

City Of Palm Springs

PARKS AND RECREATION MASTER PLAN DRAFT

MARCH 2014



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Foreword

The City of Palm Springs Parks and Recreation Commission is pleased to present this comprehensive Master Plan that outlines the City's intent to continue providing the community with great parks, hiking and equestrian trails, multipurpose trails, recreation facilities, and special events. The Master Plan replaces the Parks and Recreation Strategic Plan developed in 2006 and provides strategies for implementing the goals and policies set forth in the City's 2007 General Plan - Recreation, Open Space and Conservation Element.

Palm Springs public parks and recreational facilities provide residents and visitors with a variety of opportunities for exercise and other leisure activities that positively affect our physical and psychological health. Our parks, trails and recreational programs improve our residents' overall quality of life by providing facilities for exercise, gathering with friends and family, and playing with our dogs. Our parks create a sense of community, make neighborhoods more attractive places to work and live, and promote a healthy lifestyle to local residents and visitors alike. We in Palm Springs are proud of our reputation as a unique and special place to live, visit and have fun.

The process of preparing the Parks and Recreation Master Plan included input from the City Council, the Planning Commission, the Parks and Recreation Commission, and City Staff. Input was also provided by residents and recreational partners including the Palm Springs Youth League, Boys and Girls Club, YMCA, and AYSO. Public meetings were held at the Palm Springs Pavilion, the James O. Jesse Desert Highland Unity Center and the City Council Chamber. Input was also provided from residents responding to a survey mailed to a statistical sample of residents throughout the City. In both the public meetings and the survey, residents were asked to identify how they utilized the existing park and recreation programs and facilities and what they saw were the deficiencies that should be addressed in the Parks and Recreation Master Plan.

The Parks and Recreation Commission would like to express its gratitude to both the Parks and Recreation Department Staff and the GreenPlay Team for their hard work in preparing this Master Plan.

Palm Springs Parks and Recreation Commission

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I. Executive Summary

Purpose of the Plan

The purpose of the 2014 Parks and Recreation Master Plan is to provide an understanding of the current level of park and recreation service provided to the Palm Springs community in relation to identified unmet needs and gaps in service. In addition, it provides a framework for decision-making over a five to ten year vision, with priorities to consider for implementation based on the availability and constraints of the current and future capital and operating budget, and opportunities for partnerships and alternative funding resources. The Master Plan serves as a guide to address community values, future needs, and priorities for parks and recreation facilities, programs, and services. The planning process will integrate relevant information from other recent and/or current planning work about how, where, and why the City is evolving and how key attributes such as parks, recreation, open space, and trails need to be incorporated into this planning effort.

Survey Results

The Master Plan Survey was conducted in 2010 entirely through a mail-back methodology, and was sent to 5,109 randomly selected households located within the City boundaries of Palm Springs. Community outreach was undertaken (including coverage in the local media, public meetings, etc.) in the effort to encourage broad participation in the survey. Completed mail surveys totaled 609 out of a net estimated 4,461 delivered (648 were returned “undeliverable” due to invalid addresses and/or residents who have moved and no longer reside at a particular address). This represents a response rate of approximately 13.7 percent, with the sample of 609 responses having a margin of error of approximately +/- 3.97 percentage points calculated for questions at 50 percent response¹. The survey report can be found in **Appendix A**.

Most Important Facilities

Respondents were asked to indicate how important each of the current facilities was to them and their family. While most options were rated as being relatively important, the following were rated the highest overall:

- City-sponsored events (76% of respondents rate them “very important,” a 4 or 5 on a 5-point scale)
- City parks (76%)
- City trails (75%)
- VillageFest (74%)
- Other public lands and trails (73%)

¹ For the total sample size of 609, margin of error is +/- 3.97 percent calculated for questions at 50% response (if the response for a particular question is “50%”—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

Why Don't You Use Palm Springs Facilities

When asked why they do not use Palm Springs parks and recreation facilities, many respondents indicated “no time/other personal issues” (46% of respondents), and “not aware of programs/facilities offered” (39%) most often.

Sports Complex

The survey asked respondents whether or not they would support the development of a “sports complex” that would be promoted to bring large-scale youth and adult sports tournaments to the City of Palm Springs. Overall, 50 percent of respondents indicated support for such a development, while 24 percent were not supportive, and 26 percent were uncertain.

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

Findings and Visioning

In May 2010, a small group of Parks and Recreation Commissioners, representatives of local sports associations, and a couple of interested citizens participated in a visioning workshop and design charrette.

Conclusions from the Design Charrette for Demuth and Desert Highland Parks

The participants’ plans focused on the need for additional sports fields, while also addressing the use of both parks by neighbors, residents, visitors to Palm Springs, and a variety of other users. The general consensus was that Demuth Park, while serving an important set of needs, is not well-planned in its present configuration, and it is inefficient in its design. Starting over with a new plan would offer the chance to provide a more logical and effective layout for the park.

Desert Highland Park was seen as a difficult site for sports use due to the winds that occur there, but it was also seen as an important site for serving the needs of residents in the northern part of Palm Springs. It was also noted that the final plan may need be put on hold until it is known what happens on the surrounding properties, especially the proposed Community College campus. In the meantime, however, measures might be taken to make the park more appealing.

Summary of Key Findings and Recommendations

Current economic conditions facing the City and the Parks and Recreation Department warranted a circumspect and sustainability focus for the recommendation for the next three to five years. The following themes were identified:

- **Positioning and Preparatory** – intended to be immediate and short-term recommendations and action steps that are designed to assist the Department through the current turbulent financial times. These recommendations focus on:
 - Sustainability
 - Exploration
 - Planning

- **Bold and Visionary** – longer-term recommendations and action steps are intended to follow the immediate financial recovery period and may extend well into the next master plan cycle. These recommendations deal with:
 - Capacity Issues
 - Capital Improvement Program (CIP) – post economic recovery plan
 - Next Master Plan Update

Limitations and Constraints

During the course of developing the original 2010 Master Plan, the City experienced a serious financial crisis, resulting in major budgets cuts and a substantial reduction in workforce. The entire City was affected. Thus, the direction of the recommendations focused on short-term sustainability and long-term growth and development.

The Master Plan’s vision, as discussed with the Parks and Recreation Commission during the findings presentation and visioning workshop in January, 2014, is to maintain what the City has as the priority. The exception is where development could produce a new revenue stream, dedicated to the financial sustainability of the Parks and Recreation Department, and positively impact the local economy through increasing tourism.

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II. The Planning Context

Purpose of the Plan

The purpose of the 2014 Parks and Recreation Master Plan Update is to provide a framework for decision-making over a five to ten year period. The Master Plan serves as a guide to address community values, future needs, and priorities for parks and recreation facilities, programs, and services. The planning process will integrate relevant information from other recent and/or current planning work about how, where, and why the City is evolving and how key attributes such as parks, recreation, open space, and trails can be incorporated into its ongoing growth and development.

Related Planning Efforts and Integration

The following documents were used as background information and supporting studies:

- *City of Palm Springs General Plan - 2007*
 - Recreation, Open Space, and Conservation Element (specifically these below and Goal RC2 – “Ensure that parks are safe, well maintained, and provide a pleasant experience for residents and visitors.”)
 - ◆ RC1.2 Ensure that a minimum of five acres of developed parkland are provided for every 1,000 residents in Palm Springs.
 - ◆ RC1.3 Locate and distribute parks in such a manner to serve residential areas in terms of both distance and residential density.
 - ◆ RC1.5 Analyze park needs for areas of higher concentration of residents and uses. For example, the analysis should explore the proximity of existing and proposed parks to multifamily residential uses to determine if the concentration of population is properly served, or if additional parklands are needed in these areas.
 - ◆ RC1.6 Amend and revise park designations to accurately reflect park conditions and needs in Palm Springs and establish minimum standards for developers and the City to follow in the Zoning Ordinance for park development.
 - ◆ RC2.4 Incorporate efficient water and energy use and conservation principles in the design and retrofit of parks and recreation facilities, including expanding the use of reclaimed water.
 - ◆ RC2.5 Request utility providers to perform periodic water and energy audits of park and recreational facilities.
- *The Palm Springs Path to a Sustainable Community - 2009*
- *Tahquitz Creek Trail Master Plan – 2009*
- *City of Palm Springs Parks and Recreation Strategic Plan - 2009*
- *Gene Autry Gateway Park Master Plan*
- *Riverside County – Coachella Valley Park Equity Analysis*
- *2010 Coachella Valley Association of Governments (CVAG) Non-motorized Transportation Plan Update*
- *Desert Recreation District (DRD) Parks and Recreation Master Plan 2013*
- *2013 Riverside County Regional Parks and Open Space District – Comprehensive Park, Resources, and Recreation Service Plan*

This Parks and Recreation Master Plan is intended to provide relative and current information which will support the *City of Palm Springs General Plan*. It also provides a framework for decision-making, project prioritization, and resource allocation.

Relationship to General Plan

The current *City of Palm Springs General Plan* was completed in 2007. State law requires that general plans address the comprehensive and long-range preservation of mountains, deserts, floodplains, and other open space areas. The Recreation, Open Space, and Conservation Elements of the *General Plan* provide policy direction for city parks and recreational facilities, outdoor recreation associated with state parks, and the recreation programs provided by nonprofit and for-profit organizations. The elements of the *General Plan* provide policy recommendations along with action steps that will complement and be integrated in the Parks and Recreation Master Plan. These components include, but are not limited to:

- Park Acreage and Design Standards
- Park Safety, Maintenance, and Condition Standards
- Recreation Programs
- Trails
- Financing Park, Trails, and Recreation Facilities

The Parks and Recreation Master Plan will evaluate these policy recommendations and action steps of the Recreation, Open Space, and Conservation Elements of the *General Plan* for relevance today as it relates to the:

- Needs Assessment
- Level of Service Analysis
- Current and Projected Demographics
- Trends and Market Analysis
- Financial Viability and Sustainability of the System

Values, Vision & Mission

Throughout the process, the following values and community issues were identified, which impact the provision of parks, recreation, trails, and open space services for the residents and visitors of Palm Springs.

Value Statements:

- Small town feel
- Wide open spaces
- Strong sense of community
- Natural resources
- Outdoor recreation opportunities
- Abundance of senior tailored opportunities
- Reasonably priced recreational opportunities

Community Issues which Parks and Recreation can influence:

- Obesity/unhealthy lifestyles – *Provide ongoing youth and adult fitness programming and education.*
- Engaging youth in healthy non-destructive activities – *Provide ongoing youth sport and non-sport programming, focus on recreational activities vs. competitive, create more late-night programming opportunities.*
- Middle and high school programming – *Create/collaborate/partner to provide this programming.*
- Unified approach to the delivery of recreation and wellness opportunities – *Promote, create, and engage in the development of collaborative efforts and partnership development.*
- Knowledge of parks and recreation facilities, services, and programs – *Enhance marketing of what is available throughout the city/region.*
- Athletic fields to meet the needs of youth and adult sports providers – *Re-design Demuth park to better serve athletic field needs, build sports focused venue, increase use of public school facilities.*
- Trail connectivity – *Plan and create trail connectivity, improve walkability and trailheads.*
- Safety at skatepark – *More direct involvement with programming and events by Department. In 2013, the City contracted with Action Park Alliance to operate and manage the skate park.*
- Community engagement and volunteer opportunities – *Create/enhance volunteer policy and procedures.*
- Safe and inviting parks– *Create park ranger program, better enforcement of city code (i.e. no alcohol in parks), deal with homeless issue.*
- Family programming – *Provide programming or activities that families engage in together.*
- Indoor fitness areas – *Provide indoor walking and fitness opportunities.*
- Tree care/replacement program – *City is encouraged to allocate resources and technical expertise.*
- Educate residents on gardening opportunities and sustainable nutritional education – *Establish space for community gardens.*

Parks and Recreation Department Vision Statement:

“The Parks and Recreation Department will be a leader and a partner to create a healthier Palm Springs; contribute to civic pride in a livable community; and decrease youth delinquency by providing safe and inviting parks, and inclusive programming.” The Department contributes to the City’s economic development and seeks sustainable funding through the creation of special events and meeting Department cost recovery goals.

Parks and Recreation Department Mission Statement:

The department is using the California V.I.P. project² state-wide tag line to define its mission.

“We create community through people, parks and programs”

The mission of the parks and recreation department was confirmed through the Services Assessment process in May 2010.

² In 1999, the California Park & Recreation Society released the VIP Action Plan (Vision, Insight and Planning), Creating Community in the 21st Century. The VIP Action Plan created a statewide vision and mission for the parks and recreation profession. It identified core competencies which park and recreation professionals already possess and those competencies which they need. The plan developed strategies and performance measures to reposition the park and recreation profession as vital partners in building strong communities.

Departmental Overview

The City of Palm Springs is world-renowned for its scenic beauty, history of architecture, innovative style, and a strong commitment to provide exceptional parks, trails, and urban recreation spaces. In addition, the City's boundaries include, or are adjacent to, other dynamic public spaces under the governance of state, federal, and tribal agencies. These features, along with the City's recreational assets, provide countless leisure and recreation opportunities for full and part-time residents (snowbirds) and tourists. Like many communities around the country, Palm Springs faces challenges that include the decreasing availability of land to expand parks and recreation amenities that adequately meet the demands of the growing population. While the City has historically been a vacation destination, full-time residents now make up more than 50 percent of the tax base. This may require a shift in philosophy with regard to whom and how to focus the delivery of parks and recreation facilities, programs, and services.

The City of Palm Springs Parks and Recreation Department offers a multitude of leisure and recreation facilities, programs, and services to its citizens and visitors. The Department oversees a variety of neighborhood and community parks totaling approximately 160 acres. These parks provide a wide range of amenities including a 50-meter swimming pool, skatepark, playgrounds, athletic fields, baseball stadium, tennis courts, picnic areas, and walking trails. Additionally, a dog park, wellness park, and the 36-hole public Tahquitz Creek Golf Course further enhance the quantity and quality of outdoor recreation venues that the City manages.

The Department also provides indoor leisure and recreation amenities that include a gymnasium, classrooms and a conference/event center. The Department offers youth and adult programs, special events, and sports tournaments that allow the community and visitors to engage in a number of social, educational, and recreational activities.

Staffing

The chart below (**Table 1**) shows the increases and decreases in staffing levels over the last four fiscal years.

Table 1: Staffing Level Trends

Staffing (FTE Equivalents)	2009 – 10	2010 – 11	2011 – 12	2012 – 13	Net loss/gain for FY 2012 - 2013
Park Maintenance/Downtown Exp.	15.00	*0	*0	10.00	+13
Recreation	12.75	8.75	7.5.0	8.25	+7.75
Skatepark	2.25	-1.50	0	0	0
JOJDHUC ³	4.25	4.25	4.25	4.25	0
VillageFest	2.00	2.00	2.00	2.00	0
Demuth Community Center	0	0	1.75	1.75	+1.75
Swim Center	3.75	3.75	3.75	5.75	+2.0

**Parks Maintenance and Downtown Experience were moved to the Public Works Department in FY 2010/11.*

³ Jesse O James Desert Highland Unity Center

Recreation Programming

The City of Palm Springs Parks and Recreation Department provides a variety of recreation programs and services to the community and surrounding area. Programs and services include, but are not limited to:

- Youth summer and day camps
- Preschool
- Acting
- Chess
- Adult dance
- Adult sports
- VillageFest
- Special events (parades, concerts, etc.)
- Martial arts (youth and adult)
- Aquatics (learn to swim, exercise, swim safety)
- Fitness
- Youth Basketball
- Youth Gymnastics

Program Participation Statistics

For Fall 2012, Winter 2013, Spring 2013, and Summer 2013 recreation programs, the following information and analysis was completed using the *Activeware Activities Totals Report*.

- It is difficult to determine recreation program participation utilization based on the number of total slots available for all programs for the following reasons:
 - Currently, “0” is designated for the minimum registration requirement for most programs (as shown in the aforementioned report), so determining if/when classes are canceled due to low registration numbers is not possible.
 - Many non-aquatic programs seem to be conducted with only one, two, or three participants. While the Department still receives revenues for these programs because they are contracted, this is an advantage for the participant, as they are receiving what could be seen as private or semi-private instruction. In addition, it is safe to conclude that the Department is not coming close to covering per-hour-per-room facility operating direct expenses with this few registrants in group lessons.
 - Currently, “N/A” is designated for the maximum (as shown in the aforementioned report) for youth camp programs, so it does not tell what the true maximum could be for these programs, or if any are truly operating at capacity. Maximum program registration is typically dictated by licensure, student/teacher ratios, maximum room occupancy for the program’s curriculum, etc.
- The City of Palm Springs Recreation programs are utilized more by residents (60%) than non-residents (40%).
- The City of Palm Springs Recreation 2013 summer camp programs attracted over 2,300 registrants (almost equally split between residents and non-residents).
- The City of Palm Springs 2013 aquatics swim lesson programs ran at approximately 30 percent capacity, while fitness classes ran around 15 percent capacity.

Methodology of this Planning Process

Community Input/Public Involvement

This project included an in-depth, open, and citizen-focused community process to ensure that policymakers, staff, user groups, associations, and other stakeholders were provided an opportunity to participate in the development of this plan.

Needs Assessment/Statistically-Valid Survey

A statistically-valid survey was crucial for obtaining reliable information from residents of the community, and in establishing a baseline for setting realistic and achievable goals for the 2014 Parks and Recreation Master Plan. This process is the only method that provides statistically-valid information, not only from the users, but also from the non-users who are often taxpayers and voters. Based on the population of the City of Palm Springs, a sample of 5,109 households within the City received surveys with the intent of reaching a proportionate sample of full-time and part-time residents.

Questions on the survey were developed by GreenPlay's project staff and the City of Palm Springs Project Team. The overall return rate of the survey was 609 households with a 13.7 percent response rate and margin of error of +/- 3.97% overall.

Demographic and Trends Analysis

The planning process identified the residential characteristics of the City of Palm Springs through a demographic analysis and market profile, utilizing all information available from previous planning efforts and including information gathered from the U.S. Census Bureau, ESRI sources, and other national and local sources.

The trends analysis component evaluated demographic shifts and their impact on future parks, open space, and trail provisions. This analysis also identified interest and participation levels for a variety of activities, assessed how services are provided through both administrative and planning trends, and evaluated how Palm Springs' parks, open space, and trails amenities compare to national parks and recreation trends. The analysis also identified the positive impact that parks and recreation services have on reducing crime and increasing healthy lifestyles.

Parks, Trails, Open Space, and Facilities Inventory

As part of the Master Plan, a comprehensive, updated assessment of each of the City's parks, open space, and recreation facilities was conducted. This assessment determined current conditions, quality, and functional use. The assessment included a comparative analysis to communities of similar size and density using regionally and nationally accepted standards and GreenPlay's proprietary **GRASP® (Geo-Referenced Amenities Standards Process)** level of service analysis methodology. Upon completion of this inventory and assessment, a Level of Service (LOS) analysis was performed that describes the capacity of the various components and facilities that make up the park and recreation system and how they are meeting the needs of the public.

Recreation Programs and Services Inventory

We identified current use patterns of existing Parks and Recreation Department programs, and non-profit recreation programs and services, located in the City of Palm Springs. We conducted a **Services Assessment** to determine "**Core Services**" and alternative provision strategies.

Visioning Strategies Workshop

In our attempt to engage all interested project team members and key stakeholders in determining future vision and action plan steps for the City's Parks and Recreation needs, we facilitated a **Visioning Strategies Workshop** in May 2010 to analyze all findings, operational feasibility, political or historical constraints, and any other potential challenges. From this process, a Vision Statement was created to accurately represent the goals for the City of Palm Springs' parks, recreation, trails, and open space services and facility provisions.

In January 2014, an updated findings and visioning workshop was conducted with the Parks and Recreation Commission and the Council Subcommittee members to review the updated level of service analysis. In addition to revisiting and updating the 2010 goals and objectives, the Commission determined which of their sub-committees or staff would be responsible for each recommendation and task.

Site Conceptual Design Charrette

Conceptual park plans were created in May 2010 for selected park sites to illustrate new park layouts, redesign of current parks, or additional amenities to illustrate park system design, space allocation, and facility locations.

Financial Resource and Expenditure Analysis

An analysis of existing and potential budget procedures, resources, capital improvement plans, cost recovery, traditional and alternative funding, and pricing methodology was conducted to determine which types of revenue generation are most appropriate for the City of Palm Springs. Additionally, a high level analysis of the potential development of a **sports tournament venue** was conducted, including examples of the economic impact special events might bring to the City.

Timeline for Completing the Plan

The Palm Springs *Parks and Recreation Master Plan* was a twelve a month process beginning in August 2009 and completing in July 2010. Although not adopted at that time, the City re-engaged the process in October 2013, and the updated and final master plan was adopted in Spring of 2014.

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III. Needs Assessment

Community Profile

The Community Profile for this master plan is intended to provide a snap shot analysis of the demographics of the City and includes, Crime Prevention, Health and Education Outcomes, Influencing Trends, and Market Segmentation. When woven together, the fabric of Palm Springs is represented.

Service Area and Population

The primary service area for this analysis is the City of Palm Springs, California, although its Sphere of Influence extends beyond the city limits. Palm Springs lies on the western edge of the Coachella Valley in central Riverside County, approximately 107 miles east of Los Angeles. The City covers a geographical area of 96 square miles with a variety of well-established neighborhoods.⁴ The demographics for “Sphere of Influence” which includes portions of Coachella Valley are not included in this demographics study. This report does include comparisons from the Coachella Valley’s *Economy, 2009 Report* written by John Husing, Ph.D., Economics and Politics, Inc., and ESRI Business Information Solutions.

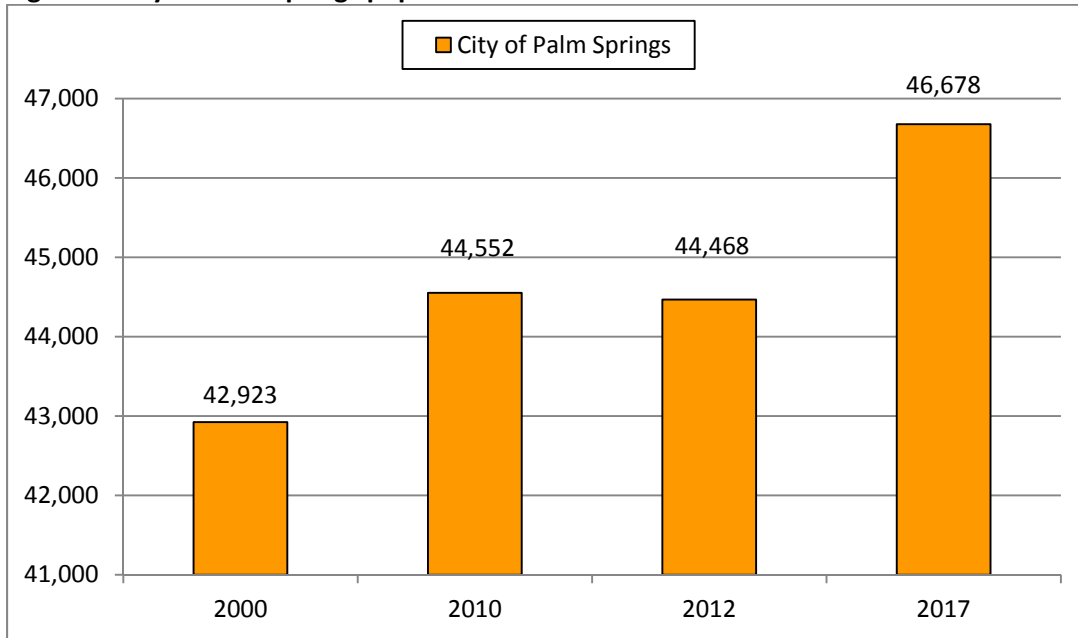


According to the U.S. Census, the 2010 population for the City of Palm Springs was 44,552. ESRI estimated that the 2012 population had decreased to 44,468. In addition to the permanent population, another 33,000 to 35,000 people live in the city on a part time basis, bringing the total population to more than 75,000 residents at various times of the year. By the year 2017, ESRI projects that the city’s population will grow to over 46,000. The *2008 Economic Report* projects that winter residents account for an additional 35,000 to 40,000. **Figure 1** illustrates the City of Palm Springs population change from 2000 to 2017. Tourism brings between 2.5 and 3 million additional people to the Coachella Valley annually. Approximately one third of these tourists stay in hotels in Palm Springs.⁵

⁴ *Problems and Challenge Impacting Quality of Life For Senior Residents of Palm Springs, California*, Riverside County Foundation on Aging, August, 2005

⁵ *Economic Overview, 2008 Edition*, Economic Development, prepared by Wheeler’s 2008 www.coachella-valley.com

Figure 1: City of Palm Springs population 2000-2017

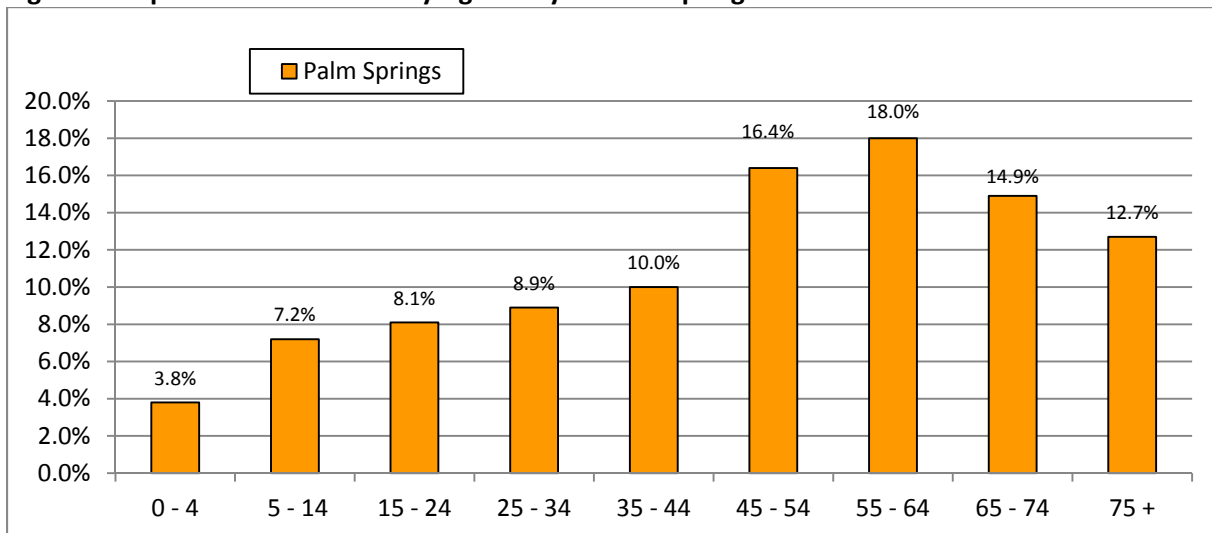


Source: ESRI Business Information Solutions

Population, Age Ranges, and Family Information

The age distribution analysis shows that residents between 45-54 years (16.4%) and 55-65 years (18 %) make up the greatest percentage of the population. They are followed by residents between 65-74 years and 75+ years, respectively; both of those age cohorts combined represent another 27.6 percent of the population. The median age in Palm Springs is 52.4 years. **Figure 2** shows the percent of population distribution by age for the City of Palm Springs.

Figure 2: Population Breakdown by Age – City of Palm Springs 2012



Source: ESRI Business Information Solutions

The following age breakdown is used to separate the population into age-sensitive user groups.

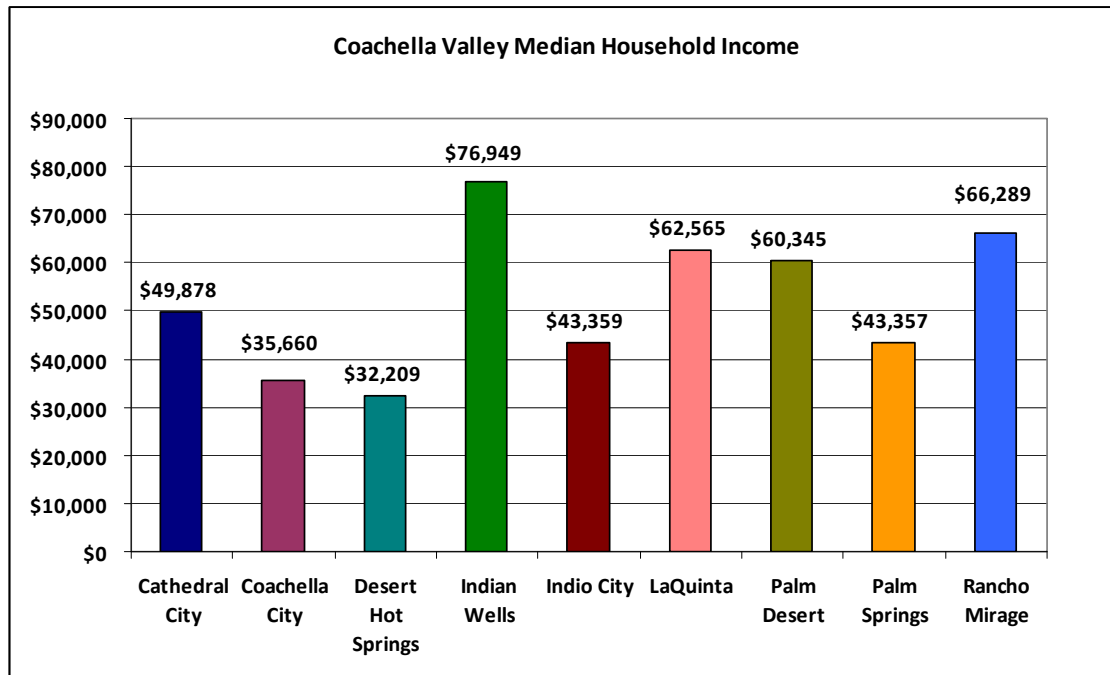
- **Under 5 years:** This group represents users of preschool and tot programs and facilities. As trails and open space users, this age group is often in strollers. These individuals are the future participants in youth activities.
- **5 to 14 years:** This group represents current youth program participants and is approximately 7.2 percent of the population.
- **15 to 24 years:** This group represents teen/young adult program participants moving out of the youth programs and into adult programs. Members of this age group are often seasonal employment seekers. They currently represent 8.1 percent of the population in Palm Springs.
- **25 to 34 years:** This group represents potential adult program participants. Many in this age group are beginning long-term relationships and establishing families. This group represents 8.9 percent of the population in Palm Springs.
- **35 to 44 years:** This group uses a wide range of adult programming and park facilities. Its characteristics extend from having children using preschool and youth programs to raising teens. This age cohort represents 10 percent of the population.
- **45 to 54 years:** This group also represents users of adult programming and park facilities. Its characteristics extend from having young children using youth sports and recreation programs to becoming empty nesters and enjoying its own leisure time. This age group also represents 16.4 percent of the population.
- **55 to 64 years:** This age cohort represents 18 percent of the population. This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren. This group may also be caring for older parents.
- **65 years plus:** This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren. In the City of Palm Springs, this age cohort represents 27.6 percent of the population – the highest of all age groups.

Household Income

According to ESRI Business Information Solutions, the estimated 2009 median household income for the City of Palm Springs is \$43,357. Per capita income is \$29,252.

Figure 3 shows a comparison of households by income in the Coachella Valley. The City of Palm Springs median household income is two dollars less than Indio, giving it the third lowest median income in the Coachella Valley.

Figure 3: Median Household Income Comparison – Coachella Valley 2009



Source: ESRI Business Information Solutions

Note: Additional demographic information concerning racial breakdown, household size, educational attainment, and employment can be found in **Appendix B**.

Research

Parks and Recreation as Prevention to Crime

Research has shown that programs such as the Big Brothers and Big Sisters of America contribute to lower rates of drug and alcohol use, reduced violence, and better school attendance, performance, and attitudes.⁶

As stated by People for Parks Oregon, “Either prevention or detention, you choose!” The following list highlights how parks and recreation programs reduce juvenile crime and delinquency while providing crime prevention.⁷

- Research shows that juvenile crime triples between 3:00 p.m. and 6:00 p.m. Numerous studies have shown that after school programs can significantly reduce juvenile crime and reduce the victimization of children by other juveniles.⁸

⁶ < <http://education.stateuniversity.com/pages/2306/Out-School-Influences-Academic-Success.html#ixzz0THkOF4ao> > accessed 10/5/09

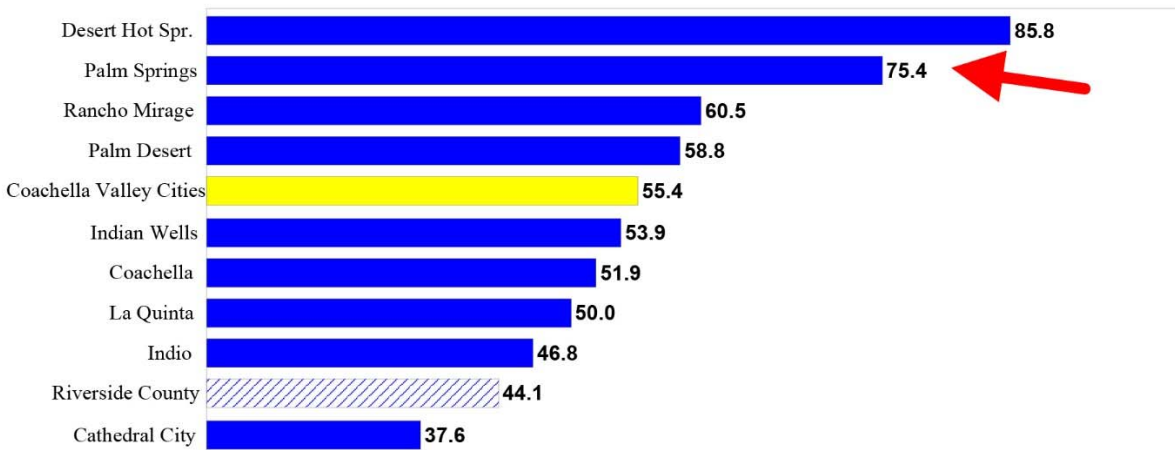
⁷ < <http://peopleforparks.com> > accessed 10/5/09

⁸ Fight Crime, Invest in Kids at <http://www.fightcrime.org>

- In Multnomah County, Oregon, it costs \$72,000 to incarcerate a juvenile for one year (\$215.00 a day). It costs taxpayers about \$85.00 per youth to participate and enjoy numerous recreation programs and classes such as the following for one year:
 - 8 weeks of after school soccer or basketball
 - 18 classes of ballet, tap, or jazz dance
 - 36 pre-school or kinder-gym classes
 - 6 weeks of drama, art, or rock climbing classes
 - 35 nights of Friday Night Basketball
- Case studies from various Parks and Recreation Programs, as written by John Crompton and Peter Witt in Recreation Programs that Work for At-Risk Youth have shown the following results:
 - Cincinnati, Ohio – 31% decrease in crime
 - Kansas City, Missouri – 25% decrease in the rate of juvenile apprehensions
 - Fort Worth, Texas – 28% decrease in crime

In the Coachella Valley, Palm Springs’ 2006 level of crimes per 1,000 people, (75.4 crimes) ranked second highest. Desert Hot Springs had the highest rate at 85.8 crimes per 1,000 people. John Husing, Ph.D., states that this is largely due to property related incidents, as both Palm Springs and Desert Hot Springs have large numbers of part-time homes and tourists. See **Figure 4** for a full breakdown of crime statistics per 1,000 residents in the Coachella Valley.

Figure 4: Total Crime Reported Per 1,000 Residents – Coachella Valley, 2006⁹



Source: Uniform Crime Report, FBI

Note: Additional information about crime in Palm Springs and its relation to parks and recreation can be found in **Appendix B**.

⁹ The crime statistics discussed in this section of the report were taken from the *2008 Economic Report* written by John Husing, Ph.D., prepared for the Coachella Valley.

Trends

A challenge for parks and recreation departments is to continue to understand and respond to the changing characteristics of those served. In this fast-paced society, it is important to stay on top of current trends impacting parks and recreation. The following information highlights relevant local, regional, and national parks and recreational trends from various sources. Palm Springs has an exceptionally diverse community of seniors, snowbirds, families, working professionals, and single people. Palm Springs is also a noted tourist destination for avid recreational enthusiasts. Thus, the city is responsible for providing recreational programs that meet the diverse needs of all residents and visitors.¹⁰

Americans with Disabilities Act (ADA) – Compliance

On September 14, 2010 the U.S. Department of Justice (DOJ) issued an amended regulation implementing the Americans with Disabilities Act (ADA 2010 Standards). On March 15, 2011 the amended Act became effective, and for the first time in history, it includes recreation environment design requirements. Compliance with the regulations was to be effective March 15, 2012. This includes design and construction requirements and the development of three-year transition plan. By March 15, 2015, implementation of the three-year transition plan must be complete.

The Role of the ADA

How a community interprets and implements the guidelines of the ADA regarding parks and recreation programs and services for children, youth, and adults with disabilities ultimately depends upon the philosophy of staff and how accepting they are of people with disabilities. Some organizations provide a basic level of service as per the law, and other communities embrace the notion of accessibility and choose to exceed what is expected.

Community therapeutic recreation programs must address the needs of all people with disabilities. Disabilities may include autism, developmental, physical, learning, visual impairments, hearing impairments, mental health, and more. Community therapeutic recreation programs should also serve children, youth, and adults of all ages.

“People with disabilities are allowed equal access to all services provided by local, state, and federal governments, including recreational services. The ADA allows full and equal access by persons with disabilities to any place of public accommodation, governmental or private.”

July 26, 1990, the United States officially recognized the rights of people with disabilities by enacting the Americans with Disabilities Act (ADA).

¹⁰ General Plan

The types of programs offered by a community therapeutic recreation program may include specialized, inclusive, and unified programs. Specialized recreation programs generally serve the needs specifically for someone with a disability. A “Learn to Swim” program for children with autism or an exercise program for adults with arthritis are just two examples of specialized programs. An inclusive program is one in which a person with a disability chooses to participate in a regular recreation program with a reasonable accommodation, alongside typical peers who do not have a disability. A third type of program is a unified program. This program is for individuals with and without disabilities who participate together as a “buddy,” or are paired or matched – able-body with disabled. Many Special Olympic programs are offered as unified programs.

Athletic Recreation National Trends

Sports Participation

The 2007 *National Sporting Goods Association (NSGA) Survey* on sports participation includes eight of the top ten activities ranked by total participation that correlate to typical recreation activities: exercise walking, exercising with equipment, swimming, bicycle riding, fishing, working out at club, weight lifting, and boating. Additionally, the following active, organized, or skill development activities remain popular: hiking, running/jogging, soccer, basketball, football, and skateboarding. **Table 2** shows the top ten sports ranked by total participation in 2007.

Table 2: Top Ten Sports Ranked by Total Participation 2007 All Ages

Sport	Total	Percent Change
Exercise Walking	89.8	2.7%
Exercising with Equipment	52.8	.8%
Swimming	52.3	-7.3%
Camping (vacation/overnight)	47.5	-2.2%
Bowling	43.5	-2.9%
Bicycle Riding	37.4	5.0%
Fishing	35.3	-13.0%
Working Out at Club	33.8	-.3%
Weight Lifting	33.2	0.9%
Boating, Motor/Power	31.9	8.9%

Source: NSGA 2007

Relevant Palm Springs 2010 Survey Data

- Overall, the survey respondents indicated that over the last 12 months, they or someone in their household had used the City’s athletic/sports fields or tennis courts an average of 7.4 times.
- Respondents indicated that over the last 12 months, they or someone in their household had used the City’s Tahquitz Creek Golf Resort 4.8 times.
- Respondents used the swim center an average of 3.3 times over the last twelve months.
- Respondents said that they or someone in their household had used the City’s trails (biking and walking) 25.2 times and had used other public lands and trails (nature and mountain trails/hiking) 12.6 times over the last twelve months.

Youth Sports

Palm Springs currently manages field use by youth sports associations and does offer some team sporting program fundamentals at the Desert Highland Unity Center. The Department also offers martial arts and some fitness programs. The Demuth Community Center offers flag football and basketball leagues as well as gymnastics.

The national percent of change in youth sports selected activities from 1998 to 2007 is shown in **Table 3**.

- Specific offerings for children’s fitness are slowly increasing in health and fitness facilities.¹¹
- For youth seven to eleven years of age, bicycle riding has the highest number of participants.
- According to the NSGA, in terms of overall youth participation, snowboarding, skateboarding, tackle football, ice hockey, and mountain biking experienced the largest increase in participation from 1998 to 2007.
- In-line skating experienced the largest decrease in participation. Volleyball, baseball, softball, basketball, and bicycle riding also experienced decreases in participation rates.

Table 3: Youth Participation in Selected Activities and Percent Change 1998-2007

	Overall Percent Change vs. 2007	Age 7-11 years – Percent Change vs. 2007	Age 12-17 years – Percent Change vs. 2007
Total U.S.	9.3%	-2.3%	9.0%
Baseball	-12.0%	-15.7%	-32.5%
Basketball	-17.9%	-21.5%	-15.7%
Bicycle Riding	-14.1%	-29.9%	-16.9%
Bowling	8.5%	4.6%	12.5%
Fishing (Fresh water)	-20.2%	-37.5%	-24.0%
Football (Tackle)	23.5%	19.1%	29.6%
Golf	-17.3%	-48.3%	-40.7%
Ice Hockey	-2.8	-31.0%	-29.3%
Mountain Biking (off road)	-13.8%	-38.5%	-23.0%
Roller Skating (in-line)	-60.4%	-66.7%	-50.9%
Skateboarding	75.3%	36.7%	85.1%
Skiing (alpine)	-28.5%	-2.7%	-34.9%
Snowboarding	39.3%	60.6%	-8.5%
Soccer	4.6%	-8.2%	-15.3%
Softball	-36.1%	-62.0%	-45.0%
Tennis	9.5%	20.1%	-6.4%
Volleyball	-18.7%	-23.3%	-20.1%

Source: National Sporting Goods Association 2007

¹¹ “IDEA Health & Fitness Association Reveals the Top 10 Fitness Programs and Equipment with the Most Growth Potential in 11th Annual Survey,” Press Release September 12, 2006, IDEA Health & Fitness Association, <<http://www.idealife.com>>, accessed on December 27, 2006

Relevant Palm Springs 2010 Survey Data

- Only 14 percent of respondents to the community survey reported having children at home.
- Overall, 30 percent of the respondents said that the skate park was important (4) or very important (5), 30 percent were neutral (3), and 40 percent felt that it was less important (2) or not important (1) at all.

Facilities

National Trends

The current national trend is toward “one-stop” indoor recreation facilities to serve all ages. Large, multipurpose regional centers help increase cost recovery, promote retention, and encourage cross-use. Agencies across the U.S. are increasing revenue production and cost recovery. A multi-use facility versus a specialized space is a trend, offering programming opportunities as well as free-play opportunities. “One stop” facilities attract young families, teens, and adults of all ages.

Festivals and Events

Festivals and special events are emerging as a component of community-based tourism development, adding vitality and enhancing the appeal of a destination for tourists (Getz, 1991).¹² The role of festivals in a community is to offer diverse cultural and recreational experiences to citizens and visitors while providing strong positive economic impacts on a region. City and County festivals support local businesses by providing opportunities for sponsorship, visibility, and sales while also providing a mechanism for local non-profits to earn money and gain exposure.

Palm Springs Trends

Palm Springs offers an abundance of special events and parades, aimed at community building and drawing tourists. The Desert Highland Unity Center also offers special events at that facility for the surrounding community.

- The weekly VillageFest Street Fair, which is run by the Parks and Recreation Department, attracts thousands of residents and tourists to the heart of Downtown to listen to local bands, enjoy international foods, visit the Farmer’s Market, participate in various arts and crafts, and shop/purchase quality handmade art.
- Some of the City’s events include the Festival of Lights Parade, the Palm Springs Pride Festival, Palm Springs American Heat (motorcycle tour), the Veteran’s Day Parade, the Black History Parade and Festival, holiday events, concerts and opera in the park, 5K runs, and classic car shows.

Relevant Palm Springs 2010 Survey Data

- Overall, the survey respondents indicated that over the last 12 months, they or someone in their household had participated in VillageFest an average of 7.6 times.
- In addition, survey respondents indicated that over the last 12 months, they or someone in their household had participated in City sponsored special events (concerts, film festivals, runs) an average of 4.3 times.

¹² Jinhyung Chon, “Examining Tourism Motivation Among Classification of Environmental Values: An Application of the New Environmental Paradigm Scale”

Note: Additional data for trends in parks and recreation in regards to aquatics, facilities, festivals and events, tourism, and aging can be found in **Appendix B**.

Community and Stakeholder Input

Focus Group/Public Meeting Findings

In order to hear from as many residents as possible, Department personnel arranged several opportunities to gather input. Highlights of this process are summarized below.

- Fourteen (14) 60 to 90-minute focus group meetings were conducted.
- Two (2) two-hour general public meetings were conducted.
- Focus groups and public meetings were attended by 104 people, representing approximately 25 organizations and special interest groups including:
 - Palm Springs Bureau of Tourism
 - Neighboring Parks and Recreation Departments including the cities of Palm Desert and La Quinta
 - Adult and youth sports leagues
 - Senior Centers
 - Parks and Recreation Camp participants (Youths)
 - Youth 'N Action Team (Teens)
 - Desert Health Care District
 - Palm Springs Unified School District
 - Aquatics participants and swim teams
 - Neighborhood Associations
 - Community residents
- Additional focus group meetings with:
 - City of Palm Springs Parks and Recreation Department Staff
 - City of Palm Springs Department Heads
 - City of Palm Springs Parks and Recreation Commission

The consultants facilitated the discussions and led the participants through a series of questions to gain input on a broad range of issues relating to the delivery of parks and recreation facilities, services, and programs. Following are summaries of participant responses.

Questions
What do you value as a member of the Palm Springs Community?
<i>The following are citizen comments or "perceptions."</i> <ul style="list-style-type: none">• As a City<ul style="list-style-type: none">▪ Small town feel▪ Wide open spaces▪ Strong sense of community▪ Existing natural resources▪ Outdoor recreation opportunities for people▪ Abundance of senior-tailored opportunities▪ Reasonably priced recreational opportunities

What community issues exist that parks and recreation can address/influence?

The following are citizen comments or “perceptions.”

- **Issues – Influence**

- Obesity/unhealthy lifestyles – *Provide ongoing youth and adult fitness programming and education.*
- Engaging youth in healthy non-destructive activities – *Provide ongoing youth sport and non-sport programming, focus on recreational activities vs. competitive, create more late-night programming opportunities.*
- Middle and high school programming – *Create/collaborate/partner to provide this programming.*
- Unified approach to the delivery of recreation and wellness opportunities – *Promote, create, and engage in the development of collaborative efforts and partnership development.*
- Knowledge of parks and recreation facilities, services, and programs – *Enhance marketing of what the Department has to offer.*
- Athletic fields to meet the needs of youth and adult sports providers – *Re-design Demuth park to better serve athletic field needs, build sports focused venue, increase use of public school facilities.*
- Trail connectivity – *Plan and create trail connectivity, improve walkability.*
- Safety at skatepark – *More direct involvement with programming and events by Department. (City contracted with Action Park Alliance to operate & manage park in 2013).*
- Community engagement and volunteer opportunities – *Create/enhance volunteer policy and procedures.*
- Safe and inviting parks– *Create park ranger program, better enforcement of city code(i.e. no alcohol in parks), deal with homeless issue.*
- Lack of family programming – *Provide family programming.*
- Lack of indoor fitness areas – *Provide indoor walking and fitness opportunities.*
- Lack of tree care/replacement program – *City needs to hire an arborist.*
- Gardening opportunities and sustainable nutritional education – *Establish space for community gardens.(Community garden was completed at Demuth)*

What is the most essential service the Parks and Recreation Department can provide and why?

The following are citizen comments or “perceptions.”

- **Essential - Why**
 - Find the appropriate balance between generating tourism and serving residents: *The economic input that tourists bring is important, but residents’ needs should also be important.*
 - Provide or collaborate/partner/facilitate to offer fitness programming for all ages – *Health, wellness, and obesity are major issues in our City.*
 - Provide youth programming – *Keep kids busy throughout the year to stay healthy and out of trouble.*
 - Provide recreational facilities such as athletic fields, pools, trails, and parks – *Contributes to the quality of life of the City, allows organizations to use facilities and apply their expertise to meet the programming needs of the community (i.e. Piranhas, AYSO Soccer, Senior Softball).*
 - Maintain facilities listed above – *Contributes to the quality of life, maintains/increases property values.*
 - Implement a joint use agreement between Parks and Recreation Department and Palm Springs Unified School District for shared facility use – *Maximize use of public facilities.*
 - Provide special events to attract tourists and meet residents’ needs – *Special events promote economic development and can provide family activities.*

What role should the Parks and Recreation Department not play?

The following are citizen comments or “perceptions.”

- Should not compete with private businesses.
- Should not try to be all things to all people - *Perhaps some issues should be solved valley-wide (sports complex, additional pool, trail connectivity, etc.).*
- Should not use large scale sponsorship banners in parks and recreation facilities.
- Should not give non-residents same priority as residents for use of facilities.

Are there populations that do not have access to the Parks and Recreation System?

The following are citizen comments or “perceptions.”

- Sports groups – *Athletic field space is at capacity, lights would help the situation.*
- Black Community – *Relies more on neighborhood groups and churches for recreational needs.*
- Senior gay population.

If you had blank check what improvements/changes would you make to the Palm Springs parks and recreation facilities, programs, and services?

The following are citizen comments or “perceptions.”

- New or redesigned athletic fields
- Lighted soccer fields
- Maintain what we have
- Community gardens
- More desert landscaping in parks
- More gymnasiums
- Waterpark/leisure pool/warm water therapy pool
- Expansion of trail system (i.e. connections, trails along wash)
- Increase in non-sport programming (cooking, language, computer)
- Increased youth programming (game nights, youth concerts, etc.)
- Increased health and wellness programs
- Improved marketing (both English and Spanish)

What will be achieved if the Department is successful? What is the vision?

The following are citizen comments or “perceptions.”

- Be a leader in creating a healthier community
- Create civic pride/livable community
- Contribute to economic development
- Decrease in youth delinquency
- Safe and inviting parks
- Sustainable funding
- Inclusive programming

Summary of Focus Group/Public Meeting Input

Participants in the focus groups and public meeting expressed their affection for the City’s park and recreation facilities, programs, and services and realize the value they add to the “quality of life” in the community. Maintaining these opportunities is important and appreciated. Participants also see and understand the challenges faced by Department staff as resources shrink but expectations do not.



Participants feel that Parks and Recreation Department can positively address and even help influence some of issues facing the City including childhood obesity, reducing youth/teen delinquency, and creating volunteer opportunities. It is also apparent to the participants that many of the park and recreation facilities are in need of replacement or renovation. It’s not so much that people want a lot of new things, they want care given to the things they have.

However, participants did express the need for improvement, expansion, or creation of parks and recreation facilities, programs, and services that include expansion and connection of the trail system,

providing additional athletic fields, adding community gardens to parks, and increasing youth programming opportunities.

For the Parks and Recreation Department to be successful, participants felt that it must take a leading role in promoting healthy living through its own programming or through collaboration with others. Furthermore, the Department will continue to play an important role in attracting tourists through its special events and therefore contribute to the economic vitality of the City.

Staff Input

In addition to the focus groups and public meetings, parks and recreation staff were asked to describe what they think were the strengths, weaknesses, opportunities, and threats that they face on a day to day basis and anticipate they will face in the future. The following summarizes staff input.

<p>Strengths</p> <ul style="list-style-type: none"> • Positive attitude while being asked to do more with less • Childcare and camps provide quality non-school programming • Quality of facilities that include the pavilion, pool, skatepark • Quality of park and facility maintenance • Quality of special events • The service they provide to the community • Well managed pool operations
<p>Weaknesses</p> <ul style="list-style-type: none"> • Reduction in staffing • Working in crisis management mode • Lack of effective marketing • Lack of partnerships/collaborations • Reduction in programming due to budget cuts • Do not have our own gym (school staff have control over gym usage; therefore, reliable gym use is unavailable) (City now has Demuth Community Center – former YMCA)
<p>Opportunities</p> <ul style="list-style-type: none"> • Creating collaboration/partnerships • Creating a park ranger program • Programming skatepark (birthday parties, competitions, etc.) • Providing more shelters and tables at parks • Adding a grant writer to acquire alternative funding • Increasing stadium revenues • Adding more revenue generating facilities
<p>Threats</p> <ul style="list-style-type: none"> • Community expectations versus money invested • Shrinking budget • Unsupervised skatepark (No longer a threat) • Perception that the Department is not a priority to the City • Homeless issue in Sunrise Park • Park restrooms being used for illicit purposes • Vandalism/graffiti

The Palm Springs Parks and Recreation staff prides itself on providing valuable services to the community. Special events, park maintenance, and quality of camps and day care programs are only a few of the staff's strengths. With recent budget cuts, the Department has reached the point where they cannot continue to do more with less. Opportunities that could enhance the situation are improving marketing of Department services, collaborations and partnerships with other agencies, and improving park security, which could be done with a park ranger program. Community expectations, park security issues, and shrinking budgets are threats to the quality of the services the Department provides.

Parks and Recreation Commission and City Council Input

Discussions were held with the members of the Parks and Recreation Commission, Council Subcommittee members and several City Council members. The following key issues emerged.

- Parks and recreation facilities are safe havens and safe places for families and children to play – places that create that feeling of community.
- We can impact the obesity epidemic.
- Return to supervised park play.
- The skatepark should be supervised and controlled; perhaps contract this service. (Done)
- Palm Springs is a tourist destination – parks, hiking trails, and pools.
- Focus on parks and focus on athletic fields.
- Leverage growing awareness for environmental preservation and positioning Palm Springs as a green city.
- Social services are acceptable in some respect – like providing a summer camp.

Statistically Valid Citizen Survey

See the Master Plan Survey Final Results, a standalone staff level report for all the cross tabulated data, survey instrument, graphs, and summary.

Introduction and Methodology

The Master Plan Survey was conducted entirely through a mail-back methodology, and was sent to 5,109 randomly selected households located within the City boundaries of Palm Springs. Community outreach was undertaken (including coverage in the local media, public meetings, etc.) in the effort to encourage broad participation in the survey. Completed mail surveys totaled 609 out of a net estimated 4,461 delivered (648 were returned “undeliverable” due to invalid addresses and/or residents who have moved and no longer reside at a particular address). This represents a response rate of approximately 13.7 percent, with the sample of 609 responses having a margin of error of approximately +/- 3.97 percentage points calculated for questions at 50 percent response.¹³

The primary list source used for the mailing was a third party list purchased from Melissa Data Corp., a leading provider of data quality solutions with emphasis on U.S., Canadian, and international address and phone verification and postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources such as utility billing lists.

¹³ For the total sample size of 609, margin of error is +/- 3.97 percent calculated for questions at 50% response (if the response for a particular question is “50%” — the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

Resident Profile

The age profile of survey respondents is distributed as follows: six percent are under 35 years old, eight percent between 35 and 44 years, 18 percent between 45 and 54 years, 27 percent between 55 and 64 years, 28 percent between 65 and 74 years, and 13 percent 75 years or over.

Thirty percent (30%) of responding households are single without children, followed by 27 percent couples without children, 29 percent empty-nester households (couples and singles with children no longer at home), and 14 percent singles or couples with children at home. Eighty-five percent (85%) are Caucasian, seven percent Hispanic/Latino, and one percent each Native American, African American, and Asian or Asian American. With regard to household income, 36 percent of responding households had annual incomes of less than \$50,000, 35 percent earned between \$50,000 and \$100,000, and 30 percent had an income of over \$100,000.

The majority of respondents consider their home in Palm Springs to be their primary residence (83 percent of overall respondents), with 15 percent being second homeowners. Of those who consider their home in Palm Springs to be a second home, almost half (47 percent) reside elsewhere in California permanently, 13 percent are from Washington, nine percent are from Oregon, and five percent are from Canada. Locally, approximately 42 percent of respondents live in South Palm Springs, 30 percent in North Palm Springs, and 27 percent in Central Palm Springs. Forty-four percent (44%) of respondents have lived in their home area for more than ten years with an average length of residency being almost 14 years.

Initially, weighting of the survey data was considered in order to adjust for underrepresentation of second homeowners, Hispanic/Latinos, and younger age segments in the sample, along with overrepresentation of some older age segments. However, it was concluded that weighting up second homeowners (and subsequently weighting down older age segments) would counteract each other and result in an age and ethnic profile similar to the un-weighted results, since second homeowners are typically less ethnically diverse, older, and more affluent. As such, the decision was made not to apply a weighting correction to the data.

