

2011 Master Plan



Conejo
Recreation & Park District

**CONEJO RECREATION & PARK DISTRICT
MASTER PLAN
June 2011**

A Guide to Acquisition and Development of Park & Recreation
Areas and Facilities for the Recreational Needs of the Conejo
Valley Community

First Publication June 1975
Republished March 1986
Republished June 1992
Republished June 2011

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Introduction

The District Master Plan was originally adopted by the Conejo Recreation & Park District Board of Directors in June 1975 as a replacement to previous general plans and reports that were no longer adequate.

The function of the Master Plan is to serve as a statement of the District standards for park areas and facilities and to provide a guideline in the location, acquisition, and development of those facilities.

The Master Plan is a dynamic document in that it is reviewed annually and subject to modification to better reflect the community as it grows and changes. It serves as a snapshot in time, providing the most available and up-to-date information possible – (The Master Plan update was prepared during a year in which a federal Census was conducted and not all Census block information was available for inclusion in this report. In instances where 2010 Census information was unavailable, annual census updates and data obtained through the Department of Finance was utilized).

The plan with its various facilities, trail systems, and open space network is reflected in the appropriate elements of the City of Thousand Oaks General Plan.

SECTION I.

The Mission and Role of the Conejo Recreation & Park District

A. MISSION AND LOCATION OF THE CONEJO RECREATION & PARK DISTRICT

The mission of the Conejo Recreation & Park District (CRPD) is to enrich the quality of life for the community by preserving and enhancing recreational opportunities, parks and open space. CRPD is entrusted with the responsibility of providing recreation and park services for residents in the Conejo Valley, and for the acquisition, development, preservation and enhancement of public parks, recreation areas and facilities within the CRPD boundaries.

CRPD is located in the Conejo Valley, which is situated approximately 50 miles northwest of the Los Angeles metropolitan area, 26 miles southwest of the City of Ventura, and 8 miles inland from the Pacific Ocean.

CRPD currently serves more than 136,000 residents¹ of the City of Thousand Oaks and its various sub-communities, which includes Newbury Park, Dos Vientos, and the North and South Ranch areas of Westlake Village that are within Ventura County. The communities of Lynn Ranch, Rolling Oaks, and Lake Sherwood are also within the CRPD boundary, but are not within the City of Thousand Oaks city limits; nevertheless, these three communities are within the City's sphere of planning influence. District boundaries and associated communities are identified on Map 1 in this Master Plan.

B. HISTORY AND OVERVIEW OF CRPD

The District, herein referred to as CRPD, was officially formed on January 15, 1963 as a special district for the purpose of providing recreation and park services for the residents of the Conejo Valley. The CRPD boundary encompassed an area of 50 square miles in 1963. Subsequent annexations in the north, southeast, and adjustments along the western boundary created a total service area of 65 square miles².

CRPD conducts more than 2,500 organized recreation and leisure programs each year, maintains 29 neighborhood parks, five sports playfields, five community parks, and one district-wide park as well as formal facilities with a variety of recreational amenities³.

CRPD operates under the Public Resources Code of the State of California, and is governed by a five-member board of directors. The directors are elected to four-year terms by the electorate within the service boundaries.

The City of Thousand Oaks and CRPD formed the Conejo Open Space Conservation Agency (COSCA) by a Joint Powers Agreement in 1977. The agreement enables the combined agency to conserve natural open space lands, and assure the coordination of local land use and resource management decisions that support the goals of the City of Thousand Oaks General Plan and the CRPD Master Plan. Additional agreements between the City of Thousand Oaks, COSCA, and CRPD provide for an extensive equestrian/hiking trail system and a citywide bicycle trail system. In cooperation with the National Park Service, the Mountains Recreation

¹ See Table II-1 in Section II of this Master Plan.

² Conejo Recreation & Park District Parks and Facilities Guide, November 2009

³ *ibid*

and Conservation Authority, COSCA, CRPD, and CTO, over 15,000 acres of open space are available for public enjoyment. COSCA, CRPD, and the City of Thousand Oaks maintain approximately 13,215 acres of this amount and a 140-mile multi-use trail system.⁴

The CRPD Master Plan serves as the Recreation Element of the City of Thousand Oaks General Plan.

In 2011, CRPD updated its Strategic Plan to identify actions, activities, and planning efforts necessary for continued success in the operation and management of the park system. The Board of Directors approved the 2011-2015 Strategic Plan in May 2011. This five-year plan will be updated annually. Elements and goals identified within the Strategic Plan have been incorporated into this Master Plan (see Section V).

C. PHILOSOPHY OF THE DISTRICT

CRPD is a public service agency created by the people of Conejo Valley through the use of government structure. CRPD's purpose is to contribute to the quality of life in the Conejo Valley by creating opportunities for more enjoyable leisure-time experiences. This will be accomplished through the provision of convenient and pleasant areas and facilities, conservation of recreation resources, and a comprehensive and satisfying program of recreation activities and services for all the citizens of the community.

As an arm of the government, a major responsibility of CRPD is to serve as a catalyst for community effort by employing tools and time, promoting interagency cooperation, and constructing and operating facilities which cannot be achieved by individual or private organization effort.

The vision of the District is to serve the community and be recognized as a top recreation and park district in the nation. To accomplish this, the District must:

- be financially stable
- be the primary source of leisure activities and services
- match our programs and facilities to demographic needs
- distinguish CRPD as a leading partner with other agencies and organizations for recreation, park and open space needs
- be an employer of choice
- evaluate and leverage emerging opportunities, while maintaining our facilities and infrastructure
- update the District's Strategic Plan annually
- inform and educate about recreation, parks and open space
- engage in, and promote, environmentally responsible and sustainable facilities and business practices

The CRPD will complement private and commercial recreation efforts, and will conduct its business in a manner which will be compatible with those efforts in order to provide the community and the individual with a wide variety of recreational opportunities.

⁴ Conejo Open Space Conservation Agency, October 2010

D. OBJECTIVES OF THE CRPD MASTER PLAN

The purpose of the Master Plan is:

- To provide an information base from which the Board of Directors may make determinations pertaining to short-range goals in relationship to longer-term goals of the CRPD and current planning principles.
- To consider and evaluate trends in recreation pursuits so that the people of the Conejo Valley may have a meaningful selection of recreational opportunities and facilities.
- To determine population trends and projections, growth indicators, recreational interests, and all other changing demographic factors pertinent to a viable planning process.
- To review and propose planning guidelines and standards for the acquisition and development of recreation areas and facilities to meet the existing and future needs and desires of the community.
- To inventory and categorize all existing recreation areas and facilities within the public, semi-public, private, and commercial sectors of the community to provide data pertaining to the availability of all recreational opportunities in the community.
- To afford the community the opportunity to participate in the determination of future requirements for public recreation and park development within the capabilities and philosophy of CRPD.

The Master Plan is intended to provide a broad framework for maintaining the existing recreation network and identifying programming needs for the future. Issues related to the design of specific park sites and facilities are beyond the scope of this document.

E. REPORT ORGANIZATION

The Master Plan provides an overview of the CRPD and the population it serves, and outlines the goals and objectives for meeting existing and future park and recreations service needs in the Conejo Valley.

This report is organized in the following sections:

Section 1: The Purpose and Role of the Conejo Recreation & Park District

This section provides an introduction to CRPD, and outlines the philosophies and objectives of the Master Plan.

Section 2: The Community Served by the Conejo Recreation & Park District

Section II identifies the land use and regional context of the CRPD, and provides a profile of the community served.

Section 3: Existing Facilities

Section III provides an inventory of existing parks and recreational facilities.

Section 4: Needs Assessment

Section IV discusses the purpose of the Master Plan, evaluates the recreational needs of the community, identifies deficiencies, and provides development standards.

Section 5: Recommendations and Policies

Section V memorializes the actions, activities, and planning efforts identified in the CRPD Strategic Plan updated annually.

Section 6: Implementation

This section discusses ongoing Master Plan processes and existing funding, outlines implementation strategies, and provides a matrix of potential funding sources.

List of Maps: The Master Plan Maps and Representations

This section outlines Master Plan maps and categories.

F. RELATIONSHIP TO OTHER PLANS, DOCUMENTS AND AGENCIES

The Master Plan serves as the recreation element of the City of Thousand Oaks' General Plan. The City of Thousand Oaks' General Plan provides for the development of the City's Planning Area, which is nearly coterminous with the District's boundaries – the exception being that Lake Sherwood is outside the City's Planning Area, but within the District (see Map 1). The (after 2030*) Planning Area population is estimated to be 143,000 based on the General Plan and zoning within the city. (*"Population Build-out" is defined as the reasonable holding capacity of the City of Thousand Oaks in accordance with the current General Plan, estimated to 2035/2040*).

In order to fulfill CRPD's mission and to make park facilities and recreational amenities broadly available to the public it serves, CRPD strives to collaborate and partner with other agencies on projects and programs both inside and outside of the formal jurisdictional boundaries of CRPD. Regional trail system linkages and open space management are good examples of coordination with other agencies.

CRPD and the City of Thousand Oaks have acquired and developed parks and facilities utilizing community development Block Grants, Redevelopment Funds and lease back arrangements demonstrating intergovernmental cooperation to meet common objectives. Working with developers and property owners, CRPD has secured land and/or fees in lieu of park development enabled through the Quimby Ordinance, which is codified as Section 9-3.1601 et. seq. and Section 9-4.2601 et. seq., of the Thousand Oaks Municipal Code.

COSCA acquires and maintains various open space areas throughout the community. The major emphasis of the agency is on the preservation of major natural open space areas and systems such as the Hope/Los Robles Open Space Preserve, the Joel McCrea Wildlife Refuge, Conejo Canyons including Wildwood, Rancho Conejo and Arroyo Conejo, and Lang Ranch area, and the large open space areas in the North and South Ranches of Westlake, and the Lake Eleanor, Hillcrest, Dos Vientos and other open space areas.

In addition to COSCA, CRPD is involved in Joint Powers Authorities with the Santa Monica Mountains Conservancy (SMMC) and the Rancho Simi Recreation and Park District (RSRPD) to create the Mountains Recreation and Conservation Authority (MRCA) which is dedicated to the preservation and management of local open space and parkland, watershed lands, trails, and wildlife habitat.

Future opportunities for expanded cooperation may involve nearby agencies and projects such as the County of Ventura's Santa Rosa Valley Park, the City of Westlake Village's community park and YMCA project, National Park Services' Rancho Sierra Vista/Satwiwa and COSCA's Rancho Potrero, and the effort of maintaining and protecting a greenbelt within the Tierra Rejada Valley.

G. PLANNING PROCESS

The process to update this Master Plan included six steps, as outlined below:

- Step 1. Inventory:**
Inventory existing facilities and services (calculate facility by size, type, and geographic distribution; describe programs and availability)
- Step 2. Evaluate Demand:**
Evaluate demand (based on demographic analysis; keyed to existing national park standards; distinguished by planning area). CRPD looked at input from the community on priorities and preferences, including the City of Thousand Oaks community attitude survey which is conducted every 5 years.
- Step 3. Needs Analysis:**
Identify need (gaps analysis, based upon comparison of steps 1 and 2)
- Step 4. Compile Planning Recommendations:**
Based on the needs analysis, develop policies and programs to address need.
- Step 5. Master Plan:**
Prepare and adopt final master plan.
- Step 6. Implementation:**
Identify and secure funding and financing sources.

SECTION II.

The Community Served by the Conejo Recreation & Park District

A. PHYSICAL CONTEXT

The Conejo Valley is situated at an average elevation of 900 feet above mean sea level, and is bordered on the southern extremity by the Santa Monica Mountain Range. The Conejo Valley is bordered by the San Fernando Valley and the City of Los Angeles to the east, Simi Hills to the north, Las Posas Hills and the Santa Rosa Valley to the northwest, the Conejo Mountain and Oxnard Plain to the west, and the Santa Monica Mountains and Malibu to the south.

The climate is mild and typical of Southern California, consisting of a Mediterranean or “Dry - Summer Subtropical” zone climate, with warm, dry summers; cool, rainy winters; and an average temperature of 70 degrees Fahrenheit (°F).

The community is classed as a coastal metropolitan area by the Guide for Planning Recreation Parks in California. Vegetation is typical of Mediterranean environments, with chaparral and grasses on the hillsides and numerous Valley Oaks.

The City of Thousand Oaks forms the most populated part of the Conejo Valley, portions of which comprise a master planned development created by the Janss Corporation in the mid-1950s. Later master planned developments, such as Wildwood, Lang Ranch, Westlake Village (Ventura County portion), Rancho Conejo and Dos Vientos were annexed to the City from time to time after incorporation.

B. PLANNING ZONES AND AREAS

The planning area for this Master Plan includes all lands within the boundaries of the Conejo Recreation & Park District. This includes all of the City of Thousand Oaks and certain adjacent unincorporated areas, such as the communities of Lynn Ranch, Rolling Oaks, and Lake Sherwood.

The CRPD planning area is divided into six Community Park Planning Zones (I through VI), as shown on Map 2. Each planning zone is further divided into unique Neighborhood Planning Areas. The table below provides 2010 population estimates for the Planning Zones and Neighborhood Planning Areas within the District. The table also provides population estimates for the projected build-out population anticipated sometime after 2030. All of the data was obtained through discussions with the City of Thousand Oaks Planning Department and the County of Ventura.

**Table II-1
CONEJO RECREATION & PARK DISTRICT
PARK PLANNING ZONES
2010 POPULATION & BUILD-OUT POPULATION**

Community Park Planning Zone	Neighborhood Planning Area	2010 Population*	Percent of Total Population**	Build-out Population	Percent of Total Build-out Population**
I	1	12,683	9.4%	14,031	10.0%
	2	7,433	5.5%	7,659	5.5%
	3	9,325	6.9%	10,409	7.4%
II	4	4,636	3.5%	4,754	3.4%
	5	5,783	4.3%	5,831	4.2%
	6	8,814	6.6%	8,844	6.3%
III	7	6,229	4.6%	6,346	4.5%
	8	4,159	3.1%	4,216	3.0%
	9	4,771	3.6%	4,771	3.4%
	10	4,000	3.0%	4,030	2.9%
	11	5,259	3.9%	5,259	3.8%
IV	12	7,997	6.0%	8,091	5.8%
	13	10,471	7.8%	10,698	7.6%
	14	9,725	7.2%	10,303	7.4%
V	15	6,958	5.2%	7,045	5.0%
	16	149	0.1%	1,041	0.7%
	17	7,756	5.8%	8,177	5.8%
	18	6,084	4.5%	6,105	4.4%
	19	5,408	4.0%	5,475	3.9%
VI	20	3,527	2.6%	3,527	2.5%
	21	3,107	2.3%	3,291	2.4%
Sub-Total		134,274	100.0%	139,903	100.0%
Group Quarters***		2,500			
2010 CRPD Total		136,774		143,000*^	
2010 Thousand Oaks^		130,209			

*2010 Population by neighborhood planning area figures provided City of Thousand Oaks Planning Department for the City's sphere of influence, modified with data from Ventura County to include unincorporated areas outside of the City's Sphere of influence.

**Percentage total = planning area population/subtotal population before group quarters addition (134,274 2010 population, 139,903 Build-out population)

*** Half of Group Quarters population is comprised of students in living quarters at California Lutheran University (Zone III, Planning area 8) at build-out of campus. This population is seasonal, based on the calendar school year. The remaining half of the group quarter number is comprised of residents at assisted living units built throughout the district since the 2000 Census; this number is not assignable to a specific neighborhood planning zone.

*^Build-out population after 2030 is derived through discussions with the City of Thousand Oaks Planning Department and the County of Ventura, based on Housing Element updates and in-fill development.

[^] City of Thousand Oaks Population (does not including the communities of Lynn Ranch, Rolling Oaks, and Lake Sherwood, which are within the CRPD boundary, but are not within the City of Thousand Oaks city limits), U.S. Census Bureau, 2009 American Community Survey 1-Year Estimate

Community Park Planning Zones are discussed further under Section IV of this Master Plan.

C. LAND USE

Land use is an important factor in the location, distribution and availability of park and recreational facilities within the District. Much of the remaining undeveloped land in the City of Thousand Oaks is under protected or restricted development designations. More than 15,000 acres have been preserved as "open space" containing approximately 140 miles of public multi-purpose trails.⁵

The City of Thousand Oaks Land Use Element includes policies intended to manage growth, maintain community image, and establish a land use framework for uses such as residential, commercial and industrial areas, and institutional uses such as parks and recreation.

The predominant housing type in the Conejo Valley is single family detached residential, which represents 66% of the housing stock⁶. The City of Thousand Oaks has been developed with approximately 47,285 housing units⁷. Primary areas of new residential construction are in-fill sites within the developed area of the community. Commercial areas are located along Thousand Oaks Boulevard and near U.S. Highway 101.

D. NATURAL RESOURCES

As discussed in the City of Thousand Oaks Open Space Element, the area is surrounded by mountains, traversed by creeks and dotted with knolls, hillsides, oak woodlands, and native grasslands. This environment supports diverse wildlife and vegetation habitats, including large mammals, as well as rare and endangered species unique to the local area. Streams and drainage areas provide habitat corridors for fish and wildlife, preserve riparian vegetation, and carry storm water runoff. The City's comprehensive Open Space Element is intended to assure the conservation of these vital resources. The City also has zoning designations that protect natural resource areas, restrict development, and maintain the open character.

While land with natural resources is often considered environmentally sensitive and has development limitations, it is often conducive to park, open space, and recreation uses as well. For example, open space and trails adjacent to flood control channels can also serve as conduits for trails. Outdoor recreation within natural open space areas provides opportunities for enjoyment of the scenic beauty, as well as opportunities for healthful exercise and learning about nature. Hiking and riding, limited camping, and picnicking are examples of outdoor recreation opportunities available in many areas of the open space system.

E. CLIMATE

Similar to much of Southern California, the climate in the Conejo Valley is mild in the winter, and warm and dry in the summer. Rainfall averages approximately 13 to 18 inches a year with 89

⁵ Conejo Open Space Conservation Agency, October 2010

⁶ California Department of Finance, Table E-5 City/County Population and Housing Estimates, 1/1/2010, <http://www.dof.ca.gov/research/demographic/reports/estimates/e-5/2001-10/view.php>

⁷ *ibid*

percent of this precipitation occurring between December and March. The temperature averages 70 °F with variable range between 30 °F in the winter to 95 °F in summer. The mild climate in the Conejo Valley encourages year round outdoor recreation activity.

F. DEMOGRAPHIC CHARACTERISTICS

The population of the District area has increased considerably since the District's creation in 1963. During the 1965-1975 decade, the City population more than doubled. After 1985, the City's growth rate decreased from its rapid pace of the previous decades, and the current population growth rate closely mirrors the overall growth rate for Ventura County. The latest federal census information with block data on the City of Thousand Oaks and District area was recently completed with the 2010 Census; however, it is not yet available. Department of Finance population projections are utilized instead to determine CRPD's park acreage to persons ratio and compliance with established acreage/persons guidelines.

The following population chart for CRPD is based upon information from the 2000 U.S. Census Bureau and includes information from the City of Thousand Oaks Planning Department:

Table II-2
CONEJO RECREATION & PARK DISTRICT POPULATION

Year	Population
1960	2,934
1970	51,741
1980	97,106
1990	111,657
2000	124,500
2010	136,774
Build-out after 2030 (estimate) ⁸	143,000

According to the U.S. Census Bureau American Community Survey, there are approximately 47,285 households in the City of Thousand Oaks, with an average household size of 2.78 people.⁸

Age

Table II-3 illustrates the distribution of age in the City of Thousand Oaks in 2009. In that the City of Thousand Oaks makes up the largest area of the CRPD boundary, this distribution is representative of the age distribution within the boundary:

⁸ U.S. Census Bureau, 2009 American Community Survey 1-Year Estimates

**TABLE II-3
AGE DISTRIBUTION - THOUSAND OAKS⁹**

Age Group	Persons	%
Under 20 years	33,185	27
20 to 24 years	8,522	7
25 to 44 years	28,074	23
45 to 64 years	36,984	30
65 to 74 years	9,208	7
75 to 84 years	5,564	5
85 years and over	1,997	2
Total	123,534	100
Median Age	40.5	

According to the 2000 U.S. Census, the City's population over age 85 is the fastest growing age group, having increased by 94.4 percent from 1990 to 2000 (958 persons to 1,862 persons). Young adults have been declining in number, with the population between the ages of 18 and 35 decreasing by 7.2 percent from 1990 to 2000 (25,550 persons to 20,821 persons¹⁰).

According to the California State Parks 2009-2014 Outdoor Recreation Plan, "nearly one-third of the state's population is between 35 and 55 years of age. In 20 years, this group, which encompasses the Baby Boom generation, will be active seniors 55 to 75 years old. That is twice the size of the current 55 to 75 year old population¹¹. With life expectancy and good health increasing, researchers predict tomorrow's seniors will be more active, and will stay active as senior citizens for a longer period of life than previous generations."

According to Richard Hodes, Director for the National Institute on Aging, "Older Americans, compared to 20 years ago, are showing substantially less disability, and that benefit applies to men and women. All of this speaks to an improved quality of life." The oldest Boomers turn 65 years old in 2011, and are starting to retire in record numbers. According to a study conducted by American Sports Data, Inc., current retiree's leisure interests are diverse and they are interested in purchasing experiences rather than material things.¹² Current retirees are also healthier, more active, and have more money to spend for the services they want.

Although retired Americans are more active, they are also aging in place. Currently, 65 percent of retirees still live in the house they did prior to retirement, especially those with high household incomes¹³. Seventy-nine percent of those with incomes over \$80,000 a year stay in their current homes when retiring and 56 percent of those who earn less than \$40,000 a year stay in their pre-retirement home¹⁴. Given Thousand Oaks' relative affluent status (see below discussion under "Income"), many retirees are likely to stay in their current homes when retiring. This actuality, coupled with the City's current upward trend in senior population (see above discussion regarding the City's population over age 85¹⁵), the Conejo Valley will likely continue

⁹ *ibid*

¹⁰ City of Thousand Oaks, Housing Element, 2006-2014

¹¹ California Outdoor Recreation Plan 2009-2014, California State Parks Planning Division, http://www.parks.ca.gov/?page_id=23880

¹² American Sports Data, Inc. January 2002, reprinted by the Sporting Goods Manufacturers Association

¹³ Leisure Trends Group, 2004. *Retirement in America*. LeisureTRAK Report. Boulder, CO

¹⁴ *ibid*

¹⁵ City of Thousand Oaks, Housing Element, 2006-2014

to see an increase in its senior population. Accordingly, it will become increasingly important for the District to continually gauge the varying demands and trends in adult programming.

Income

According to the U.S. Census Bureau, in 2000, the City of Thousand Oaks had the 11th highest per capita income in the nation and the 4th highest median household income in the nation (against all other cities with a population of 50,000 or more). According to the 2009 U.S. Census American Community Survey, the median household income in the City of Thousand Oaks was \$100,933¹⁶, which is approximately 41 percent higher than the Ventura County median household income of \$71,723 and 71 percent higher than the California median household income of \$58,931.

From 2007-2009, five percent of residents of the City of Thousand Oaks lived in poverty.¹⁷ Six percent of children under the age of 18 lived below the poverty level, compared with six percent of people 65 years old and over.¹⁸ Twenty-four percent of the households received Social Security, with an average income from Social Security of \$18,497.¹⁹ This income source was not necessarily the only income source for recipients.

Education

According to the U.S. Census Bureau, American Community Survey in 2009, 94 percent of people 25 years and older had graduated from high school and 49 percent had a bachelor's degree or higher. Additionally, 30 percent had either an associate's degree or some college but no degree. Only six percent had not graduated from high school.

According to the Conejo Valley Unified School District and based upon the 2009/2010 academic year, total school enrollment was as follows:

Grade Level	K – 5 Elementary*	Middle School*	High School**	District Total
2009/2010 Student Population	8,546 Students	4,603 Students	7,451 Students	20,600 students

*K-5 includes population of same from Sycamore (K-5), while Middle includes (6-8) from Sycamore.

**The High School numbers include continuation.

According to the California Department of Education, the most recently published enrollment numbers for preschools and private schools in Conejo Valley are as follows: .

Grade Level	K – 5 Elementary	Middle School	High School	Total
2008/2009 Student Population ²⁰	1,366 Students	735 Students	885 Students	2,986 students

¹⁶ U.S. Census Bureau, 2009 American Community Survey 1-Year Estimates

¹⁷ U.S. Census Bureau, 2007-2009 American Community Survey 3-Year Estimates,

¹⁸ *ibid*

¹⁹ U.S. Census Bureau, 2009 American Community Survey 1-Year Estimates

²⁰ <http://www.cde.ca.gov/ds/si/ps/documents/privat08.xls>

College or graduate school enrollment, which predominately is comprised of California Lutheran University, was 3,499 students.²¹

Ethnic Diversity

California is becoming more ethnically diverse. U.S. Census figures project that Latinos will become the largest ethnic group in California by 2025 and will comprise between 44 to 47 percent of the population. The Latino population also dominates the second baby boom generation; also known as the "Baby Bounce." Between 1990 and 1999, 70 percent of the growth of the age group between the ages of 0 and 20 years old was Latino. Latinos will particularly impact parks and recreation development of the future due to their larger population and their statistically higher use of parks than the non-Latino population.

The racial and ethnic composition of the City of Thousand Oaks differs from Ventura County and the State in that a lower proportion of City residents are Hispanic/Latino or racial minorities²². The 2009 U.S. Census American Community Survey showed that approximately 70 percent of City residents are non-Hispanic white, contrasted with 51 percent for Ventura County as a whole, and 42 percent for California²³. The percentage of Hispanics residing in the City of Thousand Oaks (18 percent) is less than half that of Ventura County (39 percent) and the State (37 percent). Asians made up about 11 percent of the City's population; Black or African American made up 1 percent; less than 0.5 percent were American Indian and Alaska Native; less than 1 percent was Native Hawaiian and other Pacific Islander, and 7 percent were of some other race.²⁴

G. SURVEYS OF RECREATIONAL FACILITIES AND USER ATTITUDE AND INTEREST

The intent of a recreation and parks master plan is to develop substantial guidelines for the acquisition of parkland and development of programs to serve the recreational needs and desires of the community. This goal would be incomplete without a study of the community interest characteristics and the attitudes toward existing and future facilities.

Numerous studies have been completed of user preferences, interests, and attitudes on national, state, and local levels. The national and California studies assist in offering general or prevailing opinion about facilities and programs while local studies reveal more specific community-related attitudes, opinions, and interests.

National Study

The Outdoor Recreation Act of 1963 authorized the preparation of a "comprehensive nationwide outdoor recreation plan" to study the current and future needs and demands of the public for outdoor recreation. The 1999-2004 National Survey on Recreation and the Environment (NSRE)²⁵ is the latest in a series of eight national recreation surveys conducted since the 1960s. Published by the United States Department of Agriculture (USDA) Forest Service, the NSRE is a collaborative effort among many agencies including: National Oceanic and

²¹ California Lutheran University www.callutheran.edu

²² City of Thousand Oaks, Housing Element (2006-2014, page 7)

²³ U.S. Census Bureau, 2009 American Community Survey 1-Year Estimates

²⁴ *ibid*

²⁵ <http://www.srs.fs.usda.gov/trends/Nsre/nsre2.html>

Atmospheric Administration (NOAA), Environmental Protection Association (EPA), National Park Service (NPS) and Bureau of Land Management (BLM).

Between July 1999 and February 2004, over 90,000 individuals 16 years of age or older across the U.S. were asked about their participation in approximately 80 outdoor recreation activities excluding sports, grouped into 12 principal types of outdoor recreation. To reflect a population of 213.1 million people, NSRE weighted the results based on 2000 U.S. Census data to better represent what the estimates would have been had the sample been truly proportionately distributed across social strata. Questions from the NSRE broadly address such areas as outdoor recreation participation, demographics, household structure, lifestyles, environmental attitudes, natural resource values (for example, concerning Wilderness), constraints to participation, and attitudes toward management policies.

