



Master Plan

November 2013

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I. Executive Summary

The Strategic Planning process, finalized in 2012, serves as the foundation for the District's Master Plan and its efforts to sustain services over both the short and long-term. As a result, the Desert Recreation District began an extensive process to create its five year implementation plan, the **Park and Recreation Master Plan**. This process included establishing the asset inventory of the District; a level of service and gap analysis in relation to the District's values, vision, and mission; a review and assessment of alternative providers for communities that the District overlays; and a District-wide needs assessment.

All of the components of these processes directly influence current resource allocation levels, the development of a capital campaign to address gaps in service and District-wide needs, the establishment of future cost recovery and subsidy allocation goals, and future provision strategies and methods. This comprehensive review and analysis guides the District in implementing the strategic direction for the next three to five years and sets the stage for service provision over both the short and long-term.

The District's Strategic Plan addresses these critical success factors, and the Master Plan outlines the specific and conceptual implementation steps:

- Affirm the District's role in the Coachella Valley as a parks and recreation service provider while addressing perceived service overlap or duplication with municipal providers within the District or the District's Sphere of Influence (SOI). The SOI includes areas that are outside of District boundaries (such as Palm Springs, the majority of the City of Rancho Mirage, Cathedral City, etc.), but contiguous to the DRD boundaries that have been officially designated as being within the DRD SOI through the Riverside County Local Agency Formation Commission (LAFCO). These areas may be provided for in the future by contract or agreement (for example – Desert Hot Springs).
- Affirm the District's role as a parks and recreation service provider for the unincorporated or underserved areas within the District boundaries.
- Ensure many opportunities for public engagement and education.
- Encourage candid participation and "buy-in" from leaders across the Valley, elected officials, municipal executives, park and recreation professionals, and District staff.
- Engage the District Board of Directors and support their role as a Visioning and Policy Board.
- Introduce new policy decision-making strategies and methods, and educate regarding new tools and resources (i.e. GRASP® Level of Service Analysis, etc.) to create a sustainable infrastructure system, address unmet needs of District residents, and to help weather the recent economic downturn.

A. Core Values, Vision for the Future, and Agency Mission

The Master Plan addresses the District's current **values, vision, and mission** as outlined in the Strategic Plan. The following statements were approved by the Board of Directors November 9, 2011.

Value Statements

The Value of Park and Recreation services to the Desert Recreation District's residents is (in no particular order):

- Provides a sense of connection and adds to the livability and desirability of a community.
- Celebrates our richly diverse community fabric.
- Encourages an appreciation for nature and environmental stewardship.
- Provides opportunities for the community to give back through volunteering, donating, and advocating.
- Enhances family unity, develops skills, and creates memories.
- Contributes to the local economy, helps to maintain healthy and productive workforces, and helps attract and retain businesses.
- Fosters healthy lifestyles, builds self-esteem, and reduces stress.
- Leverages available resources through collaborations, partnerships, and agreements.
- Provides positive and healthy alternatives for youth.

Vision Statement

Through a community collaborative approach DRD will: provide quality, barrier-free and safe recreational services that contribute to the overall wellness of the citizens of the Coachella Valley; encourage healthy lifestyles and positive out of school activities; facilitate, coordinate, and plan for recreation facilities and trails.

Mission Statement (Purpose)

The Desert Recreation District maintains quality park and recreation facilities, programs and services; and facilitates leisure opportunities so all residents will receive:

- **Personal Benefits** in the form of physical fitness, enrichment, relaxation, and revitalization
- **Social Benefits** in the form of stronger and healthier families; ethnic and cultural harmony; reduced anti-social behavior; and enriched lives for persons with disabilities
- **Economic Benefits** in the form of more productive and healthier citizens; and contributions to the quality of life sought by business and industry

B. Master Plan Project Vision

The Master Plan is intended to replace the 2006 Master Plan and build on the vision created by the Strategic Plan. Desert Recreation District sought a system-wide approach to evaluating all of its programs, natural areas, parks, facilities, amenities, and partnerships. The intent is to identify gaps in service and ensure that the system is meeting the needs of residents and those in the SOI in a strategic and location-specific manner. A goal of this plan is to develop a clear set of goals, policies, and standards for the District's park system, open space, trails, recreation facilities, and development for the next five years and to provide realistic and implementable recommendations to direct the District into the future.



C. Capital Improvement Plan

A specific capital improvement plan was not determined as a result of this Master Plan. Instead, the plan identifies the need to embark on a major strategic funding campaign to meet the identified needs for residents of the District. Concurrent to pursuing a taxation measure for both capital development and the resulting operations, the General Manager is encouraged to negotiate strategic partnerships for collaborative projects – opportunities that this master plan identifies. In addition, the leveraging of all traditional and alternative funding resources, structuring the referendum and investment, as well as conducting the necessary in-depth specific research (feasibility studies and additional community survey work), and gearing up the staffing to plan and manage the specific projects, are the priority recommendation of this plan to be achieved over the next three to five years.

D. Conclusion

The primary goal of the Desert Recreation District's **Master Plan** is to develop implementation steps to achieve the vision of the Strategic Plan for the next three to five years. This Master Plan details resident needs and gaps in service while considering alternative providers; identifies entrepreneurial, cooperative, and opportunistic ventures; consolidates existing infrastructure needs, life-cycle repair and replacement programs, and low scoring amenities; and outlines a capital campaign strategy/program to deal with growth and unmet needs across the District and the Coachella Valley.

Chapter X. – Suggested Capital Campaign and Goals outlines the consultant team's recommended project priorities and suggests a taxation package with big picture costs associated with a 3-tiered approach. Minimally, DRD should fund the **Tier 1 priorities**. These are the critical improvements needed to maintain assets and improve level of service (LOS), especially in the underserved areas. Available funding should be leveraged as possible and these projects phased over the next five years.

For **Tier 2 and 3** projects, there is still much for the DRD Board of Directors and General Manager to negotiate between partners, investors, and the taxpayers to determine which of the projects should be included in the final valley-wide funding initiative.

Tier 1 Priorities – \$4.4 million capital investment over 5 years

- Complete list of priority low scoring amenities and components detailed in this plan
- Complete bathhouse renovation at Mecca
- Re-do Pawley Pool
- Fill the recommended staffing positions

Tier 2 Priorities – \$57.5-58.2 million capital investment plus operating costs TBD

- Pursue other existing DRD park or facility improvements outlined in **Chapter IX - Recommendations and Analysis of Potential and Suggested Projects**.
- Fund, build, and manage the Thousand Palms Legacy Park.
- Cooperatively fund, build, and then manage the Whitewater Trail.
- Fund and build the Coral Mountain Discover Park; discuss cooperative management strategies with RivCo.
- Fund, build, and manage the North Shore Park (South Valley).
- Expand the afterschool program in an additional 10 sites of up to 100 children each at a sliding scale rate based on income.

Tier 3 Priorities - \$55-75,000 studies plus capital and operating costs TBD

- Conduct a feasibility study to determine extent of Action Sports Park project at the Desert Regional Park location (North Valley).
- Conduct a feasibility study to determine which type and location is optimal for a Baseball/Softball Tournament Venue or a Soccer/Multi-field Tournament Venue.
- Add REC Route.



II. The Master Planning Process

This chapter outlines the master planning process and sets the context for analysis. It identifies related planning efforts that were considered, District values, vision and mission statements, and stakeholder engagement strategies.

A. Background

In March of 2012 the District, aided by GreenPlay LLC, completed its Strategic Plan which outlined a comprehensive operational analysis that included a review of the District's complete operations, mission, vision, and value statements, and emphasized a positive future vision. A goal of this plan was to provide realistic and implementable recommendations to direct the District for the next five years and into the future. This plan also included a Leadership Summit and a detailed community profile analyzing the demographics and trends influencing the District. One recommendation of the Strategic Plan was to complete the District's inventory in GIS, conduct a community-reflective survey, and do a thorough needs assessment including a gap analysis. The results would update the previous Master Plan with capital project recommendations and identify collaborative opportunities that support the direction of the Strategic Plan.

The District's last master plan was completed in 2006 when the District was still known as the Coachella Valley Recreation and Park District. Since that time, an extensive re-branding and imaging campaign, as well as extensive community outreach, have ensued. In April 2012, the District once again engaged the services of GreenPlay to develop the Park and Recreation Master Plan. This fifteen month process began in April 2012 and concluded in October 2013 with adoption by the District Board and unveiling at a Leadership Summit.

B. Existing and Related Planning Documents

- 2012 Desert Recreation and Park District Strategic Plan
- 2010 Desert Hot Springs Parks and Recreation Master Plan
- 2010 Palm Springs Parks and Recreation Master Plan (not formally adopted)
- 2007 La Quinta Community Services Master Plan
- 2006 Coachella Valley Recreation and Park District Master Plan
- 2006 City of Coachella Parks and Recreation Master Plan
- 2005 Cathedral City Parks and Recreation Master Plan
- 2004 City of Palm Desert Comprehensive Plan – Parks and Recreation Element
- City of Rancho Mirage General Plan – Conservation and Open Space Element
- City of Rancho Mirage Chapter 19 – Specific Plan 2010
- Youth Participatory Action Research on Recreational Opportunities in the Eastern Coachella Valley – RAICES Cultura
- Indio Youth Master Plan
- Indian Wells Bikeway Map 2011
- Indian Wells Landscape Light District Map 2010
- Palm Desert Pro-forma and Business Plan 2006/7
- 2013 Riverside County Regional Parks and Open Space District – Comprehensive Park, Resources, and Recreation Service Plan

Several of these plans were previously completed by GreenPlay. As well, GreenPlay completed concurrent work for Riverside County Regional Parks and Open Space District developing its Comprehensive Park, Resources, and Recreation Service Plan. Any relevant references are cited in this Master Plan. Many of these documents have minimal influence or implication to reconcile with the DRD Master Plan suggested recommendations, and several of these planning documents concern agencies outside of the DRD Sphere of Influence (SOI) or service area.

C. Values, Vision, and Mission (Purpose) Statements

The Master Plan addresses the District's current **values, vision, and mission** as outlined in the Strategic Plan. The following statements were approved by the Board of Directors November 9, 2011.

D. Value Statements

The Value of Park and Recreation services to the Desert Recreation District's residents is (in no particular order):

- Provides a sense of connection and adds to the livability and desirability of a community.
- Celebrates our richly diverse community fabric.
- Encourages an appreciation for nature and environmental stewardship.
- Provides opportunities for the community to give back through volunteering, donating, and advocating.
- Enhances family unity, develops skills, and creates memories.
- Contributes to the local economy, helps to maintain healthy and productive workforces, and helps attract and retain businesses.
- Fosters healthy lifestyles, builds self-esteem, and reduces stress.
- Leverages available resources through collaborations, partnerships, and agreements.
- Provides positive and healthy alternatives for youth.

E. Vision Statement

The vision statement describes a future condition; it is where we want to be in the future. An agency's Vision can typically change as the socio-economic conditions and the values of the community change. Therefore, the vision should be revisited every five to ten years, and the agency's progress should be tracked toward achieving the vision.

DRD's Vision

Through a community collaborative approach DRD will: provide quality, barrier-free and safe recreational services that contribute to the overall wellness of the citizens of the Coachella Valley; encourage healthy lifestyles and positive out of school activities; facilitate, coordinate, and plan for recreation facilities and trails.

F. Mission Statement

The mission describes the reason the District exists – the who, what, where, and why. Typically, the agency's Mission does not often change.

DRD's Mission/Purpose

The Desert Recreation District maintains quality park and recreation facilities, programs and services; and facilitates leisure opportunities for residents to access:

- **Personal Benefits** in the form of physical fitness, enrichment, relaxation, and revitalization
- **Social Benefits** in the form of stronger and healthier families; ethnic and cultural harmony; reduced anti-social behavior; and enriched lives for persons with disabilities
- **Economic Benefits** in the form of more productive and healthier citizens; and contributions to the quality of life sought by business and industry



G. The DRD Core Team

A core team of staff members was formed to initiate the Master Plan process. This team was comprised of leadership staff from across the District. The team was also assisted by several support staff during various portions of the project.

Kevin Kalman, General Manager

Barb Adair, Assistant General Manager

Glenn Miller, Director of Foundation, Golf and Parks

H. Stakeholder Meetings

Stakeholder engagement was critical to collective “buy-in,” consensus, and endorsement of the process. Development of the **Master Plan** included a significant number of key stakeholder meetings over several months. These meetings shared progressive findings from each component of the process and engaged the governance and leadership from the municipalities that the District overlays, the County Supervisor’s office and various Riverside County agencies, the school districts, and other key partners in interactive dialogue that led to the development of each of the major implementation components of the Master Plan. In addition, the Leadership Summit was re-engaged as the Strategic Planning process was re-convened. This group consists of elected and appointed leaders and key staff from across the Coachella Valley.

A variety of participants representing diverse interests were invited to take part in the process:

Boys and Girls Club

City of Coachella

City of Indian Wells

City of La Quinta

City of Palm Springs

Coachella Valley Association of Governments

Desert Healthcare District

Desert Sands Unified School District

John Peña and Associates

Greater Palm Springs Convention and Visitors Bureau

Riverside County Regional Parks & Open Space District

Riverside County Supervisor Benoit's Office

City of Cathedral City

City of Desert Hot Springs

City of Indio

City of Palm Desert

City of Rancho Mirage

Coachella Valley Unified School District

Desert Recreation District Foundation

Family YMCA of the Desert

Mark S. Moran & Associates

The stakeholder input helped guide the development of the recommendations for this **Master Plan**.

J. Leadership Summit

At the reconvened Leadership Summit (a follow up from the Strategic Plan development) conducted in November 2013, the Desert Recreation District Board of Directors President, Mr. Rudy Acosta, and General Manager, Mr. Kevin Kalman, addressed opening remarks about the purpose of the Master Plan project and the importance of the attendees' involvement. GreenPlay made a short presentation detailing the project, explaining the findings of the process and recommendations.

III. Community Needs Identified

This chapter highlights the industry trends that influenced the Master Plan development. The DRD Strategic Plan provided a more in-depth analysis of these trends. In addition, the community profile of the District Recreation District service area is discussed and compared with the survey respondents. The community survey results and stakeholder input identifies unmet and high priority needs. These findings, along with the gap analysis from the inventory detailed in the next chapter, resulted in the key issues and themes that the capital improvement projects and recommendations are designed to address.

A. Industry Trends

A detailed look at the trends in parks and recreation influencing the District is available in Appendix D of the Strategic Plan and includes:

- Baby boomers—those born between 1946 and 1964, are devoted to exercise and fitness.
- Boomers will look to park and recreation professionals to give them the skills needed to enjoy many life-long hobbies and sports.
- The 2010 National Sporting Goods Association (NSGA) Survey on sports participation found some of the top ten athletic activities ranked by total participation included: exercise walking, exercising with equipment, camping, swimming, bowling, and working out at athletic clubs. Additionally, the following active, organized, or skill development activities remain popular: bicycle riding, hiking, running/jogging, basketball, golf, and soccer.
- Specific offerings for children’s fitness are slowly increasing in health and fitness facilities. Facilities are offering more youth-specific exercise equipment. Individualized youth sports training opportunities are becoming more popular.
- There is an increasing trend toward indoor leisure and therapeutic pools. Additional amenities like “spray pads” are becoming increasingly popular.
- The current national trend is toward “one-stop” indoor recreation facilities to serve all ages. Large, multi-purpose regional centers help increase cost recovery, promote retention, and encourage cross-use.
- The United Health Foundation has ranked California 26th in its 2010 *State Health Rankings*, down three ranks from 2009.

The State’s biggest strengths include:

- Low prevalence of smoking
- Ready access to early prenatal care
- Low infant mortality rate

Some of the challenges the State faces include:

- High incidence of infectious disease
- High levels of air pollution
- High rate of uninsured population

- The health care issue is front and center. Park and recreation agencies are finding that they are in a position to be a catalyst in creating healthy lifestyles and communities.
- The most common programs offered in communities are holiday events and other special events, fitness programs, educational programs, day camps and summer camps; mind-body/balance programs such as yoga, tai chi, Pilates, and martial arts; and youth sports teams.
- Fitness programs, educational programs, teen programs, mind body balance, and active adults were listed at the top of the ten programs that parks and recreation departments are planning to add within the next three years.
- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- The majority of Americans agree that preserving undeveloped land for outdoor recreation is important. A large percentage of outdoor participants also believe that developing local parks and hiking and walking trails are important and that there should be more outdoor education and activities during the school day.
- Research indicates that the success rate for festivals tends to be evaluated simplistically on the basis of profit (sales), prestige (media profile), and size (numbers of events), often translated into numbers of visitors. Large-scale, multi-city, valley-wide events, and regional athletic complexes for sporting event opportunities can directly benefit the entire Coachella Valley through tourism. However, the District's mission is to serve its residents, not promote tourism and actualize financial contributions (TOT or bed tax coming to the District from overnight stays due to tourism). When the Desert Recreation District next updates its Master Plan, a community-wide interest and satisfaction survey could indicate the importance and unmet need ranking for festivals and special events in relation to other services for District residents.
- Multiculturalism park and recreation trends in marketing and providing leisure services continue to emerge and should be taken into consideration in all planning efforts.
- National trends in the delivery of parks and recreation systems reflect more partnerships and contractual agreements reaching out to the edges of the community to support specialized services.
- Park and recreation administration trends include increased partnerships, agency accreditation, and enterprising budgets.



B. Community Profile

The Strategic Plan detailed an extensive Community Profile for the District including demographic trends, socio-economic conditions, and a market analysis.

For planning purposes the Community Profile used four defined areas to represent the broad base of users in the Desert Recreation District (DRD). The geographic boundaries identify communities for those areas within the District boundaries. The "Sphere of Influence," (SOI) encompasses other surrounding nearby communities on the outskirts of the District boundaries whose residents might use programs, services, and facilities in DRD. A brief definition of each of the areas analyzed is below.

- **Desert Recreation District (DRD) Boundaries** – Those people that reside within District boundaries. Five incorporated municipalities are identified as included in this area as well as those in the unincorporated areas as detailed below.

- **District Recreation District – Total Estimate 2010 Population** **326,941**

- **Incorporated Areas within the District** – People that reside in cities fully contained within the District boundaries.

- Coachella 38,892
 - Indian Wells 4,687
 - Indio (Indio zips = 92201, 92202, 92203 which includes unincorporated Bermuda Dunes within zips 92201 and 92203) 87,371
 - La Quinta 43,778
 - Palm Desert (Palm Desert zips 92240 and 92241 overlap with Desert Hot Springs which includes unincorporated Indio Hills) 49,228

Total Estimated 2010 Population **223,956**

- **Unincorporated Areas within District** – People that reside in areas inside of the District but in unincorporated areas. There is overlap within the zip codes of the smaller communities, so the population estimates are not exact, but are a close enough representation for planning purposes.

- Zip 92201/92203 (Bermuda Dunes within Indio Zips) 9,788
 - Zip 92240/92241 (Indio Hills/Desert Hot Springs) 41,781¹
 - Zip 92254 (Mecca/North Shore) 14,086
 - Zip 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis) 29,905
 - Zip 92276 (Thousand Palms) 7,425

Total Estimated 2010 Population **102,985**

- **Other nearby communities outside the DRD** – People residing in incorporated communities nearby DRD services, programs, and facilities.

- Cathedral City 53,756
 - Palm Springs 49,756
 - Rancho Mirage * 16,723

Total Estimated 2010 Population **120,235**

* Part of Rancho Mirage is within the District's boundaries.

- **Sphere of Influence (SOI)** – Inclusive of communities outside but contiguous to the DRD boundaries that have been officially designated as being within the DRD SOI through the Riverside County Local Agency Formation Commission (LAFCO).

¹ Less than 2,000 people reside in Indio Hills. Desert Hot Springs makes up the majority of this population number and it is outside of DRD Sphere of Influence.

Because detailed socio-demographic data for DRD boundaries is not available, as both the Census and ESRI use blocks and tracts which may not align with the District boundaries, the Community Profile used data from a representation of a majority of DRD's population and other available information. Demographic data was obtained using Environmental Systems Research Institute, Inc. (ESRI). Please refer to Appendix C in the Strategic Plan for a more detailed look at the market profile for the District which includes:

- 2000-2015 Population Trend
- Age Distribution
- Race/Ethnicity
- Spending and Household Income
- Poverty and Discretionary Income
- Educational Attainment

C. Survey Methodology and Respondent Demographics

The survey was conducted using three methods: 1) a mail-back survey, 2) an online invitation only survey, and 3) an open link online survey for members of the public who did not receive a randomly selected survey in the mail. Unless stated otherwise, the analysis in the report focuses primarily on surveys received via the first two methods.

The primary list source used for the mailing was a third party list purchased from Crown Printers San Bernardino, a list provider and printer who has supplied the Desert Recreation District with mailing sources exclusively.

A total of 10,000 surveys were mailed to a random sample of Desert Recreation District residents in November 2012, with approximately 9,500 being delivered after subtracting undeliverable mail. A total of 10,000 follow-up, reminder postcards were also sent after the initial survey had been mailed to further encourage residents to participate in the survey. The final sample size for this statistically valid survey was 361, resulting in a margin of error of approximately +/- 5.2 percent calculated for questions at 50 percent response². Results from the open link survey generated an additional 186 responses.

The community-wide survey results, however statistically valid, were less than optimal. The underlying data for the random sample responses were weighted by age, ethnicity, and ZIP code to ensure appropriate representation of Desert Recreation District residents across different demographic and geographic cohorts in the sample.

² For the total sample size of 361, margin of error is +/- 5.16 percent calculated for questions at 50% response (if the response for a particular question is "50%"—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

Based on 2011 ESRI data for Desert Recreation District, the age, race, and ethnicity profile of residents is distributed as follows: Age: under 35 (25%), 35 - 44 (21%), 45 - 54 (23%), 55 - 64 (18%), 65 - 74 (7%), 75 and older (6%); Race: White (65%), African American (2%), Asian (2%), Native American (1%), Other (31%); and Ethnicity: Hispanic Ethnicity (58%). Based on the American Community Survey 5-year estimates for 2011, the population geographic profile is distributed as follows: ZIP 92201 (18%), ZIP 92253 (18%), ZIP 92260 (16%), ZIP 92211 (15%), ZIP 92236 (9%), ZIP 92210 (3%), ZIP 92270 (3%), ZIP 92274 (3%), ZIP 92276 (3%), ZIP 92241 (1%), ZIP 92254 (1%). These proportions were the basis for weighting of the survey data so that the resulting analysis reflects the conclusions and opinions of the underlying population.

The household size of the survey respondents was not reflective of what many leaders know to be the true household size of District residents; however, many of the survey responses are reflective of households of families with children.

D. District-wide Survey Results

Key highlights of the survey follow while the detailed survey results can be found in **Appendix A**.

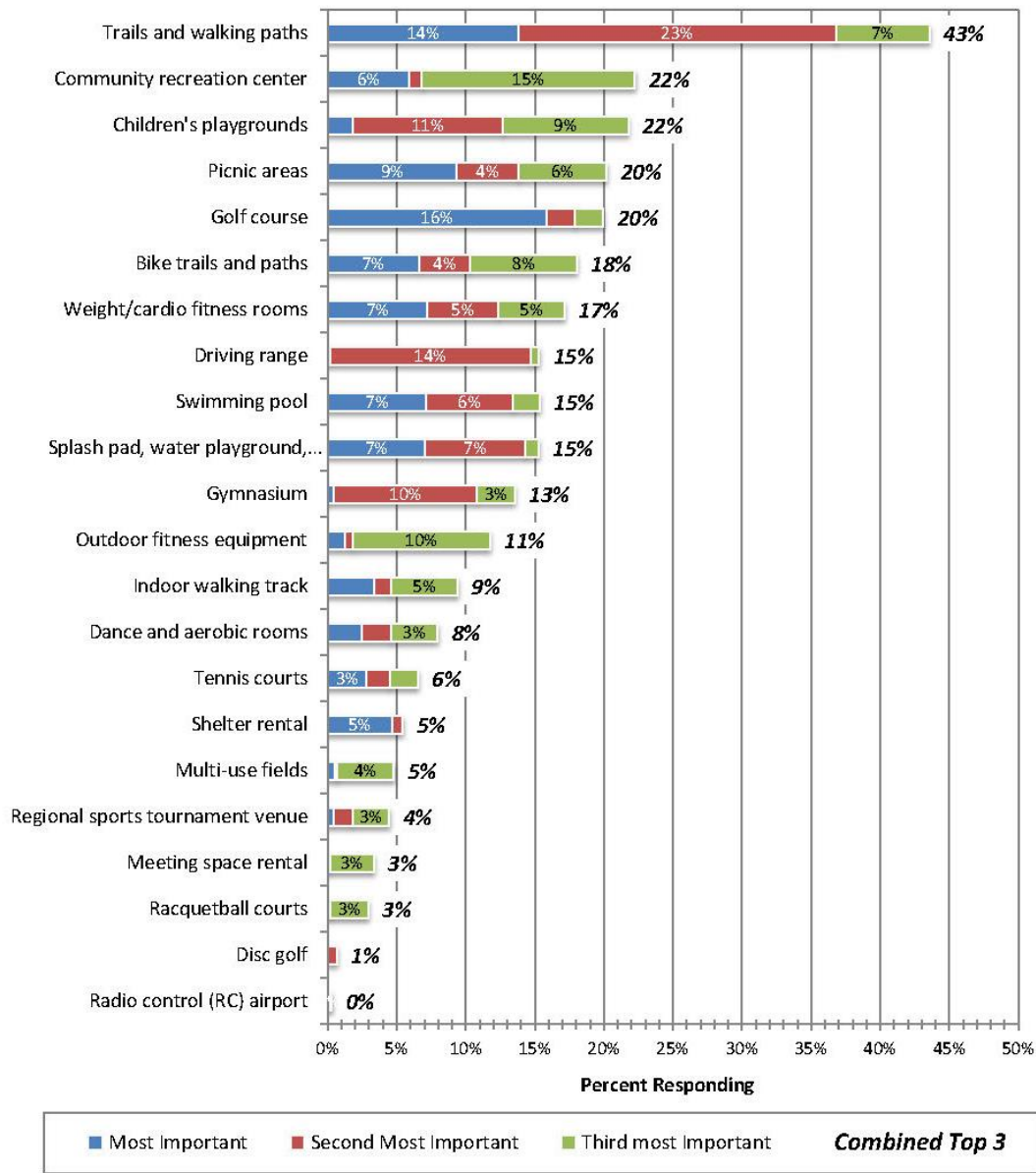
From the survey results, it appears that the needs are as different and varied as the demographics, cities, and unincorporated areas that the District serves. Some have a need for improved neighborhood and community level of service, while others have need for regional level of service and regional venues.

Topping most lists are a connected valley-wide trail system and alternative transportation. For some, and especially where the demand is greatest due to a lack of service and space, sports fields are also needed across the Coachella Valley. Activities for youth, and fitness and wellness programs and services are also greatly needed.

A connected valley-wide trails system is the number one priority related to unmet needs from the survey respondents (**Figure 1**). DRD along with CVAG has been involved in planning the Whitewater Trail, the beginning of an urban to rural connected trails system. Clearly, there could be a role for the District to play as the overarching management and planning coordinator for the Coachella Valley.

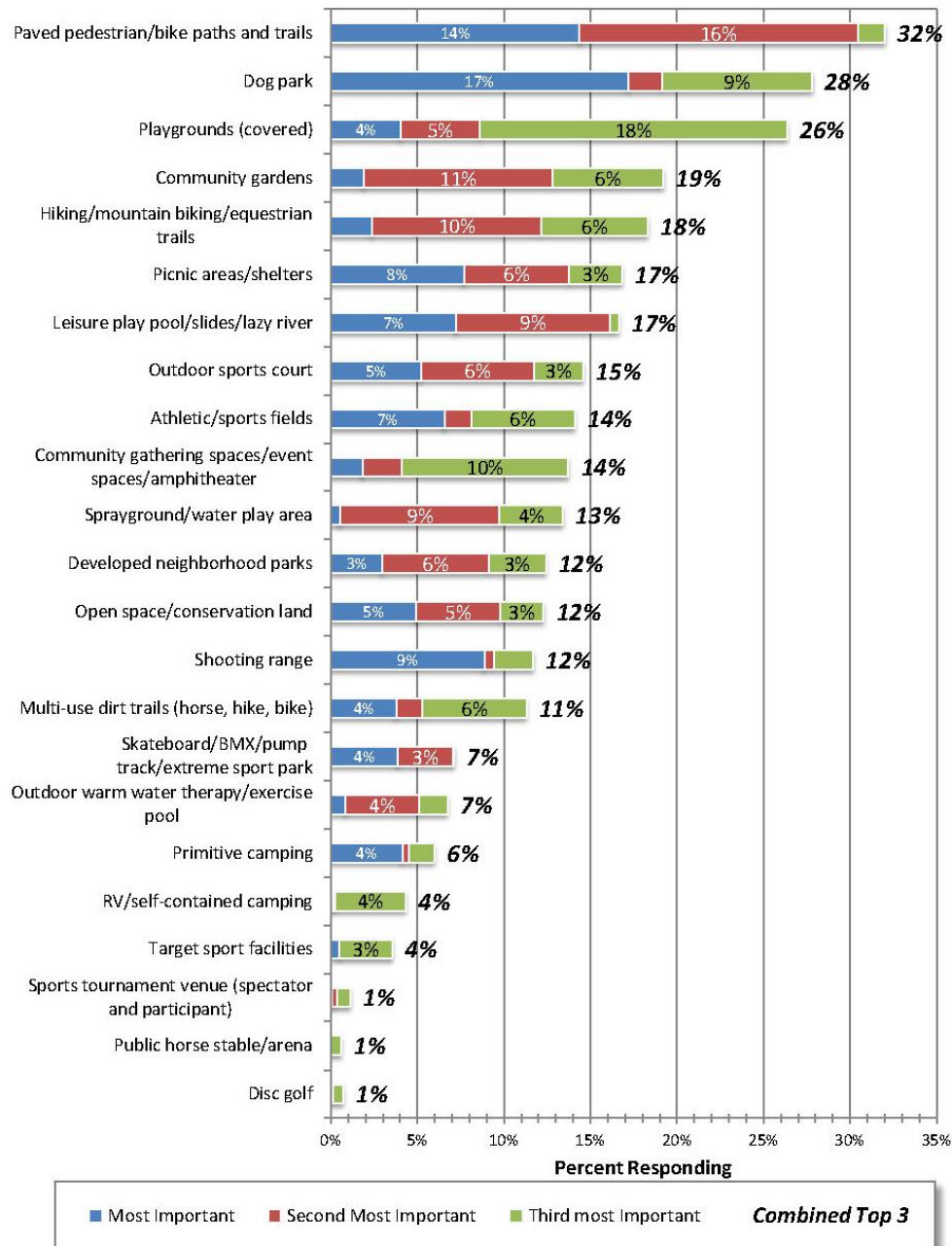


Figure 1: Most Important Facilities to Add, Expand, or Improve (in general)



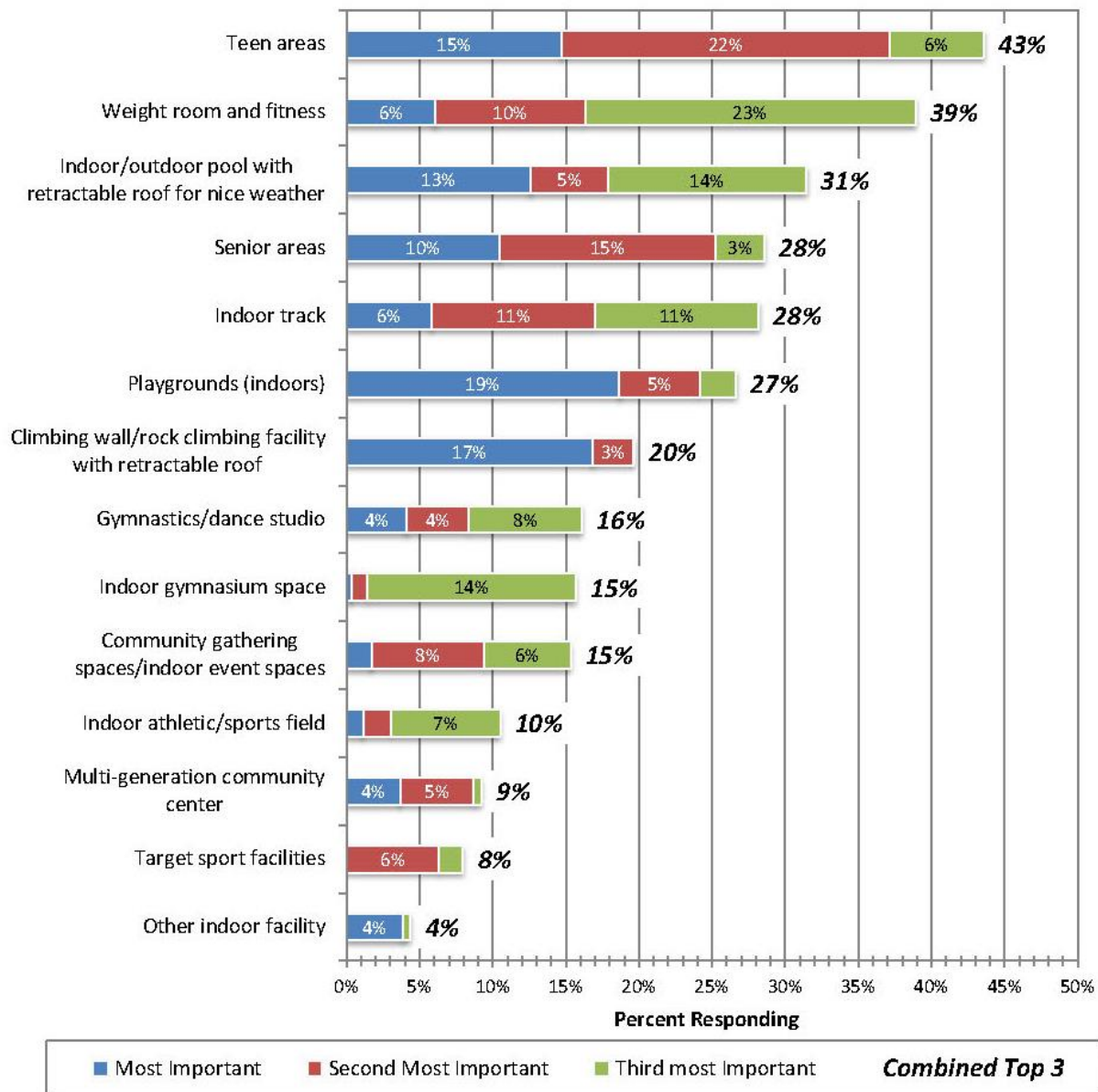
When asked just about outdoor facilities (**Figure 2**), trails still top the list, followed by more traditional neighborhood level of service components such as dog parks and playgrounds (although both of these can be larger scale destination components), community gardens, and picnic areas/shelters. Also in the top seven are hiking/mountain biking/equestrian trails and leisure play pool/slides/lazy river.

Figure 2: Most Important Outdoor Facilities to Add, Expand, or Improve



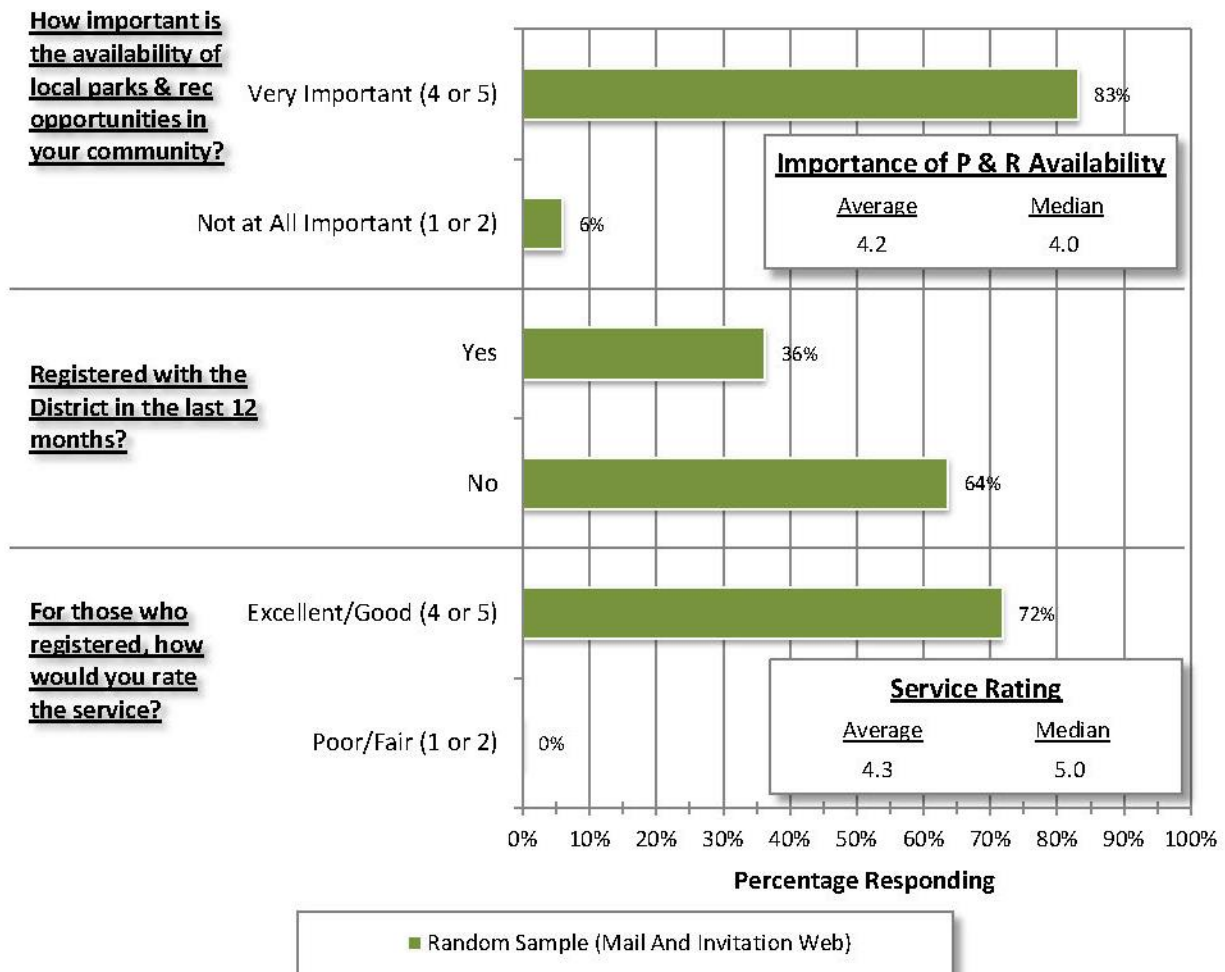
When asked just about indoor facilities (**Figure 3**), Teen areas and weight room and fitness areas top the list, followed by indoor/outdoor pool with a retractable roof for nice weather.