Importance/satisfaction

Respondents were asked to indicate how important each of the current facilities is to them and their family. While most options are rated as being relatively important, the following are rated the highest overall:

- City-sponsored events (76% of respondents rate them “very important,” a 4 or 5 on a 5-point scale)
- City parks (76%)
- City trails (75%)
- VillageFest (74%)
- Other public lands and trails (73%)

While some facilities (which fill a need for a more targeted or narrower population) may be less important to the community as a whole, they are very important to those certain segments of the population that have such a need. Such facilities include the Palm Springs Dog Park, the Palm Springs Skatepark, Tahquitz Creek Golf Resort, and the James O. Jessie Desert Highland Unity Center.

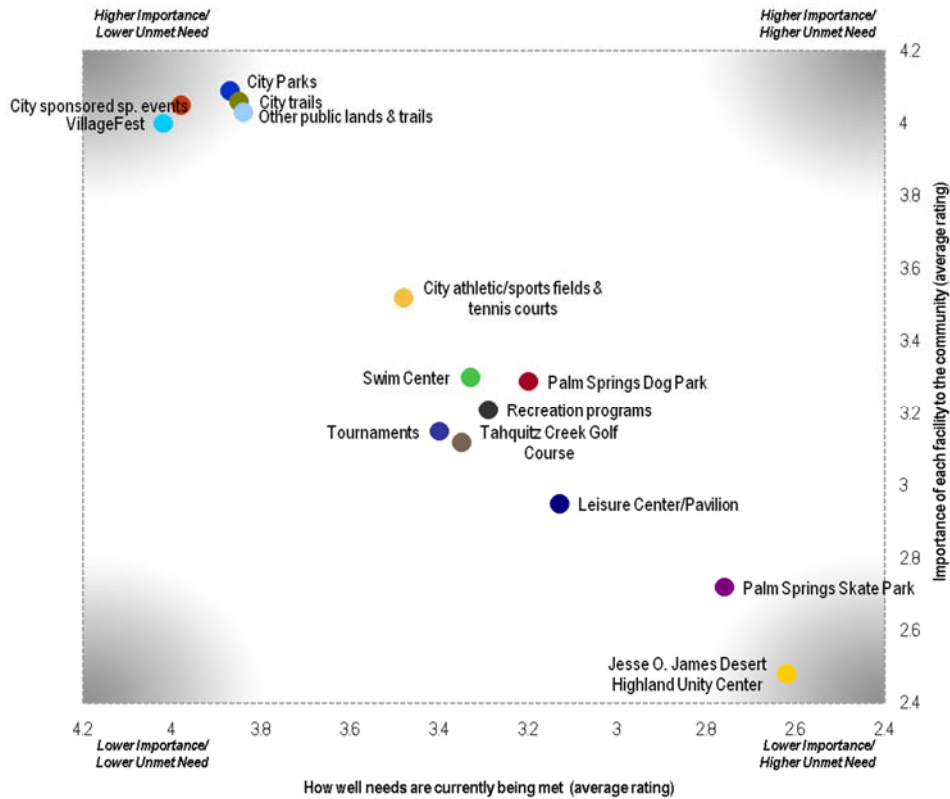
Similar to what is important to respondents, the same top five amenities also receive the most positive satisfaction ratings:

- VillageFest (75% “mostly/completely” meeting need, 4 or 5 on 5-point scale)
- City-sponsored events (75%)
- City parks (73%)
- Other public lands and trails (73%)
- City trails (70%)

It is also instructive to compare and plot the importance scores against the satisfaction scores in an “importance-satisfaction” matrix. As illustrated in the following figure, the majority of facilities and programs listed in the survey fell into the “high importance/low unmet need” quadrant (based on a 5-point scale, dividing the quadrants by the scale’s mid-point of “3”). It is helpful to look at a smaller scale representation of the data in order to determine more detailed positions of each location in comparison to each other (see **Figure 5** for a detailed view of the area indicated).

As indicated, that the top five facilities listed previously as meeting the needs of the community are also considered the most important to the community (VillageFest, City-sponsored special events, City parks, City trails, and other public lands and trails). Facilities and programs located in the middle of the figure, such as City athletic/sports fields and tennis courts, swim center, Palm Springs Dog Park, recreation programs, tournaments, Tahquitz Creek Golf Course, and the Leisure Center/Pavilion, may represent an opportunity for the City to improve on, with slightly higher importance to the community, but similar levels of unmet need.

Figure 5: Importance/Satisfaction Matrix



It is also important to note that if the level of service decreases for those areas which are highly important to the community where they feel their needs are being met, this picture will change. For example, if the level of service or resource allocated for City parks and trails, other public lands, City sponsored special events, or VillageFest is decreased, it will create an un-met community need and will ultimately result in decreased customer satisfaction.

Why don't you use/what other providers do you use

When asked why they do not use Palm Springs parks and recreation facilities, many respondents indicated no time/other personal issues (46 percent of respondents) and not aware of programs/facilities offered (39 percent) most often.

Respondents also indicated safety and security (14 percent), preference for other recreation providers (ten percent), condition of facilities (eight percent), condition of parks, price/user fees, and need for more restrooms (each with seven percent) as reasons why they do not use facilities.

When asked what other recreation facilities and programs, if any, respondents and their household members use, 76 percent of respondents indicated that they use museums and libraries, 51 percent use county/state/federal parks, and 43 percent use private health and fitness clubs. In a second tier of facilities, churches are used by 32 percent of respondents, the Mizell or Golden Rainbow Senior Center by 31 percent, and homeowners association facilities by 28 percent.

Needed indoor facilities

The survey provided a list of indoor facilities and asked respondents what they thought would be the greatest needs within the next five-ten years. The results show that respondents feel additional designated areas for seniors and active adults would be the most important (75 percent of respondents

indicated each as “very important,” a 4 or 5 on a 5-point scale). Also very important are additional teen activity areas, additional youth activity areas, and dedicated performing arts space (all with 62 to 64 percent responses of “very important”).

Most Important Indoor facilities. Respondents were then asked to indicate which of the potential indoor facilities were the three most important to them and their household. This provided the opportunity to not only see what amenities were important to respondents, but also to get an idea of how the same amenities were viewed in relation to each other, allowing priorities to become more evident.

Additional designated areas for seniors/active adults 60+ were the top priority, with 23 percent of respondents indicating that it is their top choice and 51 percent indicating that it is one of their top three priorities. Other high priorities include the following:

- Additional youth activity areas (37% indicating it as one of their top three priorities)
- Additional teen activity areas (37% among top three choices)
- Dedicated performing arts space (34%)

Needed outdoor facilities

The survey also provided a list of outdoor facilities and asked respondents what they thought would be the greatest needs in Palm Springs in the next five to ten years. Respondents indicated the following facilities to be of the highest importance:

- Bike and commuter trails (79% rated “very important,” a 4 or 5 on 5-point scale)
- Trails and trail connections (78%)
- Shade structures (78%)
- Restrooms (73%)
- Nature centers/open space areas (73%)
- Community gathering spaces/outdoor event facility/amphitheater (71%)

Most Important Outdoor Facilities: Respondents were also asked to indicate which of the potential outdoor facilities and amenities were the three most important to them and their household. Bike and commuter trails emerged as the clear top priority, with 16 percent of respondents indicating that it is their top choice, and 37 percent indicating that it is one of their top three priorities. After bike and commuter trails, nature centers/open space areas was listed most often, with 27 percent indicating it as one of their top three priorities. This was followed closely by trails and trail connections, community gathering spaces, and shade structures (each with 26 percent rating them among their top three choices).

Sports complex

The survey asked respondents whether they would be supportive of the development of a “sports complex” that would be promoted to bring large-scale youth and adult sports tournaments to the City of

Palm Springs. Overall, 50 percent of respondents indicated support for such a development, while 24 percent were not supportive, and 26 percent were uncertain.

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

Programs/activities/events

The survey listed a variety of programs, activities, and special events and asked respondents to indicate which ones for which their household has a need. Of those, participants were then asked to rate how well programs currently available from the City are meeting their households' needs.

The programs and activities with the highest need included special events (such as concerts in the parks, which 77 percent of households indicated as a need), cultural/arts programs (69 percent), and fitness and wellness programs (66 percent). Other programs/events respondents expressed a need for included programs for active adults 60+ (55 percent), environmental education (50 percent), and general skills education (48 percent).

Of the respondents who indicated a need for each of these programs or activities, the level at which their need was being met was relatively low for most programs. Rated the highest was youth athletic leagues, with 47 percent of respondents indicating that 75 to 100 percent of their needs are being met (however, 25 percent of respondents indicated that their needs were not being met by the youth athletic leagues).

When asked which programs, activities, and events were the three most important, special events (13 percent of respondents listed it as their number one priority, and 53 percent of respondents listed it as one of their top three priorities) and cultural/arts programs (24 percent of respondents listed it as their number one priority and 50 percent of respondents listed it as one of their top three priorities) were the top two priorities.

Also important were fitness and wellness programs (39 percent of respondents listing it as one of their top three priorities) and programs for active adults age 60+ (37 percent listing it as one of their top three priorities).

Best way to reach the customer

More than half of respondents (51 percent) say the *Desert Sun* is the best way to reach them with information on parks, facilities, services, and programs in Palm Springs. Other sources of information include the internet/website (33 percent), a flyer in their water bill (31 percent), Palm Springs cable TV channel 17 (21 percent), Parks and Recreation program guide (16 percent), City email (13 percent), and posters (11 percent).

Comments/suggestion

The survey also gave respondents the opportunity to provide additional comments and suggestions regarding parks, recreation facilities, services, and programs in Palm Springs. While the comments cover a wide variety of topics and issues important to residents, some general themes emerge from the comments. These are summarized below. Some of the more common themes include the following:

- Safety and security in the parks comes up often, including issues with homeless people, gangs, drugs and alcohol use, crime, etc. Greater police presence is needed.

- Issues with the dog park: needs to be cleaner, more sanitary, too many undisciplined owners, needs to be supervised to enforce rules, needs to be larger (plus add another dog park), need grass, restrooms, etc.
- Comments about pet waste at other city parks.
- Better markings/signage for bike lanes and paths. Better bike paths. Palm Springs should have a first class trail and bike path system. *Palm Springs needs to be more bike friendly.*
- Better maintenance and cleanliness of parks in general. Parks are badly maintained.
- *Keeping our parks and facilities clean, well groomed and maintained, and safe for all ages and groups is very important.*
- Parks are over-used. Need more park space or parks designated for a particular use.
- Need more park amenities, such as benches and picnic tables, trash cans, water fountains, trees/shade, dog waste bags, etc.
- More shaded areas in parks. Shade over play equipment, over the skatepark, etc.
- *Parks in surrounding cities are newer, covered, and modern.*
- *Palm Springs needs to be more modern.*
- *Look at Orange County parks. Irvine parks have nice, clean, safe, modern, welcoming feel. Lots of trees, water fountains, ponds/ducks, green. Palm Springs parks not welcoming.*
- Similar to Palm Desert, build a performing arts theater.
- More special events (concerts, art/wine festival, movies in the park, farmers market, etc.). Improve VillageFest (*more variety, need things that stand out from other cities, need to control products, vendors are putting things on the sidewalk too early, not helping downtown's look, make it "less trashy"*).
- *Overall, I think Palm Springs does a great job. Why not knock down the blighted retail center downtown and make a nice park there. Redevelop the old mall into open space, park, [and] pedestrian area.*
- *We want Palm Springs to be known as an active community where residents and visitors can take advantage of our desert lifestyle with ease.*

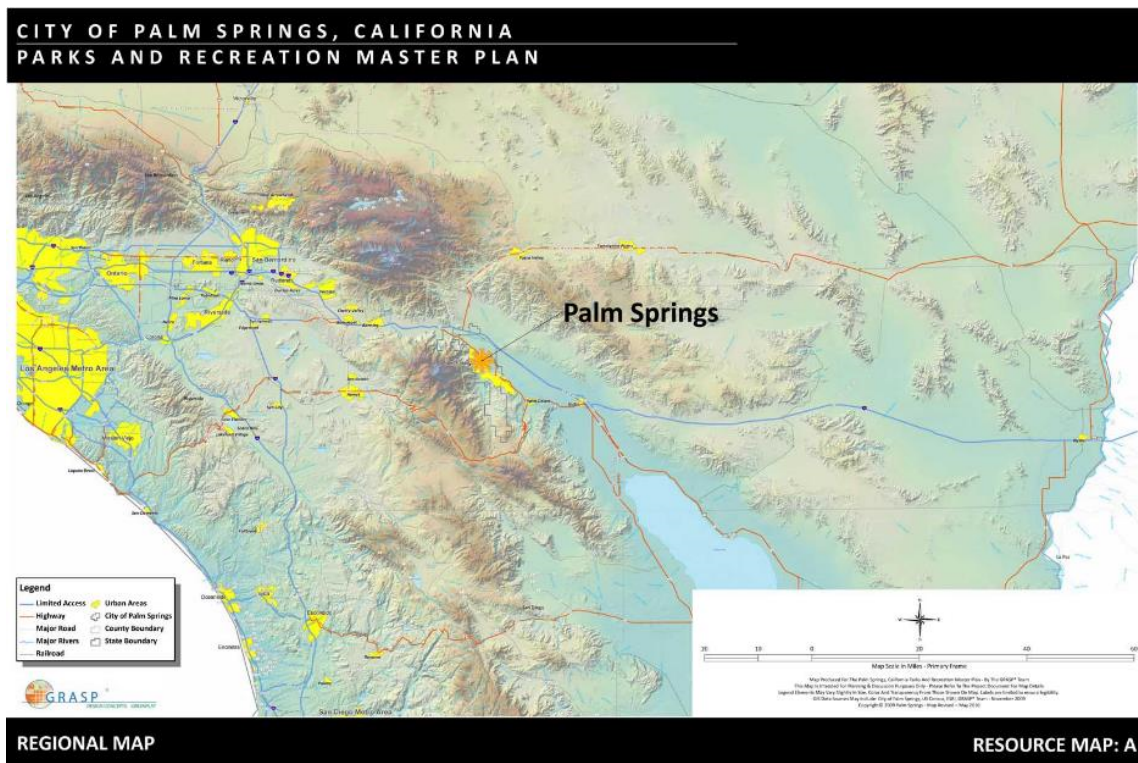
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IV. Inventory and Level of Service Analysis

General Description

As a true desert oasis, Palm Springs has appealed to people as a pleasant place to be for decades. This, together with its location in Southern California and within the Coachella Valley (**Figure 6**) plays a role in how people recreate. It is located close enough to the Los Angeles metropolitan area to be easily accessible, yet just far enough to feel separated. The mountains located between Palm Springs and Los Angeles accentuates this sense of separateness.

Figure 6: Resource Map A: Regional Map



Palm Springs has long been a resort destination for people from the metropolitan areas of Southern California, as well as other parts of the country. While native people have lived here since long before white settlers appeared, the presence of springs and other water features found in the city and the canyons nearby made it a recreation destination as soon as non-native settlers began to arrive in the area. Because of its location relative to Hollywood, along with the climate and other amenities found here, Palm Springs developed an association with famous actors and other personalities, some of whom have lived here or have come to recreate. They brought with them a sense of glamour. The gaming and other entertainment associated with the casinos located in downtown and nearby helped to reinforce Palm Springs as a glamorous destination. Over the years, Palm Springs has also become known for its architecture, especially the collection of Mid-Century Modern structures. Fine examples of Spanish Colonial influenced buildings also exist in Palm Springs.

Besides its historical status as a resort destination and its associations with glamorous people and high design, recreation in Palm Springs is also a result of climate and demographics. The desert climate provides a seasonal alternative to the Mediterranean climate found in the highly-populated coastal region nearby. The second-home and resort nature of Palm Springs have given golf and tennis high profiles here, while more traditional forms of parks and recreation oriented to children and families have been less visible. Similarly, thanks to the business acumen of the Native Americans, gaming and entertainment have been the primary form of indoor recreation associated with Palm Springs. Palm Springs has also been the home of people who live and work here full-time, and their needs for parks and recreation have not been ignored as the city has grown.

Inventory

The purpose of this section of the study is to present a clear understanding of how residents and visitors alike are served by the system of parks, trails, recreation programs, and other amenities afforded to them in Palm Springs.

Toward this end, data was collected on the locations of indoor and outdoor facilities, as described below. Components are generally described as amenities provided for the purpose of a recreational experience for visitors. This includes fields, courts, and other amenities used for organized activities, as well as open lawns, natural areas, and features that offer passive or non-programmed recreational experiences. The inventory also includes a functional assessment of each component.

For each City-owned site or facility, an assessment was also made of factors that enhance or detract from the functionality of the components. These are “comfort and convenience” elements, including the availability of adequate shade, seating, parking, restrooms, etc. The overall design and ambience of the site or facility was also assessed, including such things as good design, pleasing surroundings, etc.

Existing Infrastructure

The parks and recreation system can be thought of as an infrastructure that serves the health and well-being of people. This infrastructure is made up of parts that are combined in various ways to provide service. At the larger scale, parks, greenways, and indoor facilities form the basic building blocks of the system. Each of these can also be broken down into individual components such as playing fields, interpretive features, or meeting rooms. For this project, a very complete and thorough database of amenities related to the provision of parks and recreation services in Palm Springs was conducted. All of the individual components within the system were evaluated and recorded into the inventory dataset.

The inventory was conducted in the fall of 2009 and updated in the fall of 2013. The dataset for this project includes Palm Springs’ municipal facilities, and Palm Springs Unified School District schools as alternative providers. Other alternative providers, such as golf courses, tribal lands, and parcels identified in the general plan as “open space,” but that are not city owned lands, were mapped for reference. Palm Springs Unified School District elementary and middle schools were identified, located, and factored into the level of service analysis.

The inventory process was conducted by the consulting team, and included visits to all of the sites. Additional information on some sites was provided by Parks and Recreation staff, who also reviewed the final dataset to verify its completeness and accuracy.

The information collected included site boundaries for the inventoried sites, as obtained from the City's Geographic Information System (GIS). Aerial photographs of each site, on which all of the existing components are identified, were also included. The photos are linked to the GIS, as are the components shown on the photos. Each site was evaluated for its design, ambience, comfort, and convenience. Each component was evaluated on its functionality, based on whether or not it met expectations for its intended purpose at its specific location.

Facilities and/or improvements that are planned and funded were included in this inventory and level of service (LOS) analysis.

Alternative provider inventory data was collected or obtained by several methods, including contacting the agency, reviewing school district websites, using GIS aerial photography, referring to directories and similar documents, and using information provided by Parks & Recreation staff.

Planned and Funded Improvements thru Measure "J"

On November 8, 2011, Palm Springs voters approved Measure "J," a dedicated local revenue measure to maintain local community services and revitalize Downtown. Measure "J" became effective April 1, 2012, and increased local sales and use tax by one percent.

The Palm Springs City Council established the Measure "J" Oversight Commission, an advisory commission made up of independent Palm Springs citizens who review, recommend, oversee, and monitor the expenditures of Measure "J" funds.

Measure "J" Projects – 2012/2013:

1. Pavilion Kitchen Equipment Replacement – \$14,000 COMPLETED
2. Dog Park Improvements – \$10,000 ONGOING
3. Sidewalk Replacement in Parks Citywide – \$80,000 COMPLETED
4. Desert Highland Small Parking Lot Repairs – \$40,000 COMPLETED
5. Sunrise Park Water Valve Replacement – \$50,000 COMPLETED
6. Stadium Fencing Repairs – \$20,000 COMPLETED
7. Ruth Hardy Park Parking Lot Repairs – \$165,000 **COMPLETED 2014** (Demuth was part of this project, but bids were much higher, and only one could be done)
8. Demuth Park – Softball Field Wiring Replacement – \$40,000 COMPLETED

Measure "J" Projects – 2013/2014

1. Swim Center Deck – \$180,000 (in progress with specs, but might be up to \$500,000)
2. Swim Center Underwater Lights – \$17,000 COMPLETED
3. Trailhead Waster – \$5,000 COMPLETED
4. Security Cameras at Park Restrooms – \$75,000
5. James O. Jessie DHUC – Gym A/C – \$175,000
6. Tahquitz Creek Master Plan – \$300,000
7. Pavilion Gymnasium Floor Repair and Refinish – \$30,000
8. Demuth Community Center Gymnasium Floor Repairs – \$40,000 (FY 2012/2013, but still not completed – just finished specs)

The GRASP® Methodology

A methodology known as Geo-referenced Amenities Standards Process (GRASP®) was used to compile the inventory and assess the level of service provided by the current park system. A detailed explanation of this methodology can be found in the **Appendix C** of this report.

Each component was located, counted, and assessed for the functionality of its primary intended use. A GRASP® score was assigned to the component as a measure of its functionality as follows:

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

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

In some cases, components were counted cumulatively within a park or facility. In such cases, the component was evaluated according to the *experiences* provided. For example, rather than recording each individual piece of art within a park, a single value was given for art *as an experience* within the park. This was also done for historical, cultural, and educational experiences offered within parks.

Next, amenities that relate to and enhance the component were evaluated. The setting for a component and the conditions around it affect how well it functions, so in addition to scoring the components, each **park site or indoor facility** was given a set of scores to rate its comfort and convenience to the user. This includes such things as the availability of restrooms, drinking water, shade, scenery, etc.

Lastly, the overall design and ambiance of the facility or park was recorded as a part of the inventory. Characteristics such as overall layout, attention to design, and functionality inform the design and ambiance score. The assessment findings from each location were entered into a master inventory database/spreadsheet (See **Appendix D: Park and Facility Inventory**). The database serves as a record of the inventory and was also used to perform the GRASP® analysis that follows.

The Park System

Palm Springs has over 160 acres of developed park land. The city also has approximately 305 acres dedicated to golf courses and over 2,630 acres of city owned open space lands. According to the inventory, Palm Springs' system includes 12 park locations and other sites, as well as five indoor facilities. Overall, the system includes over 140 components plus eight trailheads listed in the database.

The park system includes several larger parks that serve the entire community, such as Ruth Hardy Park, Sunrise Plaza, and Demuth Park. They offer a blend of active and passive recreation, and a place of respite with open lawn, shade, and picnic tables. While these parks are quite serviceable, they could also use some improvements that will be discussed later.

Palm Springs has some unique parks that set it apart from other communities. The Desert Healthcare Wellness Park is an attractive, pleasant, garden-like place that encourages community health. Palm Springs Dog Park, while not necessarily the most elaborate or expensive dog park in the country, seems to represent some of the best aspects of Palm Springs in its casual friendliness, comfortable setting, and artfully attractive surrounding fence.

Palm Springs also has indoor facilities such as Desert Highland Unity Center, Demuth Community Center, and the Leisure Center and Pavilion that provide indoor recreation and programming space, meeting spaces, and other components. The recent addition of the Rhythm Skate Shop at the skate park provides additional much needed security and monitoring of the facility as well as providing retail sales on location.

Throughout Palm Springs are other parks that serve the neighborhoods with places to play, relax, and enjoy being outside. Victoria Park and Baristo Park are examples. Like the community parks mentioned above, these parks may not be perfect, but they are serviceable.

Nearly 60 miles of various types of recreational trails are also available for hiking, biking, and alternative transportation. These range from paved multi-use trails to primitive hiking in the desert wilderness that abuts the city.

Outdoor Facility Description

Palm Springs' park system includes nine developed parks that were inventoried for the purposes of this project.

Baristo Park

This approximately two-acre park is located south of downtown and primarily serves the neighborhood around it. It offers a shady oasis for the apartments and other multi-family residences nearby, and is within walking distance of the south end of the downtown commercial area. The small park is made even smaller by the concrete-lined canal that bisects it and leaves an isolated triangle at the southeast corner. The park is accessed primarily from the east end, making it feel somewhat claustrophobic to enter. Bridging the canal to connect the two parts of this park would improve its



connection to the neighborhood west of it and to downtown. It was noted during the 2009 site visits that the park had picnic tables without seats and a broken drinking fountain. These were still issues during the 2013 site visit. The goals had also been removed from the basketball court due to concerns over undesirable activity. In 2013 the basketball goals had been replaced. It is possible that opening the park for better access as described above would lower the vandalism and other undesired activities by encouraging more through-traffic and use of the park, resulting in more “eyes on the park.”



Demuth Park

The 60 acre Demuth Park is Palm Springs' largest developed park. It provides a range of facilities that include playgrounds, picnic areas, and open lawns for more passive use, and tennis courts, ball diamonds, and multi-purpose fields for active sports. There is a golf course to the south of the park, and the Demuth Community Center to the west.

Because this large park is heavily used, a series of traffic mitigations and parking improvements have been completed along its northern boundary where

residential neighborhoods lie directly across Mesquite Avenue.

While this park contributes mightily to the recreational needs of Palm Springs residents, it has been developed in a piecemeal fashion over the years and has functional issues due to lack of planning. While restrooms are available throughout the park, these are not necessarily located in the best places to serve park users, especially younger participants in youth sports, who must be escorted to the restrooms or not allowed to go there on their own due to the lack of ability to monitor them from parts of the park.



Proposals for reconfiguration of Demuth Park were prepared in 2009 as part of this master plan and will be presented elsewhere in the document. The 2013 site visit showed improvements to the picnic grounds, removal of a previous low scoring playground and the addition of a very nice community garden space adjacent to the Demuth Community Center.



Desert Healthcare Wellness Park

Desert Healthcare Wellness Park is a five-acre site located just north of Ruth Hardy Park. Developed in conjunction with the Desert Healthcare District, the park's attractive gardens and paths entice people in for exercise and emotional well-being. The park exhibits the beauty of the desert landscape aesthetic while offering an attractive place to exercise using specialized fitness equipment built into the site.

This park seems to be perfectly suited to its intended purpose, and needs no improvements other than routine maintenance.



Desert Highland Park

Situated at the far north end of the developed part of Palm Springs, this 18-acre park is the home of the Desert Highland Unity Center, a ball diamond, basketball courts, playground, and other park amenities. Approximately a third of the site is undeveloped.

This park's location is both a benefit and a liability. Being on the far edge of the city, it is somewhat distanced from residents other than those within its immediate neighborhood. However, this is a distinct benefit to the neighborhood, because the distance

to other parks and facilities makes this park more important to them. The primary drawback to this location, however, is that it is subject to notoriously windy conditions at times. The impressive wind farm that serves as the park's backdrop is a testimony to the windiness of this site. The fact that the land around it is undeveloped serves to emphasize the park's isolation and exposure to the elements. Vandalism, especially in the form of dumping of trash on the undeveloped parts of the park, is a problem at this site.

Future plans for development around this site include a proposed solar collector farm and a community college. Given the undetermined nature of these plans, it is difficult to envision what modifications to this site would be appropriate, but ideas were developed in conjunction with the 2009 portion of this master plan. The site is an important one and critical to serving the needs of Palm Springs, but determining exactly how it can best serve the city may need to wait for a better understanding of its ultimate context. Meanwhile, its function as a home for the Unity Center, and as a much-needed park for this part of the community, should be preserved and enhanced as much as possible.

Downtown Experience

While not a park in the traditional sense, the Parks Department utilizes what is identified in this inventory as the "Downtown Experience." In addition to maintaining the palm trees, plantings and banners along Palm Canyon Drive in the downtown area, the city also utilizes the ability to block off the street for various special events such as VillageFest. Numerous public art pieces are also located within the Downtown Experience.





The somewhat temporary placement of the art piece “Forever Marilyn” has attracted visitors since 2012 to the corner of Palm Canyon Drive and Tahquitz Canyon Way.

Finally, the area also includes the historic Village Green Heritage Center. The Village Green Heritage Center is a 0.4-acre park in downtown Palm Springs, and is home to the Village Green Museum and two nineteenth-century pioneer homes. The McCallum Adobe, the oldest remaining building in Palm Springs,

was built in 1884 for John McCallum. Miss Cornelia’s “Little House,” built in 1893 by the city’s first hotel proprietor, was made of railroad ties from the defunct Palmdale Railway. Both homes provide historic information about early Palm Springs. The Cornelia House is home to the Palm Springs Historical Society.

In 2013, the maintenance of the “Downtown Experience” and the Village Green Heritage Center was transferred from the Parks Department to the City’s new Facilities and Maintenance Department.



Frances Stevens Park

This park consists of the grounds around the Palm Springs Palm Canyon Theater and Desert Arts Center. The entire site is 3.3 acres, but much of it is covered by buildings and parking. While the area is small and broken into even smaller pieces, it is nonetheless important in that it is the only public green space located immediately within the downtown. As such, it is the host for events and other activities in the downtown. The location is ideal, but the size and configuration are inadequate. It might be possible to recapture some of the space now dedicated to parking by relocating the parking or

reconfiguring it, to allow for a larger space of lawn. This needs further investigation.



Gene Autry Gateway Park

In 2007, the City of Palm Springs applied for a grant through the Transportation Enhancement Program (TE) that provides federal funds for transportation related projects that enhance the quality of life in or around transportation facilities. This federal grant is administered through the California Department of Transportation (CalTrans) and was awarded by the Riverside County Transportation Commission (RCTC). However, due to the economic slowdown, the project money was rerouted to other projects. The City immediately applied for funding from the federal

stimulus package in hopes of preventing loss of the project. The City got news that they would be the first in Riverside County to receive \$1.8 million for their shovel ready project.

The stimulus money provided funding to the City funding to install landscaping and associated improvements within the future raised median on Gene Autry Trail between Vista Chino and Via Escuela (approximately 1/4 mile) including the adjacent 20 foot wide parkways; and landscaping of the vacant parcel located at the southwest corner of Gene Autry Trail and Vista Chino (1.72 acres) to be used as a “passive park” and the location of a new Palm Springs gateway entry monument. City Council voted on the final package in July, 2009 with groundbreaking in fall of 2009. During the 2013 site visit, the park was inventoried and assessed as an existing park. While primarily a passive park, two bocce courts do provide some recreation opportunities. Desert landscape, trails, and seating make up the remainder of the park. Users of the park are subjected to significant noise from the adjacent street.

Palm Springs Dog Park

This 1.6 acre site adjacent to the municipal center is a pleasant and casual meeting place for the many residents of Palm Springs with dogs. The site offers a shaded grassy area with movable lawn chairs, all within an artistically designed wrought-iron enclosure. During times the park is closed for extended maintenance such as overseeding a temporary dog park is provided at Demuth Park.



Ruth Hardy Park

Ruth Hardy is one of Palm Spring’s larger parks. The 22-acre site offers tennis, basketball, and volleyball courts, along with playgrounds and picnic areas. Unique features here include public art and display gardens.

There is also an interesting restroom building that is a good example of mid-century modern architecture and which serves to define a grassy area that could serve as a space for various types of outdoor events. This structure shows that interesting architecture has a place in the parks and could become an identifying feature for the entire city.



While Ruth Hardy is one of Palm Springs’ most pleasant parks, there is room for improvements. The restroom building and the space adjacent to it could be renovated and upgraded to make them showplace features of the park. And while the park is well-shaded by Palm Springs standards, additional trees would probably be welcomed by park users. This park might also be a candidate for a more modern and elaborate “spray ground” water play area to replace the current “turtle” spray pad.

Sunrise Plaza

This 35-acre site includes many attractions, such as a large outdoor pool, skatepark, and a baseball stadium. It is also the home of the city’s Leisure Center and Pavilion, public library, and senior center. In addition, there is a large playground, basketball court, and loop walks. This is truly a destination park for all of Palm Springs. In 2013, a new modular indoor facility was added to the skate park and is further discussed later in this document.

The park offers rolling grassy topography and amply shaded areas. Its central location within the city and adjacent to the High School makes it reasonably accessible to residents.



Tahquitz Creek Golf Resort

The City owns the 36-hole Tahquitz Creek Golf Resort, a 160-acre public golf course that also includes a driving range and clubhouse. While factored into the overall level of service the golf course was not factored into the developed park acres.

Victoria Park

Victoria Park is nine-acres in size, located in the north-central part of Palm Springs. The park offers a variety of activities, including open turf, volleyball, and a playground. However, the park lacks focus, and the activities feel scattered about without apparent intention. In particular, it lacks paved walkways. The simple addition of loop walks connecting the various elements of the park would give it form and make it more inviting as a place to stroll. This would also enhance its usefulness for people of all abilities.



Indoor Facilities

Palm Springs’ primary indoor facilities include the Leisure Center and Pavilion, Demuth Community Center, and the Desert Highland Unity Center. Together, these three facilities provide a range of components to serve the city’s residents. A fourth facility was added in 2013 to help serve the skate park.



James O. Jessie Desert Highland Unity Center

The James O. Jessie Desert Highland Unity Center offers two multi-purpose rooms, a gymnasium, weight room, and kitchen. It is situated at the far north end of Palm Springs in Desert Highland Park and is the focal point of the park and the surrounding neighborhood.

Leisure Center and Pavilion

The Leisure Center and Pavilion offers a very large multipurpose space (auditorium) suitable for events and activities, as well as several other smaller multipurpose spaces, and a conference room. It is in the heart of Sunrise Plaza, next to the aquatics center, skatepark, and other facilities, making it convenient for most of Palm Springs to get to.



Rhythm Skate Shop

In 2013, the city invested in the installation and refurbishment of a modular facility to serve as the entry point and security system for the skate park. The facility is currently managed and operated by a contractor that also provides retail equipment sales within the building.

Demuth Community Center

The former YMCA at Demuth Park is now part of the City Indoor Facilities. While dated and in need of upgrades, the facility is functional and provides a great deal of opportunity for expanded programming and meeting spaces as well as gymnasium and fitness.



Tahquitz Creek Golf Resort Clubhouse

The Tahquitz Creek Golf Resort Clubhouse was included in the level of service as an indoor facility offering a restaurant and golf pro shop. The restaurant and bar have recently been remodeled and updated to provide a better user experience.



Trails

Trails enhance level of service through connectivity and access. In addition, walkable/bikeable communities are defined by their trail network. The importance of trails ranks extremely high in Palm Springs and was reinforced by the survey that was conducted during this master plan.

The inventory for this project includes over 57 miles of trails and eight trailheads. These include paved multi-use trails as well as primitive trails into the mountains adjacent to the city. Trailheads connect many of these to the city and serve as portals into the wilderness. However, many of these are not well-marked and do not offer basic amenities that would enhance their usefulness.

Recreational trails serve a wide range of constituents and are among the most universally desired park and recreation amenities throughout the nation. Palm Springs is fortunate to have such a large amount of trails readily available to people, and should make the most of these by highlighting them to residents and visitors alike. Information kiosks, better signage, shade shelters, parking, and drinking fountains are amenities that would enhance the trailheads and invite even more people to use them.

Hiking trails are abundant in Palm Springs. From easy walking trails to difficult terrain, the outdoor enthusiasts will experience spectacular mountain vistas, waterfalls, natural streams, rocky gorges, and unusual rock formations. The pristine desert air mixed with giant palm trees and an alpine wilderness create the perfect setting of natural desert beauty. While some of these trails require an admission charge, a number of the trails are free.

Free Hiking Trails

Araby Trail (Moderate) – 6 miles; 800 foot gain; 4 hours – IN-OUT. This trail gives the hiker great views of the Coachella Valley, and the opportunity to hike right past Bob Hope’s house. After hiking up the Araby past Bob Hope’s house, one can continue up the trail for access to the Berns, Garstin, and Henderson Trails. There are no picnic tables, but there are plenty of rocks to sit on and enjoy the view of the Coachella Valley while taking a well-deserved lunch break.

North Lykken Trail (Moderate) – 5 miles; 1,000 foot gain; 4 hours – SHUTTLE. Most people start from the south, ascending moderately to the picnic tables above the museum. Continue on, dropping down to the trail that winds below the ridgeline behind Las Palmas dam. Rest at the picnic tables towards the end before you drop down to Cielo Drive.

Murray Hill (Strenuous) – 8 miles; 2,100 foot gain; 6 hours – IN-OUT. Trailhead is off Bogert Trail. A view hike extraordinaire! After a steep climb you will follow a ridge of rolling hills with views of both sides of the valley, ending at attractive picnic tables perched atop Murray Hill.

Palm Springs Art Museum Trail (Moderate) – 2 miles; 900 foot gain; 2 hours – IN-OUT. Trail rises above the City of Palm Springs, and offer spectacular views of Palm Springs Mountains, downtown, and of the beautiful desert of the Coachella Valley.

Skyline Trail (Strenuous) – 10 miles; 8,000 foot gain; 7 to 9 hours – HIKE UP/TRAM DOWN. A hike of extremes – most beautiful views, best workout, most varied vegetation (3 life zones), NO water, and easiest downhill – you ride the tram! Note that extreme care is required in planning and preparation for this hike, since spring and fall provide the only windows of opportunity to hike all the way. Winter can bring snow and frigid weather at the top, and summer is much too hot.

South Lykken Trail (Moderate) – 5 miles; 1,000 foot gain; 4 hours – SHUTTLE. Trail is mostly downhill from the picnic tables if you are going from the north to the south end, and the hike will take about two hours. When you hike the north end of this trail, you will be rewarded with fantastic views of Palm Springs, the Coachella Valley, and down into Tahquitz Canyon. A great exercise hike, climbing the hillside to picnic tables at each end with panoramic vista.

Hiking Trails with Admission Charge:

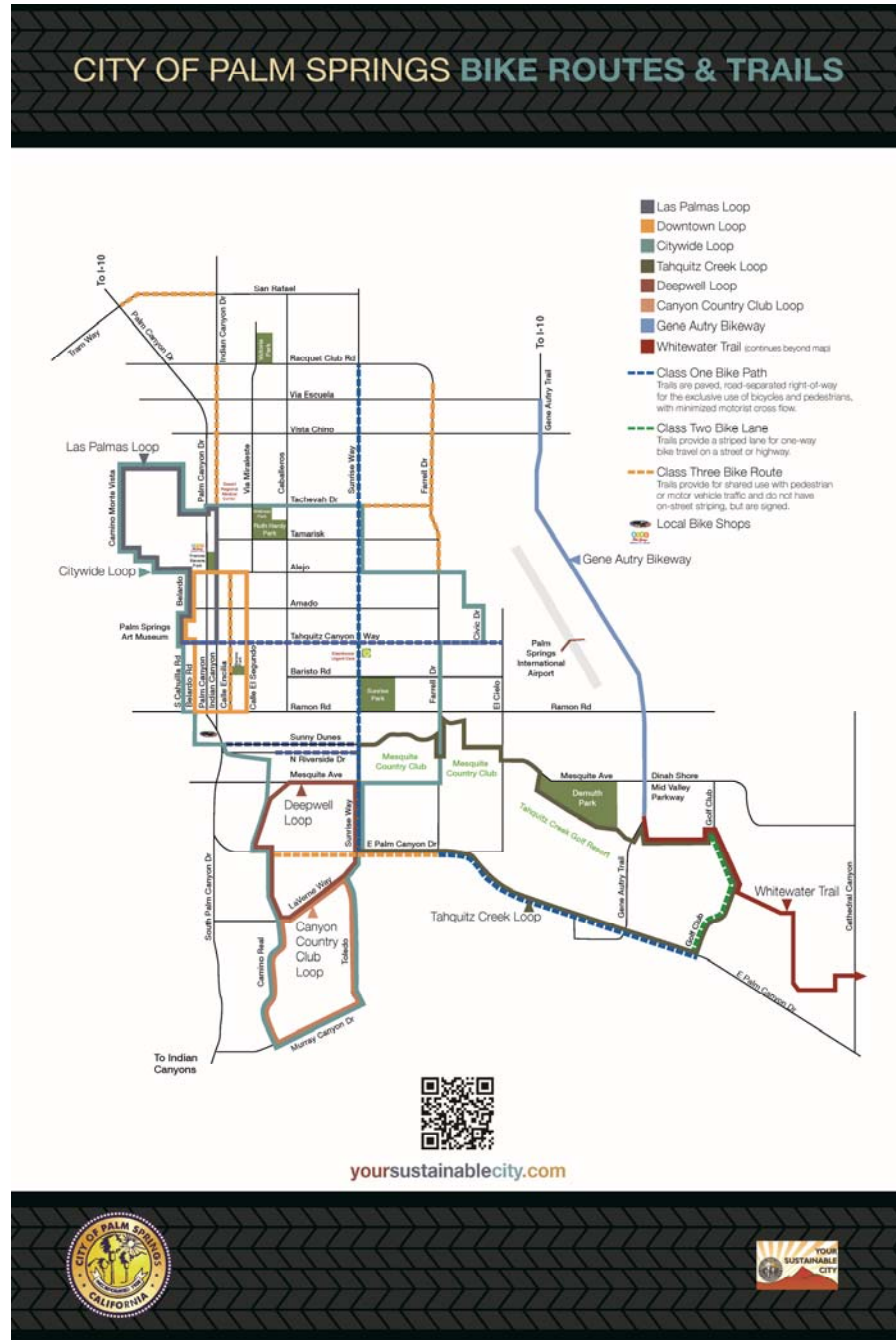
Andreas Canyon Trail (Easy) – 2 miles; 50 foot gain; 1 to 2 hours – LOOP. The trail takes hikers up the right side of the canyon, following a stream that wanders through groves of California fan palms. This is a leisurely hike along a quiet stream with ledges of rock used by the Cahuilla women.

Maynard Mine Trail (Strenuous) – 7 miles; 2,200 foot gain; 5 hours – IN-OUT. This trail is a rugged uphill climb that leads to the remains of an old tungsten mine that was worked during WWII by Jim Maynard. This trail climbs up the mountain without stopping. After about three miles of uphill climbing you will reach a ridge that overlooks the wonderful views of the canyon, the Coachella Valley, and the mountain peaks beyond.

Murray Canyon Trail (Moderate) – 6 miles; 500 foot gain; 4 hours – IN-OUT. Trail will take hikers further and higher into the San Jacinto Mountains. It is abundant in California fan palms and other desert vegetation. Amble along a running stream having some rock crossings and enjoy the cool tree canopy.

Tahquitz Canyon (Easy) – 3.5 miles; 300 foot gain; 2 to 3 hours – IN-OUT. Trailhead is at the Tahquitz Visitor Center. This is a guided nature hike to a spectacular 60-foot waterfall on the Agua Caliente Reservation.

In addition to hiking trails, the city also offers a variety of identified bike lanes and bike routes. The following map illustrates those opportunities and is available through the parks and recreation department and city website. While bike lanes and bike routes are important to a bike friendly and alternative transportation system, they are not considered true recreation components, and therefore, are not included in the level of service analysis.



CVAG Non-Motorized Transportation Plan Update

In September 2010, the CVAG Non-Motorized Transportation Plan Update was completed. While the plan focuses heavily on transportation, there are portions that are applicable to recreation trails. For the purposes of this plan, the following classifications and associated discussions are most applicable to recreation and therefore the level of service analysis of this plan. However, all classes may provide differing levels of improved or safe access to existing or future recreation facilities.

Class I Bikeways – Typically called bike paths, they provide for bicycle travel on paved rights-of-way completely separated from any street or highway.

Paved Multipurpose Paths – Similar to Class I bike paths, but intended for multiple users (bicycles, pedestrians, roller bladers, other non-motorized users) and do not meet Caltrans bike path standards.

Hiking/Equestrian Trails – Off-road earthen paths intended primarily for equestrians. Hikers, pedestrians, mountain bicyclists, and others are permitted, unless signed otherwise.

The Non-Motorized Transportation Plan updates a plan for bikeways and trails that was completed in 2001. It includes updates of a bicycle plan for each jurisdiction as well as revisions to plans for hiking and equestrian trails. The bicycle plans will make each city and the County of Riverside eligible for Bicycle Transportation Account funds, and will enhance their chances to compete for other funds. Cities and the County will also improve their chances of receiving funds for the trails on this Plan. Plans for all of the facilities contained herein provide opportunities to include them along with future development. By having bikeway and trail alignments on the Plan, local jurisdictions will have significant leverage to work with developers to construct them.

Results of a 2008 survey indicated that safety topped the list of overall concerns cited by respondents. The plan also includes discussion of several government efforts that aimed at reducing motor vehicle impact and increasing bike and pedestrian friendly development. These include, but are not limited to, the following:

Complete Streets Act of 2008

The State of California recently adopted the Complete Streets Act of 2008. The law requires local governments to consider all users in planning for all streets. They must plan for bicyclists, pedestrians, and transit users as well as motorists. And they are required to plan for all ages and physical abilities. Such accommodations may include sidewalks, bike lanes, crosswalks, pedestrian crossing improvements, wide shoulders, medians, bus bulbs, and audible pedestrian signals, among others. As of 2011, whenever local governments revise circulation elements to their general plans, the provisions of this law take effect. By adopting the bicycle plans contained in this Plan into their circulation elements, cities and the County would comply with that part of the law.

Assembly Bill 32 – The Global Warming Solutions Act

In 2008, the State of California adopted AB 32, which requires the California Air Resources Board (CARB) to develop regulations and market mechanisms to reduce California's greenhouse gas emissions by 25 percent by 2020, and by 80 percent by 2050, to be below 1990 levels. By adopting and implementing the bicycle plans contained in this Plan into their circulation elements, cities and the County would progress towards these objectives.

Senate Bill 375

In 2008, the State of California adopted SB 375 aimed at reducing greenhouse gases caused by motor vehicles. It calls on regional governments to develop plans to reduce sprawl and develop bicycle, pedestrian and transit transportation modes. SB 375 offers cities and developers incentives to develop in a more compact form. By adopting and implementing the bicycle plans contained in this Plan into their circulation elements, cities and the County would progress toward the intent of this law. Cities and the County can also progress towards the intent of this law by adopting “smart growth” strategies in their land use planning to mold new development into a form that makes new neighborhoods walkable and bicycle friendly.

Numerous Goals and Objectives are presented. Those found most applicable to recreation include the following:

- Complete a network of bikeways that is feasible, fundable, and that serve bicyclists’ needs, especially for travel to employment centers, schools, commercial districts, transit stations, and recreational destinations.
 - Recognize and accommodate other key activities on shared-use paths, such as pedestrian, equestrian, and golf cart uses.
- Maintain and improve the quality, operation, and integrity of the bikeway network and facilities.
 - Provide designs that ensure the safety of bicyclists and others who use shared-use trails.
- Provide short- and long-term bicycle parking in employment and commercial areas, in multifamily housing, at schools, and at recreation and transit facilities.
 - Encourage local agencies to work with area elementary, middle, and high schools to promote bicycle commuting and to assist in purchasing and siting long- and short-term bicycle parking.
- Develop and implement education and encouragement plans aimed at youth, adult cyclists, pedestrians, and motorists. Increase public awareness of the benefits of bicycling and of available resources and facilities.
 - Encourage local agencies to develop adult and youth bicycle and pedestrian education, encouragement, and safety programs. These could be provided at schools, senior centers, and recreational areas.
- Develop and implement a safety program with the development of shared-use trails.
 - Coordinate with local law enforcement to create a plan to regularly patrol shared-use trails.
 - Fund a call-box system along trails and paths to provide security and a quick response to incidents by appropriate public agencies and services.
 - Encourage local agencies to collaborate with law enforcement on appropriate designs that enhance the safety of trails as they are developed.
- Provide a safe, accessible, and enjoyable environment for hiking and equestrian recreational opportunities on off-road trails in the Coachella Valley. The following objectives address these goals and provide guidelines for local jurisdictions to follow. More detailed plans for implementation of these goals and objectives are contained in the following sections.
 - Implement the Hiking and Equestrian Element of the Non-Motorized Transportation Plan, which identifies existing and future needs, and provides specific recommendations for facilities and programs over the next 20 years.
- Seek funding for projects identified in the Plan.
- Work through the detailed design and implementation phases of project development.

- Implement a Trail Plan that accommodates users of off-road trails and creates an integrated network that enhances trail access and recreational opportunities.
- All existing and proposed trails should reflect the needs of existing hiking, bicycling, and equestrian groups, the requirements of governing agencies, and design and planning standards developed by national groups such as the American Hiking Society and the U.S. Department of Agriculture.
 - Trailheads should be developed to provide access to the trail network and minimize adverse impacts on surrounding residents and wildlife in the vicinity.
 - Trailheads should include vehicular and bicycle parking as well as restrooms and drinking fountains.
 - Selected trailheads should offer developed staging areas for equestrians and parking for trucks/trailers.
 - Trails should be developed with a minimum of barriers per ADA requirements. A distinct system of trail identification and signage should be developed to identify routes, reveal relative level of intensity, regulated activities, and hours of operation.
 - Existing gaps in the trail network should be closed in order to create a more integrated system of trails that creates more opportunities for recreation.
 - Existing easements should be utilized to fill in gaps in the trail network as much as possible to take advantage of the relative low cost of construction at these locations.
 - Ensure the safety and security of all users of off-road trails in the Coachella Valley.
 - Trails should be designed to protect Big Horn Sheep and other natural resources and wildlife.

The document also has sections devoted to each individual city within the valley. Again, focusing on the Class I routes we see the following:

City of Palm Springs Existing Bikeways

Tahquitz Creek (from Calle Palo Fierro to Sunrise Way, to Sunny Dunes Rd., to Farrell Dr.) 1.3 miles
 Palm Canyon Wash (from Gene Autry Trail to Landau Blvd.) 1.2 miles

City of Palm Springs Top Priority Projects

Whitewater Wash (from I-10 Freeway to Cathedral City limit)	11.5 miles	\$11,500,000
Tahquitz Creek Path (from Calle Palo Fierro to Tahquitz Canyon Visitor Center)	0.6 miles	\$600,000
Crossley Rd. (from Ramon Rd. to Ave. 34)	1.0 miles	\$1,000,000
Ave. 34 (from Crossley Rd. to Whitewater Wash)	0.5 miles	\$500,000

City of Palm Springs 2nd Priority Bikeway Projects

Murray Canyon S. Palm Canyon Dr. Palm Canyon Wash	1.8 miles	\$1,800,000
Palm Canyon Wash S. Palm Canyon Dr. Gene Autry Trail	4.9 miles	\$4,900,000

City of Palm Springs 3rd Priority Bikeway Projects

Mission Creek I-10 Freeway Whitewater Wash 2.4 miles \$2,400,000

Palm Springs has identified several locations where bicycle parking facilities exist. They include the parks and recreation department areas listed below:

- Sunrise Park
- Demuth Park
- Ruth Hardy Park
- Leisure Center

The City proposed to add new bicycle parking to the following locations:

- Gene Autry Plaza

Future Financial Needs

The City of Palm Springs has the following future financial needs:

- Top Priority Bikeways: 25.8 miles, \$14,166,000
- 2nd Priority Bikeways: 33.4 miles, \$7,568,000
- 3rd Priority Bikeways: 21.9 miles, \$3,012,000
 - Total: 81 miles, \$24,746,000
- Bicycle Parking Program: \$25,000
- Total Capital Financial Need: \$24,771,000
- Annual Class I Bike Path Maintenance: 22.7 miles, \$71,914

Several funding sources are listed in the document and also apply to recreation associated trails.

Chapter 7: Design and Maintenance Guidelines provide important discussions to consider. Trailhead amenity recommendations included would be appropriate in most of the existing Palm Springs trailhead locations.

Tahquitz Creek Trail Master Plan

In 2009, Alta Planning and Design completed the Tahquitz Creek Trail Master Plan. This plan looks specifically at one of the top priorities trails identified in the CVAG plan for Palm Springs. The plan identifies five major goals including:

1. Create a scenic and enjoyable desert greenway along the Tahquitz Creek.
2. Create visual access to the creek trail as well as connections to the larger trail system and area destinations.
3. Provide a safe, comfortable, and engaging experience for a variety of trail users.
4. Highlight the local context: history, culture, and natural environment.
5. Respect the functional role of the Tahquitz Creek.

This in-depth look at Tahquitz Creek Trail addresses two primary trail types as part of the plan: multi-use trails and equestrian trails. Included in the document are:

- Typical design standards for most situations including trail width
- Striping, signage
- Roadway crossings
- Creek crossings
- Design speed

Other sections include the following:

- ADA access
- Operating Standards
- Existing Conditions
- Opportunities and Constraints
- Alignment Alternatives
- Conceptual Design
- Permitting and Costs

While the completion of these design features may impact the overall scoring of the Tahquitz Creek Trail, the route for the trail is included in the overall scoring and level of service analysis used in this study based on the assumed scoring presented below. Once completed, the overall level of service could be evaluated and adjusted based on actual components and opportunities provided in final construction.

GRASP® Scoring for Trails

Some trails serve as independent parks or greenways, and are recreational destinations within themselves. Others serve as individual components within a park. For purposes of assigning scores, the former type of trail receives its own set of scores for modifiers and design and ambiance. Trails within parks take on the modifiers and design and ambiance of the larger parks in which they reside. Trails are assumed to consist of three (3) components including one active component, one passive component, and the parcel itself. This translates into the following formula for calculating the GRASP® score:

$$\begin{aligned} &(\text{Component number} + \text{Parcel}) \times \text{Component score} \times \text{Comfort} \times \text{Design} = \text{GRASP}^\circ \text{ score} \\ &\text{or} \\ &(2 + 1) \times 2 \times 1.2 \times 2 = \mathbf{14.4} \end{aligned}$$

A more detailed explanation of trail scoring can be found in **Appendix C** in the discussion on “Trails Base Score.”

City-Owned Open Space

The presence of open space throughout the City of Palm Springs boundaries provides additional level of service. Even parcels that do not currently allow public access provide relief from development, views of natural settings, and habitat for a variety of wildlife.

Chino Cone

The Chino Cone is a world-renowned Palm Springs landmark; it is monumental in stature, and one of the largest and few remaining undeveloped alluvial fans in the entire Coachella Valley. The City has identified this as important for preservation and in 2013 purchased the first of 15 acres (**Figure 7**).

Figure 7: Chino Cone



GRASP® Scoring for City-Owned Open Space

In addition, many of these areas offer active recreation through trail access. Since all of these trails are included in the trails GIS layer, and therefore, are scored as part of trails level of service in the composite values methodology it was determined that assumed scoring for City Owned Open Space should include two components. One might consider these two components to be a natural area and other- passive. This translates into the following formula for calculating the GRASP® score:

$$\begin{aligned} & (\text{Component number} + \text{Parcel}) \times \text{Component score} \times \text{Comfort} \times \text{Design} = \text{GRASP}^\circ \text{ score} \\ & \text{or} \\ & (2 + 1) \times 2 \times 1.2 \times 2 = \mathbf{14.4} \end{aligned}$$

For the purposes of this study, “Open Space” includes parcels that are defined in the General Plan as Desert, OS-C, OS-D, OS-M, OS-P, or OS-W. These parcels were then intersected with “City Owned” Property to determine “City Owned Open Space.”

Therefore, all “City Owned Open Space” receive the same GRASP® score of **14.4**. In the GRASP® Perspectives that follow, that value has been assigned to each location and buffered accordingly. This value also is included in computations for the GRASP® Indices that are calculated along with each Perspective. Specific components found at each parcel have not been identified and are not included in the inventory of components for the dataset. As a result, they are not included in any tables, calculations, or other references that are based on the quantities or values of specific types of components that may occur in City Owned Open Space parcels.

Alternative Provider Description

Scoring of LOS for Alternative Providers

Alternative providers contained within the inventory scoring include Palm Springs Unified School District. In each, the GRASP® scoring system is used and assumptions are made based on the typical condition and accessibility of the item. The information below describes the scoring system and explains the assumptions that were made to arrive at the GRASP® score.

GRASP® scoring system:

Component

Below expectations = 1
 Meets expectations = 2
 Exceeds expectations = 3

Comfort and convenience

Below expectations = 1.1
 Meets expectations = 1.2
 Exceeds expectations = 1.3

Design and Ambiance

Below expectations = 1
 Meets expectations = 2
 Exceeds expectations = 3

LOS Alternative Provider Description

Listed below is a table that summarizes the alternative provider inventory included in the LOS analysis.

Provider	Indoor Facilities	Outdoor Facilities
Palm Springs Unified School District	N/A	5

Schools

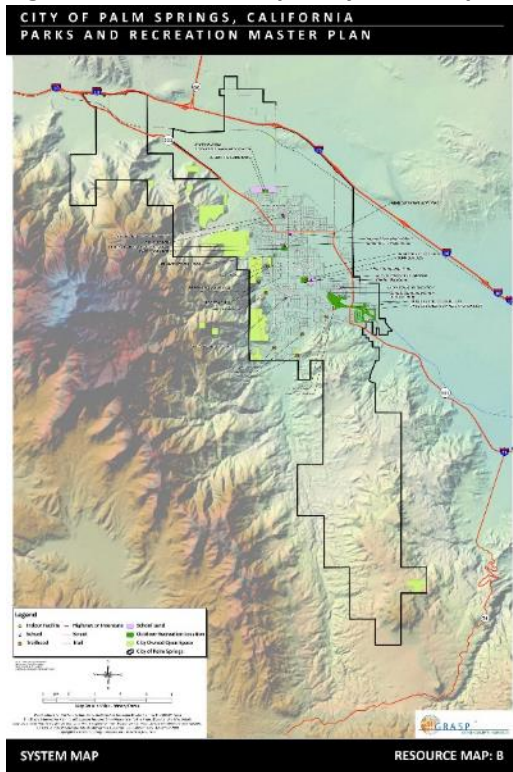
Schools have features like playgrounds, multipurpose fields, gyms, meeting rooms, and other components that can provide for some of the public’s park and recreational needs and reduce the demand on facilities provided by Palm Springs’ Parks. But public access to these may be limited for a variety of reasons, and the design and management criteria for school facilities are often different than those for parks.

