except those relating to golf, aquatics or seniors.

Table B-1 further defines these categories by providing examples of existing programs

and noting where activities and programs are currently provided at sites across the park system. Several findings emerge:

- City programs are offered primarily in the City’s Community and Large Neighborhood parks. Programs have not been provided in the past in Small Neighborhood Parks, County Parks and Regional Open Spaces. There is an opportunity to expand the provision and distribution of programs to make them more easily access to residents across the city.
- Through joint-use agreements and other collaborative initiatives, the City has pursued providing programs in local parks owned or managed by other providers. This is an interesting opportunity to explore further.
- In addition to the City’s existing program services areas, there are opportunities to expand programs in the following areas:
 - ◊ **Culturally Diverse Programming:** The City could expand programs responding to the community’s racial, ethnic and cultural demographics, including special interests as well as service and language needs.
 - ◊ **Play and Outdoor Recreation:** There is an opportunity to provide less structured but organized play opportunities at indoor and outdoor facilities, as well as outdoor programming and activation in parks and related public spaces. These types of activities would be suitable in neighborhood and community parks and could help create more vibrant park spaces.

- ◇ **Therapeutic Recreation:** The City could expand classes, activities and events specifically for people with disabilities, health challenges, varied abilities or special needs. These programs could be offered to augment and expand senior programs and services, as well as to support people of all ages. Currently the City accommodates people with special needs within their existing program structure.

FIGURE B-1: SITES WHERE PROGRAMS ARE CURRENTLY OFFERED



TABLE B-1: EXISTING PROGRAM SERVICE AREAS OVERVIEW

Program Service Area	Examples of Existing Programs and Events	Locations Where Currently Offered
<p>Arts & Culture Includes classes, camps, programs, etc. relating to fine, visual and performing and cultural arts</p>	<ul style="list-style-type: none"> • Dance, Act Perform Camp • Hogwarts Camp • Bilingual Chinese & English Music Class • Group Ukulele Beginners • IncrediBooks • Ceramic and Art Birthday Part 	<ul style="list-style-type: none"> » Community Parks » Large Neighborhood Parks
<p>Aquatics Includes all aquatics programs, events and services</p>	<ul style="list-style-type: none"> • Drop-in swimming • Picnic reservations with swimming • Pool parties • Swimming lessons • Lifeguard training 	<ul style="list-style-type: none"> » Community Parks » School Fields/ School Sites
<p>Child, Youth and Teen Development & Leadership Includes programs from preschool through college preparation that focus on child and youth learning and development, afterschool enrichment, and youth and teen empowerment</p>	<ul style="list-style-type: none"> • Civically Active Teens • Preschool Adventures Summer Camp • Cupertino Preschool Program • Cupertino Teen Commission • Debate & Critical Thinking: Team Debate • College Preparation Program • Leaders in Training 	<ul style="list-style-type: none"> » Community Parks » Large Neighborhood Parks
<p>Events and Festivals Includes all events, fairs, festivals, races and community-scale activities produced by the City, in collaboration with the City or at City facilities</p>	<ul style="list-style-type: none"> • Big Bunny Fun Run • Earth Day/Healthy Communities Day • Fourth of July • Concerts in the Park • Shakespeare in the Park • Kids 'N Fun • Diwali Festival • Wafu Ikebana Flower Show • Harvest Festival • Farmers Market • Cherry Blossom Festival 	<ul style="list-style-type: none"> » Community Parks » Special Use Sites » Large Neighborhood Parks
<p>Golf Includes all golf and golf-related programs and services</p>	<ul style="list-style-type: none"> • Blackberry Farm Golf Course (golf and footgolf) • Jr. Golf at Deep Cliff Golf Course • Golf for Women 	<ul style="list-style-type: none"> » Community Parks » Local Parks and Recreation Resources
<p>Environmental Education/ Nature Programs Includes opportunities to learn about, restore, interpret and interact with the natural environment through classes, camps, volunteer opportunities, etc.</p>	<ul style="list-style-type: none"> • Nature Camps • Eco-explorers Camps • Tuesday Evening Nature • Meadow Restoration 	<ul style="list-style-type: none"> » Community Parks » Trail Corridors

Program Service Area	Examples of Existing Programs and Events	Locations Where Currently Offered
<p><i>Lifelong Learning & Enrichment</i> Includes opportunities for skill development and personal enrichment for recreation and leisure in a non-academic context</p>	<ul style="list-style-type: none"> • Chess • Best of California • Leadership 95014 • Bakery Favorites • Electronics Design Camp • Cooking • Bilingual Chinese • Creative writing 	<ul style="list-style-type: none"> » Community Parks » Large Neighborhood Parks » Special Use Sites
<p><i>Seniors/Older Adult Programs</i> Includes all programs, activities and services designed and offered exclusively for seniors and older adults, whether at the Senior Center or other facilities</p>	<ul style="list-style-type: none"> • Summer Luau and June Birthday Bash • Ping Pong Social • Ballroom Dance Social • iPad Beginning • Chinese Brush Painting • Zumba Gold 	<ul style="list-style-type: none"> » Community Parks
<p><i>Sports, Fitness and Exercise</i> Includes all organized athletic leagues, camps, sports or fitness classes, and open gyms/facilities/courts, except those relating to golf, aquatics or seniors</p>	<ul style="list-style-type: none"> • Badminton Camps • Introduction to Ice Hockey • Family Total Body Fitness • Vinyasa Yoga • Private & Group Tennis Instruction • Cricket Camp 	<ul style="list-style-type: none"> » Community Parks » Large Neighborhood Parks » Special Use Sites » School Fields/ School Sites

Support Service Areas

Support services are necessary to offering successful recreation and education programs. The City provides the following services to support park and facility use and program participation:

- **Adaptive/Inclusive Recreation Accommodations:** Includes outreach and support to accommodate requests to make events and activities accessible for people of all abilities.
- **Communication, Branding and Marketing:** Includes the Department’s efforts to advertise its programs and communicate effectively about recreation options.
- **Customer Service:** Includes elements such as registration and connections to social services.
- **Park and Facility Reservations, Rentals and Permits:** Administers applications, permitting and scheduling for park and facility rentals and reservations (e.g., meeting rooms, picnic spaces, community garden plots, sports fields, and recreation facilities for use by other leagues, clubs, groups, organizations or individuals).
- **Park and Facility Maintenance:** Includes landscaping and infrastructure maintenance, janitorial services, equipment repair, natural resource stewardship and similar services to ensure the cleanliness, safety and usability of parks. These services are provided by the public works department.
- **Partnership and Volunteer Coordination:** Includes the recruitment and management of partnership and volunteer opportunities.

- **Program Management:** Includes program administration and planning, such as decision-making, cost recovery, fee methodology, development, staffing, staff policies and procedures, staff management and training.

Prior to the Master Plan, the City of Cupertino tracked program data in the following categories:

- Rentals
- Events
- Athletic groups
- Sports Center
- Golf Course
- After-school enrichment
- Camps
- Youth classes & programs
- Teen classes & programs
- Adult classes & programs
- Senior Center
- McClellan Ranch Preserve/ nature programs

program participation

To better understand the breadth and depth of the City's existing programs and services, the Master Plan evaluated recreation participation by compiling all existing program data from 2016 through September 2017. At that time, the City tracked programs and services using in different categories using different methodologies. Data were not available for all types of programs and services.

Table B-2 summarizes tracked program participation in the one-year 2016- to 2017-time frame. While the participation numbers presented here are incomplete, the evaluation helps illustrate what services and programs are currently provided, where program enhancement is needed to better address the recreation preferences and needs of City residents, and what processes should be recommended to support service provision.

The City of Cupertino served more than 347,000 annual estimated participants based on data through September 2017. Table B-2 summarizes available City data on recreation program participants. The data highlight interesting patterns in current programming participation:

- Pool / Other Facility Reserved or Drop-in Uses (Providing Places to Gather, Picnic and Play):** While the City provides a variety of programs and events, it serves the most people through its facility reservations, rentals and drop-in swimming rather than through organized, staff-led activities, classes and events. The City reports over 2,100 rentals serving an estimated 155,800 people and over 21,000 pool users at Blackberry Farm in
- the 12-month period. Rental opportunities include indoor meeting rooms and spaces such as at the Quinlan Community Center, Monta Vista Recreation Center and Creekside Park Building. It includes outdoors venues such as picnic areas. The majority of rental use occurred at two sites, Community Hall and Quinlan Community Center, which accounted for over 1,000 rentals and over 87,000 estimated users. Pool use includes drop-in visitors and pool parties at Blackberry Farm (but not class participants for swimming or aquatics, which are shown with Classes data). These data do not include sports field reservations and use by leagues, which accounts for another over 5,000 participants. These numbers also do not include parks reserved through permitting for special events, which are described below.
- Special Events (Connecting the Community):** Special events and festivals also attract large numbers of participants. Most of these events are hosted by other entities in City parks and facilities, although some events are coordinated by the City. These include the popular outdoor concerts, movies and Shakespeare in the Park, as well as fun runs, community events and celebrations such as the Holiday Tree Lighting program, 4th of July, and the Wildlife & Harvest Day celebration. Of the estimated approximately 60,000 people participating in events, about 40,000 attended events at Memorial Park. That site is critical to hosting large community-wide events in Cupertino.

- **Sports Center and Golf Course Rounds (Fostering Active, Healthy Individuals):**
The Sports Center and Golf Course are the third and fourth top service areas in terms of numbers of people served. With over 34,000 sports center member visits for fitness classes alone and over 25,500 golf rounds, the City devotes substantial resources towards meeting sport and fitness needs. These numbers do not include people participating in registered classes at the Sports Center, which are included in Classes data and categorized by age group, nor does it include court usage by members, clubs or leagues.
- **Recreation & Enrichment Classes and Programs (Enriching Lives through Recreation and Education):** Other types of age-specific programs and staff-led activities account for an important component of the City's program and recreation services. These categories include all other types of programs, including areas of emphasis such as education, enrichment, environmental education, nature interpretation, youth and teen development and empowerment, senior services, and programs for diverse cultures. However, it is important to note that classes, camps, and other "registered" activities are counted by quantity of registrations. For example, a participant that signs up for an 8- or 12-week registered fitness class at Quinlan Center or the Senior Center will count as "1." A Sports Center member that attended 8 different Zumba classes for members counts as 8 in the data provided. This methodology under-represents registered activities and classes, relative to picnic reservations, golf, drop-in swimming, special events and other activities where each "person-visit" is counted individually.

**TABLE B-2: PARTICIPATION IN CITY PROGRAMS
(ROUNDED TO NEAREST 100)**

City-Identified Service Area	Estimated Participants	Data Included
Rentals	155,800	Facility reservations and rentals
Drop-in Swimming	21,100	Swimming at Blackberry Farm, excl. season passes
Events	59,700	Events hosted by the city or other groups in city parks and facilities (including Senior Center events)
Sports Center	36,200	Membership classes/activities at the Sports Center (excludes registered classes) ¹
Sports Center membership		Total number of memberships for the year was 1,980. Sports Center Tennis Club membership was 380.
Golf Course	25,600	Rounds of golf or foot golf
Youth Classes/Programs	10,200	Registered classes of all types, including aquatics and sports
Teen Classes/Programs	7,100	Registered and drop-in teen activities of all types
Adult Classes/Programs	2,000	Registered classes of all types, excluding senior classes
Senior Center	5,800	Senior Center classes, drop-in classes, and field trips ²
Senior Center Volunteers	200	208 volunteers provided more than 25,000 hours of service
Athletic Groups	5,100	Participants in sports leagues that use city fields or joint use fields (88% youth sport teams)
Youth Camps	5,000	Youth camps of all types, including sports, arts, nature, etc. Also includes Extended Care.
McClellan Ranch Preserve	13,700	Activities at McClellan Ranch or led by McClellan Staff excluding classes & camps ³
TOTALS	347,500	

Note: These estimates are derived from data from January 2016 through September 2017 and represents the 12 months that provided the most current complete information. Data counts represent a mix of visits, registered participants, facility users, estimated use, and other counts.

1 Data for similar activities or the same location may be presented in more than one category, due to how participation is tracked. For example, "Sports Center" figures include member classes held at the Sports Center, but not registered classes held there, such as tennis lessons, which are shown in the appropriate Classes & Programs category instead.

2 Data not available for usage resulting from Senior Center drop-in participants.

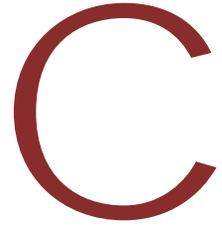
3 Excludes activity by nonprofits housed at McClellan Ranch Preserve such as Rolling Hills 4-H and Santa Clara Valley Audubon Society

The background is a dark red color with a complex pattern of lighter red geometric shapes, including triangles, rectangles, and curved lines. A large, white, sans-serif letter 'C' is positioned on the right side of the upper half of the page.

C

COMMUNITY ENGAGEMENT METHODOLOGY





COMMUNITY ENGAGEMENT METHODOLOGY

introduction

From Spring 2016 through 2018, the City of Cupertino collected comments from community members and stakeholders to shape the Parks & Recreation System Master Plan. This appendix provides details on the advisory groups involved in the the Master Plan process, as well as the types of outreach activities conducted.

key groups participation

Four groups provided ongoing guidance for the Master Plan:

- City Council:** City Council received periodic project updates and provided policy-level guidance on several key elements of the Master Plan, including plan goals, system-wide and specific recommendations, project priorities, and implementation strategies.
- The Parks and Recreation Commission (PRC):** The PRC met 18 times to provide guidance and serve as a forum for public input throughout the process, including two special Commission meetings that hosted community workshops. The PRC received regular project updates and presentations of key findings throughout all phases of the Master Plan development. The PRC was actively involved in the planning process and provided guidance on all aspects of the plan, including preliminary research, parks and facilities inventory, community engagement results, recreation programs analysis, vision/mission/goals of the plan, community needs and opportunities, potential “big moves” and major facility recommendations, site-specific recommendations, project priorities and prioritization criteria, Memorial Park concepts, costs/funding, and the elements of the Draft Plan.
- Master Plan Advisory Group:** The Master Plan Advisory Group was created to advise the Project Team throughout plan development and help ensure the Master Plan

reflected the diverse needs of the community. Members from 18 groups representing different recreation and community interests were involved to provide guidance, insight and expertise about the local community. The insights of the Master Plan Advisory Group were shared with the Parks and Recreation Commission to support project decision-making. The Advisory Group convened seven times between September 2017 and January 2019.

