



APPENDICES

DECEMBER 2025

Table of Contents

1

Existing Conditions

Demographic & Recreation Trends Analysis

Benchmarking Analysis

Parks Assessment

Park Usage Analysis

Maintenance Assessment

Program & Service Assessment

2

Community Engagement

Statistically Valid Survey Results

Needs Assessment Engagement Summary

Recommendations Engagement Summary

3

Prioritization Results

Prioritization Results for Park Improvements

Prioritization Results for Plan Actions

EXISTING CONDITIONS

DEMOGRAPHIC AND RECREATION TREND ANALYSIS

December 2024

Foster City
Parks Master Plan

DEMOGRAPHIC & RECREATION TRENDS ANALYSIS

1.1 INTRODUCTION

A key part of the Parks and Recreation Master Plan (“Plan”) is a Demographic & Recreation Trends Analysis. This provides Foster City’s Parks and Recreation Department (“city”) insight into the general makeup of the population served and shows market trends in recreation. It also helps to quantify the market in and around the city and understand the types of parks, facilities, and programs / services that are most proper to satisfy the needs of residents.

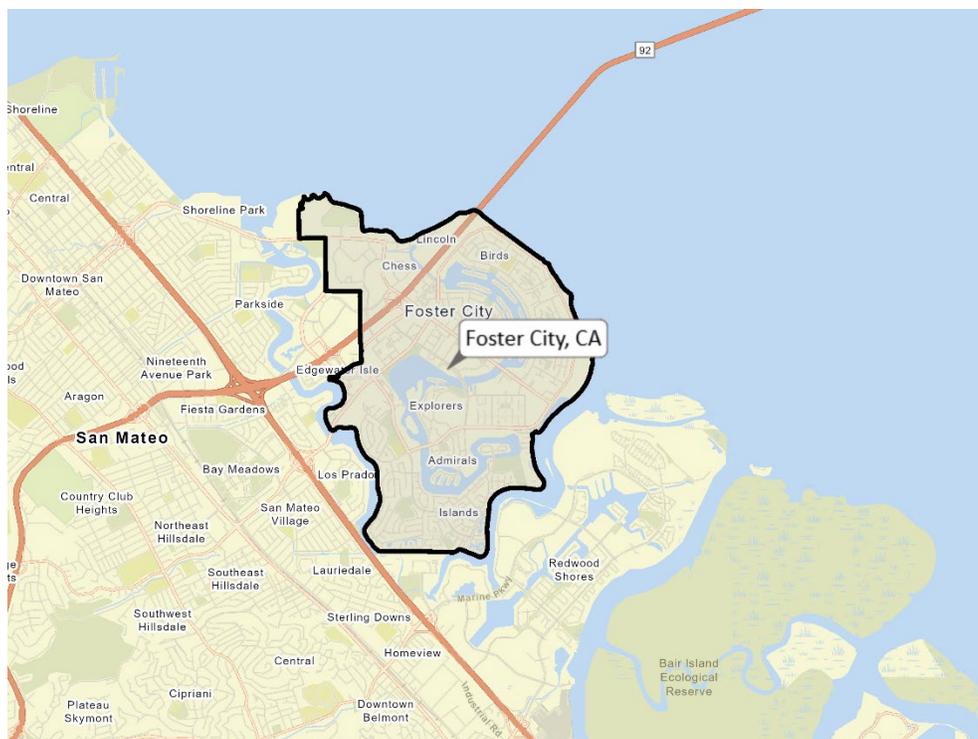
This analysis is two-fold - it aims to answer the *who* and the *what*. First, it assesses the demographic characteristics and population projections of City residents to understand *who* they serve. Secondly, recreational trends are examined on a national, regional, and local level to understand *what* the population served wants to do. Findings from this analysis set up a fundamental understanding that provides a basis for prioritizing the community need for parks, trails, facilities, and recreation programs.

1.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within the city. This assessment is reflective of the City’s total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

1.3 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in October 2024 and reflects actual numbers as reported in the 2010 and 2020 Census. ESRI estimates the current population (2024) and a 5-year projection (2029). PROS, then applies straight-line linear regression to forecast demographic characteristics for 2034 and 2039.

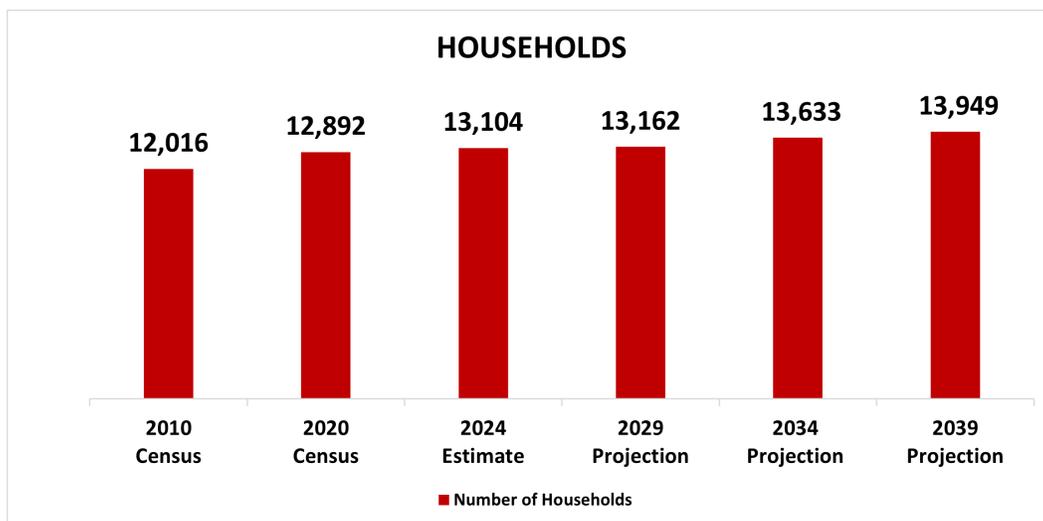
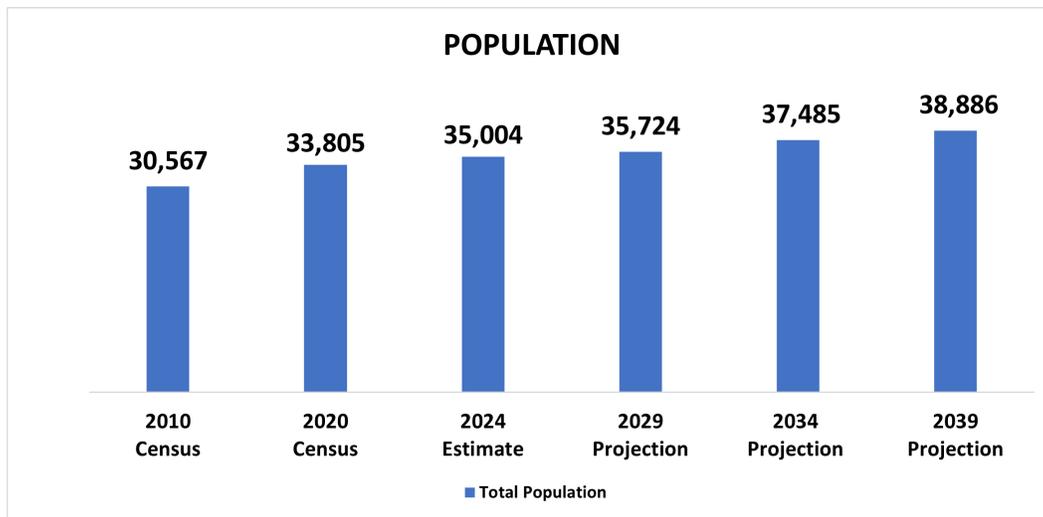


CITY POPULACE

POPULATION

The City's population has experienced minimal growth in the last 14 years, increasing by 14.5% from 2010 to 2024, or approximately 1.0% annually. This is above the national annual growth rate of 0.81% (from 2010-2024). Like the population, the total number of households also increased over the last 14 years, though at a rate far less than that of the population (9.1%). Foster City, at 2.6 people per household, has a smaller household size than the U.S. (2.55).

Currently, the population is estimated at 35,004 individuals living within 13,104 households. Projecting ahead, the total population growth is expected to continue to grow slowly. By 2039, the City's population is projected to be 38,886 residents (0.7% annual growth) living within 13,949 households (0.6% annual growth) - this is in alignment with the City's General Plan population projection of 39,070 in 2040.



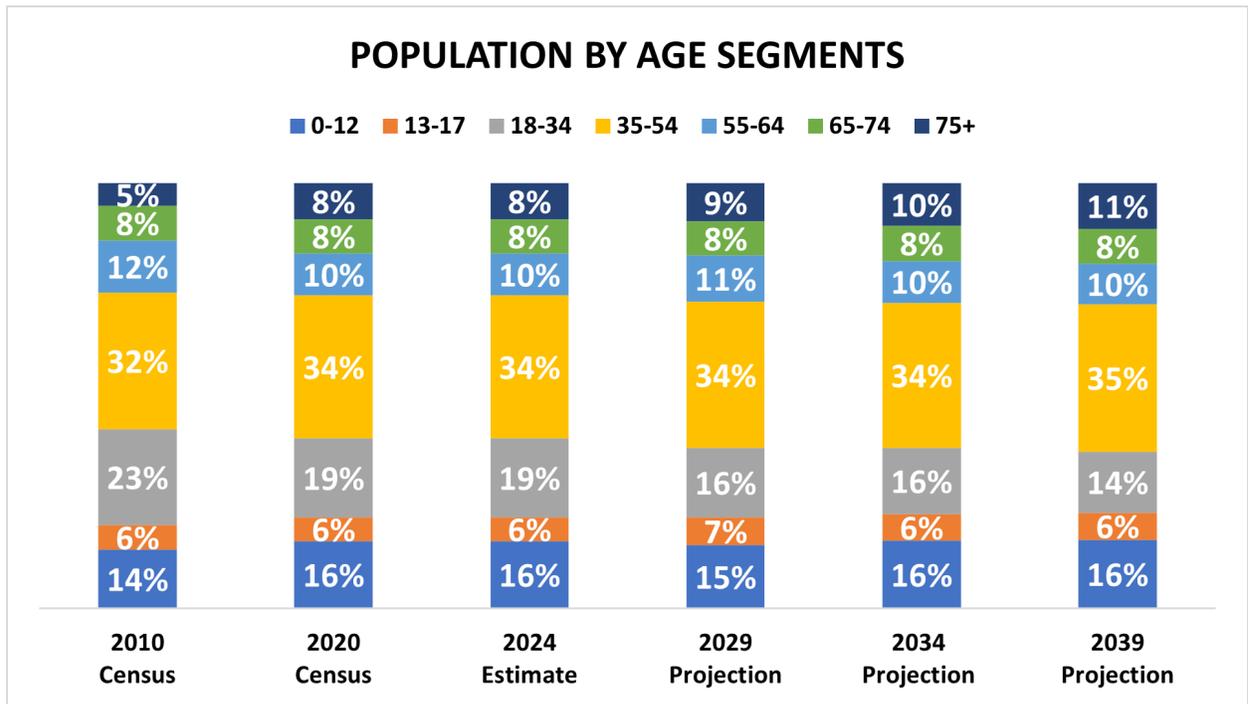
AGE SEGMENT

Evaluating the city’s age segmentation, the population is balanced and remained relatively consistent over the last 14 years.

The largest age segment is the 35-54 segment at 34% of the population.

The 2024 population has a median age of 40.3 years old which is slightly older than the U.S. median age of 39.3 years.

The trends for the next 15 years are that Foster City will continue to have a balanced age segmentation while aging slightly as the 75+ age segment is expected to increase by 2% while the 18-34 segment is projected to decrease by 5%. All other major age segments will remain relatively unchanged or decrease slightly.



RACE AND ETHNICITY DEFINITIONS

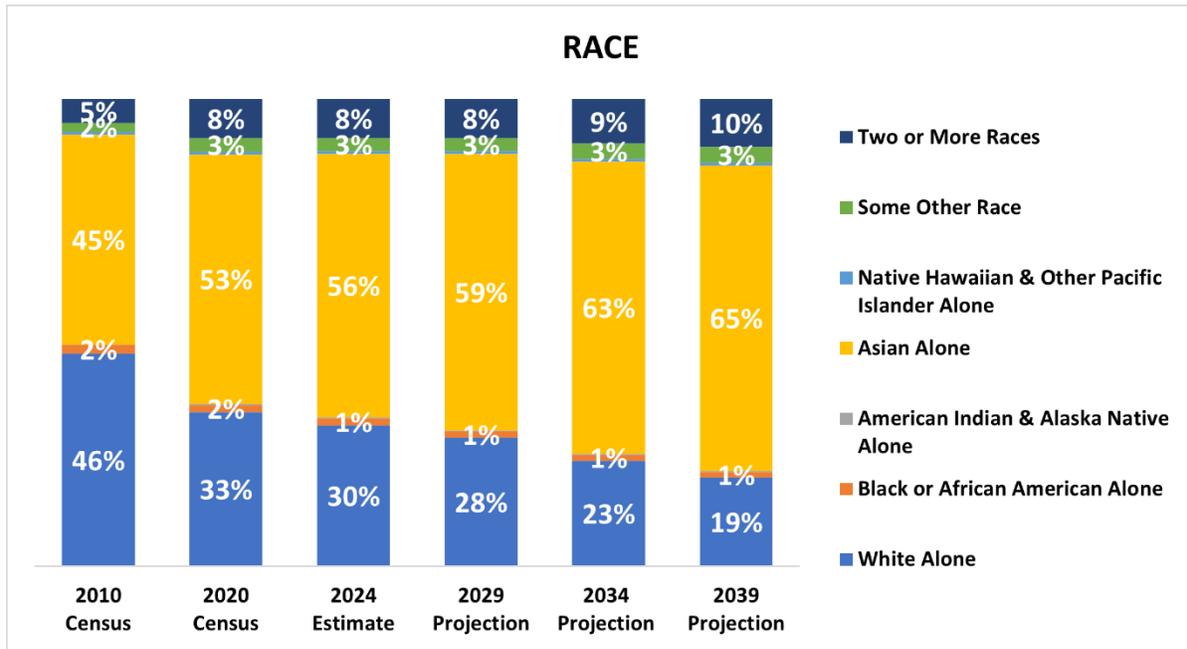
The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2020 data on race is directly comparable with data from the 2010 Census. The latest (Census 2020) definitions and nomenclature are used within this analysis.

- **American Indian** - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian** - This includes a person having origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black Alone** - This includes a person having origins in any of the black racial groups of Africa.
- **Native Hawaiian or Other Pacific Islander** - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White Alone** - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Hispanic or Latino** - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South, or Central American, or other Spanish culture or origin, regardless of race.

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these, while Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.

RACE

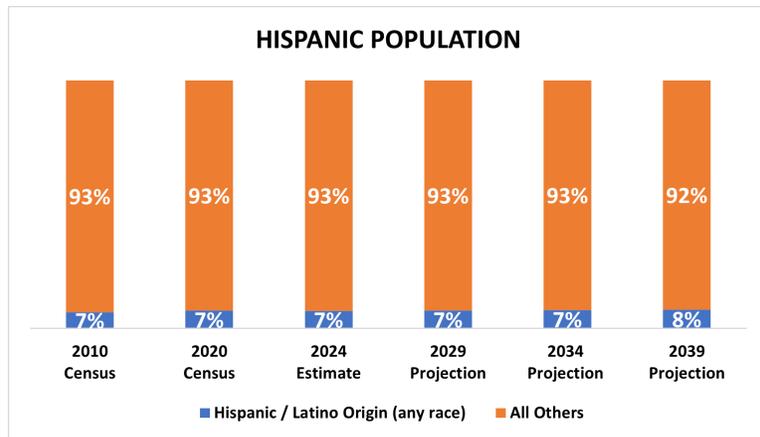
Assessing race, the City’s current population is diverse and has diversified over the last 14 years as the Asian Alone population has become the largest racial segment (56% in 2024 - an increase of 9%) while the White Alone population in 2024 is 30% (a 16% decrease). The predictions for 2039 expect the population to become more diverse, with the Asian Alone populations making up 65% of the population while the White Alone population will continue to decrease and represent 19% of the population.



ETHNICITY

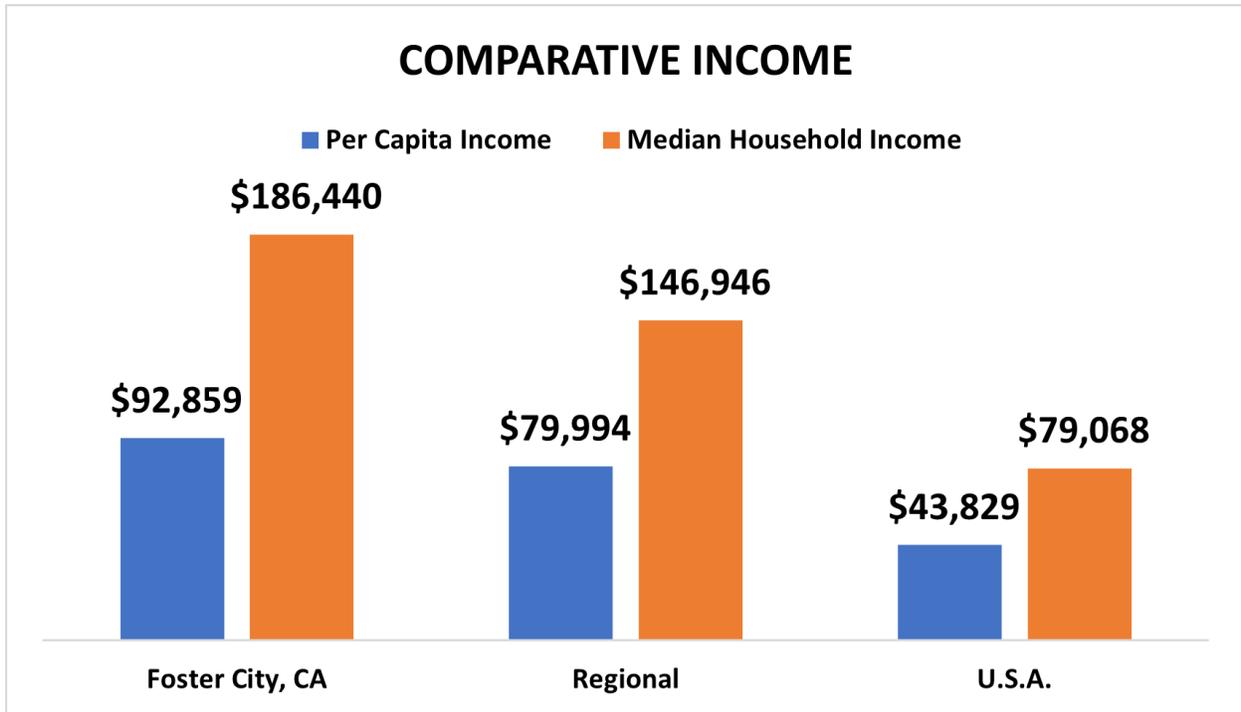
The City’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories shown above.

People of Hispanic/Latino origin has remained unchanged over the last 14 years and currently represents 7% of the City’s population, which is far below the national average (19% Hispanic/Latino). The Hispanic/Latino population is expected to grow slightly to 8% of the City’s total population by 2039.



HOUSEHOLD INCOME

As seen below, the City's per capita income (\$92,859) and median household income (\$186,440) are greater than that of the U.S. and Regional (San Mateo and San Francisco County) averages. The per capita income is income earned by an individual while the median household income is based on the total income of everyone over the age of sixteen living under the same roof. Though these income characteristics show that the average household may have more disposable income, residents are still likely to be price conscious and have a need to understand the value that correlates with quality-of-life indicators.



1.4 FOSTER CITY DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

POPULATION

The population is expected to still be consistent and only projected to increase by only 3,882 people over the next 15 years. With a consistent population, the city will need to focus more on strategically reinvesting, redeveloping, and maintaining existing parks and recreation facilities than expanding the system beyond what is already currently planned.

AGE SEGMENTATION

Foster City currently has a balanced age segmentation with the largest group being 35-54 (34%). Over the next 15 years, the city's population is expected to age slightly as two out of every three residents of Foster City will be thirty-five and older by 2039.

RACE AND ETHNICITY

A diversifying community will focus the city on providing culturally influenced programming and service offerings.

HOUSEHOLDS AND INCOME

With per capita household income above that of regional and national averages, it would be important for the city to prioritize providing offerings that are first class with exceptional customer service while seeking opportunities to create revenue generation in alignment with the Park and Recreation Department's pricing policy and cost recovery goals.

1.5 RECREATION TREND ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as recreational interest by age segments. Trends data used for this analysis was obtained from the Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2024* was used in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends



The study is based on findings from surveys conducted in 2023 by the Sports Marketing Surveys USA (SMS), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 306,931,382 people (ages six and older).

The purpose of the report is to show levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 124 different sports/activities and subdivided them into various categories including but not limited to sports, fitness, outdoor activities and aquatics.

IMPACT OF COVID-19

The COVID-19 pandemic has had a significant and lasting impact on parks and recreation consumers, with both positive and negative effects:

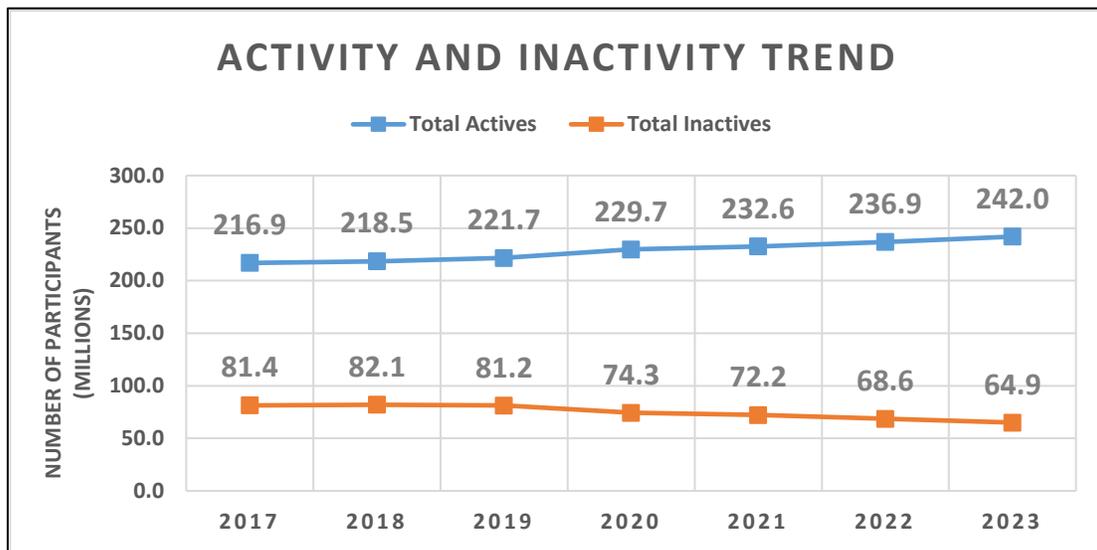
- **Increased Outdoor Recreation:** Many people turned to outdoor activities as a safer alternative during the pandemic. In 2020, an estimated 7.1 million more Americans participated in outdoor activities compared to 2019. This trend continued, with 164.2 million Americans engaging in outdoor recreation in 2021, a 6.9% increase from 2019.
- **Shift in Demographics:** About 20% of Americans began participating in outdoor recreation regularly during the pandemic, while 13% stopped. This shift brought new participants to outdoor activities, although the new participants were demographically like traditional outdoor recreationists—predominantly white and of higher socioeconomic status.
- **Economic Impact:** The pandemic caused significant revenue drops for many indoor recreation industries. For example, bowling centers and amusement parks saw revenue declines of 46.2% and 63.0%, respectively, in 2020. However, some outdoor recreation industries experienced revenue growth. Golf courses and country clubs, for instance, saw a 17.4% increase in revenue from 2019 to 2021.

- **Health Benefits:** Increased participation in outdoor recreation has been linked to improved physical and mental health. Outdoor activities help reduce stress and improve overall well-being, which was particularly beneficial during the challenging times of the pandemic.
- **Challenges in Access and Equity:** The pandemic highlighted disparities in access to outdoor recreation. Those who ceased participation were more likely to be from diverse, urban, and lower-income backgrounds. This has raised concerns about ensuring equitable access to parks and recreational opportunities for all communities.

Overall, the pandemic has reshaped how people engage with parks and recreation, emphasizing the importance of outdoor activities while also highlighting the need for inclusive and accessible recreational opportunities.

OVERALL PARTICIPATION

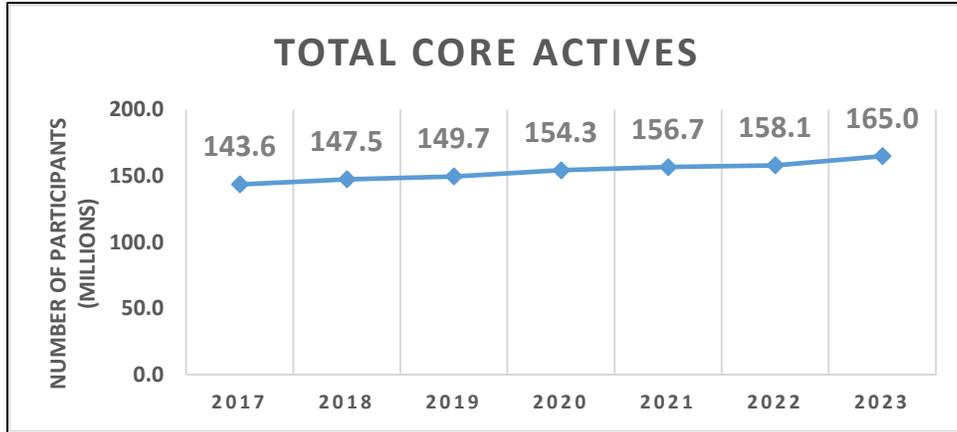
Approximately 242 million people ages six and over reported being active in 2023, which is a 2.2% increase from 2022 and the greatest number of active Americans in the last 6 years. This is an indicator that Americans are continuing to make physical activity more of a priority in their lives. Outdoor activities continue to thrive, recreation facilities have reopened following the COVID-19 pandemic. Fitness at home continues to be popular and team sports are slowly reaching pre-pandemic participation levels. The chart below depicts participation levels for active and inactive (those who engage in no physical activity) Americans over the past 6 years.



CORE VS. CASUAL PARTICIPATION

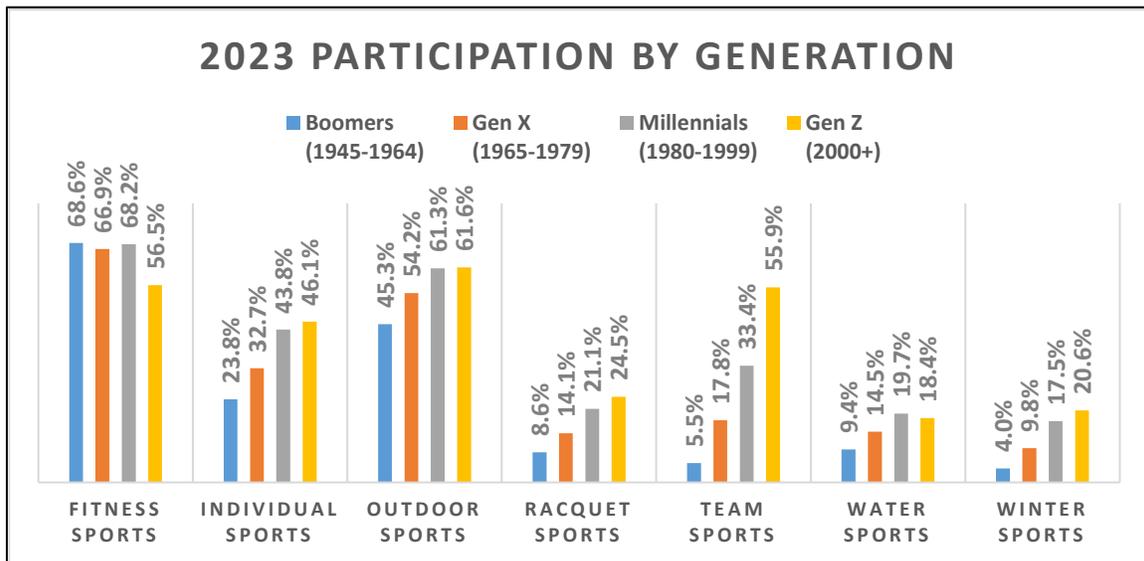
In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than fifty times per year, while for sports, the threshold for core participation is typically 13 times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than causal participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants. Increasing for the sixth straight year, 165 million people were considered CORE participants in 2023.



PARTICIPATION BY GENERATION

The following chart shows 2023 participation rates by generation. Fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation took part in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z and nearly a third of Gen X also participated in individual sports such as golf, trail running, triathlons, and bowling.



HIGHLIGHTS

Pickleball continues to be the fastest growing sport in America by reaching 13.6 million participants in 2023 which is a 223.5% growth since 2020. The growth of pickleball participants (13.6 million) has nearly reached the size of outdoor soccer participants (14.1 million). Following the popularity of pickleball, every racquet sport except table tennis has also increased in total participation in 2023.

Group, full-body workout activities such as tai chi, barre and Pilates saw the biggest increase in participation this past year. Americans continued to practice yoga, workout with kettlebells, started indoor climbing, and while others took to the hiking trail.

Over two-thirds (67.8%) of American's took part in fitness sports followed by over half (57.3%) of Americans participated in outdoor sports. Total participation for fitness, team, outdoor, racquet, water and winter sports are higher than their pre-pandemic participation rates. Individual sports are the only category still not at their pre-pandemic participation levels (45% in 2019 currently at 42.1% in 2023).

NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The top sports most heavily participated in the United States were basketball (29.7 million), golf (26.6 million), and tennis (23.8 million) which have participation figures well more than the other activities within the general sports category. Playing golf at an entertainment venue (18.5 million) and baseball (16.7 million) round out the top five.

The popularity of basketball, golf, and tennis can be attributed to the ability to compete with small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to take part and the limited space requirements necessary, which make basketball the only traditional sport that can be played at most American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or golf entertainment venues have increased drastically (99%) as a 5-year trend, using golf entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.



BASKETBALL
29.7 MILLION



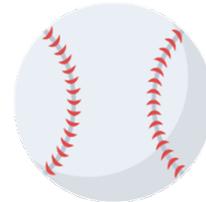
GOLF
26.6 MILLION



TENNIS
23.8 MILLION



GOLF VENUE
18.5 MILLION



BASEBALL
16.7 MILLION

FIVE-YEAR TREND

Since 2018, pickleball (311.5%), golf - entertainment venues (99.0%), and tennis (33.6%) have shown the largest increase in participation. Similarly, outdoor soccer (23.4%) and basketball (22.7%) have also experienced significant growth. Based on the five-year trend from 2018-2023, the sports that are most rapidly declining in participation include roller hockey (-28.7%), rugby (-28.7%), and ultimate frisbee (-23.0%).

ONE-YEAR TREND

The most recent year shares some similarities with the five-year trends; with pickleball (51.8%) and golf - entertainment venues (18.8%) experiencing some of the greatest increases in participation this past year. Other top one-year increases include court volleyball (13.3%), ice hockey (9.6%), and cheerleading (8.3%).

Sports that have seen moderate 1-year increases, but 5-year decreases are cheerleading (8.3%), track and field (5.8%), lacrosse (5.5%) and slow-pitch softball (5.3%). This could be a result of coming out of the COVID-19 pandemic and team program participation on the rise. Like their 5-year trend, roller hockey (-9.6%), sand/beach volleyball (-5.1%), and rugby (-4.6%) have seen decreases in participation over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

General sport activities, basketball, court volleyball, and slow pitch softball have a larger core participant base (participating 13+ times per year) than casual participant base (participating 1-12 times per year). Due to the COVID-19 pandemic, most activities showed a decrease in their percentage of core participants, but these percentages for core users are slowly reaching their pre-pandemic levels.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Basketball	24,225	28,149	29,725	22.7%	5.6%
Golf (9 or 18-Hole Course)	24,240	25,566	26,565	9.6%	3.9%
Tennis	17,841	23,595	23,835	33.6%	1.0%
Golf (Entertainment Venue)	9,279	15,540	18,464	99.0%	18.8%
Baseball	15,877	15,478	16,655	4.9%	7.6%
Soccer (Outdoor)	11,405	13,018	14,074	23.4%	8.1%
Pickleball	3,301	8,949	13,582	311.5%	51.8%
Football (Flag)	6,572	7,104	7,266	10.6%	2.3%
Volleyball (Court)	6,317	6,092	6,905	9.3%	13.3%
Badminton	6,337	6,490	6,513	2.8%	0.4%
Softball (Slow Pitch)	7,386	6,036	6,356	-13.9%	5.3%
Soccer (Indoor)	5,233	5,495	5,909	12.9%	7.5%
Football (Tackle)	5,157	5,436	5,618	8.9%	3.3%
Football (Touch)	5,517	4,843	4,949	-10.3%	2.2%
Gymnastics	4,770	4,569	4,758	-0.3%	4.1%
Volleyball (Sand/Beach)	4,770	4,128	3,917	-17.9%	-5.1%
Track and Field	4,143	3,690	3,905	-5.7%	5.8%
Cheerleading	3,841	3,507	3,797	-1.1%	8.3%
Racquetball	3,480	3,521	3,550	2.0%	0.8%
Ice Hockey	2,447	2,278	2,496	2.0%	9.6%
Softball (Fast Pitch)	2,303	2,146	2,323	0.9%	8.2%
Wrestling	1,908	2,036	2,121	11.2%	4.2%
Ultimate Frisbee	2,710	2,142	2,086	-23.0%	-2.6%
Lacrosse	2,098	1,875	1,979	-5.7%	5.5%
Squash	1,285	1,228	1,315	2.3%	7.1%
Roller Hockey	1,734	1,368	1,237	-28.7%	-9.6%
Rugby	1,560	1,166	1,112	-28.7%	-4.6%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
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NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2023 were those that could be done in multiple environments such as at home, gym or in a virtual class setting. The activities with the most participation was walking for fitness (114.0 million), treadmill (54.8 million), free weights (53.9 million), running/jogging (48.3 million), and yoga (34.2 million).



FIVE-YEAR TREND

Over the last five years (2018-2023), the activities growing at the highest rate were trail running (48.7%), Pilates training (30.6%), barre (21.6%) and yoga (19.1%). Over the same period, the activities that have undergone the biggest decline in participation include group stationary cycling (-34%), cross-training style workout (-29.5%) and traditional/road triathlons (-19.8%).

ONE-YEAR TREND

In the last year, fitness activities with the largest gains in participation were group-related, slow, intentional movements activities, tai chi (16.3%), Pilates training (15.0%), and barre (12.9%). This 1-year trend is another indicator that participants feel safe returning to group-related activities. Trail running (12.3%) also saw a moderate increase showing trail connectivity continues to be important for communities to provide. In the same span, fitness activities that had the largest decline in participation were boxing/MMA for fitness (-14.4%), traditional/road triathlons (-2.4%) and weight/resistant machines (-1.9%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

Participants of walking for fitness are mostly core users (participating 50+ times) and have seen a 1.3% growth in the last five years.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Walking for Fitness	111,001	114,759	114,039	2.7%	-0.6%
Treadmill	53,737	53,589	54,829	2.0%	2.3%
Free Weights (Dumbbells/Hand Weights)	51,291	53,140	53,858	5.0%	1.4%
Running/Jogging	49,459	47,816	48,305	-2.3%	1.0%
Yoga	28,745	33,636	34,249	19.1%	1.8%
Stationary Cycling (Recumbent/Upright)	36,668	32,102	32,628	-11.0%	1.6%
Weight/Resistant Machines	36,372	30,010	29,426	-19.1%	-1.9%
Free Weights (Barbells)	27,834	28,678	29,333	5.4%	2.3%
Elliptical Motion/Cross-Trainer	33,238	27,051	27,062	-18.6%	0.0%
Dance, Step, & Choreographed Exercise	22,391	25,163	26,241	17.2%	4.3%
Bodyweight Exercise	24,183	22,034	22,578	-6.6%	2.5%
High Impact/Intensity Training	21,611	21,821	21,801	0.9%	-0.1%
Trail Running	10,010	13,253	14,885	48.7%	12.3%
Rowing Machine	12,096	11,893	12,775	5.6%	7.4%
Stair Climbing Machine	15,025	11,677	12,605	-16.1%	7.9%
Pilates Training	9,084	10,311	11,862	30.6%	15.0%
Cross-Training Style Workout	13,338	9,248	9,404	-29.5%	1.7%
Boxing/MMA for Fitness	7,650	9,787	8,378	9.5%	-14.4%
Martial Arts	5,821	6,355	6,610	13.6%	4.0%
Stationary Cycling (Group)	9,434	6,268	6,227	-34.0%	-0.7%
Cardio Kickboxing	6,838	5,531	5,524	-19.2%	-0.1%
Boot Camp Style Cross-Training	6,695	5,192	5,434	-18.8%	4.7%
Barre	3,532	3,803	4,294	21.6%	12.9%
Tai Chi	3,761	3,394	3,948	5.0%	16.3%
Triathlon (Traditional/Road)	2,168	1,780	1,738	-19.8%	-2.4%
Triathlon (Non-Traditional/Off Road)	1,589	1,350	1,363	-14.2%	1.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN OUTDOOR/ADVENTURE RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate rapid growth in participation regarding outdoor/adventure recreation activities. Like general fitness activities, these activities encourage an active lifestyle and are self-directed activities that are not limited by time constraints. In 2023, the most popular activities, in terms of total participants include day hiking (61.4 million), freshwater fishing (42.6 million), road bicycling (42.2 million), camping (38.6 million), and wildlife viewing (21.1 million).



DAY HIKING

61.4 MILLION



FRESHWATER FISHING

42.6 MILLION



ROAD BICYCLING

42.2 MILLION



CAMPING

38.6 MILLION



WILDLIFE VIEWING

21.1 MILLION

FIVE-YEAR TREND

From 2018-2023, camping (40.7%), birdwatching (33.0%), skateboarding (37.3%), BMX bicycling (29.7%), and day hiking (28.4%) have undergone large increases in participation. The five-year trend also shows that only two activities declined in participation, adventure racing (-18.4) and backpacking overnight (-5.2%).

ONE-YEAR TREND

The one-year trend shows most activities growing in participation from the previous year. The most rapid growth being indoor climbing (10.0%), BMX bicycling (6.7%), fly fishing (5.8%), and adventure racing (5.5%). Over the last year, the only activities that underwent decreases in participation were road bicycling (-3.0), overnight backpacking (-2.2%), RV camping (-2.0%), and skateboarding (-1.1%).

CORE VS. CASUAL TRENDS IN OUTDOOR / ADVENTURE RECREATION

Although most outdoor activities have experienced participation growth in the last five years, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Hiking (Day)	47,860	59,578	61,444	28.4%	3.1%
Fishing (Freshwater)	38,998	41,821	42,605	9.2%	1.9%
Bicycling (Road)	39,041	43,554	42,243	8.2%	-3.0%
Camping	27,416	37,431	38,572	40.7%	3.0%
Wildlife Viewing (>1/4 mile of Vehicle/Home)	20,556	20,615	21,118	2.7%	2.4%
Camping (Recreational Vehicle)	15,980	16,840	16,497	3.2%	-2.0%
Birdwatching (>1/4 mile of Vehicle/Home)	12,344	15,818	16,423	33.0%	3.8%
Fishing (Saltwater)	12,830	14,344	15,039	17.2%	4.8%
Backpacking Overnight	10,540	10,217	9,994	-5.2%	-2.2%
Bicycling (Mountain)	8,690	8,916	9,289	6.9%	4.2%
Skateboarding	6,500	9,019	8,923	37.3%	-1.1%
Fishing (Fly)	6,939	7,631	8,077	16.4%	5.8%
Archery	7,654	7,428	7,662	0.1%	3.2%
Climbing (Indoor)	5,112	5,778	6,356	24.3%	10.0%
Roller Skating, In-Line	5,040	5,173	5,201	3.2%	0.5%
Bicycling (BMX)	3,439	4,181	4,462	29.7%	6.7%
Climbing (Traditional/Ice/Mountaineering)	2,541	2,452	2,569	1.1%	4.8%
Climbing (Sport/Boulder)	2,184	2,452	2,544	16.5%	3.8%
Adventure Racing	2,215	1,714	1,808	-18.4%	5.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is considered a lifetime activity, which is why it continues to have such strong participation. In 2023, fitness swimming stayed the overall leader in participation (28.2 million) amongst aquatic activities.



**FITNESS
SWIMMING**

28.2 MILLION



**AQUATIC
EXERCISE**

11.3 MILLION



**SWIMMING
ON A TEAM**

3.3 MILLION

FIVE-YEAR TREND

Assessing the five-year trend, all three aquatic activities saw moderate increases in participation.

ONE-YEAR TREND

In 2023, all aquatic activities saw moderate increases in participation which can be asserted to facilities and programs returning to pre-COVID-19 pandemic levels. Swimming on a team (14.6%) saw the highest percentage increase in participation.

CORE VS. CASUAL TRENDS IN AQUATICS

All activities in aquatic trends have undergone an increase in casual participation (1-49 times per year) over the last five years.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Swimming (Fitness)	27,575	26,272	28,173	2.2%	7.2%
Aquatic Exercise	10,518	10,676	11,307	7.5%	5.9%
Swimming on a Team	3,045	2,904	3,327	9.3%	14.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVEL

The most popular water sports / activities based on total participants in 2023 were recreational kayaking (14.7 million), canoeing (10.0 million), and snorkeling (7.5 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can influence water activity participation.



**RECREATIONAL
KAYAKING**

14.7 MILLION



CANOEING

10.0 MILLION



SNORKELING

7.5 MILLION



JET SKIING

5.8 MILLION



**STAND-UP
PADDLING**

4.1 MILLION

FIVE-YEAR TREND

Over the last five years, surfing (38.9%), recreational kayaking (33.7%), stand-up paddling (19.6%) and rafting (19.0%) were the fastest growing water activities. From 2018-2023, activities declining in participation were boardsailing/windsurfing (-7.8%), water skiing (-6.8%), snorkeling (-4.2%) and sea/touring kayaking (-0.2%).

ONE-YEAR TREND

In 2023, zero activities saw a decrease in participation. Activities which experienced the largest increases in participation include scuba diving (15.2%), sailing (12.9%), and rafting (12.7%).

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sports and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors.

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2018	2022	2023	5-Year Trend	1-Year Trend
Kayaking (Recreational)	11,017	13,561	14,726	33.7%	8.6%
Canoeing	9,129	9,521	9,999	9.5%	5.0%
Snorkeling	7,815	7,376	7,489	-4.2%	1.5%
Jet Skiing	5,324	5,445	5,759	8.2%	5.8%
Stand-Up Paddling	3,453	3,777	4,129	19.6%	9.3%
Sailing	3,754	3,632	4,100	9.2%	12.9%
Rafting	3,404	3,595	4,050	19.0%	12.7%
Surfing	2,874	3,692	3,993	38.9%	8.2%
Water Skiing	3,363	3,040	3,133	-6.8%	3.1%
Scuba Diving	2,849	2,658	3,063	7.5%	15.2%
Kayaking (White Water)	2,562	2,726	2,995	16.9%	9.9%
Wakeboarding	2,796	2,754	2,844	1.7%	3.3%
Kayaking (Sea/Touring)	2,805	2,642	2,800	-0.2%	6.0%
Boardsailing/Windsurfing	1,556	1,391	1,434	-7.8%	3.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

LOCAL TRENDS - MARKET POTENTIAL INDEX

ESRI's 2024 Sports and Leisure Market Potential (MPI) Data measures the demand for recreation activities as well as expected consumer attitudes towards these activities by Foster City residents.

METHODOLOGY

ESRI estimates market potential by combining next generation Tapestry segmentation data with the 2023 Doublebase Survey of the American Consumer, conducted by MRI-Simmons ([Consumer Attitudes, Behaviors, and Psychographics - MRI-Simmons](#)). The 2023 Doublebase survey results integrate information from four consumer survey waves covering the time-period March 2021 through May 2023. Each survey respondent can be identified by Tapestry segment, so a rate of consumption by Tapestry segment can be determined for a product or service for any area.

The Expected Number of Consumers (households or adults) for a product or service in an area is computed by applying the consumption rate for Tapestry market segment to households in the area belonging to Tapestry segment n and summing across 60 Tapestry segments.

The Local Consumption Rate for a product or service for an area is computed as the ratio of the expected number of consumers for a product or service in the area to the total households in the area.

The MPI for a product or service for an area is the ratio of the local consumption rate for a product or service for the area to the U.S. consumption rate for the product or service, multiplied by 100.

FOSTER CITY MPI

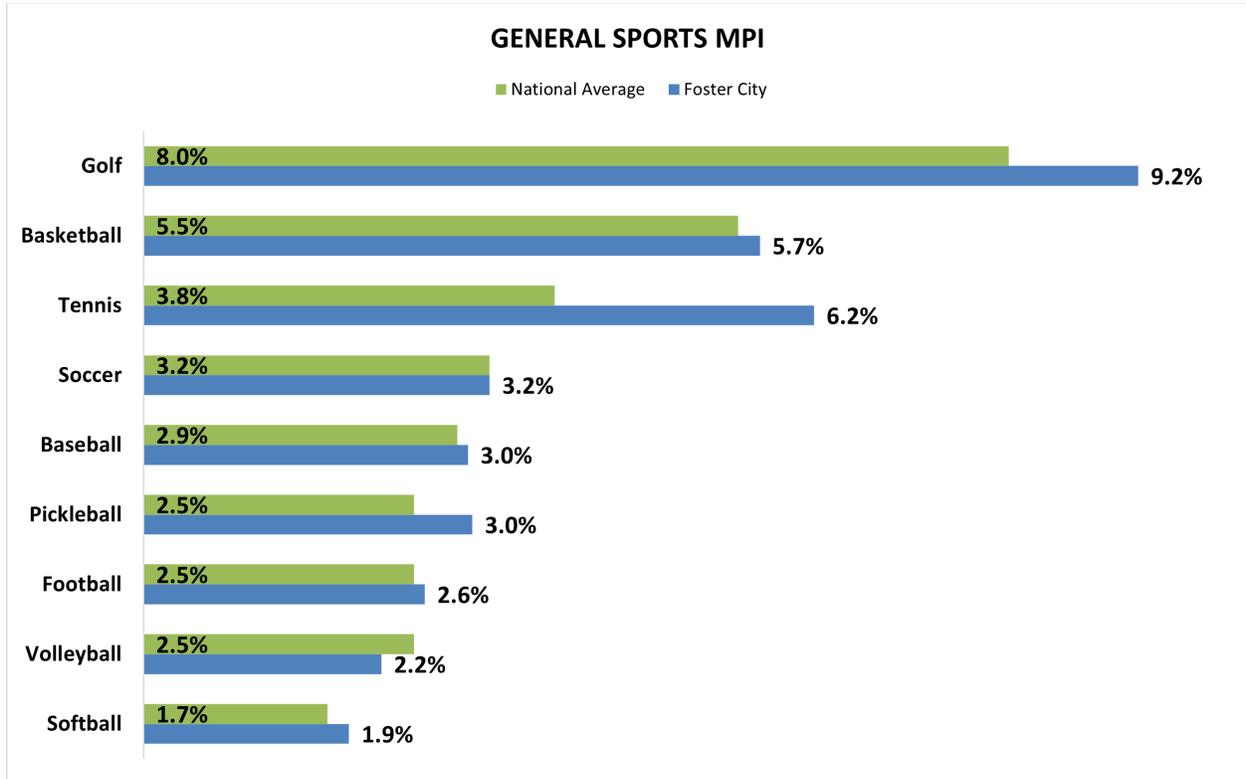
The MPI shows the current percentage of Foster City residents that are likely to participate in certain activities when compared to the San Francisco Metropolitan Statistical Area (SF MSA) and the US National average. The City is compared to the national average in four (4) categories - general sports, fitness, outdoor recreation, and commercial recreation. PLEASE NOTE: The anticipated demand for, and future participation in, these activities by Foster City residents are not restricted geographically to Foster City. For example, a Foster City resident may take part in an activity offered in San Francisco.

Overall, Foster City shows above average-to-average market potential index numbers for all categories.

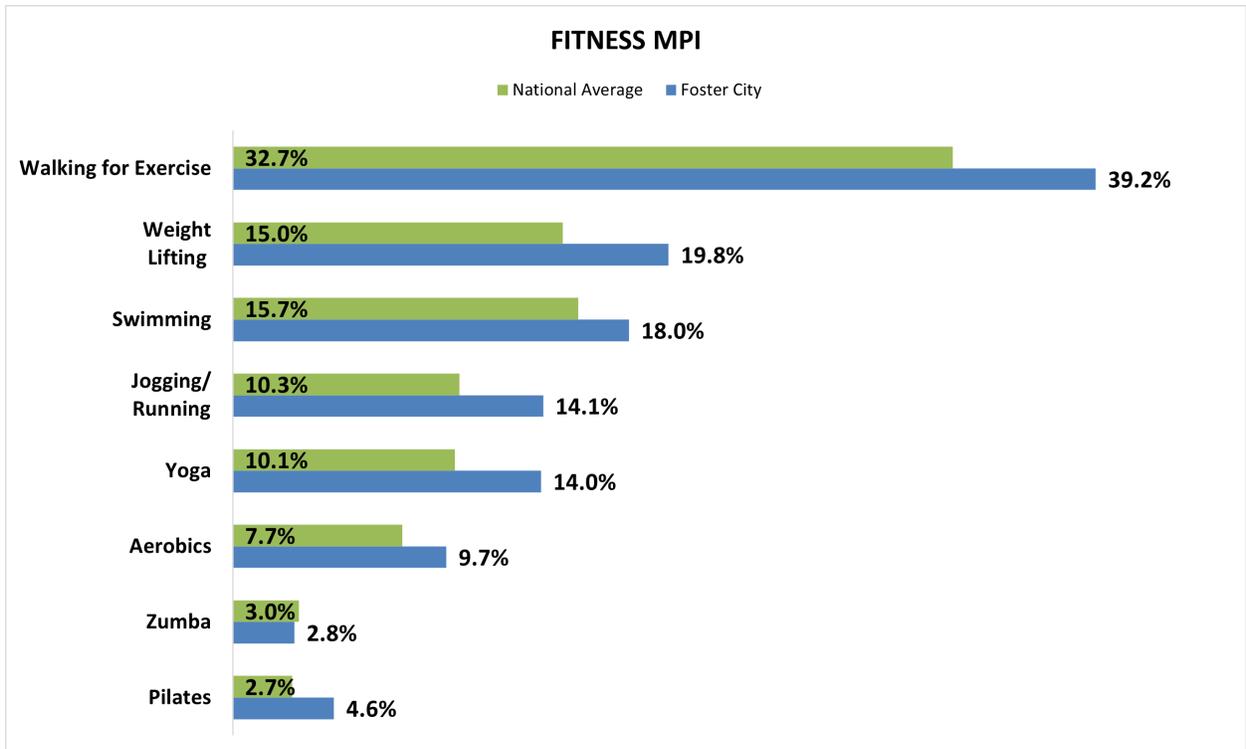
Activities with MPI numbers greater than the national average are significant because they show that Foster City residents will actively take part in offerings if the city or surrounding communities provided these activities. Activities with MPI numbers lower than the national average are also significant because they show that there is either a lower potential that Foster City residents will participate in these activities or the opportunity to participate in these activities is not available to them.

This data should be interfaced with other key findings derived during the master planning process to determine a proper level of service for park acreage and amenities for Foster City. Other key factors that determine the level of service include, but are not limited to demographic projections, resident needs as determined by the community engagement process, current level of service (existing park and amenity inventory), and access to existing parks and amenities.

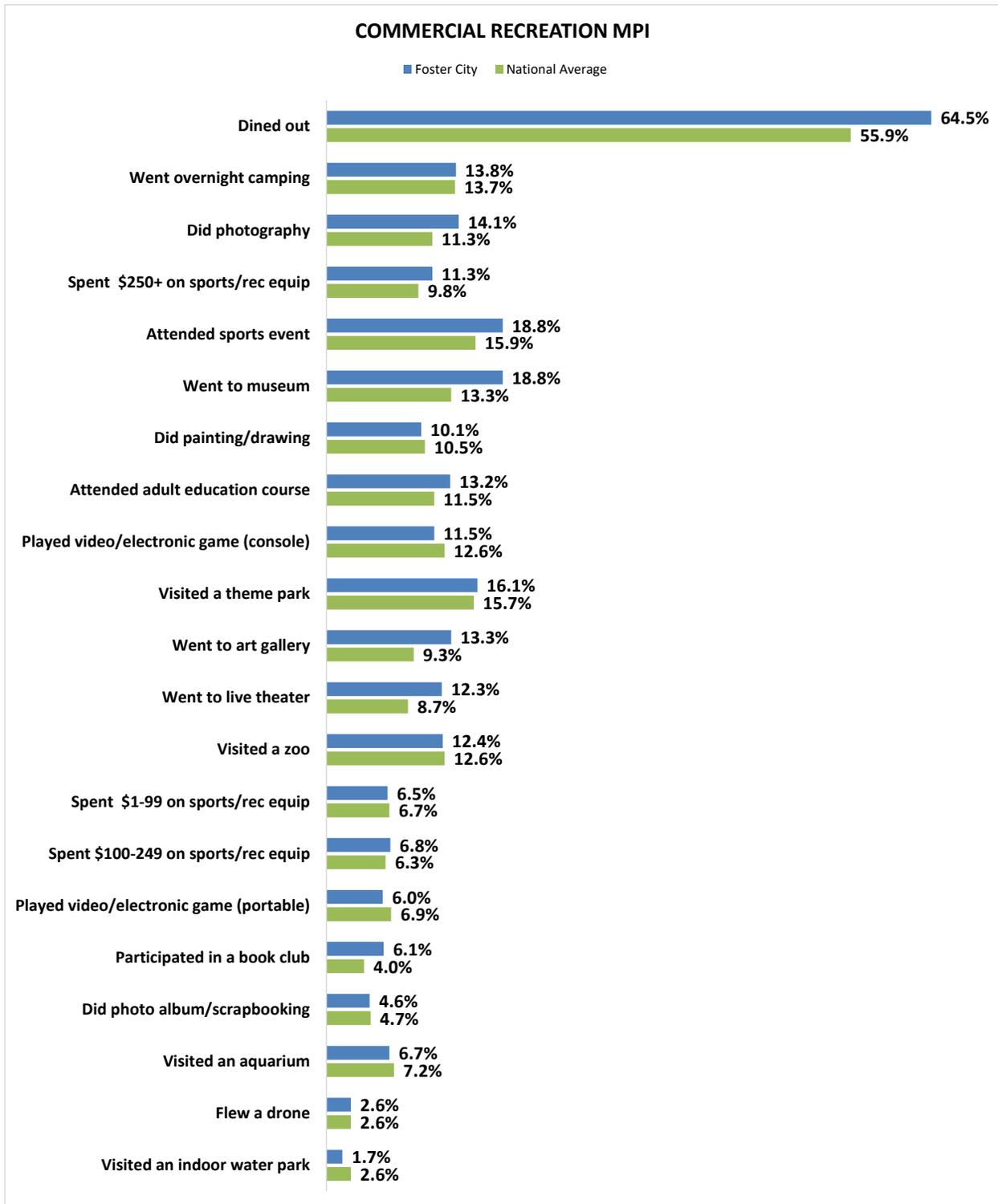
2024 GENERAL SPORTS MARKET POTENTIAL INDEX



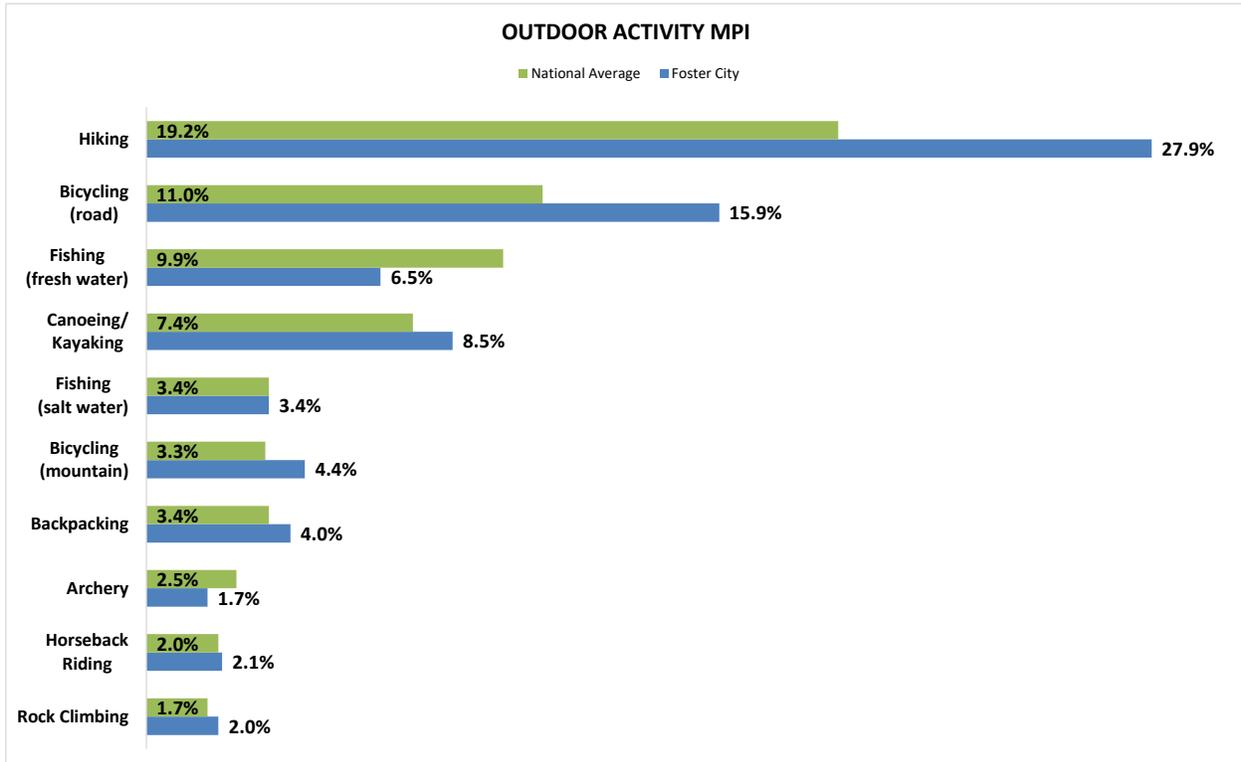
2024 GENERAL FITNESS MARKET POTENTIAL INDEX



2024 COMMERCIAL RECREATION MARKET POTENTIAL INDEX



2024 OUTDOOR RECREATION MARKET POTENTIAL INDEX



NATIONAL RECREATION TRENDS/LOCAL MPI SUMMARY

It is critically important for Foster City to understand the local and national participation trends in recreation activities. In doing so, the Department can gain general insight into the lifecycle stage of recreation programs and activities and thereby expect potential changes in need and demand for the programs and activities that it provides to the residents of Foster City. Here are the major takeaways for the national recreation trends and local market potential index:

- Walking for exercise is the activity with the highest expected participation, both nationally and locally.
- All listed aquatic activities have strong demand nationally, and swimming is above the national average in Foster City.
- Nationally, basketball is the sport with the greatest participation in 2023. Locally, golf is the sport with the highest participation potential.
- Pickleball has gained the most participants nationally over the last five years (10+ million) and local MPI numbers are greater than the national average.
- Outdoor recreational activities are on the rise nationally and many of these activities are popular locally, including bicycling, hiking, and canoeing/kayaking.
- Local MPI numbers for commercial recreation show that the activities with the highest expected demand in Foster City are dining out, attending sport events, visiting art galleries and museums, and attending live theater performances.

BENCHMARKING ANALYSIS

April 2025

City of Foster City,
Parks Master Plan

BENCHMARK ANALYSIS

INTRODUCTION

The Consulting Team identified metrics to be benchmarked against comparable park and recreation systems as provided by Foster City staff. The complexity in this analysis was ensuring direct comparison through a methodology of statistics and ratios to provide objective information that is relevant and accurate, as best as possible.

All data collected: February 2025

Data sources include:

- Trust for Public Lands.
- 2020 US Census.
- Environmental Systems Research Institute.
- Agency park and recreation master plans completed within the last five years.
- Agency fiscal year 2024-25 adopted budgets.
- Agency websites.

PLEASE NOTE: Due to differences in how each system collects, maintains, and reports data, variances exist. These variations may have an impact on the per capita and percentage allocations. For example, the City of Belmont’s inventory includes both City owned and School District parks, facilities, and amenities.

BENCHMARK AGENCIES

The information sought was a combination of metrics based on jurisdiction size and park inventories. The attributes considered for selection of agencies in this benchmark study included:

- Jurisdiction population size
- Jurisdiction size (square miles including land and water)
- Jurisdiction location.
- Jurisdiction type.

City	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.
City of Foster City	CA	City	35,004	19.83	1,765
City of Belmont	CA	City	28,307	4.64	6,101
City of Burlingame	CA	City	32,121	6.04	5,318
City of Menlo Park	CA	City	35,258	17.38	2,029
City of Millbrae	CA	City	23,428	3.29	7,121
City of Pacifica	CA	City	38,158	12.59	3,031
City of San Bruno	CA	City	43,440	5.49	7,913
City of San Carlos	CA	City	30,364	5.41	5,613
City of San Mateo	CA	City	107,277	15.85	6,768
City of South San Francisco	CA	City	64,534	30.17	2,139

COMPARISON OF TRUST FOR PUBLIC LANDS 10 MINUTE WALK ANALYSIS

The Trust for Public Land's (TPL) 10 Minute Walk to a Park analysis measures the accessibility and walkability of park systems. The table below shows the percentage of population for each agency that is within a 10-minute walk of a park.

City	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	10 Minute Walk to Park Percentage
City of Foster City	CA	City	35,004	19.83	1,765	99%
City of Belmont	CA	City	28,307	4.64	6,101	89%
City of Burlingame	CA	City	32,121	6.04	5,318	73%
City of Menlo Park	CA	City	35,258	17.38	2,029	81%
City of Millbrae	CA	City	23,428	3.29	7,121	93%
City of Pacifica	CA	City	38,158	12.59	3,031	81%
City of San Bruno	CA	City	43,440	5.49	7,913	92%
City of San Carlos	CA	City	30,364	5.41	5,613	81%
City of San Mateo	CA	City	107,277	15.85	6,768	84%
City of South San Francisco	CA	City	64,534	30.17	2,139	90%

As noted above, 99% of Foster City's population lives within a 10-minute walk to a park, which is the highest percentage among the benchmark agencies.

COMPARISON OF TOTAL PARK ACRES (DEVELOPED AND OPEN SPACE ACRES)

This section provides a general overview of each system within the benchmark analysis. The table below describes the total park acreage (developed and open space acres) that comprises each park system and total acres per 1,000 residents.

City	State	Population	Total Park Acres	Total Acres per 1,000 Residents
City of Foster City	CA	35,004	156	4.4
City of Belmont	CA	28,307	433	15.3
City of Burlingame	CA	32,121	131	4.1
City of Menlo Park	CA	35,258	221	6.3
City of Millbrae	CA	23,428	51	2.2
City of Pacifica	CA	38,158	3,179	83.3
City of San Bruno	CA	43,440	187	4.3
City of San Carlos	CA	30,364	173	5.7
City of San Mateo	CA	107,277	607	5.7
City of South San Francisco	CA	64,534	220	3.4

TOTAL PARK ACRES (Developed and Open Space Acres)

In total acres (developed and open space acres), the benchmark agencies range from fifty-one acres - 3,179 acres. Foster City ranks eighth out of the ten benchmark agencies in total park acreage.

TOTAL PARK ACRES (Developed and Open Space Acres) PER 1,000 RESIDENTS

When comparing the benchmark agencies total park acres per 1,000 residents, Foster City ranks sixth with 4.4 acres per 1,000 residents.

COMPARISON OF DEVELOPED PARK ACRES

This section provides an analysis of the developed park acres for each benchmark agency. The table below describes the total park acreage, total developed park acres, number of residents per developed park acre, number of developed park acres per 1,000 residents and developed park acres as a percentage of total park acres.

City	Population	Total Park Acres	Total Developed Acres	Total Residents per Developed Acre	Total Developed Acres per 1,000 Residents	Developed Park Acres as Percentage of Total Park Acres
City of Foster City	35,004	156	111	316.5	3.16	71%
City of Belmont	28,307	433	113	250.5	3.99	26%
City of Burlingame	32,121	131	94	343.4	2.91	71%
City of Menlo Park	35,258	221	54	649.8	1.54	25%
City of Millbrae	23,428	51	30	780.9	1.28	59%
City of Pacifica	38,158	3,345	242	157.7	6.34	7%
City of San Bruno	43,440	187	69	629.6	1.59	37%
City of San Carlos	30,364	173	135	224.9	4.45	78%
City of San Mateo	107,277	607	208	515.8	1.94	34%
City of South San Francisco	64,534	220	145	445.1	2.25	66%

TOTAL DEVELOPED PARK ACREAGES

In developed acres, the benchmark agencies range from thirty acres - 242 acres. Foster City ranks fifth out of the ten benchmark agencies in total developed park acreage with 111 acres.

TOTAL RESIDENTS PER DEVELOPED ACRE

In total residents per developed acre, the benchmark agencies range from residents per developed acre 157.4 - 780.9 residents per acre. Foster City ranks seventh out of the ten benchmark agencies in residents per developed park acre (316).

LEVEL OF SERVICE – DEVELOPED PARK ACRES

When comparing a population-based level of service for developed park acreage, there is a wide range of coverage among the benchmark agencies, from 1.28 to 6.34 acres per 1,000 residents. Foster City's 3.16 developed acres per 1,000 residents ranks fourth.

DEVELOPED PARK ACRES AS A PERCENTAGE OF OVERALL PARK ACRES

When analyzing the developed park acres provided to residents as a percentage of total park system acres, Foster City ranks third with 71% of its total park system acreage being developed.

COMPARISON OF OPEN SPACE PARK ACRES

This section provides an analysis of the open space park acres for each benchmark agency. The table below describes the total park acreage, total open space park acres, and open space park acres as a percentage of each system's total park acreage. The definition utilized to categorize open space/natural areas is as follows:

Open space/natural area parks are undeveloped and contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality and endangered species. Open space/natural area parks also can provide opportunities for nature-based, unstructured, low-impact recreational opportunities such as swimming, surfing, picnicking, biking, walking, and nature viewing.

City	Population	Total Park Acres	Total Open Space Acres	Open Space Acres as Percentage of Total Park Acres
City of Foster City	35,004	156	45	29%
City of Belmont	28,307	433	320	74%
City of Burlingame	32,121	131	38	29%
City of Menlo Park	35,258	221	167	75%
City of Millbrae	23,428	51	21	41%
City of Pacifica	38,158	3,345	3,103	93%
City of San Bruno	43,440	187	118	63%
City of San Carlos	30,364	173	38	22%
City of San Mateo	107,277	607	399	66%
City of South San Francisco	64,534	220	75	34%

OPEN SPACE PARK ACREAGE

When comparing open space park acres, the benchmark agencies range from twenty-one acres - 3,103 acres. Foster City ranks seventh out of the ten benchmark agencies in total open space park acreage (45) and tied for eighth in percentage of open space park acreage (29%).

COMPARISON OF PARK SYSTEM AMENITIES

This section provides a general overview of sampling of park amenities available to residents as provided by the benchmark agencies. The table on the following page describes the amenities, total number available to residents of each agency and the benchmark median for each amenity.

AMENITY POPULATION BASED LEVEL OF SERVICE

The following table provides a snapshot of the level of service provided by each agency for the park amenities that were benchmarked (1 amenity per X population).

City	Population	Diamond Fields (1 per # of people)	Rectangular Fields (1 per # of people)	Dog Parks (1 per # of people)	Outdoor Basketball Courts (1 per # of people)	Pickleball Courts (1 per # of people)	Playgrounds (1 per # of people)	Reservable Picnic Shelters/ Picknicking Areas (1 per # of people)	Tennis Courts (1 per # of people)
City of Foster City	35,004	3,500	2,917	35,004	4,376	5,834	2,334	11,668	1,842
City of Belmont	28,307	2,831	3,145	28,307	1,490	NA	1,415	7,077	7,077
City of Burlingame	32,121	2,677	6,424	10,707	5,354	NA	2,677	10,707	4,015
City of Menlo Park	35,258	5,037	2,074	17,629	8,815	17,629	2,938	5,876	5,876
City of Millbrae	23,428	2,603	3,347	NA	5,857	5,857	3,347	7,809	3,905
City of Pacifica	38,158	9,540	19,079	38,158	9,540	2,935	3,180	4,240	2,544
City of San Bruno	43,440	7,240	14,480	43,440	7,240	NA	4,827	3,949	21,720
City of San Carlos	30,364	3,796	3,796	15,182	7,591	NA	5,061	6,073	3,796
City of San Mateo	107,277	5,108	10,728	26,819	11,920	17,880	10,728	4,291	7,152
City of South San Francisco	64,534	6,453	16,134	64,534	10,756	4,610	3,227	4,033	3,585
BENCHMARK MEDIAN		4,878	8,212	31,087	7,294	9,124	3,973	6,572	6,151

Foster City Level of Service Rankings by Amenity

- Diamond Fields - fourth and above the benchmark median.
- Rectangular Fields - second and above benchmark median.
- Dog Parks - fifth and below benchmark median.
- Outdoor Basketball Courts - second and well above benchmark median.
- Dedicated Pickleball Courts - third and well above benchmark median.
- Playgrounds - second and above the benchmark median.
- Reservable Picnic Sites - 10th and well below the benchmark median.
- Tennis Courts - first and well above the benchmark median.

FUNDING THE PARK AND RECREATION SYSTEM

This section provides a general overview of the funding appropriated to operate and develop the parks and recreation systems of the benchmark agencies. The table below describes the annual operational budget per capita and the projected capital improvement budget per capita for the next five years.

City	Population	FY 2025 Annual Operating Budget per capita	FY 2025-29 Capital Budget per capita
City of Foster City	35,004	\$324	\$ 818
City of Belmont	28,307	\$369	\$ 234
City of Burlingame	32,121	\$475	\$ 1,088
City of Menlo Park	35,258	\$366	\$ 357
City of Millbrae	23,428	\$135	\$ 1,151
City of Pacifica	38,158	\$165	\$ 1,001
City of San Bruno	43,440	\$226	\$ 563
City of San Carlos	30,364	\$286	NA
City of San Mateo	107,277	\$210	\$ 219
City of South San Francisco	64,534	\$408	\$ 25

ANNUAL OPERATIONAL BUDGET PER CAPITA SPENDING

The annual operational budget per capita spending of the benchmark agencies ranges from \$135 per capita to \$475 per capita. Foster City ranks fifth out of the ten benchmark agencies in operational budget per capita spending (provides \$324 of services per resident) and is above the benchmark median of \$297 per capita.

PROJECTED CAPITAL IMPROVEMENT BUDGET PER CAPITA SPENDING- NEXT FIVE YEARS

When comparing the projected capital improvement budget per capita for the next five years, there is a wide range of expected spending among the benchmark agencies, from \$25 per capita to \$1,151 per capita. Foster City ranks fourth out of the ten benchmark agencies in projected capital improvement spending per capita for the next five years (\$818) and is above the benchmark median of \$606.

PLEASE NOTE: The projected 5-year capital Improvement plan (CIP) budgets for park and recreation agencies can vary greatly based on several variables including, but not limited to:

- Recent completion of agency master plans that lead to park and recreation funding initiatives supported by elected officials and residents.
- Single projects that consume a large percentage of the overall capital improvement budget. For example, the new Foster City Community Center makes up 33% of the projected park and recreation CIP.
- Projected CIP budgets do not account for recent historical spending.



Parks Assessment Summary Report
Foster City Parks Master Plan
December 9, 2024



PARKS ASSESSMENT SUMMARY REPORT

FOSTER CITY PARKS MASTER PLAN



Table of Contents

Introduction.....	3
System-Wide Results	7
Access & Connectivity.....	7
Comfort and Sense of Safety	9
Functionality.....	11
Condition.....	13
Combined Scores	15
Park Specific Results	18
Conclusion	19
Appendix A: Park Assessment Methodology Memo	20
Appendix B: Park Assessment Scoring Spreadsheet	(See Separate Document)



INTRODUCTION

Foster City is a relatively small community with a dense park system. The parks are clean, well-maintained, and consist of lush plantings and water-front views of the San Francisco Bay and Foster City Lagoon. Generally, the parks are safe, quiet, and well-used – kids, adults, and seniors alike engage with the spaces. While typical amenities such as playgrounds, sports courts, and picnic areas are available, many City parks are uniquely located and designed to facilitate water-related activities such as kayaking, boating, and windsurfing.

As part of the of the *Foster City Parks Master Plan*, WRT assessed existing conditions of City parks to better understand how they are serving residents. This assessment, in addition to other analyses and engagement results, will be used to inform park recommendations that will be included in the *Foster City Parks Master Plan*.

Table 1 indicates the assessed parks by type and size. Park types are defined as follows:

- **Community Parks** are large parks (typically 10-30 acres) that provide a wide variety of active and passive recreational opportunities that serve a substantial portion of the City.
- **Neighborhood Parks** are medium-sized parks (typically 2 to 10 acres) that provide a small range of amenities that meet the daily recreational needs for one or more neighborhoods.
- **Mini-Parks** are small parks (typically less than 2 acres) that provide basic recreation amenities for nearby residents in a specific neighborhood or subdivision.
- **Special Use Parks** are designed around a specialized use which serves a specific recreational need or population group (such as a dog-owners or windsurfers).



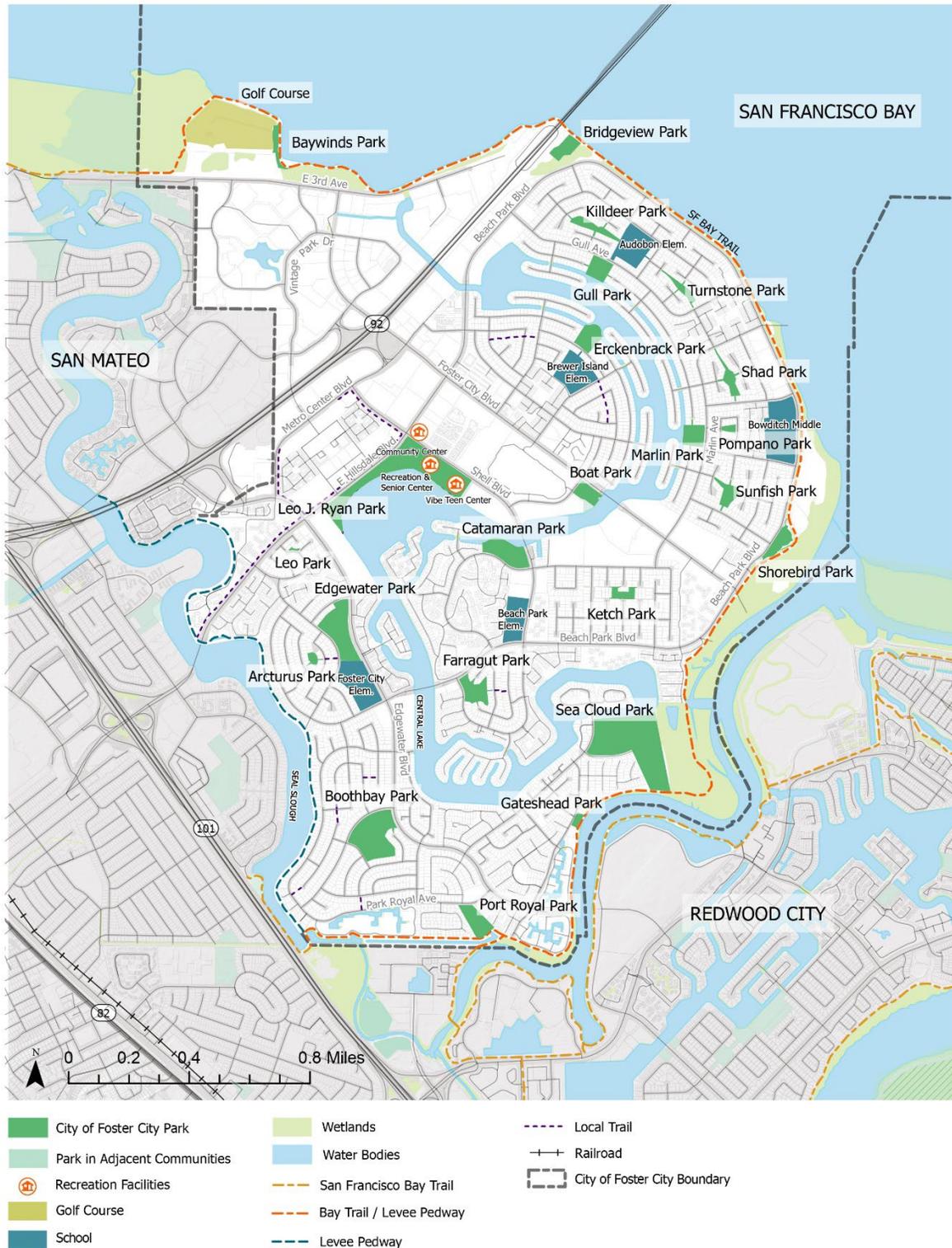
Table 1: Assessed City of Foster City Parks

Park Name	Park Type	Park Acres
Boothbay	Community	11.2
Edgewater	Community	8.5
Leo J. Ryan	Community	20.7
Sea Cloud	Community	23.9
Catamaran	Neighborhood	5.9
Erckenbrack	Neighborhood	3.5
Farragut	Neighborhood	3.8
Gull	Neighborhood	3.1
Marlin	Neighborhood	3.1
Port Royal	Neighborhood	3.9
Shorebird	Neighborhood	3.5
Arcturus	Mini	0.8
Gateshead	Mini	0.1
Ketch	Mini	1.6
Killdeer	Mini	2.4
Leo	Mini	0.02
Pompano	Mini	0.6
Shad	Mini	2.2
Sunfish	Mini	2.4
Turnstone	Mini	1.5
Baywinds	Special Use	1.3
Boat Park*	Special Use	1.6
Bridgeview	Special Use	3.2
Dog Park*	Special Use	1.6

** Boat Park and Dog Park are considered two separate Foster City Parks. However, since they are part of one cohesive site, they were assessed together in this analysis.*



Map 1: City of Foster City Parks & Recreation System





Methodology

This assessment's methodology has been tried and tested by WRT and has been tailored specifically to the unique conditions within Foster City. It should be noted that this assessment is meant to be a tool to better understand the parks system and is not a prescriptive scoring mechanism. Since this is a qualitative assessment, the scores and weights contained in this report are based on the planning team's perspectives and are inevitably subjective to a degree.

The assessment was conducted by WRT in August 2024. The project team assessed the parks according to a set of criteria that fall into the following four categories (see **Appendix A** for detailed assessment criteria):

- **Access & Connectivity** refers to the general accessibility of amenities for users of all abilities¹. This includes factors such as signage, internal/external path connectivity, safe pedestrian crossings, parking and more.
- **Comfort & Sense of Safety** refers to the presence or absence of comfort amenities such as seating, shade, drinking fountains, and restrooms. It also assesses criteria that affect the feeling of safety within a park, such as unobstructed sightlines, signs of vandalism, and lighting.
- **Functionality** refers to how well the park functions for serving recreational needs. It includes criteria such as the presence and arrangement of amenities, appropriateness of vegetation, and compatibility with neighboring land uses.
- **Condition** refers to the physical condition of park assets and amenities and identifies signs of deferred maintenance².

A rating scale of 1-10 was used for scoring each criterion. This scale was broken down as follows:

Poor (0 - 4.0)

Fair (4.1 - 6.0)

Good (6.1 – 8.0)

Great (8.1 – 10)

Additionally, criteria were weighted in accordance with their level of importance for achieving each category's objective. For example, presence of amenities was highly weighted for the Functionality Category, while criteria such as erosion had a low weight. Criteria weights are indicated in **Appendix A**.

Leo J. Ryan Park was identified as a benchmark to help establish a baseline for which to measure other City parks. The park was selected for its overall success within all the assessed categories and overall popularity within the community. In addition to the score, descriptive field notes were added and photos were taken throughout to illustrate the findings.

¹ Note: this is not a detailed ADA assessment. For such, refer to the City of Foster City's 2022 Park Accessibility Reports

² Note: this is a general qualitative analysis and not a detailed assessment of every park feature.



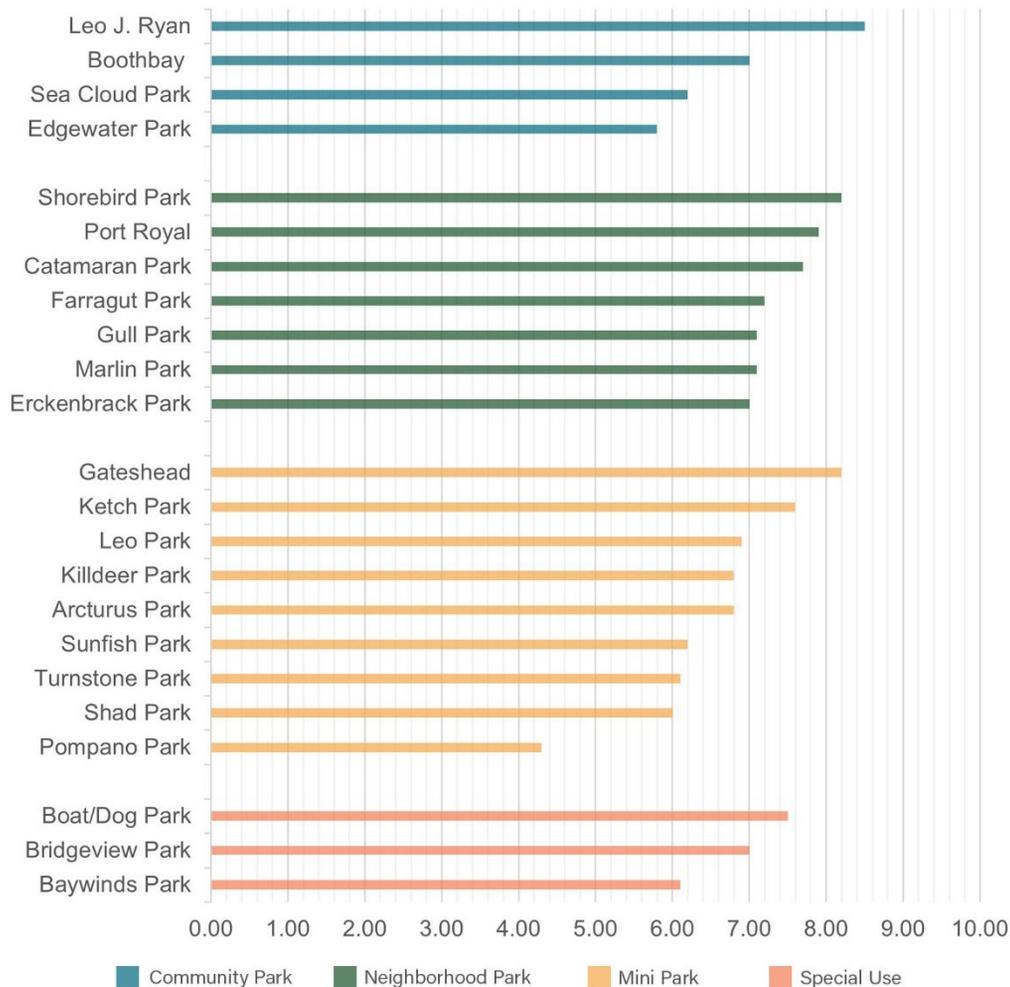
SYSTEM-WIDE RESULTS

This section provides further detail about the assessment’s key system-wide findings in the areas of Access & Connectivity, Comfort & Sense of Safety, Functionality, and Condition. For each category, park scores are presented followed by a list of key takeaways.

Access & Connectivity

Access & Connectivity refers to the general accessibility of park amenities for users of all abilities³. This includes factors such as signage, internal/external path connectivity, safe pedestrian crossings, parking and more. **Figure 1** illustrates the park scores for Access & Connectivity. In general, Foster City parks score well in this category with an average score of 6.9. The highest scoring parks included Leo J. Ryan, Shorebird, and Gateshead, which generally have great internal and external path connectivity. Parks such as Pompano, Baywinds, Turnstone, Shad, and Edgewater scored lower in this category particularly due to their lack of internal pathways, signage and clear edge permeability.

Figure 1: Park Access & Connectivity Scores



³ Note: this is not a detailed ADA assessment. For such, refer to the City of Foster City’s 2022 Park Accessibility Reports



Key Takeaways for Access & Connectivity:

1. Variable Path Connectivity

Pathways within parks are not always intuitive nor do they always connect to park amenities. Within some of the City's larger parks, there is a need for secondary paths to connect amenities and provide a contiguous walking experience. In parks with many amenities (i.e. Edgewater and Sea Cloud), the path network is less intuitive, hidden and divided by fencing.

2. Some Parks are Difficult to Find

Many Foster City parks have open boundaries and clearly defined entrances that can be seen immediately from the roads. Others, however, are located in the interior or residential neighborhoods at the end of long drives, which makes parks difficult to find and access.

3. Inconsistent Signage

Many Foster City parks have large, blue entrance signs, with a few of the interior-facing neighborhood parks having logos painted on the pavement to signify the entrance (Killdeer, Ketch). However, some parks have little to no signage save for small plaques that state regulations.

4. Well-Connected Bike/Pedestrian Network, but Lack of Supportive Amenities

Bicycle and pedestrian connectivity rated high, especially for parks directly connected to the Bay Trail or thoughtfully integrated into pedestrian path networks (Leo J. Ryan, Boat/Dog). However, there is a general lack of bike amenities, especially bike racks.

5. Heavily-Used Parks Lack Off-Street Parking

Street parking for most parks seems sufficient. However, parks (Catamaran and Edgewater) where larger events are hosted, or containing many amenities may require additional parking.



Lack Path Connectivity in Edgewater Park



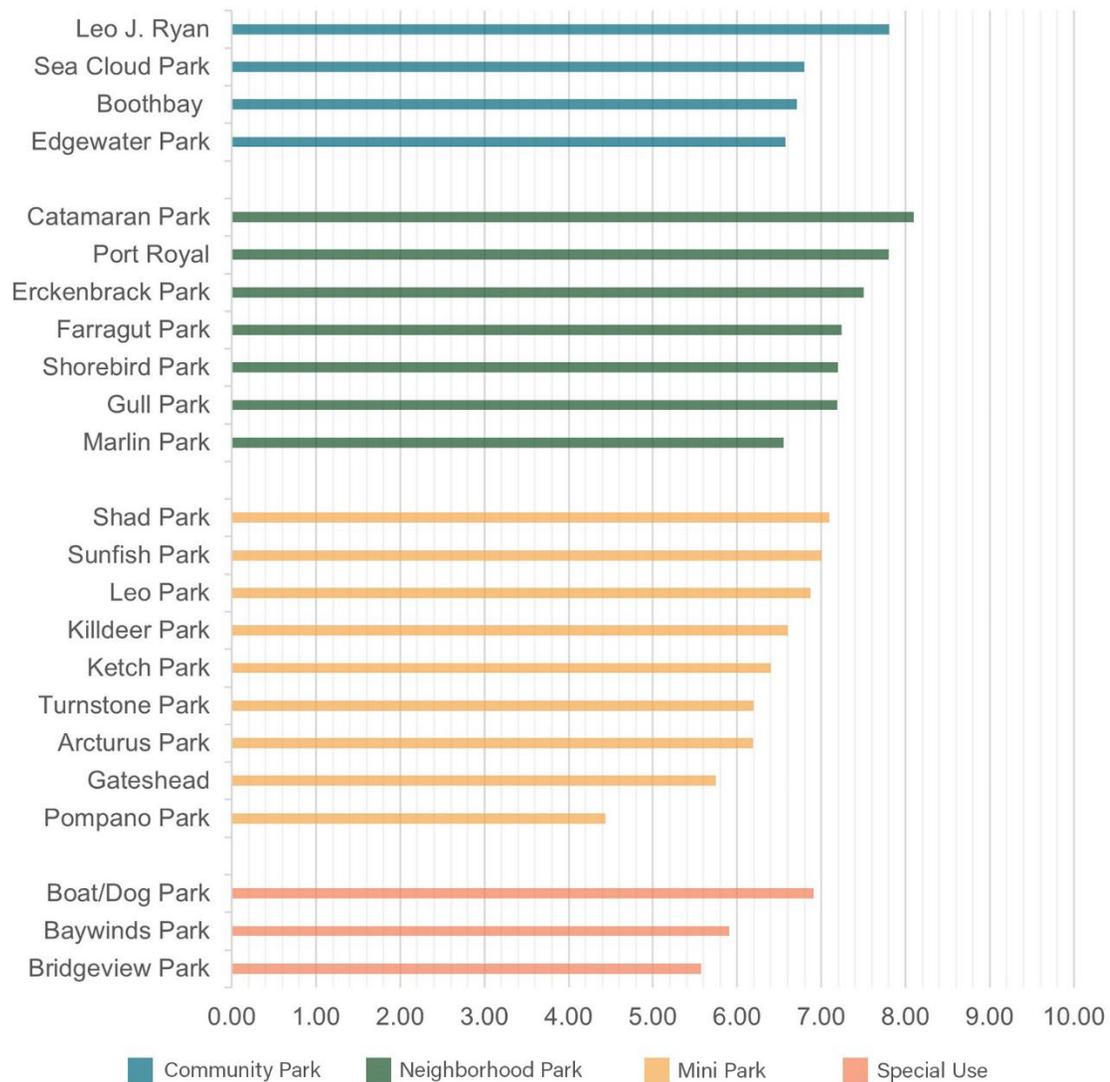
Well-Connected Bike/Pedestrian Network in Leo J. Ryan



Comfort and Sense of Safety

Comfort & Sense of Safety refers to the presence or absence of comfort amenities such as seating, shade, drinking fountains, and restrooms. It also assesses criteria that affect the feeling of safety within a park, such as unobstructed sightlines, signs of vandalism, and lighting. **Figure 2** illustrates the park scores for Comfort & Sense of Safety. In general, Foster City parks scored well in this category though slightly lower than the other categories (average score 6.7). In general, the City's Community and Neighborhood parks scored better in this category compared to the City's mini and special use parks. The lowest rated parks (including Pompano, Bridgeview, Gateshead, and Baywinds) generally lack adequate shade and/or comfort amenities.

Figure 2: Park Comfort & Sense of Safety Scores





Key Takeaways for Comfort & Sense of Safety

1. More Shade

Though parks are generally well-shaded, more shade is needed around seating and active amenity areas. The selection of shade trees should take mature height and canopy foliage into consideration, to provide a comfortable experience.

2. Additional Comfort Amenities

Generally, mini parks had less comfort amenities such as benches, water fountains and trash receptacle available. In Foster City's larger parks, comfort amenities tend to be consolidated in one area rather than consistently spread throughout the park. In both instances, additional facilities might be warranted. Additional bathrooms may also be warranted in some park to provide a more comfortable experience.

3. Noise Mitigation Design that can be Applied Elsewhere

Noise mitigation methods such as berms, plantings and offset sidewalks were observed (particularly at Leo J. Ryan), which can be applied to other parks located next to busy roads (such as Boat & Dog and Bridgeview). Many of the City's smaller parks are quietly nested in residential areas and are not in need of noise mitigation.

4. Inconsistent Lighting

Though some parks have their main paths and amenities lit, lighting is inconsistent throughout the park system and could be further studied to increase sense of safety within parks at night.