For the purposes of this study, a list of public schools was obtained and reviewed to provide a reasonable dataset of schools that offer some park and recreational value to the public. While no specific listing of components at each school was generated, it has been assumed that each school has two (2) components (playground, multi-purpose field, etc.) and that like the parks in this study, the land on which it is located has a basic value. These two components and the parcel are assumed to be meeting the expectations (scores 2) of the community in the same way that park components meet expectations. The other parts to the GRASP® score relate to the comfort and design of the location, and are called modifiers. The aesthetic and recreational standards for schoolyards are typically different from those for parks, so modifiers at schools are generally assigned a value of below expectations (score 1) even if they meet the expectations of the school. The final component in the GRASP® score is the ownership modifier. This is a percentage that is applied to the score that relates to the general public's ability to access the facility. This translates into the following formula for calculating the GRASP® score:

$$\begin{aligned} &(\text{Component number} + \text{Parcel}) \times \text{Component score} \times \text{Comfort} \times \text{Design} \times \text{ownership} = \text{GRASP}^\circ \text{ score} \\ &\text{or} \\ &(2 + 1) \times 2 \times 1.1 \times .5 = \mathbf{3.3} \end{aligned}$$

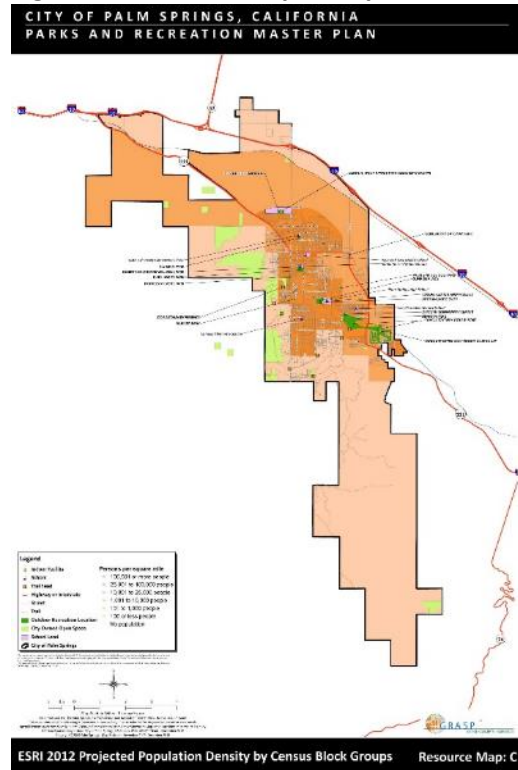
Therefore, all schools receive the same GRASP® score of **3.3**. In the GRASP® Perspectives that follow, that value has been assigned to the location where each school is found and buffered accordingly. This value also is included in computations for the GRASP® Indices that are calculated along with each Perspective. However, since the specific components found at each school have not been identified, any components found at schools are not included in the inventory of components for the dataset. As a result, they are not included in any tables, calculations, or other references that are based on the quantities or values of specific types of components that may occur at schools.

Figure 8: Resource Map B: System Map



Resource Map B: System Map (Figure 8) shows where existing parks, trails, and open spaces are located. All locations containing components with GRASP® scores in the dataset are shown on this map, including those owned by the City of Palm Springs and Palm Springs Unified School District schools (The illustration provided here is a thumbnail for quick-reference only, and is not intended to be legible at this scale. Larger versions of this and other maps, as well as the GRASP® Perspectives can be found in **Appendix E: Resource Maps and GRASP® Perspectives.**)

Figure 9: Resource Map C: Population Density



Population density can have an effect on the Levels of Service (LOS) provided by the parks and recreation system at a localized level. For this reason population density was used in the LOS analyses that follow.

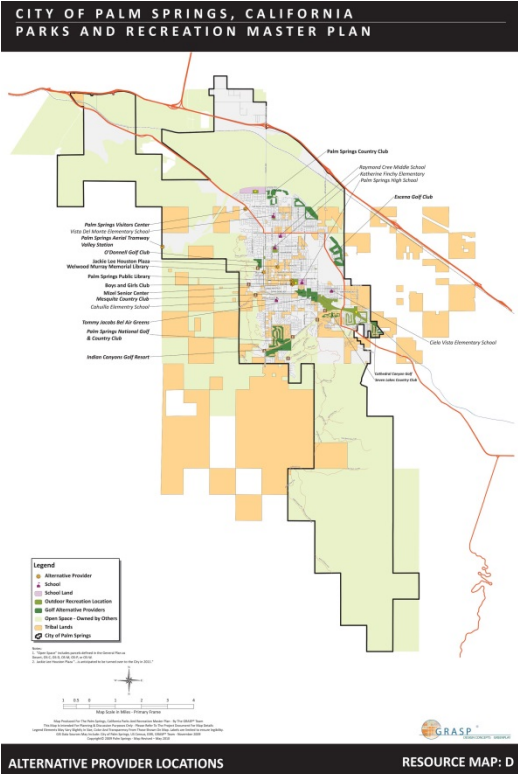
Resource Map C: Population Density (Figure 9) shows population density by persons per square mile across the study area by census block group in the Palm Springs area in 2012. Population density is calculated by dividing the total population count of geographic feature by the area of the feature, in square miles. The area is calculated from the geometry of the geographic feature in projected coordinates. ©2013 ESRI.

In general, it can be said that Palm Springs does a good job of providing parks and developed recreation opportunities in areas that are more densely populated (darker orange gradient), while the majority of the trail system occurs in lesser populated areas (lighter orange gradient).

In addition, population density mapping is based on census block that vary in size and shape. Population is not necessarily distributed equally across the entire census block. For example, it is known that much of the southern portion of the city boundary is uninhabited; however, a small population living in the northern edge of this large census block would show population density gradient across the entire census block. Further discussion of Palm Springs demographics and population are included in **Community Profile section of Chapter III. Needs Assessment** in this document.

Alternative Providers Located but not Scored in Level of Service.

Figure 10: Resource MAP D



Resource Map D: Alternative Provider Locations (Figure 10)

Identification and location of other alternative providers is also important to understanding all recreation opportunities available to residents and visitors. Because access is often limited or restricted, these types of facilities have not been included in the level of service analysis with the exception of public schools as discussed earlier.

Level of Service

Levels of Service (LOS) are typically defined in parks and recreation plans as the capacity of the system’s components to meet the needs of the public. The traditional method used in parks and recreation planning is to compare the quantity or capacity of various elements within the park and recreation system to the population it is intended to serve. Traditional methods also include an analysis of the distribution of elements across the system to determine the proximity of those elements to the intended service population.

For this planning study, an enhanced tool was utilized to examine Levels of Service (LOS) in a more detailed and sophisticated way. This tool uses computer technology to allow the elements of the park and recreation system to be looked at in greater detail than traditionally used. The park and recreation system can be broken into smaller components and more detailed information about these can be incorporated into the analysis. Qualitative as well as quantitative information about the system can be incorporated. Using a technique called Composite Values Methodology, analytical maps can be generated that show LOS from a variety of “perspectives.” This approach is referred to as Geo-Referenced Amenities Standards Process (**GRASP**[®]). A more detailed description of the methodology of **GRASP**[®] and its relationship to traditional park and recreation planning can be found in **Appendix D**.

The GRASP® Analysis

GRASP® methodology is a unique way of looking at Level of Service (LOS), because it not only considers the quantity and distribution of parks and facilities, but also functionality, comfort and convenience, and overall design and ambiance. It is also unique in that it uses the individual *components* of a parks and recreation system, in different combinations, to create a multi-dimensional model for evaluating LOS. This evaluation of the park and recreation system is one way to address the Recreation, Open Space and Conservation Element of the City's General Plan.

After scoring each component as outlined in the inventory description, GIS software was used to create graphic representations that allow for easy visual and numerical analysis of the parks and recreation system. Some of the representations show raw data collected through the inventory process or received from other sources. These are referred to as **Resource Maps**. Other representations emerge from the processing of data within the GIS using composite values analysis. These analyses can evaluate both general and specific aspects of the system. Each of these representations is called a **GRASP® Perspective**. The following maps and perspectives were prepared for this report and can be found in **Appendix E**.

Map A: Regional Map

Map B: System Map

Map C: Population Density

Map D: Alternative Provider Locations

Perspective A: Access to All Components

Perspective B: Walkable Access to All Components

Perspective C: Access to Indoor Recreation

Perspective D: Access to Outdoor Components

Perspective E: Access to Sports Fields

For each **GRASP® Perspective**, the GRASP® scores for components in the inventory relevant to that Perspective are applied to a radius around each component. This radius represents the service area, (sometimes also referred to as the *catchment area* or *buffer*), within which the score for that component is effective. Catchment areas may vary from one Perspective to the next, depending on the assumptions and parameters on which the Perspective is based. The typical approach is to apply the component's qualitative score to both one mile and 1/3 mile radii. One mile radii represent a distance from which convenient access to the component can be achieved by normal means such as driving or bicycling. Indoor facilities tend to be fewer and farther apart than neighborhood parks; therefore, people expect to travel a bit farther to access them. In the case of Palm Springs, a three mile distance was chosen for this outer catchment area. The 1/3 mile radius is an assumed distance from which a resident can reasonably walk to the component. By plotting both sets of radii for each component on a map, scores are effectively doubled within the 1/3 mile radius. This is done to place a premium on walking and reflect the added accessibility of walking, since almost anyone can reach the location on their own by walking, particularly if they do not drive or ride a bicycle.

When catchment areas from multiple components with associated scores are plotted on a map, a picture emerges that represents the cumulative LOS. Where catchment areas for multiple components overlap, a darker shade results and indicates locations that are “served” by a combination of more components and/or higher quality ones. In other words, **where there are darker shades, the level of service is higher** for that particular Perspective. It is important to note that the shade overlaying any given point on the map represents the cumulative value offered by the surrounding park system to an individual situated in that specific location, rather than the service being provided by components at a location to the areas around it.

GRASP® Threshold Values Analysis

For some of the GRASP® Perspectives, the catchment areas and associated scores are presented in two ways – with infinite tone ranges (orange) and in two tones based on **Threshold Values** (purple and yellow).

The **infinite tone map** for each Perspective shows the **GRASP® LOS** with a tone range that portrays the nuances of service that is being provided to the community. *Note: The complete Perspective series is set to the same tone scale so that different Perspectives can be compared side-by-side. A particular shade on one Perspective will have the same numerical value on all other Perspectives.*

The **Threshold Values** maps show **GRASP®** score ranges bracketed into categories that represent the following: No Service, Service Below Threshold Value, or Service Above Threshold Value. Threshold scores represent the score that would be achieved if a determined set of components, along with the appropriate modifiers, were accessible from a given location. The combination of components is based on the set of needs being evaluated, and varies for each Perspective. Unless otherwise noted, the threshold score is appropriate for a typical developed suburban residential area. For this reason, it should not be implied that all parts of the city should attain this score. In some areas, no service or a level of service below the threshold score is completely appropriate.

Areas with yellow shading on the threshold values maps have at least some service (**GRASP®** score of greater than zero), but the service score is below the threshold. Areas with purple shading have service scores that meet or exceed the threshold value. Areas without shading have a service score of zero. Different threshold score breaks were used for each Perspective, depending on what was being measured. For this reason, the Threshold Values maps cannot be compared but are specific to each Perspective.

The Maps and Perspectives section below reviews the Perspectives and highlights where higher and lower levels of service are being provided from given sets of components.

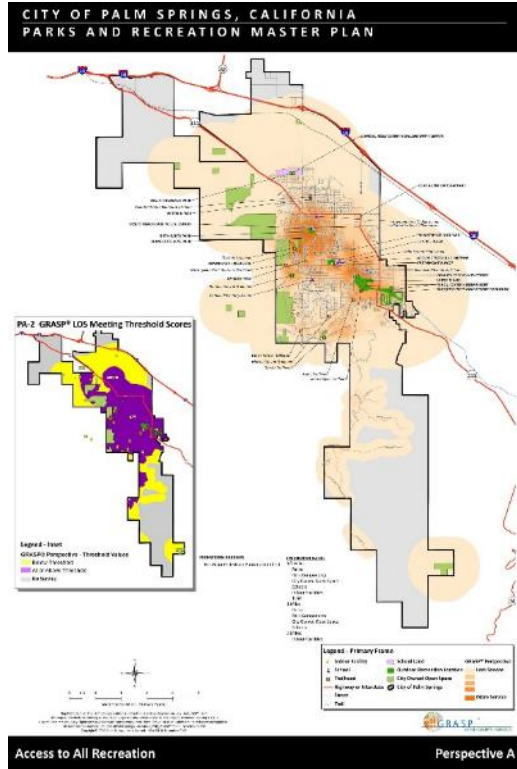
In addition to components provided by the city, some alternative providers have been included in the Level of Service (LOS) computations as described earlier, and the remaining providers are shown for reference. Alternative providers included in the LOS analysis include elementary and middle schools within the Palm Springs Unified School District.

Thumbnails of the maps and perspectives are shown here for convenience only – the reader should refer to the full-size versions in **Appendix E** for complete information and clarity.

Perspective A: Access to All Components

This perspective (**Figure 11**) shows the service provided throughout the city by all components in the inventory. This includes all outdoor, indoor, active, passive, and other components. Service is measured based on a one-mile radius, with a higher value placed on the components that are available within walking distance, or 1/3 mile. GRASP® scores for all components were assigned to catchment areas as described above.

Figure 11: Perspective A: Access to All Components



This Perspective shows that service is being provided to most of the developed parts of the city, with higher values occurring in a band across the city running from northwest to southeast. This axis runs through the city’s main parks: Ruth Hardy, Sunrise Plaza, and Demuth.

Table 4: Perspective A - Access to All Components – LOS Scores shows the statistics derived from **Perspective A: Access to All Components (Figure 11)**. The table shows that 62 percent of the total land area of Palm Springs enjoys some level of service, meaning that the GRASP® score for that area according to this Perspective is greater than zero. While this may not seem like a high percentage of coverage, it should be kept in mind that a large part of the total area within Palm Springs is either undeveloped or non-residential. The important thing to look for is whether service is being provided where needed in the city and at desired levels.

Referring to **Resource Map C – Projected Population Density (Figure 9)** to see where the numbers of residents are at various levels, it is apparent that, for the most part,

the most densely populated parts of Palm Springs are covered by darker shades on the Perspective, and therefore have service, with a notable exception in the census tract located east of Toledo Avenue and south of East Palm Canyon Drive. Because this area is grouped into a single census tract with the large undeveloped area to the south, it appears to have a lower population density on **Map C** than it actually does in reality. **Perspective A** shows service to be relatively low in this area. This may be an area where there is a gap in service, and should be looked at more closely to see if the low service there is offset by some other factor such as the availability of private recreation facilities or specific demographic characteristics of that neighborhood that negate the need for service. If not, service may need to be enhanced for this neighborhood.

Table 4: Perspective A - Access to All Components – LOS Scores

	Percent of Total with LOS	Average LOS per Acre Served	Avg. LOS Per Acre/Population per acre	GRASP® Index
City of Palm Springs (Perm)	69%	121	165	26
City of Palm Springs (Perm+)	69%	121	95	15

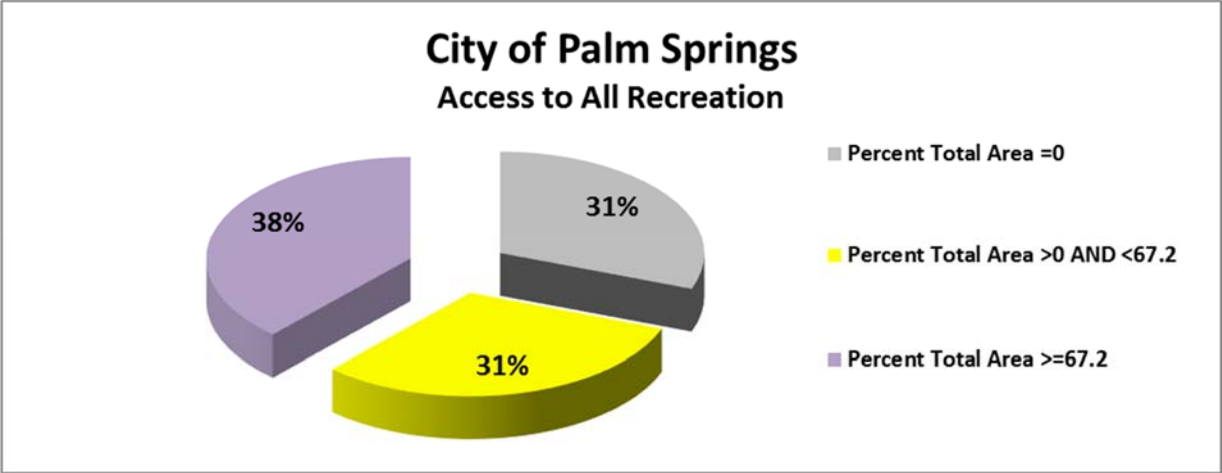
The next column in **Table 4** shows the average GRASP® LOS score for each acre that has service. The average score for all acres with service across the city is 86 points. This number represents the average GRASP® score for all of the area within the city where access to some type of facilities is provided. While it is a useful benchmark, it is a bit misleading, because it includes some open space parcels and primitive trails that are relatively remote. These features have the effect in this case of spreading the LOS somewhat thinly across a large area.

The column in **Table 4** labeled “Avg. LOS Per Acre Per Pop.” shows the number that results when the average GRASP® score per acre is divided by the planning area’s average population density per acre. This was done to normalize the LOS for population. The measure was calculated for both the permanent population and the permanent plus seasonal population. When analyzed this way, the LOS per permanent population is 102 points. Because density goes up with the addition of the seasonal population, the LOS in this measure goes down to 62.

Another way of looking at the service within the planning area is to use the total GRASP® value of all of the components within the planning area, regardless of where they are located. When this number is divided by the population of the planning area, in thousands, the result is called a “GRASP® Index.” Simply put, the GRASP® Index shows the value of everything within the boundaries of a defined area on a per-capita basis. The last column in **Table 4** shows the GRASP® Index for each population scenario. *Note: the GRASP® Index does not include trails.* **Table 4** shows that the overall GRASP® Index for Palm Springs’ permanent population is 20. The index for the permanent plus seasonal population is 12. GRASP® Indices for other communities can be found in the **GRASP® Comparative Data** later in this section.

The difference between the “GRASP® Index” and the “Average GRASP® LOS Per Population Density” is that in the GRASP® Index the location of components does not matter as long as they are within the planning area. In the Average GRASP® LOS Per Population Density the location of components may have an effect and things located outside the planning area may even be included if the service radius of those things extends into the planning area. Both numbers are normalized for population – the GRASP® Index uses the *total population* of a planning area and the Average GRASP® LOS Per Population Density number uses the *average density* of the population within a planning area. These two different ways of looking at LOS with population taken into account allow for a more complete understanding of how LOS and population are related in various parts of the city.

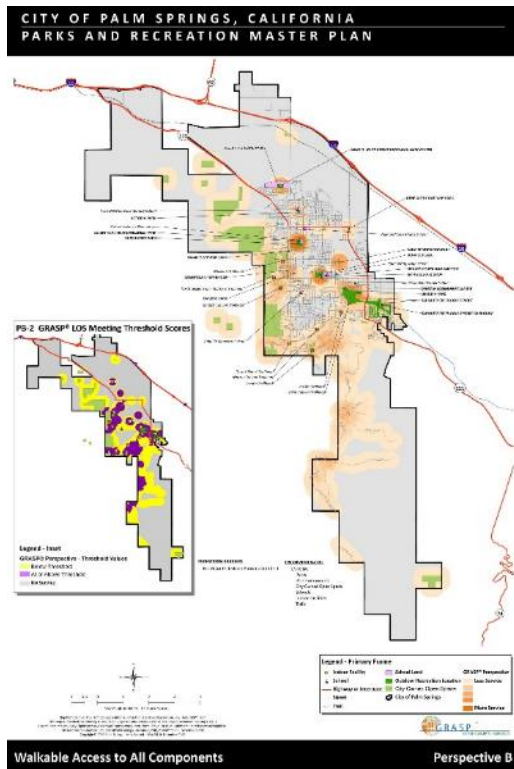
It is inappropriate to say what the “correct” value should be for the scores presented here, or whether the values for all places within the planning area should be the same. There are no established standards for such scores. However, if assumptions are made about what scores might be appropriate, further analyses can be conducted. An example is shown on **Perspective A**. This is the small inset map, **Perspective A-2: GRASP® LOS Meeting Threshold Scores**, with purple and yellow shaded areas shown on it. It shows where the cumulative LOS on **Perspective A** falls above or below the Threshold Value, as described earlier. The **threshold value** used for this Perspective is 67.2. This **is equivalent to access to at least four components and one trail** with appropriate modifiers in place, although this score might be achieved in other ways that do not guarantee a certain mix of components. Whether or not the mix is appropriate for all areas is determined through other tools, including the public input process.



The areas in yellow on the inset map indicate where service exists, but it falls below the threshold value. These areas account for 31 percent of the overall land area. These are areas of opportunity, because land and facilities are currently available to provide service, and relatively simple improvements to those lands and facilities may be enough to bring service up to the targets. Thirty-one percent (31%) of the total land area has no service. These areas appear to be rather remote and lack of service is not necessarily a negative if these areas lack current population as discussed earlier with regards to population density.

Thirty-eight percent (38%) of the total land area is comprised of purple areas on the inset map. Purple indicates scores are at or above the threshold. These areas are considered to have adequate levels of service, although this does not necessarily imply that the mix of features being offered is one that residents currently desire. It may be that changes and/or improvements are needed within the purple-shaded areas to fit the specific mix of services to the needs and expectations of residents. Again, this is determined through the public process. The purple areas on the map show that much of the built-out residential parts of Palm Springs are served at values at or above the threshold. This is an indication that Palm Springs has a good distribution of parkland and facilities, and that there are adequate amounts of components within those parks to add up to a desired threshold of service. However, as explained earlier, the threshold scores can be met by any combination of components, and not necessarily the particular ones that offer diverse opportunities to residents or match up with their specific needs or interests.

Figure 12: Perspective B: Walkable Access to All Components



This perspective is similar to **Perspective A** in that it measures the service provided by all components in the dataset, but the difference is that it reflects only the service available within convenient walking distance. A radius of 1/3 mile for each component is used to define the area within which the component can be reached within a convenient walk, even when the route is non-direct, such as would occur in a neighborhood of gridded streets. It is a conservative measure in that older or younger citizens, and those with strollers, wheelchairs, or other devices should normally be able to get to a destination within 1/3 mile. The analysis does not take into account the quality, character, condition, or other aspects of walking routes to get to the components, or if they even exist. However, it does account for major barriers such as highways, railroad tracks, and waterways. This Perspective primarily measures the cumulative number of components available within walking distance, and the desirability of walking to them, in terms of their functionality for their intended purpose. It does not weigh the relative merits of one type of destination over another.

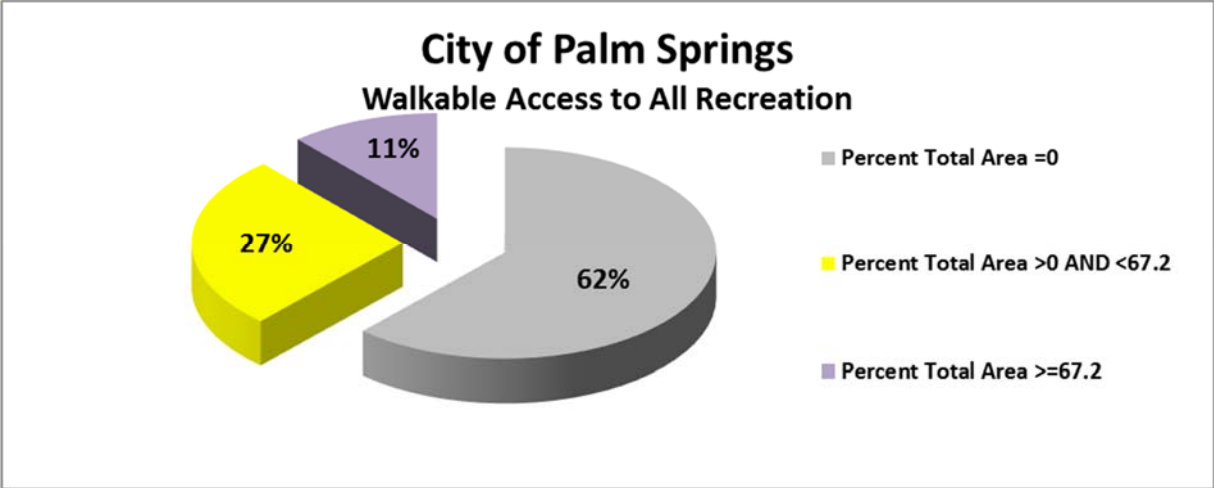
Table 5 shows the statistics derived from **Perspective B: Walkable Access to All Components (Figure 12)**. The table shows that 38 percent of the entire study area has some level of walk-to-service, meaning that the GRASP® score for that area according to this Perspective is greater than zero.

Table 5: Perspective B - Walkable Access to All Components – LOS Scores

	Percent of Total with LOS	Average LOS per Acre Served	Avg. LOS Per Acre/ Population per acre	GRASP® Index
City of Palm Springs (Perm)	38%	62	84	26
City of Palm Springs (Perm+)	38%	62	48	15

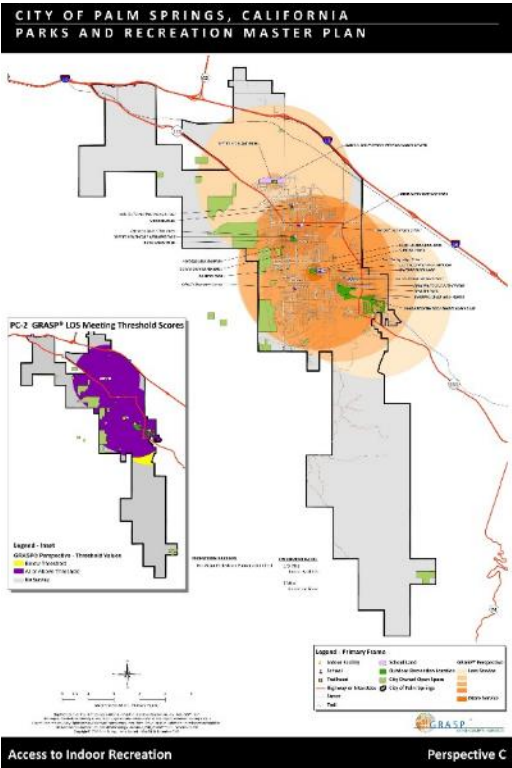
The column with the GRASP® Indices in **Table 5** is identical to **Table 4** because the computation for this is not affected by service radii.

Similar to the **Perspective A** we can analyze the threshold in the inset **Map PB-2**, with purple and yellow shaded areas shown on it. It shows where the cumulative LOS on **Perspective B** falls above or below the Threshold Value, as described earlier. The **threshold value** used for this Perspective is also 67.2.



In this case we see 62% of the total land area has no walkable service while only 11% of the area is above threshold. 27% of the area has some service and opportunities to improve scores. This would indicate poor walkability overall but further investigation may be necessary to determine walkable access based on population density and distribution.

Figure 13: Perspective C: Access to Indoor Recreation Facilities



Indoor recreation components that provide both active and passive recreation opportunities are used to generate this Perspective. Typical components used on this Perspective include: gyms, fitness and meeting rooms, and other specialized facilities. Buffers and scoring are 1/3 mile and three miles as discussed earlier.

Table 6 shows the statistics derived from **Perspective C: Access to Indoor Facilities (Figure 13)**. The table shows that for all of Palm Springs, nine percent has some level of service, meaning that the GRASP® score for those acres according to this Perspective is greater than zero.

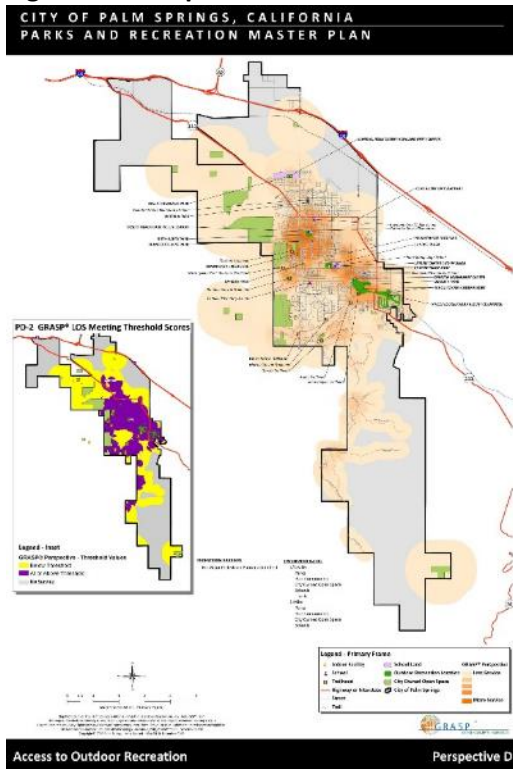
Table 6 shows the results of Perspective C.

Table 6: Perspective C - Access to Indoor Recreation Facilities – LOS Scores

	Percent of Total with LOS	Average LOS per Acre Served	Avg. LOS Per Acre/Population per acre	GRASP® Index
City of Palm Springs (Perm)	50%	63	85	3
City of Palm Springs (Perm+)	50%	63	49	2

Because people typically expect to travel farther for indoor facilities, the distributed LOS as measured by this Perspective may not be as critical as the total availability of components and their total GRASP® value available to residents on a per-capita basis. The dilemma faced by many communities when providing indoor recreation facilities is to decide whether components should be concentrated into fewer, larger centers that each provide a high level of service, or if they should be spread out to multiple smaller centers, with better proximity to the general population, but lower service values.

Figure 14: Perspective D: Access to Outdoor Components



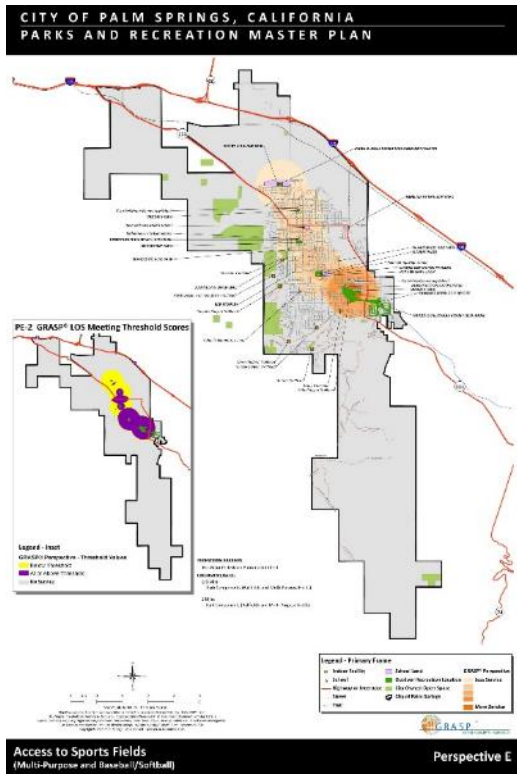
For this Perspective, only outdoor components in the inventory were used. It is the counterpoint to **Perspective C**, which showed the service provided by indoor components alone.

Table 7 shows the statistics derived from **Perspective D** (**Figure 14**). Of the total area, 62 percent has service according to this analysis. This is the same coverage as shown in **Perspective A** where all components (indoor and outdoor) were included. This means that overall service coverage is not dependent upon indoor facilities. The decrease in Average LOS Per Acre Served from 86 points in **Perspective A** to the 81 points seen here reflects the relative contributions of indoor and outdoor components to the overall LOS picture for Palm Springs. Similar results can be observed for the Average LOS Per Acre Per Population Density and the GRASP® Indices.

Table 7: Perspective D – Access to Outdoor Recreation – LOS Score

	Percent of Total with LOS	Average LOS per Acre Served	Avg. LOS Per Acre / Population per acre	GRASP® Index
City of Palm Springs (Perm)	62%	85	115	23
City of Palm Springs (Perm+)	62%	85	66	13

Figure 15: Perspective E: Access to Sports Fields



This perspective shows the LOS for all sports fields in the inventory, including softball, baseball, and multi-use fields. Both the main perspective and the inset **Perspective E-2: GRASP® LOS Meeting Threshold Scores** show a concentration of fields in Palm Springs around Demuth Park. The threshold value for this Perspective is based on a score of 9.6 (See **Appendix D**).

Table 8 shows the values derived from **Perspective E (Figure 15)**. Overall, 17 percent of Palm Springs is covered by service for sports fields. The concentration of fields in one area is not necessarily an issue and could be a benefit, depending on the intentions for those fields. Concentrating fields in one location is advantageous for purposes of leagues and tournaments, but having some fields distributed through the community is beneficial for informal play and practices.

Table 8: Perspective E - Access to Sports Fields – LOS Scores

	Percent of Total with LOS	Average LOS per Acre Served	Avg. LOS Per Acre/ Population per acre	GRASP® Index
City of Palm Springs (Perm)	14%	17	23	2
City of Palm Springs (Perm+)	14%	17	13	1

GRASP® Analysis Summary

The following charts in **Table 9** show how the results compare in each of the measurements determined by the GRASP® analysis.

Table 9: LOS – Perspectives Comparisons

Service Coverage Summary - Percent With Service					
	P-A: Assets Composite	P-B: Assets Walkability	P-C: Assets Indoor	P-D: Assets Outdoor	P-E: Assets Fields
City of Palm Springs	69%	38%	50%	62%	14%
LOS. Summary - Avg. LOS Per Acre Served					
	P-A: Assets Composite	P-B: Assets Walkability	P-C: Assets Indoor	P-D: Assets Outdoor	P-E: Assets Fields
City of Palm Springs	121	62	63	85	17
LOS Summary - Avg. LOS Per Acre / Population Per Acre					
	P-A: Assets Composite	P-B: Assets Walkability	P-C: Assets Indoor	P-D: Assets Outdoor	P-E: Assets Fields
City of Palm Springs	165	84	85	115	23
LOS. Summary - GRASP® Indices					
	P-A: Assets Composite	P-B: Assets Walkability	P-C: Assets Indoor	P-D: Assets Outdoor	P-E: Assets Fields
City of Palm Springs	26	26	3	23	2

Other Tools for Measuring Level of Service (LOS)

Besides the GRASP® perspectives and associated LOS numbers, this assessment also uses capacities based analysis tools. One tool determines capacity by comparing GRASP® scoring to population, and the other tool models traditional methods of determining LOS by using straight quantity as compared to population.

Communitywide LOS

Table 10 shows numerical indices for LOS that account for both quantity and quality of components. The table shows the community GRASP® Index for each component, as well as the number of GRASP® points needed to maintain the current indices as the population grows.

Table 10: Community Components GRASP® Index

Projected Community Components GRASP® Index 2017				
	Current Population 2010*	44,468	Projected Population 2017*	46,678
	Total GRASP® Community Score per component type	GRASP® score per 1000 population (GRASP® Index)	Total GRASP® score needed at projected population	Additional GRASP® score needed
Aqua Feat, Pool	4.8	0.1	5.0	0.2
Aqua Feat, Spray	26.4	0.6	27.7	1.3
Ballfield	64.8	1.5	68.0	3.2
Basketball	32.4	0.7	34.0	1.6
Bocce Ball	9.6	0.2	10.1	0.5
Dog Park	10.8	0.2	11.3	0.5
Golf	9.6	0.2	10.1	0.5
Loop Walk	24.0	0.5	25.2	1.2
MP Field, all sizes	36.0	0.8	37.8	1.8
Open Turf	56.8	1.3	59.6	2.8
Picnic Grounds	31.2	0.7	32.8	1.6
Playground, all sizes	31.2	0.7	32.8	1.6
Public Art	59.6	1.3	62.6	3.0
Shelter, all sizes	57.6	1.3	60.5	2.9
Tennis	115.2	2.6	120.9	5.7

The first part of the **Community Components GRASP® Index** shows the total GRASP® score for that component when all of the components in the dataset are included. During the inventory process, two sets of scores were assigned to each component, a Neighborhood score and a Communitywide score. The Communitywide scores are used to create this table.

The second column in the table shows the index that results when the GRASP® score is divided by the current population in thousands. This is the GRASP® Index for that component. The third column in the table shows the total GRASP® score that must exist to achieve the same GRASP® Index at the projected population 2014, and the fourth column shows the additional number of GRASP® points needed to achieve that score.

This information can be used to plan for future improvements to the parks and recreation infrastructure to accommodate growth. Because GRASP® scores are a blend of quantity and quality, it is possible to increase them by either adding components or improving the quality of existing ones. In most cases, a combination of the two will be recommended. Used in conjunction with the **Capacities LOS by Components (Table 11)**, the best combination of quantity and quality can be determined for planning purposes. The GRASP® Indices also allow the community to benchmark its combined LOS for quality and quantity of service over time and measure its progress.

Capacities Level of Service

For some components, the quantity needed is proportional to the population that will be served by that component. This is a fairly easy calculation when components are programmed for use. The programming determines how many people will be using the facilities over a period of time. Sports fields and courts fall into this category. For other components, the ratio of components to the population may vary, depending upon the size or capacity of the component and the participation levels within the community for the activity served by the component. Skateparks and group picnic facilities fall into this category.

Table 11: Capacities LOS by Components

Palm Springs, CA		December, 2013																
		Acres* (does not include golf or open space lands)	Aqua Feat. Pool	Aqua Feat. Spray	Ballfield	Basketball	Fitness Course	Dog Park	Picnic Grounds	Volleyball	Loop Walk	MP Field, all sizes	Open Turf	Playground, all sizes	Shelter, Group (with and without restrooms)	Tennis	Recreational Trails (in miles) Primitive and Multi-use.	
INVENTORY																		
Components		162	1	6	11	4	1	1	5	7	4	8	11	6	10	12	57.6	
CURRENT RATIO PER POPULATION																		
CURRENT POPULATION 2012- Permanent Residents		44,468																
CURRENT POPULATION 2012- Permanent Residents + Seasonal Residents (Estimated)		77,468																
Current Ratio per 1000 Population (Perm)		3.64	0.02	0.13	0.25	0.09	0.02	0.02	0.11	0.16	0.09	0.18	0.25	0.13	0.22	0.27	1.30	
Current Ratio per 1000 Population (Perm+)		2.09	0.01	0.08	0.14	0.05	0.01	0.01	0.06	0.09	0.05	0.10	0.14	0.08	0.13	0.15	0.74	
Population per component (Perm)		274	44,468	7,411	4,043	11,117	44,468	44,468	8,894	6,353	11,117	5,559	4,043	7,411	4,447	3,706	772	
Population per component (Perm+)		478	77,468	12,911	7,043	19,367	77,468	77,468	15,494	11,067	19,367	9,684	7,043	12,911	7,747	6,456	1,345	
Commonly Referenced * NRPA Standards*		10	20,000*		5,000	5,000				5,000		10,000				2,000		
PROJECTED POPULATION - YEAR 2017(Perm)		46,678																
PROJECTED POPULATION - YEAR 2014 (Perm+) (Estimated)		79,468																
Total # needed to maintain current ratio of all existing facilities at projected population (Perm)		170	1	6	12	4	1	1	5	7	4	8	12	6	10	13	60	
Total # needed to maintain current ratio of all existing facilities at projected population (Perm+)		166	1	6	11	4	1	1	5	7	4	8	11	6	10	12	59	
<i>Number that should be added to achieve current ratio at projected population (Perm)</i>		8	0	0	1	0	0	0	0	0	0	0	1	0	0	1	3	
<i>Number that should be added to achieve current ratio at projected population (Perm+)</i>		4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	

Note: A full size chart can be found at the end of **Appendix E - Resource Maps and GRASP® Perspectives**.

Table 11 shows the current capacities and projected needs for community components as the population grows. This table closely resembles a traditional LOS analysis and shows how the quantities of certain park and recreation components compare to population. For each component, the table shows the current quantity of that component on a “per-1000 persons” basis (referred to as the Capacity LOS) and the pro-rata number of persons in the community represented by each component. This kind of analysis can be used to show the capacity of the current inventory – in other words, how many people are potentially being served by park components. It can also be combined with the GRASP® Index to ensure that the qualitative aspects of service are included in the planning process for the future. Just adding new components as population grows will not be sufficient to maintain existing levels of service if the quality of existing ones is allowed to deteriorate, either through wear and tear, or obsolescence. For example, the tables show that one new tennis court will be needed in addition to the 12 courts currently available city-wide to maintain current capacity ratios in the year 2017. Based on this analysis, components indicated needing to be added to the system with the expected population growth are highlighted in orange shaded boxes. But if the GRASP® score for the existing ones goes down in the meantime due to lack of maintenance, the GRASP® Index will fall, even though the capacity has been met. The population estimates and projections are reflective of the approved data source, ESRI Business Solutions as of December 2013.

It is important to note that capacities tables are simply one tool that can be used to make final recommendations and establish budgets. The tables assume that the current ratios are satisfying today’s needs and that the same ratios will satisfy needs in the future. In reality, needs and desires change over time due to changes in demographics, recreational trends, and other factors. The numbers of facilities shown on this table may differ from the final recommendations due to availability of land, ability to upgrade existing facilities, and other factors.

Level of Service Conclusions

The findings from the GRASP® analysis show what the current levels of service are for a variety of parks and recreation needs. These include overall LOS provided by the system to all parts of the city, and specific LOS for particular needs such as indoor facilities, sports fields, etc. The analysis also allows for comparisons to be made in evaluating how equitably services are being provided across different parts of the city.

While the GRASP® methodology allows quantitative measurements to be made for levels of service, there are no established standards for what the resultant numbers should be. This is because every community is different. However, the GRASP® values can be used in conjunction with other findings, such as community surveys and public input, to determine whether current LOS is meeting needs and expectations, then used as a benchmark for creating targets and measuring results in the future.

The following **Table 12** is a summary of analysis results from some other communities. The communities are not intended to all be similar to Palm Springs, but instead to show what the ranges of possibility are for various analyses that have been performed for this study. The values in the table are intended to provide a context and comparison of the GRASP® analysis, not to imply a set of standards. Results of this analysis will vary from community to community due to a number of reasons, including underlying geography, local expectations, and other conditions.

It should be apparent from this table that the service available to residents differs from one community to another based on many things, including the size of parks, where they are located, and how intensely they are developed. There is no perfect model for this, and each community's park system is the result of many decisions made over long periods of time. The table allows for a better understanding of what some of the differences are and how service can be measured and analyzed many different ways. The results of such analyses can then be compared to other information, such as needs assessments, demographics, etc. to plan for the best and most appropriate system for Palm Springs.

Table 12: GRASP® Comparative Data

STATE	CITY	YEAR	POPULATION	STUDY AREA SIZE (Acres)	# OF SITES (Parks, Facilities, etc.)	TOTAL # OF COMPONENTS	AVG. # COMPONENTS per SITE	TOTAL GRASP® VALUE (Entire System)	GRASP® INDEX	AVG. SCORE/SITE	% of TOTAL AREA w/LOS >0	AVG. LOS PER ACRE SERVED	NUMBER OF COMPONENTS PER POPULATION	AVERAGE LOS/POP DEN PER ACRE	pop den (per acre)
MO	Grandview	2007	25,285	12,709	13	196	15.1	NA	NA	NA	99%	95	8	48	2.0
VT	Essex	2011	28,858	25,230	47	153	3.3	895	31	19.0	72%	11.0	5	10	1.1
ID	Post Falls	2011	29,062	24,928	35	271	7.7	1005	35	28.7	71%	169	9	145	1.2
OR	Oregon City	2006	29,540	5,944	51	215	4.2	NA	NA	NA	86%	45	7	9	5.0
IL	Lisle	2005	32,200	6,239	39	171.5	4.4	734	23	18.8	100%	262.0	5	51	5.2
CO	Brighton	2007	32,556	12,413	31	375	12.1	NA	NA	NA	82%	156	12	59	2.6
CO	Commerce City	2006	36,049	26,270	90	357	4.0	1047	29.0	11.6	73%	113	10	82	1.4
UT	South Jordan	2006	44,276	14,081	48	172	3.6	1578	36	32.9	44%	29.8	4	9	3.1
OR	Corvallis	2011	54,462	18,006	54	309	5.7	2217	41	41.1	93%	289	6	96	3.0
MO	Liberty	2013	56,041	53,161	39	298	7.6	607	11	15.6	57%	107	5	102	1.1
IN	Bloomington	2007	72,032	15,001	45	258	5.7	2125	30	47.2	99%	197.4	4	41	4.8
NC	Asheville	2007	75,948	27,027	58	378	6.5	1043	14	18.0	77%	322.9	5	115	2.8
CA	La Quinta	2006	39,614	22,829	27	143	5.3	611	15	22.6	79%	78.0	4	45	1.7
CA	Palm Springs	2013	44,468	60,442	16	162	10.1	1149	26	71.8	69%	164.9	4	223	0.7

In general, the findings show that Palm Springs has a system of parks and recreation facilities that is reasonably matched to its needs. Palm Springs is providing its residents with parks and recreation amenities that are reasonably located in proximity to homes and which include enough components within them and at a level of quality sufficient to meet targeted thresholds for service. The mix of components in most parts of the city offers residents a good choice of opportunities for a variety of activities. The per-capita value of service (GRASP® Index) is comparable to places like Asheville, North Carolina, which is recognized for its high quality of life, and Bloomington, Indiana, which has received awards for its parks and recreation department. Palm Springs may have fewer park sites than those cities, but the number of components found within each Palm Springs park and the overall number of components available to residents compare favorably.

In summary, Palm Springs has a system of parks and recreation facilities that can continue to meet the needs of its residents as long as it is sustained and kept up to its current level. While specific shortfalls may exist in certain areas such as the northern parts of the city, or for certain activities such as fields for soccer and baseball, the overall system provides a good base from which parks and recreation needs can be met.

The challenges Palm Springs faces now are to:

- Maintain the quality and character of its current system in light of shrinking resources.
- Ensure that the system evolves to stay current with trends and needs.
- Grow the system efficiently and sustainably to accommodate projected increases in population.
- Address specific needs identified in this study such as sports fields.
- Due to the climate, shade is an ongoing concern throughout the valley.
 - Continue to provide shade shelters where possible.
 - Conduct tree inventory and develop tree replacement plan.

- Adding to existing trail, bike routes, and bike lanes as outlined and prioritized in the CVAG Non-Motorized Transportation Plan:
 - Including coordination and tie into the large regional trail vision of the Whitewater Trail.
 - Consideration for and implementation of trail design criteria and standards as outlined in both the CVAG Non-Motorized Transportation Plan and the Tahquitz Creek Trail Master Plan.
- Adding a dog park or dog friendly areas:
 - Adding dog refuse stations in parks where dogs are permitted
- Soccer on golf course in NE as a potential solution for solving LOS deficiencies.
- Use alternative providers as means to solve LOS deficiencies --- partner opportunities.
- Improve safety at parks system wide:
 - Safety lighting at Demuth Park
 - Add lighting to playground at Ruth Hardy Park
 - Installing all planned and funded camera systems in park restrooms

The following items were consistently scored below expectation throughout the system and should be considered for system wide updates:

- Restroom facilities
- Trailheads
 - Provide more developed facilities that improve public access (examples include providing kiosks with maps and trail information restrooms, drinking fountains, bike parking, seating, shade, etc.)
- Water spray turtles should be updated to meet current trends.
 - These are reported to consistently have ongoing maintenance issues and are dated.

V. Finances – Traditional and Alternative

Overall Department Budget

The City of Palm Springs Parks and Recreation Department is primarily funded through the City’s General Fund. The General Fund is made up by revenues generated by various taxes (sales, transient occupancy tax, and utility user tax), licenses, permits, and various fees. The General Fund budget for 2013-14 was approximately \$77million. The Parks and Recreation portion reflects roughly six percent of the overall City General Fund.

Expenses

Funding for the Parks and Recreation Department comes from the City general tax funds of which the majority represents sales, property, transit occupancy, and utility user taxes. The overall Parks and Recreation Department budget for the fiscal year 2012 - 2013 was approximately \$4.3 million including the Downtown Experience operations and maintenance responsibilities, as shown in **Table 13**. Golf operations are shown separately. Department budget levels including the Downtown Experience have remained fairly consistent for the last three years (\$7.1 million in 2011-12 and \$6.7 million in 2010-11).

Table 13: 2012 - 2013 Total Budget Information

	2012-2103
Expenses	
Recreation	\$ 1,579,306
Demuth Community Center	\$ 206,059
JOJDHUC	\$ 574,143
Skatepark	*\$ 160,000
VillageFest	\$ 431,863
Swim Center	\$ 595,138
Sub Total	\$ 3,546,509
Downtown Experience	\$ 817,966
Total Expenses	\$ 4,364,475
Revenues (non-tax)	\$ 1,284,358
Total Net Operating Budget	<\$3,080,117>
Cost Recovery to Total Budget	29%
Capital Expenses	
Measure “J” Improvements	\$ 539,000

* *Contract out operations and management*

Measure “J” Improvements

Palm Springs voters approved Measure “J” in November 2011, a dedicated local revenue measure to maintain local community services and revitalize Downtown.

Measure “Y” Improvements

Measure “Y” is the utility users tax that was voted on by the citizens that may be used to allocate \$267,000 annually for parks and recreation capital projects. Several projects remain on the books from previous fiscal years allocations. With the current state of the City’s budget, these funds are used to balance the city’s budget.

Revenues and Cost Recovery

For 2012-13 the City projected \$1,284,358 in non-tax revenues as shown in **Table 13**. These revenues are derived from multiple sources including:

- Recreation programs
- Tournaments
- Facility rentals
- Admissions
- Vending Machines
- Sponsorships
- VillageFest

Total non-taxable revenues generate approximately 30 percent in total cost recovery for the entire Parks and Recreation budget. Examples across the country show a wide range of department subsidy levels or tax investments, from 15-80 percent and higher, depending upon the values, vision, and mission of the organization, construction funding payback, operation funding availability, the community’s philosophy regarding subsidy levels and user fees, and the structure of agency budgets. Dr. John Crompton, Ph.D., of Texas A&M University, a leading educator and researcher on the benefits and economic impact of leisure services, indicates that the national average is around 34 percent cost recovery, which conversely indicates an average 66 percent subsidy. Overall, Palm Springs recovered approximately 29 percent for the operations and maintenance costs of all parks, facilities, programs, and services for fiscal year 2012 - 2013, which is somewhat lower than the average reported in the aforementioned research. This is neither good nor bad, but rather is a reflection of the City’s allocated tax investment in parks and recreation services and the current state of the economy in Palm Springs.

Recreation Expenses and Revenues

Expenses for the recreation portion of the overall budget for 2012-13 were a little over \$1.5 million. Revenues (programs, facility rentals, etc.) generated over \$595,534 resulting in a cost recovery of around 38 percent as shown in **Table 14**.

The City of Palm Springs does not formally track expenses and revenues by program area (i.e. age group, type, etc.). It would be beneficial for the Department to break down expenses, revenues, and cost recovery by program area to better determine if the fiscal goals are being met as they relate to the Department’s mission, vision, and benefit to the community. It is also apparent that in many cases, the majority of program participants are non-residents. The City recreation program fees do not currently distinguish between residents and non-residents.

Table 14: Recreation Budget

Recreation Budget	2012-13
Expenses	
Recreation	\$ 1,579,306
Revenues (non-tax)	\$ 595,534
Total Net Operating Budget	<\$ 983,772>
Cost Recovery	38%

Jesse O James Desert Highland Unity Center (JOJDHUC) Expenses and Revenues

Expenses for the JOJDHUC portion of the overall budget for 2012-13 were \$574,143. Revenues (programs, admissions, etc.) generated by the facility totaled \$9,932, resulting in a cost recovery of two percent as shown in **Table 15**.

Table 15: JOJDHUC Budget

JOJDHUC Budget	2012-13
Expenses	
JOJDHUC	\$ 574,143
Revenues (non-tax)	\$ 9,392
Total Net Operating Budget	<\$564,751>
Cost Recovery	2%

VillageFest

Expenses for the VillageFest portion of the overall budget for 2012-13 were \$ 431,863. Revenues (licenses and permits) generated totaled \$433,243, resulting in a cost recovery of over 100 percent, as shown in **Table 16**. On a year-in and year-out basis, VillageFest recovers close to 100 percent of its direct expenses.

Table 16: VillageFest Budget

VillageFest Budget	2012-13
Expenses	
VillageFest	\$431,863
Revenues (non-tax)	\$433,243
Total Net Operating Budget	\$ 1,380
Cost Recovery	100%+

Demuth Community Center

Expenses for the Demuth Community Center portion of the overall budget for 2012-12 were \$206,059. Revenues (classes, rentals, memberships) generated totaled \$86,819, resulting in a cost recovery of 42 percent, as shown in **Table 17**.

Table 17: Demuth Community Center Budget

Demuth Community Center Budget	2012-13
Expenses	
Demuth Community Center	\$ 205,059
Revenues (non-tax)	\$ 86,819
Total Net Operating Budget	<\$118,240>
Cost Recovery	42%

Swim Center

Expenses for the Swim Center portion of the overall budget for 2012-13 were \$595,138. Revenues (daily admissions, pool passes, rentals, lessons) generated totaled \$ 159,370, resulting in a cost recovery of 27 percent, as shown in **Table 18**.

Table 18: Swim Center Budget

Swim Center Budget	2012-13
Expenses	
Swim Center	\$ 595,138*
Revenues (non-tax)	\$ 159,370
Total Net Operating Budget	<\$ 435,768>
Cost Recovery	27*

*Costs for chemicals and maintenance of pool equipment are budgeted in the Department of Maintenance and Facilities.

Expenditures per Park Acre

For 2009-2010, the Department was spending approximately \$4,000 per park acre for maintenance. With the inclusion of annual water resources at \$290,000, expenses increased to approximately \$5,700 per acre. It is difficult to make comparisons with other communities due to the inconsistent application of which expenses are applied. The following communities reported their expenditures per park acres as follows:

- Palm Desert – \$11,000/acre (includes some capital improvement funds).
- La Quinta – \$10,000/acre (almost all of it is contracted).

It would appear that the City of Palm Springs spends approximately half of what the cities of Palm Desert and La Quinta spend on park maintenance, not including administrative salaries.

Relevant Palm Springs 2010 Survey Data

- Only eight percent of the survey respondents indicated that the condition of the facility was a reason for why they did not use the City of Palm Springs Parks and Recreation Facilities.
- In addition, only seven percent of respondents indicated that the condition of the park was a reason for why they did not use it.
- However, 14 percent indicated that safety and security were a factor.

Golf Course

The City owns the Tahquitz Creek Golf Resort and contracts the operations of the resort to Century Golf Management Company. For fiscal year 2012-13, the City of Palm Springs’ expenses were approximately \$4.5 million and revenues approximately \$4.8 million; however, the city’s debt service on the golf course was \$952,398 for the year. Operating expenses have remained relatively stable over the last three years.

Table 19 shows the details of the 2012-2013 budget.

Table 19: Tahquitz Creek Golf Course Budget

Tahquitz Creek Golf Course Budget	2012-13
Expenses	
Costs of Goods Sold	\$ 526,728
Payroll	\$ 1,771,883
Operating Expenses	\$ 2,044,077
Management Fee	\$ 225,000
Sub-Total Operational Expenses	\$ 4,567,688
Debt Service	\$ 952,398
Total Expenses	\$ 5,520,086
Revenues (non-tax)	
Green Fees	\$ 2,285,142
Cart Fees	\$ 1,061,301
Food and Beverage	\$ 866,083
Other (Dues, Pro shop, Tournaments, etc.)	\$ 818,576
Total Revenues	\$ 5,031,102
Total Net Operating Budget	<\$ 448,984)
Cost Recovery	91%

*Use of Impact Fee and Quimby***Purpose of this Review**

The development of the *2014 Palm Springs Park and Recreation Master Plan* includes a review of the city's ability to meet an adopted level of service standard for the provision of parkland and facilities based on its current and future projected population. As part of that review a specific look is being taken at developer requirements as resident capacity is being added to the city.

