

**MASTER PLAN
APRIL 2020**







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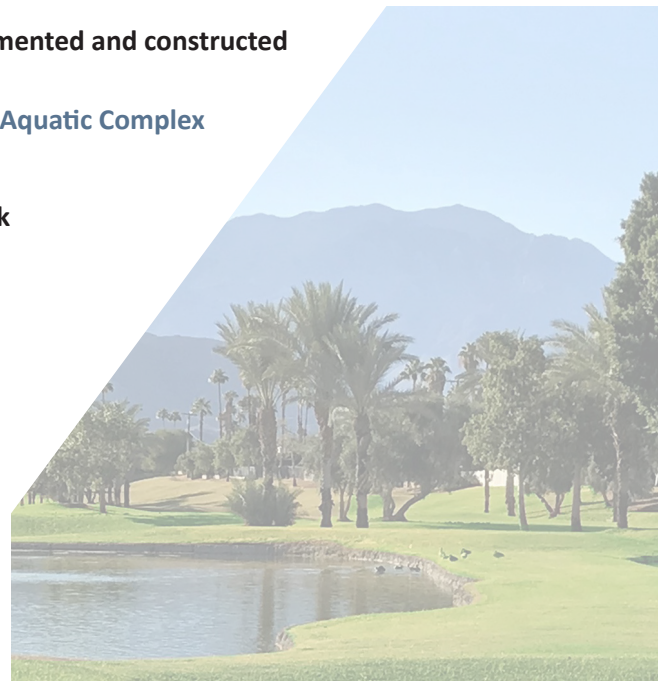
Executive Summary DESERT RECREATION DISTRICT

PLANNING FOR ACTION

In 2020, Desert Recreation District celebrates **70 years** of gauging and responding to residents' needs. Assessing current and future conditions through the process of master planning allows DRD to continue its successful history of providing superior recreational services to all within the Coachella Valley.

There are many reasons to celebrate DRD's individual and partnering successes since the 2013 Parks and Recreation Master Plan. These include:

- Construction drawings for Oasis School and Community Center completed
- Addition of shade structures, renovation of park restrooms, turf replacement, the new addition of exercise and playground equipment at Mecca Park and Community Center
- Adoption of a 5 acre/1,000 population Level of Service standard. Many partnerships in effect throughout the valley
- Design and construction of North Shore Park
- REC Route commencement
- After-school programs successfully operational in numerous locations
- Sections of CV Link implemented and constructed
- Design of Pawley Pool Family Aquatic Complex
- Acquired property for Thermal Park
- Renovated Indio Community Center
- Day camps added in communities with need
- Special events such as Prom Dress Giveaway added to programming portfolio
- Trips for Kids grant award
- Recreation Outdoor Camp grant recipient
- Park development grant for North Shore facilities
- \$5.8M grant partnership for Mecca Regional Sports Park



WHO WE SERVE

Incorporated Communities	Unincorporated East	Unincorporated West
Cathedral City Coachella Indian Wells Indio La Quinta Palm Desert Rancho Mirage	Mecca Oasis Vista Santa Rosa North Shore Thermal	Thousand Palms Bermuda Dunes Indio Hills

294,136 Population	87% lives in Incorporated areas	8% Live in Unincorporated East	5% Live in Unincorporated West	39.4 Median Age	58,000 Median Household Income
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Unincorporated East area has the highest percentage of minority population compared to **Unincorporated West** and **Incorporated Communities**.

4 out of 5 Unincorporated East areas had greater than **95%** of the population who identified as being of Hispanic

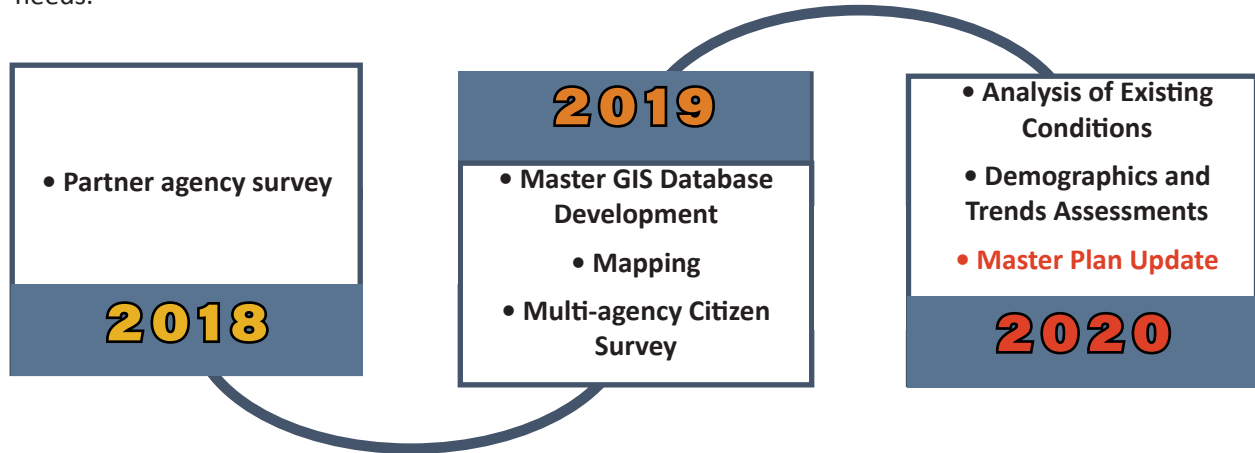
Oasis has the lowest median age of **28.4**;
Indian Wells has the highest median age at **65.8**.

Oasis and **Thermal** have the lowest annual median household income (HI) at approximately **\$25,000**. **Indian Wells** has the highest HI at about **\$105,000**.



HOW WE PLAN

For DRD to develop the 2020 Parks and Recreation Master Plan, a comprehensively informed master plan, a well-defined and thoughtful process has been pursued. Beginning in 2018, DRD began working with its many partners to establish current conditions and to identify current and anticipated community needs.



AREAS OF MISSION-DRIVEN FOCUS AND OPPORTUNITY

- ▶ Need-based programming and services
 - ▶ Leveraging partnerships
 - ▶ Determining role in trail development and management
 - ▶ Adequately staffing for operations



Exploring funding mechanisms ◀

Establishing equitable agreements ◀

Locating capital projects for greatest impact ◀

Increasing awareness amongst residents ◀

How We Plan

Goal 1: Maintain the District's Solid Reputation and Legacy of Professional Leadership

- Objective 1.1:** Ensure that institutional knowledge is retained and passed on to future leaders
- Objective 1.2:** Maintain staffing levels and positions that are aligned with operational demands
- Objective 1.3:** Execute marketing and operational strategies which continue to improve awareness of District services among residents and visitors
- Objective 1.4:** Provide a consistent and safe visitor experience at DRD facilities
- Objective 1.5:** Pursue Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation
- Objective 1.6:** Provide a consistent and safe visitor experience at DRD Facilities

Goal 2: Deliver Mission-based Programs that Meet Known Needs

- Objective 2.1:** Maximize effectiveness by employing best practices when administering programs
- Objective 2.2:** Continue to implement subsidy-zone priorities and programs based on current data
- Objective 2.3:** Focus on providing programs designed to meet unique community-specific needs

Goal 3: Leverage Data and Partnerships to Most Effectively Provide Facilities and Amenities

- Objective 3.1:** Play an appropriate role in providing access to neighborhood parks that are standardized and consistent across the DRD system
- Objective 3.2:** Using data, provide access to facilities and amenities that meet specific community

Goal 4: Further Develop Role in Providing Trail-Related Services and Facilities

- Objective 4.1:** Develop clearly defined trail management-related roles and responsibilities between all Coachella Valley governments and organizations
- Objective 4.2:** Further relationship with Coachella Valley Desert and Mountains Recreation and Conservation Authority (CVDMRCA) to accomplish the shared goal of expanding, enhancing, and restoring the land and resources within their jurisdiction for the benefit of the public

Goal 5: Implement Industry Best Practices as well as Financial Management Strategies that Advance the District's Mission

- Objective 5.1:** Implement actions that support DRD financial needs, equity, and fairness
- Objective 5.2:** Utilize known best practices in the administration and management of services
- Objective 5.3:** Explore the development of new revenue channels



I. The Planning Context

A. Planning Purpose

In the State of California, Special Districts are required to update their master plans every five years. Desert Recreation District (DRD) has a long-standing commitment to doing this. DRD is committed to providing recreational services that meet the needs of residents in the Greater Coachella Valley. Maintaining facilities and providing programs so people can engage in healthy lifestyles and wellness activities is top-of-mind for DRD. Doing so in a well-coordinated manner alongside its community partners allows DRD to operate effectively and efficiently.

Gauging and responding to residents' needs and assessing current and future conditions through the process of master planning allows DRD to continue to provide superior recreational services to all within the valley.





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B. History of Desert Recreation District

In 2020, DRD celebrates 70 successful years of delivering programs and other quality of life services to Coachella Valley residents. DRD, formerly named Coachella Valley Recreation and Park District (CVRPD), was created in 1950. It was established under the authority of the California Public Resources Code Sections 5780 et seq. The purpose of the District was to administer park facilities and provide recreation program services.

In 2011, CVRPD updated its name to Desert Recreation District to better reflect DRD's on-going commitment to being a reliable recreational resource for the Coachella Valley (CV) communities it partners with and serves.

Today, DRD is the largest recreation district in California (over 1,800 square miles). The District's broad territory stretches from Rancho Mirage (at Bob Hope Drive) east to the Salton Sea. It is seeking approval to further expand its parks and recreation influence by including Cathedral City into its service area should the effort's ballot measure pass in November of 2020.

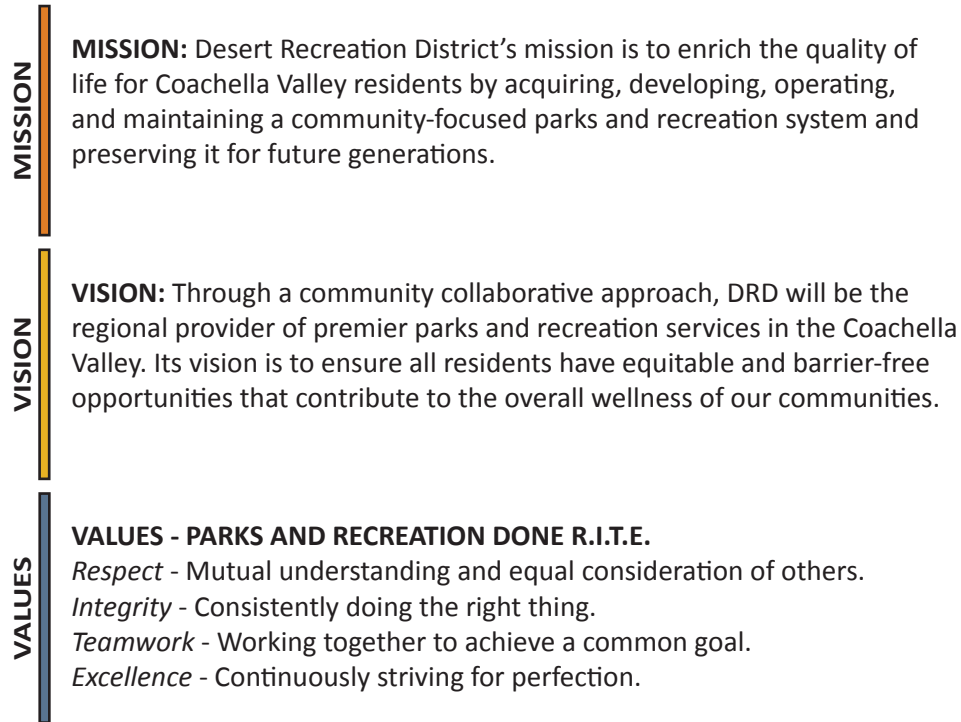
DRD is governed by an elected board of directors. There are five members of the DRD Board of Directors, each serving one of the electoral divisions **listed below**:

- **Division 1:** Thermal, Mecca, Oasis, North Shore, Vista Santa Rosa, La Quinta
- **Division 2:** Coachella, Indio Hills, Indio
- **Division 3:** Indio
- **Division 4:** La Quinta, Indian Wells, Bermuda Dunes, Palm Desert
- **Division 5:** Palm Desert, Rancho Mirage, Thousand Palms



C. Mission, Vision, and Values

DRD’s community acknowledges DRD’s staff for proudly living out its mission, vision, and values everyday as it serves the Greater Coachella Valley.



D. Desert Recreation Foundation

Operating as an independent 501(c)3 non-profit organization, the Desert Recreation Foundation:

- Generates funds through corporate and individual gifts and grants
- Leads fundraising efforts to support the Desert Recreation Scholarship Fund, which provides financial assistance to families and individuals in the community who may otherwise be unable to participate in recreational activities
- Assists with the purchase of new parklands through fundraising, donations, legacy gifts, and endowments
- Purchases equipment and other items for the District’s parks and facilities

In 2019, DRD hired a full-time fund development officer to maximize the funding from donors for the foundation’s initiatives that support DRD.

Figure 2: DRD Vision and Mission Diagram



E. The First Tee Coachella Valley

First Tee offers character education programs at golf courses, elementary schools, and youth centers in all 50 states. It has been using golf as a platform to provide experiential learning opportunities for young people for more than 22 years. The First Tee of the Coachella Valley provides a safe, healthy, and positive environment to teach students golf skills through the nine core values. Opening its program offerings in 2008, The Coachella Valley Chapter of The First Tee was created out of DRD's work to bring the program to Coachella Valley and operations as a foundation under the umbrella of the Desert Recreation Foundation.

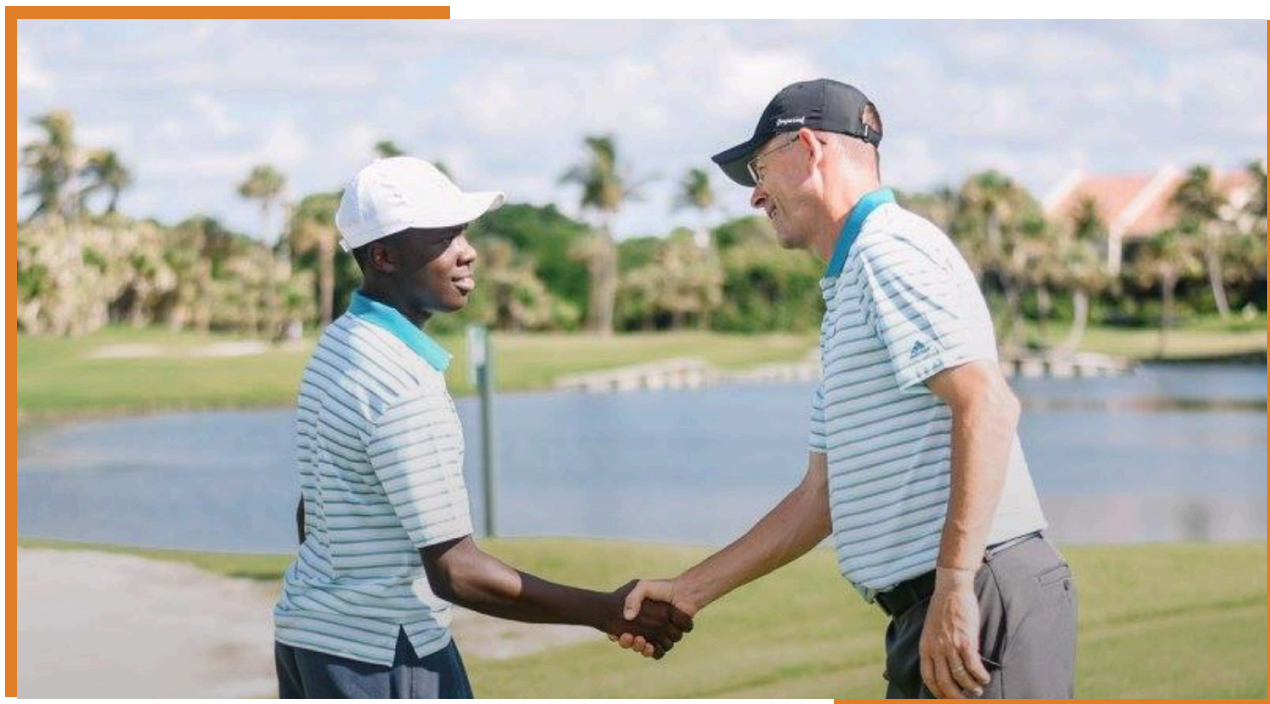
VISION:

- Fan Engagement
- Diversity & Inclusion
- Civic Responsibility

MISSION:

- To impact the lives of young people by providing educational programs that build character, instill life-enhancing values and promote choices through the game of golf.

In Coachella Valley, The First Tee has impacted more than 6,000 children since its chapter inception. There are no plans for this work to become static as the mission of the program is in-step with DRD's own reason for being in operation.



F. Recent Accomplishments

Achievements of the 2013 Parks and Recreation Master Plan

In its active pursuit of meeting its mission and vision by living out its values, DRD's Board of Directors and staff set out to fulfill the goals and action steps in the 2013 DRD Parks and Recreation Master Plan. In doing this, many mission-fulfilling accomplishments have been achieved. Within DRD's sphere of influence, residents have many ways to enrich their lives.

Figure 3: Reasons to Celebrate at DRD





Funding Awards and Partnerships

Leveraging resources and relationships with organizations that share similar goals is one strategy DRD uses wisely. In the past several years, nearly \$8 million has been awarded to DRD to forward its goals and objectives.

Recent Grant Awards:

- **Trips for Kids:** to provide outdoor mountain biking camps for youth ages 10-17 in the CV – \$90,000 award from California State Parks in partnership with Riverside County

- **Recreation Outdoor Camp:** to provide an outdoor environmental adventure and recreation camp program for disadvantaged youth in the CV: \$90,000 award from California State Parks – in partnership with Riverside County



- **National Gymnastics Day:** to provide gymnastics to under-privileged children from Coachella Valley housing Coalition, Fred Young Farm Labor Camp, and Coachella Camp - \$5,000 award from USA Gymnastic



- **Mecca Regional Sports Park:** to build soccer and baseball fields, volleyball courts, walking and jogging paths, and permanent exercise stations along with public art, picnic ramadas, and lighting - \$5,800,000 from the State of California in partnership with Riverside County (add concept plan image on server under Identity\Mecca Sports Park

- **North Shore Park:**
 - Urban Greening Grant \$3,086,00
 - Housing and Community Development Grant \$733,737
 - National Endowment of the Arts: \$100,000
 - Surdna Foundation: \$100,000
 - California Endowment: \$199,007
 - Art Place America: \$300,000
 - Tony Hawk Foundation: \$7500
 - US Soccer Foundation: \$36,830
 - Community Development Block Grant: \$289,000
 - Coachella Valley Mountain Conservancy: \$150,000
 - Total: \$5,040,692



- **Oasis Park:**
 - Land Water Conservation Fund \$1,709,625
 - Community Development Block Grant: \$150,000
 - Coachella Valley Mountain Conservancy: \$500,000
 - Total: \$2,359,



▶ **Grand Total: \$7,400,317**





Through partnerships, DRD maximizes efficiencies and existing resources such as facilities, staff, and professional knowledge to deliver services throughout Coachella Valley. Key partners are elemental to DRD’s ability to create equitable and barrier-free opportunities to all its communities. **Figure 4** is not intended to capture all DRD partners, but to show some of the active relationships essential to providing wellness opportunities to residents.

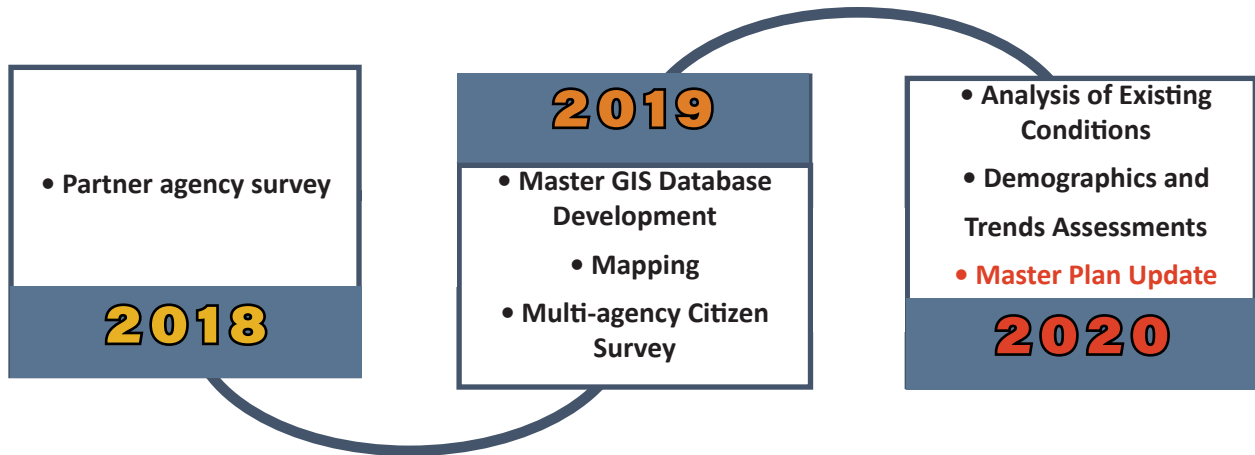
Figure 4: DRD Active Partners



G. Methodology of this Planning Process

To continue its goal-driven, well-coordinated work, the Board of Directors and staff embarked on updating the 2013 Parks and Recreation Master Plan. The results found in the 2020 Parks and Recreation Master Plan update the previous Master Plan with capital project recommendations and identify collaborative opportunities that support the direction of the 2013 Strategic Plan.

Figure 5: Direction of 2013 Strategic Plan





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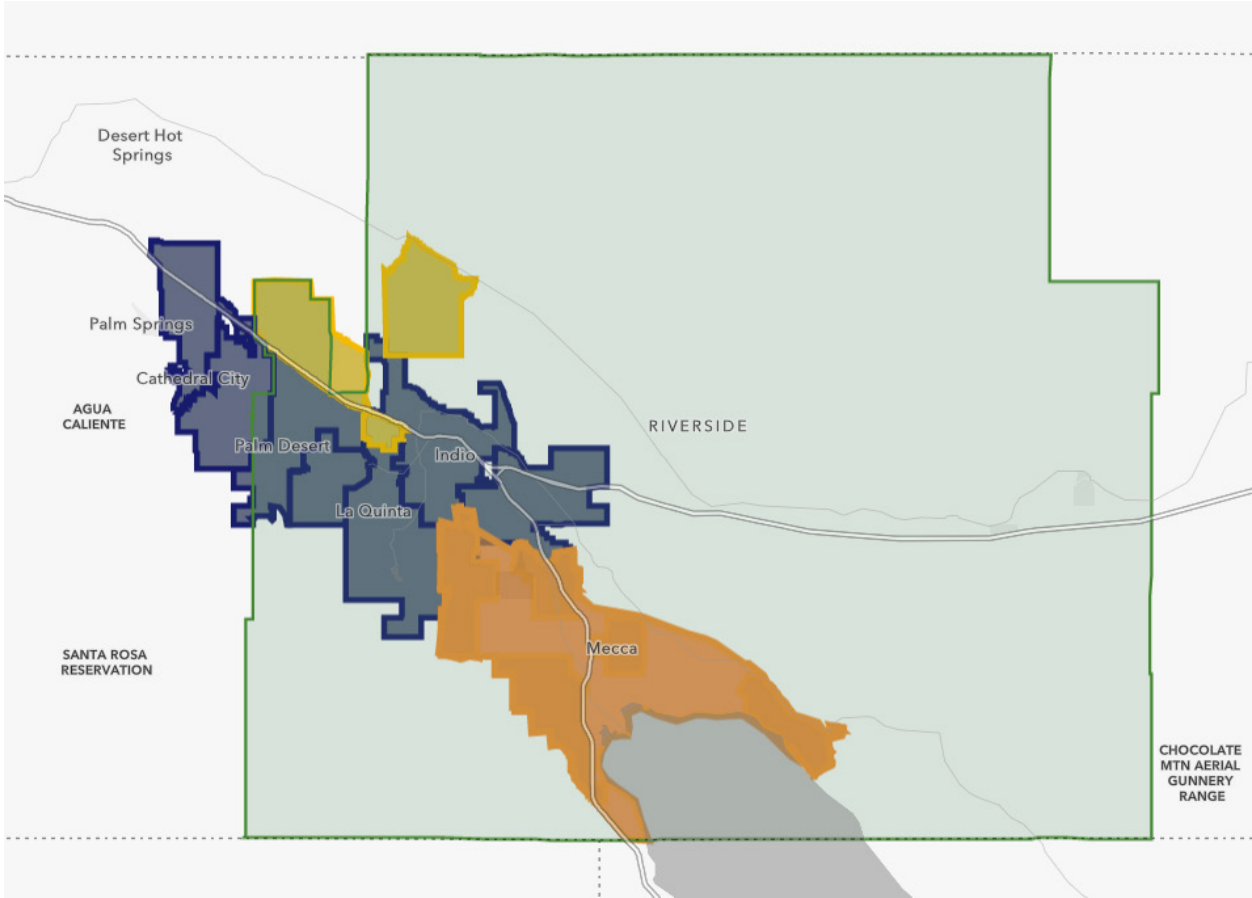


II. Community and Identified Needs

A. Demographic Profile

To assess demographic data, the DRD sphere of influence is broken down into three distinct areas – Incorporated Communities, Unincorporated East, and Unincorporated West. **It is important to note that at the time of this plan’s approval, Cathedral City is not in the boundaries of DRD but will be annexed if approved by the Cathedral City Residents in the November 2020 election.**

Figure 6: Map of Demographic Distinguishable Areas



-  Desert Recreation District
-  Incorporated Communities
-  Unincorporated East
-  Unincorporated West

Figure 7: Communities in Each Distinguishable Area

Incorporated Communities	Unincorporated East	Unincorporated West
Cathedral City	Mecca	Thousand Palms
Coachella	Oasis	Bermuda Dunes
Indian Wells	Vista Santa Rosa	Indio Hills
Indio	North Shore	
La Quinta	Thermal	
Palm Desert		
Rancho Mirage		


Key Demographics Information

- The current population is 294,136 for all communities evaluated.
- Eighty-seven percent of the DRD population lives in the Incorporated communities, while 8% are in Unincorporated East and 5% are in Unincorporated West.
- DRD is anticipated to grow by 1.3% annually between 2019 and 2024. The communities that are anticipated to grow faster are Indio (1.5%), Rancho Mirage (1.7%), Indio Hills (3.1%), and Mecca (4.1%).
- The median age in DRD in 2019 is 39.4 years old. Oasis has the lowest median age of 28.4 while Indian Wells has the highest median age at 65.8.
- DRD annual median household income (HI) is \$58,000. Oasis and Thermal have the lowest annual median HI at approximately \$25,000. Indian Wells has the highest HI at about \$105,000.
- Unincorporated East area has the highest percentage of minority population compared to Unincorporated West and Incorporated Communities. 4 out of 5 Unincorporated East areas had greater than 95% of the population who identified as being of Hispanic origin.


Consultant Observations

The demographic data for this update reveals a considerable amount of information that has shaped the goals, objectives, and actions found in Section V.


Demographic data for this update was obtained using Esri, a supplier of geodatabase management applications used to derive demographic data for this project. Please refer to **Appendix A** for a detailed look at the profile for the District and the communities it serves.



Community variances in demographics such as age, household income, and ethnicity create different amenity and programmatic needs in each area.



DRD's community-specific organizational structure for programming should be continued.



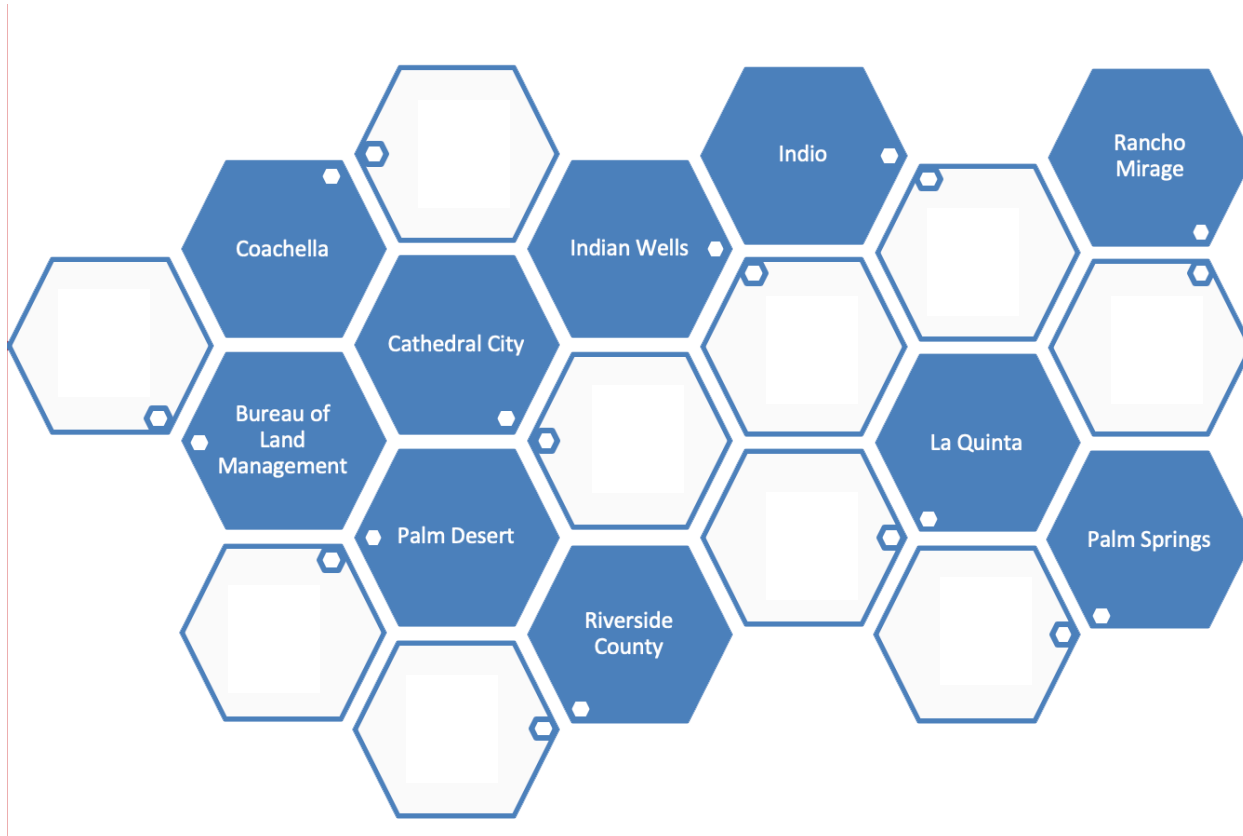
Future facilities created for use by a wide-array of residents in the Greater Coachella Valley should be located in the core of the valley.



B. Agency Survey

To identify existing recreational facilities and park assets and to coordinate plans for capital development, DRD administered an agency survey to parks and recreation entities located in the Greater Coachella Valley. Completed surveys were received from 10 jurisdictions in the region. Additionally, CV Mountain Conservancy and CVAG (CV Link) provided contact information. The agency survey was conducted in Spring 2018.

Figure 8: Jurisdictions which Completed the Agency Survey



Key Takeaways

One purpose of the agency survey was to begin to formalize a collaborative approach, particularly for the provision of capital development, among all of the park and recreation entities serving the greater Coachella Valley. To that end:

- A point person from each entity was identified,
- The availability of GIS data to share was identified,
- Capital improvement, facility, and usage data was collected from each responding entity, including future plans,
- Inadequate funding was identified by nearly every agency as a major concern, followed by the growing cost of ongoing operations and maintenance, the need for upgrades to keep up with changing demands, and the lack of connectivity (trails) between parks and recreation facilities,
- Partnerships between entities and programming provided by DRD were identified as ways DRD could assist the other entity,
- Agencies that had done recent needs assessments showed a willingness to share information, and several agencies expressed at least some interest in participating financially in the anticipated citizen survey.

This was a strong start to a collaborative effort. It has also served well as a beginning to the GIS data collection process and to the pursuit of the DRD Citizen Survey.

C. Citizen Survey Summary

A citizen survey was implemented on behalf of the Desert Recreation District (DRD) between March and May 2019. The primary focus of the study was to identify and prioritize capital improvement needs for each municipality/agency/jurisdiction within the District while permitting comparisons across agencies.

This feedback and subsequent analysis are designed to assist DRD with informing this update of the Master Plan for existing and possible future capital improvements, enhancements, new facilities, and services. The summary, which follows, focuses primarily on overall “District-wide” results, followed by separate abbreviated snapshots of results for each municipality. **Appendices B and C** provide both the complete overall citizen summary results and the community-specific results, respectively.

The primary approach used in this research was a citizen telephone survey paired with an open-link online survey, along with supplemental targeted intercept surveys at select activities and events to maximize the responding sample size. Surveys were also made available at DRD community centers.

The overall sample provides a large and statistically-valid, District-wide representation. In total, 3,171 completed surveys were included for the overall sample.



Table 1: Completed Surveys by City of Residence and Margin of Error

		Total Surveys	Margin of Error
City of Residence	Cathedral City	375	+/-5.0%
	Coachella	263	+/-6.0%
	Indian Wells	75	+/-11.3%
	Indio	640	+/-3.8%
	La Quinta	499	+/-4.3%
	Palm Desert	636	+/-3.8%
	Rancho Mirage	238	+/-6.3%
	Unincorporated Riverside County – East	200	+/-6.9%
	Unincorporated Riverside County – West	245	+/-6.2%
Total		3,171	+/-1.6%

All three surveys (phone, online, and intercept) were promoted widely using multiple techniques, including social media, email campaigns, posting at the DRD website and other local media outlets. All three survey methodologies included a Spanish version available for residents if needed. Phone surveys were conducted by individuals who could speak Spanish and translated if the respondent desired.

Additionally, among those participating in the phone survey, approximately 61% were contacted via cell phone with 39% via traditional landlines. Both the online and intercept survey options had a Spanish translated version that could be chosen by the respondent. These culturally appropriate approaches ensured a variety of options available to capture the broadest representation possible of resident opinions within the District.

For four cities within the District (Cathedral City, Coachella, Indio, and Palm Desert), custom questions were added for the intercept and online surveys. These questions asked specific improvement/priority needs for the individual city. The sample size for these questions is small in some cases due to the exclusion of these questions on the phone survey. Therefore, results are interpreted cautiously and support other factors such as overall survey responses and demographics and trends data.

Consistent with the demographic data, unincorporated areas were combined. Communities included in the “Unincorporated Riverside County—East” category include Mecca, Thermal, Oasis, Vista Santa Rosa, and North Shore. Communities included in the combined “Unincorporated Riverside County—West” category include Bermuda Dunes, Thousand Palms, and Indio Hills.

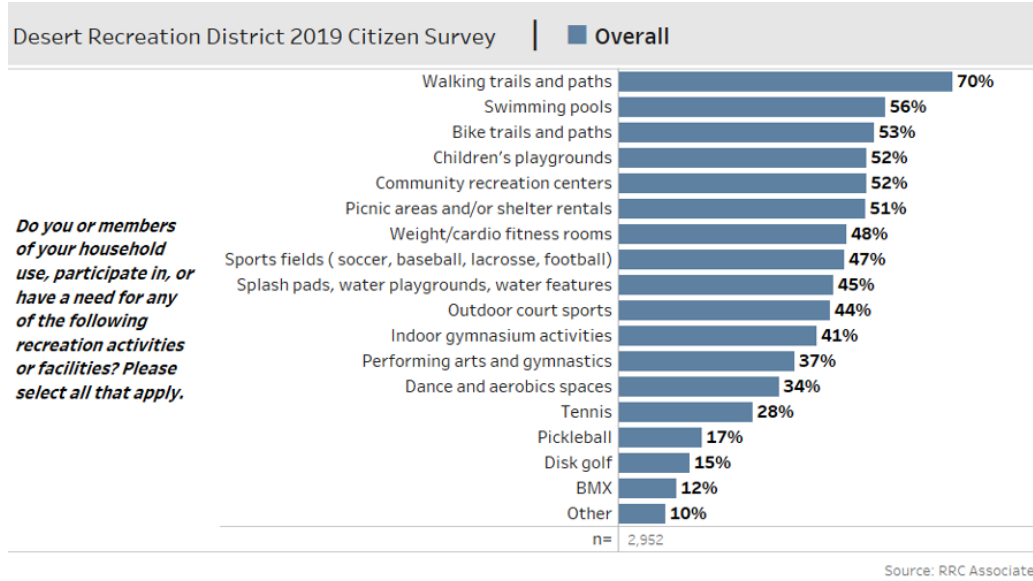


Highlights of Overall Responses

Recreation Facility and Amenity Needs

Trails and paths are the dominant choice of residents when asked what they currently use and need. Seventy percent cited walking trails and 53% named bike trails/paths. Swimming pools, playgrounds, recreation centers and picnic areas also rated above 50%. Participatory sports including BMX, disk golf, and pickleball rated lowest on the list of current activities and needs.

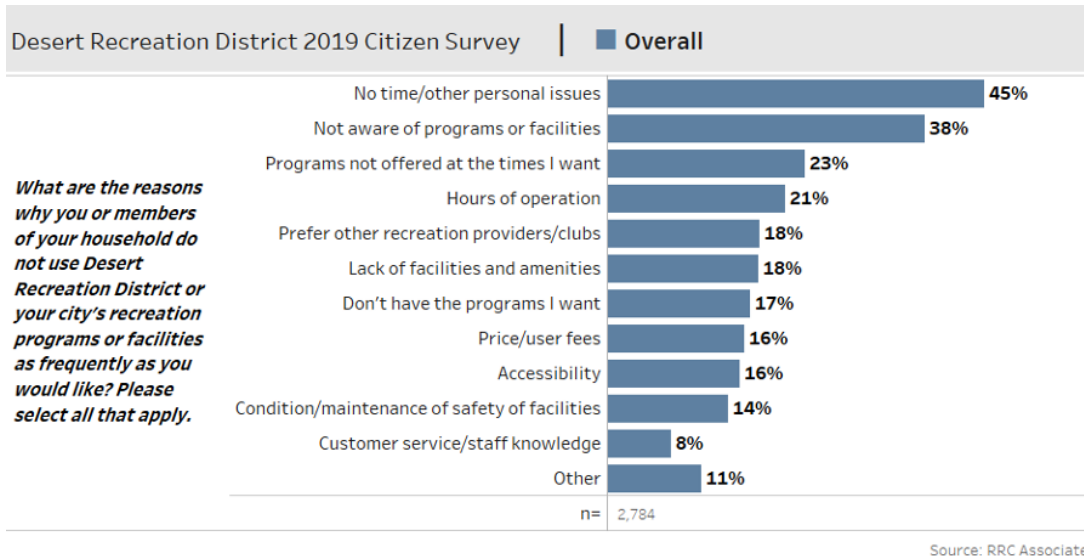
Figure 9: Recreation Facility and Amenity Needs - 2019 Citizen Survey



Barriers to Participation

Lack of time and low awareness are the primary reasons residents do not use DRD offerings as much as they would like. Program offerings and hours of operation appear to be potential secondary issues. Issues with facilities, price, accessibility, and maintenance all rated low (below 20%) as reasons for not using DRD amenities. Overall, these numbers are a very positive reflection on the District and highlight an opportunity to enhance community awareness of DRD offerings.

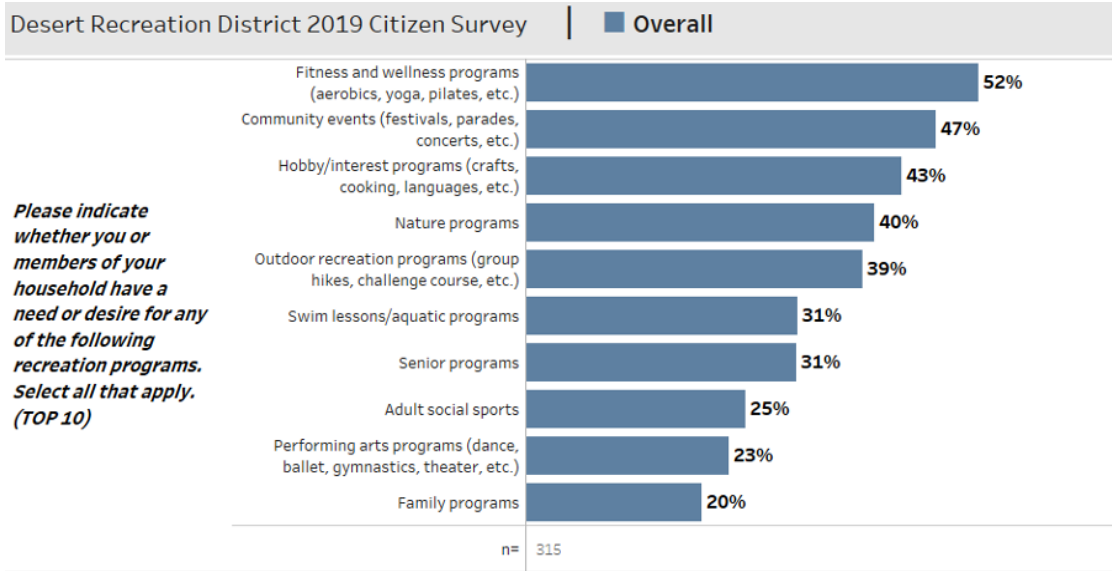
Figure 10: Barriers to Participate - 2019 Citizen Survey



Programming Needs

Among programming priorities, only fitness and wellness options rated above 50% with residents. Community events and educational programs also rated above 40%. While mentioned by less than a third of respondents, targeted offerings, including aquatics and performing arts, tend to be viewed as very important by those who take advantage of them.

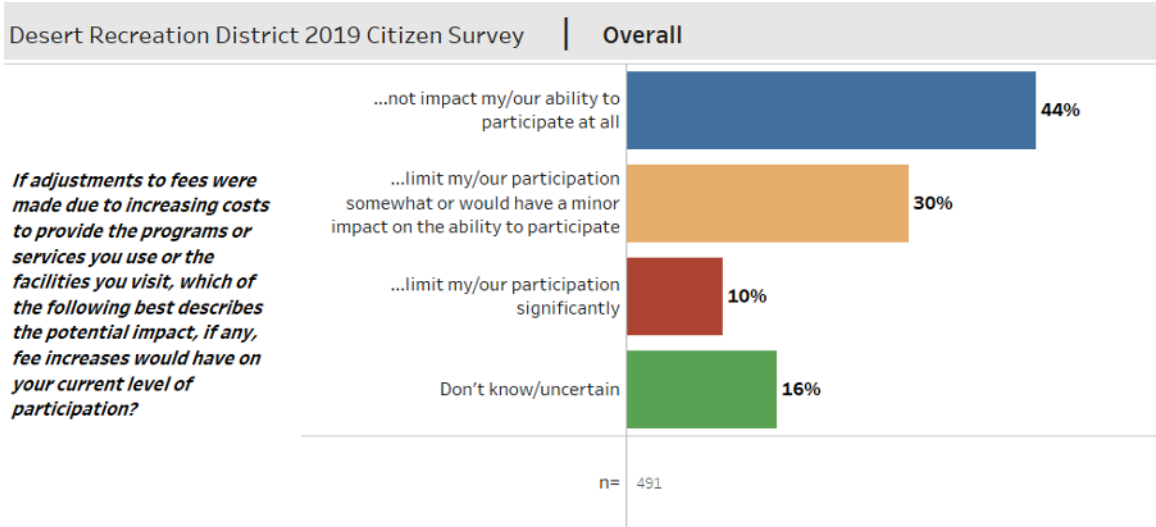
Figure 11: Programming Needs - 2019 Citizen Survey



Impact of Fee Increases

Increased fees were far more palatable to DRD residents than new taxes. Nearly three-quarters of respondents said that higher fees would have minimal or no impact on their use of District programs and facilities. Just ten percent reported that higher fees would “significantly” impact usage.

Figure 12: Impact of Fee Increases - 2019 Citizen Survey



Source: RRC Associates

Consultant Observations

When evaluating the overall responses to the citizen survey, a number of key findings become apparent.

Figure 13: Consultant Observations



The citizen survey was a significant process component of this plan and influences the recommended actions contained with the 2020 master plan update. Data contained within the results should be utilized in an on-going manner by decision-makers and staff at DRD as well as its community partners. Consider this data when making decisions regarding programming development and capital improvement planning

The detailed responses to the citizen survey are found in **Appendix C**.

D. Park and Recreation Influencing Trends

Based on the assessment of the Community Survey and stakeholder input, a number of relevant parks and recreation industry trends have been identified as influencing the District in the coming years. These trends include:

- Adventure Programming
- Aquatics & Water Recreation
- Conservation
- Generational Preferences
- Homelessness
- Multiculturalism/Racial Diversity
- Nature Programming/Nature-Deficit Disorder
- Older Adults and Senior Programming
- Outdoor Recreation
- Splash Pads
- Therapeutic Recreation
- Changing Technology
- Trails and Pathways

Full write-ups for each of the trends listed in this section are available in **Appendix B**. In "Trends to Watch" below, several noteworthy topics for DRD to keep in mind are described. These trends and any foreseen impacts to, or opportunities for, DRD are taken into consideration and addressed the specific strategies found in Section V.

Trends to Watch

Homelessness

According to the US. Department of Housing and Urban Development, nearly 151,280 individuals are presently homeless in the State of California. Individuals living on the streets or in cars (unsheltered) have increased in number over the past year. Mental health problems, addiction, childhood trauma, interaction with the criminal justice system, and poverty all play significant roles in whether someone becomes homeless. People experiencing these challenges often are not able to afford rent and are at risk of falling into homelessness. Other factors that can cause homelessness are domestic violence trauma, previous incarceration, and aging out of the foster care system.

Often, parks and recreation facilities provide an opportunity for individuals experiencing homelessness to find shelter and utilize amenities such as benches, picnic shelters, and restrooms. This has consequences for park and facility managers in addition to impacts on visitors' perceptions of the value of parks. Concerns over drug and alcohol use by homeless populations, as well as managing hepatitis outbreaks, are serious issues. Often, seasonal or part-time parks and recreation employees may be the first line of enforcement. A lack of training, policies, and communication continues to exacerbate the issue. Proactive management is a preferred way of managing the issue, but most often, parks and recreation agencies do not work with the root of individual reasons for being homeless, and are certainly not resourced to do so. Instead, agencies are left to deal with the impacts of homelessness on a reactive basis.

Management is a balance of prevention and enforcement. A majority of parks and recreation agencies utilize ad-hoc tactics and rely on non-profits for other services. Sometimes, coordination to work on the issue that spans across agencies and non-profits occurs. These kinds of coordinated efforts are crucial to accomplishing the appropriate balance of prevention and enforcement.

Developing a task force that works specifically to address the unique concerns of an individual community can help ensure success. Parks and recreation agencies should reach out to nearby law enforcement, schools, libraries, nonprofits, faith-based organizations, business improvement districts, and health-human services to work with others to develop a plan for addressing the challenges of homelessness.

Nature Programming/Nature-Deficit Disorder

According to the report “Nature Play & Learning Places: Creating and Managing Places where Children Engage with Nature,” there is a genuine need in today’s society for learning spaces that spark creative play with natural materials such as plants, vines, shrubs, rocks, water, logs, and other elements. Scientific evidence suggests that this disorder contributes to emotional and physical illnesses, including attention difficulties, obesity, nature illiteracy, and an “epidemic of inactivity.”¹ Environmental education provided by non-profits and parks and recreation agencies can help combat nature-deficit disorders by sparking curiosity in the outdoors, either through structured nature programming or unstructured nature play.

“Adults who were introduced to the outdoors as children were more likely to participate in outdoor activities during adulthood than those who were not exposed to the outdoors as children,” states the *2018 Outdoor Participation Report*. Nature play spaces can provide valuable lessons for children not only with regard to learning about their natural environment and appreciation for nature, but also for personal development, such as confidence. These spaces, similar to playgrounds, provide safe areas to take risks and understand behavioral outcomes. Nature play aims to create a greater appreciation for and awareness of the natural environment.

Figure 14: City of Boulder’s Central Park Nature Playground



Source: ChildandNature.org

¹ Children and Nature Network, “Nature Deficit Disorder” Accessed January 2020: <https://www.childrenandnature.org/about/nature-deficit-disorder/>



Changing Technology

Technology has moved at a rapid pace in the 21st century, impacting all areas of business operations. It requires agencies to consider practical ways of incorporating technology into the everyday workflow. Some examples of opportunities for parks and recreation agencies to adapt into their practices include those found in **Table 2**.

Table 2: Opportunities for Incorporating Technology into Operations

Administrative	Maintenance
<input type="checkbox"/> Kiosks for check-in and marketing	<input type="checkbox"/> Drones for monitoring remote areas or conducting inventory of resources
<input type="checkbox"/> Project management software	<input type="checkbox"/> Smart water fountains
<input type="checkbox"/> Digital data collection for informed decision-making	<input type="checkbox"/> Solar powered trash compactors with “full” sensors

Trails and Pathways

A connected system of trails increases the level of physical activity in a community, according to the Trails for Health initiative of the (CDC). Trails can provide a wide variety of opportunities for being physically active, such as walking/running/hiking, rollerblading, wheelchair recreation, bicycling, cross-country skiing, snowshoeing, fishing, hunting, and horseback riding. Recognizing that active use of trails for positive health outcomes is an excellent way to encourage people to adopt healthy lifestyle changes.

The health benefits are equally as high for trails in urban neighborhoods as for those in a state or national park. A trail in the neighborhood, creating a "linear park," makes it easier for people to incorporate exercise into their daily routines, whether for recreation or non-motorized transportation. Urban trails need to connect people to places they want to go to, such as schools, transit centers, businesses, and neighborhoods.

According to the *2018 Outdoor Recreation Report*, trail-related activities like bicycling, hiking, running, jogging, and trail running continue to be the most popular activity for Americans by the number of individual participants and by the number of total annual outings.

Figure 15: CV Link Trail Project



Source: CoachellaValleyLink.com

E. Organizational Analysis

Organizational Changes

It is significant to capture the drastic staffing change DRD experienced in 2012 when the full-time staffing levels were dramatically reduced due to economic constraints. Before staffing reductions, DRD was providing 2.1 full-time employees (FTEs) for every 10,000 residents in the District’s boundaries.

As the population has continued to grow, currently, **DRD has 1.5 FTEs per 10,000 residents.** For DRD to climb back to a 2012 staffing level, **23 additional FTEs** would need to be added by 2024 to meet the same ratio of FTEs for every 10,000 residents.

Table 3: Full-time Employees per 10,000 Residents

	Actual FY 12-13	Actual FY 15-16	Actual FY 16-17	Actual FY 17-18	Actual FY 18-19	Budgeted FY 19-20	Projected 2024
Esri Estimated Population	270,659	277,998	282,185	286,993	291,390	294,136	312,972
FTEs	57	35	35	35	42	43	66
FTEs per 10,000 Residents	2.1	1.3	1.2	1.2	1.4	1.5	2.1

The real cost of hiring an individual FTE is not salary alone. Employer contributions in California are among the highest in the nation and add a significant amount to personnel expenditures each year. Adding FTEs to fulfill the greatest needs over time, although costly, are an investment necessary for DRD to maintain its strong, fiscal health while maintaining the services its mission calls for it to provide.

Current Organizational Structure

Within DRD, there are four functional departments that allow for clear staff and budget management.

DRD Functional Departments
Administration
Public Works and Planning
Community Services
Golf Enterprise

According to the 2019 National Recreation and Park Association (NRPA) annual report on agency performance, the typical parks and recreation agency has 8.3 FTEs per 10,000 residents.



FULL-TIME
EQUIVALENT EMPLOYEES (FTEs)
PER 10,000 RESIDENTS: **8.3**

The chart on the following page illustrates the well-designed structural framework of DRD’s workforce. This structure allows for a flow of operations that, for the most part, is effective.





Consultant Observations

By cutting back its staffing level in 2012 in response to constrained economic conditions, DRD acted in a fiscally responsible manner. Today, DRD leadership wishes to balance fiscal responsibility with its ability to meet its mission by providing the right level of services with an appropriate level of full-time staff.

DRD should methodically add FTE positions to its workforce over the next 10 years to maintain its reputation of ensuring equitable and barrier-free opportunities are available throughout the Coachella Valley. Positions to be considered are:

- Human Resources Director
- Trails Coordinator
- Trails Maintenance Staff
- Environmental Education Specialist
- Additional Specialized Staff, as needed
- Additional Community Services Staff, as needed
- Additional Public Works Staff, as needed

F. Recreation Programming Analysis

Programs and Activities

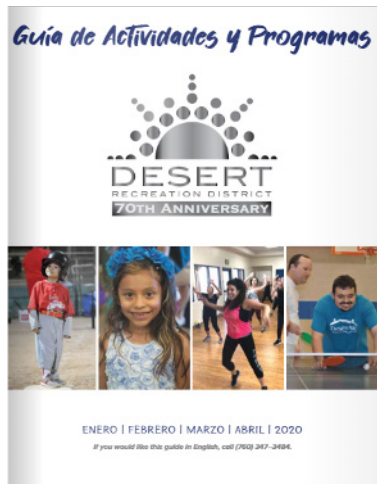
DRD offers nearly 2,800 classes and programs and over 200 special events annually. To a great degree, the professional delivery of these services is what maintains DRD’s reputation as a leader in recreation services.

DRD programming staff are encouraged to work directly with agency contacts to determine specific needs in their respective areas. This open-communication style of development leverages known conditions and participant desires should be continued.

Demand Analysis

Avoiding duplication of recreational programs while ensuring DRD meets specific and unique recreational programming needs in each community will continue to allow DRD to effectively meet its mission. In evaluating DRD’s program portfolio and creating recommendations in the Action Plan, consideration is given regarding the appropriate deliverer of various programs.

In determining community-specific programming strategies, the most current programming portfolio data are cross-referenced with data from both the agency survey and the citizen survey. Additionally, input received in November 2019 from jurisdictional partners who attended the Master Plan Findings Presentation has also been considered as a source of input for programming-related strategies.



Consultant Observations

Through this assessment, a number of general and community-specific programming goals, objectives, and strategies are made in Section V. In fact, one of the overarching goals is for DRD to deliver mission-based programs that meet known needs. To do this, DRD should continue and improve upon its use of best practices when administering programs. For example, when program participation minimums are not met, those programs should not run.

Additionally, given that the demographic data reveals uniqueness amongst each community, DRD and residents are going to be best served when current data and information shape the programming portfolio. In Indio, for example, having programs that serve youth under the age of 18 and help keep them in safe, productive environments is important to the community and meets DRD’s mission. In Coachella, offering non-sport programs such as music, dance, environmental, and nutrition classes will help fill existing programmatic gaps.

G. Marketing Analysis

Current Program

DRD currently has one full-time Marketing Director/Public Information Officer and one part-time Marketing Technician who administer the marketing program. This marketing program is funded through the General Fund and allows for the promotion of DRD services through various channels.

Figure 16 Existing Marketing Channels

Existing Marketing Channels	Website	
	Activity and Program Guide	
	Social Media	Facebook
		Twitter
	Email	
	Word of Mouth	
	Flyers	

Consultant Observations

Overall results from the citizen survey suggest that there is room to increase awareness of DRD services. This is challenged by the inconsistent nature of facility ownership and management across DRD’s service area. Fortunately, survey data reveals general and community-specific opportunities to improve awareness.

For example, DRD should develop relationships with marketing/public information staff within each community and provide regular, DRD-branded content for use in jurisdiction-to-resident communications. Jurisdiction staff must understand why it is to their benefit for DRD information to be shared with residents (i.e., clear, accurate information can reduce resident inquires about a topic that is DRD-specific).





H. Financial Analysis

Current Financial Circumstances

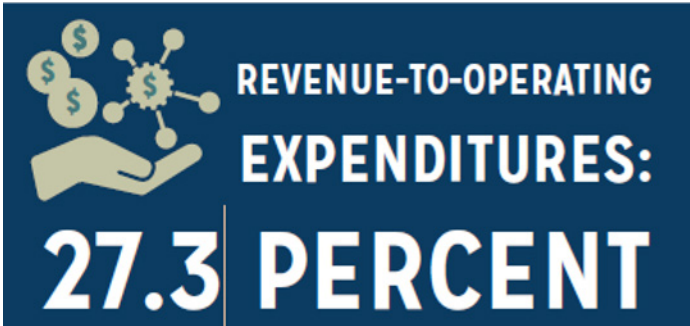
Table 5: Current Financial Circumstances

	Actual FY 15-16	Actual FY 16-17	Actual FY 17-18	Actual FY 18-19
Total District Revenues	\$11,839,010	\$12,655,466	\$11,729,693	\$16,686,484
Total District Expenditures	\$11,164,377	\$11,777,668	\$15,505,532	\$15,306,138

Revenue-to-Operating Expenditures

As shown in the figure below, the typical parks and recreation agency in the United States recover 27.3 percent of its operating expenditures from non-tax revenues. This measurement is also known as cost recovery.

Figure 17: Revenue-to-Operating Expenditures

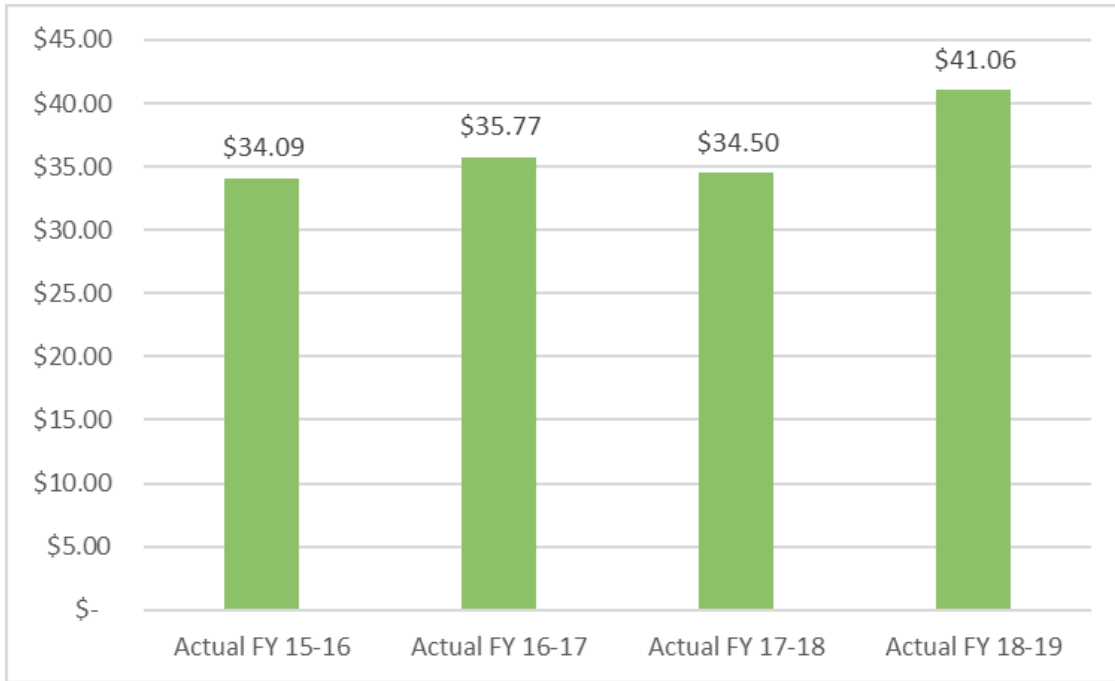


Source: 2019 NRPA Agency Performance Review



Figure 18 notes DRD as being above this average. In Fiscal Year 2018-2019, DRD was on-track to recover 34-35 percent of its operating costs through non-tax operating revenues. The past four years' revenue-to-operating expenditures reveals DRD has been less able to recover expenditures through non-tax revenue.

Figure 18: Operating Expenditures per Capita, FY 15-16 through FY 18-19



Consultant Observations

It is important that DRD maintain its ability to enrich the quality of life for all CV residents and to deliver services at the level residents are accustomed to experiencing. The Citizen Survey results in Section II, D show that there is some tolerance in many of the incorporated cities for fee increases. DRD should consider increases to fees in programs and base pricing on demand, target customer data, competitor pricing, and existing subsidy policy while acknowledging the need to maintain the scholarship program and to alter subsidy zones.

OPERATING EXPENDITURES PER CAPITA: \$78.69/YEAR

Source: 2019 NRPA Agency Performance Review





III. Current Facilities – Inventory and Level of Service Analysis

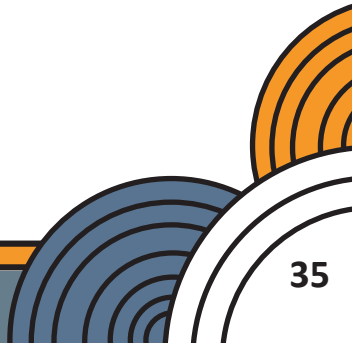
A. Inventory Process

In planning for the delivery of parks and recreation services, it is useful to think of parks, trails, facilities, and other public spaces as parts of a system. Collectively, this system allows people to exercise, socialize, connect with nature, and maintain a healthy physical, mental, and social wellbeing. A component is a feature that people go to a park or facility to use that serves as an intended activity or destination. Components include assets such as playgrounds, picnic shelters, sports courts, athletic fields, and others.

Being the largest recreation district in California, DRD owns, manages, or maintains a variety of park and recreation facilities, including 28 outdoor recreation areas and 11 indoor facilities. While large community or regionally significant parks are the focus of the District, it also has numerous small neighborhood parks.

The previous master plan included extensive inventory and site assessments of these DRD parks, but it involved a less comprehensive look at alternative or partner-provider assets. **In the 2020 master plan, a more concentrated effort incorporating the assets of alternative providers occurs; however, it does not include the qualitative aspect of the inventory's components.**

DRD's service area overlaps five municipalities: Coachella, Indian Wells, Indio, La Quinta, and Palm Desert, the census-designated place of Thousand Palms, as well as unincorporated areas of Riverside County. In the Riverside County Parks and Open Space District, several YMCAs and Boys and Girls Clubs provide additional service in or near the DRD sphere of influence (SOI), providing alternatives to DRD service offerings.



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

As part of the Agency Survey (Section II, C), geographic information system (GIS) data was requested from the ten jurisdictions contacted. Additional GIS data regarding trails was obtained through cooperation with the Coachella Valley Association of Governments (CVAG). Identification and location of parks/facilities and their components also occurred using jurisdictional inventories and aerial photography surveys. This data is utilized for completing this portion of the analysis.

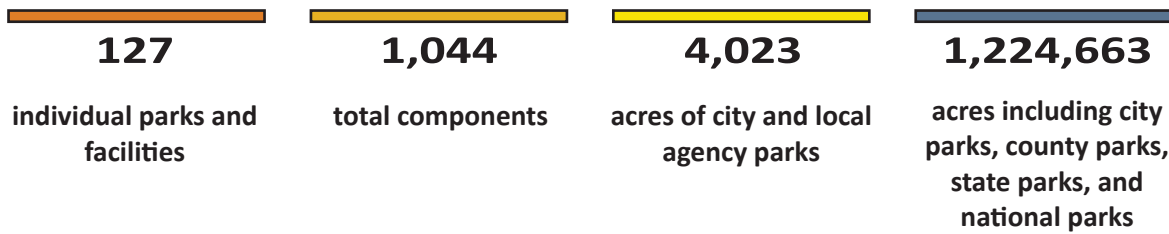
This study uses a composite-values methodology process called GRASP® (Geo-Referenced Amenities Standards Program) to illustrate the level of service (LOS) DRD currently provides. In this methodology, capacity is only part of the equation. It also considers other factors, including quality, condition, location, comfort, convenience, and ambiance.

Consultant Observations

Conducting a qualitative assessment of DRD’s inventory will allow staff to determine how to provide consistent, equitable parks and facilities in the future.

B. Inventory Summary

The 2019 DRD inventory includes the following:



The map on the following page shows the GIS data gathered and includes the study area and locations of properties. In addition to the District overall, the small thumbnails show city, municipalities, and unincorporated, populated areas.



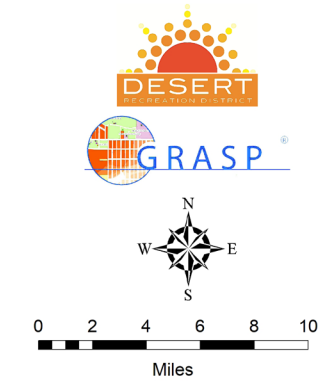
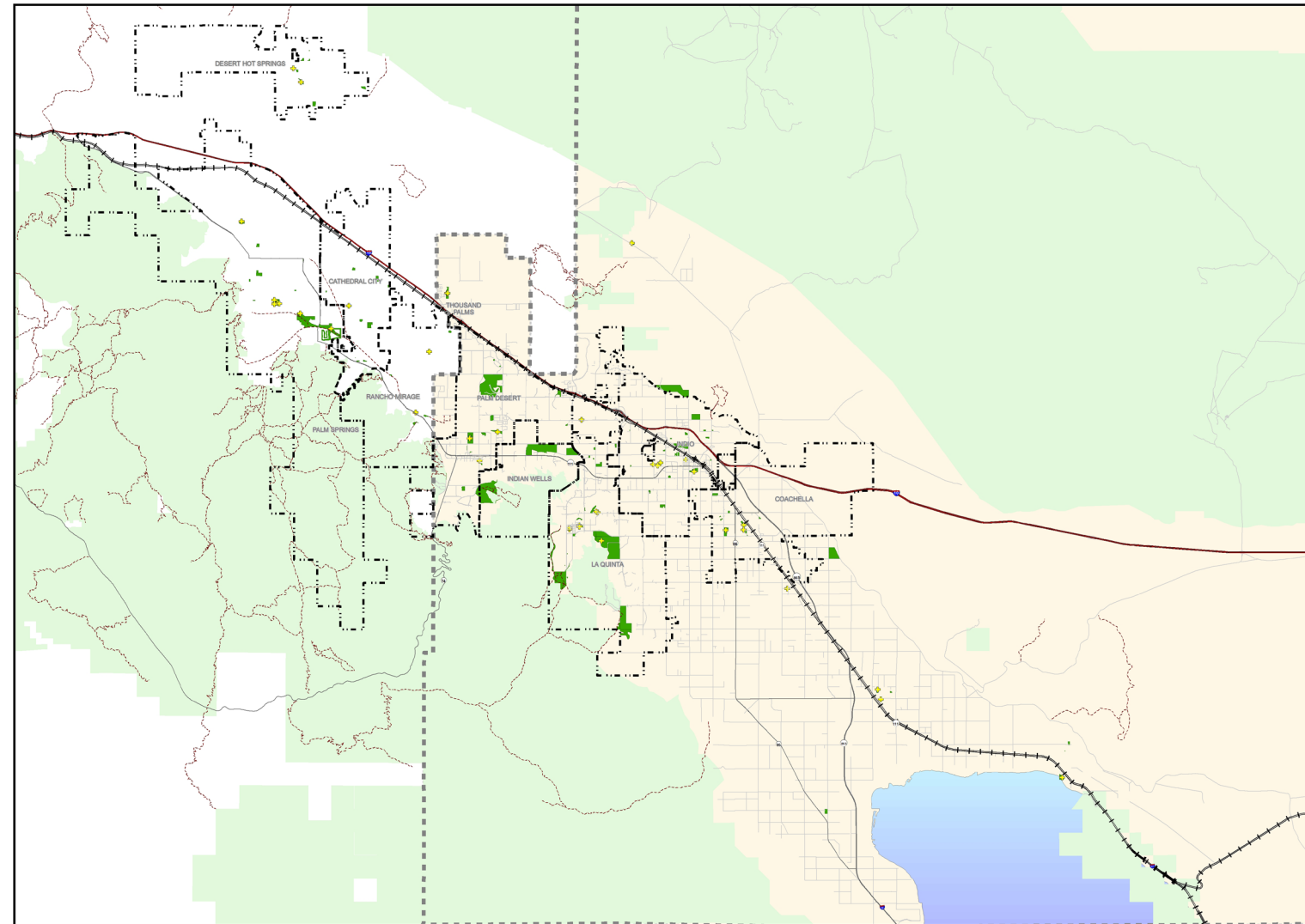
Figure 19: Map A: System Map and City Thumbnails

Desert Recreation District: Parks and Recreation Master Plan

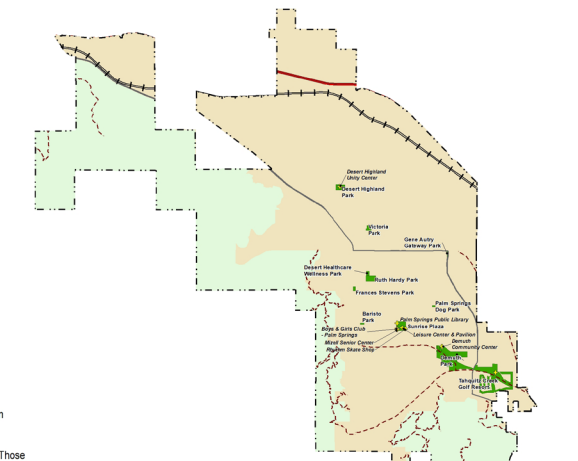
Map A: System Map and City Thumbnails

Fun In the Sun!