Berms to Mitigate Noise at Leo J. Ryan



Lack of Shade at Bridgeview



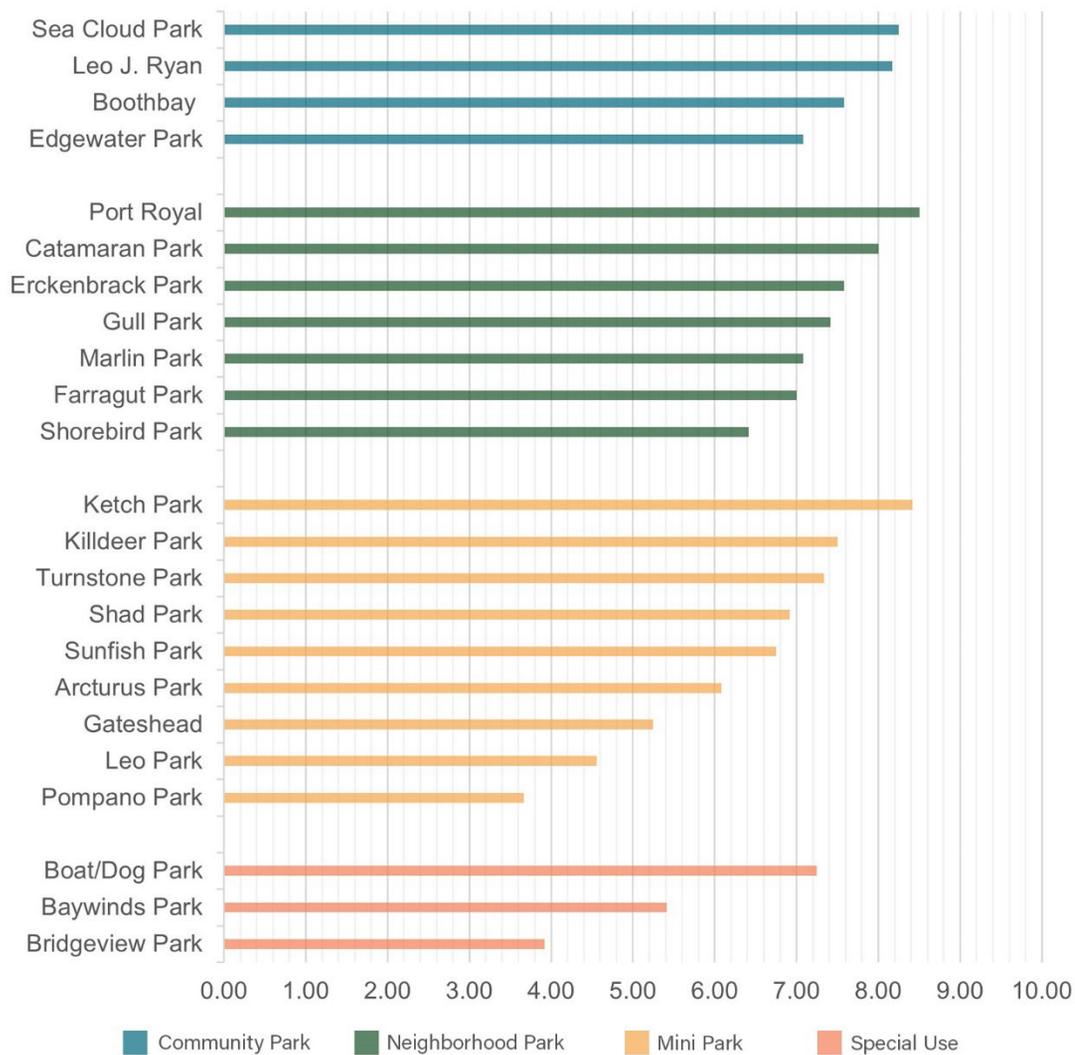
Lack of Amenities at Pompano



Functionality

Functionality refers to how well the park functions for serving recreational needs. It includes criteria such as the presence and arrangement of amenities, appropriateness of vegetation, and compatibility with neighboring land uses. **Figure 3** illustrates the park scores for Functionality. In general, Foster City parks scored well in this category though slightly lower than the other categories (average score 6.8). High scoring parks tend to have a variety of amenities (such as Port Royal, Sea Cloud, Leo J. Ryan, Catamaran, and Ketch). Parks with limited amenities scored lower, including Pompano, Leo, and Bridgeview Park.

Figure 3: Park Functionality Scores





Key Takeaways

1. Variety of Amenities

Foster City parks offer a range of amenities, including extensive sports fields (Catamaran Park, Sea Cloud Park, and Edgewater Park), water/beach access (Leo J. Ryan, Gull Park, Erkenbrack Park, Marlin Park, and Boat/Dog). However, some of the City's smaller parks significantly lack amenities, such as Pompano, Bridgeview, and Little Leo.

2. Functional Park Layouts

Most amenities are strategically located, with restrooms situated near sports fields and courts, in easily accessible areas, or at trail entrances. In some of the City's smaller parks, sports and play facilities are located near private homes, potentially causing noise impacts for some residents.

3. Water-Loving Landscapes

Water-intensive trees such as Redwoods, Willows, and Agapanthus are consistently planted throughout the park system. Turf areas are generally ubiquitous across the park system with only a few of the parks having distinct planting areas (i.e. a rose garden, salvia-lined fencing, and shrub/grassy edges at Farragut Park and Killdeer). The planting at Shorebird Park is noticeably different from other parks, as it incorporates a thoughtful selection of low-water, low-maintenance planting into its landscape.

4. Compatible with Neighbors

Parks are generally located within quiet residential areas; fencing and vegetation screening provides additional privacy for nearby homes. Particularly, parks integrated with recreation facilities (Leo J. Ryan) or school facilities (Killdeer) rated high in this category.



Variety of Amenities at Port Royal



Fencing and Vegetation at Killdeer



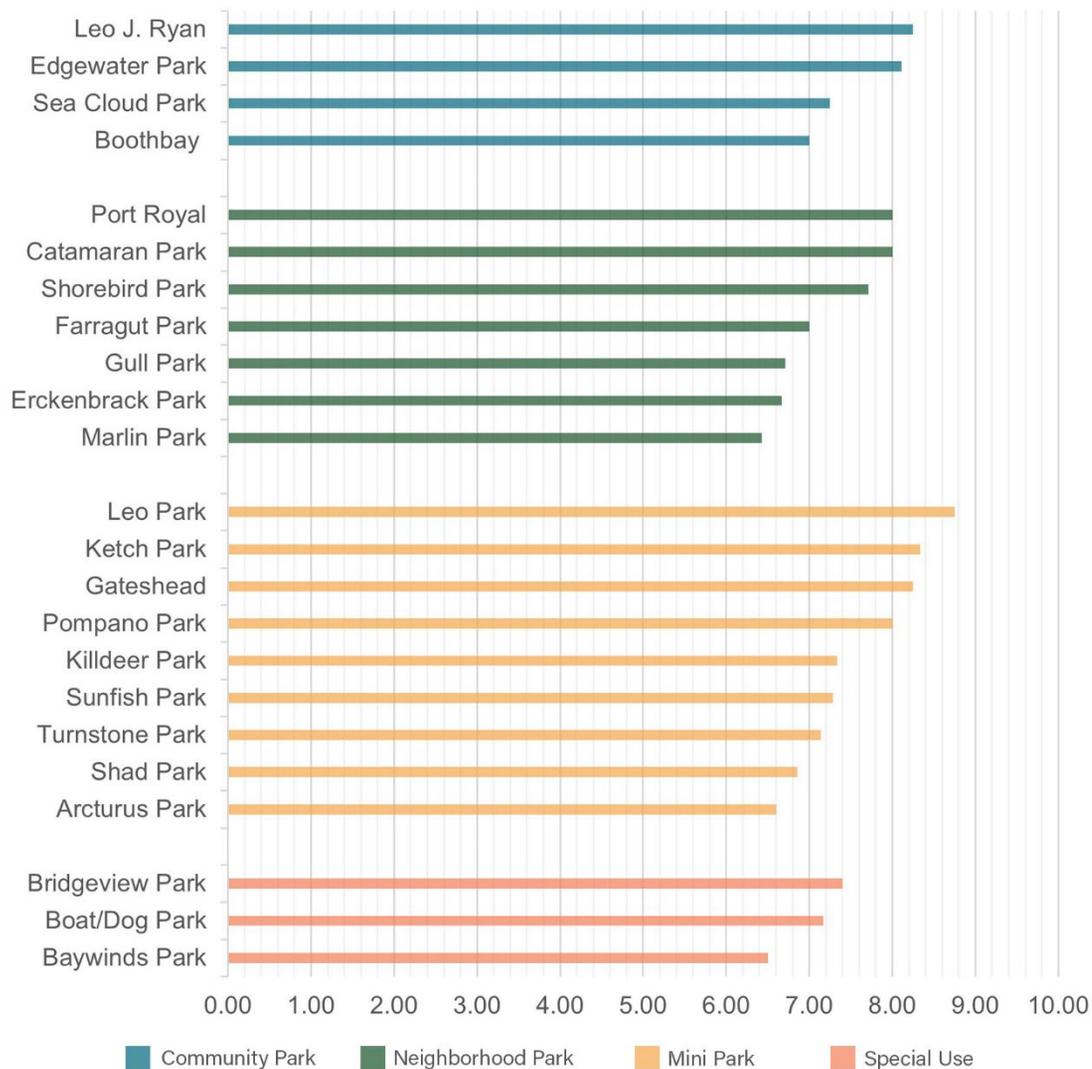
Vegetation at Shorebird



Condition

Condition refers to the physical condition of park assets and amenities and identifies signs of deferred maintenance. **Figure 4** illustrates the park scores for Condition. On average, City parks scored high in this category (average score of 7.4). Unlike the other categories, the City's mini parks condition score was highest of all the park types. Variation in condition is minimal, showing that the City consistently delivers a high standard of maintenance.

Figure 4: Park Condition Scores





Key Takeaways

1. Geese Impacts on Cleanliness

Many water-adjacent parks' condition is heavily impacted by the presence of geese (Marlin, Erckenbrack, Boat/Dog, Gull). Droppings and feathers diminish the overall cleanliness of the site, and many geese seem to evade current mitigation methods – such as fencing.

2. Variable Amenity Condition

The sports fields and courts in Foster City are generally well-maintained – though some rubber surfaces could benefit from cleaning and maintenance due to stains or residue (Turnstone Park, Shad Park). The overall condition of playgrounds ranges from fair to good, with several in need of replacement. Likewise, the design of play facilities varies, with the most memorable defined by vibrant color and form (Killdeer, Arturus).

3. Inconsistent Furnishings

Park site furnishings are generally well-maintained, clean and in good condition, with only a few specific instances of damaged. Furnishing design and finishes varies from park to park. Establishing amenity standards would create a more consistent aesthetic or brand in City parks and would help streamline maintenance efforts.

4. Variable Vegetative Condition

Foster City's parks are home to a variety of large, mature trees in variable condition, with several park trees struggling to thrive. Other vegetation, such as Lily of the Nile, Rose Laurel, Pride of Madeira, and Common Boxwood are frequently used to enhance entrances or line fences and are also generally in good condition. Some Lily of the Nile appear withered. Though the current vegetation at Bridgeview is in good condition, there is a general lack of plants as many were recently removed.

The native planting at Shorebird Park represents a promising initiative, although some boxwood plants have been removed due to poor performance. The selection of planting material should be carefully considered to ensure species are well-suited for Foster City's climatic and soil conditions.



Geese in Marlin Park



Vegetation at Erckenbrack Park



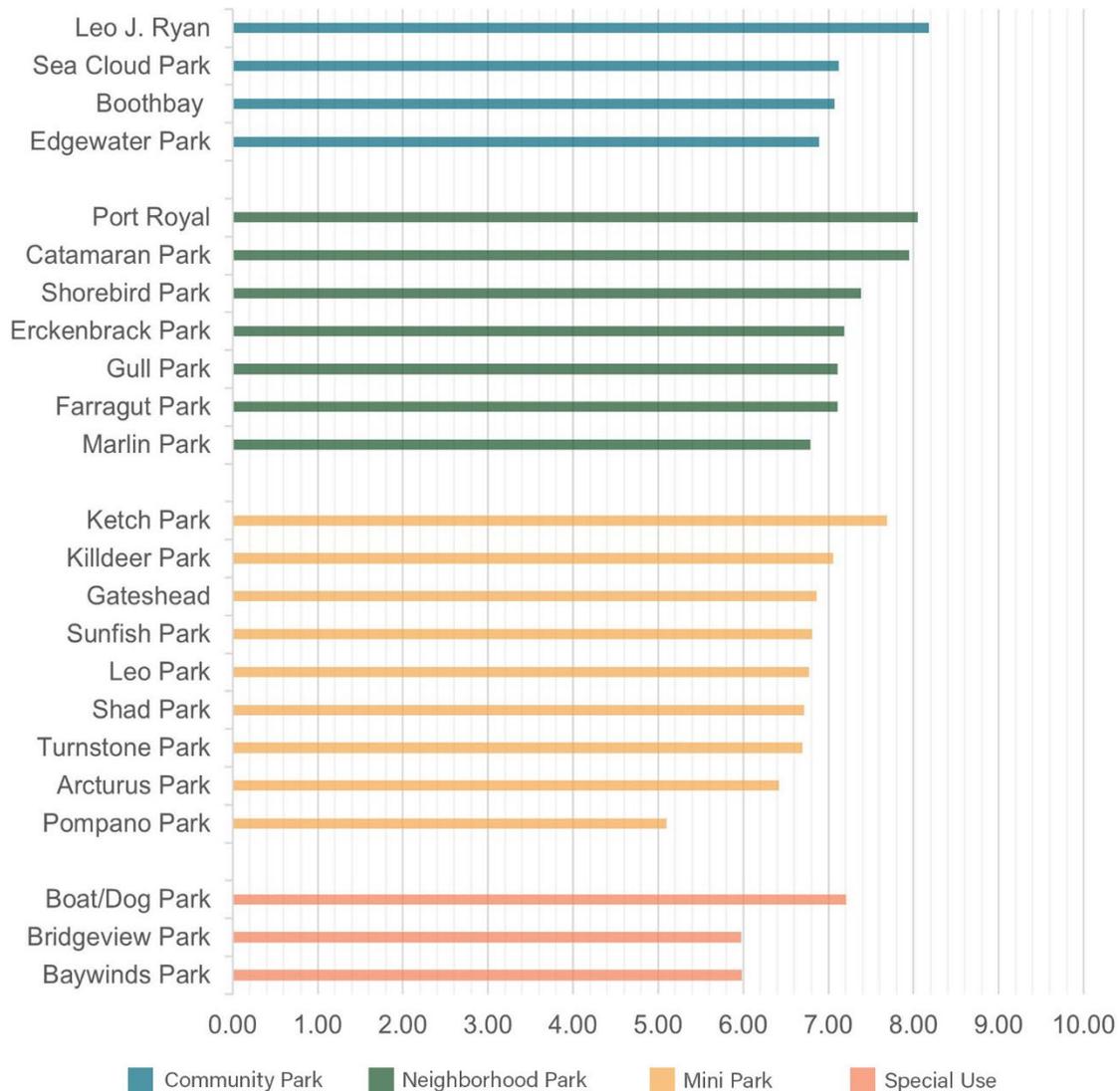
Quality Furniture at Bridgeview



Combined Scores

Figure 5, Map 2, and Table 2 illustrate and compare the overall scores for each Foster City Park. The combined score indicates the average of the four categories and represents a complete assessment of each park. Highly rated parks include Leo J. Ryan, Port Royal, Catamaran, and Ketch. Bridgeview, Pompano, and Baywinds Parks were the lowest rated parks, indicating a need for improvement. Overall, the City's Community and Neighborhood parks tended to score slightly higher than its Mini and Special Use parks.

Figure 5: Park Combined Assessment Scores





Map 2: Park Combined Assessment Score

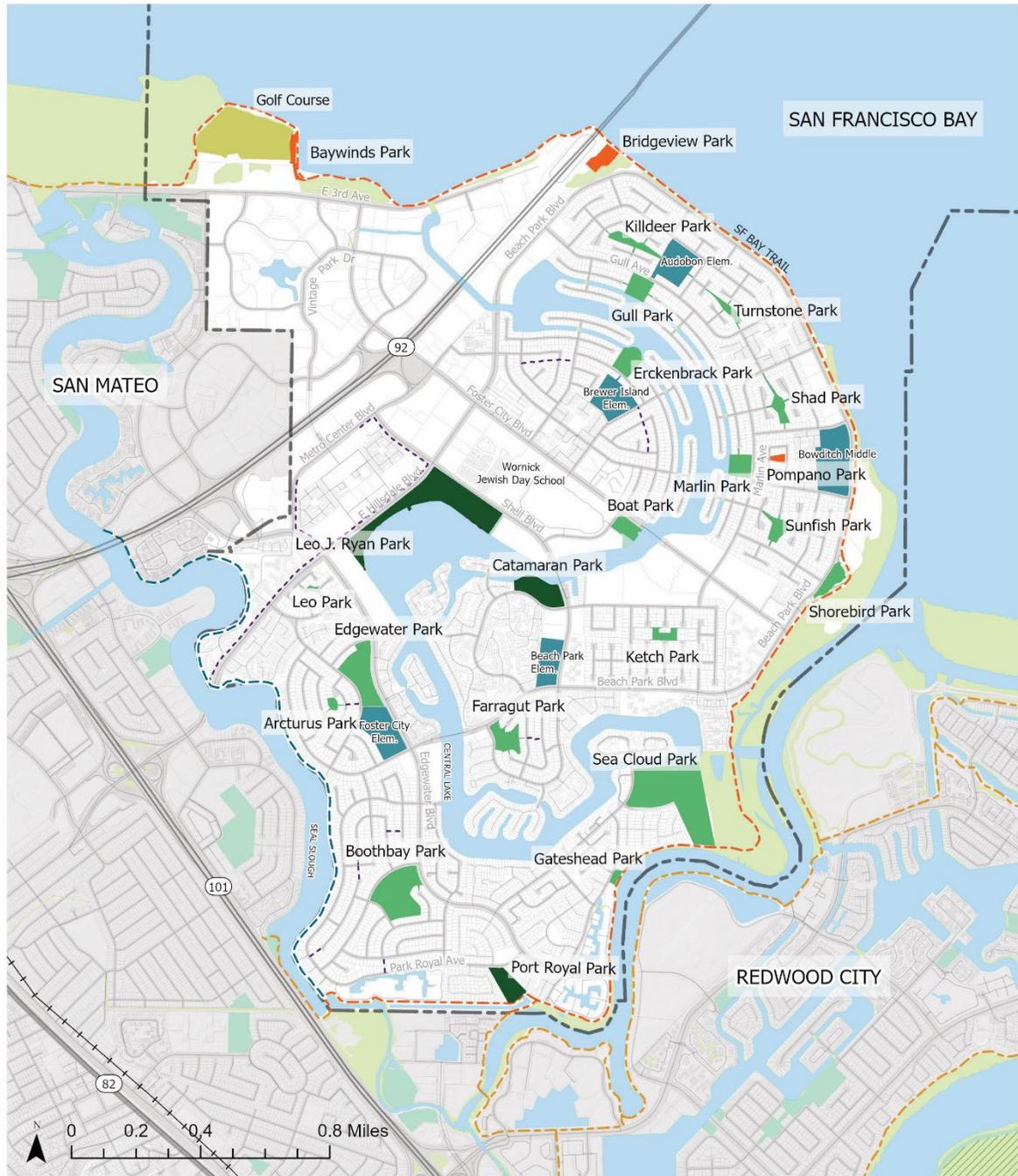


Table 2: Assessment Score Summary

Park Name	Park Type	Access + Connectivity Score	Comfort + Sense of Safety	Functionality Score	Condition Score	Combined Score
Leo J. Ryan	Community	8.5	7.8	8.2	8.3	8.2
Port Royal	Neighborhood	7.9	7.8	8.5	8.0	8.1
Catamaran Park	Neighborhood	7.7	8.1	8.0	8.0	8.0
Ketch Park	Mini	7.6	6.4	8.4	8.3	7.7
Shorebird Park	Neighborhood	8.2	7.2	6.4	7.7	7.4
Erckenbrack Park	Neighborhood	7.0	7.5	7.6	6.7	7.2
Boat/Dog Park	Special Use	7.5	6.9	7.3	7.2	7.2
Killdeer Park	Mini	6.8	6.6	7.5	7.3	7.1
Farragut Park	Neighborhood	7.2	7.2	7.0	7.0	7.1
Gull Park	Neighborhood	7.1	7.2	7.4	6.7	7.1
Boothbay	Community	7.0	6.7	7.6	7.0	7.1
Sea Cloud Park	Community	6.2	6.8	8.3	7.3	7.1
Edgewater Park	Community	5.8	6.6	7.1	8.1	6.9
Gateshead	Mini	8.2	5.8	5.3	8.3	6.9
Marlin Park	Neighborhood	7.1	6.6	7.1	6.4	6.8
Leo Park	Mini	6.9	6.9	4.6	8.8	6.8
Sunfish Park	Mini	6.2	7.0	6.8	7.3	6.8
Turnstone Park	Mini	6.1	6.2	7.3	7.1	6.7
Shad Park	Mini	6.0	7.1	6.9	6.9	6.7
Arcturus Park	Mini	6.8	6.2	6.1	6.6	6.4
Bridgeview Park	Special Use	7.0	5.6	3.9	7.4	6.0
Baywinds Park	Special Use	6.1	5.9	5.4	6.5	6.0
Pompano Park	Mini	4.3	4.4	3.7	8.0	5.1



PARK SPECIFIC RESULTS

Table 3 outlines specific takeaways from the Park Assessment for each individual park, highlighting each’s key areas of strength and improvement. The recommendations in the master plan will capitalize on park strengths and strengthen areas where improvement is needed.

Table 3: Park-Specific Strengths and Areas of Improvement

Park Name	Park Type	Overall Score	Key Strengths	Key Areas of Improvement
Boothbay	Community	7.1	a variety of amenities available, site is well-connected	Additional shade, updated amenities, lighting
Edgewater	Community	6.9	Many amenities available in good condition	Better path connectivity and amenity placement, better use of underutilized open lawn areas
Leo J. Ryan	Community	8.2	Water access; well connected to neighborhoods; a variety of unique amenities; great condition, event spaces	Additional signage and benches, external path connectivity, lighting
Sea Cloud	Community	7.1	Many types of sports amenities; adjacent to Bay Trail	Additional signage, improve layout and path system, lighting
Catamaran	Neighborhood	8.0	Well-connected to surroundings; variety in amenities	Additional shade
Erckenbrack	Neighborhood	7.2	Lagoon beach access; diverse plantings, good visibility from street	Life-cycle replacement of paving and comfort amenities
Farragut	Neighborhood	7.1	Mature trees and diverse planting, well-connected to neighborhood	Additional recreation and comfort amenities
Gull	Neighborhood	7.1	Lagoon beach access; good visibility from street	Better internal path connectivity; life-cycle amenity replacement
Marlin	Neighborhood	6.8	Lagoon beach access; good visibility from street	Additional shade and recreational/comfort amenities
Port Royal	Neighborhood	8.1	Well-connected to Bay Trail; good layout with shaded play area	Additional shade
Shorebird	Neighborhood	7.4	Thoughtful low water use plantings; adjacent to Bay Trail; educational signage throughout	Additional recreation and comfort amenities
Arcturus	Mini	6.4	Connects to nearby Edgewater Park; well-shaded by mature trees	Additional signage, improve entrance visibility, additional recreation, and comfort amenities
Gateshead	Mini	6.9	Well-connected to the Bay Trail; intuitive path network; great condition	Lacks signage, comfort amenities, and recreational amenities
Ketch	Mini	7.7	Good entry signage on paving; quiet located, planting variety	Life-cycle amenity replacement, better distribution of comfort amenities
Killdeer	Mini	7.1	Connectivity to adjacent school, good entry signage, well-shaded seating areas	Better use of underutilized lawn areas, additional comfort amenities
Leo	Mini	6.8	Open and quiet	Need for basic amenities and identifying features and signage
Pompano	Mini	5.1	Open and quiet	Needs internal circulation, shade, amenities, and signage.
Shad	Mini	6.7	Quiet location; shaded by large redwoods; major amenities located near entry	Life-cycle amenity replacement; additional signage and seating;
Sunfish	Mini	6.8	Well-connected to neighborhood; quiet location	Additional signage, shade, and comfort amenities; better use of underutilized open lawn areas
Turnstone	Mini	6.7	Quiet location, diverse planting	Need signage/identifying entry features, and comfort and recreation amenities
Baywinds	Special Use	6.0	Located next to the Bay Trail; serves windsurfers, dogwalkers, walkers, bikers	Improved visibility and signage from street, additional amenities; layout is divided by parking lot
Boat/Dog	Special Use	7.2	Accessible boat launch; shaded and fenced dog area	Traffic noise mitigation
Bridgeview	Special Use	6.0	Trailhead to the Bay Trail	Additional trees/shade; additional amenities



CONCLUSION

In conclusion, the Foster City Parks Assessment offers a thorough evaluation of the city's parks, highlighting both their strengths and areas for improvement. Overall, the assessment underscores that Foster City has a high-quality park system, but targeted enhancements are needed to better meet community needs.

One key takeaway is that **access and connectivity** within the park system are generally strong, particularly in parks like Leo J. Ryan and Shorebird, which have well-integrated pathways. However, parks like Edgewater and Baywinds have challenges within this category and need some accessibility and navigation improvements, such as additional signage and improved visibility or path connectivity.

A second major insight regards **comfort and safety** within City of Foster City parks. While many of the parks are comfortable and provide a sense of security, inconsistent lighting and the need for additional shade, and seating are noted as recurring issues. Expanding these amenities will enhance user comfort and make the parks more welcoming for all visitors.

The City's parks generally have good **functionality**, though some areas need improvement. Parks like Leo J. Ryan and Port Royal offer a diverse range of amenities and well-placed features that meet various recreational needs. However, smaller parks like Pompano and Bridgeview lack sufficient amenities, limiting their overall function. Additionally, many parks rely on water-intensive vegetation. Enhancing amenities and adopting more sustainable landscaping would improve the overall functionality of the park system.

Lastly, the **condition** of the parks is notable, with many parks offering well-maintained amenities and landscapes. However, challenges such as geese impacts on water-adjacent parks and variability in the condition of playgrounds and sports fields were observed. Addressing these issues through enhanced maintenance strategies and vegetation management will ensure that the parks continue to serve the community effectively.



PARK ASSESSMENT METHODOLOGY MEMO

FOSTER CITY PARKS MASTER PLAN

The following methodology indicates the criteria for how the Park Assessment will be conducted in Foster City.

Score Categories

1. Access & Connectivity
2. Comfort + Sense of Safety
3. Condition
4. Functionality

Scoring Instructions

All items should be scored on a 1 to 10 scale

- Poor (0 - 4.0)
- Fair (4.1 - 6.0)
- Good (6.1 – 8.0)
- Great (8.1 – 10)

Access + Connectivity

Edge Permeability

Weight: 2

Visibility of the park from the street. Considers the design of edges and entrances and how they distinguish the park from its surroundings.

1. Entrances/Access obscured and entrances are difficult to find
5. Entrances/Access defined and can be identified from at least 300 feet away
10. Entrances/Access clearly defined - able to be distinguished from 300 feet away and has multiple entrances not inhibiting access; park activities are visible from the street

Signage, Maps, and City Branding

Weight: 3

Presence of wayfinding signs with information regarding park name, park hours, allowed uses (including pet related), maps with trail information if applicable, non-English languages where relevant, and location of signage for high visibility.

1. No park signage
5. Entrance sign and minimal secondary signs, limited information
10. Well-designed signage system – unobtrusive, understandable

Accessibility

Weight: 3

General observations for accessible features that accommodate users of various abilities. Features to consider includes accessible surfacing, gradual slopes, presence of all-abilities amenities (accessible playgrounds, picnic tables, loop paths, etc.).

1. Poor accessible circulation and does not include any all-ability amenities
5. Limited accessible circulation and amenities
10. Park has generally accessible circulation and includes amenities for all-abilities.



Internal Path Connectivity

Weight: 5

Presence of continuous pathways connecting all activities in the park.

1. Pathways circuitous/confusing, missing connections
5. Pathways adequate
10. Destinations clearly connected and intuitive - circulation very easy to understand

Pedestrian Connectivity

Weight: 4

Presence of trails or sidewalks in good condition connecting the park to the surrounding community. Safe crosswalks at intersections near the park (n/a when park entrance is located along a small, low-traffic street)

1. No trails or sidewalks connect the park to the surrounding community.
5. Trails or sidewalks exist in the vicinity but are not well-integrated with the park or have limited connectivity to surrounding neighborhoods.
10. Trails or sidewalks are integrated into and enhance park circulation and connect to the broader community and activity areas.

Safe Pedestrian Crossings

Weight: 2

Presence of clearly marked crosswalks at intersections near the park, especially on high traffic streets. (n/a when park entrance is located along a small, low-traffic street)

1. Unsafe crossing relative to street width/traffic volume
5. Standard crossing treatment present
10. Crossing treatment prioritizes pedestrian and/or is directly integrated into park circulation

Bicycle Connectivity

Weight: 1

Availability of dedicated/clearly marked bike lanes/paths leading to the park (unless parks are located on quiet residential streets),, and availability of bike parking/bike-racks either on the street or in the park. Bike parking quantity per size of park and appropriately located.

1. No marked bike route connecting near park (within 100 yards), no bike parking observed on site
5. Adequate bike route connects directly to park (Class II, III, or IV), bike parking observed / but not conveniently located or adequate
10. Safe, low-stress bike route connects directly to park (Class I , IV/ Fully Separated), ample bike parking for park and neighboring areas

Parking

Weight: 1

Adequate on-site parking or on-street parking for park's size/function. Parking has good connectivity with park elements.

1. Insufficient parking, very poor connectivity
5. Adequate parking, adequate connectivity
10. Sufficient parking and connectivity



Comfort + Sense of Safety

Availability of Shade

Weight: 5

Presence of shaded areas which provide relief from the sun.

1. No available structures or trees which provide shade
5. Some amenities are shaded
10. Large trees or structures are present throughout park, especially at noon

Availability of comfort amenities (seating, water fountains, trash receptacles, etc.)

Weight: 5

Ample places to rest, access drinking water, and dispose of waste.

1. Limited comfort amenities available
5. A few available comfort amenities in select locations
10. Comfort amenities available at consistent intervals in park

Availability of restrooms (if applicable)

Weight: 4

Public restrooms are open for public use and easily accessible.

1. No available restrooms
5. Restrooms available, but limited in number or hours
10. Adequate number of restrooms that serve the park

Mitigation of Views / Noise from Surrounding Land Uses

Weight: 1

Effective mitigation of unappealing surrounding land uses, such as industrial facilities, derelict structures, etc. (n/a if no such adjacent uses)

1. Park does not mitigate unappealing surrounding land uses or noise
5. Park has some screening of unappealing surrounding land uses or noise
10. Park completely screens unappealing surrounding land uses, unappealing surroundings or noise imperceptible

No Signs of Unauthorized Activity

Weight: 2

Presence of intentionally damaged features such as broken furniture or graffiti.

1. Significant signs of unauthorized activity
5. Some signs of unauthorized activity
10. No signs of unauthorized activity

Line of Sight + Openness

Weight: 1

Evaluation will only apply to use zones of park (i.e., parks next to open spaces or creeks will not be negatively scored by the presence of taller/un-maintained vegetation)

1. Overgrown vegetation within 3'-8', or hidden areas present near use zones
5. Some overgrown vegetation but generally open near use zones within 3'-8'
10. No overgrown vegetation inhibiting clear sightlines throughout park



Lighting

Weight: 3

Visual inspection to occur during the day, light levels will not be evaluated

1. No light fixtures at major amenity area(s) or major pathways
5. Light fixtures present but not at all major amenity area(s) or major pathways
10. All major amenity areas and major pathways appear to have appropriate quantity of light fixtures

Functionality

Presence and/or Diversity of Activities / Amenities

Weight: 5

Variety of amenities serving different user types (characterized by interests, age, passive/active activities) that is appropriate for the park's size

1. Few amenities and programming available for users.
5. Standard programming, such as playground, seating, area, and lawn are available.
10. Diversity of passive/active activities, serving people of different ages, and different interests.

Appropriate Amenity Adjacencies

Weight: 3

Are amenities placed in a logical and balanced way to minimize any disruption

1. Amenities are not logically placed
5. Amenities are somewhat logically placed
10. All amenity areas are placed in the most logical place on site

Diversity + Appropriateness of Vegetation

Weight: 2

Variety of tree, shrub, and groundcover vegetation that is functionally and climatically appropriate. Turf areas have recreational value and purpose.

1. Limited vegetation variety, less than 50% of turf areas are purposeful.
5. Some vegetation variety, at least 50% of turf areas are purposeful
10. Significant variety of vegetation, at least 75% of turf areas are purposeful

Absence of Visible Drainage Issues or Erosion

Weight: 1

Visual inspection of puddling, flooding issues, or areas that are being eroded

1. There is significant signs of flooding or erosions throughout the park
5. There are some areas with flooding or erosion issues
10. There is no presence of flooding or erosion issues

Compatibility with Neighbors

Weight: 1

The adjacent residential, commercial, or educational uses benefit or do not disturb park users; vice versa.



- 1. Adjacent uses are not appropriate
- 5. Adjacent uses could raise concerns
- 10. Adjacent uses are appropriate

Condition

Paving Condition

Weight: 3

Potholes / cracks, looser pavers, deterioration, overall attractiveness, and relevance.

- 1. Poor condition, tripping concerns, not in appropriate locations
- 5. Fair condition, in appropriate locations
- 10. Excellent condition and in appropriate locations

Vegetation Condition

Weight: 3

No overgrown grass or dirt patches, overall maintenance of planted areas, appropriate pruning, presence of weeds.

- 1. Poor condition
- 5. Fair condition
- 10. Excellent condition

Tree Condition

Weight: 3

Ample amount of distribution throughout site and overall attractiveness

- 1. Poor condition
- 5. Fair condition
- 10. Excellent condition

Playground Condition

Weight: 3

Equipment condition (broken/protruding parts, rust), mulch, rubber, etc. Relevance of play equipment, variety of play equipment.

- 1. Poor condition
- 5. Fair condition
- 10. Excellent condition

Sport Field Condition

Weight: 3

Weeds, low spots, lighting, equipment condition.

- 1. Poor condition
- 5. Fair condition
- 10. Excellent condition

Sport Court Condition

Weight: 3



Cracks, weeds, lighting, equipment condition.

- 1. Poor condition
- 5. Fair condition
- 10. Excellent condition

Restroom Facilities Condition

Weight: 3

Only parks with a restroom / building will be evaluated. Usable (not locked), sufficient provision for scale of the park, reasonably maintained (no severe maintenance issues)

- 1. Poor condition
- 5. Fair condition
- 10. Excellent condition

Comfort Amenities Condition (Benches, Tables, Water Fountains, Trash Receptacles)

Weight: 3

Fixture condition (broken/protruding parts, rust, cracking, graffiti/vandalism)

- 1. Poor condition
- 5. Fair condition
- 10. Excellent condition

Beaches Condition

Weight: 3

Beach condition (vegetation growth, presence of rocks, quality and depth of sand)

- 1. Poor condition
- 5. Fair condition
- 10. Excellent condition

Lighting Condition

Weight: 3

Fixture condition (broken/protruding parts, rust, cracking, graffiti/vandalism)

- 1. Poor condition
- 5. Fair condition
- 10. Excellent condition



Park Usage Analysis
Foster City Parks Master Plan
February 3, 2025

PARK USAGE ANALYSIS

Foster City Parks Master Plan



Table of Contents

Introduction.....	3
Use of Parks	3
Park Assessment + Usage	8
Park User Demographics	10
Conclusion.....	13



INTRODUCTION

Parks play a crucial role in shaping the quality of life in Foster City. They offer serene waterfront views, spaces for physical activities, and opportunities for gatherings, making them essential to residents' well-being. As we plan for the future, understanding park usage helps us make informed improvements that enable the park system to continue to meet the needs of Foster City's diverse population.

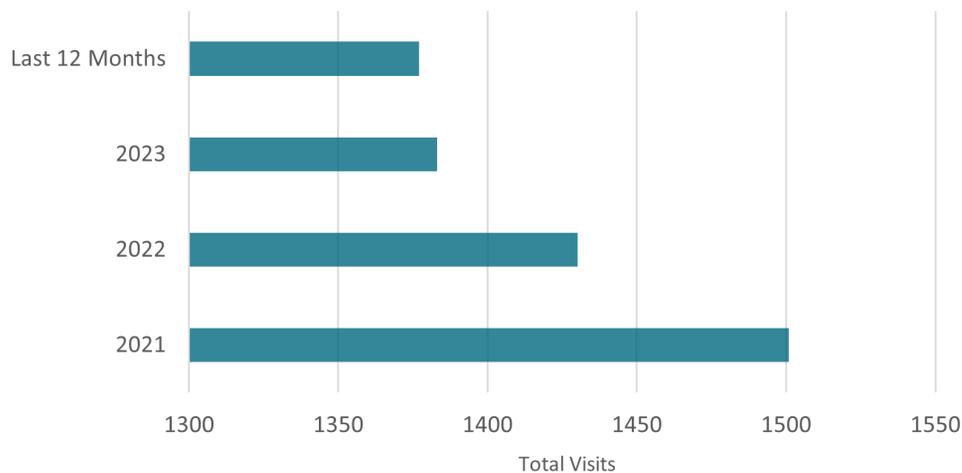
The source of the data used in this analysis is Placer.ai, which uses anonymous location data collected from mobile devices to provide insights into how people move through and interact with different spaces, including parks. Placer.ai's data is limited by its reliance on location data from opted-in mobile devices, which may not fully represent all demographics or capture visits from individuals without smartphones or location services enabled (i.e. children).

By analyzing patterns in park visitation, we can better understand which areas are most popular, when they are most used, and who visits them. This data, combined with community feedback and on-the-ground assessments, will inform the *Foster City Parks Master Plan*, ensuring the City's parks remain relevant, accessible, safe, and enjoyable for all.

USE OF PARKS

This section analyzes overall visitation within Foster City Parks. **Figure 1** illustrates annual park visits over a four-year period, revealing fluctuations in system use year by year. The data highlights a high point in 2021, which was likely driven by pandemic-related demand, with park use tapering off in subsequent years as society transitioned to post-pandemic lives.

Figure 1: Park System Visits by Year (Jan 2021-October 2024)



Data for Arcturus Park, Turnstone Park, Pompano Park, and Leo Park is unavailable due to their small size and low visitation rates. Therefore, these parks are not included.

Map 1 illustrates where Foster City park visitors live within the last twelve months. The darker shades on the map indicate areas with higher concentrations of park visitors, which are primarily in Foster City and nearby communities such as San Mateo, Redwood City, and Burlingame. Foster City parks primarily attract nearby residents, which emphasizes the need to ensure parks meet the needs of the local community. If additional tourism is desired, the city should consider potential improvements that have regional appeal.



Map 1: Where Foster City Park Visitors Live (Oct 2023 - Oct 2024)

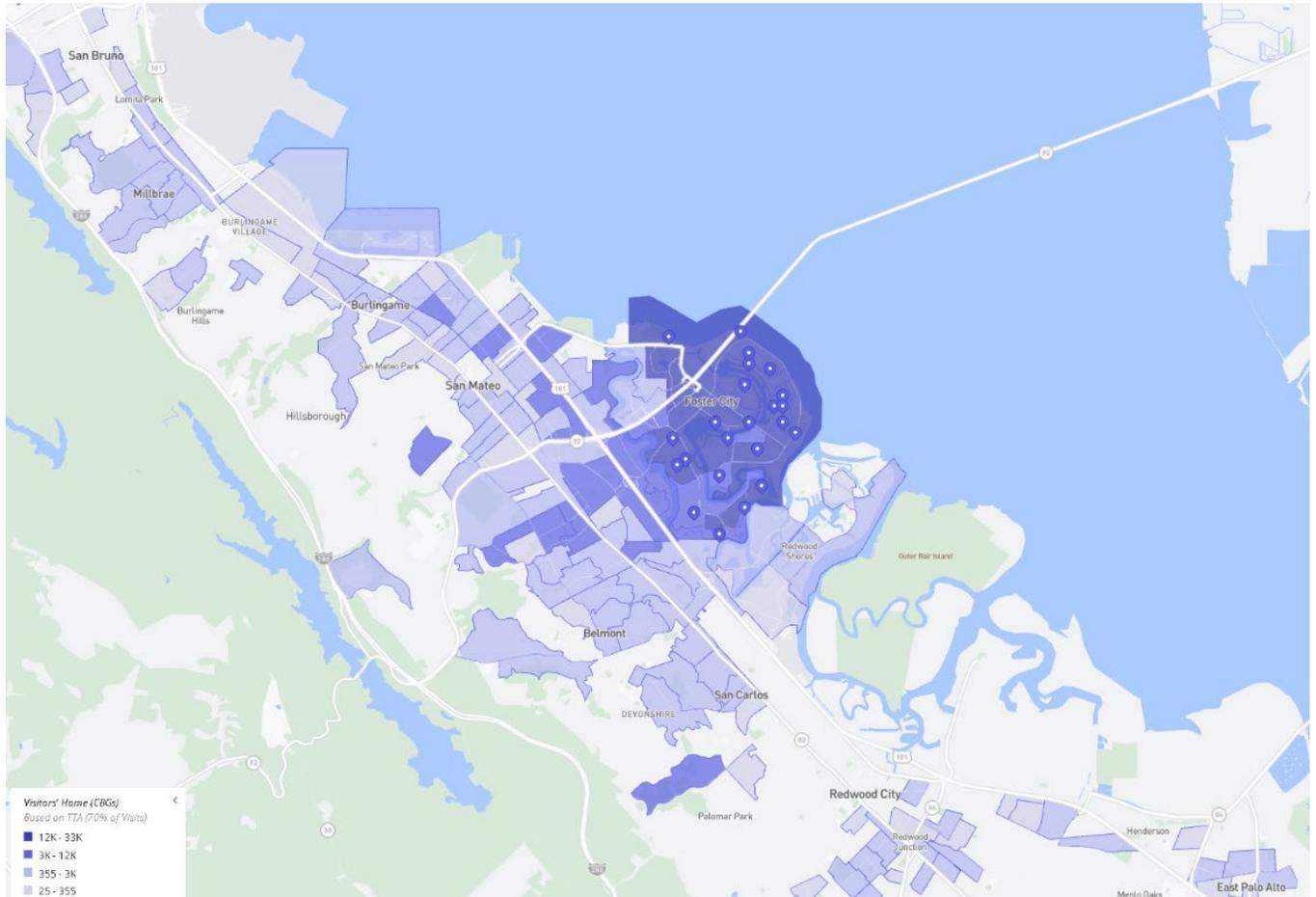


Table 1: Use Metrics by Park provides an overview of visitation patterns across City parks, highlighting differences in number of visitors, visit frequency, average dwell time, and other metrics. Understanding these trends provides insights into the types of facilities and amenities that appeal most to park users. Parks with low visitation might benefit from additional amenities or other improvements. At the same time, some parks may be designed and programmed to appeal to a broad array of people and draw from a larger area, while others may be geared toward the local neighborhood. The most useful comparisons may be between parks of the same type (community, neighborhood, mini, and special use) as shown in **Table 1**.

Leo J. Ryan recorded the highest number of annual visits (621,923) and second highest visits per square foot (0.71) but has a relatively low visit frequency, which can likely be attributed to its large community events that draw many people several times a year. Parks with significant sports programming such as Sea Cloud, Catamaran, and Port Royal also have relatively high visitation rates. Gateshead Park, at 1,605 total visits, had the lowest visitation, which could be due to its smaller footprint, location, and few amenities. Sea Cloud had the highest visit frequency of 5.54 visits per visitor in the past year, likely attributed to it hosting many sports leagues who consistently rely on the park's sports fields. Marlin Park had the lowest visit frequency of 1.78, which coupled with its lower visitation and dwell time, might suggest the park is need of improvement to better meet resident needs.

Foster City parks also have varying average dwell times. Gull Park and Shad Park experience longer dwell times,



while Bridgeview Park had the lowest average dwell time of just 28 minutes. Shorebird and Bridgeview Parks experienced significant year-over-year growth in visitation (268.9% and 54.3%, respectively), likely due to their relatively recent improvements.

Data for Arcturus, Gateshead, Leo, Pompano, and Turnstone is unavailable due to their smaller size and low visitation. While specific data is lacking, certain assumptions can be made about their use compared to the City’s other mini parks. Visitation at Arcturus and Turnstone is likely comparable to the City’s other mini parks, such as Killdeer, Shad, or Sunfish. In contrast, Gateshead, Leo, and Pompano, being much smaller and offering fewer amenities, likely have significantly lower total visits, visit frequency, and average dwell times.

Table 1: Park Use Metrics by Park (Oct 2023 - Oct 2024)

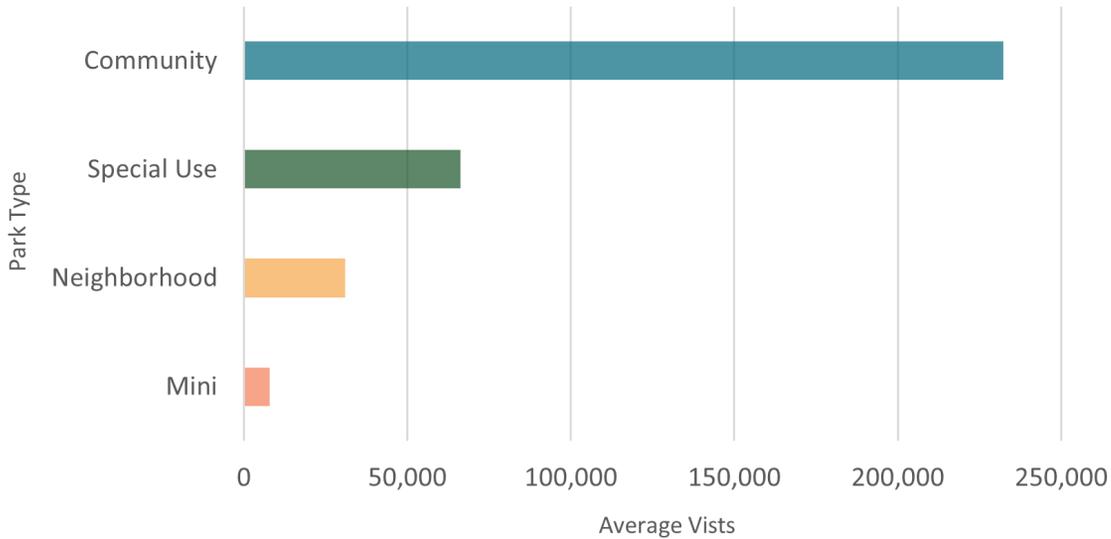
Park Name	Park Acreage	Total Visits	Visits / sq ft	Visit Frequency	Avg. Dwell Time
Community Parks					
Boothbay	11.21	68,176	0.14	4.32	63
Edgewater	8.53	57,323	0.16	3.68	65
Leo J. Ryan	20.73	621,923	0.71	2.77	97
Sea Cloud	23.9	181,980	0.18	5.54	57
Neighborhood Parks					
Catamaran	5.88	94,782	0.41	3.45	59
Erckenbrack	3.48	15,446	0.13	2.55	44
Farragut	3.86	12,206	0.07	2.94	41
Gull	3.14	10,491	0.08	2.21	138
Marlin	3.13	7,951	0.08	1.78	48
Port Royal	3.98	59,634	0.35	3.65	62
Shorebird	3.5	16,715	0.13	2.05	31
Mini Parks					
*Arcturus	0.75	N/A	N/A	N/A	N/A
*Gateshead	0.12	N/A	N/A	N/A	N/A
Ketch	1.6	13,151	0.22	3.69	66
Killdeer	2.42	7,627	0.07	4.49	39
*Leo	0.015	N/A	N/A	N/A	N/A
*Pompano	0.56	N/A	N/A	N/A	N/A
Shad	2.16	6,800	0.07	3.35	122
Sunfish	2.41	3,689	0.04	1.96	40
*Turnstone	1.53	N/A	N/A	N/A	N/A
Special Use Parks					
Baywinds	1.3	65,442	0.98	3.84	59
Boat + Dog	3.18	115,327	1.05	5.53	37
Bridgeview	3.2	17,721	0.36	1.82	28

* site-specific data is unavailable for this park due to its small size and/or low visitation rates.



Figure 2 shows that Community parks are the most visited. This is likely due to their larger size, diverse amenities, event organization and flexibility to accommodate various activities. Neighborhood and especially mini parks have more limited amenities and therefore attract fewer visitors. Foster City’s special use parks are small (less than 3 acres), but they serve niche recreational needs and, as shown in **Figure 2**, are well visited despite their size.

Figure 2: Average Number of Annual Visits by Park Type (Oct 2023 - Oct 2024)



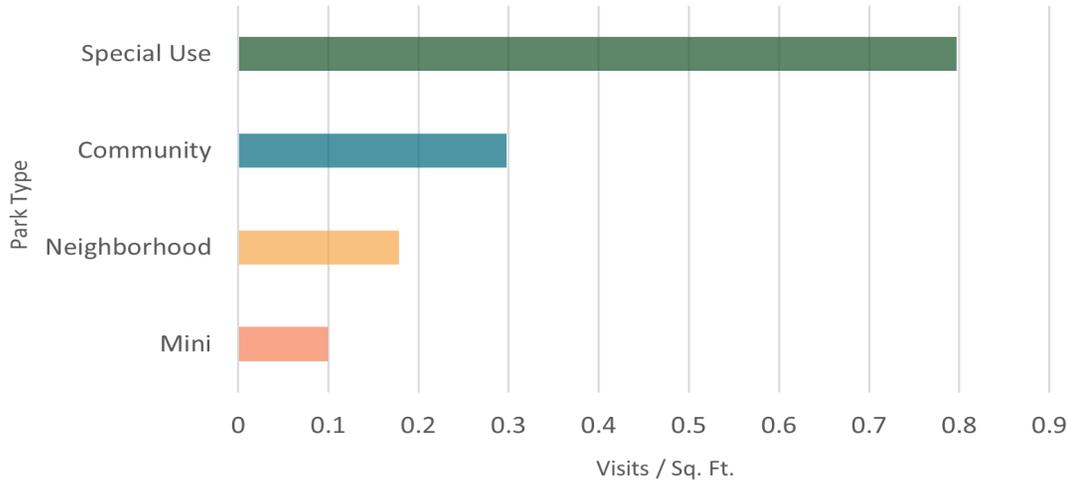
Data for Arcturus Park, Turnstone Park, Pompano Park, and Leo Park is unavailable due to their small size and low visitation rates. Therefore, these parks are not included. Mini Park data is only sourced from Ketch Park, Killdeer, Shad, and Sunfish.

Figure 3 illustrates visitation intensity relative to park size. This metric puts all the city’s parks on the same playing field, illustrating which park types receive the most use *per square foot*. Special Use parks have the highest visits per square foot, indicating that, although smaller, these parks draw an elevated level of activity or cater to specific interests that attract frequent visitors. This intense usage can lead to quicker wear and tear and may require extra maintenance.

Community parks have the next highest usage per square foot despite these parks being the largest. This indicates that the city’s community parks tend to be well-used, particularly through community and sporting events. Leo J. Ryan is the city’s largest park and has the city’s second highest visitation by square foot, which is likely attributed to its many successful community events throughout the year.



Figure 3: Average Visits per Square Foot by Park Type (Oct 2023 - Oct 2024)

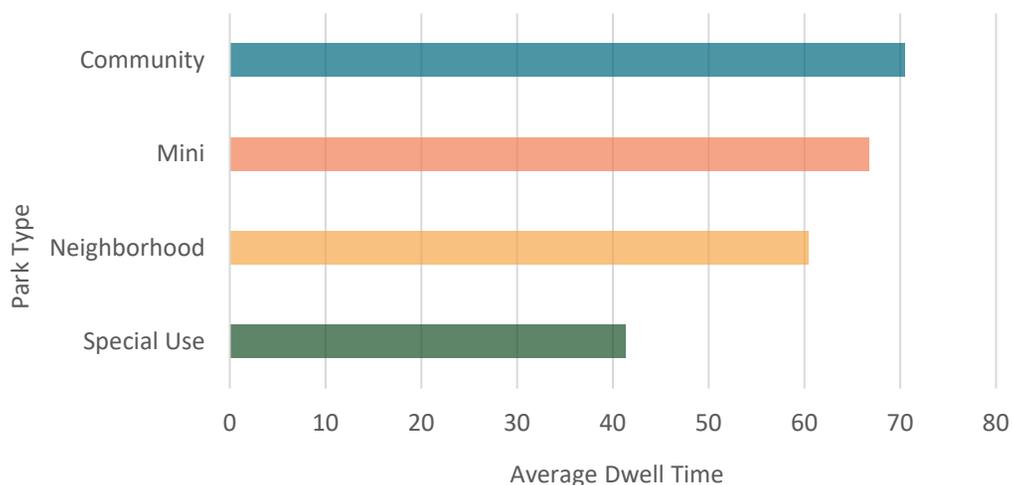


Data for Arcturus Park, Turnstone Park, Pompano Park, and Leo Park is unavailable due to their small size and low visitation rates. Therefore, these parks are not included. Mini Park data is only sourced from Ketch Park, Killdeer, Shad, and Sunfish.

Figure 4 analyzes average dwell time across different park types, shedding light into how visitors are utilizing the city’s parks. Community parks show the highest average dwell time, likely due to them having more expansive recreational opportunities relative to other park types. The finding that visitors are staying nearly as long in mini parks is surprising, as these parks tend to offer limited amenities. However, it should be noted that the mini park category does not include the City’s five smallest parks due to data limitations. If these parks were included, mini parks would likely have a lower average. Neighborhood parks also have a relatively high average dwell time, which is partially due to sport programming at Catamaran and Port Royal which boosts their visitation rates.

Visitors tend to spend less time at the City’s special use parks, likely by design as they serve their specific purpose. Generally, enhancing or maintaining amenities like restrooms, shade, and seating could further improve the visitor experience and support longer park visits.

Figure 4: Average Dwell Time by Park Type (Oct 2023 - Oct 2024)





Data for Arcturus Park, Turnstone Park, Pompano Park, and Leo Park is unavailable due to their small size and low visitation rates. Therefore, these parks are not included. Mini Park data is only sourced from Ketch Park, Killdeer, Shad, and Sunfish.

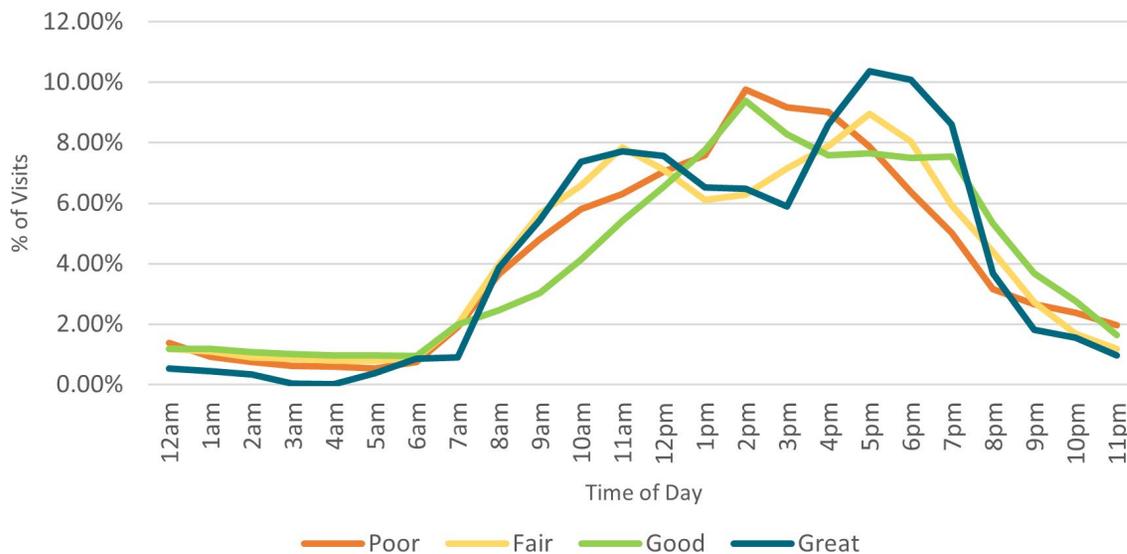
PARK ASSESSMENT + USAGE

This section compares park usage with the results from the park assessment that was recently conducted for the Parks Master Plan. The assessment evaluated each Foster City park in four key areas: Access & Connectivity, Comfort & Safety, Functionality, and Condition. Each area considered specific factors such as ease of access; seating, lighting, and shade availability; suitability of recreational amenities; overall upkeep; and more. In this section, we compare park usage with the Assessment’s shade and lighting scores to understand how these key attributes affect park usage throughout the day.

Park Lighting + Usage

Figure 7 illustrates the percentage of total park visits by hour grouped by the Assessment’s park lighting score, categorized as Poor, Fair, Good, or Great. The data reveals a clear relationship between lighting scores and peak visitation hours. Parks with higher lighting scores (Good and Great) experience increased visitor activity during evening hours, with a noticeable peak around 5-8 PM. This trend suggests that well-lit parks are more attractive to visitors after sunset, likely due to improved safety and visibility, encouraging prolonged use. Conversely, parks with lower lighting scores (Poor and Fair) see a decline in visits as evening approaches, with most of their activity concentrated earlier in the day. This pattern indicates that lack of lighting may deter visitors from using these parks during darker hours, potentially limiting their utility in the late afternoon and evening in the fall/winter months.

Figure 7: Percent of Visits by Hour by Park Assessment Lighting Score (Oct 2023 - Oct 2024)



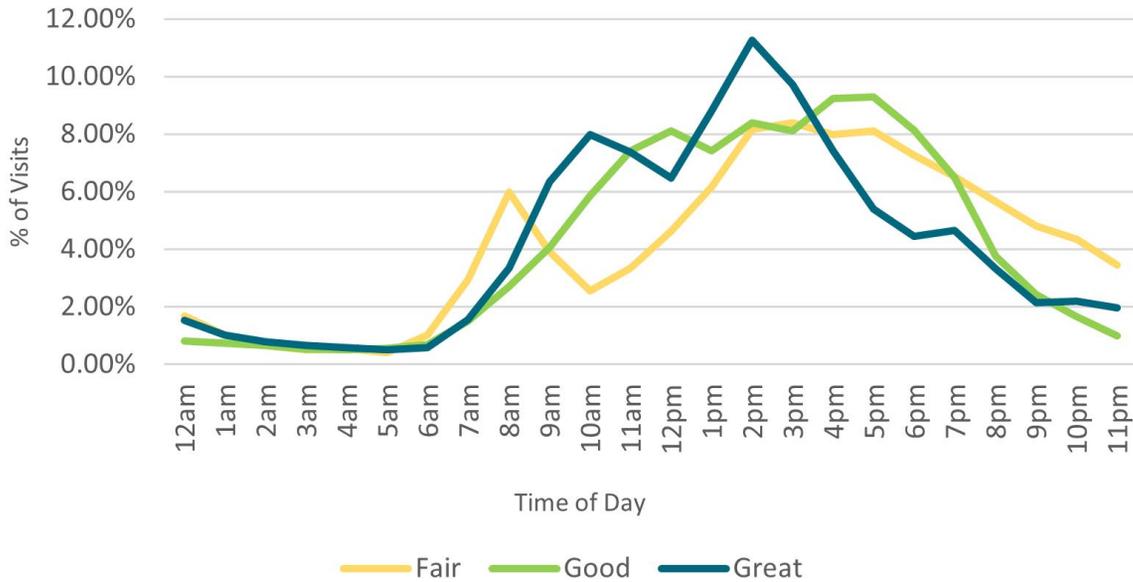
Data for Arcturus Park, Turnstone Park, Pompano Park, and Leo Park is unavailable due to their small size and low visitation rates. Therefore, these parks are not included.



Park Shade + Usage

Figure 8 illustrates the percentage of total park visits by hour grouped by the Assessment’s shade score, categorized as Fair, Good, and Great. The data suggests that parks with higher shade scores (Great) attract more visitors during peak midday and early afternoon hours, with the highest usage between 2 PM and 5 PM. This pattern reflects the appeal of shaded areas during the hottest parts of the day, as visitors are likely seeking comfort from direct sunlight. Parks with lower shade scores (Fair and Good) see a more gradual increase in visitation but peak at a lower percentage compared to parks with Great shade scores. This suggests that shade quality is an important factor in visitor comfort during peak sun hours, and enhancing shade in parks with lower scores could potentially increase daytime usage.

Figure 8: Percent of Visits by Hour by Park Assessment Shade Score (Oct 2023 - Oct 2024)



Data for Arcturus Park, Turnstone Park, Pompano Park, and Leo Park is unavailable due to their small size and low visitation rates. Therefore, these parks are not included.



PARK USER DEMOGRAPHICS

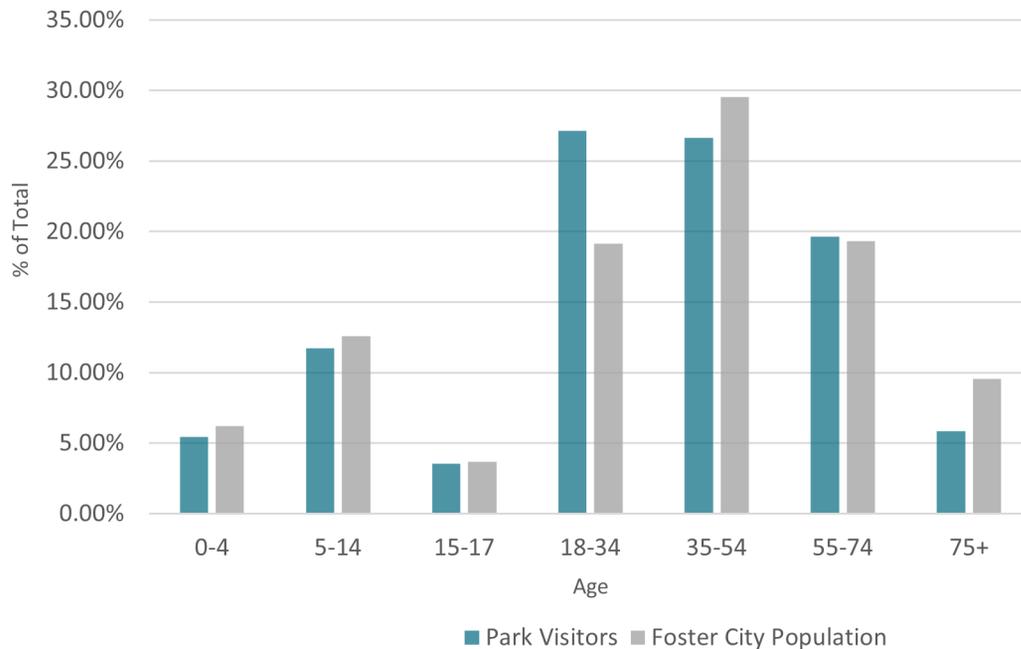
The following compares park visitor demographics to that of the city. **Visitor demographic data is inferred based on a visitor's census block group, providing insights into the demographic composition of neighborhoods rather than the specific traits of individual users.** Because the data reflects neighborhood-level demographics rather than individual characteristics, some variation in actual park user demographics may not be fully captured. Still this data offers valuable insights that should be explored further to make Foster City's parks more inclusive and appealing to all residents.

Age

Figure 9 compares the age distribution of park visitors' home neighborhoods to that of the overall Foster City population. The data reveals that young adults aged 18-34 may be overrepresented among park visitors, accounting for a significantly higher percentage of park users than their share of the population. This suggests that city parks seem to be particularly popular among these age groups, potentially due to facilities and programming that align with their recreational preferences.

Conversely, seniors aged 75+, middle-aged adults 35-54, and children may be underrepresented among park visitor when comparing their home neighborhoods with the city's age distribution. This discrepancy may indicate barriers to park access or a lack of suitable amenities for these age groups. Further outreach to these age groups can help identify specific needs and improve park usage across all age groups.

Figure 9: Percent Visitors by Age



**Park visitor characteristics are based on their census block group's demographic composition – not their actual traits.*

Source: 2022 American Community Survey

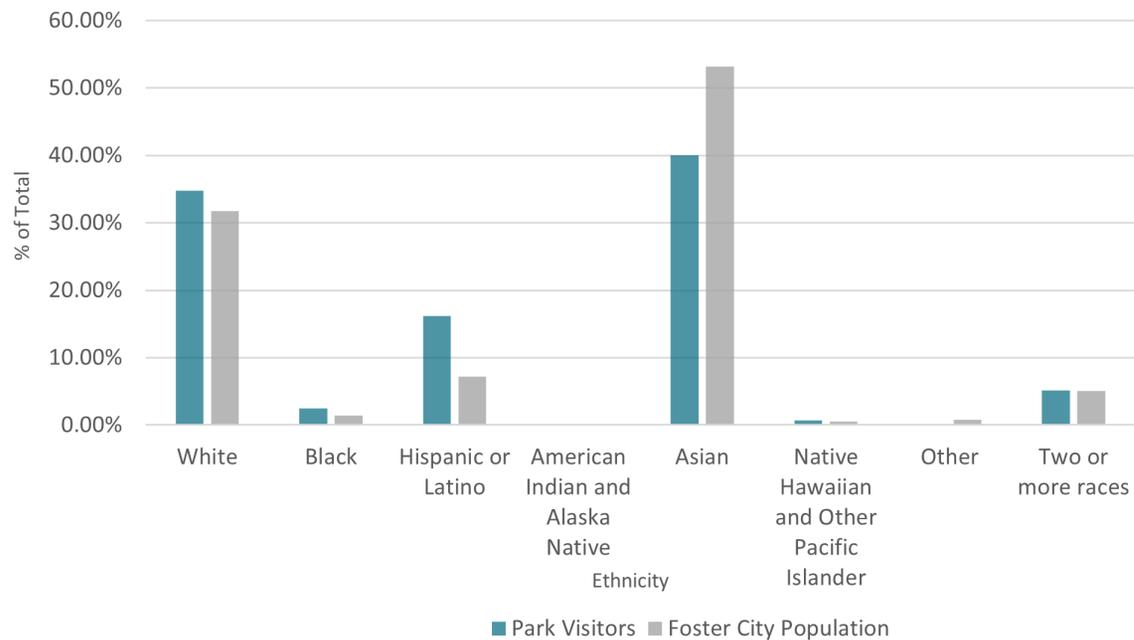


Race/Ethnicity

Figure 10 compares the race and ethnicity of park visitors' home neighborhoods to that of Foster City. White and Hispanic neighborhoods appear to be strong park users, representing 39% and 17% of visits respectively, compared to their 31% and 7% shares of the population. Hispanic residents, in particular, seem to be heavy park users relative to their population size, highlighting the importance of city parks to this group. Engaging with residents to understand their recreational priorities can help ensure that amenities and programs continue to meet their needs.

In contrast, Asian households, who make up 53.9% of the City's population, only make up 36% of park visitors' home neighborhood. This underrepresentation may stem from cultural preferences, facility proximity, or other factors. Offering culturally relevant programming, enhancing language accessibility, and conducting further outreach could help make city parks more inclusive and appealing to Asian residents.

Figure 10: Percent Visitors by Race/Ethnicity



**Park visitor characteristics are based on their census block group's demographic composition – not their actual traits.
Source: 2022 American Community Survey*



Household Income

Figure 11 compares the household income of park visitors' home neighborhoods to that of Foster City's population. The data shows that households with incomes under \$50,000 and \$50,000-\$100,000 may be overrepresented among park visitors relative to their proportion of the population. This suggests that city parks may hold particular importance for lower- and moderate-income households, possibly due to their accessibility and the affordability of the recreational opportunities they offer. In contrast, households earning over \$200,000 may be underrepresented among park visitors compared to their prevalence in the city's population. To ensure parks meet the needs of all income groups, the city might explore strategies to understand needs of all income groups, while continuing to prioritize affordable, inclusive facilities for low to moderate-income households.

Figure 11: Percent Visitors by Household Income



*Park visitor characteristics are based on their census block group's demographic composition – not their actual traits. \n Source: 2022 American Community Survey



CONCLUSION

Foster City's parks serve the community in diverse ways, reflecting a range of usage patterns and visitor preferences. By examining how these spaces are used, several important insights emerge that can inform future planning and improvements. Prominent findings are outlined below.

Well-Utilized and Under-Utilized Parks

Parks with high visitation, frequent use, and extended dwell times clearly align with resident preferences, making them valuable models for success. In contrast, underutilized parks—especially when compared to parks of similar size and context—should be reassessed, considering redesigns and updated amenities to better meet community needs and boost overall usage.

Catering to Residents, Capitalizing on Visitors

Foster City parks should primarily cater to local residents, who are the main users of these spaces. However, parks like Baywinds Park and Leo J. Ryan Park, which attract significant non-resident visitation, provide opportunities for cost recovery through user fees, equipment rentals, or other strategies. Other parks with desirable recreation amenities, like Sea Cloud, may have potential to be leveraged for more cost recovery.

Extending Use

Lighting and shade play a crucial role in shaping park usage patterns, both seasonally and throughout the day. Enhanced lighting would extend usability into evening hours, while adding shade trees and structures could improve comfort and attract more users during peak sunlight. These upgrades could also promote greater year-round accessibility and enjoyment of park spaces.

Understanding Park Users

Demographic analysis highlights the importance of tailoring Foster City's parks to the diversity of its residents. Young adults and Hispanic/Latino and low to moderate-income households show strong park engagement, while seniors, middle-aged adults, and Asian residents—despite being the city's largest demographic group— may be underrepresented. These trends underscore the need to maintain affordable, accessible amenities while expanding culturally relevant programming, improving language accessibility, and enhancing facilities to attract underrepresented groups.

PARKS MAINTENANCE ASSESSMENT

March 2025

City of Foster City
Parks Master Plan

GENERAL FUND PARK MAINTENANCE ASSESSMENT

Parks and amenities that are clean and functioning efficiently are a critical element to delivering high quality programs and services. The Foster City Parks and Recreation Department maintains 145 acres of developed and open space parks.

PARKS MAINTENANCE LINES OF SERVICE

The department's maintenance responsibilities encompass a wide range of tasks to ensure the safety, functionality, and aesthetic appeal of public spaces. Key areas of focus include:

- **Athletic Field Maintenance:** Regular maintenance of both natural and synthetic turf fields, ensuring they are in optimal condition for users. Maintenance schedules and rules of use are implemented to keep fields in the best possible condition, ensuring that both natural and synthetic turf fields receive the necessary care and recovery time for optimal performance.
- **Graffiti Removal:** Promptly addressing vandalism to maintain the cleanliness and appearance of public spaces.
- **Grounds Maintenance:** Regular upkeep of lawns, gardens, and open spaces to provide clean and inviting areas for public use.
- **Facility Maintenance:** Ensuring that recreation centers, pools, and other public facilities are in good working order and meet the community's needs.
- **Irrigation System:** Managing and maintaining water systems to support the health of park landscapes.
- **Playground and Equipment Upkeep:** Routine inspections and maintenance of playgrounds and recreational equipment to ensure safety and compliance with current standards.
- **Storm Drain Management:** Keeping storm drains clear of debris, such as leaves, to prevent flooding and protect local creeks from pollution.
- **Tree and Plant Care:** Preserving the health and appearance of trees and plants within parks and along public boulevards.
- **Trail Maintenance:** Maintaining trails to provide safe and enjoyable pathways for walking, jogging, and biking.

MAINTENANCE MODES

Regular maintenance requires unit-based quantification for most major resource requirements and provides methods for projecting future resource needs. The City's maintenance efforts as detailed are expansive and address diverse aspects of maintaining high-quality parks, amenities, and infrastructure to preserve the integrity of public assets and their meaningful use. The prevailing objectives of a standards-based park maintenance program are presented below but not in order of importance:

- Maintain and improve the sites, grounds, facilities, and structures of the City's parks system to provide optimal and enjoyable use.
- Provide landscaping and general maintenance for a multitude of City amenities, including but not limited to, landscaped beds and turf, urban open spaces, urban forests, and selected park buildings and structures.

- Be responsive to maintenance needs of the City’s open-space tracts. Particular attention must be paid to access points, trail repair, erosion control, and trash removal.
- Protect and preserve the value of City assets so that long-term maintenance costs are minimal due to extending the service life of those assets.

Many of the objectives assigned to the Park’s maintenance teams go beyond the traditional responsibilities of park maintenance employees.

It is recommended that all park maintenance agencies adopt a system of park and ground maintenance levels wherein functions are organized into a tiered structure with three different levels of service. These levels are referred to as maintenance modes, and each has a unique standard that dictates routine maintenance tasks and their frequency. The appropriate maintenance mode is assigned to each park or site, which creates a framework for organizing and scheduling tasks and responsibilities at each location. A description of each of the maintenance modes is provided below:

MAINTENANCE MODE/LEVEL 1

Maintenance Mode/Level 1 (Mode/Level 1) applies to parks or sites that require the greatest maintenance standard in the system. These parks or sites are often revenue producing facilities, such as the athletic fields, where the quality and level of maintenance has a direct impact on the park facility’s ability to maximize revenue generation.

MAINTENANCE MODE/LEVEL 2

Maintenance Mode/Level 2 (Mode/Level 2) applies to parks or sites that require a moderate level of effort and maintenance standards in the system. These include developed and undeveloped parks with amenities that are heavily used such as trails, community and pocket parks, and special-use facilities found in the City’s parks system.

MAINTENANCE MODE/LEVEL 3

Maintenance Mode/Level 3 (Mode/Level 3) applies to parks or sites that require a nominal level of effort and maintenance standards in the system. These include undeveloped parks with minimal amenities.

PARKS MAINTENANCE DESIRED OUTCOMES

It is important to establish the outcomes of parks maintenance work for several key reasons:

- **Clarity and Direction:** Clearly defined outcomes provide staff with a clear understanding of their responsibilities and the goals they need to achieve. This helps in aligning their efforts with the overall objectives of the park maintenance program.
- **Accountability:** When outcomes are established, it becomes easier to hold staff accountable for their work. They know what is expected of them and can be evaluated based on these criteria.
- **Efficiency and Productivity:** Defined outcomes help in prioritizing tasks and managing time effectively. Staff can focus on what needs to be done first and allocate resources, accordingly, leading to increased productivity.
- **Motivation and Engagement:** Knowing the desired outcomes can boost morale and motivation. When staff understands the impact of their work on the community and the environment, they are more likely to be engaged and committed to their tasks.
- **Quality Control:** Establishing outcomes ensures that the maintenance work meets certain standards and quality benchmarks. This helps in maintaining the park's appearance, safety, and functionality.
- **Training and Development:** Clear outcomes can highlight areas where staff may need additional training or support. This allows supervisors to provide targeted training programs to enhance their skills and performance.

As a part of this study, the Consulting team and city staff have established the following outcomes for the maintenance of the Foster City parks system.

TURF ATHLETIC FIELDS

Turf Athletic Fields			
Maintenance Outcomes			
Sub-category	A	B	C
Color	85% of lawn is uniformly green, with less than 15% bare or brown.	75% of lawn is uniformly green, with less than 25% bare or brown.	65% of lawn is uniformly green, with less than 35% bare or brown.
Cleanliness	No large (greater than 1 inch by 1 inch) pieces of trash or debris is visible within 30 feet.	No large (greater than 3 inches by 3 inches) pieces of trash or debris is visible within 30 feet.	No large (greater than 6 inches by 6 inches) pieces of trash or debris is visible within 30 feet.
Height/Mowed	Lawn is uniform in height, 1-2 inches height, No areas of excess grass length	Lawn is uniform in height, 2-3 inches height, No areas of excess grass length	Lawn is uniform in height, 3-5 inches height
Drainage/Flooding	No standing water 1 hour after irrigation or 1 day after rain	No standing water 2 hours after irrigation or 2 days after rain	No standing water 6 hours after irrigation or 4 days after rain
Fencing	Fence, kickboards, and backstops are free of chips (larger than 2x2 inches), and not rotten, broken, cracked. Are fastened securely.	Fence, kickboards, and backstops are free of chips (larger than 4x4 inches), and not rotten, broken, cracked. Mostly fastened securely.	Fence, kickboards, and backstops are free of chips (larger than 6x6 inches), with some rotten, broken, cracked. Not fastened securely.
Functionality Fields	Turf is maintained to correct standards per sport.	Turf is maintained to broad standards for multiple sports, broadleaf and grassy weeds present over 10%	Turf is maintained to provide minimum safety standards, broadleaf and grassy weeds present over 30%
Infields	Infield smooth, free of large holes or mounds (not including pitcher's mound), edged lips, foul lines clear and delineated, warning track clear (where applicable) and free of weeds.	Infield smooth, free of large holes or mounds (not including pitcher's mound), lips 1" or less, foul lines clear and delineated, warning track (where applicable) with 10% weeds.	Infield hard with some holes or mounds (not including pitcher's mound), non-edged lips, foul lines absent, warning track (where applicable) with more than 10% of weeds.
Bleachers	90% seating is present and free of sharp edges of protrusions.	80% seating is present and free of sharp edges of protrusions.	70% seating is present and free of sharp edges of protrusions.
Graffiti	All areas (including backstop, kickboards, backstops) are free of graffiti.	All areas (including backstop, kickboards, backstops) are free of graffiti larger than 6" in length and 2" in height	All areas (including backstop, kickboards, backstops) are free of graffiti larger than one foot in length and six inches in height
Lighting	100% of lighting should be operational	90% of lighting should be operational	75% of lighting should be operational

NON-ATHLETIC FIELD TURF AREAS

Non-Athletic Field Park Areas			
Maintenance Outcomes			
Sub-category	A	B	C
Color	85% of lawn is uniformly green, with less than 15% bare or brown.	75% of lawn is uniformly green, with less than 25% bare or brown.	65% of lawn is uniformly green, with less than 35% bare or brown.
Cleanliness	No large (greater than 2 inches by 2 inches) pieces of trash or debris is visible within 30 feet.	No large (greater than 4 inches by 4 inches) pieces of trash or debris is visible within 30 feet.	No large (greater than 6 inches by 6 inches) pieces of trash or debris is visible within 30 feet.
Drainage/Flooding	No standing water 2 hours after irrigation or 2 days after rain	No standing water 3 hours after irrigation or 3 days after rain	No standing water 6 hours after irrigation or 4 days after rain
Height/Mowed	Lawn is uniform in height, 3- 5 inches height, No areas of excess grass length	Lawn is uniform in height, 3- 6 inches height, No areas of excess grass length	Lawn is uniform in height, 3- 7 inches height.
Fencing	Fences are not rotten, broken, cracked, and are fastened securely.	Fences are not rotten or broken. Some boards are cracked and are mostly fastened securely.	Fences may be rotten, broken and/or cracked, and are not fastened securely.
Trees	Tree canopy is free of dead limbs, and damage.	Tree canopy is free of dead limbs. May have damage to trunk or crown.	Tree canopy may have dead twigs and limbs, some damage to trunk or crown.
Hardscape	Trails and pathways are clearly defined, are even and are free of cracks	Trails and pathways are clearly defined, are mostly even and have some cracks	Trails and pathways are not clearly defined, are uneven with cracks
Edging	90% of edges clearly defined around trails, concrete paths, and between sections	80% of edges clearly defined around trails, concrete paths, and between sections	60% of edges clearly defined around trails, concrete paths, and between sections
Lighting	95% of lighting should be operational	75% of lighting should be operational	65% of lighting should be operational

OUTDOOR ATHLETIC COURTS

Outdoor Athletic Courts			
Maintenance Outcomes			
Sub-category	A	B	C
Cleanliness	Court is free of large trash (greater than 2x2x2) and debris within the court	Court is free of large trash (greater than 3x3x3) and debris within the court	Court is free of large trash (greater than 6x6x6) and debris within the court
Painting/Striping	95% of the courts are painted with clear lines that are not worn through	80% of the courts are painted with clear lines that are not worn through	60% of the courts are painted with clear lines that are not worn through
Surface Quality	Surface is free of cracks (No vertical separation greater than 1/4 inch (width of a pen) and free of tree root intrusions – a.k.a. a uniform flat surface.	Surface has some cracks (No vertical separation greater than 1/4 inch (width of a pen) and free of tree root intrusions. Some surface degradation.	Surface has cracks greater than 1/2". Much of the surface is degraded.
Functionality of Structures	95 % of sports related equipment is present and operational.	90 % of sports related equipment is present and operational.	80 % of sports related equipment is present and operational.
Tennis/Pickleball	Tennis/pickleball nets are present and free of holes, pulled tight, with posts are securely anchored	Tennis/pickleball nets are present and free of holes, mostly tight, with posts securely anchored	Tennis/pickleball nets are present, but with some holes. Posts and tensioners may be malfunctioning.
Basketball	All basketball backboards are anchored securely and are vertical, straight and painted. Basketball nets are acceptable.	All basketball backboards are anchored securely and are vertical and straight. Basketball nets may be tattered.	All basketball backboards are anchored securely and are vertical and straight. Missing basketball nets are acceptable.
Fence/Tennis wind-flaps	All fencing is free of holes, and secured to fencing. Tennis Windscreens shall have flaps or windows with reinforced edges.	Windscreens may have some holes, mostly secured to fencing.	Windscreens are tattered with holes, loosely secured to fencing. Windscreens have tattered edges.
Graffiti	Courts, backboards, and all other sports related equipment is free of graffiti.	Courts, backboards, and all other sports related equipment is free of graffiti one foot in length and 3 inches in height	Courts, backboards, and all other sports related equipment is free of graffiti one foot in length and 6 inches in height
Painting	95% of amenities are painted with no rust or rot.	80% of amenities are painted with no rust or rot.	60% of amenities are painted with no rust or rot.
Drainage/flooding	No standing water 1 day after rain	No standing water 2 days after rain	No standing water 3 days after rain
Lighting	95% of all lighting is operational and working.	75% of all lighting is operational and working.	65% of all lighting is operational and working.

PARK AMENITIES/FURNISHINGS

Park Amenities/Furnishings			
Maintenance Outcomes			
Sub-category	A	B	C
Cleanliness	Benches, grills, and picnic shelters are free of large debris, rust, food, and/or mildew Grills are clean with no grease and ash build-up	Benches, grills, and picnic shelters are free of large debris, rust, food, and/or mildew Grills are clean with less than 2 inches of grease and ash build-up	Benches, grills, and picnic shelters have some debris, rust, food, and/or mildew. Grills are infrequently cleaned. Less than 3 inches of grease and ash build-up
Structural integrity and functionality	99% of amenities are operational and structurally sound. Benches are anchored and do not have protrusions/large splinters, excess rust, or rot. Drinking fountains are operational and clean.	90% of amenities are operational and structurally sound. Benches are anchored and do not have protrusions/large splinters, excess rust, or rot. Drinking fountains are operational.	80% of amenities are operational and structurally sound. Benches are anchored but have splinters, rust, or rot. Drinking fountains may not be operational.
Painting	90% of amenities are painted with no rust or rot.	90% of amenities are painted with no rust or rot.	90% of amenities are painted with no rust or rot.
Graffiti	Bench, picnic tables, grills and other amenities are free of graffiti.	Bench, picnic tables, grills and other amenities are free of graffiti 6" in length and 2" high	Bench, picnic tables, grills and other amenities are free of graffiti one foot in length and 6 inches in height
Park Signage	Park signage is readable, clear, painted, free of large chips, secured and free of rot or rust.	Park signage is readable, clear, painted, may be chipped and peeling. Secured and free of rot or rust.	Park signage is faded, illegible, peeling. Secured and free of rot or rust.
Waste and Recycling Receptacles	90% of all receptacles are clean and 100% are free of graffiti. Immediate areas surrounding 90% of all waste receptacles are free of litter and debris. 99% of receptacles are not overflowing. Waste receptacles are painted with no large cracks or damage	90% of all receptacles are clean and 90% free of graffiti. Immediate areas surrounding 90% of all waste receptacles are free of litter and debris. 90% of receptacles are not overflowing.	80% of all receptacles are clean and 80% are free of graffiti. Immediate areas surrounding 80% of all waste receptacles are free of litter and debris. 90% of receptacles are not overflowing. Trash receptacles are free of graffiti one foot 6 x 12 inches.

PLAYGROUNDS

Playgrounds			
Maintenance Outcomes			
Sub-category	A	B	C
Cleanliness	Children Play Area is free of large debris larger than 2x2x2, and hazards such as animal feces, sharp protrusions, etc.	Children Play Area is free of large debris larger than 3x3x3, and hazards such as animal feces, sharp protrusions, etc. Some weeds present.	Children Play Area is free of large debris larger than 4x4x4, and hazards such as animal feces, sharp protrusions, etc. Weeds present.
Functionality of equipment	99% of playground equipment is present and free from excessive wear, deterioration, and any potential hazards, broken equipment. Any broken equipment will be clearly marked with tape, swings are not ripped or damaged.	90% of playground equipment is present and free from excessive wear, deterioration, and any potential hazards, broken equipment. Any broken equipment will be clearly marked with tape, swings are not ripped or damaged.	70% of playground equipment is present and free from excessive wear, deterioration, and any potential hazards, broken equipment. Any broken equipment will be clearly marked with tape, swings are not ripped or damaged.
Integrity of equipment	99% of play structures are free of cracks larger than 1/2 inch (width of a pen), nets, rot, loose bolts, missing end caps, and other. No hazardous sharp edges, protrusions, or other things	90% of play structures are free of cracks larger than 1/2 inch (width of a pen), nets, rot, loose bolts, missing end caps, and other. No hazardous sharp edges, protrusions, or other things	85% of play structures are free of cracks larger than 1/2 inch (width of a pen), nets, rot, loose bolts, missing end caps, and other. No hazardous sharp edges, protrusions, or other things
Signage	Signs are painted, without peeling or chipped paint, free of rot and properly secured	Signs are painted, some peeling or chipped paint, free of rot and properly secured	Signs are painted, with some peeling or chipped paint, some deterioration, properly secured
Surface quality	100% of the surface is free of holes, flakes, buckling, or weeds. No areas showing black weed barrier.	95% of the surface is free of holes, flakes, buckling, or weeds. No areas showing black weed barrier.	90% of the surface is free of holes, flakes, buckling, or weeds. Some areas showing black weed barrier.
Fencing	Fence free of holes, protrusions, sharp edges, and is securely fastened	Fence free of holes, protrusions, sharp edges, and is mostly fastened	Fence free of holes, protrusions, sharp edges. Some loose elements.
Graffiti	All of children play structures are free of graffiti.	All of children play structures are free of large graffiti (greater than 6 inches by 3 inches) or any obscenities	All of children play structures are free of large graffiti (greater than 6 inches by 3 inches) or any obscenities
Painting	99% of play structures are painted.	90% of play structures are painted with no areas larger than 6 inches by 6 inches	70% of play structures are painted with no areas larger than 6 inches by 6 inches
Drainage	No pooling of water on rubber surface with depression or signs of standing water.	No pooling of waters, rubber surface with depression or signs of standing water.	Some pooling of water on rubber surface with depression and signs of standing water.

RESTROOMS

Restrooms			
Maintenance Outcomes			
Sub-category	A	B	C
Cleanliness	Bathroom ceilings, walls, partitions, toilets, urinals, sinks, mirrors, and floors are sanitary and free of dirt, debris, and cobwebs	Bathroom ceilings, walls, partitions, toilets, urinals, sinks, mirrors, and floors are sanitary. Restroom may have some dirt, debris, and cobwebs	NA
Functionality/Integrity of structures	All toilets, urinals, partitions, hand dryers, Soap dispensers, faucets, floor and sink drains, and mirrors are operational, have proper drainage (where applicable) and are free of leaks (where applicable)	All toilets, urinals, partitions, hand dryers, Soap dispensers, faucets, floor and sink drains are operational, have proper drainage (where applicable) Fixtures may have minor leaks.	NA
Lighting	All light fixtures are operational and have no cracks	All light fixtures are operational but may have cracks	NA
Graffiti	Restrooms are free of graffiti.	Restrooms are free of graffiti greater than foot in length and 6 inches in height	NA
Odor	Bathrooms are free of offensive odors	Bathrooms may have offensive odors	NA
Signage	Door signage is visible, and in clean working conditions	Door signage is visible. May have graffiti.	NA
Supply inventory	Toilet paper, paper towels, and seat cover dispensers shall be stocked *where applicable)	Toilet paper replenished as needed. No paper towels. No seat cover dispensers.	NA
Waste receptacle	Are not overflowing and present	May be full or overflowing but present.	NA
Drainage	Drains are free of debris, and no standing water	Drains may have some debris. No standing water	NA

PARK MAINTENANCE – STATISTICALLY VALID SURVEY RESULTS

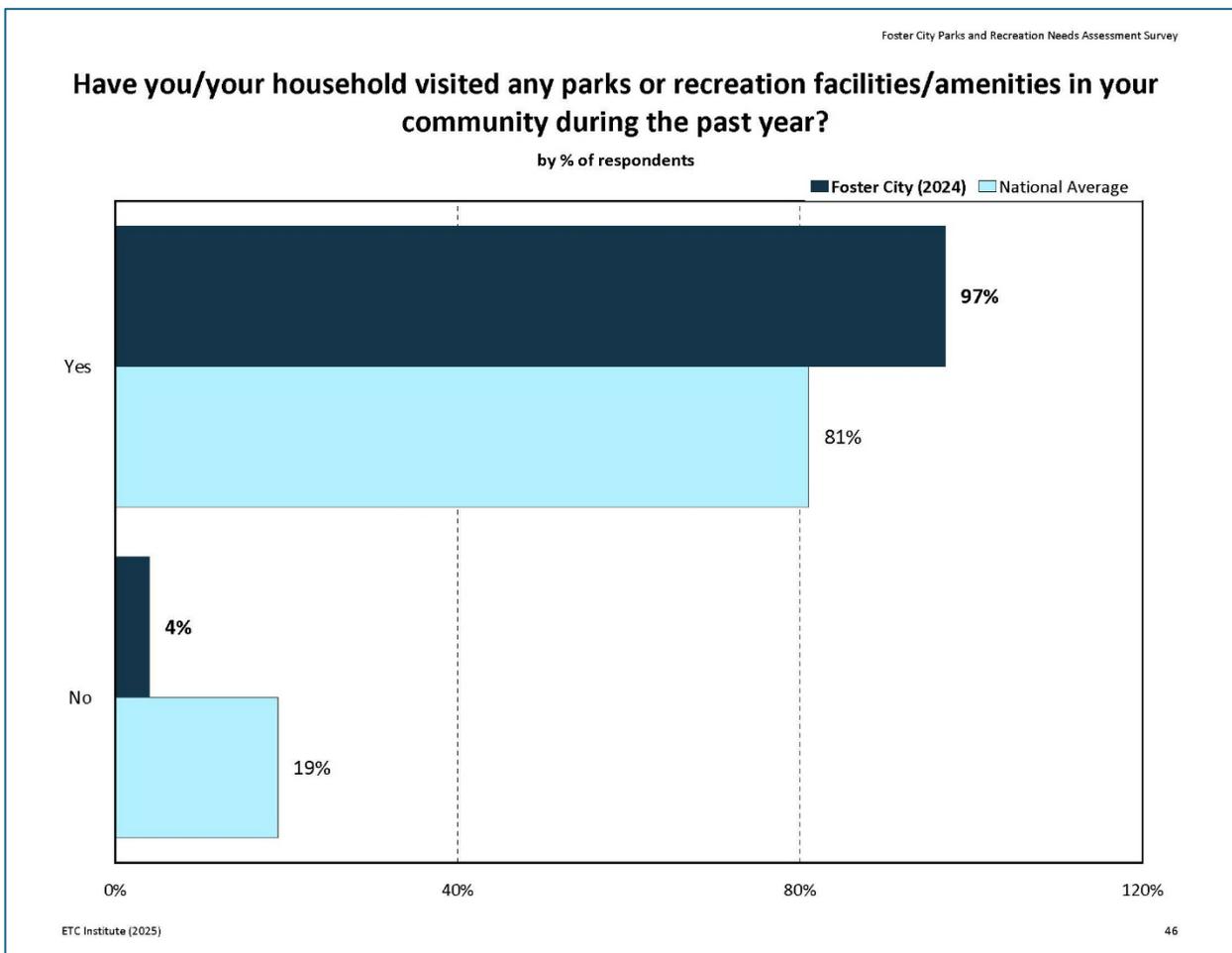
ETC Institute administered a needs assessment survey for Foster City during the winter of 2024-25. The survey was administered as part of the City’s Parks and Recreation Master Plan. The survey results aid the City of Foster City in taking a resident-driven approach to making decisions that will enrich and positively affect the lives of residents.

