

## **Claremont Hills Wilderness Park Master Plan Workplan**

MIG Inc. will complete the tasks as described below.

### **Task 1: Review Existing Documentation**

#### **Task 1a: Site Visit and Kickoff Meeting**

Core members of the MIG team will participate in a project kickoff meeting and site tour with City of Claremont staff. The purpose of the meeting will be to confirm MIG's understanding of the City's desired outcomes of the master planning process. MIG will also verify at this time that we have obtained all of the City of Claremont's relevant information for the Claremont Hills Wilderness Park Master Plan, which include the list of documents listed in the RFP as well as any others deemed relevant during discussions, such as applicable zoning codes, the Sustainable City Plan or information related to San Gabriel Mountain National Recreation Area.

#### **Task 1b: Review existing documents and conduct interview**

The purpose of this task will be to become completely informed about the body of knowledge about the park and its issues, and to use this information to avoid collecting redundant information during the inventory task (Task 3). MIG core team members will review relevant documents and develop questions to be used in interviews with City staff and stakeholder representatives. This initial review will focus on ensuring the team has sufficient information to complete the master plan. Additional, more detailed reviews will occur in subsequent tasks. MIG will also conduct one interview with staff from Los Angeles County Fire Department to develop an understanding of any concerns they might have regarding management of Claremont Hills Wilderness Park (CHWP).

The deliverables for Task 1 will be interview notes and a data summary memo based on existing documents obtained in Task 1a. The data summary will note any gaps that may need to be addressed during development of the Master Plan. We anticipate that City staff will provide, or that MIG will obtain from public agencies GIS information on:

- Road and trail alignments
- Soil types (to be obtained from Los Angeles County)
- Hydrography
- Locations of fuelbreaks
- Locations of parking lots and any other points of trail access
- Boundaries with adjacent landowners
- Vegetation classifications
- Elevation or DEM
- Administrative sites (e.g., cell towers)

*Deliverables: Data Summary Memo, Interview Notes, and revised schedule (if needed)*

### **Task 2: Public Participation**

The purpose of this task is to engage the community and vested stakeholder's community organizations about salient issues associated with use of the CHWP, and ways in which the Master Plan will address these issues. MIG will use a variety of methods outlined below to accomplish this task.

## **Task 2a: Prepare public engagement memorandum**

MIG will prepare a public engagement memorandum that specifies City staff and MIG roles and responsibilities and the ways in which MIG will solicit public input. The memo will specify the primary stakeholders, and other important organizations and individuals from which to solicit information. This could include groups such as: Palmer Canyon residents, Claremont Hills Conservation Corporation, Claremont Wildlands Conservancy, Rancho Santa Ana Botanical Garden, LA County Fire Department, Cal-Fire, Angeles National Forest, and local or regional trail advocacy groups. The memorandum will also specify general content and format for each meeting, and general content for the online survey. The memo will clarify whether meeting communications and facilitators will need to be bilingual (Spanish and English), and whether other language skills may be needed.

## **Task 2b: Technical Advisory Committee Meetings**

MIG understands that the City desires to create a Technical Advisory Committee (TAC) as a means of engaging stakeholder's community organizations in the planning process. The TAC meetings will serve as the primary method for soliciting stakeholder input, while other interested parties will be able to express input via community meetings and the online survey.

MIG assumes City Staff will develop a list of prospective members and establish the TAC. MIG's role will involve facilitating up to four meetings. To streamline the process of establishing and meeting with the TAC, MIG recommends the group has an informal status (to avoid Brown Act requirements). At the first meeting, members of the TAC will define the meeting format and develop their charter and vision with guidance from MIG.

Issues to be addressed by the TAC might include management of wildfire hazards, parking management, and resource protection. MIG will provide a facilitator and recorder for each meeting. Important points will be recorded in a "wallgraphic" format, with meeting summaries prepared for each. We assume City staff will provide the venues and notices for each TAC meeting.