The survey revealed the following outdoor participation results:

TABLE II-4
1999-2004 NATIONAL SURVEY ON RECREATION AND THE ENVIRONMENT
MOST POPULAR TYPES OF OUTDOOR PARTICIPATION

Activity	Percent of U.S. Population Participating	Millions of participants
Individual Trail/Street/Road Activities	88.3%	188.2
Traditional Social Activities	80.6%	171.8
Viewing & Photographing Activities	73.9%	157.5
Viewing & Learning Activities	67.3%	143.4
Driving for Pleasure Activities	61.5%	131.1
Swimming Activities	61.3%	130.6

Source: NSRE, 2004

TABLE II-5
1999-2004 NATIONAL SURVEY ON RECREATION AND THE ENVIRONMENT
MOST POPULAR OUTDOOR RECREATION ACTIVITIES

Activity	Percent of U.S. Population Participating
Walking for Pleasure	82.3%
Family Gathering	74.2%
Viewing/Photograph Natural Scenery	60.6%
Visiting a Nature Center, Nature Trail or Zoo	56.5%
Picnicking	54.1%
Sightseeing	52.0%
Visiting Historic Sites	45.7%
Swimming in Outdoor Pool	41.6%
Attend Outdoor Concerts, Plays, etc.	40.9%
Bicycling	38.9%

Source: NSRE, 2004

Statewide Study

The 2009-2014 California Outdoor Recreation Plan (CORP)²⁶ was prepared by the California State Parks Planning Division to provide a comprehensive statewide outdoor recreation planning document that outlines outdoor recreation needs statewide and identifies strategies for meeting those needs. This CORP is designed to provide policy guidance to all public agencies – federal, state, local, and special districts – engaged in providing outdoor recreational lands, facilities and services throughout California. The CORP also serves as a planning base for Land and Water Conservation funding. The District has participated in the grant program for Land and Water funds through the California Department of State Parks.

The state identified eight key issues facing the park and recreation field likely to influence the demand for outdoor recreation now and in the future:

1. Lack of access to public park and recreation resources
2. The lack of linkages and seamless delivery of recreation opportunities
3. The need to protect and manage natural resource values
4. The need to preserve and protect Californian's cultural heritage
5. Lack of sufficient financing for parks and recreation
6. Need for increasing the status of parks and recreation
7. The need for statewide leadership in parks and outdoor recreation
8. The need for workforce development and succession planning

One of the top issues was that of inadequate funding. Funding for parks and recreation areas, facilities, programs and services has historically been insufficient and inconsistent. Shifts in the state and national economies greatly impact the ability of providers to offer quality, consistent and relevant recreation facilities, programs and services.

In June 2006, the California State Parks Planning Division published a study on recreation trends in California.²⁷ The purpose of the study was to guide recreation providers in meeting California's recreational needs. To accomplish the objectives of the planning process, six basic focus issues were identified:

1. Examine current demographic trends and their effect on parks and recreation
2. Determine which outdoor recreation activities are most desired
3. Address how health is impacted by leisure and work time
4. Review how "convenience" affects health
5. Examine how technology has changed the preferences for recreation
6. Review broad policy trends

According to a California State Parks Planning Division study, one in five Californians is older than 60. The senior population will double by 2020 and, as more near "senior" status; they are making more time to pursue recreation activities. The study also determined that Californian's are also growing younger – in large part because of immigration. According to the study, almost 40% of California households include children under 18 and they are much more ethnically and

²⁶ http://www.parks.ca.gov/default.asp?page_id=23880

²⁷ California State Parks, Planning Division, Recreation Trends Worth Talking About, Laura Westrup, June 2006

culturally diverse and more technologically advanced and demanding of park and recreation services, programs and opportunities than ever before. Many want riskier outdoor recreation opportunities like mountain biking, BMX and off-road vehicle courses.

The study concludes that the implication of population change will be that “lands, programs, services and facilities will have to be expanded to accommodate the future influx of park and recreation users” and “lands not acquired now may be unavailable or too costly in the future.” The study also warns that with such a diverse group of constituents, greater emphasis will need to be placed on programs that attract a variety of people. Understanding the most likely direction of change may enable providers to position their services and respond more quickly to market changes.

The 2006 trends study highlighted the following findings regarding changing recreation patterns in California:

- Retirees might actually have less leisure time as they pursue further education and second careers.
- Parents will seek recreation that will improve their children’s chances to compete in school and work.
- Attention will need to focus on non-traditional work hours such as between 10:00 pm and 6:00 am, especially by those employed in the service sector of the economy.
- Leisure opportunities for women, both married and single, will be more diverse and less tied to the family.
- “Activity stacking” will increase (reading the newspaper while speaking on the phone with the radio on and eating your dinner)

The Public Opinions and Attitudes Survey on Outdoor Recreation in California conducted by California State Parks in 2009²⁸ additionally identified the following findings:

- Californians feel that more maintenance and care of public parks is necessary. This focus should include law enforcement efforts, pollution control, and overall maintenance for facilities.
- Californians visit a diverse range of parks, including natural areas, cultural attractions, developed parks and remote wilderness areas and feel that care should be given to maintaining this diversity.
- Recreation providers should continue to ensure the accessibility of local parks for all citizens in California.
- Recreation providers should increase access and venues for physical activity in parks and recreation areas.
- Californians are concerned about safety issues such as gang activity, alcohol, drugs and poor facility maintenance. Park and recreation providers should seek ways to provide a safe environment, maintain existing facilities, and provide safe access to trails and other facilities.
- Californians think it is appropriate for private businesses to provide rental equipment, food services, sponsorship of events, and general maintenance and operations at parks.
- Californians are concerned about the health of the environment, with more than two-thirds suggesting that cleaning up pollution in the oceans, rivers, and lakes in parks and

²⁸ http://www.parks.ca.gov/pages/795/files/2009_spoa_summary_findings.pdf

recreation areas, and preservation of cultural and historic heritage should become areas of primary focus by recreation and park providers.

- Recreation providers should lay a proactive role in educating visitors on mitigating the impacts of global climate change, including reducing greenhouse gases, and managing parks to mitigate impacts.
- Youth generally participate in activities in and around their neighborhoods or in their community, therefore providing safe and accessible local recreation activities for all youth should remain a high priority.
- Recreation providers should continue providing youth with easy access and opportunities for walking, bicycling, and swimming at safe recreation venues.
- Youth desired greater access to snow play and water sports, including swimming pools and motorized water sports, in urban and rural environments.
- Recreation providers should encourage programs that promote the ten activities identified by the Children's Outdoor Bill of Rights, specifically fishing, celebrating heritage, camping overnight, and team sports.
- Recreation providers should create safe environments, accessible activities and equipment necessary for youth to participate in outdoor activities close to home.

Table II-6 lists the activities having the highest participation rates, as determined by the 2009 California Public Opinions and Attitudes survey.

TABLE II-6
2009 CALIFORNIA PUBLIC OPINIONS AND ATTITUDES SURVEY
OUTDOOR RECREATION ACTIVITIES WITH HIGHEST PARTICIPATION RATES

Activity	Percent of California Population Participating
Walking for fitness or pleasure	74.2%
Picnicking in picnic areas	67.0%
Driving for pleasure, sightseeing, driving through natural scenery	59.8%
Beach activities	59.2%
Visiting outdoor nature museums, zoos, gardens or arboretums	58.4%
Attending outdoor cultural events	56.3%
Visiting historic or cultural sites	54.8%
Swimming in a pool	50.9%
Day hiking on trails	46.9%
Wildlife viewing, bird watching, viewing natural scenery	45.9%
Jogging and running for exercise	39.8%
Camping in developed sites with facilities such as toilets and tables	39.0%
Bicycling on paved surfaces	36.3%
Outdoor photography	33.3%
Using open turf areas	33.3%
Using play equipment, play structures, tot-lots	32.8%
Swimming in freshwater lakes, rivers and/or streams	31.2%
Organized team sports such as soccer,	25.6%

football, baseball, softball, basketball	
Fishing – freshwater	21.4%
Bicycling on unpaved surfaces and trails	15.9%
Paddle sports	15.0%
Motor boating, personal watercraft	14.8%
Surfing or boogie boarding, windsurfing	14.1%

Source: California Public Opinions and Attitudes survey, Table 25 California State Parks, 2009

As noted in the survey, the most popular and preferred outdoor recreation activities do not require a great deal of experience or skill to enjoy. Additionally, the listed preferred activities are not expensive; they often can be done close to home and in time segments according to the participants' choice; and the activities have appeal for aging populations.

City of Thousand Oaks Conejo Valley Community Attitude Survey

The City of Thousand Oaks has conducted a community attitude survey every five years since 1969. The survey was conducted in 1968, 1974, 1979, 1984, 1989, 1994, 1999, 2004, and 2009. A total of 3,185 residents²⁹ participated in the 2009 survey. The survey asked a series of questions that allowed an analysis of community preferences, as well as requested information on the performance of local government. Demographic characteristics derived from the survey are discussed briefly in this section, and results of the survey as they pertain to parks and recreation are discussed below. A review of U.S. Census information and the attitude survey indicates that the community is closely balanced with a population of 50% males and 50% females. Forty-seven percent of respondents had one or more children under the age of 18 living in the household. The attitude survey also revealed that 18 percent of respondents were retired.

Several of the questions within the survey dealt with issues that directly and indirectly affect the District, specifically questions 5, 6, and 16 through 19. In all surveys from 1968 to 2009, the respondents indicated park and recreational facilities among the top 10 items needed in the Conejo Valley. Out of 16 possible choices in 2009, more park and recreational facilities ranked sixth, and protection of open space ranked eighth.³⁰

Approximately one third (36%) of respondents to the 2009 survey indicated that they would like to see improvements to Thousand Oaks' parks and recreation facilities.³¹ Of these responses, the most commonly requested improvements were additional landscaping, trees and grassy areas (14%), improvements to children's play areas and equipment (10%), improved restroom facilities (9%), maintenance of parks and recreation facilities in general (6%), and recreation paths or trails (5%).

²⁹ The 2009 survey included 400 residents that were interviewed through a random digital dial sampling methodology, and 2,785 residents that responded to postcards inviting them to participate in the survey online at a secure web site. The 400 random interviews constituted the *Main* sample as they represented a statistically reliable, representative cross-section of the adult population in Thousand Oaks. The responses to the online survey constituted a *Supplemental* sample representative of a self-selected, non-random group of interested residents and therefore were *not* considered representative of the City's adult population. The key findings and conclusions of the survey report were therefore based on the Main sample findings only. Results of the two survey samplings were relatively similar, with some exceptions. Demographics in the Supplemental sample were weighted with respondents older than 55 (50% of respondents), whereas this demographic made up only 31% of the Main sample, which is more similar to the age distribution for the City of Thousand Oaks.

³⁰ 2009 Thousand Oaks Community Attitude Survey, Question 5

³¹ 2009 Thousand Oaks Community Attitude Survey, Question 17

When asked to indicate how the City should prioritize spending on facilities and services, survey respondents in 2009 ranked the acquisition and preservation of public open space as fourth, and providing additional parks and recreation facilities as eighth.³²

An exceptionally high percentage of residents (91%) indicated in the 2009 survey that they or someone in their household had visited a park or recreation facility in Thousand Oaks in the past year.³³ In the 2009 survey, the respondents indicated a satisfaction rating of 95% for maintenance of parks and recreation areas, and a satisfaction rating of 80% for providing recreation programs for all ages.³⁴ Two percent (2%) of respondents were not satisfied with park maintenance, and 8% were not satisfied with the recreation programs.³⁵

Appendix A lists the survey results of questions pertaining to the recreational aspect of the Conejo Valley.

H. EFFECTS OF RECREATION AND PARK DISTRICT ON HUMAN DEVELOPMENT AND OTHER BENEFITS

According to the Recreation Trends study prepared by the California State Parks Planning Division³⁶, Health and wellness issues have become hot topics because of the increasing number of unfit Californians and the economic and health care drain. The obesity epidemic is costing California over \$2 billion a year in medical care, lost productivity and workers' compensation. Parks and recreation programs are excellent inducements to physical activity and help to encourage life-long fitness habits.

The following is a list of benefits of a recreation and park district on humans and human development. Many of the benefits listed in this section are described in greater detail within the Health and Social Benefits of Recreation Element of the California Outdoor Recreation Planning Program.³⁷

See Appendix B for sources on the effects and benefits of parks and recreation services information listed below.

1. Health Benefits of Recreation

Physical Health Benefits

a. Reduces Obesity

- In California, over 26 percent of children are overweight, and in some school districts the percentage climbs to 40 to 50 percent.³⁸ *The Surgeon General's Call to Action to Prevent and Decrease Overweight and Obesity 2001* (Health and Human Services, 2001) report connects obesity to the need for communities to

³² 2009 Thousand Oaks Community Attitude Survey, Question 19

³³ 2009 Thousand Oaks Community Attitude Survey, Question 16

³⁴ 2009 Thousand Oaks Community Attitude Survey, Question 6

³⁵ 2009 Thousand Oaks Community Attitude Survey, Question 6

³⁶ Recreation Trends Worth Talking About Laura Westrup, Planning Division, CA State Parks, June 2006

³⁷ The Health and Social Benefits of Recreation State of California Resources Agency, An Element of the California Outdoor Recreation Planning Program, 2005, California State Parks Planning Division

http://www.parks.ca.gov/pages/795/files/health_benefits_081505.pdf

³⁸ Ibid

provide adequate parks and recreation opportunities and recognizes the benefits of increased physical activity.

b. Diminishes Risk of Chronic Disease such as Heart Disease, Diabetes, Cancer, and Osteoporosis

- People who engage in regular physical activity benefit from reduced risk of premature death, reduced risk of coronary heart disease, hypertension, colon cancer, non-insulin dependent diabetes, improved maintenance of muscle strength, joint structure, and joint function; weight loss and favorable redistribution of body fat; improved physical functioning in persons suffering from poor health, and healthier cardiovascular, respiratory, and endocrine systems. (Sherer, 2003)
- Because of the lifetime external costs proven by economists that are associated with a sedentary lifestyle, prevention of a sedentary lifestyle is an important individual and societal issue and provides an economic rationale for health-promotion programs and active leisure lifestyles. (Iso-Ahola, et al., 2001)
- Exercise significantly reduces the chance for heart problems, according to 43 separate studies conducted by the Centers for Disease Control. Those who do not exercise are twice as likely to have coronary heart disease. (AHS, n.d.)
- The risk of Type II diabetes decreased progressively with increasing levels of physical activity, as found in a long term study of 5,159 men. (Wannamethee et al., 2000)
- A study of 121,701 nurses (aged 30-55) from 1976-1992 found that those who were more physically active in adulthood had a lower risk of breast cancer than those who were less physically active. The study also found that consistency of activity was more important than intensity. (Rockhill et al., 1999)
- Women, who exercised regularly in their 20's and had a healthy intake of calcium, decreased by 30% their risk of developing osteoporosis in their 70's. (Gorman, 2002, Jan. 21)

c. Boosts Immune System

- People who exercised for 20 minutes once a week were significantly less likely to call in sick than non-exercisers. Those who exercised twice a week missed even less work according to an Oklahoma State University study that tracked 79,000 people for a year. (Mooney et al., 2002)
- There was a 23% reduced risk of upper respiratory tract infections for people who were regularly active compared to those who were not, according to a study of 547 adults. (Nieman, 2001)

d. Increases Life Expectancy

- Proximity to public parks and tree-lined streets appeared to have the greatest impact on the length of the lives of study participants, even when taking into account

factors known to affect longevity, such as gender, marital status, income and age. (American Planning Association, 2003)

- Children at high risk of obesity who live near parks and recreation areas are apt to participate in walking activities more often, researchers reported at the American Heart Association's Conference on Nutrition, Physical Activity and Metabolism. "...areas for physical activity can play an important role in combating the rise of obesity rates by making it easier to get daily exercise." "In future urban improvements, consideration must be given to parks, outdoor recreational areas and walking or cycling infrastructure in order to increase active living.", (ScienceDaily, Mar. 18, 2009)

- On average, every hour you spend exercising increases your life expectancy by two hours. People in a regular exercise program at age 75 have a lower death rate over the next few years than do similar groups of sedentary people. (ARC, 2000)

Mental Health Benefits

a. Reduces Depression

- Exercise leads to enhanced tranquility, and more relief of anxiety and depression, when it occurs in natural settings, like parks rather than along urban streets. (American Planning Association, 2003)

- Participating in recreation activities provides Californians with experiences they look forward to and enjoy. Recreation activities also reduce alienation, loneliness and isolation, all of which contribute to depression. Recreation provides a social atmosphere that draws people out of their houses and into community life. Depressed patients who were not medicated were less likely to relapse if they started exercising, compared to those who only took antidepressants. (Gorman, 2002, Jan. 21)

- Mentally recalling outdoor recreation activities increases positive moods which are linked to improved self-esteem, lowered depression and reduced suicide rates. (Tarrant et al., 1994)

b. Relieves Stress

- Participation in leisure activities provides resources that assist people either to resist the onset of stress reactions or cope with stress before stress has an impact on health. (Coleman and Iso-Ahola, 2001)

- Window views of nature have been shown to increase positive feelings, lower stress levels and improve the physical condition of both hospital patients and office employees. (Tarrant, 1996)

c. Improves Quality of Life, including Self-Esteem, Personal and Spiritual Growth, and Life Satisfaction

- Leisure activity participation emerged as the strongest contributor to the life satisfaction of older females. (Riddick and Stewart, 2001)

- When researching the link between green space and health, in a greener environment people report fewer health complaints, more often rate themselves as being in good health, and have better mental health. (Sherer, 2003)
- Increased importance on leisure goals enhanced the positive psychological well being for women who had become homemakers after having been employed, men who had experienced recent or long-term illnesses, and men who had married. Leisure can be both a cause and an effect of psychological well-being. (Iwasaki and Smale, 1998)
- The experience of leisure enhances and reflects the quality of life or well-being of both the individual and the society of which she or he is a part. (Freysinger, 2001)
- Improved mental engagement, increased self-awareness, and clarification of values- all gained through introspection, creative engagement and expression of spiritual renewal- are some of the scientifically documented outdoor recreation benefits that develop and enhance social systems. (Driver et al., 1991)
- Nine out of ten outdoor recreation participants express satisfaction with their personal health and fitness while the six out of ten who don't participate are unsatisfied with their personal health and fitness. (ARC, 2000)
- Close to half of those who participate in recreation several times a week say they are "completely satisfied with the quality of their lives," compared to just one quarter of non-participants. (ARC, 2000)

2. The Social Benefits of Recreation

Strengthens Communities

a. Reduces Crime

- Park like surroundings increase neighborhood safety by relieving mental fatigue and feelings of violence and aggression that can occur as an outcome of fatigue. (American Planning Association, 2003)
- Residents who live near outdoor greenery are more familiar with their nearby neighbors, socialize more with them, and expressed greater feelings of community and safety than did residents lacking nearby green spaces. (American Planning Association, 2003)
- Well maintained parks and recreation facilities help reduce crime in a community.³⁹

b. Encourages Volunteerism

- Companionships and friendships developed and fostered through leisure participation and perceived availability of social support generated by leisure

³⁹ Ibid

engagement help people cope with excessive life stress and thereby help maintain or improve health. (Coleman and Iso-Ahola, 2001)

- Adults who use parks, recreation and cultural facilities and participate in recreation programs are more willing to volunteer than those who do not use these services, according to a case study of 640 adults. (Busser & Norwalk, 2001)

c. Promotes Stewardship

- Participants' feelings of care and connectedness for the environment were higher while they were in the park and after they exited the wilderness than when they initially came to the wilderness according to a study of 62 groups in the Okefenokee Wilderness. (Borrie & Roggenbuck, 2001)
- A clear linkage between environmentalists and avid participation in outdoor recreation is demonstrated by the Roper Starch Report. One out of every ten active Americans is also personally involved in and supportive of outdoor recreation. (ARC, 1999)

Promotes Social Bonds

a. Unites Families

- Families that recreate together tend to be closer and more cohesive, and have a greater chance of staying together. This is true with both parent-child relationships and married couples. By participating in activities together, family members elicit feelings of loyalty, trust, harmony, teamwork and goodwill.⁴⁰
- Family togetherness received a high rating as a reason to participate in outdoor recreation. Nearly three in four Americans consider this an important reason to get active. (ARC, 1999)

b. Builds Cultural Diversity and Harmony

- Recreation promotes positive contact between different ethnic groups and opens communication in a non-threatening atmosphere. Recreation opportunities provide a means for social interaction that can help to break down the barriers of unfamiliarity, fear and isolation. During recreation and leisure time, people are less concerned with differences and more concerned with having fun.⁴¹

c. Supports Individuals with Disabilities

- Positive attitudes towards the disabled, increased tolerance and sensitivity were some of the confirmed benefits of participating in integrated outdoor experiences. (McAvoy, 2001)

⁴⁰ Ibid

⁴¹ Ibid

- By participating in re-socialization activities, individuals with disabilities enhance their interpersonal skills, experience a revitalized interest in life events and activities and an increased concern for the quality of life for others. (Heintzman, 1997)
- Aerobic exercise training can significantly improve the mental capacity of individuals with spinal cord injuries while lowering their depression, increasing their self-satisfaction/image and independence, and reducing their suicidal tendencies. (PRFO, 1992)

d. Supports Seniors

- Recreation can enhance active living, helping limit the onset of disease and impairment normally associated with the aging process. Recreation activities that include physical activity help the aging population lead independent and satisfied lives helping them remain mobile, flexible and maintaining their cognitive abilities.⁴²
- Benefits such as having fun, feeling less lonely, reduced depression, fewer doctor visits, less medications, decreased pain, having more energy, generally feeling better, sleeping better at night, reduced medical costs, making friends, and having something to look forward to were identified through participant's personal testimonies of "Active Options", a fitness and recreation program for persons over 62 years of age. (Katzenmeyer, 1997)
- Recreation activities provide socialization opportunities and help keep seniors active in the community. Seniors who live alone are often cut off from the community mainstream, losing their purpose for being and retreating into their homes, thus increasing their health risks. It is generally accepted that the risk of depression increases with age. (Chodzko-Zajko, 1998) Seniors involved in recreation programs have reduced feelings of alienation and loneliness and increased intergenerational understanding.⁴³

Supports Youth

a. Develops Youth

- Play is the foundation for children's healthy development. The benefits of outdoor play are maximized when developmentally appropriate equipment and materials are provided. (Sawyers, 1994)
- Preschool students exposed to a structured intervention program of a physical education curriculum that included hopping, galloping, jumping, ball bouncing, striking, kicking, catching and throwing demonstrated significantly higher improvement in fundamental locomotion and object control skills than preschool students who were only allowed to have unstructured physical play with limited equipment. (Ishee, 2003)
- Level of participation in sports and physical activities is positively associated with psychological maturity and identity development for young women. Young men tend

⁴² Ibid

⁴³ Ibid

to feel they must “prove” themselves through sports, so it is important to structure recreation activities to allow them to feel the freedom to use sports and physical activity as an exploration of alternative leisure activities and identities. (Shaw, et al., 2001)

- Because high levels of television watching by adolescents are related to low levels of development (psychological maturity and identity development) suggests that recreation programs in general are beneficial. (Shaw, et al., 2001)

- Programs and services that allow youth to have input, involvement, and ownership lead to positive human growth. Environments that are nurturing where youth can have a sense of achievement and recognition as well as opportunities for creative expression, physical activity, and social interaction provides the best settings for them to achieve the five development competencies needed to be successful as adults. The five competencies are: 1. Health/physical, 2. Personal/social, 3. Cognitive/creative, 4. Vocational, 5. Citizenship. (Hudson, 1997)

- A significant relationship between high levels of physical activity and a higher ability to integrate into peer groups, easier contact with parents and friends, and a higher degree of life satisfaction were found in a year of 1,671 children aged 11, 13 and 15. (PRFO, 1992)

b. Enhances Education

- Involvement in constructive, non-academic activities both at school and in the community facilitates continued school engagement and academic achievement as well as other aspects of positive development during adolescence and into the early adult years. (Eccles, et al., 2003)

- Brain research confirms that physical activity enhances the learning process in children. Recreational activities are powerful ways to refine children’s social, decision-making, and problem-solving skills. (Isenberg and Quisenberry, 2002)

- Nearly 8 out of 10 teens who engage in after-school activities are “A” or “B” students, but only half of teens not participating in after-school activities earn these high marks. Teens who do not engage in after school activities are 5 times more likely to be “D” students than those who do participate. (Ericson, 2001)

c. Deters Negative Behaviors, such as Drug and Alcohol Use, Early Sexual Activity and Crime

- Contact with nature resulted in significant improvement for children with attention disorders and teens with behavioral disorders. (American Planning Association, 2003)

- According to the YMCA commissioned *After School for America’s Teens Survey* in January 2001, teens that are unsupervised during the after-school hours of 3 to 6 p.m. are more likely to engage in risky behaviors such as drug and alcohol abuse, sexual activity, cigarette smoking, and carrying and using weapons, than are youth who are supervised or involved in structured activities during those hours.

- Students who participate in one to four hours per week of extracurricular activities are 49% less likely to use drugs and 37% less likely to become teen parents than students who do not participate, according to a U.S. Department of Health and Human Services study. (HHS, 2002)
- Adolescents and young adults who watched television for more than 7 hours a week had an increased likelihood (up to 200 percent) of committing an aggressive act in later years, according to a continuing study that began in 1975 and followed 707 families for 17 years. (Kolata, 2002)
- Fifty-seven percent of all violent crimes by juveniles occur on school days and 19 percent in the 4 hours between 3 p.m. and 7 p.m., based on the FBI's National Incident-Based Reporting System data. (Snyder & Sickmund, 1999)
- After-school recreational programs are a logical and inexpensive way to address crime. Communities with active recreation programs have seen local reductions in crime. One California district was able to keep 231,405 youths busy on evenings and weekends by using a court grant of only \$13,000 (CPRS, 1996). No method has been established to measure how much crime is caused by a lack of supervision and recreation opportunities, but there is evidence that crime frequently drops when supervision and recreation opportunities are improved.⁴⁴

3. The Economic Benefits of Recreation and the Conejo Recreation & Park District

- The U.S. Forest Service calculated that over a 50-year lifetime, one tree generates \$31,250 worth of oxygen, provides \$62,000 worth of air pollution control, recycles \$37,500 worth of water, and controls \$31,250 worth of soil erosion.⁴⁵
- There is a positive relationship between park proximity and residential property value when parks/open space are well maintained and secure, including in low income urban areas and at the edges of urban areas.
- Parks can revive demand for space in neighboring office buildings, and commercial asking rents, residential sale prices and assessed values for properties are positively affected when near a well-improved park.
- Overall quality of life and livability, including recreation opportunities, are important factors in the decision by businesses on location—if people want to live in a place, companies, stores, hotels, homes and apartments will follow.
- Parks can serve as a city's signature attractions, prime marketing tools to attract tourists, conventions and businesses, helping to shape city identity and give residents pride of place.
- Organized events held in public parks—art festivals, athletic events, food festivals, musical and theatrical events—often bring substantial positive economic impacts to their

⁴⁴ Ibid

⁴⁵ "Why America Needs More City Parks and Open Space." By Sherer, Paul M. *The Trust for Public Land White Paper*. 2003.

communities, filling hotel rooms and restaurants and bringing customers to local stores.⁴⁶

- School Districts receive economic value from contribution of City resources in partnerships for facility development and programming for students and the general public.
- “The Conejo Recreation and Park District is an economic engine of Ventura County. It fuels output, tax revenue, and job creation, both through its direct budgetary expenditures, and indirectly through affiliated organizations that use its facilities, visitors who are brought to the area for activities, and volunteers who freely donate their creative energy to community causes.”⁴⁷
- “Investments in the Conejo Recreation and Park District have an impressive return comparable with or greater than many business investments that create jobs, add to the regional output, or generate tax incomes. . . .”⁴⁸
- “CRPD creates hundreds of jobs, contributes tens of millions of dollars to the economy, has a positive role in the development of youth, and is a place of hope and joy for senior citizens.”⁴⁹
- “For every dollar spent by [CRPD], some \$2.07 were added to the regional and some \$2.74 to the state gross regional products. The total number of paid jobs (full-time plus full-time-equivalent) was about 161 in the institution upon conclusion of 2009. Total jobs created in Ventura County through the various activities and contributions of CRPD reached 784 in the County and 933 within the state of California.”⁵⁰

I. CHALLENGES AND INFLUENCES

The benefits of parks and recreation are necessary to develop healthy individuals and communities when the economy is strong, and are even more important when a community faces economic and social challenges. The increased complexities of the parks system and funding cuts have added greater challenges for parks management. Even with these challenges, the District has continued to find ways to plan and invest in the park system.