The parks maintenance findings of the survey are summarized on the following pages.

Park Visitation and Quality

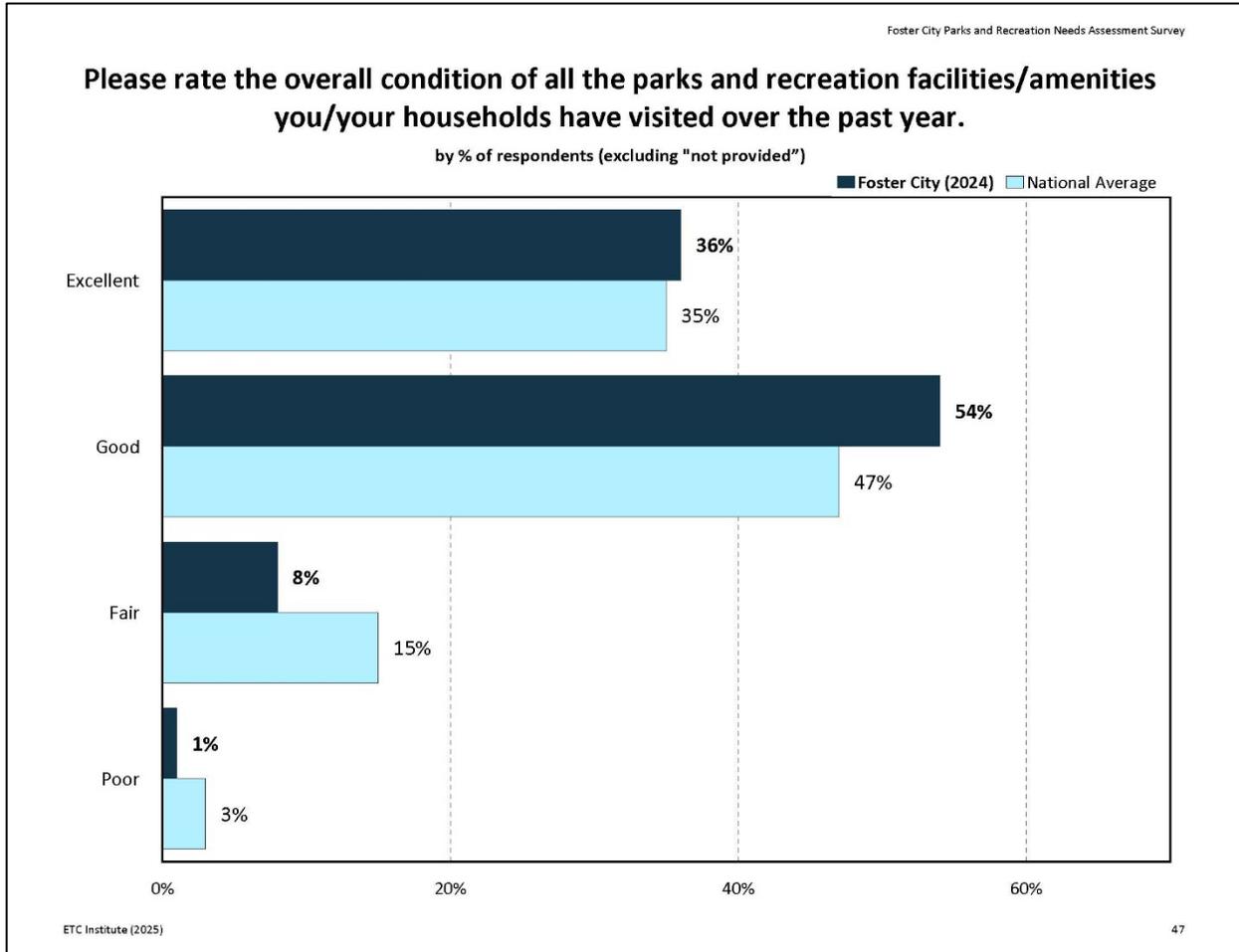
- **Park Visitation**

Ninety-seven percent (97%) of households visited Foster City Parks and Recreation Department programs over the past 12 months, which is above the national benchmark of 81%.



- **Condition**

Of households that visited parks and facilities, 36% rated the condition of parks as “excellent” and 54% rated the quality as “good”. The combined excellent/good rating of 90% is above the national benchmark combined rating of 82%.

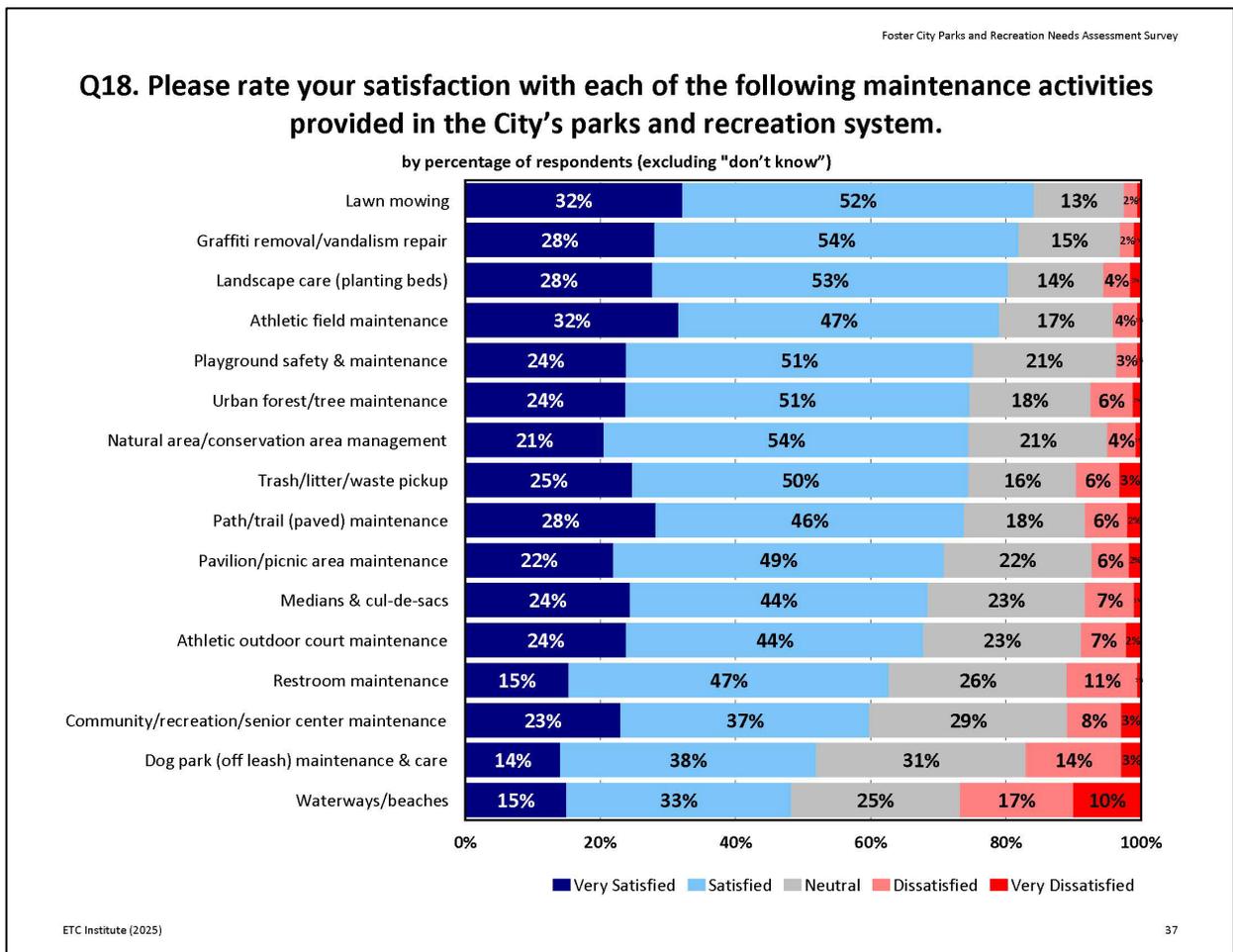


Maintenance Importance and Satisfaction Ratings

- **Maintenance Satisfaction**

Every maintenance activity except for waterways/beach maintenance performed by the Parks Maintenance division received a combined very satisfied/satisfied rating of 50% or greater. Areas of greatest satisfaction levels are:

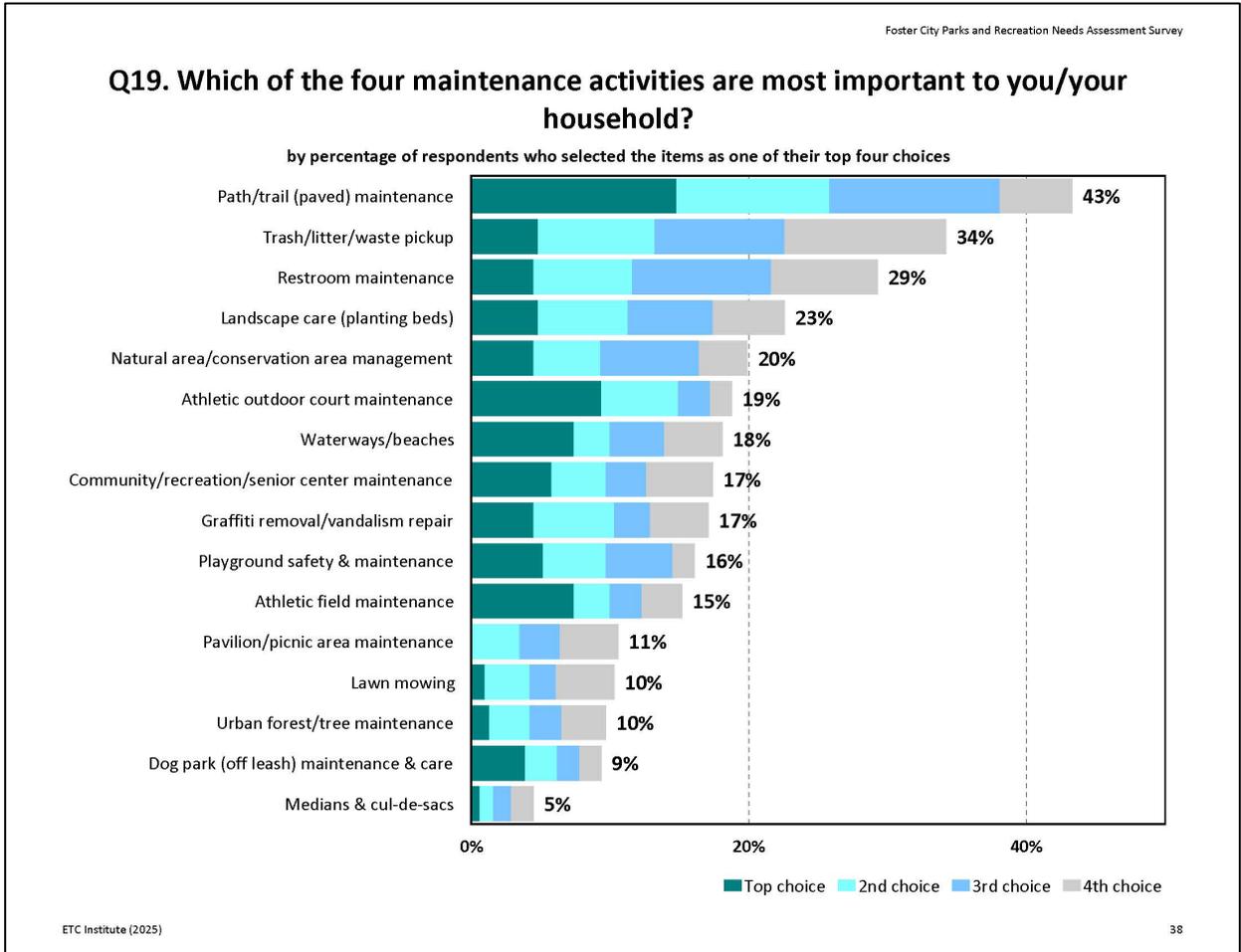
- Lawn mowing
- Graffiti removal/vandalism repair.
- Landscape care
- Athletic field maintenance



- **Importance:**

The top four most important maintenance activities as expressed by Foster City residents are as follows.

- Path/trail (paved) maintenance - 72% combined very satisfied/satisfied rating.
- Trash/litter/waste pickup - 75% combined very satisfied/satisfied rating.
- Restroom maintenance - 62% combined very satisfied/satisfied rating.
- Landscape care - 81% combined very satisfied/satisfied rating.



Importance-Satisfaction Analysis

Overview

Today, officials have limited resources which need to be targeted to the maintenance activities that are of the most benefit to their residents. Two of the most important criteria for decision making are (1) to target resources toward the maintenance activities with the highest importance to; and (2) to target resources toward those maintenance activities where residents are the least satisfied. The Importance Satisfaction (IS) rating is a unique tool that allows public officials to better understand both important decision-making criteria for each of the maintenance activities that are assessed on the survey. This version of the Importance-Satisfaction rating is based on the maintenance activities and utilizes the concept that public agencies will maximize overall resident satisfaction by emphasizing areas where the level of satisfaction is low, and the perceived importance of the item is high.

Methodology

The rating is calculated by summing the percentage of responses for the maintenance activities selected as the first, second, and third most important maintenance activity for the City to emphasize. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the City’s performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale). [IS=Importance x (1- Satisfaction)].

Respondents were asked to identify the maintenance activity they think should receive the most emphasis from the City. Forty-three percent (43%) of respondents selected Path/trail (paved) maintenance as one of the most important maintenance activities for the City to emphasize. Regarding satisfaction, 74% of respondents surveyed rated the City’s overall performance in Path/trail (paved) maintenance, as a “4” or “5” on a 5-point scale (where “5” means “Very Satisfied”). The I-S rating for Number of Path/trail (paved) maintenance was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example 43% was multiplied by 74% (1-0.7380). This calculation yielded an I-S rating of 0.1134 which ranked first out of sixteen maintenance activity categories.

The following chart summarizes the Maintenance Activities Importance-Satisfaction ratings.

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Path/trail (paved) maintenance	43%	1	74%	9	0.1134	1
Restroom maintenance	29%	3	63%	13	0.1093	2
Medium Priority (IS <.10)						
Waterways/beaches	18%	7	48%	16	0.0938	3
Trash/litter/waste pickup	34%	2	75%	7	0.0872	4
Community/recreation/senior center maintenance	17%	8	60%	14	0.0699	5
Athletic outdoor court maintenance	19%	6	68%	12	0.0605	6
Natural area/conservation area management	20%	5	75%	8	0.0507	7
Dog park (off leash) maintenance & care	9%	15	52%	15	0.0452	8
Landscape care (planting beds)	23%	4	80%	3	0.0445	9
Playground safety & maintenance	16%	10	75%	5	0.0401	10
Athletic field maintenance	15%	11	79%	4	0.0319	11
Pavilion/picnic area maintenance	11%	12	71%	10	0.0310	12
Graffiti removal/vandalism repair	17%	9	82%	2	0.0310	13
Urban forest/tree maintenance	10%	14	75%	6	0.0246	14
Lawn mowing	10%	13	84%	1	0.0164	15
Medians & cul-de-sacs	5%	16	68%	11	0.0142	16

PARK MAINTENANCE KEY FINDINGS

GENERAL OPERATION KEY FINDINGS AND RECOMMENDATIONS

MAINTENANCE MANAGEMENT PLAN

Findings: Through the review of data and workshops with staff, the PROS Consulting team determined that the Parks Division does try to operate within the maintenance modes identified above. Parks maintenance also generally follows a written set of routine park and grounds maintenance standards. However, a formalized, documented, detailed maintenance management plan does not exist. A formalized maintenance management plan includes not only maintenance modes and standards for each park but also tracks the performance of the work against a set of defined outcomes as well as the costs expended to achieve each outcome. A maintenance management plan is typically memorialized within an asset-based work order management system.

Recommendation: Develop a comprehensive maintenance management plan with defined outcomes and maintenance standards for each park in the system utilizing this study as a resource for doing so.

Recommendation: Align work plans to not only increase levels of satisfaction but also with how the levels of importance the community places on the various maintenance activities performed by the division.

GIS-BASED ASSET MANAGEMENT WORK ORDER SYSTEM

Findings: Parks maintenance in the City of Foster City does not currently utilize a GIS-based asset management work order system. This inhibits the city's ability to easily document maintenance work (including time and resources required to perform the work) and manage asset replacement schedules.

Recommendation: Implement a GIS-based asset management work order system to track lifecycle maintenance requirements that are tied to weekly and monthly work orders. This will help the staff to stay ahead of preventative maintenance and limit breakdowns. Further, utilizing the system will provide staff with the necessary "actual cost" data for work being performed. The typical components of a work order management system are as follows:

- Schedule Work Activities
 - Detailed framework for asset management by incorporating GIS into the asset repository. Allows for grouping of assets by location, type, age, or other key parameters. These groupings can then be used to create maintenance activities such as preventive work, reactive work, tests, or inspections.
- Mapping Tools
 - ArcGIS maps are an integral part of the work management process. This allows for the creation of map visualizations of database queries including open work orders, service requests, or work orders of a specific type and assignment. These tools empower both management and staff to interact with asset data.
- Data Mobility
 - A variety of tools to help maintenance staff access and update valuable information while in the field.

- Asset Management
 - Track work performed on any asset at any given time throughout its lifecycle. Users can easily search for active work orders and view them dynamically on the GIS map. Track overdue work orders and monitor work associated with a specific task, contractor, or project.
- Track Unproductive Time
 - A key component of creating an efficient parks maintenance operation is to minimize unproductive time, such as travel time between parks. Travel time on average should not exceed the maximum threshold of 2.2 hours for every 8-hour day.

VEHICLES AND EQUIPMENT

Finding: The Department does not lack the necessary equipment to perform tasks.

Recommendation: Continue to invest in new equipment as the park system grows while continually reinvesting in existing vehicles and equipment to ensure consistent delivery of parks maintenance.

PARKS MAINTENANCE STAFFING AND FINANCIAL ANALYSIS

STAFFING LEVELS

The park and landscape maintenance is completed by approximately 17.8 full-time equivalents (FTEs).

The table to the right summarizes the staffing levels by operational tasks and other functions.

SUMMARY		
OPERATIONAL FUNCTIONS	CURRENT LABOR HOURS	CURRENT FTE
Athletic Field Maintenance	2,391.78	1.3
General Parks Maintenance	15,410.39	8.3
Irrigation Maintenance	3,253.60	1.7
Open Space Maintenance	600.41	0.3
Playground Maintenance	563.11	0.3
Trail/Pathway Maintenance	563.11	0.3
Turf Maintenance	8,113.56	4.4
OPERATIONAL FUNCTIONS	30,895.95	16.6
OTHER FUNCTIONS	CURRENT LABOR HOURS	CURRENT FTE
Support Services	2,344.46	1.3
OTHER TOTALS	2,344.46	1.3
GRAND TOTALS	33,240.40	17.8

BEST PRACTICE STAFFING LEVELS – OPERATIONAL TASKS

ANALYSIS								
OPERATIONAL FUNCTIONS	MEASUREMENT	UNIT	INVENTORY	MAINTENANCE OUTCOME TARGET	BEST PRACTICE LABOR HOURS PER UNIT	BEST PRACTICE FTE PER UNIT	ADDITIONAL LABOR HOURS RECOMMENDED	ADDITIONAL ANNUAL FTE RECOMMENDED
Athletic Field Maintenance	Athletic Fields Maintained	Number	17.00	A	139.800	0.075	-15.18	0.000
General Parks Maintenance	Developed Park Acres	Acres	110.60	A/B	139.800	0.075	51.49	0.028
Irrigation Maintenance	Irrigated Acres	Acres	51.69	A	102.520	0.055	2,045.66	1.097
Open Space Maintenance	Open Space Acres Maintained	Acres	43.30	A/B	18.640	0.010	206.70	0.111
Playground Maintenance	Playgrounds Maintained	Number	15.00	A/B	93.200	0.050	834.89	0.448
Trail/Pathway Maintenance	Trail/Pathway Miles Maintained	Number	15.34	A/B	93.200	0.050	866.58	0.465
Turf Maintenance	Turf Acres Maintained (not Athletic Fields)	Number	39.87	A/B	214.360	0.115	432.98	0.232
							4,438.31	2.38

As noted above, the City of Foster City is deficient by 2.38 FTEs to perform the operational parks maintenance tasks utilizing standards that achieve a maintenance standard of A or A/B.

BEST PRACTICE STAFFING LEVELS – SUPPORT SERVICES

OTHER FUNCTIONS	CURRENT LABOR HOURS	CURRENT FTE	CURRENT PERCENTAGE	BEST PRACTICE PERCENTAGE	CONSULTANT FINDING	RECOMMENDATION
Support Services	2,344.46	1.3	11%	10%	Efficient	NO CHANGE
OTHER TOTALS	2,344.46	1.3				

As noted above, the time currently spent on other functions by the park maintenance division staff is in line with best practice based on the City’s current staffing capacity. It is recommended that the City continues to operate efficiently as it strikes the best practice balance between the operational tasks performed in the field and the support service functions that contribute to how staff spends their time.

STAFFING CAPACITY RECOMMENDATION

The following chart provides a summary of the additional staffing capacity recommended for the City of Foster City’s parks maintenance division.

WORK FUNCTION	ADDITIONAL LABOR HOURS RECOMMENDED	ADDITIONAL ANNUAL FTE RECOMMENDED
Operational Tasks	3,692.78	2.38
Support Services	369.28	0.20
TOTALS	4,062.06	2.58

ANNUAL PARK OPERATION AND MAINTENANCE FUNDING

Based on analysis conducted by the project team as summarized in the table below, annual operational funding for park and landscape maintenance is approximately \$452,855 under the recommended funding level.

WORK FUNCTION	ADDITIONAL ANNUAL FTE RECOMMENDED	ADDITIONAL ANNUAL PERSONNEL COST RECOMMENDED	ADDITIONAL ANNUAL NON-PERSONNEL COST RECOMMENDED	TOTAL ADDITIONAL ANNUAL TOTAL COST RECOMMENDED
Operational Tasks	2.38	\$309,539	\$102,148	\$411,686
Support Services	0.20	\$30,954	\$10,215	\$41,169
TOTALS	2.58	\$340,492	\$112,363	\$452,855

COST OF SERVICE

Through the development of management processes, the Parks Division must begin to track cost of service at a unit activity level through the implementation of a work order management system. This, in turn, would internally analyze the unit cost to perform work internally against the unit cost to perform work by a third-party vendor, in particular right-of-way, median and public facility grounds landscape maintenance.

FOSTER CITY PROGRAM AND SERVICE ASSESSMENT

October, 2025

Foster City Parks and
Recreation Master
Plan

Program And Services Assessment

Overview of Priorities and Core Program Areas

The department has a professional staff that annually delivers a comprehensive Recreation Program and Service program to Foster City residents. Staff oversee the management and implementation of a diverse array of recreation programs in Foster City. Employees are engaged year-round in planning, implementing, conducting, and evaluating programs and events.

Ensuring the Right Core Program Mix

NRPA recommends that six determinants be used to inform how programs and services are designed by the department. According to NRPA, those determinants are:

- **Conceptual foundations of play, recreation, and leisure** - Programs and services should encourage and promote a degree of freedom, choice, and voluntary engagement in their structure and design. Programs should reflect positive themes aimed at improving quality of life for both individuals and the overall community.
- **Departmental philosophy, mission, and vision** - Programs and services should support the department's vision statements, values, goals, and objectives. These generally center on promoting personal health, community well-being, social equality, environmental awareness, and economic vitality.
- **Constituent interests and desired needs** - Departments should actively look to understand the recreational needs and interests of their constituency. This ensures that programs perform well and are valued by residents.
- **Creation of a constituent-centered culture** - Programs and services reflect a Departmental culture where constituents' needs are the prime factor in creating and providing programs. This should be reflected not only in program design, but in terms of staff behaviors, architecture, furniture, technology, dress, forms of address, decision-making style, planning processes, and forms of communication.
- **Experiences desirable for clientele** - Programs and services should be designed to provide the experiences desirable to meet the needs of the participants/clients in a community and identified target markets. This involves not only identifying and understanding the diversity of needs in a community but also applying recreation programming expertise and skills to design, implement, and evaluate a variety of desirable experiences for residents to meet those needs.
- **Community opportunities** - When planning programs and services, and Department should consider the network of opportunities afforded by other agencies, City departments or organizations such as nonprofits, schools, other public agencies, and the private sector. Departments should also recognize where gaps in service provision occur and consider how unmet needs can be addressed.

Core Program Approach

The vision of the department is to provide Foster City residents access to high-quality programs and experiences. Part of realizing this vision involves identifying Core Program Areas to create a sense of focus around activities and outcomes of greatest importance to the community as informed by current and future needs. Without the identification of core programs and services, recreation staff are limited to offering programs that are rooted in past need and practice. The philosophy of the Core Program Area aids staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet most of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

Core Programs

The department currently offers programs in seven Core Program Areas. These core program areas are listed below:

PROGRAM DESCRIPTION		
Core Program Area	Brief Description	Internal Goals and/or Desired Outcomes
Active Aging Programs	Dedicated to fostering healthy lifestyles and promoting lifelong wellness for populations ages 55+	To support healthy, independent, and socially connected lifestyles while reducing isolation and improving overall quality of life. These programs are designed to promote physical activity, mental well-being, and community engagement that help older adults age with vitality and resilience.
Afterschool Programs	Provide programming at both city and school facilities to serve students after school.	Provide educational and enriching classes for school-aged children.
Athletics	Dedicated to fostering healthy lifestyles and promoting lifelong wellness through athletics and sports.	Offer a variety of sports classes, leagues and programs for all ages. Partner with youth and adult sports organizations to provide organized play opportunities for the community which is essential in achieving this goal.
Camps	Full and half day camps for the children of our community for ages 4-13	Provide a fun and fulfilling experiences for children during the summer and school breaks while providing a childcare option for for parents.
Community Events (City sponsored and non-City sponsored)	Engage Foster City residents and visitors with free to low-cost programming.	Special events help build community through fostering connections, celebrating culture and diversity, encouraging inclusivity, supporting local initiatives while utilizing parks/facility spaces. Community events also promote economic development.
Lifelong Learning and Wellness	Various classes offered year round that promote community engagement, enrichment and wellness.	Provide educational and enriching classes for all ages. Classes include art, dance, fitness, and more.
Reservations and Rentals	Provide rooms and park spaces to rent for all different types of events, meetings and parties.	Provide a variety of types of space to meet the needs of private rentals.

Age Segment Analysis

The table below depicts each program along with the age segments they serve. Recognizing that many programs serve multiple age segments, primary and secondary markets were identified.

AGES SERVED							
Core Program Area	Primary Market (P) or Secondary Market (S)						
	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Young Adult (18-34)	Adult (35-54)	Active Adult (55-64)	Senior (65+)
Active Aging Programs						P	P
Afterschool Programs		P	P				
Athletics	S	P	P	P	P	P	S
Camps		P	P				
Community Events (City sponsored and non- City sponsored)	P	P	P	P	P	P	P
Lifelong Learning and Wellness	S	P	P	P	P	P	P
Reservations and Rentals				P	P	P	P

Age Segment Analysis – Current Segments Served

Findings from the analysis show that the department does provide a balance of programs across all age segments as all core program areas targeted by three or more age segments.

The department should continue to provide best practice age segment balance by targeting each age segment as a primary market served by three or more core program areas. The department should update this Age segment analysis every year to note changes or to refine age segment categories.

Age segment analysis should ideally be completed for every program offered by the department. Program staff should include this information when creating or updating program plans for individual programs.

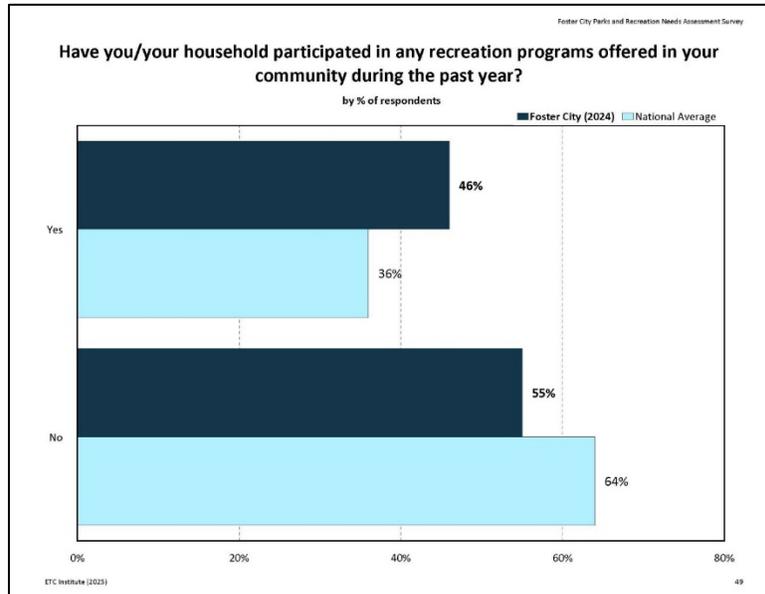
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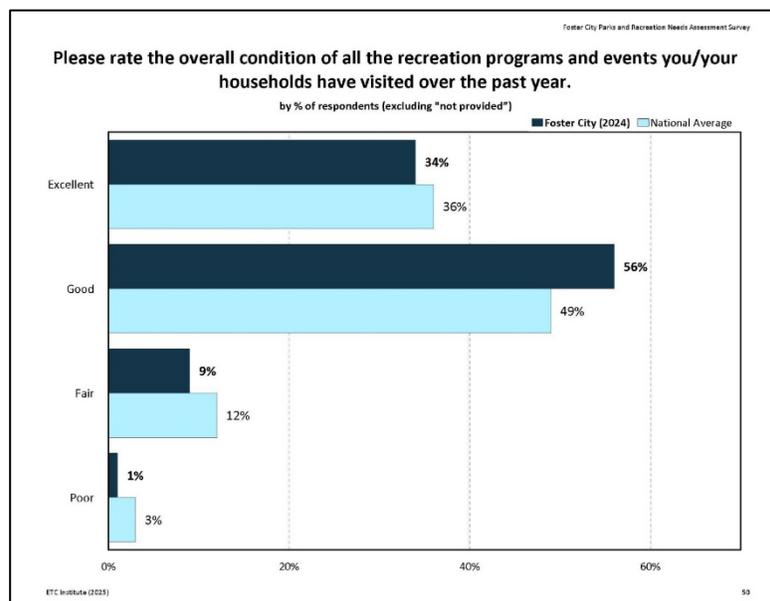
The major program and service findings of the survey are summarized on the following pages.

Program Participation and Quality Ratings

- **Program Participation:** Forty-six percent (46%) of households participated in Foster City Parks and Recreation Department programs over the past 12 months which is above the national benchmark of 36%.



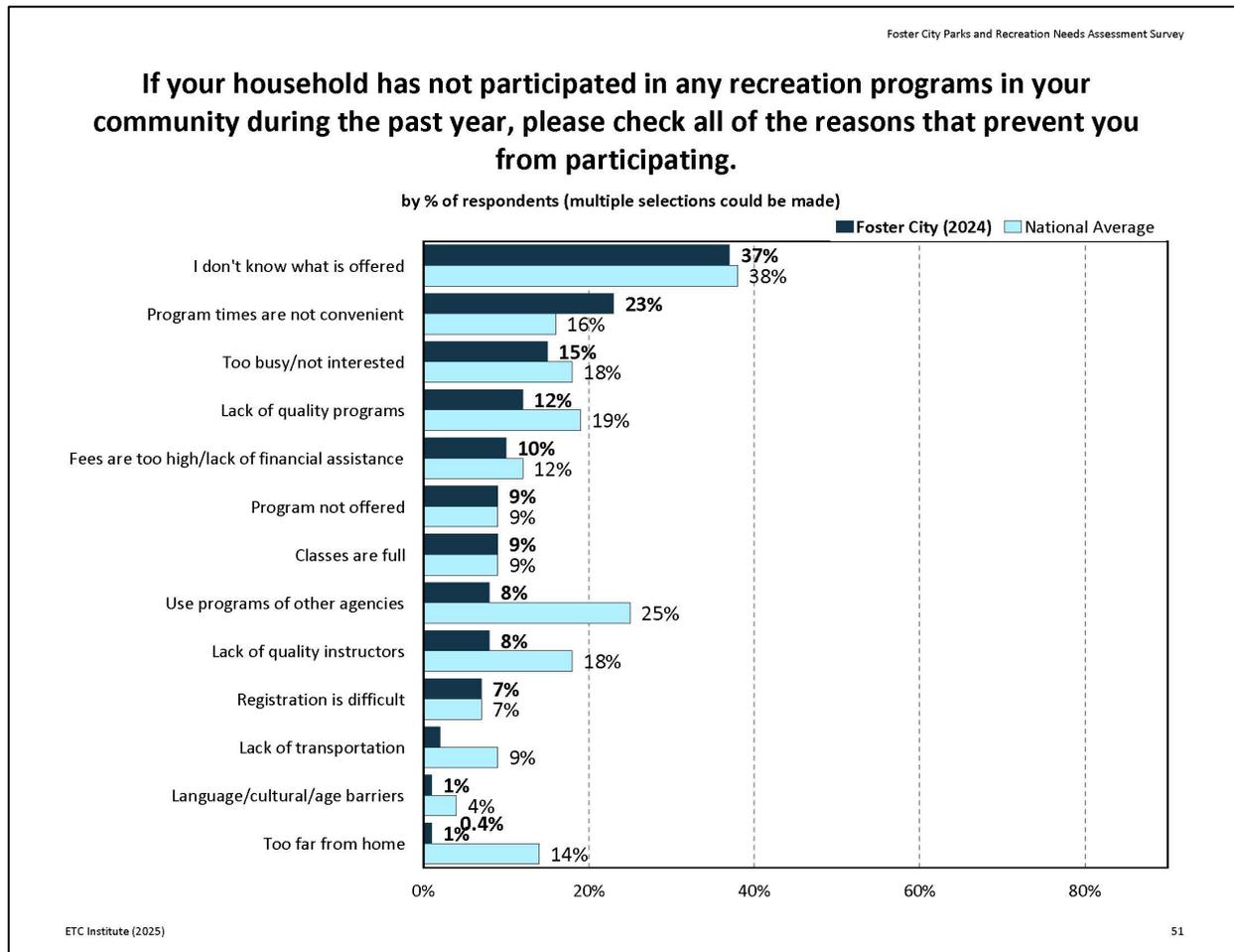
- **Program Quality:** Of households that participated in programs, 34% rated the quality of programs as “excellent” and 56% rated the quality of programs as “good”. The combined excellent/good rating of 90% is above the national benchmark combined rating of 85%.



Key Takeaway for Participation and Quality: Foster City outperforms peers on both reach and perceived program quality. Lean into program management strengths while converting remaining non-participants.

Barriers to Participating in Programs

Thirty-seven percent (37%) of households did not participate in Foster City Parks and Recreation Department programs over the past 12 months due to not being aware of what is offered, which is slightly below the national benchmark of 38%. Other top barriers include Program times are inconvenient (23%) and Too busy/not interested (15%).

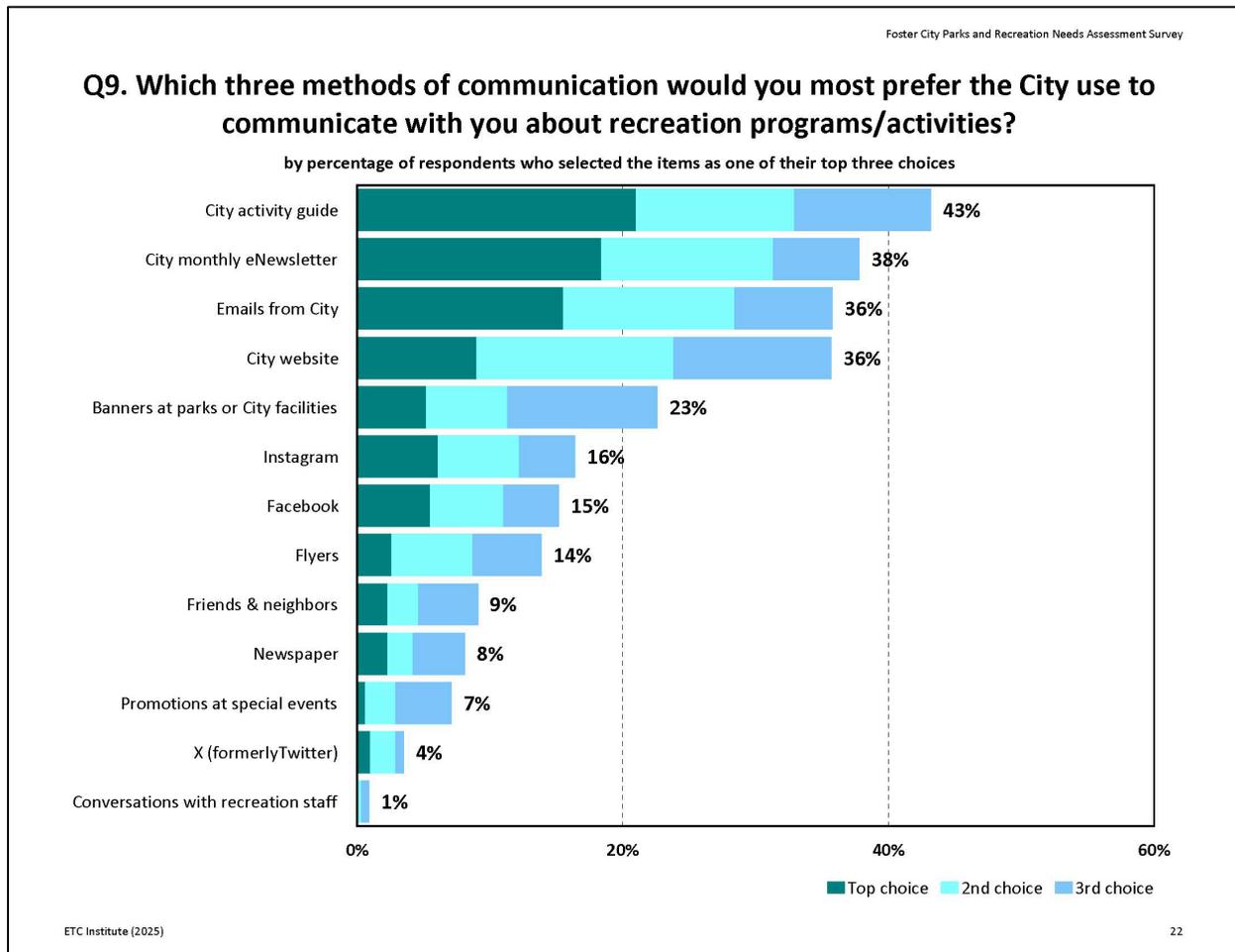


Key Takeaway for Barriers: Focus marketing to boost awareness and adjust scheduling (more convenient day/time options) to unlock additional demand.

Learning About Programs

The following are the top four ways in which residents would like to be communicated with regarding Foster City programs and services.

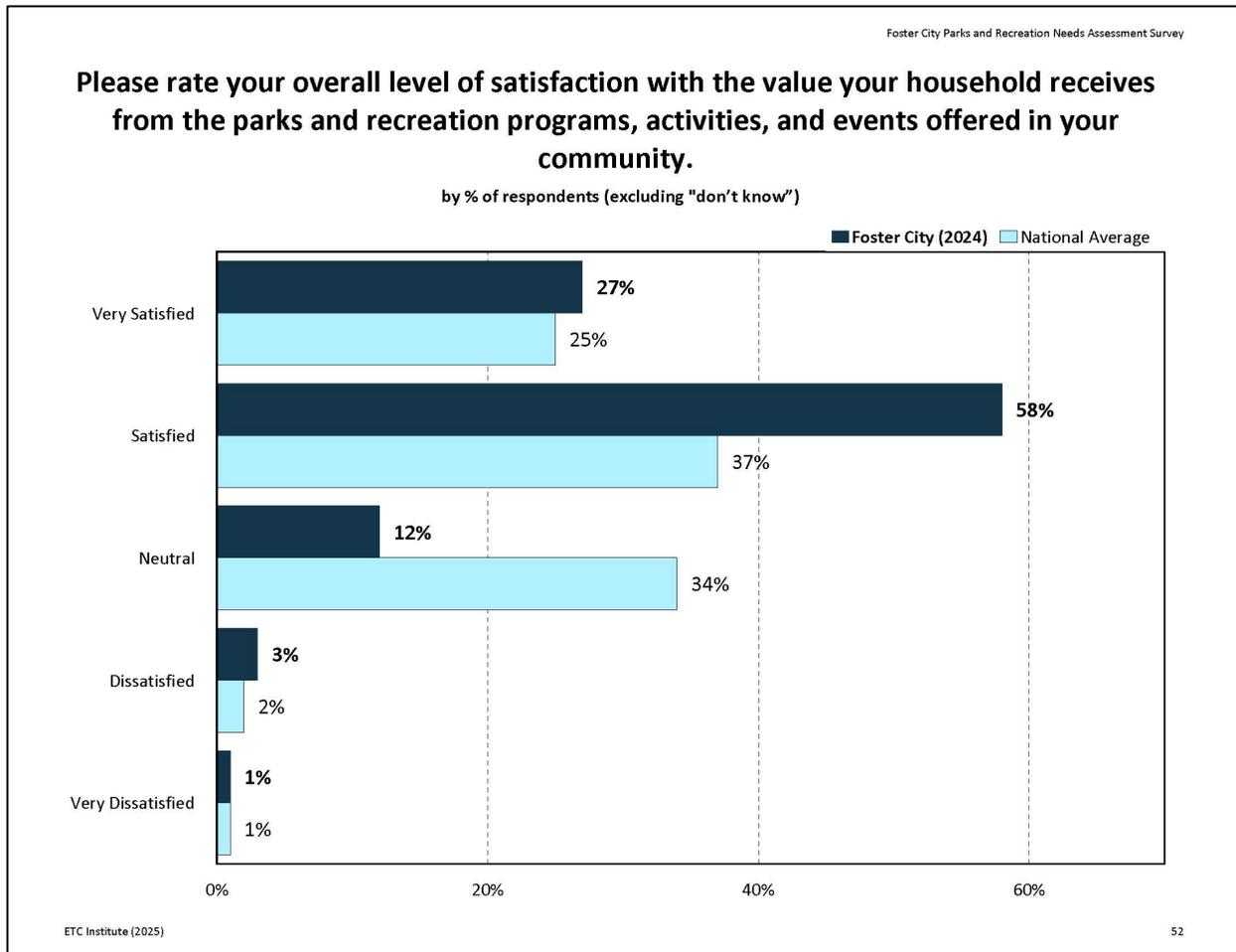
- City Activity Guide - 43%
- City Monthly E-newsletter - 38%
- Emails from City - 36%
- City Website - 36%



Key Takeaway for Marketing of Programs: Concentrate effort and budget on these four channels; align messaging frequency with registration windows to directly counter the awareness barrier.

Overall Satisfaction

Of households that participated in programs, 27% are very satisfied with the overall value of the programs, activities and events offered by the department and another 58% are satisfied. The combined very satisfied/satisfied score of 85% is well above the national benchmark combined score of 62%.



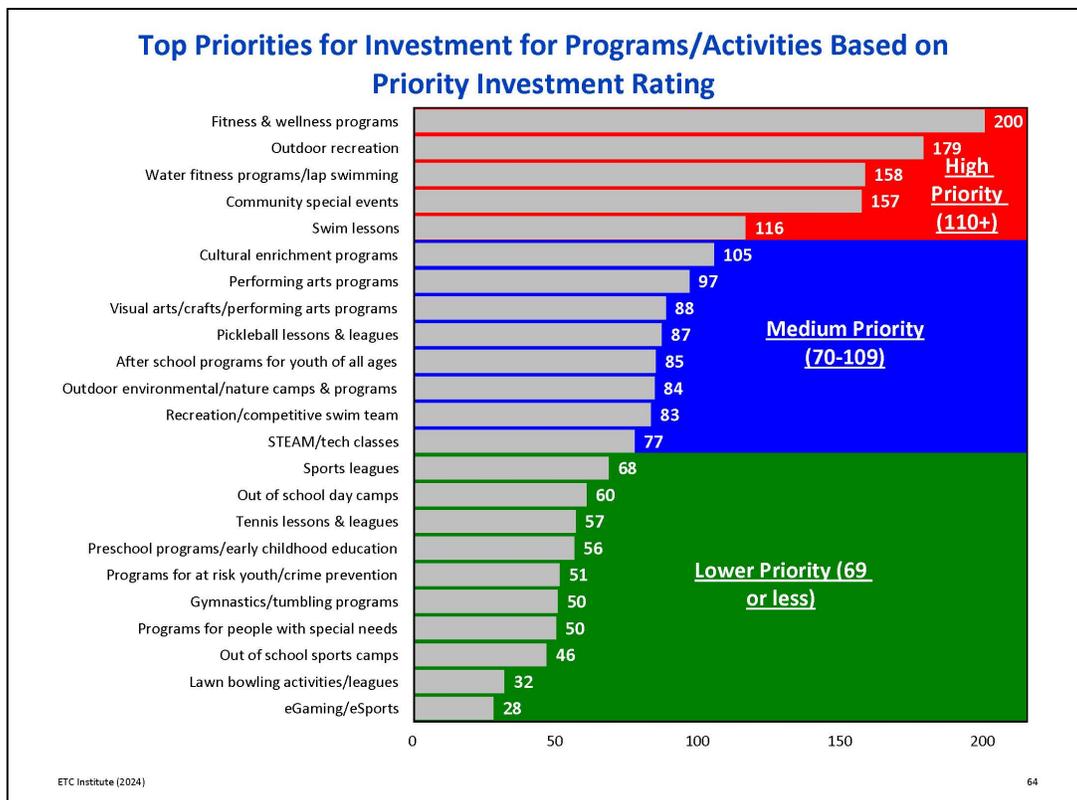
Key Takeaway for Satisfaction: High levels of satisfaction. Leverage testimonials and highlight outcomes to sustain goodwill while placing emphasis on improvements where satisfaction is lower.

Priority Investment Ratings

The purpose of the Program Priority Investment Ratings is to provide a prioritized list of recreation program needs for the community served by the Foster City Parks and Recreation Department.

The results of the priority ratings for Recreation Programs are shown in the chart below and are to be interpreted as follows:

- High Priority - seek opportunities to expand or add programming immediately.
- Medium Priority - continue to offer at current service levels while monitoring the need to expand based on population growth.
- Low Priority - do not add if not currently offering. If currently offering, continue to do so at current service levels while utilizing a target market approach (age specific, skill specific, location specific, etc.). Monitor for the need to increase programming due to population growth.



Key Takeaway for Priority Investments:

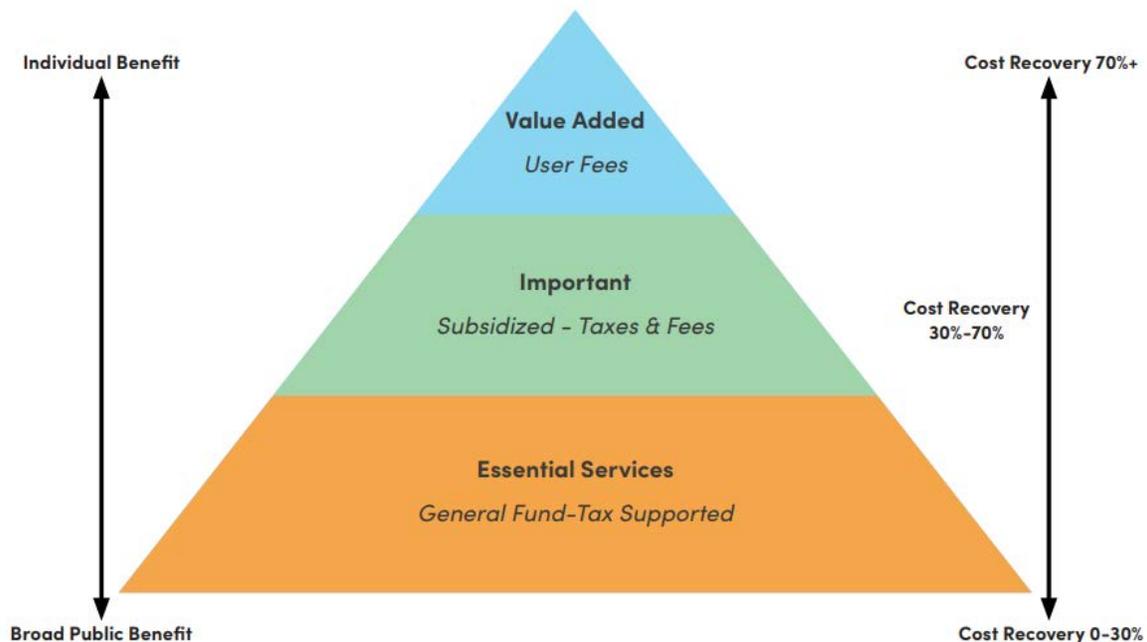
- The highest priority (fitness and wellness programs) will in part be met via the opening of the new community center in 2026.
- Additionally, adding community special events will not only require dedicated staffing for the Parks and Recreation Department, but consideration also must be given to additional city resources required to support special events such as public safety and transportation management.

Program Classification

Categorized Programs, Functions & Services

The Consultant Team and staff participated in a work session to categorize Department programs into three categories - Essential, Important and Value Added. The determination of which programs or services were classified into each of these categories was based on the level of public vs. individual benefit and the established criteria outlined below. These categories outline which Department programs and services should receive the highest level of public funding versus those programs and services that should be partially or fully self-supporting.

Public vs. Individual Benefit Level



Definition & Criteria for Essential Services

Essential Services are those programs, services and facilities the city must provide and/or are essential in order to capably govern the municipality. The failure to provide a core service at an adequate level would result in a significant negative consequence relating to the City's health & safety and economic and community vitality. The criteria for a core-essential service are:

- The agency is mandated by law or is contractually obligated by agreement to provide the service.
- The service is essential to protecting and supporting the public's health and safety.
- The service protects and maintains valuable City assets and infrastructure.
- The City's residents, businesses, customers and partners would generally and reasonably expect and support the City in providing the service, and that service is one that cannot or should not be provided by the private sector and provides a sound investment of public funds.

Essential Services are those services that park and recreation departments offer that provide all users the same level of opportunity to access the service. The level of benefit is the same to all users. Examples of Essential Services are providing accommodations and support to persons with disabilities in

order to participate in mainstream recreational activities and providing opportunities for the public to participate in low-cost community events. Essential Services normally have low level or no user fees associated with their consumption. The cost for providing these services is borne by the general tax base.

Definition & Criteria for Important Services

Important services are those programs, services and facilities the Department should provide, and are important to governing the municipality and effectively serving its residents, businesses, customers and partners. Providing Important services expands or enhances our ability to provide and sustain the Department's essential services, health and safety, and economic and community vitality. The criteria for important services are:

- Service provides, expands, enhances or supports identified core services.
- Services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the service is paid for or funded.
- Service generates income or revenue that offsets some or all of its operating cost and/or is deemed to provide an economic, social or environmental outcome or result within the community.

Important Services are services whereby the user receives a higher level of benefit. The public benefits as a whole because the service provides a more livable community and the service has a good public benefit as well. Examples of Important Services are youth sports, summer camp programs for youth and life skill programs that promote healthy active lifestyles.

Definition & Criteria for Value Added Services

Value Added Services are discretionary programs, services and facilities that the Department may provide when additional funding or revenue exists to offset the cost of providing those services. These programs and services provide added value to the Department's residents, businesses, customers and partners beyond what is required or expected of the Department. The criteria for value added services are:

- Service expands, enhances or supports Core or Important services, and the quality of life of the community.
- Services are supported and well utilized by the community and provide an appropriate and valuable public benefit.

Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or provides a meaningful economic, social or environmental benefit to the community.

Value Added Services can be priced using either a partial overhead pricing strategy or a variable cost pricing strategy. Partial overhead pricing strategies recover all direct operating costs and some determined portion of fixed indirect costs. The portion of fixed indirect costs not recovered by the price established represents the tax subsidy. Whatever the level of tax subsidy, the Department needs to inform the users that the Department is investing a certain dollar amount and/or what percentage level of investment they are making in their experience.

Program Characteristics	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest. Legal Mandate. Mission Alignment	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High individual and interest group expectation
Financial Sustainability	<ul style="list-style-type: none"> Free, nominal or fee tailored to public needs. Requires public funding 	<ul style="list-style-type: none"> Fees cover some direct costs. Requires a balance of public funding and a cost recovery target 	<ul style="list-style-type: none"> Fees cover most direct and indirect costs. Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	<ul style="list-style-type: none"> Substantial public benefit (negative consequence if not provided) 	<ul style="list-style-type: none"> Public and individual benefit 	<ul style="list-style-type: none"> Primarily individual benefit
Competition in the Market	<ul style="list-style-type: none"> Limited or no alternative providers 	<ul style="list-style-type: none"> Alternative providers unable to meet demand or need 	<ul style="list-style-type: none"> Alternative providers readily available
Access	<ul style="list-style-type: none"> Open access by all 	<ul style="list-style-type: none"> Open access Limited access to users 	<ul style="list-style-type: none"> Limited access to users
Minimum Cost Recovery Goal	<ul style="list-style-type: none"> 10% 	<ul style="list-style-type: none"> 30% 	<ul style="list-style-type: none"> 70%

The classification of all recreation programs offered by the Department is presented in the following table. These results represent the staff's perspective of the current classification distribution of recreation program services within each Core Program Area.

Program Classification			
Core Program Area	Essential	Important	Value Added
Active Aging Programs	78%	11%	11%
Afterschool Programs	0%	9%	91%
Athletics	0%	0%	100%
Camps	0%	0%	100%
Community Events (City sponsored and non- City sponsored)	100%	0%	0%
Lifelong Learning and Wellness	0%	11%	89%
Reservations and Rentals	0%	61%	39%

With the information provided by staff and represented in the chart above, most the Department's individual programs are classified as value added. Staff identified 57% (54 of 94) of its total individual programs as Value Added.

With the establishment of a broad range of cost recovery goals (i.e., 0-10% for Essential Services, 10-70% for Important Services, 70+% for Value Added Services), the Department could and should distribute programs internally within sub-ranges of cost recovery as depicted above. This will allow programs to fall within an overall service classification tier while still demonstrating a difference in expected/desired cost recovery goals based on a greater understanding of the program's goals (e.g., Pure Public Benefit versus Mostly Public Benefit or Mostly Public Benefit versus Individual Benefit).

Cost of Service Analysis

A cost-of-service analysis in parks and recreation is a financial management process used to determine the true cost of delivering a program, service, or facility operation. It accounts for both direct costs (staff time, supplies, equipment, utilities, contractual services) and indirect costs (administration, overhead, facility maintenance, marketing, etc.) to calculate the full expense of providing the service.

For parks and recreation departments, this analysis is used to:

- **Understand resource allocation:** how much it costs to deliver each program or maintain each facility.
- **Set appropriate fees and charges:** aligning user fees or subsidies with cost recovery goals.
- **Support equity and funding decisions:** determining which services should be fully taxpayer-supported (essential/public benefit), partially cost-recovered (merit/mixed benefit), or mostly user-funded (individual benefit).
- **Improve transparency and accountability:** showing policymakers and residents how public funds are invested and how pricing aligns with community priorities.

The general methodology for conducting a cost-of-service analysis in parks and recreation follows a structured, seven step process that ensures services are evaluated consistently and fairly.

1. Define Services and Classify Them

- Break down the system into core program areas and individual programs conducted within each core program area.
- Classify services by benefit type.

2. Identify and Assign Costs

- **Direct costs:** Staff wages/benefits, supplies, equipment, utilities, instructor fees, contractual services.
- **Indirect costs (overhead):** Administration, maintenance, marketing, facility management, etc.
- Allocate overhead proportionally.

3. Calculate Full Cost of Service

- Add up costs to determine the total cost per service unit (per participant).
- Express results as cost per unit of service and total annual cost.

4. Determine Cost Recovery Levels

- Compare the true cost with actual revenue generated (fees, charges, rentals, memberships).
- Calculate cost recovery percentage = $(\text{Revenue} \div \text{Total Cost}) \times 100$.

- Identify which services are under-recovering, fully covered, or exceeding costs.

5. Align with Classification of Services Cost Recovery Methodology

- Apply a cost recovery philosophy.
- Decide which services should remain subsidized by tax dollars (community benefit) vs. which should move toward higher user-fee recovery (individual benefit).

6. Develop Pricing and Subsidy Recommendations

- Set or adjust fees to meet cost recovery goals.
- Identify subsidy levels for programs serving vulnerable populations or advancing community goals (e.g., seniors, youth, underserved neighborhoods).
- Ensure recommendations align with market conditions, affordability, and strategic priorities.

7. Communicate and Implement

- Use findings to inform budget decisions, fee policies, and strategic planning.
- Review and update regularly (often every 3-5 years).

Cost of Service Key Findings

The Foster City Parks and Recreation Department focuses on the operations and delivery of programs and services for all ages. Approximately **\$2.6 million** is expended annually to provide programs and services to the community and the **current overall cost recovery is 55.7%**. The following tables break down the current cost recovery of programs by core service/program area.

PROGRAMS

Active Aging Programs

Core Program Area Programs/Services by Core Program Area	FY 2024 Fee Charged	FY 2024 Participation/ Visitation	FY 2024 Total Revenues	FY 2024 Total Expenditures	Total Revenues Over/(Under) Total Expenditures	Tax Support per Participant/ Visitor	Current Cost Recovery
Active Aging Programs							
Senior Drop-in Games	\$0	3,432	\$0	\$1,817	(\$1,817)	\$0.53	0%
San Mateo Adult School Classes	\$5	278	\$1,390	\$1,817	(\$427)	\$1.54	76%
AARP Tax Prep	\$0	308	\$0	\$1,817	(\$1,817)	\$5.90	0%
AARP Driver Safety	\$0	44	\$0	\$1,817	(\$1,817)	\$41.30	0%
Seminars (qty 14)	\$0	490	\$0	\$1,817	(\$1,817)	\$3.71	0%
Senior Tech Help	\$0	88	\$0	\$1,817	(\$1,817)	\$20.65	0%
Senior Day Trips - Varies	\$50	89	\$4,450	\$4,717	(\$267)	\$3.00	94%
Senior Meals (\$7 goes to Rotary)	\$0	440	\$0	\$1,817	(\$1,817)	\$4.13	0%
Senior Bingo Events (qty 3)	\$0	75	\$0	\$1,817	(\$1,817)	\$24.23	0%
All Active Aging Programs		5,244	\$5,840	\$19,254	(\$13,414)	\$2.56	

Afterschool Programs

Core Program Area Programs/Services by Core Program Area	FY 2024 Fee Charged	FY 2024 Participation/ Visitation	FY 2024 Total Revenues	FY 2024 Total Expenditures	Total Revenues Over/(Under) Total Expenditures	Tax Support per Participant/ Visitor	Current Cost Recovery
Afterschool Programs							
Around the World	\$205	45	\$ 8,965.00	\$14,560	(\$5,595)	\$124.34	62%
Kassirer Tennis	\$265	120	\$ 26,047.44	\$25,357	\$690	\$5.75	103%
Kassirer Track and Field	\$265	13	\$ 2,467.36	\$8,864	(\$6,397)	\$492.08	28%
Kassirer Badminton	\$265	38	\$ 7,741.44	\$12,062	(\$4,320)	\$113.69	64%
i9 Soccer	\$235	14	\$ 2,558.92	\$8,845	(\$6,286)	\$449.02	29%
Lando Clay	\$375	29	\$ 10,730.00	\$16,387	(\$5,657)	\$195.06	65%
Rebound Basketball	\$225	108	\$ 19,502.24	\$20,890	(\$1,387)	\$12.85	93%
Academic Chess	\$167	93	\$ 14,787.75	\$19,523	(\$4,735)	\$50.91	76%
Mad Science	\$229	21	\$ 5,313.00	\$11,413	(\$6,100)	\$290.48	47%
i9 Flag Football	\$235	56	\$ 10,459.60	\$14,457	(\$3,997)	\$71.38	72%
Lando LEGO	\$375	202	\$ 74,016.00	\$73,453	\$563	\$2.79	101%
Vibe Drop in	\$35	29	\$1,015	\$45,924	(\$44,909)	\$1,548.59	2%
All Afterschool Programs		768	\$ 183,603.75	\$271,735	(\$88,131)	\$114.75	68%

Athletics

Core Program Area Programs/Services by Core Program Area	FY 2024 Fee Charged	FY 2024 Participation/ Visitation	FY 2024 Total Revenues	FY 2024 Total Expenditures	Total Revenues Over/(Under) Total Expenditures	Tax Support per Participant/ Visitor	Current Cost Recovery
Athletics							
Adult Softball League	\$670 (10 game)/ \$540 (8 game)	65	\$43,670	\$37,616	\$6,054	\$93.14	116%
Adult Bocce League	\$130	88	\$11,440	\$5,328	\$6,112	\$69.45	215%
Adult Pickleball League	\$80	31	\$2,480	\$7,287	(\$4,807)	\$155.06	34%
Adult Tennis League	\$140	12	\$1,685	\$4,320	(\$2,635)	\$219.58	39%
Adult Pickleball Instruction	\$75	52	\$3,900	\$10,851	(\$6,951)	\$133.67	36%
Adult Tennis Instruction	\$140	12	\$1,680	\$10,661	(\$8,981)	\$748.42	16%
Adult Volleyball	\$150	389	\$45,985	\$32,205	\$13,780	\$35.42	143%
Youth Basketball	\$295	118	\$33,190	\$30,539	\$2,651	\$22.47	109%
Youth Peninsula Gymnastics	\$382	26	\$8,523	\$26,531	(\$18,008)	\$692.63	32%
Youth Soccer Stars	\$325	32	\$9,770	\$31,123	(\$21,353)	\$667.28	31%
Youth Tennis	\$157	266	\$34,373	\$37,716	(\$3,343)	\$12.57	91%
Youth Volleyball	\$125	148	\$14,860	\$18,997	(\$4,137)	\$27.95	78%
Youth World Cup Soccer	\$269	19	\$4,302	\$13,522	(\$9,220)	\$485.29	32%
All Athletics		1,258	\$215,857	\$266,696	(\$50,839)	\$40.41	81%

Camps

Core Program Area Programs/Services by Core Program Area	FY 2024 Fee Charged	FY 2024 Participation/ Visitation	FY 2024 Total Revenues	FY 2024 Total Expenditures	Total Revenues Over/(Under) Total Expenditures	Tax Support per Participant/ Visitor	Current Cost Recovery
Camps							
Camp Breakaway	\$410	332	\$133,240	\$89,897	\$43,343	\$130.55	148%
Spring Camp	\$360	29	\$10,440	\$25,026	(\$14,586)	\$502.97	42%
Fall Camp	\$375	24	\$9,000	\$21,558	(\$12,558)	\$523.26	42%
Winter Camp	\$275	65	\$17,875	\$30,011	(\$12,136)	\$186.70	60%
Koala	\$260	188	\$48,880	\$55,590	(\$6,710)	\$35.69	88%
Outback	\$360	376	\$135,360	\$99,740	\$35,620	\$94.73	136%
WayOutback	\$360	362	\$130,320	\$95,334	\$34,986	\$96.65	137%
All Camps		1,376	\$485,115	\$417,156	\$67,959	\$49.39	116%

Community Events

Core Program Area Programs/Services by Core Program Area	FY 2024 Fee Charged	FY 2024 Participation/ Visitation	FY 2024 Total Revenues	FY 2024 Total Expenditures	Total Revenues Over/(Under) Total Expenditures	Tax Support per Participant/ Visitor	Current Cost Recovery
Community Events							
Summer Concert Series (Qty 6)	\$0	5,349	\$18,150	\$81,932	(\$63,782)	\$11.92	22%
Halloween Festival - Adult	\$8	588	\$3,979	\$25,720	(\$21,741)	\$36.98	15%
Summer Days	\$0	21,000	\$83,652	\$172,653	(\$89,000)	\$4.24	48%
Fourth of July	\$0	29,000	\$3,350	\$156,305	(\$152,955)	\$5.27	2%
Outdoor Movie Night	\$0	350	\$0	\$24,261	(\$24,261)	\$69.32	0%
Community Bike Ride	\$0	118	\$0	\$24,008	(\$24,008)	\$0.00	0%
Tree Lighting	\$0	500	\$0	\$24,164	(\$24,164)	\$48.33	0%
Family Overnighter	\$15	120	\$1,800	\$24,488	(\$22,688)	\$189.07	7%
All Community Events		57,025	\$110,931	\$533,531	(\$422,599)	\$7.41	21%
Active Aging Programs							

Lifelong Learning and Wellness

Core Program Area Programs/Services by Core Program Area	FY 2024 Fee Charged	FY 2024 Participation/ Visitation	FY 2024 Total Revenues	FY 2024 Total Expenditures	Total Revenues Over/(Under) Total Expenditures	Tax Support per Participant/ Visitor	Current Cost Recovery
Lifelong Learning and Wellness							
Adult Home Buying/Selling	\$20	6	\$140	\$12,480	(\$12,340)	\$2,056.74	1%
Adult Karate	\$227	65	\$9,599	\$1,686	\$7,913	\$121.74	569%
Adult Line Dancing	\$64	161	\$8,060	\$15,543	(\$7,483)	\$46.48	52%
Adult Ping Pong	\$150	10	\$650	\$13,223	(\$12,573)	\$1,257.30	5%
Adult Zumba	\$75	15	\$685	\$13,034	(\$12,349)	\$823.27	5%
Youth Communication Academy	\$270	70	\$30,100	\$26,405	\$3,695	\$52.79	114%
Youth Create and Learn	\$160	9	\$1,692	\$13,517	(\$11,825)	\$1,313.89	13%
Youth Karate	\$227	102	\$20,513	\$24,691	(\$4,178)	\$40.96	83%
Youth Ping Pong	\$150	6	\$874	\$14,085	(\$13,211)	\$2,201.83	6%
Lifelong Learning and Wellness		444	\$72,313	\$134,664	(\$62,351)	\$140.43	54%

Summary of Current Cost of Service Findings – Programs

- **Community Events** account for the majority of visits (57,025; about 86% of the total) but recover only 21% of their costs, requiring a \$422,600 subsidy, although the per-visitor subsidy is relatively low at \$7.41.
- **Afterschool programs** recover 68%. Strong performers include Kassirer Tennis (103%) and Lando LEGO (101%), while Vibe Drop-In is a major outlier at just 2% recovery, requiring a \$1,548 subsidy per participant.
- **Athletics** reach 81% cost recovery. Adult leagues perform well (Volleyball 143%, Softball 116%, Bocce 215%), but several youth programs carry heavy subsidies, such as Peninsula Gymnastics, Soccer Stars, and World Cup Soccer.
- **Active Aging programs** are intentionally subsidized, recovering 30% overall with an exceptionally low subsidy per visit (\$2.56). Day Trips nearly break even at 94%, and Adult School classes perform reasonably at 76%.
- **Camps** are the system's strongest area, averaging 116% recovery and generating a \$67.9k surplus. However, Spring, Fall, and Winter camps underperform and should be reviewed.

- Lifelong Learning & Wellness** shows the largest deficit with unusually high per-participant subsidies. A few programs perform well (Adult Karate 569%, Youth Communication Academy 114%), but many small-enrollment offerings are costly to deliver. The data appears inconsistent (extremely high costs against only 444 participants) and should be validated before decisions are made.

Revenues	Current
Active Aging Programs	\$5,840
Afterschool Programs	\$183,604
Athletics	\$215,857
Camps	\$485,115
Community Events	\$110,931
Lifelong Learning and Wellness	\$72,313
Total	\$1,073,660
Expenditures	Current
Active Aging Programs	\$19,254
Afterschool Programs	\$271,735
Athletics	\$266,696
Camps	\$417,156
Community Events	\$533,531
Lifelong Learning and Wellness	\$134,664
Total	\$1,643,035
Annual Net General Fund Subsidy	(\$569,376)
Total Cost Recovery	65%
Total Number of Annual Program Participants	66,115
Tax Subsidy per Participant	(\$8.61)

FACILITY RENTALS

Please Note: The former Foster City Community Center facility rentals are not included in this analysis.

Rental Spaces	FY 2024 Fee Charged	FY 2024 Rentals	FY 2024 Total Revenues	FY 2024 Total Expenditures	Total Revenues Over/(Under) Total Expenditures	Tax Support per Participant/ Visitor	Current Cost Recovery
Facility/Room Rentals (not including former community center)							
Port	\$36.40-\$104/hr	137	\$ 5,350.00	\$89,761	(\$84,411)	\$616.14	6%
Starboard	\$36.40-\$104/hr	352	\$ 12,719.20	\$118,396	(\$105,677)	\$300.22	11%
Sail	\$36.40-\$104/hr	145	\$ 2,529.80	\$90,827	(\$88,297)	\$608.94	3%
Wind	\$57.20-\$187.20/hr	187	\$ 57,455.80	\$96,420	(\$38,965)	\$208.37	60%
Wind Rm Patio	\$104 flat fee	33	\$ 3,099.20	\$1	\$3,098	\$93.88	309920%
Vibe Entire Facility	\$156-\$208/hr	62	\$ 70,880.50	\$23,656	\$47,224	\$761.68	300%
School MPRs	\$31.20-\$140.40/hr	59	\$6,692	\$3,929	\$2,763	\$46.84	170%
School MPRs (City Partner)	\$11/hr	63	\$4,201	\$8,391	(\$4,190)	\$66.50	50%
Facility/Room Rental Totals		1,038	\$ 162,927.90	\$431,381	(\$268,453)	\$258.63	38%
Picnic/Community Gathering Space Rentals							
Gull Picnic Shelter	\$78	78	\$4,908	\$6,667	(\$1,760)	\$22.56	74%
Marlin Shelter	\$78	58	\$4,825	\$5,983	(\$1,158)	\$19.96	81%
Erckenbrack Picnic Shelter	\$78	47	\$3,042	\$5,606	(\$2,564)	\$54.56	54%
Boothbay	\$130-\$234	92	\$13,706	\$7,146	\$6,560	\$71.30	192%
Leo J. Ryan Patio Area	\$78	58	\$3,978	\$5,983	(\$2,005)	\$34.56	66%
Leo J. Ryan Amphitheater	\$156-\$260	23	\$3,313	\$4,785	(\$1,472)	\$64.01	69%
Leo J. Ryan Gazebo	\$41.60	67	\$2,456	\$6,291	(\$3,835)	\$57.23	39%
Leo J. Ryan Grass West	\$41.60	4	\$156	\$4,135	(\$3,979)	\$994.72	4%
Bridgeview	\$41.60	6	\$801	\$4,203	(\$3,402)	\$567.00	19%
Shorebird	\$41.60	4	\$166	\$4,135	(\$3,968)	\$992.12	4%
Catamaran	\$67.60	28	\$1,508	\$4,956	(\$3,448)	\$123.15	30%
Farragut	\$67.60	40	\$2,569	\$5,367	(\$2,798)	\$69.95	48%
Edgewater	\$67.60	-	\$0	\$0	\$0	\$0.00	0%
Picnic/Community Gathering Space Totals		505	\$41,428	\$65,257	(\$23,829)	\$47.19	63%
Athletic Field Rentals							
Sea Cloud Park Baseball Fields	\$3-\$36.40/hr	3,045	\$42,085	\$171,865	(\$129,780)	\$42.62	24%
Sea Cloud Park Softballs	\$3-\$36.40/hr	2,878	\$8,636	\$162,439	(\$153,803)	\$53.44	5%
Sea Cloud Park Soccers	\$3-\$36.40/hr	4,215	\$58,020	\$237,902	(\$179,882)	\$42.68	24%
Sea Cloud Park Field Lights - No Lights at Sea Cloud	\$3-\$36.40/hr	-	\$0	\$0	\$0	\$0.00	0%
Boothbay Baseball Field	\$3-\$36.40/hr	1,000	\$3,663	\$56,442	(\$52,779)	\$52.78	6%
Catamaran Soccer Field	\$3-\$36.40/hr	1,483	\$11,915	\$83,675	(\$71,760)	\$48.40	14%
Port Royal Soccer Field	\$3-\$36.40/hr	2,097	\$14,679	\$118,358	(\$103,679)	\$49.44	12%
Edgewater Baseball/Soccer Field	\$3-\$36.40/hr	1,414	\$9,676	\$79,809	(\$70,133)	\$49.60	12%
Athletic Field Rental Totals		16,132	\$148,674	\$910,489	(\$761,816)	\$47.23	16%
Sport Court Rentals							
Bocce Court	\$26/hr	20	\$520	\$4,119	(\$3,599)	\$179.95	13%
Brewer Island Gym	\$100/hr	410	\$82,000	\$2,481	\$79,519	\$193.95	3306%
Tennis Courts (Memberships)		284	\$11,560	\$10,890	\$670	\$2.36	106%
Tennis Courts	\$26/hr	93	\$2,418	\$4,561	(\$2,143)	\$23.04	53%
Pickleball Courts (Membership)		249	\$2,160	\$7,350	(\$5,190)	\$20.84	29%
Pickleball Courts	\$26/hr	312	\$8,112	\$9,884	(\$1,772)	\$5.68	82%
Outdoor Volleyball Court	\$26/hr	60	\$1,560	\$2,362	(\$802)	\$13.37	66%
Sport Court Rental Totals		1,428	\$108,330	\$41,646	\$66,684	\$46.70	260%
TOTALS		19,103	\$461,360	\$1,448,773	(\$987,414)	\$51.69	32%

Summary of Facility Rental Cost of Service Findings

- **Facility/Room Rentals** totaled 1,038 uses, recovered 38% of costs, and required a \$268.5k subsidy. Port, Starboard, and Sail performed poorly (3-11% recovery with subsidies of \$300-\$600 per use), while School MPRs performed well at 170%.
- **Picnic/Community Gathering Spaces** recovered 63% overall. Boothbay was a strong performer at 192%, while Gull and Marlin shelters were moderate (74-81%). Several sites, such as Leo J. Ryan Grass and Shorebird, recovered under 20% and carried extremely high subsidies per rental.
- **Athletic Fields** represented the largest rental volume (16,132 uses) but recovered only 16%, resulting in a \$761.8k shortfall. All major complexes, including Sea Cloud, Boothbay, Catamaran,

Port Royal, and Edgewater, operated far below breakeven and were the primary driver of the overall deficit.

- **Sport Courts** were the strongest rental category at 260% recovery and a \$66.7k surplus. Brewer Island Gym was the standout performer at 3,306% recovery, while tennis memberships slightly exceeded breakeven at 106%. Pickleball memberships underperformed at 29%, and hourly court rentals generally remained below full cost recovery.

Revenues	Current
Athletic Field Rentals	\$148,674
Facility/Room Rentals	\$162,928
Picnic Community Gathering Space Rentals	\$41,428
Sport Court Rentals	\$108,330
Total	\$461,360
Expenditures	Current
Athletic Field Rentals	\$910,489
Facility/Room Rentals	\$431,381
Picnic Community Gathering Space Rentals	\$65,257
Sport Court Rentals	\$41,646
Total	\$1,448,773
Annual Net General Fund Subsidy	(\$987,414)
Total Cost Recovery	32%
Total Number of Annual Rental Transactions	19,103
Tax Subsidy per Rental Transaction	(\$51.69)

Classification of Services/Cost of Service Recommendations - Programs

City staff worked with the Consultant Team to classify the recreation programs/services offered by the Department utilizing the methodology outlined previously in this chapter. The following tables provide the classification of each program along with current cost recovery rates, recommended minimum cost recovery goals and projected increased revenue if the minimum cost recovery goals are achieved (assuming no change in participation numbers).

Program Characteristics	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest. Legal Mandate. Mission Alignment	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High individual and interest group expectation
Financial Sustainability	<ul style="list-style-type: none"> Free, nominal or fee tailored to public needs. Requires public funding 	<ul style="list-style-type: none"> Fees cover some direct costs. Requires a balance of public funding and a cost recovery target 	<ul style="list-style-type: none"> Fees cover most direct and indirect costs. Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	<ul style="list-style-type: none"> Substantial public benefit (negative consequence if not provided) 	<ul style="list-style-type: none"> Public and individual benefit 	<ul style="list-style-type: none"> Primarily individual benefit
Competition in the Market	<ul style="list-style-type: none"> Limited or no alternative providers 	<ul style="list-style-type: none"> Alternative providers unable to meet demand or need 	<ul style="list-style-type: none"> Alternative providers readily available
Access	<ul style="list-style-type: none"> Open access by all 	<ul style="list-style-type: none"> Open access Limited access to users 	<ul style="list-style-type: none"> Limited access to users
Minimum Cost Recovery Goal	<ul style="list-style-type: none"> 10% 	<ul style="list-style-type: none"> 30% 	<ul style="list-style-type: none"> 70%

Active Aging Programs

Core Program Area Programs/Services by Core Program Area	Current Cost Recovery	Level of Benefit	Classification	Recommended MINIMUM Cost Recovery Goal	Annual Revenue Change
Active Aging Programs					
Senior Drop-in Games	0%	Community	Essential	5%	\$91
San Mateo Adult School Classes	76%	Individual/Community	Important	50%	\$0
AARP Tax Prep	0%	Community	Essential	0%	\$0
AARP Driver Safety	0%	Community	Essential	0%	\$0
Seminars (qty 14)	0%	Community	Essential	0%	\$0
Senior Tech Help	0%	Community	Essential	0%	\$0
Senior Day Trips - Varies	94%	Individual	Value Added	100%	\$267
Senior Meals (\$7 goes to Rotary)	0%	Community	Essential	10%	\$182
Senior Bingo Events (qty 3)	0%	Community	Essential	10%	\$182
All Active Aging Programs					\$721

Afterschool Programs

Core Program Area Programs/Services by Core Program Area	Current Cost Recovery	Level of Benefit	Classification	Recommended MINIMUM Cost Recovery Goal	Annual Revenue Change
Afterschool Programs					
Around the World	62%	Individual	Value Added	90%	\$4,139
Kassirer Tennis	103%	Individual	Value Added	80%	\$0
Kassirer Track and Field	28%	Individual	Value Added	80%	\$4,624
Kassirer Badminton	64%	Individual	Value Added	80%	\$1,908
i9 Soccer	29%	Individual	Value Added	80%	\$4,517
Lando Clay	65%	Individual	Value Added	80%	\$2,379
Rebound Basketball	93%	Individual	Value Added	80%	\$0
Academic Chess	76%	Individual	Value Added	80%	\$0
Mad Science	47%	Individual	Value Added	80%	\$3,817
i9 Flag Football	72%	Individual	Value Added	80%	\$1,106
Lando LEGO	101%	Individual	Value Added	80%	\$0
Vibe Drop in	2%	Community	Essential	10%	\$3,577
All Afterschool Programs					\$26,069

Athletics

Core Program Area Programs/Services by Core Program Area	Current Cost Recovery	Level of Benefit	Classification	Recommended MINIMUM Cost Recovery Goal	Annual Revenue Change
Athletics					
Adult Softball League	116%	Individual	Value Added	90%	\$0
Adult Bocce League	215%	Individual	Value Added	90%	\$0
Adult Pickleball League	34%	Individual	Value Added	90%	\$4,078
Adult Tennis League	39%	Individual	Value Added	90%	\$2,203
Adult Pickleball Instruction	36%	Individual	Value Added	90%	\$5,866
Adult Tennis Instruction	16%	Individual	Value Added	90%	\$7,915
Adult Volleyball	143%	Individual	Value Added	90%	\$0
Youth Basketball	109%	Individual	Value Added	80%	\$0
Youth Peninsula Gymnastics	32%	Individual	Value Added	80%	\$12,702
Youth Soccer Stars	31%	Individual	Value Added	80%	\$15,128
Youth Tennis	91%	Individual	Value Added	80%	\$0
Youth Volleyball	78%	Individual	Value Added	80%	\$0
Youth World Cup Soccer	32%	Individual	Value Added	80%	\$6,516
All Athletics					\$54,409

Camps

Core Program Area Programs/Services by Core Program Area	Current Cost Recovery	Level of Benefit	Classification	Recommended MINIMUM Cost Recovery Goal	Annual Revenue Change
Camps					
Camp Breakaway	148%	Individual	Value Added	80%	\$0
Spring Camp	42%	Individual	Value Added	80%	\$9,581
Fall Camp	42%	Individual	Value Added	80%	\$8,247
Winter Camp	60%	Individual	Value Added	80%	\$6,133
Koala	88%	Individual	Value Added	80%	\$0
Outback	136%	Individual	Value Added	80%	\$0
WayOutback	137%	Individual	Value Added	80%	\$0
All Camps					\$23,961

Community Events

Core Program Area Programs/Services by Core Program Area	Current Cost Recovery	Level of Benefit	Classification	Recommended MINIMUM Cost Recovery Goal	Annual Revenue Change
Community Events					
Summer Concert Series (Qty 6)	22%	Community	Essential	10%	\$0
Halloween Festival - Adult	15%	Community	Essential	10%	\$0
Summer Days	48%	Community	Essential	10%	\$0
Fourth of July	2%	Community	Essential	10%	\$12,280
Outdoor Movie Night	0%	Community	Essential	10%	\$2,426
Community Bike Ride	0%	Community	Essential	10%	\$2,401
Tree Lighting	0%	Community	Essential	10%	\$2,416
Family Overnighter	7%	Community	Essential	10%	\$649
All Community Events					\$20,173

Lifelong Learning and Wellness

Core Program Area Programs/Services by Core Program Area	Current Cost Recovery	Level of Benefit	Classification	Recommended MINIMUM Cost Recovery Goal	Annual Revenue Change
Lifelong Learning and Wellness					
Adult Home Buying/Selling	1%	Individual/Community	Important	50%	\$6,100
Adult Karate	569%	Individual	Value Added	90%	\$0
Adult Line Dancing	52%	Individual	Value Added	90%	\$5,929
Adult Ping Pong	5%	Individual	Value Added	90%	\$11,251
Adult Zumba	5%	Individual	Value Added	90%	\$11,046
Youth Communication Academy	114%	Individual	Value Added	80%	\$0
Youth Create and Learn	13%	Individual	Value Added	80%	\$9,122
Youth Karate	83%	Individual	Value Added	80%	\$0
Youth Ping Pong	6%	Individual	Value Added	80%	\$10,394
Lifelong Learning and Wellness					\$53,841

Classification of Service/Cost Recovery Recommendations Summary – Programs

- **Afterschool Programs** currently recover 68% overall, with a recommended increase of \$26.1k in annual revenues. Strong performers like Kassirer Tennis (103%) and Lando LEGO (101%) already meet or exceed goals, while low-performing programs such as Kassirer Track and Field (28%), i9 Soccer (29%), and Vibe Drop-In (2%) require significant adjustment to reach minimum standards.
- **Athletics** recover 81% overall, with \$54.4k in recommended revenue adjustments. Adult leagues (Softball, Bocce, Volleyball) exceed expectations, but youth offerings such as Peninsula Gymnastics (32%), Soccer Stars (31%), and World Cup Soccer (32%) fall short of their cost recovery goal and represent the largest opportunity for improvement.
- **Camps** exceed recovery expectations overall, averaging 116%, though Spring (42%), Fall (42%), and Winter (60%) camps require adjustment. Total recommended revenue change for camps is \$24.0k, with no changes needed for consistently strong performers such as Camp Breakaway, Outback, and WayOutback.
- **Community Events** recover just 21% overall but are classified as essential services. Most events are already at or above the minimum 10% goal, though the Fourth of July (2%), Outdoor Movie Night (0%), Community Bike Ride (0%), and Tree Lighting (0%) are below standard. Total recommended change is \$20k, primarily through modest fee increases or sponsorships.
- **Active Aging Programs** are intentionally subsidized, with overall recovery at 30%. Adjustments total less than \$1,000, largely focused on meeting minimal thresholds for essential programs such as Senior Drop-in Games, Senior Meals, and Senior Bingo. Senior Day Trips nearly meet the 100% goal (94%), while Adult School Classes exceed their 50% target at 76%.
- **Lifelong Learning & Wellness Programs** recover 65% overall but shows the largest revenue gap, with \$54k in recommended adjustments. Adult Karate (569%) and Youth Communication Academy (114%) exceed goals, but several small programs such as Adult Ping Pong (5%), Zumba (5%), Youth Create and Learn (13%), and Youth Ping Pong (6%) are well below recovery targets and carry high subsidy levels.

Overall, a total recommended increase of \$180k in annual revenues to align programs with minimum cost recovery goals would result in a cost recovery of 76% (an 11% increase).

Revenues	Current	Recommended
Active Aging Programs	\$5,840	\$6,561
Afterschool Programs	\$183,604	\$209,672
Athletics	\$215,857	\$270,266
Camps	\$485,115	\$509,076
Community Events	\$110,931	\$131,104
Lifelong Learning and Wellness	\$72,313	\$126,154
Total	\$1,073,660	\$1,252,833
Expenditures	Current	2nd Year
Active Aging Programs	\$19,254	\$19,254
Afterschool Programs	\$271,735	\$271,735
Athletics	\$266,696	\$266,696
Camps	\$417,156	\$417,156
Community Events	\$533,531	\$533,531
Lifelong Learning and Wellness	\$134,664	\$134,664
Total	\$1,643,035	\$1,643,035
Annual Net General Fund Subsidy	(\$569,376)	(\$390,203)
Total Cost Recovery	65%	76%
Total Number of Annual Program Participants	66,115	66,115
Tax Subsidy per Participant	(\$8.61)	(\$5.90)

Classification of Services/Cost of Service Recommendations – Rentals

City staff worked with the Consultant Team to classify the various rentals of amenities offered by the Department utilizing the methodology outlined previously in this chapter. The following tables provide the classification of each rental amenity along with current cost recovery rates, recommended minimum cost recovery goals and projected increased revenue if the minimum cost recovery goals are achieved (assuming no change in participation numbers).

Rental Spaces	Current Cost Recovery	Level of Benefit	Classification	Recommended MINIMUM Cost Recovery Goal	Annual Revenue Change
Facility/Room Rentals (not including former community center)					
Port	6%	Individual	Value Added	90%	\$75,435
Starboard	11%	Individual	Value Added	90%	\$93,837
Sail	3%	Individual	Value Added	90%	\$79,214
Wind	60%	Individual	Value Added	90%	\$29,323
Wind Rm Patio	309920%	Individual	Value Added	90%	\$0
Vibe Entire Facility	300%	Individual	Value Added	90%	\$0
School MPRs	170%	Individual	Value Added	90%	\$0
School MPRs (City Partner)	50%	Community/Individual	Important	50%	\$0
Facility/Room Rental Totals					\$277,809
Picnic/Community Gathering Space Rentals					
Gull Picnic Shelter	74%	Community/Individual	Important	70%	\$0
Marlin Shelter	81%	Community/Individual	Important	70%	\$0
Erckenbrack Picnic Shelter	54%	Community/Individual	Important	70%	\$882
Boothbay	192%	Community/Individual	Important	70%	\$0
Leo J. Ryan Patio Area	66%	Community/Individual	Important	70%	\$210
Leo J. Ryan Amphitheater	69%	Community/Individual	Important	70%	\$37
Leo J. Ryan Gazebo	39%	Community/Individual	Important	70%	\$1,948
Leo J. Ryan Grass West	4%	Community/Individual	Important	70%	\$2,738
Bridgeview	19%	Community/Individual	Important	70%	\$2,141
Shorebird	4%	Community/Individual	Important	70%	\$2,728
Catamaran	30%	Community/Individual	Important	70%	\$1,961
Farragut	48%	Community/Individual	Important	70%	\$1,188
Edgewater	0%	Community/Individual	Important	70%	\$0
Picnic/Community Gathering Space Totals					\$13,833
Athletic Field Rentals					
Sea Cloud Park Baseball Fields	24%	Community/Individual	Important	40%	\$26,661
Sea Cloud Park Softballs	5%	Community/Individual	Important	40%	\$56,340
Sea Cloud Park Soccers	24%	Community/Individual	Important	40%	\$37,141
Sea Cloud Park Field Lights - No Lights at Sea Cloud	0%	Community/Individual	Important	40%	\$0
Boothbay Baseball Field	6%	Community/Individual	Important	40%	\$18,914
Catamaran Soccer Field	14%	Community/Individual	Important	40%	\$21,555
Port Royal Soccer Field	12%	Community/Individual	Important	40%	\$32,664
Edgewater Baseball/Soccer Field	12%	Community/Individual	Important	40%	\$22,247
Athletic Field Rental Totals					\$215,522
Sport Court Rentals					
Bocce Court	13%	Individual	Value Added	80%	\$2,775
Brewer Island Gym	3306%	Individual	Value Added	80%	\$0
Tennis Courts (Memberships)	106%	Individual	Value Added	80%	\$0
Tennis Courts	53%	Individual	Value Added	80%	\$1,231
Pickleball Courts (Membership)	29%	Individual	Value Added	80%	\$3,720
Pickleball Courts	82%	Individual	Value Added	80%	\$0
Outdoor Volleyball Court	66%	Individual	Value Added	80%	\$330
Sport Court Rental Totals					\$8,055
TOTALS					\$515,220

Classification of Service/Cost Recovery Recommendations Summary – Rentals

- **Facility/Room rentals** recover 38% overall, with a recommended \$277.8k in additional annual revenues. Port (6%), Starboard (11%), and Sail (3%) are far below the 90% target, requiring the largest adjustments. Wind (60%) is closer to goal, w School MPRs already exceed their targets at 170% and 50%.
- **Picnic/Community Gathering Space rentals** recover 63% overall, with \$13.8k in recommended adjustments. Strong performers such as Boothbay (192%), Marlin (81%), and Gull (74%) meet or exceed goals, while smaller sites like Leo J. Ryan Grass (4%), Shorebird (4%), and Bridgeview (19%) require significant increases to reach the 70% minimum.
- **Athletic Field rentals** recover only 16% overall and represent the largest gap, with \$215.5k in recommended adjustments. Sea Cloud Park complexes (5-24%), Boothbay Baseball (6%), and Catamaran Soccer (14%) all fall short of the 40% target and require substantial subsidy reduction or pricing adjustments.
- **Sport Court rentals** are the strongest rental category, with 260% overall recovery and \$8.1k in additional adjustments recommended. Brewer Island Gym is the standout performer (3306%), tennis memberships slightly exceed goal at 106%, while bocce (13%), pickleball memberships (29%), and outdoor volleyball (66%) need modest increases to reach the 80% target.

Overall, a total recommended increase of \$515k in annual revenues to align rentals with minimum cost recovery goals would result in a cost recovery of 67% (an 35% increase).

Revenues	Current	Recommended
Athletic Field Rentals	\$148,674	\$364,196
Facility/Room Rentals	\$162,928	\$440,737
Picnic Community Gathering Space Rentals	\$41,428	\$55,261
Sport Court Rentals	\$108,330	\$116,385
Total	\$461,360	\$976,579
Expenditures	Current	2nd Year
Athletic Field Rentals	\$910,489	\$910,489
Facility/Room Rentals	\$431,381	\$431,381
Picnic Community Gathering Space Rentals	\$65,257	\$65,257
Sport Court Rentals	\$41,646	\$41,646
Total	\$1,448,773	\$1,448,773
Annual Net General Fund Subsidy	(\$987,414)	(\$472,194)
Total Cost Recovery	32%	67%
Total Number of Annual Rental Transactions	19,103	19,103
Tax Subsidy per Rental Transaction	(\$51.69)	(\$24.72)

Pricing Policy Strategy Recommendations

Develop New Pricing Policy Based on Cost Recovery: Given the recommended shift in philosophical approach, it is important to refocus on cost recovery goals by individual program and/or core program/service. Pricing based on established operating budget cost recovery goals will provide flexibility to maximize all pricing strategies to the fullest. Allowing the staff to work within a pricing range tied to cost recovery goals will permit them to set prices based on market factors and differential pricing (prime time/non-primetime, season/off-season rates) to maximize user participation and also encourage additional group rate pricing where applicable.