Figure 3: Most Important Indoor Facilities to Add, Expand, or Improve



Park and Recreation services are very important (**Figure 4**). Although only 36 percent of respondents indicated that they have registered for a program with the District in the last twelve months, 72 percent rated the service as excellent or good.

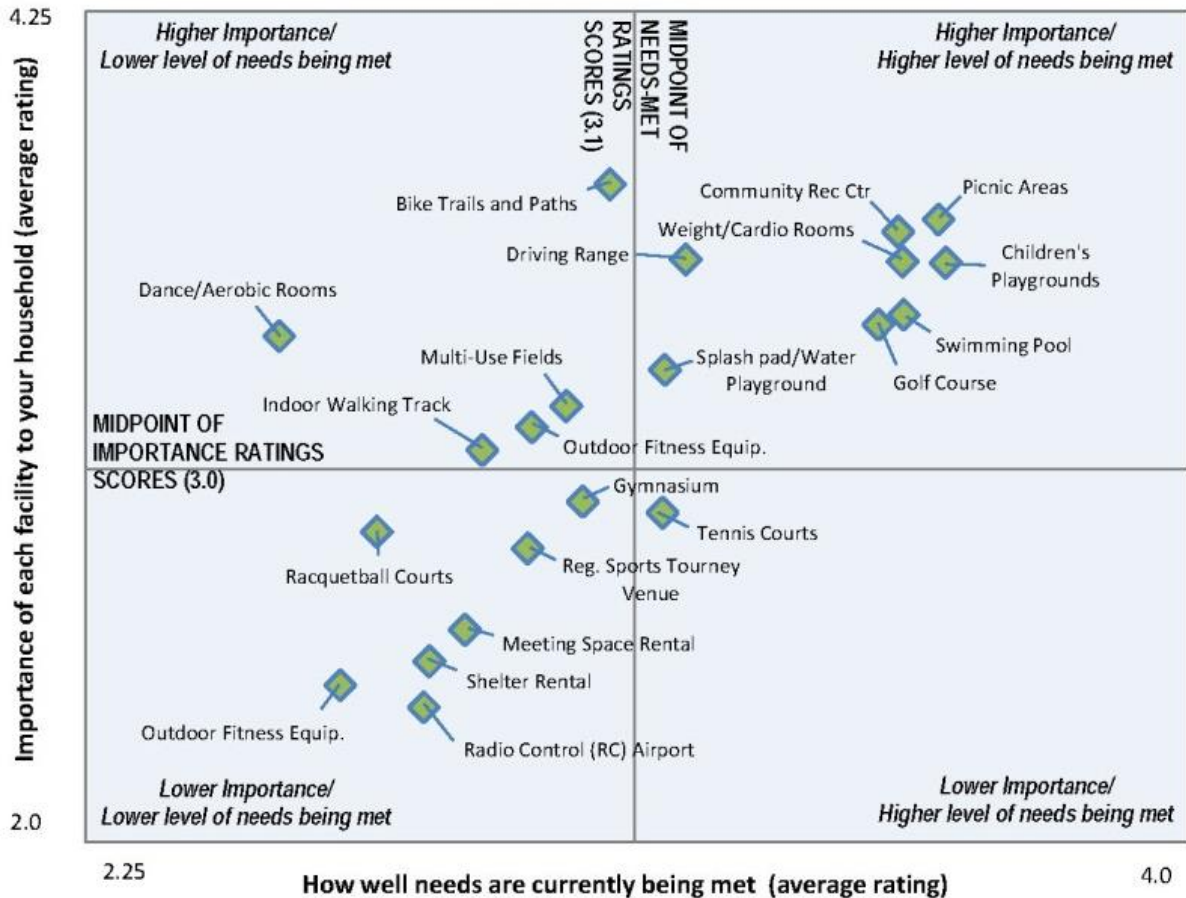
Figure 4: Importance of Parks and Recreation Services



In addition to the importance of trails, important facilities, amenities, or infrastructure include **(Figure 5)**:

- Bike trails and paths
- Multi-use fields
- Indoor walking track
- Outdoor fitness equipment
- Dance/aerobics room

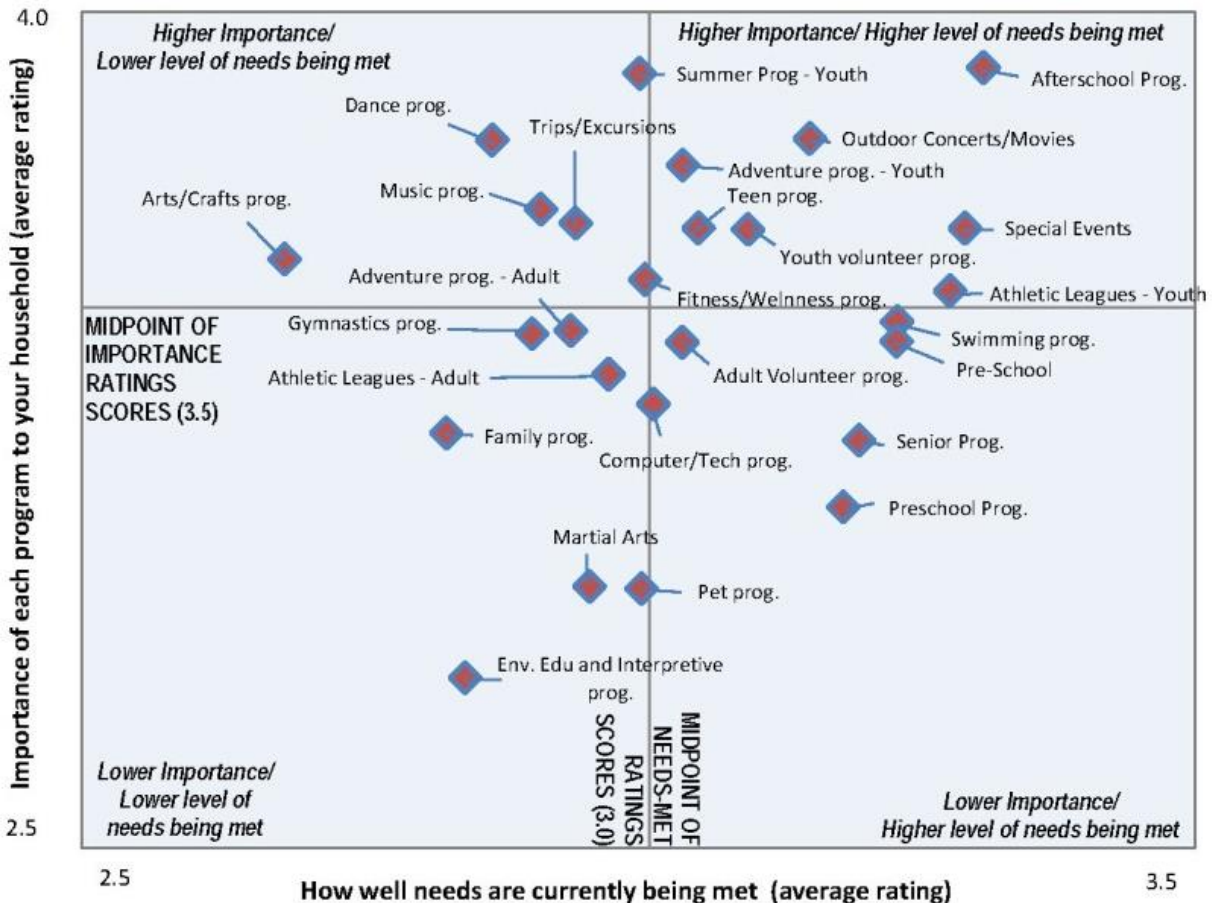
Figure 5: Highly Important Unmet Facility Need



Youth and teen programs and services are a high priority. Important programs to add or focus on (**Figure 6**) include:

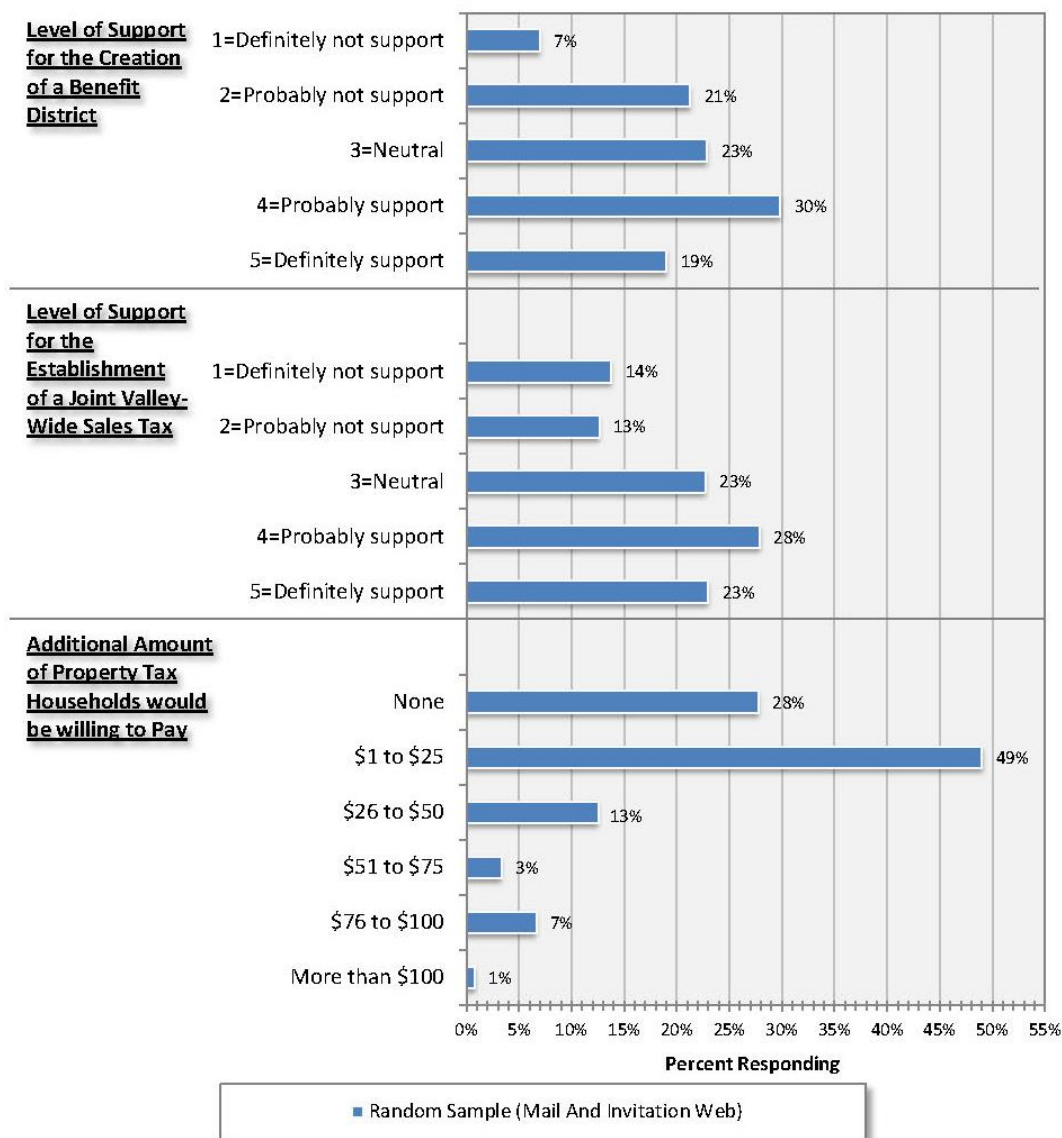
- Summer programs for youth
- Fitness and Wellness programs
- Dance
- Music
- Arts and crafts
- Trips and excursions

Figure 6: Highly Important Unmet Program, Activity, and Special Event Need



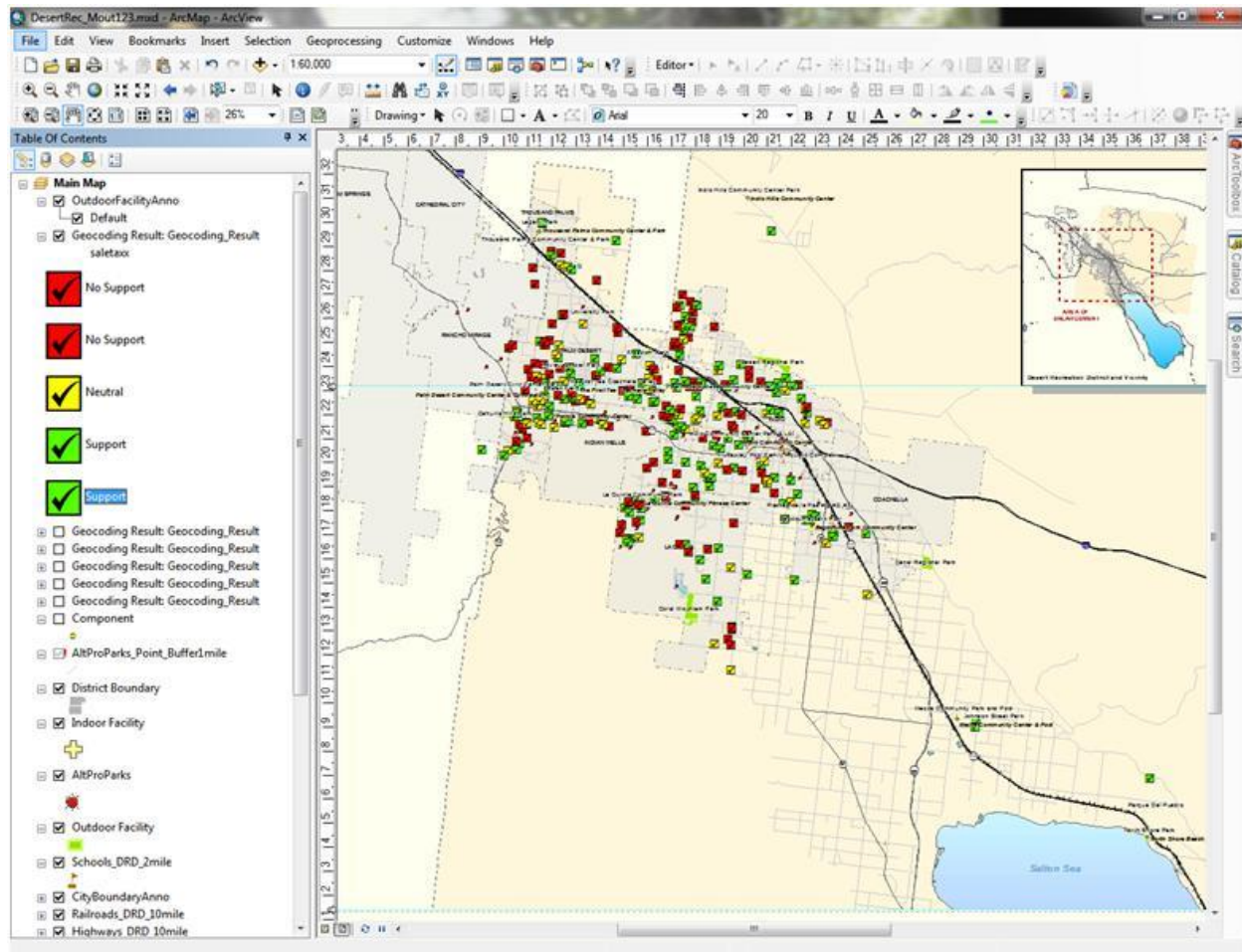
There appears to be significant support at this early stage to explore additional funding mechanisms in order for DRD to provide the desired services (**Figure 7**). Forty-nine percent (49%) would definitely or probably support a benefit improvement district, and 51 percent would support a tax measure, although it was later determined that a sales tax measure is not a District-wide option because many of the cities within are or may be at their statutory limit. A parcel tax would be a better choice for DRD, and it appears without knowing what the taxation measure would include at this stage at least 73 percent would support an additional \$1-25 per year.

Figure 7: Temperature Read on Level of Support for Additional Taxpayer Investment



The consultant team mapped the survey responses to see if there was a trend. No trend appeared evident, as support for additional tax investments was widely spread across the Valley. **Figure 8** shows the generalized location of the yes (green), no (red), and neutral (yellow) responses.

Figure 8: Location of Support for Additional Taxpayer Investment Responses



E. Comparison between the Open Link and Random Survey Results

Respondent Profile Comparison

The underlying demographics and resident profile comparing the random sample (RS) and open link (OL) web survey respondents are significantly different as the OL survey reflects self-selected respondents who are mostly likely already engaged with the District. As mentioned previously, the RS data has been weighted based on the underlying age, race/ethnicity, and geographic ZIP Code profile gathered from the Desert Recreation District Strategic Plan and the American Community Survey five-year estimates for 2011. Some of the most notable differences are highlighted below:

- OL respondents are much older than RS respondents—about 58 years of age on average versus 48 years in the random sample.
- 13% of the OL sample represented Hispanic ethnicity versus 58% of the weighted random sample.
- Consistent with the older profile, OL respondents are more likely to be empty nesters (41% versus 24% random sample).

Importance of Park and Recreation Functions

Despite the demographic differences, the top perceived values of park and recreation functions are the same between the two samples, including:

- Provide positive activities for youth (both samples 4.6 average rating)
- Promote healthy active lifestyles (both samples 4.6 average rating)
- Operate and maintain existing park facilities (4.6 RS versus 4.8 OL)
- Provide recreation programs and services for all age groups (both samples 4.5 average rating)

Current Usage of Facilities

The average use of trails and walking paths, weight/cardio fitness rooms, bike trails and paths, golf course, and swimming pool was much higher for OL respondents than the RS.

Importance of Facilities and Meeting Needs

The importance and degree to which facilities are meeting needs also had a few differences. The most notable differences are as follows:

- Following the indications of frequency of use, trails and walking paths (4.3 OL versus 4.0 RS) and weight/cardio fitness rooms (4.0 OL versus 3.6 RS) were of higher importance to the OL respondents than the RS.

Several facilities were also meeting the needs of the OL respondents better than the needs of the RS, including:

- Trails and walking paths (4.0 OL versus 3.7 RS), children's playgrounds (3.9 OL versus 3.6 RS), bike trails and paths (3.6 OL versus 3.1 RS), and gymnasium space (3.4 OL versus 3.0 RS).
- Weight/cardio fitness space was rated the same with respect to meeting needs when comparing the two samples (both 3.5).

Top Three Current Services and Facilities to Add, Expand, or Improve

When asked to rank the top three facilities that are important to their household to add, expand, or improve in their community, similar to RS respondents, OL respondents indicate that trails and walking paths are most important by far (47%). OL respondents then list weight/cardio fitness space (35%), bike trails and paths (27%), and the golf course (26%).

Why Facilities Are Not Used/Where Improvements Can Be Made

Some of the most significant differences in the results were apparent with respect to reasons why facilities are not used and where improvements are needed.

- "Don't have the programs I want" was a much greater issue for not using DRD facilities for OL respondents than it was for RS respondents (33% versus 8%).
- RS respondents, more often than OL respondents, feel that the hours of operation and customer service/staff knowledge are in need of improvement.
- OL respondents feel that improvements in lack of facilities and amenities (43% versus 32%), programs not offered at the times I want (28% versus 19%), condition/maintenance or safety of facilities (22% versus 15%), and price/user fees (26% versus 18%) are more important.

Future Indoor Facilities

Among top three priorities for future indoor facilities:

- Weight room and fitness (51%), indoor/outdoor pool (32%), and senior areas (28%) are most important to OL respondents.
- RS respondents listed teen areas first (43%), then weight room and fitness (39%), and indoor/outdoor pool (31%).

Future Outdoor Facilities

Among top three priorities for future outdoor facilities:

- Paved pedestrian/bike paths and trails were mentioned most frequently by both samples as the top priority (39% OL versus 32% RS).
- OL respondents then listed hiking/mountain biking/equestrian trails (34%), dog park (17%), and developed neighborhood parks (17%).
- After pedestrian/bike paths and trails, RS respondents mentioned dog park (28%) and covered playgrounds (26%) as priorities.

Current Programs, Activities, and Special Events Usage

- Special events, outdoor concerts/movies, and fitness and wellness programs were used by a greater percentage of OL households compared to RS.
- Similar percentages of both OL and RS use youth athletic leagues, although OL respondents do so with much greater frequency (4.7 times on average over the last 12 months versus 1.7 times RS).

F. RAICES Survey

In 2011/12 RAICES Cultura and Research Scholars prepared a report on **Youth Participatory Action Research on Recreational Opportunities in the Eastern Coachella Valley**. The ECV is composed of five communities the City of Coachella, and unincorporated communities of Mecca, Thermal, Oasis, and North Shore. The communities are largely low-income, young, and widely dispersed geographically. The report was the result of a year-long Youth Participatory Action Research project on the current recreational opportunities for youth in the Eastern Coachella Valley.

“Researchers utilized three tools to gather data: surveys, photovoice, and mapping. Youth gathered 635 youth surveys and 159 adult surveys from residents in the Eastern Coachella Valley.”

Youth Survey Statistics (635 youth surveys were collected)

- 56.9% were female participants, and 43.1% were male participants
- 95.1% identified as Hispanic, 1.4% identified as White, 1.1% identified as African American, .3% identified as Pacific Islander, and 2.2% identified as Other
- 9.3% were between 12-14 years of age, 76.2% were between 15-17 years of age, 14.3% were between 18-20 years of age, and .2% were between 21-23
- Grade level of youth participants were recorded as .08% in 7th or 8th grade, 40.5% in 9th or 10th grade, 57.4% in 11th or 12th grade, and 1.3% in college
- Surveys were collected from two high schools in the Eastern Coachella Valley – 356 surveys were collected from Desert Mirage High School, and 257 surveys were collected from Coachella Valley High School

- Youth participating in the survey live in Coachella (247 surveys), Mecca (114 surveys), Thermal (139 surveys), Oasis (17 surveys), and North Shore (64 surveys)

Youth Survey Findings

- *Research Scholars found that youth in **Coachella** saw a **need for more art and cultural opportunities**.*
 - **Finding #1:** When Coachella youth were asked “What type of activities or workshops would you like your community to host?”
 - ♦ *58.3% of youth stated that they would like to see cultural, performing, and visual arts such as dancing or painting.*
 - **Finding #2:** Coachella youth were asked “What problems do you face in your community?”
 - ♦ *42.7% stated that there is a lack of cultural spaces for visual and performing arts, film, cooking, etc.*
 - **Finding #3:** Coachella youth believe that there is a lack of employment opportunities.
 - ♦ *67.1% said that unemployment was also an issue faced in the community.*
 - **Finding #4:** When Coachella youth were asked “When you think about your community, what improvements are needed for the Eastern Coachella Valley?”
 - ♦ *Youth stated that they would like to see more recreational centers or opportunities for involvement.*
- The first recommendation the youth created was to work with the City of **Coachella** to develop youth lead community art projects as well as develop a sustainable art and cultural center.
- *Youth residents of **Thermal** stated that there is a **need for positive youth engagement**.*
 - **Finding #5:** When Thermal youth were asked “What type of activities or workshops would you like your community to host?”
 - ♦ *59.2% of the community wants to see youth-oriented workshops and environmental workshops and activities.*
 - **Finding #6:** When youth were asked “What problems do you face in your community?”
 - ♦ *54.3% of the youth said that there is a lack of positive youth engagement.*
- For the community of **Thermal** youth recommended developing positive youth activities as well as work with existing organizations to expand their activities to include a variety of youth interest within the community of Mecca.
- *For youth in **Mecca**, they would like to see more **activities pertaining to the environment**.*
 - **Finding #7:** When asked “What type of activities or workshops would you like your community to host?”
 - ♦ *56.2% of the youth in Mecca wanted to see more workshops related to the environment.*
 - **Finding #8:** When asked “Are you involved in any extracurricular activities?”
 - ♦ *65.4% of youth in Mecca stated that they are involved in extra-curricular activities.*
 - **Finding #9:** When Mecca youth were asked “What type of extra-curricular activity they participated in?”
 - ♦ *64.9% of Mecca youth were involved sports.*
 - **Finding #10:** When youth were asked “If you spent most of your summer in the eastern Coachella Valley, what did you do?”
 - ♦ *39.8% of Mecca youth respondents participated in sports during the summer.*

- Lastly for youth living in the communities in **Oasis and North Shore**, access to recreational opportunities is greatly determined by their **access to transportation.**
 - **Oasis**
 - ♦ **Finding #11:** When asked “Are you involved in any extracurricular activities? If so what kind?”
 - *91.7% of Oasis youth stated that they are involved in sports.*
 - ♦ **Finding #12:** When asked “If you spent most of your summer in the eastern Coachella Valley, what did you do?”
 - *21.4% of Oasis youth responded that they participated in sports during the summer.*
 - ♦ **Finding #13** When asked “Is there any public transportation (such as a Sunbus stop) near you?”
 - *75% of Oasis participants responded that they do not have public transportation. Youth are not able to easily access recreational opportunities in other communities because of the lack of transportation.*
 - ♦ **Finding #14:** When asked “What problems do you face in your community?”
 - *81.3% of Oasis youth responded that they believe the lack of an athletic association is a problem they face in their community.*
 - ♦ **Finding #15:**
 - *58.8% of Oasis youth stated that money is an issue when participating in activities in their community.*
 - ♦ **Finding #16:** When asked “If you spent most of your summer in the eastern Coachella Valley, what did you do?”
 - *The research team identified that 71.4% of Oasis youth who spent their summer in the Coachella Valley worked.*
 - **North Shore**
 - ♦ **Finding #17:** When asked “Is there any public transportation (such as a Sunbus stop) near you?”
 - *100% of youth answered that there is no public transportation near them.*
 - ♦ **Finding #18:** When asked “What problems do you face in your community?”
 - *88.3% answered that transportation is a problem in their community.*
 - ♦ **Finding #19:** When asked “Are you involved in any extracurricular activities? If so what kind?”
 - *65.5% answered that they are involved in extra-curricular activities with 51.3% involved in sports and 48.7% involved in after school programs.*
 - ♦ **Finding #20:** When asked “Do you have a place to go to after school, besides home and school?”
 - *58.1% of youth answered that they do not have anywhere to go besides school and home during after school hours.*

Adult Survey Statistics (159 adult surveys were collected)

- 70.7% were female participants, and 29.3% were male participants
- 96% identified as Hispanic, 2.0% identified as White, 2.0% identified as Pacific Islander, and .7% identified as Native American
- 25% were between 24-34 years of age, 28.8% were between 35-45 years of age, 25% were between 46-56 years of age, 21.2% were aged 57 and over
- 50.6% were from Coachella, 10.8% were from Mecca, 6.3% were from Thermal, 3.2% were from Oasis, and 5.7% were from North Shore.

Adult Survey Findings

Adult Finding: When adults were asked "Do you know of the extra-curricular programs and/or services that are being offered there?"

- *71.8% of adults surveyed stated that they do not know of the services available.*

G. Additional Stakeholder Input

In general, the municipalities that DRD serves, as well as other partners and stakeholders, seem supportive of where the District is heading; focusing on regional service provision and venues using a collaborative approach. Individual agency meetings were conducted in March and April 2013 to share the initial findings and discuss where these agencies see DRD heading. Their comments are reported below.

Riverside County Supervisor Benoit's Office

- Support for DRD's regional district-wide shift in focus.
- Support for regional trails concept and potential management and security role for DRD.
- Support for a large regional sports tournament venue.
- Support for coordinated service provision with the Riverside County Parks and Open Spaces District services at Lake Cahuilla.
- Support for Sunline route coordination for a Rec Route concept.

City of Cathedral City

- There is support for this regional valley-wide collaborative approach.
- Can DRD expand your service area? *Yes.*
- When you contract with others outside your service area do they pay you additionally for this service outside of the taxes you collect? *Yes.*
- If Cathedral City were to include, what would be the process and how long would it take? *It would be a fast track like that which Desert Hot Springs is currently looking at for DRD to provide services for them; it's about a 6-month process, but this is really dependent on a lot of factors; the main thing is that services can't be provided without a funding measure.*
- Want to have a follow up discussion on their new park development and what it would take for DRD to assist with the operations and maintenance in a collaborative approach; and we should also discuss other potential venues and collaborative opportunities that we currently have (with our soccer fields, and our agreements with Big League Dreams for some usage).
- The City has some field space and more field inventory being added now.....can this help; Panorama and Century Park has field space.

- Have a \$10M grant to build a park; need to determine a partnership for the operations and maintenance of it as they have no way to provide this in-house.
- Cathedral City is outside of the DRD taxation/service boundary but is inside the DRD SOI; therefore, DRD can provide service to the City by contract without including in the DRD boundary, but funds would be needed for this kind of expansion of service.
- Big League Dreams is in Cathedral City (private field/sports provider).
- Other private providers are also serving Cathedral City residents, but not all are being served by this; there is some interest in providing a public LOS that they are not providing now, because the private sector does not/cannot fulfill the public service mandate that government operates under.
- City has an old community center that could be used too.
- Old Senior Center (was on Highway 111; has been moved to a housing facility location).
- City has a new senior center too.

City of Coachella

- Support for DRD's regional district-wide shift in focus.
- Support for regional trails concept and potential management and security role for DRD
 - Concern for concept because the Cities would be responsible for the operations and maintenance and Coachella has no money for this – how can DRD help with this?
- Support for a large regional sports tournament venue – will offload Coachella fields which are overrun with people other than Coachella resident users.
- La Entrada development in the “v” of Highway 111 and 86 – may have a planned private developer project for soccer stadium and field complex – this should be explored.
- The City has a new, 6-month old soccer park.
- Anything that will help the City to fund its local park and recreation needs is supported by the council. The trail security and management is a major concern, as they do not have resources to maintain what they currently have.

City of Desert Hot Springs (DHS)

- Leadership believes in regional solutions, but is not sure that the DHS community believes in this concept.
- Not in DRD boundaries currently but soon to be in the SOI; if they can pass a taxation funding initiative in the future, then DRD can provide services in DHS; DRD has no funds to absorb services there without new funding.
- Just opened a new \$17-18 million Wellness/Community/Aquatics Center with a collaborative project funded in part by the Desert Health Care District who will provide health care services in a section of the building; project included:
 - Gym
 - Fitness equipment
 - Multi-purpose rooms (used by the Coachella Valley B & G Club)
 - Outdoor pool (originally the pool was for the HS swim team, but they are not able to financially participate) (\$2.5 million capital budget = \$350 thousand annual operating budget)
 - Rehabbing of a park site (\$2 million)
 - New park site development (\$3 million)
- Negotiating with DRD to contract with them to operate the pool for summer 2013.
- School is fenced and next door.

- This community is in poor health and is mostly lower income, so the needs are many.
- \$20 million in developer fees were used for projects for a regional venue for AYSO and Little League.
- DHS needs \$20-25 million plus operating funds over the next five years for capital projects; need to include projects that appeal to seniors to see a bond or funding measure.
- The summer recreation budget is \$45 thousand, and now they add the summer pool operations.
- Parks and Recreation Advocates should be used to a strategy for dealing with crime prevention, health, education, and quality of life; tie parks and recreation to public safety issues.
- Hurdles may be “isolationist thinking” (metaphor is Alaska) and “victim thinking.”
- **Advice:** Engagement needs to begin.

City of Indian Wells

- Support for DRD’s regional district-wide shift in focus – hotel impact.
- Support for regional trails concept and potential management and security role for DRD.
- Add amenities to the six-mile stretch of the Indian Wells controlled portion of Highway 111 (four resort frontage).
 - Exercise equipment stations, educational wayfinding, historic and cultural education, and public art to develop this linear park.
- Support for a large regional sports tournament venue – hotel impact.
 - Volleyball was mentioned.
- Success in a capital campaign would mean something for everyone.

City of Indio

- Embrace the regionalism concept.
- Welcome a regional approach as long as it makes sense to Indio if they are to contribute funding – location, location, location.
- Support the regional park concept for the confluence of Coachella, La Quinta, and Indio – Vista Santa Rosa area is great.
- Have a new skatepark and some parks coming on line.
- They cannot use school fields – but they need to, as schools are part of the solution,
- Need fields on the north side of the City.
- North side of freeway where Palm Desert, Sun City, and Shadow Hills are – school uses.
- Football needs a home (field allocation).
- Need to serve kids who do not qualify for free/reduced rates for camp and afterschool needs.

City of La Quinta

- Good city return/representation on the survey results.
- Support for DRD’s regional district-wide shift in focus.
- Support for regional trails concept and potential management and security role for DRD.
- Support for a large regional sports tournament venue – will offload La Quinta fields which are overrun with people other than La Quinta resident users – fields at Washington and Fred Waring are impact by Indian Wells, La Quinta, Palm Desert, and Indio (where the four cities converge).
- Package the master plan recommendations in a manner that shows benefit to La Quinta for supporting an out-of-city sports park (for example: reduction of traffic on local fields, managing, and maintaining regional trails through the city, possible expansion, and management collaboration of Lake Cahuilla, etc.).

City of Palm Desert

- Support for DRD's regional district-wide shift in focus.
- Support for regional trails concept and potential management and security role for DRD.
- Support for a large regional sports tournament venue – will offload Palm Desert fields which are overrun with other than the Cove resident users (tri-cities of Palm Desert, Rancho Mirage and Indian Wells).
- Comment that perhaps DRD should do a destination and origination study for field use.
- Comments to remember that any development collaborations for DRD with Cal State and College of the Desert will result in charges for the public to park which could impact public joint use of facilities.
- Palm Desert has a 5-field soccer complex which is heavily used.
- Do not forget Big League Field of Dreams in Cathedral City/Palm Springs area (5 baseballs and 1 covered soccer – private).
- Prepare numbers that validate the savings to the city of regional sports venue as well as the trail management. Also, get some small, successful regional venues under our belt like camping at the Coachella Preserve. Suggested speaking with CVAG about this.

City of Palm Springs

- There are opportunities to work together with DRD to determine the collaborative approach and where the priorities are – because the City's priorities may be different than the District's, and the political climate would seem to support the collaboration.
- Would like to work on potential concept development projects for tournament venues in Palm Springs (possibility of using Quimby funding for this); DRD and Palm Springs should work collaboratively to determine who is the best provider and where is the best location to do these services – need an 8-10 baseball/softball field complex for a tournament venue.
- Status of Palm Springs Master Plan – it is scheduled to be updated, finalized, and adopted in early 2014.
- Last year the City passed a tax initiative to re-do the downtown with \$2 million per year dedicated to park improvements (this means that furloughed staff can return to full duty next year).
- Working with an architect for a development in the north side of Palm Springs at the old Palm Springs Country Club site that was sold to a developer to develop 400 residential units and a 25-30 acre park (like DeMuth Community Park) with a soccer emphasis.
- Also working on DeMuth Park re-design.
- California Parks and Recreation Society (CPRS) is also looking at supporting a state-wide \$.05 sales tax initiative for local parks and recreation.

City of Rancho Mirage

- Support for DRD's regional district-wide shift in focus.
- Some support for regional trails concept and potential management and security role for DRD; discussion regarding difference between an urban valley-wide trail connection and the good amount of existing hiking trails (especially in the mountains).
- Support for a large regional sports tournament venue.
- Potential partnership with the high school for a warm water therapy pool/fitness/wellness venue on the north and some sports.
- Questions regarding potential changes to the District boundary.

Desert Sands Unified School District (DSUSD)

- Support for where DRD is moving in the master plan.
- Need for summer programs, as there is no summer school anymore due to California budget cuts.
- Need youth athletics programs:
 - NFL PLAY 60 is the National Football League's campaign to encourage kids to be active for 60 minutes a day in order to help reverse the trend of childhood obesity.
<http://www.nflrush.com/play60>

"Our players recognize the value of staying healthy and it's important that young fans also understand the benefits of exercise. NFL PLAY 60 is a significant tool in ensuring children get their necessary, daily physical activity."

-- NFL Commissioner Roger Goodell

- There are collaborative opportunities at Shadow Hills High School and Middle School in the North Indio area.

Coachella Valley Unified School District (CVUSD)

- Coachella Valley Unified School District (urban and unincorporated areas of valley) – DRD has no agreement currently in place for out-of-school programs – they do it all with their union teachers; most of the kids who qualify for the program participate, and they do not currently have a capacity issue or waiting lists to deal with.
- Interested in maximizing use of public facilities; like lighting fields so the public can use.
- The County may auction off land set aside for sports fields behind Boys and Girls Club. The soccer field is already built behind Mecca Elementary school, but is in poor condition. It is owned by CVUSD.

Coachella Valley Association of Governments (CVAG)

- Support for DRD's regional district-wide shift in focus.
- Support for regional trails concept and potential management and security role for DRD.
- Support for a large regional sports tournament venue.
- Trails are the cheapest operational service – best bang for investment dollars.
- Consider other special venues like BMX using a non-profit.
- Consider a Phase 2 water park for a regional sports complex.

Desert Health Care District

- DHCD has made a \$10 million pledge to the Whitewater Trail project.
- They see a valley-wide trail system and trailsheds as functioning as emergency egress, as an emergency service delivery option, and as an emergency evacuation option with potential supply hubs, if Interstate 10 is impacted – so for them, the Health Care District is interested in this for emergency preparedness.
- Funding options to leverage include FEMA and State Disaster Preparedness funds.
- DHCD also sees a trail system as improving safety through options for senior mobility transportation corridors – for access to health, retail, and social opportunities.
- DHCD is using the phrase **"collective impact"** to describe collaborative processes.
- They may also be interested in a partnership with DRD for the 13 acres in Rancho Mirage/1000 Palms area for a wellness initiative/project.

YMCA

- Youth focused service provider:
 - Offer basketball and flag football for 3-5-year-olds.
- In 44 sites – 21 after-school programs sites, called ASES; 9 Coachella Valley housing (Mecca, Palm Springs); 5 licensed DSUSD sites; 3 preschools (La Quinta, Indio, Palm Desert); YMCA Family Center and Aquatics Center (Palm Desert).
- Volunteer services/opportunities for adults is a priority.
- Does not currently operate like a typical YMCA model with adult services, but wants to move in that direction.
- Planning a \$5 million expansion to the YMCA Family Center in Palm Desert; including aerobics, cardio area, weights, performing arts, five classrooms, kitchen/cooking.
 - City of Palm Desert has given the go ahead for this expansion.
 - City also gave the nod to DRD for their potential expansion – similar components.
 - This needs to be resolved; both facility expansions would create duplicative services and competition.
 - DRD is mandated by Palm Desert to provide certain fee price points which would be significantly under what the YMCA would have to charge, giving DRD an unfair advantage for the market share.
- YMCA programs are state funded in California.
- The potential Rancho Mirage YMCA project fell through due to inadequate donor funding.
- Transportation is the valley's major issue.

