



AGENDA

Meeting of the Scotts Valley Parks and Recreation Commission

In-Person and Remote Access

Date: August 15, 2024

Time: 6:00 PM

CONTACT INFORMATION	MEETING LOCATION	POSTING
Recreation Division 361 Kings Village Road Scotts Valley, CA 95066 (831) 438-3251	City Council Chambers 1 Civic Center Drive Scotts Valley, CA 95066 Or Zoom Video Conference https://us02web.zoom.us/j/81298572447	Agenda posted on 8-9-24 at City Hall, SV Senior Center, SV Public Works Building, and on the Internet at: www.scottsvally.gov
COMMISSIONERS	CITY STAFF MEMBERS	
David Sanguinetti, Chair Gillian McGlaze, Vice Chair Heidi Denger, Commissioner Kate Kelsey, Commissioner Rebecca Sorci-Murray, Commissioner	Mali LaGoe, City Manager Allison Pfefferkorn, Recreation Division Manager Mathew Spencer-Cook, Maintenance Division Manager Brian Youmans, Administrative Secretary	

MEETING NOTICE AND AGENDA PACKET MATERIALS

Notice regarding Parks and Recreation Commission Meetings:

The Parks and Recreation Commission meets regularly on the 3rd Thursday of every other month at 6:00 PM in the City Hall Council Chambers located at 1 Civic Center Drive, Scotts Valley, CA 95066, and via Zoom Webinar remote access.

Agenda and Agenda Packet Materials:

The Parks and Recreation agenda packet is published at least 72 hours in advance of the regular meeting and is available for review at the Recreation Division office at 361 Kings Village Road, Scotts Valley, CA. The agenda packet is also available for viewing on the City's website at www.scottsvally.gov.

Public Participation:

For those wishing to participate via Zoom you can join the following ways:

Zoom Webinar meeting link: <https://us02web.zoom.us/j/81298572447>

Or dial one of these numbers: (669) 900-9128 or (669) 444-9171

Webinar ID: 812 9857 2447

Whether attendance is in-person or remote, you will be given opportunities to provide public

comment at the appropriate times throughout the meeting. The time limit is up to 3 minutes for an individual, or 5 minutes for someone who is representing a group of three or more, at the discretion of the Chair. Please note that this is not a question-and-answer time, but simply a time to provide comments to the Commission. At the appropriate times during the meeting for public comment, on items not on the agenda, and on specific agenda items, the Chair will announce that public comment will be accepted.

How to comment via in-person attendance:

Please proceed to the public comment podium when the Chair opens the item for public comment.

How to comment via Zoom Webinar:

Use the webinar attendee option to “raise hand” when the Chair opens the item for public comment. The Clerk will unmute you when it is your turn. If you have joined via Zoom phone call, dial *9 or your phone to “raise your hand”, and the Clerk will unmute you when it is your turn.

Call to Order

Roll Call

Staff Updates

1. Staff Update - RDM Pfefferkorn

Public Comment Time

This portion of the agenda is reserved for discussion by the public of items which are NOT agendized. No action may be taken by the Commission except to refer the matter to staff and/or place it on a future agenda. It is in the best interest of the person speaking to the Commission to be concise and to the point. All speakers are requested to sign their name at the podium so their name may be accurately recorded in the minutes of the meeting. A time limit of three minutes per individual will be allowed. If speaking on behalf of a group, the speaking time limit will be 5 minutes.

Consent Agenda

(Any person wishing to speak on the consent agenda may do so by raising their hand as the item is called out by the chairperson.)

1. 06-20-24 Parks and Recreation Minutes

Additions/Deletions to Regular Agenda

(Any person wishing to speak on the consent or regular agenda may do so by raising their hand as the item is called out by the chairperson.)

Regular Agenda

(Any person wishing to speak on the regular agenda may do so by raising their hand as the item is called out by the chairperson.)

1. Field Conditions
2. Bike Study Visit to the Netherlands
3. Parks Master Plan Final Draft
4. City of Scotts Valley Strategic Plan Update

Adjournment

ADA Notice

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Recreation Division Manager Allison Pfefferkorn Staff Updates August 15th, 2024

Past Events-

July is Parks Month

- Numerous free activities were planned for the month of July at our parks and trails.
 - Trail Passport
 - Qigong and Yoga in the park
 - Arts and crafts and scavenger hunts
 - Families were encouraged to picnic in a park

4th Of July Parade

- The City celebrated the 4th of July with its annual parade. The recreation division took part in the planning and day of organization of the event. Pacific Flow Swim School, operator of the Siltanen Pool, was able to lead out the parade this year!
- Recreation staff was able to have a vehicle in the parade advertising the activity guide.

Upcoming Events-

City Run Events

- Family Movie Night -Siltanen Park Aug 23- Showing the movie Elemental
- Family Camp Out- Siltanen Park Sept 21-22

Hosted events in our parks

- Summer has been full of Taco Tuesdays and Food Truck Fridays
- Successful Hops and Barely Festival happened in July
- Art, Wine, and Beer festival on Aug 17 & 18
- Music in the Park on Aug 25th

Update-

- Fall/ Winter Activity guide is out and available online Aug 12th.
- Garden is celebrating its 10th anniversary. There is a potluck celebration on Sept 13th at 6pm with all the current garden members. Cake will be provided by the recreation division for celebration.

Facility Updates-

- Staff are working on a shade grant application for possible shade structures at the bocce courts, tennis/pickleball courts and the Siltanen Field dugouts and spectator area.



MINUTES

Meeting of the
**Scotts Valley Parks and Recreation
Commission**
Date: June 20, 2024
Time: 6:00 PM

CONTACT INFORMATION	MEETING LOCATION	POSTING
Recreation Division 361 Kings Village Road Scotts Valley, CA 95066 (831) 438-3251	City Council Chambers 1 Civic Center Drive Scotts Valley, CA 95066 Or Zoom Video Conference https://us02web.zoom.us/j/86905757283	The agenda was posted on 06-14-2024 at City Hall, SV Senior Center, SV Public Works Building, and on the Internet at www.scottsvally.gov .

Call to Order - 6:00 pm

The meeting was called to order at 6:01 PM.

Roll Call

APPOINTED OFFICIALS

PRESENT:

David Sanguinetti, Chair
Gillian McGlaze, Vice Chair
Heidi Denger, Commissioner
Kate Kelsey, Commissioner
Rebecca Sorci-Murray, Commissioner

CITY STAFF MEMBERS PRESENT:

Allison Pfefferkorn, Recreation Division Manager
Brian Youmans, Administrative Assistant

Staff Updates

1. Staff Updates - Department & Division - RDM Pfefferkorn

RDM Pfefferkorn gave a summary of recently accomplished events and activities that Parks and Recreation offered, as well as announced upcoming events and activities.

Recent Staff Updates:

Facilities Updates:

Public Comment Time

David Alreck, A resident of Scotts Valley, spoke of being impressed by the coverage of the

Parks and Recreation Master Plan, however also expressed disappointment of the state of the maintenance of several of the parks. He also expressed that city staff have done a good job, however, require more resources to address these maintenance concerns.

Consent Agenda

1. 02-15-24 Parks and Recreation Commission Minutes

M/S: Denger/McGlaze

To approve the 02-15-2024 Parks and Recreation Commission Minutes.

Carried 5/0 (AYES: Sanguinetti, McGlaze, Denger, Kelsey, Sorci-Murray)

Additions/Deletions to Regular Agenda

None.

Regular Agenda

1. Siltanen Pool Update

RDM Pfefferkorn presented the reopening of the Siltanen Family Swim Center, being operated by Pacific Family Swim School.

Commissioner Sorci-Murray expressed appreciation for the reopening of the pool, and while Vice Chair McGlaze expressed appreciation she also requested staff cut back weeds from the side of the pool area.

Chair Sanguinetti stated that he was impressed with the number of upgrades that have been implemented for the pool.

2. Parks Master Plan 90% Draft Update

RDM Pfefferkorn informed the commission of the latest progress of the Parks Master Plan. All staff feedback has been submitted to Odell Engineering, and after revisions are completed, a final draft will be presented to the Commission in August.

3. Update on Mitigation of Concerns Regarding the Tennis and Pickleball Courts

RDM Pfefferkorn presented a slideshow of information to update the Commission on recent progress at the Skypark Tennis and Pickleball courts. The new solutions that have been implemented include new signage, online reservations, parking blockades, moving of the portable toilet, and changing the hours of operation. These changes have resulted in positive feedback from the court users.

Commissioner Denger stated that the reservation system was easy for her to use but expressed concern for the court lighting during the winter months.

Commissioner Kelsey asked if there have been any updates on installing lights on the Skypark Linear trail. RDM Pfefferkorn responded that there has been no progress.

Vice Chair McGlaze asked if the reservations system is a phone application or if it has a website users can go to. RDM Pfefferkorn responded that it is a website.

Chair Sanguinetti asked what the public reaction has been to these changes. RDM Pfefferkorn replied that there have been very few complaints regarding these changes.

4. Al Shugart Park Update

RDM Pfefferkorn presented a slideshow of information to update the Commission on the 5-year plan for Al Shugart Park. The City has budgeted \$2.6 million for the plan, which includes a dog park and bathrooms.

Vice Chair McGlaze asked if the budget should be adjusted, as a few of the sections of the park may not need to be built. RDM Pfefferkorn responded that any decision like that would be up to the Public Works Department.

Commissioner Denger asked if there have been any funds budgeted to maintain the facility after the project is completed. RDM Pfefferkorn responded that she is unaware but will check with Public Works.

Chair Sanguinetti commented that he is pleased that the original plans have been maintained.

Cynthia Dzendzel, a member of the public, asked if there was a possibility for the new park to also contain bocce courts and if the plans specify whether it will be artificial or natural grass. RDM Pfefferkorn responded that there is currently no plans for additional bocce courts to be installed and that the plans do not specify whether or not the turf will be artificial.

Chair Sanguinetti commented that he would prefer to see natural soil at the park.

Cynthia Dzendzel, a member of the public, also asked for clarification on whether the park is specifically designed to be a dog park. Chair Sanguinetti responded that the land for this was donated to the city to be dedicated as a dog park.

Adjournment

The meeting adjourned at 6:55 PM.

City of Scotts Valley PARKS AND RECREATION COMMISSION STAFF REPORT

DATE: 8/15/2024
TO: Honorable Mayor and City Council
FROM: Allison Pfefferkorn, Recreation Division Manager, Matt Spencer-Cooke
APPROVED: Mali LaGoe, City Manager
SUBJECT: **Field Conditions**

SUMMARY OF ISSUE

Water

Skypark

During the month of July, the City's wastewater treatment plant experienced some maintenance activities and unforeseen plant problems. These challenges led to a temporary reduction in the production of recycled water, which is essential for irrigating our parks.

Water production is back to normal, and the parks are once again receiving the appropriate amounts of irrigation. While it is expected the parks will gradually improve, it will take some time for them to return to a healthier state. Public Works continues to monitor their progress. Currently, the Skypark Soccer Field gets irrigated every night from 10PM to 6AM, when the park is closed. As the areas regain their color, staff will turn their attention to areas that need added attention. Once the large event season concludes, staff will conduct a thorough inspection of the sprinkler heads, including their orientation and coverage. They will also aerate, fertilize, and spot-seed the fields. Once closer to fall, the entire field will be reseeded.

Siltanen

The Siltanen fields are back on a regular watering schedule. The baseball field gets watered daily, and the middle and lower fields get water three times a week. Staff plan to enact new weed control measures around the infields to keep those areas clean. Once closer to fall, the entire field will be reseeded.

Gophers

Our Maintenance Manager, Matt Spencer-Cooke, has recently been certified to fumigate each park in compliance with State Regulations. With the certification, he is able to supervise staff to assist in the fumigation process. The main focus is the sports fields, which will be serviced for 4 hours every week.

FISCAL IMPACT

No Fiscal Impact.

STAFF RECOMMENDATION

Receive Presentation.

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None

City of Scotts Valley PARKS AND RECREATION COMMISSION STAFF REPORT

DATE: 8/15/2024
TO: Honorable Mayor and City Council
FROM: Allison Pfefferkorn, Recreation Division Manager
APPROVED: Mali LaGoe, City Manager
SUBJECT: **Bike Study Visit to the Netherlands**

SUMMARY OF ISSUE

In September 2022, a 2-day ThinkBike workshop was held in Santa Cruz. The event was sponsored by local Gazelle Bikes, Ecology Action and the Dutch Cycling Embassy. The focus of the workshop was to learn from the Dutch Cycling Embassy short-term and long-term ways to improve cycling in Santa Cruz County. Participants included elected officials, traffic engineers, and bike advocates from Santa Cruz County.

After the ThinkBike workshop, Gazelle Bikes and Ecology Action became aware of Bike Study visits hosted by the Cycling Embassy in the Netherlands. Bike Study visits provide first-hand experience of world-class bicycle mobility/infrastructure and provide participants with the knowledge and skills to develop effective, long-term solutions that can be implemented in their cities and counties.

In June 2024, a group of 29 participants met in the Netherlands. Among the group were many from the original ThinkBike workshop as well as new additions. Representatives were five from Ecology Action, six from City of Santa Cruz, three from County of Santa Cruz, four from UCSC, two from City of Capitola, three from City of Watsonville, three from regional agencies (AMBAG, TAMC, SCCRTC) and three from the City Of Scotts Valley; Council Member Jack Dilles, Senior Planner Sarah Wilke and Recreation Division Manager Allison Pfefferkorn.

Ecology Action did a major fundraising campaign to make this trip happen. Full scholarships were offered to City of Scotts Valley staff to attend.

History

The Netherlands began the journey to world-class bicycle & pedestrian mobility/infrastructure in the 1970s in response to public outcry when 3000 people died a year due to road safety, 450 of which were children. A campaign called "Stop Child Murder" was launched to make the streets safer for pedestrians and cyclists.

After several failed attempts to change streets and roads, in 1989, a city wide cycling network of streets was completed, consisting of three types of streets: City (greatest vehicle use, faster

speed), District (medium vehicle use, medium speed) and Neighborhood (low vehicle use, low speed). The network included well-maintained paths, clear signage, and amenities like bike parking facilities.

The shift to a human-focused mobility plan is still a work in progress in the Netherlands. It did not happen overnight. Over the last 40 years, many factors have contributed to the success of cycling in the Netherlands:

- Dutch policies consistently promote cycling through incentives, awareness campaigns, and integrating cycling with public transportation systems.
- A huge cultural shift developed where the focus was put on pedestrians and cycling to get around town. Children learn to cycle at a very young age and all ages become accustomed to the ease of cycling for commuting, shopping and leisure.

Trip Specifics

The delegation experienced the cycling culture firsthand during their three-day visit. They toured three cities; The Hague, Rotterdam, and Delft, each showcasing their unique cycling infrastructure. Mornings were dedicated to presentations, while the afternoons were spent cycling through the cities. Presentations covered topics such as:

Infrastructure design - Lanes, streets, and intersections using Dutch principles (incl. technical details)

Intersection design - Junctions, roundabouts, signals, signage, sensors, etc.

Car management - Automobile access and calming; policy and best practice

Pop-up to permanent - Light, fast construction methods, materials, practices

School zones - Designing school areas where kids can safely ride their bike independently

Network planning - principles of effective network design per CROW manual

Cycle superhighways - Design, implementation of rural, inter-city fast routes

Each day ended with group discussion of what was learned from the presentations, how these principals were experienced while cycling, and ways to implement the learning in the country.

The group cycled on each type of network street and experienced the protected bike lanes as well as bike ways that shared paths with pedestrians.

First-hand experience with bike parking lots, bike share programs and pop-up bike corrals allowed the delegates to see the impact these things have on making cycling possible in these

cities.

The study visit provided Santa Cruz County with the opportunity to witness the impact of a city and country dedicated to creating a future where community safety is a common goal.

Takeaways:

- Streets, roads, intersections need to be designed for the way we want people to travel on them.
 - Physical methods are used to slow motorists down, such as road narrowing, speed tables, surface textures/ colors.

- It is safety for all; pedestrians, cyclists and motorists.
 - Raised and continuous cycle paths
 - Clear signaling
 - Protected cycle/pedestrian routes
 - Slowing traffic is critical for the safety of shared roads.
 - Create a network of streets.

- Crafting a clear messaging
 - The change that can be made in our culture needs to start with clear messaging at a county level and then implemented to meet the needs and demographics of each city.

What is next?

The delegates will be meeting as a group again in August for a post-trip recap. During this meeting the topics that will be covered are: changes that have been implemented since returning from the trip, crafting a message that can be used countrywide and made unique for each city, identifying any barriers individual cities may be experiencing and how other agencies can help fill the gaps.

Ecology Action has also set up meetings with each agency to help determine next steps in implementing our learning from the Netherlands.

Council Member Dilles, Senior Planner Wilke, and RDM Pfefferkorn have brought PWD Onchi into the discussion to share what was experienced on the trip. They will present to the City Council, providing a debrief and explaining how the lessons learned align with the directives of the Active Transportation Plan, Parks Master Plan, and General Plan to make Scotts Valley a safe, sustainable, and great place to live.

Staff involvement in Bike Study in the Netherlands allows the City Of Scotts Valley to be involved in implementing world-class bike/pedestrian infrastructure with the joint support and collaboration of all Santa Cruz County agencies who attended.

FISCAL IMPACT

No fiscal impact at this time.

STAFF RECOMMENDATION

To receive staff presentation.

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None

City of Scotts Valley PARKS AND RECREATION COMMISSION STAFF REPORT

DATE: 8/15/2024
TO: Honorable Mayor and City Council
FROM: Allison Pfefferkorn, Recreation Division Manager
APPROVED: Mali LaGoe, City Manager
SUBJECT: **Parks Master Plan Final Draft**

SUMMARY OF ISSUE

The 2024 Scotts Valley Parks Master Plan is a planning document guiding the City to systematically manage the parks system and recreational programming. It offers a forward-thinking systematic approach to prepare for future demands, ensuring alignment with the updated 2023 General Plan, city policy and other documents.

Existing Parks Inventory & Benchmark Cities Comparisons

Compared to the 3 benchmark cities, Parks and Recreation fares average. Similar to the benchmark cities, Scotts Valley boasts a diverse park system with 253.75 acres, including developed and undeveloped parkland, 10 parks, 2 community centers, 1 community pool, 1 performing arts center and 1 community garden. Despite having the lowest staffing among benchmark cities, Scotts Valley's Recreation Division effectively manages programs through local partnerships.

Planning Process & Community Engagement Summary

Community engagement was developed through site visits, community meetings, and surveys. Outreach included three community meetings and an online survey in both English and Spanish, garnering 899 responses. The results highlighted the community's need for improved parks and recreational programs.

Needs Assessment & Summary of Analysis & Key Themes

Residents highly value City parks and seek improvements, particularly in high-use areas like Skypark and Siltanen. The top three improvements respondents would like the City to prioritize are to improve general maintenance in existing parks, improve existing fields, and improve bike/pedestrian circulation between neighborhoods and parks. Key survey insights show that over 75% of respondents are residents, with frequent visits to parks like Skypark and Siltanen Park. Top concerns include outdated amenities and lack of programs.

Recommendations, Funding Mechanisms, & Implementation

The plan recommends prioritizing improvements in existing parks and pursuing partnerships, joint-use agreements and other funding opportunities. A park scoring system was developed to prioritize enhancements based on various metrics.

To ensure the success of the Parks Master Plan, an implementation table of specific improvements and recommendations have been identified for each park. Cost ranges, priority rankings, and types of projects are displayed. The table is intended to serve as a guide where the City can make park planning decisions based on available funding, priority, and type of project.

The Parks Master Plan aims to provide safe, accessible, and equitable recreational opportunities to promote healthy lifestyles. By strategically managing the parks and recreation system, the City can ensure long-term community engagement and satisfaction. An ongoing evaluation and updates to the plan will help maintain its relevance and effectiveness.

The Parks and Recreation Commission and the City Council met in May 2024 during a joint session to review the 90% draft. Following the joint session, comments were noted along with additional review from the commission, council and staff were brought to the consultant to comprise the final draft of the Parks Master Plan.

FISCAL IMPACT

No Fiscal Impact at this time.

STAFF RECOMMENDATION

Staff recommends the Commission to review the final Parks Master Plan and recommend approval to the City Council

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1. Parks Master Plan 100%



CITY OF SCOTTS VALLEY

PARKS & RECREATION MASTER PLAN

AUGUST 2024



ACKNOWLEDGMENTS

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CITY OF SCOTTS VALLEY **PARKS & RECREATION** **MASTER PLAN**

Prepared for:
City of Scotts Valley
1 Civic Center Drive
Scotts Valley, CA 95066

Prepared by:
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CHAPTER 1

INTRODUCTION

INTRODUCTION

Great parks make cities healthy, livable, and enjoyable. The Scotts Valley Parks Master Plan is a planning guide on how the City of Scotts Valley can meet the community needs, interests, aspirations, and goals related to parks and recreation for the next 5 to 10 years. This document is meant to be dynamic in nature and to serve as a road map to manage parks and recreation assets for the City's future.

The City has evolved since the adoption of the previous Parks Master Plan prepared in 1996. It is even more timely for the inception and adoption of the 2024 Parks Master Plan as the City continues to re-emerge from a post pandemic world and adapt to new circumstances. In the last 27 years, Scotts Valley has undergone a major transformation, becoming more urban and growing gradually in population size, shaping the community's identity and their changing recreation needs. The City of Scotts Valley strives to provide high-quality, unique recreational experiences and park amenities for its community and beyond.

PURPOSE

The Parks Master Plan serves as a guiding document for how the City of Scotts Valley can anticipate, as well as plan and prepare for, the growing and diverse needs of the community regarding parks and recreation. It is meant to be forward-thinking and innovative, providing City staff strategic ways to systematically manage their parks system and recreational programming. The Parks Master Plan seeks to encompass the vision of the City's planning efforts and to create a parks system that everyone can recreate and experience in.

The core purpose of the Parks Master Plan is to provide City staff a usable, realistic action plan that captures the needs assessment of the community and supports a vibrant future of the City's park system. The Parks Master Plan also strives to accommodate current and future public uses of City's parks and recreational offerings and create safe, accessible, and equitable opportunities for everyone to enjoy. Ultimately, the Parks Master Plan aims to provide improved experiences and unique recreational opportunities so all members of the community can interact with the Scotts Valley parks and recreation system.

While the Scotts Valley Parks Master Plan does not provide specific park plans or specifically designate funding to projects, the Parks Master Plan does provide general recommendations of park improvements, along with a prioritization of park improvements based on community feedback and analysis using a park scoring tool.

Individual park recommendations and consideration of community needs for each park are also presented. Refer to "Chapter 6: Recommendations" for park scoring results, which shows a list of parks to prioritize for improvements and recommendations of park improvements. This chapter also provides an implementation table that outlines preliminary associated project costs of park improvements and priority ranking of each improvement for individual parks.

During the Parks Master Plan project, the Scotts Valley General Plan was also in the process of being updated. Recommendations and findings from the Parks Master Plan helped inform policies related to parks and recreation to be included in the 2023 General Plan update. Ensuring the Parks Master Plan is consistent with other City policies and documents is critical in guiding City staff with a shared vision moving forward.

ABOUT CITY OF SCOTTSVALLEY

The City of Scotts Valley has been proudly serving the Scotts Valley community since the City was incorporated in 1966. The Recreation Division is currently part of the Public Works Department and is responsible for administering recreation programs. The Recreation Division intends to provide high-quality recreation programming that includes children and adult activities, ranging from sports to crafts, to music and aquatics. The Parks Master Plan aspires to support the Recreation Division's vision and presents recommendations that allow people to access, explore, and engage with the City's unique parks and recreation system.

The Recreation Division has an advisory board in the Parks and Recreation Commission. The Commission consists of five members appointed by City Council. It was established for the purpose of advising the City Council on matters concerning City parks, open space, recreation, arts, cultural activities, and/or other park and recreation services.

At the onset of the COVID-19 pandemic in March 2020, nearly all of the City's recreation programs came to a halt due to restrictions requiring shutdown. A majority of the City's full- and part-time recreation staff were also laid off. Understanding the need to restore recreational opportunities for their residents, the City engaged Management Partners, a consulting firm, to prepare a report on the necessary steps to reactivate the Recreation Division.

Guided by the [2021 Recreation Services Assessment and Restoration Report](#) prepared by Management Partners, the Recreation Division has been taking steps to restore and reshape its recreational offerings during the writing of the Parks Master Plan. A focus of the Parks Master Plan effort was to better understand the specific types of programs and recreation the community would be interested in seeing more of.

Value & Benefits of the City's Parks and Recreation System

Meaningful parks and recreation make healthy, vibrant cities and enhance the quality of life for all people. Good, quality parks and recreation improve mental and physical health, provide opportunities for building community with social activities, and protect natural resources. Parks are valuable to communities because they encourage active lifestyles for all ages, make neighborhoods attractive, and contribute to the local economy. There are innumerable health, social, environmental, and economic benefits parks and recreation provide, so it is important that cities design parks in ways that promote participation and encourage use.

A city's parks system should be equitable, accessible, safe, and convenient for all members of the community, regardless of one's age, ability, background, or location. Parks and recreational opportunities should reflect the communities' diverse needs and values and provide recreational opportunities that are compatible with everyone. This is to ensure everyone has access to the same benefits from a city's parks and recreation system. Investments in park improvements, new development, and programs should support the goals of the City and the community, now and in the future.

Nestled in the unique topography and rolling hills of the Santa Cruz Mountains, Scotts Valley serves as a major gateway for San Lorenzo Valley and the Big Basin Area. Surrounded by wooded hills, the Scotts Valley community has many different opportunities to recreate, enjoy, and engage with the City's parks and recreation system. This system currently serves a highly engaging community of over 12,000 residents who enjoy the diverse opportunities to recreate at parks, facilities, and trails in Scotts Valley.

Scotts Valley currently has 10 City-owned parks that consist of community parks, neighborhood parks, mini parks, and trails. There are many ways for people to interact and connect with the natural environment since over 80% of the City parks total acreage are “undeveloped,” preserving the abundant natural and scenic resources. A geographic challenge is that Scotts Valley is bisected by the Highway 17 corridor, where the east and west sides of the city have historically been disconnected from one another, as well as extensive mountain slopes that are unsuitable for sport courts and fields. Most of the City’s parks and facilities are located on the west side of the highway.

There are two large Community Parks: Siltanen Park on the north side and Skypark on the south side of the city, both west of Highway 17. These two parks offer similar amenities with a few specialty items described in “Chapter 4: Inventory.”

GOALS OF THE PARKS MASTER PLAN

There are five key goals as defined by the City that will contribute to the success and outcome of the Parks Master Plan project. These guiding goals will ensure that the City can provide quality parks and recreation for its community for the next decade, using the guidance of the Scotts Valley Parks Master Plan.

Key goals of the Parks Master Plan are:

1. Identify park and recreational needs and priorities through public engagement and input.
2. Develop best practices and design guidelines that will inform future improvements and expansion.
3. Consider trends in parks and recreation.
4. Provide recommendations for City implementation of projects and programs.
5. Ensure consistency with other planning documents.

Participation from the community is a critical part of the Parks Master Plan. Community participation helps to understand public interest and gather ideas of what the future of Scotts Valley parks and recreation could be. Other key goals include ensuring recreational offerings are diverse and equitable, identifying priority parks for improvements, effectively utilizing funding mechanisms, and engaging in best practices for long-term sustainability.

EXECUTIVE SUMMARY

INTRODUCTION TO THE SCOTTS VALLEY PARKS MASTER PLAN

The 2024 Scotts Valley Parks Master Plan is a planning document that will guide the City of Scotts Valley on the strategic ways to systematically manage their parks system and recreational programming. The document is meant to be forward-thinking and innovative in a way where the City of Scotts Valley can prepare, plan, and anticipate the growing and diverse needs of the community regarding parks and recreation.

The core purpose of the Parks Master Plan is to provide City staff a usable, realistic action plan that captures the needs assessment of the community and supports a vibrant future of the City's park system. The Scotts Valley Parks Master Plan does not provide specific park plans or specifically designate funding to projects. During the Park Master Plan project, the Scotts Valley General Plan was also in the process of being updated. Recommendations and findings from the Parks Master Plan helped inform policies related to parks and recreation in the 2023 General Plan update. Ensuring the Parks Master Plan is consistent with other City policies and documents is critical in guiding City staff with a shared vision moving forward.

EXISTING PARKS INVENTORY & BENCHMARK CITIES COMPARISONS

The City of Scotts Valley has a diverse park system many residents of the community and visitors to the area use and enjoy for passive and active recreation, including parks, trails, and open space. The current park system consists of 253.75 park acres, with 44.75 acres of developed parkland and 209 of undeveloped parkland.

As inventoried in February 2023, the City currently owns ten parks, two community centers, one community pool, one other facility, and one community garden. The park classifications adopted by the City are as follows:

- Community Parks
- Neighborhood Parks
- Mini Parks
- Open Space, Trails, and Undeveloped Parks

Parks and recreation at the City of Scotts Valley fares average when compared to benchmark cities. Similar to the benchmark cities, the City provides diverse park typologies, recreational opportunities, and facilities for their residents. The Level of Service (LOS) standard and the park acreage of developed park lands also meets the average. While current staffing within the Scotts Valley Recreation Division is the lowest among benchmark cities, the staffing works with the City's budget and organization. The Recreation Division is currently restoring recreational programs through local partnerships and service providers.

PLANNING PROCESS & COMMUNITY ENGAGEMENT SUMMARY

This document was informed by primary research including site visits, presentations and public feedback at community meetings, and public surveys. The public engagement process intended to identify areas of particular strength within the parks system and areas that needed improvement. A key part of the public input process was to better understand recreational programming and needs from the community because the Recreation Division was in the process of restructuring the programs.

Three outreach meetings were held in April 2023, and they were intended to educate the community

about the Parks Master Plan, encourage survey participation, and gather feedback from the community about the City's park system and what programs they would like to see in the future. The meetings were held at different times and locations to add flexibility for attendees and to engage as many different members of the community as much as possible.

An online survey was conducted from late April to mid-May 2023 over a monthlong period and was available in both English and Spanish formats. The survey was meant to gather demographic information, park use and experience, satisfaction and needs regarding the City's parks, and priorities for recreational programming. There was a total of 899 participants in the survey—there were 899 completed in English and 0 were completed in Spanish. The rate of participation leads to above a 95% level of confidence.

NEEDS ASSESSMENT & SUMMARY OF ANALYSIS & KEY THEMES

Overall, many Scotts Valley residents value City parks, like to engage in diverse recreation activities, and frequent parks that provide their favorite amenities or activities. A common sentiment among respondents are to improve existing parks in general and to provide additional maintenance or repairs at high-use areas, such as sports fields. Increasing quantity of courts, along with adding site specific improvements, such as shade, were also expressed by respondents. This indicates that the Scotts Valley parks and amenities are heavily visited and used for both active and passive recreation. This trend will likely continue as the population continues to grow in the coming decades, so it is important for the City of Scotts Valley to incorporate and prioritize park improvements to meet current and anticipated demand.

KEY INSIGHTS FROM SURVEY

- Over 75% of respondents were Scotts Valley residents and 25% were visitors.
- A majority of respondents live near Skypark and about 20% live near Siltanen Park.
- More than half of respondents visit Scotts Valley parks and recreational facilities more than two times a week.
- Skypark was the most visited by respondents. Siltanen Park was the second most visited and Glenwood Open Space ranked third.
- About **98% of respondents** generally regard providing opportunities to **enjoy nature/the outdoors as very or somewhat important.**
- The **top three concerns** when visiting City's parks were **amenities were outdated, lack of amenities, and lack of programs and events that interest me.**
- 81% of respondents regard restrooms as very important.
- Hiking, walking, and swimming are top activities respondents enjoy.
- The **top three improvements** respondents would like the City to prioritize are to **improve existing parks in general, improve existing fields, and improve bike/pedestrian circulation between neighborhoods and parks.**
- The top three classes/programs respondents would like offered were swimming, art, and fitness/exercise/training.
- A majority of respondents would like to see additional programs for adult and teens/tweens.

At the time of writing this Parks Master Plan, the Recreation Division has been able to provide new and unique programs, events, and opportunities for the 2023 Fall/Winter season. Based on feedback from community meetings, FlashVote results, and the online survey, a strong sentiment from the public regarding recreation programming was the desire for a swim program. Aquatics was the top recreational program respondents would like to see and the re-opening of Siltanen Pool will satisfy a much needed core amenity for the community.

Other highly rated recreational programs and/or classes the community would like offered are soccer, art, and fitness/exercise/training. The top non-traditional sport programs the community would like to see offered are pickleball, mountain biking, bocce ball, and rock climbing. As the Recreation Division rebuilds their programs after being shut down during the pandemic, it is important to consider implementing fees for program participation and to offer programming for different age groups, as discussed in “Chapter 3: Best Practices.” Offering a diverse set of programs can also attract different user groups.

Based on the park distribution analysis maps, there are notable gaps where neighborhoods lack a developed park space within a 10-minute walk. Due to current zoning and limited land availability, filling in these gaps will be a major challenge.

RECOMMENDATIONS, FUNDING MECHANISMS, & FINANCIAL PROJECTIONS/OVERVIEW

Best practices and national trends findings, site inventory observations, community outreach results, needs assessment, and analysis maps will guide the recommendations for how the City can prioritize park improvements. These will also inform the categories for a park scoring system that use metrics tailored to the unique makeup and needs of the community. General recommendations are provided, including inclusion and accessibility at parks, playgrounds and equipment, and amenities.

Recommendations

A common sentiment from survey respondents are to improve existing parks and with limited land availability, it is recommended for the City to prioritize park improvements at existing parks. Because many City-owned parks are heavily visited and used for both active and passive recreation, it is beneficial for both residents and visitors to recreate at parks they already enjoy and go to. Both general recommendations and individual park recommendations for adding new amenities, courts, and other programs are further discussed in “Chapter 6: Recommendations.”

Park Scoring

The quality of a park system should be considered when analyzing parks on a holistic level. While parks may be categorized based on typology, each park offers different amenities, hosts different recreation classes, serves different demographics, and accommodates different communities. To better understand and develop a method for prioritization based on park value and opportunity, this Parks Master Plan utilizes a scoring system that analyzes different metrics. The community’s unique demographics, public input results, observations from site investigations, and spatial mapping analysis were factored into the creation of these metrics. The seven park scoring metrics with associated points are:

1. Programming (5 points)
2. Quantity of Amenities (10 points)
3. Lack of Usability (10 points)
4. Code Infractions (10 points)
5. Community Activation (5 points)
6. Revenue Generators
7. Connectivity (5 points)

Using the scoring metrics, the park scores for existing parks are provided below.

TABLE 1.0 PARK SCORES FOR EXISTING PARKS*		
SCORE	PARK NAME	TPOLOGY
5.3	SILTANEN PARK	COMMUNITY
5.1	SKYPARK	COMMUNITY
3.8	MACDORSA PARK	NEIGHBORHOOD
2.7	HOCUS POCUS PARK	MINI PARK
2	VERN HART FISHING PARK	MINI PARK
1.9	SHUGART PARK	NEIGHBORHOOD
1.9	LODATO PARK	TRAIL
1.8	GATEWAY NORTH PARK	MINI PARK
0.9	GLENWOOD OPEN SPACE TRAILS	TRAIL
0.8	POLO RANCH PARK	MINI PARK

* It is important to note that a higher score means greater needs of improvements.

Refer to “Appendix B: Park Scoring” for a detailed park scoring table with a numeric score for each metric. An in-depth explanation of each metric is also provided.

Strategies for Closing the Gaps

To help close gaps in neighborhoods that lack a park within a half mile, it is recommended for the City to pursue partnerships with State Parks, Santa Cruz County, Scotts Valley Unified School District and local districts, such as Boulder Creek Recreation and Park District, to expand recreational offerings. Partnerships with private schools can also be considered. These partnerships can help close gaps in neighborhoods that lack a park, especially in central Scotts Valley.

Recreational Program Recommendations

Regarding recreational program recommendations, it is recommended the Recreation Division kick start and build core programs. This will provide momentum for the Recreation Division to continue to build partnerships with regional providers to operate facilities or programs, as well as contracted instructors to host classes that are tailored to the interests of the community.

Another recommendation is for the Recreation Division to start collecting program registration data and to track performance metrics of their programs. Collecting basic attendee demographic data and identifying popular programs through participation numbers are useful ways to identify how well programs are performing and identify core programs. It is also recommended for staff to perform a yearly assessment to track program success rates. Also, the Recreation Division may consider having program participants complete a short survey at the end of the program or class for constructive feedback on how to improve their program or what was executed well.

Funding Mechanisms

The Scotts Valley Parks Master Plan is a strategic planning document to guide future park improvements in a systematic way that anticipates the growing and diverse needs of the community. To achieve this goal effectively and sustainably, funding sources beyond those currently employed must be established. A list of existing funding mechanisms and a list of potential funding sources are presented.

Preliminary Park Recommendations

Based on community feedback, a strong sentiment from respondents was the desire to improve existing parks. It is recommended for the City to focus on continuously improving existing parks since many respondents shared that they value recreating at City parks. Pursuing joint-use agreements and funding opportunities can also work in conjunction with this effort. A holistic park planning approach can help support the City in providing quality parks and recreation for the community long-term. A list of recommendations for each parks and improvement considerations for community interests are presented in this section.

Implementation Table

To ensure the success of the Parks Master Plan, an implementation table of specific improvements and recommendations have been identified for each park, organized by their park score. Cost ranges, priority rankings, and types of project are also displayed. The lower the number, the higher the priority. The table is intended to serve as a guide where the City can make park planning decisions based on available funding, priority, and type of project.

CONCLUSION

Providing safe, accessible, and equitable recreational opportunities can help encourage healthy lifestyles for everyone. Scotts Valley has a highly used parks system that offers a diverse array of active and passive recreational opportunities for its community. Many people value recreating at City parks, so it is important for the City to strategically manage this asset for the next decade and beyond. While population growth will be modest, it is key for the City to provide improved recreational experiences and expand recreational offerings through partnerships as the Recreation Division continues to restructure and rebuild their recreational services. This will help fill in gaps, from park amenities to recreational programs, that the community aspires for.

Guided by the implementation framework, the City can create unique recreational opportunities to keep members of the community engaged with the City's park and recreation system in the next ten years. It is important for the City to perform an ongoing evaluation and update the Parks Master Plan with supplemental appendices and park scoring updates as improvements occur. Staff may provide a yearly report that is attached as an Appendix citing recommendations that have been addressed, improvements made during the year, and updates on new developments, such as the Town Center.



CHAPTER 2

CONTEXT

CONTEXT

PHYSICAL SETTING

The City of Scotts Valley is a small city located in Santa Cruz County, California. The City is situated in the foothills of the Santa Cruz Mountains, covering an area of 4.6 square miles. The City is approximately 6 miles from the Pacific Ocean and is at an elevation of about 600 feet above sea level. The area is known for its mild Mediterranean climate, with warm, dry summers and cool, wet winters. The landscape of the area is characterized by rolling hills, forests of redwoods and other trees, and several small creeks that run through the valley. Scotts Valley serves as a major gateway for the surrounding area, including the San Lorenzo Valley and the Big Basin Area, which is home to the oldest state park in California—the Big Basin Redwoods State Park and Henry Cowell State Park. The city provides access to these areas via State Route 17, which runs through the valley and connects south to Santa Cruz, as well as to the San Francisco Bay Area to the north.

HISTORICAL ROOTS

Scotts Valley has a rich history that dates back to thousands of years ago when it was inhabited by the Ohlone Native Americans before the arrival of European explorers. In the 18th and 19th centuries, the area was part of a vast Spanish land grant known as the Rancho San Agustin, which was eventually acquired by the Scott family in the 1850s. The Scotts were instrumental in developing the agricultural and timber industries in the region, which remained to the present. In the 1950s and 1960s, the construction of the Santa Cruz Highway and the growth of the high-tech industry in nearby Silicon Valley spurred rapid development and population growth in Scotts Valley. Today, the city is home to a number of nationally renowned companies and has a reputation for being a safe, family-oriented community. Despite its growth and modernization, Scotts Valley remains proud of its rich history and works to preserve its cultural heritage for future generations.

ECONOMY AND BUSINESS

Scotts Valley's economy is relatively small but diverse. The City has a growing retail and service industry, and benefits from its location near the coast and the Santa Cruz Mountains, which attract tourists and outdoor enthusiasts.

According to the 2017 Economic Census, Scotts Valley had 84 establishments in the Professional, Scientific, and Technical Services sector, representing roughly 21% of the entire business base and employing 650 people. The second and third biggest sectors are Retail Trade and Accommodation and Food Services, which have 54 and 49 business establishments, employing 760 and 532 people, respectively.¹ Moreover, more than half of the civilian employed population of Scotts Valley work in occupations of management, business, science, and arts.² Scotts Valley residents holding managerial and professional jobs reflect on Scotts Valley's higher median household income.

INCOME AND POVERTY

Scotts Valley has a median household income of \$114,504,³ 36.1% higher than the California median household income of \$84,097. The 2021 U.S. Census estimates show 4.2% of the City's population falling below poverty level, which is significantly lower than the overall Statewide rate

1 Data EC1700BASIC, 2017 Economic Census, U.S. Census Bureau.
2 Data S2401, 2021 American Community Survey, U.S. Census Bureau.
3 Data S1901, 2021 American Community Survey, U.S. Census Bureau

of 12.3%.⁴ Scotts Valley's annual per capita income is \$60,639, greatly exceeding the Santa Cruz income of \$47,619 and the overall Statewide income of \$41,276.⁵

DEMOGRAPHICS

Population Trends and Age Characteristics

Incorporated in 1966, Scotts Valley has grown from a small town of 3,621⁶ residents in 1970 to a community of 12,224 in 2020. In the last 20 years, population growth has been gradual. From 2000 to 2020, the City of Scotts Valley has experienced an annual population growth rate of 0.5%. Assuming the same growth rate pattern, it is estimated that by 2033, Scotts Valley will have an estimated population of 13,107.

Understanding age groups can help provide insight on the types of park amenities, recreation, and programs to accommodate the unique makeup of a community. Each age group has a different lifestyle and family type, which has an impact on recreational uses and affects the planning of recreational programs within a jurisdiction.

Scotts Valley is experiencing a significant loss in the younger age groups. The percentage of population groups under the age of 14 has dramatically shrunk from 23.7% in 2000 to 13.6% in 2021. In contrast, the percentage of population groups over the age of 65 has grown from 13.1% in 2000 to 21.3% in 2021. The rise of senior age groups is also revealed in household composition. The percentage of households with one or more persons over the age of 60 in Scotts Valley has increased from 34.4% in 2010 to 49.2% in 2021.

TABLE 2.0 SCOTTS VALLEY AGE DISTRIBUTION – 2010 TO 2021 COMPARISON ⁷				
AGE GROUP	2010		2021	
	#	%	#	%
UNDER 5 YEARS	623	5.5%	621	5.1%
5–9 YEARS	885	7.8%	533	5.2%
10–14 YEARS	906	7.5%	527	4.8%
15–19 YEARS	937	4.5%	891	5.2%
20–24 YEARS	659	4.9%	1,043	8.3%
25–34 YEARS	1,064	11.9%	1,147	9.5%
35–44 YEARS	1,588	20.1%	1,207	10.0%
45–54 YEARS	1,956	14.0%	1,702	14.1%
55–59 YEARS	682	4.6%	1,104	9.2%
60–64 YEARS	592	3.2%	986	8.2%
65–74 YEARS	665	4.8%	1,337	11.1%
75–84 YEARS	479	4.5%	544	4.5%
85 YEARS & OVER	315	3.8%	581	4.8%
TOTAL	11,351	100%	12,317	100%

⁴ Data S1701, 2021 American Community Survey, U.S. Census Bureau.

⁵ 2021 American Community Survey, U.S. Census Bureau.

⁶ City of Scotts Valley Community Profile, 2007.

⁷ Data S0101, 2010 and 2021 American Community Survey, U.S. Census Bureau.

The elderly population is more likely to experience disabilities compared to younger age groups. It is estimated that in Scotts Valley, 368 persons in the age group of 18 to 64 and 424 persons in the age group of over 65 have ambulatory difficulties.⁸

Race and Ethnicity

Race and ethnicity are important features of any community. The racial composition of the City of Scotts Valley has changed little over the past 10 years. White remains the most predominant population in the City with a minor drop from 86.9% in 2010 to 83.5% in 2021. Asian is the second largest racial group, comprising 5.8% of the population, while the other races making up the rest of the 10.7% population. Generally, the population in Scotts Valley is getting slightly more diverse over time, which aligns with national trends.

TABLE 2.1 SCOTTS VALLEY RACIAL DISTRIBUTION – 2010 TO 2021 COMPARISON ⁹				
	2010		2021	
RACE	#	%	#	%
ONE RACE - WHITE	9,862	86.9%	10,290	83.5%
ONE RACE - ASIAN	647	4.7%	717	5.8%
ONE RACE - OTHERS	362	3.2%	488	4.0%
TWO OR MORE RACES	480	4.2%	824	6.7%
TOTAL	11,351	100%	12,317	100%

City Management and Budget

The City of Scotts Valley has a proposed expenditures budget of \$38,209,488 for fiscal year 2022–2023, which includes General Funds of \$19,841,430 and General Capital Improvements of \$4,521,900¹⁰. This current General Fund budget is significantly larger than the FY 2021–2022 General Fund of \$14,110,067¹¹, and is a 66.4%% increase from the 2018–2019 budget of \$11,923,656¹² in fiscal year 2018–2019, which was proposed before the pandemic. The FY 2022–2023 budget has taken into account the recovery needs from the COVID-19 pandemic.

TABLE 2.2 SCOTTS VALLEY ANNUAL PROPOSED BUDGET EXPENDITURES OF THE PAST FIVE YEARS					
FISCAL YEAR	FY 2018–19	FY 2019–20	FY 2020–21	FY 2021–22	FY 2022–23
ANNUAL GENERAL FUNDS	\$11,923,656	\$12,903,627	\$12,514,701	\$14,110,067	\$19,841,430
ANNUAL GENERAL CAPITAL IMPROVEMENTS	\$630,370	\$594,650	\$525,835	\$1,383,900	\$4,521,900
ANNUAL PROPOSED BUDGET EXPENDITURES	\$19,788,287	\$24,181,341	\$22,353,557	\$27,578,512	\$38,209,488

In the current proposed budget, \$660,779¹³ is allocated for Parks for the Public Works department. The Recreation Division holds a different fund account in the City. The City also sets aside funds for future capital improvement projects. Some of these projects have been included in the FY 2022–2023 budget as part of the comprehensive five-year Capital Improvement Plan. Current funding sources are provided in further detail in “Chapter 6: Recommendations.”