The following is a list of some of the challenges and influences facing the District:

1. **Funding.** Historically, funding for parkland acquisition and park improvements came from “park development fees” imposed on new residential construction. With the community essentially built out residentially, that traditional funding source has virtually dried up. A viable “park, recreation and natural area” capital facility funding source is necessary to provide for community needs. The District could look at issuing Lease

⁴⁶ Ibid

⁴⁷ Damooei PhD., CRPD, An Economic Engine of Ventura County, (2010) p 6

⁴⁸ Ibid, p 10

⁴⁹ Ibid, p 48

⁵⁰ Ibid, p 59

Revenue Bonds, placing a measure before the voters for a General Obligation Bonds to finance capital improvements, and/or forming an additional assessment district to support park development and improvements. Further discussion of existing and potential funding sources is provided in Section VI of this master plan.

2. **Parkland Shortages.** The national standard for providing parkland is 10 acres per 1,000 population (AC/1000)⁵¹. Community parks, playfields and neighborhood parks account for 5 acres of the 10 acres per 1,000 population, and the district-wide park provides the additional 5 acres. Developed parkland in the Conejo Valley presently represents 6.6 AC/1000⁵², which is 3.4 AC/1,000 short of the 10 AC/1,000 population national standard. This developed parkland deficiency exists primarily in the “District-wide” park category, however it is mollified by District-owned lands in the “regional”, “open space” and “special facility” categories. Notwithstanding, park inventory records indicate that portions of the City are without parks and various facilities are in short supply. The most significant lack of developed “community park” parkland exists within Zone II. The most significant shortage of developed playfield and neighborhood parkland is within Zone IV. According to the City of Thousand Oaks Conejo Valley Community 5-year Attitude Surveys (1968 to current), respondents have consistently identified the need for more park and recreational facilities among the top 10 items needed in the Thousand Oaks service area (see discussion under Section G, City of Thousand Oaks study above). Community input and support has also been provided for the construction of a community park in the Lang Ranch park area.
3. **Playfield Shortage.** During a public meeting held on March 23rd and 28th, 2007 to obtain community input on District park needs, residents identified the need for additional sports turf, including adding a disc golf/frisbee golf course (a need which has since been filled), and constructing more active play fields for sports activities such as soccer and lacrosse.
4. **Overuse of Facilities.** Due to the shortage of park facilities, existing facilities are often overused. Our residents use parks at a rate that exceeds statewide averages.
5. **Park Maintenance.** Deferred maintenance of the parks is present in a few locations in the District. During the March 23rd and 28th, 2007 public meetings, residents spoke of the need for various improvements such as the provision of bathrooms, safety lighting, replacement of children’s play equipment, and refurbishment of ballfields and other sport fields.
6. **Provision of Special Facilities.** During the March 23rd and 28th, 2007 public meetings, residents requested a duplication of special facilities in different locations of the district, such as a skate park in Thousand Oaks, and a senior, teen center and community garden in Newbury Park.
7. **Increasing Cost and Decreasing Availability of Water.** California is facing severe water challenges. Our state’s fragile water supply and delivery systems are threatened by rapid population and economic growth, aging infrastructure, sustained drought, and climate change.

⁵¹ National Recreation and Park Association, *Park, Recreation, Open Space and Greenway Guidelines*, 1996

⁵² Total developed acres of neighborhood, playfield, community and districtwide parks in all zones (903.4 acres), multiplied by 1,000 and divided by 2010 population within the Conejo Recreation & Park District (136,774 persons).

Locally, demands on water resources have increased deliveries to Calleguas Municipal Water District (CMWD), the wholesale water purveyor for much of eastern Ventura County and the CRPD service area, and is projected to increase from approximately 170,000 acre-feet (ac-ft) in 2010 to over 200,000 ac-ft in 2035. Currently, the cost of water supplied by CMWD is approximately \$1,000 per acre foot and will continue to rise as reliability costs increase.

Southern California's water supply, and that of CWMD, is subject to natural and man-made forces, ranging from drought and earthquakes to environmental regulations and water rights determinations. Some of the challenges facing Southern California with respect to water include:

- Population and resulting urban water demands are increasing.
- A major earthquake could damage the California Aqueduct or the Colorado River Aqueduct (CRA), or both, interrupting water supply to the region for up to six months.
- Water demands associated with environmental causes are increasing, especially in the San Francisco Bay/Sacramento-San Joaquin Bay Delta (Bay-Delta), thus reducing the availability of water for Southern California.
- New and increasingly stringent drinking water standards are being promulgated and could further impact the use of local surface and groundwater supplies.
- California, like much of the west, is susceptible to long periods of drought.
- Recent climate change studies indicate that Bay-Delta and Colorado River supplies could be even more variable than that of the historical record, further stressing California water supplies.
- Several of the groundwater basins within CMWD's service area are in an overdraft condition.

The economic vitality of Ventura County is contingent upon a dependable water supply. Therefore, it is imperative that a strategy be developed to ensure reliable sources of water supply, including using existing supplies efficiently. This chapter discusses both imported and local supplies of water available to CMWD, as well as the water quality associated with each type of supply.

Due to the geographic location of its service area, CMWD receives State Water Project water exclusively under normal MWD operating conditions. The SWP is a 600 mile network of reservoirs, aqueducts, and pumping facilities that convey water from the northern Sierra Nevada Mountain Range to Southern California. Water is treated by Metropolitan Water District of Southern California (MWD) at the Joseph Jensen Filtration Plant in Granada Hills and is delivered to CMWD through MWD's West Valley Feeder No. 2 Pipeline. CMWD's sole connection to MWD is located in the City of Chatsworth at CMWD's East Portal Facility. From this point, water is conveyed 1.39 miles through the

Perliter Tunnel into Simi Valley, where it is distributed through CMWD's transmission system, injected into the Las Posas aquifer, or stored in Lake Bard.

Water stored in Lake Bard is treated at the Lake Bard Water Treatment Plant (WTP), which has a treatment capacity of 65 million gallons per day (mgd), (100 cubic feet per second [cfs]). The WTP is used during the summer months to supplement imported MWD deliveries to the western part of CMWD's service area, and can supply the entire system for short durations if service from MWD is interrupted or reduced due to routine maintenance or emergency.

The original SWP facilities, completed in the early 1970s, were designed to meet the needs of the SWP contractors established at that time. It was anticipated that additional SWP facilities would be constructed over time to meet increases in contractor delivery needs. However, these additional facilities were repeatedly deferred and public attitudes and environmental regulations have changed. As a result, the SWP is not capable of delivering full contractor entitlements every year.

The focal point of SWP supplies is the Bay-Delta; the largest estuary on the west coast through which 60 percent of the freshwater used in the State must pass. Years of environmental neglect to this area and political gridlock has resulted in significant environmental damage. In recent years, the Delta smelt, winter-run Chinook salmon, spring-run Chinook salmon, and splittail were added as threatened or endangered species under the federal Endangered Species Act (ESA). Resulting actions taken to protect the ecosystem of the Bay-Delta have placed additional restrictions on SWP operations.

SECTION III. Existing Facilities

A. REVIEW OF RECREATIONAL FACILITIES

CRPD provides a wide range of recreational opportunities for local residents. Based on its philosophy, CRPD has a major responsibility to serve as a catalyst for interagency cooperation, construction, and operation of recreational facilities beyond the reach of the individual or private organization to provide the community and individuals with a complete set of recreational opportunities.

The following review of facilities provides a summary of the recreational opportunities that are available to district residents, and are listed in the basic categories defined below.

CRPD Facilities

Public recreation and park facilities consist of sites that may be used for single, dual, or multiple recreational activities. CRPD currently owns, operates and/or maintains 50 developed sites consisting of neighborhood parks, playfields, community parks, district-wide parks, and special facilities. The District also shares ownership, operation and maintenance of 40 open space areas and regional parks consisting of 13,215.01 acres.⁵³ The District-owned facilities and shared facilities are listed on Table III-1. Maps 3 through 7 identify parks and open space facilities within the District boundaries.

Several park facilities or portions thereof are owned by the Conejo Valley Unified School District. A cooperative agreement between Conejo Valley Unified School District and Conejo Recreation & Park District has allowed these properties to serve as park facilities.

The CRPD-owned open space properties are periodically reviewed to assess if the properties would be better served under COSCA management.

CRPD-owned property not considered reasonably developable into a recreation and/or park facility may be declared surplus and be offered for sale through a public agency surplus property process.

Private Facilities

An ever-increasing number of people are utilizing private recreation facilities that are maintained by homeowners' fees and residency requirements. Therefore, these services have not been considered to meet overall community needs.

Certain private recreational facilities, however, charge a fee to the general public for use of their facilities. These facilities, therefore, are listed under semi-public and commercial recreational facilities.

⁵³ Conejo Open Space Conservation Agency, October 2010

Semi-public and Commercial Facilities

Semi-public and commercial recreational facilities were included as meeting certain public recreational needs. It was assumed that the majority of middle income residents of the community possessed the ability to participate at some level in the use of these facilities.

Public School Facilities

Public school facilities have been included as available public recreational space and facilities. Map 10 shows the school district boundaries.

Special Facilities

Within the scope of recreation and park facilities, there exists a broad segment of unique and special facilities that may not be contained in the regular park setting. There are a number of special facilities within the CRPD boundary which include: therapeutic center and horsemanship facilities, equestrian facilities, community and botanic gardens, teen and senior centers, cultural arts center, aquatic facilities, skate park, dog park, museums, and Indian interpretive center. Many of these facilities are developed within other park facilities (i.e. Dog Park within a district-wide facility; Skate Park within a community park). – see Map 6

Park land acquisition is nearing completion and we are rapidly approaching build-out of the community. With increased use of existing parkland, future focus will be on adding special facilities and addressing maintenance and capital replacement.

B. REVIEW OF DISTRICT AND SHARED RECREATIONAL FACILITIES

Since 1992, when the previous Master Plan was adopted, the City has pursued and/or facilitated design and implementation of a significant number of recreation facility projects. Table III-1 below outlines the parks and recreational facilities owned and operated by the District. In cooperation with the National Park Service, the Mountains Recreation and Conservation Authority, COSCA and CRPD, approximately 15,000 acres of open space and shared recreation facilities are available for public enjoyment.

**TABLE III-1
EXISTING CONEJO RECREATION AND PARK DISTRICT FACILITIES
AND SHARED FACILITIES**

Park/ Facility	Public Land Ownership		Land Development			Public Buildings	Location		
	District Facility	Shared with or Owned by Other Public Agency	Total Acres	Developed Acres	Undeveloped Acres	Sq. Ft.	Neighborhood Planning Area	Community Planning Zone	Address
Alta Vista Open Space		COSCA	42.9		42.9			V	Calle Alta Vista, near Dos Vientos O.S.
Arroyo Conejo Open Space		CTO, COSCA	302.3		302.3			IV, V	Hillcrest Drive and Ventu Park Road
Banyan Park	x		7.4	3.0	4.4	864	19	V	3605 Erinlea Avenue
Beyer Park		CVUSD	4.0	4.0		400	3	I	280 Conejo School Road
Borchard Community Park	x		28.7	28.7		19,656	17	V	190 Reino Road
Cañada Park		CVUSD	9.2	4.0	5.2		7	III	1619 Calle Zocalo
Community Pool at CLU		CLU	0.6	0.6			8	III	100 Overton Court
Conejo Canyon Open Space		CTO, COSCA	1671.6		1671.6		16	V	NW portion of Conejo Valley
Conejo Community Park	x		38.4	20.0	18.4	6,764	13	IV	1175 Hendrix Avenue
Conejo Creek North Park	x		44.1	44.1			4	II	1379 E. Janss Road
Goebel Senior Center		CTO	6.5	6.5		5,160	4	II	1379 E. Janss Road
Thousand Oaks Teen Center		CTO	3.8	3.8			4	II	1375 E. Janss Road
Conejo Creek South Park	x		54.7	50.3	4.4		4	II	1300 Janss Road
Conejo Creek Southwest Park	x		14.1		14.1		12	IV	Paige Lane & Combes Avenue
Conejo Creek West Park	x		51.1	44.0	7.1		11	III	1350 E. Avenida De Las Flores
Dog Park in Conejo Creek West	x		3.5	3.5			11	III	1350 E. Avenida De Las Flores
Conejo Ridge Open Space		COSCA, MRCA, CTO	406.3		406.3		12	IV	South of Hwy. 101 and Hwy. 23 interchange.
Conejo Valley Botanic Garden	x		39.6	39.6			13	IV	1035 Saint Charles Place
Cypress Park	x		5.0	5.0		1,378	18	V	469.5 S. Havenside
Deer Ridge Open Space		COSCA, CTO	187.5		187.5		19	V	SW corner of Thousand Oaks

**TABLE III-1
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	District Facility	Shared with or Owned by Other Public Agency	Total Acres	Developed Acres	Undeveloped Acres	Sq. Ft.	Neighborhood Planning Area	Community Planning Zone	Address
Del Norte Park	x		3.7		3.7		4	II	N/E Sapra Street
Dos Vientos Community Park	x		27.8	27.8		13,974	20	VI	4801 Borchard Road
Dos Vientos Neighborhood Park	x		5.2	5.2			21	VI	4850 Via Andrea
Dos Vientos Playfield	x		26.0		26.0	0	21	VI	S/E Via Rio & Calle del Prado
Dos Vientos Open Space		COSCA, CTO, MRCA	1260.2		1260.2			VI	SW corner of Conejo Valley
El Parque de la Paz	x		4.8	4.8			3	I	2580 Pleasant Way
Estella Park	x		1.9	1.9		336	3	I	300 Erbes Road
Evenstar Park	x		4.0	4.0			1	I	1021 Evenstar
Fiore Playfield	x		9.6	7.1	2.5		11	III	Rt. 23 & Arboles
Fireworks Hill Open Space		CTO	50.0		50.0		13	IV	N. of W. Hillcrest Dr.
Glenwood Park	x		5.2	5.2		1,350	12	IV	1291 Windsor Drive
Hickory Park	x		4.6	4.6			19	V	3977 S. Camphor Avenue
Hillcrest Center			8.8	4.0	4.8		13	IV	401 West Hillcrest Drive
Hope Nature Preserve		COSCA	359.4		359.4		14	IV	SW of Lynn Oaks Park
Kimber Park	x		8.3	8.3			18	V	3295 Bear Creek Drive
Knoll Open Space		COSCA	21.1		21.1		17	V	Next to Pepper Tree Playfield
La Jolla Open Space		CTO	14.8		14.8		3	II	Adjacent to Thousand Oaks Freeway
Labisco Hill Open Space		COSCA	23.9		23.9		10	III	NW corner of Janss Rd. & Moorpark Rd
Lake Eleanor Open Space		COSCA	512.8		512.8		1	I	Lake Eleanor
Lang Ranch Community Park	x		124.0		124.0		5	II	Westlake Blvd. & Ave. De Los Arboles
Lang Ranch Open Space		COSCA, CTO, NPS	913.8		913.8		5	II	NE portion of the City, Land Ranch Pkwy.
Lang Ranch Neighborhood Park	x		10.4	7.0	3.4		5	II	3287 Lang Ranch Parkway

**TABLE III-1
EXISTING CONEJO RECREATION AND PARK DISTRICT FACILITIES
AND SHARED FACILITIES**

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	District Facility	Shared with or Owned by Other Public Agency	Total Acres	Developed Acres	Undeveloped Acres	Sq. Ft.	Neighborhood Planning Area	Community Planning Zone	Address
Los Padres Open Space		COSCA, CTO	186.7		186.7		12	IV	S. Moorpark Road
Los Robles Opens Space		COSCA	357.8		357.8		12	IV	Southern terminus of Moorpark Rd
Los Vientos Open Space		COSCA	28.2		28.2		18	V	South terminus of Los Vientos Drive
Lynn Oaks Park	x	CVUSD	8.8	4.0	4.8		14	IV	359 Capitan Street
Lynnmere Open Space		COSCA	114.4		114.4		13	IV	Between Lynnmere Dr. & Calle Yucca
Joel McCrea Wildlife Refuge		COSCA	75.0		75.0		7	III	N. Moorpark Road & Calle Contento
McCrea Ranch	X	COSCA	253.7		253.7		7	III	4545 N. Moorpark Road
McCrea Ranch Open Space		COSCA	97.8		97.8		7	III	North of McCrea Ranch
Mt ClefRidge Open Space		COSCA, CTO	217.1		217.1		8	III	Adjacent to Wildwood Park
Morrow Circle Park	x		4.0		4.0		4	II	S Morrow Circle
Newbury Gateway Park	x		6.9	2.3	4.6		14	IV	2250 Michael Drive
Newbury Park High School Pool		CVUSD	0.5	0.5		8,900	17	V	456 Reino Road
North Ranch Neighborhood Park	x		12.0	12.0			2	I	1901 Upper Ranch Road
North Ranch Playfield	x		12.0	12.0			2	I	952 Rockfield
North Ranch Open Space		COSCA, CTO	2595.3		2595.3		1,2,3	I	SE corner N. Westlake Blvd & Kanan Road
Northwood Park	x		8.5	8.5			7	III	3619 Avenue Verano
Oakbrook Neighborhood Park	x		13.5	5.0	8.5		6	II	2787 Erbes Road
Oakbrook Regional Park	x		431.4		431.4		5	II	Westlake Blvd. & Lang Ranch Park
Old Conejo Open Space		COSCA	38.2		38.2		17	V	Old Conejo Road, near Peppertree playfield
Old Meadows Park	x		31.0	6.2	24.8	3,822	4	II	1600 Marview Drive
Old Meadows Open Space	x	CTO	48.7		48.7		4	II	Adjacent to Old Meadows Park
Pepper Tree Playfield	x		21.7	21.7			17	V	3720 Old Conejo Road

**TABLE III-1
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	District Facility	Shared with or Owned by Other Public Agency	Total Acres	Developed Acres	Undeveloped Acres	Sq. Ft.	Neighborhood Planning Area	Community Planning Zone	Address
Potrero Ridge Open Space		COSCA, CTO, COUNTY	201.7		201.7		18	V	Reino Road, E. of Dos Vientos O.S.
Rancho Conejo Playfield	x		12.7	12.7			15	V	950 North Ventu Park Road
Rancho Potrero	x	MRCA	326.0		326.0		21	VI	S. of Potrero Rd., SW corner of Conejo Villy.
Russell Park	x		7.0	7.0			3	I	3199 N. Medicine Bow Court
Santa Monica Mtns. NRA		NPS	869.3		869.3		21	VI	West Lynn Road
Site I		CTO	8.7		8.7		21	VI	South of Lynn Rd; west of Rancho Potrero
Skyline Open Space		COSCA, CTO	58.6		58.6		1	I	S. of Skyline Drive
South Ranch Open Space	x	COSCA, CTO	723.3		723.3		1	I	Access from Triunfo Comm. Park
Southshore Hills Park	x		4.5	4.5			1	I	2025 Tanbark Court
Southshore Hills Open Space		COSCA	12.8		12.8		1	I	NE of Lake Eleanor Open Space.
Spring Meadow Park	x		7.2	7.2			8	III	3283 Spring Meadow Avenue
Stagecoach Inn Museum			5.0	5.0		7,180	14	IV	51 Ventu Park Road
Stagecoach Inn Park	x		4.9	4.9			14	IV	51 Ventu Park Road
Suburbia Park	x		2.0	2.0			10	III	2600 Tennyson Street
Summit House Open Space		COSCA	33.7		33.7		8	III	NE corner of Ave.De Los Arboles & Lynn Rd
Sunset Hills Park	x		5.8	5.8			6	II	3350 Monte Carlo Drive
Sunset Hills Open Space		COSCA, CTO, MRCA, COUNTY	410.2		410.2		6,7	II, III	Erbes Road E. of Hwy. 23 & S. of Olsen Rd
Sycamore Neighborhood Park	x		4.5	4.5			20	VI	198 Via Katrina
Tarantula Hill Open Space		COSCA	45.0		45.0		13	IV	Gainsborough Rd., NW of Botanical

**TABLE III-1
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	District Facility	Shared with or Owned by Other Public Agency	Total Acres	Developed Acres	Undeveloped Acres	Sq. Ft.	Neighborhood Planning Area	Community Planning Zone	Address
									Gardens
Thousand Oaks Community Park	x		35.8	35.8	0.0	14,110	10	III	2525 N. Moorpark Road
Thousand Oaks High School Pool		CVUSD	0.5	0.5		5,000	10	III	2325 N. Moorpark Road
Thousand Oaks Library		CTO	6.0	6.0			4	II	1401 E. Janss Road
Triunfo Community Park	x		23.4	23.4		946	1	I	980 Aranmoor Avenue
Ventu Park Open Space		COSCA	141.1		141.1		14	IV	Lynn Road in Ventu Park community
Walnut Grove Equestrian Center	x		13.0	4.5	8.5		14	IV	401 Ronel Court
Walnut Grove Park	x		6.5	6.5			14	IV	400 Windtree Avenue
Walnut Open Space		COSCA	8.9		8.9		14	IV	Lynn Road and 101 Fwy.
Waverly Park	x	CVUSD	5.5	5.5		835	11	III	1300 Ave de Las Flores
Wendy Park	x		4.3	4.3			19	V	815 American Oaks Avenue
Wildflower Playfield	x		19.0	19.0			9	III	635 W. Ave De Los Arboles
Wildwood Neighborhood Park	x		5.8	5.8		2,020	9	III	650 W. Ave De Los Arboles
Wildwood Regional Park	x	COSCA	1824.4		1824.4		9	III	West Avenue De Los Arboles
Woodridge Open Space		COSCA	608.4		608.4			II	Adjacent to Lang Ranch Open Space
Zuniga Ridge Open Space		CTO	0.6		0.6		3	I	Thousand Oaks Blvd & Erbes Road
Total			16330.9**	574.1*	15756.8	92,695			

COSCA = Conejo Open Space Conservation Agency
CVUSD = Conejo Valley Unified School District
CTO = City of Thousand Oaks

MRCA = Mountains Recreation and Conservation Authority
NPS = National Park Service
COUNTY = Ventura County

** - The total acreage identified in Section 1 of this Master Plan comprises land owned by CRPD or owned by another public agency (COSCA, CVUSD, CTO, MRCA, NPS, County) and shared with CRPD. There is an additional 802.0 acres of open space under private temporary or permanent ownership. The total open space within CRPD's planning area exceeds 15,000 acres. * - The total developed acreage shown above does not include acreage of all special facilities or portions of undeveloped park land within developed parks yet to be developed. This additional acreage however is included in the developed acreage total on page II-22 to calculate acreage requirements.

C. REVIEW OF PRIVATE, SEMI-PUBLIC, AND COMMERCIAL RECREATION FACILITIES

Non-public facilities serve an important role in meeting the recreational needs of Conejo Valley residents. The network of private facilities within the district is made up of businesses, churches, private schools, organizations and private golf courses.

The list below is not a detailed inventory of private facilities in the Conejo Valley, since the District or other public agency does not control or maintain these facilities. These recreation resources are therefore not credited towards the District's acreage goals for public parks. However, since they do fill a recreation role, a brief listing of the facilities as of June 2010 is provided here.

Private Facility	No.	Location
Gymnasiums –Sports	2	California Lutheran University, Oaks Christian
Gyms - Physical Fitness	9	Curves, Forrest Fitness Center (CLU), 24 Hour Fitness, Gold's Gym, McKittrick Fitness Center (Oaks Christian), Newbury Park Athletic Club, Spectrum Club, Conejo Valley YMCA, Miller Family YMCA
Gyms – Gymnastics	1	California Cartwheel Center
Golf Courses	5	Sunset Hills Country Club, Westlake Golf Course, North Ranch Country Club, Los Robles Greens, Sherwood Golf Course
Batting Cages	1	Boost Your Average (indoor facility on Townsgate Road)
Baseball Fields	2	California Lutheran University, Oaks Christian
Tennis Courts	9	Sunset Hills Country Club, Horizon View Club, California Lutheran University, Village Homes Club, Shadow Mountain Club, North Ranch Country Club, Westshore Tennis Club, Northwood Community Homes Club, Westlake Tennis and Swim Club
Aquatics & Swimming	16	Sunset Hills Country Club, Horizon View Club, Conejo Valley YMCA, Miller Family YMCA, Thousand Oaks Swim Club, Westlake Swim Club, Community pool at California Lutheran University, Foxmoor Homes, Discovery Homes, Young Set Club, Shadow Mountain Club, Daland Swim School, Oaks Christian, Spectrum Club, Sherwood Country Club and 24 Hour Fitness

Private Facility	No.	Location
Equestrian Facilities	4	Circle K Horse Rentals (Two Winds Ranch), Walnut Grove Equestrian Center, and Ride-On Therapeutic Horsemanship, Foxfield Riding Academy
Meeting Facilities	12	Horizon View Club, YMCA, Shadow Mountain Club, Sunset Hills Country Club, California Lutheran University, Village Homes, Discovery Homes, Courtyard – Thousand Oaks, The Oaks, Arts Council Center, Cameron Center, Thousand Oaks Library
Dancing Instruction	6	Academy of Dance and School of Performing Arts, Arthur Murray Dance Studio, Ballet Arts, Bobbie's School of Performing Arts, California Dance Theatre, Cuizon Ballet Center
Martial Arts	10	Jung's Martial Arts Center, Thousand Oaks-Westlake Karate, Warrior Quest Society, Shotokan Karate, Karate for Kids, American Eagle Karate, United Studios of Self Defense, Club Tae Kwan Do, American Academy – Self Defense, Golden Eagle Martial Arts
Amusement Games	1	Chuck E. Cheese
Theatres-Motion Pictures	4	Mann Janss Marketplace, Mann Westlake Village, Muvico, Regency Westlake Village Twin
Archery Range	1	Conejo Valley YMCA,
Boating/Fishing	2	Westlake, Lake Sherwood (private)
Ice Skating	1	The Lakes (seasonal)
Outdoor Gardens	1	Gardens of the World
Race Car Driving - Indoor	1	MB2 Raceway
Basketball Courts – Outdoor	1	Conejo Valley YMCA
Disc Golf	1	Conejo Valley YMCA
Horseshoes	1	Conejo Valley YMCA
Rock Climbing - Indoor	1	Boulderdash (Westlake)

** Note: - Communities adjacent to Thousand Oaks, namely Westlake Village, Oak Park, Agoura Hills, Moorpark and Camarillo each have their own park and school facilities including (but not limited to), a new park and YMCA in Westlake Village; a pool, sports fields, and auditorium at Oaks Christian; a splash park and a dog park in Oak Park.*

D. REVIEW OF PUBLIC SCHOOL FACILITIES

In almost every neighborhood in the Conejo Valley, school facilities play an important role for the community. They act as civic gathering places, venues for arts and entertainment, and resources for sports and recreational opportunities. As shown below in Table III-2, there are twenty-nine (29) public school campuses in the Conejo Valley; 27 of these facilities are open for students and two facilities (Old Meadow's and University Elementary Schools) are being leased for other uses.

