

LA QUINTA, CALIFORNIA

Community Services Master Plan Appendices

MAY 2007

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**SPECIAL THANKS TO THE COMMUNITY, CIVIC ORGANIZATIONS, STAKEHOLDERS,
DESERT SANDS UNIFIED SCHOOL DISTRICT, LA QUINTA BOYS & GIRLS CLUB, AND
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Table of Contents

Appendix A. Focus Group Results	5
Appendix B. Results from La Quinta GRASP® Survey	17
Appendix C. Statistically Valid Survey - Executive Summary	25
Appendix D. California Trends	55
Appendix E. National Trends	67
Appendix F. GRASP® Inventory Spreadsheet.....	83
Appendix G. GRASP® Inventory Map- Perspective A.....	91
Appendix H. Private Grant and Philanthropic Agencies	95
Appendix I. Sample Partnership Policy	113
Appendix J. Sample Field Use Policy	127
Appendix K. Survey Maps	135
Appendix L. GRASP® Maps Perspectives B-G.....	155
Appendix M. Recommendations Map	169



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Appendix A. Focus Group Results

Focus Group Questions

Participants: 14, 11, 8 = 33 plus seniors (separated)

1) **How long have you been a resident of La Quinta?**

__2, 1,3__ <5 years

__2, 1,0__ 5-9 years

__6, 4,1__ 10-19 years

__1, 1,3__ 20+ years

__4, 1,1__ Not a city resident, but use programs and services

2) **What are the key issues and values in the La Quinta community that need to be considered while developing this master plan?** (*Charted on wall*)

- Safety for kids, accommodating valley growth, keeping quality with growth, known for and commitment to arts, finding balance between needs of everybody, the mountains, old-world charm and history, changing demographics - getting younger, skyline and seeing stars at night, healthy and active population that enjoys and experiences the mountains, the trails, recognize charitable groups, bring back kids after they are grown, agricultural heritage, too much density, congested streets, timing of things that are being built, parking, access to the delicate resources of the mountains, need more parks and green space, space for seniors, well maintained facilities but difficult to do this if they are over-used, sense of community and ownership, encourage other cities to keep up with what LQ offers so their residents don't need to come here for services, how to pay for all of this. Attracting educational institutions.
- Natural beauty/desert life, air, cultural mix of people, historical, safety, outdoor opportunities, small town atmosphere, family attitude/ interest/ activities/ city's commitment, used to be quiet, less development, preserve green/ open space, physical fitness/ exercise/ outdoor/ health and wellness, welcome visitors/ friendliness/ even within the gated communities as well as the entire City, history of volunteerism, old town, strength of staff/ communication/accessible/ well run City/ willingness to listen
- Safety, crime prevention in parks, CPTED, access to mountains and natural environment, preservation of environment, using environment as art, passive enjoyment of nature, not enough for kids to do, family and kid oriented community, lower avg. age in LQ, diversity of economic, ethnic, religious population, especially diverse in the Cove

3) **Where do you go to recreate? What parks do you visit? What other providers do you use?** (*X is what was mentioned*)

- City of La Quinta Community Services (indicate all that apply)
 - Bear Creek Trail & Fred Wolf Nature Preserve 5, X,6
 - Cove Oasis Trailhead 7, X,3
 - Velasco 2,0



- Eisenhower Park 6,0
- Fritz Burns Park 13,3
- Seasons Park 0,0
- Saguaro Park 0,0
- Sports Complex 12,5
- La Quinta Park 12 , X,2
- Desert Pride Park 2,0
- Adams Park 10,0
- Monticello 0,1
- Dog park X
- Trails X (Bike and climb mountains)
- Senior Center X
- Old Town X
- Private or public schools 9,4
- Private Country Clubs (golf/tennis, health & fitness) 6, X,1
- Churches 1,0
- La Quinta Boys and Girls Club 7,2
- Youth Sports Organizations 7,4
- Private instruction (dance, martial arts, etc.) 0 , X, 2
- Community Associations 2,1
- Private health clubs 3,1
- Coachella Valley Rec & Park District 9, X,3
- YMCA of the Desert 0 , X,2
- Lake Cahuilla Regional Park 5 ,1
- Don't use indoor facilities 0,
- Other Senior Center 4,3Library 9,6 Civic Center Campus 7,4

4) What are the City's strengths when it comes to community services, parks, recreation, trails and open space that should be continued over the next ten years?

- Leader in the valley in providing multi-use trails, cultural programming, the arts, concerts, museum and tours, heritage programs, size and quantity of the park system, accessibility to people in charge, small town feel, providing neighborhood parks so you can walk to them, graffiti abatement
- Nice program (attractive and a lot of interesting offerings, variety), concert in the park, partnerships with other orgs (YMCA, Boys and Girls Clubs), excellent communication/accessible, creative and forward thinking/getting input from the community, special events, City supports the efforts of the Community Service Department with maintenance/problems/promptness/graffiti
- Leadership, support of council for Community Services, graffiti abatement, neighborhood focus, outreach to community



5) **On a scale of 1-5, how satisfied are you with the quality of current programs offered? And why? (1 = Not At All Satisfied - 5 = Very Satisfied) (not all groups answered this question)**

Programs	1= 0, 0,0	2= 0, 0,0	3= 1, 0,3	4= 8, 7,4	5= 1, 1,0
Facility	1= 0,0	2= 0,1	3= 3,3	4=4,4	5=1,0
Parks	1= 0	2= 1	3= 3	4=3	5=1
Fields	1= 0	2= 1	3= 3	4=0	5=0

6) **What additional programs or activities do you feel the City should offer that are currently not available? (Charted on wall)**

- Bike safety course, preserve open space, proper maintenance of what we have, outside revenue generators, increase use of under-utilized facilities, development of indoor space, indoor programs for the summertime, better coordination and cooperation with the school district
- Teenage activities/variety - band concerts/music they play; movie theaters; adult sports leagues; summer time day camps for kids; aerobics/fitness for adults; lap and master swimming; lectures; preschool age basic sports; festivals art/food/dance/music/all ages; farmers market; youth sports camps/fundamentals/development; special needs programs for all ages/inclusion
- Increase hours of operations at pool, transportation for seniors beyond Sunline, Farmers Market, develop public awareness of desert as a valuable natural resource

7) **Are there any parks, programs or facilities currently available that should be eliminated? If so, which ones and why?**

- Don't penalize people for unsolved problems like lack of parking.
- None
- Pool - consistent schedule?

8) **On a scale of 1 to 5, how satisfied are you with the quality of the existing City parks and level of maintenance provided by the City? And why? (1 = Not At All Satisfied - 5 = Very Satisfied) (not all groups answered this question)**

1=0, 0	2=1, 0	3=6, 0	4=7, 7	5=0, 0
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9) **On a scale of 1 to 5, how satisfied are you with the quality of the existing city recreation facilities and level of maintenance provided by the City? And why? (1 = Not At All Satisfied - 5 = Very Satisfied) (not all groups answered this question)**

1=0	2=0	3=1	4=10	5=2
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10) On a scale of 1 to 5, how satisfied are you with the quality of the existing Coachella recreation facilities and level of maintenance provided by the City? And why? (1 = Not At All Satisfied - 5 = Very Satisfied) (not all groups answered this question)

1=0 2=0 3=2 4=5 5=0

11) On a scale of 1 to 5, how satisfied are you with the quality of the existing sports facilities and level of maintenance provided by the City? And why? (1 = Not At All Satisfied - 5 = Very Satisfied) (not all groups answered this question)

1=4 2=4 3=0 4=1 5=0

12) What improvements are needed in existing parks and recreation facilities or maintenance? Please identify the location and specifics of any maintenance concerns. Where are these improvements needed?

- Shade, door at senior center, more trash cans, doggie waste bags, drinking fountains, picnic tables, pest control, spray grounds, barbecues, misters, signage and maps for parks and trails, communications, information on the web site, art in public places although some people don't know where the art is and developers are not being encouraged as strongly as before to do this, timing of stop lights
- benches in parks; shade; trees; drinking fountains; picnic tables; renovation of existing pool; La Quinta park (remove shrubs and plant trees with benches under and add walking path); temporary shade until trees mature; security (vandalism and graffiti prevention, lighting, visual site lines for police, cameras, adequate setbacks, design standards), separate or dedicated walk/bike paths
- Repurpose ball fields at La Quinta park, rustic trail along Montezuma in the Cove to make a loop trail, signage for who to call about dog and code compliance

13) What NEW recreation facilities or amenities would you like to see the City provide? (Charted on wall)

- Indoor theater for performing arts, amphitheater, sports complex with indoor track, fitness and wellness, work with the tribe to buy land, more trails with low level lighting and signage, more activities for seniors, more transit opportunities, use the wash for trails, etc.
- Multipurpose gym; movie theater; community center with indoor walking track and other indoor space; fitness/health and community spaces for social/meetings; parks for picnic areas/historical preservation of native American Indians/date grove park for recognition of agricultural past (asparagus, tomatoes, date groves); indoor pool; lighted sports fields (soccer, baseball, football) where appropriate; spray ground; pocket parks especially in the Cove; skating rink



- Paths and trails using area washes, cart path between LQ Hotel and Old Town, more sports fields especially soccer, sports complex, shopper bus, land for future recreational purposes

14) Are there any portions of the community that are underserved? Please explain (i.e., what market segment needs more attention, like age groups, geographic locations, special interest groups, etc.). *(Charted on wall)*

- Adults 30 - 50 year-round residents for things like softball, events, etc.
- Need to plan ahead for the sphere of influence area.
- Teens (sports and other activities), skating areas
- Adult programs
- Special needs
- Teens
- Timing of services to fit people's needs
- Tourists and visitors not informed about natural area, trail, etc
- Crime prevention through design, signage

15) On a scale of 1 to 5, how would you rate the quality of customer service provided by the Community Services Department? Please elaborate. (1 = Poor - 5 = Excellent) *(not all groups answered this question)*

1=0, 0, 0 2=0, 0, 0 3=1, 0, 3 4=3, 1, 4 5=8, 7, 2

16) On a scale of 1 to 5, how effective is the Department in seeking feedback from the community and users on improving its performance? (1 = Not At All Effective - 5 = Very Effective) *(not all groups answered this question)*

1=0, 0, 0 2=0, 0, 1 3=2, 0, 0 4=7, 3, 4 5=2, 5, 0

17) Who are the key partners and stakeholders we need to speak with to create the best possible master plan for the community? *(Charted on wall)*

- School District - DSUSD (for facility use partnership)
- CVAG
- Surrounding communities
- Police and Fire
- Non-profits
- CV P&R Dist
- CVWD
- Developers
- Bureau of Reclamation, MT. Conservancy, Chamber of Commerce, County, Tribes, BLM
- Wal-mart and other major employers (let them know what the City is doing for quality of life for the employees and the community)
- La Quinta Arts Foundation
- Chamber of Commerce
- Civic - Suroptimists, Rotary
- Youth Sports Assn
- Indian Wells Tennis Facility



- Neighboring Cities
- Historical Society
- COD
- HOA's
- Local Veterinarians
- Police and Sheriffs
- Equestrian - Polo and Horsey Times
- Communities within the City of La Quinta
- CVA
- COD
- Osher Learning
- Salton Sea Authority
- Citizens
- Churches
- Airport

The school district has an amphitheater that the City built with re-development funds

18) Are there any sensitivities we should be aware of that could impact the success of the Community Services Department's and City's master planning efforts? (*Charted on wall*)

- The environment
- Being business-friendly to build economy
- Cultural sensitivities
- Agency egos and competition between other cities
- Noise, light, traffic, growth
- Water
- Bi-lingual Community
- Surrounding homeowners (for lighting and park development)
- Balance between retiree population and the newer/younger families; and between the Cove (established) and North (new); and the gated communities versus non-gated communities (PGA is part private and part open to the public)
- Balance between old town values and new growth
- Under representation of racial minority groups in the government and perhaps City staff
- Age differences have different interests; demographics;
- Income levels; vast range
- Those with need for financial assistance to participate
- Convince gated communities that they have a stake in the community,
- Adequate electricity, etc. resources



19) During the next ten years, what should be the top community service priorities for the City? (Charted on wall)

- Space and land
- Funding
- Transportation
- Preservation
- Develop partnerships for facilities - 8
- Land acquisition - 6
- Community Center with a focus on wellness with a large gym and pool - 3
- Diversity in program, ages, income, variety, interests - 4
- Preserving/maintaining the natural beauty, culture, history of the place and people - 7
- Safety - through design - 2
- Land Acquisition
- Safety Through Design
- Funding
- Preservation of Natural Environment
- Maintaining and Improving What We Have

20) Where do you get information on community services? Are there any cost-effective methods the City should use to distribute information about parks, open space, trails, and recreation services?

- Newspapers
- Brochures
- Mailings
- Word of mouth
- Internet

- Desert Sun
- Brochure
- Internet
- City newsletter through the Chamber of Commerce (mailed)
- The Gem
- City report
- La Quinta Sun - weekly paper is a sub of the Dessert Sun

- Chamber Newsletter
- Mass media - radio, TV
- City Report
- La Quinta Quarterly

Please complete the GRASP® questionnaire on park amenities, cultural, historic and other programs and services, and walk time.

Thank you for your time and participation!



SENIOR - Focus Group Questions
14 total participants

1) How long have you been a resident of La Quinta?

- | | |
|--|---|
| <input type="checkbox"/> 1 ___ <5 years | <input type="checkbox"/> 2 ___ 20+ years |
| <input type="checkbox"/> 3 ___ 5-9 years | <input type="checkbox"/> 0 ___ Not a city resident, but use programs and services |
| <input type="checkbox"/> 3 ___ 10-19 years | |

2) What are the key values in the La Quinta community that need to be considered while developing this master plan? (Charted on the wall)

- Put Christmas back into Christmas (not holiday)
- Variety, quality of services and availability of services to all
- ADA considerations
- Open space and environment- views, preservation, not building on our mountains
- Code enforcement, safety and police and fire services
- education
- recreation
- communication and accessibility to council and mayor - open times
- staff of the city
- street beautification/ median plantings (but need to keep lines of sight open- identified as a bit of a maintenance issue)
- lack of light pollution - darker sky
- art in public places

3) Where do you go to recreate? What parks do you visit? What other providers do you use? (X= was mentioned)

- City of La Quinta Community Services (indicate all that apply)
 - Bear Creek Trail & Fred Wolf Nature Preserve
 - Cove Oasis Trailhead X stargazing
 - Velasco
 - Eisenhower Park
 - Fritz Burns Park X, X special events
 - Seasons Park
 - Saguaro Park
 - Sports Complex X
 - La Quinta Park
 - Desert Pride Park
 - Adams Park
 - Monticello
 - Civic Park X
- Private or public schools X
- Facilities of Neighboring Cities X Indio Sr. Center and Library
- Private Country Clubs (golf/tennis, health & fitness) X Eldorado Riding Club
- Churches X
- Casinos X



- La Quinta Boys and Girls Club
- Youth Sports Organizations
- Private instruction (dance, martial arts, etc.)
- Community Associations
- Private health clubs
- Coachella Valley Rec & Park District
- YMCA of the Desert
- Lake Cahuilla Regional Park X
- Don't use indoor facilities
- Other

4) What are the City's strengths when it comes to community services, parks, recreation, trails and open space that should be continued over the next ten years?

- Support for instructors, (also identified as a problem)
- Lots of activities available
- Park improvements, accessibility
- Sr. Center is clean and comfortable
- Youth programs
- Good communication about programs and services

5) On a scale of 1-5, how satisfied are you with the quality of current programs offered? And why? (1 = Not At All Satisfied - 5 = Very Satisfied)

1= 0 2= 0 3= 3 4= 2 5= 1

6) On a scale of 1 to 5, how satisfied are you with the quality of the existing City parks and recreation facilities and level of maintenance provided by the City? And why? (1 = Not At All Satisfied - 5 = Very Satisfied)

1= 1 2= 0 3= 2 4= 5 5= 0

7) What improvements are needed in existing parks and recreation facilities or maintenance? Please identify the location and specifics of any maintenance concerns. Where are these improvements needed?

- Exterior building maintenance
- Front door needs to be fixed, replace with automatic door
- Need to protect the infrastructure of the sr. Center facility; renters are not always careful; also all other facilities of the City
- Need more maintenance staff to keep up with all needs; also need set up, tear down help
- Resurface parking lot at Sr. Center/Library - gravel is hard to negotiate.
- Center gets a lot of use - all ages

8) What additional programs, facilities or activities do you feel the City should offer that are currently not available? - (Charted on the wall)

- Fees are too high- structure needs to be evaluated; more classes at a lower cost for lower income seniors;
- Indio is more "senior friendly"; refreshments are important; losing a lot of seniors to Indio; they have a different approach. Young staff at La Quinta Sr.



Center - do not relate to seniors, don't have the same experience level and "wisdom" to share. Other opinion; like the young staff- they work harder, bring other things to the table. Volunteer senior greeter would help the situation.

- Pay instructors for more classes; support for "free teachers"
- Tours - art, interpretation of mosaics and other resources
- Dog code compliance
- Need more classroom space; need more storage space
- Need volunteers or greeters to welcome people to the center
- More art in public places - arts group has been unresponsive, not open to new volunteers; appeal to fine arts mostly
- Need more welcoming volunteer activities for art shows; need to let people know about RSVP and other opportunities
- Outreach needed - program should match demographic of community.
- Arts and crafts; more arts XX
- More trips
- People don't mind paying for something when they are getting value back.
- Class on history of the desert XX
- Bingo and other less expensive classes
- Better communication about services
- Music - combo or band, use for dances, chorale
- Walking club
- Youth/senior interaction
- Indoor warm water therapy pool (small) - some consider this too expensive to consider
- Membership - staff/board needs to be proactive about collecting membership fee renewals
- Communicate efforts of the Board - so more are aware of the great things that are being done
- Improve computer class so it doesn't die
- Lunch program

9) Are there any parks, programs or facilities currently available that should be eliminated? If so, which ones and why?

- None

10) On a scale of 1 to 5, how would you rate the quality of customer service provided by the Community Services Department? Please elaborate. (1 = Poor - 5 = Excellent)

1= 0 2= 2 3= 2 4= 4 5= 0

11) On a scale of 1 to 5, how effective is the Department in seeking feedback from the community and users on improving its performance? (1 = Not At All Effective - 5 = Very Effective)

1= 0 2= 4 3= 2 4= 0 5= 0



- 12) During the next ten years, what should be the top 5 community service priorities for the City (*Charted on the wall*)**
- Affordability -Very rich and very poor community - how do we deal with?
 - Maintenance of what we have
 - Addition to Senior Center - classrooms and study areas, fitness, therapy pool, better kitchen, storage
 - Safety and security in the community - especially Civic Campus
- 13) Where do you get information on community services? Are there any cost-effective methods the City should use to distribute information about parks, open space, trails, and recreation services?**
- Thursday La Quinta Sun
 - Desert Post Weekly
 - Not computer
 - Flyers, printed publications
 - Radio

Please complete the GRASP® questionnaire on park amenities, cultural, historic and other programs and services, and walk time.

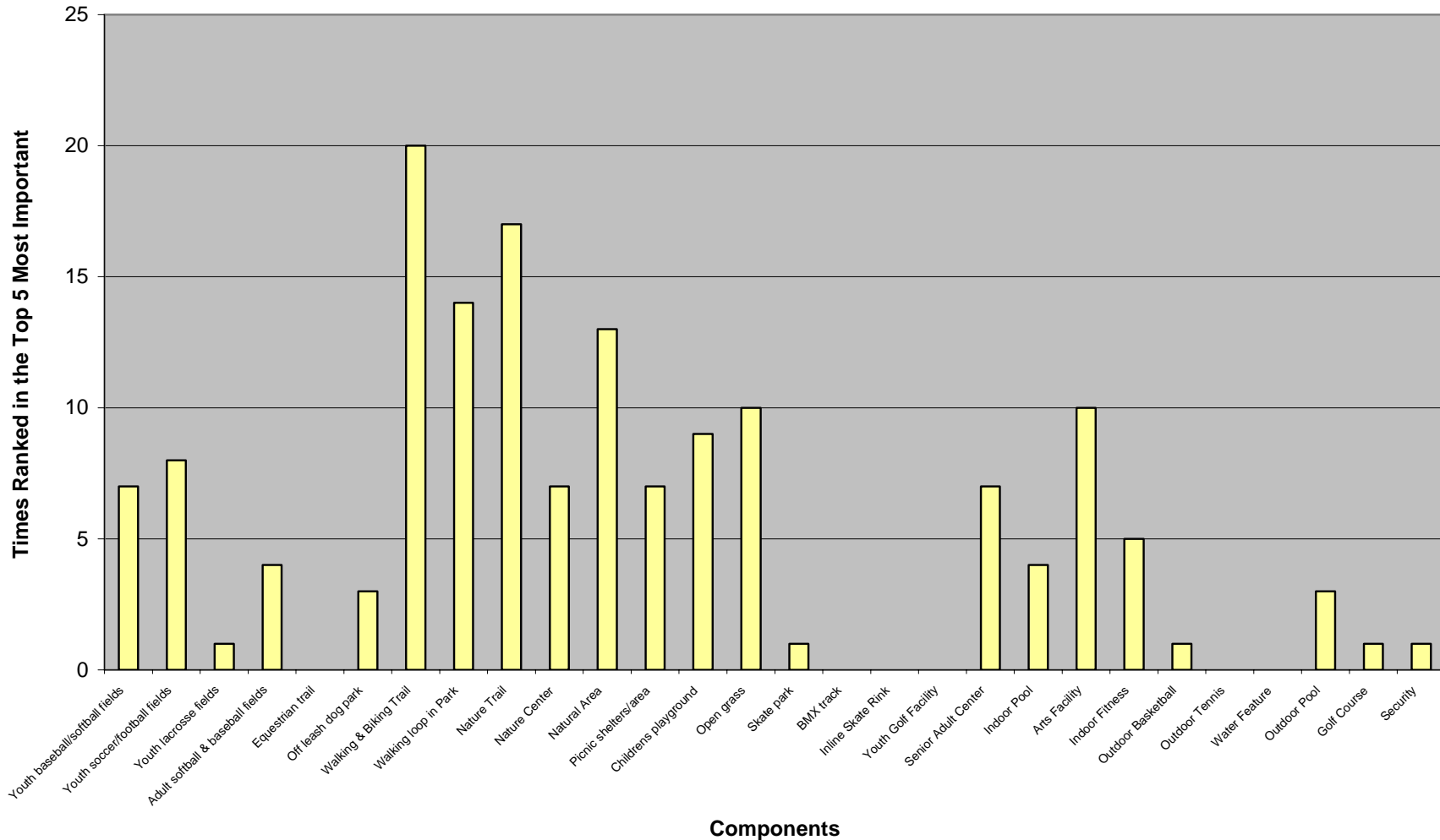
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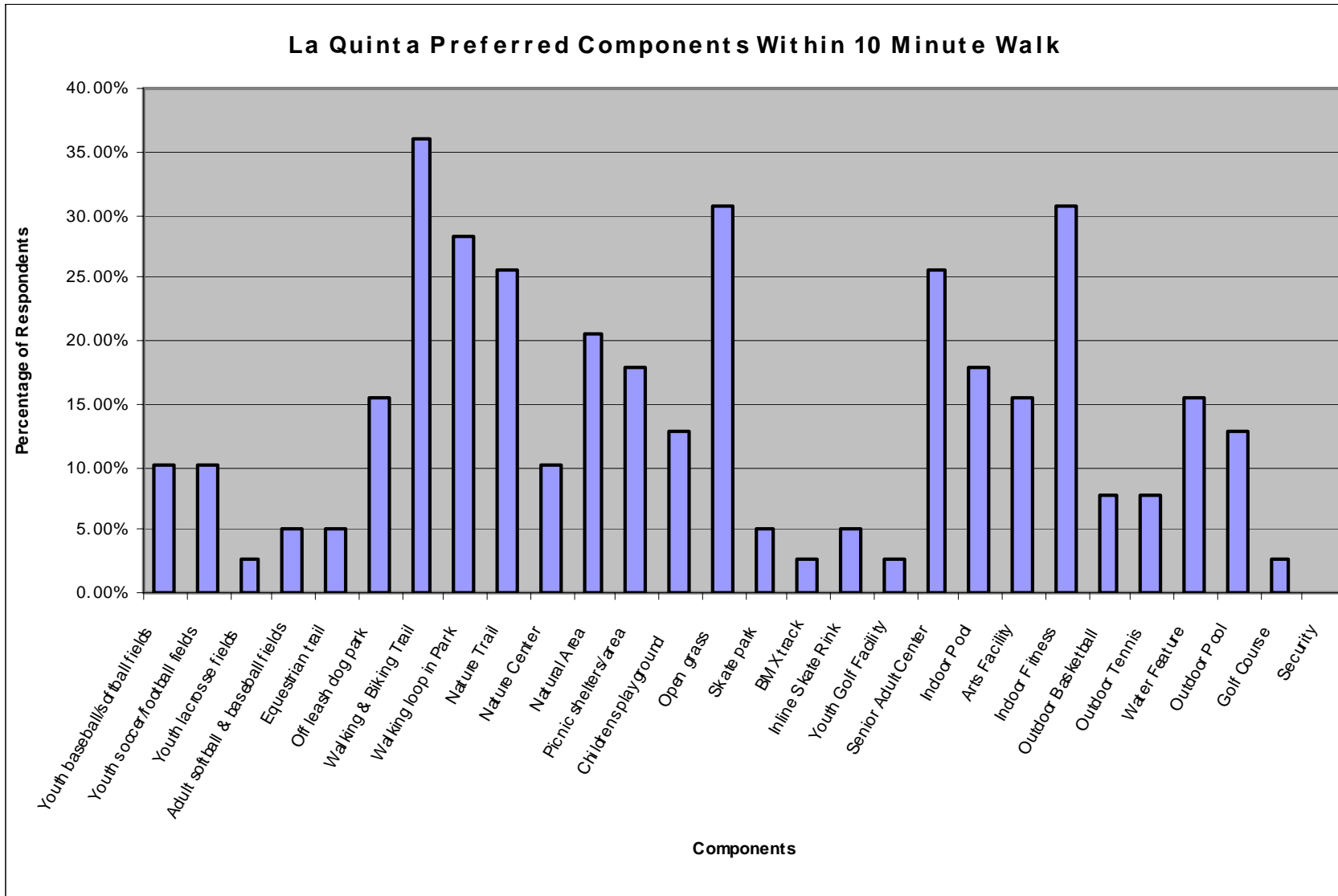


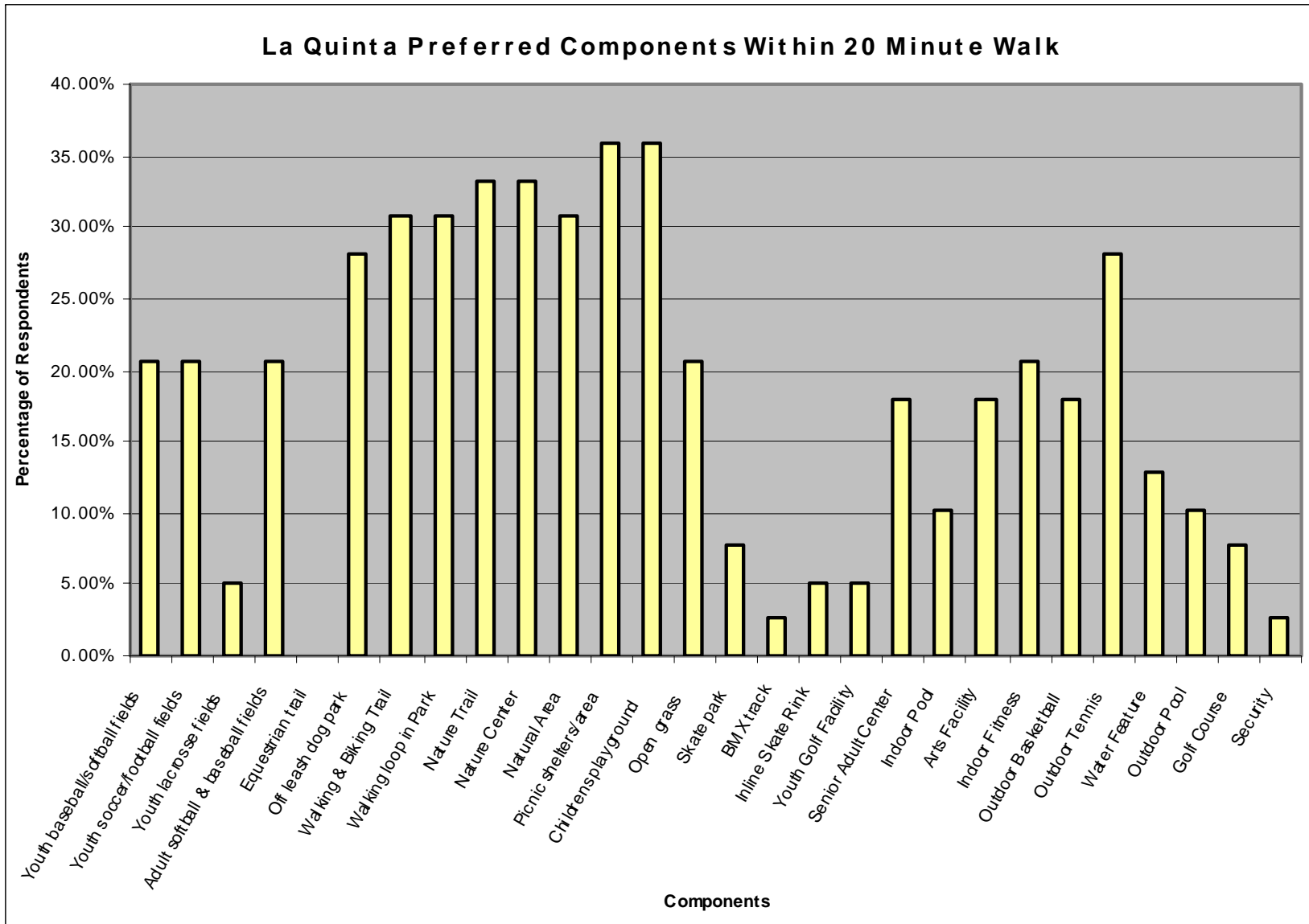
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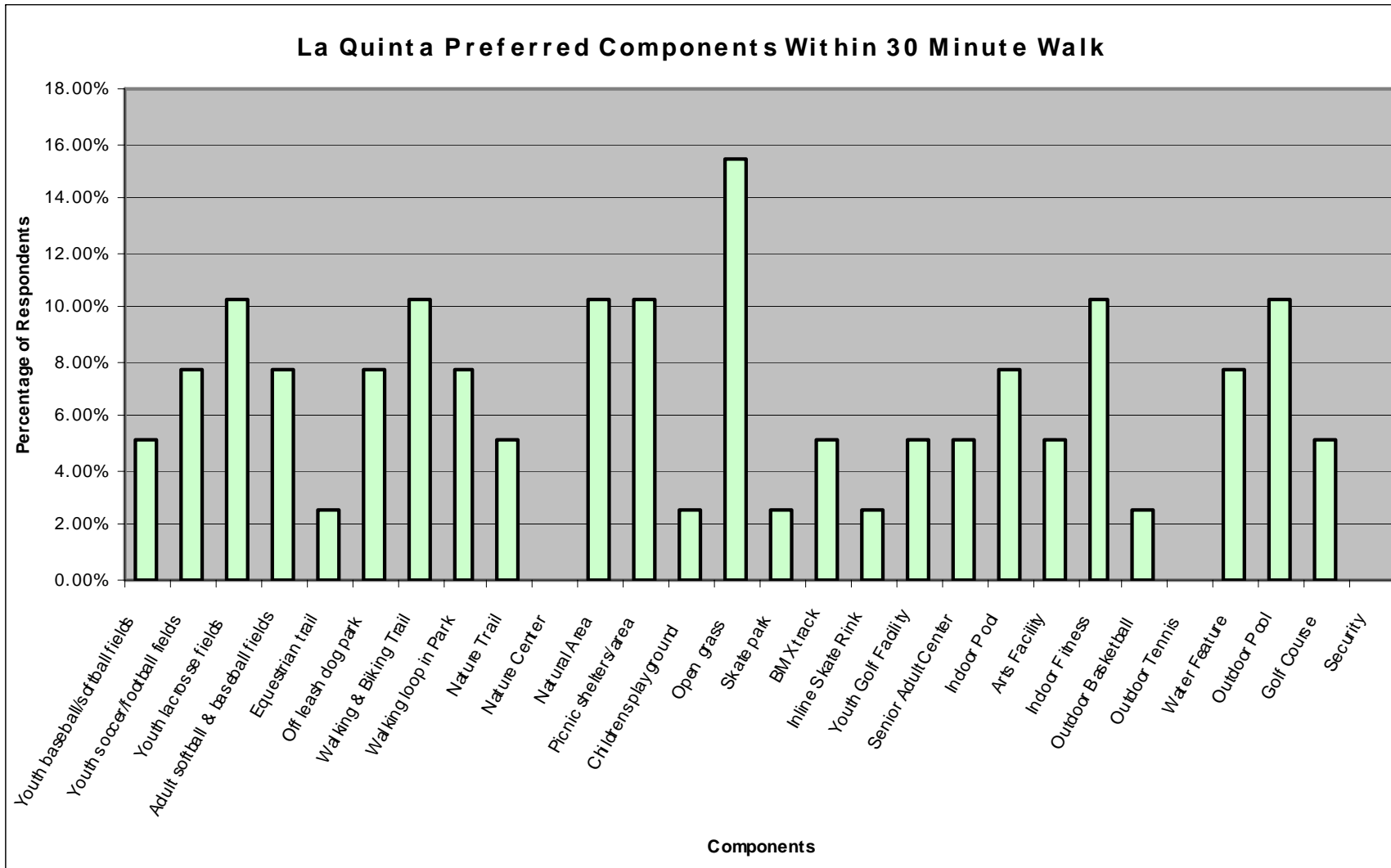
Appendix B. Results from La Quinta GRASP® Survey

