



TOWN OF MORAGA TOWN COUNCIL

WEDNESDAY, SEPTEMBER 9, 2026

Kerry Hillis, Mayor
Brian Dolan, Vice Mayor
Lisa Maglio, Councilmember
Graham Thiel, Councilmember
Steve Woehleke, Councilmember

Executive Team

Scott Mitnick, Town Manager	Denise Bazzano, Assistant Town Attorney
Katie Bruner, Admin. Services Director	Jon King, Police Chief
Sonia Urzua, Planning Director	Nate Levine, Public Works Director
Amy Heavener, Town Clerk	Mackenzie Brady, Parks & Recreation Director

Town of Moraga Mission Statement

The Town of Moraga is dedicated to preserving our semi-rural character, conserving open spaces, providing exceptional municipal services, fostering safety and resiliency, providing opportunities for development, and creating a vibrant, innovative, and sustainable community for all.

AGENDA ACCESS: The meeting agenda is posted on the following notice board locations: 329 Rheem Blvd.; Moraga Library located at 1500 St. Marys Rd.; The Hacienda located at 2100 Donald Drive; and Online at: <https://www.moraga.ca.us/AgendaCenter>

VIEWING OPTIONS: The Moraga Town Council meeting is scheduled to take place on the 2nd and 4th Wednesday of each month. The meeting may be attended in person at 335 Rheem Blvd, Moraga, on your Local Community Access Television (CATV); or by viewing the Town's YouTube Live channel at: <https://www.youtube.com/@TownofMoraga335>

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PUBLIC INPUT: To provide input to the Town Council please submit comments via the following email address: publiccomment@moraga.ca.us up to two hours prior to the start of the meeting. Written comment cards will also be available for submission at the meeting. Individuals addressing the Town Council are requested to state their name and community of residence for the record. If further assistance is needed, please email the Town Clerk at townclerk@moraga.ca.us or call (925) 888-7021.

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NOTICE: If you challenge a Town's zoning, planning, or other decision in court, you may be limited to raising only those issues raised at the public hearing described in this notice, or in written correspondence delivered to the Town Council at, or prior to, the public hearing. Judging review of any Town administrative decision may be had only if petition is filed with the court not later than the 90th day following the date upon which the decision becomes final. Judicial review of environment determination may be subject to a shorter time period for litigation, in certain cases 30 days following the date of final decision. The Town of Moraga will provide special assistance for disabled citizens upon at least 72 hours advance notice to the Town Manager's office (925- 888-7021). If sign assistance is needed or written material printed in a larger font or taped, advance notice is necessary. All meeting rooms are accessible to the disabled.

September 9, 2026

Town Council Joint Town Council and Parks and Recreation Special Meeting



**TOWN OF MORAGA
TOWN COUNCIL**

**JOINT TOWN COUNCIL AND PARKS AND
RECREATION SPECIAL MEETING**
WEDNESDAY, SEPTEMBER 9, 2026
6:30 PM

TOWN COUNCIL CHAMBER
335 RHEEM BOULEVARD
MORAGA, CA

Senate Bill 707 (2025) ("SB 707") requires all "eligible legislative bodies" to offer remote public access for Town Council meetings through either two-way telephonic service or two-way audiovisual platforms. As a result, the Town of Moraga is offering remote participation via Zoom for all Town Council Regular and Special meetings.

INSTRUCTIONS FOR VIEWING AND PARTICIPATING IN THIS MEETING

IN PERSON: If you would like to speak during the public forum or on an item listed on the agenda, you are invited to submit a speaker card to the Town Clerk. You will be permitted to speak even if you elect not to submit a speaker card or decline to provide information requested on the card. Speakers will be called in the following order: **Speakers who submit a speaker card to the Town Clerk will be called to speak first, followed by in-person speakers who raise their hand but do not submit a speaker card. Lastly, speakers who are attending remotely will need to raise their virtual hand and will subsequently be called upon to provide a remote verbal comment.** Public comment is generally limited to 3 minutes per speaker per agenda item.

WRITTEN COMMENTS: You may also submit a public comment in advance of the meeting. You may hand deliver your comments to Town Hall at 329 Rheem Blvd. Moraga, CA 94556 or send an e-mail to townclerk@moraga.ca.us. Please submit your comments **two (2) hours prior to the start of the first meeting on the day of the scheduled Town Council meeting in order for your written comments to be included as part of the written record for the meeting.** Your comments will be provided to the Town Council and will also be made a part of the public record at the meeting.

REMOTE ACCESS: You may participate remotely by accessing [zoom.com](https://zoom.us) and providing the webinar ID and passcode listed below or you may click the Zoom link below and provide the webinar ID and passcode.

NOTE: you MUST raise your virtual hand or the Town Clerk will not know you wish to make a comment.

Zoom Link: <https://us02web.zoom.us/j/88296186909?pwd=FOO9NmHdyNDx9jBFSDfWByBbBt4GkU.1>
Webinar ID: 882 9618 6909
Passcode: 547199

1. CALL TO ORDER

ROLL CALL

2. PUBLIC COMMUNICATION

3. SPECIAL MEETING

- 3.A Hold a joint study session to review the Parks, Recreation, and Open Space (PROS) Master Plan draft recommendations; provide direction on proposed revisions; and identify priorities to guide preparation of the Draft PROS Master Plan.

[Staff Report](#)

[Attachment A - Moraga Parks and Open Space Master Plan Draft Recommendations.pdf](#)

4. ADJOURNMENT



Meeting Date: September 9, 2026

TOWN OF MORAGA

STAFF REPORT

To: Honorable Mayor, Councilmembers and Parks and Recreation Commissioners

From: Mackenzie Brady, Parks and Recreation Director

Subject: Parks, Recreation, and Open Space (PROS) Master Plan – Draft Recommendations and Study Session

RECOMMENDATION

Hold a joint study session to review the Parks, Recreation, and Open Space (PROS) Master Plan draft recommendations; provide direction on proposed revisions; and identify priorities to guide preparation of the Draft PROS Master Plan.

BACKGROUND

The Parks, Recreation, and Open Space (PROS) Master Plan is identified as one of the Town Council's Top 10 Priorities and has been under discussion since at least early 2022, with increasing urgency due to aging infrastructure, increased community demand, and the need for strategic planning to guide future investment.

In November 2024, the Town released a Request for Proposals (RFP) for consultant services to lead development of the PROS Master Plan. The RFP was posted publicly on the Town's website and distributed through relevant professional networks, with proposals due January 31, 2025.

On June 25, 2025, the Town Council selected Wallace Roberts & Todd, LLC (WRT) to work with Town staff to prepare the PROS Master Plan. The overall consultant team includes WRT, Group 4 Architecture, PROS Consulting, and Environmental Science Associates (ESA). The project officially kicked off in August 2025 and is anticipated to be completed in Fall 2026.

Since kickoff, the project has progressed through system inventory, existing conditions analysis, the Needs Assessment, identification and evaluation of potential opportunities, and development of draft recommendations. Throughout these phases, the Town and consultant team have conducted an extensive community outreach and engagement process intended to

gather input regarding parks, recreation facilities and programs, trails, open space resources, and long-term community priorities.

Community Engagement, Fall 2025

Community outreach, engagement, and "pop-up" activities were conducted throughout Fall 2025 at the following events:

- Pear and Wine Festival, September 27, 2025
- Saint Mary's College Parent Weekend, October 3, 2025
- Saint Mary's College Athletes Community Service Activities, October 4, 2025
- Moraga Library Book Sale, October 4, 2025
- Moraga-Orinda Fire District Pancake Breakfast, October 11, 2025
- Moraga Farmers Market, October 19, 2025
- Not So Creepy Commons, October 24, 2025

The same survey used during the pop-up events was also distributed through a link included on the back cover of the Winter/Spring 2026 Activity Guide, which was mailed to Moraga households.

Targeted focus groups were also conducted with a broad range of stakeholders, including youth and families, schools and higher education representatives, seniors, environmental and open space stakeholders, business and event stakeholders, sports organizations, long-term residents and parents, recreation providers, the Art in Public Spaces Commission, and the Parks and Recreation Commission.

Statistically Valid Community Survey, December 2025 and January 2026

A statistically valid community survey was conducted in December 2025 and January 2026 using a randomized household sampling methodology. Survey packets were mailed to 3,000 randomly selected Moraga households, and respondents could complete the survey either by mail or online. Online responses were validated against the original random sample addresses to ensure that only selected households were included in the statistically valid dataset.

The consultant's goal was to obtain at least 400 completed surveys. A total of 415 valid responses were ultimately collected, resulting in a reported precision level of approximately +/- 4.6 percent at a 95 percent confidence interval.

Needs Assessment and Joint Town Council and Parks and Recreation Commission Study Session, March 25, 2026

The initial community engagement and technical analysis informed preparation of the PROS Master Plan Needs Assessment. The Needs Assessment evaluated Moraga's demographics; parks, facilities, and open space system; recreation programs and services; level of service; environmental considerations; and maintenance and operational needs. The Needs Assessment combined technical analysis with community input to identify gaps and establish a foundation for evaluating potential opportunities and strategies.

On March 25, 2026, the Town Council and Parks and Recreation Commission held a joint study session to review the Needs Assessment, receive additional public input, and provide direction regarding the next phase of the planning process. Input from the study session was

used to inform development of potential improvement opportunities for further community consideration.

Community Workshop, May 1, 2026

The "Moraga Plays: Park Social" community workshop was held on May 1, 2026. Based on completed workshop passports, approximately 328 participants attended the workshop and provided input regarding potential opportunities for Moraga's parks, recreation facilities, trails, open spaces, and programs. More than 1,000 comments, sticky notes, and dots were generated through the workshop activities.

Community Online Survey, May 1 through June 12, 2026

Following the May 1 community workshop, the Town conducted an online community survey that included the same materials and activities presented during the workshop. The survey remained available through June 12, 2026 to provide additional opportunities for participation and outreach. Paper survey copies were also made available through the Parks and Recreation Department.

Approximately 230 individuals participated in the online survey, generating more than 2,800 responses to individual questions. In addition to workshop and survey responses, written public comments and correspondence were received throughout the process and incorporated into the engagement summary and consultant team's analysis.

Parks and Recreation Commission and Town Council Meetings, June 2026

On June 8, 2026, the Parks and Recreation Commission received an informational update regarding the PROS Master Plan process, community engagement activities conducted to date, public questions received by staff, and the proposed project schedule. Residents and non-residents also provided input during the meeting.

On June 10, 2026, the Town Council received a similar update and discussed community engagement efforts, project milestones, and the anticipated schedule for completion of the Master Plan. A total of 15 residents and non-residents provided comments regarding potential changes to Rancho Laguna Park. The Town Council also supported a revised Master Plan schedule to provide additional opportunities for public review and discussion, including presentation of community engagement results and preliminary recommendations, review of the Draft Master Plan, and final Town Council consideration of the PROS Master Plan.

Rancho Laguna Park Neighborhood Outreach, June 2026

Following community discussions regarding Rancho Laguna Park, Town staff conducted additional targeted outreach to nearby residents. Survey materials were mailed to households located within approximately 500 feet of Rancho Laguna Park, including properties within both the incorporated Town of Moraga and unincorporated Contra Costa County. This outreach provided nearby residents with an additional opportunity to comment specifically on Rancho Laguna Park and inform development of the draft recommendations.

Town Council Meeting, June 24, 2026

On June 24, 2026, WRT and Town staff presented updated community engagement results

and the potential improvement opportunities developed through the Needs Assessment and public engagement process. The meeting provided an additional opportunity for public comment and Town Council questions and input before the consultant team proceeded with preparation of the draft recommendations.

DISCUSSION

The Draft Recommendations establish a long-term framework for Moraga's parks, recreation facilities and programs, trails, open spaces, operations, partnerships, and future investment. The recommendations are organized around seven systemwide goals:

1. Reinvest in Existing Parks and Facilities
2. Expand Recreation Opportunities
3. Expand Walking Opportunities and Trail Connections
4. Advance Open Space Stewardship and Resource Sustainability
5. Strengthen Recreation Programs and Community Events
6. Strengthen Operations and Maintenance
7. Build a Sustainable and Diversified Funding Model

The Draft Recommendations also include site-specific concepts for Moraga Commons, Rancho Laguna Park, West Commons, Hacienda de las Flores, the linear park along Saint Mary's Road, Mulholland Ridge Open Space Preserve, indoor recreation opportunities, potential community center sites, trail opportunities, and partnerships.

The recommendations are intended to provide long-term policy and planning direction. They do not authorize individual projects or expenditures and do not commit the Town to funding or implementing every recommendation. Future implementation would occur over time and would depend on Town Council direction, available funding, staffing capacity, partnerships, feasibility, property ownership and access, environmental review, and additional public engagement, as applicable.

Draft Park and Facility Recommendations

The Draft Recommendations identify potential improvements to existing Town parks and facilities based on the Needs Assessment, community engagement, existing conditions, and identified recreation needs.

At Moraga Commons, recommendations focus on reinvestment in existing facilities and improving the park's ability to serve a broad range of users. Potential improvements include replacement of the splash pad, improvements to the basketball court and teen gathering opportunities, parking improvements, bandshell improvements, shade, seating, walking connections, and other enhancements.

At Rancho Laguna Park, recommendations have been shaped by community-wide engagement as well as the additional targeted neighborhood outreach conducted in June. The draft concepts focus on maintaining the park's character while addressing aging infrastructure and identified needs. Recommendations include replacement of the playground, restroom improvements, walking loop improvements, and other park enhancements. No new sports fields or lighted recreational facilities are proposed at Rancho Laguna Park.