A



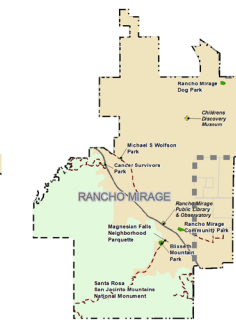
Map Produced For Desert Recreation District - By The GRASP Team
 This Map Is Intended For Planning & Discussion Purposes Only -
 Please Refer To The Project Document For Map Details
 Legend Elements May Vary Slightly In Size, Color And Transparency From Those
 Shown On Map GIS Data Sources May Include Desert Recreation District, ESRI,
 GRASP Team - February 2019
 Copyright © 2019 Desert Recreation District - Map Revised - February 2020



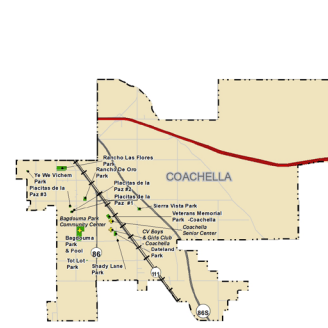
Palm Springs



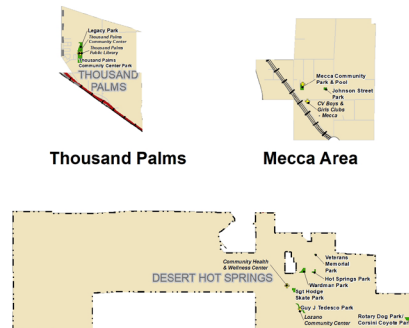
Indio



Rancho Mirage

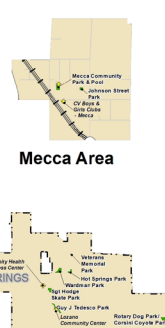


Coachella



Thousand Palms

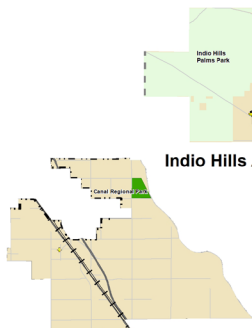
Desert Hot Springs



Mecca Area



Oasis Area



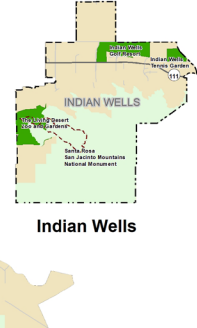
Thermal



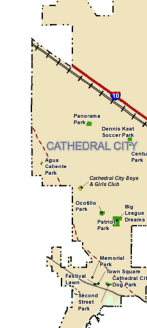
Indio Hills Area



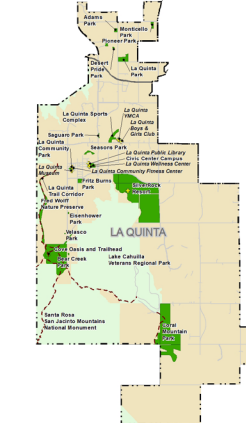
North Shore Area



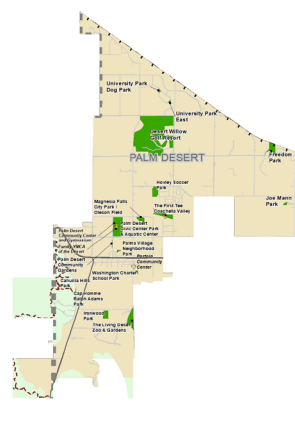
Indian Wells



Cathedral City



La Quinta



Palm Desert

Outdoor Facilities

The following list identifies parks and facilities by city, agency, or unincorporated area. ***Indicates a DRD managed or maintained facility.**

Cathedral City

Cathedral City, located on the western border, is not currently part of the Desert Recreation District. It is approximately 20 square miles in size.

1. AGUA CALIENTE PARK
2. BIG LEAGUE DREAMS CATHEDRAL CITY
3. CATHEDRAL CITY DOG PARK
4. CENTURY PARK
5. DENNIS KEAT SOCCER PARK
6. FESTIVAL LAWN
7. MEMORIAL PARK
8. OCOTILLO PARK
9. PANORAMA PARK
10. PATRIOT PARK
11. SECOND STREET PARK
12. TOWN SQUARE

Coachella

The City of Coachella is the easternmost city in the District, bordered on the west by Indio. It is approximately 30 square miles.

1. BAGDOUMA PARK
2. BAGDOUMA PARK POOL
3. DATELAND PARK
4. PLACITAS DE LA PAZ 1*
5. PLACITAS DE LA PAZ 2*
6. PLACITAS DE LA PAZ 3*
7. RANCHO DE ORO PARK
8. RANCHO LAS FLORES PARK
9. SHADY LANE PARK
10. SIERRA VISTA PARK
11. TOT LOT PARK
12. VETERANS MEMORIAL PARK COACHELLA
13. YE WE VICHEM PARK

Desert Hot Springs

Desert Hot Springs, northwest of the District, is not currently part of the Desert Recreation District. It is approximately 23 square miles in size.

1. CORSINI COYOTE PARK
2. GUY J TEDESCO PARK
3. HOT SPRINGS PARK
4. MISSION SPRINGS PARK
5. SARGEANT HODGE SKATE PARK
6. VETERANS MEMORIAL PARK DHS
7. WARDMAN PARK

Indian Wells

Centrally located in the District, Indian Wells is between La Quinta on the east and Palm Desert on the west. It is approximately 14.6 square miles and does not have any public parks. There are two private facilities in the City of Indian Wells.

1. INDIAN WELLS GOLF RESORT
2. INDIAN WELLS TENNIS GARDEN

Indio

Also centrally located within DRD, Indio is between La Quinta on the west and Coachella on the east. It is approximately 29 square miles. The city owns and manages a golf course that includes a driving range.

1. BURR STREET PARK
2. CAHUILLA PARK
3. DESERT REGIONAL PARK*
4. DOMINGUEZ PARK
5. DOUG YORK PLAZA
6. DR CARREON PARK
7. GEORGE S PATTON PARK
8. HJORTH PARK
9. INDIO COMMUNITY CENTER PARK*
10. INDIO SENIOR CENTER
11. INDIO SPORTS COMPLEX
12. INDIO TEEN CENTER
13. JACQUELINE COCHRAN PARK
14. MILES AVENUE PARK
15. MULLIGAN DOG PARK
16. NORTH JACKSON PARK
17. PAWLEY POOL FAMILY AQUATIC COMPLEX*
18. SHIELDS PARK
19. SOUTH JACKSON PARK AND DAVIS SPORTS COMPLEX
20. STATION 87 DOG PARK
21. THE LIGHTS AT INDIO GC
22. YUCCA PARK

Indio Hills

Indio Hills is in the unincorporated western part of the District. It borders the urban core to the north.

1. INDIO HILLS COMMUNITY CENTER PARK*



La Quinta

Bordered by Indian Wells on the West and Indio on the east, La Quinta's location is central in the District. It is approximately 36 square miles. The following parks serve the residents in addition to Lake Cahuilla County Park and BLM lands.

1. ADAMS PARK
2. BEAR CREEK PARK
3. CIVIC CENTER CAMPUS
4. CORAL MOUNTAIN PARK*
5. COVE OASIS AND TRAILHEAD
6. DESERT PRIDE PARK
7. EISENHOWER PARK
8. FRED WOLFF NATURE PRESERVE
9. FRITZ BURNS PARK
10. LA QUINTA COMMUNITY PARK*
11. LA QUINTA PARK
12. LA QUINTA SPORTS COMPLEX
13. MONTICELLO PARK
14. PIONEER PARK
15. SAGUARO PARK
16. SEASONS PARK
17. SILVERROCK RESORT
18. TRAIL CORRIDOR
19. VELASCO PARK
20. YMCA

Mecca

Mecca is in the unincorporated eastern part of the District, south of the urban core.

1. JOHNSON STREET PARK*
2. MECCA COMMUNITY PARK AND POOL*

North Shore

North Shore is in the unincorporated eastern part of the District, south of the urban core.

1. NORTH SHORE COMMUNITY PARK*
2. NORTH SHORE PARK*
3. PARQUE DEL PUEBLO*

Oasis

Oasis, in the unincorporated eastern part of the District, is west of the Salton Sea and south of the urban core.

1. OASIS COMMUNITY PARK*

Palm Desert

The City of Palm Desert is the westernmost city in the District, boarded on the east by Indian Wells. It is approximately 27 square miles. The City of Palm Desert and DRD partner to bring facilities and activities to people of all ages. Many amenities in Palm Desert parks are managed and scheduled by DRD.

1. CAHUILLA HILLS PARK*
2. CAP HOMME RALPH ADAMS PARK
3. DESERT WILLOW GOLF RESORT
4. FREEDOM PARK*
5. HOVLEY SOCCER PARK*
6. IRONWOOD PARK
7. JOE MANN PARK
8. MAGNESIA FALLS CITY PARK AND OLESON FIELD*
9. PALM DESERT AQUATIC CENTER
10. PALM DESERT CIVIC CENTER PARK*
11. PALM DESERT COMMUNITY GARDENS
12. PALMA VILLAGE NEIGHBORHOOD PARK
13. THE FIRST TEE COACHELLA VALLEY*
14. THE LIVING DESERT ZOO AND GARDENS
15. UNIVERSITY DOG PARK*
16. UNIVERSITY PARK EAST*
17. WASHINGTON CHARTER SCHOOL PARK

Palm Springs

Located to the west of DRD, Palm Springs encompasses a variety of parks in and adjacent to its 94 square miles boundary.

1. BARISTO PARK
2. DEMUTH PARK
3. DESERT HEALTHCARE WELLNESS PARK
4. DESERT HIGHLAND PARK
5. FRANCES STEVENS PARK
6. GENE AUTRY GATEWAY PARK
7. PALM SPRINGS DOG PARK
8. RUTH HARDY PARK
9. SUNRISE PLAZA
10. TAHQUITZ CREEK GOLF RESORT
11. VICTORIA PARK

Rancho Mirage

Rancho Mirage, at approximately 25 square miles, borders DRD to the west and Palm Springs to the east.

1. BLIXSETH MOUNTAIN PARK
2. CANCER SURVIVORS PARK
3. MAGNESIA FALLS NEIGHBORHOOD PARK
4. MICHAEL S WOLFSON PARK
5. RANCHO MIRAGE DOG PARK



Thermal

Thermal, in the unincorporated eastern part of the District, borders Coachella and the southern edge of the urban core.

1. CANAL REGIONAL PARK*

Thousand Palms

On the northwestern edge of the District, Thousand Palms is considered to be the unincorporated western part of the District, north of the urban core.

1. LEGACY PARK*
2. THOUSAND PALMS COMMUNITY CENTER*

The following list identifies county, state, and national agencies' parks and facilities included:

California State Parks

1. ANZA BORREGO DESERT STATE PARK
2. INDIO HILLS PALMS PARK
3. SALTON SEA STATE RECREATION AREA

Riverside County, Regional Parks and Open Spaces

1. LAKE CAHUILLA VETERANS REGIONAL PARK
2. MECCA HILLS COUNTY PARK

National Forests, Monuments, And Parks

1. SAN BERNARDINO NATIONAL FOREST
2. SANTA ROSA SAN JACINTO MOUNTAINS
NATIONAL MONUMENT
3. JOSHUA TREE NATIONAL PARK

Indoor Facilities

The following list identifies parks and facilities by city, agency, or unincorporated area. *Indicates a DRD managed or maintained facility.

Bermuda Dunes

1. BERMUDA DUNES COMMUNITY CENTER*

Cathedral City

1. CATHEDRAL CITY BOYS & GIRLS CLUB

Coachella

1. BAGDOUMA PARK COMMUNITY CENTER
2. COACHELLA SENIOR CENTER
3. CV BOYS & GIRLS CLUB - COACHELLA

Desert Hot Springs

1. BAGDOUMA PARK COMMUNITY CENTER
2. COACHELLA SENIOR CENTER
3. CV BOYS & GIRLS CLUB - COACHELLA

Indio

Indio has two special-use facilities: the Indio Teen Center and Indio Senior Center. The two facilities are less than a half-mile from each other, and blocks from the DRD Indio Community Center.

1. CV BOYS & GIRLS CLUB - INDIO
2. **INDIO COMMUNITY CENTER***
3. INDIO PUBLIC LIBRARY
4. INDIO SENIOR CENTER
5. INDIO TEEN CENTER

Indio Hills

1. INDIO HILLS COMMUNITY CENTER*

La Quinta

1. LA QUINTA BOYS & GIRLS CLUB
2. **LA QUINTA COMMUNITY FITNESS CENTER***
3. LA QUINTA MUSEUM
4. LA QUINTA PUBLIC LIBRARY
5. LA QUINTA WELLNESS CENTER
6. LA QUINTA YMCA
7. SILVER ROCK RESORT

Mecca

1. CV BOYS & GIRLS CLUBS – MECCA
2. **MECCA COMMUNITY CENTER & POOL***

North Shore

1. **NORTH SHORE BEACH & YACHT CLUB***

Palm Desert

1. FAMILY YMCA OF THE DESERT
2. **PALM DESERT COMMUNITY CENTER & GYMNASIUM***
3. **PORTOLA COMMUNITY CENTER***
4. **GOLF CENTER AT PALM DESERT, HOME OF THE FIRST TEE***



Palm Springs

1. BOYS & GIRLS CLUB - PALM SPRINGS
2. DEMUTH COMMUNITY CENTER
3. DESERT HIGHLAND UNITY CENTER
4. LEISURE CENTER AND PAVILION
5. MIZELL SENIOR CENTER
6. PALM SPRINGS PUBLIC LIBRARY
7. RHYTHM SKATE SHOP
8. TAHQUITZ CREEK GOLF RESORT

Rancho Mirage

1. CHILDREN'S DISCOVERY MUSEUM
2. RANCHO MIRAGE PUBLIC LIBRARY AND OBSERVATORY

Thermal

1. JERRY RUMMONDS' SENIOR & COMMUNITY CENTER

Thousand Palms

1. THOUSAND PALMS COMMUNITY CENTER*
2. THOUSAND PALMS PUBLIC LIBRARY

C. Level of Service Assessment

Level of Service (LOS) analyses vary significantly and can look at specific components or can look at broader access to parks or indoor facilities. The 2013 Master Plan included a complete GRASP® inventory and qualitative assessment of DRD parks, facilities, and their components. In the case of the 2020 Master Plan, examinations are limited to the park or facility boundary, component type, quantity, and geo-locations and do not include qualitative evaluations.

The outdoor and indoor inventory for this assessment includes a variety of components that likely draw users from a mix of areas within Coachella Valley. Because of this, many of the perspectives in this plan include multiple aspects. More extensive hatch patterns indicate locations that are served by a combination of more sites or more components.

Access to Trails

Access to trails is an essential part of any parks and recreation system, and the responsibility for development, ownership, and ongoing maintenance of trails and a trails system can vary greatly. In Coachella Valley, multiple jurisdictions have responsibilities relating to trails making accuracy and completeness of the information regarding trails data challenging. Working with the Coachella Valley Association of Governments (CVAG), DRD obtained trails data for authorized trails identified in CVAG's Multiple Species Habitat Conservation Plan (http://www.cvmshcp.org/Plan_Documents_old.htm#plan).



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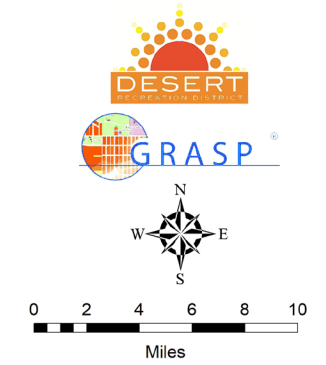
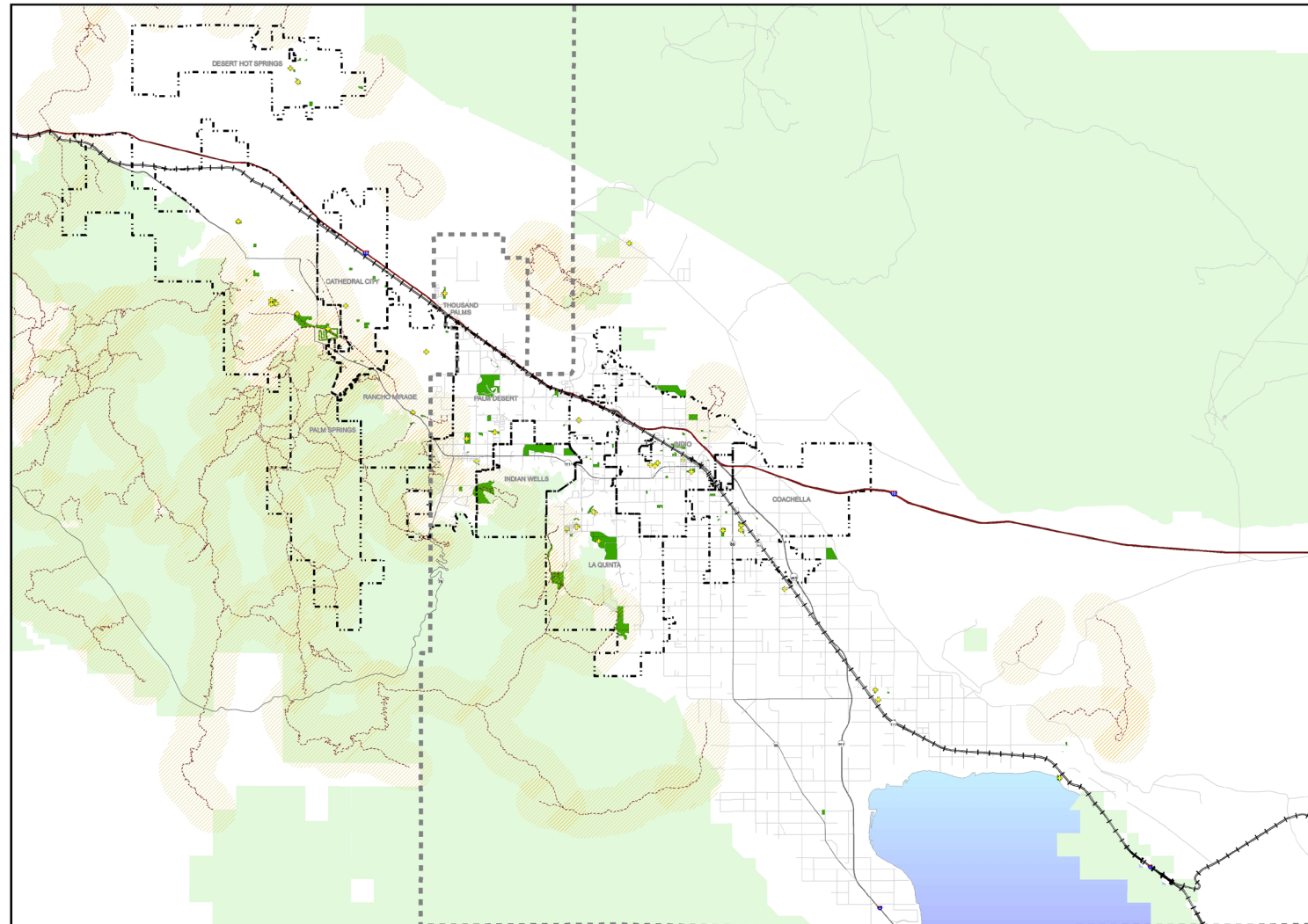


Figure 20: Map B: Access to Authorized Trails

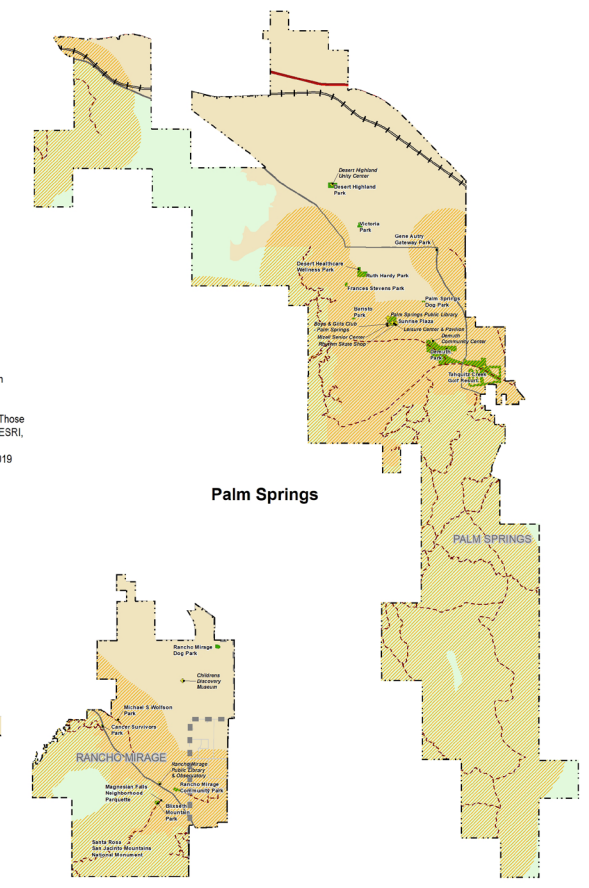
Desert Recreation District: Parks and Recreation Master Plan
Map B: Access to Authorized Trails (1-mile)

Fun In the Sun!

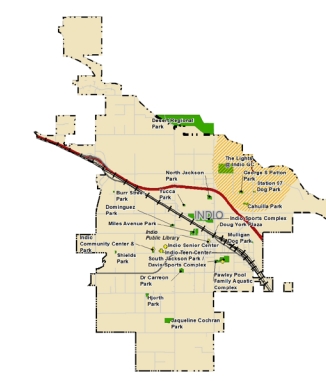
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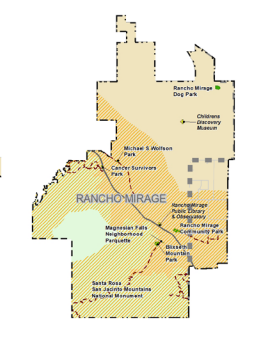
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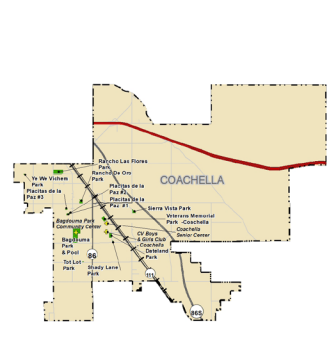
Palm Springs



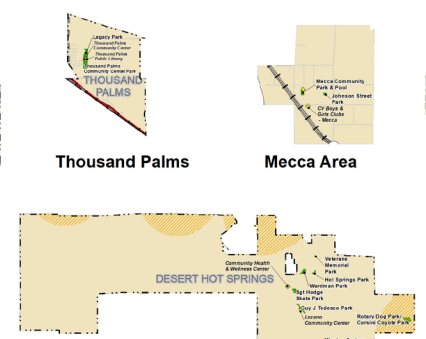
Indio



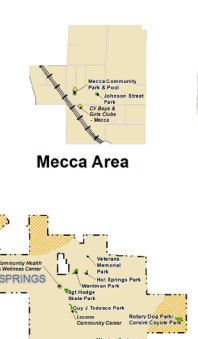
Rancho Mirage



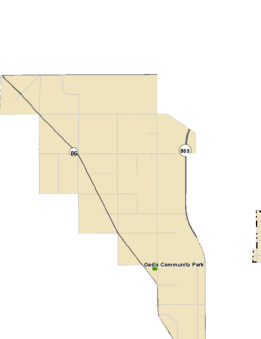
Coachella



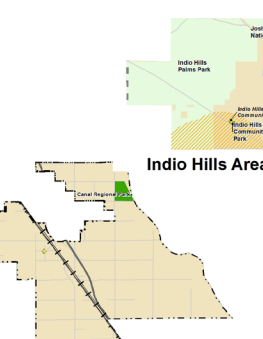
Desert Hot Springs



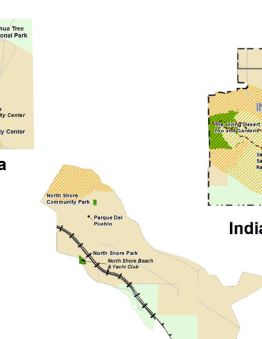
Mecca Area



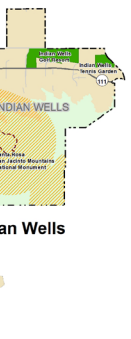
Oasis Area



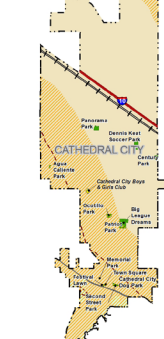
Thermal



North Shore Area



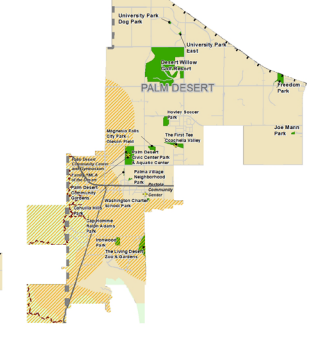
Indian Wells



Cathedral City



La Quinta



Palm Desert

Consultant Observations

DRD, Friends of the Desert Mountains, PS Conventions and Visitors Bureau, and CVAG all assemble trails data that need periodic updates. These organizations must work together to keep the information updated and vetted.

Access to Public Aquatic Facilities

Access to aquatics facilities looks at a variety of public access facilities and service areas, as shown in the following images. Note: the inventory and analysis do not include private aquatic facilities such as backyard pools, HOA, or apartment complex pools.





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Figure 21: One-mile Access to Public Spray Pads

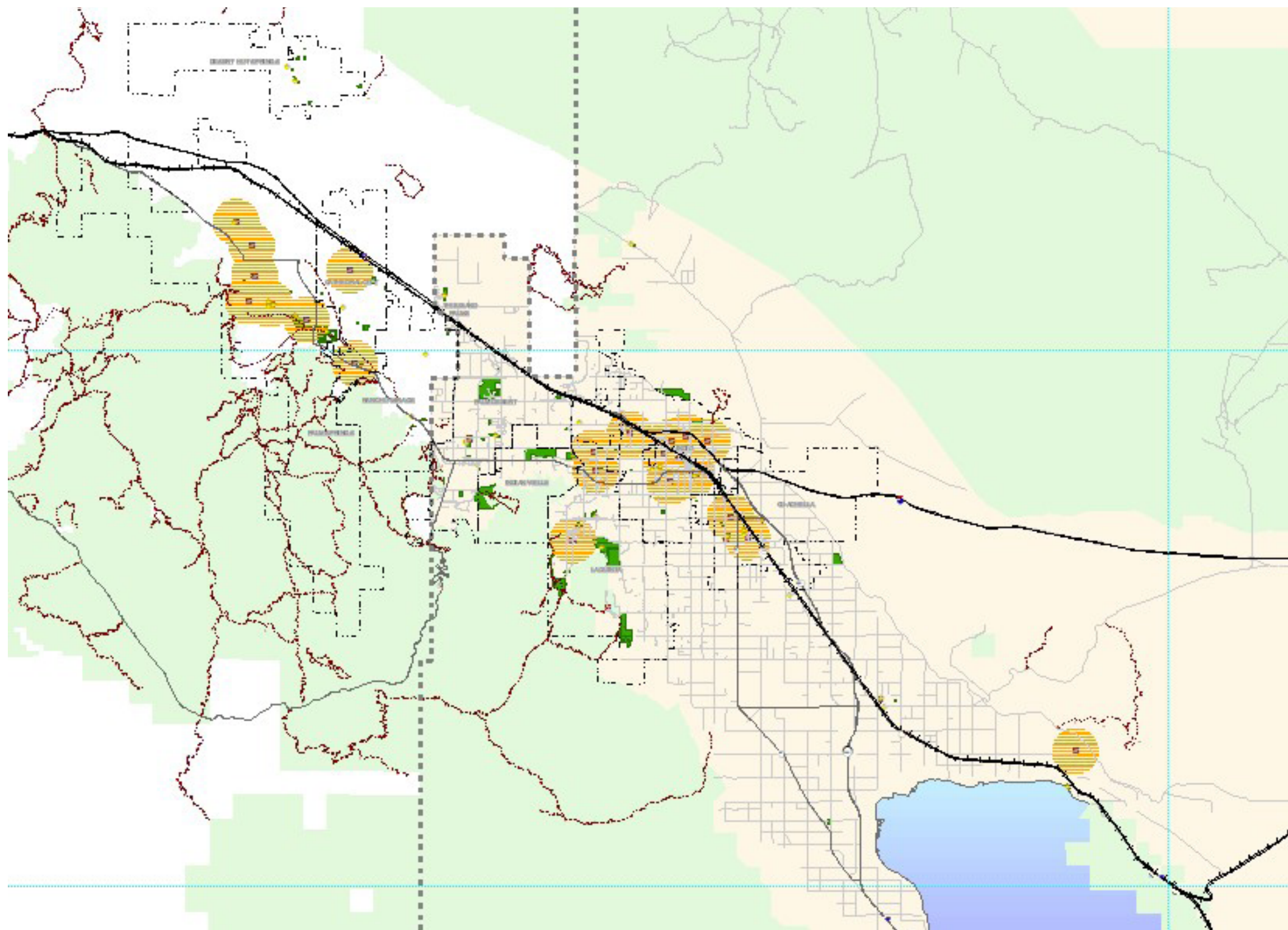


Figure 22: Three-mile Access to a Public Swimming Pool

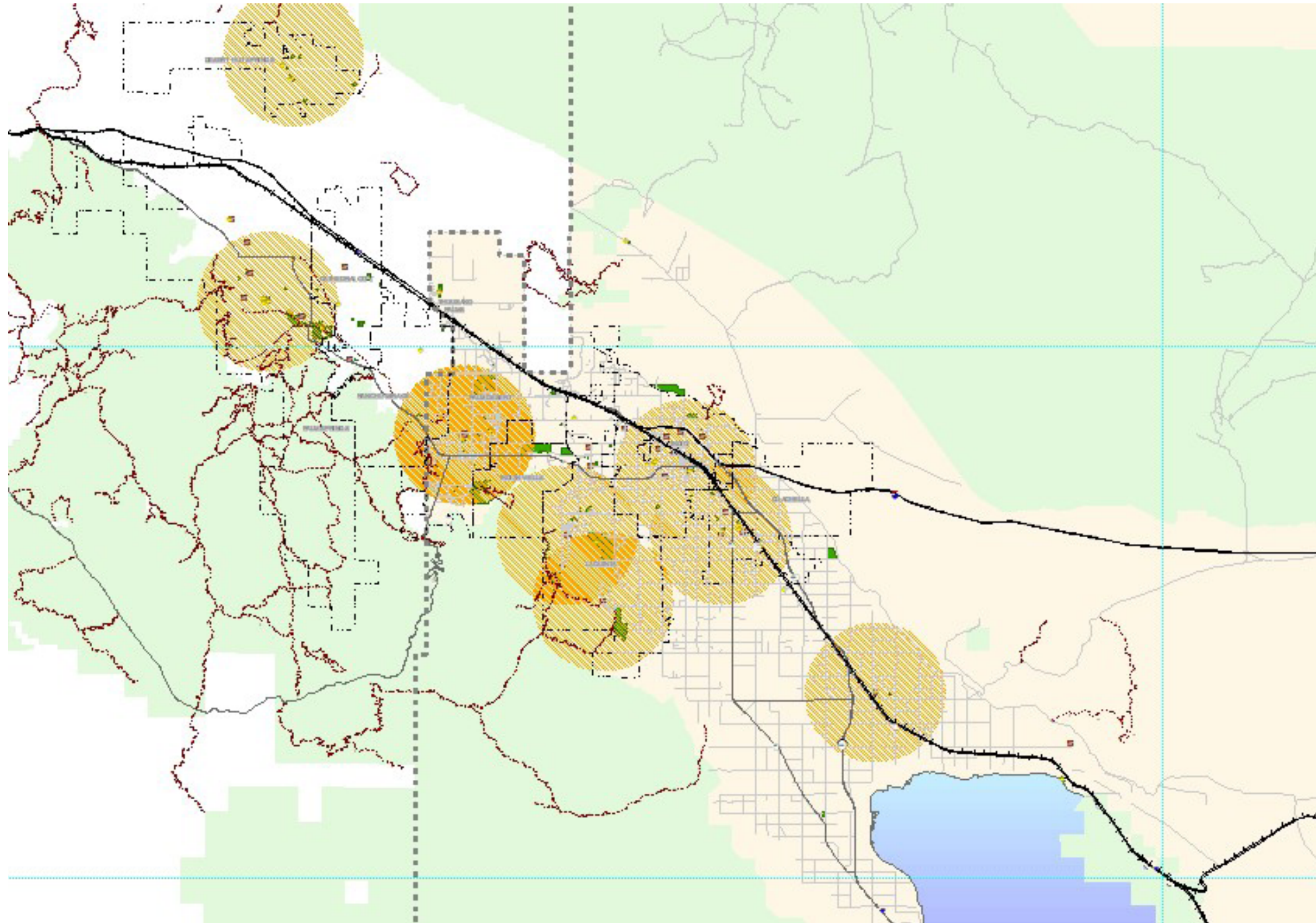
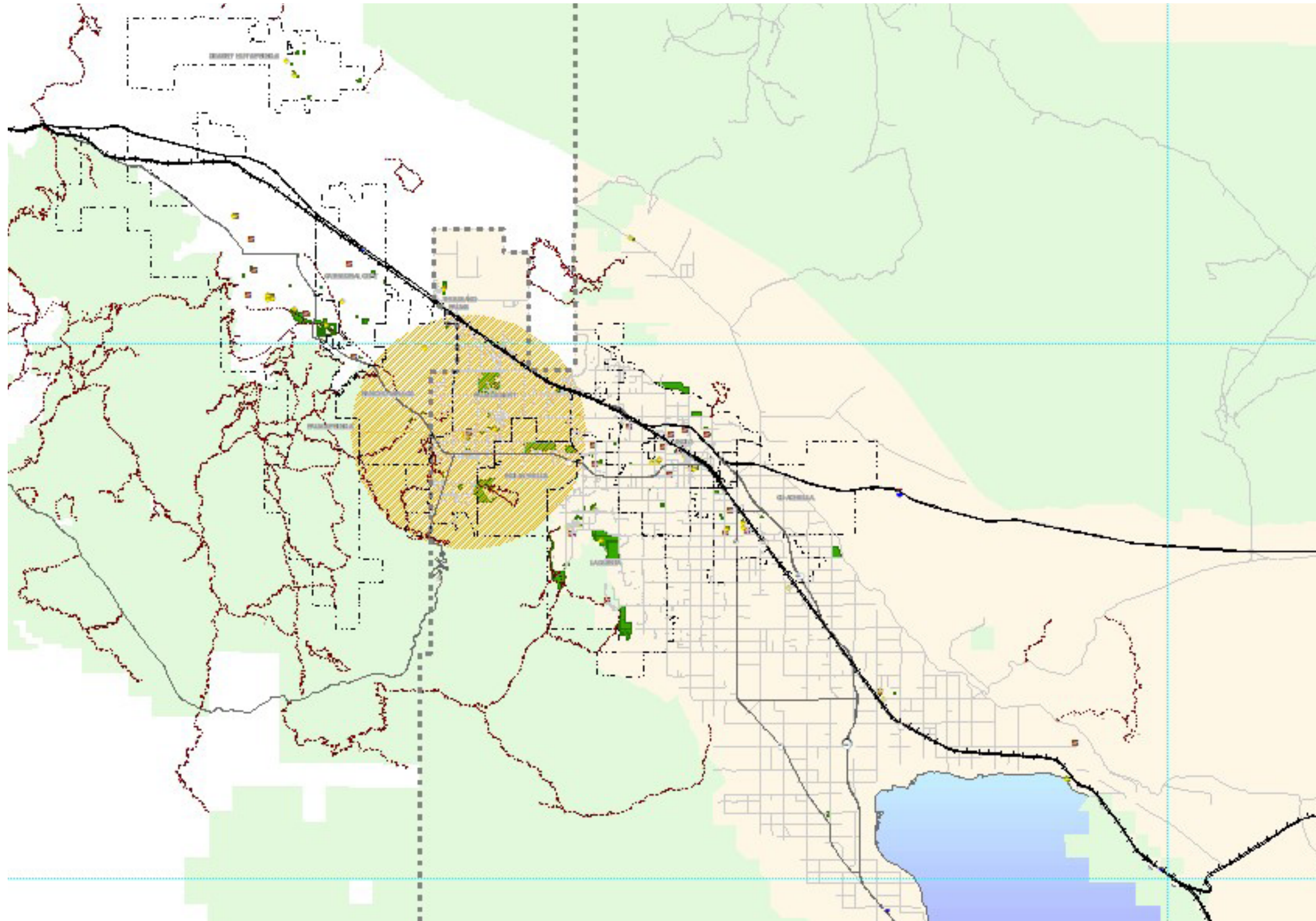


Figure 23: Five-mile Access to a Public Aquatic Center



Consultant Observation

Figures 20-22 show that there is limited access to public aquatic facilities. Spray pads are a more economical option and typically draw from a smaller service area. Also, spray pads tend to appeal to younger age groups, similar to playgrounds. **Figure 20**, showing one-mile access to spray pads, reveals gaps across the district as a whole, including in portions of the urban core. **Figure 21** shows three-mile access to public swimming pools and identifies some gaps in service. **Figure 22**, illustrating the five-mile access analysis, shows the centrally-located Palm Desert Aquatic Center, which serves as a regional facility and is known to draw from well-outside of the five-mile radius shown.

Access to Developed Parks

Access to a developed park that offers a variety of recreation opportunities is a focus of many park and recreation agencies. Park experiences vary considerably based on the number of recreation opportunities (components) within each park and the quality of the park. This analysis looks at a variety of service areas and does not designate specific offerings within each park. This analysis does not include private facilities such as gated communities, HOA, or apartment complex parks.





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Figure 24: One-mile Access to Developed Parks

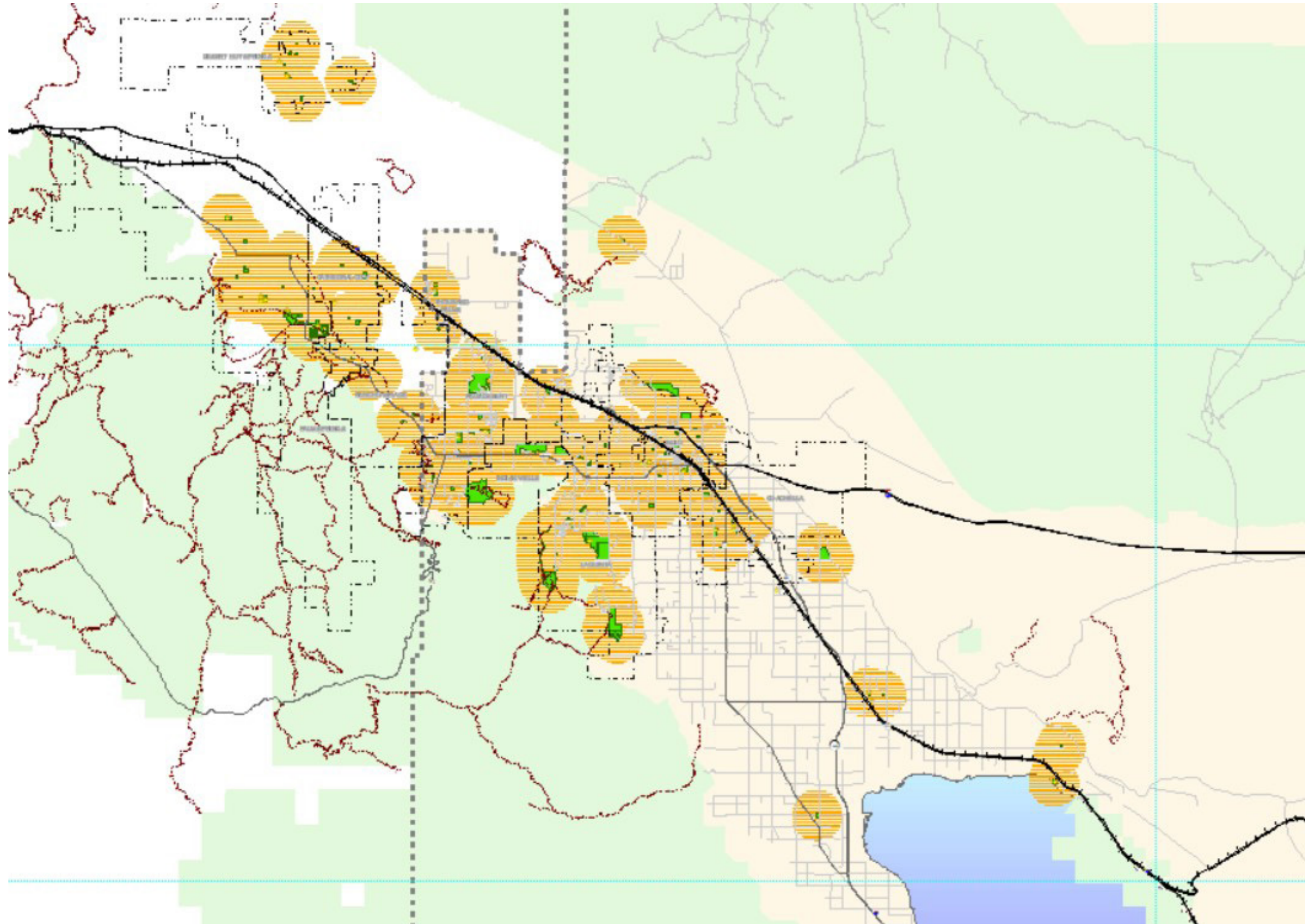


Figure 25: Three-mile Access to Developed Parks

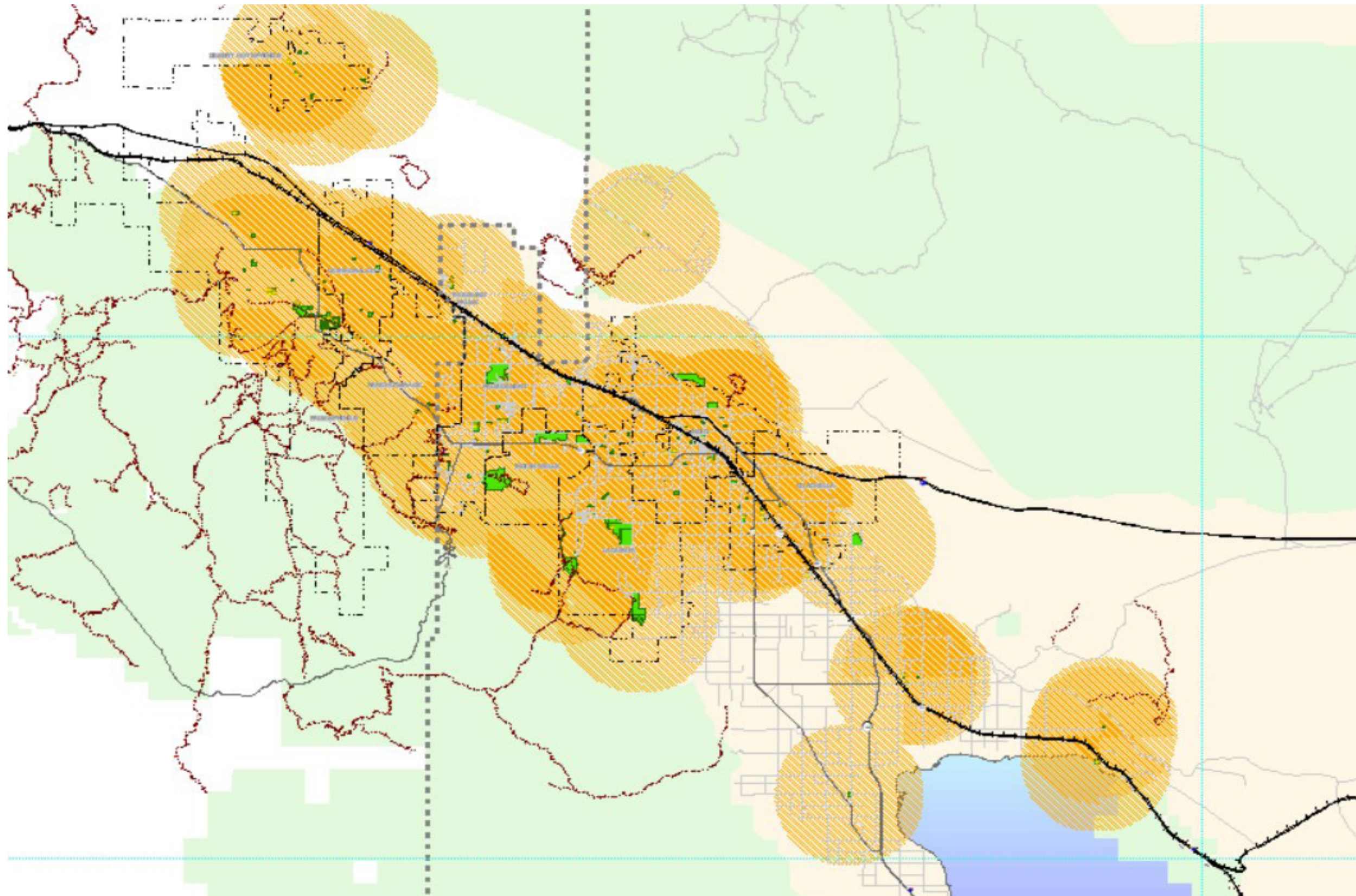
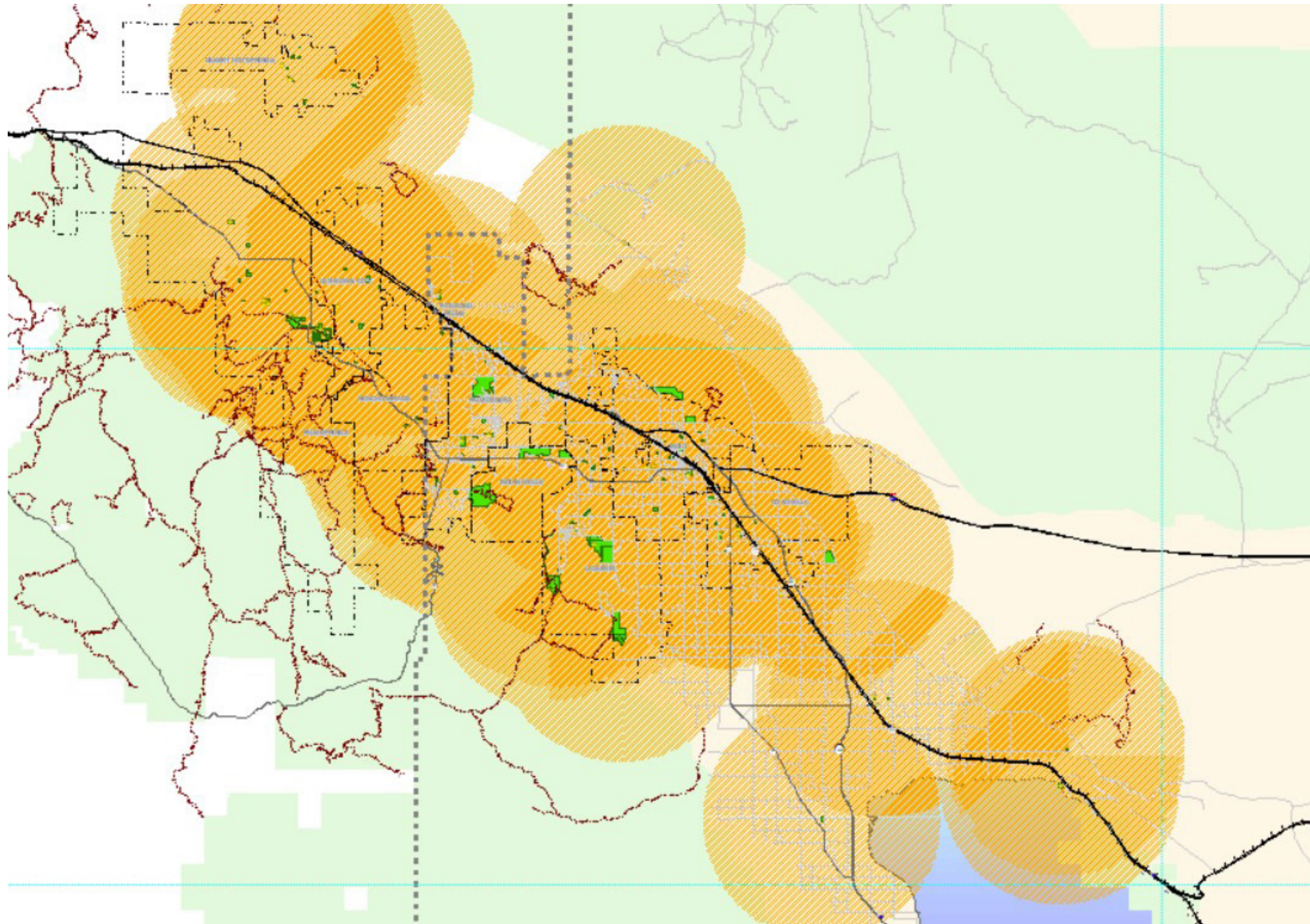


Figure 26: Five-mile Access to Developed Parks



Consultant Observations

At a simple one-mile service area (**Figure 23**), significant gaps exist, including some within the urban CV core. DRD and incorporated cities can use this analysis to consider developing new parks within their boundaries. In areas where no parks and recreation agency exists, DRD may deem itself responsible for providing this more localized service provision. **Figure 24** shows that at a three-mile radius, there are fewer residents without access and those gap areas are primarily outside the urban core. Five-mile access (**Figure 25**) shows little, if any, of the populated regions without access to developed parks.

It is recommended that DRD commit to a one-mile service area standard for incorporated areas and three-mile service area standard for populated regions of unincorporated areas.

Access to Indoor Facilities

Access to indoor facilities looks at two different service areas for indoor facilities: three-mile access and five-mile access radii. While recreation opportunities and programming vary significantly by each facility size, the availability of multi-purpose spaces at each facility allows for a variety of programming options.



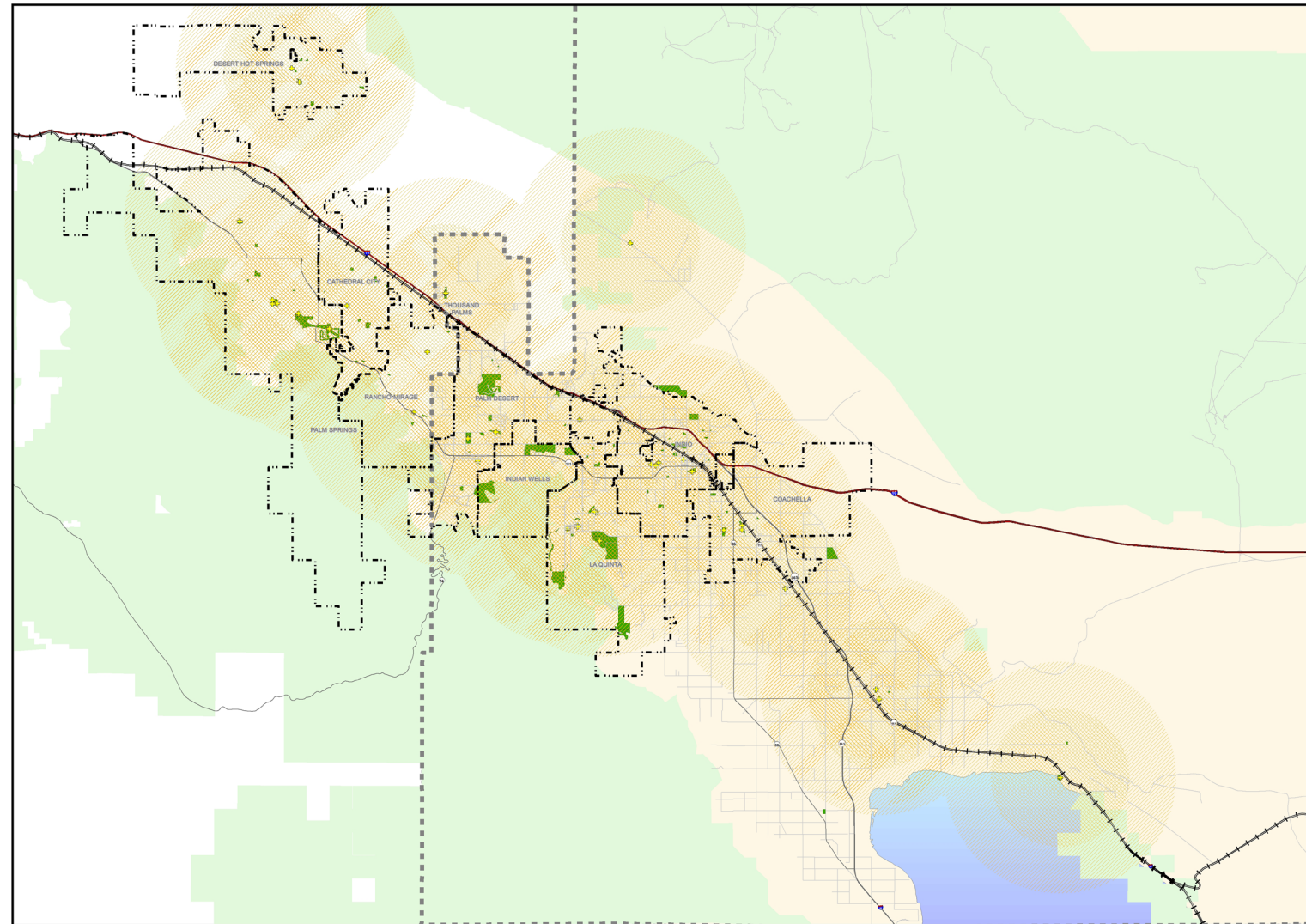


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Figure 27: Map G: Neighborhood Access to Indoor Facilities

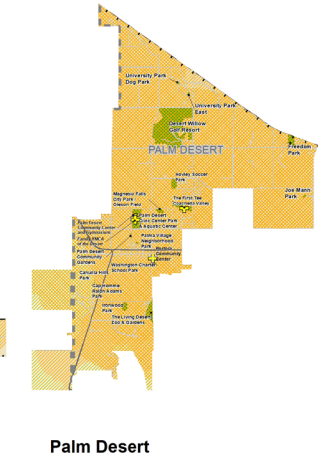
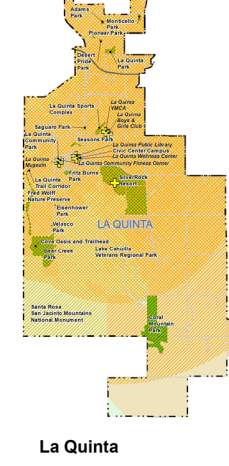
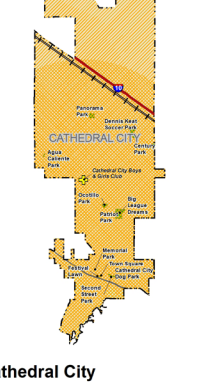
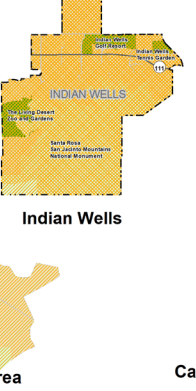
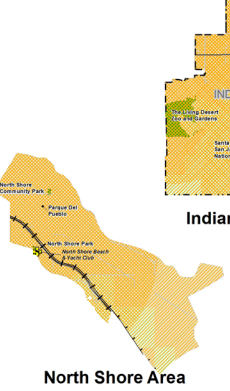
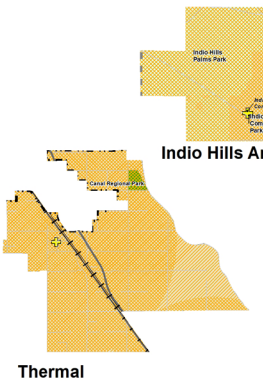
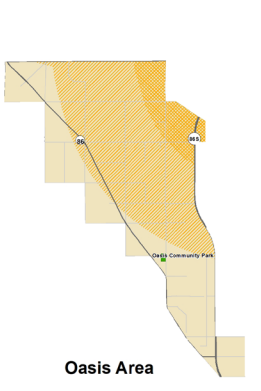
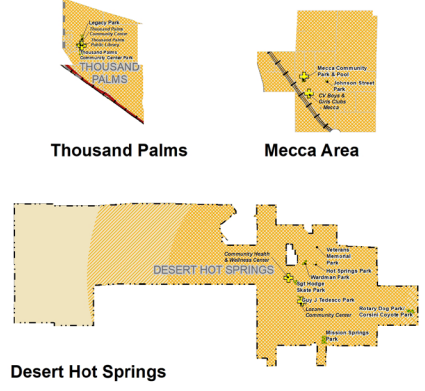
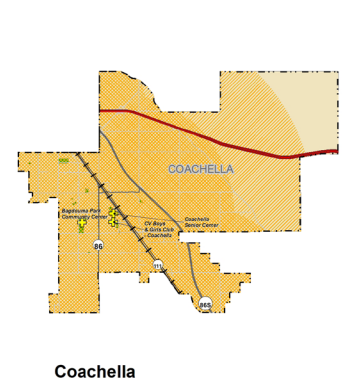
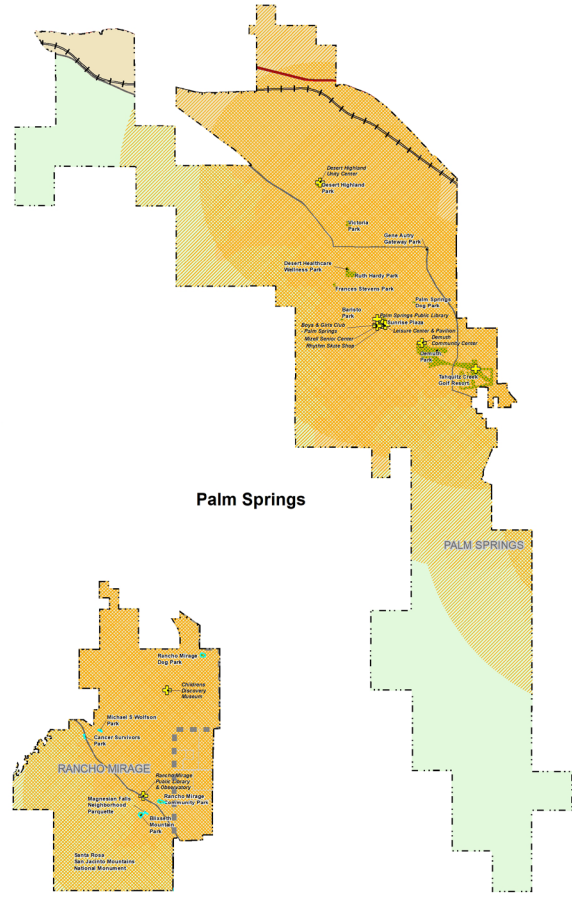
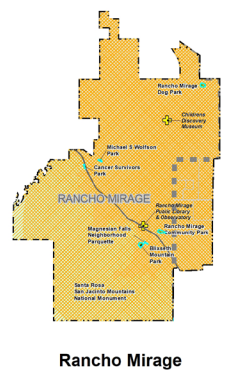
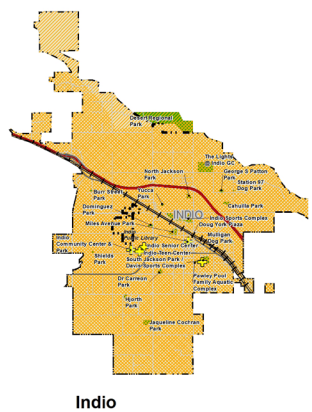
Desert Recreation District: Parks and Recreation Master Plan
Map G: Neighborhood Access to Indoor Facilities (3 and 5 mile)



Fun In the Sun! G



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Consultant Observations

Possible gaps occur outside of the urban Coachella Valley core in less densely populated areas. A few of the thumbnail maps above reveal there may be limited access to indoor facilities at the edges of some populated areas.

Access to After-school Program Facilities

After-school programs are a highly valued and essential program area for DRD. As of December 2019, 14 locations throughout Coachella Valley hosted DRD-administered after-school programs, serving 1,122 participants. Three different types of after-school programs provide safe, fun settings for kids following the completion of the school day.



**Traditional
After-school programs**



ASES Program



**Intramural Sports
After-school Program**

Consultant Observations

Given the need (see Section II, D) for programs that keep youth safe and engaged in positive activities, DRD should continue to fund after-school programs and consider expanding the number of programs as well as the number of host locations.



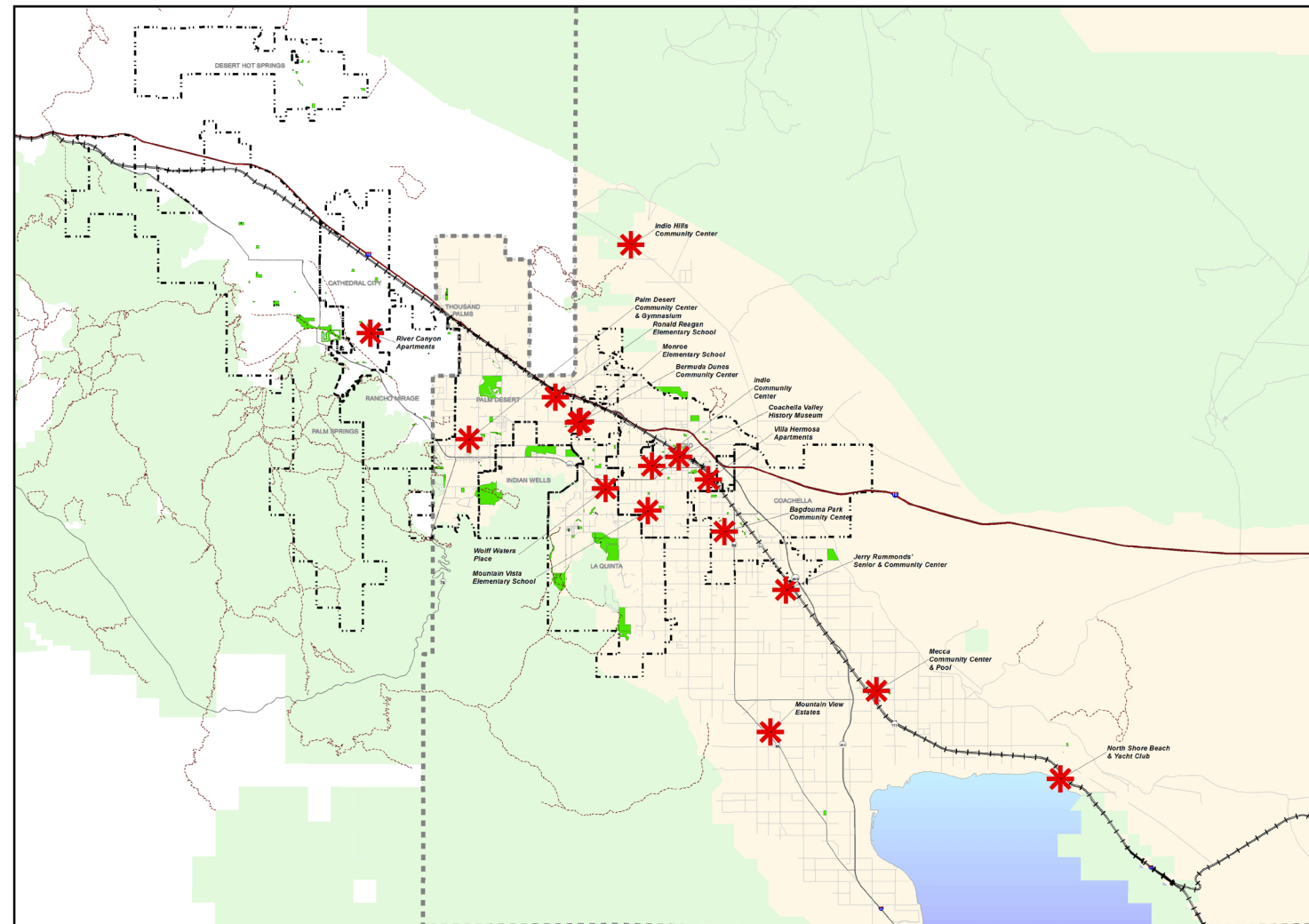


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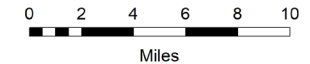


Figure 28: After-school Program Locations, 2019-2020 Season

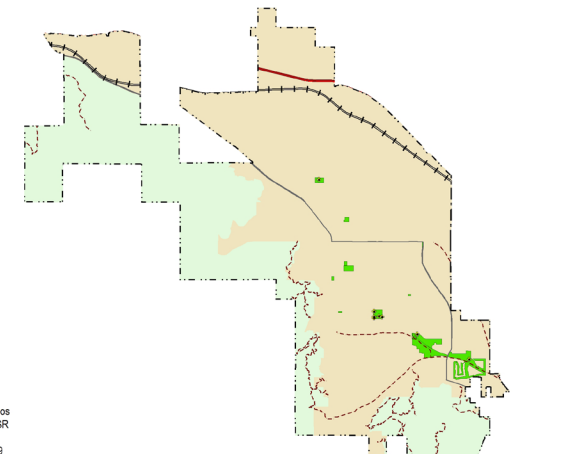
Desert Recreation District: Parks and Recreation Master Plan After-school Programs Locations



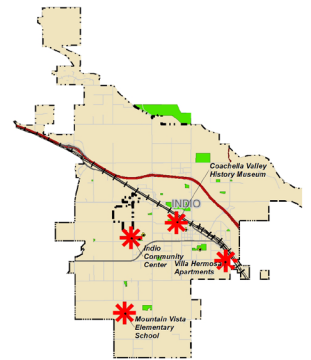
Fun In the Sun!