History of Requirements

The Quimby Act of 1975 authorizes a city to adopt a local ordinance that can require dedications of land or in-lieu fees for development of new, or rehabilitation of existing, park facilities as a condition of subdivision map approval. The amount of fees paid or land dedicated can, at most, provide for five acres of parklands and recreational facilities per 1,000 persons.

Prior to 2003, the City of Palm Springs did not levy Park Fees, yet was experiencing a significant increase in applications for residential development. The City was not able to exact fees, compel dedication, expend its own funds, or otherwise ensure the preservation of park and recreational space and was experiencing a general shortage of new park and recreational space in comparison to surrounding communities, particularly in developing areas of the City.

In 2003, the City of Palm Springs adopted a *Program for Dedication and Improvement of Park and Recreation Areas or Payment of In Lieu Fees* intended to help fulfill the policies and standards for parks and recreational facilities to be acquired as articulated in the City's *General Plan*.

As a result of adverse changes in economic conditions in the housing and construction market (resulting in the slowing of development) across the country, and in City of Palm Springs, the City adopted an ordinance providing for the deferral of payment of the Park In Lieu of Dedication Fees in 2009. Payments could be deferred from the time of issuance of a building permit to the earlier of final inspection or certificate of occupancy, or one year from the date of deferral approval by the City Manager.

Summary of the Requirements

The intent of the requirements is to provide adequate sites and to provide or assist in providing the financing required to acquire, develop, and maintain City parks and recreation facilities to serve new growth. This is true for existing areas within the City's corporate limits as well as in anticipation of future annexations of areas in the City. The amount and location of land to be dedicated or the fees to be paid must bear a reasonable relationship to the use of the park and recreational facilities by the future inhabitants of the development and may be used for both neighborhood and community parks. The fees may also be used to improve or rehabilitate existing parks; to purchase land, construct a venue, or rehabilitate a venue where a variety of cultural activities could take place; and to develop, improve, and rehabilitate community and neighborhood parks, even though such parks may be used by non-residents of the development.

Fees are to be paid at the time of payment of fees for building permits, and are placed in a separate Park and Recreation Fund. An account of all funds received, their source, all expenditures and the purposes of the expenditures, among other details is kept and an annual report is prepared for City Council.

Dedication of Land

Where a park or recreational facility has been designated in the *General Plan* of the City, or other adopted resolution, policy, or standard, and is to be located in whole or in part within the proposed development to serve the immediate and future needs of the residents of the development and other members of the public, the developer shall dedicate land for a park and provide recreational facilities thereon. Land is to be conveyed in fee simple to the City, free and clear of all encumbrances and with minimal improvements as set forth in the ordinance. The City may determine that dedication is not desirable and instead may require a fee in lieu of dedication. The Developer may receive credit from the City for private open space, but that credit may not exceed the one-third of the park dedication requirement.

Fees In Lieu of Dedication

The developer, at the sole discretion of the City, may be required to pay to the City a fee in lieu of making the dedication. The fee will be computed at the Fair Market Value of the land being developed plus the cost to acquire and improve the property as required in the ordinance.

Combination of Land and Fees

The City may accept a combination of land and fees, in amounts determined in the sole discretion of the City, within the limits of the ordinance.

Determination of Land and Fees

The City has broad discretion in the application of the following considerations:

1. The provisions of the City's General Plan or any other adopted specific plan, resolution, policy, or regulation.
2. Topography, geology, access, and location of land in the development available for dedication.
3. Size and shape of the development and land available for dedication.
4. The feasibility of dedication.
5. Access and location of other park sites to development.
6. Need of other accessible park sites for development, improvement, and rehabilitation.

Summary of the Park Level of Service Standards

It is the purpose of this review to determine the adequacy of the current developer requirements to provide for new growth according to the standards set forth in the *2014 Parks and Recreation Master Plan*.

Palm Springs has 162 acres of developed neighborhood and community park land. In addition, the city has approximately 307 acres dedicated to golf courses and over 2,649 acres of city-owned open space lands. Through the citizen survey, residents appeared to be satisfied with the level of neighborhood and community parks in Palm Springs.

The 2012 population estimate (ESRI) of permanent residents of 44,468, provides a ratio of 3.64 acres of neighborhood and community park land per 1,000 population. The 2012 population estimate (ESRI) of permanent plus part-time residents of 77,468, provides a ratio of 2.09 acres of neighborhood and community park land per 1,000 population. When the golf course acreage is added to the neighborhood and community park land, the level of service calculation increases to 10.55 and 6.05 acres per 1,000 residents, respectively. In order to maintain the current ratio for the anticipated population growth estimate to 46,678 for permanent residents by 2017, the City needs a total of 170 acres of neighborhood and community parks in the system or an increase of 8 acres. It should be noted, however, that the land for these two elements of the park system will not be adequate to provide for the land acquisition and development of an athletic complex, which is also considered a community park amenity (Projected to be down from 10.55 to 10.05 by 2017).

Considerations

- As the population of permanent residents of 44,468, provides a ratio of 3.64 acres of neighborhood and community park land per 1,000 population, in order to have growth pay its own way, the current requirement of five acres per 1,000 residents should be maintained. However, unless at least three and two-thirds out of required five acres per thousand residents (approximately 75%) is realized in land, or fees -in-lieu that are committed to be used to acquire land, the current ratio of 3.64 acres cannot be maintained. Therefore, approximately 75 percent of the collective requirement, minimally, must generate actual land and not fees-in-lieu, unless the fees are used to purchase a like amount of land for park purposes.
- At five acres per 1,000 residents, the ratio of neighborhood and community park land will be maintained; however, the ratio of 10.55 acres per 1,000, including the golf courses, will reduce over time.

- Securing adequate park land for future growth is one part of the challenge facing any community. Providing the funding to develop that land must be addressed as well. State legislation allows municipalities to collect park impact fees, and this strategy is in use in the nearby community of La Quinta, among others in the state. Palm Springs should consider this potential funding source.
- This land dedication/fees-in-lieu/park development funding resource should also be evaluated to provide for community park amenities such as an athletic complex which also is intended, at least in part, to serve future population growth. Currently, the calculation is based on a market fee value for the currently acreage requirement of five acres. In order to provide for other community park amenities above the basic park development, the acreage requirement should be increased to assure adequate land is available for community park amenities (and should be calculated on a pro-rata basis for all potential users (existing and projected population)).

VI. Findings, Visioning, and Design Charrette

In May 2010, the findings-to-date were presented to the members of the Parks and Recreation Commission, Council Sub-Committee, staff, and key athletic stakeholders. Then the group participated in a visioning session and a design charrette with the goal of creating a short-term and longer-term vision around the key issues of athletics and selected parks redesign. The following three analysis tools were used to guide the visioning workshop:

- Sports/Tournament Revenue Potential and Limitations analysis.
- A facilitated Design Charrette for re-purposing Demuth and Desert Highland Parks.
- The Public Sector Services Assessment (a facilitated process for staff to identify core services and market position).

What follows are the details of, and the results from, these three tools, along with a **Summary of Key Findings**.

Sports/Tournament Revenue Potential and Limitations

Background

It is a goal of the City to provide sports and athletic programs and facilities to serve local residents. The City seeks to meet this demand by providing both recreational and competitive levels of play, including tournament opportunities. It is common practice among cities to use tournament venues to attract new revenues to the city that can help support local programs.

The City of Palm Springs promotes its wonderful weather and scenic beauty as a way to attract part time residents, tourists, and visitors. The City relies upon these groups to generate sales tax and transient occupancy tax revenues, which provide funding for city services, including parks and recreation facilities and programs. The City's athletic fields are an important part of attracting tourism in the form of tournaments that draw participants from beyond the Coachella Valley and Riverside County. There has been interest by city leaders and staff to increase the number of fields, potentially through the development of a sports complex, as a way to attract a large number of youth and adult sports tournaments to the City. These tournaments would bring in players, tourists, and visitors that would contribute to the City's tax revenue through overnight stays and day visits.

The City's athletic fields also provide recreational opportunities for local and neighboring residents involved with youth and adult sports. Additional fields would help meet the demand, which currently exceeds supply, to serve local citizens. According to the Parks and Recreation Director, "Youth baseball and soccer are now year round, and they share the same field space. In addition, fields are being used for tournaments/leagues, and for individuals and/or organizations looking for a place to practice/play."

Current Conditions

Local Perspective

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

Including tournaments and community use, the City's softball/baseball fields are being used at or near capacity, making the ability to expand the number of tournaments difficult, if not impossible. When tournaments and community use overlap, scheduling becomes extremely difficult. According to the Parks and Recreation Director, "In order to accommodate the youth organizations and senior leagues, the City has to utilize fields in other valley cities to accommodate large tournaments and at times cancel youth or senior games."

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

Rectangle fields designated for soccer and football are also being used at or near capacity. According to the Parks and Recreation Director, "The rectangle fields, especially at Demuth are used for youth/adult soccer leagues. Victoria Park and Ruth Hardy Park are used only on a rare occasions."

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

Regional Perspective

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

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

Opportunities

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

Option 1

One option would be to expand the number of softball/baseball fields in Demuth Park. One or two fields could be added by reconfiguring the site, increasing the total inventory of softball baseball fields to five or six. While this would improve the tournament opportunity, it would negatively impact the number of rectangle fields currently in the park. With current demand for athletic fields exceeding availability, it would be necessary for the City to relocate rectangle fields to another location. According to the Parks and Recreation Director, “Again, with ball fields shared between youth baseball/softball and soccer – if additional softball/baseball fields are added, then space for soccer fields is diminished leaving the city short on soccer field space.”

Option 2

A second option would be to acquire new land and build and operate a new multi-field softball/baseball complex. Four or six new softball/baseball fields would nearly, or more than, double current capacity and would immediately create new opportunities for sports tournaments. According to the Parks and Recreation Director, “It would create new opportunities for softball/baseball tournaments, but we would probably be leaving soccer short on fields. Soccer runs 10 – 12 fields on game days.”

New fields would also create more capacity for local youth and adult sports organizations. The method of acquisition (fee simple purchase, partnership, donation, or combination), would identify the one-time capital cost. Increased tournament activity could generate both direct revenue for use of the fields and transient occupancy tax and sales tax from overnight stays and day visits. Further analysis would reveal the operational costs of staffing, maintaining, lighting and securing and the off-setting revenue generation to be actualized.

Option 3

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

General Analysis

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

A new softball/baseball sports complex could eliminate or significantly reduce the need to schedule athletic fields in neighboring communities when tournaments are held. Making a sports complex in Palm Springs financially viable would likely require dedicated staff to market, promote, schedule, and administer this tournament venue. A demand and market analysis should be conducted to further evaluate the feasibility of this endeavor as other providers across the Coachella Valley are considering this same opportunity. Partnering with Desert Recreation District of adjoining cities may be a viable option.

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

Team Sports Data

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

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

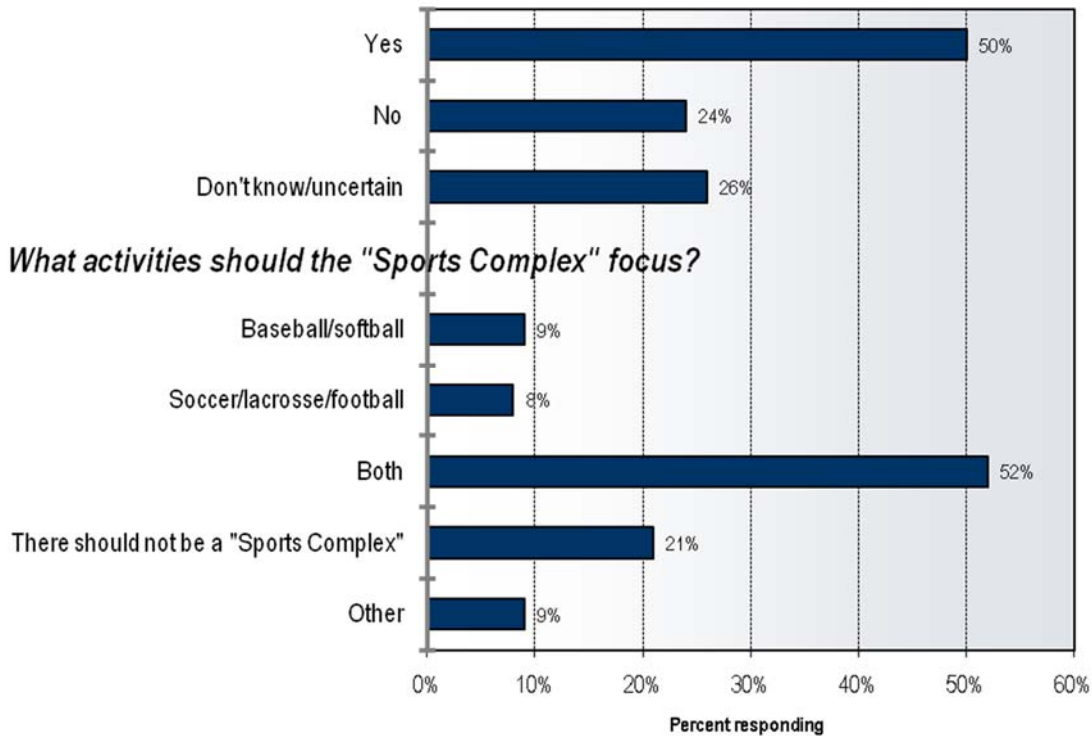
Survey Input

The *Palm Springs Parks and Recreation Master Plan Survey* asked recipients two questions concerning a new sports complex. The first question asked what the general support is for the development of a new sports complex and the second question will ask on what types of sports (baseball/softball or soccer/lacrosse/football) the sports complex should focus. Survey results were available in May 2010, after this analysis was complete.

See **Figure 16**, which illustrates the responses. Fifty percent (50%) of the respondents indicated that they would be supportive of the development of a sports complex, while 24 percent were not supportive, and 26 percent were uncertain.

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

Figure 16: Survey Responses for the Support for the Development of a Sports Complex



Economic Impact Analysis

Revenues

Direct Revenues

Direct revenues associated with tournaments includes:

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

For this analysis, only team fees will be part of the overall expense and revenue analysis.

Indirect Revenues

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

Table 20 below provides an example of potential revenue streams that might be realized from sports tournaments. Softball tournaments are used in the example. Tournament sizes of 25, 50, 100, and 150 teams were used to demonstrate the different tax revenue potential. In the City of Palm Springs, the City Transient Occupancy Tax (TOT) is 11.5 percent and the City's share of the sales tax is one percent.

Table 20: Demonstration Analysis – TOT and Sales Tax Generation

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

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

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

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

Expenses

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

- Field maintenance costs
- Lighting costs
- Administration costs (promotion, registration, scheduling)
- Additional cost such as safety, security, insurance, etc. are not accounted for here

Recent analysis of maintenance practices for athletic fields determined that, depending on level of maintenance, cost of utilities, and salary of administration staff, expenses could exceed \$30,000 annually per field as shown in **Table 2121**.

Table 21: Athletic Fields Expense Considerations

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

Field Capacity

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

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

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

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

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

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

Revenue/Expense Analysis

A new softball/baseball sports complex developed to attract local, regional, and national tournaments should become a “work horse” for the City, meaning that extensive efforts should be taken to utilize the facility with direct and indirect tax revenue-generating events. For illustrative purposes only, **Table 22** shows the potential net revenues that might be generated when hosting various sized and number of tournaments in relation to expenses associated with the size (number of fields) of the sports complex. Theoretically, total revenues would include any tax revenues currently being generated by tournaments.

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

Table 22: Revenue/Expense Analysis

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

Preliminary Preferred Strategy

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

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

Considering the findings prior to the survey results, we would recommend a 40-60 acre, six diamond field complex tournament venue at a future location to be determined by the City of Palm Springs based on land availability and funding resources. This would mitigate lost opportunities by continuing community play during tournaments, as well as provide the greatest potential for the largest return on investment. Factoring in survey results, we recommend conducting a comprehensive feasibility study to determine the viability, construction costs, annual operational budget, five year pro-forma, economic impact, return on investment, and financing options for a sports tournament venue which includes both diamond and rectangular fields.

The Findings presentation and visioning workshop was conducted in May 2010 with members of the Parks and Recreation Commission, and some members of athletics organizations, present. During this planning process, we used the design charrettes and visioning workshop to re-configure Demuth and Desert Highland Parks with both softball/baseball, and rectangular fields for practice, neighborhood use, and recreational league play. In addition, participating members attempted to balance local recreational/practice athletic use with other community and leisure interests.

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

Visioning Workshop and Design Charrette Results

A workshop was held on May 12, 2010 to discuss a vision for Demuth Park and Desert Highland Park in Palm Springs. People in attendance included the Parks and Recreation Commission members and representatives of local sports associations, along with a couple of interested citizens.



A brief discussion of the intent of the workshop and a review of the two sites to be considered was provided. Four smaller groups were then formed from the participants. The groups were asked to answer these questions:

1. Assuming a tournament facility is built, what is your vision for Demuth Park?
2. What type of uses would you include?
3. How would you redesign the park?
4. Demuth Park should be a place where...

The groups also prepared maps illustrating their ideas for Demuth Park including group comments for each map.

Group 1: No comments included.



Group 2: "Demuth Park should be redesigned and organized. Baseball/Softball should be together. Soccer should be together and one large centralized parking."



Group 3: No comments included.



Group 4: “Demuth Park should be a place where people of all ages and fitness levels can find engaging activities and tournament opportunity.”



The groups also prepared maps illustrating their ideas for Desert Highland Park including group comments for each map. Group 1 did not complete the plan, and there were no comments.

Group 2: “Fence in and plant trees. Focus on indoor events. Clean up trash!”



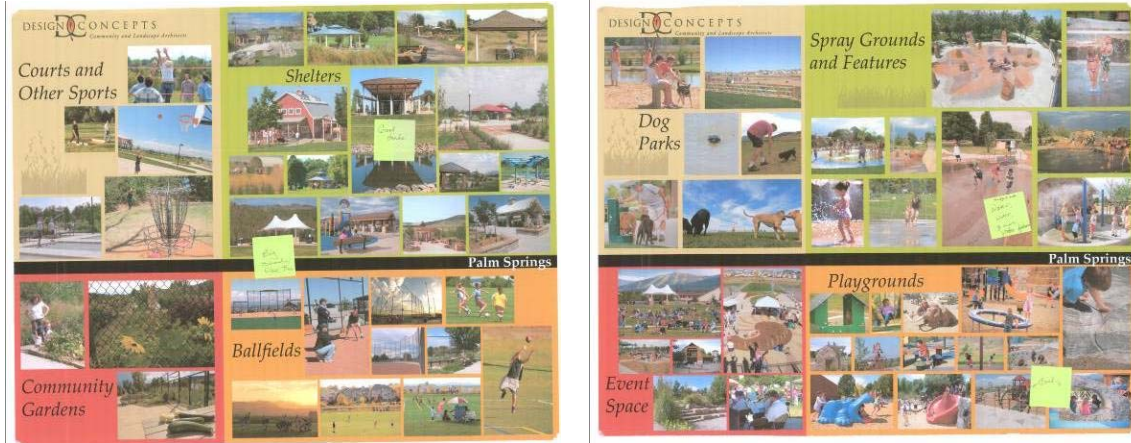
Group 3: Arboretum.



Group 4: No comments included.



At the end of the meeting, the participants were asked to place sticky notes with comments on boards illustrating various images of park features. They were instructed to place yellow sticky notes on images they liked and red notes on ones they disliked. The images were grouped into categories. The following results were observed:



Shelters – two positive notes, with the comments “Big Shade like this” and “Good Shade.”

Spray Grounds and Features – one positive note, with the comment “Safe and Soft... Water, Water, and more Water Features.”

Playgrounds – one positive note, with the comment “Good” and arrows point to typical playground structure and to unstructured play feature.

The comments on the photo boards suggest that shade in the parks is important. Play is also important whether it is water play, structured play or unstructured play.

Conclusions

The focus of the participants’ plans was the need for additional sports fields, while also addressing the use of both parks by neighbors, residents, visitors to Palm Springs, and a variety of other users. The general sense was that Demuth Park, while serving an important set of needs, is not well-planned in its present configuration and is inefficient in its design. Starting over with a new plan would offer the chance to provide a more logical and effective layout for the park.

Desert Highland Park was seen as a difficult site for sports use due to the winds that occur there, but it was also seen as an important site for serving the needs of residents in the northern part of Palm Springs. It was also noted that the final plan may be more feasible after surrounding properties, especially the proposed Community College campus are complete. In the meantime, measures might be taken to make the park more appealing.

Demuth Park Master Plan

Figure 17: Demuth Park Master Plan Concept Map



The City of Palm Springs Demuth Park Master Plan Concept Map (**Figure 17**) illustrates a series of proposed amenities that can meet the needs identified in the workshop. The items on the map include:

- Connection to existing Demuth Community Center and expanded parking area
- Destination playground
- Civic green
- Water feature lake
- Spray feature
- Picnic and shade shelters
- Loop walk and trail connection with wayside station
- Multi-Purpose Fields that can be configured into 4 championship size fields or 6 fields that meet or exceed size of current fields
- Community gardens/flower gardens
- Large, centralized parking lot
- Central plaza, and facilities to accommodate sports facilities
- Diamonds (4)
- Little League (4)
- Utilizes existing tennis courts (4)
- Skate friendly plaza

NOTE: Redesigning Demuth Park does not fill all the identified needs for either rectangle or diamond sports without the addition of a sports tournament venue that addresses both kinds of athletic tournaments. The only way to accommodate one of the field use sport types on this site requires omitting the other use. This concept better utilizes and organizes the existing site, accommodates both types of field users to at least their current level and provides additional amenities identified as community use.

Desert Highland Park Master Plan

Figure 18: Desert Highland Park Master Plan Concept Map



The City of Palm Springs Desert Highland Park Master Plan Concept Map (**Figure 18**) illustrates a series of proposed amenities that can meet the needs identified in the workshop. The items on the map include:

- Protected multi-purpose field with associated parking and concessions/shelter
- Rotated softball field to provide regulation size
- Perimeter fencing for motor vehicle and trash control
- Loop walk with seating areas
- Open turf/non-programmed activity area
- Additional basketball court adjacent to indoor facility
- Additional shade/picnic facilities
- Updated spray feature
- Utilization of existing playground with new equipment (planned and funded)
- Utilize existing picnic grounds and shade shelters on east side of park
- Utilize east parking lot
- Future arboretum/botanic garden in currently unused eastern part of park

Next Steps

There are several steps that can be taken at this time to enhance Palm Springs' parks and recreation opportunities.

1. Look for opportunities to enhance existing features and facilities. People today are well aware of the need to take care of what they have before adding more things to take care of. As a result, it makes sense to look for opportunities to improve what is already there.

2. Look for a location for a new Tournament facility. Once identified, develop an acquisition strategy and seek sources of funding for the site. Develop a master plan for the park and apply for grant funding to implement it. *Cost for identifying land for acquisition: staff time. Cost for master plan for park: \$7,500 to \$20,000 depending on scope of services.*

3. Begin more formal public process and information gathering for redevelopment of Demuth Park and Desert Highland Park. A complete site survey and confirmation of site boundaries are necessary to ensure actual conformity of Master Plan document elements to the available parcel(s). Existing infrastructure and trees should be saved and utilized where possible to reduce cost of redevelopment. Existing traffic calming measures at Demuth Park should be adapted and expanded to fit with any new design and redevelopment. Components included in the master plan are examples of current trends in parks of similar size and use, and address information gathered throughout the public process associated with this master plan. Further public input into actual elements and theme of overall park design is essential.

4. Park Upgrades: Several ideas for possible upgrades and improvements were identified in the inventory and analysis stage of this project. For two of the parks, Demuth and Desert Highland, conceptual plans were developed to illustrate the kinds of improvements that might be made at those parks. A process should be initiated for making improvements to all of Palm Springs' parks similar to the one undertaken for Demuth and Desert Highland parks. This could be done by conducting similar charrettes. It is likely that proposed upgrades for some parks would be very simple, such as additional shade, benches, or picnic tables. Others may call for more significant changes, such as reconfiguring the parking and lawn areas within Frances Stevens Park to better accommodate downtown events. These charrettes can be done with the Parks and Recreation Commission in one or more sessions similar to the one for Demuth and Desert Highland. The outcome should be a general set of goals for each park and a sense of the priorities and the timeframe in which they would be addressed.

Before major improvements are initiated at any of the parks, including Demuth and Desert Highland, the public should be invited to participate in the process by conducting a charrette process similar to the ones already conducted. And additional public participation should be conducted. This could be done in a public workshop arranged for the purpose, scheduled for the evening hours when more people could participate, and advertised to generate broad participation.

5. Trails: Trails serve a similar recreational purpose to parks in a number of ways. Trails offer active recreation to a wide range of ages and abilities through walking, running, and non-motorized wheeled activities (biking, wheelchairs, etc.). They also offer passive recreation by providing access to scenery, natural areas, and wildlife. Providing waysides with places to sit, interpretive signage, and other amenities can enhance the passive aspects of trails. Trails enhance the health and well-being of residents by giving them the opportunity to engage in active recreation and contemplative relaxation. Palm Springs has initiated a number of steps toward enhancing the trails component of its parks and recreation system, such as making the community more bicycle-friendly. While enhancing the use of bikes and other alternative modes is good for transportation purposes, recreational needs should also be a strong consideration in the creation of new trails. True recreational trails do more than just allow for transportation. They encourage recreational activities, both through use of the trail itself, and also by providing safe access to other parks and recreation facilities.

True recreational trails are those that are safe enough for use by children who are old enough to ride a bike or walk to a park on their own. More than just a designated lane on a street, recreational trails should offer an experience that is not only safe and convenient, but pleasant. The experience should include pleasant scenery, access to nature, and the possibility of educational, cultural, or other beneficial experiences. Recreational trails should also encourage public interaction and a chance to meet and interact with other residents in a pleasant manner.

Palm Springs should look for ways to enhance recreational trail experiences by not only adding more trails where possible, but by connecting existing trails together to form a network. Enhancements to existing trails should include better identification of trailheads, better signage and wayfinding, and the provision of waysides along trails with benches, shade, and interpretive signage.

A good system of trails could enhance Palm Springs' image as a tourist destination, resulting in more business for local establishments and more tax revenues for local government. With the amount and variety of trails already in place, Palm Springs already offers trail enthusiasts a range of experiences to enjoy. Providing enhancements like those just described, together with a strong campaign to raise awareness of the trail system that Palm Springs offers, could mesh nicely with the City's reputation as a resort destination.

Service Assessment Results

The department's leadership staff participated in an all day workshop in May 2010 to learn about and employ a tool called the **Public Sector Services Assessment**. The results identified "core services" or those which are totally dependent on the taxpayer investment, and optional provision strategies.

Public Sector Agency Service Assessment

Public agencies have not traditionally been thought of as organizations needing to be competitively oriented. Unlike private and commercial enterprises which compete for customers, and whose very survival depends on satisfying paying customers, many public and non-profit organizations operate in a non-market, or grants economy – one in which services may not be commercially viable. In other words, the marketplace may not supply sufficient and adequate resources.

In the public sector, our customers (taxpayers) do not decide how funding is allocated and which service gets adequate, ongoing funding. (In fact, many public agencies and non-profits can be considered “sole-source,” the only place to get a service, so there is little to no market saturation, and therefore, potential for apathetic service enhancement and improvement). Consequently, public and non-profit organizations have not necessarily had an incentive to question the status quo, to assess whether customer needs were being met, or to examine the cost-effectiveness or quality of available services.

The public sector and market environments have changed; funders and customers alike are beginning to demand more accountability, and both traditional (taxes and mandatory fees) and alternative funding (grants and contributions) are getting harder to come by, even as need and demand increase. This increasing demand for a smaller pool of resources requires today’s public and non-profit agencies to rethink how they do business, to provide services where appropriate, to avoid duplicating existing comparable services, and to increase collaboration, when possible. In addition, organizations are leveraging all available resources.

An assessment of a **Public Sector Agency Services** is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of an agency’s **Service Portfolio**. Additional results indicate whether the service is “**core to the organization’s values and vision,**” and provides recommended provision strategies that can include, but are not limited to enhancement of service, reduction of service, collaboration, or advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to the organization’s purpose. The process includes an analysis of: each service’s relevance to the organization’s values and vision; the organization’s market position in the community relative to market; other service providers in the service area including quantity and quality of provider; and the economic viability of the service.

Based on the **MacMillan Matrix for Competitive Analysis of Programs**,¹⁴ the Public Sector Services Assessment Matrix is an extraordinarily valuable tool that is specifically adapted to help public agencies assess their services. The MacMillan Matrix realized significant success in the non-profit environment and has led to application in the public sector. The **Public Sector Agency Services Assessment Matrix** is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.

The **Public Sector Agency Service Assessment Matrix** assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

- Q: Is the agency the best or most appropriate organization to provide the service?**
- Q: Is market competition good for the citizenry?**
- Q: Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?**
- Q: Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?**

¹⁴ Alliance for Nonprofit Management

Services Assessment Matrix © 2009 GreenPlay LLC and GP RED		Financial Capacity Economically Viable		Financial Capacity Not Economically Viable	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
Good Fit	Strong Market Position	Affirm Market Position 1	Advance Market Position 2	Complementary Development 5	“Core Service” 6
	Weak Market Position	Divest 3	Invest, Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8
Poor Fit	Divest				9

Note: Based on MacMillan Matrix for Nonprofit agencies from the Alliance For Nonprofit Management. Adapted by GreenPlay, LLC and GP RED for Public Sector Agencies. April 2009.

Fit

Fit is the degree to which a service aligns with the agency's values and vision, reflecting the community's interests. If a service aligns with the agency's values and vision, and contributes to the overall enhancement of the community, it is classified as "good fit," if not, the service is considered a "poor fit."

- Does the service align with agency values and vision?
- Does the service provide community-wide return on investment (i.e. community, individual, environmental, or economic benefits and outcomes that align with agency values such as crime prevention, improved health and well-being, enhancement of property values)?

Financial Capacity

Financial Capacity is the degree to which a service (including a program, facility, or land asset is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective.

No program should be classified as "highly attractive" unless it is ranked as attractive on a substantial majority of the criteria below.

- Does the service have the capacity to sustain itself (break even) independent of General Fund or taxpayer subsidy/support?
- Can the service reasonably generate at least **50%** from fees and charges?
- Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
- Are there consistent and stable alternative funding sources such as donations, sponsorships, grants and/or volunteer contributions for this service?
- Can the service reasonably generate at least **25%** of the costs of service from alternative funding sources?
- Is there demand for this service from a significant/large portion of the service's target market?
- Can the user self-direct or operate/maintain the service without agency support?

Market Position

Market Position is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies – a combination of the agency’s effectiveness, quality, credibility, and market share dominance. No service should be classified as being in a “strong market position,” unless it has some clear basis for declaring superiority over all providers in that service category, and is ranked as affirmative on a substantial majority of the criteria below.

- Does the agency have the adequate resources necessary to effectively operate and maintain the service?
- Is the service provided at a convenient or good location in relation to the target market?
- Does the agency have a superior track record of quality service delivery?
- Does the agency currently own a large share of the target market currently served?
- Is the agency currently gaining momentum or growing its customer base in relation to other providers? (e.g., "Is there a consistent waiting list for the service?")
- Can you clearly define the community, individual, environmental and/or economic benefits realized as a result of the service?
- Does agency staff have superior technical skills needed for quality service delivery?
- Does the agency have the ability to conduct necessary research, pre and post participation assessments, and/or properly monitor and evaluate service performance therefore justifying the agency’s continued provision of the service? (Benchmarking performance or impact to community issues, values, or vision)
- Are marketing efforts and resources effective in reaching and engaging the target market?

Alternative Coverage

Alternative Coverage is the extent to which like or similar services are provided in the service area to meet customer demand and need. If there are no other large (significant), or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as “low coverage.” Otherwise, coverage is “high.”

Unfair Competition

It has become somewhat challenging to draw a line of demarcation between those services that are recognized to be the prerogative of the private sector and those thought to be the responsibility of the public sector. Overlap of service production and provision are common. A continuing problem today is the lack of clarification between what sector should be producing or providing which services, therefore, developing boundaries. What is needed is the reshaping of how public and private sector agencies work independent of each other or together in a more effective way, becoming complementary rather than duplicative.

Service lines are blurred due to a variety of factors. Whether it is due to the emergence of new services not previously offered, in response to customer demand, or due to reduced availability of public funds and greater dependence on revenue generation, these blurred lines sometimes result in charges that the public sector engages in unfair competition practices by offering similar or like services to those of the private sector. These charges result from the resource advantages the public sector has over the private sector including, but not limited to, immunity from taxation and the ability to charge lower fees for similar or like services due to receipt of subsidy dollars.

Recommended Provision Strategies - Defined

Affirm Market Position – a number (or one significant) of *alternative provider(s)* exists, yet the service has *financial capacity* and the agency is in a *strong market position* to provide the service to customers or the community. **Affirming market position** includes efforts to capture more of the market and investigating the merits of competitive pricing strategies. This includes investment of resources to realize a financial return on investment. Typically, these services have the ability to generate excess revenue.

Advance Market Position – a smaller number or no *alternative providers* exist to provide the service, the service has *financial capacity*, and the agency is in a *strong market position* to provide the service. Primarily due to the fact that there are few if any alternative providers, **advancing market position** of the service is a logical operational strategy. This includes efforts to capture more of the market, investigating the merits of market pricing, and various outreach efforts. Also, this service may be an excess revenue generator by increasing volume.

Divestment – the agency has determined that the service does not *fit* with the agency's values and vision, and/or the agency has determined it is in a *weak market position* with little or no opportunity to strengthen its position. Further, the agency deems the service to be contrary to the agency's interest in the responsible use of resources; therefore, the agency is positioned to consider **divestment** of the service.

Investment – **investment** of resources is the agency's best course of action as the service is a *good fit* with values and vision, and an opportunity exists to strengthen the agency's current *weak market position* in the marketplace.

Complementary Development – the service is a *good fit*, a number of or one significant *alternative provider(s)* exists which provide the service, the agency is in a *strong market position* to provide the service, yet it does not have *financially capacity* to the agency. **“Complementary development”** encourages planning efforts that lead to complementary service development rather than duplication, broadening the reach of all providers. Although there may be perceived market saturation for the service due to the number or like services of alternative providers, demand and need exists justifying the service’s continued place in the market.

Collaboration – the agency determines that the service can be enhanced or improved through the development of a collaborative effort as the agency’s *current market position is weak*. **Collaborations** (e.g., partnerships) with other service providers (internal or external) that minimize or eliminate duplication of services while most responsibly utilizing agency resources are recommended.

Core Service – these services *fit* with the agency’s values and vision, there are few, if any *alternative providers*, yet the agency is in a *strong market position* to provide the service. However, the agency does not have the *financial capacity* to sustain the service outside of General Fund support and the service is deemed to not be economically viable. These services are **“core” to satisfying the agency’s values and vision** typically benefiting all community members, or are seen as essential to the lives of under-served populations.

Service Assessment Glossary of Terminology

Ability - the quality or state of being able; power to perform; competence in doing.

Adequate - sufficient for a specific requirement; reasonably sufficient.

Capacity - the potential or suitability for accommodating; the maximum amount or number that can be contained or accommodated; the facility or power to produce, perform, or deploy; capability.

Quality - meeting or exceeding expectations; degree of excellence; superiority in kind.

Superior - of higher rank, quality, or importance; excellent of its kind.

Target Market – the specific market of a service (e.g., age, sex, race/ethnicity, education level, ability level, residence).

Resulting Service Provision Recommendations

This intensive review of organizational services led to the identification of those services that are “core” to the values, vision, and mission of the Department. It also identified those services recommended to divest, those to advance or affirm market position, and those for collaboration or complementary development. **Appendix F** shows the entire Palm Springs Parks and Recreation Department Services Matrix.

Department Staff Workshop – May 13, 2010

- Presentation of the Service Assessment Methodology
 - Identification of Department Services including programs and facilities through an internal Services Analysis
 - Introduction to the Alternative Providers Services Analysis form
 - Processing each of Palm Springs' services through each of the Service Matrix filters
 - Identification and discussion of resulting provision strategies
 - Confirmation of the Department's current Mission Statement

The underlying philosophy of the **Service Assessment** is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers unable to increase the quality and cost-effectiveness of customer services. The Assessment also included management strategies intended to assist the Department in its provision of these services in the future.

The resulting provision strategies recommend the collaboration or divestment of:

- Living Tree Donation Program (because of being in a weak market position).
- ADA or Inclusionary services (because the staff is not adequately trained, but there is no alternative coverage for City programs and facility usage, and reasonable access is mandated by Federal laws – staff needs to be trained or find a partner).
- Volunteer Program (because there is great expense and process to managing this program, and there is high alternative coverage; however, to increase the opportunities for this kind of alternative funding resource, the City should review its policies).
- Miscellaneous Enrichment Program (because of being in a weak market position with high alternative coverage).
- Leagues at the JOJDHUC (because of being in a weak market position with high alternative coverage).

The assessment identified the following services as “core services”:

- Non-programmed drop-in use (except for open swimming, as this is the only public pool in the City and is therefore recommended to advance its market position).
- Park services (except for banners and decorations, as the City is the main provider in public spaces charging a fee, and is therefore recommended to advance its market position).

*The “**Service Assessment**” was specifically adapted by GreenPlay from the MacMillan Matrix to help public agencies assess their services against changing market conditions and community needs. This straightforward but **innovative proprietary methodology and tool** is invaluable for making tough resource allocation decisions, assessing market strength or weakness, identifying collaborations, divestments and service advancements.*

Summary of Key Findings

The economic conditions facing the City and the Parks and Recreation Department warranted a circumspect and sustainability focus for the recommendations for the next three to five years. The following themes were identified:

- **Positioning and Preparatory** – intended to be immediate and short-term recommendations and action steps that are designed to assist the Department through the current financial turbulent times. These recommendations focus on:
 - Sustainability
 - Exploration
 - Planning

- **Bold and Visionary** – longer-term recommendations and action steps are intended to follow the immediate financial recovery period and may extend well into the next master plan cycle. These recommendations deal with:
 - Capacity Issues
 - Capital Improvement Program (CIP) - post economic recovery plan
 - Next Master Plan Update

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VII. Recommendations and Action Steps

Limitations and Constraints

During the course of developing this master plan, the City experienced a serious financial crisis, resulting in major budget cuts and a substantial reduction in force. The entire City was affected. Thus, the direction of the recommendations shifted to focus on short-term sustainability and long-term growth and development. The Master Plan's vision, as discussed with the Parks and Recreation Commission during the Findings presentation and Visioning workshop, is to "maintain what we have" as the priority. The exception is where development could produce a new revenue stream, dedicated to the financial sustainability of the Parks and Recreation Department, and positively impact the local economy through increasing tourism.

Master Plan Recommendations

In 2014, the Parks and Recreation Master Plan Subcommittee concluded that the *Recommendations and Action Steps* outlined in the Master Plan may be addressed through a combination of staff and Commission actions. The Commission provided an annotated list of these recommendations with their best guess of what Parks and Recreation Commission subcommittee(s) would be responsible for providing input to staff resolution of the issues raised herein. Where the Commission is identified, they intend to assign the specific issue to an existing subcommittee, or create a new subcommittee if the issues do not fall into one of their existing subcommittees.

Currently the Parks and Recreation Commission has six subcommittees:

- Master Plan (consider disbanding until next update)
- Dog Park
- Code Enforcement
- Parks Assessment
- Events
- Sustainability

To address some of the issues raised in the Master Plan a Finance subcommittee may be added.

Sustainability Focus

For the purpose of this master plan, sustainability, is defined as strategies to maintain the current level of service provided by the Park and Recreation Department to the citizens of Palm Springs. Strategies may include preservation measures, improving efficiency, re-purposing resources, or pursuing alternate provision strategies, and short-term capital investments.

Parks and Recreation Staff:

- On an ongoing basis, implement the following service provision strategies as determined by the recently conducted “Service Assessment” for each program or service:
 - Focus on *Core Services*
 - Advance or affirm market positions
 - Pursue divestment or collaboration with other viable service providers
 - Substitute services to be divested with those requested through the community-wide survey and vetted through the service assessment process
- Pursue a marketing campaign, establish a dedicated/enhanced advertising budget allocation; use and monitor social media avenues to target specific markets.
- Review and streamline the internal approval processes for marketing materials.
- Review and streamline the volunteer recruitment, background check, and utilization process, especially with the neighborhood organizations who assist with major special events.

Sustainability Subcommittee:

- Work with the Sustainability Commission and in alignment with the Non-Motorized Transportation Plan. Advocate for and provide input on the existing condition of bicycle lanes, recommending additional streets where new lanes may be added, and improve striping and signage on bicycle lanes (approximately \$5,000 per mile to improve), by having a seat at the table for these city-wide road improvement discussions.

A new **Finance Subcommittee** would focus on advocating for, researching, and identify funding sources for the following master plan recommended actions:

- Implement the ADA transition plan (for accessible facilities and spaces, as well as for accessible programs and services) as required.
- Conduct a tree inventory and planting of trees or other shade structures.
- Refrain from subsidizing programs, not intended as income-producing events, which are primarily attended by non-residents, as this is not a sustainable service delivery model for the City.
- Emphasize the identification and use of alternative funding sources as a sustainable revenue stream:
 - Consider funding a grant writer.
 - Consider creation of a non-profit 501 (c)(3) fundraising foundation to support parks and recreation projects and services.
- Fund CIP (Capital Improvement Projects) for park enhancements including the following investments to sustain and enhance the current level of service such as to loop walks, board/table games, shade trees, awnings or additional shading, pergolas, water play to replace water turtles, lighting playgrounds and courts for night play, etc.

- Begin a process of funding deferred maintenance issues at each park, for example: repair, renovation, or replacement of broken drinking fountains and water turtles, missing benches, and missing basketball hoops or volleyball nets, and parking lots. Focus on the components scoring “below expectations” during inventory visits for this Master Plan (provided as staff level document) and identified on an ongoing basis as parks are assessed quarterly in the future.
- Explore the allocation of Measure “J” funding to address deferred maintenance and other CIP projects, and to specifically offset expenses incurred through parks and recreation managed special events and the Department’s contribution to other community events like VillageFest. Track the amount of staff time and resources dedicated to these activities which divert those resources from other park and recreation mission-led and community desired programs and services, and which may contribute to increased deferred maintenance. Prioritize uses for Measure “J” funding. (This is intended to replace Measure Y funds non-longer designated for this purpose and is suggested in place of a pro-rata share of the Transient Occupancy Tax [TOT]).
- Building on the city-wide fee study to be conducted in 2014, consider developing a cost recovery and resource allocation philosophy and policy to specifically address the intricacies of the parks and recreation revenue generation – ongoing process and \$25-45,000, to hire an outside consultant to facilitate the process.

Dog Park Subcommittee:

- Create partnerships with local dog clubs to “police” the dog park through less formal peer pressure.
- Review the current policy regarding amenities, including furniture, in dog parks.
- Add or identify Dog off Leash Areas (DOLA) or “Dog Friendly Areas” (these will likely require an ordinance change to the leash law), dog stations, and positive signage (versus restrictive language signage – “Dogs Allowed!” versus “No Dogs”) in some major parks. Work with existing neighborhood/homeowner groups in the process.
- Acquire and develop additional parkland acreage as designated dog areas or dog parks at a location to be determined – approximately \$100-\$200,000 per acre for a dog park, which should be two to three acres for a cost of between \$250-\$500,000 total development costs (does not include land acquisition cost). Work with existing neighborhood/homeowner groups in the area under consideration in the process.

Exploratory Focus

Parks and Recreation Staff:

- Conduct a comprehensive feasibility study to determine viability, construction costs, annual operational budget, five year pro-forma, economic impact, return on investment, and financing options for a sports tournament venue (to attract competitive sports tournaments).
 - Allocate budget resources for the comprehensive Feasibility Study – approximately \$35-50,000 plus architectural services.
 - Develop a request for proposal.
 - Identify potential sites and acquisition costs.
 - Conduct a market tolerance survey to identify the community’s willingness to invest – approximately \$20,000.
 - Conduct the feasibility study (including marketing and business plans, financing and partnership plan).
 - Resolve the sport focus issue of diamond only sports, versus both diamond and rectangle sports.

- Explore the possibility of a multi-city and/or bi-agency (Desert Recreation District) partnership, and/or work collaboratively to avoid unnecessary duplication, to own, develop, operate, manage or use and promote a revenue positive sports tournament enterprise venue benefitting the Coachella Valley as well as the City of Palm Springs.

- Explore the possibility of partnering for a soccer venue as a potential solution to solving the field and level of service deficiency in the northeast portion of the City.

Community/Advocacy Subcommittee:

- Examine opportunities for partnerships with the Boys & Girls Clubs, the senior centers, the Health Care District, local hospital, and other alternative providers to develop programming that connects to community issues like obesity, nature deficit, developing responsible citizens, healthy aging, and latch-key children.

- Continue to look for opportunities to preserve land, including opportunities in the Chino Cone.

Sustainability Subcommittee (working with the City’s Sustainability Commission):

- Investigate “Bike Friendly City” designation and the requirements from Bike Friendly America.

- Coordinate with the valley-wide group on the CV Link project (also known by others as the Whitewater Trail project) so that Palm Springs’ interests are represented in the planning efforts, and that trail spurs and connections (like Tahquitz Creek) within the City and funding for development, operations and maintenance are addressed.

Planning Focus

Parks and Recreation Staff:

- Consider developing a succession plan for key parks and recreation staff.

Event Subcommittee (assist staff):

- Coordinate with Palm Springs Unified School District on use of high school auditorium as a result of City funding contribution for the expansion/enhancement of a performing art venue.

Sustainability Subcommittee:

- Coordinate *Parks and Recreation Master Plan* trail development recommendations with Complete Streets design through discussions with Engineering, Public Works and Planning. (Complete Streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work).
- Enhance recreational trail experiences by not only adding more trails where possible, but by connecting existing trails together to form a network. Enhancements to existing trails should include development of standards for better identification of trailheads, better signage and wayfinding, and the provision of waysides along trails with benches, shade, and interpretive signage.
- Enhance the recreation trailhead experience by providing more developed facilities that improve public access (examples include: providing kiosks with maps and trail information restrooms, drinking fountains, bike parking, seating, shade, etc.).
- Evaluate equestrian trails and use to determine appropriate level-of-service for the future. Include consideration of the Tahquitz Creek Trails Master Plan in the evaluation.

Parks Assessment Subcommittee:

- Address the possible level of service deficiency in any area as indicated by the GRASP® analysis (the methodology used to analyze the level of service provided by the parks and recreation inventory). While no major issues surfaced during the public process associated with this study, it may warrant further investigation as to possible reasons and/or solutions for service to residents in particular areas of the city.
- Begin a process of updating the site master plans for each park in the system. This planning effort could be completed at an approximate cost of \$5,000 to \$20,000 per park. The master plan should address current park features and components, park configuration and current trends, and consider such things as lighting, shade, restrooms, sustainable best practices, etc. This process has begun at both Demuth Park and Desert Highland Park. Coordinate with and include the 33 different Palm Springs Neighborhood Involvement Committees (PSNIC) in the design and upgrading of neighborhood parks and services.

- Conduct a tree inventory and mapping graphic regarding shade and demonstrate the importance and relevance of the shade canopy - plant 40 to 50 trees per acre of shaded area desired, for a cost of approximately \$10,000 per acre of area to be shaded. This should be completed prior to completing the tree planting plan prior to further investment and planting replacement or added level of service improvements so the City can prioritize areas of need.
- Develop a plan, including establishment of standards, for adding, replacement or upgrades to park restroom facilities.
- Minimize safety issues
 - Increase police or supervisory presence – identify cost to City for staffing or to outsource.
 - Install security lighting where appropriate to reduce or deter vandalism at park restrooms.
 - Install security cameras where appropriate to reduce or deter vandalism at park restrooms. (The City is in process of installing cameras at park restrooms and Skate Park).
 - Plan park development using Crime Prevention through Environmental Design (CPTED) principles. *“Cities and Counties throughout the country are adopting CPTED ordinances requiring site plan reviews with crime prevention in mind. Law enforcement officers who are specially trained in CPTED are now working closely with Planners, Architects, City Officials, and Educators to ensure the proper design of structures, schools, and neighborhoods,”* (as well as parks and park amenities).

Master Plan Subcommittee:

At the appropriate time, reinstate the **Parks and Recreation Master Plan Subcommittee** to assist Staff with the next update of the Parks and Recreation Master Plan

- Update every five years at a cost of approximately \$75-125,000 including the survey, updating GIS inventory, performing a gap analysis, and analyzing demographics trends.
- Conduct a community interest and unmet need survey altering the timing so that more second home owners are included in the respondents; coordinate with the local planners and city officials to determine when this occurs.
- Include more involvement with the Native Americans and local governing tribes.

Capacity Issues

Parks and Recreation Staff and City Council:

- Conduct staffing study to assume that job descriptions and duties are appropriately aligned with current level of service. Staffing levels have been dramatically increased from fiscal year 2011-2012 to 2012-2013. Over twelve positions, or 40 percent of the fulltime equivalent workforce, have been added back to the Department. The survey indicated that the community is satisfied with the current overall level of service.

- Review calculation of park acreage. In order to meet the current standard now, and as the population increases, suitable and desirable land dedication from developers, or fees in lieu for purchase of land or development or redevelopment of existing parcels should continue to be collected. In addition, should opportunities present themselves for acquisition (as in the case of a private golf course closing, or a 40-60 acre parcel for the sports tournament venue become available), the City should purchase additional park land.

In order to have growth pay its own way, the current requirement of five acres per 1,000 residents should be maintained, and three fifths of the collective requirement for land and/or fees-in-lieu, minimally, must generate actual land and not fees-in-lieu, unless the fees are used to purchase a like amount of land for park purposes.

Parks Assessment Subcommittee:

- Based on actual population growth, plan for additional park amenities to maintain current level of service, as shown in the capacity chart.
- Focus future development on areas where the needs are under the threshold minimum, and focus new services and capital investments on the un-met needs identified through the community survey.
- Coordinate the use of public schools to help solve an underserved level of service area, especially to improve walkability. Consider employing the Learning Landscapes Concept (**Appendix G**).
- Consider more pocket parks, street convergences, and parking spaces or public right-of-ways as opportunities to improve walkable level of service, taking care to accurately identify costs and provide funding for maintenance and other on-going costs to care for these small parcels.
- Consider portable or temporary parks as opportunities to improve level of service (like the Downtown “Marilyn Park”) taking care to accurately identify maintenance and other on-going costs to care for these small parcels. Identify funding source for these new expenses.

Capital Improvement Projects (CIP - post economic recovery plan)

Parks and Recreation Department staff (with assistance from **Parks Assessment Subcommittee**)

- Develop the sports tournament venue – total cost TBD. *Cost for identifying land for acquisition: staff time. Cost for master plan for park: \$7,500 to \$20,000 depending on scope of services.*
 - Implement the financing plan or capital campaign.
 - Acquire land.
 - Design/Build.
 - Develop an ongoing strategy for covering capacity costs.
 - Develop facility management and grand opening plans.
 - Operate the sports tournament venue as a true Enterprise Fund (so the venue can be self-sustaining and self-maintaining).
 - Consider the TOT directly attributable to this venue for general parks and recreation services for the City.

- Review and prioritize all indoor improvements throughout the system.
- Consider a redevelopment plan for both Demuth and Desert Highland Park's fields for local recreational use and to complement the creation of a sports tournament venue.
- Acquire and develop trail connections – approximately \$300,000 per mile for a full-width mixed use concrete path, and \$150,000 per mile for a crusher-fines path. This does not include acquisition costs.
- Include lighting for night time use, trees and other shade structures in current parks and when developing new parks or updating existing parks; and assure sustainable environmental best practices (like deep root watering and the expansion of the use of reclaimed water) are followed.
- Work with the private parties to develop policies for the management and use of the ***Downtown Event Venue***.

Appendix A – Palm Springs Community Needs Survey

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City of Palm Springs Parks and Recreation Master Plan Survey Final Results

MAY 2010

Prepared for:

City of Palm Springs

GreenPlay LLC

Prepared by:

RRC Associates, Inc.

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INTRODUCTION / METHODOLOGY

The Master Plan Survey was conducted entirely through a mailback methodology sent to 5,109 randomly selected households located within the City boundaries of Palm Springs. Community outreach was undertaken (including coverage in the local media, public meetings, etc.) in the effort to encourage broad participation in the survey. Completed mail surveys totaled 609 out of a net estimated 4,461 delivered (648 were returned "undeliverable" due to invalid addresses and/or residents who have moved and no longer reside at a particular address). This represents a response rate of approximately 13.7%, with the sample of 609 responses having a margin of error of approximately +/- 3.97 percentage points calculated for questions at 50% response¹.

The primary list source used for the mailing was a third party list purchased from Melissa Data Corp., a leading provider of data quality solutions with emphasis on U.S., Canadian, and international address and phone verification and postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources such as utility billing lists.

¹ For the total sample size of 609, margin of error is +/- 3.97 percent calculated for questions at 50% response (if the response for a particular question is "50%"—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

RESPONDENT PROFILE

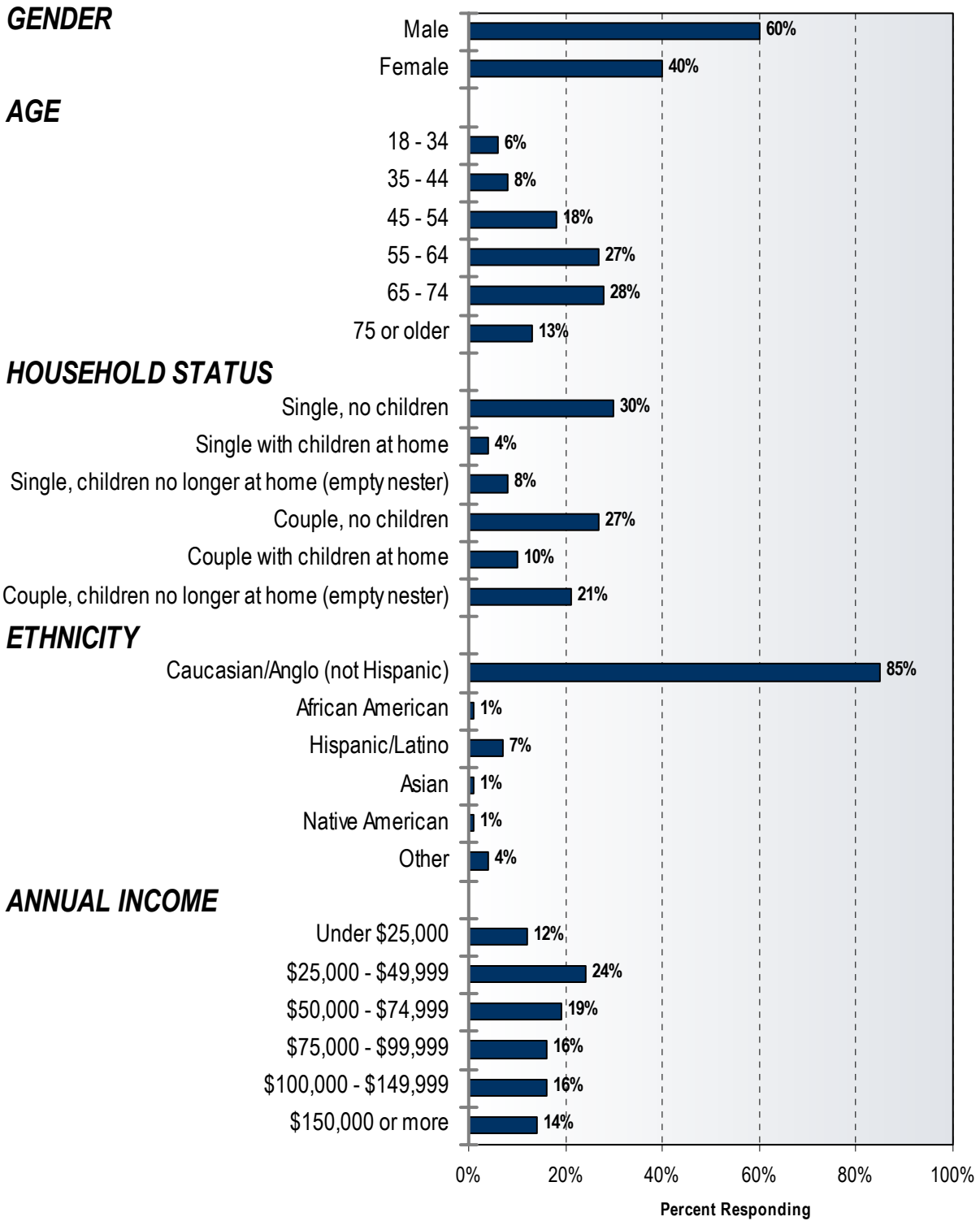
The age profile of survey respondents is distributed as follows: 6 percent are under 35 years old, 8 percent between 35 and 44 years, 18 percent between 45 and 54 years, 27 percent between 55 and 64 years, 28 percent between 65 and 74 years, and 13 percent 75 years or over.

