

# PARKS & RECREATION **MASTER PLAN**



FEBRUARY  
**2022**

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## **ACKNOWLEDGEMENTS**

THANK YOU TO MEMBERS OF THE COMMUNITY FOR CONTRIBUTING INPUT THROUGHOUT  
THE DEVELOPMENT OF THIS MASTER PLAN

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Councilmember Rick Jones  
Councilmember Jenny Kassan  
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## PREFACE

In the 27 years since the last Parks and Recreation Master Plan was adopted, Fremont has undergone dramatic change. Its population has grown and transformed demographically, its land has undergone significant development, and its residents want more trails and connectivity. Through years of change, parks have served the City profoundly with their many layers of benefit, as champions of urban heat islands and for their air-cleansing carbon sequestration; as ecological contributors and as wildlife corridors; as free places for physical exercise, recreation and places of respite for all of our community. As we navigate the complexities of life and mental health challenges parks are available for all ages and is the great equalizer in their availability and openness to all who visit.

Throughout the Covid-19 pandemic, we have also seen a significant increase in use and in people's perceptions of the value of parks. During this time, parks became a great safety net in reweaving the fabric of people's lives by providing spaces to gather safely outdoors, to become reconnected with their fellow human beings after many months of lockdown, to meet for exercise, to play with friends on the playground or through a soccer game, and to safely socialize again.

We have also seen dramatic shifts in parks and the way people use and recreate within them. We are constantly learning about the changing needs of Fremont residents, and as a foundational building block of this Master Plan, the City went to great lengths to learn from our residents by using different types of technology through an extensive community outreach process. This included virtual community meetings with record-breaking attendance; an ADA-accessible crowdsourcing website available in different languages; a Fremont Parks customized app; monthly updates at the Recreation Commission meetings; periodic updates at City Council meetings; a statistically valid survey; an online survey; and dozens of internal and community focus group meetings. This endeavor was undertaken with you, the residents, in mind, and thousands of you graciously lent your time and participation in the creation of this Master Plan. It is our sincere hope that this plan reflects what is important to you as it leads us into the future.

I want to thank the staff that are so critical to maintaining and preserving the legacy of our parks and recreation system including our maintenance workers, our landscape architects, our recreation leaders, and our environmental stewards in our department. Each of them has helped to craft this report and offer their leadership and guidance in listening to the community and sharing their skills, knowledge, and talent to listen wisely to the community. For this I am so grateful.

As any responsive organization can attest, things are constantly changing because we keep finding ways to improve, to create efficiencies, to become more sustainable, to be more equitable and inclusive, and in doing all these things, to find the most elegant method of adapting while still pushing forward. One of this Master Plan's goals was to align itself with existing policies and priorities of other departments as well. Throughout this endeavor, the Master Plan team coordinated with concurrent planning efforts, such as the Urban Forest Management Plan, the Trails Strategy Plan, and the Climate Action Plan update.

In the last quarter century, a greater awareness of the local and regional ecology has come into focus, and so have the effects of climate change. Due to its location between the hills and the bay, Fremont is a natural ecological connector whose lands are vital to local wildlife, native plant life, and delicate waterways. In the last several years alone, Fremont has experienced the effects of climate change in the form of drought and wildfire. Chapter Four and the collection of over 40 maps in Appendix H illustrate

layers of information on park connectivity, demographic data, ecological systems, and climate risk, which should all be taken into consideration when planning our future parks.

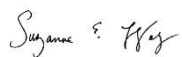
In striving to create the most comprehensive plan possible, we utilized the most current available resources and technology to inform planning decisions. We found that many parks throughout the city were created unequally at the times of their founding. This is evident in their designs, their sizes, the quality or inclusion of their amenities, and their connectivity to the community. Some communities did not get parks designed into their areas at all. As we struggled with where to put available funding, we found that before upgrading any park, it was essential to provide every resident with the most basic level of need, benefits that some of their neighbors already enjoyed—to provide a park within a 10-minute walk of their home.

In addition to park expansion, we are faced with the challenge that most of our facilities and infrastructure were built 50-70 years ago and are aging without dedicated means of financial support. Even as we plan for growth, we must also plan for the ongoing maintenance of our aging, highly valuable cultural resources. The park system is host to over a dozen historical buildings and cultural resources such as the Shinn House, the Rancho Higuera Adobe, the Patterson House, the Chadbourne Carriage House, the California Nursery Historical Park. **Moving forward, we must ask ourselves, “What is the best way in which can we preserve these cultural treasures for future generations?”**

**In the past, Fremont was considered a “young” city. As you will see in the demographic analysis in Chapter Two, Fremont’s population is aging. It is projected that by 2034 one in three Fremont residents will be 55 and older. We are looking forward to creating a parks system that will be intentionally designed to accommodate all ages and all abilities. In Chapter Three, the statistically valid survey revealed that the programs most important to households were Adult fitness & wellness and Senior health & wellness programs, followed by Exercise classes. What do today’s needs foretell about future programming? Chapter Two’s benchmark analysis and Chapter Four’s program assessments show that the City has a current need for indoor recreation space, which may limit program offerings.**

**In Chapter Six, a Financial Strategy Plan lays out the City’s current funding mechanisms and proposes some new ones to consider. Bringing the Master Plan’s vision to fruition will require alternative sources of funding, and the Master Plan begins to look at these alternative options to consider for the future.**

**We are fortunate that the leaders in Fremont’s history had the foresight to create our parks system and to invest in our 430-acre crown jewel and legacy, Central Park. It should not be taken for granted that these parks are indeed an investment, and their future preservation, development, and growth depend upon our current and planned future investment. We will one day become “the ones who have come before” and deliver this park system to future generations. It is through this lens that we must know the present and future of Fremont parks as our shared inheritance to care for and pass along. We must now call on ourselves to have the foresight as our predecessors did when they created this remarkable park system. The residents of Fremont have now become its stewards. Thank you for entrusting us to be a partner in this important legacy.**

A handwritten signature in black ink, appearing to read "Suzanne Wolf".