To gain and provide consistency, a pricing policy must be adopted in order to operate effectively and efficiently to meet the program cost recovery goals.

It is recommended that the Foster City City Council adopt the recommended cost recovery goals for the Parks and Recreation Department. It is expected that staff will strive to continue to meet the cost recovery goals established for each program area as recommended. In order to continue to meet these goals, efforts must be made to:

- Consistently deliver high quality programs and services
- Strategically price programs and services
- Solicit sponsorships and donations to develop a sustainable earned income stream
- Increase the utilization of volunteers to offset operational expenditures
- Expand marketing to increase the volume of participation in programs and services

Develop Pricing Strategies: As the Parks and Recreation Department implements a new pricing policy, it will be important to expand and apply pricing strategies that maximize the use of the City's parks, programs, and facilities. By offering varied pricing options, customers can select the choice that best fits their needs, schedules, and financial circumstances. It is recommended that the Department continue to develop pricing models that provide flexibility for users while aligning with financial sustainability goals.

The following are examples of pricing strategies:

- **Primetime Pricing** - Higher rates are charged during peak demand hours (e.g., evenings, weekends, holidays) to reflect higher demand and maximize revenue.
- **Non-primetime Pricing** - Reduced rates are offered during lower-demand times (e.g., weekday mornings or mid-afternoons) to encourage greater use during off-peak periods.
- **Season and Off-season Rates** - Different pricing is applied depending on the season, with higher rates during peak seasons (summer, school breaks) and lower rates in off-seasons to stimulate participation.
- **Multi-tiered Program Pricing** - Programs are offered at varying levels (e.g., basic, intermediate, advanced) with different price points, allowing customers to choose based on interest, skill level, or budget.
- **Group Discounting and Packaging** - Discounts are applied for group bookings (e.g., teams, family passes, corporate outings) or bundled services.
- **Incentive Pricing** - Temporary discounts or promotions encourage early registration, first-time participation, or sign-ups during underutilized periods.

- **Length of Stay Pricing** - Fees are based on the duration of use (e.g., hourly vs. daily vs. weekly facility rentals), offering flexibility for shorter or longer commitments.
- **Cost Recovery Goal Pricing** - Rates are set intentionally to meet defined cost recovery targets in line with department policy.
- **Level of Exclusivity Pricing** - Premium rates are charged for exclusive or private access (e.g., entire facility rentals).
- **Age Segment Pricing** - Different pricing tiers are offered based on age groups (e.g., youth, adult, senior) to balance affordability with cost recovery.

PROGRAM MANAGEMENT KEY FINDINGS

- **Program Evaluation:** Assessment and evaluation tools to measure the success of programs and services are not currently in place and success is primarily determined by program participation rates and enrollment.
- **Customer Satisfaction and Retention:** The Department currently does not track customer satisfaction or retention percentages.
- **Staffing:** Staffing levels should be evaluated as current levels are not sufficient to expand recreation program offerings.
- **Public Input:** The Department does utilize survey tools to continually gather feedback on the quality of its programming; however, it does not regularly survey the community regarding the needs and unmet needs for programming.
- **Marketing:** The Department utilizes several marketing strategies to inform City residents of the offerings of the community; however, it lacks a formalized Marketing Plan which can be utilized to create target marketing strategies.
- **Volunteers:** The Department has a strong volunteer program but lacks a formal volunteer policy.
- **Partnerships:** The Department utilizes several partner providers to deliver programs to Foster City residents but lacks a formal partnership policy.

PROGRAM MANAGEMENT KEY RECOMMENDATIONS

- **Program Evaluation Tools:** Pre- and post-program tools should be developed and utilized to evaluate the quality and success of the programs more fully. Sample EXCEL tools have been provided as a stand-alone document.
- **Time Offerings of Programs:** Survey residents to determine the best time offerings by core program area and adjust time offerings based on the results.
- **Understanding Quality and Value:** Survey current program participants to determine the reasons as to why the quality ratings and value scores are above that of national benchmarks to ensure incorporation of these foundational tenets across all programming to maintain these high ratings.
- **Participation Data Analysis:** Through ongoing participation data analysis, create new strategies to ensure strong participation rates from all geographical areas in programs and services offered by the department.

- **Expand programs and services in the areas of greatest demand:** Ongoing analysis of the participation trends of programming and services in Foster City is significant when delivering high quality programs and services. By doing so, staff will be able to focus their efforts on the programs and services of the greatest need and reduce or eliminate programs and services where interest is declining. Specific efforts should be made to increase programming in the areas of greatest UNMET need as identified in the statistically valid survey.
- **Marketing:** Develop a formal marketing program that aligns with how residents would most like to receive information.
- **Volunteers:** Develop a formal volunteer program to expand volunteer efforts while ensuring alignment with City risk management guidelines.
- **Partnerships:** Executing a formal partnership policy is standard operating procedure for best practice park and recreation agencies. It is highly recommended that Foster City develops a formal partnership policy and utilizes this policy as the foundation for updating existing partnership agreements. This will ensure the most effective and efficient use of taxpayer dollars that are supporting the partnerships. A sample partnership policy has been provided as a stand-alone document.

Summary of Recommendations

SUMMARY					
Area	Recommendation	Why	Priority	Timeline/Milestones	Notes/Performance Indicators
Programs – Cost Recovery	Implement targeted fee and mix adjustments to add ~\$180,000 annually and raise cost recovery from ~56% to ~76%.	Strengthens fiscal sustainability while maintaining access.	High	Next budget cycle; quarterly review.	Cost recovery by core area; public dashboard.
Athletics	Maintain high-performing adult leagues; adjust youth offerings to meet target.	Balances demand with sustainability; avoids over-subsidy.	High	Update fees for next season.	+\$54.4k increase; monitor participation and satisfaction.
Rentals – Overall	Add ~\$515,000 annual revenue by updating rental rates, tiers, and policies.	Closes structural gap across facilities portfolio.	High	New schedule before new community center opens.	Quarterly adoption report to Council.
Facility/Room Rentals	Raise Port/Starboard/Sail to near 90% target; maintain schools.	Corrects largest shortfall area; leverages high-use assets.	High	90-day implementation.	+\$277.8k target; utilization tracking.
Lifelong Learning & Wellness	Audit data and right-size offerings; retain top performers and rework or retire low-enrollment programs.	Ensures accuracy and optimizes largest deficit category.	High	60-day validation; implement next cycle.	~\$54k increase; enrollment minimums.
Pricing Policy	Adopt cost-recovery-based pricing policy by service classification and benefit level.	Creates consistent, equitable, and transparent pricing.	High	Council adoption this fiscal year.	Annual report on subsidy outcomes.
Program Evaluation	Develop annual program scorecards including outcomes, ROI, and retention.	Moves evaluation beyond enrollment metrics.	High	Within 90 days; annual updates.	Track NPS, retention, and cost recovery.
Partnerships	Adopt partnership policy and update legacy agreements for clarity and cost-benefit alignment.	Ensures transparency and fairness across partners.	High	Policy in 90 days; renegotiations within 12–18 months.	% of agreements under new framework.
Marketing	Create marketing plan prioritizing Activity Guide, e-news, email, and website.	Addresses top barrier (“not aware”) using proven channels.	High	60 days for plan; quarterly campaigns.	Awareness down; participation up 5–10%.
Athletic Fields	Move toward 40% recovery using tiered rates and cost-sharing for maintenance.	Reduces major subsidy while maintaining community access.	High	Announce 120 days before season.	+\$215.5k target; transparent cost model.
Community Center Opening (2026)	Launch new center aligned with fitness/wellness demand, using pricing and scheduling strategies.	Converts high-priority demand into early success story.	High	Pricing and staffing plan 3–6 months pre-opening.	Utilization, membership conversion in 90 days.
Afterschool	Maintain top performers; reprice and restructure underperforming programs.	Aligns mix with performance and sustainability.	High	Next registration window.	Recovery targets per program type.
Pricing Tactics	Deploy incentive, prime/non-prime, and bundled pricing to maximize participation.	Increases flexibility and yield per slot.	Medium	Align with new fee schedule.	Fill rate, yield per hour.
Camps	Maintain summer strengths; improve shoulder-season cost recovery.	Builds on success while addressing weaker seasons.	Medium	Pilot next off-season.	+\$24k increase; satisfaction tracking.
Sport Courts	Keep high-performing memberships; reprice lagging ones.	Maintains solid category performance.	Medium	Current fiscal year update.	+\$8.1k target; monitor renewals.
Staffing	Review staffing for expanded prime/non-prime coverage.	Supports implementation of new pricing and program load.	Medium	During next budget prep.	Tied to revenue or unmet-need goals.
Public Input	Add periodic quick scans and biennial deep dives to align offerings.	Keeps system responsive to evolving needs.	Medium	Biannual pulse + biennial survey.	Close-the-loop engagement reporting.
Volunteers	Create tiered volunteer policy and roles.	Expands capacity while managing risk.	Medium	This fiscal year.	Volunteer hours and offset tracking.
Picnic/Community Gathering	Maintain high performers; adjust underperformers toward 70% target.	Balances equity and revenue for popular spaces.	Medium	Before next peak season.	+\$13.8k target; weekend fill rate.
Age Segment Balance	Ensure all life stages are served; update annually.	Supports equity and full community representation.	Medium	Annual update in planning cycle.	Balanced age-segment coverage.
Marketing	Create marketing plan prioritizing Activity Guide, e-news, email, and website.	Addresses top barrier (“not aware”) using proven channels.	High	60 days for plan; quarterly campaigns.	Awareness down; participation up 5–10%.

PLEASE NOTE: The key findings and recommendations from this report will be integrated into the development of a business plan for operations of the new Foster City Community Center slated to open in 2026.

Pricing Policy Framework

1. Purpose and Intent

The purpose of this Pricing Policy is to establish a consistent, equitable, and transparent framework for determining fees and charges for programs, services, and facility rentals offered by the Foster City Parks and Recreation Department. This policy supports fiscal sustainability, access, and accountability by aligning user fees and taxpayer contributions with the level of public and individual benefit derived from each service.

The intent is to:

- Ensure cost recovery targets are clearly defined and consistently applied.
- Promote equity and affordability across age segments and income levels.
- Encourage efficient, market-competitive operations while maintaining community access.
- Reinforce the Department’s mission to enhance quality of life through recreation, wellness, and community engagement.

2. Policy Principles

1. **Equity and Access:** Fees will not create a barrier to participation. Subsidies, scholarships, or partnership mechanisms will be used to maintain accessibility for economically vulnerable residents.
2. **Transparency:** All pricing decisions will be guided by documented cost recovery targets and presented to the public in an understandable format.
3. **Accountability:** Fees and recovery levels will be reviewed annually and reported to City Council as part of the budget process.
4. **Flexibility:** Staff may adjust prices within approved cost recovery ranges to respond to market conditions, participation levels, and community demand.
5. **Fiscal Sustainability:** The Department will pursue a balanced approach to cost recovery that protects taxpayer investment, supports service quality, and ensures long-term financial health.

3. Classification of Services

All programs, services, and rentals are classified according to the relative balance of public benefit (shared community value) and individual benefit (exclusive personal value).

This framework informs how much of the total cost should be recovered through user fees versus public subsidy.

Classification	Definition	Typical Funding Source	Target Cost Recovery	Examples
Essential Services	Services that provide a high level of community benefit or are mandated by law; typically ensure inclusivity, health, or safety.	100% tax-supported	0–10%	Community events, ADA access, senior outreach, public information.
Important Services	Services that deliver a mix of public and individual benefit; contribute to community well-being and engagement.	Tax and user-fee supported	30–70%	Youth sports, afterschool care, fitness and wellness classes.
Value-Added Services	Services that primarily benefit individual participants and are discretionary in nature.	Primarily fee-supported	70–100%+	Camps, private lessons, rentals, adult leagues, special interest classes.

4. Cost Recovery Framework

The following cost recovery framework establishes minimum targets for each program or facility category, as recommended in the assessment.

Category	FY 2024 Cost Recovery	Recommended Minimum Target	Notes
Active Aging Programs	30%	30–40%	Maintain intentional subsidy; align with senior access and social well-being goals.
Afterschool Programs	68%	80–90%	Reprice underperforming programs (e.g., Track & Field, i9 Soccer).
Athletics	81%	80–90%	Maintain strong adult leagues; increase youth cost recovery to target.
Camps	116%	80%	Sustain summer performance; improve seasonal balance.
Community Events	21%	10–20%	Maintain affordability; pursue sponsorship offsets.
Lifelong Learning & Wellness	54%	70–80%	Eliminate or reprice low-performing classes.
Athletic Fields Rentals	16%	40%	Introduce tiered structure, prioritize community leagues.
Facility/Room Rentals	38%	90%	Reprice Port, Starboard, and Sail rooms; retain flexibility for community uses.
Picnic/Gathering Spaces	63%	70%	Adjust underperformers; maintain top-tier sites.
Sport Courts Rentals	260%	80%	Maintain performance; reprice bocce and pickleball memberships.

5. Pricing Methodology

A. Basis for Pricing

Fees shall be set to recover the **direct and indirect costs** of service delivery based on:

- Personnel and benefit costs (including prep, supervision, and cleanup time)
- Contracted instructor and referee fees
- Supplies and materials
- Facility and equipment usage
- Administrative overhead, marketing, and technology support

B. Market and Affordability Considerations

Prices will be benchmarked against comparable agencies in the region to ensure competitiveness and affordability. Where feasible, fees will reflect Foster City's local market conditions and the socioeconomic diversity of residents.

C. Adjustments and Ranges

Staff are authorized to adjust prices within Council-approved cost recovery ranges based on:

- Demand (e.g., waiting lists or under-enrollment)
- Time and seasonality (prime vs. non-prime)
- Facility location and amenities
- User type (resident vs. non-resident)
- Group or volume discounts

6. Differential Pricing Strategies

The Department will employ a mix of pricing tools to maximize participation and revenue efficiency:

1. **Primetime / Non-Primetime Pricing** - Adjust rates for weekends and peak hours.
2. **Seasonal Pricing** - Higher rates in high-demand seasons; lower in off-season.
3. **Tiered Skill Pricing** - Differentiate between beginner, intermediate, and advanced offerings.
4. **Resident and Non-Resident Rates** - Apply a consistent premium for non-residents.
5. **Group and Family Discounts** - Encourage participation across households.
6. **Sponsorship and Partnership Pricing** - Offer fee reductions where external support offsets costs.
7. **Scholarships and Fee Assistance** - Maintain access for lower-income households through need-based subsidies funded by sponsorships or program surpluses.

7. Implementation and Administration

- **Annual Review:** Staff shall review program and rental fees annually to evaluate cost recovery performance and recommend adjustments.
- **Council Reporting:** A Cost Recovery and Pricing Report shall be presented annually to the City Council as part of the budget process.
- **Public Communication:** All fees and policies will be posted online and included in program materials.
- **Authority to Adjust:** The Parks and Recreation Director shall have authority to adjust fees within the approved ranges. Any fee changes exceeding approved thresholds shall be brought to City Council for approval.
- **Exceptions:** Programs or services with unique social, economic, or strategic value may receive special consideration or alternate subsidy levels upon City Manager approval.

8. Policy Outcomes and Metrics

Success of the Pricing Policy will be measured through:

- Achieving or exceeding the aggregate 76% cost recovery goal for programs and 67% for rentals by FY 2027.
- Reducing the total annual General Fund subsidy per participant from \$8.61 to \$5.90.
- Annual participation growth of 3-5% across all programs.
- Maintaining overall satisfaction above 85%, per community survey benchmarks.

9. Review and Update

This policy shall be reviewed every three years or upon the adoption of a new Parks and Recreation Master Plan, Cost Recovery Study, or major facility expansion (e.g., the new Community Center opening in 2026).

Recommendation for City Council Action

Staff recommends that the City Council:

1. Adopt this Parks and Recreation Department Pricing Policy as official City policy.
2. Authorize the Director of Parks and Recreation to implement and administer the policy within approved cost recovery ranges.
3. Direct staff to provide an annual pricing and cost recovery performance report beginning with FY 2026.

COMMUNITY ENGAGEMENT



Foster City, California 2024 Parks and Recreation Needs Assessment Survey Findings Report

Submitted to Foster City, California by:

ETC Institute
725 W. Frontier Lane,
Olathe, KS 66061

January 2025



Contents

Section 1: Executive Summary	1
Section 2: Charts and Graphs	9
Section 3: Benchmarks	44
Section 4: Priority Investment Ratings (PIR)	54
Section 5: I-S Analysis	62
Section 6: Tabular Data	66
Section 7: Survey Instrument	117



Executive Summary

Foster City, California

Parks and Recreation Needs Assessment Survey

Executive Summary

Overview

ETC Institute administered a parks and recreation needs assessment survey for Foster City, California during the winter of 2024-2025. The purpose of the survey was to help determine parks and recreation priorities for the community.

Methodology

ETC Institute mailed a survey packet to a random sample of households throughout Foster City. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online.

After the surveys were mailed, ETC Institute followed up with residents to encourage participation. To prevent people who were not residents of Foster City from participating, everyone who completed the survey online was required to enter their home address prior to submitting their survey. ETC Institute then matched the addresses entered online with the addresses originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to receive 300 completed surveys from households within Foster City. This goal was exceeded, with 310 completed surveys collected. The overall results for the sample of 310 residents have a precision of at least +/-5.5% at the 95% level of confidence.

This report contains the following:

- Executive Summary with major findings (Section 1)
- Charts showing the overall results of the survey (Section 2)
- Benchmarks (Section 3)
- Priority Investment Ratings (PIR) (Section 4)
- Importance-Satisfaction Analysis (Section 5)
- Tabular data showing the overall results for all questions on the survey (Section 6)
- A copy of the cover letter and survey instrument (Section 7)

The major findings of the survey are summarized in the following pages.

Facilities/Programs Use

Facilities Use: Ninety-six percent (96%) of respondents indicated that they have visited a facility in the past year. They selected how often they visit the City's parks/facilities. 62% visit more than once a week, 10% visit once a week, 15% visit 1-3 times a month, 11% visit several times a year, and 2% rarely visit. They selected the reasons they use the City's parks/facilities. The common reasons were: walking (86%), hang out (35%), and walk dogs (32%). They rated the physical condition of the City's parks/facilities they visited. 36% rated excellent, 54% rated good, 8% rated fair, and 1% rated poor. They selected barriers that have prevented them from using parks/facilities more often. The common barriers were: none of the above (35%), lack of shade (20%), and lack of amenities we want to use (19%). They selected the improvements/additions they would most like to see at those parks. The most selected options were: restrooms (26%), trees/shade (26%), and picnic tables/benches (24%).

Programs Use: Forty-five percent (45%) of respondents indicated that they have participated in a program/activity in the past year. They rated the overall quality of the programs/activities they participated in. 34% rated excellent, 56% rated good, 9% rated fair, and 1% rated poor. They selected reasons why they do not participate in programs/activities more often. The common barriers are: I don't know what is offered (37%), program times are not convenient (23%), and too busy/not interested (15%).

Outside Organizations

Respondents selected the organizations they use for programs/activities in the past year. The commonly used organizations were: City of Foster City (59%), San Mateo County (30%), and private clubs (23%).

Communication

Respondents selected all the ways they learn about the City's parks and recreation services. The commonly used resources were: city activity guide (44%), city website (38%), and friends & neighbors (34%). Based on the sum of top three choices, the commonly used resources were: city activity guide (43%), city monthly eNewsletter (38%), and emails from City (36%).

Benefits, Importance, and Improvements to Parks and Recreation

Agreement: Respondents rated their level of agreement with the statements about some potential benefits of the City's parks and recreation services. The most agreed statements were: makes Foster City a more desirable place to live (94%), improves my (my household's) physical health & fitness (86%), and preserves open space & protects the environment (84%). Based on the sum of top 4 choices, the statements/benefits most important to households are: makes Foster City a more desirable place to live (53%), improves my (my household's) physical health & fitness (45%), and improves my (my household's) mental health & reduces stress (36%).

Support: Respondents rated their level of support of paying additional fees for improvements to the City's parks, trails, facilities, and programs. 13% were very supportive, 45% were somewhat supportive, 36% were not supportive, and 6% were not sure.

Additional Finding

Community Event Offerings: Based on the sum of top 3 choices, the event types that respondents are most interested in are: food events (63%), entertainment (47%), and holiday celebrations (36%).

Satisfaction: Respondents rated their level of satisfaction with the overall value that your household receives from the City's parks and recreation offerings. 27% rated very satisfied, 58% rated satisfied, 12% rated neutral, 3% rated dissatisfied, and 1% rated very dissatisfied. They rated their level of satisfaction with the overall value they received from all the services provided by the City. 45% rated very satisfied, 35% rated somewhat satisfied, 14% rated neutral, 4% rated somewhat dissatisfied, and 1% rated very dissatisfied.

Recreation Facilities/Amenities Needs and Priorities

Facility Needs: Respondents were asked to identify if their household had a need for 26 recreation facilities and amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities.

The three facilities with the highest percentage of households that have an unmet need:

1. Multiuse trail system-biking, walking, jogging
2. Walking trails in parks
3. Trees/shade

Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four facilities that ranked most important to residents:

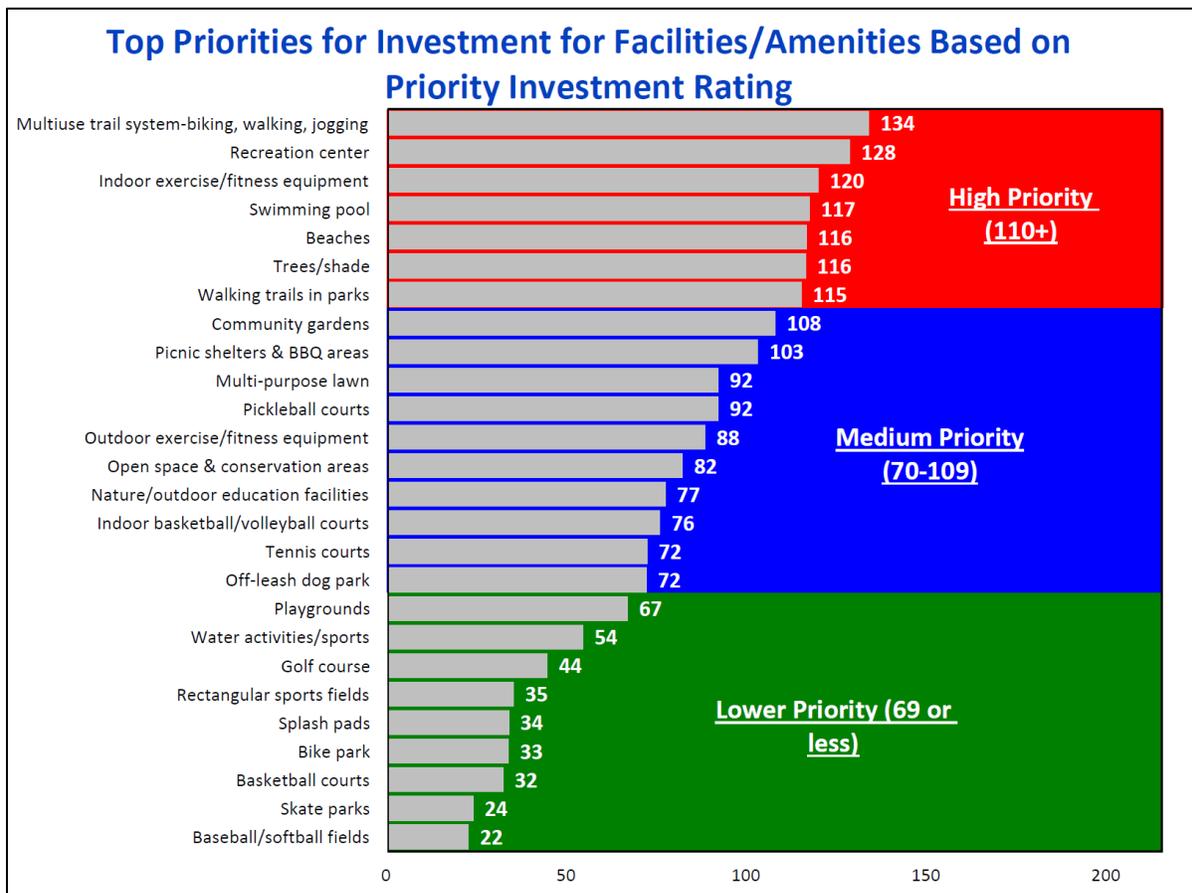
1. Multiuse trail system-biking, walking, jogging
2. Walking trails in parks
3. Recreation center
4. Trees/shade

Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facilities. [Details regarding the methodology for this analysis are provided in Section 4 of this report.]

Based the Priority Investment Rating (PIR), the following facilities were rated as high priorities for investment:

- Multiuse trail system-biking, walking, jogging (PIR=134)
- Recreation center (PIR=128)
- Indoor exercise/fitness equipment (PIR=120)
- Swimming pool (PIR=117)
- Beaches (PIR=116)
- Trees/shade (PIR=116)
- Walking trails in parks (PIR=115)

The chart on the next page shows the Priority Investment Rating for each of the 26 facilities assessed in the survey.



Recreation Programs/Activities Needs and Priorities

Programs Needs: Respondents were asked to identify if their household had a need for 25 recreation programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The three programs with the highest percentage of households that have an unmet need:

1. Community special events
2. Fitness & wellness programs
3. Outdoor recreation

Program Importance: In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents’ top four choices, these were the four facilities that ranked most important to residents:

1. Community special events
2. Fitness & wellness programs
3. Outdoor recreation
4. Programs for seniors

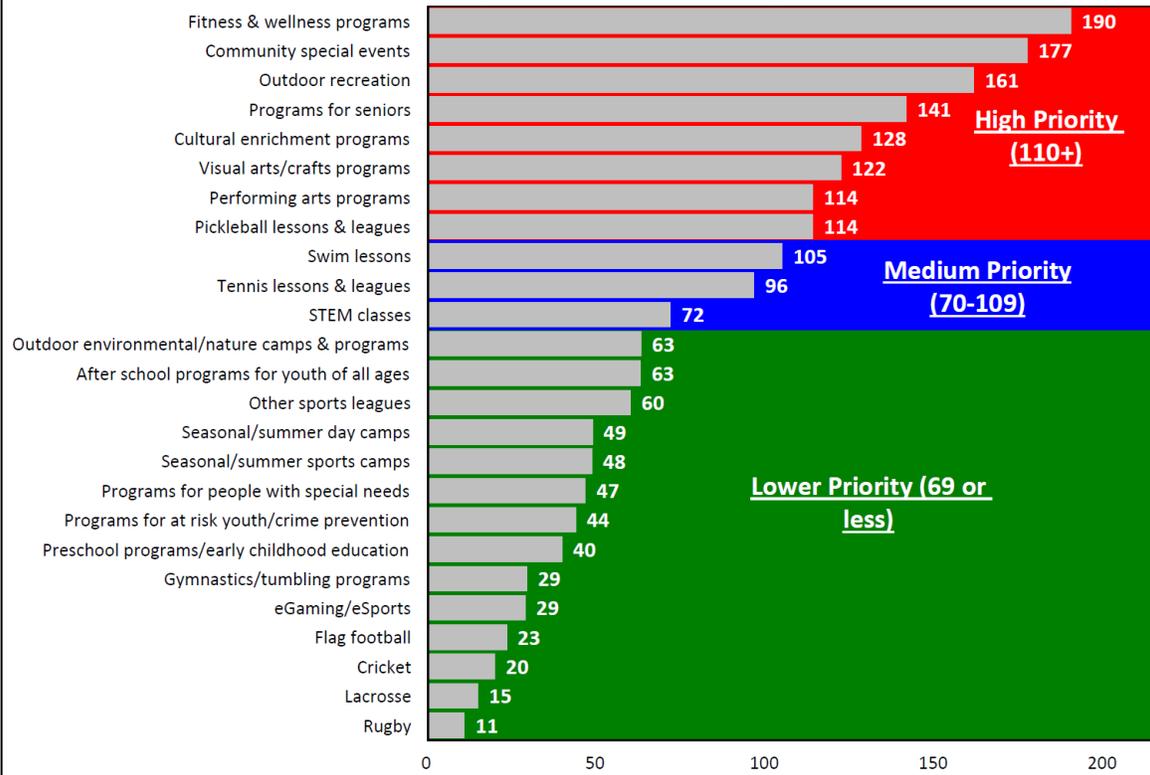
Priorities for Program Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the programs. [Details regarding the methodology for this analysis are provided in Section 4 of this report.]

Based the Priority Investment Rating (PIR), the following programs were rated as high priorities for investment:

- Fitness & wellness programs (PIR=190)
- Community special events (PIR=177)
- Outdoor recreation (PIR=161)
- Programs for seniors (PIR=141)
- Cultural enrichment programs (PIR=128)
- Visual arts/crafts programs (PIR=122)
- Performing arts programs (PIR=114)
- Pickleball lessons & leagues (PIR=114)

The chart below shows the Priority Investment Rating for each of the 25 programs assessed in the survey.

Top Priorities for Investment for Programs/Activities Based on Priority Investment Rating



Investment Priorities

Recommended Priorities. In order to help the City identify investment priorities, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each maintenance activity and the level of satisfaction with each maintenance activity. By identifying the items of high importance and low satisfaction, the analysis identified which item will have the most impact on overall satisfaction with the maintenance activities in the future. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in the items with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in Section 5 of this report.

Overall Priorities for the Maintenance Activities by Major Category. This analysis reviewed the importance of and satisfaction with the maintenance activities. Based on the results of this analysis, the items that are recommended as the top priorities in order to raise the parks overall satisfaction rating are listed below:

- Path/trail (paved) maintenance (I-S=0.1134)
- Restroom maintenance (I-S=0.1093)

The table below shows the Importance-Satisfaction rating for the sixteen major categories of the maintenance activities that were rated.

2024 Importance-Satisfaction Rating Foster City, California Maintenance Activities						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Path/trail (paved) maintenance	43%	1	74%	9	0.1134	1
Restroom maintenance	29%	3	63%	13	0.1093	2
Medium Priority (IS <.10)						
Waterways/beaches	18%	7	48%	16	0.0938	3
Trash/litter/waste pickup	34%	2	75%	7	0.0872	4
Community/recreation/senior center maintenance	17%	8	60%	14	0.0699	5
Athletic outdoor court maintenance	19%	6	68%	12	0.0605	6
Natural area/conservation area management	20%	5	75%	8	0.0507	7
Dog park (off leash) maintenance & care	9%	15	52%	15	0.0452	8
Landscape care (planting beds)	23%	4	80%	3	0.0445	9
Playground safety & maintenance	16%	10	75%	5	0.0401	10
Athletic field maintenance	15%	11	79%	4	0.0319	11
Pavilion/picnic area maintenance	11%	12	71%	10	0.0310	12
Graffiti removal/vandalism repair	17%	9	82%	2	0.0310	13
Urban forest/tree maintenance	10%	14	75%	6	0.0246	14
Lawn mowing	10%	13	84%	1	0.0164	15
Medians & cul-de-sacs	5%	16	68%	11	0.0142	16

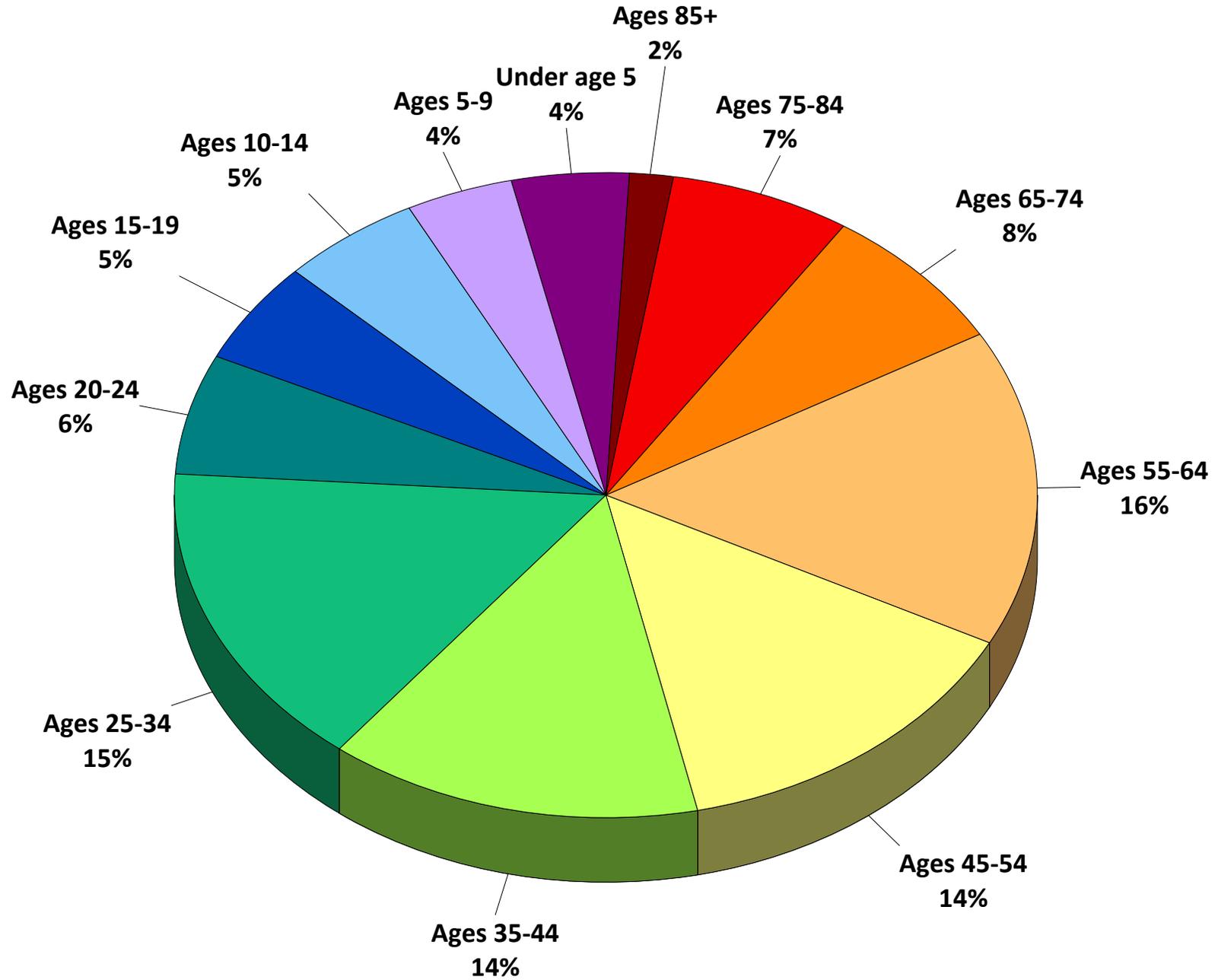


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Charts and Graphs

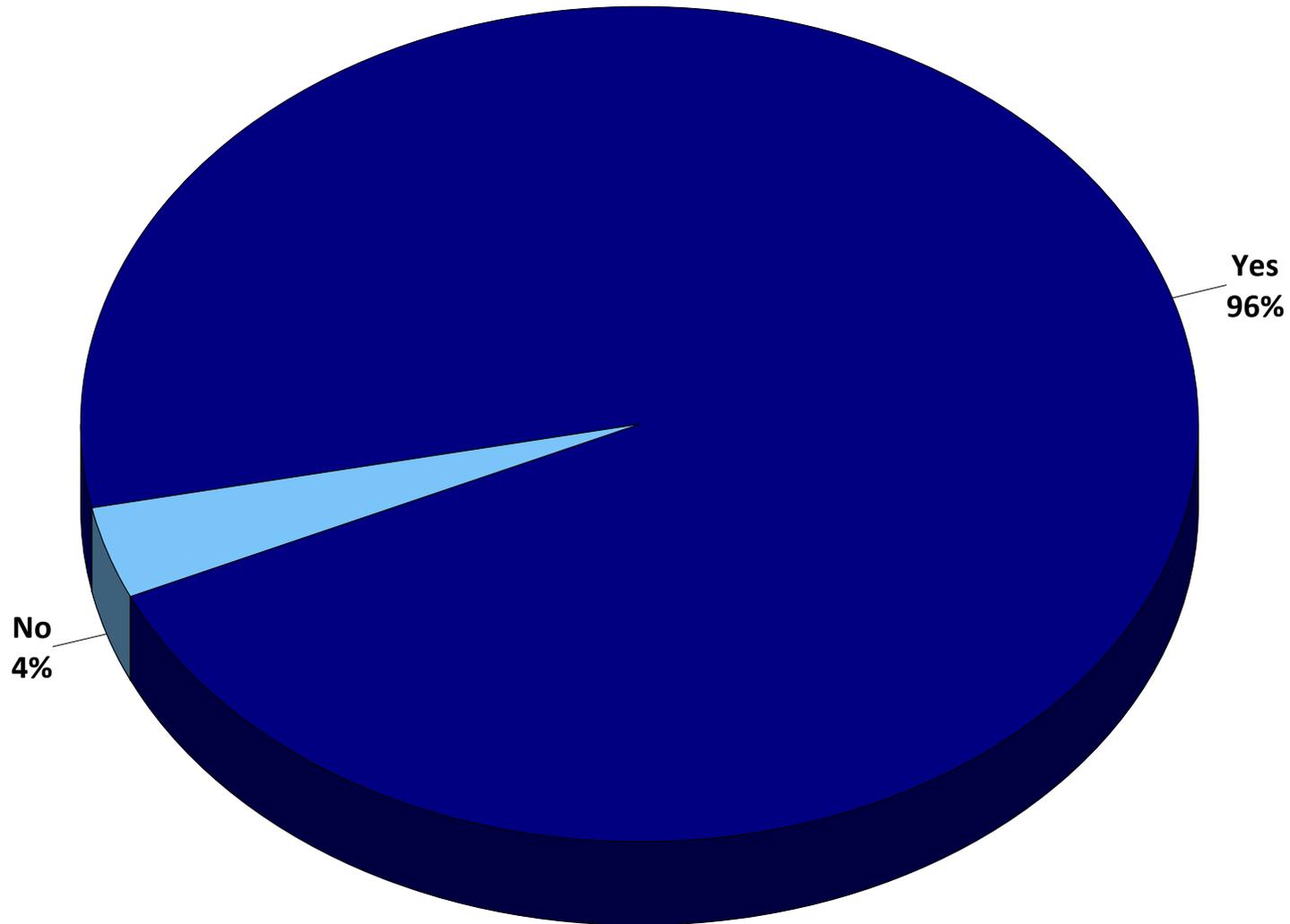
Q1. Including yourself, how many people in your household are...

by percentage of persons in household



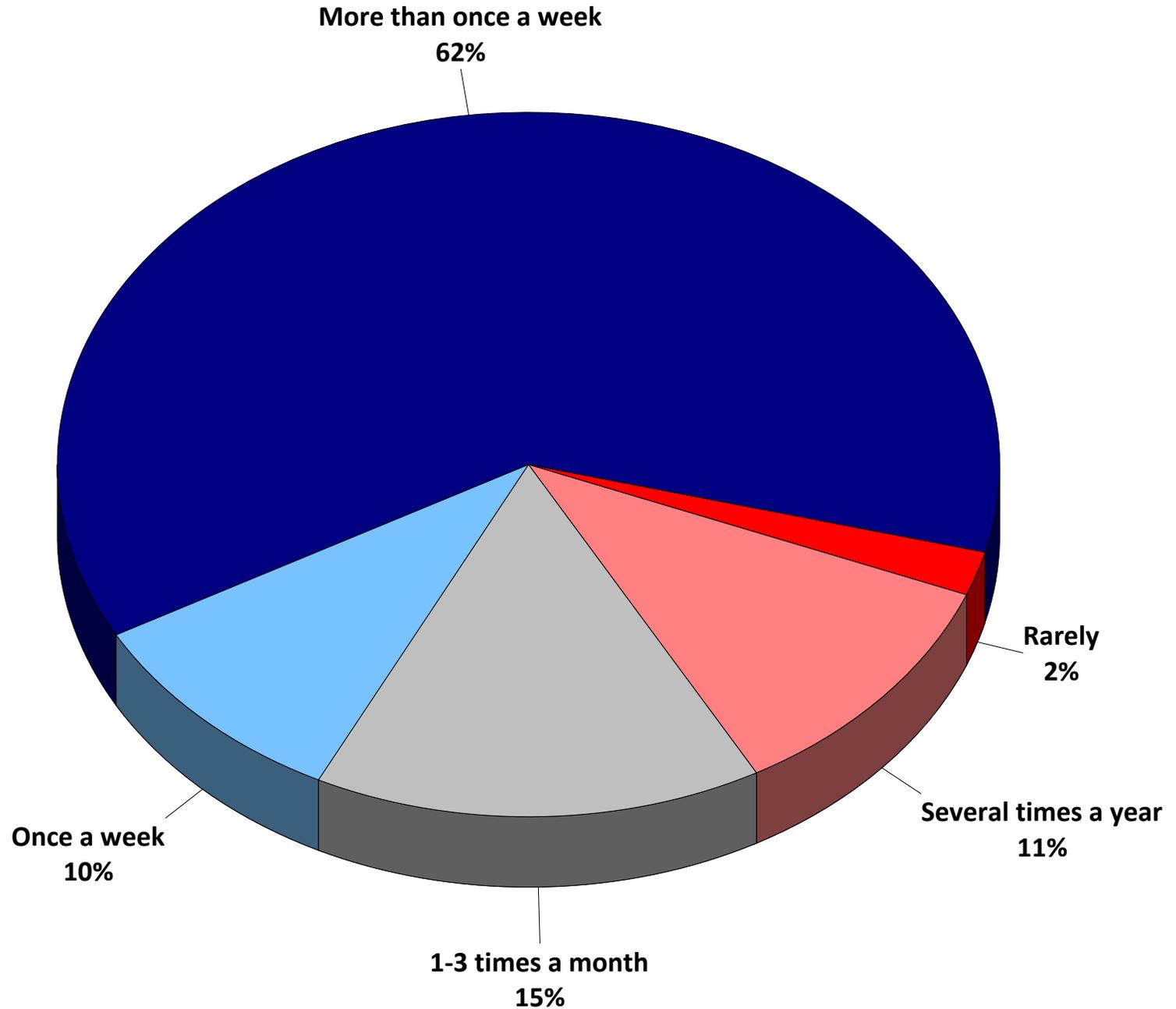
Q2. Have you/your household visited any Foster City parks or recreational facilities during the past year?

by percentage of respondents



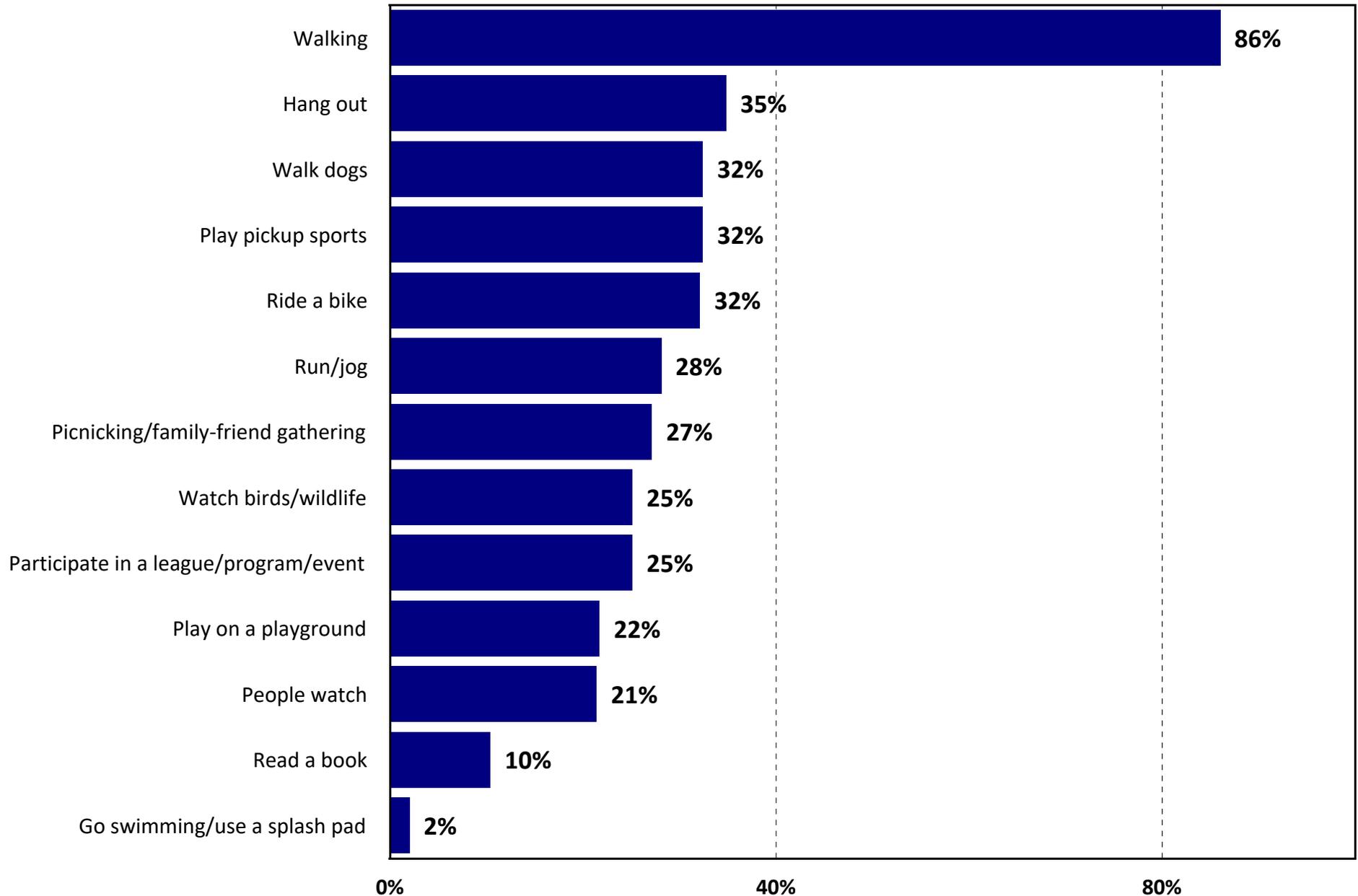
Q2a. How often do you visit Foster City parks and/or facilities?

by percentage of respondents who responded "YES" to Q2 (excluding "don't know")



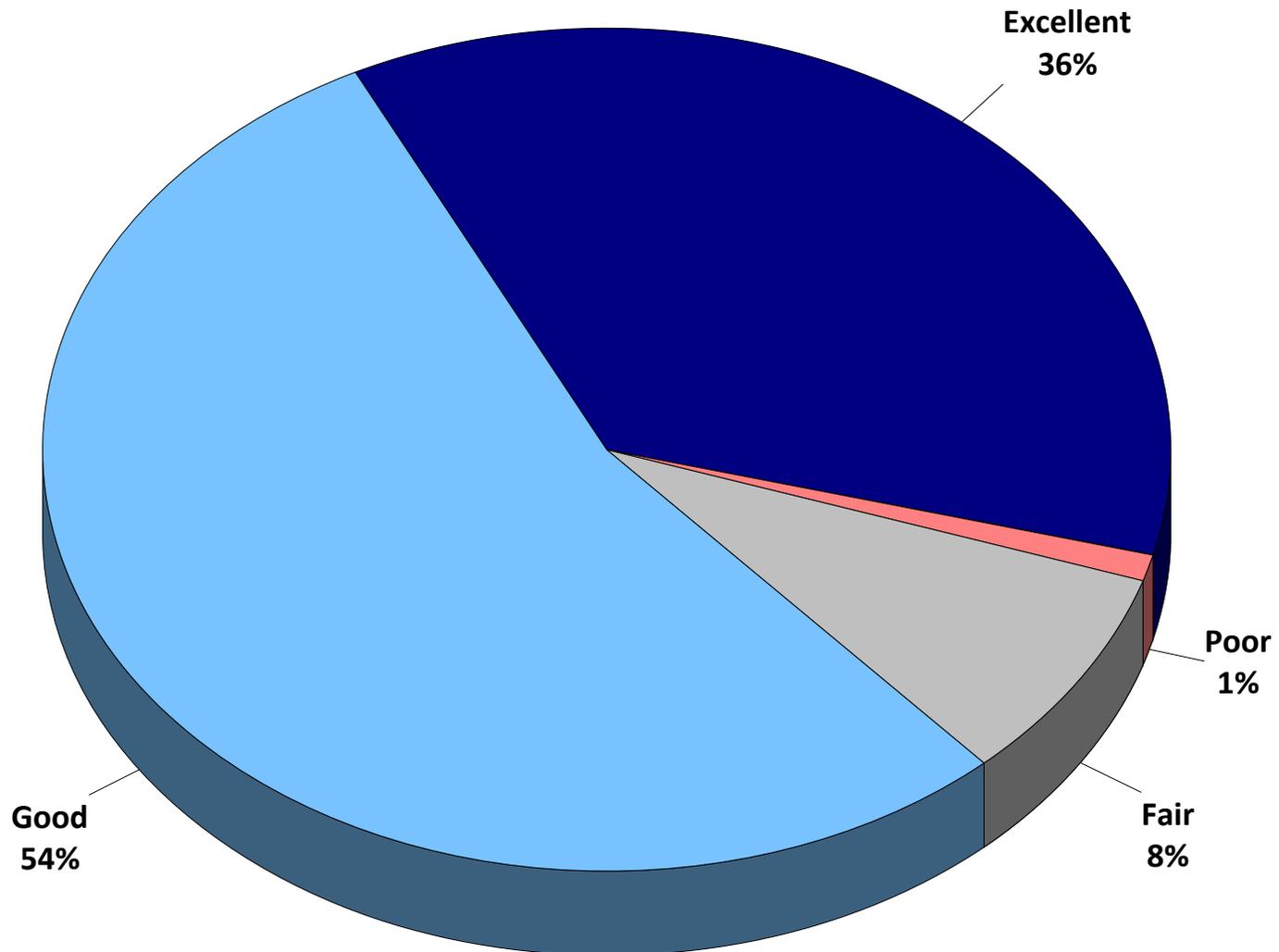
Q2b. Please check all the following reasons that you/your household currently use the parks and facilities.

by percentage of respondents who responded "YES" to Q2 (multiple selections could be made)



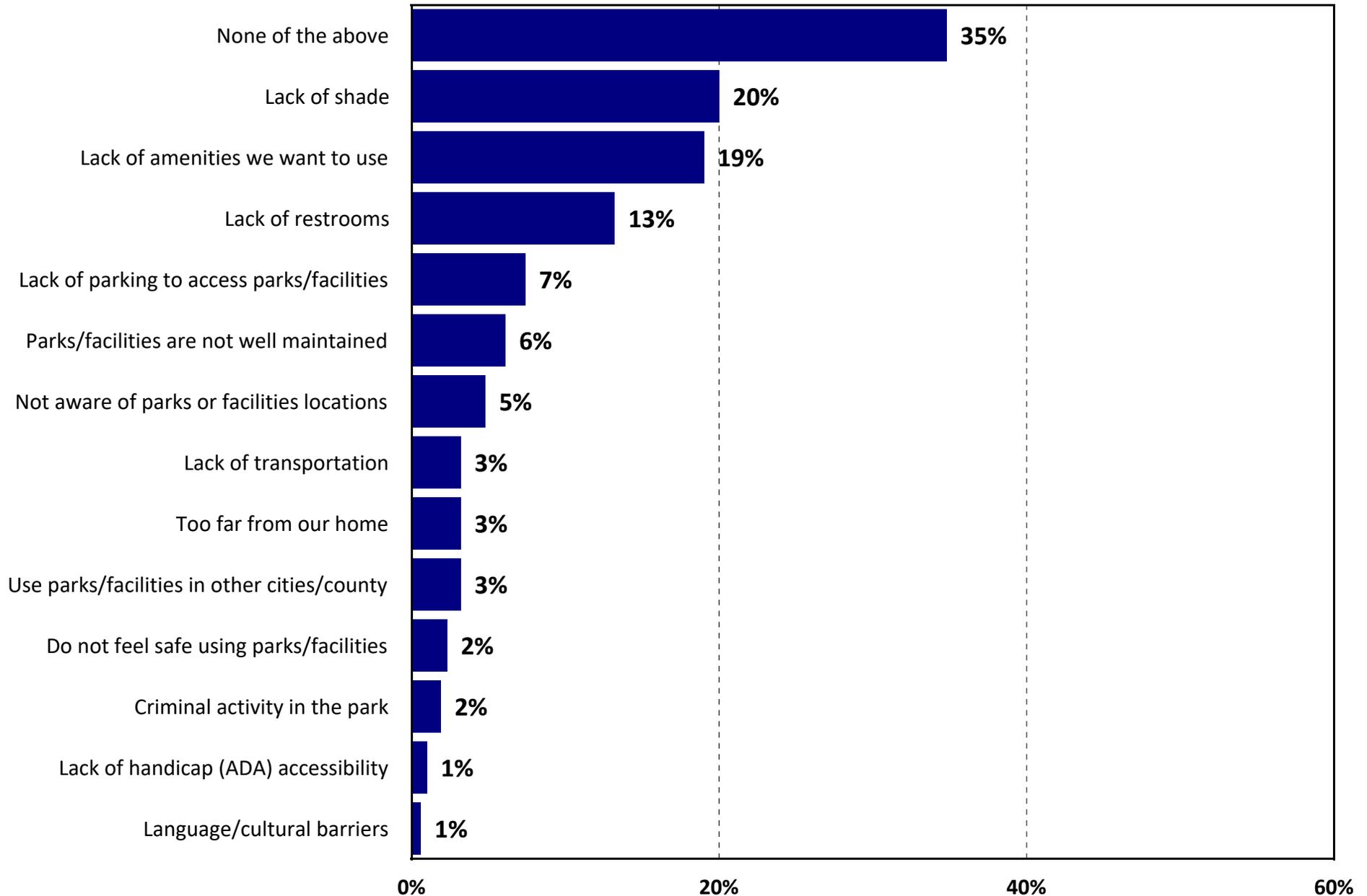
Q2c. Overall, how would you rate the physical condition of all the City's parks and facilities you have visited?

by percentage of respondents who responded "YES" to Q2 (excluding "not provided")



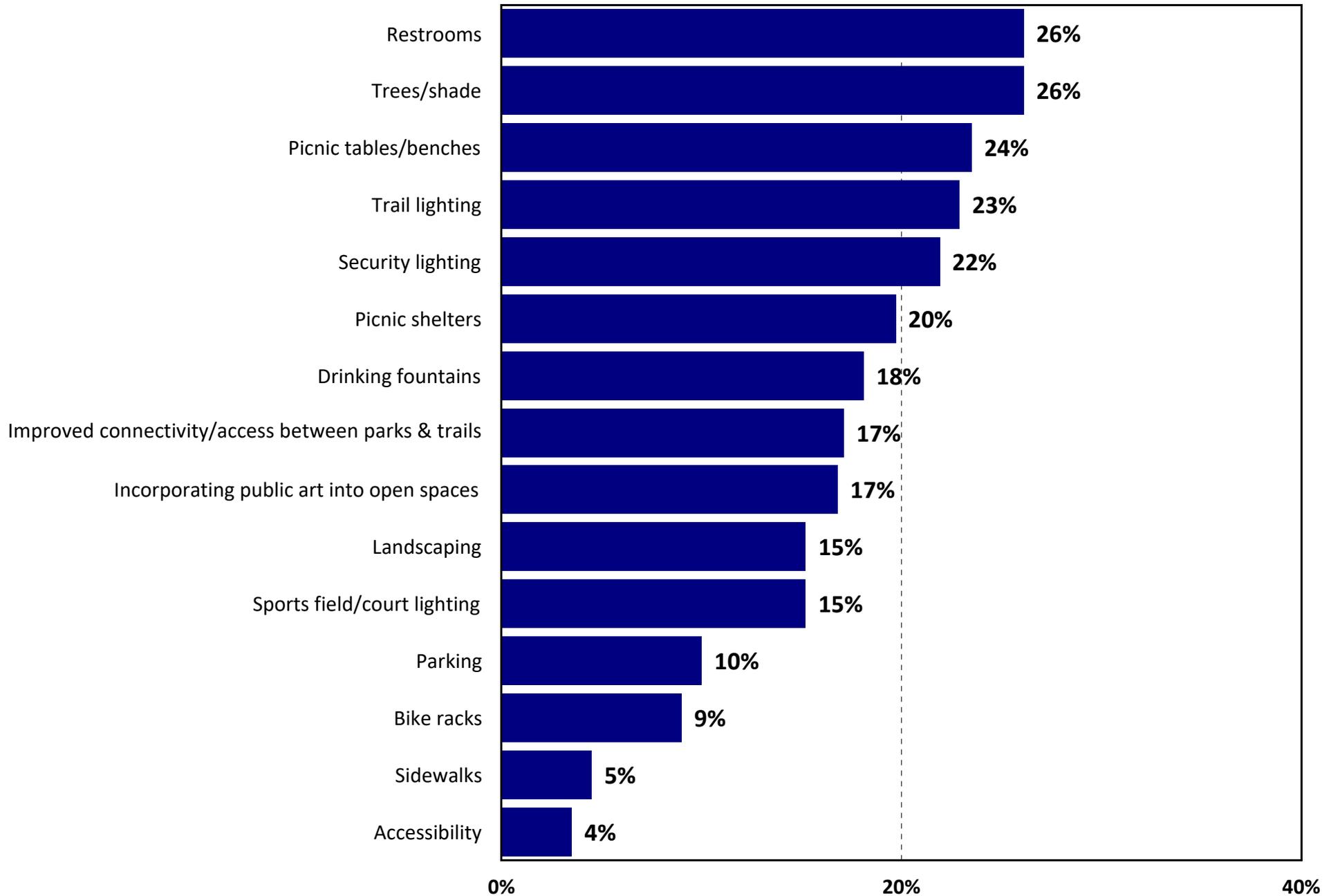
Q3. Please check all the following reasons that prevent you/your households from visiting parks and recreation facilities more often.

by percentage of respondents (multiple selections could be made)



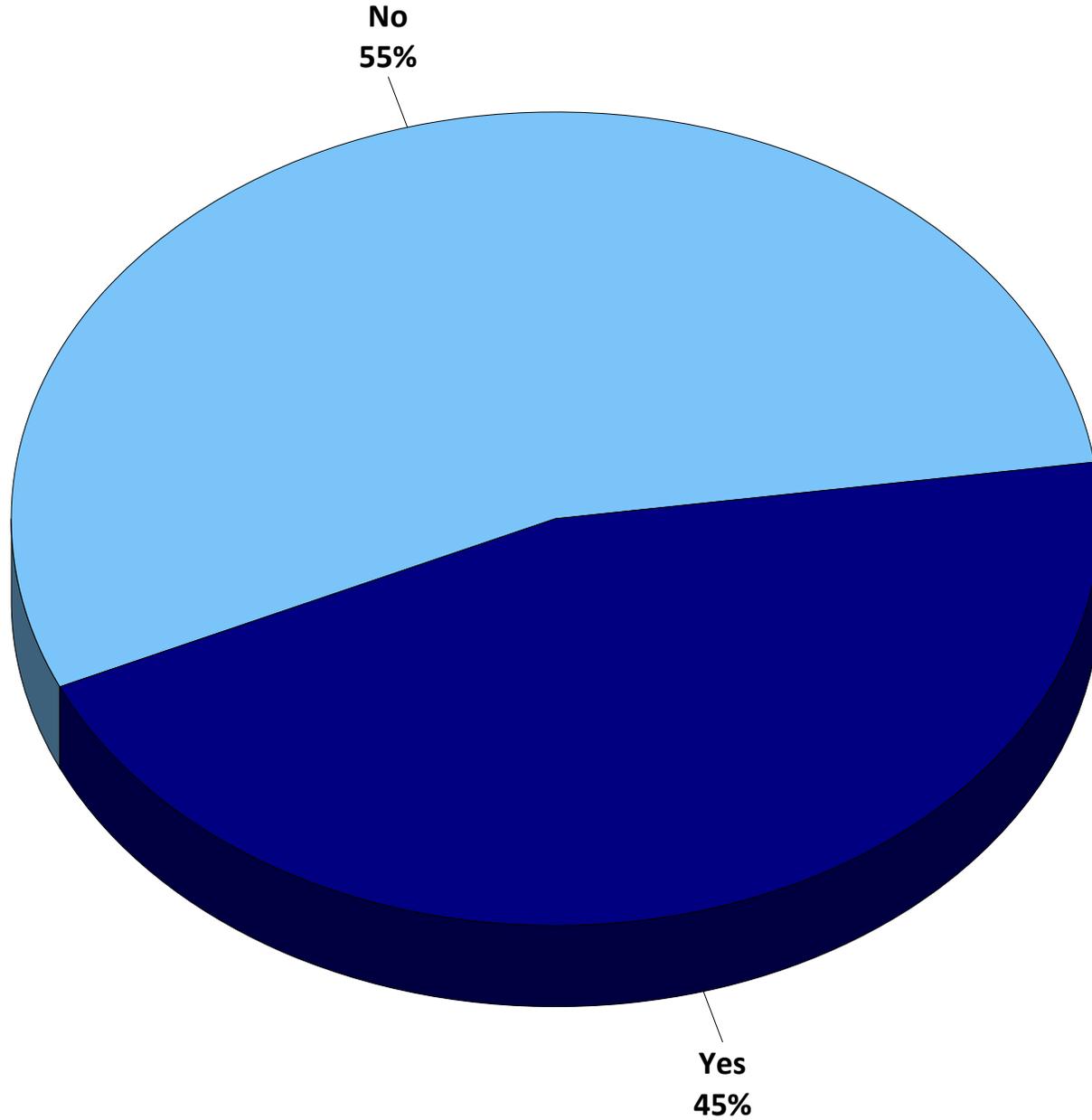
Q4a. What improvements/additions would you most like to see made at that park?

by percentage of respondents (multiple selections could be made)



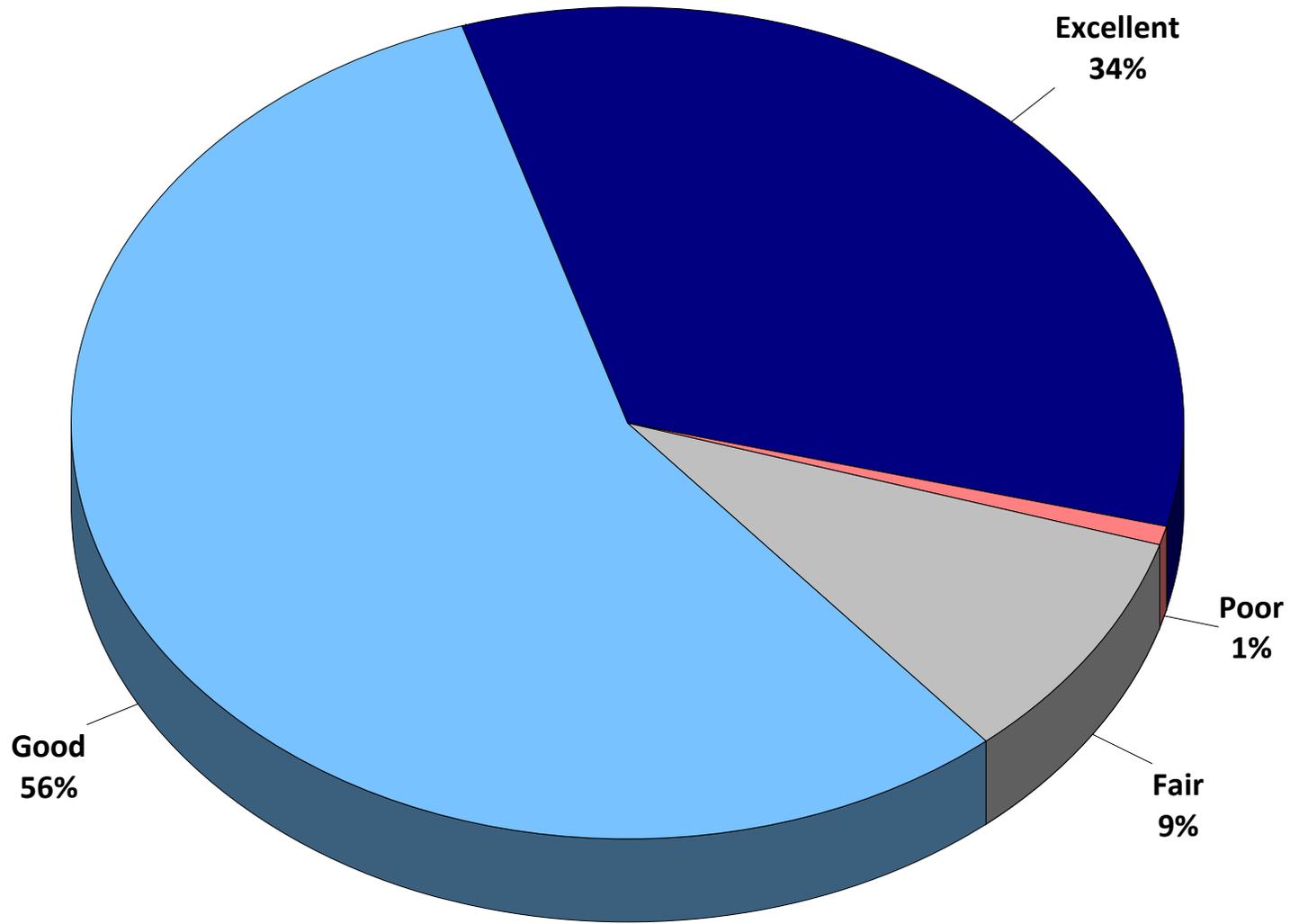
Q5. Has your household participated in any recreation programs/activities during the past year?

by percentage of respondents



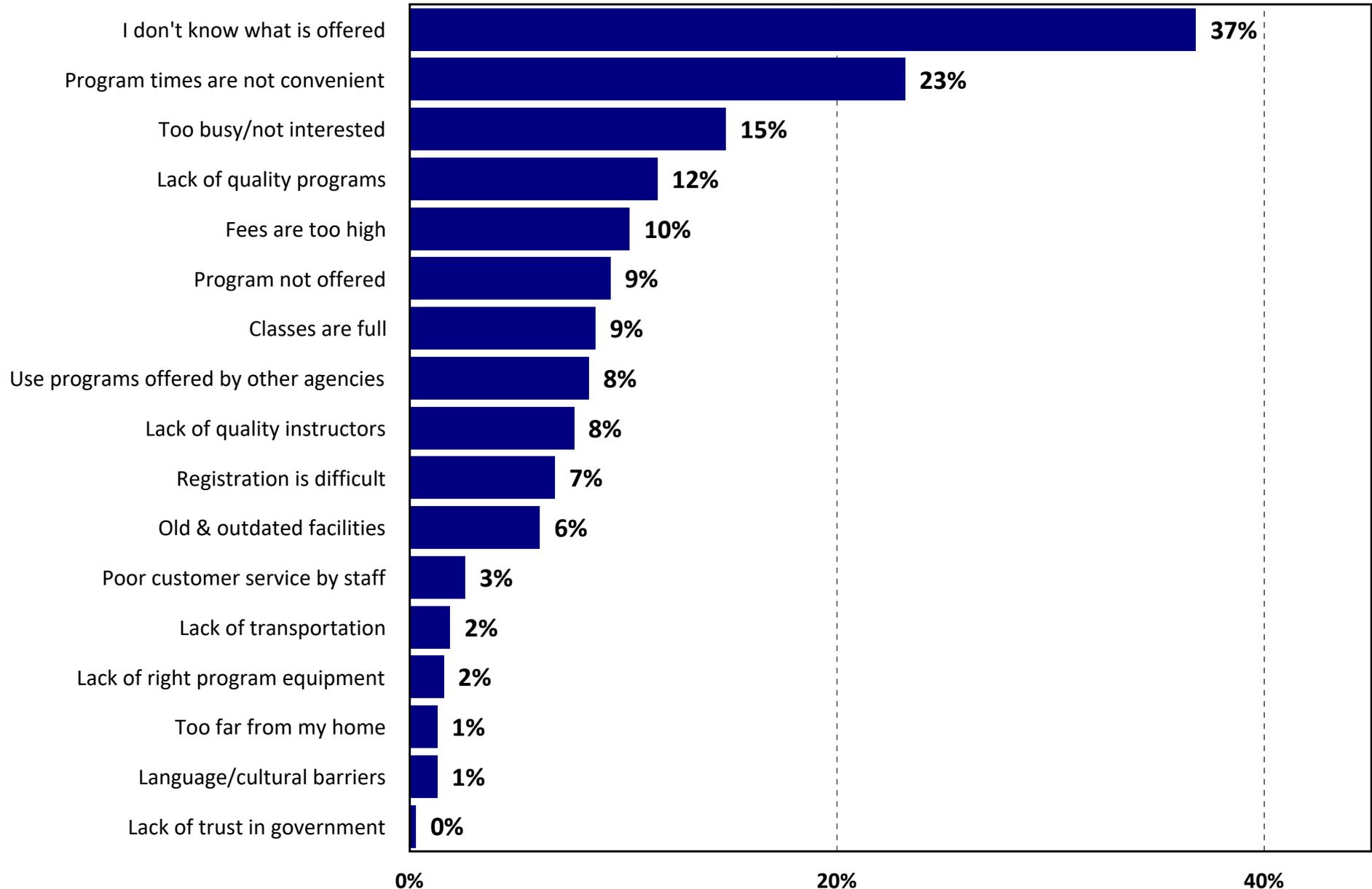
Q5a. How would you rate the overall quality of the recreation programs and/or activities in which your household has participated?

by percentage of respondents who responded "YES" to Q5 (excluding "not provided")



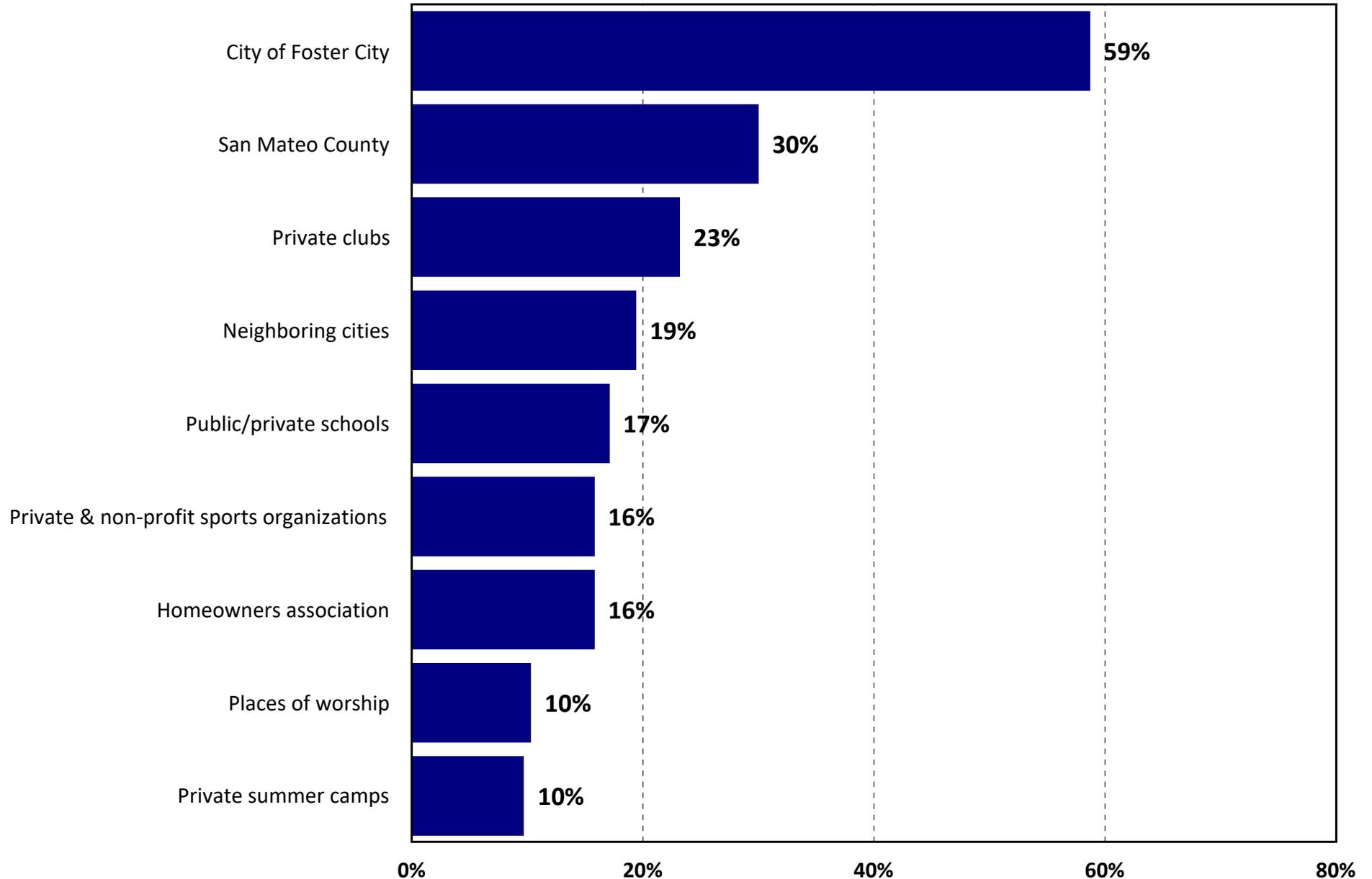
Q6. Please check all the following reasons that prevent you/your household from participating in the recreation programs/activities more often.

by percentage of respondents (multiple selections could be made)



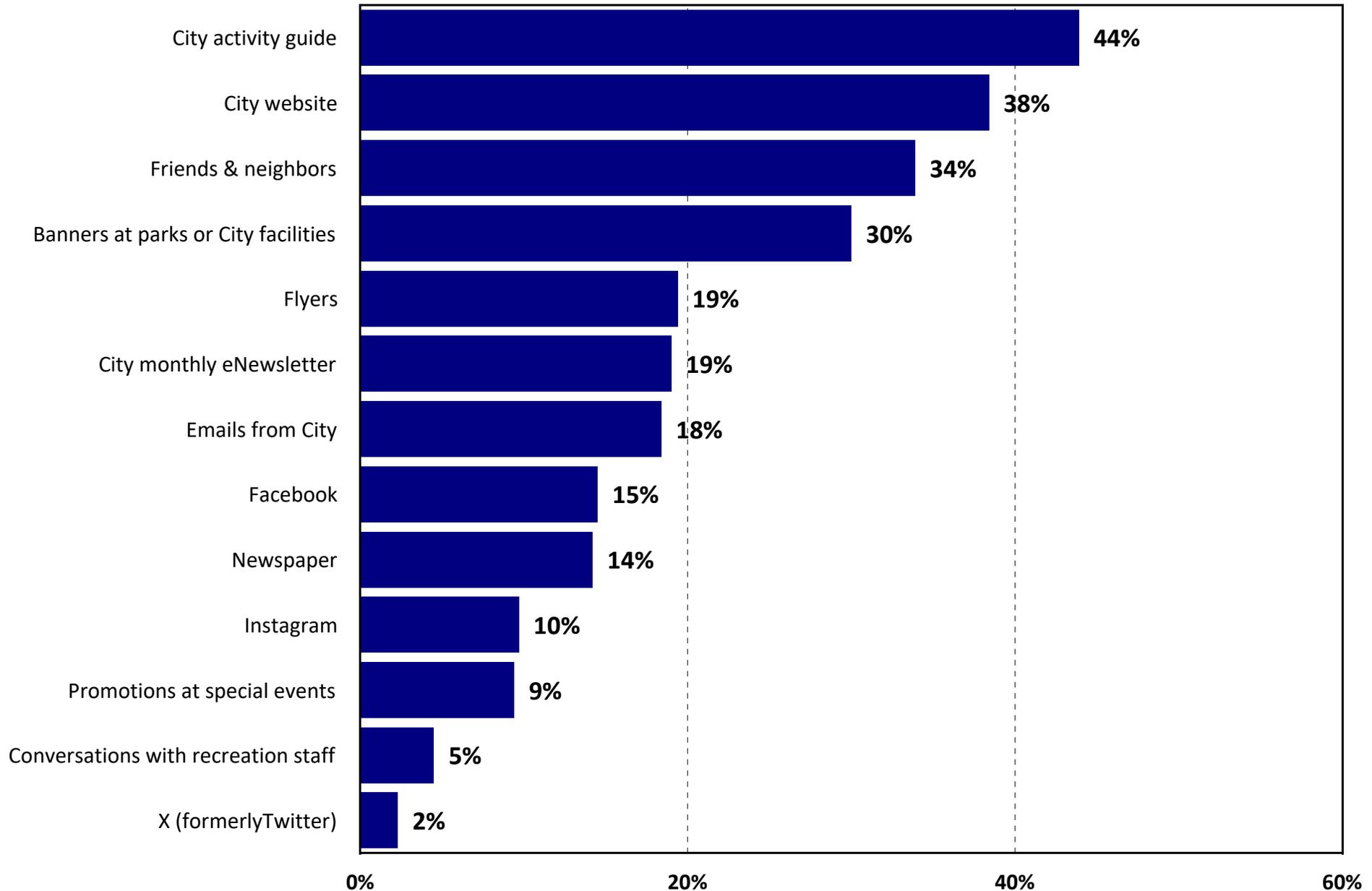
Q7. From the following list, please check all the organizations that you/your household have used for recreation programs/activities during the past year.

by percentage of respondents (multiple selections could be made)



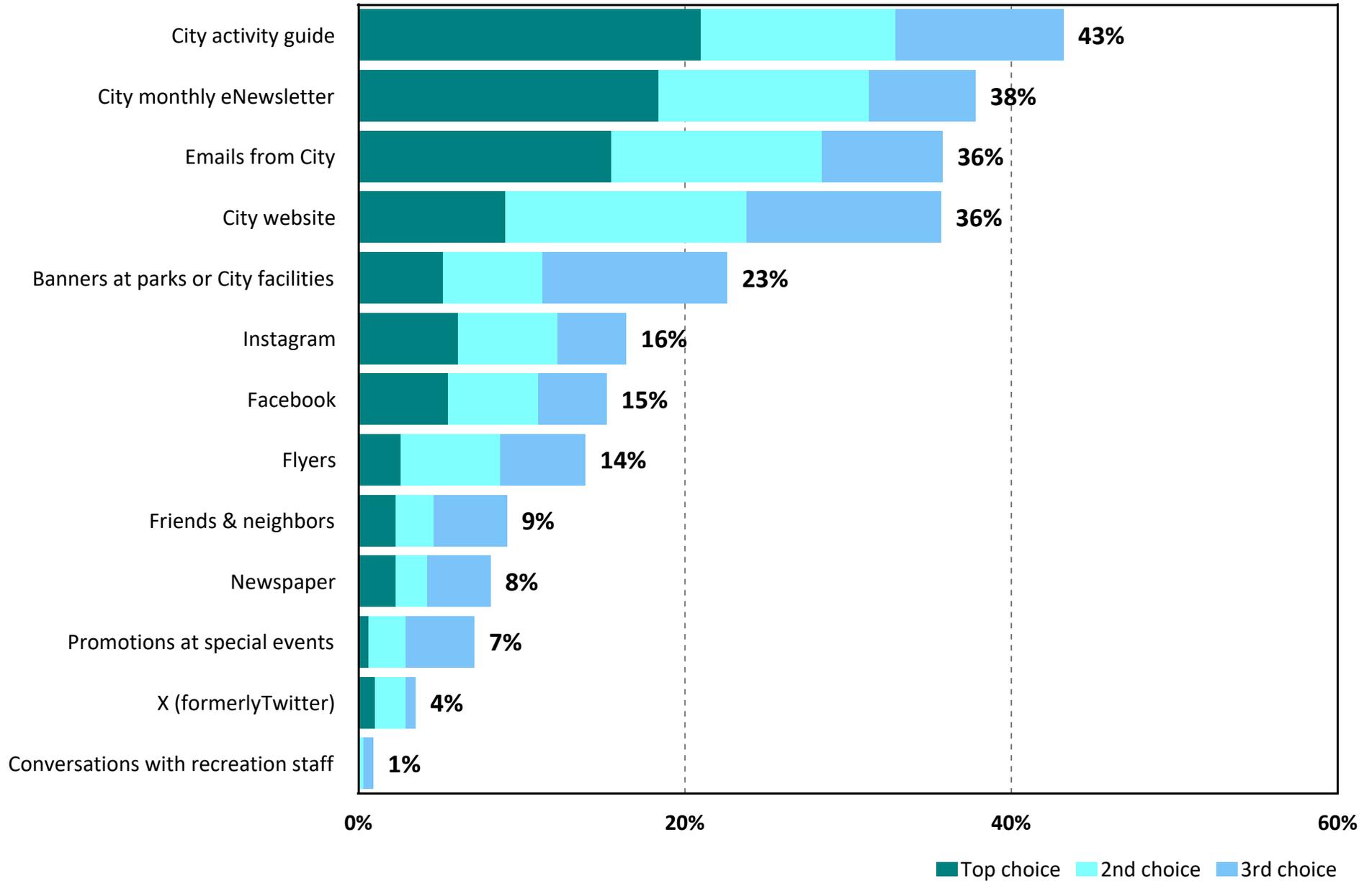
Q8. From the following list, please check all the ways you learn about the City’s parks, facilities, and programs, events, activities and services.

by percentage of respondents (multiple selections could be made)



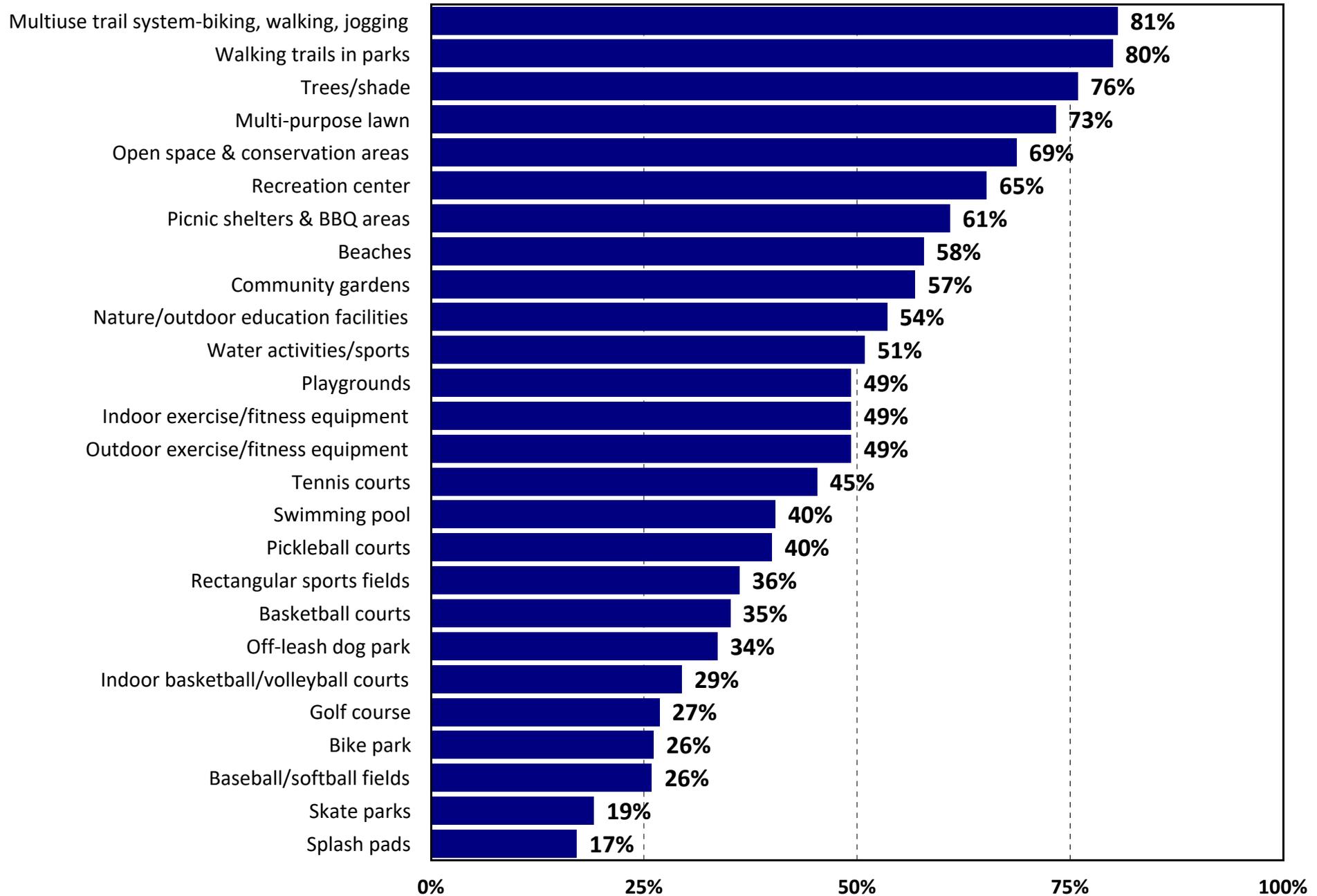
Q9. Which three methods of communication would you most prefer the City use to communicate with you about recreation programs/activities?

by percentage of respondents who selected the items as one of their top three choices



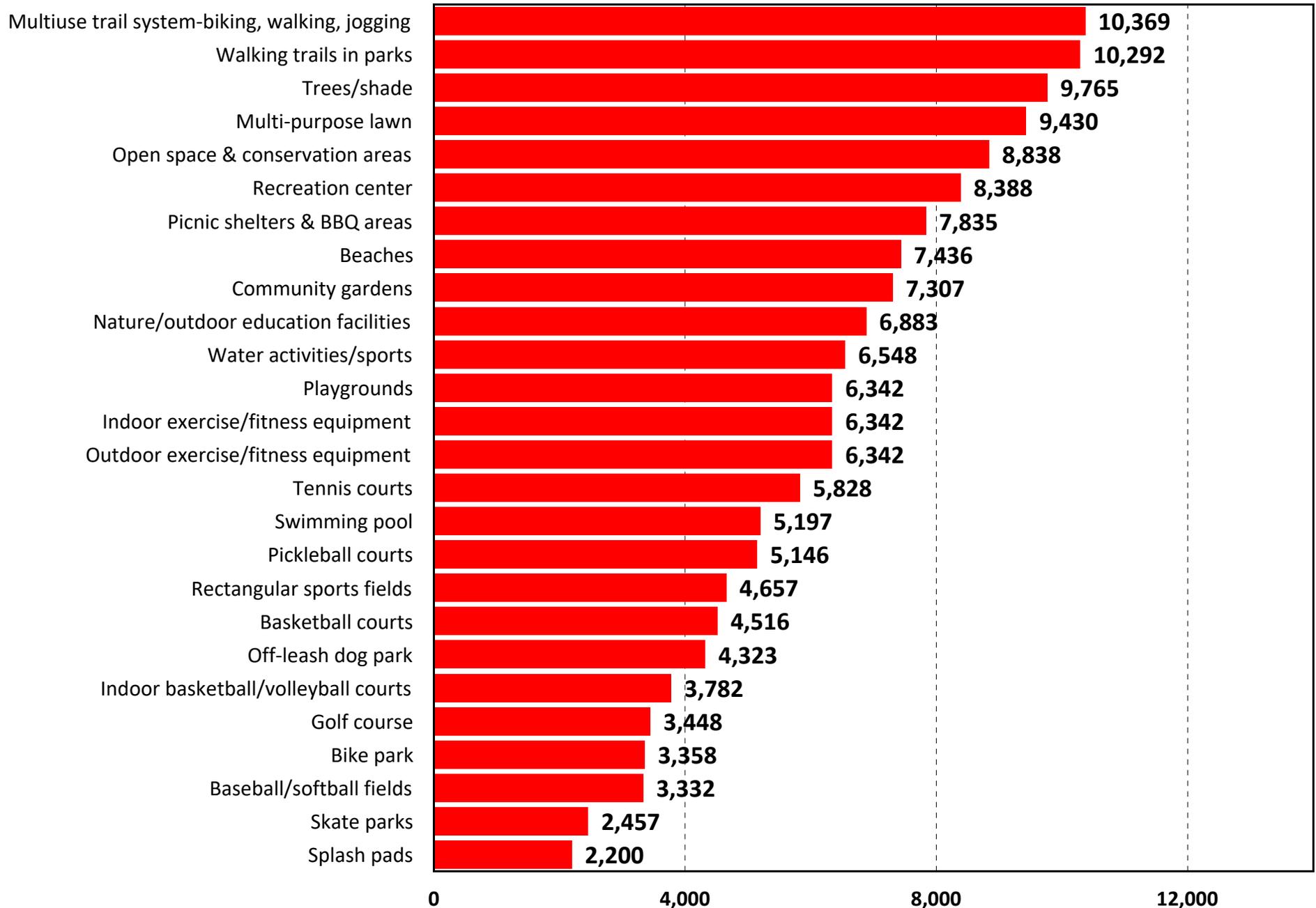
Q10. Households that have a need for various facilities/amenities.

by percentage of respondents who indicated need



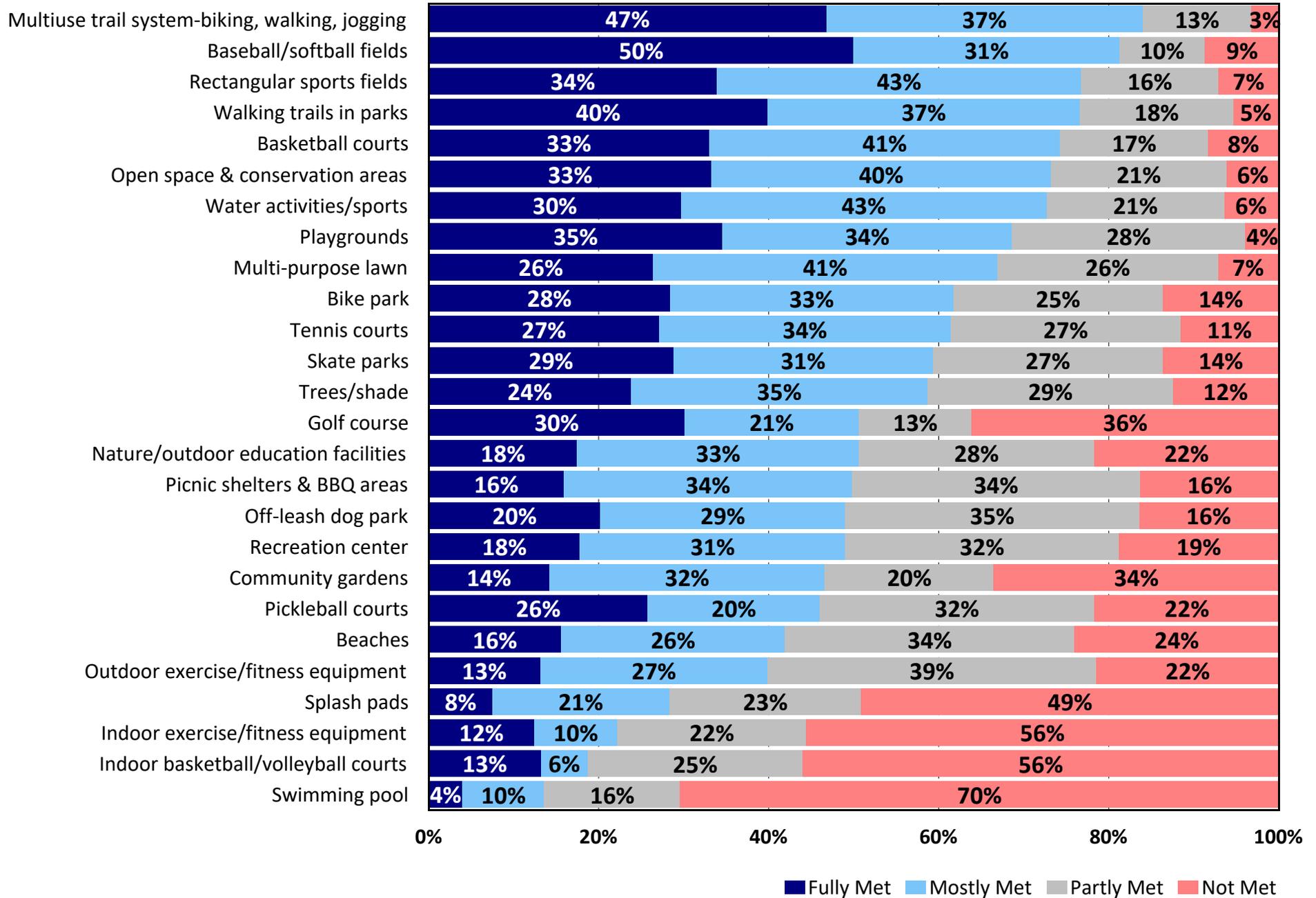
Q10b. Estimated number of households who have a need for facilities/amenities.