## **Task 2c: Online Survey**

MIG will prepare a brief online survey to gather broad public input about issues associated with park use, and support for different types of trail carrying capacity standards. Issues likely to be addressed in the survey (subject to City approval) include: parking management and impacts to private residences, desired trail system amenities, perceived safety or user conflicts, areas of obvious resource impacts, such as littering and erosion, and desired trail experiences (e.g., physical fitness, solitude, social outing). MIG will post this on our website, the City's website, or both. MIG will use *Survey Monkey* to develop and implement the survey.

## **Task 2d: Community meetings and Park intercept surveys**

MIG will conduct three community-wide meetings, one at the start, one in the middle, and one at the end of the Master Planning process. The final content and format of these meetings will be addressed in the public engagement memorandum. MIG recommends that the meetings cover the topics shown in Table 1.

Table 1. Proposed Meeting Topics and Approximate Timing.

Meeting	Topic	Approximate Timing
Meeting 1	Introduce the Master Planning process and obtain public input on visioning	Month 3 (following completion of tasks 1 and 2a)
Meeting 2	Present 2 conceptual site plans and obtain public input on a preferred site plan	Month 6 (following completion of tasks 3 and 5)
Meeting 3	Present preferred conceptual site plan	Month 10 (following completion of tasks 3, 5, 7, 8, and 9)

In addition to the community meetings, MIG staff will conduct park intercept surveys to gather input from trail users who are not Claremont residents. The content of these surveys will differ from the online survey and will be developed collaboratively with City staff. The intercept surveys will be administered concurrently with field data collection efforts, and at least one of those days will occur on a weekend.

### **Task 2e: Support Master Planning Website**

MIG will work with City staff to make sure the project has a robust presence on the City's website. At the start of the project MIG will develop several logos and taglines to provide the Master Plan webpage a distinctive look and feel. City staff and Public/Media Outreach staff will review these concepts and select one for implementation. The Master Plan effort will be prominently located on the City's home page and linked to a separate page dedicated to detailed project information, materials from workshops and meetings, web-based surveys (Survey Monkey), meeting summaries, outreach results and other documentation. MIG will then work with the City's webmaster to maintain timely postings of key materials throughout the master planning process.

*Deliverables: Survey summary, focus group and community meeting notes, public input summary report for inclusion in the Master Plan*

### **Task 3: Inventory of Existing Conditions**

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The purpose of the existing conditions inventory is to supply information to complete Tasks 7 (park usage and amenities), 9 (prepare maps), and 12 (prepare master plan).

**Task 3a: Prepare data collection forms.** The data gaps memo prepared in task 1b will inform the extent of necessary additional data collection. For example, we understand there is existing data on trail usage and vehicle counts so any efforts to obtain additional trail usage or parking information will likely be minimal. For each type of information needed, MIG will develop data collection forms to facilitate quick and consistent data collection for all types of information collected. We assume that up to 3 days of inventory fieldwork will be required to collect the necessary information, excluding environmental information collected as part of Task 5. MIG will walk the entire trail system as part of the inventory efforts. We will collect general information on potential viewing areas, areas with existing facilities, and areas where regional trail connections may be constructed. MIG will collect detailed information on trail conditions at "hotspots" as described in Task 3b.

**Task 3b: Select areas for detailed trail information.** MIG staff will review aerial photography and interview City staff to pinpoint locations for collection of detailed trail information on areas with known impacts or problems. Information will be collected on: evidence of concentrated runoff, mass wasting, and poor drainage (refer also to Exhibit 1

for the sample data collection form). This work will be closely coordinated with the resource management inventory conducted by BonTerra Consulting as part of Task 5.

**Task 3c: Field based Inventory of amenities and trails.** MIG will conduct an on the ground inventory of the following features and will walk the entire 11-mile trail system as described below.

- **Parking lots:** KOA, the team's parking and traffic specialist, will observe and record parking lot percent occupancy, and if appropriate, parking lot turnover.
- **Trails:** At trail "hotspots" we will use data forms to record important, detailed information on evidence of erosion, litter/dumping, braided trails, and any trails located along the fall line. As part of the general assessment applied to the entire trail system, MIG staff will photograph portions of the trail alignments that are suitable as viewing or resting areas, as well as corridor areas that may support trail alignments to connect to regional trails. Each location will be assigned a GPS coordinate, and recorded features will be digitized and entered into a query-enabled database.
- **Facilities:** MIG will record conditions of shade structures, portable toilets, and trash containers, prepare a preliminary assessment of ADA compliance, and then rate items in terms of health, safety, appearance, and any needed repairs, routine maintenance, or other heavy maintenance and/or reconstruction.
- **Signage:** MIG staff will record the condition, visibility, and clarity of text of each sign and conduct a preliminary assessment of ADA compliance for only this amenity.