Suzanne Wolf

Director of Community Services

## LETTER FROM PLANNING

The City of Fremont General Plan was last comprehensively updated in 2011 and includes within it a Parks and Recreation Chapter. While an Open Space Element is required by California law, the Parks and Recreation Element is an optional element, and reflects the value that the City of Fremont has placed on Parks and Recreation. The City of Fremont General Plan was previously updated in 1991, and the Parks and Recreation Master Plan was last updated in 1995.

The General Plan notes that, as the City moves toward its goal of a sustainable, strategically urban future and the City's demographics change, the types of parks and recreational facilities the community desires may also change, and that the purpose of the Parks and Recreation Chapter is to set a framework for meeting those challenges in the future. Goal 8-1: A Wide Range of Parks and Recreational Facilities, requires that the City provide a wide range of parks and recreational facilities to reflect the community's desire for a variety of recreational experiences. Policy 8-1.6: Periodic Review of Park Categories and Standards, specifically contemplates that the City will regularly review park categories, standards and guidelines and revise as necessary to reflect changing community trends and needs, and Implementation 8-1.6.A: Review and Update of Relevant Plans, requires that the City "Periodically review and update the Parks and Recreation Master Plan and the Parks and Recreation Element of the General Plan as needed.

Since the comprehensive update of the City's General Plan, Community Services has been active in planning for the future of Fremont's parks and recreation facilities, most recently collaborating with Public Works to development a Trails Strategy Plan in September 2021 that plans for doubling the City's trail network over the next 30 years. The City has opened new parks within the categories envisioned in the General Plan, including within the Warm Springs/South Fremont Community Plan Area. The City opened the Downtown Event Center and Plaza in October 2021, which serves as the foundation of Fremont's vibrant downtown and delivers on the City's desire to create a social and civic heart for the City.

The City is approaching completion of an extensive and unparalleled community outreach process to inform the comprehensive update to the Parks and Recreation Master Plan that will retain the core standard of five acres of parkland per one thousand residents within the General Plan, add and update numerous program offerings, add more park categories to reflect community use patterns, and broadly plan for fiscally and environmentally sustainable operations and maintenance. Upon Recreation Commission recommendation and City Council review and adoption of the Comprehensive Parks and Recreation Master Plan in conformance with the City's General Plan directives, the City will continue to bring forward updates to the General Plan to reflect any broad community choices and to set the stage for future Master Plan updates. The General Plan envisions that the Parks and Recreation Master Plan will continue to be the more detailed policy document enabled by the General Plan. We look forward to working with you to improve our community parks and recreation resources.

Regards,

  
**Joel Pullen, AICP, Planning Manager**  
**Community Development Department**

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## CHAPTER ONE : EXECUTIVE SUMMARY

### 1.1 INTRODUCTION

In the fall of 2019, the City of Fremont (“City”) Community Services Department (“Department”) selected PROS Consulting to assist in developing a Comprehensive Parks & Recreation Master Plan (“Plan”). The purpose of the Plan is to serve as a usable “blueprint” to the staff, Recreation Commission and the City Council in preparing a needs assessment and action plan for its fast-growing population.

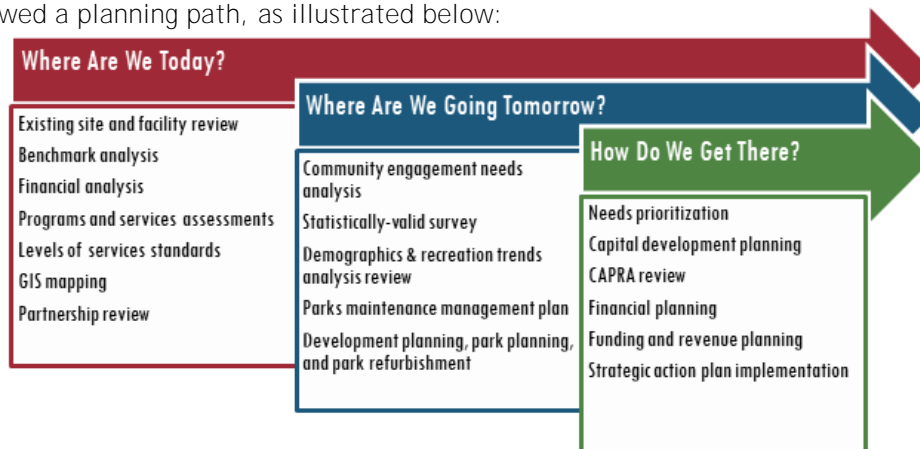
This document is intended to be dynamic and forward-thinking, used to strengthen existing programs, facilities, and amenities, and to serve as a road map for the future.