Thirty percent of responding households are single without children, followed by 27 percent couples without children, 29 percent empty-nester households (couples and singles with children no longer at home), and 14 percent are singles or couples with children at home. Eighty-five percent are Caucasian, 7 percent Hispanic/Latino, and 1 percent each Native American, African American, and Asian or Asian American. In regards to household income, 36 percent of responding households had annual incomes less than \$50,000, 35 percent were between \$50,000 and \$100,000, and 30 percent were over \$100,000.

The majority of respondents consider their home in Palm Springs to be their primary residence (83 percent of overall respondents), with 15% being second homeowners. Of those who consider their home in Palm Springs to be a second home, almost half (47 percent) reside elsewhere in California permanently, 13 percent are from Washington, 9 percent from Oregon, and 5 percent from Canada. Locally, approximately 42 percent of respondents live in South Palm Springs, 30 percent in North Palm Springs, and 27 percent in Central Palm Springs. Forty-four percent of respondents have lived in their home area for more than 10 years with an average length of residency being almost 14 years.

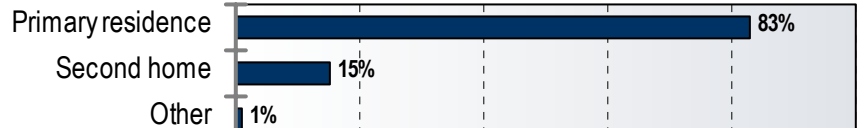
Initially, weighting of the survey data was considered in order to adjust for underrepresentation of second homeowners, Hispanic/Latinos, and younger age segments in the sample and overrepresentation of some older age segments. However, it was concluded that weighting up second homeowners (and subsequently weighting down older age segments) would counteract each other and result in an age and ethnic profile similar to the unweighted results, since second homeowners are typically ethnically less diverse, older, and more affluent. As such, the decision was made not to apply a weighting correction to the data.

**FIGURE 1
RESPONDENT DEMOGRAPHICS**

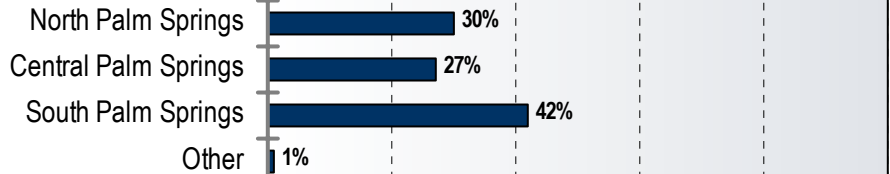


**FIGURE 2
HOUSEHOLD CHARACTERISTICS**

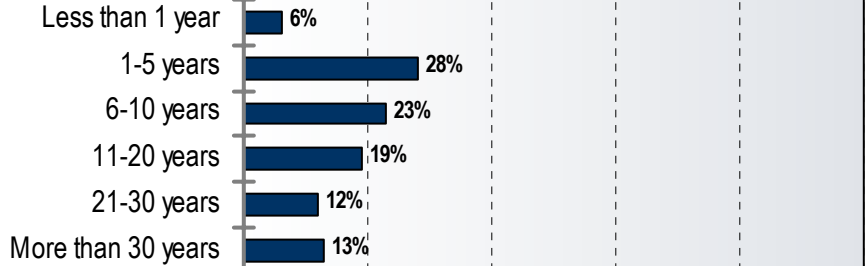
PRIMARY RESIDENCE / SECOND HOME



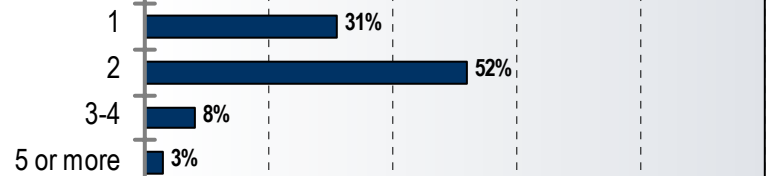
LOCATION OF RESIDENCE



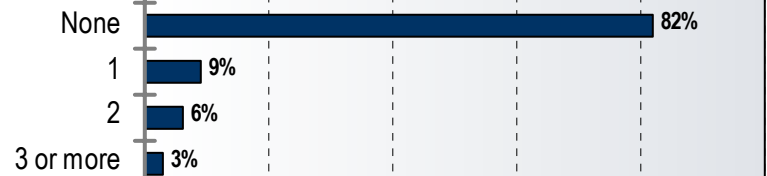
LENGTH OF TIME LIVED IN PALM SPRINGS



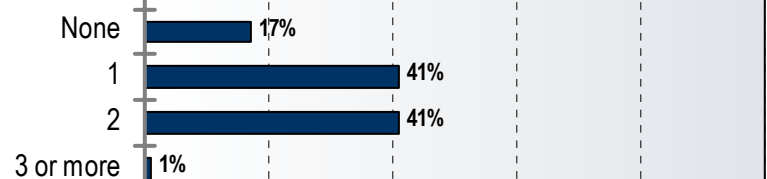
TOTAL PEOPLE IN HOUSEHOLD



PEOPLE IN HOUSEHOLD UNDER AGE 18



PEOPLE IN HOUSEHOLD OVER AGE 55



0% 20% 40% 60% 80% 100%
Percent Responding

HIGHLIGHTS FROM THE ANALYSIS OF RESULTS

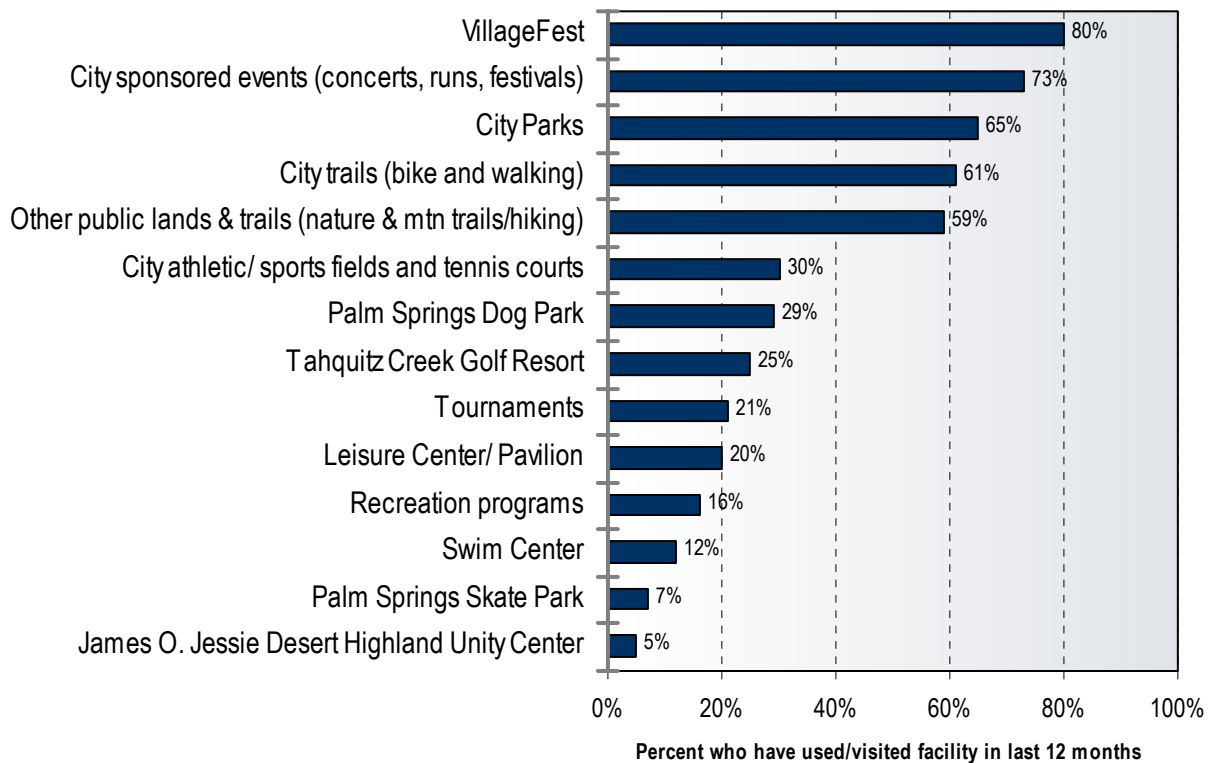
Key findings from the study are summarized below. Additionally, several of the questions on the survey form allowed respondents to “write in” their response or comment. Major themes that emerge from the comments are summarized in the report, while a complete set of the comments is provided as an appendix section.

Current Programs and Facilities

Usage levels

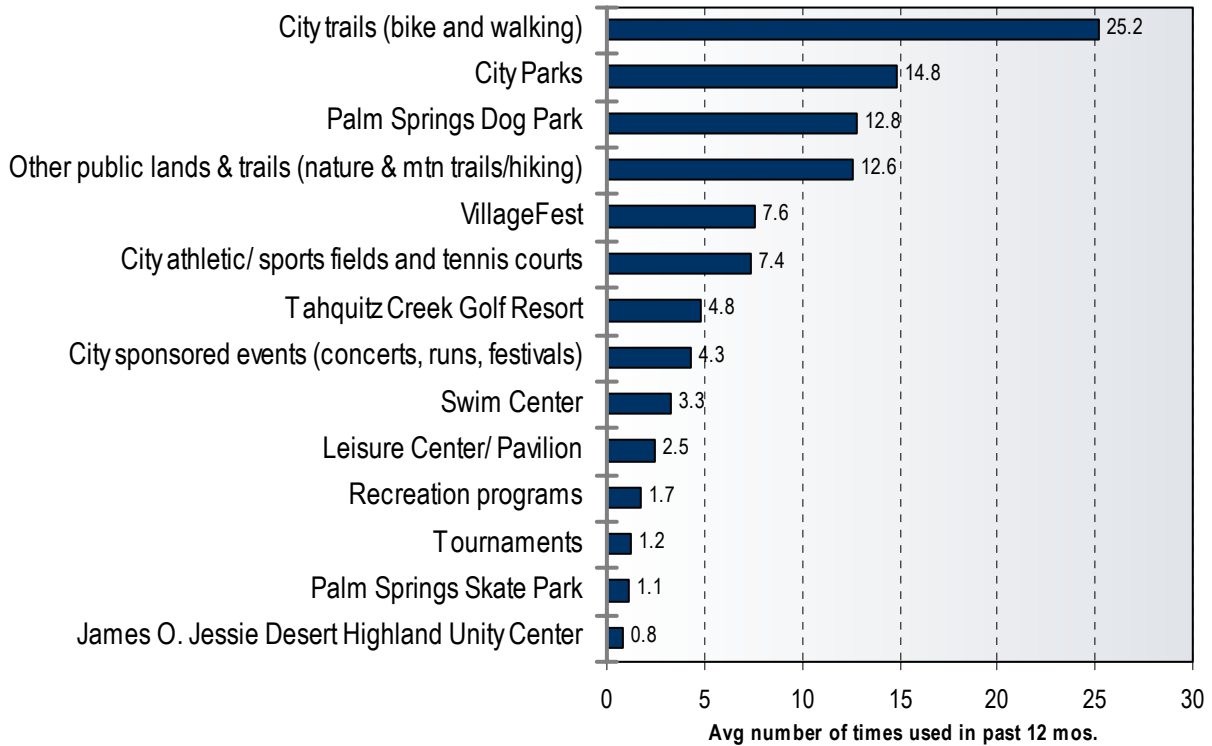
Special events, parks, and trails in Palm Springs are visited or used by the greatest proportion of respondents. Eighty percent of respondents have been to VillageFest once in the last 12 months, followed by other City-sponsored special events (73 percent of respondents), City parks (65 percent), City trails (61 percent), and other public lands and trails (59 percent).

**FIGURE 3
CURRENT USAGE OF CITY OF PALM SPRINGS FACILITIES AND PROGRAMS
PERCENT USING AT LEAST ONCE IN LAST 12 MONTHS**



Frequency of usage or visitation among respondents is by far greatest for City trails (average usage of 25.2 times in the past 12 months, or a little more than twice a month). Other frequently used facilities include City parks (14.8 times in the past 12 months), Palm Springs Dog Park (12.8 times), and other public lands and trails (12.6 times).

FIGURE 4
FREQUENCY OF PARTICIPATION AT THE FOLLOWING AREAS IN THE LAST TWELVE MONTHS



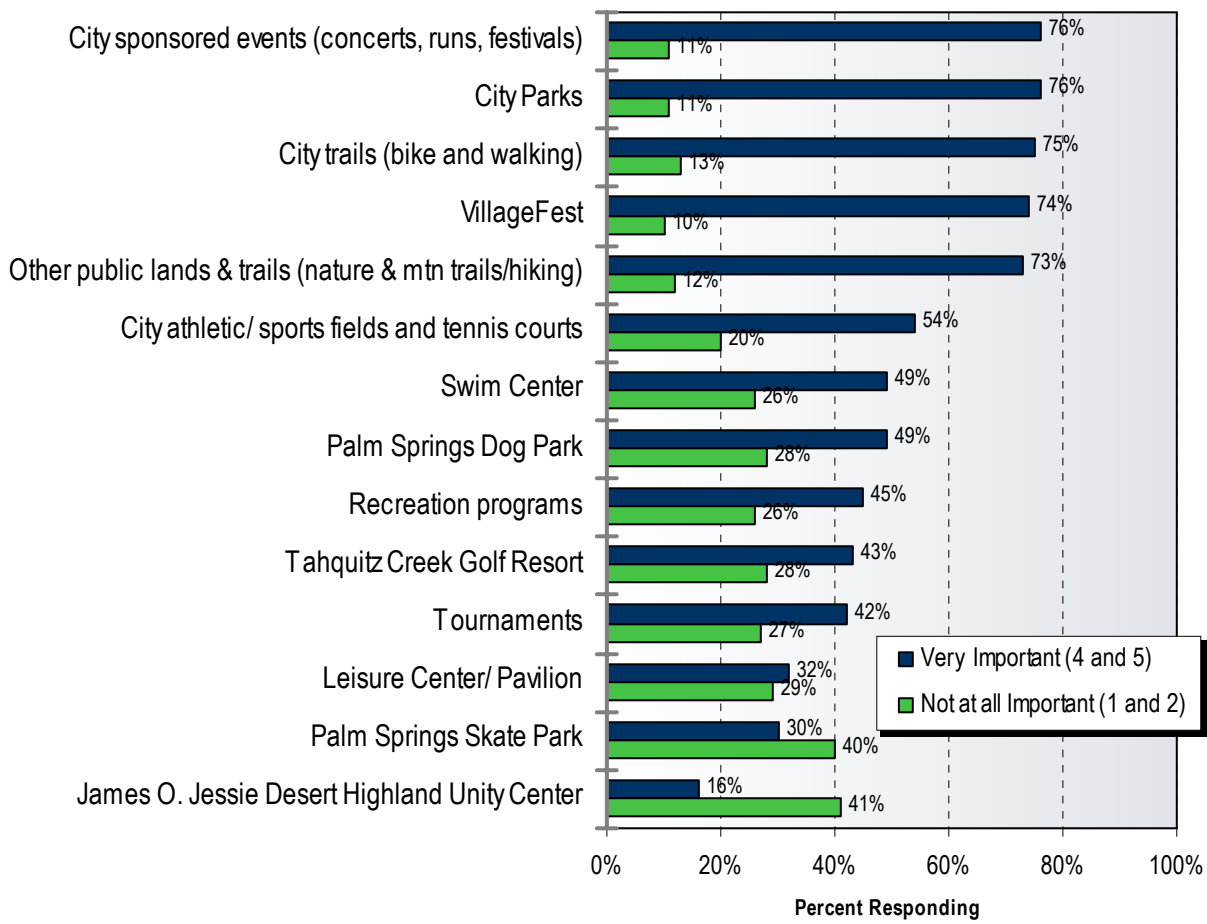
Importance to the community

Respondents were asked to indicate how important each of the current facilities is to them and their family. While most options are rated as being relatively important, the following are rated the highest overall:

- City-sponsored events (76 percent of respondents rate them “very important,” a 4 or 5 on a 5-point scale)
- City parks (76 percent)
- City trails (75 percent)
- VillageFest (74 percent)
- Other public lands and trails (73 percent)

While some facilities (which fill a need for a more targeted or narrower population) may be less important to the community as a whole, they are, nevertheless, very important to those certain segments of the population that have such a need, such as the Palm Springs Dog Park, the Palm Springs Skate Park, Tahquitz Creek Golf Resort, and the James O. Jessie Desert Highland Unity Center.

FIGURE 5
IMPORTANCE OF PARKS AND RECREATION FACILITIES TO YOUR HOUSEHOLD



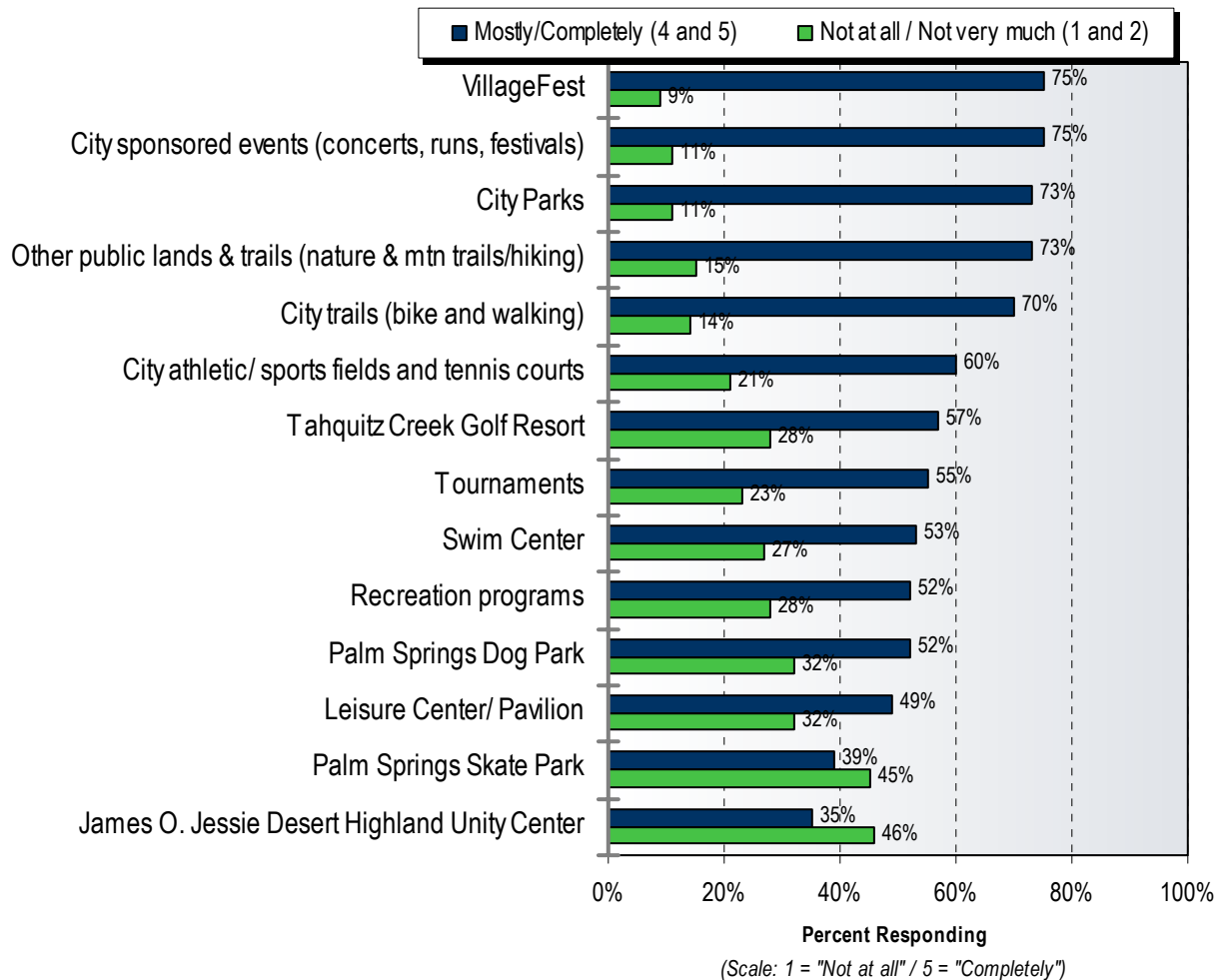
(Scale: 1 = "Not at all Important" / 5 = "Very Important")

Parks, recreation facilities, and programs in Palm Springs currently meeting the needs of you and your family

Similar to what is important to respondents, the same top five amenities also receive the most positive satisfaction ratings:

- VillageFest (75 percent “mostly/completely” meeting need, 4 or 5 on 5-point scale)
- City-sponsored events (75 percent)
- City parks (73 percent)
- Other public lands and trails (73 percent)
- City trails (70 percent)

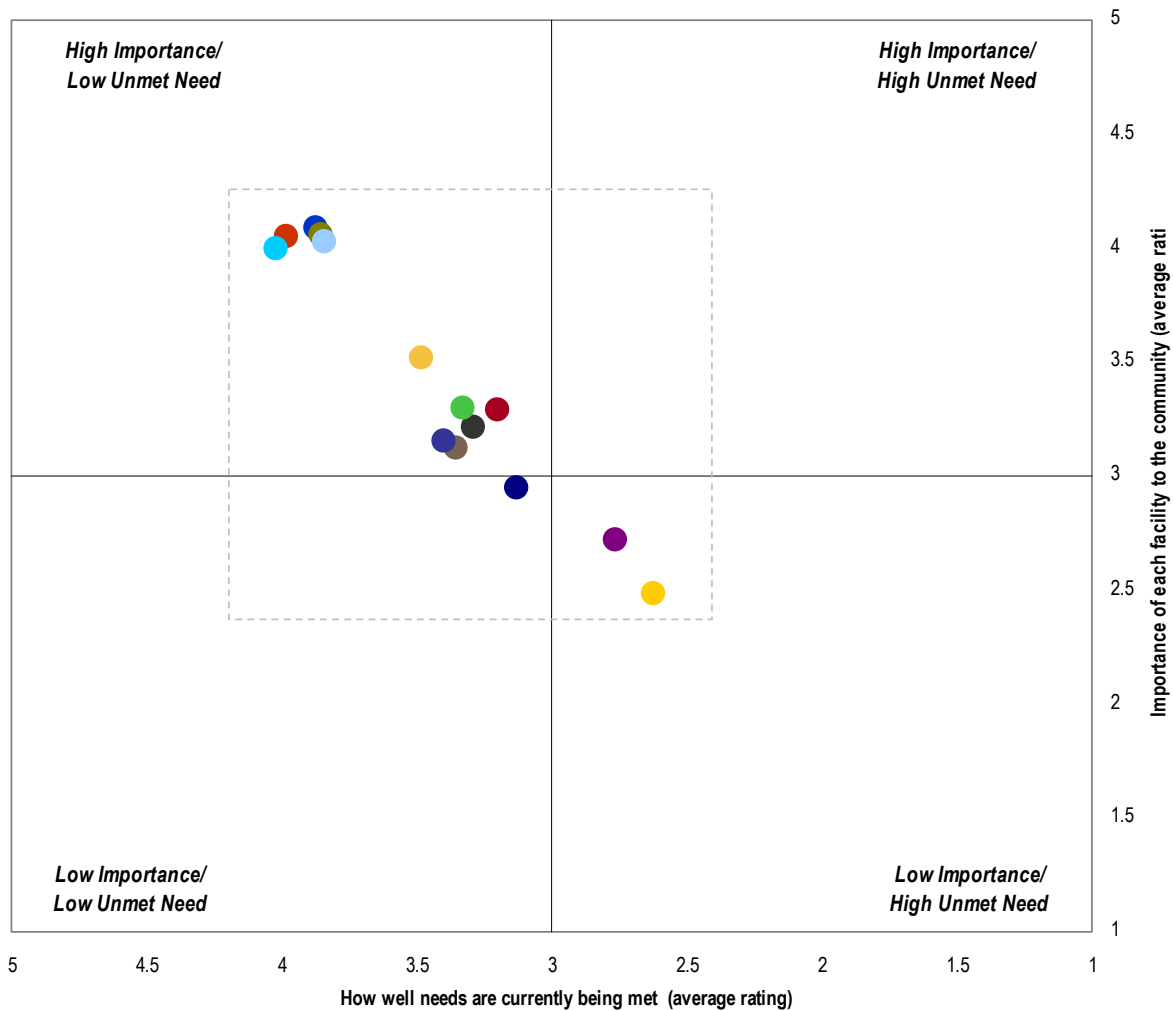
FIGURE 6
HOW SATISFIED ARE YOU THAT PARKS, RECREATION FACILITIES, AND PROGRAMS PROVIDED IN PALM SPRINGS ARE CURRENTLY MEETING THE NEEDS OF YOU AND YOUR HOUSEHOLD?



Importance-Satisfaction Matrix

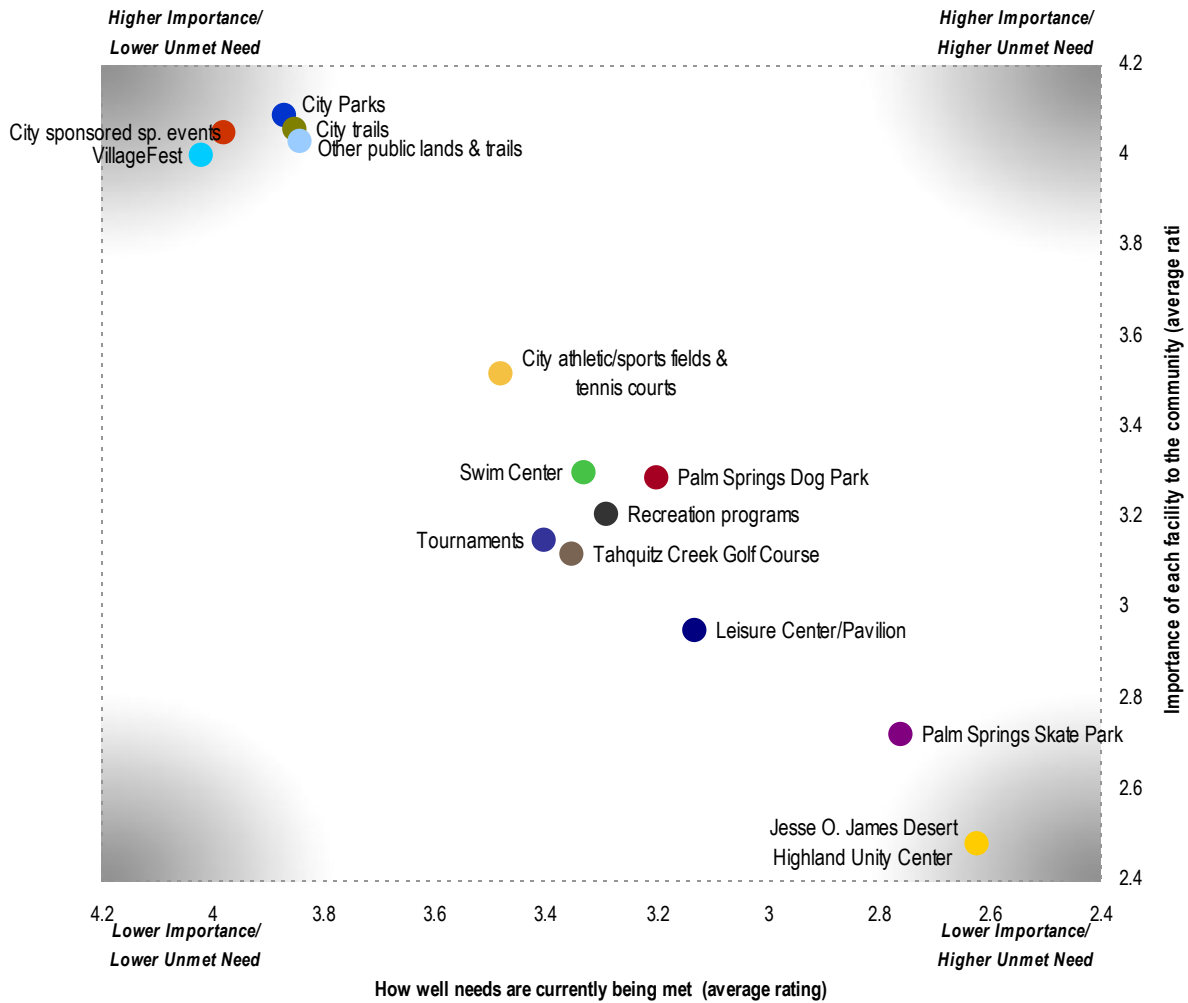
It is also instructive to compare and plot the importance scores against the satisfaction scores in an “importance-satisfaction” matrix. As illustrated in the following figure, the majority of facilities and programs listed in the survey fell into the “high importance / low unmet need” quadrant (based on a 5-point scale, dividing the quadrants by the scale’s mid-point of “3”). It is also helpful to look at a smaller scale representation of the same data in order to determine more detailed positions of each location in comparison to each other (see Figure 7b for a detailed view of the dotted area indicated below in Figure 7a).

FIGURE 7a
IMPORTANCE/SATISFACTION MATRIX



As indicated, note that the top five facilities listed previously as meeting the needs of the community are also considered the most important to the community (VillageFest, City-sponsored special events, City parks, City trails, and other public lands and trails). Facilities and programs located in the middle of the figure, such as City athletic/sports fields and tennis courts, swim center, Palm Springs Dog Park, recreation programs, tournaments, Tahquitz Creek Golf Course, and the Leisure Center/Pavilion, may represent an opportunity for the City to improve on, with slightly higher importance to the community, but similar levels of unmet need.

FIGURE 7b
IMPORTANCE/SATISFACTION MATRIX

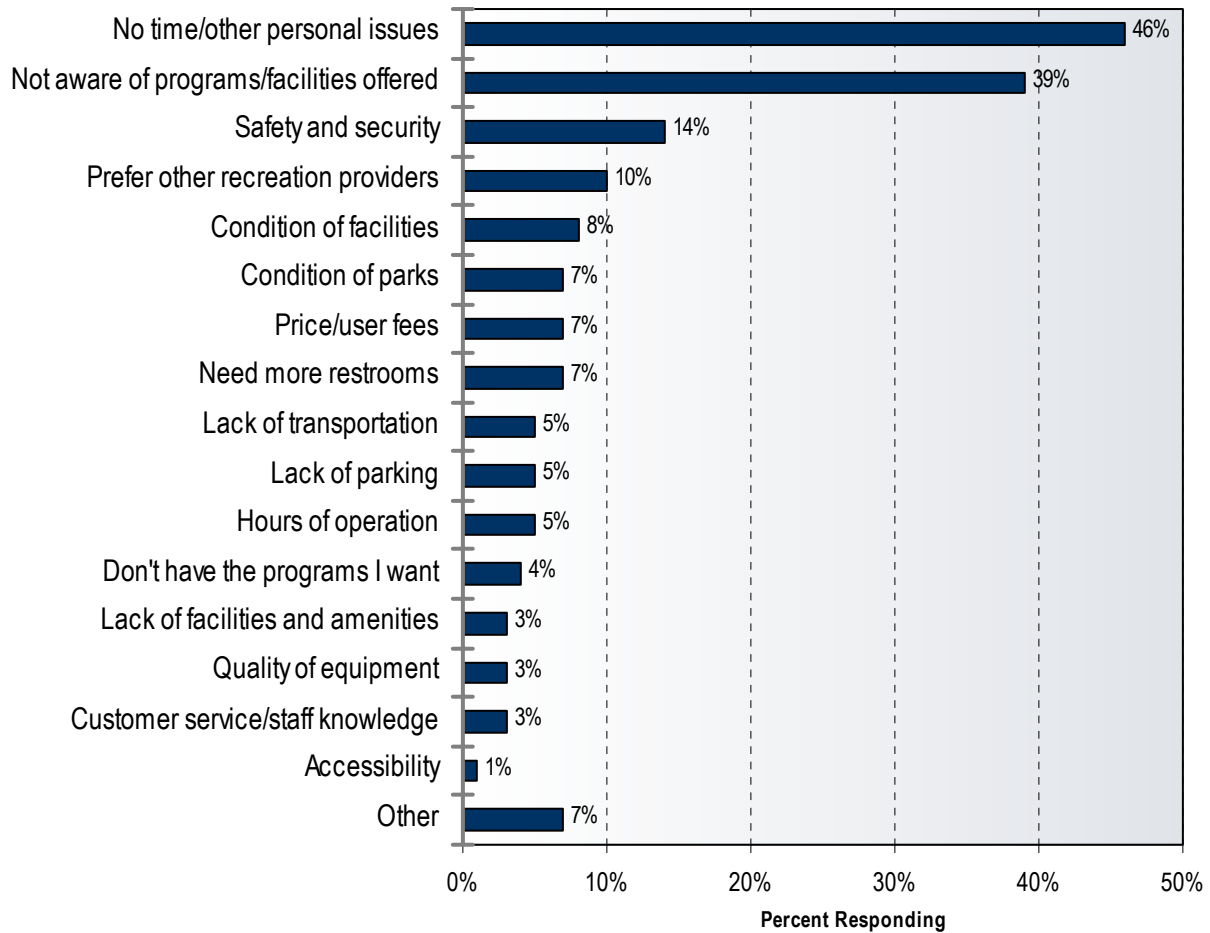


If you do not use Palm Springs parks and recreation facilities, why not?

When asked why they do not use Palm Springs parks and recreation facilities, many respondents indicated no time / other personal issues (46 percent of respondents) and not aware of programs/facilities offered (39 percent) most often.

Also indicated by respondents are safety and security (14 percent), preference for other recreation providers (10 percent), condition of facilities (8 percent), condition of parks, price/user fees, and need for more restrooms (each with 7 percent).

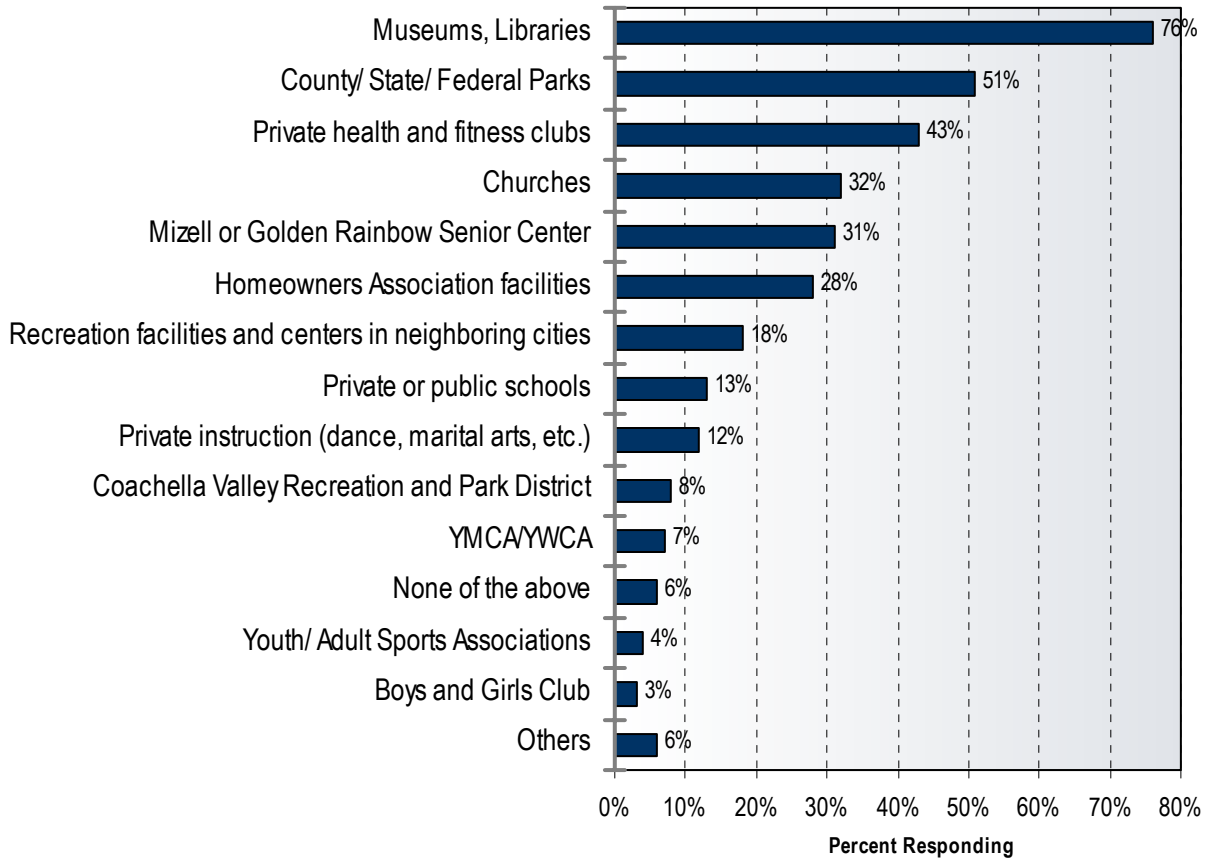
**FIGURE 8
IF YOU DO NOT PARTICIPATE IN OUTDOOR RECREATION, WHY NOT?**



Other recreation facilities and programs used

When asked what other recreation facilities and programs, if any, respondents and their household members use, 76 percent of respondents indicated that they use museums and libraries, 51 percent use County/State/Federal parks, and 43 percent use private health and fitness clubs. In a second tier of facilities, churches are used by 32 percent of respondents, the Mizell or Golden Rainbow Senior Center by 31 percent, and homeowners Association facilities by 28 percent.

FIGURE 9
WHAT OTHER OUTDOOR RECREATION PROVIDERS OR FACILITIES, IF ANY, DO YOU USE?



Future Facilities, Amenities, and Services to Include

Indoor Facilities

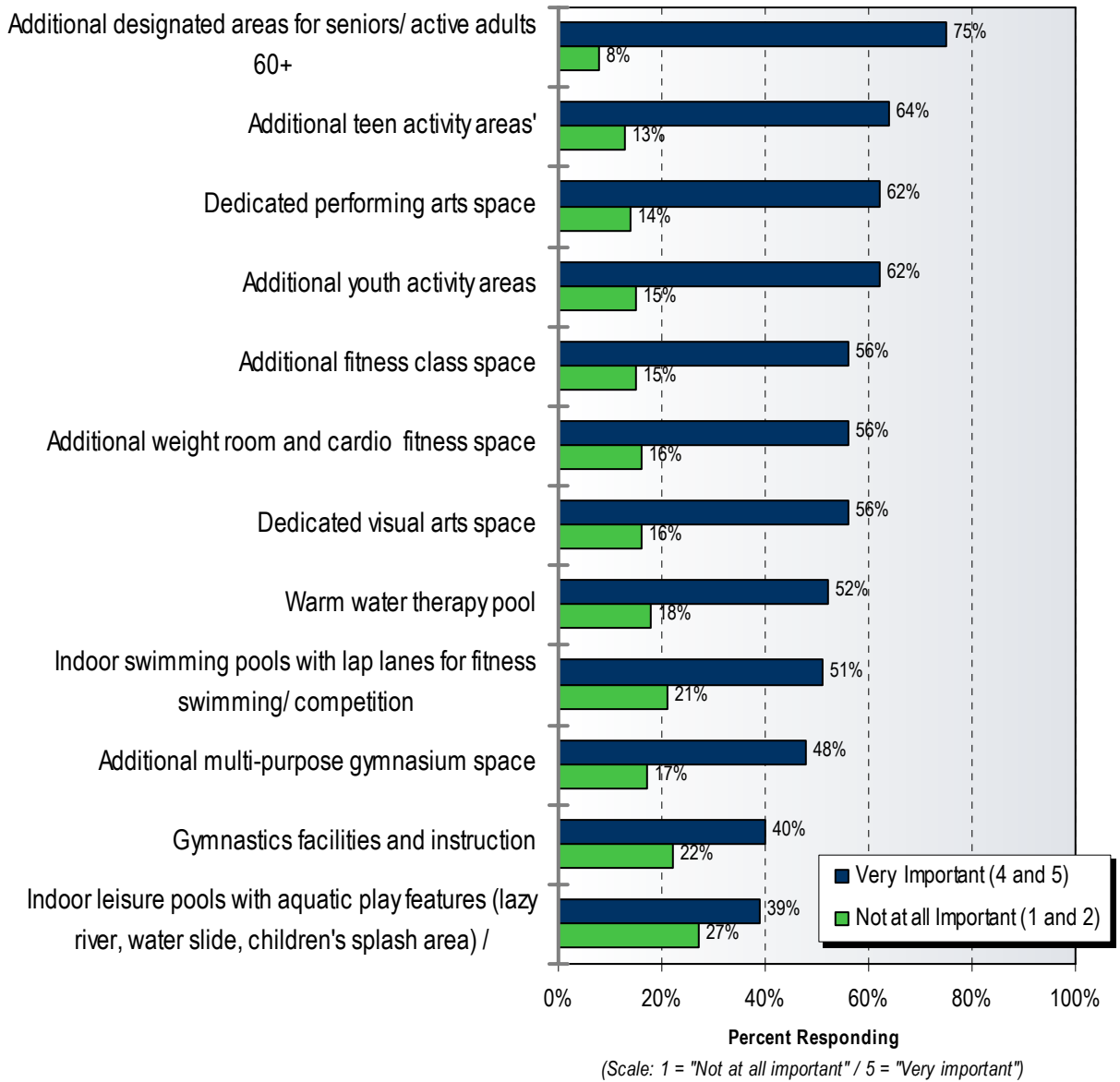
The survey provided a list of indoor facilities and asked respondents what they thought would be the greatest needs within the next 5-10 years. The results show that respondents feel additional designated areas for seniors and active adults would be the most important (75 percent of respondents indicated each as “very important,” a 4 or 5 on a 5-point scale). Also very important are additional teen activity areas, additional youth activity areas, and dedicated performing arts space (all with 62 to 64 percent responses of “very important”).

Also considered important were the addition of the following amenities, each with between 48 and 56 percent of respondents indicating them as “very important”:

- Additional fitness class space
- Additional weight room and cardio fitness space
- Dedicated visual arts space
- Warm water therapy pool
- Indoor swimming pools with lap lanes for fitness swimming / competition
- Additional multi-purpose gym space

Rounding out the list were gymnastics facilities and instruction with 40 percent and indoor leisure pools with aquatic play features (39 percent). Comments also note the need for indoor tennis facilities in Palm Springs.

**FIGURE 10
GREATEST NEEDS FOR INDOOR FACILITIES IN PALM SPRINGS**

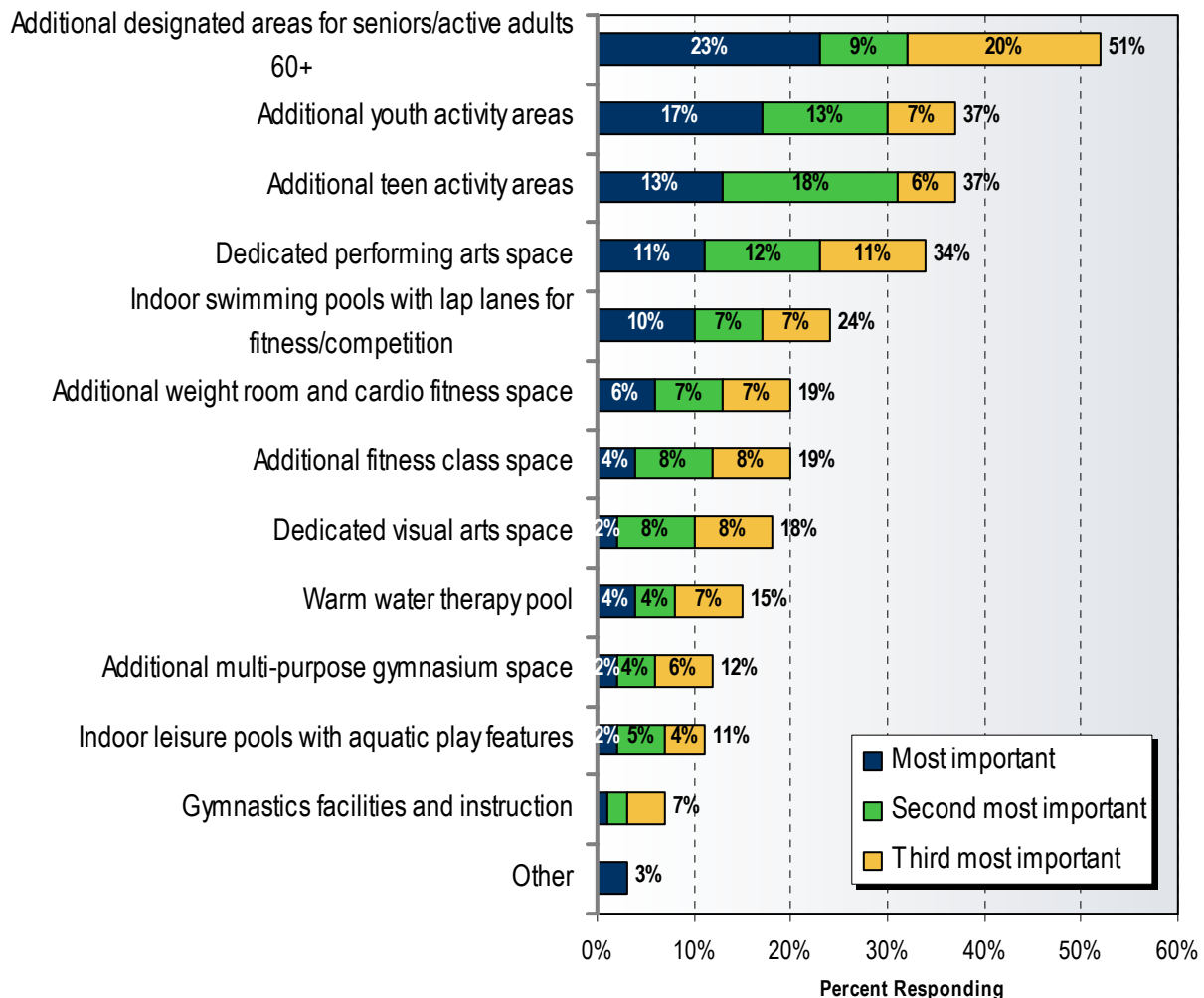


Most Important Indoor facilities. Respondents were then asked to indicate which of the potential indoor facilities were the three most important to them and their household. This provides the opportunity to not only see what amenities are important to respondents, but also to get an idea of how the same amenities are viewed in relation to each other, allowing priorities to become more evident.

Additional designated areas for seniors/active adults 60+ were the top priority, with 23 percent of respondents indicating that it is their top choice and 51 percent indicating that it is one of their top three priorities. Other high priorities include the following:

- Additional youth activity areas (37 percent indicating it as one of their top three priorities),
- Additional teen activity areas (37 percent among top three choices), and
- Dedicated performing arts space (34 percent).

FIGURE 11
IMPORTANCE OF ADDING, EXPANDING, OR IMPROVING INDOOR FACILITIES/AMENITIES



Outdoor Facilities

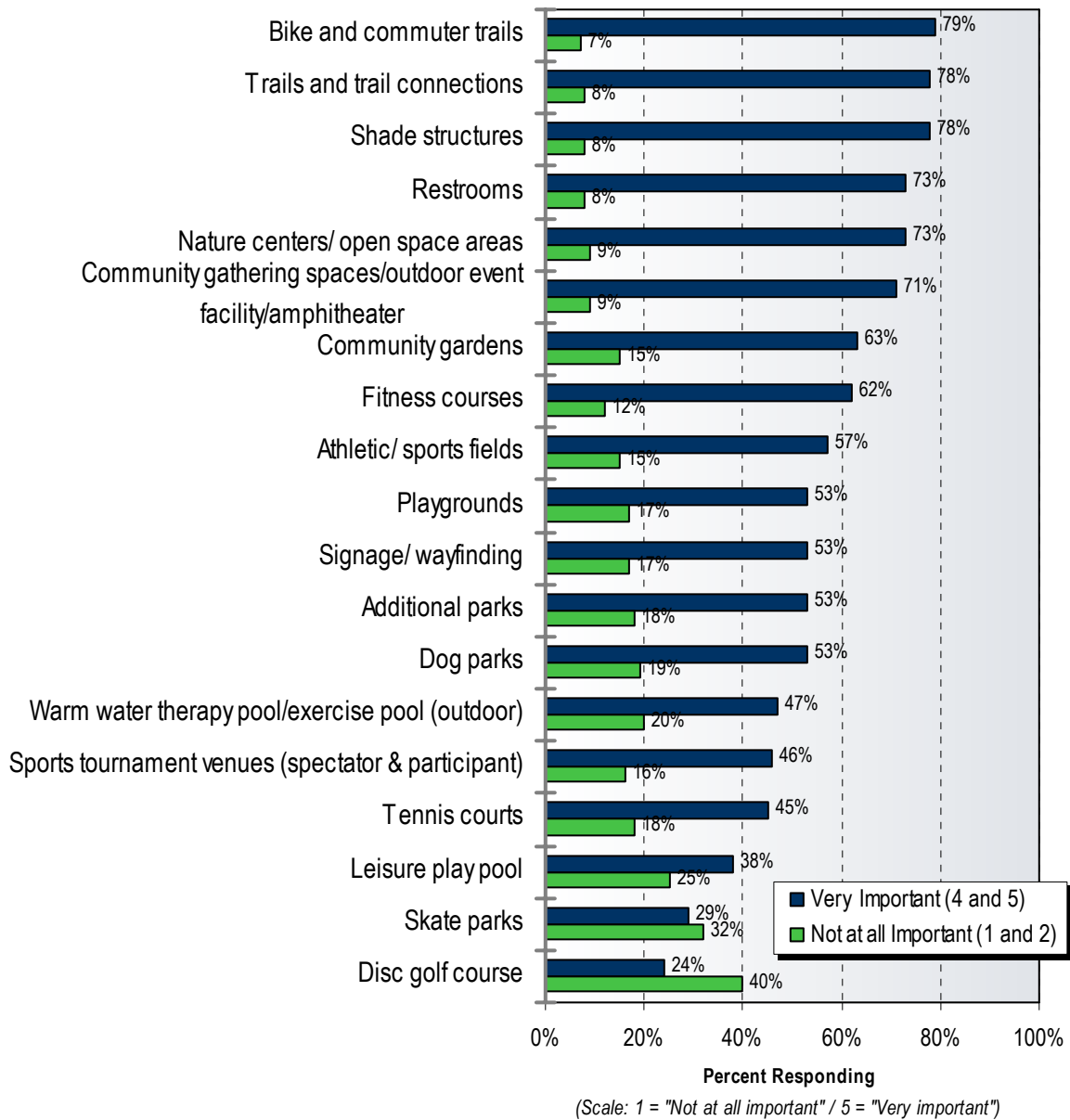
The survey also provided a list of outdoor facilities and asked respondents what they thought would be the greatest needs in Palm Springs in the next 5-10 years. Respondents indicated the highest importance for the following facilities:

- Bike and commuter trails (79 percent rated “very important,” a 4 or 5 on 5-point scale)
- Trails and trail connections (78 percent)
- Shade structures (78 percent)
- Restrooms (73 percent)
- Nature centers / open space areas (73 percent)
- Community gathering spaces / outdoor event facility / amphitheater (71 percent)

Also important were the addition of the following amenities, each with between 63 and 53 percent of respondents indicating them as “very important”:

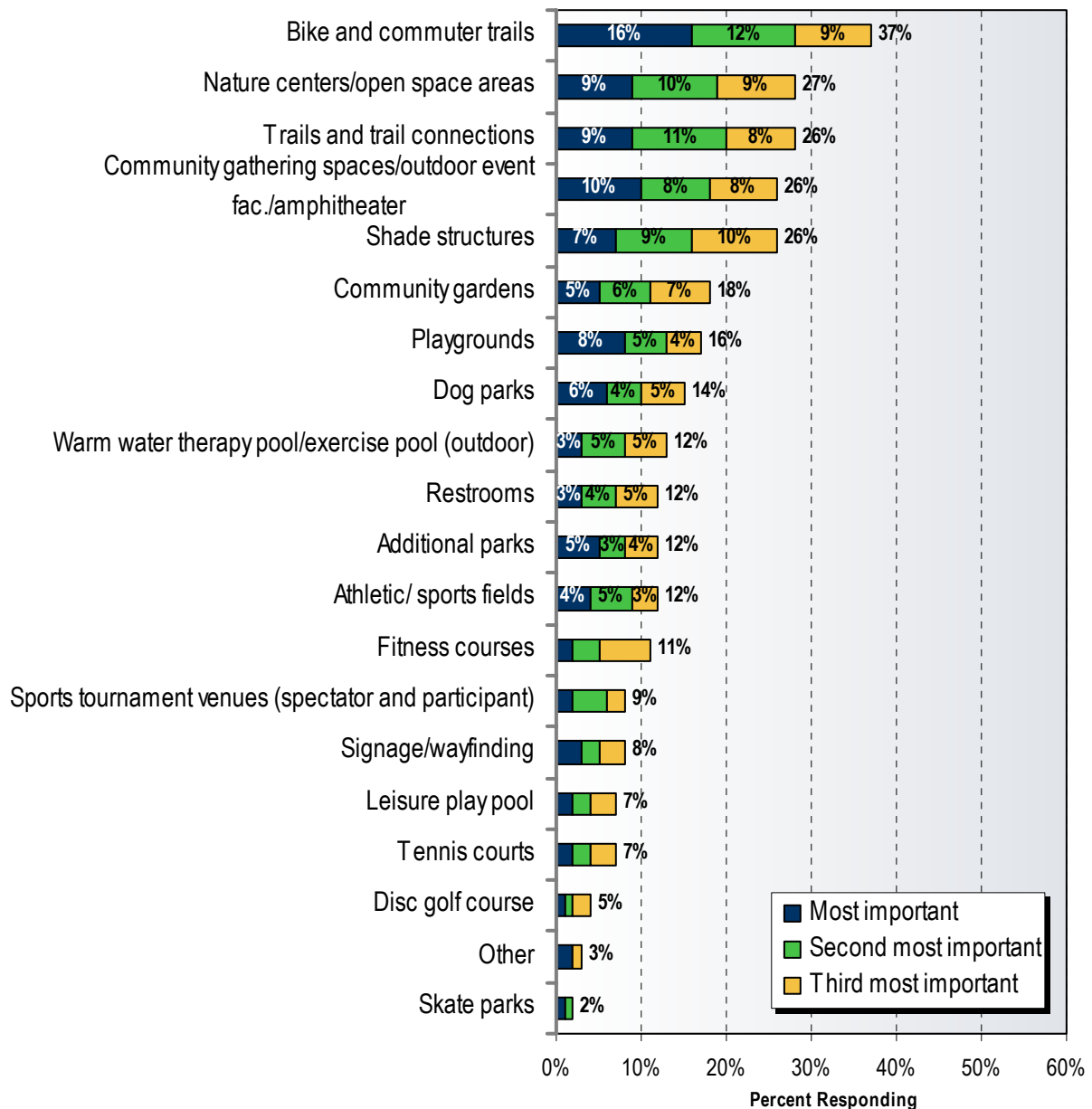
- Community gardens
- Fitness courses
- Athletic sports fields
- Playgrounds
- Signage/wayfinding
- Additional parks
- Dog parks

**FIGURE 12
GREATEST NEEDS FOR OUTDOOR FACILITIES IN PALM SPRINGS**



Most Important Outdoor Facilities. Respondents were also asked to indicate which of the potential outdoor facilities and amenities were the three most important to them and their household. Bike and commuter trails emerged as the clear top priority, with 16 percent of respondents indicating that it is their top choice and 37 percent indicating that it is one of their top three priorities. After bike and commuter trails, nature centers / open space areas was listed most often with 27 percent indicating it as one of their top three priorities, followed closely by trails and trail connections, community gathering spaces, and shade structures (each with 26 percent rating them among their top three choices).

