

CHAPTER 3

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## Financing & Marketing Strategies





A key objective is to establish effective financing for the construction of parks and recreation facilities, as well as provide ongoing funding for programs, operations and maintenance. The financing issue was recognized as a challenge from the start in the *2000 Greenprint* effort. This challenge was partly met with the passage of a general obligation bond; however, many projects remain unfunded. To address these remaining needs the *Greenprint Update* identifies several financing strategies for consideration by the City.

#### **Financing Principles**

The following seven funding principles were used to guide the *Greenprint Update*:

- 1. The pricing of all programs and services will follow the guidelines established in the PRNS Pricing and Revenue Policy;***
- 2. Recommendations in the Greenprint Update should be financially sustainable, i.e., funding sources must be identified and quantified that match programmed expenditures;***
- 3. Programs should define the facility design;***
- 4. Renovation and maintenance of existing facilities should be a high funding priority;***

***5. Maintenance and operations costs must be Considered;***

***6. Innovative ways of meeting park and recreation needs and goals should be pursued.***

These strategies may eventually reduce dependence on the City's general operating funds and ease the burden of facilities, programs and services supported by property and other taxes. Innovative ways of meeting park and recreation funding needs and goals should be pursued.

#### **Funding Sources**

The City's ability to achieve the Capital Action Plan recommendations will depend upon the availability of funding both for construction of the facilities and for their operation and maintenance. Currently the major revenue sources for parks and recreation facilities include, but are not limited to:

- Construction and Conveyance Taxes (C&C);
- Parkland Dedication Ordinance (PDO) and Park Impact Ordinance (PIO);
- General Fund (City's general operating fund);
- San Jose Redevelopment Agency;
- Open Space Authority (OSA) Funding Program;
- Federal, state, and local grants;

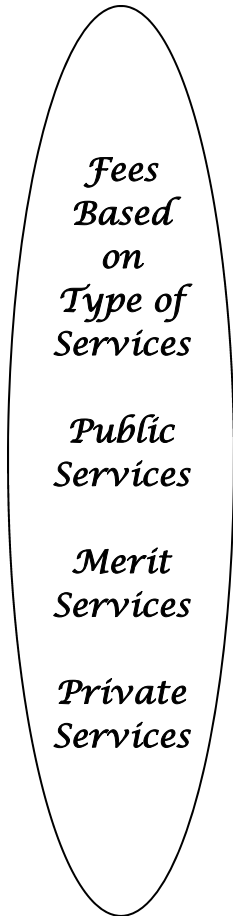
- Other sources such as bonds, recreation program fees and charges, parking fees and interest income.
- **Construction and Conveyance Taxes**  
The Construction and Conveyance Taxes (C&C) are one of the primary sources of revenue for capital improvement projects. The Construction Tax is imposed on new residential, commercial and industrial development. The Conveyance Tax is imposed when real property is conveyed (sold). Both taxes are dependent upon activity in the real estate market. The City's Municipal Code specifies that 64 percent of the C&C be allocated for park and recreation purposes. Of these funds, 15 percent is used to augment regular park maintenance. The remaining 85 percent supports capital development and infrastructure rehabilitation associated with parks, trails and recreation facilities.
- **Park Trust Fund**  
For new housing development the City requires the dedication of parkland or the payment of in lieu impact fees. The PDO and PIO assist the City achieve its adopted service level objective of providing 3.5 acres/1,000 residents of neighborhood/community serving parkland. Residential projects with 51 or more units can be required to dedicate land in accordance with the

requirement of 3.0 acres for every 1,000 new residents. In order to use the Park Development and Park Impact Ordinance (PDO/PIO) fees to achieve the service level objectives and to ensure that these fees are being spent within the nexus of the development paying the fees, the following guidelines have been developed:

- **Neighborhood Serving:** PDO/PIO fees should be spent within a  $\frac{3}{4}$  mile straight line radius from the development for neighborhood serving elements. Neighborhood serving elements include, but are not limited to, neighborhood parks, playgrounds, and open recreation areas;
- **Community Serving:** PDO/PIO fees should be spent within a 3-mile straight line radius from the development for community serving elements. Community serving elements include, but are not limited to trails, community centers, sports fields, skate parks, dog parks, community gardens and aquatic facilities. This is an increase from the 2-mile radius practiced following the *2000 Greenprint*. The greater radius allows more flexibility on where funds can be used.