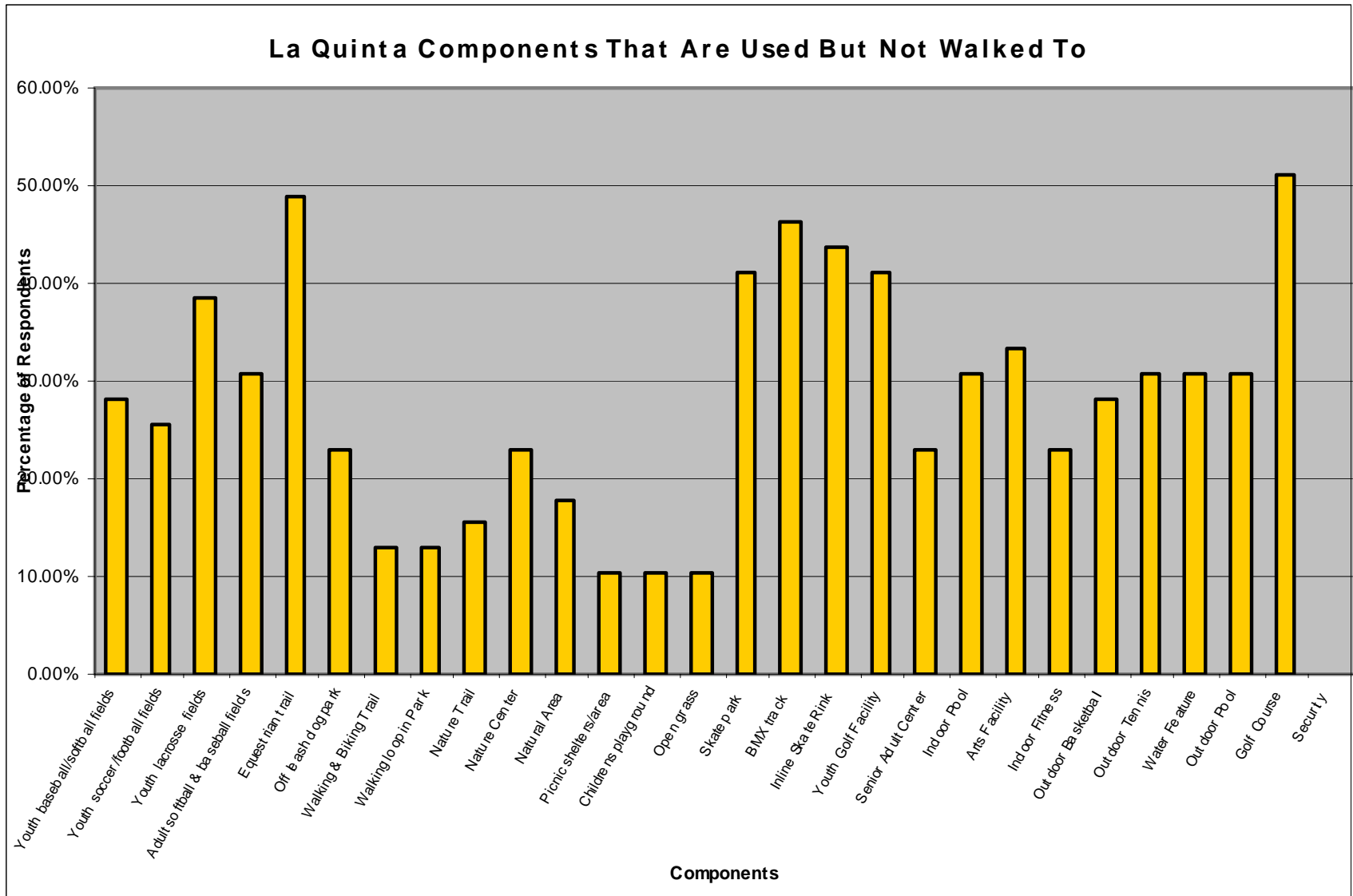
La Quinta Outdoor Facilities Ranking Based on Walking Distance from Home



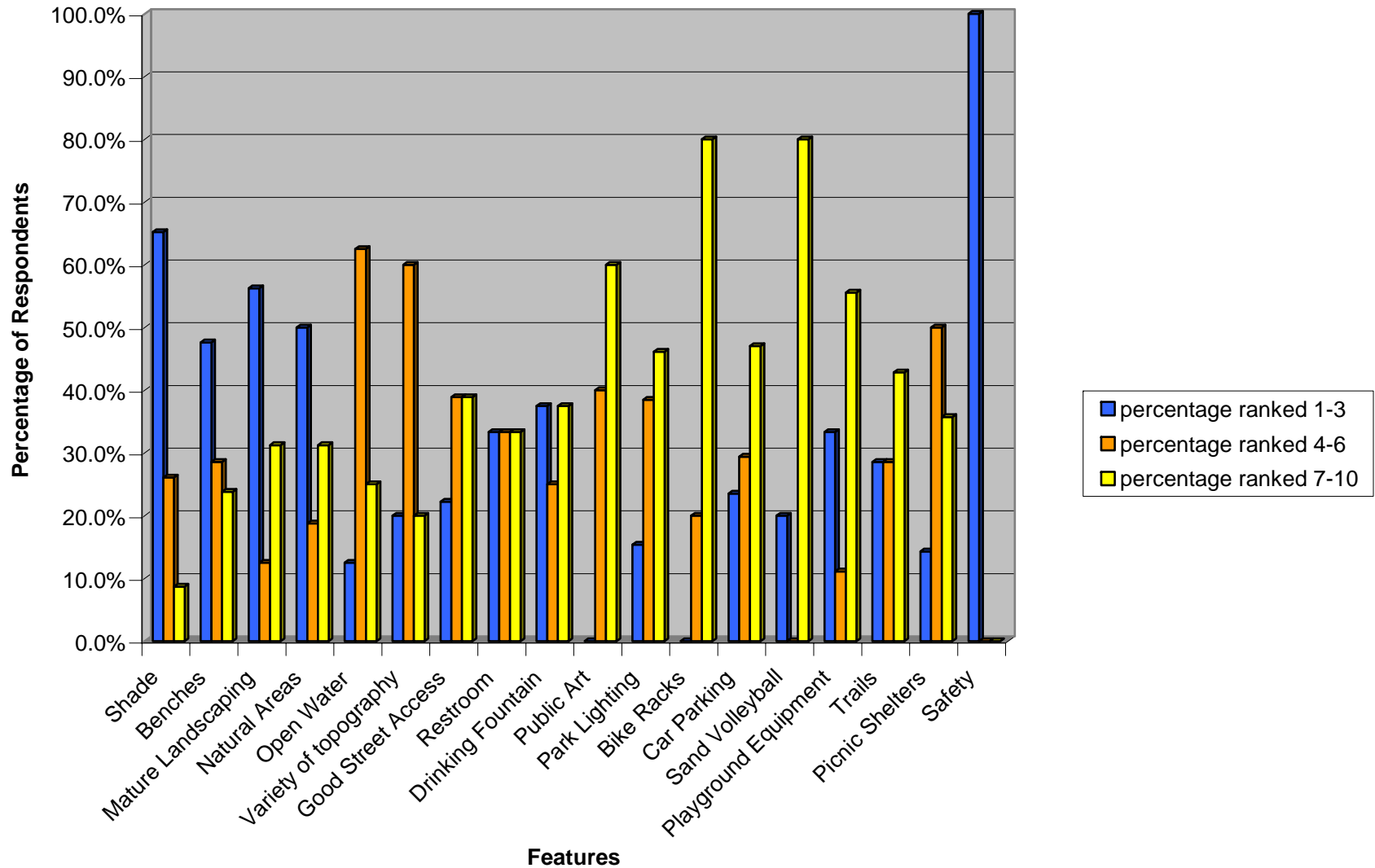




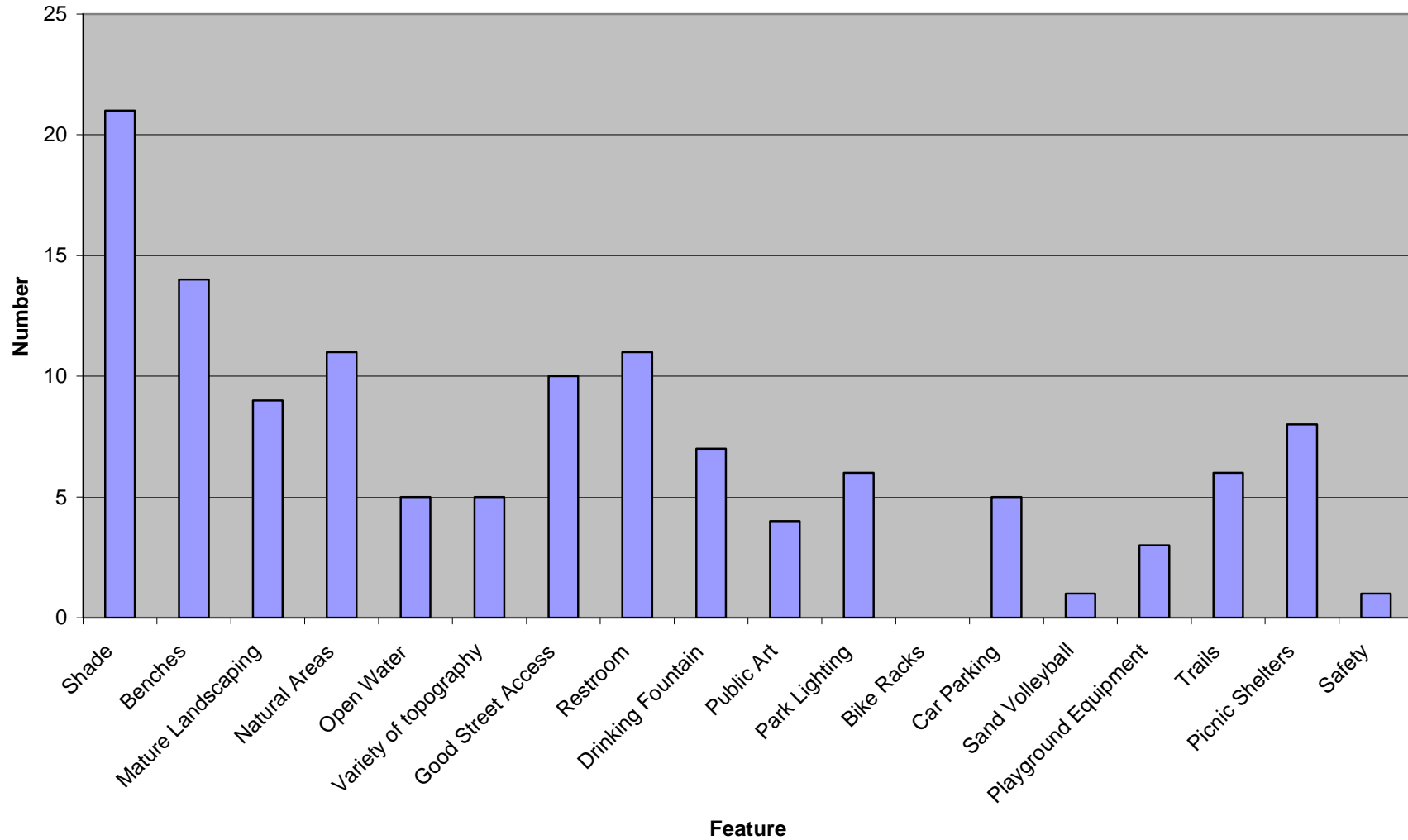




La Quinta Important Park Features Ranking



La Quinta Number of Times Park Feature Ranked in Top 5 Most Important



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Appendix C. Statistically Valid Survey - Executive Summary

Community Attitude and Interest Survey Executive Summary of Citizen Survey Results

Overview of the Methodology

The City of La Quinta conducted a Community Attitude and Interest Survey from October through December of 2006 to help establish priorities for the future development of facilities, programs and services in the community. The survey was designed to obtain statistically valid results from households throughout the City of La Quinta and from a section of the surrounding area identified as the “Sphere of Influence.” The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with City of La Quinta officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

In October 2006, surveys were mailed to a random sample of 1,500 households in the City of La Quinta and in the “Sphere of Influence.” Approximately three days after the surveys were mailed, each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone, either to encourage completion of the mailed survey or to administer the survey by phone.

The goal was to obtain a total of at least 400 completed surveys. This goal was accomplished, with a total of 426 surveys having been completed. Of the 426 surveys, 391 are from City of La Quinta residents, and 35 from residents living in the “Sphere of Influence.” The results of the random sample of 426 households have a 95% level of confidence with a precision of at least +/-4.7%.

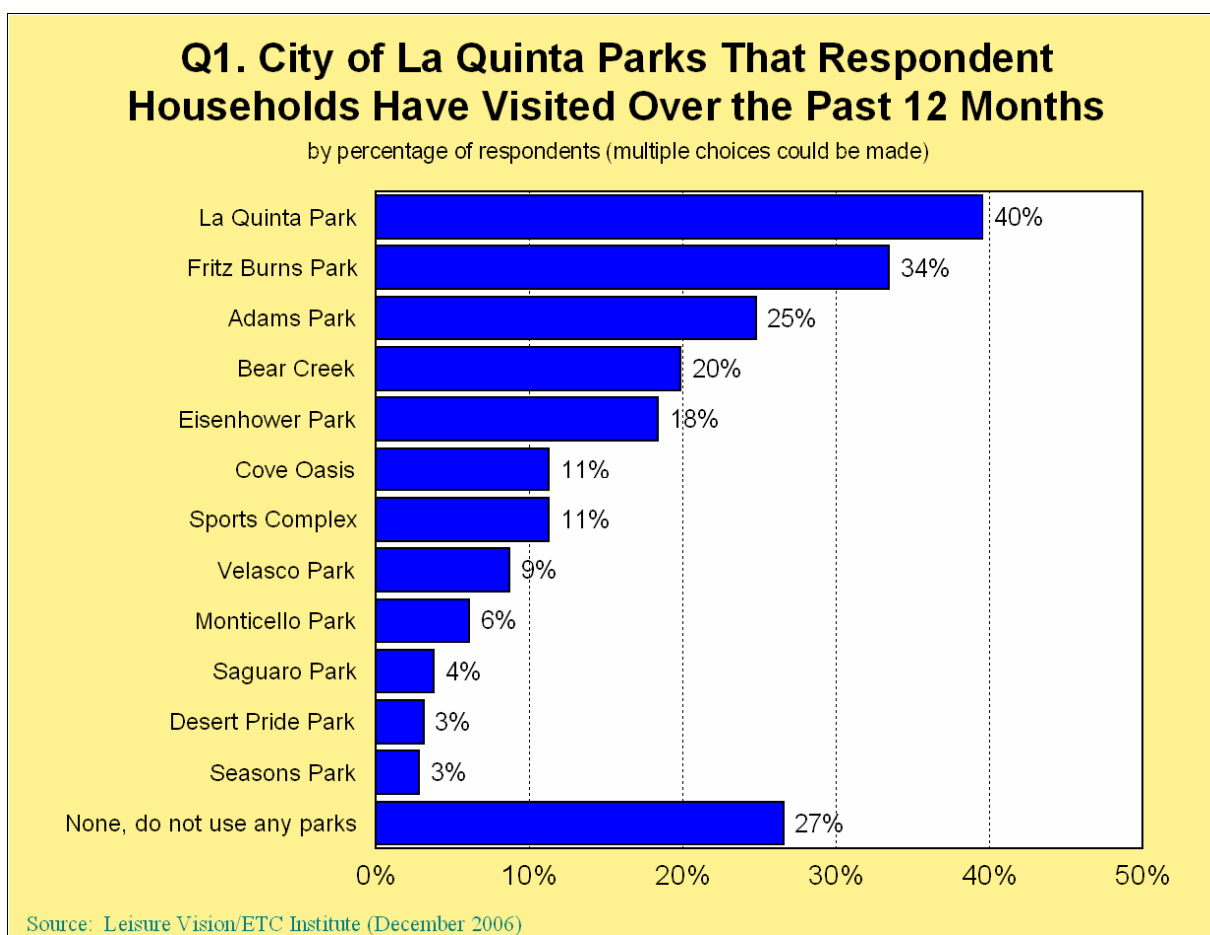
The major survey findings summarized on the following pages are based on the 391 surveys completed by City of La Quinta residents.



Visitation of Parks Over the Past 12 Months

From a list of 12 City of La Quinta parks, respondents were asked to indicate all of the ones they and members of their household have used over the past 12 months. The following summarizes key findings:

- **La Quinta Park (40%) is the park that the highest percentage of respondent households have visited over the past 12 months.** The other parks visited by the highest percentage of respondent households include: Fritz Burns Park (33%), Adams Park (25%) and Bear Creek (20%). It should also be noted that 70% of respondent households have used at least one of these 12 parks during the past 12 months.



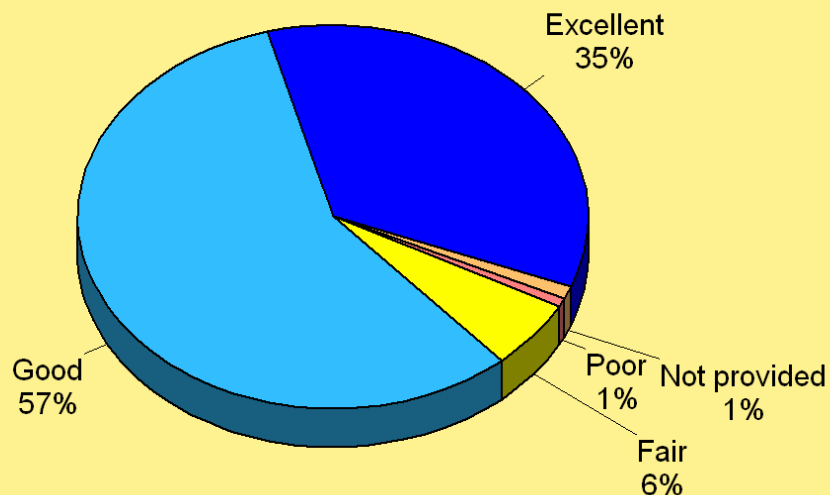
Physical Condition of Parks

Respondent households that have visited City of La Quinta parks over the past 12 months were asked to rate the physical condition of all the parks they have visited. The following summarizes key findings:

- **Of the 70% of respondents that have visited parks during the past year, 92% rated the physical condition of all the parks they have visited as either excellent (35%) or good (57%).** An additional 6% of respondents rated the parks as fair, and 1% rated them as poor.

Q1a. Respondents Rating of the Overall Physical Condition of ALL the City of La Quinta Parks Visited

by percentage of respondent households that have visited City of La Quinta parks over the past 12 months



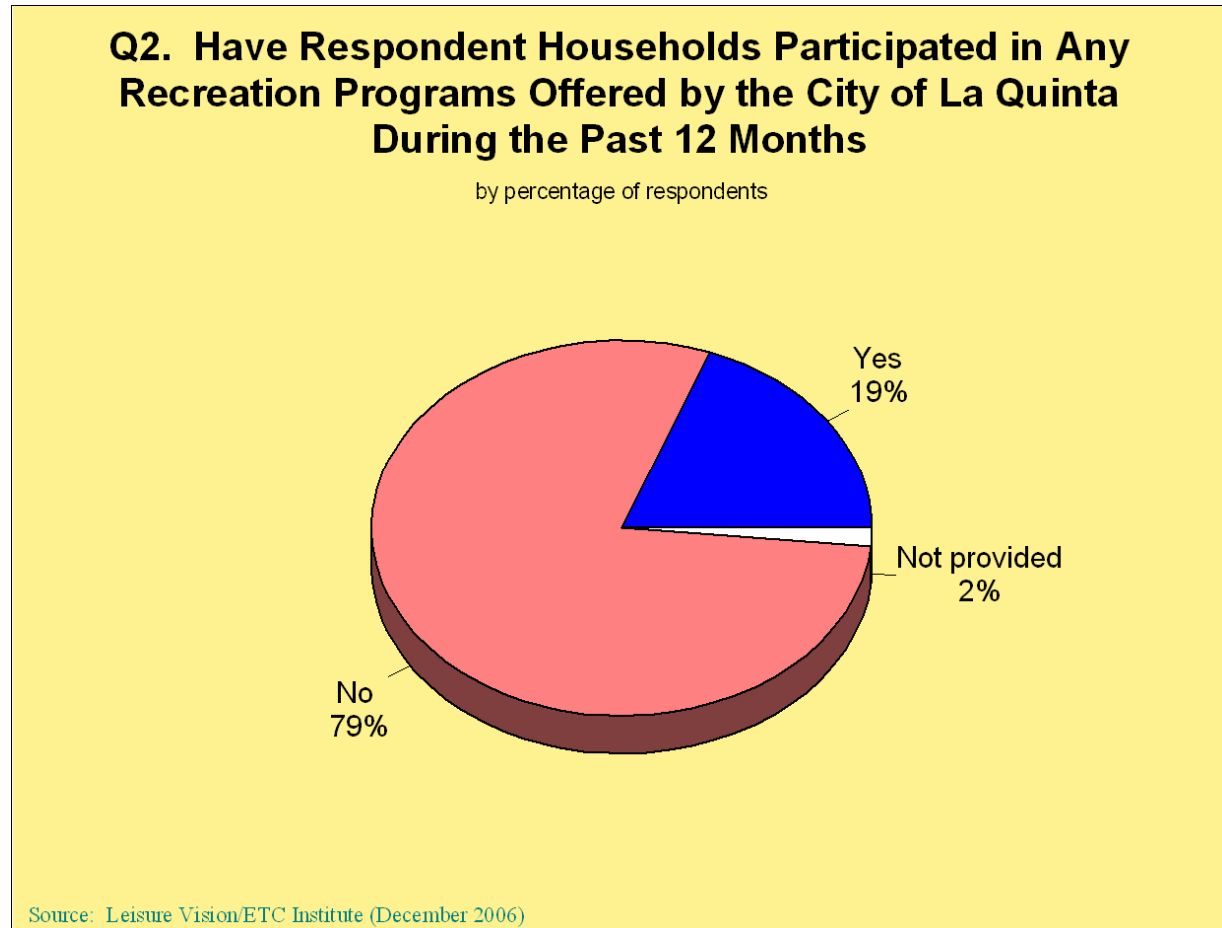
Source: Leisure Vision/ETC Institute (December 2006)



Participation in City Recreation Programs

Respondents were asked if they or members of their household have participated in any recreation programs offered by the City of La Quinta during the past 12 months. The following summarizes key findings:

- **Nineteen percent (19%) of respondent households have participated in recreation programs offered by the City of La Quinta during the past 12 months.**



Quality of Recreation Programs

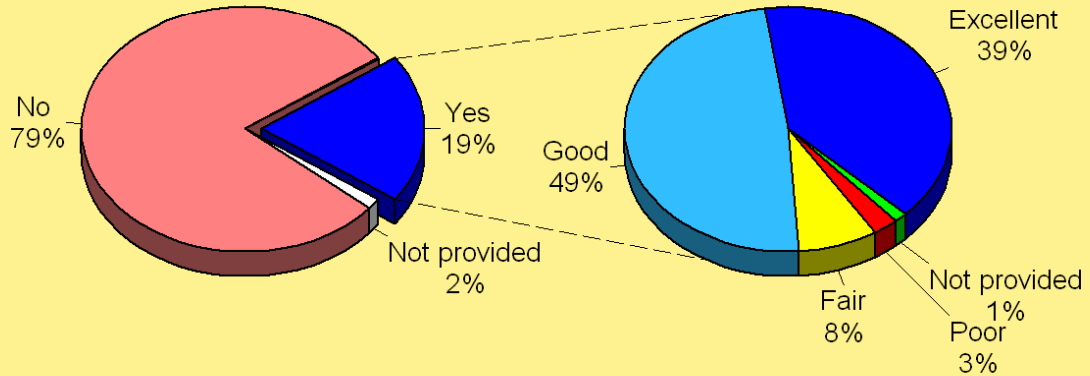
Respondent households that have participated in recreation programs offered by the City of La Quinta during the past 12 months were asked to rate the quality of the programs they have participated in. The following summarizes key findings:

- **Of the 19% of respondent households that have participated in City of La Quinta programs during the past 12 months, 88% rated the programs as excellent (39%) or good (49%).** In addition, 8% of respondents rated the programs as fair, and 3% rated them as poor.

Q2. Have Respondent Households Participated in Any Recreation Programs Offered by the City of La Quinta During the Past 12 Months

by percentage of respondents

Q2a. How Respondents Rate the Quality of the Programs They Have Participated in



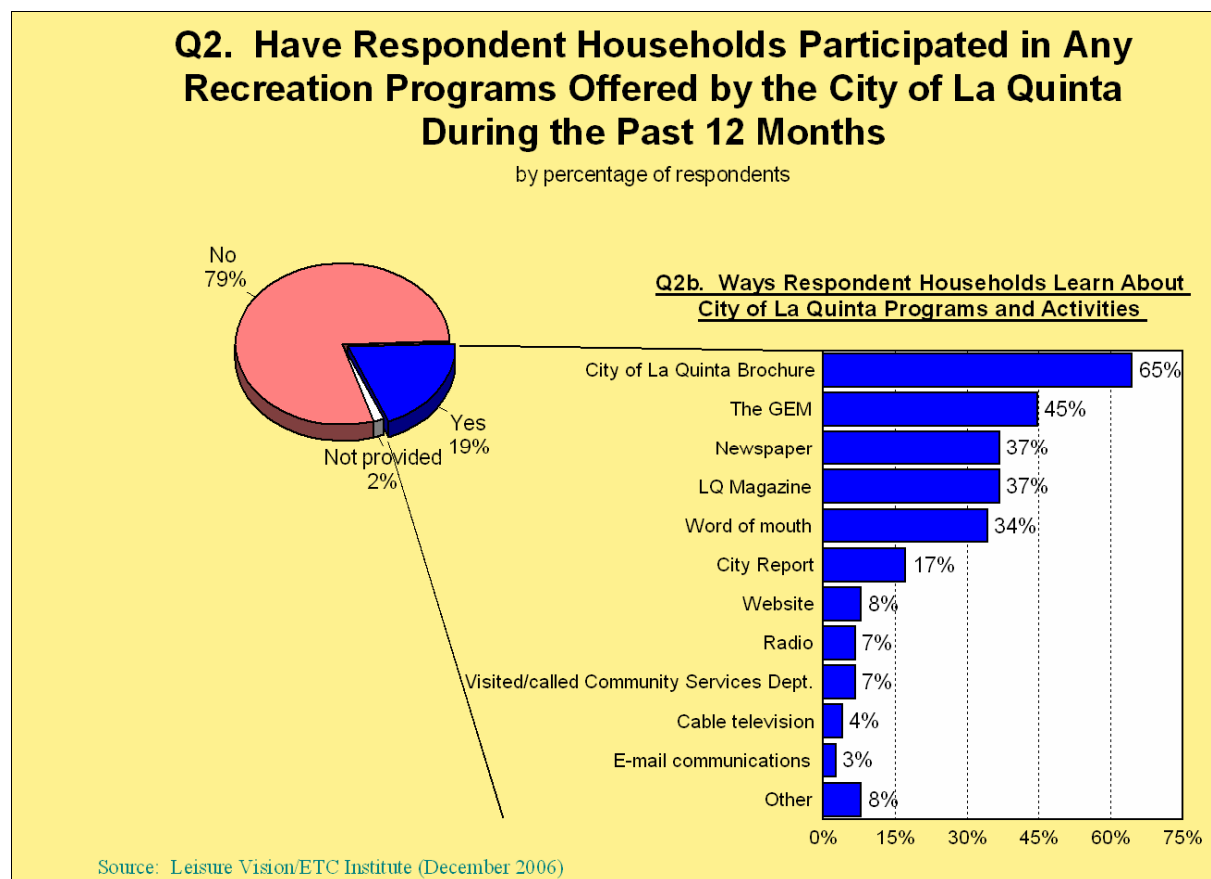
Source: Leisure Vision/ETC Institute (December 2006)



Ways Respondents Learn About Programs and Activities

From a list of 11 options, respondent households that have participated in recreation programs offered by the City of La Quinta during the past 12 months were asked to indicate all of the ways they learn about City programs and activities. The following summarizes key findings:

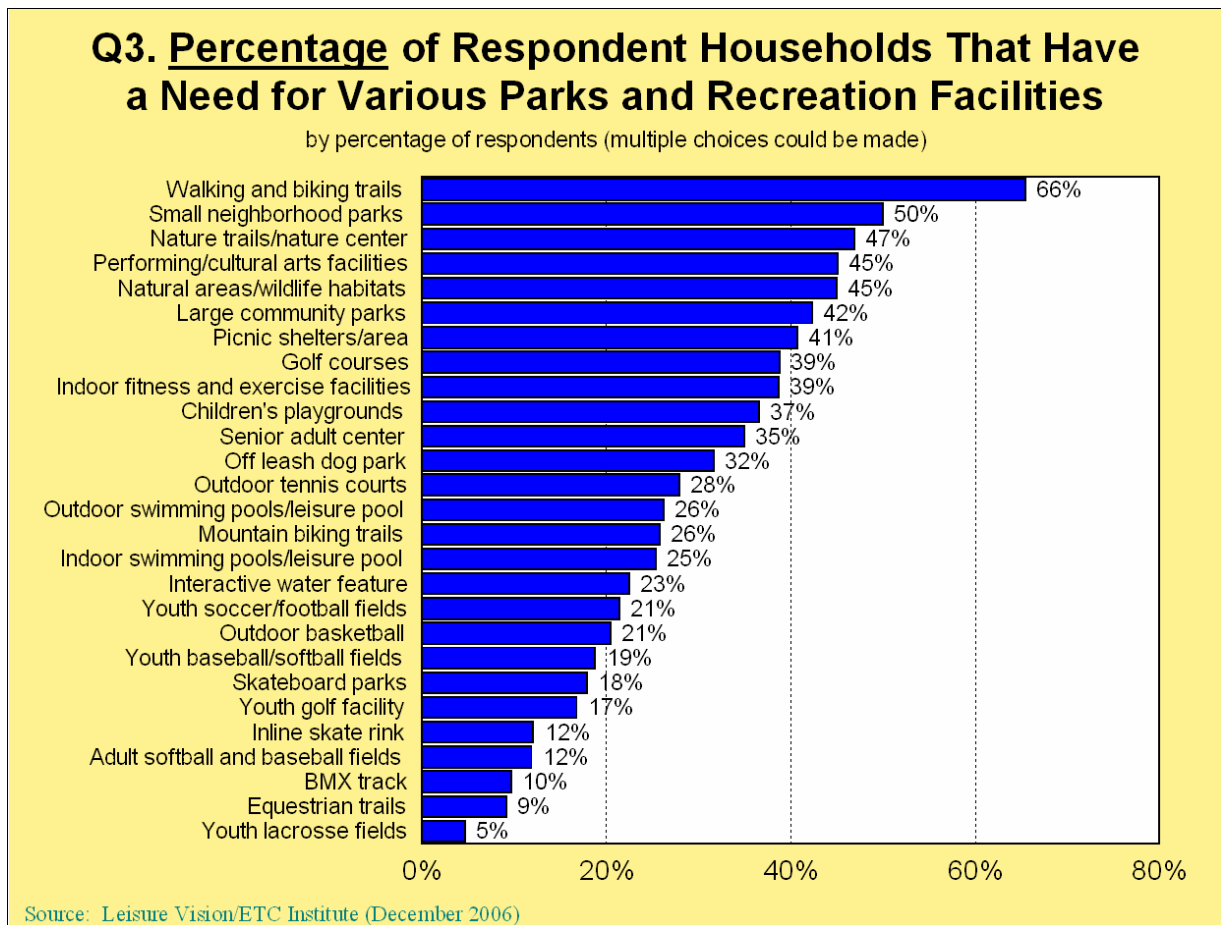
- **Of the 19% of respondent households that have participated in City of La Quinta programs during the past 12 months, the City of La Quinta Brochure (65%) is the most frequently mentioned way respondents learn about City programs and activities.** The other most frequently mentioned ways that respondents learn about programs and activities include: The GEM (45%), newspaper (37%), LQ Magazine (37%), and word of mouth (34%).



Need for Parks and Recreation Facilities

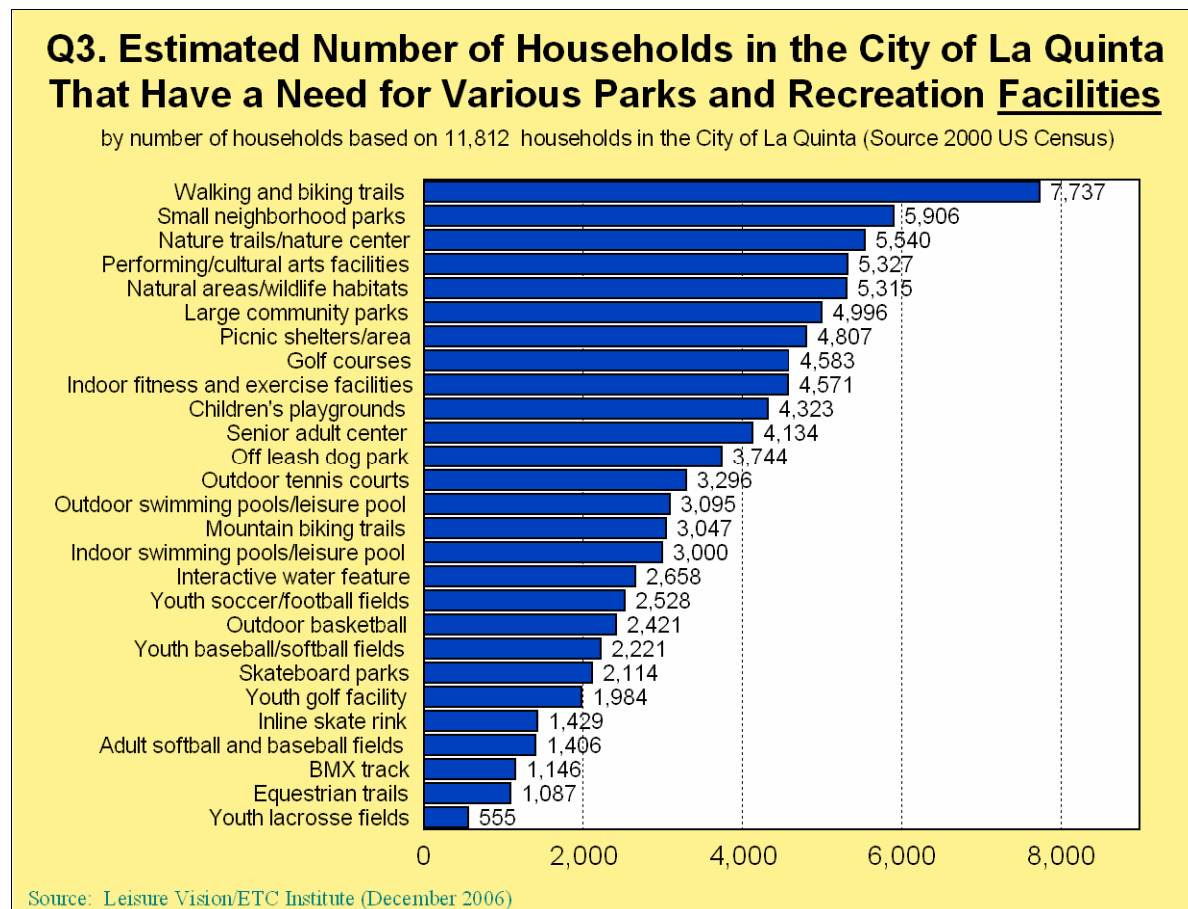
From a list of 27 various parks and recreation facilities, respondents were asked to indicate which ones they and members of their household have a need for. The following summarizes key findings:

- There are seven parks and recreation facilities that over 40% of respondent household have a need for: walking and biking trails (66%), small neighborhood parks (50%), nature trails/nature center (47%), performing/cultural arts facilities (45%), natural areas/wildlife habitats (45%), large community parks (42%) and picnic shelters/areas (41%).