At West Commons, the recommendations seek to improve the park as a flexible neighborhood and community gathering space. Potential improvements include seating and shade, an irrigated central lawn supporting passive and informal recreation, a small pavilion, improved visibility and entrance treatments, potential parking improvements, creek restoration and access, and small-scale recreation elements compatible with the character of the site.

Hacienda de las Flores

The Draft Recommendations recognize Hacienda de las Flores as both an important public asset and a site with significant infrastructure, accessibility, circulation, storage, and operational needs.

Rather than prescribing a specific redevelopment concept through the PROS Master Plan, the recommendations call for preparation of an updated site and facility master plan for the Hacienda. That future planning effort could evaluate improvements to existing or future buildings, accessibility, infrastructure, storage and back-of-house operations, circulation and wayfinding, entrances, trails, creek restoration, public access, and additional amenities compatible with the character of the property.

The Draft Recommendations also recognize the relationship between public use of the Hacienda and its operation as a private event venue. Future planning should seek to clearly define public and private spaces and provide dependable opportunities for Town programs, meetings, recreation activities, and community events while supporting the long-term stewardship and financial sustainability of the property.

Any significant future improvements would require additional feasibility analysis, coordination with the Town's private event operator, community engagement, funding analysis, and future Town Council consideration.

Indoor Recreation and Community Center Opportunities

Indoor recreation space has been identified as a community need through the current planning process as well as previous Town planning efforts. The Draft Recommendations identify a multi-part strategy for addressing this need over time.

One component is to explore partnership opportunities with Saint Mary's College for access to active indoor recreation facilities, including potential shared use of the Joseph L. Alioto Recreation Center. Any partnership would require further coordination and a formal agreement addressing public access, scheduling, costs, maintenance, liability, and other operating considerations.

The recommendations also support continued investment in Hacienda de las Flores to improve its ability to accommodate Town programs, community gatherings, and events while continuing to support private event operations.

In addition, the Draft Recommendations identify the long-term potential for a dedicated multi-generational community center. Such a facility could provide reliable space for recreation programs, senior activities, community gatherings, civic meetings, and Parks and Recreation Department operations.

Potential community center locations identified in the Draft Recommendations are intended for long-term planning purposes only. The recommendations distinguish between opportunities on Town-owned property and those that would depend on partnerships, private property, future development, or other agreements. Identification of a potential location does not indicate that a site has been selected or that the Town has committed to development of a community center.

Trails and Walking Opportunities

Walking and trail access were consistently identified as important community priorities during the planning process. The Draft Recommendations include strategies to improve walking opportunities within existing parks, maintain and enhance existing trails, improve accessibility and wayfinding, and strengthen connections between neighborhoods, parks, open spaces, and community destinations.

Potential future trail connections included in the Draft Recommendations are conceptual and would require further evaluation before implementation. Depending on the location, this may include consideration of property ownership, access rights, easements, environmental conditions, safety, feasibility, funding, maintenance responsibilities, and coordination with property owners or partner agencies.

The Draft Recommendations also identify opportunities to expand walking loops and connections on appropriate Town-owned properties, subject to future feasibility analysis and coordination with existing uses and applicable agreements.

Recreation Programs and Community Events

The Draft Recommendations support continued investment in recreation programs and community events and identify opportunities to expand programming for different ages, interests, and populations.

The recommendations also encourage events that strengthen community connections and make use of Moraga's parks and public spaces. This includes opportunities to continue and enhance existing Town events and to consider new event concepts and partnerships over the life of the Master Plan.

The Town's ability to add significant new events is constrained by existing staff capacity. Larger or more complex event concepts, particularly those involving multiple locations or significant additional operational demands, would likely require an outside event producer, nonprofit organization, community organization, or other partner, with the Town serving in an appropriate permitting, facility, or partnership role.

Purpose of the September 9 Joint Study Session

The purpose of the September 9, 2026 Joint Town Council and Parks and Recreation Commission Study Session is to provide an opportunity for the Town Council, Parks and Recreation Commission, and community to review and comment on the Draft Recommendations before they are incorporated into the Draft PROS Master Plan.

The consultant team's presentation will summarize the Draft Recommendations and highlight key systemwide and site-specific concepts for discussion. Staff is seeking feedback regarding whether the recommendations appropriately reflect community needs and priorities, whether

particular recommendations should be revised, clarified, added, or removed, and whether additional considerations should be addressed as the consultant team prepares the Draft Master Plan.

The study session is not intended to approve individual capital projects, select a community center site, authorize new trails, commit funding, or otherwise authorize implementation of the concepts presented. Those decisions would occur through future Town processes, as appropriate.

FISCAL IMPACT

There is no direct fiscal impact associated with receiving the presentation and providing direction on the Draft Recommendations.

Implementation of the PROS Master Plan will have future fiscal implications. The Draft Master Plan will include planning-level information regarding capital costs, operational considerations, implementation strategies, partnerships, and potential funding sources. Funding for individual projects or initiatives would be considered separately through future Town Council budget and capital planning processes.

CEQA COMPLIANCE

The Town Council and Parks and Recreation Commission are being asked to review and provide direction regarding planning-level recommendations. No individual project is being approved as part of this study session.

The study session and provision of direction are not a project under the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378. Future projects identified through the PROS Master Plan will be subject to separate environmental review, as applicable, prior to approval or implementation.

ALTERNATIVES

The Town Council and Parks and Recreation Commission may provide alternative or additional direction regarding the Draft Recommendations, including direction to add, remove, or modify specific recommendations before preparation of the Draft PROS Master Plan.

NEXT STEPS

Following the September 9 Joint Study Session, WRT will revise the Draft Recommendations based on direction from the Town Council and Parks and Recreation Commission and additional public input received.

The consultant team will then incorporate the revised recommendations into the Draft PROS Master Plan and continue development of the implementation and funding components of the Plan. This work will include consideration of project phasing, planning-level capital costs, potential operational impacts, implementation dependencies, and potential funding strategies.

The Draft PROS Master Plan will return for additional public review before final consideration by the Town Council. Adoption of the Master Plan will establish long-term policy and planning

direction but will not constitute approval of individual projects. Future projects will be considered separately through the Town's normal budgeting, capital planning, environmental review, design, public engagement, and approval processes, as applicable.

ATTACHMENTS

[Attachment A - Moraga Parks and Open Space Master Plan Draft Recommendations.pdf](#)

MORAGA PARKS, RECREATION + OPEN SPACE MASTER PLAN

DRAFT RECOMMENDATIONS

SEPTEMBER 9, 2026



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Introduction

This document presents the emerging **goals, policies, actions, and site-specific recommendations** for the *Moraga Parks, Recreation & Open Space (PROS) Master Plan*, which is currently under development and scheduled for completion in November 2026. The recommendations build on the findings of the [Needs Assessment Report](#), which included extensive community engagement and analysis of Moraga’s existing parks, facilities, recreation programs, and department operations. They also reflect additional work completed since the Needs Assessment, including community feedback on potential improvement opportunities gathered through the May 2026 community workshop, online survey, and June Town Council meeting.

These draft recommendations are provided for public and Town leadership review before they are refined and incorporated into the full Draft Parks, Recreation, and Open Space Master Plan. They are intended to establish long-term direction for the Town, but do not authorize individual expenditures or commit the Town to funding any recommendation. Implementation will occur over time and will depend on the Town’s annual budget, Capital Improvement Program, staffing capacity, partnerships, grants, development opportunities, and other available one-time and recurring resources.

Goals, Policies & Actions

The following goals, policies, and actions provide the foundation for advancing the community’s vision for Moraga’s parks, recreation, open spaces, trails, and facilities. They are organized around seven overarching goals that establish direction for future policy decisions, capital improvement planning, partnerships, operations, funding, and long-term stewardship.

Goal 1: Reinvest in Existing Parks, Open Spaces, and Facilities

Moraga residents are highly satisfied with the existing parks and recreation system and consistently prioritize thoughtful reinvestment over major expansion. The Town should protect and improve these places so they continue to serve as beloved community spaces for decades to come, while also adapting to Moraga’s evolving recreation needs. This goal focuses on everyday comfort, access, lifecycle replacement, and improvements that fit each site’s character.

Policies & Actions:

1.1: Improve park and open space comfort, access, wayfinding, and everyday usability.

- A. Ensure consistent access to well-maintained **comfort amenities** at Town parks and open spaces, including seating, drinking water, restrooms, bike racks, and waste receptacles. Adequately plan and budget for lifecycle replacement. See Policy 6.2.
- B. Increase **shade** in parks through tree planting and/or shade structures, particularly at playgrounds, picnic areas, and other high-use areas. Plan for tree succession to preserve and expand park canopy over time. Take into account total lifecycle cost of planting trees, including irrigation or hand watering by staff.
- C. Address **accessibility** barriers through ADA-compliant pathways, restroom upgrades, and accessible picnic and seating areas, and other improvements that support people with physical, sensory, cognitive, and developmental disabilities. Incorporate inclusive wayfinding and communication strategies that are intuitive and accessible to people with varying abilities and language needs.
- D. Strengthen **site identity, orientation, and wayfinding** at Town parks and open spaces so visitors can easily find amenities, navigate each site, and experience a stronger sense of place.
- E. Where feasible and needed, expand or improve **parking** access at high-use sites, particularly Moraga Commons and West Commons.
- F. In high-use areas, improve **pathway lighting** to increase visibility and comfort during evening hours prior to park closures.

1.2: Establish a clear vision for and improve the Hacienda de las Flores.

- A. In collaboration with the Hacienda's private event operator and expanding on the 2016 Conceptual Feasibility Study and other previous planning efforts, develop a **Hacienda de las Flores Master Plan** to guide capital improvement sequencing, programming, rentals, and operator agreements. The plan should balance community access, recreation programming, civic use, and private event rentals, while preserving the property's unique character.
- B. When making facility upgrades, prioritize accessibility, circulation, mechanical/electrical/plumbing (MEP), lighting, and storage improvements that **support reliable public use**, recreation programming, and event operations.
- C. Clarify the Hacienda de las Flores Grounds as a **public space** by creating a more welcoming entrance, improving signage and orientation, and designing spaces that clearly distinguish areas intended for public use from those reserved for private events. Consider adding new park amenities that are compatible with the site's character, landscape, and event use. See Section 4.2 for more detailed recommended improvements.

- D. Amend the existing agreement with the **private operator to establish a longer-term contract structure** that supports reinvestment in the property. The agreement should clearly define responsibilities, performance expectations, and how costs for facility and site improvements will be shared, giving the operator sufficient certainty to participate in property improvements over time. Include a responsibility matrix for Town staff, operators, and contractors that outlines roles for maintenance, setup, access, security, service requests, customer experience, and escalation procedures. Evaluate **revenue implications and cost recovery** when sequencing improvements so the Town can protect community use while supporting long-term financial sustainability.

Goal 2: Expand Recreation Opportunities to Support Current and Future Users

These draft recommendations identify opportunities to expand and diversify recreation offerings to better meet current and future needs. Because land for new parks is limited, the Town will need to use a balanced strategy: improving existing parks, securing public spaces through future development, acquiring parkland where feasible, and expanding access through partnerships. This goal focuses on adding recreation opportunities that are responsive to community needs, compatible with site conditions, and sustainable for the Town to operate over time.

Policies & Actions:

2.1: Expand outdoor recreation opportunities.

- A. Evaluate underused areas within existing parks for opportunities to add the in-demand **recreation experiences** identified through the needs assessment process, including trails and walking loops, active-use amenities such as rectangular sports fields and tennis courts, and passive amenities such as natural open space, multi-purpose lawns, and shade trees. When evaluating suitability and designing new amenities, consider community input, site character, environmental sensitivity, access, compatibility with existing uses, and broader site context.
- B. Evaluate **partnerships** with other recreation providers within and adjacent to Moraga to efficiently share resources and meet the needs of multiple user groups. Specific partnership opportunities may address demand for field sports, court sports, indoor recreation, aquatics, and other shared-use facilities. See Policy 2.3 for additional guidance.
- C. To help meet current and future park access and amenity needs, add **8 acres of publicly accessible parkland by 2040** through a combination of Town-led acquisition and development and/or developer provided parkland. Prioritize areas that currently lack walkable access to a park, as well as areas planned for future growth.

- D. Ensure **future development** incorporates public parks, plazas, trails, and open spaces that are thoughtfully planned and integrated into the broader PROS system. These spaces should provide opportunities for social connection, relaxation, recreation, and gathering, and may contribute toward the Town's future parkland goal where they provide meaningful public access and recreation value.
- E. Consider **leasing opportunities** in existing commercial spaces to help meet near-term recreation needs. This may include vacant or underused spaces in local shopping centers that could support indoor fitness, classes, community programs, or other flexible recreation uses, where compatible with site conditions, cost, parking, access, and operations.
- F. Design new and improved recreation spaces to **accommodate a wide range of users**, including children, teens, older adults, families, and residents of varying abilities. Prioritize flexible, multi-generational spaces that can support both organized programming and informal use.
- G. Incorporate **arts, culture, and nature-based experiences** into parks and public spaces where appropriate to strengthen community identity and support a broader range of events, programs, and everyday activities.