FIGURE 13
IMPORTANCE OF ADDING, EXPANDING, OR IMPROVING OUTDOOR FACILITIES/AMENITIES

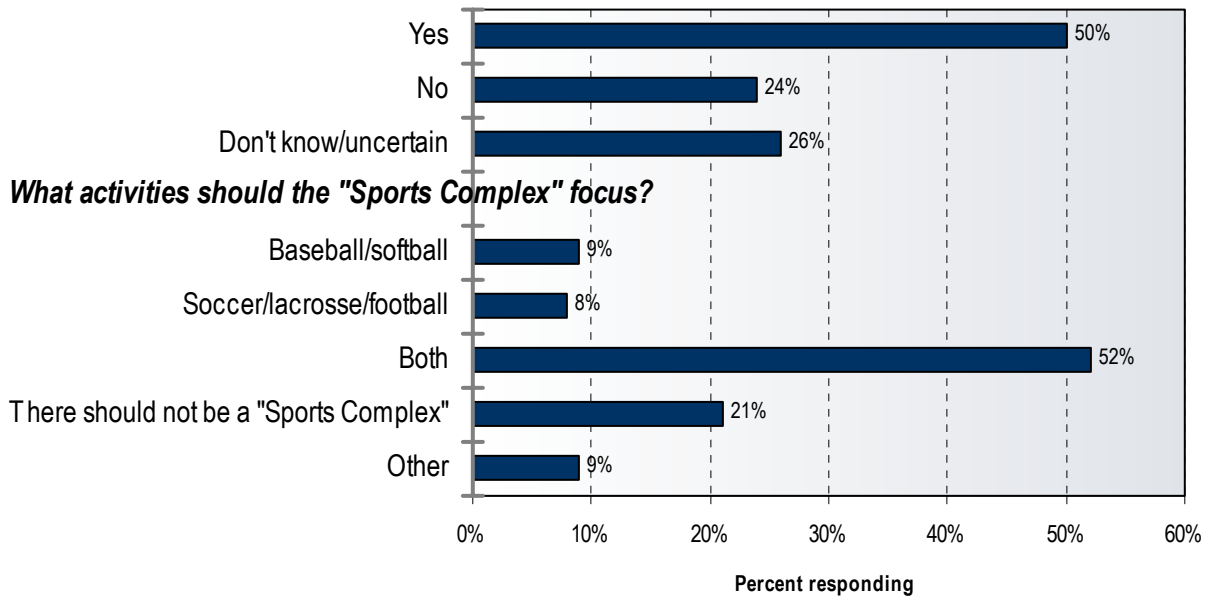


Sports Complex

The survey asked respondents whether they would be supportive of the development of a “sports complex” that would be promoted to bring large-scale youth and adult sports tournaments to the City of Palm Springs. Overall, 50 percent of respondents indicated support for such a development, while 24 percent were not supportive, and 26 percent were uncertain.

When asked what activities the sports complex should focus on, more than half of respondents indicated both baseball/softball and soccer/lacrosse/football. Nine percent indicated baseball/softball only, while 8 percent indicated soccer/lacrosse/football only. Nine percent mentioned a variety of other activities, most notably tennis and basketball.

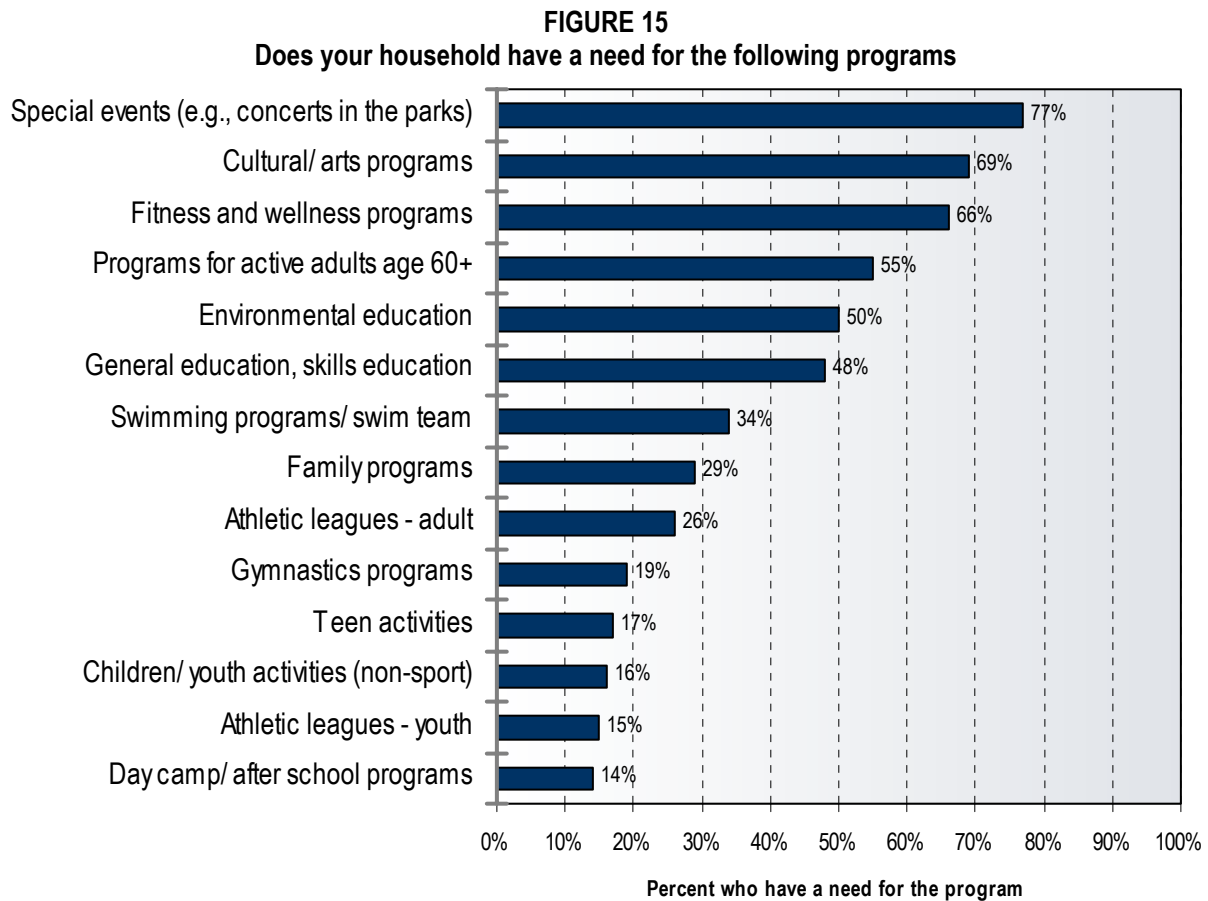
FIGURE 14
SUPPORT FOR DEVELOPMENT OF A SPORTS COMPLEX



Programs, Activities, and Special Events

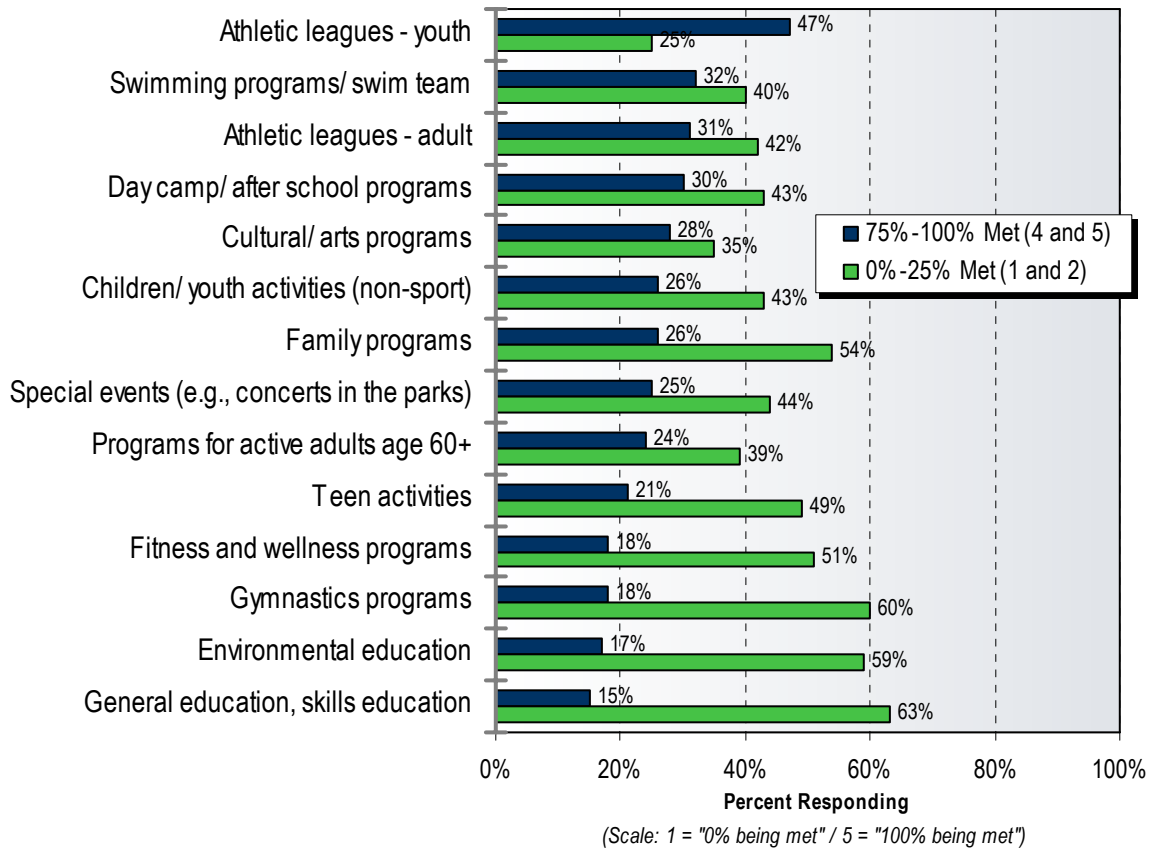
The survey listed a variety of programs, activities, and special events and asked respondents to indicate for which ones their household has a need, then of the ones for which they have a need, how well programs currently available from the City are meeting their households' needs.

As shown in the following figure, the programs and activities with the highest need include special events (such as concerts in the parks) (77 percent of households have a need), cultural/arts programs (69 percent), and fitness and wellness programs (66 percent). Other programs/events respondents expressed a need for include programs for active adults 60+ (55 percent), environmental education (50 percent), and general skills education (48 percent).



Of the respondents who indicated a need for each of these programs or activities, the level at which their need was being met was relatively low for most programs. Rated the highest was youth athletic leagues with 47 percent of respondents indicating that 75 to 100 percent of their needs are being met (however, 25 percent of respondents indicated that their needs were not being met by the youth athletic leagues). As shown in the figure, greater proportions of respondents in each category indicated that the programs, activities, and events were not meeting the needs of their household (0-25% of needs being met), than the proportion that indicated needs were actually being met.

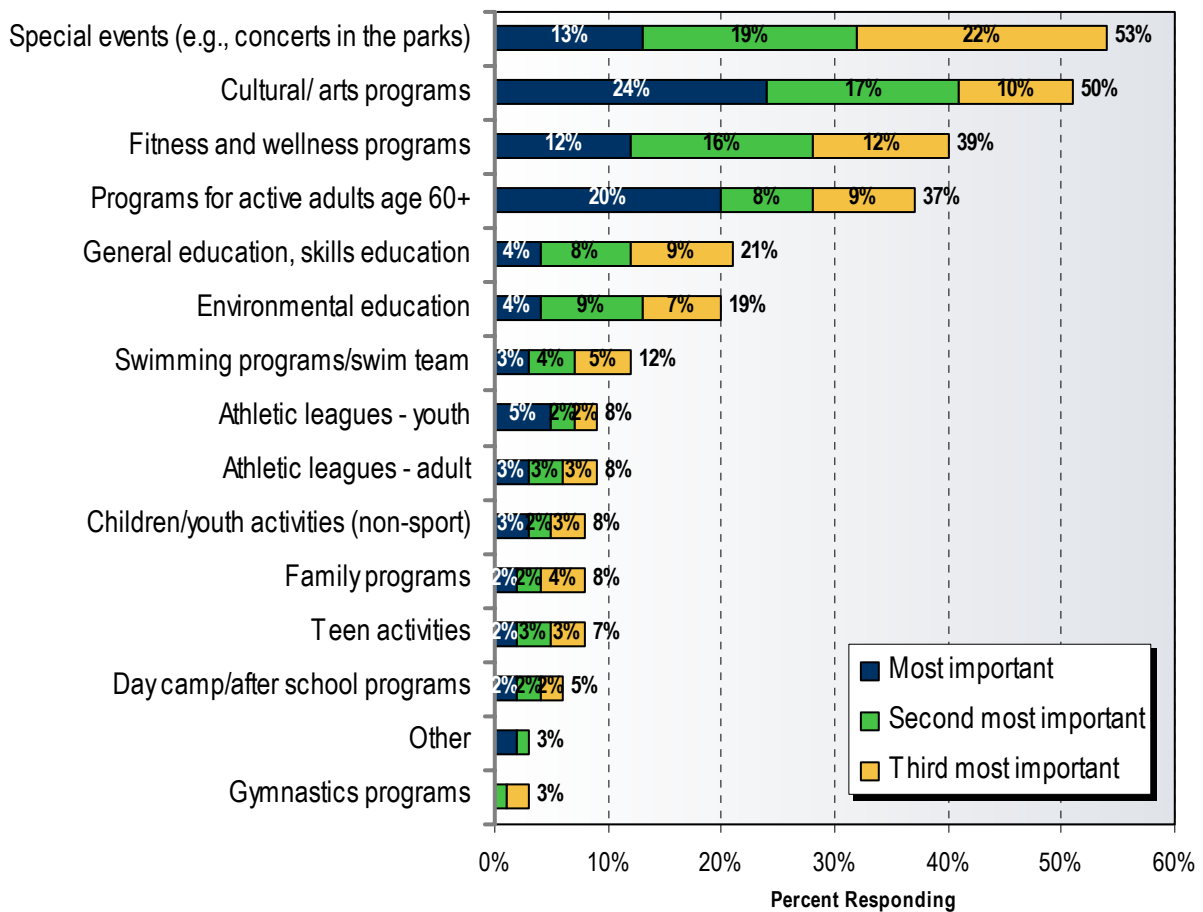
FIGURE 16
NEEDS BEING MET BY PROGRAMS CURRENTLY AVAILABLE FROM THE CITY



When asked which programs, activities, and events were the three most important, special events (13 percent of respondents listed it as their number one priority and 53 percent of respondents listed it as one of their top three priorities) and cultural/arts programs (24 percent of respondents listed it as their number one priority and 50 percent of respondents listed it as one of their top three priorities) were the top two priorities.

Also important were fitness and wellness programs (39 percent of respondents listing it as one of their top three priorities) and programs for active adults age 60+ (37 percent listing it as one of their top three priorities).

FIGURE 17
MOST IMPORTANT NEEDS FOR PROGRAMS



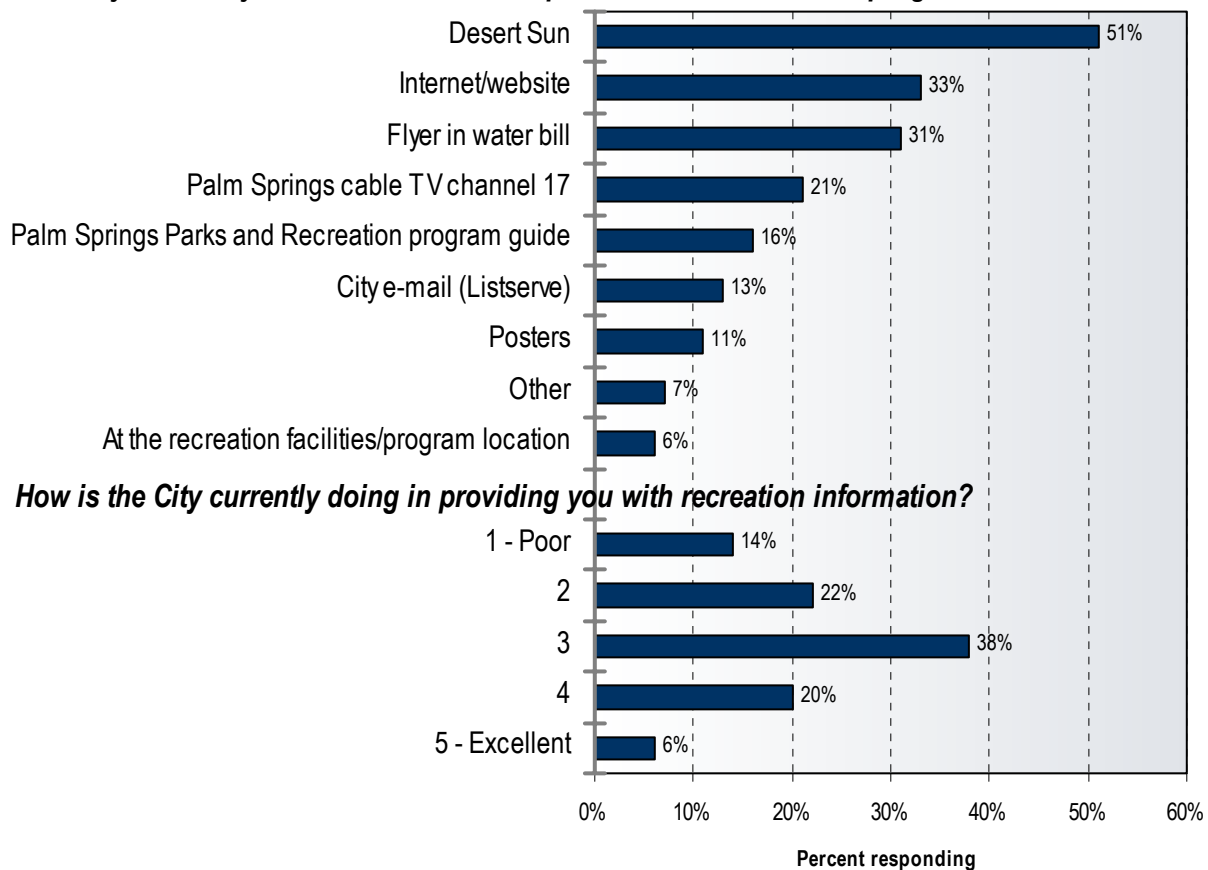
Communication

Best Way to Reach You. More than half of respondents (51 percent) say the Desert Sun is the best way to reach them with information on parks, facilities, services, and programs in Palm Springs. Other sources of information include the Internet/website (33 percent), flyer in water bill (31 percent), Palm Springs cable TV channel 17 (21 percent), Parks and Recreation program guide (16 percent), City email (13 percent), and posters (11 percent).

How is the City currently doing in providing recreation information. When asked how the City is currently doing in providing recreation information to community members, 26 percent of respondents indicated “excellent,” a 4 or 5 on a 5-point scale, while 38 percent were more neutral (rating it as a 3), and 36 percent indicated “poor,” a 1 or 2 on the 5-point scale. The average rating score was 2.8 on the 1 to 5 scale indicating room for improvement exists.

**FIGURE 18
COMMUNICATIONS**

Best way to reach you with information on parks, facilities, services, programs



Comments and Suggestions

The survey also gave respondents the opportunity to provide additional comments and suggestions regarding parks, recreation facilities, services, and programs in Palm Springs. While the comments cover a wide variety of topics and issues important to residents, some general themes emerge from the comments. These are summarized below, but the full set of comments, which can be found in the appendix, should be viewed in order to understand more specific issues.

Some of the more common themes include the following:

- Safety and security in the parks comes up often, including issues with homeless people, gangs, drugs and alcohol use, crime, etc. Greater police presence is needed.
- Issues with the dog park: needs to be cleaner, more sanitary, too many undisciplined owners, needs to be supervised to enforce rules, needs to be larger (plus add another dog park), need grass, restrooms, etc.
- Also comments about pet waste at other city parks.
- Better markings/signage for bike lanes and paths. Better bike paths. Palm Springs should have a first class trail and bike path system. *Palm Springs needs to be more bike friendly.*
- Better maintenance and cleanliness of parks in general. Parks are badly maintained.
- *Keeping our parks and facilities clean, well groomed and maintained, and safe for all ages and groups is very important.*
- Parks are over-used. Need more park space or parks designated for a particular use.
- Need more park amenities, such as benches and picnic tables, trash cans, water fountains, trees/shade, dog waste bags, etc.
- More shaded areas in parks. Shade over play equipment, over the skate park, etc.
- *Parks in surrounding cities are newer, covered, and modern.*
- *Palm Springs needs to be more modern.*
- *Look at Orange County parks. Irvine parks have nice, clean, safe, modern, welcoming feel. Lots of trees, water fountains, ponds/ducks, green. Palm Springs parks not welcoming.*
- Similar to Palm Desert, build a performing arts theatre.
- More special events (concerts, art/wine festival, movies in the park, farmers market, etc.). Improve VillageFest (*more variety, need things that stand out from other cities, need to control products, vendors are putting things on the sidewalk too early, not helping downtown's look, make it "less trashy"*).
- *Overall I think Palm Springs does a great job. Why not knock down the blighted retail center downtown and make a nice park there. Redevelop the old mall into open space, park, pedestrian area.*
- *We want Palm Springs to be known as an active community where residents and visitors can take advantage of our desert lifestyle with ease.*

Appendix B - Community Profile

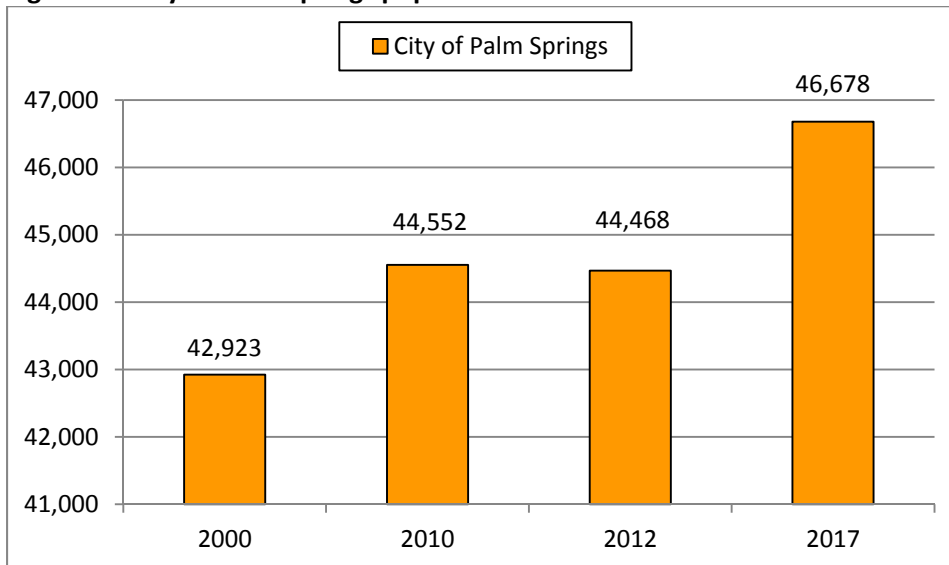
The Community Profile for this master plan is intended to provide a snap shot analysis of the demographics of the City and includes, Crime Prevention, Health and Education Outcomes, Influencing Trends, and Market Segmentation. When woven together, the fabric of Palm Springs is represented.

Service Area and Population

The primary service area for this analysis is the City of Palm Springs, California, although its Sphere of Influence extends beyond the city limits. Palm Springs lies on the western edge of the Coachella Valley in central Riverside County, approximately 107 miles east of Los Angeles. The City covers a geographical area of 96 square miles with a variety of well-established neighborhoods.¹⁵ The demographics for “Sphere of Influence” which includes portions of Coachella Valley are not included in this demographics study. This report does include comparisons from the Coachella Valley’s *Economy, 2009 Report* written by John Husing, Ph.D., Economics and Politics, Inc., and ESRI Business Information Solutions.

The 2010 population for the City of Palm Springs, according to the US Census was 44,552, and as estimated by ESRI, the 2012 population had decreased to 44,468. In addition to the permanent population, another 33,000 to 35,000 people live in the city on a part time basis, bringing the total population to more than 75,000 residents at various times of the year. By the year 2017, ESRI projects that the city’s population will grow to over 46,000. The *2008 Economic Report* projects winter residents account for an additional 35,000 to 40,000. **Figure 19** illustrates the City of Palm Springs population change from 2000 to 2017. Tourism brings between 2.5 and 3 million additional people to the Coachella Valley annually. Approximately one third of these tourists stay in hotels in Palm Springs.¹⁶

Figure 19: City of Palm Springs population 2000-2017



Source: ESRI Business Information Solutions

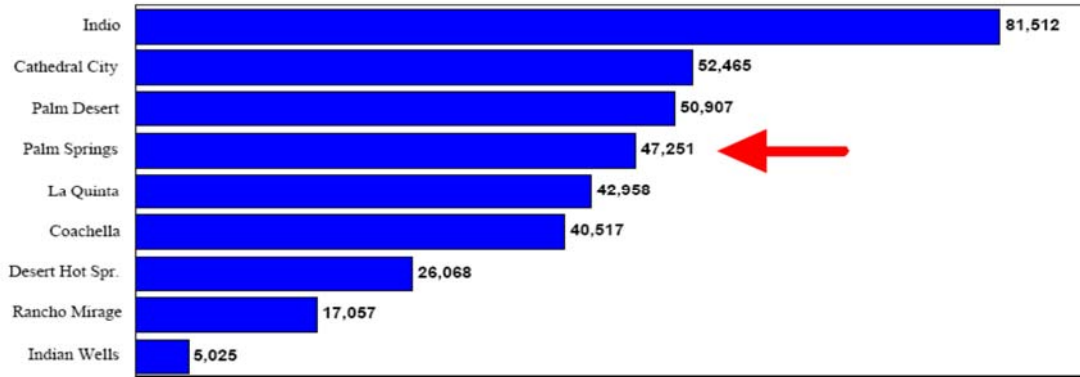
¹⁵ *Problems and Challenge Impacting Quality of Life For Senior Residents of Palm Springs, California, Riverside County Foundation on Aging, August, 2005*

¹⁶ *Economic Overview, 2008 Edition, Economic Development, prepared by Wheeler’s 2008 www.coachella valley.com*

Coachella Valley Population Comparisons

In his *2008 Economic Report*, compiled for the Coachella Valley Economic Partnership, Dr. Husing identified Palm Springs as the fourth largest community in the Coachella Valley with 47,251 people. Just ahead of Palm Springs was Indio (81,512), Cathedral City (52,465) and Palm Desert (50,907). **Figure 20** shows a complete ranking of the cities located within the Coachella Valley.

Figure 20 Figure 21: Population by City, Coachella Valley Cities, 2008

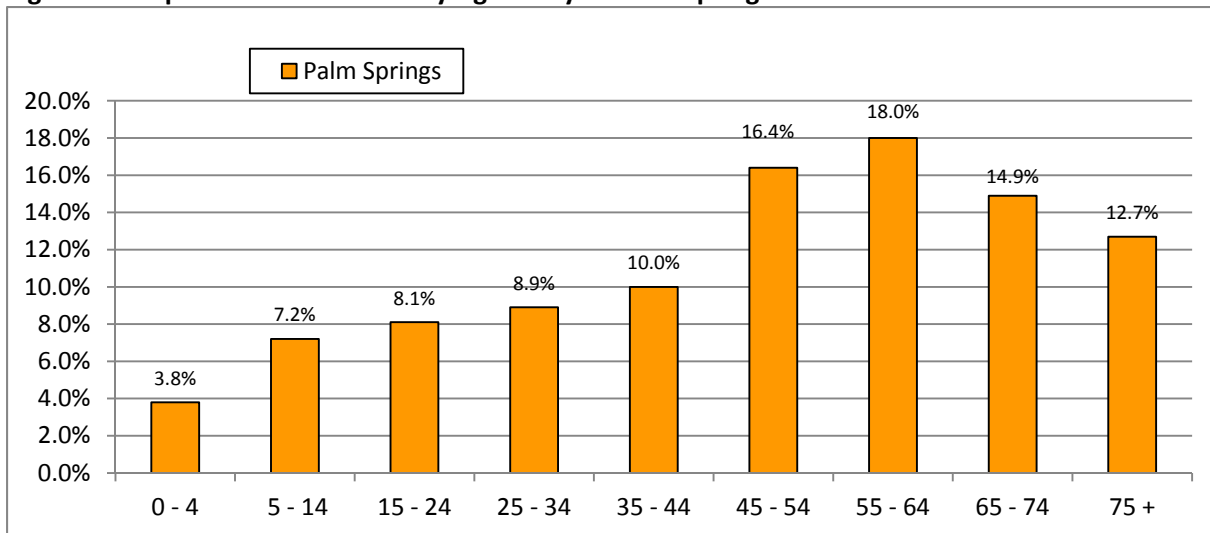


Source: CA Department of Finance, US Census Bureau

Population, Age Ranges, and Family Information

The age distribution analysis shows that residents between 45-54 years (16.4%) and 55-65 years (18 %) make up the greatest percentage of the population. They are followed by residents between 65-74 years and 75+ years respectively; both of those age cohorts combined represent another 27.6 percent of the population. The median age in Palm Springs is 52.4 years. **Figure 21** shows the percent of population distribution by age for the City of Palm Springs.

Figure 21: Population Breakdown by Age – City of Palm Springs 2012



Source: ESRI Business Information Solutions

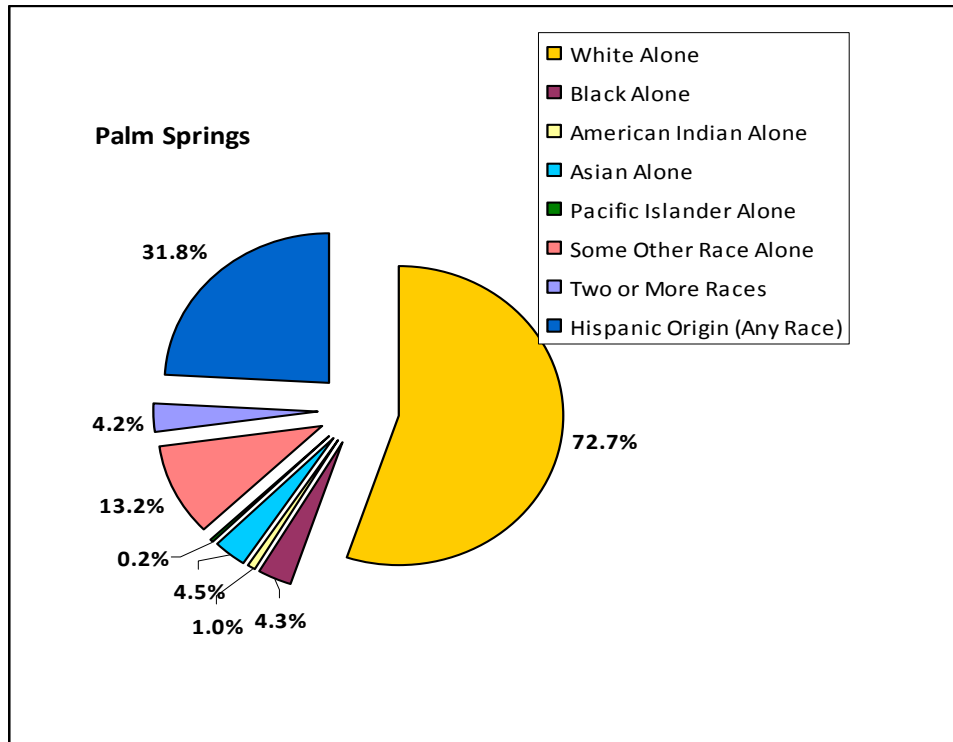
The following age breakdown is used to separate the population into age-sensitive user groups.

- **Under 5 years:** This group represents users of preschool and tot programs and facilities. As trails and open space users, this age group is often in strollers. These individuals are the future participants in youth activities.
- **5 to 14 years:** This group represents current youth program participants and is approximately 7.2 percent of the population.
- **15 to 24 years:** This group represents teen/young adult program participants moving out of the youth programs and into adult programs. Members of this age group are often seasonal employment seekers. They currently represent 8.1 percent of the population in Palm Springs.
- **25 to 34 years:** This group represents potential adult program participants. Many in this age group are beginning long-term relationships and establishing families. This group represents 8.9 percent of the population in Palm Springs.
- **35 to 4 years:** This group uses of a wide range of adult programming and park facilities. Their characteristics extend from having children using preschool and youth programs to raising teens. This age cohort represents 10 percent of the population.
- **45 to 54 years:** This group also represents users of adult programming and park facilities. Their characteristics extend from having young children using youth sports and recreation programs to becoming empty nesters and enjoying their own leisure time. This age group also represents 16.4 percent of the population.
- **55 to 64 years:** This age cohort represents 18 percent of the population. This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren. This group may also be caring for older parents.
- **65 years plus:** This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren. In the City of Palm Springs, this age cohort represents 27.6 percent of the population; the highest of all age groups.

Race/Ethnicity

Statistics gathered from ESRI Business Solutions provide the race and ethnicity breakdown for the City of Palm Springs. As shown in **Figure 22**, the race with the largest population is White (72.7%) followed by Hispanic Origin (Any Race) at 31.8 percent. It is a national trend that communities around the country are becoming more culturally diverse. Palm Springs will continue to see a more culturally diverse population by the year 2014. This will be important to recognize when creating programs and services for the community. Festivals, events, leisure time in the park, and partnerships are all opportunities for offering culturally diverse programs.

Figure 22: Race/Ethnicity Comparison – City of Palm Springs 2009



Source: ESRI Business Information Solutions

Educational Attainment

According to ESRI Business Information Solutions, as shown in **Table 233**, 29.1 percent of the City of Palm Springs population has either a Bachelor’s or a Master’s degree. Those residents that graduated from high school, but no diploma made up 23.8 percent of the population, followed by high school graduates which represent 23.9 percent of the population.

Table 23: Educational Attainment – 25 years and older

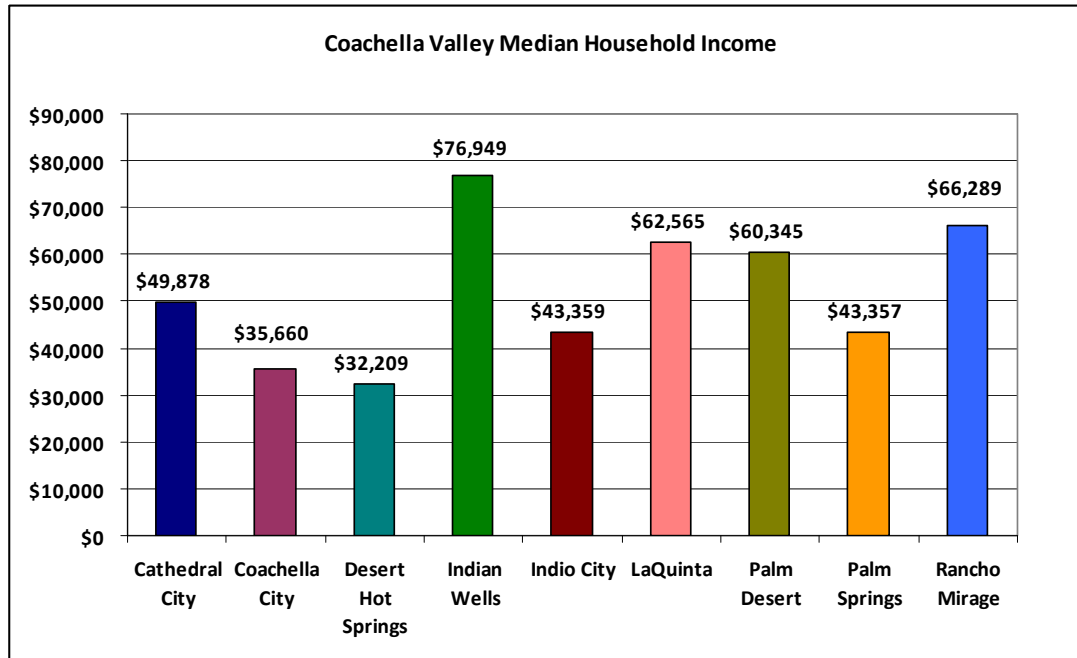
	City of Palm Springs
Less than 9 th Grade	7.3%
9 th -12 th Grade, No Diploma	9.7%
High School Graduate	23.9%
Some College, No Diploma	23.8%
Associate	6.3%
Bachelor’s	17.8%
Master’s /Prof/Doctorate	11.3%

Source: ESRI Business Information Solutions

Household Income

According to ESRI Business Information Solutions, the estimated 2009 median household income for the City of Palm Springs is \$43,357. Per capita income is \$29,252. **Figure 23** shows a comparison of households by income in the Coachella Valley. The City of Palm Springs median household income is two dollars less than Indio, making Palm Springs the third lowest in the Coachella Valley.

Figure 23: Median Household Income Comparison – Coachella Valley 2009



Source: ESRI Business Information Solutions

Household Size and Units

The 2009 average household size in the City of Palm Springs is 2.11. Nationally, the average size is 2.59. This indicates that in the City of Palm Springs there may be a higher percentage single population.

Table 24 shows significantly higher percentage of vacant housing units in Palm Springs (34%) than on a national level (11.2%). The owner occupied housing units is lower in Palm Springs (37.8%) than on a national level (58.7%). According to the Associated Press, homeownership rate fell to 66.6 percent last year, the lowest in six years.¹⁷ The same article from the Associated Press indicated that Americans were not moving, instead they are staying put in big cities rather than migrating to the Sunbelt because of frozen lines of credit. This could include migration to the Coachella Valley area as well and may contribute to the high percentage of vacancies in Palm Springs.

¹⁷ Yen, Hope, "Census: Recession had sweeping impact on US life," Associated Press Tue Sep 22,

Table 24: 2009 Housing Units

	City of Palm Springs
Owner Occupied Housing Units	37.8%
Renter Occupied Housing Units	28.2%
Vacant Housing Units	34.0%

Source: ESRI Business Information Solutions

According to the Coachella Valley's *Economic, 2008 Report* by John Husing, Ph.D., Economics & Politics, Inc., existing home prices in the City of Palm Springs rank 4th highest out of ten cities in the Coachella Valley for the 2nd quarter of 2008. Below is a comparison of median home prices in the Valley. While median household income for the City of Palm Springs and Indio were the same, Palm Springs median home price is \$200,000 more than Indio. The home prices could reflect the fact that many residents are retired or second homeowners.

- Desert Hot Springs at \$145,161
- Yucca Valley at \$155,000
- Coachella at \$215,000
- Cathedral City at \$235,000
- Indio at \$243,509
- Palm Desert at \$405,455
- **Palm Springs at \$445,090**
- La Quinta at \$485,000
- Rancho Mirage at \$705,000
- Indian Wells at \$890,000

Employment

With a weakened economy and unemployment levels rising, it is important to look at trends nationwide and specific to the state of California. The following trends may help identify leisure service priorities for the City in addition to supporting household income trends as they shift.

The estimated 2009 employed work force in the City of Palm Springs is 17,977, or 85.9 percent of the population 16 years and over (ESRI Business Information Solutions). Of the employed work force 16 and over in the City of Palm Springs, 60.9 percent are engaged in white collar professions such as management, business, financial, and sales. The balance of the workforce is engaged in services (26.4%) and blue collar professions (12.6%).

In August 2009 the Department of Labor indicated that unemployment rates increased 3.5 points since August 2008; bringing the national unemployment rate to 9.7 percent. In the State of California, the unemployment rate was 12.2 percent in August 2009.

Crime and Prevention in Palm Springs

Parks and Recreation as Prevention

Research has shown that programs such as the Big Brothers and Big Sisters of America contribute to lower rates of drug and alcohol use, reduced violence, and better school attendance, performance, and attitudes.¹⁸

As stated by People For Parks Oregon, “Either prevention or detention, you Choose!” The following list highlights how parks and recreation programs reduce juvenile crime and delinquency while providing crime prevention.¹⁹

- Research shows that juvenile crime triples between 3:00pm and 6:00pm. Numerous studies have shown that after school programs can significantly reduce juvenile crime and reduce the victimization of children by other juveniles.²⁰
 - In Multnomah County, Oregon it costs \$72,000 to incarcerate a juvenile for one year (\$215.00 a day.) It costs taxpayers about \$85.00 per youth for one year to participate and enjoy numerous recreation programs and classes such as:
 - Eight weeks of after school soccer or basketball.
 - Eighteen classes of ballet, tap, or jazz dance.
 - Thirty-six pre-school or kinder-gym classes.
 - Six weeks of drama, art, or rock climbing classes.
 - Thirty-five nights of Friday Night Basketball.
- Case studies from various Parks and Recreation Programs as written by John Crompton and Peter Witt in *Recreation Programs that Work for At-Risk Youth*.
 - Cincinnati, Ohio – 31% decrease in crime.
 - Kansas City, MO – 25% decrease in the rate of juvenile apprehensions.
 - Fort Worth, TX – 28% decrease in crime.

Crime Statistics

The crime statistics discussed in this section of the report were taken from the *2008 Economic Report* written by John Husing, Ph.D., prepared for the Coachella Valley.

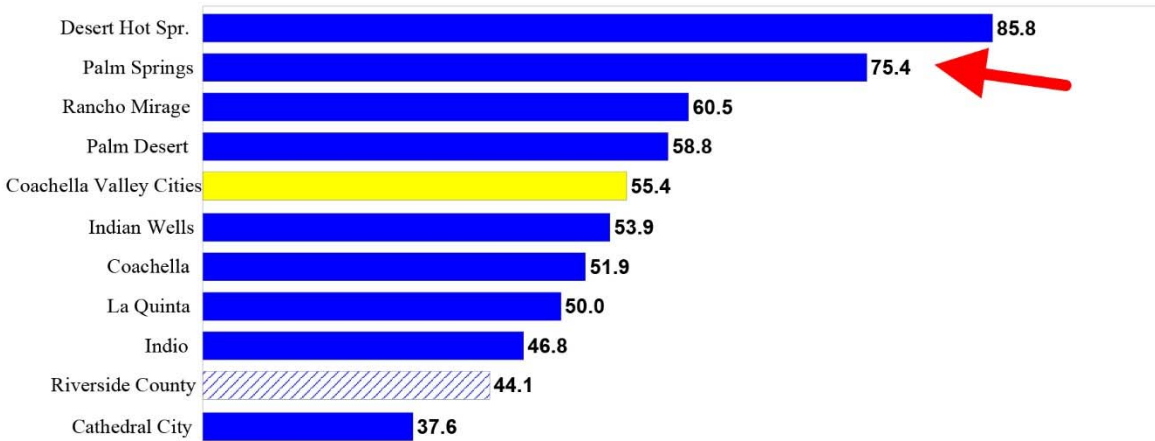
In the Coachella Valley, Palm Springs’s crimes per 1,000 people, (75.4 crimes) in 2006 ranked second highest. Desert Hot Springs had the highest rate, 85.8 crimes per 1,000 people. John Husing, Ph.D., states this largely due to the property related incidents as both Palm Springs and Desert Hot Springs have large numbers of part-time homes and tourists. See **Figure 244** for a full breakdown of crime statistics per 1,000 residents in the Coachella Valley.

¹⁸ < <http://education.stateuniversity.com/pages/2306/Out-School-Influences-Academic-Success.html#ixzz0THkOF4ao> > accessed 10/5/09

¹⁹ < <http://peopleforparks.com> > accessed 10/5/09

²⁰ *Fight Crime, Invest in Kids* at <http://www.fightcrime.org>

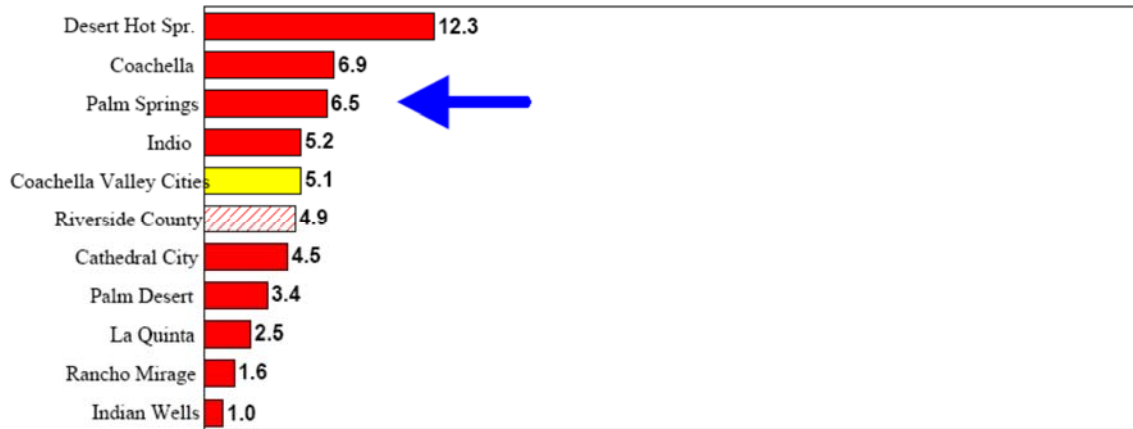
Figure 24: Total Crime Reported Per 1,000 Residents – Coachella Valley, 2006



Source: Uniform Crime Report, FBI

Violent crimes in Palm Springs were reported at 6.5 crimes per 1,000 in 2006; the third highest in Coachella Valley, well below Desert Hot Springs’s rate of 12.3 violent crimes per 1,000 people. **Figure 255** illustrates the violent crime rates throughout Coachella Valley.

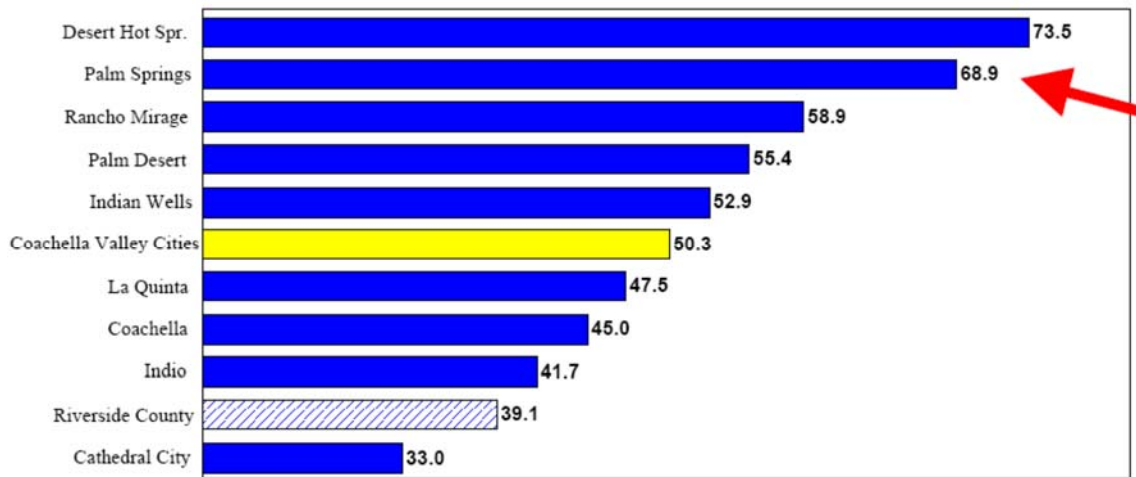
Figure 25: Violent Crime Reported Per 1,000 Residents – Coachella Valley Cities, 2006



Source: Uniform Crime Report, FBI

The City’s property crime rate in 2006 was 68.9 incidents per 1,000 people. This was the second highest in the Coachella Valley. Palm Springs’s property crime rate was well above Coachella Valley’s average (50.3 incidents). **Figure 26** shows the rankings of property crime rates in cities throughout the Coachella Valley.

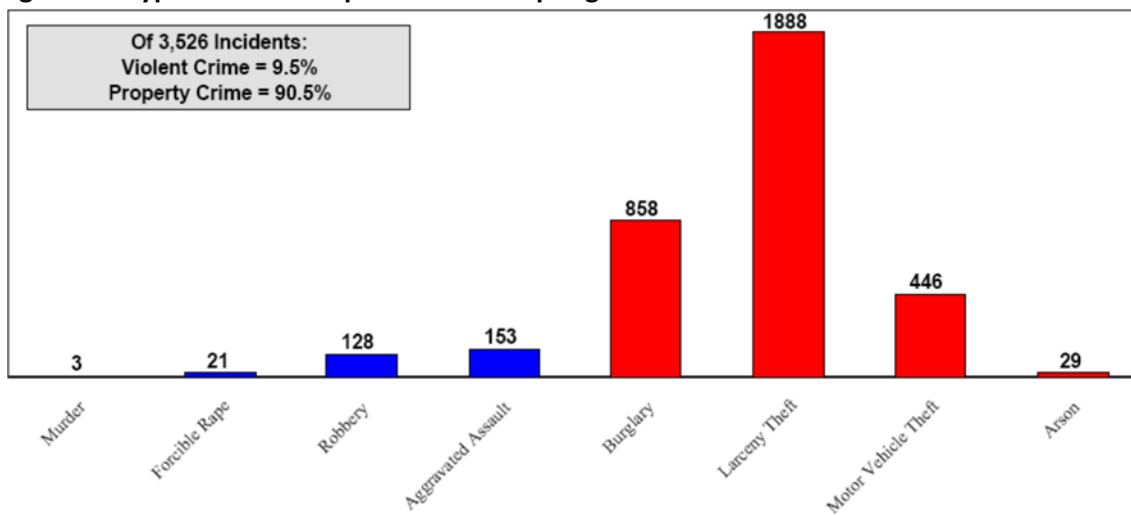
Figure 26: Property Crime Reported Per 1,000 Residents – Coachella Valley Cities, 2006



Source: Uniform Crime Report, FBI

The top three types of crimes reported in Palm Springs in 2006 were larceny theft, burglary, and motor vehicle theft. **Figure 277** further shows a comparison of types of crime in the city.

Figure 27: Types of Crime Reported – Palm Springs 2006



Source: Uniform Crime Report, FBI

Recreation, Health and Education Outcomes

Recreation and Educational Outcomes

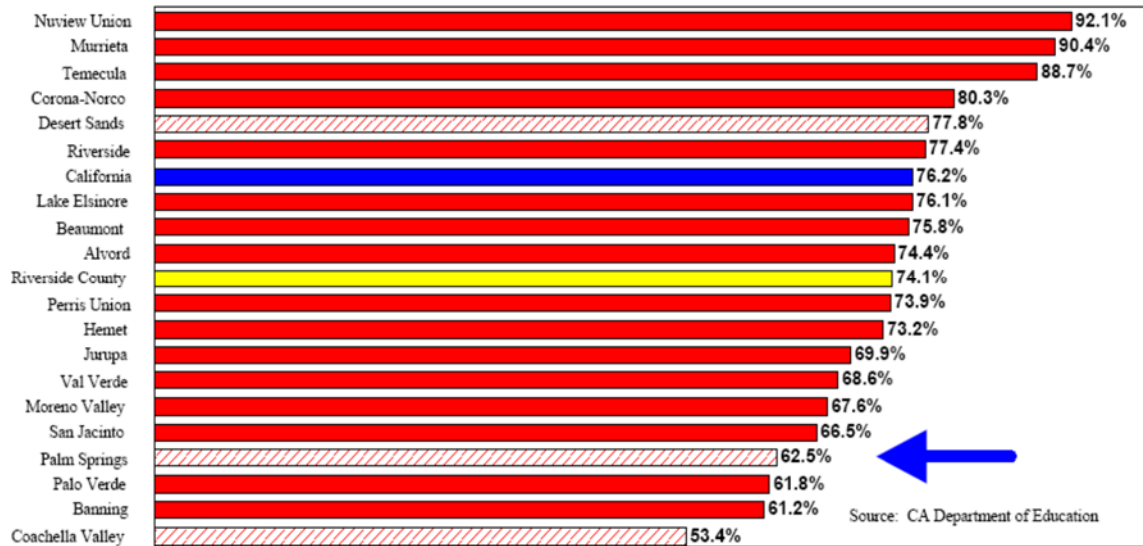
How students spend their time when they are not in school can have a significant impact on their opportunity to succeed in school. As shown in **Figure 28**, Palm Springs tenth grade high school exit examinations ranked 30 percentage points lower than the leading school in the Riverside school district, placing them fourth from the bottom of 21 schools. Research suggests that participation in various kinds of youth organizations contributes to better behavior in school, improved social skills, more self-confidence, and higher academic expectations. Local parks and recreation departments, YMCA/YWCA (s), Boys and Girls Clubs, 4-H, and Boy Scouts and Girl Scouts often provide academic support as a complement to activities designed to foster social and emotional development. Athletic programs, such as Little League and those organized by local recreation and parks departments, offer healthy outlets for children's and adolescents' energy, while also building skills such as personal responsibility and teamwork.

Health and Education Outcomes

The academic success of America's youth is strongly linked with their health. Promoting academic achievement is one of the four fundamental outcomes of modern school health programs. Scientific reviews have documented that school health programs can have positive impacts on educational outcomes, as well as health-risk behaviors and health outcomes. Programs that are primarily designed to improve academic performance are increasingly being recognized as important public health interventions. The Healthy People 2010 *Objective 7-1* calls upon the nation to increase high school completion rates to 90 percent because "dropping out of school is associated with delayed employment opportunities, poverty, and multiple social and health problems, including substance abuse, delinquency, intentional and unintentional injury, and unintended pregnancy." Educational interventions, such as reduced class size, are associated with improved health outcomes, as well as improved educational outcomes.²¹

²¹ < http://www.cdc.gov/HealthyYouth/health_and_academics/index.htm >accessed 10/5/09

Figure 28: High School Exit Examination (Avg. of English & Math) Riverside County School Districts, 10th Grade, 2007



Source: CA Department of Education

Health and Obesity

The United Health Foundation has ranked California 24th in its *2008 State Health Rankings*, up one rank from 2007. The state’s biggest strengths include:

- Low prevalence of smoking
- Low prevalence of obesity
- Low rate of cancer deaths

Some of the challenges the state faces include:²²

- High levels of air pollution
- High rate of uninsured population
- High geographic disparity within the state

Influencing Trends

A challenge for parks and recreation departments is to continue to understand and respond to the changing characteristics of those it serves. In this fast-paced society it is important to stay on top of current trends impacting parks and recreation. The following information highlights relevant local, regional, and national parks and recreational trends from various sources. Palm Springs has an exceptionally diverse community of seniors, snowbirds, families, working professionals, and single people. Palm Springs is also a noted tourist destination for avid recreational enthusiasts. Thus, the City is responsible for providing recreational programs that meet the diverse needs of all residents and visitors.²³

²² < <http://www.unitedhealthfoundation.org> > accessed 10/5/09

²³ General plan

Aquatics National Trends

According to the National Sporting Goods Association, swimming ranked third in terms of participation in 2007²⁴. Outdoor swimming pools are typically only open three months out of the year; however, in Palm Springs, and many southern California cities, outdoor pools are often open nine months per year or year round. There is an increasing trend towards indoor leisure and therapeutic pools. Additional amenities like “spray pads” (**Figure 29**) are becoming popular as well. Many agencies are responding to this trend by building splash pads, converting “baby” and wading pools to water playgrounds, and are building leisure play pools. Although not possible in southern California, in Boston and other cities with distinctive seasons, spray pools are popular in the summer months and turn into ice rinks in the winter months.

Figure 29: Aquatic Trends - Spraygrounds



Athletic Recreation National Trends

Sports Participation

The 2007 *National Sporting Goods Association Survey* on sports participation includes eight of the top ten activities ranked by total participation that correlate to typical recreation activities - exercise walking, exercising with equipment, swimming, bicycle riding, fishing, workout at club, weight lifting, and boating. Additionally, the following active, organized, or skill development activities remain popular: hiking, running/jogging, soccer, basketball, football, and skateboarding. **Table 25** shows the top ten sports ranked by total participation in 2007.

²⁴ NSGA, 2007 Sports Participation Ranking

Table 25: Top Ten Sports Ranked by Total Participation 2007

Sport	Total	Percent Change
Exercise Walking	89.8	2.7%
Exercising with Equipment	52.8	.8%
Swimming	52.3	-7.3%
Camping (vacation/overnight)	47.5	-2.2%
Bowling	43.5	-2.9%
Bicycle Riding	37.4	5.0%
Fishing	35.3	-13.0%
Workout at Club	33.8	-.3%
Weight Lifting	33.2	0.9%
Boating, Motor/Power	31.9	8.9%

Source: NSGA 2007

Youth Sports

Palm Springs currently manages field use by youth sports associations and does offer some team sporting program fundamentals at the Desert Highland Unity Center. The Department also offers martial arts and some fitness programs. The Demuth Community Center offers flag football and basketball leagues as well as gymnastics.

The national percent of change in youth sports selected activities from 1998 to 2007 is shown in **Table 26**. Specific offerings for children’s fitness are slowly increasing in health and fitness facilities.²⁵

- For youth seven to eleven years of age, bicycle riding has the highest number of participants.
- According to the NSGA, in terms of overall youth participation, snowboarding, skateboarding, tackle football, ice hockey, and mountain biking experienced the largest increase in participation from 1998-2007.
- In-line skating experienced the largest decrease in participation. Volleyball, baseball, softball, basketball, and bicycle riding also experienced decreases in participation rates.