- Recreation and Community Service Management Team (Project Team):**
 The Project Team was responsible for coordinating and directing the planning process, communication and coordination with City Council, the Parks and Recreation Commission and the Master Plan Advisory Group. Throughout the process, the Project Team reviewed key deliverables, coordinated public outreach activities, and provided updates about the development of the Master Plan to City Council, the PRC and the Master Plan Advisory group.

community engagement process

To ensure that the Master Plan reflects the priorities of a diverse community, the City of Cupertino collected input from more than 2,000 residents and stakeholders through varied outreach activities:

- City-wide Survey:** From March 24th to July 19th, 2016, the City of Cupertino implemented a survey to collect community input on

the state of the City’s parks and recreation system and potential improvements and alterations to the system in the future. The 27-question survey, available online and in paper, collected input from a total of 679 respondents.

- Intercept Events:** Between March and July 2016, the Master Plan was spotlighted at four 'intercept' events at Cupertino’s Big Bunny Fun Run, the Earth Day & Arbor Day Festival, Cupertino Day and 4th of July Festival to raise awareness about the Master Plan process. Hundreds of community members placed stickers on display boards to “vote” for desired recreation amenities, programs and facilities.
- Teen Commission’s Teen Center Survey:**
 To evaluate preferences for relocating and improving the Teen Center, a Teen Center Survey was created and distributed by the Cupertino Teen Commission from November 9, 2015, to January 8th, 2016, to teens attending Cupertino middle and high schools. Over 1,000 teens responded.
- Stakeholder Interviews:** The City and consultant RHAA met with stakeholder groups to identify issues and ideas unique to Cupertino. Twenty-four organizations (34 people) participated, representing the following areas of interest: environmental groups, organized sports teams, non-City parks and recreation providers, public safety organizations, community service groups, Cupertino’s business community, including Cupertino hotels, and schools that offer joint use of facilities with the City.

- **Public Community Workshop:** In May 2016, the Parks and Recreation Commission hosted a public community workshop to continue to receive feedback and suggestions for the improvement of the City’s existing parks, recreation facilities, and programming.
- **Block Leader Workshop:** In June 2016, the City and RHAA conducted a workshop with approximately 25 block leaders to collect information on the current and future park and recreation system. Block leaders are community members that serve as representatives of their neighborhoods and liaisons to City residents.
- **Council and Community Leader Interviews:** As a follow-up to the other outreach activities, the City and MIG, Inc., conducted eight interviews with 11 Council members and community leaders in April and May 2017 to gain insights from elected officials and key partners into planning opportunities and challenges.
- **Recreation Staff Focus Group:** Recreation program staff met on April 18, 2017, to discuss desired community benefits provided through recreation programs, events and drop-in activities. The visioning session included discussions about the service enhancements needed to achieve the community’s desired recreation outcomes for the future. Early input by Recreation staff was provided in December 2015 at a focused workshop.
- **Vision and Goals Questionnaire:** Building on earlier outreach efforts, an online and paper questionnaire was distributed between July 10 and August 9, 2017, to share key themes identified from preliminary outreach activities and invite feedback on the concepts related to the Master Plan vision and goals. A total of 1,206 respondents participated in the survey.
- **Parks and Recreation Commission/ Hosted Community Workshop:** On May 17, 2018, the Parks and Recreation Commission held a work session in combination with a Community Workshop to discuss enhancement priorities for the City’s recreation facilities and receive community feedback on these priorities. Approximately 30 community members attended the workshop, which included a live polling exercise to help identify priorities for facility development and improvements and for the addition of recreation features. Session participants also provided feedback on preliminary site concepts for the renovation of Memorial Park.
- **Draft Plan Review Meetings:** A series of meetings will be held beginning in January 2019 to present and discuss the Draft Master Plan and receive public feedback. Opportunities for public input will include a Community Workshop, a Teen Commission-hosted workshop, several City commission meetings (such as the Bicycle Pedestrian Commission, the Planning Commission and the Parks and Recreation Commission), as well as a City Council Study Session.

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PARK ACCESS MAPS





Parks & Recreation System Master Plan

CUPERTINO

Map D-1: Opportunity to Foster Natural Systems

- Habitats**
- Rural Residential/Oak Woodland
 - Mixed Oak Woodland
 - Intermittent Urban Tree Canopy

- Park and Open Spaces**
- Natural Resource Areas
 - Open Space Preserves
 - City Parks
 - Non-City Parks
 - Schools and Colleges
 - Cemetery

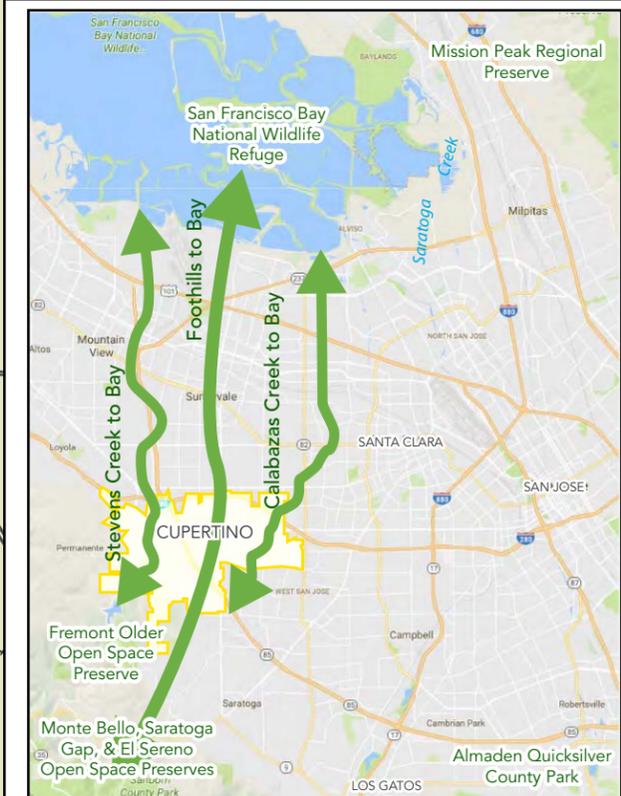
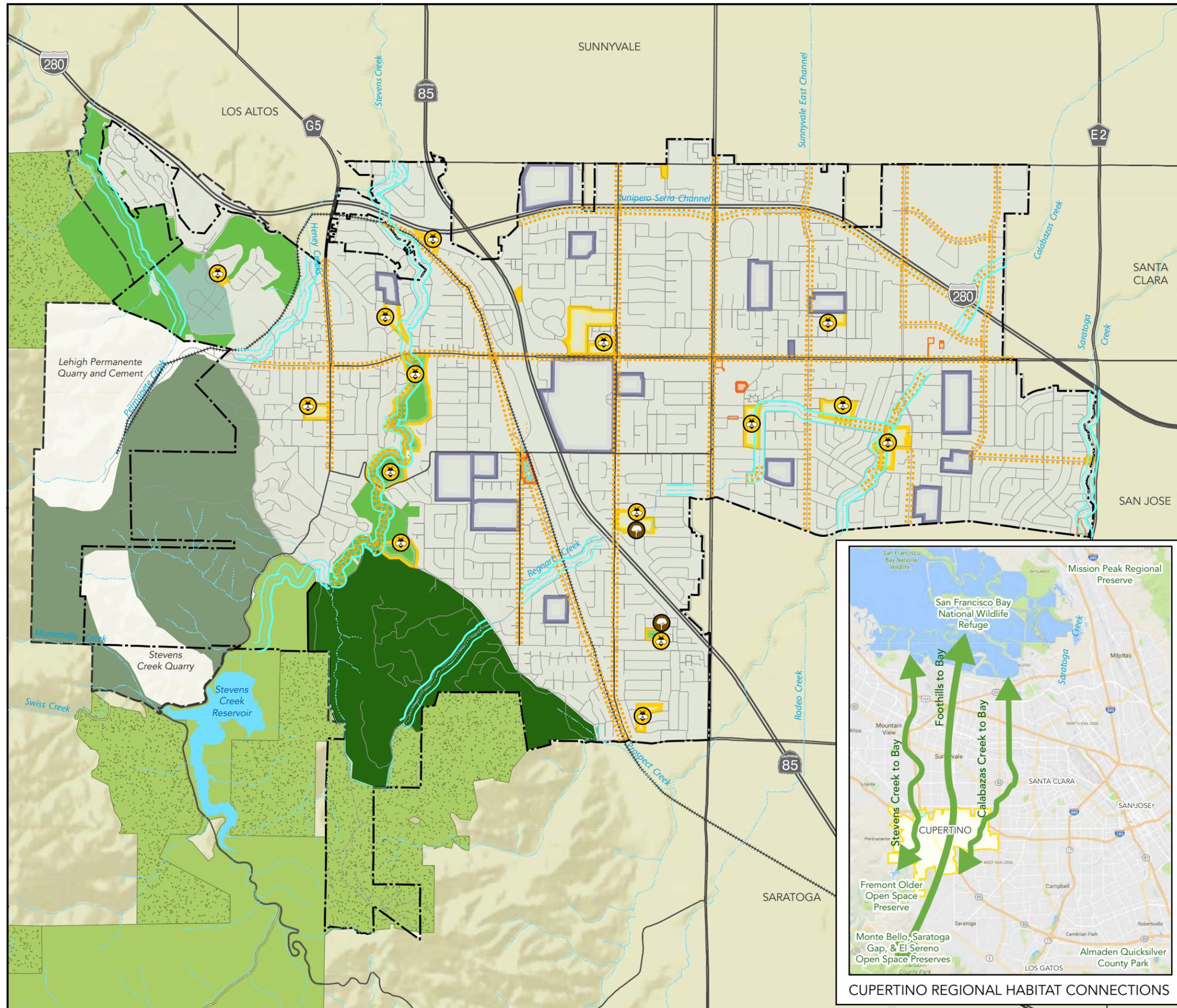
- Base Map Features**
- Cupertino City Boundary
 - Cupertino Sphere of Influence *
 - Railroad
 - Creeks and Channels
 - Water Bodies

- Opportunities for Natural Corridor Enhancement**
- Creeks/Riparian Enhancements
 - Pollinator Pathways
 - Park Forest
 - Pollinator Gardens



January 2019

Note: * per Local Agency Formation Commission
Sources: City of Cupertino and Santa Clara County, 2017.



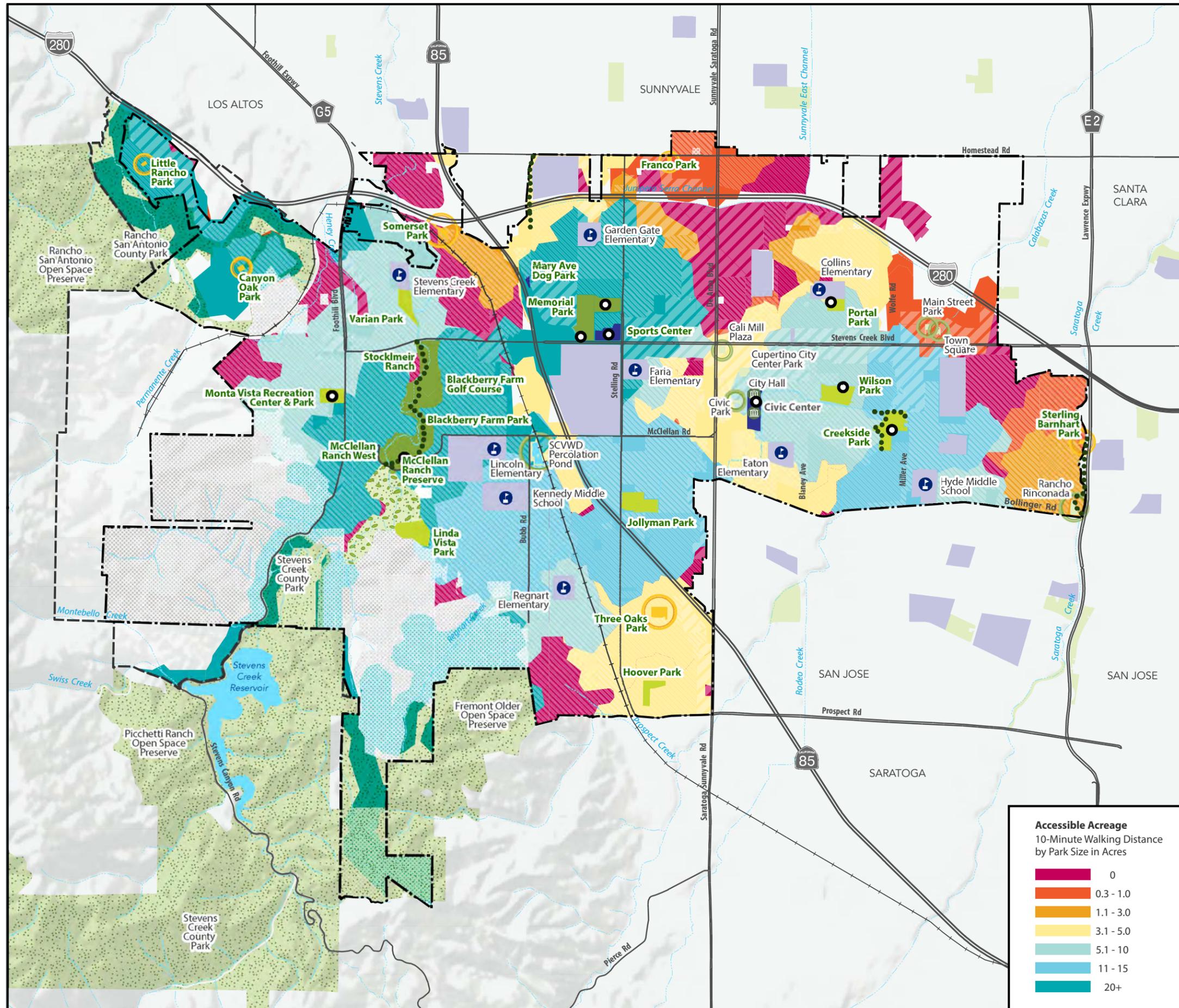
CUPERTINO REGIONAL HABITAT CONNECTIONS



Parks & Recreation System Master Plan

CUPERTINO

Map D-3: Access to All Public Park Acreage within a 10-minute walk



Cupertino Parks and Trails

- Community Parks
- Large Neighborhood Parks
- Small Neighborhood Parks
- Special Use Sites
- School Fields Managed by City
- Shared-Use Paths