### **PDO/PIO Radius**

**Neighborhood Serving Radius =  $\frac{3}{4}$  miles**  
**Community Serving Radius = 3 miles**



**• General Fund - Ending Fund Balance**

The City’s General Fund is the primary operating source used to account for all the revenues and expenditures of the City which are not related to a special or capital fund. In the past, the City has used surplus funds for capital project development. Since 2000, substantial funding has been allocated to acquisition and development of recreation projects from the General Fund. Some of the funded projects include the Almaden Winery Center, Alviso Youth Center, Boggini Park Restroom, Camden Community Center, Doerr Park Restroom, Houge Park Playground and Southside Center Computer Lab. In 2004 the City Council adopted Policy 118 “Operating Budget and Capital Improvement Program Policy” which directs staff that any additional Ending Fund Balance from the General Fund identified in the City’s Annual Report shall be split 50% for unmet/deferred infrastructure and maintenance needs and 50% to offset any projected deficit for the following fiscal year. Given the current state of the economy, it is extremely unlikely that this funding source will be available in the foreseeable future.

**• Pricing and Revenue Policy**

The Pricing and Revenue Policy is a mechanism for allocating the use of public funds, creating a financially sustainable approach for recreation services and facilities, maximizing the use of

programs and facilities and ensuring affordable access to programs and services. The Pricing and Revenue Policy and guiding principles provide a framework and methodology to minimize program and service reductions while maintaining quality parks and recreation services for our residents.

**Guiding Principles**

**1. Defining Type of Service**

To maximize the distribution of available parks and recreation resources to the greatest number of residents, PRNS prioritizes the subsidization and funding of programs. To determine the percentage of subsidy allocated, Public, Merit and Private categories are used to identify the level of community/public or individual/private benefit a user receives.

- Public Services - Public services provide all users the same level of benefit and can be accessed by the broadest cross section of the population; they receive the highest level of subsidization. Examples of public services include clean and accessible parks and trails.
- Merit Services - Merit services provide benefit to both the community and individual. These programs should follow a cost sharing model between subsidy and a fee to the customer. Some portion of the cost of service

should be supported by the user thus lowering the general fund contribution. Examples of merit services include swim lessons and after-school programs for youth.

- **Private Services** - Private services provide benefit to the individual, are typically specialized and provide minimal to no benefit to the community. These services should receive a minimal subsidization (if any) and the fee to participate is the responsibility of the user/customer. Examples of private services include language classes and golf lessons.

### **2. Calculate Cost of Service**

PRNS will collect cost of service data to determine the actual cost per unit of specific services, including direct and indirect costs. Direct costs are exclusively attributed to a program or service and can include salaries for staff directly providing the service, supplies and materials. Indirect costs are attributed to more than one program and can include supervisor salaries, maintenance, utilities, leases, equipment replacement and technology.

### **3. Determine Cost Recovery Goals**

PRNS will set targets for the recovery of program costs through the collection of user fees. Targets will be expressed as the percentage of the overall program budget PRNS intends to recover. Cost

recovery goals will align with public, merit and private service categories and reflect the level of community/public and individual/private benefit received. Cost recovery goals shall be reviewed annually with consideration of the City's overall operating budget.

### **4. Provide Affordable Access**

Provide San José residents with affordable access to participation in recreation activities, PRNS will implement a formalized scholarship program. Eligible scholarship applicants will demonstrate proof of qualified income verified by participation in one of the pre-existing local, state or federal assistance programs determined by the City Manager Office or his/her designee.

PRNS will continue to generate scholarship funding with partners, advisory groups, community based organizations and individual donors. Additionally, PRNS will develop a scholarship fund with a percentage of revenue collected, ensuring future scholarship funding.

### **5. Create Revenue Strategies**

PRNS will use a variety of methods to generate revenue to offset the general fund subsidy for recreation programs and services. These methods shall include created income, partnerships and differential pricing methods:

*Capital Funding*  
 vs.  
*On-Going Operation And Maintenance Costs*  
 Can the City Support a New Facility?