8 Data S1810 Disability Characteristics, 2021 American Community Survey, U.S. Census Bureau.

9 Data S0101, 2010 and 2021 American Community Survey, U.S. Census Bureau.

10 City of Scotts Valley, Final Proposed Budget Fiscal Year 2022–23, 11.

11 City of Scotts Valley, Final FY 2021–22 Annual Budget and Five- and Ten-Year Financial Plan, 9.

12 City of Scotts Valley, Final FY 2018–19 Annual Budget and Five- and Ten-Year Financial Plan, 10.

13 City of Scotts Valley, Final Proposed Budget Fiscal Year 2022–23, 33.

LOCAL PLANNING POLICY CONTEXT

Scotts Valley Parks Master Plan 2012

A Parks Master Plan serves the purpose of directing the planning process, capturing existing parks inventory, assessing the existing recreation provisions and recreation needs, developing plan objectives and major planned components, and recommending future steps for the City. The 2012 Scotts Valley Park Master Plan is an update of the City's adopted 1996 Park Master Plan with modifications to reflect the changes to project status, programs, and other changes to the existing park system since the 1996 plan was adopted. The 2012 Parks Master Plan was not adopted, but used as a reference.

Scotts Valley General Plan 2023

Adopted in November 2023, the [2023 Scotts Valley General Plan](#) sets forward a vision for the next 20 years of development in Scotts Valley. The General Plan envisions Scotts Valley to be a family-oriented community that is surrounded by a mix of natural and built environment. Below is a list of guiding principles of the General Plan that have impacts on the future development of parks and recreation programming in the City:

- CIC-2: "Use high-quality design features and amenities through appropriate architecture, landscape, and streetscape designs that enhance the visual appearance of new development in public spaces, including parks and roadways."
- NR-1: "Protect and enhance natural and scenic resources—including creeks and hillsides which enhance the city's character."
- NR-2: "Act as environmental stewards in the sustainable management of our natural resources and open space."

Preservation of open spaces are addressed in the plan in the "Open Space & Conservation" (OSC) element under the "Natural Environment" category. Open Space for the Preservation of Natural Resources and Open Space for Outdoor Recreation and Scenic Resources are two categories that have direct impacts on the future development of parks in Scotts Valley. Additionally, the "Community Service & Facilities" (CSF) element further discussed policy directions and implementation measures to parks and recreation services to the community. Planning, design, construction, and maintenance of city parks are overseen by the Public Works Department, which handles all related projects through its Engineering, Maintenance, and Recreation Division.

The following items from the General Plan have been identified as having a particular impact upon future development of parks and recreation programming within the City.

- Goal LU-1: Maintain and enhance Scotts Valley small-town valley character and community-focused quality of life.
- Policy LU-1.6: Maintain and improve neighborhood parks with a variety of facilities that cater to the needs and interest of city residents including youth, seniors, and persons with physical disabilities.
- Policy LU-1.16: Require new residential development to dedicate park land and/or to contribute park in-lieu fees to the City that enable the purchase of additional park land, or to provide recreational facilities, or to maintain existing parks consistent with the Parks Master Plan.
- Goal ED-2: Promote the city as a positive environment for economic development.
- Goal OSC-1: To protect and conserve Scotts Valley's natural resources.

- Goal OSC-2: To preserve and protect existing viewsheds and scenic open spaces and corridors.
- Goal CSF-3: To provide ample, safe, and well-maintained park and recreation facilities and programs that serve the needs of the community.
- Policy CSF-3.7: Coordinate with local schools to expand parks and recreation opportunities for the community through joint use agreements; co-development, expanding, and refurbishing; and other collaborative efforts.
- Policy CSF-3.10: Ensure that ongoing maintenance needs are addressed in the development and funding plans for any new or expanded parks, recreation facilities, and open space.
- Policy CSF-3.12: Provide adequate recreation programs that serve the needs of all members of the community including youth, seniors, and disabled persons.
- Policy CSF-3.24: Ensure that adequate park land is provided in conjunction with new residential development, concurrent with the City's parks, recreation and open space, and land and facilities development fee schedule.
- Goal CSF-5: To provide high-quality community facilities and programs that connect members of all ages and abilities to a broad range of cultural, informational, and recreational resources.

The 2015–2023 Housing Element of the General Plan was adopted in 2016 under a separate cover, apart from the General Plan. The Housing Element does not include specific goals and objectives that may have significant impact on future park facility developments.

The General Plan also integrates the Environmental Impact Report (EIR). In this chapter, the EIR process evaluates the impacts of the General Plan under 18 environmental categories, and the report concluded that 15 of them may potentially be significantly affected by the implementation of the Plan. It's important to note that since the General Plan does not include any specific construction or developments, the EIR impact analysis is “programmatic and cumulative in nature.”

Most goals and policies listed in the 2023 General Plan that pertain to the City's parks and recreation programming are determined to have a “less than significant impact” on the physical conditions of the environment. In the category of Biological Resources, several policies in the Open Space and Conservation Element are found to have potential significant impacts. These policies are all related to developments that involve creeks, wetlands, or other riparian resources.

Active Transportation Plan 2021

The [Active Transportation Plan](#) was adopted by the City in 2021 with a vision to “create community connections via active transportation routes that are safe, enjoyable, accessible, and well-maintained.”¹⁴ The Pedestrian and Bicycle Plan in Chapter 4 outlines goals and policies related to pedestrian and bike mobilities and associated infrastructure improvements. In relating to this Parks Master Plan, below is a list of policies that are corresponding to General Plan goals in the Mobilities Element:

- Goal M-6: Provide a complete network of bikeways and bicycle facilities in Scotts Valley.
 - » Policy M-6.1: “Ensure that the bikeways in Scotts Valley are well integrated with existing and proposed regional bikeways in Santa Cruz County, particularly to and from downtown Santa Cruz.”
 - » Policy M-6.3: “Provide bikeways in Scotts Valley that are safe and convenient for bicyclists of all ages and abilities.”

14 Scotts Valley Active Transportation Plan 2021, 4.

Based on the plan vision and goals, the Active Transportation Plan developed several recommendations. Recommendation #3 that pursues long-term opportunities to install shared use paths may have an impact to future development of several parks. It is noted that the bike and pedestrian connections between Skypark Drive and Kings Village Road are categorized as high priority. The rest are considered low priority.

- Skypark
 - » “Study options to install shared use path between Lockhart Gulch Road and Coast Range Road”¹⁵
 - » “Widen path to allow for bike & pedestrian access, or install separate path for bicyclists to connect Skypark Drive and Kings Village Road”¹⁶
- Siltanen Park
 - » “Study options to improve paths to school campus”¹⁷

Additionally, the Active Transportation Plan also recommends locations for new/upgraded bike parking, most of which are located at existing city parks and the Glenwood preserves.¹⁸

Scotts Valley Recreation Services Assessment and Restoration Report 2021

Developed in 2021, the [Recreation Services Assessment and Restoration Plan](#) assessed City of Scotts Valley’s recreation programs and amenities that were provided before the pandemic and provided a pathway on how to restore services to the community. The report relied heavily on interviews with City staff and service providers in developing its recommendations.

There were 24 recommendations for City leaders to consider in restoring recreation services in the community. Key recommendations relevant to park planning and recreational programming are:

- Maintain as City responsibilities the provision of parks and recreation facility rentals, sports field uses, and special events programming and coordination.
- Conduct a facility rental fee study and establish fees for facility uses at market rates.
- Collaborate with the cities of Capitola, Santa Cruz, and the County for recreation (contract) classes that meet the needs of Scotts Valley residents.
- Develop a long-range joint-use agreement with the Scotts Valley Unified School District for the use of facilities at its Vine Hill Elementary and Brook Knoll Elementary school campuses.

General Plan and Local Coastal Program for the County of Santa Cruz 1994

The County of Santa Cruz General plan was adopted in 1994. The plan updated and broadened the scope of its original 1980 version. The Parks, Recreation and Public Facilities element in the plan combines various topics to provide community facilities to support existing and future populations. The plan does not address parks within the City of Scotts Valley boundary except for the Glenwood Preserves. However, any Parks Master Plan within the jurisdiction are to be consistent with the Parks and Recreation section policies.

Scotts Valley Town Center Specific Plan 2008

The [Town Center Plan](#) was adopted in 2008 and provides guidance on the development of a 58-acre mixed-use district located in the south of Scotts Valley. The extent of this development encompasses the southern portion of Skypark, where the existing amenities, such as pump track and the dog park, will not remain. The pump track and dog park were temporary installations. This

15 Map 9, Shared Use Path Recommendations, Scotts Valley Active Transportation Plan 2021, 42.

16 Map 9, Shared Use Path Recommendations, Scotts Valley Active Transportation Plan 2021, 42.

17 Map 9, Shared Use Path Recommendations, Scotts Valley Active Transportation Plan 2021, 42.

18 Map 16, Recommended Bike Parking Locations, Scotts Valley Active Transportation Plan 2021, 57.

Parks Master Plan considers relocations of these existing amenities, based on community survey results and community needs.

A guiding principle related to parks and recreation planning was approved by the City Council in April 2007:

- Provide a place for community gathering (i.e., farmers market, concerts, festivals, and other community events)

The Plan emphasizes the importance of incorporating a large public space such as a public plaza or town green to accommodate community events and public and private assemblies to attract visitors and residents to the Plan Area. The Parks Master Plan will take into account that a space for community gathering is planned at the Town Center.

At the time of writing this Parks Master Plan, the City is working on updating the Town Center Specific Plan document and anticipate community input in 2024. Some site demolition updates have been performed and completed, including the removal of contaminated soil and replaced with clean soil.

Access Audit and Transition Plan Recommendations of Scotts Valley Draft 2016

The [Access Audit and Transition Plan](#) assessed 12 sites within the City for accessibility per current Title II of the Americans with Disabilities Act (42 USC 12131) and developed transitions for those sites for retrofitting work with individual report. The evaluation process identified issues in such as maintenance, changes in level and gaps, obstructed accessible routes, accessible route connections, playgrounds, and so on.

Relevant to the Parks Master Plan, Table 2.3 provides a list of park sites or facility with issues of inaccessible routes to horse shoes, tennis courts, basketball courts, baseball fields, athletic fields, grill stations, and picnic areas. Assessments of accessible or inaccessible play equipment are also included. This assessment can provide guidance on the parks to prioritize and guide general improvements in “Chapter 6: Recommendations.”

TABLE 2.3 RECOMMENDATIONS FOR SITE FEATURES BY PARK SITE OR FACILITY¹⁹

PARK SITE OR FACILITY	SITE FEATURE	ASSESSMENT	RECOMMENDATION
HOCUS POCUS PARK	2-5 PLAYGROUND	ACCESSIBLE	MAKE CORRECTIONS TO REMAIN ACCESSIBLE
	5-12 PLAYGROUND	NOT ACCESSIBLE	LEAVE AS IS UNTIL FUTURE ALTERATIONS OR RENOVATIONS OCCUR TO MAKE THEM ACCESSIBLE
	BASKETBALL COURT (1 OF 1)	NO ACCESSIBLE ROUTE	MAKE CORRECTIONS TO BECOME ACCESSIBLE
	PICNIC AREAS (1 OF 3)	NO ACCESSIBLE ROUTE	MAKE CORRECTIONS TO BECOME ACCESSIBLE
	PICNIC AREAS (2 OF 3)	ACCESSIBLE ROUTE	MAKE CORRECTIONS TO REMAIN ACCESSIBLE
SKYPARK	2-5 PLAYGROUND	ACCESSIBLE	MAKE CORRECTIONS TO REMAIN ACCESSIBLE
	5-12 PLAYGROUND	ACCESSIBLE	MAKE CORRECTIONS TO REMAIN ACCESSIBLE
	BASKETBALL COURTS (2 OF 2)	ACCESSIBLE ROUTE	MAKE CORRECTIONS TO REMAIN ACCESSIBLE
	ATHLETIC FIELDS (2 OF 6)	ACCESSIBLE ROUTE	MAKE CORRECTIONS TO REMAIN ACCESSIBLE
	ATHLETIC FIELDS (4 OF 6)	INACCESSIBLE ROUTE	LEAVE AS IS UNTIL FUTURE ALTERATIONS OR RENOVATIONS OCCUR TO MAKE THEM ACCESSIBLE
	GRILL STATIONS	INACCESSIBLE ROUTE	LEAVE AS IS UNTIL FUTURE ALTERATIONS OR RENOVATIONS OCCUR TO MAKE THEM ACCESSIBLE
	PICNIC AREAS (3 OF 4)	ACCESSIBLE ROUTE	MAKE CORRECTIONS TO REMAIN ACCESSIBLE
	PICNIC AREAS (1 OF 4)	INACCESSIBLE ROUTE	LEAVE AS IS UNTIL FUTURE ALTERATIONS OR RENOVATIONS OCCUR TO MAKE THEM ACCESSIBLE
	TENNIS COURTS	ACCESSIBLE	MAKE CORRECTIONS TO REMAIN ACCESSIBLE
MACDORSA PARK	PLAYGROUND	NOT ACCESSIBLE	LEAVE AS IS UNTIL FUTURE ALTERATIONS OR RENOVATIONS OCCUR TO MAKE THEM ACCESSIBLE
	HORSESHOE	INACCESSIBLE ROUTE	MAKE CORRECTIONS TO BECOME ACCESSIBLE
	GRILL STATIONS	ACCESSIBLE ROUTE	MAKE CORRECTIONS TO REMAIN ACCESSIBLE
	PICNIC AREAS	INACCESSIBLE ROUTE	LEAVE AS IS UNTIL FUTURE ALTERATIONS OR RENOVATIONS OCCUR TO MAKE THEM ACCESSIBLE
SILTANEN PARK	PLAYGROUND	INACCESSIBLE	LEAVE AS IS UNTIL FUTURE ALTERATIONS OR RENOVATIONS OCCUR TO MAKE THEM ACCESSIBLE
	HORSESHOE (2 OF 2)	INACCESSIBLE ROUTE	LEAVE AS IS UNTIL FUTURE ALTERATIONS OR RENOVATIONS OCCUR TO MAKE THEM ACCESSIBLE
	BASEBALL FIELDS (2 OF 5)	INACCESSIBLE ROUTE	MAKE CORRECTIONS TO BECOME ACCESSIBLE
	BASEBALL FIELDS (3 OF 5)	INACCESSIBLE ROUTE	LEAVE AS IS UNTIL FUTURE ALTERATIONS OR RENOVATIONS OCCUR TO MAKE THEM ACCESSIBLE
	ATHLETIC FIELDS (1 OF 1)	INACCESSIBLE ROUTE	MAKE CORRECTIONS TO BECOME ACCESSIBLE
	GRILL STATIONS (1 OF 1)	INACCESSIBLE ROUTE	MAKE CORRECTIONS TO BECOME ACCESSIBLE
	PICNIC AREAS	INACCESSIBLE ROUTE	LEAVE AS IS UNTIL FUTURE ALTERATIONS OR RENOVATIONS OCCUR TO MAKE THEM ACCESSIBLE
SCOTTS VALLEY COMMUNITY CENTER	GRILL STATIONS	ACCESSIBLE ROUTE	MAKE CORRECTIONS TO REMAIN ACCESSIBLE

¹⁹ Access Audit and Transition Plan Recommendations Final Report, 2016.

In this plan, it is noted that while there is no guidance as to how many listed amenities should be made accessible, Table 2.4 shows the total amount of amenities from all studied park sites, best practice guidelines, and recommendations. Picnic area access is not yet settled as a final and enforceable standards at the time this plan was developed. Since there is significant guidance regarding picnic area access from the U.S. Access Board, this plan has applied their guidance.

TABLE 2.4 TOTAL SITE FEATURES ACCESSIBLE RECOMMENDATIONS				
SITE FEATURE	TOTAL # AT CITY PARKS	ASSESSMENT	BEST PRACTICE	RECOMMENDATION
PLAYGROUNDS	6	2 OF 6 ARE ACCESSIBLE	1 OF 3 BEING MADE ACCESSIBLE	NO NEW ACCESS
HORSESHOES	3	NONE ARE ACCESSIBLE	1 OF 3 BEING MADE ACCESSIBLE	MAKE CORRECTION AT MACDORSA PARK TO BECOME ACCESSIBLE
TENNIS COURTS	4	ALL ARE ACCESSIBLE	NONE	NO NEW ACCESS
BASKETBALL COURTS	2	2 OF 3 ARE ACCESSIBLE	NONE	MAKE ACCESS TO ONE; MAKE CORRECTION AT HOCUS POCUS PARK TO BECOME ACCESSIBLE
BALLFIELDS	5	NONE ARE ACCESSIBLE	NONE	MAKE ACCESS TO TWO; MAKE CORRECTION AT SILTANEN PARK TO BECOME ACCESSIBLE
ATHLETIC FIELDS	7	NONE ARE ACCESSIBLE	NONE	MAKE ACCESS TO THREE; MAKE CORRECTION TO 1 AT SILTANEN PARK AND 2 AT SKYPARK TO BECOME ACCESSIBLE
GRILL STATIONS	4	2 OF 4 ARE ACCESSIBLE	NONE	CREATE ACCESS TO AN ADDITIONAL ONE
PICNIC AREAS	9	5 OF 9 ARE ACCESSIBLE	NONE	NO NEW ACCESS

A transition plan to make corrections to specific amenities, along with costs to each, at every City park and facility was also included in this plan. Table 2.5 lists park site corrections for two parks. This is not the comprehensive list and only relevant corrections are shown for Vern Hart Fishing Park and Lodato Park. Exterior routes and parking corrections are excluded. Refer to the Transition Plan for the full list with additional parks and facilities.

TABLE 2.5 PARK SITE RECOMMENDATIONS		
PARK SITE OR FACILITY	TYPE OF CORRECTION	RECOMMENDATIONS
VERN HART FISHING PARK	PARK SITE	CREATE ACCESSIBLE ROUTE FROM PARKING OR SIDEWALK TO GRILLS AND PICNIC TABLES
	PARK SITE	LOWER RAILING
	PARK SITE	MAKE CORRECTIONS TO RAMP TO FISHING AREA
LODATO PARK	PARK SITE	RELOCATE DOG WASTE BAGS TO BE ALONG ACCESSIBLE ROUTE
	PARK SITE	CREATE ACCESSIBLE ROUTE FROM PARKING OR SIDEWALK TO THE TRAILHEAD

This plan recommended retrofit work in three phases, with cost references for the corrective work recommended. To date, sub-projects for FY 2021/22 included ADA improvements to the parking lot and path of travel at Siltanen Park. The City has allocated funding for Phase 1 and Phase 2 ADA improvements.

The first phase of park improvements are for Hocus Pocus Park, MacDorsa Park, Siltanen Park, and Vern Hart Fishing Park, which is planned to occur in FY 2024–25. The second phase of retrofit work consists of providing ADA accessibility to Vern Hart Fishing Park, Hocus Pocus Park, MacDorsa Park, Scotts Valley Dog Park, Siltanen Park, and Skypark, as recommended from the Audit and Transition Plan. Work to be completed consists of improvements to exterior routes, doors, park facilities and surfaces, parking, restrooms, and Recreation Department employee spaces. This would be a 5-year Capital Improvement Plan (CIP) program that would not start until Phase 1 improvements are completed. Funds for Phase 2 have been allocated for FY 2026–27.



CHAPTER 3

BEST PRACTICES & DESIGN GUIDELINES

BEST PRACTICES & DESIGN GUIDELINES

BENCHMARK COMMUNITIES

Following a review of demographic data of other cities in close proximity to Scotts Valley, as well as cities along the coastal areas in California, the cities of Capitola, Half Moon Bay, and Pacific Grove were selected as appropriate cities for benchmark comparison to the City of Scotts Valley. These cities are comparable as benchmark cities based on similarities in population and geographic settings. The purpose of comparing Scotts Valley's parks and recreation management practices to those of similarly sized cities is to create a broader understanding of the current context of public parks and recreation planning.

TABLE 3.0 BENCHMARK CITY COMPARISON TABLE¹

CITY	COUNTY	2020 POP.	LAND AREA (SQ MI)	POP. PER SQ MI (2020)	ANNUAL OPERATING BUDGET 2022–23	TOTAL PARK AREA (ACRES) ²	POP. PER PARK AREA (ACRES)
SCOTTS VALLEY	SANTA CRUZ	12,232 ³	4.62	2,647	\$38,209,488 ⁴	253.45	48
CAPITOLA	SANTA CRUZ	9,846	1.59	6,235	\$30,884,265 ⁵	111	88
HALF MOON BAY	SAN MATEO	11,363	6.24	1,890	\$43,569,468 ⁶	71.4	159
PACIFIC GROVE	MONTEREY	14,988	2.87	5,265	\$42,802,645 ⁷	449.2	33

The City of Scotts Valley has a similar operating budget to its comparable benchmark cities. Total park acres do vary between Scotts Valley and the benchmark cities and a further breakdown of park typology is shown on Table 3.4. It is important to note that total park acreage may include acreage of schools, State/Regional parks, County parks, and other park categories, as indicated on the latest Parks Master Plan or General Plan of the benchmark city. Coastal communities may also have specific parks and open space areas, including beaches and coastal trails, that Scotts Valley does not have.

- 1 Data S0101, 2010 and 2021 American Community Survey, U.S. Census Bureau.
- 2 This reflects total park areas as indicated in the latest Parks Master Plan or General Plan.
- 3 City of Scotts Valley, Final Proposed Budget Fiscal Year 2022–23, 36.
- 4 City of Scotts Valley, Final Proposed Budget Fiscal Year 2022–23, 11.
- 5 City of Capitola & Capitola Successor Agency, Adopted Budget Fiscal Year 2022–23, 25.
- 6 The City of Half Moon Bay, California, Fiscal Year 2022–23 Adopted Operating Budget, 16.
- 7 City of Pacific Grove California Adopted Budget Fiscal Year 2022–2023, 27.

Department Structure and Staffing

The Scotts Valley Recreation Division was in the process of restructuring its department and reshaping its recreational offerings and programs during the writing of this Parks Master Plan. A closer review of staffing budget and full-time equivalent (FTE) can help determine how staffing within the Recreation Division compares with its benchmark cities. FTE measures the total number of full-time employees within an organization.

Scotts Valley has allocated a staffing budget of \$826,638 and 3 FTEs for the Recreation Division under the Public Works Department in the fiscal year 2022–2023. Parks is managed by Public Works and Recreation is managed by the City Manager. The Recreation Division is responsible for providing recreational services, programs, and activities and has three FTEs to run these services. The current FTE number for the Recreation Division is also a recommendation from the 2021 Recreation Services Assessment and Restoration Plan Analysis report.

In the City of Capitola, the recreational programs are managed by its Recreation Division and parks are managed by the Public Works Parks Department. These two departments budgeted a total of 8.8 FTE with \$1,201,930 for the fiscal year 2022–2023. Similarly, the City of Pacific Grove manages its parks and recreation services through the Public Works Department and Recreation Department, respectively. For the Recreation Department alone, the City budgeted 3.9 FTE and \$969,178 for the fiscal year 2022–2023. The City of Half Moon Bay has a different organizational structure where the Recreation Services Division is managed by the Deputy City Manager. The division has a 3.55 FTE with a total budget of \$648,832 for the fiscal year 2022–2023.

Detailed breakdowns of parks services under the Public Works Department in the cities of Pacific Grove and Half Moon Bay are not available.

TABLE 3.1 STAFFING BUDGET AND FTE AMONG BENCHMARK CITIES FY 2022–23^{8*}

CITY	STAFFING BUDGET		TOTAL FTE		MANAGED BY
	PARKS	RECREATION	PARKS	RECREATION	
SCOTTS VALLEY	\$660,779	\$826,638	6**	3	RECREATION DIVISION, IN PUBLIC WORKS DEPARTMENT***
CAPITOLA	\$262,274	\$939,656	3	5.8	RECREATION DEPARTMENTS AND PARKS DEPARTMENT
HALF MOON BAY	N/A	\$648,832	N/A	3.55	RECREATION SERVICES DIVISION AND PARKS, IN PUBLIC WORKS DEPARTMENT
PACIFIC GROVE	N/A	\$969,178	N/A	3.9	RECREATION DEPARTMENT AND PUBLIC WORKS DEPARTMENT

*Staffing Budget includes personal total compensation and department supplies.

**The City allocates a part of their 6 FTE maintenance staffing hours for parks.

***Parks is managed by the Public Works Department. Recreation is managed by the City Manager.

Level of Service

Level of Service (LOS) was developed for the purpose of maintaining a balance between new development and public open space within a jurisdiction. LOS standards are set by individual municipalities and tailored to its unique needs and goals for open space development. Further discussion about LOS standards and where Scotts Valley stands is in “Chapter 4: Inventory.”

Table 3.2 shows how City of Scotts Valley’s Parks LOS Standards compare among benchmark cities. Based on the table, LOS Standards are the same as City of Half Moon Bay LOS standards. There are no park LOS standards for City of Capitola or City of Pacific Grove. The City of Pacific Grove’s General Plan was adopted in 1994, and a policy is noted to establish a new parks development standard in acres for combined neighborhood and community park land per 1,000 residents.

TABLE 3.2 PARKS CURRENT LEVEL OF SERVICE STANDARDS COMPARISON AMONG BENCHMARK CITIES	
CITY	LEVEL OF SERVICE STANDARD (ACRES PER 1,000 RESIDENTS)
SCOTTS VALLEY	5 ACRES OF DEVELOPED PARKS
CAPITOLA	NONE
HALF MOON BAY	5 ACRES OF DEVELOPED PARKS
PACIFIC GROVE	NONE

Parks Comparison

Park Acreage

This section includes a comparison of parks, including park acreage, park typology, number of parks and facilities, and park amenities. Table 3.3 shows a detailed breakdown and comparisons of park acreage to better understand which categories the total park acreage is being counted from.

TABLE 3.3 PARK ACREAGE COMPARISON WITH BENCHMARK CITIES						
CITY	CITY-OWNED				SCHOOL DISTRICT	STATE/REGIONAL
	TOTAL PARK AREA (ACRES)	DEVELOPED PARKS (ACRES)	UNDEVELOPED PARKS (ACRES)	OTHER	PARK AREA (ACRES)	PARK AREA (ACRES)
SCOTTS VALLEY	253.75	44.75	209	0	0	0
CAPITOLA ⁹	111	14.6	0	0	9.9	86.5
HALF MOON BAY ¹⁰	71.4	59.4	0	12	0	0
PACIFIC GROVE ¹¹	449.2	123.9	43.82	281.48	0	112

⁹ 2014 Capitola General Plan, LU-8.

¹⁰ 2019 Half Moon Bay Parks Master Plan, 3.8. Other includes Linear Recreation Assets and City Beaches and Open Spaces.

¹¹ 1994 Pacific Grove General Plan, 93. Other includes Public Schools, Visual Open Space Resources, and Other Parks, Recreation Facilities, and Open Space Areas.

The City of Scotts Valley compares similarly to City of Pacific Grove in park area. Of note, a high portion of the total park acreage for the City of Pacific Grove includes acreage from several State and Regional parks. Both the City of Scotts Valley and City of Pacific Grove rank high in park area.

Park Typologies and Number of Parks

Reviewing park typologies and the number of parks can see where Scotts Valley stands when comparing them among benchmark cities. While Scotts Valley has the lowest number of neighborhood parks among its benchmark counterparts, the system meets the average number of developed community parks. The number of other park typologies vary among benchmark cities.

TABLE 3.4 NUMBER OF PARKS AND PARKS TYPOLOGY COMPARISON AMONG BENCHMARK CITIES				
CITY	TOTAL NUMBER OF PARKS	COMMUNITY PARKS (DEVELOPED)	NEIGHBORHOOD PARKS (DEVELOPED)	MINI/POCKET PARKS/SPECIAL PARKS
SCOTTS VALLEY	10	2	2	4
CAPITOLA	10	2	7	0
HALF MOON BAY	21	1	6	6
PACIFIC GROVE ¹²	28	3	4	0
CITY	OPEN SPACE/ TRAILS/ LINEAR PARKS	REGIONAL/ STATE PARKS	OTHER	
SCOTTS VALLEY	2	0	0	
CAPITOLA	0	1	0	
HALF MOON BAY	5	0	3	
PACIFIC GROVE ¹³	7	3	11	

¹² Excludes Public Schools and Visual Open Space Resources. Other includes Shoreline Park Network and Other Parks, Recreation Facilities, and Open Space Areas.

¹³ Excludes Public Schools and Visual Open Space Resources. Other includes Shoreline Park Network and Other Parks, Recreation Facilities, and Open Space Areas.

Recreation Facilities

It is important that a jurisdiction provides indoor facilities to their residents. These spaces can provide indoor courts, classes, rentals, and other recreational activities. These facilities can be recreation centers, community centers, senior centers, performance centers, and nature centers. Among benchmark cities, Scotts Valley has the highest number of recreation facilities and is diverse in the type of centers it has.

TABLE 3.5 NUMBER OF RECREATION FACILITIES COMPARISON AMONG BENCHMARK CITIES¹⁴

CITY	TOTAL NUMBER OF FACILITIES	COMMUNITY CENTER	SENIOR CENTER	POOL	OTHER
SCOTTS VALLEY	4	1	1	1	1 ¹⁵
CAPITOLA	1	1	0	0	0
HALF MOON BAY	1	1	0	0	0
PACIFIC GROVE	2	2	0	0	0

Park Amenities

Cities can provide a variety of active recreation for people of all ages, including tennis, baseball, basketball, skateboard amenities, dog run amenities, and playgrounds. Table 3.6 presents the number of sports amenities each benchmark city offers and the number of parks that are equipped with those amenities.

The City of Scotts Valley provides a diverse range of active recreational amenities in their parks and compares similarly to the City of Capitola. Both of these cities provide a greater variety of recreational amenities more than the City of Half Moon Bay and City of Pacific Grove. Of note, trail quantities in the last column excludes regional and state-owned parks.

TABLE 3.6 RECREATIONAL AMENITIES IN PARKS AMONG BENCHMARK CITIES*

CITY	TENNIS	PICKLE- BALL	SHARED COURT ¹⁶	BASEBALL/ SOFTBALL	BASKET- BALL	BOCCE BALL	SKATE PARK	SOCCER	PLAY- GROUND	DOG PARK	TRAILS (TOTAL MI)
SCOTTS VALLEY	2/1	4/1	1/1	5/1	2/2	2/1	1/1	3/1	5/5	1/1	2/2 (8.7) ¹⁷
CAPITOLA	4/1	0	0	2/2	1/1	1/1	1/1	1/1	2	1/1	1/1 (0.02) ¹⁸
HALF MOON BAY	0	0	0	5/1	0	0	1/1	0	1/1	1/1	1/1 (1.5) ¹⁹
PACIFIC GROVE	5/1	0	0	4/4	1/1	0	0	0	3/3	0	2/2 (0.82) ²⁰

*Data shown as the number of fields or courts / number of parks or sites the amenity is located.

14 Per current master plan.

15 "Other" refers to the Scotts Valley Performing Arts Theater.

16 Shared court indicates the court can be either 4 pickleball courts or 1 tennis court.

17 Miles of trails include Lodato Park, West Glenwood, and East Glenwood.

18 Miles of trails include Stockton Bridge Park.

19 Miles of coastal trails include Poplar Beach.

20 Miles of trails include George Washington Park and Lynn "Rip" Van Winkle Open Space.

Summary of Benchmark Comparisons

Overall, parks and recreation at the City of Scotts Valley fares average when compared to benchmark cities. Similar to the benchmark cities, the City provides diverse park typologies, recreational opportunities, and facilities for their residents. The LOS standard and the park acreage of developed park lands also meets the average. While current staffing within the Scotts Valley Recreation Division is the lowest among benchmark cities, the staffing works with the City's budget and organization. The Recreation Division is currently restoring recreational programs through local partnerships and service providers. The concept of operating programs through partnerships and other service providers is frequently called "brokering services," which is becoming more common in park and recreation agencies. To continue supplementing the diverse offerings, the Recreation Division can further prioritize the types of recreational programming based on the findings from the public outreach and the recommendations provided in "Chapter 6: Recommendations."

This review of benchmark cities presented comparison data that is useful to understand where City of Scotts Valley stands regarding parks and recreation. The comparison data is a snapshot in time and a closer analysis to determine how other factors, such as population density, expenditure cost per acre or per resident, and revenue can impact the comparisons. Also, it is important to consider that there are nuances when comparing coastal cities because of zoning, vicinity to the coast, and other factors that are different to the makeup of Scotts Valley. Additionally, the benchmark data used for the City of Pacific Grove was a General Plan adopted over 29 years ago and the General Plan used for City of Capitola was adopted 10 years ago—there may have been significant changes since then that the comparison data did not capture.

SAFETY & SECURITY

Providing safe outdoor spaces is crucial to ensure people have an enjoyable and memorable experience. People are more likely to continuously use parks if they feel comfortable and safe. Crime Prevention Through Environmental Design (CPTED) principles are an internationally recognized set of design standards related to safety in parks and open spaces. CPTED principles utilize design and management of the built environment to reduce and deter crime while building a sense of control and ownership of space within the community.

Natural Surveillance

As a core principle of the First Generation CPTED, natural surveillance builds upon the idea that a person will be less likely to commit a crime if there is a risk of being seen. This principle encourages the idea "see and be seen" concept. As such, new parks should be designed with building fronts and entrances that face areas of high activity. Pedestrian routes should have clear lines of sight to major activity routes and point of entry. The addition of consistent park lighting will help prevent blind spots from excessively dark areas where people can hide and add to a more pleasant outdoor experience. Motion sensor activated lighting may be utilized to provide for a safer environment.

Natural Access Control

This CPTED principle encourages use of creative pathway alignment, landscape/topographic features, signage, and other features to direct and control circulation around the park, rather than the use of traditional mechanisms such as fencing or barriers.

- Avoid the use of barbed wire fencing where at all possible or other materials that have negative perceptions.
- Utilize clear consistent colors and language on signage to reinforce cohesion and sense of space. Hours of operations, regulations, and emergency contact

information should be clearly identified at parks and amenities.

- Select low growing plant palette, keeping a clear 2'–6" visual range to allow for increased surveillance and reduce the perception of danger. Groundcovers and shrubs would ideally be kept to under 36" and tree species selected should be high branching.

Territorial Reinforcement

This CPTED principle focuses on encouraging a sense of ownership by locals and giving them the power to invest in their own public spaces. This can be done through creating thoughtful spaces that reflect the community and build a sense of pride.

- Consider the use of consistent pavement, landscape materials, public art, or signage to delineate public space.
- Incorporate opportunities for community participation in the design of new parks. Designing the park around a common theme or tying it back to the site history are some examples of building community identity and building ownership of space. Additional examples include gardens and community art.
- Support the formation of community service groups “adopt-a-park” maintenance programs or involve the youth at a young age.

Maintenance

The “broken window” theory suggests that poorly maintained spaces invite further vandalism and crime due to the lack of care and presence of people. Well-maintained spaces indicate human presence, monitoring of a site, and perceived importance of a site to the community, which can deter criminals and deviants from the area. Maintenance priorities should address litter clean-up and graffiti removal first.

- Regular repairs of site amenities such as benches, picnic tables, playground equipment, or trash cans should be done.
- Regularly monitor and maintain park landscape. Ensure trees and shrubs maintain safe visual line-of sight throughout the park.
- Develop outcome-based maintenance standards for landscape and facility maintenance. Ensure consistent maintenance standards and results.

Another best practice is for the park and recreation agency to adopt outcome-based maintenance standards. An adopted parks and facility maintenance standard provides consistency for routine maintenance and minimize subjectivity. The standards set expectations and serve as a guideline to perform park and facility related maintenance work. Because the standards are outcome-based, this includes assessing park conditions using reliable, measurable, and objective information, along with identifying need for major renovations or capital improvements. This is a proactive approach to improving existing park conditions and helping allocating resources and budget from a maintenance standpoint. The City of Scotts Valley currently does not have park maintenance standards.

ENVIRONMENTAL SUSTAINABILITY

The long-term operation of our parks and natural resources is integral in being able to provide recreational opportunities. As such, municipal parks and recreation departments should continuously plan for ways to utilize new technology and low-impact development methods for existing park and facility renovations and new facilities.

The following are suggested best practice strategies for municipal parks and recreation agencies.

- Implement Low Impact Development (LID) stormwater management techniques and technology.
- Install hardy, low water using plant species where possible with renovations and new developments. Plants should be selected with the assistance of the State of California's Water Use Classification of Landscape Species (WUCOLS) system. Avoid using "high" water use plants for the region. General best practices include avoiding use of invasive species or varieties that would require excessive supplemental watering. Select plant species that are well suited for the region.
- Use gray water (recycled water) irrigation systems in new park facilities.
- Integrate modern irrigation technology such as system controllers with weather-based sensors to avoid over-watering.
- Consider incorporating community gardens to foster community ownership and educate the public about food security. Municipalities may want to collaborate with local organizations with experience establishing and running community gardens.
- Limiting landfill waste by providing recycling or composting waste receptacles. Agencies may incorporate educational signage and programs at parks or community gardens to educate and encourage visitors to properly dispose of waste and keep outdoor spaces trash-free. In addition, community events such as hosting composting and trash-free events and drop-off locations, and reusing natural resources recovered from their parks are a great way to incorporate recycling and upcycling into agency planning and maintenance efforts.
- Combating climate change and the urban heat island. Develop long-term strategy to ensure park system tree canopy remains healthy. This may include completing tree assessments, maintaining a database of all trees and their condition, maintenance and necessary removal of trees that may be hazardous, and planting new trees to mitigate loss of removed trees.

QUIMBY ACT

The Quimby Act (California Government Code 66477, 2021) gives cities and counties in the state of California the ability to establish land dedication ordinances and require developers to contribute in one of several ways to dedicating land for park improvements. Quimby Act standards require dedication of 3 to 5 acres of park land per 1,000 residents as either a neighborhood or community park in a jurisdiction to ensure adequate open space is developed with new housing.

Amenity requirements and design standards for community and neighborhood parks vary and are dependent on the governing agency. It is important to note that five acres per 1,000 population is not the maximum allowable level of service, but the maximum park acreage that may be required of developers under the Quimby Act.

More information regarding Quimby Act and development related fee is presented in “Chapter 6: Recommendations.”

TRENDS IN PARKS AND RECREATION

As the world is transitioning out of the COVID-19 pandemic, there is no doubt that access to outdoor spaces and participation in outdoor recreational activities is integral in maintaining physical and mental well-being. In 2021, 164 million Americans participated in outdoor recreation at least once, making 2021 the highest participation year on record. On top of this, studies saw an increase in diversity, ethnicity, and age groups among participants. Seniors aged 55 years and older are one of the fastest growing age categories and will continue to grow over time.

Proximity to high-quality parks and recreation opportunities remain an important factor for many when determining where to settle down. The emphasis on providing communities with equal access and quality of parks is growing sentiment. Many municipalities are starting to reinvest in open spaces, whether that's building new parks, renovating existing ones, or providing additional diverse programs and activities for their community. Understanding the latest trends in parks and recreation planning provides insight into the state of parks, recreation, and sports industry. This data will help inform park and recreation agencies in planning for current and future projects that will be beneficial to the overall community. Continual participation is crucial for the long-term success of parks and recreation agencies and ensure communities have access to the benefits of outdoor open space. This master plan will review studies from the Outdoor Foundation, National Recreation and Park Association (NRPA), and Sports and Fitness Industry Association (SFIA).

It is important to note that national trends and metrics are meant to provide general, supplemental information. The goals, needs, and aspirations should be tallied to the unique community the Scott's Valley Recreation Division serves. It is highly recommended to involve stakeholders, engage the community, and review the park system on a holistic level when developing new parks.

NRPA Reports

The National Recreation and Park Association (NRPA) Agency Performance Review and the Engagement with Parks Report is an annual report that summarizes findings from an annual nationwide survey inquiring professionals and participants about their perception of park and recreation and recreation habits in the past year. In addition, the report provides a comprehensive evaluation of parks and recreation across the nation and sheds light on key insights about the state of the park and recreation industry. Over the years, the NRPA has shifted from developing standards to metrics. This shift recognizes that each agency serves different communities with unique needs, resources, opportunities, and challenges that would affect the park and recreation offerings in an agency. A summary of findings from the [2022 Engagement with Parks Report](#) and [2023 NRPA Agency Performance Review](#) are shared in the next section.

Park Facilities

While every community is unique, many park agencies offer similar facilities and features for residents. At least half of all agencies surveyed manage basketball courts, baseball and/or soccer fields, tennis courts, multi-purpose fields, youth soccer fields, dog parks, community gardens, and outdoor swimming pools.

In terms of passive recreation, 84 percent of agencies incorporate and maintain trails, greenways and/or blueways as part of their park system. Data from the survey suggests that agency location may play a role in the number of miles an agency may have. Those located within a more rural setting or set within geographic landforms tend to have more miles of trails than those in an urban setting.

In addition to outdoor facilities, many agencies offer residents indoor recreation opportunities through recreation and community centers, senior centers, performance amphitheaters, and nature centers. While fewer agencies have them, teen centers are becoming more popular, particularly in urban areas as agencies are making a greater effort to engage tweens/teens. Studies have shown that this age demographic are more likely to participate less and be engaged in outdoor activities.

Quality Programs

Having recreation facilities is only part of the equation. Providing programming for those facilities is a main driver for engaging people and bringing them into outdoor spaces. The 2023 NRPA report noted that fees from recreation programs generate the largest source of non-tax revenue for most agencies. Implementing fees for program participation is a great way to ensure fiscal sustainability and allow for continued program offerings. Commonly offered programs across agencies include summer camps and after-school care. It is common for agencies to offer programming for segments of their communities including seniors, teens, people with disabilities, as well as non-sport related programs like science, technology, engineering, mathematics (STEM), or arts related programs.

Reasons for Visiting Parks

Visiting a park for socializing and making connections remain a top reason for people to visit a local park and/or recreation facility (54%). In addition, a majority of individuals visit to exercise to stay physically fit (53%) or to take a break from every day stress (32%). Additional reasons for visiting local parks and/or recreation facilities are to experiment excitement/adventure (30%), to connect with members of the community (22%), and to learn a skill or craft (13%). This shows the wide range of reasons people visit parks, showcasing the importance of customizing parks and recreational opportunities to meet the needs and aspirations of each community.

Barriers that Kept People from Experiencing Parks and Recreation Opportunities

The most frequently cited obstacle that kept people from greater enjoyment of their local park and recreation facilities was lack of time by 37% of survey respondents, which is the same percent from the 2019 report. Pandemic-related barriers (e.g., closed facilities, stay-at-home order, budget cuts) was the top obstacle in the 2021 report and it was the second most cited obstacle in this latest 2022 report, showing that, unsurprisingly, obstacles related to the pandemic remain high on the list. A little over one-third of survey respondents indicated this (34%).

Other barriers include concern about personal safety at the parks/recreation facility (20%), lack of quality facilities near home (16%), and unaware of the location/offerings (15%). Survey respondents also indicated additional barriers that kept them from enjoying local parks and recreation opportunities, such as, concern about personal safety traveling to or from the parks/recreation facility (15%), offerings of local parks/recreation facilities do not match areas of interest (14%), and excessive costs/fees (14%).

Safety concerns related to parks and recreation facilities are important to survey respondents, along with the quality of parks and recreation facilities. Lack of awareness about their local park and recreational opportunities remains on the list, which implies the need for effective marketing methods to reach as many community members as possible.

Demographic Trends

According to the Outdoor Foundation, survey respondents from the [2022 Outdoor Participation Trends Report](#) ranked running as the top outdoor activity to participate in, with hiking in second, fishing third, biking fourth, and camping fifth. The report provides additional insight pertaining to participants and demographic trends. According to the U.S. Census Bureau, the country's population is projected to increase from 330 million to 419 million by 2060. As the population increases, diversity in ethnicity and age is projected to increase. While more agencies are seeing more ethnically diverse participants, 72% of outdoor recreation participants are Caucasian/White. Outdoor recreation participation could decrease by half if the outdoor participant base does not become more diverse (ethnicity, age, gender).

Age is another important factor to consider when looking at outdoor trends. Not only is the general population increasing, but it is also increasing with age. The U.S. Census Bureau reports that beginning 2030, one in every five Americans will be at or near retirement age and projects the number of those 65 years and older will outnumber children for the first time in U.S. History. Agencies will need to accommodate the aging population and incorporate programs and facilities that cater to this age demographic. To support this, the Outdoor Foundation has seen the largest growth in outdoor participation from the senior participation (65+) since 2019. The second largest growing group are those aged 55 to 64.

Families with children have consistently been top participants of outdoor recreation. Survey results show that adults who partook in outdoor recreation as children are more likely to continue to participate as adults and involve future children than those who did not. This suggests family programs and activities are crucial for continuous outdoor participation.

Access to Parks

Data collected from surveys have shown that people who live near a parks and recreation facility are more likely to be active users. However, one in three Americans do not have access to a park within a 10-minute walk of their home. According to the Trust for Public Land, a 10-minute walk is considered the maximum amount of time someone would be willing to walk to reach a destination. This equals to approximately a half-mile radius from a park site, uninterrupted by major roads or other barriers. Figures 5.0 and 5.1 are maps showing the half-mile service area of existing City parks in "Chapter 5: Needs Assessment and Analysis."

In the 2022 NRPA Engagement with Parks report, the survey results indicated that more than 86 million people in the United States do not have walkable access to a park or other recreation facility. Proximity to parks not only affects how active users are, but also how people travel to destinations. Most people travel by car, but individuals living near at least one park are more likely to walk, bike, or run to the park. Access and distribution of parks and services are important factors and should be considered when looking at improving community health and encouraging residents to engage with parks and programs.

Trends in Sports

The pandemic has brought about a big shift in how and which types of sports people participate in. Restrictions enforcing social distancing have left communities desiring more social interaction and social sports. The 2022 SFIA State of the Industry Report indicated the fastest growing sports coming out of 2021 are fast-pitched softball (+15.3%), pickleball (+14.8%), and gymnastics (+10.9%). Other top outdoor activities include walking for fitness (+3.9%), day hiking (18.1%), camping (+27.7%), and tennis (+27.9%) in the past two years. Pickleball and tennis have both emerged as popular sports among youth from the pandemic. Many agencies have been incorporating pickleball courts into parks or adding pickleball court striping within tennis courts. Many enjoy playing in pickleball due to the inclusive nature of the sport, the ability to play leisurely, and being able to socialize.

TOP 5 OUTDOOR ACTIVITIES (FEMALES)	TOP 5 OUTDOOR ACTIVITIES (MALES)
HIKING	HIKING
RUNNING	FISHING
BIKING	RUNNING
FISHING	BIKING
CAMPING	CAMPING

Planning programs across age groups will be important to ensure active participation opportunities for those of all ages. Gen X, Millennials, and Gen Z make up for more than 50% of program participants with Millennials and Gen Zers more likely to participate in sports team or individual athletic programs.

Trends in Youth Sports

There has been a resurgence of people returning to sports, but participation in youth team sports is still lower than pre-pandemic levels. Numbers indicate that community-based agencies are reopening programs to near or full capacity. However, survey responses indicate that community-based agencies are struggling with bringing participants back to their programs. Many schools have been able to bring back sport leagues.