Boys and Girls Clubs of Coachella Valley

- They are open to potential collaborations with DRD and feel the District is on the right track.
- They focus on kids and partnerships.
- Coachella Valley Boys and Girls Clubs have five locations: La Quinta, Indio, Desert Hot Springs, Coachella, and Mecca.
- The Mecca facility is next to the DRD community center, and there is great collaboration at that site.
- Issues include transportation and getting the word out.
- The Boys and Girls Clubs are in discussions to unite the various clubs around the valley (Coachella, Palm Springs, and Cathedral City – are all standalone right now).
- ACETS (the teen version of the ACES) program is an untapped potential.

Greater Palm Springs Convention and Visitors Bureau (PSCVB)

- Discussed suggestions and sites for regional venues of interest to the PSCVB:
 - Dam a portion of the whitewater wash for a whitewater park
 - ♦ Kayak course
 - ♦ X Games
 - ♦ Wake boarding
 - ROPEs Course at Coral Mountain Discovery Park
 - Berger Foundation Property on Cook and Interstate 10
- Discussed interesting models, agencies with ideas, and funding potentials:
 - Tempe Town Lake (AZ) – did a rowing basin venue (East Valley)
 - Morgan's Wonderland – disabilities play scape
 - San Antonio, TX – Riverwalk potential; Gordon Hartman Soccer Complex; Bear County – San Antonio Spurs

- Discussed recommendations from the last Master Plan:
 - Sports Venue
 - Water Park
 - Community Center (90-120K sq. ft.)

Riverside County Regional Parks and Open Space District (RivCoParks)

- Open to all collaborative efforts including discussions as to which agency makes sense to lead a specific service provision, operate, and manage a park or facility, etc.
- Support for continuing the regional work groups and collaborative approach that has begun.
- Economies of scale, “strategic abandonment,” values of outsourcing/contracting, efficiencies, all should be investigated and considered.
- There is support for this regional valley-wide collaborative approach.
- Lake Cahuilla is managed by RivCoParks and is owned by a collaborative: Coachella Valley Water District, Bureau of Land Management, and the RivCoParks; there are several issues with this property:
 - Location near high-end homes so there may be opposition to further development and expansion.
 - Location near a shooting range (law enforcement facility) with this non-relaxing noise happening all the time.
 - No water usage on lake; limited to camping – Water District is more concerned with water quality than recreational usage of lake.
- Ranger program, interpretation, regional provider, and land management are core RivCoParks services.
- Typically, RivCoParks does not do traditional recreation (indoor – gyms, programs, etc.).
- Effort to expand RivCoParks presence in the valley and expand into Blythe.
- Trails management across the valley would be the “sweet spot for DRD.”
- Serving the needs of Off Highway Vehicles (OHV) is another area for DRD, and RivCoParks may be able to help.
- RivCoParks may be able to help fund the mountain bike/sports adventure park.
- Interested in the potential of opening up a campground in the Thousand Palms area as a collaboration opportunity.
- RivCoParks and DRD need to continue to sort out which provider does what specifically in the Coachella Valley, who owns what property, who operates and/or manages what service – as they are both regional providers in the Valley and have expectations from the County Supervisors; there is room for both.
- RivCoParks is in the sports complex business now, not by design, but by default (the draft *2013 Comprehensive Park, Resources, and Recreation Service Plan* indicates that this is an opportunity for expansion, whether as a direct provider of services or a renter of space).
- RivCoParks could bring funding to the table, along with legislative and lobbying support, potential builder/owner role.
- **Advice:** Any taxation measure should include an inflation/escalation factor consistent with the Consumer Price Index (CPI).

Site visits were conducted in November of 2012. In addition to noting the presence and quantity of recreational elements included on a site or within a facility, this inventory also accounted for the functional quality of these elements.

C. Assets Context

Inventory of Existing Components

In planning for the delivery of parks and recreation services, it is useful to think of parks, trails, indoor facilities, and other public spaces as parts of an infrastructure. This infrastructure allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing. The infrastructure is made up of components that support this goal. Components include such amenities as playgrounds, picnic shelters, courts, fields, indoor facilities, and other elements that allow the system to meet its intended purpose. A description of this **Composite-Values Methodology (CVM)** process is included in **Appendix C**.

In the inventory of assets, the following information was collected:

- Component type and location
- Evaluation of component functionality
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos
- General comments

The inventory team used the following three tier rating system to evaluate each component on such things as the condition of the component, its size, or capacity relative to the need at that location, and its overall quality:

- 1 = Below Expectation
- 2 = Meets Expectation
- 3 = Exceeds Expectation

The setting for a component and the conditions around it affect how well it functions, so in addition to scoring the components, each park site or indoor facility was given a set of scores to rate its comfort, convenience, and ambient qualities. This includes traits such as the availability of restrooms, drinking water, shade, scenery, etc.

This compiled inventory is included in the final Atlas and is provided as a staff level document with final deliverables.

D. Outdoor Facilities Overview

Outdoor Urban Core Facilities – Large Parks

Cahuilla Hills Park

Located in and owned by the City of Palm Desert, Cahuilla Hills Park offers a variety of amenities consistent with a “nature park” setting including picnicking, hiking, and interpretive signing. The park also includes two lighted tennis courts, one with pickle ball court overlay. The native desert setting and location allows for a quick escape from the surrounding, more urban areas. Cahuilla Hills is the western most part of the District.



Freedom Park

Located adjacent to Ronald Reagan elementary school in, and owned by, the City of Palm Desert, this facility provides a wide variety of recreational opportunities in a well-designed and maintained facility.





Palm Desert Soccer Park

This City of Palm Desert-owned park serves as the main multi-purpose field complex in the area. Additional amenities provide a variety of other recreational opportunities.





Palm Desert Civic Center Park

Centrally located within the urban core of the District is the Palm Desert Civic Center Park, owned by the City of Palm Desert. Also within the boundaries of this park are the Palm Desert Aquatic Center (owned by the City and operated by the YMCA), the Palm Desert Community Center (owned by the City and operated by DRD), and the YMCA building, as well as many municipal buildings, making this a primary recreational and civic epicenter. This well maintained and designed park offers something for everyone.





Outdoor Urban Core Facilities – Smaller Parks (including Lighting and Landscape Maintenance District funded parks)

Thousand Palms Community Park

The Thousand Palms Community Park, owned jointly by the Palm Springs Unified School District and DRD, offers a wide variety of active recreation opportunities. The park is well positioned adjacent to the community center, library, and school. Immediately north of this park is undeveloped land planned for additional park amenities. Overall the park is in good shape but does show some wear and tear.





La Quinta Community Park

The La Quinta Community Park, owned and operated by the District, is adjacent to the La Quinta Community Center. The park is well designed and maintained. A large variety of recreational amenities are available.



Indio Community Center Park

Indio Community Center Park, owned by DRD, is adjacent to the Indio Community Center and provides local types of amenities such as a playground and loop walk. The park also serves as an important outdoor event space for community center functions and programs.



Placitas de la Paz

Placitas de la Paz is a series of neighborhood walkways parks and landscape areas, owned and maintained by the District. The main central park appears to function as planned; however, the smaller more hidden “parks” suffer greatly from gang activity, vandalism, and poor neighborhood planning to the point that the majority of equipment and furnishing have been removed.

- City does not want to invest in the sites.
- DRD also maintains landscape medians and detention ponds along perimeter.
- DRD also provides lights along with maintenance to the local park system through a Lighting and Landscape Maintenance District.





University Park

This small park in, and owned by, Palm Desert offers local recreation opportunities. Future residential developments in the area will make this park an important neighborhood feature.



Aquatics Centers

The Mecca Community Center and Pool, Pawley Pool Family Aquatic Complex and Bagdouma Park Pool are the District's three facilities that offer aquatics on the same site as either a community center and/or a regional park (regardless of ownership). Mecca Community Center and Pool is located in the southeastern, unincorporated area of the District, and Pawley Pool is located centrally in the District, in a park operated by the City of Indio. Bagdouma Park Pool is located in Bagdouma Park in the City of Coachella. With the exception of the Mecca facility these are primarily outdoor facilities.

Mecca Community Center and Pool

The Mecca Community Center and Pool is jointly owned by DRD, Coachella Valley Unified School District, and Riverside County. It is operated by DRD and is very actively programmed after school and on weekends. Children are transported here by a District van. It is located in Mecca Community Park and adjacent to the elementary school. This facility provides users access to both indoor and outdoor recreation, as well as aquatics on the same site. The indoor space offers a lobby area with front desk, two offices, a large multipurpose room and kitchen, as well as locker rooms for the pool. The locker rooms are in need of a major renovation.



Pawley Pool Family Aquatic Complex

The Pawley Pool Family Aquatic Complex is an outdoor, seasonal pool owned by DRD and located in the City of Indio's South Jackson Park. The complex includes a very outdated lap pool, wading pool, and splash pad which have been in continual need of repair. Two large slides enhance the fun in the lap pool, while a smaller frog slide is provided at the wading pool. There is plenty of shade provided by canvas structures on the pool deck. The building includes locker rooms and support spaces for pool operations.



Bagdouma Park Pool and Community Center

Coachella's Bagdouma Community Pool is a popular summer gathering place for families and residents of all ages in the surrounding East Valley communities. The facility owned by the City of Coachella contains a 25-yard pool, toddler pool, sun deck, and picnic area. Bagdouma Park Pool and Community Center is located within Bagdouma Park.

The District has arranged with the City to provide recreation programming out of the Coachella Community Center which is owned and maintained by the City and operated and programmed by DRD. While the park appears to be very popular, the amenities surrounding the pool are frequently vandalized and in need of repair.





Special Use Facilities

Canal Regional Park

While the name would imply a more developed regional park setting, Canal Regional Park is primarily home to a local model airplane facility. This park is owned by the Bureau of Reclamation and is sub-leased to Coachella Valley Radio Control (CVRC) Club. Access is somewhat limited to this rural facility.



Desert Regional Park location (North Valley)

This facility is located on the northern edge of the urban area and could be considered either urban or rural. This property is currently an equestrian facility, and home of the Coachella Valley Mounted Rangers (CVMR). It is owned by the Bureau of Reclamation and sub-leased to the CVMR. The facility has a variety of stables and temporary buildings that support the organization. There is an equestrian trails area accessible on the property.



Currently Undeveloped

Coral Mountain Discover Park Nature Center

This currently undeveloped but planned facility is located south of La Quinta and adjacent to the RIVCO'S Lake Cahuilla. It is owned by the Bureau of Reclamation. The current concept plan presents the site as a more passive interpretive experience. Access is not currently restricted, but no formal recreation is provided. Hiking or biking is probable.



Thousand Palms Legacy Park

Development of this site, owned by DRD would expand on the level of service provided by Thousand Palms Community Park and Community Center. This area currently is served by this existing park and community center.



E. Rural Facilities

Local Parks

Mecca Community Center Park

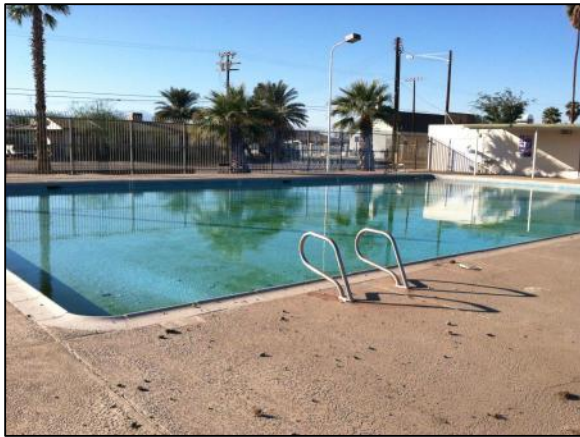
This site is jointly owned by DRD, Coachella Valley Unified School District, and Riverside County. Enhancement of level of service provided by this facility is warranted based on the current condition of many of the amenities in this rural recreation service area. Recent addition of the Boys and Girls Club and several municipal buildings has raised the standards in the immediate area and the park currently falls well short of these standards. In addition:

- Coordination with Boys and Girls Club of Coachella Valley is in place to avoid duplication of service and create collaborative programs.
- Phase 1 park improvements (including additional shade and tables to shelter) and a skatepark addition are in process. These are to be funded through a tribal grant application for an Indian Community Development Block Grant (ICDBG) on behalf of DRD.

Additional Site Visit Notes:

- Appears the south field renovation is complete





Parque Del Pueblo

Parque Del Pueblo is a small pocket park in the DRD system serving the residential community of North Shore and is owned by Riverside County. This local park provides a playground, basketball, public art, and two picnic shelters. It is located in North Shore.



Johnson Street Park

Johnson Street Park (this park is yet to be named and is owned by DRD) is also a recent addition to the DRD system. This local park provides picnicking, a multi-purpose field, and loop walk. It is located in Mecca.



Indio Hills Community Center Park

The Indio Hills Community Center Park is owned by Riverside County and offers a local level of service. The park is in need of some maintenance and upgrades to a few components, but overall, it is generally functional.



Outdoor Special Use Facilities

North Shore Beach and Yacht Club

This is primarily an indoor facility owned by Riverside County, and is discussed further in the Indoor Facility section. The outdoor amenities have very limited access and primarily support the indoor facility. Outside of the building, but within a fenced area, are a playground, fire pit, restrooms, and a water fountain. Also in this fenced area is a large terrace on the back of the building that provides ample space with spectacular views of the Salton Sea. General access and some seating is available outside of the fenced area.

F. Indoor Facilities Overview

Desert Recreation District (DRD) residents typically enjoy good access to indoor recreation and aquatics distributed throughout its boundaries, depending on where they live in the urban corridor. According to the survey, almost a quarter of all District residents indicated that they have used indoor DRD facilities in the past 12 months: swimming pool (23%), weight/cardio fitness room (22%), community recreation center (20%), and gymnasium (19%). Ninety-plus percent (>90%) of all respondents said that important functions for DRD to provide are to operate and maintain existing facilities (90%), to provide positive activities for youth (95%), and to promote healthy, active lifestyles (92%). Community recreation centers, weight/cardio fitness rooms, and swimming pools are among the top programs and facilities as meeting household needs, and are also considered the most important to DRD households.

Community Centers (large/multi-function)

DRD has three recreation or fitness centers, Indio Community Center and Gymnasium, La Quinta Community Fitness Center, and the Palm Desert Community Center and Gym. The centers offer a variety of programs and services to residents including fitness, children's programs, and recreation opportunities and are enhanced by access to outdoor park spaces on the same site.

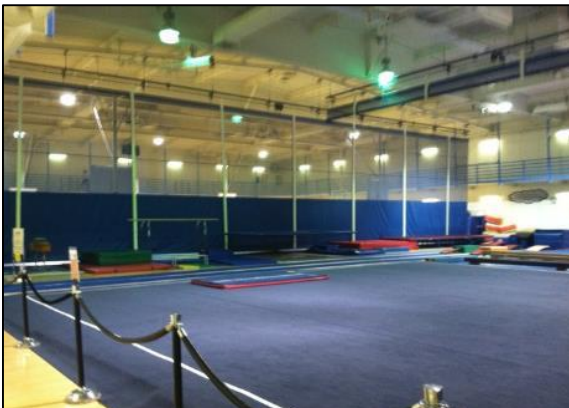
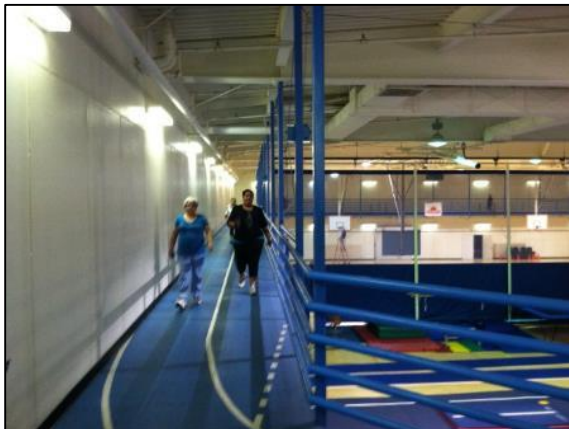
Indio Community Center

The Indio Community Center is a very active facility with several types of programs taking place simultaneously, and could use more space to meet demand. The building is very brightly lit with natural light, enhancing the indoor aesthetics.

The front door access to the building leads users immediately into a lobby area where they are greeted by front desk attendants, and have access to a small concession area. Programmed spaces are accessed from the lobby.

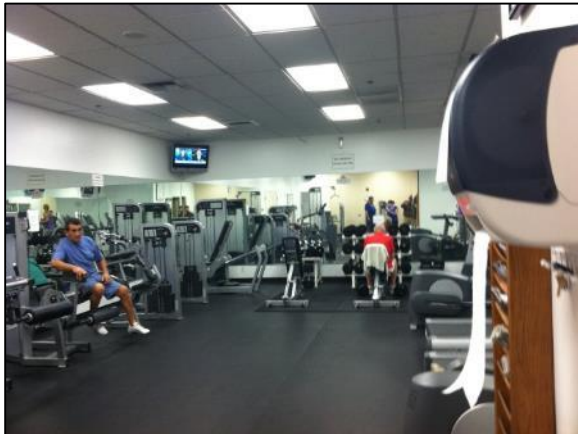
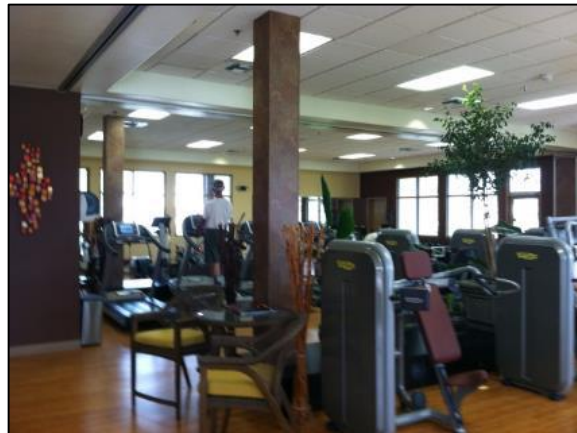
The building is showing its age, and internal flow between spaces is challenging. The District should move forward with renovation plans, including the Board room and old office space. The weight/cardio room is well used, and has a newer rubber floor, but needs updated equipment to replace older equipment that is breaking down. There is access to two nice racquetball courts with wood floors off of the weight/cardio room.

There are two multipurpose rooms, both with linoleum tile floors. The spaces are heavily programmed, and users enjoy direct access to a patio from one of the rooms. The other multipurpose room serves as the Board room, but is also used for programming such as piano instruction. Adjacent to the Board Room is a good sized area that is currently used primarily for storage. Plans exist to renovate this space. The gymnasium is large, with a wood floor double gymnasium and a curtain to divide the space. One side is used for basketball; however, the other side is permanently set up for gymnastics. The nearby City of Indio Teen Center (discussed below) does not have a gymnasium, and additional gymnasium space is needed in the area. There is an elevated track that encircles the entire gymnasium. The track is frequently used by walkers and runners alike; however, barrier free access is not available to the track level. The childcare/preschool area is set up well and includes access to a shaded, secure outdoor space with a playground.



La Quinta Community Fitness Center

The La Quinta Community Fitness Center is centrally located in the District, in the City of La Quinta. The building is located within a park surrounded by a residential area. It is situated well to be a hub of recreational activity for the community around it. The building is Spanish-style and aesthetically pleasing and blends with the neighborhood. The facility was repurposed from a neighborhood community center into fitness center through a collaborative effort of the DRD and City of La Quinta.



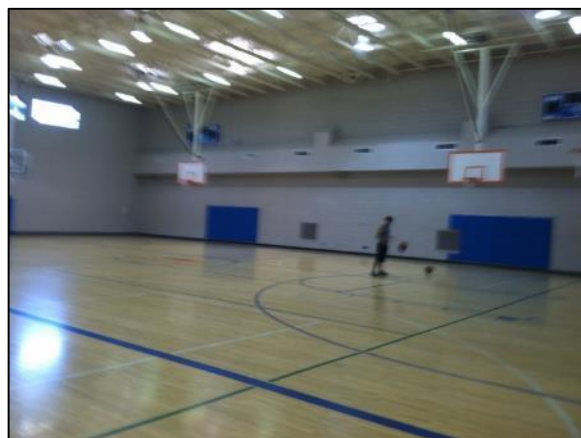
The exterior of the building has a roll-up door to access space that is currently used as storage. This space could be converted for additional specialized fitness space that can be flexible and responsive to trends such as spinning or suspension training. The inside of the facility is very nice and boasts bamboo floors throughout. There is state-of-the-art fitness equipment that is understandably well used by residents. The fitness area is enhanced by a public art piece – a very nice fountain – in the cardio-equipment area. There are a lot of windows that let in plenty of natural light.

The only concessions offered at the center are bottled water. There is a kitchen; however, it is currently used as storage, and includes a pass-through window into the fitness area. The window is unnecessary, and the space could be converted to office space to allow better supervision and assistance to users of the facility. The center previously included a multipurpose room which is currently used for weights and cardio. If and addition is considered, a multipurpose room would be useful for programming fitness classes.

Program offerings focus on fitness; however, there is also a “Tiny Tots” program at the center in a dedicated space. The area is set up very well for preschool, and includes dedicated restrooms for the children, which is essential to keep separated from the fitness space. There is also dedicated, secure outdoor space that includes plenty of shade, a water fountain, and an appropriate-sized playground with rubber surfacing.

Palm Desert Community Center and Gymnasium

The Palm Desert Community Center and Gymnasium is centrally located in the District, just north of State Route 111 in the City of Palm Desert. The building is owned by the City of Palm Desert and is operated by DRD. The center is situated within a large civic complex that includes a regional park, city hall, police department, portion of the parking lot covered with solar arrays, as well as a YMCA and a YMCA-managed aquatic center. Both YMCA services are discussed in the alternative providers section. When a user enters the facility, they are greeted by a front desk that sells concessions and lobby area that is enhanced by mirrored public art and tables for lounging. The large multipurpose room has a linoleum floor and is well lit by natural light from the windows. It also includes an adjacent kitchen with a pass through window to expand the types of uses possible for the space. The fitness room has a rubber floor and nice equipment, but it is too small to adequately serve users.



Active recreation includes two racquetball courts and a gymnasium. The large gymnasium is nice, and has a wood floor that includes plates for volleyball set up. The bleachers are tip and roll, so they can be moved for different activities. Windows provide natural light into the large space.

Community Centers (small/meeting rooms)

DRD has four small community centers located throughout the District: Bermuda Dunes Community Center, Indio Hills Community Center, Portola Community Center, and Thousand Palms Community Center. The Mecca facility also currently serves as a community meeting room that is addressed in the Aquatic Centers section. These community centers are small, and in general, are only open to the public when there is a program or rental.

Bermuda Dunes Community Service Center

Bermuda Dunes Community Center is centrally located in the District, south of Interstate 10. The building was repurposed from a Sheriff's substation, and still has parking surrounded by a pressed spear metal picket fence that is curved out at the top to prevent climbing. The building has nice design and ambiance. It is Spanish-style, and fits well in the area. The exterior is nicely landscaped, using appropriate low-maintenance vegetation for the area. The interior has two small conference rooms, restrooms, and a kitchenette. The acoustic ceilings are too low for some activities such as baton twirling, and the carpet should be replaced in one of the rooms with a multipurpose flooring to allow expansion of activity offerings.



Indio Hills Community Center

The Indio Hills Community Center is a small center located well north of the City of Indio. It is owned by Riverside County, but is operated by DRD. The building is newer and in great condition. It has a multipurpose room that is primarily used for community meetings, and a nice, large kitchen. There are also restrooms and two nice offices that are vacant. The center is only open for pre-scheduled events and rentals.



Portola Community Center

The Portola Community Center is centrally located in the District, in the City of Palm Desert. It is a historic building, which served as the first library in Palm Desert. There are two carpeted multipurpose rooms, a kitchenette (no stove), offices, and restrooms. The building is staffed by a full-time staff member, and office space is also rented by the city. No programming takes place, and the building is only available for rentals to nonprofits.



Thousand Palms Community Center

The Thousand Palms Community Center and Park is located just north of Interstate 10 in the unincorporated community of Thousand Palms. The building is very nice, and integrates well into the surrounding park. There is one large multipurpose room that is well lit by natural light. The building is primarily used for rentals; however, the kitchen lacks a range. Addition of a range could increase the functional use of the facility and increase rental revenue.



Indoor Special Use Facilities

DRD has several special use facilities located in the District. These facilities are The First Tee Coachella Valley and North Shore Beach and Yacht Club. The First Tee Coachella Valley is centrally located in the District, in the City of Palm Desert. The North Shore Beach and Yacht Club is located in the southeastern portion of the District, on the north shore of the Salton Sea. Both of these facilities serve a special purpose that adds to the value of the District.

The First Tee Coachella Valley

The following information is taken directly from the website: www.thefirstteecoachellavalley.org

“The First Tee of the Coachella Valley is a child development organization dedicated to the mission of impacting the lives of young people by providing learning facilities and educational programs that promote character development and life-enhancing values through the game of golf. The core values of The First Tee are: Honesty, Integrity, Sportsmanship, Respect, Confidence, Responsibility, Perseverance, Courtesy, and Judgment.

“Although there are Chapters in cities and communities across the country and in most major golf communities, the Coachella Valley Chapter of The First Tee was born through the work of the Desert Recreation District to bring The First Tee Chapter to the Valley. Beginning with an introduction and impetus to explore the national program from Bob Spiegel, Palm Desert city councilman, the Desert Recreation District began the application process in 2007. Notification came from The First Tee home office in the spring of 2007 that a The First Tee Chapter had been awarded to The District with an opening set for the beginning of 2008.”



The building was constructed of trailers that used to be at PGA West. It includes a proshop, restrooms, a snack bar, and a kitchen, and was recently renovated to add a classroom.

Even with the new classroom, there is still not adequate space for the 1,350 participants in the program. The participants often overflow into outdoor patio space on the south side of the building where it can be hot. The program partners with other golf courses in the area for extra space when it can. The golf course and driving range are well maintained and offer expected amenities for a public 9-hole par 3 golf course.



North Shore Beach and Yacht Club

The North Shore Beach and Yacht Club is historically and architecturally significant to California. The building was originally designed in the 1960s by architect Albert Frey who was known for modern architecture around Southern California called “desert modernism.” The building closed down in the 1980s and sat vacant and deteriorated until it was bought and restored by the County in 2009-2010. It was recently renovated, and is owned by Riverside County and operated by DRD.

The indoor facilities include two large multipurpose rooms, restrooms, a snack bar, and a kitchen. Upstairs there is office space and amazing sunset views over the Salton Sea. The DRD currently has a child care program operating out of one of the multipurpose rooms to serve residents of the North Shore area.



G. Outdoor Facility GRASP® Scoring

Scoring of Parks, Facilities and Components

Based on the inventory and scoring – the composite values methodology score (we call ours a GRASP® value) – for both neighborhood and community level of service was calculated for each site visited in the inventory. A complete description of this **Composite-Values Methodology (CVM)** process is included in **Appendix C. Figure 10**, a sample of an inventory page found in the Atlas, shows these calculated scores for Palm Desert Soccer Park. Similar reports were generated for each facility.

Figure 10: Sample Inventory Scoring

Desert Recreation District - Parks, Open Space, and Trails GRASP® Atlas						
Initial Inventory Date:			Hovley Soccer Park			
Updated:						
91.8	Total Neighborhood GRASP® Score	207	Total Community GRASP® Score	Approximate Park Acreage:		
				Owner:	City of Palm Desert	
				Operated by DRD		
Modifiers with Scores						
Drinking Fountains	2	Shade	2	Design and Ambiance 3		
Seating	2	Trail Connection				
BBQ Grills	2	Park Access	2			
Dog Pick-Up Station	2	Parking	2			
Security Lighting	2	Seasonal Plantings				
Bike Parking	1	Ornamental Plantings	2			
Restrooms	2	Picnic Tables	2			
General Comments						
Nice complex. Interesting concept of disc golf circuit around fields.						
Components with Score						
MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L020	PARCEL	1		2	2	
C528	Booe Ball	2		2	2	Petanque courts
C527	MP Field, Large	5		3	3	
C528	Horseshoes	3		2	2	
C103	Shelter	8		2	2	
C102	Restroom	2				
C101	Playground, Destination	1		2	2	
C100	Loop Walk	1		2	2	
C099	Disk Golf	1		2	2	
C098	Concessions	1		3	3	
C097	Complex, MP Field	1	Y	3	3	

Table 1 presents the complete scoring of all outdoor facilities in the inventory. These scores can be used to rank parks and the level of service they provide to the community based on the GRASP® scoring system. For example, Palm Desert Civic Center Park provides the highest level of service of all facilities in the system while Placitas de la Paz #2 provides the least amount of service value. The table shows two GRASP® Scores: one each for neighborhood and community level of service.

Table 1: Park GRASP® Scoring

LOCATION	GRASP Neighborhood Score	GRASP Community Score
Bagdouma Park Pool	13.2	22
Cahuilla Hills Park	31.2	40.8
Canal Regional Park	8.8	15.4
Coral Mountain Discovery Park	13.2	13.2
Desert Regional Park	7.7	12.1
Freedom Park	220.35	341.25
Palm Desert Soccer Park	91.8	207
Indio Community Center Park & Lot	21.6	21.6
Indio Hills Community Center Park	19.2	19.2
Johnson Street Park	17.6	17.6
La Quinta Community Park	70.8	70.8
Mecca Community Park and Pool	26.4	30
North Shore Park	43.2	43.2
Palm Desert Civic Center Park	226.2	510.9
Parque Del Pueblo	22	19.8
Pawley Pool Family Aquatic Complex	24	48
Placitas de la Paz #1	19.2	19.2
Placitas de la Paz #2	4.4	4.4
Placitas de la Paz #3	17.6	17.6
The First Tee Coachella Valley	17.6	26.4
Thousand Palms Community Center & Park	93.6	122.4
University Park	36	36

H. Strategies for Addressing Low-Functioning Components

In general items should be fixed, upgraded, or repurposed based on the condition of the components within the asset. By raising the score of a component, the Level of Service in the community is also raised. However, deciding how to do this may seem daunting. A strategy for addressing the repair/refurbishment/replacement or re-purposing of low-functioning components should begin with the following steps. This should be done for each individual component in the inventory that is not functioning up to expectations.

- 1. Determine why the component is functioning below expectations.** Was it poorly conceived in the first place? Is it something that was not needed to begin with? Is it the wrong size, type, or configuration? Is it poorly placed, or located in a way that conflicts with other uses or detracts from its use? Have the needs changed in a way that the component is now outdated, obsolete, or no longer needed? Has it been damaged? Or, has the maintenance of the component simply been deferred or neglected to the point where it no longer functions as intended?

Another possibility is that the component was scored low because it is not available to the public in a way that meets expectations. For example, a facility might be rated low because it is leased to a private group, and access by the general public is limited. This may be a perfectly acceptable situation and appropriately scored – the service is at a lower value because of the limitations on access.

Another example would be when a component is old, outdated, or otherwise dysfunctional, but has historic or sentimental value. An example would be an old structure in a park such as a stone barbecue grill, or other artifact that cannot be restored to its original purpose, but which has historic value.

- 2. Depending on the answers from the first step, a strategy can be selected for addressing the low-functioning component.** If the need for that type of component in its current location still exists, then the component should be repaired or replaced to match its original condition as much as possible. Examples of this would be playgrounds with old, damaged, or outdated equipment or courts with poor surfacing or missing nets.

If the need for that type of component has changed to the point where the original one is no longer suitable, then it should be replaced with a new one that fits the current needs. For example, if a picnic shelter is too small for the amount of use currently demanded, it may be replaced with a new, larger one.

If a component is poorly located, or was poorly designed, consideration should be given to relocating, redesigning, or otherwise modifying it. An example would be an amphitheater next to a street that was once small and quiet but is now loud and busy. The noise from the street makes it undesirable to use the amphitheater for its intended purpose. If there is still a need for this type of facility at this park, then consideration should be given to relocating it or redesigning it to provide screening from traffic and other noise.

If a component is no longer needed because of changing demands, then it should be removed unless it can be maintained in good condition without excessive expense, or unless it has historic or sentimental value. A trend across the country involves once-popular inline hockey rinks, which are now falling into this category. Some rinks have been allowed to deteriorate, because a community no longer demands inline hockey. In such cases, rinks should be repurposed into some other use such as a basketball or tennis court, multi-use play-pad, or perhaps a skate park. It could even become something unusual, like a trike-track course. Or it could become the surface for a large group picnic shelter. Another possibility might be to install outdoor fitness stations and make it an “outdoor gym.”

An example for DRD might be the Petanque courts at Palm Desert Soccer Park. These could be repurposed if not used, but it would be speculative to suggest another use without public input; maybe sand volleyball, bocce, or lawn bowling. At this point, we are not suggesting that DRD currently has anything that needs to be repurposed, but if they did find something in the future, this is an example of repurposing.

The choice of what to put in the rink's place should be made with input from the community. This could be done with a simple intercept survey, door-hung questionnaire, or by contacting a neighborhood organization. The point is that it makes no sense to replace something that the neighborhood no longer needs with something else it does not need.

If no appropriate alternative use for the rink or the space it occupies is identified, it should be removed to avoid a blighted appearance, and the space should be integrated into the rest of the park with landscaping.

3. **It is possible that through ongoing public input, and as needs and trends evolve, new needs will be identified for existing parks.** If there is no room in an existing park for new needs, the decision may be made to remove or re-purpose an existing component, even if it is quite functional. An example of this could be found in many communities over the past couple of decades. As the popularity of tennis declined and demand for courts dropped off, perfectly good courts were sometimes converted into skate parks or inline rinks. In most cases this was an interim use, intended to satisfy a short-term need until a decision could be made to either construct a permanent facility or let the passing fad fade. The need for inline rinks now seems to have diminished, while temporary skate parks on tennis courts have been moved to permanent locations of their own and become more elaborate facilities as skateboarding and other wheel sports have grown in popularity and permanence.

Another example of this can be found in the re-purposing by one community of a ball diamond into a dog park. The ball diamond is well-suited for use as a dog park because it is already fenced, and the combination of skinned infield where the dogs enter and natural grass in the outfield where traffic is spread out is ideal.

It is likely that in time this facility will either become a permanent facility designed specifically to meet the needs of people recreating with their dogs, or such a facility will be constructed elsewhere to suit that purpose. Or, it could turn out that dog parks fade in popularity like inline hockey rinks, or are replaced with some other facility that dog owners prefer even more than the current dog park model. Meanwhile, the use of the ball diamond for this purpose is a good interim solution.

4. **Trends to keep an eye on while deciding what to do with low-functioning facilities, or determining how to make existing parks serve the needs of residents as highly as possible, include things like the following:**

Dog parks continue to grow in popularity. This may have something to do with an aging demographic in America, with more "empty-nesters" transferring the attention they once gave to their children, who are now grown, to their pets. It is also an important form of socializing for people who may have once socialized with other parents in their child's soccer league, and now that the kids are grown they are enjoying the company of other dog owners at the dog park. And for singles, a dog park is a good place to meet people.

Skateboarding and other wheel sports continue to grow in popularity. Making neighborhood parks skateable and distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a larger centralized skate park. A desire for locally-grown food and concerns about health, sustainability, and other issues is leading to the development of community food gardens in parks and other public spaces. Events in parks, from a neighborhood “movie in the park” to large festivals in regional parks, are growing in popularity as a way to build a sense of community and generate revenues. Providing spaces for these could become a trend.

Sprayparks are growing rapidly in popularity, even in cooler climates. A wide and growing selection of products for these is raising the bar on expectations and offering new possibilities for creative facilities.

New types of playgrounds are emerging, including discovery play, nature play, adventure play, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations that are different from the standard fixed “post and platform” playgrounds found in the typical park across America.

Integrating nature into parks by creating natural areas is a trend for a number of reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment. An educational aspect is an important part of these areas.

I. Indoor Facility GRASP® Scoring

Scoring of Indoor Facilities and Components

Similar to outdoor facilities, an indoor inventory also was compiled using the GRASP® methodology and a GRASP® value for was calculated for each site (**Table 2**). **Figure 11**, a sample of an indoor inventory page found in the Atlas, shows the calculated scores for Indio Community Center. Similar reports were generated for each facility.



Figure 11: Sample Indoor Inventory Scoring

Desert Recreation District - Parks, Open Space, and Trails GRASP® Atlas			
Inventory Date:		Indio Community Center	
Updated:			
62.4	Total Indoor GRASP® Score	Owner:	Owned & Operated by DRD
Modifiers with Scores			
Site Access	2	Entry Desk	2
Aesthetics	2	Office Space	2
Entry	2	Overall Storage	3
Entry Aesthetics	2	Restrooms	2
Building Condition	2	Locker Rooms	2
Design and Ambiance			
2			
General Comments			
Indoor Facilities: large multi-purpose room, small multi-purpose room, kitchen, tables, chairs, indoor H.S. regulation basketball court, indoor walking track, volleyball court, children's play area, weight room and 2 racquetball courts, and gymnastics program. Building in need of renovation.			
Components with Score			
Component	Quantity	Dimensions	Indoor Score
Multi-purpose	2		1
Food - Café/Concessio	1		2
Patio/outdoor seating	1		1
Weight/Cardio Equipm	1		2
Specialty Training	1		2
Racquetball	2		2
Multi-purpose	1		2
Lobby/Entryway	1		2
Kitchen - Kitchenette	1		2
Track - Indoor	1		2
Gymnasium	1		2
Childcare/Preschool	1		3
Comments			
Serves as board room + piano classroom			
Coffee drinks			
Rubber floors. Equip eeds to be updated, breaking down.			
Permanent gymnastics set-up			
Off of weight room; wood floors			
Adjoining patio; linoleum floor.			
No ADA access			
Wood floor; basketball divided from gymnastics			
Access to secure playground			

Table 2: Indoor GRASP® Scoring

LOCATION	GRASP® Score
Bagdouma Park Community Center	4.8
Bermuda Dunes Community Center	25.2
Indio Community Center	62.4
Indio Hills Community Center	21.6
La Quinta Community Fitness Center	36
Mecca Community Center & Pool	3.6
North Shore Beach & Yacht Club	64.8
Palm Desert Community Center & Gymnasium	36
Portola Community Center	12
The First Tee Coachella Valley	8.4
Thousand Palms Community Center & Park	13.2

A more comprehensive explanation of the inventory process is included in the following sections. Refer to the **Summary of Outdoor Inventory** and **Summary of Indoor Inventory** tables in **Appendix D** for a complete inventory of parks and facilities. The inventory of assets was created to serve the District in a number of ways, including this study. It can also be used for a wide variety of planning and operations tasks, such as asset management and future strategic and master plans.

