



Memorandum

TO: PARKS AND RECREATION
COMMISSION

FROM: Jon Cicirelli

SUBJECT: GREENPRINT UPDATE -
ACTIVATESJ

DATE: May 20, 2019

Approved

Date

COUNCIL DISTRICT: ALL

RECOMMENDATION

Accept the report from the Department of Parks, Recreation and Neighborhood Services (the Department) on the status of the *Greenprint* Update ("Greenprint").

OUTCOME

This report will provide the Commission with a draft of the *Greenprint* strategic plan, now renamed to *ActivateSJ*. Commission feedback will support the Department in preparing a final draft of the strategic plan for City Council review and direction.

BACKGROUND

Originally adopted by City Council in 2000, and updated in 2009, the *Greenprint* established a 20-year strategic plan for the Parks, Recreation and Neighborhood Services Department to build and expand parks, trails, community centers, recreation programs and neighborhood services.

The *Greenprint* created a policy and program framework to support day-to-day and annual decision-making. This framework provided the foundation and the tools to assist in the delivery of facilities and programs that fulfill the Department mission, which is "to build healthy communities through people, parks and programs." The *Greenprint* provides the direction for the Department to make San José a better, more livable community, with attractive public

spaces, recreational opportunities, exciting community events and programs for people of all backgrounds, ages and abilities.

The *Envision San José 2040* General Plan guides the City organization to “periodically update a strategic plan (the *Greenprint*) to establish criteria and standards for the provision of parks and recreation services” – per the Parks, Open Space, and Recreation chapter (goal PR-1.13.)

The Department initiated an update to the 2009 Greenprint strategic plan in 2015. Since that time, staff has employed both external and internal outreach methods. External community engagement has built the foundation of the strategic plan update. In addition to obtaining feedback from Council Committees and the City Council as a whole, the Department engaged the community through various outreach efforts, including:

- Greenprint Update Steering Committee: With the guidance of several community members, groups and agencies, the Department formed a 24-member steering committee. The committee has offered insight for the strategic plan throughout the duration of the project.
- Technical Advisory Group: Consisting of multiple City departments, this team met five times and provided the creative brainstorming that began this strategic plan update.
- City of San José Commissions: Staff received foundational feedback in the initial stages of the project from the Senior Commission and the Youth Commission. Additional periodic updates have been provided to the community at publicly posted meetings for the Parks and Recreation Commission throughout the duration of the project.
- Intercept Events: Twenty-four events engaged community members with meetings in all council districts. Venues included parks and community centers, and often coincided with a special event.
- On-line Mapping Survey: Using an on-line mapping/survey tool (Mapita), nearly 1,450 community members responded by identifying where they live, work or visit in San José; what park, trail and community center facilities they use; what activities they enjoy at these locations; and what they thought of those facilities' conditions. Staff provided the Mapita survey in English, Spanish and Vietnamese.
- Public Forums: Department staff engaged interest groups by holding focus group sessions with stakeholders such as SPUR (the San Francisco Bay Area Planning and Urban Research Association), school superintendents, park and trail advocates, developers, the competitive sports community and the business community.

Completion of initial community feedback provided 12 main topics, which staff reported at the October 2017 Neighborhood Services and Education Committee¹. To streamline and consolidate the 12 topics, the Department developed five overarching concepts to serve as guiding principles, reflected below:

Initial 12 Topics	Five Overarching Guiding Principles
Community Engagement Support Public Life Age-appropriate, healthy, fun programs and services	⇒ Public Life
Regional Parks as Iconic Destinations (Grand Parks)	⇒ Identity
Equitable Park Access Interconnected Park System Recreation Facility Needs	⇒ Equity and Access
Access to Nature Conservation and Resilience Approach to Plants and Landscape	⇒ Nature
Methodology to Evaluate Park Quality Need for Reinvestment	⇒ Stewardship

This consolidation effort was a valuable step to ensure that Department staff would have a clearly defined and succinct path to guide its work plan over a 20-year period. After evolving from the 12 initial topics to the five overarching guiding principles, the Department sought internal feedback and buy-in from staff. During this process, staff spent time reflecting on and refining its Department vision and mission.

From April to December 2018, the project team engaged staff in the following ways:

- Team Meetings: Over 200 staff, across multiple divisions and work teams, provided feedback on the draft vision, mission and guiding principles that would make up the Greenprint’s next iteration.