Overall, the fastest growing team sports include fast-pitch softball (+15.3%), gymnastics (+10.9%), court volleyball (+8.1%) and swimming on a team (+8.0%). Basketball remains the most popular team sport due to low cost of entry and the ability for participants to play casually or competitively. Baseball remains the second most popular and outdoor soccer follows in third.

Over the years, agencies have seen a continuous rise in female youth participation in sports. In the past 5 years, there has been significant growth in female youth ages 6 to 12 in tackle football (20.9%), flag football (34.9%), and touch football (39.1%). Core participation for this age group is strongest in basketball, outdoor soccer and cheerleading. Female youth ages 13 to 17 are seen with the greatest participation growth in the last five years in fast-pitch softball (70.8%), ice hockey (61.1%), and tackle football (57.7%).

The male youth demographic is seeing growth in participation but not as significant of an increase as seen in female participation. Male youth ages 6 to 12 are seeing strong core participation in baseball, basketball, and outdoor soccer, with track and field (10.9%), volleyball (5.7%) and flag football being the three largest growing within the past years. For male youth ages 13 to 17, the top three are lacrosse (5.7%), wrestling (3.2%), and flag football (2.8%).

The Young Adults (ages 18–24) category has seen a steady trend in participation since 2018. Popular sports with the most growth were gymnastics (17.2%), cheerleading (15.1%), and tackle football (14.0%). Over the last year, female participation in basketball (6.1%), beach volleyball (4.0%), and court volleyball (3.9%) have shown the greatest participation growth. For males of the same age group, top sports with greatest participation growth are basketball (23.1%), baseball (9.4%), and outdoor soccer (8.0%) in the last year.

Challenges in Youth Sports

Community based sport programs are seeing a decline in participation. Parents have indicated that they are opting to place their children in private teams and clubs over local programs, citing the desire for more quality experiences for their children. Participation rates in travel sports have doubled in the past year to 29% according to survey participants.

Both the State of Play 2022 Report and 2022 SFIA trends in team sports report indicate that core sports participants are showing a decreased interest in continuing to participate in their sport or even trying a new sport. Reasons for the decreased interest are related to youth mental health issues. Some are feeling what is being called sport burnout when playing a sport repeatedly for several years. Others are facing the pressure of participating in sport leagues and the need to perform on a competitive level. Survey participants indicated that they would prefer to play sports on a casual level over a competitive level to enjoy the sport more.



CHAPTER 4

INVENTORY

INVENTORY

The inventory chapter presents existing parks, community facilities, and a community pool that the City of Scotts Valley provides and maintains as of 2023. Planned parks and potential sites for future parks will be shared. The restructuring status of the Recreation Division is also briefly discussed, along with the intent of recreational programming for the future.

The City of Scotts Valley has a diverse park system many residents of the community use and enjoy for passive and active recreation, including parks, trails, and open space. Scotts Valley's location in the Santa Cruz Mountains allows for unique and dynamic recreational experiences, from playing an active sport at a community park to leisure hiking on a trail surrounded by creeks and steep wooded hills. About 14% of land is designated as green space—parks and open space. The system also provides a wide array of recreational programs and events at the City's community center, community pool, senior center, community garden, and performing arts center.

EXISTING PARKS AND FACILITIES SYSTEM

The Scotts Valley community has many opportunities to recreate in a wide variety of parks, facilities, and open spaces throughout the City. The City of Scotts Valley's current park system consists of 253.75 park acres, with 44.75 acres of developed parkland and 209 of undeveloped parkland. The City has adopted the distinction between developed and undeveloped parks and the definitions are provided in Table 4.0.

TABLE 4.0 DEVELOPED AND UNDEVELOPED PARKS TERMINOLOGY ¹		
TERMINOLOGY	DEFINITION	EXAMPLES
DEVELOPED PARKS	Developed parks meet the need for active recreation. This includes developed parks, allowing for a variety of recreation amenities and uses.	Athletic fields, pathways, playgrounds, gymnasiums, community rooms, BBQ areas, picnic areas, grass, landscaping, and restrooms.
UNDEVELOPED PARKS	Undeveloped parks meet the need for passive recreation. This acreage is intended to represent areas of an open space consisting of low level park development or no park development. Any park development in these areas would be limited to little or no impact on the natural environment.	Hiking trails, bench seating, and horseback riding trails.

Park boundaries indicated on maps have been approximated using Geographic Information Systems (GIS) but are not technically exact. City platting and parcel data must be consulted for questions regarding exact park size and boundaries. Detailed inventory data for each park can be found in "Appendix A: Park Sites and Facilities Matrix."

¹ City of Scotts Valley, Scotts Valley Parks Master Plan Draft, 2012.

TABLE 4.1 EXISTING PARKS LIST			
PARK NAME	PARK TYPE	UNDEVELOPED/ DEVELOPED	PARK ACRES
GATEWAY NORTH PARK	MINI PARK	DEVELOPED	0.3
GLENWOOD OPEN SPACE PRESERVE	TRAIL	UNDEVELOPED	160
HOCUS POCUS PARK	MINI PARK	DEVELOPED	1
LODATO PARK	TRAIL	UNDEVELOPED	49
MACDORSA PARK	NEIGHBORHOOD PARK	DEVELOPED	5
POLO RANCH PARK	MINI PARK	DEVELOPED	0.72
SHUGART PARK	NEIGHBORHOOD PARK	DEVELOPED	7.23
SILTANEN PARK	COMMUNITY PARK	DEVELOPED	7.5
SKYPARK	COMMUNITY PARK	DEVELOPED	22.5
VERN HART FISHING PARK	MINI PARK	DEVELOPED	0.5
TOTAL PARK ACRES			253.75
TOTAL DEVELOPED ACRES			44.75 ²
TOTAL UNDEVELOPED ACRES			209

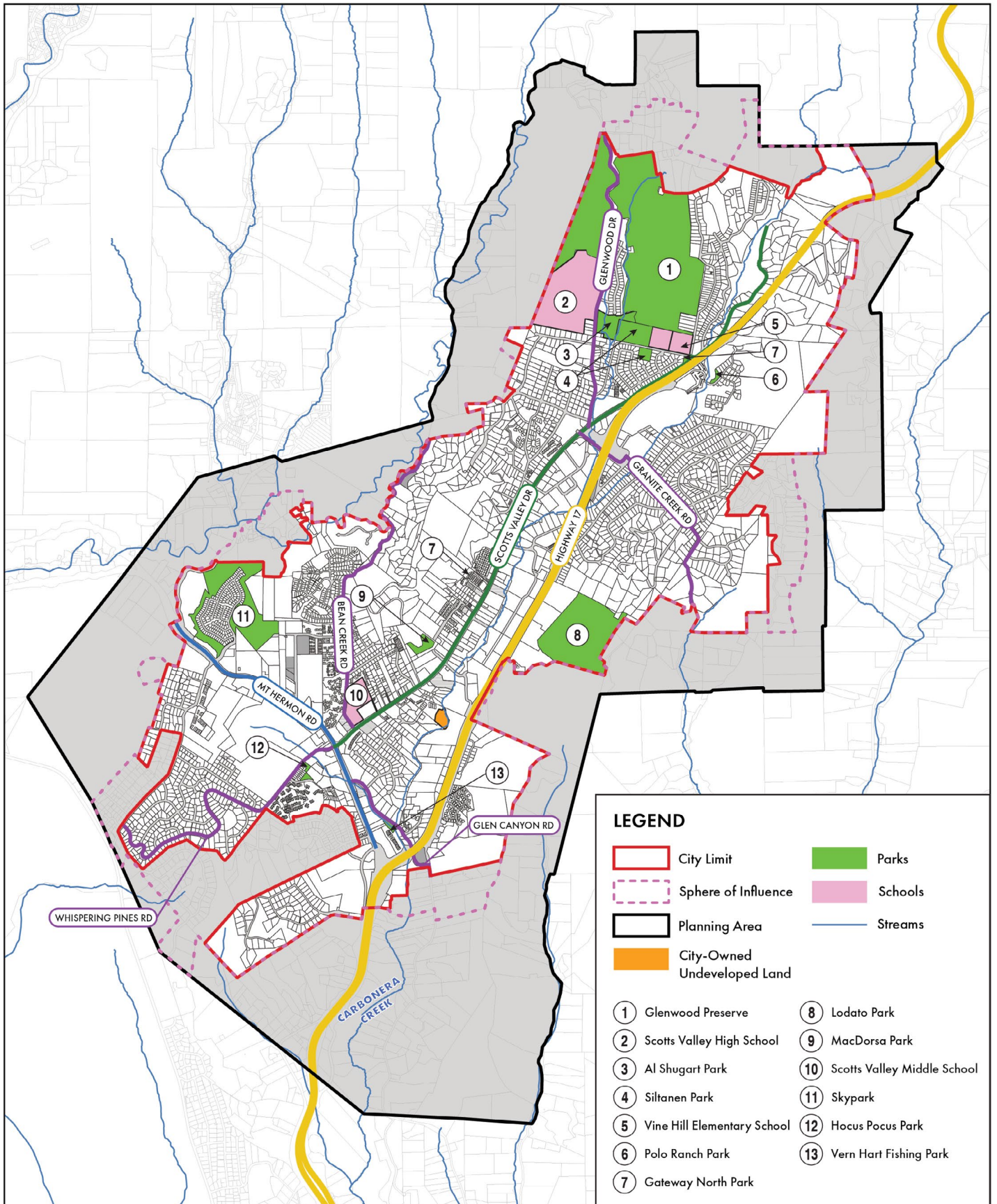
The three community centers the City owns are a main community center, a senior center, and a performing arts center, totaling 9 acres. The City also recently renovated and reopened the community pool called Siltanen Pool in Summer 2023. The City also has a community garden located between the Senior Center and Community Center. Plots of varying sizes can be annually rented for a fee.

TABLE 4.2 EXISTING COMMUNITY FACILITIES/POOL LIST	
COMMUNITY CENTER	LAND ACRES
COMMUNITY CENTER	2
SENIOR CENTER	1
SCOTTS VALLEY PERFORMING ARTS CENTER	5
SILTANEN POOL	1
COMMUNITY GARDEN ³	-
TOTAL	9

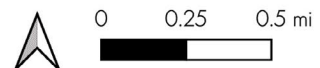
² The City's 2023 General Plan lists the total developed parks as 38.6 acres. The developed park acreage in this Master Plan has been determined by using GIS and accounts for all 8 developed parks.

³ The acreage of the community garden is part of the Community Center acreage.

FIGURE 4.0 EXISTING PARKS & FACILITIES MAP



Map source: This map was created based on GIS data from Santa Cruz County.



LEVEL OF SERVICE (LOS) STANDARDS

The National Park and Recreation Association (NRPA) developed Level of Service (LOS), which is a standard evaluation of park type and acreage across all park and recreation agencies based on what they offer their residences based on their Park, Recreation, Open Space, and Greenway Guidelines. The definition of Level of Service (LOS) is the ratio representing the minimum amount of open space and parkland needed to meet the recreation demands of the community.

The purpose of LOS is a way to understand how well the existing jurisdiction is meeting the needs of a community and whether the jurisdiction has surpluses or is deficient in park acreage relative to its population size. Goals of Level of Service are also used to determine the amount of parkland that is needed to accommodate the population within a community, typically comparing current and future trends. This is to understand if the community has adequate parkland now and how much is needed to accommodate the future population.

In essence, the adoption of LOS standards allows people equal opportunity to access park and recreation facilities within their community. LOS standards are tailored to the individual community and their most appropriate range, quantity, and quality of recreational facilities within an agency. City of Scotts Valley has adopted LOS standards from the 1996 Parks Master Plan.

The most common technique to express equal opportunity is to use acreage of park land per 1,000 residents, even though local conditions and needs vary greatly between communities. In the 2023 NRPA Agency Performance Review, a typical park and recreation agency offers 10.8 acres of parkland per 1,000 residents. However, it is important to note that there is no universal standard that defines a minimum acceptable number of acres per 1,000 people. Every community has unique demographics, climate, needs, and local trends, so using benchmark data can help identify best practices that can provide optimal metrics for a specific community. City benchmark comparisons were performed in “Chapter 3: Best Practices.”

Based on this information, the acreage of park land per 1,000 residents has been used to determine Level of Service Standards and Level of Service Goals for the City of Scotts Valley. The City of Scotts Valley uses the LOS standard of 5 acres of developed park land per 1,000 residents. With a current 2020 population of 12,224, the City owns 44.75 acres of developed park land (U.S. Census). The City needed an additional 16.37 acres of developed parkland to meet 2020 LOS Goals. To anticipate a 2033 population of 31,107, the City will need an additional 20.79 acres of developed parkland to meet 2033 LOS Goals, assuming a 0.5% annual population growth for the next 10 years.

TABLE 4.3 CITY OF SCOTTS VALLEY LEVEL OF SERVICE STANDARDS WITH 2020 AND 2033 GOALS⁴

CURRENT LEVEL OF SERVICE				2020 LEVEL OF SERVICE GOALS		2033 LEVEL OF SERVICE GOALS	
LOS (STANDARD ACRES PER 1,000 RESIDENTS)	PARK ACRES (AS INVENTORIED IN 2023)*	2020 POP.	CURRENT LOS RATIO PER 1,000 RESIDENTS	DEVELOPED PARK ACRES NEEDED TO MEET 2020 LOS GOALS**	PARK ACRES NEEDED TO MEET 2020 LOS GOALS	DEVELOPED PARK ACRES NEEDED TO MEET 2033 LOS GOALS***	PARK ACRES NEEDED TO MEET 2033 LOS GOALS
5	44.75	12,224	3.66	61.12	16.37	65.54	20.79

This Master Plan uses the 2023 Scotts Valley General Plan's LOS standards, which have remained unchanged since the adoption of the 1996 General Plan. Currently, Scotts Valley's LOS standard is five acres of developed parkland per 1,000 population, excluding undeveloped open space and natural resource areas.

PARK TYPOLOGY

Different types of parks provide different recreation opportunities, vary in size and amenities, and serve specific communities. This allows for abundant and diverse opportunities the community can recreate in, encouraging both active and passive users to visit parks and facilities. Providing a variety of park types can appeal to different groups within a community because this allows for different amenities and uses that meet their individual recreational interests and needs.

As inventoried of February 2023, the City currently owns ten parks, three community centers, one community pool, and one community garden. The park typologies adopted by the City are as follows:

- Community Parks
- Neighborhood Parks
- Mini Parks
- Open Space, Trails, and Undeveloped Parks
- Facilities

The definitions of the park typologies are further detailed in the next section. This chapter will present maps that will illustrate the City's existing parks and facilities and "Chapter 5: Needs Assessment" will illustrate the service areas for Community Parks, Neighborhood Parks, Mini Parks, and Trails.

⁴ Data S0101, 2010 and 2021 American Community Survey, U.S. Census Bureau.

*Developed parks.

**Based on U.S. 2020 Census.

***Based on population growth trajectory of 0.5% annually.

Community Parks

Community parks serve larger populations of the community and they provide broader amenities and facilities than neighborhood or mini parks. The amenities can include a mixture of those found in a neighborhood park and additional features, such as tennis courts, aquatic facilities, community centers, play fields, and other specific facilities as needed for the community. Community parks offer a diverse range of active and passive recreational opportunities and attract all age groups, from youth soccer players to adult bocce ball players.

They are larger than neighborhood parks and are typically 15 to 20 acres in size. If park land availability is limited, a community park can be smaller in size and can still classify as a community park, provided that the amenities and activities are appropriate and they align to the standards of a community park. Community parks are designed for a one-mile radius of service and generally serve multiple neighborhoods. They can be accessible by multiple modes of transportation, such as walking, biking, and driving. The City of Scotts Valley currently has two community parks, Siltanen Park and Skypark, totaling 30 acres.

Neighborhood Parks

Neighborhood parks typically serve their immediate, local neighborhood and are at a smaller scale than community parks. Amenities at neighborhood parks may include playgrounds for different age groups, general playing fields, lighting, restrooms, and parking. They can provide concentrated recreation activities and provide both active and passive activities, but these may be designed within a limited amount of space.

They vary in size and are generally 2 to 6 acres. Like community parks, they should be easily accessible and serve residents of all ages. Because neighborhood parks are intended for residents within a neighborhood, they should be within a 10-minute walking distance or less. They are designed for a quarter- to half-mile radius of service. Parking on-site may still be available due to the scope of activities and size. There are two neighborhood parks, Shugart Park and MacDorsa Park, totaling 12.23 acres. Shugart Park has been partially developed on land donated to the City by Al Shugart. It is intended to be a dog park. Preliminary design was complete in 2008.

Mini Parks

Mini parks are the smallest type of parks and are designed for special purposes and include limited activities per site. They can also serve a concentrated population or a specific age group, but they can also serve the wider community in the immediate area. Mini parks are intended to be accessed by walking but can still allow parking facilities, depending on the type of specific purpose or activity offered. They are designed for quarter- and half-mile radius of service and are usually less than 1 acre in size. For parks between 1 and 2 acres, they can be designated as Mini Parks or Neighborhood Parks, depending on the types of amenities provided at the park.

There are four mini parks totaling 2.52 acres. These are Gateway North Park, Vern Hart Fishing Park, Polo Ranch Park, and Hocus Pocus Park.

Open Space, Trails, and Undeveloped Parks

This park classification provides the foundation of the Scotts Valley because these areas play an important role in the identity of the community. Open space, trails, and undeveloped parks make up over 80% of the City's total park land acreage. They provide passive recreation opportunities, including scenic viewing, and specific active recreation opportunities, such as hiking, horseback riding, and biking. These areas also protect the hillside forests, which provide essential character of the valley as well as habitat communities for conservation of natural and scenic resources.

Open spaces are primarily designed for the conservation and management of natural resources to preserve and protect resources. They include large parcels of undeveloped steep hillsides and riparian corridors. Trails and bicycle paths allow access and connections to unique parts of Scotts Valley. Though, access to hills remains limited due to steep slopes and protection of biological resources. There are currently two parks under this classification and total 209 acres in area.

The Glenwood Open Space Preserve is owned by the City of Scotts Valley and it is managed by the Land Trust of Santa Cruz. The 2023 General Plan indicates there are two federally listed species and several additional special status species that occur or are known to occur in Glenwood Open Space Preserve. This preserve also consists of different habitat communities, such as grasslands, riparian forests, and wetlands. Passive recreation use (trails) is limited in these areas.

Additional open space easements have been provided by recent housing developments. These include hillside, forested open space behind The Cove housing development located at Scotts Valley Drive and Dunslee Lane. There are also open space easements at the Polo Ranch development, including Polo Ranch Trail. These provide some opportunities for trail hiking, however, the land is not owned by the City and therefore are not included in the inventory at this time.

Community Facilities and Pool

The City owns three facilities and they include the main community center, a senior center, and a performing arts theater. The City also has a pool and a community garden. These recreational facilities provide recreational opportunities for the community of different age groups and interests.

The community center is a rentable 6,000-square-foot facility with a main hall, a full kitchen, a fireplace, and an outdoor, shaded patio with barbeque. The space is rented for church events and recreational classes.

The Senior Center is another rentable facility for special events that has a large, multi-purpose room for up to 100 people. The Senior Center is overseen by the Recreation Manager and has a recreation coordinator who supervises the day to day operations. The Senior Center Board advises the City Council on issues affecting the senior population of the City of Scotts Valley and provides an opportunity to persons 50 years of age or older to pursue their interests in educational, recreational, and craft activities and to promote the welfare of the senior citizenry of the City. The community garden has 53 plots available for rental.

The performing arts center and Siltanen Pool are two City-owned facilities that are currently operated and rented by different private companies. City staff do not manage operations at the theater or the pool. There are lease agreements with certain thresholds to maintain good standing with the rental agreement. At the time of writing this Parks Master Plan, Siltanen Pool reopened for recreational swim.

Outdoor picnic gazebos at Hocus Pocus Park, MacDorsa Park, Siltanen Park, and Skypark are available for rent. Fees to rent a facility or an outdoor gazebo vary for residents, non-residents, and nonprofit organizations.

There is an existing Recreation Department building with one room that is currently being used by Public Works staff. At the time of writing the Parks Master Plan, the Public Works staff is considering a new building for their department. Once this happens, it is anticipated that the Recreation building can be returned as a community center and recreation office. This can be considered the fourth community center for the future.

Bikeways and Bicycle Paths

The City's park system features assets including bicycle, pedestrian, and equestrian trails and paths linking parks and neighborhoods together. Trails located in undeveloped and natural wooded areas provide passive recreation and are designed for the conservation, preservation, and protection of natural resources. Bicycle paths and multi-use trails also provide connections to the City's parks and facilities and provide both active and passive recreation opportunities that includes scenic hiking, road and mountain biking, and horseback riding. The existing Scotts Valley bicycle network consists of three types of bicycle facilities: Class I shared-use paths, Class II bicycle lanes, and Class III bicycle routes. There is a total of 17.64 miles of Class I shared-use paths and Class II bicycle lanes.⁵

Also, several of the City's existing parks have shared-used paths and unpaved trails. Scotts Valley has 1.27 miles of shared-use paths located in Skypark, Siltanen Park, and around the perimeter of the Skypark neighborhood. Glenwood Open Space Trails includes 8 miles of unpaved trails that are open to hikers, bicyclists, and equestrians. Currently, there are limited bicycle parking at many of the key destinations in Scotts Valley and none located at the senior center, the community center, and several City parks.

Future Planned Parks & Facilities

There are also future parks planned, along with available open park space that the City is currently reviewing as potential future park sites.

TABLE 4.4 FUTURE PLANNED PARKS & POTENTIAL PARK SITES			
PARK NAME	PARK TYPE	DEVELOPED/ UNDEVELOPED	PARK ACRES
TOWN CENTER GREEN	TBD	TBD	0.5
TOTAL POTENTIAL FUTURE PARK ACRES			0.5

Below shows an existing facility anticipated to be considered as a future community center with a rentable recreation room. The room is currently used as office space. It will be available within the next year.

TABLE 4.5 FUTURE FACILITIES	
FACILITY NAME	AMENITIES
RECREATION BUILDING	ONE RENTABLE ROOM FOR RECREATIONAL CLASSES, PROGRAMS, OR ACTIVITIES

⁵ City of Scotts Valley, Active Transportation Plan, 2021, 12–13.

RECREATION DIVISION

The City of Scotts Valley Recreation Division is a division within the Public Works Department. The Recreation Division is responsible for providing recreational services, programs, and activities, while the Public Works Department is responsible for park and facility maintenance. The Recreation Division intends to provide high quality recreation programming that includes children and adult activities, ranging from sports to crafts, to music and aquatics.

At the onset of the COVID-19 pandemic in March 2020, nearly all of the City's recreation programs came to a halt due to restrictions requiring shutdown. A majority of the City's full- and part-time recreation staff were also laid off. Understanding the need to restore recreational opportunities for their residents, the City engaged Management Partners, a consulting firm, to prepare a report on the necessary steps to reactivate the Recreation Division. At the time of the writing of this Parks Master Plan, the Recreation Division was in the process of organizational restructuring and restoring of recreational offerings to the community. As the Recreation Division continues to rebuild and transition from the impacts of the pandemic, this Parks Master Plan provides an opportunity to understand and prioritize the recreational needs and aspirations of the community it serves.

The Recreation Division has an Advisory Board within the Parks and Recreation Commission. The Parks and Recreation Commission consists of five commissioners appointed by the City Council. It was established for the purpose of advising the City Council on matters concerning City parks, open space, recreation, arts, cultural activities, and/or other park and recreation services.

The future development of recreational programming will be tailored to the unique needs of the community, with consideration of the community outreach results. Recommendations of general park and recreational programming will guide the Recreation Division on the types of sports, classes, and services that the community aspires for.

Current Marketing Strategies

The Scotts Valley community has different ways to learn about recreational offerings provided by the City. The City distributes information across social media, including Facebook Groups, Instagram, and Nextdoor, on the website fliers and mailers, and physical copies at schools or events. The Scotts Valley community is highly engaged and appears generally aware of the park and recreational opportunities the City provides.

Current Rental Facilities & Fees

The Recreation Division allows the community to rent outdoor areas such as, BBQ spaces and gazebos, and two indoor facilities. Outdoor rental facilities and indoor recreation facilities can be rented by filling out an online application.

Indoor Recreation Facilities and Fees (as of September 2023)

The entire community center and senior center can be rented on an hourly or daily basis and fees vary between residents, non-residents, and non-profit organizations. Additional fees apply to all rentals. Those interested in rentals can submit an application by email or in person at the Skypark office. The current fee schedule can be found [here](#).

TABLE 4.6 COMMUNITY CENTER RENTAL FEE SCHEDULE FY 2022–23		
COMMUNITY CENTER	RESIDENT	NON-RESIDENT
HOURLY	\$109	\$124
DAILY	\$1,085	\$1,237
NON-PROFIT	75% RESIDENT	75% OF NON-RESIDENT
ADDITIONAL FEES FOR ALL RENTALS		
CLEANING FEE	\$250	
TEAR-DOWN TABLES/ CHAIRS	\$81	
REFUNDABLE DAMAGE DEPOSIT	\$543	
SPECIAL EVENT INSURANCE ADMIN FEE	\$16	

TABLE 4.7 SILTANEN PARK POOL AND SENIOR CENTER RENTAL FEE SCHEDULE FY 2022–23		
SILTANEN PARK POOL	RESIDENT	NON-RESIDENT
INCLUDES 2 LIFEGUARDS, 2 PICNIC TABLES, SMALL BBQ, AND A LIMIT OF 38 PEOPLE MAX	\$163	\$173
SENIOR CENTER		
	RESIDENT	NON-RESIDENT
HOURLY	\$71	\$84
DAILY	\$705	\$835
NON-PROFIT	25% DISCOUNT	25% DISCOUNT
ADDITIONAL FEES FOR ALL RENTALS		
CLEANING FEE	\$125	
TEAR-DOWN TABLES/ CHAIRS	\$81	
REFUNDABLE DAMAGE DEPOSIT	\$543	
SPECIAL EVENT INSURANCE ADMIN FEE	\$16	

TABLE 4.8 GAZEBOS AND RENTAL FEE SCHEDULE FY 2022–23		
SILTANEN, SKYPARK, HOCUS POCUS, MACDORSA	RESIDENT	NON-RESIDENT
UP TO 50		
HOURLY	\$27	\$37
DAILY	\$271	\$369
UP TO 100		
HOURLY	\$38	\$50
DAILY	\$380	\$449
UP TO 50		
HOURLY	\$488	\$662
DEPOSIT (ALL RENTALS)	\$362	
UP TO 50		
HOURLY	\$705	\$835
DEPOSIT (ALL RENTALS)	\$362	
UP TO 50		
HOURLY	\$705	\$835
DAILY	25% DISCOUNT	25% DISCOUNT

CURRENT PARK PROJECTS

The City has several current and upcoming park improvement projects for 2023 and 2024. This includes replacing some playground equipment at Skypark, as well as restroom repairs and replacement of basketball hoops and posts at Hocus Pocus Park.



CHAPTER 5

NEEDS ASSESSMENT & ANALYSIS

NEEDS ASSESSMENT & ANALYSIS

PUBLIC ENGAGEMENT PROCESS

Community outreach was gathered to help inform and guide the Scotts Valley Parks Master Plan and to better understand the public's needs and aspirations related to parks and recreation. Detailed results from the public outreach process are presented in "Appendix C: Public Outreach Results." The public engagement process included a statistically valid survey with 899 responses, an open house style event, a pop-up booth event, and a stakeholder meeting.

PUBLIC INPUT METHODS

- STATISTICALLY VALID SURVEY
- POP-UP BOOTH EVENT
- STAKEHOLDER MEETING
- OPEN HOUSE MEETING
- INTERACTIVE BOARDS
- FLASHVOTE
- POSTCARDS

The outcome of the community engagement process provided key insight into the needs of the Scotts Valley community and this was informative in developing recommendations for improvement opportunities and priorities to focus on for the future.

Outreach Meetings

Three outreach meetings were held in April 2023, and they were intended to educate the community about the Parks Master Plan, encourage survey participation, and gather feedback from the community about the City's park system and what programs they would like to see in the future. The meetings were held at different times and locations to add flexibility for attendees and to engage with many different members of the community.

The outreach meetings were heavily advertised across different platforms and information was distributed in multiple formats, including flyers, on the City's website, social media, Mailchimp email blasts, and online groups. A physical postcard with five questions was distributed by Parks & Recreation Commissioners at park sites to gather additional feedback from the public. A city generated FlashVote was delivered to community members.

Eight outreach boards were created and displayed at the community meetings. Four boards provided background information about the project, including the Parks Master Plan and process, imagery of the existing parks and facilities, and a map showing the locations of the City's parks and facilities. Four boards were interactive and asked general questions related to parks and recreation, which were different questions from the online survey. The public was able to use sticky dots and Post-it notes to provide feedback on these boards. The boards also helped guide conversations between the project staff and the public. The project staff consisted of the City's Recreation staff, Parks & Recreation Commissioners, and the consultant team.



OUTREACH MEETINGS

- FRIDAY, APRIL 21, 2023, FROM 1:30 PM TO 3:30 PM AT THE CITY'S COMMUNITY CENTER
- SATURDAY, APRIL 22, 2023, FROM 2:00 PM TO 4:00 PM AT SKYPARK
- SATURDAY, APRIL 29, 2023, FROM 9:00 AM TO 11:00 AM AT THE CITY'S COMMUNITY CENTER

The first meeting was an open house walk through at the City's Community Center and was held on April 21, 2023. This informal, weekday meeting in the afternoon was geared toward stay-at-home parents and seniors. This allowed community members the opportunity to engage and share feedback with the project staff and learn more about the Parks Master Plan project. The second meeting was a pop-up booth event at Skypark and was held on April 22, 2023. This event included the display of all eight interactive and informative boards and provided more visibility about the Parks Master Plan project. Park visitors had the opportunity to visit the booth and provide input through conversations with the project staff.

The third meeting was a focus group meeting where leaders from local Scotts Valley recreation groups and organizations were invited to present information about their needs and aspirations regarding parks and recreation in Scotts Valley. Groups and members of the public that provided feedback include:

- Little League
- Dog Park Advocate
- The Cove Resident
- Santa Cruz Pickleball
- Skypark Bocce Ball Club
- Soccer Club
- Bocce Ball Advocate

Statistically Valid Survey

An online survey was made available to the public from April 14, 2023, to May 12, 2023, to understand the needs, concerns, and priorities regarding Scott Valley's parks and recreation facilities. The online survey was heavily advertised on social media, flyers posted through the city and at city facilities and the City's website. A promotional video was also created and posted on the City's website. Members from the Parks and Recreation Commission went out at parks and trails to hand out postcards to the community throughout the survey period.

The community outreach had a successful outcome due to a combination of spreading awareness, word of mouth, and reaching out to the public and key leaders using a variety of strategies. There was a total of 899 survey respondents that took the survey, leading to a rate of 95% level of confidence.



The survey was meant to assess the public's perception and experience regarding the City's parks and recreation system. A small focus of the survey questions was to better understand the type of recreational programs the community would like to see more of, so as the Scotts Valley Recreation Division restructures and rebuilds, staff within the division can develop new recreational programs that meet these needs and interests. The survey used a variety of evaluation measurements to assess community sentiment, including multiple choice, free response, and importance/satisfaction ranking questions.

ONLINE SURVEY

- GATHER BASIC DEMOGRAPHIC INFORMATION OF SURVEY RESPONDENTS.
- IDENTIFY CURRENT USAGE OF PARKS, FACILITIES, AND RECREATION PROGRAMS.
- ASSESS IMPORTANCE OF AND USER SATISFACTION OF DIFFERENT ELEMENTS AND QUALITIES OF PARK FACILITIES AND RECREATION PROGRAMS.
- UNDERSTAND BARRIERS TO USER PARTICIPATION IN CITY'S PARKS AND RECREATION RESOURCES.
- ASSESS FUTURE NEEDS AND PRIORITIES FOR PARK FACILITIES AND RECREATION PROGRAMS.

Community Engagement: Key Findings

Meeting Findings

The community had the opportunity to provide feedback in person outside of the survey at three separate community meetings. Residents from Scotts Valley, along with several residents from adjacent small towns who use the City's parks, participated in the meetings. Different members of the community participated, including seniors, families, children, young adults, longtime residents, Parks & Recreation Commissioners, and City staff.

Attendees at the meetings were able to provide feedback on interactive boards with a mix of multiple choices and free response questions that asked the following:

- What classes/programs would you like to see?
- What additional amenities would you like to see?
- Which sport facilities would you like to see?
- What improvements would you like to see at the City's parks and recreational facilities?

The top three classes/programs attendees would like to see are swimming, soccer, and bocce ball. The top amenity was shade shelter and the top sport facility was bocce ball court. The last question was a free response question regarding what general improvements attendees would like to see at Scotts Valley parks. There were several recurring themes that emerged, including the desire to improve existing bocce ball courts and trails and to add a dog park and more parking for players.



FlashVote Survey Findings

1. In the last 12 months, about how often have you used a City of Scotts Valley park or recreational facility?
2. Which do you think makes the most sense for the City to focus on for the next five years?
3. Which park amenities do you think we need more of in Scotts Valley parks, if any? (Select up to four.)
4. Look ahead 10 years in the future. Which additional recreational facilities do you think we will need most in Scotts Valley? (Select up to four.)
5. Any other comments or suggestions about improving parks and recreational facilities in Scotts Valley?

QUESTION 3 RESPONSES



A word cloud of terms related to parks and recreation. The words are arranged in a circular pattern, with 'need park' and 'pool' being the most prominent. Other visible words include 'playground', 'open area', 'improve', 'great', 'see', 'dog', 'use', 'field', 'like', 'sport', 'place', 'full', 'exists', 'court', 'maintain', 'city', 'path', 'bring', 'back', 'better', 'good', 'skypark', 'build', 'walk', 'play', 'siltanen', 'kids', 'community', 'swim', 'maintenance', 'soccer', 'please', 'scott', and 'valley'.

- 41.8% of survey respondents visit a Scotts Valley park or recreational facility more than once a week.
- 72.2% of survey respondents preferred the City to focus on fixing and improving existing recreational facilities and parks, rather than creating new parks and recreational amenities.
- The top two park amenities desired were shade shelters (62.2%) and park benches/seating (31.5%). The third park amenity was tied at 29.1% for both restrooms and open grass areas.

- A majority of respondents wanted an indoor recreational facility (60.8%). The second top choice was more specialty courts such as pickleball, bocce, and tennis (48.8%).

A common sentiment expressed by survey respondents was the need for a swimming pool or a water feature. Another shared sentiment was additional bike trails and paths, as well as accessible play equipment, and/or improvements to old play equipment.

Online Survey Findings

In addition to gathering feedback from community meetings and FlashVote, input from the survey highlighted key interests, perspective, and needs from the greater community. There was a total of 899 survey respondents, indicating that the participation rate leads to a 95% level of confidence. This means that the sample size is representative of the Scotts Valley population, and opinions from this sample size can be useful in determining overall perceptions and aspirations regarding Scotts Valley's parks and recreation. The survey included questions pertaining to demographic data, frequency of visits and participation at parks and programs, areas of concern, areas of priority, recreational programming interests, and levels of importance and satisfaction. It is important to note that while there were 899 total survey respondents, some questions were skipped or unanswered.

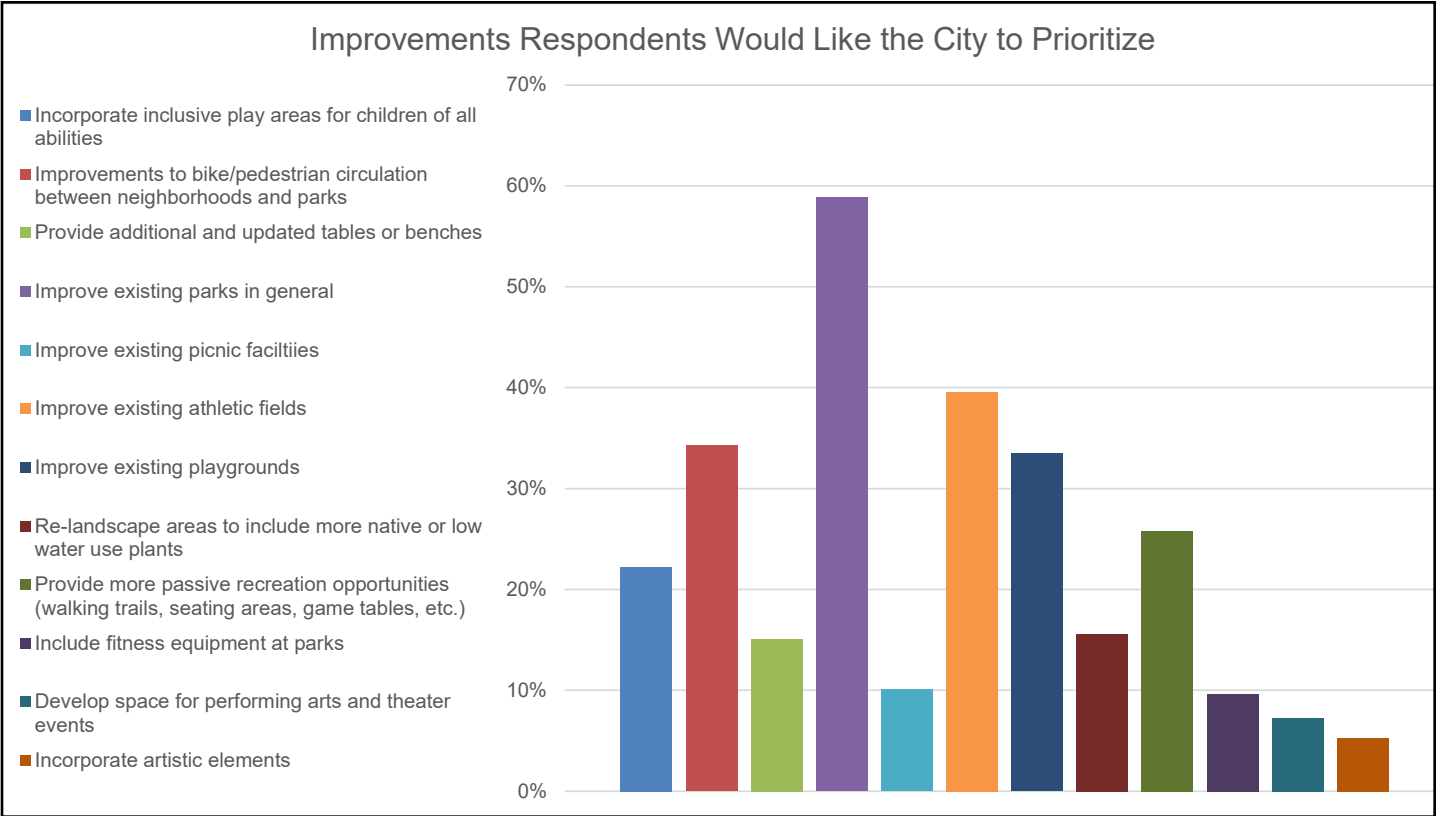
Importance versus satisfaction questions help determine areas of need that are adequately met and areas of opportunity for improvement. One of the questions asked participants to rank importance from a list of park features and amenities and how satisfied they were with the same park features and amenities. Correlating the results can help guide on what improvements to prioritize at parks. An analysis of the survey findings can be found in the Needs Assessment section of this chapter.

KEY INSIGHTS FROM SURVEY

- Over 75% of respondents were Scotts Valley residents and 25% were visitors.
- A majority of respondents live near Skypark and about 20% live near Siltanen Park.
- More than half of respondents visit Scotts Valley parks and recreational facilities more than two times a week.
- Skypark was the most visited by respondents. Siltanen Park was the second most visited and Glenwood Open Space ranked third.
- About **98% of respondents** generally regard providing opportunities to **enjoy nature/the outdoors as very or somewhat important.**
- The **top three concerns** when visiting City's parks were **amenities were outdated, lack of amenities, and lack of programs and events that interest me.**
- 81% of respondents regard restrooms as very important.
- Hiking, walking, and swimming are top activities respondents enjoy.
- The **top three improvements** respondents would like the City to prioritize are **to improve existing parks in general, improve existing fields, and improve bike/pedestrian circulation between neighborhoods and parks.**
- The top three classes/programs respondents would like offered were swimming, art, and fitness/exercise/training.
- A majority of respondents would like to see additional programs for adults and teens/tweens.

PUBLIC SURVEY HIGHLIGHTS

FIGURE 5.1 PUBLIC SURVEY HIGHLIGHTS



TOP 5 RECREATIONAL CLASSES/ PROGRAMS RESPONDENTS WOULD LIKE

- 1. SWIMMING
- 2. ART
- 3. FITNESS/EXERCISE/TRAINING
- 4. SOCCER
- 5. SEWING/MAKERS/CRAFTS

TOP 5 OUTDOOR ACTIVITIES/ SPORT RESPONDENTS ENJOY

- 1. HIKING
- 2. WALKING
- 3. SWIMMING
- 4. BIKING
- 5. RUNNING

90%

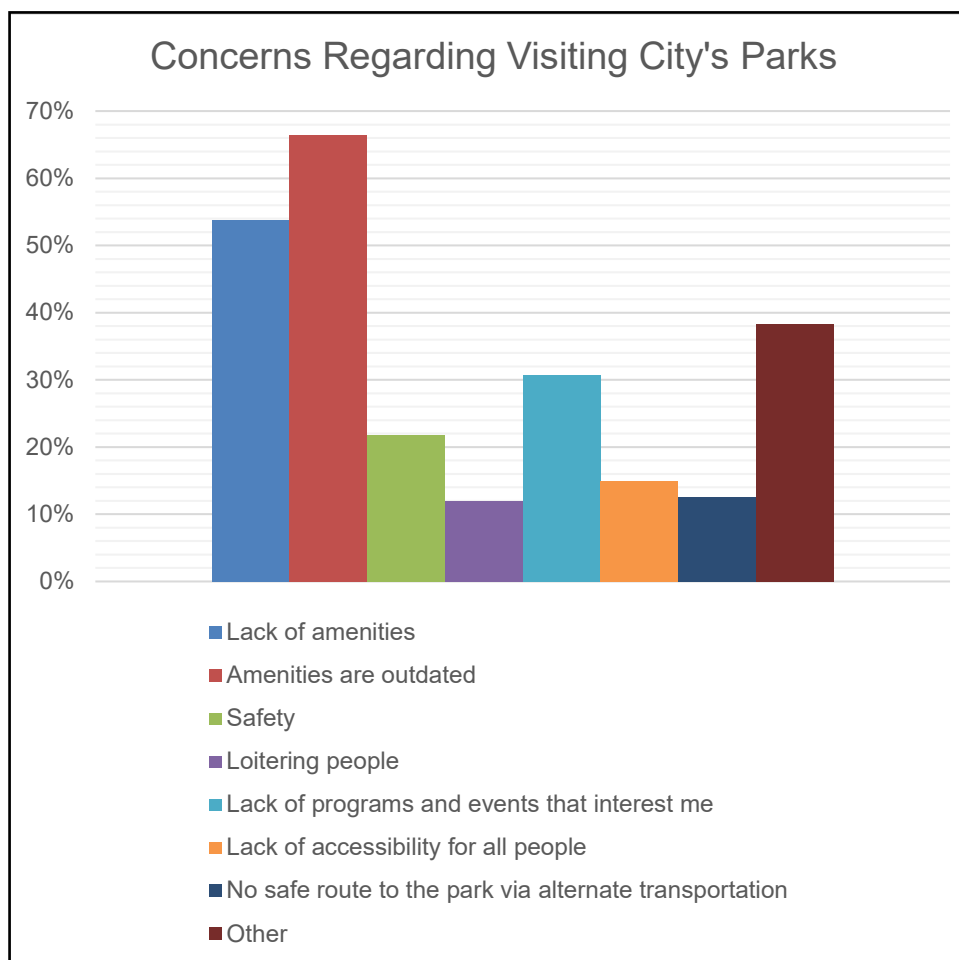
OF RESPONDENTS REGARD OPPORTUNITIES TO ENJOY NATURE/THE OUTDOORS AS VERY IMPORTANT.

94%

OF RESPONDENTS DRIVE TO VISIT PARKS OR FACILITIES. ABOUT 51% WALK.

37%

OF RESPONDENTS ARE IN THE 35–44 AGE GROUP. 35% OF RESPONDENTS ARE IN THE 45–54 AGE GROUP.



IMPORTANCE VS SATISFACTION: UNDERSTANDING THE DATA

The public survey included a series of importance and satisfaction questions that asked participants to rank importance of a list of values associated with City parks and recreation programs and then to rank their satisfaction with the same items. A direct comparison of these two question types reveal areas of opportunity for items that are ranked high on the importance scale but low on the satisfaction scale. The combine results show areas where the City may have already adequately fulfilled the needs of the community and areas where there is opportunity of improvement. These opportunity areas are intended to be a tool to help guide the City's prioritization of funding.

UNDERSTANDING THE DATA

Figures 5.2 and 5.3 display data compiled from survey participants regarding their satisfaction and importance levels of certain park and recreation program elements. Importance and satisfaction scores are weighted out of 10 and plotted onto an X-Y axis to determine an opportunity score. This opportunity score falls within one of four categories to help identify community priorities.