**TABLE III-2
CONEJO VALLEY PUBLIC SCHOOL RECREATIONAL FACILITIES**

<u>Facility</u>	<u>Number</u>	<u>Usable Recreational Area-Acres</u>	<u>Recreational Building Space -Square Feet</u>
Elementary Schools	18	69	57,500
Intermediate Schools	4	31	16,000
High Schools	5	60	26,000

Source: Conejo Valley Unified School District, Debbie Hanna. Facility Information as of September 1, 2009

Map 10 shows the location of the public schools and school boundaries within the Conejo Valley.

E. CONTEMPLATED SPECIAL FACILITIES

In addition to public, semi-public, and private recreational facilities, the community has expressed interest in various special facilities. These special facilities may or may not be developed within the jurisdiction of the District, but some District involvement could be anticipated based on a variety of factors such as but not limited to, capital funding, operational costs, liability, compatibility with other land uses and park uses, depth and breadth of community involvement as well as the recreational aspect of each special facility. These facilities are listed below as an ongoing need for areas and facilities which may be unique, of a major nature requiring a multi-agency approach, private enterprise, or other special considerations.

- Outdoor theatre
- Archery range
- Expanded trail system
- BMX track / dirt and downhill "gravity" jump tracks
- Fresh water recreational facility
- Cycling / racing
- Motorized park fliers (airplanes)
- Motorized radio controlled (RC) cars or boats
- Paintball
- Airsoft
- Skateboard Park (bigger/better)

- Disc Golf (in addition to new course at Thousand Oaks Community Park)
- Water Park with standing water (i.e. Blue Heron Water Park)
- Splashpad without standing water
- Archery
- Roller Hockey
- Rock Climbing Walls – (i.e. Boulderdash)
- Fishing Pond
- Bowling
- Roller Skating (Roller Dome)
- Ice Skating (Simi Valley)
- Pickle Ball
- Paddle Tennis
- Dog Park – Agility / Show
- Off-leash Open Space Trails dog park
- Adventure Park – Nature Park
- Challenge (Ropes) Course
- Parcourse / Exercise Stations
- Shaded Play Areas
- “Hot Spot” Parks/ WiFi
- Zip Lines
- Equestrian Camping
- Bird Watching Towers

Special Facilities / Recreation Activities available outside the District within a short (approximately 1-hour) drive include:

Water

- Ocean / Beach Activities (surfing / fishing / boating / kayaking / scuba diving / snorkeling / Channel Islands)
- Lake Activities (water skiing / fishing / boating) – Piru / Casitas
- Water Park
- Splash Park – Splash Pad
- Snow sports – skiing, snow boarding, sledding, snow shoeing

Retail / Entertainment

- Bowling, roller rink, mini-golf, family fun center, arcade, go-kart racing

Motor Sports

- Dirt bikes, dune buggies, car racing, motor-cycle racing

Gun Sports / Hunting

- Skeet, trap shooting, firing range
- Birds, deer hunting

Rock Climbing

SECTION IV. Needs Assessment

A. MASTER PLAN DEFINITION

The National Recreation and Park Association (NRPA), recommends that parks and recreational facilities be comprehensively planned for a region or service area. An important feature of a comprehensive Master Plan is the projection of the community's demand for parks and recreational facilities based on population, time and distance factors, physical and man-made barriers, income, education, and other socioeconomic factors. Section IV is intended to provide this projection for the Conejo Valley.

A Master Plan is definitive in that it shows locations and types of existing recreation and park facilities throughout the community, such as those outlined in Section III of this Plan for the CRPD service area. Since such facilities are intended to serve the residents within the CRPD boundary, the needs assessments for additional facilities is based on the existing and future population forecasts for neighborhood areas. In formulating projections, existing residential units and density factors are considered, along with U.S. Census Bureau information, Department of Finance population estimates, the 2006-2014 City of Thousand Oaks Housing Element, City zoning maps, density factors for undeveloped areas within the City, and sphere of planning influence. The standards-based process of assessing need is well covered with community-based planning, formal surveys, anecdotal/staff input, and a prioritized 10-year capital improvement plan.

The Master Plan Site Location Plan (Map 2) divides the District into six basic community zones that are further broken into twenty-one neighborhood planning areas. Once the required park acreage has been determined for each zone, planners contemplate the types of park facilities that will best serve the community. Also considered is the amount of park space necessary for the planned recreation activities. Each activity has a space requirement and an expected number of participants. The amount of space a recreation activity requires greatly influences the types of recreation features that can be utilized. (Use dimensions for games and sports are listed in "Recreation Areas, Their Design and Equipment" - second edition, George D. Butler, The Ronald Press Company, New York, copyright 1958, by National Recreation Association Incorporated, p 96).

The Master Plan establishes the framework for determining the amount and distribution of recreation space throughout the district. It is a dynamic document reviewed annually and subject to modification that may better reflect the community as it grows and changes.

A Strategic Plan guides the District in implementing the planning goals of the Master Plan. It incorporates an assessment of the present state of District operations, gathers and analyzes information, sets goals, and helps guide decisions for future park planning. It is a five-year plan and, similar to the Master Plan, is updated annually.

B. PURPOSE OF THE MASTER PLAN

As discussed in Section I, one of the primary purposes of the Master Plan, both short and long range, is to identify how CRPD is meeting the recreation needs for various planning areas within the District.

In order to ensure that recreation facilities are evenly spaced, the Master Plan establishes guidelines and standards for the placement of recreation areas within the CRPD boundary. Recreation facilities are broken down by type and using the acres-per-population ratio standards, the appropriate amount of park space is determined for each planning area of the community.

Most public recreation and park agencies, therefore, have established facility definitions, service areas-per-population, and standards for providing necessary recreational areas for these service areas.

C. PARKS AND RECREATION FACILITY DEFINITIONS AND PLACEMENT STANDARDS

Parks can be classified by type based primarily on their size, function and character. The CRPD Parks and Facilities Guide, November 2009, describes six park classifications for CRPD facilities: neighborhood parks, playfields, community parks, district-wide parks, regional parks, and special facilities. The CRPD Engineer's Report for the District-wide Assessment Fiscal Year 2009-2010 includes an additional category, Open Space Areas, for passive recreational opportunities. The categorization of parks is important in understanding CRPD-wide acreage needs and in communicating what types of parks are needed in the future. This master plan utilizes the following categories in development design and placement standards:

- *Neighborhood Parks* generally serve residents who live in close proximity of the park, usually within one mile. These parks typically provide both passive and active recreational opportunities such as playgrounds, multi-purpose open turf areas, basketball and volleyball courts, picnic tables and/or picnic shelters, and walking paths. In some instances, sports fields and small parking areas are included. Use of the park is guided by the park's carrying capacity and type of activity being conducted at each park. A size of up to 10 acres is considered appropriate and serving a population up to 4,000 persons, however, neighborhood parks have and may exceed 10 acres in size.
- *Playfields* generally serve residents who live three quarters to one mile from the park. These parks are typically oriented to day and night-lighted athletic uses. Football, soccer, baseball, softball, tennis courts, basketball, and other competitive team sports are the major uses accommodated. Playfields are typically 10 to 20 acres in size and generally serve one of the community zones each with a population of 15,000 to 20,000, and an approximate ultimate population of 30,000, however, playfields have and may be less than 10 acres or exceed 20 acres in size. Dual-functioning, playfields satisfy sports facility needs and yet contain the elements of a neighborhood park thus satisfying acreage requirements of two parks types – a playfield and neighborhood park facility.
- *Community Parks* generally serve residents who live one and one half miles to two miles from the park. These parks are active, drive-to facilities, and like playfields, are designed for day and night-lighted athletic uses. Site amenities include, but are not limited to, baseball and soccer fields, tennis courts, basketball and volleyball courts, major picnic facilities, parking, and a community center building. The center and the additional recreational programming associated with it is the distinguishing feature between a community park and playfield. Community Parks are typically 20 to 50 acres in size and generally serve a population up to 40,000, however, community parks may be less than 20 acres or exceed 50 acres in size. Community parks are designed to

serve the broader recreation needs of several neighborhoods and adequately satisfy acreage requirements of all three park types – a community park, playfield, and neighborhood park facility.

- *District-wide parks* generally serve residents of the entire district. These parks offer a wide variety of recreation opportunities. They typically include unique features such as wooded areas, varied topography and water features, and/or special facilities such as a dog-park, equestrian facility, community garden, or lighted sports fields. District-wide parks generally contain more developed amenities than those found at a regional park however they may include boating, swimming, hiking and riding trails, camp facilities and/or a nature center. District-wide parks are typically between 50 and 250 acres in size, however, district-wide parks may be less than 50 acres or exceed 250 acres in size. Due to the abundance and breadth of amenities offered they frequently draw patronage from well beyond the district boundary to approximately 30 miles.
- *Regional parks* generally serve the entire region. These parks may include unique natural areas and specialized recreational facilities such as campgrounds, wilderness areas, nature study, outdoor education, hiking trails, equestrian facilities, and museums. The size and location of regional parks will vary, but no less than 250 acres is recommended, however, regional parks may be less than 250 acres in size. Since these parks are intended to serve the entire region, they do not have a service radius.
- *Open Space Areas* are those in which most of the park is undeveloped and contains vegetation, topography, or features in their natural and undisturbed states. These areas are typically under the jurisdiction of COSCA; however, other owners include the City of Thousand Oaks, MRCA, NPS, and the County of Ventura. Open space areas can be any assemblage of acreage and serve the entire population.

As defined in the City of Thousand Oaks Open Space Element, the term "open space" means "any area designated by the City of Thousand Oaks to preserve the City's natural resources and open space character. Such lands include scenic ridgelines and steeply sloping hillside terrain, arroyos and barrancas, lakes, creeks, riparian vegetation, floodplains, ecologically diverse native plant and animal communities that include rare and endangered species, critical habitat linkages and movement corridors that are necessary for the local and regional linkages and movement corridors important to the dispersal of wildlife populations, farming and grazing, historic and archaeological resources, and passive recreation areas."⁵⁴

Outdoor recreation within natural open space areas provides opportunities for enjoyment of the scenic beauty, as well as opportunities for healthful exercise and learning about nature. Hiking and riding, limited camping, and picnicking are examples of outdoor recreation opportunities available in many areas of the open space system.

- *Special Facilities.* All other facilities are classified as *Special Facilities*. These facilities include museums, libraries, teen centers, senior centers, golf courses, dog-parks, skate-parks, equestrian/hiking trails, equestrian centers, bicycle trails, aquatic centers, exhibition grounds, community auditoriums, community and botanic gardens, cultural

⁵⁴ City of Thousand Oaks, Open Space Element (2000, page 3)

centers, and other unique or special facilities not generally included as a part of the neighborhood, playfield and community and park system.

D. DEVELOPMENT OF PARK SPACE STANDARDS

The NRPA recognizes three approaches to calculating park space standards:

1. Total park and recreation space as expressed in a population ratio such as acres per 1,000 people. This approach is based on desired service level goals for parks facilities (acres/population), and may be modified by factors such as service area and density.
2. Percentages of area devoted to park and recreation land and open space in a given community or jurisdiction.
3. Needs determined by user characteristics or demand projections.

CRPD utilizes a blend of the above approaches in formulating development standards; however, the area-per-population ratio method (#1 above) establishes the baseline for parkland acquisition and development. (The District standard for development is 10 acres of park and recreation facilities per 1,000 residents. This standard follows the NRPA national standard and exceeds the 9-acre per 1,000 residents adopted under the Quimby ordinance).

The second and third approaches specified by the NRPA are considered through criteria set forth in the Quimby Act (#2 above), and public participation in the planning process by various means (#3 above).

The following local factors are also evaluated when calculating park facilities and amenities, the result of which may influence an adjustment of park space figures:

1. Time/distance from parks.
2. Demographic profiles (age, sex, family size, etc.)
3. Socioeconomic factors (income, education, etc.)
4. Cultural and ethnic characteristics
5. Geographical location
6. Climate
7. Special urban conditions and sub-neighborhoods
8. Local traditions and customs
9. New trends or patterns in recreation
10. Quantity and quality of existing facilities.
11. Private facilities
12. Available resources
13. Expressed needs and desires of the citizens

The development of standards includes use of several vital planning sources such as the Guide for Planning Recreation Parks in California; California Outdoor Recreation Plan; Recreation in California, Issues and Actions; The Recreation Imperative - A Nationwide Outdoor Recreation Plan; and Recreation, Park and Open Space Standards and Guidelines.

E. METHODOLOGY OF ASSESSING PARKLAND NEEDS

Determining the optimal amount of park space and recreational facilities for a given area and population can be difficult due to the variable factors listed above, and for subjective factors such as community values and willingness to pay for use of facilities and services. An over-determination of demand for recreational facilities can result in development of underutilized facilities, while an underestimate of demand may result in a shortage of usable park space and over-utilized facilities. Additionally, development of parks and open space is dependent on availability of land and financial resources.

Supply Analysis

To determine the parks and recreation needs for the CRPD area, CRPD first analyzed the supply of existing park land and facilities in each of the neighborhood planning areas within each community planning zone. The locations of the community zones and neighborhood planning areas are shown on the Master Plan Site Location Plan (Map 2), and CRPD facilities listed in Section III of this Master Plan.

Demand Analysis

Since parks and recreation facilities are intended to serve the residents within the CRPD boundary, the demand projection for these facilities is based on the existing and projected population forecasts for community planning zones and neighborhood planning areas within the CRPD service area. These projections are calculated based on the existing residential units and density factors, the City of Thousand Oaks zoning, and the density factors for undeveloped areas within the sphere of planning influence.

F. CITY OF THOUSAND OAKS QUIMBY, ZONING AND DENSITY FACTORS

The City of Thousand Oaks is required by state law to zone all lands within the City of Thousand Oaks planning area to coincide with the adopted development plan for the area. The CRPD boundary generally coincides with the planning sphere of influence for the City of Thousand Oaks. Therefore, by utilizing this information, an ultimate population was estimated for CRPD, based upon the existing zoning.

Factors utilized for the determination of residentially zoned property, as specified in the City of Thousand Oaks Quimby ordinance, were as follows:

1. Single-family detached dwellings generate 3.8 persons per dwelling unit.
2. Single-family attached dwellings less than or equal to 7 units per net acre generate 2.8 persons per dwelling unit.
3. Condominiums and other attached dwellings other than apartments over 7 units net acre generate 2.4 persons per dwelling unit.
4. Apartments generate 2.0 persons per dwelling unit.
5. Mobile homes generate 1.75 persons per dwelling unit.

These factors were derived through the City of Thousand Oaks Planning Department and, therefore, ultimate population estimates by CRPD and the City of Thousand Oaks have been consistent.

The development of standards and methodology of assessing parkland needs form the basis of the District's development standard.

G. CRPD STANDARD

CRPD follows a national standard of 10 acres per 1,000 persons. These 10 acres are broken down into the following categories.

1.	Community Park	1.25 acres/1,000
2.	Playfield	1.25 acres/1,000
3.	Neighborhood Park	2.50 acres/1,000
4.	District-wide Park	5.00 acres/1,000

As shown, community parks, playfields and neighborhood parks account for 5 acres of the total 10 acres per 1,000 population and the district-wide parks provide the additional 5 acres. CRPD, through COSCA and other resource agencies, also maintains over 15,000 acres of open space⁵⁵.

H. PARK ACREAGE ANALYSIS BY ZONE

The following subsection analyzes the supply and demand for the four types of CRPD parks in each of the CRPD's six community planning zones. The analysis for each zone further identifies the supply and demand of neighborhood parks within each of the neighborhood planning areas.

The analysis relates the community parks, playfield and neighborhood parks in terms of acreage requirements and development status. Consistent with the 1992 CRPD Master Plan, CRPD looked at developed acres to calculate acreage deficiency for each park type, neighborhood, playfield, community, and district-wide.

Each of the community planning zone analysis sections below also includes a list of regional parks, open space areas and special facilities within the zone. Although these types of facilities may sometimes not be entirely under the purview of CRPD, they provide important scenic and recreational value for the residents in that zone. Regional parks and natural open space areas provide opportunities for enjoyment of the scenic beauty, as well as opportunities for healthful outdoor exercise and learning about nature. Special Facilities such as museums, golf courses, skate parks, public swimming pools and interpretive centers provide additional recreational opportunities and an enhanced quality of life for residents.

⁵⁵ Conejo Recreation & Park District Parks and Facilities Guide, November 2009

1. COMMUNITY PLANNING ZONE I

Park Deficiency Analysis - Existing Population

Community Planning Zone I							
Park/Facility Type		Existing Population	Park Standard (Acres/1000)	Need (Acres)	Total (Acres)	Developed (Acres)	Deficient* (Acres)
Neighborhood		29,441	2.50	73.6	73.6	73.6	0.0
PA 1		12,683		31.7	31.9	31.9	0.0
	Evenstar Park				4.0	4.0	
	Southshore Hills Park				4.5	4.5	
	Triunfo Park				23.4	23.4	
PA 2		7,433		18.6	24.0	24.0	0.0
	North Ranch Neighborhood Park				12.0	12.0	
	North Ranch Playfield				12.0	12.0	
PA 3		9,325		23.3	17.7	17.7	5.6
	Estella Park				1.9		
	Beyer Park				4.0	4.0	
	El Parque de la Paz				4.8	4.8	
	Russell Park				7.0	7.0	
Playfield		29,441	1.25	36.8	35.4	35.4	1.4
PA 1	Triunfo Park				23.4		
PA 2	North Ranch Playfield				12.0	12.0	
Community		29,441	1.25	36.8	23.4	23.4	13.4
PA 1	Triunfo Park				23.4		

*Developed acres were used to calculate the acreage deficiency.

Park Deficiency Analysis - Projected Build-out Population

Community Planning Zone I							
Park/Facility Type		Build-out Population	Park Standard (Acres/1000)	Need (Acres)	Total (Acres)	Developed (Acres)	Deficient* (Acres)
Neighborhood		32,099	2.50	80.2	73.6	73.6	6.6
PA 1		14,031		35.1	31.9	31.9	3.2
PA 2		7,659		19.1	24.0	24.0	0.0
PA 3		10,409		26.0	17.7	17.7	8.3
Playfield		32,099	1.25	40.1	35.4	35.4	4.7
Community		32,099	1.25	40.1	23.4	23.4	16.7

* Developed acres were used to calculate the acreage deficiency.

A. Neighborhood Parks:

Planning Area 1 presently meets acreage needs. However, on General Plan build-out, Planning Area 1 will be deficient 3.2 acres.

Planning Area 2 meets acreage needs for the present and build-out population.

Planning Area 3 does not meet acreage needs. Planning Area 3 is presently deficient 5.4 acres in neighborhood parks, and approximately 8.3 acres are needed on projected build-out of the General Plan.

- B. Playfields: The 23.4 acres of Triunfo Park helps meet the playfield need as a dual-use facility. The North Ranch Playfield of 12 acres adds to the playfield standard. However, Zone I is presently deficient 1.4 acres of playfields, and will be deficient 4.7 acres on build-out of the General Plan if no new playfields are developed in Zone 1.
- C. Community Park: The 23.4 developed acres within the Triunfo Park complex partially meet the community need. However, Community Planning Zone I is presently deficient 13.1 acres in community park space, and will be deficient 16.7 acres if no new community park space is developed prior to General Plan build-out.

Community Planning Zone I

Inventory of Regional Parks (RP), Open Space (OS), and Special Facilities (SF)

Regional Parks, Open Space and Special Facilities	Neighborhood PA	Total Acres	Developed Acres	RP	OS	SF
Southshore Hills Open Space	1	12.8	0.0		x	
Skyline Open Space	1	58.6	0.0		x	
Lake Eleanor Open Space	1	512.8	0.0		x	
South Ranch Open Space	1	723.3	0.0		x	
Zuniga Ridge Open Space	3	0.6	0.0		x	
North Ranch Open Space	1,2,3	2595.3	0.0		x	
Total Regional Park		0.0	0.0			
Total Open Space		3903.4	0.0			
Total Special Facility		0.0	0.0			

2. COMMUNITY PLANNING ZONE II

Park Deficiency Analysis - Existing Population

Community Planning Zone II							
Park/Facility Type		Existing Population	Park Standard (Acres/1000)	Need (Acres)	Total (Acres)	Developed (Acres)	Deficient* (Acres)
Neighborhood		19,233	2.50	48.1	227.1	77.0	0.0
PA 4		4,636		11.6	74.7	42.2	0.0
	Del Norte Park				3.7	0.0	
	Morrow Circle Park				4.0	0.0	
	Old Meadows Park				31.0	6.2	
	Conejo Creek North Park				36.0	36.0	
PA 5		5,783		14.5	133.1	24.0	0.0
	Lang Ranch Neighborhood Park				10.4	7.0	
	Sapwi Trails Community Park				122.7	17.0	
PA 6		8,814		22.0	19.3	10.8	11.2
	Sunset Hills Park				5.8	5.8	
	Oakbrook Neighborhood Park				13.5	5.0	
Playfield		19,233	1.25	24.0	177.4	71.7	0.0
PA 5	Sapwi Trails Community Park				122.7	17.0	
PA 4	Conejo Creek South Park				54.7	54.7	
Community		19,233	1.25	24.0	122.7	17.0	7.0
PA 5	Sapwi Trails Community Park				122.7	17.0	

*Developed acres were used to calculate the acreage deficiency.

Park Deficiency Analysis - Projected Build-out Population

Community Planning Zone II							
Park/Facility Type		Build-out Population	Park Standard (Acres/1000)	Need (Acres)	Total (Acres)	Developed (Acres)	Deficient* (Acres)
Neighborhood		19,429	2.50	48.6	227.1	77.0	0.0
PA 4		4,754		11.9	74.7	42.2	0.0
PA 5		5,831		14.6	133.1	24.0	0.0
PA 6		8,844		22.1	19.3	10.8	11.3
Playfield		19,429	1.25	24.3	177.4	71.7	0.0
Community		19,429	1.25	24.3	122.7	17.0	7.3

*Developed acres were used to calculate the acreage deficiency.

A. Neighborhood Parks:

Planning Area 4 and 5 meet present and projected acreage needs.

Planning Area 6 is presently deficient 11.2 acres in neighborhood parks, and approximately 11.3 acres are needed on projected build-out of the General Plan.

- B. Playfields: The 54.7-acre Conejo Creek South Park, provides sufficient playfield amenities. This site is the largest sports turf area in the Conejo Valley.⁵⁶ In addition, Sapwi Trails Community Park, although not a traditional community park, offers several active recreational opportunities not often present in a neighborhood park, and therefore suitable to include in this category.
- C. Community Park: The partial development of Sapwi Trails Community Park reduces the deficient in Zone II by 17 acres, from 24.0 acres to approximately 7.0 acres of community park space.

Community Planning Zone II

Inventory of Regional Parks (RP), Open Space (OS), and Special Facilities (SF)

Regional Parks, Open Space and Special Facilities	Neighborhood PA	Total Acres	Developed Acres	RP	OS	SF
Oakbrook Regional Park	5	431.4	0.0	x		
La Jolla Open Space	3	14.8	0.0		x	
Old Meadows Open Space	4	48.7	0.0		x	
Woodridge Open Space	5	608.4	0.0		x	
Lang Ranch Open Space	5	913.8	0.0		x	
Sunset Hills Open Space	6,7	410.2	0.0		x	
Old Meadows Center / Therapeutics	4	31.0	6.2			x
Chumash Interpretive Center	5	11.3	11.3			x
Goebel Senior Center	4	6.5	6.5			x
Thousand Oaks Library	4	6.0	6.0			x
Thousand Oaks Teen Center	4	3.8	3.8			x
Total Regional Park		431.4	0.0			
Total Open Space		1995.9	0.0			
Total Special Facility		58.6	33.8			

⁵⁶ CRPD Parks and Facility Guide, November 2009

3. COMMUNITY PLANNING ZONE III

Park Deficiency Analysis - Existing Population

Community Planning Zone III							
Park/Facility Type		Existing Population	Park Standard (Acres/1000)	Need (Acres)	Total (Acres)	Developed (Acres)	Deficient* (Acres)
Neighborhood		24,418	2.50	60.0	102.6	94.9	0.0
PA 7		6,229		15.6	17.7	12.5	3.1
	Northwood Park				8.5	8.5	
	Cañada Park				9.2	4.0	
PA 8		4,159		10.4	7.2	7.2	3.2
	Spring Meadow Park				7.2	7.2	
PA 9		4,771		11.9	24.8	24.8	0.0
	Wildwood Neighborhood Park				5.8	5.8	
	Wildflower Playfield				19.0	19.0	
PA 10		4,000		10.0	37.8	37.8	0.0
	Suburbia Park				2.0	2.0	
	Thousand Oaks Community Park				35.8	35.8	
PA 11		5,259		13.1	15.1	12.6	0.5
	Fiore Playfield				9.6	7.1	
	Waverly Park				5.5	5.5	
Playfield		24,418	1.25	30.5	64.4	61.9	0.0
PA 9	Wildflower Playfield				19.0	19.0	
PA 10	Thousand Oaks Community Park				35.8	35.8	
PA 11	Fiore Playfield				9.6	7.1	
Community		24,418	1.25	30.5	35.8	35.8	0.0
PA 10	Thousand Oaks Community Park				35.8	35.8	

*Developed acres were used to calculate the acreage deficiency.

Park Deficiency Analysis - Projected Build-out Population

Community Planning Zone III							
Park/Facility Type		Build-out Population	Park Standard (Acres/1000)	Need (Acres)	Total (Acres)	Developed (Acres)	Deficient* (Acres)
Neighborhood		24,622	2.50	61.6	102.6	94.9	0.0
PA 7		6,346		15.9	17.7	12.5	3.4
PA 8		4,216		10.5	7.2	7.2	3.3
PA 9		4,771		11.9	24.8	24.8	0.0
PA 10		4,030		10.1	37.8	37.8	0.0
PA 11		5,259		13.1	15.1	12.6	0.5
Playfield		24,622	1.25	30.8	64.4	61.9	0.0
Community		24,622	1.25	30.8	35.8	35.8	0.0

*Developed acres were used to calculate the acreage deficiency.

A. Neighborhood Parks:

Planning Areas 7 and 8 do not meet acreage needs. Planning Area 7 is presently deficient 3.1 acres of neighborhood park space, and approximately 3.4 acres are needed prior to General Plan build-out. Planning Area 8 is deficient 3.2 acres, and approximately 3.3 acres are needed prior to General Plan build-out.

Planning Areas 9 and 10 meet present and projected acreage needs.

Planning Area 11 is close to meeting neighborhood park acreage needs. The Planning Area is deficient 0.5 acres of neighborhood park space for present and projected need.

B. Playfields: Playfield requirements are met by developed acres in Fiore Playfield, Thousand Oaks Community Park, and Wildflower Playfield.C. Community Park: The 35.8 developed acres within Thousand Oaks Community Park meets the community park need for Community Planning Zone III.

Community Planning Zone III

Inventory of Regional Parks (RP), Open Space (OS), and Special Facilities (SF)

Regional Parks, Open Space and Special Facilities	Neighborhood PA	Total Acres	Developed Acres	RP	OS	SF
Wildwood Regional Park	9	1824.4	0.0	x	x	
Joel McCrea Wildlife Refuge	7	75.0	0.0		x	
Summit House Open Space	8	33.7	0.0		x	
Mt ClefRidge Open Space	8	217.1	0.0		x	
Labisco Hill Open Space	10	23.9	0.0		x	
McCrea Ranch	7	279.4	0.0			x
Dog Park	11	3.5	3.5			x
Las Flores Community Garden	11	1.0	1.0			x
Conejo Creek West Equestrian Ctr.	11	39.5	39.5			x
CLU Community Pool	8	0.6	0.6			x
Thousand Oaks High School Pool	10	0.5	0.5			x
Total Regional Park		1824.4	0.0			
Total Open Space		349.7	0.0			
Total Special Facility		324.5	44.0			

4. COMMUNITY PLANNING ZONE IV

Park Deficiency Analysis - Existing Population

Community Planning Zone IV							
Park/Facility Type		Existing Population	Park Standard (Acres/1000)	Need (Acres)	Total (Acres)	Developed (Acres)	Deficient* (Acres)
Neighborhood		28,193	2.50	70.5	90.3	57.0	13.5
PA 12		7,997		20.0	24.8	19.3	0.7
	Glenwood Park				5.2	5.2	
	Paige Lane Neighborhood Park				14.1	14.1	
	Rolling Oaks Neighborhood Park				5.5	0.0	
PA 13		10,471		26.2	38.4	20.0	6.2
	Conejo Community Park				38.4	20.0	
PA 14		9,725		24.3	27.1	17.7	6.6
	Stagecoach Inn Park				4.9	4.9	
	Walnut Grove Park				6.5	6.5	
	Newbury Gateway Park				6.9	2.3	
	Lynn Oaks Park				8.8	4.0	
Playfield		28,193	1.25	35.2	38.4	20.0	15.2
PA 13	Conejo Community Park				38.4	20.0	
Community		28,193	1.25	35.2	38.4	20.0	15.2
PA 13	Conejo Community Park				38.4	20.0	

*Developed acres were used to calculate the acreage deficiency.