GPS coordinates will be obtained for each inventoried feature, and they will be displayed on working (24" x 36") and report size maps at a 1:24000 or similar scale. Maps along with supporting narrative will be compiled into an inventory report. In addition to the above referenced features, MIG will include summary information on trail usage based on the Alta inventory, and any observations on traffic and circulation features noted by KOA as part of their work for Task 8, and use levels observed by MIG during fieldwork activities.

*Deliverables: Inventory report*

#### **Task 4: Carrying Capacity**

Visitor carrying capacity has emerged as a pressing issue for many park and recreation jurisdictions. Concerns about safety, visitor conflicts, incompatible uses, special or commercial events, and impacts to sensitive species, are driving increased concern about this topic. Despite this growing concern, few park and recreation jurisdictions have established visitor carrying capacity standards. National Parks and Recreation Association established visitor contact standards for rural and urban trails. However, the source of these standards is more than 20 years old, and it is unclear the extent to which those standards might apply to CHWP. In a literature review conducted by Dr. Glenn Haas in 2006, most of the work done in the carrying capacity realm has focused on limiting visitor use in wilderness areas, wild and scenic rivers, caves, and national parks. New York State Parks and Historic Preservation has established trail standards that might have applicability to the CHWP, and Dr. Robert Manning has conducted detailed research on the acceptable number of encounters with other trail users on Yosemite National Park wilderness trails, and trails to popular viewing areas in Yosemite Valley. Since readily available, applicable trail

standards may not exist, MIG will develop standards based on inventory data and public input, as described below.

**Task 4a: Verify use levels and estimate future use.** Prior to developing standards for trail carrying capacity MIG will use trail usage data compiled by Alta to estimate current trail usage. We will also use Southern California Association of Governments (SCAG) to estimate growth in trail use over the next decade. Estimating future use is important since regional and statewide surveys on outdoor recreation demand in California have consistently shown unmet and growing demand for trail use in urban areas.

**Task 4b: Identify most limiting factors.** The MIG team will identify the most limiting factors for trail use (e.g., social, physical, biological). Social factors pertain to the effects of encountering others on trails on the visitor's experience. For visitors who use trails to find solitude, a relatively low level of encounters may be the most limiting factor. For visitors who use the trails to train for running or biking events, relatively high levels of visitors that impede travel may be the most limiting factor, which would be considered by a physical limiting factor. Physical impacts refer to impacts on trails themselves, as evidenced by poor drainage, erosion, or concentrated runoff. Biological impacts refer to trampling of vegetation, establishment of braided trails, or disturbance to wildlife such as nesting birds. BonTerra Consulting will review the draft Carrying Capacity Report and provide input on natural and cultural issues, prior to the report's submittal to the City.

We assume that Tasks 4 and 5 would occur concurrently and that the information developed by BonTerra Consulting for Task 5 will provide MIG with relevant biological and cultural resource considerations (e.g., location of trails away from sensitive vegetation communities and habitat for sensitive species; need for permits for disturbance of jurisdictional resources; and protection of significant cultural resources) to support the Carrying Capacity Report. MIG assumes the most limiting factor for visitor use will be social (amount of use on the trail system and parking demand). As a result most of the analysis conducted under this task will focus on the social aspects of carrying capacity.

**Task 4c: Determine relationship between trail use levels and impacts.** Dr. Bo Shelby, a national subject matter expert of visitor carrying capacity, has stated that in order to establish visitor carrying capacities there must be a relationship between visitor use levels and social, biological, or physical factors. In previous work on trail use levels and impacts to these three factors, it is often difficult to find relationships between the number of visitors and impacts to biological and physical resources. Impacts to biological resources as a function of trail use are often mixed and complex, and impacts to the trails themselves are sometimes more strongly related to poor design and placement rather than the number of people that use them. However, MIG will at least briefly evaluate the potential for impacts from trail use for all three factors.