²⁵ “IDEA Health & Fitness Association Reveals the Top 10 Fitness Programs and Equipment with the Most Growth Potential in 11th Annual Survey,” Press Release September 12, 2006, IDEA Health & Fitness Association , <<http://www.ideafit.com>>, accessed on December 27, 2006

Table 26: Youth Participation in Selected Activities and Percent Change 1998-2007

	Overall Percent Change vs. 2007	Age 7-11 years -- Percent Change vs. 2007	Age 12-17 years -- Percent Change vs. 2007
Total U.S.	9.3%	-2.3%	9.0%
Baseball	-12.0%	-15.7%	-32.5%
Basketball	-17.9%	-21.5%	-15.7%
Bicycle Riding	-14.1%	-29.9%	-16.9%
Bowling	8.5%	4.6%	12.5%
Fishing (Fresh water)	-20.2%	-37.5%	-24.0%
Football (Tackle)	23.5%	19.1%	29.6%
Golf	-17.3%	-48.3%	-40.7%
Ice Hockey	-2.8	-31.0%	-29.3%
Mountain Biking (off road)	-13.8%	-38.5%	-23.0%
Roller Skating (in-line)	-60.4%	-66.7%	-50.9%
Skateboarding	75.3%	36.7%	85.1%
Skiing (alpine)	-28.5%	-2.7%	-34.9%
Snowboarding	39.3%	60.6%	-8.5%
Soccer	4.6%	-8.2%	-15.3%
Softball	-36.1%	-62.0%	-45.0%
Tennis	9.5%	20.1%	-6.4%
Volleyball	-18.7%	-23.3%	-20.1%

Source: National Sporting Goods Association 2007

Facilities

]=

National Trends

The current national trend is toward “one-stop” indoor recreation facilities to serve all ages. Large, multipurpose regional centers help increase cost recovery, promote retention, and encourage cross-use. Agencies across the U.S. are increasing revenue production and cost recovery. Multi-use facilities verses specialized space is a trend, offering programming opportunities as well as free-play opportunities. “One stop” facilities attract young families, teens, and adults of all ages.

Recreation Management magazine’s “2008 State of the Industry Report” surveyed all types of organizations including public, private, and non-profit recreation facilities. The largest percent of respondents were in the Midwest (30.4%), and the highest percent of respondent organizations were public (61.6%). Following are highlights of recreation facility trends.²⁶

- More than one-third of the respondents indicated that they were planning to build entirely new facilities, while another third said they are planning to add to existing facilities. Nearly half of all the respondents also said they were planning renovations. Only 27.6 percent said they had no plans to build new, add to, or renovate their existing facilities at this time.

²⁶ “State of The Industry,” *Recreation Management* magazine, June 2008

- On average, organizations are planning to spend nearly \$4.4 million on new facilities, additions, and renovations over the next several years.
- Among parks and recreation respondents, more than a quarter (25.1 percent) said they were planning to add a dog park in the next three years, and more than 20 percent said they were planning to add playgrounds and park structures. Slightly less than 20 percent were planning to add splash play areas and trails and open spaces.

Parks and recreation amenities that are becoming “typical” as opposed to “alternative” include the following:

- Multipurpose, 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.
 - Founded in 1991, the Agua Caliente Cultural Museum in Palm Springs is a 501(c)(3) not-for-profit organization that preserves, interprets, and provides access to the history and culture of the Agua Caliente Band of Cahuilla Indians and other Cahuilla peoples. Its mission is to “inspire people to learn about the Agua Caliente Band of Cahuilla Indians and other Native cultures.....keeping the spirit alive through exhibitions, collections, research, and educational programs.”
- Regional playgrounds for all ages of youth.
- Skateparks.
- Dog Parks.
- Partnerships with private providers or other government agencies.
- Indoor walking tracks.

Amenities that are still considered “alternative” but increasing in popularity include the following:

- Climbing walls.
- Cultural art facilities.
- Green design techniques and certifications such as Leadership in Energy and Environmental Design (LEED). A recent Building Commissioners Association (BCA) survey indicated that 52 percent of recreation industry survey respondents indicated that 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.

Festivals and Events

Festivals and special events are emerging as a component of community-based tourism development, adding vitality and enhancing the appeal of a destination for tourists. (Getz, 1991)²⁷ The role of festivals in a community is to offer diverse cultural and recreational experiences to citizens and visitors while providing strong positive economic impacts on a region. City and County festivals support local businesses by providing opportunities for sponsorship, visibility, and sales while also providing a mechanism for local non-profits to earn money and gain exposure.

National Trends

- Baltimore recently held its 5th *Annual International Festival*, which presents a variety of cultural expressions from local, national, and international entertainers – musical artists, dance troupes, mimes, poets, and expressionists – from over 30 nations. Various ethnic cuisines along with arts, crafts, and jewelry are available. An official Immigration and Naturalization Ceremony swears in citizens to kick off the festival.
- The City of Asheville, North Carolina just hosted its 30th *Annual Bele Chere Festival*. It attracts over 300,000 people. Residents and tourists of all ages enjoy music, art, food and a variety of community events.
- In 2004, San Diego's *Pacific Islander Festival* drew over 100,000 people, making it one of the largest Pacific Islander festivals in the United States. The festival enhances communication and understanding of Pacific Islander traditions and values and their relevance in the world.
- In Vancouver, a free “Around the Park” shuttle transports residents, workers, and tourists around parks as a tour or means of getting from one place to another to enjoy park amenities.

Palm Springs Trends

Palm Springs offers an abundance of special events and parades, aimed at community building and drawing tourists. The Desert Highland Unity Center also offers special events at that facility for the surrounding community.

- The weekly VillageFest Street Fair, run by the Parks and Recreation Department, attracts thousands of residents and tourists to the heart of Downtown to listen to local bands, and enjoy international foods, visit the Farmer’s Market, and participate in various arts and crafts.
- Some of the City’s events include Festival of Lights, Palm Springs Pride Festival, Palm Springs American Heat (motorcycle tour), Veteran’s Day Parade Black History Parade and Festival, holiday events, concerts and opera in the park, 5K runs, and classic car shows.

Fitness

There have been many changes in fitness programs from 1998 to 2008. What clients wanted in 1998 differs from what they seek today.

- Fitness programs that have increased in popularity since 1998 include Pilates, stability/ball-based, personal training (two clients share), post-rehabilitation, kids-specific fitness, and sport-specific training.
- Current Palm Springs’ programming examples include: – yoga, Zumba Gold, water exercise, and yoga for kids.

²⁷ Jinhyung Chon, “Examining Tourism Motivation Among Classification of Environmental Values: An Application of the New Environmental Paradigm Scale”

- Declining programs since 1998 include dance, abdominal classes, health fairs, sports clinics, high-impact aerobics, mixed-impact aerobics, step aerobics, stress-management classes, weight-management classes, lifestyle classes (managing money, book club), and low-impact aerobics.²⁸

The American College of Sports Medicine’s (ACSM) *Health and Fitness Journal* conducted a survey to determine trends that would help create a standard for health and fitness programming. **Table 27** shows survey results that focus on trends in the commercial, corporate, clinical, and community health and fitness industry. The *Worldwide Survey* indicates the following shift in fitness trends between 2007 and 2008.²⁹

Table 27: Worldwide Fitness Trends for 2007 and for 2008

2007	2008
1. exercise programs for children to fight childhood and adolescent obesity	1. educated and experienced fitness professionals
*2. special fitness programs for older adults fitness professionals	2. exercise programs for children to fight childhood and adolescent obesity
*2. educated and experienced fitness professionals	3. personal training
*2. functional fitness	4. strength training
*2. core training	5. core training
*2. strength training	6. special fitness programs for older adults
7. personal training	7. Pilates
8. mind/body exercise	8. functional fitness
9. exercise and weight loss	9. Swiss ball
10. outcome measurements	10. yoga
*11. sport-specific training	11. exercise and weight loss
*11. simple more accessible exercise	12. spinning® (indoor cycling)
*11. comprehensive health promotion programming at the worksite	13. sport-specific training
14. physician referrals to fitness professionals	14. balance training
*15. shorter more structured classes	15. group personal training
*15. reaching new markets	16. outcome measurements
*15. worker incentive programs	17. comprehensive health promotion programming at the worksite
*18. wellness coaching	18. reaching new markets
*18. group personal training	19. worker incentive programs
20. family programming	20. wellness coaching

* tied

Note: Swiss balls are large, heavy-duty inflatable balls with a diameter of 45 to 75 cm (18 to 30 inches). The Swiss ball is also known by a number of different names, including exercise ball, gym ball, Pilate’s ball, sports ball, fit or fitness ball, stability ball, therapy ball, yoga ball, balance ball, body ball, or birth ball.

²⁸ “IDEA Health & Fitness Association Reveals the Top 10 Fitness Programs and Equipment with the Most Growth Potential in 11th Annual Survey,” Press Release September 12, 2006, IDEA Health & Fitness Association, <<http://www.idealife.com>>, accessed on December 27, 2006

²⁹ <www.acsm.org> accessed August 6, 2008; Source: Thompson, Ph.D., FACSM, FAACVPR, Walther R. ACSM’s Health & Fitness Journal Vol 11/No. 6, “Worldwide Survey Reveals Fitness Trends for 2008”

General Programming Trends

National Trends

One of the most common concerns in the recreation industry is creating innovative programming to draw participants into facilities and services. Once engaged in programs, participants recognize that the benefits are endless. According to *Recreation Management* magazine's June 2008, "State of the Industry Report," the most common programs offered by all facilities included holiday and other special events, day camps and summer camps, and fitness programs. Other commonly offered programs include educational programs, sports tournaments and races, swimming programs, youth sports teams, programs for active older adults, mind/body balance programs like yoga and tai chi, and adult sports teams.

Parks - Economic and Health Benefits

National Trends

There are numerous economic and health benefits of parks, including the following:

- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home, according to a 2002 survey of recent homebuyers conducted by the National Association of Home Builders and the National Association of Realtors.³⁰
- Research from the University of Illinois shows that trees, parks, and green spaces have a profound impact on people's health and mental outlook.³¹ U.S. Forest Service research indicates that when the economic benefits produced by trees are assessed, total value can be two to six times the cost for tree planting and care.

Palm Springs Park Trends

Parks are among the most highly desired amenities in the community, and their continued enjoyment depends on their safety, maintenance, and condition. Parks serve as gathering places where neighbors can meet and form social ties that produce stronger and safer neighborhoods.³²

The community has also expressed concern for the need to reduce illegal activities in the parks (e.g., loitering). Improving and maintaining the safety and desirability of parks is thus of utmost concern. Proper management of physical assets ensures that parks are well maintained, safe, and provide the greatest enjoyment to residents. Although the City benefits from exceptional park and recreational facilities, many were built more than 30 years ago and are in need of rehabilitation. In other cases, the present design of the park and facilities are outdated, and thus require significant investment and modernization to better match current needs. The level of park maintenance appears to be adequate, although information on the type and frequency of maintenance activities needs to be compiled in one location to facilitate the periodic evaluation of maintenance service levels.

Palm Springs General Plan

³⁰ Pack, A. & Schunel, "The Economics of Urban Park Planning," *Parks and Recreation*, August 2005

³¹ *Parks and Recreation*, May 2008

³² *Palm Springs General Plan*

Recreation and Culture Trends

National Trends

- Those with incomes less than \$29,999 enjoy arts/craft fairs and festivals. Individuals with income levels between \$30,000 and \$74,999 enjoy art museums, galleries, arts/craft fairs, festivals, and historic sites. More than 50 percent of those with incomes over \$75,000 visit historic sites. (2007 Statistical Abstract)
- Attendance at the traditional performing arts events has steadily increased between 2000 and 2004 for all categories except opera and symphony/orchestra. (2007 Statistical Abstract)

Recreation and Park Administration

National Trends

Municipal parks and recreation structures and delivery systems have changed, and more alternative methods of delivering services are emerging. Certain services are being contracted out and cooperative agreements with non-profit groups and other public institutions are being developed. Newer partners include the health system, social services, justice, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The relationship with health is vital in promoting wellness. The traditional relationship with education and the sharing of facilities through joint use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

Listed below are additional administrative national trends:

- Level of subsidy for programs is lessening and more “enterprise” activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Information technology allows for better tracking and reporting.
- Pricing is often determined by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.
- Time and motion studies are becoming a new standard in the industry to track operations. Time and motion will monitor performance, help with budget decisions, staffing needs, and level of service. Palm Springs has already begun tracking these types of services internally.
- Windshield time is also becoming a tracking trend to optimize operations. Time is monitored by how much time it takes to travel from one destination or another. Decisions are then made to centralize or decentralize maintenance and support services.
- Park maintenance standards are a hot topic. They are often based on the type of usage and desired level of service of the community. It’s common to look at golf courses to help make decisions on frequency of mowing or other park maintenance standards.

Tourism and Entertainment Trends

More people are vacationing locally. A *USA Today/Gallup Poll* presented a bar graph that reflected behavioral changes caused by increases in gas prices. This poll reported the following:³³

- Thirty-seven percent of those surveyed canceled or cannot afford a trip.
- Twenty-four percent indicated they are taking a shorter vacation or staying closer to home.
- Twenty percent of those surveyed stated they were cutting down on the number of trips.
- The Travel Industry Association (TIA) and American Express reported what Americans actually do on vacation trips versus what they "want" to do. Some highlights from the report include:
 - Traveling by car is still the top form of transportation for a vacation trip; however, at least one trip per year is by plane.
 - Americans most often take vacation trips with their spouse or significant other (62%).
 - The most popular trip destinations are cities and urban areas (39%), followed by small towns and rural areas (26%), and ocean beaches (23%).
 - The most popular activities are sightseeing (51%) and shopping (51%).³⁴
- Vacation to Staycation - with the plummeting economy, and high gas, food, and lodging costs, a new buzzword, "Staycation" (Urban Dictionary) has entered our vocabulary. More Americans are spending their vacations at home.³⁵
- "In 2008, staycations resulted in a four to six percent rise at campgrounds (*Metro West Daily News*). Staycationers seem to participate in low or no cost activities, such as camping, hiking, biking, running, as well as other activities."
- Some agencies are marketing "daycations" tool.

Market Segmentation – The Fabric of Palm Springs

This section of the Community Profile analysis defines market segments determined by staff and the consultant. The City will see a continued need to focus on seniors, youth and teens, snowbirds, and the single population which includes gays, lesbians, and others with diverse backgrounds. ESRI Business Information Solutions was used to compile the 2008 *Community Tapestry Report* for Palm Springs. The Community Tapestry system classifies U.S. Neighborhoods into 65 market segments. Neighborhoods with the most similar characteristics are grouped together while neighborhoods showing divergent characteristics are separated. Attributes such as income, employment, home value, housing type, education, age and other key determinants of behavior are reviewed when categorized.

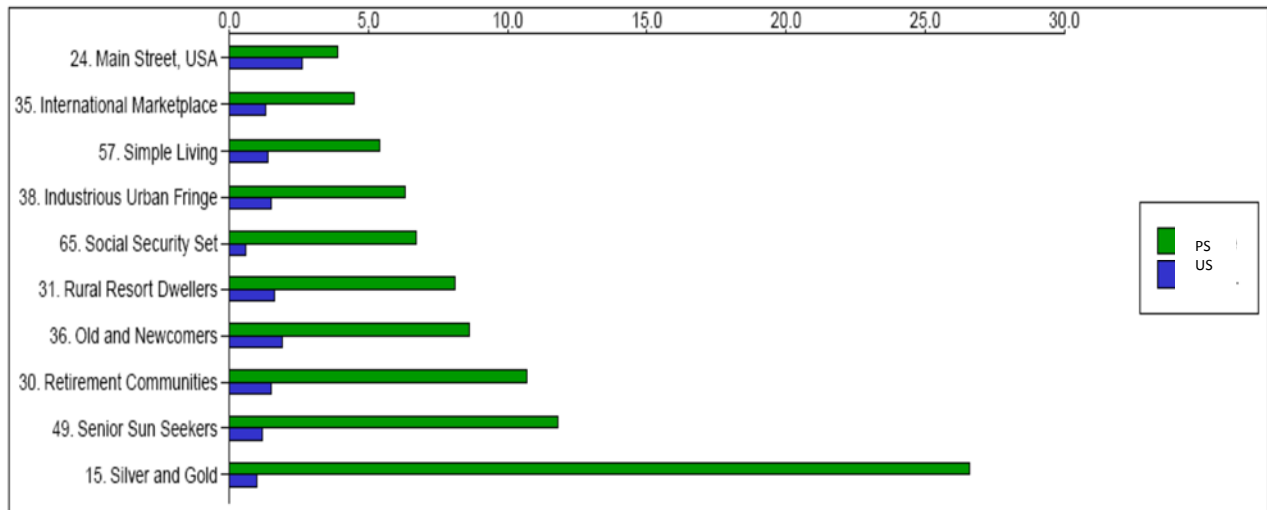
Figure 30 ranks the top ten tapestry segments in Palm Springs, and **Figure 31** provides a brief overview of each of the identified top ten segments. The Silver and Golds represent 26.6 percent of the community, followed by Senior Sun Seekers, which represent 11.8 percent of the community. When compared to the United States in **Figure 30**, it is clear that Palm Springs attracts a high percentage of the senior population, as would be expected given the desirability of the City and the Coachella Valley as a retirement and second homeowner destination.

³³ "Leisure Takes Detour," *USA Today*, May 22, 2008.

³⁴ "Top Ten Travel and Tourism Trends for 2007-2008," Randall Travel Marketing, <http://www.rtmnet.com/Portals/1/2007and2008TopTenTrends-July 2007.pdf>

³⁵ email sent to chrisd@greenplayllc.com by books@sagamorepub.com.
Sagamore Publishing | 804 N. Neil | Champaign | IL | 61820

Figure 30: Top Ten Tapestry Segments Palm Springs vs. United States



Source: ESRI Business Information Solutions

The following segment definitions shown in **Figure 31** illustrate key characteristics and leisure interests for the fabric of the Palm Springs market.

Figure 31: Tapestry Segment Definitions



26 Midland Crowd



L12 *American Quilt*
 U10 *Rural I*
 Married-Couple Families
 37.0
 Middle
 Skilled/Prof/Mgmt
 HS Grad; Some College
 Single Family; Mobile Home
 White

Own pets
 Have personal line of credit
 Go hunting, fishing
 Read hunting/fishing magazines
 Own/Lease truck

35 International Marketplace



L8 *Global Roots*
 U1 *Principal Urban Centers I*
 Family Mix
 30.3
 Middle
 Prof/Mgmt/Skilled/Srvc
 No HS Diploma; HS Grad
 Multiunit Rentals
 White; Asian; 2+ Races; Hisp.

Travel abroad to visit family
 Own Discover card
 Visit Six Flags
 Listen to Hispanic radio
 Own/Lease Toyota

31 Rural Resort Dwellers



L12 *American Quilt*
 U10 *Rural I*
 Married Couples w/No Kids
 47.2
 Middle
 Prof/Mgmt/Skilled/Srvc
 Some College
 Single Family; Mobile Home/
 Seasonal
 White

Do woodworking and furniture refinishing
 Have overdraft protection
 Do target shooting
 Watch rodeo/bull riding on TV
 Own an ATV/UTV

36 Old and Newcomers



L4 *Solo Acts*
 U4 *Metro Cities II*
 Singles; Shared
 37.1
 Middle
 Prof/Mgmt/Srvc
 Some College; Bach/Grad
 Multiunit Rentals
 White

Go dancing, attend concerts
 Have renter's insurance
 Play volleyball, word games
 Watch cable TV
 Own/Lease sedan

43 The Elders



L5 *Senior Styles*
 U8 *Suburban Periphery II*
 MC w/No Kids; Singles
 73.2
 Lower Middle
 Retired/Prof/Mgmt/Srvc
 Some College
 Mixed/Seasonal
 White

Attend horse races
 Own annuities
 Go fishing, play bingo, do crosswords
 Watch Golf Channel, HSN
 Belong to AAA auto club


49 Senior Sun Seekers



L5 *Senior Styles*
 U9 *Small Towns*
 MC w/No Kids; Singles
 53.1
 Lower Middle
 Retired/Prof/Mgmt/Skilled/Srvc
 HS Grad; Some College
 Single Family; Mobile Home/
 Seasonal
 White

Member fraternal order, veterans' club
 Own annuities
 Go fishing, read, play bingo
 Watch game, news shows on TV
 Own/Lease station wagon


57 Simple Living



L5 Senior Styles
 U6 Urban Outskirts II
 Singles
 41.0
 Lower Middle
 Prof/Mgmt/Skilled/Srvc
 No HS Diploma; HS Grad
 Multiunits; Single Family
 White

Go fishing, do furniture refinishing
 Own annuities
 Order from QVC
 Watch syndicated TV
 Own/Lease domestic vehicle

65 Social Security Set



L5 Senior Styles
 U2 Principal Urban Centers II
 Singles
 46.0
 Low
 Retired/Prof/Mgmt/Srvc
 No HS Diploma; HS Grad
 High-Rise Rentals
 White; Black

Read books, paint, draw
 Consult financial planner
 Attend auto racing (NASCAR) events
 Read science/technology magazines
 Own/Lease domestic vehicle

Source: ESRI Business Information Solutions

Seniors

Seniors in Palm Springs is a large and growing segment of the population. According to the Riverside County Foundation on Aging, many seniors are living near the poverty threshold. They are on low-fixed incomes. However, there is also a large portion of the senior population who live a more prosperous lifestyle. Regardless, seniors are frequently targets for financial scams, elder abuse, and identity theft. There are many resources and services available to seniors. This population of Palm Springs is anticipated to continue growing.

The senior population in Palm Springs includes the following Tapestry market segments:

- Sliver and Gold (26.6%)
- Prosperous Empty Nesters (2.8%)
- Retirement Communities (10.7%)
- The Elders (1.2%)
- Senior Sun Seekers (11.8%)
- Social Security Set (6.7%)

Snowbirds

The term Snowbird is used to describe people from the Northeast, Midwestern United States, or Canada who spend a large portion of winter in warmer locales such as California, Arizona, Florida, The Carolinas, or elsewhere along the Sunbelt region of the southern and southwest United States.

Snowbirds are typically retirees and business owners who can afford to be away from home for long periods of time or have a second home in a warmer location. Some snowbirds carry their homes with them as recreational vehicle campers.

Many of these "Snowbirds" also use their vacation time to declare permanent residency in low, or no tax states (where the taxes are sustained by high tourism taxes), and claim lower non-resident income taxes in their home states. Some are reputed to use this dual-residency to absentee vote in both locales.³⁶

The snowbird population in Palm Springs includes the following Tapestry market segments:

- Sliver and Gold (26.6%)
- Senior Sun Seekers (11.8%)
- Prosperous Empty Nesters (2.8%)

Single Person Homes

As described in the *Tapestry Report* for Palm Springs, the Old and Newcomers market segment represents neighborhoods in transition, populated by renters who are starting their careers or those who are retiring. These neighborhoods have more single-person and shared households than families. These residents are typically active members in their community and engage in sports and leisure activities. This group may also represent the very prominent proportion of gay, lesbian, bi-sexual, and trans-gender (GLBT) population found in Palm Springs, who may or may not have partners and children.

The US Census Bureau recognizes the third week of September as unmarried and Single Americans' week. This week may provide opportunities for event staff or groups in the community to provide programs or services.

Additional tapestry segments that represent the single person households include:

- Old and Newcomers (8.6%)
- Rural Resort Dwellers (8.1%)
- Main Street, USA (3.9%)
- Midland Crowd (3.5%)

Tourists

It is difficult to estimate the number of tourists that come through the City. The Palm Springs Desert Resorts Convention & Visitors Bureau produced a "Visitor Study" in 1998 that projected 1,000,000 tourists. This was reported in the *City of Palm Springs Economic Overview Year 2008*.

Palm Springs is a tourist-driven economy. It is reflected in hotel room sales and airport activity. More than 40 percent of all hotel rooms in the Coachella Valley are located in Palm Springs. In 2007, city revenue was \$124 million.³⁷

³⁶ Wikipedia

³⁷ "Economic Overview Year 2008 Edition," *The City of Palm Springs, Community and Economic Development Department, prepared by Wheeler's*

The tourist population in Palm Springs may include any of the Tapestry market segments described below in the ***Year-Round Residents***.

It is estimated that there are 44,468 year-round residents in Palm Springs, as of 2012. These residents include seniors and single person homeowners, as well as families. They live with the impact of a tourism-driven economy and snowbirds coming in and out of the City predominately from October through March. Year-round residents however may have specific needs focused on a neighborhood level of service that they want to see addressed in planning processes such as the parks and recreation master plan. Keeping this market segment engaged and involved is important to the future of Palm Springs and generations that follow.

Year-Round Residents

The Year-round residents in Palm Springs include the following Tapestry market segments:

- Silver and Gold (26.6%)
- Senior Sun Seekers (11.8%)
- Retirement Communities (10.7%)
- Old and Newcomers (8.6%)
- Rural Resort Dwellers (8.1%)
- Social Security Set (6.7%)
- Industrious Urban Fringe (6.3%)
- Simple Living (5.4%)
- International Marketplace (4.5%)
- Main Street, USA (3.9%)
- Midland Crowd (3.5%)
- Prosperous Empty Nesters (2.8%)
- The Elders (1.2%)

National Aging Trends

The following are trends related to the aging population in the United States and are relevant to Palm Springs aging population:

- America is aging and it is estimated that by 2010, the median age will be 37 years, and by 2030 the median age will be 39 years. The current life expectancy at birth in the United States is 77.9 years.
- There is a growing body of evidence that indicates that aging has more to do with lifestyles and health behaviors than genetics.
- Seniors control more than 70 percent of the disposable income and have more than \$1.6 trillion in spending power, according to Packaged Facts, a division of MarketResearch.com, which publishes market intelligence on several consumer industries.

What are Generations Doing?

Recreation providers should also understand the different generations. The Center for Generational Studies provides the following information to help understand how age plays a part in what Americans want.

The Matures/Traditionalists/Silent Generation (64-84 years old)

This generation was born between the two wars during 1925-1945. They experienced the depression, their fathers served in WW I, and as a generation, have disposable incomes or live on fixed retirement incomes.

Lifestyle and value implications for leisure interests include³⁸:

- Retired from paid work
- Duty before pleasure
- Civic volunteerism
- Snowbird lifestyle

With seniors getting into exercise, there is a growing trend towards specialized programs for older adults. These programs focus on the special needs of seniors like arthritis, osteoporosis, balance issues, flexibility, and better daily functioning.

According to AARP, 2008's latest leisure trends for the older population include:

- Virtual Birding – View a photo gallery and name that bird's tune
- Electronic games – Senior adults (even well over 50) are enjoying Wii and other electronic games (for instance, golf, brain teasers, and other sports games)
- Incentive-based walking programs
- Wellness seminars

Additional recreation and leisure trends include:

- According to the National Sporting Goods Association (NSGA), the top three sports activities for persons 65 years and older in 2007 were: exercise walking, exercising with equipment, and swimming.
- Seniors are also the fastest growing segment of health club memberships, according to the International Health, Racquet, and Sports Club Association.³⁹

Baby Boomers (45-63 years old)

This generation was born between 1946-1964 where individualism and free-spirits reigned. They are social-cause oriented, care about vitality and activity, claim that "65 is the new 50!" and are fitness and wellness driven.

Lifestyle and value implications for leisure interests include⁴⁰:

- Active with a wellness focus
- Hectic lifestyle
- No free time
- Rejecting full-time retirement

The first wave of boomers will turn 65 in less than two years. The new "don't call me senior" group will enjoy some of the more active activities for older adults including exercising to stay healthy and age well

³⁸ *Passtimes: The Context of Contemporary Leisure*, Ruth V. Russell, 4th Edition, 2009, Chapter 4, page 83

³⁹ "About the Industry," *International Health, Racquet and Sportsclub Association*, 2007.

⁴⁰*ibid*

According to AARP, 2008's one of the latest leisure trends for the older population include:

- Electronic games – Adults over 50 are enjoying Wii and other electronic games
- Cocooning -- as a group, baby boomers between 45-54, (as well as those aged 25-45) watch the most television

Generation X (25-44 years old)

This generation was born 1965-1984. They were resourceful at an early age, as most grew up in a house where both parents had careers. Xers entered a world with social turmoil with the assassination of JFK, anti-war protests, Watergate, inflation, and massive layoffs. As a result, they have become a generation skeptical of traditional practices and beliefs.

Lifestyle and value implications for leisure interests include⁴¹:

- Fun and informality
- Friend focused
- Risk takers
- Strive for balance between work and leisure

With their ability to deal with uncertainty and an emphasis on working to live, rather than living to work, they continue to transform the way business is done.

Some of the leisure trends for the Gen Xers include:

- X Games/Extreme sports
- Cocooning -- as a group, those aged 25-54 watch the most television

Millennials/Nexters/Gen Y/E-Generation (under 25 years old)

This generation was born 1985-2005. They are growing up in a world where beliefs about family and society have been compromised and during a time of unprecedented growth in U.S. economy and development of technology. Media has taught them that they can challenge every convention and individual.

Lifestyle and value implications for leisure interests include⁴²:

- Sociability
- Prefer collective activities
- Media and technology based leisure

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 older than them.

Some of the leisure trends for the under 25 year group are similar to the Gen Xers and include:

- X Games/Extreme Sports
- Cocooning -- on line learning
- Social Media as a leisure enhancement

⁴¹ *Passtimes: The Context of Contemporary Leisure*, Ruth V. Russell, 4th Edition, 2009, Chapter 4, page 83

⁴² *Ibid*

Diversity

The current population in the United States is estimated at 15.3 million. It is projected to grow to 16.3 million by 2011. Of the diverse population in Palm Springs, there is a market segment which includes gays, lesbians, bi-sexuals, and transgenders (GLBT). According to a section in Pink Profits, part of trendwatching.com it's reported that "Many gays and lesbians reject the traditional retirement community lifestyle. After years of living freely, they don't want to move back into the closet. Rainbow Vision has developed gay and lesbian retirement communities in Santa Fe, NM, and Palm Springs."⁴³ This trend is reflected in the establishment of the Golden Rainbow Senior Center which caters to the unique support needs of the GLBT senior community.

Race and Ethnic Trends

Following are select national trends of a variety of ethnic communities.

- English as the first language at home will decrease as the United States becomes more multicultural. Fourteen percent (14%) of the United States population speaks a language other than English at home, with 54 percent of the non-English speaking population speaking Spanish. The number of people speaking other languages will undoubtedly increase in the United States due to immigration.⁴⁴
- In 2005, the percentage of those over five (5) years in age that spoke a language other than English in the home was 19.4 percent. Of the foreign-born population in the United States, the majority are from Latin America followed by Asia and Europe.⁴⁵

A recent study by the Pew Research Center cited the ranks of the 303 million Americans are projected to increase to 438 million by 2050 and that increase will be driven primarily by immigration, with the number of Hispanics estimated to triple. The Center's projections are based on detailed assumptions about births, deaths, and immigration levels. Other projections from this report include the following.

- If current trends continue, 82 percent of the increase will be immigrants arriving from 2005 to 2050 and their U.S.-born descendants.
- The 117 million people added during this time period will consist of 67 million immigrants and 50 million of their U.S. born children.
- Nearly one in five Americans (19%) will be an immigrant in 2050, compared with one in eight (12%) in 2005.
- By 2025, the immigrant, or foreign-born share of the population will surpass the peak during the last great wave of immigration a century ago.
- The impact of immigration has been compounded as the number of births for U.S. women dropped sharply and then leveled off.
- Hispanics will make up 29 percent of the U.S. population in 2050, compared with 14 percent in 2005.
- The non-Hispanic white population will increase more slowly than other racial and ethnic groups; whites will become a minority (47%) by 2050.
- The nation's elderly populations will more than double in size from 2005 through 2050, as the Baby Boom generation enters the traditional retirement years.

⁴³ <http://trendwatching.com/trends/pinkprofits.htm>

⁴⁴ Davis, B. "Faces of the Future: How America is Changing" Association of Zoos & Aquariums, <http://www.aza.org/Pulbications/2004/08/Diversity.pdf> accessed December 14, 2006

⁴⁵ U.S. Census Bureau

- The number of working-age Americans and children will grow more slowly than the elderly population, and will shrink as a share of the total population.

Foreign-Born

- Less than three percent of the population, approximately eight million people, is foreign-born residents who have entered the country from 2000 and on. Factors known about this group include⁴⁶:
 - Hispanics make up more than half of this population.
 - A larger percentage of these households (compared to average U.S. resident households) consist of married couples.
 - Incomes are lower (25.6% families live below the poverty line compared to 10.2% of all Americans).
 - Households are larger (3.6 vs. 2.6 people).
 - Households are younger (27.6 years vs. 36.4 years median age).
 - 89.5 percent speak a language other than English at home; 23.7 percent speak English “very well.”

African American

- According to the US Census *2007 American Community Survey*, over 39 million people in the United States, or 13.1 percent of the population, are Black or African American.
- The African American population is the third fastest growing population in the United States.
- African American youth are more likely to participate in summer camp programs and in before and after school programs.⁴⁷
- African Americans tend to favor outdoor team sports.⁴⁸
- More than two million African American children, ages five years and older, speak a language other than English at home.⁴⁹
- Open spaces that serve a recreation function such as sporting-related facilities (e.g., baseball fields and paved trails) are preferred by African Americans and should be considered when planning urban parks.⁵⁰
- February is Black History Month. Americans have recognized black history annually since 1926, first as "Negro History Week" and later as "Black History Month." This national celebration often includes community festivals, government-sponsored activities, and educational activities for students.

Asian/Pacific Islander

- According to the US Census 4.4 percent of the United States population is Asian alone or Asian/Pacific Islander.
- Chinese Americans are the largest Asian group in the United States, followed by Filipino, Asian Indians, Vietnamese, Koreans, and lastly, Japanese.
- The number of people five and older who speak Chinese at home was estimated in 2006 to be 2.5 million. After Spanish, Chinese is the most widely spoken non-English language in the country.

⁴⁶ “Diverse landscape of the newest Americans” *USA Today*

⁴⁷ “Demographic Differences in Youth Out-of-School Time Participation,” *Harvard Family Research Project*, March 2006

⁴⁸ Bell, Christina, M. and Hurd, Amy R., “Recreation Across Ethnicity,” *Parks and Recreation*, October 2006

⁴⁹ Nea, National Education Association, < <http://www.nea.org/mco/blacksdemographics.html>> accessed, August 18, 2008

⁵⁰ iBid

- May is Asian Pacific American (APA) Heritage Month – a celebration of Asians and Pacific Islanders in the United States. Acknowledged much like Black History Month, this national celebration evolved from a 1977 congressional bill and is highlighted throughout the country by community festivals, government-sponsored activities, and educational activities for students.⁵¹
- There is limited park and recreation activity participation trend information available for this population, although it is safe to say that they enjoy activities related to their culture and heritage, like listening to music, attending festivals, events, and activities that emphasize family and celebrate their culture.

Hispanic

- The Hispanic or Latino (of any race) population is over 45 million and is about 15.1 percent of the total population.⁵²
- The estimated Hispanic population of the United States as of July 1, 2008, shows people of Hispanic origin as the nation's largest ethnic or race minority. Hispanics constituted 15% of the nation's total population. In addition, there are approximately 4 million residents of Puerto Rico.
- The increase in the Hispanic population between July 1, 2007, and July 1, 2008 was 3.2 percent, making Hispanics the fastest-growing minority group.
- The projected Hispanic population of the United States on July 1, 2050 is 132.8 million. According to this projection, Hispanics will constitute 30 percent of the nation's population by that date.
- The percentage of the Hispanic-origin population that lived in California or Texas in 2008 was 48 percent. California was home to 13.5 million Hispanics, and Texas was home to 8.9 million.
- Research has shown that Hispanics tend to participate in larger, family gatherings due to their strong cultural focus on the extended family. This includes recreational choices such as nature and family-oriented activities or “gathering” type of activities versus the organized activities that characterizes much of the municipal recreational landscape. “Spending the day at the park” is a popular choice for Hispanic families. Park activities range from cookouts to softball and soccer games, to riding bikes or simply relaxing to music.⁵³
- A survey completed in 2006 by UCLA's Anderson School of Management Applied Management Research Program and funded by the Outdoor Industry Foundation surveyed the Hispanic population to gather information regarding their recreational choices. The following are results from this survey:
 - Running/jogging (48%) and weightlifting/gym (23%) ranked as the most popular physical activities.
 - In terms of participation, basketball ranked number one in terms of sports participation in the past three months (27%), and exercising ranked second (20%).
- September 15 to October 15 is recognized as National Hispanic Heritage month in the United States to celebrate Hispanic heritage and culture. The observation started in 1968 as Hispanic Heritage Week under President Lyndon Johnson and was expanded by President Ronald Reagan in 1988 to cover a 30-day period.

⁵¹ Siasoco, Ricco Willanueva, “Origins of APA Heritage Month”

⁵² US Census, 2008 American Community Survey

⁵³ McChesney, Gerken, McDonald, “Reaching Out to Hispanics in Recreation, <<http://www.nrpa.org>>

Native Americans – American Indians/Alaska Natives (AIANs)

- AIANs comprise one percent of the total U.S. population and represent 50 percent of the nation's languages and cultures.
- Only 11 states have a population of AIANs of over 100,000. The American Indian and Alaska Native population in California, 738,978 as of July 1, 2008 is the highest total of any state. California was followed by Oklahoma (406,492) and Arizona (359,841).
- What started at the turn of the century as an effort to gain a day of recognition for the significant contributions the first Americans made to the establishment and growth of the U.S. has resulted in a whole month being designated for that purpose. In 1990, President George H. W. Bush approved a joint resolution designating November 1990 "National American Indian Heritage Month." Similar proclamations have been issued each year since 1994.
- There is also limited park and recreation activity participation trend information available for this population although it is safe to say that they enjoy activities related to their culture and heritage, like listening to music, attending festivals, events, and activities that emphasize family and celebrate their culture.

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Appendix C – GRASP® Methodology

Inventory Data Collection Process

A detailed inventory of all parks and recreational facilities was conducted. The inventory located and catalogued all of the components and evaluated each one as to how well it was serving its intended function within the system. This information was used to analyze the *Levels of Service* provided by the system.

The inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using aerial photography and the city's Geographic Information System (GIS). Components identified in the aerial photo were given GIS points and names according to the GRASP® list of standard components.

Next, field visits were conducted by the consulting team and by city staff to confirm the preliminary data and collect additional information. Additionally indoor facilities were scored and for the purposes of this study, each space is considered a component and is scored based on its intended function.

During the field visits and evaluations, missing components were added to the data set, and each component was evaluated as to how well it met expectations for its intended function. During the site visits the following information was collected:

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

After the inventory was completed, it was given to the City for final review and approval.

Component Scoring

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

The range of scores for each component is as follows:

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

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

The GRASP® analysis recognizes that value results from a combination of attributes. These include capacity or quantity, but can also include quality and accessibility. Quality itself is a combination of things, but essentially is based on the suitability of something for its intended purpose. For example, consider the value of an older-model luxury car to a brand-new economy model. Both cars may be suitable for the intended purpose of getting passengers to a destination, and they may have equal value, but the value is derived from different combinations of condition and features. The service value of components in the parks and recreation system works on similar principles.

An older model playground with lots of features, but in less-than-perfect condition may be equal in the value of service it provides to a new playground with fewer features that are in perfect condition and are ones that are currently most desired by the public. The metric in determining value is whether or not something meets expectations for its intended use. In the case of the cars, both cars meet the expectation to carry passengers safely, comfortably, and reliably to their destination, but each one does so with a different combination of attributes. A brand-new luxury car with lots of features, on the other hand, may clearly exceed this basic expectation.

Neighborhood and Community Scoring

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

Neighborhood Score

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

Community Score

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

Indoor Components

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

Modifiers (Comfort and Convenience Features) Scoring

Outdoor Modifiers

Besides standard components, this inventory also evaluates features that provide comfort and convenience to the users. These are things that a user might not go to the parks specifically to use, but which increase the value of the user's experience by making it a nicer place to be. The presence of features such as drinking water, shade, seating, and restrooms in proximity to a component has the effect of increasing the value of the component. Modifiers encourage people to stay longer and enjoy the components more fully. These features are scored as listed above with the 1-3 system. In this case it is not important to get a count of the number or size of these components. Instead the score reflects the ability of the item to serve the park. For example, having one bench in a 60-acre park may not be enough and therefore benches would receive a "1." However, having one bench in a ¼ acre park might be appropriate and receive a score of "2." A park with an appropriate number of benches that are located to take advantage of shade, views, and park activity, may score a "3."

Indoor Modifiers

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

Activity and Sports Lighting

During the site visit, evaluators recorded the presence of activity or sports lighting for each component. This modifier counts for lighting that allows for component use in the evening/night hours. This modifier does not apply to security lighting.

Shade

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

Design & Ambience Scoring

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

Trails Scoring

Because traveling the length of any given trail is difficult, trail information is often collected with the aid of staff. Trails can be scored as independent parks or greenways or as individual components within another park. The former type of trail receives its own set of scores for modifiers and design and ambience. The trail in the latter situation takes on the modifiers and design and ambience of the larger park in which it resides.

Ownership Modifier

This modifier is generally a percentage that is applied to the GRASP® score after other modifiers have been applied. It accounts for access and control of components that are provided by alternative providers. For example, in most cases schools are given a 50% ownership modifier which halves the GRASP® score to account for the limited access that the neighborhood has to school facilities.

Inventory Compilation and Scoring Process

General Information

Adjusted Modifier Score

Ultimately modifier scores are normalized to create one score to represent the overall effect of the comfort and convenience features on the site. Similar to the component scoring system the scale for the adjusted modifiers is 1.1 , 1.2 , 1.3 , and at a site with no modifiers the value of the components is neither increased nor decreased. To determine the range that defines high, medium, and low, the total of all modifier scores is calculated. The range of totals in the community is then divided into three groups and given an adjusted score based on where it falls in the range of scores, thus scores of 1 to 7 = 1.1, 8 to 14 = 1.2, and 15 to 21 = 1.3.

Composite GRASP® Score

Finally, the final Composite GRASP® score for each component is determined by using the following formula:

$$\frac{(\text{total component score}) (\text{adjusted modifier score}) (\text{design and ambience score}) (\text{ownership modifier})}{\text{Composite GRASP}^{\circledR} \text{ score}} =$$

GRASP® Threshold Scores

GRASP® perspectives show the cumulative level of service available to a resident at any given location in the City. It is a blended value based on the number and quality of opportunities to enjoy a recreation experience that exist in a reasonable proximity to the given location. A reasonable goal would be to offer a selection of active and passive recreation opportunities to every residence, along with access to a recreational trail. The formula for calculating the GRASP® value of such a combination of components is:

$$\text{Number of Components} \times \text{Score for each Component}^* \times \text{Modifier Value}^* (\text{will be 1.2 if adequate set of modifiers is present}) \times \text{Design and Ambience Score}^* (\text{will be 2.0 if met to normal}^* \text{ expectations}) =$$

Computed Base Score

**See explanation below for each part of the equation*

This computed value is the threshold score for a typical suburban home located in a typical American city. Score higher than this would not be abnormal, but it is the threshold at which an adequate level of service would be present.

Score for Components

If we assume that a combination of three components and the park itself (acting as a component) should be made available to each home, then the number of components for a minimum level of service is four. Within these four components it is assumed that there is a mix of both active and passive components. Active components include things like courts, athletic fields, etc., and passive components include things such as picnic shelters, natural areas, landscaped gardens, art, etc. Although this example uses a park and outdoor components, service is provided in the same way from indoor components and is considered interchangeable with outdoor components assuming that a good mix of both are present in the parks and recreation system. “Making available,” as used in GRASP®, means that they exist within a reasonable distance of the home.

Components that meet normal expectations for size, quality, capacity, and condition receive a score of two in the GRASP® system, so that score will be used to calculate the threshold minimum score.

Modifier Value

In addition to components, parks, buildings, and other public spaces have things in them to make them more comfortable and convenient to use. In the GRASP® system these are called modifiers. A modifier value in the middle range is considered “normal,” and increases the values of the components by a factor of 1.2. For the purpose of calculating a minimum threshold score, therefore, a modifier value of 1.2 will be used.

Design & Ambience Score

The quality of the users’ experience is also enhanced by a pleasant setting and good design. Components within a park or building that is well-designed and maintained in good condition offer a higher level of service than ones in a location that nobody wants to visit. Good design not only makes a place look nice, it makes it feel safe and pleasant, and encourages people to visit more often and stay longer. In the GRASP® formula, a site with a level of design and ambience that is consistent with local norms will have its component scores raised by a factor of two. A design and ambience factor of two will be used to calculate the threshold score.

Computed Base Score

In determining the threshold score it is also assumed that the ownership value is 100% - meaning that there is no change in score based on ownership. Plugging in the assumptions described above, a minimum base score for park and indoor components is calculated:

Number of Components (4) x Score for each Component (2.0) x Modifier Value (1.2) x Design and Ambience Score (2.0) = Base Score (19.2)

Trails Base Score

In addition to having access to a park with a base score, it is ideal to for residents to also have access to a trail. It can be assumed that a trail has an intrinsic value as providing both active and passive opportunities. Also the land or right-of way that contains the trail provides value to the community by providing a break in the urban landscape and providing the opportunity for the trail. This equates to three components. In same way that parks are modified with comfort and convenience scores and design and ambiance, trails also have increased value by considering these things. Thus the equation that creates the base score for trails is:

Number of Components (3) x Score for each Component (2.0) x Modifier Value (1.2) x Design and Ambience Score (2.0) = Base Score (14.4)

When combining the base score for trails and base score for parks a score of 33.6 is used as the GRASP® score that can be reasonably expected for residents in a typical suburban area where people are likely to be driving to a park.

Because the ability to walk to components makes them more available, and is a desirable condition, GRASP® places a premium on their scores for the area within walking distance. On the Perspective the Base Score is doubled within 1/3 mile of the component. (The 1/3 mile distance represents an approximate 10-minute walk. Barriers that restrict walking have also been taken into account, by cutting off the double-score value around the component at the barrier.) When the score is doubled, the desired GRASP® score is therefore 67.2 for any given residential location, assuming that the basic set of components and other conditions described above have been met. This is the threshold score for access to all components offered by the park infrastructure.

In built-out areas, in addition to the service received from the basic set of components described above, homes will also have access to components located further away from them than 1/4 mile. GRASP® assumes that components up to a mile away are “available” to a home. A mile is easily traveled by automobile, bicycle, or other means within a reasonable amount of time, unless unusual circumstances exist. The service value of these components is equal to their base score for the components, calculated according to the formula above. If the standard of having the basic set of components within 1/4 mile of each home is met uniformly across the entirety of an area within a one-mile radius of a given home, there could be as many as seven or more parks serving the home with the basic (non-doubled) score of 19.2 points. The total value of these would add another 134.4 points, raising the score at the subject residence to a total value of **201.6**. This explains why values much higher than the basic minimum of 33.6 are typically found on the composite Perspective.

GRASP® Level of Service and Determining Community Expectations

When preparing GRASP® perspectives or summary tables using the GRASP® scores, the actual scores are grouped according to whether the scores are below the threshold minimum score or above the threshold minimum score. GRASP® score breaks are determined based upon what type of components are represented in each perspective and show how areas meet expectations.

Composite & Walkability

It is assumed that there is a point at which the number or quality of recreation components falls below threshold minimum score. Likewise, when a resident receives service from a certain number or quality of components, that level of service exceeds the threshold minimum score of the community.

The threshold score is determined as when a resident has a score which represents access to the **equivalent** of a park and a trail receiving the **base scores (see above explanations)** within 1/3 miles of their home (*Walkability Factor*). The score that equates to this condition is **67.2**.

Score translation

Threshold score = 67.2

Step1:

Number of Components (4) x Score for each Component (2.0) x Modifier Value (1.2) x Design and Ambience Score (2.0) = Base Score (19.2)

Step2:

Base Score (19.2) + Trails Minimum Base Score (14.4) = 33.6 x Walkability Factor (2) = 67.2

Composite and walkability perspectives and summary tables use the following breaks:

>0 – 67.1 = below threshold minimum score

67.2+ = meets threshold minimum score

Indoor

When indoor facilities are the focus of the GRASP® perspective the threshold score is determined as when a resident has a score **equivalent to** access to an indoor facility with four components. The score that equates to this condition is **19.2**.

It is important to note that a score at any given location can represent a combined score generated from the overlay of surrounding service areas of the indoor facilities included in the perspective.

Score translation

Threshold score = 19.2

Number of Components (4) x Score for each Component (2.0) x Modifier Value (1.2) x Design and Ambience Score (2.0) = Base Score (19.2)

Maps showing Neighborhood LOS for one component (for example: Sports Fields)

These perspectives are created to depict level of service and access for one particular component, deemed important for more detailed analysis.

Score translation

Threshold score = 9.6

Number of Components (1) x Score for each Component (2.0) x Modifier Value (1.2) x Design and Ambience Score (2.0) = B

Appendix D – Park and Facility Inventory

Indoor Inventory Summary Table

LOCATION	Total Indoor Components	Food- Full Service	Gallery	Gymnasium	Kitchen - Commercial	Kitchen - Kitchenette	Lobby/Entryway	Multi-purpose	Patio/Outdoor seating	Retail/Pro-shop	Speciality Training	Weight/Cardio Equipment
Demuth Community Center	12			1		1		6	2		1	1
DESERT HIGHLAND UNITY CENTER	6			1	1			3				1
LEISURE CENTER AND PAVILION	7						1	5	1			
RHYTHM SKATE SHOP	3		1					1		1		
TAHQUITZ CREEK GOLF RESORT	2	1								1		
Total:	30	1	1	2	1	1	1	15	3	2	1	2

Outdoor Inventory Summary Table

LOCATION	Total Components	Approximate GIS Acres	Aqua Feat, Pool	Aqua Feat, Spray	Ballfield	Basketball	Bocce Ball	Complex, Ballfield	Complex, Tennis	Concessions	Dog Park	Driving Range	Educational Experience	Event Space	Fitness Course	Garden, Community	Garden, Display	Golf	Loop Walk	MP Field, Large	Natural Area	Open Turf	Other-Passive	Passive Node	Picnic Grounds	Playground, Destination	Playground, Local	Public Art	Shelters, All Sizes	Shuffleboard	Skate Park	Tennis	Volleyball	Water Feature	Trailhead	
BARISTO PARK	6	2		1		1																1		1		1										
DEMUTH PARK	33	60		1	8			1		2				1		1			1	6		3			1	1		1				4	2			
DESERT HEALTHCARE WELLNESS PARK	12	5													1		2		1		1	1		4										2		
DESERT HIGHLAND PARK	12	18		1	1	1															1	1	1	1		1	1	2				1				
DOWNTOWN EXPERIENCE	5	NA											1	1										1			2									
FRANCES STEVENS PARK	6	3																				2		1			1		1					1		
GENE AUTRY GATEWAY PARK	6	2					2														1						1	2								
PALM SPRINGS DOG PARK	7	2									1																1	5								
RUTH HARDY PARK	22	22		1		1			1					1			1		1	1		1		2	1		1					8	2			
SUNRISE PLAZA	11	35	1	1	2	1				1									1			1								1		1				
TAHQUITZ CREEK GOLF RESORT	3	307										1						2																		
VICTORIA PARK	7	9		1																1		1				1		1					1			
Other Components Not Associated with a Park or Facility	8	NA																																		8
Totals:	138	464	1	6	11	4	2	1	1	3	1	1	1	3	1	1	3	2	4	8	3	11	1	7	5	4	2	9	10	1	1	12	7	3	8	

Appendix E – Resource Maps and GRASP®

Perspectives

11" x 17" folded four maps and five perspectives follow.