- Created Income - To support the operating costs of PRNS and to meet cost recovery goals that cannot be achieved solely by pricing of services, PRNS will implement created income strategies that include, but are not limited, to sponsorships, grants and foundations;
- Partnerships - Partnerships with private and public entities are vital to enhance service levels and to keep program fees affordable to residents. PRNS will continue to cultivate existing relationships and employ new partnerships with volunteers, school districts and community based organizations to minimize program fees as appropriate;
- Differential Pricing Methods - PRNS will implement an assortment of pricing methods to increase customer options. Differential pricing methods will maximize facility usage and encourage users to move to options that best accommodate their schedules and price points. Differential pricing methods may include pricing by weekend/weekday rates, trade for services, price based upon length of stay, price by amenity and incentive pricing such as early bird registration. The pricing of programs, services and facilities shall be reviewed on an ongoing basis by the City Manager's designee and adjusted to accommodate changes in operations,

maintenance costs and the marketplace to ensure progress towards the City Council approved cost recovery percentages goals.

**6. Engage Community**

To ensure ongoing community engagement PRNS will implement a variety of strategies to inform, educate and receive input from user groups. Community engagement strategies may include electronic updates, mailings, focus groups and community meetings.

The Pricing and Revenue Policy and guiding principles focus on the development of creative solutions to ensure that city's residents can continue to enjoy properly maintained parks and community centers.

• **San Jose Redevelopment Agency**

The San Jose Redevelopment Agency (SJRA) has been a very active partner over the last 20 years in the downtown area and has played a significant role in funding many public facilities. In addition the Agency has expanded its role and is funding the Strong Neighborhoods Initiative (SNI). SNI is a partnership between the City of San José, SJRA and San José residents and business owners to strengthen the City's neighborhoods by building clean, safe and strong neighborhoods with independent, capable and sustainable neighborhood

organizations. Tax increment is the primary source of revenue that redevelopment agencies receive to undertake projects. It is based on the difference between the current value of property and its value after redevelopment. This tax increment money cannot fund daily operations and maintenance of City amenities, including recreation facilities.

Since 2000, RDA has invested over \$56 million in park and community center developments, in addition to its payments to the PTF through the voucher program for low income units.

### **Intergovernmental Funding Sources**

#### **• Santa Clara County Open Space Authority**

In 1994, Santa Clara County residents approved an annual benefit assessment of \$12 per parcel to fund the Santa Clara County Open Space Authority (OSA). Eighty percent of the funds are used to acquire and manage lands within its jurisdiction. The OSA Board of Directors have allocated twenty percent of its funds to six participating jurisdictions to assist with their own open space programs. Twenty-Percent Funds are allocated on each jurisdiction's share of the total number of parcels within the assessment district. San José has the largest number of parcels and receives the largest share of the Funds under the Urban Open Space Program.

The City applies for open space funding on a per project basis, which meets the City's and the Authority's open space requirements and goals. Projects that qualify for funding include land acquisition and development, environmental restoration and/or planning and construction of projects that provide or enhance open space. This includes projects that increase public appreciation of open space, such as trails, overlooks, and interpretive signage and projects that convert surplus or abandoned lands.

Future funds from OSA will most likely be used for acquisition and/or improvements to regional facilities, such as creek trail corridors, restoration or open space projects. From 2000 to 2008, the City has received over \$5.3 million dollars from OSA.

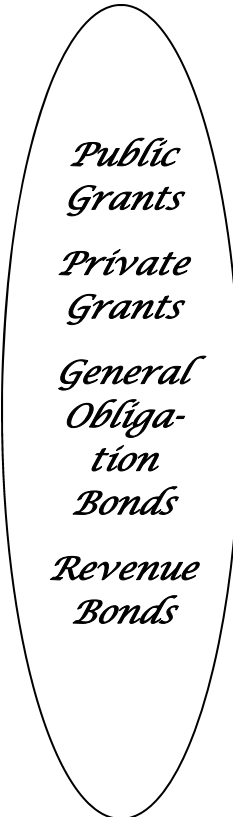
### **Grant Funding Sources**

#### **• Trail Grants**

Since 2000, the City has been successful in attracting \$18 million in grants for trails from a variety of federal, state, and local sources. Trail projects are ongoing and in several stages of completion. The City will continue to pursue grants to fund trail development.