MIG will use trail usage data from Alta, and inventory data collected by BonTerra Consulting, to determine if there are relationships between trail use and impacts to biological resources. We will use trail condition information collected for trail "hotspots" and Alta's usage data to determine if there is a relationship between use and physical factors. If relationships are found between trail use and impacts to biological and physical resources, it will most likely occur in reference to single track trails that occur in relatively undisturbed areas, so most effort for these two factors will focus on single track trails. Our assumption is that analyses of biological and physical factors will be brief, and as stated above, most of our effort will be directed towards establishing relationships between trail use levels and impacts to social factors (i.e., visitors' desired experiences) for all types of trails.

The MIG team will develop a set of questions based on Dr. Manning's extensive research at Yosemite National Park to be used in the online survey, focus group(s), and a community-wide meeting. Manning's research on trail encounters in Yosemite Valley queried visitors about the number of encounters that visitors would find optimal, would tolerate, and would no longer tolerate, and therefore would visit other locations. Visitors then based their evaluations on visually simulated depictions of trails with various levels of visitor use.

**Task 4d: Develop carrying capacity standards for main loop, fireroads, and single track trails.** The MIG team will develop trail standards for the main trail loop, fire roads, and single track trails. We will use information from focus groups, the online survey, and the community-wide meeting focused on carrying capacity to develop standards. It is likely that standards will differ for the main loop, fireroads, and single track trails. It is also likely that from a social perspective, visitors using the main loop will tolerate a higher level of contacts than on fireroads or single track trails.

Social standards will be developed for each trail type referenced above, and will be broken down by peak and non-peak use periods. Standards will be represented as a range of encounters with other visitors, rather than a single number since a range of encounters is easier to monitor and manage than a single encounter number.

For protecting biological and physical resources, MIG with assistance from BonTerra will develop Best Management Practices that minimize impacts as part of the developing the Resource Management Plan in Task 5.

*Deliverables: Carrying capacity report, including standards for the trail system for social, biological, and physical factors as appropriate*

## **Task 5: Environmental Baseline and Resource Management Plan**

**Task 5a: Desktop environmental conditions assessment.** BonTerra Consulting will review existing documentation and mapping data pertinent to the biological and cultural resources within, or in the immediately vicinity of, the park site. This will consist of a biological literature review to determine the species which have been identified as special status by state, federal, and local resources agencies and organizations that have a potential to occur within the park or immediate vicinity. BonTerra Consulting will also review existing research and data related to known historic sites within the CHWP and perform other background research for the area. The purpose of the cultural resources background research will be to determine whether the recommended recordation of the known sites has been previously completed and to determine if other sites are recorded in the area that may require further investigation. The cultural resources background research will consult: (1) the California Historical Resources Information System (CHRIS) at the South Central Coastal Information Center (SCCIC) at California State University; (2) the Vertebrate Paleontology Section of the Natural History Museum of Los Angeles County; and (3) the California Native American Heritage Commission (NAHC) for a review of its Sacred Lands File and subsequently communicating by letter with those tribes and individuals.

**Task 5b: Conduct environmental fieldwork.** BonTerra Consulting will perform an overall field assessment of park conditions that will include observations of both significant natural resources (e.g., general location of jurisdictional streambeds/wetlands, potential habitat for endangered species, special status vegetation types, rock outcroppings, large mammal burrows, nesting cavities, wildlife corridors) as well as areas of concern (e.g., eroding areas or areas in danger of erosion, areas that may have a negative effect on water quality, areas

with a high degree of invasive species). Using the results of the literature review, field biologists will identify locations within the park that may support special status plant and wildlife species. A total of 4 days of field work has been assumed in this scope of work. Vegetation will be qualitatively described, including the extent and distribution of various vegetation types, and vegetation types throughout the CHWP will be mapped. All plant and wildlife species observations will be documented in field notes and any incidental observations of special status species will be reported to the California Native Diversity Database (CNDDDB). Additionally, if the cultural resources background research warrants additional investigation, BonTerra Consulting will complete a non-intensive, one day pedestrian field survey of the project area, including an examination of the trails and any areas anticipated to be disturbed by the project, to identify any exposed resources, and investigate the potential for their existence in the subsurface. Recording any previously unrecorded or unidentified sites discovered during the survey, is not included in this scope of work.