LEVEL OF OPPORTUNITY

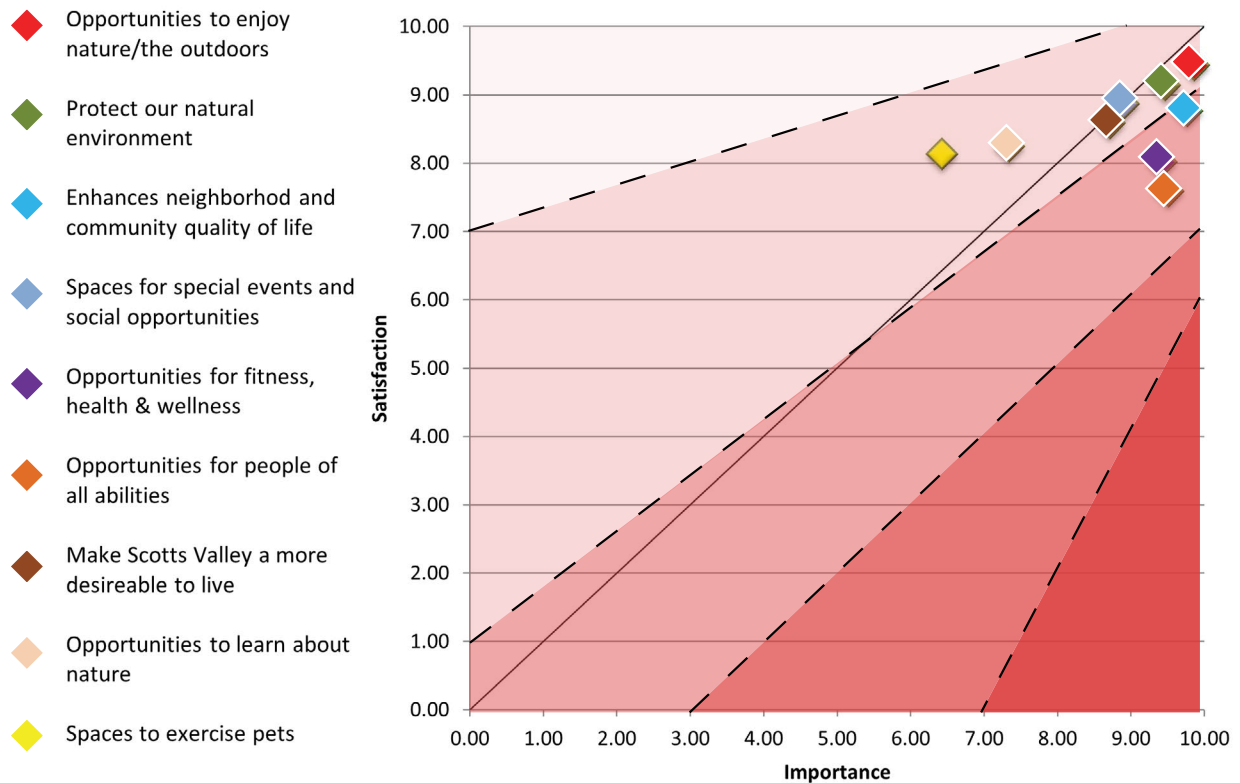
>15 = **extreme opportunity**

12–14 = **high opportunity**

10–11 = **solid opportunity**

<10 = **feature appropriately served or overserved**

FIGURE 5.2 IMPORTANCE VS SATISFACTION: BENEFITS OF PARKS & OPEN SPACE



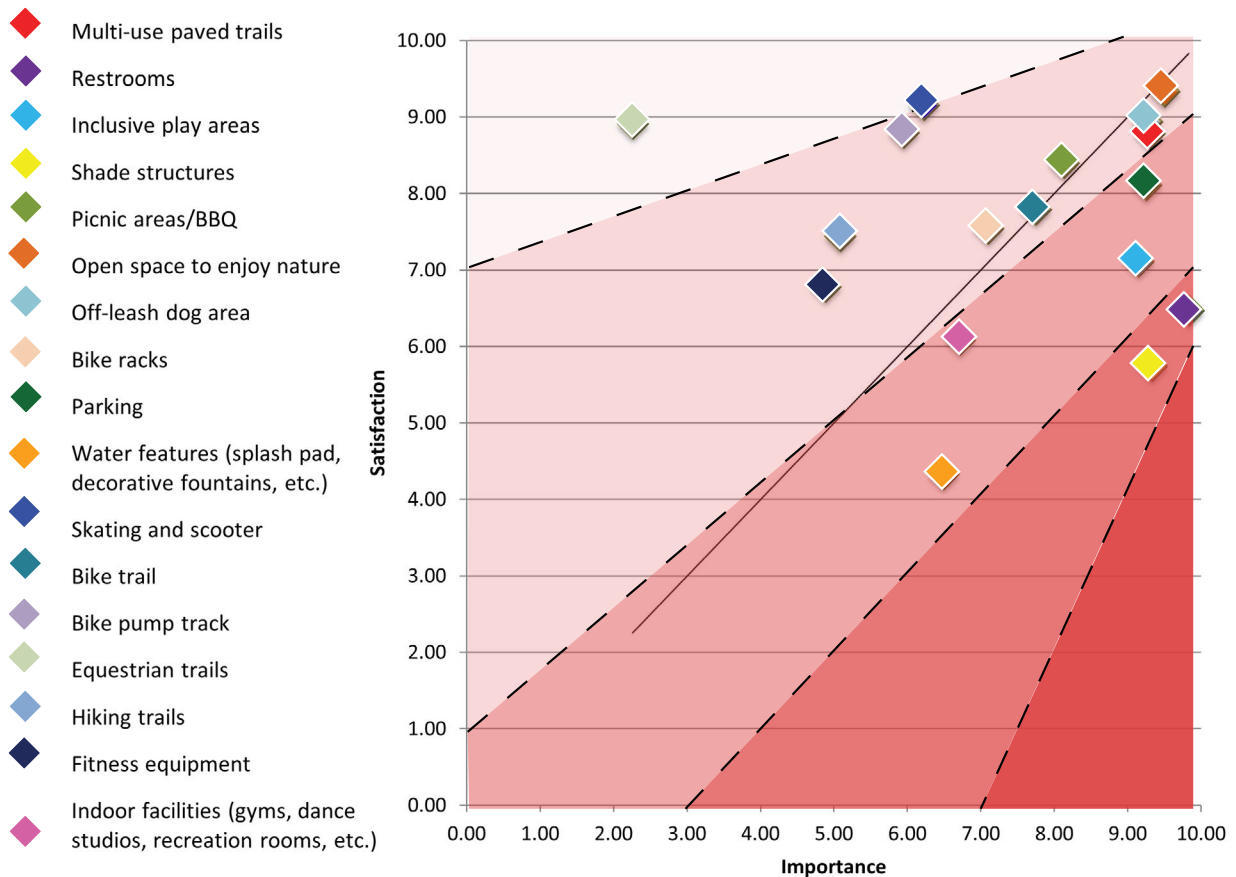
BENEFITS OF PARKS & OPEN SPACE

Provide opportunities to enjoy nature/the outdoors
 Provide opportunities for fitness, health, & wellness
 Enhances neighborhood and community quality of life
 Provide spaces to exercise pets
 Protect our natural environment
 Provide recreation opportunities for people of all abilities
 Provide spaces for special events and social opportunities
 Provide opportunities to learn about nature
 Make Scotts Valley a more desirable place to live

OPPORTUNITY SCORE

10.3
 10.8
 10.8
 6.4
 9.8
 11.4
 8.9
 7.3
 8.8

FIGURE 5.3 IMPORTANCE VS SATISFACTION: FEATURES & AMENITIES



FEATURES AND AMENITIES

OPPORTUNITY SCORE

Multi-use paved trails	9.8
Restrooms	13.2
Inclusive play areas promoting play for children of all abilities	11.2
Shade structures	12.9
Picnic areas/BBQ	8.1
Open space to enjoy nature	9.7
Off-leash dog area	5.1
Bike Racks	7.1
Parking	10.4
Water features (splash pad, decorative fountains, etc.)	8.7
Skating and scooter	6.2
Bike trail	7.8
Bike pump track	5.9
Equestrian trails	2.3
Hiking trails	9.6
Fitness equipment	4.9
Indoor facilities (gym, dance, recreation rooms, etc.)	7.3

NEEDS ASSESSMENT AND ANALYSIS

The community outreach process provided insightful and meaningful input from the Scotts Valley community and visitors from the surrounding area. The amount of data collected helped provide a better understanding about the community's perception regarding the City's parks and recreational facilities.

With the statistically valid survey, the large sample size from the survey indicates that the views provided are representative of the Scotts Valley population, based on a 95% level of confidence in the accuracy of data. In addition, the comprehensive input from the community through meetings, interactive boards, and FlashVote contributed to developing a strong needs assessment and analysis with opinions expressed by respondents, identifying several opportunities for improvements. Assessment and analysis in this section will help guide recommendations and park priority scoring in the next chapter.

Overall Park Improvements

Many of the existing city parks are favored and treasured by the Scotts Valley community and visitors. People regularly visit city parks and recreation facilities including many local recreational teams and groups that frequently use existing fields and courts. Based on feedback received from the community, people generally would like to see improvements at the existing parks.

The top two improvements the community expressed for the City to prioritize was to improve existing parks in general and improve existing athletic fields. While city parks and facilities are generally clean and in fair condition, many respondents expressed the need for maintenance of existing parks and trails. Improving existing athletic fields was the second most common sentiment, likely due to frequent use by soccer, baseball, and softball players.

Improving bike/pedestrian circulation between neighborhoods and parks was the third common sentiment shared by respondents. Improving existing playgrounds and incorporating inclusive play areas for children of all abilities was also regarded as a high priority.

Modernizing site furnishings was also a desired improvement by respondents. Many park users utilize the park for passive recreation, including bringing their kids to play areas and using tables and benches to watch or socialize. While many of the existing site furnishings are in fair condition, site furnishings are worn-out and respondents would like to see site furnishings that can meet the unique needs of the community. This may mean a providing a variety of passive recreation opportunities, including modern outdoor fitness equipment, accessible tables, or game tables.

Incorporate Water Play or Features

A strong sentiment from most respondents was the need for a pool facility, along with water play and features. At the time of writing the Scotts Valley Parks and Recreation Master Plan, Siltanen Pool had been renovated and re-opened in Summer 2023, meeting the need for a pool facility within Scotts Valley. Of note, there is a strong demand for pools and this will likely continue, even with the opening of Siltanen Pool, due to anticipated population growth in the next decade.

There are currently no water play features, such as splash pads, at any of the City's parks. The community strongly expressed the need for water play areas outside of a pool facility, especially during the summer months.

Park Programming

Currently, the City's parks and recreational facilities support many of the recreational programmed activities in Scotts Valley. The City provides a diverse range of active and passive recreational opportunities, including sport courts, athletic fields, playground areas, trails, and nature viewing activities. However, respondents cited outdated amenities, lack of amenities, and lack of programs and events of interest, as top three concerns when visiting City's parks.

Respondents indicated that their top activities they enjoy were hiking, walking, biking, and running. A majority of respondents value opportunities to enjoy nature and providing amenities that enhance quality of life as very important. Protecting the natural environment was the third most important value by respondents.

While City parks are enjoyed by many, there are several needs and priorities indicated by respondents. Generally, this includes not only repairing existing park amenities, but also diversifying them to meet community interests. This includes multi-generational equipment and activities and dedicated spaces for special events and large gatherings.

Below is a summarized list of amenities commonly expressed by respondents:

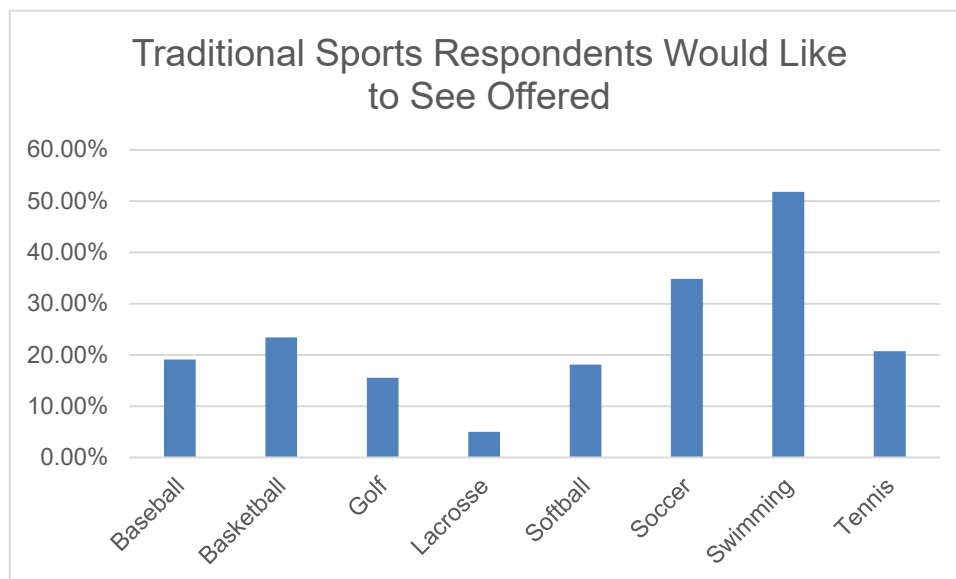
- Shade over playgrounds, courts, and other gathering spaces
- Increase parking spaces or areas
- Provide spaces for outdoor special events and indoor winter activities
- Increase quantity of specialty courts (e.g., bocce ball courts) to meet demand
- Increase quantity of site furnishings
- Need for a dog park in different parts of the City, along with dog park amenities

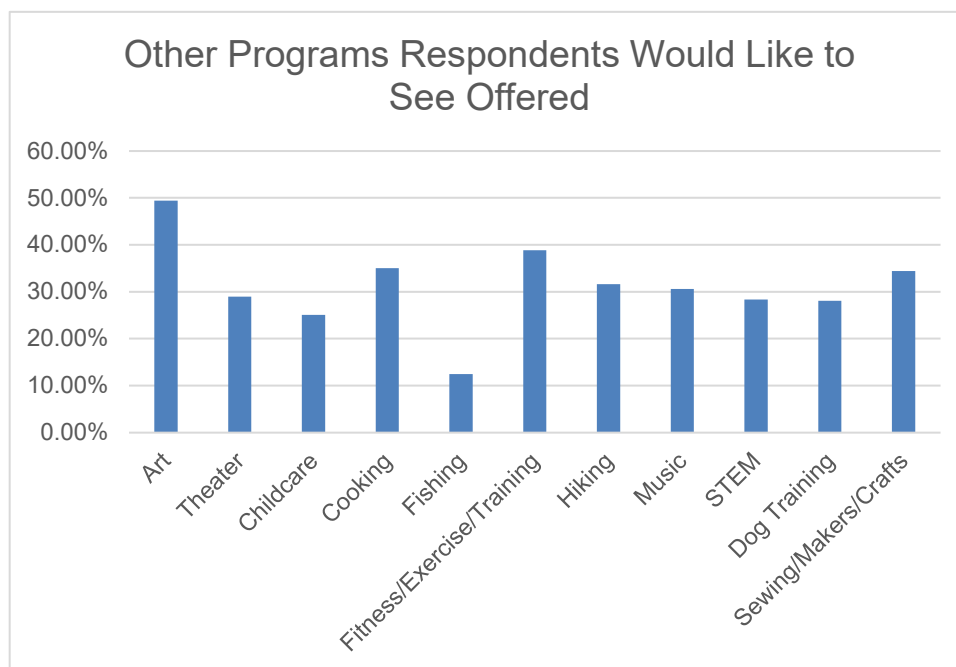
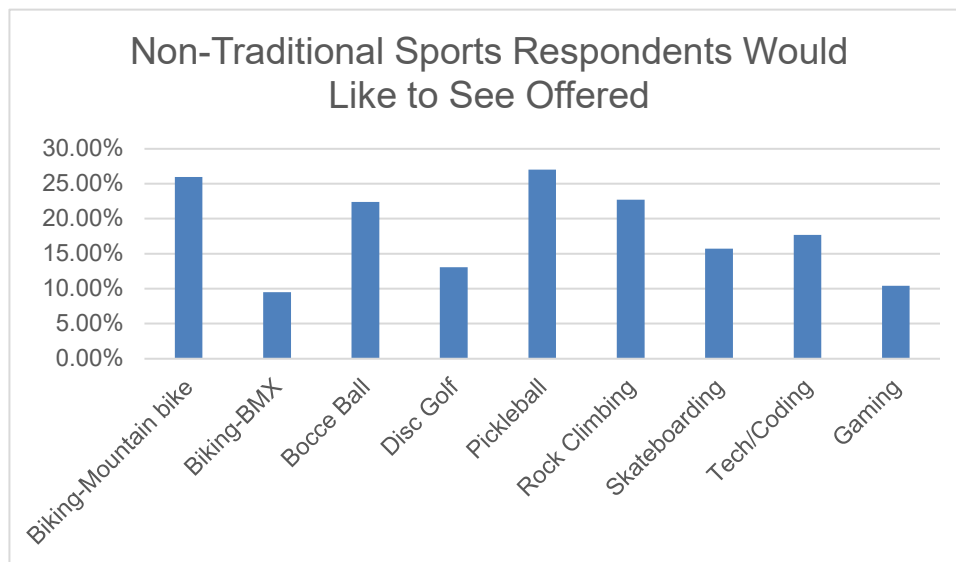
Respondents preferred a solid surfacing type, such as rubber surfacing or artificial turf, at the playgrounds rather than engineered wood fiber (EWF).

Recreation Programs

The top five recreational programs respondents would like to see offered are swim programs, art classes, fitness/exercise/training programs, soccer programs, and workshops to learn about sewing and crafts.

FIGURE 5.4 PREFERRED RECREATIONAL PROGRAMS BY SURVEY RESPONDENTS





- Top three traditional sports respondents would like to see offered are swim programs/ classes, soccer programs, and basketball programs.
- Top two non-traditional sports respondents would like to see offered are pickleball programs and biking/mountain biking programs. Rock climbing and bocce ball programs were tied in third place.
- Top two general programs respondents would like to see offered are art programs and fitness/exercise/training programs. Cooking and sewing/makers/crafts were tied in third place.

Skypark

As the largest community park in Scotts Valley, Skypark is a popular destination of local residents and visitors alike. Many park users visit Skypark, due to a wide and popular variety of recreational opportunities and park amenities, such as the existing athletic fields, dog park, skate park, pump track, pickleball/tennis courts, picnic areas, playground, bocce ball courts, and linear trails. The vicinity of Skypark next to the Senior Center and Community Center contributes to the park's popularity. This is also supported by the survey results where a majority of respondents have visited Skypark. Common sentiments expressed by respondents regarding improvements for Skypark are outlined below:

- Repair and regular maintenance of existing turf/athletic fields for field sports
- To accommodate large crowds during weekends and summer months, consider increasing parking spaces or provide space for overflow parking
- Update outdated play equipment
- Add more pickleball courts
- Add shade over bocce ball court
- Replace outdated site furnishings with modern site furnishings

Siltanen Park

Siltanen Park is the second most visited park in Scotts Valley by respondents. This will likely remain a popular destination for the Scotts Valley community because of the community pool, sports field, group picnic area and playground. Also, Shugart Park is located west of Siltanen Park and provides open space and parking.

Below are a list of improvements for Siltanen Park expressed by respondents:

- Repair and regular maintenance of existing turf/athletic fields for field sports
- Replace outdated site furnishings such as bleachers
- Increase quantity, diversify, and modernize site furnishings
- Update outdated play equipment

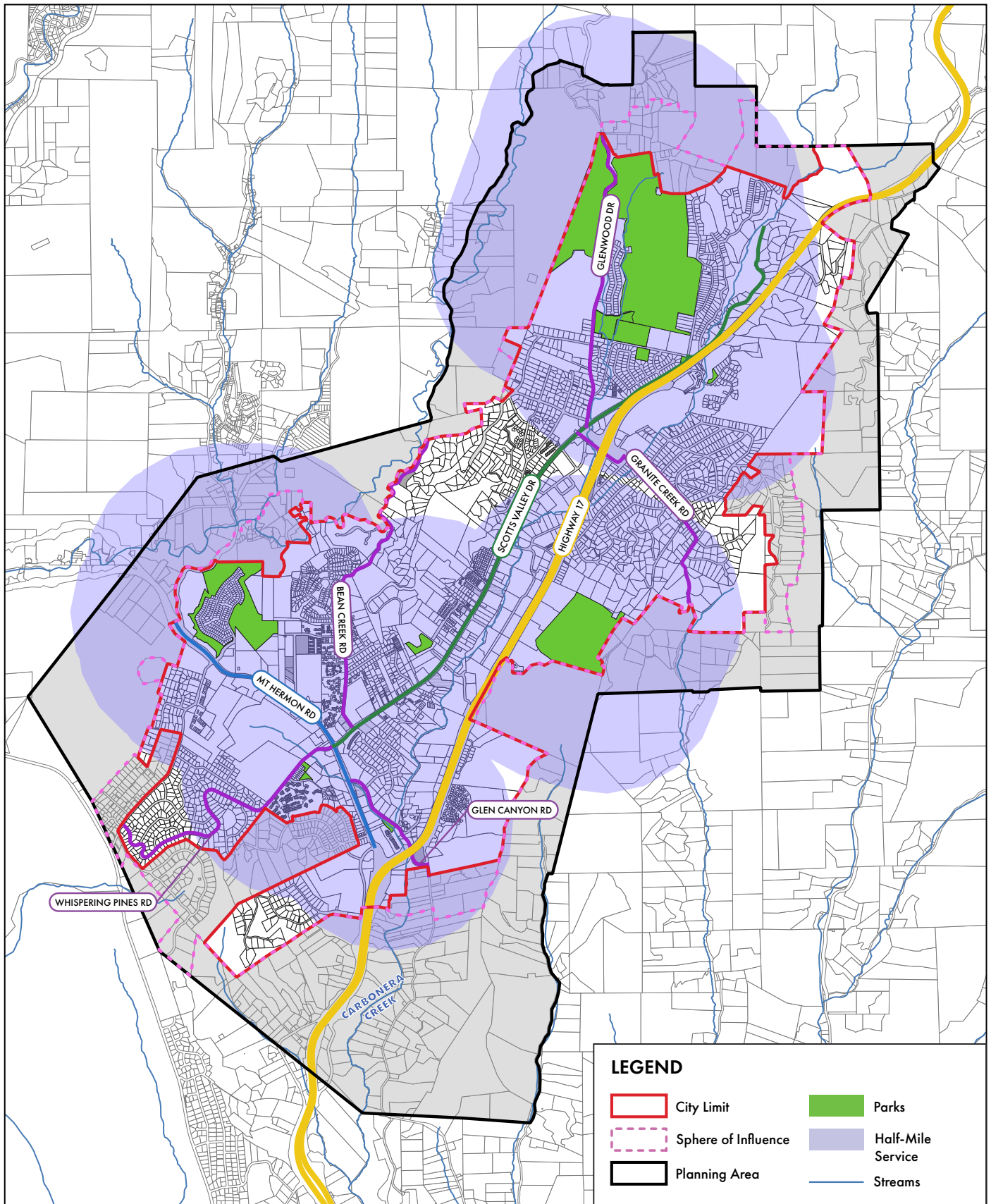
PARK DISTRIBUTION AND GAPS IN SERVICE

City parks are generally well distributed, despite tight zoning restrictions and limited land availability. However, park amenities and recreational opportunities are not evenly distributed throughout Scotts Valley, particularly between the north and south ends, as well as the east and west sides of Highway 17.

- Most courts are located on the south side of Scotts Valley, including pickleball courts, basketball courts, tennis courts, and bocce ball courts. Soccer fields, along with both the community center and senior center, are also located on the south side.
- Most fields are located on the north side of Scotts Valley, including baseball fields and softball fields.
- There is a lack of a dog park on the north side.
- There is only one developed mini park located on the east side of Highway 17.
- There are no splash pads, competition site or lap pools, or large plazas for gatherings at any of the Scotts Valley parks.

Generally, Scotts Valley parks are in fair condition. There are existing play equipment and site furnishings that are becoming worn-out and would likely need to be replaced. With the exception of Polo Ranch Park and ongoing renovations to play equipment at Skypark, existing play equipment are reaching at the end of their lifespan and could be replaced with new, modern play equipment. There are also fields and open space trails that require additional maintenance and upkeep due to high use and natural erosion.

FIGURE 5.5 EXISTING PARKS HALF-MILE SERVICE MAP



Map source: This map was created based on GIS data from Santa Cruz County.

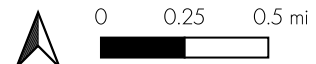
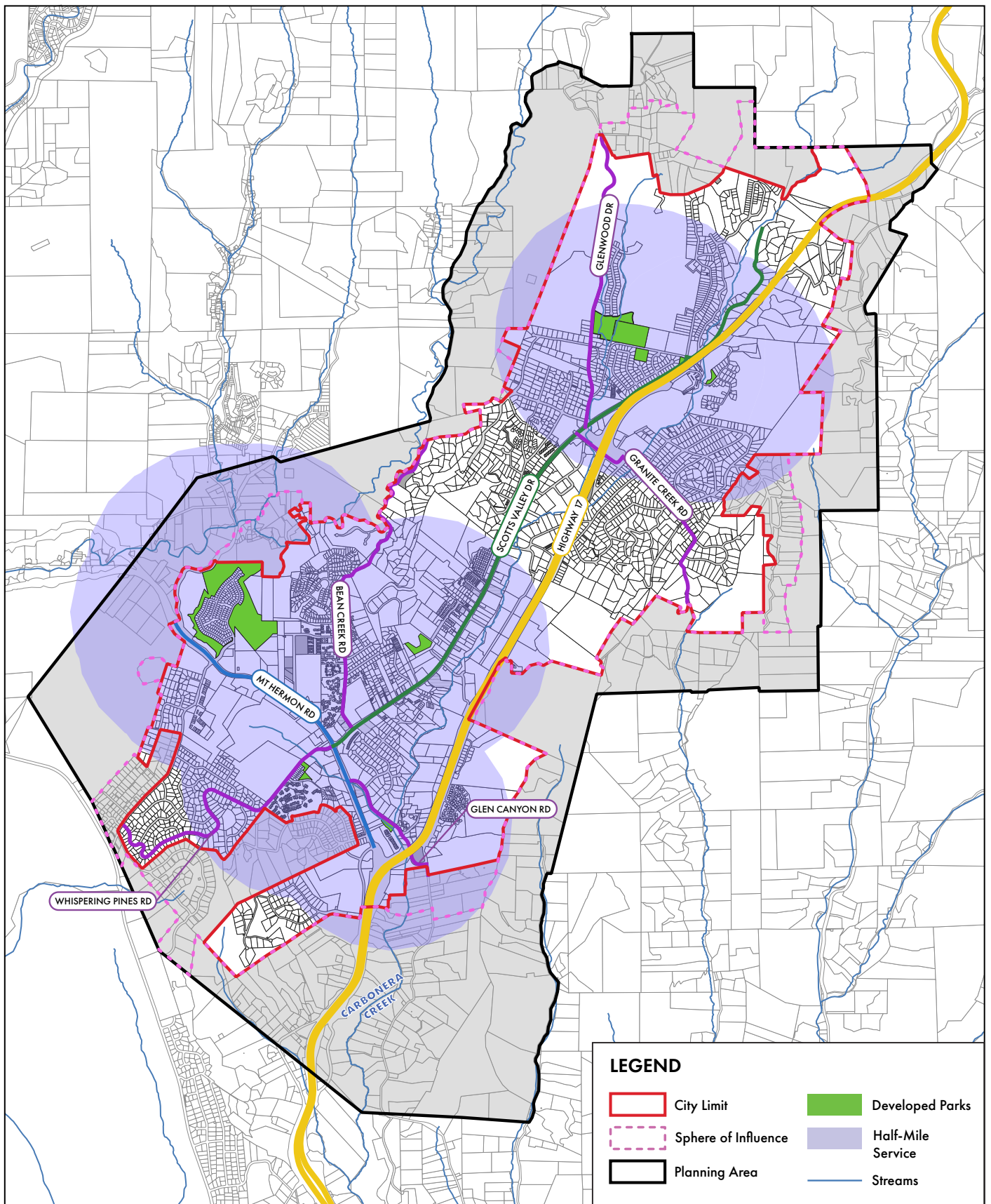


FIGURE 5.6 EXISTING DEVELOPED PARKS HALF-MILE SERVICE MAP



Map source: This map was created based on GIS data from Santa Cruz County.



0 0.25 0.5 mi

Park distribution maps are useful in guiding future planning of park development in neighborhoods that lack a park within a 10-minute walk. Map analysis can provide visual insight on where the City of Scotts Valley can target and develop new parks, along with an understanding of the current spatial distribution of existing parks.

Figure 5.5 shows the half-mile service of existing Scotts Valley parks, both developed and undeveloped. The half-mile service indicates an approximately 10-minute walk to a park and the likelihood people would travel to access a park. There is a deficiency of park space at the central west and east sides of Scotts Valley, as well as deficiency of parks along small areas at the outer limits.

Figure 5.6 shows the half-mile service of existing developed Scotts Valley parks only. This is to help identify gaps of developed park space since Level of Service goals only include developed park spaces. There is a deficiency of developed park space located centrally in Scotts Valley on both the east and west sides of Highway 17. The outer areas on the most northern and southern ends of Scotts Valley are also lacking in developed park space.

A further overlay of existing parks and the existing half-mile service area with topographic information and zoning can be useful in understanding where the gaps lie in relation to physical conditions. Figure 5.7 shows the half-mile service of existing developed Scotts Valley parks with terrain and contours. About half of the central portion of Scotts Valley is bounded by steep terrain and a majority of the gaps on the north and south sides of Scotts Valley have steep areas.

Understanding existing zoning can identify constraints along with potential areas for new parks. Figure 5.8 shows the half-mile service of existing developed Scotts Valley parks with current zoning. Within the gap in the central area of Scotts Valley, there are generally commercial, industrial, and residential zoning. Due to existing zoning, there is limited space to allow for future park development in this area. To help fill the gaps, the City can seek other alternatives, which will be provided in “Chapter 6: Recommendations.”

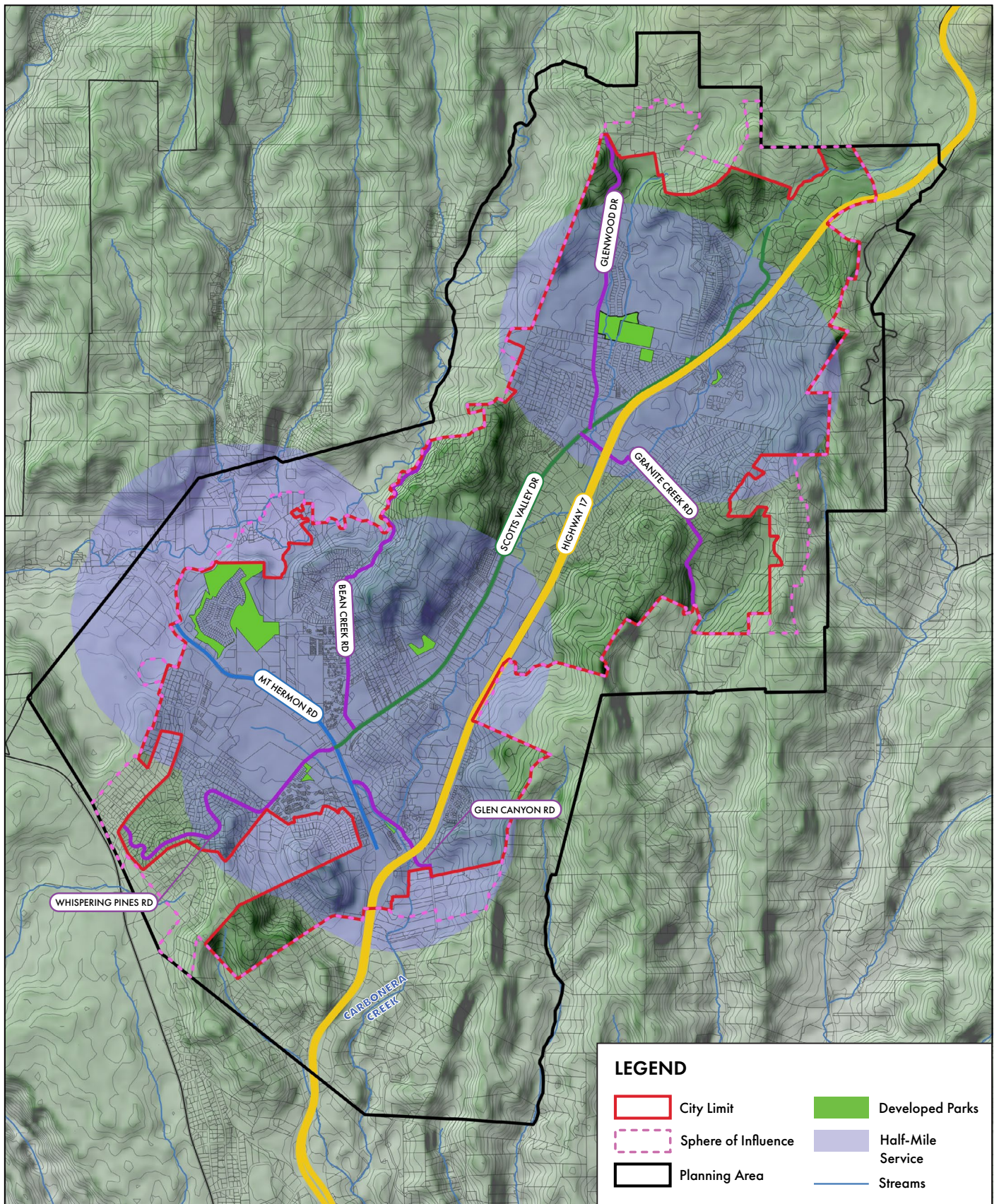
Gaps in Recreation Programs and Facilities

Currently, the Recreation Division offers facility rentals at Scotts Valley Community Center and outdoor gazebos at City parks. Several recreational classes and after school camps are offered through partnerships with local organizations and community members. The types of programs and classes vary seasonally and remain limited due to the restructuring process of the Recreation Division.

Based on feedback from community meetings, FlashVote results, and the online survey, a strong sentiment from the public regarding recreation programming was the desire for a swim program. The recent renovation and re-opening of Siltanen Pool will satisfy a much needed, core amenity for the community.

Other highly rated recreational programs and/or classes the community would like offered are soccer, art, and fitness/exercise/training. The top non-traditional sport programs the community would like to see offered are pickleball, mountain biking, bocce ball, and rock climbing. As the Recreation Division rebuilds their programs, it is important to consider implementing fees for program participation and to offer programming for different age groups, as discussed in “Chapter 3: Best Practices.” Offering a diverse set of programs can also attract different user groups.

FIGURE 5.7 EXISTING DEVELOPED PARKS HALF-MILE SERVICE OVERTOPOGRAPHY MAP

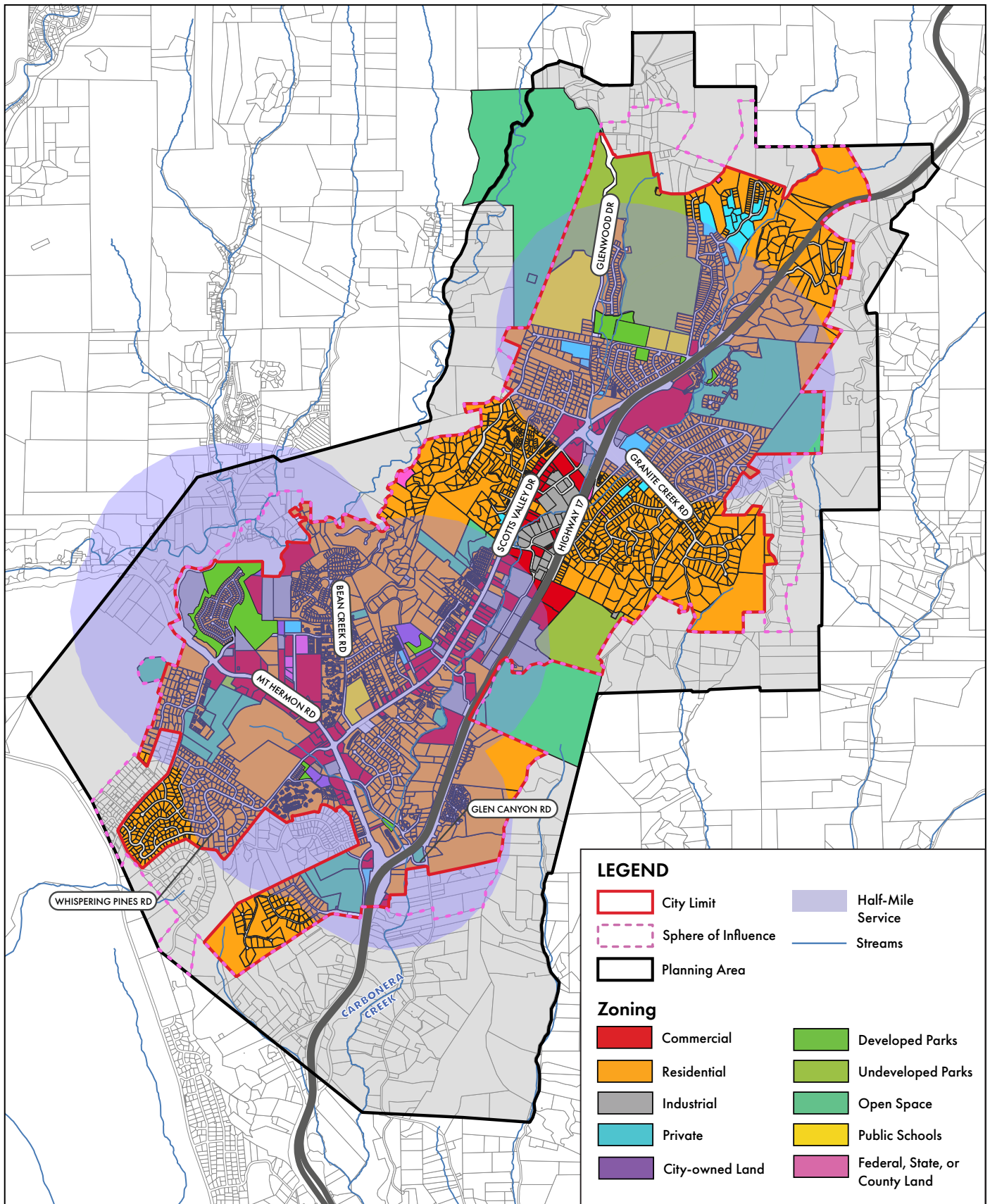


Map source: This map was created based on GIS data from Santa Cruz County and topographic information from U.S. Geologic Survey (USGS).

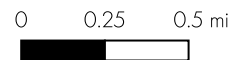


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FIGURE 5.8 EXISTING DEVELOPED PARKS HALF-MILE SERVICE OVER ZONING MAP



Map source: This map was created from GIS assessor parcel data from Santa Cruz County and was modified for simplicity based on the zoning map from the Scotts Valley General Plan.



Indoor recreational facilities are also an important amenity to the community. While the Recreation Division has a community center, there are no indoor sport courts or multi-purpose rooms in this facility. The Senior Center currently does have a commercial kitchen, a main hall with a small stage, and a library/meeting room. There is also a Performing Arts Center with a main theater. Recommendations to help the City fill gaps in recreational programming and facilities are provided in “Chapter 6: Recommendations.”

SUMMARY OF NEEDS ASSESSMENT

The needs assessment from this chapter is based on community feedback and analysis maps, which will help inform recommendations and park scoring in the next chapter. A recreational programming analysis was not performed because the Recreation Division was in the process of restructuring their department, as well as recreation programs, during the writing of this Parks Master Plan. Once the Recreation Division restructures their programs, the City can consider producing a future report that can be added as an appendix to this Parks Master Plan.

Overall, many Scotts Valley residents value City parks, like to engage in diverse recreation activities, and frequent parks that provide their favorite amenities or activities. A common sentiment among respondents are to improve existing parks in general and to provide additional maintenance or repairs at high-use areas, such as fields. Increasing quantity of courts, along with, adding site specific improvements, such as shade, were also expressed by respondents. This indicates that the Scotts Valley parks and amenities are heavily visited and used for both active and passive recreation. This trend will likely continue as the population continues to grow in the coming decades, so it is important for the City of Scotts Valley to incorporate and prioritize park improvements to meet current and anticipated demand.

Based on the park distribution analysis maps, there are notable gaps where neighborhoods lack a developed park space within a 10-minute walk. Due to current zoning and limited land availability, filling in these gaps will be a major challenge. The City can consider other alternatives to help fill the gaps. “Chapter 6: Recommendations” will provide a thorough review and recommendations on how the City can work toward filling those gaps.



CHAPTER 6

RECOMMENDATIONS

RECOMMENDATIONS

PARK AND FACILITY RECOMMENDATIONS

Best practices and national trends findings, site inventory observations, community outreach results, needs assessment, and analysis maps will guide the recommendations for how the City can prioritize park improvements. These will also inform the categories for a park scoring system that uses metrics tailored to the unique makeup and needs of the community. While ADA specific recommendations are not provided, general recommendations were provided based on visual assessments during site inventory of non-compliant features, along with assessments from the 2016 Access Audit and Transition Plan. For a more thorough investigation, the City can pursue a full ADA compliance audit for each park. Individual park recommendations are presented later in this chapter.

Inclusion and Accessibility at Parks

There is an increasing sentiment across the nation for inclusion in public spaces and making spaces accessible and welcoming for all, regardless of age, background, ability, or gender. The Scotts Valley community shares this sentiment, since 75% of respondents regarded providing recreation opportunities for all abilities as “very important.” Also, respondents regarded inclusive play areas for children of all abilities as “very important.” When there are opportunities to improve existing parks, the City of Scotts Valley should consider incorporating inclusive site furnishings, accessible pathways, and inclusive play elements into these improvements. Many vendors are also integrating inclusivity in their products so there will be greater opportunities to include cost-effective, inclusive features as they are becoming more mainstream and prevalent. This also aligns with the Access Audit and Transition Plan Recommendations 2016 and the City’s ongoing implementation to include ADA improvements in their Capital Improvement Plan (CIP) projects scheduled and budgeted for the next several years, as discussed in “Chapter 2: Context.”

Park amenities, such as picnic tables, benches, and drinking fountains, should meet the standards of the Americans with Disabilities Act (ADA). Parking spaces and accessible pathways to ADA-compliant park amenities should also be considered in the park design. At a minimum, there should be an accessible path of travel to each of the following features: ADA picnic table, ADA bench, bi-level drinking fountain, trash and recycling receptacles, a restroom, and any on-site building that is open to the public. While the minimum acceptable width of an accessible path is 4 feet, it is ideal for the path to be 6 feet or wider, to accommodate two-way pedestrian traffic and allow more room for access.

Inclusion is not only limited to ability, but also age groups. Multi-generational play activities that involve all generations, including an adult, a senior, or a caregiver, are also increasing in popularity. Play does not have to be limited to children but can also extend to the whole family and different generations. This may include fitness equipment, musical equipment, play equipment, and recreational games, such as foosball, game tables, and table tennis. Low impact sports that include pickleball courts and bocce ball courts can also be considered. This reinforces the concept that everyone has the opportunity to play together and to engage in activities that allow for group socialization and bonding with one another.

When playgrounds are inclusive, there are more opportunities for children and families to play and interact with kids of normal abilities. Beyond meeting the standards of the Americans with Disabilities Act (ADA), it is imperative for cities, including Scotts Valley, to create spaces and

provide recreation activities that exceed ADA requirements, paving the way for inclusion and accessibility at parks. Tailoring play equipment that not only supports child development, but also accommodates children with different developmental needs can benefit overall community health and minds. There are many factors to consider when discussing inclusion in play spaces. Refer to the Playgrounds and Equipment section for recommendations pertaining to inclusivity in playgrounds.

Playgrounds and Equipment

Playgrounds are important pieces of any park, whether it be a mini park, a neighborhood park, or a community park, so the City should prioritize upgrades and continued maintenance efforts at its playgrounds. About half of City parks have play equipment, but most are worn-out and outdated, with the exception of the newly installed play equipment at Polo Ranch Park and ongoing play equipment upgrades at Skypark. Several existing play structures have shaded roofs covering a small area and a majority of older parks have engineered wood fiber (EWF) playground safety surfacing. Most of the play equipment is nearing the end of its lifespan and may not meet the latest Certified Playground Safety Inspector (CPSI) or ASTM standards. There are also limited inclusive features at the existing playgrounds.

As discussed in the previous section, inclusivity at playgrounds must also be incorporated into the design decisions. About one third of respondents would like improvements to existing playgrounds and 22% would like to incorporate inclusive play areas for children of all abilities. Upgrading play equipment with more modern and inclusive features can provide enhanced play value and can encourage imaginative play, exploration, and social interaction among kids of all abilities. Playgrounds should incorporate inclusive play elements if possible and maximize the number of inclusive play elements if budget and space allows.

A truly inclusive play area does not only mean to be accessible but also age and developmentally appropriate and stimulating to the senses. The City should ensure play equipment addresses different levels of difficulty and engage in diverse sensory skills as much as possible. The eight senses are sight, smell, touch, sound, taste, interoception, vestibular, and proprioception. Because play is critical for a child's development and social skills, it is also important to provide both easy and challenging components that allows children to independently choose an activity. In addition, separation between age groups and providing age appropriate play equipment in designated spaces are key to ensuring kids are playing with equipment that are appropriate for their age.



While EWF playground safety surfacing is ADA compliant, using solid playground surfacing such as pour-in-place rubber surfacing or synthetic turf is much more accessible and wheel-friendly. Rubberized safety surfacing tends to be more durable and lower maintenance. When possible and funding is available, it is ideal to use solid playground surfacing over EWF surfacing.

Providing site amenities at playgrounds is also important to consider. Adequate seating, preferably under shade, for parents, grandparents, caregivers, and chaperones will encourage park users to stay longer at playgrounds. It is also a best practice and development standard to provide shade over play equipment because they provide refuge during hot periods. Shade at play structures

can not only reduce UV exposure, but also lower playground maintenance and repair costs as well as reduce the heat of the play equipment.

Amenities

Amenities in Scotts Valley parks currently serve the community sufficiently, but some of these amenities are outdated and not tailored to the current desires of the community. As funding is available and where needed, it is recommended for the City to continue to modernize and update site furnishings, including benches, picnic tables, drinking fountains, and trash and recycling receptacles. The City can also consider adding different site furnishings such as bike racks. This also extends to playground equipment, where possible, in order to ensure playground areas are safe and up to code. It is important for the City to consider these upgrades, beyond the typical repairs, in order to improve long-term maintenance efficiency. Meaningful, user-friendly upgrades will also reinforce community identity and provide an opportunity to add play value to an existing playground. It may also provide an opportunity to add play value to the playground through design.



Many survey respondents felt that the community is missing programs, events, and specialty recreation spaces. For example, there is no dedicated space for large outdoor gatherings or special events, and the community lacks a splash pad. A large gathering space would be appropriate at a park with existing parking onsite which can accommodate event crowds, such as MacDorsa Park. The City can consider performing a detailed study to determine a large event space at an existing City park, including noise assessment, parking availability, and traffic.

Popular recreation amenities, such as sports field and courts, are currently concentrated in two main City park locations. There are also other popular amenities, such as pickleball courts and swimming pool, located at one park. One recommendation is for the City to provide additional amenities that meet popular demand, ideally in areas of Scotts Valley that do not have them. In regards to pickleball court locations, the City can consider converting the existing basketball court with pickleball court striping at Hocus Pocus Park or create new pickleball courts at Vern Hart Park.

For mini parks with limited amenities, such as Gateway North Park and Vern Hart Park, the City can explore options to add new amenities or re-purpose the space, where feasible. The City can consider converting the existing lawn to low-maintenance plantings at Gateway North Park. This effort can reduce water use and maintenance costs. The City can also consider creating new pickleball courts at Vern Hart Park. Identifying local community needs and interests will be key to the park improvement process.

Diversifying amenities that can tailor to the evolving interests of the community encourages people to recreate and stay active. As indicated from the 2023 NRPA's Agency Performance Review report, reasons for visiting parks vary greatly, showing the importance of customizing parks and recreational opportunities to meet the needs and aspirations of the community. Where feasible, the City can evaluate opportunities to provide unique amenities and programs, such as community gardens, fitness courses, or pump tracks. A further, in-depth survey can help understand and identify the specific type of parks amenities the community is interested in.

