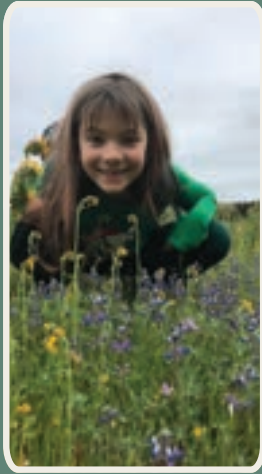




LIVERMORE AREA RECREATION AND PARK DISTRICT
**Parks, Recreation, and Trails
Master Plan Update**



Phase 4: Board Policy Workshop

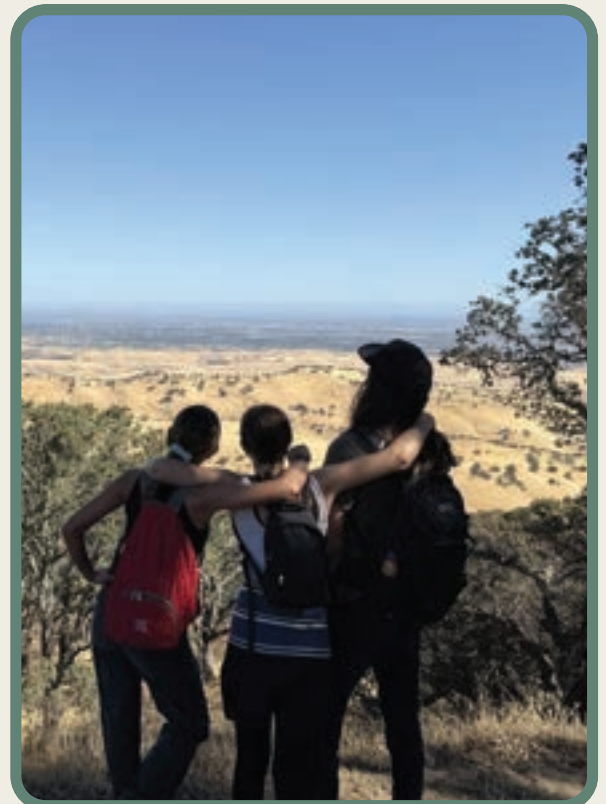
Monday, May 4, 2026

TODAY'S OBJECTIVE

Review key policy areas identified through the Master Plan process.

Provide direction to guide:

- **Goals**
- **Policies**
- **Implementation strategies**



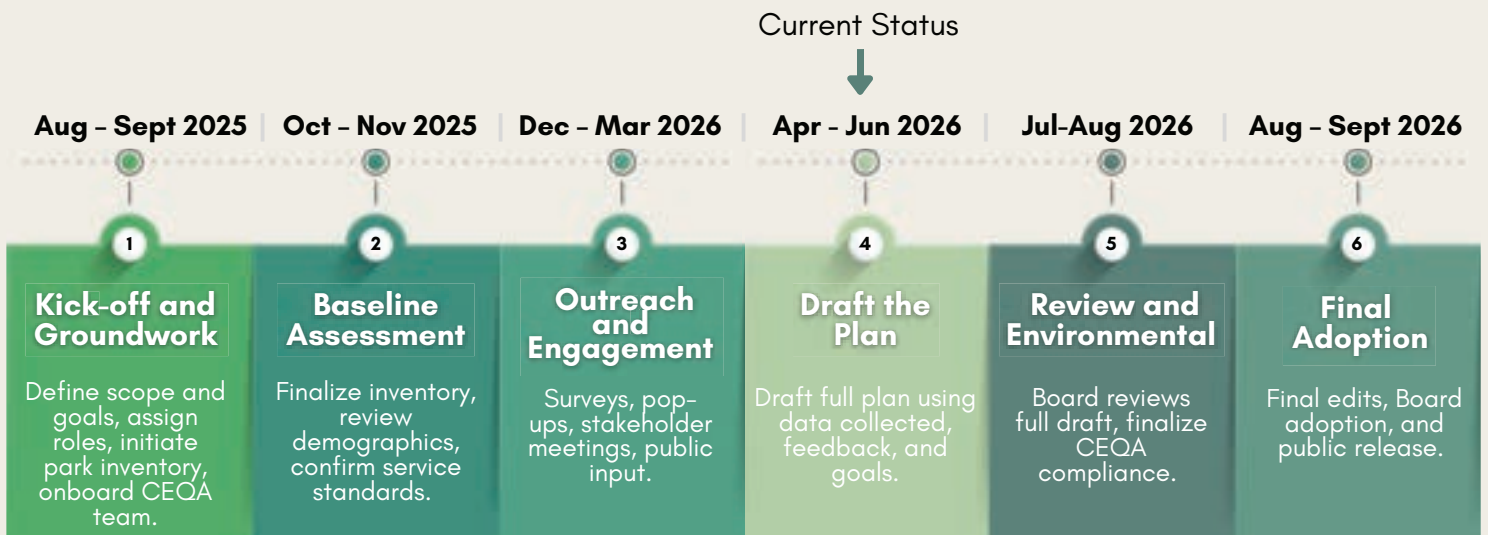
WORKSHOP FORMAT



Each policy question will follow the same format.