¹ [Greenprint Update at 10.12.17 Neighborhood Services and Education Committee Meeting](#)

- Department-wide Survey: 210 full and part-time staff responded to an on-line survey seeking feedback on the draft vision, mission and guiding principles.

After internal review, the Department incorporated staff guidance to set a new vision, mission and theme for each guiding principle, which is further outlined in the Analysis section of this report. After refining these updates, staff developed a plan to reengage the San José community. In April 2019, and expected through June 2019, the Department has and continues to employ the following outreach tactics:

- Community Meetings: Staff has and continues to meet with council district neighborhood leadership groups to gain insight on how to best refine each of the five guiding principle's value statements, which will define the goals and objectives outlined in the document. To ensure we hear from a broad and diverse portion of the community, staff is planning to cohost monolingual (Spanish and Vietnamese) community meetings with Somos Mayfair, the Greater Washington Area, the Vietnamese-American Cultural Center and the International Children Assistance Network.
- Citywide Community and Business Survey: Staff has developed and is in the process of implementing a Citywide survey, which will be available in multiple languages, to receive input on each of the five guiding principle's value statements. The survey will be distributed to neighborhood business districts, Chambers of Commerce, including ethnic chambers; non-profit organizations; neighborhood leadership groups and neighborhood associations; will be posted on social media platforms and broadcasted on Nextdoor.com; and shared with all Parks, Recreation and Neighborhood Services facility participants and customers.
- Community Events: Staff will be present at 18 events through the fall of 2019 (see attachment), to raise awareness about services, programs, parks, centers and trails. These will be distributed via earned and paid media outlets, including the Mercury News, Times newspapers, Univision digital and news, and Viet Bao newspaper. Additionally, the ads will be placed on social media and shared via Council Offices and partners. The ads are monolingual and in three languages (English, Spanish, and Vietnamese). Staff placed an emphasis on transcreating the Spanish and Vietnamese ads, going beyond simple translation to ensure the message is culturally relevant.
- Explore Your Park: The month of July is Park and Recreation Month. The Parks Foundation and the Department will collaborate on an effort to activate parks and build excitement by offering an incentivized scavenger hunt at several parks.

Over the past year, staff has continued to make progress on the strategic plan update. Feedback received has provided clarity for defining future project delivery and aligning goals and objectives to the plan's five community-inspired guiding principles.

ANALYSIS

This report provides a status update on the development of the Greenprint strategic plan. The data gathered during the internal and external outreach process documented the scale, opportunities and constraints found throughout the City's collection of parks, trails, community centers, programs and services.

The intercept events, surveys, community meetings and other public forums resulted in a wide range of input. Throughout the feedback process, the Department discovered that the community wishes to see greater attention paid to the Department's programs, services, operations and maintenance.

Name Change

This strategic plan speaks in broad terms about how the Department will deliver programs, services and projects. Over the past decade, the term "Green" has become synonymous with the environment. The Department plays an important role in protecting the environment, while also extending its influence and impact to serve the community. For this reason, staff proposes to change the title of the document to *ActivateSJ*. This name conveys a forward-looking Department that is focused on making San José lively, active and fun.

Vision and Mission

The Department has an essential role to play in creating a livable city. Parks, trails and community centers are important resources for recreation, wellness and community building. A wide and inclusive variety of programs offered serve and support people of all ages and abilities, including pre-school aged children, people with disabilities, at-risk youth, seniors and everyone in between. The Department is proposing a new vision statement as part of this update.

Healthy Communities that Inspire Belonging.

The variety and impact of Department projects, programs and services create opportunities for people to connect. Special programs, activities, and events like Viva CalleSJ, Senior Nutrition Programs, picnic sites and sports fields, all contribute to social interaction. These people-focused efforts are at the head of what the Department provides daily, and the revised mission statement is intended to convey that.

Connecting People through Parks, Recreation and Services for an Active San José.