#### **• State Bond Grants**

The voters of the State of California passed Proposition 12 in 2000, a Park Bond Act that



provided direct capital funds available to local jurisdictions based upon categorical allocations and competitive grant applications. Proposition 13, passed at the same time, offered opportunities for open space funding associated with watershed protection. Proposition 40, passed by the State in 2002. It also provided direct funding for capital projects and competitive basis grants. These Bond Act Programs have contributed approximately \$22 million toward San José recreation developments, not including the trail grants mentioned above.

State voters approved Propositions 84 and 1C in 2006, which together provide \$600 million in statewide park funding for competitive grant programs to local agencies. The City will pursue these grants to augment its recreation facility development.

**• Federal Program Grants**

The City of San José has historically received federal grants administered via State and local agencies such as the Valley Transportation Authority (VTA) and Caltrans. In addition, the City has received funds from the Federal Government through the Community Development Block Grant Program (CDBG) for park and community center acquisition and development. Since 2000, the City has received approximately

\$7 million in federal grant funds for recreation development. The City will continue to pursue federal grants to augment its recreation facility development.

**• Private Grants and Endowments**

Private grants and endowments are areas that have not yet been developed by the City as funding sources. With the emerging wealth in the region, it seems these sources could be further developed. Once it is established, the Parks and Community Foundation may pursue this endeavor.

**• Municipal Revenue Bonds and Lease Revenue Bonds**

Bonds may be issued to finance a specific project where the debt obligation is repaid from project revenues. These are typically issued for improvements to sewer systems, airports, or bridges, and the revenues from the operation of these facilities are pledged for the repayment of the bonds. Additionally, a municipality may issue bonds to finance a specific project where the repayment of the debt obligation is from lease payments made by the municipality to another entity. The lease may be of the project being financed or of another facility owned by the municipality. These bonds are lease revenue bonds and are also referred to as lease, lease-back arrangements. Typically, for both revenue bonds

and lease revenue bonds, bondholders are limited to the revenues or lease revenues pledged as the repayment sources. Los Lagos Golf Course is an example of a city facility that was financed by the issuance of lease revenue bonds.

### **General Obligation Bonds**

A local general obligation bond requires a 2/3 approval vote and is secured by the taxing power of the municipality issuing it. In November of 2000, the City of San José voters approved a \$228 million General Obligation Bond, specifically known as the San José Safe Neighborhood Parks and Recreation Bond (Measure P), for the purpose of acquiring property and constructing improvements to parks and recreation facilities throughout the City. This bond passed with over a 78 percent approval rating. Projects funded from the bond resources included the renovation of 90 play areas, 28 restrooms and 9 community centers, construction of a lighted softball complex and soccer complex, enhancements to Happy Hollow Park & Zoo, Kelley Park, Emma Prusch Memorial Park, the Municipal Rose Garden and Almaden Lake Park and the extension of four (4) trails.

### **Financing Recommendations**

Creation and implementation of a financing strategy is an integral part of the *Greenprint Update*. Due to the uncertainties related to

existing funding to PRNS, as well as the overall shortfalls in meeting the goals of the 2000 *Greenprint*, a range of actions funding available for parks and recreation facility development, and ongoing operations and maintenance functions are discussed below. These actions include:

#### **1. *Implement fee changes for recreation programs and facilities in order to generate additional revenues for the City***

Implementing the recommendations from the current Pricing and Revenue Policy that is under development would bolster revenues for operation and maintenance costs for recreation programs and facilities.

#### **2. *Define a greater nexus for community facilities under the PDO and PIO***

When payment of parkland fees in lieu of land dedication is required from a residential developer in accordance with the PDO or the PIO, these funds are deposited in the PTF by the City. Parkland fees collected pursuant to the ordinances are to be used for the development, including acquisition or renovation of:

1. Park facilities
2. Recreation facilities
3. Trails
4. Joint-use agreement with other agencies



The recreational facilities developed or renovated with such parkland fees must serve or benefit the project paying the park in-lieu fee.

For neighborhood recreation facilities the City will continue to use the current guideline of 3/4 mile or the nearest neighborhood park to the residential development as its nexus (proximity) requirement. For community recreation facilities, the City will define the nexus as within a three-mile straight line radius.