The following goals were identified as a key outcome of this planning process:

1. Learn about Fremont residents by maximizing engagement with the diverse community in an extensive, innovative and inclusive manner
2. Integrate learnings from CAPRA accredited agencies nation-wide
3. Ensure diversity of offerings and equity (10 min walk)
4. Shape financial sustainability through “next” practices
5. Develop a dynamic and realistic strategic action plan

### 1.2 PROJECT PROCESS

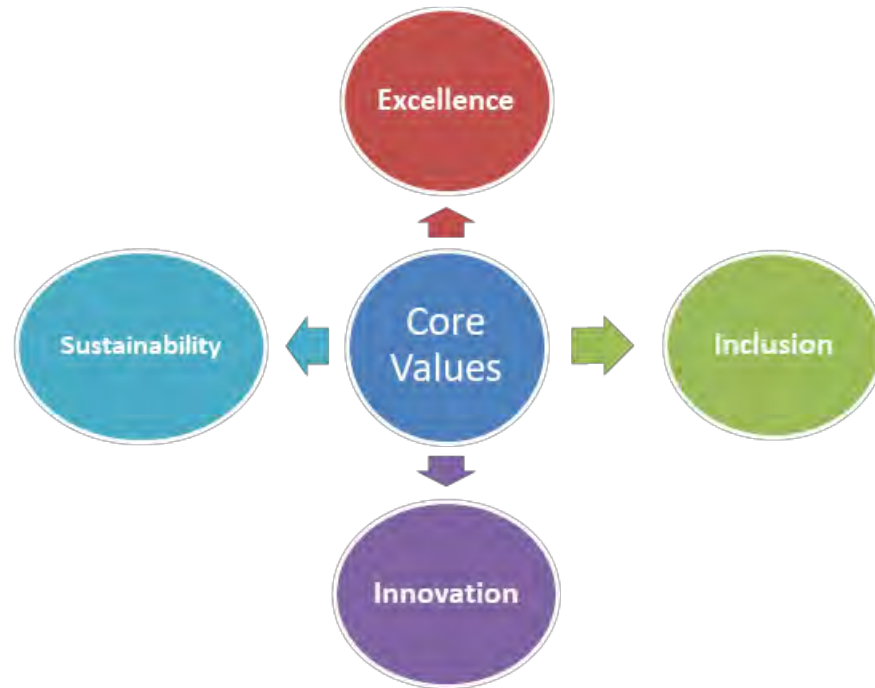
The Plan followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path, as illustrated below:



### 1.3 RECOMMENDATIONS

Based on an iterative visioning process with staff using community input, demographics and trends and an analysis of the Department's programs, maintenance and operations and levels of service, the following Core Values, Vision Statement, Mission Statement and Big Moves were developed.

#### 1.3.1 CORE VALUES



#### 1.3.2 VISION

The following is the vision statement that the Department aspires to fulfill.

*To be the reason people live, work, and play in Fremont*

#### 1.3.3 MISSION

The following mission statement serves as the "why" for the staff to do what they do every day.

*To provide exceptional community experiences*

### 1.3.4 BIG MOVES

These Big Moves are the most significant outcomes desired and, when achieved, will serve as the legacy **fulfilling the Plan's vision. The following are the 5 Big Moves** that were identified through this process:

1. Ensure a 10 min walk to park access for all
2. Build multi-generational, multi-use recreation center(s) with the priority to replace outdated and failing buildings in Central Park.
3. Update outdated and failing park amenities including park restrooms, sports facilities, and infrastructure.
4. Diversify Funding Sources for long-term financial sustainability
5. Plan for staffing and / or seek contract support to meet future levels of service



**1.3.5 STRATEGIC ACTION PLAN**

In addition, the Consulting Team developed an Action Plan that will be updated and utilized by staff to **implement and track progress on this Plan’s recommendations. This was based on the key Strategic Areas** identified during the Visioning Workshop. These were then organized based on Short-term (0 - 3 years), Mid-term (3-5 years), Long-term (beyond 5 years) and On-going. The categories and some key strategies by timelines are shown below.

Short-Term (0-3 Years)
Acquire and develop land for neighborhood parks in underserved areas based on Equity maps
Add Dog Park(s) in locations outside of Central Park
Add or expand pickleball courts
Adopt a Zone Management approach to the system using developed maintenance standards
Create a dedicated position, share dedicated staff between departments, or hire contract specialists to pursue funding opportunities
Create a parks foundation to find and maximize fundraising opportunities
Create a Department Staffing Plan, including updated job descriptions and requirements, succession planning, recommended staffing levels, and volunteer policy
Develop additional special events focused on culture and history
Develop a Department-wide Marketing Plan
Explore a new funding referendum to support the long-term vision (sales tax or bond)
Explore funding options to upgrade existing buildings and add a new building to address programming needs in Central Park
Implement the new Parks and Recreation Maintenance Management Plan
Initiate discussions between the Human Services Department and Recreation Services Division to determine collaboration opportunities to increase services for active adult needs
Install universally accessible, outdoor fitness amenities in parks
Undertake a re-branding exercise to evaluate the Department's name and brand identity

Mid-Term (4-5 Years)
Conduct a brand awareness assessment to identify community perceptions about the new brand
Develop a Site Master Plan for the underdeveloped portions of East Meadow at Central Park
Expand Active Adult Programming through trending leisure activities
Invest in staff - implement and update hybrid (in-person and online) onboarding program focused on organizational culture and values / mission
Meet the levels of service standards outlined in the plan, as best as possible
Meet community needs while leveraging partnerships for the 40-acre Pacific Commons Sports Park
Re-evaluate existing crew structure based on personnel costs and desired adherence to maintenance goals by task and KPIs within the Cityworks maintenance software
Update and expand existing Community Centers to better provide for new recreation trends (Recreation programming should drive facility design and future improvements)
Update Historical parks with infrastructure to reflect and preserve cultural heritage and create unique destinations