Other Recreation Resources

- Local Parks Open to Public
- County Parks & Regional Open Space Preserves
- Schools and Colleges
- Golf Course

Recreation Centers/Fields

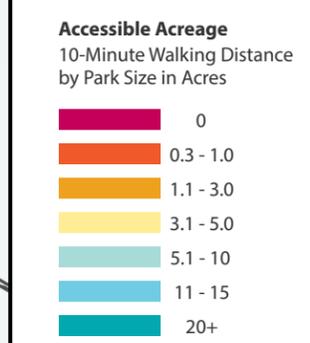
- Recreation Centers/Facilities
- Other Facilities

Base Map Features

- Cupertino City Boundary
- Cupertino Sphere of Influence *
- Railroad
- Creeks and Channels
- Water Bodies

Residential Zoning

- Mixed-Use Development / Multi-Family Residential
- Single Family Residential / Duplex
- Residential Hillside / Agricultural Residential



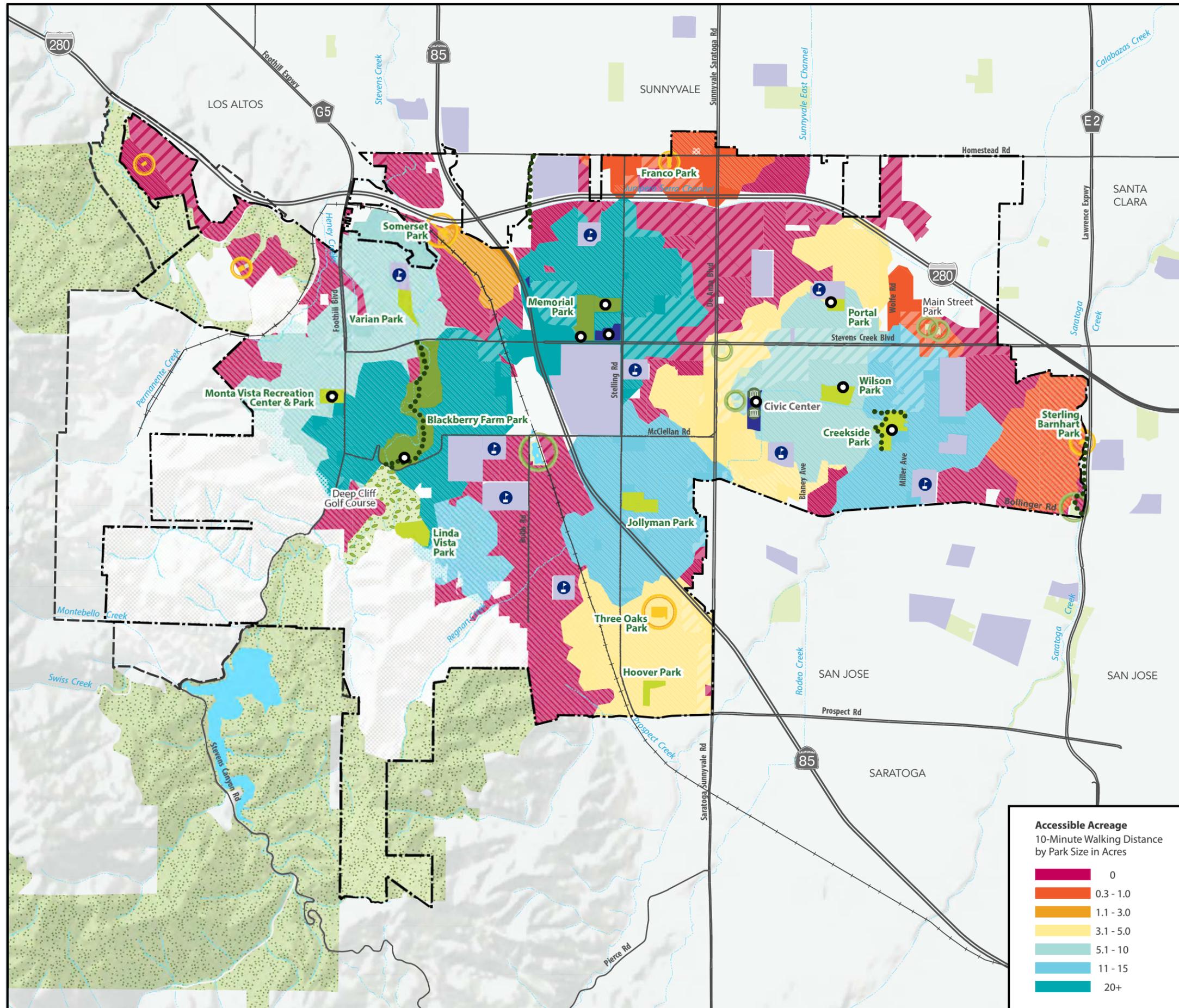
January 2019
 Note: * per Local Agency Formation Commission
 Sources: City of Cupertino and Santa Clara County, 2017.



Parks & Recreation System Master Plan

CUPERTINO

Map D-4: Access to Neighborhood-Serving Park Acreage within a 10-minute Walk



Cupertino Parks and Trails

- Community Parks
- Large Neighborhood Parks
- Small Neighborhood Parks
- Special Use Sites
- School Fields Managed by City
- Shared-Use Paths

Other Recreation Resources

- Local Parks Open to Public
- County Parks & Regional Open Space Preserves
- Schools and Colleges
- Golf Course

Recreation Centers/Fields

- Recreation Centers/Facilities
- Other Facilities

Base Map Features

- Cupertino City Boundary
- Cupertino Sphere of Influence *
- Railroad
- Creeks and Channels
- Water Bodies

Residential Zoning

- Mixed-Use Development / Multi-Family Residential
- Single Family Residential / Duplex
- Residential Hillside / Agricultural Residential



January 2019

Note: * per Local Agency Formation Commission
Sources: City of Cupertino and Santa Clara County, 2017.



E

RECOMMENDATIONS AND COSTS



E

RECOMMENDATIONS AND COSTS

introduction

The systemwide objectives and actions presented in Chapter 3 have implications for park and facility development and renovation. This appendix introduces site- and facility-specific recommendations to guide capital projects at existing parks and potential future sites. These recommendations are intended to be flexible, recognizing that additional site master planning, market studies and business plans will influence the ultimate design, development and construction of new parks, facilities and trails, along with the renovation of several key park sites. These project recommendations are intended to supplement Master Plan goals, objectives, and actions by guiding future planning, decisions on site selection and features, and project phasing.

Recommendations are divided into three matrices, based on the types and scale of the projects:

- Site-specific recommendations for existing City parks
- Recommendations for new major parks, trails and major recreation facilities

- Recommendations for added recreation elements

Following these recommendations, this appendix summarizes planning-level cost estimates and assumptions for potential new projects.

site recommendations for existing city parks

The Master Plan presents site recommendations for each existing site in the City's park inventory, including City parks and school fields currently managed by the City. For each site, Table E-1 provides the following information:

- **Acres:** Total site acreage.
- **Vision/Park Focus:** Defines the general vision for the park, the site function and purpose for site enhancements to provide overarching guidance for site improvements and added features.
- **Site Enhancement Opportunities:** Describes the specific enhancement opportunities recommended for further consideration. Notes are provided about the general timeline for evaluating potential projects, including

enhancement opportunities that may occur in the following time frames: immediate (1-2 years), short-term (2-7 years) and longer-term (8+ years). The actual phasing and sequencing of projects is opportunity-driven and may vary depending on funding, site master plans recommendations, business planning, partnerships, the lifecycle of existing facilities and similar variables. Longer-term projects also may be moved to the short term under the right circumstances, contingent on project prioritization.

- **Recommended Projects:** Each site may be suited for various types of enhancements, as noted in this section.
 - ◇ **Master Plan/Design Process:** Requires developing master plans / design concepts and /or conducting feasibility / market studies and business plans. This applies to existing sites slated for significant enhancements and facility development.
 - ◇ **Potential Major Facility Development:** Describes the opportunity to build or renovate a major facility, such as a community recreation center, aquatic facility or performing arts center (as defined in the next section of this appendix). This enhancement opportunity may include making significant upgrades to an existing facility by adding new major features. Such enhancements have the potential to change the purpose and character of the park.
 - ◇ **Potential Added Recreation Facilities:** Describes the opportunity to provide one or more unique or new features at a site, such as play areas, sports facilities,
- group gathering spaces and other diverse recreation amenities and facilities (as described in the third section of this appendix).
 - ◇ **Potential Natural Vegetation Enhancement:** Describes the opportunity to provide enhancements to existing natural features and vegetation in parks or create new features that support nature-based programs and expand natural / habitat areas at existing site.
- **Recommended Level of Investment:** Based on community priorities and site opportunities, each site is recommended for one of three different levels of investment, ranging from the greatest level of reinvestment to support multiple improvements or enhancements to a level that maintains the current function of the site:
 - ◇ **Major Reinvestment:** Consider providing extensive level of improvements / upgrades to an existing park. Major renovations may include major facilities or new, large-scale, signature park elements such as play areas, sports fields, extensive trails, considerable accessibility improvements, new picnic shelters, new restrooms etc.
 - ◇ **Minor Reinvestment:** Consider providing small- to medium-level improvements or upgrades to an existing park. Minor renovations may include a series of elements such as small park features, an enhanced play area, a seating area, trail, new / renovated sports courts, small circulation adjustments, site furnishings, plantings etc.

- ◇ **Assets Sustained/Replaced:** Ensure the existing use of the park is sustained by maintaining, improving or replacing existing facilities. This recommendation does not imply that an older or worn facility must be replaced with the same type and style of facility. It is intended to describe improvements or enhancements that do not significantly alter the existing amount or type of site use.

new major park and recreation facility recommendations

Given community priorities and needs, the City of Cupertino should explore opportunities to add new parks, trails, and major new facilities. Each of these projects would require a substantial investment, potentially in new land acquisition and/or facility construction. While partnerships and opportunities to reduce costs by renovating existing sites may be explored, Table E-2 defines these key large-scale investments, their desired amenities, and potential opportunities to address these needs. The following information is presented for each type of project:

- **Recommendation:** Describes the purpose and focus of the enhancement opportunity.
- **Potential Elements:** Provides a list of potential programs and features to include, based on community preferences, priorities and needs. Amenities, program options and uses will be determined through site master plans, facility business plans, and market studies.
- **Site Selection and Distribution:** Identifies relevant consideration when selecting sites or distributing these types of recreation across the community (where more than one park or facility providing this type of service may be provided). Using these criteria, specific sites would be identified through the completion of more detailed site master plans and other decision-making processes based on community priorities, the availability of project resources and site opportunities emerging over time. All sites should consider access, transportation, parking and transit needs.
- **Phasing/Options:** Describes a potential timeline for considering these opportunities, including options to explore collaborating with potential partners before pursuing new park or facility development. Enhancement opportunities may occur in the following time frames: immediate and short-term (1-7 years) and longer-term (8+ years). The actual phasing and sequencing of projects is opportunity-driven and may vary depending on funding, site master plans recommendations, business planning, partnerships, the lifecycle of existing facilities and similar variables. Longer term projects may be moved to the short term under the right circumstances.
- **Potential City-Owned Locations:** Identifies specific City parks or types of parks in Cupertino where the recommended enhancement or new facility could be located. Specific locations include community parks and large neighborhood parks.

- **Potential Alternate Locations:** Identifies opportunities to consider other sites that are not currently owned or managed by the City of Cupertino. These other opportunities include acquiring new land, coordinating with private partners on partner-owned land, purchasing and repurposing existing buildings, or building on sites identified through a joint-use agreement, such as a school, County or other publicly-owned space.
- **Planning Level Project Cost Estimate:** Identifies planning level cost estimates and potential ranges of costs for each project / facility added. Costs are noted in 2018 dollars, not accounting for inflation. They represent planning level estimates based on general assumptions about future park and facility development. Cost for major facilities also factor in comparables to existing facilities using publicly accessible estimates. In most cases, a base cost is provided as a conservative opinion of cost and serves as a baseline for cost considerations. Ranges are provided given the lack of detail in actual program, components, or sizing of elements.
- **Operating Cost:** Identifies order of magnitude cost assumptions for operations for added major facilities to provide a sense of the operational and staffing impacts associated with these potential new projects. Operations costs are presented using dollar symbols as defined below:
 - ◇ \$ = no new staffing; minimal impact on existing operating budgets.
 - ◇ \$\$ = minimal new staffing; modest impact on existing operating budgets.
 - ◇ \$\$\$ = moderate new staffing; facility expected to cover much or most of its staffing and programming costs over time.
 - ◇ \$\$\$\$ = extensive new staffing; facility expected to need city subsidy during early years but could cover much of its staffing and programming costs over time (~80+%).
 - ◇ \$\$\$\$\$ = extensive new staffing; facility expected to involve ongoing significant annual city subsidy.

recommendations for added recreation elements

Cupertino residents would like to see a variety of recreation amenities and facilities adding in the community. Table E-3 presents on the following different types of recreation elements and features that the City should strive to add in existing parks or other locations to meet community needs. As in the previous section, these recommendations specify the type of project recommended, the potential feature it may include, consideration for the siting and distribution of these facilities, consideration in the timing of projects or development of multiple facilities, and potential City-owned and other sites where the project may be appropriate.