All mapping data that are collected as part of the field assessment will be incorporated with the project mapping data described in Task 9 for use in the preparation of the Resource Management Plan (RMP) described below in Task 5b. Early inclusion of the mapping data will allow much of the master plan analysis to proceed concurrently with the preparation of the RMP.

**Task 5c: Resource Management Plan.** Upon completion of the field assessment described above, BonTerra Consulting, the team's natural and cultural resources specialist, will synthesize the findings with the existing documentation described in Task 1 to prepare a Resource Management Plan (RMP) for the CHWP. The purpose of the RMP is to identify and describe significant and/or fragile natural resources within the park and to discuss methods of protection and enhancement of these resources. Specifically, the RMP will include: (1) results of the literature review; (2) the methodology used to conduct the biological surveys; (3) a description and map of the existing vegetation types; (4) a description of existing streambeds/wetlands and their ability to preserve or enhance water quality; (5) a description of any special status habitat types and special status plant/wildlife habitat and the methods to preserve, enhance, or restore these habitats; (6) an assessment of current land management strategies (e.g., trail maintenance, fire protection, storm water management) and recommendations to minimize any negative effects on the natural environment; (7) a description of any cultural resource sites and recommendations for their protection; (8) a description of areas affected by the presence of invasive species and recommendations to enhance habitat through their control; and (9) any other concerns that may be expressed by the City staff or residents that relate to the natural environment of the park. BonTerra Consulting will revise the Resource Management Plan based on one set of comments from MIG and the City. Any additional changes will be made subject to a contract augment.

*Note: Focused surveys for special status plant and wildlife species or regulatory agency jurisdictional delineations are not included within this scope of work. The documentation of the above survey effort will make recommendations as to which focused surveys are required based on the concerns of state and federal resource agencies and the suitability of CHWP habitat for sensitive plant and animal species and will identify if jurisdictional areas are present that would require field delineations.*

*Deliverables: Resource Management Plan*

## **Task 7: Park Usage, Amenities and Operations**

MIG will develop policies, programs, or design standards for the following topics (noted in the RFP):

- Appropriate trail uses: policies on types and timing of uses, implementation, and enforcement
- Hours of park operation: review of current policy and recommended changes, if any
- Sponsored activities: review of policy on how the City responds to requests for different types of sponsored activities
- Site infrastructure and signage: recommendations for new infrastructure and signage based on inventory report and design standards
- Educational programming: recommendations on key topics of interest to the community and stakeholders, and concept-level recommendations for interpretive media (signs, information kiosks, QR codes)
- Restroom facilities: recommendations based on inventory report, including a cursory evaluation of low-impact options, such as compostable toilets. ADA compliant design standards.
- Trail network: recommendations based on evaluation of official and unofficial trail segments. Recommendations to focus on management of unauthorized trails, potential regional linkages to facilitate access to the San Gabriel foothills. As part of trail network recommendations, MIG will develop policies and procedures on evaluating requests for new trails to be constructed, as well as evaluating the need to close trails due to environmental damage or respond to unauthorized trail construction. BonTerra Consulting will assist MIG in reviewing the designated (official) trail network and recommending changes that may improve biological and cultural resources protection within the park. We will also recommend where new trails could be implemented to avoid sensitive habitats and provide linkages to other trails in the San Gabriel Foothills.

**Task 7a: Detailed Review of Existing Policies.** MIG will conduct a detailed review of existing policies that pertain to the CHWP. This will include but not be limited to such documents as the 1996 CHWP Management Policies and Guidelines, the City of Claremont Open Space Element, James Higginbotham and Sycamore Canyon Park Master Plans, Sustainable City Plan, Municipal Code Chapter 11, and CHWP Parking Permit Policy. Our experience in developing a similar plan for Marin County Parks and Open Space District for their entire trail system is that many of the existing policies will have applicability to this Master Plan.