by number of households based on an estimated 12,865 households in City of Foster



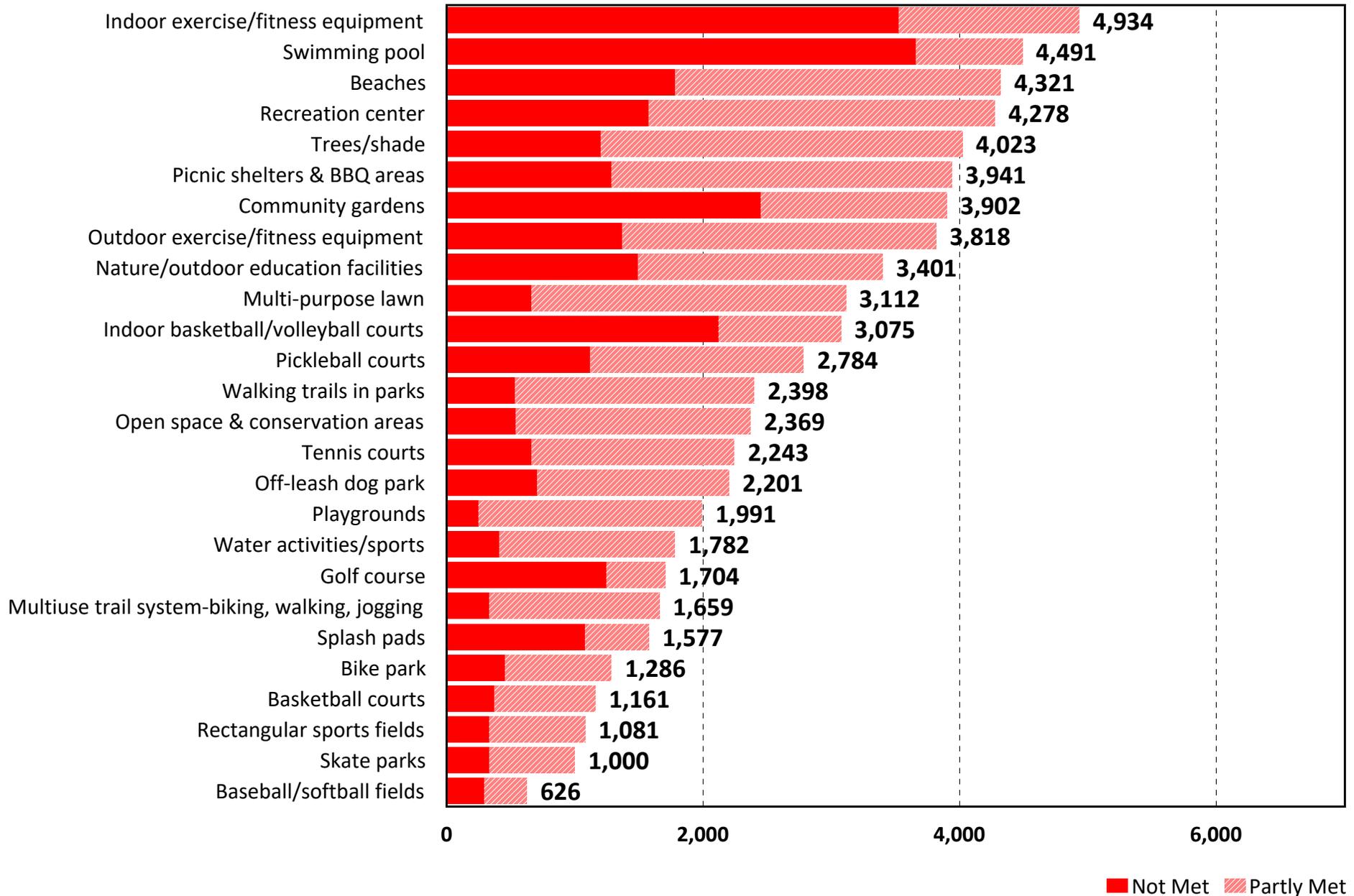
Q10c. How well needs are being met for various facilities/amenities.

by percentage of respondents (excluding "no need")



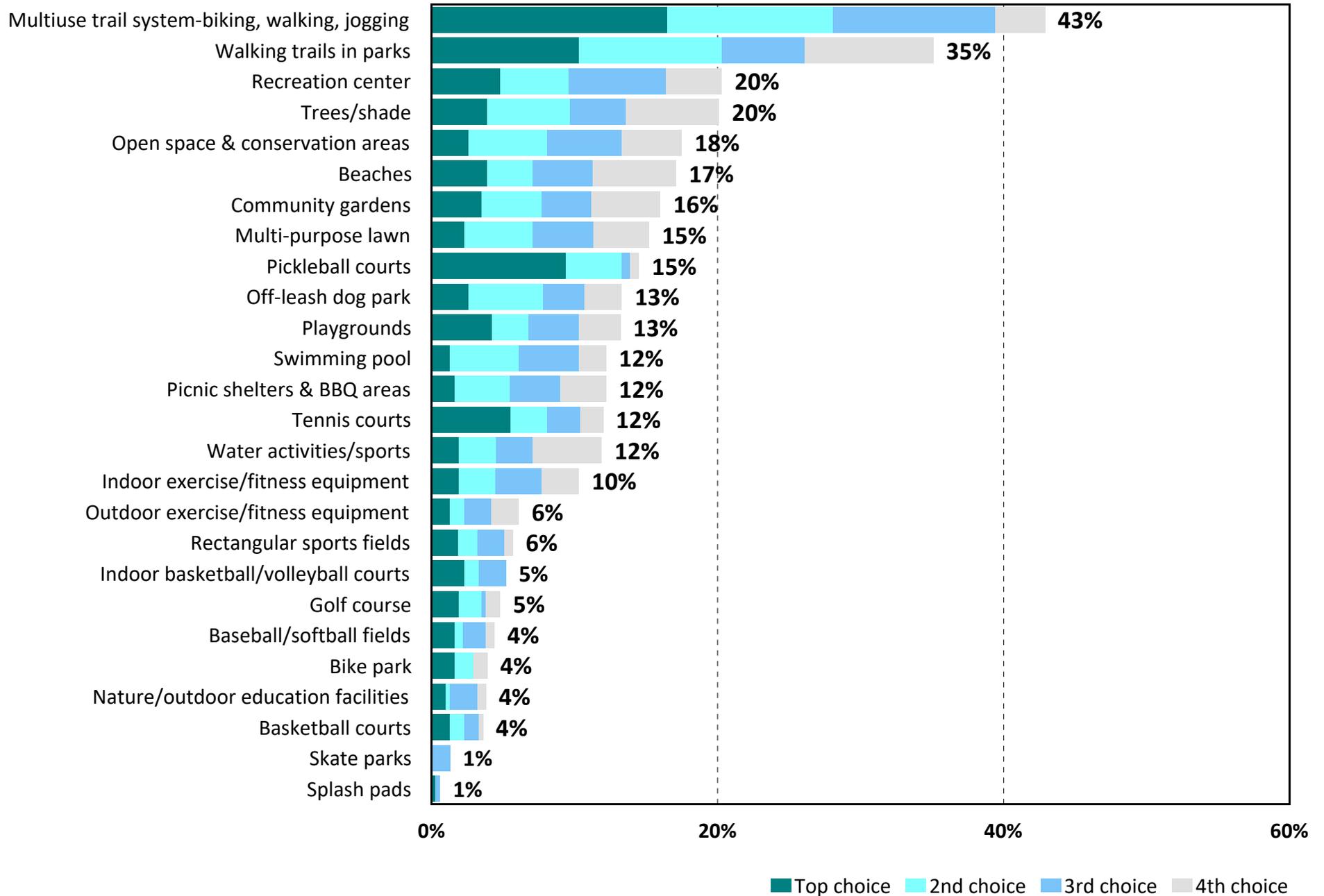
Q10d. Estimated number of households in Foster whose facility/amenity needs are only “partly met” or “not met”.

by number of households with need based on an estimated 12,865 households in the City of Foster



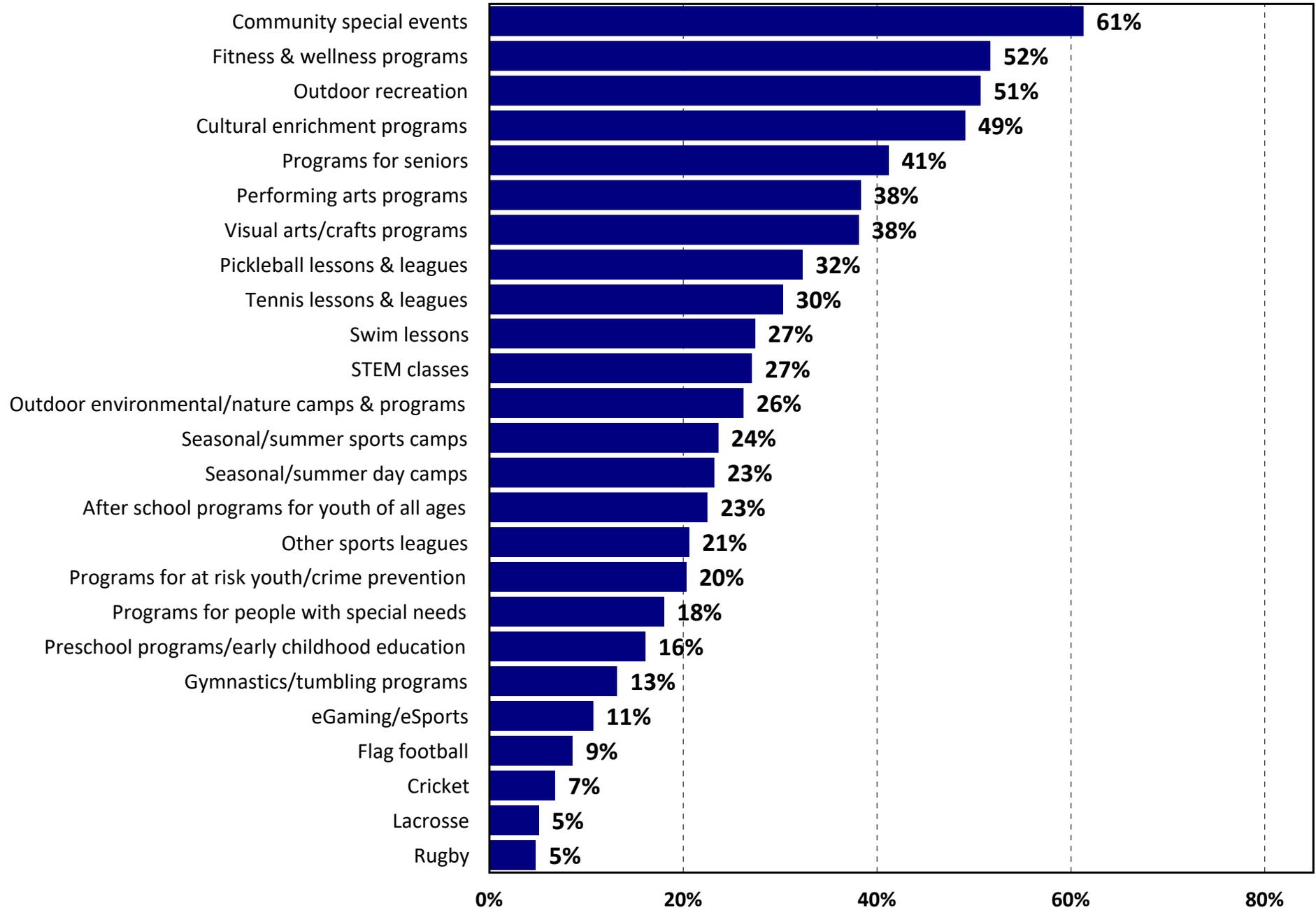
Q11. Which four facilities/amenities are most important to your household?

by percentage of respondents who selected the items as one of their top four choices



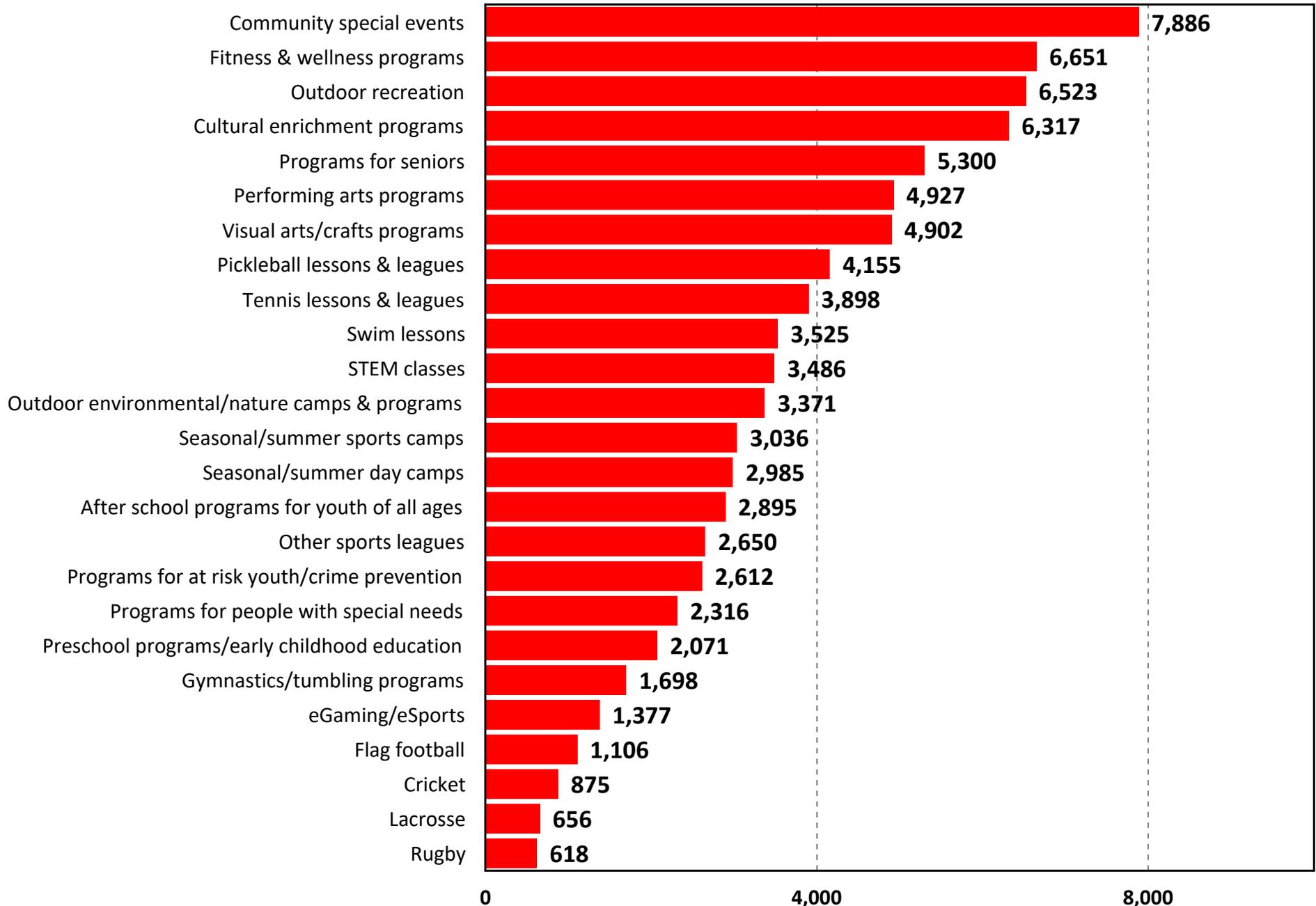
Q12. Households that have a need for various programs/activities.

by percentage of respondents who indicated need



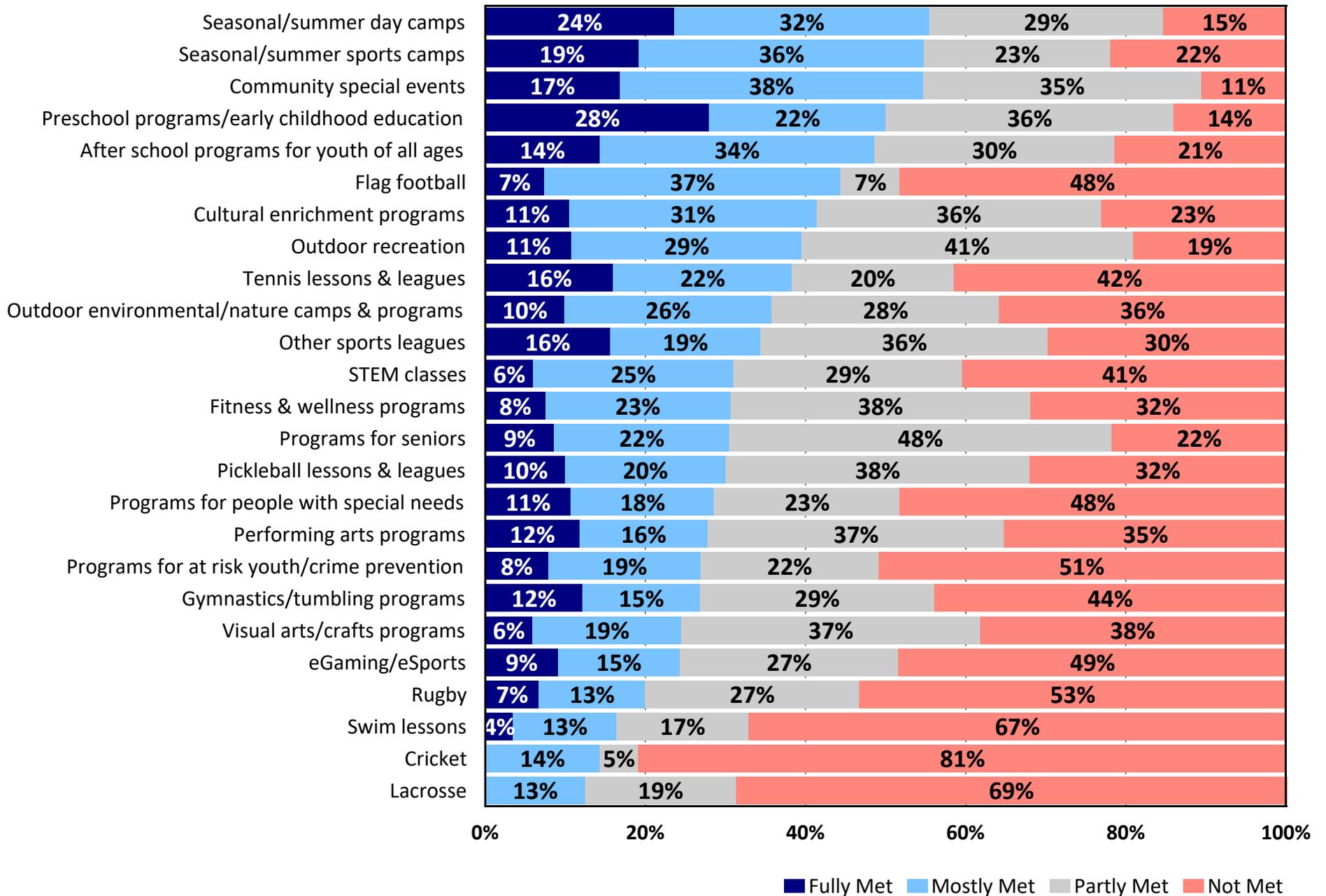
Q12b. Estimated number of households who have a need for programs/activities.

by number of households based on an estimated 12,865 households in the City of Foster



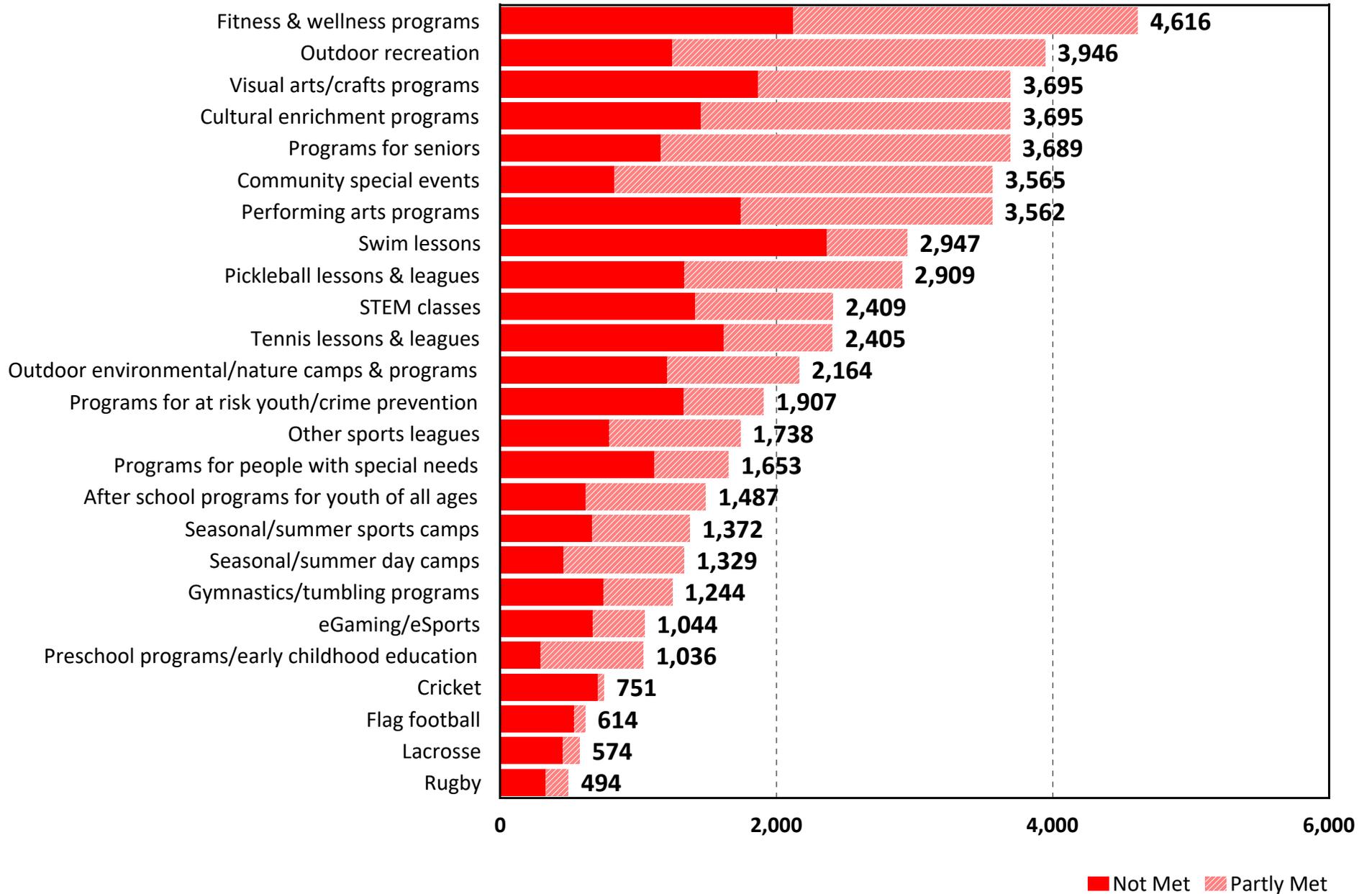
Q12c. How well needs are being met for various programs/activities.

by percentage of respondents (excluding "no need")



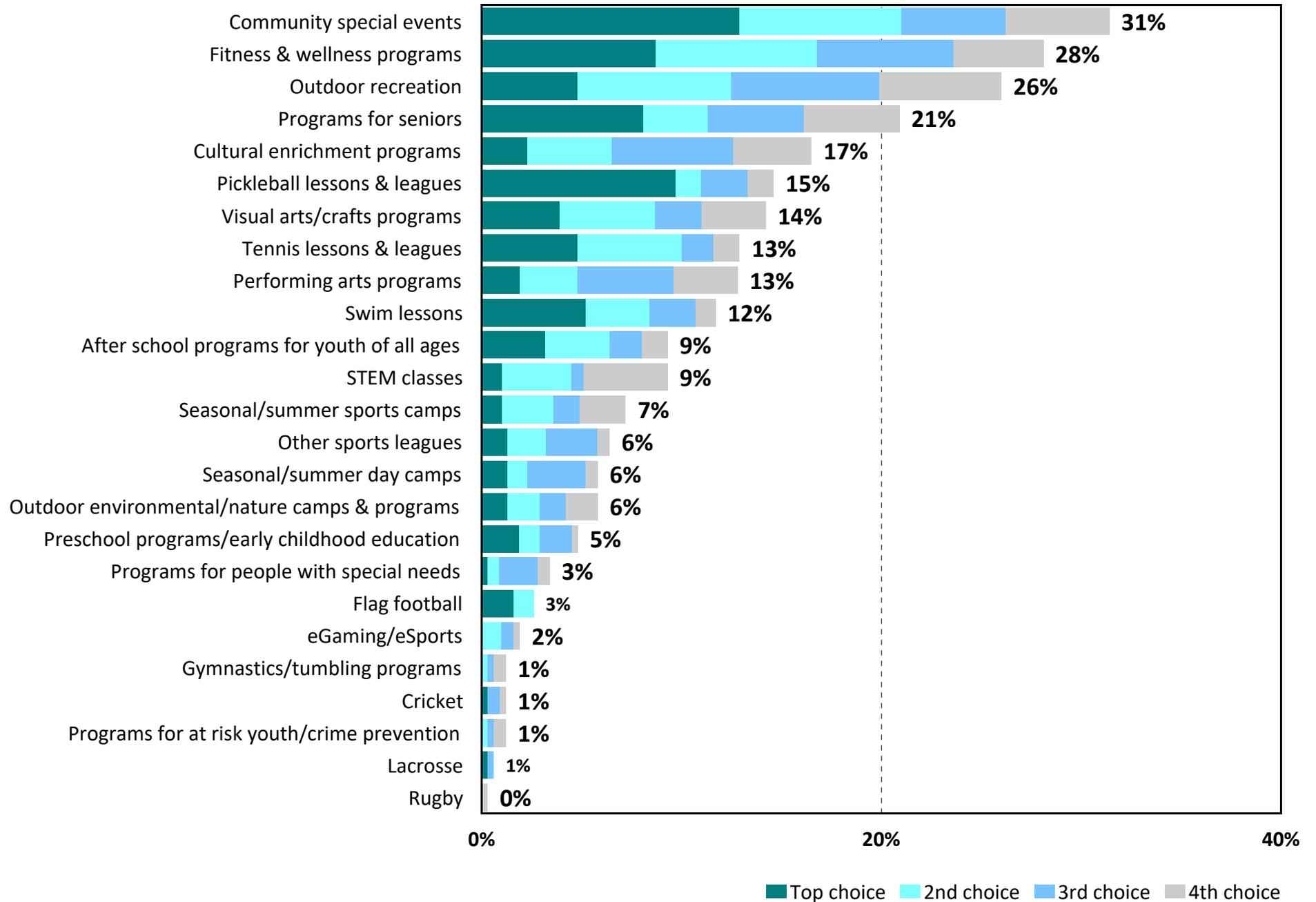
Q12d. Estimated number of households in Foster whose program/activity needs are only “partly met” or “not met”.

by number of households with need based on an estimated 12,865 households in the City of Foster



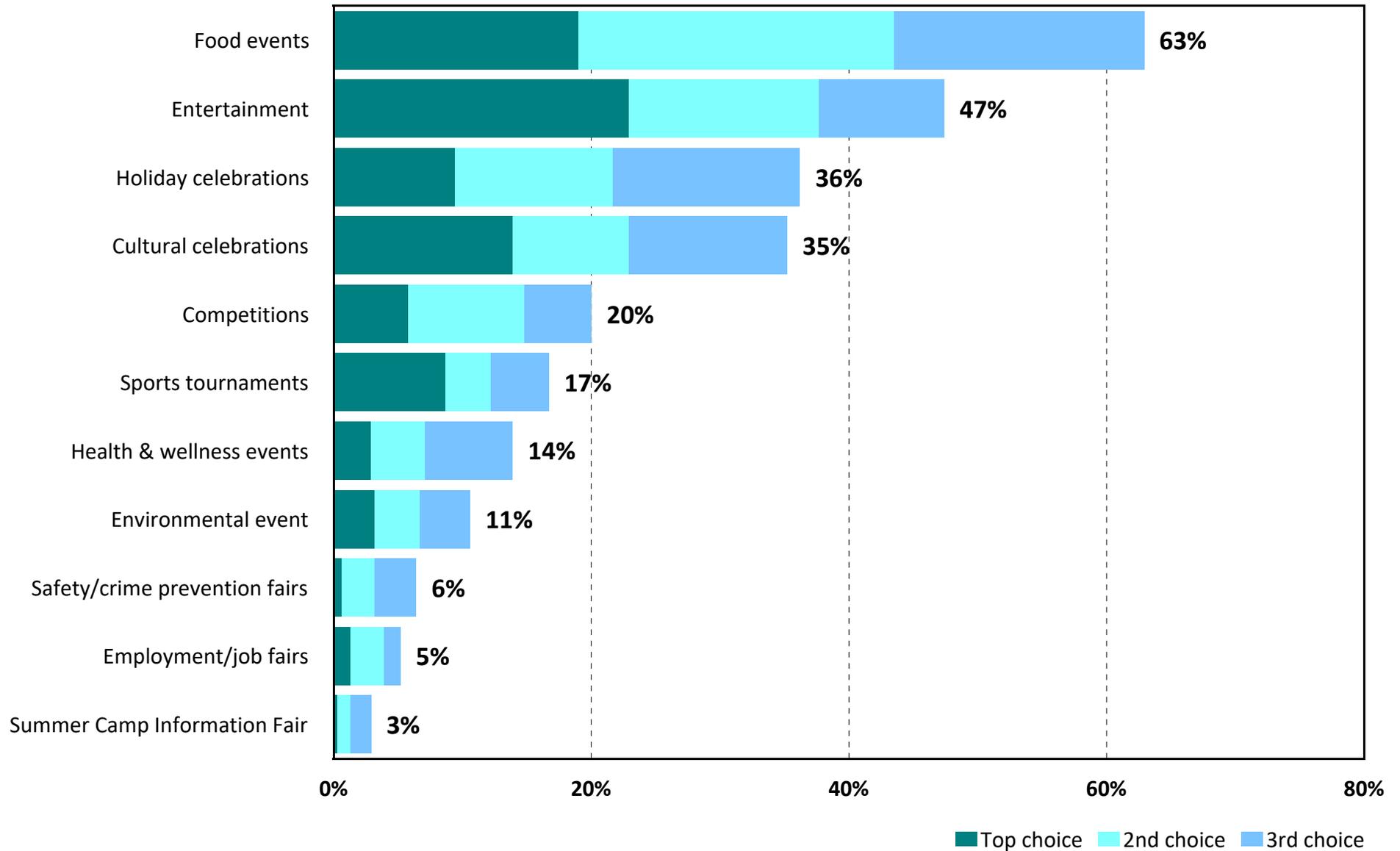
Q13. Which four programs/activities are most important to your household?

by percentage of respondents who selected the items as one of their top four choices



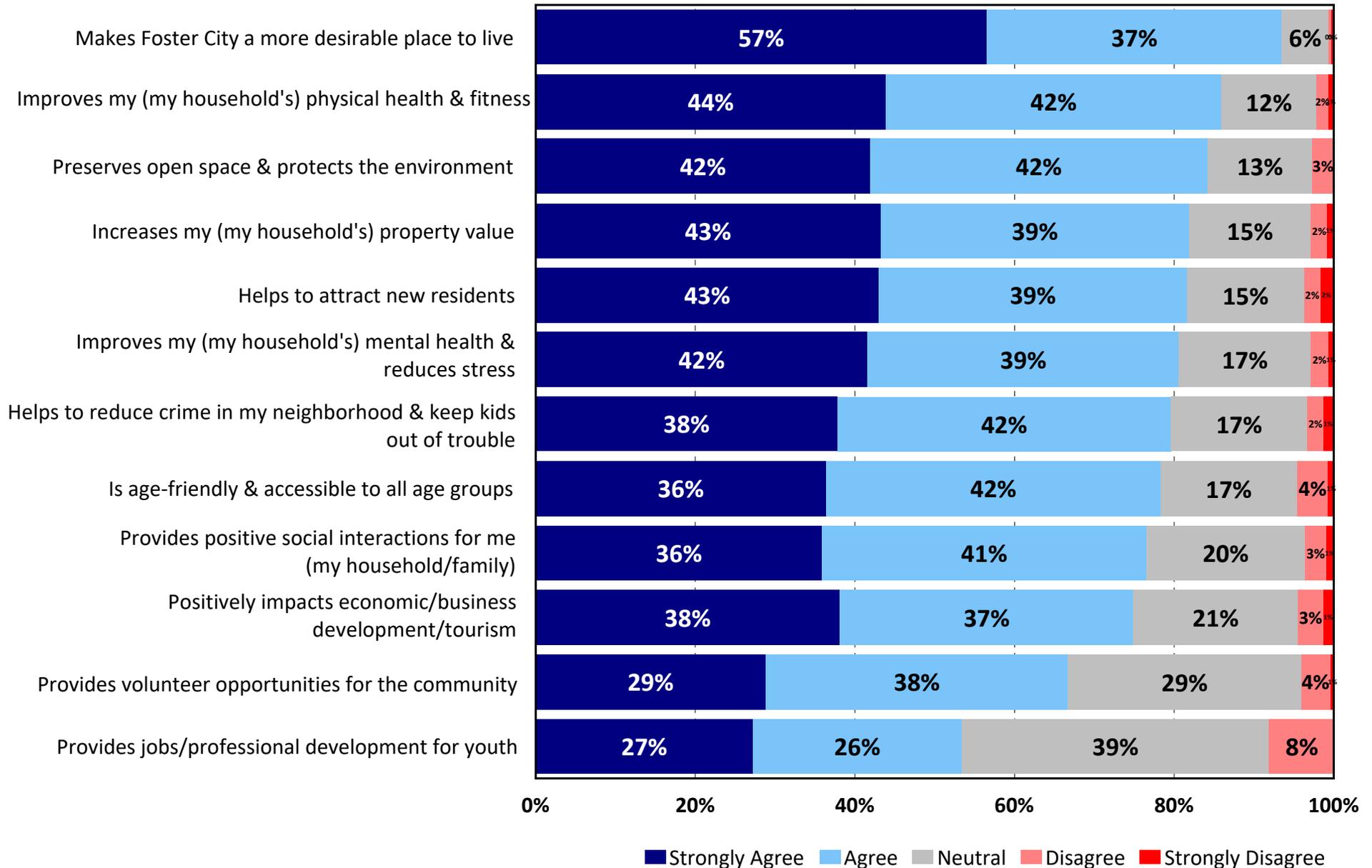
Q14. The City of Foster City is in the process of evaluating its community event offerings. From the list below, which three event types would you/your household be most interested in participating?

by percentage of respondents who selected the items as one of their top three choices



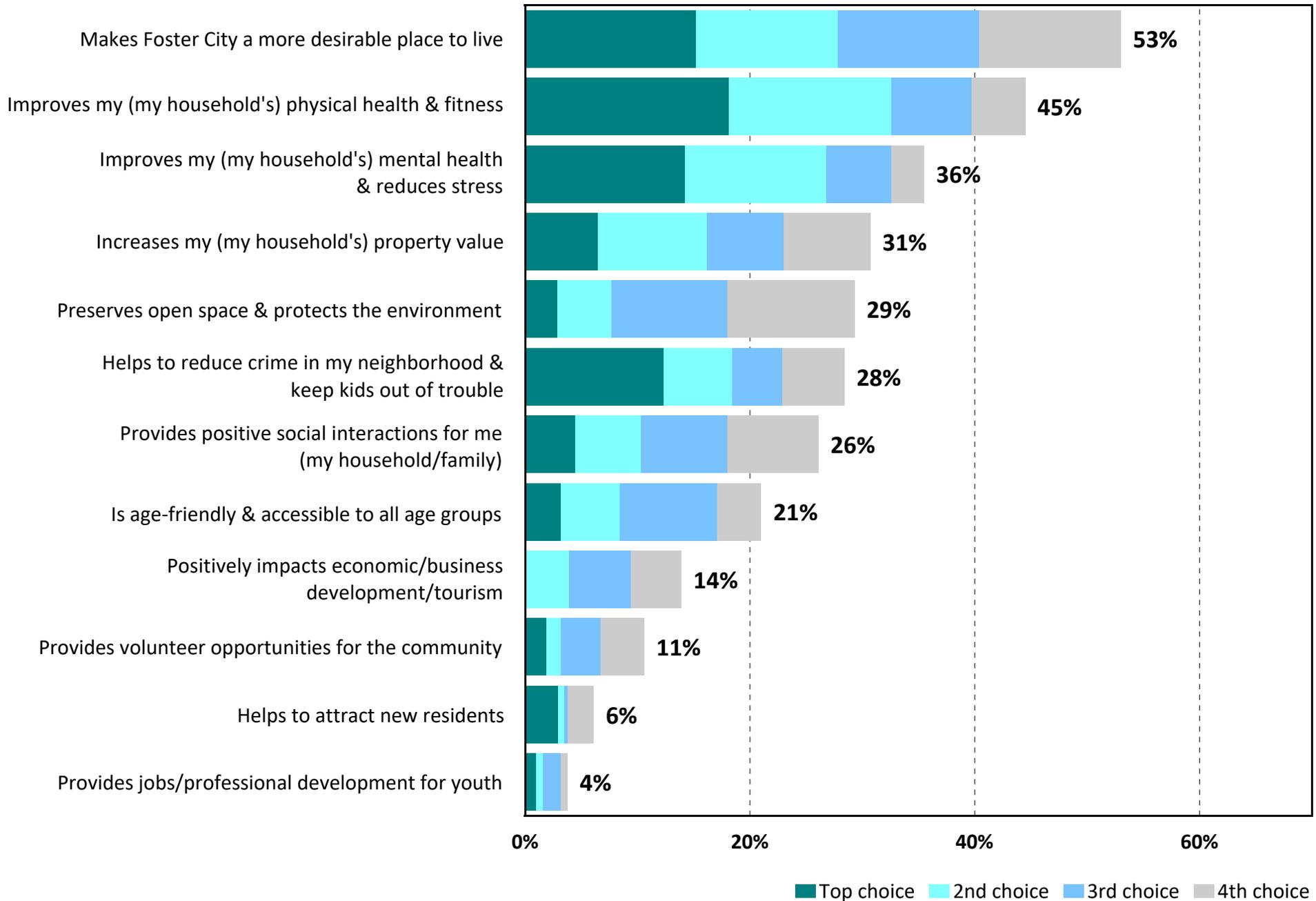
Q15. Please rate your level of agreement with the following statements about some potential benefits of the City's parks and recreation services.

by percentage of respondents (excluding "don't know")



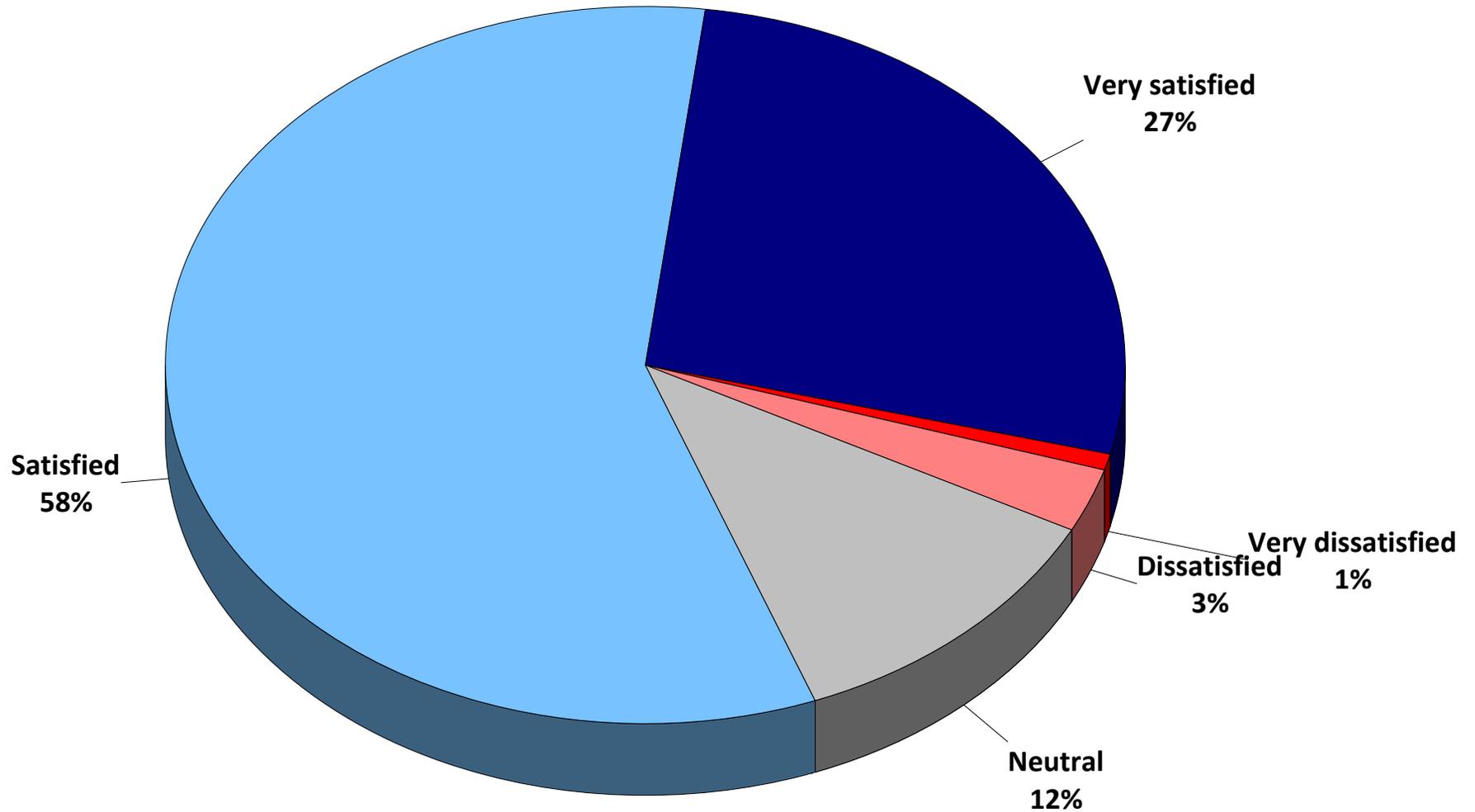
Q16. Which four of the benefits are most important to you/your household?

by percentage of respondents who selected the items as one of their top four choices



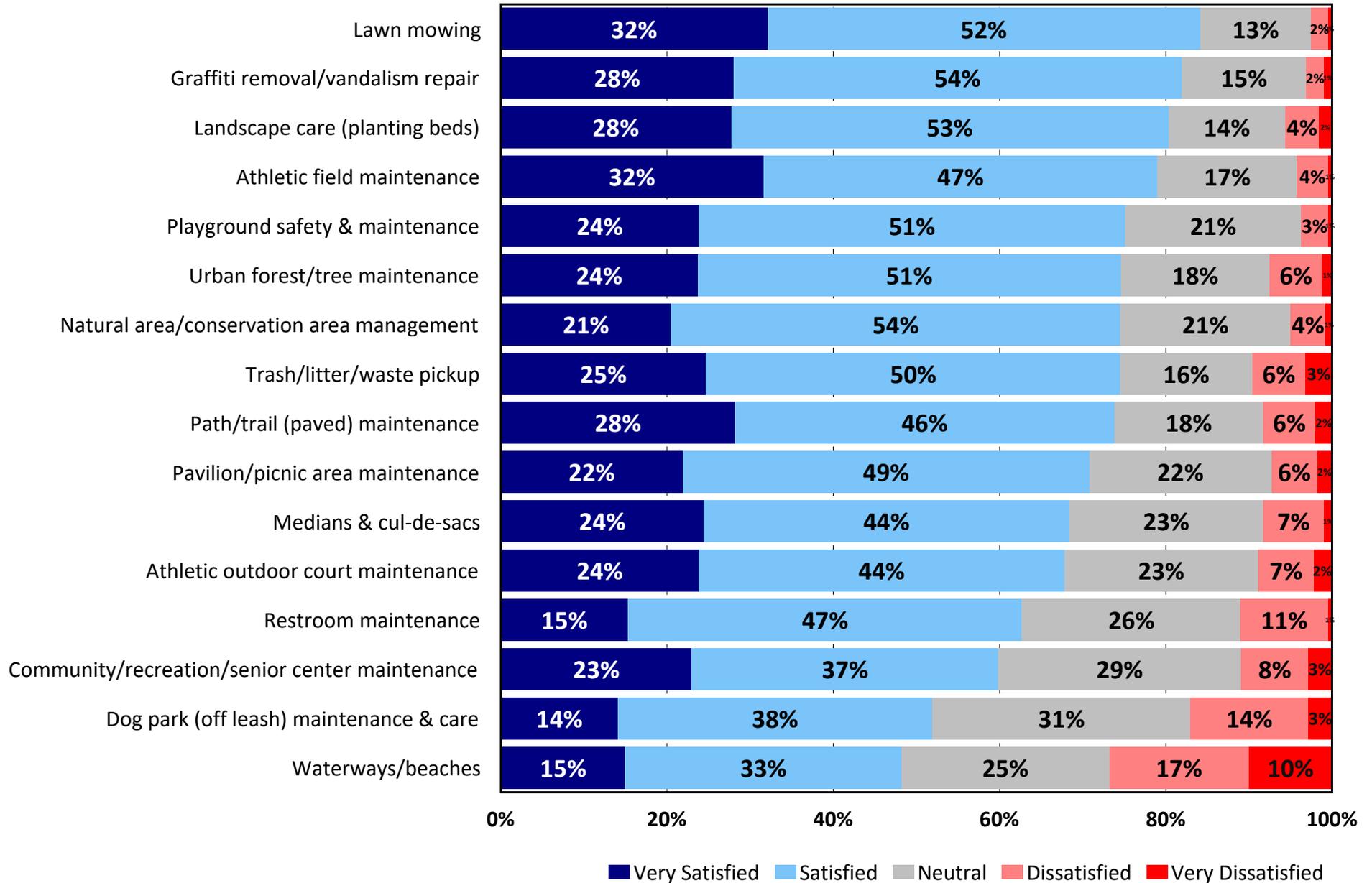
Q17. Please rate your level of satisfaction with the overall value that your household receives from the City's parks, trails, recreation facilities, programs, or services.

by percentage of respondents (excluding "don't know")



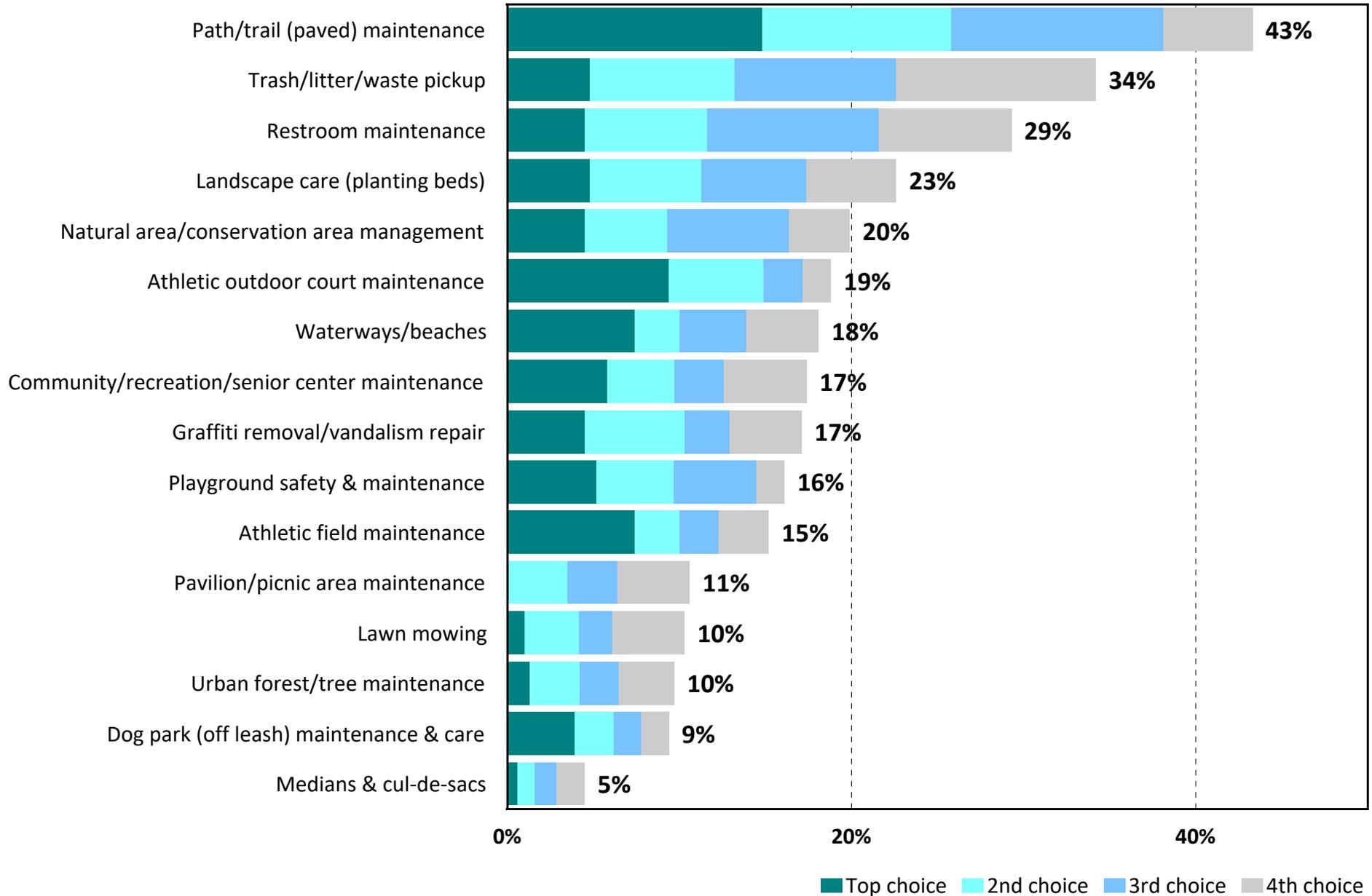
Q18. Please rate your satisfaction with each of the following maintenance activities provided in the City’s parks and recreation system.

by percentage of respondents (excluding "don't know")



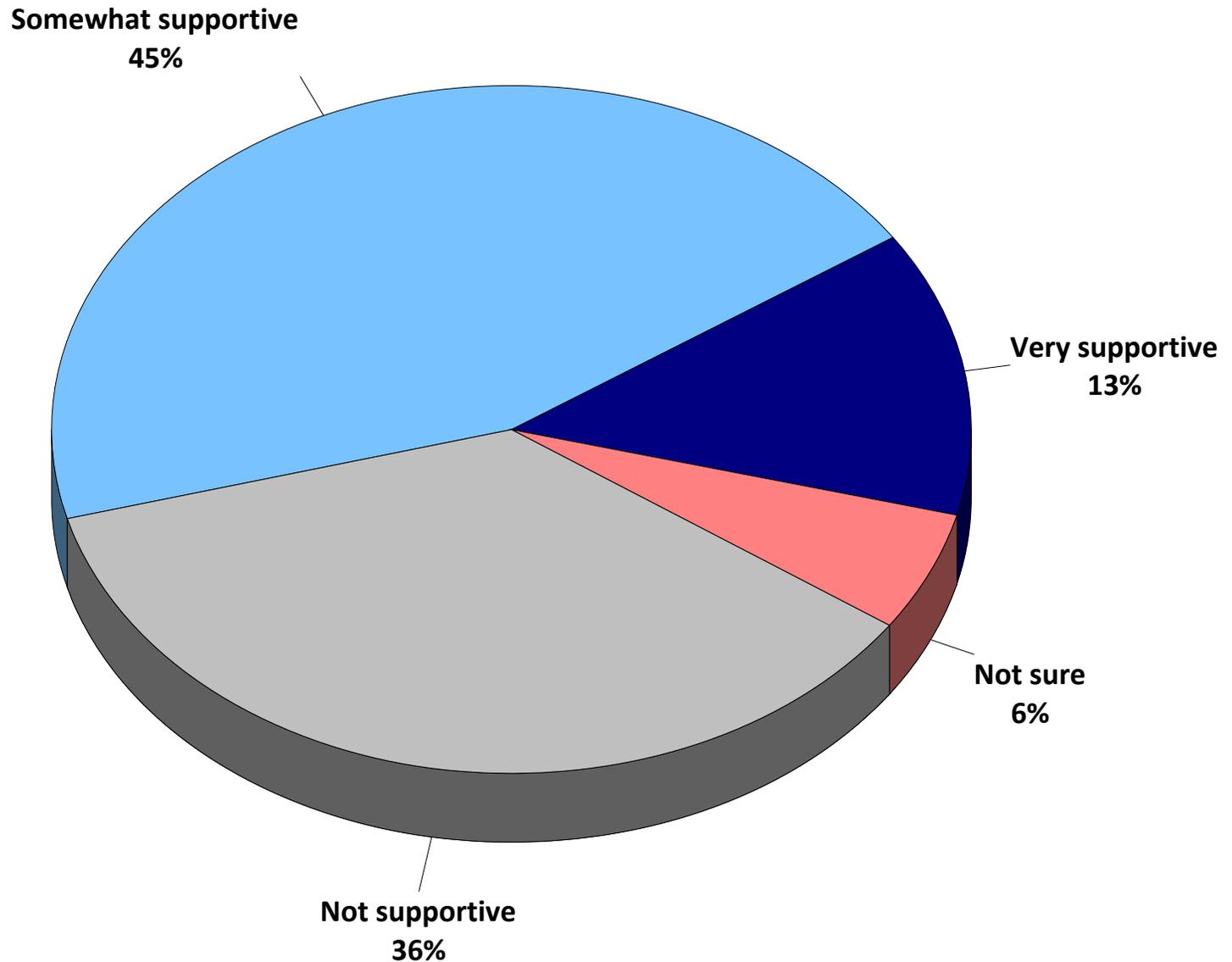
Q19. Which of the four maintenance activities are most important to you/your household?

by percentage of respondents who selected the items as one of their top four choices



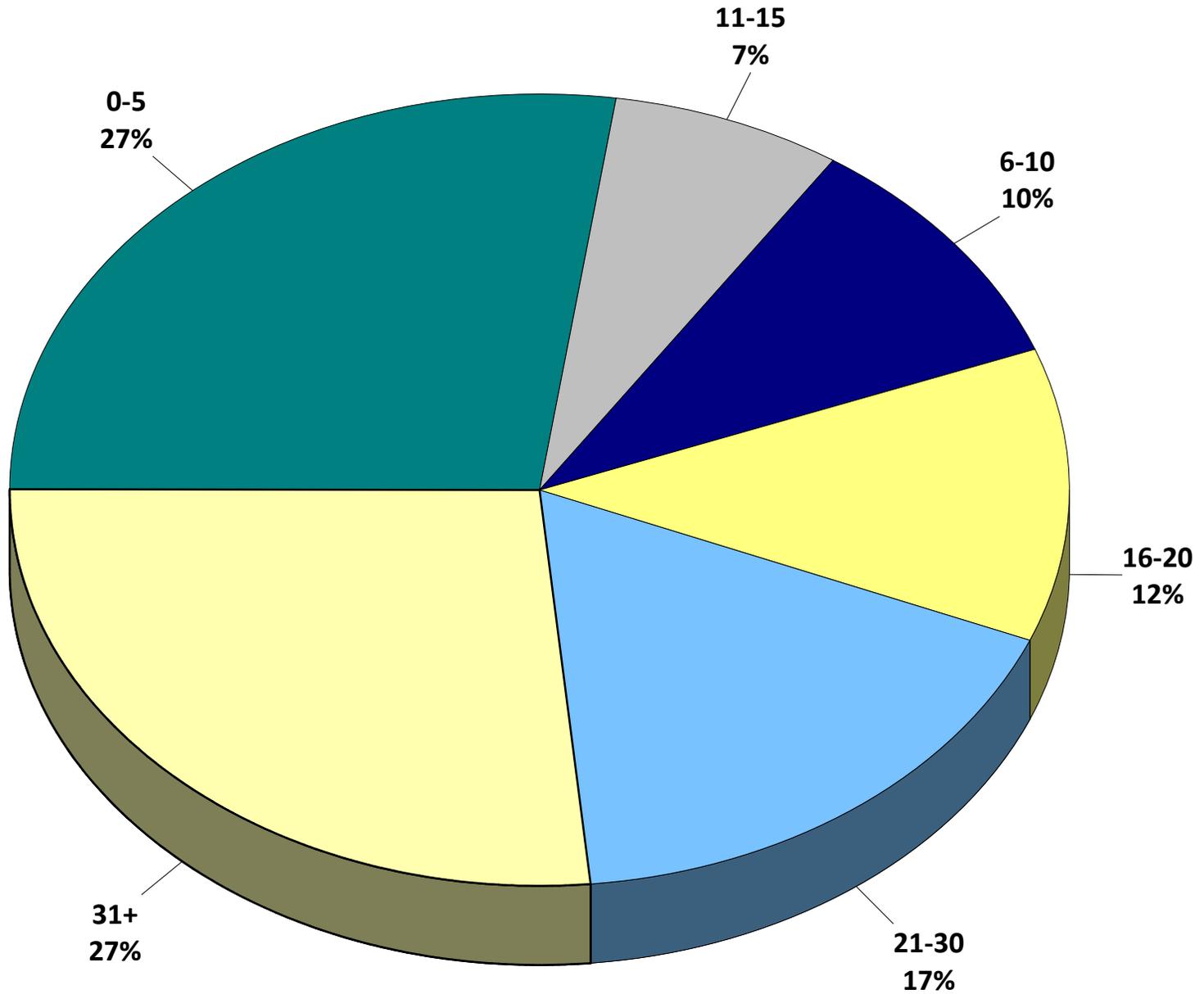
Q20. How supportive would you be of paying additional fees for improvements to the Foster City parks, trails, recreation facilities and programs that are most important to your household?

by percentage of respondents (excluding "not provided")



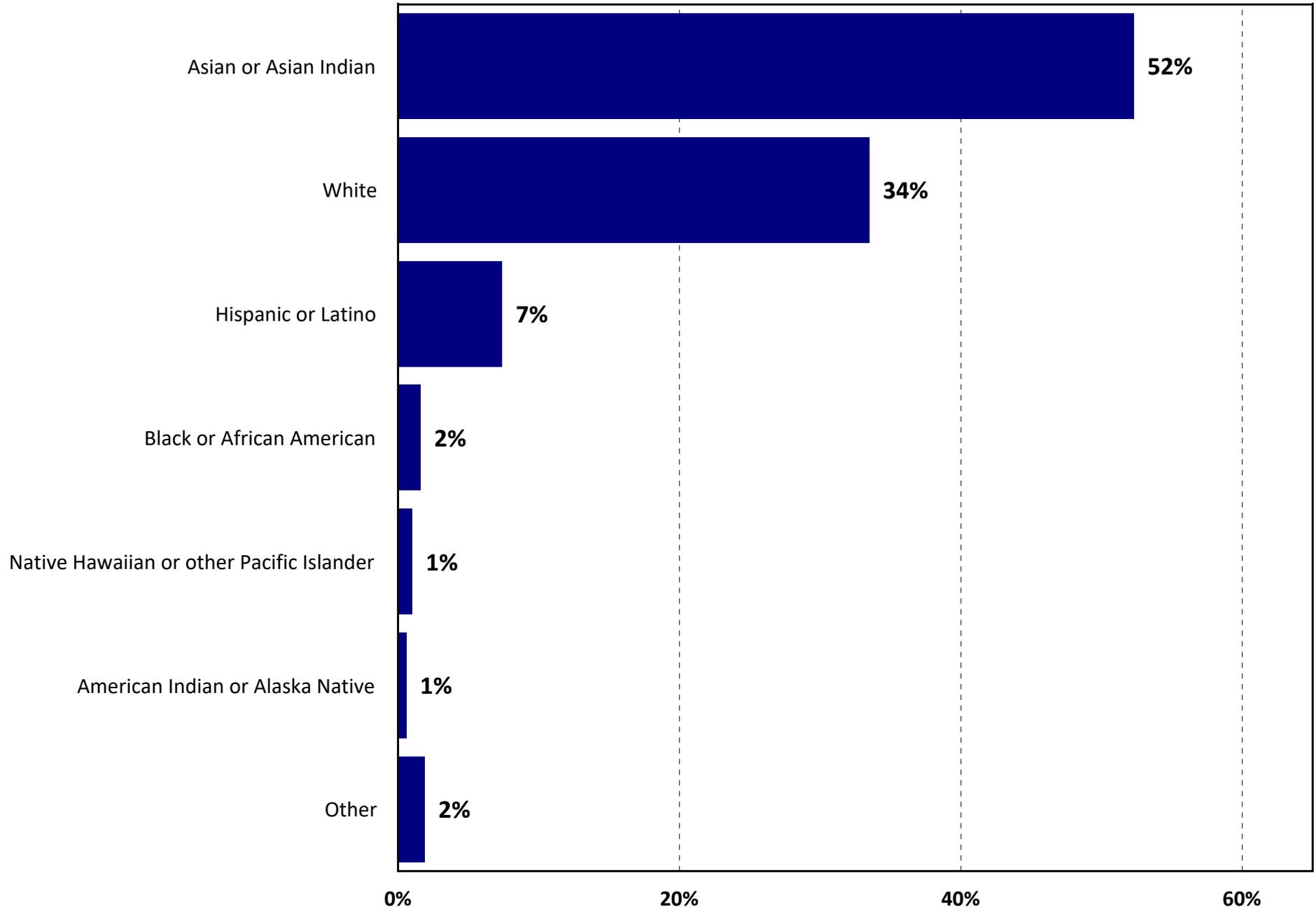
Q21. How many years have you lived in the City of Foster City?

by percentage of respondents (excluding "not provided")



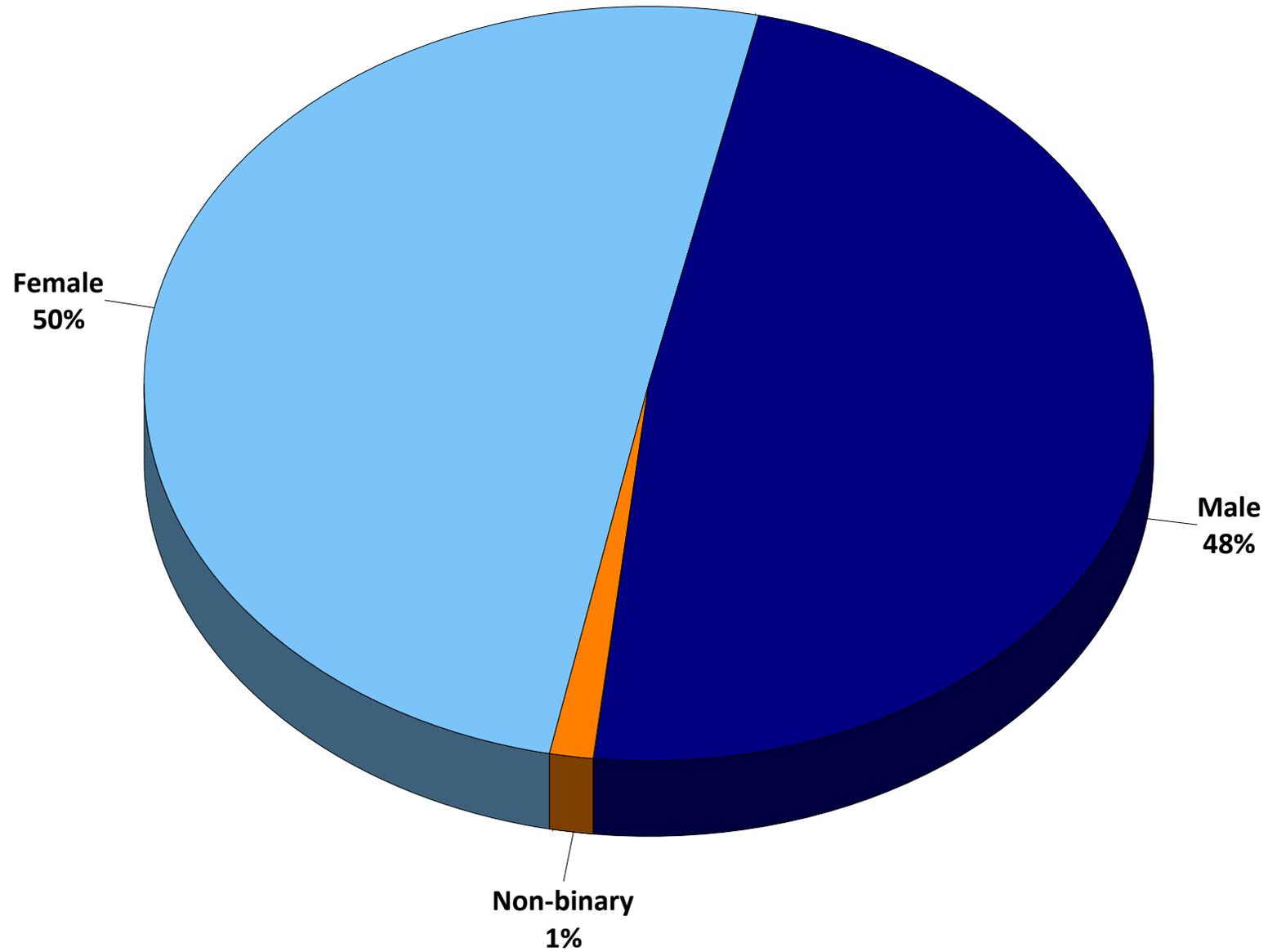
Q22. Which of the following best describes your race/ethnicity?

by percentage of respondents (multiple selections could be made)



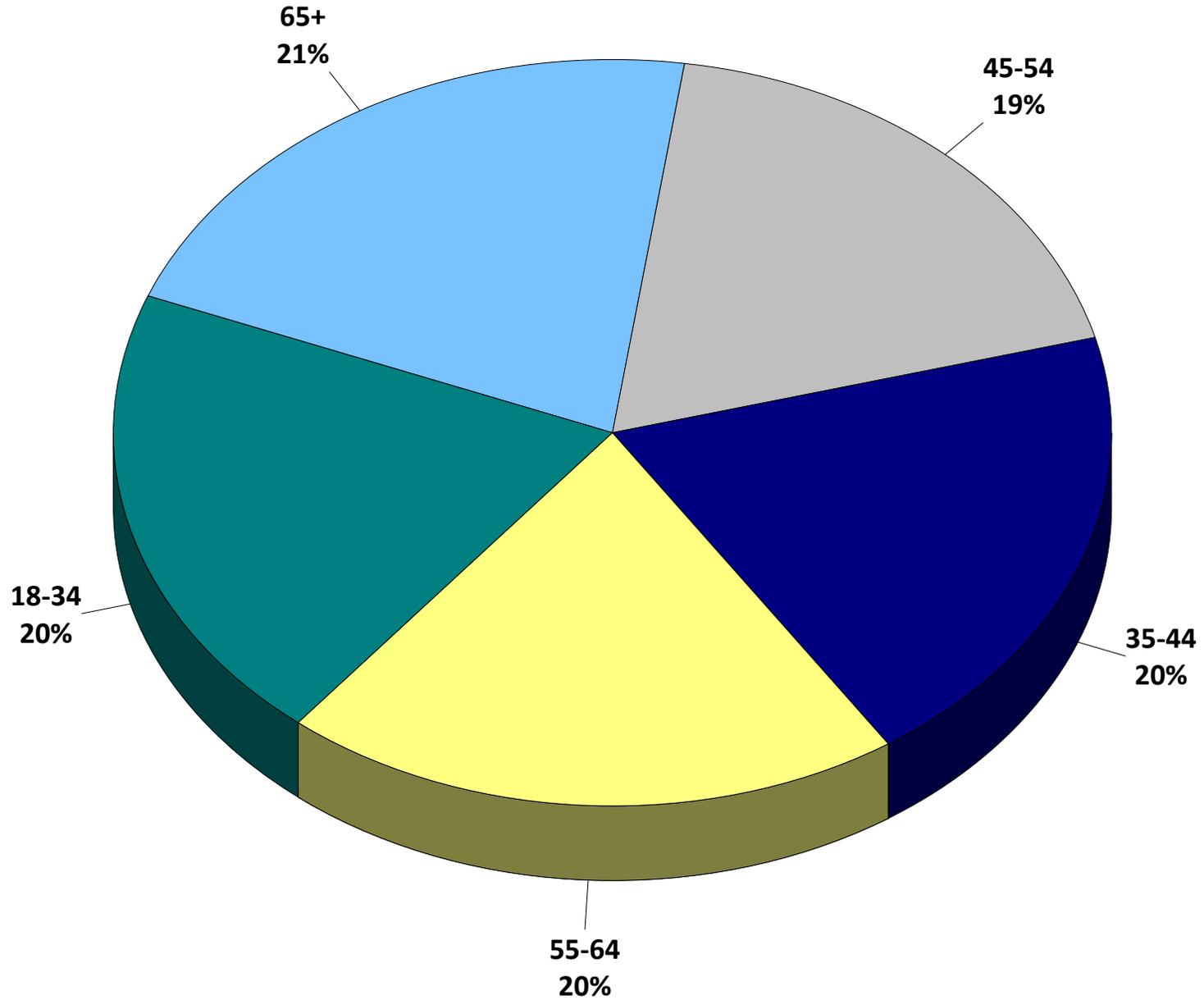
Q23. Your gender:

by percentage of respondents (excluding "prefer not to answer")



Q24. Your age:

by percentage of respondents (excluding "not provided")





3

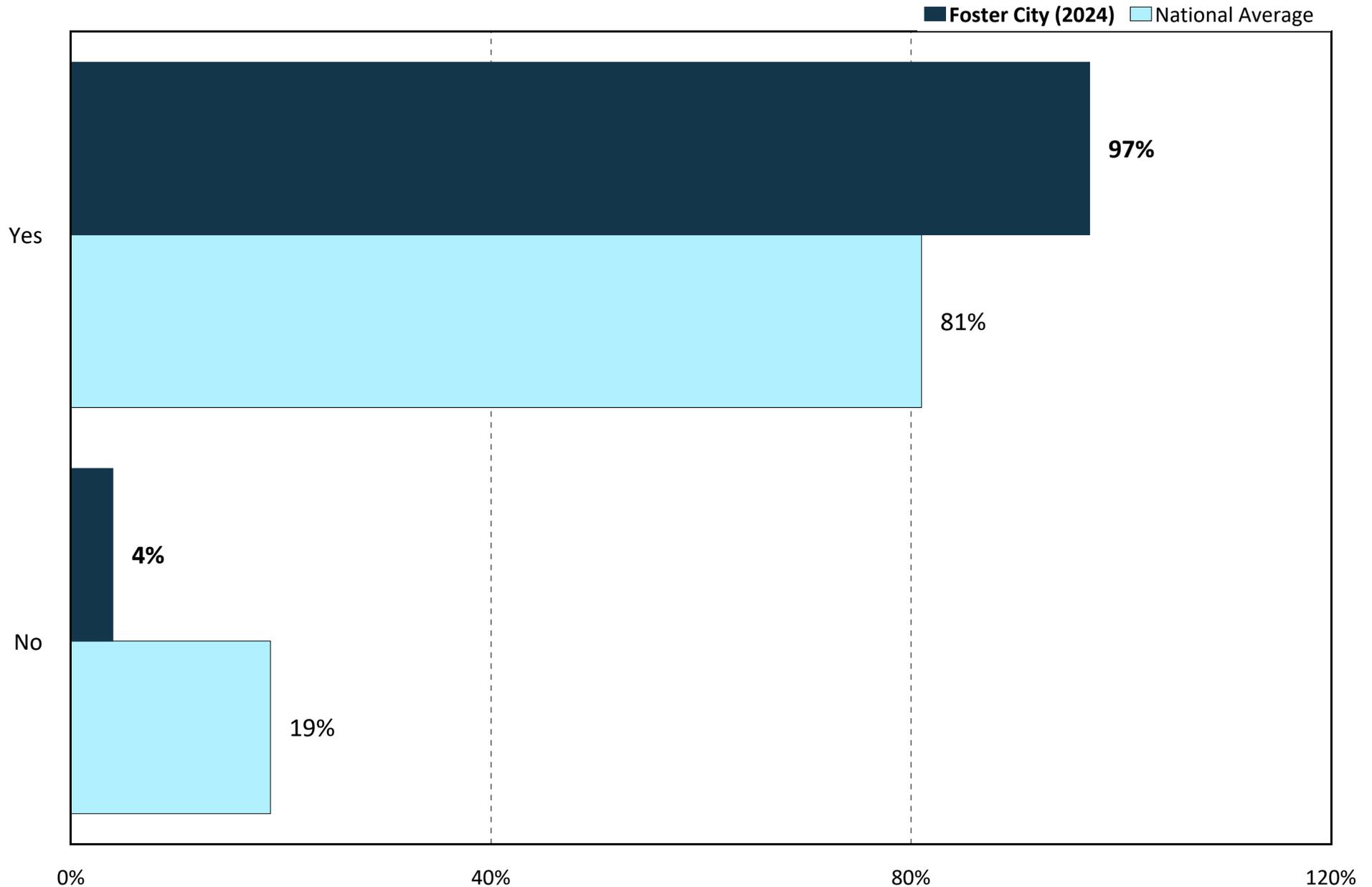
Benchmarks

National Benchmarks

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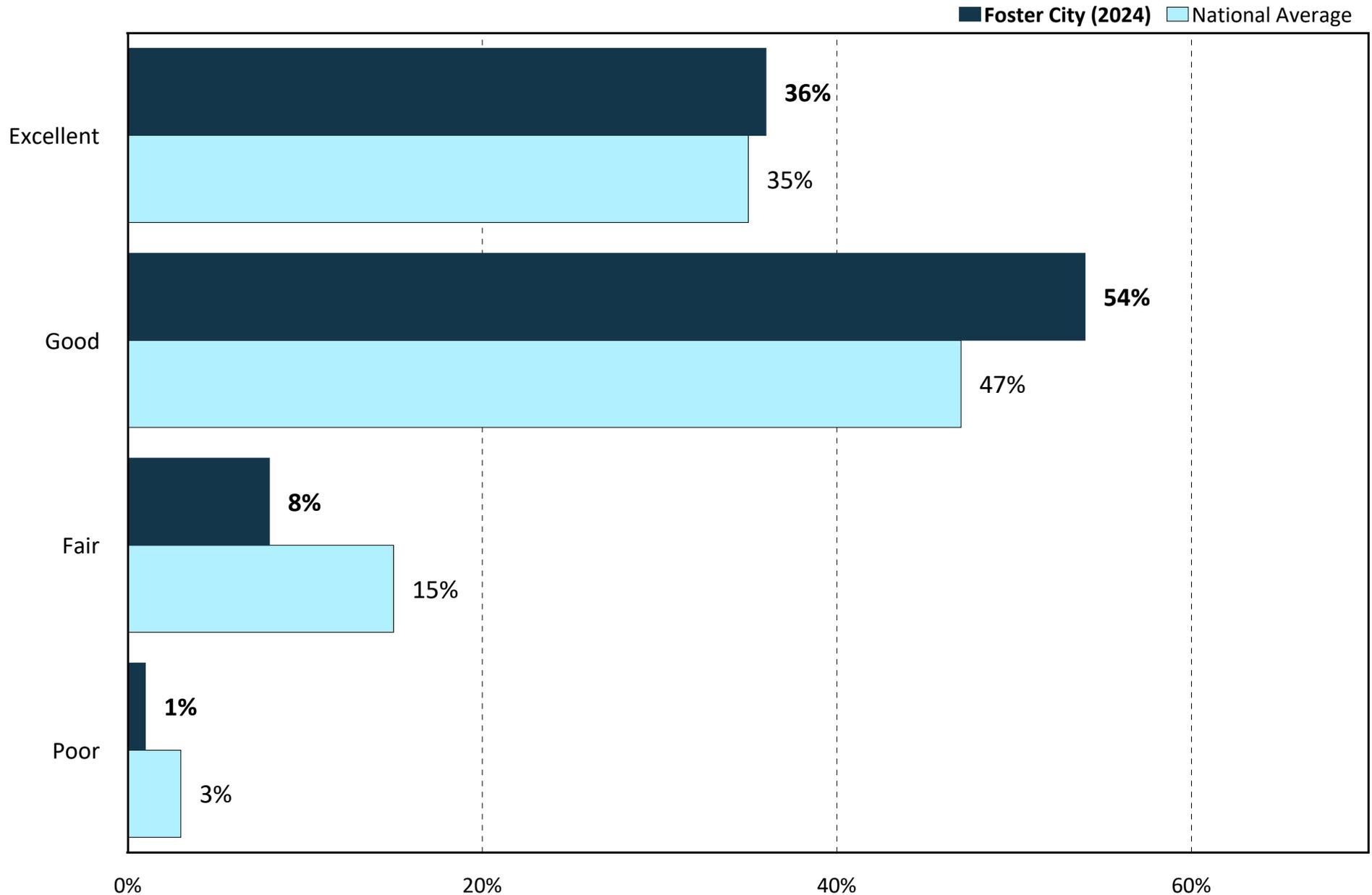
Have you/your household visited any parks or recreation facilities/amenities in your community during the past year?

by % of respondents



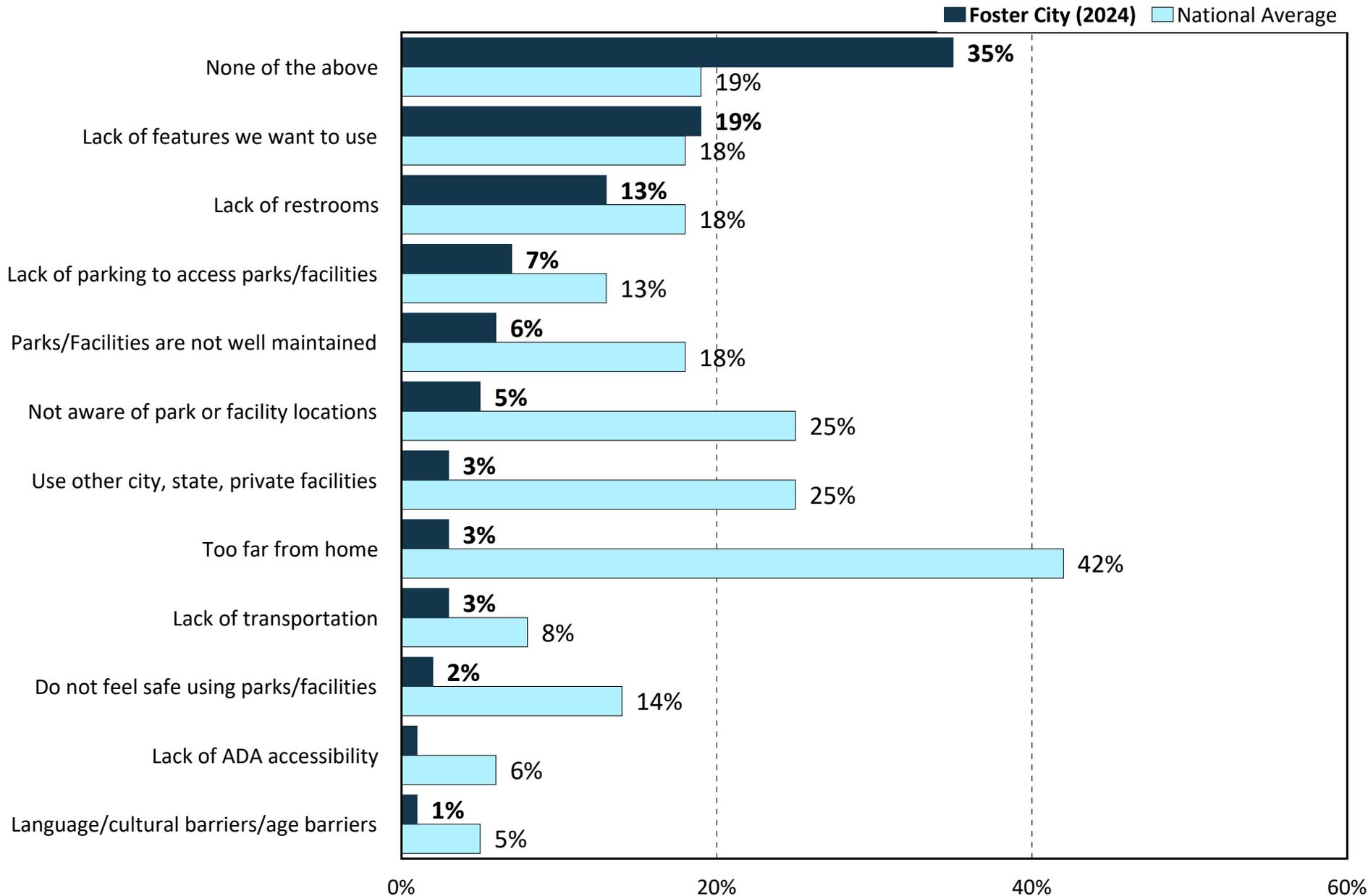
Please rate the overall condition of all the parks and recreation facilities/amenities you/your households have visited over the past year.

by % of respondents (excluding "not provided")



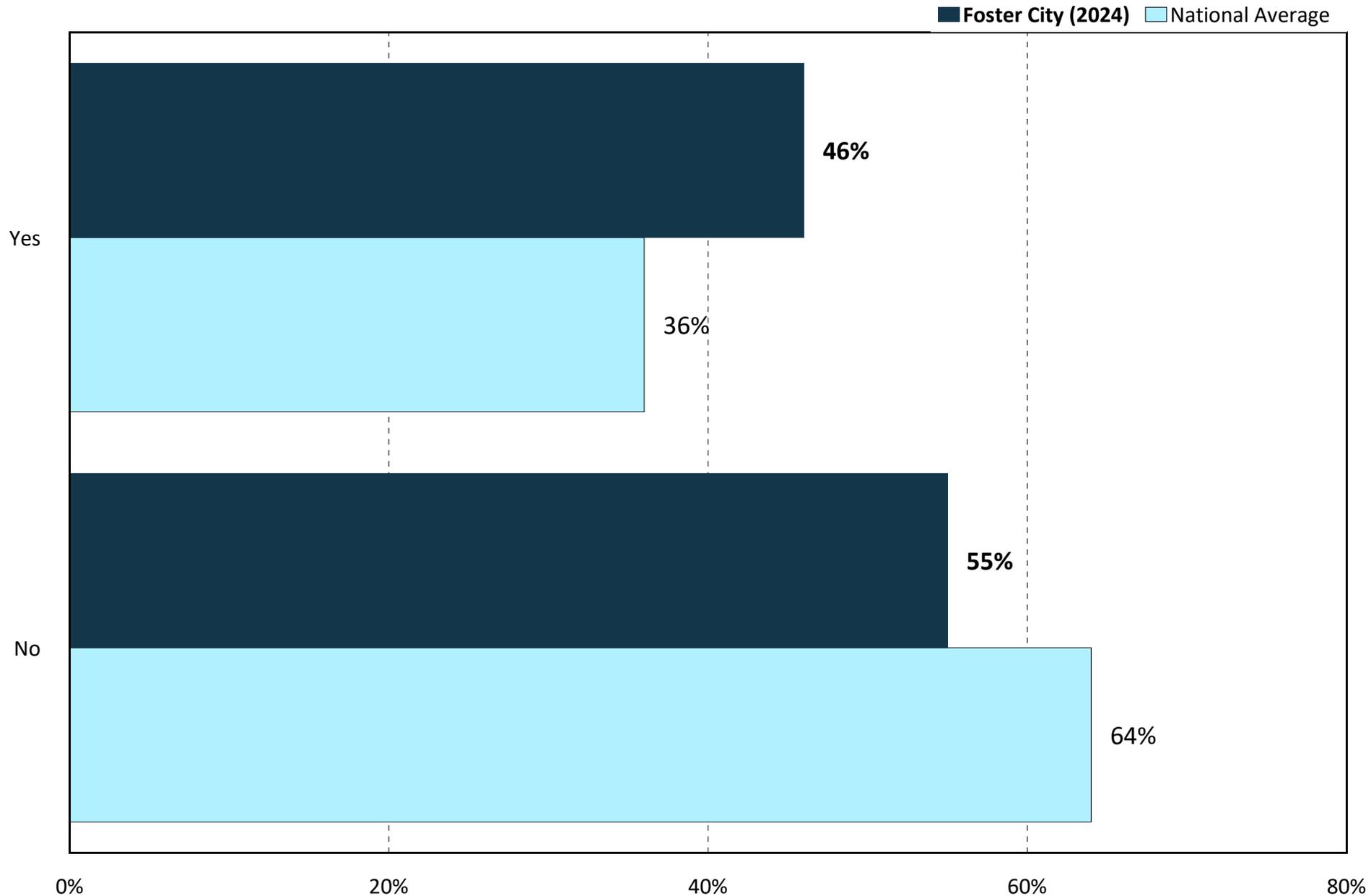
Please check all of the reasons that prevent you from visiting parks and recreation facilities/amenities or what prevents you from visiting them more often.

by % of respondents (multiple selections could be made)



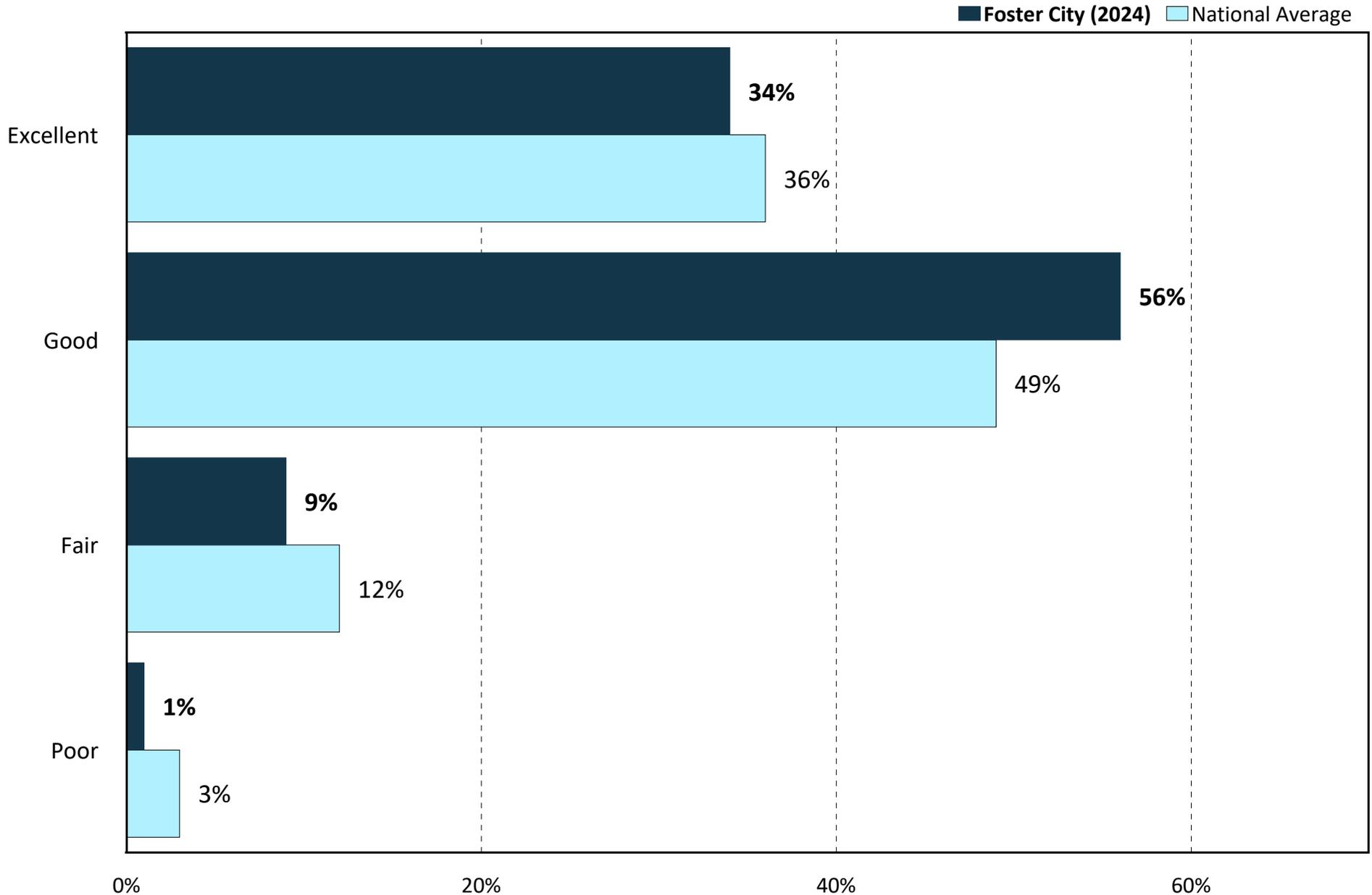
Have you/your household participated in any recreation programs offered in your community during the past year?

by % of respondents



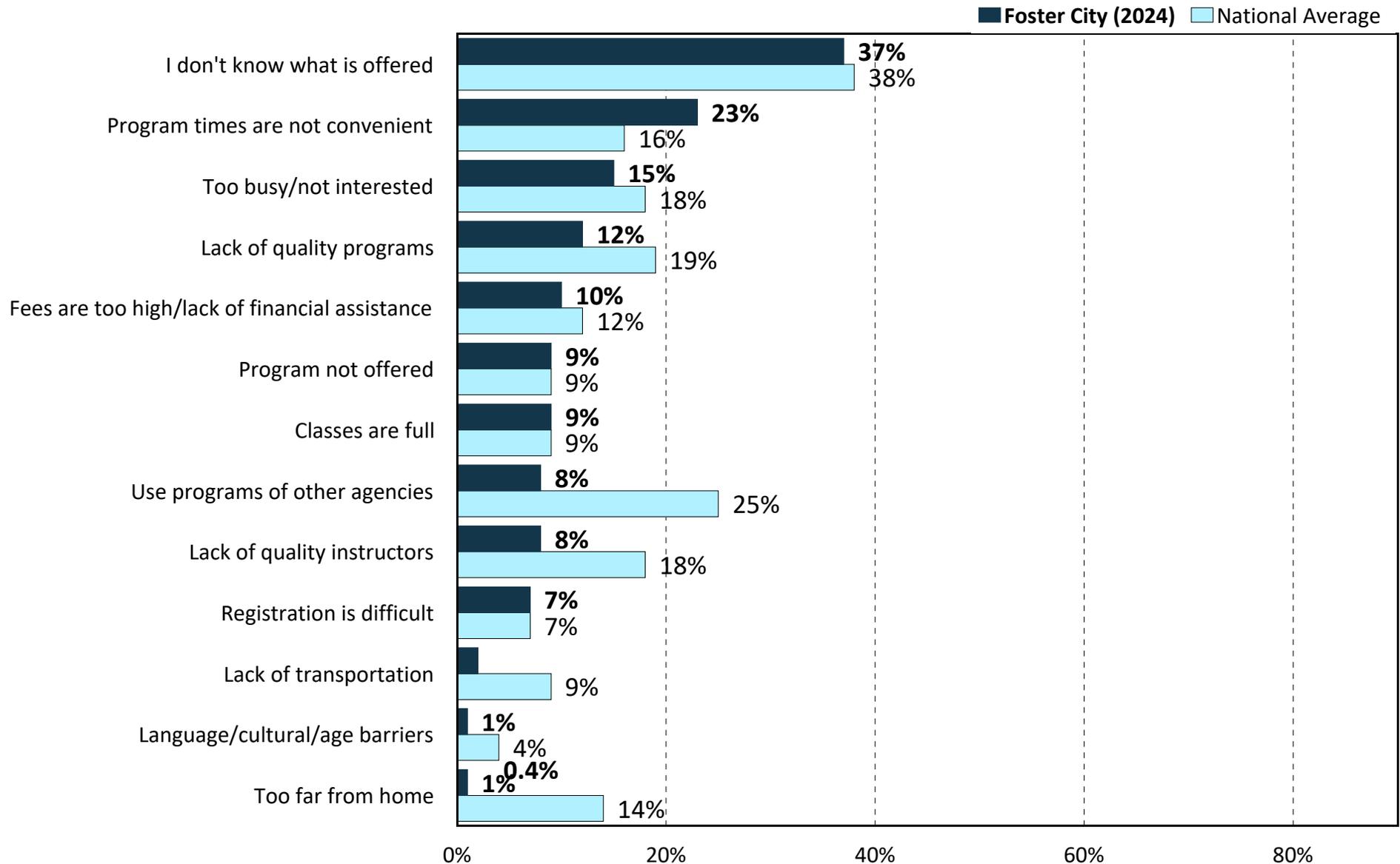
Please rate the overall condition of all the recreation programs and events you/your households have visited over the past year.

by % of respondents (excluding "not provided")



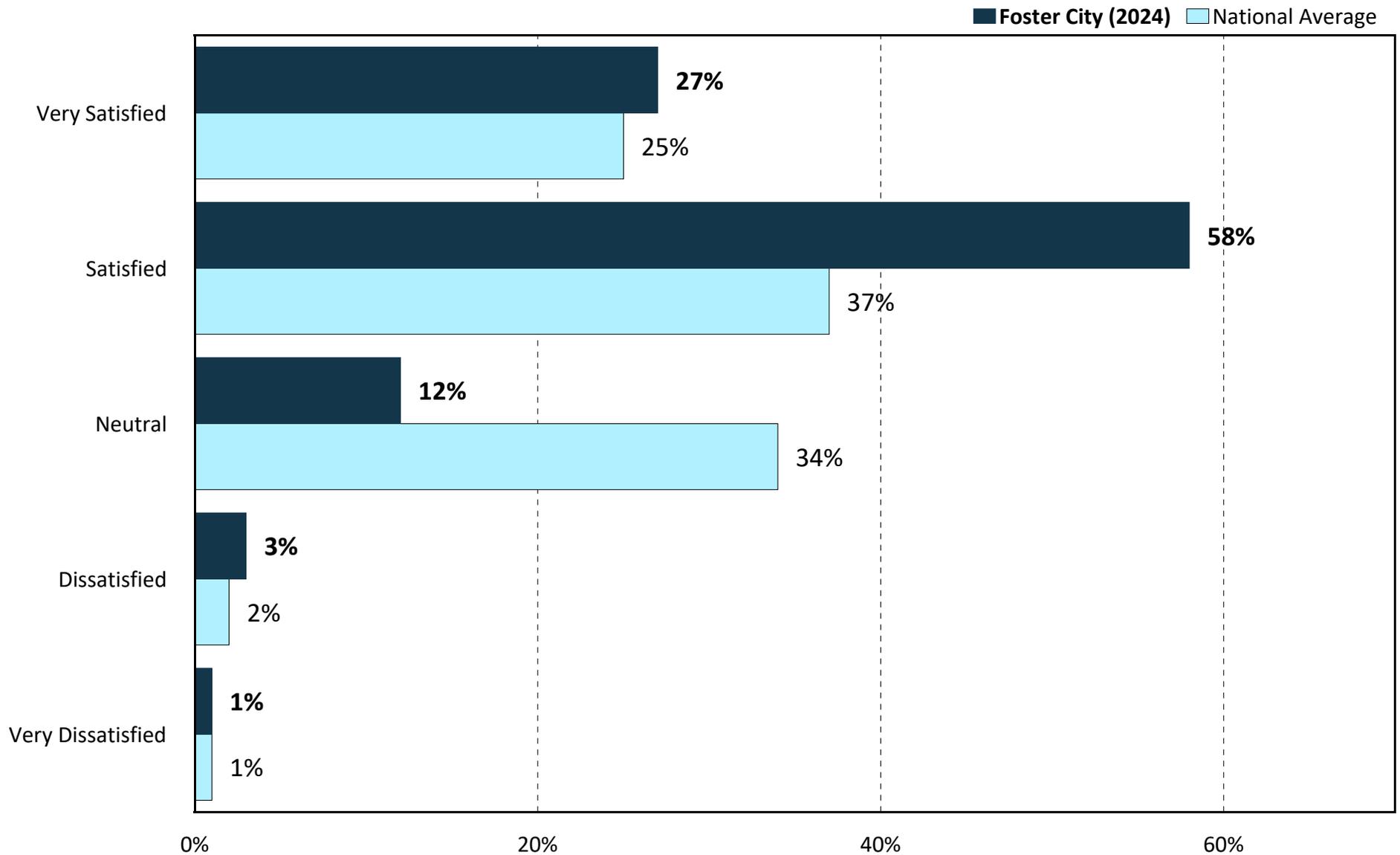
If your household has not participated in any recreation programs in your community during the past year, please check all of the reasons that prevent you from participating.

by % of respondents (multiple selections could be made)



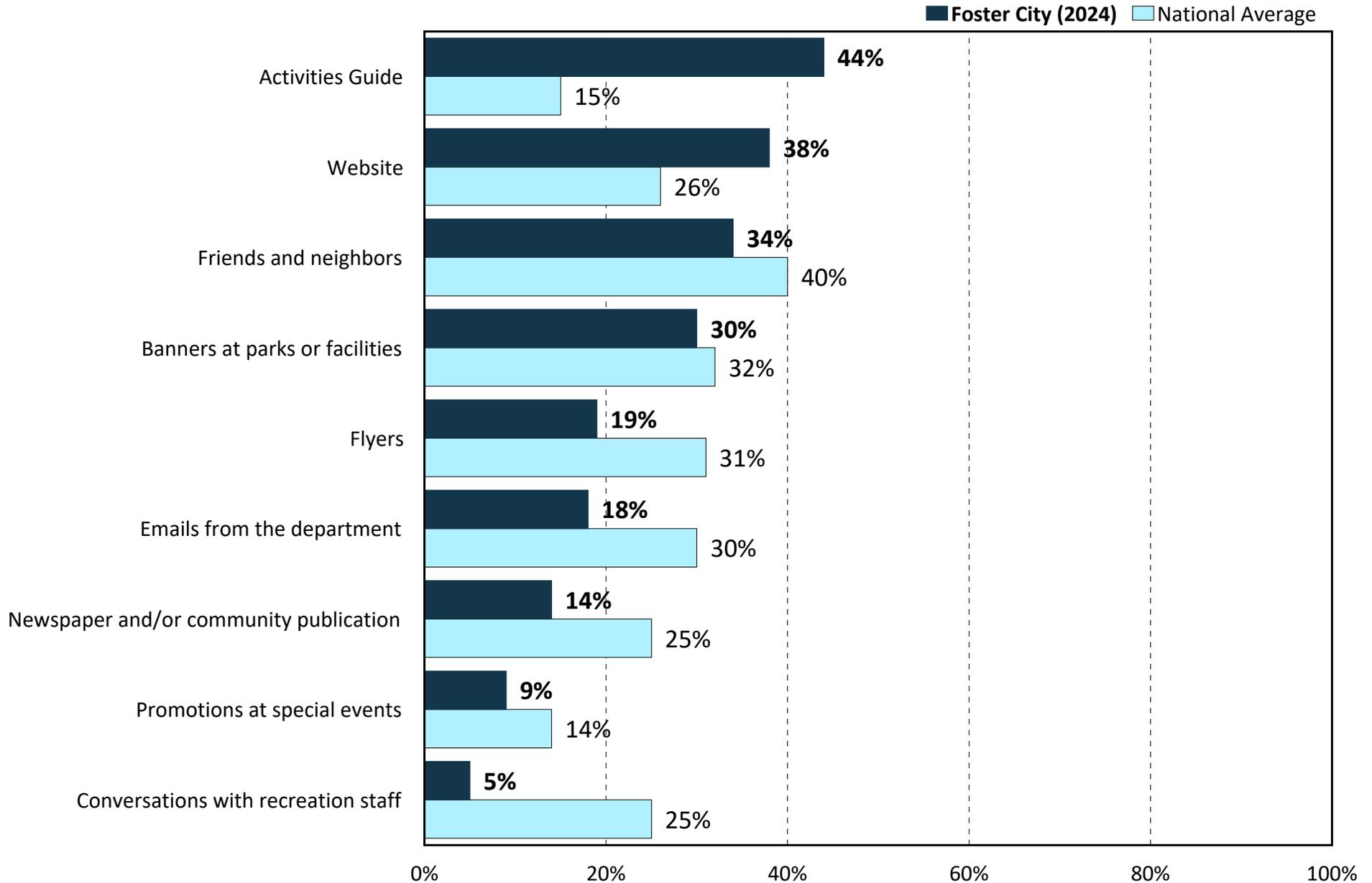
Please rate your overall level of satisfaction with the value your household receives from the parks and recreation programs, activities, and events offered in your community.

by % of respondents (excluding "don't know")



Please check all the ways you currently use to learn about parks and recreation programs, activities, and events in your community.

by % of respondents (multiple selections could be made)



A graphic consisting of a dark blue horizontal bar. On the left side of the bar, there is a white circle containing the number '4' in a dark blue font. To the right of the circle, the text 'Priority Investment Ratings' is written in a white, bold, sans-serif font.