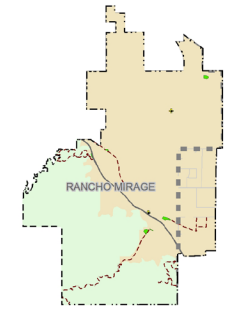
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Palm Springs



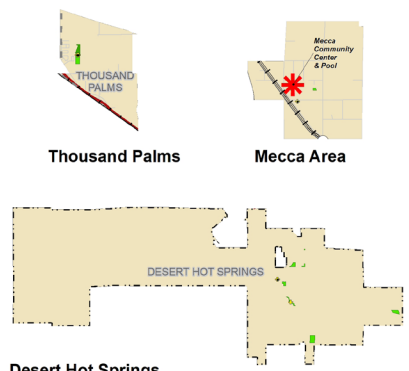
Indio



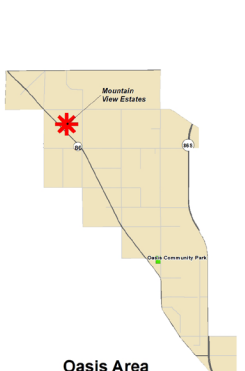
Rancho Mirage



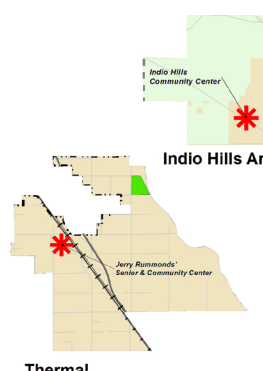
Coachella



Desert Hot Springs



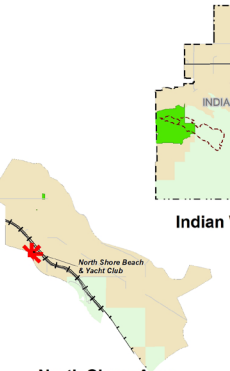
Oasis Area



Thermal



Mecca Area



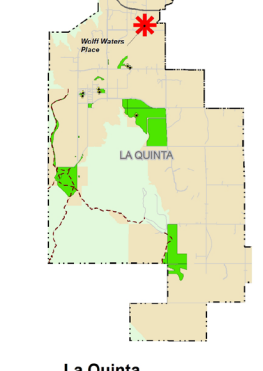
North Shore Area



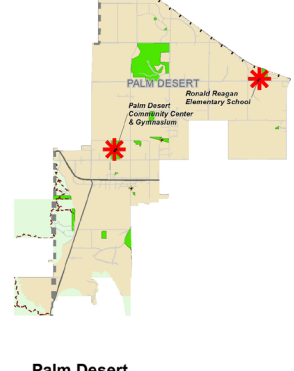
Indian Wells



Cathedral City



La Quinta



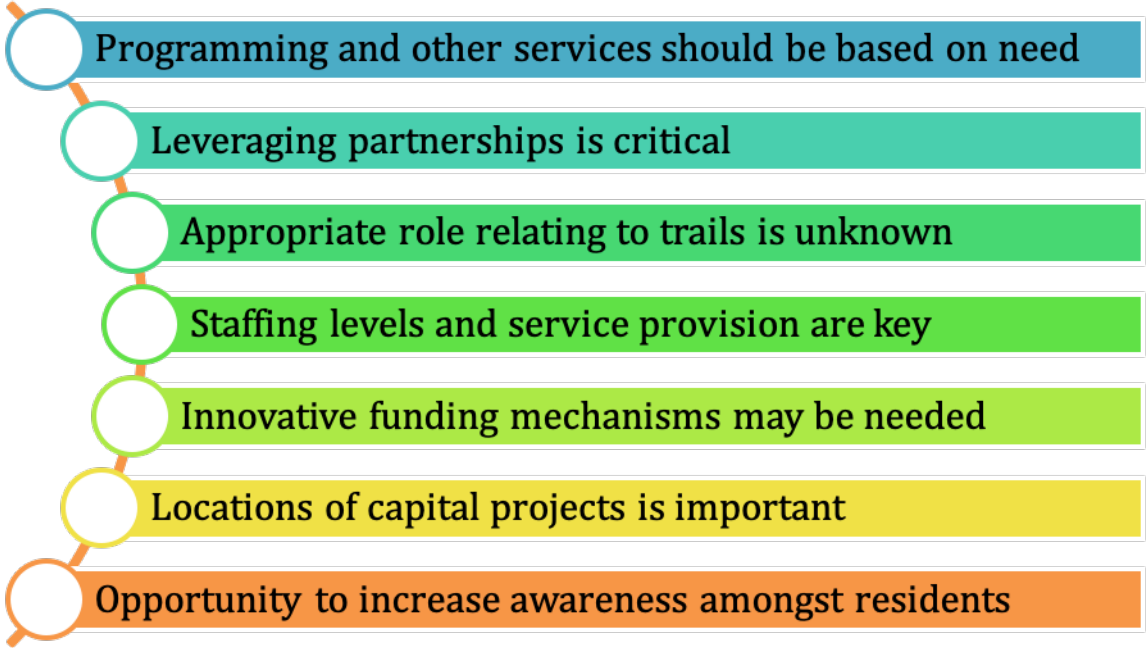
Palm Desert



IV. Identification of Key Issues

In November 2019, DRD’s master plan project team, some jurisdictional partner representatives, and DRD’s Board of Directors viewed a findings presentation. This presentation focused on sharing portions of the information found in Sections II and III - demographic data, citizen survey response summary results, and inventory and LOS findings. The Findings Presentation concluded with acknowledging a continued need for informed decision-making and provided a summary of themes and key issues – opportunities and challenges – resulting from analyses of the data collected. Feedback from those who viewed the Findings Presentation confirmed that these themes and issues are indeed those that DRD should take into consideration in developing the 2020 Parks and Recreation Master Plan.

Figure 29: Findings Presentation Key Issues and Opportunities



During a visioning workshop held in January 2020, a more in-depth review of issues allowed DRD’s project team to respond to approximately 50 consultant-created recommended strategies. A tool known as the **Key Issues Matrix** identified, by category, the issues, the origin of qualitative input and quantitative data, and preliminary recommendations. The five categories the issues are placed into are:

- Organizational
- Programs and Services
- Facilities and Amenities
- Level of Service (LOS)
- Finance

Figure 30: Organizational Chart

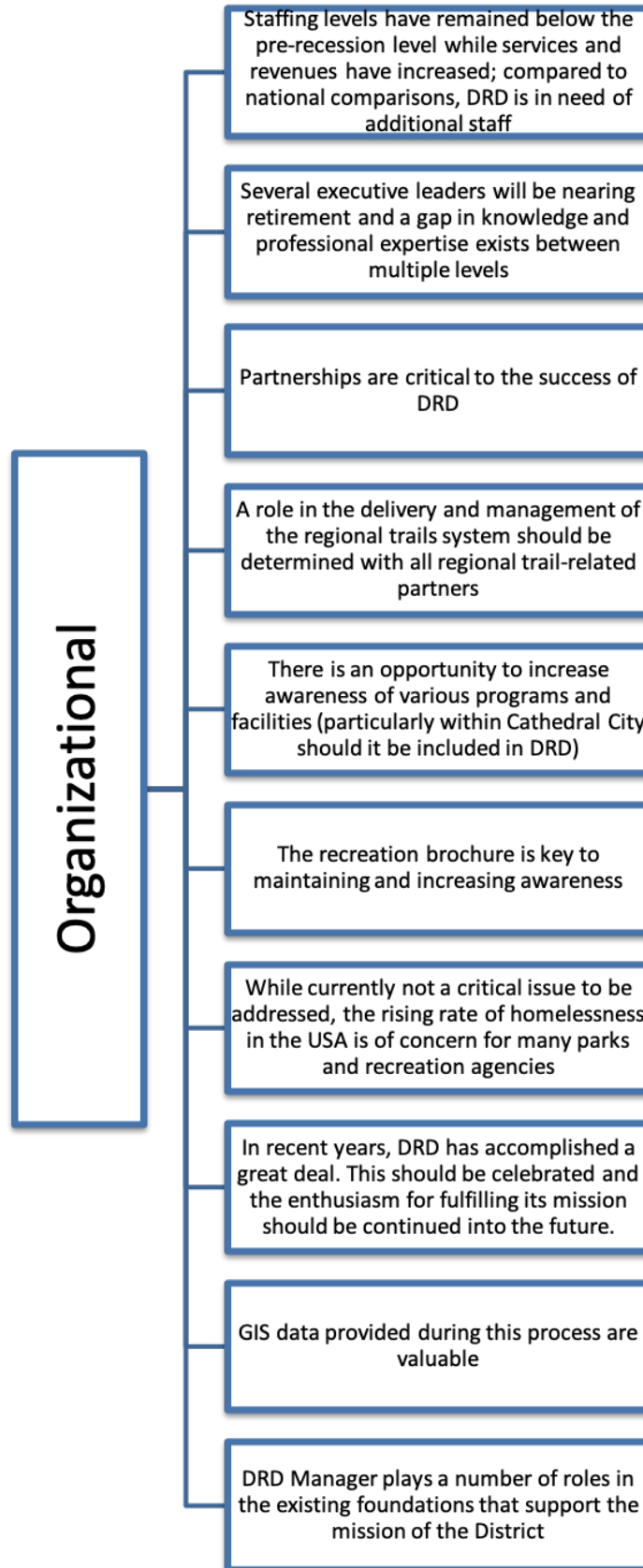


Figure 31: Programs and Service Delivery Chart

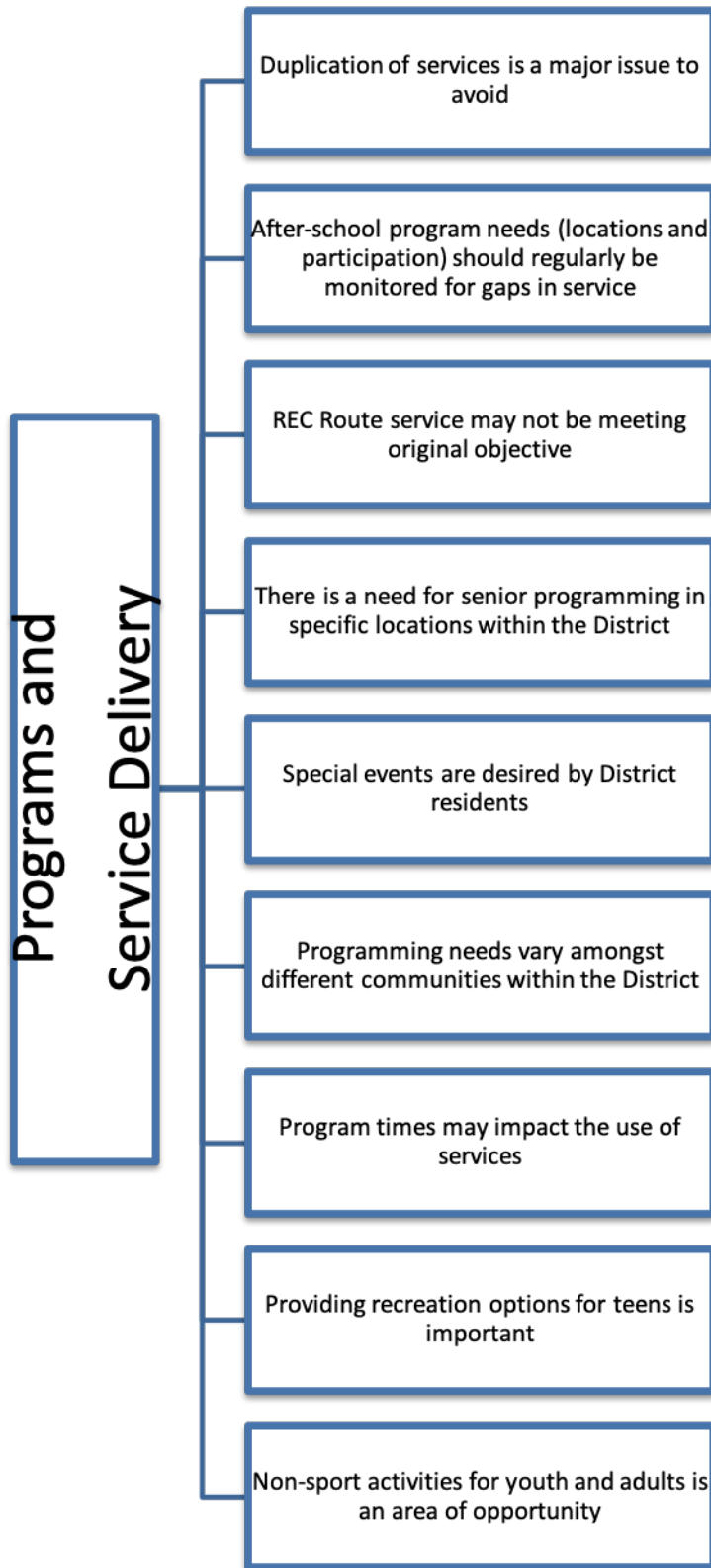


Figure 32: Facilities and Amenities Chart

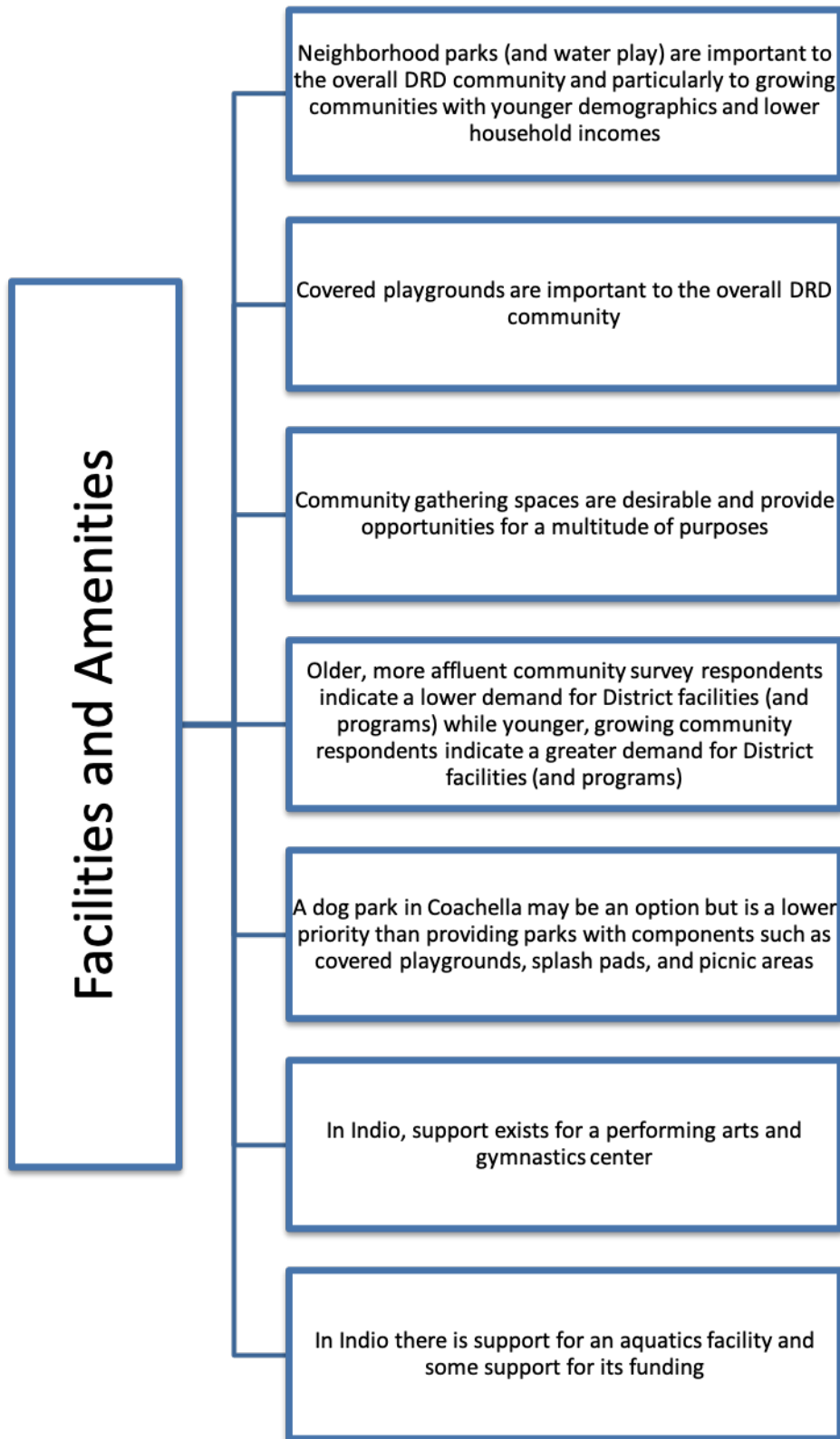


Figure 33: Level of Service Chart

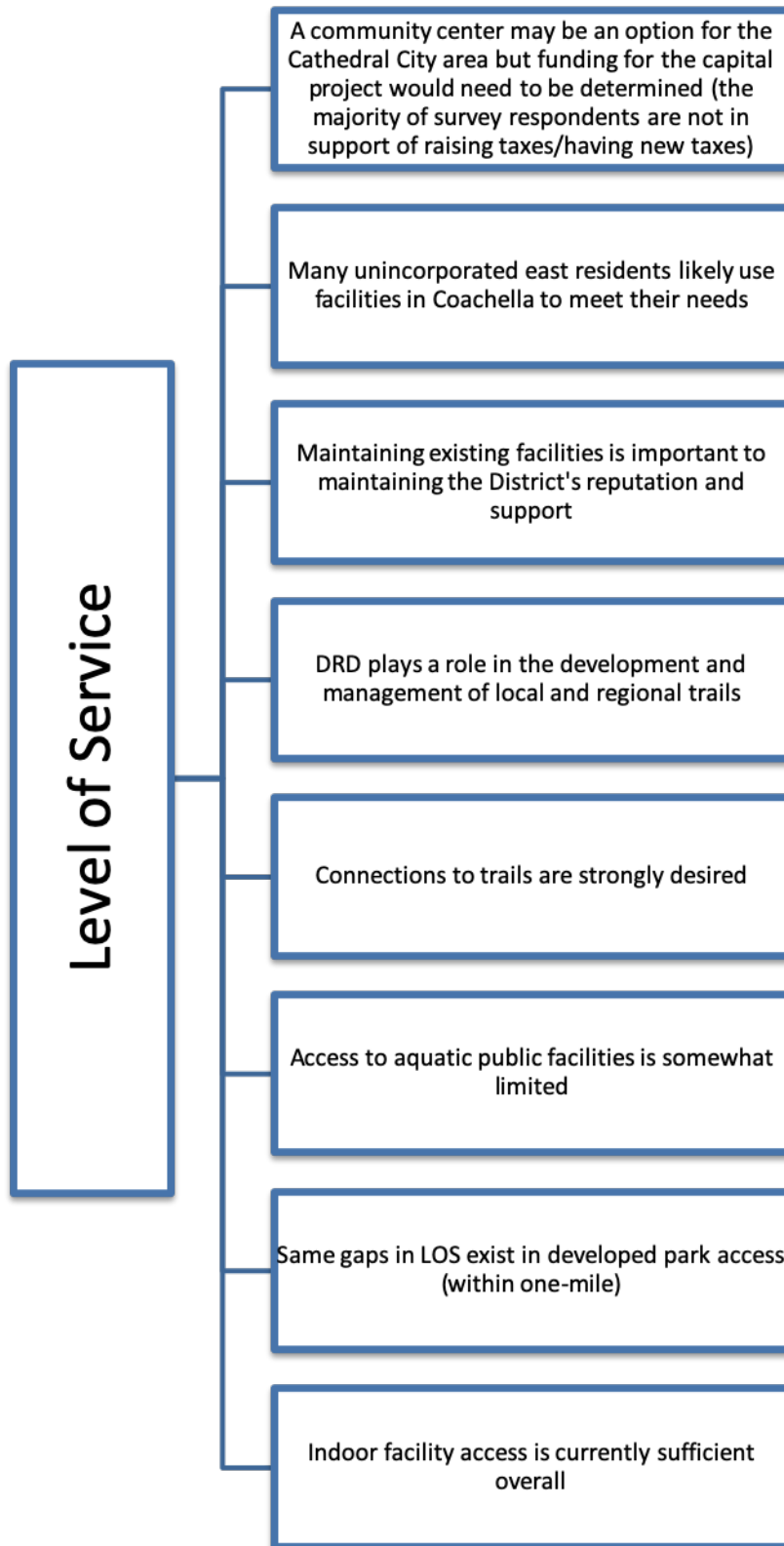
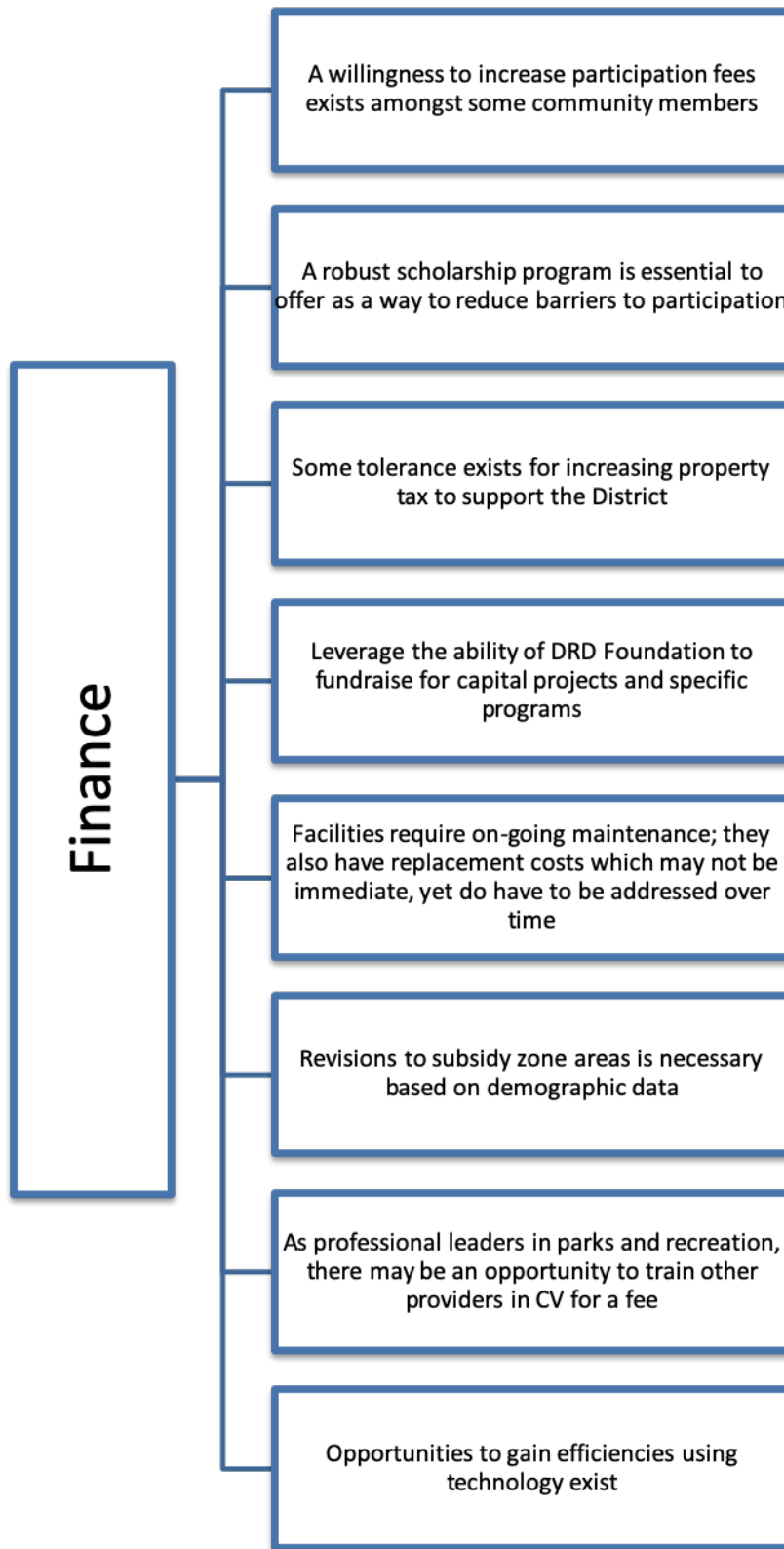


Figure 34: Finance Chart





V. Implementation

The following Goals, Objectives, and Strategies contained within this section's Action Plan draw from the 2013 Strategic Plan, stakeholder feedback, citizen input, inventory assessments, level of service analysis, findings feedback, and all other information gathered during the master planning process. There has been a primary focus on maintaining, sustaining, and improving DRD parks, recreation, and trails services. DRD should implement the recommendations of the 2020 Parks and Recreation Master Plan Update as conditions change. As the methods used to put the recommendations into practice, the recommendations may change over time.

A. Action Plan with Cost Estimates and Prioritization

Like the rest of this plan, the Action Plan is recognized as a living document that can be adapted as shifts in Coachella Valley occur. This section lays out a framework for how DRD, the Board of Directors, and jurisdictions in DRD's sphere of influence can respond to the observations and recommendations outlined in this master plan.

All cost estimates, where applicable, are in 2020 figures. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Designated time frame to complete::

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)
- On-going

Table 6: Action Plan Table

Goal 1: Maintain the District's Solid Reputation and Legacy of Professional Leadership

Objective 1.1: Ensure that institutional knowledge is retained and passed on to future leaders

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
1.1.a Create a Succession Plan that involves staff and gathers their desires for future growth opportunities and ensure continuity in critical leadership and key technical positions	-	\$25,000 consultant fee	Short-term
1.1.b As a result of the Succession Plan, develop a Succession Planning Program that focuses on internal skill development/training program that develops future leaders	-	\$8,000	Mid-term
1.1.c Continue and consider expanding the Internship Program as a way to provide youth with development opportunities and to train future leaders	-	\$12,000 annually	On-going; mid-term



Objective 1.2: Maintain staffing levels and positions that are aligned with operational demands

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
1.2.a Hire one full-time Human Resources Generalist to assist with strategic training and recruitment practices	-	\$50,000-\$75,000	Short-term
1.2.b Hire additional programming coordinators/specialists as program offerings expand beyond existing staff's ability to meet demands	-	\$45,000-60,000/ year plus benefits per employee	On-going
1.2.c Support an effort to hire an Executive Director to oversee the management of the DRD Foundation	-	-	Short-term
1.2.d Monitor need for and evaluate the financial impact of, adding full-time staff to inform decision-making regarding expanding staffing levels	-	-	On-going
1.2.e Hire a Trails Coordinator to oversee trail maintenance and trail construction projects	-	\$30/hour plus benefits/ employee	Mid-term
1.2.f Hire Environmental Education staff to develop maintenance (i.e.; trailhead routine maintenance, trail maintainancy, graffiti removal)	-	\$15-18/hour plus benefits/employee	Long-term
1.2.g Hire Public Works staff at needed management levels to maintain parks and recreation facilities in a manner that is consistent across platforms	-	\$15-25/hour plus benefits/employee	Mid-term

Objective 1.3: Execute marketing and operational strategies which continue to improve awareness of District services amongst residents and visitors

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
<p>1.3.a Continue to utilize social media and email tools to promote the benefits and use of District programs and facilities (i.e., highlight past and current accomplishments to tell the story of how DRD helps people improve residents' health and well-being)</p>	-	Staff time	On-going
<p>1.3.b Continue to publish the DRD Activity & Program Guide in English and Spanish and highlight stories of individuals/families who are benefiting from DRD services</p>	-	\$300,00-\$350,000 annually	On-going
<p>1.3.c Maintain communication channels with each incorporated city so that DRD-branded content can be shared by cities when they utilize their marketing platforms for messaging their residents</p>	-	Staff time	On-going
<p>1.3.d Create city-specific, compelling reasons for why a city will benefit from sharing DRD-branded content with respective residents</p>	-	Staff time	On-going
<p>1.3.e Continue to pursue the District Transparency Certificate of Excellence</p>	-	Staff time	Mid-term





1.3.f Continue to pursue the District Transparency Certificate of Excellence	-	Staff time	Mid-term
1.3.g Pursue non-traditional methods of communication, such as radio and television ads, to conduct outreach to communities in unincorporated areas	-	-	-
1.3.h Promote outdoor recreation opportunities in partnership with Greater Palm Springs Convention and Visitors Bureau (CVB)	-	-	-

Objective 1.4: Provide a consistent and safe visitor experience at DRD facilities

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
1.4.a Provide adequate and necessary funding and staff resources to maintain existing facilities in a condition and quality that is consistent throughout District boundaries	TBD each year, dependent upon site-specific needs	TBD each year, dependent upon site-specific needs	On-going
1.4.b Proactively prepare for addressing the impacts homelessness can have on District facilities by meeting bi-annually with organizations who help people-in-need (i.e., Coachella Valley Rescue Mission, Coachella Valley Housing Coalition) and those who are impacted by homelessness (i.e., incorporated cities in CV) to encourage strategies for providing public services to people at non-park locations	-	Staff time	Short-term



Objective 1.5: Pursue Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
1.5.a Consider outsourcing the pursuit of CAPRA accreditation to address the considerable time commitment necessary to achieve accreditation	-	\$25,000-\$35,000	Mid-term

Objective 1.6: Provide a consistent and safe visitor experience at DRD Facilities.

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
1.6.a Efficiently maintain parks and facilities for public safety, attractiveness, financial sustainability, and relevance to the community they serve	Dependent on site specifics	\$30,000-\$40,000/year	On-going
1.6.b Use comprehensive planning efforts for acquisition and development to meet needs and expectations of our residents and ensure sustainability	-	-	On-going
1.6.c Design new parks and facilities relevant to the community they serve in an environmentally responsible and financially sustainable way	Dependent on site specifics	-	On-going





Goal 2: Deliver Mission-based Programs that Meet Known Needs

Objective 2.1: Maximize effectiveness by employing best practices when administering programs

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
<p>2.1.a Speak directly with riders and potential riders of REC Route to determine the genuine need for transportation and to adjust the service accordingly</p>	-	Staff time	Short-term
<p>2.1.b Due to proven need, continue to provide culturally relevant community events in geographically-varied areas within the District that celebrate diversity, tradition, heritage, and enrich residents' quality of life</p>	-	No new impact	On-going
<p>2.1.c Utilize tools such as online surveys, in-person evaluations, and comment cards to collect and evaluate feedback on how program times affect participation, and respond accordingly</p>	-	\$3,000-5,000/year for staff time and materials	Mid-term
<p>2.1.d Continue to allow teens to shape programs aimed at their age-group thereby enhancing personal growth and genuine interest in the programs offered</p>	-	Staff time	Mid-term



<p>2.1.e Ensure all programs have appropriate registration minimums and that those not meeting "minimum participants" numbers do not run and are replaced with more popular offerings</p>	<p>-</p>	<p>Staff time</p>	<p>Short-term</p>
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Objective 2.2: Continue to Implement Subsidy Zone Priorities and Programs Based on Current Data

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
<p>2.2.a Continue to prioritize subsidy zone assistance for after-school programs, senior programs, and teen programs</p>	<p>-</p>	<p>Minimal change to the current impact</p>	<p>On-going</p>
<p>2.2.b Update AP 012 so that Subsidy Zone Qualifying Areas included are Mecca, North Shore, Oasis, Thermal, and Thousand Palms</p>	<p>-</p>	<p>Staff time</p>	<p>Short-term</p>





Objective 2.3: Focus on Providing Programs Designed to Meet Unique Community-Specific Needs

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
2.3.a In Coachella, expand the promotion and offering of non-sport programs such as music, dance, environmental, and nutrition classes	-	\$8,000- 10,000/year to be off-set by revenues	Short-term
2.3.b In Indio, continue to offer a variety of programs that are relevant to those with families and those whom are of Hispanic origin	-	No new impact	On-going
2.3.c In Indio, consider expanding aquatics programming at Pawley Pool Family Aquatic Complex to meet community needs	-	\$6,000-8,000/year to be off-set by revenues	Short-term
2.3.d In Palm Desert, explore the expansion of after-school programs at Ronald Reagan Elementary School		\$5,000-10,000/year	On-going
2.3.e Expand, lifestyle-oriented senior programming to include a location in Cathedral City	-	\$6,000-8,000	Long-term
2.3.f If the need for expanding REC Route services is justifiable (see 2.1.a), work with Desert ARC, or another organization, to negotiate terms for fleet use	-	\$18,000-35,000/year	Mid-term



<p>2.3.g Provide youth with safe places to play by expanding after-school, weekend and holiday programs in each community served with a focus on those communities with younger demographics (Cathedral City, Coachella, Indio, and each unincorporated community)</p>	<p>-</p>	<p>\$40,000-60,000/year</p>	<p>Short-term</p>
<p>2.3.h Expand lifeguard training program for youth at current and future aquatic facilities owned or managed/operated by DRD</p>	<p>-</p>	<p>\$6,000-8,000/year</p>	<p>Mid-term</p>





Goal 3: Leverage Data and Partnerships to Most Effectively Provide Facilities and Amenities

Objective 3.1: Play an appropriate role in providing access to neighborhood parks that are standardized and consistent across the DRD system

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
<p>3.1.a Inform incorporated communities of identified gaps in neighborhood park LOS and work with those communities to determine an equitable role if any, for DRD to play in developing/ redeveloping neighborhood parks to fulfill one-mile access LOS in incorporated areas</p>	<p>Dependent upon site specifics</p>	<p>\$6,750/park acre for park operating expenses</p>	<p>Mid-term</p>
<p>3.1.b Provide shade and splash pad features when renovating a park or adding amenities to a park</p>	<p>Dependent upon site specifics</p>	<p>-</p>	<p>Long-term</p>
<p>3.1.c Design outdoor community gathering spaces into parks and community centers as they are renovated or constructed</p>	<p>\$250,000-450,000 depending on site specifics</p>	<p>-</p>	<p>Long-term</p>
<p>3.1.d Commit to a one-mile service area standard for incorporated areas and three-mile service area standard for populated regions of unincorporated areas</p>	<p>-</p>	<p>-</p>	<p>Mid-term</p>



Objective 3.2: Using Data, Provide Access to Facilities and Amenities that Meet Specific Community Needs

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
3.2.a In La Quinta, continue to provide access to weight/cardio fitness rooms	-	-	Short-term
3.2.b Develop a master plan for a new weight room and fitness area and multi-purpose space at Palm Desert Community Center	\$25,000-40,000	-	Mid-term
3.2.c Continue relationship with Cathedral City partners to develop and provide programming and a community center	-	Annual lease payment	Short-term
3.2.d Work with Coachella to provide covered playgrounds, splash pads, picnic areas, a community recreation center, and existing and future parks	Dependent upon site specifics and needs	-	Mid-term
3.2.e In Indio, expand the community pool or add a new aquatics facility	\$4.5-6 million, depending on expansion or new facility development	-	Long-term
3.2.f Work to develop the Central Park property as a multi-sport complex	-	-	Mid-term
3.2.g Work cooperatively with the City of La Quinta to re-purpose La Quinta Community Fitness Center & Park to align with the city's downtown master plan	-	-	-





Goal 4: Further Develop Role in Providing Trail-Related Services and Facilities

Objective 4.1: Develop clearly defined trail management-related roles and responsibilities between all Coachella Valley governments and organizations

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
<p>4.1.a Work alongside CVAG and CV local agencies, including Riverside County, to create a Joint Exercise of Powers Agreement that defines the roles and responsibilities pertaining to the development, planning, programming, and management of urban trails</p>	-	Staff time	On-going
<p>4.1.b Using data from the 2019 Citizen Survey and working with appropriate agency partners, focus on the following priority areas for the planning, design, and construction of urban trails and pathways (in descending order):</p> <ul style="list-style-type: none"> • Coachella • Unincorporated East • Cathedral City • Indio • Palm Desert • La Quinta • Rancho Mirage • Unincorporated West • Indian Wells 	Dependent upon site and community agreements	-	On-going



Objective 4.2: Further relationship with Coachella Valley Desert and Mountains Recreation and Conservation Authority to accomplish the shared goal of expanding, enhancing, and restoring the land and resources within their jurisdiction for the benefit of the public

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
4.2.a Work in conjunction with CVDMRCA to establish and implement environmental education and outdoor recreation programs that increase access for youth to public lands outside the CV urban core	-	\$18,000-25,000/year to be off-set by revenues	Short-term
4.1.b In partnership with CVDMRCA, develop a Recreation and Trails Master Plan for the public lands within the Joint Exercise of Powers Authority agreement	-	\$79,000-99,000 consultant fee	Mid-term
4.2.c Adopt principles for advancing outdoor recreation and conservation (i.e., SHIFT Principles)	-	-	Short-term
4.2.d Actively support the development of a state office of outdoor recreation by recommending the passing of related state legislative bills	-	-	-





Goal 5: Implement Industry Best Practices as well as Financial Management Strategies that Advance the District’s Mission

Objective 5.1: Implement actions that support DRD financial needs, equity, and fairness

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
<p>5.1.a Make incremental increases to fees and base pricing on demand, target customer data, competitor pricing, and existing subsidy policy</p>	-	Staff time	On-going
<p>5.1.b Continue to subsidize the scholarship program so families and individuals in CV who may not be otherwise able to participate in DRD programs may do so</p>	-	The impact is to Desert Recreation Scholarship Fund	On-going
<p>5.1.c Develop a quid pro quo policy that requires that equitable trades of value be made between DRD and a community, so that facilities which may be “absorbed” by DRD have adequate financial support for on-going maintenance and future replacement costs</p>	-	-	Mid-term



Objective 5.2: Utilize known best practices in the administration and management of services

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
5.2.a Update GIS data on an annual basis	-	\$10,000-15,000 consultant fee	On-going
5.2.b Create an annual needs report that qualitatively and quantitatively explains the financial needs to Desert Recreation Foundation and the public while highlighting the excellent efforts DRD has made with existing levels of funding	-	Staff time	Mid-term followed by on-going
5.2.c Consider utilizing kiosks at facilities for expedited self-check-in and marketing opportunities	\$45,000-65,000	\$18,000-28,000/year for software	Long-term
5.2.d Utilize drone technology to inspect remote properties	\$8,000-11,000 each	-	Long-term
5.2.e Consider adding e-sports to programming and gaming coaches to the recreation programming portfolio	-	\$4,000-10,000/year to be off-set by revenues	Short-term

Objective 5.2: Explore the development of new revenue channels

Actions	Capital Cost Estimate	Operational Budget Impact	Time frame to Complete
5.3.a Consider developing a business plan to create a professional training program where DRD staff act as experts in the field to others in the region and state	-	Staff time	Long-term



APPENDIX A - Demographic Report

Desert Recreation District

Demographics Data

January 14, 2020

Key takeaways

- 87% of the Desert Recreation District population is made up of those living in the Incorporated communities, while 8% is from Incorporated East, and 5% from Unincorporated West
- The District is anticipated to grow by an annual rate of 1.3% between 2019 and 2024. The communities that were anticipated to grow faster were Indio City (1.5%), Rancho Mirage (1.7%), Indio Hills (3.1%), and Mecca (4.1%).
- The median age in the District in 2019 was 39.4 years old. Oasis had the lowest median age of 28.4 years old; Indian Wells had the highest median age at 65.8 years old.
- Oasis and Thermal had the lowest annual median household income at approximately \$25,000. Indian Wells had the highest household income at about \$105,000. The District had an annual median household income of \$58,000.
- The Unincorporated East area had the highest percentage of minority population compared Unincorporated West and the Incorporated Communities. Four of out five Unincorporated East areas had greater than 95 percent of the population who identified as being of Hispanic origin.

Overall Demographic Data

Incorporated Communities

Unincorporated East

Unincorporated West

Cathedral

Mecca

Thousand Palms

Coachella

Oasis

Bermuda Dunes

Indian Wells

Vista Santa Rosa

Indio Hills

Indio

North Shore

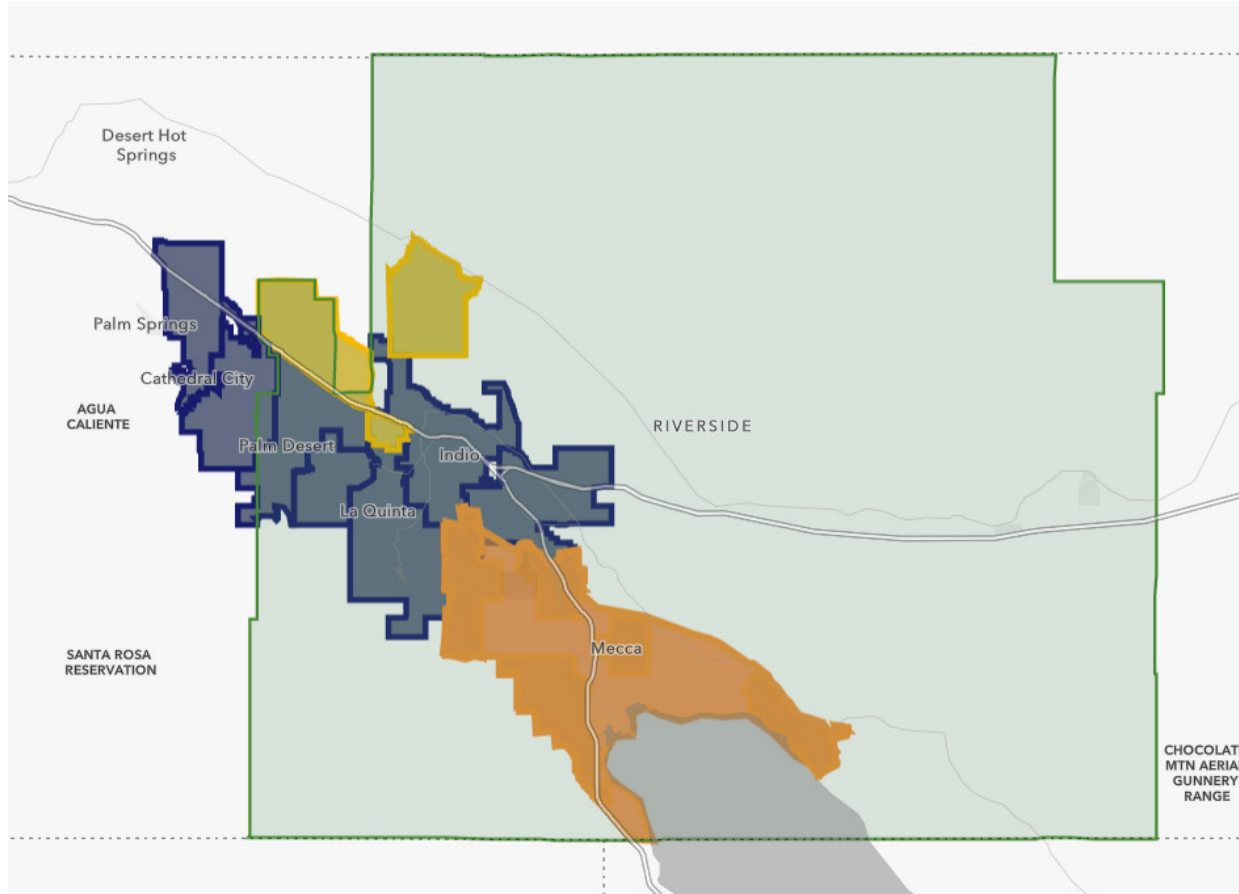
La Quinta

Thermal

Palm Desert

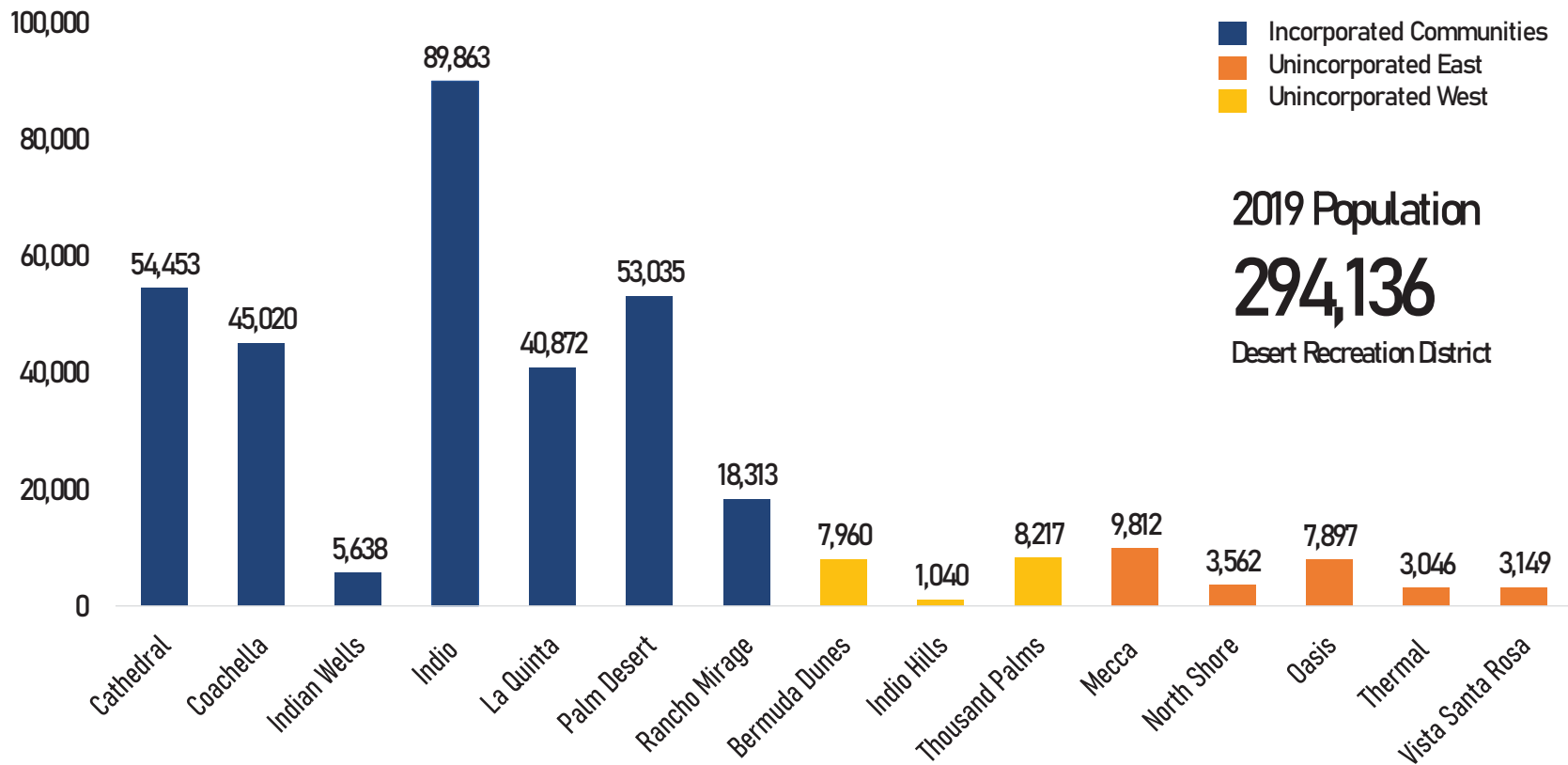
Rancho Mirage

Desert Recreation District Map

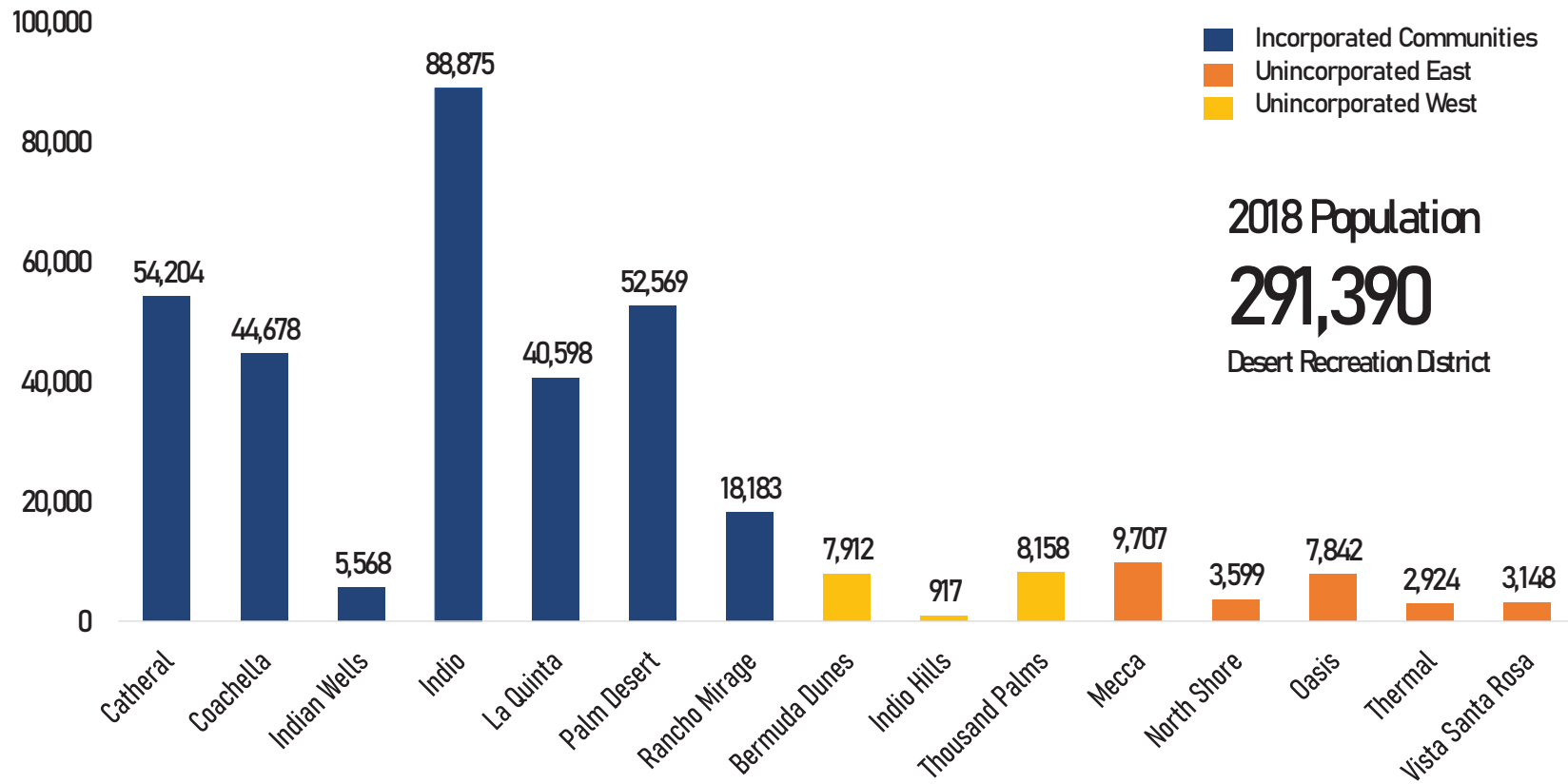


- Desert Recreation District
- Incorporated Communities
- Unincorporated East
- Unincorporated West

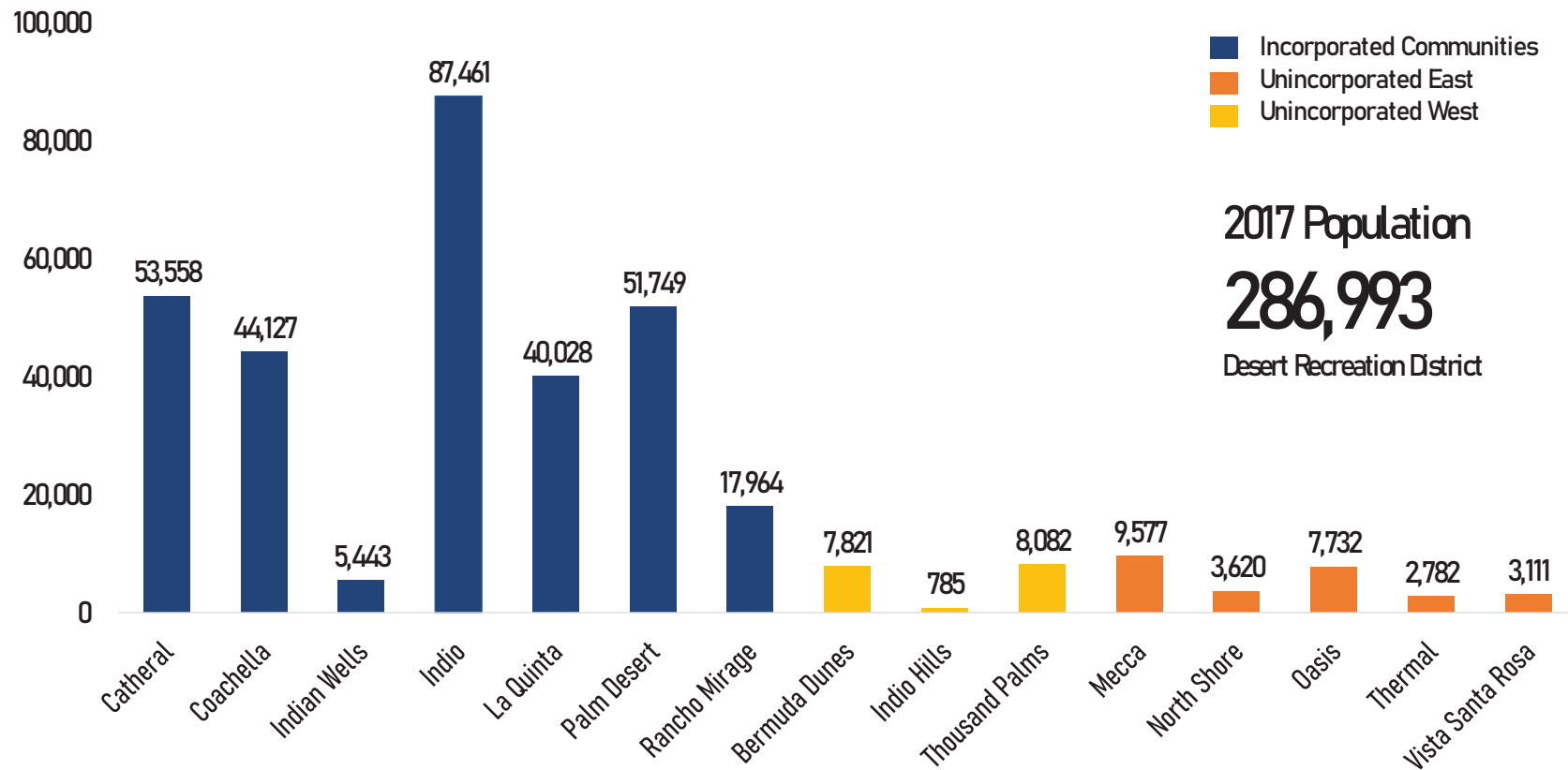
2019 Estimated Population



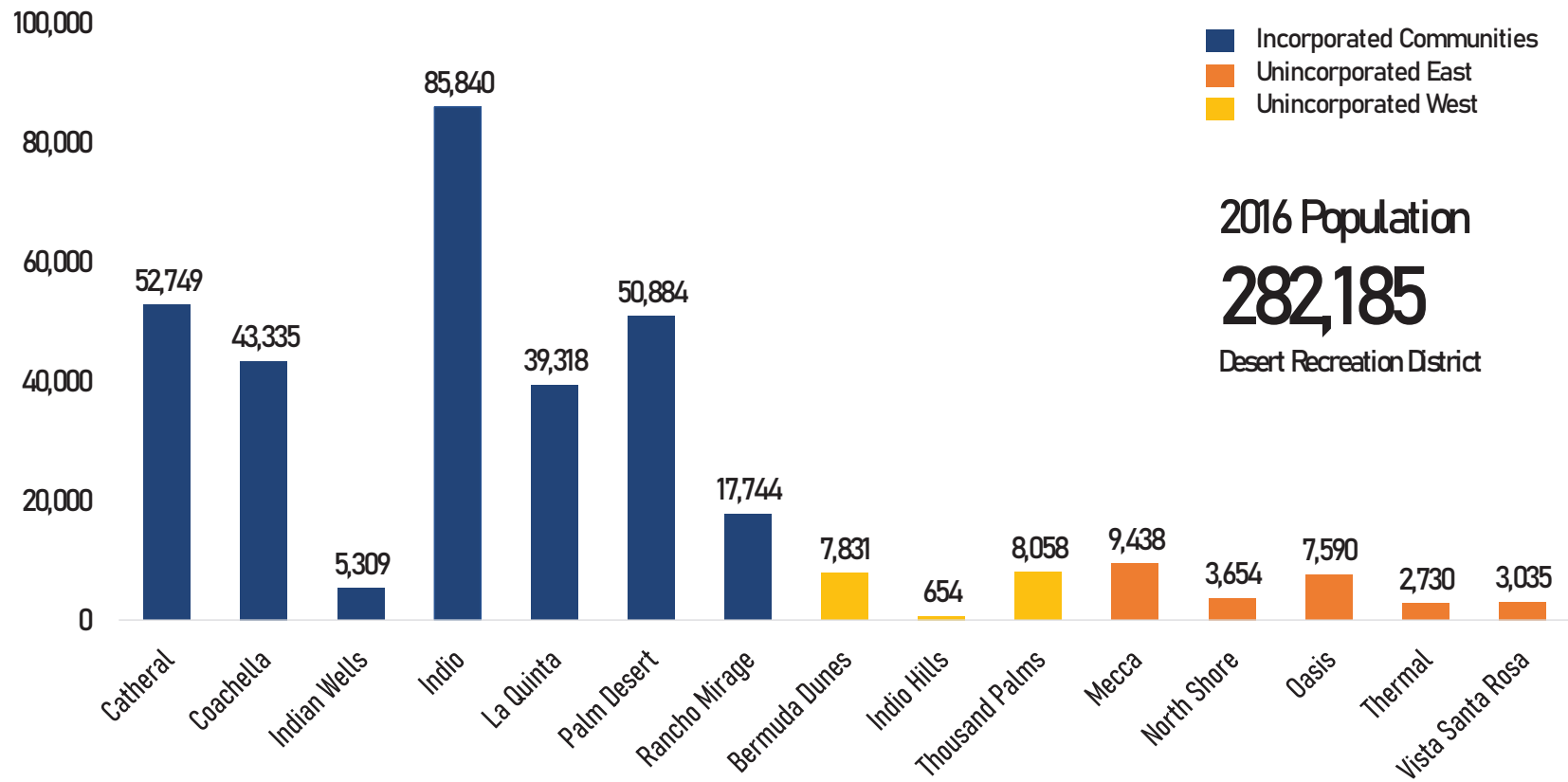
2018 Estimated Population



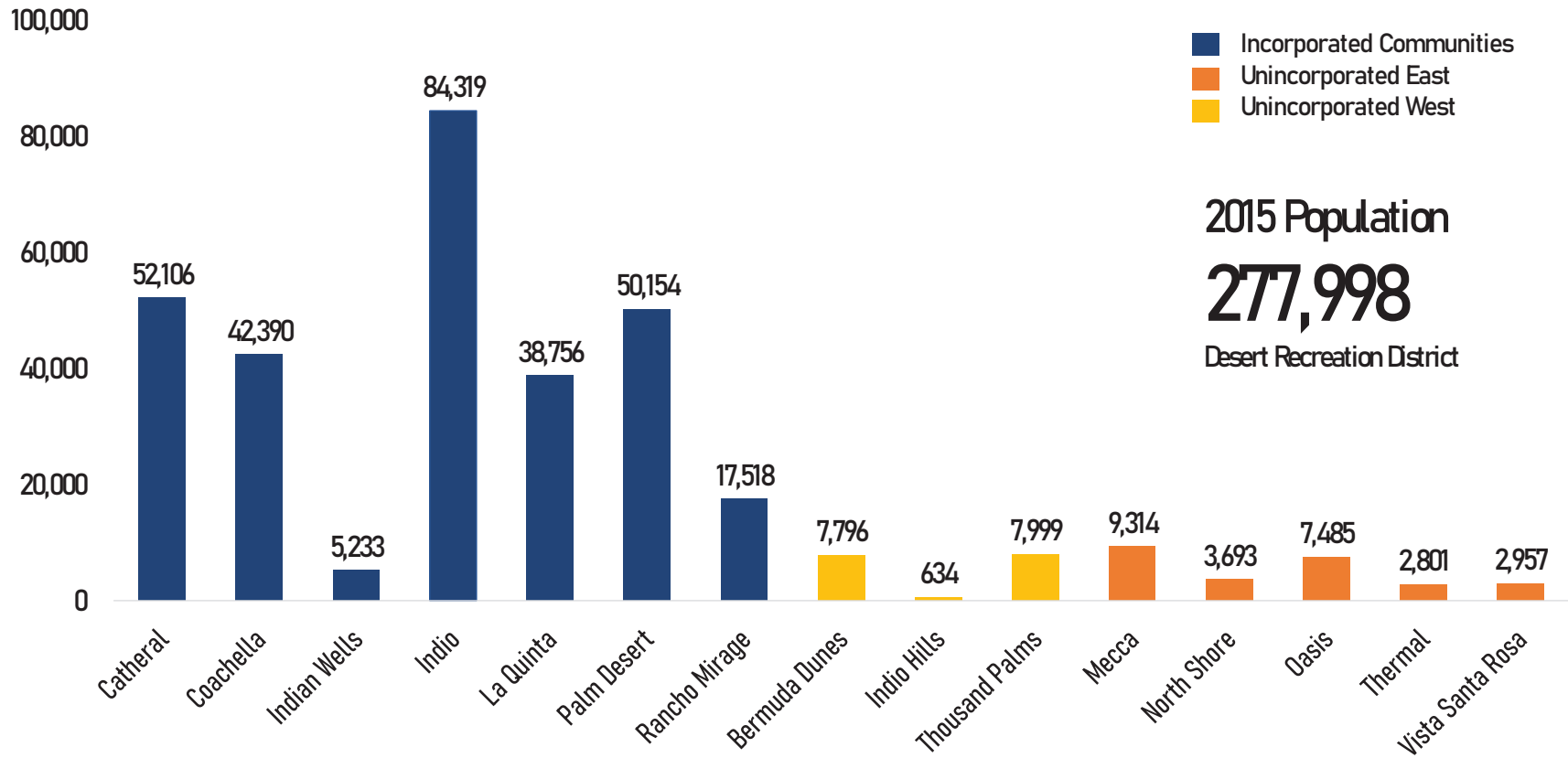
2017 Estimated Population



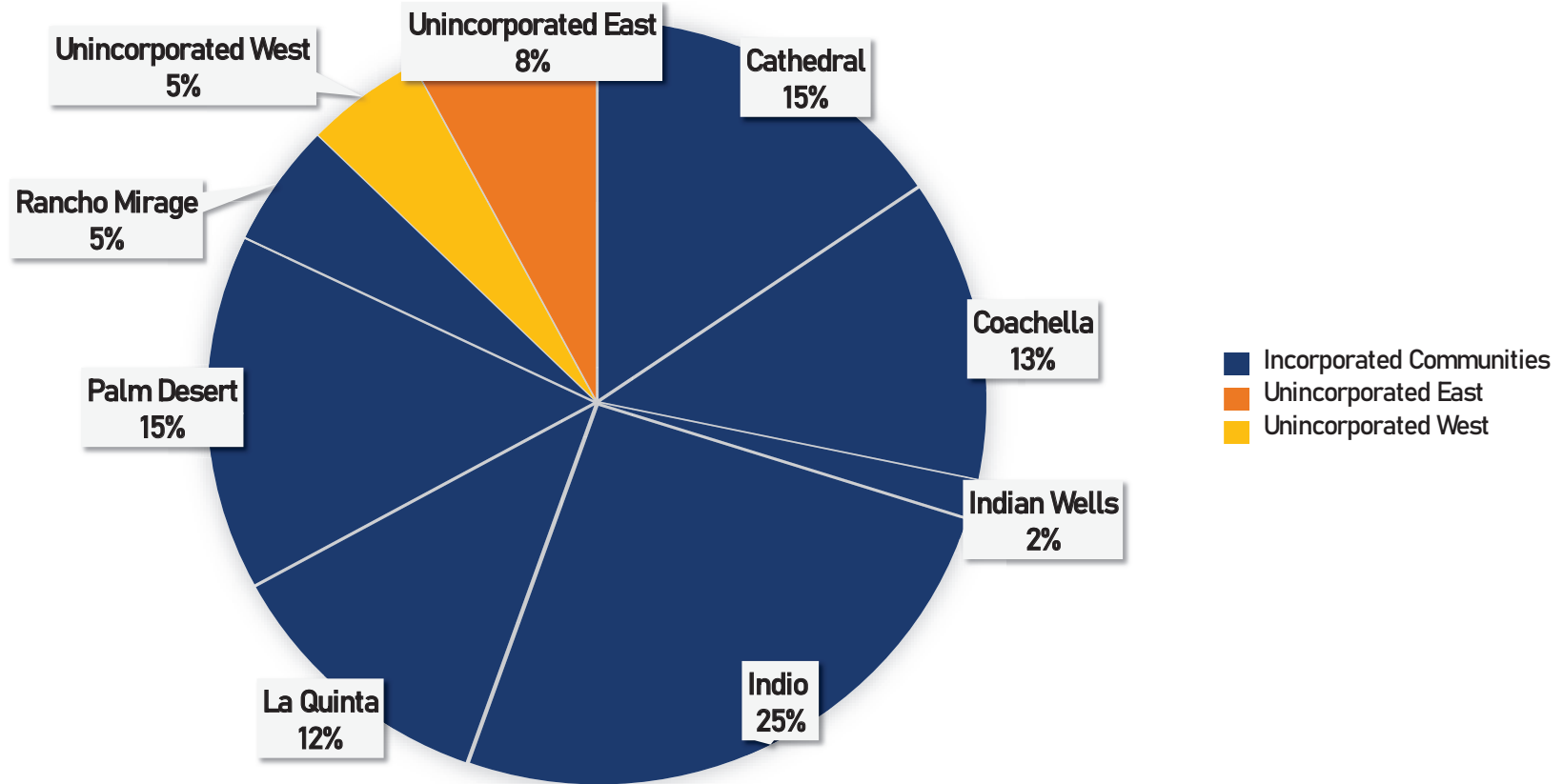
2016 Estimated Population



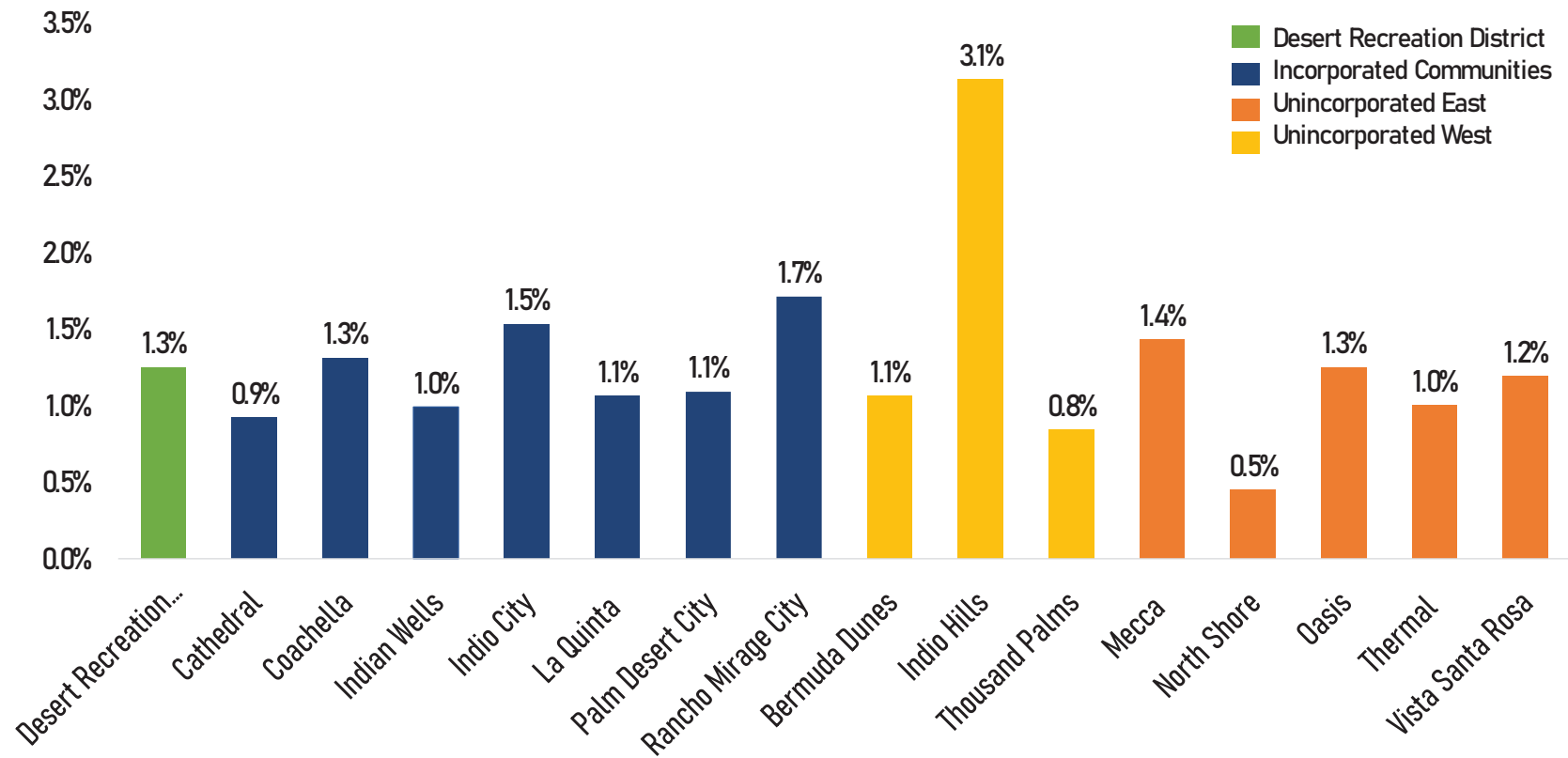
2015 Estimated Population



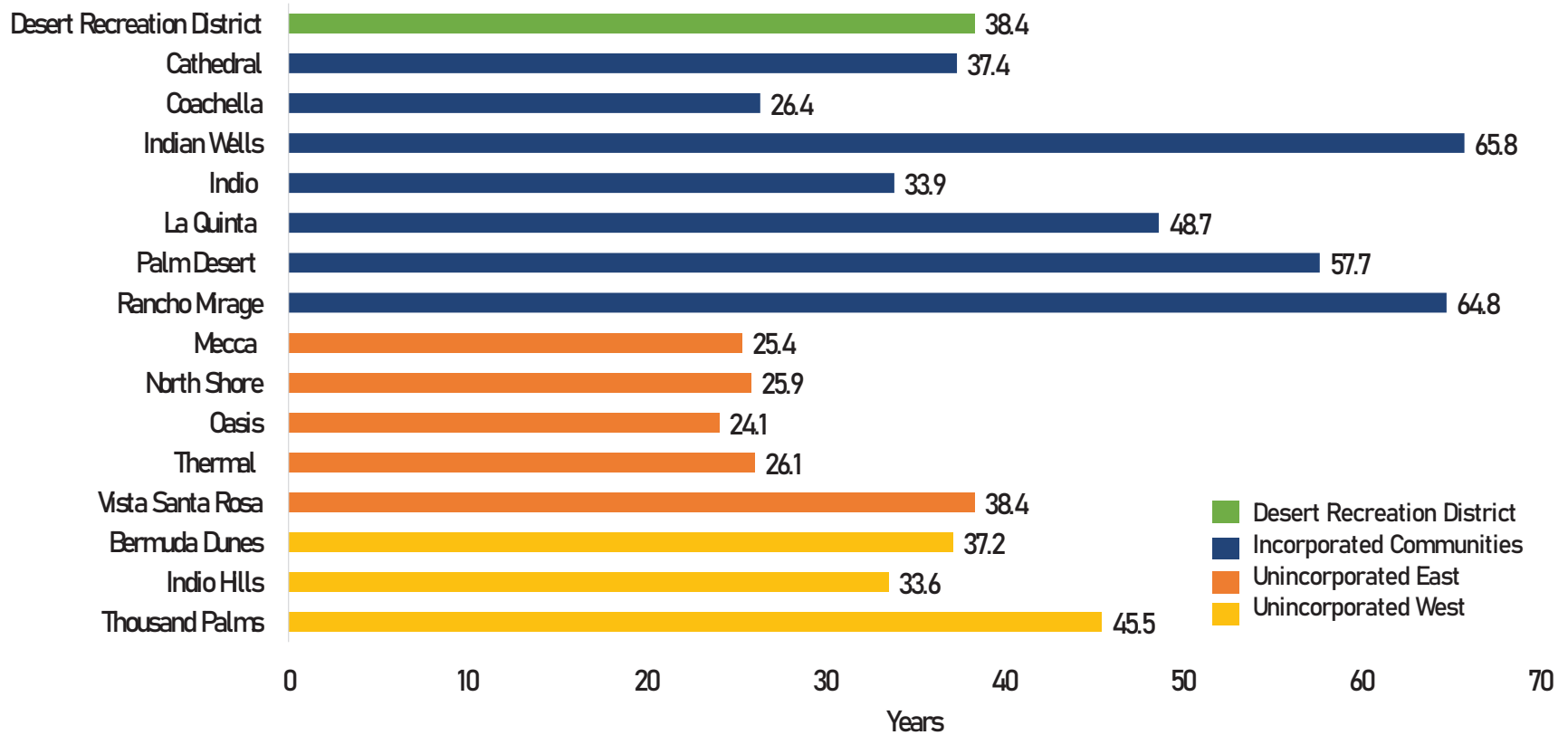
Population Distribution of All Communities