Need For Parks and Recreation Facilities in La Quinta

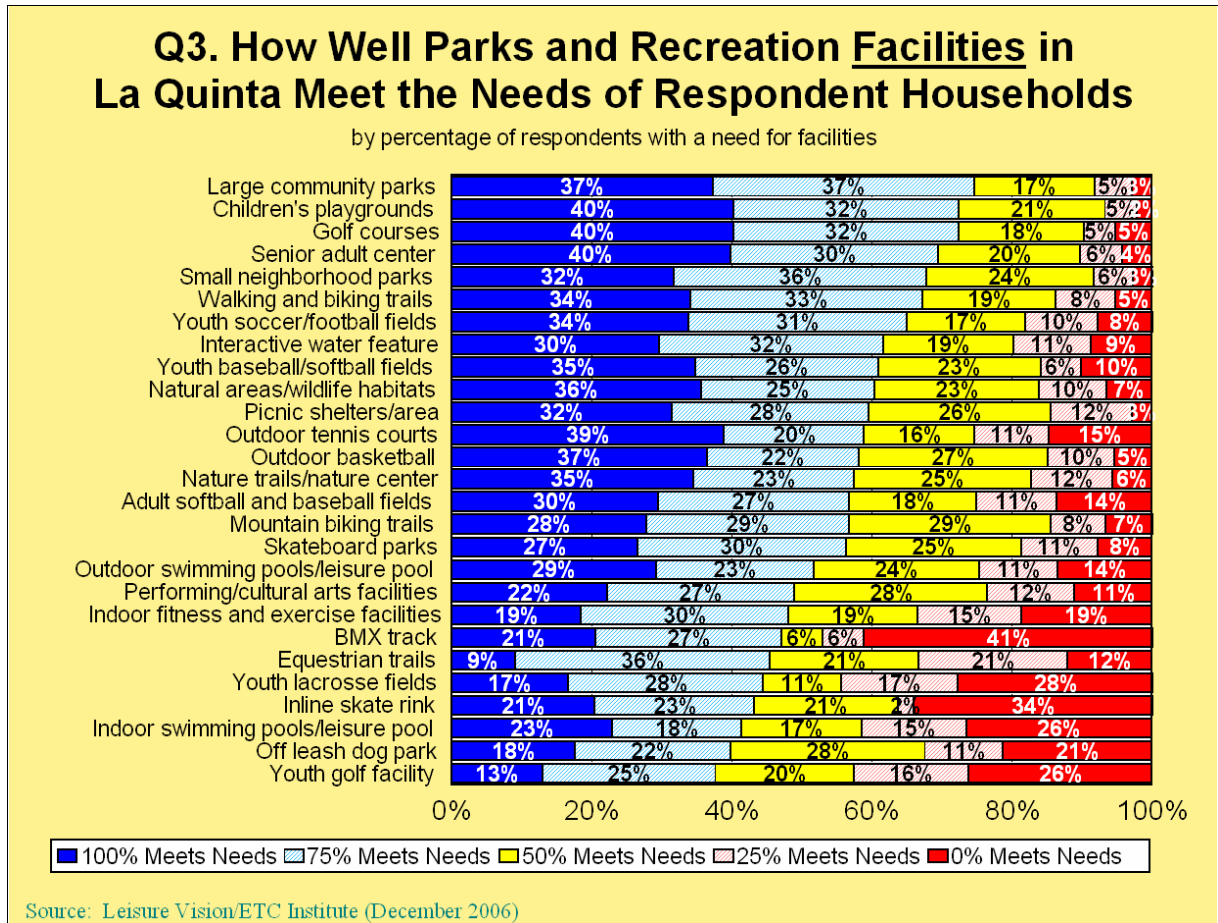
From the list of 27 parks and recreation facilities, respondents were asked to indicate which ones they and members of their household have a need for. The graph below shows the estimated number of households in the City of La Quinta that have a need for various parks and recreation facilities, based on 11,812 households in the City.



How Well Parks and Recreation Facilities Meet Needs

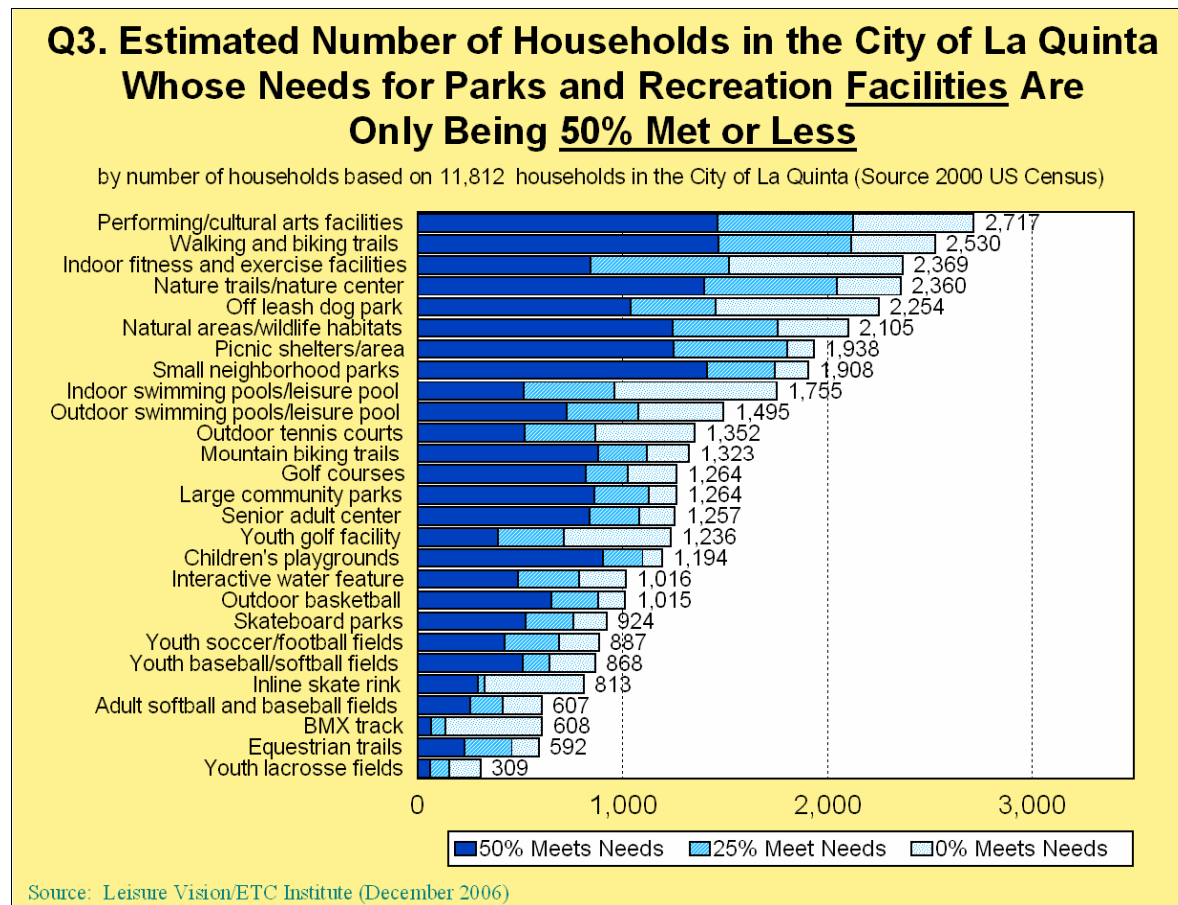
From the list of 27 parks and recreation facilities, respondent households that have a need for facilities were asked to indicate how well these types of facilities in La Quinta meet their needs. The following summarizes key findings:

- For all 27 facilities, 40% or less of respondents indicated that the facility completely meets the needs of their household.



La Quinta Households with Their Facility Needs Being 50% Met or Less

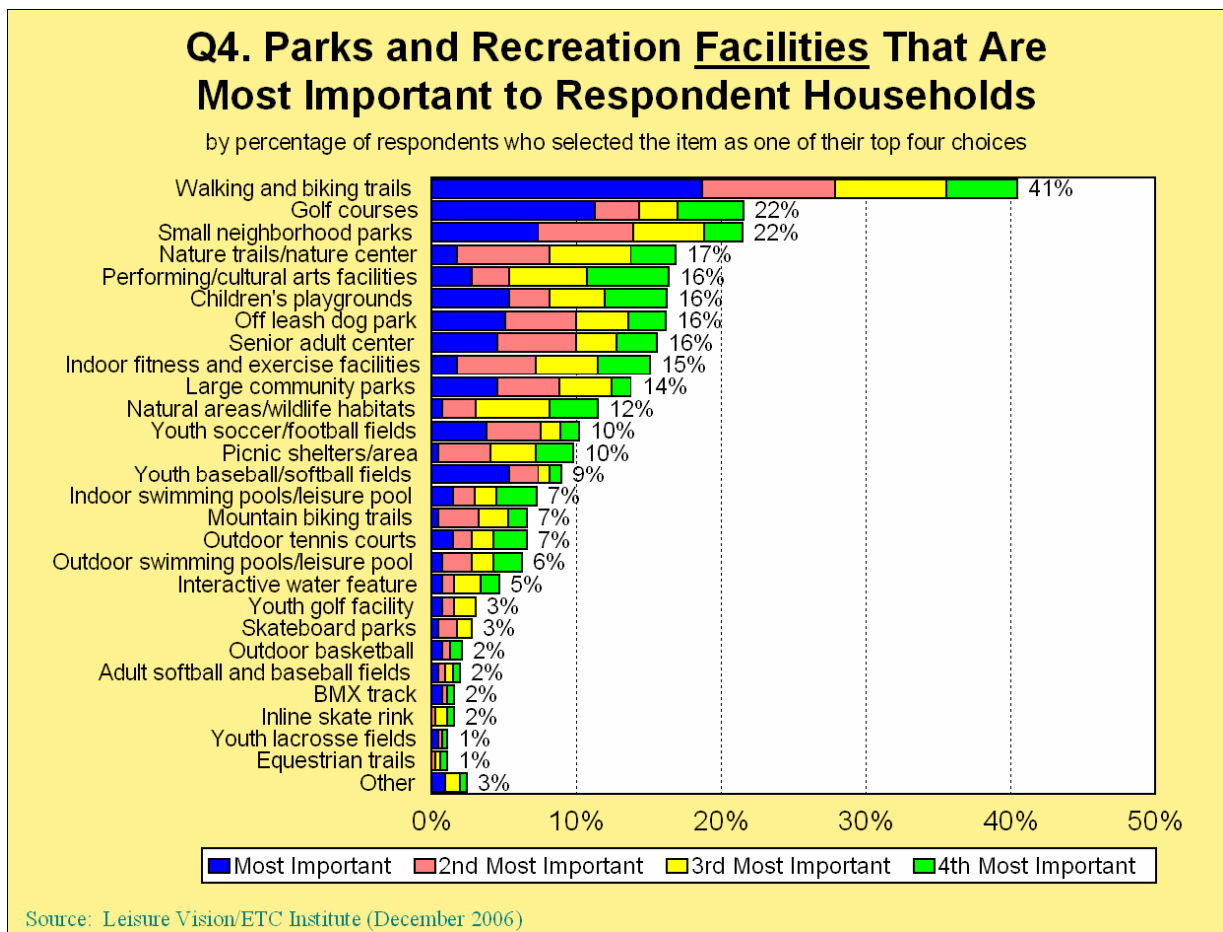
From the list of 27 parks and recreation facilities, respondent households that have a need for facilities were asked to indicate how well these types of facilities in La Quinta meet their needs. The graph below shows the estimated number of households in the City of La Quinta whose needs for facilities are only being 50% met or less, based on 11,812 households in the City.



Most Important Parks and Recreation Facilities

From the list of 27 parks and recreation facilities, respondents were asked to select the four facilities that are most important to them and members of their household. The following summarizes key findings:

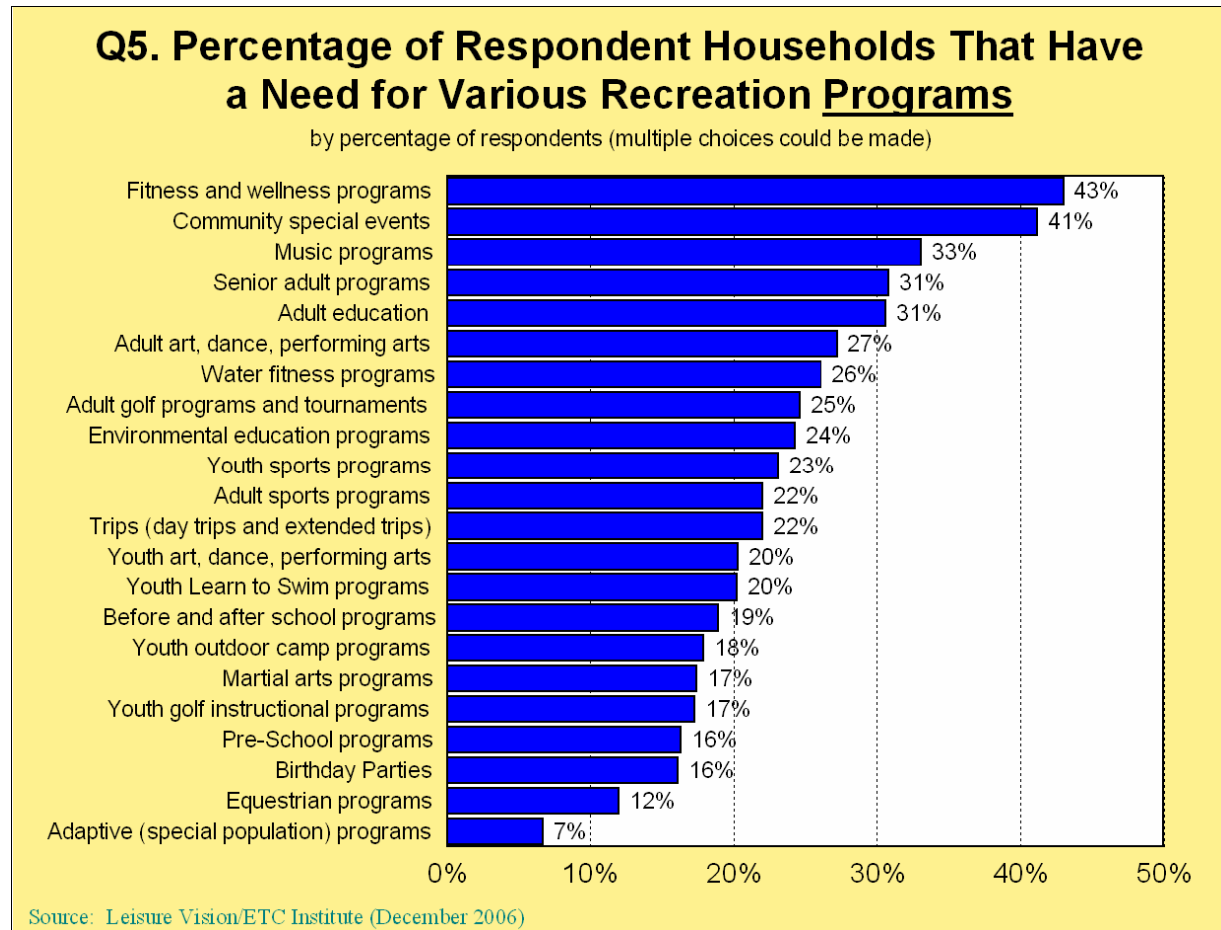
- **Based on the sum of their top 4 choices, the facilities that respondents rated as the most important are: walking and biking trails (41%), golf courses (22%) and small neighborhood parks (22%).** It should also be noted that walking and biking trails had the highest percentage of respondents select it as their first choice as the most important facility.



Need for Recreation Programs

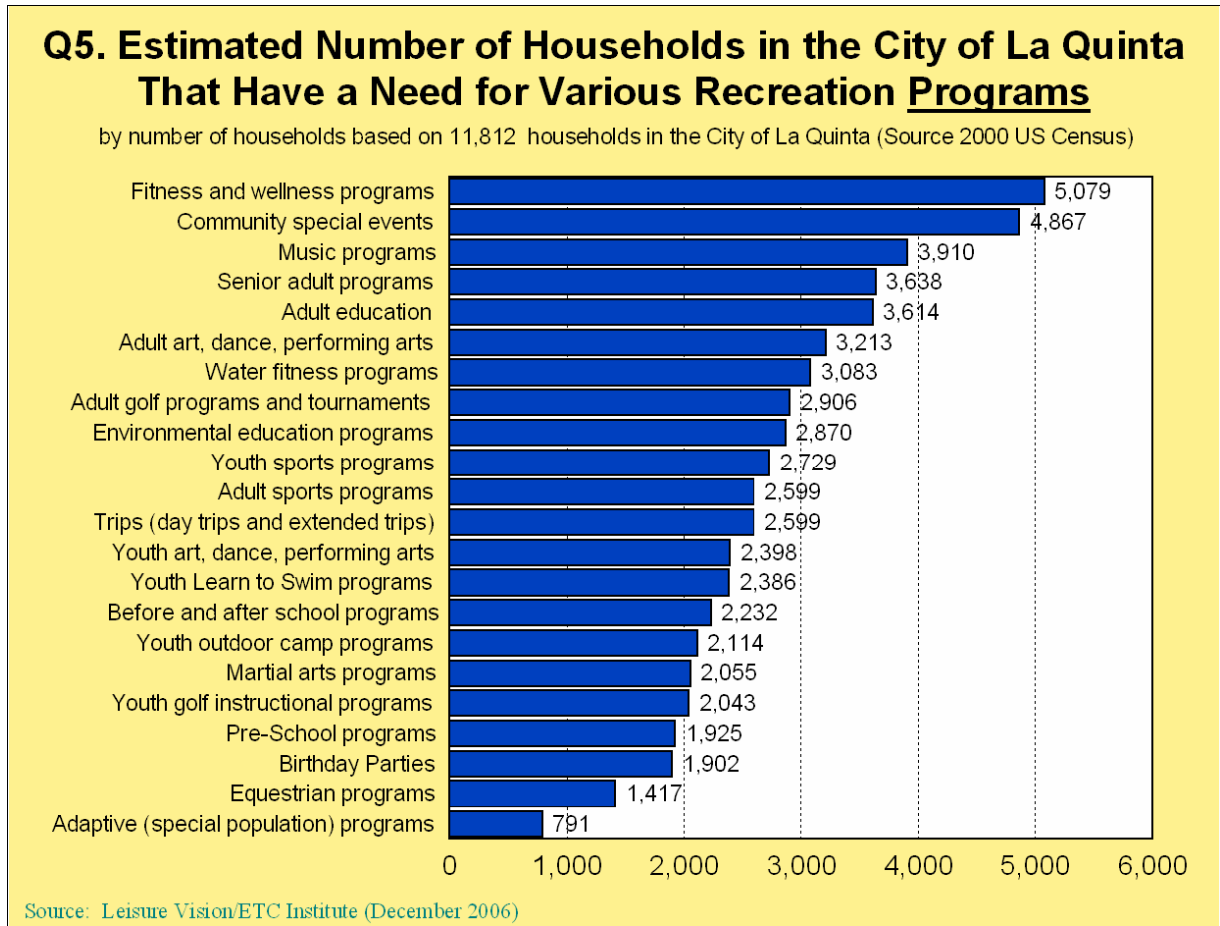
From a list of 22 recreation programs, respondents were asked to indicate which ones they and members of their household have a need for. The following summarizes key findings:

- There are five recreation programs that over 30% of respondent household have a need for: fitness and wellness programs (43%), community special events (41%), music programs (33%), senior adult programs (31%) and adult education (31%).



Need For Recreation Programs in La Quinta

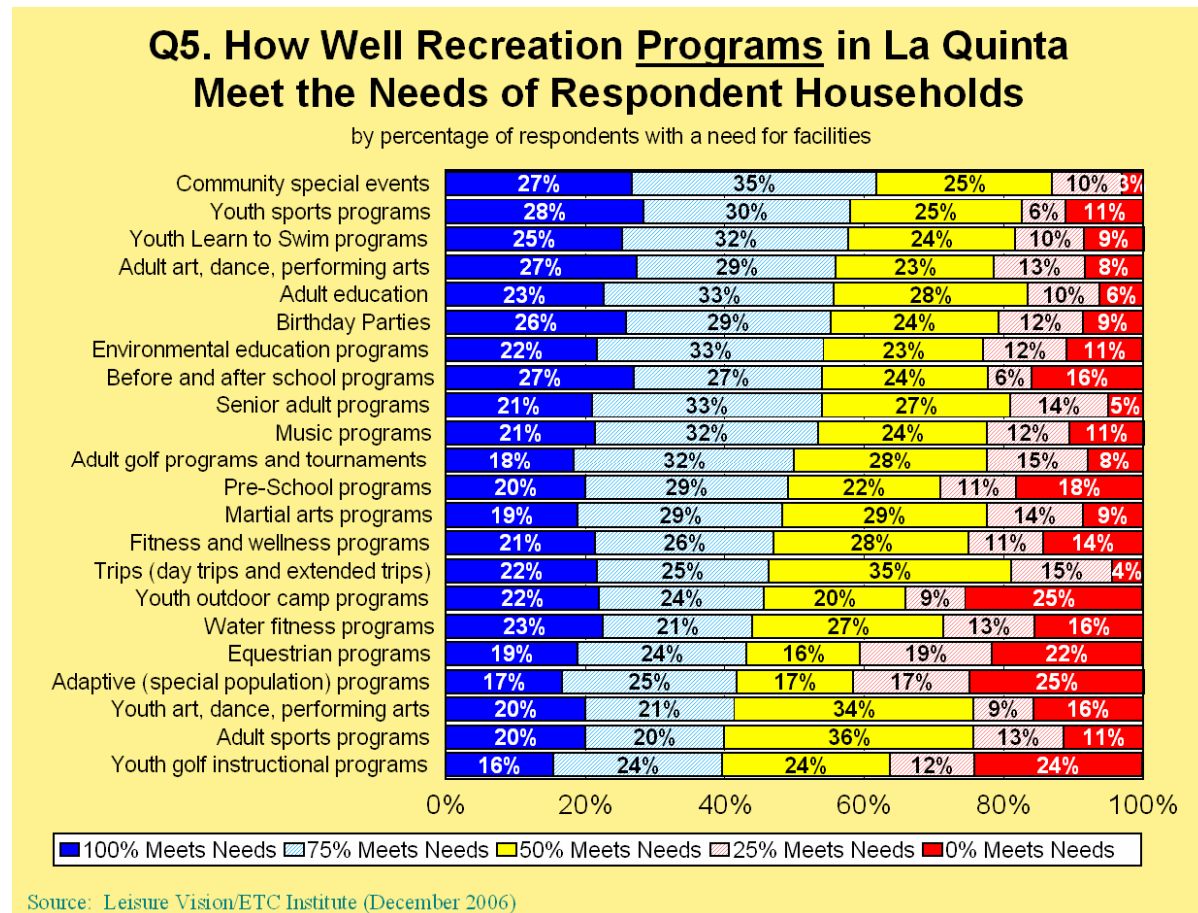
From the list of 22 recreation programs, respondents were asked to indicate which ones they and members of their household have a need for. The graph below shows the estimated number of households in the City of La Quinta that have a need for various recreation programs, based on 11,812 households in the City.



How Well Recreation Programs Meet Needs

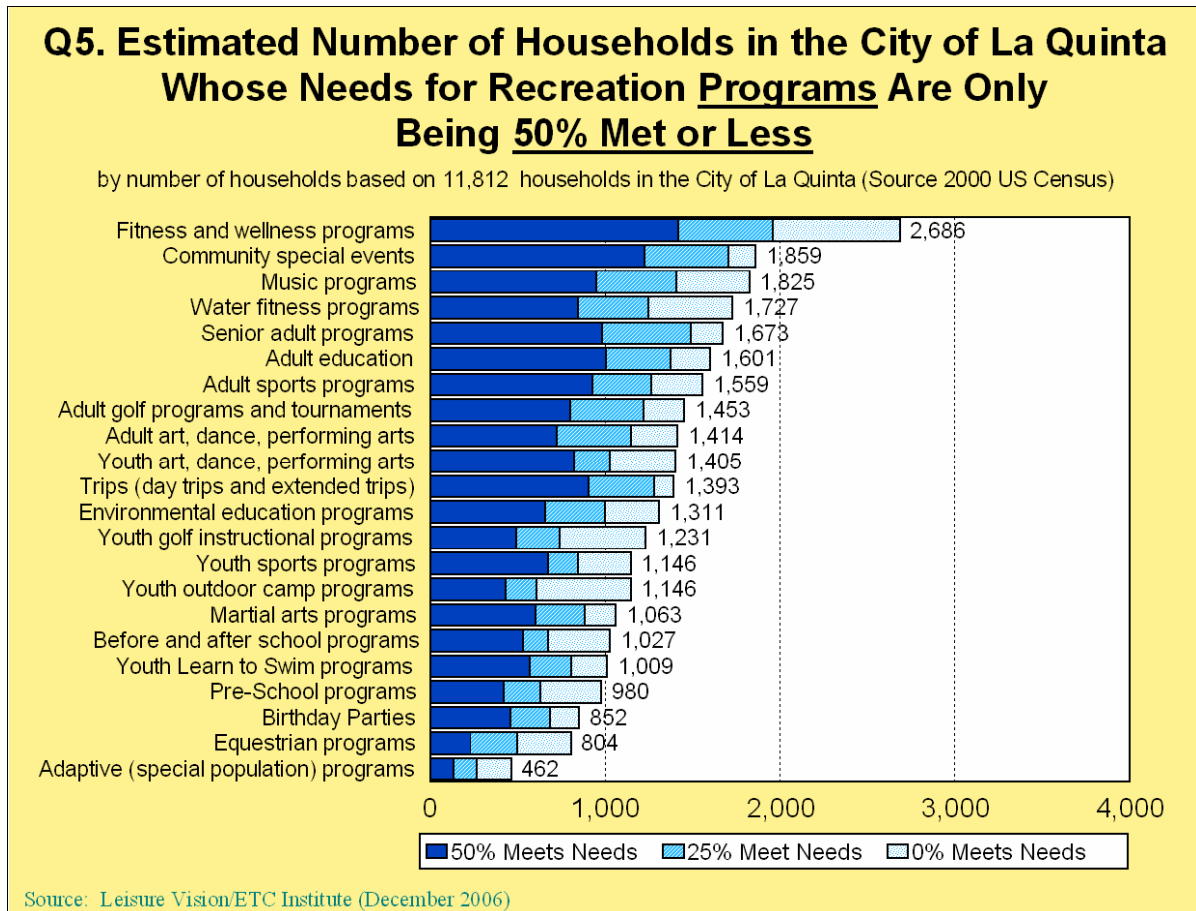
From the list of 22 recreation programs, respondent households that have a need for programs were asked to indicate how well these types of programs in the City of La Quinta meet their needs. The following summarizes key findings:

- For all 22 programs, less than 30% of respondents indicated that the programs completely meet the needs of their household.



La Quinta Households with Their Program Needs Being 50% Met or Less

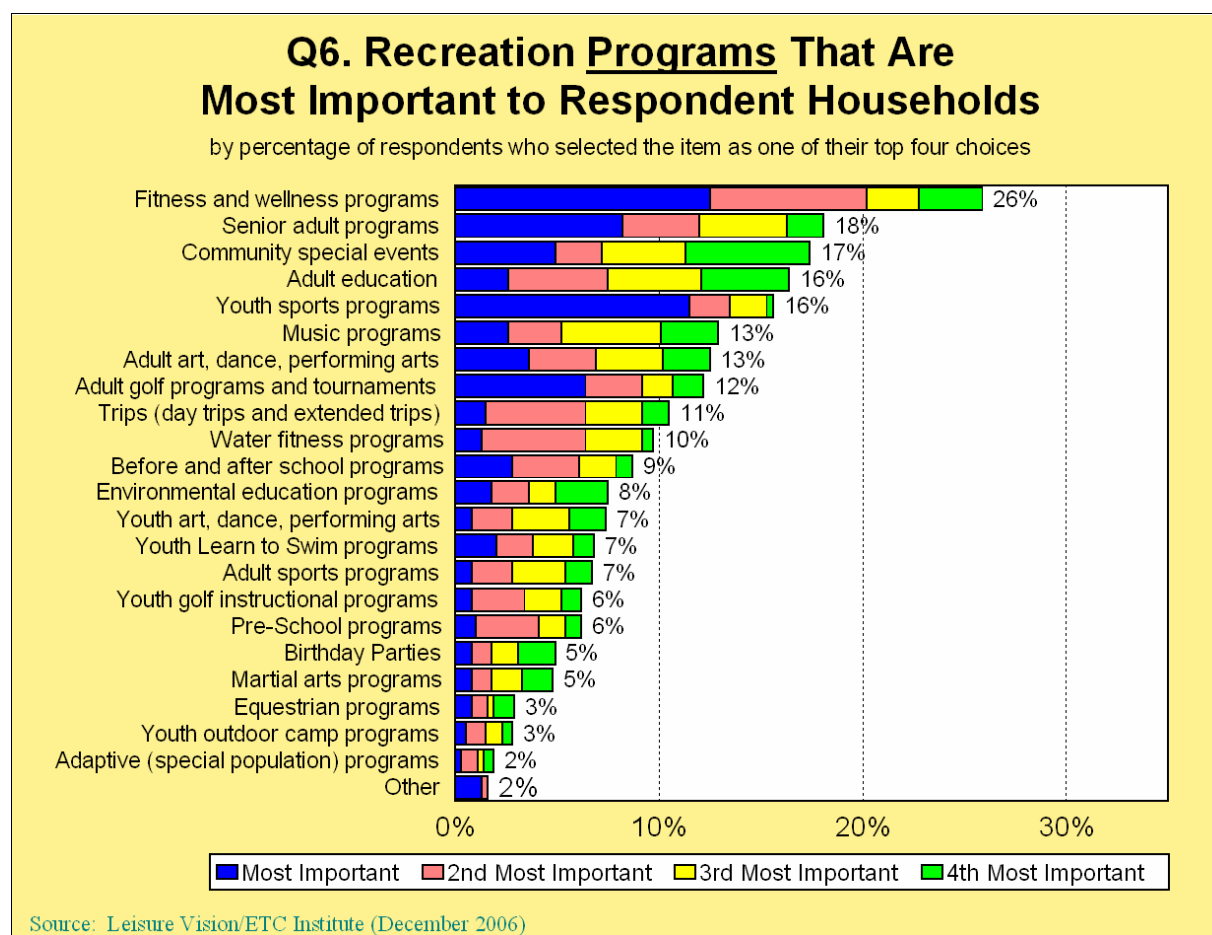
From the list of 22 recreation programs, respondent households that have a need for programs were asked to indicate how well these types of programs in the City of La Quinta meet their needs. The graph below shows the estimated number of households in the City of La Quinta whose needs for programs are only being 50% met or less, based on 11,812 households in the City.



Most Important Recreation Programs

From the list of 22 recreation programs, respondents were asked to select the four that are most important to them and members of their household. The following summarizes key findings:

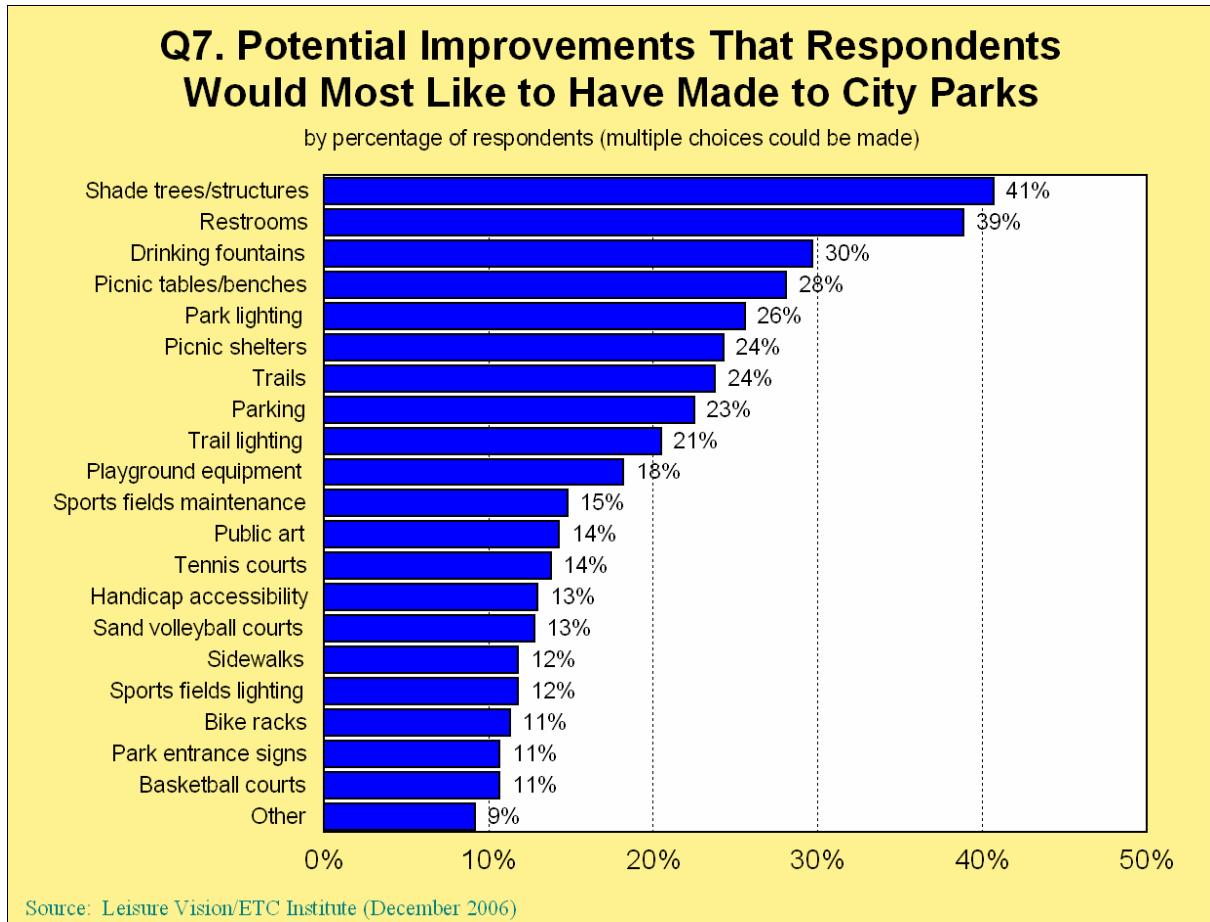
Based on the sum of their top 4 choices, the programs that respondents rated as the most important are: fitness and wellness programs (26%), senior adult programs (18%), community special events (17%), adult education (16%), and youth sports programs (16%). It should also be noted that fitness and wellness programs and youth sports programs had the highest percentage of respondents select them as their first choice as the most important program.