Park Deficiency Analysis - Projected Build-out Population

Community Planning Zone IV							
Park/Facility Type		Build-out Population	Park Standard (Acres/1000)	Need (Acres)	Total (Acres)	Developed (Acres)	Deficient* (Acres)
Neighborhood		29,092	2.50	72.7	90.3	57.0	15.7
PA 12		8,091		20.2	24.8	19.3	0.9
PA 13		10,698		26.7	38.4	20.0	6.7
PA 14		10,303		25.8	27.1	17.7	8.1
Playfield		29,092	1.25	36.4	38.4	20.0	16.4
Community		29,092	1.25	36.4	38.4	20.0	16.4

*Developed acres were used to calculate the acreage deficiency.

A. Neighborhood Parks:

Planning Areas 12, 13 and 14 do not meet present and projected acreage needs, and Zone IV is deficient a total of 13.5 acres of neighborhood park space.

Planning Area 12 is presently deficient 0.7 acres of neighborhood park space, and approximately 0.9 acres are needed prior to General Plan build-out.

Planning Area 13 is presently deficient 6.2 acres, and will be deficient approximately 6.7 acres on General Plan build-out.

Planning Area 14 is deficient 6.6 acres, and will be deficient approximately 8.1 acres on General Plan build-out.

- B. Playfields: Community Planning Zone IV is presently deficient 15.2 acres of playfields, and will be deficient 16.4 acres if no new playfields are developed prior to General Plan build-out. Conejo Community Park is presently developed with a baseball field, and meets part of the need for playfields in Zone IV. Additional playfields will need to be developed.
- C. Community Park: The existing 20.0 developed acres of Conejo Community Park meets a portion of the community park needs. Development and improvement of the remaining 18.4 acres of Conejo Community Park will meet existing and projected community park need for Zone IV.

Community Planning Zone IV

Inventory of Regional Parks (RP), Open Space (OS), and Special Facilities (SF)

Regional Parks, Open Space and Special Facilities	Neighborhood PA	Total Acres	Developed Acres	RP	OS	SF
Walnut Open Space	14	8.9	0.0		x	
Los Padres Open Space	12	186.7	0.0		x	
Los Robles Opens Space	12	357.8	0.0		x	
Fireworks Hill Open Space	13	50.0	0.0		x	
Tarantula Hill Open Space	13	45.0	0.0		x	
Lynnmere Open Space	13	114.4	0.0		x	
Ventu Park Open Space	14	141.1	0.0		x	
Hope Nature Preserve	14	359.4	0.0		x	
Los Robles Golf Course	12	132.0	132.0			x
Hillcrest Center	13	8.8	4.0			x
Conejo Valley Botanic Garden	13	39.6	39.6			x
Stagecoach Inn Museum	14	5.0	5.0			x
Walnut Grove Equestrian Center	14	13.0	4.5			x
Total Regional Park		0.0	0.0			
Total Open Space		1263.3	0.0			
Total Special Facility		198.4	185.1			

5. COMMUNITY PLANNING ZONE V

Park Deficiency Analysis - Existing Population

Community Planning Zone V		Existing	Park Standard	Need	Total	Developed	Deficient*
Park/Facility Type		Population	(Acres/1000)	(Acres)	(Acres)	(Acres)	(Acres)
Neighborhood		26,355	2.50	65.9	92.7	88.3	0.0
PA 15		6,958		17.4	12.7	12.7	4.7
	Rancho Conejo Playfield				12.7	12.7	
PA 16		149		0.4	0.0	0.0	0.4
PA 17		7,756		19.4	50.4	50.4	0.0
	Pepper Tree Playfield				21.7	21.7	
	Borchard Community Park				28.7	28.7	
PA 18		6,084		15.2	13.3	13.3	1.9
	Cypress Park				5.0	5.0	
	Kimber Park				8.3	8.3	
PA 19		5,408		13.5	16.3	11.9	1.6
	Wendy Park				4.3	4.3	
	Hickory Park				4.6	4.6	
	Banyan Park				7.4	3.0	
Playfield		26,355	1.25	32.9	63.1	63.1	0.0
PA 15	Rancho Conejo Playfield				12.7	12.7	
PA 17	Pepper Tree Playfield				21.7	21.7	
PA 17	Borchard Community Park				28.7	28.7	
Community		26,355	1.25	32.9	28.7	28.7	4.2
PA 17	Borchard Community Park				28.7	28.7	

*Developed acres were used to calculate the acreage deficiency.

Park Deficiency Analysis - Projected Build-out Population

Community Planning Zone V		Build-out	Park Standard	Need	Total	Developed	Deficient*
Park/Facility Type		Population	(Acres/1000)	(Acres)	(Acres)	(Acres)	(Acres)
Neighborhood		27,843	2.50	69.6	92.7	88.3	0.0
PA 15		7,045		17.6	12.7	12.7	4.9
PA 16		1,041		2.6	0.0	0.0	2.6
PA 17		8,177		20.4	50.4	50.4	0.0
PA 18		6,105		15.3	13.3	13.3	2.0
PA 19		5,475		13.7	16.3	11.9	1.8
Playfield		27,843	1.25	34.8	63.1	63.1	0.0
Community		27,843	1.25	34.8	28.7	28.7	6.1

*Developed acres were used to calculate the acreage deficiency.

A. Neighborhood Parks:

Planning Area 17 meets present and projected neighborhood park acreage needs.

Planning Areas 15, 16, 18 and 19 do not meet acreage needs.

The Planning Area 15 is presently deficient 4.7 acres of neighborhood park space, and approximately 4.9 acres are needed prior to General Plan build-out.

The Planning Area 16 is not presently developed with any neighborhood park space; approximately 0.4 acres are presently deficient, and 2.6 acres are needed prior to General Plan build-out.

The Planning Area 18 is presently deficient 1.9 acres, and approximately 2.0 acres are needed prior to General Plan build-out.

The Planning Area 19 is presently deficient 1.6 acres, and approximately 1.8 acres are needed prior to General Plan build-out.

- B. Playfield: Community Planning Zone V present and projected playfield needs are satisfied with the existing developments of Borchard Community Park, Pepper Tree Playfield, and Rancho Conejo Playfield. No additional playfield space is needed in this zone.
- C. Community Park: The 28.7-acre Borchard Community Park meets part of community park need. An additional 4.2 acres of community park space is presently needed, and Zone V will be deficient approximately 6.1 acres if no new community park space is developed on build-out of the General Plan.

Community Planning Zone V

Inventory of Regional Parks (RP), Open Space (OS), and Special Facilities (SF)

Regional Parks, Open Space and Special Facilities	Neighborhood PA	Total Acres	Developed Acres	RP	OS	SF
Arroyo Conejo Open Space	13, 15	302.3	0.0		x	
Conejo Canyon Open Space	16	1671.6	0.0		x	
Alta Vista Open Space	17	42.9	0.0		x	
Knoll Open Space	17	21.1	0.0		x	
Old Conejo Open Space	17	38.2	0.0		x	
Los Vientos Open Space	18	28.2	0.0		x	
Potrero Ridge Open Space	18	210.7	0.0		x	
Deer Ridge Open Space	19	187.5	0.0		x	
Skate Park	17	0.3	0.3			x
Newbury Park High School Pool	17	0.5	0.5			x
Total Regional Park		0.0	0.0			
Total Open Space		2502.5	0.0			
Total Special Facility		0.8	0.8			

6. COMMUNITY PLANNING ZONE VI

Park Deficiency Analysis - Existing Population

Community Planning Zone IV							
Park/Facility Type		Existing Population	Park Standard (Acres/1000)	Need (Acres)	Total (Acres)	Developed (Acres)	Deficient* (Acres)
Neighborhood		6,634	2.50	16.6	63.5	37.5	0.0
PA 20		3,527		8.8	32.3	32.3	0.0
	Sycamore Neighborhood Park				4.5	4.5	
	Dos Vientos Community Park				27.8	27.8	
PA 21		3,107		7.8	31.2	5.2	2.6
	Dos Vientos Neighborhood Park				5.2	5.2	
	Dos Vientos Playfield				26.0	0.0	
Playfield		6,634	1.25	8.3	53.8	27.8	0.0
PA 21	Dos Vientos Playfield				26.0	0.0	
PA 20	Dos Vientos Community Park				27.8	27.8	
Community		6,634	1.25	8.3	27.8	27.8	0.0
PA 20	Dos Vientos Community Park				27.8	27.8	

*Developed acres were used to calculate the acreage deficiency.

Park Deficiency Analysis - Projected Build-out Population

Community Planning Zone VI							
Park/Facility Type		Build-out Population	Park Standard (Acres/1000)	Need (Acres)	Total (Acres)	Developed (Acres)	Deficient* (Acres)
Neighborhood		6,818	2.50	17.0	63.5	37.5	0.0
PA 20		3,527		8.8	32.3	32.3	0.0
PA 21		3,291		8.2	31.2	5.2	3.0
Playfield		6,818	1.25	8.5	53.8	27.8	0.0
Community		6,818	1.25	8.5	27.8	27.8	0.0

*Developed acres were used to calculate the acreage deficiency.

A. Neighborhood Parks:

Planning Area 20 meets present and projected neighborhood park acreage needs.

Planning Area 21 is close to meeting neighborhood park acreage needs. The Planning Area is presently deficient 2.6 acres of neighborhood park space, and approximately 3.0 acres are needed prior to General Plan build-out. Development of Dos Vientos Playfield will meet existing and projected neighborhood park need for Planning Area 21.

B. Playfields: The 27.8 acre Dos Vientos Community Park meets the present and projected playfield acreage needs for Community Planning Zone VI.

C. Community Park: The 27.8 acre Dos Vientos Community Park satisfies the present and projected community park needs for Community Planning Zone VI.

Community Planning Zone VI

Inventory of Regional Parks (RP), Open Space (OS), and Special Facilities (SF)

Regional Parks, Open Space and Special Facilities	Neighborhood PA	Total Acres	Developed Acres	RP	OS	SF
Dos Vientos Open Space	20,21	1260.2	0.0		x	
Rancho Potrero	21	326.0	0.0		x	
Total Regional Park		0.0	0.0			
Total Open Space		1260.2	0.0			
Total Special Facility		0.0	0.0			

7. DISTRICT-WIDE PARK AREA

Existing Population: 136,160

Ultimate Population: 143,000⁵⁷

Standard: District-wide Park 5.0 acres/1,000 population

District-wide Park Area Need: 715 acres

Park Deficiency Analysis - Projected Build-out Population

Park/Facility Type		Build-out Population	Park Standard (Acres/1000)	Need (Acres)	Total (Acres)	Developed (Acres)	Deficient* (Acres)
District-wide		143,000	5.00	715.0	161.8	154.7	560.3
Zone II, PA 4	Conejo Creek North Park				36.0	36.0	
Zone II, PA 4	Conejo Creek South Park				54.7	54.7	
Zone III, PA 11	Conejo Creek West Park				51.1	44.0	
Zone VI, PA 21	Rancho Potrero Community Equestrian				20.0	20.0	

* Developed acres used to calculate District-wide park deficiency.

A district-wide park has a diversity of amenities available to users throughout the CRPD area. By definition, district-wide parks contain more developed amenities than those found in a regional park, including special facilities such as a dog-park, playfield, historical compound, working ranch, museum, equestrian facility, community garden, man-made lake or stream.

In keeping with the 5 acres/1,000 population standard, CRPD's District-wide Parks fall short of total and developed acres needed for district-wide park demand. As shown on the table above, CRPD is deficient 560.3 developed acres of district-wide park area for projected build-out population of the CRPD. Full development of the total 161.8 acres of CRPD's District-wide Parks would still be insufficient to meet CRPD's projected need. The deficiency, however, is mitigated if we consider the vast amount of open space, regional parks, and special facilities within the District's planning area contributing to the acreage requirement.

⁵⁷ Build-out population after 2030 is derived through discussions with the City of Thousand Oaks Planning Department and the County of Ventura, based on Housing Element updates and infill development. See Table II-1 in Section II of this Master Plan.

**SECTION V.
Recommendations**

A. DISTRICT STRATEGIC PLAN

In May 2011, CRPD updated its Strategic Plan to identify actions, activities, and planning efforts necessary for continued success in the operation and management of the District. Recommendations and goals identified within the Five Year Strategic Plan 2011-2015 have been incorporated into this Master Plan as an appendix (see Appendix C).

SECTION VI. Implementation

A. THE ONGOING MASTER PLAN PROCESS

Implementation of the Master Plan is an ongoing process for CRPD. CRPD oversees the acquisition and development of park facilities based on community needs, implements District policies, priorities and programs, including those listed in the recently updated Strategic Plan and the ten-year capital improvement plan, and facilitates community participation and stewardship of park resources.

A primary factor in implementation is the availability of financial resources. CRPD has many foreseeable capital improvement project needs that must be met to fulfill the Master Plan and ten-year capital improvement plan. Unfortunately, the ten-year capital improvement plan, which was reviewed by the Board at its May 2011 meeting, contemplates more projects than there are foreseeable resources available to fund them.

B. ACQUISITION AND DEVELOPMENT NEEDS

CRPD's philosophy is to provide and operate facilities beyond the reach of the individual or private organization effort. The review of facilities and community needs in Section IV of this Master Plan was based on adopted minimum park acreage standards for the district. Other factors such as demographics were considered as variables to differentiate specific interests, activities, and needed facility design.

Economic and population factors have changed considerably since the inception of CRPD. The implementation of a tax initiative in June of 1978 (Proposition 13) reduced the capability of CRPD to maintain extensive new facilities. This, in conjunction with a decrease in the buying power of development dollars, has indicated fewer and less extensive facilities than originally considered in the early years of growth of CRPD and the community.

Affecting the District's ability to offer the best recreation programs and park facilities possible is the on-going property tax transfers of the State. Since 1992/1993 the State, through the Educational Revenue Augmentation Fund or "ERAF", has shifted approximately \$26,700,000 in local property tax revenue from CRPD to pay for State obligations.

Park Dedication Fees (aka "Quimby Fees"), which are assessed on new residential construction, were a tremendous source of revenue for new park land acquisition and park development as the community was growing. However, since the Conejo Valley is approaching build-out, those once reliable revenues continue to dwindle and are no longer sufficient source of income for capital projects as well as necessary infrastructure improvement and replacement projects.

A few alternative funding sources are available for funding development of recreational and park facilities. These sources are reviewed in the following subsections.

C. IMPLEMENTATION STRATEGIES

The existing and potential funding resources outlined in Subsections D through G below provide the means for executing the policies and recommendations within the Strategic Plan 2011-2015 and the capital improvement plan. During the housing boom between 2004 and 2007, where

increasing tax revenues were realized, CRPD did not commit to spend the greater anticipated revenues as a means to meet CRPD's ongoing operating expenses. These temporarily higher revenues were placed in set-aside funds. Unfortunately, due the recent recession, property tax revenues have diminished to less than the normal long term trend, and CRPD has needed to reduce spending by approximately \$400,000 in the 2010/11 budget. Accordingly, securing funding is imperative to implementation of the Master Plan.

D. EXISTING FUNDING SOURCES

CRPD faces two distinct funding challenges. The first is the high cost of funding new facilities, which is paid with the Capital Fund. The second is funding ongoing maintenance and operation of existing and new facilities, which is paid under the General Fund. This Master Plan analyzes the need for new facilities and programs to provide a healthy, balanced community now and in the years to come. However, providing new facilities and programs without addressing their ongoing maintenance costs would be shortsighted unless CRPD has the financial ability to sustain them.

Capital funds have historically come from Park Dedication Fees (Quimby), which are imposed on new residential development. Capital funds are used for acquisition, improvement and development of open space, public parks, parkways, and median islands. The Quimby revenues are declining as the area has built out. Capital grant funding has also disappeared. Additionally, since 1992 when the last district Master Plan was prepared, the State has shifted approximately \$26,700,000 in local property tax revenue from CRPD to pay for State obligations.

The General Fund is the primary operating fund for CRPD. Costs associated with the day-to-day operation of the District are budgeted in this fund, as are repair projects under \$5,000 and the purchase of capital items.

The majority of revenue in the General Fund is from property taxes. Prior to the passage of the Proposition 13 tax initiative in June of 1978, a tax rate based upon the assessed valuation of properties within the District had been the source of tax revenues for maintenance and operation and also formed the basis for short-term loans and bonding capability. The District was capable of short-term loan indebtedness in an amount equal to the anticipated tax income for a two-year period. The District was further capable of incurring a bonded indebtedness up to 10 percent of the assessed value of all taxable property in the District.

The District taxing limit was set at under 60 cents per \$100 of assessed valuation taxing limit. Property tax revenue essentially leveled for fiscal year 2009-2010 and fell 3-4% for fiscal year 2010-2011.

Due to a combination of decreased revenues and increased costs, in fiscal year 2001-02, the Park District established a district-wide improvement assessment to provide revenues for improved park maintenance as well as for expanding and improving park facilities. Two other area assessments in addition to the district-wide benefit assessment, Rancho Conejo and Dos Vientos, were later formed that enable property owners within these specific areas to receive an even higher level of service. (Localized improvement districts are potential funding sources for the future as discussed in the next section). Each of the described assessments is critically important in meeting the growing demand placed on parks.

Additional sources of revenue to the CRPD General Fund include recreation revenue from programs and use of facilities (approximately 20% of General Fund), and other revenue (approximately 8% of General Fund) for licenses and permits, rent and concessions, COSCA, other agencies, and interest earnings.⁵⁸

The District has also utilized other sources of saving tax dollars through the use of volunteer labor and equipment donations. These sources have been generally associated with specific public needs and, as such, are continually available options dependent upon local conditions.

E. THE BEDROOM TAX AND ITS APPLICATION TO ACQUISITION AND DEVELOPMENT

In December of 1972, the City of Thousand Oaks incorporated a construction tax (bedroom tax) into the municipal code providing for the payment of fees in connection with the construction of dwelling units. The code reads as follows:

Every person constructing any new building unit in the City of Thousand Oaks shall pay to the City the following fees, to wit: the sum of One Hundred Dollars (\$100) for each dwelling unit containing not more than one bedroom (including convertible dens) and the sum of Fifty Dollars (\$50) for each additional bedroom (including convertible dens) contained therein; provided, however, that in no event shall the total fees in this Chapter for any new dwelling unit exceed the sum of Two Hundred Dollars (\$200).⁵⁹

Mobile homes are assessed at a fee of \$100 per unit⁶⁰ with exceptions of housing units dedicated for the elderly, handicapped, and persons with low or moderate income.⁶¹

The purpose of the funds obtained from these sources is capital funds for the acquisition, improvement and development of open space, public parks, parkways, and median islands.⁶²

The City of Thousand Oaks Finance Department holds these particular monies in a special fund. Action is required by the City Council for budgeting and expenditure of these funds. The funds may be made available for various recreational and park projects by the Thousand Oaks City Council.

F. THE QUIMBY ACT AND ITS APPLICATION TO ACQUISITION AND DEVELOPMENT

The City of Thousand Oaks adopted ordinances that comply with State of California legislation that generally provide for cities and counties to require either the dedication of land, payment of fees, or a combination of both for park or recreational purposes, as a condition of approval of a subdivision.

These ordinances were implemented as follows:

⁵⁸ CRPD adopted budget, General Fund Revenue Summary, June 17, 2010, based on 2009-2010 est. act. revenue.

⁵⁹ City of Thousand Oaks Municipal Code, Section 3-16.01, Fees in connection with the construction of new dwelling units.

⁶⁰ City of Thousand Oaks Municipal Code, Section 3-16.03

⁶¹ City of Thousand Oaks Municipal Code, Section 3-16.04

⁶² City of Thousand Oaks Municipal Code, Section 3-16.05

1. The Subdivision Map Act mandates that every subdivision that requires approval of a parcel map or subdivision map must comply with appropriate park dedication conditions for final approval.
2. A density formula dictates what percentage of gross area within the zones of Residential Planned Development (R-P-D), Hillside Planned Development (H-P-D), or Trailer Park Development (T-P-D), is necessary for parkland dedication or in lieu of fee requirements. When a fee is required in lieu of land dedication, the amount of the fee shall be based on the fair market value, including street improvements, of the amount of land which would otherwise be required to be dedicated.

Under the City of Thousand Oaks Quimby Ordinance, CRPD was designated as the agency to acquire all lands and fees for the purposes of recreational areas and facilities. CRPD has, therefore, acquired park dedication land, or park dedication fees in lieu of land ("Quimby Fees"), for recreational and park areas and facilities. As the community continued to develop, acquisition needs were met under the acres-per population ratio standard.

Park dedication fees, as mentioned earlier, were once a reliable source of income but with build-out approaching and a decline in new home construction, revenues are no longer sufficient for capital projects and necessary infrastructure improvement and replacement projects.

G. POTENTIAL FUNDING SOURCES

Potential capital project funding sources include the General Fund and the District-wide Assessment Fund (pay as you go), fund raising, sponsorships, debt issuance, privatization, the creation of new and reliable revenues, or some combination of any of the above.

Options:

1. Cash on Hand/Grants/Fund Raising/Sponsorships

The District could finance projects on a pay as you go basis, with grants, and/or fund raising activities in whole or in part.

Advantages

- No additional debt service
- No tax restriction on the private use of parks or improvements
- Grants or fund raising reduce General Fund costs

Disadvantages

- Funds may not be available
- Construction costs may increase under pay as you go approach
- Depletes liquidity
- Reduces interest earnings
- Other stake holders may have special project requirements
- Cost borne by current users not future users

2. General Obligation Bond

The District could place a measure before the voters at a general or special election requesting authorization to issue General Obligation Bonds to finance capital improvements. The Bonds would be paid off by an ad valorem tax on property. This requires a 2/3 vote. General Obligation Bonds do not require a bond reserve fund and would have the highest rating, and therefore lowest interest cost.

Advantages

- No impact on existing general fund revenues – debt service paid by property owners
- Lowest cost of borrowing
- No special bond reserve funds

Disadvantages

- Requires 2/3 vote and added costs if a special election is used
- Requires active campaign and fund raising for campaign
- Raises property taxes

3. Mello Roos Community Facilities District or Special Parcel Tax

The District could form a Community Facilities District or CFD to levy a special parcel tax. Alternatively, a special parcel tax could be voted on and levied district-wide. The special parcel tax could be bonded to finance the projects. This requires a 2/3 vote by registered voters and may be conducted by mail.

Advantages

- No impact on existing general fund revenues – debt service paid by property owners
- CFD can be voted on and levied in sub area of the District
- Strong bond rating

Disadvantages

- Tax must be levied annually based on land use
- Requires 2/3 Vote
- Raises taxes
- Require campaign and campaign fund raising
- May be subject to litigation or controversy over tax formula

4. Special Benefit Assessment

The District could also form a Special Benefit Assessment to provide funding over and above a special parcel tax. A benefit assessment can be used to fund capital improvements, land acquisition and related long-term debt service, as well as the cost of on-going maintenance. This requires a majority vote of the property owners.

Advantages

- No impact on existing general fund revenues – debt service paid by property owners
- Places an annual levy on property that has received the designation of “special benefit” from the assessment

Disadvantages

- Tax must be levied annually based on land use
- Requires 50% + 1 vote
- Raises taxes

5. Lease Revenue Bonds or Certificates of Participation

The District can issue Lease Revenue Bonds or Certificates of Participation to finance the Project. Such bonds would be an obligation of the District General Fund. No election is required. Special parcel taxes or 1972 Act Assessments, if approved by voters, could also be pledged to support the bonds. This approach will require the District to borrow interest through the construction period unless existing District property is pledged to transaction.

Advantages

- May not impact other funds
- Most common financing structure for public buildings and facilities
- Benefits from strong bond ratings due to general fund pledge
- Does not require voter approval and may not require new taxes or assessments

Disadvantages

- District must budget and appropriate debt service payment annually
- Two years of capitalized interest may be required

6. Private Placement of Lease with Bank

The District can structure a lease financing obligation for purchase or private placement with a bank or leasing company. This would not require that public securities be issued so issuance costs would be lower. Interest rates, when compared to the sale of Lease Revenue Bonds or other Bond options may, however, be higher. Banks generally will not provide fixed rate financing for the term of the loan and may require a shorter amortization when compared to bond options.

Advantages

- Good option if repayment term is under 15 years
- No securities are issued
- Lower costs of issuance
- No continuing disclosure
- Does not require voter approval and may not require new taxes or assessments

Disadvantages

- Repayment terms greater than 15 years increase total costs
- District must budget and appropriate debt service payment annually
- Two years of capitalized interest may be required

7. Assessment District Bonds

The District can form an assessment district district-wide or within a smaller area – i.e. within the proximity of a park – and levy Municipal Improvement Act of 1913 assessments on benefiting property owners. These assessments, if approved under Prop 218 majority vote, can be bonded under the Improvement Bond Act of 1915.

Advantages

- No impact on existing District revenues
- Strong bond rating due to low assessment and large number of properties
- Localized benefit analysis
- Requires majority vote

Disadvantages

- Fixed lien assessment against property
- District has ongoing foreclosure responsibilities in event of delinquencies
- Cumbersome administratively if thousands of parcels are involved
- Foreclosure covenant and active management by District may be required

8. Privatization of Project

The District could obtain proposal from private managers and vendors under long term lease agreement for park if park activities create sufficient revenue.

Advantages

- District capital and maintenance costs could be limited
- Possible benefit of private management of programs and improvements

Disadvantages

- Loss of control over programs and improvements
- Possible future conflicts over program management
- Public purpose and benefits may be limited to profitable activities

9. Combinations of the Above

To raise funds for a specific capital project, the District could kick-off a formal fundraising campaign to solicit private donations for some or all of a project's cost. The District could consider evaluating property owner and voter support levels for land secured bonds. If sufficient support exists for a modest assessment or tax, net of fund raising activities, the District could then consider lease revenue bonds for the unfunded balance.

10. Alternative Funding

The District also has alternate funding options based on tax revenue and the various controlling government codes summarized as follows:

Short-Term Loans

1. Loans -District is capable of borrowing funds for purposes of developing recreation and park facilities.
 - a. Must be repaid in approximately equal annual installments not to exceed ten years.
 - b. Requires a 4/5 vote of the Board of Directors.

Non-profit Corporation

1. Corporation -Form quasi-public body for specific facilities.
 - a. Corporation sells low-interest bonds to major institutions or individuals in the amount of the project.
 - b. Requires an appointed Board of Directors and knowledgeable financial advice.
 - c. Requires a 66 2/3 percent majority vote of the electorate.

Joint Powers Agreement

1. Agreement - May be entered into by two or more public entities.
 - a. Each jurisdiction has adequate resources either financial or physical in a predetermined amount set in the agreement.
 - b. Requires a Joint Powers Board of Directors made up of involved entity representation.
 - c. Each agency must independently possess the statutory power to undertake the project contemplated.

Minor Revenue Sources

1. Fees and Charges -The District may assess fees and charges for programs and facilities.
 - a. Building and facility rentals may be charged for special use.
 - b. Activity and program fees may be charged for special programs.
 - c. Fees may be assessed to concessionaires working under agreements with the District.