Future Parkland Opportunities

The needs assessment process identified a need to add approximately 8 acres of parkland by 2040, the following opportunities should be prioritized to achieve this goal:

Los Perales Elementary School

Below the main campus, Los Perales includes a small baseball field, multi-use play area, walking path, and mature trees. With a long-term joint-use agreement and targeted access, circulation, and site improvements, this area could function as an approximately four-acre neighborhood park.

Moraga and Rheem Town Centers

Moraga's future growth is expected to be concentrated in the Moraga and Rheem Town Center areas. Future development should incorporate parks, plazas, and trails that support community life and connect to the broader parks and open space system. Building on the vision established in the Moraga Center Specific Plan and General Plan 2040, the Town should pursue at least four acres of developed parkland across these two growth areas.

These opportunities are described in more detail in the Site-Specific Recommendations.

2.2: Expand Indoor Recreation Opportunities

- A. Explore a partnership with Saint Mary's College for **shared use of the Joseph Alioto Recreation Center** to help meet needs for indoor active recreation amenities (i.e. gymnasium, fitness equipment, group exercise space). Establish clear parameters for

public access, scheduling, insurance, maintenance, and cost-sharing. (See pages 35-39 for more detail).

- B. **Expand and improve Hacienda de las Flores** as a community event and programming space by pursuing facility improvements with the Town's private event contractor. Ensure future facilities provide dedicated windows for Town use while supporting private event operations and long-term stewardship of the property (See pages 35-39 for more detail).
- C. Actively pursue a **dedicated Town multi-generational community center** to provide reliable long-term space for recreation programs, senior activities, community gathering, civic meetings, and Parks and Recreation Department operations. Prioritize the three preferred opportunities identified in this Plan by coordinating with key stakeholders and property owners, addressing implementation hurdles, and pursuing funding (See pages 35-39 for more detail).
- D. To help meet immediate indoor recreation needs, evaluate **additional partnerships** with other recreation providers within and adjacent to Moraga to efficiently share resources and meet the needs of multiple user groups. Specific partnership opportunities are detailed on pages 43-46. (See Policy 2.3 for additional guidance.)

2.3. Establish Effective Partnerships to Expand Access.

- A. Continue cultivating **strong relationships** and collaboration with other recreation providers in and adjacent to Moraga, including East Bay Regional Park District (EBRPD), East Bay Municipal Utility District (EBMUD), John Muir Land Trust (JMLT), Moraga School District, Campolindo High School, Miramonte High School, Saint Mary's College, and neighboring municipalities.
- B. Identify shared needs and establish mutually beneficial **agreements for shared use and investment** to help address the amenity and facility needs identified in this plan.
- C. Ensure that partnership investments provide clearly defined and dependable **public benefits**, including access periods, scheduling rights, service expectations, operating responsibilities, and agreement terms
- D. Ensure all agreements include **clear guidance** for use parameters, capital investment, operations, maintenance, scheduling, liability, and cost-sharing.
- E. **Work with developers** to provide parks, natural areas, trails, and recreation facilities identified through the Needs Assessment.

Goal 3: Expand Walking Opportunities & Trail Connections

Walking is one of the most valued and popular recreation activities in Moraga. Trails, walking loops, and safe connections between parks, neighborhoods, schools, open spaces, and town centers support daily exercise, access to nature, and community health. While Moraga benefits from a

strong regional trail setting, gaps remain in local connectivity, trail comfort, accessibility, and wayfinding. This goal focuses on expanding walking opportunities within parks and open spaces and strengthening connections across the broader trail network.

Policies & Actions:

3.1: Expand trail connectivity.

- A. Actively pursue **additional local trail connections** that improve connectivity, create new recreation experiences, and are feasible to implement and maintain. Prioritize segments that connect existing trails, parks, open spaces, schools, Moraga and Rheem Town Centers, and other community destinations.
- B. Encourage and cooperate with other jurisdictions and agencies to maintain a unified, connected **regional trail system**, including pedestrian, bicycle, and equestrian trails. Support development of regional projects such as the Bay Area Ridge Trail.
 - a. Work with East Bay Regional Park District, East Bay Municipal Utilities District, other property owners, and other stakeholders to close the **gap in the Lafayette-Moraga Regional Trail** along School Street between Moraga Road and Moraga Way.
 - b. Support development of the Lamorinda Trail Loop by coordinating with Lafayette, Orinda, and regional partners to improve connections between the three communities³³.
- C. Improve trail access by adding **access points** where low-impact opportunities exist, particularly at road ends near existing trails and open spaces.
- D. Explore the creation of a signature **Moraga loop trail** connecting Rancho Laguna Park, Carr Ranch, Ridgeline Preserve, Harvey Ranch, the Old Moraga Ranch Trail area, and surrounding open spaces.
- E. Explore opportunities to provide **public trail easements** through private open space where new connections would close trail gaps or provide unique recreation experiences. Any future trails would require agreement with willing property owners and would need to be financially feasible to implement and maintain.
- F. Actively plan for and integrate trail connections through **future development**, particularly within and around Moraga Center, Rheem Park, and Palos Colorados. Use easements, development dedications and partnerships to secure trail corridors as redevelopment or open space management opportunities arise.
 - a. Where development timelines are uncertain, investigate opportunities to provide **temporary trail access** through undeveloped property for key connections.
- G. Enhance **pedestrian and bicycle connectivity** to Town trails, parks, schools, and other community destinations by implementing infrastructure improvements identified in the *Moraga Walk | Bike Plan*.

- H. Consider the following when planning, designing, implementing and maintaining trail facilities:
- a. **Environmental Impacts:** Design trails to minimize their environmental impact.
 - b. **Fiscal Impacts:** Consider the fiscal impacts of accepting ownership and maintenance responsibility of trail facilities.
 - c. **Safety:** Separate trail routes from motor vehicle routes whenever possible.
 - d. **Use of Fire Trails:** In undeveloped areas, improve existing fire trails for use in cooperation with landowners, allowing public easements
 - e. **Recreational Needs:** Consider the need for the facility and other recreational needs that could be met on the site.
 - f. **Accessibility:** Consider the needs of all users.

3.2: Improve and expand walking opportunities within existing parks.

- A. Where feasible, **expand walking opportunities** within parks through accessible walking loops, nature trails, and other internal path connections.
- B. Explore the creation of a walking path or loop within the Town-owned **Moraga Country Club** property in a way that is complementary to the golf course.
- C. Improve the **accessibility** of existing walking loops by repairing or resurfacing pavement where needed, and providing ADA-compliant routes where feasible.

3.3: Improve trail safety and comfort.

- A. Where trails intersect with roads, provide **safe crossings** through appropriate design treatments such as signals, traffic calming, refuge areas, high-visibility markings, or other measures based on traffic volume, speed, and site conditions. Reference the *Moraga Walk | Bike Plan* for guidance.
- B. Ensure trailheads provide **amenities that support use and comfort**, such as water, restrooms, signage, seating, and parking, as appropriate to the location and level of use.
- C. Provide consistent **signage and wayfinding** along Moraga's trail system, including trail system maps at trailheads and directional signage at trail junctions. Coordinate with other trail managers, including East Bay Regional Park District, East Bay Municipal Utility District, and John Muir Land Trust, for trails outside the Town's jurisdiction.
- D. Improve **trail maintenance** by repairing trail surfaces, addressing erosion and drainage issues, upgrading gates, and replacing aging amenities, with priority given to high-use trails and locations with known safety concerns.
- E. Manage **e-bike use** on trails to reduce conflicts and improve safety through clear rules, signage, education, and enforcement where needed. Coordinate with regional trail managers and Moraga Police Department to ensure consistent expectations for speed, yielding, permitted trail types, and shared trail etiquette.

Goal 4: Advance Open Space Stewardship & Resource Sustainability

Moraga's parks and open spaces are essential community assets that also support broader environmental health, climate resilience, wildfire safety, and watershed function. As drought, heat, storm intensity, and wildfire risk increase, the Town should integrate sustainability and resilience into routine maintenance, landscape design, and long-term stewardship. This goal focuses on reducing water and energy use, improving habitat and soil health, managing vegetation and wildfire risk, and coordinating implementation in ways that reduce long-term costs while improving reliability, ecological resilience, and public safety.

Policies & Actions:

4.1: Improve water efficiency and climate-adapted landscapes.

- A. Conduct **irrigation audits annually** and establish consistent performance monitoring to reduce water use, improve system reliability, and identify opportunities for cost savings.
- B. Expand smart irrigation controllers, soil moisture sensing, and other **water-efficient technologies** where feasible, prioritizing sites with high water demand or recurring irrigation issues.
- C. Convert **non-essential turf** and **high-water-use ornamental landscaping** to drought-tolerant, fire-resistant, and climate-appropriate planting where compatible with recreation use, site character, and maintenance capacity.
- D. Evaluate **recycled water opportunities** where infrastructure, cost, and water supply conditions allow, including as part of major park improvements such as splash pad replacement, irrigation improvements, or new planted areas. Incorporate **green stormwater infrastructure**, such as bioswales and rain gardens, where feasible to retain and infiltrate runoff, support groundwater recharge, improve water quality, and enhance habitat value.

4.2: Reduce energy use and emissions from park operations and facilities.

- A. Transition to **zero-emission maintenance equipment**, prioritizing replacements as existing equipment reaches the end of its useful life.
- B. **Upgrade lighting** to energy-efficient LED systems, while ensuring lighting levels are appropriate for safety, visibility, and neighborhood compatibility.
- C. Coordinate energy **efficiency upgrades** with capital investment projects to reduce implementation costs and improve long-term operational efficiency.
- D. Incorporate on-site **renewable energy** where feasible, particularly at sites with suitable roof, parking, or other infrastructure opportunities.

4.3: Strengthen wildfire resilience and vegetation management.

- A. Maintain **defensible space** around Town-owned buildings, park edges, and other vulnerable assets, prioritizing high-risk wildland-urban interface (WUI) areas in coordination with MOFD requirements and applicable State standards, including Zone 0 requirements where relevant.
- B. Develop and maintain a **Town Wildfire Mitigation Plan** for Town-owned parks, open spaces, trails, and other properties in coordination with MOFD. The plan should identify and map priority treatment areas; applicable fire-code requirements; appropriate vegetation-management strategies; recommended treatment schedules and return intervals; implementation priorities; and planning-level costs to support annual budgeting and long-term land management.
- C. Conduct routine **fuel management** in parks, open spaces, and trail corridors consistent with the Wildfire Mitigation Plan to reduce wildfire risk, support evacuation reliability, and lower long-term maintenance burdens. Use a range of appropriate fuel-management strategies, including mowing, grazing, hand clearing, invasive-species management, and other treatment methods, based on site conditions, environmental constraints, wildfire risk, cost, and long-term land-management objectives.
- D. Integrate **invasive species removal** and **environmental compliance** with fuels management activities.

4.4: Protect and restore natural resources and habitat.

- A. To the extent possible, **connect open spaces to facilitate wildlife movement** through the Town and access to nearby regional parks and open space systems.
- B. Establish and maintain **riparian buffers** and native planting areas to improve habitat value and watershed health.
- C. **Stabilize erosion-prone areas** and restore disturbed habitat using low-impact, nature-based approaches that improve ecological resilience and reduce sedimentation.
- D. Apply **adaptive management practices** informed by monitoring to adjust restoration, planting, irrigation, and vegetation management strategies over time.

4.5: Improve soil health and nutrient cycling while reducing waste and emissions.

- A. Use compost, mulch, and reuse **organic materials** in landscaped areas where appropriate, coordinating with County organics, composting, and waste diversion programs. Continue implementing and strengthening the Town's **integrated pest management program** to reduce synthetic fertilizers, pesticides, and other chemical inputs where feasible. Support this approach through soil-building practices, appropriate maintenance standards, and plant palettes suited to local conditions.

4.6: Coordinate sustainability implementation across Town operations.

- A. **Align sustainability actions with routine maintenance** schedules, capital improvement projects, and asset replacement cycles, using seasonal maintenance calendars or operational playbooks to guide activities.
- B. **Track implementation** through simple performance indicators, such as water use trends, tree canopy additions, energy upgrades, and completed fuels management work.
- C. **Manage public open space lands** such as Mulholland Ridge Open Space Preserve in accordance with recognized land management principles, community priorities, relevant deed restrictions, and budget constraints.
- D. Integrate **educational and interpretive signage** into public open spaces to highlight natural resources, habitat, watershed function, wildfire resilience, cultural history, and stewardship practices.

Goal 5: Strengthen Recreation Programs and Community Events

Moraga’s recreation programs and community events are highly valued and contribute to health, learning, social connection, and community identity. The Town currently provides a strong mix of camps, youth programs, sports, fitness, enrichment activities, and special events, but limited indoor space, program awareness, scheduling constraints, and changing community needs affect the Town’s ability to maintain and expand these services. This goal focuses on protecting successful programs, responding to unmet needs, improving access and communication, strengthening community events, and securing reliable spaces for year-round programming. Any expansion of programs or events should be paced to available staffing, facility capacity, partnerships, participation, and financial resources so that growth does not compromise the quality or sustainability of existing services.

Policies & Actions:

5.1: Sustain and strategically manage a balanced recreation program portfolio.

- A. **Protect and sustain successful core programs**, including Moraga Day Camp, after-school programs, senior programs, and instructional and enrichment activities that generate strong participation and provide important community benefits.
- B. Balance established youth-serving and revenue-generating programs with programs that serve **broader community needs**, including older adults, adults, teens, young children, families, and residents of varying abilities.
- C. **Review the program portfolio regularly** to identify opportunities to expand successful offerings, adjust programs that do not meet participation expectations, and respond to emerging recreation interests.
- D. When **evaluating existing or proposed programs**, consider community need, participation, waitlists, scheduling, facility availability, instructor capacity, customer feedback, direct expenses, revenue, and overall community benefit.
- E. Coordinate **program scheduling** to make efficient use of limited indoor and outdoor spaces while protecting prime-time and peak-season access for core Town programs.