Potential Improvements to City Parks

From a list of 20 improvements that could be made to City of La Quinta parks, respondents were asked to select all of the improvements they would most like to have made to City parks. The following summarizes key findings:

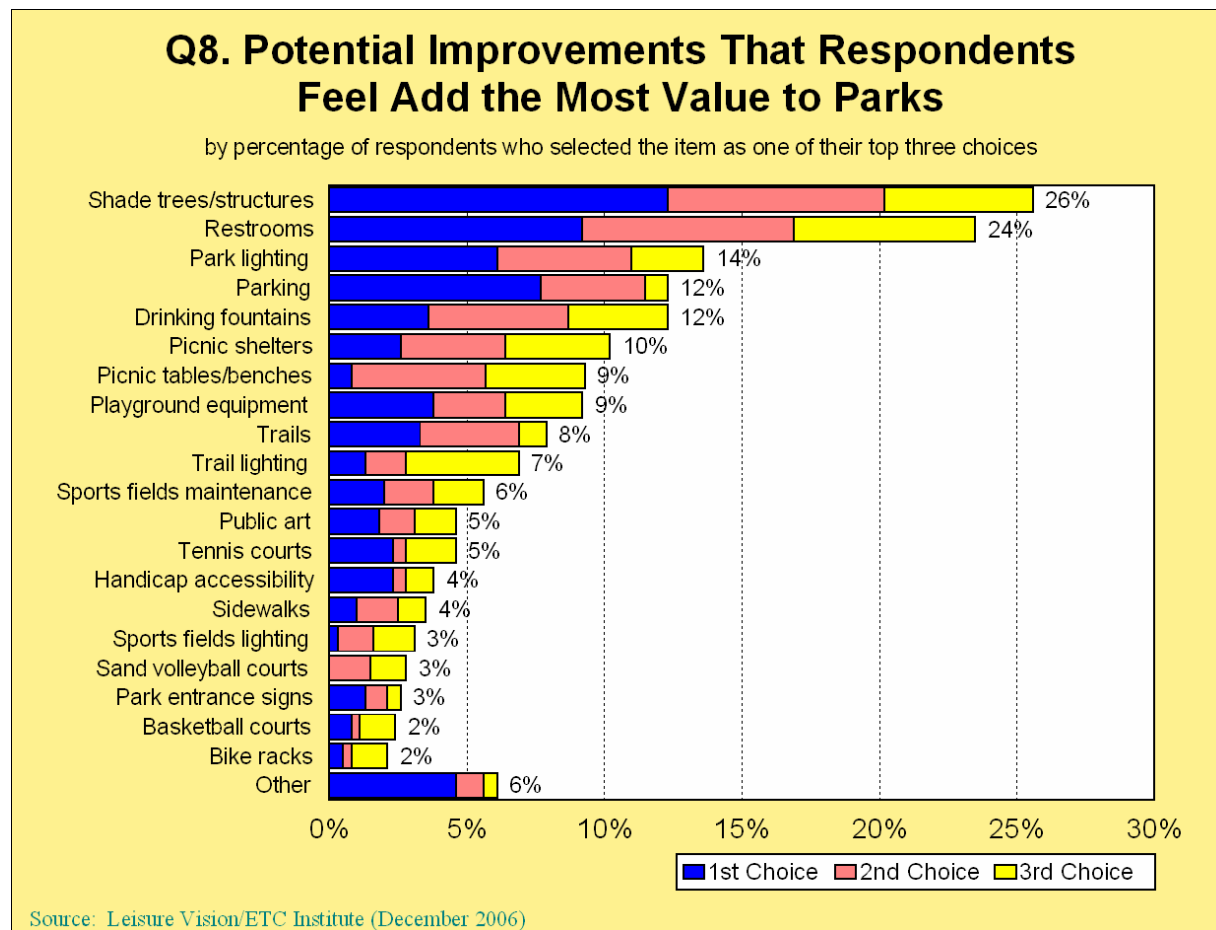
- **The improvements that respondents would most like to see made to City of La Quinta parks are: shade trees/structures (41%), restrooms (39%), drinking fountains (30%), picnic tables/benches (28%) and park lighting (26%).**



Improvements That Would Add the Most Value to City Parks

From the list of 20 improvements that could be made to City of La Quinta parks, respondents were asked to select the three improvements they feel would add the most value to parks. The following summarizes key findings:

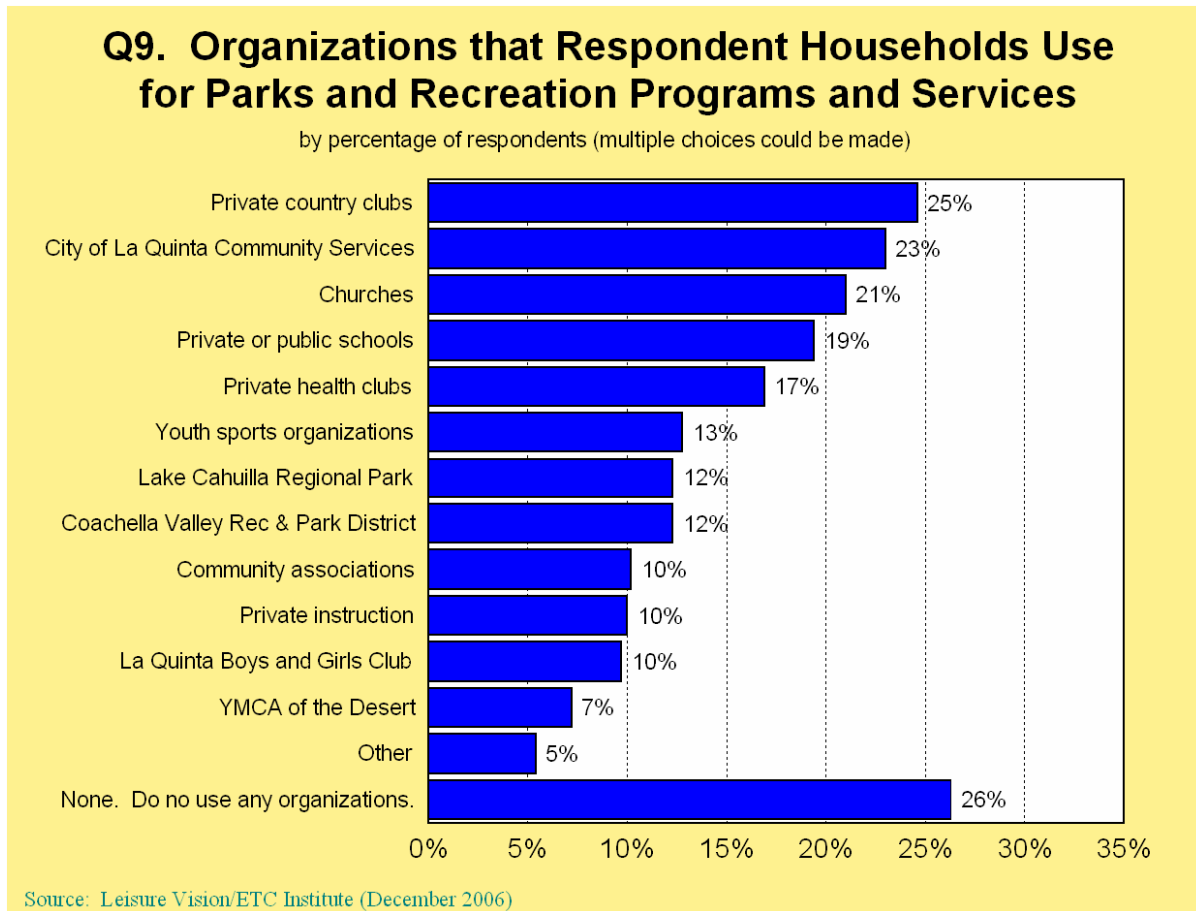
- Based on the sum of their top 3 choices, the improvements that respondents feel would add the most value to parks are: shade trees/structures (26%), restrooms (24%), park lighting (14%), parking (12%) and drinking fountains (12%).



Organizations Used for Parks and Recreation Programs and Services

From a list of 12 options, respondents were asked to select all of the organizations their household has used for parks and recreation programs and services. The following summarizes key findings:

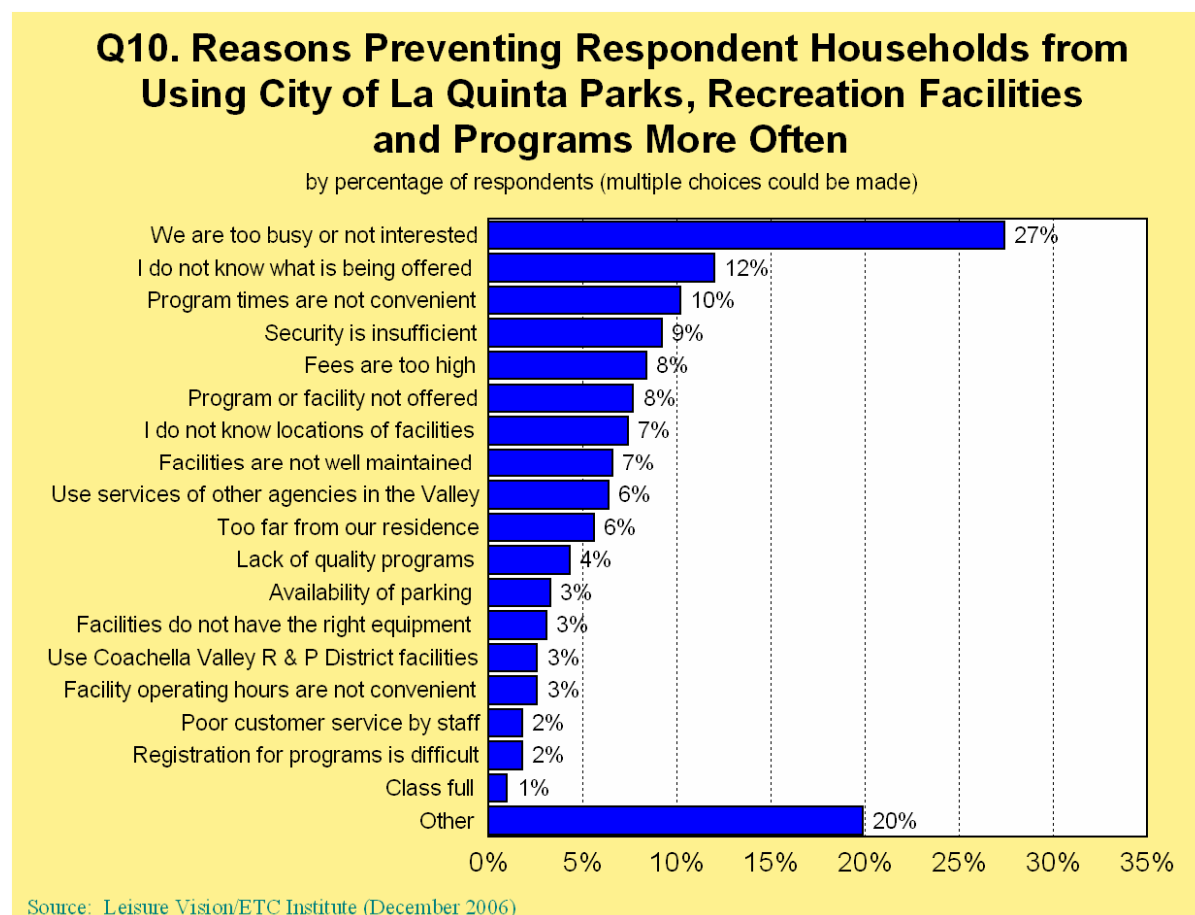
- **The organizations used by the highest percentage of respondent households are: private country clubs (25%), City of La Quinta Community Services (23%), churches (21%) and private or public schools (19%).**



Reasons Preventing the Use of Parks, Facilities and Programs More Often

From a list of 18 reasons, respondents were asked to select all of the ones that prevent them and members of their household from using parks, recreation facilities and programs of the City of La Quinta more often. The following summarizes key findings:

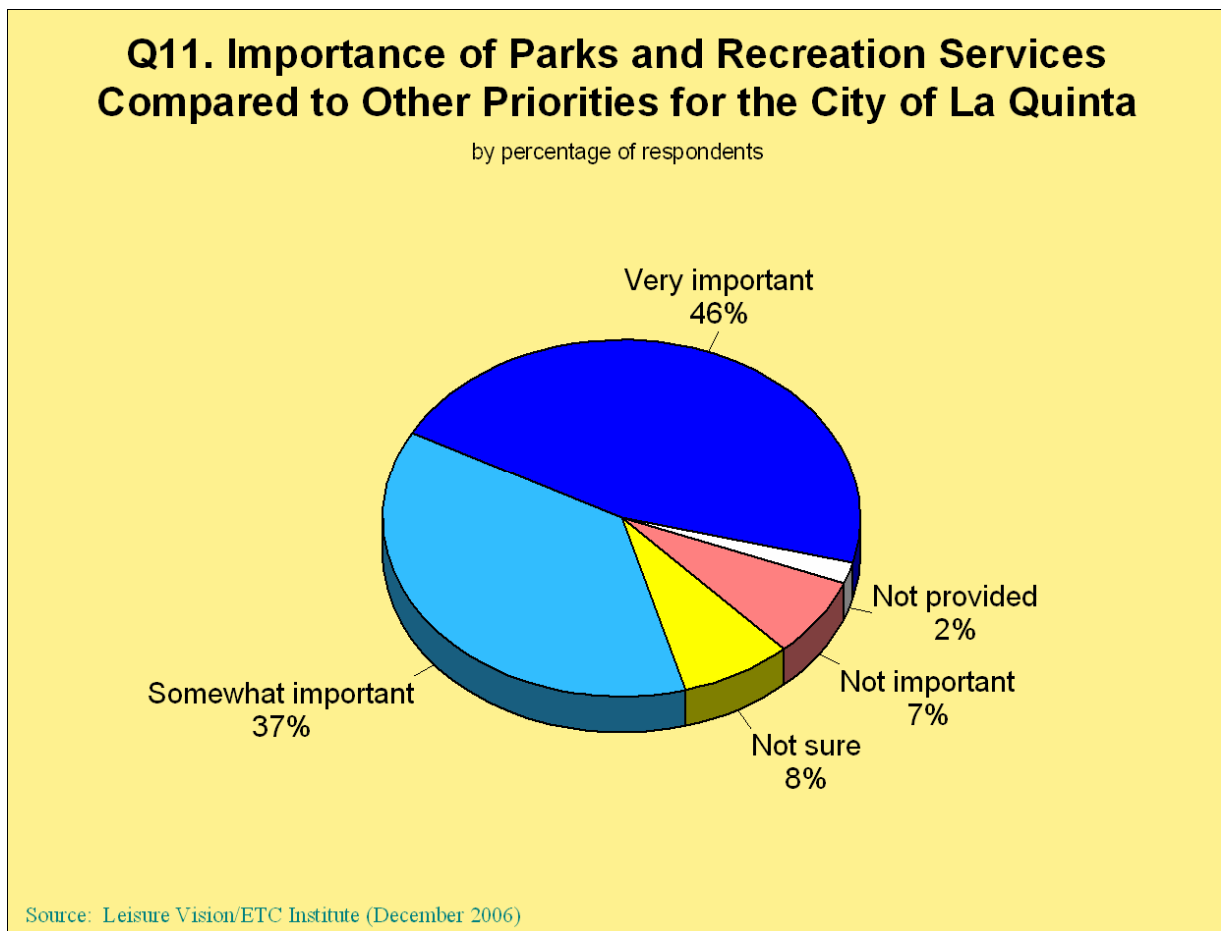
- The reasons preventing the highest percentage of respondent households from using parks, facilities, and programs of the City of La Quinta more often are: “We are too busy or not interested” (27%), “I do not know what is being offered” (12%), and “program times are not convenient” (10%).



Importance of Parks and Recreation Services Compared to Other Priorities

Respondents were asked how important they feel parks and recreation services are compared to other priorities for the City of La Quinta, such as law enforcement, fire and streets. The following summarizes key findings:

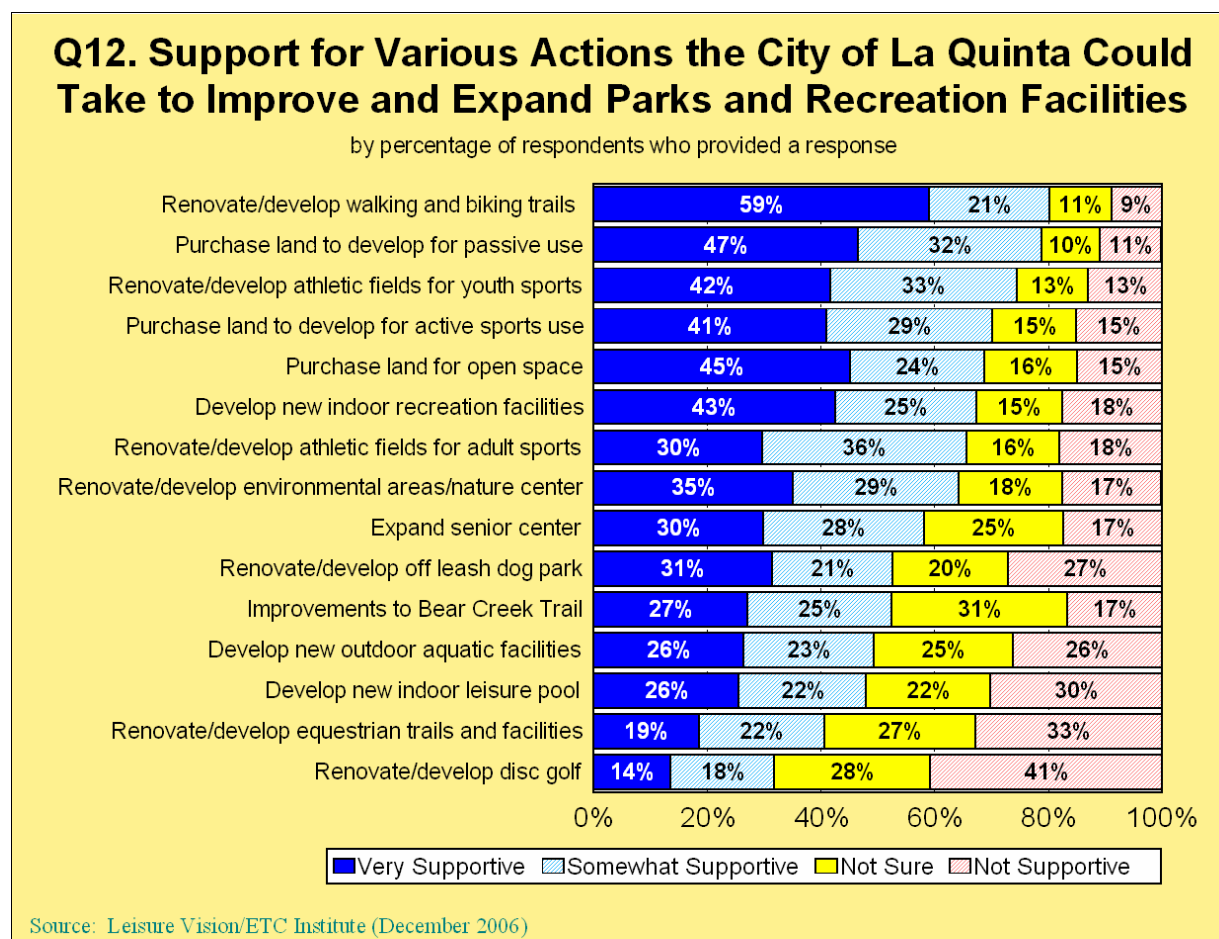
- **Eighty-three percent (83%) of respondents feel that improvements to parks and recreation services are either very important (46%) or somewhat important (37%) compared to other priorities for the City. Only 7% of respondents feel that parks and recreation improvements are not important compared to other priorities, and 8% indicated “not sure.”**



Support for Actions to Improve and Expand Parks and Recreation Facilities

From a list of 15 actions the City of La Quinta could take to improve and expand parks and recreation facilities in the City, respondents were asked to indicate their level of support for each one. The following summarizes key findings:

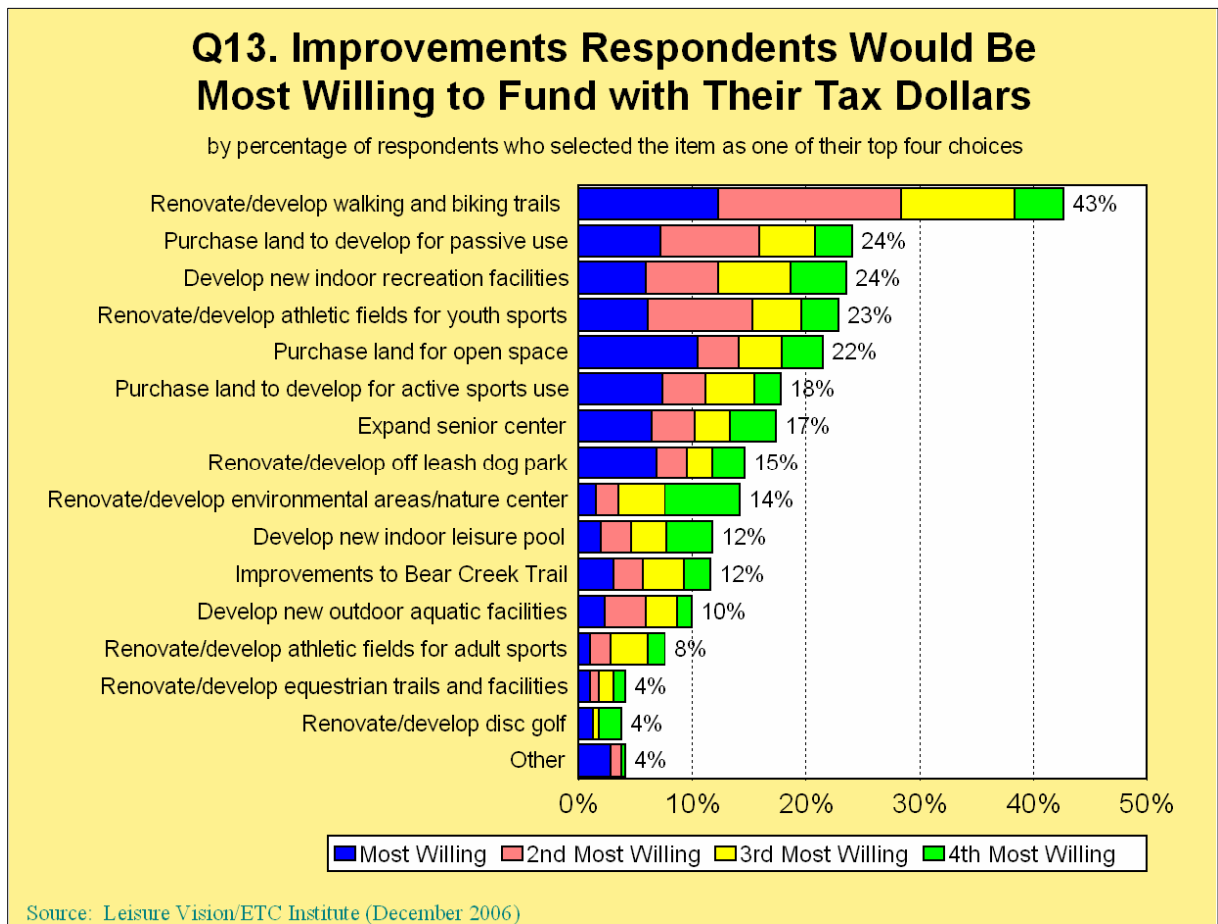
- **The actions that respondents are most supportive of are: renovate/develop walking and biking trails (59%), purchase land to develop for passive use (47%) and purchase land to use for open space (45%).** It should also be noted that 11 of the 15 actions had over 50% of respondents indicate being either very supportive or somewhat supportive of them.



Parks and Recreation Facilities Respondents Would Be Most Willing to Fund

From the list of 15 actions the City of La Quinta could take to improve and expand parks and recreation facilities in the City, respondents were asked to select the four they would be most willing to fund with their tax dollars. The following summarizes key findings:

- Based on the sum of their top 4 choices, the actions that respondents would be most willing to fund with their tax dollars are: renovate/develop walking and biking trails (43%), purchase land to develop for passive use (24%), develop new indoor recreation facilities (24%), renovate/develop athletic fields for youth sports (23%), and purchase land for open space (22%).** It should also be noted that renovate/develop walking and biking trails had the highest percentage of respondents select it as their first choice as the action they would be most willing to fund with their tax dollars.



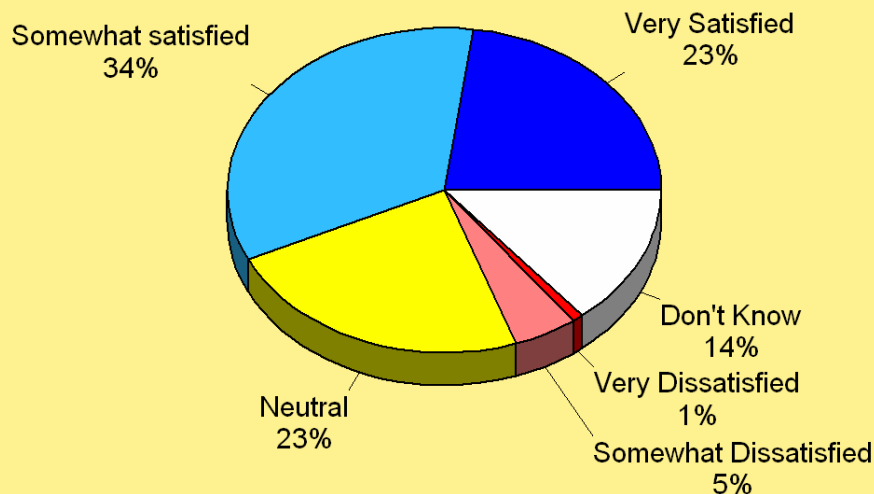
Level of Satisfaction Received from City of La Quinta Parks and Recreation Services

Respondents were asked to indicate their level of satisfaction with the overall value their household receives from City of La Quinta parks and recreation services. The following summarizes key findings:

- **Fifty-seven percent (57%) of respondents indicated being either very satisfied (23%) or somewhat satisfied (34%) with the overall value their household receives from City of La Quinta parks and recreation services.** In addition, only 6% of respondents indicated being either very dissatisfied (1%) or somewhat dissatisfied (5%) with the overall value received from City of La Quinta parks and recreation services. An additional 23% of respondents indicated “neutral” and 14% indicated “don’t know.”

Q14. Satisfaction With the Overall Value Respondent Households Receive from City of La Quinta Parks and Recreation Services

by percentage of respondents



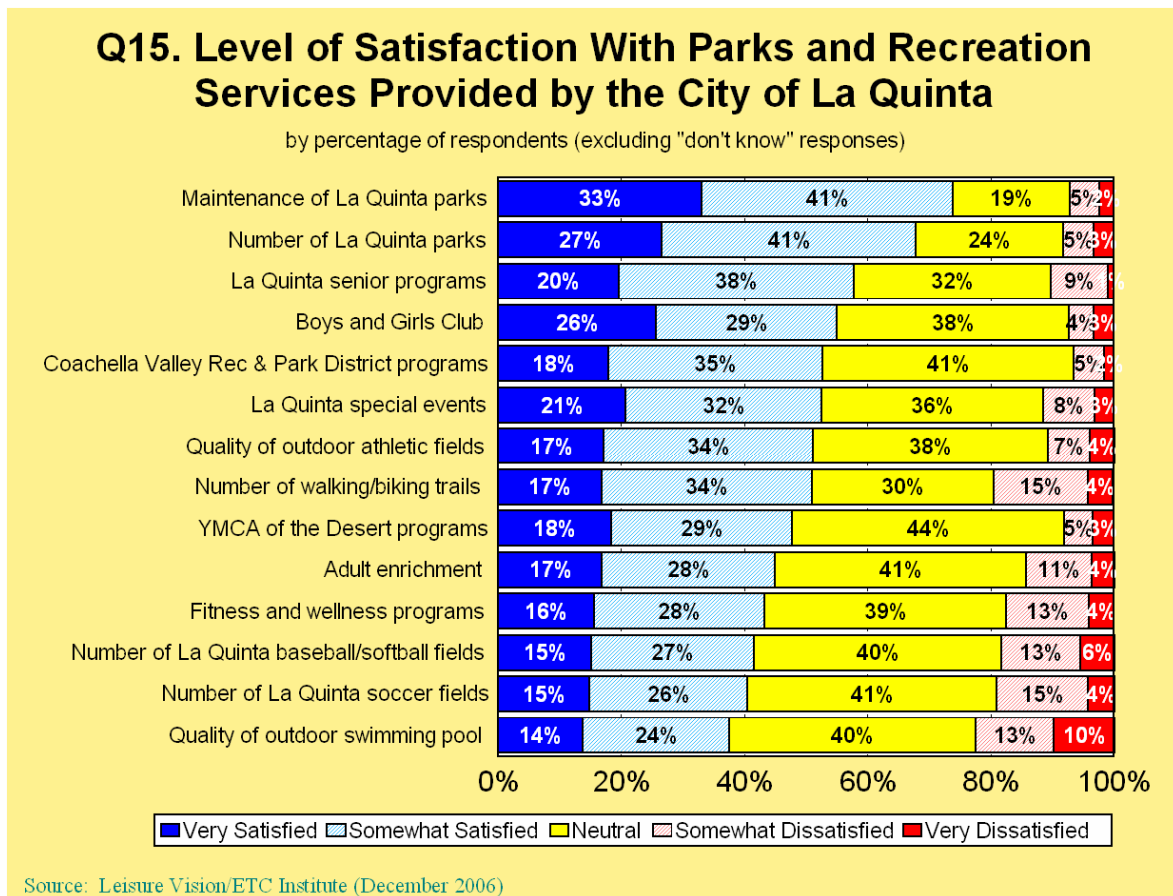
Source: Leisure Vision/ETC Institute (December 2006)



Level of Satisfaction with Various Parks and Recreation Services

From a list of 14 various parks and recreation services provided within the City of La Quinta, respondents were asked to indicate rate level of satisfaction with each one. The following summarizes key findings:

- The parks and recreation services that the highest percentage of respondents are very satisfied with are: maintenance of the City of La Quinta parks (33%), number of City of La Quinta parks (27%) and Boys and Girls Club (26%).



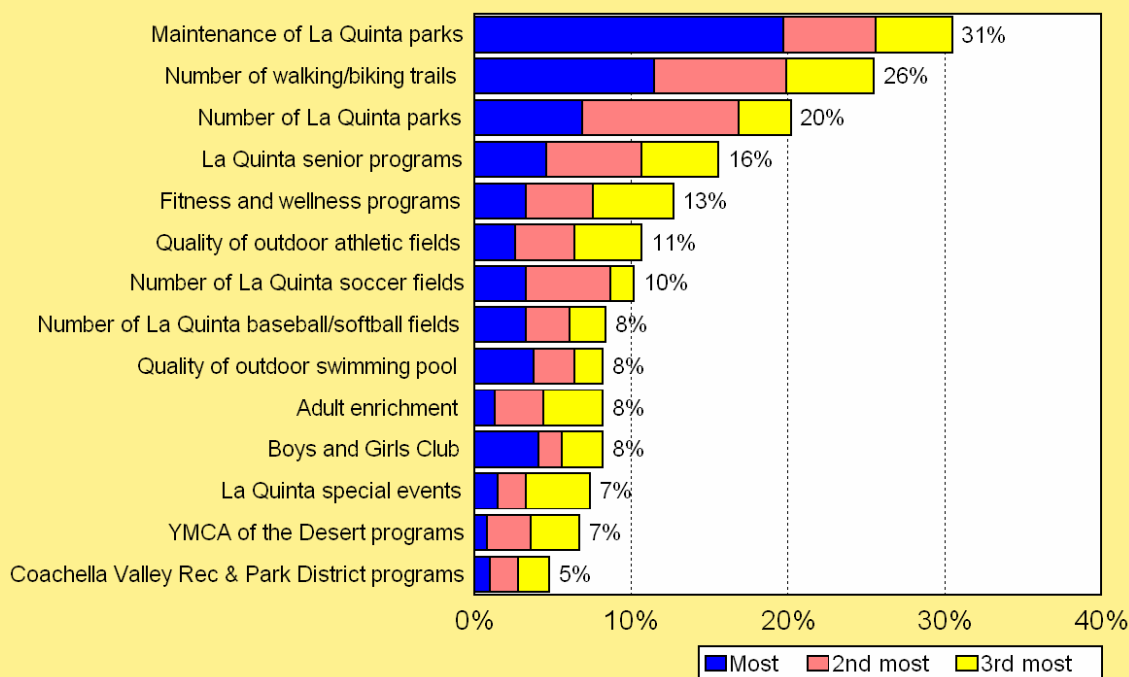
Parks and Recreation Services that Should Receive the Most Attention

From the list of 14 various parks and recreation services provided within the City of La Quinta, respondents were asked to select the three they feel should receive the most attention from City of La Quinta officials over the next two years. The following summarizes key findings:

- Based on the sum of their top three choices, the parks and recreation services that respondents feel should receive the most attention over the next two years is maintenance of the City of La Quinta parks (31%).** Other parks and recreation services that respondents feel should receive the most attention include: the number of walking/biking trails (26%) and the number of the City of La Quinta parks (20%). It should also be noted that maintenance of the City of La Quinta parks had the highest percentage of respondents select it as their first choice as the parks and recreation service that should receive the most attention over the next two years.