H. OTHER METHODS FOR ACQUISITION AND DEVELOPMENT

CRPD has utilized a variety of methods to acquire parkland and develop facilities throughout the community. In general, prior to the passage of Proposition 13, the philosophy of CRPD was to fund large capital improvement programs through the agency's bonding capabilities. This method provided for direct public support through the voting process, allowing capital expenditure programs to be paid for over a long term, and offered the provision that incoming residents would pay their fair share of development costs through the bond property tax. This method of funding is listed above in Subsection G (2) as a potential funding source.

The District has also used short-term loans supported by general fund tax revenues for acquisition and development. This method has been utilized when rising property and construction costs or danger of land loss to impending development precipitated immediate action.

CRPD has also conducted a modest capital improvement program through the general property tax. This development has been performed on a high priority basis usually within the capabilities of the CRPD staff. Other sources for acquisition and development have been through use of revenues; donations; federal, state, and private grants. Grant programs have included the Land and Water Conservation Fund through the National Park Service and California Department of State Parks, disaster assistance through the Office of Emergency Preparedness, Legacy of Parks through Housing and Urban Development, and the State Urban Grants Program.

Finally, CRPD and the City of Thousand Oaks have acquired and developed parks and facilities on a cooperative basis utilizing Community Development Block Grants, Redevelopment Funds and lease back arrangements demonstrating a remarkable degree of intergovernmental cooperation to meet common objectives.

I. COMMUNITY PARTICIPATION AND STEWARDSHIP

Several of CRPD's goals and policies for enhancement of recreation programs and facilities may be implemented through establishment of a district-wide volunteer program. As recommended in the Strategic Plan, this program could be modeled after the current senior volunteer program already in existence in the District.⁶³ CRPD presently lists on its website volunteer opportunities to assist at community centers, Alex Fiore Thousand Oaks Teen Center, and Goebel Senior Adult Center, and to assist in sports programs, therapeutic recreation and outdoor units. As appropriate, individuals and groups could also be encouraged to participate in park rehabilitation, and to supplement CRPD labor in order to improve service levels and expand programming opportunities. The work of volunteers should not result in the displacement of any paid employee; rather volunteers should augment the quality work already provided by CRPD staff. Schools increasingly require students to complete a number of community service hours prior to graduation, and local agencies have often benefited from Eagle Scout and Boy Scout efforts, and those from Girl Scout troops, Key Clubs, sports teams, 4-H, and Drama Clubs. The skills and service hours of these individuals and groups can be coordinated within a district-wide volunteer program to the benefit of CRPD, district residents and the volunteers.

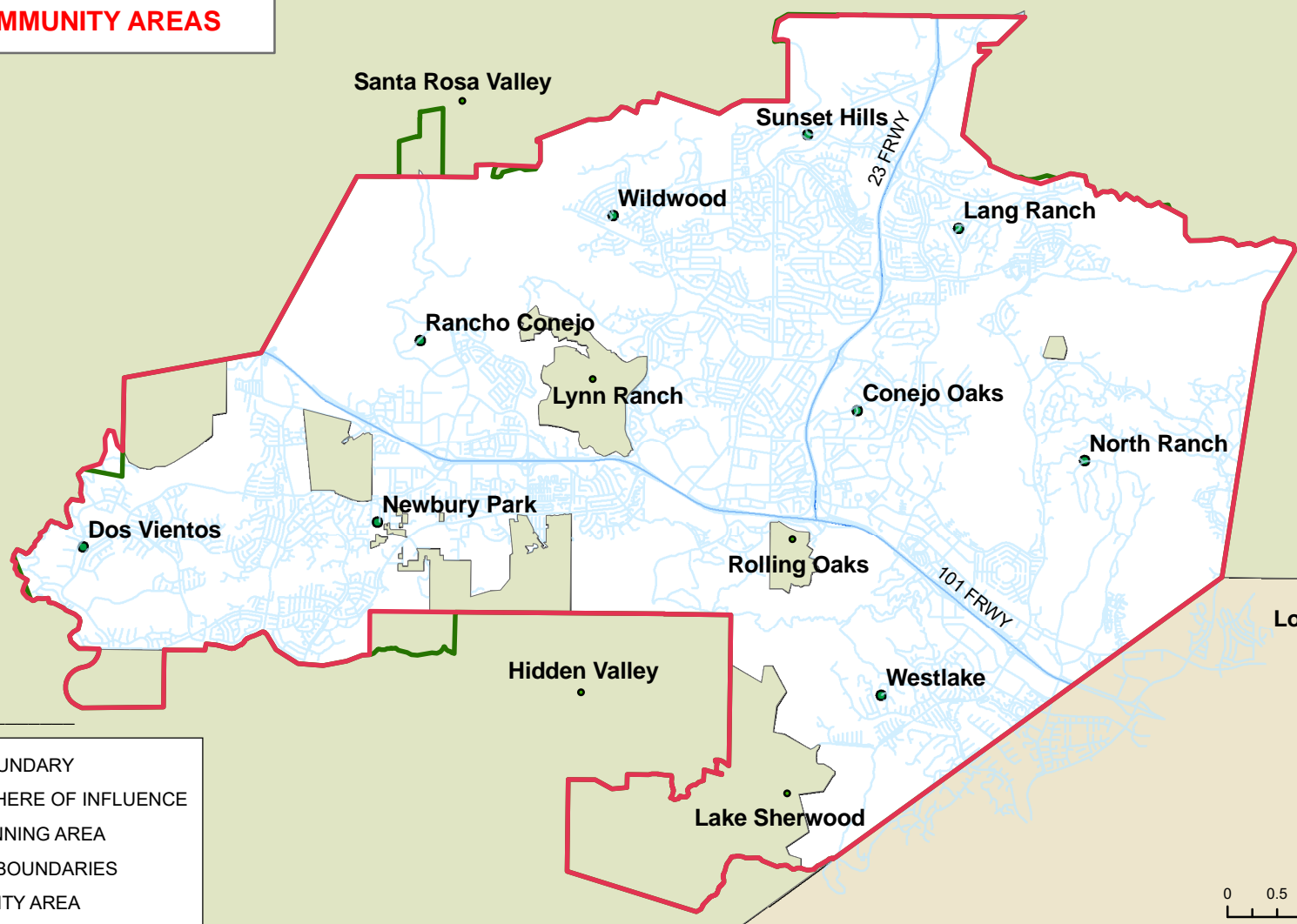
⁶³ CRPD Five Year Strategic Plan 2011-2015, Action 5.5

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MASTER PLAN

DISTRICT BOUNDARY AND COMMUNITY AREAS



LEGEND

- CRPD BOUNDARY
- CRPD SPHERE OF INFLUENCE
- CTO PLANNING AREA
- COUNTY BOUNDARIES
- COMMUNITY AREA
- FREEWAY

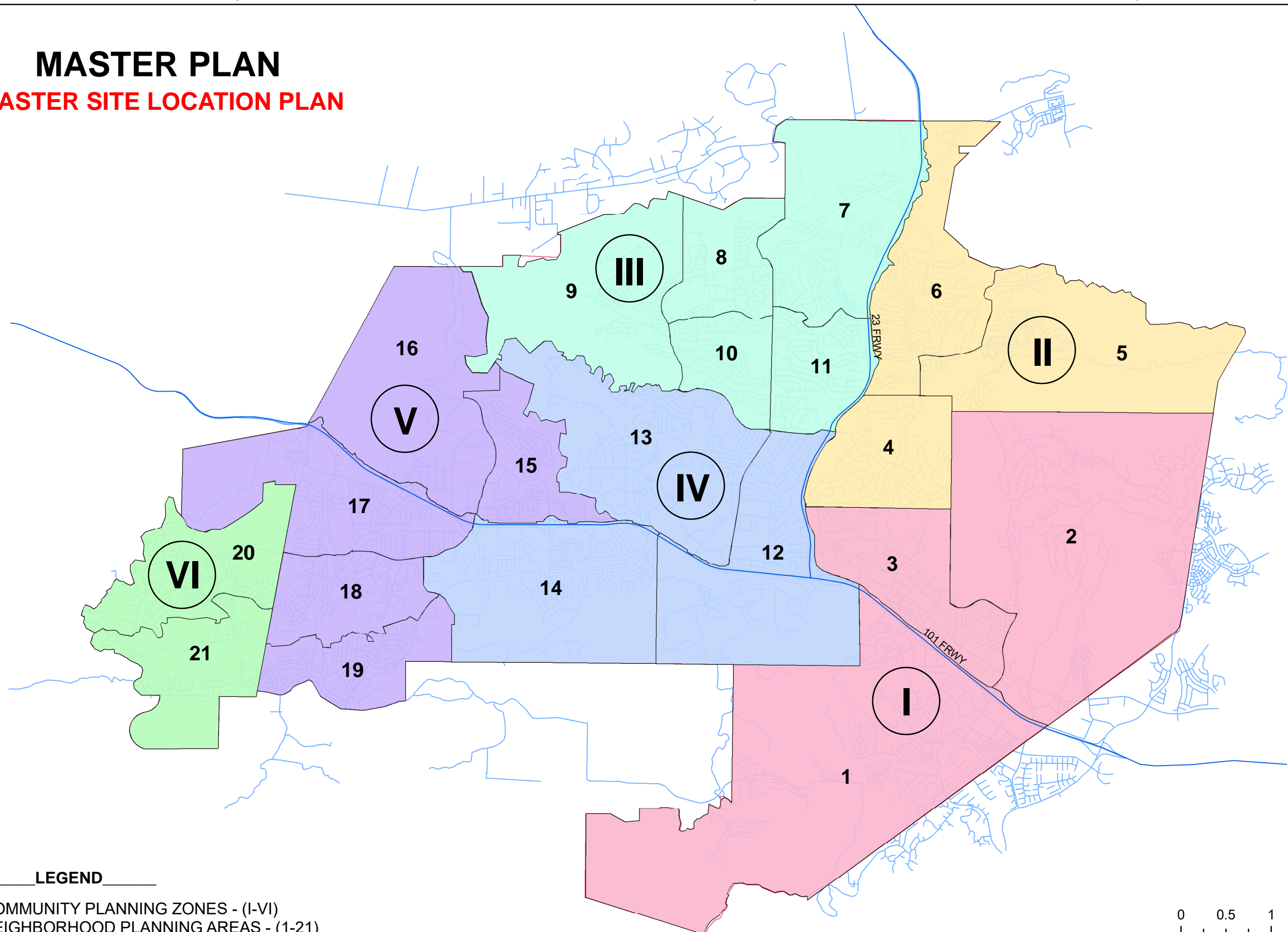
0 0.5 1 2 Miles

June 2011

MAP 1

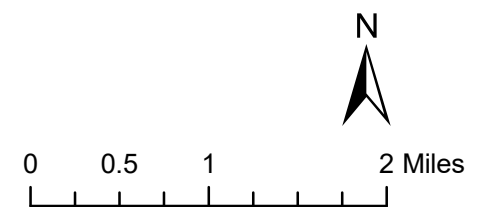
MASTER PLAN

MASTER SITE LOCATION PLAN



LEGEND

COMMUNITY PLANNING ZONES - (I-VI)
NEIGHBORHOOD PLANNING AREAS - (1-21)



June 2011

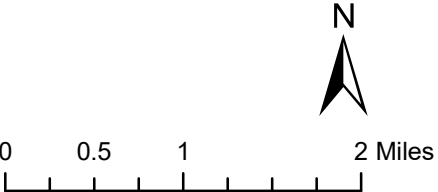
MAP 2

A 2

MASTER PLAN
PARKSITES
AND
OPEN SPACE

LEGEND

- CRPD BOUNDARY
- OPEN SPACE AND REGIONAL PARKS
- PARKSITES



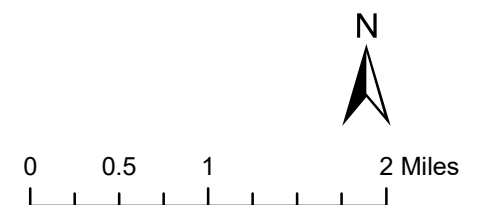
June 2011

MASTER PLAN

NEIGHBORHOOD PARKS

LEGEND

NEIGHBORHOOD PARKS



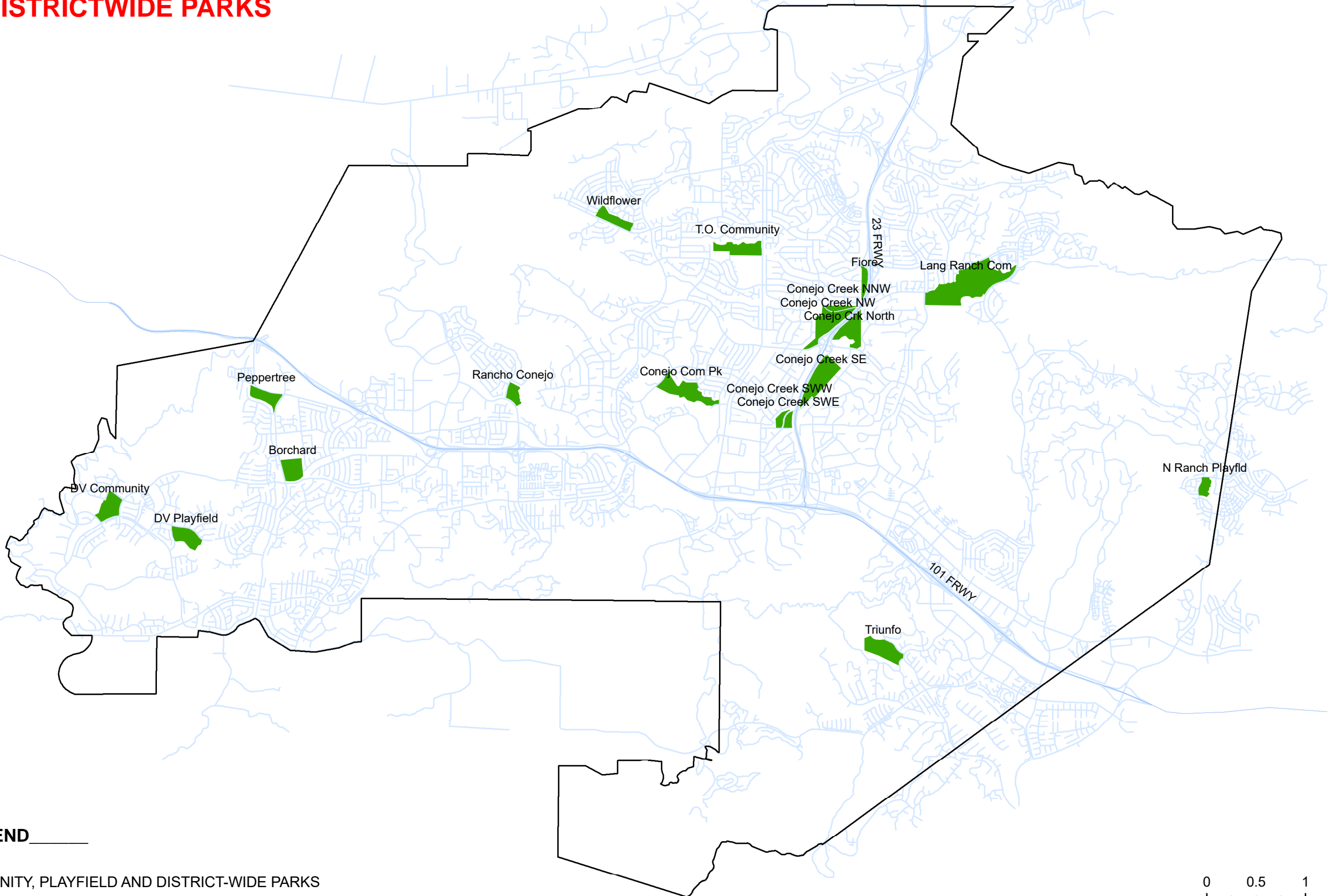
June 2011

A 4

MAP 4

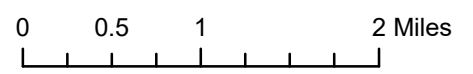
MASTER PLAN

COMMUNITY PARKS, PLAYFIELD PARKS AND DISTRICTWIDE PARKS



LEGEND

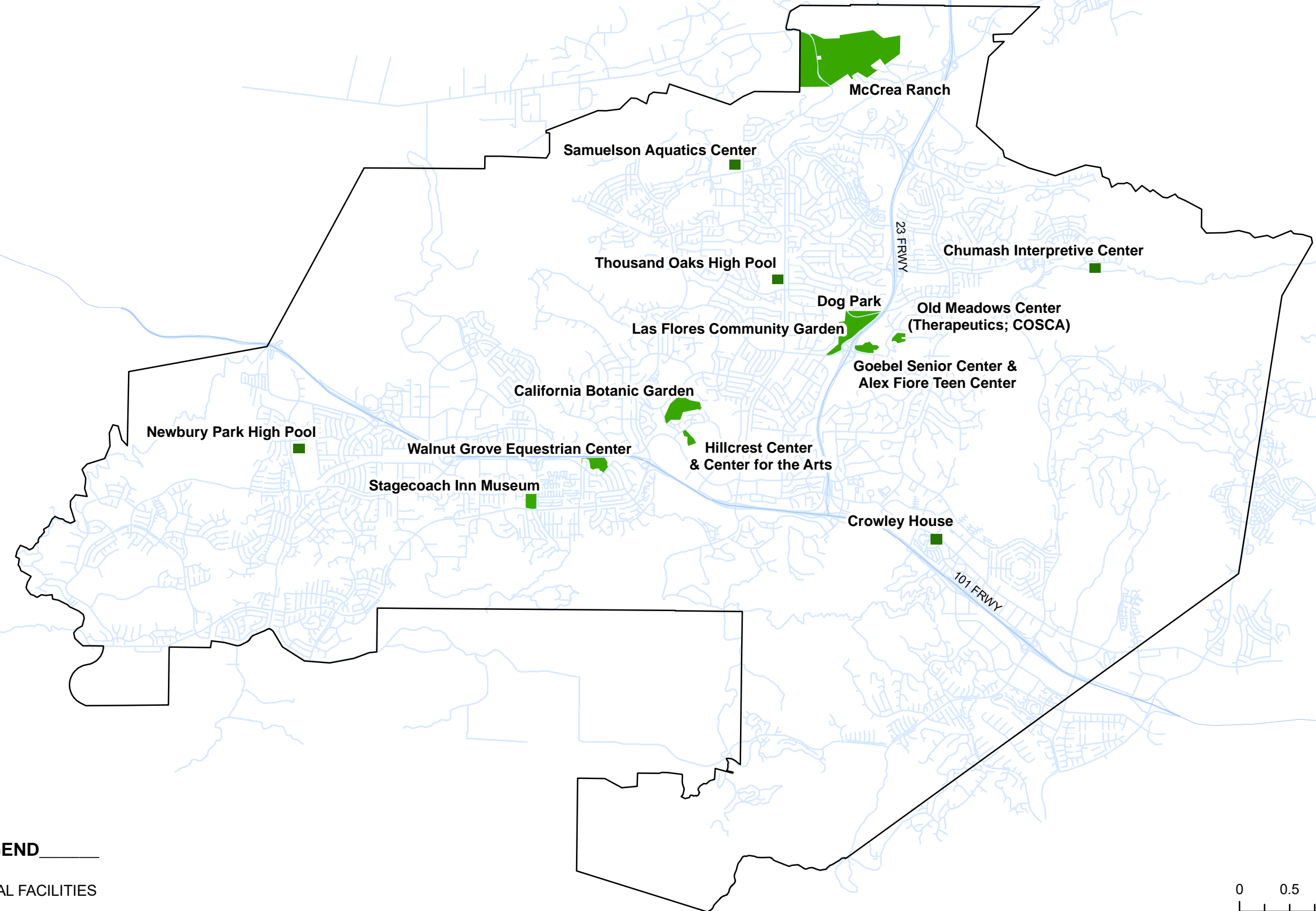
 COMMUNITY, PLAYFIELD AND DISTRICT-WIDE PARKS



June 2011


MASTER PLAN


SPECIAL FACILITIES



MAP 6

LEGEND

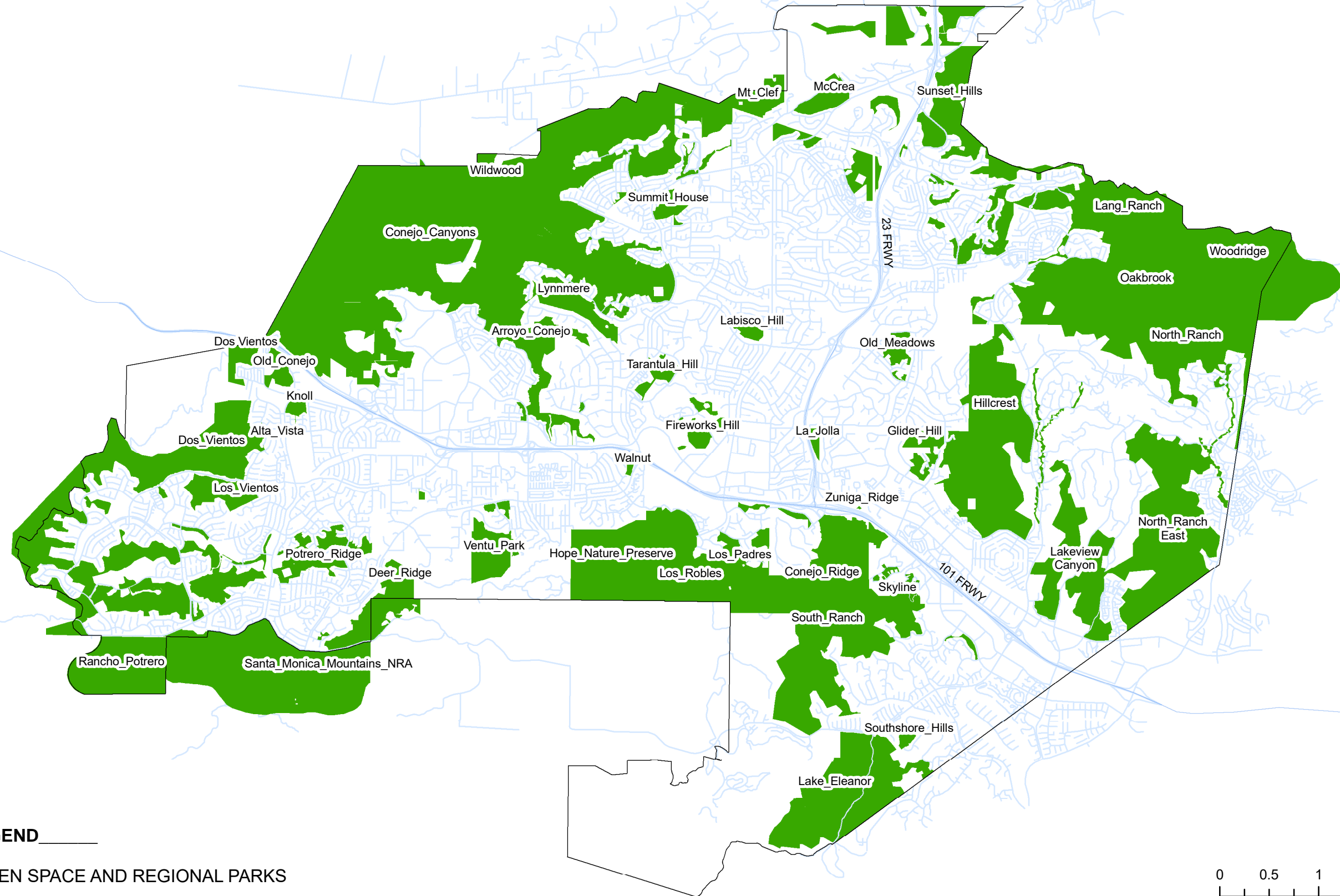
 SPECIAL FACILITIES

 N

0 0.5 1 2 Miles

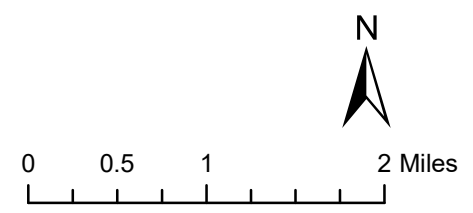
MASTER PLAN

OPEN SPACE AND REGIONAL PARKS



LEGEND

 OPEN SPACE AND REGIONAL PARKS



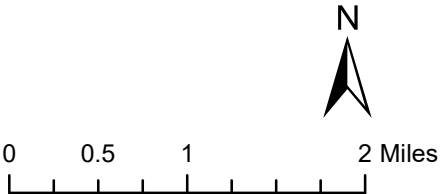
June 2011

MAP 7

A 7

MASTER PLAN
TRAIL SYSTEM
C.O.S.C.A. / C.R.P.D.