- F. Use pilot programs, short-term classes, pop-up activities, and seasonal offerings to **test new ideas** before making long-term staffing, space, or financial commitments.

5.2: Respond to priority program needs and serve residents through all stages of life.

As staffing, facility space, participation, partnerships, and funding allow, use the following areas to guide future program development and expansion. See Policies 5.5 and 7.2.

- A. **Expand fitness and wellness opportunities** through classes, walking groups, strength and mobility programs, health education, and other activities offered in parks, indoor facilities, and partner locations.
- B. Expand **outdoor recreation and nature-based programs** that connect residents with Moraga's parks, trails, open spaces, natural resources, and environmental stewardship efforts.
- C. Increase **programs for older adults** that combine health, wellness, lifelong learning, recreation, and social connection. Coordinate program locations and schedules to account for mobility, transportation, parking, and accessibility needs.
- D. Expand **adult recreation opportunities**, including sports leagues, instructional programs, fitness activities, arts, cultural enrichment, and social programs.
- E. Increase age-appropriate **activities for teens and tweens**, including drop-in recreation, outdoor activities, arts and culture, volunteer opportunities, leadership development, and informal social experiences.
- F. Continue providing **early-childhood, youth, camp, and family programs** that support recreation, learning, social development, and safe out-of-school-time activities.
- G. Expand **performing arts, visual arts, and cultural enrichment programs** that reflect Moraga's changing population and create opportunities for residents of different backgrounds to participate and connect.
- H. Provide **inclusive programs** and reasonable accommodations for residents with varying physical, sensory, developmental, and cognitive abilities.

5.3: Improve program awareness, access, registration, and customer communication.

- A. Develop a coordinated annual and seasonal **marketing approach** that clearly communicates available programs, events, registration periods, locations, schedules, fees, and participation requirements.
- B. Improve the presentation of **program and event information** on the Town's website, registration platform, printed materials, email communications, social media, and other public information channels.
- C. **Coordinate outreach** with schools, community organizations, senior-serving organizations, sports groups, cultural organizations, businesses, and recreation partners to reach residents who may not regularly receive Town communications.
- D. Use targeted **communication methods for different audiences**, including families, teens, older adults, new residents, and community groups. Provide multilingual or culturally responsive information where appropriate.
- E. Improve **communication with registered participants** regarding confirmations, waitlists, cancellations, schedule changes, facility access, parking, weather impacts, and other information needed for participation.

- F. Periodically ask residents and program participants how they **prefer to receive recreation and event information** and adjust outreach methods accordingly.

5.4: Strengthen community events, performances, and cultural experiences.

- A. Maintain a **balanced annual calendar** of community events that includes concerts, performances, outdoor movies, seasonal celebrations, cultural activities, family events, and other opportunities for residents to gather.
- B. Protect and **strengthen established events** that contribute to Moraga's identity while periodically evaluating event schedules, formats, locations, and audiences.
- C. Expand events and performances that reflect the community's increasing **cultural diversity** and provide opportunities for local artists, performers, schools, nonprofit organizations, and community groups.
- D. **Improve coordination** and joint marketing among Town departments, event partners, businesses, sponsors, performers, and community organizations.
- E. Ensure community events are **welcoming and accessible** by considering physical access, seating, shade, restrooms, parking, transportation, event timing, and accommodations for residents with varying abilities.
- F. Develop **smaller-scale and neighborhood-oriented events** in addition to major Townwide gatherings to create more frequent opportunities for social connection.
- G. Coordinate event programming with the physical improvements recommended for the **Moraga Commons Bandshell**, including accessible performer access, viewing areas, electrical service, stage lighting, storage, and performer support space.

5.5: Secure reliable spaces for year-round programs and events.

- A. Identify the **indoor and outdoor spaces** required to sustain existing programs and accommodate future program growth, including room size, storage, equipment, accessibility, parking, and seasonal needs.
- B. Establish **scheduling priorities** that protect space for core Town programs, camps, after-school activities, older-adult programs, community events, and other high-demand services.
- C. Pursue near-term access to school facilities, Saint Mary's College, the Moraga Library, community rooms, and other **partner locations** through agreements that establish dependable dates, hours, costs, responsibilities, and access procedures.
- D. **Coordinate program planning with the phased indoor recreation strategy** described in Goal 2, including shared use of the Joseph L. Alioto Recreation Center, improvements at Hacienda de las Flores, and development of a future Town multigenerational community center.
- E. Ensure future agreements and improvements at **Hacienda de las Flores** provide clearly defined and dependable periods for Town programs, meetings, and community events.
- F. Avoid treating school, college, private, or partner facilities as dependable program capacity unless public access, scheduling, costs, and operating responsibilities are established through a **formal agreement**.

5.6: Improve program affordability and inclusion.

- A. Maintain a **mix of fee-based, reduced-fee, and no-cost programs and events** to support broad participation. See Policy 7.2 and 73.
- B. Consider affordability, transportation, program timing, physical accessibility, cultural relevance, and equipment needs when **identifying barriers** to participation.
- C. Develop programs that **encourage interaction** between different generations, neighborhoods, cultures, and community groups.
- D. Work with schools, nonprofit organizations, service providers, and community groups to identify residents who may be **underserved** and develop appropriate outreach or partnership-based programs.
- E. Use free community events, outdoor programs, drop-in activities, and introductory classes to provide **low-barrier entry points** into the recreation system.

5.7: Evaluate program and event performance and adapt offerings over time.

- A. Establish consistent **measures for evaluating programs and events**, including participation, registration fill rates, waitlists, cancellations, repeat participation, customer satisfaction, direct expenses, revenue, facility use, and staff requirements.
- B. Maintain accurate **program-location and scheduling information** so the Town can better understand how program demand relates to facility and space needs.
- C. Conduct periodic **participant surveys** and use instructor, partner, and staff feedback to identify opportunities for improvement.
- D. Review programs that repeatedly **do not meet registration targets** to determine whether changes to scheduling, location, pricing, marketing, format, or instruction could improve performance.
- E. Include **program and event performance** in the consolidated annual parks and recreation summary described in Policy 7.7, including participation trends, successful offerings, unmet needs, space constraints, and recommended adjustments for the coming year. Use program and event performance **information to guide** budgeting, staffing, partnership development, facility scheduling, and future capital planning.

Goal 6: Strengthen Operations, Maintenance, and Organizational Capacity

Moraga's parks, recreation, and open space system performs well for a community of its size. Residents generally report strong satisfaction with park maintenance, and the Town extends its capacity through established work routines, partnerships, contractors, rentals, and community stewardship. At the same time, a small number of highly used parks, trails, and facilities carry much of the system's activity, and non-routine work associated with events, rentals, facility failures, and partner coordination can place pressure on limited staff capacity. This goal focuses on protecting existing service quality through clear maintenance standards, lifecycle planning, defined responsibilities, modern operating systems, appropriate staffing and equipment, and practical performance tracking.

Policies & Actions:

6.1: Establish clear maintenance standards and protect high-use assets.

- A. Develop **standards of care** for Town parks, trails, open spaces, buildings, restrooms, and recreation amenities. Standards should define expected conditions, routine service frequencies, inspection practices, seasonal adjustments, and response expectations.
- B. **Prioritize maintenance** at the system's most heavily used and visible assets, including Moraga Commons Park, Rancho Laguna Park, Hacienda de las Flores, and the Town's trail system.
- C. **Align maintenance priorities** with the services residents consider most important, including paved paths and trails, restrooms, trash and litter pickup, playground safety, trees, picnic areas, and other high-use amenities.
- D. Establish **routine inspection schedules** for playgrounds, pathways, trails, restrooms, buildings, courts, rental facilities, trees, drainage systems, and other assets with significant safety, accessibility, or operational implications.
- E. **Document recurring deficiencies and use inspection results** to prioritize maintenance work, accessibility improvements, repairs, and capital replacement.
- F. Communicate realistic maintenance standards and response **expectations to residents**, facility users, partners, contractors, and decision-makers.

6.2: Implement a comprehensive asset lifecycle management program.

- A. Continue to maintain a **complete inventory** of Town-owned park, trail, open-space, facility, vehicle, equipment, and recreation assets. For each major asset, document its location, installation or acquisition date, current condition, expected useful life, maintenance requirements, estimated replacement year, accessibility status, and anticipated replacement cost.
- B. Consider using a practical **asset-management system**, potentially integrated with the Town's service-request and work-order system, to centralize asset inventories, maintenance histories, condition assessments, and replacement schedules and reduce duplicative staff work.
- C. Conduct recurring **condition assessments** and update lifecycle information as assets age, are repaired, or are replaced.
- D. Establish a multi-year **lifecycle replacement schedule** that identifies near-term repairs, major rehabilitation needs, and anticipated replacement projects.
 - a. Coordinate lifecycle replacement with accessibility improvements, energy and water-efficiency upgrades, resilience projects, and other capital improvements to avoid repeated work and reduce long-term costs.
 - b. Prioritize timely replacement of assets where **continued deferral** could create safety concerns, accessibility barriers, service interruptions, increased maintenance costs, or damage to other facilities.
- E. Use **lifecycle information to support** annual budgeting, capital improvement planning, grant applications, facility planning, and long-range financial forecasting.

6.3: Clarify operating responsibilities and strengthen coordination.

- A. Establish a **responsibility matrix** that clearly defines the respective roles of Parks and Recreation, Public Works, other Town departments, contractors, facility operators, and partner organizations. The matrix should clarify responsibilities for routine maintenance, repairs, inspections, event/facility setup and breakdown, custodial services, security, opening and closing procedures, keys and alarms, customer requests, emergency response, and site recovery.
- B. Incorporate **clear operating responsibilities into agreements** with private operators, school districts, Saint Mary's College, regional agencies, sports organizations, and other facility partners.
- C. Develop **operating addenda for joint-use agreements** that address scheduling priority, access periods, utilities, custodial services, overtime, security, maintenance, repairs, liability, communication, and dispute resolution.
- D. Establish regular **coordination meetings** among departments and key partners to review scheduled activities, maintenance needs, capital projects, operating concerns, and upcoming events.
- E. **Periodically review** responsibility matrices and agreements to ensure they continue to reflect actual operations, staffing, facility use, and service expectations.

6.4: Modernize registration, reservations, scheduling, work orders, and operating data.

- A. Improve or replace the Town's **program registration and facility reservation system** to provide a more intuitive and reliable experience for residents, renters, program participants, and staff.
- B. Provide clear **online information** regarding facility availability, rental requirements, fees, permitted uses, insurance, deposits, setup and cleanup responsibilities, and reservation procedures.
- C. Establish consistent **data-entry standards** for program, facility, rental, maintenance, and financial information, including accurate location and scheduling data, so the Town can better understand how program demand relates to facility demand and compare trends reliably over time.
- D. Evaluate whether Mobile Moraga's **digital work-order system** should be improved, replaced, or integrated with an **asset-management platform** so staff and contractors have one consistent system for reporting, assigning, prioritizing, resolving, documenting, and communicating maintenance issues. The system should record response and completion times, labor, materials, and recurring issues; link work orders and maintenance histories to individual assets; and support escalation of urgent or unresolved requests. An integrated system could reduce duplicative data entry and staff time while supporting asset-lifecycle planning.
- E. Use available technology to **automate routine communications** such as registration confirmations, waitlist notices, rental reminders, schedule changes, facility closures, and maintenance updates.

- F. Ensure that **technology improvements are practical** for a small organization and are supported by clear staff responsibilities, training, and data-management procedures.

6.5: Align staffing, training, equipment, fleet, and contracts with service expectations.

- A. Conduct periodic **staffing and workload assessments** to evaluate whether staffing levels, schedules, and responsibilities align with the Town's parks, trails, facilities, programs, rentals, events, and partnership commitments. Account for both routine and non-routine workload, including event setup and recovery, rental support, inspections, emergency repairs, partner coordination, customer service, and seasonal activity.
- B. Develop annual and seasonal **staffing plans** for camps, community events, facility rentals, maintenance peaks, wildfire season, and other periods of elevated demand.
- C. Maintain appropriate **training, certifications, safety procedures, and continuing education** for staff responsible for recreation programs, maintenance, facilities, events, contracts, and public interaction.
- D. Establish **succession and cross-training** practices to reduce operational disruption when key employees are absent or positions become vacant.
- E. Prepare a **multi-year equipment and fleet replacement plan** based on condition, utilization, safety, efficiency, emissions requirements, repair history, and service needs.
- F. Evaluate which services should be completed by Town staff and which are more effectively delivered through **specialized contractors**.
- G. Use clear scopes of work, performance standards, inspection requirements, reporting procedures, and renewal criteria for **contracted services**.

6.6: Improve facility rental and event operations.

- A. Establish consistent **rental and event procedures** for reservations, permits, deposits, insurance, setup, breakdown, inspections, security, custodial services, damage recovery, cancellations, and customer communication.
- B. **Track** the staff time, contracted services, utilities, equipment, supplies, maintenance, cleanup, repair, and site-recovery costs associated with rentals and events.
- C. Protect appropriate **access for Town recreation programs**, community events, civic uses, and general public use when scheduling private rentals.
- D. Establish procedures for evaluating the **operational capacity** of proposed events, including parking, circulation, restrooms, accessibility, security, neighborhood impacts, emergency access, and staff availability.
- E. Conduct **post-event inspections** and document recurring damage, maintenance, staffing, or customer-service issues.
- F. Use **facility and event data** to improve scheduling, operating procedures, staffing assumptions, rental packages, and future capital improvements.