V. Alternative Providers and Collaborative Opportunities

The Desert Recreation District boundary overlaps five municipalities: the Cities of Coachella, Indian Wells, Indio, La Quinta, and Palm Desert, the census designated place of Thousand Palms, as well as unincorporated areas of Riverside County. In addition, the Riverside County Parks and Open Space District, several YMCAs and Boys and Girls Clubs provide additional service in or near the DRD Sphere of Influence (SOI). Due to this, there are many alternative providers to DRD offering services throughout the District.

A. City of Coachella

The City of Coachella is the easternmost city in the District, bordered on the west by Indio. It is approximately 20 square miles, has a population of about 42,000, and has 43.3 total acres of parks.

Coachella has one community park, Bagdouma Park, which is 34 acres. It includes a pool, one ballfield complex, one basketball court, a large multipurpose field, open turf, local playground, restrooms, a shelter, and tennis courts.



The City has seven neighborhood parks:

- Rancho Los Flores
- Dateland Park
- De Oro Park
- Sierra Vista Park
- Veterans Park
- Shady Lane Park
- Tot Lot Park
- Ye'we'vichem Park.

These neighborhood parks have a variety of amenities including a pool, two ballfields, basketball, one large multipurpose field, several areas of open turf, picnic grounds, four local playgrounds, two restrooms, and one skate park.

B. City of Indian Wells

The City of Indian Wells is centrally located in the District between La Quinta on the east and Palm Desert on the west. It is approximately 14.6 square miles, has a population of about 5,000, and does not have any public parks. There are two private facilities in the City of Indian Wells, the Indian Wells Tennis Garden, and Indian Wells Golf Resort.

C. City of Indio

The City of Indio is centrally located in the District between La Quinta on the west and Coachella on the east. It is approximately 29 square miles and has a population of about 77,800. The city owns and manages a golf course that includes a driving range.

Indio has eleven parks:

- South Jackson Park
- Yucca Park
- Dominguez Park
- North Jackson Park
- Miles Avenue Park
- Shields Park
- Cahuilla Park
- Patton Park
- Dr. Carreon Park
- York Plaza
- Mulligan Dog Park

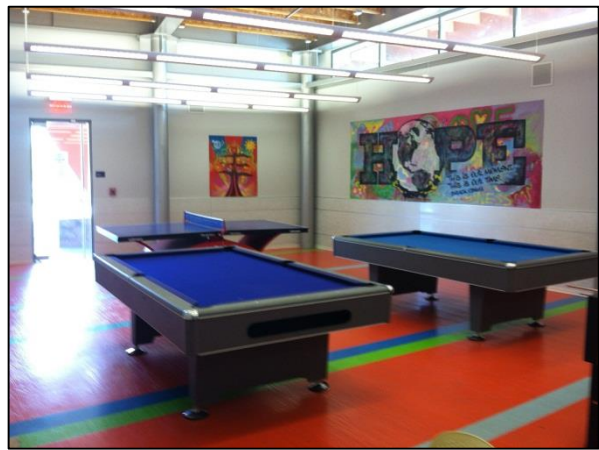
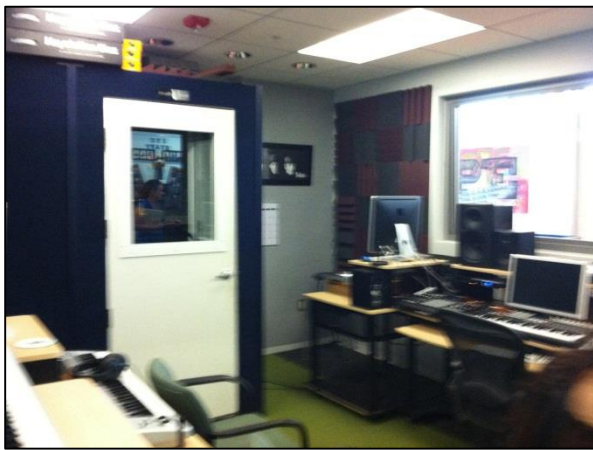
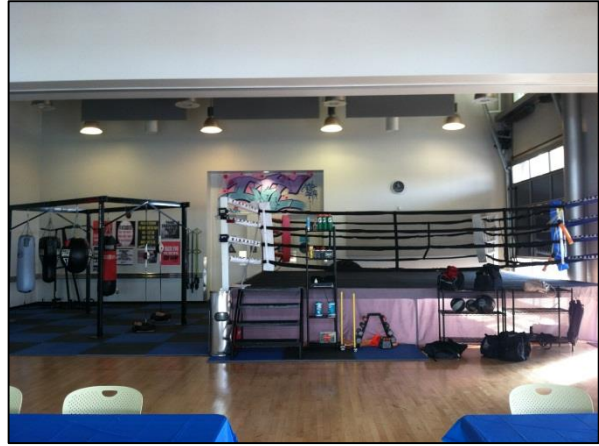
These parks have a variety of amenities including six spray aquatic features, two ballfields and two ballfield complexes, four basketball courts, one dog park, three loop walks, eight picnic grounds, eight local playgrounds, two racquetball courts, two restrooms, one group shelter, and three tennis courts.

The City of Indio also has two special use facilities: the Indio Teen Center and Indio Senior Center. The two facilities are less than a half-mile from each other, and blocks from the DRD Indio Community Center. The City of Indio runs an intergenerational program coordinated between its two facilities to help break down barriers between the generations.

Indio Teen Center

The Indio Teen Center is a new 12,500 square foot facility. It serves approximately 100-120 teenagers a day. These numbers have decreased because teens used to be bussed from another high school and are not any more. The center was designed with input from teens. There are roll-up garage doors, exposed rafters, a custom “graffiti” sign, and solar panels that make up many of the unique features of the building.

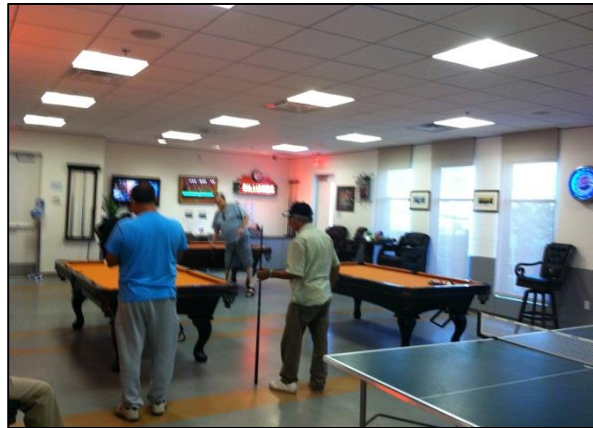
The center is staffed during operating hours (Monday through Friday from 2:30-6:30pm during the school year, and 11:00 a.m. – 4:00 p.m. during the summer). It is clear that the teens have developed a trusting relationship with staff. There are many different activity options for users including a multipurpose room, game room, video games, pool tables, computer lab, boxing ring, ping pong, vending, kitchen, meeting space, and a confidential counseling area. Outdoor space includes basketball, open space, BBQ grill, and a fire pit surrounded by benches.



Indio Senior Center

The Indio Senior Center is dedicated to serve people 50 years and better. It is a very active facility that offers a lot of programs and services to users. Many clubs have formed and meet at the center.

There is a game room affectionately called, “The Man Cave.” There is also nice use of flexible, multipurpose space for programs such as craft classes and exercise classes. There is a warming kitchen used by Meals on Wheels for its operations, as well as the Sunshine Café that serves lunches a few days a week for a modest fee. A computer lab includes both PCs and Macs, as well as regular computer classes. The fitness room offers appropriate equipment and instruction for seniors. A library offers a quiet space of respite that is enhanced by decorative lighting and a fireplace.



The Senior Center has a very nice “backyard.” There is a patio with tables and chairs off of the multipurpose room, that overlooks open space, landscaping, and a walking path where 14 laps equals a mile. There is also a piece of public art and a BBQ grill.



D. City of La Quinta

The City of La Quinta is centrally located in the District, bordered by Indian Wells on the West and Indio on the east. It is approximately 32 square miles and has a population of about 38,000. The residents are served by 14 parks with 213 developed acres, one 40 acre undeveloped site at SilverRock, 126 acres of open space and natural areas owned by the city, and the Lake Cahuilla County Park of 710 acres (with a swim pool, camp sites, fishing, and spaces for horses). La Quinta is also served by BLM land behind the Top of the Cove.



La Quinta City Hall and Civic Center Campus

The 17.5 acre campus contains indoor facilities within an attractive park. The indoor facilities include the senior center, library, and city hall. The campus is host to many pieces of community art through the Art-In-Public Places and the Civic Center Art Purchase programs.

La Quinta Senior Center

The 10,000 square foot facility features a kitchen and dining area and several classrooms. The center is open for seniors 8:00 a.m. – 5:00 p.m. Monday – Friday, and then youth and adult programming takes over with leisure enrichment programs. The center may need more classrooms and a fitness facility. The facility is heavily programmed from September to April.

Aquatic Center

The 10,000 square-foot facility features a rectangular outdoor pool. The City of La Quinta contracts with the YMCA of the Desert to operate, manage, and program the pool during the summer months.

La Quinta Public Library

This 20,000 square foot facility was designed for expansion and opened in summer 2005. The existing unused section of the library is used for recreation and community events. At the time of the 2007 master plan, the Library was issuing 500 new cards per month with 5-8,000 items in circulation at any time. The facility currently has room for events. The classroom at the library is used by the library, by the City of La Quinta, and by the University of San Bernardino for continuing education.

Parks and Recreation staff was in discussions with Library staff in regard to expansion of the Library into the Phase 2 area. However, an expansion will take the space away from the recreation programming and rentals for private parties and community events. The expansion will also lose reception space for weddings held at the gazebo at the Civic Center, but the newly opening Embassy Suites and La Quinta Resorts should be able to fill the need. Seating is full in the current space at peak times.

La Quinta Historical Museum

This facility was under design and construction at the time of the 2007 master plan for a \$2.5 million addition of 9,000 sq. ft. and was scheduled to open in 2008. It is located on the south side of La Quinta Community Park and was to be managed by the Community Services Department. Fundraising, volunteering, and some programming will be done by the La Quinta Historical Society.

SilverRock Resort

The City of La Quinta was named America's "Best Place to Live for Golfing" by *Robb Report* magazine in its "Best Places to Live" issue (July 2003). The 546-acre SilverRock Resort is an Arnold Palmer Classic Course that was to be a future home joining the rotation of the Bob Hope Chrysler Classic. The course may host many nationally recognized tournaments and events. It was rated one of the "Top 10 New Courses You Can Play in America," *Golf* magazine, 2005 – the only California course to make the Top 10 List. This public course features 18 holes of championship golf, indoor and outdoor dining, a well-stocked Golf Shop, qualified PGA golf instructors, and rate discounts for the City of La Quinta residents.

La Quinta Skate Parks

The unsupervised skate parks, located at Fritz Burns Park and La Quinta Park are open daily from 6:00 a.m. to 10:00 p.m. Skateboards and in-line skates may be used within the outdoor, partially shaded facility. Proper safety equipment is required and organized activities are not permitted without city approval.

Outdoor Active Facilities and Sports

The City of La Quinta's pleasant winter climate draws an active population of both seasonal and full-time residents who enjoy golfing, hiking, bicycling, and other outdoor sports. It also has permanent residents with families that enjoy more traditional park activities such as recreational sports leagues, playing on a playground, and picnicking. The combination of mountain wilderness and developed parks serves the needs of both visitors and residents.

Parks and Natural Resources Facilities

The City of La Quinta is nestled against the Santa Rosa/San Jacinto Mountains that frame the Coachella Valley. The mountains provide a scenic backdrop and opportunities for hiking and enjoying nature. The **Fred Wolff Bear Creek Nature Preserve** is situated here as well, and a paved multi-use trail skirts the base of the mountains in the Cove area of the City of La Quinta.

The largest city-owned parks are **La Quinta Park**, at 18 acres, the **Civic Center Campus** at 17.5 acres, and **Fritz Burns Park** at 12 acres. These parks provide community-wide activities such as soccer, baseball, and tennis, as well as playgrounds, picnic shelters, and open turf for informal play.

La Quinta Park offers a very popular interactive water feature and play structure for kids, as well as picnic tables, and lighted fields for soccer, lacrosse, basketball, and baseball. There is also a skate park and a loop walk that is scheduled to receive distance markers to enhance its use for fitness and wellness. Parking is provided at this park, but is inadequate during busy periods.

Fritz Burns Park contains a dog park, picnic areas, playground, tennis courts, skatepark, and the City of La Quinta's municipal outdoor pool (operated by the YMCA of the Desert). The park's location makes it an important amenity for a part of the City of La Quinta that does not have any private parks or other facilities. Situated between Old Town and the Cove and easily accessible from Washington Street, the park offers a lot of activity in a small amount of space. This fits well with the demographics of this part of the City of La Quinta, which is influenced by a Hispanic culture and heritage that enjoys opportunities for everyone in the family to be together and have a good time.

The **Civic Center Campus** is a jewel within the City of La Quinta, offering an attractive place for strolling, relaxing, and enjoying special events. There is an attractive lake and waterfall, numerous pieces of art, and a series of commemorative memorials. The city's library and senior center are located within the campus, as is the municipal building. Parking is provided at a variety of locations around the park.

Across Old Town, to the west of the Civic Center Campus, is **La Quinta Community Park**. Owned and maintained by the **Desert Recreation District**, it serves as an anchor on either end of an axis through Old Town. It provides a more active complement to the Civic Center Campus, offering park components such as a shaded playground, picnic shelters, and a lighted ball field, and a small amphitheater. A community center is located within it and the Historical Museum is located adjacent. Parking is conveniently located around the park.

The locations and relative positions of the Civic Center Campus, Old Town, and La Quinta Community Park are ideal for making downtown La Quinta a very livable place, enhancing opportunities for redevelopment, infill, and economic development within Old Town.

E. City of Palm Desert

The City of Palm Desert is the westernmost city in the District, boarded on the east by Indian Wells. It is approximately 24.6 square miles, has a population of about 50,000, and has 211.9 total acres of parks. The City of Palm Desert and DRD partner to bring facilities and activities to people of all ages.

Many amenities in City of Palm Desert parks are managed and scheduled by DRD. Palm Desert has one regional park, Civic Center Park, which is 70 acres. It includes a 4-ballfield complex, one dog park, one destination playground, four pieces of public art located throughout the site, a skate park, six tennis courts, four volleyball courts, and an amphitheater.

There are six community parks and six neighborhood parks. The community parks are:

- Cahuilla Hills Park
- Cap Homme/Ralph Adams Park
- Freedom Park
- Palm Desert Soccer Park
- Ironwood Park
- Magnesia Falls City Park

The neighborhood parks are:

- Joe Mann Park
- The Community Gardens
- Palma Village Park
- University Dog Park
- University Park East
- The Washington Charter School Park that is open after school and on weekends to the public.

The community and neighborhood parks offer a variety of amenities including: a Petanque area, four ballfields, six basketball courts, one concession area, a disk golf course, three dog parks, two driving ranges, one community garden and two display gardens, three horseshoe pits, four loop walks, eight large multipurpose fields and one multipurpose field area, two natural areas, three open turf, one open water, four other active areas, three picnic grounds, eight local playgrounds, one piece of public art, six restrooms, six shelters, two skate features, three tennis courts which are also used for pickle ball, two multiuse trails and five trail heads, one volleyball court, and one water feature.

Palm Desert YMCA and Palm Desert Aquatic Center

The Palm Desert YMCA and the Palm Desert Aquatic Center are both owned by the City of Palm Desert, and operated by the YMCA, and are on the same site as the Palm Desert Community Center operated by DRD. The YMCA is right next door to the community center, and does offer some competing programs, although the two facilities do also partner on programs as well.

The YMCA does have a gymnasium; however, they do not have a weight room and do not offer any adult programming. It is also more expensive to use than the community center. The Palm Desert Aquatic Center is not immediately adjacent to the two buildings, and users would either have to walk through a portion of the park to access it, or park in its dedicated parking lot. The parking lot provides a very welcoming entrance to the facility, because it is lined with palm trees.



The large, outdoor facility has three year-round pools available for both exercise and recreational use. The 50-meter by 25-yard Olympic-sized competition pool provides long course and short course options for lap swimming or competition events. It is equipped with one and three-meter diving boards. The family friendly, 25-yard, recreation pool is shallow, warm, and features two waterslides and a wade-in entry. There is also a splash playground pool for children. The area is enhanced with sodded open space.

The building has indoor locker rooms, and offices, and a full-service concession stand that has outdoor, covered seating.

E. Other Providers



Lake Cahuilla Recreation Area

Boys and Girls Clubs of Coachella, Palm Springs and Cathedral City (ASES and potentially ASSETS)
Family YMCA of the Desert Centers (Preschool and ASES)
Coachella Valley Unified School District (ASES and ASSETS)

Riverside County Regional Parks and Open Space District (RivCoParks)

The following information was taken directly from the draft *2013 Comprehensive Park, Resources, and Recreation Service Plan* for RivCoParks, which members of the consultant team also developed.

Lake Cahuilla Recreation Area

Approximate Acreage: 710

Location: 58-075 Jefferson St., La Quinta, CA

Ownership: Coachella Valley Water District Bureau of Land Management, and the District

Operator: District

Status: Developed

Constructed: 1960s/70s

Season: Open all year with seasonal operation of Friday through Monday only from May to September due to the extreme summer heat.

Facilities:

- Tent Camping (electric/water)
- RV Camping (electric/water)
- Group Camping
- Primitive Camping (self-contained)
- Handicap Site
- Dumping Station
- Barbeques
- Special Events
- Hiking Trails
- Equestrian Trail access
- Biking Trail and Mountain Biking Trail access
- Restrooms
- Showers
- Playground
- Fishing
- Swimming Lagoon (zero-depth, walk-in)
- Equestrian Camping/Water Trough
- Picnic Areas

Number of Campsites: 71 RV/Tent sites 20 Equestrian Camp

Deficiencies: Campgrounds require renovations to upgrade RV sites and restroom facilities. Swim lagoon requires annual resurfacing. Renovation of the lagoon is needed. An ADA Accessibility Survey is recommended.

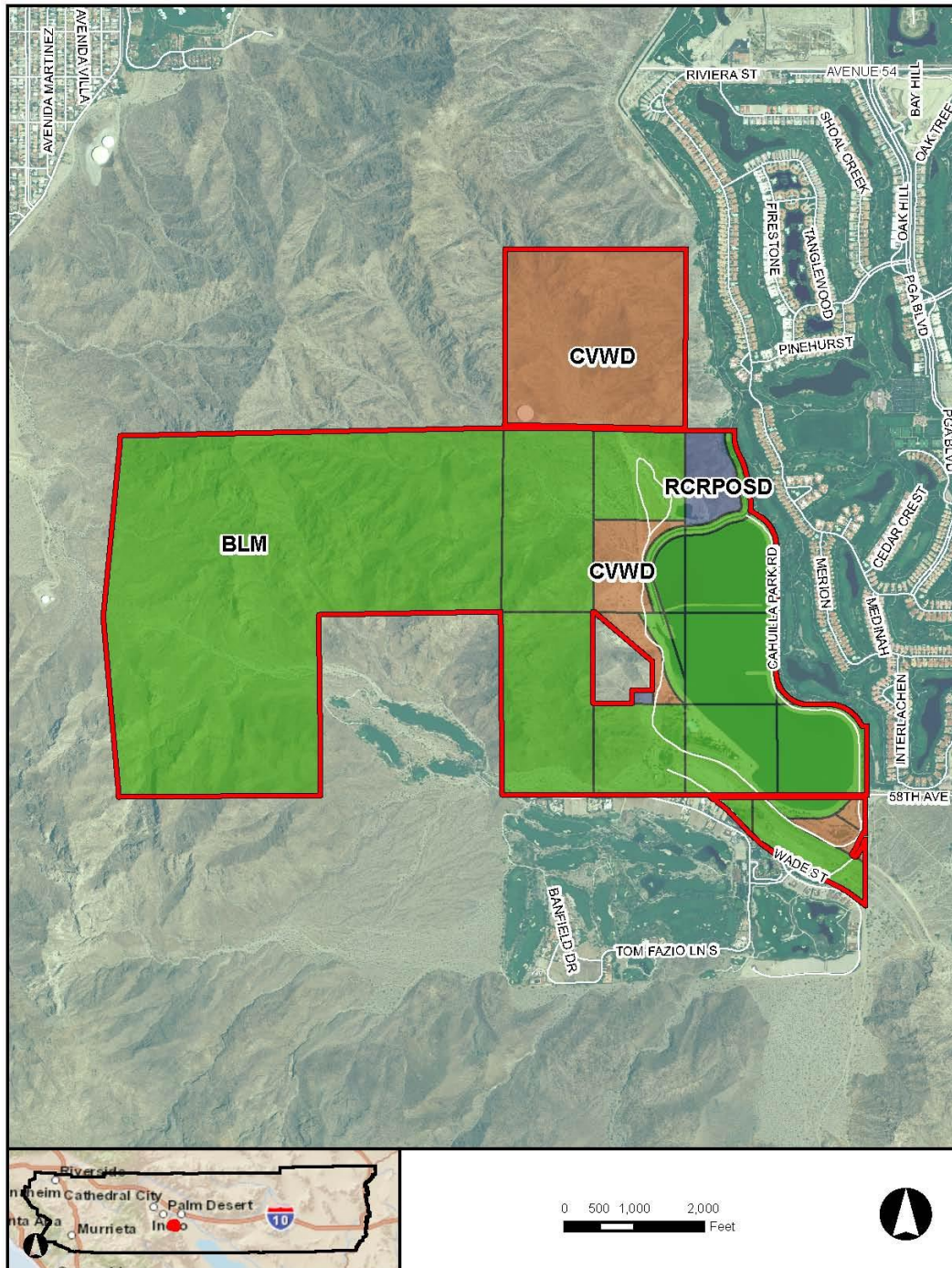
Comments: Lake Cahuilla Recreation Area is a stunning park situated at the base of the Santa Rosa Mountains. It is located six miles south east of Old Town La Quinta and offers a delightful experience in the Coachella Valley. Lake Cahuilla is set in the midst of expansive lawns and picturesque mountaintops making it a spectacular destination.

Lake Cahuilla (**Figure 12**) is the ideal nature getaway with 91 individual and group campsites near the gorgeous Santa Rosa Mountains. It is an easy destination for anyone looking to quickly escape the city life and become immersed in unparalleled views and all the outdoor activities available. Fun-filled fishing in the 135 acre lake, hiking and horseback trails nearby, and a cooling swimming pool are just a few of the great adventures campers can experience. Open grass areas with picnic tables and barbeques are splendid for special events from company gatherings to birthday parties.

Lake Cahuilla no longer accepts any type of watercraft on the lake. Swimming is also not allowed.

Recommendation of the Plan: RivCoParks should continue to work with other parks and recreation agencies and land management organizations within the County with an eye toward filling service gaps and the avoidance of service duplication.

Figure 12: Lake Cahuilla Recreation Area



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VI. GRASP® Level of Service Analysis

A. Asset Analysis

Level of Service Standards

The parks and recreation industry has realized that the capacity standards (x units/1,000) alone do not work for most communities and create challenges when trying to evaluate special assets such as open space, sensitive lands, trails, and indoor amenities, as well as historic and cultural assets.

GreenPlay and the GRASP® (Geo-Referenced Amenities Standards Process) planning team have been integral in transforming the use of standards for planning parks, trails, recreation, and open space for agencies throughout the United States. GreenPlay has worked with and presented to the NRPA, state associations, the American Society of Landscape Architects (ASLA), and other organizations to clarify accepted methods for standards analysis.

The team has created a way to standardize this variable information that is accurate, community-specific, and can be benchmarked and implemented based on the unique assets of the DRD. It is currently being utilized by more than 80 communities nationwide. This methodology is called composite-values methodology (CVM), and the branded version being used in this document is known as “GRASP®.” This CVM also helps with setting standards and ordinances for equitable growth and development in the future. In addition, this analysis can help to measure aspects of the Parks and Recreation system that can influence public health, such as walkability and trail access.

B. Park Development/Land Dedication Funds

The park dedication requirements are set forth in the **Quimby Act** which states that all residential subdivisions of land, with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee, or a combination of the two. The requirement formula is three acres of land per one thousand people calculated by multiplying the number of dwelling units times the average density per dwelling unit in each municipal boundary according to the latest U.S. Census. In-lieu fees are based on the fair market value of land within a subdivision. Development impact fees are one-time charges imposed on development projects to recover capital costs for public facilities needed to serve those new developments and the additional residents, employees, and visitors they bring to the community. California law, with a few minor exceptions, prohibits the use of impact fees for ongoing maintenance or operations costs.

The previous master plan suggested that DRD consider increasing its parkland per capita standard. As the community-wide survey indicated trails and outdoor recreation opportunities were among the amenities and services of greatest importance to the residents, it is recommended that DRD adopt the five acres per one thousand (5:1000) standard, working in collaboration with other municipal providers.

Based on a quick estimate using available GIS data to calculate “park” acres and ESRI based US Census data for 2012, it appears DRD current per capita parkland is at or above the five acres per one thousand people standard when analyzing based on district-wide service. Using the current data for DRD at 897 acres (this includes a few other providers like Davis Sports Complex) in addition to 639 acres from the 2007 La Quinta master plan including RIVCOS Lake Cahuilla, there are approximately 1,536 acres of parkland in the district. ESRI estimates the 2012 population at 267,937. This calculates to 5.7 acres per 1,000 people.

C. CVM and GRASP® Overview

“Perspectives” were generated to evaluate the assets available to residents, along with charts provided to provide quantitative data.

To produce the Perspectives, each inventoried component has been assigned a service value, or GRASP® score. Computer software is used to calculate two level of service values: neighborhood and community. Neighborhood level of service scoring, in general, addresses access to a facility with the value based primarily on the number of unique components and quality of those components. While community level of service also addresses these two factors, it also uses the quantity of each component in the final scoring. Next, a catchment area (or buffer) is applied to each component and to the parcel boundary. The catchment area is the distance from within which a majority of people using the facility might reasonably be expected to come. Scores for individual components within a park are cumulative in calculating an overall park value. Therefore, the more recreation opportunities and the higher the quality of those components within a park directly impact its level of service.

When service areas, along with their overall level of service scores for each park or facility, are plotted on a map, a picture emerges that represents the cumulative service provided by that facility upon the geographic area. Where service areas for multiple parks overlap, a darker shade results from the overlap. Darker shades indicate locations that are served by a combination of more parks and/or higher quality ones. The shades all have numeric values associated with them, which means that for any given location on a GRASP® Perspective, there is a numeric GRASP® Level of Service score for that location and that particular set of components. Larger Perspectives have been provided to the District as part of a separate Staff Resource Document.

Each Perspective is a model of the service being provided across the study area. The model can be further analyzed to derive statistical information about service in a variety of ways. The results of these are described in the text that follows.

Composite-Values Level of Service (LOS) Analysis – This is the process used to inventory and analyze the assets, including quantity, location, and various qualities of each. The process utilizes MS Excel, MS Access, and common GIS software. The composite-values based LOS analysis process used by GreenPlay and Design Concepts is proprietary, and known as “GRASP®” (Geo-referenced Amenities Standards Process). It has been somewhat automated through creation of additional software code and template design for efficiency in data collection and analysis. See *Appendix C for a detailed history and overview of Composite-Values Based Level of Service Analysis.*

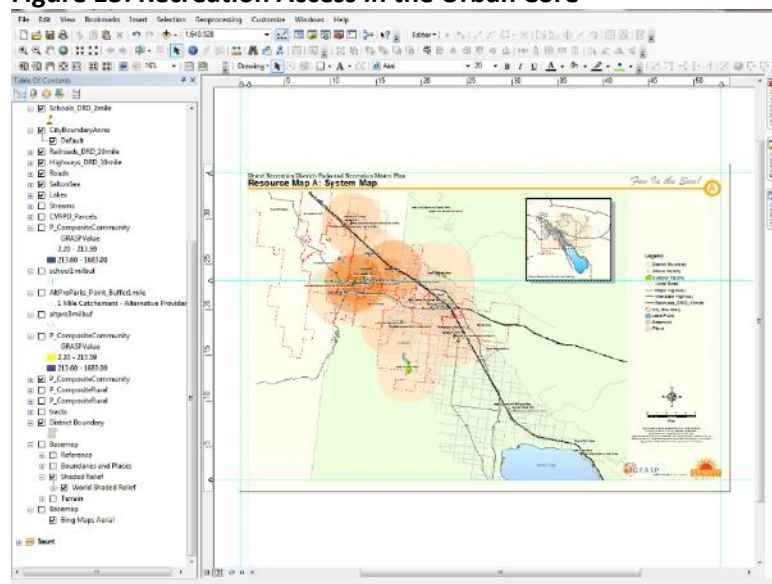
GRASP® Perspectives

An analytical technique known as *Composite-Values Methodology* (CVM) was used to analyze levels of service (LOS) provided by assets in DRD based on the previously presented scoring tables. The proprietary version of CVM used is known as GRASP®. The process used analytical maps known as *Perspectives* to study LOS across the District. Level of Service Perspectives show how well the district is served by any given set of components by utilizing maps to graphically display values, along with quantified measurement spreadsheets. This quantification system provides a benchmark against which an agency can determine how well it is doing providing services in relation to the agency's goals, both presently and over time.

D. Perspective A: Access to All Recreation

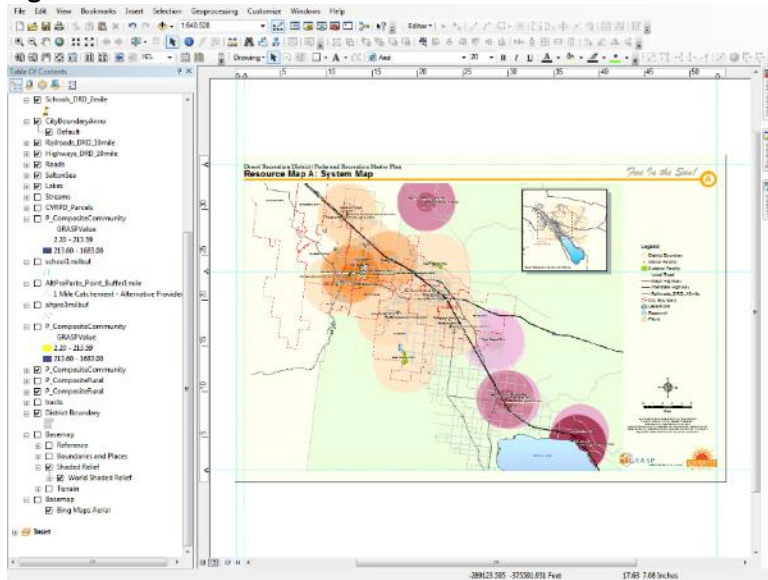
The process of analysis for a system like DRD can include multiple steps and inclusion of a number of factors. The following images are included to illustrate those steps with the final analysis presented in a formal map. **Figure 13** shows access to recreation amenities provided by DRD in areas considered the urban core of the District. Darker orange gradients indicate a higher level of service.

Figure 13: Recreation Access in the Urban Core



The magenta gradient in **Figure 14** shows access to recreation amenities provided by DRD in rural areas.

Figure 14: Recreation Access in Rural Areas



While the gradients in these maps are informative as to level of service across the system, they fall short in making a determination of what should be the level of service goal. Based on the site visits, the consultant team felt that the facilities at La Quinta Community Park were a good baseline standard for the urban core area. **Figures 15** and **16** shows the calculated scores for both the indoor and outdoor facilities. Using La Quinta Community Park score of 70.8 and the Fitness Center score of 36 the desired LOS Threshold of 213.6 is determined.

$$(70.8 + 36) * 2 = 213.6$$

*Scored is doubled to add premium for proximity

Figure 15: Urban Core Threshold Calculation - Park

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LOCATION	SumOfGRASP_C
Bagdouma Park	109.2
Bagdouma Park Pool	22
Cahuilla Hills Park	40.8
Canal Regional Park	15.4
Coral Mountain Park	13.2
Davis Sports Complex/South Jackson Park	148.8
Desert Regional Park	12.1
Freedom Park	341.25
Hovley Soccer Park	207
Indio Community Center Park & Lot	21.6
Indio Hills Community Center Park	19.2
Johnson Street Park	17.6
La Quinta Community Park	70.8
Legacy Park	
Mecca Com	
North Shore	
Olsen Field	
Palm Desert	
Palm Desert Sports Center Park	
Parque Del Pueblo	19.8
Pawley Pool Family Aquatic Complex	48
Placitas de la Paz #1	19.2
Placitas de la Paz #2	4.4
Placitas de la Paz #3	17.6
The First Tee Coachella Valley	26.4
Thousand Palms Community Center & Park	122.4
University Park	36
University Park Dog Park	16.8
Whitewater Park	202.8

La Quinta Community Park = 70.8

Figure 16: Urban Core Threshold Calculation - Facility

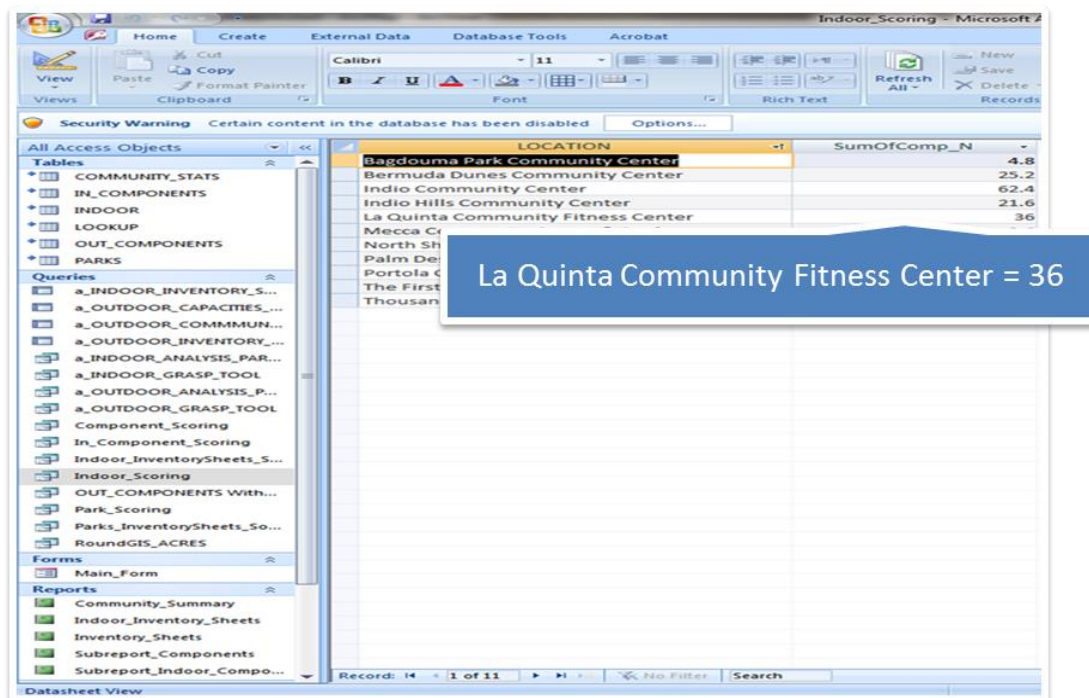
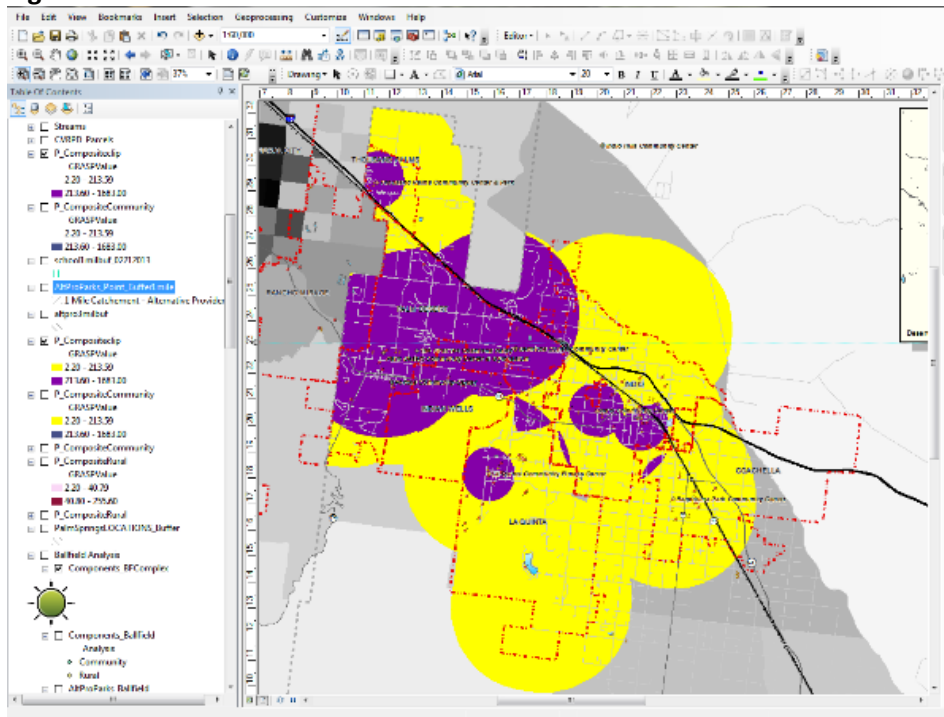


Figure 17 displays the overall level of service if the values are bracketed using the above determined threshold. The implication here is that those residents within the purple shade have access to a facility the equivalent of the La Quinta Community Park and Fitness Center within one mile. Areas shown in yellow have some level of service, but that level does not meet the threshold.

Figure 17: Urban Core Threshold exhibit



DRD is not the only provider within this urban core. Other providers also provide parks and recreation opportunities. The gray hatch in **Figure 18** indicates service coverage by these other providers. The assumption could be made that yellow areas with a gray hatch have adequate level of service if all providers are considered.