Long-Term (Beyond 5 Years)
Build a new multigenerational, multipurpose Community Recreation Center
Conduct an updated parks and recreation needs assessment through a statistically valid survey (gauge progress from previous and identify needs)
Replace, renovate, or add restrooms, where appropriate
Focus on resiliency to increase environmental sustainability
Maximize access and trail connectivity to parks and lands citywide

On-going
Annually conduct a program assessment using the developed KPIs from the Master Plan process and update the "all program matrix" (CAPRA Requirement)
Annually review fee structure and actual expenditures making incremental adjustments as needed
Annually review policies and procedures and update according to needs and changes in operation (CAPRA Requirement)
Conduct annual fee study to review and update fees as necessary
Continue to consider contract maintenance for areas where the return on investment (ROI) is greater than in-house work
Continue to replace, convert, or add native and drought-tolerant plants and landscapes with new projects and as funding becomes available.
Continue to identify and share social media analytics and assess new social media
Continue to recognize how volunteer efforts support Maintenance and Recreation Services on an annual basis
Identify the return on investment from each marketing method used by the department
Install shade structures and plant next generation trees
Update Marketing Plan annually capturing change in markets and innovative approaches
Update the Atlas annually or as new assets and amenities are added
Utilize data from Cityworks to make cost projections for new assets being added into the system



## 1.4 KEY FINDINGS

Following the **assessment of the City’s parks and recreation system**, a variety of key findings were identified to support the implementation of the Master Plan. These key findings help to guide decision-making for the next five to ten years. *Note: These are data sets at a point in time and prior to the actual 2020 Census data (unavailable as of March 2022).*

### 1.4.1 DEMOGRAPHICS & TRENDS



#### Population:

- 230,962 people live in Fremont, CA
- The City is expected to grow to an estimated 263,176 residents by 2034

#### Race & Ethnicity:

- 57% of the population is Asian (consisting of 43% Asian Indian and 31% Chinese)
- 28% of the population is White Alone
- 14% of the population is of Hispanic/Latino origin

#### Age:

- Median age: 38.5 years old
- By 2034, the 55-74 age segment will grow the most with ages 54 and under declining from 74% to 66% of the population

#### Income:

- Median household income: \$131,305
- Median household income is higher than the state and national average
- Per capita income is \$54,438 higher than both state and national average

#### Summary

- **Age:** The current age distribution would be considered comparable to the national average with the highest number of the population in 35-54. It will also depict the national trend of growth in 55+ (33%) age segments by 2034.
- **Race:** The local populace is significantly more diverse than the national representation. The Asian populace will continue to increase, Two or More races will stay the same, and the population of all other races will be declining by 2034.
- **Ethnicity:** **The City’s percentage of Hispanic/Latino** Population (14%) is much lower than the national average (18.6%). This population is expected to decrease by 2034 to (12%) of the population.
- **Household income** (\$131,305) is significantly higher than both the state (\$74,520) and national averages (\$60,548). **The City’s per capita income (\$54,438) is also higher than both the state and national averages (\$35,730 & \$33,028).**
- **Fitness Trends:** The City is above national averages for Fitness activities and point to a need for the Department to prioritize these as it determines future offerings in a post Covid-19 situation.

1.4.2 COMMUNITY ENGAGEMENT

# 3000+

## PARTICIPANTS

**4,400+**  
Page Views



**527**

STATISTICALLY-VALID SURVEY RESPONDENTS

**1,941**

ONLINE SURVEY RESPONDENTS

Statistically-Valid Survey was administered in 6 languages: English Spanish Dari Pashto Chinese Hindi