6.7: Use performance measures and routine reporting to guide implementation.

- A. Establish a practical set of **operating measures** that can be **consistently tracked** with available staff and technology. Potential measures should include:
 - Asset condition and lifecycle status.
 - Work-order volume and response time.
 - Completion of preventive maintenance.
 - Trail, restroom, playground, and facility inspections.
 - Facility availability and closures.
 - Program participation and fill rates.
 - Facility reservations and utilization.
 - Rental and event workload.
 - Customer satisfaction and complaints.
 - Staffing vacancies, overtime, and seasonal staffing.
 - Contractor performance.
 - Progress on capital and lifecycle projects.
- B. Include **operations and maintenance performance** in the consolidated annual parks and recreation summary described in Policy 7.7, including major accomplishments, emerging issues, deferred needs, performance trends, and recommended adjustments.
- C. Use performance **information to inform** budget requests, staffing decisions, contract management, capital planning, and public communication. Over time, use this information to refine standards of care, maintenance schedules, staffing levels, technology needs, partnerships, and service expectations.

Goal 7: Build a Sustainable and Diversified Funding Model

Moraga's parks, recreation, and open space system provides strong value to the community, but implementing these recommendations will require disciplined financial planning and a balanced mix of public funding, earned revenue, development contributions, grants, partnerships, and other outside resources. Funding decisions should first protect existing parks, trails, facilities, programs, and services, while creating realistic pathways for priority improvements and future recreation capacity. This goal focuses on aligning expenditures with community priorities, establishing appropriate cost-recovery expectations, maintaining affordable access, accounting for long-term operating and replacement costs, and communicating clearly about the resources required to sustain the system. Community funding priorities emphasize repairs and increased maintenance, an indoor recreation facility, and trail maintenance and amenities.

Policies & Actions:

7.1: Develop a long-range financial and implementation plan.

- A. Translate these recommendations into a **phased implementation program** that identifies estimated capital costs, operating impacts, responsible parties, potential funding sources, implementation dependencies, and anticipated timing.
- B. **Coordinate** parks, recreation, open space, trail, and facility **investments** with the Town's annual budget, Capital Improvement Program, asset lifecycle schedules, General Plan, development planning, and other Town financial processes.
- C. Prioritize funding for the preservation and reliable operation of **existing assets** before committing resources to major system expansion, except where an immediate safety, legal, access, or strategic opportunity warrants earlier action.
- D. Identify both one-time **capital costs and recurring expenses** associated with each major recommendation, including staffing, utilities, maintenance, insurance, technology, contracted services, equipment, programming, and lifecycle replacement.
- E. **Update project costs**, financial assumptions, implementation priorities, and potential funding sources regularly as planning, design, development, and partnership opportunities advance.
- F. Use **feasibility studies, business plans, operating pro formas, and lifecycle analyses** before advancing major projects such as a multigenerational community center, significant Hacienda improvements, major partnership investments, or acquisition of new parkland.
- G. **Maintain flexibility** to advance high-priority projects when grants, development agreements, land dedications, partnerships, donations, or other time-sensitive opportunities become available.
- H. Develop a more formal and sustainable approach to funding **public art** in Moraga's parks, trails, and public spaces. This should include identifying recurring funding sources and incorporating public art into capital improvement projects where appropriate.
- I. Give early **implementation priority** to foundational actions that support the Town's ability to carry out the broader Plan: establish standards of care under Policy 6.1; develop and adopt the cost-recovery and pricing policy under Policy 7.2; and review and update the Town's park impact fee program under Policy 7.4. Sequence other Plan actions based on available staffing, funding, project readiness, implementation dependencies, and strategic opportunities.

7.2: Establish cost-recovery and pricing principles for programs, rentals, and facilities.

- A. Develop and adopt a **cost-recovery and pricing policy** that classifies programs, facilities, rentals, and services based on the degree of community benefit and individual benefit they provide. Establish different cost-recovery expectations for different types of services rather than applying one uniform financial target across the recreation system.
 - a. Consistent with General Plan direction, **strive to have user fees offset** an appropriate share of recreation program and facility operating costs while recognizing that full cost recovery will not be appropriate for every service.

- b. Support services with **broad community benefit**—such as parks, trails, open spaces, community events, inclusive recreation, and certain youth and senior services—with public funding as appropriate.
 - c. Establish higher cost-recovery expectations for services that **primarily benefit individual participants** or private users, including selected instructional programs, private rentals, exclusive facility use, and commercial activities.
- B. Calculate the full **cost of programs, rentals, and events**, including direct staffing, instructors, supplies, utilities, setup, cleanup, inspections, administration, maintenance, security, facility wear, and contracted services.
- C. Review **program, rental, permit, and facility fees** on a regular schedule and adjust them when warranted by changes in costs, market conditions, demand, service levels, or community priorities.
- D. Consider **resident and nonresident fee differentials** where appropriate, recognizing that Moraga residents support the system through local taxes and other public revenues.
- E. **Coordinate fees and pricing** with participation, cancellation, waitlist, utilization, and customer feedback data so that fee changes do not unintentionally reduce access or undermine successful programs.

7.3: Maintain affordable and equitable access to recreation opportunities.

- A. **Maintain a mix** of publicly supported, fee-based, reduced-fee, and free recreation opportunities so that cost does not become a significant barrier to participation.
- B. Continue or **expand scholarships, fee assistance, reduced-fee programs**, and other access strategies for residents who may otherwise be unable to participate.
 - a. Make **information about scholarships** and reduced fees easy to find, simple to understand, confidential, and available through the same registration channels used for programs.
 - b. Consider household circumstances, program type, community benefit, direct expenses, and available funding when establishing **scholarship eligibility and assistance levels**.
- C. Seek donations, sponsorships, grants, and partner **contributions that can support** scholarships, free community events, youth services, senior programs, inclusive recreation, and other high-community-benefit offerings.
- D. **Monitor participation** following significant fee changes to determine whether pricing is creating barriers for youth, older adults, families, residents with disabilities, or lower-income households.
- E. Avoid relying on **fee increases** as the sole response to rising operating costs. Evaluate program design, scheduling, staffing, contractor costs, partnerships, participation levels, and other efficiencies before adjusting prices.

7.4: Update park impact fees and secure appropriate contributions from future development.

- A. **Review and update the Town's park impact fee program** to reflect current growth projections, adopted service standards, eligible capital needs, land and construction costs, and the recreation demands associated with future development.
 - a. Ensure that impact-fee methodologies and expenditures comply with applicable **legal requirements** and clearly demonstrate the relationship between new development, increased recreation demand, and funded improvements.
 - b. **Review** impact fee assumptions and amounts **periodically** so they remain aligned with changing development patterns, construction costs, land values, and capital priorities.
- B. Clearly **distinguish impact-fee-eligible capital improvements** from routine maintenance, existing deficiencies, programming, and other ongoing operating expenses that require separate funding.
- C. Pursue **land dedication, improvement construction, easements**, and other approaches where they provide greater community value than payment of fees alone.
- D. Ensure that developer-provided parks and public spaces **meet Town standards** for design, accessibility, construction quality, public access, maintenance responsibility, and long-term operating sustainability.

7.5: Expand grants, partnerships, sponsorships, donations, and other alternative resources.

- A. Maintain an inventory of potential local, regional, state, federal, foundation, and private **grant programs** that align with the recommendations of this Plan.
- B. Identify the local matching funds, staff time, design documents, environmental review, reporting, and ongoing operating **commitments required before pursuing a grant**.
- C. Pursue **sponsorships and donations** for appropriate programs, events, amenities, scholarships, and capital projects, subject to Town policies that protect public purpose, community character, and transparency.
- D. Consider establishing or supporting a **charitable foundation**, friends group, or similar mechanism where it would meaningfully increase fundraising, volunteer support, donations, or grant eligibility.
- E. Recognize **in-kind contributions, volunteer support, donated services, and partner resources** as valuable supplements to Town funding while avoiding dependence on them for essential services that require consistent professional delivery.

7.6: Protect maintenance, operations, and lifecycle replacement funding.

- A. Establish annual **funding targets** for routine maintenance, preventive maintenance, major repair, and lifecycle replacement based on the asset inventory and replacement schedules developed under Goal 6.
- B. Evaluate the **total cost of ownership** before constructing, acquiring, accepting, or significantly expanding a park, trail, building, facility, or recreation amenity. Total cost-of-ownership evaluations should include:
 - Planning, design, permitting, and construction.

- Staffing and supervision.
 - Routine and preventive maintenance.
 - Utilities and technology.
 - Equipment and vehicles.
 - Custodial and security services.
 - Insurance and regulatory compliance.
 - Program and event support.
 - Major repairs and rehabilitation.
 - Eventual replacement or decommissioning.
- C. Identify a **dependable operating and lifecycle funding strategy** before approving major new facilities or accepting developer- or partner-built assets. Establish reserves or other designated funding mechanisms for major repairs and replacements where permitted and financially feasible.
- D. **Coordinate capital investments** with lifecycle replacement, accessibility, sustainability, and resilience projects to reduce duplication and long-term costs.
- E. Treat the **Hacienda's revenue stability** as a financial risk-management consideration because the property generates a substantial share of facility-rental income while also carrying significant capital and operating needs.
- F. Evaluate whether proposed **service reductions or deferred investments** would increase future repair costs, create safety or accessibility risks, interrupt programs, or reduce revenue.

7.7: Monitor financial performance and communicate funding needs and results.

- A. Establish a practical set of **financial measures** for programs, rentals, facilities, events, partnerships, grants, maintenance, and capital projects. Track revenue and expenses by major program area, facility, rental type, and event where the available data can support meaningful analysis.
- B. Optimize existing **annual reporting and budget processes** by standardizing the parks and recreation performance and financial information used across the State of the Town, annual performance reviews, budget narratives, CAFR inputs, and other recurring Town reports. To reduce duplication and improve consistency, maintain a shared set of key metrics and summary information that can be updated throughout the year and scaled for each reporting need. This information may address, as applicable:
- Program participation, fill rates, waitlists, event performance, and major service trends.
 - Operations and maintenance accomplishments, emerging issues, deferred needs, and performance trends.
 - Major revenues and expenditures.
 - Program and facility cost-recovery results.

- Scholarship and reduced-fee support.
 - Grant and partnership activity.
 - Capital and lifecycle investments.
 - Significant changes in operating costs.
 - Progress implementing these recommendations.
- C. Use financial **information to support** budget requests, fee reviews, staffing decisions, partnership negotiations, grant applications, and capital prioritization.
- D. **Communicate** the relationship between community expectations, adopted service levels, proposed improvements, available revenues, and long-term operating obligations.
- E. **Periodically evaluate** whether the funding strategy is producing the intended balance among system preservation, affordable access, program quality, community events, priority improvements, and future capacity.

Site-Specific Recommendations

The following section outlines capital improvement recommendations for Moraga’s existing parks, open spaces, and recreation facilities. It also provides a more detailed vision for future recreation assets and specific joint-use partnerships. These site-specific recommendations build on the Needs Assessment Report, subsequent community input, and the systemwide goals, policies, and actions described above.

The proposed improvements are intended to balance Townwide recreation needs with the unique character, opportunities, and constraints of each site. These recommendations establish a vision and framework for future investment, but further engagement, planning, feasibility analysis, and design will be required to advance individual projects.

Moraga Commons Park

Moraga Commons is Moraga’s central community park, supporting everyday play, walking, picnicking, disc golf, skating, court sports, splash pad use, and major community events. Recommendations focus on improving comfort and accessibility, strengthening walking connections, expanding recreation opportunities in underused areas, supporting events, and enhancing the park’s natural areas and tree canopy.

Figure 1: Moraga Commons Park Recommendations



Recommended Improvements

Recreation Amenities

- Add a small multi-use field in the Back 40 area to support informal play, practice, and flexible recreation¹. **(#1)**
- Add shade sails or other shade structures over the all-access playground. **(#2)**
- Replace the aging splash pad with a larger, more interactive water play feature. **(#3)**
- Convert the two half basketball courts into one full basketball court, if feasible. **(#4)**
- Consider creating a teen gathering area near the skate park and sports courts with informal seating, shade, social spaces, and durable features that support unprogrammed teen use. **(#5)**

Walking Trails and Circulation

- Create a fully accessible inner park walking loop by improving path pavement quality and slopes. **(#6)**
- Pave and improve the perimeter walking loop through the disc golf course to support walking, running, and everyday recreation for a range of users. **(#7)**
- Consider a soft surface trail through the center of the park to expand walking route options. **(#8)**

Creek Corridor (#9)

- Restore native vegetation and manage invasive species and fuel loads along the creek corridor.
- Enhance public access to and awareness of the creek through viewpoints, nature trails, and interpretive signage, while protecting sensitive habitat and creek function.

Amphitheater and Event Infrastructure (#10)

- Add accessible stage access and defined accessible viewing areas.
- Upgrade electrical service, stage lighting, and event infrastructure to better support concerts, performances, and community events.
- Provide integrated backstage, storage, and performer support space.
- Consider adding a permanent concession operation that is open during peak park use.