Table E-1: Site Recommendations for Parks & School Fields Managed by City Revised 01/07/19

Site	Acres	Vision / Park Focus	Site Enhancement Opportunities	Master Plan/Design Process	Potential Major Facility Development	Potential Added Recreation Facilities	Potential Natural Vegetation Enhancement	Major Reinvestment	Minor Reinvestment	Assets Sustained/Replaced
City Parks and Facilities										
COMMUNITY PARKS										
Memorial Park	22.1	Community hub and multi-use, civic-focused event space	Immediate: Engage the public in developing a site master plan for Memorial Park as a community hub and multi-use, civic-focused event space. Include the presence of Quinlan Community Center, Senior Center, the Sports Center in planning Memorial Park as a community space. Consider repurposing the inactive pond, renovating the amphitheater, adding a walking path and playable water feature, enhancing the tree canopy, integrating natural features, and renovating, adding and/or expanding recreation facilities to enhance indoor and outdoor event space, community gathering space, active/healthy recreation uses and play opportunities. Clarify the role of memorials at this site, addressing opportunities to make a community-building statement and/or tribute to community cohesiveness.	√						√
			Short term: Implement Phase 1 improvements in the pond/amphitheater area. Consider nature integration, shade, ADA accessibility, pathway and seating improvements, pond re-purposing, and other elements consistent with the site master plan process.			√	√	√		
			Longer term: Phase in additional improvements, including improvements to existing facilities, development of any selected major new facilities, and the addition of recreation opportunities. Pending the site master plan, this may potentially include major facilities such as an aquatic facility, gymnasium/recreation center, senior center expansion and/or a potential performing/fine arts center at this site, as well as the addition or repurposing of facilities. Provide connections to proposed trails, bike lanes and bike routes.		√	√	√	√		
Stevens Creek Corridor	63.7	Community-focused natural area supporting environmental education, outdoor gathering and recreation consistent with protecting wildlife and habitat value	Immediate: Complete the Stevens Creek Corridor Master Plan.	√						√
			Short term: Phase in improvements as guided by the site master plan, enhancing natural/habitat areas and facilities supporting environmental education, gatherings and recreation uses, while retaining the natural character of the park. Provide connections to any extension of the Stevens Creek Trail & nearby bikeways. Provide trailhead amenities. Stabilize east creek bank at 22050 Stevens Creek Blvd. using methods employed in upstream restoration. Complete feasibility work & pursue implementation of improved pedestrian & bicycle access to Blackberry Farm Park via San Fernando Ave.			√	√	√	√	
			Longer term: Implement renovation of Stockmeir Ranch, Blackberry Farm Golf Course, Blackberry Farm Park, and/ or McClellan Ranch Preserve and West, consistent with the recommendations of the Stevens Creek Corridor Master Plan.		√	√	√	√		
LARGE NEIGHBORHOOD PARKS										
Creekside Park	13.0	Neighborhood recreation and sports hub	Short term: Evaluate opportunities (in market analysis and business plans for new facilities) to enhance the recreation building and reactivate or repurpose the concession area. Sustain existing uses.	√						√
			Longer term: Implement recreation building recommendations to modify or replace as needed and coordinate with results of Public Works' Building Condition and Use Assessment. Refresh sports fields to maintain site use as a sports hub. Consider artificial turf or other enhancements to increase the playing capacity. Consider adding a full basketball court, other sports courts, and diverse recreation elements to support sports and active uses. Consider adding nature play elements to augment the existing play area. Provide trailhead amenities and connections to existing/proposed off-street trail and proposed buffered bike lane.	√	√	√	√	√		
Hoover Park	5.0	Neighborhood park and recreation and sports space	Short term: Sustain existing uses.			√				√
			Longer term: Consider adding a community garden and diverse recreation elements. Consider providing a larger/full-size basketball court. Consider a looped walking path and restrooms.			√		√		

Site	Acres	Vision / Park Focus	Site Enhancement Opportunities	Master Plan/Design Process	Potential Major Facility Development	Potential Added Recreation Facilities	Potential Natural Vegetation Enhancement	Major Reinvestment	Minor Reinvestment	Assets Sustained/Replaced
Jollyman Park	11.2	Neighborhood and community hub for sports, recreation programs and activities	Short term: Pursue adding an all-inclusive play area, grouped seating, a picnic shelter, continuous all-weather loop path, and neighborhood-serving event utilities and infrastructure. Sustain existing uses. Respond to community request for trial off-leash dog area.	√		√	√		√	
			Longer term: Consider for location of development of major new facilities. Provide connections to bikeway improvements on Stelling Rd. Consider additional diverse amenities, such as outdoor fitness equipment/parcourse or a full-size basketball court.		√	√		√		
Linda Vista Park	11.0	Neighborhood and community hub for picnicking and nature-based recreation	Short term: Select design concept to repair or repurpose the inactive ponds. Sustain existing uses.							√
			Longer term: Repair or renovate the ponds (per 2014 technical report). Consider adding neighborhood-serving event utilities and infrastructure, a picnic shelter or pavilion, a destination nature play and/or water play area, and diverse recreation elements, potentially including adventure and challenge elements. Consider a community or demonstration, healing or rain garden. Provide trailhead amenities and connections to the proposed off-street trail. Consider installing outdoor exercise equipment in addition to, or as replacement for, existing parcourse equipment.	√		√	√		√	
Monta Vista Park & Recreation Center	6.2	Neighborhood recreation and sports hub	Short term: In conjunction with the major facility business plans, explore opportunities to relocate or expand the gymnastics/martial arts & preschool programs to other facilities. Consider temporary options to expand play opportunities near the preschool. Consider restriping tennis court(s) to share for pickleball. Sustain existing uses.	√		√			√	
			Longer term: Address the renovation or replacement of the existing gymnastics and preschool buildings based on major facility recommendations and in coordination with Public Works' Building Condition and Use Assessment. Consider adding a full basketball court, picnic shelter, neighborhood-serving event utilities and infrastructure, and other diverse recreation elements. Provide connections to proposed bikeway.	√	√	√	√	√		
Portal Park	3.8	Neighborhood park and gathering space	Short term: Sustain existing uses. Improve walkway lighting and signage. Explore options to share adjacent school parking.							√
			Longer term: Consider adding shading to the picnic area, grouped seating, nature play area, and diverse recreation elements, such as badminton, bocce/lawn bowling, and/or games to support small group gatherings. Improve connections to the adjacent school. Re-evaluate the location and use of the recreation building, considering relocating the building or the preschool-age and child programming or adding indoor restrooms, and in coordination with Public Works' Building Condition and Use Assessment. Provide connections to the proposed bike boulevard and adjacent neighborhoods.	√		√	√		√	
Varian Park	6.3	Neighborhood park with tennis, passive recreation, orchard and habitat focus	Short term: Consider expanding or replacing play area with nature play area and/or thematic play elements. Consider restriping tennis court(s) to share for pickleball. Consider other enhancements for outdoor recreation diversity (per Table 3). Sustain existing uses.			√	√		√	
			Longer term: Consider diverse recreation elements focused on passive uses and nature education. Consider community garden, outdoor classroom, pollinator patches and interpretive signage. Maintain connections to adjacent school. Provide trailhead amenities and connections to proposed bikeway.			√	√		√	
Wilson Park	9.9	Neighborhood and community hub for sports, recreation and activities	Short term: Consider adding neighborhood-serving event utilities and infrastructure, picnic shelter, and a large/full-size basketball court. Sustain existing uses.			√	√		√	
			Longer term: Evaluate use of and desirability of renovating/replacing the ceramics building, particularly if ceramics can be incorporated into a fine arts or recreation facility, and in coordination with Public Works' Building Condition and Use Assessment. Consider a wider, maintenance-friendly loop path, community garden, variety of sports courts, activity hubs, and diverse recreation elements, including those that provide challenge elements. Consider full-size basketball court. Provide trailhead amenities and connections to nearby bikeways and proposed off-street trail. If desired, a sport field can fit on the east portion of the site (with relocation of the central play area and picnicking reconfiguration).	√	√	√	√	√		

Site	Acres	Vision / Park Focus	Site Enhancement Opportunities	Master Plan/Design Process	Potential Major Facility Development	Potential Added Recreation Facilities	Potential Natural Vegetation Enhancement	Major Reinvestment	Minor Reinvestment	Assets Sustained/Replaced
SMALL NEIGHBORHOOD PARKS										
Canyon Oak Park	0.6	Play node for local use	Short and longer term: Maintain orientation to the view of open space. Sustain existing uses.				√			√
Franco Park	0.6	Neighborhood park	Short and longer term: Sustain existing uses. Consider adding shade, small group seating area and activity nodes. Provide connection to proposed bike lane. Improve pedestrian and bicycle access from Franco Court; evaluate possible on-street parking and crosswalk to Franco Court access point.			√			√	
Little Rancho Park	0.3	Play node for local use	Short and longer term: Sustain existing uses.							√
Somerset Park	1.3	Neighborhood park	Short term: Sustain existing uses. Longer term: Consider adding a community garden, dog area, and/ or larger basketball area. Provide trailhead amenities and connections to the De Anza Trail if it is implemented.			√	√		√	
Sterling Barnhart Park	0.5	Play node with trail connection	Short and longer term: Sustain existing uses. Consider impacts of extension of Saratoga Creek Trail.				√			√
Three Oaks Park	3.1	Neighborhood park with nature emphasis	Short term: Sustain existing uses. Longer term: Look to address successional tree plantings to maintain character. Consider adding nature play area and repurposing or improving the southeasterly rock play area. Consider adding neighborhood-serving event utilities and infrastructure, and diversifying recreation opportunities.			√	√		√	
SPECIAL USE SITES										
Civic Center										
Civic Center Plaza/Community Hall	1.0	Multi-use civic space for gathering and programming	Short and longer term: Evaluate Civic Center Master Plan in relation to major new facility discussions to clarify use of Civic Center, Community Hall and adjacent areas. Sustain existing uses in the short term.	√	√			√		
Library Field	3.0		Short term: Sustain existing uses pending decision on implementation of Civic Center Master Plan and cricket field long-term location. Longer term: Consider the addition of major facilities, relocation of cricket field if a better site is identified, and long-term development as civic center event space.	√	√	√	√	√		√
Mary Avenue Dog Park	0.5	Dog park and community gathering site	Short and longer term: Enhance existing use. Consider adding shade, varied terrain, small group seating areas, dog amenities.			√	√		√	
Cupertino Sports Center	6.2	Indoor/outdoor sports hub	Short term: Revisit site use in the Memorial Park Master Plan and facility business plan associated with the development of a Gymnasium Complex & Multi-use Recreation Facility. Plan to re-locate the teen center to a different location to optimize teen access and re-purpose teen area for sport uses. Longer term: Renovate the facility, potentially adding recreation uses compatible with the Memorial Park Master Plan, facility business plan and Public Works' Building Condition and Use Assessment.	√						√
					√	√		√		
TRAIL CORRIDORS										
Don Burnett Bicycle-Pedestrian Bridge & Trail	4.0	Regional connectivity and native plantings	Short and longer term: Encourage connections between school, parks, and regional destinations. Consider improved habitat plantings that provide year-round beauty and seasonal interest.				√		√	
Creekside Park and Regnart Creek Trail	0.4	Local connectivity, park access and riparian corridor protection	Short and longer term: Consider adding trail amenities, enhancing and protecting the riparian corridor, and adding green infrastructure. Encourage connections between school, parks and trail.				√		√	
Saratoga Creek Trail	4.7	Regional connectivity and riparian corridor protection	Short and longer term: Consider adding trail amenities, enhancing and protecting the riparian corridor, and adding green infrastructure. Encourage connections to regional destinations.				√		√	

Site	Acres	Vision / Park Focus	Site Enhancement Opportunities	Master Plan/Design Process	Potential Major Facility Development	Potential Added Recreation Facilities	Potential Natural Vegetation Enhancement	Major Reinvestment	Minor Reinvestment	Assets Sustained/Replaced
Stevens Creek Trail	-	Local connectivity, park access and riparian corridor protection	Short and longer term: Consider adding trail amenities and green infrastructure. Encourage connections between trail, City parks, County parks and nearby schools. Work with the County to implement a pedestrian-bicycle access to Rancho San Antonio from Stevens Creek Blvd. with parking/trailhead amenities per the adopted Joint Cities Coordinated Stevens Creek Trail Feasibility Study. Continue to implement habitat restoration and to protect the riparian corridor. Install interpretive signage/ elements including for historical resources.				√		√	
SCHOOL FIELDS (currently managed by city)										
Collins Elementary School	2.5	Sports fields and recreation facilities	Short and longer term: Encourage connections and shared uses between school and Portal Park. Pursue partnerships with School District to improve public access or to add or enhance recreation facilities to address nearby needs. Encourage connections to proposed bikeways. Continue joint-use agreement for sport field use & explore options to broaden sharing of facilities.			√			√	
Eaton Elementary School	4.5	Sports fields and recreation facilities	Short and longer term: Continue joint-use agreement for sport field use & explore options to broaden sharing of facilities. Encourage connections to proposed bikeway.							√
Faria Elementary School	4.2	Sports fields and recreation facilities	Short and longer term: Pursue partnerships with School District to improve public access or to add or enhance recreation facilities to address nearby needs. Continue joint-use agreement for sport field use & explore options to broaden sharing of facilities.			√			√	
Garden Gate Elementary School	2.9	Sports fields and recreation facilities	Short and longer term: Pursue partnerships with School District to improve public access or to add or enhance recreation facilities to address nearby needs. Encourage connections to proposed bikeway. Continue joint-use agreement for sport field use & explore options to broaden sharing of facilities.			√			√	
Hyde Middle School	7.8	Sports fields and recreation facilities	Short and longer term: Pursue partnerships with School District at Hyde Middle and/or nearby Sedgewick Elementary to improve public access or to add or enhance recreation facilities. Encourage connections to proposed bikeway. Continue joint-use agreement for sport field use & explore options to broaden sharing of facilities.			√			√	
Kennedy Middle School	13.3	Sports fields, recreation facilities and trail/school access	Short and longer term: Encourage connections between school, proposed trail and nearby parks. Continue joint-use agreement for sport field use & explore options to broaden sharing of facilities.							√
Lincoln Elementary School	3.1	Sports fields and recreation facilities	Short and longer term: Continue joint-use agreement for sport field use & explore options to broaden sharing of facilities. Encourage connections to proposed bikeway.							√
Regnat Elementary School	4.1	Sports fields, recreation facilities and trail/school access	Short and longer term: Encourage connections between school, proposed trail and nearby parks. Pursue partnerships with School District to improve public access or to add or enhance recreation facilities. Continue joint-use agreement for sport field use & explore options to broaden sharing of facilities.			√			√	
Stevens Creek Elementary School	3.1	Sports fields, recreation facilities, park/school connections, trail/school access.	Short and longer term: Encourage connections and shared uses between school and Varian Park and connections to proposed bikeway. Continue joint-use agreement for sport field use & explore options to broaden sharing of facilities.							√