4 Priority Investment Ratings



Priority Investment Rating (PIR)

Overview

The Priority Investment Rating (PIR) was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities/programs residents think should receive the highest priority for investment. The Priority Investment Rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being met 50% or less) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities/programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

$$\text{PIR} = \text{UNR} + \text{IR}$$

For example, suppose the Unmet Needs Rating for playgrounds is 26.5 (out of 100) and the Importance Rating for playgrounds is 52 (out of 100), the Priority Investment Rating for playgrounds would be 78.5 (out of 200).

How to Analyze the Charts:

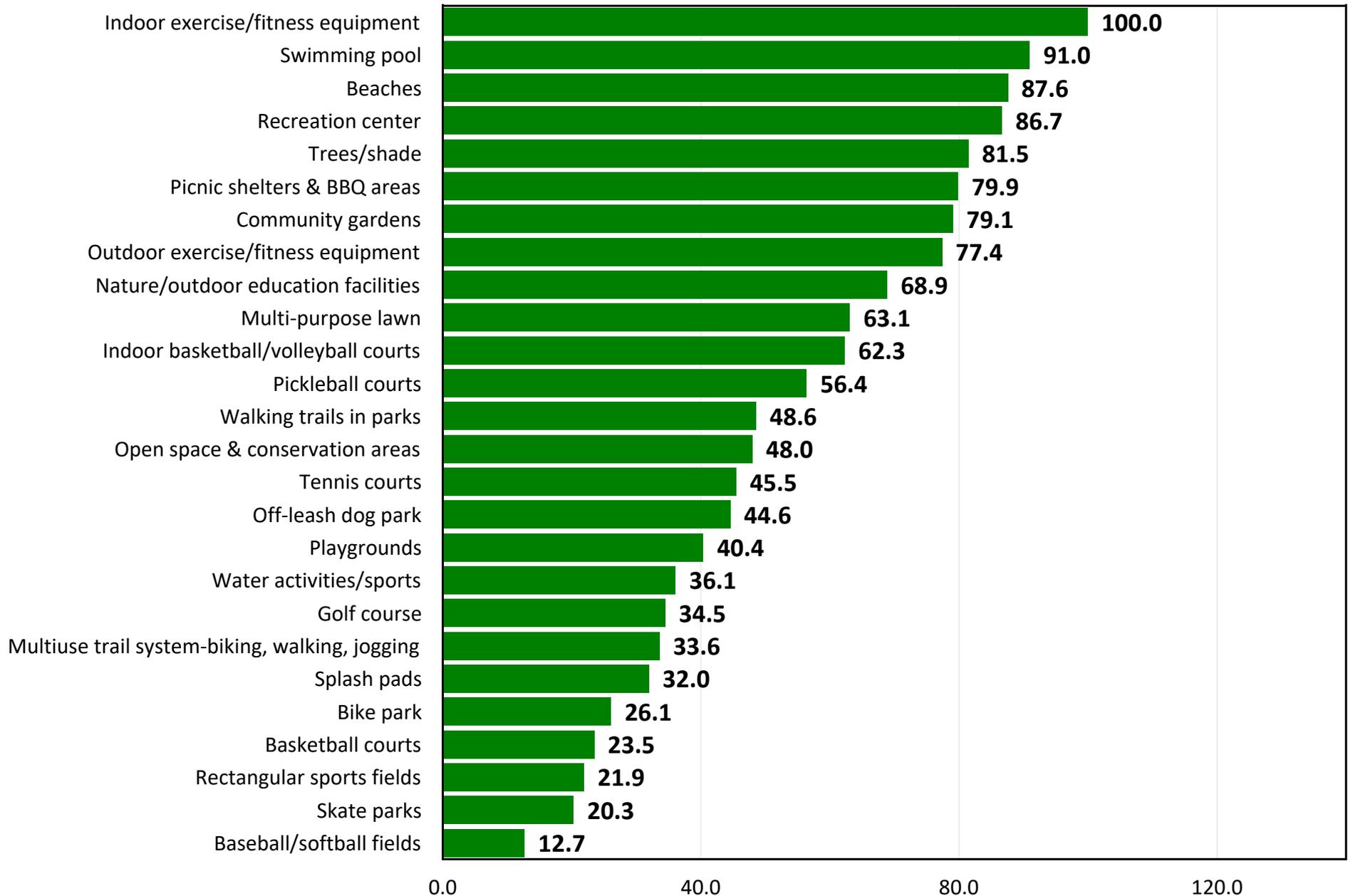
- High Priority Areas are those with a PIR of at least 110. A rating of 110 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.
- Medium Priority Areas are those with a PIR of 70-109. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.
- Low Priority Areas are those with a PIR below 49. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The following pages show the Unmet Needs Rating, Importance Rating, and Priority Investment Rating for facilities and programs.

Unmet Needs Rating for Facilities/Amenities

the rating for the item with the most unmet need=100

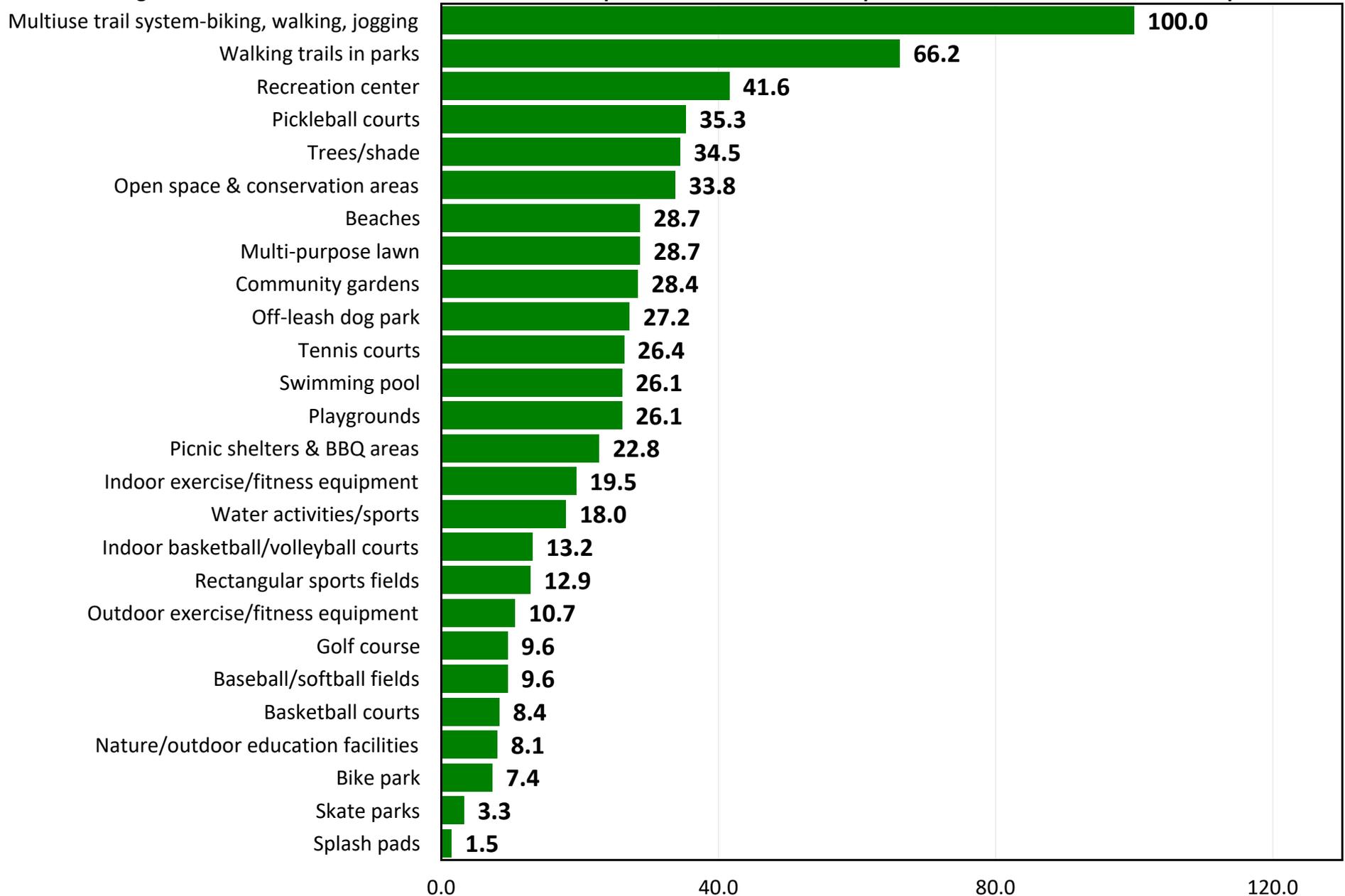
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



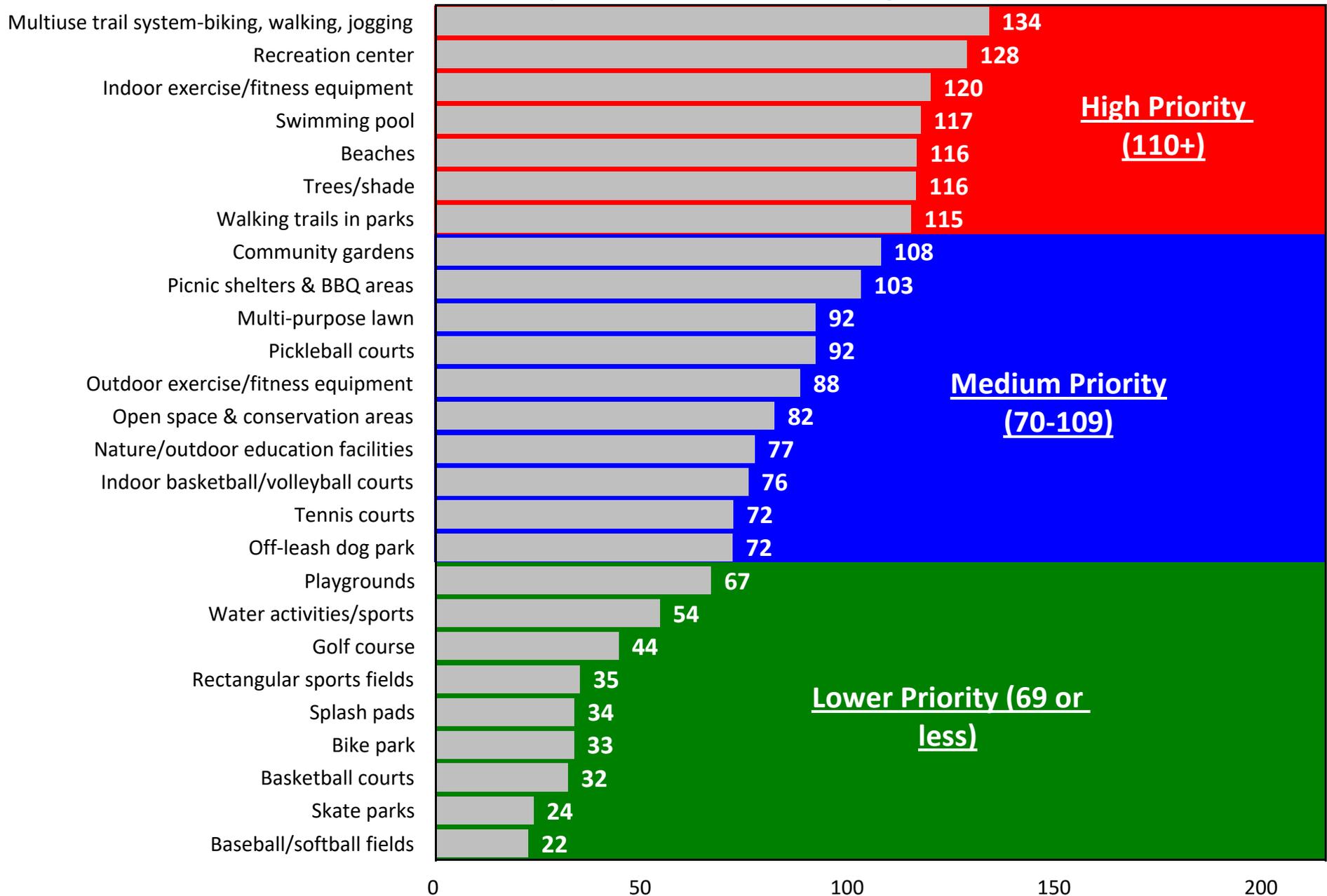
Importance Rating for Facilities/Amenities

the rating for the item rated as the most important=100

the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



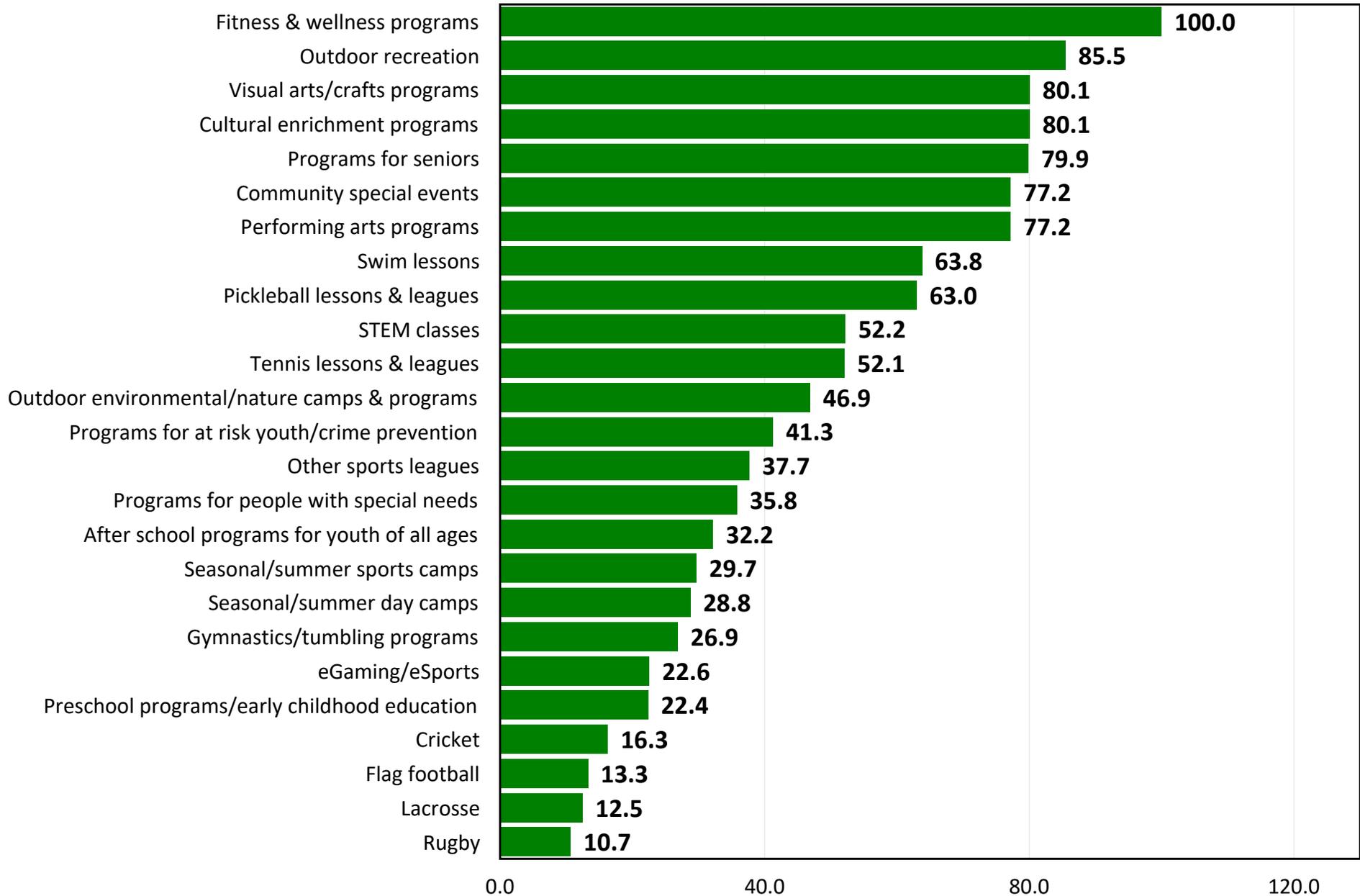
Top Priorities for Investment for Facilities/Amenities Based on Priority Investment Rating



Unmet Needs Rating for Programs/Activities

the rating for the item with the most unmet need=100

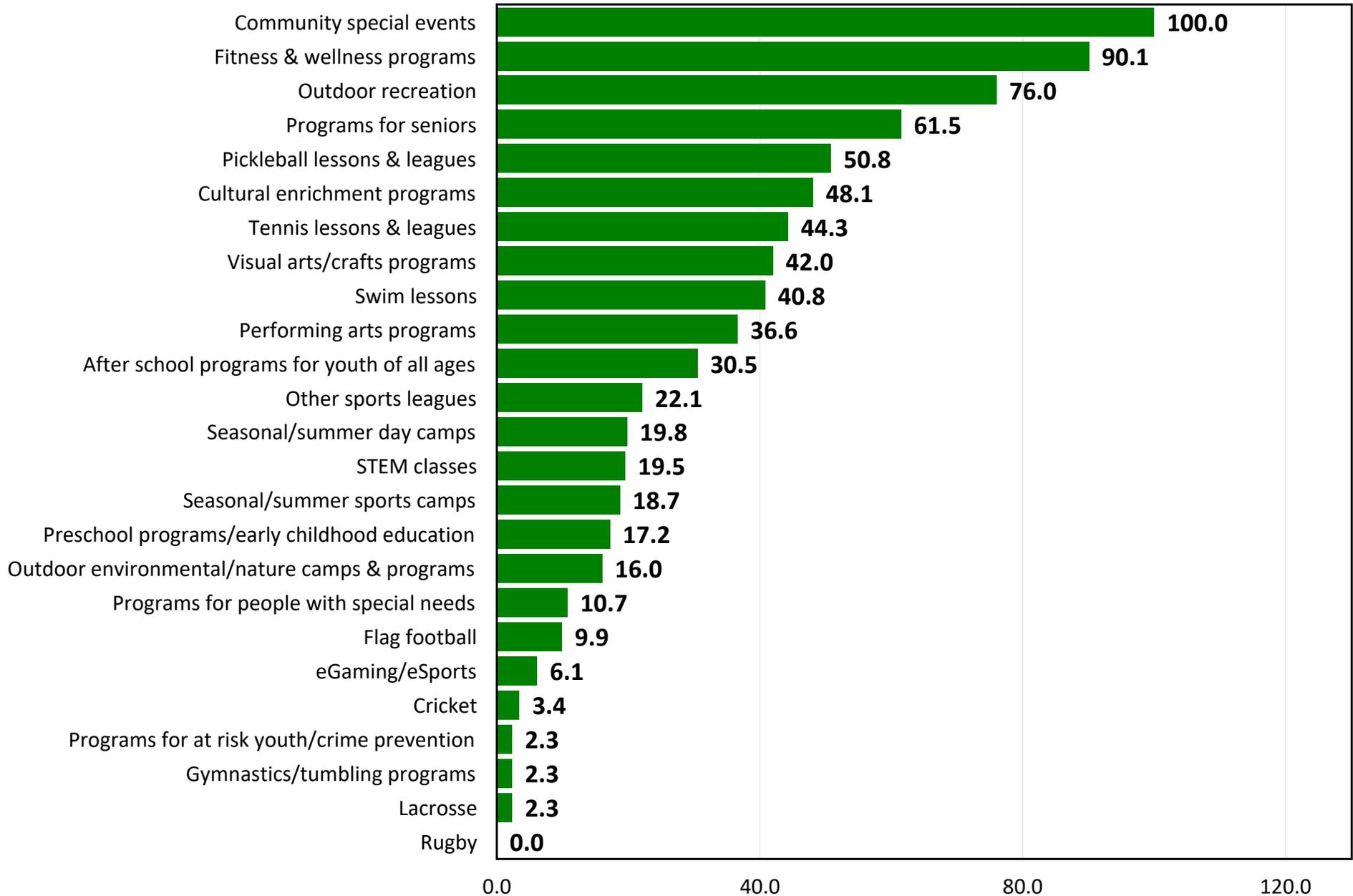
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



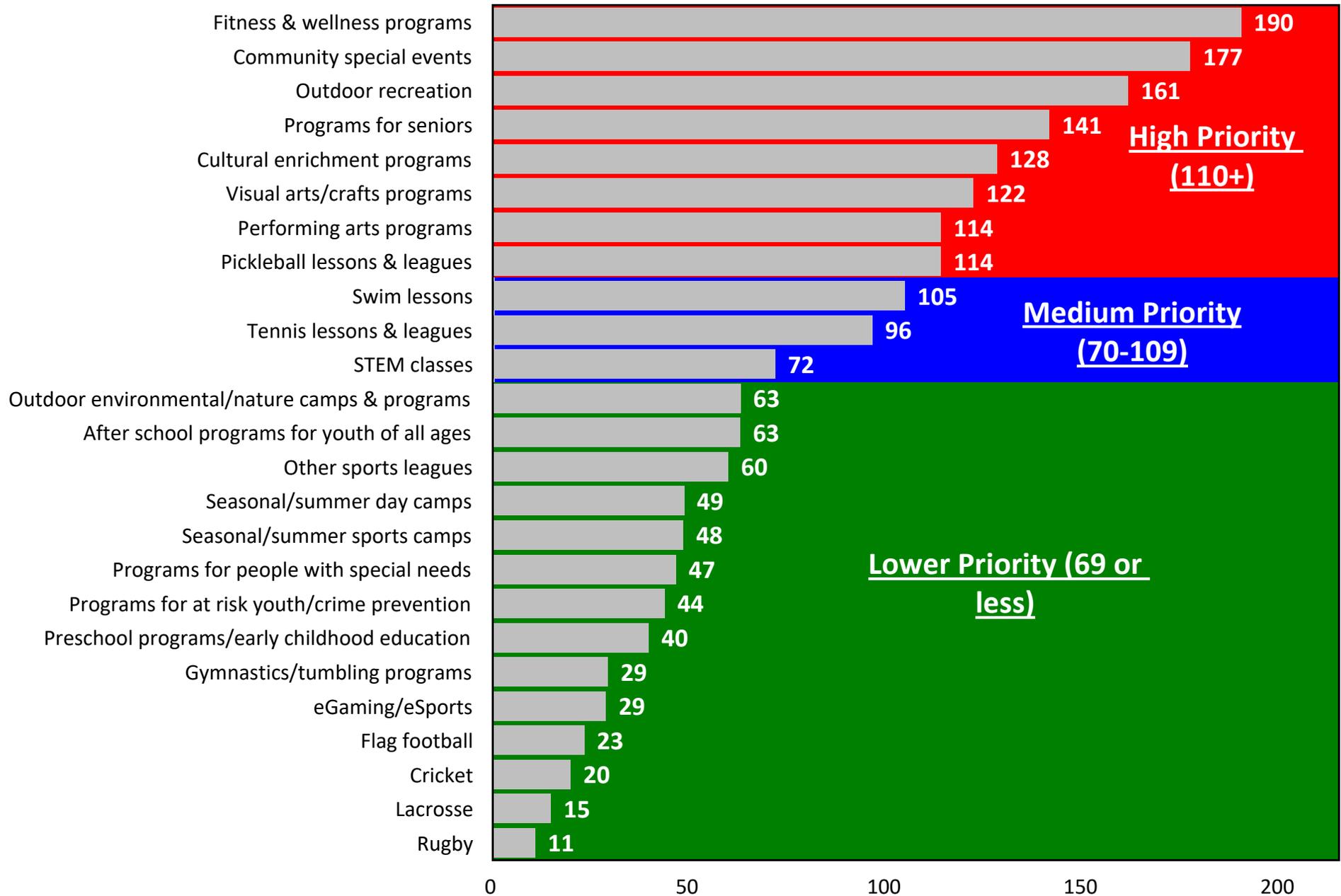
Importance Rating for Programs/Activities

the rating for the item rated as the most important=100

the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Top Priorities for Investment for Programs/Activities Based on Priority Investment Rating





5

I-S Analysis

Importance-Satisfaction Analysis



Overview

Today, officials have limited resources which need to be targeted to the maintenance activities that are of the most benefit to their residents. Two of the most important criteria for decision making are (1) to target resources toward the maintenance activities with the highest importance to; and (2) to target resources toward those maintenance activities where residents are the least satisfied. The Importance-Satisfaction (IS) rating is a unique tool that allows public officials to better understand both highly important decision-making criteria for each of the maintenance activities that are assessed on the survey. This version of the Importance-Satisfaction rating is based on the maintenance activities and utilizes the concept that public agencies will maximize overall resident satisfaction by emphasizing areas where the level of satisfaction is relatively low, and the perceived importance of the item is relatively high.

Methodology

The rating is calculated by summing the percentage of responses for the maintenance activities selected as the first, second, and third most important maintenance activity for the City to emphasize. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "Don't Know" responses). "Don't Know" responses are excluded from the calculation to ensure the satisfaction ratings among the maintenance activities are comparable. [IS=Importance x (1-Satisfaction)].

Respondents were asked to identify the maintenance activity they think should receive the most emphasis from the City. Forty-three percent (43%) of respondents selected **Path/trail (paved) maintenance** as one of the most important maintenance activity for the City to emphasize. With regard to satisfaction, 74% of respondents surveyed rated the City's overall performance in **Path/trail (paved) maintenance**, as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "Don't Know" responses. The I-S rating for Number of **Path/trail (paved) maintenance** was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example 43% was multiplied by 74% (1-0.7380). This calculation yielded an I-S rating of 0.1134 which ranked first out of sixteen maintenance activity categories.

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices to emphasize over the next two years and 0% indicate they are positively satisfied with the delivery of the maintenance activities.

Importance-Satisfaction Analysis



The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the maintenance activities
- If none (0%) of the respondents selected a maintenance activity as one for the three most important areas for the City to emphasize over the next two years.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis ($IS \geq 0.20$)
- Increase Current Emphasis ($0.10 \leq IS < 0.20$)
- Maintain Current Emphasis ($IS < 0.10$)

The results for Foster City, CA are provided on the following pages.

2024 Importance-Satisfaction Rating Foster, California Maintenance Activities

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance- Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Path/trail (paved) maintenance	43%	1	74%	9	0.1134	1
Restroom maintenance	29%	3	63%	13	0.1093	2
Medium Priority (IS <.10)						
Waterways/beaches	18%	7	48%	16	0.0938	3
Trash/litter/waste pickup	34%	2	75%	7	0.0872	4
Community/recreation/senior center maintenance	17%	8	60%	14	0.0699	5
Athletic outdoor court maintenance	19%	6	68%	12	0.0605	6
Natural area/conservation area management	20%	5	75%	8	0.0507	7
Dog park (off leash) maintenance & care	9%	15	52%	15	0.0452	8
Landscape care (planting beds)	23%	4	80%	3	0.0445	9
Playground safety & maintenance	16%	10	75%	5	0.0401	10
Athletic field maintenance	15%	11	79%	4	0.0319	11
Pavilion/picnic area maintenance	11%	12	71%	10	0.0310	12
Graffiti removal/vandalism repair	17%	9	82%	2	0.0310	13
Urban forest/tree maintenance	10%	14	75%	6	0.0246	14
Lawn mowing	10%	13	84%	1	0.0164	15
Medians & cul-de-sacs	5%	16	68%	11	0.0142	16

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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Tabular Data

Q1. Including yourself, how many people in your household are...

	Mean	Sum
number	2.7	822
Under age 5	0.1	35
Ages 5-9	0.1	33
Ages 10-14	0.1	44
Ages 15-19	0.1	43
Ages 20-24	0.2	49
Ages 25-34	0.4	127
Ages 35-44	0.4	114
Ages 45-54	0.4	117
Ages 55-64	0.4	129
Ages 65-74	0.2	62
Ages 75-84	0.2	56
Ages 85+	0.0	13

Q2. Have you or any members of your household visited any Foster City parks or recreational facilities during the past 12 months?

Q2. Have your household members visited any City parks or recreational facilities during past 12 months

	Number	Percent
Yes	299	96.5 %
No	11	3.5 %
Total	310	100.0 %

Q2a. How often do you visit Foster City parks and/or facilities?

Q2a. How often do you visit City parks and/or facilities

	Number	Percent
More than once a week	183	61.2 %
Once a week	29	9.7 %
1-3 times a month	45	15.1 %
Several times a year	33	11.0 %
Rarely	6	2.0 %
Don't know	3	1.0 %
Total	299	100.0 %

WITHOUT DON'T KNOW

Q2a. How often do you visit Foster City parks and/or facilities? (without "don't know")

Q2a. How often do you visit City parks and/or facilities

	Number	Percent
More than once a week	183	61.8 %
Once a week	29	9.8 %
1-3 times a month	45	15.2 %
Several times a year	33	11.1 %
Rarely	6	2.0 %
Total	296	100.0 %

Q2b. Please CHECK ALL the following reasons that you and members of your household currently use Foster City parks and facilities.

Q2b. Reasons your household members currently use

City parks & facilities	Number	Percent
Walking	257	86.0 %
Walk dogs	97	32.4 %
Hang out	104	34.8 %
Ride a bike	96	32.1 %
Run/jog	84	28.1 %
People watch	64	21.4 %
Read a book	31	10.4 %
Play on a playground	65	21.7 %
Picnicking/family-friend gathering	81	27.1 %
Go swimming/use a splash pad	6	2.0 %
Watch birds/wildlife	75	25.1 %
Participate in a league/program/event	75	25.1 %
Play pickup sports (basketball, tennis, pickleball, soccer, lawn bowling, etc.)	97	32.4 %
Other	21	7.0 %
Total	1153	

Q2b-14. Other

- Alcoholics anonymous meeting
- Boating on the lagoon/waterways
- bocce
- Concerts and family n friends events
- Dog park
- Dragon boating
- Festivals
- Fishing in the sloughs.
- FITNESS, RELAX
- Food trucks
- Launchpad into Lagoon for SUP or Kayak
- Meetings, city events
- music in the park, festivals
- Observe nature, the sky, people, dogs, fresh air, events and the condition of parks and facilities themselves
- Pickleball Courts
- Rec center visits
- Ride the levee
- table tennis
- The Vibe
- Windsurfing, Wingfoiling
- Workout at Fitness Park at Shorebird park.

FYI: In my opinion, the layout of equipment in the Fitness Park is not very practical. The row of equipment in front of the pull up bars is too close so they can't be used properly. The bigger issue is that the pull bar structure is facing south, so the sun is always in your face when doing pullup or ring exercises. This is a problem for me because I jump to the highest bar, and cannot see the bar due to the sun in my eyes. It would be better facing north, so it would be possible to see what I'm doing.

Q2c. Overall, how would you rate the physical condition of ALL the City of Foster City parks and facilities you have visited?

Q2c. How would you rate physical condition of all parks & facilities you have visited	Number	Percent
Excellent	107	35.8 %
Good	161	53.8 %
Fair	25	8.4 %
Poor	3	1.0 %
Not provided	3	1.0 %
Total	299	100.0 %

WITHOUT NOT PROVIDED

Q2c. Overall, how would you rate the physical condition of ALL the City of Foster City parks and facilities you have visited? (without "not provided")

Q2c. How would you rate physical condition of all parks & facilities you have visited	Number	Percent
Excellent	107	36.1 %
Good	161	54.4 %
Fair	25	8.4 %
Poor	3	1.0 %
Total	296	100.0 %

Q3. Please CHECK ALL of the following reasons that prevent you or members of your households from visiting Foster City parks and recreation facilities more often.

Q3. Reasons that prevent your household members from visiting parks & recreation facilities more often	Number	Percent
Criminal activity in the park	6	1.9 %
Do not feel safe using parks/facilities	7	2.3 %
Lack of amenities we want to use	59	19.0 %
Lack of handicap (ADA) accessibility	3	1.0 %
Lack of parking to access parks/facilities	23	7.4 %
Lack of restrooms	41	13.2 %
Lack of shade	62	20.0 %
Lack of transportation	10	3.2 %
Language/cultural barriers	2	0.6 %
Not aware of parks or facilities locations	15	4.8 %
Parks/facilities are not well maintained	19	6.1 %
Too far from our home	10	3.2 %
Use parks/facilities in other cities/county	10	3.2 %
Other	68	21.9 %
None of the above	108	34.8 %
Total	443	

WITHOUT NONE OF THE ABOVE

Q3. Please CHECK ALL of the following reasons that prevent you or members of your households from visiting Foster City parks and recreation facilities more often. (without "none of the above")

Q3. Reasons that prevent your household members from visiting parks & recreation facilities more often	Number	Percent
Other	68	33.7 %
Lack of shade	62	30.7 %
Lack of amenities we want to use	59	29.2 %
Lack of restrooms	41	20.3 %
Lack of parking to access parks/facilities	23	11.4 %
Parks/facilities are not well maintained	19	9.4 %
Not aware of parks or facilities locations	15	7.4 %
Too far from our home	10	5.0 %
Lack of transportation	10	5.0 %
Use parks/facilities in other cities/county	10	5.0 %
Do not feel safe using parks/facilities	7	3.5 %
Criminal activity in the park	6	3.0 %
Lack of handicap (ADA) accessibility	3	1.5 %
Language/cultural barriers	2	1.0 %
Total	335	

Q3-14. Other

- Almost complete lack of lighting. in winter, when it gets dark early, this becomes a big problem
- Amount of geese poop on the floors/grass areas
- basketball/tennis courts are often too crowded to find a spot
- Benches are dirty/trash; including in the water
- crime in area has increased. Coyotes
- dirty with geese feces everywhere
- Dogs off leash at non -off leash parks. People not picking up after pets.
- Dogs off leash that is not for off-leashed dogs. It's been a problem for years
- Dogs without leash
- Ducks or goose poop
- Full of geese waste.
- Geese poop
- Geese poop everywhere
- Geese poop everywhere
- Geese poop everywhere
- Geese poop. Geese. And now Coyotes
- get rid of geese
- Goose droppings are all over the grass in the parks where I walk my dog (Boothbay, Sea Cloud)

- Goose poop. I can't even walk my dogs or walk anywhere
- I have been a Foster City resident since 2004 and I am not able to enjoy our parks due to off leash dogs, and dog owners who think they are above the law.
I encounter off leash dogs on a regular basis -and often when kids are present- in many of our parks. Catamaran, Sea Cloud, Boothbay, Farragut, and even Leo Ryan to name a few. I have gently reminded a few owners to leash their dogs from far away and I got yelled at quite a few times. At this point, I am even scared to say anything in these situations; I just remove myself from the area as fast as I am able to. I have also never observed an off leash dog's owner being warned by an authority.
- IM OFTEN OUT OF TOWN
- kids are older
- lack of night lights
- Limited reasons to use the parks
- My kids would like to go to the park more frequently but they can't drive and I am not always available to take them. Unfortunately, I don't feel safe letting them walk or bike on their own because of the crazy drivers and lack of protections for people who walk and bike.
- Need indoor pickleball courts during winter season please.
- Need more lights for the small neighborhood parks
- need more table tennis hours/days
- no ceramic class
- no coffee shop
- NO LIGHTS AT NIGHT
- not enough tennis courts
- not familiar with how to schedule to use amenities
- parks need lights and turf for all fields
- Pickleball courts too busy
- Playgrounds not well lit in the winter months
- some facilities are too crowded, such as tennis and pickle ball field
- the pickleball reservation system is always show the courts are full. cannot reserve a court.
- There is too much goose poop everywhere. No one is doing anything about it. The geese are taking over. We don't like to visit the parks and we don't rent the parks for parties anymore. The geese are violent, kids get sick from playing in the grass, we have to go to other cities now.
- Too busy
- Too many dogs off leash
- too many ducks
- Too many geese!!
- Too much Canadian geese poop
- Too much dog poop.
- Too much excrement from Canadian geese in parks and walkways
Tables, benches and seating not regularly cleaned
- Too much goose poop
- Too much goose poop on walking areas & grass.
- water aerobic//bike at JCC
- Water quality in the canal has significantly declined over the past several years. I no longer feel it is safe to swim or paddle board due to the large clusters of blooming algae.
- We are older now and find it difficult to walk distances

- We need lights at the tennis courts in Boothbay park
- Would be helpful if there were lights for night soccer at Catamaran

Q4. What Foster City park do you or the members of your household visit most frequently?

- Bayview Park
- BOOTH BAY AND EDGEWATER AND LEO RYAN
- Boothbay & Port Royal Park
- Boothbay Park
- Boothbay, Edgewater, Sea Cloud, Catamaran, Leo Ryan, Bridge V.
- Boothbay, Leo j Ryan
- BOOTHBAY, PORT ROYAL PARK
- BRIDGEPOINT, KILDEER, GULL PARKS
- Cami
- Catamaran and Edgewater
- Catamaran and Leo Ryan
- Catamaran and Leo Ryan
- Catamaran Park
- Edgewood Park
- See Cloe Park
- Catamaran Park, Boothbay Park, Edgewater Park and the Bay Trail
- CATAMARAN PARK, LEO RYAN PARK, SEA CLOUD PARK, VETCH PARK
- Catamaran Park; and an interior park off of Barkentine St.
- Catamaran, Gull, Marlin
- Catamaran, Ketch, Sea Cloud
- Catamaran, Leo j Ryan and pickle ball courts, port Royal, Edgewater
- Catamaran, Leo J Ryan, Farragut
- Catamaran, Marlin Park

- Catamaran, Ryan, Erckenbrack, Morlin
- Catamaran, Ryan, Port Royal, Sunfish, Boothbay
- Catamaran, Sea Cloud
- Central Park/Lake
- Dog park
- Dog park
- Dog park
- Dog park
- Dog park and Leo, J. Ryan Park
- Edgewater
- Edgewater
- Edgewater
- Edgewater
- Edgewater and Pickleball on Shell
- Edgewater Park, Boothbay, Catamaran, Port Royal
- Edgewater Park, Leo J Ryan
- Edgewater, main part
- Edgewater, Sea Cloud
- Edgewater, Sea Cloud, Port Royal, Boothbay
- Erckenback, Leo J Ryan
- Erckenbrack Park
- Erckenbrack Park, Leo J Ryan Park
- Erckenbrack
- F. C.
- Farragut Park
- Farragut Park, Leo J Ryan
- Foster City Dog Park
- Foster city dog park, Boothbay park, and Leo J Ryan
- GULL KILDEER
- Gull Park
- Gull Park
- Gull park, Boat Park, Leo Ryan
- Gull Park, killdeer. Turnstone
- Gull Park, Marlin Park, Leo Park
- Gull, Killdeer, Turnstone, Shad, Marlin
- Gull, Leo Ryan
- Gull, Marlin, Leo J Ryan, Ketch, Killdeer, the parks between Audubon and Bowditch, Catamaran
- Katch Park
- Katch Park
- Katch Park
- Ketch Park and Catamaran Park
- Ketch Park, Bay Trail
- Ketch Park, Catamaran Park, Leo Ryan
- Killdeer Park
- Killdeer Park

- Leo J Ryan Park
- Leo J Ryan Park
- Leo J Ryan Park
- Leo J Ryan Park
- Leo J Ryan Park
- Leo J Ryan Park
- Leo J Ryan Park
- Leo J Ryan Park
- Leo J Ryan Park
- Leo J Ryan Park
- Leo J Ryan Park
- Leo J Ryan Park
- Leo J Ryan Park - it's closest to my location
- Leo J Ryan park to play pickleball basically every day;
- Leo J Ryan Park, Catamaran Park
- Leo J Ryan Park, Catamaran Park, Farragut Park
- Leo J Ryan Park, Marlin Park, Sunfish Park, Gateshead Park, Sea Cloud Park, Boothbay Park
- Leo J Ryan, Bay trail
- Leo J Ryan, Boothbay, Sea Cloud
- Leo J Ryan, Catamaran Park
- LEO J RYAN, CATAMRRAN PARK, BOAT PARK, BAYWINDS PARK, ALSO LEVEE
- Leo J Ryan, Edgewater, Aretuirus
- Leo j Ryan, Erckenbrack, and Harvester-Pilgrim trail
- Leo J Ryan, Erkenbrack
- Leo J Ryan, Erkenbrack Park
- LEO J RYAN, PICKLEBALL COURTS
- Leo J, Edgewater, Boothbay, Port Royal
- Leo J. Ryan park.
Boothbay park.
Catamaran park.
Bay trail.
- Leo Park? Bay Trail
- Levee
- Levee
- Levee or Marlin
- Levee, bike pedway
- Marlin Park
- Marlin Park
- Marlin Park
- Marlin Park
- Marlin Park, Booth Bay park
- Marlin Park, Bridgeview, Shorebird
- MARLIN PARK, SHAD PARK
- Marlin, Gull, Werder? (On beach park), Erkenbrack and Leo J Ryan
- Marlin, Shorebird, Sea Cloud, Boothbay, Leo Ryan
- Park near Brewer Island schools
- Parkside aquatic park and bayside/Joinville park
- Pickleball courts
- Pickleball courts
- Pickleball courts

- Sea Cloud Park
- SEA CLOUD PARK REC CENTER
- Sea Cloud Park, Leo Park
- Sea Cloud Park, Shorebird Park, Ryan Park
- Sea Cloud, Boothbay, Port Royal
- Sea Cloud, Catamaran
- Sea Cloud, Kerch Park, Catamaran, and Edgewater.
- Sea Cloud, Leo Ryan
- Sea Cloud, tennis courts on Edgewater Park
- Sea Cloud Park
- Sea Cloud, Catamaran, Boothbay, Port Royal. All filled with goose poop. It's disgusting Edgewater is nasty too now
- Shad Marlin
- Shad Marlin, Turnstone
- Shad Park
- shad park and Marlin Park
- Shad, Erckenbrak, and the small paths near the area of the two
- Shad/turnstone
- Shade Park, Marin Park, Levy
- Shell Blvd Park for pickleball
- Shorebird and Sunfish
- Shorebird Park
- Soccer field, central lake
- Sunfish Park
- Sunfish Park
- Sunfish Park
- Sunfish, Marlin, Ryan, Shad
- The kids have soccer practice and games at Sea Cloud.
- The one by the Recreation center
- The one closest to our house
- The one in Shell Boulevard
- The Pickleball courts daily and, Sea Cloud Park, Ketch Park
- The trails by the water near Edge Water
- The Vibe and the rec center
- Turnstone Park, Shade Park, Gull Park

Q4a. What improvements/additions would you most like to see made at that park?

Q4a. Improvements/additions you would most like to see made at parks	Number	Percent
Restrooms	81	26.1 %
Trees/shade	81	26.1 %
Picnic shelters	61	19.7 %
Picnic tables/benches	73	23.5 %
Parking	31	10.0 %
Sidewalks	14	4.5 %
Landscaping	47	15.2 %
Drinking fountains	56	18.1 %
Improved connectivity/access between parks & trails	53	17.1 %
Incorporating public art into open spaces	52	16.8 %
Bike racks	28	9.0 %
Accessibility	11	3.5 %
Security lighting	68	21.9 %
Trail lighting	71	22.9 %
Sports field/court lighting	47	15.2 %
Other	83	26.8 %
Total	857	

Q4a-16. Other

- A playground structure at the main rec center location. It's the most common communal point and near the only shops, but there is no playground structure for kids to play on. Please add one
- Additional pickleball courts and "social area" for gatherings
- baseball field lights for night games.
- Basketball hoops at all parks
- No goose poop
- benches are too low for seniors
- Better boat launch. It's too slippery and not sure why the fence was added. We like to launch our own kayaks/paddleboards
- Better lighting at the pickleball courts and the pickleball courts need repaving. Also need more pickleball courts.
- better paved pathways for smooth walking to avoid tripping, more compliance by dog owners, awareness of pedestrians for bike cyclist, concrete area for kids to ride their scooters and e-bikes.
- bigger playgrounds
- Biodegradable poo bags instead of plastic
- Bocci ball (not pickleball) would be great at shorebird.
- Clean basketball courts, geese poop very common.
- Clean dog park more often
- CLEAN GOOSE DROPPINGS ON WALKWAYS
- Cleaning
- Cleanliness of pavement/grass areas
- coffee shop
- Control geese population, clean up walkways more frequently
- Deal with geese droppings
- Dedicated parking for boat ramp users
- Dog drinking fountains
- Dog Wash
- dog water fountain
- Emergency call box
- ENFORCE RULE OF NO DOGS ON FIELD TRACKS

- Ensure dogs are on leash
- FEWER GEESE, LESS GOOSE POOP
- Fix the damn re-paving work. It's the worst quality job I've ever seen. You ripped off the taxpayers. You could screw the nimbys and convert one of the rarely used basketball courts into pickleball...
- geese
- GEESE POOP ABATEMENT
- geese removal
- Get rid of about 2/3 of geese
- Get rid of geese at community garden
- Getting rid of the geese poop
- Hammock structures, adaptive reuse public seating
- I would love to see off leash dog laws being enforced.
- indoor sports
- It is a fantastic park already but if there were plans for a children's playground or even a few baby/toddler-friendly play structures, it would be even more amazing.
- It would be great to have the lights on till 11pm. Right now they're only on until 10pm.
- Just to add on the sports field/court lighting, it would be good to have a lighting on the tennis courts.
- keep sidewalks clean of poop
- Killdeer park always get pot hole in the grass which my kid sometime fall into. The dog park could be wash more often, the pee smell is too strong.
- Landscaping that less attractive to geese
Hiring professional landscapers, especially for levy
- lights for extended play and for leagues
- Marked "Bike; skateboard; rollerblade; scooter Lane"
Add Dog park
- More activities. Bike rental
- More bike lanes and safety infrastructure on streets leading to parks
- More courts
- More modernized children playground
- more pickleball courts
- more pickleball courts
- More safety to cross the road to the park, especially at Catamaran
- more tennis and basketball courts
- more time slot for pickleball court reservation
- Need to get rid of all the geese. Just ship them to people who want to save them.
- new playground equipment
- No fecal matter
- Overall I feel this is the best maintained park in Foster City
- Pickleball courts
- Pickleball courts
- Playground
- Playground with plastic ground
- PLAYSIDE FOR TODDLERS-CONSIDER REPLACING DOLPHIN
- Put fish in the canals. Striped bass, halibut.
- removal of goose poop
- Remove the Canadian geese and/or their poop. Please do not replace tennis courts with pickleball courts.

- Restaurants and coffee shops
- security camera
- send the geese away somewhere
- sidewalks have goose poop
- Splash pads for hot days
- tennis courts
- The goose situation makes the parks pretty much unusable, you can't walk on the sidewalks or the lawn areas.
- The landscaping and walking trail around the park are in need of repair. Way too much overgrowth along the edge of the park, you cannot enjoy the water view, feels unkept and not welcoming. Many of the sidewalks are a walking hazard. They have removed all of the shade trees along the perimeter and there is very little shade. The excessive amount of fencing around the park is uninviting and looks like a criminal detention center! The park frequently feels dirty.
- There are a variety of users who participate in different sports on the lagoon - Windsurfing, Supping and RC Sail boating to name three. All of these groups would benefit if there were storage available in the park for their equipment. Would it be possible to provide container space that could be rented out?
- TOO MUCH IRRIGATION LEAVES THE LAWN TOO WET TO SIT ON
- update playground structures at Shad Park
- Well known and much discussed GOOSE POOP issue
- Would like to see more color in landscaping from flowers and other plants
- Would love to see a street soccer court. There's some already in the east bay and South Bay and ppl like myself and my friend already use the basketball courts around foster city as soccer courts. You can just use basketball courts that exhaust already and add goals that are 2 in1 soccer goals on bottom and basket ball hoop on top. Look at the link here <https://www.velopa.com/products/sports/football-goals/omnicombi-goal-with-basketball-post/> I think it would definitely benefit the community especially with soccer being a growing sport in this country and with the World Cup coming in 2026 more and more people will be playing the sport

Q5. Has your household participated in any recreation programs or activities offered by the City of Foster City during the past 12 months?

Q5. Has your household participated in any recreation programs or activities offered by City during past 12 months

	Number	Percent
Yes	141	45.5 %
No	169	54.5 %
Total	310	100.0 %

Q5a. How would you rate the overall quality of Foster City recreation programs and/or activities in which your household has participated?

Q5a. How would you rate overall quality of recreation programs and/or activities

	Number	Percent
Excellent	47	33.3 %
Good	79	56.0 %
Fair	13	9.2 %
Poor	1	0.7 %
Not provided	1	0.7 %
Total	141	100.0 %

WITHOUT NOT PROVIDED

Q5a. How would you rate the overall quality of Foster City recreation programs and/or activities in which your household has participated? (without "not provided")

Q5a. How would you rate overall quality of recreation programs and/or activities

	Number	Percent
Excellent	47	33.6 %
Good	79	56.4 %
Fair	13	9.3 %
Poor	1	0.7 %
Total	140	100.0 %

Q6. Please CHECK ALL the following reasons that prevent you and members of your household from participating in City of Foster City recreation programs or activities more often.

Q6. Reasons that prevent your household members from participating in City recreation programs or activities more often

	Number	Percent
Lack of quality instructors	24	7.7 %
Old & outdated facilities	19	6.1 %
Use programs offered by other agencies	26	8.4 %
I don't know what is offered	114	36.8 %
Lack of quality programs	36	11.6 %
Fees are too high	32	10.3 %
Too far from my home	4	1.3 %
Program times are not convenient	72	23.2 %
Classes are full	27	8.7 %
Program not offered	29	9.4 %
Registration is difficult	21	6.8 %
Poor customer service by staff	8	2.6 %
Lack of transportation	6	1.9 %
Lack of right program equipment	5	1.6 %
Too busy/not interested	46	14.8 %
Lack of trust in government	1	0.3 %
Language/cultural barriers	4	1.3 %
Other	20	6.5 %
Total	494	

Q6-18. Other

- clunky online system
- Covid, need to start again
- DAY TRIPS FOR SENIORS INFREQUENTLY OFFERED
- Don't know the information about the activities
- For exercise our family goes to the PJCC.
- get the information with times
- GOOSE DROPPINGS
- If 'programs' include the art and wine festival, it needs improvement with the selection of vendors (Millbrae is much better); also, there should be more support for boats in the area to tie-up and be part of the unique element of our Foster City community; hula hoop exercise was offered and we enjoyed it, but it's no longer available
- lack of indoor sports and socializing
- more weekly meals for seniors
- My kids can't safely walk or bike to these - roads are unsafe.
- My wife and I need to keep ourselves educated about programs offered

- No free yoga, Pilates or workout classes. I often go to other cities and sign up for their events/classes, as there is nothing available in Foster City.
- No time. too busy with kids
- Outdoors - the geese poop.
- The folks who run the boat shed don't seem to run any windsurfing classes any more. When they did, their equipment is very VERY old and difficult to use. No fun to learn on.
- times are too difficult
- TOO BUSY
- We use the PSCC

Q7. From the following list, please CHECK ALL the organizations that you or members of your household have used for recreation programs and activities during the past 12 months.

Q7. Organizations your household members have used for recreation programs & activities during past 12 months

	Number	Percent
City of Foster City	182	58.7 %
San Mateo County	93	30.0 %
Neighboring cities	60	19.4 %
Public/private schools	53	17.1 %
Places of worship (e.g., synagogues, churches)	32	10.3 %
Private & non-profit sports organizations	49	15.8 %
Private summer camps	30	9.7 %
Private clubs (tennis, health, swim, fitness)	72	23.2 %
Homeowners association	49	15.8 %
Other	10	3.2 %
Total	630	

Q7-10. Other:

Q7-10. Other

	Number	Percent
Foster City Village	2	20.0 %
PJCC has excellent free programs for senior living	1	10.0 %
USTA Tennis League	1	10.0 %
Table tennis club	1	10.0 %
Public park	1	10.0 %
Jazzercise	1	10.0 %
Summer festival with rides and stalls	1	10.0 %
PJCC Gym	1	10.0 %
PJCC	1	10.0 %
Total	10	100.0 %

Q8. From the following list, please CHECK ALL of the ways you learn about City of Foster City parks, facilities, and programs, events, activities and services.

Q8. Ways you learn about City parks, facilities, & programs, events, activities & services	Number	Percent
City activity guide	136	43.9 %
City monthly eNewsletter	59	19.0 %
City website	119	38.4 %
Flyers	60	19.4 %
Conversations with recreation staff	14	4.5 %
Newspaper	44	14.2 %
Friends & neighbors	105	33.9 %
Promotions at special events	29	9.4 %
Banners at parks or City facilities	93	30.0 %
Emails from City	57	18.4 %
Facebook	45	14.5 %
X (formerlyTwitter)	7	2.3 %
Instagram	30	9.7 %
Other	19	6.1 %
Total	817	

Q8-14. Other

- City of San Mateo adult classes
- DIGITAL BILLBOARD
- digital board
- Electronic billboard on corner of Hillsdale and Shell
- Electronic community board across street from library
- Emails from club
- exploring
- Family and friends
- I regularly see the marque at Shell and Beach Park Blvd..
- Islander(local Paper)
- library; water bill flyer
- Nextdoor
- Nextdoor
- Nextdoor
- sign at entrance of Leo Ryan
- social media
- text
- The light up sign near Rec Center.
- Walk around, explore area, and use Google maps for navigation around the area.

Q9. From the list above in Question 8, which THREE methods of communication would you MOST PREFER the City use to communicate with you about recreation programs and activities?

<u>Q9. Top choice</u>	<u>Number</u>	<u>Percent</u>
City activity guide	65	21.0 %
City monthly eNewsletter	57	18.4 %
City website	28	9.0 %
Flyers	8	2.6 %
Newspaper	7	2.3 %
Friends & neighbors	7	2.3 %
Promotions at special events	2	0.6 %
Banners at parks or City facilities	16	5.2 %
Emails from City	48	15.5 %
Facebook	17	5.5 %
X (formerlyTwitter)	3	1.0 %
Instagram	19	6.1 %
None chosen	33	10.6 %
Total	310	100.0 %

Q9. From the list above in Question 8, which THREE methods of communication would you MOST PREFER the City use to communicate with you about recreation programs and activities?

<u>Q9. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
City activity guide	37	11.9 %
City monthly eNewsletter	40	12.9 %
City website	46	14.8 %
Flyers	19	6.1 %
Conversations with recreation staff	1	0.3 %
Newspaper	6	1.9 %
Friends & neighbors	7	2.3 %
Promotions at special events	7	2.3 %
Banners at parks or City facilities	19	6.1 %
Emails from City	40	12.9 %
Facebook	17	5.5 %
X (formerlyTwitter)	6	1.9 %
Instagram	19	6.1 %
None chosen	46	14.8 %
Total	310	100.0 %

Q9. From the list above in Question 8, which THREE methods of communication would you MOST PREFER the City use to communicate with you about recreation programs and activities?

<u>Q9. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
City activity guide	32	10.3 %
City monthly eNewsletter	20	6.5 %
City website	37	11.9 %
Flyers	16	5.2 %
Conversations with recreation staff	2	0.6 %
Newspaper	12	3.9 %
Friends & neighbors	14	4.5 %
Promotions at special events	13	4.2 %
Banners at parks or City facilities	35	11.3 %
Emails from City	23	7.4 %
Facebook	13	4.2 %
X (formerlyTwitter)	2	0.6 %
Instagram	13	4.2 %
None chosen	78	25.2 %
Total	310	100.0 %

SUM OF TOP 3 CHOICES

Q9. From the list above in Question 8, which THREE methods of communication would you MOST PREFER the City use to communicate with you about recreation programs and activities? (top 3)

<u>Q9. Top choice</u>	<u>Number</u>	<u>Percent</u>
City activity guide	134	43.2 %
City monthly eNewsletter	117	37.7 %
City website	111	35.8 %
Flyers	43	13.9 %
Conversations with recreation staff	3	1.0 %
Newspaper	25	8.1 %
Friends & neighbors	28	9.0 %
Promotions at special events	22	7.1 %
Banners at parks or City facilities	70	22.6 %
Emails from City	111	35.8 %
Facebook	47	15.2 %
X (formerlyTwitter)	11	3.5 %
Instagram	51	16.5 %
None chosen	33	10.6 %
Total	806	

Q10. Please indicate how well your needs are being met for each of the facilities/amenities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.

(N=310)

	Fully met	Mostly met	Partly met	Not met	No need
Q10-1. Basketball courts	11.6%	14.5%	6.1%	2.9%	64.8%
Q10-2. Beaches	9.0%	15.2%	19.7%	13.9%	42.3%
Q10-3. Bike park (BMX park/pump track)	7.4%	8.7%	6.5%	3.5%	73.9%
Q10-4. Community gardens	8.1%	18.4%	11.3%	19.0%	43.2%
Q10-5. Baseball/softball fields	12.9%	8.1%	2.6%	2.3%	74.2%
Q10-6. Golf course	8.1%	5.5%	3.5%	9.7%	73.2%
Q10-7. Indoor basketball/volleyball courts (indoor gyms)	3.9%	1.6%	7.4%	16.5%	70.6%
Q10-8. Indoor exercise/fitness equipment	6.1%	4.8%	11.0%	27.4%	50.6%
Q10-9. Multi-purpose lawn (picnicking, yard games, informal sports, etc.)	19.4%	29.7%	19.0%	5.2%	26.8%
Q10-10. Multiuse trail system-biking, walking, jogging	37.7%	30.0%	10.3%	2.6%	19.4%
Q10-11. Nature/outdoor education facilities	9.4%	17.7%	14.8%	11.6%	46.5%
Q10-12. Off-leash dog park	6.8%	9.7%	11.6%	5.5%	66.5%
Q10-13. Open space & conservation areas	22.9%	27.4%	14.2%	4.2%	31.3%
Q10-14. Outdoor exercise/fitness equipment	6.5%	13.2%	19.0%	10.6%	50.6%
Q10-15. Pickleball courts	10.3%	8.1%	12.9%	8.7%	60.0%
Q10-16. Picnic shelters & BBQ areas	9.7%	20.6%	20.6%	10.0%	39.0%
Q10-17. Playgrounds	17.1%	16.8%	13.5%	1.9%	50.6%
Q10-18. Recreation center (multiuse space for all ages)	11.6%	20.3%	21.0%	12.3%	34.8%
Q10-19. Rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	12.3%	15.5%	5.8%	2.6%	63.9%
Q10-20. Skate parks	5.5%	5.8%	5.2%	2.6%	81.0%
Q10-21. Splash pads	1.3%	3.5%	3.9%	8.4%	82.9%

Q10. Please indicate how well your needs are being met for each of the facilities/amenities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.

	Fully met	Mostly met	Partly met	Not met	No need
Q10-22. Swimming pool	1.6%	3.9%	6.5%	28.4%	59.7%
Q10-23. Tennis courts	12.3%	15.5%	12.3%	5.2%	54.8%
Q10-24. Trees/shade	18.1%	26.5%	21.9%	9.4%	24.2%
Q10-25. Walking trails in parks	31.9%	29.4%	14.5%	4.2%	20.0%
Q10-26. Water activities/sports (kayaking, paddle boarding, etc.)	15.2%	21.9%	10.6%	3.2%	49.0%
Q10-27. Other	0.0%	0.6%	0.6%	3.2%	95.5%

WITHOUT NO NEED

Q10. Please indicate how well your needs are being met for each of the facilities/amenities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")

(N=310)

	Fully met	Mostly met	Partly met	Not met
Q10-1. Basketball courts	33.0%	41.3%	17.4%	8.3%
Q10-2. Beaches	15.6%	26.3%	34.1%	24.0%
Q10-3. Bike park (BMX park/pump track)	28.4%	33.3%	24.7%	13.6%
Q10-4. Community gardens	14.2%	32.4%	19.9%	33.5%
Q10-5. Baseball/softball fields	50.0%	31.3%	10.0%	8.8%
Q10-6. Golf course	30.1%	20.5%	13.3%	36.1%
Q10-7. Indoor basketball/volleyball courts (indoor gyms)	13.2%	5.5%	25.3%	56.0%
Q10-8. Indoor exercise/fitness equipment	12.4%	9.8%	22.2%	55.6%
Q10-9. Multi-purpose lawn (picnicking, yard games, informal sports, etc.)	26.4%	40.5%	26.0%	7.0%
Q10-10. Multiuse trail system-biking, walking, jogging	46.8%	37.2%	12.8%	3.2%
Q10-11. Nature/outdoor education facilities	17.5%	33.1%	27.7%	21.7%
Q10-12. Off-leash dog park	20.2%	28.8%	34.6%	16.3%
Q10-13. Open space & conservation areas	33.3%	39.9%	20.7%	6.1%
Q10-14. Outdoor exercise/fitness equipment	13.1%	26.8%	38.6%	21.6%
Q10-15. Pickleball courts	25.8%	20.2%	32.3%	21.8%
Q10-16. Picnic shelters & BBQ areas	15.9%	33.9%	33.9%	16.4%
Q10-17. Playgrounds	34.6%	34.0%	27.5%	3.9%
Q10-18. Recreation center (multiuse space for all ages)	17.8%	31.2%	32.2%	18.8%
Q10-19. Rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	33.9%	42.9%	16.1%	7.1%
Q10-20. Skate parks	28.8%	30.5%	27.1%	13.6%
Q10-21. Splash pads	7.5%	20.8%	22.6%	49.1%

WITHOUT NO NEED

Q10. Please indicate how well your needs are being met for each of the facilities/amenities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")

	Fully met	Mostly met	Partly met	Not met
Q10-22. Swimming pool	4.0%	9.6%	16.0%	70.4%
Q10-23. Tennis courts	27.1%	34.3%	27.1%	11.4%
Q10-24. Trees/shade	23.8%	34.9%	28.9%	12.3%
Q10-25. Walking trails in parks	39.9%	36.7%	18.1%	5.2%
Q10-26. Water activities/sports (kayaking, paddle boarding, etc.)	29.7%	43.0%	20.9%	6.3%
Q10-27. Other	0.0%	14.3%	14.3%	71.4%

Q10-27. Other

- BATHROOMS
- Boat rental or launch
- Bocci ball court. Demonstration garden for native plants to promote folks to landscape with drought resistant native plants.
- Dog wash
- great parks, could use more basketball, tennis, pickleball + swimming pool also too much goose poop everywhere
- I'm not aware of if we have Badminton courts available in the city
- meals for seniors
- more swimming pools
- Need more outdoor pickleball courts and indoor pickleball courts
- SAILING
- Sitting areas
- stop building. Stop taking away our green space. Pedestrian lane at the multi use Bay Trail is too narrow. Can easily be injured by cyclist.
- table tennis indoor
- Too much goose poop and can't enjoy anything

Q11. Which FOUR facilities/amenities from the list in Question 10 are MOST IMPORTANT to your household?

<u>Q11. Top choice</u>	<u>Number</u>	<u>Percent</u>
Basketball courts	4	1.3 %
Beaches	12	3.9 %
Bike park (BMX park/pump track)	5	1.6 %
Community gardens	11	3.5 %
Baseball/softball fields	5	1.6 %
Golf course	6	1.9 %
Indoor basketball/volleyball courts (indoor gyms)	7	2.3 %
Indoor exercise/fitness equipment	6	1.9 %
Multi-purpose lawn (picnicking, yard games, informal sports, etc.)	7	2.3 %
Multiuse trail system-biking, walking, jogging	51	16.5 %
Nature/outdoor education facilities	3	1.0 %
Off-leash dog park	8	2.6 %
Open space & conservation areas	8	2.6 %
Outdoor exercise/fitness equipment	4	1.3 %
Pickleball courts	29	9.4 %
Picnic shelters & BBQ areas	5	1.6 %
Playgrounds	13	4.2 %
Recreation center (multiuse space for all ages)	15	4.8 %
Rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	6	1.9 %
Splash pads	1	0.3 %
Swimming pool	4	1.3 %
Tennis courts	17	5.5 %
Trees/shade	12	3.9 %
Walking trails in parks	32	10.3 %
Water activities/sports (kayaking, paddle boarding, etc.)	6	1.9 %
None chosen	33	10.6 %
Total	310	100.0 %

Q11. Which FOUR facilities/amenities from the list in Question 10 are MOST IMPORTANT to your household?

<u>Q11. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Basketball courts	3	1.0 %
Beaches	10	3.2 %
Bike park (BMX park/pump track)	4	1.3 %
Community gardens	13	4.2 %
Baseball/softball fields	2	0.6 %
Golf course	5	1.6 %
Indoor basketball/volleyball courts (indoor gyms)	3	1.0 %
Indoor exercise/fitness equipment	8	2.6 %
Multi-purpose lawn (picnicking, yard games, informal sports, etc.)	15	4.8 %
Multiuse trail system-biking, walking, jogging	36	11.6 %
Nature/outdoor education facilities	1	0.3 %
Off-leash dog park	16	5.2 %
Open space & conservation areas	17	5.5 %
Outdoor exercise/fitness equipment	3	1.0 %
Pickleball courts	12	3.9 %
Picnic shelters & BBQ areas	12	3.9 %
Playgrounds	8	2.6 %
Recreation center (multiuse space for all ages)	15	4.8 %
Rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	4	1.3 %
Swimming pool	15	4.8 %
Tennis courts	8	2.6 %
Trees/shade	18	5.8 %
Walking trails in parks	31	10.0 %
Water activities/sports (kayaking, paddle boarding, etc.)	8	2.6 %
None chosen	43	13.9 %
Total	310	100.0 %

Q11. Which FOUR facilities/amenities from the list in Question 10 are MOST IMPORTANT to your household?

Q11. 3rd choice	Number	Percent
Basketball courts	3	1.0 %
Beaches	13	4.2 %
Community gardens	11	3.5 %
Baseball/softball fields	5	1.6 %
Golf course	1	0.3 %
Indoor basketball/volleyball courts (indoor gyms)	6	1.9 %
Indoor exercise/fitness equipment	10	3.2 %
Multi-purpose lawn (picnicking, yard games, informal sports, etc.)	13	4.2 %
Multiuse trail system-biking, walking, jogging	35	11.3 %
Nature/outdoor education facilities	6	1.9 %
Off-leash dog park	9	2.9 %
Open space & conservation areas	16	5.2 %
Outdoor exercise/fitness equipment	6	1.9 %
Pickleball courts	2	0.6 %
Picnic shelters & BBQ areas	11	3.5 %
Playgrounds	11	3.5 %
Recreation center (multiuse space for all ages)	21	6.8 %
Rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	6	1.9 %
Skate parks	4	1.3 %
Splash pads	1	0.3 %
Swimming pool	13	4.2 %
Tennis courts	7	2.3 %
Trees/shade	12	3.9 %
Walking trails in parks	18	5.8 %
Water activities/sports (kayaking, paddle boarding, etc.)	8	2.6 %
None chosen	62	20.0 %
Total	310	100.0 %

Q11. Which FOUR facilities/amenities from the list in Question 10 are MOST IMPORTANT to your household?

Q11. 4th choice	Number	Percent
Basketball courts	1	0.3 %
Beaches	18	5.8 %
Bike park (BMX park/pump track)	3	1.0 %
Community gardens	15	4.8 %
Baseball/softball fields	2	0.6 %
Golf course	3	1.0 %
Indoor exercise/fitness equipment	8	2.6 %
Multi-purpose lawn (picnicking, yard games, informal sports, etc.)	12	3.9 %
Multiuse trail system-biking, walking, jogging	11	3.5 %
Nature/outdoor education facilities	2	0.6 %
Off-leash dog park	8	2.6 %
Open space & conservation areas	13	4.2 %
Outdoor exercise/fitness equipment	6	1.9 %
Pickleball courts	2	0.6 %
Picnic shelters & BBQ areas	10	3.2 %
Playgrounds	9	2.9 %
Recreation center (multiuse space for all ages)	12	3.9 %
Rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	2	0.6 %
Swimming pool	6	1.9 %
Tennis courts	5	1.6 %
Trees/shade	20	6.5 %
Walking trails in parks	28	9.0 %
Water activities/sports (kayaking, paddle boarding, etc.)	15	4.8 %
None chosen	99	31.9 %
Total	310	100.0 %

SUM OF TOP 4 CHOICES**Q11. Which FOUR facilities/amenities from the list in Question 10 are MOST IMPORTANT to your household? (top 4)**

<u>Q11. Top choice</u>	<u>Number</u>	<u>Percent</u>
Basketball courts	11	3.5 %
Beaches	53	17.1 %
Bike park (BMX park/pump track)	12	3.9 %
Community gardens	50	16.1 %
Baseball/softball fields	14	4.5 %
Golf course	15	4.8 %
Indoor basketball/volleyball courts (indoor gyms)	16	5.2 %
Indoor exercise/fitness equipment	32	10.3 %
Multi-purpose lawn (picnicking, yard games, informal sports, etc.)	47	15.2 %
Multiuse trail system-biking, walking, jogging	133	42.9 %
Nature/outdoor education facilities	12	3.9 %
Off-leash dog park	41	13.2 %
Open space & conservation areas	54	17.4 %
Outdoor exercise/fitness equipment	19	6.1 %
Pickleball courts	45	14.5 %
Picnic shelters & BBQ areas	38	12.3 %
Playgrounds	41	13.2 %
Recreation center (multiuse space for all ages)	63	20.3 %
Rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	18	5.8 %
Skate parks	4	1.3 %
Splash pads	2	0.6 %
Swimming pool	38	12.3 %
Tennis courts	37	11.9 %
Trees/shade	62	20.0 %
Walking trails in parks	109	35.2 %
Water activities/sports (kayaking, paddle boarding, etc.)	37	11.9 %
None chosen	33	10.6 %
Total	1036	

Q12. Please indicate how well your needs are being met for each of the programs/activities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.

(N=310)

	Fully met	Mostly met	Partly met	Not met	No need
Q12-1. Gymnastics/tumbling programs	1.6%	1.9%	3.9%	5.8%	86.8%
Q12-2. Cricket	0.0%	1.0%	0.3%	5.5%	93.2%
Q12-3. Flag football	0.6%	3.2%	0.6%	4.2%	91.3%
Q12-4. Lacrosse	0.0%	0.6%	1.0%	3.5%	94.8%
Q12-5. Rugby	0.3%	0.6%	1.3%	2.6%	95.2%
Q12-6. Pickleball lessons & leagues	3.2%	6.5%	12.3%	10.3%	67.7%
Q12-7. Tennis lessons & leagues	4.8%	6.8%	6.1%	12.6%	69.7%
Q12-8. Swim lessons	1.0%	3.5%	4.5%	18.4%	72.6%
Q12-9. Other sports leagues	3.2%	3.9%	7.4%	6.1%	79.4%
Q12-10. Community special events	10.3%	23.2%	21.3%	6.5%	38.7%
Q12-11. Cultural enrichment programs	5.2%	15.2%	17.4%	11.3%	51.0%
Q12-12. eGaming/eSports	1.0%	1.6%	2.9%	5.2%	89.4%
Q12-13. Fitness & wellness programs	3.9%	11.9%	19.4%	16.5%	48.4%
Q12-14. After school programs for youth of all ages	3.2%	7.7%	6.8%	4.8%	77.4%
Q12-15. Preschool programs/early childhood education	4.5%	3.5%	5.8%	2.3%	83.9%
Q12-16. Seasonal/summer day camps	5.5%	7.4%	6.8%	3.5%	76.8%
Q12-17. Seasonal/summer sports camps	4.5%	8.4%	5.5%	5.2%	76.5%
Q12-18. Outdoor environmental/nature camps & programs	2.6%	6.8%	7.4%	9.4%	73.9%
Q12-19. Outdoor recreation (hiking, canoe, kayak, archery, etc.)	5.5%	14.5%	21.0%	9.7%	49.4%
Q12-20. Performing arts programs (dance/music)	4.5%	6.1%	14.2%	13.5%	61.6%
Q12-21. Programs for at risk youth/crime prevention	1.6%	3.9%	4.5%	10.3%	79.7%

Q12. Please indicate how well your needs are being met for each of the programs/activities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.

	Fully met	Mostly met	Partly met	Not met	No need
Q12-22. Programs for people with special needs	1.9%	3.2%	4.2%	8.7%	81.9%
Q12-23. Programs for seniors	3.5%	9.0%	19.7%	9.0%	58.7%
Q12-24. STEM (science, technology, engineering, & mathematics) classes	1.6%	6.8%	7.7%	11.0%	72.9%
Q12-25. Visual arts/crafts programs	2.3%	7.1%	14.2%	14.5%	61.9%
Q12-26. Other	0.0%	0.3%	0.0%	1.9%	97.7%

WITHOUT NO NEED

Q12. Please indicate how well your needs are being met for each of the programs/activities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")

(N=310)

	Fully met	Mostly met	Partly met	Not met
Q12-1. Gymnastics/tumbling programs	12.2%	14.6%	29.3%	43.9%
Q12-2. Cricket	0.0%	14.3%	4.8%	81.0%
Q12-3. Flag football	7.4%	37.0%	7.4%	48.1%
Q12-4. Lacrosse	0.0%	12.5%	18.8%	68.8%
Q12-5. Rugby	6.7%	13.3%	26.7%	53.3%
Q12-6. Pickleball lessons & leagues	10.0%	20.0%	38.0%	32.0%
Q12-7. Tennis lessons & leagues	16.0%	22.3%	20.2%	41.5%
Q12-8. Swim lessons	3.5%	12.9%	16.5%	67.1%
Q12-9. Other sports leagues	15.6%	18.8%	35.9%	29.7%
Q12-10. Community special events	16.8%	37.9%	34.7%	10.5%
Q12-11. Cultural enrichment programs	10.5%	30.9%	35.5%	23.0%
Q12-12. eGaming/eSports	9.1%	15.2%	27.3%	48.5%
Q12-13. Fitness & wellness programs	7.5%	23.1%	37.5%	31.9%
Q12-14. After school programs for youth of all ages	14.3%	34.3%	30.0%	21.4%
Q12-15. Preschool programs/early childhood education	28.0%	22.0%	36.0%	14.0%
Q12-16. Seasonal/summer day camps	23.6%	31.9%	29.2%	15.3%
Q12-17. Seasonal/summer sports camps	19.2%	35.6%	23.3%	21.9%
Q12-18. Outdoor environmental/nature camps & programs	9.9%	25.9%	28.4%	35.8%
Q12-19. Outdoor recreation (hiking, canoe, kayak, archery, etc.)	10.8%	28.7%	41.4%	19.1%
Q12-20. Performing arts programs (dance/music)	11.8%	16.0%	37.0%	35.3%
Q12-21. Programs for at risk youth/crime prevention	7.9%	19.0%	22.2%	50.8%

WITHOUT NO NEED

Q12. Please indicate how well your needs are being met for each of the programs/activities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")

	Fully met	Mostly met	Partly met	Not met
Q12-22. Programs for people with special needs	10.7%	17.9%	23.2%	48.2%
Q12-23. Programs for seniors	8.6%	21.9%	47.7%	21.9%
Q12-24. STEM (science, technology, engineering, & mathematics) classes	6.0%	25.0%	28.6%	40.5%
Q12-25. Visual arts/crafts programs	5.9%	18.6%	37.3%	38.1%
Q12-26. Other	0.0%	14.3%	0.0%	85.7%

Q12-26. Other:

<u>Q12-26. Other</u>	<u>Number</u>	<u>Percent</u>
Bocce ball	1	14.3 %
Basketball rec sports	1	14.3 %
Table tennis lessons and league	1	14.3 %
Ceramic, jewelry classes	1	14.3 %
WEEKLY MEALS FOR SENIORS 55	1	14.3 %
Public art programs	1	14.3 %
Water quality in canals is unsafe for swimming	1	14.3 %
Total	7	100.0 %

Q13. Which FOUR programs/activities from the list in Question 12 are MOST IMPORTANT to your household?

Q13. Top choice	Number	Percent
Cricket	1	0.3 %
Flag football	5	1.6 %
Lacrosse	1	0.3 %
Pickleball lessons & leagues	30	9.7 %
Tennis lessons & leagues	15	4.8 %
Swim lessons	16	5.2 %
Other sports leagues	4	1.3 %
Community special events	40	12.9 %
Cultural enrichment programs	7	2.3 %
Fitness & wellness programs	27	8.7 %
After school programs for youth of all ages	10	3.2 %
Preschool programs/early childhood education	6	1.9 %
Seasonal/summer day camps	4	1.3 %
Seasonal/summer sports camps	3	1.0 %
Outdoor environmental/nature camps & programs	4	1.3 %
Outdoor recreation (hiking, canoe, kayak, archery, etc.)	15	4.8 %
Performing arts programs (dance/music)	6	1.9 %
Programs for people with special needs	1	0.3 %
Programs for seniors	25	8.1 %
STEM (science, technology, engineering, & mathematics) classes	3	1.0 %
Visual arts/crafts programs	12	3.9 %
None chosen	75	24.2 %
Total	310	100.0 %

Q13. Which FOUR programs/activities from the list in Question 12 are MOST IMPORTANT to your household?

Q13. 2nd choice	Number	Percent
Gymnastics/tumbling programs	1	0.3 %
Flag football	3	1.0 %
Pickleball lessons & leagues	4	1.3 %
Tennis lessons & leagues	16	5.2 %
Swim lessons	10	3.2 %
Other sports leagues	6	1.9 %
Community special events	25	8.1 %
Cultural enrichment programs	13	4.2 %
eGaming/eSports	3	1.0 %
Fitness & wellness programs	25	8.1 %
After school programs for youth of all ages	10	3.2 %
Preschool programs/early childhood education	3	1.0 %
Seasonal/summer day camps	3	1.0 %
Seasonal/summer sports camps	8	2.6 %
Outdoor environmental/nature camps & programs	5	1.6 %
Outdoor recreation (hiking, canoe, kayak, archery, etc.)	24	7.7 %
Performing arts programs (dance/music)	9	2.9 %
Programs for at risk youth/crime prevention	1	0.3 %
Programs for people with special needs	2	0.6 %
Programs for seniors	10	3.2 %
STEM (science, technology, engineering, & mathematics) classes	11	3.5 %
Visual arts/crafts programs	15	4.8 %
None chosen	103	33.2 %
Total	310	100.0 %

Q13. Which FOUR programs/activities from the list in Question 12 are MOST IMPORTANT to your household?

<u>Q13. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Gymnastics/tumbling programs	1	0.3 %
Cricket	2	0.6 %
Lacrosse	1	0.3 %
Pickleball lessons & leagues	7	2.3 %
Tennis lessons & leagues	5	1.6 %
Swim lessons	7	2.3 %
Other sports leagues	8	2.6 %
Community special events	16	5.2 %
Cultural enrichment programs	19	6.1 %
eGaming/eSports	2	0.6 %
Fitness & wellness programs	21	6.8 %
After school programs for youth of all ages	5	1.6 %
Preschool programs/early childhood education	5	1.6 %
Seasonal/summer day camps	9	2.9 %
Seasonal/summer sports camps	4	1.3 %
Outdoor environmental/nature camps & programs	4	1.3 %
Outdoor recreation (hiking, canoe, kayak, archery, etc.)	23	7.4 %
Performing arts programs (dance/music)	15	4.8 %
Programs for at risk youth/crime prevention	1	0.3 %
Programs for people with special needs	6	1.9 %
Programs for seniors	15	4.8 %
STEM (science, technology, engineering, & mathematics) classes	2	0.6 %
Visual arts/crafts programs	7	2.3 %
<u>None chosen</u>	<u>125</u>	<u>40.3 %</u>
Total	310	100.0 %

Q13. Which FOUR programs/activities from the list in Question 12 are MOST IMPORTANT to your household?

<u>Q13. 4th choice</u>	<u>Number</u>	<u>Percent</u>
Gymnastics/tumbling programs	2	0.6 %
Cricket	1	0.3 %
Rugby	1	0.3 %
Pickleball lessons & leagues	4	1.3 %
Tennis lessons & leagues	4	1.3 %
Swim lessons	3	1.0 %
Other sports leagues	2	0.6 %
Community special events	16	5.2 %
Cultural enrichment programs	12	3.9 %
eGaming/eSports	1	0.3 %
Fitness & wellness programs	14	4.5 %
After school programs for youth of all ages	4	1.3 %
Preschool programs/early childhood education	1	0.3 %
Seasonal/summer day camps	2	0.6 %
Seasonal/summer sports camps	7	2.3 %
Outdoor environmental/nature camps & programs	5	1.6 %
Outdoor recreation (hiking, canoe, kayak, archery, etc.)	19	6.1 %
Performing arts programs (dance/music)	10	3.2 %
Programs for at risk youth/crime prevention	2	0.6 %
Programs for people with special needs	2	0.6 %
Programs for seniors	15	4.8 %
STEM (science, technology, engineering, & mathematics) classes	13	4.2 %
Visual arts/crafts programs	10	3.2 %
<u>None chosen</u>	<u>160</u>	<u>51.6 %</u>
Total	310	100.0 %

SUM OF TOP 4 CHOICES**Q13. Which FOUR programs/activities from the list in Question 12 are MOST IMPORTANT to your household? (top 4)**

Q13. Top choice	Number	Percent
Gymnastics/tumbling programs	4	1.3 %
Cricket	4	1.3 %
Flag football	8	2.6 %
Lacrosse	2	0.6 %
Rugby	1	0.3 %
Pickleball lessons & leagues	45	14.5 %
Tennis lessons & leagues	40	12.9 %
Swim lessons	36	11.6 %
Other sports leagues	20	6.5 %
Community special events	97	31.3 %
Cultural enrichment programs	51	16.5 %
eGaming/eSports	6	1.9 %
Fitness & wellness programs	87	28.1 %
After school programs for youth of all ages	29	9.4 %
Preschool programs/early childhood education	15	4.8 %
Seasonal/summer day camps	18	5.8 %
Seasonal/summer sports camps	22	7.1 %
Outdoor environmental/nature camps & programs	18	5.8 %
Outdoor recreation (hiking, canoe, kayak, archery, etc.)	81	26.1 %
Performing arts programs (dance/music)	40	12.9 %
Programs for at risk youth/crime prevention	4	1.3 %
Programs for people with special needs	11	3.5 %
Programs for seniors	65	21.0 %
STEM (science, technology, engineering, & mathematics) classes	29	9.4 %
Visual arts/crafts programs	44	14.2 %
None chosen	75	24.2 %
Total	852	

Q14. The City of Foster City is in the process of evaluating its community event offerings. From the list below, which THREE event types would you and the members of your household be MOST INTERESTED in participating?