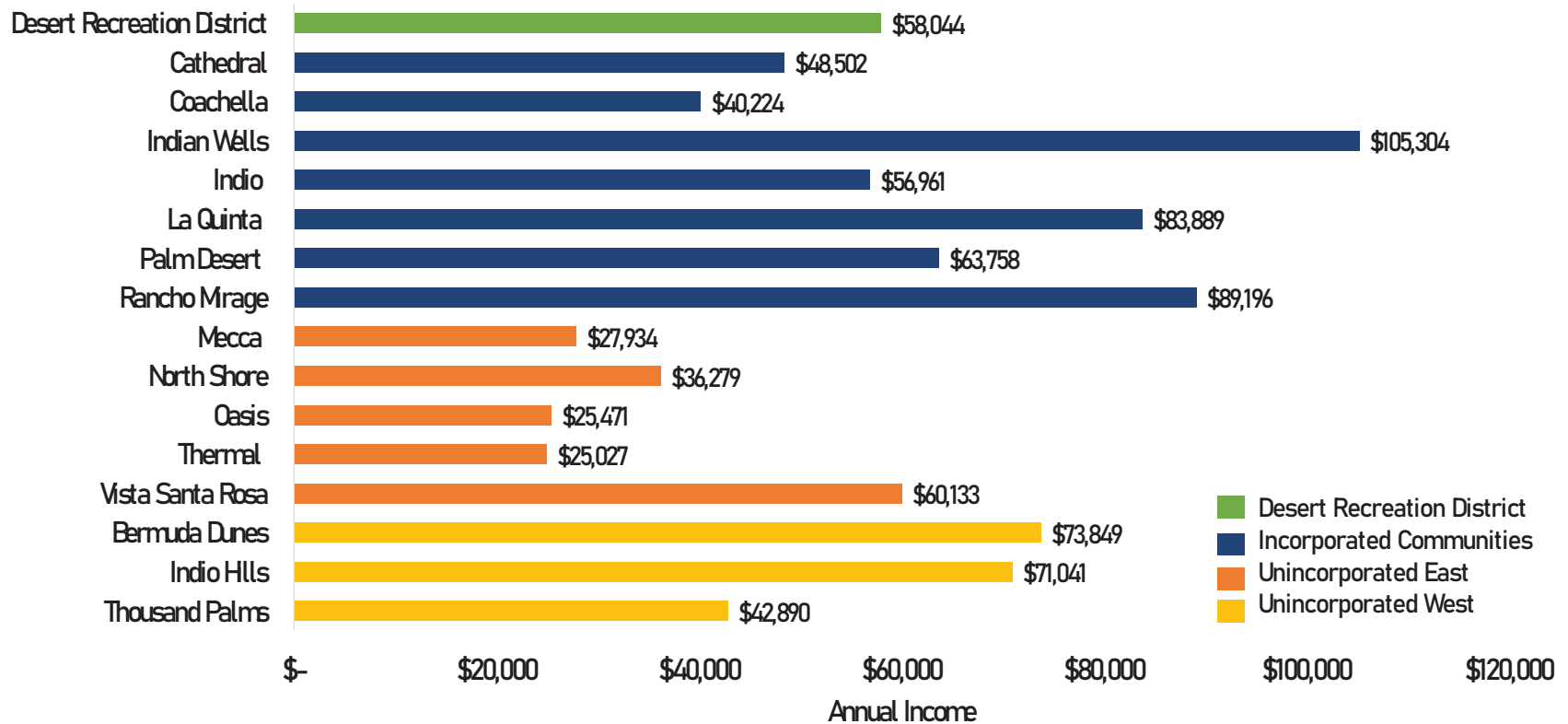
Projected Population Growth Rate (2019 – 2024)



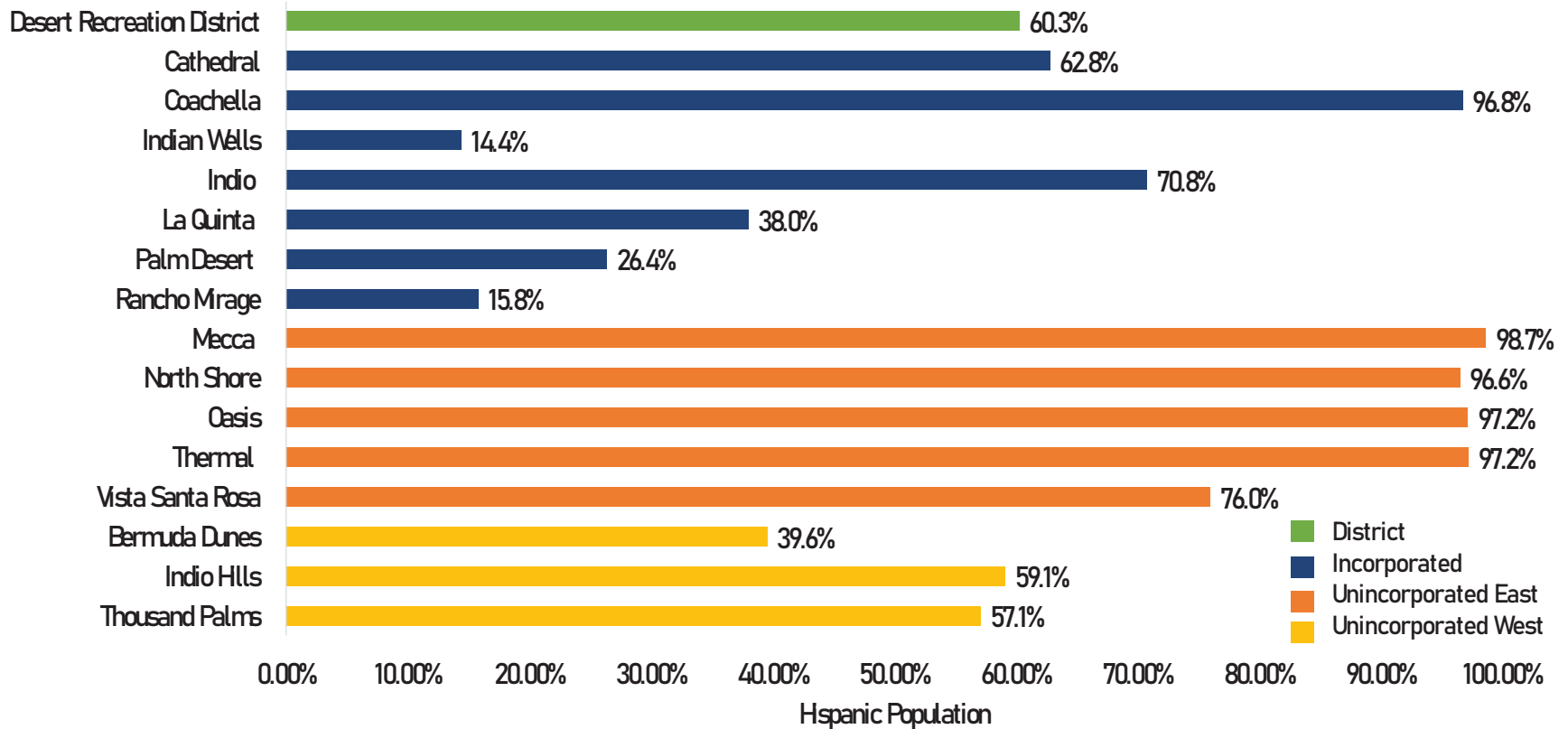
Median Age



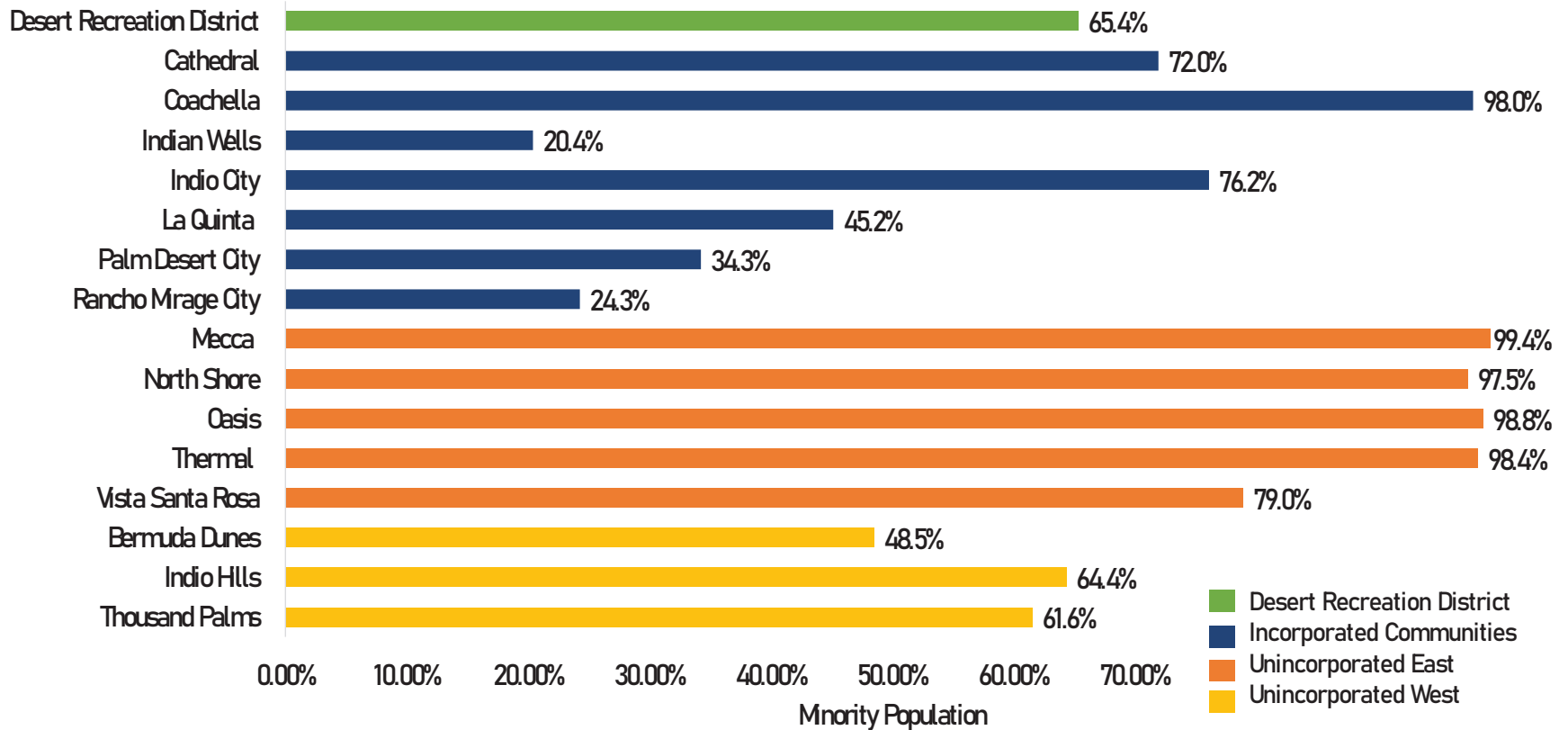
Median Household Income



Hispanic Origin



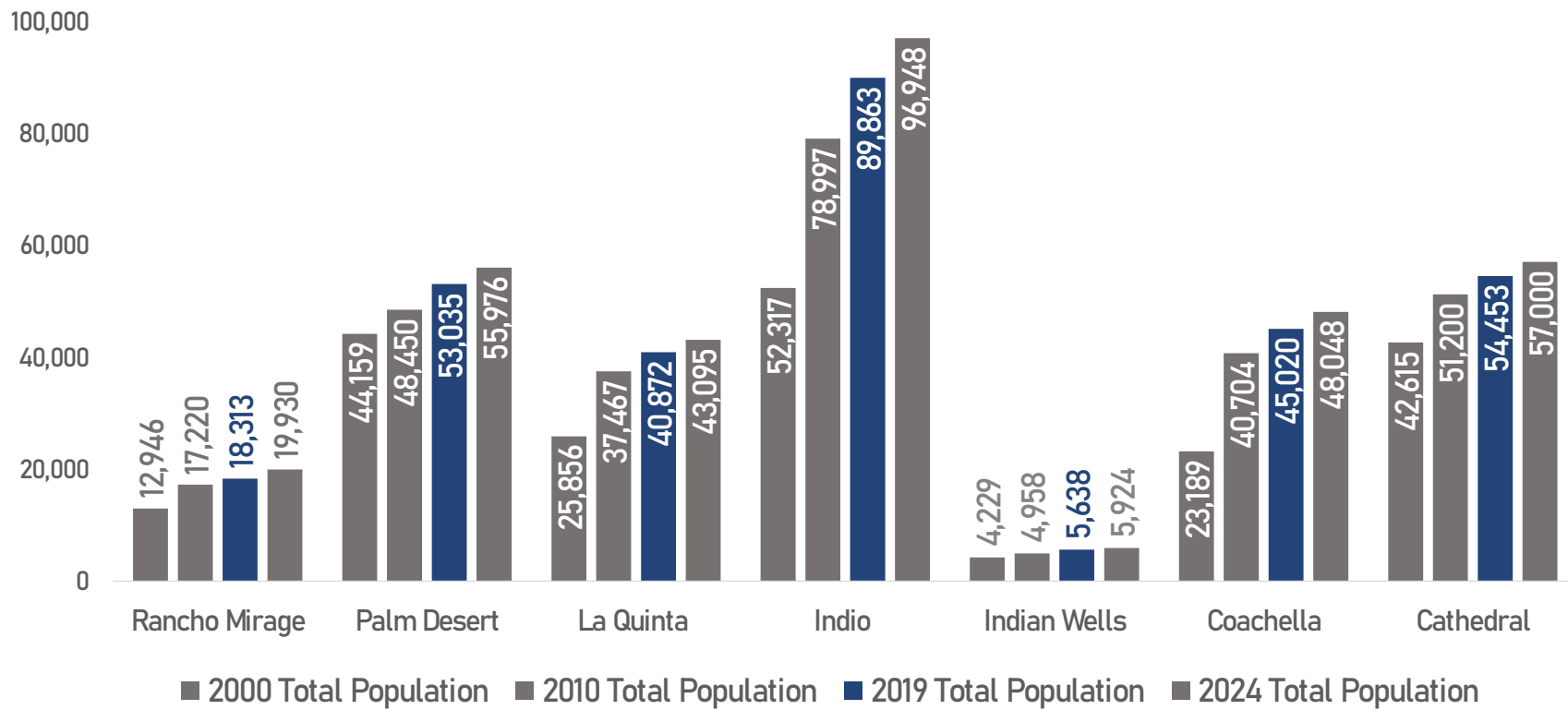
Minority Population



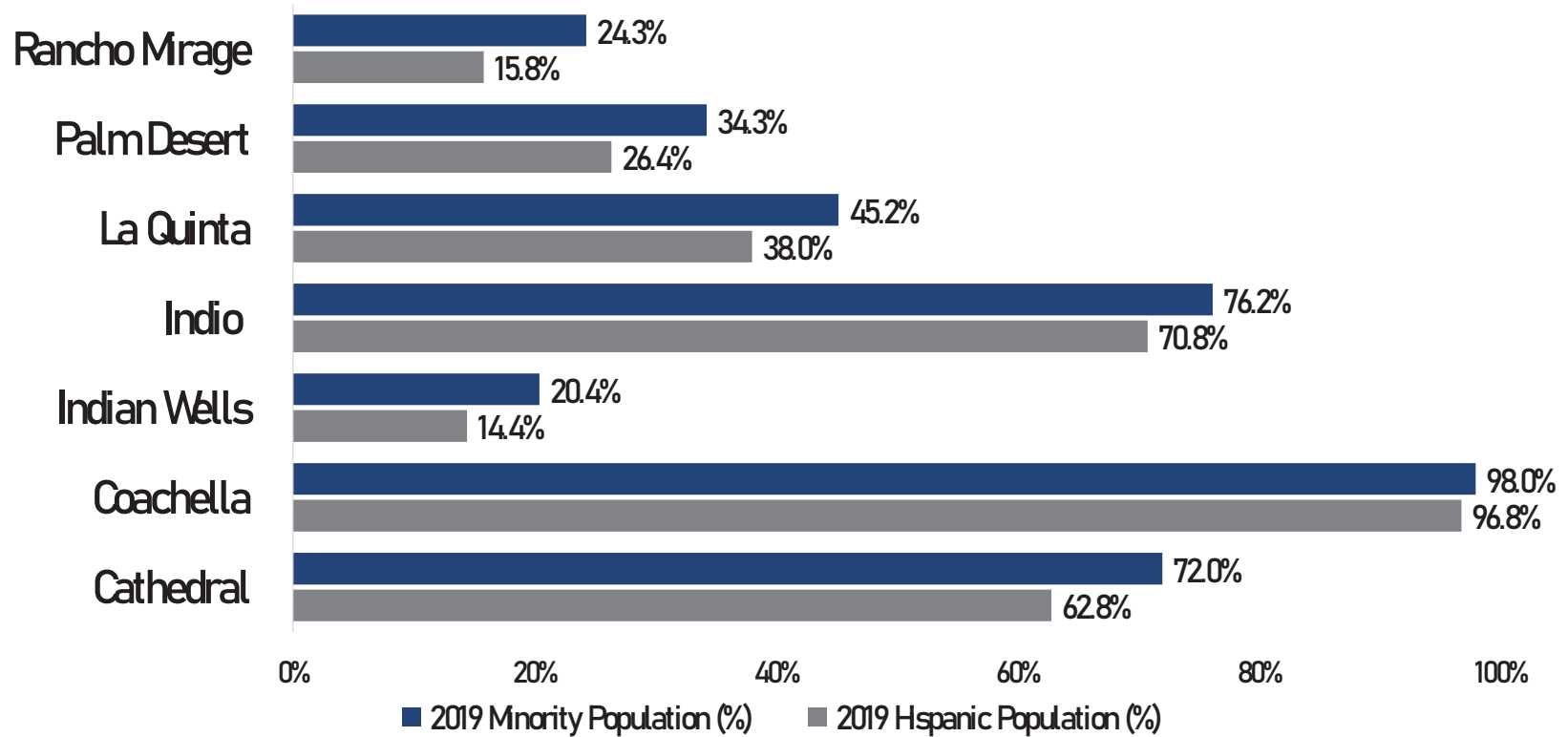
Incorporated Communities

Demographic Data

Incorporated Communities Projected Population Change (2000 – 2024)



Incorporated Communities Minority & Hispanic Population (2019)



Incorporated Communities Demographic Characteristics

Community	Median Household Income	Median Age	Growth Rate 2019 – 2014
Cathedral	\$48,502	37.4	1.3%
Coachella	\$40,224	26.4	0.9%
Indian Wells	\$105,304	65.8	1.3%
Indio	\$56,961	33.9	1.0%
La Quinta	\$83,889	48.7	1.5%
Palm Desert	\$63,758	57.7	1.1%
Rancho Mirage	\$89,196	64.8	1.1%
District	\$58,044	38.4	1.11%

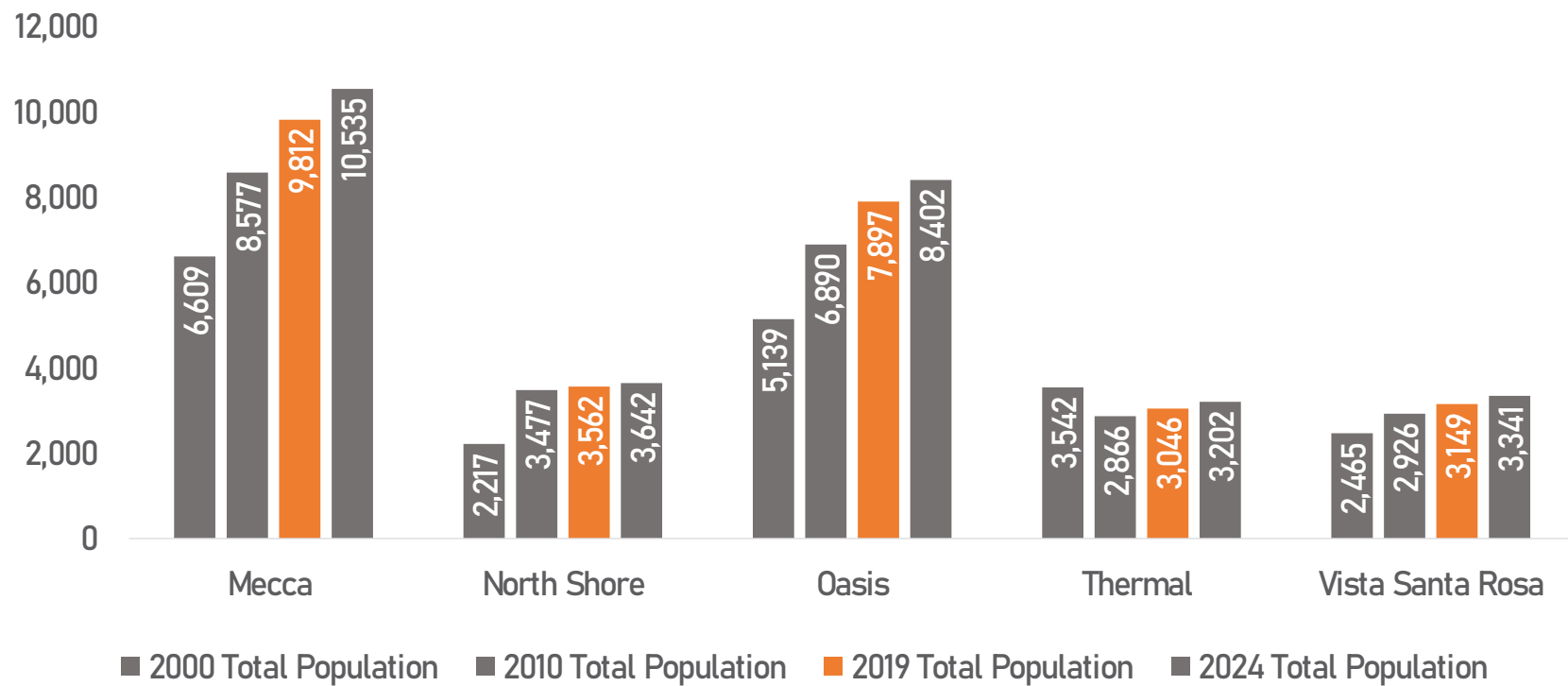
Unincorporated East

Demographic Data

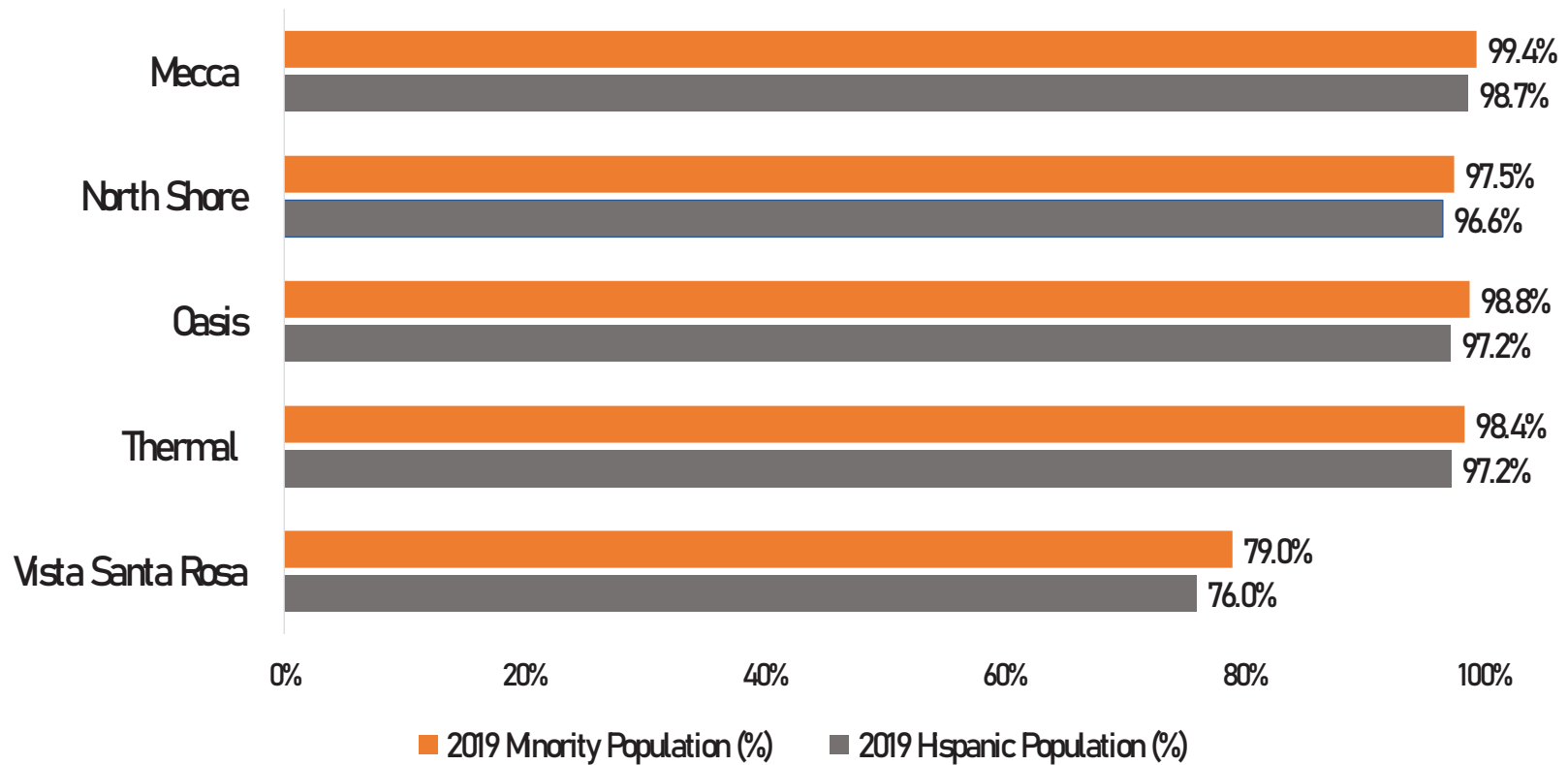
Unincorporated East Demographic Characteristics

Community	Median Household Income	Median Age	Growth Rate 2019 – 2014
Mecca	\$27,934	25.4	1.4%
North Shore	\$36,279	25.9	0.5%
Oasis	\$25,471	24.1	1.3%
Thermal	\$25,027	26.1	1.0%
Vista Santa Rosa	\$60,133	38.4	1.2%
District	\$58,044	38.4	1.11%

Unincorporated East Projected Population Change (2000 – 2024)



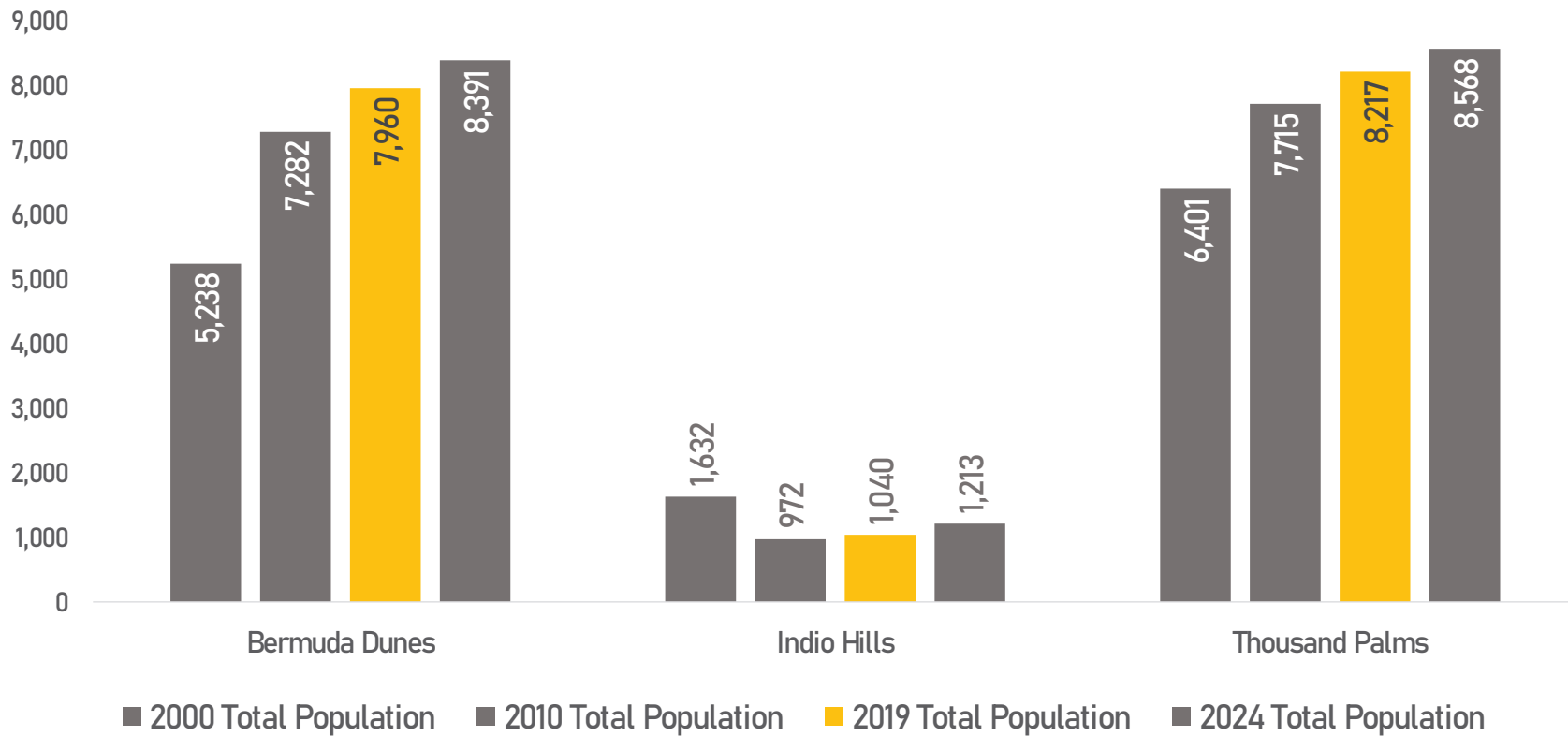
Unincorporated East Minority & Hispanic Population (2019)



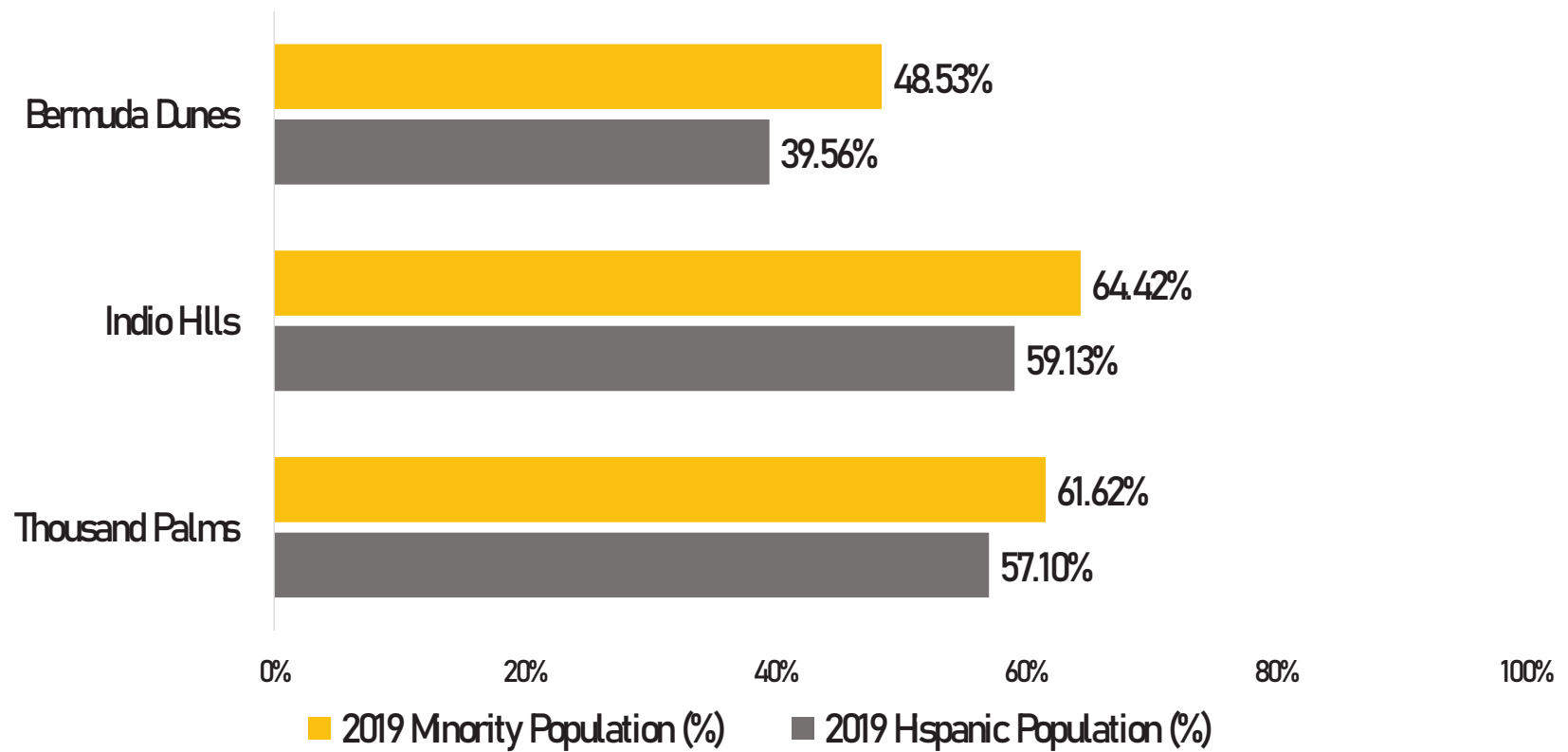
Unincorporated West

Demographic Data

Unincorporated West Projected Population Change (2000 – 2024)



Unincorporated West Minority & Hispanic Population (2019)



Unincorporated West Demographic Characteristics

Community	Median Household Income	Median Age	Growth Rate 2019 – 2014
Bermuda Dunes	\$73,849	37.2	1.1%
Indio Hills	\$71,041	33.6	3.1%
Thousand Palms	\$42,890	45.5	0.8%
District	\$58,044	38.4	1.11%

APPENDIX B - Trends Report

Appendix B: Parks and Recreation Influencing Trends

Desert Recreation District, California

The changing pace of today's world requires analyzing recreation trends from both a local and national level. Understanding the participation levels of district residents using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future of parks and recreation. These new shifts of participation in outdoor recreation, sports, and cultural programs are an important component of understanding and serving community.

Parks and Recreation Trends Relevant to Desert Recreation District

- Adventure Programming
- Aquatics & Water Recreation
- Conservation
- Generational Preferences
- Homelessness
- Multiculturalism/Racial Diversity
- Nature Programming/Nature Deficit Disorder
- Older Adults and Senior Programming
- Outdoor Recreation
- Splash pads
- Technology
- Trails
- Therapeutic Recreation

Adventure Programming

Many people used to look to travel or tourist agencies for adventurous excursions. However, more municipalities have started to offer exciting experiences such as zip lining, challenge/obstacle courses, and other risk-taking elements on a local level. These agencies may form partnerships with specialized companies to provide adventure packages.

One example of an effective partnership for outdoor adventure is in Castle Rock, Colorado. Philip S. Miller Park offers an incredible example to how an adventure park can be effectively maintained and operated through a public private partnership. While the park is owned and operated by the Town of Castle Rock Parks and Recreation Department, one of its largest attractions, the EPIC Sky Trek and the EPIC Adventure Tower (complete with zip line tours), is owned and operated by a company called Royal Gorge Zip Line Tours. This company hires and trains its own staff, maintains its own equipment, and does an impressive job at marketing the park through videos, social media, and other promotional tactics. The lease agreement grants the town five percent of the gross revenues.



Castle Rock Zip Line Tours Epic Tower Element

As for the adventure elements themselves, the zip line tours offer up to ten different flying courses, some reaching 50 miles per hour. The second feature, the Epic Sky Trek, has three different levels, each for various abilities, ideal for team building. It even features some of the most popular elements from

Ninja Warrior. Beyond the adventure features offered through the partnership, there are also adventure elements throughout the park, managed by the Parks and Recreation Department. On top of the 7.4 miles of single-track trails, the Challenge Hill outdoor staircase puts walkers and runners to the test with 200 timber steps to the top of the mountain. From the trails, visitors can see the impressive adventure playground that takes advantage of the topographic landscape.

Castle Rock, Colorado, is not the only agency capitalizing on adventure programming. Roanoke County Parks and Recreation in Virginia recently redeveloped “Explore Park” – an outdoor adventure attraction with trails, camping, zip lines, and challenge obstacles. A number of programs take place at the park – such as introductions to paddle boarding, stargazing and astronomy, wildlife classes, and much more. Riverfront access provides fishing, boat launches, and tubing – managed by a local concessionaire. “Treetop Quest” is the aerial park that gives participants four and up the chance to fly on “tarzan swings,” climb cargo nets, and balance on tight ropes.



Roanoke County Parks and Recreation "Explore Park" Cargo Net

Aquatics and Water Recreation Trends

In 2018, the National Sporting Goods Association (NSGA) ranked swimming second nationwide in sports participation.¹ However, in the past several years, a number of different aquatics trends have emerged that offer a new take on the traditional rectangle pool. Nationally, there is an increasing trend toward indoor leisure and therapeutic pools. This is important, as swimming for fitness was the top aspirational activity for “inactives” in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 “Sports, Fitness, and Leisure Activities Topline Participation Report.” Lazy rivers have become more common as a leisure pool element, but also for swim lessons, therapeutic reasons, and sports conditioning work.²

To add a fun aquatics element, agencies are experimenting with using large inflatables in pools. Most of these inflatables are related to challenge course elements, with slides, rock climbing elements, and other obstacles. With regard to pool design, zero-depth entry is considered more accessible for young children, seniors, and those with disabilities. Splash pad elements are also becoming more common in shallow waters. In addition, in some pools, volleyball nets and basketball hoops can be installed to encourage play.³

¹ “2018 Sport Participation Snapshot,” National Sporting Goods Association, 2018.

² “Sports, Fitness, and Leisure Activities Topline Participation Report,” Sports and Fitness Industry Association, 2016.

³ “Swim with the Current: What’s Trending in Aquatics,” Campus Rec, 2018. <https://campusrecmag.com/swim-current-trending-aquatics/>





Conservation

One of the key pillars of parks and recreation is the role that it plays in conservation. Managing and protecting open space, providing opportunities for people to connect with nature, and educating communities about conservation are all important to the mission of parks and recreation agencies.

It is critical that parks and recreation agencies assist in building climate resilient communities through water management, green infrastructure, and sustainability. A report by NRPA in 2017 titled “Park and Recreation Sustainability Practices” surveyed over 400 park and recreation agencies and found the top five ways that local departments are taking action on conservation and climate change include:

- Alternative Transportation – 77% reduce carbon footprint through offering transportation alternatives.
- Watershed Management – 70% adopt protective measures for watershed management.
- Air Quality – 53% plant and manage tree canopy that improves air quality.
- Sustainable Education – 52% educate the public about sustainability practices.
- Stormwater Management – 51% proactivity reduce stormwater through green infrastructure.⁴

Generational Preferences

Activity participation and preferences tend to vary based on a number of demographic factors, but can also differ based on generational preferences. According to the Pew Research Center, the following birth years identify generations into the categories below.

Table 7: Generation by Age

Silent Generation	1928 – 45
Baby Boomers	1946 – 64
Generation X	1965 – 80
Millennial	1981 – 96
Generation Z	1997 -

Source: *Pew Research Center*

Baby Boomers

As Baby Boomers enter and enjoy retirement, they are looking for opportunities in fitness, sports, outdoors, cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults. Boomers were second only to Generation X and Millennials in participation in fitness sports in 2019.⁵

Boomers will look to park and recreation professionals to provide opportunities to enjoy many life-long hobbies and sports. When programming for this age group, a customized experience to cater to the need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes are important. Recreation trends are shifting from games and activities that Boomers associate with senior citizens. Activities such as bingo, bridge, and shuffleboard will likely be avoided, because Boomers relate these activities with old age.

⁴ “NRPA Report: Park and Recreation Sustainability Practices,” NRPA, 2017. <https://www.nrpa.org/our-work/Three-Pillars/conservation/climate-resilient-parks/>
⁵Physical Activity Council, Participation Report, 2019: <http://www.physicalactivitycouncil.com/pdfs/current.pdf>



Generation X

Many members of Generation X are in the peak of their careers, raising families, and growing their connections within the community. As suggested by the 2017 “Participation Report” from the Physical Activity Council, members of Generation X were “all or nothing” in terms of their levels of physical activity, with 37 percent reported as highly active and 27 percent reported as completely inactive. As further noted in the report, over 50 percent of Generation X was likely to have participated in fitness and outdoor sports activities. An additional 37 percent participated in individual sports.

The Millennial Generation

The Millennial Generation is generally considered those born between about 1981 and 1996, and in April 2016, the Pew Research Center reported that this generation had surpassed the Baby Boomers as the nation’s most populous age group.⁶

Millennials tend to be more tech-savvy, socially conscious, achievement-driven age group with more flexible ideas about balancing wealth, work, and play. They generally prefer different park amenities, and recreational programs, as opposed to their counterparts in the Baby Boomer generation. Engagement with this generation should be considered in parks and recreation planning. In an April 2015 posting to the National Parks and Recreation Association’s official blog, *Open Space*, Scott Hornick, CEO of Adventure Solutions suggests the following seven considerations to make parks Millennial friendly⁷:

1. Group activities are appealing.
2. Wireless internet/Wi-Fi access is a must – being connected digitally is a millennial status-quo, and sharing experiences in real time is something Millennials enjoying doing.
3. Having many different experiences is important – Millennials tend to participate in a broad range of activities.
4. Convenience and comfort are sought out.
5. Competition is important, and Millennials enjoy winning, recognition, and earning rewards.
6. Facilities that promote physical activity, such as trails and sports fields, and activities like adventure races are appealing.
7. Many Millennials own dogs and want places in which they can recreate with them.

In addition to being health conscious, Millennials often look for local and relatively inexpensive ways to experience the outdoors close to home; on trails, bike paths, and in community parks.⁸

⁶ Richard Fry, “Millennials overtake Baby Boomers as America’s Largest Generation”, *Pew Research Center Fact Tank*, April 25, 2016, <http://www.pewresearch.org/fact-tank/2016/04/25/millennials-overtake-baby-boomers/>, accessed May 2015

⁷ Scott Hornick, “7 Ways to Make Your Park More Millennial Friendly”, *Parks and Recreation Open Space Blog*, August 19, 2015, <http://www.nrpa.org/blog/7-ways-to-make-your-parks-millennial-friendly>, accessed May 2016

⁸ “Sneakernomics: How The ‘Outdoor’ Industry Became The ‘Outside’ Industry”, *Forbes*, September 21, 2015, <http://www.forbes.com/sites/mattpowell/2015/09/21/sneakernomics-how-the-outdoor-industry-became-the-outside-industry/2/#50958385e34d>, accessed May 2016



Generation Z

As of the 2010 Census, the age group under age 18 forms about a quarter of the U.S. population. Nationwide, nearly half of the youth population is ethnically diverse and 25 percent is Hispanic. Characteristics cited for Generation Z, the youth of today, include⁹:

1. The most obvious characteristic for Generation Z is the widespread use of technology.
2. Generation Z members live their lives online and they love sharing both the intimate and mundane details of life.
3. They tend to be acutely aware that they live in a pluralistic society and tend to embrace diversity.
4. Generation Z tend to be independent. They do not wait for their parents to teach them things or tell them how to make decisions, they Google it.

With regard to physical activity, a 2013 article published by academics at Georgia Southern University noted that the prevalence of obesity in Generation Z (which they describe as individuals born since the year 2000) is triple that of Generation X (born between 1965 and 1980). It suggests that due to an increased use of technology, Generation Z spends more time indoors, is less physically active, and is more obese compared to previous generations. The researchers noted that Generation Z seeks social support from peers more so than any previous generation. This is the most competent generation from a technological standpoint, but Generation Z also tends to fear, and often struggles with, some basic physical activities and sports. The 2019 “Physical Activity Council Participation Report” found that participation in team sports by Generation Z declined over the past six years a 0.2 percent annually.¹⁰

Homelessness

Around the country, parks and recreation agencies are faced with a growing concern of homeless populations in their area. Many municipalities may assume that they have the unique challenge of manage homelessness, but in fact thousands of agencies are currently developing initiatives and pilot programs to determine the best way of addressing the issue.

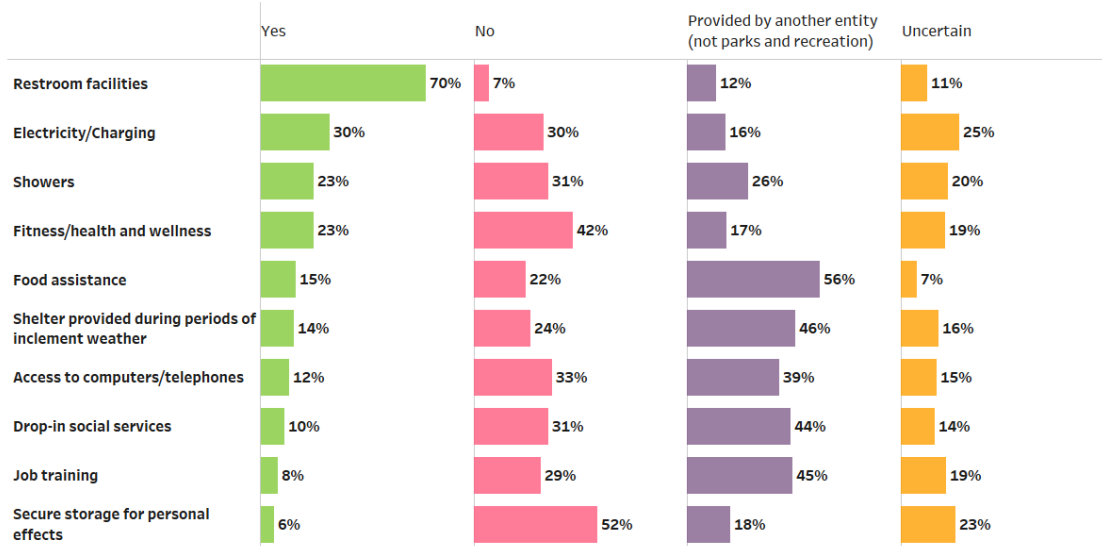
Often, homeless populations may use park benches, shady trees, campgrounds, amphitheaters, and recreation facilities to sustain their livelihood. In fact, a survey administered by GP RED, a non-profit dedicated to the research, education, and development of parks and recreation agencies, asked 150 agencies questions specifically about how they were managing homelessness in their communities. As seen in **Figure 34**, many agencies offer services far beyond traditional “parks and recreation” services. Restroom facilities are the number one facility offered by agencies, but electricity/charging stations, showers, fitness/health and wellness, and food assistance were in the top five.

⁹ Alexandra Levit, “Make Way for Generation Z,” *New York Times*, March 28, 2015, <http://www.nytimes.com/2015/03/29/jobs/make-way-for-generation-z.html>, accessed May 2016

¹⁰ Physical Activity Council, Participation Report, 2019: <http://www.physicalactivitycouncil.com/pdfs/current.pdf>

Figure 35: Services Offered to the Homeless in Various Communities

Are the following services are offered to the homeless population by parks and recreation agencies in your community?



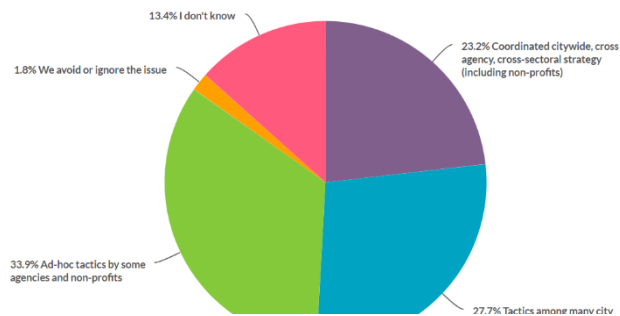
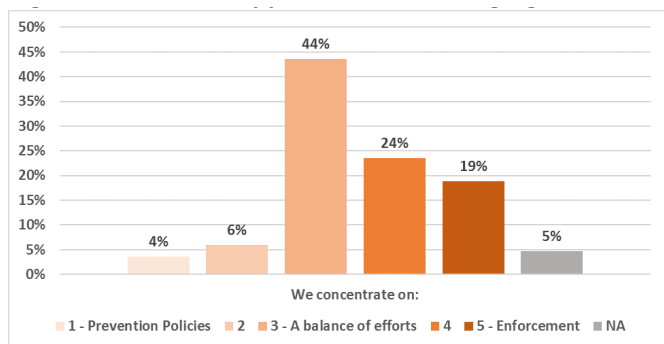
Source: GP RED Homelessness Redline Survey 2018

This has consequences for park and facility managers, along with impacts on the perception of park visitors. Concerns over drug and alcohol use by homeless populations, in addition to managing hepatitis outbreaks, are serious issues. Often, seasonal or part-time parks and recreation employees may be the first line of enforcement. A lack of training, policies, and communication continue to exacerbate the issue. Proactive management is a preferred way of managing the issue, but most often, parks and recreation agencies do not work with the root of an individual reasons for being homeless. Rather, agencies are left to deal with homelessness on a case by case basis.

Noted in **Figure 35**, management often involves a balance of prevention and enforcement. The majority of parks and recreation agencies utilize ad-hoc tactics by some agencies and rely on non-profits for other services. Over 27 percent of respondents said that often city agencies were working on various components of the homeless issue, but not necessarily coordinated together to succeed. Only 23 percent said that there is citywide coordination which spanned across agencies and non-profits. These kinds of coordinated efforts are key to accomplishing the appropriate balance of prevention and enforcement.



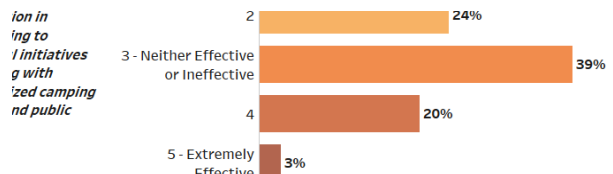
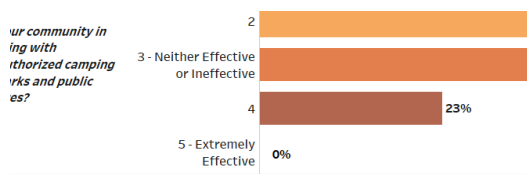
Figure 35: Tactical Approaches to Managing Homelessness



Source: GP RED Homelessness Redline Survey 2018

When asked how effective agencies were in dealing with unauthorized camping, over 77 percent of agencies states they were not at all effective or neither effective/ineffective. Zero percent of respondents said that they were extremely effective of dealing with unauthorized camping in parks and public spaces. Currently, successful initiatives for dealing with unauthorized camping are still in development.

Figure 36: How effective is your community/ is your organization?



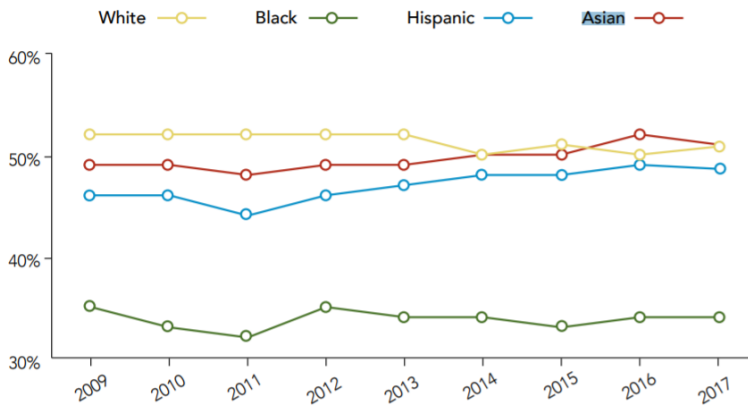
Source: GP RED Homelessness Redline Survey 2018

Developing a task force that works specifically to address the unique concerns of an individual community can help ensure success. Parks and recreation agencies should reach out to nearby law enforcement, schools, libraries, nonprofits, faith-based organizations, business improvement districts, and health-human services to develop a plan for addressing the challenges of homelessness.

Multiculturalism/Racial Diversity

As the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds. According to the 2018 “Outdoor Participation Report,” participation rates among diverse groups is evolving quickly, even in the last ten years.

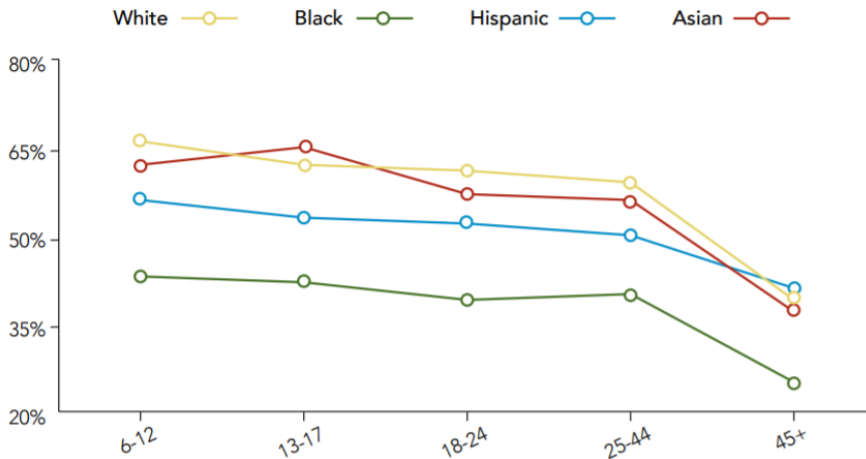
Figure 37: Participation Rates Among Diverse Groups Over Time (All Americans, Ages 6+)



Source: 2018 Outdoor Participation Report, Outdoor Industry Association

Participation in outdoor activities is higher among Caucasians than any other ethnicity, and lowest among African Americans in nearly all age groups. **Figure 38** demonstrates that those under 18 have much higher participation rates than all other age groups.

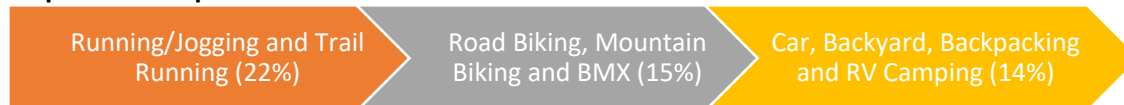
Figure 38: Participation Rates Among Diverse Groups by Age (All Americans, Ages 6+)



Source: 2018 Outdoor Participation Report, Outdoor Industry Association

According to the report by the Outdoor Industry Association, there are a variety of reasons why people do and do not participate. Many of those reasons are similar regardless of demographics, but it is helpful to look at the top motivations of each race to understand potential barriers. Below is a compiled list of the motivations and reasons to get outside, specific to those of Hispanic origin.

Hispanic Participation





Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
<ul style="list-style-type: none"> • Get Exercise (61%) • Keep Physically Fit (45%) • Be with Family and Friends (39%) • Observe Scenic Beauty (33%) • Be Close to Nature (32%) 	<ul style="list-style-type: none"> • Too Busy with Family Responsibilities (19%) • Outdoor Recreation Equipment is Expensive (18%) • I do not have anyone to participate with (16%) • Places for Outdoor Recreation are Far Away (13%) • Places for Outdoor Recreation are Expensive (13%)

Nature Programming & Nature-Deficit Disorder

Playing in nature is an educational opportunity that has numerous benefits, from increasing active and healthy lifestyles, to developing a conservation mindset, to understanding the ecosystems and wildlife that depend on them.¹¹ According to the report, “Nature Play & Learning Places: Creating and Managing Places where Children Engage with Nature” there is a genuine need in today’s society for learning spaces that spark creative play with natural materials, such as plants, vines, shrubs, rocks, water, logs, and other elements.

Richard Louv introduced the term, “Nature-Deficit Disorder” in 2005, which describes the effects of urbanization, technological advances, and social changes. Scientific evidence suggests that this disorder contributes to emotional and physical illnesses, including attention difficulties, obesity, nature illiteracy, and an “epidemic of inactivity.”¹² Environmental education, provided by non-profits and parks and recreation agencies, can help combat nature-deficit disorder by sparking curiosity in the outdoors either through structured nature programming or through unstructured nature play. Nature Play is defined as “A designated, managed area in an existing or modified outdoor environment where children of all ages and abilities play and learn by engaging with and manipulating diverse natural elements, materials, organisms, and habitats, through sensory, fine motor and gross motor experiences.”

Nature Play spaces can provide valuable lessons for children, not only in regards to learning their natural environment and appreciation for nature, but also for personal development. These spaces, similar to playgrounds, provide safe spaces to take risks and understand behavioral outcomes. One of the most essential elements in planning Nature Play spaces is to conduct a risk assessment to reduce the unnecessary potential of injury. For instance, natural objects such as logs and boulders may be placed strategically for climbing, but consider where the child might land if he or she were to fall or jump off. Similarly, trees can be used as natural climbing features, with consideration to removing shrubs and nearby smaller trees below. Nature Play can happen in forest-based schools, play zoos, gardens, and summer camps. American Camp Association reported that there are approximately 5,000 day camps that currently operate in the U.S.¹³

¹¹ Moore, R. (2014). Nature Play & Learning Places. Creating and managing places where children engage with nature. Raleigh, NC: Natural Learning Initiative and Reston, VA: National Wildlife Federation

¹² Children and Nature Network, “Nature Deficit Disorder” Accessed January 2020: <https://www.childrenandnature.org/about/nature-deficit-disorder/>

¹³ Moore, R. (2014). Nature Play & Learning Places. Creating and managing places where children engage with nature. Raleigh, NC: Natural Learning Initiative and Reston, VA: National Wildlife Federation



Older Adults and Senior Programming

Many older adults and seniors are choosing to maintain active lifestyles and recognize the health benefits of regular physical activities. With the large number of adults in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires.

Public parks and recreation agencies are increasingly expected to be significant providers of such services and facilities. The American Academy of Sports Medicine issues a yearly survey of the top 20 fitness trends.¹⁴ It ranks senior fitness programs eighth among most popular fitness trends for 2015. Programs including Silver Sneakers, a freestyle low-impact cardio class, and water aerobics are becoming increasingly popular as more Americans are realizing the many benefits of staying active throughout life. According to the National Sporting Goods Association, popular senior programming trends include hiking, birding, and swimming.

The National Recreation and Park Association (NRPA) developed the Healthy Aging in Parks initiative to support parks and recreation agencies in serving older adults in the community. This initiative is based on the needs of older adults, including physical fitness, socialization, transportation, and other quality of life desires. Some of the primary strategies of the Healthy Aging in Parks initiative are as follows:

- Promote participation in physical activity through providing social engagement
- Provide safe environments – both inside and outside – that limit barriers for participation
- Utilize evidence-based interventions to increase support and manage chronic diseases¹⁵

Park and Recreation agencies can assist the aging demographic in staying healthy through providing programs and facilities. According to an NRPA survey, nine in ten local Park and Recreation agencies offer services for older adults. Surveys reveal that agencies are most likely to the following services:

- Exercise classes (91%)
- Field trips, tours, vacations (70%)
- Arts and crafts classes (67%)
- Opportunities to volunteer in recreation centers (58%)
- Special events and festivals (58%)
- Group walks (53%)
- Opportunities to volunteer in parks (48%)
- Paid job opportunities to lead exercise classes, work in recreation centers or at parks (47%)

For underserved older adults, parks and recreation agencies can be a critical resource, providing low-cost meals, low-cost or free fitness programs, and transportation services. However, many organizations are faced with barriers that inhibit the ability to offer these programs, with the top responses being facility space shortage (58%) and inadequate funding (50%). In order to overcome these obstacles, agencies will often develop relationships with partners in the community who may specialize in serving the older adults. Some of the primary partners include:

- Area agencies on aging (58%)
- Retirement communities (44%)

¹⁴ American College of Sports Medicine, "Survey Predicts Top 20 Fitness Trends for 2015", <http://www.acsm.org/about-acsm/media-room/news-releases/2014/10/24/survey-predicts-top-20-fitness-trends-for-2015>, accessed January 2015.