Figure 18: Urban Area Threshold with Alternative Providers

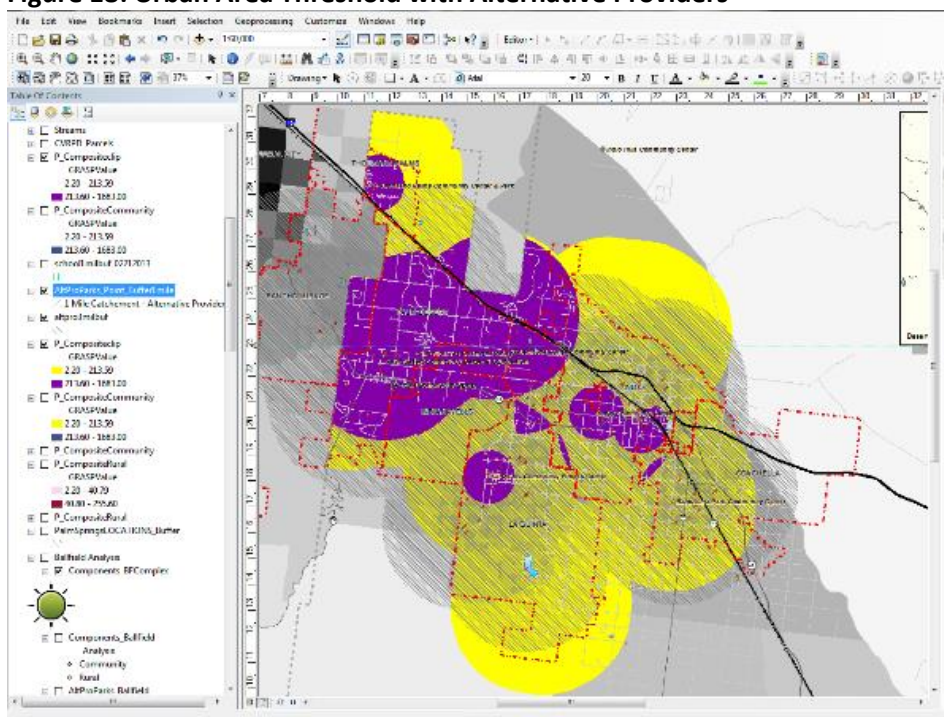
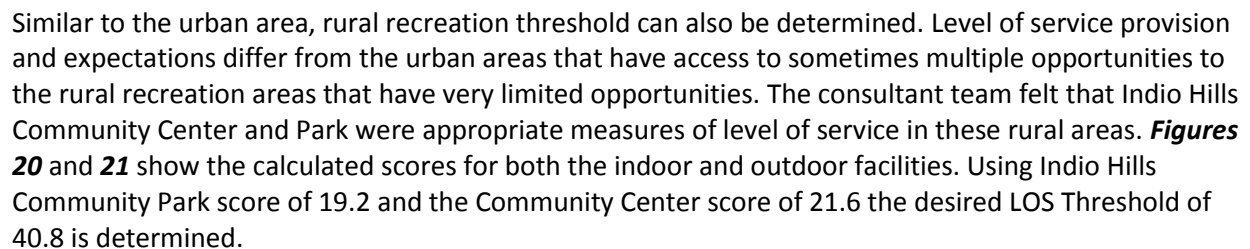


Figure 19: Threshold Analysis with Schools



A premium for proximity was not included in the rural recreation analysis.

Figure 20: Rural Recreation Threshold Calculation - Park

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LOCATION	SumOfGRASP_C
Bagdouma Park	109.2
Bagdouma Park Pool	22
Cahuilla Hills Park	40.8
Canal Regional Park	15.4
Coral Mountain Park	13.2
Davis Sports Complex/South Jackson Park	148.8
Desert Regional Park	12.1
Freedom Park	341.25
Hovley Soccer Park	207
Indio Community Center Park & Lot	21.6
Indio Hills Community Center Park	19.2
Johnson St	
La Quinta C	
Legacy Park	
Mecca Com	
North Shore	
Olsen Field	8.4
Palm Desert Aquatic Center	68.4
Palm Desert Civic Center Park	510.9
Parque Del Pueblo	19.8
Pawley Pool Family Aquatic Complex	48
Placitas de la Paz #1	19.2
Placitas de la Paz #2	4.4
Placitas de la Paz #3	17.6
The First Tee Coachella Valley	26.4
Thousand Palms Community Center & Park	122.4
University Park	36
University Park Dog Park	16.8
Whitewater Park	202.8

Indio Hills Community Center Park = 19.2

Figure 21: Rural Recreation Threshold Calculation - Facility

Indoor_Scoring - Microsoft Access

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LOCATION	SumOfComp_N
Bagdouma Park Community Center	4.8
Bermuda Dunes Community Center	25.2
Indio Community Center	62.4
Indio Hills Community Center	21.6
La Quinta Com	
Mecca Commu	
North Shore B	
Palm Desert C	
Portola Comm	
The First Tee C	
Thousand Palms	

Indio Hills Community Center = 21.6

Figure 22 shows the accumulation of all threshold data analysis.

Figure 22: Cumulative Threshold Data Analysis

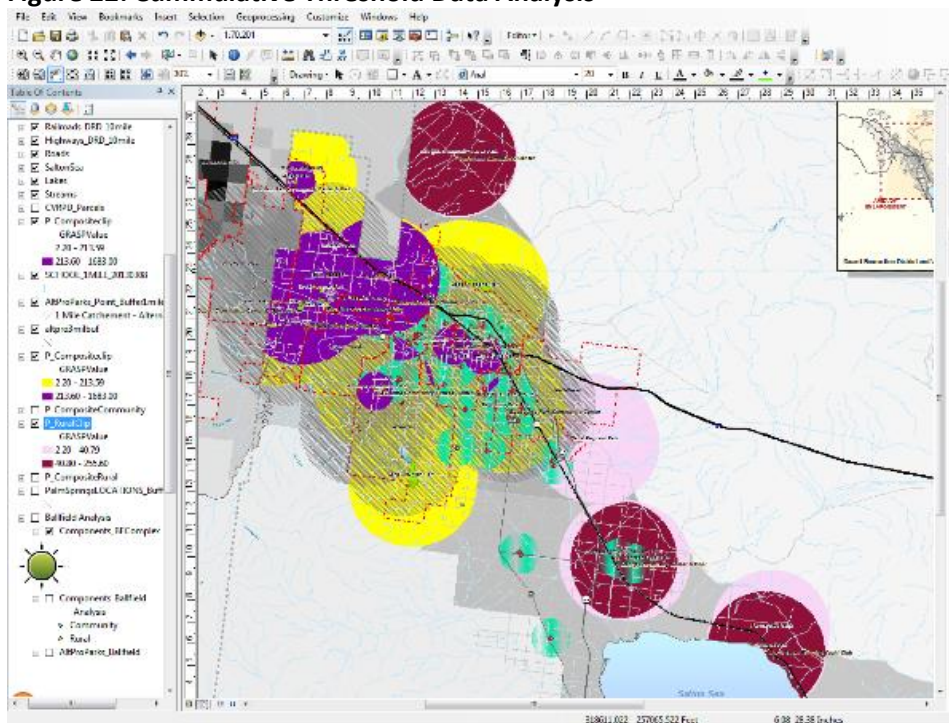
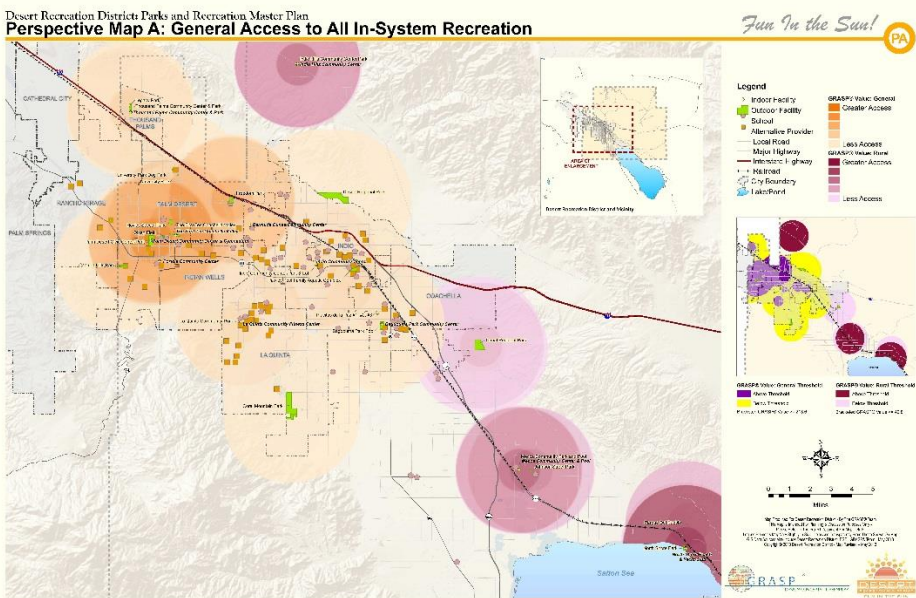


Figure 23: Perspective Map A: General Access to All In-System Recreation

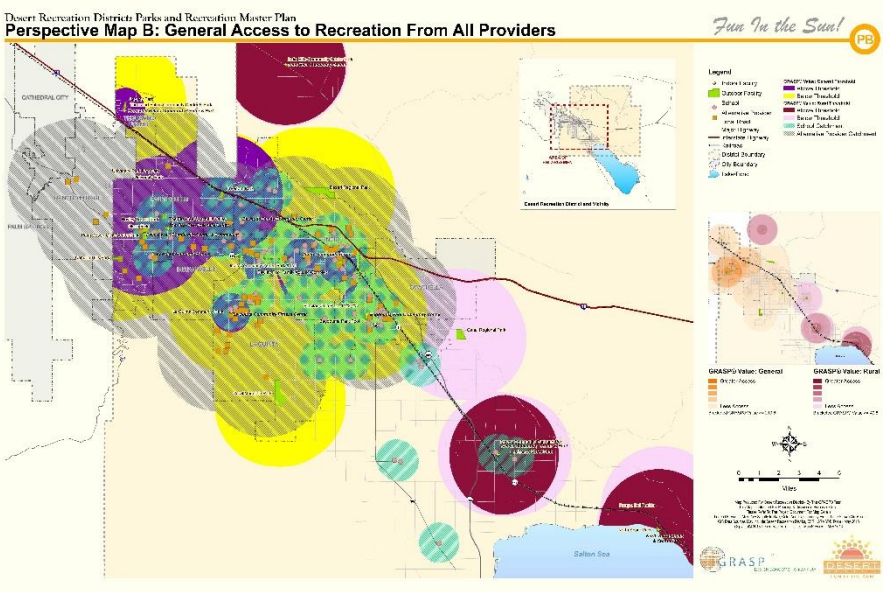


This formal map shows access to recreation based on those services provided by Desert Recreation District. The inset map shows the urban versus the rural areas bracketed as described above. Larger maps can be found in **Appendix B**.

E. Perspective B: Access to All Recreation from All Providers

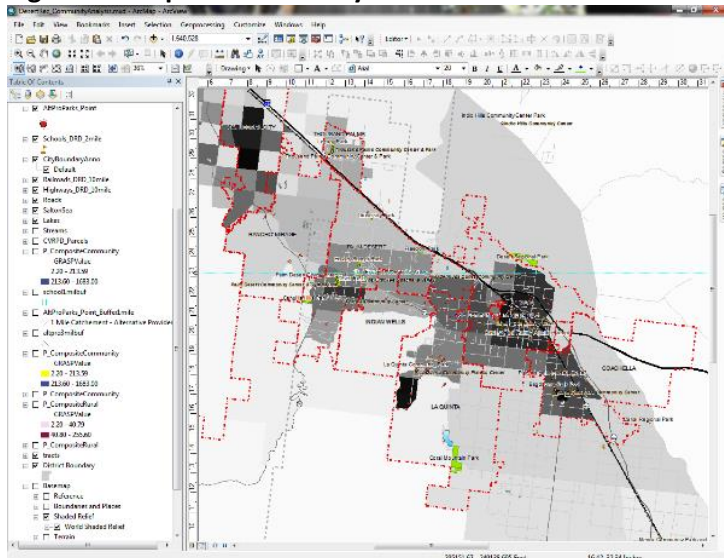
Perspective Map B (Figure 24) shows bracketed access to recreation based on those services provided by Desert Recreation District with overlays of alternative providers and schools. The inset map shows the original un-bracketed analysis. Larger maps can be found in **Appendix B**.

Figure 24: Perspective Map B: General Access to Recreation From All Providers



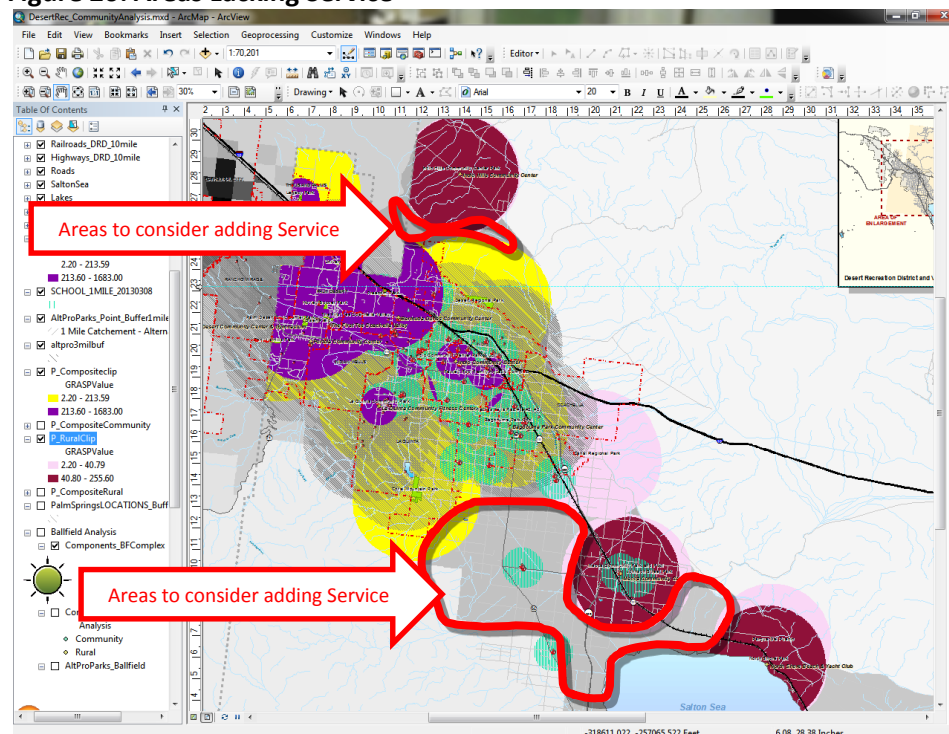
It is also important to note that not all areas that are under served or lack service actually warrant service. Further analysis revealed that many of these areas have very low populations. **Figure 25** shows population density for areas considered the urban core. In this case the areas of higher population density appear darker.

Figure 25: Population Density



The next illustration, **Figure 26** is a hybrid of the two analyses. The areas that have been outlined in red indicate populations that currently lack service.

Figure 26: Areas Lacking Service



A key conclusion from the Asset Perspectives is that density and transportation are factors in the provision of service. The per-capita provision of assets is reasonably equitable across DRD, which works fine if everyone has equitable and adequate access to motorized transportation. Even so, wherever the population is spread out, the net service received is lower than in more densely populated areas with the same ratio of assets. This situation is compounded if the opportunity to be driven to a destination is not available. This creates a paradox in which the way to increase overall LOS is to add assets where there are fewer people. However, a more realistic approach is to increase service in areas where localized population density is high but service is low. Further analysis, and a review of the information received from surveys, focus groups, and other sources may be needed to identify these locations.

Perspective Map C (Figure 27) shows access to multi-purpose fields in the District. In this analysis, a multi-purpose field complex received a three mile catchment area, and single fields a one-mile catchment area. Fields associated with DRD are shown with associated GRASP® scoring gradients as discussed previously. Other providers have a grey hatch, while school fields are represented by a teal hatch.

[illegible]

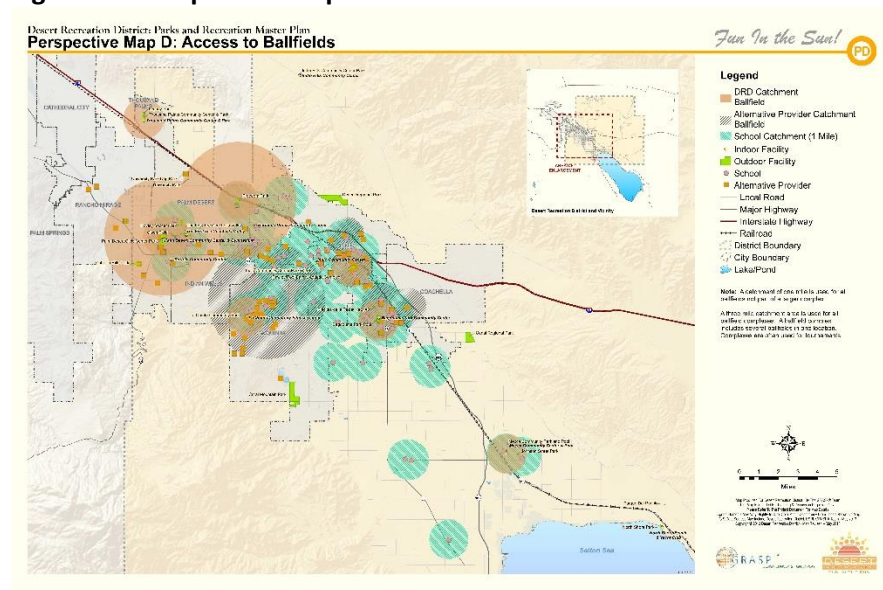
Desert Recreation District

As before, not all areas that are underserved or lack service warrant multi-purpose field service, but opportunities to add fields in these areas may require additional investigation.

G. Perspective D: Access to Ballfields

Perspective Map D (Figure 28) shows access to ballfields in the District. In this analysis, a ballfield complex received a three-mile catchment area, and single fields a one-mile catchment area. Fields associated with DRD are shown with related GRASP® scoring gradients as discussed previously. Other providers have a grey hatch, while school fields are represented by a teal hatch.

Figure 28: Perspective Map D: Access to Ballfields



The analysis shows similar coverage as multi-purpose fields, and that there is relatively good access to ballfields through most of the urban core, but when moving away from the populated area, limited access to fields exists. This analysis also does not address capacity of these existing fields. Again, capacity has been identified as an issue through the public involvement process and the consultant's experience working in the Coachella Valley.

An additional note in regards to both field perspectives: much of the coverage in the outlying areas is provided by schools. It is typical that school fields are not as well designed or maintained as District fields. In addition, field access at schools can be limited depending on school programming and details of agreements with the school districts.

H. More on Reading and Utilizing the GRASP® Perspectives

Different *Perspectives* can be used to determine levels of service throughout the district from a variety of views. These *Perspectives* can show a specific set of components, depict estimated travel time to services, highlight a particular geographic area, or display facilities that accommodate specific programming. It is not necessarily beneficial for all parts of the District to score equally in the analyses. The desired level of service for any particular location will depend on the type of service being analyzed and the characteristics of the particular location. Commercial, institutional, and industrial areas might reasonably be expected to have lower levels of service (LOS) for parks and recreation opportunities than residential areas. Levels of service for retail services in high density residential areas should probably be different than those for lower density areas.

Used in conjunction with other needs assessment tools (such as needs surveys and a public engagement process), *Perspectives* can be used to determine if current levels of service are appropriate in a given location. If so, plans can then be developed that provide similar levels of service to new neighborhoods. Conversely, if it is determined that different levels of service are desired, new planning can differ from the existing District patterns to provide the desired LOS.

Each *Perspective* shows the cumulative levels of service across the study area when the catchment areas for a particular set of components are plotted together. As previously stated, darker shades represent areas in which the level of service is higher for that particular *Perspective*. It is important to note that the shade overlaying any given point on the *Perspective* represents the cumulative value offered by the surrounding park and recreation system to an individual situated in that specific location, rather than the service being provided by components at that location to the areas around it.



VII. The Findings Summary

A. Public Input Findings

Key highlights from the District-wide statistically-valid survey include:

- It appears that the needs are as different and varied as the demographics, cities, and unincorporated areas that the District serves. Some have need for improved neighborhood and community level of service, while others have need for regional level of service and regional venues.
- Topping most lists are a connected valley-wide trail system and alternative transportation. For some, and especially where the demand is greatest, sports fields are also needed across the Coachella Valley. Activities for youth, and fitness and wellness programs and services are also greatly needed.
- When asked just about outdoor facilities, trails are followed by more traditional neighborhood level of service components such as dog parks and playgrounds (although both of these can be larger scale destination components), community gardens, and picnic areas/shelters. Also in the top seven are hiking/mountain biking/equestrian trails and leisure play pool/slides/lazy river.
- When asked just about indoor facilities, teen areas and weight room and fitness areas top the list, followed by indoor/outdoor pool with a retractable roof for nice weather.
- Youth and teen programs and services are a high priority.

Key highlights from the RAICES survey on ***Youth Participatory Action Research on Recreational Opportunities in the Eastern Coachella Valley:***

- Youth in Coachella saw a need for more art and cultural opportunities.
- Youth residents of Thermal stated that there is a need for positive youth engagement.
- Youth in Mecca would like to see more activities pertaining to the environment.
- Youth living in the communities of Oasis and North Shore indicated that access to recreational opportunities is greatly determined by their access to transportation.

Additional stakeholder input:

- In general, the municipalities that DRD serves, as well as other partners and stakeholders, seem supportive of where the District is heading – focusing on regional service provision and venues using a collaborative approach.

B. LOS Analysis Findings

Through site visits and subsequent analysis, it can be said that DRD provides a wide variety of recreational opportunities. Offerings in the urban core tend to be more community-wide or regionally-based, while rural areas focus on more neighborhood or localized service. This trend in offerings seems consistent with the needs of both populations.

The District in general does an excellent job of maintaining the facilities it owns and manages. It was obvious during initial inventory visits and subsequent site visits that DRD maintains its parks and facilities equal to and often at a much higher level than other providers in the District.

Maintenance of several of these properties is not without its challenges. For example, the small parks in Placita de la Paz are consistently vandalized. Due to the poor planning of this neighborhood, development and the location of these small parks in isolated areas behind homes it will be a continuous challenge to maintain quality facilities without neighborhood buy-in and self-policing.

As with any infrastructure, it is important to maintain facilities and keep up with current trends. Inventory visits revealed some current concerns and other suggested upgrades that should be considered.

The ability to partner on coordination of services with other providers is key to the provision of recreation services in the Valley. Communication and strengthening these partnerships will help ensure minimal overlap in similar services or competing services being offered by the many different providers.

In general, it seems that DRD is equipped to offer its services and facilities at these two different levels (regional and neighborhood) which correlates with the urban and rural levels well. Continuing to focus on larger community or regionally based facilities in areas where neighborhood level of service is available through another provider is an appropriate function.

The use of CVM and the GRASP® methodology is very appropriate for DRD, where not only is the quantity of recreation amenities important, but quality and geographic distribution as well. The ability to map alternative provider facilities also helps create a better sense of the overall level of service provided to District residents. As **Perspective A** shows, the urban core has an excellent level of service in and around the Palm Desert Civic Center Park area. Based on population density analysis this is appropriate. The other high population density areas occur in Indio, Coachella, and La Quinta. When considering DRD's level of service and the service provided by other sources it shows that these areas also have a high level of service. Providing neighborhood or localized level of service in areas without a local provider appears to be a strong position for the District.

Perspective A addresses rural areas and shows a good level of service in general, considering the lower population density in some areas. Where service is provided, it generally meets the chosen threshold and is centered in more populated areas thus providing service to the highest number of people most efficiently.

Analysis reveals that there are opportunities to expand level of service for both the urban core and rural area within the Valley. Several areas have been identified as areas in possible need of additional amenities while other areas lack any service at all.

Two main areas were identified as potential gaps in service and these should be considered as opportunities as new facilities are investigated (**Figure 26**). **Perspectives B** and **C** both show generally good access in the District to multi-purpose fields and ballfields when taking into consideration fields provided by alternative providers.

While trails were not specifically addressed in the inventory or analysis phase of this project, they do rank as the most important recreational amenity. DRD can play a significant role in current planning efforts in regard to trails. Access by means of transportation also appears to be a key issue within the Valley. While the Valley is heavily motor vehicle dependent, public transportation does offer some access to District facilities.

VIII. Consultant Observations and Considerations

GreenPlay has been in the parks, recreation, and open space management consulting business since 1999, and is staffed with a team of professionals boasting over 160 years of combined experience in the field. We have worked with over 300 communities on various plans, using these tools and methodologies, yet treat each one as unique, providing customized community-specific results.

The GreenPlay Project Manager for both the DRD Strategic and Master Plans was one of the first to become a Certified Parks and Recreation Executive, the new advanced certification administered by the National Recreation and Parks Association (NRPA). Karon Badalamenti, a Principal with GreenPlay, brings over 25 years in Parks and Recreation administration, and senior management experience.

It is from this perspective, as well as considerable planning experience with DRD and within the Coachella Valley, and extensive national expertise, that the consultant team provides the following observations and suggestions which are offered for DRD consideration.

A. Strategic Plan Considerations

The following best practices and strategies were suggested in the 2012 Strategic Plan to enhance the operations and management of the District and have been addressed through this master planning process:

- Barrier-Free Access
- Collaborative Service Provision Strategies
- Communication and Return on Investment

Barrier-Free Access

Suggestions include: conduct equity reviews to ensure that all citizens have equal opportunity to participate in sport and physical recreation programs regardless of sex, age, race, income level, or ability; take extra steps to ensure that vulnerable populations have access to the same choices and opportunities for recreation and active living as the population at large; and ensure that those that have limited means or ability to pay issues have funded support systems for barrier-free access including a scholarship or financial assistance program.



Additionally: support sport, active living, and cultural organizations and partner with them in programs that aim to build social cohesion while increasing opportunities for recreation and physical activity; support the development of a comprehensive campaign to promote recreation that involves all municipalities and unincorporated areas within the District, and many industries and businesses in multiple interventions; sponsor and encourage special events that involve recreation and physical activity and engage all social groups; celebrate multiculturalism and diversity; identify and work with various cultures and religions in the community to promote physical recreation and active living opportunities and to find the best solutions for overcoming common barriers.

Collaborative Service Provision Strategies

Strategies include: avoid duplication of services and market saturation; over extending or expanding services, or trying to be all things to all people often results in mediocre or low-quality service so instead, focus on delivering higher-quality service in a more focused (and perhaps limited) way; consider selectively expanding services through partnerships in the Sphere of Influence (SOI) and abutting areas with healthcare providers, overlapping municipalities, and pursuing cross-marketing or complementary service development strategies; focus on areas where there is an unmet need for health and wellness and after school activities; coordinate services with public transportation, greenways, and trail systems; continue to further facilitate the valley-wide parks and recreation needs assessment and discussion through the DRD Master Plan development process; consider a community-wide, statistically-valid unmet needs and satisfaction survey and seek other municipalities/agencies to financially partner in this process in exchange for their applicable results; provide target market information by mapping survey responses and demographic overlays; consider additional web-based options and target survey options to reach selected groups like teens.

In addition to these considerations from the Strategic Plan, additional collaborative considerations and concepts should include:

- “Strategic Abandonment” – “Peter Drucker called this systematic abandonment, the deliberate process of letting go of familiar products in favor of the new or as yet unknown.”
<http://www.heinzmarketing.com/2007/06/strategic-abandonment/>
- “Collective Impact” – “Large-scale social change requires broad cross-sector coordination, not the isolated intervention of individual organizations.”
http://www.ssireview.org/articles/entry/collective_impact
- Which agency is the right one to provide specific service where – niche
- Negotiate and trade lands, operation and management, development, etc.

Communication and Return on Investments

Suggestions include: improve transparent communication with the public; demonstrate where and how public funds and taxpayer investments are used; use graphics to help explain the value/cost of providing desired and necessary services; communicate the connection of services to the community issues by discussing the outcomes, benefits, and results from what the District does, not just the numbers of participants; engage the community and the municipalities within the SOI in the planning process.



Additionally: evaluate the Return on Investment (ROI) of the “free” or major special events as these are a huge financial commitment, and while “sexy” or public relations friendly, they are a labor drain; visitor and tourism attraction is more closely aligned as a function of municipalities and the County, rather than a special district whose focus is parks and recreation services for residents of the District; perhaps place less emphasis here in the future, and reallocate resources elsewhere.

B. Entrepreneurial Considerations

The following regional enterprise ventures could provide revenue positive funding sources to assist DRD in improving local level of service in the more sparsely populated, rural, and unincorporated county areas that the District is also tasked with serving. The ability to pass a district-wide taxation measure to fund these necessary local improvements in areas with the greatest socio-economic challenges seems highly unlikely. Adding revenue positive entrepreneurial endeavors, pursuing collaborative opportunities, and leveraging resources must all be a part of the development campaign which may include a parcel taxation question for operating and development.

Sports Tournament Venues

Athletic field availability throughout the Coachella Valley is at a premium according to youth and adult sports organizations, and District and City recreation staff across the valley. In addition, sports programs are in high demand, boasting a lot of participants. Many cities find their local fields at capacity and used by many non-city residents.

Currently there is neither a *public* multi-field softball/baseball sports complex, nor a *public* soccer/football sports complex in the Valley appropriate for tournaments. Big League Dreams, a private entity in Cathedral City, provides five baseball/softball fields, three soccer/football fields, sand volleyball courts, and an indoor pavilion. Use of the facility seems to be focused around competitive youth baseball and softball leagues and tournaments, along with adult recreational and competitive sports leagues and tournaments. There is a cost to field a team in a league and an additional entrance fee to get into the facility.

Several high profile or regional agencies across the nation have considered for the future, or currently offer, sports tournament venues including:

- The City of Palm Springs (potential collaborative venture as this was explored in its Master Plan)
- Charleston County Park and Recreation Commission in South Carolina (considering a soccer collaboration with the Charleston Battery)
- Cary, North Carolina (currently has the USA Baseball National Training Complex, Wakemed Soccer Park, Cary Tennis Park)
- Commerce City, Colorado (Dick's Sporting Goods Soccer Park - The city of Commerce City owns the stadium and Kroenke Sports and Entertainment operates the venue for the Colorado Rapids)

Please refer to **Appendix E** for details on these agencies' future considerations and current services.

Action Sports Park – BMX/Pump Training Track

To be located at the **Desert Regional Park location (in North Valley)**, this action sports park could include a BMX park and training facility with private non-profit group and include a mountain bike pump track. The City of Fresno created such a park at Woodward Regional Park.

OHV Park

The Riverside County Parks and Open Space District (RivCoParks) is actively collaborating with partners to locate, plan, and implement an Off Highway Vehicle (OHV) park within the County. A demonstrated need (based upon the OHVR Business Plan completed in 2012) has been identified for an OHVR park within Riverside County. RivCoParks has been identified as a logical leader for development of such a park given the alignment of the type of park with the District's vision and mission. There may be interest in collaborations with DRD on this venture.

C. Funding Considerations

DRD uses the following funding mechanisms to fund the current level of service:

- Percent of the dedicated 1% property tax (without inflationary measures)
- Benefit Assessment Districts (for example: \$54/year in Indio; a Light District in Thousand Palms for operations and maintenance of the community center and medians, etc.)
- Fees for service through IGAs (for example: with the City of Palm Desert)
- School Board funding (for example: for the ASES program)
- Fees and charges for participation
- Alternative Funding Sources (grants, sponsorships, in-kind and monetary donations, volunteers, etc.)

DRD should consider a joint parcel taxation measure to fund a capital development and operational funding package which includes something for everyone that may or may not be owned, operated, or managed by DRD. The taxation measure should include an inflation/escalation factor consistent with CPI. The package could include funding used by DRD as well as a development and operating measure divided between DRD as a valley-wide service provider, cities for local service provision, and another agency for acquisition and land holdings.

For instance, a portion could be distributed on a per capita basis to cities for their local service provision. Funds passed through to others could be for services:

- To the various cities for:
 - Operating and maintenance funding for municipal portions of a valley-wide trail system
 - Funding to improve or enhance the provision of park and recreation within the cities whether contracted back to DRD or others, or provided in-house
- To other providers for:
 - Transportation funding for a "REC" Route to existing services to Sunline or the school districts

There is current consideration for a legislative measure that would decrease the voter threshold from a super majority to a simple majority on parcel tax measures. This could be beneficial for the passage of a major district-wide or valley-wide taxpayer investment question.

Additional items for further exploration, consideration, and development include:

- Other tax funding considerations:
 - TOT tax implications, especially on a regional venue which might attract tourism.
 - License Plate funding (for example: "Save the Sea" for the Salton Sea)

- Other funding mechanisms to leverage:
 - California Endowment (Maria Shriver) for the East Valley
 - Currently \$50M raised for the Whitewater Trail project (of the \$80M project)
- Additional cost recovery issues to address through the resource allocation and cost recovery project:
 - Understand the per person tax computation.
 - Understand the per household tax computation.
 - Allocation of a percent off the top for infrastructure re-investment.
 - Allocation of a percent off the top for low income initiatives throughout the valley.
 - Pro-rata share of tax investment to cities for a percentage of operating services for the potential initiative share previously described.

D. District Boundary Considerations

Several cities have asked about either expansion of the DRD service area boundaries to include more or all of their municipality, or contracting for DRD to provide services on their behalf. Inclusion into the District will necessitate additional tax funding or a proportional operational commitment to add services to the complement of existing DRD parks, facilities, programs, and services.

E. Staffing Considerations

DRD cannot pursue the regional venue growth through development, contract/agreement, collaborations, etc. without additional resources. Through the Strategic Plan implementation and re-organization, DRD has actualized and will be freeing up between \$800,000 and \$1,000,000 annually in operating funds. This fiscal year – 2013/14 – DRD elected to use these funds for smaller-scale capital projects and deferred maintenance needs.

Next fiscal year (2014/15), it is recommended that DRD focus on creating and filling staffing key positions to accommodate this Master Plan and the future development and taxation growth recommendation. These positions include (not in priority order):

- Finance Director to better monitor investments, internal accounting, and budget development and manage the resource allocation and cost recovery project scheduled.
- Programming staff for service expansion as this occurs.
- Special skills or consultants for: bond structuring and strategy, political advisement, legal and contract negotiations, etc.
- Engineers, Planners, and Project Managers, as well as potential marketing assistance.
- A focused liaison (in succession plan) to further develop the efforts of the Foundation to expand its purview to capital campaigns and major District fundraising (above and beyond their current successful efforts of \$300,000 for the First Tee program).

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IX. Recommendations and Analysis of Potential and Suggested Projects (to be fully developed and finalized by DRD)

A. Programmatic Priorities

The following programs are identified for expansion and development:

- Summer and afterschool programs for those who do not qualify for ASES elementary school age program, and ASSETS for teens
- Fitness and Wellness programs
- Cultural arts, environmental, and sports are high priorities in the Eastern Coachella Valley area
- Transportation for a valley-wide youth “REC” Route to existing recreation, education, and cultural services using Sunline, the school districts, or an alternative provider

B. Capital Component Priorities

The following four **Opportunities Maps 1-4 (Figures 29-32)** detail what a potential district-wide investment package might include. Maps 2- 4 include concepts which have had some preliminary discussion and interest, while Map 1 includes projects currently in planning.

The final components to include in the capital campaign need to be vetted, development, and operating costs identified, and participants secured. However, in addition to expanding programming, expanding the District boundaries through inclusion or by service contract, the following ideas should be explored:

- Sports Tournament Venue – baseball/softball and/or soccer/football
- Adventure Sports Park – BMX and mountain bike pump track and training facility
- At least minimal development to create structured use at Coral Mountain Discovery Park
- Full funding for all currently planned projects
- Expansion and replacement of Pawley Pool Family Aquatics Center with a leisure play pool
- Valley-wide trail system providing operation, security, and maintenance; CVAG is currently coordinating the development and will most likely continue to do so through construction

C. Conclusions

Many steps need to be put into place for DRD to pursue the lofty goal of implementing any of the Capital Component Priorities outlined in the Opportunity Maps, including finalizing the development package, structuring the collaborations and partnerships, and creating the finance package to secure leveraged funding and taxpayer investment. In addition, surveying on the final package and investment threshold tolerance, developing the ultimate taxation question, creating the factual concept information for public education, and securing advisement on the political process, legal requirements, and agency constraints should begin soon.

It is recommended that the DRD Board of Directors authorize the General Manager to begin this exploration and fact finding process in earnest, securing the participants, engaging the councilors, and negotiating the campaign. The soonest that DRD could pursue the taxation measure would be November 2014, and it may take a couple of times for the right package to be confirmed and pass a public vote.

D. Opportunities Perspective 1 – Currently in Planning

In addition to a complete inventory and assessment of currently owned and managed sites and facilities, a second round of site visits concentrated on identified or possible opportunities for future expansion or enhancement of recreation by the District either as a sole provider or as a partner with an existing agency. **Figure 29** represents those projects or possible projects that are currently in some level of planning. The figure gives a brief overview of each opportunity and the locations are indicated on the map. Further discussion based on site visits and staff input follow.

Figure 29: Opportunity Map 1 – Project Currently in Planning



Coral Mountain Discovery Park (625 Acres)

Development of this site would provide a unique recreation and education opportunity not currently provided by the District or other providers.

- The current developed concept plan presents the site as a more passive and interpretive site.
- This project is not yet funded – the probable construction cost in 2007 was \$8.5 million, but the final design and construction project needs to be revisited.
- Explore collaborations with Lake Calhoun (Riverside County Open Space District) or alternative operational models.
- Revise concept plan to add camping.

Oasis School and Community Center

Opportunities to develop this site would provide neighborhood or local recreation opportunities to an area currently lacking service in the rural service area in the southern portion of the District.

- DRD has funds for a Phase 1 only.
- Need a plan and CIP budget for additional phases, and a budget for operating and maintaining.



Site visit notes:

- This site is in process of acquisition – 15 acres.
- This is an old-school site that is currently being demolished.
- The fields and grounds are overgrown.
- Lots of cleanup to do here.

Thermal Senior Center (Olive and Church) – temporary operating arrangement

Development of this opportunity would provide a long term solution and provision of recreation opportunities to an underserved area of the rural service area. The primary focus of this site would be the short term construction of a new multi-generation community center. Additional provision could also include development of a community park on an adjacent five acre parcel.

- Building to be demolished in two years.
- Need a 5-acre site for replacement.
- Develop into a Multi-Generation Recreation Center and Community Park.
- Need a plan and CIP budget for replacement.



Site visit notes:

- The existing facilities are rough and outdated.
- Existing adjacent schools are mostly portable buildings that are in desperate need of upgrade to permanent structures.

Christian School of the Desert site

Development of this site as a community park and recreation facility is a good opportunity and would provide important additional recreation services in Bermuda Dunes. Even though this area is currently at threshold for level of service due to Freedom Park, further development would be a welcome opportunity. The site currently has a small pool, gym, portable buildings, a football/softball field, and a baseball field.

- The site could become the Bermuda Dunes Community Park.
- Need a plan and CIP budget for re-purposing, and a budget for operating and maintaining.