Q14. Top choice	Number	Percent
Cultural celebrations (ethnic music, traditions, performances)	43	13.9 %
Competitions (triathlon, bike, 5K/10K runs, adventure/obstacle courses)	18	5.8 %
Employment/job fairs	4	1.3 %
Entertainment (music, movies, performers)	71	22.9 %
Environmental event (Water Matters Day, sustainability, recycling)	10	3.2 %
Food events (farmer's market, food tastings, beer/wine)	59	19.0 %
Health & wellness events (nutrition counseling, preventative health education, mental health wellness, community resources)	9	2.9 %
Holiday celebrations (Memorial, Veterans, 4th of July)	29	9.4 %
Safety/crime prevention fairs	2	0.6 %
Sports tournaments (baseball, basketball, football, dodgeball, pickleball, soccer)	27	8.7 %
Summer Camp Information Fair	1	0.3 %
Other	3	1.0 %
None chosen	34	11.0 %
Total	310	100.0 %

Q14. The City of Foster City is in the process of evaluating its community event offerings. From the list below, which THREE event types would you and the members of your household be MOST INTERESTED in participating?

Q14. 2nd choice	Number	Percent
Cultural celebrations (ethnic music, traditions, performances)	28	9.0 %
Competitions (triathlon, bike, 5K/10K runs, adventure/obstacle courses)	28	9.0 %
Employment/job fairs	8	2.6 %
Entertainment (music, movies, performers)	46	14.8 %
Environmental event (Water Matters Day, sustainability, recycling)	11	3.5 %
Food events (farmer's market, food tastings, beer/wine)	76	24.5 %
Health & wellness events (nutrition counseling, preventative health education, mental health wellness, community resources)	13	4.2 %
Holiday celebrations (Memorial, Veterans, 4th of July)	38	12.3 %
Safety/crime prevention fairs	8	2.6 %
Sports tournaments (baseball, basketball, football, dodgeball, pickleball, soccer)	11	3.5 %
Summer Camp Information Fair	3	1.0 %
None chosen	40	12.9 %
Total	310	100.0 %

Q14. The City of Foster City is in the process of evaluating its community event offerings. From the list below, which THREE event types would you and the members of your household be MOST INTERESTED in participating?

Q14. 3rd choice	Number	Percent
Cultural celebrations (ethnic music, traditions, performances)	38	12.3 %
Competitions (triathlon, bike, 5K/10K runs, adventure/obstacle courses)	16	5.2 %
Employment/job fairs	4	1.3 %
Entertainment (music, movies, performers)	30	9.7 %
Environmental event (Water Matters Day, sustainability, recycling)	12	3.9 %
Food events (farmer's market, food tastings, beer/wine)	60	19.4 %
Health & wellness events (nutrition counseling, preventative health education, mental health wellness, community resources)	21	6.8 %
Holiday celebrations (Memorial, Veterans, 4th of July)	45	14.5 %
Safety/crime prevention fairs	10	3.2 %
Sports tournaments (baseball, basketball, football, dodgeball, pickleball, soccer)	14	4.5 %
Summer Camp Information Fair	5	1.6 %
None chosen	55	17.7 %
Total	310	100.0 %

SUM OF TOP 3 CHOICES

Q14. The City of Foster City is in the process of evaluating its community event offerings. From the list below, which THREE event types would you and the members of your household be MOST INTERESTED in participating? (top 3)

<u>Q14. Top choice</u>	<u>Number</u>	<u>Percent</u>
Cultural celebrations (ethnic music, traditions, performances)	109	35.2 %
Competitions (triathlon, bike, 5K/10K runs, adventure/obstacle courses)	62	20.0 %
Employment/job fairs	16	5.2 %
Entertainment (music, movies, performers)	147	47.4 %
Environmental event (Water Matters Day, sustainability, recycling)	33	10.6 %
Food events (farmer's market, food tastings, beer/wine)	195	62.9 %
Health & wellness events (nutrition counseling, preventative health education, mental health wellness, community resources)	43	13.9 %
Holiday celebrations (Memorial, Veterans, 4th of July)	112	36.1 %
Safety/crime prevention fairs	20	6.5 %
Sports tournaments (baseball, basketball, football, dodgeball, pickleball, soccer)	52	16.8 %
Summer Camp Information Fair	9	2.9 %
Other	3	1.0 %
None chosen	34	11.0 %
Total	835	

Q14-12. Other:

<u>Q14-12. Other</u>	<u>Number</u>	<u>Percent</u>
Table tennis club	1	50.0 %
Cultural events	1	50.0 %
Total	2	100.0 %

Q15. Please rate your level of agreement with the following statements about some potential benefits of the City of Foster City's parks and recreation services.

(N=310)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q15-1. Helps to attract new residents	34.8%	31.3%	11.9%	1.6%	1.3%	19.0%
Q15-2. Helps to reduce crime in my neighborhood & keep kids out of trouble	30.6%	33.9%	13.9%	1.6%	1.0%	19.0%
Q15-3. Improves my (my household's) mental health & reduces stress	35.8%	33.5%	14.2%	1.9%	0.6%	13.9%
Q15-4. Improves my (my household's) physical health & fitness	38.1%	36.5%	10.3%	1.3%	0.6%	13.2%
Q15-5. Increases my (my household's) property value	33.9%	30.3%	11.9%	1.6%	0.6%	21.6%
Q15-6. Is age-friendly & accessible to all age groups	30.3%	34.8%	14.2%	3.2%	0.6%	16.8%
Q15-7. Makes Foster City a more desirable place to live	50.3%	32.9%	5.2%	0.3%	0.3%	11.0%
Q15-8. Positively impacts economic/business development/ tourism	30.3%	29.4%	16.5%	2.6%	1.0%	20.3%
Q15-9. Preserves open space & protects the environment	35.2%	35.5%	11.0%	2.3%	0.0%	16.1%
Q15-10. Provides jobs/ professional development for youth	17.1%	16.5%	24.2%	5.2%	0.0%	37.1%
Q15-11. Provides positive social interactions for me (my household/family)	29.7%	33.5%	16.5%	2.3%	0.6%	17.4%
Q15-12. Provides volunteer opportunities for the community	20.3%	26.8%	20.6%	2.6%	0.3%	29.4%

WITHOUT DON'T KNOW**Q15. Please rate your level of agreement with the following statements about some potential benefits of the City of Foster City's parks and recreation services. (without "don't know")**

(N=310)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q15-1. Helps to attract new residents	43.0%	38.6%	14.7%	2.0%	1.6%
Q15-2. Helps to reduce crime in my neighborhood & keep kids out of trouble	37.8%	41.8%	17.1%	2.0%	1.2%
Q15-3. Improves my (my household's) mental health & reduces stress	41.6%	39.0%	16.5%	2.2%	0.7%
Q15-4. Improves my (my household's) physical health & fitness	43.9%	42.0%	11.9%	1.5%	0.7%
Q15-5. Increases my (my household's) property value	43.2%	38.7%	15.2%	2.1%	0.8%
Q15-6. Is age-friendly & accessible to all age groups	36.4%	41.9%	17.1%	3.9%	0.8%
Q15-7. Makes Foster City a more desirable place to live	56.5%	37.0%	5.8%	0.4%	0.4%
Q15-8. Positively impacts economic/business development/tourism	38.1%	36.8%	20.6%	3.2%	1.2%
Q15-9. Preserves open space & protects the environment	41.9%	42.3%	13.1%	2.7%	0.0%
Q15-10. Provides jobs/professional development for youth	27.2%	26.2%	38.5%	8.2%	0.0%
Q15-11. Provides positive social interactions for me (my household/family)	35.9%	40.6%	19.9%	2.7%	0.8%
Q15-12. Provides volunteer opportunities for the community	28.8%	37.9%	29.2%	3.7%	0.5%

Q16. Which FOUR of the benefits from the list in Question 15 are MOST IMPORTANT to you and members of your household?

<u>Q16. Top choice</u>	<u>Number</u>	<u>Percent</u>
Helps to attract new residents	9	2.9 %
Helps to reduce crime in my neighborhood & keep kids out of trouble	38	12.3 %
Improves my (my household's) mental health & reduces stress	44	14.2 %
Improves my (my household's) physical health & fitness	56	18.1 %
Increases my (my household's) property value	20	6.5 %
Is age-friendly & accessible to all age groups	10	3.2 %
Makes Foster City a more desirable place to live	47	15.2 %
Preserves open space & protects the environment	9	2.9 %
Provides jobs/professional development for youth	3	1.0 %
Provides positive social interactions for me (my household/family)	14	4.5 %
Provides volunteer opportunities for the community	6	1.9 %
<u>None chosen</u>	<u>54</u>	<u>17.4 %</u>
Total	310	100.0 %

Q16. Which FOUR of the benefits from the list in Question 15 are MOST IMPORTANT to you and members of your household?

<u>Q16. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Helps to attract new residents	2	0.6 %
Helps to reduce crime in my neighborhood & keep kids out of trouble	19	6.1 %
Improves my (my household's) mental health & reduces stress	39	12.6 %
Improves my (my household's) physical health & fitness	45	14.5 %
Increases my (my household's) property value	30	9.7 %
Is age-friendly & accessible to all age groups	16	5.2 %
Makes Foster City a more desirable place to live	39	12.6 %
Positively impacts economic/business development/tourism	12	3.9 %
Preserves open space & protects the environment	15	4.8 %
Provides jobs/professional development for youth	2	0.6 %
Provides positive social interactions for me (my household/family)	18	5.8 %
Provides volunteer opportunities for the community	4	1.3 %
<u>None chosen</u>	<u>69</u>	<u>22.3 %</u>
Total	310	100.0 %

Q16. Which FOUR of the benefits from the list in Question 15 are MOST IMPORTANT to you and members of your household?

<u>Q16. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Helps to attract new residents	1	0.3 %
Helps to reduce crime in my neighborhood & keep kids out of trouble	14	4.5 %
Improves my (my household's) mental health & reduces stress	18	5.8 %
Improves my (my household's) physical health & fitness	22	7.1 %
Increases my (my household's) property value	21	6.8 %
Is age-friendly & accessible to all age groups	27	8.7 %
Makes Foster City a more desirable place to live	39	12.6 %
Positively impacts economic/business development/tourism	17	5.5 %
Preserves open space & protects the environment	32	10.3 %
Provides jobs/professional development for youth	5	1.6 %
Provides positive social interactions for me (my household/ family)	24	7.7 %
Provides volunteer opportunities for the community	11	3.5 %
<u>None chosen</u>	<u>79</u>	<u>25.5 %</u>
Total	310	100.0 %

Q16. Which FOUR of the benefits from the list in Question 15 are MOST IMPORTANT to you and members of your household?

<u>Q16. 4th choice</u>	<u>Number</u>	<u>Percent</u>
Helps to attract new residents	7	2.3 %
Helps to reduce crime in my neighborhood & keep kids out of trouble	17	5.5 %
Improves my (my household's) mental health & reduces stress	9	2.9 %
Improves my (my household's) physical health & fitness	15	4.8 %
Increases my (my household's) property value	24	7.7 %
Is age-friendly & accessible to all age groups	12	3.9 %
Makes Foster City a more desirable place to live	39	12.6 %
Positively impacts economic/business development/tourism	14	4.5 %
Preserves open space & protects the environment	35	11.3 %
Provides jobs/professional development for youth	2	0.6 %
Provides positive social interactions for me (my household/ family)	25	8.1 %
Provides volunteer opportunities for the community	12	3.9 %
<u>None chosen</u>	<u>99</u>	<u>31.9 %</u>
Total	310	100.0 %

SUM OF TOP 4 CHOICES

Q16. Which FOUR of the benefits from the list in Question 15 are MOST IMPORTANT to you and members of your household? (top 4)

Q16. Top choice	Number	Percent
Helps to attract new residents	19	6.1 %
Helps to reduce crime in my neighborhood & keep kids out of trouble	88	28.4 %
Improves my (my household's) mental health & reduces stress	110	35.5 %
Improves my (my household's) physical health & fitness	138	44.5 %
Increases my (my household's) property value	95	30.6 %
Is age-friendly & accessible to all age groups	65	21.0 %
Makes Foster City a more desirable place to live	164	52.9 %
Positively impacts economic/business development/tourism	43	13.9 %
Preserves open space & protects the environment	91	29.4 %
Provides jobs/professional development for youth	12	3.9 %
Provides positive social interactions for me (my household/ family)	81	26.1 %
Provides volunteer opportunities for the community	33	10.6 %
None chosen	54	17.4 %
Total	993	

Q17. Please rate your level of satisfaction with the overall value that your household receives from Foster City parks, trails, recreation facilities, programs, or services.

Q17. Your level of satisfaction with overall value your household receives from City parks, trails, recreation facilities, programs, or services

	Number	Percent
Very satisfied	75	24.2 %
Satisfied	160	51.6 %
Neutral	33	10.6 %
Dissatisfied	8	2.6 %
Very dissatisfied	2	0.6 %
Don't know	32	10.3 %
Total	310	100.0 %

WITHOUT DON'T KNOW

Q17. Please rate your level of satisfaction with the overall value that your household receives from Foster City parks, trails, recreation facilities, programs, or services. (without "don't know")

Q17. Your level of satisfaction with overall value your household receives from City parks, trails, recreation facilities, programs, or services

	Number	Percent
Very satisfied	75	27.0 %
Satisfied	160	57.6 %
Neutral	33	11.9 %
Dissatisfied	8	2.9 %
Very dissatisfied	2	0.7 %
Total	278	100.0 %

Q18. Maintenance. Please rate your satisfaction with each of the following maintenance activities provided in the Foster City Parks and Recreation System.

(N=310)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q18-1. Athletic field maintenance	19.4%	29.0%	10.3%	2.3%	0.3%	38.7%
Q18-2. Athletic outdoor court maintenance (tennis, pickleball, basketball, etc.)	14.8%	27.4%	14.5%	4.2%	1.3%	37.7%
Q18-3. Community/recreation/senior center maintenance	12.9%	20.6%	16.5%	4.5%	1.6%	43.9%
Q18-4. Dog park (off leash) maintenance & care	6.1%	16.5%	13.5%	6.1%	1.3%	56.5%
Q18-5. Graffiti removal/vandalism repair	17.4%	33.5%	9.4%	1.3%	0.6%	37.7%
Q18-6. Landscape care (planting beds)	22.3%	42.3%	11.3%	3.2%	1.3%	19.7%
Q18-7. Lawn mowing	25.5%	41.3%	10.6%	1.6%	0.3%	20.6%
Q18-8. Medians & cul-de-sacs	15.2%	27.4%	14.5%	4.5%	0.6%	37.7%
Q18-9. Natural area/conservation area management	14.2%	37.4%	14.2%	2.9%	0.6%	30.6%
Q18-10. Path/trail (paved) maintenance	22.9%	37.1%	14.5%	5.2%	1.6%	18.7%
Q18-11. Pavilion/picnic area maintenance	15.5%	34.5%	15.5%	3.9%	1.3%	29.4%
Q18-12. Playground safety & maintenance	14.5%	31.3%	12.9%	1.9%	0.3%	39.0%
Q18-13. Restroom maintenance	10.3%	31.9%	17.7%	7.1%	0.3%	32.6%
Q18-14. Trash/litter/waste pickup	20.0%	40.3%	12.9%	5.2%	2.6%	19.0%
Q18-15. Urban forest/tree maintenance	17.1%	36.8%	12.9%	4.5%	1.0%	27.7%
Q18-16. Waterways/beaches	10.6%	23.5%	17.7%	11.9%	7.1%	29.0%

WITHOUT DON'T KNOW**Q18. Maintenance. Please rate your satisfaction with each of the following maintenance activities provided in the Foster City Parks and Recreation System. (without "don't know")**

(N=310)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q18-1. Athletic field maintenance	31.6%	47.4%	16.8%	3.7%	0.5%
Q18-2. Athletic outdoor court maintenance (tennis, pickleball, basketball, etc.)	23.8%	44.0%	23.3%	6.7%	2.1%
Q18-3. Community/recreation/senior center maintenance	23.0%	36.8%	29.3%	8.0%	2.9%
Q18-4. Dog park (off leash) maintenance & care	14.1%	37.8%	31.1%	14.1%	3.0%
Q18-5. Graffiti removal/vandalism repair	28.0%	53.9%	15.0%	2.1%	1.0%
Q18-6. Landscape care (planting beds)	27.7%	52.6%	14.1%	4.0%	1.6%
Q18-7. Lawn mowing	32.1%	52.0%	13.4%	2.0%	0.4%
Q18-8. Medians & cul-de-sacs	24.4%	44.0%	23.3%	7.3%	1.0%
Q18-9. Natural area/conservation area management	20.5%	54.0%	20.5%	4.2%	0.9%
Q18-10. Path/trail (paved) maintenance	28.2%	45.6%	17.9%	6.3%	2.0%
Q18-11. Pavilion/picnic area maintenance	21.9%	48.9%	21.9%	5.5%	1.8%
Q18-12. Playground safety & maintenance	23.8%	51.3%	21.2%	3.2%	0.5%
Q18-13. Restroom maintenance	15.3%	47.4%	26.3%	10.5%	0.5%
Q18-14. Trash/litter/waste pickup	24.7%	49.8%	15.9%	6.4%	3.2%
Q18-15. Urban forest/tree maintenance	23.7%	50.9%	17.9%	6.3%	1.3%
Q18-16. Waterways/beaches	15.0%	33.2%	25.0%	16.8%	10.0%

Q19. Which of the FOUR maintenance activities from the list in Question 18 are MOST IMPORTANT to you and members of your household?

<u>Q19. Top choice</u>	<u>Number</u>	<u>Percent</u>
Athletic field maintenance	23	7.4 %
Athletic outdoor court maintenance (tennis, pickleball, basketball, etc.)	29	9.4 %
Community/recreation/senior center maintenance	18	5.8 %
Dog park (off leash) maintenance & care	12	3.9 %
Graffiti removal/vandalism repair	14	4.5 %
Landscape care (planting beds)	15	4.8 %
Lawn mowing	3	1.0 %
Medians & cul-de-sacs	2	0.6 %
Natural area/conservation area management	14	4.5 %
Path/trail (paved) maintenance	46	14.8 %
Playground safety & maintenance	16	5.2 %
Restroom maintenance	14	4.5 %
Trash/litter/waste pickup	15	4.8 %
Urban forest/tree maintenance	4	1.3 %
Waterways/beaches	23	7.4 %
<u>None chosen</u>	<u>62</u>	<u>20.0 %</u>
Total	310	100.0 %

Q19. Which of the FOUR maintenance activities from the list in Question 18 are MOST IMPORTANT to you and members of your household?

<u>Q19. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Athletic field maintenance	8	2.6 %
Athletic outdoor court maintenance (tennis, pickleball, basketball, etc.)	17	5.5 %
Community/recreation/senior center maintenance	12	3.9 %
Dog park (off leash) maintenance & care	7	2.3 %
Graffiti removal/vandalism repair	18	5.8 %
Landscape care (planting beds)	20	6.5 %
Lawn mowing	10	3.2 %
Medians & cul-de-sacs	3	1.0 %
Natural area/conservation area management	15	4.8 %
Path/trail (paved) maintenance	34	11.0 %
Pavilion/picnic area maintenance	11	3.5 %
Playground safety & maintenance	14	4.5 %
Restroom maintenance	22	7.1 %
Trash/litter/waste pickup	26	8.4 %
Urban forest/tree maintenance	9	2.9 %
Waterways/beaches	8	2.6 %
<u>None chosen</u>	<u>76</u>	<u>24.5 %</u>
Total	310	100.0 %

Q19. Which of the FOUR maintenance activities from the list in Question 18 are MOST IMPORTANT to you and members of your household?

Q19. 3rd choice	Number	Percent
Athletic field maintenance	7	2.3 %
Athletic outdoor court maintenance (tennis, pickleball, basketball, etc.)	7	2.3 %
Community/recreation/senior center maintenance	9	2.9 %
Dog park (off leash) maintenance & care	5	1.6 %
Graffiti removal/vandalism repair	8	2.6 %
Landscape care (planting beds)	19	6.1 %
Lawn mowing	6	1.9 %
Medians & cul-de-sacs	4	1.3 %
Natural area/conservation area management	22	7.1 %
Path/trail (paved) maintenance	38	12.3 %
Pavilion/picnic area maintenance	9	2.9 %
Playground safety & maintenance	15	4.8 %
Restroom maintenance	31	10.0 %
Trash/litter/waste pickup	29	9.4 %
Urban forest/tree maintenance	7	2.3 %
Waterways/beaches	12	3.9 %
None chosen	82	26.5 %
Total	310	100.0 %

Q19. Which of the FOUR maintenance activities from the list in Question 18 are MOST IMPORTANT to you and members of your household?

Q19. 4th choice	Number	Percent
Athletic field maintenance	9	2.9 %
Athletic outdoor court maintenance (tennis, pickleball, basketball, etc.)	5	1.6 %
Community/recreation/senior center maintenance	15	4.8 %
Dog park (off leash) maintenance & care	5	1.6 %
Graffiti removal/vandalism repair	13	4.2 %
Landscape care (planting beds)	16	5.2 %
Lawn mowing	13	4.2 %
Medians & cul-de-sacs	5	1.6 %
Natural area/conservation area management	11	3.5 %
Path/trail (paved) maintenance	16	5.2 %
Pavilion/picnic area maintenance	13	4.2 %
Playground safety & maintenance	5	1.6 %
Restroom maintenance	24	7.7 %
Trash/litter/waste pickup	36	11.6 %
Urban forest/tree maintenance	10	3.2 %
Waterways/beaches	13	4.2 %
None chosen	101	32.6 %
Total	310	100.0 %

SUM OF TOP 4 CHOICES

Q19. Which of the FOUR maintenance activities from the list in Question 18 are MOST IMPORTANT to you and members of your household? (top 4)

Q19. Top choice	Number	Percent
Athletic field maintenance	47	15.2 %
Athletic outdoor court maintenance (tennis, pickleball, basketball, etc.)	58	18.7 %
Community/recreation/senior center maintenance	54	17.4 %
Dog park (off leash) maintenance & care	29	9.4 %
Graffiti removal/vandalism repair	53	17.1 %
Landscape care (planting beds)	70	22.6 %
Lawn mowing	32	10.3 %
Medians & cul-de-sacs	14	4.5 %
Natural area/conservation area management	62	20.0 %
Path/trail (paved) maintenance	134	43.2 %
Pavilion/picnic area maintenance	33	10.6 %
Playground safety & maintenance	50	16.1 %
Restroom maintenance	91	29.4 %
Trash/litter/waste pickup	106	34.2 %
Urban forest/tree maintenance	30	9.7 %
Waterways/beaches	56	18.1 %
None chosen	62	20.0 %
Total	981	

Q20. How supportive would you be of paying additional fees for improvements to the Foster City parks, trails, recreation facilities and programs that are most important to your household?

Q20. How supportive would you be of paying additional fees for improvements to City parks, trails, recreation facilities & programs

	Number	Percent
Very supportive	35	11.3 %
Somewhat supportive	118	38.1 %
Not supportive	96	31.0 %
Not sure	15	4.8 %
Not provided	46	14.8 %
Total	310	100.0 %

WITHOUT NOT PROVIDED

Q20. How supportive would you be of paying additional fees for improvements to the Foster City parks, trails, recreation facilities and programs that are most important to your household? (without "not provided")

Q20. How supportive would you be of paying additional fees for improvements to City parks, trails, recreation facilities & programs

	Number	Percent
Very supportive	35	13.3 %
Somewhat supportive	118	44.7 %
Not supportive	96	36.4 %
Not sure	15	5.7 %
Total	264	100.0 %

Q21. How many years have you lived in the City of Foster City?

Q21. How many years have you lived in City of Foster City	Number	Percent
0-5	81	26.1 %
6-10	30	9.7 %
11-15	21	6.8 %
16-20	35	11.3 %
21-30	52	16.8 %
31+	79	25.5 %
Not provided	12	3.9 %
Total	310	100.0 %

WITHOUT NOT PROVIDED

Q21. How many years have you lived in the City of Foster City? (without "not provided")

Q21. How many years have you lived in City of Foster City	Number	Percent
0-5	81	27.2 %
6-10	30	10.1 %
11-15	21	7.0 %
16-20	35	11.7 %
21-30	52	17.4 %
31+	79	26.5 %
Total	298	100.0 %

Q22. Which of the following best describes your race/ethnicity?

Q22. Your race/ethnicity	Number	Percent
Asian or Asian Indian	162	52.3 %
Black or African American	5	1.6 %
American Indian or Alaska Native	2	0.6 %
White	104	33.5 %
Native Hawaiian or other Pacific Islander	3	1.0 %
Hispanic or Latino	23	7.4 %
Other	6	1.9 %
Total	305	

Q22-7. Self-describe your race/ethnicity:

Q22-7. Self-describe your race/ethnicity	Number	Percent
Middle Eastern/Jewish	1	16.7 %
Arabic	1	16.7 %
Portuguese/Filipino	1	16.7 %
Caucasian	1	16.7 %
Filipino	1	16.7 %
Mixed	1	16.7 %
Total	6	100.0 %

Q23. Your gender:

Q23. Your gender	Number	Percent
Male	141	45.5 %
Female	147	47.4 %
Non-binary	4	1.3 %
Prefer not to answer	18	5.8 %
Total	310	100.0 %

WITHOUT PREFER NOT TO ANSWER

Q23. Your gender: (without "prefer not to answer")

Q23. Your gender	Number	Percent
Male	141	48.3 %
Female	147	50.3 %
Non-binary	4	1.4 %
Total	292	100.0 %

Q23-5. Self-describe your gender:

Q23-5. Self-describe your gender	Number	Percent
Gender fluid	1	100.0 %
Total	1	100.0 %

Q24. Your age:

Q24. Your age	Number	Percent
18-34	62	20.0 %
35-44	61	19.7 %
45-54	58	18.7 %
55-64	62	20.0 %
65+	66	21.3 %
Not provided	1	0.3 %
Total	310	100.0 %

WITHOUT NOT PROVIDED

Q24. Your age: (without "not provided")

Q24. Your age	Number	Percent
18-34	62	20.1 %
35-44	61	19.7 %
45-54	58	18.8 %
55-64	62	20.1 %
65+	66	21.4 %
Total	309	100.0 %



Survey Instrument



City of Foster City

ESTERO MUNICIPAL IMPROVEMENT DISTRICT

610 FOSTER CITY BOULEVARD FOSTER CITY,
CA 94404-2222

Dear City of Foster City Resident,

The City of Foster City recognizes the essential function of parks and recreation and its impact on health, quality of life, community cohesion, and climate resilience. I am excited to announce the City is creating a Parks Master Plan, which will serve as a guide for how we improve, develop, maintain, and fund the community's parks and recreational facilities and programs for decades to come.

Your voice is important!

We need your input to understand how the City can better meet community needs and desires. To accurately represent a comprehensive cross-section of the community, your household was one of a limited number randomly selected to receive the attached survey.

We appreciate your participation in completing the survey.

The survey will take 10-15 minutes to complete, and responses will remain confidential. We have selected ETC Institute, an independent consulting company, as our partner to administer this survey. They will compile the data and present the results to the city, which in turn will be shared with the community. Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. If you prefer to complete the survey online, please visit FosterCitySurvey.org.

If you have any questions, please feel free to contact our Project Manager, Frank Fanara at (650) 286-3553 or ffanara@fostercity.org.

Derek Schweigart

Derek Schweigart
Foster City Parks and Recreation Director

市政府正在进行一项调查，以更好地了解如何更好地满足社区的公园和娱乐需求。您可以在 fostercitysurvey.org 上在线参与调查。



City of Foster City Parks and Recreation Needs Assessment Survey

The City of Foster City requests your input to help determine park and recreation priorities for our community. This survey will take 10-15 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return-reply envelope. If you prefer, you can complete the survey online at fostercitysurvey.org. We greatly appreciate your time!

1. Including yourself, how many people in your household are...

Under age 5: ____ Ages 15-19: ____ Ages 35-44: ____ Ages 65-74: ____
 Ages 5-9: ____ Ages 20-24: ____ Ages 45-54: ____ Ages 75-84: ____
 Ages 10-14: ____ Ages 25-34: ____ Ages 55-64: ____ Ages 85+: ____

2. Have you or any member of your household visited any Foster City parks or recreational facilities during the past 12 months?

____(1) Yes [Answer Q2a-b-c.] ____ (2) No [Skip to Q3.]

2a. How often do you visit Foster City parks and/or facilities?

____(1) More than once a week ____ (3) 1-3 times a month ____ (5) Rarely
 ____ (2) Once a week ____ (4) Several times a year ____ (9) Don't know

2b. Please CHECK ALL the following reasons that you and members of your household currently use Foster City parks and facilities.

____(01) Walking ____ (08) Play on a playground
 ____ (02) Walk dog(s) ____ (09) Picnicking/family-friend gathering
 ____ (03) Hang out ____ (10) Go swimming/use a splash pad
 ____ (04) Ride a bike ____ (11) Watch birds/wildlife
 ____ (05) Run/Jog ____ (12) Participate in a league/program/event
 ____ (06) People watch ____ (13) Play pick-up sports (basketball, tennis, pickleball, soccer, lawn bowling, etc.)
 ____ (07) Read a book ____ (14) Other _____

2c. Overall, how would you rate the physical condition of ALL the City of Foster City parks and facilities you have visited?

____(4) Excellent ____ (3) Good ____ (2) Fair ____ (1) Poor

3. Please CHECK ALL of the following reasons that prevent you or members of your households from visiting Foster City parks and recreation facilities more often.

____(01) Criminal activity in the park ____ (09) Language/cultural barriers
 ____ (02) Do not feel safe using parks/facilities ____ (10) Not aware of parks' or facilities' locations
 ____ (03) Lack of amenities we want to use ____ (11) Parks/facilities are not well maintained
 ____ (04) Lack of handicap (ADA) accessibility ____ (12) Too far from our home
 ____ (05) Lack of parking to access parks/facilities ____ (13) Use parks/facilities in other cities/county
 ____ (06) Lack of restrooms ____ (14) Other: _____
 ____ (07) Lack of shade ____ (15) None of the above
 ____ (08) Lack of transportation

4. What Foster City park do you or the members of your household visit most frequently?

4a. What improvements/additions would you most like to see made at that park? [Check all that apply.]

- | | |
|---|---|
| <input type="checkbox"/> (01) Restrooms | <input type="checkbox"/> (09) Improved connectivity/access between parks and trails |
| <input type="checkbox"/> (02) Trees/shade | <input type="checkbox"/> (10) Incorporating public art into open spaces |
| <input type="checkbox"/> (03) Picnic shelters | <input type="checkbox"/> (11) Bike racks |
| <input type="checkbox"/> (04) Picnic tables/benches | <input type="checkbox"/> (12) Accessibility |
| <input type="checkbox"/> (05) Parking | <input type="checkbox"/> (13) Security lighting |
| <input type="checkbox"/> (06) Sidewalks | <input type="checkbox"/> (14) Trail lighting |
| <input type="checkbox"/> (07) Landscaping | <input type="checkbox"/> (15) Sports field/court lighting |
| <input type="checkbox"/> (08) Drinking fountains | <input type="checkbox"/> (16) Other: _____ |

5. Has your household participated in any recreation programs or activities offered by the City of Foster City during the past 12 months?

- (1) Yes [Answer Q5a.] (2) No [Skip to Q6.]

5a. How would you rate the overall quality of Foster City recreation programs and/or activities in which your household has participated?

- (4) Excellent (3) Good (2) Fair (1) Poor

6. Please CHECK ALL the following reasons that prevent you and members of your household from participating in City of Foster City recreation programs or activities more often.

- | | |
|--|---|
| <input type="checkbox"/> (01) Lack of quality instructors | <input type="checkbox"/> (10) Program not offered |
| <input type="checkbox"/> (02) Old and outdated facilities | <input type="checkbox"/> (11) Registration is difficult |
| <input type="checkbox"/> (03) Use programs offered by other agencies | <input type="checkbox"/> (12) Poor customer service by staff |
| <input type="checkbox"/> (04) I don't know what is offered | <input type="checkbox"/> (13) Lack of transportation |
| <input type="checkbox"/> (05) Lack of quality programs | <input type="checkbox"/> (14) Lack of right program equipment |
| <input type="checkbox"/> (06) Fees are too high | <input type="checkbox"/> (15) Too busy/not interested |
| <input type="checkbox"/> (07) Too far from my home | <input type="checkbox"/> (16) Lack of trust in government |
| <input type="checkbox"/> (08) Program times are not convenient | <input type="checkbox"/> (17) Language/cultural barriers |
| <input type="checkbox"/> (09) Classes are full | <input type="checkbox"/> (18) Other: _____ |

7. From the following list, please CHECK ALL the organizations that you or members of your household have used for recreation programs and activities during the past 12 months.

- | | |
|--|---|
| <input type="checkbox"/> (01) City of Foster City | <input type="checkbox"/> (06) Private and non-profit sports organizations |
| <input type="checkbox"/> (02) San Mateo County | <input type="checkbox"/> (07) Private summer camps |
| <input type="checkbox"/> (03) Neighboring cities | <input type="checkbox"/> (08) Private clubs (tennis, health, swim, fitness) |
| <input type="checkbox"/> (04) Public/private schools | <input type="checkbox"/> (09) Homeowners association |
| <input type="checkbox"/> (05) Places of worship (e.g., synagogues, churches) | <input type="checkbox"/> (10) Other: _____ |

8. From the following list, please CHECK ALL of the ways you learn about City of Foster City parks, facilities, and programs, events, activities and services.

- | | |
|---|---|
| <input type="checkbox"/> (01) City activity guide | <input type="checkbox"/> (08) Promotions at special events |
| <input type="checkbox"/> (02) City monthly e-newsletter | <input type="checkbox"/> (09) Banners at parks or City facilities |
| <input type="checkbox"/> (03) City website | <input type="checkbox"/> (10) Emails from City |
| <input type="checkbox"/> (04) Flyers | <input type="checkbox"/> (11) Facebook |
| <input type="checkbox"/> (05) Conversations with recreation staff | <input type="checkbox"/> (12) X (formerlyTwitter) |
| <input type="checkbox"/> (06) Newspaper | <input type="checkbox"/> (13) Instagram |
| <input type="checkbox"/> (07) Friends and neighbors | <input type="checkbox"/> (14) Other: _____ |

9. From the list above in Question 8, which THREE methods of communication would you MOST PREFER the City use to communicate with you about recreation programs and activities? [Write in your answers below using the numbers from the list in Question 8, or circle "NONE."]

1st: ____ 2nd: ____ 3rd: ____ NONE

10. Please indicate how well your needs are being met for each of the facilities/amenities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. If you do not have a need for an item listed, please circle "9" for "No Need."

Type of Facility/Amenity	Fully Met	Mostly Met	Partly Met	Not Met	No Need
01. Basketball courts	4	3	2	1	9
02. Beaches	4	3	2	1	9
03. Bike park (BMX park/pump track)	4	3	2	1	9
04. Community gardens	4	3	2	1	9
05. Baseball/Softball fields	4	3	2	1	9
06. Golf course	4	3	2	1	9
07. Indoor basketball/volleyball courts (indoor gyms)	4	3	2	1	9
08. Indoor exercise/fitness equipment	4	3	2	1	9
09. Multi-purpose lawn (picnicking, yard games, informal sports, etc.)	4	3	2	1	9
10. Multi-Use Trail System (biking, walking, jogging)	4	3	2	1	9
11. Nature/outdoor education facilities	4	3	2	1	9
12. Off-leash dog park	4	3	2	1	9
13. Open space and conservation areas	4	3	2	1	9
14. Outdoor exercise/fitness equipment	4	3	2	1	9
15. Pickleball courts	4	3	2	1	9
16. Picnic shelters & BBQ Areas	4	3	2	1	9
17. Playgrounds	4	3	2	1	9
18. Recreation center (multi-use space for all ages)	4	3	2	1	9
19. Rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	4	3	2	1	9
20. Skate parks	4	3	2	1	9
21. Splash pads	4	3	2	1	9
22. Swimming pool	4	3	2	1	9
23. Tennis courts	4	3	2	1	9
24. Trees/Shade	4	3	2	1	9
25. Walking trails in parks	4	3	2	1	9
26. Water activities/Sports (kayaking, paddle boarding, etc.)	4	3	2	1	9
27. Other:	4	3	2	1	9

11. Which FOUR facilities/amenities from the list in Question 10 are MOST IMPORTANT to your household? [Write in your answers below using the numbers from the list in Question 10, or circle "NONE."]

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

12. Please indicate how well your needs are being met for each of the programs/activities listed below on a scale of 4 to 1, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. If you do not have a need for an item listed, please circle "9" for "No Need."

Type of Programs/Services	Fully Met	Mostly Met	Partly Met	Not Met	No Need
01. Gymnastics/tumbling programs	4	3	2	1	9
02. Cricket	4	3	2	1	9
03. Flag football	4	3	2	1	9
04. Lacrosse	4	3	2	1	9
05. Rugby	4	3	2	1	9
06. Pickleball lessons and leagues	4	3	2	1	9
07. Tennis lessons and leagues	4	3	2	1	9
08. Swim lessons	4	3	2	1	9
09. Other sports leagues	4	3	2	1	9
10. Community special events	4	3	2	1	9
11. Cultural enrichment programs	4	3	2	1	9
12. EGaming/ESports	4	3	2	1	9
13. Fitness and wellness programs	4	3	2	1	9
14. After school programs for youth of all ages	4	3	2	1	9
15. Preschool programs/early childhood education	4	3	2	1	9
16. Seasonal/Summer day camps	4	3	2	1	9
17. Seasonal/Summer sports camps	4	3	2	1	9
18. Outdoor environmental/nature camps and programs	4	3	2	1	9
19. Outdoor recreation (hiking, canoe, kayak, archery, etc.)	4	3	2	1	9
20. Performing arts programs (dance/music)	4	3	2	1	9
21. Programs for at risk youth/crime prevention	4	3	2	1	9
22. Programs for people with special needs	4	3	2	1	9
23. Programs for seniors	4	3	2	1	9
24. STEM (science, technology, engineering, and mathematics) classes	4	3	2	1	9
25. Visual arts/crafts programs	4	3	2	1	9
26. Other:	4	3	2	1	9

13. Which FOUR programs/activities from the list in Question 12 are MOST IMPORTANT to your household? [Write in your answers below using the numbers from the list in Question 12, or circle "NONE."]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

14. The City of Foster City is in the process of evaluating its community event offerings. From the list below, which THREE event types would you and the members of your household be MOST INTERESTED in participating? [Write in your answers using the numbers from the list below, or circle "NONE." For example, if your top choice is "Summer Camp Information Fair" you would write "11" in the space next to "1st" below.]

1. Cultural celebrations (ethnic music, traditions, performances)
2. Competitions (triathlon, bike, 5K/10K runs, adventure/obstacle courses)
3. Employment/job fairs
4. Entertainment (music, movies, performers)
5. Environmental event (Water Matters Day, sustainability, recycling)
6. Food events (farmer's market, food tastings, beer/wine)
7. Health and wellness events (nutrition counseling, preventative health education, mental health wellness, community resources)
8. Holiday celebrations (Memorial, Veterans, 4th of July)
9. Safety/crime prevention fairs
10. Sports tournaments (baseball, basketball, football, dodgeball, pickleball, soccer)
11. Summer Camp Information Fair
12. Other _____

1st: ____ 2nd: ____ 3rd: ____ NONE

15. Please rate your level of agreement with the following statements about some potential benefits of the City of Foster City's parks and recreation services by circling the corresponding number.

Parks and recreation services in Foster City...		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
01.	Helps to attract new residents	5	4	3	2	1	9
02.	Helps to reduce crime in my neighborhood and keep kids out of trouble	5	4	3	2	1	9
03.	Improves my (my household's) mental health and reduces stress	5	4	3	2	1	9
04.	Improves my (my household's) physical health and fitness	5	4	3	2	1	9
05.	Increases my (my household's) property value	5	4	3	2	1	9
06.	Is age-friendly and accessible to all age groups	5	4	3	2	1	9
07.	Makes Foster City a more desirable place to live	5	4	3	2	1	9
08.	Positively impacts economic/business development/tourism	5	4	3	2	1	9
09.	Preserves open space and protects the environment	5	4	3	2	1	9
10.	Provides jobs/professional development for youth	5	4	3	2	1	9
11.	Provides positive social interactions for me (my household/family)	5	4	3	2	1	9
12.	Provides volunteer opportunities for the community	5	4	3	2	1	9

16. Which FOUR of the benefits from the list in Question 15 are MOST IMPORTANT to you and members of your household? [Write in your answers below using the numbers from the first column in Question 15, or circle "NONE."]

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

17. Please rate your level of satisfaction with the overall value that your household receives from Foster City parks, trails, recreation facilities, programs, or services.

- ____ (5) Very satisfied ____ (3) Neutral ____ (1) Very dissatisfied
 ____ (4) Satisfied ____ (2) Dissatisfied ____ (9) Don't know

NEEDS ASSESSMENT ENGAGEMENT SUMMARY

FOSTER CITY PARKS MASTER PLAN





Introduction 3

Key Findings from Community Engagement..... 4

 Trails & Connectivity 4

 Beaches & Water Quality..... 4

 Park Amenities 5

 Park Comfort..... 5

 Community Events & Programs 5

 Indoor Recreation & Swimming..... 6

Pop Up Events 6

Task Force Meetings 9

Focus Group Meetings 11

Statistically Valid Survey 13

Specific Park Feedback Survey 18

Public Workshops..... 19



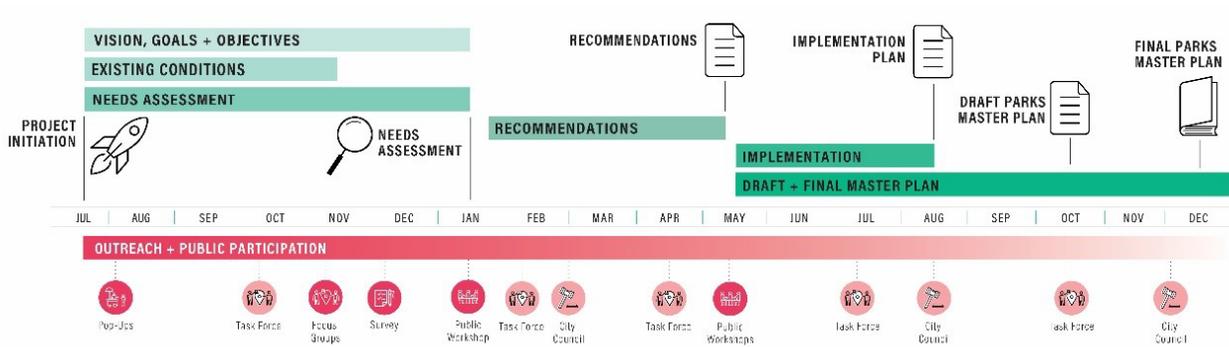
INTRODUCTION

Ensuring the community has a voice in the planning process is critical to forging a long-term vision and goals for Foster City’s Parks Master Plan. Since the first pop-up event in August 2024, several outreach components have yielded valuable feedback from park users. Community engagement will be a fixture through the entire planning process, from initiation to adoption of the Master Plan.

Outreach and Engagement Components

There are several outreach and engagement components for the community engagement process. The goal of these components is to include a diverse group of park users, raise awareness of the planning effort, and share findings and gather input on priorities for future parks. Engagement efforts are listed below:

- Pop-Up Events
- Task Force Meetings
- Focus Group Meetings
- Surveys
- Public Workshops
- City Council and Parks Commission Meetings
- Website



Next Steps

There are still more opportunities to engage with the community on the Foster City Parks Master Plan process, including a second public workshop. The findings from the engagement to-date provide a pathway in shaping the Master Plan’s recommendations.

Key Findings from Community Engagement

To date, the community engagement process has yielded valuable feedback from Foster City residents and park users. According to the Statistically Valid Survey, **85% of residents are satisfied or very satisfied with the City's parks and recreation system**, which is significantly higher than the national average (62%). However, hundreds of engaged residents have shed light on the aspects of the parks and recreation system that should be improved, added, or prioritized. Below are the key themes that Foster City residents and park users identified as important to them.

Trails & Connectivity



Multi-use trails are the highest priority need according to the Statistically-Valid Survey, indicating a desire for additional trail connections throughout the city. Additionally, residents expressed a need for trail lighting, signage, and safety improvements. Needs include:

- Expanded trail system, connecting the city's parks, community destinations, and Levee Pedway Trail
- Additional walking loops in parks
- Improved signage and lighting
- Enhanced safety through clear guidelines and markings

Beaches & Water Quality



Foster City's access to the Lagoon and San Francisco Bay is unique. However, residents indicated several improvements needed to make both water bodies true recreational assets. Key needs include:

- Improved water quality
- Waterfront amenities, such as dining and public art.
- Increased boat access along the lagoon, through docks and marinas

Park Amenities



There is a desire for additional park amenities, particularly passive facilities used to walk, picnic, or relax. In general, the need for active park amenities, such as playgrounds and sports courts and fields, is being met compared to passive park amenities. Key needs include:

- Passive Park amenities, including beaches, walking trails, community gardens, picnic shelters, and multi-purpose lawn
- New or improved pickleball courts.
- Targeted improvements to existing fields/courts and children’s play areas.

Park Comfort



The community expressed a desire for increased park comfort, through additional shade, restrooms, seating, lighting and more. Key needs include:

- Additional shade trees/structures in exposed areas
- Improved or expanded restrooms in high-use parks such as Leo J. Ryan, near the pickleball/tennis courts, and Catamaran.
- Additional seating and lighting

Community Events & Programs



There is a strong need for additional programs and events in Foster City, particularly ones that promote fitness and outdoor recreation. Additional senior programming was also indicated as a high priority need. Key needs include:

- Additional community events, including outdoor markets, performing arts, holiday/cultural celebrations, etc.
- Additional programming, particularly programs for fitness, outdoor recreation, seniors, cultural enrichment, and visual arts

Indoor Recreation & Swimming



Throughout the community engagement process, particularly in the Statistically Valid Survey, there was a demonstrated need for additional indoor recreation facilities¹ and a swimming pool. Key needs include:

- Indoor recreation facilities, including fitness equipment and a gymnasium
- Swimming Pool
- Improved Beaches

Pop Up Events

A series of “pop-ups” were conducted at various locations in Foster City to solicit feedback and spread awareness of the Foster City Parks Master Plan process. The pop-ups involved a booth and simple engagement activities with City staff and consultants at key community events. At the pop-ups, the planning team set up poster boards and invited community members to answer key questions about what park users would like to see in their parks, such as amenities, facility improvements, and activation and programming. There were 7 pop up events and over 800 people were engaged.

The pop-up events were held on the following dates:

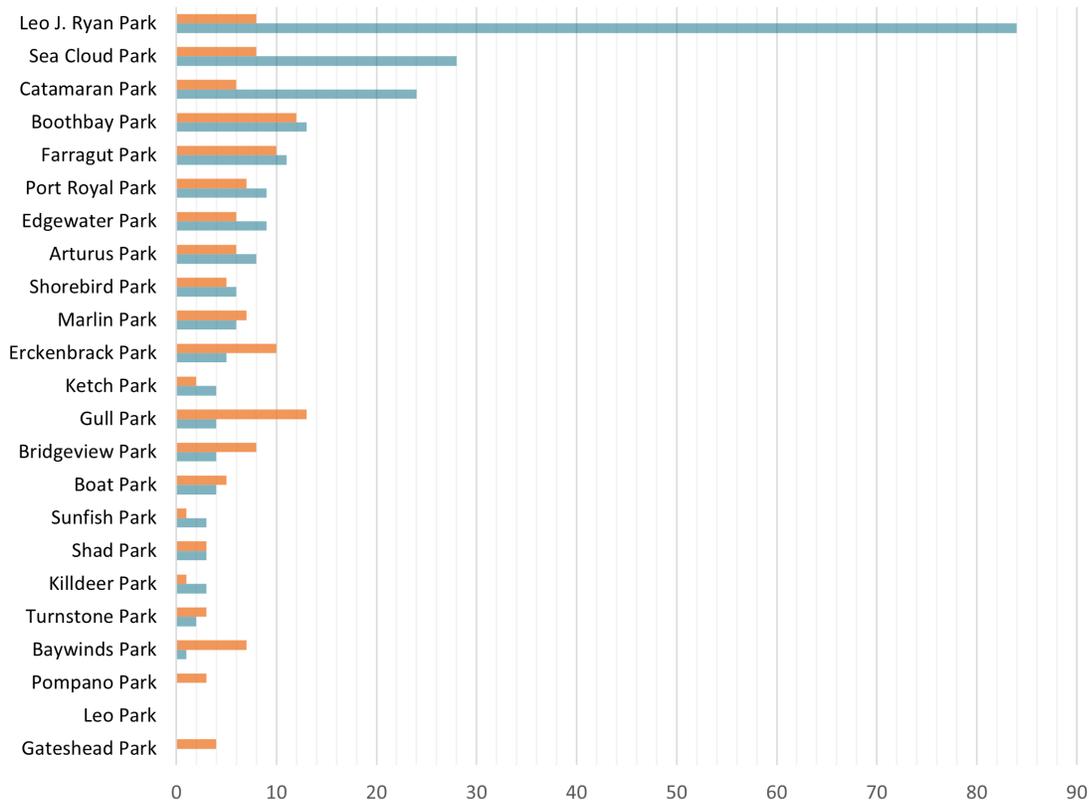
Event	Date	Location
Summer Days	August 16th	Leo J Ryan
Opening Day of Soccer	September 7	Sea Cloud
Fall Movie Night	September 13	Leo J Ryan
Off the Grid	September 25	Leo J Ryan
Civics Academy	October 2	The Vibe Teen Center
Senior Pop Up	October 14	The Vibe Teen Center
Halloween Festival	October 24	Leo J Ryan

¹ It should be noted that at the time of engagement the Foster City’s Community Center was under construction, which could impact this need.

The following questions were posed to pop-up participants:

- **What is your favorite park?**
- **What would you like to see more of in Foster City?**
Options included:
 - Community events,
 - Play for all ages
 - Trees/shades
 - A connected trail system
 - Diverse native planting
 - Performing arts
 - Splash pad
 - Multi-purpose lawn
 - Seating
 - Outdoor exercise area
 - Community gardens
 - Bike facilities
 - Beach access
 - Amenity Lighting
 - Sports/courts
 - Comfort & safety
 - Diverse recreation programming
 - Water activities
 - Accessibility for all
 - Dog parks
 - Public art
 - Outdoor Classroom
 - Native/Outdoor education
 - Picnic & BBQ areas
- **What do you like about parks and recreation facilities and programs in Foster City?**
- **What is your vision for parks and recreation facilities and programs in Foster City? What should be improved?**

Favorite Park & Improvement Required



Blue – Favorite Park
Orange – Needs Improvement

Key Takeaways

- Leo J Ryan Park was the most popular park, with most pop-up participants choosing Leo J Ryan over the course of all the pop-up events.
- Of the ideas shown on the pop-up boards, the top three amenities participants would like to see are splash pads, beach access, and more trees and shade.
- Several participants left comments about how much they enjoy Foster City parks and recreation, particularly the 4th of July events, park cleanliness, and sports facilities.
- When asked about a vision for the future of Foster City parks, many pop-up participants referenced new amenities, followed by maintenance, then programming.



Pop-up events on August 16th, 2024, at Summer Days, and Opening Day of Soccer on September 7, 2024



Task Force Meetings

The City established a task force to help guide the Parks Master Plan process. The Task Force is made up of Foster City residents who applied and were selected to represent a broad cross-section of community interests and knowledge. The goal of the Task Force is to strategize to inform an inclusive engagement process, identify facility and programmatic opportunities, and develop a vision for what Foster City parks and recreation should look like in the future. As summarized below, the first Task Force meeting was held on October 29, 2025 at the Foster City Community Center, where members discussed the current state of Foster City’s parks and recreation, opportunities for updating and expanding parks, and a vision Foster City’s parks and recreation system. Three additional meetings will be held throughout the planning process.

Task Force Participants

Task Force Member	Affiliations
LaTisa Brooks	HIP Housing, Rotary, School District
Jeff Brown	Rotary, Village, Tennis Club
TJ Consunji	FCTB, FCYSA
Eric Corpuz	Parks and Recreation Committee
Tracy Delmonico	AYSO, park user
Tamra Donovan	Bay Trail user
Pam Frisella	Village, AYSO
Kenneth Huo	Sustainability Advisory Committee
Ravi Jagtiani	Planning Commission
Isha Misra	Foster City Youth Advisory Committee
Steve Okamoto	Sister City, Rotary
Meilin Rife	Foster City Youth Advisory Committee
Yvonne Ryzak	Parks and Recreation Committee
David Saito	Sister City, AYSO, FCLL
Kaci St. John	SMFC School District Special Education
Michael Turner	Lagoon user, Chamber member
Jason Tran	FC Pickleball Club
Emmie Yang	Lagoon User (Bay Area Dragonboat)

Current State of Foster City Parks

The task force identified several challenges and opportunities for improvement, including limited boat access, insufficient ADA facilities, and a lack of water bottle refill stations, which affect accessibility and inclusivity. Overcrowded areas and program reservation systems may hinder access. There is also a need for more shade, restrooms, trees, lighting, and dog-friendly spaces to enhance amenities and facilities. Poor tree health, inadequate lighting, and seasonal usability issues highlight maintenance concerns. Additionally, there is a strong desire for more programming and events, such as concerts, seasonal gatherings, and winter activities.

Opportunities for Updating and Expanding Parks

The task force identified several areas for enhancing parks, including expanding sports and recreation options with more pickleball, cricket, multi-use sports courts, and bicycle pump tracks. Enhancing water

access with splash pads, floating events, and nature signage was also recommended. To improve accessibility and comfort, the group suggested adding more seating, shade, off-leash dog areas, and senior-friendly spaces. Upgrades to infrastructure and connectivity, such as better trail systems, lighting, and stronger park identity, were also emphasized. Additionally, exploring corporate sponsorships and partnerships for shared public spaces was seen as a valuable opportunity.

Vision for Future Parks and Recreation

The task force emphasized that parks should be inclusive, welcoming, and safe for all age groups while fostering community gathering spaces that promote social interaction, events, and memorable experiences. They envision Foster City as a regional recreation hub with modernized parks. There is a demand for enhanced amenities, including better restrooms, public art, and waterfront access. Additionally, the group highlighted the importance of encouraging outdoor engagement and maximizing lagoon use to connect people with nature.

Key Takeaways from Task Force

- **Accessibility and Inclusivity**
 - Improve ADA accessibility at docks and throughout parks.
 - Increase teen-focused spaces and activities.
 - Ensure parks are welcoming for all ages, including seniors.
- **Water Access and Quality**
 - Improve lagoon water quality for expanded use.
 - Increase boat access, docks, and waterfront amenities.
 - Introduce splash pads and other water-based activities.
- **Recreation and Sports Facilities**
 - Strong demand for more pickleball courts and diverse sports fields (cricket, pump track, multi-use courts).
 - Expand facilities for non-traditional sports beyond baseball and soccer.
- **Park Amenities and Infrastructure**
 - Increase shade, restrooms, seating, and lighting for comfort.
 - Improve trail connectivity and pedestrian/bike pathways.
 - Address dog-friendly spaces and conflicts between users.
- **Community Events and Programming**
 - Expand concerts, fitness classes, seasonal festivals, and waterfront events.
 - Use parks as a gathering place for social interaction.
 - Improve event communication through newsletters, social media, and direct outreach.
- **Nature & Environmental Enhancements**
 - Protect wildlife habitats while improving public access.
 - Encourage outdoor engagement through interpretive signage and eco-friendly initiatives.
 - Implement drought-resistant landscaping and tree replanting.
- **Partnerships and Funding**
 - Engage large employers, local businesses, and sponsors to support park improvements.
 - Consider public-private partnerships for maintenance and programming.

Focus Group Meetings

A series of focus group meetings was conducted in November 2024 at the Vibe Teen Center to gather expertise and insight on specific issues, challenges, or opportunities. The focus groups included Foster City residents, community organizers, and City Staff who could speak knowledgeably about different elements of Foster City's Park and recreation system (e.g., organized sports, special user groups) or from specific perspectives (e.g., Youth Advisory Commission, City departments.)

Organized Fitness & Sports

Sports and recreation facilities build stronger communities ties. They serve as gathering spaces, and high-quality sports fields attract visitors and residents alike. However, there are some limitations which include not enough pickleball and tennis courts, limited restroom capacity at existing restroom facilities, and limited lighting. Enhancing these elements would increase the use of sports facilities. An upgraded sports facility system with improved lighting, regional tournament capacity, multiuse facilities, and greater synergy with local businesses are opportunities the city should investigate.

Youth Advisory Committee

This group would like to see additional programming that engages with different facilities within the parks and recreation system. There are opportunities to add recreation facilities such as a track and play structures but also compliment them with community events and programs that engage the community. These could include fitness classes or arts classes. Another priority was promoting eco-conscious practices into programming and infrastructure in park facilities. Finally, this group also wants access to the lagoon and educational programs around water safety and recreational use.

Programs & Events

This group hopes to see more community events and more year-round, inclusive activities reflecting the city's diversity. Enhancing pPark infrastructure, including multipurpose fields and better connectivity, is needed to support evolving recreational interests and accessibility. Improved communication and an online reservation system would streamline event planning. While monetizing some park amenities and promoting recreation tourism are supported, maintaining local enjoyment and resource balance is crucial. Leo J Ryan Park is seen as a potential community hub that can attract visitors while prioritizing local needs. Strategic improvements in infrastructure, programming, and communication will enhance community engagement and inclusivity.

Inclusion & Specialized Users

This group wants more seating, shade, water fountains, and restrooms in parks to better support events and gatherings. They also want year-round cultural and senior-friendly events, with partnerships to promote diversity and inclusion. Improved access and transportation, like shuttles and more bike parking, are needed at popular parks. Residents want better use of waterfront areas with on-water events and environmental improvements, such as geese control and water quality. Addressing safety issues like speeding, wildlife management, and better lighting would improve park usability and enjoyment.

City Departments

City Department staff aim to improve lagoon water quality impacted by geese, enhance parks, and expand recreational activities while balancing budget constraints and staffing challenges. Better parking and traffic solutions, like shared parking and QR codes, are needed for large events. Improving accessibility, ADA compliance, and sustainable landscaping will support long-term usability. Strategic investments will help Foster City maximize recreational potential, modernize amenities, and meet residents' needs while managing visitor demand.

Key Takeaways from All Focus Groups

- **Park Facilities & Infrastructure**
 - Expand and upgrade parks with more diverse recreational options (e.g., tracks, play structures, gardens).
 - Improve lighting, restrooms, and seating to enhance usability and safety.
 - Upgrade sports facilities, particularly for pickleball, cricket, and multi-use courts.
 - Improve trail connectivity and pedestrian/bike accessibility.
- **Water Access & Quality**
 - Improve lagoon water quality to enable more recreational use.
 - Increase waterfront activation (e.g., floating events, mini beaches, boat docks).
 - Address environmental concerns, including geese control and water contamination.
- **Community Engagement & Programming**
 - Expand programming for adults, seniors, non-competitive youth, and diverse communities.
 - Host more year-round events, including concerts, cultural festivals, fitness activities, and waterfront events.
 - Distribute events beyond Leo J. Ryan Park to engage more neighborhoods.
 - Improve communication through better reservation systems, maps, and social media outreach.
- **Accessibility & Inclusivity**
 - Ensure ADA-compliant facilities and parking for all residents.
 - Improve transportation and parking solutions, including shuttles and shared parking agreements.
 - Provide more shaded areas, water refill stations, and seating for comfort.
 - Create inclusive play spaces and senior-friendly gathering areas.
- **Environmental & Sustainability Considerations**
 - Integrate eco-friendly practices, such as drought-tolerant landscaping.
 - Improve waste management and cleanliness (e.g., geese control, litter reduction).
 - Ensure parks support wildlife conservation while remaining accessible.
- **Economic & Tourism Development**
 - Explore monetization opportunities (e.g., tournament fees, vendor partnerships).
 - Balance local community use with tourism growth to avoid overcrowding.
 - Foster City is a regional recreation hub with high-quality parks and events.
- **Safety & Security Enhancements**
 - Address safety concerns in water areas (e.g., jellyfish, water contamination).
 - Improve nighttime lighting in parks for better security.
 - Implement wildlife management solutions for geese and coyotes.



WRT Site visit walk-through with Foster City staff on July 22, 2024

Statistically Valid Survey

A statistically valid survey was administered by ETC Institute, as a member of the planning team. The survey was distributed through mail and online to a random sample of households throughout Foster City. Foster City residents were surveyed on various park-related topics: facilities and program use, the benefits, importance, and improvements to parks and recreation in Foster City, and facility/amenity needs and priorities. The survey results were compared with the national average for each category. The overall results of the over 300 residents have a precision of at least +/- 5/5% and a 95% confidence level.

Facilities

- 96% of respondents indicated that they have visited a facility in the past year, with 62% visiting parks more than once a week.
- The most common reason for visiting Foster City parks, by a wide margin, was walking (86%). Other reasons: hanging out (35%), walking dogs (32%), playing pickup sports (32%), riding a bike (32%), running/jogging (28%), picnicking or gathering with family and friends (27%).
- 9 out of 10 survey respondents rated the physical condition of parks and facilities as good or excellent.
- The improvements/additions respondents would like to see most in parks are restrooms (26%), trees/shades (26%), picnic tables and benches (24%), trail lighting (23%) and security lighting (22%).

Programs

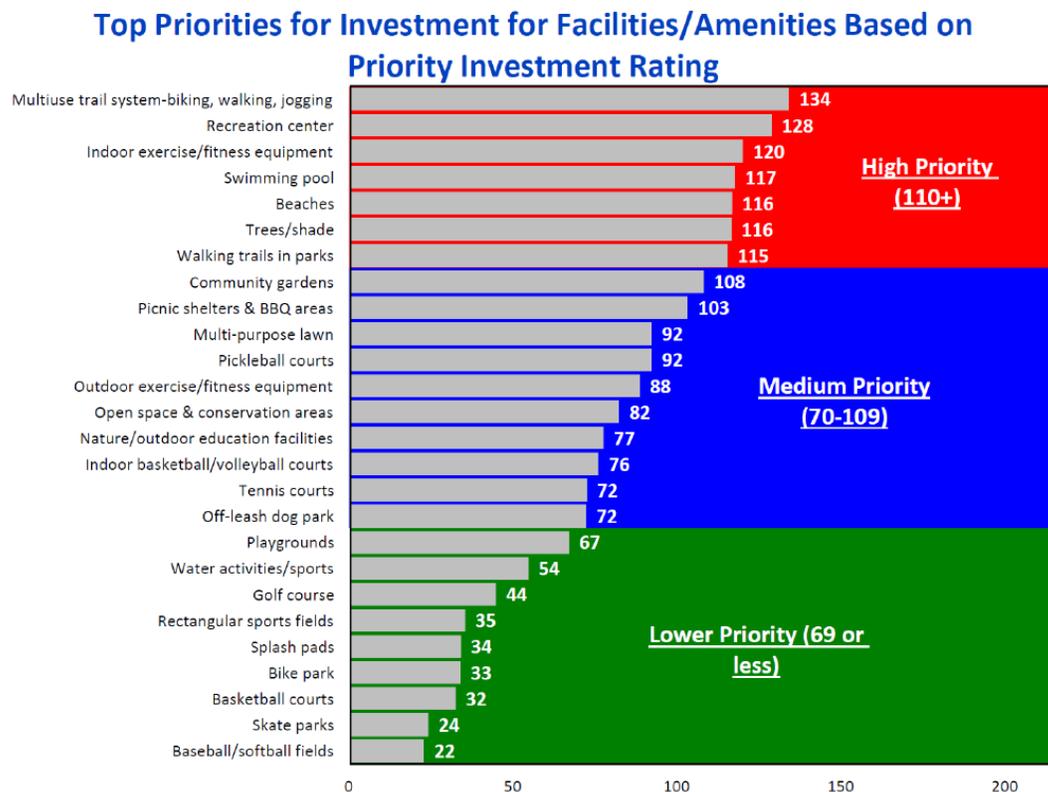
- 45% of respondents indicated that they participated in a City program/activity in the past year, and 9 out of 10 rated those programs excellent or good.
- Residents participated in City of Foster City programs at twice the rate of the next nearest program provider, San Mateo County.
- When asked about barriers to participating in programming, the answer with the highest percentage (37%) was “they did not know what was being offered.”

Benefits of Foster City Parks

- When asked about benefits of Foster City’s parks, the top three reasons were parks make the city a desirable place to live (94%), improve individual health and fitness (86%), and preserve open space and protect the environment (84%).
- 13% were supportive of additional fees, while 45% were somewhat supportive of additional fees.
- When asked about their satisfaction with the city’s parks and recreation offerings, 27% rated very satisfied, 58% rated satisfied, 12% rated neutral, and 3% were dissatisfied.

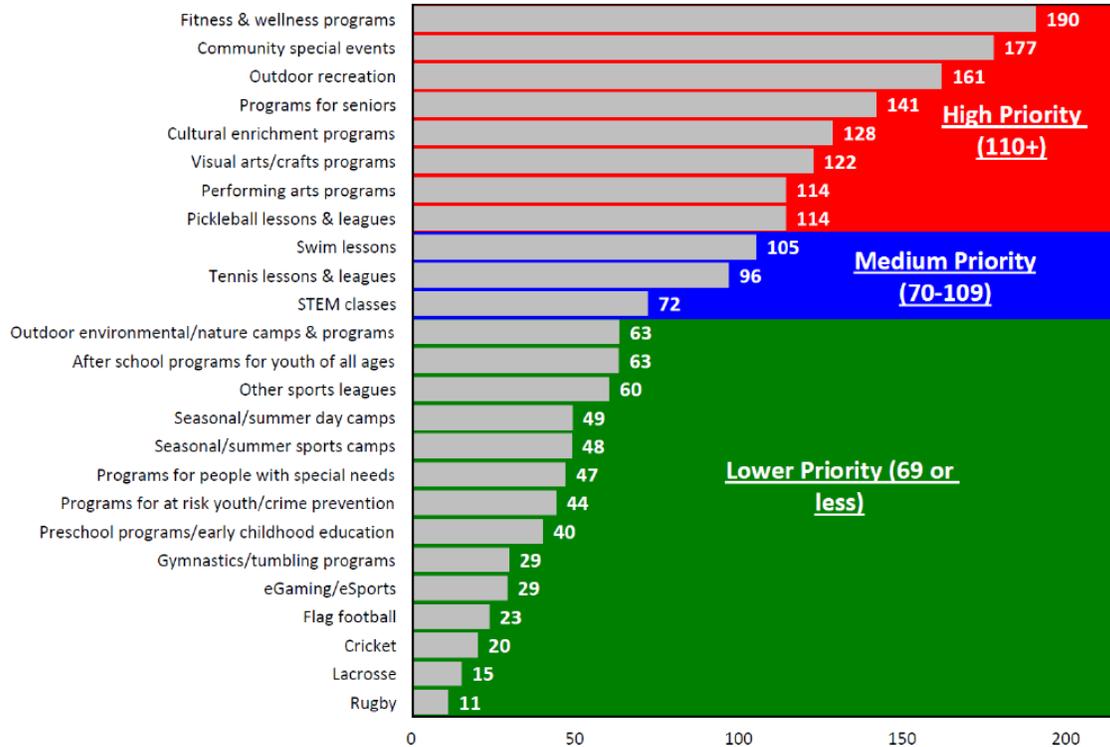
Priority Index Rating chart for Facilities and Programs

To define what facilities and programs were a priority for Foster City residents, ETC used its Priority Investment Rating (PIR) tool. The PIR equally weighs (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facilities.



Based on this analysis, multiuse trails, a recreation center, indoor exercise/fitness equipment, a swimming pool, beaches, trees and shade, and walking trails in parks are top resident priorities. Medium priority facilities/amenities include community gardens, picnic shelters and BBQ areas, multipurpose lawns, pickleball courts, and open space and conservation areas. The lower priority items include facilities that serve less traditional sports, such as a golf course, a bike park, baseball fields, and a skate park.

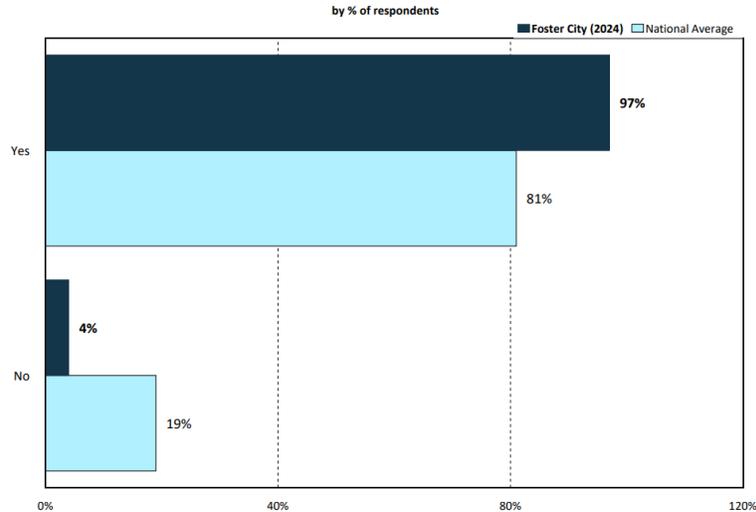
Top Priorities for Investment for Programs/Activities Based on Priority Investment Rating



Top resident priorities for programs and events include fitness/wellness programs, community special events, outdoor recreation, programs for seniors, cultural enrichment programs, visual arts & crafts programs, performing arts programs, and pickleball lessons & leagues. There were three medium priority programs, which were swim lessons, tennis lessons, and STEM classes. The lower priority programs ranged from less traditional sport programs such as rugby, lacrosse, and cricket to nature camps, after school programs and seasonal day camps.

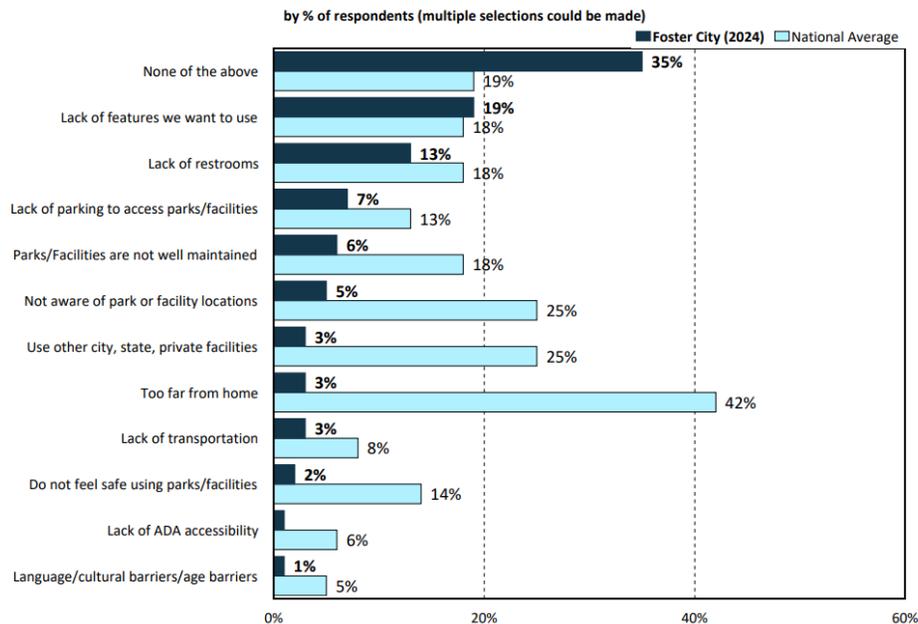
Benchmarks – Foster City vs. US Average:

Have you/your household visited any parks or recreation facilities/amenities in your community during the past year?



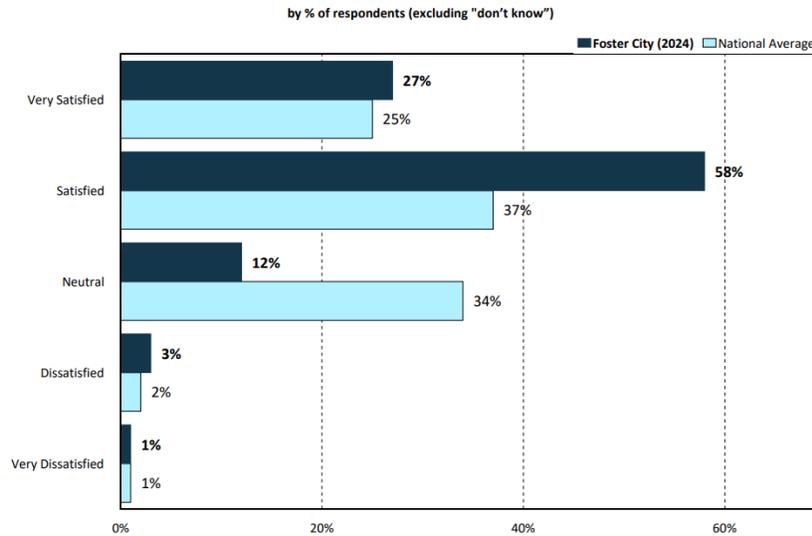
97% of Foster City residents have visited parks or recreation facilities/amenities in their community in the past year, compared to the national average of 81%

Please check all of the reasons that prevent you from visiting parks and recreation facilities/amenities or what prevents you from visiting them more often.



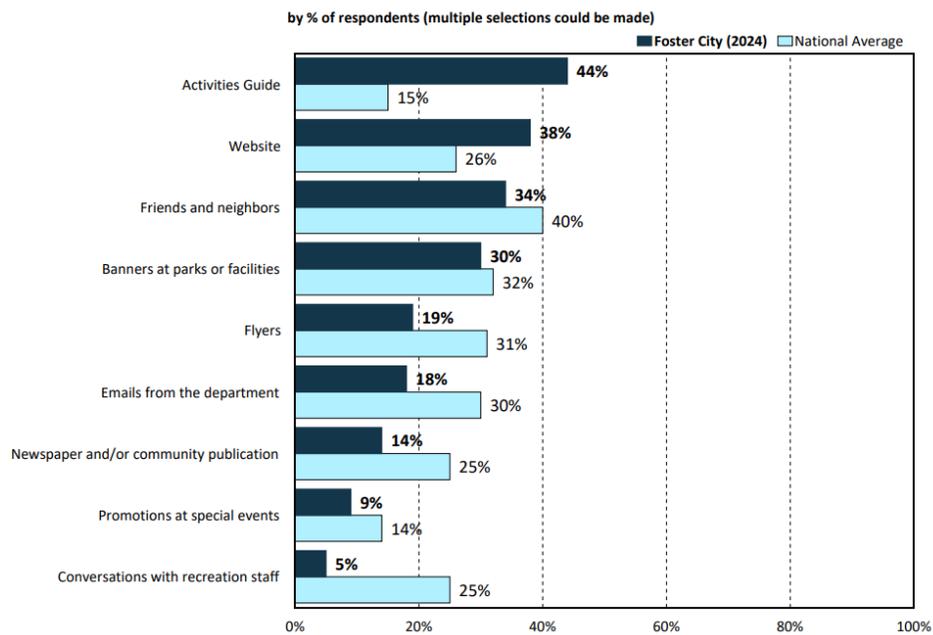
3% of Foster City residents found that parks and recreation facilities and amenities were too far from home, compared to the national average of 42%. Survey respondents in Foster City selected “none of the above” as the top reason that prevented them from visiting parks and recreation facilities.

Please rate your overall level of satisfaction with the value your household receives from the parks and recreation programs, activities, and events offered in your community.



Foster City residents are much more satisfied with their parks and recreation programs, activities, and events (58%) than the national average (37%)

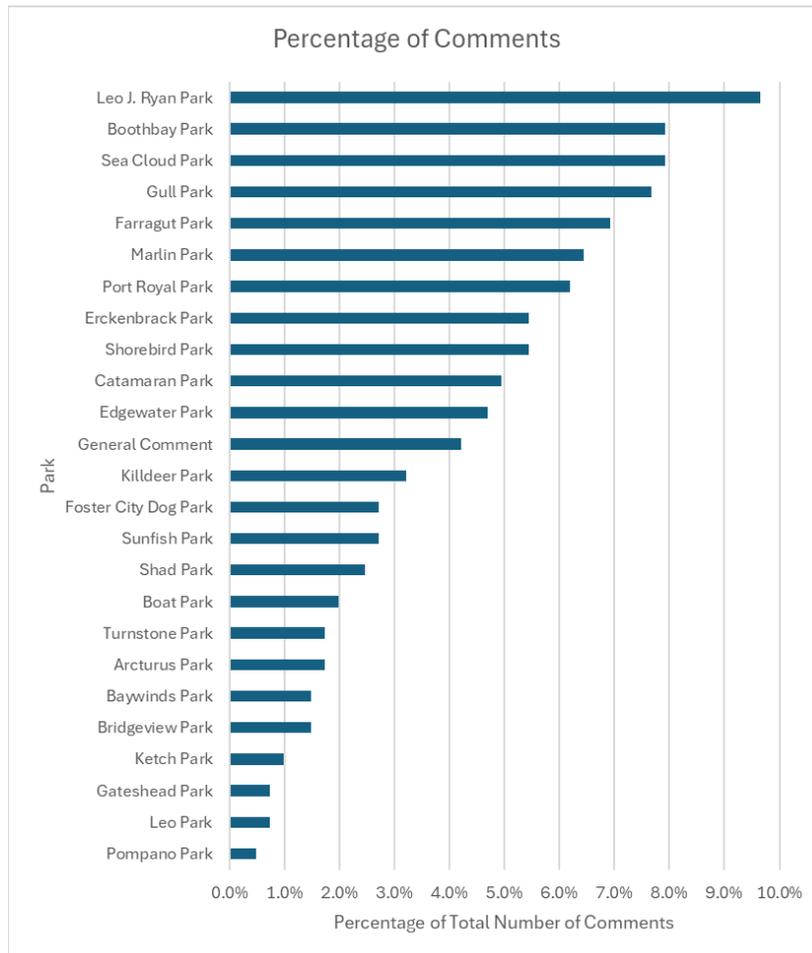
Please check all the ways you currently use to learn about parks and recreation programs, activities, and events in your community.



Foster City residents selected the activities guide as the top way they learn about parks and recreation programs, activities, and events in their community, whereas nationally residents find out about programs via friends and neighbors.

Specific Park Feedback Survey

Another survey was created, conducted at each of Foster City’s parks, to solicit feedback from Foster City residents on specific parks. The survey was administered through the City of Foster City’s website in October 2024 and remained open until January 2025. Over 200 comments were received.



Key Takeaways from Survey Input on Foster City Parks

Leo J Ryan received the most feedback from the survey, and all of the comments were positive. Participants left comments for most Foster City parks but also left general feedback about all parks in the system, most of which were positive. Below are the common answers most respondents listed as some of the qualities they like most about Foster City parks:

- **Well-Maintained Parks:** Many parks are appreciated for their cleanliness, landscaping, and upkeep.
- **Scenic Beauty:** Visitors highlight the greenery, waterfront views, and open spaces.
- **Diverse Amenities:** Parks offer playgrounds, sports courts, picnic areas, dog-friendly spaces, and walking paths.

- **Community-Friendly Spaces:** The parks are popular gathering places for families, sports, and leisure activities.
- **Dog-Friendly Features:** Many parks include off-leash areas, waste stations, and dog-friendly pathways.

While almost all the comments were positive, some respondents identified challenges some parks:

- **Geese droppings:** Some parks have issues with geese, making certain areas difficult to use.
- **Amenity Improvements:** Some parks have potential for additional development and enhancements, such as lighting, additional restrooms, and seating.

Key takeaways from each park can be found in the Park Improvement Comments page of the Appendix.

Public Workshop

A public workshop was held on January 22, 2025 to engage with the community on analysis findings, to gain a deeper understanding of the City's parks and recreation needs, and to share information about the planning process, including project updates, scope, and timeline. Additional comments were solicited via an online survey and through the Parks and Recreation Committee Meeting in February 2025.

The workshop was broken into seven different stations that focused on different elements of Foster City's Parks and Recreation System:

1. Vision
2. Existing Parks
3. Park Amenities & Activation
4. Lagoon
5. Programs & Events
6. Trails

Key Takeaways:

- **Improving Sports Facilities:** Whether it was pickleball or tennis, workshop participants mentioned improving sports facilities throughout most of the boards. Pickleball court additions and improvements were mentioned in more than half of the boards.
- **Improving Water Quality:** Workshop participants want to see water quality improved to use the lagoon more. If cleaned, they see an opportunity to increase waterfront programming and activation. Waterfront dining and beachside activities could bring in more visitors if the water quality improves.
- **Diversifying Programs and Events:** In addition to improving infrastructure, workshop participants supported programming, activations, and events that brought residents and park visitors into underutilized parks. Examples include Tai chi, outdoor concerts, an outdoor gallery, fitness classes, and outdoor/night markets.
- **Trail Connectivity:** The trail is a major feature of Foster City's park space. Many workshop participants highlighted the desire for better trail connections, including safe crossings at Hillsdale

and Highway 92 and completing the levee pedway. Also, workshop participants wanted improved trail elements like lighting and signage.

- **Amenity Improvements:** Workshop participants mentioned making minor, but practical improvements to existing amenities such as additional restrooms, better lighting, shaded seating, and improved play areas for kids.



Workshop on January 22, 2025

RECOMMENDATIONS ENGAGEMENT SUMMARY

Public Workshop, Pop-Up Events, and Online Survey Results

In June and July 2025, feedback on the Parks Master Plan recommendations was gathered through three engagement opportunities: a workshop held on June 18 at the Vibe Teen Center; two pop-up events at the July 4 celebration and the “Off the Grid” food and music event on July 9; and an online survey available on the City’s website between July 2 and July 27. In total, approximately **375 people provided feedback**.

At this stage, public input was needed to refine the Plan’s proposed guidelines and policies, park standards, and recommended park improvements. Each engagement activity yielded valuable feedback, which will help shape and improve the final Master Plan recommendations. This summary begins with key takeaways from these engagement activities, taken cumulatively. The memo then continues with a more detailed summary of the workshop and pop-up events, and the online survey.

TAKEAWAYS

Guidelines and Policies

Residents were presented with a set of preliminary policies for parks, recreation and open space, and asked which were most important to them.

Top 3 Parks Master Plan Policy Priorities:

1. **Policy 1.2** - Ensure parks are **comfortable and inviting** by adding or improving key park features such as seating, lighting, shade, and restrooms.
2. **Policy 1.3** - Ensure the parks and recreation system is **responsive to the recreation needs** identified in the Parks Master Plan and through continued community engagement.
3. **Policy 3.1** - Provide places and amenities to **view, enjoy and access the water**.

Top 3 Open Space Element Policy Priorities:

For the Open Space Element, workshop participants supported the following policy priorities:

1. Strengthen **shoreline habitat and resilience** with nature-based features.
2. Utilize design standards to **improve wildlife movement** across the city.
3. Enhance **habitat along tidal channels** such as the Belmont Slough, and in parks and open spaces.

Park by Park Improvements

The engagement materials featured presentation graphics describing design concepts for five parks, as well as a summary of proposed improvements at each of Foster City's other parks. At the pop-up events, only the concept design for Leo J Ryan was presented. Overall, park improvement recommendations were well received by the community, with a lot of excitement around the proposed changes. Feedback on each of the five key sites is summarized below.

Boothbay Park

Elements people were most excited about:

- Playground
- Reservable picnic areas
- Multi-purpose lawn for sports and informal play

What else people wanted to see:

- Expanded seating
- Additional shade for picnic and play areas
- More pickleball opportunities, with modifications to existing tennis courts

Edgewater Park

Elements people were most excited about:

- Central plaza and seating areas
- Improved park entry and planting
- Multi-use meadow/green space

What else people wanted to see:

- Fitness stations
- Seating near tennis courts
- Better court space management between basketball, tennis, and pickleball

Leo J Ryan Park

Elements people were most excited about:

- Activated waterfront with lighting, viewpoints, docks
- Event space improvements
- Nature hub with native plantings and nature play
- Pickleball court upgrades

What else people wanted to see:

- More seating, shade at gathering areas, and boardwalk dining/cafés
- Additional lagoon interaction opportunities
- Improved water quality

Gull Park

Elements people were most excited about:

- Better water access via decks along the lagoon
- Ecotone lagoon planting to deter geese and add character
- Smaller, more manageable beach area

What else people wanted to see:

- Improved water quality [this is an outcome that would be supported by the proposed design changes at the lagoon edge.]

Sea Cloud Park

Elements people were most excited about:

- Waterfront activation and scenic lagoon views
- Wetland restoration for ecosystem and wildlife benefits
- Central hub/plaza for gatherings

What else people wanted to see:

- Spaces for social interaction and citywide events [this idea is consistent with the concept for a central hub/plaza for gatherings.]

Other Parks

What people wanted to see:

- Shade structures and trees
- Seating areas and picnic tables
- Waterfront experiences and activation (at lagoon adjacent parks)
- Pickleball courts
- Maintenance upgrades

WORKSHOP + POP UPS

LOCATION

Workshop:

June 18, 2025 at 6:00pm
The Vibe Teen Center
670 Shell Blvd, Foster City, CA

Fourth of July Celebration Pop-Up:

July 4, 2025
Leo J Ryan Park
650 Shell Blvd, Foster City, CA

Off the Grid Pop-Up:

July 9, 2025
Leo J Ryan Park
650 Shell Blvd, Foster City, CA

ATTENDANCE

- 25 participants for in-person Workshop event on June 22nd
- Approximately 75 engaged through the Pop-up events

OBJECTIVES

- Share information about the planning process, including project updates, scope and timeline.
- Get community input on findings to-date, Parks Master Plan policies and actions, park development standards, design concepts, park-by-park improvements, and gain a deeper understanding of community parks and recreation needs.

WORKSHOP FORMAT

- Sign-in table to welcome participants and give verbal instructions
- Brief 15-minute kick-off presentation that included information about the planning process, what a Master Plan is, how it connects to the Parks and Open Space Element of the General Plan, and key existing conditions and community outreach results to-date.

- Large interactive boards were set up around the room with information about the Master Plan and Open Space Element with post it notes and stickers for recording comments and responses to specific questions.
- Each interactive board covered a topic area for participants to interact with. These included:
 1. What We've Learned
 2. Policies & Actions (Parks Master Plan)
 3. Policies & Actions (Parks and Open Space Element)
 4. Park Development Standards
 5. Design Concepts
 6. Park by Park Improvements
- WRT, the lead consultant for the project, and City staff gave directions and answered questions as participants interacted with the boards.

POP UP FORMAT

- Parks Master Plan informational boards and Leo J. Ryan Park design concepts were displayed at the 4th of July and Off the Grid pop-up events to gather feedback.
- Attendees were encouraged to complete the online survey at the pop-up.



STATION 01: POLICIES & ACTIONS

Prompt: “What parks and recreation policies are important to you? Indicate your top 3.”

POLICIES & ACTIONS

| PARKS + RECREATION



WHAT PARKS AND RECREATION POLICIES ARE MOST IMPORTANT TO YOU?

Indicate your top 3 with a dot ●

WHAT ACTIONS WOULD YOU LIKE TO SEE TO SUPPORT THESE POLICIES?

Write your ideas on a sticky note.



INVEST IN HIGH PRIORITY PROGRAMS AND SERVICES THAT BRING RESIDENTS TOGETHER



EXPAND AND ENHANCE COMMUNITY EVENTS

LIVELY + INCLUSIVE EVENTS AND PROGRAMMING



CREATE A CITYWIDE NETWORK OF PATHS AND TRAILS FOR WALKING AND BIKING THAT IS SAFE AND COMFORTABLE

Example: Dedicated multi-useway paths in Downtown



ENSURE EASY ACCESS AND NAVIGATION TO THE CITY'S PARKS, LAGOON, AND TRAILS



INCREASE ACCESSIBILITY AND INCLUSIVITY IN PROGRAMMING AND PARK DESIGN

CONNECTED + ACCESSIBLE PARK AND RECREATION SYSTEM



CREATE VIBRANT AND UNIQUE PARKS



ENSURE PARKS ARE COMFORTING AND INVITING

Example: Plant more shade trees



ENSURE PARKS AND RECREATION ARE RESPONSIVE TO COMMUNITY RECREATION NEEDS

VIBRANT, COMFORTABLE + RESPONSIVE PARK AND RECREATION SYSTEM

POLICIES & ACTIONS | PARKS + RECREATION



WHAT PARKS AND RECREATION POLICIES ARE MOST IMPORTANT TO YOU?
 Indicate your top 3 with a dot ●

WHAT ACTIONS WOULD YOU LIKE TO SEE TO SUPPORT THESE POLICIES?
 Write your ideas on a sticky note. 



PROMOTE HABITAT CONNECTIVITY AND ACCESS TO NATURE IN PARKS



INCORPORATE CLIMATE RESILIENCE IN PARK IMPROVEMENTS AND PROGRAMMING



ENVIRONMENTALLY SUSTAINABLE PARKS AND PROGRAMS



IMPLEMENT A FUNDING STRATEGY TO CREATE AND MAINTAIN THE PARKS AND RECREATION SYSTEM DESCRIBED IN THIS PLAN



PLAN AND ENGAGE PROACTIVELY



SUSTAIN HIGH QUALITY MAINTENANCE OF PARKS AND RECREATION FACILITIES

OPERATIONAL EFFICIENCY + ECONOMIC FEASIBILITY



PROVIDE PLACES TO VIEW AND ENJOY THE LAGOON



INCREASE LAGOON ACTIVATION THROUGH PROGRAMMING AND EVENTS, IMPROVED WATER QUALITY, AND WATERFRONT ACTIVITY



ENHANCE EFFECTIVENESS OF DEPARTMENT OPERATIONS

ACTIVE + INTEGRATED LAGOON

OPERATIONAL EFFICIENCY + ECONOMIC FEASIBILITY

This station provided space for participants to explore the policies for the parks and recreation system. The three policies that received the most stickers were 1) *Promoting habitat connectivity and access to nature in parks* (8 stickers), 2) *Create a citywide network of paths and trails for walking and biking that is safe and comfortable* (7 stickers), and 3) *Increase lagoon activation through programming and events, improved water quality and waterfront activity* (6 stickers). There were few comments with associated actions for each policy, but a few comments mentioned pickleball as a high priority program, amenities for seniors and public parking to increase accessibility, wind shelters for comfort, and an indoor gym to be responsive to community’s recreation needs.

Table 1 - Workshop Feedback for Parks Master Plan Policies and Actions

Policy	Priority (# of Stickers)	What Actions Would You Like to See to Support These Policies?
Invest in High Priority Programs and Services that Bring Residents Together.	4	Pickleball
Expand and enhance community events.	5	none
Create a citywide network of paths and trails for walking and biking that is safe and comfortable.	7	none
Ensure easy access and navigation to the city's parks, lagoon, and trails	4	none
Increase accessibility and inclusivity in programming and park design	4	Amenities for Seniors: Parking (Blue Placard), Elevators, Walker/wheelchair access, drop off zones at front door Need more public parking
Create Vibrant and Unique Parks	3	none
Ensure parks are comforting and inviting	3	Wind shelters
Ensure parks and recreation are responsive to community recreation needs	4	Indoor gym
Promote Habitat Connectivity and access to nature in parks	8	none
Incorporate climate resilience in park improvements and programming	4	none
Implement a funding strategy to create and maintain the parks and recreation system described in this plan	2	none
Plan and Engage Proactively	1	none
Sustain high quality maintenance of parks and recreation facilities	3	none
Provide places to view and enjoy the lagoon	2	none
Increase lagoon activation through programming and events, improved water quality and waterfront activity	6	none
Enhance effectiveness of department operations	1	none

Prompt: “What open space + conservation policies are important to you? Indicate your top 3.”