¹⁵ "About Healthy Aging in Parks" *National Recreation and Park Association*, Accessed September 2019, <https://www.nrpa.org/our-work/partnerships/initiatives/healthy-aging-in-parks/healthy-aging-in-parks-about/>

- Senior meals providers (42%)
- Hospitals and doctors' offices (39%)
- Local health departments (39%)
- Health insurance companies (38%)
- Community-based organizations (faith based, YMCAs, etc.) (38%)

As adults continue to age, many agencies offer a localized bus service for seniors in need of transportation. This type of service can help seniors maintain their independence while meeting their needs for grocery shopping, medical appointments, and other basic services. In addition, transportation services can help combat isolation by providing a socializing experience. Some agencies, such as the City of Walnut Creek, California, are experimenting with new technologies, such as Lyft, to further bridge the gap. Funding for the Lyft pilot program – which provides free rides for qualifying Senior Club members – was provided for by the Transportation Partnership and Cooperation for Contra Costa County (TRANSPAC). To account for a lack of smartphones and technical assistance among older adults, Walnut Creek created a Lyft reservation line where seniors can call and reserve a ride. Staff are also available at recreation centers to provide tutorials on how to use the app if desired.¹⁶

Outdoor Recreation

Outdoor recreation has become a thriving economic driver, creating 7.6 million jobs in 2018 and generating \$65.3 billion in federal tax revenue. Close to half of the U.S. population six and older participated in at least one outdoor activity in 2017. The most popular activity was running – which included both jogging and trail running. Participation among Hispanics and Asians has increased by 1.0 percent and 0.9 percent in the last five years, respectively.¹⁷

In the State of California, the outdoor recreation economy generates:

- 691,000 direct jobs
- \$92 billion in consumer spending
- \$30.4 billion in wages and salaries
- \$6.2 billion in state and local tax revenue

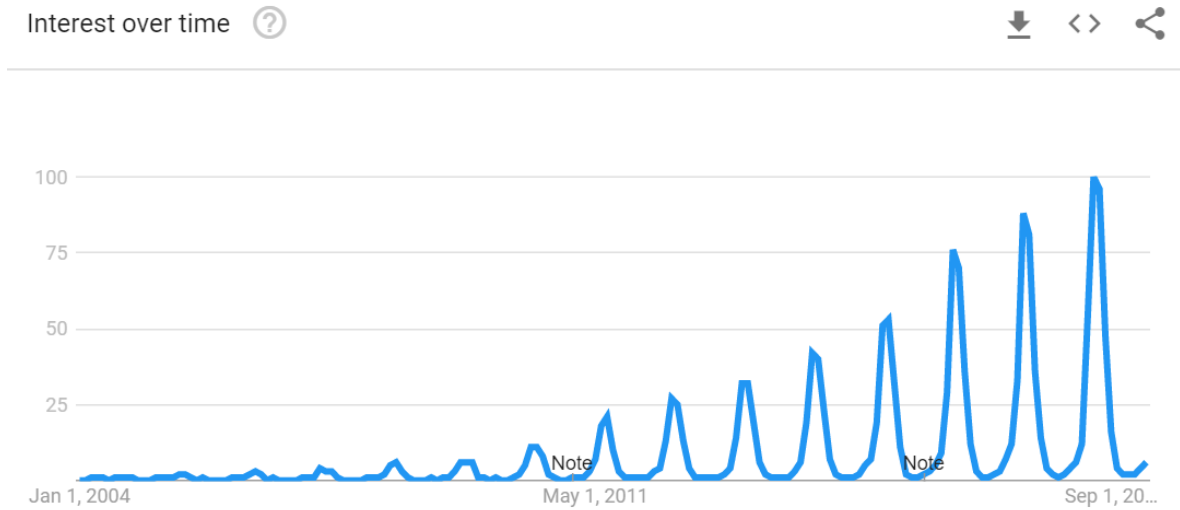
Splash pads

Splash pads, or spray grounds, have seen enormous growth in popularity over the past decade. Simply looking at search terms over time (from 2004 to present), Google Trends show that more people are searching for this amenity.

¹⁶ Nathan, Suzanne, September 2018. "Giving Seniors a 'Lyft'" National Recreation and Park Association. Accessed September 2019. <https://www.nrpa.org/parks-recreation-magazine/2018/September/giving-seniors-a-lyft/>

¹⁷ Outdoor Industry Association, Accessed January 2020: <https://outdoorindustry.org/>

Figure 39: “Splash pad” (Google trends)



The popularity of splash pads is geographical, and is more common in the west. According to a feature article in *Recreation Management* magazine from June 2016, “A Look at Trends in Aquatic Facilities,” splash play areas were least common in the Northeast; only 31.9 percent of responding agencies had this amenity, compared to 55.8 percent of those in the West.¹⁸ Urban areas are more likely to have splash play areas than rural areas. Compared to a traditional aquatic facility, splash pads typically incur lower maintenance costs, less programming, and lower staffing costs. Over a third of survey respondents said that that plan to add splash pads to their list of features.

Example of A Nature Splash Pad



Changing Technology in Parks & Recreation

Administrative

Technology has moved at a rapid pace in the 21st century, impacting all areas of business operations. It has required agencies to consider effective ways of incorporating technology into the everyday workflow. There are several questions that can empower agencies to keep up with administrative trends and become an agent of change:¹⁹

1. How will your agency innovate and adapt? Consider developing a digital transformation strategy to keep up with technology trends.
2. What information from your facilities, programs, and services can be collected and utilized for decision making? This data can assist with anticipating the needs of your community.
3. How can you educate yourself and your team to have more knowledge and skills as technology evolves? Continuous education for both personal and professional development can level up your agency.

¹⁸ Aquatics: A Look at Trends in Aquatic Facilities, *Recreation Management*, June 2016
<http://recmanagement.com/feature/201606fe03/1>

¹⁹ <https://www.nrpa.org/parks-recreation-magazine/2019/february/the-digital-transformation-of-parks-and-rec/>

4. In what ways can your operations be streamlined? Develop a list of processes that could be improved through new systems.
5. How can you help your staff to see the value in technology? Be a leader that embraces change.
6. How can your agency increase your online presence? A marketing plan should be used to enhance public perception and increase participation in programs and services.

Parks

Technology can be integrated into the design of parks. The SMART Parks Toolkit, developed by UCLA Luskin, provides in-depth tactical strategies for achieving equitable access, energy efficiencies, and effective operations. A full list of technologies can be found in the guide, but a shortened list to provide a high-level overview is below.²⁰

Table 8: Emerging Technologies in Parks

Category	Technology
Landscape	<ul style="list-style-type: none"> • Automatic lawn mowers • Near-infrared photography • Green roofs • Green walls • Air-pruning plant containers • Vibrating pollinators
Irrigation	<ul style="list-style-type: none"> • Smart water controllers • Low-pressure and rotating sprinklers • Subsurface drip irrigation • Smart water metering • Graywater recycling
Stormwater	<ul style="list-style-type: none"> • Engineered soils • Underground storage basins • Drones • Rainwater harvesting
Hardscape	<ul style="list-style-type: none"> • Cross-laminated timber • Pervious paving • Piezoelectric energy-harvesting tiles • Self-healing concrete • Photocatalytic titanium dioxide coating • Transparent concrete • Daylight fluorescent aggregate • Carbon upcycled concrete
Activity Spaces	<ul style="list-style-type: none"> • Interactive play structures • High-performance track surfaces • Pool ozonation • Energy-generating exercise equipment • Outdoor DJ booths • Hard-surfacing testing equipment

²⁰ <https://innovation.luskin.ucla.edu/sites/default/files/ParksWeb020218.pdf>

Urban Furniture and Amenities	<ul style="list-style-type: none"> • Smart Benches • Solar Shade structures • Solar powered trash compactors • Restroom occupancy sensors • Smart water fountains • Digital signs • Automatic bicycle and pedestrian counters
Lighting	<ul style="list-style-type: none"> • Motion-activated sensors • LEDs and fiber optics as art • Off-grid light fixtures • Digital additions to LED fixtures • Lighting shields
Digiscapes	<ul style="list-style-type: none"> • Wi-Fi • Geographic Information Systems (GIS) • Application Software (Apps) • Sensor Networks and the Internet of Things

Source: SMART Parks Toolkit, UCLA Luskin

Marketing

Digital marketing trends are changing rapidly, and many parks and recreation agencies may struggle to understand how to incorporate these new strategies. While it is helpful to have a pulse on any changes in the marketing realm, agencies should primarily focus on improving the customer service experience, and the rest will follow. Consider how a new resident would navigate your website, sign up for a class, or visit a park. Taking the perspective of your patrons will provide valuable insight to improve your marketing efforts.

In addition, consider the following platforms and how to best implement some of the following trends:

- **Brand:** A brand should be reflective of the “personality” of the agency. A brand strategy can help tie together all elements of an agency that are visible to the public, including uniforms, signage, website graphics, and social media.
- **Social Media:** An agency’s social media accounts should inform and entertain, but the primary purpose should be as an engagement tool. Effective social media strategies incorporate interaction with their audience and show an “behind-the-scenes” look at an agency’s operations. Instagram stories, Twitter polls, and live videos on Facebook are all examples of interactive content designed to engage an audience. Influencer marketing, which relies on partnerships with well-known social media accounts, provides additional opportunities for agencies to extend their reach beyond their typical audience.
- **Website:** An agency’s website should be mobile-friendly, utilize best practices for search engine optimization (SEO), and be oriented to reach an agency’s conversion goals. Conversion goals are objectives that an agency sets based on an action that they want visitors to take. Common conversion goals for parks and recreation agencies might include program registrations, membership sign-ups, or downloads of online recreation guides. An agency should set goals based on its overall operations objectives.
- **Application Software:** Many agencies develop apps (either in-house or through a third-party developer) that is entirely accessible from mobile devices. The purpose of these varies, but they



can be used for residents to report maintenance issues, create interactive activities through Augmented Reality (AR), or find parks through online Geographic Information Systems (GIS). Agencies need to consider the upfront and ongoing resources that it takes to develop and maintain this type of system.

Trails and Pathways

A connected system of trails increases the level of physical activity in a community, according to the Trails for Health initiative of the (CDC).²¹ Trails can provide a wide variety of opportunities for being physically active, such as walking/running/hiking, rollerblading, wheelchair recreation, bicycling, cross-country skiing and snowshoeing, fishing, hunting, and horseback riding. Recognizing that active use of trails for positive health outcomes is an excellent way to encourage people to adopt healthy lifestyle changes. American Trails has launched a “Health and Trails” resource section in its website: www.americantrails.org/resources/benefits/ as a resource for people to access information about the many benefits trails provide.

The health benefits are equally as high for trails in urban neighborhoods as for those in state or national parks. A trail in the neighborhood, creating a “linear park,” makes it easier for people to incorporate exercise into their daily routines, whether for recreation or non-motorized transportation. Urban trails need to connect people to places they want to go, such as schools, transit centers, businesses, and neighborhoods.²²

For trail-related recreation activities such as hiking, bicycling, and running, the 2016 “Outdoor Recreation Topline Report” indicates a positive three-year uptick in participation of trail running, running/jogging, hiking, mountain biking, and BMX biking, as shown in **Table 9**. Additionally, participation in trail running and BMX biking is up significantly over the recent three-year period.

Table 9: Cycling and Trail Recreation Participation by Activity (Ages 6+)

	2013	2014	2015	3 Year Average Change
BMX Bicycling	2,168	2,350	2,690	7.5%
Bicycling (Mountain/Non-Paved Surface)	8,542	8,044	8,316	2.8%
Bicycling (Road/Paved Surface)	40,888	39,725	38,280	-0.8%
Hiking (Day)	34,378	36,222	37,232	2.6%
Running/Jogging	51,127	49,408	48,496	-2.3%
Trail Running	6,792	7,531	8,139	10.7%

Source: 2016 Outdoor Recreation Participation Topline Report

²¹ “Guide to Community Preventive Services” Centers for Disease Control and Prevention (CDC), <http://www.thecommunityguide.org/index.html>

²² “Health Community: What you should know about trail building,” National Trails Training Partnership: Health and Fitness, <http://www.americantrails.org/resources/health/healthcombuild.html>, accessed 2019.

Other Cycling Trends

- Bicycle touring is becoming a fast-growing trend around the world, including the United States and Canada. “Travelers are seeking out bike tours to stay active, minimize environmental impact, and experience diverse landscapes and cityscapes at a closer level.”²³
- Urban bike tours, popular in cycle-friendly cities in Europe, are taking hold in the United States as well. Bikes and Hikes LA, an eco-friendly bike and hike sightseeing company founded in September 2010, offers visitors the opportunity to, “see the city’s great outdoors while getting a good workout.” In New York, a hotel and a bike store partnered to offer guests cruisers to explore the city during the summer of 2014.²⁴
- One of the newest trends in adventure cycling is “fat bike,” multiple speed bikes that are made to ride where other bikes can’t be ridden, with tires that are up to 5 inches wide run at low pressure for extra traction. Most fat bikes are used to ride on snow, but they are also very effective for riding on any loose surface like sand or mud. They also work well on most rough terrain or just riding through the woods. This bike offers unique opportunities to experience nature in ways that would not otherwise be possible.²⁵
- Electric Assist Bikes, or e-bikes, are becoming commonplace on both paved and non-paved surfaces. For commuters, this option allows for a quick, convenient, and environment-friendly method of transportation. Speeds vary based on the types of E-Bikes, which is typically broken down into two classes:
 - Class 1 e-bikes provide electrical assistance only while the rider is pedaling. Electrical assistance stops when the bicycle reaches 20 mph.
 - Class 2 e-bikes provide electrical assistance regardless if the rider is pedaling or not. Electrical assistance stops when the bicycle reaches 20 mph.
- Agencies around the country are working to proactively regulate E-Bikes on their trails and greenways. Federally, E-bikes are classified as motorized vehicles which designates them to be used specifically on motorized trails, which includes the Bureau of Land Management (BLM) and National Forest (USFS) lands. Statewide, there are also regulations which should be considered at a local level in regards to allowing electrical assisted bicycles on bike paths, pedestrian paths and multi-purpose trails. Agencies such as Boulder County in Colorado are implementing pilot programs to test the potential of e-bikes on trails and the impact that they have to the environment, other trail users, and wildlife.²⁶

Therapeutic Recreation

The Americans with Disabilities Act of 1990 (ADA) established that persons with disabilities have the right to the same access to parks and recreation facilities and programming as those without disabilities. In 2004, The National Council on Disability (NCD) issued a comprehensive report, “Livable Communities for Adults with Disabilities.”²⁷ This report identified six elements for improving the quality of life for all citizens, including children, youth, and adults with disabilities. The six elements are:

²³ Hope Nardini, “Bike Tourism a Rising Trend,” *Ethic Traveler*, <http://www.ethicaltraveler.org/2012/08/bike-tourism-a-rising-trend/>, accessed March 2014

²⁴ Michelle Baran, “New Trend: Urban Bike Tours in Los Angeles and New York,” *Budget Travel Blog*, <http://www.budgettravel.com/blog/new-trend-urban-bike-tours-in-los-angeles-and-new-york,11772/>, accessed March 2014

²⁵ Steven Pease, “Fat Bikes, How to Get the Most Out of Winter Cycling,” *Minnesota Cycling Examiner*, <http://www.examiner.com/article/fat-bikes-the-latest-trend-adventure-cycling>, February 1, 2014.

²⁶ “E-bikes on Open Space,” Boulder County, <https://www.bouldercounty.org/open-space/management/e-bikes/>, Accessed December 28, 2018

²⁷ National Council on Disability, *Livable Communities for Adults with Disabilities*, December 2004, <http://www.ncd.gov/publications/2004/12022004>.

1. Provide affordable, appropriate, accessible housing
2. Ensure accessible, affordable, reliable, safe transportation
3. Adjust the physical environment for inclusiveness and accessibility
4. Provide work, volunteer, and education opportunities
5. Ensure access to key health and support services
6. Encourage participation in civic, cultural, social, and recreational activities

Therapeutic Services bring two forms of services for persons with disabilities into play, specific programming and inclusion services. Individuals with disabilities need not only functional skills, but to have physical and social environments in the community that are receptive to them and accommodating individual needs. Inclusion allows individuals to determine their own interests and follow them.



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APPENDIX C - CITIZEN SURVEY REPORT

Desert Recreation District 2019 Citizen Survey Results for Cathedral City

Introduction and Methodology

This report is focused on the feedback and key findings from residents of Cathedral City compared to the overall results of the Desert Recreation District. The primary approach used to survey Cathedral City residents was a telephone survey supplemented with an open link web survey and targeted intercept surveys at select events and local community centers.

Results for Cathedral City are based on 375 completed surveys with local residents vs. 3,171 total surveys for the District. Margin of error for Cathedral City results is +/- 5 percent. Underlying data from the surveys are weighted by age and ethnicity to ensure appropriate representation of residents across different demographic cohorts in the sample.

Cathedral City surveys included unique questions to gauge support for a new Community Center and overall satisfaction with existing parks in the city. Sample size for these questions is relatively small (84 respondents) so results should be interpreted with caution.



Desert Recreation District 2019 Citizen Survey

Cathedral City



Key Findings

There is strong support for a new Community Center

· Eighty-four percent of respondents would probably or definitely support a new Community Center in Cathedral City. Fewer residents (59%) would likely use the facility but users still represent a clear majority of residents.

Parks, paths, water play areas and playgrounds are top priorities

· Cathedral City residents rated additions and/or improvements to parks, paths, playgrounds and spraygrounds as most important with 50 percent or more ranking them as “high priority.”

Picnic areas, recreation programs and an outdoor leisure pool also rated highly with residents

· These three options were rated “high priority” by just under 50 percent of respondents in Cathedral City.

Funding new facilities is a challenge

· There is far less support for increasing property taxes to fund any new facility. Almost three quarters of Cathedral City respondents (73%) are not in favor of raising taxes more than \$50 annually.

Residents are satisfied with current parks in Cathedral City

· Most Residents (58%) are satisfied with the existing park facilities available to them in the community. Just six percent are not all satisfied.

Niche sports are not community priorities

· Disc golf, pickleball, bocce ball, BMX and target sports are viewed as low priorities by more than half of respondents.

Cathedral City residents are less familiar with DRD amenities

· Local residents were more likely to report low awareness of DRD facilities and rated DRD communications lower than respondents from the overall district. There is likely a need to improve communication and outreach efforts in Cathedral City.





Desert Recreation District 2019 Citizen Survey

Cathedral City



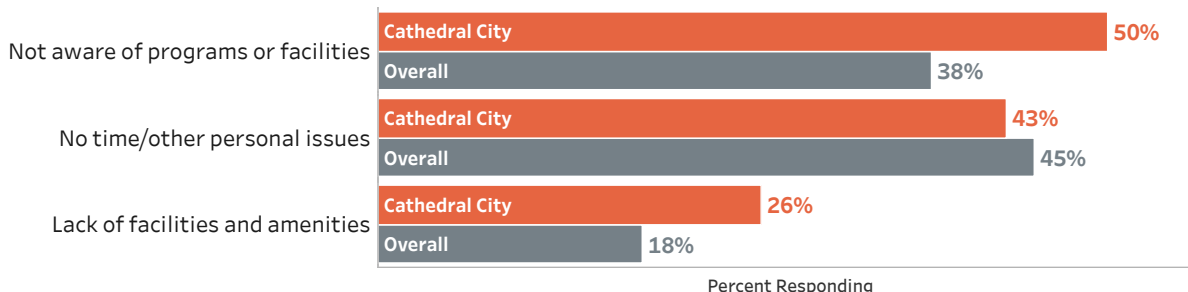
Key Demographics



Top 3 Barriers to Participation

Among all Desert Recreation District respondents, lack of time and low awareness are the primary reasons residents do not utilize offerings as much as they would like. The following figure shows the top three barriers to participation for Cathedral City respondents as compared to the overall and highlights opportunities for enhancing community awareness of offerings.

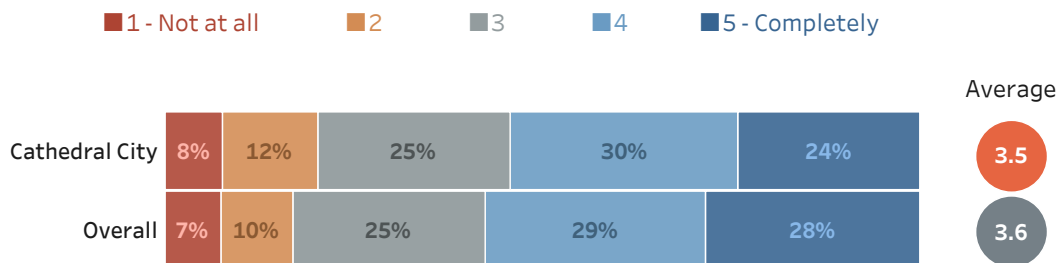
"What are the reasons why you or members of your household do not use Desert Recreation District or your city's recreation programs or facilities as frequently as you would like? Please select all that apply."



How Well Are Needs Being Met?

Overall, DRD is doing a good job of meeting the needs of residents with the majority of respondents (57%) very or completely satisfied with District facilities and amenities. Just 17 percent were unsatisfied. Results from Cathedral City are presented below alongside the overall for comparison.

"How well are your needs being met by the parks and recreation facilities and amenities you typically use?"



Desert Recreation District 2019 Citizen Survey

Cathedral City



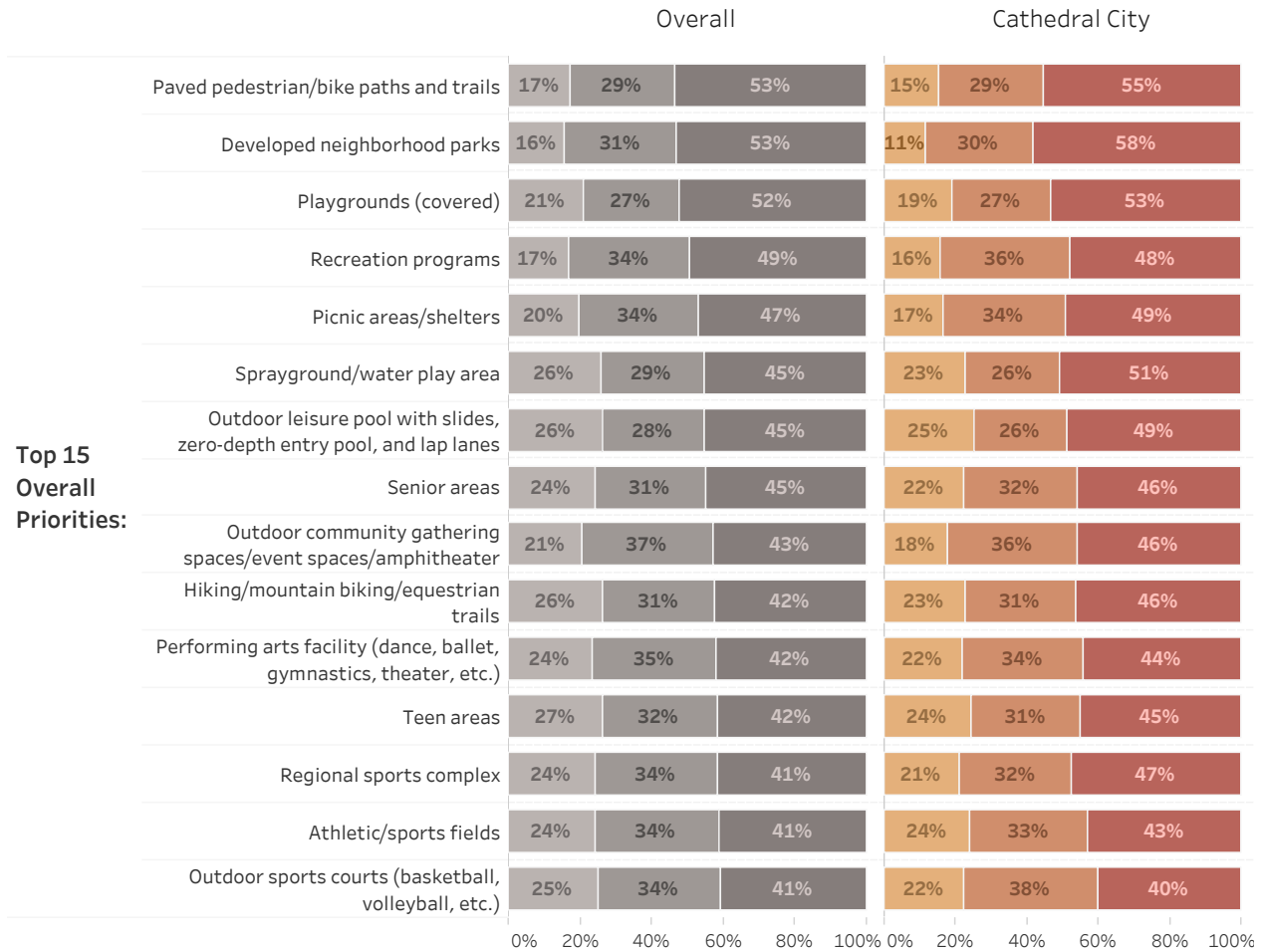
Items to be Added, Expanded, or Improved | Overall vs. Cathedral City

Additional trails and paths along with neighborhood parks and playgrounds were most frequently cited as “high” priorities for all Desert Recreation District respondents. More recreational programs and picnic areas also scored above 80 percent as either medium or high priorities. The following figure shows the top 15 priorities for all Desert Recreation District respondents as measured by the percent responding “High Priority.” Results from Cathedral City respondents are included for comparison.

“How would you / your household rate the priority level of each item from the following list as items to be added, expanded, or improved in your community? Please indicate if each item is a low, medium, or high priority.”

Cathedral City: ■ Low Priority ■ Medium Priority ■ High Priority

Overall: ■ Low Priority ■ Medium Priority ■ High Priority





Desert Recreation District 2019 Citizen Survey

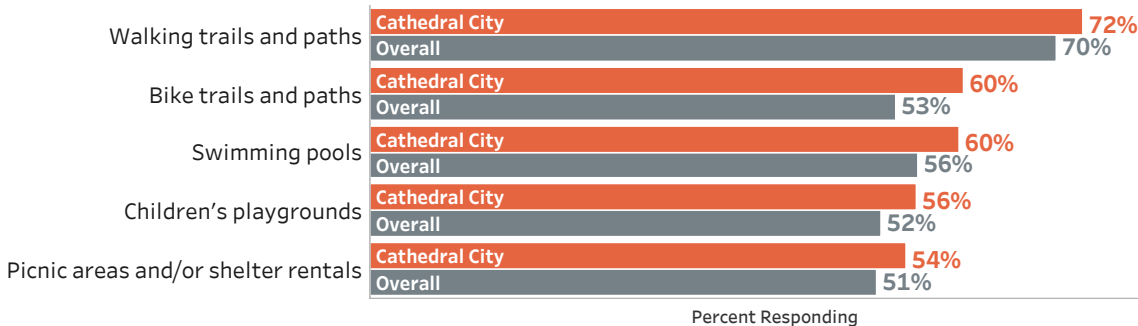
Cathedral City



Current Facility/Amenity Usage: Top 5

Districtwide, trails and paths are the dominant choice of residents when asked what they currently use or need. Walking trails, swimming pools, bike trails and paths are also highly rated. The top five recreation activities/facilities among Cathedral City respondents are as follows:

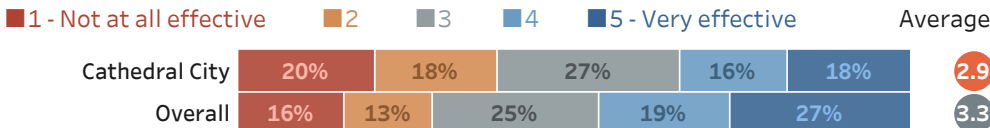
"Do you or members of your household use, participate in, or have a need for any of the following recreation activities or facilities? Please select all that apply."



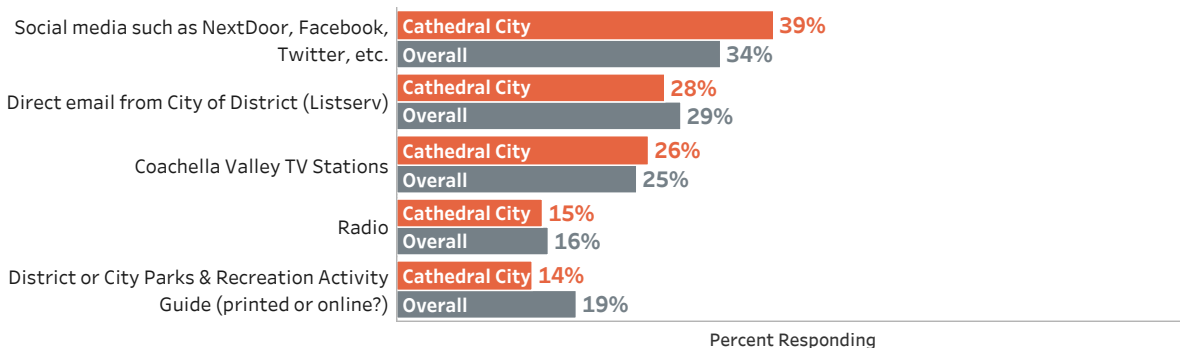
Communications: Effectiveness and Top 5 Sources of Information

Responses indicate that DRD is generally effective with its communications; however, there are opportunities to increase awareness. The figures below show ratings of communication effectiveness, as well as the top methods of receiving communications.

"How effective is the Desert Recreation District or your city at reaching you with information about parks and recreation facilities, services, and programs?"



"Recognizing there is a cost to communicating with you, how can we best reach you? Please select up to two items from the list."



Desert Recreation District 2019 Citizen Survey

City/Agency Findings: Cathedral City



Dedicated Community Center in Cathedral City:

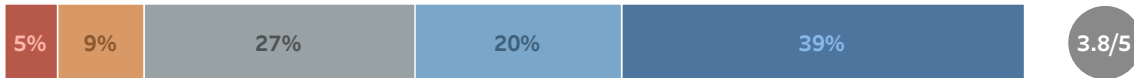
"To what extent, if any, would you support the development of a dedicated community center in Cathedral City?"

■ 1 - Definitely not support ■ 2 - Probably not support ■ 3 - Neutral ■ 4 - Probably support ■ 5 - Definitely support Average



"How likely would you and household be to use this type of facility?"

■ 1 - Not at all likely ■ 2 ■ 3 ■ 4 ■ 5 - Extremely Likely Average



Satisfaction with Parks in Cathedral City:

"How satisfied have you and your household been with the parks in Cathedral City?"

■ 1 - Not at all satisfied ■ 2 ■ 3 ■ 4 ■ 5 - Very satisfied Average



Desert Recreation District 2019 Citizen Survey Results for Coachella

Introduction and Methodology

This report is focused on the feedback and key findings from residents of Coachella compared to the overall results of the Desert Recreation District.

The primary approach used to survey Coachella residents was a telephone survey supplemented with an open link web survey and targeted intercept surveys at select events and local community centers within Coachella.

Results for Coachella are based on 263 completed surveys with local residents vs. 3,171 total surveys for the District. Margin of error for Coachella results is +/- 6 percent.

Underlying data from the surveys are weighted by age and ethnicity to ensure appropriate representation of residents across different demographic cohorts in the sample.

Coachella surveys included unique questions to measure:

- 1) Support in the community for a new dog park
- 2) The impact of limited transportation access, if any, on utilization of Coachella Government facilities

The sample size for these questions is relatively small (72 respondents). While the survey methods are statistically valid, results for these city-specific questions should be interpreted with caution.



Desert Recreation District 2019 Citizen Survey

Coachella



Key Findings

Transportation challenges do not appear to be a barrier to using City-owned assets in Coachella.

·Eighty-two percent of respondents reported that lack of transportation has a minor or no impact on their ability to use Coachella Government facilities such as City Hall, Coachella Library, Bagdouma Park Community Center, or City Parks. Just five percent said it has a major impact.

Coachella resident demographics are unique

·Households are younger, more likely to have children and lower income than averages in the broader District.
·Ninety-eight percent of Coachella residents report Hispanic/Latino origins vs. 57 percent of the broader District.

Coachella is extremely enthusiastic about more DRD facilities.

·Coachella residents rated 14 of 29 potential improvements as high priorities – more than any other jurisdiction.
·Five options ranked as high priorities by more than 60 percent of respondents.

Playgrounds are the top choice with neighborhood parks, recreation programs and picnic areas close behind.

·Two thirds of residents ranked playgrounds as a high priority.
·These findings are consistent with the younger demographics and prevalence of households with children living at home.

A new dog park has support consistent with dog ownership.

·Thirty-seven percent of residents would be extremely likely to use a new dog park which parallels national dog ownership estimates (36% of U.S. households).

Funding new facilities is a challenge

·There is far less support for increasing property taxes to fund any new facility. Eighty-seven percent of Coachella respondents are not in favor of raising taxes more than \$50 annually to fund new amenities.

Increased fees would impact Coachella users more than other areas.

·Fifty-four percent of Coachella respondents report there would be at least some impact from higher fees on their facility usage. This is significantly higher than the District as a whole (40%). This is consistent with lower household incomes in Coachella than the District average.





Desert Recreation District 2019 Citizen Survey

Coachella



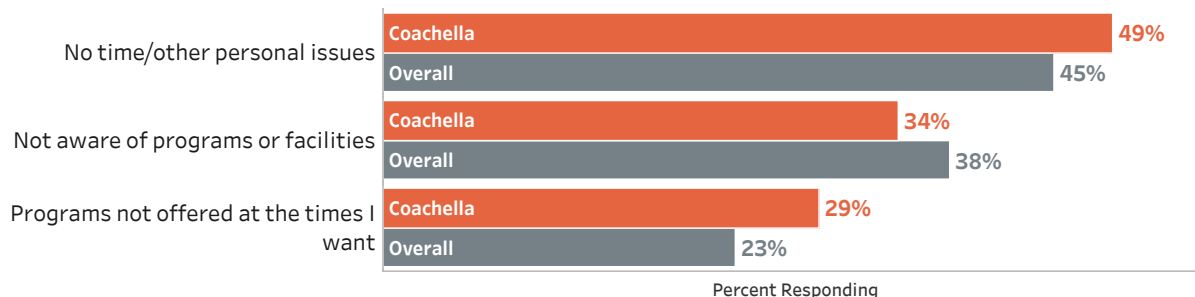
Key Demographics



Top 3 Barriers to Participation

Among all Desert Recreation District respondents, lack of time and low awareness are the primary reasons residents do not utilize offerings as much as they would like. The following figure shows the top three barriers to participation for Coachella respondents as compared to the overall and highlights opportunities for enhancing community awareness of offerings.

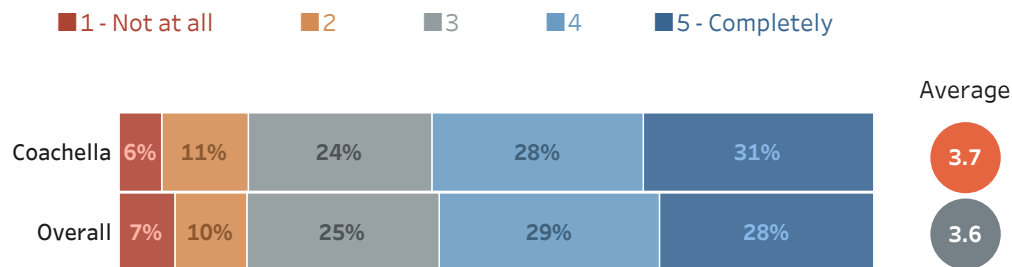
"What are the reasons why you or members of your household do not use Desert Recreation District or your city's recreation programs or facilities as frequently as you would like? Please select all that apply."



How Well Are Needs Being Met?

Overall, DRD is doing a good job of meeting the needs of residents with the majority of respondents (57%) very or completely satisfied with District facilities and amenities. Just 17 percent were unsatisfied. Results from Coachella are presented below alongside the overall for comparison.

"How well are your needs being met by the parks and recreation facilities and amenities you typically use?"



Desert Recreation District 2019 Citizen Survey

Coachella

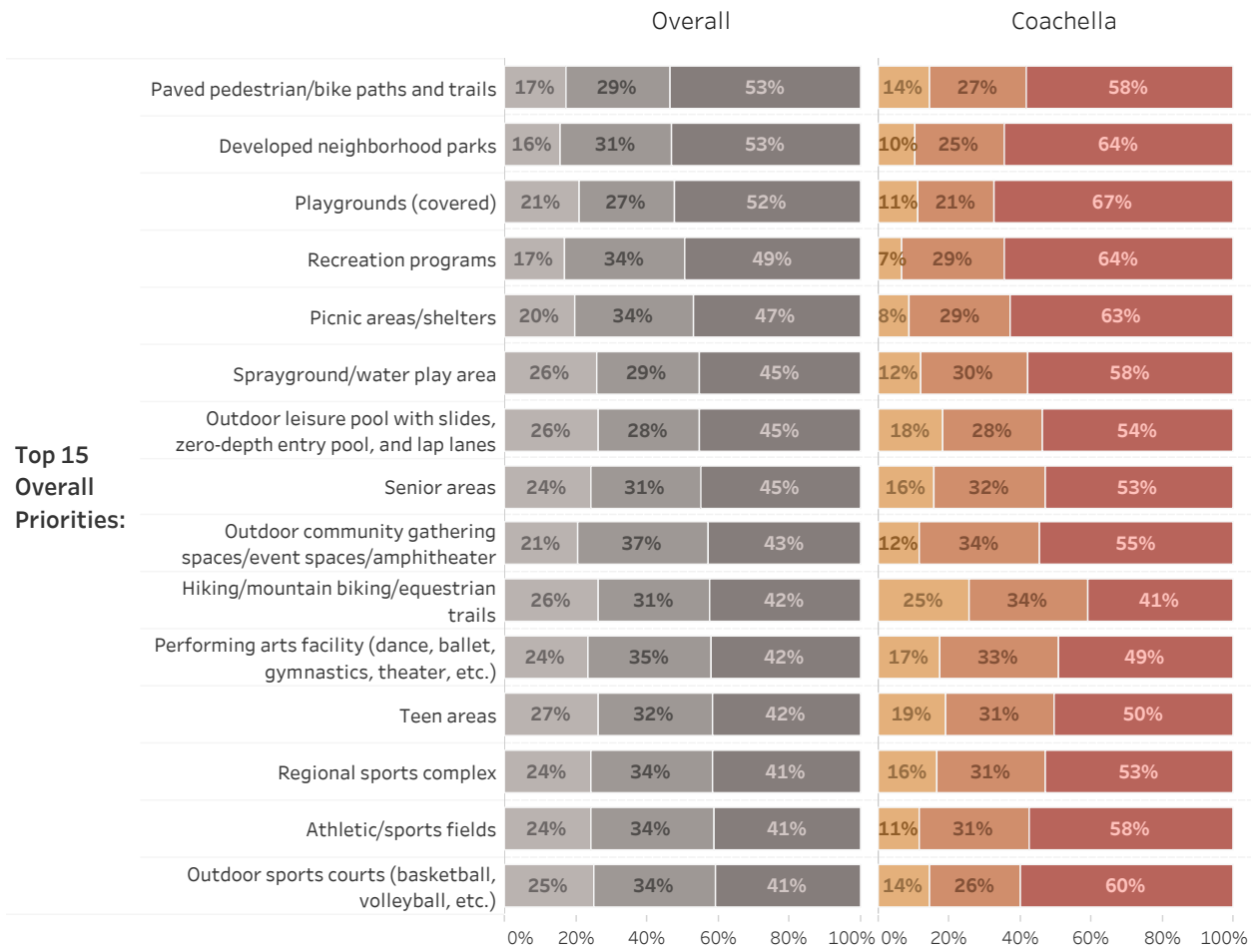


Items to be Added, Expanded, or Improved | Overall vs. Coachella

Additional trails and paths along with neighborhood parks and playgrounds were most frequently cited as “high” priorities for all Desert Recreation District respondents. More recreational programs and picnic areas also scored above 80 percent as either medium or high priorities. The following figure shows the top 15 priorities for all Desert Recreation District respondents as measured by the percent responding “High Priority.” Results from Coachella respondents are included for comparison.

“How would you / your household rate the priority level of each item from the following list as items to be added, expanded, or improved in your community? Please indicate if each item is a low, medium, or high priority.”

Coachella: ■ Low Priority ■ Medium Priority ■ High Priority
 Overall: ■ Low Priority ■ Medium Priority ■ High Priority





Desert Recreation District 2019 Citizen Survey

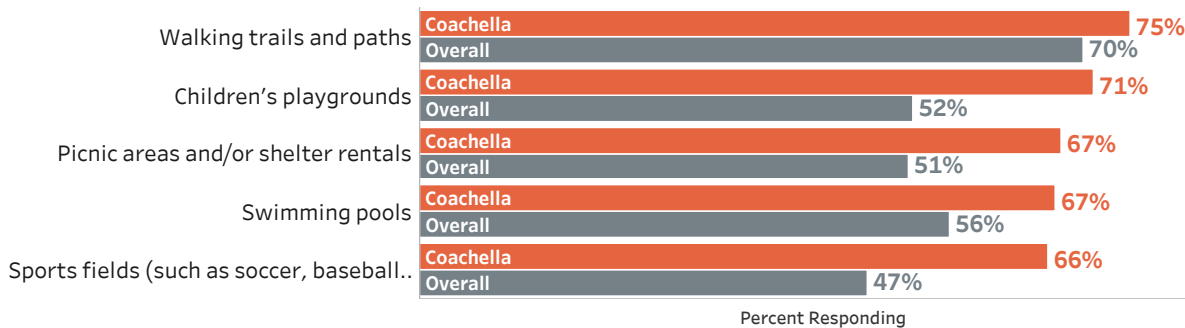
Coachella



Current Facility/Amenity Usage: Top 5

Districtwide, trails and paths are the dominant choice of residents when asked what they currently use or need. Walking trails, swimming pools, bike trails and paths are also highly rated. The top five recreation activities/facilities among Coachella respondents are as follows:

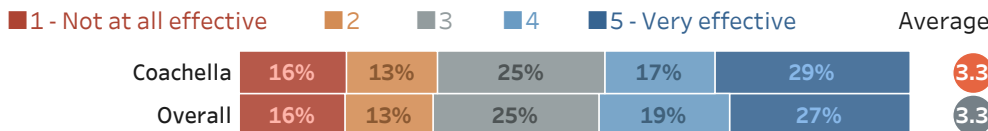
"Do you or members of your household use, participate in, or have a need for any of the following recreation activities or facilities? Please select all that apply."



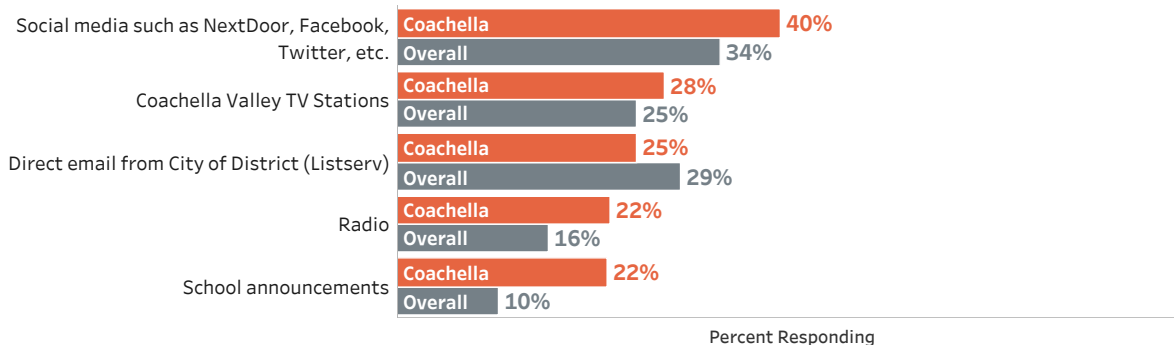
Communications: Effectiveness and Top 5 Sources of Information

Responses indicate that DRD is generally effective with its communications; however, there are opportunities to increase awareness. The figures below show ratings of communication effectiveness, as well as the top methods of receiving communications.

"How effective is the Desert Recreation District or your city at reaching you with information about parks and recreation facilities, services, and programs?"



"Recognizing there is a cost to communicating with you, how can we best reach you? Please select up to two items from the list."



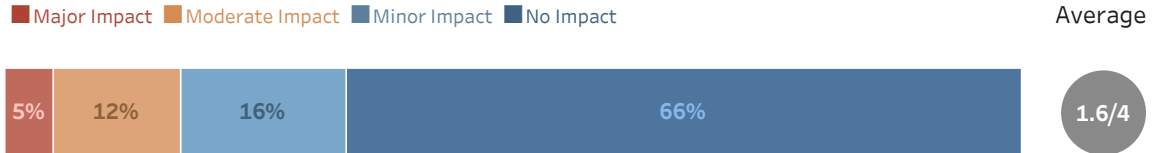
Desert Recreation District 2019 Citizen Survey

City/Agency Findings: Coachella



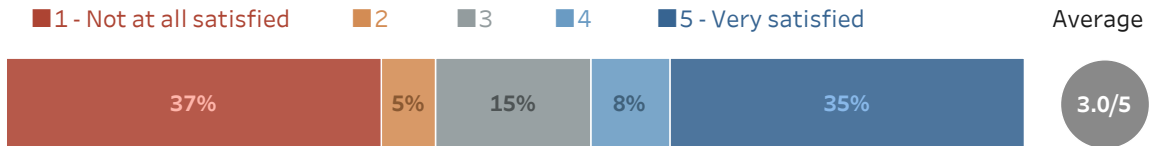
Impact of Lack of Transportation in Coachella:

"To what extent does lack of transportation impact you or your household in being able to access government facilities such as City Hall, Coachella Library, Bagdouma Park Community Center, or City Parks?"



Likelihood to Use Dog Park:

"The City of Coachella is considering developing a dog park. If developed, how likely would you and your household be to use the dog park?"



Desert Recreation District 2019 Citizen Survey Results for Indian Wells

Introduction and Methodology

This report is focused on the feedback and key findings from residents of Indian Wells compared to the overall results of the Desert Recreation District.

The primary approach used to survey Indian Wells residents was a telephone survey supplemented with an open link web survey and targeted intercept surveys.

Results for Indian Wells are based on 75 completed surveys with local residents vs. 3,171 total surveys for the District. Margin of error for Indian Wells results is +/- 11.3 percent.

Underlying data from the surveys are weighted by age and ethnicity to ensure appropriate representation of residents across different demographic cohorts in the sample.

The sample size for Indian Wells is relatively small (75 respondents). While the survey methods are statistically valid and a larger sample would likely yield a consistent outcome, results for Indian Wells should be interpreted with a degree of caution.



Desert Recreation District 2019 Citizen Survey

Indian Wells



Key Findings

Indian Wells demographics set the community apart from the broader District.

- Fifty-five percent report household incomes greater than \$100,000.
- Just four percent report Latino/Hispanic heritage vs. 57 percent of the District.
- Sixty-three percent of respondents are age 65+ vs. just 25 percent of the overall DRD.

New DRD facilities are less of a priority in Indian Wells

- No options were rated as high priority by 50 percent or more of respondents.
- This relative indifference to new facilities likely results from higher incomes and access to private recreational facilities provided by HOAs and private clubs.

Hiking trails and paved paths are the top priorities by far

- Forty-two percent and 40 percent respectively ranked these items as high priorities.
- No other potential improvements rated as high priorities by 40 percent of residents.
- Sixty-five percent currently use walking paths and 42 percent are current users of bicycle trails and paths.

Playgrounds, sports fields, spraygrounds, courts, etc. were far lower priorities in Indian Wells.

- This reflects an older demographic and smaller households without children.

Residents have plenty of time but choose options other than DRD facilities for recreation.

- Indian Wells respondents were twice as likely (40% vs. 21%) to choose “other providers” for recreation than the broader DRD.
- They were also less likely to name “lack of time” as a reason for not using DRD amenities more often (28% vs. 45%).

DRD messaging is not reaching Indian Wells as effectively as other communities.

- Thirty-nine percent of residents say communications are ineffective vs. 29 percent of overall DRD respondents.

Direct emails from DRD or the City is the communication method of choice.

- Fifty-four percent prefer this method vs. 34 percent for the rest of the District.





Desert Recreation District 2019 Citizen Survey

Indian Wells



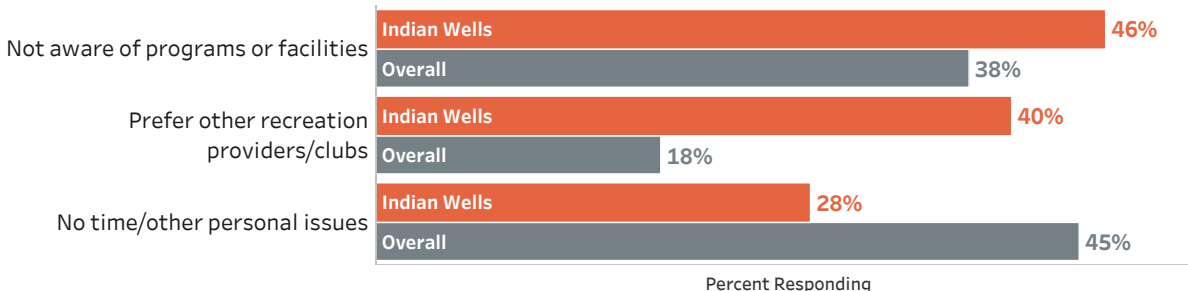
Key Demographics



Top 3 Barriers to Participation

Among all Desert Recreation District respondents, lack of time and low awareness are the primary reasons residents do not utilize offerings as much as they would like. The following figure shows the top three barriers to participation for Indian Wells respondents as compared to the overall and highlights opportunities for enhancing community awareness of offerings.

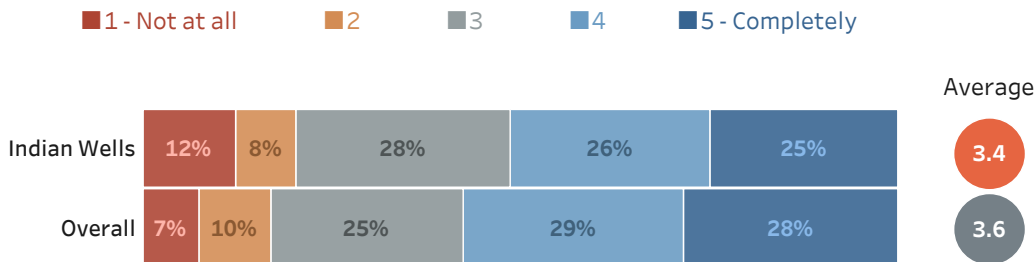
"What are the reasons why you or members of your household do not use Desert Recreation District or your city's recreation programs or facilities as frequently as you would like? Please select all that apply."



How Well Are Needs Being Met?

Overall, DRD is doing a good job of meeting the needs of residents with the majority of respondents (57%) very or completely satisfied with District facilities and amenities. Just 17 percent were unsatisfied. Results from Indian Wells are presented below alongside the overall for comparison.

"How well are your needs being met by the parks and recreation facilities and amenities you typically use?"



Desert Recreation District 2019 Citizen Survey

Indian Wells

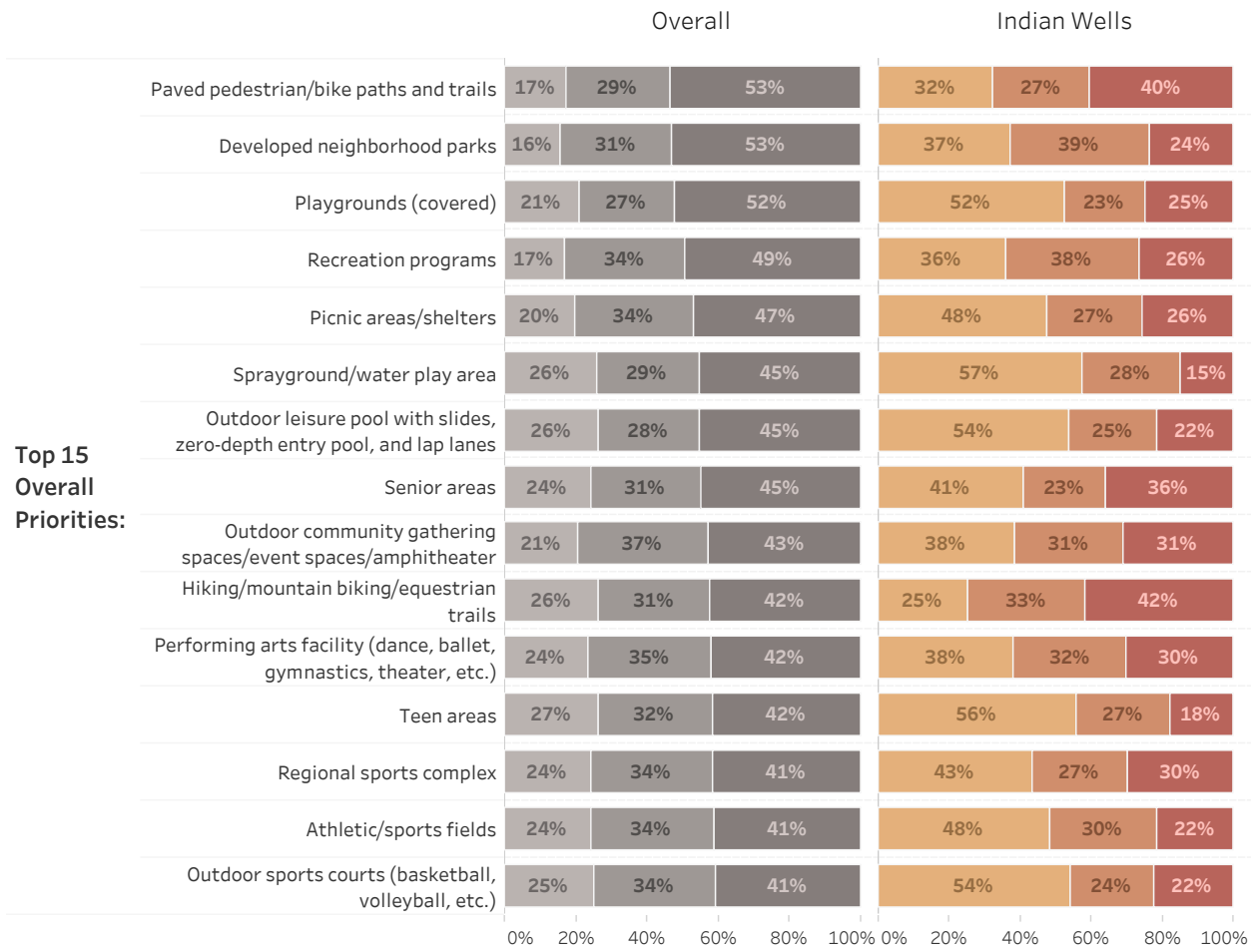


Items to be Added, Expanded, or Improved | Overall vs. Indian Wells

Additional trails and paths along with neighborhood parks and playgrounds were most frequently cited as “high” priorities for all Desert Recreation District respondents. More recreational programs and picnic areas also scored above 80 percent as either medium or high priorities. The following figure shows the top 15 priorities for all Desert Recreation District respondents as measured by the percent responding “High Priority.” Results from Indian Wells respondents are included for comparison.

“How would you / your household rate the priority level of each item from the following list as items to be added, expanded, or improved in your community? Please indicate if each item is a low, medium, or high priority.”

Indian Wells: ■ Low Priority ■ Medium Priority ■ High Priority
 Overall: ■ Low Priority ■ Medium Priority ■ High Priority





Desert Recreation District 2019 Citizen Survey

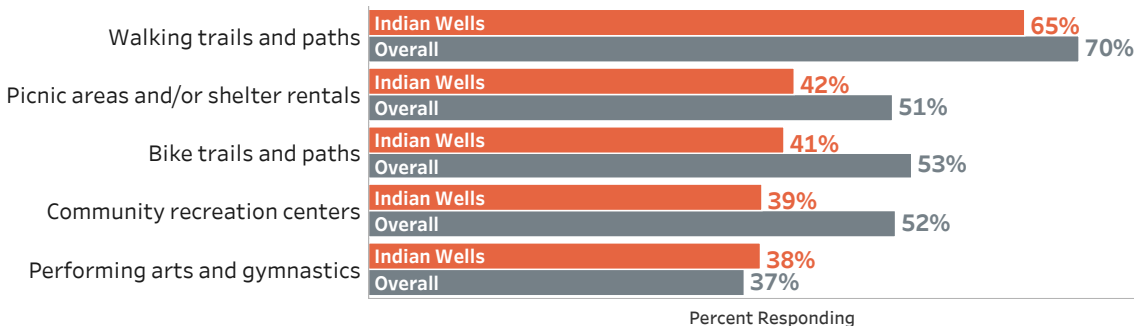
Indian Wells



Current Facility/Amenity Usage: Top 5

Districtwide, trails and paths are the dominant choice of residents when asked what they currently use or need. Walking trails, swimming pools, bike trails and paths are also highly rated. The top five recreation activities/facilities among Indian Wells respondents are as follows:

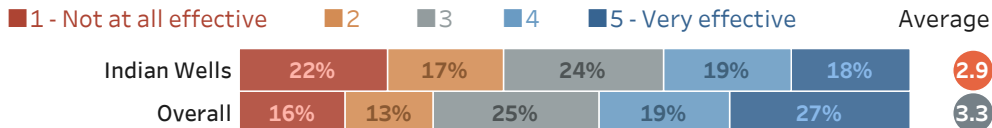
"Do you or members of your household use, participate in, or have a need for any of the following recreation activities or facilities? Please select all that apply."



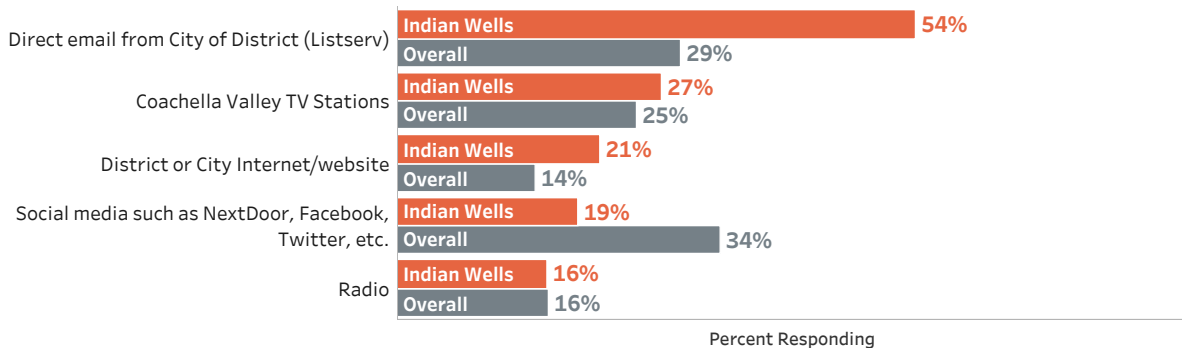
Communications: Effectiveness and Top 5 Sources of Information

Responses indicate that DRD is generally effective with its communications; however, there are opportunities to increase awareness. The figures below show ratings of communication effectiveness, as well as the top methods of receiving communications.

"How effective is the Desert Recreation District or your city at reaching you with information about parks and recreation facilities, services, and programs?"



"Recognizing there is a cost to communicating with you, how can we best reach you? Please select up to two items from the list."



Desert Recreation District 2019 Citizen Survey Results for Indio

Introduction and Methodology

This report is focused on the feedback and key findings from residents of Indio compared to the overall results of the Desert Recreation District.

The primary approach used to survey Indio residents was a telephone survey supplemented with an open link web survey and targeted intercept surveys.

Results for Indio are based on 640 completed surveys with local residents vs. 3,171 total surveys for the District. Margin of error for Indio results is +/- 3.8 percent.

Underlying data from the surveys are weighted by age and ethnicity to ensure appropriate representation of residents across different demographic cohorts in the sample.

The sample size for Indio is robust and statistically valid. Results can be interpreted with a high degree of confidence.

In addition to the District-wide questions, Indio residents were probed about their level of support for two potential new facilities:

- A new gymnastics and performing arts center
- A new aquatics facility

Sample sizes for these city-specific questions are significantly smaller than the broader survey and should be interpreted with some degree of caution.





Desert Recreation District 2019 Citizen Survey Indio



Key Findings

Representing more than one-quarter of the population in DRD, Indio demographics are relatively consistent with the overall District profile.

- Households are slightly younger and larger.
- Latino/Hispanic origins are 11 percentage points higher than the DRD overall.
- Home ownership and HH income tracks very closely with the overall District.

Playgrounds, parks and paths are top priorities for Indio residents.

- All of these were rated high priorities by 55 percent or more of respondents.

Recreation programs, picnic areas, spraygrounds and outdoor leisure pool were close behind with 50 percent or more calling them high priority.

Eleven additional options rated as high priority by 40 percent or more residents of Indio shows a solid second tier of priorities.

There is strong support for a new gymnastics and performing arts facility.

- Seventy-nine percent support this project and just 12 percent would definitely or probably not support.
- Fifty-six percent would use it and 29 percent are not likely to take advantage of it.

Predictably, there is not much support for new taxes to fund the center.

- Two thirds of respondents say they would not be willing to pay more than \$25 annually in new taxes.

There is also strong support for a new aquatics facility in Indio.

- Seventy-five percent are likely or very likely to support.
- Just 13 percent would be unlikely get behind it.

Desert Recreation District 2019 Citizen Survey

Indio



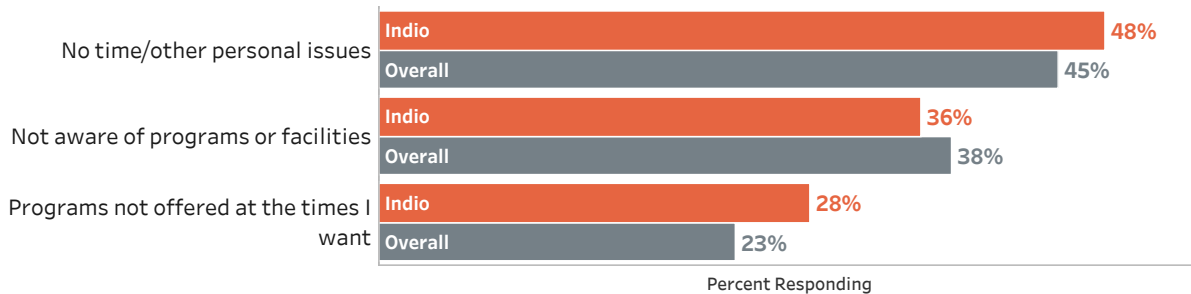
Key Demographics



Top 3 Barriers to Participation

Among all Desert Recreation District respondents, lack of time and low awareness are the primary reasons residents do not utilize offerings as much as they would like. The following figure shows the top three barriers to participation for Indio respondents as compared to the overall and highlights opportunities for enhancing community awareness of offerings.

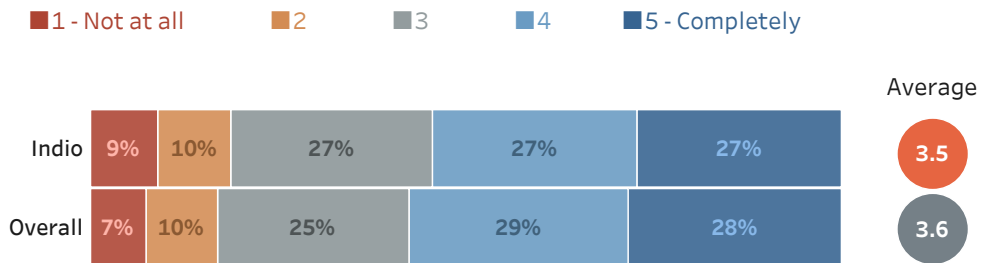
"What are the reasons why you or members of your household do not use Desert Recreation District or your city's recreation programs or facilities as frequently as you would like? Please select all that apply."



How Well Are Needs Being Met?

Overall, DRD is doing a good job of meeting the needs of residents with the majority of respondents (57%) very or completely satisfied with District facilities and amenities. Just 17 percent were unsatisfied. Results from Indio are presented below alongside the overall for comparison.

"How well are your needs being met by the parks and recreation facilities and amenities you typically use?"





Desert Recreation District 2019 Citizen Survey

Indio

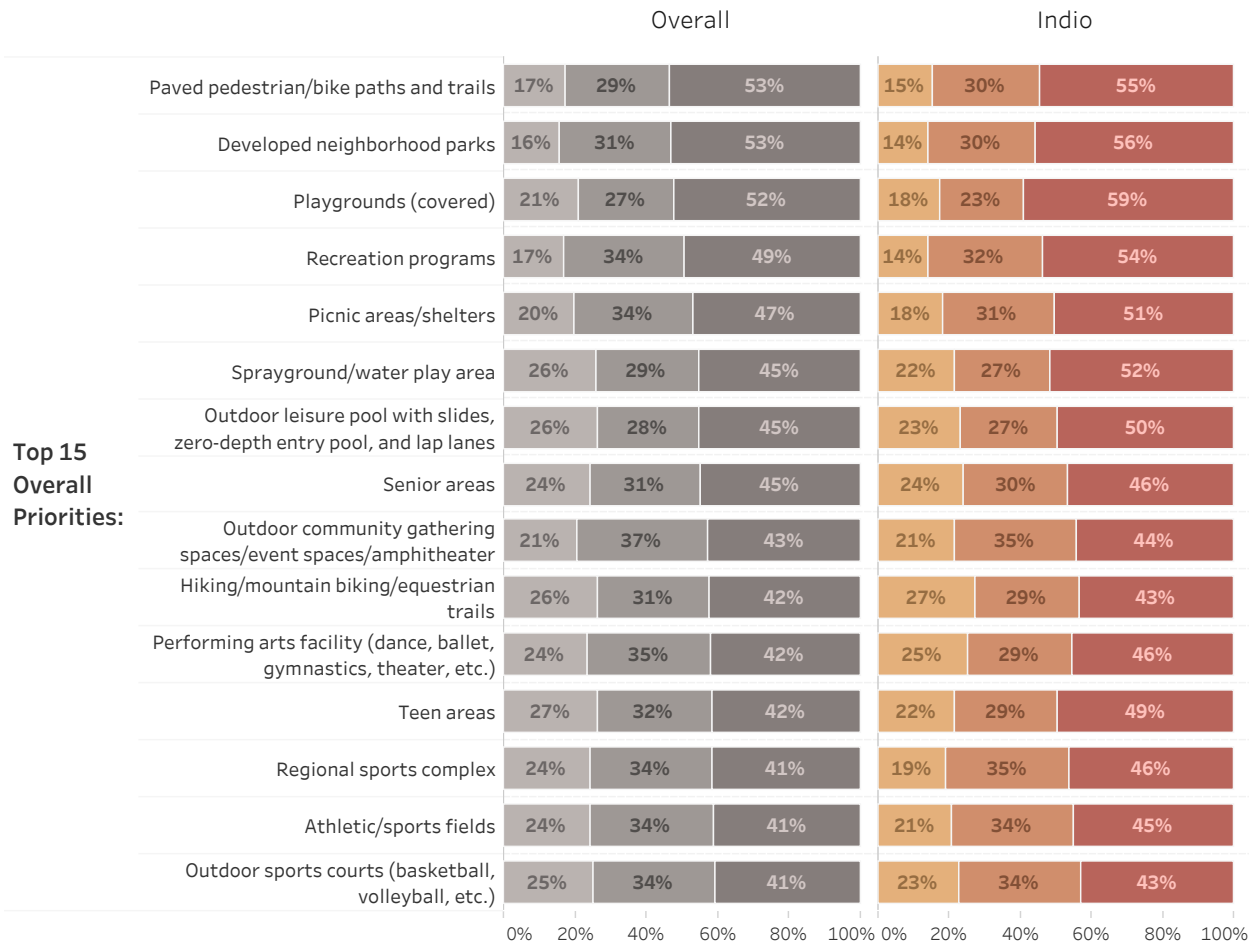


Items to be Added, Expanded, or Improved | Overall vs. Indio

Additional trails and paths along with neighborhood parks and playgrounds were most frequently cited as “high” priorities for all Desert Recreation District respondents. More recreational programs and picnic areas also scored above 80 percent as either medium or high priorities. The following figure shows the top 15 priorities for all Desert Recreation District respondents as measured by the percent responding “High Priority.” Results from Indio respondents are included for comparison.