**Task 7c: Develop Policies Document.** After reviewing existing policies, public input, and policies of other Southern California jurisdictions, MIG will develop a preliminary draft policy document. The document will include our recommendations for inclusion of existing policies as they currently exist, current policies with modification, and new policies. Based on our previous work we envision developing 10 to 15 new policies, and most of these will likely pertain to requests for new trails, unauthorized trail construction, and evaluating the need to close trails due to environmental damage. Other new policies will most likely pertain to procedures for determining the appropriateness of single use trails, and identifying carrying capacity standards

Based on the analysis and data gathered, BonTerra Consulting will provide MIG with policy recommendations for trail use, restrictions, and enforcement actions based on the location

of significant biological and cultural resources on or near the trails. MIG will determine if these actions are already covered in other policies or whether they need to be included as separate policies.

KOA will assist MIG in evaluating the hours of operation of the park, as well as providing signage suggestions for access and parking, and incorporating parking lot location maps.

**Task 7d: Working Meetings with City staff.** MIG will meet with City staff in person to review and revise policies. City staff will include staff from Community and Human Services, Community Development, Finance, and the Police Department. Two working meetings will be needed to develop and draft the final list of policies.

*Deliverables: Policies, programming, and design standards report*

### **Task 8: Parking Evaluation and Options**

**Task 8a: Meeting with staff.** KOA will prepare a parking evaluation workplan that defines all study assumptions, including an applicable study area for the traffic analysis, time periods for traffic counts (if authorized), time periods and frequency of parking demand data collection, and other pertinent circulation system details. Following preparation of this workplan, MIG and KOA will meet with staff to verify the locations proposed for parking lot/area occupancy counts, and the street segments proposed for traffic counts. Our team will also query staff about their ideas on potential parking solutions.

**Task 8b: Analysis of traffic patterns.** Average daily traffic (ADT) volumes at up to 10 street segments would be conducted on the same day of the parking occupancy counts. KOA will estimate peak period parking demands based on the Master Plan's preferred alternative and compare current and estimated future demand with the existing parking occupancy levels. KOA will review any additional parking locations and compare the increased parking supply to the parking demand for CHWP users for the Master Plan preferred alternative.

**Task 8c: Identify parking options.** KOA will evaluate the parking options developed by the community and develop parking, traffic, and access measures for existing conditions and future expansion conditions. Additional parking options could include preferential parking, valet service, hourly parking restrictions with metered parking spaces, limiting the daily parking passes on the weekend, providing reduced parking rates on the weekdays, or providing potential shuttle service by Foothill Transit to the site in conjunction with the Claremont Heights Shopping Center to provide limited parking for CHWP users. KOA will prepare an evaluation matrix that depicts parking options, their approximate costs, operational requirements, and advantages and disadvantages to park users and local residents. KOA will attend one meeting with MIG and staff to recommend an option or set of options to be included in the preferred alternative for the Master Plan.

KOA will produce text and graphical summaries of existing and future baseline parking and traffic conditions, and address specific safety issues that might impact traffic, parking, and pedestrian use near the CHWP access areas. The parking data collection, analysis of project parking demand, and summary of identified surplus and deficit conditions would be included, along with supporting tables and graphics. The report will also include the parking study approach, methodology, assumptions, findings and recommendations. Based on comments received from MIG and staff, KOA will prepare a final report.

*Deliverables: Traffic and Parking evaluation report*

## **Task 9: Site Map**

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MIG will produce existing conditions and conceptual site plan maps. Existing conditions maps will be based on inventory data and will depict current conditions for biological and physical resources, and levels and locations of trail use. Conceptual site plan maps will depict potential alternative versions of the Master Plan with regard to facilities and carrying capacity trail standards, sensitive resource areas, potential new trail connections, and potential areas for park expansion.

**Task 9a: Develop existing conditions maps.** Existing conditions maps will be based on information supplied by staff (Task 1) and information collected for the inventory task (Task 3). MIG anticipates developing a base map that includes trails, property boundaries, major topographic and hydrologic features, and locations of parking areas and private lands. This base map will be supplemented with maps of existing facilities; use levels depicted at Alta sampling locations; sensitive biological and physical resources; existing vegetation communities; creeks, channels, wetlands, and riparian resources; locations of trail damage; and locations of designated parking areas.