	Recommendation	Potential Elements [Amenities, program options and uses will be determined through site master plans, facility business plans, and market studies]	Siting/ Distribution	Project Approach	Potential City-Owned Locations												Potential Alternate Locations	Planning Level Project Cost Estimate (per project)**	Operating Cost****			
					Community/Large Neighborhood Parks																	
					Memorial Park	Creekside Park	Jollyman Park	Civic Center/Library Field	Wilson Park	Stevens Creek Corridor	Portal Park	Monta Vista Park	Linda Vista Park	Hoover Park	Varian Park	Special Use Sites				Potential Acquisition	Public-private partnership	Other/Repurposed Building
Potential New Major Features																						
Aquatics Facility	Provide year-round swimming facility designed for recreation and instructional swimming, aquatic exercise / lap swimming, and pool events.	<ul style="list-style-type: none"> -lap pool -warm water instructional pool -recreation pool -hot tub -zero depth entry -lazy river -water play features -support spaces such as lifeguard/office space, locker rooms, family changing rooms, outdoor showers, storage, mechanical space, lounge/spectator areas -cost recovery features such as all-purpose spaces, birthday party rooms, concessions, and rental features -nearby parking 	Develop one facility in an accessible location; consider sites in central and east Cupertino or opportunities to co-develop with another centralized major facility to increase programming options. Provide parking and access via arterial/collector street, ideally near transit. Provide a minimum of 2-3 acres. Could be co-located with another identified proposed or existing facility.	<p>Short term: Prepare a market analysis and business plan to finalize site selection and program elements and define anticipated operating costs. Phasing to be dependent on business plan. Explore partnership and acquisition opportunities. Acquire land if needed. Consider as part of the Memorial Park Master Plan.</p> <p>Longer term: Build new facility.</p>	X	X	X		X								X	X			\$45-60,000,000	\$\$\$\$\$
Gymnasium Complex & Multi-use Recreation Center	Provide a multi-generational gymnasium complex and recreation center to provide sports court spaces and support other activities.	<ul style="list-style-type: none"> -full size basketball court(s) with bleachers and dividing walls -volleyball, badminton, pickleball space or overlays -fitness studios -gymnastics space -multipurpose rooms for smaller court sports and other activities -senior fitness room -multi-purpose rooms (reservable) and meeting rooms -program space -social space/coffee kiosk -teen room -childcare room -possible additional features such as climbing wall; rooftop/elevated track -locker rooms, family changing rooms -office space -lobby/front desk/reception -equipment room and storage -nearby parking 	Develop one centrally located facility; could be co-located or combined with other major facilities. Ensure additional space for parking and grounds with access via arterial/collector street. Nearby transit desirable. This facility would have synergy with an Aquatics Center or a Teen Center.	<p>Short term: Prepare a market analysis and business plan to finalize site selection and program elements and define anticipated operating costs. Consider as part of the Memorial Park Master Plan. Evaluate Memorial Park, Creekside, Jollyman, and Wilson Park as potential locations. Explore partnership and joint use opportunities.</p> <p>Longer term: Plan, design, develop and operate a multi-generational gymnasium and multi-use recreation center complex. Consider multi-story design solutions and rooftop use.</p>	X	X	X		X								X	X		X	\$30-40,000,000	\$\$\$

	Recommendation	Potential Elements [Amenities, program options and uses will be determined through site master plans, facility business plans, and market studies]	Siting/ Distribution	Project Approach	Potential City-Owned Locations											Potential Alternate Locations	Planning Level Project Cost Estimate (per project)***	Operating Cost****					
			Site Selection and Distribution*	Phasing/Options**	Community/Large Neighborhood Parks											Potential Acquisition			Public-private partnership	Other/Repurposed Building	Joint-Use Facility		
					Memorial Park	Creekside Park	Jollyman Park	Civic Center/Library Field	Wilson Park	Stevens Creek Corridor	Portal Park	Monta Vista Park	Linda Vista Park	Hoover Park	Varian Park							Special Use Sites	
Potential Major Facility Enhancements																							
Expanded Senior Center or Services	Provide additional recreation space for older adults, and both frail and active seniors. Incorporate senior space into a multi-generation facility, such as as gymnasium complex/recreation center.	-2-story addition with elevator access to second floor (if existing center expanded) -exercise rooms or half-court gym space -multi-age programming space for frail to active seniors -arts & crafts room -music rooms of different sizes with presentation capacity -additional classrooms and meeting rooms -private consultation/health/conference room -front desk/reception area -office space -storage -accessible parking and drop off areas -parking lot circulation improvements -outdoor low impact game space, gardens, and activity areas	Expand existing Senior Center and consider other locations to expand distribution of senior activities. Co-locate senior activities in other recreation areas to encourage multi-age programming as well as a range of offerings for frail to active seniors.	Short term: Conduct survey to evaluate interest in alternative locations as well as alternative recreation opportunities; explore potential locations based on results. Develop mobile activities as a test pilot to gauge interest in new locations and new programs. Explore partnership opportunities. Conduct a facility evaluation to evaluate and implement facility renovations that would enhance the function, capacity and financial sustainability of the Senior Center. Longer term: Consider potential Senior Center renovations, and providing older adult recreation with multigenerational gymnasium complex, performing/fine arts center, or other major facilities.	X												X	X	X	X	\$15-25,000,000	\$\$\$	
Other Replaced or Repurposed Existing Building	Re-evaluate and consider replacement or repurposing of existing aging, worn or underperforming buildings in conjunction with the development of new facilities.	-range of options including removing or replacing buildings with new buildings or additional recreational facilities -projects dependent on major facility development and considerations	Re-evaluate the following aging facilities: -Monta Vista buildings (preschool, gymnastics/martial arts) -Wilson Park ceramics building -Portal Park stand-alone building -Stevens Creek Corridor aging infrastructure, consistent with outcomes of Stevens Creek Corridor Master Plan (Stockmeir Ranch house, Blue Pheasant/Pro Shop, Blackberry Farm pool complex, McClellan Ranch Barn, former residence at 22050 Stevens Creek Blvd., etc.)	Short term: Continue to maintain existing facility without significant reinvestment. Consider reuse of buildings and space in conjunction with other major facilities. Coordinate with results of Public Works' Building Condition and Use Assessment. Longer term: Renovate, replace or relocate buildings.					X	X	X	X											

* Note: Sites will be determined through site master plans, trails plans and other decision-making processes based on community priorities, the availability of project resources and site opportunities emerging over time. All sites should consider access, transportation, parking

** Note: The actual phasing and sequencing of projects is opportunity-driven and may vary depending on funding, site master plans recommendations, business planning, partnerships, the lifecycle of existing facilities and similar variables. Longer term projects may be moved to the short term under the right circumstances.

***See PLANNING LEVEL COST ASSUMPTIONS & ESTIMATES for further delineation of assumptions.

Key to Operations Costs:

\$ = no new staffing; minimal impact on existing operating budgets

\$\$ = minimal new staffing; modest impact on existing operating budgets

\$\$\$ = moderate new staffing; facility expected to cover much or most of its staffing and programming costs over time

\$\$\$\$ = extensive new staffing; facility expected to need city subsidy during early years but could cover much of its staffing and programming costs over time (~80+%)

\$\$\$\$\$ = extensive new staffing; facility expected to involve ongoing significant annual city subsidy

	Recommendation	Potential Elements [Amenities, program options and uses will be determined through site master plans, facility business plans, and market studies]	Siting/ Distribution	Project Approach	Potential City-Managed Locations													Potential Alternate Locations	Planning Level Project Cost Estimate (per project)										
			Site Selection and Distribution	Phasing/Options**	Community/Large Neighborhood Parks										Trail Corridors	School Fields	Potential Acquisition	Public-private partnership		Other/Repurposed Building	Joint-Use Facility								
					Memorial Park	Creekside Park	Jollyman Park	Civic Center/Library Field	Wilson Park	Stevens Creek Corridor	Portal Park	Monta Vista Park	Linda Vista Park	Hoover Park								Vaiban Park	Three Oaks Park	Somerset Park	Small Neighborhood Parks				
Gardens	Provide more opportunities for community gardens. Pursue a healing garden. Consider opportunities for gardens of other types in parks, such as demonstration gardens, rain gardens and orchards.	<ul style="list-style-type: none"> For community gardens: <ul style="list-style-type: none"> -combination of in-ground, raised beds, and accessible planting areas -individual reservable plots and group spaces -fencing, water, composting/green waste recycling -seating, shade Healing garden: <ul style="list-style-type: none"> -garden showcasing healing plants -informational/educational elements Other gardens: <ul style="list-style-type: none"> -demonstration garden showcasing methods of gardening or different plant palettes such as organic gardening techniques, xeriscaping, native species, plantings for pollinators, birds and wildlife -bird baths and bird houses -rain garden and stormwater garden elements -orchards or permaculture plantings -sister city-inspired gardens 	<p>Provide 1-2 new community gardens at a site agriculturally suitable for growing, based on aspects such as soil conditions, topography and solar access. Geographically disperse from existing facility at McClellan Ranch. Consider locations suitable to support educational and social use, such as near a school or senior center.</p> <p>Identify a venue for a healing garden that is agriculturally suitable and can accommodate intended features and visitorship.</p>	<p>Short Term: Develop a community garden implementation plan that identifies suitable sites and priorities for implementation. Add at least one community garden in an underutilized area or unneeded lawn area within a park, preferably in an area with higher density population.</p> <p>Longer Term: Evaluate demand and needs for additional community gardens. Select a location and support implementation of a healing garden. Consider development of other types of horticultural gardens.</p>				X		X	X	X	X	X	X	X	X										X	\$500,000 for community garden	
Outdoor Recreation Diversity	Provide a broader range of outdoor recreation opportunities, including facilities that support individual and group activities, with a broad range of varied challenge levels. Diversify facilities to appeal to Cupertino's diverse population and reflect Cupertino's unique character.	<ul style="list-style-type: none"> -loop paths & mile markers -outdoor fitness equipment -bocce, lawn bowling or petanque -outdoor table tennis (ping pong) -outdoor chess -badminton -volleyball -pickleball -futsal -tai chi -disc golf -bike skills area/pump track -parkour obstacle course -climbing spire -zip line -outdoor "living rooms" -family-style long tables -thematic play areas -sound garden -self-directed hike/app stations -other facilities to respond to new trends and diverse cultural needs 	<p>Provide at least one unique feature or facility at every community park and large neighborhood park. Consider smaller unique elements at other sites, or use art, colors, and facility choices to create different recreation and play experiences.</p>	<p>Short Term: Plan and develop one pilot project at one park to add diversity elements in the first year. Then rotate through parks and update one to two parks a year with new elements. Implement an outdoor table tennis pilot program at 1-2 sites by year 2 to evaluate usage and interest. Identify a suitable site and implement installation of outdoor fitness equipment during years 3-5.</p> <p>Longer Term: Continue rotating through parks and update one to two parks a year. Evaluate options to add more diverse and unique features whenever existing facilities are renovated or replaced.</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X										\$100,000/year
Improved Comfort & Amenities	Provide amenities to create welcoming, inclusive, safe, and comfortable parks for people of all ages and cultural groups. Integrate amenities to reflect park character.	<ul style="list-style-type: none"> -seating with shade through structures or plantings -shade shelters (with movable tables/chairs, picnic tables, or other seating) -variety of seating options and groupings -restrooms where appropriate -drinking fountains/ bottle fillers/ dog drinking dishes -lighting -trash/recycling receptacles -parking -permeable paving -bike racks, docking stations -alternative transportation pickup/drop offs -art (playable, integrated, stand-alone, and/or temporary displays) -signage and wayfinding -interpretive elements, information kiosks -wifi -co-working stations/outdoor work space -multilingual or icon-based signage 	<p>Consider needs at all parks. (Small neighborhood parks may not need restrooms or parking, e.g.)</p>	<p>Short Term: Update amenities and furnishings at 1-2 sites in conjunction with other park projects. Prioritize parks with trails, with active walkers and that lack shade.</p> <p>Longer Term: Seek to provide comfort improvements at one site every year, distributed throughout the system.</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X										\$100,000/year

planning level cost assumptions & estimates

This section presents planning-level cost estimates and costing assumptions.

These opinions of costs are noted in 2018 dollars and do not account for inflation. They represent planning level estimates reflecting general assumptions about future park and facility development. Construction costs are noted based on MIG experience in costing parks with similar amenities. Cost for major facilities also factor in comparables to existing facilities using publicly accessible estimates. In most cases, a base cost is provided as a conservative opinion of cost and serves as a baseline for cost considerations. Ranges are provided given the lack of detail in actual program, components, or sizing of elements.

These planning level costs may be used to guide next steps in implementing capital improvement projects. All costs will need refining through facility and site master planning efforts, and/or during the development of design and construction documents. Changes to project scopes and programming, combining or separating facilities, acquiring land or building at City-owned sites, or introducing phases to development will all have impacts to costs. Given the current volatility in land price and construction costs, all costs will also need adjustment for inflation and current construction conditions at the time of implementation. Current construction cost rise in the San Francisco Bay Area is considerably higher than the cost of living inflation rate, so it will be important to apply appropriate inflation

adjustments. For example, if construction cost rise is 5% / year, then cost of construction will be 1/3 higher within 6 years.

New Parks and Major Recreation Facilities

Costs associated with Table E-1: Planning Level Costs for New Major Park & Recreation Facilities are described below. Project costs are based on an estimated construction cost, plus a 65% allowance for ‘soft’ costs such as design, engineering, environmental clearance, project management, construction inspection and testing, and other expenses. The total project cost therefore allocates 60% to construction and 40% to other costs. Estimates do not include land acquisition or new parking, as those expenses cannot be accurately estimated at this time. Note: No costs are identified for New Trails and Trail Corridors, which should reference Public Works’ construction costs.