Fremont PARKS

HAPPi FEET

Back

HAPPiFEET APP

Location

Sort Alphabetically

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**3**

PUBLIC INPUT MEETINGS

**9**

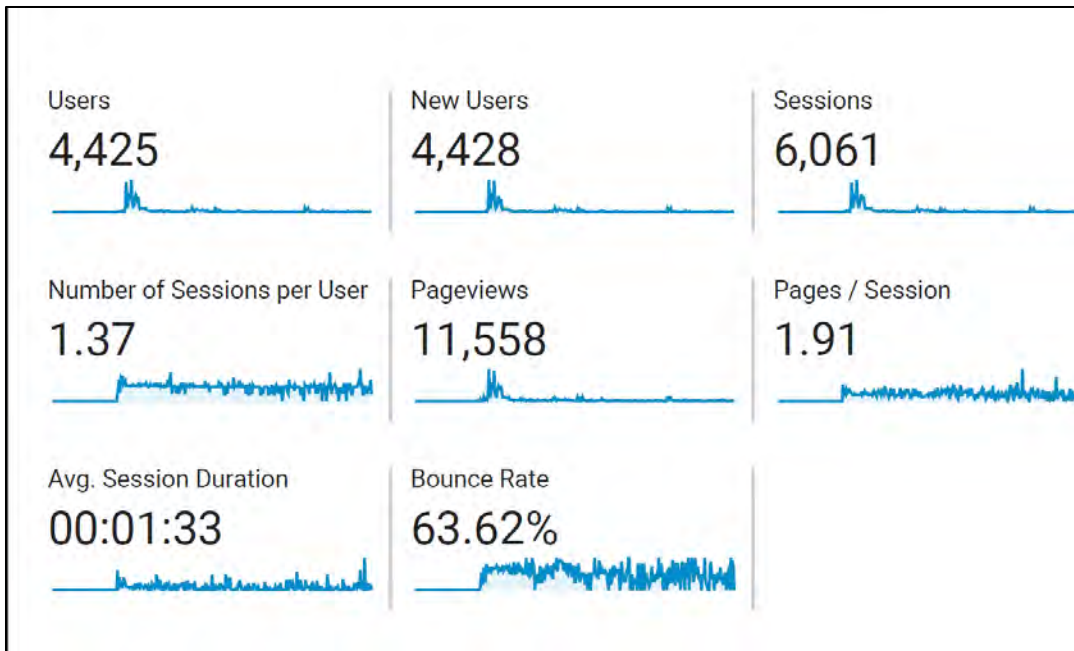
KEY LEADER MEETINGS

**16**

FOCUS GROUP MEETINGS

Conducted Focus Group Meeting with the California School for the Deaf and the Deaf Community in Fremont with the help of an American Sign Language interpreter.

The ADA-accessible, multilingual and responsive design website [www.InventFremontParks.com](http://www.InventFremontParks.com) was used throughout the entire planning process. The website’s analytics as of January 2022 are displayed below.



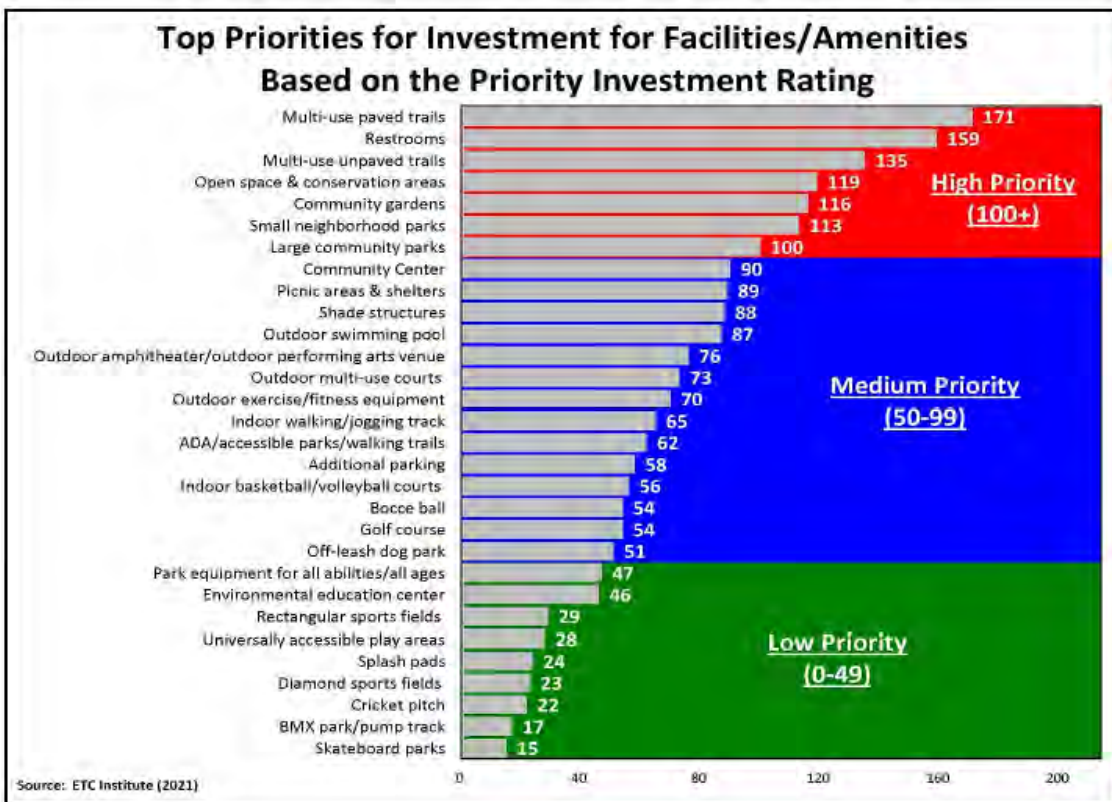
1.4.3 STATISTICALLY VALID SURVEY

ETC Institute conducted a statistically valid survey via mail, phone and online for Fremont residents. Respondents were offered the chance to respond in English, Spanish, Mandarin, Dari, Pashtu, and Hindi to maximize inclusion in this process. The goal was to obtain 450 completed surveys; this was exceeded with a total of 527 completed surveys. The overall results have a precision of at least +/-4.2% at the 95% level of confidence.

The Priority Investment Rating (PIR) was developed to provide an objective tool for prioritizing investments based on the survey results. The PIR equally weighs (1) the importance that residents place on facility/program and (2) how many residents have unmet needs for the facility/program. [Details regarding the methodology for this analysis are provided in Section 3.2 of this report.]