Disc Golf Area

- Add passive amenities that serve both disc golfers and other park users, such as seating, dispersed picnic tables, and more biodiverse planting areas.

¹ Note: Existing disc golf holes in this area would need to be reconfigured or managed for shared use of the space.

Comfort Amenities

- Replace or refurbish aging site furnishings, including benches, picnic tables, trash receptacles, bike racks, and other comfort amenities.
- Improve park identity and wayfinding signage throughout the park, including maps, directional signs, and clearer information about amenities and trail connections.
- Add pathway lighting along key routes to support comfortable use of the park into the evening, particularly during fall and winter months.

Park Access

- To support additional park amenities and programming, consider expanding the existing southern parking lot. **(#11)**

Trees and Vegetation

- Convert select perimeter or low-use lawn areas, such as those near roads and parking lots, to lower-water, biodiverse planting.
- Continue to support the park's tree canopy by planting additional trees in exposed, high-use areas and planning for long-term tree succession².
- Use vegetation to create a vivid and special identity at park gateway and entrances. **(#12)**

² Note: additional trees within unirrigated areas should be carefully evaluated as they require more significant resources to establish.

Rancho Laguna Park

Rancho Laguna Park is valued for its quiet, natural character, mature trees, shaded walking loop, picnic areas, and open lawn. The park supports a mix of family recreation, informal gathering, fitness, trail access, and designated off-leash dog use. Recommendations focus on preserving the park's peaceful setting while improving aging amenities, clarifying shared-use expectations, and supporting flexible recreation over time.

Figure 2: Rancho Laguna Park Recommendations



Recommended Improvements

- Preserve and enhance the park's natural and peaceful character, ensuring future improvements are compatible with its landscape, scale, and neighborhood setting.
- Replace the aging restroom building with an accessible, durable, and easy-to-maintain facility. (#1)

- Preserve the central lawn as an off-leash dog area during designated hours. As future needs evolve, consider using the lawn for recreation programs or community activities during on-leash hours.
- Improve signage and communication of dog and non-dog hours, leash rules, waste expectations, and shared-use etiquette. Consider targeted enforcement or monitoring if conflicts persist.
- Plan for lifecycle replacement of the playground as it ages. When replacement occurs, consider a nature-inspired, inclusive play area with shade, seating, and stronger connections to nearby picnic area. **(#2)**
- Maintain and improve the walking loop, including pavement repairs, drainage improvements, and accessibility upgrades where feasible. **(#3)**
- Work with EBMUD to restore Laguna Creek, providing an improved overlook, improved creekside picnic area, and dry creek bed that serves as a natural sand and water play area. **(#4)**

West Commons Park

West Commons Park provides a quieter, more passive complement to Moraga Commons, with open meadow, trails, public art, picnic areas, and dense riparian vegetation along two creek corridors. Recommendations focus on making the park more welcoming and usable for everyday passive recreation while improving visibility and creating stronger connections to the creek.

Figure 3: West Commons Park Recommendations



Recommended Improvements

- Add seating and improve shade, especially near picnic and seating areas.
- Establish an irrigated central lawn that supports passive activities such as picnicking, informal play, and small gatherings. Use an appropriate turf treatment that supports public use while balancing water efficiency and maintenance needs. **(#1)**
- Add a small pavilion to support smaller events, classes, picnics, and informal gatherings. **(#2)**
- Improve entrance visibility from Moraga Road by establishing a clear gateway through destination signage, public art, landscape improvements, or a combination of these elements.

Selectively clear or lift trees and brush where appropriate to improve sightlines into the park.

(#3)

- Evaluate the feasibility of adding a small parking area along the Moraga Road frontage to improve access. **(#3)**
- Restore native vegetation and manage invasive species and fuel loads along the creek corridor.

(#4)

- Enhance public access to and awareness of the creek through viewpoints, nature trails, and interpretive signage, while protecting sensitive habitat and creek function.
- Consider introducing small play elements aligned with the site's character, such as nature play features and interactive art.

Hacienda de las Flores

Hacienda de las Flores is one of Moraga’s most distinctive public assets, combining community buildings, gardens, mature trees, trails, event spaces, and community facilities in a unique park-like setting. The site is valued for its character and role as a gathering place, but it also faces significant challenges related to building condition, accessibility, circulation, storage, public visibility, and the balance between private events and community use. Recommendations focus on establishing a clearer long-term vision for the property, supporting sustainable event operations, improving public access and usability, and preserving the Hacienda’s character.

Figure 4: Hacienda de las Flores Considerations for Site-Specific Master Plan



Recommended Improvements

A key recommendation of this Plan is to establish a clear vision for Hacienda de las Flores by updating the 2016 Conceptual Feasibility Study into a **site-specific master plan**, which should guide future improvements that create a more cohesive property while balancing community use with revenue-generating private events (See Policy 1.2). This effort will require additional analysis, planning, and design in collaboration with the site’s private event operator. In addition to the

improvement ideas proposed in the 2016 *Conceptual Feasibility Study*, the following considerations should inform the site-specific master planning effort:

Buildings & Facility Improvements

- Consider improvements to existing buildings and potential new or expanded structures that better support both private events and expanded community use.
- Modernize HVAC, electrical, lighting, plumbing, irrigation, kitchen, and support systems to improve reliability, comfort, safety, and event functionality.
- Address deferred maintenance and accessibility issues, including relevant recommendations from the *Hacienda de las Flores 2008 Business Plan*.
- Improve storage, service access, and back-of-house operations to better support events, rentals, maintenance, and Town programming.

Public Access, Circulation & Wayfinding

- Use site design to more clearly define areas intended for public recreation, private events, and maintenance and operations, while creating an intuitive flow between them.
- Redesign internal drives to function as pedestrian walkways, with pedestrian-scaled materials and detailing, while maintaining access for maintenance and service vehicles as needed. **(#1)**
- Prioritize accessibility upgrades, including accessible parking, paths of travel, building entries, restrooms, and connections between major site areas.
- Improve site wayfinding with clear signage along trails, walkways, entrances, parking areas, and key destinations.
- Enhance entrances and improve site visibility to help communicate that the Hacienda grounds are open to the public. **(#2/#3)**
- Strengthen the pedestrian entrance at Devin Drive and Moraga Road with a more visible gateway, improved signage, safer street crossings, and a clearer walkway connection into the site. **(#3)**
- Improve hiking trail surfaces to support safer and more comfortable use. **(#4)**

Grounds, Landscape, and Recreation

- Move forward with the Laguna Creek Restoration Project, ensuring it is integrated seamlessly within the broader site. **(#5)**
- In natural areas, restore native vegetation and manage invasive species and fuel loads.
- Replace, refurbish, or remove aging site furnishings, while ensuring intuitive and consistent placement.
- Consider additional recreation amenities that are compatible with the Hacienda's character and use, such as picnic areas, nature play, or interpretive features.
- Provide a new trail connection from Devin Drive to the Cindy Waxman Trail and the Hacienda de las Flores using Town-owned property. **(#6)**

St. Mary's Road Linear Park

This section focuses on the Town-owned linear park along St. Mary's Road that supports a segment of the Lafayette-Moraga Regional Trail. This corridor is an important walking, biking, and recreation connection, with opportunities to improve comfort, refresh aging amenities, add small-scale recreation features, and strengthen the experience of the trail edge.

Figure 5: Linear Park Along St. Mary's Road Recommendations



Recommended Improvements

- Replace aging fitness stations with updated, durable equipment that supports a range of ages and abilities. Consider functional art and fitness pieces.
- Consider adding a small, fenced dog park and/or bike pump track with associated parking in one of the relatively level open areas near Stafford Road or Rheem Boulevard. If a dog park is pursued, incorporate engaging dog play features such as boulders, tunnels, hoops, agility elements, and shaded seating areas, where feasible. **(#1)**
- Add or improve seating, shade, and accent plantings at key rest points, trail access points, and areas where people naturally pause or gather. **(#2)**
- Improve vegetative screening along St. Mary's Road to enhance comfort and reduce visual impact and roadway noise.

- Selectively lift tree canopies and manage understory vegetation along the creek to improve visibility, create a stronger sense of connection to the creek corridor while protecting riparian habitat. **(#3)**
- Incorporate public art, interpretive elements, or placemaking features that reflect Moraga's identity and help integrate the corridor with nearby parks and community destinations. **(#4)**

Mulholland Ridge Open Space Preserve

Mulholland Ridge Open Space Preserve is Moraga's largest Town-owned open space and an important part of the broader Lamorinda trail and open space network. The preserve is valued for hiking, biking, scenic views, neighborhood trail connections, and immersion in the natural setting. Recommendations focus on improving trailhead comfort and navigation, addressing erosion and trail durability, strengthening wildfire resilience, and supporting long-term stewardship in a way that balances public access, conservation, safety, and Town maintenance capacity.

Figure 6: Mulholland Ridge Open Space Preserve Recommendations



Recommended Improvements³

- Provide trailhead amenities such as seating, shade and other comfort amenities where feasible, appropriate, and consistent with applicable conservation easements, CEQA documents, MOSO requirements, habitat protections, and maintenance capacity. **(#1)**
- Add maps at trailheads and wayfinding signage at trail junctions.
- Add interpretive signage or educational elements at key trailheads or viewpoints to support public awareness of open space stewardship, habitat, wildfire resilience, and responsible trail use.
- Repair or replace benches, signs, and trail amenities as needed.
- Repair trail surfaces, drainage issues, eroded areas, and landslide-prone slopes to improve trail durability, safety, and long-term maintenance.
- Maintain defensible space near developed areas and access points and integrate invasive species removal with vegetation and fuels management.
- Restore disturbed habitat areas using native and fire-adapted plant species where appropriate.
- Consider additional trail connections that enhance connectivity and expand trail experiences. Only pursue trails that are consistent with applicable conservation easements, CEQA documents, MOSO requirements, habitat protections, and maintenance capacity. **(#2)**
- Clarify long-term management roles and responsibilities for Mulholland Ridge, including opportunities for partnerships, specialized open space stewardship support, and low-risk volunteer activities such as litter removal, planting, monitoring, or stewardship days.
- Continue working with the grazing lessee to help maintain defensible space and consider expanding the lease area where appropriate to support vegetation management and reduce the Town's need for separate abatement work.

³ All improvements at Mulholland Ridge Open Space Preserve shall be evaluated for consistency with applicable adopted and recorded documents, including the 2002 Mitigated Negative Declaration and mitigation measures, Habitat Preservation and Restoration Plan, MOSO requirements, conservation and wildlife easements, deed restrictions, and fire-safety requirements. This Master Plan provides policy direction for future stewardship and access but does not supersede those requirements.

A Vision for Indoor Recreation

Indoor recreation space has been a long-standing community need in Moraga. A community recreation facility was identified as a key priority in the *2007 Parks and Recreation Master Plan* and reinforced through the General Plan and other planning efforts since. Community input during this process further confirmed this need and provided greater clarity on the types of indoor spaces residents would like to see.

Today, the Town has limited indoor recreation space and relies on the Hacienda de las Flores site to support programs, events, and rentals. With existing Hacienda spaces either closed (La Sala) or constrained by accessibility, functionality, storage, circulation, and event operations, the need for additional indoor recreation capacity has become more pressing. At the same time, indoor facilities are costly to build, operate, and maintain. This Plan recommends a **pragmatic, three-pronged approach that combines partnerships, reinvestment in existing assets, and a dedicated Town community center:**

1. Partner with Saint Mary's College for Active Indoor Recreation

Purpose: *Provide access to active indoor recreation amenities.*

Saint Mary's College has expressed interest in exploring shared use of the Joseph Alioto Recreation Center. This partnership could help meet needs for programmed and unprogrammed active recreation space, including gymnasium access, fitness equipment, and group exercise rooms. As part of this agreement, the Town would provide compensation, shared maintenance, and/or capital investment.

Use parameters would need to be clearly established, including Town or community use periods (seasons, hours), and balance of Town of Moraga programming, rentals, and general community use. Insurance, liability, scheduling, maintenance, and cost-sharing would also need to be addressed through a formal agreement.

2. Expand and Improve Hacienda de las Flores as a Joint Community & Event Center

Purpose: *Provide community event space and support long-term stewardship of the property.*

Hacienda de las Flores is one of Moraga's most important civic and recreation assets, but it also has significant maintenance needs and functional constraints that hinder both public programming and private events. At the same time, the Hacienda is well-suited for public and private events, and the Town's current event operator, Wedgewood Weddings & Events, has expressed interest in investing in the property in the context of a long-term agreement.

The Town should explore opportunities to partner with Wedgewood to improve or expand event facilities at the Hacienda. A new or expanded facility could strengthen the site's role as an event

destination and provide the Town with dedicated space for recreation programs, meetings, and community events during agreed upon times. This approach could help address some of the Town's indoor space needs while sharing capital costs and supporting the long-term financial sustainability of the property.

3. Develop a Town Multi-Generational Community Center for Reliable Public Use

Purpose: Provide dependable long-term programming, gathering, and civic space.

Partnerships with Saint Mary's College and improvements to Hacienda de las Flores can help meet important indoor recreation needs without requiring the Town to carry the full cost of constructing and operating facilities on its own. However, partnerships and event-oriented facilities cannot fully replace dedicated, reliable Town-controlled space for recreation programs, community gathering, civic meetings, and Parks and Recreation operations.