“How would you / your household rate the priority level of each item from the following list as items to be added, expanded, or improved in your community? Please indicate if each item is a low, medium, or high priority.”

Indio: ■ Low Priority ■ Medium Priority ■ High Priority
 Overall: ■ Low Priority ■ Medium Priority ■ High Priority



Desert Recreation District 2019 Citizen Survey

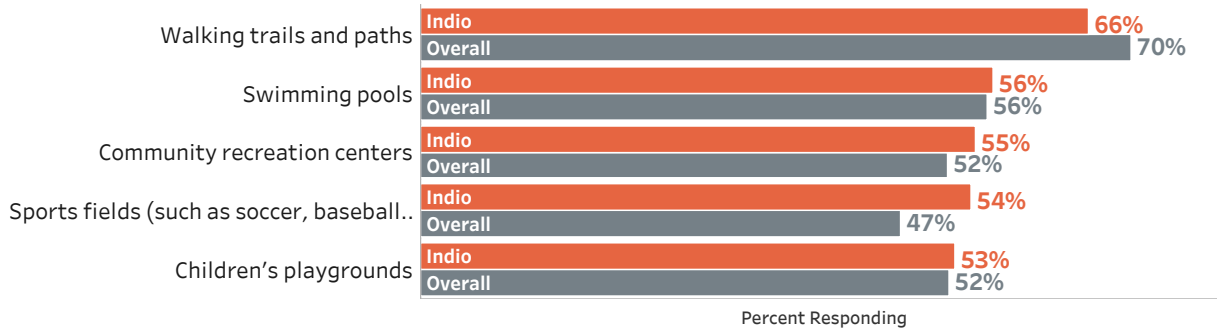
Indio



Current Facility/Amenity Usage: Top 5

Districtwide, trails and paths are the dominant choice of residents when asked what they currently use or need. Walking trails, swimming pools, bike trails and paths are also highly rated. The top five recreation activities/facilities among Indio respondents are as follows:

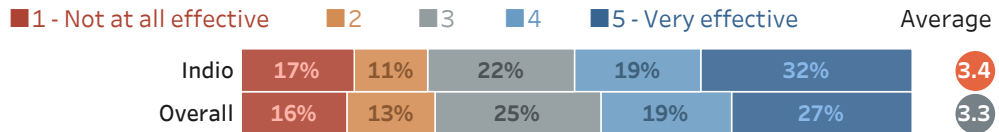
"Do you or members of your household use, participate in, or have a need for any of the following recreation activities or facilities? Please select all that apply."



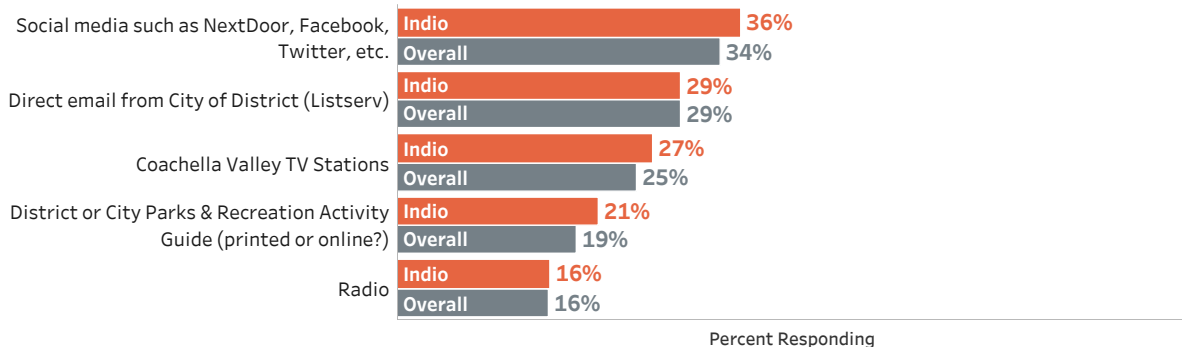
Communications: Effectiveness and Top 5 Sources of Information

Responses indicate that DRD is generally effective with its communications; however, there are opportunities to increase awareness. The figures below show ratings of communication effectiveness, as well as the top methods of receiving communications.

"How effective is the Desert Recreation District or your city at reaching you with information about parks and recreation facilities, services, and programs?"



"Recognizing there is a cost to communicating with you, how can we best reach you? Please select up to two items from the list."





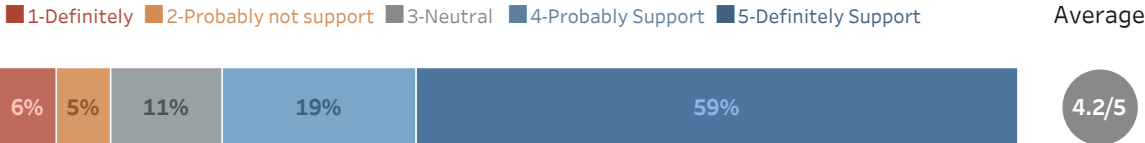
Desert Recreation District 2019 Citizen Survey

City/Agency Findings: Indio



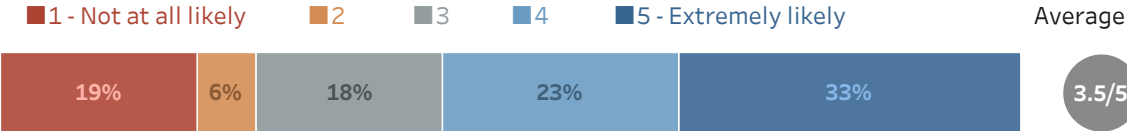
Support for New Gymnastics and Performing Arts Facility

"The City of Indio is considering developing a new gymnastics and performing arts facility. To what extent, if any, would you support the development of this type of facility?"



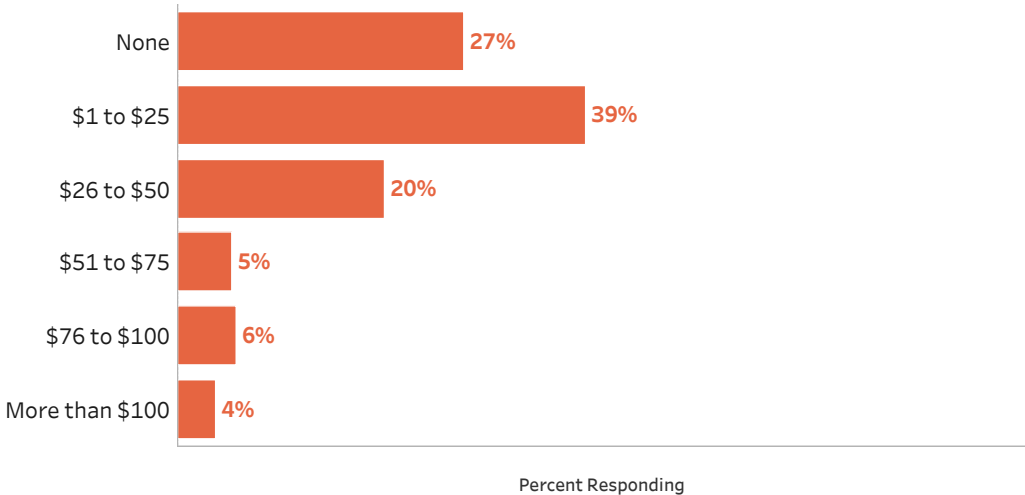
Likelihood to Use New Gymnastics and Performing Arts Facility

"If developed, how likely would you and your household be to use this type of facility?"



Willingness to Pay Additional Property Taxes to Support Gymnastics and Performing Arts Facility

"How much additional property tax would you be willing to pay annually to support the construction and maintenance of a new gymnastics and performing arts facility?"



Desert Recreation District 2019 Citizen Survey

City/Agency Findings: Indio



Support for New Aquatics Facility

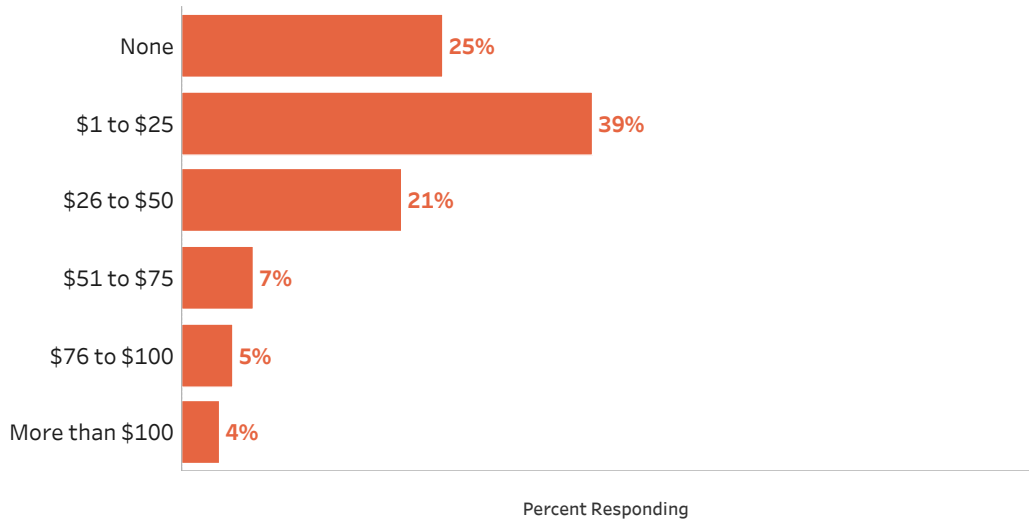
"To what extent do you and your household support the construction of a new aquatics facility?"

1-Definitely not support 2-Probably not support 3-Neutral 4-Probably Support 5-Definitely Support Avg. 4.1/5



Willingness to Pay Additional Property Taxes to Support Aquatics Facility

"How much additional property tax would you be willing to pay annually to support the construction and maintenance of a new aquatics facility?"





Desert Recreation District 2019 Citizen Survey Results for La Quinta

Introduction and Methodology

This report is focused on the feedback and key findings from residents of La Quinta compared to the overall results of the Desert Recreation District.

The primary approach used to survey La Quinta residents was a telephone survey supplemented with an open link web survey and targeted intercept surveys.

Results for La Quinta are based on 499 completed surveys with local residents vs. 3,171 total surveys for the District. Margin of error for La Quinta results is +/- 4.3 percent.

Underlying data from the surveys are weighted by age and ethnicity to ensure appropriate representation of residents across different demographic cohorts in the sample.

The sample size for La Quinta is robust and statistically valid. Results can be interpreted with a relatively high degree of confidence.



Desert Recreation District 2019 Citizen Survey

La Quinta



Key Findings

Households in La Quinta are slightly smaller, older and more affluent.

- Residents are less likely to have children at home.
- The percentage of Latino/Hispanic respondents is much smaller than the overall DRD – 35 percent vs. 57 percent.
- Household incomes are higher than the average across the District but not as dramatically higher as Indian Wells and Rancho Mirage.

Only paved pedestrian/bike paths were selected by 50 percent of La Quinta respondents as a high priority.

- Usage of both walking and bike paths by La Quinta residents is measurably higher than the overall District.

Parks, playgrounds and hiking trails are second-tier priorities, selected by more than 40 percent as high priority needs.

- No other improvements hit 40 percent.
- Across the board, La Quinta residents gave lower priority to potential new DRD offerings.

Consistent with the broader District, La Quinta residents are not eager for more property taxes to fund improvements.

- Fifty-five percent would not support an increase of more than \$25 annually.

Tolerance for higher fees tracks very closely with the district

- Seventy-two percent agree higher fees would have minimal or no impact on their usage of DRD programs and facilities.

La Quinta residents give DRD a slightly higher score on communications than overall District residents.

- Fifty percent rate information sources as effective or very effective vs. 46 percent for the overall District.

Digital media ranks as the preferred method of communication.

- Consistent with the overall District, social media and emails rank as top choices.
- Television is sharply less popular in La Quinta with 16 percent listing local TV vs. 25 percent of the overall District.





La Quinta



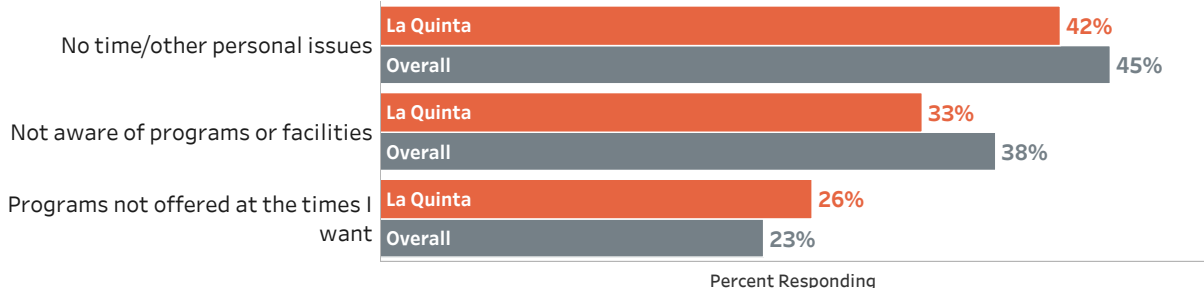
Key Demographics



Top 3 Barriers to Participation

Among all Desert Recreation District respondents, lack of time and low awareness are the primary reasons residents do not utilize offerings as much as they would like. The following figure shows the top three barriers to participation for La Quinta respondents as compared to the overall and highlights opportunities for enhancing community awareness of offerings.

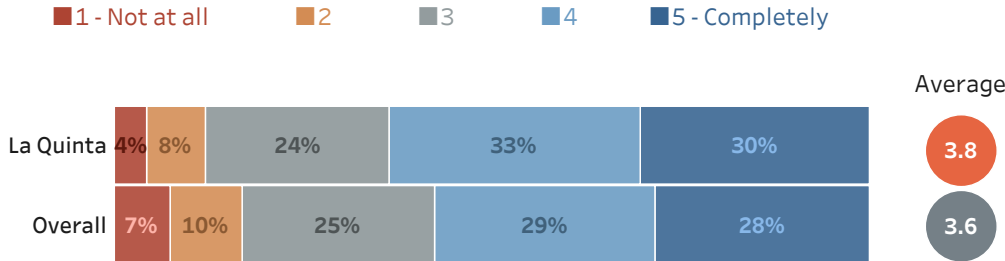
"What are the reasons why you or members of your household do not use Desert Recreation District or your city's recreation programs or facilities as frequently as you would like? Please select all that apply."



How Well Are Needs Being Met?

Overall, DRD is doing a good job of meeting the needs of residents with the majority of respondents (57%) very or completely satisfied with District facilities and amenities. Just 17 percent were unsatisfied. Results from La Quinta are presented below alongside the overall for comparison.

"How well are your needs being met by the parks and recreation facilities and amenities you typically use?"



Desert Recreation District 2019 Citizen Survey

La Quinta

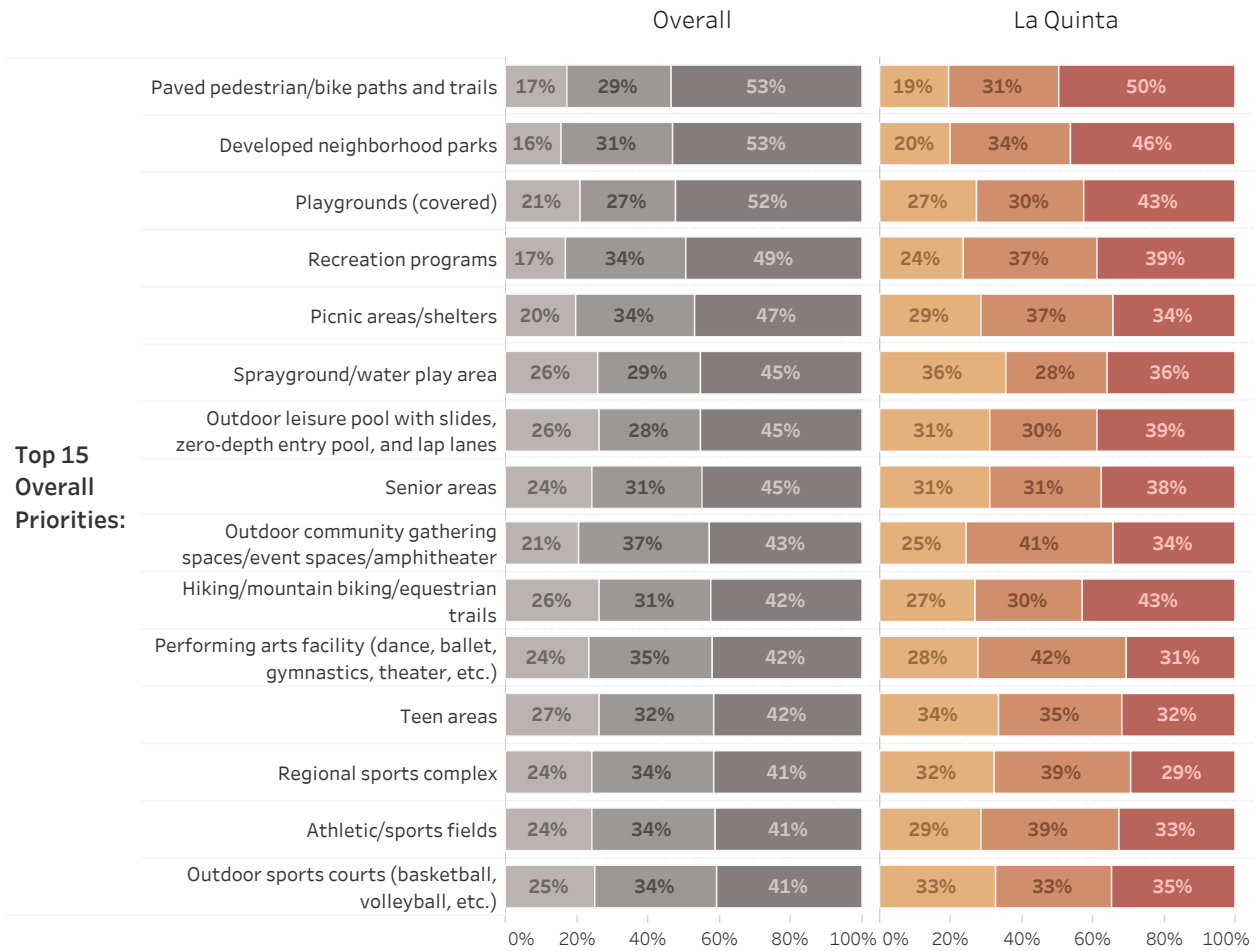


Items to be Added, Expanded, or Improved | Overall vs. La Quinta

Additional trails and paths along with neighborhood parks and playgrounds were most frequently cited as “high” priorities for all Desert Recreation District respondents. More recreational programs and picnic areas also scored above 80 percent as either medium or high priorities. The following figure shows the top 15 priorities for all Desert Recreation District respondents as measured by the percent responding “High Priority.” Results from La Quinta respondents are included for comparison.

“How would you / your household rate the priority level of each item from the following list as items to be added, expanded, or improved in your community? Please indicate if each item is a low, medium, or high priority.”

La Quinta: ■ Low Priority ■ Medium Priority ■ High Priority
 Overall: ■ Low Priority ■ Medium Priority ■ High Priority





Desert Recreation District 2019 Citizen Survey

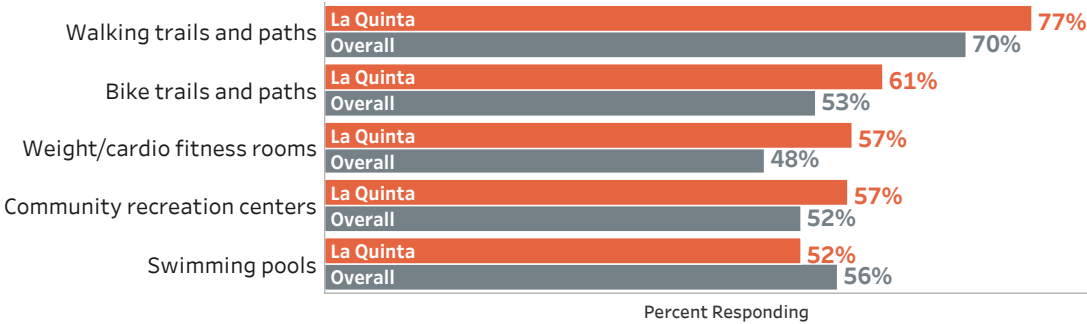
La Quinta



Current Facility/Amenity Usage: Top 5

Districtwide, trails and paths are the dominant choice of residents when asked what they currently use or need. Walking trails, swimming pools, bike trails and paths are also highly rated. The top five recreation activities/facilities among La Quinta respondents are as follows:

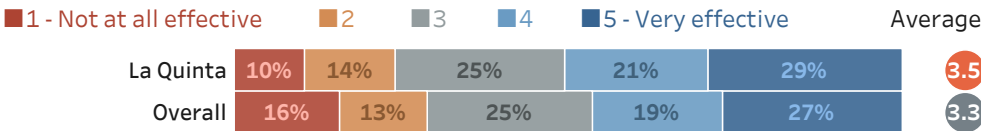
"Do you or members of your household use, participate in, or have a need for any of the following recreation activities or facilities? Please select all that apply."



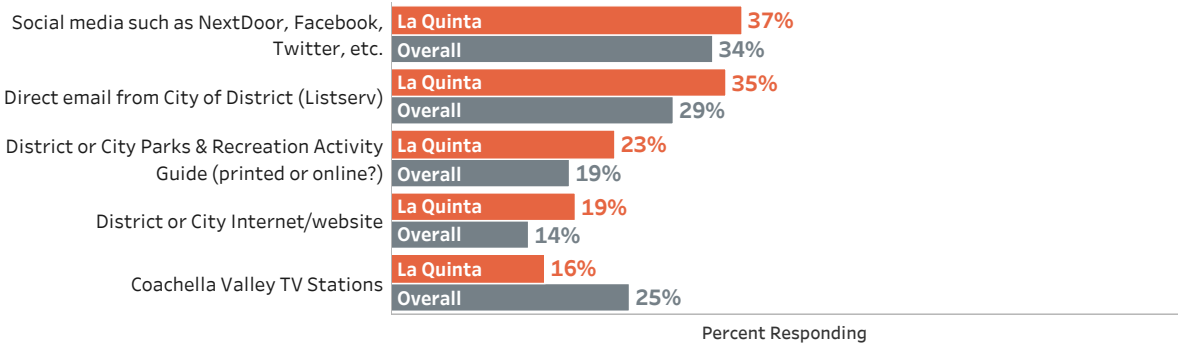
Communications: Effectiveness and Top 5 Sources of Information

Responses indicate that DRD is generally effective with its communications; however, there are opportunities to increase awareness. The figures below show ratings of communication effectiveness, as well as the top methods of receiving communications.

"How effective is the Desert Recreation District or your city at reaching you with information about parks and recreation facilities, services, and programs?"



"Recognizing there is a cost to communicating with you, how can we best reach you? Please select up to two items from the list."



Desert Recreation District 2019 Citizen Survey Summary of Results - Overall

Introduction and Methodology

This report is focused on the feedback and key findings from residents of the Desert Recreation District.

The primary approach used to survey DRD residents was a telephone survey supplemented with an open link web survey and targeted intercept surveys at select events and local community centers.

Results are based on 3,171 total surveys for the district. The margin of error is +/- 1.6 percent.

Underlying data from the surveys are weighted by age and ethnicity to ensure appropriate representation of residents across different demographic cohorts in the sample.



Desert Recreation District 2019 Citizen Survey

Overall



Key Findings

Unique demographics contribute to key differences among District communities.

- Careful evaluation of community specific survey results is important and will provide valuable insights into how priorities for current and future DRD facilities and programs vary by city, age, income, etc.

Trails and paths are a top priority for residents within the DRD.

- Walking is the most frequently cited activity by residents but bicycling is also popular. Paved trails for both uses ranked near the top of the list for desired expansion. Multi-use trails linking points of interest would likely be well received and highly utilized. La Quinta residents were most likely to use trails with 77 percent reporting a need for them. Unincorporated areas rated them lowest but still high with 57 percent usage among respondents.

Neighborhood parks also received strong support among residents.

- Though ratings varied among cities, overall 84 percent of respondents cited parks as a high or medium priority. As the valley continues its rapid growth, especially in the eastern communities, DRD should consider the popularity of neighborhood parks as new developments are planned. The District may also consider proactively designing new parks with the secondary capability to serve as venues for community festivals, concerts etc.

The Desert Recreation District enjoys a solid reputation among Coachella Valley residents.

- Overall, DRD and the individual cities are perceived as doing a good job of meeting resident needs with 57 percent rating performance at four or five on a five point scale. The top reason for not utilizing programs and facilities is lack of time or other personal issues.

Residents are relatively well informed about programs and facilities.

- Nearly 70 percent of respondents are somewhat to “very” familiar with parks and recreation amenities provided by DRD and their individual communities. The more affluent cities of Rancho Mirage and Indian Wells cited the lowest awareness of DRD. This likely reflects the relatively high number of private facilities and programs available to residents in those communities.

Support for some popular amenities varies widely by city.

- More than 50 percent of DRD residents said they use swimming pools, playgrounds, recreation centers and picnic areas but usage varies greatly. These amenities were most popular in cities with younger demographics and lower incomes and were weakest in more affluent areas. For example, 71 percent of respondents from Coachella cited playgrounds and just 18 percent of Indian Wells residents cited them.

Desert Recreation District 2019 Citizen Survey

Overall



Key Findings Continued

There are opportunities to improve communication to residents.

- Twenty-nine percent rated communications on parks and recreation offerings below average. Desert residents mirror national trends in their growing preference for receiving information digitally via social media and email/list serve channels. Traditional media such as radio and newspaper rate low as preferences for communication.

Community events ranked high on the list of programming that residents use and enjoy.

- The popularity of events such as festivals and concerts may present an opportunity for DRD to encourage more local event promoters to utilize District parks as venues. Also, as noted earlier, future parks should be designed to accommodate community events as a secondary use behind general recreation activities.

New facilities are popular with District residents but new taxes are not.

- From performing arts facilities to dog parks, residents are very supportive of creating new amenities across the district. However, they are not in favor of increasing property taxes to fund them. Most respondents were unwilling to absorb more than a \$25 annual increase.

Most residents who use facilities and programs are willing to pay higher fees with minimal impact on usage.

- While specific amounts were not probed, nearly three quarters of respondents indicated that higher fees would have minimal or no impact on their usage of DRD programs and facilities. This may present an opportunity to fund new programs with fees that more accurately reflect the true cost of providing them.





Desert Recreation District 2019 Citizen Survey

Overall



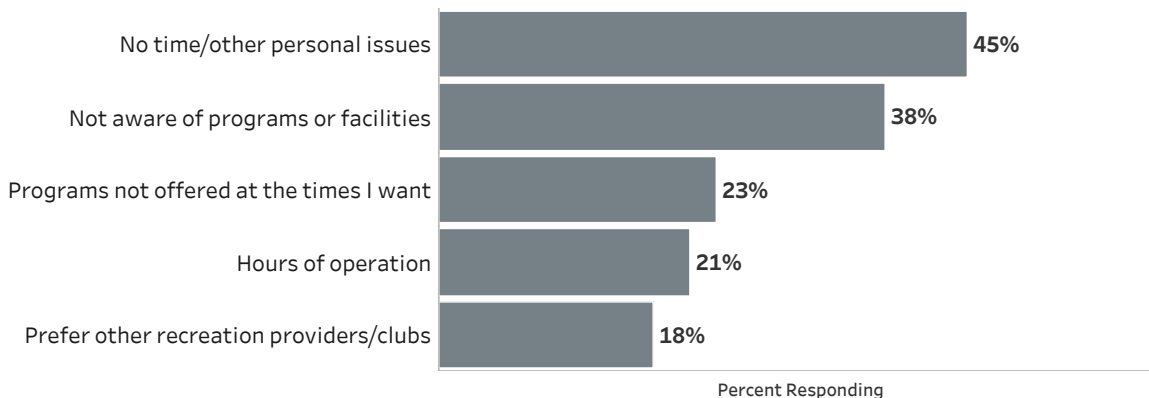
Key Demographics



Top 5 Barriers to Participation

Among all Desert Recreation District respondents, lack of time and low awareness are the primary reasons residents do not utilize offerings as much as they would like.

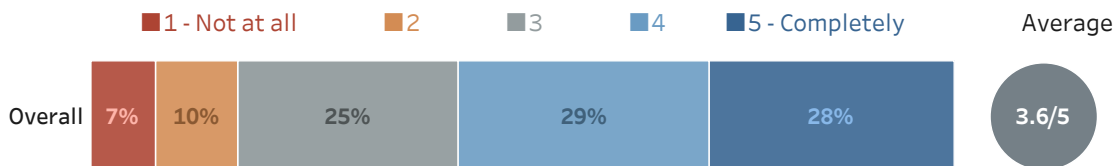
"What are the reasons why you or members of your household do not use Desert Recreation District or your city's recreation programs or facilities as frequently as you would like? Please select all that apply."



How Well Are Needs Being Met?

Overall, DRD is doing a good job of meeting the needs of residents with the majority of respondents (57%) very or completely satisfied with District facilities and amenities. Just 17 percent were unsatisfied.

"How well are your needs being met by the parks and recreation facilities and amenities you typically use?"



Desert Recreation District 2019 Citizen Survey

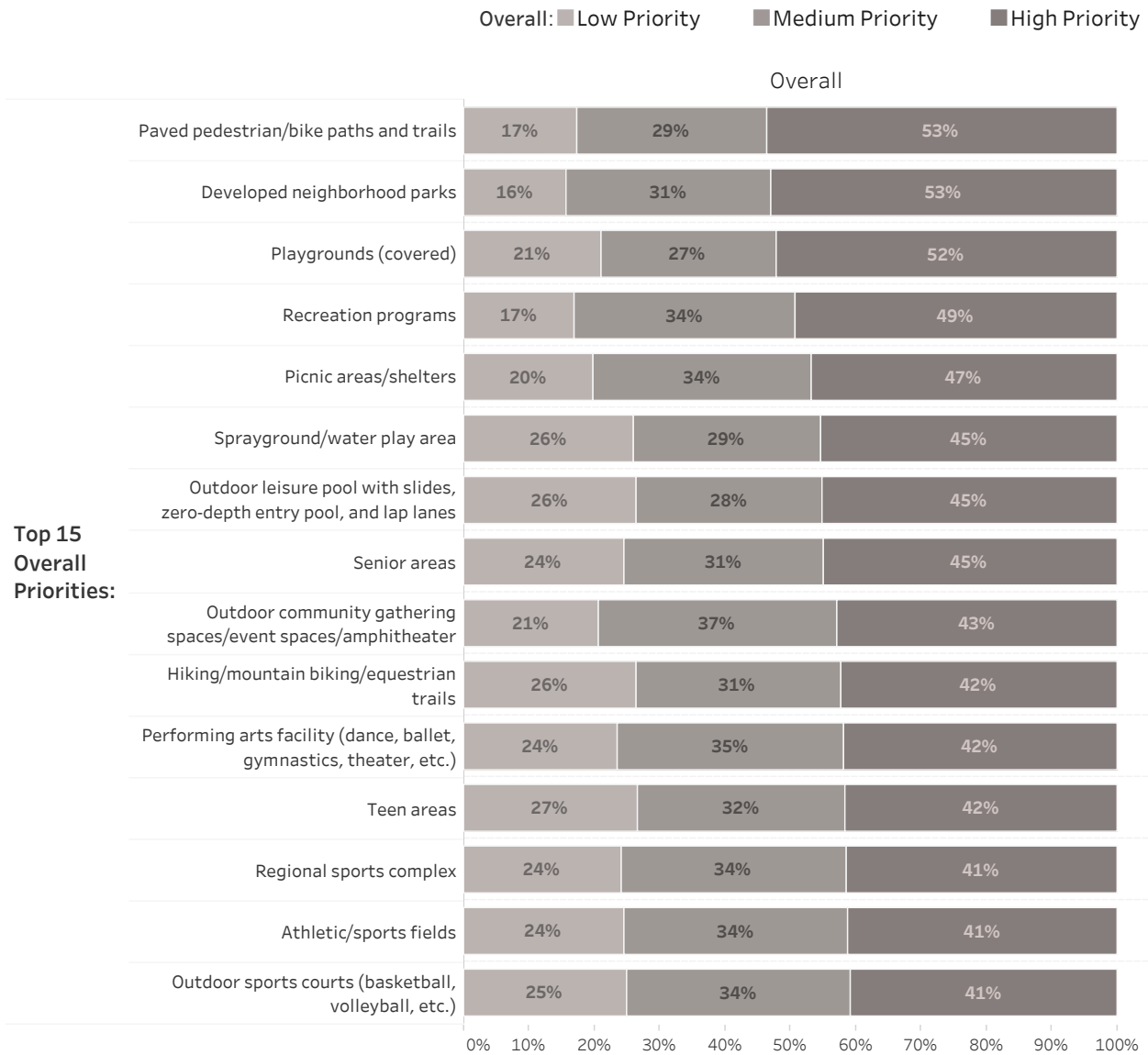
Overall



Items to be Added, Expanded, or Improved | Overall

Additional trails and paths along with neighborhood parks and playgrounds were most frequently cited as “high” priorities all Desert Recreation District respondents. More recreational programs and picnic areas also scored above 80 percent as either medium or high priorities. The following figure shows the top 15 priorities for all Desert Recreation District respondents as measured by the percent responding “High Priority.”

“How would you / your household rate the priority level of each item from the following list as items to be added, expanded, or improved in your community? Please indicate if each item is a low, medium, or high priority.”



Top 15 Overall Priorities:



Desert Recreation District 2019 Citizen Survey

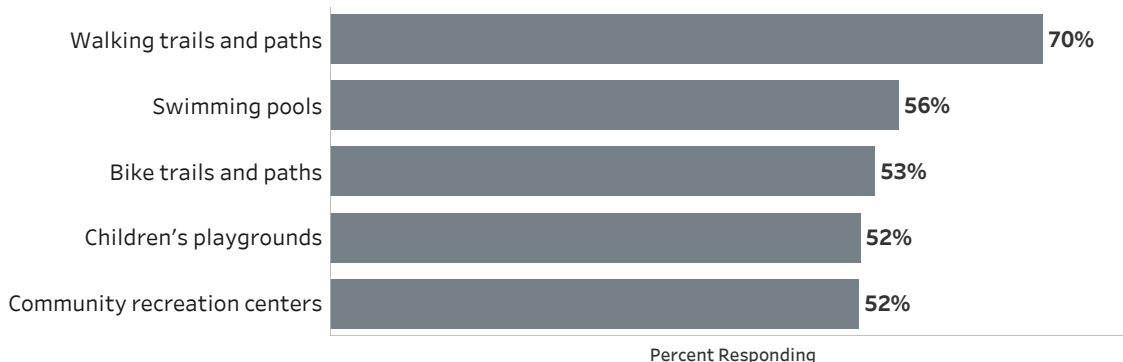
Overall



Current Facility/Amenity Usage: Top 5

Districtwide, trails and paths are the dominant choice of residents when asked what they currently use or need. Walking trails, Swimming pools, bike trails and paths are also highly rated. The top five recreation activities/facilities are as follows:

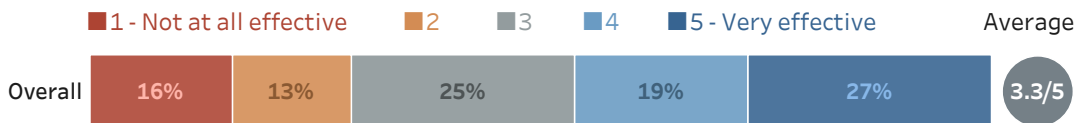
"Do you or members of your household use, participate in, or have a need for any of the following recreation activities or facilities? Please select all that apply."



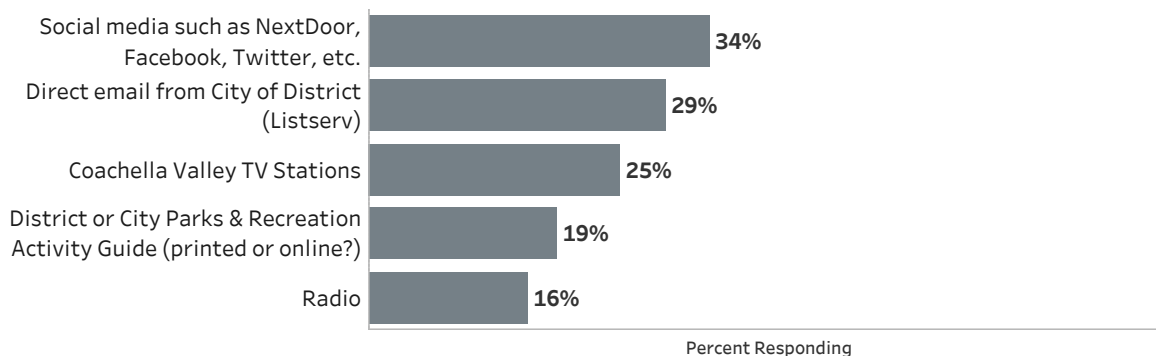
Communications: Effectiveness and Top 5 Sources of Information

Responses indicate that DRD is generally effective with its communications; however, there are opportunities to increase awareness. The figures below show ratings of communication effectiveness, as well as the top methods of receiving communications.

"How effective is the Desert Recreation District or your city at reaching you with information about parks and recreation facilities, services, and programs?"



"Recognizing there is a cost to communicating with you, how can we best reach you? Please select up to two items from the list."



Desert Recreation District 2019 Citizen Survey Results for Palm Desert

Introduction and Methodology

This report is focused on the feedback and key findings from residents of Palm Desert compared to the overall results of the Desert Recreation District.

The primary approach used to survey Palm Desert residents was a telephone survey supplemented with an open link web survey and targeted intercept surveys.

Results for Palm Desert are based on 636 completed surveys with local residents vs. 3,171 total surveys for the District. Margin of error for Palm Desert results is +/- 3.8 percent.

Underlying data from the surveys are weighted by age and ethnicity to ensure appropriate representation of residents across different demographic cohorts in the sample.

The sample size for the overall DRD survey in Palm Desert is robust and statistically valid. Results can be interpreted with a relatively high degree of confidence.

In addition to the overall DRD survey, Palm Desert residents were asked about their usage, satisfaction and preferences with the Palm Desert Community Center. The number of responses to these questions is relatively low. Results should be interpreted with some degree of caution.



Desert Recreation District 2019 Citizen Survey

Palm Desert



Key Findings

Households in Palm Desert are smaller, older and more affluent.

- Residents are less likely to have children at home.
- The percentage of Latino/Hispanic respondents is much smaller than the overall DRD – 26 percent vs. 57 percent.
- Household incomes are higher than the average across the District but not as dramatically higher as Indian Wells and Rancho Mirage.

Only paved pedestrian/bike paths were selected by 50 percent or more of Palm Desert respondents as a high priority (53%).

- Usage of both walking and bike paths by Palm Desert residents is slightly higher than the overall District.

Parks, playgrounds, hiking trails, recreation programs and senior areas are second-tier priorities, selected by more than 40 percent as high priority needs.

- No other improvements hit 40 percent
- Overall, Palm Desert residents gave lower priority to most potential new DRD offerings than residents District-wide.

Consistent with the broader District, Palm Desert residents do not support substantive increases in property taxes to fund improvements.

- Fifty-three percent would not support an increase of more than \$25 annually.

Palm Desert residents would be measurably less impacted by increased fees to use DRD facilities and programs.

- Fifty-nine percent would not be impacted at all by higher fees vs. 44 percent for the overall District.
- Just five percent say it would impact usage significantly vs. 10 percent for the broader DRD.

A majority of Palm Desert residents think DRD does a good job at communications.

- Fifty-three percent say DRD is effective or very effective vs. 46 percent of the overall District.

A solid majority of respondents currently use the Palm Desert Community Center and think improvements are on the right track.

- Sixty-two percent use the Center vs. 38 percent who do not.
- Seventy-one percent think the expanded weight/cardio room and new dance/aerobics/spin space are good additions.

An expanded weight room and fitness area is the top priority for Palm Desert respondents.

- Fifty-five percent rated this as a high priority.
- Multipurpose area (dance, aerobics, etc.) also received solid support with 41 percent ranking it high priority and 42 percent medium.

Desert Recreation District 2019 Citizen Survey

Palm Desert



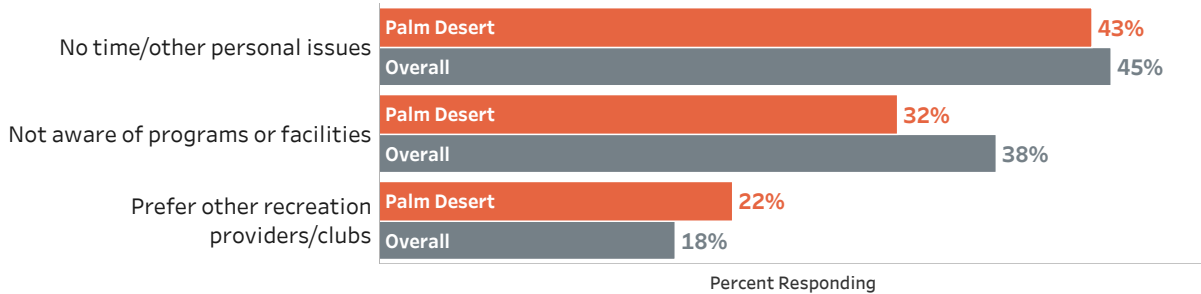
Key Demographics



Top 3 Barriers to Participation

Among all Desert Recreation District respondents, lack of time and low awareness are the primary reasons residents do not utilize offerings as much as they would like. The following figure shows the top three barriers to participation for Palm Desert respondents as compared to the overall and highlights opportunities for enhancing community awareness of offerings.

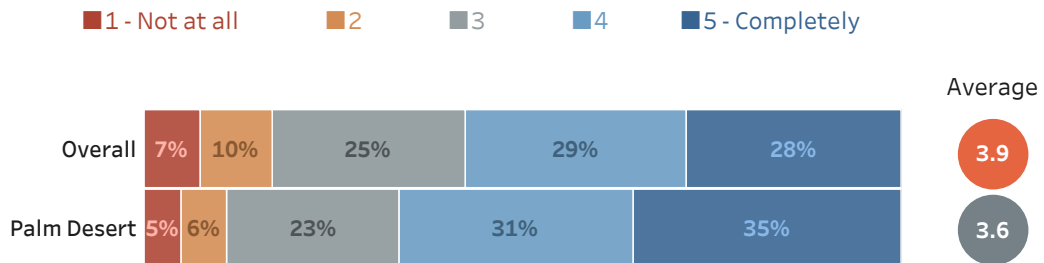
"What are the reasons why you or members of your household do not use Desert Recreation District or your city's recreation programs or facilities as frequently as you would like? Please select all that apply."



How Well Are Needs Being Met?

Overall, DRD is doing a good job of meeting the needs of residents with the majority of respondents (57%) very or completely satisfied with District facilities and amenities. Just 17 percent were unsatisfied. Results from Palm Desert are presented below alongside the overall for comparison.

"How well are your needs being met by the parks and recreation facilities and amenities you typically use?"





Desert Recreation District 2019 Citizen Survey

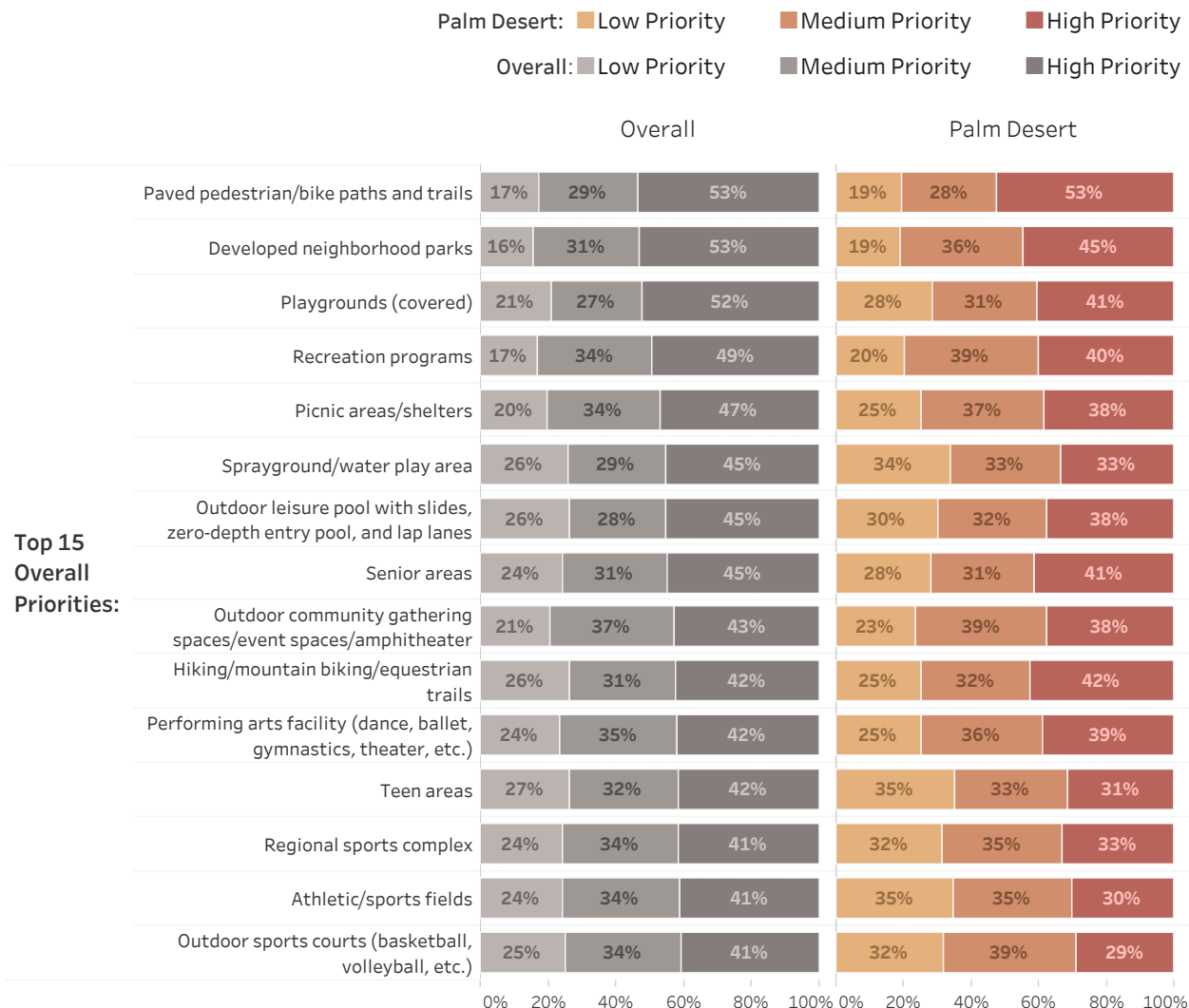
Palm Desert



Items to be Added, Expanded, or Improved | Overall vs. Palm Desert

Additional trails and paths along with neighborhood parks and playgrounds were most frequently cited as “high” priorities for all Desert Recreation District respondents. More recreational programs and picnic areas also scored above 80 percent as either medium or high priorities. The following figure shows the top 15 priorities for all Desert Recreation District respondents as measured by the percent responding “High Priority.” Results from Palm Desert respondents are included for comparison.

“How would you / your household rate the priority level of each item from the following list as items to be added, expanded, or improved in your community? Please indicate if each item is a low, medium, or high priority.”



Desert Recreation District 2019 Citizen Survey

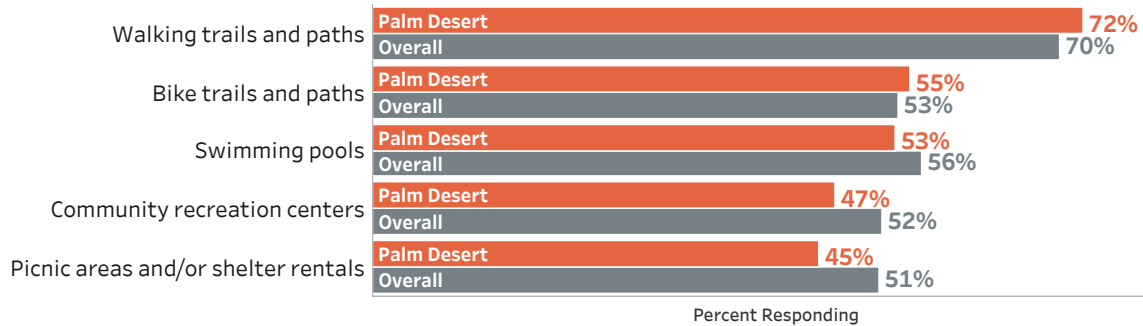
Palm Desert



Current Facility/Amenity Usage: Top 5

Districtwide, trails and paths are the dominant choice of residents when asked what they currently use or need. Walking trails, swimming pools, bike trails and paths are also highly rated. The top five recreation activities/facilities among Palm Desert respondents are as follows:

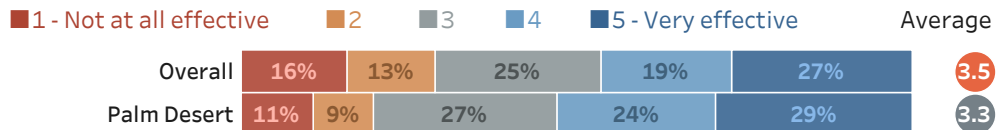
"Do you or members of your household use, participate in, or have a need for any of the following recreation activities or facilities? Please select all that apply."



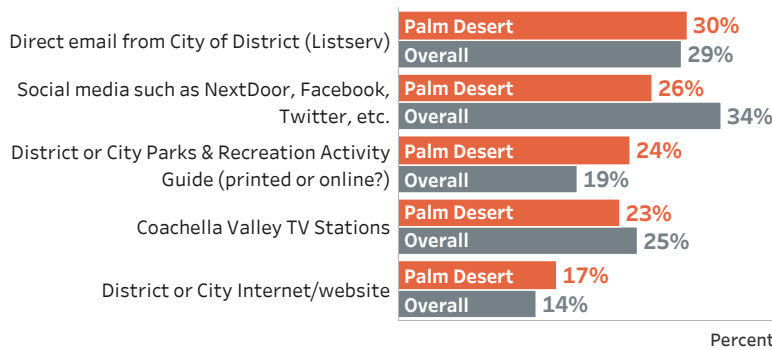
Communications: Effectiveness and Top 5 Sources of Information

Responses indicate that DRD is generally effective with its communications; however, there are opportunities to increase awareness. The figures below show ratings of communication effectiveness, as well as the top methods of receiving communications.

"How effective is the Desert Recreation District or your city at reaching you with information about parks and recreation facilities, services, and programs?"



"Recognizing there is a cost to communicating with you, how can we best reach you? Please select up to two items from the list."





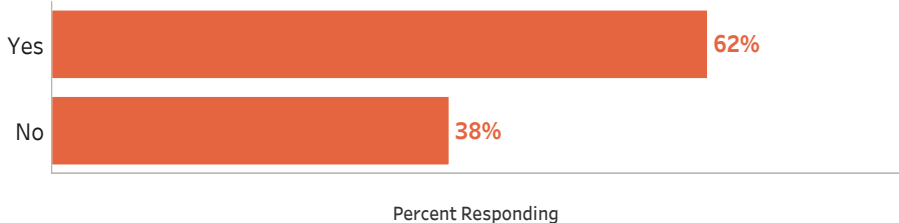
Desert Recreation District 2019 Citizen Survey

City/Agency Findings: Palm Desert



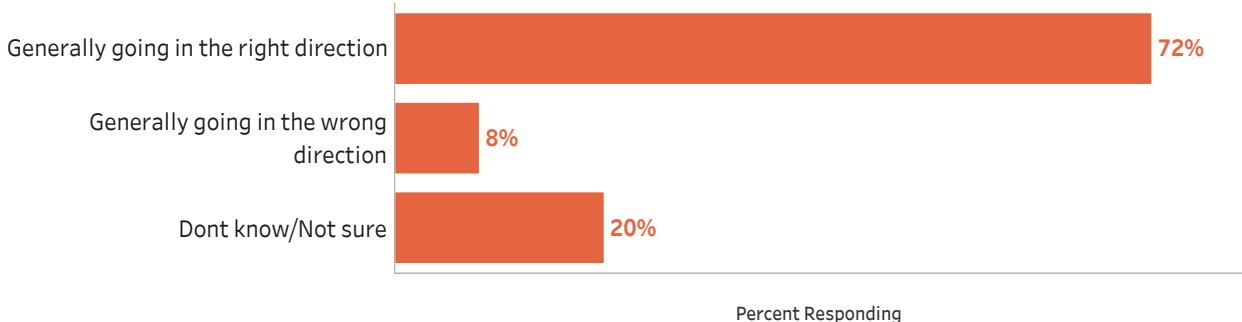
Use of Palm Desert Community Center

"Do you or members of your household use the Palm Desert Community Center?"



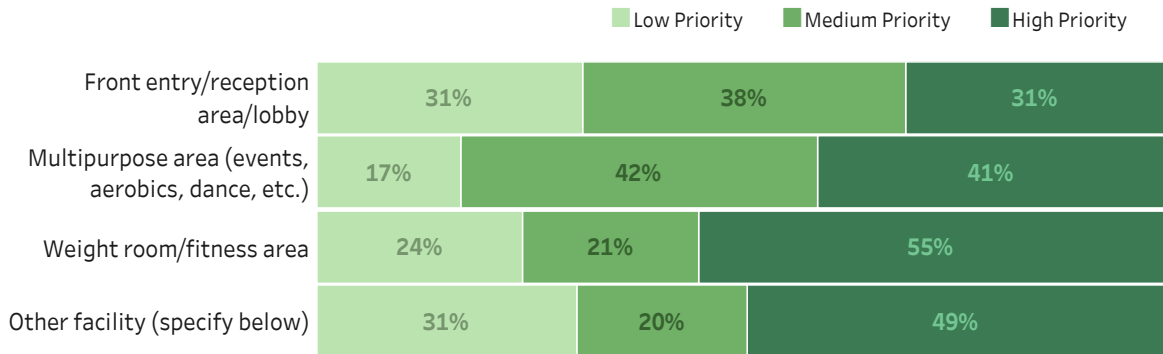
Expanded Fitness Opportunities: Right/Wrong Direction

"Based on input received from our 2012 community survey, in which residents expressed desire for expanded fitness opportunities, Desert Recreation District is adding a dedicated dance/aerobic/spin room and an expanded weight and cardio room to the Palm Desert Community Center. Would you say the District is generally on the right track or wrong track with these improvements?"



Palm Desert Community Center: Items to be Added, Expanded, or Improved

" How would you / your household rate the priority level of each item from the following list as items to be added, expanded, or improved in the Palm Desert Community Center? Please indicate if each item is a low, medium, or high priority."



Desert Recreation District 2019 Citizen Survey Results for Rancho Mirage

Introduction and Methodology

This report is focused on the feedback and key findings from residents of Rancho Mirage compared to the overall results of the Desert Recreation District.

The primary approach used to survey Rancho Mirage residents was a telephone survey supplemented with an open link web survey and targeted intercept surveys.

Results for Rancho Mirage are based on 238 completed surveys with local residents vs. 3,171 total surveys for the District. Margin of error for Rancho Mirage results is +/- 6.3 percent.

Underlying data from the surveys are weighted by age and ethnicity to ensure appropriate representation of residents across different demographic cohorts in the sample.

The sample size for the survey in Rancho Mirage is relatively small with a margin of error that is higher than for overall DRD responses. Results should be interpreted with some degree of caution.



Desert Recreation District 2019 Citizen Survey

Rancho Mirage



Key Findings

Households in Rancho Mirage are significantly smaller, older and more affluent than the overall District.

- Residents are far less likely to have children at home.
- The percentage of Latino/Hispanic respondents is extremely small compared to the DRD – 10 percent vs. 57 percent.
- Household incomes are much higher than the average across the District with over 60 percent exceeding \$100,000.

No potential DRD improvements received a high priority rating by 50 percent or more of Rancho Mirage residents.

- Walking/bike paths and hiking trails are the top priorities with 47 percent and 40 percent “high priority” ratings respectively.
- No other potential improvements hit 40 percent
- Overall, Rancho Mirage residents gave lower priority to most potential new DRD offerings than residents District-wide.

Rancho Mirage respondents were more likely to use walking trails, performing arts facilities and pickleball courts than other DRD residents.

- They use all other DRD facilities less than District residents in general.

Rancho Mirage respondents were more than twice as likely as the overall District to prefer “other” recreation providers. This is predictable given the prevalence of higher-end HOAs and country clubs in Rancho Mirage.

- Consistent with the broader District, Rancho Mirage residents do not support substantive increases in property taxes to fund improvements.
- Fifty-eight percent would not support an increase of more than \$50 annually.

Rancho Mirage residents would be measurably less impacted by increased fees to use DRD facilities and programs.

- Fifty-three percent would not be impacted at all by higher fees vs. 44 percent for the overall District.

Email is the top preference for communication channels from DRD.

- Thirty-five percent prefer email vs. 29 percent for the overall district.

Desert Recreation District 2019 Citizen Survey

Rancho Mirage



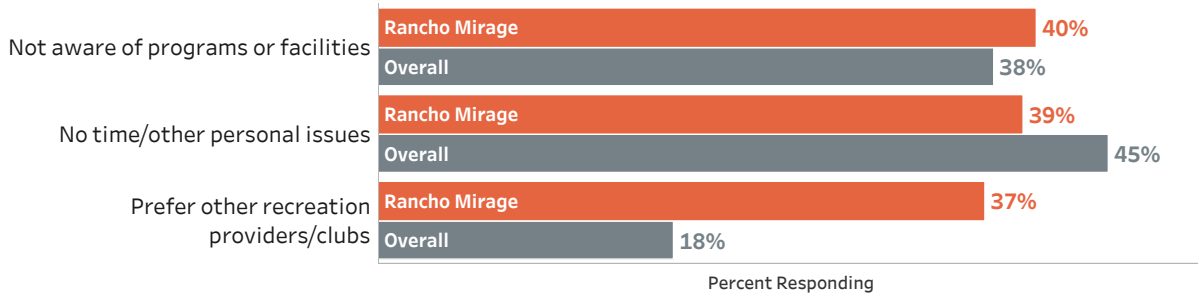
Key Demographics



Top 3 Barriers to Participation

Among all Desert Recreation District respondents, lack of time and low awareness are the primary reasons residents do not utilize offerings as much as they would like. The following figure shows the top three barriers to participation for Rancho Mirage respondents as compared to the overall and highlights opportunities for enhancing community awareness of offerings.

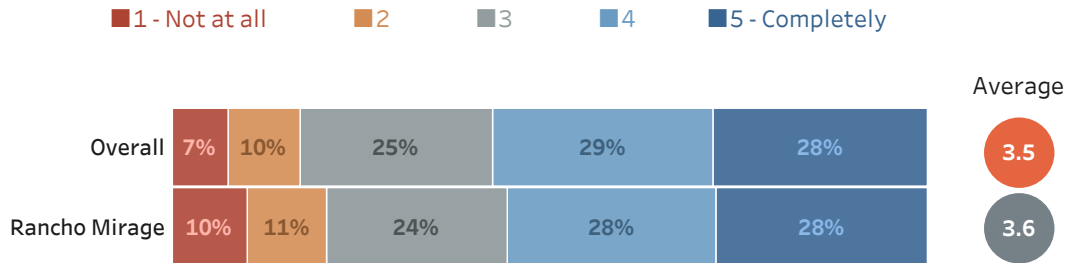
"What are the reasons why you or members of your household do not use Desert Recreation District or your city's recreation programs or facilities as frequently as you would like? Please select all that apply."



How Well Are Needs Being Met?

Overall, DRD is doing a good job of meeting the needs of residents with the majority of respondents (57%) very or completely satisfied with District facilities and amenities. Just 17 percent were unsatisfied. Results from Rancho Mirage are presented below alongside the overall for comparison.

"How well are your needs being met by the parks and recreation facilities and amenities you typically use?"





Desert Recreation District 2019 Citizen Survey

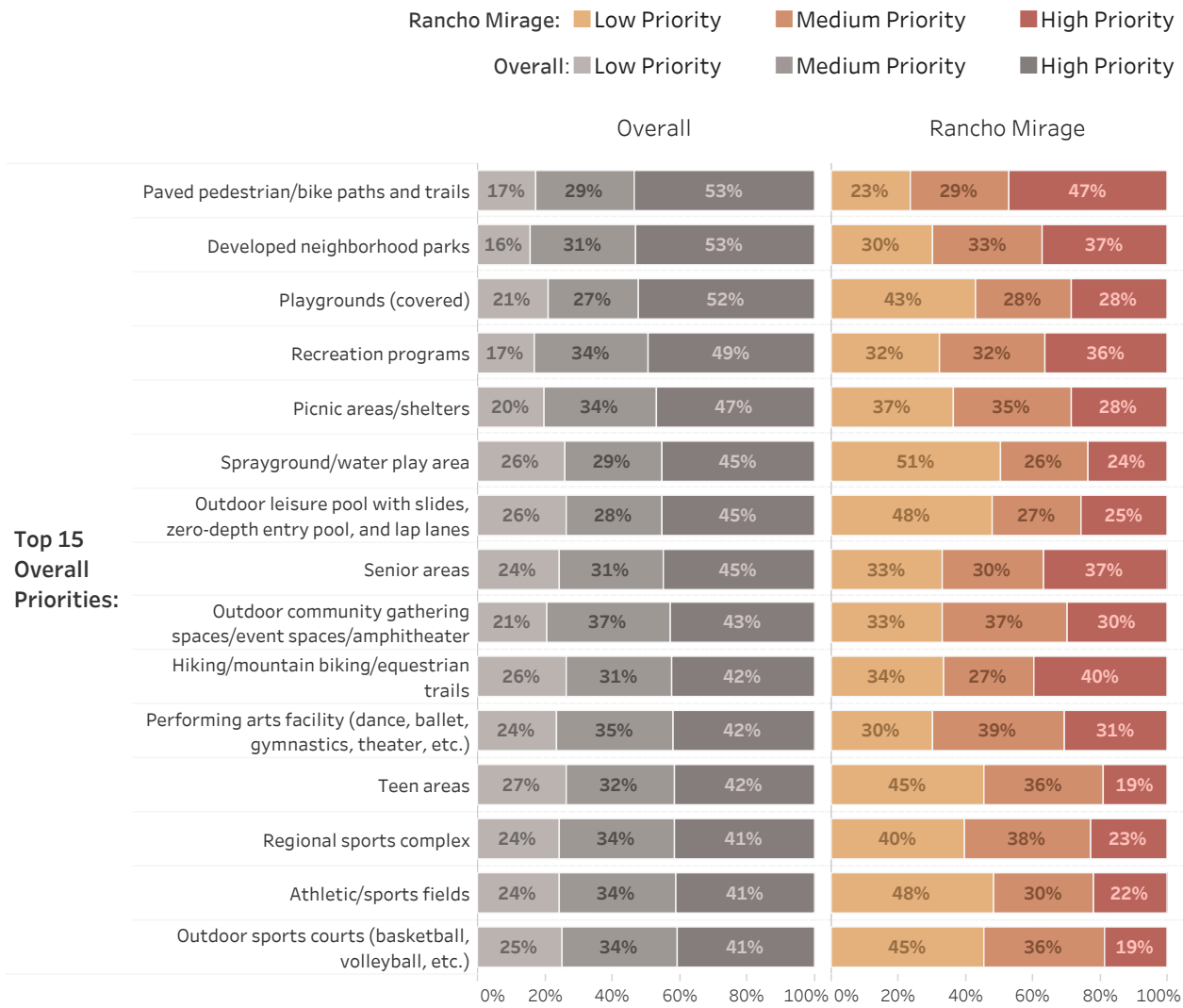
Rancho Mirage



Items to be Added, Expanded, or Improved | Overall vs. Rancho Mirage

Additional trails and paths along with neighborhood parks and playgrounds were most frequently cited as “high” priorities for all Desert Recreation District respondents. More recreational programs and picnic areas also scored above 80 percent as either medium or high priorities. The following figure shows the top 15 priorities for all Desert Recreation District respondents as measured by the percent responding “High Priority.” Results from Rancho Mirage respondents are included for comparison.

“How would you / your household rate the priority level of each item from the following list as items to be added, expanded, or improved in your community? Please indicate if each item is a low, medium, or high priority.”



Desert Recreation District 2019 Citizen Survey

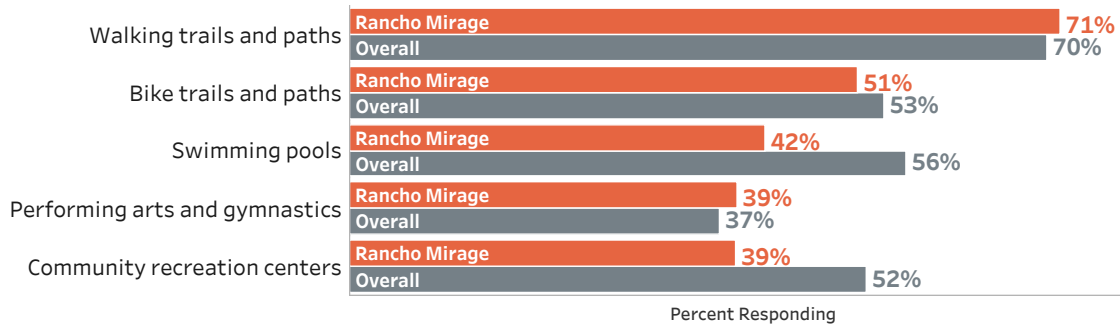
Rancho Mirage



Current Facility/Amenity Usage: Top 5

Districtwide, trails and paths are the dominant choice of residents when asked what they currently use or need. Walking trails, swimming pools, bike trails and paths are also highly rated. The top five recreation activities/facilities among Rancho Mirage respondents are as follows:

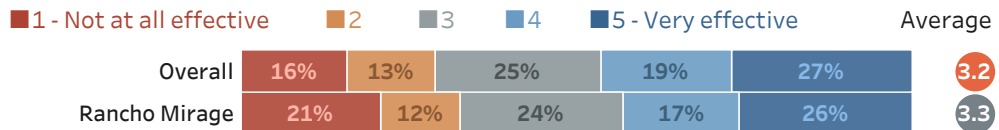
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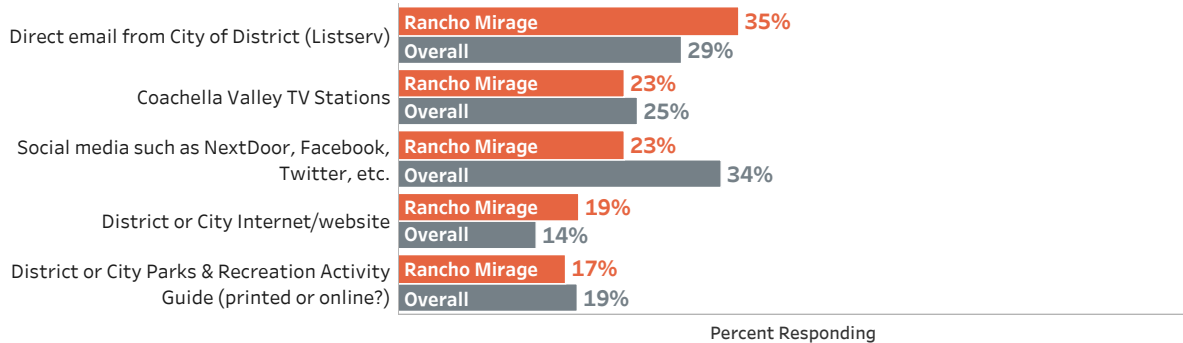
Communications: Effectiveness and Top 5 Sources of Information

Responses indicate that DRD is generally effective with its communications; however, there are opportunities to increase awareness. The figures below show ratings of communication effectiveness, as well as the top methods of receiving communications.