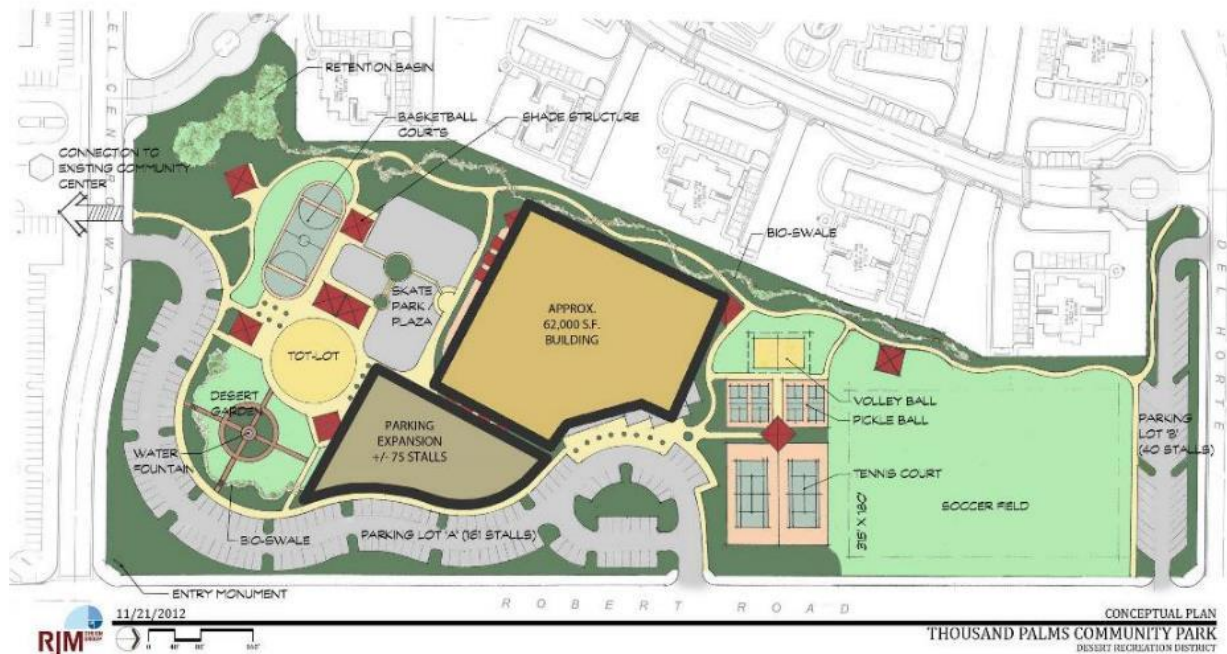
Site visit notes:

- Potential location for a community park in Bermuda Dunes.
- This is on a fairly quiet street and site is well hidden with vegetation and buildings.

Thousand Palms Legacy Park property

Development of this site would expand on the level of service provided by Thousand Palms Community Park and Community Center. This area currently is served by this existing park and community center.

- This would be a great site for a joint venture with Desert Health District.
- DRD has a concept plan.
- Not funded – the approximate construction cost is \$15 million with the pool as originally designed, but the final design and construction project needs to be revisited. DRD removed the pool and added space for large community building to potentially share with Desert Health District. The original concept plan as designed by the community is below.



Site visit notes:

- Concept plan for this park needs to be completed.
- Data has been entered into the database according to that plan, but it is not finalized.
- Current conditions are a basic desert vacant lot.
- Large apartment complex on the east side and affordable housing on the west side.
- This park would be a north extension of Thousand Palms Community Park which is currently in the inventory, in addition to the Thousand Palms Community Center

Mecca Park and Community Center

Enhancement of level of service provided by this facility is warranted based on the current condition of many of the amenities in this rural recreation service area. The recent addition of the Boys and Girls Club and several municipal buildings have raised the standards in the immediate area and the park currently falls well short of these standards.

- Coordination with Boys and Girls Club of Coachella Valley to avoid duplication of service and create collaborative programs is warranted.
- Phase 1 park improvements (including additional shade and tables to shelter, renovations of park restrooms and pool locker rooms, and replacing turf with paspalum turf) and a skatepark addition are in process.
- To be funded through a tribal grant application for an Indian Community Development Block Grant (ICDBG) on behalf of DRD.

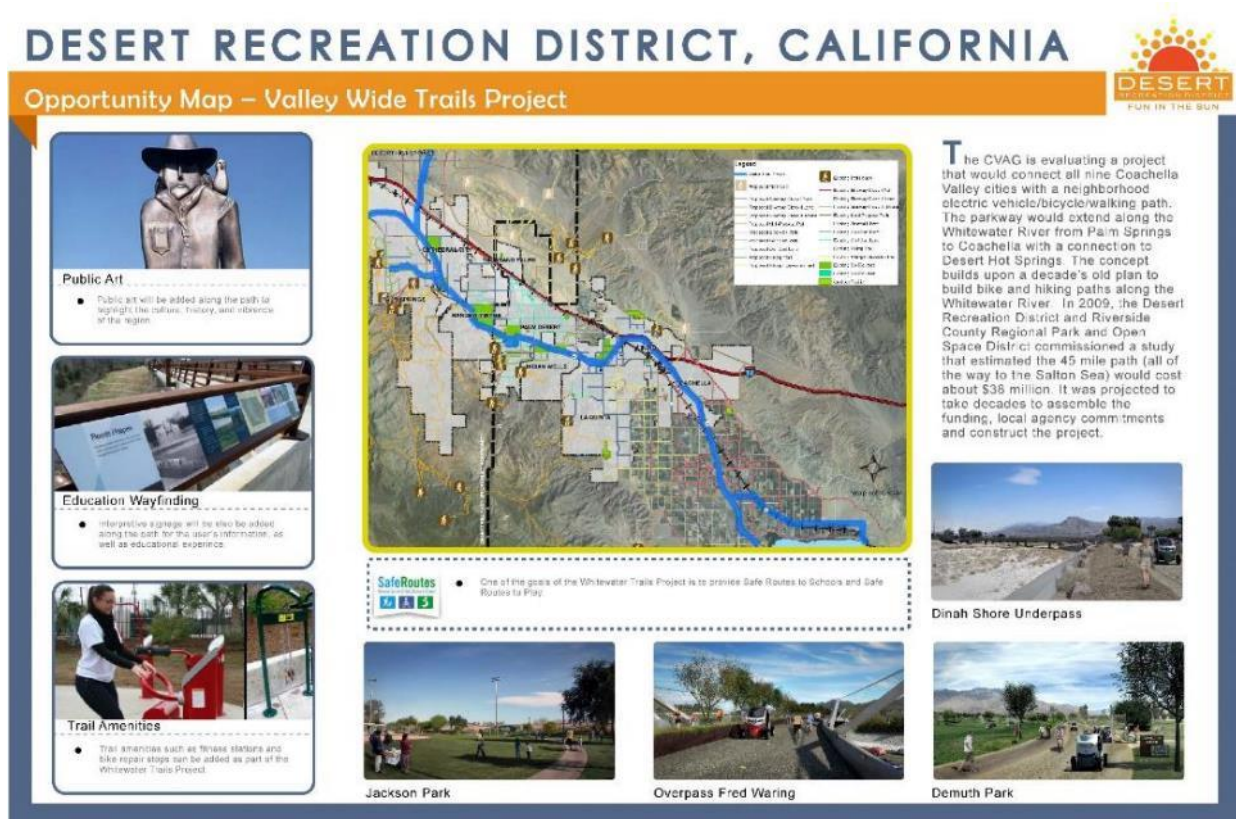
Site Visit Notes:

- Appears that the South field renovation is complete.

E. Opportunities Perspective #2 - Trails

The District should continue to work with the municipalities and county agencies for the development of a county wide trails plan. Development of the Whitewater River Trail (**Figure 30**) is a major endeavor that is currently partially funded in the amount of approximately \$50 million. The District should strengthen this partnership and also participate in developing spurs or linkages to the proposed main spine trail.

Figure 30: Opportunity Map 2: Valley-Wide Trails Project



The following discussions include three major trail projects currently in planning in the Valley. These three major trailsheds will not only serve as recreational trails and linear parks, but also as alternative multi-modal transportation corridors and emergency service provision or evacuation corridors.

In addition, the final linear park through Indian Wells exists currently and can be further developed to provide enhanced service.

Whitewater River Trail – \$80M Development Project

Distance: 35 mile

Status: Phased Design Development

Comments: Development of dual track backbone trail connecting the San Bernardino at the head waters of the Whitewater River following the river channel through the many of the cities in the Coachella Valley to the Salton Sea in southeastern Riverside County. The trail will be one of three proposed backbone trails for future trail network expansion in the Coachella Valley.

Funding: CVAG has raised almost \$50 M to date for the White Water Trails Project:

\$20M

\$17M Air Quality Management (AQM)

\$10M Desert Health Care District

All American Channel

Distance: 38 mile

Status: Pending

Comments: The trail is the second of three proposed backbone trails to support the trail network in the Coachella Valley. It is proposed as the development of dual track trail connecting the Riverside County Regional Park and Open Space District's Lake Cahuilla Recreation Area in the western portion of the Coachella Valley to the undeveloped portions of the eastern valley following the All American or Coachella Canal.

A concept plan, and both a capital and operating budget needs to be developed for All American Canal Trail from Coachella to La Quinta.

Dillon Road Corridor

Distance: 7 mile

Status: Pending

Comments: The trail is the third of three proposed backbone trails to support the trail network in the Coachella Valley. This trail as proposed is a combination of Class I, Class II and expanded Class I (to accommodate alternated energy source vehicles) in the northern portion of the Coachella Valley. It will also serve to support future trail system expansion in the Coachella Valley.

A concept plan, and both a capital and operating budget needs to be developed for Dillon Road Trail at Hwy 62 to Coachella/Indio.

Highway 111 6-mile Indian Wells Corridor

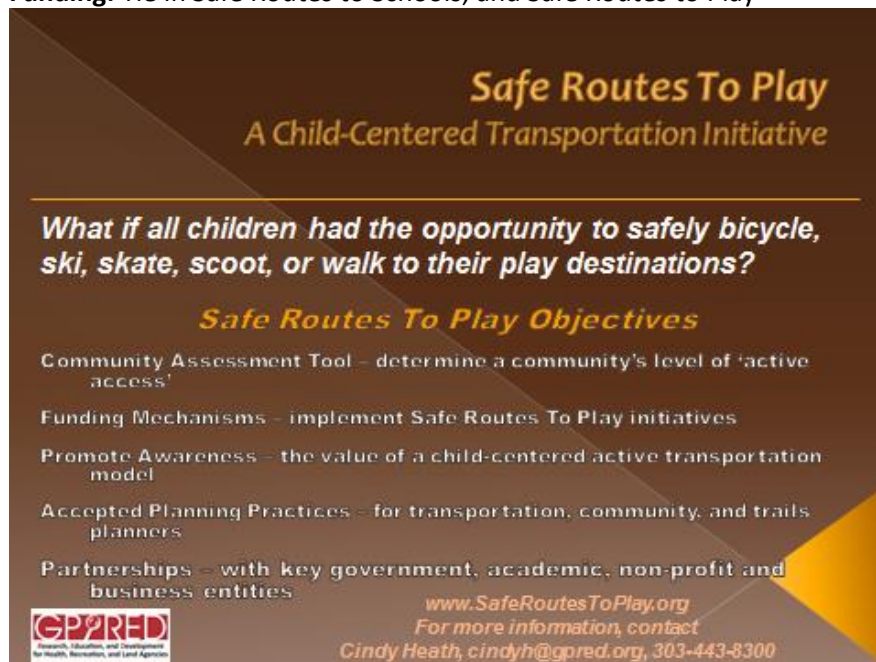
Add to the six mile stretch of Indian Wells-controlled Hwy 111 (four are resort frontage), exercise equipment stations, educational wayfinding, historic and cultural education, and public art to further develop this linear park.

A concept plan, and both a capital and operating budget needs to be developed for this 6-mile stretch along Highway 111 in Indian Wells.

Valley-wide trails project – Programmatic and Operational Considerations

Coordination, management, and security patrol using DRD policing authority could be managed by DRD through implementing a ranger program. The magnitude and operating budget will need to be determined.

Funding: Tie in Safe Routes to Schools, and Safe Routes to Play



F. Opportunities Perspective #3 – Sports Fields, Athletics Complexes, Tournament Venues

There is an identified need for local fields across the valley as well as an untapped opportunity for tournament venues as enterprising ventures (**Figure 31**). This increasing demand for local field usage across the valley would suggest a feasibility study to determine the costs, operational impacts, and community benefits of building and operating dedicated sports complexes. An in-depth discussion regarding sports complexes trends and feasibility studies, as well as four case studies are outlined in **Appendix E**. In addition, DRD should explore a major league baseball (MLB) spring training site (like Phoenix, Arizona) or a major league soccer (MLS) venue (like Commerce City, Colorado, has with the Colorado Rapids).

With most sports becoming year round, the number of public and privately operated sports facilities is becoming big business opportunities for economic impact through tournament venues that fill hotel rooms, restaurants, and shopping districts. The local benefit beyond the economic impact dollars of these sports complexes is the addition of several game fields and courts for community use on Mondays through Thursdays. Many times existing fields and courts become much needed practice facilities in addition to league games as necessary.

Figure 31: Opportunity Perspective 3: Sports Fields, Athletics Complexes, and Tournament Venues



Rancho Las Flores

Coachella has a 6-month old soccer park at 48 and Van Burren.

- Can this expand to a tournament venue?





Site Visit notes:

- A 6-month old lighted multipurpose field complex.
- Site also has two basketball courts.
- One field is equipped with football goalposts and covered spectator seating.
- There are three group shelters on the east end.
- There are three group shelters on the north side of the fields.
- There are five group shelters in the main plaza.
- There is a destination playground with covered shade structure.
- There is a fitness track or loop walk with stations around the exterior.
- The site also has four full-size fields, drinking fountains, water mister cooling stations, security lighting, concessions, restrooms, and picnic tables.
- It is a well-maintained park that is well landscaped.
- It appears this park has room to expand to six, or even eight, fields to the east and possibly to the north.
- There is decent access to freeway.

La Entrada Development – in the “v” of Hwy 111 and 86

Two hundred (200) acres may be available for a possible public/private/developer joint venture project for soccer stadium and multi-field complex. There appears to be some preliminary interest in this cooperative development project from the developer.

- Wherever the rectangle fields are, soccer, volleyball, football, La Crosse, and rugby can have a home.





Site visit notes:

- Site, as part of a future development, has great freeway access and existing infrastructure.
- Really has a feeling of “if you build it they will come.”
- Great potential here.

California State San Bernardino – on Cook and Frank Sinatra

- Possible health concern was mentioned over the PM10s for outdoor venues; however, this may be a perception issue only.
- Baseball is ok with the wind – it is a windy site.



Site visit notes:

- 100 acres for campus recreation and wellness athletics venue.
- Property reviewed by the consultants, just north and east of the main buildings, seems relatively undeveloped and has lots of parking.
- Property is relatively close to commercial development to the west.
- This property also has easy access to the interstate within about a mile.

Vista Santa Rosa – 53 and Monroe

This property is in the unincorporated area of DRD and could serve as a regional sports tournament venue in the south where service is lacking.

- Could be soccer or baseball/softball, or both.



Site visit notes:

- This is currently a vacant lot on the south east corner of 53rd and Monroe.
- Unknown the acreage or size of this lot.
- It is across street from golf course/country club.
- Appears to be a relatively undeveloped section with a little commercial within reasonable distance.
- The street begins to narrow down around 52nd.

Cooperative Venture with the City of Palm Springs

This could be an opportunity for a baseball/softball tournament venue – perhaps using property around the airport.

- Should check on limitations of lighted fields near the airport.

Pierce and 64

Possible joint venture for fields (currently 2 portable school building on the site) with the College of the Desert (COD) Mecca Campus.





Site Visit notes:

- The site is basically an overgrown lot.
- Does appear to have a few structures on the property but otherwise limited infrastructure.

G. Opportunities Perspective 4 – Potential Additions, Developments, Partnerships, and Collaborations

Through the master plan development process, several additional opportunities were identified for additional collaborative projects (**Figure 32**).

Figure 32: Opportunity Perspective #4 – Potential Additions, Developments, Partnerships, and Collaborations



Pawley Pool Family Aquatic Complex

- This pool should be replaced with an updated, energy efficient leisure play pool and amenities.
- Replace with a water park concept.
- May require footprint expansion into the S. Jackson Park (Indio).
- Need a plan and CIP budget for new water park, and a budget for operating and maintaining.

City of Rancho Mirage

Apparently, Rancho Mirage has the property by the Palm Desert Home Depot (near Dinah Shore and Key Largo). This property was being held for the YMCA development (which never materialized). Perhaps the City might consider a wellness/fitness/warm water therapy pool development with the medical community as an additional partner with DRD.



Site visit notes:

- Property visited is on the southeast corner of Dinah Shore and Key Largo.
- The property is currently undeveloped.
- It sits between a commercial development and a residential development.

North Shore (South Valley)

Desert Alliance for Community Empowerment (DACE) owns a five acre property and has potential funding with California Endowment (North of Ave 70 and Seaview). Conceptually, this project may include a baseball/softball field, basketball and volleyball courts, community center, and child care and camp program space with playground.



PRELIMINARY MASTER PLAN
NORTHSHORE PARK
 DESERT COMMUNITIES EMPOWERMENT ZONE
 COUNTY OF RIVERSIDE



Site visit notes:

- The site is basically an undeveloped lot in a slowly developing neighborhood.

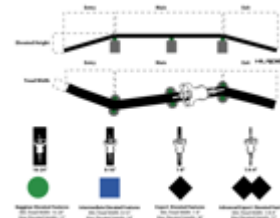
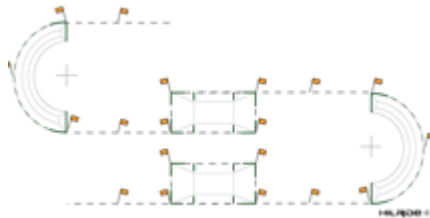
Desert Regional Park location (North Valley)

There may be a potential site for a BMX park and training facility collaborative with a private non-profit group. The Action Sports Park could include a mountain bike pump track.

- See City of Fresno – Woodward Regional Park (as an example).

<http://www.woodwardmtbpark.com/Woodward.html>

Hilride - Progression Development Group is one company that incorporates cutting edge concepts in mountain bike park design with on the ground experience working, riding, and filming in more than 750 riding destinations in 46 States, 9 Canadian Provinces, and 15 different countries. Every element in the park is inspired by real trails, bike parks, features, and destination riding areas. More information can be found by visiting its website: www.hilride.com.





North La Quinta area (Dune Palm and Washington – Black Hawk Way) by the high school

There may be an opportunity to partner on a future, new community center that the City of La Quinta may want DRD to operate.

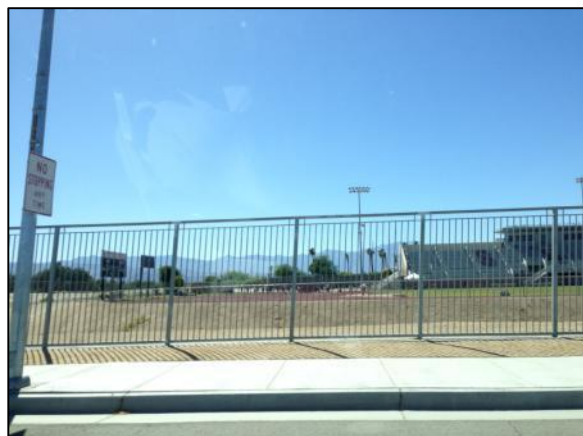


Site visit notes:

- This site is on the Southeast corner of Dune Palms and Blackhawk Way.
- The parcel is currently vacant.

Desert Sands Unified School District and Coachella Valley Unified School District

Additional school use for summer camps and non-ASES afterschool programs is an unmet need across the valley. This is a potential joint venture development opportunities for the Shadow Hills High School and Middle School site up north.



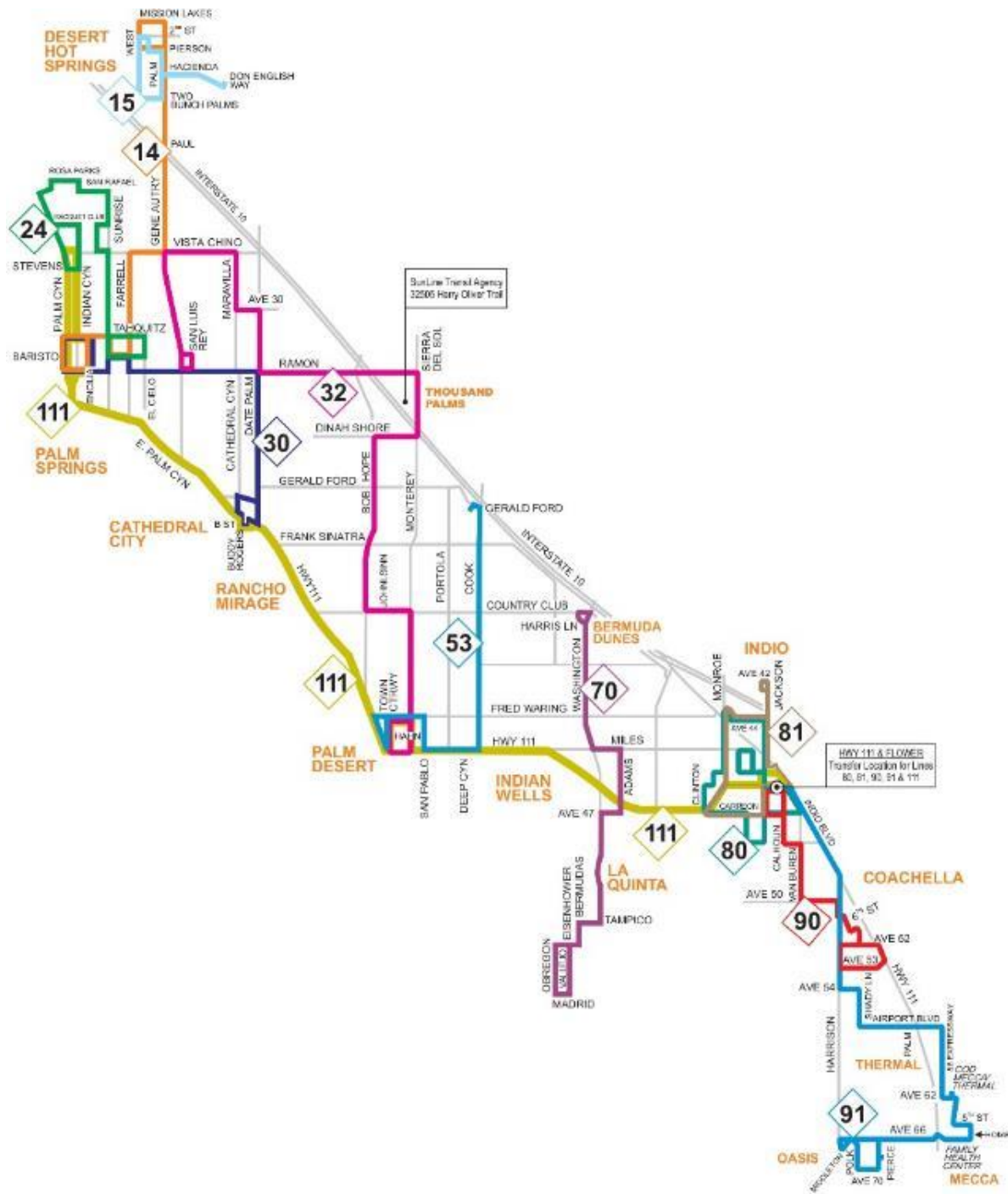
Site visit notes:

- Site is at Jefferson and Avenue 39.
- Shadow Hills High School and Desert Ridge Academy are on this site; beautiful new schools.
- These two new schools might lend themselves to some joint venture development opportunities with Desert Sands Unified School District
- It looks like they also have a Performing Arts Center associated with this school.

Add REC Route (recreation, education, culture)

This project could be a joint funding cooperative venture with SunLine (or with a school district or alternative provider) for dedicated public transportation stops to recreation, education, and cultural venues.

- Sunline recently announced a new southern route from North Shore.
- Need to develop the magnitude of this program and an operating budget.



RIVCOS Lake Cahuilla

Perhaps Riverside County Open Space would consider efficiencies gained by co-management strategies with DRD of Lake Cahuilla. One option might be that RivCO takes over management and operations of the 625 acres for the Coral Mountain Discovery Park development and coordinate the entrance/management with Lake Cahuilla.

- This is currently a camping venue only.
- Boats have been prohibited on Lake Cahuilla due to the lake mussel problem, but the public needs some kind of water access; so perhaps there is an opportunity to negotiate the potential purchase of new boats that stay there. Apparently RivCO has previously attempted to negotiate this without success.



H. Program and Service Expansions

Afterschool Programming

- Provide additional afterschool programming:
 - This program would be for youth who do not qualify for ASES.
 - The cost for the ASES program per student per school year is \$692.11, and DRD currently operates 12 sites serving 100 students per site for a total of 1,200 students.
- Explore ASETS program/funding:
 - For a complimentary teen program (potential Boys and Girls Club program too).

Acquisitions – Land Banking for the Future

- 62 and Jackson area





Site visit notes:

- This property has had some development.
- It appears to be an old equestrian space with several fenced areas.
- There are a couple of old houses in various states of disrepair.
- The areas that are fenced off are relatively flat, and could be good for multipurpose field use.
- The center of this property appears to have more terrain.
- This property is also fairly far south and probably has limited infrastructure.
- The street narrows down quite a bit. The ability of this facility to handle large crowds with the existing infrastructure is questionable.

RDA Surplus/Auction Property List

At the time of this report, the process for the transfer or sale of public lands from dissolving redevelopment agencies has not been determined. This may be an opportunity for the DRD to acquire additional properties for future park and recreation development.

I. Funding Recommendations

Park Development/Land Dedication Funds

The park dedication requirements are set forth in the *Quimby Act*, which states that all residential subdivisions of land, with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee, or a combination of the two. The requirement formula is three acres of land per one thousand people calculated by multiplying the number of dwelling units times the average density per dwelling unit in each municipal boundary according to the latest U.S. Census. In-lieu fees are based on the fair market value of land within a subdivision. Development impact fees are one-time charges imposed on development projects to recover capital costs for public facilities needed to serve those new developments and the additional residents, employees, and visitors they bring to the community. California law, with a few minor exceptions, prohibits the use of impact fees for ongoing maintenance or operations costs.

DRD should adopt the 5 acres per 1,000 standard working in collaboration with other municipal providers.

The consultant team believes that DRD is currently somewhere around five acres per 1,000 population for the district as a whole. However, DRD should confirm accurate acres by municipality, and determine what is included in the acreage to be consistent across the system. It appears that the ordinance applies to municipalities and not to the District. Therefore, because DRD plays multiple roles in the provision of service (i.e. local in lieu of a municipality in the unincorporated county; local by contract, annexation, or agreement in lieu of the municipality in the incorporated portions of the District; and as a regional provider across the DRD SOI), the five acres per 1,000 population calculation should be applied to each specific municipality within the District, and separately in the unincorporated areas. Where DRD is the sole provider, they would take on the responsibility of providing adequate park acres to population ratio per the ordinance. Where they are more of an alternative provider or partner, for instance in La Quinta, they would work with the municipality to reach this ratio. Finally it appears that the ratio is not simply an acre to population ratio but a more complicated formula that factors in dwelling units and average density.

DRD should attempt to gather more accurate GIS data for its own parcels as well as other municipal and county providers within the district boundary.

Parcels used in this study were either digitized, hand drawn, or used “as is” from available data, and often this found to be inaccurate.

DRD should also further clarify what qualifies for “Park and Recreation” lands in the ordinance.

DRD should facilitate a discussion among providers that addresses and clarify questions like:

- Is open space that has trail access considered a park?
- Is parkland that is undeveloped without public access considered a park?
- If parkland is gated and fenced-off from public use, and sub-leased to another user, is this considered a public park?

Further, we recommend that DRD use this improved GIS data and the calculation of multiplying the number of dwelling units times the average density per dwelling unit in each municipal boundary according to the latest U.S. Census for each city and across the system, and look at the same standard applied within each municipal boundary with GIS combined, but only for that municipal boundary. This way, DRD will know how much park land DRD and/or the municipality needs to add/maintain based on the ordinance 460.

Other Funding Considerations

- Fund a capital campaign with a valley-wide parcel tax initiative that would share the funding between entities. For example: 50% for DRD to develop and maintain new regional infrastructure; 35% for cities to help with park, recreation, and trails maintenance costs; 10% for open space for land acquisition and land banking for future development; and 5% for SunLine for REC Route.
- Explore and negotiate authority to obtain transient occupancy tax (TOT) for an operational funding source as a pass through share from cities generated from overnight visits actualized as a result of a regional sports venue's programs and tournaments operated by DRD.
- Palm Springs might consider a joint venture for the sports tournament venue effort
- Explore additional alternative funding sources or collaborations for programming
 - Safe Routes to Schools
 - NFL Play 60
 - Land and Water Conservation Funding (LWCF) – requires 50% match and not a current federal funding source
 - Community Development Block Grants (CDBG)
 - Indian Community Development Block Grant (ICDBG) – through Tribal Councils

J. Inventory and GIS Recommendations

Ongoing Review of GIS Data

GIS boundaries for individual sites and facilities should be reviewed and updated to address inaccuracies and/or to include new sites as they are added or improved.

Complete Inventory and Updated LOS Analysis.

A great deal of effort and resources were committed to the current process. Plans should be made to continue to update GIS inventory of all assets. In addition, the District should attempt to coordinate an overall database of all recreation facilities and amenities within the District boundary.

K. Low Functioning Components Recommendations

Address Low-Functioning Components

The inventory process for the master plan included rating components throughout the system on their functionality. Components whose functionality is below expectations were identified and scored with a “one.” A list of these can easily be extracted from the inventory dataset. In general items should be fixed, upgraded, or repurposed based on the following comments in the chart (**Table 3**).

Table 3: List of Inventory Components that scored a “1” or Fell below Expectation for Intended Function

LOCATION	COMPONENT	COMMENTS	Action	Estimate of Probable Cost
Cahuilla Hills Park	Picnic Grounds	Lacking	Provide picnic facilities and shelter at this park.	\$100,000
Canal Regional Park	Natural Area	Under-utilized resource	Explore plans to develop hiking trails and passive recreation opportunities.	\$50,000-\$75,000
Desert Regional Park	Shelter	Building	Upgrade facilities to make this a more attractive facility.	\$300,000
Freedom Park	Aqua Feat, Spray	Water misters at playground boat	Not really a true spray ground but explore opportunities to add spray ground in the system. Freedom Park might be a good location.	\$75,000 (\$250,000 for destination type facility)
Freedom Park	Complex, Ballfield	Only 3 fields	Typically a complex requires 4 fields. A new or additional complex should require enough land for a minimum of 4 fields.	NA*
Indio Community Center Park and Lot	Open Turf	Shared with event space as lower priority	There is a lot happening at this park at times. Perhaps additional event space at a new location could relieve some of the pressure to make this park more that it really is size wise.	NA*
Indio Hills Community Center Park	Shelter	Aging structure	Upgrade or replace this shelter and tables.	\$25,000
Indio Hills Community Center Park	Backstop, Practice	Field and backstop not really useable in current condition	Limited use may minimize the need for a true ballfield, but the backstop and field area should be maintained for use by residents.	\$15,000
Mecca Community Park and Pool	MP Field, Large		It appeared these fields were in the process of renovation at the time of inventory.	NA*
Mecca Community Park and Pool	Shelter, Group	Could use more tables	Add tables to shelter.	\$10,000
Olsen Field	Ballfield	Great asset, poor condition.	Continue to look for ways to upgrade this facility.	NA*
Thousand Palms Community Center & Park	Fitness Course	Missing instructional signs; equipment needs replacement parts	Upgrade and maintain existing equipment.	\$10,000
Thousand Palms Community Center & Park	MP Field, Large	The field is shared with ballfields	Development of Legacy Park could include standalone MP field.	NA*
\$650,000 Estimate of probable costs is based on information available at this time. Conditions and needs may vary greatly at time of actual development. * NA means not advisable as a first priority project; much information yet to be obtained.				

By raising the score of a component, you are also raising the Level of Service in your community. Pursue a strategy for addressing the repair/refurbishment/replacement or re-purposing of low-functioning components. This should be done for each individual component in the inventory that is not functioning up to expectations.

L. Other Existing DRD Park or Facility Improvements (not yet planned or funded)

Outdoor Urban Core Facilities – Large Parks

Thousand Palms Community Center Park

- Upgrade playground to destination playground to enhance functionality for older age group.
- Add shade to basketball.
- Refresh fitness course.

Outdoor Urban Core Facilities – Smaller Parks (including Lighting and Landscape Maintenance District funded parks)

Indio Community Center Park

- Add shelter and restroom to playground to make it really a destination playground.
- Add bike racks to park area on back side of community center.

Placitas de la Paz (Coachella)

- Divest from these three small neighborhood parks (when it is feasible, as they are poor investments unless the City or Community takes control of the sites).
- Community has to take back these park sites from the bad elements.

Aquatics Centers

Mecca Community Center and Pool

- Renovate the facility and bathhouse to service the pool.
- Coordinate weekday after-hours usage with the Boys and Girls Club recently opened up next door for adult programs and weekends for adult and youth programming and services.
- Focus this facility on bathhouse operations or potentially repurpose to a fitness center and/or senior center to compliment the recently opened Boys and Girls Club building nearby.

Outdoor Rural Facilities – Local Parks

Mecca Community Center Park

- Add shade to serve basketball court.
- Add additional tables to group shelter.

Indoor Facilities - Community Centers (large/multi-function)

Indio Community Center

- Move forward with plans to renovate building and add gymnasium space; in need of renovation.
- Expand the gym for dedicated gymnastics space for potential \$100K gain in revenue.
- Renovate area behind concessions/adjacent to Board room as planned.

La Quinta Community Fitness Center

- Convert storage to fitness space for programs such as spinning, TRX, etc.
- Consider converting kitchen to office use and flip entrance, although parking would not be as accessible.
- Consider turning this over to La Quinta to operate, as well as the park. Facility is more neighborhood in nature as opposed to regional

Palm Desert Community Center & Gymnasium

- Expand the weight room and add more fitness/wellness space.
- Consider relocating the preschool as it may be a better fit in the rear of the building.
- Upgrade tables and chairs.
- Provide the facility with a much needed facelift.

Indoor Facilities - Community Centers (small/meeting rooms)

Bermuda Dunes Community Center

- Remove parking fencing and gate if safety not compromised.
- Replace carpeting in at least one room with multi-use floor.
- Maintain partnership with County of Riverside to operate the facility.

Indio Hills Community Center

- Add a few more tables for community events.
- Explore more programming opportunities or lease vacant office space to have people in building more often.
- Maintain partnership with County of Riverside.
- Add interpretive signage to highlight solar array.

Portola Community Center

- Consider replacing full-time staff if not needed for a non-profit meeting space.
- Highlight historic aspect of building, add interpretive signage to explain that first library in City of Palm Desert.
- Refresh facility.

Thousand Palms Community Center

- Add stove to kitchen for greater functionality.

Indoor Special Use Facilities

First Tee Golf Course (DRD course, operated by a non-profit)

- Replace First Tee Clubhouse (slated to be a trailer due to soil conditions) and possibly move it with parking re-location to grow the program.
- Work with other golf courses in area for extra space.
- Reduce the course operations subsidy (approximately \$250,000 annually):
 - Cut expenditures where possible.
 - Contract with the College of the Desert for their Agronomy Courses to use First Tee.
 - Expand the driving range.
 - Pursue annual sponsorships for each hole with private businesses.

North Shore Beach and Yacht Club

- Explore options for greater variety of community uses.
- Maintain partnership with County of Riverside, however, explore programs that are more regional in nature
- Consider a possible partnership with private sector for building.

M. Pursue Future Cooperative Management Discussions to Existing Properties

District Boundary Expansion

- Pursue discussions with Desert Hot Springs to how annexation of entire city into DRD and DRD would operate the pool and community building as long as funding sources are secured.
- Pursue LAFCO redistricting SOI changes – Desert Hot Springs to be included in DRD's SOI.
- Cathedral City is looking at annexing Thousand Palms; discuss DRD providing services and funding. This would create another partially funded portion of a city (because Thousand Palms is currently in DRD taxation boundaries, while Cathedral City is not) like Rancho Mirage.
- Discuss options for Rancho Mirage to consider annexation of entire city into DRD.

N. General Recommendations and Considerations

- Identify and fund Planned Lifecycle Repair/Replacement program (DRD has freed up \$1M annually to fund this sinking fund).
- Identify and address technology needs.
- Re-purposing opportunities for golf:
 - Valley-wide consideration should be given to re-purposing some golf courses for other uses.
- Consider offering some sort of matching grant program for the cities within it to keep its presence felt (especially if divesting any local service), but not being a provider (Jeffco Open Space model – Colorado).

X. Suggested Capital Campaign and Goals

This chapter summarizes the consultant team's recommended project priorities and suggests a taxation package with big picture costs associated with a 3-tiered approach. It is a challenge to develop the final capital campaign strategy/program when there is still so much for DRD to negotiate between potential players to see which of the projects rise to the level of achievable.

Tier 1 Priorities – \$4.4 million over 5 years

Minimally, DRD should fund the following **Tier 1 priorities**. These are the critical improvements that DRD must do to maintain its assets and improve level of service (LOS), especially in the underserved areas.

- Complete list of priority low scoring amenities and components for a capital investment of \$650,000 (DRD can bring up LOS by addressing these deficiencies).
- Complete the bathhouse renovation at Mecca – \$750,000 (DRD can bring up LOS by addressing this deficiency, and this improvement has potential positive revenue implications).
- Re-do of Pawley Pool – \$3 million (DRD can bring up LOS by addressing this deficiency, and this improvement has positive revenue implications).
- Fill the recommended staffing positions.
- Available funding should be leveraged as possible and projects phased over the next five years.
- DRD to negotiate projects and potential partners to see which of the following **Tier 2 and 3** suggested priorities may become achievable.
- DRD to vet the final project list and develop the tax question with **Tier 1 and/or 2 and/or 3** suggested projects will be included.
- An independent support group should lead the campaign with the help of your elected officials and foundation members.

Tier 2 Priorities – \$57.5-58.2 million

- Pursue other existing DRD park or facility improvements outlined in **Chapter IX – Recommendations and Analysis of Potential and Suggested Projects** (to be fully developed and finalized by DRD) – cost TBD.
- Fund, build, and manage the Thousand Palms Legacy Park property – guesstimate \$10 million plus operational funding TBD.
- Fund, build, and manage the Whitewater Trail – \$30 million capital development match plus operational funding TBD.
- Fund and build the Coral Mountain Discover Park – guesstimate \$10 million plus operational funding TBD; discuss cooperative operational strategy with RivCo.
- Fund, build, and manage the North Shore Park (South Valley) – guesstimate \$7 million plus operational funding TBD.
- Expand afterschool program by \$500-700,000 for an additional 10 sites of up to 100 children each at a sliding scale rate based on income.