**Task 9b: Develop conceptual site plan maps for two alternatives.** MIG will develop two versions of alternative conceptual site plans. These maps will reflect recommended carrying capacity standards (Task 4), goals, objectives, and best management practices (Task 5), and analysis of parking options (Task 8). We assume that whatever policies and design standards are developed in Task 7 will not vary substantially across these two alternative site plans. The alternative site plans will vary by level of development, estimated future visitor use, approximate capital and O&M costs, and funding availability. One alternative will assume no or very low growth in trail use and therefore a low need for infrastructure development. This alternative will also assume that limited funding opportunities exist. On the other end of the spectrum, a “high development” alternative will assume high growth in trail use and a greater need for more infrastructure including more parking areas or more traffic management options (e.g., transit system), as well as increased opportunities to obtain multiple funding sources.

*Deliverables: Existing conditions and Master Plan conceptual site plan maps*

## **Task 12: Master Plan**

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**Task 12a: Select Preferred Alternative.** MIG will convey the conceptual site plans developed in task 9 to interested stakeholders and the community at large. We will take their input, as well as City staff’s input, to refine the preferred alternative. It is likely this input will result in a third alternative being developed that selects desired components from the “low” and “high” development alternative site plans. Once a preferred plan has been selected, MIG will provide a detailed cost breakdown and implementation schedule.

**Task 12b: Estimate future O&M and capital costs, and prepare implementation plan.** MIG will prepare more detailed, design-level cost estimates for the preferred plan for future capital construction costs. These will have additional analysis and detail than costs associated with the conceptual plans, but not the level of detail needed to solicit construction bids. We will work with staff to develop an implementation schedule for phasing of capital improvements.

MIG will also prepare a management plan that will address operations and maintenance that detail regular recurring activities that park staff should take to manage and maintain the Claremont Hills Wilderness Master Plan Scope of Work, 12/9/13

park in optimal condition for visitor use. For ease of use this plan will be presented in tabular form with supporting narrative, and will include the tasks to be completed (e.g., brush removal, grading) the level of effort required, and the frequency with which each task should be completed. Ranger personnel requirements, hours of operation, access control measures, etc. and their associated costs will be included in the O&M costs.

**Task 12c : Assemble Master Plan.** The Master Plan will include all work completed in tasks 1 through 11, either in the main body of the plan or appendices. The Master Plan will include the following sections:

- Executive Summary
- Introduction, including purpose and goals of the Master Plan
- Public Participation Summary (Task 2)
- Description of existing conditions (Task 3)
- Carrying Capacity Standards (Task 4)
- Policies, Programs and Design Standards (Task 7)
- Parking Evaluation, including park expansion options (Tasks 6 and 8)
- Conceptual site plans for up to 3 alternatives (Task 9)
- Conceptual site plan for Preferred Plan
- Implementation schedule and costs based on preferred plan

**Task 12d: Prepare Initial Study and Environmental Requirements Memo.** After the Master Plan has been completed, MIG, with support from BonTerra Consulting and KOA, will prepare an Initial Study (IS). The IS will determine whether a Negative Declaration, Mitigated Negative Declaration, or Environmental Impact Report would be required for the City to adopt the Master Plan. The IS would also document whether any additional technical studies or environmental permits are needed, and would provide a timeline for completion of these items.

*Deliverables: Initial Study and Environmental Requirements Memo*

## Optional Tasks

### **Task 6: Park Expansion (*Optional task*)**

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**Task 6a: Stakeholder interviews.** MIG will interview stakeholders such as the Claremont Hills Conservation Corporation, Claremont Wildlands Conservancy, and trail enthusiasts regarding property acquisitions that could improve access to CHWP and relieve parking congestion. We will use these interview results to develop a list of potential parcels for acquisition. MIG will also review plat maps to identify landownership patterns adjacent to park boundaries. Prior to evaluating each parcel, MIG will vet the list with City staff to identify any substantial challenges associated with possible acquisition. MIG also will determine if the City has had contact with any of the subject property owners, and whether they are amenable to a possible purchase of their property in fee simple or if they would consider granting a public access easement.