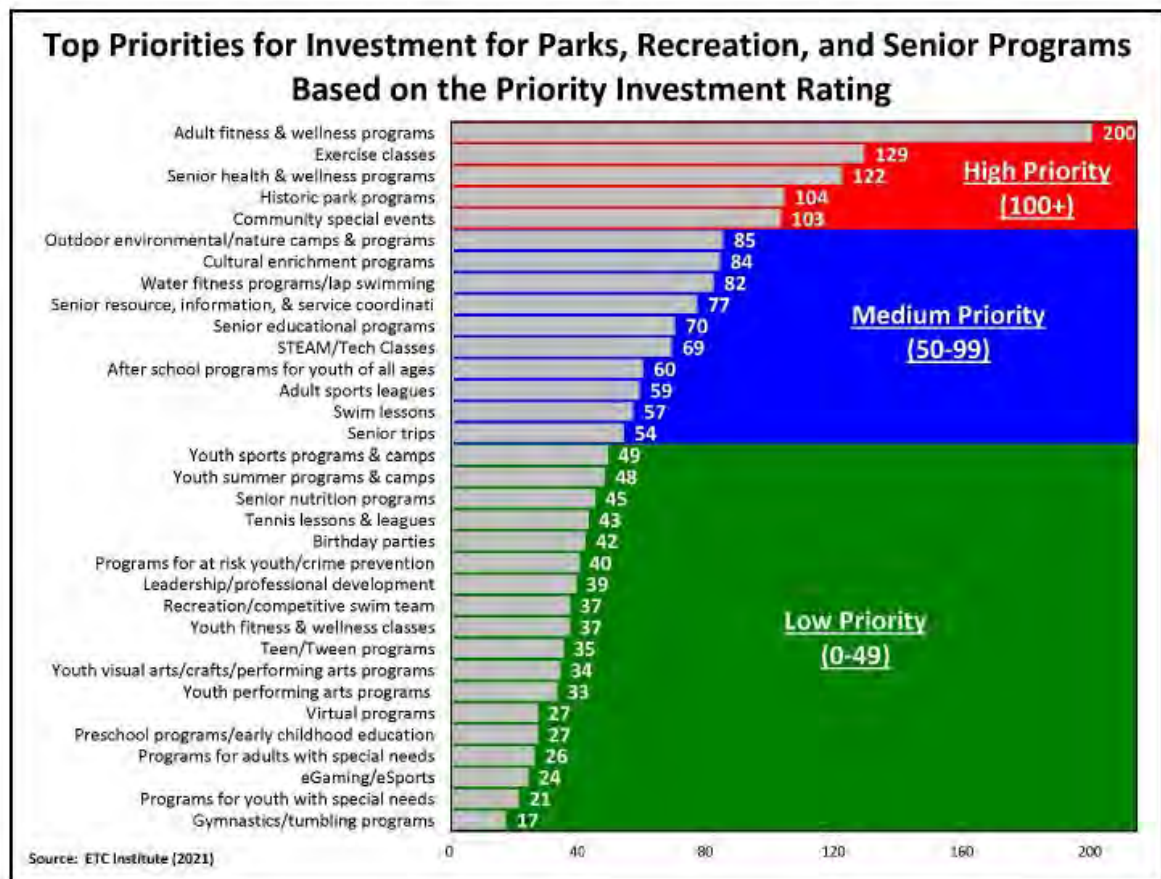
**Priorities for Facility/Amenity Investments:** Based the PIR, the following seven facilities/amenities were rated as high priorities for investment:

- Multi-use paved trails (PIR=171)
- Restrooms (PIR=159)
- Multi-use unpaved trails (PIR=135)
- Open space and conversation areas (PIR=119)
- Community gardens (PIR=116)
- Small neighborhood parks (PIR=113)
- Large community parks (PIR=100)



**Priorities for Program Investments.** Based on the PIR the following five programs were rated as “high priorities” for investment:

- Adult fitness and wellness programs (PIR=200)
- Exercise classes (PIR=129)
- Senior health and wellness programs (PIR=122)
- Historic park programs (PIR=104)
- Community special events (PIR=103)



**1.4.4 PROGRAM ASSESSMENT**

In consultation with the Recreation Division staff, the Consulting Team identified the following Core Program Areas currently being offered:



**KEY FINDINGS**

After reviewing data provided by the Division and the information generated through the public engagement process, several key findings, or emphasis areas, are presented:

- Financial Performance and Cost Recovery: Financial performance, such as cost recovery goals are currently being utilized for the majority of Core Program Areas in the Division’s business unit model. The Division is currently at best practice for cost recovery performance.
- Formal Organization of Policies and Procedures: Many guidelines are in place to assist with operations. In some instances, formalized policies will help the Division reach the recreation direction set forth in this Plan.
- Marketing: Staff utilizes a wide variety of marketing methods when promoting their programs, with the exception of on-hold pre-programmed phone messages and Flickr.
  - Additional resources will need to be dedicated toward marketing to keep up with marketing best practices and maximize awareness and overall participation / revenue generation.
- Program Development and Facility Design: A more comprehensive approach to program development and evaluation should be implemented.
  - Recreation programming should drive facility design and future improvements.
- Volunteers: The Department has a formal volunteer policy and is currently tracking key performance data, such as total volunteers and hours contributed.
  - Volunteer opportunities have been reduced or suspended due to COVID-19 restrictions.

#### 1.4.5 PARKS AND FACILITIES ASSESSMENT

The Fremont parks system currently consists of 64 developed and undeveloped parks covering approximately 1,224 acres (including acreage opened in 2022). These parks can be categorized into Neighborhood, Community and Destination/Special Use Parks, which replaces the former classification found in the General Plan. The City provides recreational facilities throughout its parks, including sports courts, recreation/community centers, a senior center, a skate park, community gardens, a golf course, a dog park and a water park. It also owns and operates 23 miles of multi-use trails.