- Key question
- Brief context
- 3 approaches for consideration
- Board discussion for each topic
- Staff summary of direction

PROJECT TIMELINE



POLICY QUESTION 1:



How should projects be phased in the Master Plan?

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PROJECT READINESS FRAMEWORK

Projects evaluated based on:

- **Priority** - alignment with goals + community needs
- **Funding** - capital and/or operational funding identified
- **Site Control (Title)** - ability to implement

Phasing:

- **Near-Term:** 3 of the 3 elements
- **Mid-Term:** 2 of the 3 elements
- **Long-Term:** 1 of the 3 elements



Q1: APPROACHES FOR CONSIDERATION

PROJECT READINESS FRAMEWORK:

Structured Framework:

Use the proposed three-factor framework as the primary method for evaluating and phasing projects

Flexible Framework:

Use the framework as a general guide, allowing exceptions based on strategic opportunities or shifting of Board priorities

Priority-Driven:

Place greater emphasis on project priority, with funding and site control addressed after a project is identified as a high priority

POLICY QUESTION 2:

How should the District define priority for trail and facility projects?



INITIAL CONSIDERATIONS

Trail Priorities

- Close system gaps + improve connections
- Expand access to underserved areas
- Capture large/efficient opportunities

Facility Priorities

- Address aging or end-of-life assets
- Address unmet program or capacity needs
- Improve access to underserved user groups or areas

Q2: APPROACHES FOR CONSIDERATION

TRAIL AND FACILITY PRIORITIZATION:

Maintenance and System Completion Focus:

Prioritize closing gaps, addressing aging facilities, and completing existing systems before expanding

Balanced Approach:

Balance reinvestment in existing assets with strategic expansion to meet emerging needs

Expansion and Opportunity:

Prioritize projects that expand the system or take advantage of strategic opportunities, even if existing needs remain

POLICY QUESTION 3:

What role should partnerships play in addressing community needs relative to District-led facility development?



PARTNERSHIP TRADE-OFFS



Partnerships:

- Expand access
- Share costs
- Improve efficiency

Trade-off: Less control and flexibility

District-led projects:

- Control
- Reliability
- Long-term ownership

Trade-off: Higher cost limits scale

Q3: APPROACHES FOR CONSIDERATION

**PARTNERSHIP
FIRST**

**BALANCED
DELIVERY**

DISTRICT-LED



POLICY QUESTION 4:

How should the District balance cost recovery with program access?



COST RECOVERY CATEGORIES:

INDIVIDUAL BENEFIT \$\$\$

Programs that primarily benefit the individual participant.

(e.g., specialty classes, camps, fee-based leagues)

COMMUNITY BENEFIT \$\$

Programs that provide broader community value.

(e.g., community events, drop-in programs)

ACCESS PROGRAMS \$

Programs designed to reduce barriers to participation and support underserved populations.

(e.g., scholarships, adaptive recreation)

Q4: APPROACHES FOR CONSIDERATION

COST-RECOVERY FOCUS

Emphasize higher overall cost recovery across programs, with subsidies applied selectively to targeted community benefit or access programs.

Higher participant costs but likely able to offer more.

BALANCED APPROACH

Maintain a mix of cost recovery and subsidized programs, with clear categories guiding how costs and subsidies are applied.

ACCESS-FOCUSED APPROACH

Prioritize broad access and affordability, with a greater share of programs receiving subsidies to support participation. Lower costs to participants but potentially fewer program offerings.

POLICY QUESTION 5:

What role should LARPD play in providing arts opportunities in the community?



Q5: APPROACHES FOR CONSIDERATION

RECREATION-FOCUSED

Continue arts as part of core recreation programming, focused on participation, learning, and community enrichment. No dedicated facility space for artists

EXPANDED PROGRAMMING + PARTNERSHIPS

Grow arts through partnerships, programming, and potential shared space.

FACILITATOR + PARTNERSHIPS

Shift toward supporting others by providing space and partnerships, with a reduced role in direct District-led arts programming

POLICY QUESTION 6:

What role should LARPD play in open space and trails?



HOW TO THINK ABOUT THIS QUESTION

ROLE RELATIVE TO PARTNERS

Local access vs. regional provider

LAND ACQUISITION AND EXPANSION

When should we take on new assets?

LONG TERM RESPONSIBILITIES

Maintenance, operations, and lifecycle costs

Q6: APPROACHES FOR CONSIDERATION

PARTNER-FOCUSED

Focus on partnerships and local access, with regional agencies leading major open space acquisition and long-term management.

BALANCED STRATEGIC EXPANSION

Maintain a partnership-based model while selectively expanding LARPD's role in open space and trails when opportunities align with priorities and capacity.

EXPANDED DISTRICT ROLE

Take a more active leadership role in acquiring, developing, and managing open space and trail systems.

BOARD DIRECTION

- Project evaluation approach
- Prioritization focus
- Role of partnerships
- Cost recovery philosophy
- Role in arts
- Role in open space

NEXT STEPS:

- Incorporate Board direction into Master Plan Goals and Policies
- May 13, 2026 Board Meeting:
 - System condition standard
 - Lifecycle funding approach