Q16. Parks and Recreation Services Respondents Think Should Receive the Most Attention from City of La Quinta Officials Over the Next TWO Years

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



Source: Leisure Vision/ETC Institute (December 2006)



Demographics

Q17. Demographics: Number of People in Household

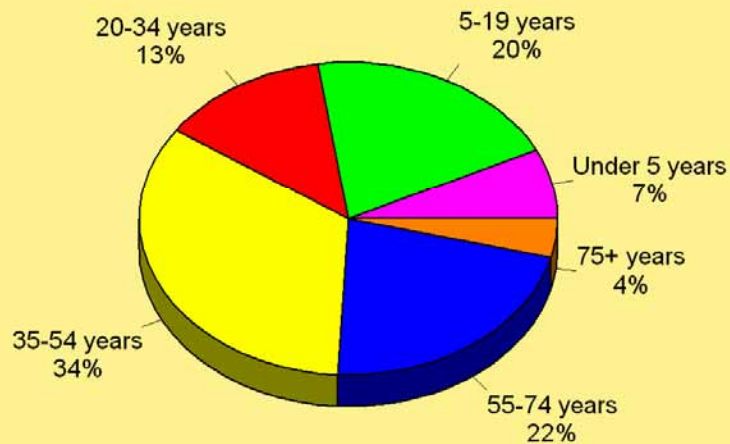
by percentage of respondents



Source: Leisure Vision/ETC Institute (December 2006)

Q18. Demographics: Ages of People in Household

by percentage of household occupants



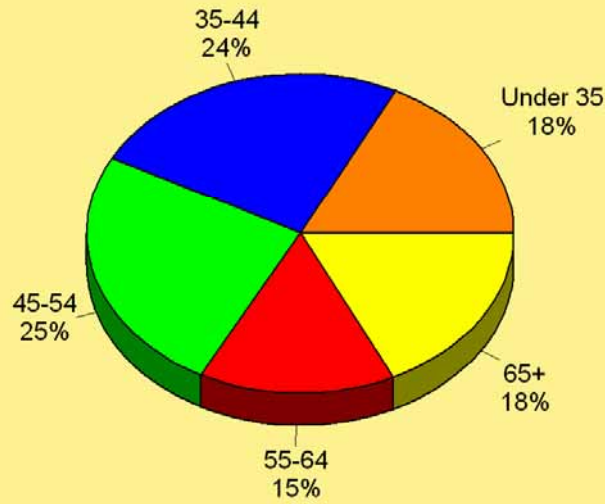
Source: Leisure Vision/ETC Institute (December 2006)



Demographics (Continued)

Q19. Demographics: Age of Respondents

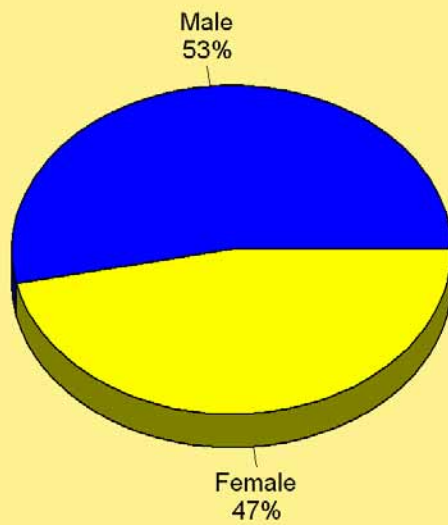
by percentage of respondents



Source: Leisure Vision/ETC Institute (December 2006)

Q20. Demographics: Gender

by percentage of respondents



Source: Leisure Vision/ETC Institute (December 2006)



Demographics (Continued)

Q21. Demographics: Number of Years Lived in the City of La Quinta

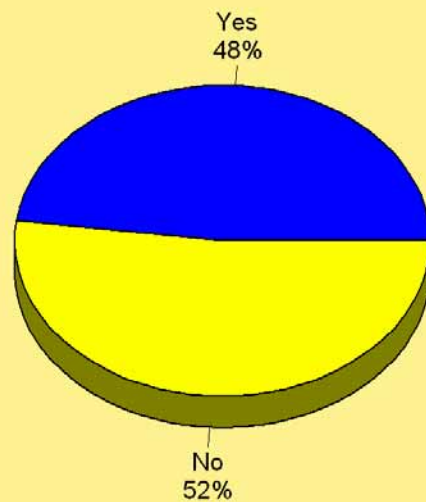
by percentage of respondents



Source: Leisure Vision/ETC Institute (December 2006)

Q23. Demographics: Do Respondents Live in a Gated Community

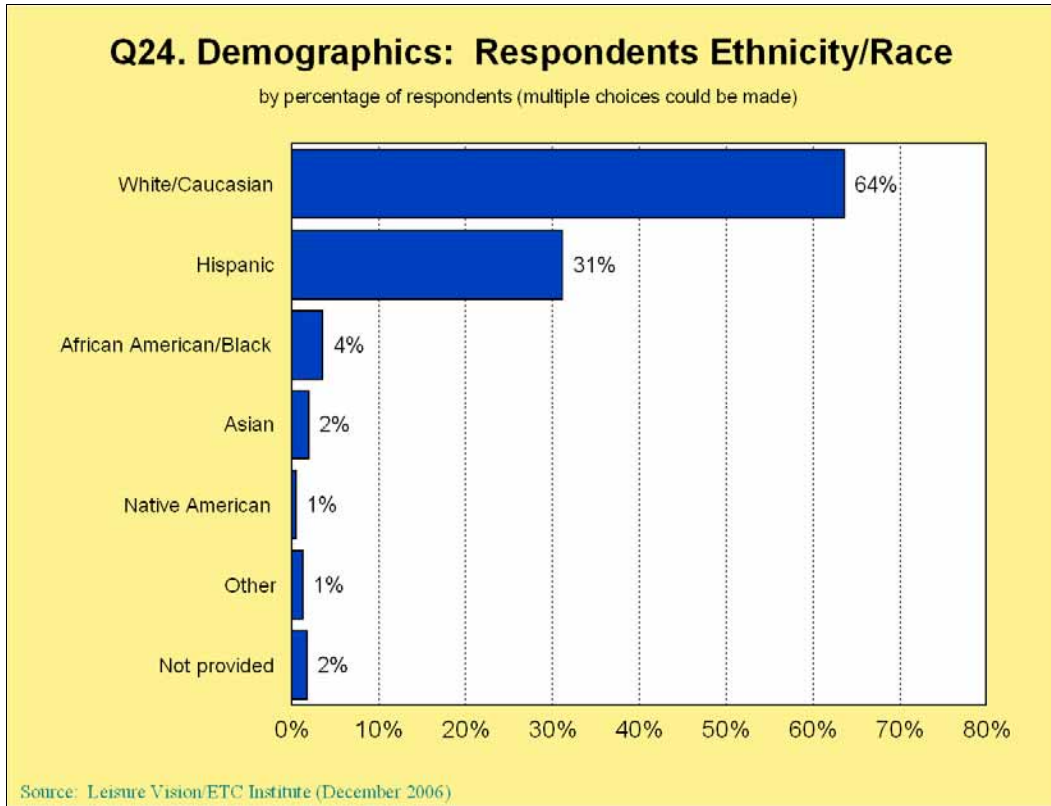
by percentage of respondents



Source: Leisure Vision/ETC Institute (December 2006)



Demographics (Continued)



Appendix D. California Trends

TrendScan Parks and Recreation

Trendscan is created by Leisure Lifestyle Consulting, Dr. Ellen O'Sullivan for California Parks and Recreation Society (CPRS). The following relevant articles were reviewed and are quoted with Dr. O'Sullivan's permission from various issues from Jan. through Nov. 2006.

According to the October 2006 issue:

Competitive Rock Climbing

According to the Outdoor Industry Association, rock climbing is really taking off. In 2004, more than 3.4 million young people ages 16 to 24 tried the sport on indoor climbing walls; and over 50 high schools across the country have created competitive rock climbing teams using both natural and indoor, artificial rock walls. This development of competitive rock climbing is not without controversy. There are advocates who fear adding competition to the mix will create an inappropriate mindset for this activity which involves working the whole body, muscles and mind, both.

Fishing Makes a Comeback – Especially in the Cities

After almost ten years of decline, fishing is making a comeback according to the 2004 National Wildlife Service report that indicated the number of people holding fishing licenses increased by 500,000 people in this past year. What makes the new trend in fishing so interesting is the popularity of the activity being pursued not just in remote lakes but right in the middle of cities.

According to survey information commissioned by the Recreational Boating and Fishing Foundation, 72% of all “fisher people” live in urban areas. The past few decades have included a focus on cleaning up urban rivers and this results in people tossing out their lines in urban spots. The web site” www.takemefishing.org includes best urban fishing sites as does a recent issue of Field & Stream magazine. A good web site for California is www.dfg.ca.gov/oceo/fishcity (Source: USA Today, September 8, 2006)

Goodbye Stuff. Hello to Experiences!

Every year the National Retail Federation holds an Annual Convention and one of the seminars at this year's convention was conducted by Pam Danziger, the founder of United Marketing. Her insights into what people will be looking for in the next few years included the following:

- Spending on experiential purchases has almost doubled in the last year
- The big increases in discretionary spending will be experiential and include such things as travel, dining, entertainment, spa, home landscaping, and home services;
- Consumers are looking for “life-changing” experiences; and
- Much of the growth in the experiential economy is being driven by aging baby boomers who no longer are interested in acquiring “stuff.”



According to the August 2006 issue:

Fight Clubs

Teen fight clubs are not only growing in popularity among boys and girls as young as 12 involved in hand to hand combat, but are often being videotaped and set to rap music. These organized fights which are promoted through emails, text messages, and even flyers handed out at schools are happening throughout the country from Arlington, TX to Anchorage, AK.

Juvenile Crime on the Increase

Police in cities across the country are taking note of jumps in the crime rates. A closer look by the police at this rise in violent crimes finds that the sudden increases are due to more juveniles involved in armed robberies and assaults. In many areas such as Minneapolis, Boston, Milwaukee, and Washington, police reports cite the surge in violence related to gang activity.

In some instances, the numbers are staggering:

- 42% of robbery suspects in Washington, DC are juveniles; an increase from 25% in 2004;
- Juvenile arrests for robbery increased 54% in 2005 in Boston while weapons arrests among youth rose 103%; and
- Police estimates in Minneapolis suggest that juveniles will account for 63% of all suspects in violent or property related crimes.

Some of the common factors associated with this upsurge in juvenile crime include:

- Funding for police programs have shifted to terrorism;
- Reduced funding for youth and community programs;
- Slowing economy and its impact upon youth; and
- Juveniles being used by older gang members as “mules.”

(Source: Johnson, Kevin. “Police tie jump in crime to juveniles”, USA Today, 7/13/06, p. 1)

California by the Numbers

As a supplement to GOVERNING Magazine, a state and local Source Book is published each year that provides an overview of what states are spending on various programs and initiatives. [The author] Thought it might be of interest to view expenditures in the State of California on related issues and see how they relate overall to the rest of the country. Starting with the obvious – expenditures on parks and recreation – the Source Book provides the following information:

Editor's Note: Just as a matter of information, the editors of the Source Book place parks and recreation spending under the general heading of “public works.”

Parks and Recreation Spending (state and local)

- California ranks 17th overall on parks and recreation spending per capita rank;
- The top five states for expenditures on this basis are Nevada, Colorado, Wyoming, Illinois, and Arizona;
- California spends (state and local combined) \$119 per capita on parks and recreation;
- The state share of spending in California is 8.1% with the remainder falling to local governments; and
- California expenditures (state and local) on parks and recreation represent a 0.3% of personal income.



Per Capita Rates for the Leading Five States	
Nevada	\$215
Colorado	\$207
Wyoming	\$188
Illinois	\$185
Arizona	\$179
California	\$119

Percentage of State Spending for the Leading Five States	
Nevada	3.8%
Colorado	6.7%
Wyoming	27.4%
Illinois	9.7%
Arizona	15.2%
California	8.1%

Percentage of Personal Incomes for P&R Expenditures	
Nevada	0.6%
Colorado	0.5%
Wyoming	0.5%
Illinois	0.5%
Arizona	0.6%
California	0.3%

California's Ranking on Other Areas of Expenditures (per capita)	
Subject	Rank out of 50 states
Environmental Spending	8th
Fire Protection	11th
Police Protection	2nd



California's Ranking on Other Areas of Expenditures (per capita)

Subject	Rank out of 50 states
Corrections	2nd
Highway	47th
Welfare	21st
Health & Hospital	10th
Higher Education	24th
K-12 Education	12th

California Spending on Other Services

Subject	Millions of \$
Environmental Spending	\$12,842
Fire Protection	\$4,232
Police Protection	\$11,163
Corrections	\$9,481
Highway	\$11,053
Welfare	\$40,208
Health & Hospital	\$24,281
Higher Education	\$22,054
K-12 Education	\$60,361

It is also of value to take a look at the economic side of the picture from the income and revenue generation portion of the balance sheet. California information includes:

- Ranks #1 in personal income;
- Ranks 11th for per capita income which is \$44,886;
- Unemployment rank is 5.8% compared to national average of 4.7%;
- State economic momentum of California is ranked 10th but that represents an 8 point decline between 2003 and 2006;
- Ranks 17th on per capita for federal aid to state and local governments; and
- Ranks 8th in personal income tax revenue per capita.



According to the April 2006 issue:

Who's Who in Afterschool Programs

Previous research has demonstrated that participation in a variety of out-of-school time programs and activities offers badly needed support for youth and working families as well as benefiting youth socially, emotionally, and academically. Due to the important nature of these opportunities for children, the Harvard Family Research Project conducted a study to determine just who is attending these programs.

Some of the more important findings from this study included the following:

1. Youth from higher income families were more likely to participate in all types of out-of-school programs, i.e. before, after, and other out of school activities than were children from lower income families.
2. Youth from lower income families were more likely than youth from higher income families to participate in tutoring programs during the after-school hours.
3. Latino youth are under-represented; White youth are over-represented; and Black youth are somewhere in between the two groups; this held true across the broad range of out-of-school alternatives.
4. Black youth were more likely to participate in summer camp programs and in before and after school programs.
5. Historically, these patterns of participation have remained fairly consistent since the 1990's.
6. There is a closing in the gap related to family income and before and after school programming as the percentage of youth from lower income families has increased.

(Source: Demographic Differences in Youth Out-of-School Time Participation, Harvard Family Research Project, March 2006)

Generation X-Large: The Systems Approach to Childhood Obesity

Just some statistical reminders – as if we need more:

- 16% of US children are clinically obese;
- An additional 9 million are at risk for becoming clinically obese; and
- Overweight children are 5 times more likely to have physical impairments, emotional distress, and social and academic issues, i.e. diabetes, sleep apnea, anxiety, depression.

The survey says...polls indicate that over 85% of Americans agree with the prevailing view of the fast food industry and others that individuals are to blame for the nation's obesity problem. While there is likely enough blame to go around, it is a good idea to shed some light on systematic factors that support or contribute to this growing health risk. Some of those factors include:

1. Food Production Surplus: There are 3,800 calories produced every day for every individual while only 2,200 calories are actually needed for consumption.
2. Advertising Imbalance: There is \$3 billion in food advertising aimed at children each year which is 1,000 times the amount the federal government spends on promoting fruits and vegetables.
3. Poverty Influences Choices: The cost of buying hamburgers as compared with the cost of buying a salad makes a difference when people have limited funds for eating.



4. **Safe Neighborhoods:** Many of today's children either live in neighborhoods that are unsafe or perceived unsafe and that contributes to working parents' preferences for having them stay in the house and watch TV or play video games.
5. **Working Parents:** Over 25 million Americans work 49 or more hours per week and that pace doesn't necessarily place cooking nutritious meals at the top of the list.
6. **Financially-strapped Schools:** Funding challenges in schools have led to reduction in physical education classes, vending machine contracts, and fast food contracts for school lunch programs.

(Source: Generation Extra Large: Rescuing our Children from an Epidemic of Obesity by Lisa Tartamella, Chris Woolston, Elaine Herscher. Basic Books 2005)

According to the March 2006 issue:

Stats and other information such as those featured in trendSCAN serve as a framework for discussing issues and examining priorities. However, they shouldn't be used as the only input and insight for such discussions. Listed in this version of trendSCAN, please find some of the insight, comments, and concerns of conference attendees related to recent trends.

Maturing Baby Boomers

The inevitable issue related to the aging of the baby boom generation is how do we attract them to "senior" programming and centers? The short answer is "you don't." The concern was repeated by professionals working specifically with "seniors" as well as those in communities facing a growing older population.

General consensus was...

- The majority of baby boomers, that "never trust anyone over 30" generation will resist and/or refuse to visit a senior center or participate in programs labeled as such.
- They are already participating in our programs, but just not the ones that single out this particular age group.
- My personal favorite is a comment from one conference participant who stated - "When they need what we provide, they'll find us!"

Other concerns

The demographic trend projections strongly suggest that California may find itself in the unique position (in comparison to the rest of the United States) of having both a growing aging population at the same time they are faced with an increasing youth boom. The issues then become...

- How do you continue to afford (and justify) maintaining a facility such as a senior center that is open to only to one group for somewhat limited hours of the day?
- Which group gets the resources? The growing or the goldening?
- How can parks and recreation bring people together and avoid generational wars over resources?



Greatest Opportunities

Parks and recreation can likely position itself as a huge benefactor of the future by addressing one or both of the following areas:

- Healthy, Independent Older Residents – the healthier and more independent older adults can be for an extended period of time results not only in an increased quality of life for these individuals but a positive economic impact for communities. Older adults represent a positive cash flow for communities and besides institutional living can be expensive.
- Genuine Inter-generational Opportunities – the term “inter-generational programming” has been around for a long time, but it will re-surface with greater emphasis in the very near future. What other community organization other than parks and recreation is as well positioned to connect these two groups?

Five Megatrends in California’s Future

Four of the five mega-trends identified for California incorporated existing demographic information with the belief that you ignore the “people numbers” at your own peril. Four demographically directed trends included the following:

Trend #1: Serving Two Masters - Both Old and Young

California will face the unique situation of having to provide programs and services for two large cohort groups: youth and older adults. The rest of the United States is not projected to have this same challenge.

- Expected increase in the number of Californians age 65 or older by 2020: 71% (*Source: The California Budget Project*)
- California will experience twice as many births as deaths (20 million versus 8 million)

Source: U.S. Census Bureau, Population Division and Housing and Household Economic Statistics Division

Trend #2: Heading Out and Coming In - Current residents OUT and International immigrants IN

Many long time residents of California are leaving the state often due to more inexpensive retirement or less growth and congestion. When you couple this pattern with an ever-increasing number of immigrants into California, it will make for a change in demographics for certain.

- Net loss of 4 million internal migrants from California to other states.
- Adding 10 million international migrants to California (39 percent of the nation’s total).
- LA between 2000 and 2004: -64,928 whites and +456,838 non-whites (*The Brookings Institute*).

Trend #3: It’s About the \$\$\$\$\$

California has long been regarded as being an expensive area to live, work, and play. That perception and pattern will likely continue.

- High cost of living in California;
- Fewer residents covered by pensions than other states (*Public Policy Institute of California*); and
- The large percentage of uninsured people living in California; 32% in Imperial and 17.5% in San Diego. The national average is 14.2%; somebody has to pick up the cost of healthcare for the uninsured.



Trend #4: The Two Californias: Norcal and Southland

There has always been two Californias as the northern and southern portion of the State are divided on the basis of politics, climate, and business opportunities. The newly projected version of two Californias includes the following:

Norcal - San Francisco and Sacramento

- 35%+ increase in population;
- 39%+ increase in new jobs;
- 29%+ new homes;
- 121%+ in office space;
- action is moving east from Bay area;
- Sacramento metro region will build more housing and office space in the next 25 years than any other Western metro city except Las Vegas;
- skilled workers in the Bay area moving east to cheaper exurbs; and
- neurotechnology (pharmaceuticals with computers).

Southland - Los Angeles (LA) and includes Las Vegas

- +35% people;
- +40%+ jobs;
- +35% homes;
- +115% office space;
- by 2020 male illegal immigrants will make up more than 10% of the workforce – no other area has this large an inexpensive work force; and
- trade with China through the country's largest port, LA, as well as new military and space programs will do what the internet did for northern CA in the 90's.

(Source: The \$25 Trillion Land Grab by Kaihla and Crawford. Business2.0 November 2005)

Trend #5: Contenders

The list of factors that could be considered as the 5th Megatrend is long. There are a number of issues and projections "in the running" for the #5 spot, but the overall issue, additional, unprecedented growth, probably creates the greatest concerns. Take a look at these numbers...

- The population growth for major U.S. cities in the past decade does NOT equal the growth of San Bernadino and Riverside Counties; and
- \$25 trillion building boom – nearly ½ spaces being built between now and 2030 don't exist yet.

(The Brookings Institute)



Social Dynamite

There were two different stats that garnered the most attention and concern from conference attendees. In both instances, these issue areas can be considered as “social dynamite.” Take a look at the following:

- One of every five Los Angeles youths, ages 16-24, is not in school and is not working, creating "social dynamite," according to David Crippens, chairman of UNITE LA and member of Workforce Investment Board.
- High school dropout rates exceed 30% nationally and approach 50-70% in Los Angeles public high schools.

...and a second area of grave concern:

- One of every 3 children born in the United States in 2000 will develop diabetes in his or her lifetime.
- The rate is higher for African-American and Hispanic babies who have a 50% chance of developing diabetes in his or her lifetime.

The response to both of these statistics was overwhelming...overwhelmingly shocking and/or concerning to those in attendance at the conference sessions where those facts were used.

Economic Explosion due to Social Dynamite

As park and recreation professionals, we naturally gravitate to concerns about “quality of life” and that is often the initial reaction to some of these numbers related to onset of diabetes and school drop out rates. However, it may be the economic explosion brought about by these two social dynamite issues that actually brings these issues to the forefront.

Consider the following:

The Economic Impact of Diabetes

- In 2002, the estimated cost for treating diabetes was \$132 billion; that is the equivalent of \$1 out of every \$10 spent on health care; and
- The cost of health care for people with diabetes averaged \$13,243 in contrast to health care costs of \$2,560 for people without diabetes (*Centers for Disease Control*).

Lifetime Earnings Based upon Educational Attainment

The Federal Reserve Bank out of Dallas, TX provides us with these lifetime earning amounts based upon education and taking experience into consideration:

- \$2,567,174: estimated lifetime earnings of a person with a bachelor’s degree
- \$1,455,253: high school graduate
- \$1,150,698: high school drop-out
- 976,350: person with less than a 9th grade education

Numbers and Concepts that Resonated

Role of Leisure Pursuits

Two topical areas captured the interest of a number of attendees: fun as a fundamental part of positive experiences and recreation as a potential risk reducer. The information being gathered and research being conducted in this arena bode well for our future. Just a few examples include:



- Participants in arts/creative programming reported falling less often, feeling less depressed and lonely, requiring fewer medications, and becoming more active than the comparison group. A national study on aging and creativity and its potential benefit for people 65 years of age and older is currently underway in San Francisco, New York, and Washington, DC. The intent of the research is to determine if participation in arts and creative programming would result in fewer health declines among the elderly. Early results exceeded expectations.
- Research funded by The Wallace Foundation and conducted by the Urban Institute found that most people who attend museums say they are strongly motivated by a desire to learn something new. Those who attend music performances or plays have as a primary motivation to socialize with friends and family.

Just remember – Fun is truly fundamental!

According to the February 2006 issue:

Fitness Trend Predictions For 2006 - American Council On Exercise

The American Council on Exercise (ACE) is out with its annual list of predictions for what's in and what's hot in fitness for the coming year. The trends for 2006 include the following:

1. **Youth with Sports-Specific, Personal Trainers.** As many of today's kids elect to become focused upon one specific sport at increasingly earlier ages, it only follows that they would seek ways to increase their edge within the chosen game. Sports-specific personal trainers fill that desire.
2. **Best of Both: Group Workout and Personal Trainer.** How do people access the personal attention of a one-on-one training without the expense and the overcrowding syndrome of group workouts? Small-group personal training (usually less than five individuals) is an option that is growing in popularity as a way to receive the technical instruction and close supervision of personal training at a more economical cost
3. **In-Home Training.** Home gyms and equipment are becoming more available and affordable. They are especially appealing to consumers looking for a comfortable, convenient, and inexpensive place to exercise.
4. **Specialized Fitness for Older Adults.** There is growing recognition of and popularity for well-balanced fitness program that offer a variety of benefits for seniors such as muscles, tendons, ligaments and bone conditioning to help fight osteoarthritis and osteoporosis, keep the body more limber, stabilize joints, and lower the risk of everyday injury.
5. **Keeping It Simple.** Pressure continues to mount encouraging Americans to fight obesity and simple approaches such as the 60 minutes of moderately intensive walking to prevent illness and prolong life is one of the simpler applications of good health. *Editor's Note: There remains lack of agreement among various health experts whether 30 minutes is adequate for maintaining health or whether 60 minutes should be the criteria; naturally 60 minutes is more desirable but often overwhelms and discourages some people from physical activity.*



6. **Balance Training Continues.** Balance training activities (e.g., Tai Chi, Yoga, Pilates, etc.) and balancing equipment (e.g., foam rollers, wobble boards, Bosu balls, etc.) are among the fastest growing and most popular exercise options for adults.
7. **Employers Encourage and Offer.** A growing number of corporations are offering wellness programming for its workers in an effort to encourage physical activity, sensible nutrition habits, and an overall healthier lifestyle especially as research suggests that corporate revenue is lost due to increased rates of absenteeism, higher health and medical expenses.
8. **Healthier Nutrition Options.** Look for even more information on what we eat in both the supermarket and restaurants with restaurants offering nutritional content for meals and even trans-fat content becoming a requirement for packaged foods.
9. **Mind-Body Connection.** Fusion classes that combine the more traditional elements of fitness while incorporating elements of mental and spiritual fitness such as Yoga and Pilates continue to grow in popularity.
10. **Functional Fitness Continues.** Whether its personal training or group fitness classes, functional strength training and/or core strengthening activities enhancing coordination, strength and endurance in everyday activities retain an important place in the overall fitness menu.

According to the January 2006 issue:

Gold State Goes Silver

Graying in the Golden State: Demographic and Economic Trends of Older Californians, by Sonya Tafoya and Hans Johnson identify the following projections by 2030:

- One in every three Californians will be over the age of 50;
- The proportion of those over 65 will have increased to 17 percent from 11 percent in 1998;
- The population of people over 65 in California will grow from 3.6 million to 8.9 million;
- ***The graying of California will be accompanied by an increase in the number of children; a situation not experienced by most other States in the country; and
- Only about half of all jobs in California offer pension and retirement plan benefits, significantly less than in the rest of the nation.

(Source: Public Policy Institute of California)

The Old Get Older

Older people continue to become older and that trend will have even greater impact in future years. For instance:

- The oldest old age group in California (age 85 years and over) was 7 percent of the elderly population in 1990 as compared to only 2.6 percent in 1950; and
- Between 2030 and 2040, when the first of the Baby Boom generation reaches age 85, the percent of elderly who are in the oldest age group will reach 14 percent.

(Source: California Department of Aging)



Summary:

California will experience many demographic changes and challenges that accompany these changes, most especially:

- An increasing youth and elderly population simultaneously; and
- Losing residents to other parts of the country while gaining a significant number of new immigrants.



Keys to Vibrant Cities

One of the few concepts receiving attention across the United States is the challenge of rekindling America’s cities. The growth and age of suburbs finds that even ex-urban areas of the country are in need of such updating. *The Urban Land Institute in its publication, Creating a Vibrant City Center: Urban Design and Regeneration Principles by Paumier* has the following to say about the future of cities:

The image of a great city stems largely from the quality of its public realm – its streets, boulevards, parks, squares, plazas, and waterfronts.

Maintaining that it is the quality of the overall public environment that makes a city livable and memorable, the author identifies the following 7 principles for community revitalization:

1. **diversity of use** giving people a reason to visit and be present throughout the day and evening;
2. **encourage compactness** so that a critical mass of activity promotes pedestrian usage;
3. **intensity of development** to use available land while maintaining a human scale;
4. **balance of activities** so there are not too many offices leaving empty streets in the evening;
5. **accessibility with opportunities** for convenient parking along with pedestrians as a priority;
6. **functional linkages** with walking access for people between activity centers; and
7. **positive identity** portrays an image that the community is an exciting, safe, and livable place to be.

Closing Comment:

Notice the repeated emphasis upon “public” within these parameters. Can you say “parks and recreation” – even a quick look at both the specifics and more general suggestions cited above speak to the values, benefits, impact, and influence of public spaces and leisure activities.



Appendix E. National Trends

Recreation and Leisure Trends

In this fast paced, modern society it has become essential to stay on top of current trends impacting the field of parks and recreation. The recreational provider is faced with the challenge of meeting and exceeding user expectations. Part of this task involves comprehension about what participants want now, studying what they wanted in the past, and developing an idea of what they will look for in future activities. Statistical data presented by the National Sporting Goods Association 2003 Survey on sports participation is one primary tool to understanding user trends.

The following information was gathered by a mail panel resource of more than 20,000 pre-recruited households. Through a self-administered questionnaire, male and female heads of household and up to two other household members who were at least seven years of age were asked to indicate the sports they participated in 2003, along with the frequency of participation in 2003.

For this study, a participant is defined as an individual seven years of age or older who participates in a sport **more than once a year**. There are seven sports that required participation to be defined as **six times or more a year**: aerobic exercise, bicycle riding, exercise walking, exercising with equipment, running/jogging, step aerobics, swimming, and weightlifting.

The following tables illustrate the results of this study. Activities are listed in descending order by total participation.

Top Ten Activities Ranked by Total Participation for National Participation in 2004

Sport	Total Participation (in Millions)	Percent Change From 2003
Exercise Walking	84.7	3.8%
Camping (vacation/overnight)	55.3	3.5%
Swimming	53.4	2.2%
Exercising with Equipment	52.2	3.9%
Bowling	43.8	4.6%
Fishing	41.2	-3.6%
Bicycle Riding	40.3	5.3%
Billiards/Pool	34.2	3.7%
Workout at Club	31.8	8.0%
Aerobic Exercising	29.5	5.1%

Source: National Sporting Goods Association



National Recreation Participation in 2004 of Selected Sports Ranked by Percent Change from 1999 to 2004

Sport	Total Participation (in Millions) 2004	Total Participation (in Millions) 1999	Percent Change 1999 to 2004
Skateboarding	10.3	7.0	48.6%
Workout at Club	31.8	24.1	32.0%
Hockey (ice)	2.4	1.9	28.9%
Mountain Biking	8.0	6.8	18.2%
Exercising w/ Equipment	52.2	45.2	15.4%
Aerobic Exercising	29.5	26.2	12.2%
Running/Jogging	24.7	22.4	10.3%
Exercise Walking	84.7	80.8	4.9%
Hiking	28.3	28.1	0.9%
Soccer	13.3	13.2	0.9%
Baseball	15.9	16.3	-2.9%
Bicycle Riding	40.3	42.4	-4.9%
Basketball	27.8	29.6	-6.0%
Swimming	53.4	57.9	-7.7%
Volleyball	10.8	11.7	-7.9%
Martial Arts	4.7	5.1	-8.7%
Golf	24.5	27.0	-9.4%
Tennis	9.6	10.9	-11.9%
Football (touch)	9.6	11.1	-14.1%
Softball	12.5	14.7	-15.0%
In-Line Roller Skating	11.7	24.1	-51.5%

Source: National Sporting Goods Association



National Youth Participation in Selected Sports Comparison by Age Group 2004 vs. 1994

Sport	Total Percent Change 1994 – 2004 (Ages 7-17)	Total Percent Change 1994 – 2004 (Ages 7-11)	Total Percent Change 1994 – 2004 (Ages 12-17)
Baseball	-11.6	4.7	15.8
Basketball	-.04	5.6	-9.8
Bicycle Riding	-.22.4	-19.4	-17.0
Golf	37.5	53.3	31.9
Ice Hockey	.05	-24.7	33.3
In-line Skating	-69.8	-52.7	-25.8
Skateboarding	97.6	82.4	111.8
Soccer	-.01	-1.5	1.2

Source: National Sporting Goods Association

National Recreation Participation of Women in Selected Sports Comparison 2004 vs. 1999

Sport	Total Participation (in Millions) 2004	Total Female Participation (in Millions) 2004	Total Female Participation (in Millions) 1999	Percent Change 1999 to 2004
Aerobic Exercising	29.5	21.7	19.6	-0.7
Baseball	15.9	3.5	3.5	0.5
Basketball	27.8	8.7	8.6	2.1
Bicycle Riding	40.3	18.7	18.9	2.0
Exercise Walking	84.7	52.4	50.0	-0.1
Exercising with Equipment	52.2	28.0	23.1	2.6
Football (touch)	9.6	2.2	2.0	4.8
Golf	24.5	5.7	5.6	2.4
Hiking	28.3	13.7	12.8	2.8
Hockey (ice)	2.4	0.6	0.5	0.0



Sport	Total Participation (in Millions) 2004	Total Female Participation (in Millions) 2004	Total Female Participation (in Millions) 1999	Percent Change 1999 to 2004
In-Line Roller Skating	11.7	5.9	12.2	-0.4
Martial Arts	4.7	1.6	2.0	-4.8
Mountain Biking	8.0	2.7	2.1	3.0
Running/ Jogging	24.7	11.5	10.1	1.4
Skateboarding	10.3	2.6	1.2	7.5
Soccer	13.3	5.5	4.8	5.0
Softball	12.5	6.5	6.9	5.0
Swimming	53.4	28.6	30.8	0.4
Tennis	9.6	5.1	5.0	6.8
Volleyball	10.8	6.3	6.4	4.0
Workout at Club	31.8	17.8	12.9	2.3

Source: National Sporting Goods Association

Other miscellaneous recreational trends noted in the NSGA’s 2003 study:

- Snowboarding had 6.3 million participants in 2003. It continued on a 12.9% increase from 2002. This popular sport has most likely impacted alpine skiing, which has had a continual percentage decrease over the last five years (-11.8% from 1998 to 2003).
- Ice hockey has had an overall increase of 9.4% since 1993, and participation by children ages 7- 11 years old has increased 59.7% in the last ten years. However, as a total percentage it is still fairly low.
- Skateboarding continues a steady increase in popularity, and now includes 9 million participants.
- Exercise walking continues to be the number one sport in American participation, with 79.5 million participants.
- Yoga and Tai Chi were introduced to the survey in 2002 and included in the 2003 survey. Total participation was 5.6 million, with women comprising 83.3% of that total.
- Martial Arts is the largest percent change from 2002 to 2003 with a 15% increase and 4.8 million participants.



Demographic Changes:

The greatest trend found in recreation is not a particular sport but rather a sport participant. Baby boomers, defined as anyone born between 1946 and 1964, consist of 77 million people. By 2005 an estimated 42 percent of baby boomers will be over 50 years of age. Below are statistical data on boomers and implications on recreational services for this influential group. Information for this report was gathered by NRPA, AARP, SGMA, and GreenPlay LLC.