101 individual types of park amenities in 10 categories were evaluated, including several types of recreation facilities as well as parking areas, restrooms, drinking fountains, benches, lighting, surfacing and buildings. These amenities were then rated in three categories of Poor, Fair or Good. It should be noted that some features in the “Rated” category were not rated in all parks where they were found.



STRENGTHS

- Fremont has an extensive park system spread across the City with recreational value further augmented by a regional park system operated by the East Bay Regional Park District.
- Parks and facilities are well maintained, and the majority are in fair or good condition. This helps achieve the full lifecycle of the assets and presents amenities in good working order.
- Fremont has several preserved historic resources which create a unique sense of place.
- Playgrounds are evenly distributed around the City, with many parks having at least one facility. Playgrounds are present at all of the developed Community and Neighborhood parks sites.
- The new and recently renovated parks maximize open spaces in parks in the form of multi-use fields, offering more flexible spaces for gathering and recreating. These types of facilities are valuable for their versatility and free-form utility.
- Fremont affords a 10-minute walk to a park to 70% of its residents. Even so, Fremont still needs to address many areas that do not meet the 10-minute walk goal.

OPPORTUNITIES

- There is potential to increase activation and utilization of parks by adding new recreational amenities. Much of the small footprint amenity needs in the LOS (i.e., outdoor fitness equipment, shade structures, small playgrounds, outdoor games e.g. ping pong or chess tables, hammocks, movable chairs etc.) can be fulfilled in the existing parks though capital improvement projects to design and build the amenity.
- Historical parks can be updated with park infrastructure and programming to create unique destinations that reflect and preserve the cultural heritage of Fremont while also addressing recreational needs. There is very limited general fund and no development impact fee funding available to improve historical buildings. Non-profit organizations such as the Washington Township Historical Society and the City will need to work collaboratively to apply for historical building grants as they become available.
- Existing parks can be better connected by trails and active transportation facilities like sidewalks and bike lanes. New parks should be located where connectivity is strong
- Central Park, while already being a regional destination and the crown jewel in Fremont, has additional opportunities to develop new major amenities and broaden its appeal.

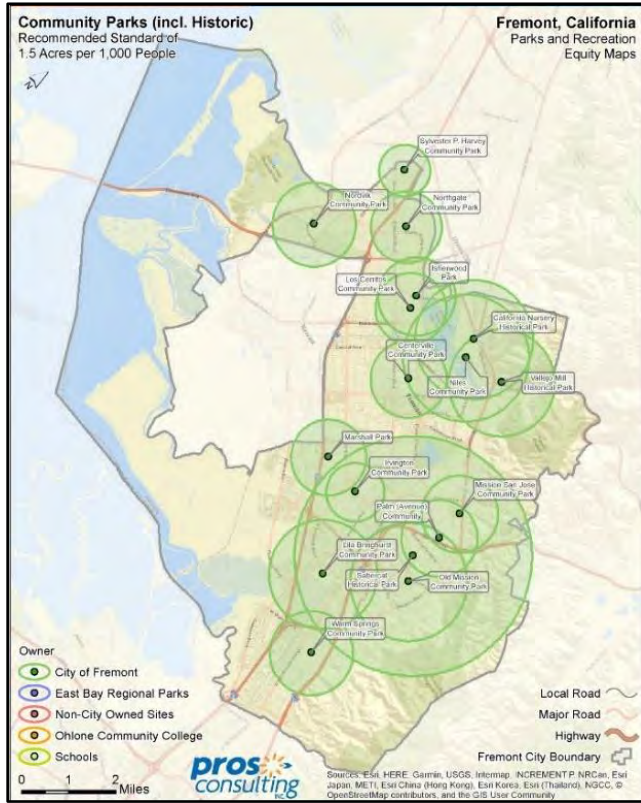
**1.4.6 EQUITY MAPS**

Service area maps and standards assist the City in assessing where services are offered, how equitable **the service distribution and delivery is across Fremont’s service area and how effective the service is as** it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the Department to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is oversaturated. Based on this, the City can make appropriate capital improvement decisions to meet systemwide needs while assessing the ramifications of the decision on a specific area.

The source for the population used for standard development is the estimated 2019 Census data population (the most current at the time of analysis) and as reported by Environmental Systems Research Institute, Inc. (ESRI). The shaded areas in the Equity Maps indicate the service level (i.e., the population **being served by that park type/amenity) as outlined in the previous section. The circles’** sizes vary dependent upon the quantity of a given amenity (or acre type) located at one site and the surrounding population density. The bigger the circle, the more people a given amenity or park acre serves and vice versa. Additionally, some circles are **shaded a different color which represents the “owner”** of that particular amenity or acre type.



There is a legend in the bottom left-hand corner of each map depicting the various owners included in the equity mapping process. The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park acre type.



**1.4.7 FUNDING**

Park and Recreation systems across the United States today have learned to develop a clear understanding of how to manage revenue options to support parks and recreation services in a municipality based on the limited availability of tax dollars. They no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

The following sources are financial options that the City currently implements and alternative sources to consider in supporting the recommendations outlined in the Plan. This list is intended to serve as a resource to fit a variety of projects, operational needs, or partner-specific initiatives as well as provide inspiration in considering other strategies beyond these suggestions.