Improvements to existing amenities remain important, as this is the top concern expressed by survey respondents. This means prioritizing specific and needed park improvements, such as regular maintenance of turf fields, or adding a new amenity, such as shade in parks as appropriate at playground areas, picnic and seating areas, and courts, where needed. Prioritizing park improvements for heavily used parks can be the first step to ensuring long-term recreational use and having well-maintained, modern amenities can encourage new users to participate later on.

Park Maintenance Standards

A best practice shared in Chapter 3 was for a park and recreation agency to adopt park maintenance standards. It is recommended that the City of Scotts Valley develop parks maintenance standards to ensure parks are properly maintained. This will allow for consistent park maintenance practices and standards while minimizing subjectivity. The City can also consider an outcome-based maintenance standard that involves assessments of park conditions that can be documented and measured over time.

PARK SCORING

The quality of a park system should be considered when analyzing parks on a holistic level. While parks may be categorized based on typology, each park offers different amenities, hosts different recreation classes, serves different demographics, and accommodates different communities. These factors affect the quality and value of a park. By understanding a park's current value and opportunities for improvement, planners can better prioritize funds for improvements and maintenance to maximize park usage and resources.

To better understand and develop a method for prioritization based on park value and opportunity, this Parks Master Plan utilizes a scoring system that analyzes different metrics. The community's unique demographics, public input results, observations from site investigations, and spatial mapping analysis were factored into the creation of these metrics.

Figure 6.0 explains the seven different metrics that were used in the park scoring calculations. Each metric is assigned a maximum number of points that can be received. Point values are determined based on the amount of value or recreation opportunity the category can bring to a park. Categories such as quantity of amenities, usability, and code infractions carry greater weight in identifying the amount of improvement opportunities are present and is assigned higher point values.

In general, each park is evaluated based on the seven metrics. Each metric's total point value is added, then averaged to determine each park's individual park score. See "Appendix B: Park Scoring" for a detailed park scoring table and in-depth explanation of each metric.

Park Scoring Evaluation

Once implementation occurs, the value of these metrics can change at a higher rate than others as time passes. Upgrades, improvements, or additions to a park may reduce the number of code infractions or increase the number of amenities at a park. These changes will affect the overall park score and may move a park's score up or down. The Implementation section in this chapter further discusses ways the City can use Park Scoring to evaluate where to prioritize park planning efforts.

FIGURE 6.0

SEVEN SCORING METRICS

**10
pts**

PROGRAMMING

Programming measures the number of programmed elements at a park that draw groups of people together. This includes recreational programs held at a park, rentable sport fields/courts for recreational play, and event spaces for public gatherings. Parks that accommodate more programs attract more people and tend to be highly used.

**10
pts**

QUANTITY OF AMENITIES*

This metric quantifies the number of park amenities. Amenities include benches, tables, barbecues, drinking fountains, play equipment, shade shelters, and bike racks. Parks with fewer amenities indicate a greater need and prioritization for improvements.

**10
pts**

LACK OF USABILITY*

Understanding the condition of park amenities is useful in determining the likelihood of people frequenting a park. Outdated, broken, or worn-out amenities are often associated with lack of care and crime and may drive users to other parks. Usability qualifies the condition of amenities and places parks that have park amenities in poor and unusable conditions to a higher priority for improvements. Parks that have amenities in good or fair condition are less prioritized.

**10
pts**

CODE INFRACTIONS*

Code infractions measure the number of local or federal code violations. Code infractions were determined based on visual assessments in the site inventory visits and the 2016 Access Audit and Transition Plan. Corrections to playgrounds, ramps, and park sites are only counted. Exterior routes, shade shelters, and parking are not included. Parks with more code infractions would have a higher priority for improvements.

**5
pts**

COMMUNITY ACTIVATION

Parks capable of hosting larger social/community events are highly valuable. These events foster community identity and social connections. Parks that hold community events such as festivals, concerts, or celebrations are given 5 points.

**5
pts**

CONNECTIVITY

The connectivity metric looks at social spaces within a half-mile radius that may attract users to a park. These would include schools, churches, multi-use spaces, shopping malls, etc. Parks located in areas with more social opportunities tend to have a greater number of users utilizing amenities and features.

REVENUE GENERATORS

3 pts = use fees

6 pts = entry fees

**10 pts = tournament/
competitive fees**

*Quantity of amenities, usability, and code infractions carry greater weight and is assigned higher point values.

See “Appendix B: Park Scoring” for a detailed park scoring table with a numeric score for each metric. An in-depth explanation of each metric is also provided.

Park Prioritization Scoring Results

TABLE 6.0 PARK SCORES FOR EXISTING PARKS *		
SCORE	PARK NAME	TPOLOGY
5.3	SILTANEN PARK	COMMUNITY
5.1	SKYPARK	COMMUNITY
3.8	MACDORSA PARK	NEIGHBORHOOD
2.7	HOCUS POCUS PARK	MINI PARK
2	VERN HART FISHING PARK	MINI PARK
1.9	SHUGART PARK	NEIGHBORHOOD
1.9	LODATO PARK	TRAIL
1.8	GATEWAY NORTH PARK	MINI PARK
0.9	GLENWOOD OPEN SPACE TRAILS	TRAIL
0.8	POLO RANCH PARK	MINI PARK

* It is important to note that a higher score means greater needs of improvements.

Strategies for Closing the Gaps

It is apparent that many Scotts Valley residents value City parks, like to engage in diverse recreation activities, and frequent parks that provide their favorite amenities or activities. The community outreach process revealed a common sentiment to improve existing parks in general and to provide additional maintenance or repairs at high-use areas, such as fields. Respondents expressed the desire to increase the quantity of sports courts, along with adding site specific improvements, such as shade features. It is recommended for the City to improve existing parks and to prioritize park improvements based on the park scoring results.

The analysis maps indicated the limitations of building new park space due to steep slopes and existing zoning. Additionally, available space for parking, circulation, and general access will need to be considered. It is recommended for the City to pursue dedication of new park land, where possible, with new residential development, to align with the 2023 General Plan policy. This will help increase City-owned developed park land and move toward meeting Level of Service (LOS) goals. The City can also expand recreational offerings through joint-use agreements, as discussed in the next section.

Opportunities for Expanding Recreational Offerings Through Joint-Use Agreements

Due to the limitations of zoning, limited development space, and steep topography, it is recommended for the City of Scotts Valley to pursue joint-use agreements with school districts, including Scotts Valley Unified School District, to expand recreational offerings to their community. The California Civic Center Act (Education Code Section 38130 et. seq.) requires that every public school structure and facility built with public dollars is accessible to the public for uses beyond schooling. The management, direction, and control over the use of school facilities lies with the governing board of a school district. They are responsible for ensuring the use of school facilities is consistent with the use of the school facilities for school purposes and does not interfere with the regular conduct of school work.

The Act also allows the governing board of a school district to charge an amount, not to exceed its direct costs for use of its school facilities or grounds. A governing board that levies these charges shall first adopt a policy specifying which activities shall be charged an amount not to exceed direct costs.

As most park and recreation agencies, whether a city, county, or special district, are looking for use of additional facilities, it is natural for the agency to establish a formal working relationship with local school districts. This is an especially valuable relationship as the majority of use by a park and recreation agency is after hours, which is the exact time school districts have facilities available for use.

Facility use agreements (or sometimes called Joint-Use Facility agreements) are important, both for the protection of the school district and the park and recreation agency and to allow the school district to ensure that use complies with State law. An agreement may contain:

- Terms of use of school facilities
- Hours of permitted use/type of permitted use
- Insurance requirements of users
- Policies and regulations for use of facilities including set up and clean up requirements
- Any health and safety protocols required by the State and/or school district
- Schedule of fees for use
- Supervision responsibilities for use
- Cancellation and change of schedule process
- Description of capital replacement funds, if any, which are to be provided to the school district

When a park and recreation agency enters into an agreement for use of school facilities, the park and recreation agency might want to offer the school district use of park and recreation agency facilities in the form of an exchange of facilities agreement. This type of agreement can allow a school district access to facilities that might not normally be available to a school district, and may also help offset the costs for the agency to use school facilities.

Formal adoption of any agreement is required by both agencies, and should be intended to be a long-term agreement so both parties understand their working relationships moving forward. The agreement should also include renewable options to spell out how the agreement is renewed and/or amended in the future.

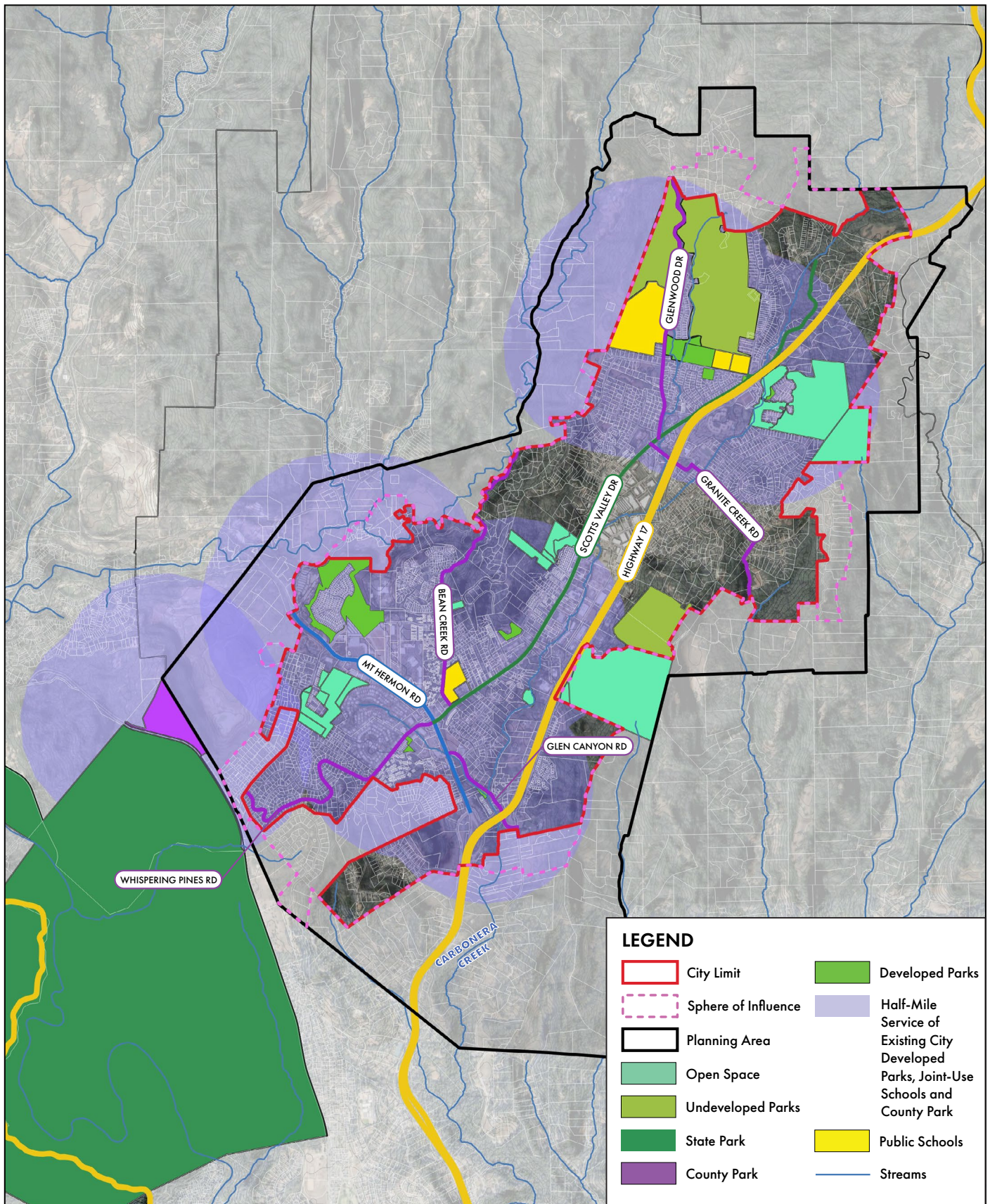
Facility use agreements need a commitment from both sides to work together to make adjustments and changes that are needed over time as use of any facility does not happen without issues. Additionally, a written agreement is necessary to document the conditions and agreements that is intended to last longer than the current staff from the school district and the park and recreation agency. As personalities of staff can change over time, and can be beneficial or harmful, written agreements are important to represent the positive working relationships as intended by the original boards when the agreement was approved.

It is recommended for the City to pursue joint-use agreements with Scotts Valley Unified School District (SVUFD). SVUFD has four schools, including two elementary schools, one middle school, and one high school. Recreational facilities include pickleball courts and tennis courts at Scotts Valley High School and an amphitheater at Vine Hill Elementary School.

Scotts Valley Areas of Focus

In addition to implementing joint-use agreements with local school districts, the City can consider pursuing partnerships with State parks, Santa Cruz County, and local districts such as Boulder Creek Recreation and Park District, to expand recreational offerings. Partnerships with private schools can also be considered. These partnerships can help close gaps in neighborhoods that lack a park within a half mile, especially in central Scotts Valley. Figure 6.1 shows the potential

FIGURE 6.1 RECOMMENDED AREAS OF FOCUS TO CLOSE GAPS



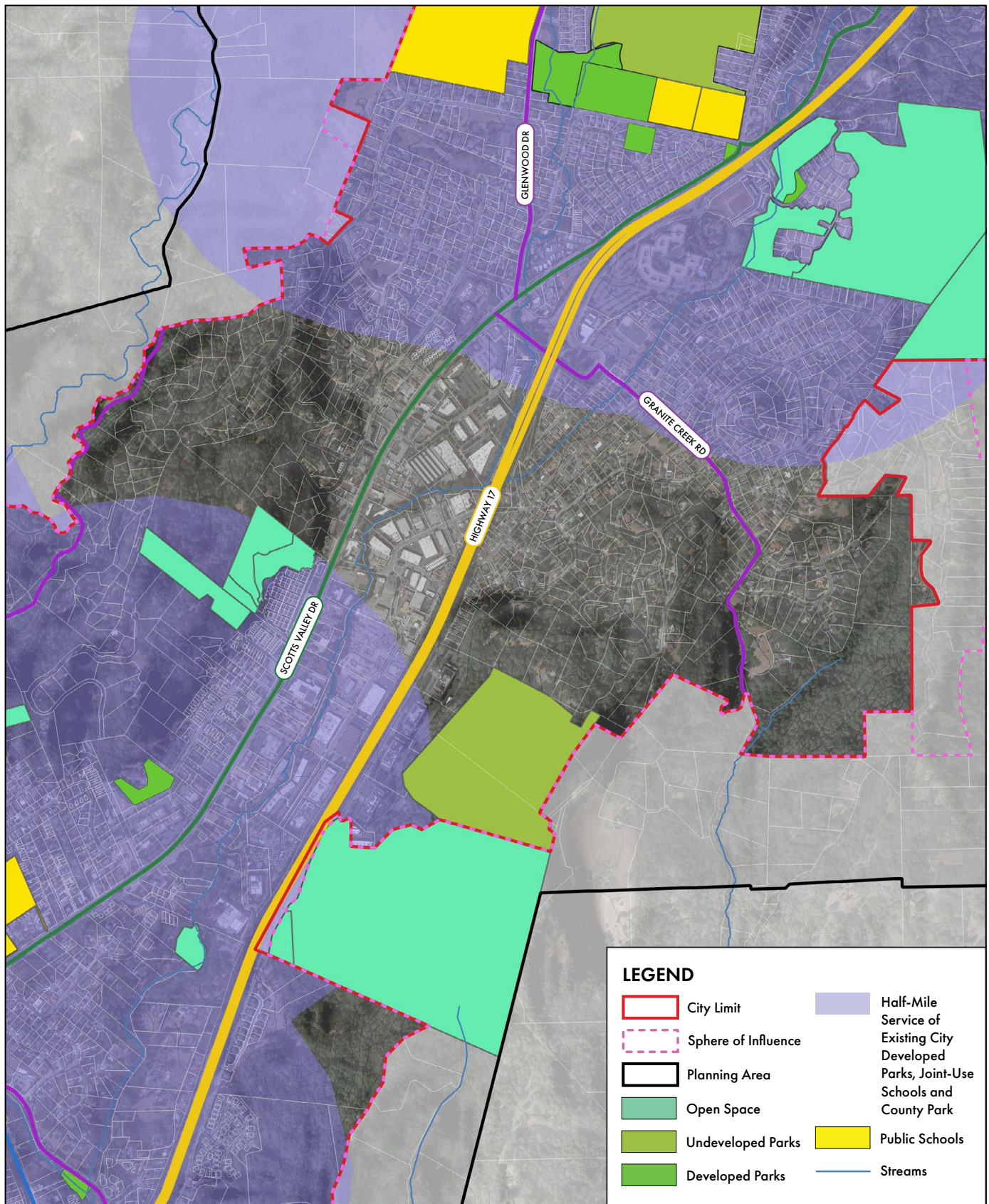
Map source: This map was created based on GIS data from Santa Cruz County and zoning information from the Scotts Valley General Plan. The Open Space areas are identified from the Scotts Valley General Plan. Undeveloped parks and developed parks are terminology used to distinguish to different parks owned by City of Scotts Valley.



0 0.25 0.5 mi



FIGURE 6.2 RECOMMENDED AREAS OF FOCUS TO CLOSE GAPS ENLARGEMENT



Map source: This map was created based on GIS data from Santa Cruz County and zoning information from the Scotts Valley General Plan. The Open Space areas are identified from the Scotts Valley General Plan. Undeveloped parks and developed parks are terminology used to distinguish to different parks owned by City of Scotts Valley.



0 0.25 0.5 mi

outcome of filling the gaps based on partnerships with Santa Cruz County, school districts, and private schools. While this will still leave remaining gaps, the City can review other opportunities in the park planning process, such as acquisition of private land and new residential development areas, and identify areas to place smaller parks to help fill the gaps. Figure 6.2 shows an enlargement of areas that do remain deficient in parks even with joint-use agreements.

RECREATIONAL PROGRAM RECOMMENDATIONS

As the Scott's Valley Recreation Division continues to establish recreation programs, it is recommended for the Recreation Division to focus on providing core recreation programs where attendance has been known to be high and the community has actively participated in the past. Several of the recreation services were outlined from the [2021 Scotts Valley Recreation Services Assessment and Restoration Report](#):

- Aquatics
- Instructional Classes
- School Age Recreation (Childcare) and Summer Camps
- Sports Programs
- Facility Rentals
- Senior Center Programs
- Special Events

TABLE 6.1 PARKS MASTER PLAN RECREATIONAL PROGRAMS AND SERVICES RECOMMENDATIONS
ART
FITNESS
SOCCER
CRAFTS / MAKERS
TEEN AND ADULT SPORTS

It is recommended the Recreation kick start and build core programs. This will provide momentum for the Recreation Division to continue to build partnerships with regional providers to operate facilities or programs, as well as contracted instructors to host classes that are tailored to the interests of the community. This includes the recent renovation and re-opening of Siltanen pool in Summer 2023. Aquatics was the top recreational program respondents would like to see and the re-opening of Siltanen Pool will satisfy a much needed, core amenity for the community.

Other top programs respondents would like to see were art, fitness/exercise/training, soccer, and sewing/makers/crafts. Classes now offered include yoga, gymnastics, dog training, and arts and crafts. Special events such as a Paint Night, a Halloween event and a Cooking Demo event were also listed. These new classes and events are setting the foundation for the Recreation Division to provide unique and tailored recreational programs and opportunities for the Scotts Valley community. This Master Plan recommends the Recreation Division continue to build partnerships with regional providers to operate facilities and programs, and with contracted instructors to host classes that are tailored to the interests of the community.

A recurring theme from survey results indicated that respondents would like to see different recreation programs and services for teens and adults. Diversifying recreational programs that would appeal to different age groups can expand recreational opportunities to more members

of the community, building stronger connections and encourage social interaction among like-minded peers. While there are youth sport programs and senior programs currently offered by the Recreation Division, it is important to consider adult sport programs, along with other recreation programs and opportunities that the community are interested in participating.

It is recommended for the Recreation Division to start collecting program registration data and to track performance metrics of their programs. Collecting basic attendee demographic data and identifying popular programs through participation numbers are useful ways to analyze the performance of City programs. It is also recommended for staff to perform a yearly assessment to track program success rates. The Recreation Division may consider having program participants complete a short survey at the end of the program or class for constructive feedback on how to improve their program or what was executed well.

As discussed in “Chapter 5: Needs Assessment,” there is a lack of indoor recreational facilities and multi-purpose rooms available for to the general public. Similar to program offerings, it is recommended for the Recreation Division to partner with schools through joint-use agreements to use their facilities, both indoor and outdoor spaces. Opportunities for expanding recreational offerings through joint-use agreements was presented earlier in this chapter.

As the Recreation Division is in the process of restructuring, marketing efforts of recreational programs and services has been improving. A designated Public Outreach staff in the Recreation Division has been able to perform direct outreach and marketing of the City’s recreational programs and activities. It is recommended for the Recreation Division to continue to use digital platforms, such as social media, for marketing because this can reach a wide audience. It is also recommended for City staff to use partnerships with community leaders and organizations to expand public outreach of recreational programs and help spread the word. This can include local media, local sport groups and organizations, health-care clinics, childcare centers, and schools (counselors, nurses, and health coordinators). Implementing a strategic, ongoing marketing plan can improve awareness of the City’s recreational programs.

FISCAL CONTEXT

The City Council has established nine priorities for fiscal year 2023–24, five of which relate to park improvements and recreation programming and associated operational and maintenance costs:

- Identify additional revenue sources to support a thriving City.
- Explore new ways to connect and partner with local businesses to explore Scotts Valley’s brand and competitive advantage.
- Re-establish recreation programming that support the diverse interests of our community.
- Invest in improvements to bike and pedestrian safety.
- Support cultural events, art, and projects that celebrate Scotts Valley.

Although the need for park and recreational improvements is apparent and desired, the City currently has a structural budget deficit that will require drawing down \$5 million in General Fund and \$3 million in designated Capital Improvement Program reserve funds in the current fiscal year. The structural budget gap is attributed to pre-planned one-time expenses as well as rising operating and capital costs. A structural deficit will persist absent corrective action.

FUNDING MECHANISMS

The Scotts Valley Parks Master Plan is a strategic planning document to guide future park improvements in a systematic way that anticipates the growing and diverse needs of the community. To achieve this goal effectively and sustainably, funding sources beyond those currently employed must be established.

Existing Funding Sources

The City currently uses five funding sources for park improvements, as described below.

General Capital Improvement Fund

The City's General Capital Improvement Fund is mainly funded by transfers from the General Fund. The primary revenue sources for the General Fund include the Sales Tax, Property Tax, and the Transient Occupancy Tax (TOT).

Lennar Funds

The Lennar Fund was created as the result of a development agreement between the City and Lennar Homes of California for residential construction of the property formerly known as Polo Ranch. A condition of approval required Lennar Homes to pay the City \$1 million for park and recreational opportunities. Lennar funds have been used to fund a variety of park-related infrastructure projects. However, with an approximate fund balance of \$600,000, this funding source will run its course as annual funding for park improvements is programmed.

Park and Recreation Facilities Funds

The Park and Recreational Facilities fund is a Special Revenue Fund consisting of development impact fees collected through the approval process and assessed at the time a construction permit is issued. The impact fee is charged to residential developers based on the number of housing units to be constructed. The fee revenue helps fund planned park improvements to meet the needs that new developments have on community resources.

The estimated fund balance as of July 1, 2023, is approximately \$1.6 million, and the City expects to receive \$257,000 in fee revenue in the current fiscal year. Although the fund balance for this revenue source has increased from approximately \$925,000 in 2019 to nearly \$1.6 million in 2023, (a cumulative increase of 71.8%), the increase is mainly associated with larger development projects approved within this timeframe that generated substantial fee revenue. It is anticipated that the funding will be used for near-term park improvements.

Federal Funding

When available, federal funding can be used for park improvements. The City has secured \$1.4 million in Community Project Funding from the Department of Housing and Urban Development (HUD) to replace the childcare building at Vine Hill Elementary School. Approximately \$760,000 in Community Project Funding through HUD will be used for play structure improvements at Skypark.

Proposition 68 Parks Grant

California voters approved Proposition 68 in 2018, which authorized \$4 billion in state general obligation bonds to fund various state and local parks, environmental protection projects, water infrastructure projects, and flood protection projects. Funds are available through an annual grant application process based on various eligibility requirements.

The City is using Proposition 68 funding in the amount of \$178,000 to help fund tot lot improvements at Skypark.

Five-Year Capital Improvement Program

The City's current five-year Capital Improvement Program (CIP) identifies 18 park projects totaling approximately \$4 million. Identified funding sources are itemized in Table 6.2.

TABLE 6.2 FUNDING SOURCES FOR CURRENT PARK PROJECTS	
FUNDING SOURCE	PERCENTAGE OF TOTAL FUNDING
CAPITAL IMPROVEMENT FUND	22%
DEVELOPMENT IMPACT FEES	14%
LENNAR FUNDS	6%
PROPOSITION 68 FUNDING	4%
FEDERAL FUNDING	54%
TOTAL	100%

As Table 6.2 reflects, the current CIP relies on one-time funding sources (Lennar Funds, Proposition 68 Funding, and Federal Funding) for nearly two-thirds of its planned capital projects, with the remaining one-third funded by general tax revenues and development impact fees. As the City plans for future park infrastructure improvements, it will be important to reduce the reliance on one-time revenue sources and general tax revenues, the latter of which is required to subsidize parks and recreation operating expenses.¹

Potential Funding Sources and Strategies

The City's current funding sources for park improvements are limited to General Fund revenues, Lennar Funds, development impact fees, and grant funding when available. Funding sources beyond those currently used will be needed for future sustainable improvements. This section discusses potential funding sources and strategies and their relative suitability to Scotts Valley.

There are pros and cons to each funding source/strategy, and a thorough analysis is necessary to determine what methods make best sense for the City to pursue and what the resource constraints may be. Additionally, the funding sources and strategies discussed below are not exhaustive.

Park Dedication/In-Lieu (Quimby Act) Fees

California Government Code [Section 66475 et. seq.](#) allows cities to establish requirements for new residential subdivisions to dedicate land, or pay an in-lieu fee, for parks and open space. Use of the fee revenue is restricted to the development of new parks or to make improvements to existing parks and not for ongoing maintenance.

Suitability to Scotts Valley: Chapter 16.35 of the municipal code establishes the ability to assess a park dedication in-lieu fee. Collecting a park dedication/in-lieu fee would efficiently add an ongoing revenue source associated with certain new residential developments. City should ensure it is charging for all eligible fees, such as the Park Dedication/In-Lieu (Quimby Act) Fees.

Corporate and Community Partnerships

Many local governments adopt policies to facilitate corporate and community partnerships to raise funds for park and recreational community programs, events, and facilities. Such policies may include the establishment of special revenue funds to account for donations. Key examples of such partnerships are briefly described below.

¹ The Parks and Recreation Division required a 70% General Fund subsidy in fiscal year 2022–23 in the amount of \$215,000. The fiscal year 2023–24 budget eliminates the Recreation enterprise fund, with all revenues and expenses moved to the General Fund.

Donor Campaigns

Both residents and the business community recognize how park and recreational facilities and programs impact a community's vibrancy and quality of life and are often willing to help fund such efforts. Donor campaigns can be used to seek such support whether it pertains to large/high-profile projects of citywide import that require major corporate funding or location specific amenities where community members may be willing to conduct fundraising or donate their time to provide or maintain an amenity in their neighborhood.

Suitability to Scotts Valley: The City has a donation and gift policy that establishes conditions and criteria for accepting donations of money, goods, or services for specific acquisitions or projects. Additionally, advocacy groups such as the newly formed Community Advocates of Scotts Valley sponsor events to raise funds for recreational projects. As future park amenities are planned, the City can collaborate with community advocacy partners to conduct donor campaigns.

Crowdfunding

Crowdfunding is an internet-based resource that allows a large number of people to contribute funds to a specific project or program via an online platform.

Suitability to Scotts Valley: This funding mechanism represents an opportunity for the City to evaluate on a pilot basis for supporting small projects, although some jurisdictions are evaluating the application of crowdfunding to large infrastructure projects. Examples of crowdfunding aggregators include [Indiegogo](#), [Mightycause](#), and [Infrashares](#) (specific to large scale infrastructure).

Public-Private Partnership

Public-private partnerships (PPP or P3) involve collaboration between a government entity and a private company to finance, build, and operate infrastructure projects. Funding a project in this fashion can facilitate its efficient completion or make it possible in the first place. For parks and recreation, PPPs can also involve outsourcing. The [National Recreation and Park Association](#) is a good resource for information on P3 models.

Suitability to Scotts Valley: Park projects that may benefit from corporate sponsorships or public-private partnerships include pickleball courts currently under discussion.

Corporate Sponsorships

Some cities seek corporate partnerships to sponsor park and recreational programs, events, and facilities. For example, the City currently uses sponsorships for its Independence Day Parade, and such sponsorships help fund events like the Art and Wine Festive presented by the Scotts Valley Chamber of Commerce. A common type of sponsorship used to help fund public facilities includes the purchase of naming rights for a defined period such as the life of an asset and the City has a naming rights policy in place to evaluate opportunities as they may arise.

Suitability to Scotts Valley: To be determined.

Other Partnerships

Partnerships with other government or nonprofit organizations can be considered to jointly fund park projects. For example, the City is considering joint-use agreement(s) with the District to share facilities.

Suitability to Scotts Valley: The City's geographic location in proximity to Santa Cruz and as a major gateway to the San Lorenzo Valley and Big Basin area provide opportunities for local government and recreation district partnerships that sync with multi-use trailway and bikeways goals established in the General Plan and Active Transportation Plan.

Private Foundation/Gifts

Some government entities pursue planned giving strategies to raise funds from tax exempt, nonprofit organizations established with private donations associated with specific activities or causes.

Currently, the City is party to a Memorandum of Understanding (MOU) with the Land Trust of Santa Cruz County for the preservation of approximately 170 acres divided into nine parcels owned by the City (with a portion of one parcel owned by the Scotts Valley Water District). An endowment fund of approximately \$1 million was established for the long-term management of the preserved land.

Additionally, a recently formed nonprofit advocacy groups, the Community Advocates of Scotts Valley (CASV), is looking to raise funds to augment the City's capital project for upgrades to the small children's playground at Skypark.

Suitability to Scotts Valley: The City can consider evaluating and expanded partnership with the Land Trust of Santa Cruz County for financing park projects. To further this strategy, the City can conduct best practices research on foundations throughout the country. The [National Association of Park Foundations](#) is a resource for this purpose.

Private Trusts

Private trusts are typically set up with high net-worth individuals who wish to leave a portion of their wealth particular park and recreation amenities, facilities or programs in a city. Private trusts helped to fund the construction of Scotts Valley's Glenwood Open Space Preserve and Al Shugart Park.

Suitability to Scotts Valley: This strategy is interrelated with establishing a park foundation. Given the City's proximity to Silicon Valley and the number of high net-worth families in the area, pursuing this strategy for future park construction can and should be considered.

Additional Grant Funding

Scotts Valley currently receives limited grant funding for park improvements. The [Office of Grants and Local Services \(OGALS\)](#) of the California Department of Parks and Recreation provides information on funding opportunities. In addition to Proposition 68 funding, OGALS administers annual Land and Water Conservation Fund (LWCF) funds from the National Parks Service, the Habitat Conservation Fund, and the Recreational Trails Program.

In addition to state and federal sources, private foundations, large corporations, and nonprofit organizations offer funding opportunities for specific park projects.

Suitability to Scotts Valley: The City recently hired a grant writing firm to assist in identifying and applying for grants. However, in general grant funds are limited and usually allocated on a competitive basis or in small annual amounts, which presents challenges for capital improvement planning. Grant award often come with reporting requirements, which also must be considered when applying. As an additional step, the City could subscribe to [GrantStation](#) to monitor grant opportunities.

Additional Revenue and Land-Based Financing Options

As the City plans for future park improvements, other funding options specifically tied to new developments or related to residents and residential/commercial property owners such as new or increased taxes and fees can be considered. These options are briefly discussed.

Community Benefits Program

More cities are considering community benefits programs as an alternative regulatory mechanism to entitle development projects. These programs offer development bonuses in exchange for contributions to community facilities such as park improvements.² An important aspect of these programs includes allowing higher development densities/intensities (for residential as well as commercial projects) to create financial incentives for developers, which requires evaluation in context with overall regulatory framework for city development and land use policies.

Such programs can be negotiated in development agreements on a case-by-case basis and/or codified in policy so that community benefits can be incorporated in project approvals without the necessity of an agreement.

Community benefits programs vary widely in terms of how they are implemented and are affected by local market conditions and community desires. Effective programs require constructive collaboration and communication between city leaders, developers, residents, and community groups.

Suitability to Scotts Valley: Currently, the City considers incorporating park improvements as a condition of approval for discrete residential development projects. Evaluating the establishment of a broader community-based program could be an effective tool for future land use decisions that strategically incorporate park improvements.

Special Districts

Special districts are public agencies established to provide a specific service or services to a community. Examples of such services include water, sewer, parks, and fire protection. In California, special districts can be “dependent” or “independent.” Dependent districts typically appoint elected officials from a city or county to serve as decision-makers, while independent districts operate under a locally elected board of directors. Special districts are funded through property taxes, special assessments, and fees for service.

An important distinction between cities and special districts is that the latter may cross city and county boundaries to provide services on a regional basis.

Suitability to Scotts Valley: Cities in Santa Cruz County are generally not well-funded for park and recreational amenities. As a longer-term strategy, the City may wish to discuss opportunities with neighboring jurisdictions (including county unincorporated areas) for regional collaboration through the creation of a special district.³

New or Expanded City Taxes

General Tax Revenue

In California, all local tax revenue is designated as either general or special taxes. The City’s largest General Fund revenue sources (Sales Tax, Property Tax, and TOT) are general taxes. Increasing existing or establishing new general taxes requires local ballot measure approval by majority vote (50%, plus one).

Suitability to Scotts Valley: The City is evaluating additional revenue that could eliminate the City’s structural budget deficit and could potentially free up general revenues for park improvements.

² Community benefits are broadly defined and may include improvements ranging from transportation to housing to particular community facilities.

³ Given that Scotts Valley is bordered by unincorporated county areas, the potential exists for collaboration with the state to establish a regional park district.

Special Tax Revenue

A special tax is any tax imposed for a specific purpose such as Parcel Taxes, Benefit Assessments, and Community Facilities Taxes. With the exception of benefit assessments⁴, the voter approval threshold requirement to adopt a special tax is a two-thirds majority (66.8%), which is much higher than the simple majority required for general taxes and therefore more challenging to pass. Table 6.3 provides brief descriptions of special taxes.

TABLE 6.3 EXAMPLES OF SPECIAL TAXES
PARCEL TAXES A parcel tax is a tax levied on parcels of property that can be used for any purpose. Use of revenue generated is restricted to services specified on the ballot measure. Ordinances adopting parcel taxes commonly identify them as an excise tax based on the availability or use of municipal services and/or facilities.
BENEFIT ASSESSMENTS Benefit assessments are charges levied on real property to pay for public improvements or services in a defined district (which can encompass the entire boundary of a city) according to the special benefit each parcel receives. Benefit assessments are imposed as pay-as-you-go financing or to provide bonded indebtedness for large capital construction projects. Examples include districts for landscaping or street lighting and major street/sidewalk improvements. Within the district boundary, only the defined special benefits are assessable.
COMMUNITY FACILITIES TAX⁵ Adoption of a community facilities tax enables the establishment of a community facilities district (CFD) to debt finance the purchase, construction, improvement, expansion, or rehabilitation of public capital facilities and related services. Authorized facilities include park, recreation and open space; school sites and buildings; libraries; childcare; street improvements; and parking. Authorized services include public safety-related programs; recreation programs; library; and operation/maintenance of parks, open space, museum and other cultural programs.

Suitability to Scotts Valley: Currently, the City has one benefit assessment associated with parks for maintaining a linear park and greenbelt areas adjacent to Skypark (which is the responsibility of 190 proximate parcel owners). The City has other assessment districts and a community facilities district not directly related to parks. The City may wish to consider establishing other benefit assessments related to parks and park improvements in the future.

Operational Cost Recovery

Although cities in California charge recreation program (user) fees, the revenue collected is not sufficient to cover the full cost of providing all recreational programs and services.⁶ As such, the operational costs of administering recreation programs must be subsidized by other revenue sources, typically with tax revenue provided by an agency's General Fund. In fiscal year 2023–24, the City anticipates that a \$600,000 General Fund subsidy will be required to cover the operational costs of the Parks and Recreation Division (PRD), which is approximately 70% of the division's operating budget.

⁴ Benefit Assessments do not require a two-thirds majority vote. Rather, establishment of a Benefit Assessment District requires a majority vote of property owners within the defined area.

⁵ Debt financing associated with community facilities districts or other instruments such as general obligation bonds must be evaluated in accordance with the City's debt management policy which limits long-term borrowing to instances where existing reserves or other one-time resources are not available.

⁶ The California State Constitution, including successive amendments resulting from statewide ballot measures, establishes requirements for governmental service fees that impact how user fees can be used to cover the costs associated with service provision.

A user fee study is currently underway that will evaluate the City's level of subsidy to help determine if additional cost recovery efforts/increased fees are warranted that can reduce the ongoing impact to the General Fund.

ADDITIONAL CONSIDERATIONS FOR DEVELOPING PUBLIC PARKS AND OPEN SPACE

The City may choose to propose ordinances to the current Municipal Code that would require earlier review and approval of developer-proposed parks and open space. This would allow the City to participate in a pre-approval discussion with developers about any proposed open space and clarify parkland dedication, ownership, and maintenance responsibilities at an early point in the subdivision approval process.

Specifically, it may be appropriate to add specific verbiage to the Title 16 - Subdivisions section, within the Tentative Map and Final Map sections (16.08 and 16.10, respectively) of the City's Municipal Code. The following verbiage is quoted from the City of Ceres Municipal Code and demonstrates the level of detail recommended:

17.03.320 – Open space ownership and maintenance

Areas within a subdivision designated or planned as open space or for use for park and recreation purposes shall be shown as part of the general plan and any applicable specific plan and shall be at a location within the subdivision acceptable to the approving authority. Areas shall be either:

- A. Designated as a separate parcel(s) and offered for dedication to the City for park and recreation purposes.*
- B. Designated as a separate parcel(s) and maintained as common open space.*
- C. Contained within the various lots of the subdivision and maintained by the owners of such lots.*

Moreover, the City may choose to consider an ordinance to the same section of the Municipal Code, which would encourage developers to propose public versus private open space within a proposed subdivision. The City currently allows a 50% credit against the total required acreage of parkland within a proposed development for proposed private parks. Lowering this fraction to 25% may further incentivize the development of public open spaces within new developments.

Additional Facilities: In addition, it is recommended that parks and recreation staff continue to explore leasing opportunities with existing vacant building owners. There may be additional programming space available for indoor sports and group activities.



PRELIMINARY PARK RECOMMENDATIONS

Based on community feedback, a strong sentiment from respondents was the desire to improve existing parks. It is recommended for the City to focus on continuously improving existing parks since many respondents shared that they value recreating at City parks. Pursuing joint-use agreements and funding opportunities can also work in conjunction with this effort. A holistic park planning approach can help support the City in providing quality parks and recreation for the community long-term.

Figure 6.3 provides three different categories for each City park: existing conditions based on site observations, general park recommendations, and considerations for community needs. General park recommendations include maintenance and small park improvements. Considerations for community needs are based on community feedback from the public outreach process. Additional suggestions are listed in this category to help fill in amenities or programs that the community desires.

It is recommended for the City to consider additional or more diverse park amenities, as this was a common sentiment from the community during the public outreach process. Top community needs are listed below:

- Stage/amphitheater
- Pickleball courts
- Dog park
- Splash pad/pool
- Full-size basketball courts
- Pumptrack

FIGURE 6.3 INDIVIDUAL PARK RECOMMENDATIONS



Considerations for Community Needs:

- Master plan Siltanen Park for renovation to meet current and future needs of the community
- Consider an aquatic center for this park

SILTANEN PARK

COMMUNITY PARK

7.5 ACRES

Condition:

- Older facility in fair condition. Field has been reported to be in poor condition by the community.

Recommendations:

- Remove horseshoe components—area is used for storage
- Reduce the amount of turf in areas that are not for active recreation, such as areas that border the fields and bleachers. Replace with drought tolerant species and irrigation, to save water, a precious resource
- Repair, aerate, re-seed, and fertilize turf areas. Repair field turf
- Clean or repaint Little League Standings board
- Clean, sand and repaint worn bleachers
- Repairs steps and provide code-compliant handrail
- Provide accessible drinking fountain
- Remove weeds and vegetation from seating area



Recommendations (Continued)

- Pickleball/Tennis courts - provide restroom building
- Linear trail—paint utility boxes and fitness equipment to avoid rust
- Repair / replace basketball court surfacing
- Install additional pickleball courts

Considerations for Community Needs:

- Relocate and improve the off-leash dog area
- Provide shade shelter over the bocce ball courts

SKYPARK

COMMUNITY PARK

22.5 ACRES

Condition:

- Generally in good condition with some areas in decline
- New tot playground has recently been installed and the renovations at the main playground are in the early stages of planning
- Shade structures at bocce ball courts have been refinished and repainted

Recommendations:

- Skate park—provide shade over entire skate area
- Replace worn signage
- Repair skate park fence
- Provide more seating or picnic tables under shade canopy
- Repair turf fields
- Clean, sand and refinish wood structures
- Common areas surrounding picnic—clear vegetation and provide rock mulch as a temporary adjustment. Long term, create pathways through native vegetation to provide nature experience through gardens.
- Pickleball/Tennis courts—repair surface, nets and screening on fence



MACDORSA PARK

NEIGHBORHOOD PARK

5 ACRES

Condition:

- Lawn is patchy
- Picnic tables have been added near playground
- One piece of play equipment with the red curved poles is installed too high and cannot be reached
- Concrete pad for picnic tables have had tables removed
- Service table at large BBQ station is not ADA compliant
- Gazebo and wood seating is worn

Recommendations:

- Provide concrete pad at bicycle racks for parking
- Renovate playground with equipment for all ages and abilities and replace with a playground that has a modern play equipment and swings
- Verify that the service table at large BBQ station is ADA compliant, and, if not, renovate
- Reduce the amount of turf in areas that are not for active recreation, such as the narrow landscape strip between the parking lot and playground and at picnic areas, and replace with drought tolerant species and irrigation, to save water, a precious resource
- Repair, aerate, re-seed, and fertilize turf areas
- Refurbish or replace wooden structures

Recommendations (Continued):

- Replace worn picnic tables and add new picnic tables on existing concrete pad
- Add shade trees or shade shelter over picnic tables to provide shade
- Provide an accessible ramp entry to the gazebo

Considerations for Community Needs:

- Develop a stage and amphitheater for outdoor improvements
- Extend parking lot to the west, if additional parking is needed
- Renovate park to include a larger inclusive playground for 2–5 and 5–12 age groups, with adjacent picnic and bench seating



HOCUS POCUS PARK

MINI PARK

1 ACRE

Condition:

- Turf is uneven
- Play equipment needs repair / replacement
- Basketball court surface is dilapidated and uneven

Recommendations:

- Repair, aerate, re-seed, and fertilize turf areas
- Replenish engineered wood fiber (EWf) safety surfacing
- Replace basketball court surface
- Replace benches that are worn
- Verify lighting is functional

Considerations for Community Needs:

- Renovate basketball half courts to full size courts
- Add a fenced, off-leash dog area



Considerations for Community Needs:

- Re-imagining the park for current and future community needs
- Consider a pickleball court or an off-leash dog park
- Utilize current parking areas for active use
- Consider natural passive area such as a California Native Plant demonstration garden

VERN HART PARK

MINI PARK

0.5 ACRES

Condition:

- Stocking of fish has been eliminated over the years; consider renovation and re-design of this park
- Area clean and bark mulch provide in landscape areas
- Boardwalk is uneven and wood is worn

Recommendations:

- Consider incorporating additional amenities or revitalizing the park with new park amenities
- Replace picnic table or bench seating at existing concrete slab
- Re-stripe parking space designations
- Remove existing concrete slabs with no apparent use, replace with native vegetation
- Add pertinent information in kiosk



Considerations for Community Needs:

- Add off-leash dog park for all
- Add pickleball / tennis courts
- Add bocce ball court

SHUGART PARK

NEIGHBORHOOD PARK

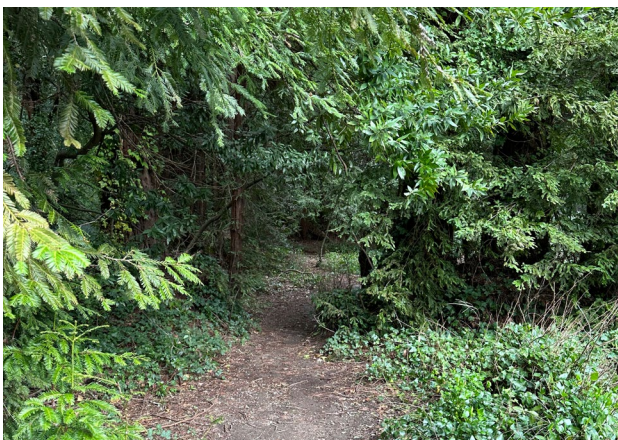
7.23 ACRES

Condition:

- Generally in good condition
- This park has planned improvements that have not been installed.

Recommendations:

- Repair cracked areas of asphalt walkway
- Continue maintenance of planting areas and bark mulch
- Install a permanent restroom building
- Complete development of the park, specifically dog park area



LODATO PARK

TRAIL

49 ACRES

Condition:

- Trail is uneven, brush extends over path
- Entry area has recently been fixed due to storm damage

Recommendations:

- Upgrade first portion of the trail to be accessible
- Continue to maintain trails by removing overgrown brush, repairing uneven trail surface, and removing trash
- Remove broken asphalt surface and repair trail
- Expand partnership with Land Trust of Santa Cruz County for trail management



GATEWAY NORTH PARK

MINI PARK

0.32 ACRE

Condition:

- Unhealthy trees need to be removed / replaced
- Sidewalk needs repair / replacement
- Turf is uneven

Recommendations:

- Repair, aerate, re-seed, and fertilize turf areas
- Repair cracked sidewalk surface
- Remove unhealthy trees
- Reduce the amount of turf in areas that are not for active recreation and replace with drought tolerant species and irrigation, to save water, a precious resource

Considerations for Community Needs:

- Convert portions of existing turf to native, low-maintenance plantings
- Add a welcome mural on the existing block wall



GLENWOOD OPEN SPACE

TRAIL

160 ACRES

Condition:

- Generally in good condition
- Restoration of native vegetation is in progress
- Currently managed by the Land Trust of Santa Cruz County

Recommendations:

- Continue to maintain trails by removing overgrown brush, repairing uneven trail surface, and removing trash
- Add bench seating at key locations
- Provide accessible path to trailhead from an accessible parking stall to the entrance



POLO RANCH PARK

MINI PARK

0.72 ACRES

Condition:

- Newly opened, all new equipment, surfacing, site furniture, restroom
- Restroom is currently managed by the HOA of the housing development

Recommendations:

- None

IMPLEMENTATION FRAMEWORK

This implementation framework presents a park evaluation strategy and an implementation table that features specific improvements ranked by priority for each park. The evaluation for each park includes not only the park scoring metrics, but also consideration of each neighborhood, the park location within Scotts Valley, current user groups, needs assessment, inventory and potential for filling service gaps. Project types are defined as those easily achieved through Operations and Maintenance, or small project, where a consultant might be hired to design and manage the project. Large projects may consider community outreach specific to each park, to allow the residents to express preferences and needs for specific amenities. These projects may take months or years to complete.