Tier 3 Priorities – \$55-75,000 studies plus capital and operating costs TBD

- Explore the Desert Regional Park location (North Valley) – conduct a feasibility study to determine extent of Action Sports Park project - \$25-35,000.
- Explore a Baseball/Softball Tournament Venue or a Soccer/Multi-field Tournament Venue – conduct a feasibility study to determine which type and location is optimal – \$30-40,000.
- Add REC Route – cost to be determined.

Appendix A: District-wide Survey Results

Appendix B: GRASP® Perspectives

Appendix C: GRASP® Methodology

A. Level of Service Analysis

Analysis of the existing parks, open space, trails, and recreation systems are often conducted in order to try and determine how the systems are serving the public. A Level of Service (LOS) has typically been defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

Brief History of Level of Service Analysis

In order to help standardize parks and recreation planning, universities, agencies, and parks and recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, playgrounds, etc., a community *should* have. For example, in 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time “rule of thumb” **capacity** ratios emerged with 10 acres of parklands per thousand population becoming the most widely accepted standard application. Other normative guides also have been cited as “traditional standards,” but have been less widely accepted. In 1983, Roger Lancaster compiled a book called, Recreation, Park and Open Space Standards and Guidelines, that was published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population.” (Lancaster, 1983, p. 56) The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While the book was published by NRPA and the table of standards became widely known as “the NRPA standards,” for Level of Service Analysis, **it is important to note that these standards were never formally adopted for use by NRPA.**

Since that time, various publications have updated and expanded upon possible “standards” – several of which have also been published by NRPA. Many of these publications did benchmarking and other normative research to try and determine what an “average LOS” should be. It is important to note that NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance, and more on planning, organizational structure, and management processes. The following table gives some of the more commonly and historically used “capacity standards.”

Common Historically-Referenced LOS Capacity “Standards”

Activity/ Facility	Recommended Space Requirements	Service Radius and Location Notes	Number of Units per Population
Baseball Official	3.0 to 3.85 acre minimum	¼ to ½ mile Unlighted part of neighborhood complex; lighted fields part of community complex	1 per 5,000; lighted 1 per 30,000
Little League	1.2 acre minimum		
Basketball Youth	2,400 – 3,036 vs.	¼ to ½ mile Usually in school, recreation center, or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 per 5,000
High school	5,040 – 7,280 s.f.		
Football	Minimum 1.5 acres	15 – 30 minute travel time Usually part of sports complex in community park or adjacent to school	1 per 20,000
Soccer	1.7 to 2.1 acres	1 to 2 miles Youth soccer on smaller fields adjacent to larger soccer fields or neighborhood parks	1 per 10,000
Softball	1.5 to 2.0 acres	¼ to ½ mile May also be used for youth baseball	1 per 5,000 (if also used for youth baseball)
Swimming Pools	Varies on size of pool & amenities; usually ½ to 2-acre site	15 – 30 minutes travel time Pools for general community use should be planned for teaching, competitive, and recreational purposes with enough depth (3.4m) to accommodate 1m to 3m diving boards; located in community park or school site	1 per 20,000 (pools should accommodate 3% to 5% of total population at a time)
Tennis	Minimum of 7,200 s.f. single court area (2 acres per complex)	¼ to ½ mile Best in groups of 2 to 4 courts; located in neighborhood community park or near school site	1 court per 2,000
Volleyball	Minimum 4,000 s.f.	½ to 1 mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 court per 5,000
Total land Acreage		Various types of parks - mini, neighborhood, community, regional, conservation, etc.	10 acres per 1,000

Sources:

David N. Ammons, *Municipal Benchmarks - Assessing Local Performance and Establishing Community Standards*, 2nd Ed., 2002

Roger A. Lancaster (Ed.), *Recreation, Park and Open Space Standards and Guidelines* (Alexandria, VA: National Recreation and Park Association, 1983), pp. 56-57.

James D. Mertes and James R. Hall, *Park, Recreation, Open Space and Greenways Guidelines*, (Alexandria, VA: National Recreation and Park Association, 1996), pp. 94-103.

In conducting planning work, it is important to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for which a community should strive. Each community is different, and there are many varying factors which are not addressed by the standards above. For example:

- Does “developed acreage” include golf courses? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if the agency is an urban land-locked community? What if the agency is a small town surrounded by open Federal lands?
- What about quality and condition? What if there are multiple ballfields, but they haven’t been maintained in the last ten years?
- And many other questions....

B. GRASP® Composite-Values Method (CVM) for Level of Service Analysis

In order to address these and other relevant questions, a new methodology for determining Level of Service was developed. It is called a **Composite-Values Methodology (CVM)** and has been applied in many communities across the nation since 2001 to provide a better way of measuring and portraying the service provided by parks and recreation systems. Primary research and development on this methodology was funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies, Design Concepts, a landscape architecture and planning firm, and Geowest, a spatial information management firm. While Composite-Values Methodology can be utilized by anyone, the proprietary trademarked name for the **CVM process** that these three firms use is called **GRASP® (Geo-Referenced Amenities Standards Process)**. The **GRASP®** name for the methodology for analysis is proprietary, but the CVM process is generic, and the software used is common and typical for most agencies. The data and information collected is owned and can be updated and managed by the agency for ongoing usage.



For CVM analysis, capacity is only part of the LOS equation. Other factors are brought into consideration, including *quality, condition, location, comfort, convenience, and ambience*. To create GRASP® inventory and analysis, parks, trails, recreation, open space, and any other relevant amenities and properties being studied are looked at as part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas, etc. The methodology inventories characteristics that are part of the context and setting of a component. They are not characteristics of the component itself, but when they exist in proximity to a component they enhance the value of the component.

The characteristics of components include:

- Quality –** The service provided by anything, whether it is a playground, soccer field, or swimming pool is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”
- Condition –** The condition of a component within the park system also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same service as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly offers a higher degree of service than one that is full of weeds, ruts, and other hazards.
- Functionality –** Functionality is a measure of how well something serves its intended purpose, and is a result of its quality and condition.
- Location –** To receive service from something, you need to be able to get to it. Therefore, service is dependent upon proximity and access. All components are geographically located using GPS coordinates and GIS software.
- Comfort –** The service provided by a component is increased by having amenities. For example, outdoor components are often enhanced by attributes such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component.
- Convenience –** Convenience encourages people to use a component, which increases the amount of service that it offers. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.
- Ambience –** Simple observation will prove that people are drawn to places that “feel” good. This includes a sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place. For example, a well-designed park is preferable to poorly-designed one, and this enhances the degree of service provided by the components within it.

Capacity is still part of the LOS analysis and the quantity of each component is recorded as well. By combining and analyzing the composite values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of perspectives and for any given location. Typically this begins with a decision on “**relevant components**” for the analysis, collection of an accurate inventory of those components, analysis and then the results are presented in a series of maps and tables that make up the analysis of the study area.

Data for Analysis and Making Justifiable Decisions

All of the data generated from the GRASP® evaluation is compiled into an electronic database that is then available and owned by the agency for use in a variety of ways. The database can help keep track of facilities and programs, and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it can be used to project long-term capital and life-cycle costing needs. All portions of the information are in standard available software and can be produced in a variety of ways for future planning or sharing with the public.

It is important to note that CVM analysis not only provides accurate LOS and facility inventory information, but also works with and integrates with other tools to help agencies make decisions. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions (analysis maps and/or “Perspectives”) of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, CVM analysis allows an agency to make defensible recommendations on priorities for ongoing resource allocation, along with capital and operational funding.

C. Inventory Data Collection Process

A detailed inventory of relevant components for the project is conducted. The inventory locates and catalogues all of the relevant components for the project, and evaluates each one as to how well it was serving its intended function within the system. The planning team first prepares a preliminary list of existing components using aerial photography and the community’s Geographic Information System (GIS). Components identified in the aerial photo are given GIS points and names according to a list of standard components.

Next, field visits are conducted by the consulting and project team staff to confirm the preliminary data and collect additional information. Additionally, indoor facilities are scored and for the purposes of this study, each relevant space is considered a component and is scored based on its intended function. During the field visits and evaluations, any missing relevant components are added to the data set, and each component is evaluated as to how well it meets expectations for its intended function. During the site visits the following information is collected:

- Component type and location
- Evaluation of component functionality
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos and general comments

After the inventory is completed, it is given to the project team for final review and approval for accuracy.

D. Standardized Process for Scoring Components

Component Scoring

The approved inventory is the basis for the creation of values used in analysis. Each component received a functionality score that is related to the quality, condition, and ability of the space to meet operational and programming needs.

For the GRASP® process, the range of scores for each component is as follows:

- **Below Expectations (BE)** – The component does not meet the expectations of its intended primary function. Factors leading to this may include size, age, accessibility, or others. Each such component is given a score of **1** in the inventory.
- **Meeting Expectations (ME)** – The component meets expectations for its intended function. Such components are given scores of **2**.
- **Exceeding Expectations (EE)** – The component exceeds expectations, due to size, configuration, or unique qualities. Such components are given scores of **3**.
- If the feature exists but is not useable because it is unsafe, obsolete, or dysfunctional, it may be listed in the feature description, and assigned a **score of zero (0)**.

If a feature is used for multiple purposes, such as a softball field that is also used for T-Ball or youth soccer games, it is scored only once under the description that best fits the use that for which the component is designed.

Neighborhood and Community Scoring

Components are evaluated from two perspectives: first, the value of the component in serving the immediate neighborhood, and second, its value to the entire community.

Neighborhood Score

Each component is evaluated from the perspective of a resident that lives nearby. High scoring components are easily accessible to pedestrians in the neighborhood, are attractive for short and frequent visits, and are unobtrusive to the surrounding neighborhood. Components that do not have a high neighborhood score may not be located within walking distance of residents, may have “nuisance features” such as sports lighting, or may draw large crowds for which parking is not provided.

Community Score

Additionally each component is evaluated from the perspective of residents in the community as a whole. High scoring components in this category may be unique components within the parks and recreation system, have a broad draw from throughout the community, have the capacity and associated facilities for community-wide events, or are located in areas that are accessible only by car.

Indoor Components

Indoor components are generally thought to be accessible to the entire community, partially because it is often not financially feasible to provide indoor facilities at a walking distance from every distance from each residence. Additionally, indoor facilities often provide programs and facilities that are geared to the community as a whole, or in larger communities, are intended for a region of the community. For these reasons, unless a detailed indoor analysis is completed, indoor facilities are given only one score.

Modifiers (Comfort and Convenience Features) Scoring

Outdoor Modifiers

Besides standard components, this inventory also evaluates features that provide comfort and convenience to the users. These are things that a user might not go to the parks specifically to use, but that may enhance the user's experience by making it a nicer place to be and include: drinking fountains, seating, BBQ grills, dog stations, security lighting, bike parking, restrooms, shade, connections to trails, park access, parking, picnic tables, and seasonal and ornamental plantings. These features are scored as listed above with the 1-3 system. In this case it is not important to get a count of the number or size of these components; instead the score should reflect the ability of the item to serve the park.

Indoor Modifiers

For indoor facilities, the comfort and convenience features change slightly to reflect the characteristics of the building. Building modifier categories include: site access, setting aesthetics, building entry function, building entry aesthetics, overall building condition, entry desk, office space, overall storage, and restrooms and/or locker rooms.

Activity and Sports Lighting

This modifier accounts for lighting that allows for component use in the evening/night hours and is applied to the quantity of the component as it affectively expands the capacity of the component. This modifier does not apply to security lighting.

Shade

Like Activity and Sports lighting, shade can be added to outdoor components to extend use beyond normal hours or seasons.

Design & Ambience Scoring

Using the same rating system that is used for components and modifiers, the quality of Design and Ambience is scored. Good design not only makes a place look nice, it makes it feel safe and pleasant, and encourages people to visit more often and stay longer

Trails and Greenways Scoring

Trails and/or greenways can be scored as independent parcels or as individual components within another parcel. The former type of trail receives its own set of scores for modifiers and design and ambience. The trail in the latter situation takes on the modifiers and design and ambience of the larger park in which it resides. Multi-use trails are assumed to consist of three components including one active component, one passive component, and the parcel itself. Because traveling the length of any given trail is time consuming, trail information is often collected with the aid of staff.

For the purposes of most studies, a list of trails is obtained to provide a reasonable dataset that offers some park and recreational value to the public. While no specific listing of components at each greenway or trail is generated, it is assumed that each greenway provides a value equivalent to three (3) components. Think of these as one active component (walking, running, biking, etc.), one passive component (quiet contemplation along the trail), and one experiential component (observing nature, perhaps art and interpretive signage).

These three components and the parcel are assumed to be meeting the expectations (scores 2) of the community in the same way that park components meet expectations. The other parts to the GRASP® score relate to the comfort and design of the location, and are called modifiers. The aesthetic and recreational standards for greenways are typically similar to those for parks, so modifiers at greenways are generally assigned a value of meeting expectations (score 2). Multi-use trails that typically are adjacent to major roads are assumed to have less aesthetic and recreational standards and are therefore assigned a value of below expectations (score 1). The final component in the GRASP® score is the ownership modifier. This is a percentage that is applied to the score that relates to the general public's ability to access the facility.

This translates into the following formula for calculating the GRASP® score:

Trails or Greenway Scoring

(Component number + Parcel) x Component score x (Comfort x Design) x ownership = GRASP® score or
 $(3 + 1) \times 2 \times 2.2 \times 1 = 17.6$

Multi-Use Trail Scoring

(Component number + Parcel) x Component score x (Comfort x Design) x ownership = GRASP® score or
 $(3 + 1) \times 2 \times 1.1 \times 1 = 8.8$

In the GRASP® Perspectives t, that value is assigned to the location where each trail is found and buffered accordingly. This value also is included in computations for the GRASP® Indices that are calculated along with each Perspective.

Ownership Modifier

This modifier is generally weighted with a percentage that is applied to the GRASP® score after other modifiers have been applied. It accounts for access and control of components that are provided by alternative providers. For example, in most cases components that are owned and managed by schools are given a 50% weighted ownership modifier, which halves the GRASP® score to account for the limited access that the neighborhood has to school facilities (it's only open to the public outside of school hours).

E. Calculating GRASP® Functional Scores

Once the components are inventoried and scored, calculations can be made for any combination of components to derive average scores, scores per combinations of various components, scores per sub-areas, etc., depending on the key issues being studied and objectives for the project. These are very helpful for analyzing area comparisons and setting of target scores for component service and agency target standards.

For example, a total composite GRASP® score for each individual component is determined by using the following formula:

$$(\text{total component score}) \times (\text{adjusted modifier score}) \times (\text{design and ambiance score}) \times (\text{ownership modifier}) = \text{Composite GRASP® Score}$$

These individual scores can be additively combined in various ways to examine service from various subsets of the agency's system.

F. GRASP® Perspectives and Target Threshold Scores

GRASP® scores are often used to create analysis maps to show how the study area is being served for parks and recreation benefits. These maps are called Perspectives, because each one provides a certain perspective on the way service is being provided. Types of Perspectives include heat maps, threshold maps, and composition maps, as well as others.

On heat maps, the numerical value of LOS available to a person at any given location is represented by an orange tone. Where the tone is darker, the available LOS is higher. Locations on the map with no orange tone (i.e. a grey tone) have no service. Heat maps can be produced from any set of components in the inventory. For example, if the intent is to measure the relative LOS available for seniors, then a heat map can be generated using only those components in the inventory that relate to seniors.

Heat maps can be further analyzed to determine where the LOS on them falls above or below a certain threshold. The threshold may vary, and can be set to represent an assumed "target" value for LOS, or can be the median, average, or other value for the Perspective. On the threshold maps, colors are used to show whether any given location is above or below the threshold value.

The types of Perspectives used to analyze and depict the community's LOS will depend upon the key issues being studied.

Typical and Standard GRASP® Perspectives

Below are some types of Perspectives typically used to analyze service in an area.

Neighborhood Composite

This Perspective depicts service from a neighborhood point of view. Multiple buffers (or "catchment areas") are used to reflect multiple ways of travelling to reach components. The threshold for this Perspective is typically the value that results from being within 1/2 mile of 4 recreation components and one recreational trail.

Walkability (same as Neighborhood Composite but with only 1/2 mile buffers)

The threshold scores for this Perspective are normally the same as for the Neighborhood Composite.

Perspectives showing Neighborhood LOS for one component

The threshold here is equivalent to being within 1/2 mile of the selected component, and assumes that the component, modifiers, and design and ambiance are meeting expectations.

Note: Aside from meeting a single goal, the mix of components also needs to be considered. For example, a home that is within 1/2 mile away from four tennis courts and no other amenities would meet the basic numeric standard, but not the intent of the standard. Composition analyses are another type of Perspective that is used to analyze the mix of options available to residents.

On a composite map, selected components are grouped into categories and the map shows how many categories are represented by at least one component within a given proximity to any location on the map.

G. GRASP® Project Technical Standards for GIS Data

The GRASP® Team utilizes the most up to date computer hardware and software to produce and enhance project-based GIS data. The following technical details are standard with all GRASP® Team projects.

- All GRASP® Team GIS workstations employ Microsoft® Windows® operating systems. All project files conform to PC-based architecture and extension naming standards.
- The GRASP® Team employs ESRI® ArcGIS™ 9.3 for all GIS applications. Final project GIS data is submitted to the client in Microsoft® Access™-based Geodatabase (*.mdb) Feature Class format and/or Shapefile (*.shp/*.dbf/*.shx) format. ArcMap™ Layer files (*.lyr) are submitted to ease client replication of all project map legend formats. The GRASP® Team will not resubmit original client source data that has not undergone enhancement.
- All final GIS datasets (deliverables) are submitted to the client using the geographic coordinate system(s) from the original client source data. The GRASP® team will assign a coordinate system that is most appropriate for the client location if the client does not require a predetermined standard coordinate system. Most GRASP® project data is submitted in State Plane Coordinates (Feet) with a NAD83/NAD83 HARN datum.
- All GRASP® Perspectives and Resource Maps (deliverables) are submitted to the client in standard PDF and JPEG formats. The project PDFs are high resolution, print-ready files for scalable print operations. Most project map-based PDFs are 300dpi, 36"x54" images. The project JPEGs are lower resolution digital presentation-ready files for insertion into Microsoft® Office® productivity suite applications – MS Word®, MS Power Point®, etc. Most project map-based JPEGs are 300dpi 4"x6" images.

Appendix D: Summary of Outdoor Inventory and Summary of Indoor Inventory Tables

Appendix E: Sports Tournament Venues

A. Sports Complex Trends

With most organized sports becoming year round enterprises, public and privately operated sports facilities are becoming big business opportunities for positive economic impact. Tournament venues fill hotel rooms, restaurants, and shopping districts. An additional draw, beyond the economic impact dollars of these sports complexes, is the increased availability of game fields and courts for local use on Mondays through Thursdays, as well as much needed practice facilities, in addition to use for league games as necessary on weekends.

There is an increasing demand for feasibility studies to determine the costs, operational impacts, and community benefits of building and operating dedicated sports complexes. These studies can determine the sports venue needs of the community from a local team perspective as well as from the tournament venue perspective.

GreenPlay, LLC has significant experience in sports complex feasibility studies for all types and sizes of recreational and competitive sports venues and customarily teams up with local landscape architectural firms for the site analysis, conceptual renderings, and capital costs of the sports complex. The typical process for a sports complex feasibility study includes the following steps and a budget range of \$40,000 to \$60,000, depending on the desired tasks and community size. The timeline for completion is approximately six to eight months.

Feasibility Study Steps include:

- 1) **Start-Up meeting** to define the process, identify known issues/concerns, review the details of the work plan, budgets, relevant information from previous and/or current planning documents, formalize the timeline and detail the phases of the feasibility study.
- 2) **Review of all background information** and other resources pertaining to the potential sports complex.
- 3) **Comprehensive “Information Gathering” process** that focuses on the input from community stakeholders including:
 - Goal-setting, informational fact-finding for the potential uses and support of the facility.
 - Focus groups and meetings with the staff
 - Individual interviews with community sports organizations stakeholders
 - Public forum
 - Tour of potential sites for the sports complex
 - Statistically-valid survey option to be conducted within the community to verify support
- 4) **Market Analysis** to determine how favorable the service area is for a sports complex. The market analysis includes:
 - Demographics and population projections
 - Trends analysis to look at interest and participation levels for a variety of sports activities, and what is new in athletic field construction as well as athletic field and court uses.

- Other Sports Service Provider Analysis to assess the current level of sports programs and services within the market area
 - Tournament analysis to determine the potential for tournament activity on a local, regional, or broader basis.
- 5) **Site Analysis** to determine the best site available for the sports complex based on the desired amenities, size, accessibility, topography, utility availability, price, site costs, etc.
 - 6) **Findings Presentation** that summarizes the input to-date for staff, decision makers, stakeholders, and the public, to validate the accuracy of the findings; and asks all stakeholders to share any additional issues or opportunities for consideration prior to moving forward into recommendations.
 - 7) **Conceptual Renderings and Capital Cost Estimates** developed by landscape architects to determine design standards, size, adjacencies, features, amenities, parking, and equipment to ensure that all recommendations will fit comfortably on the selected site allowing for desired expansion opportunities.
 - 8) **Annual Operational and Maintenance Budget Projections** to include staffing levels, benefits, commodities, utilities, contractual services, pricing strategies, revenue opportunities, rentals, concessions, merchandising, programs, participation levels, events, cost recovery, and subsidy levels.
 - 9) **Five-year Pro-forma** to project the expenses, revenues, and cost recovery anticipated over the first five years of operating the sports complex including projected increases in costs and participation as well as estimated inflationary costs and/or price changes.
 - 10) **Economic Impact Analysis** including an order of magnitude assessment of the following components:
 - Any increase in direct operating expenditures of wages, services and goods
 - Any new employment generated
 - Impact of ancillary expenditures by audiences attending events at the facility
 - Estimated multiplier effect using regional estimators from state or federal sources
 - Economic impact arising from capital costs – construction wages, services, and materials
 - 11) **Alternative Funding Opportunities and Potential Partnerships** including identifying:
 - Potential alternative funding opportunities that could be viable for the sports complex
 - Key partnership prospects potentially interested in partnering in the creation and/or operation of the facility
 - Recommendations and sample documents that can be utilized to formulate a Partnership Policy that can be approved and implemented to help minimize risk and streamline the partnership opportunities.
 - 12) **Open House** to present to the community stakeholders and public the recommendations for the sports complex to include the site, amenities, cost estimates, conceptual renderings, operational budget projections, and five-year pro-forma. A formal **final presentation** can also be made to the governing body.

B. Case Study Overview

The following types of regional enterprise ventures could provide revenue positive funding sources to assist DRD in improving local level of service in the more sparsely populated, rural, and unincorporated county areas that the District is also tasked with serving. The ability to pass a district-wide taxation measure to fund these necessary local improvements in areas with the greatest socio-economic challenges seems highly unlikely. Adding revenue positive entrepreneurial endeavors, pursuing collaborative opportunities, and leveraging resources must all be a part of the development campaign which may include a parcel taxation question for operating and development.

Several high profile or regional agencies across the nation have considered for the future, or currently offer, sports tournament venues including:

- The City of Palm Springs (potential collaborative venture as explored in its Master Plan)
- Charleston County Park and Recreation Commission in South Carolina (considering a soccer collaboration with the Charleston Battery)
- Cary, North Carolina (currently has the USA Baseball National Training Complex, WakeMed Soccer Park, Cary Tennis Park)
- Commerce City, Colorado (Dick's Sporting Goods Soccer Park - The city of Commerce City owns the stadium and Kroenke Sports & Entertainment operates the venue for the Colorado Rapids)

C. Case Study 1 – Palm Springs, CA – Sports/Tournament Revenue Potential and Limitations³

Background

The City of Palm Springs provides sports and athletic programs and facilities to local residents, meeting the local demand by providing both recreational and competitive levels of play, including tournament opportunities. It is common practice among cities to use tournament venues to attract new revenues to the city that can help support local programs.

The City of Palm Springs' weather and scenic beauty also attracts part time residents, tourists, and visitors. The City relies upon these groups to generate sales tax and transient occupancy tax revenues, which provide funding for city services, including parks and recreation facilities and programs. The City's athletic fields are an important part of attracting tourism in the form of tournaments that draw participants from in and beyond the Coachella Valley and Riverside County.

City leaders and staff are considering options for increasing the number of fields, potentially through the development of a sports complex, as a way to attract a large number of youth and adult sports tournaments to the City. Such tournaments would bring in players, tourists, and visitors that would contribute to the City's tax revenue through overnight stays and day visits. The City's athletic fields also provide recreational opportunities for local and neighboring residents involved with youth and adult sports. Additional fields would help meet the demand, which currently exceeds supply, to serve local citizens.

³ This case study is drawn from the City of Palm Springs 2010 Master Plan which has not yet been formally adopted.

Current Conditions

Local Perspective

The Palm Springs Parks and Recreation Department directs and coordinates approximately two 100+ team and five 30 team adult softball tournaments annually, and rents its athletic fields for up to eight tournaments provided by other organizations. Additionally, the City has acted as host for regional tournaments for the Senior Softball World Series Qualifier and has periodically hosted the National Senior Softball World Series and Senior Players Association tournaments.

Including tournaments and community use, the City's softball/baseball fields are being used at or near capacity, making the ability to expand the number of tournaments difficult, if not impossible. When tournaments and community use overlap, scheduling becomes extremely difficult.

The inventory of tournament softball fields operated by the City currently stands at five. There are four at Demuth Park, and the fifth, Cerritos Field, is located at Sunrise Park. The Palm Springs Stadium could be used for tournaments, but its size and the need to remove the pitcher's mound makes it difficult to be used for softball. Demuth Park provides the bulk of athletic field availability in the City. However, the high volume of use the park receives goes beyond what it was originally designed for and the lack of parking creates an inconvenience for the surrounding neighborhoods.

Rectangle fields designated for soccer and football are also being used at or near capacity. The inventory includes eight multipurpose fields operated by the City. There are six at Demuth, one at Victoria Park and one at Ruth Hardy. At times the outfields of the softball fields are used for soccer and football practices and pickup games. These fields are mainly utilized by local youth and adult sport organizations. Expansion of athletic fields of any kind within the City's existing park system might be difficult. While some parks are too small to support additional athletic fields, other parks, although large enough may not be able to support the ancillary needs such as additional parking. Desert Highland Park could support additional fields but consistent windy conditions, at times extreme, are a concern of youth and adult sports organizations, and would be a detriment to attracting tournament play.

Regional Perspective

Athletic field availability throughout the Coachella Valley is at a premium according to youth and adult sports organizations and City recreation staff. The City of Palm Springs has one of the largest inventories of athletic fields in the Coachella Valley and therefore attracts a large number of non-resident participants in programs offered by youth and adult sports organizations.

Currently there is not a *public* multi-field softball/baseball sports complex in the Valley appropriate for tournaments. Big League Dreams, a private entity in Cathedral City, provides five baseball/softball fields, three soccer/football fields, sand volleyball courts, and an indoor pavilion. Use of the facility seems to be focused around competitive youth baseball and softball leagues and tournaments, along with adult recreational and competitive sports leagues and tournaments. There is a cost to field a team in a league and an additional entrance fee to get into the facility.

Opportunities

In order to expand the number of softball/baseball tournaments that could be attracted to the City, there are several options available.

Option 1

One option would be to expand the number of softball/baseball fields in Demuth Park. One or two fields could be added by reconfiguring the site, increasing the total inventory of softball baseball fields to five or six. While this would improve the tournament opportunity, it would negatively impact the number of rectangle fields currently in the park. With current demand for athletic fields exceeding availability, it would be necessary for the City to relocate rectangle fields to another location.

Option 2

A second option would be to acquire new land and build and operate a new multi-field softball/baseball complex. Four or six new softball/baseball fields would approximately double current capacity and would immediately create new opportunities for sports tournaments. New fields would also create more capacity for local youth and adult sports organizations. The method of acquisition (fee simple purchase, partnership, donation, or combination), would identify the one-time capital cost. Increased tournament activity could generate both direct revenue for use of the fields and transient occupancy tax and sales tax from overnight stays and day visits.

Option 3

A third option would be to keep things as they are and work within the restrictions that currently exist. From a financial standpoint, this is the least expensive option in terms of not incurring new capital and operational costs for additional fields. What it does not allow for is the growth in the number of tournaments that can be attracted and the potential tax revenues that would come with such expansion. It also does not eliminate the athletic field capacity issues facing the local youth and adult sports organizations today.

General Analysis

Currently, the City is not turning away any softball/baseball tournament possibilities but the limitations of field availability sometimes detours prospective tournament organizers to other places.

A new softball/baseball sports complex could eliminate or significantly reduce the need to schedule athletic fields in neighboring communities when tournaments are held. To make a sports complex in Palm Springs financially viable would likely require dedicated staff to market, promote, schedule, and administer this tournament venue.

A sports complex that is focused on softball fields could potentially eliminate the need for the softball fields at Demuth Park, thus allowing for the expansion of soccer/football fields at this location. Limitations to this option include the availability of City owned land or the cost to acquire land to develop a sports complex and the additional funding that would be required to operate and maintain the expanded soccer/football fields facility. It is assumed that the goal of the softball/baseball sports complex would be to minimally cover its operating costs through fees and charges, sponsorships, and tax revenues realized through tourism to make this a viable option.

Team Sports Data

Team sports tournaments, particularly softball, can range in size in regards to the number of teams participating. A few quick facts about softball participation and tournaments from around the country are as follows:

- Senior Softball Association reports 1.5 million players (recreational and competitive) nationwide.
 - A record 204 senior softball teams played in the Reno Challenge Cup in May of 2009.
 - A total of 150 teams competed in the 2009 winter world championships in Las Vegas, NV.
 - A total of 60 teams competed in the California senior softball championships in Yolo County, CA.
- The North American Gay Amateur Athlete Alliance reports 680 teams/37 leagues nationwide.

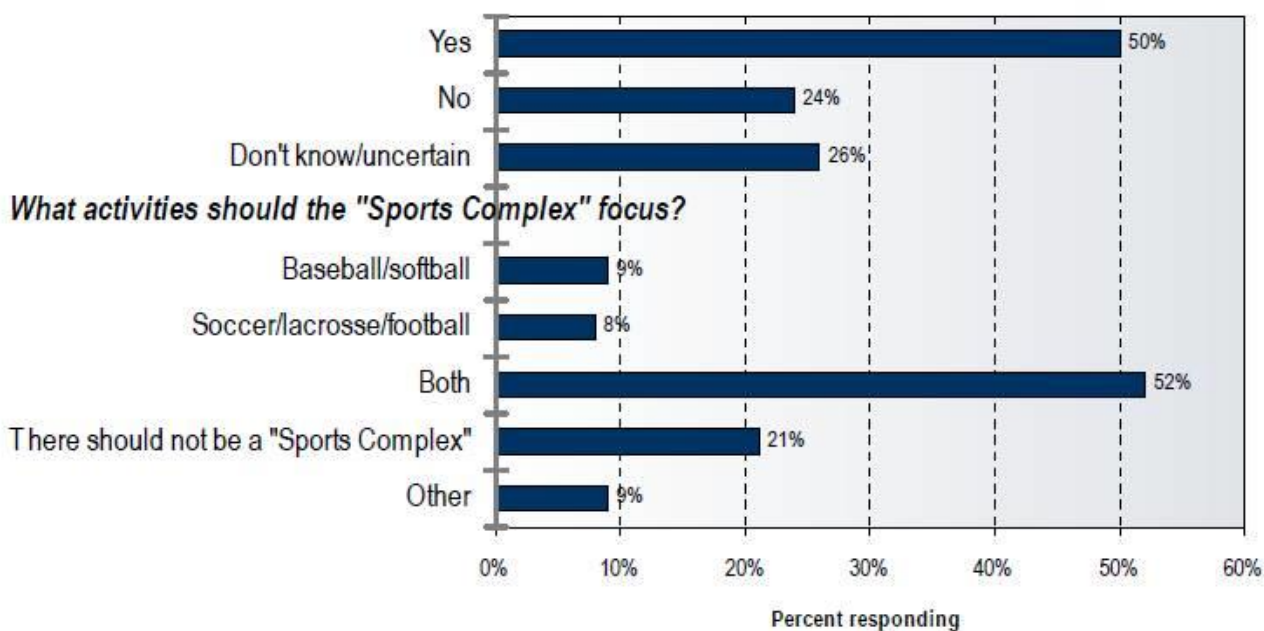
Survey Input

The *2010 Palm Springs Parks and Recreation Master Plan Survey* asked recipients two questions concerning a new sports complex. Survey results are shown in **Figure 33**.

The first question asked what the general support is for the development of a new sports complex and the second question asked, on what types of sports (baseball/softball or soccer/lacrosse/football) the sports complex should focus. Fifty percent of the respondents indicated that they would be supportive of the development of a sports complex, while 24 percent were not supportive, and 26 percent were uncertain.

When asked what activities the sports complex should focus on, more than half of respondents indicated both baseball/softball and soccer/lacrosse/football. Nine percent indicated baseball/softball only, while eight percent indicated soccer/lacrosse/football only. Nine percent mentioned a variety of other activities, most notably tennis and basketball.

Figure 33: Survey Responses for the Support for the Development of a Sports Complex



Economic Impact Analysis

Revenues

Direct Revenues

Direct revenues associated with tournaments include:

- Team fees
- Field rental fee (usually included in team fee)
- Concessions stand net revenues

Team fees will be part of the overall expense and revenue analysis.

Indirect Revenues

Potential indirect revenue streams will vary depending on the size of the tournament. The smaller the tournament the more likely teams will be from local communities and less likely to stay in hotels, eat out and purchase gas and other retail products. The larger the tournament the more likely teams will come from further distances and stay in hotels, eat at restaurants, and purchase retail products. Additionally the larger the tournament the number of days participants stay in Palm Springs will likely be longer.

Table 4 following provides an example of potential revenue streams that might be realized from sports tournaments. Softball tournaments are used in the example. Tournament sizes of 25, 50, 100, and 150 teams were used to demonstrate the different tax revenue potential. In the City of Palm Springs, the City Transient Occupancy Tax (TOT) is 11.5 percent and the City's share of the sales tax is one percent.

Table 4: Demonstration Analysis – TOT and Sales Tax Generation

Softball Tournament Economic Impact								
Participant Analysis								
Number of Teams		25		50		100		150
Avg # of players per team		18		18		18		18
Total Players		450		900		1,800		2,700
Additional Guest Multiplier	70%	315		630		1,260		1,890
Total Visitors		765		1,530		3,060		4,590
Hotel Analysis								
Average length of stay in nights		2		2		3		5
People per room		1.9		1.9		1.9		1.9
Potential room nights		805		1,611		4,832		12,079
Less local teams multiplier	50%	(403)	30%	(483)	10%	(483)	10%	(1,208)
Less non PS Hotel Stays multiplier	2%	(16)	2%	(32)	2%	(97)	2%	(242)
Anticipated Room Nights		387		1,095		4,252		10,629
Average daily rate*		\$90		\$90		\$90		\$90
Total hotel revenue		\$34,787		\$98,564		\$382,661		\$956,653
TOT collections multiplier	11.5%	\$4,001		\$11,335		\$44,006		\$110,015
Other Spending (retail, food, etc)								
Average spending per day/per person**	\$90	\$137,700		\$275,400		\$826,200		\$2,065,500
Sales Tax	1%	\$1,377		\$2,754		\$8,262		\$20,655
Total Tax Revenues (TOT & sales)		\$5,378		\$14,089		\$52,268		\$130,670

Note: Multiplier methodology provided by City of Palm Springs and modify as needed to meet different scenarios.

* **Average daily rate – average of ten, AAA Three Diamond rated Palm Springs Hotels**

****Average spending per day/per person - based on the 2000 economic analysis provided by Palm Springs staff.**

Expenses

The internal costs associated with hosting tournaments need to be taken into account. These expenses include:

- Field maintenance costs
- Lighting costs
- Administration costs (promotion, registration, scheduling)

Recent analysis of maintenance practices for athletic fields determined that, depending on level of maintenance, cost of utilities, and salary of administration staff, expenses could exceed \$30,000 annually per field as shown in **Table 5**.

Table 5: Athletic Fields Expense Considerations

Athletic Field Expense Considerations						
Annual Maintenance Costs (mowing, irrigation, etc.)	\$20,000	per field				
Lighting Cost	\$7,500	per field				
Administration costs	\$4,000	Approx 15% of expenses per field				
Total Expenses	\$31,500	per field				

Field Capacity

There are many areas to consider in determining how many fields would be needed when hosting a softball tournament and determining how many teams can be accommodated. Generally they include:

- The number of fields available.
- Availability of field lights for evening games.
- Restrictions on how early/late games can be held.
- The length of each game.
- Scheduling conflicts with other users.

For this analysis the following assumptions are made in determining the capacity per field.

- 20 Teams per field (double elimination tournament).
- 10 one hour games from 8:00 a.m. to 9:30 p.m. (20 teams total).
- 15 minute change over between games.
- 1 – one hour time slot to be used for catch up.

At 20 teams per field for the first two days of a tournament, a four field complex can accommodate up to 80 teams, a six field complex can accommodate up to 120 teams, and an eight field complex can accommodate up to 160 teams. Extending the daily playing hours, reducing game length, or reducing the time allocated for change over will increase team and field capacity. As the tournament progresses past the second round, the number of teams will be eliminated by approximately $\frac{1}{2}$ for each round, reducing the number of fields required to complete the tournament.

A four field complex will increase the total softball field inventory to eight (including Demuth Park), and six field complex will increase the total softball field inventory to ten.

Revenue/Expense Analysis

A new softball/baseball sports complex developed to attract local, regional, and national tournaments should become a “work horse” for the City, meaning that extensive efforts should be taken to utilize the facility with direct and indirect tax revenue-generating events. For illustrative purposes only, **Table 6** shows the potential net revenues that might be generated when hosting various sized and number of tournaments in relation to expenses associated with the size (number of fields) of the sports complex. Theoretically, total revenues would include any tax revenues currently being generated by tournaments.

The size of the complex will drive capacity, determine the number and size of tournaments that can be accommodated, and dictate the revenues that can be realized. Additionally, understanding the opportunities lost for tournament revenues due to meeting community demand will also need to be considered. Further in-depth analysis is recommended to determine what size of sports complex would be required to maximize both economic goals and meet community demand.