**Task 6b: Prioritize parcels for possible park expansion.** MIG will develop a set of selection criteria to prioritize parcels for park expansion that have been vetted with City staff input. Criteria might include:

- Location relative to other parking areas
- Availability of other parking areas or options
- Travel time and ease of access for visitors
- Property size
- Any required improvements (paved or graded parking area, trail connections)
- Any outstanding biological, cultural or physical features
- Estimated cost of purchase

Regarding outstanding biological, cultural, or physical features, BonTerra Consulting will perform a general survey of parcels adjacent to the CHWP that are not designated as parks or open space. Two days of field work have been assumed in this scope of work. This will include land outside the Angeles National Forest, Marshall Canyon Regional Park, and Pomona Valley Protective Association lands. The general biological value of each parcel will be qualitatively rated in terms of providing habitat for sensitive species; size and presence of habitat diversity; potential to enhance wildlife corridor linkages and close gaps; reduction of edge effects; threat of urban development; and need for restoration. Based on the biological value ratings of each parcel, BonTerra Consulting will recommend priorities (i.e., near term, mid-term, and long-term) for land acquisition based on goals for resource protection and restoration.

KOA, our team's traffic and parking consultant, will work with MIG, the City, the Claremont Wildlands Conservancy, and the Claremont Hills Conservation Corporation on options for access and parking. The options could include providing new parking lots, providing metered spaces on City streets near CHWP access points, and working with the City and the County on recommendations toward implementing parking restrictions or neighborhood parking permits.

As part of Task 8 KOA will estimate the future parking demands of the CHWP based on existing conditions, as well as analyze the anticipated additional area parking demand generated by the improved sites and access. The addition of new vehicle trips generated by the improved sites will also be analyzed. Additional details are provided in Task 8.

Following collection of the above referenced information, MIG will then use the criteria to rank the properties. We assume that our detailed evaluation will focus on up to 20 parcels.

*Deliverables: Park expansion memorandum including map of prioritized parcels*

### **Task 10: Volunteer Engagement (*Optional task*)**

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**Task 10a: Collect Background Information on Volunteer Programs.** MIG will work with staff Community and Human Services to define volunteer activities associated with master plan implementation. MIG will identify resources within staff that could support a volunteer program, and will learn about any existing such programs, their scope and effectiveness. MIG will review best practices in volunteer management at two to three other park and recreation jurisdictions.

**Task 10b: Define volunteer appropriate activities.** Following collection and evaluation of background information, MIG will prepare a list of potential volunteer programs and meet to discuss these with staff. After a list is agreed upon, MIG will gauge community and stakeholder interest in volunteer participation related to master plan implementation. Possible programs could include:

- Park cleanup
- Minor habitat restoration
- Trail maintenance and minor reconstruction
- Monitoring of trail use
- Monitoring of parking lot use
- Reporting on inappropriate activities such as unauthorized trail construction
- Interpretive program development and docent led hikes
- Evaluation of new construction or trail improvement projects

**Task 10c: Focus groups with prospective volunteer organizations.** MIG will solicit input in one to two focus groups about interest in volunteer participation. MIG will specifically solicit input from groups such as the International Mountain Biking Association (IMBA) that already are familiar with and have experience with providing volunteer services to park and recreation jurisdictions.

*Deliverables: Volunteer Engagement Summary Plan*

### **Task 11: Funding Plan (Optional task)**

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**Task 11a: Identify multiple funding sources.** MIG will identify multiple funding sources for existing operations as well as master plan implementation (including any land acquisitions, site improvements, or new trail construction). We will examine known grant sources such as those available via Propositions 12, 40, 50 and 84, grants from the Wildlife Conservation Board, and Environmental Enhancement Mitigation Program grants from the California Department of Transportation (Caltrans) associated with new highway construction, and Section 6 grants from the U.S. Fish and Wildlife Service. In addition to these well established sources, MIG will investigate potential funding sources through non-profit organizations, such as the Trust for Public Land, and private foundations such as the Ford Foundation. For each funding source identified, MIG will identify grant application requirements, types of activities funded, selection criteria, and recent awards made.

*Deliverables: Funding Opportunities Summary Report*