- LEGEND**
- TRAILS
 - OPEN SPACE
 - PARKSITES
 - CRPD BOUNDARY



August 2020

MAP 8

A 8

MASTER PLAN

CITY OF THOUSAND OAKS

CITY OF THOUSAND OAKS
EXISTING BIKEWAY NETWORK
AND ACTIVITY CENTERS

LEGEND

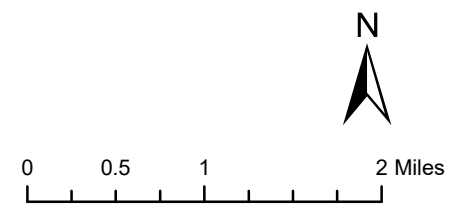
BIKEWAY TYPES

- CLASS I BIKE PATH
- CLASS II BIKE PATH
- CLASS III BIKE PATH
- SIDEWALK BIKE ROUTE
- SHOULDER BIKE ROUTE

ACTIVITY CENTERS TO INCLUDE PROPOSED BICYCLE PARKING

- PARK
- SCHOOL
- CRPD BOUNDARY
- DESTINATION CENTER
- TRAIL HEAD

MAP 9



June 2011

A 9

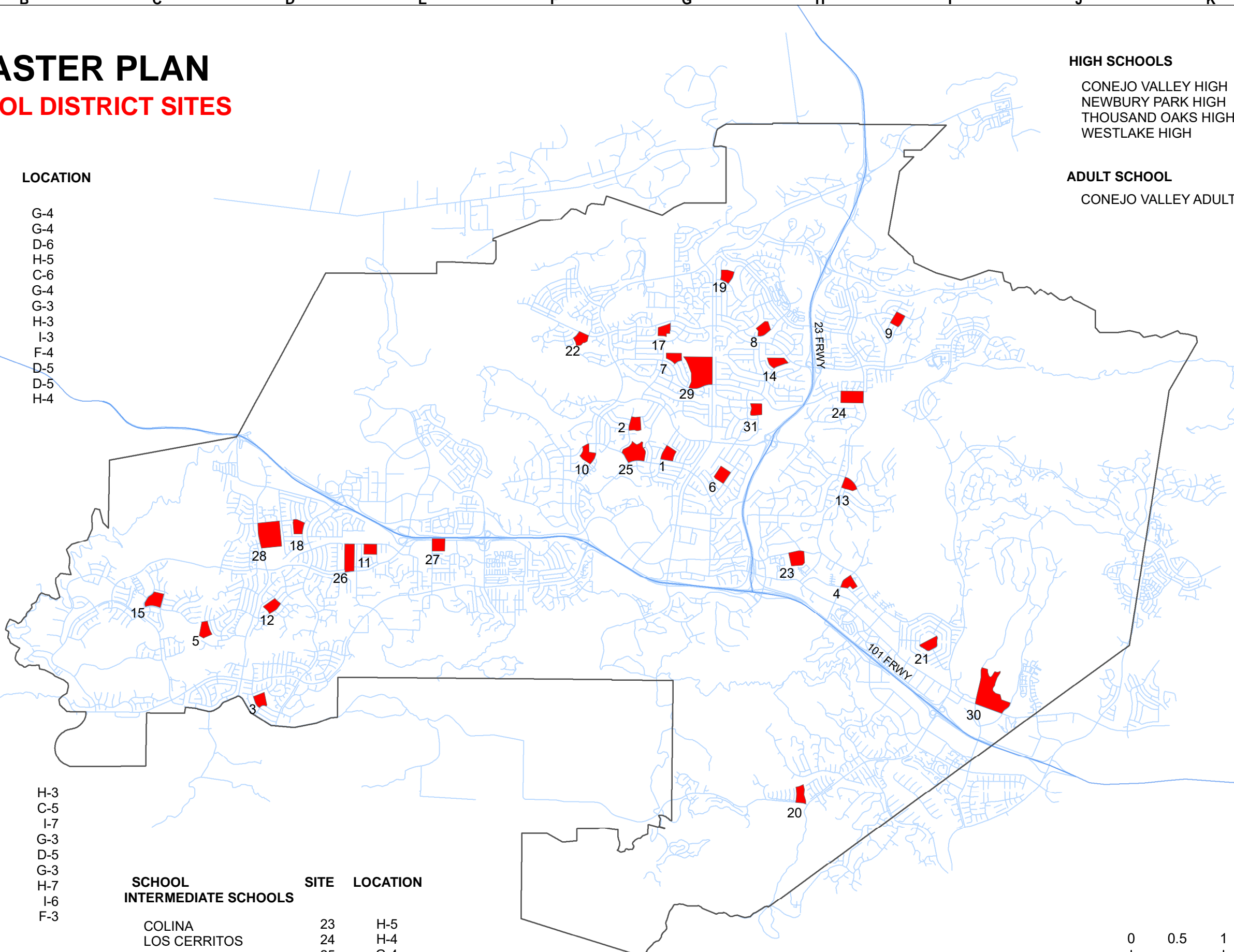
MASTER PLAN
SCHOOL DISTRICT SITES

SCHOOL	SITE	LOCATION
ELEMENTARY SCHOOLS		
ACACIA	1	G-4
ASPEN	2	G-4
BANYAN	3	D-6
CONEJO	4	H-5
CYPRESS	5	C-6
GLENWOOD	6	G-4
HORIZON HILLS	7	G-3
LADERA	8	H-3
LANG RANCH	9	I-3
MADRONA	10	F-4
MANZANITA	11	D-5
MAPLE	12	D-5
MEADOWS	13	H-4

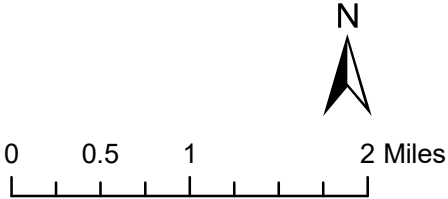
PARK OAKS	14	H-3
SYCAMORE	15	C-5
TRIUNFO	16	I-7
UNIVERSITY	17	G-3
WALNUT	18	D-5
WEATHERSFIELD	19	G-3
WESTLAKE	20	H-7
WESTLAKE HILLS	21	I-6
WILDWOOD	22	F-3
RANCHO CONEJO (Proposed)		

SCHOOL	SITE	LOCATION
INTERMEDIATE SCHOOLS		
COLINA	23	H-5
LOS CERRITOS	24	H-4
REDWOOD	25	G-4
SEQUOIA	26	D-5

HIGH SCHOOLS		
CONEJO VALLEY HIGH	27	E-5
NEWBURY PARK HIGH	28	D-5
THOUSAND OAKS HIGH	29	G-4
WESTLAKE HIGH	30	I-6
ADULT SCHOOL		
CONEJO VALLEY ADULT	31	H-4



MAP 10



June 2011

Appendix A
October 2009 Conejo Valley Attitude Survey

Results of Conejo Valley Attitude Survey (2009) related to Conejo Recreation & Park District.

JUST THE FACTS

The following is an outline of the main factual findings from the survey. For the reader's convenience, we have organized the findings according to the section titles used in the body of this report. Thus, if you would like to learn more about a particular finding, simply turn to the appropriate report section.

QUALITY OF LIFE

- Nearly all residents (97%) shared favorable opinions of the quality of life in Thousand Oaks, with two-thirds (66%) reporting it is excellent and 31% stating it is good. Less than 3% of respondents used fair, poor, or very poor to describe the quality of life in the city.
- When asked what changes the city government could make to improve the quality of life in Thousand Oaks, the most common responses were nothing/everything is OK (16%) or 'not sure' (16%), both of which are indicative of a respondent who does not perceive any pressing issues or problems in the city that can be addressed by local government. Among specific changes that were mentioned, the most common were limiting growth/preserving open space (14%), redeveloping downtown areas (5%), reducing traffic congestion (5%), improving education (4%), and improving public transit (4%).

CITY SERVICES

- The overwhelming majority of Thousand Oaks residents (93%) indicated that they were satisfied with the City's efforts to provide municipal services, with 53% stating that they were *very* satisfied. Overall, just 2% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 5% indicated that they were unsure or unwilling to share their opinion.
- Residents were asked to rate the importance of 16 specific services provided by the City of Thousand Oaks. Overall, Thousand Oaks residents rated public safety services as the most important, including providing fire protection services (96% extremely or very important), providing emergency medical services (90%), and providing police services (86%). At the other end of the spectrum, providing cultural and performing arts (37%), maintaining public landscapes (53%), and providing recreation programs for all ages (59%) were viewed as comparatively less important.
- The survey also asked about satisfaction with the City's efforts to provide the same 16 services. Although residents were generally satisfied with all of the services tested, they were most satisfied with the City's efforts to provide fire protection services (99%), maintain parks and recreation areas (98%), provide library services (98%), and provide police services (97%).

CIVIC ARTS PLAZA

- More than half (56%) of those who participated in the survey indicated that at least one member of their household had purchased tickets and attended a show or event at the Thousand Oaks Civic Arts Plaza during the preceding 12 month period.
- Among *all* respondents, 72% rated the quality of events and shows at the Plaza as excellent or good, 67% rated the variety of events and shows as excellent or good, and 68% used excellent or good to describe the overall entertainment value for a show. The comparable figures among those whose household had attended a show or event at the Plaza in the past year were considerably higher at 90%, 83%, and 89%, respectively.

- Forty-four percent (44%) of respondents indicated that they did not desire additional shows or events at the Plaza, and an additional 11% indicated that although they would like to have more shows and events offered at the Plaza, they could not think of a *specific* show or event of interest. Among the specific suggestions that were offered, the most common was concerts/musical shows in general (14%), followed by plays/theatrical productions (7%), contemporary rock/pop concerts (6%), children's events (5%), and classical/jazz/folk music concerts (4%).

SHOPPING & ECONOMIC DEVELOPMENT

- More than three-quarters of households indicated that they spend at least half of their household's retail shopping dollars³ in the City of Thousand Oaks, with 41% spending at least 80% of their dollars in the City, and 30% spending between 50% and 79% of their retail dollars in the City.
- Nearly half (49%) of respondents indicated that there are retail stores and restaurants their household currently visits outside of the city that they would like to have available locally in Thousand Oaks.
- The most commonly mentioned type of business that residents would like to have located in the City of Thousand Oaks are additional family restaurant chains such as Olive Garden or Red Lobster (27%), followed by large discount stores such as Costco or Big Lots (17%), department stores such as Target or Wal-Mart (15%), and specialty goods stores including Dick's Sporting Goods and Babies-R-Us (11%).

REDEVELOPMENT

- Overall, more than two-thirds (70%) of respondents indicated that—with the information they had at that moment—they favored redeveloping portions of Thousand Oaks Boulevard. Approximately 19% initially opposed redeveloping the area, 8% indicated that it depends on additional details, and 3% were either unsure or unwilling to share their opinion.
- Upon learning of the positive impact that redevelopment would have on the local economy and the City's tax base, an additional 7% of residents indicated that they would support redeveloping portions of Thousand Oaks Boulevard—bringing total support for redevelopment to 77% of residents at this point in the survey.
- When asked their opinions about several options being considered for Thousand Oaks Boulevard *assuming that it is redeveloped in the future*, support was high for adding off-street parking (85%), improving the appearance of the Boulevard (83%), and adding bike lanes (76%).
- Opinions were mixed regarding the incorporation of mixed-use developments along the Boulevard (47%), as well as allowing buildings with heights up to four stories (47%).
- Just one-third (33%) of respondents indicated that they would support the construction of five story buildings along Thousand Oaks Boulevard.

PARKS & RECREATION

- An exceptionally high percentage of residents (91%) indicated that they or someone in their household had visited a park or recreation facility in Thousand Oaks in the past year.
- Just over one-third (36%) of respondents indicated that they would like to see improvements to Thousand Oaks' parks and recreation facilities.

3. Excluding dollars spent on groceries.

- The most commonly requested improvement was improved or additional landscaping, trees and grassy areas (14%), followed by improvements to children's play areas and equipment (10%), restroom facilities (9%), the maintenance of parks and recreation facilities in general (6%), and recreation paths or trails (5%).

SPENDING PRIORITIES

- When asked to prioritize among a series of projects and programs that could be funded by the City of Thousand Oaks in the future, providing programs to improve the local economy and attract new employers and jobs to Thousand Oaks was assigned the highest priority (86% high or medium priority), followed by improving fire protection services (82%), improving road maintenance (81%), acquiring and preserving natural open space (80%), and increasing the use of solar power in the City (75%).

STAFF

- Approximately one-third (32%) of respondents indicated that they had contacted Thousand Oaks staff at least once during the 12 months prior to the interview.
- At least 9 out of 10 respondents with an opinion indicated that Thousand Oaks staff are helpful (94%), professional (96%), and accessible (97%).

CITY-RESIDENT COMMUNICATION

- Overall, 81% of respondents indicated they were satisfied with City's efforts to communicate with residents through newsletters, the Internet, and other means. The remaining respondents were either dissatisfied with the City's efforts in this respect (13%) or unsure of their opinion (6%).
- The most frequently-cited source for city information was *The Acorn*, mentioned by 41% of residents. The *Ventura County Star* (29%), the Internet in general (26%), the City's website (22%), and the City's newsletter (14%) were also mentioned by at least 10% of respondents.
- More than half (54%) of residents reported that they had visited the City's website during the 12 month period preceding the interview.
- Respondents indicated that newsletters were the most effective method (85%) for the City to communicate with them, followed by information mailed to their home (80%), the City's website (76%), and email (72%). Having information available at public locations (63%) and notices inserted into utility bills (63%) were considered to be somewhat less effective methods of communication.

PARKS & RECREATION

The many parks, recreation facilities, scheduled activities, classes, and special events offered in the City of Thousand Oaks provide residents with a variety of opportunities to recreate, relax, and play. They also help to promote a sense of community in the City, improve property values, enhance the business climate and local economy, and generally contribute to a higher quality of life for residents and visitors. The next three questions of the survey sought to profile residents' use and perceptions of community parks and recreational facilities, as well as their desire for specific improvements.

HOUSEHOLD PARK OR RECREATION FACILITY VISITS The first question in this series asked about household visits to a Thousand Oaks park or recreation facility in the past 12 months. As shown in Figure 29, an exceptionally high percentage of residents (91%) indicated that they or someone in their household had visited a park or recreation facility in Thousand Oaks in the past year.

Question 16 *Have you or anyone else in your household visited a park or recreation facility in Thousand Oaks in the past 12 months?*

FIGURE 29 HOUSEHOLD PARK OR REC FACILITY USE IN PAST 12 MONTHS

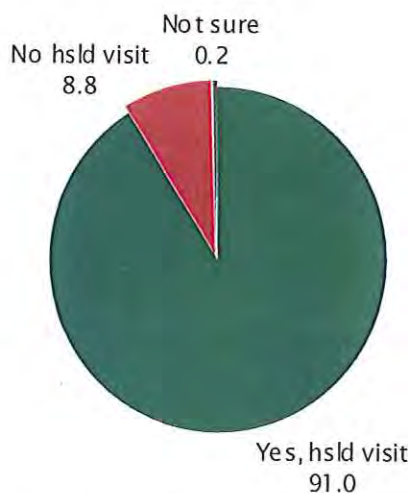
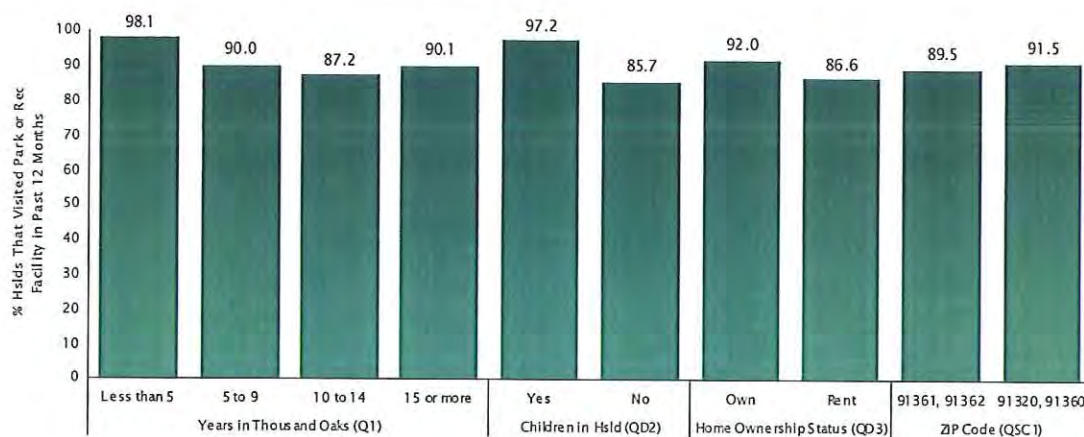


Figure 30 on the next page displays the responses to Question 16 according to length of residence, presence of children in the home, home ownership status, as well as ZIP code for their residence. Although certain subgroups (e.g., new residents and those living with children) had noticeably higher rates of visitation to a Thousand Oaks park or recreation facility during the 12 months prior to the interview, the most striking pattern in the figure is that visitation rates were very high for *all* subgroups—exceeding 85% for every group identified in the figure.

FIGURE 30 HOUSEHOLD PARK OR REC FACILITY USE IN PAST 12 MONTHS BY YEARS IN THOUSAND OAKS, CHILDREN IN HOUSEHOLD, HOME OWNERSHIP STATUS & ZIP CODE



DESIRED PARK AND RECREATION IMPROVEMENTS Having measured household use of parks and recreation facilities in Thousand Oaks, the survey next asked respondents if there were any particular improvements they would like to see in this area. Overall, just over one-third (36%) of respondents indicated that they would like to see improvements to Thousand Oaks' parks and recreation facilities (Figure 31), with new residents, those between 24 and 44 years of age, those with recent visitations to a park or recreation facility in the city, those who live with children, renters, males, and those who reside in ZIP codes 91320 and 91360 being the most likely to desire improvements (see Figures 32 & 33).

Question 17 *Thinking of parks and recreation facilities in Thousand Oaks, are there any improvements that you would like to see?*

FIGURE 31 DESIRE ADDITIONAL PARK AND REC IMPROVEMENTS

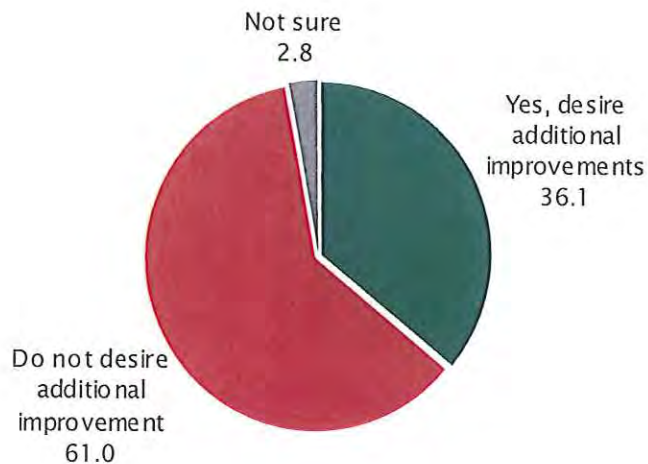
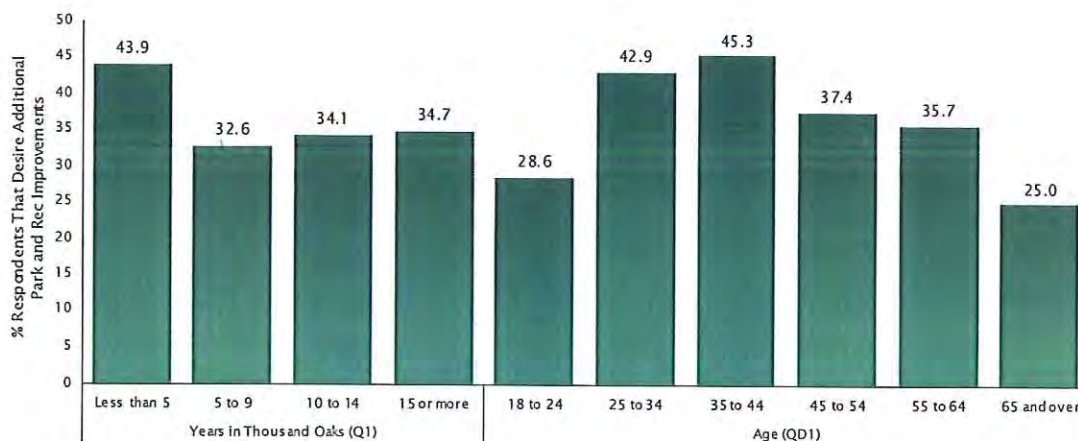
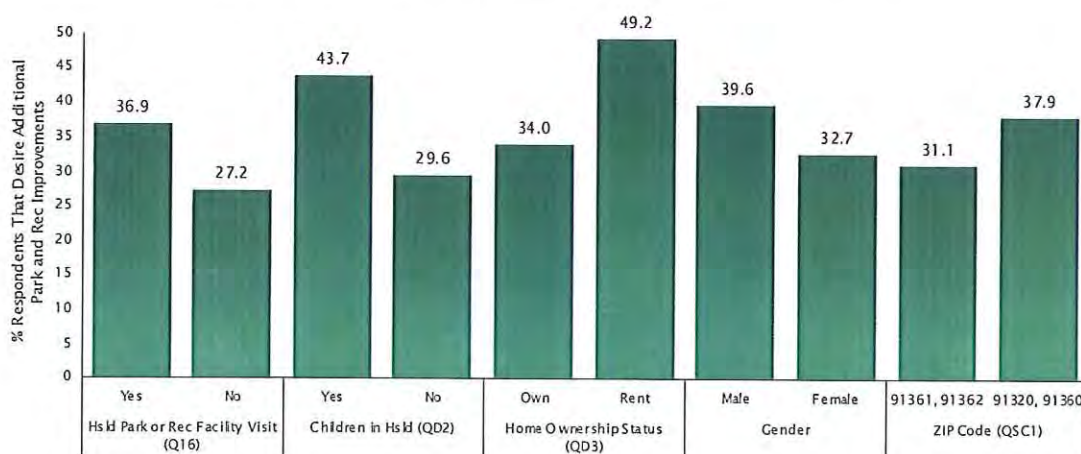


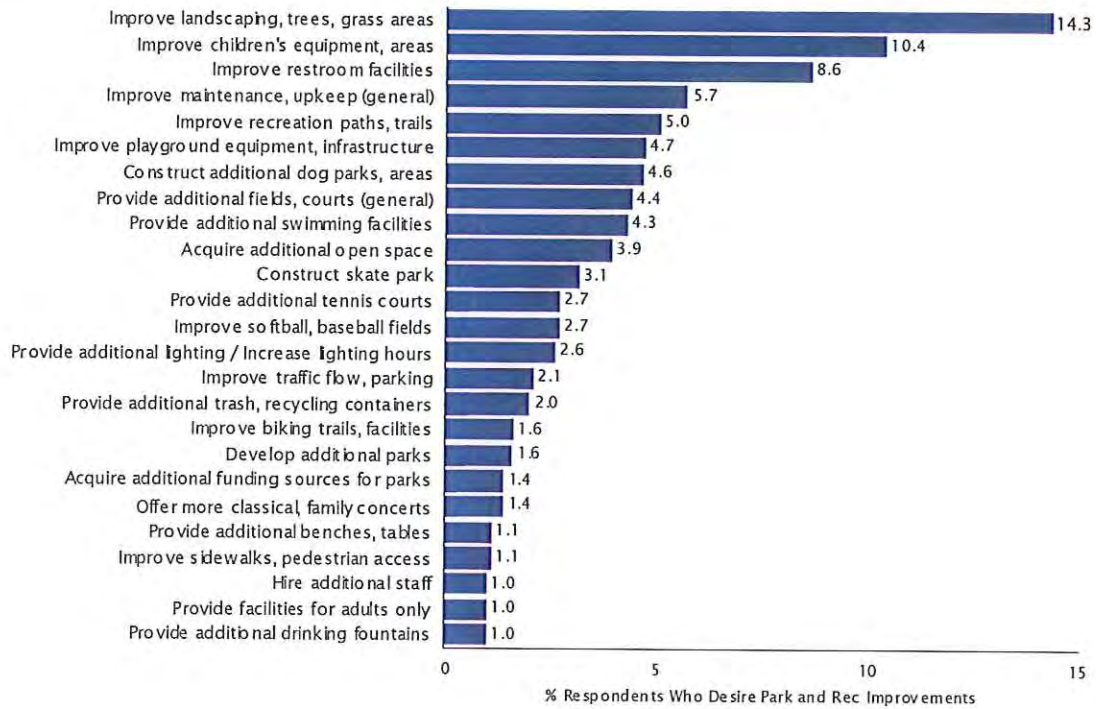
FIGURE 32 DESIRE ADDITIONAL PARK AND REC IMPROVEMENTS BY YEARS IN THOUSAND OAKS & AGE**FIGURE 33 DESIRE ADDITIONAL PARK AND REC IMPROVEMENTS BY HOUSEHOLD PARK OR REC FACILITY VISIT, CHILDREN IN HOUSEHOLD, HOME OWNERSHIP STATUS, GENDER & ZIP CODE**

The final question in this series asked those who indicated a desire for park and recreation improvements in Thousand Oaks to briefly describe the improvement they wanted most. Question 18 was asked in an exploratory, open-ended manner, meaning that respondents were at liberty to suggest any improvement that came to mind without being prompted by—or restricted to—a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 34 on the next page.

The most commonly requested improvement was improved or additional landscaping, trees and grassy areas (14%), followed by improvements to children's play areas and equipment (10%), restroom facilities (9%), the maintenance of parks and recreation facilities in general (6%), and recreation paths or trails (5%). No other single category was mentioned by at least 5% of respondents.

Question 18 Please briefly describe the improvement you most want.

FIGURE 34 PARKS AND REC IMPROVEMENTS DESIRED



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Appendix C
Conejo Recreation & Park District
Five Year Strategic Plan
2019-2023



Five-Year Strategic Plan

2019-2023

Approved February 21, 2019



Youth Outreach Anti-Bullying Program 2/21/2019

CONEJO RECREATION & PARK DISTRICT

Strategic Plan
2019-2023

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2019 GOVERNING BOARD OF DIRECTORS



Chuck Huffer
Chair



George M. Lange
Vice Chair



Susan L. Holt
Director



Nellie Cusworth
Director



Doug Nickles
Director



MANAGEMENT DIVISION STAFF PHOTO

May 2019



PARKS DIVISION STAFF PHOTO

May 2019



RECREATION DIVISION STAFF PHOTO

April 2019

DISTRICT STAFF

Regular Full and Part-Time

(03/25/19)

Name	Position	Name	Position	Name	Position
Acosta, Emily	Recreation Specialist	Harrison, Kathie	Registration/Publicity Supervisor	Ortmann, Tory	Maintenance Worker II
Akers, Avery	Recreation Coordinator	Heffernen, Kristen	Recreation Specialist	Pace, Bruce	Lead Ranger
Andrade, Jath	Recreation Leader	Herbert, Devon	Recreation Coordinator	Palermo, Bill	Park Operations Analyst
Appice, Frank	Grounds Worker I	Hernandez, Edgar	Fleet Technician Assistant	Pearson, Dee	Recreation Supervisor Aquatics
Baker, David	Grounds Worker II	Hill, Jennifer	Recreation Leader	Peterson, Connley	Recreation Leader
Baker, Nick	Grounds Worker I	Hiscock, Emily	Recreation Leader	Phillips, Bryce	Recreation Leader
Barron, Jesus	Custodian	Howell, Shelly	Human Resources Supervisor	Reudy, Michelle	Accounting Assistant II
Belavic, Patrick	Grounds Supervisor	Hrach, Nicole	Recreation Leader	Reyes, Mark	Recreation Specialist
Bertilson, Rick	Park Ranger I	Johnson, Jeff	Grounds Crew Leader	Reynders, Aline	Executive Assistant
Bjork, Erik	Maintenance Crew Leader	Kelley, Ian	Recreation Leader	Ricketts, Patti	Recreation Coordinator
Bower, Bill	Maintenance Worker II	Kouba, Matt	Park Superintendent	Rodriguez, Rachel	Goebel Café Specialist/Manager
Braff, Michael	Administrative Clerk	Kraetsch, Steve	Recreation Leader	Rojo, Ruben	Projects/Contracts Supervisor
Brauer, Christopher	Recreation Leader	LaFrenais, Sean	Grounds Worker II	Ronderos, Marcus	Grounds Worker II
				Rossomando, Paula	Administrative Clerk
Brower, Michelle	Accounting Assistant II	Lahoud, Rosie	Human Resources Assistant	Ruvalcaba, Antonio	Pest Control Operator
Buchanan, Scott	Recreation Supervisor	Laufenberg, Cecilia	Recreation Supervisor	Ruwhiu, Jon	Grounds Worker II
Burboa, Albert	Grounds Worker II	Le Grand, Justin	Grounds Crew Leader	Ruwhiu, Melissa	Recreation Supervisor
Byrne, Chris	Accounting Assistant II	LeVine, Bob	Courier	Saffire, Chris	Maintenance Worker II
Byrne, Mike	Grounds Crew Leader	Lewanda, Sheryl	Administrator, Mgmt Svcs	Sanchez, Ray	Grounds Worker I
Callis, Rochelle	Administrator, Rec & Comm Svcs	Loomis, Floyd	Maintenance Worker II	Santos, Walter	Grounds Worker I
Castillo, Nick	Maintenance Worker II	Lopez, Ceasar	Custodian-Facility Rental Grps	Schrader, Greg	Grounds Worker III
Cerda, Javier	Grounds Worker I	Lopez, Merle	Grounds Worker I	Segedie, Mark	Information Technology Analyst
Cobb-Adams, David	Grounds Worker I	Lunnen, Madisen	Recreation Leader	Smart, Brock	Grounds Worker II
Coleman, Brenda	Recreation Services Manager	Martin, Carol	Receptionist	Smith, Sean	Park Ranger I
Crosby, Sean	Fleet Technician II	Martinez, Pete	Outreach Worker	Smith, Tim	Recreation Specialist
Daub, Sarah	Recreation Supervisor	Massie, Loretta	Accounting Supervisor	Sonnenberg, Zack	Recreation Leader
Dickson, Jody	Administrative Assistant	McAdam, Mike	Recreation Coordinator	Sorensen, Elizabeth	Outreach Specialist
				Sosa, William	Grounds Worker II
Davis, Patricia	Lead Preschool Teacher	McCarter, Paul	Recreation Coordinator	Spivack, Julie	CSVP Director
DeSavia, Natalie	Recreation Specialist	McDonough, Megan	Recreation Coordinator	Stav, Kari	Park Ranger II
Dodge, Joe	Irrigation Technician	McGuire, Gavin	Grounds Worker II	Stead, Ryan	Park Ranger I
Dodwell, Jay	Recreation Coordinator	McGurk, Mike	Open Space Technician	Streltsoff, John	Recreation Leader
Doria, Laurie	Preschool Teacher	McNey, Matt	Grounds Worker II	Sweeney, Erin	Administrative Clerk
Duerr, Tim	Recreation Services Manager	Miller, Dana	Recreation Supervisor	Tanaka, Rick	Teen Services Director
Edwards, William	Recreation Leader	Mills, Michele	Reservations Coordinator	Tornero, Joe	Maintenance Supervisor
Ferrari, Nick	Park Ranger I	Montes, Emilio	Grounds Worker I	Tornero, Tamara	Recreation Coordinator
Flores, Zenaida	Recreation Leader	Montgomery, Weston	Recreation Specialist	Volgenau, Xavier	Pool Operator/Manager
Foster, James	Administrative Assistant	Mooney, Andrew	Senior Park Planner	Walker, James	Custodian
Friedl, Jim	General Manager	Morales, Andy	Recreation Leader	Welling, Craig	Grounds Worker II
Friedrich, John	Information Technology Technician	Naginey, Brian	Recreation Specialist	Williams, Mark	Recreation Leader
Gann, Marc	Equipment Operator	Nalbandian, Dan	Outreach Specialist	Williams, Robert	Recreation Leader
Gonzalez, Melanie	Recreation Leader	Nava, America	Recreation Coordinator	Yoshinaga, Cory	Recreation Leader
Gunning, Kurt	Recreation Supervisor	Norrap, Noah	Grounds Worker I	Young, David	Grounds Crew Leader
Hair, Jesse	Grounds Worker II	Nunes, Robert	Grounds Supervisor	Young, Gina	Recreation Specialist
Hamm, Patty	Recreation Supervisor	Nzeribe, Anthony	Recreation Specialist		
Hare, Emily	Recreation Leader	Olbrich, Lori	Recreation Supervisor		
Hare, Lori	Preschool Aide	O'Leary, Megan	Gym Attendant		
Hare, Tom	Administrator, Parks & Planning	Ortiz, Manuel	Grounds Crew Leader		

A. INTRODUCTION

A Strategic Plan is a top level planning document for an organization to set clear direction over all operational aspects of its mission. It serves as a framework for decision making over a given time period. It is a disciplined effort to produce fundamental decisions that shape what a District plans to accomplish by selecting a rational course of action. This plan has incorporated an assessment of the present state of District operations, gathering and analyzing information, setting goals, and making decisions for the future. Time has been taken to gather input from various sources to add to the veracity of the plans herein. The plan seeks to strengthen and build upon opportunities, while addressing areas of concern.