Neighborhood Park (Per 3-Acre Park)

Land Acquisition	TBD¹
Project Estimate	\$10-15,000,000²
Operating Cost	\$\$

¹ Land acquisition is too variable to anticipate as it is dependent on a variety of factors including but not limited to numbers and size(s) of parcel(s) and whether land is purchased, gifted, provided in lieu or a joint-use site. However, current data for Cupertino indicates that the value of land suitable for a park is approximately \$10M/ acre in 2018.

² Project estimate assumes development of a 3-acre site with \$60 per square foot costs which accommodates a range of site improvements

including concrete formwork, landscaping, infrastructure, and facilities such as play areas with synthetic safety surfacing, sports courts, game tables and activity hubs, picnic tables and seating, possible small shade shelter, and open grass areas for play. Costs will likely need to be updated based on the site master plan and any phasing. This cost is per 3-acre site. Smaller parks incur higher maintenance costs per acre than larger ones.

Aquatics Facility

Land Acquisition	TBD ¹
Project Estimate	\$45-60,000,000 ²
Operating Cost	\$\$\$\$

¹ Land acquisition is too variable a cost to anticipate as it is dependent on a variety of factors including but not limited to size of parcel(s) or whether the parcel is already City-owned, purchased, gifted, or provided in lieu. Additional considerations are whether it is a joint-use facility on other lands or developed with a partner; or whether an aquatics facility is built as a standalone facility or combined with another facility, such as a gymnasium complex.

² Project estimate is a starting point and assumes a construction budget of ~\$30,000,000. This is based on recent aquatic center studies. This is a placeholder and will need to be updated based on the program and size developed during a site master planning effort.

Gymnasium Complex and Multi-Use Recreation Center

Land Acquisition	TBD ¹
Project Estimate	\$30-40,000,000 ²
Operating Cost	\$\$\$

¹ Land acquisition is too variable a cost to anticipate as it is dependent on a variety of factors including but not limited to size of parcel(s) or whether the parcel is already City-owned, purchased, gifted, or provided in lieu. Additional considerations are whether it is a joint-use facility on other lands or developed with a partner.

² Project estimate assumes a construction budget of ~\$20-25,000,000 based upon recent construction of nearby gyms and athletic centers, which are used as a guide until the space programming for the building is determined in the site master planning effort.

Performing/Fine Arts Center

Land Acquisition	TBD ¹
Project Estimate	\$60-100,000,000 ²
Operating Cost	\$\$\$\$

¹ Land acquisition is too variable a cost to anticipate as it is dependent on a variety of factors including but not limited to size of parcel(s) or whether it is purchased, gifted, or provided in lieu. Additional considerations are whether it is a joint-use facility on other lands or developed with a partner.

² Project estimate assumes a construction budget of \$40-55,000,000. This is based on costs of similar projects. This is a placeholder and will need to be updated based on the program and size developed during a site master planning effort..

Enhanced Teen Services

Teen services are anticipated to be a programmatic expansion accommodated in a major facility of another type (such as a gymnasium/recreation center or performing

arts venue) or provided via a partnership. Additionally, providing enhanced teen services could be addressed through programs with limited capital improvements (e.g., not a teen-specific venue). Consequently, no capital costs are noted here. Capital improvement costs should be considered if a separate teen venue is considered or a teen venue is proposed at a partner site, such as a school.

Enhanced Senior Services – Senior Center Addition

Land Acquisition	N/A ¹
Project Estimate	\$15-25,000,000 ²
Operating Cost	\$\$\$

¹Additional senior services are recommended as an expansion of the existing center at Memorial Park or in conjunction with another facility (such as a performing/fine arts center). For this reason, no acquisition costs are noted here.

²Project estimate is directly related to the program changes and the type and amount of improvements. Assuming that changes would require expansion of the building, a ~\$10-15,000,000 construction budget is a placeholder and will need to be updated based on the program and size developed during a site master planning effort.

Other Replaced or Repurposed Existing Building

The need for new or replacement buildings at parks such as Portal, Monta Vista or Wilson should be coordinated with the results of the Public Works facility assessment evaluation study that is currently underway.

added recreation elements

Costs associated with Table E-2: Planning Level Costs for Added Recreation Elements are noted below. Planning level costs are identified for one of each type of amenity, based on the assumptions noted below.

Nature Play Area

Project Estimate	\$300,000 ¹
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¹Cost varies based on the size, number of components, and complexity of the nature play. This cost assumes construction of a modest nature play component added to an existing play area without utility coordination or water play.

Universal/All Inclusive Play Area

Project Estimate	\$1,000,000-2,000,000 ¹
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¹Cost varies based on the size of the area being developed, number and type of components, whether it is a full play area renovation or additions to an existing play area, and complexity of the universal/all-inclusive play. This cost assumes construction of an all-inclusive play space adjacent to an existing play area. A full-size, destination, all-inclusive play area similar to ‘Magical Bridge’ or Rotary PlayGarden would be in the \$5M+ range.

Water Play

Project Estimate	\$1,000,000-2,000,000 ¹
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¹Cost varies based on the size, number/type of components, and complexity of the water play and utility coordination. This cost assumes construction of water play adjacent to an existing

play area with accessible potable water and utility connections, similar in size to the one at John D. Morgan Park in Campbell.

Improved Outdoor Event Space

Project Estimate	\$1,000,000-2,000,000¹
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¹ Cost is a starting point and is based on an allowance of \$200-500,000 per park site and improvements at 2-4 sites, but is dependent on the park site plan, programming needs, location and capacity of existing infrastructure and utilities, and the extent of the changes. The cost assumes some electrical work, lighting, loading areas, event hardscape, and supporting amenities. Costs will vary depending on the type and size of stage/event area, parking and circulation improvements if needed, and existing utility and infrastructure capacity. Costs will need to be updated based on the concept plan for each park and current construction conditions.

Multi-Use Sport Field

Project Estimate	\$2,500,000+¹
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¹ Cost is a starting point and is based on ~\$1,500,000 of improvements but is dependent on the site master plan, existing infrastructure, and the extent of the changes. This assumes one regulation soccer/multi-use field with lawn or artificial turf, irrigation, and some site amenities. Multiple baseball or softball fields would be more expensive given the additional fencing, backstops etc. This cost does not include field lighting. Costs will need to be updated based on the concept plan/site master plan and current construction conditions.

Cricket Field

Project Estimate	\$5,000,000+¹
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¹ Cost is based on ~\$3,000,000 of improvements but is dependent on the site master plan and the extent of the changes. This assumes a cricket field appropriate for practice and adult play but not a cricket stadium or regional facility. Costs will need to be updated based on the site master plan and current construction conditions.

Dog Park/Dog Area

Project Estimate	\$600,000¹
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¹ Cost varies based on the extent of the changes. The estimate is a starting point based upon ~\$350,000 construction cost and assumes that a dog area is added to an existing park of a size similar to the Mary Avenue Dog Park. Cost would increase depending on the size of the dog area, whether there are water features or dog skills training components, and if surfacing is other than lawn or decomposed granite. This cost will need to be updated based on the site master plan and current construction conditions.

Basketball Court

Project Estimate	\$250,000+¹
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¹ Cost varies based on the scope of a regulation size court and some limited adjacent seating. This cost will need to be revised based on what other improvements are included, such as pathways, lighting, utilities or additional seating.

Pickleball Courts

Project Estimate– Restripe Existing Courts	\$30-40,000+¹
Project Estimate – Construct a New 8-Court Complex	\$500-600,000²

¹ The estimate for “Restripe Existing Courts” is based on a painted overlay to ~4 existing tennis courts with surface cleaning and sealing, and funding for net improvements.

² The estimate for Construct a new 8-court complex is based on a ~\$50,000/court price. This assumes courts are clustered with perimeter fencing. This cost will need to be revised based on the site master plan; what other improvements are included beyond the court and some fencing, such as fencing between courts, site amenities, lighting, etc.; and current construction conditions.

Community Gardens

Project Estimate	\$500,000¹
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¹ Cost is for a community garden and is dependent on the size of the garden area, the amenities provided, the availability of potable water, the number of raised beds, etc. This cost is based on a construction budget of ~\$300,000 and would accommodate at-grade beds, some raised beds, hose bibs, access route, and perimeter fencing. This cost assumes the creation of a community garden area in an existing park with available nearby potable water. A large facility, such as that at McClellan Ranch, a healing garden, or demonstration garden would be more expensive.

Outdoor Recreation Diversity

Providing additional outdoor recreation diversity has a range of costs from \$500 for nets and standards for badminton to \$2,000-5,000 for outdoor table tennis, chess tables, benches, to \$30,000 for structured parkour (obstacle course) elements or outdoor fitness equipment and beyond. Pilot programs could explore a variety of options including temporary options, outdoor games like a giant Jenga or portable climbing wall, to build and test interest. Elements could rotate through different parks. Other elements could be permanent to provide a range of small and larger scale additions to existing amenities, with a few sites each year receiving something new to add to their offerings. A yearly allocation of \$100,000 or more would allow for a variety of new elements to be added at sites throughout the system to create additional interest and address the needs of a larger, more diverse population.

Improved Comfort & Amenities in Parks

Providing additional shade, seating, potable water, signage, lighting, bike racks, art and restrooms throughout the park system will provide all users with a higher level of comfort and interest to each facility. These amenities can be added incrementally over time with a few parks receiving comfort improvements each year. These improvements range in cost with new trees costing \$250 and other amenities costing more. A yearly allocation of \$100,000 would allow a few parks a year to have a wide range of comfort improvements customized each park’s specific needs.

Natural Vegetation Enhancements

Providing natural vegetation enhancements includes a range of improvements to reduce manicured areas and provide for natural systems and habitats. As part of standard landscape maintenance, underutilized lawn areas throughout the system could be converted to native plantings and habitat areas; this will require a change in maintenance practice but may reduce the amount of time needed to maintain the areas. Larger restoration and habitat enhancements have greater cost but small, incremental efforts can be pilot programs. These enhancements can be coordinated with neighborhood groups and partners to implement and/or events, such as quarterly invasive plant removal efforts, can be organized. A yearly allocation of \$100,000 or more would allow for a variety of these enhancements to be implemented with ongoing efforts to reduce lawn and water usage in the landscape, provide more dynamic and lively habitats throughout the City, as well as provide visual interest and green infrastructure.

additional information: existing sites

Some of the initial projects to be included in the City’s Capital Improvement Plan will be associated with existing park site master planning and/or improvements. Allowances are noted below for these site plans and projects.

Memorial Park

Project Estimate	\$10-13,000,000¹
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¹The estimate assumes a construction budget of~\$8,000,000 for “phase one” site improvements. Such improvements include renovation and repurposing of the pond areas; a new water feature; renovation of the amphitheater; improvements to support event hosting; improvements to the pathway system; landscape renovation; and infrastructure improvements. This does not include the development of new major buildings/“big moves” (such as an aquatic center or gym) which may or may not be included in the site; new major buildings are separately addressed. Costs will need to be updated based on the site master plan.

Stevens Creek Corridor

Costs will need to be identified based on completion of the Stevens Creek Corridor master plan to accurately reflect that plan’s implementation.

Creekside, Hoover, Jollyman, Linda Vista, Monta Vista, Portal, Varian and Wilson Parks

Each of these large neighborhood parks is expected to warrant investment in renovation and enhancements during the next two decades. The appropriate budget for each park will depend upon selected improvements. Strategic plans that will follow this master plan will identify the parks that are prioritized for near-term attention and improvement.

Small Neighborhood Parks

For Canyon Oak and Little Rancho Parks, small scale improvements ranging between \$10,000 and \$100,000 each will provide additional play and recreational value and diversity.

For Franco and Sterling Barnhart Parks, these are the two newest small neighborhood parks and as such are well designed, in good condition, and have limited unprogrammed space. Ongoing maintenance are the main needs with minor improvements needed when life cycle costs indicate replacements are needed.

For Somerset and Three Oaks Parks, there is a need longer term to add recreational value and diversify the opportunities. As life-cycle costs indicate replacements are needed, a wider variety of play and recreation opportunities should be infused as well as a reconsideration of the amount of turf to climate-appropriate plantings. They are anticipated to warrant investment that is higher than for small neighborhood parks but less than for the large neighborhood parks noted above.

Mary Avenue Dog Park

Similar to Franco and Sterling Barnhart Parks, the Mary Avenue Dog Park is recently constructed, well designed, in good condition, and has limited unprogrammed space. Ongoing maintenance is the main need with minor improvements such as additional shade and seating, possible dog agility/exercise elements, or replacement of existing facilities at the end of their life cycle.

Cupertino Sports Center

Cupertino Sports Center major improvements for long-term needs are directly linked to the Memorial Park site master plan efforts, and the

results of Public Worker's Building Condition and Use Assessment, as well as discussions regarding major new recreation facilities such as an aquatic center or gymnasium. Depending on those discussions, a separate site master plan may or may not be necessary. Costs for such major improvements are too conceptual to address at this juncture.