Table 6: Revenue/Expense Analysis

Softball/Baseball Sports Complex Revenue/Expense Analysis				
Number of Teams	25	50	100	
Number of Tournaments per year	10	5	5	
Total Team Fee Revenue (\$325 per team)	\$81,250	\$81,250	\$162,500	
Projected TOT & Sale Revenues per Tournament (From Table 1)	\$5,378	\$14,089	\$52,268	
Projected Annual TOT & Sales Revenues	\$53,780	\$70,445	\$261,340	
Total Projected Annual TOT & Sales Revenues	\$135,030	\$151,695	\$423,840	
Total Projected Annual TOT & Sales Revenues (All Tournaments)			\$710,565	
Revenue/Expenses Analysis 4-Plex Softball/Baseball Complex				
Total Projected Annual Team Fees, TOT & Sales Revenues (All Tournaments)			\$710,565	
Less Projected Expenses 4-Plex Softball/Baseball Complex (\$31,500 per field)			\$126,000	
Net Revenues			\$584,565	
Revenue/Expenses Analysis 6-Plex Softball/Baseball Complex				
Total Projected Annual Team Fees, TOT & Sales Revenues (All Tournaments)			\$710,565	
Less Projected Expenses 6-Plex Softball/Baseball Complex (\$31,500 per field)			\$189,000	
Net Revenues			\$521,565	
Revenue/Expenses Analysis 8-Plex Softball/Baseball Complex				
Total Projected Annual Team Fees, TOT & Sales Revenues (All Tournaments)			\$710,565	
Less Projected Expenses 6-Plex Softball/Baseball Complex (\$31,500 per field)			\$252,000	
Net Revenues			\$458,565	

Preliminary Preferred Strategy

The options presented offer a multitude of possibilities. Additional softball/baseball fields at Demuth park would create additional tournament potential but not without an impact on rectangular fields. This impact would demand that fields would have to be relocated somewhere in the City in order to meet community demand. Lack of parking is also an issue at the park and would have to be addressed, particularly with park neighbors, if it were to become a major tournament destination.

A new baseball /softball sports complex, depending on size and scope, could provide multiple opportunities. It could eliminate the need for baseball /softball at Demuth Park, therefore allowing space for other active and passive uses. If a new sports complex accommodates multiple sports it could significantly if not completely eliminate the need for fields at Demuth Park and create new programming opportunities.

Prior to moving forward with any of the proposed options, it is recommended that a full comprehensive feasibility study be conducted to determine what sports tournament opportunities exist and what the possibilities are of attracting them to the City of Palm Springs. The study should provide a comprehensive economic impact analysis for a sports complex including a market analysis. Additionally, any decision must include the input of local youth and adult sports providers, as these organizations will be a valuable resource in determining their use patterns and for understanding tournament opportunities.

D. Case Study 2 – Charleston County, SC – The Battery Soccer Venue

Background – From the CCPRC 2013 PROST Master Plan

In its 2013 PROST (Parks, Recreation, Open Space and Trails) Master Plan, the Charleston County Park and Recreation Commission (CCPRC) proposed the creation of a public soccer venue in collaboration with the Charleston Battery Soccer Team. The venue concept was as follows:

- Through a public/private partnership create a premier tournament venue in North Charleston
- Property needs to be identified and purchased; a potential site may have been purchased for BassPro
- Proposing 16 rectangle fields, sand volleyball, field house, and synthetic fields
- The proposal sparked Charleston Battery Soccer Team support

The proposed collaboration would create a public/private partnership similar to that between the Charleston Battery and various entities at the Blackbaud Stadium as described below.

Charleston Battery Stadium Complex – Practice Facilities

1990 Daniel Island Drive, Charleston, SC 29492, P: 843-971-GOAL

Completed in April 1999, **Blackbaud Stadium** became the first privately-funded soccer-specific stadium in the United States. Styled after the classic English soccer experience, the stadium seats 5,100 and offers fans an unmatched environment with superb sight-lines, concessions, a children's interactive soccer theme park, and even a plush English-styled pub, The Three Lions. Additionally, the complex includes sky boxes, a plaza for corporate entertaining, and state-of-the-art media capabilities, making it one of the premier professional soccer venues in the U.S. In addition to soccer games, the stadium is a hub for the community and is donated for a wide variety of charitable and philanthropic events throughout the year. Blackbaud Stadium is also a major concert venue in the Southeast United States and has been the site for various musical events including the annual Southern Ground Music & Food Festival.

Community

The Charleston Battery is an established and valued part of the fabric that makes up the City of Charleston. In 2013 the Battery will be celebrating 21 years of positive community involvement. Each soccer game features a Philanthropy Partner with one local non-profit highlighted throughout the match. The games have long been utilized by charities and non-profits for fund-raising and elevating awareness.



In addition to soccer games the stadium is a hub for the community and is donated for a wide variety of charitable and philanthropic events throughout the year.

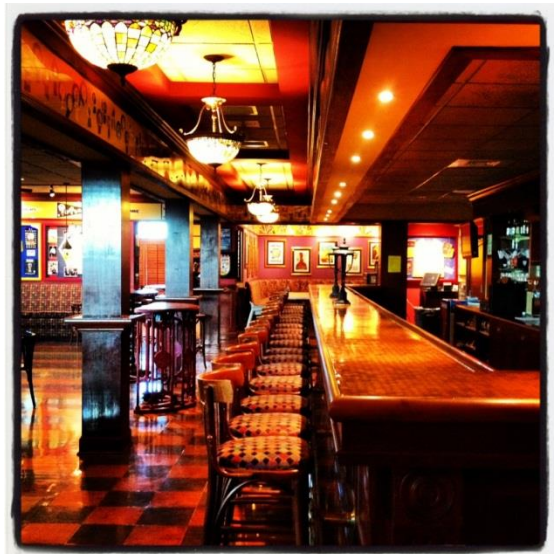


The Charleston Battery stadium complex includes two practice fields. Immediately behind the stadium is the first-team practice field. Completed in 2008 this natural-grass field was designed to replicate the playing surface on the Charleston Battery stadium pitch. Surrounded by woods, marsh and a landscaped pond, this field is also used for a variety of additional events including corporate parties and as a VIP area during stadium concerts.



A second practice field is located on Daniel Island Drive ½ mile from the stadium itself. In addition to team practices, this field is used for tournaments, summer camps and youth instruction and can be occasionally rented for youth soccer club activities. The field is also sometimes used as an overflow parking area when the main lot is full.

Three Lions Club



The Three Lions Club at Blackbaud Stadium

Three Lions Club members and their guests can relax in a traditional English-style pub located on the second floor of Blackbaud Stadium. The pub contains an unmatched collection of soccer memorabilia from around the world.

The pub features a full-service bar and kitchen with room for up to 300 guests, who can socialize with Battery coaches and players after each home game. In addition, the pub is open for televised sporting events and can also be rented out for corporate events and special occasions.

The 5,000 square foot facility is perfect for social gatherings and corporate functions; receptions, banquets, meetings and parties. The pub features large, open areas for dancing, and warm mahogany-topped cast iron tables with matching chairs and bar stools. The Three Lions also features big screen TVs; local caterers offer superb food, beverages and hospitality. For more information, please contact Whitney Woods, 843-971-4625, ext. 201, whitney@charlestonbattery.com.

Stadium Concerts & Events

Blackbaud Stadium is a major concert venue in the Southeast United States and has been the site for various musical events including the annual Southern Ground Music & Food Festival featuring Zac Brown Band. The SGMFF is the largest music festival in Charleston and in 2012 over 23,000 attendees enjoyed music from the festival headliners Zac Brown Band, Greg Allman, John Mayer, the Avett Brothers, The Wailers, and many more.

The stadium is a hub for the community and is donated for a wide variety of charitable and philanthropic events throughout the year including the annual Charleston Oktoberfest Festival.





Blackbaud Stadium has been the site for the Carolina Challenge Cup featuring Major League Soccer since 2004; additional sporting events hosted in the stadium include:

- International Soccer Exhibitions – Sunderland (UK), Bolton Wanderers (UK) Portsmouth F.C. (UK), Puebla (Mexico) & Atlante (Mexico).
- US National Team Games – US Women (2001, 2002, 2005, 2009 – ESPN / ESPN2).
- College Soccer, High School Soccer and USSF Development Academy games.
- USA Rugby Men’s National team (2008 & 2009 -ESPN).

2013 CCPRC Youth Soccer Programs

The following information is taken from the Charleston Battery website: <http://charlestonbattery.com/>.

Charleston Battery Day Camp

The Charleston Battery Day Camp is offered as a week-long camp for boys and girls ages 5-12. The Camp is designed to develop the fundamental techniques of soccer in a fun, learning environment. Campers can attend half-day (9 AM –12 PM) or full day (9 AM – 4 PM); a full-time certified Athletic Trainer will be on site throughout the camp.

Team Camp

We welcome all skill levels for our new team camp (Recreation, Challenge, and Elite). Each team will need to have a minimum of six players. If you bring ten or more you will receive a 10% discount off the total price. Every team will have an individual coach.

Tiny Tots

The Charleston Battery Tiny Tots program is a fun and convenient way to bring soccer into your child's life. The program, developed by the Charleston Battery professional soccer team, is designed to develop coordination, self- confidence, motor skills and elementary soccer techniques in a fun learning environment. Tiny Tots is for children ages 3-6 and held at Blackbaud Stadium, Daniel Island. Sessions take place every Wednesday from 3:30-4:30pm.

Junior Academy Training

Now in its thirteenth year, the Charleston Battery Academy training is aimed toward advanced, dedicated soccer players looking for an extended summer training program. Academy Staff will be comprised entirely of current Charleston Battery players & Coaches. Please note on your application if you want goalkeeper training. All Charleston Battery Academy sessions are held at Blackbaud Stadium, Daniel Island.

Group, individual or specialized team training is available. Sibling discount deduct 10% for additional children from same family for any Charleston Youth Soccer Program! For more information and camp costs, please call (843) 971-GOAL or email

Camps@CharlestonBattery.com.



Partners



Charleston Battery sponsors receive high visibility and recognition at Charleston Battery games. The Charleston Battery offers a wide range of sponsorship opportunities including apparel, signage, print, radio, and Internet, game day, PA and more. Corporate entertainment options include exclusive skyboxes, season tickets, corporate parties, and events.

Official Sponsors

SPARC

Blackbaud

MUSC Sports Medicine

McAlister Development Company, Inc.

Nike

Official Corporate Partners

Angie Gainey Bailey Real Estate Team (Agent-Owned Realty)

Five Guys Burgers and Fries

NBSC

Piggly Wiggly Carolina Co. Inc.

Community Partner

Ali Baba Charleston

Bottles

Carvel Ice Cream

Charleston Oral & Maxillofacial

Charleston County Parks

Charleston Jump Castles

City of Folly Beach

Comcast

Concorde, Inc.

C2Design

Daniel Island Business Association

Daniel Island Company

Daniel Island Dentistry

Direct Marketers of Charleston

El Jimador

Fisher Recycling

Fulp Company

Hampton Inn Daniel Island

Hawk Construction

Heritage Trust Federal Credit Union

Home Team BBQ

Home Telecom

Hubee D's

Husk

Jan-Pro

Lloyds Soccer

Lowcountry Endodontics

Magners® Original Irish Cider
McCrady's
McLaughlin Smoak & Clarke Benefits
Miller / Coors
Nature's Calling
Palmetto Primary Care
Papa John's
Pepsi
Pusser's Rum
Qdoba
Queen Anne's Revenge
Radisson Hotel Charleston Airport

Raising Cane's
Sherwin Williams
Sierra Nevada
Stage Presence, Event Rentals
Sticky Fingers
Subway Daniel Island
SunTrust
Sysco
TGI Signs
Theobald Family Chiropractic
Watson Electric
Wild Wing Cafe

For information about how your company can partner with the Charleston Battery please call Amy Gege at (843) 971-4625 ext. 206.

E. Case Study 3 – Cary, NC – Unique Sports Venue Mecca

Background – From the April 2012 Parks and Recreation Master Plan - Overview

The Town of Cary has numerous sports facilities throughout the park system including ballfields, multipurpose fields, and tennis courts. In addition to sports facilities at neighborhood or community parks, the Town is unique in having three large sports venues that serve local, regional, and national teams.

Cary has aggressively pursued and established itself as an Amateur Sports destination. The Town currently manages: Cary Tennis Park, USA Baseball National Training Complex, and WakeMed Soccer Park. Both the baseball and soccer venues were built since 2003. Ongoing investment in these facilities will need to continue for each to remain competitive in the regional and national market.

This section will first summarize the existing sports venues. Next, key findings from the needs assessment will be highlighted, followed by sports venue recommendations.

Town Sports Venues – USA Baseball National Training Complex at Thomas Brooks Park

This 58 acre complex has four baseball fields (a stadium field and three training fields) maintained at Major League Baseball standards. Each training field has an individual scorekeeper/announcer shelter, and spectator seating for 120 people. The stadium field has a press box that includes two suites, official scorer's room, sound room and press row. The stadium has spectator seating for 1,754 people, including handicapped accessible seating, and additional grass seating for approximately 250 people is available. All fields have access to restroom facilities and a concession building.

The USA Baseball National Training Complex (NTC) was expected to serve 55,000 people with an economic impact of \$2.7 million in 2011. The NTC is operated by the Town of Cary and plays host to numerous Town of Cary and USA Baseball events throughout the year.



Economic Impact

USA Baseball National Training Complex	FY2008 Revenues	FY2009 Revenues	FY2010 Revenues	FY2011 Projected Revenues
TOTAL REVENUE	\$266,714	\$395,683	\$419,314	\$420,000

USA Baseball National Training Complex	2008 Season	2009 Season	2010 Season	2011 Season Projected
Groups Served	25	28	26	28
Total Attendance	74,000	63,232	54,619	55,000
Total Economic Impact	\$2,198,573	\$1,927,500	\$2,589,487	\$2,700,000

TOWN OF CARY

Source: Town of Cary, Greater Raleigh Convention & Visitors Bureau

Located within the 220-acre Thomas Brooks Park, the National Training Complex (NTC) is comprised of four full-size baseball fields built to Major League Baseball standards. Facility highlights include beautiful landscaping and convenient amenities, including rest-room facilities, concessions, a training room, two permanent batting cages, a press box and the USA Baseball Team Store.

The signature field - Coleman Stadium - includes permanent seating for 1,754 with additional grass seating for approximately 1,800 spectators, bringing the total capacity to 3,500. Each of the three training fields has individual scorekeeper/announcer shelters, and spectator seating for 120 people. Coleman Stadium's press box includes:

- Two suites
- Official scorer's room
- Sound room
- Press row

Partnership Opportunities Available

The Town of Cary Parks, Recreation and Cultural Resources welcomes financial and in-kind support from the community. Sponsorship packages that can be tailored to meet yours or your company's needs are available for specific programs, facilities and/or events. Contact Cary Parks, Recreation and Cultural Resources at (919) 469-4061 if you are interested in exploring available opportunities.

On Sale Now - NCAA Division II Baseball Championship Tickets!

The Division II Championships are scheduled at the USA Baseball National Training Complex in Cary, NC from May 25 through June 1. This is the 5th straight year the Town of Cary and Mount Olive College are co-hosting the Championship. The event brings together eight regional winners to compete for the national title. Prior Champions; 2012- West Chester University, 2011- West Florida University, 2010- Southern Indiana University, 2009- Lynn



University. Adult Advance tickets are \$7 and Championship Passes (8 days of games) are \$25 and can be purchased here. Tickets will be on-sale at a discounted price through May 15th. For additional information on the championship please visit the NCAA's website.

Reserving fields at the NTC

Town staff begin reserving fields in November for the following year. For additional information on rates, fees, and other requirements contact Chris Duty, chris.duty@townofcary.org.

Rates and Fees

Stadium Field

\$900 per game (< 999 spectators)

\$1500 per game (>1000 spectators)

Training Fields 2-4 - \$75 per hour

On Field Batting Practice setup/takedown (BP)

\$100 per occurrence

Batting Cage Rental - \$35 per hour

Bull Pen Rental - \$40 per hour

Press Box Rental - \$40 per day

Light Fees - \$20 per hour

Parking Lot Rental - \$500 per event

Instructional Programs

PRIVATE LESSONS

Baseball and softball 1-on-1 lessons are available for players ages 7-17 years

Youth Baseball Hitting and Fielding Clinic (age 5-7)

This two hour clinic is designed to teach up and coming players proper hitting and fielding techniques and helps current players with techniques to sharpen their skills during the season. Fees: \$27(R) \$35(N) (1 class)

USA Baseball Spring Training Clinic (age 6-12)

12th Annual Town of Cary Spring Training Clinic. Baseball clinic for ages 6-12 will focus on the basics of the game. Instructors will include USA Baseball coaches and staff. All participants will receive a USA Baseball hat. Pre-Registration is required as the clinic is available to the first 175 participants. Fees: \$15 (1 class)

Basics of Throwing (age 7-10)

One of the most important aspects of baseball is being able to throw properly. Players of all ages need to work on throwing every day. This program will teach how to properly throw the baseball in order to

throw more accurately and with more strength. Proper throwing mechanics also reduce the chance of injury to the throwing arm. This program is great for new ballplayers as well as players who would like to continue working on making themselves better and the art of throwing. Fees: \$10(R) \$13(N) (1 class)



Keys to Hitting and Fielding (age 7-13)

In this two day 3 hour clinic, participants will focus on the keys to hitting and fielding. During the keys to hitting players will learn about batting stance, hand positioning, and transition through the swing. In the keys to fielding players will learn the proper positioning for fielding ground balls, learn proper arm angles when throwing. The keys learned at the clinic will be able to be applied directly to the field. Fees: \$45(R) \$59(N) (2 classes)

Baseball Hitting Skills and Video Analysis (age 7-13)

This one hour clinic is designed to teach players proper techniques of hitting using video analysis. The session will focus on the fundamentals of hitting, including stance, hitting position, balance, bat path and bat speed. A professional video analysis will be given to each participant at the completion of the clinic. Fees: \$40(R) \$52(N) (1 class)

Aquafina Major League Baseball Pitch, Hit & Run (age 7-14)

Aquafina Major League Baseball Pitch, Hit & Run is a FREE competition for boys and girls aged 7-14. Participants compete in pitching, hitting, and running. The winners advance to sectionals and have an opportunity to advance all the way to the Finals at the MLB All Star Game. Participants can come any time between 9 a.m. - Noon to participate. Fees: \$0 (1 class)

**Spring Break Baseball Mini-Camp (age 7-14)**

This half day instructional mini-camp will focus on the fundamentals of the game including hitting, fielding, throwing and base running. Participants will enhance their baseball skills and abilities by experienced baseball instructors. Fees: \$60(R) \$78(N) (3 classes)

NCAA Baseball Championship Clinic (ages 8-14)

Come learn baseball from some of the Nation's best NCAA Division II players and coaches. Registration includes a lunch, a

ticket to the NCAA Division II Championship opening game, which follows the clinic and a free glove from Rawlings. Fees: \$15 (1 class)

Town of Cary Preseason Baseball Skills Series (age 8-14)

This Series will include 9 hours of instruction over a series of 3 days, and will focus on the game's fundamental skill sets. The sessions will be pitching, hitting, and defense, athleticism and evaluation. Pre-Registration is required, as the class is limited to 40 participants. Fees: \$100(R) \$130(N) (3 classes)

Advanced Hitting Skills and Techniques (age 10-13)

This clinic is designed to teach experienced players. The session will focus on the fundamentals of hitting, including stance, hitting position, balance, bat path, bat speed, and follow through. Topics also included are opposite field hitting and hitting for power. The clinic will involve many instructional drills and batting cage practice. Fees: \$20(R) \$26(N) (1 class)

Pitching Clinic with Video Analysis (age 10-14)

This clinic focuses on teaching the mechanics and general basics of the pitching position. A complete professional video analysis will be conducted and given to each participant at the completion of the program. Fees: \$40(R) \$52(N) (1 class)

Senior Babe Ruth Baseball Tryouts (age 17-18)

Player pitch baseball program for age 17-18 (age as of April 30). Tryouts for this league are held Monday, May 20 & Tuesday, May 21 to form a select team(s). Games are generally scheduled for the month of June and the first part of July. The Sr. Babe Ruth team(s) participates in a Triangle area league, in which games will be held in Cary and surrounding communities. Participants must provide their own transportation.

Town Sports Venues – WakeMed Soccer Park

WakeMed Soccer Park, 201 Soccer Park Dr., Cary, NC 27511

Keith Jenkins, Athletic Facility Supervisor

Cary Parks, Recreation and Cultural Resources

(919) 270-9182 (cell)

(919) 858-0464 (main office)

(919) 858-0521 (fax)

keith.jenkins@townofcary.org

This 150 acre park has a lighted stadium field, lighted mini stadium, lighted match/training field and five other practice/game fields. WakeMed Stadium field includes permanent seating for 7,000 with expansion capability, concessions, locker rooms, rest rooms and meeting space, as well as 2,600 parking spaces. Koka Booth Stadium field includes 500 permanent grandstand seating, is adjacent to WakeMed Stadium and shares many of the same amenities. The park also includes a first class cross-country course of varying lengths.

The WakeMed Soccer Park was expected to serve 160,000 people with an economic impact of \$2.1 million in 2011.



Economic Impact

WakeMed Soccer Park	FY2008 Revenues	FY2009 Revenues	FY2010 Revenues	FY2011 Projected Revenues
TOTAL REVENUE	\$614,166	\$629,323	\$596,767	\$580,000

WakeMed Soccer Park	2008 Season	2009 Season	2010 Season	2011 Season Projected
Groups Served	86	90	90	90
Total Attendance	232,785	158,730	160,000	160,000
Total Economic Impact	\$3,071,937	\$2,095,236	\$2,112,000	\$2,112,000

TOWN OF CARY

Source: Town of Cary, Greater Raleigh Convention & Visitors Bureau

About WakeMed Soccer Park

WakeMed Soccer Park is a 150-acre multi-use complex operated by the Town of Cary. The park hosts professional soccer matches, college and high school tournaments and other events throughout the year. Fields are available for low impact field sports such as soccer, youth football, lacrosse and ultimate Frisbee. In addition, a world-class cross country course encircles the park. The cross country course is also available for reservation and is open to the public during park hours when not reserved.

Cary's Soccer Park opened in May 2002. A major renovation took place in 2012, expanding the stadium from 7,000 to 10,000 seats and adding amenities such as locker rooms and luxury suites. The land is owned by the State of North Carolina and the Town of Cary is responsible for operations and maintenance.

WakeMed Cary Hospital has naming rights to the soccer park. WakeMed Health & Hospitals is a private, not-for-profit health care organization that operates a network of health care facilities throughout Wake and Johnston counties, including a community hospital in Cary.

Park Features

- Lighted stadium field, two lighted match only fields and five additional fields
- Permanent stadium seating for 10,000 with expansion capability
- Luxury suites
- Open air, covered patios
- Concessions, locker rooms, rest rooms and meeting space
- Outstanding cross country course with 5K, 6K and 8K courses (adaptable to other distances)
- 2,600 parking spaces

Partnership Opportunities Available

The Town of Cary Parks, Recreation and Cultural Resources welcomes financial and in-kind support from the community. Sponsorship packages that can be tailored to meet you or your company's needs are available for specific programs, facilities and/or events. Contact Cary Parks, Recreation and Cultural Resources at (919) 858-0464 if you are interested in exploring available opportunities.

Tournaments and Events

For information about Youth Camps and Clinics, Cross Country Events, and Women's ACC Soccer Championships, please call (919) 858-0464. For a full schedule of events for the coming year, visit the WakeMed Soccer Park website at:

http://www.townofcary.org/Departments/Parks_Recreation_Cultural_Resources/Facilities/Sports_Facilities/WakeMed_Soccer_Park/Tournaments_and_Events.htm.

Rates and Fees – WakeMed Soccer Park

- Stadium Field: Limited availability--please call staff for more information.
- Fields 2 & 3 --\$110 per hour
- Fields 4-7 --\$65 per hour
- Field 8--\$45 per hour
- Lights (fields 2 & 3)--\$40 per hour
- Cross Country Course--\$400 per dual meet or small event. Includes use of the cross country course only.
- Larger races, events with multiple races and events needing the use of additional park facilities should call for pricing.
- Parking Lot E--\$400 per event

Building A--North & South Skybox (capacity 30) \$50 per hour

Building C

Skybox (capacity: 120) \$150 per hour
Skybox (1/4 room, capacity: 30) \$50 per hour
Skybox (1/2 room, capacity: 60) \$75 per hour
Skybox (3/4 room, capacity: 90) \$125 per hour
Party Deck (capacity: 75) \$50 per hour

Amenities

Portable Sound System - \$25 per event
Portable Scoreboard - \$25 per event
Portable Bleachers - \$50 per bleacher, per event
Stage Usage (includes set-up) \$100 per use
Security Services - based upon request
Technological Services - based upon request

Other Facilities

Other park facilities (parking lots, locker rooms, training rooms) are available for rent in conjunction with field rentals and/or separately. Additional fees apply.

Special Events

Fees for special athletic events such as tournaments, co-sponsored events, multi-field events, and cross country events, will be determined based on the size of the event, event structure, economic impact and other related criteria.

Links

Youth Soccer Associations

Capital Area Soccer League --www.casInc.com
Carolina Soccer Club -- www.crsnc.com
FC Cary Soccer Club --www.fccary.com
Fuquay Varina Athletic Association --www.fvaa.org
Johnston United Soccer Association --www.jusasoccer.org
NC Youth Soccer Association --www.ncsoccer.org

Next Level Academy --www.nextlevelacademy.com
Triangle Futbol Club --www.trianglefc.org
Triangle United Soccer Association --www.triangleunited.org
Triangle Y Soccer Club --www.triangleyssoccer.org
Wake FC - <http://wakefc.com/>

Youth Lacrosse Organizations

NC Youth Lacrosse Organizations --www.northcarolinayouthlacrosse.com
Apex Sports Authority --www.apexsportsauthority.com

Cross Country Forums

NC Prep Track www.ncpreptrack.net

Professional Soccer Leagues

Major League Soccer --www.mlsnet.com
United Soccer Leagues -- www.prosoccer.uslsoccer.com
North American Soccer League -- www.nasl.com

National/International Soccer Associations

FIFA - www.fifa.com
USSF -- www.ussoccer.com
USYSA -- www.usyouthsoccer.org
US Soccer Player's Association -- www.ussoccerplayers.com
United Soccer Leagues -- www.uslsoccer.com

Indoor Soccer Complexes

Net Sports -- www.netsportsnc.com
Dream Sports Center -- www.dreamsportscenter.com
The Factory -- www.eatshopplay.com
Sports HQ -<http://sporthq.org/>
XL Soccer World -- www.xlsoccerworld.com

Soccer Equipment Suppliers

Eurosport -- www.soccer.com
Kwik Goal -- www.kwikgoal.com

Soccer Forums

Big Soccer - www.bigsoccer.com/forum
NC-Soccer.net -- www.nc-soccer.net
Triangle Soccer Fanatics -- www.trisoccerfan.com

Professional Soccer Clubs

Carolina RailHawks--www.carolinarailhawks.com

Soccer News

ESPN Soccer Net - www.soccernet.espn.go.com
Soccer America -- www.american-soccer-news.com
Southern Soccer Scene -- www.southernsoccerscene.com

Adult Soccer Associations

NC Adult Soccer Association - www.ncsoccer.org/ncasa/English.html

Triangle Adult Soccer League --www.tasl.us

High School Soccer Information

Eurosport Scoreboard --www.eurosportscoreboard.com

North Carolina High School Athletic Association --www.nchsaa.org

North Carolina Coaches Association --www.nccoach.org

North Carolina Soccer Coaches Association --www.ncsca.org

North Carolina High --www.ihigh.com/nc

Soccer Coaches Associations/Information

National Soccer Coaches Association of America - www.nscaa.com

US Soccer Coaches Association --www.ussoccercoaching.com

Success in Soccer - <http://successinsoccer.com>

Parks and Recreation Associations

National Recreation and Parks Association --www.nrpa.org

North Carolina Recreation and Parks Association --www.ncrpa.net

Recreation Resource Services --www.cnr.ncsu.edu/rss

Local College Websites

ACC --www.theacc.com

NCAA --www.ncaa.com

Duke University --www.goduke.com

North Carolina State University --www.gopack.com

University of North Carolina at Chapel Hill --www.goheels.com

Town Sports Venues – Cary Tennis Park

This 24 acre tennis park has a building with a pro shop, offices, meeting space, locker rooms, and concessions; 28 lighted courts with covered shelters and benches; one lighted stadium court; four 36' QuickStart courts; and one practice court with double wall.

The Cary Tennis Park was expected to serve 240,000 people with an economic impact of \$1.4 million in 2011.



Economic Impact

Cary Tennis Park	FY2008 Revenues	FY2009 Revenues	FY2010 Revenues	FY2011 Projected Revenue
TOTAL REVENUE	\$804,098	\$931,164	\$1,083,278	\$1,050,000

Cary Tennis Park	2008 Season	2009 Season	2010 Season	2011 Season Projected
Total Attendance	211,219	223,049	232,838	240,000
Total Economic Impact	\$1,126,702	\$1,297,892	\$1,344,437	\$1,400,000

TOWN of CARY

Source: Town of Cary, Greater Raleigh Convention & Visitors Bureau

Improvements Identified from the Parks, Recreation, and Cultural Resources Master Plan – DRAFT, April 2012

- Cary Tennis Park – Desired improvements include indoor meeting space, staff work space, seating, permanent announcement/display and technology upgrades, more outdoor courts, indoor courts, and lighting.
- National Training Complex – Desired improvements include: technology – need to improve televising abilities, merchandise space, outdoor training space as well as office space, club house, high performance center, and meeting space.
- WakeMed Soccer Park – Desired improvements include expanding the stadium to 10,000 seats and adding skyboxes, meeting rooms, coaches training suites, and locker rooms. Additional desired future improvements include artificial turf fields, cross-country trail upgrades, and additional parking and egress enhancements.
- Other potential sports venues – Interest in a large multi-sport, field house venue with spectator seating was expressed in focus groups (multiple courts with adequate seating). Another stakeholder expressed a desire for a training center for table tennis.

Sports Venue Goals

GOAL 7: Manage the Town's competitive Sports Venues so that they are financially sustainable, continue to attract regional and national events, and are considered an asset by all citizens.

Objectives:

7.1. Implement approved projects at three sports venues based on the interlocal agreement between the Town and Wake County.

Actions:

- a. USA Baseball National Training Complex – Complete design and construction of a new 30 - 40,000 sq. ft. baseball clubhouse facility.*
- b. Cary Tennis Park – Complete improvements including construction of a new indoor tennis facility, expansion of the existing clubhouse, and development of a new outdoor pavilion.*
- c. WakeMed Soccer Park – Complete second phase of the Soccer Park Improvements, including stadium video board, artificial turf, lights, additional parking, and new pavilion/restroom.*

7.2. Diversify and maximize use of existing sports venues.

Actions:

- a. Complete analysis of the most effective regional and national events to attract to the sports venues to increase their financial viability.*
- b. Monitor balanced local and regional/national sports venue use as defined in the sports venue business plans.*
- c. Provide public education and communication regarding the field management needs to maintain quality competitive athletic fields.*

7.3. Explore partnership and funding opportunities for additional sport venues, including a large field house with multi-use athletic spaces to address local, regional, and national demand for tournaments and special events.

Actions:

- a. Conduct a feasibility study to identify the potential location, funding, design, and operations of a field house with flexible programming and activity spaces.*
- b. Consider adding the elements of indoor multi-sport synthetic turf fields, hard surface or multi-sport surfacing, meeting rooms, coaches training suites, locker rooms, and exercise and fitness areas.*

E. Case Study 4 – Dick’s Sporting Goods Park – Commerce City, Colorado

Background – A public/private partnership with the City of Commerce City

The Dicks Sporting Goods Park opened in 2007 as the home to Major League Soccer's Colorado Rapids. DSG Park, as it is commonly known to locals, has a seating capacity of 18,086 for most MLS games and can expand to over 26,000 for certain events. The Dick's Sporting Goods Park box office is located at 6000 Victory Way in Commerce City, Colorado. The pitch was built for \$131 million and currently has a surface of Kentucky Blue Grass. Some memorable DSG Park events have included International Soccer matches like team USA vs. Brazil, Australia, Costa Rica, and Guatemala.

Complex Overview

Dick’s Sporting Goods Park field complex consists of 24 full-size, fully-lit sports fields, including 22 natural grass and 2 synthetic turf fields. The natural grass fields are available for rent to the public from April – November, weather permitting. The synthetic turf fields are available for rent to the public year-round. The fields at the complex feature full lighting for both day and nighttime use, as well as permanent restrooms, water, and concession stands.

Fields layouts and dimensions of the complex are lined for regulation soccer field size. Fields can also be configured to accommodate any organization’s needs or requirements for practice, leagues, special event or tournament use (example: youth 3v3 soccer, flag football, boys and girls lacrosse, etc.). *NOTE: additional striping, painting and/or labor fees may apply for this service.*

Since April 2007, Dick’s Sporting Goods Park has hosted a myriad of both youth and adult practices, leagues, events and tournaments, including, but not limited to:

- Soccer
- Lacrosse
- Rugby
- Flag football
- Gaelic games (hurling, Gaelic football)
- Ultimate Frisbee
- Kickball
- Dodgeball

Dick’s Sporting Goods Park also hosts several camps, clinics, national tournaments, and international events throughout the year. Additionally, the complex serves as the home of the Colorado Rapids Soccer Academy and the Arsenal Center of Excellence.



Dicks' Sporting Goods Park FAQs

Park location:

The complex is located nine miles northeast of downtown Denver in Commerce City, Colorado. The complex is just north of the Northfield Stapleton development, and is conveniently located between downtown Denver and DIA airport. It is a little more than a mile north of the intersection of I-70 and Quebec Street, at the juncture of 60th and Quebec. The actual address of the stadium is 6000 Victory Way, Commerce City, CO 80022.

Total size of the complex:

The Dick's Sporting Goods Park entire footprint is comprised of 917 total acres.

What is the Dick's Sporting Goods Park Complex comprised of?

The development is a joint project of Kroenke Sports & Entertainment and Commerce City that includes an 18,000-seat home stadium for the Colorado Rapids Major League Soccer Club, and 24 fields surrounding the stadium that are used for team practice fields, both youth and adult soccer leagues, and match fields for numerous sports. Additionally, the site contains the new city offices of Commerce City, retail development, and a visitor's center that will serve as the entryway to the Rocky Mountain Arsenal Wildlife Refuge and the offices of the US Fish and Wildlife service.

Parking at the complex:

Dick's Sporting Goods Park has nearly 5,000 parking spaces located on the grounds of the complex. There is no additional charge to park at the stadium, as parking fees are already built into the price of event tickets.

Box office hours:

Box office operating hours and other ticketing information can be found on line.

Outside food and drink:

Outside food and/or beverages may not be brought into the stadium. Fans entering the stadium for Rapids games, concerts, or other events should leave their food and beverages in their vehicles. Guests ARE allowed to bring in personal water bottles, provided they meet the following guidelines. As always, event specific policies could change this policy at any time.

Guests are allowed to bring water bottles into the stadium provided they meet the following guidelines:

- Must be 32 oz. or less and in a clear plastic bottle. All labels must be removed from the bottle before entering the stadium.
- Factory sealed or unsealed.
- Must be water. No other liquids of any kind.
- Water may not be in aluminum or metal cans of any kind.

Food and beverage items ARE permitted out on the fields complex.

ATMS at the stadium:

There is one ATM located outside the stadium, on the west side of the stadium next to the ticket office between gates "F" and "G". There are also ATM's located inside the stadium on the south concourse, by the Cantina, above section 118.

Stadium restaurant:

Yes, there is the Stadium Cantina, located at the south end of the stadium that typically opens a few hours ahead of scheduled events at the stadium. The Cantina is also available for rent on an individual basis.

Public transportation:

Yes, the #88 RTD bus route stops right at the corner of the complex, on the corner of 56th & Quebec.

How does Dick's Sporting Goods Park compare to soccer – specific stadium complexes around the world?

Dick's Sporting Good Park is the largest and most state-of-the-art professional stadium & soccer complex in the world. The soccer-specific stadium and the complex, comprised of 24 additional fields surrounding it, is the largest professional complex in the USA as well. Also, no other stadium in the world has a fully-integrated electronic signage system, comprised of the video board, ribbon boards, marquee, and stadium clocks all as part of the same electronic system, as Dick's Sporting Goods Park does.

Who owns the stadium?

The city of Commerce City owns the stadium. Kroenke Sports & Entertainment operates the venue.

What was the total cost of building the complex?

The project was budgeted at \$131 million and included construction of the stadium, playing fields, and infrastructure improvements leading to the complex, such as roads.

Who are the principles behind Dick's Sporting Goods Park?

The complex was developed by Kroenke Sports & Entertainment – owner of Colorado Rapids, as well as the NBA Denver Nuggets, NHL Colorado Avalanche, NLL Colorado Mammoth, Pepsi Center, Paramount Theatre, Altitude Premium Consulting, Opera Shop production services group and co-owner of the AFL Colorado Crush and Universal Lending Pavilion – and the city of Commerce City, Colorado.

How much did taxes increase to pay for the complex?

Commerce City residents paid no additional tax. All costs were paid by Kroenke Sports & Entertainment or through issuance of bonds that do not require taxpayer subsidy.

Who contributed to the stadium complex cost?

Kroenke Sports & Entertainment and Commerce City split the cost of the project evenly with KSE and Commerce City providing roughly \$65 million each.

Who can use the stadium facilities?

The stadium is the home of Colorado Rapids, who are the primary tenant. Concerts, high school events, corporations, businesses, community organizations and other outdoor sports entities are patrons of the stadium as well.

Portions of the stadium can also be rented out to interested parties by KSE for both public and private events. The complex fields are available to a wide variety of youth and adult sports leagues. There are no "free use" times on the fields complex, all fields are scheduled and reserved through the Rapids offices.

Is the stadium used for other events besides Colorado Rapids matches?

Yes. The venue to date has hosted several other events, such as outdoor concerts, international soccer matches, the 2007 MLS All-Star Game, Colorado's biggest 4th of July fireworks show, festivals, Easter and Halloween community events, outdoor wrestling matches, health fairs, and many other types of events.

How does this stadium fit in with the other Denver sports venues?

Colorado sports fans have long embraced new venues as a means for improving the state's sports culture and Denver is one of an elite few cities to have built a new football stadium, a new baseball stadium, a multi-purpose arena, and state-of-the art college facility within the past decade. This soccer-specific stadium complex provides numerous options for improving the sport of soccer, and the entire complex will lead the way in developing both the top domestic and international youth soccer programs located anywhere in the Rocky Mountain region.

What was the complex's timetable?

Preliminary designs for the site and stadium were made public in late 2004, with groundbreaking for the stadium taking place in Spring 2005. The complex was officially dubbed Dick's Sporting Goods Park on Nov. 11, 2006. The stadium complex was completed in time for the grand opening on April 7, 2007. Other phases of the project, such as retail development, will be developed over the next 10 years.

How can one learn more about the steps that Commerce City and Dick's Sporting Goods Park have taken to mitigate noise levels from the complex?

Dick's Sporting Goods Park and the city of Commerce City are committed to maintaining acceptable noise levels at and around the complex.