Funding Sources Used or Currently Using			
City General Revenues	Fees	Grants and Donations	Special Taxes
General Fund	Admissions / Ticket Sales	CDBG Funding	Community Facilities District
Permits (Special Use Permits)	Advertising Sales	Private Donations	Lighting and Landscape District
Property Tax	Catering and Food Service	Volunteerism	
Sales Tax	Corporate Sponsorship		
Transient Occupancy Tax	Equipment Rentals		
	Facility and Equipment Rental		
	Fees and Charges		
	Inter-Local Agreements		
	Naming Rights		
	Park Dedication		
	Park Impact		
	Pouring Rights		
	Private Management		

**1.4.8 CAPITAL IMPROVEMENT PLAN**

To plan and prioritize capital improvement projects, recommendations include balancing the maintenance of current assets with the development of new facilities. The departmental Capital Improvement Plan (CIP) framework is utilized to determine CIP projects in concert with an implementable financial plan. A key priority is also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities. **Maintaining current infrastructure with limited funding will inhibit the City’s ability to take care of all existing assets and build new facilities.**

A three-tier plan is recommended to help guide the decision-making process for CIP investments. The three-tiered plan acknowledges a fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources. A complete list of the projects in each is identified in this chapter.

The three tiers include:

- Sustainable - This tier includes critical maintenance projects, including lifecycle replacement, repair of existing equipment, and safety and ADA improvements. Many of these types of improvements typically require one-time funding and are not likely to increase annual operations and maintenance costs. In many cases, these types of projects may reduce annual operations and maintenance costs.
- Expanded Services - These projects include strategic changes to the existing parks system to better meet the unmet needs of the community, including adding features to extend recreation opportunities, such as playfields, shade structures, adult fitness equipment, covered picnic shelters, and trail loops. These types of improvements typically require one-time funding and may trigger slight increases in annual operations and maintenance costs, depending on the nature of the improvements.
- Visionary - These projects would encompass complete park renovation, land acquisition and new park/trail development, such as expanded development at Central Park, development of a new regional sports park, and major trail developments. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new and future development.

Asset Needed	Units needed in 2026	Unit	Unit Construction Cost	Soft Costs (% of Const. Cost)	Total Unit Cost	Cost to fill need in 2026
Facilities (including certain amenities listed below, TBD)						
Parks						
Neighborhood Park (incl. Mini, Civic Parks and Plazas, Historic, Linear)	31	AC	\$ 800,000	40%	\$ 1,120,000	\$ 34,720,000
Community Park (inc. Historic)	18	AC	\$ 850,000	40%	\$ 1,190,000	\$ 21,420,000
Regional Sports Park at Pacific Commons	40	AC	\$ 850,000	40%	\$ 1,190,000	\$ 47,600,000
Trails						
Multi-use Trails (asphalt, 12' wide, with furnishings, landscaping)	60	Miles	\$ 2,000,000	40%	\$ 2,800,000	\$ 168,000,000
Indoor Facilities						
Multipurpose Recreation Center with Indoor Aquatics	132,320	SF	\$ 1,000		\$ 1,000	\$ 132,320,000
Total Facilities						\$ 404,060,000
Outdoor Amenities						
Community Garden (one garden at 1,000 sf)	1,000	SF	\$ 20	40%	\$ 28	\$ 28,000
Dog Park (2 dog parks for large dogs at 20,000 sf each)	40,000	SF	\$ 1.00	40%	\$ 1.40	\$ 56,000
Fitness Equipment (Outdoor)	24	EA	\$ 45,000	40%	\$ 63,000	\$ 1,512,000
Multipurpose Rectangular Sports Field (Turf from Sod, U-16 size = 69,300 sf)	69,300	SF	\$ 5.20	40%	\$ 7.28	\$ 504,504
Outdoor Pool (25m x 13m size)	3,500	SF	\$ 400	40%	\$ 560	\$ 1,960,000
Pickleball Court, Not Lighted, 4 courts per unit (= 1 tennis court)	4	EA	\$ 150,000	40%	\$ 210,000	\$ 840,000
Playground	34	EA	\$ 700,000	40%	\$ 980,000	\$ 33,320,000
Shade Structure (fabric)	15	EA	\$ 50,000	40%	\$ 70,000	\$ 1,050,000
Volleyball Court (Sand Not-Lighted)	8	EA	\$ 25,000	40%	\$ 35,000	\$ 280,000
Total Amenities						\$ 39,550,504

## 1.5 CONCLUSION

This Plan is meant to be a strategic roadmap that can adapt as times and circumstances change. This is even more timely as the City continues to plan its future in a post Covid19 world. The growing population numbers will require a higher level of service for indoor and outdoor offerings and how the City delivers the service will evolve, for example, to address greater (maybe temporary) social distancing guidelines and (long term) hygiene and sanitation requirements.

In addition, the financial realities of governments and public agencies nationwide have changed with reduced revenues and the Department will need to have an even greater emphasis on cost recovery to ensure long-term financial sustainability.

**Amidst these uncertain times, it is comforting to know that the Department’s staff is a group of experienced professionals dedicated to the community’s well-being** and the organizational culture centers on teamwork and forward-looking focus, elements that are critical to the success of the **Plan’s** implementation. The Consulting Team has no doubt that the Department staff in conjunction with City leadership will leave no stone unturned to ensure this plan continues to meet and exceed the parks, recreation, trails, cultural and open space needs of the Fremont community now and in the years to come.