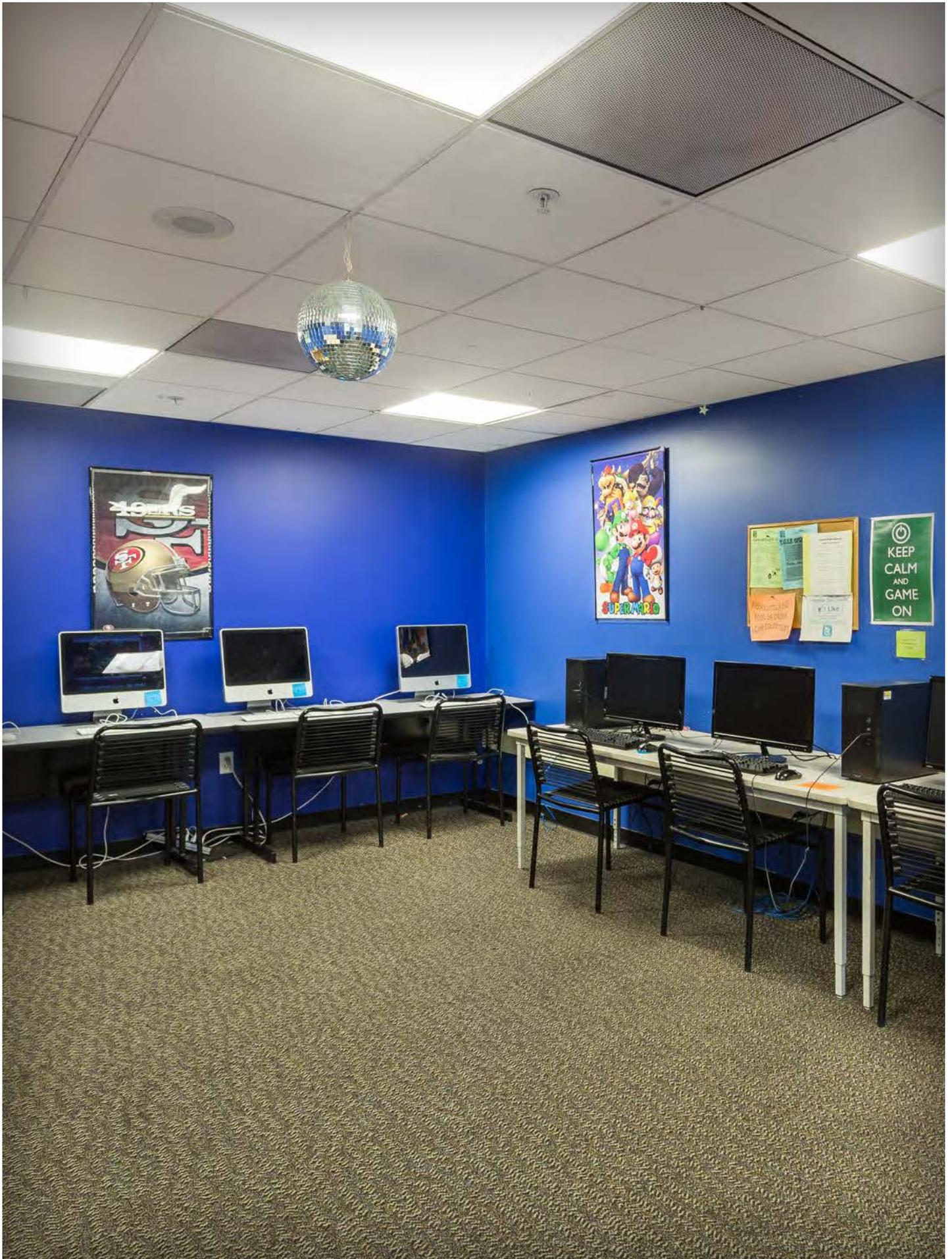
Trail Corridors

Most existing trails would benefit from incremental improvements for comfort (such as shade or added seating), environment (such as habitat plantings or green infrastructure), or increased connectivity (such as linkages between trails, bike corridors, and parks especially). Comfort and environmental improvements are lower cost and can be phased in over time for minimal cost (installing benches, e.g.). Increased connectivity improvements vary in cost and are more expensive given their scale and complexity; these improvements would need to be coordinated with Public Works.



F

POTENTIAL FUNDING SOURCES



F

POTENTIAL FUNDING SOURCES

introduction

Cupertino relies on a variety of funding resources to develop and operate its parks and recreation system. Looking forward, this Master Plan recommends many system-wide enhancements, ranging from park renovations to major new facility development, park acquisition, and added recreation programs and events. The City has a strong history of investing in parks and recreation services. Implementing the Master Plan will require increasing this investment, both by maximizing existing funding sources and identifying new ones. This appendix reviews funding sources for capital projects and operations.

Park Acquisition, Development and Renovation Funding

The Master Plan identifies projects that require land acquisition, park and facility development, and renovation and enhancement at most parks in Cupertino. There is considerable flexibility in the sources that can be used for funding the acquisition and development of new park

and recreation projects, and some flexibility in funding park renovations.

Existing Funding Sources

Cupertino's budget includes several accounts used for acquisition, development and renovation projects in Cupertino's parks and recreation system. Each source is detailed below with the fund name(s) that appear in the City's budget and Capital Improvement Plan (CIP). The fund description clarifies potential uses for these funds in implementing future projects.

- **General Fund.** The General Fund is the primary fund for governmental services and has the fewest limitations on uses. While the General Fund is the City's main source of operating funding, several accounts within the General Fund are used for capital improvements. The main sources of funding for Cupertino's General Fund are the property and sales taxes collected within City limits, along with franchise fees and charges for services. Some fees are collected in special funds and are not passed through the General Fund. This includes fees collected for

recreation programs, which are captured in an enterprise fund.

- **Capital Improvement Fund (General Fund).** Resources for any type of capital project can be transferred to this fund, mainly from the General Fund, at the discretion of City Council in the budgeting process.
- **Capital Reserve (General Fund).** The City’s Capital Reserve is intended to be used for capital improvement projects in the City. Funding for this reserve is governed by the City’s “Assigned and Unassigned Fund Balance and Use of One Time Funds Policy”, found in the Financial Policies and Schedules section of the City’s budget documents. Per that policy, any unassigned fund balance in the General Fund at year end over \$500,000 will be transferred to the Capital Reserve. In the 2017-18 fiscal year, this fund’s ending balance is projected at \$13.5 million, due to a large transfer in the current year. The 2018-19 Capital Improvement Program allocates most these resources over the next two years.
- **Stevens Creek Corridor Park Capital Projects.** This fund pays for the design and construction of projects within the Stevens Creek Corridor. This fund was a special purpose set-aside recognizing the significance of this set of parks. No ongoing funding is projected.
- **Park Land Dedication/In-Lieu Fees.** The Cupertino Municipal Code (Chapter 13.08) requires dedication of land or collection of equivalent fees for park or recreational purposes as a condition of approval of new dwelling units. Any land required to be dedicated and/or fees required to be paid are

to be used to acquire new parkland or fund capital improvements at existing recreation and park facilities which will serve the new units. If appropriate land is not available or the development is less than 50 units, the fair market value of the required land is collected as a fee. Cupertino collects in-lieu fees based on 3 acres of land per 1,000 residents and deposits them in a special Park Dedication fund. The amount of the fee is based on a current appraisal of land value. Revenues generated through the Park Land Dedication Fee cannot be used for the operation and maintenance of park facilities.

- **Park Maintenance Fee.** Cupertino Municipal Code (Chapter 14.05) establishes a limited impact fee targeted at single lot development (new building on an existing, single parcel of land). These fees support park acquisition development, rehabilitation and maintenance of parks to off-set the impact of declining open space within the city as lots are developed. Fees are assessed in a similar manner to Chapter 13.08, based on the number of dwelling units, residents per unit and a park acreage standard of 3 acres per 1,000 people. This fee is limited to financing the acquisition and maintenance of parks and recreation facilities described or identified in the Environmental Resources Element of the General Plan.

Capital Improvement Plan

Across all departments in the City of Cupertino, the 5-year Capital Improvement Program (CIP) for FY 2019 (adopted in June of 2018) sets aside over \$21 million to fund new and existing projects. A summary of the total existing and new projects included for funding in the five-year CIP (fiscal years 2019-2023) is below.

TABLE F-1: 2019-2023 CITY OF CUPERTINO CAPITAL IMPROVEMENT PROGRAM SUMMARY

	2019	2020	2021	2022	2023
New Projects	\$8,556,500	\$1,960,000	\$1,960,000	\$1,800,000	\$1,800,000
Existing Projects	\$1,885,000	\$280,000	\$280,000	\$280,000	\$280,000
Total	\$10,441,500	\$2,240,000	\$2,240,000	\$2,080,000	\$2,080,000

Table F-1 shows the magnitude of new projects funding in the coming fiscal year and the planning for the following four years. Funded projects and longer-term planning are heavily influenced by the current development proposals in the city, which can change within any given year.

The citywide CIP also carries over nearly \$27 million in projects that are completely funded. The new, existing and carried over projects include the following park and recreation system items:

- Lawrence-Mitty Park Master Plan
- Sports Center Upgrades
- Stevens Creek Corridor Park Chain Master Plan - McClellan Rd to Stevens Creek Blvd.
- Memorial Park Master Plan & Parking Study
- Senior Center Repairs

Note: Subsequent action by the City Council on September 18, 2018 de-funded or deferred a number of the projects in the approved 5-year CIP.

Potential New Sources and Mechanisms for Capital Projects

There are several potential funding sources for park and facility capital projects and mechanisms for land acquisition that Cupertino is not

currently using (but may have in the past). Combining these sources and mechanism is a typical strategy when developing complex projects.

POTENTIAL FUNDING SOURCES

- **Expanded Park Impact Fees.** A Park Impact Fee is a funding source that supports capacity-enhancement projects to support new residential or commercial growth. These funds are authorized in Government Code §66000- 66025 (the "Mitigation Fee Act"), the bulk of which was adopted as 1987's Assembly Bill (AB) 1600 and thus are commonly referred to as "AB 1600 requirements." Currently, the City relies primarily on Municipal Code Chapter 13.08 Park Land Dedication Fee (described above), Chapter 18.24 Dedications and Reservations, and Chapter 14.05 Park Maintenance Fee to acquire and pay for new parks related to new development. The City can apply impact fees to residential, commercial or industrial development, if each has a measurable connection (or nexus) to increased park use. To establish this connection for non-residential development, pre-nexus and nexus studies with positive results would be required to establish impact fees for parks.

- **General Obligation Bond.** The City has the authority to request voter approval for general obligation bonds to finance the construction of improvements to the park system with a time-limited property tax increase. Requirements for a high threshold of approval (two-thirds of voters) makes general obligation bond tax measures challenging to pass, but the time-limited nature of these measures (the tax expires when the bonds are paid off) improves public perception in many cases. General Obligation bonds can only be used for capital improvements, not maintenance and operations.
- **Grants.** There are a variety of public and private granting agencies that fund park and recreation projects, each with its own priorities that dictate the types of projects that are eligible. These sources range from public agencies supporting environmental and water quality restoration to private foundations looking to improve health outcomes. In most cases, grant funds require a local contribution to the project and include specific project reporting protocols. For the City to proactively identify grant opportunities, dedicated staff time is needed for identifying, tracking, applying for and managing the grant process. While it is possible for a grant to cover programming or operational expenses, it is very uncommon, and grants should mainly be considered a capital funding source. Of statewide significance, the recent Parks, Environment and Water Bond (Proposition 68) passed in June of 2018 includes \$725 million in competitive grants specifically targeted at “park-poor neighborhoods.” These funds will be awarded via the statewide competitive grants program.
- **Assessment District.** An assessment district is a mechanism that allows cities to assess housing units or land parcels to maintain and improve street lighting, landscaping and parks that provide a special benefit to designated areas. Assessment districts help each property owner pay a fair share of the costs of such improvements over a period of years at reasonable interest rates. This ensures that the cost will be spread to all properties that receive direct and special benefit from the improvements constructed. Establishment of a new district or revision to an existing district requires a majority vote of the property owners. Landscape and Lighting Assessment Districts (LLADs) are used by California cities to fund park capital improvements and operations. The City of Cupertino does not currently have any special districts that fund parks and recreation improvements or operations. However, the Rancho Rinconada Recreation and Park District is an independent special district in east Cupertino that owns and operates the Rancho Rinconada pool and recreation center which serves residents of the area.
- **Community Facilities District.** The Mello-Roos Community Facilities Act of 1982 allows any county, city, special district, school district or joint powers authority to establish a Mello-Roos Community Facilities District (“CFD”) to finance public improvements and services. The services and improvements that Mello-Roos CFDs can finance include parks, as well as streets, sewer systems and other basic infrastructure, police protection, fire protection, ambulance services, schools, libraries, museums and

other cultural facilities. Formation of a CFD requires a two-thirds vote of residents living within the proposed boundaries. If there are fewer than 12 residents, then the vote is instead conducted of current landowners. The assessment cannot be based on property value; instead, it is based on the size of the property or square footage of structures. By law, the CFD is also entitled to recover expenses needed to form the CFD and administer the annual special taxes and bonded debt. The special assessment continues until bonds are paid off and then is typically reduced to a level to maintain the investments. The ongoing component of a CFD makes it useful for major facilities that typically require an ongoing investment in operations. Cupertino does not currently have any CFDs for parks and recreation facilities.

- **Parcel Tax.** A parcel tax is levied on each parcel, and the tax rate may vary based on features of each property other than the property value. Similar to general obligation bonds, parcel taxes require a two-thirds vote of the community. However, parcel taxes offer flexibility in funding both capital and operations, and do not expire unless established with a sunset clause. The mix of funding is typically stated in the ballot measure and is fixed for the life of the tax. In the case of the 2016 Los Angeles County parks funding measure, the tax was based on the improved square footage of each property. A parcel tax can also be based on the number of dwelling units or a flat rate per parcel. If Cupertino were interested in exploring community interest in voter-approved funding mechanisms, the feasibility of a parcel tax should be included in the investigation.
- **Community Benefits Agreement.** Real estate developers can negotiate directly with communities (or a coalition of interests) and sign a contract known as a Community Benefit Agreement (CBA) promising to deliver specific amenities or mitigations to the local community. In exchange, the community group commits to support (or at least not oppose) the project. The benefits could include either park land or built features.
- **Public-Private Partnerships.** Partnerships are formal agreements between multiple entities (often a public agency and either a community-based organization or private enterprise) to provide services, facilities, or both. These partnerships are built to access skills and resources from all partners. While the public-private variation attracts the most attention, many public-public and non-profit partnerships have greatly benefited park and recreation systems.

LAND ACQUISITION MECHANISMS

Cupertino has very little land available for park system expansion. When land can be purchased, the cost is high (valued in 2018 at \$10,000,000 per acre). There are a variety of mechanisms to explore for park land acquisition.

- **Direct Purchase or Fee Simple Acquisition.** Direct purchase is the most customary means of acquiring park land in most communities. In many cases, a public agency purchases real property from a willing seller at fair market value. A fee simple purchase transfers full ownership of the property, including the underlying title, to another party. Most of Cupertino's park land has been acquired through fee simple acquisition.