This Plan recommends a Town-owned community center of approximately 10,000 to 12,000 square feet⁴, focused on flexible programming and civic use. It is envisioned as a multi-generational community hub: a welcoming place where residents of all ages can gather, socialize, learn, participate in recreation and wellness activities, attend events, and build connections across generations. A successful facility should include flexible indoor spaces, connections to outdoor gathering areas, and adaptable rooms of varying sizes that can evolve with community needs over time. The facility should also support Town operations and civic life, including potential new Council Chambers and staff offices.

Specific spaces and amenities should be determined through a future facility design process, supported by detailed feasibility analyses and community engagement. These efforts should include residents of different ages and backgrounds to ensure the facility meets multi-generational needs, mitigates any negative impacts, and builds support for future funding.

Potential Community Center Locations

As part of the master planning process, at least a dozen potential locations were evaluated for suitability as a future town-owned multi-generational community center focused on flexible programming and civic use (see **Figure 6**). As summarized in **Table 1**, this evaluation considered each site's key opportunities and constraints, including land availability, zoning, cost, development feasibility, ability to accommodate the desired facility program⁵, access by walking, biking, and driving, and connections to nearby parks, schools, commercial areas, and neighborhoods.

⁴ Additional space may be warranted if shared use with Saint Mary's College and improvements or expansion at the Hacienda are determined to be infeasible.

⁵ A 10,000- to 12,000-square-foot facility would require at least 1.5 acres of developable land. A larger site is preferable, as it would provide more flexibility for indoor-outdoor programming, outdoor gathering areas, parking, circulation, and complementary amenities.

Figure 6: Evaluated Locations for a Future Town-Owned Community Center

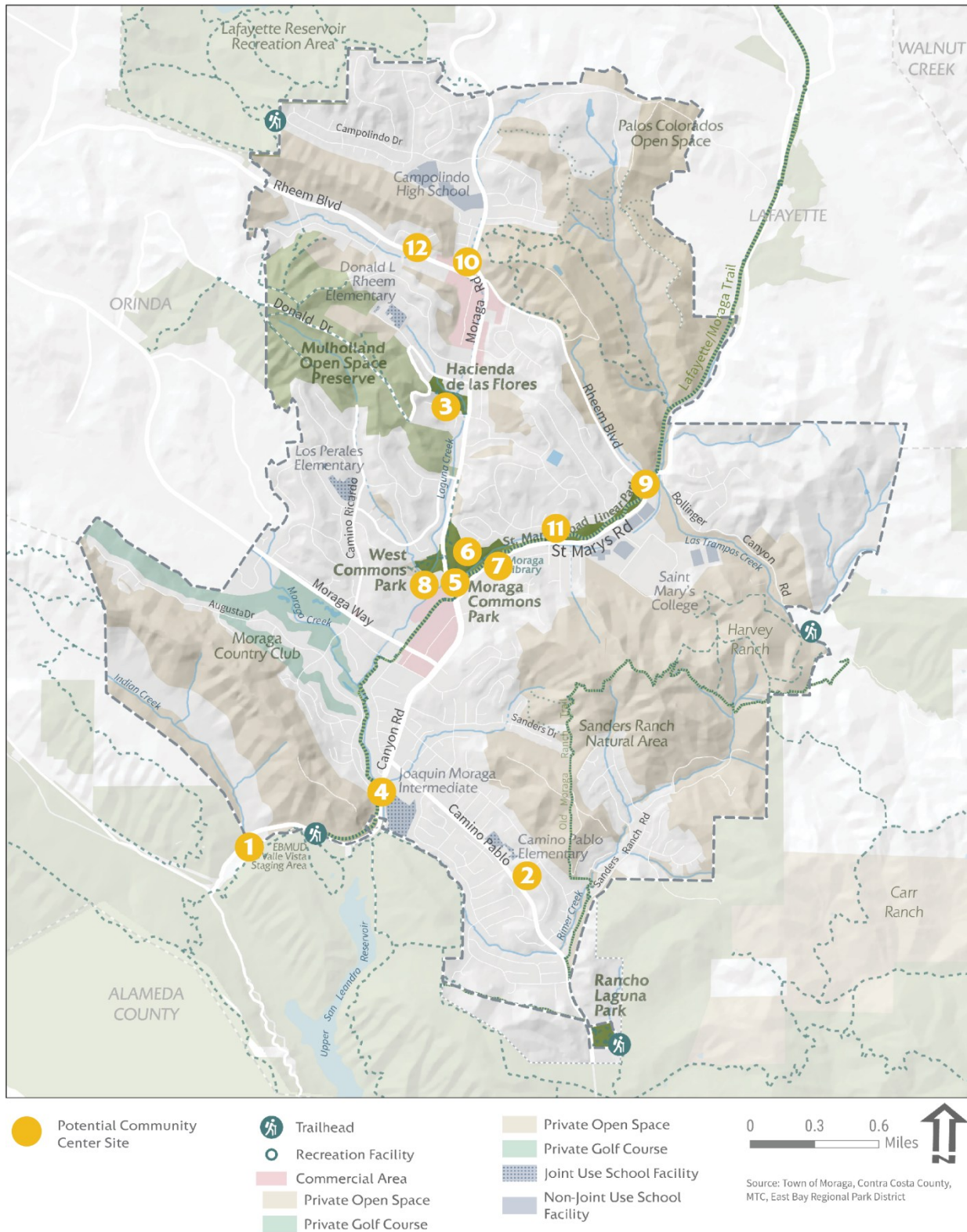


Table 1: Locations Evaluated as Potential Community Center Sites (sites listed in alphabetical order)

Location	Ownership	Pros	Cons
1. Canyon Road Public Works Staging Area	Town of Moraga	Town-owned land	- Not centrally located - Existing Public Works function would need to be replaced or accommodated elsewhere
2. Former Moraga Swim & Tennis Club Property (1161 Larch Avenue)	Private	- Existing recreation facilities - Site is currently vacant	- Privately owned land - Challenging site access embedded within residential neighborhood - Existing facilities would require considerable renovation - Would require rezoning
3. Hacienda de las Flores	Town of Moraga	- Town-owned land - Large site with potential for indoor-outdoor recreation - Potential to cost-share improvements with private event operator	- Balancing private event operations with community use would be complex - Site has parking, access, Site has parking, access, and facility - Not centrally located
4. Joaquin Moraga Intermediate Orchard Site	Moraga School District	- District may be open to partnership - Indoor facility could be supported by adjacent outdoor fields	- District-owned land - Small site that would likely require shared District use - Site is currently zoned for housing (would need to find a new parcel to transfer housing units to) - Not centrally located - Community sensitivity to loss of aging pear orchard
5. Montessori School at Moraga Commons	Town of Moraga	- Town-owned land - Central location with strong relationship to existing park amenities, trail connections, and future Town Center	- Site is too small to accommodate a community center - Current operator has a multi-year lease
6. Moraga Commons	Town of Moraga	- Town-owned land - Central location with strong relationship to existing park amenities, trail connections, and future Town Center	- New building and parking would likely displace existing amenities, including the amphitheater - Access to the Back 40 area is constrained by the creek and utilities

Location	Ownership	Pros	Cons
7. Moraga Library	Town of Moraga	- Town-owned land - Central location with strong relationship to existing park amenities, trail connections, and future Town Center - Potential synergy between library and community center functions and facility needs	- Site size may require structured or shared parking, reduced outdoor amenities, or other tradeoffs to accommodate both a library and community space - Notable portion of the undeveloped land has restrictions by public and private utilities - Topography challenges
8. Moraga Town Center Area 7 (Northwest of Moraga Road & St. Mary's Road Intersection)	Private	- Site is identified in the <i>Moraga Center Specific Plan</i> makes reference to including a "Town Center" and "Community Center" within the broader properties - Central location with strong relationship to existing park amenities, trail connections, and future development of overall Moraga Town Center property - Property is surrounded by restricted Riparian Corridor and public property - Potential public-private partnership (P3) funding and development opportunities	- Privately owned land - Resistance from current property owner to have public use on this site - Feasibility depends on development timing and the ability to establish a mutually beneficial agreement with the property owner
9. Rheem Boulevard & St. Mary's Road	Town of Moraga	- Town-owned land - Potential partnership opportunity with Saint Mary's College	- Zoned MOSO and may have environmental constraints - Less centrally located and near Lafayette Community Center.
10. Saint Mary's Rheem Campus (380 Moraga Road)	Saint Mary's College	- Sizable site with ample parking and good access - Existing building could potentially be repurposed or replaced	- Privately owned by Saint Mary's College - Would require partnership or acquisition - Site is zoned for mixed-use to accommodate housing and commercial development. If loss of housing units, would

Location	Ownership	Pros	Cons
			need to find a new parcel to transfer housing units to. • Parking easement restrictions
11. Stafford Road & St. Mary's Road	Town of Moraga	• Town-owned land • Potential partnership opportunity with Saint Mary's College	• Challenging topography and access • Zoned MOSO and may have environmental constraints • Less centrally located and near Lafayette Community Center.
12. Town Council Chamber Site	Town of Moraga	• Town-owned land	• Site is too small to accommodate a community center

Based on this evaluation, three locations have been identified as the most promising opportunities from a user perspective and are described in more detail on the following pages. Each site has different advantages, constraints, partnership considerations, and implementation challenges, so additional feasibility analysis will be needed before the Town selects a preferred site or advances a specific project.

Moraga Center Area 7 – Northwest of Moraga Road & St. Mary's Road Site

The *Moraga Center Specific Plan* identifies the possible public use for a potential "town center" / "Community Center" / "Town Square" at different locations, as part of its long-term vision for the future development of the broader Moraga Center properties. A community center within Area 7 is ideal from a user perspective because it is centrally located, provides easy access from Moraga Road, and has a direct relationship with Moraga Commons, West Commons, and the Lafayette-Moraga Regional Trail. A community center at this site would attract a wide array of federal/state/regional P3 and private funding opportunities, which would help spur future development on the other Moraga Center properties. This land use would strengthen civic identity and create a walkable hub for recreation, gathering, and community life.

However, it needs to be acknowledged and respected that this site is privately owned, and the current owner is not supportive of public use at this location. While there are many examples throughout California of successful public-private partnerships that involve a community center and other recreational facilities and uses, along with notable outside funding source opportunities, it is important to respect the wishes and concerns of the property owner. If Town Council is interested in pursuing this site, Town staff needs to be directed to work with the property owner to determine if a mutually beneficial outcome for all parties is attainable.

Moraga Library Site

The existing Moraga Library site may present an opportunity for a joint library-community center. The library is centrally located, Town-owned, and well-positioned near Moraga Commons and the Lafayette-Moraga Regional Trail. If the library requires major reinvestment or replacement in the coming years, the Town may want to explore whether a combined library and community center would provide a more efficient and community-serving facility. This option would require close coordination with Contra Costa County and utility districts, and further study of site capacity, parking, operations, right-of-way requirements, funding, and governance.

Rheem Boulevard & St. Mary's Road Site

The Town owns land along the Lafayette-Moraga Regional Trail located on the southwest portion of the Rheem Blvd. and St. Mary's Road intersection. While much of this land is constrained by the creek corridor, vegetation, and sloped terrain, the area may be suitable for a community facility. This location is farther from the Town's civic and commercial center; however, has a direct relationship to the regional trail and Saint Mary's College. Further feasibility analysis would be needed to understand environmental constraints, access, parking, buildable area, and compatibility with the surrounding open space and trail corridor.

Future Recreation at Moraga Town Center

The *Moraga Center Specific Plan* establishes a long-term vision for transforming the area around West Commons, School Street, and Laguna Creek into a walkable mixed-use village. The Specific Plan also identifies several important recreation opportunities:

- **Laguna Creek Trail Corridor:** Potential development of a trail along Laguna Creek Corridor, connecting to West Commons and the Lafayette-Moraga Regional Trail.
- **Town Square:** Recognition of a planned “Town Square,” located at School Street straddling Area 2 and Area 8, as a civic and recreational gathering space for events, everyday social activity, and community life.
- **Town Center:** Identification of a “Proposed Town Center Facility Site,” which may include a potential community center location along Moraga Road across from the Moraga Commons.

While these opportunities are identified in the Moraga Center Specific Plan, timing and details of future development in the area remains uncertain. As future planning and development move forward, the Town should ensure that parks, recreation, open space, and trail improvements are treated as essential elements of the Town Center vision.

Moraga’s Future Town Square

The Moraga Center Specific Plan identifies a future “Town Square” near the planned School Street extension and a new Village roadway crossing Laguna Creek. However, the Specific Plan provides limited detail about the character, program, or design of this space. The PROS Master Plan provides an opportunity to more clearly articulate the Town Square’s potential role as a civic and recreational gathering place within the future Town Center.

During the community workshop and survey, participants expressed strong interest in a Town Square that functions as an active public space, with opportunities for both community events and informal gathering. Desired features included interactive elements such as water play or unique play features, evening activation, interactive art, and games, along with comfort amenities such as seating, shade, and dog-friendly features. Rather than serving only as a visual feature, the Town Square should be designed as a usable public space that supports daily life and special events.

Trail Connectivity Opportunities

Moraga has a robust trail system made up of local and regional trails that connect to the broader regional network. Strategic extensions and gap closures could strengthen this system by improving connections between parks, open spaces, neighborhoods, schools, and community destinations. trail connection opportunities

Potential Future Trails within Town Property or Rights of Way

Potential future trail alignments are described below and shown in **Figure 9**. These ideas are conceptual and will require additional study to determine feasibility, preferred alignments, and implementation needs.