This implementation outlines a strategic, sustainable approach for the City to upgrade parks and expand recreational offerings. As the City implements actions, the City can perform an annual or bi-annual assessment of the park planning progress and outcomes. The City can also consider keeping the Parks Master Plan up to date with these reports in supplemental appendices. This is meant to track progress of park improvements as they are being implemented, so the Parks Master Plan can continuously be referred to and updated in real time.

It is important to note that conditions may change over the next 10 years, and it may necessitate modifications to the implementation actions. Changes in demographics, development patterns, economics, population, and recreational interests can alter needs and priorities. To stay committed in providing quality recreational opportunities, the City can improve and refine implementation approaches. The implementation actions are flexible in nature and can be adjusted and improved upon based on current conditions.

Annual Park Scoring Evaluation

The park scoring table in the Parks Master Plan captures the current state of park priorities for improvements based on seven metrics. Park scoring is not intended to rank the parks, but to better understand the current value of existing parks and where there may be opportunities to improve both on an individual park level and as a whole system. Using the park scoring table, the City can re-evaluate the scores on an annual basis and update the metric data as the community changes and improvement projects are completed throughout the year that may alter the way a park scores. A more detailed breakdown of the current park scoring table showing each metric with a score is in “Appendix B: Park Scoring.” In-depth descriptions of each metric are also presented in Park Scoring on page 88.

As implementation proceeds, the numeric value for each metric may change, which will impact the overall park score for an individual park. As the City makes upgrades, improvements, or additions to a park, this will change a park’s score and the park’s ranking will shift down. For instance, if the City starts to prioritize park improvements at Siltanen Park and implemented changes, the park score will change and it will shift down in ranking. Based on budget, current priorities, and other factors, the City can then decide to continue park improvements at Siltanen Park or to prioritize park improvements at other parks that have a higher park score.

Implementation Table

To ensure the success of the Parks Master Plan, an implementation table of specific improvements and recommendations have been identified for each park, organized by their park score. Cost ranges, priority rankings, and types of project are also displayed. The lower the number, the higher the priority. Table 6.4 is intended to serve as a guide where the City can make park planning decisions based on available funding, priority, and type of project.

TABLE 6.4 IMPLEMENTATION TABLE

PARK		PARK SCORE	1=High 2=Medium (start within 1–2 years) 3=Low (start within 5 years)	PROJECT TYPE	\$=Less than 100k \$\$=\$100k to \$500k \$\$\$=500k to \$2 mil \$\$\$\$=\$2 mil+
No.	Project type		Priority	Category	Cost
1	General Operations and Maintenance				
1.1	Throughout all parks, continue maintenance. Repair, replace, repaint existing site amenities. Consider a dedicated funding source on an annual basis.		1	O & M	ongoing
2	Siltanen Park	5.3			
2.1	Consider a park specific master plan for renovation to meet current and future needs of the community. Consider an aquatic center or splash pad for this park.		1	Large project	\$\$
2.2	Turf Fields - repair.		1	O & M	\$
2.3	Wood bleacher seating at all areas - clean, sand, and repaint. Remove weeds to allow for full use of seating.		1	O & M	\$
2.4	Accessible path of travel - provide code compliant walkways at bleachers, barbeque shelter, etc.		1	Large project	\$\$–\$\$\$
2.5	Playground - replenish EWF.		1	O & M	\$
2.6	Horseshoe area - remove horseshoe game elements that are not used. Consider bleacher seating facing the ball field.		2	O & M	\$
2.7	Little League Standings board at Fitz Memorial - refurbish.		2	O & M	\$
2.8	Playground - replace playground equipment with inclusive, ADA compliant and modern equipment incorporating sustainable durable materials.		2	Small project	\$\$
2.9	Parking lot on Vine Hill Road - replenish plant material. Install trees for shade. Re-install signage that is damaged.		2	Small project	\$
2.10	Landscaping - reduce the amount of turf in areas that are not for active recreation, such as areas that border the fields and bleachers. Replace with drought tolerant species and irrigation, to save water and reduce maintenance costs.		3	Small project	\$\$
2.11	Playground - drinking fountain - replace with an accessible drinking fountain with pet bowl and bottle filler.		3	Small project	\$
3	Skypark	5.1			
3.1	Consider preparation of a park specific master plan for a permanent stage to align with the Town Center Specific Plan, renovation that utilizes the space efficiently, creating opportunity to improve for current and future trends including possible relocation of the dog park and pump track.		1	Large project	\$\$
3.2	Skate park - replace worn signage, repair and paint fence.		1	O & M	\$
3.3	Landscaping - renovate common areas located outside of active play zones, to include drought tolerant, low water-use planting and irrigation. Consider installing connecting pathways through the garden areas.		1	Small project	\$\$
3.4	Playground - replace 5–12 age playground equipment with inclusive, ADA compliant and modern equipment incorporating sustainable durable materials.		1	Small project	\$\$
3.5	Skate Park - provide picnic and bench seating under shade shelter.		2	O & M	\$
3.6	Signage - repair or replace throughout the park.		2	O & M	\$

O&M = Operations and Maintenance

	PARK	PARK SCORE	1=High 2=Medium (start within 1–2 years) 3=Low (start within 5 years)	PROJECT TYPE	\$=Less than 100k \$\$=\$100k to \$500k \$\$\$=500k to \$2 mil \$\$\$\$=\$2 mil+
3.7	Turf Fields - repair.		2	O & M	\$
3.8	Basketball court - replace surfacing.		2	Small project	\$\$
3.9	Bocce Ball courts - install shade shelter over full courts and picnic areas.		2	Small project	\$\$
3.10	Pickleball/Tennis courts - repair walkways, wood retaining walls, court surfaces, nets and screening on fence.		2	O & M	\$
3.11	Pickleball/Tennis courts - provide restroom building.		2	Large project	\$\$–\$\$\$
3.12	Pickleball/Tennis courts - install shade shelters with seating outside of the court areas.		2	Small project	\$\$
3.13	Linear trail - paint utility boxes and fitness equipment to avoid rust.		2	O & M	\$
3.14	Dog off-leash park - relocate prior to Town Center construction.		3	Large project	\$\$\$
3.15	Pump-track - relocate prior to Town Center construction.		3	Large project	\$\$\$
4	MacDorsa Park	3.8			
4.1	Consider a park specific master plan for renovation to meet current and future needs of the community. Consider revitalizing the playground and amphitheater.		1	Small project	\$\$
4.2	Playground renovations - pursue either #1 or #2 option depending on available funding. <u>#1 Option</u> - renovate the existing playground with equipment for all ages and abilities. Remove and replace the unused piece of equipment. <u>#2 Option</u> - renovate to include a larger inclusive playground for 2–5 and 5–12 age groups, with adjacent picnic and bench seating.		#1 option-1 #2 option-2	#1 option - Small project #2 option - Large project	#1 option-\$\$ #2 option-\$\$\$
4.3	Accessbile Path of Travel - provide code compliant walkways to the gazebo and the Scott House entry.		2	Small project	\$
4.4	Bicycle parking - provide a concrete pad at existing bicycle racks.		2	Small project	\$
4.5	Site furniture - replace worn picnic tables and add new picnic tables on existing concrete pad.		2	O & M	\$
4.6	BBQ area - renovate the amenities in this area to meet ADA requirements, including fixtures, and counters.		2	Small project	\$\$
4.7	Landscaping - reduce the amount of turf in areas that are not for active recreation, such as the narrow landscape strip between the parking lot and playground and at picnic areas, and replace with drought tolerant species and low water-use irrigation, to save water.		3	Small project	\$\$
4.8	Turf areas - repair.		3	O & M	\$
4.9	Picnic tables - add shade trees or a shade shelter over picnic tables.		3	Small project	\$
5	Hocus Pocus Park	2.7			
5.1	Turf areas - repair and replenish.		1	O & M	
5.2	Playground safety surfacing - replenish engineered wood fiber (EWF) safety surfacing to a minimum depth of 12" in all areas. Verify that rubber safety surfacing is code compliant and not past its lifespan.		1	O & M	\$
5.3	Basketball - replace surfacing.		1	Small project	\$
5.4	Lighting - verify functionality for nighttime safety.		1	O & M	\$

O&M = Operations and Maintenance

PARK		PARK SCORE	1=High 2=Medium (start within 1–2 years) 3=Low (start within 5 years)	PROJECT TYPE	\$=Less than 100k \$\$=\$100k to \$500k \$\$\$=500k to \$2 mil \$\$\$\$=\$2 mil+
5.5	Landscaping - Reduce the amount of turf in areas that are not for active recreation, such as areas that border the street sidewalk, and small interior planting areas. Replace with drought tolerant species and irrigation, to save water and reduce maintenance costs.		2	Small project	\$\$
5.6	Site furniture - replace worn benches, tables, and barbecues.		2	O & M	\$
5.7	Consider installation of a small off-leash dog area in this park.		2	Large project	\$\$\$
5.8	Basketball - consider renovation of the two half-courts to one full size court.		3	Large project	\$\$
6	Vern Hart Fishing Pak	2			
6.1	Consider a park specific master plan for renovation that utilizes the space efficiently, creating opportunity to improve for current and future trends, including accessible access to the creek, and additional recreational amenities.		1	Small project	\$\$
6.2	Maintenance - remove existing concrete slabs with no apparent use, replace with native vegetation or add new picnic tables over existing concrete slabs.		1	O & M	\$
6.3	Site furniture - add picnic table or bench seating where possible. Repaint trash receptacles.		2	O & M	\$
6.4	Parking - restripe existing parking areas.		2	O & M	\$
6.5	Kiosk - utilize this space for City notices and marketing.		2	O & M	\$
6.6	Landscaping - consider California native plantings with signage enhancing this riparian zone.		3	Small project	\$
7	Shugart Park	1.9			
7.1	Park improvements - review the current design of the park, verify that it meets current community needs, and develop the improvements.		1	Large project	\$\$\$\$
7.2	Pathways - repair cracked areas of asphalt walkway.		2	O & M	\$
7.3	Landscaping - continue maintenance of planting areas.		2	O & M	\$
7.4	Provide a permanent restroom building.		2	Large project	\$\$-\$\$\$
8	Lodato Park	1.9			
8.1	Trailhead - renovate the trailhead with accessible path of travel and bench seating.		1	Small project	\$
8.2	Trail - continue to maintain trails by removing overgrown brush, repairing uneven trail surface, and removing trash.		2	O & M	\$
8.3	Bike rack - repair or replace.		2	O & M	\$
9	Gateway North Park	1.8			
9.1	Landscaping - reduce the amount of turf in areas that are not for active recreation, and replace with drought tolerant plants and low water-use irrigation, saving water and reducing maintenance costs.		1	Small project	\$\$
9.2	Arbor - verify structural integrity of the arbor to ensure safety.		1	O & M	\$
9.3	Wall - consider installing a colorful mural on the wall.		2	Small project	\$
9.4	Trees - remove unhealthy trees.		2	O & M	\$

O&M = Operations and Maintenance

PARK		PARK SCORE	1=High 2=Medium (start within 1–2 years) 3=Low (start within 5 years)	PROJECT TYPE	\$=Less than 100k \$\$=\$100k to \$500k \$\$\$=500k to \$2 mil \$\$\$\$=\$2 mil+
9.5	Pathways - replace broken concrete.		3	Small project	\$
10	Glenwood Open Space (Managed by The Land Trust of Santa Cruz County)	0.9			
10.1	Trails - continue to maintain trails by removing overgrown brush, repairing uneven trail surfaces, and removing trash.		2	O & M	\$
10.2	Trail head(s) - consider developing an accessible pathway from the accessible parking stall, and provide a seating area.		2	Small project	\$\$
11	Polo Ranch Park	0.8			
11.1	None.				

O&M = Operations and Maintenance

CONCLUSION

Providing safe, accessible, and equitable recreational opportunities can help encourage healthy lifestyles for everyone. Scotts Valley has a highly used parks system that offers a diverse array of active and passive recreational opportunities for its community. Many people value recreating at City parks, so it is important for the City to strategically manage this asset for the next decade and beyond. While population growth will be modest, it is key for the City to provide improved recreational experiences and expand recreational offerings through partnerships as the Recreation Division continues to restructure and rebuild their recreational services. This will help fill in gaps, from park amenities to recreational programs, that the community aspires for.

Guided by the implementation framework, the City can create unique recreational opportunities to keep members of the community engaged with the City's park and recreation system in the next 10 years. It is important for the City to perform an ongoing evaluation and update the Parks Master Plan with supplemental appendices and park scoring updates as improvements occur. Staff may provide a yearly report that is attached as an Appendix citing recommendations that have been addressed, improvements made during the year, and updates on new developments, such as the Town Center.

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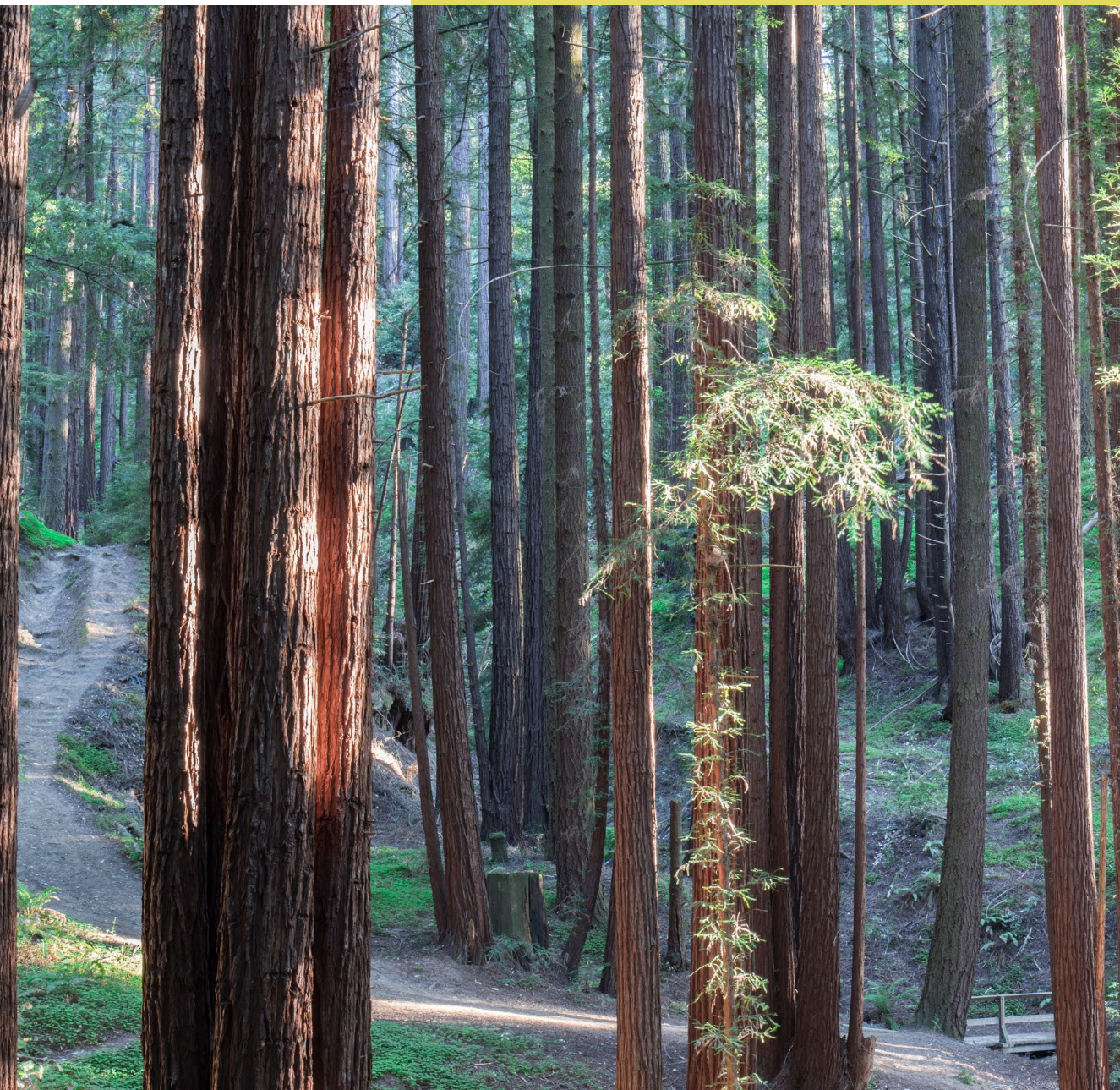
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APPENDIX A

PARK SITES & FACILITIES MATRIX

APPENDIX A

PARK SITES AND FACILITIES

PARK SITES AND FACILITIES																													
	Type	Size (Acres)	Amphitheater	Auditorium/Stage	Barbecue Facilities	Baseball Field	Basketball Court	Bike Racks	Bocce Ball Court	Children's Play Equipment	Children's Swings	Concessions or Kitchen	Fitness Equipment	Horseshoe Area	Indoor Activities	Meeting Rooms	Nature Preserve	Off-leash Dog Site	Pickleball Courts	Picnic Area	Restrooms	Shade Shelter	Soccer Field	Softball Field	Swimming Pool	Tennis Courts	Trail Access	Plaza Area	Parking (Excludes Street Parking)
Community Center	CC	2			■							■				■					■								■
Performing Arts Center	CC	5		■				■													■								■
Senior Center	CC	1		■	■							■			■	■					■								■
Siltanen Park	CP	7.5			■	■				■	■	■		■						■	■			■	■		■		■
Skypark	CP	22.5			■		■	■	■	■	■		■				■	■	■	■	■	■	■			■	■		■
MacDorsa Park	NP	5	■		■			■		■				■						■	■	■							■
Shugart Park	NP	7.23																			■						■		
Hocus Pocus Park	MP	1			■		■			■	■									■	■	■							■
Polo Ranch Park	MP	0.72			■		■	■		■										■	■								
Vern Hart Fishing Park	MP	0.5															■										■		■
Gateway North Park	MP	0.32																			■								
Glenwood Open Space Trails	T	160															■										■		
Lodato Park	T	49						■									■										■		

CC = Community Center

CP = Community Park

NP = Neighborhood Park

MP = Mini Park

T = Trails



APPENDIX B

PARK SCORING

PARK SCORING TABLE

SCOTTS VALLEY PARK SCORING

PARK SITE			METRIC #1		METRIC #2			METRIC #3		METRIC #4		METRIC #5		METRIC #6		METRIC #7		PARK SCORE
Typology	Ranking	Park Name	Programming	Programming Points (10)	Quantity of Amenities	Weighted Score	Quantity Points (10)	Lack of Usability	Lack of Usability Points (10)	Code Infraction	Code Infraction Points (10)	Community Activation	Community Activation Points (5)	Revenue Generators	Revenue Generators Points	Connectivity	Connectivity	TOTAL
CP	1	Siltanen Park	5	7	27	8	3	6	10	14	10	Y	5	Y	13	Y	5	5.3
CP	2	Skypark Park	8	10	36	10	1	6	10	9	7	Y	5	Y	13	Y	5	5.1
NP	3	MacDorsa Park	2	3	18	5	6	4	7	12	9	Y	5	Y	3	Y	5	3.8
MP	4	Hocus Pocus Park	1	2	20	6	5	3	5	9	7	Y	5	Y	3	N	0	2.7
MP	5	Vern Hart Fishing Park	0	0	2	1	10	4	7	4	3	N	0	N	0	N	0	2
NP	6	Shugart Park	0	0	1	1	10	2	4	0	0	N	0	N	0	Y	5	1.9
T	7	Lodato Park	0	0	2	1	10	4	7	2	2	N	0	N	0	N	0	1.9
MP	8	Gateway North Park	0	0	3	1	10	1	2	1	1	N	0	N	0	Y	5	1.8
T	9	Glenwood Open Space Trails	1	2	0	0	0	0	0	2	2	N	0	N	0	Y	5	0.9
MP	10	Polo Ranch Park	0	0	10	3	8	0	0	0	0	N	0	N	0	N	0	0.8
MAXIMUM VALUE			8		36			6		14								

PARK SCORING METRICS

1. PROGRAMMING (10-POINT SCALE)

The programming metric measures the number of programmed elements at a park that draw groups of people together. This includes different recreational programs held at a park, rent-able sport fields/courts for competitive play, and park event spaces for City gatherings. Programs include bike maintenance class and skateboarding class at Skypark and rentable gazebos at MacDorsa Park. Each type of program is given one point. Then, the maximum number of total programs at a park is used to develop a weighted score. The scores are re-calculated into a 10-point scale. Parks that can accommodate more programming attract more users, therefore holding a higher number of programming points.

2. QUANTITIES OF AMENITIES (10-POINT SCALE)

This metric captures the quantity of common park amenities at each park. These include benches, tables, barbecues, drinking fountains, play equipment, shade shelters, pet waste stations, and bike racks. Restrooms/concessions, sports courts, sports fields, amphitheaters, pools, and gazebos are excluded. These features are excluded because they are not typical features of a park. Also, only counting typical park amenities will prevent scoring from skewing to parks with a variety of park amenities, but do not have core park site features. At a minimum, a park should have some core park amenities, such as benches and tables.

Data compiled from the site inventory was used to calculate the number of amenities at each park. Each amenity counts as a point and totaled for each park. Then, the maximum number of total amenities at a park is used to develop a weighted score. The scores are re-calculated into a 10-point scale. The final score is reversed numerically, so a park with a few amenities indicate a greater need, prioritizing this park for improvements. In this park scoring table, the maximum number of amenities at a park is 17 and was averaged to create a weighted score. Parks with a greater number of amenities indicates less priority for improvements.

3. LACK OF USABILITY (10-POINT SCALE)

Regardless of the quantity of amenities of a park, the condition of its amenities will greatly impact user experience and attendance to a park. Some residents may travel further to enjoy a park with modern amenities and is located in a safer neighborhood over a run-down neighborhood park. This could result in underutilized parks that have outdated, broken, or worn-out amenities.

This usability metric measures the conditions of park amenities, placing higher priority on parks with greater points, indicating a higher lack of usability. A point is given to an existing amenity that is outdated, broken, or worn-out. For instance, one point is given for the worn-out benches at Gateway North Park and three points given for the outdated play equipment, uneven basketball court, and worn-out benches at Hocus Pocus Park. Based on the maximum number of usability points, a final weighted score is developed into a 10-point scale.

4. CODE INFRACTIONS (10-POINT SCALE)

Code infractions touches upon general safety concerns that violate local or federal code. Code infractions were determined from a visual assessment during site inventory visits and the 2016 Access Audit and Transit Plan. Corrections to playgrounds, ramps, and park sites are only included in this metric. Exterior routes, shade shelters, and parking are not included. Playgrounds assessment at Skypark are excluded because both playground sites were being renovated or planned for renovation at the time of writing this Parks Master Plan. Each item is counted as one point. As these pertain to the safety, health and well-being of the public, parks that receive a higher code infraction score should hold a higher priority for improvements than those with a lower score. Based on the maximum number of code infraction points, a final weighted score is developed into a 10-point scale.

5. COMMUNITY ACTIVATION (YES=5 POINTS, NO=0 POINTS)

Parks are social places. It is important that parks continue to be a place for people to gather and encourage social connections with each other. The community activation category aims to measure an existing park's ability to do this by assigning priority points for parks that hold community events, such as festivals, concerts, or celebrations.

6. REVENUE GENERATORS (NONE= 0 POINTS, USE FEES=3 POINTS, ENTRY FEES=6 POINTS, TOURNAMENT/ COMPETITIVE SPORT FEES=10 POINTS)

The programming metric measures the number of programmed elements at a park that draw groups of people together. This includes different recreational programs held at a park, rent-able sport fields/courts for competitive play, and park event spaces for City gatherings. Each type of program is given one point. Parks that can accommodate more programming attract more users, therefore holding greater park value.

7. CONNECTIVITY (YES=5 POINTS, NO=0 POINTS)

The connectivity metric looks at social places within a park's half-mile vicinity that would attract users to the park. These would include schools, churches, multi-use spaces, shopping malls, etc. Parks located in areas with more social opportunities tend to have a higher number of users. While it is important to continuously maintain parks, parks with higher number of users generally lead to more worn amenities due to increase usage.



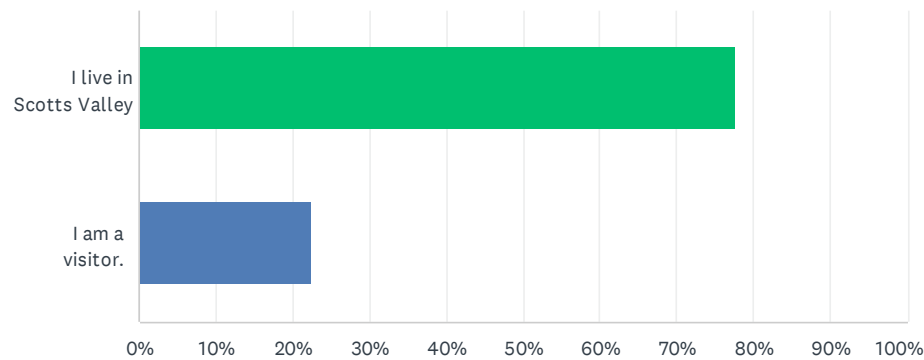
APPENDIX C

PUBLIC OUTREACH RESULTS

Scotts Valley Parks Community Survey Results

Q1 Do you live in Scotts Valley or are you a visitor?

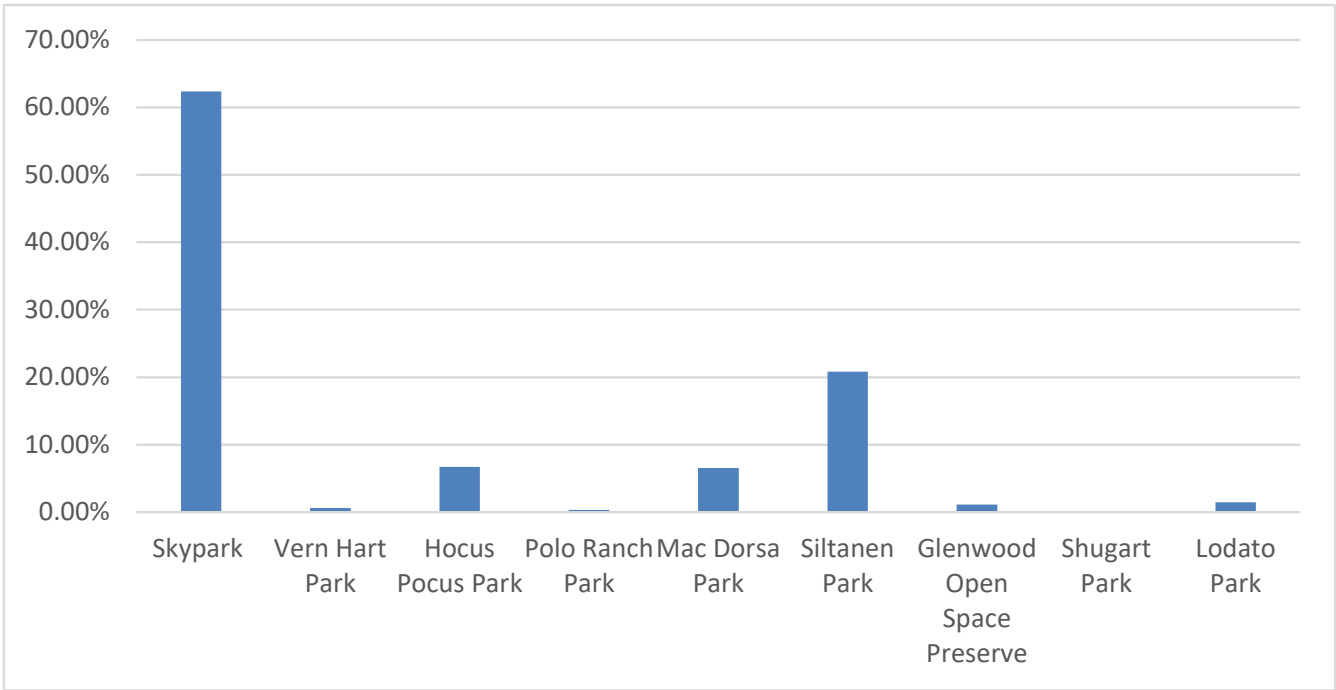
Answered: 895 Skipped: 4



ANSWER CHOICES	RESPONSES	
I live in Scotts Valley	77.54%	694
I am a visitor.	22.46%	201
TOTAL		895

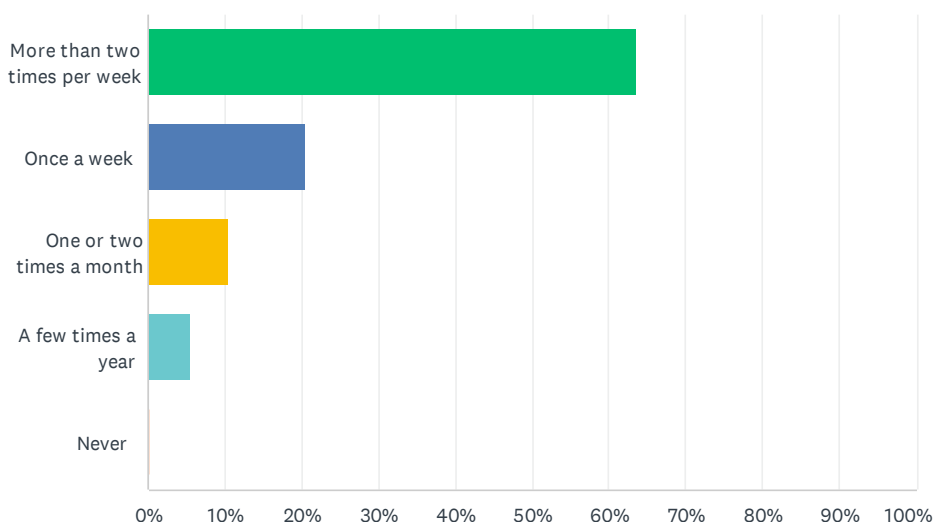
Q2 Which Scotts Valley park do you live closest to?

Answered: 871 Skipped: 28



Q3 How often do you visit Scotts Valley parks or facilities?

Answered: 897 Skipped: 2



ANSWER CHOICES	RESPONSES	
More than two times per week	63.55%	570
Once a week	20.40%	183
One or two times a month	10.37%	93
A few times a year	5.57%	50
Never	0.11%	1
TOTAL		897

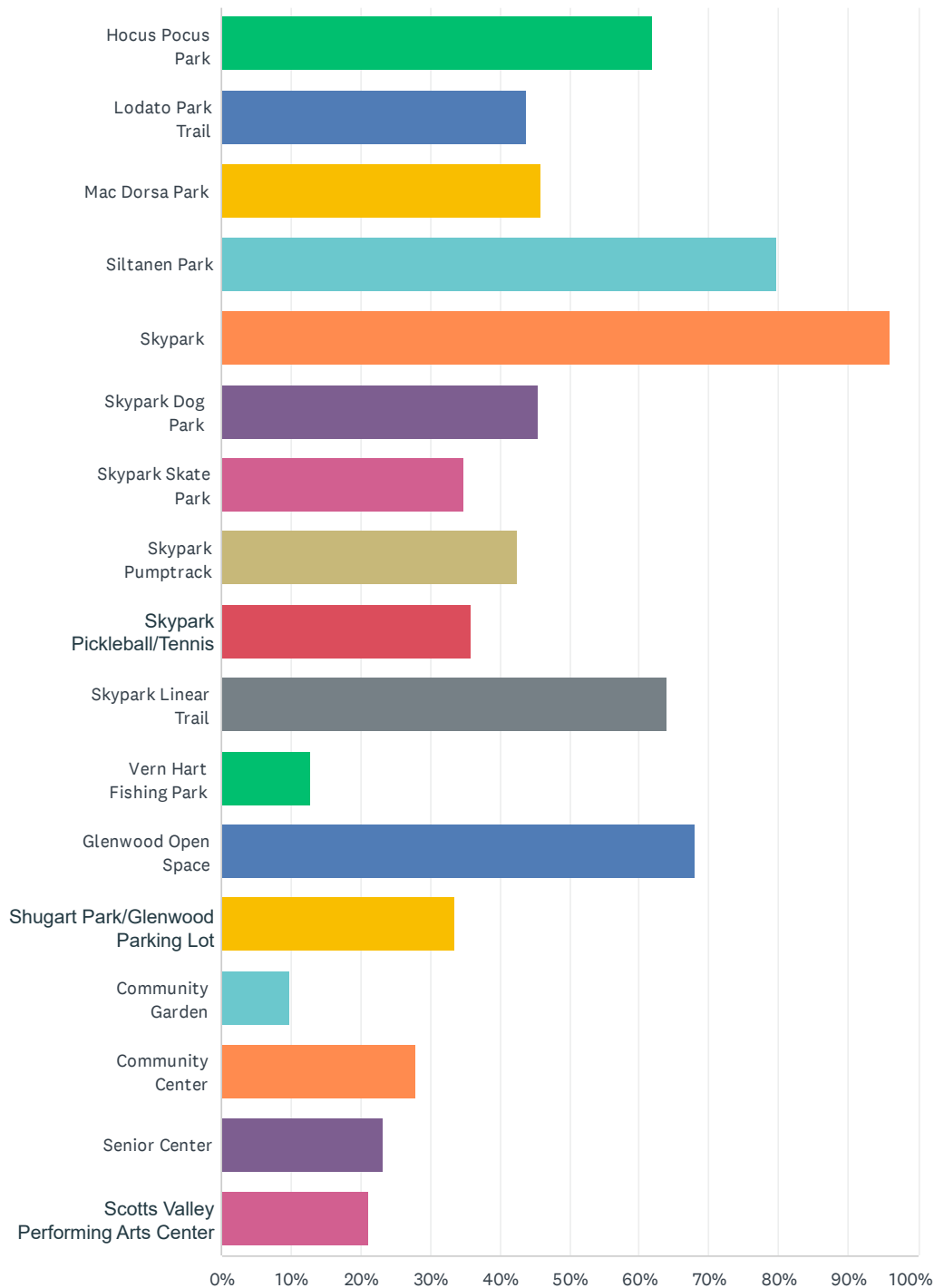
Q4 If you answered “Never” to Question #3, what are the reasons you don’t visit Scotts Valley parks or facilities? (Please select all that apply)

Answered: 0 Skipped: 899

ANSWER CHOICES	RESPONSES	
Lack of features/amenities	0.00%	0
Too far from home	0.00%	0
Lack of restrooms	0.00%	0
Safety	0.00%	0
Lack of accessible features	0.00%	0
Lack of transportation	0.00%	0
Lack of safe routes for alternate transportation (biking, walking, etc.)	0.00%	0
Use parks and facilities in other areas. (Please specify where in the “Other” section)	0.00%	0
Other (please specify)	0.00%	0
Total Respondents: 0		

Q5 Which parks or facilities have you visited? (Select all that apply)

Answered: 871 Skipped: 28

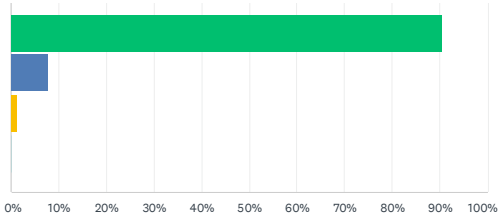


ANSWER CHOICES	RESPONSES	
Hocus Pocus Park	61.88%	539
Lodato Park Trail	43.74%	381
Mac Dorsa Park	45.92%	400
Siltanen Park	79.79%	695
Skypark	95.98%	836
Skypark Dog Park	45.35%	395
Skypark Skate Park	34.67%	302
Skypark Pumptrack	42.37%	369
Skypark Pickleball/Tennis	35.82%	312
Skypark Linear Trail	64.06%	558
Vern Hart Fishing Park	12.86%	112
Glenwood Open Space	68.08%	593
Shugart Park/Glenwood Parking Lot	33.41%	291
Community Garden	9.87%	86
Community Center	28.01%	244
Senior Center	23.19%	202
Scotts Valley Performing Arts Center	21.01%	183
Total Respondents: 871		

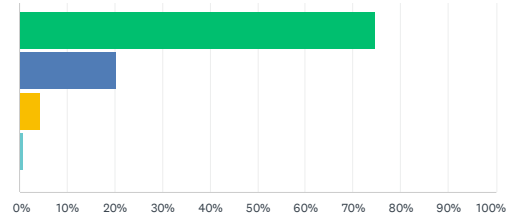
Q6 To start, how IMPORTANT are each of the following to you?

Answered: 807 Skipped: 92

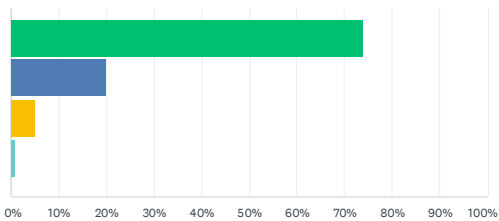
Provide opportunities to enjoy nature/the outdoors



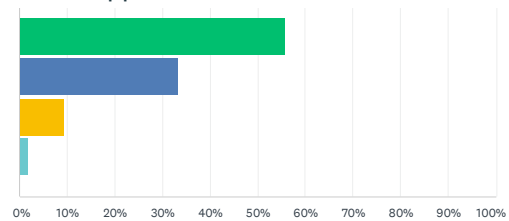
Provide recreation opportunities for people of all abilities



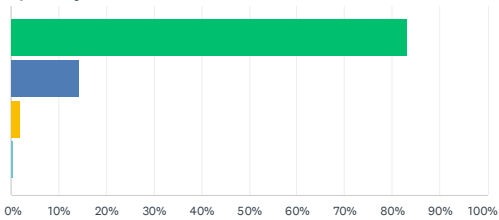
Provide opportunities for fitness, health, & wellness



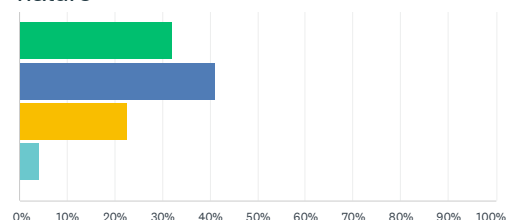
Provide spaces for special events and social opportunities



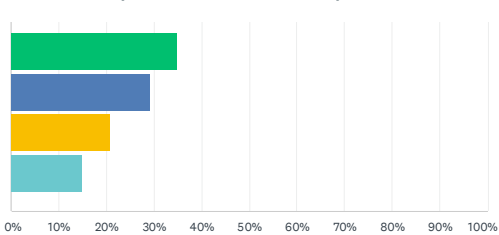
Enhance neighborhood and community quality of life



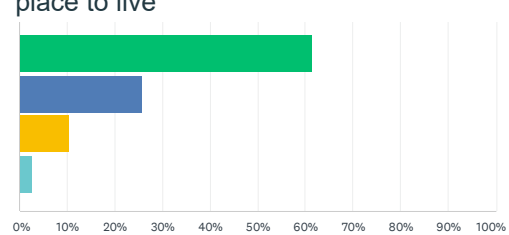
Provide opportunities to learn about nature



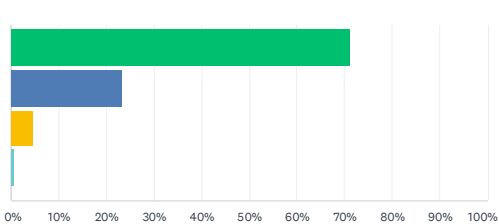
Provide spaces to exercise pets



Make Scotts Valley a more desirable place to live



Protect our natural environment



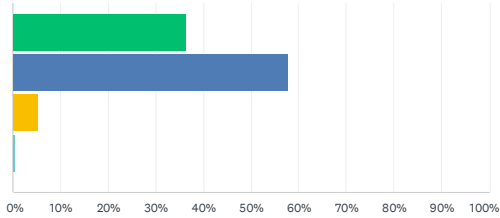
Very Important
Somewhat Important

Less Important
Not Important

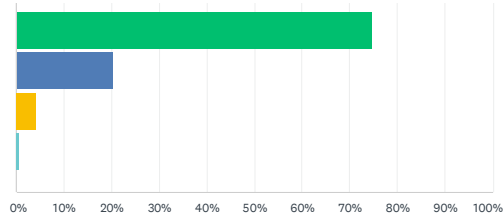
	VERY IMPORTANT	SOMEWHAT IMPORTANT	LESS IMPORTANT	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
Provide opportunities to enjoy nature/the outdoors.	90.68% 730	7.83% 63	1.24% 10	0.25% 2	805	3.89
Provide opportunities for fitness, health & wellness.	74.06% 588	20.03% 159	5.04% 40	0.88% 7	794	3.67
Enhances neighborhood and community quality of life.	83.25% 666	14.37% 115	2.00% 16	0.38% 3	800	3.81
Provide spaces to exercise pets.	35.07% 269	29.20% 224	20.86% 160	14.86% 114	767	2.84
Protect our natural environment.	71.12% 554	23.49% 183	4.75% 37	0.64% 5	779	3.65
Provide recreation opportunities for people of all abilities.	74.66% 598	20.35% 163	4.37% 35	0.62% 5	801	3.69
Provide spaces for special events and social opportunities.	55.64% 444	33.33% 266	9.40% 75	1.63% 13	798	3.43
Provide opportunities to learn about nature.	32.08% 255	41.26% 328	22.52% 179	4.15% 33	795	3.01
Make Scotts Valley a more desirable place to live.	61.31% 488	25.75% 205	10.43% 83	2.51% 20	796	3.46

Q7 Great! Now we want to know how SATISFIED you are with the following. For additional responses select other at the bottom.

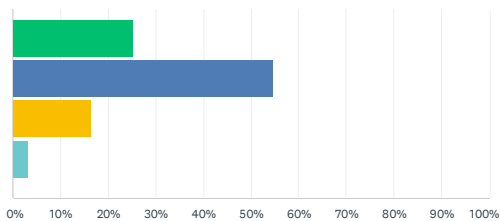
Provide opportunities to enjoy nature/the outdoors



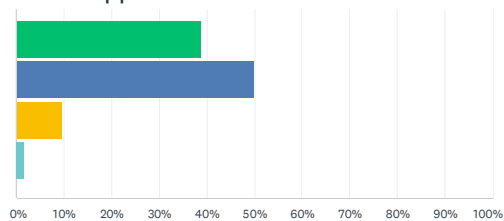
Provide recreation opportunities for people of all abilities



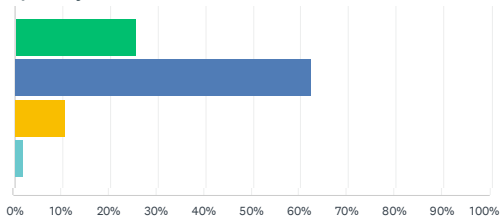
Provide opportunities for fitness, health, & wellness



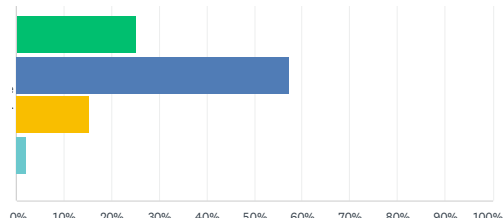
Provide spaces for special events and social opportunities



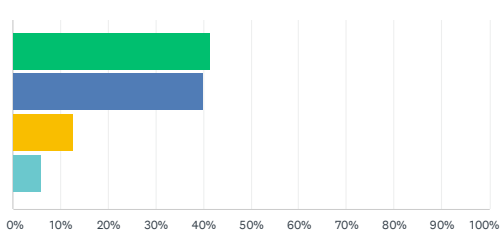
Enhances neighborhood and community quality of life



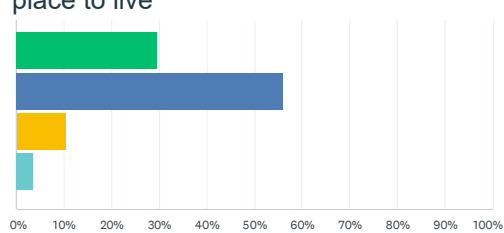
Provide opportunities to learn about nature



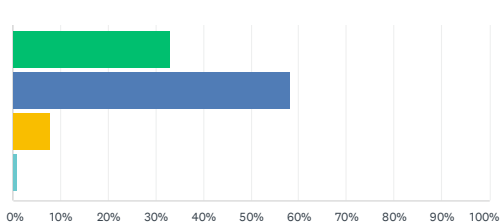
Provide spaces to exercise pets



Make Scotts Valley a more desirable place to live



Protect our natural environment



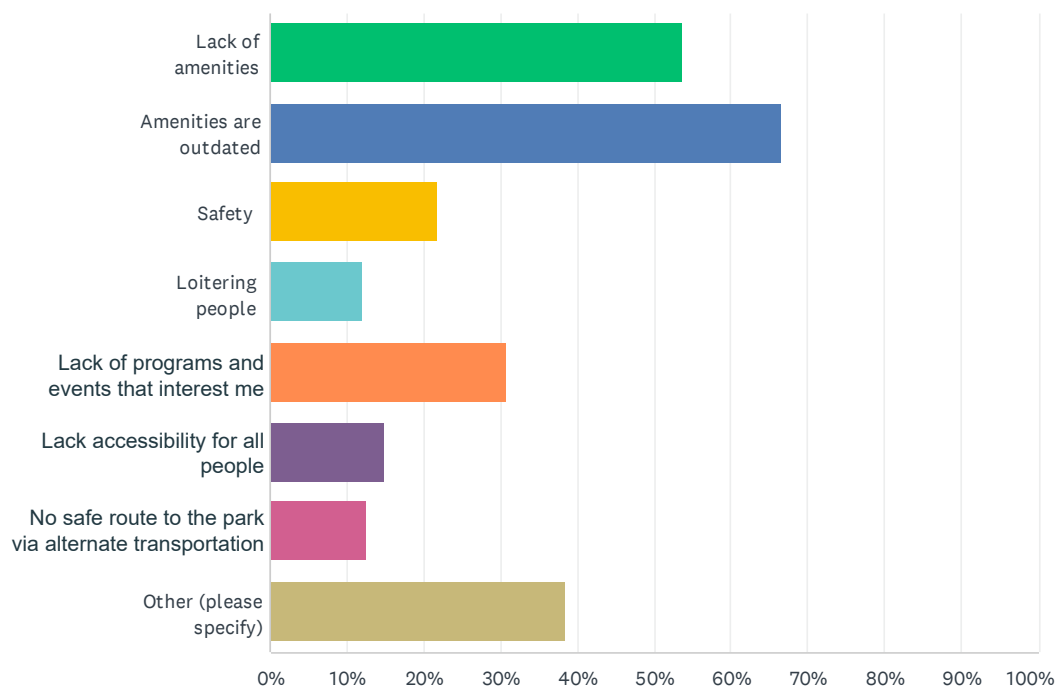
Completely Satisfied
Somewhat Satisfied

Somewhat Dissatisfied
Dissatisfied

	COMPLETELY SATISFIED	SOMEWHAT SATISFIED	SOMEWHAT DISSATISFIED	DISSATISFIED	TOTAL	WEIGHTED AVERAGE
Provide opportunities to enjoy nature/the outdoors.	36.48% 290	57.86% 460	5.28% 42	0.38% 3	795	3.30
Provide opportunities for fitness, health & wellness.	25.35% 201	54.85% 435	16.52% 131	3.28% 26	793	3.02
Enhances neighborhood and community quality of life.	25.41% 201	62.20% 492	10.75% 85	1.64% 13	791	3.11
Provide spaces to exercise pets.	41.32% 312	40.00% 302	12.72% 96	5.96% 45	755	3.17
Protect our natural environment.	33.12% 258	58.28% 454	7.83% 61	0.77% 6	779	3.24
Provide recreation opportunities for people of all abilities.	22.05% 172	53.85% 420	17.05% 133	7.05% 55	780	2.91
Provide spaces for special events and social opportunities.	38.91% 307	49.81% 393	9.51% 75	1.77% 14	789	3.26
Provide opportunities to learn about nature.	25.19% 194	57.27% 441	15.45% 119	2.08% 16	770	3.06
Make Scotts Valley a more desirable place to live.	29.74% 232	56.15% 438	10.38% 81	3.72% 29	780	3.12

Q8 What are your top 3 concerns regarding visiting the City's parks? Select your top 3.