Demographics of Baby Boomers

- Median income level is \$51,700
- 68% of boomers are married
- Most boomers are well educated, with 50% having at least two years of college
- An estimated 23% of boomers will not be financially prepared for retirement
- With an almost 20 year age gap, it should be noted that baby boomers are a diverse group with regards to social behavior and attitudes

Lifestyle of Baby Boomers

- Known to work hard, play hard, and spend hard
- Place value on exercise and fitness
- Time viewed as a precious commodity
- Less interest in civic engagement (low rate of volunteerism)
- Do not associate with being “old”
- Retirement viewed as “mid-life”
- Tend to participate in more individualized activities rather than group events
- Highest volunteerism rate at 34.5% (Annual Bureau of Labor Statistics survey "Volunteering in the United States" found that the highest rates of volunteering are among persons 35-44 <http://www.bls.gov/news.release/pdf/volun.pdf>)

Implications of Baby Boomer Trends for Recreation

- Increased demand for well-equipped fitness centers
- Movement away from “senior” related programs such as bridge and shuffleboard since many boomers associate these with being “old”
- Swimming pools better utilized by programs like water walking, water aerobics, and active lap swimming
- Increased demand for on-going educational classes to create life-long hobbies
- Increased interest in computer courses from basic application to Web site design
- Length and timing of programs should be compressed
- Workshops preferable to six- or eight- week classes, weekend and night classes popular
- Increased interest in outdoor recreation and maintaining parks and open space
- Continued interest in arts and entertainment

Business of Baby Boomers

It is important to realize that baby boomers have no intention of “slowing down” in retirement. Many will work part-time, change careers, or create new businesses during this



time. Recreation services offered to this age group must be customized to suit each individual need for:

- Self-fulfillment
- Healthy pleasure
- Nostalgic youthfulness
- Individual escapes

Recreation Activities for Adults 55 and Older Based on Frequent Participation 2002

Activity	Days Per Year	Participants
Fitness Walking	100 +	6,515,000
Stretching	100 +	4,107,000
Treadmill Exercise	100 +	3,887, 000
Golf	25 +	3,646,000
Freshwater Fishing	15 +	1,903,000
R.V. Camping	15 +	1,736,000
Lifting Free Weights	100 +	1,735,000
Bowling	25 +	1,725,000
Day Hiking	15 +	1,545,000
Weight/Resistance Machines	100 +	1,513,000
Stationary Cycling	100 +	1,298,000
Running/Jogging	100 +	870,000

Source: American Sports Data, Inc.

The above information was taken from the Superstudy of Sports Participation conducted by American Sports Data, Inc. in January 2002. Information was gathered by a mail panel resource of 25,000 households with a 58.7% response rate and reprinted by the Sporting Goods Manufacturers Association.

Other Age Cohorts and Their Impact on Leisure Services in the United States

Matures

Source: The Center for Generational Studies

This generation consists of those born prior to 1946. For this age group, survival was a way of life as many grew up during World War II. Sayings such as “a penny saved is a penny earned” and “an honest day’s work for an honest day’s pay” are firmly implanted in their approach to life and they enter jobs with very strong beliefs about hard work and ethics. This era was a man’s economy, women had limited positions in the workplace and their place was “in the home.” This generation returned from WWII to produce the Baby Boom and began building a new peace-time economy.



Lifestyle of Matures:

- They are dedicated to a job once they take it
- They are respectful of authority, even if it sometimes frustrates them
- They place duty before pleasure
- Patience is a virtue. They are willing to wait for the delayed reward
- Honor and integrity are critical parts of their being
- They are reluctant to challenge the system
- They are resistant to change and will tend to avoid it

Generation X

Source: The Center for Generational Studies

People in this generation were born between 1965 and 1980. They learned resourcefulness at an early age as most grew up in a house where both parents had careers. Gen-Xers entered a world with social turmoil with the assassination of JFK, anti-war protests, Watergate, inflation, and massive layoffs. As a result of this they have become a generation skeptical of traditional practices and beliefs. With their ability to deal with uncertainty and an emphasis on working to live, rather than living to work, they will continue to transform the way business is done.

Lifestyle of Generation X:

- Gen-Xers work to live rather than live to work
- Jobs are viewed within the context of a contract, not a lifetime commitment
- Clear and consistent expectations are essential
- Providing the opportunity to grow will lengthen tenure
- A sense of contribution while having fun will keep an Gen-Xer productive
- Earning money is only one part of a larger equation which includes contribution to the whole
- To them, versatility of skills & experiences ensures employability

The Millennials

Source: The Center for Generational Studies

Those in this generation were born between 1981 and 1999. With 81 million, Millennials are the largest generational group in U.S. History. Millennials have grown up in a world where beliefs about family and society have been compromised. Media has taught them that they can challenge every convention and individual. They are growing up in a time of unprecedented growth in the U.S. economy and development of technology. They are born into cell phones, pagers, and the Internet. Many enter jobs with what employers are calling a disturbing lack of basic skills, yet they are able to navigate software programs that intimidate those in their 40's. As Millennials continue to grow up in this new world of terrorism, technology, and situational ethics, they will bring to the table new expectations and perceptions that older generations never dreamed possible.

Lifestyle of Millennials:

- They have been conditioned to live in the moment
- They are used to the immediacy of technology and expect everything with it
- Clear and consistent expectations are essential to ensure productivity
- They earn money for the purpose of immediate consumption



- They will demonstrate respect only after they have been treated with respect
- They have grown up learning to question everything
- As a generation, they are astoundingly diverse demographically

Overview of Regional and National Trends in Parks and Recreation

Lifestyle Practices:

- Outside the home, more women than men participate in fitness programs. According to IHRSA, women accounted for 53% of all health club memberships in 2003, an increase of 130.8% from 1987.
- Baby boomers have no intention of “slowing down” in retirement. Many will work part-time, change careers, or create new businesses during this time. According to IHRSA, baby boomers claim 37.6% of all health club memberships in 2003.
- Americans have less leisure time than 5 years ago, but recognize the intrinsic and extrinsic value of recreation and leisure more than ever before.
- The greater the household income, the more likely that members started a new recreational activity in the last year, and patronized public parks and recreation services.
- Participation in structured programmed activities has decreased.
- Action sports (in-line skating, snowboarding, skateboarding, etc.) are the strongest area of growth in the sporting goods industry.
- Americans are participating in less of a variety of activities.
- American’s feel a majority of their free time occurs during the weekdays - weekends are jammed with chores that are put off during the week.
- Currently, opportunities for park and recreation participation are greater in mid-sized cities, as opposed to smaller or larger cities.
- Americans spend more than \$300 billion on recreation annually.
- The average recreation fee that people are willing to pay is slightly over \$12. However, the more satisfied they are with the experience, the more they are willing to pay.
- Choices for recreational activities continue to grow with malls, school activities, entertainment centers (Dave and Buster’s, Adventure Golf, etc.), movie complexes, IMAX, skate parks, etc.
- Many homes today are designed as central entertainment centers with televisions, computers, home fitness equipment, workshop and hobby areas, etc.
- On average, Americans watch more than four hours of television a day (NRPA, 2001).
- 77% of personal computer owners come out from behind their monitors for some time outdoors at least once a month.
- Young adults and Americans with annual household incomes of \$50,000 or more are more inclined than the total public to engage in outdoor activity frequently.
- Frequency of outdoor activity appears to increase as household income increases, the most socially and politically active group in the nation are the most recreationally active.
- 62% of families in which both spouses work find time to balance the responsibilities of two jobs and the home and still make time for an outing at least once a month.



- According to IHRSA (2003), 8 out of 10 Millennials and almost 9 out of 10 Generation X'ers feel the need to take measures to make sure their health will be good when they get older.
- According to IHRSA (2003), 91% of Boomers feel the need to take measures to ensure their future health.
- *The top four free-time activities for all Americans for the last decade have been and remain: watching television, reading, socializing with friends and family, and shopping.* Swimming and walking are the only two physical activities that make the top-ten list.

Recreation Programming: (from various NRPA lectures and recreation literature)

- People have less unstructured time, so length of programs and sessions should be reduced.
- Activities are moving towards unstructured, individual, and drop-in programs.
- Increasing demand for self-directed activities, with less reliance on instructors and more flexible timing.
- Adults are moving away from teams to more individual activities.
- According to IHRSA, unmarried adults head 47% of the country's households, and there are now more households headed by people living alone (26%) than households headed by married couples with children (24%). These singletons are looking for clubs that create an environment that fosters a sense of community, as well as create programs and events that they can join without a partner. They want a place they have friends in addition to a place to go for a workout.
- Increased demand for family programs and more programs for girls and women.
- Information technologies allow for the design and customizing of recreation and fitness activities (reducing the need for a "standard package").
- Increased pressure to open traditional male sports to females.
- More activities are being adapted for disabled participants. Programs should strive to be "universally" accessible.
- Fitness and wellness are viewed as a lifestyle that stresses the integration of mental, physical, and spiritual well-being.
- Programs need to encompass a whole "experience," as people look to add quality to the basic recreation activity with depth, self-fulfillment, and self-expression.
- People desire quality over quantity - a first class experience in the form of excellent customer service, programs, and facilities.
- According to SGMA (Sporting Goods Manufacturers Association) International, 6 of the 15 most popular activities for children are team sports.
- According to IHRSA, health clubs have significant opportunities and could play a key role in providing the missing fitness and exercise in students' lives. Organized, after-school activities, club sports and programs targeted to school-age children in communities around the country could fill the fitness void that is growing wider in U.S. schools.
- According to IDEA Health and Fitness Association 2004 Fitness Programs and Equipment Survey, several programming trends emerged. Fitness programs that are growing include personal training (one-on-one), pilates, core-conditioning classes, strength training (individual, non-group), stretching and/or flexibility, personal training and pilates or yoga, yoga, stability, ball-based, strength training, and group



with background music; programming that is staying stable includes step aerobics, fitness assessment, mixed-impact aerobics, low-impact aerobics; and programming that is declining includes high-impact aerobics and boxing-based/kickboxing.

- According to IDEA Health and Fitness Association there have been changes in fitness programs from 1998 to 2004. What clients wanted in 1998 is not necessarily what they want today. Programs that have increased in popularity since 1998 include Pilates, stability/ball-based, personal training (two clients share), post-rehab, kids-specific fitness, sport-specific training. Programming that has decreased since 1998 includes dance (ballroom, ballet, etc.), abdominals, health fairs, sports clinics, high-impact aerobics, mixed-impact aerobics, step aerobics, stress-management classes, weight-management classes, lifestyle classes (managing your money, book club), and low-impact aerobics.

Recreation Facilities:

- The current national trend is toward a “one-stop” facility to serve all ages. Large, multi purpose regional centers help increase cost recovery, promote retention, and encourage cross-use.
- Agencies across the U.S. are increasing revenue production and cost recovery
- Amenities that are becoming “typical” as opposed to alternative:
- Multi-purpose, large regional centers (65,000 to 125,000+ sq. ft.) for all ages/abilities with all amenities in one place. This design saves on staff costs, encourages retention and participation, and saves on operating expenses due to economies of scale.
- Leisure and therapeutic pools
- Interactive game rooms
- Nature centers/outdoor recreation and education centers
- Regional playground for all ages of youth
- In-line hockey and skate parks
- Partnerships with private providers or other government agencies
- Indoor walking tracks
- Themed décor
- Amenities that are still considered “alternative” but increasing in popularity:
 - Climbing walls
 - BMX tracks and Indoor Soccer
 - Cultural art facilities
- Green design techniques and certifications such as Leadership in Energy and Environmental Design (LEED). A recent BCA survey indicated that 52% of the recreation-industry survey respondents indicated they were willing to pay more for green design knowing that it would significantly reduce or eliminate the negative impact of buildings on the environment and occupants.

Recreation and Park Administration:

- Level of subsidy for programs is lessening and more “enterprise” activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Agencies are hiring consultants for master planning, feasibility, and strategic/policy plans.



- Recreation programmers and administrators are being involved at the beginning of the planning process.
- Information technology allows for tracking and reporting.
- Pricing is often done by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.
- Organization is structured away from specific geographic units into agency-wide sections for athletics, youth/teen sports, seniors, facilities, parks, planning, etc.

Master Planning Processes:

- Most parks and recreation master planning and other long-range planning processes consider a 20 year, or longer, horizon to assure an adequate vision to move from existing conditions to a desired future. However, the plan itself is most often written for a 5 year period requiring a major update at that time interval. In this age of information, mobility, and ever changing advancements in technology, it is impossible with any acceptable degree of reliability to predict demographics, interests, and how technology will change the way we live work and play, much beyond the 5 year timeframe. The 5 year timeframe also coincides with a typical timeframe for an agency's Capital Improvement Program (CIP).
- Most parks and recreation master planning and other long-range planning processes rely on the mission and vision statements developed as a result of the development of the plan and its public process to guide and drive the facilities, programs and operation of the organization.
- Traditional master planning efforts relied heavily on national level of service standards for the provision of parks and facilities (number of acres or number of facilities/1000 population). Due to unique circumstances in most communities, including but not limited to things such as climate, other providers, exposure to trends, demographics, etc.), today's master planning efforts rely much less on pre-determined standards, and much more on fresh citizen input, often through community surveys that reach current users, as well as non-users of park and recreation systems, supplemented by community open houses, focus groups and stakeholder interviews.
- Early master planning efforts did a good job identifying the initial one-time costs associated with capital improvements. Today's master plans consider the ongoing operating costs and potential revenue generation of equal importance. In addition, plans are identifying traditional and alternative funding sources for projects.

Environmental Stewardship

- People seek natural environments and open space as an antidote to the constant reminder of technology and over-civilization.
- Most studies reveal that access to open space is one of the keys to a satisfactory quality of life.
- There is a shift in how many people view natural resources. It is changing from domination to stewardship, consumption to sustainability, from rights to responsibilities, from surviving to thriving so that the well being of people, the economy and nature are all in balance.



- Many businesses are moving their focus from money-driven objectives to implementing more environmentally sound practices for their customers.

Urban Communities:

- Cities are moving from public to private space; creating less of a community environment and loss of social capital.
- Civic life requires settings in which people meet as equals; the most significant amenity that a city can offer potential residents is a public realm where people can meet.
- Property values are typically higher for property near parks and open spaces.
- In a study done by Amy Zlot for the American Journal of Health Promotion, it was determined that, “the number of route choices a community provides – a mix – the relative percentage of housing, retail, work and recreational opportunities in a community – appear to be important, independent predictors of walking and bicycling.”

The Role of Physical Activity and its Effect on Health Trends:

- Regular moderate sports playing add 1.25 years to the life expectancy of a 45 -54 year old man.
- One study found that the U.S. could save \$20 billion a year in health care costs if every sedentary American walked an hour a day.
- It is estimated that nearly 250,000 deaths per year in the United States are attributed to lack of exercise.
- In 2002, research showed that 64 percent of the adult population is overweight with 30 percent being obese (Center for Disease Control).
- In 2002, an estimated 15% of children and adolescents age 6-19 were over weight (Center for Disease Control).
- Overall, regular physical exercise is considered to be the “best medicine” since it is inexpensive, has no side effects, can be shared with others and is health promoting as well as disease preventing.
- Some research has demonstrated exercise to be more effective than a tranquilizer drug, and a number of studies of trait anxiety found a meaningful difference between the effectiveness of exercise and other forms of treatment on anxiety levels.
- Physical activity has been linked to slowing of the onset of HIV-related symptoms, including decrement of natural killer cells.
- Kaiser Permanente partners with HealthCare Dimensions Incorporated to offer the Silver Sneakers Fitness Program for seniors to promote an active lifestyle and reduce healthcare costs. The program is beneficial for the following reasons:
 - Participation: Senior-friendly programming is designed to reduce barriers to participation and engage seniors in physical activity
 - Risk Reduction: Increasing the physical activity in seniors reduces their risk for higher claims costs
 - Health Status: Regular physical activity improves measures of independence and functional health status among seniors



- Claims Impact: Reducing risk and improving health through increased physical activity and social interactions reduces pharmaceutical and medical claims costs
- (Source: www.silversneakers.com)
- Each additional mile walked or run by a sedentary person would give him/her and extra 21 minutes of life and save society an average of 34 cents in medical and other costs.

Partnerships

- Recreation agencies are forming strategic alliances with health, social services, and educational agencies to offer more comprehensive health and wellness assistance.
- A survey of park and recreation directors and administrators in Illinois showed that:
 - A majority of respondents (72 percent) agree that they would prefer a partnership with a professional health care provider.
 - An overwhelming majority of respondents (83%) agree that they would consider developing a partnership to increase membership and programs. Fewer than half (39%) currently have a professional partnership with another agency.
 - Of the participants who would consider developing a partnership, a large majority (72%) would prefer a partnership with a professional health care provider such as a hospital.
 - More than half (64%) would partner with a non-profit organization such as the YMCA, municipality or school.
 - More than a third (38%) would consider partnering with a professional management corporation.
 - More than three-quarters (81%) would want to remain in control of the management of the facility when developing a professional partnership with another agency.

Programming for Pre-School Age Youngsters

- Local parks and recreation agencies are reportedly finding great success in programming for the pre-school age child by responding to parent feedback and desires. The requests tend to center around opportunities to expose a child to a variety of activities to learn the child's interests, and opportunities for interaction outside the child's own home. Popular requests include:
 - Family programming for tots, starting at age 9 months, with an adult, are increasingly popular (in particular: swimming, gymnastics, cooking, music, art, story time, special one time holiday classes such as Father's Day gift or card making)
 - Daytime activities for "at home" parents
 - Activities for families to support home-schooling
 - Activities for child only from 24-36 months (art, music, story time)
 - Little tot sports for ages 4-5 (soccer is popular)
- A British medical study found that although the average three year old is consuming more calories a day than 25 years ago, physical activity has decreased, resulting in 200 extra "unburned" calories per day.



- A Kaiser Family Foundation study found that “according to their parents, children age 6 and under spend an average of two hours a day with screen media (TV, DVDs, videos, computers, video games) – about the same amount of time they spend outside.”

Employment Practices

- Researchers found that adherence to a work-based physical activity program increased as a result of an incentive based intervention. In addition there were significant improvements in cardiovascular efficiency and work capacity.
- Of the City of Boulder, Colorado’s 1,200 employees, 600 are members of their employee wellness program. Program data show that members of the program have reduced their blood pressure, heart rate, body weight, and body fat, and have increased their morale, strength, and flexibility. The number of workplace injuries has gone down significantly since the program began. The program is a cooperative effort between the Human Resources and Community Services Departments, making use of the Community Services facilities and programs.

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Appendix F. GRASP® Inventory Spreadsheet

**CITY OF LA QUINTA CALIFORNIA PARKS AND RECREATION
GRASP® INVENTORY & SCORES**

Prepared by GRASP® Team - January 2007

PARK NAME	COMPONENT	MAP_ID	QUANTITY	SCORE N	SCORE C	SCORE IN	INDOOR	LIGHTS	SITE ACCESS	AESTHETICS	ENTRY	ENTRY AESTH	BUILDING COND	ENTRY DESK	RESTROOMS	LOCKER ROOMS	DESIGN	DRINKING FTN	SEATING	BBQ GRILLS	DOG STATION	SECURITY LIGHTING	BIKE RACK	RESTROOM W/ PLUMB	SHADE TREES	CONNECTIONS	ACCESS	PARKING	PLANTINGS	PICNIC TABLES	Comments	
Adams Park	A-PARCEL																2	2	2		2	2					2					
Adams Park	Open Turf	1	1	2	2																											
Adams Park	Playground	2	1	2	2																											
Adams Park	Shade Arbor	23	1	2	2																											
Adams Park	Shade Arbor	24	1	2	2																											
Adams Park	Spray Mister	22	1	2	2																											
Adams Park	Trail, Loop	3	1	2	2																											
Art - Freestanding	Art in Public Place	99	1	2	2																										Mustangs at Santa Rosa Plaza	
Art - Freestanding	Art in Public Place	100	1	2	2																										"The Don"	
Art - Freestanding	Art in Public Place	112	1	2	2																											
Art - Freestanding	Art in Public Place	113	1	2	2																											
Art - Freestanding	Art in Public Place	114	1	2	2																											
Art - Freestanding	Art in Public Place	115	1	2	2																											
Art - Freestanding	Art in Public Place	116	1	2	2																											
Art - Freestanding	Art in Public Place	117	1	2	2																											
Art - Freestanding	Art in Public Place	118	1	2	2																											
Art - Freestanding	Art in Public Place	119	1	2	2																											
Art - Freestanding	Art in Public Place	120	1	2	2																											
Art - Freestanding	Art in Public Place	121	1	2	2																											
Bear Creek Trail	A-PARCEL																2	2	2		2					2	2					
Bear Creek Trail	Natural Area	17	1	2	2																											
Boys & Girls Club	A-PARCEL								2	2	2	2	2	2	2	2																Need transportation for teens to the Cove
Boys & Girls Club	Art in Public Place		1			2	Y																								25' x 40', wet room for art	
Boys & Girls Club	Community Room		1			1	Y																								35' x 40', too small	
Boys & Girls Club	Computer Room		1			1	Y																								25' x 15', could use more space	



PARK NAME	COMPONENT	MAP_ID	QUANTITY	SCORE N	SCORE C	SCORE IN	INDOOR	LIGHTS	SITE ACCESS	AESTHETICS	ENTRY	ENTRY AESTH	BUILDING COND	ENTRY DESK	RESTROOMS	LOCKER ROOMS	DESIGN	DRINKING FTN	SEATING	BBQ GRILLS	DOG STATION	SECURITY LIGHTING	BIKE RACK	RESTROOM W/ PLUMB	SHADE TREES	CONNECTIONS	ACCESS	PARKING	PLANTINGS	PICNIC TABLES	Comments
Boys & Girls Club	Craft Room		1			2	Y																							15' x 15'	
Boys & Girls Club	Game Room		1			1	Y																							45' x 60', too small	
Boys & Girls Club	Gymnasium		1			3	Y																							80' x 80'	
Boys & Girls Club	Kitchen		1			2	Y																								
Boys & Girls Club	Learning Center		1			1	Y																							25' x 30', too small	
Centre Point Park	A-PARCEL																2	2	2		2			1		2				Under Construction	
Centre Point Park	Dog Park	107	1	2	2																									Scored From Site Plan by DCLA	
Centre Point Park	Open Turf	109	1	2	2																									Scored From Site Plan by DCLA	
Centre Point Park	Playground	108	1	2	2																									Scored From Site Plan by DCLA	
Centre Point Park	Shade Shelter	110	1	2	2																									Scored From Site Plan by DCLA	
Centre Point Park	Shade Shelter	111	1	2	2																									Scored From Site Plan by DCLA	
Civic Center Campus	A-PARCEL																3	1	3		2	3		2	3		3	3			
Civic Center Campus	Art in Public Place	90	1	2	2																									Bronze relief map	
Civic Center Campus	Art in Public Place	91	1	3	3																									Su' ish Mosaic, Mulyak Mosaic, Pu' wish Mosaic, Tukivet Mosaic, Sewet Mosaic, Paat Mosaic, Ayill Mosaic, Qaxal Mosaic, Unknown	
Civic Center Campus	Fitness Course	63	1	2	2																										
Civic Center Campus	Gazebo	56	1	2	2																										
Civic Center Campus	Memorial - Artists	58	1	2	2																									Sports	
Civic Center Campus	Memorial - Police Officers	66	1	2	2																									Veteran's memorial	
Civic Center Campus	Memorial - Sports Figure	52	1	2	2																									Artists	
Civic Center Campus	Memorial - Veteran's	60	1	2	2																									Sheriff	
Civic Center Campus	Open Turf	54	1	2	2																										
Civic Center Campus	Pond, Water	59	1	3	3																										
Civic Center Campus	Putting Green	64	1	2	2																										
Civic Center Campus	Shade Shelter	51	1	2	2																									Wayside with bench	
Civic Center Campus	Shade Shelter	53	1	2	2																										
Civic Center Campus	Shade Shelter	55	1	2	2																									Wayside with bench	
Civic Center Campus	Shade Shelter	65	1	2	2																									Wayside with bench	



PARK NAME	COMPONENT	MAP_ID	QUANTITY	SCORE N	SCORE C	SCORE IN	INDOOR	LIGHTS	SITE ACCESS	AESTHETICS	ENTRY	ENTRY AESTH	BUILDING COND	ENTRY DESK	RESTROOMS	LOCKER ROOMS	DESIGN	DRINKING FTN	SEATING	BBQ GRILLS	DOG STATION	SECURITY LIGHTING	BIKE RACK	RESTROOM W/ PLUMB	SHADE TREES	CONNECTIONS	ACCESS	PARKING	PLANTINGS	PICNIC TABLES	Comments			
Civic Center Campus	Stage	57	1	2	2																													
Civic Center Campus	Trail, Loop	67	1	2	2																													
Civic Center Campus	Water Feature	62	1	2	2																													
Cove Oasis Trailhead	A-PARCEL							Y									2	2	2		2		2		2	2	2			2				
Cove Oasis Trailhead	Natural Area	21	1	2	2																													
Cove Oasis Trailhead	Picnic Shelter	47	1	2	2																													
Cove Oasis Trailhead	Picnic Shelter	48	1	2	2																													
Cove Oasis Trailhead	Picnic Shelter	49	1	2	2																													
Cove Oasis Trailhead	Trailhead	50	1	2	2																													
Desert Pride Park	A-PARCEL																2	2	2						2		2			2	Small neighborhood park with playground & turf. Nice shady grove with benches, picnic tables			
Desert Pride Park	Open Turf	25	1	2	0																													
Desert Pride Park	Playground	26	1	2	0																													
Eisenhower Park	A-PARCEL																2	2	2			2			2		2	2		2				
Eisenhower Park	Open Turf	87	1	2	1																													
Eisenhower Park	Playground	86	1	2	2																													
Fitness Center (@ Boys & Girls Club)	A-PARCEL								2	2	2	0	2	1	1	0																Only open evenings and Saturdays, 8:00-1:00. Consider extending the hours.		
Fitness Center (@ Boys & Girls Club)	Fitness Room		1			2	Y																									50' x 15'		
Fred Wolff Nature Preserve	A-PARCEL																2																	
Fred Wolff Nature Preserve	Natural Area (In Development)	45	1	1	1																													
Fritz Burns Park	A-PARCEL																2	2	2	2	2	2	2	2	2	0	3	2		2				
Fritz Burns Park	Art in Public Place	41	1	2	2																											Arch Sculpture, Mosaics on walkway, Mosaic water feature, Gates at pool entry.		
Fritz Burns Park	Dog Park	40	1	2	2																													
Fritz Burns Park	Open Turf	14	1	2	2																													
Fritz Burns Park	Picnic Shelter	122	1	2	2																													
Fritz Burns Park	Picnic Shelter	123	1	2	2																													
Fritz Burns Park	Picnic Shelter	124	1	2	2																													
Fritz Burns Park	Playground	16	1	2	2																													



PARK NAME	COMPONENT	MAP_ID	QUANTITY	SCORE N	SCORE C	SCORE IN	INDOOR	LIGHTS	SITE ACCESS	AESTHETICS	ENTRY	ENTRY AESTH	BUILDING COND	ENTRY DESK	RESTROOMS	LOCKER ROOMS	DESIGN	DRINKING FTN	SEATING	BBQ GRILLS	DOG STATION	SECURITY LIGHTING	BIKE RACK	RESTROOM W/ PLUMB	SHADE TREES	CONNECTIONS	ACCESS	PARKING	PLANTINGS	PICNIC TABLES	Comments		
Fritz Burns Park	Pool	11	1	1	1																									Traditional square pool, no features.			
Fritz Burns Park	Skate Park	13	1	2	2			Y																									
Fritz Burns Park	Spray ground	43	1	3	3																										Mister for cooling off.		
Fritz Burns Park	Tennis Court	12	5	2	2			Y																									
Fritz Burns Park	Tennis, Championship	39	1	2	3																										Has covered spectator area		
Fritz Burns Park	Trail, Loop	15	1	1	1																										Not real clear route		
La Quinta Community Center	A-PARCEL								3	2	2	2	2	2	2	0															Center is used day and night for a variety of programs		
La Quinta Community Center	Kitchen		1			2	Y																										
La Quinta Community Center	Multi-Purpose Room		1			2	Y																										
La Quinta Community Center	Playground - Outdoors		1			2	Y																									Covered, Outdoor component part of indoor facility	
La Quinta Community Center	Room		1			2	Y																									Younger toys, has sinks	
La Quinta Community Center	Tot Center		1			2	Y																									Movable partition between this/MP Room	
La Quinta Community Park	A-PARCEL																2	2	3	3		2		2	2		2	2		3	Restroom building also has concession stand (CVRPD) Francis Hack		
La Quinta Community Park	Ball field	74	1	2	2			Y																									
La Quinta Community Park	Basketball	71	1	2	2			Y																									
La Quinta Community Park	Open Turf	69	1	2	2																												
La Quinta Community Park	Picnic Shelter	72	1	2	2			Y																									
La Quinta Community Park	Picnic Shelter	73	1	2	2			Y																									
La Quinta Community Park	Playground	70	1	2	2																												With shade covers
La Quinta Community Park	Stage	68	1	2	2																												Doubles as park entry
La Quinta Museum	Museum	105																														Indoor, Under Renovation	
La Quinta Park	A-PARCEL																2	2	2	2		2		2	2		2	1		2	Low score - ball fields not programmed as needed, too small.		



PARK NAME	COMPONENT	MAP_ID	QUANTITY	SCORE N	SCORE C	SCORE IN	INDOOR	LIGHTS	SITE ACCESS	AESTHETICS	ENTRY	ENTRY AESTH	BUILDING COND	ENTRY DESK	RESTROOMS	LOCKER ROOMS	DESIGN	DRINKING FTN	SEATING	BBQ GRILLS	DOG STATION	SECURITY LIGHTING	BIKE RACK	RESTROOM W/ PLUMB	SHADE TREES	CONNECTIONS	ACCESS	PARKING	PLANTINGS	PICNIC TABLES	Comments	
La Quinta Park	Ball field	7	1	2	1			Y																							Too small	
La Quinta Park	Ball field	8	1	2	1			Y																							Too small	
La Quinta Park	Basketball	10	1	2	2			Y																								
La Quinta Park	Fitness Course	44	1	2	2			Y																								
La Quinta Park	Multi-purpose Field	9	4	2	2			Y																							4 full fields	
La Quinta Park	Picnic Ground	28	1	2	2																										Multiple tables	
La Quinta Park	Picnic Shelter, Group	5	1	2	2																											
La Quinta Park	Playground	4	1	2	2																										Destination	
La Quinta Park	Skate Park	30	1	2	2			Y																								
La Quinta Park	Spray ground	29	1	3	3																										Very popular!	
La Quinta Park	Trail, Loop	6	1	2	2																											
La Quinta Public Library	A-PARCEL								3	3	2	3	2	3	3	0						2	2	2				2			Indoor	
La Quinta Public Library	Bookstore		1			2	Y																									
La Quinta Public Library	Entry Desk		1			2	Y																									
La Quinta Public Library	Main Shelves		1			2	Y																									
La Quinta Public Library	Multi-Purpose Room		1			2	Y																									Smaller one - Classroom uses
La Quinta Public Library	Multi-Purpose Room		1			2	Y																									Larger, expansion space - Phase 2 of Library
La Quinta Public Library	Outdoor Patio		1			2	Y																									
La Quinta Public Library	Younger Adult Reading		1			2	Y																									
Lake Cahuilla County Park	A-PARCEL																2		2	2			2	2	1	1	2		2		Riverside County	
Lake Cahuilla County Park	Campground	75	1	0	2																											
Lake Cahuilla County Park	Campground	80	1	0	2																											
Lake Cahuilla County Park	Open Turf	78	1	1	2																											
Lake Cahuilla County Park	Picnic Ground	77	1	1	2																											
Lake Cahuilla County Park	Picnic Ground	79	1	2	2																											
Lake Cahuilla County Park	Playground	81	1	1	2																											
Lake Cahuilla County Park	Pool	76	1	1	2																											
Monticello Park	A-PARCEL																2	2	2		2			1		2						
Monticello Park	Open Turf	19	1	2	0																											
Monticello Park	Open Turf	20	1	2	0																											
Monticello Park	Playground	18	1	2	0																											
Saguaro Park	A-PARCEL																2	2	2		1	2					1			2		
Saguaro Park	Open Turf	83	1	1	0																											Small and narrow
Saguaro Park	Playground	82	1	2	0																											



PARK NAME	COMPONENT	MAP_ID	QUANTITY	SCORE N	SCORE C	SCORE IN	INDOOR	LIGHTS	SITE ACCESS	AESTHETICS	ENTRY	ENTRY AESTH	BUILDING COND	ENTRY DESK	RESTROOMS	LOCKER ROOMS	DESIGN	DRINKING FTN	SEATING	BBQ GRILLS	DOG STATION	SECURITY LIGHTING	BIKE RACK	RESTROOM W/ PLUMB	SHADE TREES	CONNECTIONS	ACCESS	PARKING	PLANTINGS	PICNIC TABLES	Comments		
Seasons Park	A-PARCEL																2				2				1		2						
Seasons Park	Playground	84	1	2	0																												
Senior Center	A-PARCEL								2	2	2	2	2	2	2	0			2			2					2				Need automatic door on South entry		
Senior Center	Arts and Crafts		1			2	Y																										
Senior Center	Auditorium/Dance		1			2	Y																										
Senior Center	Computer Room		1			2	Y																										
Senior Center	Entry Foyer		1			2	Y																										
Senior Center	Health		1			2	Y																										
Senior Center	Kitchen		1			2	Y																									Commercial kitchen	
Senior Center	Library		1			2	Y																									Has sink and dishwasher	
Senior Center	Lounge		1			2	Y																										
Senior Center	Multi-Purpose Room		1			2	Y																									Has movable partition to auditorium	
SilverRock Resort	A-PARCEL																3							3		3	3	3	3		Clubhouse is temporary (ProShop & Grill too small). Design for clubhouse & 2nd Golf Course to start in 2007.		
SilverRock Resort	Golf	106	1																														
SilverRock Resort	Golf	125	1																														
Sports Complex	A-PARCEL																1	2	1				2	2	1		1	1	1	1	School district/shared programming. Needs rehabilitation.		
Sports Complex	Ball field	31	1	1	1		Y																										
Sports Complex	Ball field	32	1	1	1		Y																										
Sports Complex	Ball field	33	1	1	1		Y																										
Sports Complex	Ball field	34	1	1	1		Y																										
Sports Complex	Ball field	35	1	1	1		Y																										
Sports Complex	Ball field	36	1	1	1																												
Sports Complex	Batting Cage	37	1	1	1																												
Sports Complex	Open Turf	38	1	1	1																												
Sports Complex	Playground	126	1	1	1																												
Velasco Park	A-PARCEL																2	2	2						1		2						
Velasco Park	Open Turf	89	1	2	1																												



PARK NAME	COMPONENT	MAP_ID	QUANTITY	SCORE N	SCORE C	SCORE IN	INDOOR	LIGHTS	SITE ACCESS	AESTHETICS	ENTRY	ENTRY AESTH	BUILDING COND	ENTRY DESK	RESTROOMS	LOCKER ROOMS	DESIGN	DRINKING FTN	SEATING	BBQ GRILLS	DOG STATION	SECURITY LIGHTING	BIKE RACK	RESTROOM W/ PLUMB	SHADE TREES	CONNECTIONS	ACCESS	PARKING	PLANTINGS	PICNIC TABLES	Comments	
Velasco Park	Playground	88	1	2	2																											
YMCA	A-PARCEL								2	2	2	2	2	2	2	0																
YMCA	Classrooms		7			2	Y																									
YMCA	Playground - Outdoors		1			2	Y																								Outdoor component part of indoor facility	



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Appendix G. GRASP® Inventory Map- Perspective A



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Replace this sheet with the Final GRASP® inventory map Perspective A - 11x17

Appendix H. Private Grant and Philanthropic Agencies

Philanthropic:

Defined as the concept of voluntary giving by an individual or group to promote the common good and improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

Grants:

Grants are used primarily as a way to supplement or match funding already received. For example, grants can be used for program purposes, planning, design, and seed money. Due to their infrequent nature, grants are normally looked at as a way to fund a specific venture and should not be used as a continuous source of funding.