POLICIES & ACTIONS | OPEN SPACE + CONSERVATION

WHAT OPEN SPACE + CONSERVATION POLICIES ARE MOST IMPORTANT TO YOU?
Indicate your top 3 with a dot ●

WHAT ACTIONS WOULD YOU LIKE TO SEE TO SUPPORT THESE POLICIES?
Write your ideas on a sticky note.



STRENGTHEN SHORELINE HABITAT AND RESILIENCE WITH NATURE-BASED FEATURES



UTILIZE DESIGN STANDARDS TO IMPROVE WILDLIFE MOVEMENT ACROSS THE CITY

REWILDING POTENTIAL



ENHANCE HABITAT ALONG TIDAL CHANNELS SUCH AS THE BELMONT SLOUGH, AND IN PARKS AND OPEN SPACES



ADD NATIVE AND NATURALIZED LANDSCAPING AND SHADE TREES IN URBAN PARKS AND OPEN SPACES



PROTECT OPEN SPACE AND NATURAL BUFFERS FROM ENCROACHMENT

CLIMATE RESILIENCE



ENGAGE YOUTH AND VOLUNTEERS IN LAGOON, COASTAL, AND ENVIRONMENTAL STEWARDSHIP OPPORTUNITIES



FOSTER REGIONAL PARTNERSHIPS FOR RESOURCE MANAGEMENT



MONITOR AND ADDRESS GROUNDWATER RISE CONCERNS

CLIMATE RESILIENCE

For open space policies, the policy with the most stickers was *Strengthen shoreline habitat and resilience with nature-based features* (7). No comments were received.

Table 2 - Workshop Feedback for Open Space Element Policies and Actions

Policy	Stickers	Comment
Strengthen shoreline habitat and resilience with nature-based features	7	none
Utilize design standards to improve wildlife movement across the city	4	none
Enhance habitat along tidal channels such as the Belmont Slough, and in parks and open spaces	3	none
Add native and naturalized landscaping and shade trees in urban parks and open spaces	3	none
Protect open space and natural buffers from encroachment	4	none

PARK DEVELOPMENT STANDARDS

PARKS + RECREATION



The Parks Master Plan will establish Park Development Standards to guide the planning, design, and evolution of parks in Foster City. These standards set expectations for amenities and ensure a consistent level of service across all neighborhoods.

WHICH AMENITIES ARE MOST IMPORTANT TO EACH PARK TYPE?
 For each category, indicate your top 5 with a ✓

Park Type	Special Recreation Amenity	Public Art	Special Community Anchor	Reservable Group Picnic Areas	Dispersed Group Picnic Areas	Playground	Sport Courts/Field	Multi-Use Lawn/Green Space	Walking Loop	Restrooms	Fitness Stations	Site Furnishings	Trees	Native/Ornamental Planting	Lighting	Geese Deterrence	On-Site Parking	Shade Shelter
SPECIAL USE PARKS Designed around a special use which serves a specific recreational need or population group (such as a dog-owners or windsurfers) Bridgeview, Baywinds, Boat/Dog	✓									✓								✓
TRAILS AND PATHWAYS Trails and Pathways link parks and places together and serve as a recreational facility for people walking, biking, or jogging. Levee Pedway, Arcturus, Constitution, Pilgrim																		✓

ANYTHING WE MISSED? 

Leave your comments on sticky notes below.

At this station, participants were asked to weigh in on which amenities should be placed at each of five park types – Community Parks, Neighborhood Parks, Mini Parks, Special Use Parks, and Trails and Pathways.

Within Community Parks, the three amenities that received the most checkmarks were shade shelters (4) and trees (3). For Neighborhood Parks, the top three amenities were geese deterrence and native/ornamental plantings, with four checkmarks each. In Mini Parks, workshop participants would like to see more public art (4) and shade shelters (4). For Special Use Parks, restrooms and shade shelters rose to the top with 6 checkmarks each. For Trails and Pathways, shade shelters received the most checkmarks with 3.

Prompt: “Which amenities are most important to each park type? For each category, indicate your top 5 with a checkmark”

Table 3–Workshop Feedback for Park Type Standards

Amenity	Park Type				
	Community Parks	Neighborhood Parks	Mini Parks	Special Use Parks	Trails and Pathways
Special Recreation Amenity (Destination play, skate park, etc.)	3	1	1	2	2
Special Community Anchor (Community Center, Amphitheater, etc.)	2	0	1	2	0
Public Art	3	3	4	4	2
Reservable Picnic Areas	1	0	0	4	1
Dispersed Picnic Areas	2	1	0	2	1
Playground	1	3	1	2	0
Sport Courts/Field	1	1	0	3	0
Multiuse Lawn/Green Space	1	1	0	2	1
Walking Loop	3	1	1	4	2
Restrooms	3	3	2	6	1
Fitness Stations	3	2	2	3	2
Site Furnishings	1	2	1	0	1
Trees	4	3	3	2	1
Native Planting/Ornamental Plantings	3	4	3	2	1
Lighting	1	2	2	2	2
Geese Deterrence	2	4	3	0	1
On-Site Parking	2	0	0	4	0
Shade Shelter	5	3	4	6	3
Total	41	34	28	50	21

STATION 03: DESIGN CONCEPTS

At this station, participants were asked to share their feedback on targeted improvements to six parks in Foster City across three different boards. There was one board for Leo J Ryan, one board for Edgewater Park, Sea Cloud Park, and one board for Boothbay Park, and Gull Park. The boards

include illustrations for enhanced recreation, access, and amenities. The concept designs were developed through community engagement and incorporate best practices in park planning. Participants were also invited to add any additional thoughts for park improvements.

Prompt: “What are your favorite design ideas? Indicate your top 3 with a dot”

DESIGN CONCEPTS

| PARKS + RECREATION

As part of the Parks Master Plan, conceptual design plans were developed for five Foster City parks—Leo J. Ryan, Boothbay, Edgewater, Sea Cloud, and Gull—to illustrate opportunities for enhanced recreation, access, and amenities. These concept designs reflect community input and best practices in park planning, offering a more detailed vision for future improvements.

WHAT ARE YOUR FAVORITE DESIGN IDEAS? Indicate your top 3 with a dot ●

LEO J. RYAN
 20.73 ACRES



KEY IDEAS

1 - NATURE HUB
 This area consists of small nature play and adult fitness zones, tucked within a native planting. Other passive amenities, such as public art, habitat garden, or relaxation spaces, may be considered.

4 - EVENT SPACE
 Improve the event space facing Shell Boulevard, with an improved stage. The adjacent lawn can be used for seating during events and, outside of event hours for informal recreation activities.

2 - GATEWAY HARBOR
 The dock connection leads to an open view of the harbor, highlighted by an artistic gateway sculpture and fountain. The dock and deck brings people closer to the water, and encourages people to pause and enjoy the setting. This is an ideal location to view fireworks.

5 - WATER TERRACE
 This area is an extension of the activated seating area/ plaza. The overlook is a place to gather, and encourages interaction with the water. *See Reception Center Waterfront Masterplan 2024 for more information.

3 - ACTIVATED WATERFRONT
 The activated waterfront includes lighting along the boardwalk, flowering ornamental trees, viewpoints and docks. These enhancements will encourage walking along the waterfront during the day and night time, facilitate boating activities, and establish the lagoon as a notable landmark and destination.

6 - BOAT RENTAL AND DOCK
 Foot traffic on boat rental building to activate the space and improve visibility. Provide a dock where people may depart and return from their boating trips. *See Reception Center Waterfront Masterplan 2024 for more information.

ANY ADDITIONAL THOUGHTS?
 Leave your comments on sticky notes

The activated waterfront idea at Leo J Ryan resonated with participants, as it received the most dots. Event spaces and Nature hub received four dots each, followed by the water terrace with three dots, and the gateway harbor with one dot. Boat and dock rental received no dots, while one comment for water terrace thought the idea was “too dangerous” for Leo J Ryan.

Prompt: “Any additional thoughts?”

Many of the comments for Leo J Ryan focus on pickleball. The top two comments that received the most stickers are other participants highlighted, adding shade to the gathering area near the courts and resurfacing existing courts as they’re too slippery. The comment with the second highest total highlighted better lighting for the middle court. The other comments for Leo J Ryan covered a variety

of different desires, from park interaction with the lagoon to improvements in bathrooms and more recreational amenities and new park experiences.

- “Bocce Courts – Need fences and handrails. 95% of the time it's 55 years old and older crowd. Need shade to cover the morning and afternoon sun. No fences = liability” (1 sticker)
- “Lighting for pickleball to be improved” (3 stickers)
- “Pickleball courts: better lighting for middle court” (5 stickers)
- “Pickleball: please add shade at the gathering area” (6 stickers)
- “The pickleball courts are very slippery. They need to be resurfaced” (6 stickers)
- “Way more open air seating – maybe concession kiosks along water”
- “This is a boating community. There should be docks along the boardwalk”
- “Stationary bikes”
- “Need bathroom on west side”
- “Provide birds, shorebirds friendly environment. Planting, etc.”
- “Clean litter at pickleball courts” (2 stickers)
- “Ease up the traffic at Shell Blvd corner”
- “Shade structure for stage area and seating”
- “Zip line”
- “Control goose population”
- “Restaurant on the boardwalk for boats to park in slots”
- “Boardwalk into the lagoon with seating”
- “Coffee shop”
- “Outdoor vending machine”
- “More boat docks”
- “Exercise equipment”
- “Speed limits for bicycles & skateboarders on the lagoon boardwalk”
- “Outside shower to hose off after swimming”
- “Dog swimming area with hoses to wash them off after swimming”
- “Café”
- “Support for 2, 4, 6”
- “More event/amphitheater space”
- “Pedestrian bridge to Safeway”
- “Add Olyns Recycling to Rec Center”

Prompt: “What are your favorite design ideas? Indicate your top 3 with a dot”

DESIGN CONCEPTS

PARKS + RECREATION

As part of the Parks Master Plan, conceptual design plans were developed for five Foster City parks—Leo J. Ryan, Boothbay, Edgewater, Sea Cloud, and Gull—to illustrate opportunities for enhanced recreation,

access, and amenities. These concept designs reflect community input and best practices in park planning, offering a more detailed vision for future improvements.

WHAT ARE YOUR FAVORITE DESIGN IDEAS? Indicate your top 3 with a dot ●

EDGEWATER PARK COMMUNITY PARK
6.53 ACRES

KEY IDEAS

- 1 - MULTI-USE MEADOW**
An open area reserved for play, recreation, and passive activities, such as informal sports, picnicking, walking, and off-leash dog running.
- 2 - PLAZA AND SEATING**
Create a central plaza for passive recreation and seating for groups of all ages.
- 3 - PARK ENTRY**
Create an engaging park entrance, including landscaping, signage, and parking.

SEA CLOUD PARK COMMUNITY PARK
23.9 ACRES

KEY IDEAS

- 1 - THEMED PLAY**
Create an interactive play area, which provides an immersive play experience with water play, climbing, and other fun activities.
- 2 - CENTRAL HUB**
Create a central plaza area, with space for passive recreation and seating for groups of all ages.
- 3 - WATERFRONT AREA**
Expand the opportunity for passive recreation, including walking, jogging, and fishing, adjacent to the waterfront.
- 4 - RESTORATION, RESILIENCE**
Restore existing wetland habitat, as well as enhance biodiversity and improve water quality in the wetland. For example, planting native, salt-tolerant, hydrophilic plants in the basin, will appropriately accommodate for periodic flooding and wetland conditions.

ANY ADDITIONAL THOUGHTS?
Leave your comments on sticky notes

ANY ADDITIONAL THOUGHTS?
Leave your comments on sticky notes

Both design concepts for Edgewater Park and Sea Cloud Park did not receive any comments, but participants did support the key ideas by placing stickers in support. The key idea with the most support was creating a Waterfront Area at Sea Cloud Park. At Edgewater Park, the Multi-use Meadow and Plaza and Seating received one sticker. All other key ideas at both parks received two stickers.

Prompt: “Any additional thoughts?”

Feedback for Edgewater Park includes a suggestion to add fitness stations. For Sea Cloud Park, community comments emphasize preserving and enhancing natural areas, with requests to keep the wetland open and wild, maintain the ecological reserve, and highlight opportunities for wildlife viewing.

Edgewater Park

- "Fitness stations"

Sea Cloud Park

- “Leave the wetland open! Leave it wild”
- “Continue the ecological reserve area”
- “Wildlife viewing – great spot”

Prompt: “What are your favorite design ideas? Indicate your top 3 with a dot”

DESIGN CONCEPTS | PARKS + RECREATION



As part of the Parks Master Plan, conceptual design plans were developed for five Foster City parks—Leo J. Ryan, Boothbay, Fogwater, Sea Cloud, and Gull—to illustrate opportunities for enhanced recreation, access, and amenities. These conceptual designs reflect community input and best practices in park planning, offering a more detailed vision for future improvements.

WHAT ARE YOUR FAVORITE DESIGN IDEAS? Indicate your top 3 with a dot ●

BOOTHBAY PARK COMMUNITY PARK 11.2 ACRES



KEY IDEAS

- 1- ENHANCED PLAY**
Enhance the quality of play with a variety of play equipment, including a large play structure, a sand play area, and a water play area.
- 2- CENTRAL PLAZA HUB**
Create a central plaza hub with seating, tables, and a water feature.
- 3- MULTIPURPOSE LAWN**
Create a large, open lawn area for picnics, sports, and other activities.
- 4- PICNIC SITE**
Create a picnic site with tables, benches, and a water feature.

GULL PARK NEIGHBORHOOD PARK 3.14 ACRES



KEY IDEAS

- 1- DECKS ALONG WATER**
Create a series of decks along the water for seating and viewing.
- 2- INTIMATE BEACH**
Create an intimate beach area with lounge chairs and a water feature.
- 3- ECOLOGICAL LAGOON PLANTING**
Plant native species in the lagoon to improve water quality and provide habitat for wildlife.
- 4- ENHANCED PLAY**
Enhance the play area with a variety of equipment, including a large play structure and a sand play area.

ANY ADDITIONAL THOUGHTS?
Leave your comments on sticky notes

ANY ADDITIONAL THOUGHTS?
Leave your comments on sticky notes

At Boothbay Park, the multi-purpose lawn idea received the most stickers with four. Enhanced play received three votes, and the central plaza hub received three votes. At Gull Park, the decks along the water idea received three votes, the most of any key idea for Gull Park. The intimate beach and enhanced beach each received two votes for Gull Park design concepts. One participant left a comment requesting expanded seating for Boothbay Park. At Gull Park, one participant left a comment about improving the water quality.

STATION 04: PARK BY PARK IMPROVEMENTS

In addition to the park design concepts, participants were asked to share feedback on high-level improvement recommendations for all other Foster City parks. Through extensive community engagement and existing conditions analysis, the recommendations for each park aim to ensure consistent quality, accessibility, and functionality throughout the park system. In this station, there were two boards combining for a total of 17 parks. Nine parks received feedback.

Prompt: “What do you think of the following proposed improvements? Write your ideas below”

PARK BY PARK IMPROVEMENTS

PARKS + RECREATION



In addition to the five park design concepts, high-level improvement recommendations have been developed for all other Foster City parks. Informed by park assessments, extensive community engagement, and input from city staff, these recommendations aim to ensure consistent quality, accessibility, and functionality throughout the city's park system.

WHAT DO YOU THINK OF THE FOLLOWING PROPOSED IMPROVEMENTS?

Write your ideas below.

ARCTURUS	 <p>PROPOSED IMPROVEMENTS</p> <ul style="list-style-type: none"> • Shade structure • Benches • Path lighting • Bike racks/Recycling/Compost/Trash receptacles • Additional shade trees 	<p>WHAT DO YOU THINK?</p> <p><i>Write your ideas on sticky notes</i></p>
CATAMARAN	 <p>PROPOSED IMPROVEMENTS</p> <ul style="list-style-type: none"> • Shade structures • Boat dock • Picnic tables along water • Repair lines on tennis courts to be multi-use (tennis + pickleball) • Fitness station • Field + path lighting • Bike racks • Water bottle refill/Dog fountain • Recycling/Compost/Trash Receptacles • Additional shade trees 	<p>WHAT DO YOU THINK?</p> <p><i>Write your ideas on sticky notes</i></p>
BAYWINDS	 <p>PROPOSED IMPROVEMENTS</p> <ul style="list-style-type: none"> • Shade structure • Paid washing station • Fitness station • Benches • Walking trails • Security lighting • Water bottle refill/Dog fountain • Recycling/Compost/Trash receptacles • Additional shade trees 	<p>WHAT DO YOU THINK?</p> <p><i>Write your ideas on sticky notes</i></p>
ERKENBRACK	 <p>PROPOSED IMPROVEMENTS</p> <ul style="list-style-type: none"> • Improve waterfront to activate space and define green • Small boat dock • New thematic playground • Improved picnic areas • Benches • Bike racks • Path lighting • Water bottle refill/Dog fountain • Recycling/Compost/Trash receptacles • Additional shade trees 	<p>WHAT DO YOU THINK?</p> <p><i>Write your ideas on sticky notes</i></p>
BOAT/DOG	 <p>PROPOSED IMPROVEMENTS</p> <ul style="list-style-type: none"> • Lighting • Bike racks • Water bottle refill/Dog fountain • Recycling/Compost/Trash receptacles • Additional shade trees 	<p>WHAT DO YOU THINK?</p> <p><i>Write your ideas on sticky notes</i></p>
FARRAGUT	 <p>PROPOSED IMPROVEMENTS</p> <ul style="list-style-type: none"> • Small shade structure • Picnic tables • Demonstration garden • Bike racks • Path lighting • Water bottle refill/dog fountain • Recycling/Compost/Trash receptacles • Additional shade trees 	<p>WHAT DO YOU THINK?</p> <p><i>Write your ideas on sticky notes</i></p>
BRIDGEVIEW	 <p>PROPOSED IMPROVEMENTS</p> <ul style="list-style-type: none"> • Shade structure • Recycling/Compost/Trash receptacles • Additional shade trees 	<p>WHAT DO YOU THINK?</p> <p><i>Write your ideas on sticky notes</i></p>
GATESHEAD	 <p>PROPOSED IMPROVEMENTS</p> <ul style="list-style-type: none"> • Shade structure • Benches • Water bottle refill/dog fountain • Recycling/Compost/Trash receptacles 	<p>WHAT DO YOU THINK?</p> <p><i>Write your ideas on sticky notes</i></p>

PARK BY PARK IMPROVEMENTS | PARKS + RECREATION

In addition to the five park design concepts, high-level improvement recommendations have been developed for all other Foster City parks. Informed by park assessments, extensive community engagement, and input from city staff, these recommendations

aim to ensure consistent quality, accessibility, and functionality throughout the city's park system

WHAT DO YOU THINK OF THE FOLLOWING PROPOSED IMPROVEMENTS?
 Write your ideas below.

KETCH



PROPOSED IMPROVEMENTS

- Shade structure
- Consider relocating paths to enlarge open lawn
- Path lighting
- Water bottle refill/Dog fountain
- Recycling/Compost/Trash receptacles
- Additional shade trees

WHAT DO YOU THINK?
 Write your ideas on sticky notes

PORT ROYAL



PROPOSED IMPROVEMENTS

- Shade structure
- Consider transitioning artificial turf field to open lawn to facilitate more multi-use play
- Pathway lighting
- Shaded seating
- Water bottle refill + dog fountain
- Recycling/Compost/Trash receptacles Bike racks
- Additional shade trees

WHAT DO YOU THINK?
 Write your ideas on sticky notes

KILLDEER



PROPOSED IMPROVEMENTS

- Renovate playground
- Picnic tables
- Benches
- Bike racks
- Water bottle refill/Dog fountain
- Recycling/Compost/Trash receptacles
- Additional shade trees

WHAT DO YOU THINK?
 Write your ideas on sticky notes

SHAD



PROPOSED IMPROVEMENTS

- Playground
- Benches
- Water fountain
- Bike racks
- Water fountain w. bottle refill + Dog fountain
- Recycling/Compost/Trash receptacles

WHAT DO YOU THINK?
 Write your ideas on sticky notes

MARLIN



PROPOSED IMPROVEMENTS

- Improve waterfront to activate space and offer guests
- Small boat dock
- New thematic playground
- Improved picnic areas
- Benches
- Bike racks
- Path lighting
- Water bottle refill/Dog fountain
- Recycling/Compost/Trash receptacles
- Additional shade trees

WHAT DO YOU THINK?
 Write your ideas on sticky notes

SHOREBIRD



PROPOSED IMPROVEMENTS

- Reprogram central area (dog park, pump track, etc.)
- Picnic tables
- Benches
- Bike racks
- Water bottle refill + dog fountain
- Recycling/Compost/Trash receptacles

WHAT DO YOU THINK?
 Write your ideas on sticky notes

POMPANO



PROPOSED IMPROVEMENTS

- Community garden or fitness area
- Picnic table
- Pathway
- Benches

WHAT DO YOU THINK?
 Write your ideas on sticky notes

SUNFISH



PROPOSED IMPROVEMENTS

- New Playground
- Shade structure
- Walking loop
- Reservable picnic tables
- Dispersed picnic tables
- Bike racks
- Water fountain w. bottle refill + dog fountain
- Recycling/Compost/Trash receptacles
- Additional shade trees

WHAT DO YOU THINK?
 Write your ideas on sticky notes

TURNSTONE



PROPOSED IMPROVEMENTS

- Bike racks
- Benches
- Water bottle refill/Dog fountain
- Recycling/Compost/Trash receptacles

WHAT DO YOU THINK?
 Write your ideas on sticky notes

Participants emphasized the need for environmental enhancements, such as more shade, trees, and plantings to enhance beauty, provide cooling, and support wildlife such as pollinators. Site furnishing amenities such as picnic tables, seating areas, and wind breaks were common requests, along with improvements to existing structures, better bathroom facilities, and specific park enhancements like boating stations, bird-watching areas, and calm garden spaces. Participants also highlighted maintenance concerns, including water fountains repairs, cleaning beaches, addressing drainage issues, and keeping parks visually appealing. Overall, the feedback reflects a strong desire for more recreational amenities that are thoughtfully placed and consider environmental stewardship.

Table 5– Park-Specific Improvement Recommendations

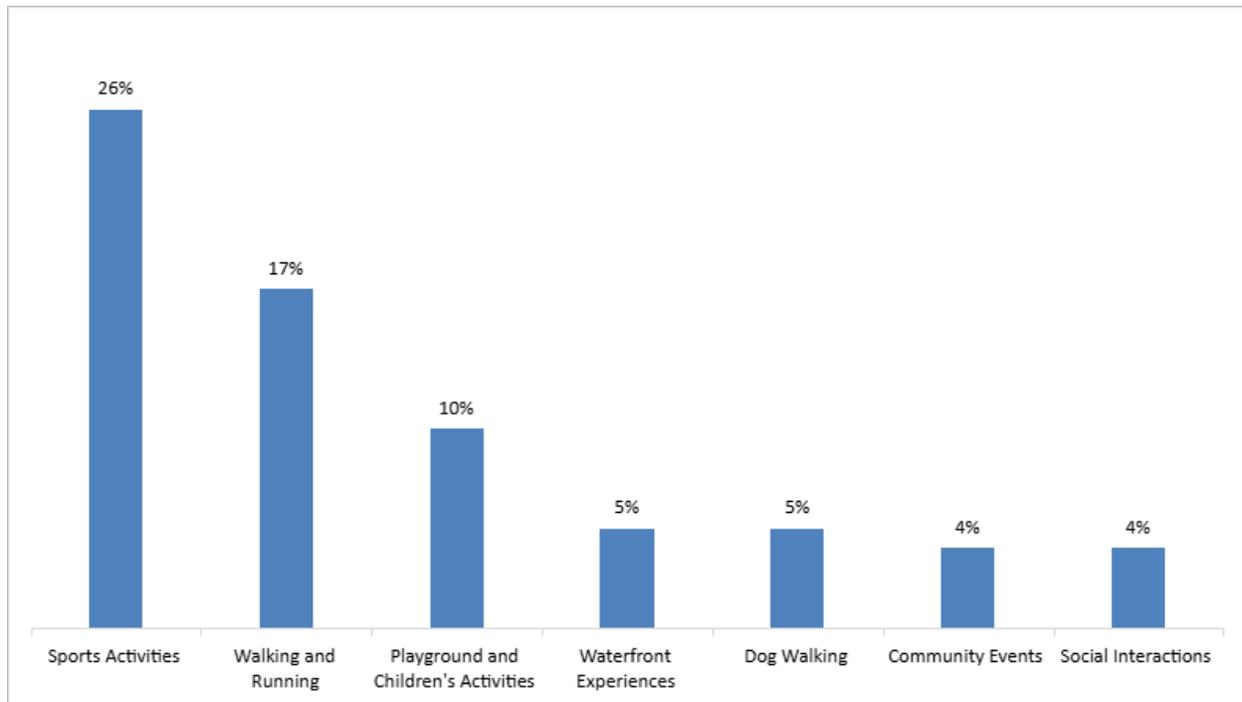
Park	Comment
Arcturus	<ul style="list-style-type: none"> • “More trees and shrubs along the home + fence line” • “Updates structures” • “Picnic tables” • “Shade, lots of trees, small flower plant”
Boat/Dog	<ul style="list-style-type: none"> • “Water fountain at boat park needs repair” • “Need water supply for cleaning owner boats + a boating station”
Bridgeview	<ul style="list-style-type: none"> • “Love the succulents” • “More visible” • “Bird watching” • “Reservable picnic area with shade”
Catamaran	<ul style="list-style-type: none"> • “Please no more pickleball” • “More wind breaks and shade” • “Many more tables + chairs, some shade and sun cover” • “Geese = yucky”
Erckenbrack	<ul style="list-style-type: none"> • “This is the most pitiful, ugly park I have seen, need plants to make it pretty” • “Clean the beach” • “Nerby pocket parks and trails”
Farragut	<ul style="list-style-type: none"> • “Calm sitting garden opposite side of new rose garden”
Port Royal	<ul style="list-style-type: none"> • “Please upgrade the bathroom to a double – the old isn’t single enough” • “Kill roots in drain so it flows flush out sand” • “Shaded seating & structure please”
Shorebird	<ul style="list-style-type: none"> • “Native plants for pollinators + insects – would require less water. It would be long term and beautify the trail. Trees provide shade”
Sunfish	<ul style="list-style-type: none"> • “Highly recommend placing signs to the public on why not to feed wildlife, crows, geese, etc.”

SURVEY

A digital survey that mirrored content from the workshop and pop-ups was open on the City’s website between July 1 and July 27. Overall, **275** people responded to the survey. The survey consisted of eight questions that asked respondents about how they enjoy Foster City parks, their favorite ideas from the park design concepts, and which parks in the system need improvements.

Question #1: What do you most enjoy doing in Foster City parks? (*open-ended*)

The top three themes that were mentioned in response to Question #1 revolved around sports activities, walking and running, and playground and children’s activities. Other themes included waterfront experiences and dog walking, as well as community events, social interactions, and park amenities. Nature and wildlife observation and picnicking received fewer mentions.



Note: this was an open-ended question, this chart shows common themes based on responses.

Sports Activities

- Pickleball (20)
- Tennis (2)
- Basketball (2)
- Exercise/Fitness (4)
- Windsurfing (2)
- Wing foiling (2)
- Kayaking in lagoon (2)
- Boating (1)
- Sports (general) (3)

Walking & Biking

- Walking (general) (6)
- Walking my dog / with my dog (9)
- Walking in parks/trails with nature or lagoon views (4)
- Biking (1)

Playground and Children's Activities

- Playgrounds (general) (16)
- Shaded playgrounds (2)
- Watching my kids play (5)
- Exploring nature with kids (1)
- Preschool-age play (1)

Waterfront & Nature Experiences

- Enjoying waterways/lagoon views (5)
- Birding / Nature Watching (3)
- Waterfront walking (2)
- Water access (1)
- Water activities (general) (1)

Community Events

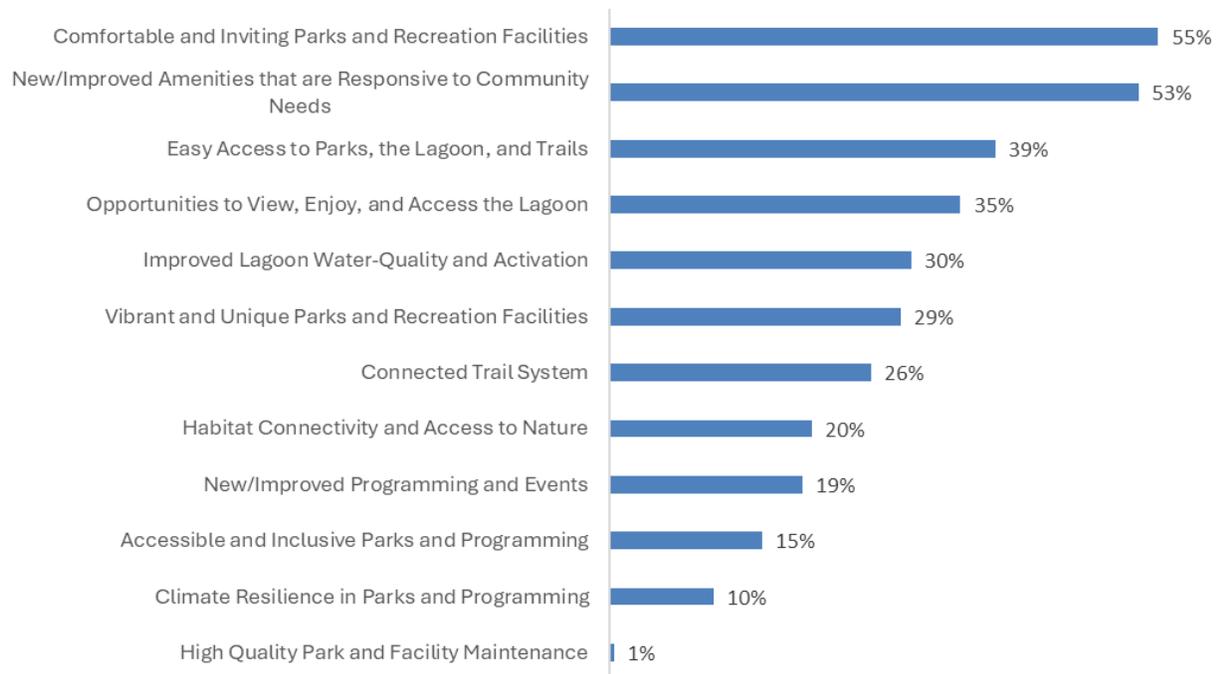
- Summer concerts (5)
- Summer Days (3)
- Other community events (general) (5)
- Off the Grid events (2)
- Events at Leo J. Ryan Park (3)

Social Interaction

- Socializing at sports courts (1)
- Picnics (2)
- Picnicking with friends/family (4)
- Birthday parties (1)
- Play dates (1)
- People-watching (1)
- Relaxing with others (2)
- Group gatherings (general) (2)

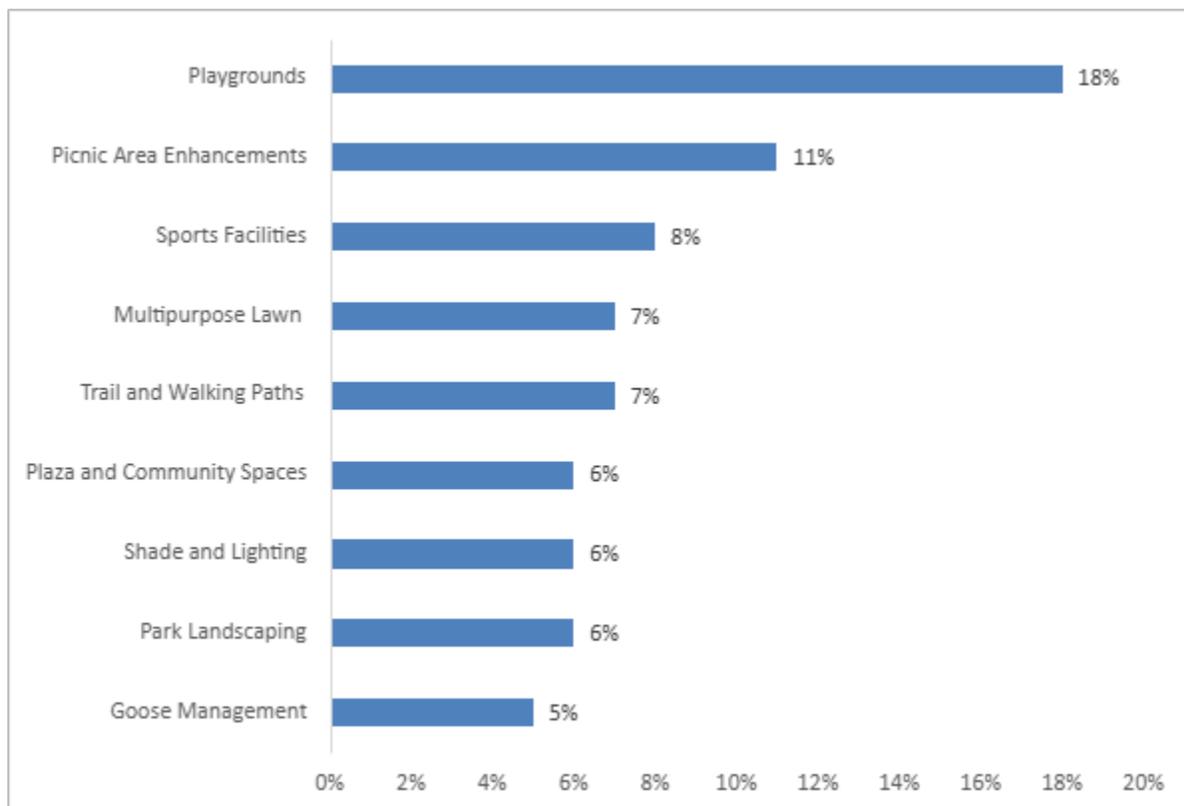
Question #2: What parks and recreation policies are most important to you? (select your top 3)

When asked about which parks and recreation policies were most important, more than half of respondents selected either *Comfortable and Inviting Parks and Recreation Facilities* and/or *New/Improved Amenities that are Responsive to Community Needs*. The next three policies with the most support were *Easy Access to Parks, the Lagoon, and Trails*, *Opportunities to view, enjoy, and access the lagoon*, and *Improved lagoon water-quality and activation*. There were four other policies that did not end up in any respondents top three, three of which were related to Department efficiency and operations.



Question #3: What are your favorite design ideas for Boothbay Park? What additional thoughts do you have? (open-ended)

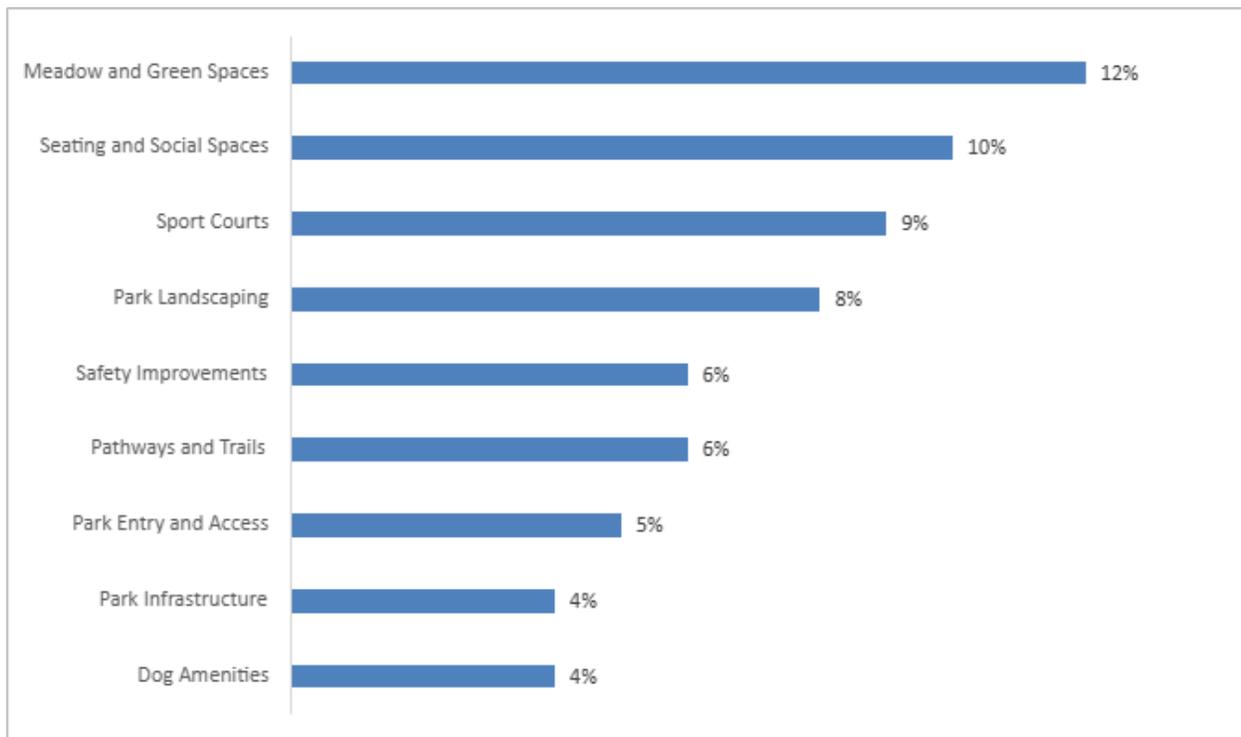
The design idea themes with the highest number of mentions in the comments centered around playgrounds (18%), picnic areas (11%), and sports facilities (8%). Many comments around the picnic areas mention adding additional shade and the comments for sports facilities, including adding pickleball ball lines on existing tennis courts.



Note: this was an open-ended question, this chart shows common themes based on responses.

Question #4: What are your favorite design ideas for Edgewater Park? What additional thoughts do you have? (open-ended)

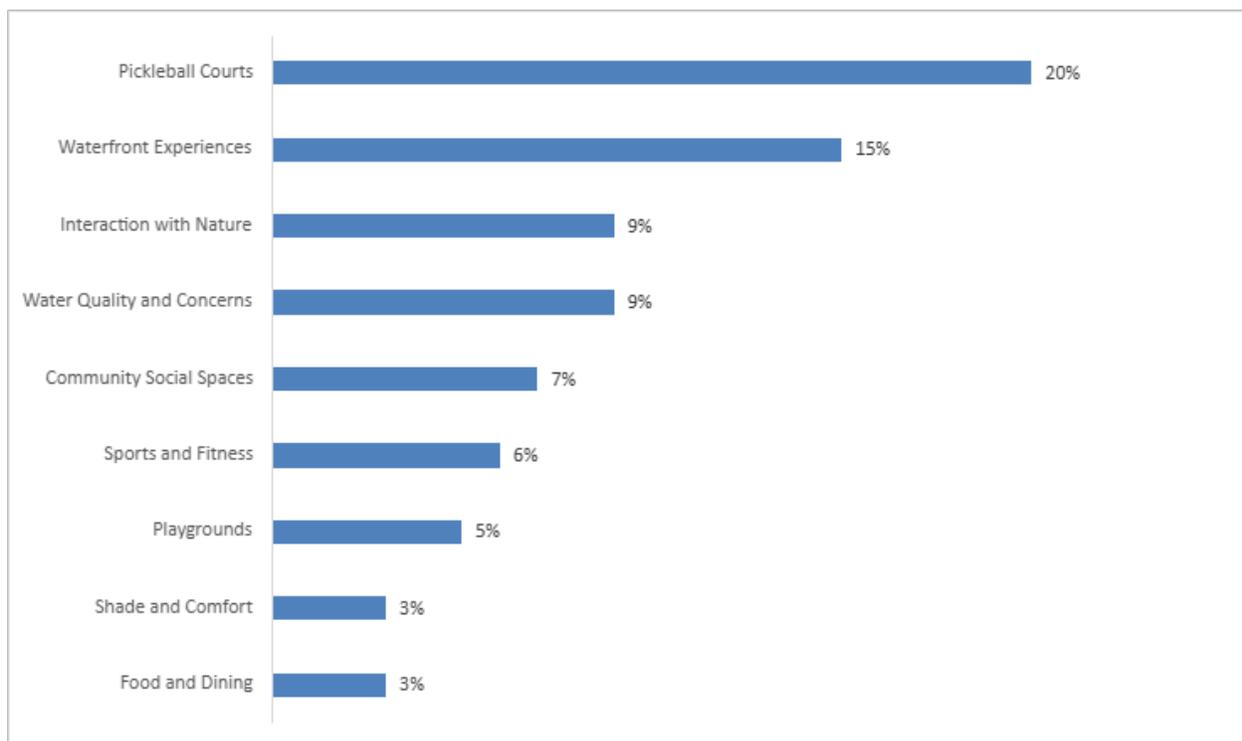
The top themes for Edgewater Park were meadow and green spaces (12%), seating and social spaces (10%), and sport courts (9%). One comment about the meadow at Edgewater Park mentioned creating a meadow that geared towards natural open space, and less recreational. Respondents supported seating within the park, especially around the tennis courts. For court facilities, many responses mentioned better management of how space is divided between basketball, tennis, and pickleball to better handle user capacity.



Note: this was an open-ended question, this chart shows common themes based on responses.

Question #5: What are your favorite design ideas for Leo J Ryan Park? What additional thoughts do you have? (open-ended)

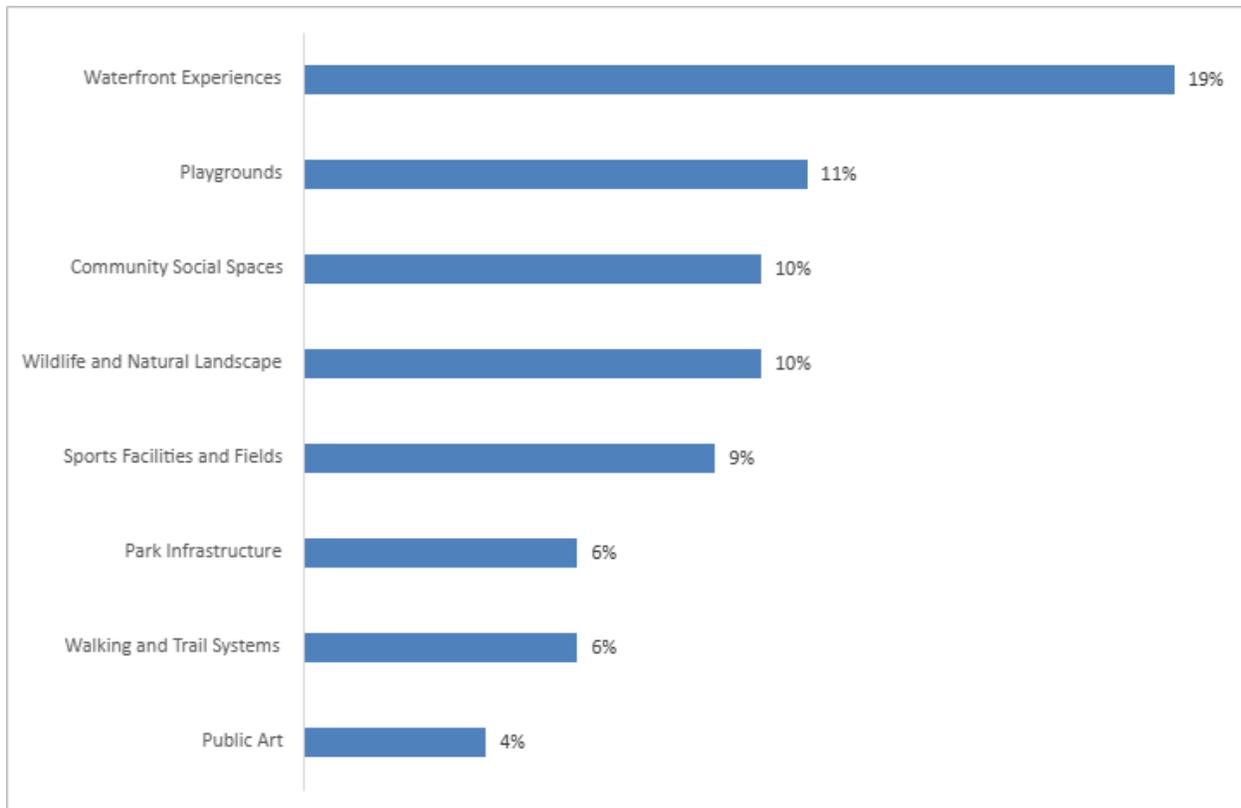
For Leo J. Ryan Park, the most frequently mentioned topic was pickleball court management (20%), followed by waterfront experiences (15%). Three other key themes ranked third in most mentioned ideas - ecosystem and nature (9%) and water quality concerns (9%). Pickleball court management and waterfront activation are repeated themes for Leo J Ryan Park, both in the survey and in-person engagement. For the three other major themes, many respondents in the survey mentioned more native plants and opportunities to engage with nature. Many respondents appreciate the waterfront activation and lagoon interaction opportunities but stress the desire for water quality improvement.



Note: this was an open-ended question, this chart shows common themes based on responses.

Question #6: What are your favorite design ideas for Sea Cloud Park? What additional thoughts do you have? (open-ended)

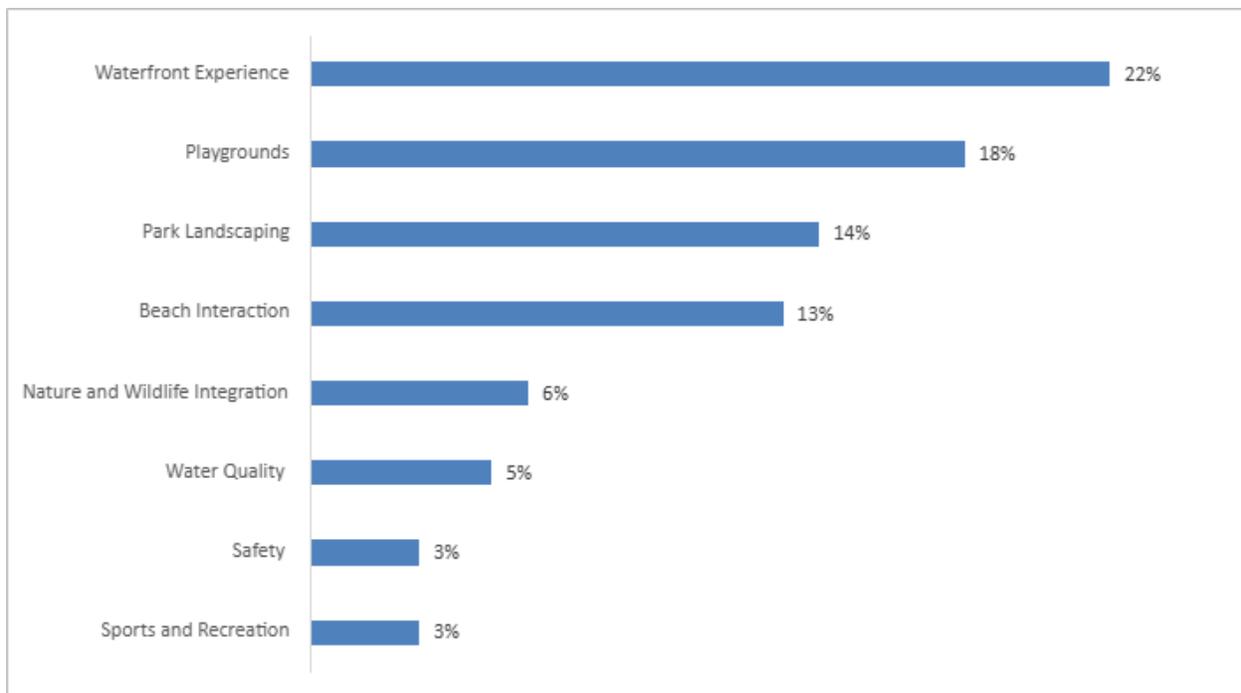
Waterfront activation was the most frequently mentioned theme (19%), followed by playgrounds (11%), community social spaces (10%), and wildlife and natural landscapes (10%). Many respondents supported enhancing waterfront access and creating scenic views of the lagoon from Sea Cloud Park. While recognizing the park’s important role in accommodating sports facilities, respondents also voiced strong support for spaces that foster social interaction and host citywide events. Wetland restoration was another popular idea, with many respondents supporting ecosystem and wildlife benefits and new purpose to the park.



Note: this was an open-ended question, this chart shows common themes based on responses.

Question #7: What are your favorite design ideas for Gull Park? What additional thoughts do you have? (open-ended)

For Gull Park, the most mentioned topic was water access and design (22%), followed by playgrounds (18%), park landscaping (14%), and beach management (13%). Many respondents supported the decks along the water, which bring visitors closer to the lagoon. Balancing this increased access with water quality management emerged as a key priority. Several comments noted that ecotone lagoon plantings could help mitigate geese problems while adding character to the park. The beach was also mentioned frequently, with many respondents supporting a smaller beach to make it easier to manage.

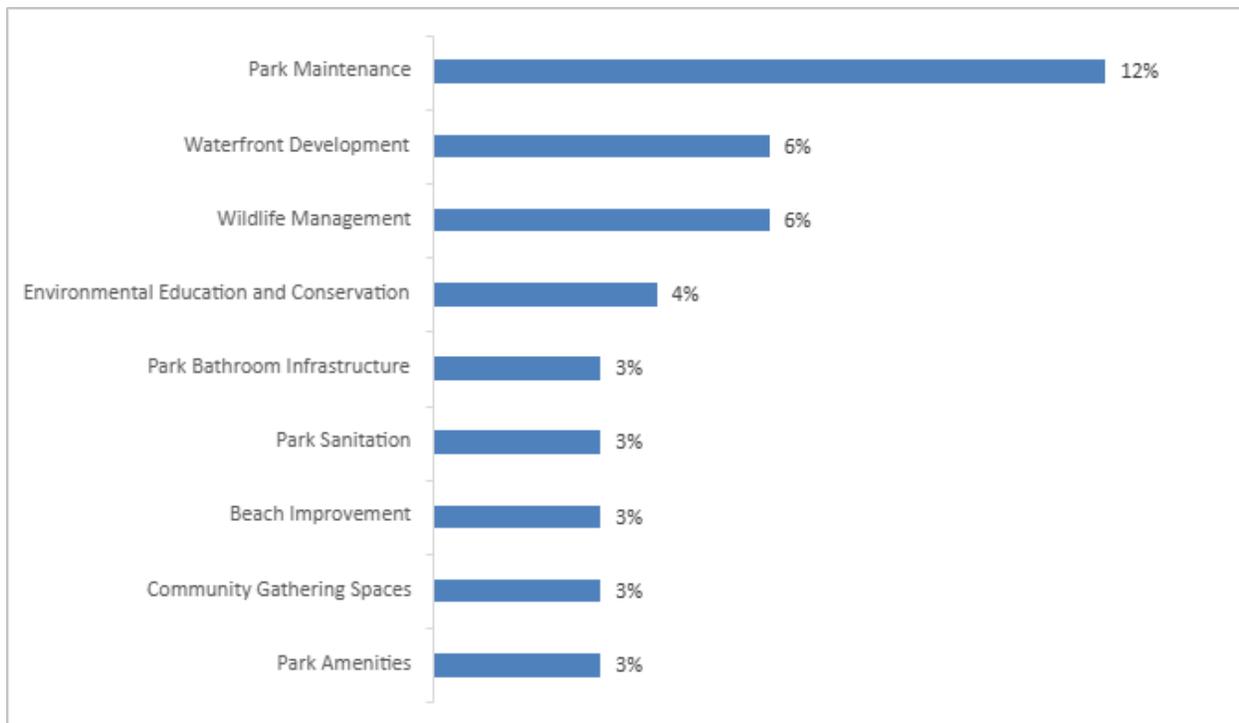


Note: this was an open-ended question, this chart shows common themes based on responses.

Question #8: Are there other parks that need particular attention? If so, what kinds of improvements are needed? (open-ended)

Marlin Park was the most frequently mentioned park, with 6 mentions. Shorebird, Catamaran, Erkenbrack, Sunfish, and Farragut Parks were mentioned 3 times, and Ketch, Bridgeview, and Kildeer park were mentioned twice.

The most frequently mentioned park improvement was maintenance, accounting for 12% of responses. Many respondents enjoy the facilities in their parks but noted that small maintenance changes could make a big difference. Other top themes included wildlife management and waterfront experiences (6% each). The geese continue to leave their mark on Foster City parks, and respondents suggested incorporating geese mitigation into park planning and future improvements. Many also expressed interest in more interaction with the lagoon as long as water quality can be improved.



Note: this was an open-ended question, this chart shows common themes based on responses.

PRIORITIZATION RESULTS

Prioritization Results for Park Improvements

The following presents the detailed results of the prioritization exercise used to inform the Park Master Plan's phasing strategy (Table 5.1). The planning team scored each park improvement according to the established criteria on a scale of 0 to 3, based on the specific context of each park—including its size, condition, location, and existing amenities. Each score reflects the anticipated relative impact of the improvement on both the individual park and the broader parks and recreation system.

Scoring Scale:

- 0 = No Impact
- 1 = Low Impact
- 2 = Moderate Impact
- 3 = High Impact

Project	Project Type P: Program/Policy C: Complex Capital Improvement S: Straightforward Capital Improvement	Priority Score (max: 27)	Criteria							
			Community Priority Alignment with community engagement findings	Resolves Deficiency Deficient amenity, accommodates future growth (LOS)	Equity Increased access, underserved demographic, disinvested site, increased accessibility, etc.	Functionality, Condition & Safety Address critical infrastructure issue, significantly supports park function, supports geese management, etc.	Environmental Sustainability Water conservation, water quality, biodiversity, wildlife movement, climate resilience, etc.	Operational Efficiency & Sustainability Reduces operating costs, increases cost recovery, sustains investments/ infrastructure, etc.	Feasibility Affordability, funding availability, partnership potential, staff capacity, etc.	
Weight			1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Arcurus Park										
Small Shade Structure	C	9.0	2.7	2.0	1.0	1.3	1.0	0.0	0.0	1.0
Comfort Amenity Improvements	S	8.3	2.7	2.0	1.0	1.3	0.0	0.0	0.0	1.3
Shade Trees	S	12.3	2.7	2.7	0.7	1.0	2.7	0.0	0.0	2.7
Low-Water Use / Geese Detering Landscaping	S	9.0	1.7	0.0	0.0	1.7	3.0	1.7	1.7	1.0
Irrigation Upgrade	C	8.3	1.0	1.0	0.0	0.7	2.7	2.3	2.3	0.7
Baywinds Park										
Fitness Station	S	4.3	2.0	1.3	0.0	0.7	0.0	0.0	0.0	0.3
Paid Washing Station	S	9.7	1.7	1.7	0.0	1.7	1.3	2.3	2.3	1.0
Parking Lot Expansion	C	10.0	2.0	2.3	2.3	1.7	0.0	1.3	1.3	0.3
Parking Fee Station	S	10.3	1.0	1.7	1.0	2.7	0.0	2.7	2.7	1.3
Power Supply	S	6.7	0.3	2.3	0.0	2.0	0.0	1.0	1.0	1.0
Comfort Amenity Improvements	S	12.7	3.0	3.0	2.0	2.3	0.0	0.0	0.0	2.3
Medium Shade Structure	S	11.0	3.0	3.0	0.7	2.7	0.0	0.0	0.0	1.7
Identity/Wayfinding/Interpretive Signage	S	8.3	2.0	2.7	0.7	1.3	0.0	0.0	0.0	1.7
Boat/Dog Park										
Comfort Amenity Improvements	S	11.0	3.0	2.3	0.3	1.7	1.0	0.3	0.3	2.3
Expanded Restroom	C	10.0	3.0	2.3	1.0	3.0	0.3	0.0	0.0	0.3
Dragon Boat Storage	C	4.0	0.7	2.0	0.0	1.0	0.0	0.0	0.0	0.3
Shade Trees	S	14.3	3.0	3.0	0.3	1.7	3.0	0.3	0.3	3.0
Low-Water Use / Geese Detering Landscaping	S	14.3	3.0	1.3	0.0	2.3	3.0	2.0	2.0	2.7
Irrigation Upgrade	S	9.7	1.0	2.3	0.0	1.0	2.7	2.0	2.0	0.7
Boothbay										
All Abilities Play	C	10.3	2.7	3.0	3.0	1.3	0.0	0.0	0.0	0.3
Improved Plaza/ Group Picnic Area	C	11.0	3.0	2.3	1.0	2.0	0.0	2.3	2.3	0.3
Additional Dispersed Picnic Sites	C	10.3	2.7	2.3	0.7	2.0	0.0	2.0	2.0	0.7
Additional Reservable Group Picnic Area	C	12.0	3.0	3.0	0.7	2.0	0.0	2.7	2.7	0.7
Complete Walking Loop	C	10.3	2.7	2.7	2.3	2.3	0.0	0.0	0.0	0.3
Renovated Volleyball Court	S	4.7	1.7	2.0	0.0	0.0	0.0	0.7	0.7	0.3
Shade Trees	S	13.0	3.0	3.0	0.3	0.3	3.0	0.3	0.3	3.0
Low-Water Use / Geese Detering Landscaping	C	15.3	3.0	2.3	0.3	3.0	3.0	2.0	2.0	1.7
Irrigation Upgrade	C	11.0	1.0	3.0	0.0	1.7	3.0	2.0	2.0	0.3
Bridgeview										
Small Shade Structure	S	9.0	2.7	2.3	1.0	0.3	0.0	0.3	0.3	2.3
Shade Trees	S	12.3	3.0	2.3	0.3	0.3	3.0	0.3	0.3	3.0
Drainage/Green Infrastructure	C	10.3	1.0	2.7	0.7	2.0	2.7	1.3	1.3	0.0
Catamaran										
Fitness Station	C	7.3	2.7	2.7	0.3	1.3	0.0	0.0	0.0	0.3
Convert Tennis Courts to Multi-Use	S	8.7	3.0	2.7	0.0	1.0	0.0	0.0	0.0	2.0
Boat Dock	C	7.7	2.3	2.7	1.0	1.7	0.0	0.0	0.0	0.0
Medium Shade Structures (over reservable picnic site)	S	13.3	3.0	3.0	2.3	2.0	0.0	1.0	1.0	2.0
Improved Waterfront										
Comfort Amenity Improvements	S	11.7	3.0	3.0	1.0	1.0	1.0	0.3	0.3	2.3
Field Lighting	C	11.3	3.0	3.0	1.0	3.0	0.0	1.3	1.3	0.0
Shade Trees	S	14.7	3.0	3.0	1.0	1.3	3.0	0.3	0.3	3.0
Low-Water Use / Geese Detering Landscaping	S	15.7	3.0	2.7	0.3	3.0	3.0	2.0	2.0	1.7
Irrigation Upgrade	C	11.0	1.7	2.7	0.0	1.0	3.0	2.0	2.0	0.7
Parking Expansion (through partnerships)	C	10.0	1.3	3.0	1.0	2.3	0.0	0.0	0.0	2.3
Edgewater										
Walking Loop / Improved Path	S	10.7	2.7	2.7	2.3	2.7	0.0	0.0	0.0	0.3

Project	Project Type P: Program/Policy C: Complex Capital Improvement S: Straightforward Capital Improvement	Priority Score (max: 27)	Criteria						
			Community Priority Alignment with community engagement findings	Resolves Deficiency Deficient amenity, accommodates future growth (LOS)	Equity Increased access, underserved demographic, disinvested site, increased accessibility, etc.	Functionality, Condition & Safety Address critical infrastructure issue, significantly supports park function, supports geese management, etc.	Environmental Sustainability Water conservation, water quality, biodiversity, wildlife movement, climate resilience, etc.	Operational Efficiency & Sustainability Reduces operating costs, increases cost recovery, sustains investments/ infrastructure, etc.	Feasibility Affordability, funding availability, partnership potential, staff capacity, etc.
Central Gathering Place / Plaza	C	10.3	3.0	3.0	0.0	1.7	0.0	2.0	0.7
Reservable Picnic Area	C	11.0	3.0	3.0	0.0	1.3	0.0	3.0	0.7
Dispersed Picnic Areas	S	9.0	2.3	2.7	0.0	2.3	0.0	0.7	1.0
Comfort Amenity Improvements	S	12.0	3.0	3.0	1.0	1.7	0.0	0.3	3.0
Shade Trees	S	13.0	2.7	2.7	1.0	0.3	3.0	0.3	3.0
Low-Water Use / Geese Detering	C	15.0							
Landscaping			3.0	2.7	0.3	3.0	3.0	2.0	1.0
Irrigation upgrades	S	11.0	1.0	2.0	0.0	0.7	3.0	2.0	2.3
Erckenbrack									
Improved Group Picnic Area	C	11.7	3.0	3.0	0.0	2.0	0.0	3.0	0.7
Dispersed Picnic Areas	S	7.3	3.0	2.3	0.0	1.3	0.0	0.0	0.7
New Thematic Playground	C	6.0	2.0	2.0	0.0	1.3	0.0	0.0	0.7
Improved Waterfront to	C	11.7							
Activate/Detter Geese			3.0	2.7	0.7	3.0	1.3	0.0	1.0
Small boat dock	S	6.7	3.0	2.3	0.3	1.0	0.0	0.0	0.0
Renovated Restroom	C	12.0	3.0	3.0	2.0	2.7	0.3	1.0	0.0
Power Supply	C	7.0	1.0	3.0	0.0	2.0	0.0	0.0	1.0
Comfort Amenity Improvements	S	12.0	3.0	3.0	1.0	1.7	0.0	0.3	3.0
Shade Trees	S	12.7	3.0	2.3	0.3	0.7	3.0	0.3	3.0
Low-Water Use / Geese Detering	S	13.7							
Landscaping			3.0	2.7	0.3	3.0	3.0	0.7	1.0
Minor Irrigation upgrades	S	12.0	1.7	2.7	0.0	0.7	3.0	1.3	2.7
Identity Signage	S	6.7	1.0	1.7	0.0	1.0	0.0	0.0	3.0
Farragut									
Small Shade Structure	C	9.7	2.7	2.7	1.0	1.7	0.0	0.0	1.7
Demonstration Garden	S	9.3	1.7	1.7	0.3	0.7	2.7	0.0	2.3
Comfort Amenity Improvements	S	12.7	3.0	3.0	1.7	1.7	0.0	0.3	3.0
Shade Trees	S	13.0	3.0	1.7	1.0	1.0	3.0	0.3	3.0
Low-Water Use / Geese Detering	S	15.0							
Landscaping			3.0	2.7	0.3	3.0	3.0	2.0	1.0
Irrigation Upgrade	C	12.0	1.7	3.0	0.0	1.7	3.0	2.0	0.7
Gateshead									
Small shade structure	S	9.3	2.3	2.3	1.0	1.7	0.0	0.0	2.0
Comfort Amenity Improvements	S	10.0	2.7	2.0	0.3	1.7	0.0	0.3	3.0
Low-Water Use / Geese Detering	S	11.7							
Landscaping			3.0	2.7	0.3	1.0	3.0	0.7	1.0
Irrigation Upgrade	C	11.3	1.7	3.0	0.0	1.0	3.0	2.0	0.7
Identity / Wayfinding Signage	S	5.7	1.0	1.3	0.0	0.3	0.0	0.0	3.0
Gull									
Improved Group Picnic Areas	C	13.0	3.0	3.0	1.0	2.3	0.0	3.0	0.7
Dispersed Picnic Areas	S	7.0	3.0	1.3	0.0	2.0	0.0	0.0	0.7
Consolidated Thematic Playground	C	9.3	2.3	2.7	1.0	2.3	0.0	0.7	0.3
Improved Waterfront to	C	11.7							
Activate/Detter Geese			3.0	2.7	0.7	3.0	1.3	0.0	1.0
Small boat dock	S	6.0	2.3	2.3	0.3	1.0	0.0	0.0	0.0
Improved Pathway Circulation	S	10.7	3.0	3.0	2.0	1.7	0.0	0.0	1.0
Comfort Amenity Improvements	S	12.0	3.0	3.0	1.0	1.7	0.0	0.3	3.0
Shade Trees	S	14.7	3.0	2.7	1.0	1.0	3.0	1.0	3.0
Low-Water Use / Geese Detering	S	12.3							
Landscaping			3.0	2.0	0.0	3.0	3.0	0.7	0.7
Renovated Restroom	C	11.7	2.7	3.0	2.0	2.7	0.0	1.0	0.3
Power Supply	C	6.0	0.7	3.0	0.0	2.0	0.0	0.0	0.3
Minor Irrigation Upgrades	S	10.7	1.3	2.0	0.0	0.3	3.0	1.3	2.7
Ketch									
Small Shade Structure	C	10.7	3.0	2.7	0.7	2.3	0.0	0.0	2.0
Comfort Amenity Improvements	S	12.0	3.0	3.0	1.0	1.7	0.0	0.3	3.0
Shade Trees	S	14.3	3.0	3.0	1.0	1.0	3.0	0.3	3.0
Low-Water Use / Geese Detering	S	13.0							
Landscaping			3.0	2.7	0.3	2.3	3.0	0.7	1.0
Killdeer									
New playground	C	4.7	2.0	1.3	0.0	0.7	0.0	0.0	0.7
Comfort Amenity Improvements	S	12.0	3.0	3.0	1.0	1.7	0.0	0.3	3.0
Shade Trees	S	14.3	3.0	3.0	1.0	1.0	3.0	0.3	3.0
Low-Water Use / Geese Detering	S	13.0							
Landscaping			3.0	2.7	0.3	2.3	3.0	0.7	1.0
Expand Community Garden (in partnership from school)	C	9.3	2.3	2.0	0.0	0.0	3.0	0.0	2.0
Irrigation Upgrade	C	11.7	2.0	3.0	0.0	1.0	3.0	2.0	0.7
Identity Signage	S	8.3	1.0	2.7	0.0	1.7	0.0	0.0	3.0
Leo J Ryan									
Water Terrace Seating	C	7.0	3.0	2.0	0.7	1.3	0.0	0.0	0.0
Habitat/Nature Play Area	C	6.3	2.0	1.3	0.0	0.0	2.0	0.7	0.3
Improved/Activated Boat Rentals	S	10.7	2.7	2.3	0.0	2.3	0.0	2.3	1.0

Project	Project Type P: Program/Policy C: Complex Capital Improvement S: Straightforward Capital Improvement	Priority Score (max: 27)	Criteria							
			Community Priority Alignment with community engagement findings	Resolves Deficiency Deficient amenity, accommodates future growth (LOS)	Equity Increased access, underserved demographic, disinvested site, increased accessibility, etc.	Functionality, Condition & Safety Address critical infrastructure issue, significantly supports park function, supports geese management, etc.	Environmental Sustainability Water conservation, water quality, biodiversity, wildlife movement, climate resilience, etc.	Operational Efficiency & Sustainability Reduces operating costs, increases cost recovery, sustains investments/ infrastructure, etc.	Feasibility Affordability, funding availability, partnership potential, staff capacity, etc.	
Improved/Expanded Boat Docking	C	8.7		2.7	3.0	0.0	2.7	0.0	0.0	0.3
Improved Group Picnic Areas	C	11.7		3.0	3.0	0.0	2.3	0.0	2.3	1.0
Dispersed Picnic Areas	S	10.0		3.0	2.3	0.7	2.0	0.0	1.0	1.0
Expanded Pickleball	C	10.7		2.7	2.7	0.7	1.3	0.0	2.3	1.0
Expanded Boardwalk / Improved Circulation	C	9.3		3.0	2.7	1.0	2.7	0.0	0.0	0.0
Additional Restroom Near the VIBE	C	10.7		3.0	3.0	1.3	2.3	0.0	0.0	1.0
Interactive Games	C	7.0		2.3	1.7	0.3	0.0	0.0	0.0	2.0
Comfort Amenity Improvements	S	12.0		3.0	2.3	1.0	2.3	1.0	0.3	2.7
Shade Trees	S	13.0		3.0	2.7	0.7	1.0	2.7	0.3	2.7
Low-Water Use / Geese Detering Landscaping	C	14.3		3.0	2.7	0.3	2.7	2.7	2.0	1.0
Minor Irrigation Upgrade	C	11.3		1.7	2.7	0.0	1.7	2.7	1.3	1.3
Wayfinding Signage	S	9.0		1.7	2.3	0.0	2.0	0.0	0.0	3.0
Leo										
Art installation	S	3.0		1.3	1.3	0.0	0.0	0.0	0.0	0.3
Shade Trees	S	11.3		1.7	2.7	0.3	0.3	3.0	0.3	3.0
Low-Water Use / Geese Detering Landscaping	S	10.7		2.7	1.3	0.3	1.7	3.0	0.7	1.0
Marlin										
Improved Group Picnic Areas	C	12.3		3.0	3.0	1.0	1.7	0.0	3.0	0.7
Dispersed Picnic Areas	S	8.3		3.0	1.7	0.0	2.0	0.0	1.0	0.7
Consolidated Thematic Playground	C	8.3		2.3	2.7	0.0	2.3	0.0	0.0	1.0
Improved Waterfront to Activate/Detter Geese	C	11.7		3.0	3.0	0.3	2.3	1.7	0.3	1.0
Small boat dock	S	6.7		2.7	2.3	0.7	1.0	0.0	0.0	0.0
Improved Pathway Circulation	S	9.3		3.0	2.7	1.3	1.7	0.0	0.0	0.7
Comfort Amenity Improvements	S	12.0		3.0	3.0	1.0	1.7	0.0	0.3	3.0
Shade Trees	S	12.0		3.0	2.7	0.0	0.7	2.7	0.0	3.0
Low-Water Use / Geese Detering Landscaping	S	13.7		3.0	2.7	0.3	3.0	3.0	0.7	1.0
Renovated Restroom	C	13.0		3.0	3.0	2.0	3.0	0.3	1.0	0.7
Power Supply	C	7.0		0.7	3.0	0.0	2.3	0.0	0.7	0.3
Minor Irrigation upgrades	S	12.0		1.7	2.7	0.0	0.7	3.0	1.3	2.7
Identity Signage	S	7.7		1.3	1.7	0.0	1.7	0.0	0.0	3.0
Pompano										
Pathway	S	10.0		2.3	3.0	2.0	2.0	0.0	0.0	0.7
Comfort Amenity Improvements	S	11.3		2.3	2.7	0.3	1.7	1.0	0.3	3.0
Shade Trees	S	13.0		2.3	2.3	1.0	1.0	3.0	0.3	3.0
Low-Water Use / Geese Detering Landscaping	S	13.3		3.0	1.3	0.3	2.3	2.7	0.7	3.0
Irrigation upgrades	S	8.7		1.0	1.7	0.0	1.7	3.0	0.7	0.7
Identity Signage	S	5.7		1.0	0.7	0.0	1.0	0.0	0.0	3.0
Port Royal										
Small Shade Structure	S	10.0		2.7	2.7	1.0	1.7	0.0	0.0	2.0
Replace Sand with Playground Surfacing	S	8.7		1.7	1.0	1.3	1.3	0.0	2.3	1.0
Expanded Restroom	C	10.7		3.0	2.7	1.3	2.0	0.3	1.0	0.3
Comfort Amenity Improvements	S	11.7		2.7	2.7	0.3	2.0	1.0	0.3	2.7
Shade Trees	S	14.3		3.0	3.0	1.0	1.0	3.0	0.3	3.0
Low-Water Use / Geese Detering Landscaping	S	12.3		2.7	1.3	0.3	1.7	2.7	0.7	3.0
Minor Irrigation Upgrade	S	10.0		1.3	2.0	0.0	1.0	3.0	1.0	1.7
Identity/Wayfinding Signage	S	8.0		1.0	2.3	0.0	1.7	0.0	0.0	3.0
Sea Cloud										
New Themed Playground	C	4.7		2.0	1.0	0.3	0.7	0.0	0.0	0.7
Reservable Picnic Areas with Shade Structures	S	10.7		2.3	2.7	0.3	1.7	0.0	2.3	1.3
Complete Walking Loop / Improved Circulation	S	11.3		2.7	2.7	1.7	2.3	0.0	0.7	1.3
Upgraded Baseball Field	C	9.0		2.7	2.0	0.0	2.3	0.0	2.0	0.0
Field Lighting	C	11.3		2.7	3.0	1.0	2.3	0.7	1.7	0.0
New Snack Shack with Restrooms, Reservable Space, and Storage	C	10.0		2.7	2.7	0.3	2.3	0.0	2.0	0.0
New Maintenance Shed	C	10.7		1.0	2.7	0.3	3.0	0.0	3.0	0.7
Comfort Amenity Improvements	S	11.0		2.7	2.7	0.7	1.3	0.0	0.7	3.0
Shade Trees	S	13.3		2.7	2.7	0.7	0.7	3.0	0.7	3.0
Low-Water Use / Geese Detering Landscaping	S	16.0		3.0	2.7	0.3	3.0	3.0	2.0	2.0
Irrigation Upgrade	S	11.7		1.7	2.7	0.0	2.0	3.0	2.0	0.3
Identity/Wayfinding Signage	S	8.7		1.3	2.3	0.0	2.3	0.0	0.0	2.7

Project	Project Type P: Program/Policy C: Complex Capital Improvement S: Straightforward Capital Improvement	Priority Score (max: 27)	Criteria							
			Community Priority Alignment with community engagement findings	Resolves Deficiency Deficient amenity, accommodates future growth (LOS)	Equity Increased access, underserved demographic, disinvested site, increased accessibility, etc.	Functionality, Condition & Safety Address critical infrastructure issue, significantly supports park function, supports geese management, etc.	Environmental Sustainability Water conservation, water quality, biodiversity, wildlife movement, climate resilience, etc.	Operational Efficiency & Sustainability Reduces operating costs, increases cost recovery, sustains investments/ infrastructure, etc.	Feasibility Affordability, funding availability, partnership potential, staff capacity, etc.	
Sea Cloud II Improvements/Restoration	C	11.3	2.7	2.7	1.3	1.7	3.0	0.0	0.0	
Shad										
New playground	C	11.0	2.7	3.0	1.7	2.3	0.0	0.3	1.0	
Comfort Amenity Improvements	S	10.7	2.7	2.7	0.3	1.7	0.0	0.3	3.0	
Low-Water Use / Geese Deterring Landscaping	S	12.7	2.7	2.0	0.3	3.0	3.0	0.7	1.0	
Irrigation Upgrade	C	10.3	1.3	2.3	0.0	1.3	3.0	1.7	0.7	
Identity Signage	S	7.3	1.3	1.7	0.0	1.3	0.0	0.0	3.0	
Shorebird										
Reprogram Central Area	C	9.0	2.7	2.3	0.3	2.7	0.3	0.0	0.7	
Shade Trees	S	12.3	2.7	2.7	0.3	0.7	3.0	0.0	3.0	
Comfort Amenity Improvements	S	12.0	2.7	2.7	0.3	2.0	1.0	0.3	3.0	
Sunfish										
New Themed Playground	C	9.0	2.3	2.3	1.0	2.3	0.0	0.0	1.0	
Dispersed Picnic Area with Small Shade Structure	S	10.0	2.7	2.7	0.7	1.7	0.0	2.0	0.3	
Walking Loop	S	10.0	3.0	2.5	1.0	2.5	0.0	0.0	1.0	
Comfort Amenity Improvements	S	12.3	2.7	2.7	0.7	2.0	1.0	0.3	3.0	
Shade Trees	S	13.0	2.7	2.7	0.7	0.7	3.0	0.3	3.0	
Low-Water Use / Geese Deterring Landscaping	S	13.0	2.7	1.7	0.3	1.7	2.3	1.3	3.0	
Irrigation Upgrade	C	12.3	1.7	3.0	0.0	1.7	3.0	2.0	1.0	
Identity Signage	S	7.0	1.0	1.7	0.0	1.3	0.0	0.0	3.0	
Turnstone										
Comfort Amenity Improvements	S	11.7	2.7	2.7	0.3	1.7	1.0	0.3	3.0	
Shade Trees	S	13.0	3.0	2.7	0.3	0.7	2.7	0.7	3.0	
Low-Water Use / Geese Deterring Landscaping	S	12.7	2.7	1.7	0.3	2.0	2.3	0.7	3.0	
Irrigation Upgrade	C	11.7	1.7	3.0	0.0	1.0	3.0	1.7	1.3	
Identity Signage	S	7.3	1.3	1.7	0.0	1.3	0.0	0.0	3.0	

Prioritization Results for Plan Actions

The following presents the detailed results of the prioritization exercise used to inform the Park Master Plan's phasing strategy (Table 5.2). The planning team scored each action according to the established criteria on a scale of 0 to 3. Each score reflects the anticipated relative impact of the action on the broader parks and recreation system.

Scoring Scale:

0 = No Impact

1 = Low Impact

2 = Moderate Impact

3 = High Impact

Project	Project Type P: Program/Policy C: Complex Capital Improvement S: Straightforward Capital Improvement	Priority Tier	Priority Score	Criteria						
				Community Priority Alignment with community engagement findings	Resolves Deficiency Deficient amenity / program, accommodates future growth (LOS)	Equity Increased access, underserved demographic, increased accessibility, etc.	Functionality, Condition & Safety Address critical infrastructure issue, significantly supports park/program/department/function, etc.	Environmental Sustainability Water conservation, water quality, biodiversity, wildlife movement, climate resilience, etc.	Operational Efficiency & Sustainability Reduces operating costs, increases cost recovery, sustains investments/infrastructure, etc.	Feasibility Affordability, funding availability, partnership potential, staff capacity, etc.
Weight				1	1	1	1	1	1	1
Guideline 1: Foster City's parks and recreation system is vibrant, comfortable and responsive										

Increase park activation and identity by reprogramming underutilized park spaces with in-demand park amenities/experiences, referencing the park-specific improvements identified in the Parks Master Plan.

C

See Park by Park Improvement Prioritization

Incorporate innovative recreational features into, such as sensory gardens, interactive public art, destination play, and features for nighttime activation.

C

See Park by Park Improvement Prioritization

Expand passive amenities, such as walking trails, picnic areas, and natural open spaces.

C

See Park by Park Improvement Prioritization

Add lighting to key park amenities to allow for extended use into the evening.

C

See Park by Park Improvement Prioritization

Complete the new community center and implement a programming plan that optimizes community use.

P

TBD

17

3.0

3.0

2.0

3.0

0.0

3.0

3.0

Increase shade in parks by planting trees and/or constructing shade structures, particularly at playgrounds and picnic areas.

C

0

See Park by Park Improvement Prioritization

Improve and expand restrooms in high-use parks, such as Leo J Ryan, Catamaran Park, Port Royal, and Sea Cloud.

C

0

See Park by Park Improvement Prioritization

Add additional seating, water fountains/refill stations, trash receptacles, and bike racks to all parks where needed.

C

0

See Park by Park Improvement Prioritization

Improve pathway lighting in parks to increase visibility at night.

C

0

See Park by Park Improvement Prioritization

Provide adequate spaces for park users with dogs.

C

0

See Park by Park Improvement Prioritization

Explore opportunities to expand access to indoor recreation and swimming facilities by pursuing or strengthening partnerships with San Mateo-Foster City School District and private recreation providers.

P

TBD

15

3.0

3.0

1.7

2.0

0.0

2.0

3.0

As Foster City grows, maintain the City's existing park acreage level of service of 3.2 acres per 1,000 residents.

C

TBD

7

2.0

1.7

2.0

0.0

0.0

0.0

1.0

Conduct a detailed study of the Sea Cloud 2 site to assess its environmental constraints and natural assets. Use these insights to create a master plan that balances ecological restoration with expanded recreational access and amenities.

C

TBD

14

3.0

3.0

0.7

1.3

3.0

0.0

3.0

Project	Project Type P: Program/Policy C: Complex Capital Improvement S: Straightforward Capital Improvement	Priority Tier	Priority Score	Criteria						
				Community Priority Alignment with community engagement findings	Resolves Deficiency Deficient amenity / program, accommodates future growth (LOS)	Equity Increased access, underserved demographic, increased accessibility, etc.	Functionality, Condition & Safety Address critical infrastructure issue, significantly supports park/program/department function, etc.	Environmental Sustainability Water conservation, water quality, biodiversity, wildlife movement, climate resilience, etc.	Operational Efficiency & Sustainability Reduces operating costs, increases cost recovery, sustains investments/infrastructure, etc.	Feasibility Affordability, funding availability, partnership potential, staff capacity, etc.

As opportunities arise, consider expanding Baywinds Park into adjacent public recreational and undeveloped lands to create a more integrated recreational and ecological destination with enhanced amenities and restored open space.	C	TBD	11	2.3	2.7	0.3	2.0	2.3	0.0	1.0
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Guideline 2: Foster City has a

Create a connected network of paths and trails linking city parks, existing trails, and community destinations by working cross-departmentally to implement the Bike Pedestrian Master Plan 2026.	C	TBD	13	3.0	3.0	3.0	2.5	0.0	0.0	1.0
Provide complete walking loops or walking opportunities in all parks.	C		0							See Park by Park Improvement Prioritization
Provide trailhead amenities, such as restrooms, water fountains, bike parking, signage, and seating areas, in parks adjacent to the Levee Pedway and other significant trails.	C		0							See Park by Park Improvement Prioritization
Create safe and comfortable pedestrian and bike crossings on major streets adjacent to parks and trails.	C	TBD	10	3.0	2.3	2.3	2.0	0.0	0.0	0.7
Implement trail improvements on the Levee Pedway, such as paving treatments, distance markers, signage, and lighting, to create comfortable conditions for all trail users.	S	TBD	10	2.0	2.0	1.3	1.7	0.0	0.0	3.0
Develop a Park and Recreation Signage & Wayfinding Plan to establish clear and consistent signage across the park and recreation system.	P	TBD	11	2.3	2.7	1.0	2.0	0.0	0.0	3.0
Increase the visibility of parks with limited street presence through wayfinding signage at nearby intersections and distinctive features at park entrances.	S	TBD	10	1.3	2.7	2.0	1.3	0.0	0.0	3.0

Plan for multi-modal access to city parks, facilities, and events, establishing multimodal connections (i.e. trails, sidewalks, and bike lanes, etc.) and adequate parking for all modes of travel (i.e. vehicle, bike, watercraft, etc.)	C		0							See Park by Park Improvement Prioritization
Ensure ADA-compliant access at all parks.	C		0							See Park by Park Improvement Prioritization
Incorporate universal design principles into park design, including amenities such as all-abilities play areas.	C		0							See Park by Park Improvement Prioritization
Provide inclusive programs, communications, and facilities that are cross-cultural, multi-generational, and reflective of the full diversity of Foster City residents, fostering a welcoming environment for all.	C		0							See Park by Park Improvement Prioritization

Guideline 3: The Lagoon and Bay

Design parks along the Bay and lagoon to connect seamlessly with the water, providing opportunities to view, enjoy, and access it.	C		0							See Park by Park Improvement Prioritization
Provide watercraft docking opportunities at lagoon-adjacent parks, designed and sized to align with park purpose and function.	C		0							See Park by Park Improvement Prioritization

Project	Project Type P: Program/Policy C: Complex Capital Improvement S: Straightforward Capital Improvement	Priority Tier	Priority Score	Criteria						
				Community Priority Alignment with community engagement findings	Resolves Deficiency Deficient amenity / program, accommodates future growth (LOS)	Equity Increased access, underserved demographic, increased accessibility, etc.	Functionality, Condition & Safety Address critical infrastructure issue, significantly supports park/department function, etc.	Environmental Sustainability Water conservation, water quality, biodiversity, wildlife movement, climate resilience, etc.	Operational Efficiency & Sustainability Reduces operating costs, increases cost recovery, sustains investments/infrastructure, etc.	Feasibility Affordability, funding availability, partnership potential, staff capacity, etc.
Implement the recommendations in the Leo J Ryan Boardwalk and Waterfront Master Plan, considering the additional recommended improvements in the Parks Mater Plan.	C		0				See Park by Park Improvement Prioritization			
Collaborate across departments to implement the Lagoon Water Quality Management Plan and Canada Goose Population Management Plan to improve cleanliness of lagoon-adjacent parks and lagoon water quality.	C		0				See Park by Park Improvement Prioritization			
Support land use regulatory changes to encourage public access and activation along the lagoon as part of future development.	P	TBD	12	3.0	3.0	1.7	1.3	0.0	0.0	3.0
Develop an interpretive water route along the lagoon that includes educational and wayfinding signage.	S	TBD	12	2.5	2.5	1.5	2.0	0.0	0.0	3.0
Continue to support the use of the lagoon for community events such as regattas, performances, etc.	P	TBD	10	3.0	1.3	0.0	1.7	0.0	1.3	2.7
Explore enhancements like lighting and water-based art to highlight and enliven the lagoon experience.	S	TBD	6	3.0	2.5	0.0	0.0	0.0	0.0	0.0
Guideline 4: Foster City has lively										
Expand/ create high priority programs, such as fitness and wellness, outdoor recreation, performing/visual arts, and cultural enrichment.	P	TBD	9	3.0	2.7	0.0	0.3	0.0	2.0	1.0
Survey residents to determine the best time offerings by core program area and adjust time offerings accordingly.	P	TBD	12	2.5	2.5	1.5	0.0	0.0	2.0	3.0
Continue to support and expand special events that activate community parks in all seasons.	P	TBD	10	3.0	2.7	0.0	2.3	0.0	0.7	1.0
Maintain support for the City's signature events, such as 4th of July and Summer Days, while also cultivating events focused on the local community that are distributed among all Foster City community parks.	P	TBD	10	3.0	2.0	0.0	2.3	0.0	0.0	3.0
Complement and connect with other recreation program providers and event sponsors, developing partnerships when advantageous.	P	TBD	13.5	3.0	3.0	2.0	0.0	0.0	3.0	2.5
Guideline 5: Promote habitat										
Diversify plantings to increase biodiversity, lower water use, and add character to parks.	C		0.0				See Park by Park Improvement Prioritization			
Create green corridors on existing and future trails to improve habitat continuity and increase public access to nature.	S	TBD	13.2	2.7	2.7	2.3	0.0	3.0	0.0	2.5
Expand conservation and restoration efforts at sites in and adjacent to Foster City parks and adjacent to Bay shoreline.	S	TBD	11.2	3.0	2.7	0.0	0.0	3.0	0.0	2.5
Provide education opportunities and interpretation of the natural environment in programming, parks, and along trails.	P	TBD	8.7	1.3	2.7	0.3	0.0	2.0	0.0	2.3

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				Community Priority <i>Alignment with community engagement findings</i>	Resolves Deficiency <i>Deficient amenity / program, accommodates future growth (LOS)</i>	Equity <i>Increased access, underserved demographic, increased accessibility, etc.</i>	Functionality, Condition & Safety <i>Address critical infrastructure issue, significantly supports park/department function, etc.</i>	Environmental Sustainability <i>Water conservation, water quality, biodiversity, wildlife movement, climate resilience, etc.</i>	Operational Efficiency & Sustainability <i>Reduces operating costs, increases cost recovery, sustains investments/infrastructure, etc.</i>	Feasibility <i>Affordability, funding availability, partnership potential, staff capacity, etc.</i>
Integrate stormwater management, such as bioswales and other nature-based strategies, for water infiltration into parks.	C		0.0				See Park by Park Improvement Prioritization			
Conserve water in parks through turf conversion of non-active areas and through water-efficient irrigation systems.	C		0.0				See Park by Park Improvement Prioritization			
Integrate eco-conscious strategies such as waste reduction, energy reduction, and water conservation into programming, events, and parks.	P	TBD	12.0	3.0	3.0	0.0	0.0	3.0	0.0	3.0
Consider adopting a City policy to require all City Events (those sponsored by or using City facilities) to be zero-waste events.	P	TBD	6.7	1.7	2.0	0.0	0.0	3.0	0.0	0.0
Ensure indoor recreation facilities function as cooling centers during days with heat advisories.	S	TBD	12.5	2.5	2.0	2.0	3.0	0.0	0.0	3.0
Guideline 6: Operational efficiency and economic feasibility are core to										
Develop a comprehensive maintenance management plan with defined outcomes and maintenance standards for each park in the system.	P	TBD	12.7	1.7	3.0	0.0	2.3	0.0	2.7	3.0
In maintenance work plans, prioritize elements whose care is of highest priority to the community, such as pathways/trails, trash pickup, restroom maintenance, and landscape care.	P	TBD	10.3	1.7	1.3	0.0	2.3	0.0	2.0	3.0
Upgrade maintenance practices for standard operations, such as integrating GIS-based data tools to manage weekly and monthly work orders.	P	TBD	11.3	1.7	3.0	0.0	1.3	0.0	2.7	2.7
Ensure consistent parks maintenance by regularly reinvesting in existing vehicles and equipment, and acquiring new assets as the park system expands.	P	TBD	8.7	1.7	1.7	0.0	1.7	0.0	3.0	0.7
Increase staffing by 2.6 FTEs to effectively meet parks operations and maintenance needs, as outlined in the Parks Master Plan Maintenance Assessment.	P	TBD	11.3	1.7	2.7	0.0	3.0	0.0	3.0	1.0
Improve user interface for recreation program signups and facility reservations.	P	TBD	12.0	3.0	2.5	1.0	0.5	0.0	2.5	2.5
Develop a partnership policy and use it as the foundation for updating existing partnership agreements.	P	TBD	10.5	2.5	1.5	0.0	1.0	0.0	2.5	3.0
Track cost of service through a work order management system, so staff can compare cost of internal work vs by a third-party vendor.	P	TBD	11.0	1.7	3.0	0.0	0.7	0.0	3.0	2.7
Conduct routine operational assessments that assess staffing, service delivery, customer satisfaction, etc.	P	TBD	9.7	1.7	3.0	0.0	0.7	0.0	2.3	2.0
Strategically align infrastructure projects, such as irrigation upgrades, with major park and recreation improvements.	P	TBD	12.0	1.7	3.0	0.0	1.7	1.0	2.7	2.0
Create a diverse funding strategy for the capital improvements identified in this plan.	P	TBD	12.7	2.7	3.0	0.0	1.3	0.0	3.0	2.7

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Adequately budget for recreation programming, park/facility maintenance, and lifecycle improvements to ensure consistent financial support for meeting accepted service levels.	P	TBD	10.7	1.7	2.7	0.3	1.3	0.0	2.3	2.3
Establish a clear cost recovery policy for Foster City parks, facilities, programs and events.	P	TBD	13.5	2.5	3.0	1.0	1.0	0.0	3.0	3.0
Dedicate staff resources to help identify and secure funding that supports park improvements, maintenance, and recreation programming and events.	P	TBD	11	1.7	2.3	0.0	1.7	0.7	2.0	2.3
Promote long-term success through regular planning, transparent reporting, and ongoing community engagement.	P	TBD	12	2.0	2.3	0.7	2.3	0.0	2.3	2.7
On an annual basis, review and reflect on the policies and actions of the Master Plan and adjust as needed. Consider a comprehensive update to the master plan on a 10-15-year cycle.	P	TBD	12	1.7	2.7	0.0	2.0	0.3	2.0	3.0
Establish consistent community engagement practices, such as surveys, town halls, and focus groups, to continue to gather input on evolving recreational needs and preferences.	P	TBD	14	3.0	2.0	1.0	2.5	0.0	2.5	3.0
Develop an annual reporting process to track progress on park maintenance, improvements, and funding goals, keeping the community informed and engaged.	P	TBD	10	1.7	2.7	0.0	1.3	0.0	2.0	2.0