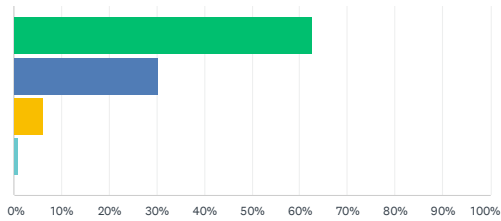
Answered: 809 Skipped: 90



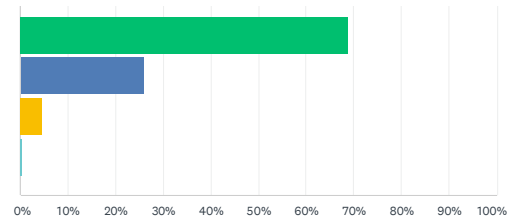
ANSWER CHOICES	RESPONSES	
Lack of amenities	53.77%	435
Amenities are outdated	66.50%	538
Safety	21.76%	176
Loitering people	11.99%	97
Lack of programs and events that interest me	30.78%	249
Lack of accessibility for all people	14.96%	121
No safe route to the park via alternate transportation	12.61%	102
Other (please specify)	38.32%	310
Total Respondents: 809		

Q9 Now how IMPORTANT is it to have the following features and amenities at parks or facilities?

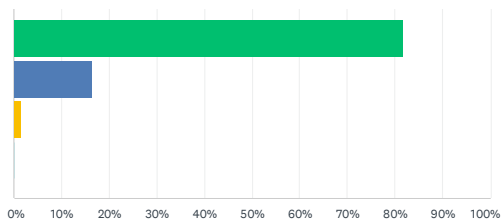
Multi-use trails



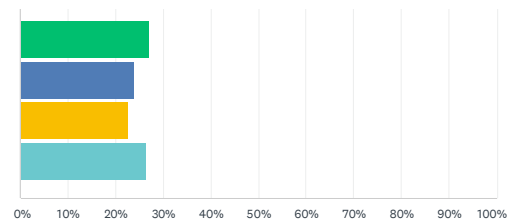
Open space to enjoy nature



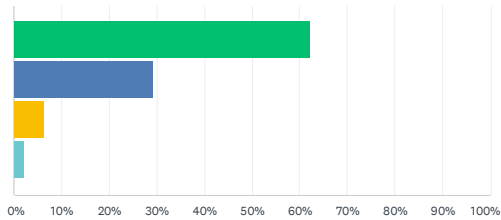
Restrooms



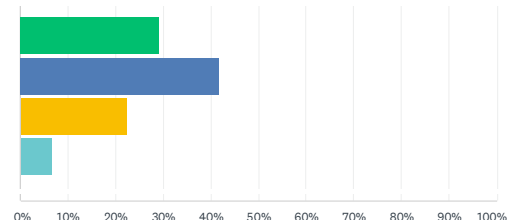
Off-leash dog area



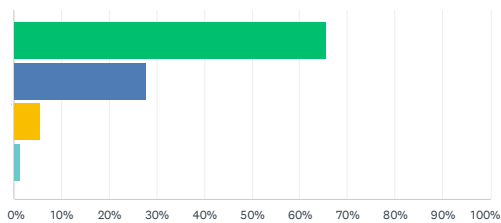
Inclusive play areas for children of all abilities



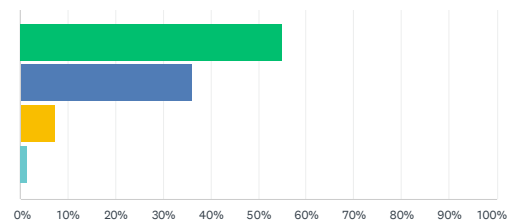
Bike racks



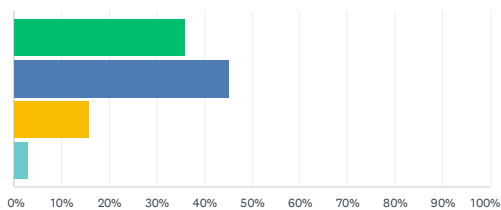
Shade shelters



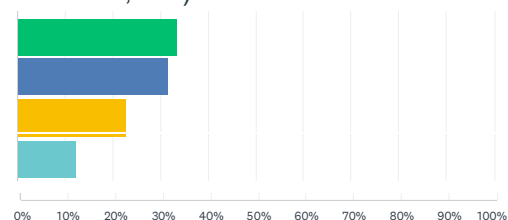
Parking



Picnic areas/BBQ



Water features (splash pad, decorative fountains, etc.)

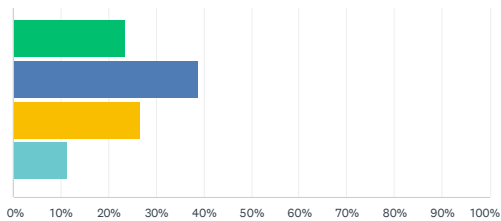


Very Important
Somewhat Important

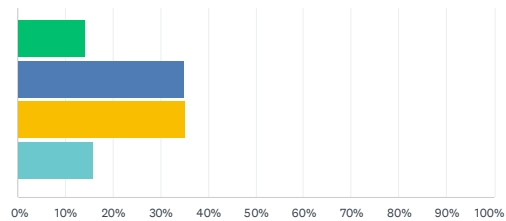
Less Important
Not Important

Q9 Now how IMPORTANT is it to have the following features and amenities at parks or facilities?

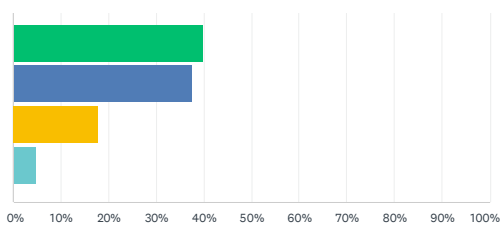
Skating and scooter



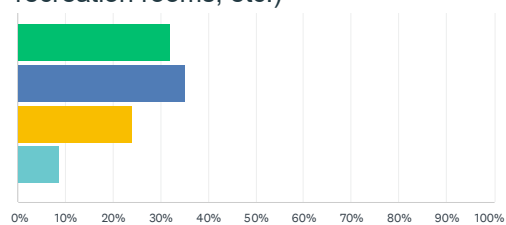
Fitness equipment



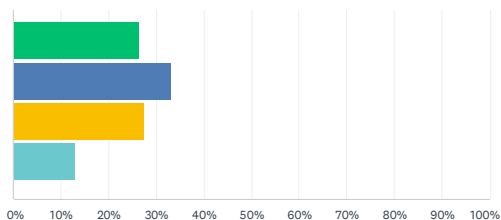
Bikes trail



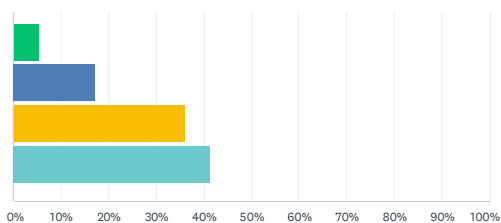
Indoor facilities (gyms, dance studios, recreation rooms, etc.)



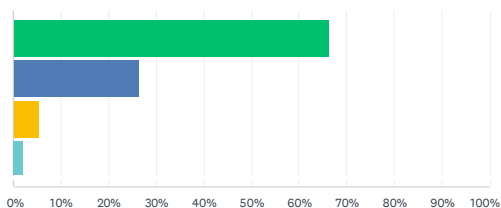
Bike pump track



Equestrian trails



Hiking trails



Very Important
Somewhat Important

Less Important
Not Important

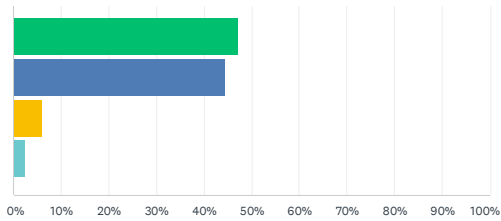
	VERY IMPORTANT	SOMEWHAT IMPORTANT	LESS IMPORTANT	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
Multi-use trails	62.65% 473	30.33% 229	6.09% 46	0.93% 7	755	3.55
Restrooms	81.94% 626	16.36% 125	1.44% 11	0.26% 2	764	3.80
Inclusive play areas for children of all abilities	62.16% 473	29.30% 223	6.31% 48	2.23% 17	761	3.51
Shade shelters	65.57% 497	27.70% 210	5.54% 42	1.19% 9	758	3.58
Picnic areas/BBQ	36.05% 270	45.26% 339	15.75% 118	2.94% 22	749	3.14
Open space to enjoy nature	68.97% 518	25.97% 195	4.66% 35	0.40% 3	751	3.64
Off-leash dog area	26.99% 200	23.89% 177	22.67% 168	26.45% 196	741	2.51
Bike racks	29.27% 221	41.72% 315	22.38% 169	6.62% 50	755	2.94
Parking	55.06% 419	36.14% 275	7.23% 55	1.58% 12	761	3.45
Water features (splash pad, decorative fountains, etc.)	33.38% 253	31.53% 239	22.82% 173	12.27% 93	758	2.86
Skating and scooter	23.48% 174	38.73% 287	26.59% 197	11.20% 83	741	2.74
Bike trail	39.87% 303	37.63% 286	17.89% 136	4.61% 35	760	3.13
Bike pump track	26.38% 196	33.11% 246	27.59% 205	12.92% 96	743	2.73
Equestrian trails	5.35% 40	17.25% 129	36.10% 270	41.31% 309	748	1.87
Hiking trails	66.27% 505	26.38% 201	5.25% 40	2.10% 16	762	3.57
Fitness equipment	13.98% 105	34.89% 262	35.29% 265	15.85% 119	751	2.47
Indoor facilities (gyms, dance studios, recreation rooms, etc.)	31.93% 242	35.22% 267	24.01% 182	8.84% 67	758	2.90

Q10 Of those same features and amenities, how SATISFIED are you with them? For additional responses select other at the bottom.

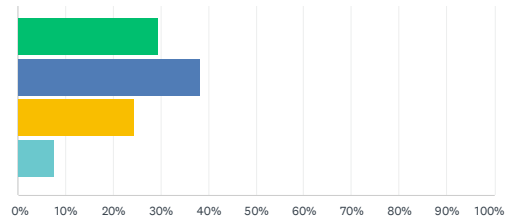


Q10 Of those same features and amenities, how SATISFIED are you with them? For additional responses select other at the bottom.

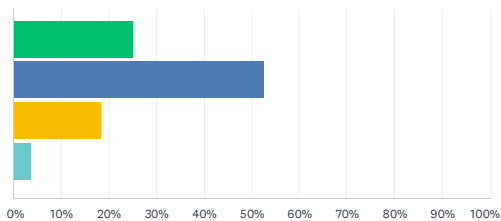
Skating and scooter



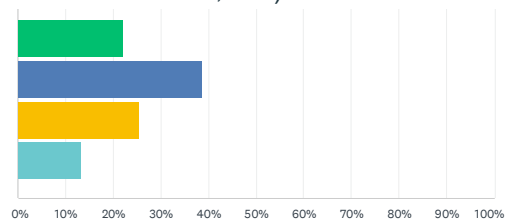
Fitness equipment



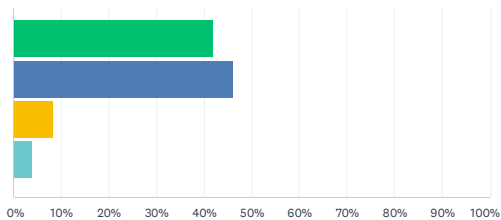
Bikes trail



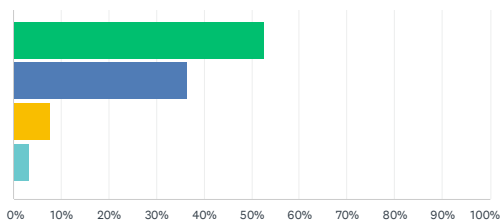
Indoor facilities (gyms, dance studios, recreation rooms, etc.)



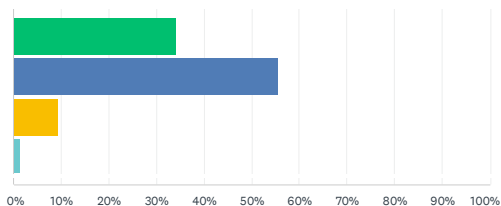
Bike pump track



Equestrian trails



Hiking trails

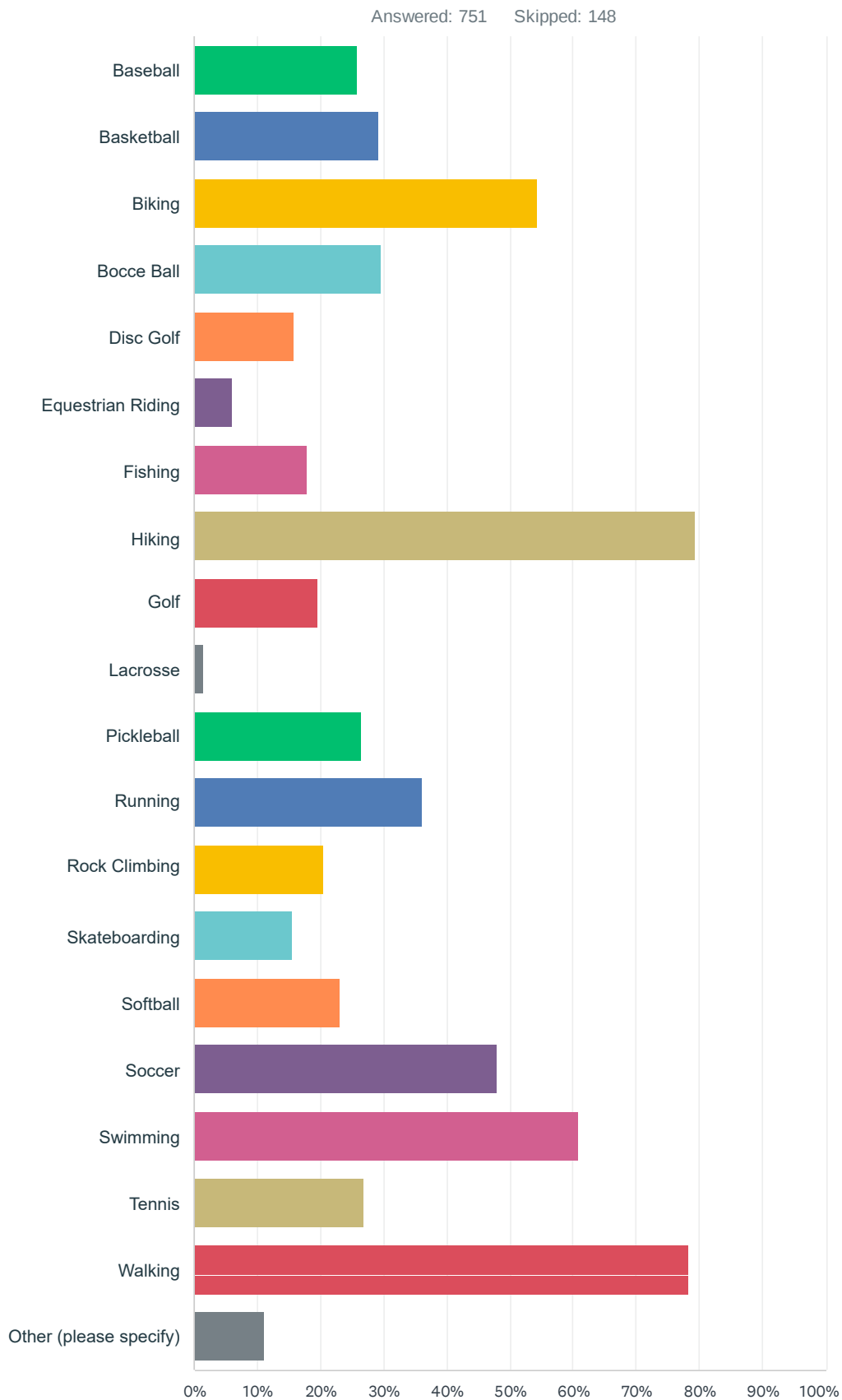


■ Completely Satisfied
■ Somewhat Satisfied

■ Somewhat Dissatisfied
■ Dissatisfied

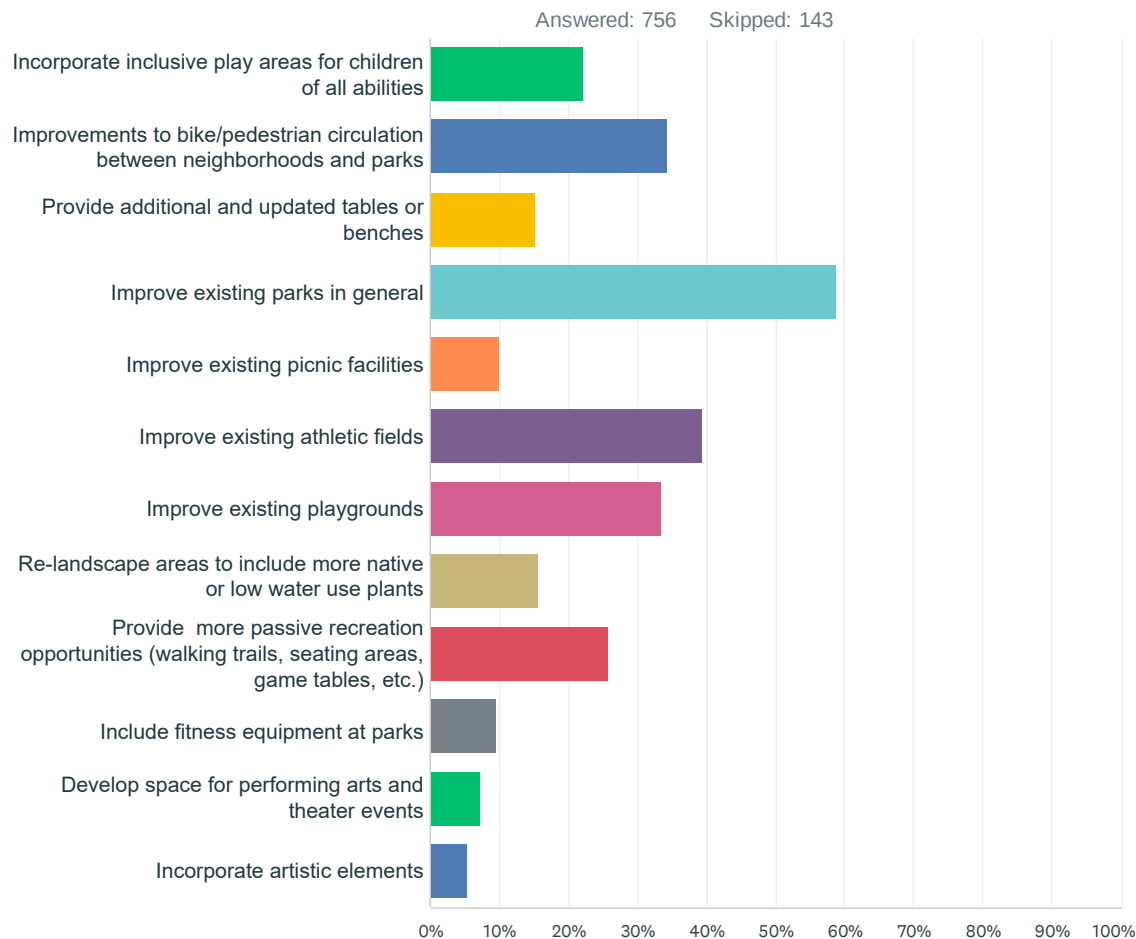
	VERY IMPORTANT	SOMEWHAT IMPORTANT	LESS IMPORTANT	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
Multi-use trails	62.65% 473	30.33% 229	6.09% 46	0.93% 7	755	3.55
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Bike racks	29.27% 221	41.72% 315	22.38% 169	6.62% 50	755	2.94
Parking	55.06% 419	36.14% 275	7.23% 55	1.58% 12	761	3.45
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Fitness equipment	13.98% 105	34.89% 262	35.29% 265	15.85% 119	751	2.47
Indoor facilities (gyms, dance studios, recreation rooms, etc.)	31.93% 242	35.22% 267	24.01% 182	8.84% 67	758	2.90

Q11 Let us know which outdoor activity/sport you enjoy!



ANSWER CHOICES	RESPONSES	
Baseball	25.83%	194
Basketball	29.16%	219
Biking	54.46%	409
Bocce Ball	29.56%	222
Disc Golf	15.85%	119
Equestrian Riding	5.99%	45
Fishing	17.84%	134
Hiking	79.36%	596
Golf	19.71%	148
Lacrosse	1.60%	12
Pickleball	26.50%	199
Running	36.09%	271
Rock climbing	20.51%	154
Skateboarding	15.58%	117
Softball	23.04%	173
Soccer	48.07%	361
Swimming	60.85%	457
Tennis	26.76%	201
Walking	78.16%	587
Other (please specify)	11.05%	83
Total Respondents: 751		

Q12 How can we make our parks even better? Let us know by selecting the top 3 improvements you would like the City to prioritize!



ANSWER CHOICES	RESPONSES	
Incorporate inclusive play areas for children of all abilities	22.22%	168
Improvements to bike/pedestrian circulation between neighborhoods and parks	34.26%	259
Provide additional and updated tables or benches	15.08%	114
Improve existing parks in general	58.86%	445
Improve existing picnic facilities	10.05%	76
Improve existing athletic fields	39.55%	299
Improve existing playgrounds	33.47%	253
Re-landscape areas to include more native or low water use plants	15.61%	118
Provide more passive recreation opportunities (walking trails, seating areas, game tables, etc.)	25.79%	195
Include fitness equipment at parks	9.66%	73
Develop space for performing arts and theatre events	7.28%	55
Incorporate artistic elements	5.29%	40
Total Respondents: 756		

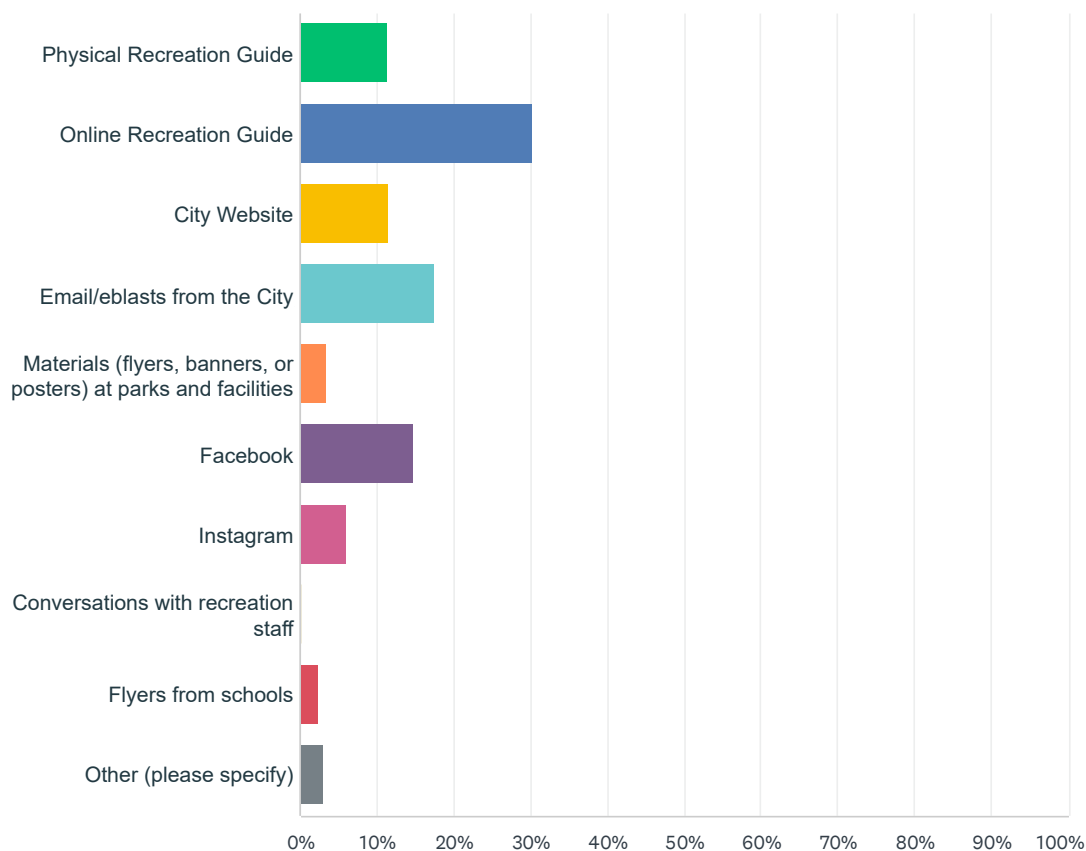
Q13 Are there additional amenities not listed that you would like to see in our parks?

Answered: 405 Skipped: 494

	# of mentions
Disc Golf	4
Turf Field	57
Maintenance	39
Restroom	1
Pickleball	33
Water Play/Splash Pad	38
Drinking fountains & Bottle Fillers	24
Parking	6
Playgrounds	26
Shade	21
Sports complex	4
Lighting at Parks	11
Sport Leagues	2
BMX/Pump Track/Recreational Biking	9
Pool/Aquatic Facility	87
Recreation Programs	17
Community Events	2
Gathering Spaces	6
Upgrade/Modern Amenities	6
Dogs/Off-Leash space	46
Bocce ball	20
Indoor Recreation Facility	8
Trails	10
Golf course	2
Ping Pong	5
Tennis	6
Outdoor Fitness	5
Basketball	4
Joint Use with School	2
Transportation for seniors	1
Nursing spaces in parks	1
Tether ball	1
Sport court surfacing	1
RC/Drone recreation	1
Park Signage	1
Fishing Hole	1
Horseshoe	1
Trash Receptacles	1

Q14 How do you want to stay up to date with what's going on in Recreation?

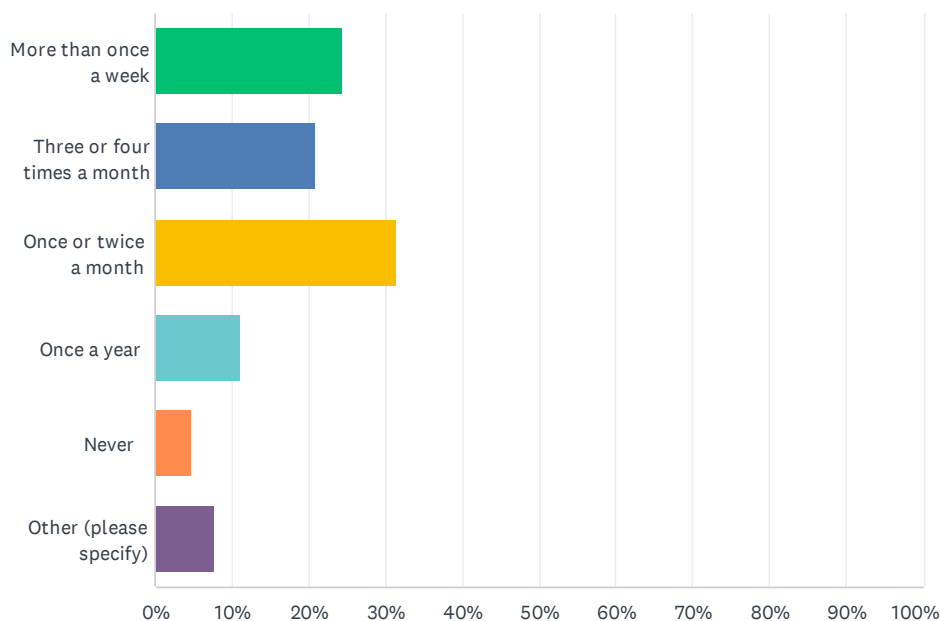
Answered: 709 Skipped: 190



ANSWER CHOICES	RESPONSES	
Physical Recreation Guide	11.28%	80
Online Recreation Guide	30.32%	215
City Website	11.42%	81
Email/eblasts from the City	17.49%	124
Materials (flyers, banners, or posters) at parks and facilities	3.39%	24
Facebook	14.67%	104
Instagram	5.92%	42
Conversations with recreation staff	0.28%	2
Flyers from schools	2.26%	16
Other (please specify)	2.96%	21
TOTAL		709

Q15 How often would you participate in programs provided by Scotts Valley Parks and Recreation Department?

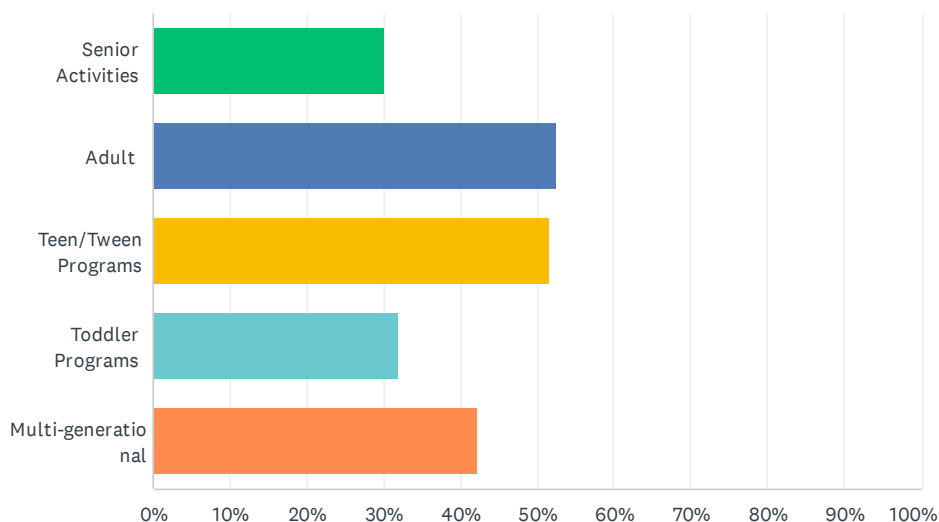
Answered: 718 Skipped: 181



ANSWER CHOICES	RESPONSES	
More than once a week	24.37%	175
Three or four times a month	20.89%	150
Once or twice a month	31.34%	225
Once a year	11.00%	79
Never	4.74%	34
Other (please specify)	7.66%	55
TOTAL		718

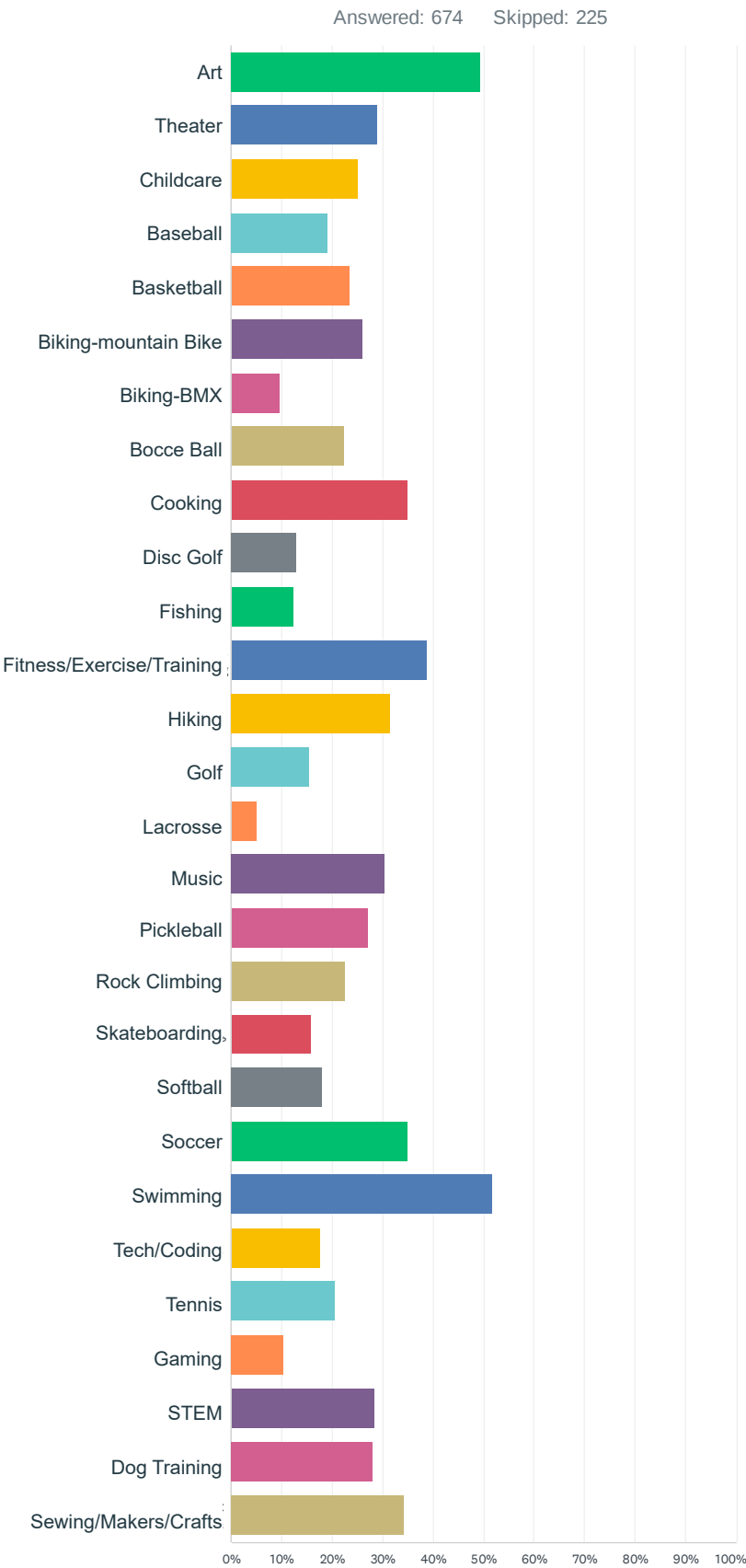
Q16 I would like to see classes/programs for these age groups offered.

Answered: 666 Skipped: 233



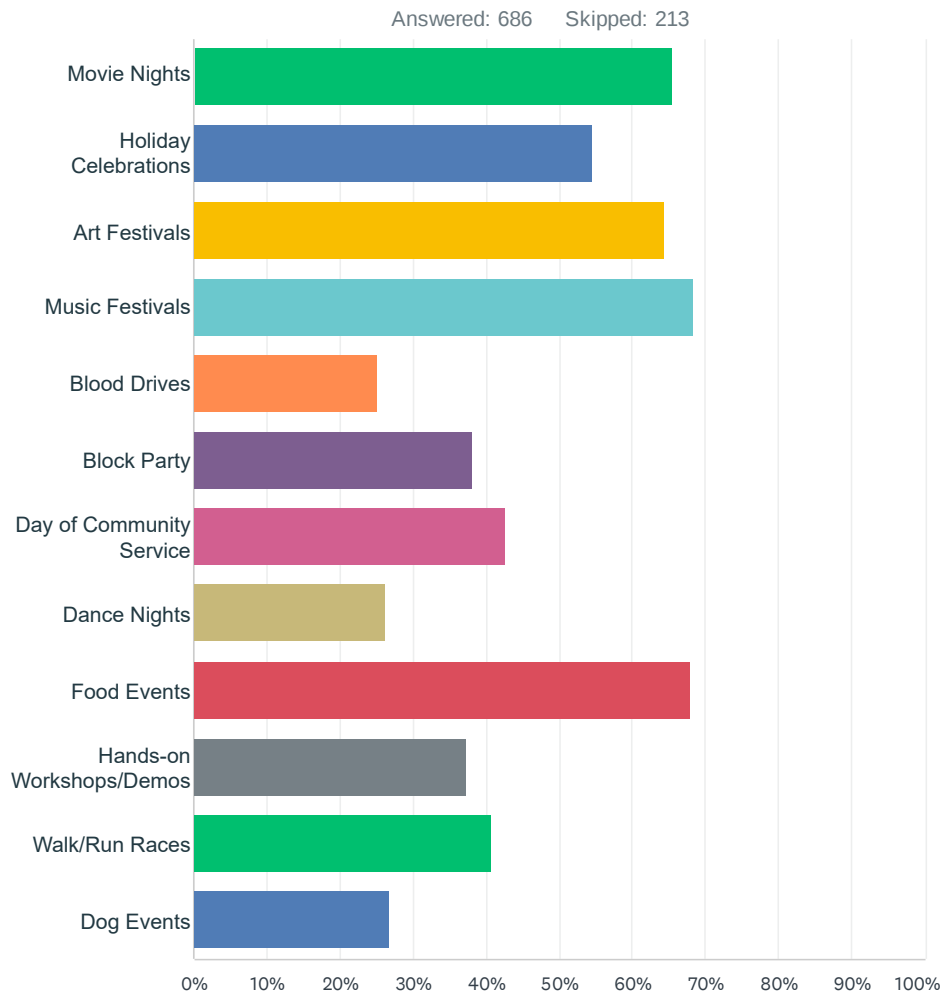
ANSWER CHOICES	RESPONSES	
Senior Activities	30.03%	200
Adult	52.55%	350
Teen/Tween Programs	51.50%	343
Toddler Programs	31.98%	213
Multi-generational	42.19%	281
Total Respondents: 666		

Q17 I would like to see these classes/programs offered.



ANSWER CHOICES	RESPONSES	
Art	49.41%	333
Theater	28.93%	195
Childcare	25.07%	169
Baseball	19.14%	129
Basketball	23.44%	158
Biking-mountain bike	25.96%	175
Biking-BMX	9.50%	64
Bocce Ball	22.40%	151
Cooking	35.01%	236
Disc Golf	13.06%	88
Fishing	12.46%	84
Fitness/Exercise/Training	38.87%	262
Hiking	31.60%	213
Golf	15.58%	105
Lacrosse	5.04%	34
Music	30.56%	206
Pickleball	27.00%	182
Rock Climbing	22.70%	153
Skateboarding	15.73%	106
Softball	18.10%	122
Soccer	34.87%	235
Swimming	51.78%	349
Tech/Coding	17.66%	119
Tennis	20.77%	140
Gaming	10.39%	70
STEM	28.34%	191
Dog Training	28.04%	189
Sewing/Makers/Crafts	34.42%	232
Total Respondents: 674		

Q18 What kind of community events would you like to see?

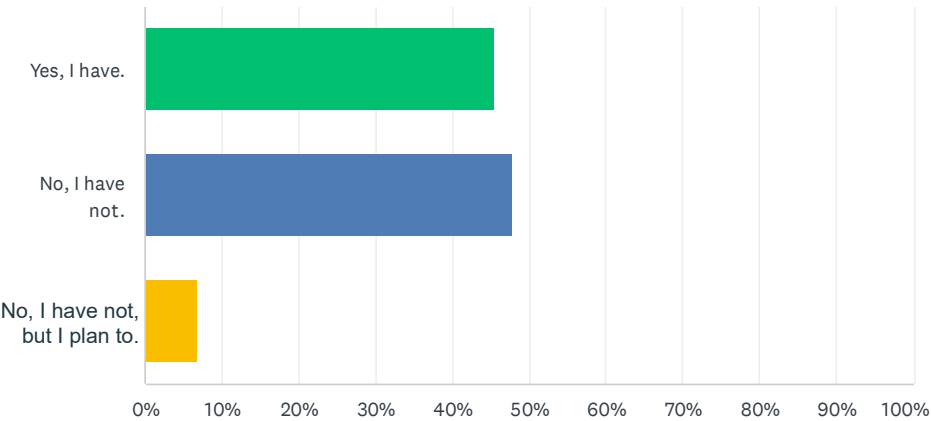


ANSWER CHOICES	RESPONSES	
Movie Nights	65.45%	449
Holiday Celebrations	54.66%	375
Art Festivals	64.29%	441
Music Festival	68.37%	469
Blood Drives	25.07%	172
Block Party	38.19%	262
Day of Community Service	42.57%	292
Dance Nights	26.24%	180
Food Events	68.08%	467
Hands-on workshops/demos	37.32%	256
Walk/Run races	40.82%	280
Dog Events	26.97%	185
Total Respondents: 686		

Q19 Below is a list of rentable facilities in Scotts Valley. Have you rented any of these in the past?

- Skypark Classroom
- Gazebos (Hocus Pocus Park, MacDorsa Park, Siltanen Park, Skypark)
 - Siltanen Pool
- Senior Center Community Center

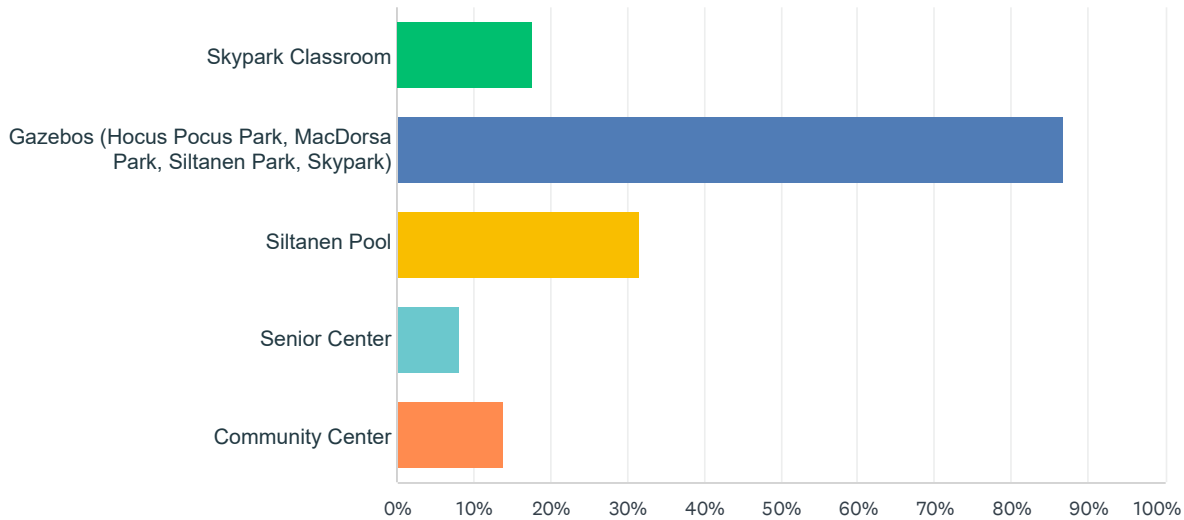
Answered: 726 Skipped: 173



ANSWER CHOICES	RESPONSES	
Yes, I have.	45.45%	330
No, I have not.	47.66%	346
No, I have not, but I plan to.	6.89%	50
TOTAL		726

Q20 If you answered “yes,” that’s AWESOME! Which facilities have you rented?

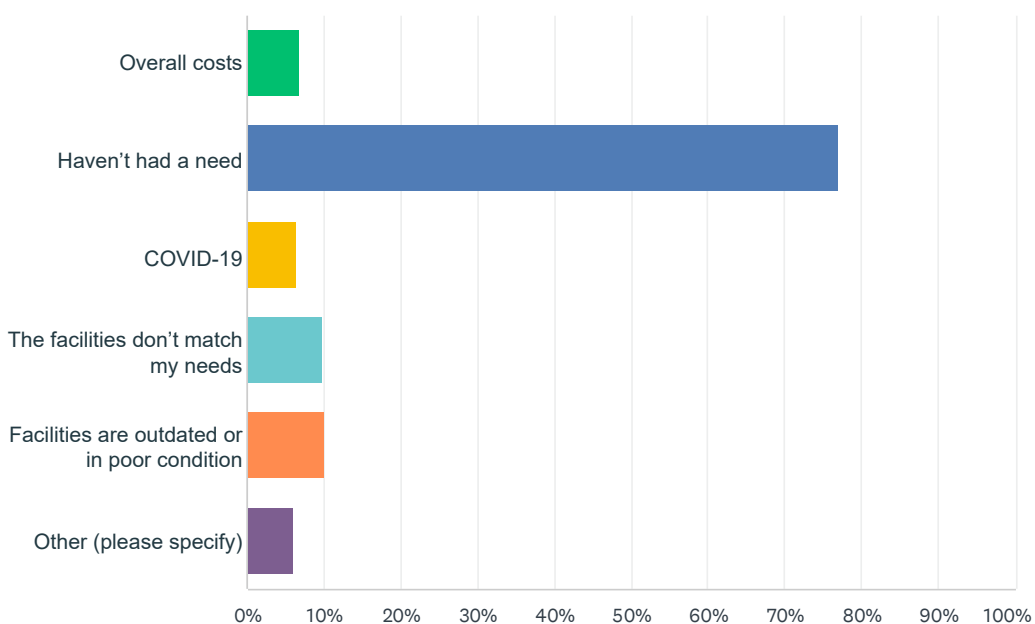
Answered: 332 Skipped: 567



ANSWER CHOICES	RESPONSES	
Skypark Classroom	17.77%	59
Gazebos (Hocus Pocus Park, MacDorsa Park, Siltanen Park, Skypark)	86.75%	288
Siltanen Pool	31.63%	105
Senior Center	8.13%	27
Community Center	13.86%	46
Total Respondents: 332		

Q21 If not, what are some reasons why? Select all that apply.