Guiding Principles

Staff proposes to organize the document around five guiding principles to capture the community's priority themes:

1. **Public Life** – Public Spaces for a Fun and Healthy San José
2. **Identity** – A Premier System of Parks, Recreation and Neighborhood Services
3. **Equity and Access** – Welcoming All Ages, Neighborhoods and Abilities
4. **Nature** – Protect, Preserve and Promote
5. **Stewardship** – Take Care of What We Have and Move Forward

Staff will use the *Greenprint* update (*ActivateSJ*) to align all projects, programs and services by the five guiding principles. *ActivateSJ* will intentionally be succinct and will meet the General Plan condition for establishing criteria and standards. The updated strategic plan will be structured as an easy to reference document to support usage by all stakeholders, including the community, Department staff and the City Council.

Organizationally, *ActivateSJ* will follow a logical path as demonstrated below:

Vision → Mission → Guiding Principles → Value Statements → Goals → Objectives

The goals and objectives will be clearly referenced in a Benchmarking Table, which will guide and track Departmental progress. The Benchmark Table will be periodically revisited and adjusted to meet the changing needs of San José throughout the planning cycle.

Draft Strategic Plan

Staff is seeking feedback on the draft document structure and outcomes (the link to the draft document has been placed at the end of this memorandum). The Department has worked closely with the Greenprint Update Steering Committee and has previewed portions of the document at public meetings; however, the members of the Parks and Recreation Commission are part of the first members of the public to see the document in its entirety. The Parks and Recreation Commission is being asked to review content. The design and layout will be considered later in the strategic plan update process. Feedback received will assist staff in ensuring alignment of proposed goals and objectives with *ActivateSJ*'s community-inspired guiding principles.

Moving Forward

As the Department is nearing completion of the strategic plan update, next steps include seeking input from the Greenprint Update Steering Committee and the Neighborhoods Commission on document structure and outcomes. With guidance received, staff will release a draft of the document for a 30-day public review period in summer 2019. All comments will be carefully

considered and incorporated in a final draft document to be presented to the City Council in fall 2019.

EVALUATION AND FOLLOW-UP

Staff will continue to seek input from the Greenprint Update Steering Committee, the Neighborhoods Commission, internal Department staff and the greater San José community through a 30-day public review period in summer 2019. Upon review and careful implementation of feedback received, the Department plans to present the final draft strategic plan to the City Council in fall 2019.

PUBLIC OUTREACH

This memorandum will be posted on the City's Council Agenda website for the June 5, 2019 Parks and Recreation Commission Meeting.

COORDINATION

This memorandum has been coordinated with the Department of Planning, Building and Code Enforcement, the Office of the City Attorney and the City Manager's Budget Office.

COMMISSION RECOMMENDATION/INPUT

Staff have sought feedback from multiple City commissions during the duration of this project, including the Parks and Recreation Commission, the Senior Commission and the Youth Commission. After presenting at the June 2019 Parks and Recreation Commission Meeting, staff will continue to seek the Neighborhoods Commission input by presenting a draft of the strategic plan document at their June 2019 Commission meeting. After incorporating the Commissions' guidance, staff expects to release a draft of the document for a 30-day public review in summer 2019.

CEQA

Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action.

/s/
Jon Cicirelli
Acting Director of Parks,
Recreation and Neighborhood Services

For questions, please contact Yves Zsutty, Division Manager, at (408) 793-5561.

[Link to draft strategic plan document and benchmarks \(ActivateSJ - formerly Greenprint\)](#)
Attachment A – List of Community Events

Attachment A

Date	Event	Location
5/10/2019	Neighbor Nights – Willow Glen	Willow Glen Community Center
5/19/2019	Viva CalleSJ Spring	Downtown & East Bound
6/6/2019	Viva Parks – Movie Night	Aborn Park
6/14/2019	Neighbor Nights - Berryessa	Berryessa Community Center
6/23/2019	Picnic with Peralez	Cadence Amphitheatre at the Children’s Discovery Museum
6/27/2019	Viva Parks – Movie Night	Palmia Park
7/4/2019	Family Fun Festival & Fireworks	Almaden Lake Park
7/16/2019	Viva Parks – Movie Night	McLaughlin Park
7/21/2019	TBA - Latin American Salsa Festival	Discovery Meadow
7/25/2019	Viva Parks – Movie Night	Children of the Rainbow Park
8/9/2019	Neighbor Nights - Cypress	Cypress Community/Senior Center
8/9 - 8/12/19	San Jose Summer Jazz Fest (2 days)	San Jose (Downtown)
9/15/2019	Almaden Art & Wine Festival	Almaden Lake Park
9/22/2019	Viva CalleSJ Summer	TBA
9/28/2019	BBQ in the Glen	Bank of America parking lot, at 1245 Lincoln Ave, San Jose, CA 95125
10/12/2019	Day in the Park	Lake Cunningham Park
TBA	D7 Festival (tentative)	
TBA	Celebrate Cambrian (tentative)	