- **Easement.** An easement is a partial interest in real property. Easements are especially applicable in situations where the landowner is not interested in selling their land but is willing to place an easement on the property to dedicate the land for a specific purpose, in this case typically for park, recreation, conservation or trail purposes. The terms of an easement agreement are negotiated between the private landowner and the public agency to tailor the easement to needs of each party. Easements may be acquired by direct purchase or by donation. In park systems, easements are most typically seen for trail connections or for conservation purposes. Easements may be suitable for planned trail corridors where outright property acquisition is not desirable or feasible.
- **Real Property Donations.** A willing property owner may give real property or grant an easement as a donation to a public agency or a non-profit organization. In some cases, a property owner may agree to sell the property at less than fair market value. The property owner is paid for part of the value of the property and donates the remaining value, receiving tax benefits for the donation. To maximize the benefit (and attractiveness) of this mechanism, Cupertino would need a non-profit entity to accept the donation and provide the tax receipt. This could be a parks-specific or community foundation. The Trust for Public Land, land trusts and other organizations may also be able to play this role.
- **Life Estate.** In some cases, a property owner may donate or sell real property to a public agency but retain a life estate, through which they retain the right to use the property for the duration of their life.
- **Land Swap.** A land swap is a simultaneous, mutual transfer of real property between willing parties.
- **Long Term Lease.** A lease is a legal agreement granting the use of a property in exchange for payment for a specified length of time. For parks and recreation purposes, the payment may be nominal (e.g., \$1 per year) and the term is often long (such as 99 years).
- **Property Dedication.** Dedication of real estate is a required donation of real property to a government for a public purpose, typically resulting from a land use or entitlement process. For example, cities sometimes require a property owner to dedicate right-of-way to widen a street or park land as part of a subdivision process.
- **Conditions of Approval.** Public agencies can require public use in some cases as a condition of approval of a land use action. Sometimes, public use is provided through dedication or easement to a public agency, and sometimes the private property owner retains ownership but must provide public access. San Francisco’s Privately Owned Public Open Spaces are an example of this.
- **Land Trust.** A land trust is an agreement through which one party (the trustee) agrees to hold ownership of a piece of property for the benefit of another party (the beneficiary). A land trust can also be a private nonprofit organization that as all or part of its mission actively works to protect land, often for conservation or affordable housing purposes.

- **Community Benefits Agreement.** As noted, real estate developers can negotiate directly with communities (or a coalition of interests) and sign a contract known as a Community Benefit Agreement (CBA) promising to deliver specific amenities or mitigations to the local community, which can include park land.

operating funds

In addition to funds for capital projects, the City of Cupertino will need additional funds to maintain, operate, program and manage parks, facilities, programs and events. The City of Cupertino budgeted over \$22 million in 2018-19 to provide parks and recreation services for the community, not including capital improvements. This includes \$17,442,432 in funds tied to Recreation and Community Services. Along with another \$4,530,150 for grounds maintenance (within the Public Works Department's budget).

Existing Sources of Operating Funding

Cupertino's parks and recreation services are funded primarily through city taxes and user fees for facilities and programs. User fees include everything from facility rentals to program fees. A comprehensive fee schedule is updated and adopted each year by resolution of the City Council.

The City's budget includes funds for park and recreation operations in several accounts:

GENERAL FUND

- **General Fund.** Resources for the Recreation and Community Services Department are

primarily from the General Fund. Funding for the maintenance of parks and recreation facilities is also designated from the General Fund to the Public Works Department. The General Fund, the City's primary source of operating funding, is a limited pool of resources that funds all City services, not just parks and recreation.

ENTERPRISE FUNDS

- **Blackberry Farm Golf Course Fund.** This fund pays for operating costs related to the Blackberry Farm Golf Course. Revenues are collected as fees from users of the golf course. While Blackberry Farm generates a substantial number of users and user fees, this fund is only for golf course operations.
- **Sports Center Fund.** This fund pays for operating costs related to the Sports Center. Revenues are collected as fees from users of the Sports Center.
- **Recreation Programs Fund.** This fund pays for operating costs related to the City's community centers and park facilities. Revenues are collected as fees for recreation programs at the City's community centers and park facilities.

Potential Expanded and New Sources for Operations and Services

There are fewer sources of operating funding available for parks and recreation services, and securing ongoing sources committed to parks and recreation will be challenging. Options to expand existing sources of operations funding and identify new sources are noted below.

- Increased General Fund Support.** The Recreation & Community Services Department could make a case to increase General Fund support for parks maintenance, programming and events. The City could make the case for increasing General Fund support in a variety of ways. First, park and facility maintenance needs will increase as new project are brought online. Second, community priorities for enhanced recreation opportunities and programming services were noted in outreach activities. Third, there are many citywide benefits associated with parks and programs. For example, the health benefits of parks, trails, recreation programming and natural spaces provide a substantial (although indirect) financial benefit in the off-setting of public and private health care costs. The proper maintenance of park sites has been shown to maintain and increase surrounding property values, one of the tax bases that the General Fund relies on. Further, the attraction value of park and recreation events and programming draw visitors who support the sales tax base. Park lands and recreation services also reduce the cost of other critical City services, such as water retention/treatment and crime prevention.

It is possible, though not necessarily simple, to increase General Fund support for parks and recreation services through lesser known mechanisms, including the following.

- Utility User Tax (UUT).** California cities can, with voter approval, levy a tax on utilities such as electricity, gas, water, sewer, telephone (including cell phones and long-distance services), sanitation, and cable

television. The rate of the tax and the use of revenues is determined by the City. The revenues are most often used for essential services, including police, fire, streets, and parks. Cupertino currently levies 2.4% on telecommunications, electricity and gas. This falls in the low range for California cities with UUTs (average is around 5%). Majority voter approval is needed to increase an established UUT. Expanded UUTs could expand the resources to the General Fund, potentially allowing more non-UUT funds to be allocated to parks and recreation.

- Hotel Tax (Transient Occupancy Tax).** Taxes on people staying less than 30 days in a city help support public services and facilities that make an area a good destination for business or vacation travel. Many cities use Hotel Taxes to pay for park improvements. In 2011, Cupertino increased the hotel tax from 10% to 12% to ensure funding for general city services, including library services, neighborhood police patrols, rapid 9-1-1 emergency response times, city street maintenance, current levels of police officers and school traffic safety and crossing guards. Parks and recreation services do not receive TOT funds at this time.
- Increased Enterprise Fund Revenues.** The City of Cupertino uses three enterprise funds to track the revenues and expenditures associated with key areas of service (Blackberry Farm Golf Course, the Sports Center and Recreation Programs). Additional resources could be generated within these funds by increasing fees or adding revenue generating services and concessions.

- **Expanded User Fees.** Currently, over \$6 million is generated from charges for services (user fees) in the Recreation and Community Services budget. Some of these fees are accrued to one of the three enterprise funds, but some are accrued to the Recreation and Community Services General Fund budget. This Master Plan recommends defining a fee philosophy, methodology and cost recovery goals for fees and charges for programs and services, as well as re-evaluating options for park and facility rentals to improve customer service but also generate more revenues. While some programs benefit only individuals and some services are premiums on top of the essential park and recreation experience, price increases across the board can limit access to key community services and reduce use of parks and programming.
- **Assessment District.** As previously described, an assessment district is a mechanism that allows cities to assess housing units or land parcels for amenities that provide a special benefit to designated areas. A Landscape and Lighting Assessment District can fund operations as well as capital improvements.
- **Community Facilities District.** CFD's are described in the capital section above. One of the important features of a CFD is the ability to designate a portion of the funding for operations and maintenance of facilities.
- **Parcel Tax.** The details of parcel taxes are included in the capital section. Like some other special taxes, a portion of the revenue can be designated for operational purposes. It is important to note that parcel taxes do not necessarily include an expiration date but often do to increase the appeal to voters.
- **Operating Levy.** Cities can levy additional taxes (primarily sales taxes) to fund operations and can choose to target these requests to specific areas or programs. As with other special taxes in California, a supermajority (2/3rds of voters) is required to pass the measure. The high standard of approval has limited this method to only the most popular of purposes.
- **Public-Private Partnerships.** Some partnerships have strong potential for operating parks and recreation facilities and services. Many cities have partnered with non-profit organizations, such as the YMCA, to operate facilities on city-owned land. Other types of partner entities can take on management of an entire site or program, such as Cupertino's relationship with Audubon at McClellan Ranch Preserve.
- **Sponsorships.** The City may solicit sponsors who are willing to pay for advertising, signage, facility naming rights, etc., generating funds to support operations. In addition, sponsors are often sought to support a particular event or program, such as a concert or movie series.
- **Concessions.** Food, beverage and merchandise vendors or concessionaires that operate restaurants, coffee kiosks, rentals of equipment (such as bicycles or games) or provide other revenue-generating facilities or services in parks can also generate excess revenues to support the park system. The City can establish contracts with vendors and concessionaires for these services. In some cases, concessions can generate revenue for the agency.

The background is a light blue color with a complex pattern of overlapping geometric shapes, including triangles, rectangles, and curved lines. A large, white, serif letter 'G' is positioned on the right side of the upper half of the page.

G

PROJECT PRIORITIZATION TOOLS





PROJECT PRIORITIZATION TOOLS

introduction

The Master Plan recommends a number of park site and system enhancements that are intended to be implemented through approximately the year 2040. The City of Cupertino will prioritize projects as part of its annual process to update the Capital Improvement Program. Since recommended projects may evolve and new project ideas may arise during the years to come, this document provides tools and guidance to assist in prioritizing capital projects.

tool: goal and community priority alignment checklist

The Goal and Community Priority Alignment Checklist allows the City to evaluate new projects to determine if they are consistent with the direction of the Master Plan.

Alignment with Master Plan Goals

The project in consideration must be clearly aligned with at least one of the following Master

Plan goals. If multiple goals are addressed, the project more strongly supports the direction of this master plan.

Does the project:

- Protect nature, trees and natural areas in parks and throughout the city to support wildlife, ecological functions and a stronger connection to Cupertino's natural environment?
- Create a walkable, bikeable and accessible city by providing an interconnected network of multi-use trails, walkways and bikeways, close-to-home parks, and community destinations?
- Distribute parks, facilities and recreation opportunities throughout the community for easy and equitable access?
- Reinvigorate and revitalize parks and recreation facilities and offerings to support broad and inclusive recreation interests?
- Support social gatherings, events, programs and activities for people of all ages, abilities, cultures, and interests?

- Create high quality recreation experiences, places and services that are welcoming, responsive, comfortable and reflective of Cupertino’s unique character?
- Provide, manage and maintain high-quality parks, recreation facilities, programs and services for Cupertino residents through sound management and stewardship, sustainable choices and wise use of resources?

____ Total Goals Addressed

Alignment with Community Priorities

The following checklist includes twelve key priorities that emerged from Master Plan community outreach. The project in consideration should be clearly aligned with at least one of the following key priorities. If multiple priorities are addressed, the project strongly supports the direction of this master plan.

Does the project:

- Protect nature or support nature experiences?
- Provide improved connectivity or trail opportunities?
- Support park and facility access (geographic, ADA, bike/pedestrian entry)?
- Increase the variety and diversity of recreation options?
- Support social gatherings, special events or celebrations?
- Provide unique or extraordinary play opportunities?
- Empower teens or youth?
- Reflect Cupertino’s unique character and identity?

- Improve user comfort, increase ease of use or create welcoming places and services?
- Support the Arts in our community?
- Promote partnerships?
- Support diverse cultural interests?

____ Total Priorities Addressed

tool: sequencing criteria & evaluation

Instructions: Evaluate the project on a 4-point scale of 0 to 3 points for each criterion, where completely meets = 3 points; partially meets = 2 points; somewhat meets = 1 point; and not at all meets = 0 points. Certain criteria that are critical for advancing the project are proposed to be weighted (e.g., have their rated score multiplied by 2).

Criteria	Score ¹	Critical Criteria	Total
Alignment with Park and Recreation System Needs: Does the project address any of the following identified system needs?			
Repair/Improvement: Repair or improve an existing site, asset or natural resource?			
Access/Connectivity: Improve pedestrian/ bicycle connectivity, access to an existing destination, or extend the trail network?			
Service Level: Improve service to residents and users, or improve the ability to provide high-quality service?			
Available Space: Be implemented using existing park space or available space?		X 2	
Multiple/Flexible Use: Support multiple or flexible uses?			
New Service or Opportunity: Provide an opportunity or service not already available (e.g., meet an unmet need, address a gap in services)?			
Equity: Serve an underserved group or underserved geographic area?			
Age: Provide improved service to teens/ youth or to seniors?			
Distribution: Improve the balance and distribution of amenities in the system?			
Usership: Benefit a large number of residents?			
Sustainability & Efficiency: Increase sustainability, reduce costs or increase maintenance and operational efficiencies?			
Resource Use: Use or leverage available resources (staffing, funding, partnerships, equipment)?			

Criteria	Score ¹	Critical Criteria	Total
Financial Strength: If for an enterprise facility, increase the financial viability or sustainability of the facility?			
Safety and Use: Does it repair or replace deficient or non-functioning amenities and facilities to improve safety or restore use?		X2	
Diversity: Does the project diversify recreation opportunities for people of different ages, ethnicities and/or cultures?			
City Priority: Does the project coincide with or support another City project, goal or City Council initiative?			
Timing: Does action need to be taken now before the opportunity is lost? Is project completion needed before another priority project can be started?		X 2	
Staffing/Operations: Are staff and resources available to operate and maintain the site/facility?		X 2	
Funding Availability: Is funding available for the project in the proposed time frame?		X 2	
Outside Funding/Partnerships: Does the project significantly leverage outside resources?			
Ease of Implementation: Can the project be done quickly and easily? Have the necessary advanced planning, feasibility studies and permitting already been completed?			
Public Support: Is there public support for the project?			
Value: Does the project deliver high value for the cost or resources needed relative to other projects?			
TOTAL SCORE			

¹ completely meets = 3 points; partially meets = 2 points; somewhat meets = 1 point; not at all meets = 0 points



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