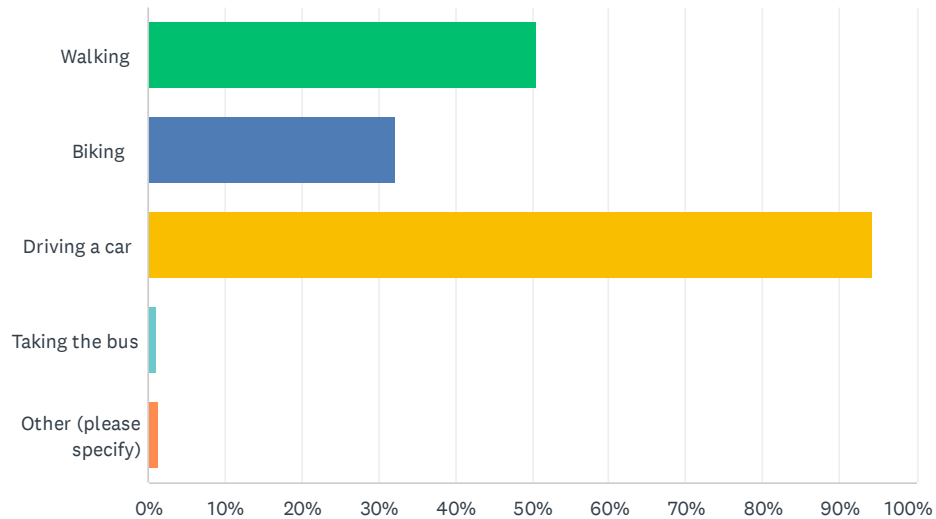
Answered: 390 Skipped: 509



ANSWER CHOICES	RESPONSES	
Overall costs	6.92%	27
Haven't had a need	76.92%	300
COVID-19	6.41%	25
The facilities don't match my needs	9.74%	38
Facilities are outdated or in poor condition	10.00%	39
Other (please specify)	5.90%	23
Total Respondents: 390		

Q22 Which mode of transportation do you take to visit parks or facilities? (Select all that apply).

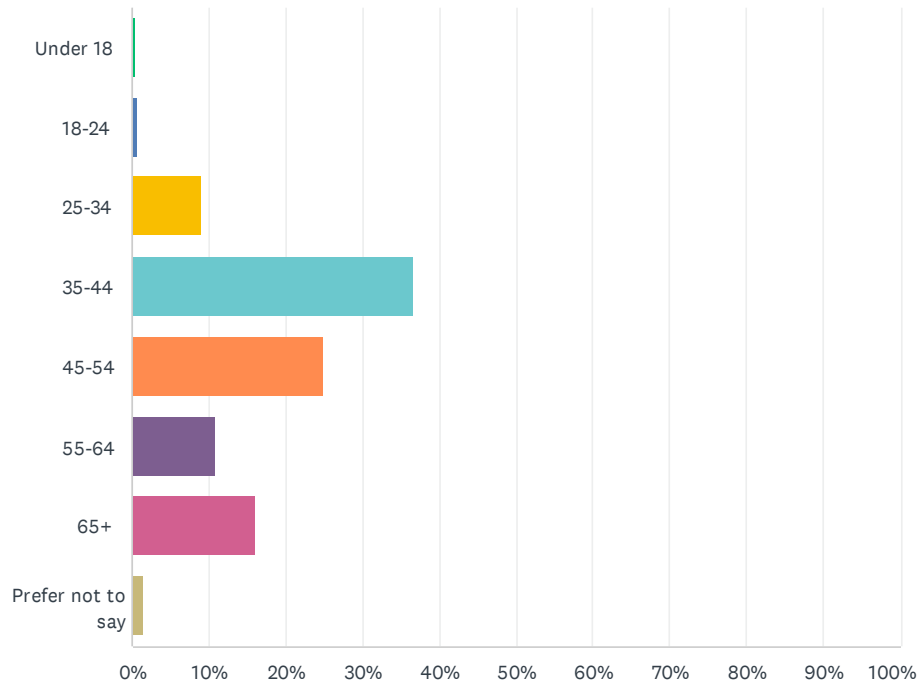
Answered: 729 Skipped: 170



ANSWER CHOICES	RESPONSES	
Walking	50.48%	368
Biking	32.24%	235
Driving a car	94.24%	687
Taking the bus	1.10%	8
Other (please specify)	1.23%	9
Total Respondents: 729		

Q23 Which age group do you identify with?

Answered: 732 Skipped: 167



ANSWER CHOICES	RESPONSES	
Under 18	0.41%	3
18-24	0.55%	4
25-34	9.02%	66
35-44	36.61%	268
45-54	25.00%	183
55-64	10.93%	80
65+	15.98%	117
Prefer not to say	1.50%	11
TOTAL		732

FlashVote Survey Results

193

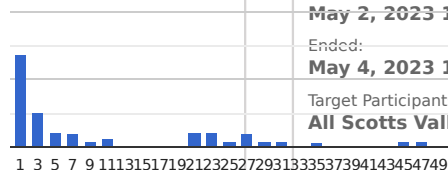
**Total
Participants**

188 of 456 initially invited (41%)
5 others

Margin of error: ± 7%

Applied Filter:
Locals only
Participants for
filter:
134

Response Time (hours)

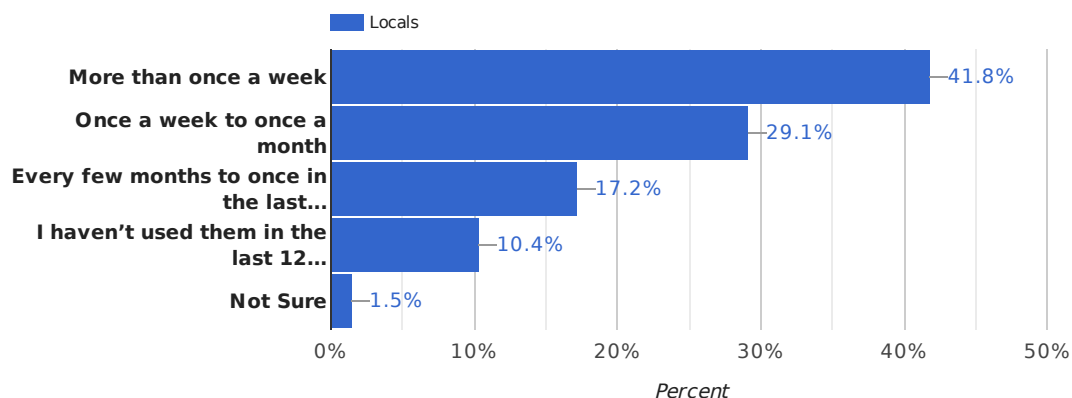


Started:
May 2, 2023 11:26am PDT
Ended:
May 4, 2023 11:26am PDT
Target Participants:
All Scotts Valley

Q1 In the last 12 months, about how often have you used a City of Scotts Valley park or recreational facility?

(134 responses by)

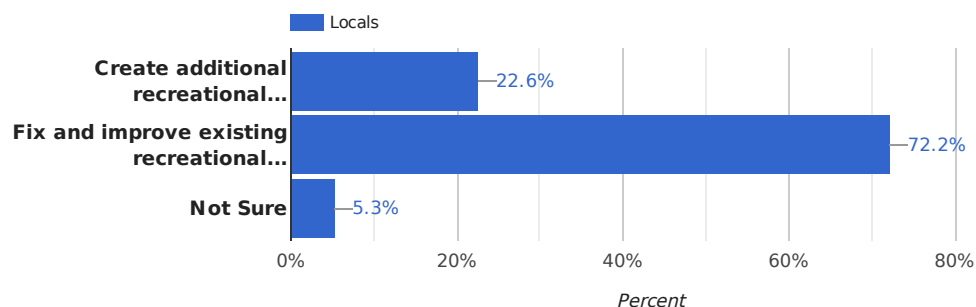
Options	Locals (134)
More than once a week	41.8% (56)
Once a week to once a month	29.1% (39)
Every few months to once in the last 12 months	17.2% (23)
I haven't used them in the last 12 months	10.4% (14)
Not Sure	1.5% (2)



Q2 Which do you think makes the most sense for the City to focus on for the next 5 years?

(133 responses by)

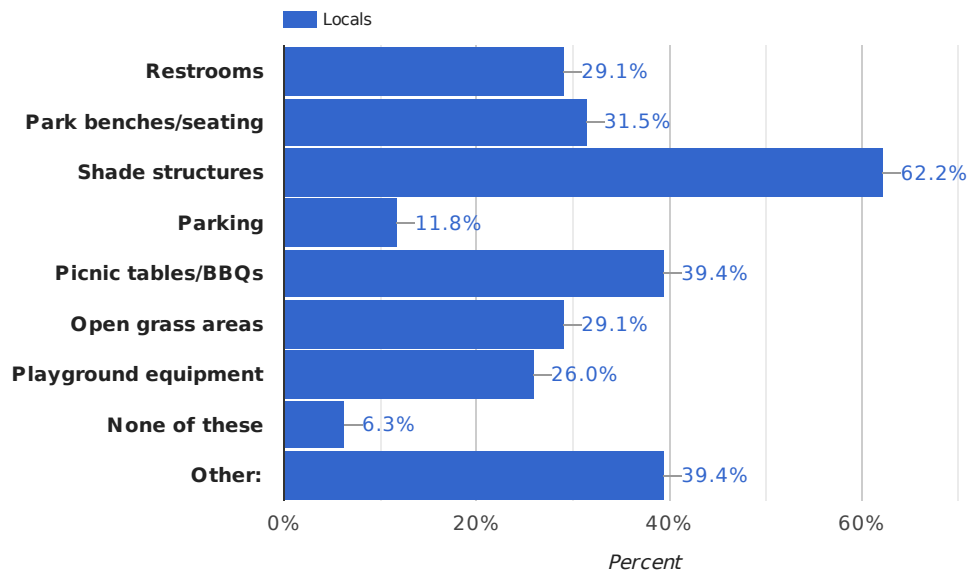
Options	Locals (133)
Create additional recreational facilities and park amenities	22.6% (30)
Fix and improve existing recreational facilities and parks	72.2% (96)
Not Sure	5.3% (7)

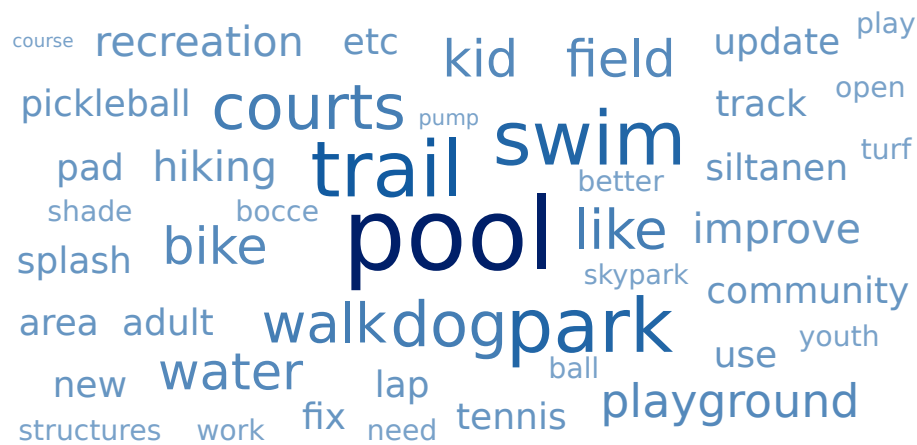


Q3 Which park amenities do you think we need more of in Scotts Valley parks, if any? (You can choose up to FOUR)

(127 responses by)

Options	Locals (127)
Restrooms	29.1% (37)
Park benches/seating	31.5% (40)
Shade structures	62.2% (79)
Parking	11.8% (15)
Picnic tables/BBQs	39.4% (50)
Open grass areas	29.1% (37)
Playground equipment	26.0% (33)
None of these	6.3% (8)
Other:	39.4% (50)





SWIMMING POOL!!!

Local History Museum

Could use an update is kids structures and more shade and tables at sky park and hocus pocus

All weather fields

Performance areas (outdoor amphitheater)

More picke ball courts without taking the tennis courts to create them

Better grass in the actual park. Too many holes and ruts. It's dangerous

Running/biking paths

Another Dog Park, return recreation programs adult & youth

Bike Trails and Bike Racks.

Swimming Pool for lap swimming, we have a great climate for it

More Pickle ball courts

Swimming pool

Larger pool or kiddie water park

Swimming pools - a public pool at Skypark. Or a new swim center.

Updated restrooms, maintenance across the board, and a new park where the Golf Course was.

If playgrounds are updated, they MUST have swings and slides and things to climb. NOT like maddorsa

Dog park

Dog park at Siltanen

Drinking fountains or water bottle fillers

Other fixed recreational/game areas like horseshoes, sand pit volleyball, etc.

Bocce Courts, need stationary work out opportunities like bikes, bars, etc. and a kid's zip line.

Full sized swimming pool or splash pad for kids

In Scottsdale Arizona, they have really cool shade structures ("sails") OVER the play structures.

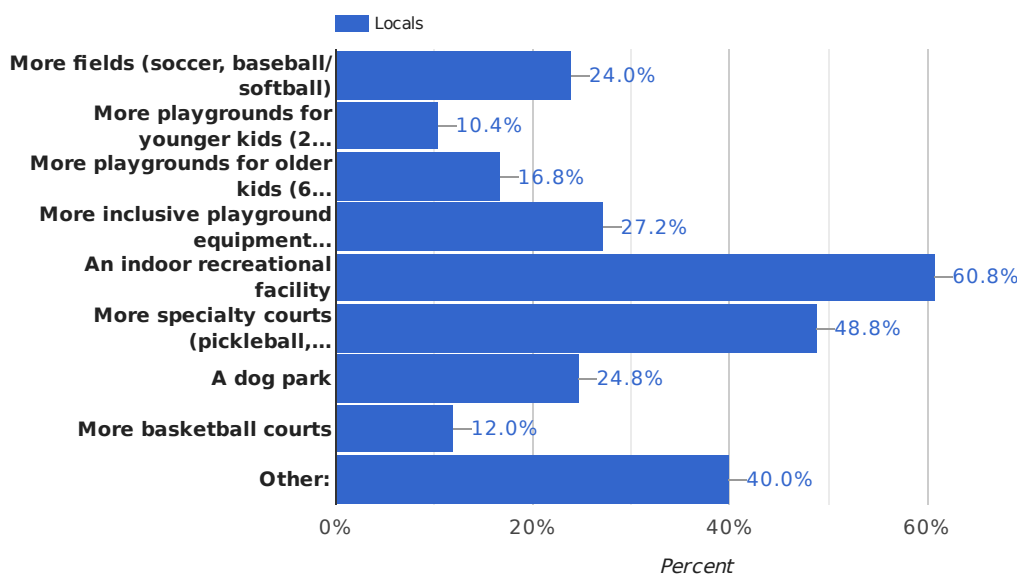
trails, mtb, walking

Pool
Swimming pool and trails that allow dogs
community pool!
keeping what we have in good shape is the most important
Additional pickleball courts
Dog Parks, Pump Track, RC Plane Field, Basketball Courts
Pool, fence around the skypark playground, artificial turf field
more hiking trails, and make them dog friendly
Pickleball courts, bike racks
Water play/pool
Open the pool
Gopher abatement
MAINTAIN THE GOOD THINGS WE HAVE
Dedicated Pickleball courts and let us have our tennis courts back!
trails for walking/hiking
Fix existing pathway lighting
Community pool
Pool
Accessible playground equipment
Bike trails
Bowling
Build a bigger community swimming pool.
Recreational swimming pool & playground for older kids at Siltanen Park
Recreation classes
Ping pong tables

Q4 Look ahead 10 years into the future. Which additional recreational facilities do you think we will need most in Scotts Valley? (You can choose up to FOUR, if any)

(125 responses by)

Options	Locals (125)
More fields (soccer, baseball/softball)	24.0% (30)
More playgrounds for younger kids (2 to 5 year olds)	10.4% (13)
More playgrounds for older kids (6 years old and up)	16.8% (21)
More inclusive playground equipment (all ages and abilities)	27.2% (34)
An indoor recreational facility	60.8% (76)
More specialty courts (pickleball, bocce, tennis)	48.8% (61)
A dog park	24.8% (31)
More basketball courts	12.0% (15)
Other:	40.0% (50)



SWIMMING POOL!!

Local History Museum

Don't take away any grass or dirt, to put the space to other use. Keep it as it is.

more hiking trails

cultural events & venues for same

Expand senior center hours and activities

Lap Swimming pool

Living here about 40 yrs, needs safe interesting venues for teenage kids.

Roller Hockey rink

Splash pad

Bike Trails. Mountain Biking is one of the fastest growing hobbies, especially in this area.

Swimming Pool for lap swimming, we have a great climate for it

Public Swimming pool

I would love to see the city acquire and reopen the golf course. 1st activity to reopen during

More parking and courts for Pickleball!!

Inclusive playgrounds with swings and slides and traditional equipment. Leo's Haven is good example

Improved bike lanes

Public lap pool and sports complex that the high school can use.

Bike Paths

Bocce Courts To capitalize on the tourists visiting the Boardwalk - have things that will never ml'

Swimming pool

Pool

swimming pool

Pool

A place for teens to go that they enjoy. Bowling alley, arcade, go carts, swimming

community pool

Swim center

Enhanced RC Place Field Area

rock climbing walls

Water park

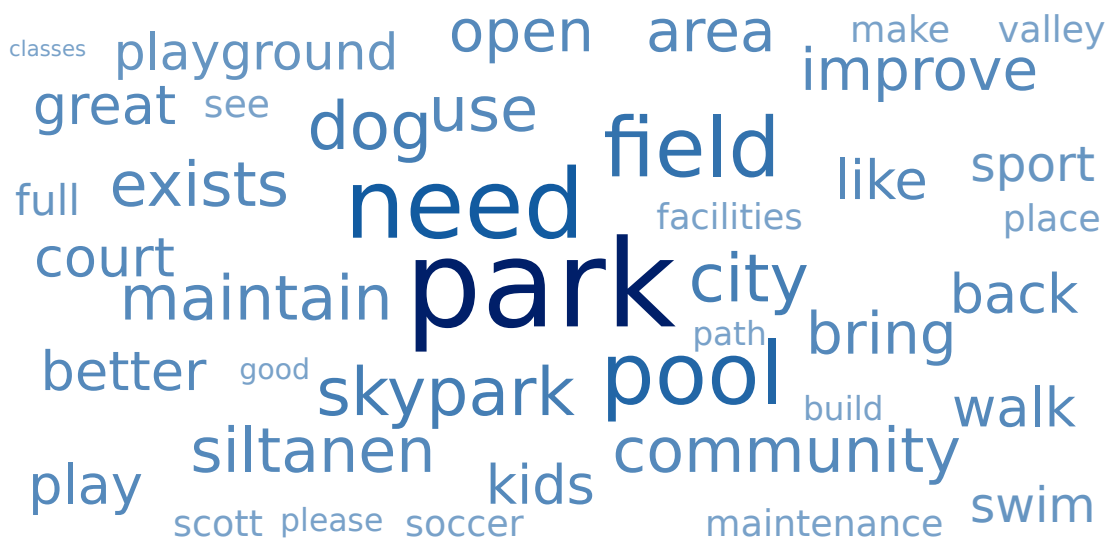
Water feature

a community pool!!!! Not a pool like Siltanen. A large pool that could host a community swim team.
Large Swimming pool
hiking trails
Pool
Swim facility!!!! A real pool, not the wading pool at Siltanen
Community pool for 6+ yr olds, not Siltanen
Pool
Pool
Bowling
Pool
Swimming pool & slides for recreational swimming.
Real swimming pool
workout stations, and ping pong tables.

Q5 Any other comments or suggestions about improving parks and recreational facilities in Scotts Valley?

(50 responses by)

(50 responses by)



Partner with the school district and put in a pool!

Could we "monetize" the demands of pickleballers for example for more for them to use? Charge them something for what they use now, and let the amount collected guide how much we should spend on more of that in future?

I would love a simple outdoor performance venue!

Have the senior center open more hours s d offer more serves like before Covid

Scott's Valley needs their own swimming pool.

Definitely needs more venues indoor or outdoor ...whatever would promote growth and safety ... For those unpredictable teenage years. My kids are now 42 and 38 and grew up since 2 yrs old here. I know looking back what could of been a huge asset for this city.

Please keep maintaining the foxtails in the parks so our dogs don't ingest them, we really appreciate it!

We need to repair & update current parks and equipment and bring back recreational programs available prior to the pandemic.

Its hard to use bikes as a means of transport. This is because there are very few places to lock up a bike. There are also very few places to cool down in the summer heat, a splash pad or something similar would help with that immensely.

Lights at the skatepark Fix/Expand swimming pool

The city needs to do a better job of maintaining the existing park areas before spending on new facilities.

Build a swim center

Definitely shade for existing parks, maybe even an amphitheater for community events and a pool/water feature for the community!

I'd rather have lower property taxes than more parks

No

I love what we have

Repair of the existing parks would be a great start! They are starting to get a bit run down. Broken play structures.

As said before, improved playgrounds need to be good for all kids, like Leo's Haven for example, and NOT like macdorsa or parks elsewhere that do not have "traditional" equipment. Modern ropes and rocks and such are ok IF there are also swings and slides and such. The playground at Vista Del Lago is also a good design.

Existing parks need better ongoing maintenance. For a city that is deemed affluent, everything looks pretty rundown.

Will submit separately with my suggestions and photographs.

Hold fitness, strength and training classes for ppl over 40.

Final Community Meeting Results

Scotts Valley Parks Master Plan Community Meeting Input Results

What improvements would you like to see at the City's parks and/or recreational facilities?

Community meeting participants were given the opportunity to provide some feedback regarding what general improvements they would like to see at Scotts Valley parks. Below are common categories mentioned and corresponding comments regarding those categories.

CATEGORY	COMMENTS
Baseball	Need updates in baseball field
	More lights need
Bocce Ball	Improvements to Bocce Ball courts
	Bocce is the most inclusive sport in the world. Blind can play, wheel chair bound...
	More improved bocce courts. All ages and abilities. More lights need to play at night.
	Improvements to current bocce courts- shade and artificial surface(less maintenance).
	Add two new bocce courts to increase access to more players. Game accessible to both men and women- no age limits.
	Shade Shelter for Bocce courts at Sky park
Maintenance	Brush cleanings at Ladato Park. Ask to community for Volunteer.
Dog park	Create a dog park at Shugart Park
	Fence at the dog park need to be fixed. There's break in the fence and sometimes dog get through them.
Facilities	More restrooms need near the courts, need water near courts
Parking lots	Parking lots like the transit center or like Seymour Science Center that let the water through the ground
	More parkings for players
Pickleball	More pickleball courts
Ping Pong	Outdoor ping pong tables
	Need more ping pong tables
Playground	Accessible playgrounds
Soccer	Dedicated Soccer complex
Trail	Please keep linear trail at skypark with dogs on leash to keep things safe for bites and running sign needs to be replaced at the end near tennis courts.
	Trail enhancements-Please keep some of the path with dirt or gravel for lower impact on knees for runners and walkers.
Fitness	Want a Ninja training course at Sky Park

What classes/programs would you like to see?

Classes/Programs	# of Votes
Art	1
Baseball	1
Basketball	0
Biking	4
Bocce Ball	5
Cooking	1
Disc Golf	3
Dog Training	5
Fishing	3
Fitness/Exercise/Training	1
Gaming	1
Golf	0
Hiking	4
Lacrosse	0
Music	0
Pickleball	3
Rock Climbing	2
Skateboarding	0
Soccer	7
Softball	2
STEM	2
Sewing/Makers/Crafts	0
Swimming	8
Tennis	0
Theater	5

What additional amenities would you like to see?

Amenity	# of Votes
Picnic Area	0
Dog Park	2
Public Art	0
Bike Trails	1
Skate Park	0
Fitness Equipment	3
Equestrian Trails	3
Bike Pump Track	0
Restroom	2
Inclusive Features	2
Shade Shelter	4
Water Features	3
Parking	1
Hiking Trails	2
Indoor Facilities	1

Which sport facilities would you like to see?

Sport Facility	# of votes
Soccer Field	1
Baseball Field	1
Softball Field	2
Disc Golf	2
Multi-Purpose Court	1
Basketball Court	0
Tennis Court	0
Bocceball Court	7
Golf Course	1
Swimming Pool	2
Pickleball Court	2
Lacrosse Field	1

City of Scotts Valley PARKS AND RECREATION COMMISSION STAFF REPORT

DATE: 8/15/2024
TO: Honorable Mayor and City Council
FROM: Mali LaGoe, City Manager
APPROVED:
SUBJECT: City of Scotts Valley Strategic Plan Update

SUMMARY OF ISSUE

Each year, the Scotts Valley City Council establishes strategic goals to help guide the resource priorities for the coming year. These goals are then broken down by staff into specific strategies as well as tactics or project that will move the City forward to achieve each goal. In Fiscal Year 23/24, the City Council adopted nine goals, and staff broke those down into 84 specific tactics/projects. At the end of the fiscal year in June, the City had completed 55 of those with another 19 on track and only 10 were unachieved. The Final report for last year's strategic workplan is attached to this agenda item.

For FY 24/25, which started in July, the Council identified 10 goals. Staff is in the process of breaking those down and getting to work to accomplish these goals. Several of these goals relate to Parks and Recreation including:

- Pursue additional revenue sources to support a thriving City.
- Invest in operational enhancements to improve the efficiency of day-to-day operations.
- Complete pre-development activities to prepare the Town Center for development.
- Develop a strategy to maximize recreation program cost recovery while continuing to build out the complement of recreation programs offered to support the diverse interests of our community.
- Advance Active Transportation planning including the design of Scotts Valley Drive and Mount Hermon Road.
- Celebrate Scotts Valley by supporting cultural events, developing Scotts Valley's brand, and investing in brand recognition.

The full list of goals is attached to this agenda item.

At the Parks & Recreation Commission Meeting, City Manager Mali LaGoe will provide additional detail related to these goals and respond to questions and feedback from the Commission.

FISCAL IMPACT

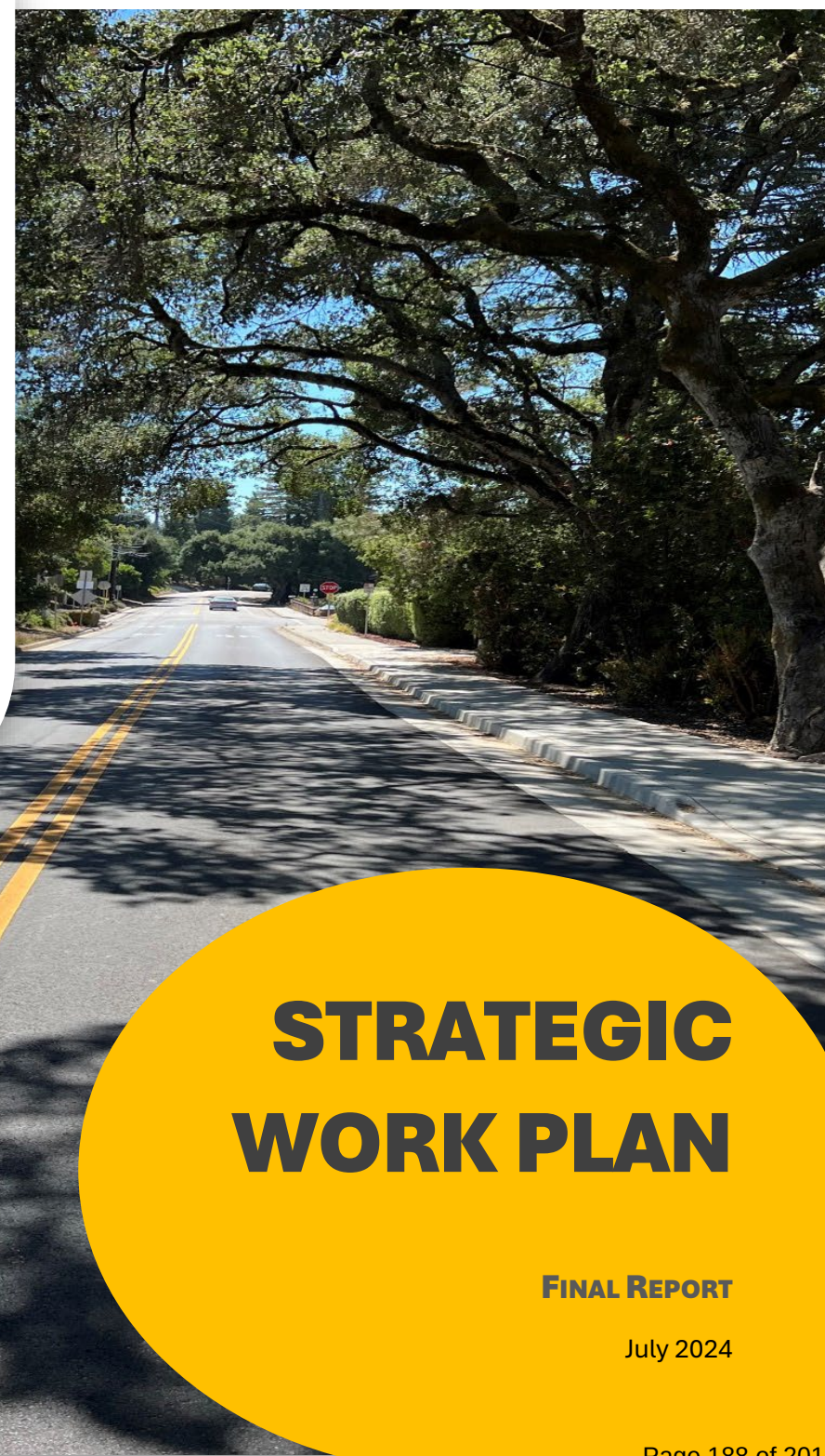
The City's strategic goals are used in the formation of the annual budget and resources are budgeted into departmental budgets to support each goal.

STAFF RECOMMENDATION

Receive the Strategic Plan update presentation.

TABLE OF CONTENTS

1. FY23-24 Strategic Plan Final Report
2. FY 24-25 Strategic Goals



STRATEGIC WORK PLAN

FINAL REPORT

July 2024

FISCAL YEAR 2023/24

INTRODUCTION

In January 2023, the Scotts Valley City Council met to review the strategic goals for FY 2022/23 and to provide direction to staff regarding the City's priorities for FY 2023/24. This direction guided the FY 2023/24 budget development and organizational priorities. In June, the Council approved the City's FY2023/24 budget covering the time period of July 1, 2023 to June 30, 2024.

The City Manager is responsible for developing the strategies, tactics and projects that are achievable and realistic and will drive the City's progress toward these goals. The City Manager reports to the City Council on a quarterly basis on the progress achieved, challenges and setbacks as related to these goals.

This report summarizes the accomplishments from the entire fiscal year July 2023 – June 2024. It includes the specific strategies, tactics and projects the City Manager has identified as key leverage points for success.

The status of each project or tactic is described as follows using the following graphic:



Grey = Not started

Red = Behind Plan/schedule

Yellow = In planning/queued up

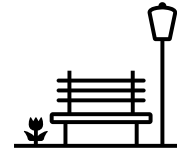
Light green = In process/on track

Dark green = Complete

OVERVIEW OF GOALS



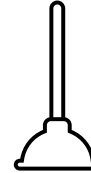
Identify additional revenue sources to support a thriving City



Re-establish recreation to support diverse interests



Improve the efficiency of day-to-day operations



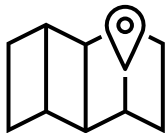
Prioritize critical wastewater infrastructure projects



Plan for the future by completing the General Plan, Housing Element and facilitating the Town Center development



Improve opportunities for civic engagement



Connect with local businesses to explore Scotts Valley's brand



Improve pedestrian and bike safety



Celebrate Scotts Valley

RESULT HIGHLIGHTS

SUCCESSSES

Of the City's nine strategic goals, most were completed with the greatest accomplishments in adopting the City's General Plan, certifying the City's Housing Element, advancing the Town Center and establishing a more productive operating normal by leveraging modern software, procedures and systems. In addition, the City's Recreation Department is back providing programs, addressing the needs of the community and planning for the future of the City by advancing the Parks Master Plan. Key decisions were made for the future of the City's wastewater treatment plant making way for design work to start to replace aging infrastructure with modern technology. The City launched a Citizens Academy with two cohorts and 20 graduates.

The City is close to full staffing with all leadership positions filled and only a few line-level positions still in recruitment. The Police Department onboarded 5 new officers this year, filling its ranks for the first time in many years. With stable staffing, momentum will continue to deliver consistent, high-quality services and projects for Scotts Valley residents.

CHALLENGES

Public Works staffing presented significant challenges in FY23/24. The Public Works Director position was vacant for nine months while the City relied on retired annuitants to fill in. Other key staff left as well, leaving our engineering division gutted. These issues resolved starting in May with the hiring of Rodolfo Onchi as PWD and other key staff starting scheduled to start in July.

The other challenge facing the city is fiscal sustainability. The long-term forecast shows a structural deficit in the annual budget that needs to be addressed in the next 1-2 years. Safety and services critical to Scotts Valley come at a cost and current revenues are not sufficient to offset those costs.

NEXT STEPS

As we shift our focus to the FY24/25 goals, it's apparent that a great amount of work has been completed, and there is an even greater amount of work yet to do.



STAFFING STATUS

The City can't achieve these goals without adequate and consistent staffing.

In FY23/24, the City's vacancy rate decreased from
13% - 4%.

We filled **17** vacant positions while **13** staff left the City.

The average tenure of all City staff is
4.5 years.

Scotts Valley Strategic Workplan for Fiscal Year 23/24

Status as of 6/30/2024



GOAL 1: Identify additional revenue sources to support a thriving City.

STRATEGIES	TACTICS	STATUS
Research Business License Tax Structures	- Hire consultant to complete financial analysis - Conduct market research - Determine whether to place measure on November 2024 ballot by August 2024	
Research User Utility Tax Structures	- Hire consultant to complete financial analysis - Conduct market research - Determine whether to place a measure on November 2024 ballot by August 2024	
Analyze Transient Occupancy Tax increase	Consider an increase from 11% to 12% to match the rest of the County	

Notes: This work is led by the City Manager and Administrative Services Director. A contract was executed with Baker Tilly to conduct financial analysis for both the UUT and BLT structures. The initial draft was shared with the City Council at their planning workshop in February. In March, the City met with the Scotts Valley Chamber of Commerce board to discuss modernizing the Business License Tax and engaged with Godbe Research to prepare a poll to gauge likely voter support for a Utility Tax expansion. After further review, staff recommended to the City Council to move forward the BLT only. At the June 12 City Council Meeting, the City Council directed staff to prepare the ordinance and resolution required for the November 2024 ballot measure. These documents will be presented to the City Council on August 7th for final decision for placement on the ballot. An increase to the TOT would also require a ballot measure and is not being pursued this year.

Scotts Valley Strategic Workplan for Fiscal Year 23/24

Status as of 6/30/2024



GOAL 2: Invest in operational enhancements to improve the efficiency of day-to-day operations.

STRATEGIES	TACTICS	STATUS
Document desk procedures and standard processes	Focus areas include: - Finance - Development Permitting - Public Works Maintenance	
Identify, prioritize and promote targeted subject matter training where needed	- Create intranet site as a “one stop” resource for all training programs available to staff - Provide access to on demand training and encourage staff to block time on their schedules to learn new skills - Utilize staff meetings and shift changes to deliver safety and operational trainings	
Finish implementation of software solutions for automation and efficiency	- Budget/Finance - PW Maintenance CMMS - Building and Planning Permits - Payroll system	
Attract and retain qualified staff in all departments	- Conduct a classification and compensation study - Continue to build positive work culture and support professional development - Recognize and reward high performance	

Notes: Most of these efforts are ongoing and have advanced significantly during the FY23/24. Desk procedures and standards have been developed for certain processes, and other needs have been identified. The intranet site has made significant progress and is expected to be released to staff in Q1 24/25. This intranet will include a one stop resource bank for training opportunities as well as commonly used forms, templates and information. Software implementation is on track except for the CMMS system which has experienced setbacks due to the selected vendor identifying errors in their RFP response, resulting in increased cost to the City. Staff are reevaluating the situation before proceeding. The City’s vacancy rate has decreased dramatically over this Fiscal Year with most departments fully staffed and only a few recruitments pending.

Scotts Valley Strategic Workplan for Fiscal Year 23/24

Status as of 6/30/2024



GOAL 3: Plan for the future by completing the General Plan update, Housing Element, and facilitating the future development of the Town Center.

STRATEGIES	TACTICS	STATUS
Submit Housing Element for HCD Certification by December 2023	• Submit first draft by July 10 • Review HCD comments and submit second draft by October 20 • Adopt Housing Element December 20 • Submit Adopted Housing Element to HCD by February 1 • Continue to work with our HCD reviewer for certification	
Complete General Plan by Spring of 2024	• Release EIR for public comment by Aug 10 • Respond to comments by October 30 • Bring final to City Council by December 31	
Progress through Town Center pre-development work	• Complete surface level environmental clean up • Hire Architect to update master layout in Specific Plan • Hire a consultant to update the Specific Plan EIR • Continue working through financing and partnership options	

Notes: This work is led by the Community Development Director and City Manager. The Housing Element was certified by HCD in April 2024 and the General Plan was approved by Council in December. The Town Center project continues to progress. Interviews for EIR consultants were conducted but a contract is on hold pending other Specific Plan updates. The City was awarded \$1M Community Grant from the Federal Government thanks to Congressman Jimmy Panetta toward the Town Center project and the City was awarded a \$175,000 competitive grant from AMBAG for predevelopment work, which is offsetting the cost of the specific plan update.

Scotts Valley Strategic Workplan for Fiscal Year 23/24

Status as of 6/30/2024



GOAL 4: Explore new ways to connect and partner with local businesses to explore Scotts Valley's brand and competitive advantage.

STRATEGIES	TACTICS	STATUS
Connect with businesses via one-on-one meetings, focus groups, surveys to collect data related to SV value proposition	- Build business database utilizing sales tax and business license data, media and networking contacts - Conduct outreach activities to solicit input - Aggregate and analyze data	
Develop SV tagline with business and community input	- Create drafts with business input - Utilize FlashVote for community input	
Explore new marketing opportunities for Scotts Valley.	- Complete Community Video Project - Partner with community organizations to promote Scotts Valley businesses and events	

Notes: Most of this work is being led by the Economic Development Subcommittee with City Manager and volunteer support. The Subcommittee started one-on-one meetings with businesses in the winter of 2024 and is ongoing. As more data is gathered, it will be analyzed for themes, lessons and opportunities to better serve the business community. Initial work on brainstorming tag lines started this year but is pending more feedback from the business community. The Community Video Project was complete and went live on the City's website. The City supported several community events, ribbon cuttings and continues to work closely with the Chamber of Commerce to celebrate Scotts Valley businesses.

Scotts Valley Strategic Workplan for Fiscal Year 23/24

Status as of 6/30/2024



GOAL 5: Re-establish recreation programming that supports the diverse interests of our community.

STRATEGIES	TACTICS	STATUS
Continue implementation of the Recreation Restoration Plan	• Reassess/reprioritize incomplete recommendations based on current needs and resources	
	• Develop a marketing plan to promote restoration projects	
Complete the Recreation Strategic and Parks Master Plans	• Support consultant on utilizing public input to draft master plan	
	• Bring plans to the City Council in early 2024 for adoption	
Develop new partnerships for programming	• Summer Youth activities	
	• Siltanen Pool operator	
	• Expand instructor network	
Expand services to better serve the public	• Create a Volunteer Program	
	• Revamp the Memorial Donation Program	
	• Expand public hours at the Recreation Office	
Utilize the Arts, Parks and Recreation and Senior Board Commission to advise program enhancements	• Parks and Recreation Commission Subcommittees to address Skypark court issues and Parks Master Plan	
	• Arts Commission meetings, fill vacancies, reengage in projects	
	• Senior board membership, meetings to advise enhanced programming and services	

Notes: This work is led by the Recreation Division Manager with support from the City Manager. The Recreation Department has made great strides establishing itself in the community through events, programs, and partnerships. The department hosted 16 events this year with over 600 attendees and an additional 20 classes and camps were hosted at City facilities. A contract was executed with Pacific Swim School to operate the Siltanen Family Swim Center for the next five years. A new playground was installed at Skypark, new artificial turf was installed at Siltanen park, and many other minor improvements made to our recreation facilities. In addition, a volunteer program and memorial donation program were revamped. The Department is fully staffed with 3.5 FTE allowing expanded hours at the Rec offices. The department also implemented software to bring efficiency and convenience to recreation program users via active net and the REC app for court reservations. All three commissions are full and meeting on a regular schedule again. Seasonal activity guides were published and distributed. The 90% draft Parks Master Plan was presented to Council and the Parks & Rec Commission in May for input and is schedule to be finalized in Q1 24/25.

Scotts Valley Strategic Workplan for Fiscal Year 23/24

Status as of 6/30/2024



GOAL 6: Prioritize implementation of critical Wastewater infrastructure projects.

STRATEGIES	TACTICS	STATUS
Build staff capacity to deliver capital projects	- Hire Wastewater Division Manager - Utilize consultant project managers, engineers on identified CIP projects - Determine long term WW plant infrastructure direction	
Identify and implement financing strategy to accelerate project implementation	- Analyze options to finance projects - Make recommendations to City Council - Implement Council direction	

Notes: A new Wastewater Division Manager started in March and several projects are underway to improve operations at the plant. In February, the City Council gave staff direction regarding the long term plant infrastructure plan and consultants are engaged in implementing necessary projects. Financing strategy will be needed in FY 24/25 as the long term plans are designed and can be costed out.

Scotts Valley Strategic Workplan for Fiscal Year 23/24

Status as of 6/30/2024



GOAL 7: Encourage civic engagement and improve transparency by launching the City's new website and budget portal and increase use of digital media to share and receive information with Scotts Valley residents.

STRATEGIES	TACTICS	STATUS
Continue to improve website content and accessibility	- Implement CivicClerk for agenda and minutes management - Complete Police Department new website - Review content and update as needed	
Increase City's social media presence and reach	- Increase coordination between the city's multiple pages managed by different staff - Produce more video content to attract viewers	
Host a Citizens Academy program	- Develop schedule, content, and application - Deliver program before Dec 2023 - Evaluate program and determine future use - Deliver 2nd program in Spring 2024	

Notes: This work is led by the City Manager with support from the executive team and administrative staff. CivicClerk was implemented in the Fall 2023, and has been in use ever since for all City Council, and Commission meetings. Administrative staff have audited the website and made appropriate updates including fully transitioning the Police Department website to the CivicPlus platform. Video content has not been explored yet, but will continue to be a priority. Two cohorts of Citizens Academy were successfully completed, one in the Fall 2023 and a second in the Spring 2024.

Scotts Valley Strategic Workplan for Fiscal Year 23/24

Status as of 6/30/2024



GOAL 8: Invest in improvements to bike and pedestrian safety.

STRATEGY	PROJECTS	STATUS
Integrate bike/ped improvements with funded road improvement projects	• Bean Creek Road rehabilitation	
	• Various striping projects	
	• Granite Creek Overpass improvements	
Include bike/ped needs in future road improvement plans	• Develop Mount Hermon Road master plan	
	• Initiate Scotts Valley Drive complete street design	

Notes: This work is lead by the Public Works Engineering Division in conjunction with identified CIP projects. Bean Creek Road and various striping projects are complete with new sidewalks and bike lanes. The City was awarded two grants from the Reginal Transportation Commission to support the two planning projects at Mount Hermon Road and Scotts Valley Drive, totaling over \$1 million. These projects have been started and will continue into FY24/25. The Granite Creek Overpass improvement project is advancing slowly due to coordination and permitting requirements from CalTrans.

Scotts Valley Strategic Workplan for Fiscal Year 23/24

Status as of 6/30/2024



GOAL 9: Support cultural events, art, and projects that celebrate Scotts Valley.

STRATEGIES	TACTICS	STATUS
Support non-profit events at City facilities	- Create a non-profit facility use policy and application form - Update event application process/forms - Develop agreements with sports leagues - Track fiscal impact of non-profit programs	
Support the SV Performing Arts Center with recreation programming and \$1/year rent of City facility	- Utilize 12 programming days at the PAC for Recreation programming - Manage lease agreement and programming requirements to ensure expectations are met	
Co-host cultural events such as the Multicultural Fair	Participate in planning the 2024 Multicultural Fair with the SV School District	
Host the 4 th of July parade (2023 and 2024)	- Police Department to lead planning event with support from Recreation and PW Maintenance. - Update Event playbook for future years	
Community Grants Program	- Conduct application process and recommendations to City Council - Execute contracts with awarded non-profit recipients - Monitor contract compliance and close out before fiscal year end	

Notes: This work is led by various departments including Recreation, Police and Administration. The Recreation Department updated the forms and for events to streamline the application process. Agreements with sports leagues were completed for the current season and are set up for annual renewals based on the agreements developed this year. The Performing Arts Center was utilized for some community events but not the full allocation of days. Rec will continue to identify events, camps and other opportunities to utilize the facility. A Wildfire preparedness and insurance event held at the PAC was well attended (over 250 people). Opportunities to improve the facility were identified and are in discussion with the Scotts Valley Theater Guild who operates the space. The 2024 Multicultural fair was delayed do to weather and will now take place in the fall. The 4th of July parade as a success with an expanded parade route, and new kid zone co-hosted by the Boys and Girls Club. The Community Grants Program was a success this year with \$57,500 awarded across 9 non-profits and all but one fulfilling their grant obligations.



2024-25 Strategic Goals

1. Pursue additional revenue sources to support a thriving City.
2. Invest in operational enhancements to improve the efficiency of day-to-day operations.
3. Complete pre-development activities to prepare the Town Center for development.
4. Develop a strategy to maximize recreation program cost recovery while continuing to build out the complement of recreation programs offered to support the diverse interests of our community.
5. Complete 80% design and funding plan to upgrade the wastewater treatment plant to next generation technology for recycled water and to comply with emerging water treatment regulations.
6. Improve roadway conditions with a focus on collector streets as identified in the City's Pavement Management Program.
7. Advance active transportation planning including redesign of Scotts Valley Drive and Mount Hermon Road.
8. Explore options for City offices to meet the future needs of the City.
9. Boost communication and collaboration with residents and businesses to foster relationships and civic engagement.
10. Celebrate Scotts Valley by supporting cultural events, developing Scotts Valley's brand, and investing in brand recognition.