Map A: Regional Map

Map B: System Map

Map C: Population Density

Map D: Alternative Provider Locations

Perspective A: Access to All Components

Perspective B: Walkable Access to All Components

Perspective C: Access to Indoor Recreation

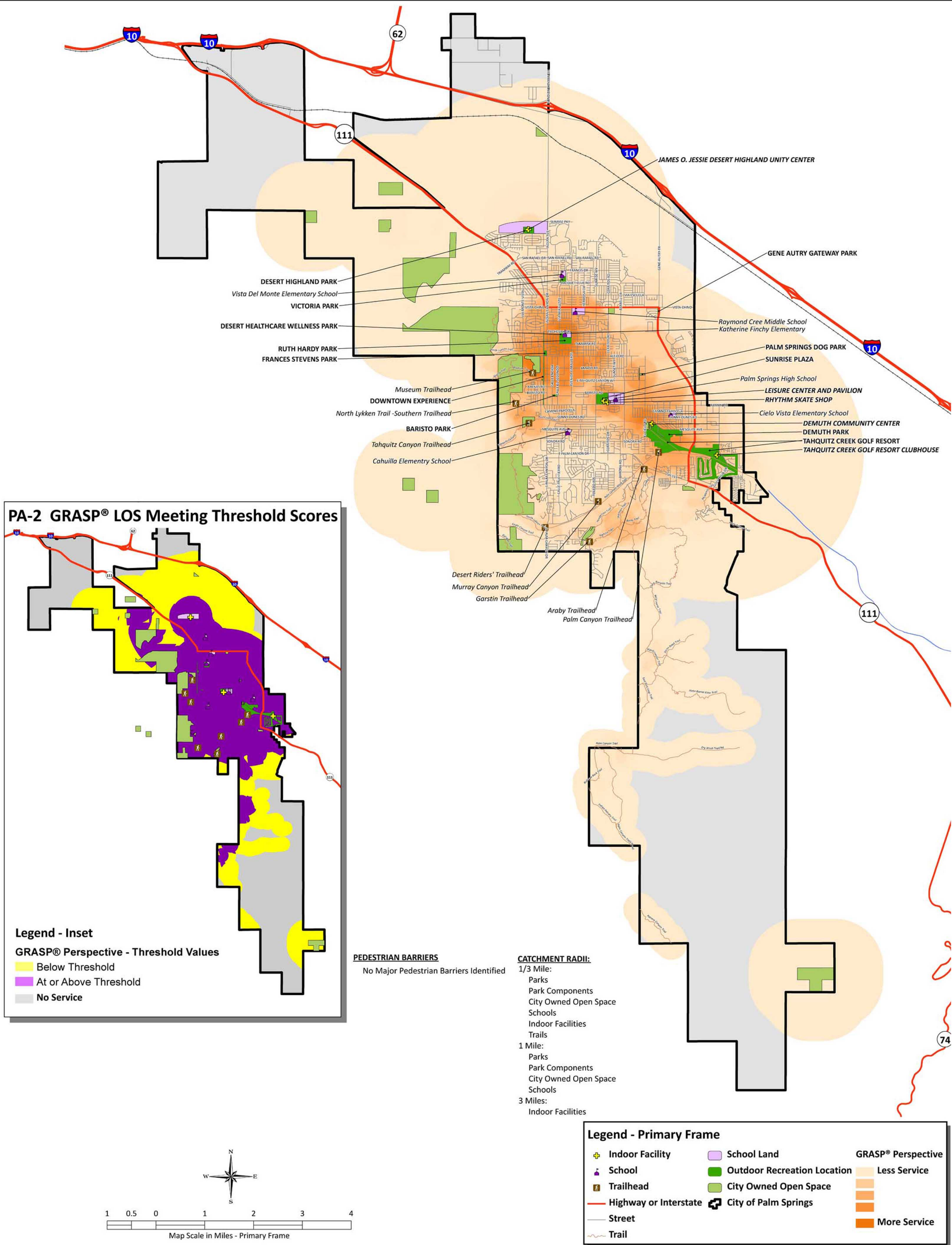
Perspective D: Access to Outdoor Components

Perspective E: Access to Sports Fields

Capacities LOS by Components

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CITY OF PALM SPRINGS, CALIFORNIA PARKS AND RECREATION MASTER PLAN



PA-2 GRASP® LOS Meeting Threshold Scores

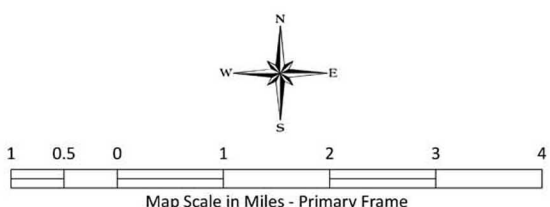
Legend - Inset
GRASP® Perspective - Threshold Values
 Below Threshold
 At or Above Threshold
 No Service

PEDESTRIAN BARRIERS
 No Major Pedestrian Barriers Identified

CATCHMENT RADII:
 1/3 Mile:
 Parks
 Park Components
 City Owned Open Space
 Schools
 Indoor Facilities
 Trails
 1 Mile:
 Parks
 Park Components
 City Owned Open Space
 Schools
 3 Miles:
 Indoor Facilities

Legend - Primary Frame

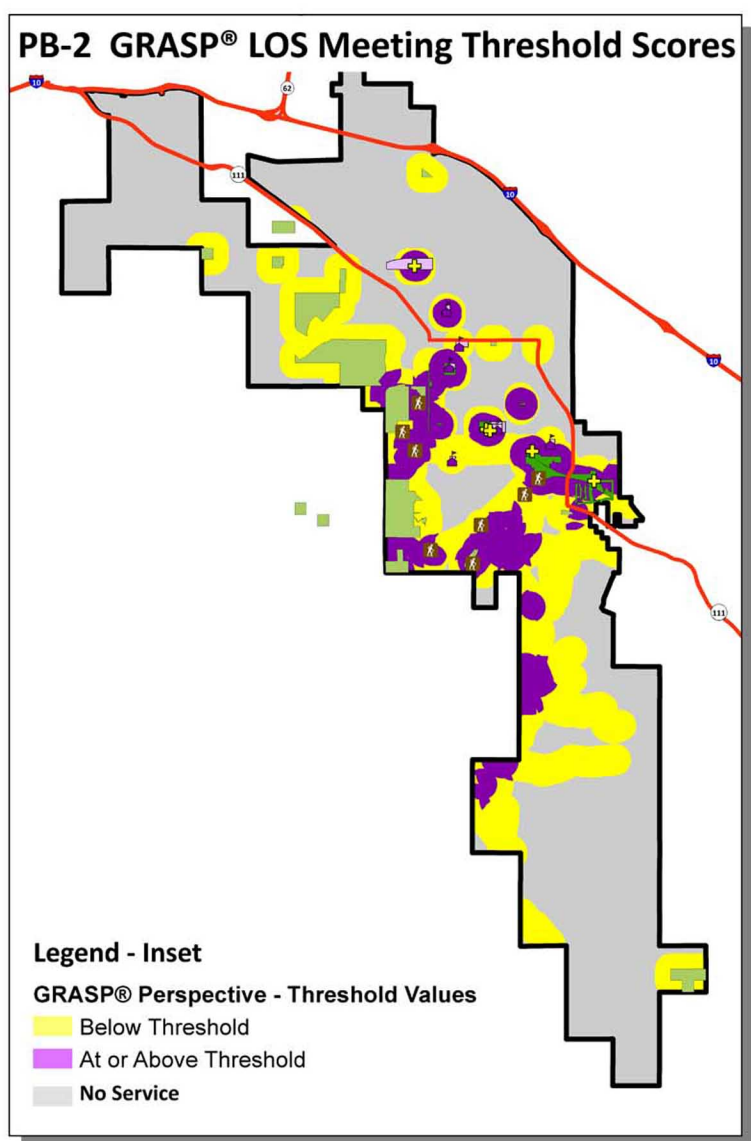
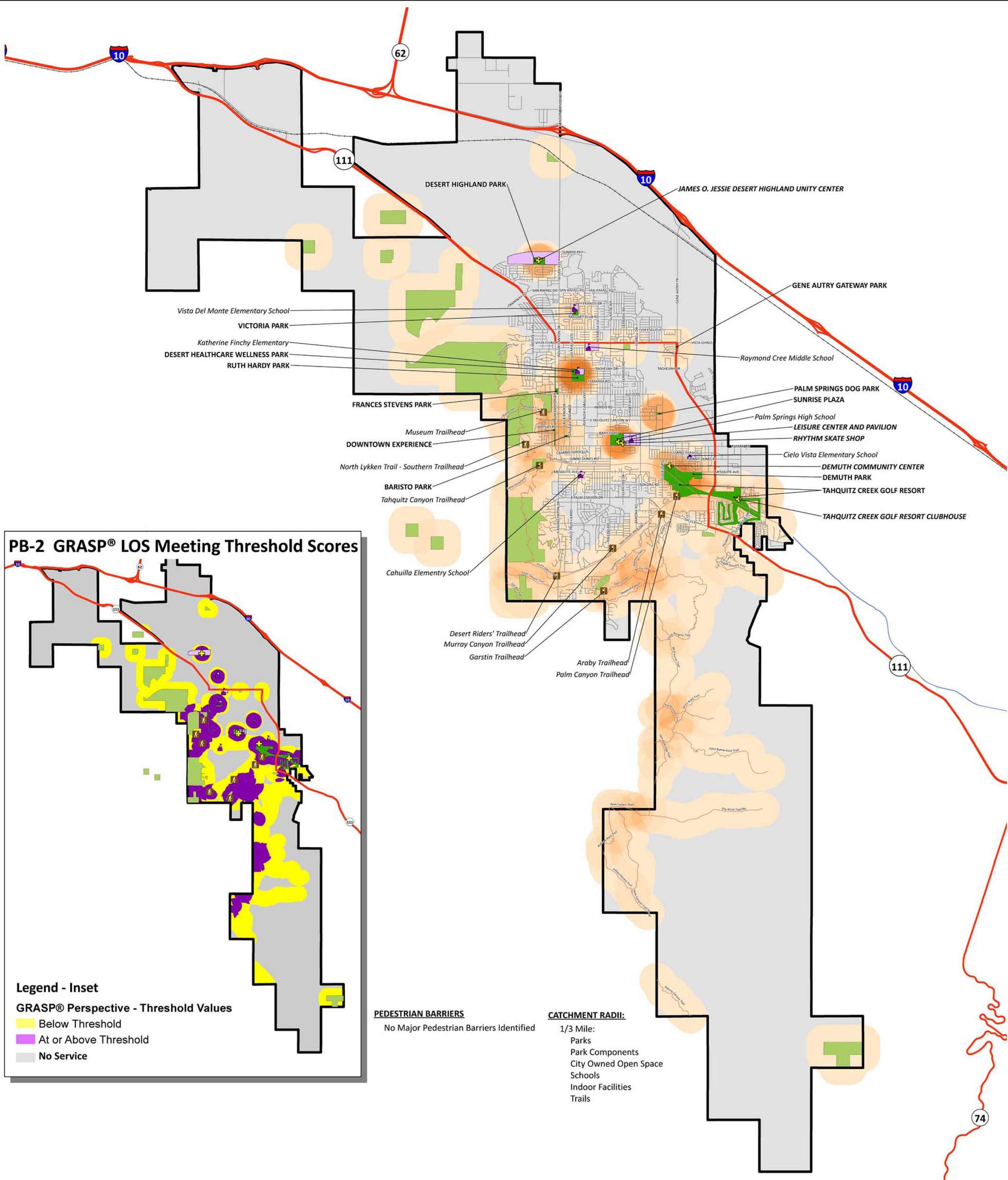
Indoor Facility	School Land	GRASP® Perspective
School	Outdoor Recreation Location	Less Service
Trailhead	City Owned Open Space	More Service
Highway or Interstate	City of Palm Springs	
Street		
Trail		



Map Produced For The Palm Springs, California Parks And Recreation Master Plan - By The GRASP® Team
 This Map Is Intended For Planning & Discussion Purposes Only - Please Refer To The Project Document For Map Details
 Legend Elements May Vary Slightly In Size, Color And Transparency From Those Shown On Map. Labels are limited to ensure legibility.
 GIS Data Sources May Include: City of Palm Springs, US Census, ESRI, GRASP® Team - November 2009
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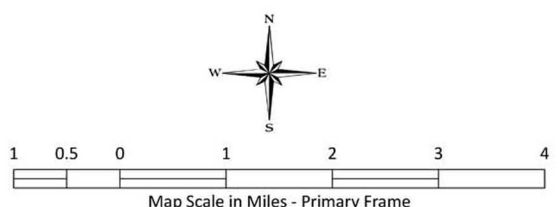


CITY OF PALM SPRINGS, CALIFORNIA PARKS AND RECREATION MASTER PLAN



PEDESTRIAN BARRIERS
 No Major Pedestrian Barriers Identified

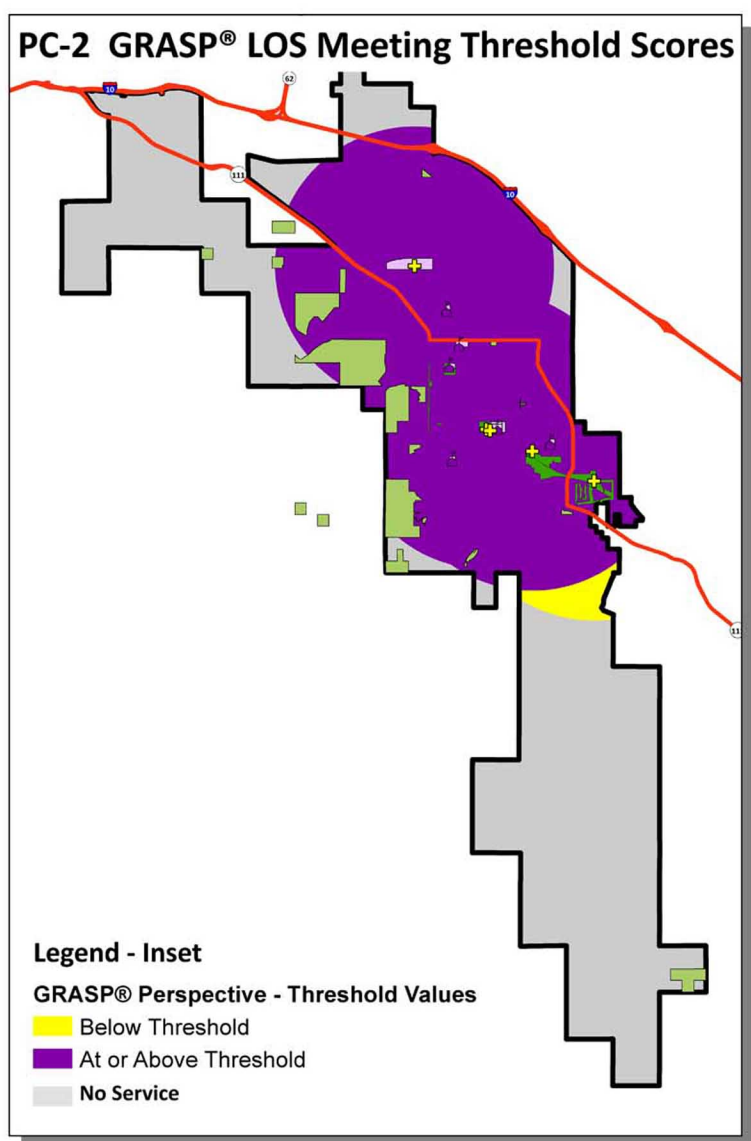
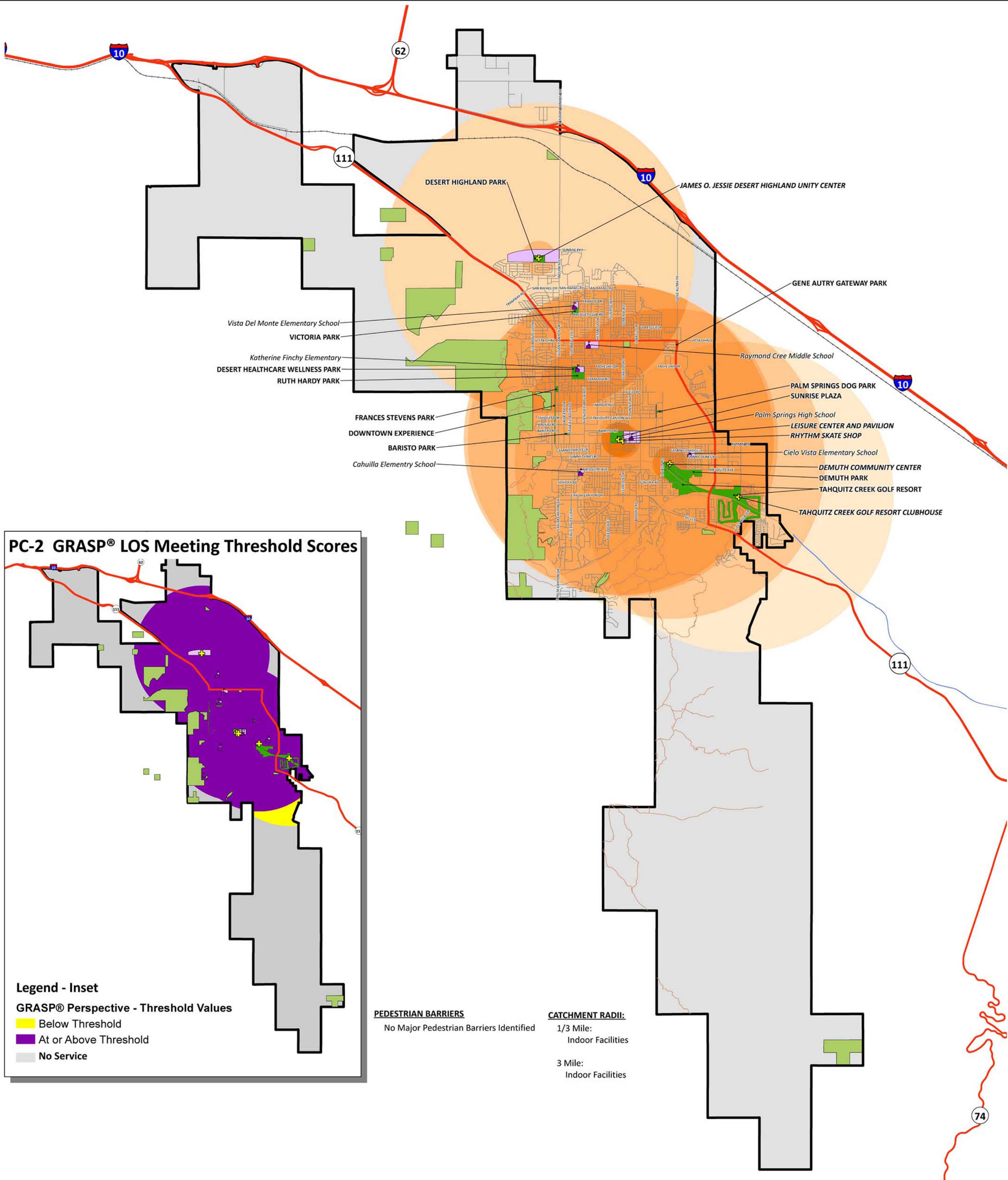
CATCHMENT RADII:
 1/3 Mile:
 Parks
 Park Components
 City Owned Open Space
 Schools
 Indoor Facilities
 Trails



Map Produced For The Palm Springs, California Parks And Recreation Master Plan - By The GRASP® Team
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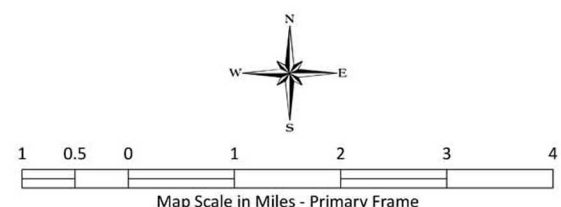


CITY OF PALM SPRINGS, CALIFORNIA PARKS AND RECREATION MASTER PLAN



PEDESTRIAN BARRIERS
 No Major Pedestrian Barriers Identified

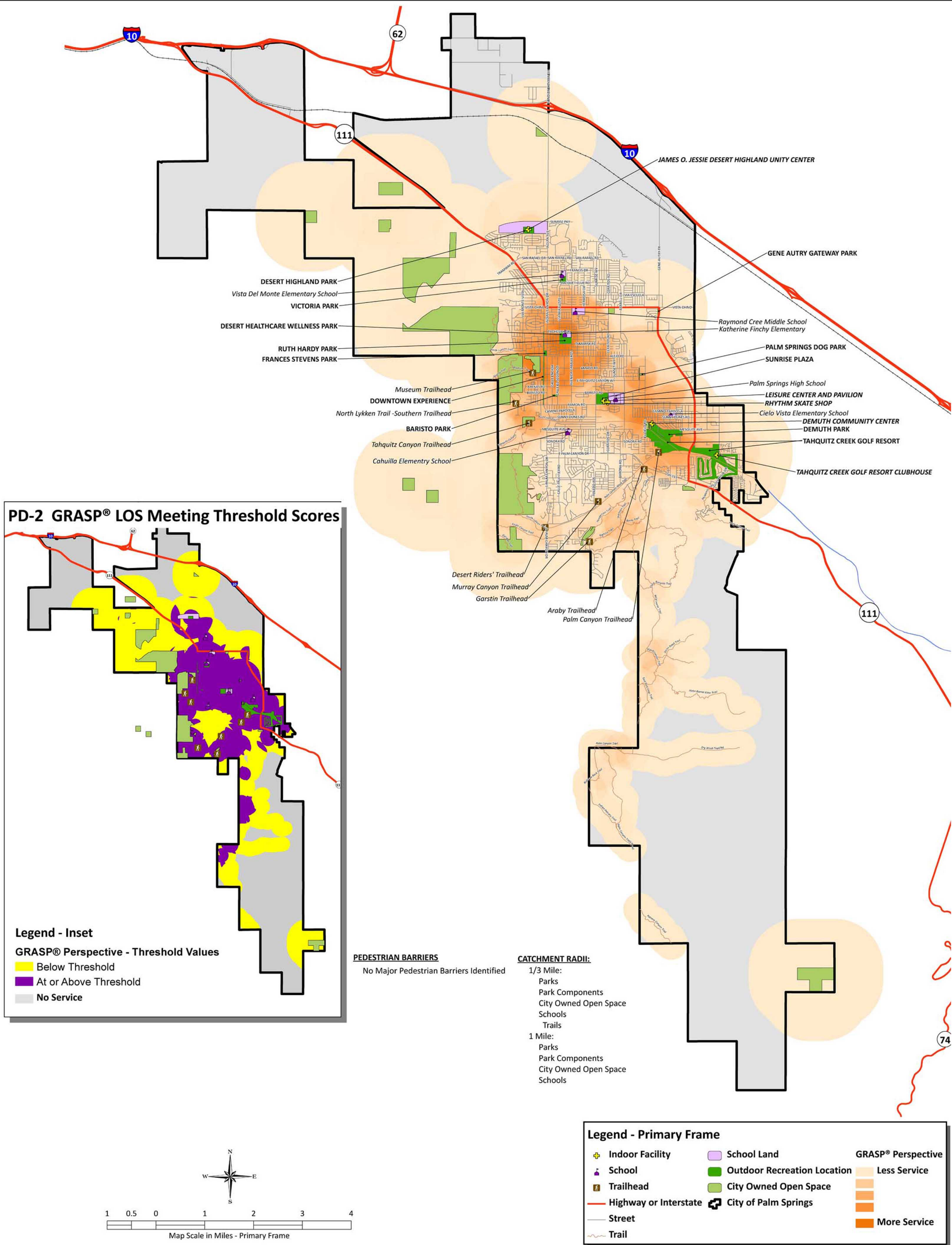
CATCHMENT RADII:
 1/3 Mile: Indoor Facilities
 3 Mile: Indoor Facilities



Map Produced For The Palm Springs, California Parks And Recreation Master Plan - By The GRASP® Team
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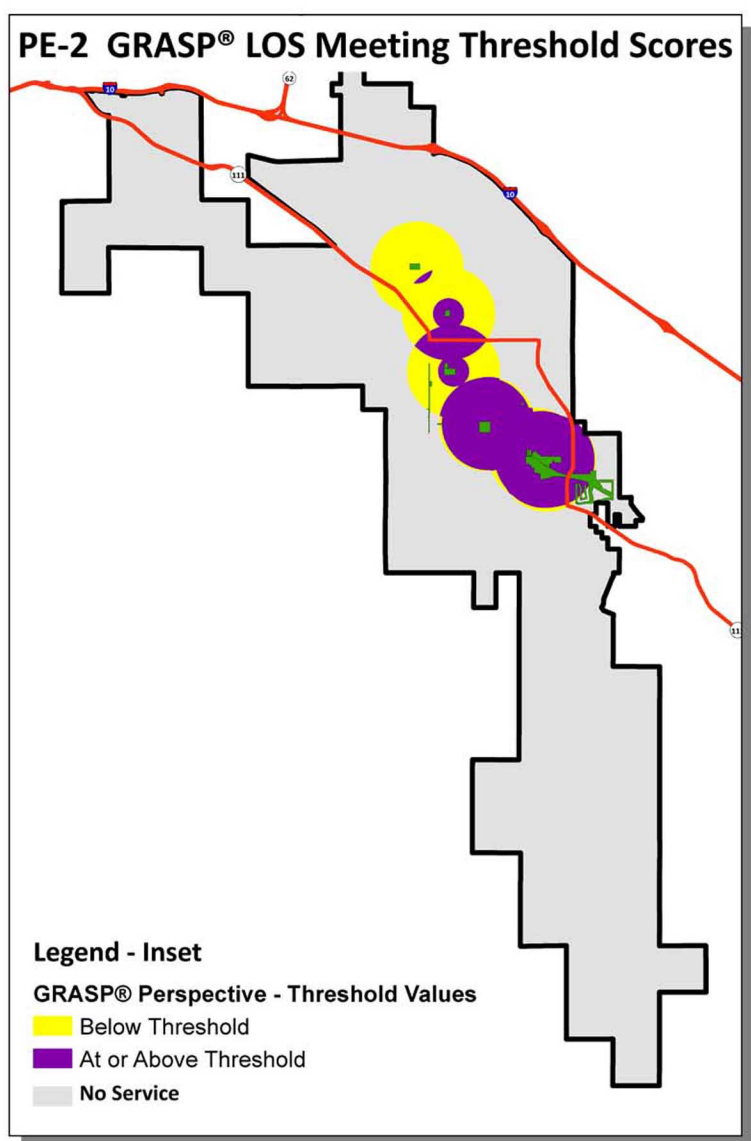
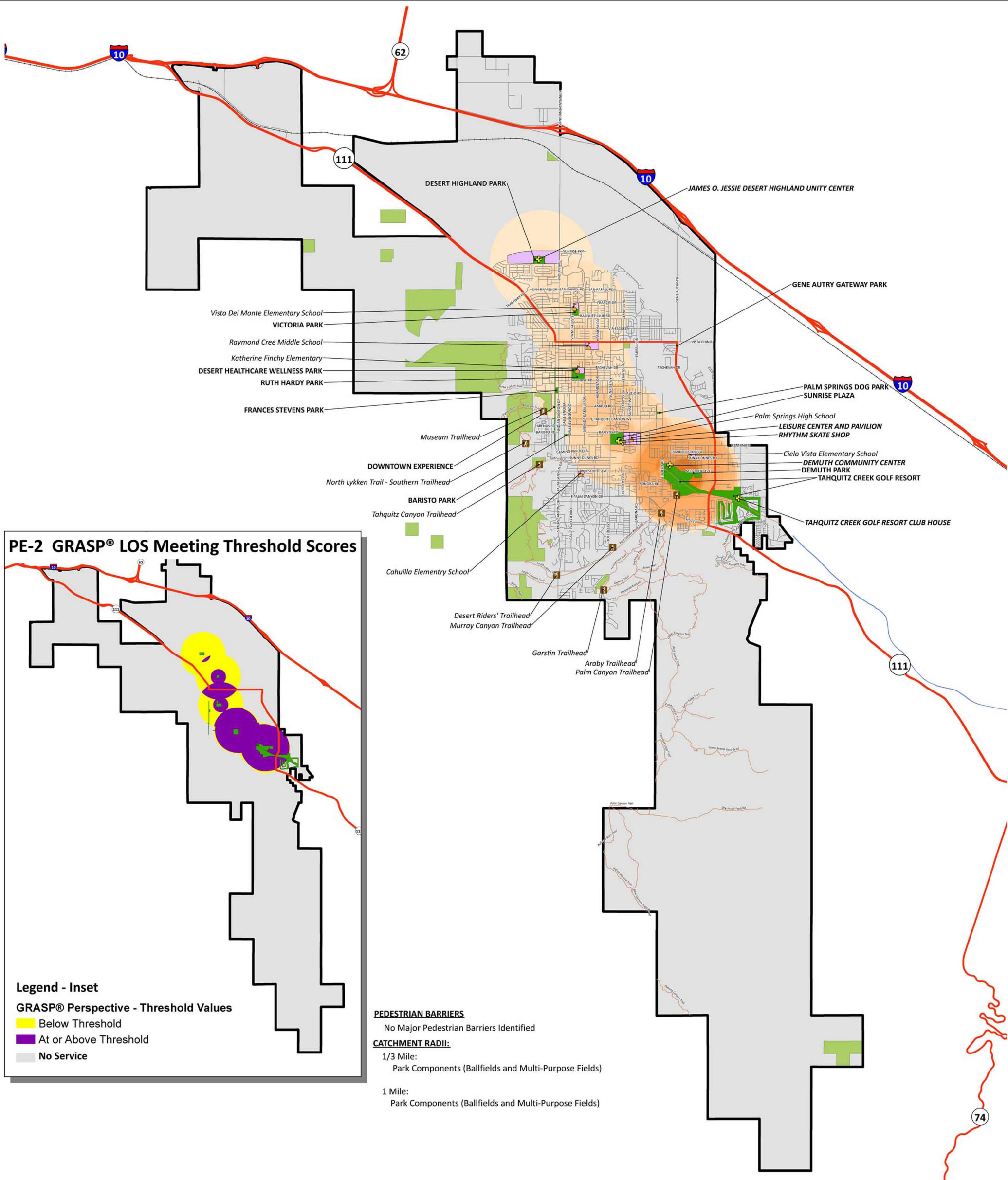
CITY OF PALM SPRINGS, CALIFORNIA PARKS AND RECREATION MASTER PLAN



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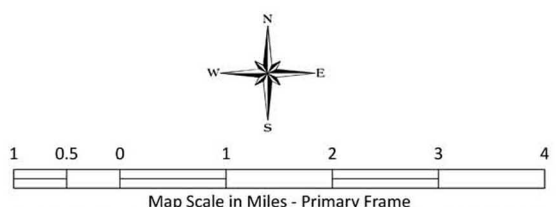


CITY OF PALM SPRINGS, CALIFORNIA PARKS AND RECREATION MASTER PLAN



PEDESTRIAN BARRIERS
 No Major Pedestrian Barriers Identified

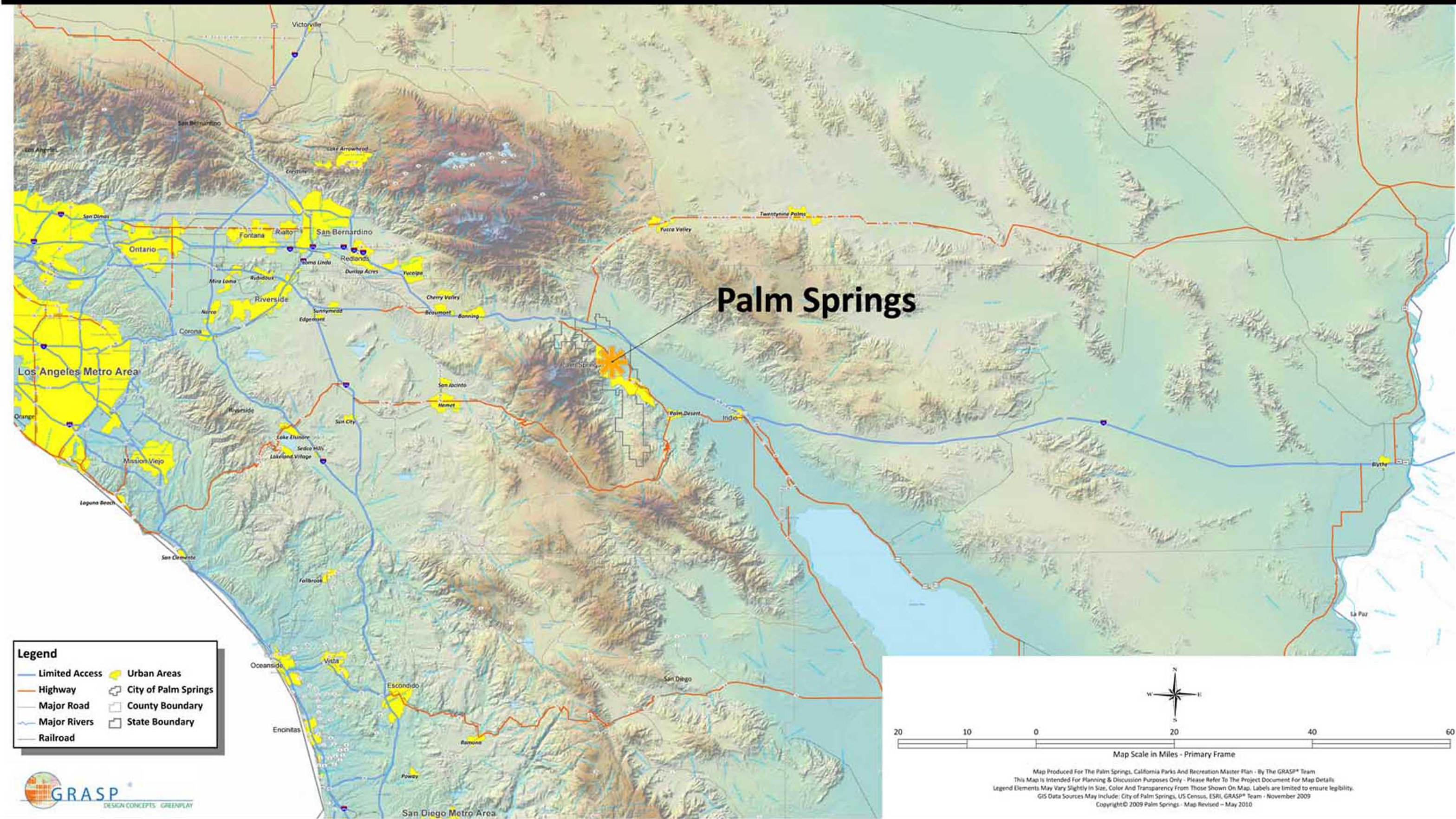
CATCHMENT RADII:
 1/3 Mile:
 Park Components (Ballfields and Multi-Purpose Fields)
 1 Mile:
 Park Components (Ballfields and Multi-Purpose Fields)



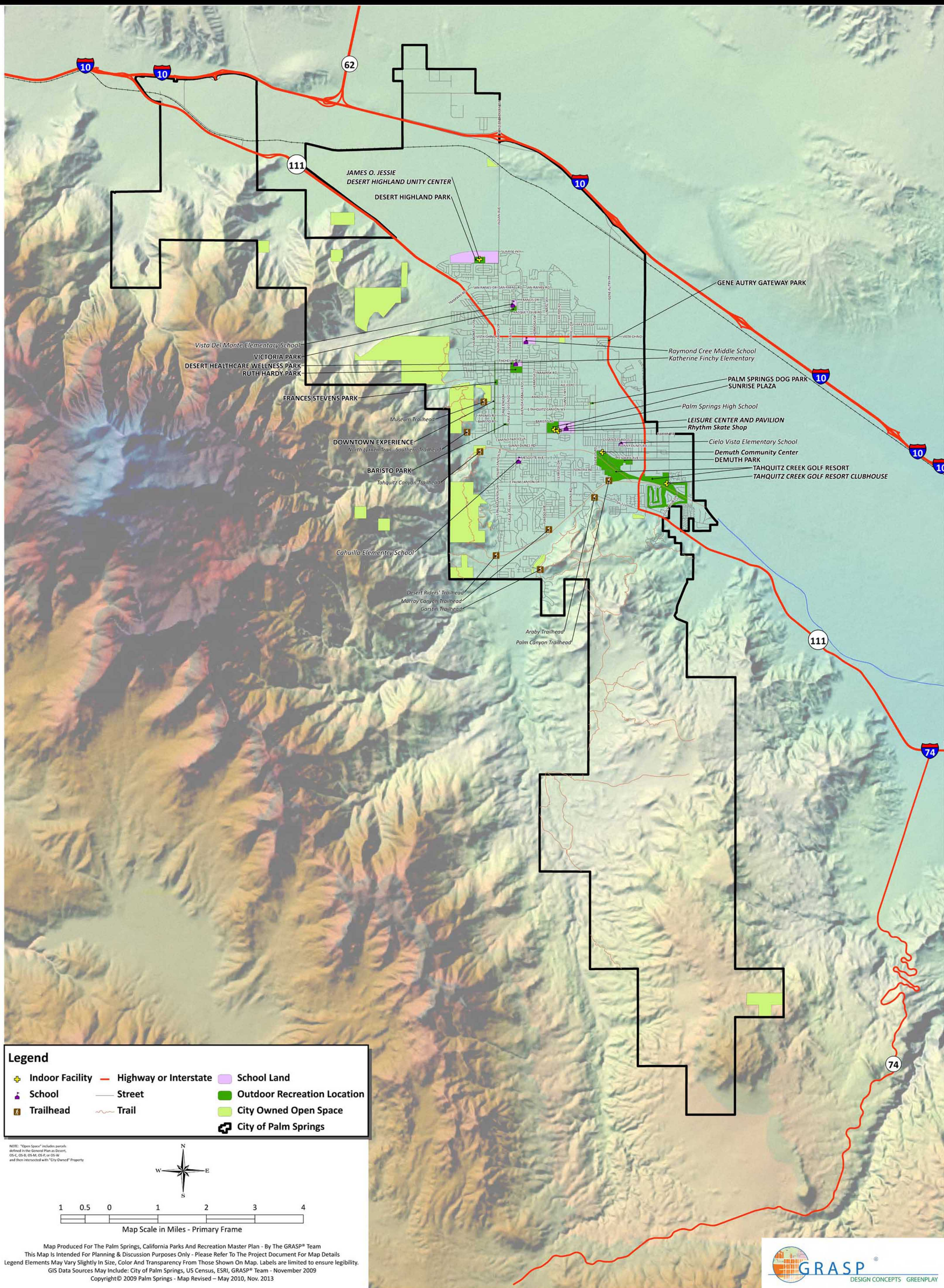
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CITY OF PALM SPRINGS, CALIFORNIA PARKS AND RECREATION MASTER PLAN



CITY OF PALM SPRINGS, CALIFORNIA PARKS AND RECREATION MASTER PLAN



Legend

Indoor Facility	Highway or Interstate	School Land
School	Street	Outdoor Recreation Location
Trailhead	Trail	City Owned Open Space
		City of Palm Springs

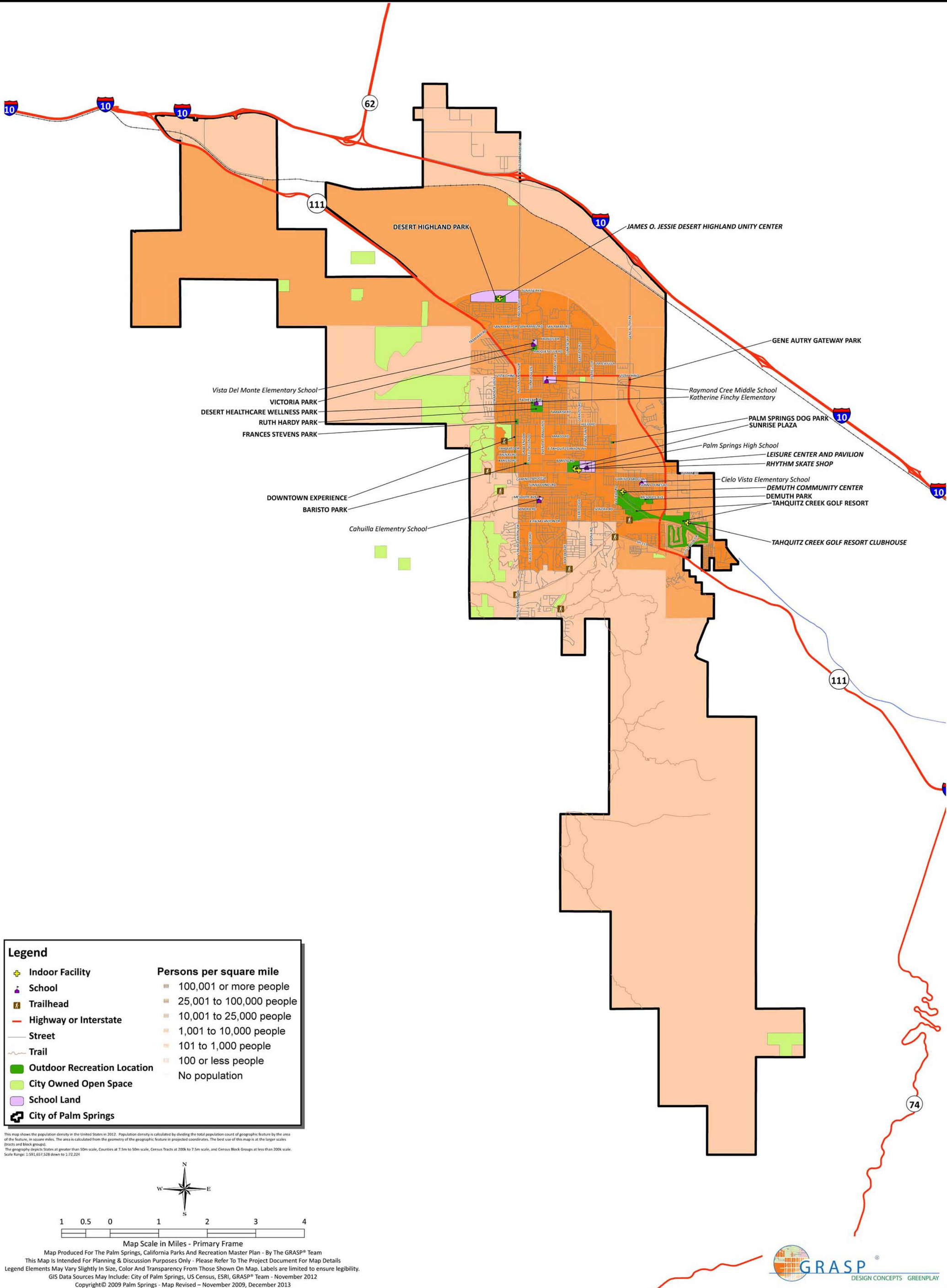
NOTE: "Open Space" includes parcels defined in the General Plan as Desert, OS-C, OS-B, OS-M, OS-F, or OS-W and then intersected with "City Owned" Property.

Map Scale in Miles - Primary Frame

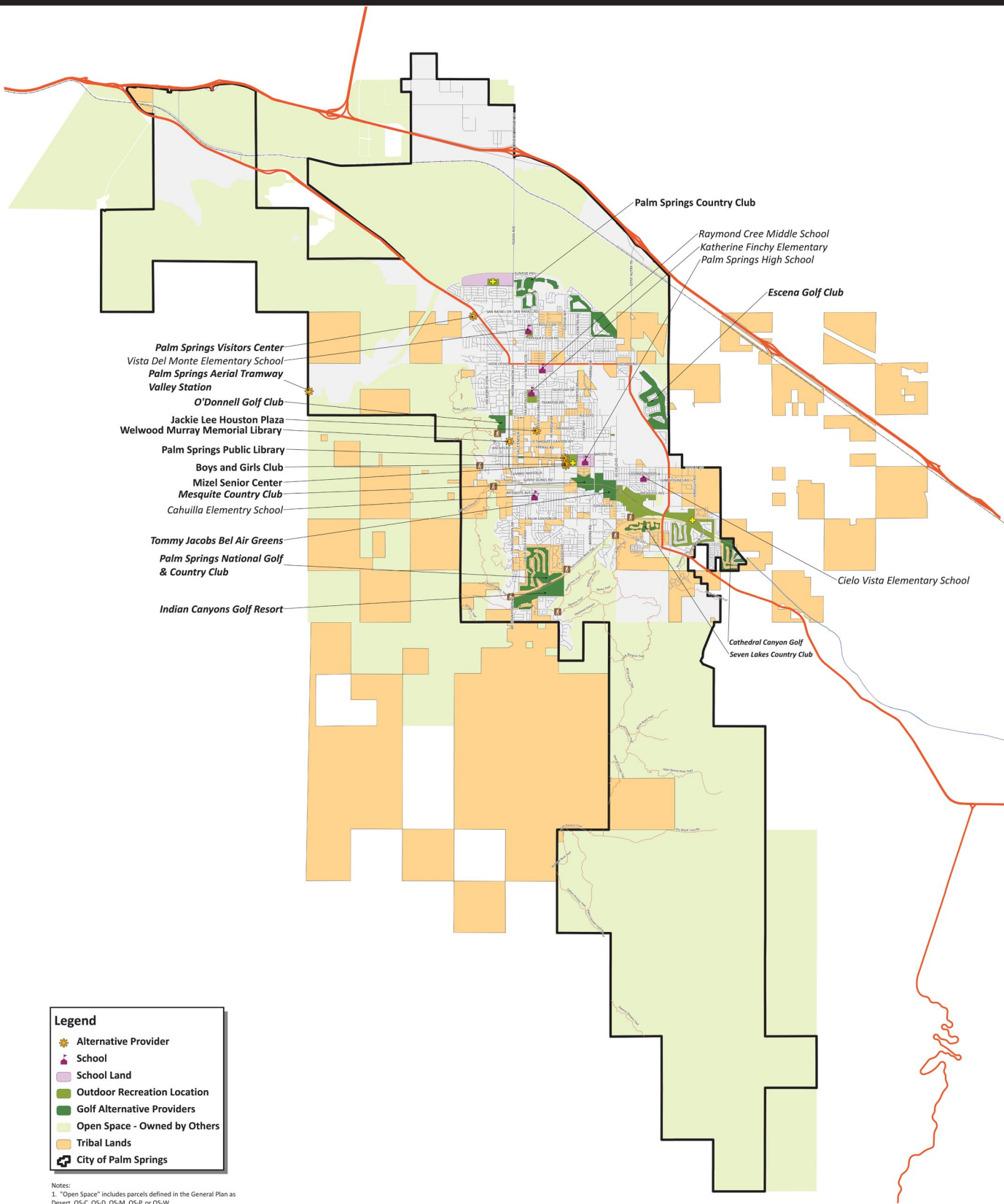
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CITY OF PALM SPRINGS, CALIFORNIA PARKS AND RECREATION MASTER PLAN



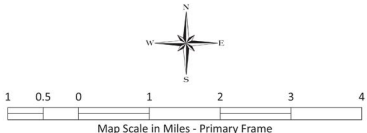
CITY OF PALM SPRINGS, CALIFORNIA PARKS AND RECREATION MASTER PLAN



Legend

- Alternative Provider
- School
- School Land
- Outdoor Recreation Location
- Golf Alternative Providers
- Open Space - Owned by Others
- Tribal Lands
- City of Palm Springs

Notes:
 1. "Open Space" includes parcels defined in the General Plan as Desert, OS-C, OS-D, OS-M, OS-P, or OS-W.
 2. Jackie Lee Houston Plaza "...is anticipated to be turned over to the City in 2011."




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Capacities LOS for Community Components																	
Palm Springs, CA		Draft: May, 2010															
		Acres* (does not include golf or open space lands)	Aqua Feat, Pool	Aqua Feat, Spray	Ballfield	Basketball	Fitness Course	Dog Park	Picnic Grounds	Volleyball	Loop Walk	MP Field, all sizes	Open Turf	Playground, all sizes	Shelter, Group (with and without restrooms)	Tennis	Recreational Trails (in miles) Primitive and Multi-use.
INVENTORY																	
Components		162	1	6	11	4	1	1	5	7	4	8	11	8	10	12	57.6
CURRENT RATIO PER POPULATION																	
CURRENT POPULATION 2009- Permanent Residents	50,663																
CURRENT POPULATION 2009- Permanent Residents + Seasonal Residents	83,663																
Current Ratio per 1000 Population (Perm)		3.20	0.02	0.12	0.22	0.08	0.02	0.02	0.10	0.14	0.08	0.16	0.22	0.16	0.20	0.24	1.14
Current Ratio per 1000 Population (Perm+)		1.94	0.01	0.07	0.13	0.05	0.01	0.01	0.06	0.08	0.05	0.10	0.13	0.10	0.12	0.14	0.69
Population per component (Perm)		313	50,663	8,444	4,606	12,666	50,663	50,663	10,133	7,238	12,666	6,333	4,606	6,333	5,066	4,222	880
Population per component (Perm+)		516	83,663	13,944	7,606	20,916	83,663	83,663	16,733	11,952	20,916	10,458	7,606	10,458	8,366	6,972	1,452
Commonly Referenced " NRPA Standards"		10	20,000*		5,000	5,000				5,000		10,000				2,000	
PROJECTED POPULATION - YEAR 2014 (Perm)	56,160																
PROJECTED POPULATION - YEAR 2014 (Perm+)	91,160																
Total # needed to maintain current ratio of all existing facilities at projected population (Perm)		180	1	7	12	4	1	1	6	8	4	9	12	9	11	13	64
Total # needed to maintain current ratio of all existing facilities at projected population (Perm+)		177	1	7	12	4	1	1	5	8	4	9	12	9	11	13	63
<i>Number that should be added to achieve current ratio at projected population (Perm)</i>		<i>18</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>6</i>
<i>Number that should be added to achieve current ratio at projected population (Perm+)</i>		<i>15</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>5</i>
The population estimates and projections are reflective of the approved data source, ESRI Business Solutions as of 11/23/09. Since that time, the City is using different population projections which are approximately 5 percent less and do not include a projection for seasonal population. This difference results in fewer components needed to maintain the current capacity based level of service at the 2014 projection. When the 2010 census is complete, the capacity chart should be reviewed and updated to current estimates.																	

Appendix F – Palm Springs Parks and Recreation Services Assessment Matrix

 May 2010		Palm Springs, CA Parks and Recreation Department Services Assessment Matrix									
		Fit		Financial Capacity		Market Position		Alternative Coverage		Cell	Strategy
		Good	Poor	High	Low	Strong	Weak	High	Low		
Key	Menu of Service										
		x		x		x		x		1	Affirm Market Position
		x		x		x			x	2	Advance Market Position
		x		x			x	x		3	Divest
		x		x			x		x	4	Invest, Collaborate, or Divest
		x			x	x			x	5	Complementary Development
		x			x	x			x	6	Core Service
		x			x		x	x		7	Collaborate or Divest
		x			x		x		x	8	Collaborate or Divest
		x	na	na	na	na	na	na	9	Divest	
Ancillary Services											
Concessions/Vending and Merchandise for Resale	x		x		x			x	2	Advance Market Position	
Rentals - Carts	x		x		x			x	1	Affirm Market Position	
Rentals - Shelters	x		x		x			x	2	Advance Market Position	
Rentals - Parks	x		x		x			x	2	Advance Market Position	
Rentals - Entire Center/Facility	x		x		x			x	2	Advance Market Position	
Rentals - Special Event Permits	x		x		x			x	1	Affirm Market Position	
Rentals - Pool	x		x		x			x	2	Advance Market Position	
Rentals - Pool Lap Lanes	x		x		x			x	2	Advance Market Position	
Rentals - Sports Fields	x		x		x			x	2	Advance Market Position	
Rentals - Sports Complexes/Tournament Venue	x		x		x			x	2	Advance Market Position	
Living Tree Donation Program	x			x			x	x	8	Collaborate or Divest	
Driving Range (Buckets Sold)	x		x		x			x	1	Affirm Market Position	
Banquets	x		x		x			x	2	Advance Market Position	
Parties (Birthday)	x		x		x			x	2	Advance Market Position	
Economic impact/tourism	x		x		x			x	1	Affirm Market Position	
ADA or Inclusionary Services	x			x			x	x	8	Collaborate or Divest	
Volunteer opportunities	x			x			x	x	7	Collaborate or Divest	
Aquatics Services											
Adult Lap Swim	x		x		x			x	2	Advance Market Position	
Community Water Safety Programs	x		x		x			x	2	Advance Market Position	
Group Learn to Swim Lessons	x		x		x			x	2	Advance Market Position	
Lifeguard Training - public	x		x		x			x	2	Advance Market Position	
Health and Wellness (water aerobics, aquatone)	x		x		x			x	2	Advance Market Position	
Masters Swim Program	x		x		x			x	2	Advance Market Position	
Parent Tot Aquatics	x		x		x			x	2	Advance Market Position	
Pre Comp Swim Team	x		x		x			x	2	Advance Market Position	
Private Lessons	x		x		x			x	2	Advance Market Position	
Safety Training - staff	x		x		x			x	2	Advance Market Position	
Lifeguard Training - staff	x		x		x			x	2	Advance Market Position	
Special Events (Lifeguard Games, Doggy Dunk)	x		x		x			x	2	Advance Market Position	
US Swim Team	x		x		x			x	2	Advance Market Position	
General Recreation Services											
Arts Services											
Performing Arts (music, theater, dance)	x		x		x			x	1	Affirm Market Position	
Performing Arts (JOJUC - drill team, drum squad)	x		x		x			x	2	Advance Market Position	
Miscellaneous or Enrichment Classes	x			x	x			x	5	Complementary Development	
Child Care (non-licensed)	x		x		x			x	1	Affirm Market Position	
Child Care (non-licensed) - JOJUC	x		x		x			x	2	Advance Market Position	
Day Camps	x		x		x			x	1	Affirm Market Position	
Day Camps - JOJUC	x		x		x			x	2	Advance Market Position	
Health and Wellness Classes	x		x		x			x	1	Affirm Market Position	
Non-Programmed / Drop-In Use											
Game room	x			x	x			x	6	Core Service	
Gymnasium	x			x	x			x	6	Core Service	
Library	x			x	x			x	6	Core Service	
Pool	x		x		x			x	2	Advance Market Position	
Weight/Cardio Room	x			x	x			x	6	Core Service	

Key	Fit		Financial Capacity		Market Position		Alternative Coverage		Cell	Strategy
	Good	Poor	High	Low	Strong	Weak	High	Low		
Menu of Service	x		x		x		x		1	Affirm Market Position
	x		x		x			x	2	Advance Market Position
	x		x			x	x		3	Divest
	x		x			x		x	4	Invest, Collaborate, or Divest
	x			x	x		x		5	Complementary Development
	x			x	x			x	6	Core Service
	x			x		x	x		7	Collaborate or Divest
	x			x		x		x	8	Collaborate or Divest
		x	na	na	na	na	na	na	9	Divest
Preschool	x		x		x		x		1	Affirm Market Position
Preschool - JOJUC	x		x		x			x	2	Advance Market Position
Sports										
Leagues	x		x		x		x		1	Affirm Market Position
Leagues - JOJUC	x			x	x		x		5	Complementary Development
Tournaments	x		x		x		x		1	Affirm Market Position
Special Events										
Concerts, Movies	x		x		x		x		1	Affirm Market Position
Holiday	x		x		x			x	2	Advance Market Position
Ongoing events (i.e. VillageFest, Farmers' Markets)	x		x		x			x	2	Advance Market Position
Neighborhood events	x		x		x		x		1	Affirm Market Position
Community events	x		x		x			x	2	Advance Market Position
Regional events	x		x		x			x	2	Advance Market Position
Golf Services										
Greens Fees/Rounds	x		x		x		x		1	Affirm Market Position
Tournaments (private)	x		x		x		x		1	Affirm Market Position
Junior Golf Camp	x		x		x		x		1	Affirm Market Position
Junior Golf Clinics	x		x		x		x		1	Affirm Market Position
Junior Golf Leagues	x		x		x		x		1	Affirm Market Position
Junior Golf Tournaments	x		x		x		x		1	Affirm Market Position
Passes and Punchcards	x		x		x		x		1	Affirm Market Position
Parks Services										
Pocket Parks	x			x	x			x	6	Core Service
Neighborhood Parks	x			x	x			x	6	Core Service
Community Parks	x			x	x			x	6	Core Service
Open Space (developed or undeveloped)	x			x	x			x	6	Core Service
Trails, Primitive	x			x	x			x	6	Core Service
Trails, Multi-use	x			x	x			x	6	Core Service
Facility Maintenance	x			x	x			x	6	Core Service
Basketball Courts	x			x	x			x	6	Core Service
Banners/decorations	x		x		x			x	2	Advance Market Position
Beautification/medians	x			x	x			x	6	Core Service
Dog Parks	x			x	x			x	6	Core Service
Event Space	x			x	x			x	6	Core Service
Fields, Diamond (T-Ball, Softball, Baseball)	x			x	x			x	6	Core Service
Fields, Rectangular (Football, Soccer, Lacrosse, Ultimate Frisbee, Rugby, Flag Football)	x			x	x			x	6	Core Service
Fitness Course	x			x	x			x	6	Core Service
Loop Walk	x			x	x			x	6	Core Service
Multiuse Court	x			x	x			x	6	Core Service
Natural Area	x			x	x			x	6	Core Service
Open Turf	x			x	x			x	6	Core Service
Passive Node	x			x	x			x	6	Core Service
Picnic Grounds	x			x	x			x	6	Core Service
Playground, Destination	x			x	x			x	6	Core Service
Playground, Local	x			x	x			x	6	Core Service
Public Art	x			x	x			x	6	Core Service
Restroom	x			x	x			x	6	Core Service
Skate Feature	x			x	x			x	6	Core Service
Skate Park	x			x	x			x	6	Core Service
Tennis Courts	x			x	x			x	6	Core Service
Tennis Complex	x			x	x			x	6	Core Service
Trailhead/Interpretive Signage	x			x	x			x	6	Core Service
Volleyball Courts	x			x	x			x	6	Core Service

Appendix G – Learning Landscapes

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Sabin Elementary School Learning Landscape

Denver, Colorado



The Sabin Elementary School Learning Landscape was a complete renovation of an existing DPS schoolyard. The project included new playgrounds for ECE, primary, and intermediate levels. The project also included shelters, play field, crusher fines track, outdoor learning areas, art, and a community gateway.

The theme for the Learning Landscape at Sabin World School is inspired by the Interbaccalaureate Principles and the "Program of Inquiry". Teaching international mindedness is an integral part of the IB program. The IB program encourages students across the world to become active, compassionate and lifelong learners. A compass was used to organize the site and the theme is based on being an explorer in travel and in life. This theme is highlighted in the following areas:

- Learner Profile Pillars
- Point of Inquiry Nodes
- Explorer Cairns
- Latitude and Longitude Markings

Definitive Issues:

- Complete playground renovation
- Community Gateway
- Playfields
- Theme: Interbaccalaureate Principles

Budget:

- \$449,900

Timeframe:

- 2011

Reference:

- Darin DeLay
Denver Public Schools
720/424-5492

Denver Public Schools - Learning Landscape Projects



From 2002 to the present, Design Concepts has been partnering with the University of Colorado-Denver (UCD) and Denver Public Schools (DPS) on the design and construction of Learning Landscape playgrounds.

Under the direction of the Learning Landscape Alliance, a community-based association of public and private interests, the Learning Landscape projects are providing needed greenspace in urban neighborhoods by renovating existing elementary school playgrounds. The Alliance's main objective is to strengthen Denver's public elementary schools and their surrounding neighborhoods by designing new multi-faceted school playgrounds that offer elements of public parks and community gathering spaces. Launched in 1999 and one of just a few programs nationally, the Learning Landscape Alliance has transformed over 50 underused DPS school playgrounds into innovative play and learning spaces. Design Concepts has been prime consultant on the design and construction supervision of 17-25 (either new or completion projects) from 2002-2012.



New Learning Landscapes:

- 2002 Remington Elementary School
- 2003 Castro and Columbine Elementary Schools
- 2004 Carson, Edison, Mitchell, Southmoor and Whiteman Elementary Schools
- 2005 Ellis, McMeen, Traylor, Kaiser and Knapp Elementary Schools
- 2010 Palmer Elementary School
- 2010 Ashley, Force and Montclair Elementary Schools
- 2011 Denison and Sabin Elementary Schools
- 2012 University Park Elementary School

Learning Landscape Completion Projects:

- Grant Ranch K-8
- Bradley Elementary
- Place Bridge Academy
- Columbine Elementary
- Lowry Elementary
- Cole Elementary
- Trevista Horace Mann K-8
- Sandoval Elementary

The 2004-2005 schools won a 2006 Design Merit Award from Colorado Chapter of the American Society of Landscape Architects.

Denison Montessori School Learning Landscape

Denver, Colorado



The Denison Montessori School Learning Landscape was a complete renovation of an existing DPS school. The project included new playgrounds, shelters, play field, track, outdoor learning area, gateway, improvements to their native grasslands area and offsite road and retaining wall. It was themed around the Earth's timeline, from Paleozoic to Cenozoic times. Plants, animals, geology and astronomy were included in this detailed site.

The organizing theme of the Learning Landscape is the Timeline of Life. The Timeline of Life is an important educational tool for Montessori schools. This timeline is represented on the main access path through the playground beginning at the gateway. It guides the student or visitor on a journey through time, while highlighting species that appeared in that time period, such as fish, dinosaurs and humans. Stone columns along the path mark each period of time. Other educational elements in the Learning Landscape include the cycle of the sun, world map, grassland learning pavers, and dinosaur tracks. At the shade shelter, students can also learn different ways to say the word "sun", as well as how different continents celebrate the sun.

Definitive Issues:

- Complete playground renovation
- Theme: Earth's Timeline
- Shelters
- Playground

Timeframe:

- 2011

Reference:

- Darin DeLay
Denver Public Schools
720/424-5492

Budget:

- \$491,000