General Purpose or Operating Grants:

When a grant maker gives your organization an operating grant, you can use it to support the general expenses of operating your organization. An operating grant means the fund provider supports your organization's overall mission and trusts you to make good use of the money.

Program or Support Grants:

A program or support grant is given to support a specific, connected set of activities, with a beginning and an end, specific objectives and predetermined costs. Listed below are some of the most common types of program or support grants:

Planning Grants – When planning a major new program, you may need to spend a good deal of time and money conducting research. You may need to investigate the needs of your constituents, consult with experts in the field, or conduct other planning activities. A planning grant supports this initial project development work.

Facilities and Equipment Grants – These grants help organizations buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help serve its clients better. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but will also inquire as to the financial and program plans for the next several years. Fund providers do not want to help an organization or program, only to see it shut down in a few years because of poor management.

Matching Grants – Many grant makers will provide funding only on the condition that your organization can raise an amount equal to the size of the grant from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

Seed Money or Start-up Grants – These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly



about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

Management or Technical Assistance Grants – Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of the organization. Instead, it supports the organization’s management or administration and the fundraising, marketing, financial management, etc.

Program-Related Investments (PRIs) – In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

Types of Grants Available:

Federal Sources

Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: www.tgci.com/funding/fedTodayAR.asp.

For information on government product news and procurement visit GovPro at www.govpro.com.

Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: www.fdncenter.org/pnd/rfp/index.jhtml.

Safe Routes to Schools Initiatives at: www.saferoutesinfo.org. “This national movement creates safe, convenient and fun opportunities for children to bicycle and walk to school.” According to the June 2006 issue of *Parks and Recreation*, the official magazine of the National Recreation and Park Association, “Local park and recreation agencies often own or manage much of the land surrounding local schools and connecting local neighborhoods.”

Research www.eCivis.com for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

Next Generation of Service Grants

Cooperative Agreements for the Comprehensive Community

Mental Health Services Program for Children and their Families

Adolescent Family Life Grants

AmeriCorps*National Service Resources

Governors' Grants for Drug and Violence Prevention

Community Services Block Grant Program

Urban and Community Forestry for and with Minority and Underserved Populations

Land and Water Conservation Fund (LWCF) (www.nps.gov/lwcf)

The Land and Water Conservation Fund grant program provides up to 50% reimbursement assistance for state and local government subdivisions (towns, villages, cities, counties, park



districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas. Funding is issued to the state and it is at the state's discretion how much of that funding will be made available for local government.

Proposed funding for LWCF is determined by Congress. The federal government provides up to 50 % reimbursement for a public outdoor recreation project through each LWCF grant, while the local agency is responsible for the remainder. Federal funds supporting the LWCF program are derived from offshore oil lease revenues and other non-tax sources. The FY 2006 Department of the Interior appropriations bill (P.L. 109-55) appropriated \$27,994,976 for LWCF state grants after two across-the-board reductions.

The allocation for each State and Territory is determined by formula based on law and subsequent approval of a "certificate of apportionment" by the Secretary of the Interior. The FY 2006 certificate was approved by the Secretary on January 27th and each State and Territory was notified by letter of its annual share. The State of California received \$2,380,448. The 2007 allocation is not yet available.

How States Plan and Select Projects

To be eligible for grants, every State must prepare and regularly update a statewide recreation plan (sometimes called a SCORP). Most SCORPS address the demand for and supply of recreation resources (local, state and federal) within a state, identify needs and new opportunities for recreation improvements and set forth an implementation program to meet the goals identified by its citizens and elected leaders.

When a State's current plan has been approved by the appropriate field office of the National Park Service, all grant applications submitted must be in accord with the priorities listed in its action plan. To make the connection between the SCORP and concrete project proposals, each State also develops an Open Project Selection Process which contains: a set of project-ranking selection criteria that allow scoring of each project proposal according to how well it meets the needs and priorities published in the State recreation plan; and, a process (usually scheduled annually) to ensure that all eligible applicants can be notified of funding availability, application deadlines and selection criteria when a new project selection cycle starts.

In most years, all States receive individual allocations (apportionments) of LWCF grant funds based on a national formula (with state population being the most influential factor). Then States initiate a statewide competition for the amount available (including the new year allocation, any previous year allocations, and any amounts 'recovered' due to cost under runs on earlier projects funded). Applications are received by a State up to its specified deadline date. Then they are scored and ranked according to the project selection criteria so that only the top-ranked projects (up to the total amount available that year) are chosen for funding. "Winning" applications are then forwarded to the National Park Service for formal approval and obligation of federal grant monies. Because each State has its own priorities and selection criteria (tailored to its own particular needs and unique opportunities), and because individual States make the decisions, in effect, about which projects will receive LWCF grants, the first step for potential applicants is to contact the



cooperating State office to find out about local application deadlines, state priorities and selection criteria, and what kinds of documentation are required to justify a grant award. Interested applicants should call or write the appropriate state agency to request application information.

State Sources:

The mission of the California Department of Parks and Recreation is to provide for the health, inspiration and education of the people of California by helping to preserve the State’s extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high-quality outdoor recreation.

The mission of the Office of Grants and Local Services is to address California’s diverse recreational, cultural and historical resource needs by developing grant programs, administering funds, offering technical assistance, building partnerships and providing leadership through quality customer service.

The congressional intent of the LWCF is for Applicants and the California Department of Parks and Recreation to cooperatively acquire, develop, and maintain outstanding property in perpetuity for outdoor recreation purposes. It is important that quality recreation facilities are developed for people at the local level and statewide. In California, as of 2003, almost \$250 million and over 15,000 Projects have been funded statewide since the inception of the LWCF program. Enthusiasm and support of the program is evidenced by the fact that local government requests for grant funds exceed the amount of available allocations.

Program Overview:

The Land and Water Conservation Fund program provides funds to federal agencies, and to the 50 states and 6 territories. The money allocated to the states may be used for statewide planning, and for acquiring and developing outdoor recreation areas and facilities.

The program, which is administered nationally by the National Park Service was established in September 1964, initially authorized for a 25-year period, and has been extended for another 25 years, to January 2015.

Under the provisions of the California Outdoor Recreation Resources Plan Act of 1967, the expenditure of funds allocated to California is administered by the State Liaison Officer, who is the Director of the State Department of Parks and Recreation.

Funds for the program are derived from federal recreation fees, sales of federal surplus real property, the federal motorboat fuels tax and the Outer Continental Shelf mineral receipts. Eligible local agencies are counties, cities, recreation and park districts and special districts with authority to acquire, develop, operate and maintain public park and recreation areas.

Eligible state agencies are designated by law, and include the Department of Parks and Recreation, the Wildlife Conservation Board, the Department of Boating and Waterways and the Department of Water Resources.



Of the funds available to California each year, the following is deducted:

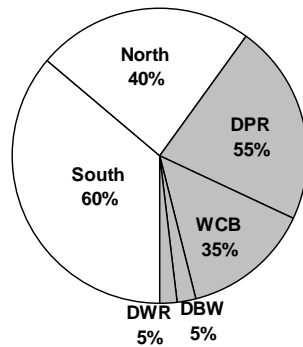
- The cost of preparing the California Outdoor Recreation Plan
- The State Liaison Officer’s Contingency Fund (6%)

The balance of the annual allotment is divided as follows:

1. 60% to local agencies divided as follows:
 - A. 60% to Southern California
 - B. 40% to Northern California
2. 40% shared by State Agencies divided as follows:
 - A. 55% to Department of Parks & Recreation
 - B. 35% to Wildlife Conservation Board
 - C. 5% to Department of Boating and Waterways
 - D. 5% to Department of Water Resources



60% to Local Agencies



40% to State Agencies

Office of Grants and Local Services Contact Information:

Telephone: (916) 653-7423

Facsimile: (916) 653-6511

Inquiries:

Direct all inquiries, correspondence, and grant Applications to individual Project Officers.

Project Officers’ names, phone numbers, and geographic assignments can be found on the Department’s web site at <http://www.parks.ca.gov/> by following related links to the “Grants and Bond Acts.”

Mailing address:

Project Officer (Name)
California Dept. of Parks and Recreation
Office of Grants and Local Services
P.O. Box 942896
Sacramento, CA 94296-0001

Hand delivery or overnight carrier:

Project Officer (Name)
California Dept. of Parks and Recreation



Office of Grants and Local Services
1416 9th Street, Room 918
Sacramento, CA 95814

How to apply:

Applicants must submit a completed LWCF grant application postmarked or hand delivered by the filing date to California Department of Parks and Recreation, Office of Grants and Local Services. Applicants are required to submit two unbound application packages, one original and one copy. An applicant may submit more than one application; however, each application shall involve only one project site. A procedural guideline can also be found on the Department's website.

The maximum grant amount:

To facilitate geographic distribution of funds, local agency applicants are advised not to apply for more than 5% of the annual local agency share of LWCF funds per project. Annual program allocations will vary. For the annual local agency share allocation, access the web site at <http://www.parks.ca.gov>. Maximum amounts do not apply to State agencies.

The LWCF match:

The match is one applicant dollar to one federal dollar for all LWCF grants (50%/50%). This is a reimbursement program. The grantee is expected to finance the entire project. Fifty percent of the actual project expenditures up to the grant amount will be refunded when the Project has been completed. The grantee's original estimate of the project costs will determine the support ceiling. Grantees should allow for cost increases.

What to use to match a LWCF grant:

The applicant may include cash, in-kind services, Force Account funds, tax sources, state grant funds, federal Housing and Community Development block grant funds. No other federal funds may be used to match a LWCF grant. Donated real property used as all or part of the matching share must meet federal appraisal standards and be acquired during the project performance period.

What the LWCF funds can be used for:

LWCF funds can be used for acquisition or development projects. Acquisition projects shall be for public outdoor recreation. Development projects shall include the construction of new and/or renovation of existing facilities for outdoor recreation. Associated support facilities (i.e. restrooms, utilities) are eligible. Indoor facilities which support outdoor recreation activities in the immediate vicinity are also eligible. Projects that involve new construction or renovation of Facilities must provide access in accordance with the Americans with Disabilities Act, 42 U.S.C. § 12101 et seq., and all other laws relating to accessibility.

Project site ownership:

All lands acquired or developed with LWCF funds are protected in perpetuity for public outdoor recreation use. For development projects, the applicant must own or lease the site from a public agency at the time of application. Land owned or leased by the applicant



must be dedicated in perpetuity for public outdoor recreation. Proposed development projects on federal lands must be under at least a 25-year lease from the date of application. *If an applicant cannot fulfill the terms and conditions of land tenure, then an application should not be submitted.*

The general timeline and application process for local agencies:

May 1	Application deadline
May-July	DPR reviews applications
July	DPR selects projects
August	DPR forwards projects to NPS for approval DPR notifies applicants of approved/disapproved projects
October	NPS approves projects
November	DPR sends contracts for approved projects to agencies

Historical La Quinta LWCF projects:

It appears as though the City hasn't applied for LWCF for some time and the City hasn't had a project funded since fiscal year 2003.

California Department of Parks and Recreation - Grants

Riverside County - City of La Quinta - 6/30/2005

Project	Status	Type	FY	Project	Program	Grant
06-01416	A	D	2001/0	COVE OASIS	LW Competitive	\$153,612
02-33-005	A	D	2003/0	LA QUINTA PARK	02 2002 Bond Act Per Capita	\$220,000
RZ-33-007	F	D	2001/0	LA QUINTA PARK SKATE	00 Roberti-Z'berg-Harris - Block	\$56,486
00-33-043	C	D	2000/0	LA QUINTA PARK SKATE	00 2000 Bond Act Per Capita	\$176,000
YS-33-001	C	D	2000/0	Soccer Park	00 Youth Soccer/Baseball	\$500,000
02-33-007	W	D	2003/0	YMCA PLAYGROUND	02 2002 Bond Act Per Capita	\$0
RZ-33-013	A	D	2003/0	YMCA PLAYGROUND	02 Roberti-Z'berg-Harris - Block	\$62,172
Total for City of La Quinta						\$1,168,270

Recreational Trails Program:

The Recreational Trails Program (RTP) provides funds annually for recreational trails and trails-related projects. The RTP is administered at the federal level by the Federal Highway Administration (FHWA). It is administered at the state level by the California Department of Parks and Recreation (DPR). Non-motorized projects are administered by the Department's Office of Grants and Local Services and motorized projects are administered by the Department's Off-Highway Motor Vehicle Recreation Division.

Match requirement:

The maximum amount of RTP funds allowed for each project is 88% of the total project cost. The applicant is responsible for obtaining a match amount that is at least 12% of the total project cost.



Eligible match sources:

- State funds, including State Grant funds
- Local funds, including general funds and bond funds.
- Private funds.
- Donated materials and services.
- Value of donated land (for Acquisition projects only).
- Other federal funds.

Application filing deadline:

Applications must be postmarked or delivered no later than October 1, 2007.

Send non-motorized applications to:

California State Parks
Office of Grants and Local Services
P.O. Box 942896
Sacramento, CA 94296-0001

Send motorized applications to:

California State Parks
Off-Highway Motor Vehicle Recreation Division
P.O. Box 942896
Sacramento, CA 94296-0001

Maximum and minimum grant request:

There is no maximum or minimum limit on grant request amounts.

Partnership opportunities:

The Recreational Trails Program encourages applicants to develop cooperative agreements with qualified youth conservation or service corps to perform trail construction and maintenance. The California Conservation Corps (CCC) is one of the many organizations that can assist with trail construction, maintenance, repair and restoration. To learn more about how the CCC might be able to assist you, please call (916) 341-3100 or visit the CCC's website.

Learning opportunities:

The California Trails and Greenways Conference will be held in Folsom, CA from May 10-12, 2007. More information is available on the website.

Private Grants:

A listing of grants can be found on the web-site of AGS Publishing. A-Z Grants - AGS Funding Center at <http://www.agsnet.com/grants>.

Anneberg Foundation

The Annenberg Foundation provides support for projects within its grant-making interests of education, culture, the arts, and community and civic life. It generally limits funding to programs likely to produce beneficent change on a large scale.

<http://www.whanneberg.org>



AOL Timewarner Foundation

The AOL Time Warner Foundation is dedicated to using the power of media, communications and information technology to serve the public interest and strengthen society. <http://www.aoltime Warnerfoundation.org/grants/grants.html#exclusion>

AT&T Foundation

The AT&T Foundation supports initiatives that focus technology and innovation on improving the quality of life in communities served by AT&T. Support covers three primary areas: Education, Civic & Community Service, and Arts & Culture. <http://www.att.com/foundation/>

General Mills Foundation

General Mills invests in the people, neighborhoods and education of the communities in which we live and work. Since the General Mills Foundation was created, it has awarded over \$270 million to General Mills communities. In fiscal 2001, the Foundation contributed \$15 million in the focus areas of family life, education, nutrition and arts and culture. Beyond the financial resources we provide, we support our grants with volunteers and mentors who share their expertise. http://www.generalmills.com/corporate/commitment/community/default_old.asp

GM Foundation

GM's targeted areas of focus are: education, health, community relations, public policy, arts and culture, and environment and energy, with a strong commitment to diversity in all areas. <http://www.gm.com/company/gmability/philanthropy/guidelines>

Pentair Foundation

The mission of The Pentair Foundation is to enrich and advance the communities in which Pentair operates by funding local programs that promote education, vocational readiness, cultural understanding, self-sufficiency, and general well-being so that people in these communities benefit by our presence. <http://www.pentair.com/foundation.html>

Positive Youth Development Foundation

In 1999, Philip Morris U.S.A. launched a grant making initiative focused on Positive Youth Development (PYD). In the first three years of this initiative, we have made nearly 600 grants in 40 states -- plus Washington D.C. and Puerto Rico -- to support after-school programs, summer programs, and food expenditures for youth programs. Our Positive Youth Development grant making initiative is a long-term commitment. <http://www.philipmorrisusa.com>

RGK Foundation

This Foundation includes three main components: Educational, Medical, and Community. Grants in these areas include support for research and conferences as well as support for programs that promote academic excellence in institutions of higher learning; programs that raise literacy levels; programs that attract minority and women students into the fields of math, science, and technology; and programs that promote the health and well being of children. <http://www.rgkfoundation.org>



Starbucks Foundation

Success through literacy. We call them Opportunity Grants because our mission is to create opportunity in the communities where Starbucks lives and works. Being literate is necessary to succeed in our society, and by ensuring our youth learn to read and write, we are opening a world of opportunity to them.

<http://www.starbucks.com/aboutus/foundation.asp>

W. K. Kellogg Foundation

Goal: Support healthy infant, child, and youth development by mobilizing, strengthening, and aligning systems that affect children’s learning. Strategy 1: Mobilize youth, families, and communities to influence institutions and policies that impact learning and achievement for vulnerable children and youth. Strategy 2: Forge partnerships between education institutions and communities to promote learning, academic performance, and workforce preparation among vulnerable young people. <http://www.wkkf.org>

Westinghouse Charitable Giving Program

The program serves as the principle funding entity for the company's social investments. The Program makes charitable contributions to nonprofit organizations in Southwestern Pennsylvania and other communities throughout the United States where Westinghouse has a local presence. Areas of emphasis are: Health and welfare, education and civic and social. <http://www.westinghouse.com>

Windhover Foundation

Windhover Foundation funds organizations focused on meeting a pressing, unfilled need, whether social, educational, cultural or otherwise. The foundation also funds upstart groups of maverick intent, providing seed money to set their work into motion. <http://www.qg.com/whoarewe/windhover.html>

Other grants from other sources:

Special Olympics Healthy Athletes Grants Program

Special Olympics has announced its new Healthy Athletes Grants Program with the following three grant categories: Healthy Athletes Capacity Grants, Pilot Health Promotion Grants, and Lions Clubs International Opening Eyes Grants.

The Healthy Athletes Capacity Grants competition may be used for one or more games and competitions in which there will be a Healthy Athletes venue. For more information, contact Dr. Mark L. Wagner, by e-mail at mwagner@specialolympics.org.

The Pilot Health Promotion Grants identify and develop community-based and athlete-focused health and fitness programs that go beyond the training and competition environment. This is a two-step grant submission process beginning with a letter of intent, followed by a proposal if Special Olympics likes your idea. Contact Dr. Mark L. Wagner, by e-mail at mwagner@specialolympics.org for more information.



Pew Charitable Trusts Grants

The Trusts make grants in the following program areas:

- Health and Human Services program is designed to promote the health and well-being of the American people and to strengthen disadvantaged communities.
- The Public Policy program advances and helps sustain improvements in America's democratic life by strengthening the foundations of civic engagement and rebuilding Americans' confidence in government and the basic democratic process, primarily elections.

You should first review the information about the program whose interests most closely match those of your organization. The guidelines lay out concisely each program's goals and objectives and the kinds of activities it will and will not consider. The Trusts will respond to all specific letters of inquiry but not to general solicitations for funds. Go to <http://www.pewtrusts.com/grants> for more information on the letter of inquiry requirements.

Grants with Federal and State Programs

Grants.gov:

Grants.gov allows organizations to electronically find and apply for more than \$400 billion in Federal grants. Grants.gov is THE single access point for over 1000 grant programs offered by all Federal grant-making agencies. The US Department of Health and Human Services is proud to be the managing partner for Grants.gov, an initiative that is having an unparalleled impact on the grant community. <http://www.grants.gov>

Centers for Disease Control and Prevention:

Steps to a HealthierUS: A Community- Focused Initiative To Reduce the Burden of Asthma, Diabetes, and Obesity To enable communities to reduce the burden of chronic disease, including: Preventing diabetes among populations with pre-diabetes; increasing the likelihood that persons with undiagnosed diabetes are diagnosed; reducing complications of diabetes; preventing overweight and obesity; reducing overweight and obesity; and reducing the complications of asthma. STEPS will achieve these outcomes by improving nutrition; increasing physical activity; preventing tobacco use and exposure, targeting adults who are diabetic or who live with persons with asthma; increasing tobacco cessation, targeting adults who are diabetic or who live with persons with asthma; increasing use of appropriate health care services; improving the quality of care; and increasing effective self-management of chronic diseases and associated risk factors. The key to the success of STEPS will be community-focused programs that include the full engagement of schools, businesses, faith- communities, health care purchasers, health plans, health care providers, academic institutions, senior centers, and many other community sectors working together to promote health and prevent chronic disease. STEPS programs need to build on, but not duplicate current and prior HHS programs and coordinate fully with existing programs and resources in the community. Please consult with agencies listed in the Federal Register announcement <http://www.tgci.com/fedrgrtxt/03-10986.txt> to apply for this grant.



The Corporation for National and Community Service:

Grants support public safety, public health, and disaster preparedness and relief

The Corporation for National and Community Service awarded a total of \$10.3 million in competitive grants to 43 non-profit and public organizations in 26 states and the District of Columbia. These groups will support recruitment of volunteers for local efforts to develop disaster response plans, expand Neighborhood Watch and Community Emergency Response Teams, establish Medical Reserve Corps, train youth to cope with disasters, disseminate information on bioterrorism, and assist ham radio operators and volunteer pilots in responding to disasters. Find out if the grantees can help your disaster preparedness and monitoring efforts by visiting

<http://www.nationalservice.org/about/hs/grantees.html>.

For more information on corps grant awards to states that you can access, please contact your state commissioner, go to

http://www.nationalservice.gov/home/site_map/index.asp.

Centers for Disease Prevention and Control:

Exemplary State Programs to Prevent Chronic Disease and Promote Health

CDC supports a variety of programs to improve the nation's health by preventing chronic diseases and their risk factors. The CDC gives states guidelines, recommendations and resources, helping state health and education agencies promote healthy behaviors. Park and recreation agencies can contract with public health and education agencies to provide these services. For more information on this program, go to

<http://www.cdc.gov/nccdphp/programs.htm>.

To contact your state chronic disease director, go to:

<http://www.chronicdisease.org/members.html>.

Department of Health and Human Services:

Preventive Health and Health Services Block Grant

The PHHS Block Grant is the primary source of flexible funding that provides states the latitude to fund any of 265 national health objectives available in the nation's Healthy People 2010 health improvement plan. States invest their PHHS block grant dollars in a variety of public health areas. PHHS block grant dollars are used to support existing programs, implement new programs, and respond to unexpected emergencies. For a listing of Healthy People 2010 health improvement plans in your state, go to

<http://www.cdc.gov/nccdphp/blockgrant/stateselection.html>.

Send an email to: ccdinfo@cdc.gov to find out whom to contact in your state to become involved in these plans.

Department of Health and Human Services:

Social Services Block Grant Program

Funding uses are flexible, but must be used to provide services directed toward one of the following five goals specified in the law: (1) preventing, reducing or eliminating dependency; (2) achieving or maintaining self-sufficiency; (3) preventing neglect, child abuse, or exploitation of children and adults; (4) preventing or reducing inappropriate institutional care; and (5) securing admission or referral for institutional care when other forms of care are not appropriate. SSBG services directed toward the program goals include but are not limited to, child care services, protective services for children and adults,



services for children and adults in foster care, services related to the management and maintenance of home, day care services for adults, transportation services, family planning services, training and related services, employment services, information, referral, and counseling services, the preparation and delivery of meals, health support services, and appropriate combinations of services designed to meet the needs of children, the aged, the mentally retarded, the blind, the emotionally disturbed, the physically handicapped, alcoholics and drug addicts.

Each State receives a block grant and has the flexibility to determine what services will be provided, who is eligible to receive services, and how funds are distributed among various services within the State. States and/or local agencies (i.e., county, city, and regional offices) may provide services directly or purchase them from qualified providers. Each year States must submit a report on the intended use of funds under this Block Grant. Prior to December 1 of each fiscal year, states are notified of their allocation in order to facilitate state planning and preparation of their required report. Funds are sent to states on a quarterly basis. Potential Partners include: Community-based organizations, public and private social service agencies, faith-based organizations, community groups, and public and private child care organizations. For more information, go to: <http://www.acf.dhhs.gov/programs/ocs/ssbg/> or call (202) 401-5281.

Department of Housing and Urban Development:

Community Development Block Grant Entitlement Programs

Grants to develop viable urban communities, by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for persons of low and moderate income. Eligible entities include cities or urban counties. There are field offices in most states, cities or urban counties that accept these applications. There is also a state program that handles smaller communities. Each urban area is allocated a formula-derived amount of funds and must submit a consolidated plan to the field office. Contact your local government for information on how to be included in the plan.

<http://www.hud.gov/offices/cpd/communitydevelopment/programs/>

For more information, go to: <http://www.hud.gov/grants/index.cfm> or call: (202) 708-1112.

Environmental Protection Agency:

Children's Health Protection

The EPA offers this grant program to enhance public outreach and communication; assist families in evaluating risks to children and in making informed consumer choices; build partnerships that increase a community's long-term capacity to advance protection of children's environmental health and safety; leverage private and public investments to enhance environmental quality by enabling community efforts to continue past EPA's ability to provide assistance to communities; and to promote protection of children from environmental threats. Eligible applicants include community groups, public nonprofit institutions/organizations, tribal governments, specialized groups, profit organizations, private nonprofit institutions/ organizations, municipal and local governments. There is no deadline. For more information, please go to Catalog of Federal Domestic Assistance at <http://12.46.245.173/cfda/cfda.html>.



Environmental Protection Agency:

Environmental Justice Through Pollution Prevention Grants

These funds are to be used to augment a variety of environmental, environmental justice, academic, tribal, community-based, and grass-roots groups for projects that address environmental justice concerns and use pollution prevention as the proposed solution. This grant program is designed to fund projects that have a direct impact on affected communities.

Eligible applicants include non-profit organizations, State and local governments, and academic institutions; but preferences will be given to nonprofit, community-based/grass-roots organizations and State and federally recognized tribal organizations. Applications are usually due in April each year. Awardees are generally notified in September of each year. For more information, please see: Catalog of Federal Domestic Assistance at <http://12.46.245.173/cfda/cfda.html>.

Health Resources and Services Administration:

Community Health Centers Grant Program

Grants support the development and operation of community health centers that provide preventive and primary health care services, supplemental health and support services and environmental health services to medically underserved areas/populations. The program's priorities included providing services in the most medically underserved areas and maintaining existing centers that are serving high priority populations. Grants have been used to fund health centers, health networks to support systems of care, community health programs and planning activities.

Public agencies, nonprofit private organizations, and a limited number of state and local governments are eligible to apply. The applicant must assume part of the project costs determined on a case-by-case basis. For more information on how to partner with health care agencies for this grant, please contact state primary care offices or associations, a list is available on the website: <http://www.bphc.hrsa.gov>, or for more information, call: (301) 594-4300.

Corporation for National Service: AmeriCorps Program Resources:

AmeriCorps seeks to strengthen communities through projects that address education, public safety, the environment, and other unmet human needs. Learn more about how to start a program in your community at http://www.americorps.gov/home/site_map/index.asp. Deadlines vary.

Governor's Grants for Drug and Violence Prevention Activities

This program provides support to governors for a variety of drug and violence prevention activities focused primarily on school-age youths. Governors use their program funds to provide support to parent groups, community-based organizations, and other public and private nonprofit entities for drug and violence prevention activities that complement the state education agency (SEA) and local education agency (LEA) portion of the Safe and Drug-Free Schools and Communities Program. Deadlines vary. For more information, contact your governor's office or the U.S. Department of Education at (202) 260- 3354.



Foundation Grants:

Beaumont Foundation of America

Grants of Toshiba branded equipment will be administered to support digital inclusion for underserved individuals. The Foundation will grant \$350 million over 5 years in all 50 states and the District of Columbia. Contact: P.O. Box 1855, Beaumont, TX 77701, 1-866-546-2667 (toll-free) <http://www.bmtfoundation.com>.

Bridgestone/Firestone Trust Fund

Founded in 1952, the Bridgestone Firestone Trust Fund proudly supports a wide variety of important charities in the United States, particularly in those markets it calls home. While contributions are made to nearly a hundred organizations each year, the Trust Fund focuses on organizations with missions supporting: 1) education, 2) environment and conservation, 3) children's programs. Including national and local charities, the Trust Fund has donated more than \$20 Million in the past 5 years. Giving for education (including employee matching gifts), health and welfare, civic and community, and culture and the arts especially in areas of major company operations: AR, CO, CT, FL, IA, IL, IN, KY, LA, MI, NC, OH, OK, PA, SC, TN, TX, UT, and WI.

http://www.bridgestone-firestone.com/about/index_citizen.asp?id=trust_main

ConAgra Foods Foundation, Inc.

Our mission is to improve the quality of life in communities where ConAgra Foods employees work and live. We focus our resources in these areas: Arts and Culture; Civic and Community Betterment; Education; Health and Human Services; Hunger, Nutrition and Food Safety. ConAgra Foods is a multi-faceted company operating in many communities across the United States. A listing of all locations is not available. To find out if your organization has a ConAgra Foods facility nearby, please consult your local phone directory or contact your Chamber of Commerce.

Because of ConAgra Foods' major commitment to fighting child hunger in America, there is limited funding available for other new initiatives. Grant proposals will be accepted, however, from organizations meeting these criteria:

- Organization must have IRS 501(c)3 tax-exempt status.
- Organization must have been in existence for at least one year.
- Organization or project must provide a solution for specific community needs.
- Organization must be well-managed, fiscally responsible and demonstrate success in meeting goals.

http://www.conagrafoods.com/company/corporate_responsibility/foundation/community_guidelines.jsp

Cooper Industries Foundation

Contributions to local charities, the United Way, education, civic and community affairs, health services, and cultural programs where company's operations are located. Giving in Houston, TX, and other communities of company operations in AL, AR, CA, CO, CT, FL, GA, IL, ME, MI, MO, MS, NC, NV, NY, OH, OR, PA, SC, TX, and WI.

Contact: (713) 209-8464 <http://www.cooperindustries.com>, or

<http://www.cooperindustries.com/common/sustainability/old/socialResponsibility.cfm>



Eastman Chemical Company Foundation, Inc.

Giving for children/youth services. Contact: (423) 229-1413, P.O. Box 511, Kingsport, TN 37662-5075.

Energizer Charitable Trust

Emphasis on giving for youth services. Contact application address: Energizer Trust Fund, 533 Maryville University Dr., St. Louis, MO 63141.

Enterprise Rent-A-Car Foundation

Support primarily for education and community funds; grants also for social service and youth programs, including services for children with disabilities, and cultural affairs. Giving limited to organizations with which employees, their families, and customers are involved, with some emphasis on MO. Contact: 600 Corporate Park Dr., St. Louis, MO 63105-4211, (314) 512-2754.

Charles P. Ferro Foundation

Giving primarily for health related causes and children's services. Contact: 25 Bayview St., Burlington, VT 05401, (802) 660-2765.

Samuel J. & Connie Frankino Charitable Foundation

Giving primarily for education and for health and human services; children and youth, services. Contact: P.O. Box 250, Richland, NJ 08350, (856) 697-8766.

Charles A. Frueauff Foundation, Inc.

Contact: 3 Financial Ctr., 900 S. Shakleford, Ste. 300, Little Rock, AR 72211 (501) 219-1410.

Heineman Foundation for Research, Educational, Charitable and Scientific Purposes, Inc.

Giving for programs for children and youth services. Contact: c/o Brown Brothers Harriman Trust Co., 63 Wall St., New York, NY 10005.

Tommy Hilfiger Corporate Foundation, Inc.

Giving primarily for educational youth organizations; support also for health, environment, human services, and the arts. Contact: 25 W. 39th St., 11th Fl., New York, NY 10018, Telephone: (212) 840-8888.

The Janus Foundation

Giving primarily for at-risk youth through education, community service and volunteerism, and cultural institutions in the Denver, Colorado metropolitan area. Contact: 100 Fillmore St., Ste. 300, Denver, CO 80206-4923, (720) 210-1265. <http://www.janusfoundation.org>.

Johnson Controls Foundation

Grants for higher education; health and hospitals; community funds; social services, including aid to the disabled, care of children, and the aged.

Contact: Foundation Coordinator; 5757 N. Green Bay Ave., P.O. Box 591, M.S. X-46, Milwaukee, WI 53201 (414) 524-2296,

<http://www.johnsoncontrols.com/corpvalues/foundation.htm>.



Liatis Foundation

Giving to arts education; children/youth services; education; museums. Contact: President; 2707 Kipling, Houston, TX 77098, (713) 520-7600.

M & T Foundation

Giving for athletics/sports, Olympics; athletics/sports, training; Big Brothers/Big Sisters; children/youth, services; health care; health organizations; higher education; hospitals (general); military/veterans' organizations; recreation. Contact: President; P.O. Box 676370, Rancho Santa Fe, CA 92067-6370, (858) 756-1154.

Richard E. & Nancy P. Marriott Foundation, Inc.

Giving to education; youth development; adult & child programs. Contact: 10400 Fernwood Rd., Dept. 901, Bethesda, MD 20817.

Newman's Own Foundation, Inc.

Giving for children's health & human services. Contact: 246 Post Rd. E., Westport, CT 06880-3615. <http://www.newmansown.com>.

The Pepsi Bottling Group Foundation, Inc.