**3. Increase the Conveyance Tax collection and focus on infrastructure backlog**

Currently, 64 percent of the combined Construction and Conveyance Taxes (C&C) are allocated for parks and recreation purposes and placed into a Central Fund. By City ordinance, a maximum of 15 percent is transferred from the Central Fund onto the City’s General Fund to augment general park maintenance and the remainder is used for capital improvements.

The City could consider a ballot measure to double the amount collected from the Conveyance Tax and allow the City to use a greater amount of it toward routine park maintenance. Doubling the current rate of \$3.30 per \$1,000 to \$6.60 per \$1,000 would

increase the amount payable at sale on a typical \$500,000 home from \$1,650 to \$3,300. This would also almost double the amount available for addressing the infrastructure renovation and maintenance backlog as Conveyance Taxes constitute almost all (98 percent) of C&C revenues. This proposal requires voter approval by a two-thirds margin.

On July 5, 1972 the City of San José established Council Policy 1-6 titled “Parks and Recreation Priority for Expenditure of Funds Collected from the Construction Tax and Property Conveyance Tax.” In order to ensure consistency amongst documents, Council Policy 1-6 will be sunsetted upon approval of the *Greenprint Update*. Moving forward, the City should allocate C&C tax fund revenues to the priorities laid out in the respective Urban Planning Area actions plans. Priority for expenditure of these funds should always go towards projects which support the deferred capital maintenance of the department’s assets. However, this does not preclude the use of the funds for strategic new development opportunities.

**4. Consider a Parcel Tax**

The City Council could consider a ballot measure for a parcel tax similar to the Library’s parcel tax, which could generate approximately

\$6.2 million dollars annually to support the recreation programs and facilities provided by the City. To raise the above amount would require a \$25 per parcel fee. This action would require voter approval by a two-thirds margin.

### **5. *Open Space Authority's 20 Percent Program***

The City's share of the Open Space Authority's 20 Percent Program should be used solely to fund trail development within the valley floor. These program funds could be used as matching funds for other grant sources and will help to implement the City's Green Vision of 100 miles of interconnected trails throughout the City. This action is consistent with OSA's 20 Percent Program.

### **6. *Explore City General Obligation Bond funding***

The *Greenprint Update* identifies capital needs far beyond the current level of funding. Needed projects are spread across the Urban Planning Areas and range from adding sports fields, to constructing aquatic facilities, to building out master plans in citywide/regional parks. It will take the passage of a second general obligation bond in the range of \$300 to \$500 million to begin to realize these projects.

### **7. *Create a revolving fund to loan money for***

### ***parkland acquisitions with repayment from the PDO/PIO's Park Trust Fund as the major benefactor of the loans***

San José has great difficulty in meeting its service level objective of providing 3.5 acres of neighborhood/community serving parkland per 1,000 population primarily for two reasons: there is very little undeveloped land available, and it is very expensive. The main source of funding to buy land is the PTF, supported by the PDO and PIO. But these ordinances limit their expenditures to property in proximity to the development generating the funds (nexus requirement). In a number of situations property is available that will meet the nexus for development anticipated to take place within a few years. By then, however, the property will have been sold for other purposes. A revolving loan fund would allow purchase of the land when it is available, with payback to the revolving fund primarily with the PDO fees. There are two possible sources for generation of the revolving fund. The first depends on the success in fundraising by the proposed Parks and Community Foundation discussed below. A second source is funds generated by the sale of surplus City land, already under consideration by the City Council. Placement of these moneys into a revolving parkland acquisition fund would provide a permanent source of funding. These actions would not require voter approval.



**8. *Ensure the PDO/PIO Fees are set at 100 percent of the amount stated in the Annual Land Value Study***

This action will ensure the City’s ability to fund land acquisition with PDO and PIO fees collected. The action requires the City Council to annually approve adjustments to the Park In-Lieu Fees to reflect 100 percent of the land value in each of the Multiple Listing Service (MLS) zones within the City.

**9. *Partner with the Redevelopment Agency to support park and recreation projects in Redevelopment Project Areas***

The San Jose Redevelopment Agency has been very active over the last 20 years in the downtown area and has played a significant role in funding many public facilities. In addition, the Agency has expanded its role and is funding the Strong Neighborhood Initiative Program (SNI), which strengthens the City’s neighborhoods.