"How effective is the Desert Recreation District or your city at reaching you with information about parks and recreation facilities, services, and programs?"



"Recognizing there is a cost to communicating with you, how can we best reach you? Please select up to two items from the list."



Desert Recreation District 2019 Citizen Survey Results for Unincorporated Riverside County - East

Introduction and Methodology

This report is focused on the feedback and key findings from residents of Unincorporated Riverside County East compared to the overall results of the Desert Recreation District and includes the communities of Mecca, Thermal, Oasis, Vista Santa Rosa, and North Shore.

The primary approach used to survey residents was a telephone survey supplemented with an open link web survey and targeted intercept surveys.

Results for this jurisdiction are based on 200 completed surveys with local residents vs. 3,171 total surveys for the District. Margin of error for Unincorporated Riverside County East results is +/- 6.9 percent.

Underlying data from the surveys are weighted by age and ethnicity to ensure appropriate representation of residents across different demographic cohorts in the sample.

The sample size for the survey in Unincorporated Riverside County East is relatively small with a margin of error that is higher than for overall DRD responses. Results should be interpreted with some degree of caution.



Desert Recreation District 2019 Citizen Survey

Unincorporated Riverside County - East



Key Findings

Households in this jurisdiction are larger, younger and lower income than the overall District.

- Residents are more likely to have children at home.
- The percentage of Latino/Hispanic respondents is extremely high compared to the DRD overall – 95 percent vs. 57 percent.
- Household incomes are much lower than the average across the District with 56 percent making less than \$50,000.

Respondents are less positive regarding DRD meeting their needs.

- Just 44 percent say they are satisfied vs. 57 percent District wide.

Residents are heavier users of playgrounds and sports fields, likely reflecting the younger average household age.

- They are less likely to use walking trails, weight rooms, bike paths and niche sports facilities like BMX, pickleball and disc golf.

Residents are hungry for more DRD facilities relative to the broader District.

- Thirteen options were rated high priority by 50 percent or more residents vs. three for the overall DRD.

Recreation programs, walking/bike paths, parks and playgrounds were top choices.

- Picnic areas, spraygrounds and indoor gathering places were close behind.

New property taxes to fund improvements are not popular.

- Forty-four percent said they would not support any new tax vs. 21 percent District wide.
- Eighty-four percent would not support more than a \$50 annual increase to property taxes.

Residents would be impacted more by increased fees to use DRD facilities and programs.

- Twenty-five percent say higher fees would significantly impact usage vs. 10 percent of the broader district.

Communication preferences differ significantly from the broader district.

- Digital channels (social media and email) are less prevalent.
- Local television, radio and school announcements rate much higher than the overall District.





Desert Recreation District 2019 Citizen Survey

Unincorporated Riverside County - East



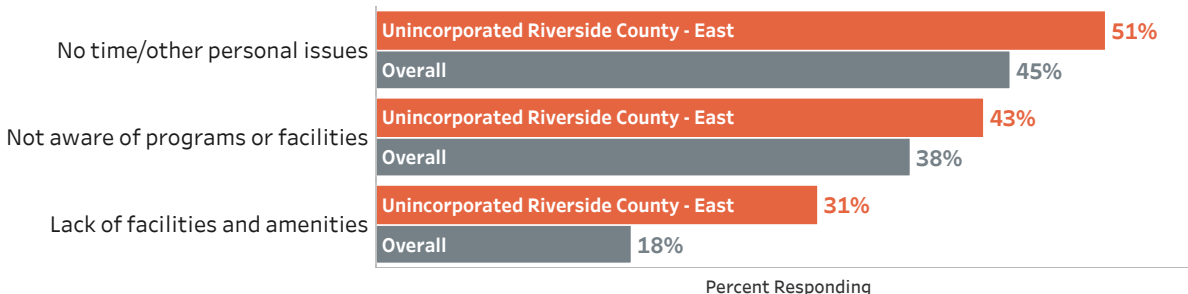
Key Demographics



Top 3 Barriers to Participation

Among all Desert Recreation District respondents, lack of time and low awareness are the primary reasons residents do not utilize offerings as much as they would like. The following figure shows the top three barriers to participation for Unincorporated Riverside County - East respondents as compared to the overall and highlights opportunities for enhancing community awareness of offerings.

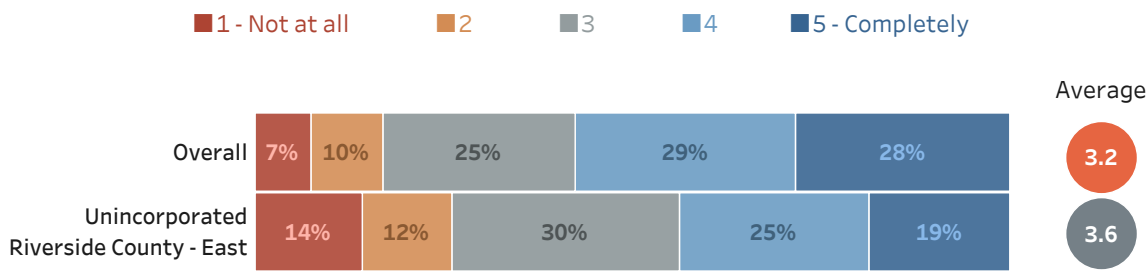
"What are the reasons why you or members of your household do not use Desert Recreation District or your city's recreation programs or facilities as frequently as you would like? Please select all that apply."



How Well Are Needs Being Met?

Overall, DRD is doing a good job of meeting the needs of residents with the majority of respondents (57%) very or completely satisfied with District facilities and amenities. Just 17 percent were unsatisfied. Results from Unincorporated Riverside County - East are presented below alongside the overall for comparison.

"How well are your needs being met by the parks and recreation facilities and amenities you typically use?"



Desert Recreation District 2019 Citizen Survey

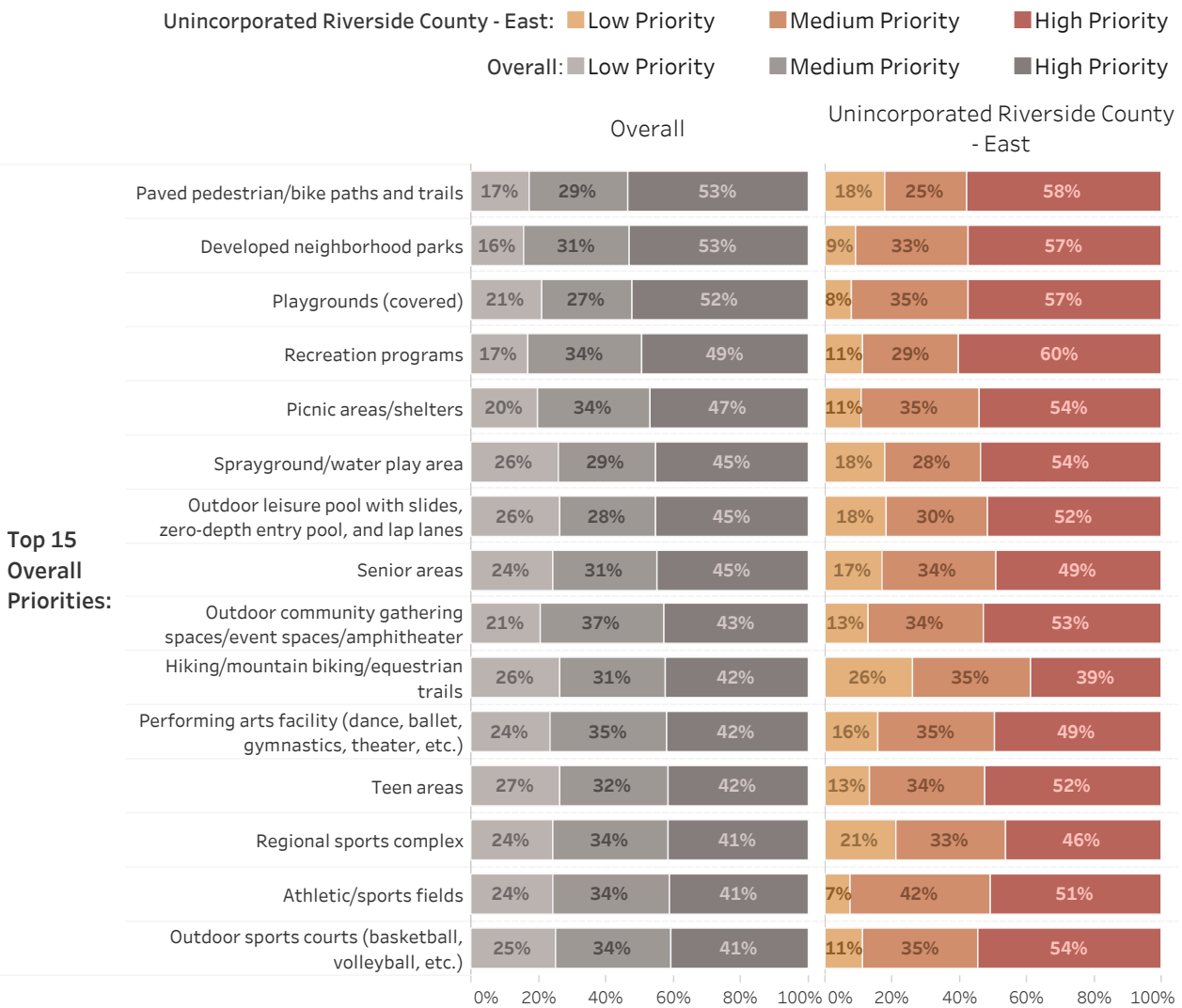
Unincorporated Riverside County - East



Items to be Added, Expanded, or Improved | Overall vs. Unincorporated Riverside County - East

Additional trails and paths along with neighborhood parks and playgrounds were most frequently cited as “high” priorities for all Desert Recreation District respondents. More recreational programs and picnic areas also scored above 80 percent as either medium or high priorities. The following figure shows the top 15 priorities for all Desert Recreation District respondents as measured by the percent responding “High Priority.” Results from Unincorporated Riverside County - East respondents are included for comparison.

“How would you / your household rate the priority level of each item from the following list as items to be added, expanded, or improved in your community? Please indicate if each item is a low, medium, or high priority.”





Desert Recreation District 2019 Citizen Survey

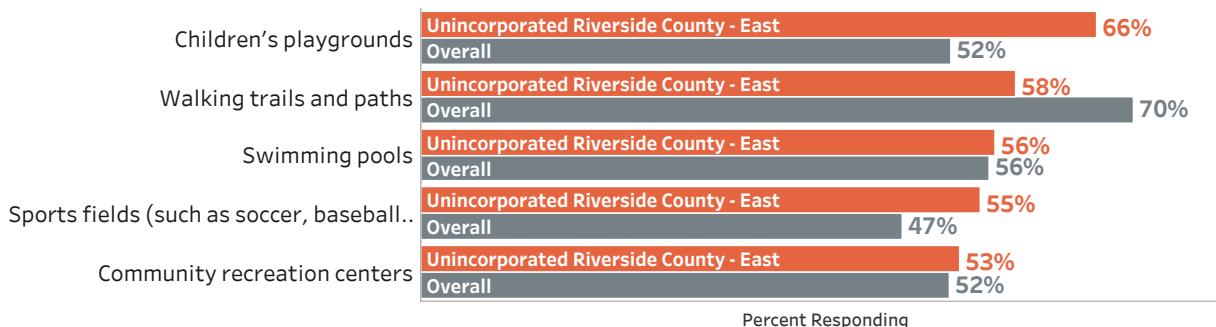
Unincorporated Riverside County - East



Current Facility/Amenity Usage: Top 5

Districtwide, trails and paths are the dominant choice of residents when asked what they currently use or need. Walking trails, swimming pools, bike trails and paths are also highly rated. The top five recreation activities/facilities among Unincorporated Riverside County - East respondents are as follows:

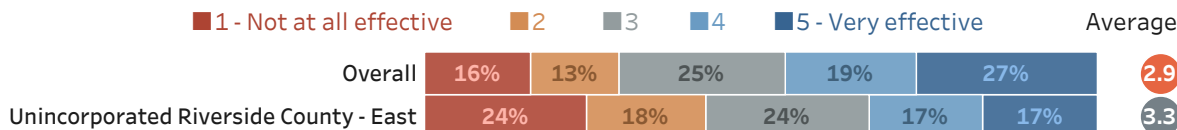
"Do you or members of your household use, participate in, or have a need for any of the following recreation activities or facilities? Please select all that apply."



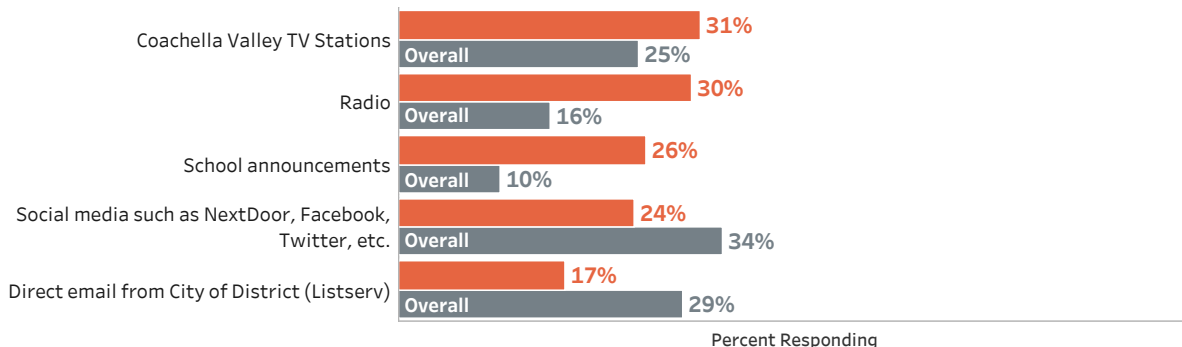
Communications: Effectiveness and Top 5 Sources of Information

Responses indicate that DRD is generally effective with its communications; however, there are opportunities to increase awareness. The figures below show ratings of communication effectiveness, as well as the top methods of receiving communications.

"How effective is the Desert Recreation District or your city at reaching you with information about parks and recreation facilities, services, and programs?"



"Recognizing there is a cost to communicating with you, how can we best reach you? Please select up to two items from the list."



Desert Recreation District 2019 Citizen Survey Results for Unincorporated Riverside County - West

Introduction and Methodology

This report is focused on the feedback and key findings from residents of unincorporated Riverside County West compared to the overall results of the Desert Recreation District and includes the communities of Bermuda Dunes, Thousand Palms, and Indio Hills.

The primary approach used to survey residents was a telephone survey supplemented with an open link web survey and targeted intercept surveys.

Results for this jurisdiction are based on 245 completed surveys with local residents vs. 3,171 total surveys for the District. Margin of error for unincorporated Riverside County West results is +/- 6.2 percent.

Underlying data from the surveys are weighted by age and ethnicity to ensure appropriate representation of residents across different demographic cohorts in the sample.

The sample size for the survey in Unincorporated Riverside County West is relatively small with a margin of error that is higher than for overall DRD responses. Results should be interpreted with some degree of caution.



Desert Recreation District 2019 Citizen Survey Unincorporated Riverside County - West



Key Findings

Household demographics in this jurisdiction parallel fairly close to the overall District.

- Age and household size are consistent with the DRD overall.
- The percentage of Latino/Hispanic respondents is slightly lower than the DRD overall – 49 percent vs. 57 percent.

Respondents are more positive regarding parks facilities meeting their needs.

- Sixty percent report needs are mostly or completely met by current facilities.

Residents in this area us parks facilities measurably less often than in other parts of the district.

- Only walking paths/trails are used by more than half of respondents but still considerably less than residents in other parts of the District.

Playgrounds are the top choice for new or expanded facilities here.

- Playgrounds are the only option rated “high priority” by more than 50 percent of residents.

A solid second tier of five amenities were rated high priority by 45 percent or more.

- Paved trails/paths, parks, recreation programs, picnic areas, and senior areas are also popular with residents.

Lack of support for new property taxes to fund improvements closely parallels the overall District.

- Fifty-four percent would not support more than \$25 in new taxes.

Residents would not be impacted substantially by increased fees to use DRD facilities and programs.

- Only three percent say higher fees would significantly impact usage vs. 10 percent for the overall DRD.

Residents here are mostly satisfied with current DRD communications.

- Fifty-four percent say they are effective or very effective vs. 46 percent of DRD residents overall.
- Social media, email and local television are top choices for receiving communications.

Desert Recreation District 2019 Citizen Survey

Unincorporated Riverside County - West



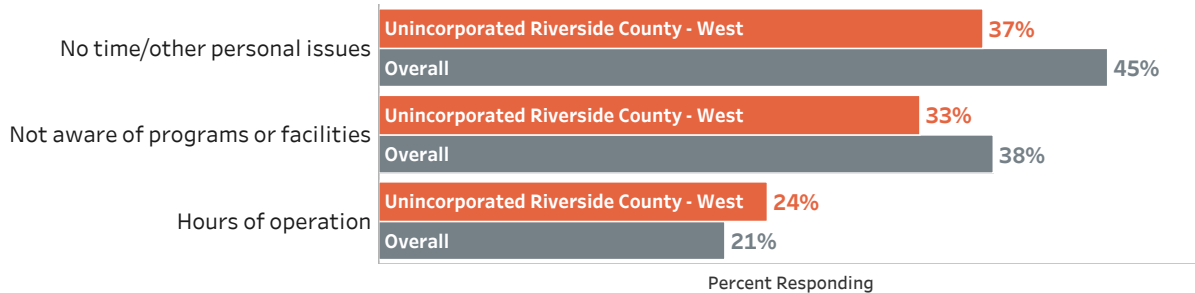
Key Demographics



Top 3 Barriers to Participation

Among all Desert Recreation District respondents, lack of time and low awareness are the primary reasons residents do not utilize offerings as much as they would like. The following figure shows the top three barriers to participation for Unincorporated Riverside County - West respondents as compared to the overall and highlights opportunities for enhancing community awareness of offerings.

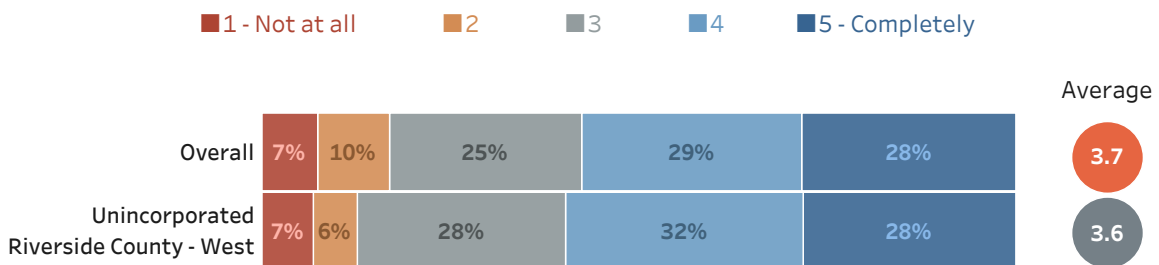
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How Well Are Needs Being Met?

Overall, DRD is doing a good job of meeting the needs of residents with the majority of respondents (57%) very or completely satisfied with District facilities and amenities. Just 17 percent were unsatisfied. Results from Unincorporated Riverside County - West are presented below alongside the overall for comparison.

"How well are your needs being met by the parks and recreation facilities and amenities you typically use?"





Desert Recreation District 2019 Citizen Survey

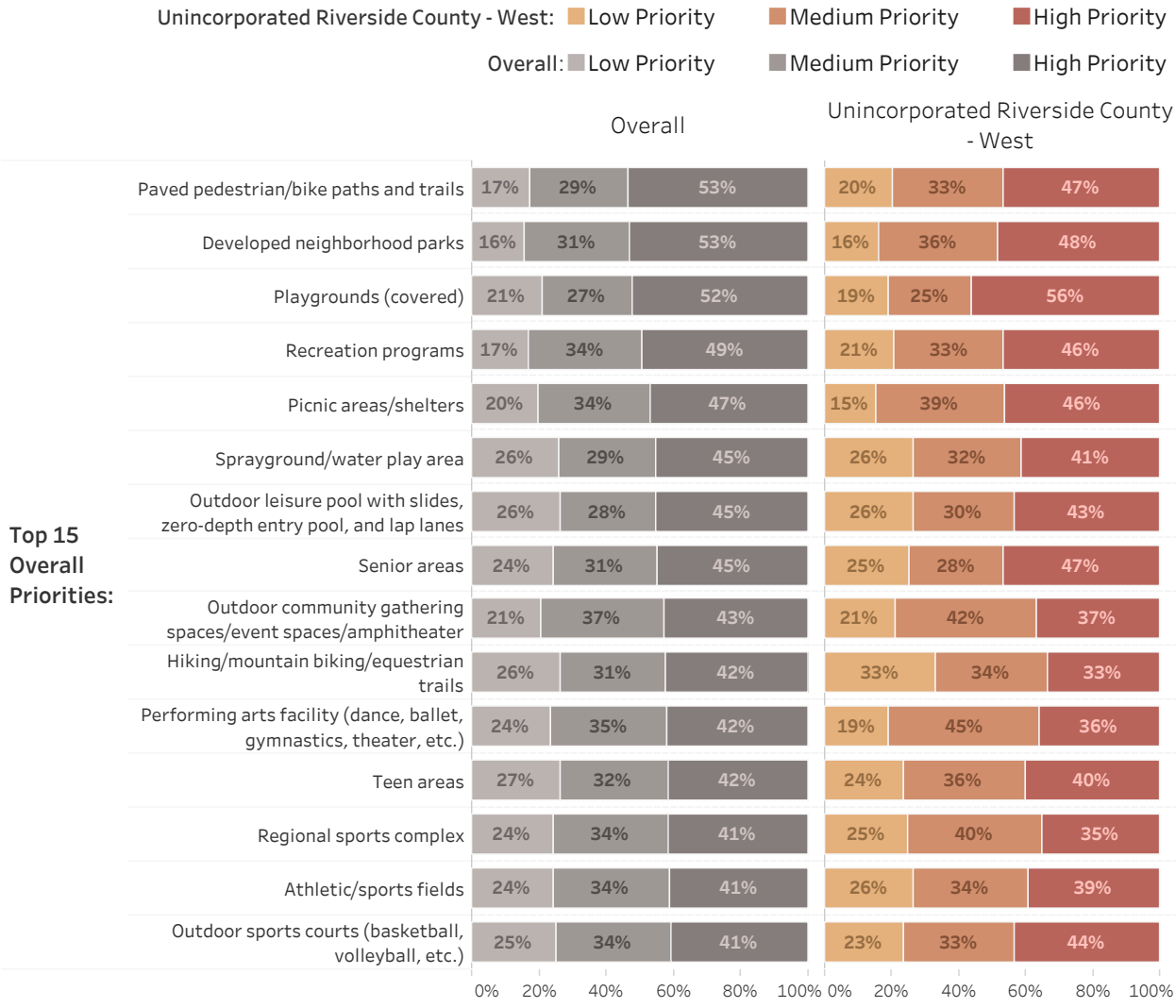
Unincorporated Riverside County - West



Items to be Added, Expanded, or Improved | Overall vs. Unincorporated Riverside County - West

Additional trails and paths along with neighborhood parks and playgrounds were most frequently cited as “high” priorities for all Desert Recreation District respondents. More recreational programs and picnic areas also scored above 80 percent as either medium or high priorities. The following figure shows the top 15 priorities for all Desert Recreation District respondents as measured by the percent responding “High Priority.” Results from Unincorporated Riverside County - West respondents are included for comparison.

“How would you / your household rate the priority level of each item from the following list as items to be added, expanded, or improved in your community? Please indicate if each item is a low, medium, or high priority.”



Desert Recreation District 2019 Citizen Survey

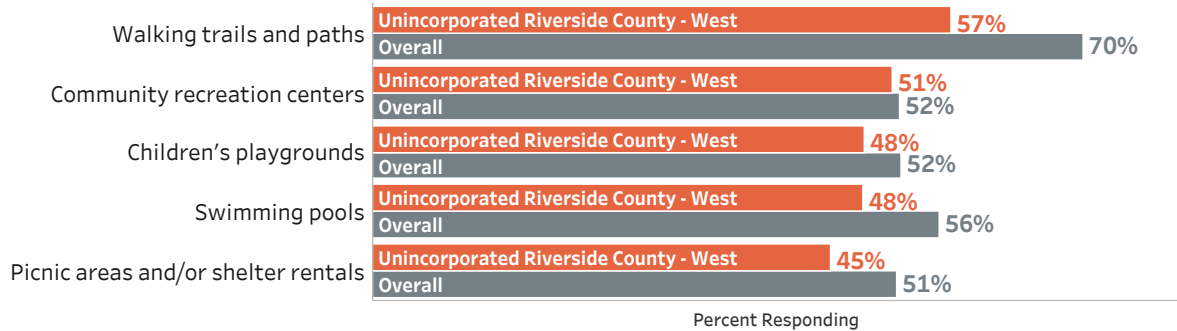
Unincorporated Riverside County - West



Current Facility/Amenity Usage: Top 5

Districtwide, trails and paths are the dominant choice of residents when asked what they currently use or need. Walking trails, swimming pools, bike trails and paths are also highly rated. The top five recreation activities/facilities among Unincorporated Riverside County - West respondents are as follows:

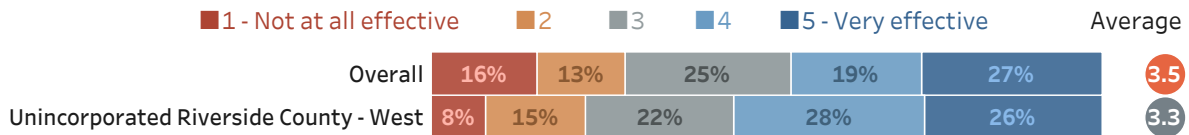
"Do you or members of your household use, participate in, or have a need for any of the following recreation activities or facilities? Please select all that apply."



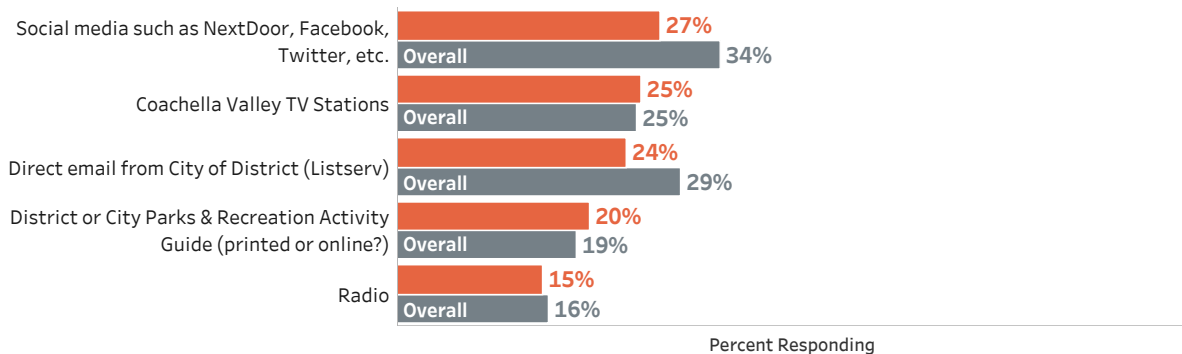
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"Recognizing there is a cost to communicating with you, how can we best reach you? Please select up to two items from the list."



APPENDIX D - SERVICES ASSESSMENT

Core Services Assessment and Programs Analysis Overview

An assessment of **Public Sector Agency Services** is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of a department's **Service Portfolio**. Additional results indicate whether the service is **"core to the District's values and vision,"** and provide recommended provision strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to DRD's purpose. The process includes an analysis of each service's relevance to DRD's values and vision, the District'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.

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?**

To begin, an agency needs to take a full inventory of all assets, programs, and services to be included in the analysis. For most agencies, there are a substantial number, and they need to be placed into **"Categories of Service"**

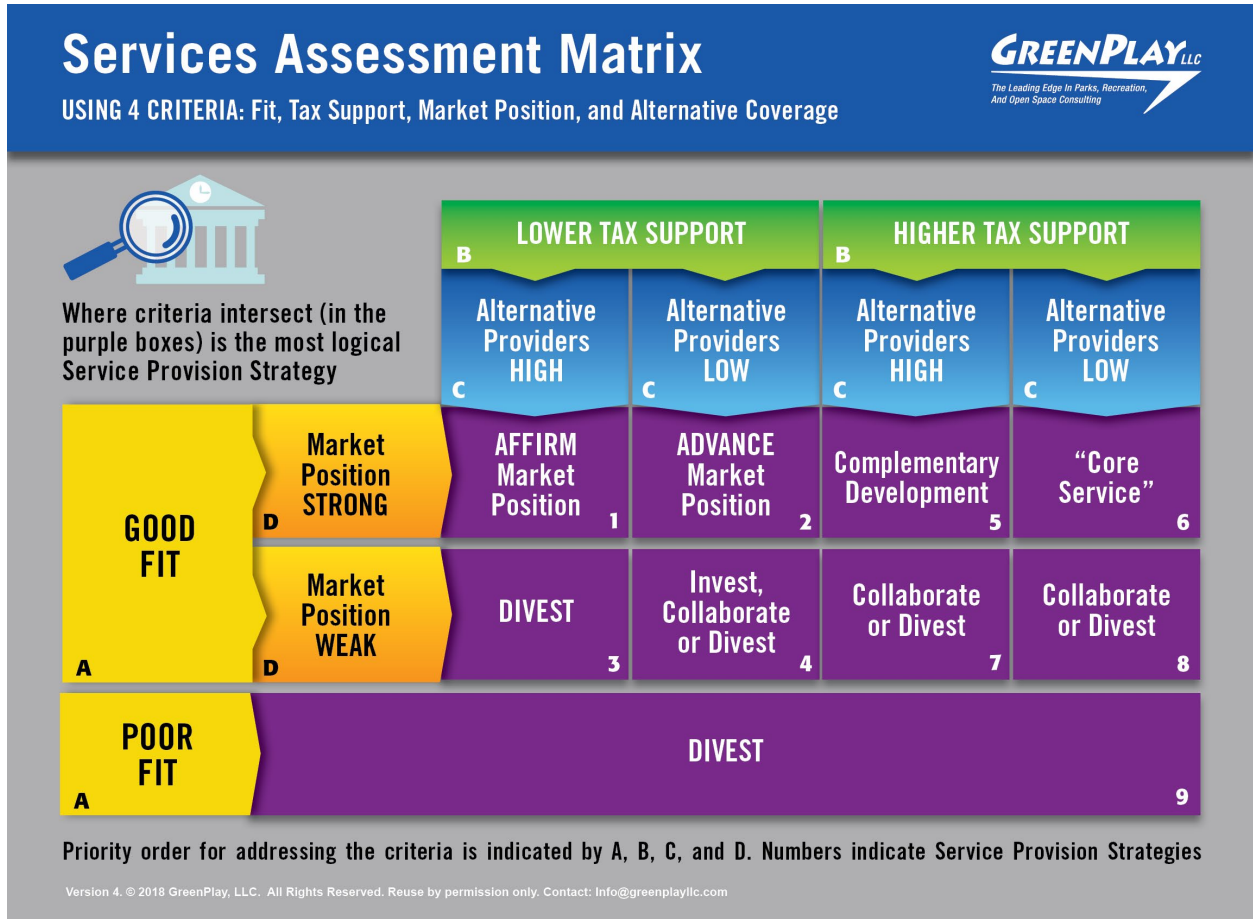
Categories of Service - Examples

- Non-Monitored Parks and Recreational Facilities
- Drop-In Monitored Access (non-instructional)
- Camps
- After School Programs
- Preschool
- Tournaments/Leagues
- Activities- Beginner/Novice
- Activities -Intermediate
- Activities- Advanced/Competitive
- Merchandise for Resale
- Concessions/Vending

- Social Services
- Social Clubs
- Trips
- Amusement or Tourism Attraction
- Special Events Partnered or City-Offered
- Exclusive Use Non-profit and Government
- Exclusive Use For-profit and Private
- Exclusive Use Government
- Leased, management services

After the services are categorized, staff and key stakeholders convene in a facilitated meeting to work each category through the Public Sector Services Assessment Matrix.

Public Sector Agency Services Assessment Matrix



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.

The process includes using guiding questions in a facilitated group discussion to assign the Categories of Service to a numbered cell on the Matrix.

Discussions

One of the reasons that this process works so well is that the assignment of categories to cells is based on facilitated consensual discussions. No one person is making the decisions, and at the end of the assignment workshops, all participants have a strong understanding of how the categories do or do not fit within the vision for the agency and the resultant service strategies

Guiding Questions

The following questions guide the process to determine each service’s fit with the agency’s values and vision, the agency’s strength or weakness in the target market service area, the service’s financial sustainability potential, and who else is providing like or similar services in the target market service area. Each question has to be answered for each service.

Some questions to facilitate guiding categories through the Matrix:

1) 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 a "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, etc.)?

2) 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?

3) Market Position

Market Position is the degree to which the organization is perceived by the public to have a stronger capability and potential to deliver the service than other agencies. It includes 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.

- 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")?
- Does agency staff have superior technical skills needed for quality service delivery?

4) 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. Are others providing the same services? 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.”

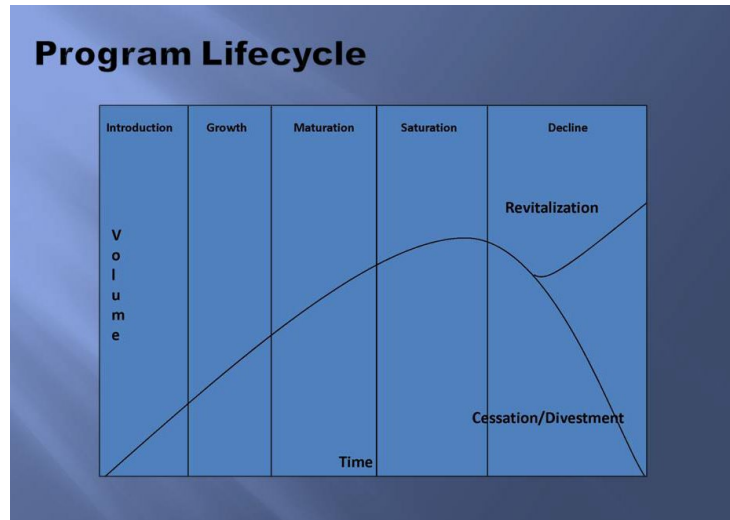
Other questions will arise and may need additional exploration, such as:

- 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 (such as benchmarking performance or impact to community issues, values, or vision)?
- Are marketing efforts and resources effective in reaching and engaging the target market?

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, boundaries should be developed. It is necessary to reshape how public and private sector agencies work either 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 that have not been offered before, in response to customer demand, or reduced availability of public funds and therefore greater dependence on revenue generation, at times, these blurred lines can 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 resource advantages that 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.



Potential Service Strategies

Each numbered resulting cell in the Matrix corresponds with potential target service strategies. Eliminating services that are important to someone or have been offered for some time is challenging. Letting go and making choices based on objective tools must transcend the emotional attachments, because the agency is a public service provider. While this may be difficult, most agencies are re-thinking their resource and labor-intensive services for which they are no longer the strongest provider in the service’s target market. Complementary Development means partnering.



APPENDIX E -

Inventory: Indoor and Outdoor Asset Review

Overview and Description

Desert Recreation District (DRD) is the primary provider of parks and recreation in areas or cities that do not have the capacity or capability to offer these services. The Desert Recreation District boundary overlaps five municipalities: Cities of Coachella, Indian Wells, Indio, La Quinta, and Palm Desert, the census-designated place of Thousand Palms, as well as unincorporated areas of Riverside County. Also, the Riverside County Parks and Open Space District, several YMCAs and Boys and Girls Clubs provide additional service in or near the DRD Sphere of Influence (SOI). Due to this, there are many alternative providers to DRD offering services throughout the District. As the largest recreation district in California, the District stretches (over 1,800 square miles) from Rancho Mirage (at Bob Hope Drive) south and east to the Salton Sea and owns, manages or maintains a variety of park and recreation facilities, including 28 outdoor recreation areas and 11 indoor facilities. While large community or regionally significant parks are the focus of the District, it also has numerous small neighborhood parks. The previous master plan included extensive inventory and site assessments of these DRD parks, but it involved a less comprehensive look at alternative or partner provider assets. A concentrated effort to incorporate these other providers highlights the latest inventory.

Parks and Facilities

The purpose of the 2018 - 2020 update includes the inventory of parks and recreation facilities by DRD and other agencies and municipalities in the Coachella Valley. The process used for this study is further defined below.

Classifications

Parks and facilities reported in the inventory outreach generally, but unofficially, classify as follows.

Urban Core Facilities – Large Parks

Large urban core parks such as Cahuilla Hills Park, Freedom Park, and Palm Desert Civic Center Park range from “nature park” settings to more formal, active recreation parks. Amenities in these parks include picnicking, hiking, interpretive signage, sports fields, courts, skate parks, and dog parks.

Urban Core Facilities – Smaller Parks

Parks such as Thousand Palms Community Park also offer a variety of active recreation opportunities but typically much smaller in terms of acres. Playgrounds, courts, fitness courses, and picnic shelters are standard components in these parks.

Rural Facilities - Local Parks

Local parks in unincorporated areas of the District offer valuable recreation opportunities to these less densely populated areas. These parks provide playgrounds, sports fields and courts, skate parks, picnic shelters, and loop walks.

Aquatics Facilities

Aquatic facilities in the study area differ significantly from the full-service Palm Desert Aquatic Center to smaller, more limited facilities pools such as Pawley Pool or Mecca Community Pool. Many parks also offer spray pads that feature water access without the structure and cost of swimming pool facilities.

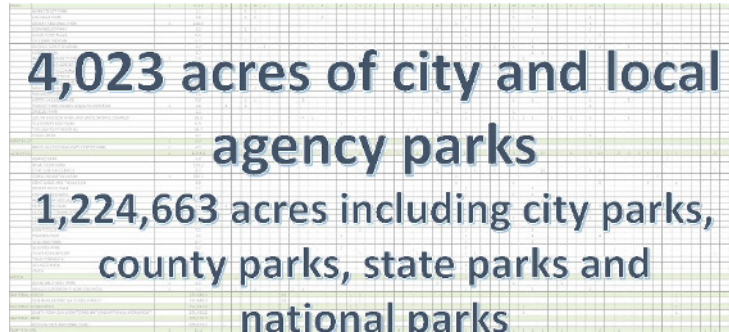
Special Use Facilities

Some facilities in the study area offer more singular recreation opportunities such as Canal Regional Park, which is primarily home to a local model airplane facility. Sports tournament facilities are also included in this classification because they offer limited opportunities outside of designated sport or sports.

Assets Inventory

This study focused on outreach to individual agencies, cities, or unincorporated areas within the sphere of influence as well as updating the District inventory. An agency survey requested GIS data and information regarding existing and future parks and recreation facilities. Numerous outreach efforts show responses from the Bureau of Land Management (BLM), Cathedral City, Coachella, Indian Wells, Indio, Palm Desert, Palm Springs, Rancho Mirage, and Riverside County. Gathering of additional GIS data

Figures 40 - 41: Outdoor park/facility summary examples



Outdoor Facilities

The following list identifies parks and facilities by city, agency, or unincorporated area. ***Indicates a DRD managed or maintained facility.**

Cathedral City

Cathedral City, located on the western border, is not currently part of the Desert Recreation District. It is approximately 20 square miles in size.

1. AGUA CALIENTE PARK
2. BIG LEAGUE DREAMS CATHEDRAL CITY
3. CATHEDRAL CITY DOG PARK
4. CENTURY PARK
5. DENNIS KEAT SOCCER PARK
6. FESTIVAL LAWN
7. MEMORIAL PARK
8. OCOTILLO PARK
9. PANORAMA PARK
10. PATRIOT PARK
11. SECOND STREET PARK
12. TOWN SQUARE

Coachella

The City of Coachella is the easternmost city in the District, bordered on the west by Indio. It is approximately 30 square miles.

1. BAGDOUMA PARK
2. BAGDOUMA PARK POOL
3. DATELAND PARK
4. PLACITAS DE LA PAZ 1*
5. PLACITAS DE LA PAZ 2*
6. PLACITAS DE LA PAZ 3*
7. RANCHO DE ORO PARK
8. RANCHO LAS FLORES PARK
9. SHADY LANE PARK
10. SIERRA VISTA PARK
11. TOT LOT PARK
12. VETERANS MEMORIAL PARK COACHELLA
13. YE WE VICHEM PARK

Desert Hot Springs

Desert Hot Springs, northwest of the District, is not currently part of the Desert Recreation District. It is approximately 23 square miles in size.

1. CORSINI COYOTE PARK
2. GUY J TEDESCO PARK
3. HOT SPRINGS PARK
4. MISSION SPRINGS PARK
5. SARGEANT HODGE SKATE PARK
6. VETERANS MEMORIAL PARK DHS
7. WARDMAN PARK

Indian Wells

Centrally located in the District, Indian Wells is between La Quinta on the east and Palm Desert on the west. It is approximately 14.6 square miles and does not have any public parks. There are two private facilities in the City of Indian Wells.

1. INDIAN WELLS GOLF RESORT
2. INDIAN WELLS TENNIS GARDEN

Indio

Also centrally located within DRD, Indio is between La Quinta on the west and Coachella on the east. It is approximately 29 square miles. The city owns and manages a golf course that includes a driving range.

1. BURR STREET PARK
2. CAHUILLA PARK
3. DESERT REGIONAL PARK*
4. DOMINGUEZ PARK
5. DOUG YORK PLAZA
6. DR CARREON PARK
7. GEORGE S PATTON PARK
8. HJORTH PARK
9. INDIO COMMUNITY CENTER PARK*
10. INDIO SENIOR CENTER
11. INDIO SPORTS COMPLEX
12. INDIO TEEN CENTER
13. JACQUELINE COCHRAN PARK
14. MILES AVENUE PARK
15. MULLIGAN DOG PARK
16. NORTH JACKSON PARK
17. PAWLEY POOL FAMILY AQUATIC COMPLEX*
18. SHIELDS PARK
19. SOUTH JACKSON PARK AND DAVIS SPORTS COMPLEX
20. STATION 87 DOG PARK
21. THE LIGHTS AT INDIO GC
22. YUCCA PARK

Indio Hills

Indio Hills is in the unincorporated western part of the District. It borders the urban core to the north.

1. INDIO HILLS COMMUNITY CENTER PARK*



La Quinta

Bordered by Indian Wells on the West and Indio on the east, LaQuinta's location is central in the District. It is approximately 36 square miles. The following parks serve the residents in addition to Lake Cahuilla County Park and BLM lands.

1. ADAMS PARK
2. BEAR CREEK PARK
3. CIVIC CENTER CAMPUS
4. CORAL MOUNTAIN PARK*
5. COVE OASIS AND TRAILHEAD
6. DESERT PRIDE PARK
7. EISENHOWER PARK
8. FRED WOLFF NATURE PRESERVE
9. FRITZ BURNS PARK
10. LA QUINTA COMMUNITY PARK*
11. LA QUINTA PARK
12. LA QUINTA SPORTS COMPLEX
13. MONTICELLO PARK
14. PIONEER PARK
15. SAGUARO PARK
16. SEASONS PARK
17. SILVERROCK RESORT
18. TRAIL CORRIDOR
19. VELASCO PARK
20. YMCA

Mecca

Mecca is in the unincorporated eastern part of the District, south of the urban core.

1. JOHNSON STREET PARK*
2. MECCA COMMUNITY PARK AND POOL*

North Shore

North Shore is in the unincorporated eastern part of the District, south of the urban core.

1. NORTH SHORE COMMUNITY PARK*
2. NORTH SHORE PARK*
3. PARQUE DEL PUEBLO*

Oasis

Oasis, in the unincorporated eastern part of the District, is west of the Salton Sea and south of the urban core.

1. OASIS COMMUNITY PARK*

Palm Desert

The City of Palm Desert is the westernmost city in the District, boarded on the east by Indian Wells. It is approximately 27 square miles. The City of Palm Desert and DRD partner to bring facilities and activities to people of all ages. Many amenities in Palm Desert parks are managed and scheduled by DRD.

1. CAHUILLA HILLS PARK*
2. CAP HOMME RALPH ADAMS PARK
3. DESERT WILLOW GOLF RESORT
4. FREEDOM PARK*
5. HOVLEY SOCCER PARK*
6. IRONWOOD PARK
7. JOE MANN PARK
8. MAGNESIA FALLS CITY PARK AND OLESON FIELD*
9. PALM DESERT AQUATIC CENTER
10. PALM DESERT CIVIC CENTER PARK*
11. PALM DESERT COMMUNITY GARDENS
12. PALMA VILLAGE NEIGHBORHOOD PARK
13. THE FIRST TEE COACHELLA VALLEY*
14. THE LIVING DESERT ZOO AND GARDENS
15. UNIVERSITY DOG PARK*
16. UNIVERSITY PARK EAST*
17. WASHINGTON CHARTER SCHOOL PARK

Palm Springs

Located to the west of DRD, Palm Springs encompasses a variety of parks in and adjacent to its 94 square miles boundary.

1. BARISTO PARK
2. DEMUTH PARK
3. DESERT HEALTHCARE WELLNESS PARK
4. DESERT HIGHLAND PARK
5. FRANCES STEVENS PARK
6. GENE AUTRY GATEWAY PARK
7. PALM SPRINGS DOG PARK
8. RUTH HARDY PARK
9. SUNRISE PLAZA
10. TAHQUITZ CREEK GOLF RESORT
11. VICTORIA PARK

Rancho Mirage

Rancho Mirage, at approximately 25 square miles, borders DRD to the west and Palm Springs to the east.

1. BLIXSETH MOUNTAIN PARK
2. CANCER SURVIVORS PARK
3. MAGNESIA FALLS NEIGHBORHOOD PARK
4. MICHAEL S WOLFSON PARK
5. RANCHO MIRAGE DOG PARK



Thermal

Thermal, in the unincorporated eastern part of the District, borders Coachella and the southern edge of the urban core.

1. CANAL REGIONAL PARK*

Thousand Palms

On the northwestern edge of the District, Thousand Palms is considered to be the unincorporated western part of the District, north of the urban core.

1. LEGACY PARK*
2. THOUSAND PALMS COMMUNITY CENTER*

The following list identifies county, state, and national agencies' parks and facilities included:

California State Parks

1. ANZA BORREGO DESERT STATE PARK
2. INDIO HILLS PALMS PARK
3. SALTON SEA STATE RECREATION AREA

Riverside County, Regional Parks and Open Spaces

1. LAKE CAHUILLA VETERANS REGIONAL PARK
2. MECCA HILLS COUNTY PARK

National Forests, Monuments, And Parks

1. SAN BERNARDINO NATIONAL FOREST
2. SANTA ROSA SAN JACINTO MOUNTAINS
NATIONAL MONUMENT
3. JOSHUA TREE NATIONAL PARK

The following map shows the GIS data gathered and includes the study area and locations of properties. In addition to the District overall, the small thumbnails show city, municipalities, or unincorporated, populated areas.



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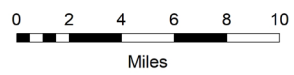
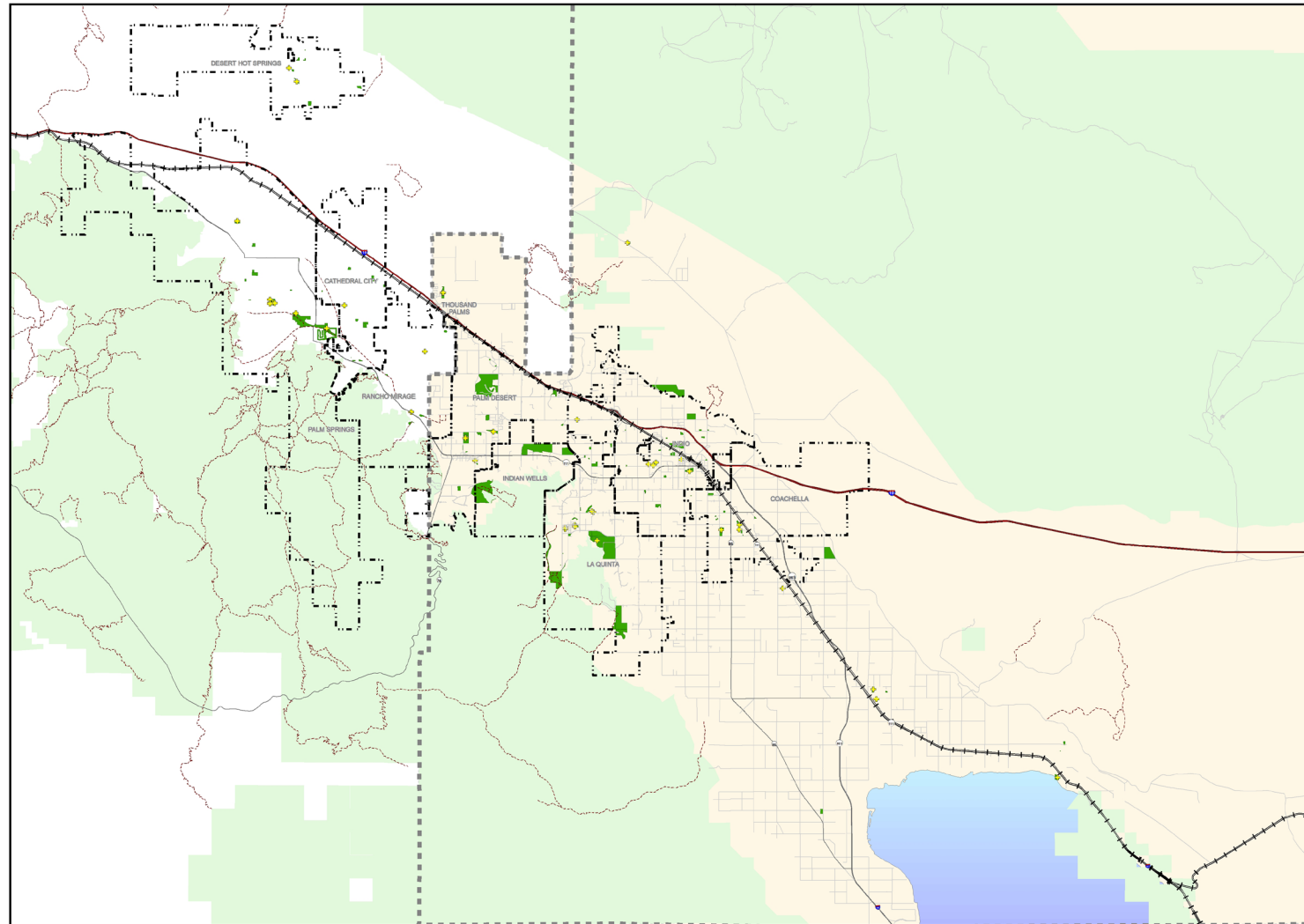


Figure 42: Map A: System Map

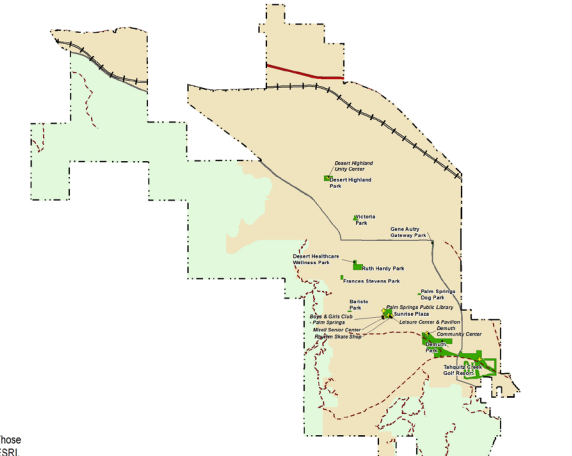
Desert Recreation District: Parks and Recreation Master Plan
Map A: System Map and City Thumbnails

Fun In the Sun!

A



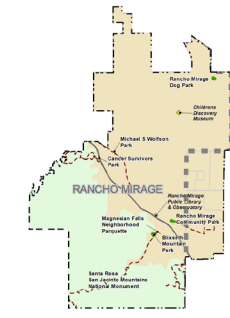
Map Produced For Desert Recreation District - By The GRASP® Team
 This Map is Intended For Planning & Discussion Purposes Only -
 Please Refer To The Project Document For Map Details
 Legend Elements May Vary Slightly In Size, Color And Transparency From Those
 Shown On Map GIS Data Sources May Include Desert Recreation District, ESRI,
 GRASP® Team - February 2019
 Copyright© 2019 Desert Recreation District - Map Revised - February 2020



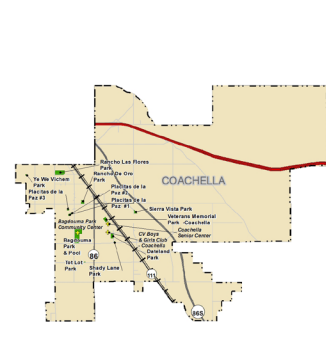
Palm Springs



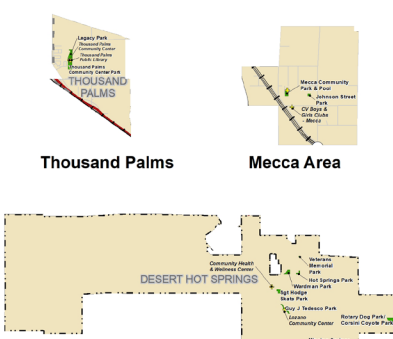
Indio



Rancho Mirage



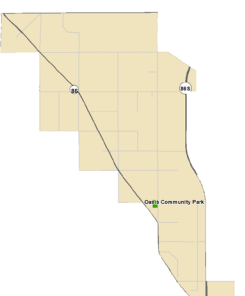
Coachella



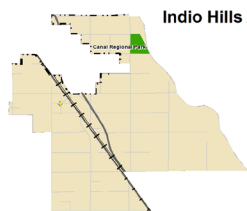
Thousand Palms



Mecca Area



Oasis Area



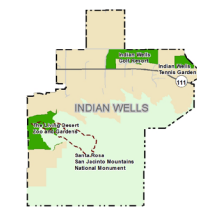
Thermal



Indian Wells Area



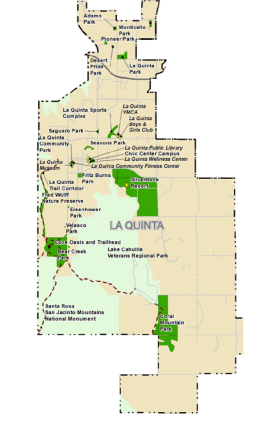
North Shore Area



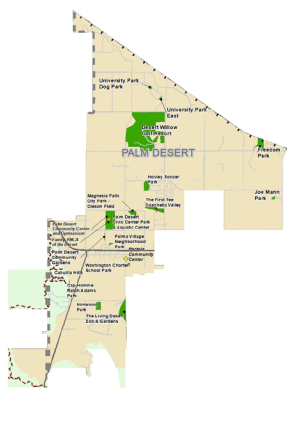
Indian Wells



Cathedral City



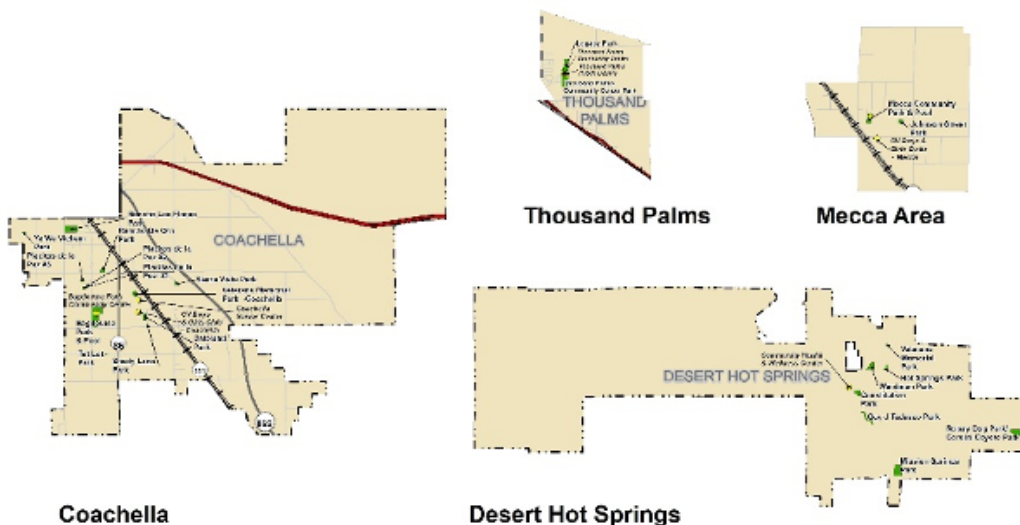
La Quinta



Palm Desert

An enlargement of the thumbnails in the image below.

Figure 43: Enlargements of Map A



Components

It is also useful to think of parks, trails, indoor facilities, and other public spaces as parts of the infrastructure. Components are elements within parks include playgrounds, picnic shelters, courts, fields, indoor facilities. .

Identification and location of parks/facilities and their components use GIS data, the inventories, and aerial photography surveys. Note: unlike the previous DRD study, the recent endeavors did not include the qualitative aspects. Due to the size and readability of the final inventory matrix, a supplement to this report contains this matrix. Images below include some of the highlights of that comprehensive document.

Figure 44: Outdoor component summary examples

Examples:
24 spray pads
52 diamond fields
29 pickleball courts
60 playgrounds
41 tennis courts
42 rectangle fields
17 volleyball courts

Indoor Facilities Overview

Residents typically enjoy access to indoor recreation distributed throughout DRD.

Classifications

Indoor facilities reported generally classify as follows.

Community Centers (large/multi-function)

Recreation or fitness centers such as Indio Community Center and Gymnasium, La Quinta Community Fitness Center, and the Palm Desert Community Center and Gym offer a variety of services to residents, including fitness, children’s programs, and recreation opportunities.

Community Centers (small/meeting rooms)

Small centers such as Bermuda Dunes Community Center, Indio Hills Community Center, Portola Community Center, and Thousand Palms Community Center are open to the public on a limited basis. These facilities offer programming opportunities.

Indoor Special-Use Facilities

Several special-use facilities such as Golf Center at Palm Desert, Home of the First Tee Coachella Valley, and the North Shore Beach and Yacht Club are typically limited in approach.

Figures 45-46: Indoor inventory summary examples



Indoor Locations

The following list identifies indoor facilities by city, agency, or unincorporated area. Yellow crosses represent these properties on the maps. *Indicates a DRD managed or maintained facility.

Indoor Facilities

The following list identifies parks and facilities by city, agency, or unincorporated area. *Indicates a DRD managed or maintained facility.

Bermuda Dunes

1. BERMUDA DUNES COMMUNITY CENTER*

Cathedral City

1. CATHEDRAL CITY BOYS & GIRLS CLUB

Coachella

1. BAGDOUMA PARK COMMUNITY CENTER
2. COACHELLA SENIOR CENTER
3. CV BOYS & GIRLS CLUB - COACHELLA

Desert Hot Springs

1. BAGDOUMA PARK COMMUNITY CENTER
2. COACHELLA SENIOR CENTER
3. CV BOYS & GIRLS CLUB - COACHELLA

Indio

Indio has two special-use facilities: the Indio Teen Center and Indio Senior Center. The two facilities are less than a half-mile from each other, and blocks from the DRD Indio Community Center.

1. CV BOYS & GIRLS CLUB - INDIO
2. INDIO COMMUNITY CENTER*
3. INDIO PUBLIC LIBRARY
4. INDIO SENIOR CENTER
5. INDIO TEEN CENTER

Indio Hills

1. INDIO HILLS COMMUNITY CENTER*

La Quinta

1. LA QUINTA BOYS & GIRLS CLUB
2. LA QUINTA COMMUNITY FITNESS CENTER*
3. LA QUINTA MUSEUM
4. LA QUINTA PUBLIC LIBRARY
5. LA QUINTA WELLNESS CENTER
6. LA QUINTA YMCA
7. SILVER ROCK RESORT

Mecca

1. CV BOYS & GIRLS CLUBS – MECCA
2. MECCA COMMUNITY CENTER & POOL*

North Shore

1. NORTH SHORE BEACH & YACHT CLUB*

Palm Desert

1. FAMILY YMCA OF THE DESERT
2. PALM DESERT COMMUNITY CENTER & GYMNASIUM*
3. PORTOLA COMMUNITY CENTER*
4. GOLF CENTER AT PALM DESERT, HOME OF THE FIRST TEE*

Palm Springs

1. BOYS & GIRLS CLUB - PALM SPRINGS
2. DEMUTH COMMUNITY CENTER
3. DESERT HIGHLAND UNITY CENTER
4. LEISURE CENTER AND PAVILION
5. MIZELL SENIOR CENTER
6. PALM SPRINGS PUBLIC LIBRARY
7. RHYTHM SKATE SHOP
8. TAHQUITZ CREEK GOLF RESORT

Rancho Mirage

1. CHILDREN'S DISCOVERY MUSEUM
2. RANCHO MIRAGE PUBLIC LIBRARY AND OBSERVATORY

Thermal

1. JERRY RUMMONDS' SENIOR & COMMUNITY CENTER

Thousand Palms

1. THOUSAND PALMS COMMUNITY CENTER*
2. THOUSAND PALMS PUBLIC LIBRARY



GRASP® Level of Service Analysis

GRASP® and Component-Based Level of Service (CBM) Overview

The level of service analyses varies significantly and can look at specific components, or they can look at broader access to parks or indoor facilities. The previous master plan included a complete GRASP® inventory and qualitative assessment of DRD parks, facilities, and their components. In the case of this study, examinations are limited to the park or facility boundary, component type, quantity, and geo-locations. The inventory includes a variety of components that are likely to draw users from a variety of service areas. For this reason, the following perspectives include multiple aspects. More extensive hatch patterns indicate locations that are served by a combination of more sites or more components.

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

Access to Trails

Access to trails is an essential part of any parks and recreation system, but the development, ownership, and ongoing maintenance of trails and a trails system can vary greatly. Multiple sources may be available, making accuracy and completeness challenging. Working with the Coachella Valley Association of Governments (CVAG), the district obtained trails data that is considered the Authorized Trails in Conservation Plan areas. “Social trails” are not part of the authorized trails system. Urban trails, including the upcoming CV Link (<http://www.coachellavalleylink.com/>), are not included in this layer. DRD, Friends of the Desert Mountains, PS Conventions and Visitors Bureau, and CVAG all assemble trails data that needs periodic updates. These organizations must work together to keep the information updated and vetted.

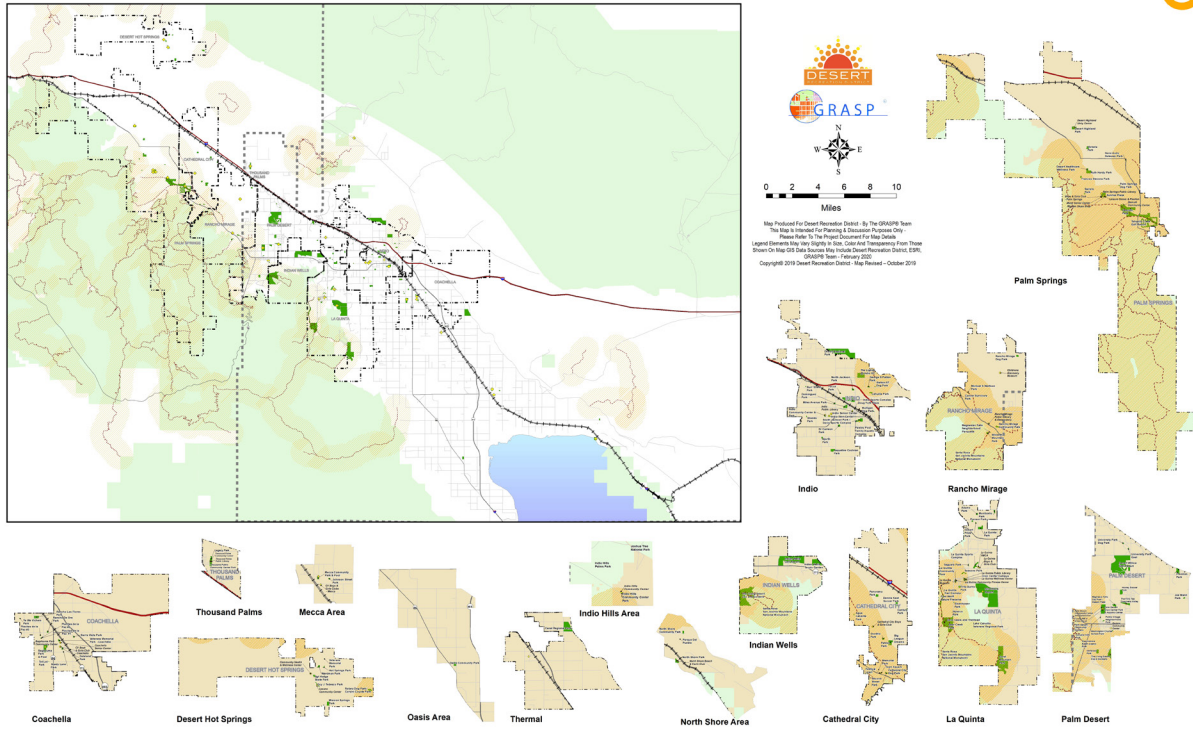
In the following map, a one-mile service area indicates general access to trails across the valley. In the thumbnails, it is evident that access to trails appears to be limited. Further follow-up and data collection may be required to determine if there are unreported trails provided by additional partners.

Figure 47: Access to trails

Desert Recreation District: Parks and Recreation Master Plan
Map B: Access to Authorized Trails (1-mile)

Fun In the Sun!

B



Access to Aquatics (Public)

The process of analysis for a system like DRD and its key partners can include multiple steps. The following images are included to illustrate those steps and a formalized map. Access to aquatics facilities looked at a variety of public access facilities and service areas, as shown in the following images. Note: the inventory and analysis do not include private aquatic facilities such as backyard pools or HOA or apartment complex pools, for example.