SAN JOSE
PARKS, RECREATION &
NEIGHBORHOOD SERVICES

Greenprint (ActivateSJ) Update

Parks and Recreation Commission: June 5, 2019

Presenters: Nicolle Burnham, Deputy Director and Yves Zsutty, Division Manager

OUTREACH

External Stakeholders: Community 2016-2018

- 24** Community Events
- 25** Stakeholder Meetings
- 1,440** Responses Interactive Mapping Survey
- 7** Steering Committee (24 members)

Internal Stakeholders: Department 2016-2018

- 345** Survey Responses (Full and Part-time staff)
- 2** Manager & Supervisor Surveys
- 11** Outreach Meetings (200 staff)
- 5** Technical Advisory Group Meetings
- 1** Informational Video

CLARITY

October 2017 Primary Community Feedback	May 2019 Guiding Principles
<ul style="list-style-type: none"> • Community Engagement • Support Public Life • Age-appropriate, healthy, fun programs and services 	<p>Public Life</p>
<ul style="list-style-type: none"> • Regional Parks as Iconic Destinations • (Grand Parks) 	<p>Identity</p>
<ul style="list-style-type: none"> • Equitable Park Access • Interconnected Park System • Recreation Facility Needs 	<p>Equity and Access</p>
<ul style="list-style-type: none"> • Access to Nature • Conservation and Resilience • Approach to Plants and Landscape 	<p>Nature</p>
<ul style="list-style-type: none"> • Methodology to Evaluate Park Quality • Need for Reinvestment 	<p>Stewardship</p>

Public Life – Public Spaces for a Fun and Healthy San Jose

- Connect People to People
- Connect People to Places
- Provide Opportunities for Active Living
- Provide Fun Places to Play



Identity – A Premier System of Parks, Recreation and Neighborhood Services

- Great Places to Visit, Play and Celebrate our Cultures
- Leaders in Parks, Recreation and Neighborhood Services
- Healthiest City



Nature – Protect, Preserve, Promote

- Connect All People to Nature
- Favor California Landscapes
- Provide Space and Resources for Nature



Equity & Access – Welcoming all Neighborhoods, Ages and Abilities

- Include the Community in Decisions
- Quality, Affordable Programs for All
- Promote Healthy Communities



Stewardship – Take Care of What We Have and Build Forward

- Maintenance Matters
- Always Improve
- Community is Part of the Solution
- Be a Great Community Investment
- Be Experts in our Fields



WHAT GUIDES US?

VISION: Healthy Communities that Inspire Belonging.

MISSION: Connecting People through Parks, Recreation and Services for an Active San José.