**10. *Aggressively pursue state and federal grants***

The *Greenprint Update* can assist the City in matching future park and recreation facility needs to potential new funding sources. A careful assessment of existing and emerging grant programs should be conducted and projects matched to specific criteria.

**11. *Develop a City-Wide Parks and Community Foundation***

Developing a City-wide tax-exempt foundation with strategically targeted trustees will attract private contributions, endowments and corporate sponsorships. The proposed San José Parks and Community Foundation would provide residents and business partners an opportunity to support on-going programs and projects while receiving tax benefits for their efforts. The San José Parks and Community Foundation should be developed to raise significant funding, promote awareness of the City and encourage collaboration among partners. The City has invested in the start-up activities needed to establish a strong working Foundation. The ultimate goal of the City’s investment would be a financially independent and viable San José Parks and Community Foundation that enhances the City’s parks and recreation programs and capital projects.

**12. *Pursue Joint Use Projects***

Joint use projects have the opportunity to achieve adopted goals and other policies at a reduced cost. The City will need to continue to aggressively pursue joint funding and facility cost-sharing opportunities with the 19 school districts and two college districts within the City of San José, Santa Clara County, the Santa Clara Valley Water District and private foundations. Joint

funding opportunities for operations and maintenance of recreation facilities and schoolyards/fields should be explored in addition to capital cost sharing.

On October 28, 2008, the City Council approved an ordinance predicated on the successful November 4, 2008 voter approved ballot measure (Measure M) which allowed for the amendment of the City Charter to allow the City Council to enter into agreements with non-City entities or individuals, for use of certain City parks for a term of up to 25 years, without voter approval. This change to the City Charter will allow the City to develop innovate public/private partnerships on City parks to assist with the development, operations and maintenance of facilities for the public.

On November 1, 1977, the City of San José established Council Policy 6-8 titled “City Improvement of School Sites for Public Recreation.” In order to ensure consistency amongst documents, Council Policy 6-8 will be sunsetted upon approval of the *Greenprint Update*. The purpose of the Policy was to guide the City on investments for the improvement of school sites for public recreation and to encourage school districts and the City to cooperate in the joint planning, development and use of school areas

and facilities for public playground and recreation purposes as a supplement to the City’s park and recreation system. As mentioned previously in this *Greenprint Update*, the lack of available space for new park facilities, especially sports fields, requires that the City continue to partner with school districts moving forward. This is evident in the ongoing development partnerships with San Jose Unified and East Side Union school districts. Moving forward, the City should continue to look for opportunities to invest C&C, Park Trust and other funding in joint projects on school district property as long as there is a solid contractual agreement which provides specific and guaranteed hours of public use. As an example, as opposed to the contract providing “1,000 hours of use per year at times to be determined” for a jointly developed soccer field, the contract should state sometime similar to “City shall have priority use of the facility from 6 p.m. to 9 p. m. on weekdays and all day on Saturdays and Sundays.”

### ***13. Pursue Privately Owned and Maintained Public Recreation Space***

Commercial and residential developments will be encouraged to include privately-owned and maintained public recreation spaces within their projects. These spaces adjacent to public rights-of-way, include plazas, parks and gardens for relaxing, meeting friends or reading in the open

*Prop. 13  
2/3 Voter  
Approval*

*Prop. 218  
2/3 Voter  
Approval  
or  
50% + 1 of  
Land  
owners*

*Prop. 84  
State  
Recreation*

air. These are places where one can take a break from the daily grind. In the *Greenprint Update* process the community asked for more accessible, family-friendly gathering places. Public parks and plazas are one way to fulfill this need. Another way is to encourage commercial and residential developments to provide privately owned public recreation spaces where legally possible.