This plan also identifies actions, activities, and planning efforts that are currently active and needed for continued success in the operations and management of the District, and provides for periodic reviews and updates.

B. DEFINITIONS

1. **Mission Statement:** A declaration of an organization's purpose. Ideally, all activities of the District should be in support of the Mission Statement.
2. **Statement of District Philosophy:** A statement of the underlying general beliefs and attitudes shaping the decisions and operations of the District.
3. **Vision Statement:** A statement of where an agency wants to take the mission over the planning period. It articulates the forward thinking of the agency's leaders and drives actions to achieve success.
4. **Strategic Elements:** These are the broad, primary areas of District operations, planning, and management that need to be addressed and supported by strategic goals to ensure optimum progress.
5. **Strategic Goals:** Strategic goals are specific and measurable activities or targets that address the strategic elements.
6. **Actions and Projects:** Day-to-day actions and projects (not covered in detail in the Strategic Plan) will be designed so that the strategic goals are accomplished.

C. PLAN DEVELOPMENT AND CONTINUATION PROCESS

In 2007, the Board of Directors retained BHI Management Consulting to facilitate and coordinate the Strategic Plan development. BHI first gathered input from the District Board to draft a mission and vision statement. BHI also met with employees at two meetings. Additionally, input was gathered in three meetings with the public and one meeting with other agencies in the Conejo Valley. The following items were discussed: mission statement, vision statement, as well as current and future issues. The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. Another Board/upper management workshop was conducted to develop the following plan elements: strategic elements, objective and strategy statements for each strategic element, and begin work on strategic goals.

A steering committee, consisting of the District General Manager and upper management, worked with BHI to complete the list of strategic goals in support of the vision and strategic elements, and to refine the Strategic Plan prior to presentation to the full Board for review and final approval.

A key part of the Strategic Planning process is to conduct an annual review and update of the plan. These reviews allow for maintenance of the plan so that it reflects the actual progress and needs of the District. The reviews will be documented, and followed up with either a plan supplement or an updated plan. A five-year planning horizon will be maintained.

This Strategic Plan builds upon the original 2007 Strategic Plan as well as its subsequent updates and amendments. In January and February of this year (2019), the Board discussed updates to the Strategic Plan at a Board Retreat and during a Special Study Session. No changes to the District's Mission were proposed. The Vision Statement has a minor change. Children and young families remain a vital focus for CRPD, but as residents age in place, there are many more older adults living in the community than when the District was created by 80% of the voters voting in favor of the creation of an independent recreation and park district in November of 1962. This updated Strategic Plan is intended to reset the Strategic Plan to reflect the District's strategies and priorities for the next few years.



D. MISSION AND VISION STATEMENTS

MISSION STATEMENT

To enrich the quality of life for our community by preserving and enhancing recreational opportunities, parks and open space.

STATEMENT OF PHILOSOPHY

The Conejo Recreation and Park District (CRPD) is a public service agency created by the people through the use of a governmental entity known as a special district for the purpose of providing and promoting recreation opportunities and conserving the recreational resources of the area.

As an arm of the government, a major responsibility of CRPD shall be to serve as a catalyst for community effort by employing the tools and powers of the district, promoting inter-agency cooperation, and constructing, operating, and maintaining facilities. The District will complement other recreation efforts. The District will conduct its business in a manner which provides the community with a diverse set of recreational opportunities.

An objective of the District shall be to provide recreation opportunities for residents of all ages, abilities, and economic statuses.

VISION STATEMENT

To serve our community and be recognized as a top recreation and park district in the nation we must:

- Be financially stable;
- Be a primary source of recreation facilities, activities, and services;
- Match our programs and facilities to demographic needs;
- Distinguish CRPD as a leading partner with other agencies and organizations for recreation, park, and open space needs;
- Be an employer of choice;
- Evaluate and leverage emerging opportunities, while maintaining our facilities and infrastructure;
- Inform and educate about recreation, parks, and open space;
- Engage in, and promote, environmentally responsible and sustainable facilities and business practices; and
- Review and update the District's Strategic Plan annually.

E. STRATEGIC ELEMENTS AND GOALS

Strategic elements and supportive strategic goals represent the vital areas of the District's operation, planning and management. Strategic elements are derived from the foundational mission and vision statements of the District. They are linked to action through strategic goals, which serve to assure that important areas of the District are well supported and moved forward per Board direction.

The Strategic Elements are:

Programs

Facilities

Finances

Partnerships

Organization

Administration

Public Relations and Marketing

Sustainability and Resiliency



1.0 PROGRAMS

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to provide high quality programs and services that are responsive to the community's needs. Our strategy to achieve this will be to match our programs to demographics, evaluate and leverage emerging opportunities, and partner with others.

1.1 Offer diversified programs that meet the needs of the community.

1.1.1 Expand program opportunities through partnerships with other governmental agencies, non-profit organizations and institutions.

1.1.2 Explore opportunities to cooperate with private, for-profit recreation, and leisure businesses to expand and enhance programming.

1.1.3 Seek to increase adult participation in programs throughout the District (see also 4.7).

1.2 Promote District facilities to school groups and other organizations as educational field trip destinations to encourage utilization of CRPD special facilities such as, but not limited to, Oakbrook Chumash Indian Museum, Stagecoach Inn Museum, Conejo Valley Botanic Garden, Wildwood Regional Park, and McCrea Ranch.

1.2.1 Encourage increased cooperation and coordination among the special facilities to expand the public's awareness of, attendance to, and support of the museums and special facilities. [2019/2020]

1.3 Promote volunteer opportunities in District programs.

1.4 Utilize internships and job boards. CRPD should be known to local college officials as a desirable and beneficial location for seasonal employment and student internships.

1.5 Regularly monitor and evaluate patron opinions regarding the desirability, effectiveness, and cost of programs, classes, and events and utilize that information to improve the quality and efficiency of programs and services.

1.6 Annually evaluate program fees and facility rental charges, using market-based survey data and formulas, favoring regular annual adjustments over sporadic and sometimes significant adjustments.

1.6.1 Where appropriate, seek individual, organizational, and institutional contributions that enhance District programs and facilities.

1.6.2 Pursue grants when appropriate, balancing labor cost and uncertainty of success against the value and duration of the grant.

1.7 Regularly assess existing recreational programs and services needs and explore new programming ideas.

1.8 Continue to evaluate, develop, and enhance services for special populations programming.

1.8.1 Combine resources from surrounding communities to enlarge special population programs focusing on Conejo residents. [2022]

1.8.2 Regularly evaluate the inclusion processes and procedures. As necessary for program growth, continue to evaluate the resources, staffing, and budget for the Inclusion program. [2019]

1.9 Engage local universities or colleges to determine whether they may be interested in developing coursework related to the recreation and park profession.



2.0 FACILITIES

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to provide and maintain recreational facilities that meet the needs of the community. Our strategy is to effectively plan and allocate resources to implement the District's Master Plan.

2.1 Conduct facilities needs assessment. Conduct formalized processes, receive and evaluate input from the community, patrons, and staff for needs and desires for recreational amenities for new and existing facilities. [2021]

2.2 Continue improvement of park system consistent with the District Master Plan. Update the District Master Plan to identify current District facilities and reflect community needs. The District Master Plan should correlate closely with the City's General Plan. Provide District standards for park areas and facilities to provide a guideline in the location, acquisition, and development of those facilities. Provide District Master Plan update with Capital Improvement Budget. [2022]

2.3 Maintain the 10-Year Capital Improvement Plan. Regularly update the 10-Year Capital Improvement Plan to prioritize projects and effectively plan and allocate future resources. As capital funding allows, execute, implement, and develop projects each year in accordance with the plan. This Plan should include funds for accessibility improvements associated with park improvements. Update plan every two years as part of the Capital Budget process.

2.4 Maintain a 30-Year maintenance plan so as to effectively plan and allocate future resources. Update plan every two years as part of the Budget process.

2.5 Maintain a capital improvement fund. Provide incentives for groups to improve District facilities through a grant funding application program for District-approved projects. (See also Finance section 3.2.5).

2.6 Evaluate and incorporate improved accessibility to existing and new parks and facilities. When reasonably feasible, provide improved access by allowing visitor use of alternative mobility equipment.

2.7 Enhance facilities to provide recreational opportunities for active adults.

2.8 Seek venues and opportunities in the Newbury Park area to provide facilities and programs similar to those offered at the Goebel Adult Community Center and Alex Fiore Thousand Oaks Teen Center.

3.0 FINANCES

ELEMENT OBJECTIVE AND STRATEGY: Our objective in financial planning is to manage public funds to assure financial stability and demonstrate responsible stewardship. We will identify and evaluate funding sources, seek financial resources to fund current and future demands, and leverage available assets through creating innovative fiscal efficiencies.

3.1 Create a financial plan to forecast and optimize financial resources of the District to ensure financial stability.

3.1.1 Evaluate and update fiscal policies based on the financial plan to assure financial stability. (Cash management, debt, reserves, capital asset replacement plan, equipment replacement plan, risk management, cost recovery).

3.1.2 Periodically evaluate management and financial service providers (auditors, banking, investing, insurance).

3.1.3 Annually review financial reserves policy.

3.1.4 Continue to actively manage the District's unfunded long-term liabilities (consider Capital depreciation and replacement, CalPERS, Soc. Security PT replacement plan & retiree stipend (401(a)), OPEBs/Retiree Medical & PEMHCA minimum & pension stabilization (115 Trust)).



3.2 Evaluate existing and seek new revenue sources to enhance programming, property acquisition, park improvements, and capital facility replacements.

3.2.1 Evaluate advertising and marketing opportunities for corporations, organizations, and individuals to sponsor and advertise through District literature, website, facilities, and programs, and develop a policy for Board consideration to implement advertising and sponsorship revenue opportunities.

3.2.2 Encourage and promote film industry rental of District-owned property and work with the City to facilitate such filming.

3.2.3 Regularly evaluate whether District is capturing adequate revenue through facilities and programs; seek new and enhanced revenue-generating facilities, special events, and programs and explore program pricing options. (See also Programs section 1.6)

3.2.4 Continue to seek partnerships, collaborations, and sponsorships (cash or in-kind) to offset capital facility and recreation programming costs.

3.2.5 Maintain a capital improvement fund. Incentivize groups to improve District facilities through a grant funding application program for District-approved projects. (See also Facilities section 2.5).

3.2.6 Maintain and adjust existing assessment districts and evaluate the establishment of new assessment districts or similar funding mechanisms in order to provide and enhance park facilities.

3.2.7 Work with City and COSCA (and COSCA's new Administrator) to address COSCA's land acquisition priorities, as well as ranger, administrative, and operational needs. [2019 / 2020]

3.2.8 Evaluate methods to support long-term replacement and rehabilitation of CRPD capital facilities. [2021/2022]

3.3 Evaluate existing expenditures seeking opportunities to preserve financial resources and improve efficiencies at providing recreational services and park facilities.

3.4 Maintain an annual equipment replacement plan. Provide funding for all District equipment valued over \$5,000, based upon equipment life expectancy and expected inflation; complete inventory of equipment assets; establish a process for ongoing updates and inventories.

3.5 Maintain procedure manuals for finance programs. Establish process for regular updates (i.e., payroll, GL, AP, cash receipts).

3.6 Assist the non-profit organization "Play Conejo" to foster long-term success and strong financial support from the community so that it can sustain itself and provide meaningful benefit to the Conejo Recreation & Park District and to recreation and parks in the Conejo Valley.

4.0 PARTNERSHIPS

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to collaborate with other entities in order to fulfill the District’s mission. Our strategy is to identify, evaluate, and develop beneficial relationships.

4.1 Develop, maintain, and enhance relationships with colleagues at the City of Thousand Oaks and the Conejo Valley Unified School District. Hold periodic meetings with City and School District staff.

4.2 Develop, maintain, and enhance relationships with other government agencies serving our community such as the County of Ventura, national and state parks, Calleguas Municipal Water District, Santa Monica Mountains Conservancy, Mountains Recreation and Conservation Authority, and the City of Westlake Village.

4.3 Foster relationships with Pleasant Valley Recreation & Park District and Rancho Simi Recreation & Park District and share best practices and discuss current issues affecting recreation and park districts.



4.4 Provide ranger and field support to Conejo Open Space Conservation Agency. Work closely with Joint Powers Authority partner, City of Thousand Oaks, to maintain and interpret COSCA open space, trails, and natural resources.

4.4.1 In conjunction with the City, undertake a focused effort to assess and define COSCA's resources and responsibilities and provide recommendations to ensure COSCA can meet its mission to acquire, conserve, and manage open space within and surrounding the Conejo Valley for future generations, sustainably balancing public use with ecosystem protection. (See also 3.2.7) [2019 /2020]

4.5 Provide finance service to Mountains Recreation and Conservation Authority (MRCA). Work closely with Joint Powers Authority partners Santa Monica Mountains Conservancy and Rancho Simi Recreation & Park District to provide staff support to MRCA's finance functions and cooperate with operational arm to continually improve the Authority's financial position.

4.6 Build, maintain, and support relationships with local organizations engaged in activities consistent with the District's mission. Look for collaborative opportunities to expand services and fill unmet needs.

4.7 Investigate whether there may be mutually beneficial partnership opportunities with senior adult living facilities in our community (see also 1.1.3).



Ride On
Therapeutic Horsemanship



SANTA MONICA
**MOUNTAINS
CONSERVANCY**

5.0 ORGANIZATION

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to recruit and retain a high quality and motivated workforce. Our strategy is to offer competitive compensation and benefits, insist on a safe workplace, provide opportunities for training and advancement, and utilize sound management practices and policies.

5.1 Conduct new employee orientation and on-boarding program to ensure new employees understand the District’s mission, vision, objectives, and commitment to public service.

5.2 Review and formalize recruiting, hiring, interviewing, and selection procedures. Assure that processes for these procedures are optimized for both new hires and promotions. In order to remain current, periodically:

- Examine recruiting practices,
- Assess hiring procedures (including background checks),
- Enhance interviewing methods, and
- Integrate upgrades with a new employee orientation.

5.3 Perform periodic compensation and benefits reviews comparing total compensation with similar local agencies. Continue to evaluate and modify specific job classifications as needed.

5.4 Craft clear and transparent agreements which include labor and employment issues in order to foster understanding and accountability to the public, and post job descriptions, salary tables, and labor and employment agreements on District’s website.

5.5 Recruit quality part-time staff and volunteers. Participate in job fairs at local schools and colleges to provide opportunities to seek, interview, and hire quality part-time staff and volunteers. Associated actions could include increasing advertising, sharing candidate pools with other agencies, expediting candidate selection methodologies, and more.

5.6 Utilize the Conejo Senior Volunteer Program as a resource for District volunteers. Continue to utilize volunteers to supplement paid staff in order to improve service levels and expand programming opportunities.

5.6.1 Educate and inform young adults and teens about volunteer opportunities within as well as outside the District organization.

5.7 Continuously consider workforce succession for critical positions within the District and evaluate job duties, staffing levels, and organizational structure; avoid staffing gaps; assure appropriate depth in critical functions, and proper information spread to provide for adequate staffing in the future.

5.8 Enhance the overall workplace environment. This generalized topic area will work on a broad set of organizational areas such as employee recognition, wellness programs, enhanced employee training programs, professional training and networking for employees, with the goal that all supervisors receive well-designed and relevant training for the supervision element of their assignment.

5.9 Disaster preparedness. Be prepared and respond appropriately to disasters and emergencies guided by the City's Emergency Operations Plan (which is part of California's Standardized Emergency Management System) policies and procedures. Coordinate with City and County of Ventura/American Red Cross for emergency shelters. Train and update periodically.

5.10 Establish and support a staff-level safety committee to periodically meet to evaluate workplace safety and risk management issues.



6.0 ADMINISTRATION

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to create, maintain, and implement policies and procedures to ensure sound management of the District. Our strategy will be to conduct periodic reviews, refinement and implementation of policies and procedures, and assure that the organization has clear direction for successful and transparent operations in an open, honest, and ethical manner.

6.1 Perform regular updates to District job descriptions. The specific tasks and responsibilities of positions will evolve somewhat over time and will also be altered by additional requirements and duties.

6.2 Maintain existing Personnel Policy Manual. The District's Personnel Policy Manual must be somewhat dynamic and reflect current legal requirements and employee practices. This will be done through developing and implementing a regular review and revision of the Personnel Policy Manual.

6.3 Update and maintain a records management system. Update records management system (including evaluation of digitizing paper records) which includes records retention and destruction policies and criteria.

6.4 Update and maintain organization-wide and divisional administrative policy manuals.

6.5 Legislative Participation. Actively engage and educate legislators and their staff about the Conejo Recreation and Park District. Stay abreast of federal and state legislation and participate in legislative process through California Association of Recreation and Park Districts (CARPD), California Special Districts Association (CSDA), California Park and Recreation Society (CPRS) and National Recreation and Park Association (NRPA), as well as other organizations which further the District's mission, values, and interests.

6.6 Annually update Strategic Plan. Utilize the Strategic Plan as an annual planning tool. Annually consider the mission, vision, and statement of philosophy to assure that the District has a steady and deliberate course. In an annual planning workshop setting, the Board and staff will review specific accomplishments, consider the upcoming year of actions, projects, and priorities, and look into the out years to assess the additional year of the plan to maintain its 5-year outlook.

6.7 Maintain CRPD Ordinance Manual. Periodically review and update Ordinance Manual as needed. Consider ordinance amendments as necessary in the interim.

6.8 Implement and update District's Information Technology Plan. Utilize existing and evolving technology to improve customer service (internally and externally), to evaluate options and to organize, develop, and implement solutions which provide cost effective means to improve organizational transparency, efficiency, service delivery, and reduce use of paper.

7.0 PUBLIC RELATIONS AND MARKETING

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to actively promote the District and educate the community on the opportunities that the District provides. Our strategy is to provide quality customer service and to utilize a broad set of techniques to effectively publicize the District.

7.1 Recognize importance of – and utilize – social media and local media (including TOTV) to communicate with District patrons. Provide timely information via social media and local media to publicize District programs, events, and facilities.

7.2 Periodically refresh look and functionality of District's online presence via website, tablet, smart phone, and social media.

7.3 Engage the community and consider the way people receive information (personal contact, radio, print, computer, tablet, smartphone) to allow more effective interaction with internal and external customers, improve service levels, increase awareness and appreciation of the District, and enhance overall public engagement with the District and social connectivity among everyone in the community.

7.3.1 Consider holding Board field trips or off-site Board meetings.

7.4 Communicate, educate, and promote the District's programs and events to other community organizations and businesses.

7.5 Encourage Board member and staff involvement with public committees and non-profit boards and community organizations. Encourage associations with those whose mission is consistent with the District's mission and vision.

7.6 Encourage Board and staff participation in appropriate regional, state, and national professional, educational, and advocacy organizations such as California Association of Recreation and Park Districts (CARPD), California Park and Recreation Society (CPRS), National Recreation and Park Association (NRPA), California Special Districts Association (CSDA), and Local Agency Formation Commission (LAFCo).

7.7 Seek ways to recognize CRPD contributors, supporters, and volunteers.



8.0 SUSTAINABILITY AND RESILIENCY

ELEMENT OBJECTIVE AND STRATEGY: Our objective is to operate the District in an environmentally and economically sustainable manner. Our strategy is to evaluate new ideas, embrace change, and continuously move the District toward environmentally sustainable and cost-effective operations.

8.1 Balance environmental and economic factors and continue the District’s progress toward greater environmental stewardship and “sustainable” operations.

8.1.1 With new facility and park amenity requests, consider whether repurposing or sharing existing facilities may be feasible and could be a more environmentally friendly and cost-effective alternative to a new facility or amenity.

8.2 Incorporate environmentally sensitive and energy efficient design, including the use of recycled, renewable, or otherwise sustainable materials in parks and facilities when reasonably feasible.

8.3 Seek opportunities to utilize “sustainable” or alternate energy.

8.4 Conserve water and favor California natives as well as drought-tolerant landscaping through the Board-approved landscape palette.

8.5 Continue to incorporate water saving practices into standard operations. Continue the drought response related irrigation and landscape improvements, and continue to seek opportunities to save water in the parks, expand and diversify the District’s water supply portfolio, and consider and implement a variety of cost-effective water-saving solutions.

8.6 Evaluate enhanced recycling and energy conservation practices. Evaluate and enhance our recycling and energy conservation practices within the District and at District properties and events to assure that we continuously improve the District’s recycling, energy conservation, resource utilization, and related practices.

8.7 Regularly evaluate CRPD’s environmental practices and strive for continuous improvement toward an environmentally considerate and sustainable operation.

8.7.1 Consider public park industry best management practices and methods and integrated pest management practices for park maintenance and operations including environmental friendly and economically feasible solutions to unwanted plants (weeds), insects, and pests.

8.8 Long range climate projections suggest a hotter and likely drier Conejo Valley. Work with other agencies to develop and implement practical solutions for improved community wild-fire protection and planning. [2019 /2020]

STRATEGIC PLAN OVERVIEW

STRATEGIC ELEMENT	STRATEGIC GOALS	TIME FRAME
1.0 PROGRAMS	1.1 Offer diversified programs	Ongoing
	1.2 Promote District facilities to schools	2019/2020
	1.3 Promote volunteerism	Ongoing
	1.4 Utilize internships and job boards	Ongoing
	1.5 Monitor patron opinions	Ongoing
	1.6 Evaluate grant opportunities, fees, and rental charges	Ongoing
	1.7 Perform program and service needs assessment	Ongoing
	1.8 Continue to develop and enhance "service collabora-tives" for special populations	2019/2022
	1.9 Contact local universities regarding recreation and park professional programs	Ongoing
2.0 FACILITIES	2.1 Conduct facilities needs assessment	2021
	2.2 Update District Master Plan	2022
	2.3 Maintain 10-Year Capital Improvement Plan	Ongoing
	2.4 Maintain 30-Year Maintenance Plan	Ongoing
	2.5 Maintain a Capital Improvement matching fund	Ongoing
	2.6 Evaluate and incorporate improved accessibility	Ongoing
	2.7 Enhance facilities for recreational opportunities for adults	Ongoing
	2.8 Seek venues and programming opportunities for adults and teens in Newbury Park area	Ongoing
3.0 FINANCES	3.1 Create a financial plan	Ongoing
	3.2 Evaluate existing and seek new revenue sources	Ongoing/ 2019/2020/ 2021/2022
	3.3 Evaluate existing expenditures seeking opportuni-ties to preserve financial resources and improve efficien-cies	Ongoing
	3.4 Maintain an annual equipment replacement plan	Ongoing

	3.5 Maintain procedures manuals for Finance programs	Ongoing
	3.6 Assist Play Conejo in its effort to support CRPD	Ongoing
4.0 PARTNERSHIPS	4.1 Enhance relationships with the City and School District	Ongoing
	4.2 Develop & maintain relationship with government agencies serving Conejo Valley	Ongoing
	4.3 Foster relationships with the Pleasant Valley and Rancho Simi Recreation and Park Districts	Ongoing
	4.4 Provide ranger and field support to COSCA	Ongoing
	4.5 Provide finance services to MRCA	Ongoing
	4.6 Build relationships with local non-profits	Ongoing
	4.7 Investigate partnership opportunities with private and non-profit senior adult facilities.	Ongoing

5.0 ORGANIZATION	5.1 Maintain new employee orientation program	Ongoing
	5.2 Review hiring, interviewing and selection procedures	Ongoing
	5.3 Perform periodic Compensation and Benefits reviews	Ongoing
	5.4 Craft clear and transparent agreements to foster public transparency and understanding	Ongoing
	5.5 Hire quality part-time staff and volunteers	Ongoing
	5.6 Utilize CSVP for volunteers	Ongoing
	5.7 Consider workforce succession for critical positions within the District	Ongoing
	5.8 Enhance the overall workplace health	Ongoing
	5.9 Disaster preparedness	Ongoing
	5.10 Establish and support a staff-level safety committee	Ongoing
6.0 ADMINISTRATION	6.1 Perform regular maintenance on District job descriptions	Ongoing
	6.2 Maintain existing Personnel Policy Manual	Ongoing
	6.3 Maintain a records management system	Ongoing
	6.4 Update and maintain organization-wide and Divisional Administrative Policy Manuals.	Ongoing
	6.5 Legislative participation	Ongoing

	6.6 Annually update Strategic Plan	Ongoing
	6.7 Maintain CRPD Ordinance Manual	Ongoing
	6.8 Implement and update District's Information Technology Plan	Ongoing
7.0 PUBLIC RELATIONS & MKTING	7.1 Establish and maintain professional relationship with local media	Ongoing
	7.2 Maintain District website, develop Intranet, and expand use of social media	Ongoing
	7.3 Engage community in a variety of communication platforms	Ongoing
	7.4 Utilize CRPD Speakers Bureau	Ongoing
	7.5 Encourage District personnel to volunteer on local committees and Boards	Ongoing
	7.6 Participate in appropriate professional, educational and advocacy organizations	Ongoing
	7.7 Recognize and encourage CRPD contributors, supporters, and volunteers	Ongoing

8.0 SUSTAINABILITY & RESILIENCY	8.1 Continued progress environmental stewardship and sustainable operations	Ongoing
	8.2 Incorporate environmentally sensitive and energy-efficient designs in parks and facilities	Ongoing
	8.3 Continue enhancing the use of sustainable or alternate energy options	Ongoing
	8.4 Enhance water-conservation efforts with emphasis on using drought-tolerant landscaping	Ongoing
	8.5 Incorporate water-saving practices	Ongoing
	8.6 Evaluate and enhance recycling and energy conservation practices	Ongoing
	8.7 Evaluate CRPD environmental practices	Ongoing
	8.8 Develop improved wildfire protection and planning in coordination with area agencies	2019/2020



Conejo Recreation & Park District
MISSION STATEMENT

*To enrich the quality of life for our community
by preserving and enhancing
recreational opportunities, parks and open space.*



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