- **Moraga Way Multi-Use Trail:** A grant was recently awarded for the creation of a multiuse trail along Moraga Way, connecting the Lafayette–Moraga Regional Trail to Orinda BART and other regional destinations.
- **Moraga Road Multi-Use Path:** A proposed multi-use path along Moraga Road between Corliss Drive and Campolindo Drive would connect to the existing Moraga Commons path and support the Livable Moraga Road project’s vision for safer, more comfortable connections between parks, schools, and other community destinations.
- **Donald Drive to Mulholland Ridge:** The section of Donald Drive connecting Mulholland Ridge to the Hacienda de las Flores trail system is currently open to vehicles and lacks pedestrian infrastructure. However, the route is often used by hikers and cyclists. Creating a multi-use path within the right-of-way would improve safety for these users while maintaining vehicle access.
- **Mulholland Ridge to Moraga Road:** At an entrance to Mulholland Ridge Open Space, along Donald Drive, there is an existing informal trail that runs to the southeast. If continued, the expanded trail could connect to the existing Moraga Road multi-use path, offering another connection to Mulholland Ridge Open Space. An easement or agreement with private property owners would be necessary.
- **Mulholland Ravine Trail:** There is currently no trail access along the main drainage of Mulholland Ridge Open Space Preserve. A new trail in this area could provide a different open space experience along the creek while improving connectivity between Donald Drive, Camino Ricardo, and surrounding neighborhoods.

Additional Trail Connectivity Opportunities

The following are additional opportunities to expand trail connectivity throughout the community. Any opportunity that intersects with private open space or private land would require agreement and collaboration with the property owner to determine feasibility and are not guaranteed.

- **Moraga Country Club:** Portions of the Moraga Country Club operate on Town-owned land. Formalizing a multi-use trail through the golf course could create additional walking and biking opportunities in Moraga. A trail aligned with Moraga Creek could provide a scenic route through recreational open space that is currently limited primarily to golf use.
- **Moraga Town Center:** The *Moraga Center Specific Plan* proposes a trail along the Laguna Creek, potentially relocating the Lafayette–Moraga Regional Trail from its current sidewalk

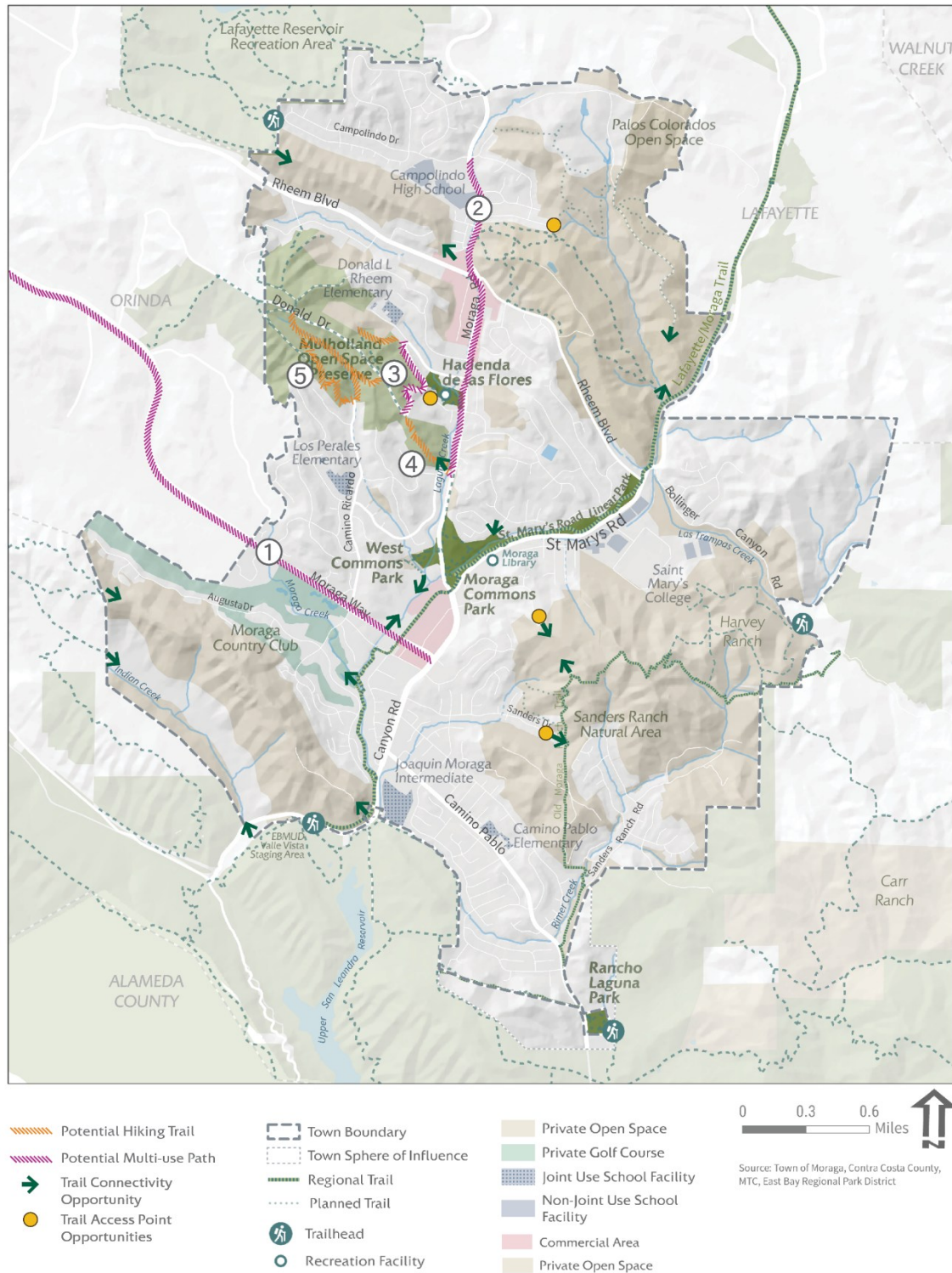
alignment. If found to be beneficial with property owner's future development intentions, this would create an important trail connection linking the Town Center, Moraga Commons, West Commons, and surrounding neighborhoods.

- **Palos Colorados:** Trail easements have already been established in Palos Colorados and are expected to support new trail connections as development moves forward. With a new property owner that is planning to commence development of the site starting in 2027, the Town may want to explore opportunities to make these trail corridors available for public access, where feasible and with appropriate agreements, safety measures, and maintenance responsibilities in place.
- **Carrol Ranch Open Space:** Carrol Ranch Open Space is approximately 125 acres of private open space adjacent to Campolindo High School. There is an existing double track trail along its ridge, but it is currently gated. Establishing public access would connect the high school and Rheem Town Center area to the Lafayette Reservoir Recreation Area.
- **Indian Ridge & Valley:** Trail connections through this private open space and/or future development area may provide a more direct route between the San Leandro Watershed trail system to the southeast and the extensive trail network of Huckleberry Botanical Regional Preserve, Grizzly Peak Open Space, Tilden Regional Park, and ultimately San Pablo Reservoir Recreation Area.

Trailheads & Access Points

Trailheads and access points help make the trail system more accessible and welcoming. The Town should explore opportunities to add or improve access points in locations where they would meaningfully expand trail access or strengthen connections to nearby neighborhoods, parks, and open spaces. Potential trail access opportunities are illustrated on **Figure 10**.

Figure 9: Potential Trail Opportunities



Note: Any opportunities that intersect with private open space or private land would require agreement and collaboration with the property owner and are not guaranteed.

Partnership Opportunities

Partnerships will be an important strategy for implementing this Plan and expanding access to recreation opportunities over time. Moraga has limited land and resources for new recreation facilities, but several agencies within and near the Town own facilities that could help address community needs if shared use can be formalized.

Many of these agencies, including Saint Mary's College, Moraga School District, and Acalanes Union High School District, were consulted during this planning process and expressed interest in exploring partnerships with the Town. These opportunities could help expand access to in-demand amenities such as sports fields, courts, indoor recreation space, aquatics, and neighborhood park space without requiring the Town to acquire and develop new land on its own.

The following section summarizes the most promising joint-use opportunities to help address the amenity needs identified through the needs assessment process. The Town should continue discussions with these entities to evaluate feasibility, define shared-use terms, and identify potential partnership models. Guidance for successful joint-use agreements and relevant case studies will be included in the full PROS Master Plan.

Saint Mary's College

Saint Mary's College owns a range of recreation facilities that could potentially help address community needs when not in use by students. While a prior 2015–2020 agreement allowed reciprocal use of facilities without charge, limited shared use occurred in practice and there is no longer an agreement in effect. Through this planning process, Saint Mary's expressed interest in exploring two different approaches: allowing the Town to rent existing facilities during available times and partnering with the Town on capital improvements to existing or new facilities in exchange for shared community access. Key opportunities include:

Joseph L. Alioto Recreation Center

As described in the "A Vision for Indoor Recreation" section, the Joseph L. Alioto Recreation Center at Saint Mary's is a key opportunity for helping meet indoor recreation needs, including gymnasium access, fitness equipment, group exercise rooms, aquatics, and other indoor recreation spaces. The facility is well used by students, but the College has expressed willingness to explore shared use, particularly during non-peak hours or seasons.

Pickleball & Tennis Courts

Saint Mary's has expressed interest in upgrading existing tennis courts and adding pickleball courts. Currently, the courts are used for team practices, but are available for public use outside those hours. Despite being located near St. Mary's Road, current access to the courts requires routing through campus. To better facilitate access, a dedicated public entrance and parking off St. Mary's Road should be considered.

Pat Vincent Memorial Fields

These front practice fields are used by various College sports teams but may have some availability for shared community use. The Town may already have access rights related to mitigation for the Joseph L. Alioto Recreation Center. The Town should work with Saint Mary's College to clarify the terms of any existing access, available use windows, scheduling procedures, maintenance expectations, and how community use can be better implemented.

Moraga School District

Moraga School District (MSD) includes Joaquin Moraga Intermediate School, Los Perales Elementary School, Camino Pablo Elementary School, and Donald Rheem Elementary School, each of which include various recreation facilities. The Town and MSD have an existing joint-use agreement, but limited facility use has resulted from the agreement in practice. There is an opportunity to revisit and expand the agreement to better support both Town and District needs. MSD has expressed openness to further collaboration, particularly where the Town could assist with maintenance or targeted capital improvements. Key opportunities include:

Neighborhood Park at Los Perales Elementary School

The southeast portion of the Los Perales Elementary campus includes a small, semi-developed diamond field and an irregularly shaped multi-purpose field. These areas are rarely used by the District and would benefit from investment and enhanced maintenance. MSD has expressed interest in transferring ownership of this portion of the campus to the Town, allowing the Town to improve and maintain the site as a neighborhood park.

This site presents a significant opportunity to expand park access and acreage and provide in-demand amenities such as a small multi-use field. Additional neighborhood park amenities, such as a playground, benches, picnic tables, shade, and walking paths, should also be considered. Parking and site access are constrained, so any improvements would need to be carefully planned around circulation, neighborhood compatibility, school operations, and safety.

Diamond Fields at Camino Pablo, Donald Rheem, and Joaquin Moraga

Camino Pablo Elementary School and Donald Rheem Elementary School both include multi-use fields that may be suitable for joint use outside of school hours. The Town should continue discussions with MSD to understand field availability, maintenance needs, and access constraints.

The fields at Joaquin Moraga Intermediate School were also considered. However, those fields are already well-used by private sports organizations, which provide recreation programming in the community. As a result, there may be limited opportunities to expand use of those fields in the near term.

Indoor Programming Space

In addition to the outdoor facilities described above, all these school sites include multi-purpose rooms and classroom spaces that could potentially help address immediate programming space

needs. MSD also has a long-term interest in developing a new gymnasium at Joaquin Moraga, which could present a potential future partnership opportunity.

Acalanes Union High School District

Acalanes Union High School District serves high school students in Moraga and surrounding communities. Both Campolindo High School and Miramonte High School provide recreation facilities that support school athletics and, in some cases, public or community use. There is no current joint-use agreement between the Town and the District, but opportunities may exist to formalize existing public access, improve communication around available facilities, and explore targeted partnerships where facility availability, school needs, and Town recreation priorities align.

Auxiliary Fields at Campolindo High School

The auxiliary fields support high school athletics but have potential availability on weekends and during some weekday evenings. The fields would benefit from improvements and ongoing maintenance support. A partnership could define community use windows in exchange for Town support, while protecting school and existing sports organization needs.

Tennis Courts & Aquatic Center at Campolindo High School

The tennis courts and aquatic center are currently open to the public when not in use for school programming. Formalizing this access through an agreement could help ensure that public use continues over time. The Town could also partner with the District to increase public awareness of available hours, programs, and procedures.

Miramonte High School

Miramonte High School is located just outside Moraga's boundaries but serves many Moraga residents and includes recreation facilities that could potentially support community needs. The campus includes athletic fields, courts, gym facilities, and an aquatics facility that are heavily used by students and school programs. The Town should initiate conversations with Miramonte High School to better understand facility availability, current public access practices, capital improvement needs, and whether a partnership could make sense.

Adjacent Municipalities & Land Managers

The Town should also explore partnerships with adjacent municipalities and regional land managers, including Lafayette, Orinda, John Muir Land Trust (JMLT), East Bay Regional Park District (EBRPD), and East Bay Municipal Utility District (EBMUD). These partnerships may be especially appropriate for larger regional or specialized recreation amenities that may not be feasible within Moraga, such as expanded trail connections, bike parks, sports complexes, or indoor recreation facilities.