NAME CHANGE

Greenprint



ActivateSJ



**PARKS
OF THE FUTURE**



COOL PARKS

KNOW THE WAY



COMPASS

STRUCTURE



ActivateSJ

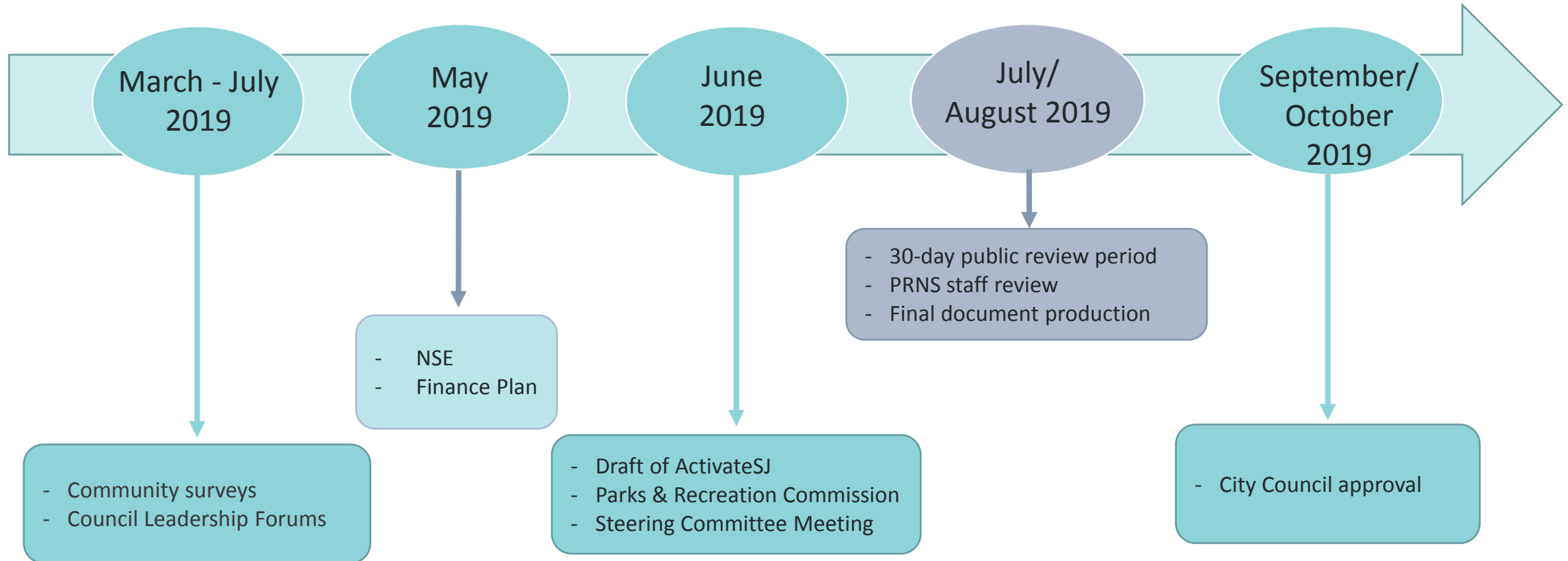
Example - IDENTITY

We Aspire To...	To Achieve Our Aspiration We Will...	In the Next 3 to 5 Years We Will Take These Steps...
<p>Advance our reputation as one of the nation's healthiest cities.</p>	<p>ID6. Encourage healthy lifestyles for all</p> <p>ID7. Support the City's WHO Age Friendly designation through programming and facilities</p>	<p>ID6a. Establish relationships with local major health care providers (County of Santa Clara, Kaiser, Sutter, etc.) to conduct Health Assessments before / after park development and encourage prescriptions to our parks for their patients.</p> <p>ID6b. Identify community partners (e.g., AARP, YMCA, etc.) employ park facilities for healthy activity and positive outcomes.</p> <p>ID7a. Develop design guidelines for Age Friendly park facilities as a national model.</p> <p>ID7b. Evaluate programming for consistency with Age Friendly designation and modify / update as needed.</p>

Example - STEWARDSHIP

We Aspire To...	To Achieve Our Aspiration We Will...	In the Next 3 to 5 Years We Will Take These Steps...
<p>Build, equip, and recognize a workforce that takes pride in their service to the community.</p>	<p>S11. Establish and maintain Agency Accreditation from the Commission for Accreditation of Parks and Recreation Agencies (CAPRA)</p> <p>S12. Prioritize training and development of staff</p>	<p>S11a. Develop Accreditation Committee consisting of internal and external stakeholders</p> <p>S11b. Review requirements for CAPRA Accreditation</p> <p>S11c. Evaluate existing programs and practices and compare to CAPRA requirements</p> <p>S11d. Identify gaps in programs and practices and develop work plan to close gaps.</p> <p>S12a. Promote ways to engage employees through education and outreach.</p> <p>S12b. Increase number of staff with National Recreation and Park Association (NRPA) certifications</p> <p>S12c. Increase number of San Jose expert presenters at State and National conferences</p> <p>S12d. Identify necessary training programs and increase the number of specialized staff trainings provided.</p>

SCHEDULE



ONGOING OUTREACH

- Council District Leadership Groups
- Monolingual Community Meetings
- Citywide Trilingual Survey (900 responses in first six days!)
- City Commissions – Parks and Recreation, Senior, Youth, Human Services, Neighborhoods
- Community Events (e.g., Neighbor Nights, Viva Parks)
- Print, Social and On-line Media
- Explore Your Park Interactive Program

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