Giving for arts, youth, services, human services. Company offices in Redding, CA; Denver, CO; Mesquite, TX. Contact: c/o The Pepsi Bottling Group, Inc., 1 Pepsi Way, Somers, NY 10589-2201 (914) 767-7472.

Susan R. & John W. Sullivan Foundation

Giving primarily for educational support, health care, and human services. Contact: President; 851 S.E. Monterey Commons Blvd., Stuart, FL 34996 (561) 283-3838.

The Textron Charitable Trust

Giving primarily for community funds, higher education, including scholarship programs, and hospitals and health agencies; support also for youth clubs, urban programs, minorities, and cultural programs. Contact: Contributions Coordinator; P.O. Box 1861, Providence, RI 02901, (401) 457-2430.

Timken Foundation of Canton

Promoting broad civic betterment by capital fund grants; support largely for colleges, schools, hospitals, cultural centers, social services and recreation, and other charitable institutions. Contact: Program Director; 200 Market Ave. N., Ste. 210, Canton, OH 44702, (330) 452-1144.

Toy Industry Foundation

The TIF focuses its grant making and other charitable activities on organizations that provide goods or services to children who are homeless in the U.S. and Canada, specifically targeting organizations that are currently bringing and/or planning to bring play and/or a recreational element to their program.

http://www.toy-tia.org/Content/NavigationMenu/Toy_Industry_Foundation/Toy_Industry_Foundation.htm.



The Woods Foundation

Giving primarily for wildlife conservation, the arts and cultural programs, higher education, health care, and youth services. Contact: President; c/o Bessemer Trust Co., N.A., Tax Dept., 630 5th Ave., New York, NY 10111.

Grant Facilitation Organizations:

These organizations facilitate but don't provide grants directly. They may assist you if your goals meet with the goals of these organizations.

Foundation Grants:

Parks and recreation agencies are not 501(c)(3) organizations, but donations to them are tax deductible. If a foundation insists that your agency have 501(c)(3) status, consider forming a "friends of parks and recreation" non-profit organization. Information on this process can be found at The Grantsmanship Center: <http://www.tgci.com>.

If a foundation or its company's offices reside in your city submit a letter of inquiry. Assistance with grant proposal writing can be found at Non-profit Guides: <http://www.npguides.org/>.

The Nature Conservancy

The Nature Conservancy works with conservation supporters and partner organizations to create funding for conservation worldwide using a variety of creative methods. We seek to create market incentives for conservation, such as debt for nature swaps. We also strive to increase funding for public land acquisition and management through appropriations and public finance campaigns. <http://www.nature.org>

The Trust for Public Lands

The Trust for Public Land (TPL) is a national, nonprofit, land conservation organization that conserves land for people to enjoy as parks, community gardens, historic sites, rural lands, and other natural places, ensuring livable communities for generations to come. If possible, the TPL prefers to get paid for their services. <http://www.tlp.org>



Appendix I. Sample Partnership Policy

**Sample XX
Partnership Policy
and
Proposal Format**

Created By:



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XX Partnership Policy And Proposal Format

Table of Contents

<i>Part One</i>	<i>Page</i>
I. The XX Partnership Policy	
A. Purpose	TBD
B. Background and Assumptions	TBD
C. Partnership Definition	TBD
D. Possible Types of Active Partners	TBD
E. Sponsorships	TBD
F. Limited Decision-Making Partnerships	TBD
G. Benefits of Partnerships	TBD
II. The Partnering Process	TBD
III. The Partnership Evaluation Process	
A. Mission Statements and Goals	TBD
B. Other Considerations	TBD
C. Selection Criteria	TBD
D. Additional Assistance	TBD
 <i>Part Two</i>	
Proposed Partnership Outline Format	TBD



I. XX Partnership Policy

A. Purpose

This policy is designed to guide the process for XX in their desire to partner with other private, non-profit, or other governmental entities for the development, design, construction and operation of possibly partnered recreational or related facilities and/or program partnerships that may occur on the Agency property.

XX would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with the Agency to develop recreational and related facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including the Agency, as well as for the citizens of the community.

This policy document is designed to:

- Provide essential background information,
- Provide parameters for gathering information regarding the needs and contributions of potential partners, and
- Identify how the partnerships will benefit XX and the community.

Part Two, The “Proposed Partnership Outline Format”, provides a format that is intended to help guide Proposing Partners in creating a proposal for review with XX staff.

B. Background and Assumptions

Partnerships are being used across the nation by governmental agencies in order to utilize additional resources for their community’s benefit. Examples of partnerships abound, and encompass a broad spectrum of agreements and implementation. The most commonly described partnership is between a public and a private entity, but partnerships also occur between public entities and non-profit organizations and/or other governmental agencies.

A Note on Privatization:

This application is specific for proposed partnering for new facilities or programs. This information does not intend to address the issue of privatization or transferring existing agency functions to a non-agency entity for improved efficiency and/or competitive cost concerns. An example of privatization would be a contract for a landscaping company to provide mowing services in a park. The agency is always open to suggestions for improving services and cost savings through contractual arrangements. If you have an idea for privatization of current agency functions, please call or outline your ideas in a letter for the agency’s consideration.



In order for partnerships to be successful, research has shown that the following elements should be in place prior to partnership procurement:

- There must be support for the concept and process of partnering from the very highest organizational level, i.e. the Board of Trustees, City Council, and/or Department Head.
- The most successful agencies have high-ranking officials that believe that they owe it to their citizens to explore partnering opportunities whenever presented, those communities both solicit partners and consider partnering requests brought to them.
- It is very important to have a Partnership Policy in place before partner procurement begins. This allows the agency to be proactive rather than reactive when presented with a partnership opportunity. It also sets a “level playing field” for all potential partners, so that they can know and understand in advance the parameters and selection criteria for a proposed partnership.
- A partnership policy and process should set development priorities and incorporate multiple points for go/no-go decisions.
- The partnership creation process should be a public process, with both Partners and the Partnering Agency well aware in advance of the upcoming steps.

C. Partnership Definition

For purposes of this document and policy, a Proposed Partnership is defined as:

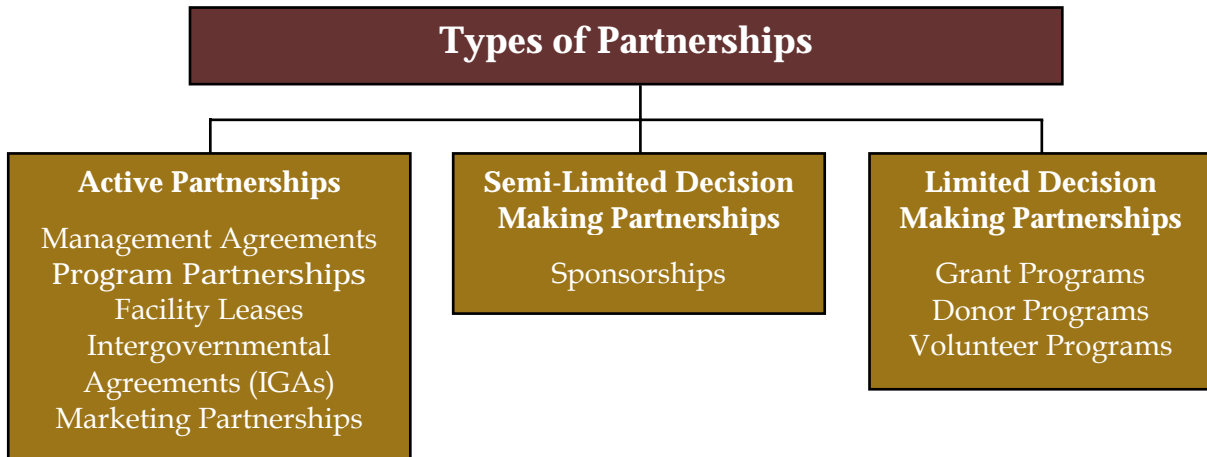
"An identified idea or concept involving XX and for-profit, non-profit, and/or governmental entities, outlining the application of combined resources to develop facilities, programs, and/or amenities for the Agency and its citizens."

A partnership is a cooperative venture between two or more parties with a common goal, who combine complementary resources to establish a mutual direction or complete a mutually beneficial project. Partnerships can be facility-based or program-specific. The main goal for XX partnerships is enhancing public offerings to meet the mission and goals of the Agency. XX is interested in promoting partnerships which involve cooperation among many partners, bringing resources together to accomplish goals in a synergistic manner. Proposals that incorporate such collaborative efforts will receive priority status.

Partnerships can accomplish tasks with limited resources, respond to compelling issues, encourage cooperative interaction and conflict resolution, involve outside interests, and serve as an education and outreach tool. Partnerships broaden ownership in various projects and increase public support for community recreation goals. Partners often have flexibility to obtain and invest resources/dollars on products or activities where municipal government may be limited.



Partnerships can take the form of (1) cash gifts and donor programs, (2) improved access to alternative funding, (3) property investments, (4) charitable trust funds, (5) labor, (6) materials, (7) equipment, (8) sponsorships, (9) technical skills and/or management skills, and other forms of value. The effective use of volunteers also can figure significantly into developing partnerships. Some partnerships involve active decision making, while in others, certain partners take a more passive role. The following schematic shows the types of possible partnerships discussed in this policy.



D. Possible Types of Active Partnerships

XX is interested in promoting collaborative partnerships among multiple community organizations. Types of agreements for Proposed “Active” Partnerships may include leases, contracts, sponsorship agreements, marketing agreements, management agreements, joint-use agreements, inter-governmental agreements, or a combination of these. An innovative and mutually beneficial partnership that does not fit into any of the following categories may also be considered.

Proposed partnerships will be considered for facility, service, operations, and/or program development including associated needs, such as parking, paving, fencing, drainage systems, signage, outdoor restrooms, lighting, utility infrastructure, etc.

The following examples are provided only to illustrate possible types of partnerships. They are not necessarily examples that would be approved and/or implemented.

Examples of Public/Private Partnerships

- A private business seeing the need for more/different community fitness and wellness activities wants to build a facility on Agency land, negotiate a management contract, provide the needed programs, and make a profit.
- A private group interested in environmental conservation obtains a grant from a foundation to build an educational kiosk, providing all materials and labor, and needs a spot to place it.



- Several neighboring businesses see the need for a place for their employees to work out during the work day. They group together to fund initial facilities and an operating subsidy and give the facility to the Agency to operate for additional public users.
- A biking club wants to fund the building of a racecourse through a park. The races would be held one night per week, but otherwise the path would be open for public biking and in-line skating.
- A large corporate community relations office wants to provide a skatepark, but doesn't want to run it. They give a check to the Agency in exchange for publicizing their underwriting of the park's cost.
- A private restaurant operator sees the need for a concessions stand in a park and funds the building of one, operates it, and provides a share of revenue back to the Agency.
- A garden club wants land to build unique butterfly gardens. They will tend the gardens and just need a location and irrigation water.

Examples of Public/Non-Profit Partnerships

- A group of participants for a particular sport or hobby sees a need for more playing space and forms a non-profit entity to raise funds for a facility for their priority use that is open to the public during other hours.
- A non-profit baseball association needs fields for community programs and wants to obtain grants for the building of the fields. They would get priority use of the fields, which would be open for the Agency to schedule use during other times.
- A museum funds and constructs a new building, dedicating some space and time for community meetings and paying a portion of revenues to the Agency to lease the land.

Examples of Public/Public Partnerships

- Two governmental public safety agencies see the need for more physical training space for their employees. They jointly build two gyms adjacent to Agency facilities to share for their training during the day. The gyms would be open for the Agency to schedule for other users at night.
- A school district sees the need for a climbing wall for their athletes. The district funds the wall and subsidizes operating costs, and the Agency manages and maintains the wall to provide public use during off hours.
- A university needs meeting rooms. They fund a multi-use building on Agency land that can be used for Agency community programs at night.



E. Sponsorships

XX is interested in actively procuring sponsorships for facilities and programs as one type of beneficial partnership. Please see *the XX Sponsorship Policy* for more information.

F. Limited-Decision Making Partnerships: Donor, Volunteer, and Granting Programs

While this policy document focuses on the parameters for more active types of partnerships, the Agency is interested in, and will be happy to discuss, a proposal for any of these types of partnerships, and may create specific plans for such in the future.

G. Benefits of Partnerships with XX

The Agency expects that any Proposed Partnership will have benefits for all involved parties. Some general expected benefits are:

Benefits for the Agency and the Community:

- Merging of resources to create a higher level of service and facility availability for community members.
- Making alternative funding sources available for public community amenities.
- Tapping into the dynamic and entrepreneurial traits of private industry.
- Delivering services and facilities more efficiently by allowing for collaborative business solutions to public organizational challenges.
- Meeting the needs of specific groups of users through the availability of land for development and community use.

Benefits for the Partners:

- Land and/or facility availability at a subsidized level for specific facility and/or program needs.
- Sharing of the risk with an established stable governmental entity.
- Becoming part of a larger network of support for management and promotion of facilities and programs.
- Availability of professional Agency recreation and planning experts to maximize the facilities and programs that may result.
- Availability of Agency staff facilitation to help streamline the planning and operational efforts.

II. The Partnering Process

The steps for the creation of a partnership with the XX are as follows:

- A. XX will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the Agency. This will be done through notification in area newspapers, listing in the brochure, and through any other notification method that is feasible.



- B. The proposing partner takes the first step to propose partnering with the Agency. To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the Agency asks for a **Preliminary Proposal** according to a specific format as outlined in *Part Two - Proposed Partnership Outline Format*.
- C. If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the Agency Mission and Goals, and the Selection Criteria, an Agency staff or appointed representative will be assigned to work with potential partners.
- D. The Agency representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support issues. The Agency representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved Agency departments, providing guidance for the partners as to necessary steps.
- E. An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt the Agency to seek a **Request For Proposal (RFP)** from competing/ collaborating organizations.

Request For Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for-profit" entity and a dollar amount greater than \$5,000, and the Agency has not already undergone a public process for solicitation of that particular type of partnership, the Agency will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

- F. For most projects, a **Formal Proposal** from the partners for their desired development project will need to be presented for the Agency's official development review processes and approvals. The project may require approval by the Legal, Planning, Fire and Safety, Finance and/or other Agency Departments, Parks and Recreation Advisory Board, Planning Board, Elected Officials, and/or the Agency Manager's Office, depending on project complexity and applicable Agency Charter provisions, ordinances or regulations. If these reviews are necessary, provision to reimburse the Agency for its costs incurred in having a representative facilitate the partnered project's passage through Development Review should be included in the partnership proposal.
- G. Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the Agency's staff, while some projects may proceed most efficiently if the Agency contributes staff resources to the partnership.



- H. The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If Agency staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.
- I. Specific **Partnership Agreements** appropriate to the project will be drafted jointly. There is no specifically prescribed format for **Partnership Agreements**, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
- Lease Agreements
 - Management and/or Operating Agreements
 - Maintenance Agreements
 - Intergovernmental Agreements (IGAs)
 - Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing the Agency for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

- J. If all is approved, the Partnership begins. The Agency is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation, the types of measures used, and details on what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

III. The Partnership Evaluation Process

A. Mission Statements and Goals

All partnerships with XX should be in accord with the Agency's and any specifically affected Department's Mission and Goals. For purposes of example for this policy, the following sections utilize the XX's Parks & Recreation Department's Mission and Goals to represent how a proposed partnership for that Department would be preliminarily evaluated:



NEED SPECIFIC MISSION STATEMENT

Sample XX Parks & Recreation Mission Statement:

The XX Parks & Recreation Department provides and cares for public park lands and creates opportunities for personal growth. We work with the citizens of the Agency to provide a broad spectrum of opportunities to renew, restore, refresh, and recreate, balancing often stressful life-styles. We encourage the participation of individuals and families to develop the highest possible level of physical and mental well-being. We believe that well-balanced, healthy people contribute to a productive and healthy community.

NEED SPECIFIC GOALS

Sample Goals of the Park & Recreation Department:

- Promoting physical and mental health and fitness
- Nourishing the development of children and youth
- Helping to build strong communities and neighborhoods
- Promoting environmental stewardship
- Providing beautiful, safe, and functional parks and facilities that improve the lives of all citizens
- Preserving cultural and historic features within the Agency’s parks and recreation systems

Providing a work environment for the Parks & Recreation Department staff that encourages initiative, professional development, high morale, productivity, teamwork, innovation, and excellence in management

B. Other Considerations

1. Costs for the Proposal Approval Process

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, and assistance in writing and negotiating agreements, contracting, etc. There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by Agency ordinances.

Successful Partnerships will take these costs into account and may plan for Agency recovery of some or all of these costs within the proposal framework. Some of these costs could be reimbursed through a negotiated agreement once operations begin, considered as construction expenses, or covered through some other creative means.

2. Land Use and/or Site Improvements

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included as Agency contributions and may need to be negotiated for a project include:



- Any Facilities or non-existent Infrastructure Construction
- Roads or Street improvements
- Maintenance to Specified Standards
- Staffing
- Parking
- Snow Removal
- Lighting
- Outdoor Restrooms
- Water Fountains
- Complementary uses of the Site
- Utility Improvements (phone, cable, storm drainage, electricity, water, gas, sewer, etc.)
- Custodial Services
- Trash Removal

3. Need

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve a large number of users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need. Proposals should specifically explain how if they propose to be made available with a subsidy, as would be the case if a partnership is made through the dedication of public land or facilities as a lower than market value.

4. Funding

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for Agency citizens, will the Agency consider contributing resources at a below market value to a project. The Agency recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.

The details of approved and pending funding sources should be clearly identified in a proposal.

For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Getting alternative funding often demands creativity, ingenuity, and persistence, but many forms of funding are available.

Alternative funding can come from many sources, e.g. Sponsorships, Grants, and Donor Programs. A local librarian can help with foundation and grant resources. Developing a solid leadership team for a partnering organization will help find funding sources. In-kind contributions can in some cases add additional funding.

All plans for using alternative funding should be clearly identified. The Agency has an established Sponsorship Policy, and partnered projects will be expected to adhere to the Policy. This includes the necessity of having an Approved Sponsorship Plan in place prior to procurement of sponsorships for a Partnered Project.



C. Selection Criteria

In assessing a partnership opportunity to provide facilities and services, the Agency will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in Part Two gives a structure to use in creating a proposal. Agency staff and representatives will make an evaluation by attempting to answer each of the following Guiding Questions:

- How does the project align with the Agency and affected Department’s Mission Statement and Goals?
- How does the proposed facility fit into the current Agency and the affected Department’s Master Plan?
- How does the facility/program meet the needs of Agency residents?
- How will the project generate more revenue and/or less cost per participant than the Agency can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?
- How much of the existing need is now being met within the Agency borders and within adjacent Agencies?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure the Agency of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet Americans with Disabilities Act and EEOC requirements?
- How will the organization offer programs at reasonable and competitive costs for participants
- What are the overall benefits for both the Agency and the Proposing Partners?

D. Additional Assistance

XX is aware that the partnership process does entail a great deal of background work on the part of the Proposing Partner. The following list of resources may be helpful in preparing a proposal:

- Courses are available through local colleges and universities to help organizations develop a business plan.
- The Chamber of Commerce offers a variety of courses and assistance for business owners and for those contemplating starting new ventures.
- Reference Librarians at local libraries can be very helpful in identifying possible funding sources and partners, including grants, foundations, financing, etc.
- Relevant information including the XX Comprehensive and Master Plans, the Parks and Recreation Master Plan, site maps, and other documents are available at the Agency Offices. These documents may be copied or reviewed, but may not be taken off-site.
- The XX Web Site (*insert web site address here*) has additional information.
- If additional help or information is needed, please call (###) ###-####.



Part Two
Proposed Partnership Outline Format
(Sample format to be used by the Parks & Recreation Department)

Please provide as much information as possible in the following outline form.

I. Description of Proposing Organization:

- Name of Organization
- Years in Existence
- Contact Names, Mailing Address
- Physical Address, Phone, Fax, E-mail
- Purpose of Organization
- Services Provided
- Member/User Profiles
- Accomplishments
- Legal Status

II. Summary of Proposal (100 words or less)

What is being proposed?

III. Benefits to the Partnering Organization

Why is your organization interested in partnering with the XX Parks & Recreation Department? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

IV. Benefits to the XX Parks & Recreation Department

Please individually list and discuss the benefits (monetary and non-monetary) for the XX Parks & Recreation Department and residents of the Agency.

V. Details (as currently known)

The following page lists a series of *Guiding Questions* to help you address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of XX Parks & Recreation Department. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.



Guiding Questions

Meeting the Needs of our Community:

- In your experience, how does the project align with park and recreation goals?
- How does the proposed program or facility meet a need for Agency residents?
- Who will be the users? What is the projected number and profile of participants who will be served?
- What alternatives currently exist to serve the users identified in this project?
- How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?

The Financial Aspect:

- Can the project generate more revenue and/or less cost per participant than the Agency can provide with its own staff or facilities?
- Will your organization offer programs at reasonable and competitive costs for participants? What are the anticipated prices for participants?
- What resources are expected to come from the Parks & Recreation Department?
- Will there be a monetary benefit for the Agency, and if so, how and how much?

Logistics:

- How much space do you need? What type of space?
- What is your proposed timeline?
- What are your projected hours of operations?
- What are your initial staffing projections?
- Are there any mutually-beneficial cooperative marketing benefits?
- What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?
- What is your organization's experience in providing this type of facility/program?
- How will your organization meet Americans with Disabilities Act and EEO requirements?

Agreements and Evaluation:

- How, by whom, and at what intervals should the project be evaluated?
- How can you assure the Agency of long-term stability of your organization?
- What types and length of agreements should be used for this project?
- What types of “exit strategies” should we include?
- What should be done if the project does not meet the conditions of the original agreements?



Appendix J. Sample Field Use Policy

Sample Field Use Policy

AGENCY NAME Parks and Recreation Sample Policies and Procedures

(Items in red require modification or inclusion for relevance to the agency)
Field and Court Assignments and Permits

I. Permit Priority Rating

Permits will be issued to users with the following priority rating:

- A. The **AGENCY NAME** Parks and Recreation and "**Recognized**" Independent Sports Organizations (I.S.O.) NOTE: Recognized I.S.O. serves the community at large and pays rental fees as established by **AGENCY NAME**.

List I.S.O.'s

The above listed organizations are only "**Recognized**" for their approved sport and season and are subject to listed procedures for adding additional activities.

- B. "Private **Recognized**" I.S.O.
Note: Pays **team/player/rental** fees as established by **AGENCY NAME**
- C. Others - See "**Field Rental Application**" (Attachment)

II. Guideline for "Recognizing" New I.S.O. for Field Permits

The following factors will be considered as significant reasons to consider granting "**Recognized**" status to a new I.S.O.

- A. New organizations caused by a mandated split due to National or State Association bylaws of a current "recognized" I.S.O.
1. That organization shall notify the **AGENCY NAME Parks and Recreation Staff Member** in writing, documenting the mandate to split.
 2. That organization must then provide the **AGENCY NAME Parks and Recreation Staff Member** with a written plan as to how the split will occur to include:
 - a. Number of teams and participants which will be affiliated with each of the two new organizations.
 - b. The **AGENCY NAME** will provide the two new organizations with a list of fields previously allocated to the original organization.
 - c. The two new organizations will then submit an agreed contract between them listing the fields or courts which will be assigned to each. **In the event no**



agreement is reached, the AGENCY NAME Parks and Recreation will assign the fields.

- d. Neither of the two new organizations shall be allocated additional fields.
 - e. Changing of boundaries and/or number of teams serviced may affect the number of fields permitted.
- B. A group of parents, community leaders, businesses, etc. request "recognition" of their newly formed youth organization.
1. The new organization must provide written documentation demonstrating a need for their organization. The following criteria will be considered when reviewing new organization's request for **"Recognized" Status**.
 - a. Isolated Geographic Location - area has been part of **AGENCY NAME** or **location**, but may have only recently been developed or populated.
 - b. Different Activity - sport that is **NOT** currently offered or can not be offered by an existing organization.

Along with items(s) a or b, the new organization must also submit:

- (1) Rosters of a minimum of 40 participants.
- (2) Each team shall consist of minimum of 12 players.
- (3) 80% of the players must be residents of the **AGENCY NAME**.
Residency verification is not necessary and the AGENCY NAME holds a lottery for teams.
- (4) 100% of the organization's games played in the **AGENCY NAME** must involve the **AGENCY NAME** teams.

- C. The **AGENCY NAME Parks and Recreation Staff Member** will give the organization written notice of their approval or rejection of **"Recognized"** status.
1. Appeals can be made to the **AGENCY NAME Recreation Staff Member**.
 2. If **"Recognition"** is granted, the new organization shall be subject to the ratio of "teams per fields". (See Section V of Policies and Procedures for Field and Court Assignments and Permits).
 - a. If facilities and/or enough time are not available, The **AGENCY NAME** may re-allocate facilities and times assigned to existing **"Recognized"** organizations.

III. Organization Requirements for Retaining "Recognized" Status

- A. Organizations must attend the **regular annual meeting** sponsored by the **AGENCY NAME Parks and Recreation** and keep on file the following information. (NOTE: Additional meetings may be scheduled as necessary).



1. A list of their officers naming: President, Vice President, Field Coordinator, and a contact person for general registration. Please list name, title, address, home and work numbers.
2. A statement of the organization's Philosophy and Goals. (Only needed as philosophy changes or as requested by the **AGENCY NAME** Parks and Recreation).
3. Age range(s) and skill levels the organization is offering.

Items 1, 2, and 3 will not only give us a better understanding of your organization, but will enable us to pass that information on to the general public.

- B. Organizations must pay for their Field/Court Permits within 30 days after the effective date of the Permits. Please submit a summary sheet with payment (see attached "Use Agreement" form).
- C. Organization must demonstrate a willingness to adhere to the above guidelines. Failure to do so may result in revocation or suspension of "**Recognized**" status.

IV. Request for Permits

- A. Organizations must submit written request (see attached "Use Agreement" form) for fields only during the seasonal request dates. (See below)
- B. Block permits will be issued to organizations. The **AGENCY NAME** Parks and Recreation will deal only with the "Field Coordinator" of these organizations. It is the responsibility of the organization to schedule games and practices and deal with individual coaches and parents.
 1. Appeals can be made to the **AGENCY NAME** Parks and Recreation Staff Member.

FIELD ASSIGNMENTS: Practices and Games

SEASON	REQUEST DUE	PERMITS ISSUED	APPROXIMATE SEASON LENGTHS
Spring (11 weeks)	November 14	December 1	1 st week of March 1 - 3 rd week of May
Summer (10-11 weeks)	November 14 (currently the same)	December 1	4 th week of May 24 - 1 st week of August
Fall (13 weeks)	May 15	June 1	3 rd week of August - 2 nd week of November
Winter	No Permits Issued		



Applicants may submit one permit for all **three/four** seasons, or submit separate permits for each season. Exception dates will be noted on the permit or “Use Agreement” form.

If an I.S.O.'s season overlaps another season by no more than 30 days, one request will be accepted for that season.

FIELD ASSIGNMENTS: Tournaments and Special Events

Requests for the following year are due in writing by **August 15**. Assignments for the year will be completed by **September 10**. After **September 10**, requests will be taken on a first come - first serve basis as fields are available and the allotted number of special events per field has not been reached. If an organization requests a special event that would exceed the allocated number of special events, consideration will be given to substitute a special event for their regularly scheduled day of games.

V. Allocation of Fields

- A. The **AGENCY NAME** reserves the right to increase/decrease the number of fields assigned to an organization based upon enrollment changes; unavailability of fields due to maintenance; contractual agreements or priority scheduling; abusive usage and/or failure to use assigned fields; and failure to pay permit fee.
- B. Fields will be assigned to the organizations that have the greatest need for fields based on the previous year's ratio of the **AGENCY NAME** residents per field. Additional fields will be assigned as the fields become available for usage.
- C. Due to maintenance factors, the design of fields, geographical location, or because "new fields" become available or are upgraded, organizations may be assigned some different fields from season to season.
- D. Fields that have been developed primarily through the efforts and financial investment of an I.S.O. shall be assigned to that I.S.O. on a "First Right of Refusal" basis. Documentation of the investment shall be provided to the **AGENCY NAME** to substantiate the assignment. In the event that circumstances change and demand from the public relating to the use of fields increases beyond the **AGENCY NAME**'s capacity to serve the needs of the community, this assignment will be reconsidered through discussion with the I.S.O.

VI. Sport Seasons

- A. Permanent dates/seasons have been established for I.S.O.'s. This is done in order to prevent different seasonal sports from overlapping and causing field allocation problems as well as to not deprive youngsters the experience of participating in various sports. (See permit priority rating section above and listed **"Recognized"** Independent Sports Organizations.)



VII. General Hours of Operation

AGENCY NAME Fields

Monday - Friday 3:30 p.m. to dark
Saturday & Sunday 8:00 a.m to dark

VIII. Special Tournament Requests

Any organization conducting a tournament that requires **any** of the following usage changes **MUST** fill out a "Field Rental Application" (attached) and submit it to the **AGENCY NAME** Parks and Recreation Staff Member a minimum of 30 days prior to the event.

- A. Dates and times of usage
- B. Additional portable toilets or portable toilet service.
- C. Additional structures, bleachers, tents, concessions, fences.
- D. Additional maintenance: lines, heavy drag, mowing, etc.

Due to heavy weekend use of ballfields, it is recommended that requests be made by **August 10th** of the preceding year. Organizations **MUST** pay in full for any additional services required to conduct a tournament. See the field rental information sheet attached.

IX. Field Maintenance

- A. The **AGENCY NAME** will "line" foul boundaries only on **AGENCY NAME** "game" fields twice per season.
- B. The **AGENCY NAME** will provide general maintenance (cut and water grass), and heavy drag infield only as needed to provide a "safe environment."
- C. Organizations must "chalk" their boundary and foul lines, repack batter's box, pitchers mound and drag the infield with light-weight vehicle (no larger than a small truck).
- D. Any other request or permission to perform maintenance must be made in writing to the **AGENCY NAME** Parks and Recreation Staff Member.

X. Maintenance Projects

As authorized by the **AGENCY NAME'S** Council or Board each I.S.O. (see pages 1 & 2 Recognized & Private I.S.O.'s) pays a **team/player/rental** fee primarily to contribute to the direct expenses incurred in providing and maintaining **AGENCY NAME** game fields. Any surplus funds will be made available for special projects.

It may be necessary to ask the organization(s) requesting projects to provide additional funds and/or materials in order to consider a project or complete it in a timelier manner.



XI. Portable Toilets

- A. Portable units will be placed only at **AGENCY NAME** owned "GAME" locations. Costs of these units are covered by I.S.O. budget. Requests must be made at least 10 business days in advance. Contact the **AGENCY NAME** Athletics Office at (123) 456-7890.
- B. Additional units may be placed by individual I.S.O. Written permission must be obtained from the Staff Member, if a unit is to be placed on **AGENCY NAME** Park property. The **AGENCY NAME** Athletics Office will order any extra units and charge the I.S.O. the direct cost.
- C. Those parks with permanent toilet facilities will have them in operation from approximately May 1 - October 1.
 - 1. Portable toilets will be available at other times, during the particular sports season in progress.

XII. Concessions

- A. The **AGENCY NAME** concessionaire has exclusive rights to tournaments and league play at (list all applicable) Parks. The **AGENCY NAME** Concessionaire may waive their right to tournaments or special events in writing to the **AGENCY NAME** Staff Member. At that time permission may be granted by the Staff Member to another person/organization requesting to provide concessions.
- B. To set up concessions contact the **AGENCY NAME** Parks and Recreation Staff Member at (123) 456-7890.
- C. The following items are required. Each one is fairly easy to obtain and has a minimal or no fee.
 - 1. A **AGENCY NAME** Sales Tax Permit.
 - 2. A State of **BLANK** Sales Tax Permit.
 - 3. A County Health Permit.

XIII. Emergency Phone Numbers

- A. Fields owned by **AGENCY NAME**:

Contact **phone number** and staff will contact appropriate person. Police Dispatch: **phone number**.



B. Please follow-up **ALL** requests, complaints and compliments with a call or letter to:

Athletic Office for **AGENCY NAME**
 XXX Street
 Anywhere, USA XXXXX-XXXX
 Office: (XXX) XXX-XXXX; Fax: (XXX) XXX-XXXX

We hope this information will enable us to better serve your organization, coaches, parents, and most of all, the players.

Facility	Maintenance	Scheduling
	Baseball – Softball Field	Baseball – Softball Field
List all facilities	Select responsible party	
	AGENCY NAME or n/a	AGENCY NAME or n/a
	AGENCY NAME or n/a	AGENCY NAME or n/a
	AGENCY NAME or n/a	AGENCY NAME or n/a

Facility	Maintenance	Scheduling
	Soccer Field	Soccer Field
List all facilities	Select responsible party	
	AGENCY NAME or n/a	AGENCY NAME or n/a
	AGENCY NAME or n/a	AGENCY NAME or n/a
	AGENCY NAME or n/a	AGENCY NAME or n/a



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Appendix K. Survey Maps

All Respondents
Q3U – Performing and Cultural Arts Facilities
Q3I – Walking and Biking Trails
Q3V – Indoor Fitness and Exercise Facilities
Q3K – Nature Trails & Nature Center
Q3H – Off Leash Dog Park
Q3L – Natural Areas & Wildlife Habitats
Q3F – Small Neighborhood Parks
Q5B – Fitness and Wellness Programs
Q5V – Community Special Events
Q5U – Music Programs
Q5O – Senior Adult Programs
Q5Q – Adult Education
Q5E – Adult Golf Programs and Tournaments
Q5L – Adult Art, Dance, Performing Arts
Q5P – Trips
Q10-A4 – Security is Insufficient
Q10-A14 – I Do Not Know What is Being Offered
Q10-A12 – Do Not Know Locations of Facilities



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Replace this sheet with the printed 10 sheets (20 page count) of the 8 ½ x 11 Survey Maps from the file in the Appendix K folder titled, "La_Quinta_Survey_Maps_Compilation.pdf"

Appendix L. GRASP® Maps Perspectives B-G

Perspective B: Analysis Areas

Perspective C: GRASP® Composite Values Access to All Outdoor & Indoor Components

Perspective D: GRASP® Composite Values Walkable Access to All Outdoor & Indoor
Components

Perspective E: GRASP® Access to Trails & Bike Routes

Perspective F: GRASP® Values Access to Outdoor & Indoor Passive Components

Perspective G: GRASP® Values Access to Outdoor & Indoor Active Components



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Replace this sheet with the printed 6 sheets (12 page count) of the 11 x 17 GRASP Maps B-G from the file in the Appendix L folder

Appendix M. Recommendations Map



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Replace this sheet with the printed 11 x 17 GRASP Map from the file in the Appendix M folder, titled "LaQuinta_PH_Recommendations_20070330.pdf"

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