**14. Allow the County, OSA and SCVWD to pursue hillside open space**

PRNS is a municipal parks and recreation Department that serves various recreation needs. One way to focus PRNS' limited resources is to stay within its concentration of providing recreation programs, services and facilities on the valley floor. Future acquisitions of hillside open space lands should fall to the County Parks and Recreation Department, the County Open Space Authority, the Santa Clara Valley Water District and/or the State of California. Other land acquisition partners could include the Nature Conservancy, Peninsula Open Space Trust and other land trust agencies. It should be noted that acquisition of hillside open space lands should be consistent with respective agencies' vision and mission in the providing recreational open space lands. Furthermore, with local partnerships

involved in the Santa Clara Habitat Conservation Plan/Natural Community Conservation Plan (such as the County, Santa Clara County Open Space Authority, Santa Clara Valley Water District, City of San José and others), future acquisition of hillside lands within the Habitat Conservation Plan (HCP) project area would need to fulfill the acquisition criteria for the HCP Reserve System. Finally, this action should not preclude the City's role and partnership opportunities with implementing the regional trails that connect to the hillside open space lands, which includes: Bay Area Ridge Trail (El Sombroso/Penitencia), Silver Valley Loop Trail, Silver Creek Connecting Loop Trail and the South Metcalf Trail.

A second objective for the *Greenprint Update* is to increase public awareness of parks, recreation facilities, trails, programs and services through a marketing strategy which could lead to voter approved measures for ongoing financial support for the City.

### Marketing Strategies

Public recognition of the value of the City's parks, recreation facilities, trails, programs and services will be key to successful implementation of the identified financing strategies above, many of which will require voter approval. The *Greenprint Update* can form the basis of a public education effort by the City, led by PRNS, to make voters aware of all the recreation opportunities offered by the City, their importance to residents and the great need for additional financial support to maintain them.

In advance of any ballot measures the City must make a concerted effort to properly brand its programs and facilities so users recognize the connection between the park and recreation activities they enjoy and the funding required to support and expand them. As user satisfaction increases through the strategies discussed before, loyalty to the City and to PRNS will also grow, increasing the probability of passing ballot

measures. As residents feel increased ownership of and satisfaction with current facilities they are more likely to support the bond measures required for additional aquatic facilities, sports fields and trails for recreation enjoyment by residents and visitors alike.

Development of a Marketing Strategy is a primary tool in the success of the effort outlined above.

The City will:

- Continue the involvement of the community in facility and program planning, design and oversight through community center advisory councils and locally targeted publications;
- Improve public information sources, such as the PRNS website, the online registration system and multilingual access; set up and constantly update systems to engage and interact with an increasingly web-savvy community; and create a more user-friendly Community Activity Guide;
- Create a clear economic development model to show businesses and residents how to connect with parks, facilities and programs, to facilitate potential private/public partnerships;
- Publicize the relative cost value of using City facilities such as fitness centers compared to private athletic clubs;

*In 2000,  
City voters  
approved  
A \$228  
million  
General  
Obligation  
Bond  
by 78%  
to renovate  
the City's  
recreational  
facilities,  
including  
two new  
adult sports  
complexes*

- Publicize the Department's successes in all of its activities, including the number/percentage of participants who indicate that services and programs have led to a positive difference or improved health status for fitness and wellness;
- Publicize the beneficial value of using the City's outdoor recreational facilities, such as trails, par courses, sports fields, tennis courts, basketball courts and playgrounds in providing a healthy community through mobility;
- Document and measure the benefits of recreational facilities has on the health and well-being of the community;
- Increase the number of volunteers to reduce operating and maintenance costs;
- Increase the number of participants in programs;
- Continue to address the public at community meetings and forums regarding the benefits of parks and recreational facilities; AND
- Continue to use the community TV channel to showcase the City's parks and recreational facilities as a positive quality of life item.

A strong marketing campaign will set the stage for eventual voter approval of the financial strategies necessary to meet the goals in this document. Additional community centers, aquatic facilities, sports fields, trails, community gardens, local parks and other amenities will require strong voter support for new revenues for construction and for ongoing operating and maintenance costs. This is the key to the parks and recreation system residents want as identified in the *Greenprint Update*.

It must be noted that the City cannot lobby for measures on a ballot. Any activities undertaken after measures are placed on the ballot can only be of an educational and informational nature. Development of a campaign to support specific measures would require private leadership and funding. Such campaign programs would benefit from partnerships with the community, such as parks and programs users, volunteers, docents, neighborhood grounds, friends of groups, and non-profit organizations. These are the folks who may volunteer their time to staff phone banks, walk door to door and hold public forums. It takes people to volunteer their time to win an election. This support function could be placed under the role of the new San José Parks and Community Foundation.



Guadalupe River Park