Figure 48: One-mile access to spray pads

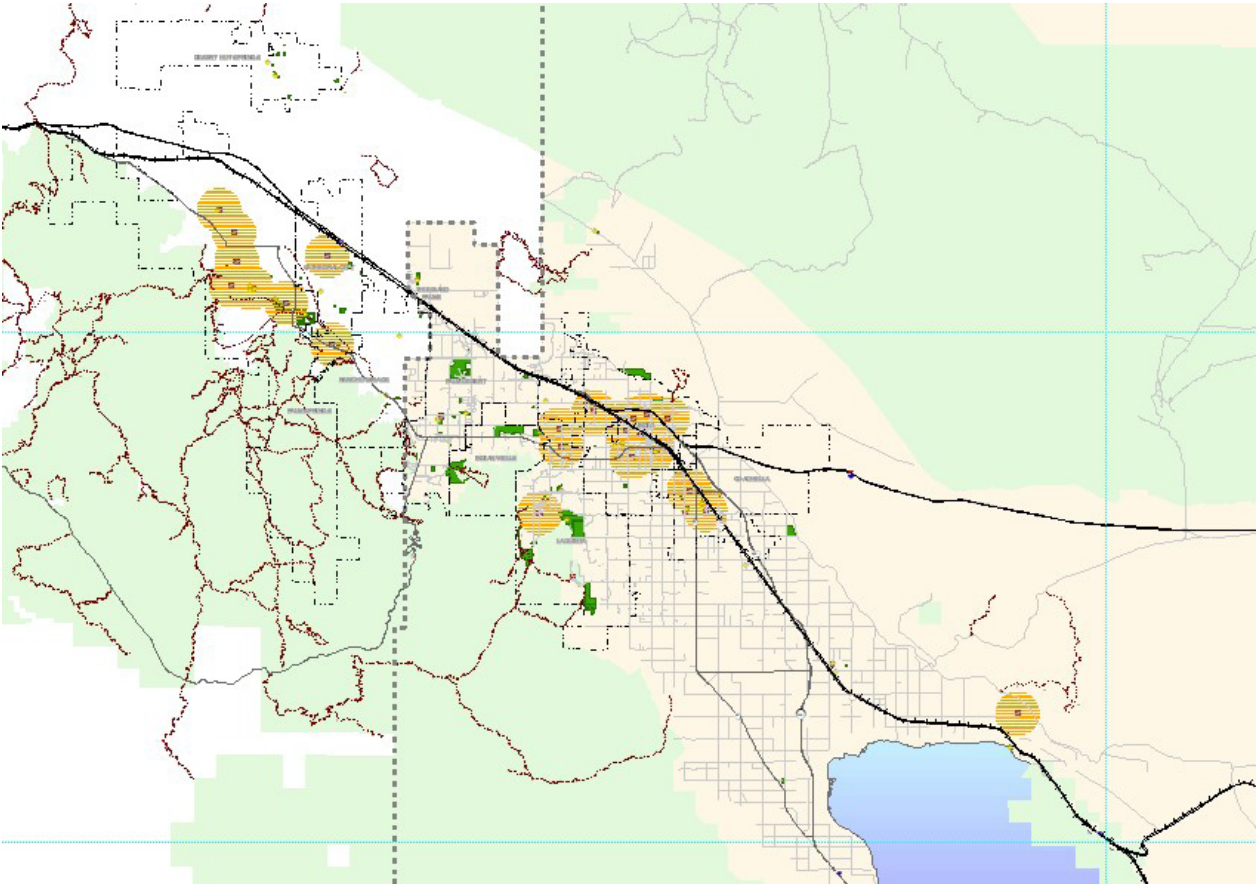


Figure 49: Three-mile access to public swimming pools

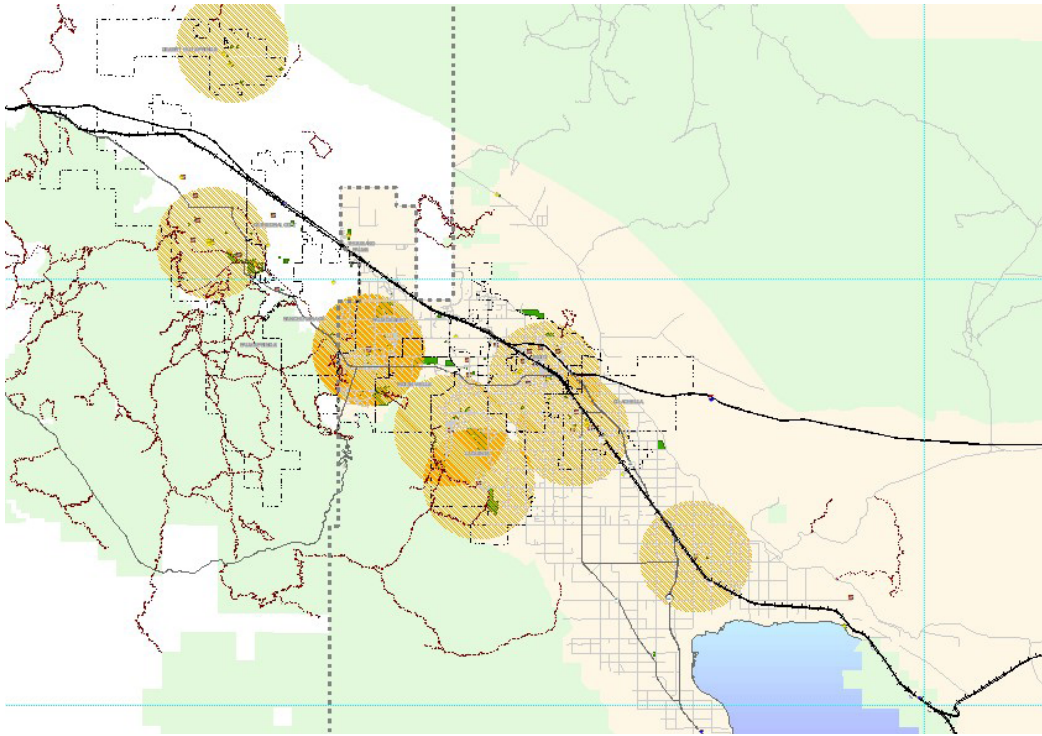
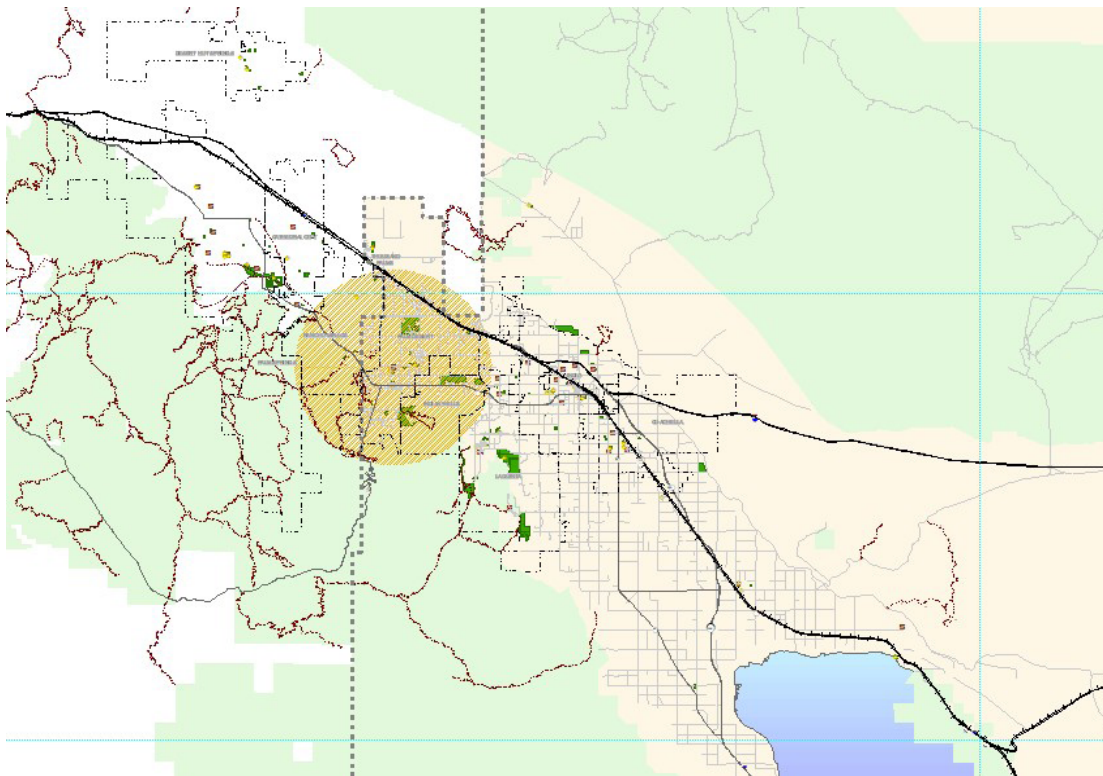
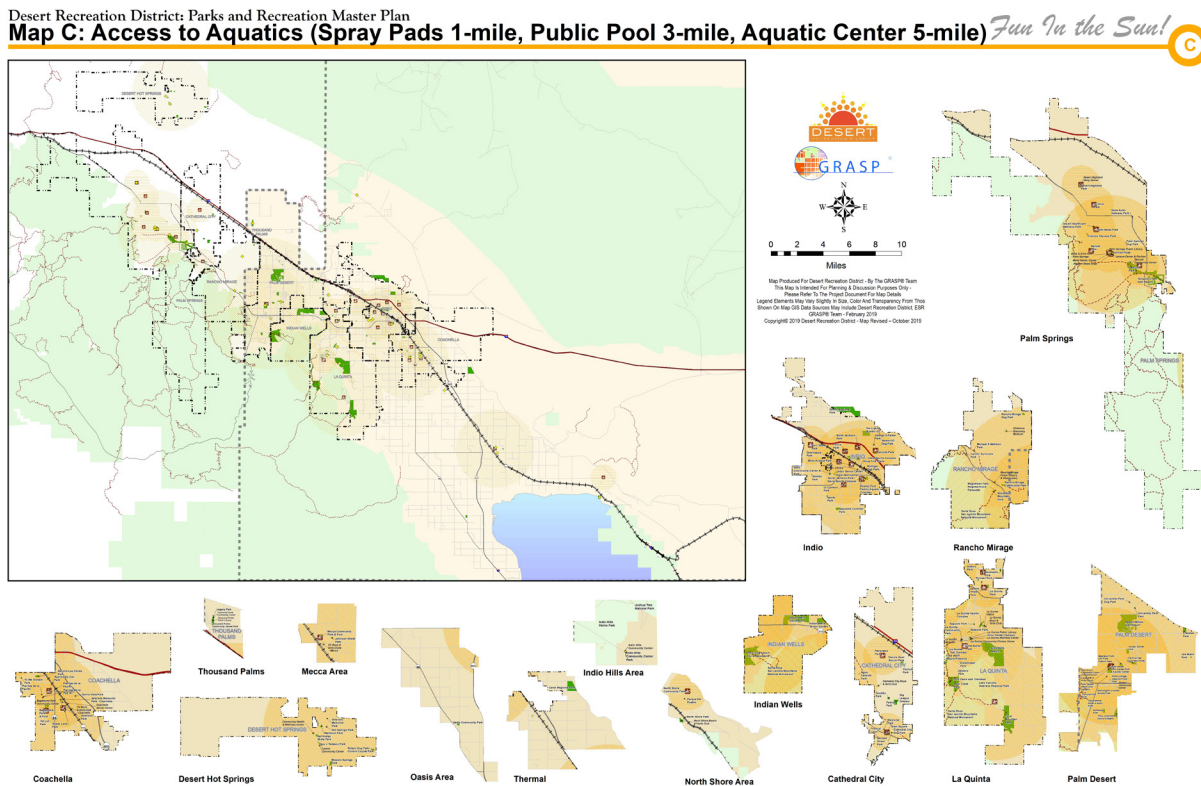


Figure 50: Five-mile access to the Palm Desert Aquatic Center



This series of figures show that there may be limited access to public aquatic facilities. While spray pads are a more economical option, they likely draw from a smaller service area. Spray pads tend to appeal to younger age groups, similar to playgrounds. One-mile access shows significant gaps across the district as a whole, including in portions of the urban core. Three-mile access to public swimming pools also has some considerable differences. The five-mile access analysis shows the centrally-located, Palm Desert Aquatic Center.

Figure 51: Neighborhood access to aquatic facilities



Overall, the analysis would suggest that residents either must find access to private facilities close to home or travel greater distances to public aquatic facilities. Several of the thumbnails reveal limited access to specific cities or areas.

Overall, the analysis would suggest that residents either must find access to private facilities close to home or travel greater distances to public aquatic facilities. Several of the thumbnails reveal limited access to specific cities or areas.

Access to Rectangular Fields

The remaining analyses include similar steps and processes. Rectangular field access looked at a variety of facilities and service areas. Note: the inventory does not include school facilities that may have fields but offer limited or no public access.

Figure 52: One-mile access to single fields

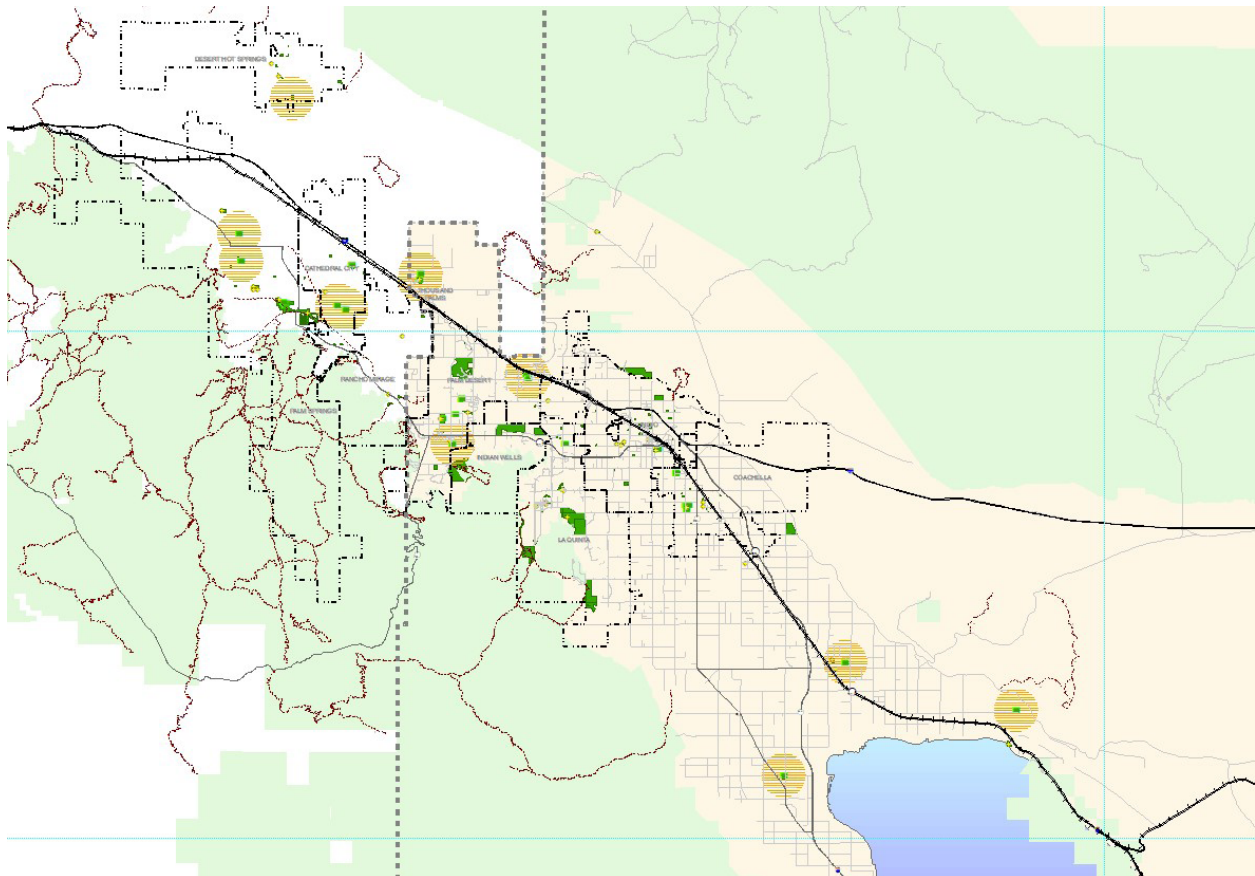




Figure 53: Five-mile access to two or more fields

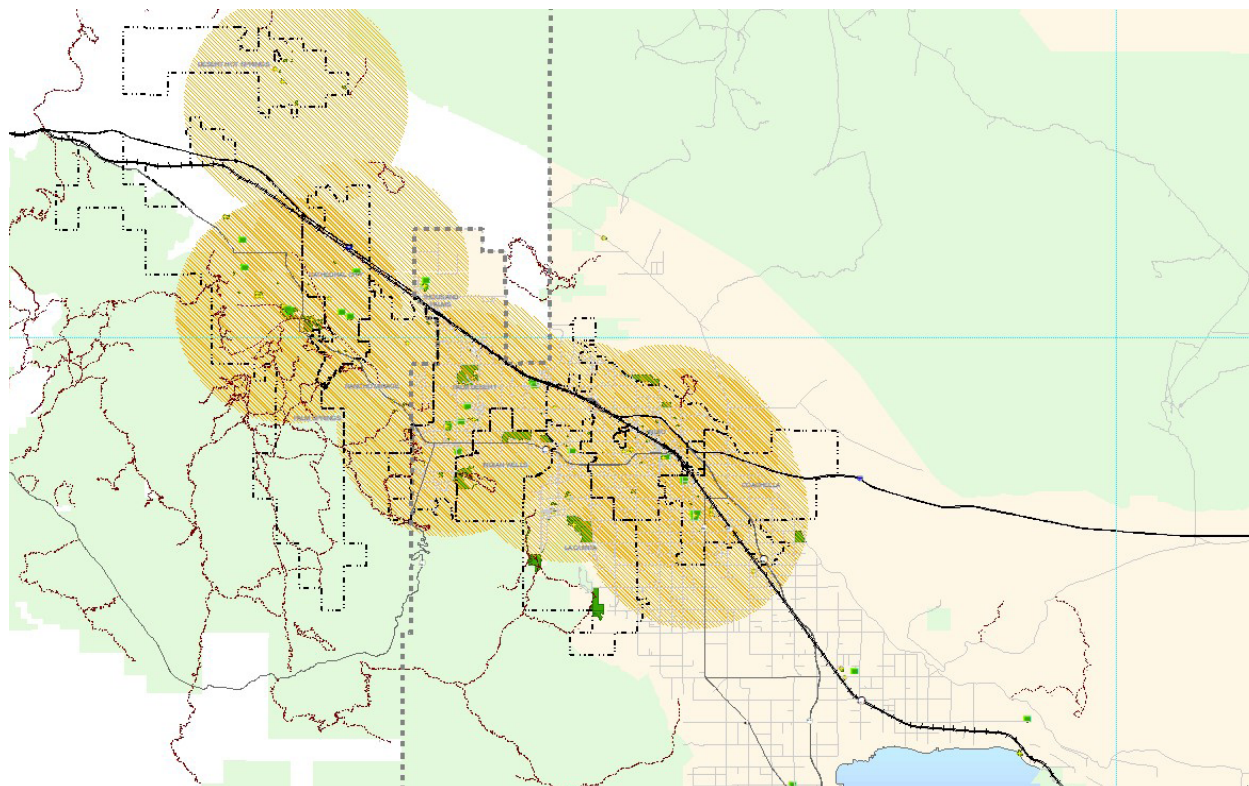
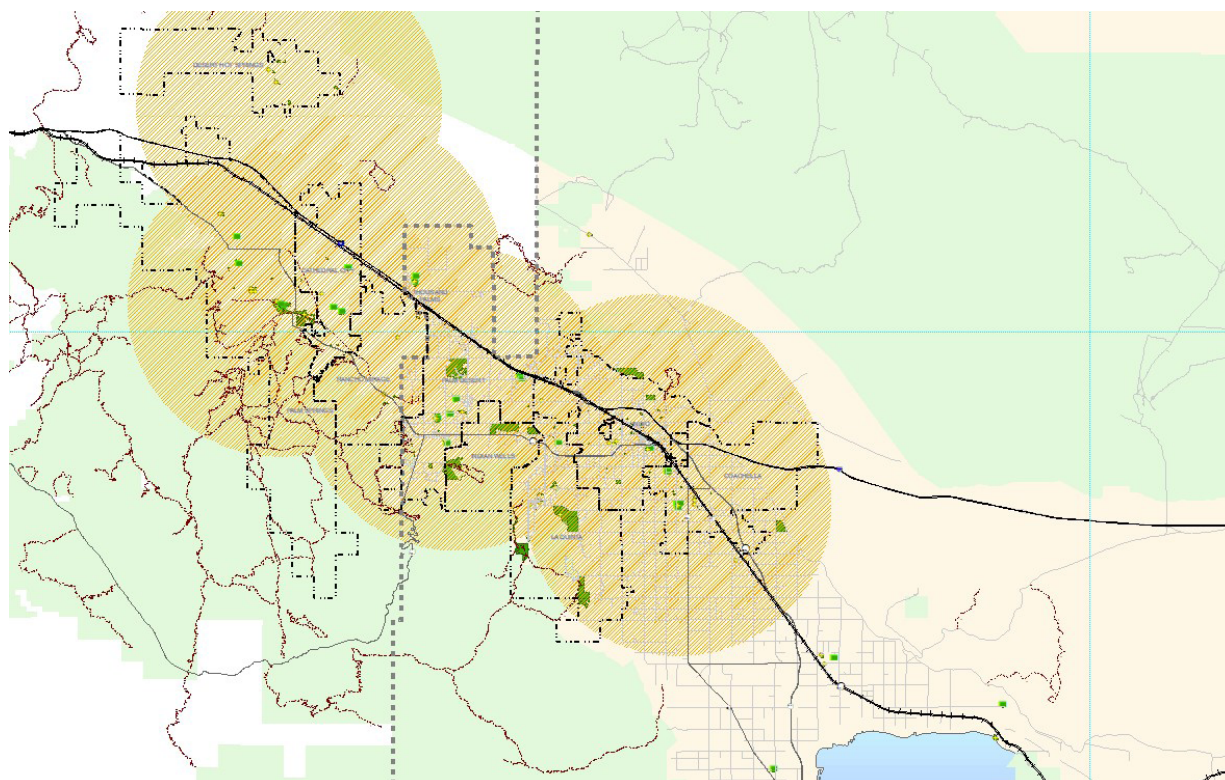


Figure 54: Seven-mile access to tournament facilities



This series of figures show that as the expected travel distance increase, the access to rectangle fields increases. Single rectangle fields offer limited access across the district, as indicated in figure 1 above. Facilities with two or more rectangle fields show significant coverage in the urban core. Tournament facilities, i.e., multiple rectangle facilities and supporting infrastructures such as parking, restrooms, concessions, picnic shelters, and other amenities, also appear to have significant coverage in the urban core. Access to multiple rectangles at one site is likely more important in populated areas, and therefore the present mixture may be fulfilling the needs at this time. This analysis does not, however, look at the programming needs or field quality.

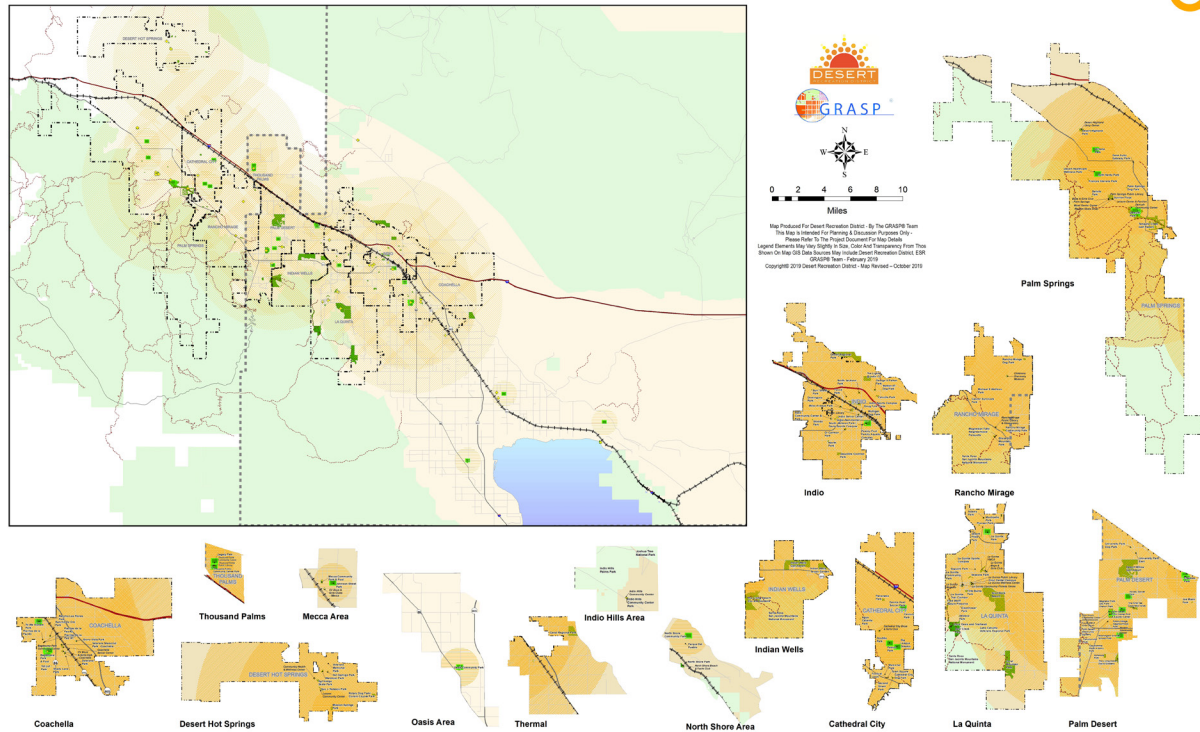
Figure 55: Access to rectangular fields

Desert Recreation District: Parks and Recreation Master Plan

Map D: Access to Rectangle Fields (1 Field 1-mile, 2+ 5-mile, Tourney Fields 7-mile)

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D



Access to Diamond Fields

Similar to the analysis above, diamond field access looked at a variety of facilities and service areas. Again note that the inventory does not include school facilities.

Figure 56: Half-mile access to diamond fields

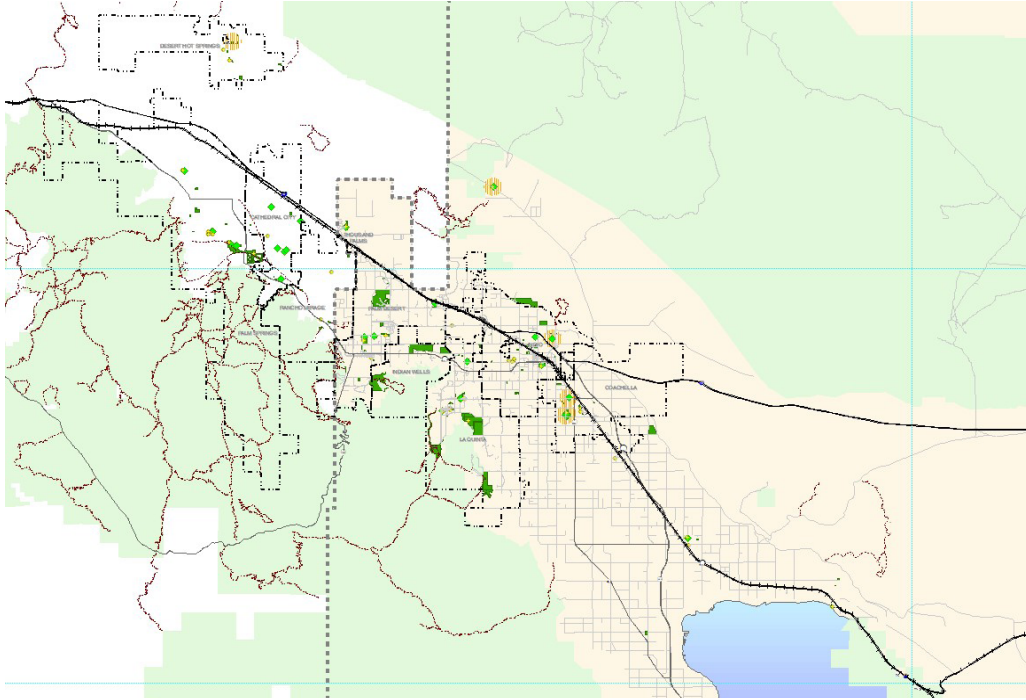


Figure 57: One-mile access to diamond fields

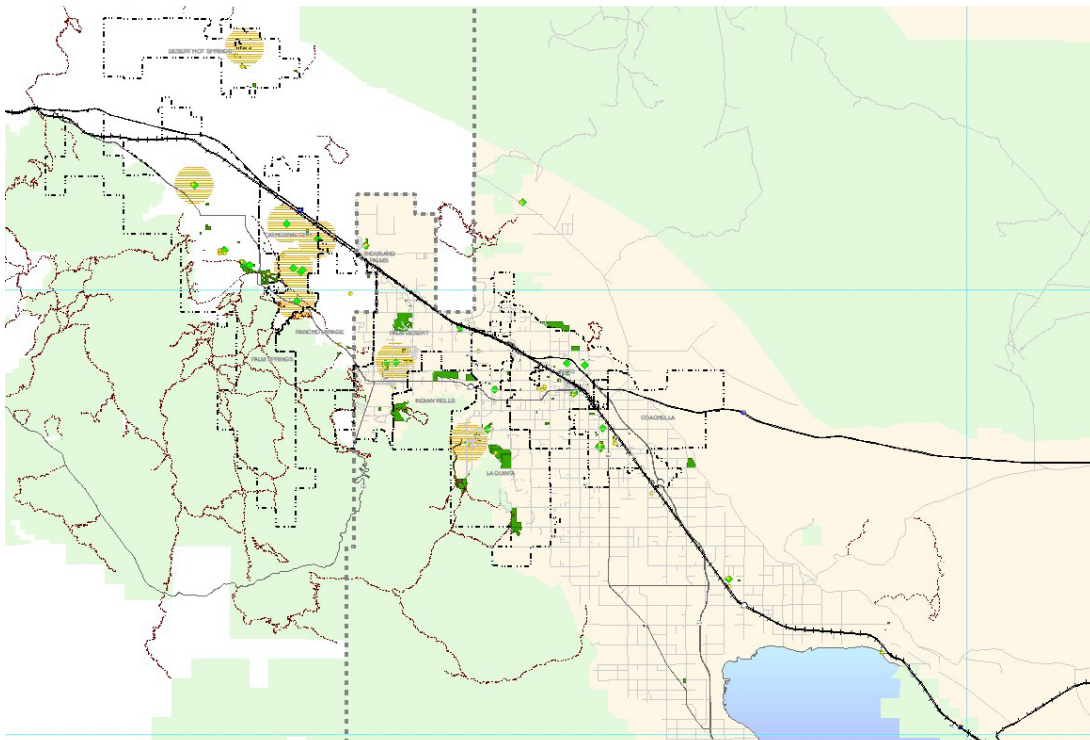


Figure 58: Five-mile access to two or more diamond fields

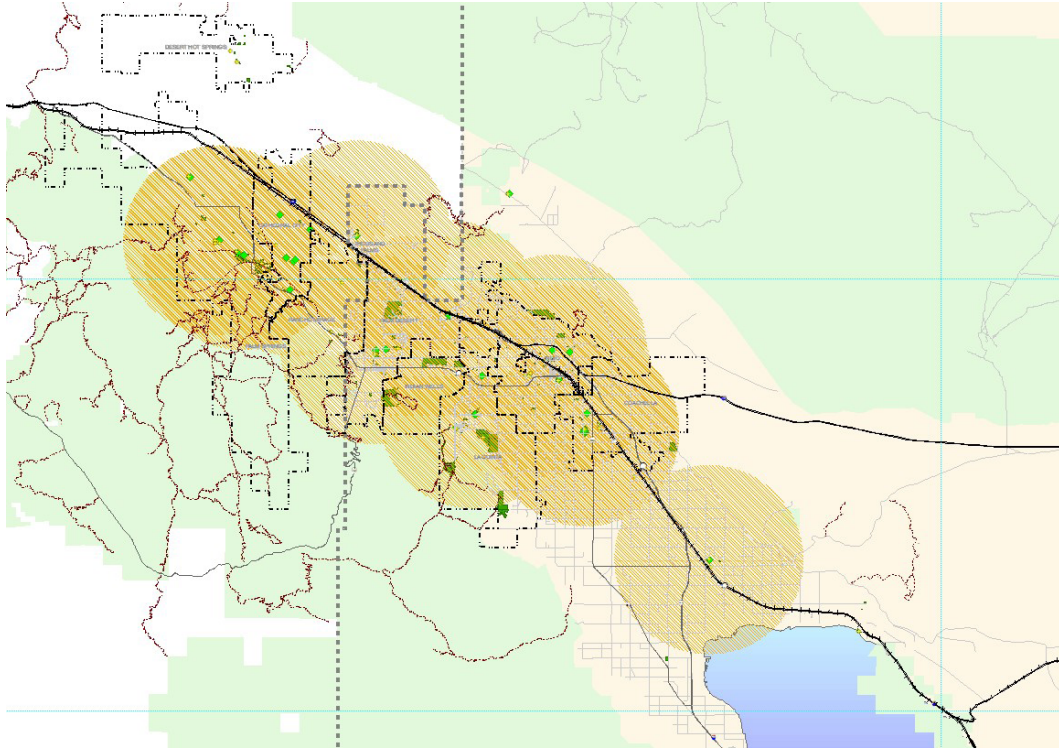
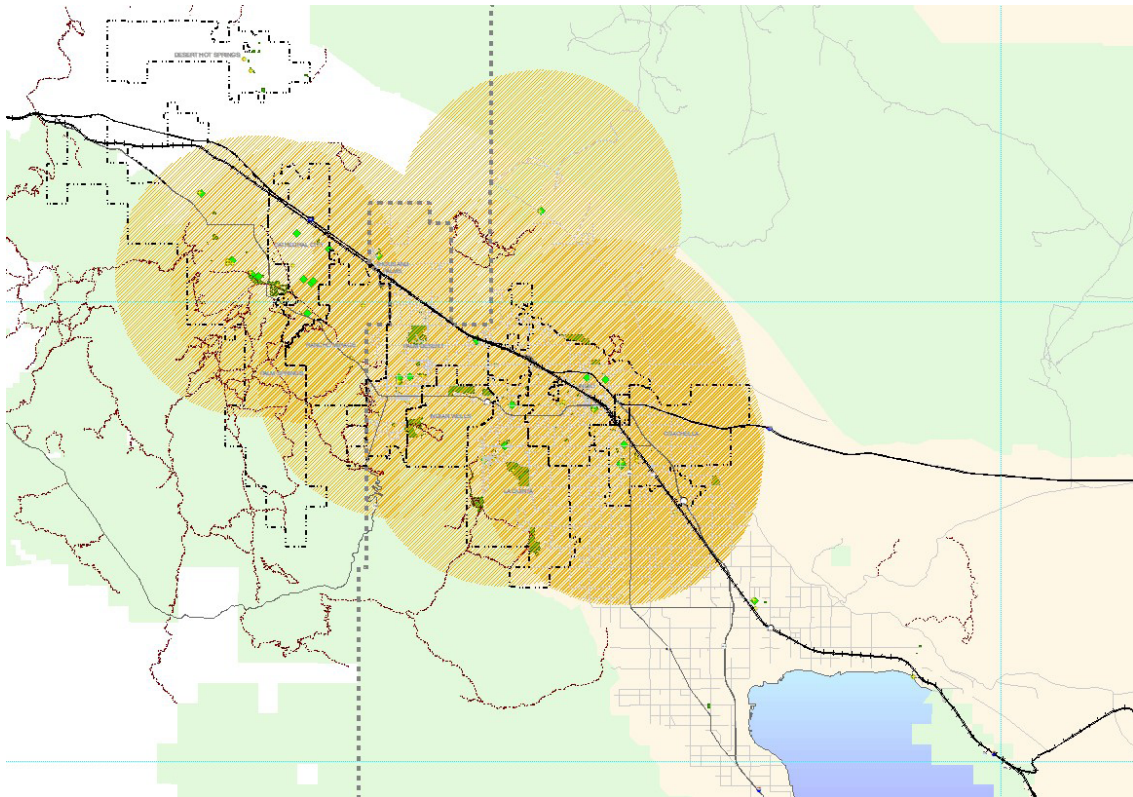
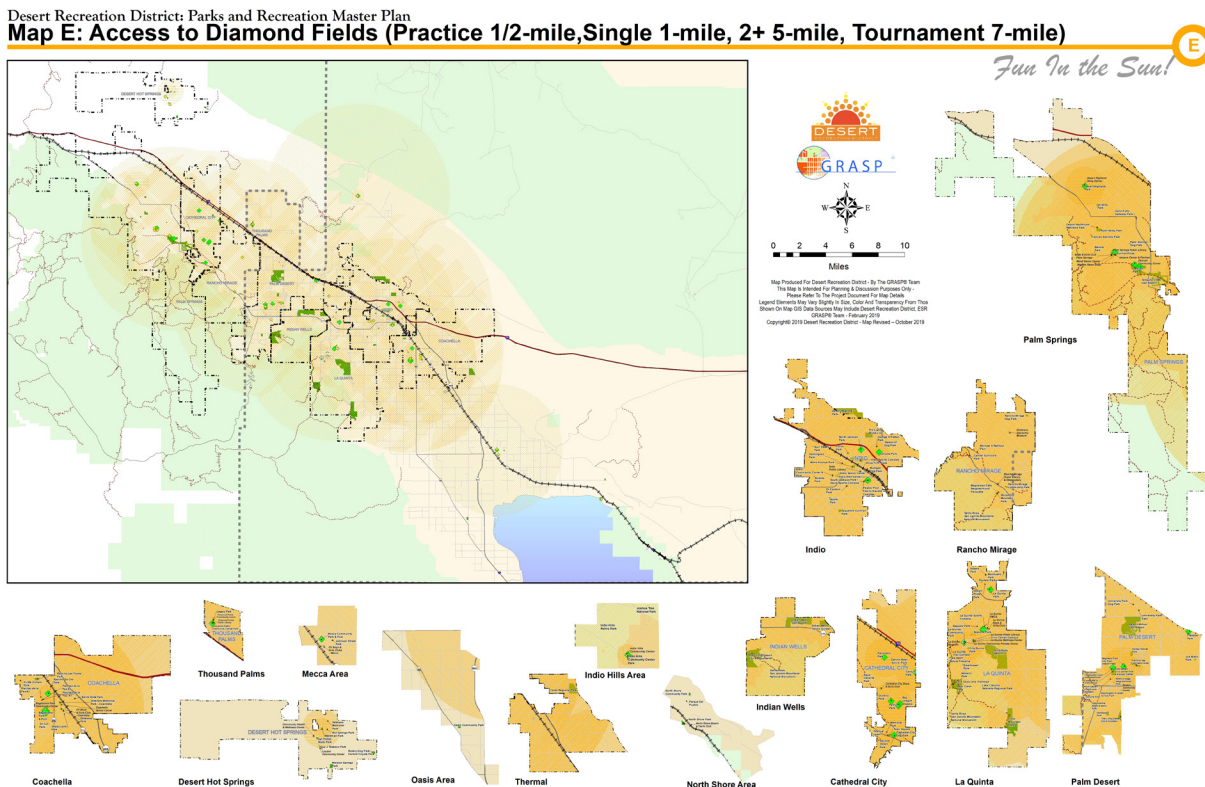


Figure 59: Seven-mile access to diamond fields



This series of figures show that as the expected travel distance increase, the access increases. Diamond practice fields offer limited opportunities outside of practice and pick-up games and service small half-mile service areas. Single diamonds fields offer limited access across the district, as indicated in **Figure 57**. Facilities with two or more diamonds show significant coverage in the urban core and even extending southeast into more rural areas. Tournament facilities, i.e., facilities with multiple fields and supporting infrastructures, also appear to have considerable coverage in the urban core.

Figure 60: Access to diamond fields



Similar to rectangle fields, access is likely more important in populated areas, and therefore the present mixture may adequate. This analysis also does not look at the programming needs or field quality. A few of the thumbnails reveal gaps in specific areas. In Desert Hot Springs, for example, it is likely due to a lack of data.

Access to Developed Parks

Access to a developed park that offers a variety of recreation opportunities is a focus of many park and recreation agencies. Service areas may vary greatly based on the number of opportunities within each park and quality of the park. The analysis looked at a variety of service areas. This analysis has not designated the specific offerings of each park and does not include private facilities such as gated community, HOA, or apartment complex parks, for example.

Figure 61: One-mile access to developed parks

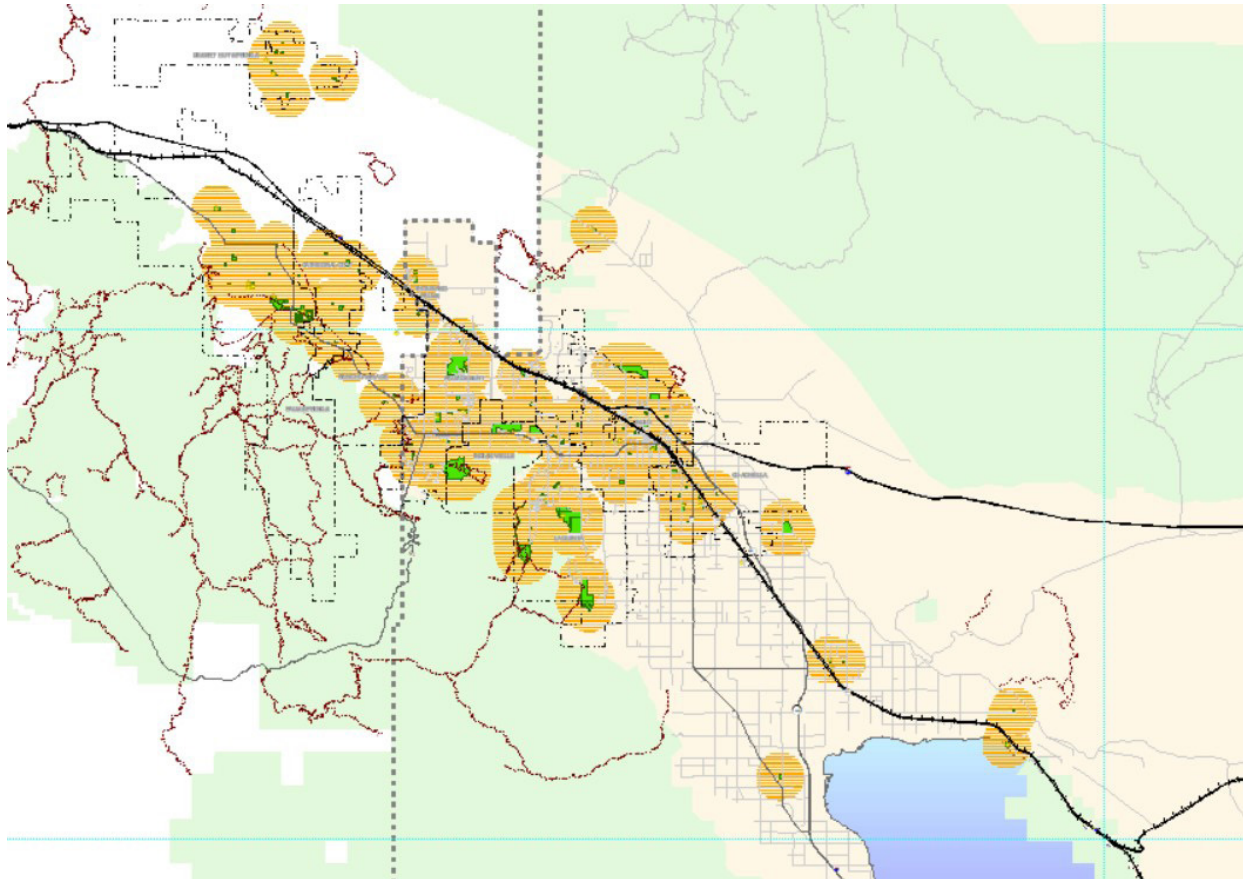




Figure 62: Three-mile access to developed parks

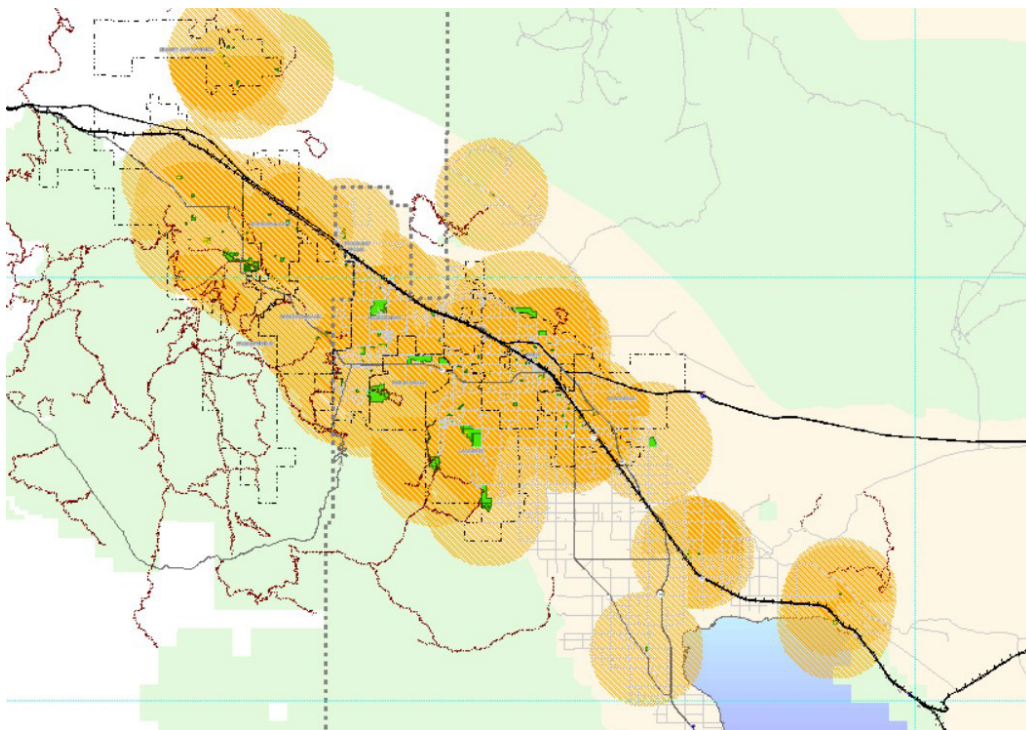
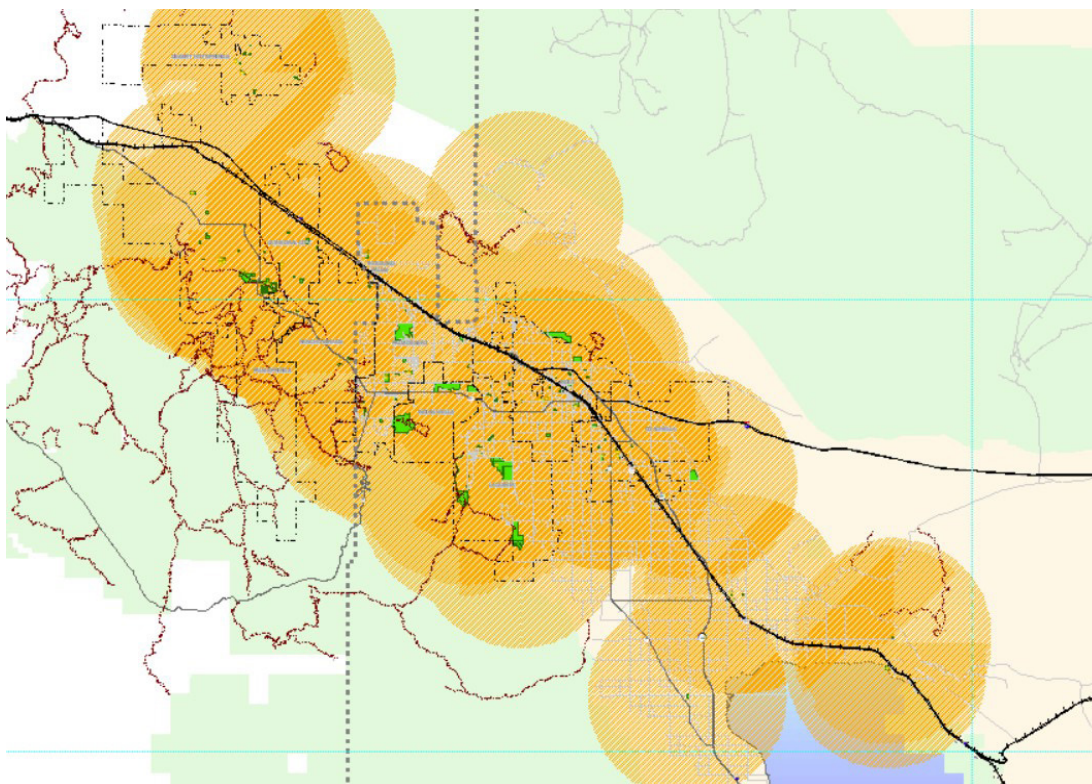


Figure 63: Five-mile access to developed parks

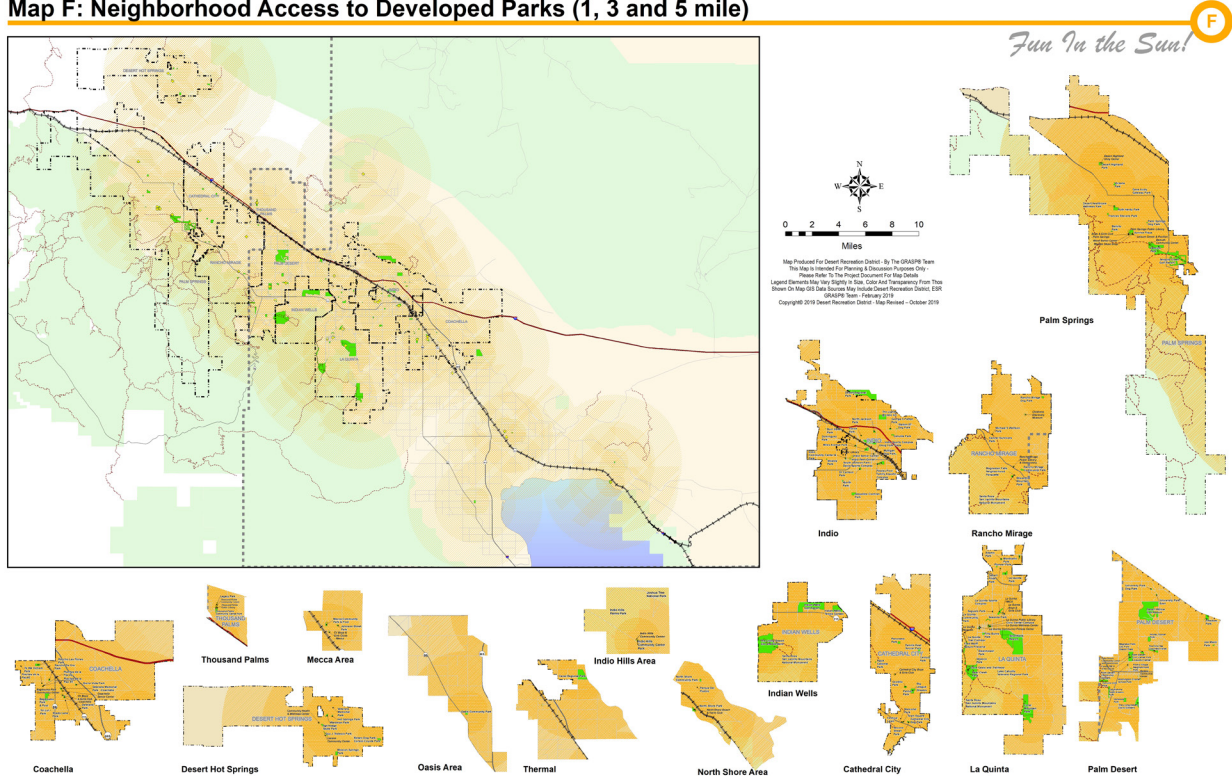


This series of figures show that as the expected travel distance increase, the access to developed parks increases. At a simple one-mile service area, there appear to be significant gaps, including some on the urban core. Individual cities may use this type of analysis to consider developing new parks within their boundaries. In localities where there is no parks and recreation agency, DRD may deem its responsibility to provide this more localized service provision. At three-miles, there is much less without access, and gap areas are primarily outside the urban core. Five-mile access shows little if any of the populated regions without access to developed parks.

Figure 64: Neighborhood access developed parks

Desert Recreation District: Parks and Recreation Master Plan

Map F: Neighborhood Access to Developed Parks (1, 3 and 5 mile)



This formalized map shows access to recreation based on those services provided by the Desert Recreation District and its partners. The inset maps show the individual cities or populated areas. In the final mapping, only minimal gaps occur outside of the urban core.

Access to Indoor Facilities

Access to indoor facilities looks at two different service areas for indoor facilities; three-mile access and five-mile access. While recreation opportunities and programming may vary significantly by each facility size, the provision of multi-purpose spaces at each facility allows for a variety of programming options.



Figure 65: Three-mile access to indoor facilities

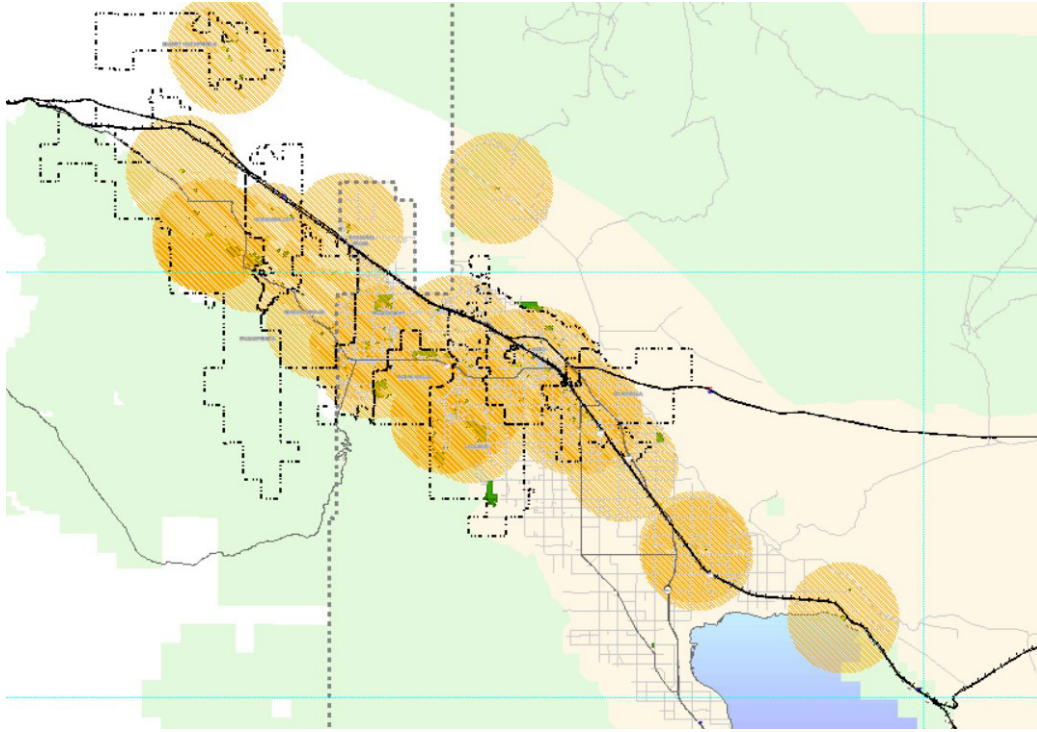
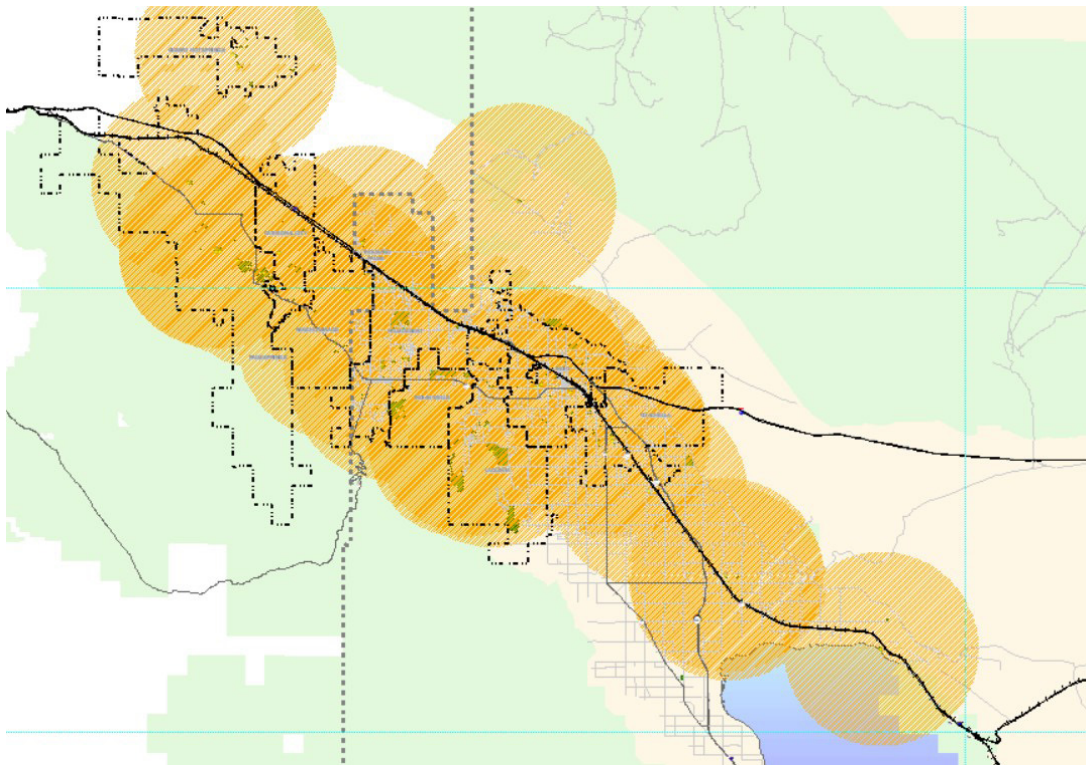


Figure 66: Five-mile access to indoor facilities

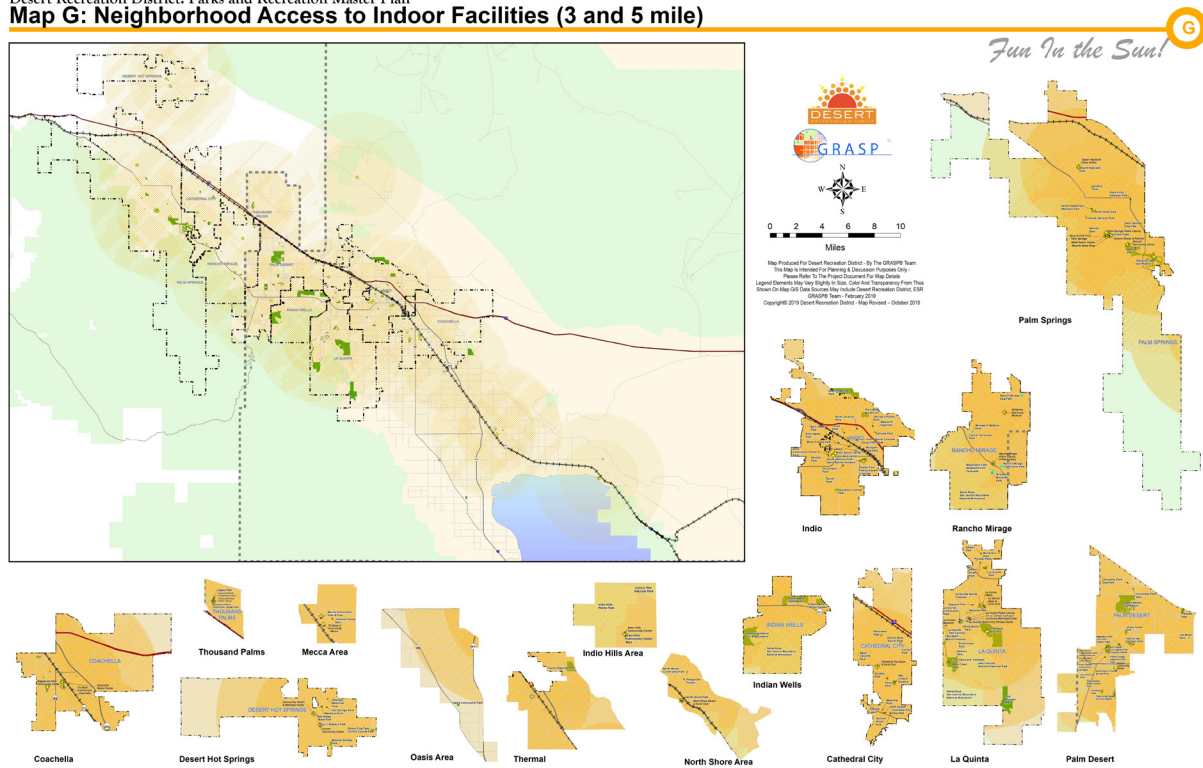


These two images show the distribution of indoor facilities across the district with superior coverage in the urban core. As the expected service area increases from three to five miles, there is consistently better coverage for these indoor opportunities. This analysis does not address the size or the offerings of each specific facility.

Figure 67: Neighborhood access to indoor facilities

Desert Recreation District: Parks and Recreation Master Plan

Map G: Neighborhood Access to Indoor Facilities (3 and 5 mile)



The formalized map shows access to indoor recreation. The inset maps show the individual cities or populated areas. In the final mapping, significant access is apparent across the district. Possible gaps occur outside of the urban core, in less densely populated areas. A few of the thumbnail maps reveal there may be limited access to indoor facilities at the edges of a few of the cities or populated areas.



The Findings Summary

LOS Analysis Findings

A comprehensive review shows a remarkable park and recreation system. Recreation opportunities in the urban core tend to be more community-wide or regionally-based, while rural areas focus on more neighborhood or localized service. This trend seems consistent with the needs of the differing populations. As with any infrastructure, it is vital to maintain facilities and keep up with current trends. Also, partnerships and coordination with other providers is key to service provision in the Valley. Communication and strengthening these partnerships minimizes the overlap in similar or competing services.

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

The use of CBM and the GRASP® methodology is appropriate for DRD, where the number of recreation amenities and geographic distribution is equally important. The ability to map alternative provider facilities also helps create a sense of the overall level of service provided to District residents. As Map B shows, trail access in the valley is currently abundant on the edges of the populated areas. The future CV Link targets additional access in more populated areas. Ultimately connecting residents and users with existing trails is the primary goal. There are ways to achieve this goal, which may include developing more pathways, increasing or improving trailheads and trail access points, and increasing communication. DRD can play a significant role in trail planning efforts.

Map C addresses somewhat limited access to public aquatic facilities across the valley. It may also be true that the expectations and service areas used in this analysis need to be adjusted to be more realistic for these types of facilities. Access to private aquatic facilities is also a factor.

Maps D and E both show good access to diamond and rectangular fields. Combining this analysis with survey and staff reports for determining programming needs may provide additional information in terms of the present or future sports field needs.

Developed park access, **Map F**, and specifically, the one-mile service area analysis appears to have some gaps in localized areas. Continued investigation and communication with partners and other providers is key to determining actual differences in service in these areas.

Map G, indoor facility access show good access in the District. Additional information on current and future programming needs in specific areas is essential in determining the effectiveness and sustainability of these indoor facilities.

Ongoing Review of GIS Data and Inventories

GIS boundaries for parks and facilities should be reviewed and updated. Address inaccuracies and include new sites as needed. Extensive efforts were committed to the current inventory. Continue to update the GIS inventory of all components. Also, the District should attempt to coordinate an overall database that includes qualitative scoring within the District boundary.



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APPENDIX F -

Additional Information on the GRASP® Methodology

Brief History of Level of Service Analysis

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

Perspectives used in conjunction with other assessment tools such as community needs surveys and a public input process to determine if current levels of service are appropriate in a given location. Plans provide similar levels of service to new, developing neighborhoods. Or it may be determined that different Levels of Service are adequate or suitable. Therefore a new set of criteria may be utilized that differs from existing community patterns to reflect these distinctions.

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did benchmark and other normative research to try and determine what an “average LOS” should be. NRPA and the American Academy for Park and Recreation Administration, as organizations, have focused on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance, and more on planning, organizational structure, and management processes.

Each city is different, and the “standards” fail to address many factors. For example:

- Does “developed acreage” include golf courses”? What about indoor and passive facilities?
- What are the standards for skateparks? Ice arenas? Public Art? Etc.?
- What if it’s an urban land-locked community? What if it’s a small town surrounded by open Federal lands?
- What about quality and condition? What if there’s a bunch of ballfields, but they are not maintained?
- And many other questions

GRASP® (Geo-Referenced Amenities Standards Program)

Communities across the nation are now using a component-based methodology for determining the level of service. Primary research and development on this methodology were funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies, Design Concepts, a landscape architecture, and planning firm, and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called GRASP® (Geo-Referenced Amenities Standards Program). For this methodology, capacity is only part of the equation. It also considers other factors, including quality, condition, location comfort, convenience, and ambiance.

Parks, trails, recreation, and open space are part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas. Explanations and characteristics listed above affect the amount of service provided by the parts of the system follow.

Quality – The service provided by anything, whether it is a playground, soccer field, or swimming pool, is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings, provides a higher degree of service than one only an old teeter-totter and some “monkey-bars.”

Condition – The condition of a component also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same function as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass provides more service than one that is full of weeds, ruts, and other hazards.

Location – Proximity and access are also important variables. The typical park playground is of more service to people who live within easy reach of it than it is to someone living across town.

Comfort and Convenience – Amenities such as shade, seating, and a restroom nearby also increase LOS. Comfort enhances the experience of using a component. Convenience encourages people to use an element. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of amenities that enhance the service provided by a component.

Design and Ambiance – Simple observation proves that places that “feel” right, attract people. A sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place impact ambiance. A well-designed park is preferable to a poorly designed one, and this enhances the degree of service provided by the components within it.

This methodology records a geographic location of components as well as the capacity and the quantity of each element. It uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the element itself, but when they exist in proximity to a component, they enhance its value.

By combining and analyzing the values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of perspectives. Typically, this begins with a decision on “relevant components” for the analysis, collection of an accurate inventory of those components, analysis. Maps and tables represent the results of the GRASP® analysis.



Making Justifiable Decisions

GRASP® stores all data generated from the evaluation in an electronic database. The data is useful in a variety of ways. The database tracks facilities and programs and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it can be used to project long-term capital and life-cycle costing needs. All portions of the information are in available standard software and can be produced in a variety of ways for future planning or sharing with the public. In addition to facility assessments, it illustrates service delivery. It is easy to maintain, updatable, and creates graphic depictions of issues. Combined with other inputs such as a needs assessment, public and staff involvement, program, and financial assessment, it allows an agency to make defensible and data-driven decisions.

GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

Geo-Referenced Amenities Standards Process® (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment

GRASP® Level of service (LOS): the extent to which a recreation system provides community access to recreational assets and amenities

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tested, reliable, and valid tool, is used to conduct inventories of more than 100 park systems nationwide.

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks among others

No-service area: an area of a city with no GRASP® level of service

Perspective: a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how well a given set of recreational assets serves a community

Radius: see catchment area

Recreational connectivity: the extent to which community recreational resources are transitionally linked to allow for easy and enjoyable travel between them.

Recreational Trail: an off-street path that promotes active or passive movement through a park or natural area. Recreational trails are typically planned and managed by parks and recreation professionals or departments.

Service area: all or part of a catchment area assigned a GRASP® score that reflects the level of service provided by a recreational asset.

Threshold: a minimum level of service standard typically determined based on community expectations

Trail: any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

Trail Network: a trail or series of connected trails that incorporates major barrier crossings, such as crosswalks, pedestrian underpasses, or bridges. Missing trail connections or by barriers typically separate it from other trail networks.

Trail system: all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

Transportation Trail: a hard surface trail, such as a city sidewalk, intended for traveling from one place to another in a community or region. Typically runs outside of parklands and is managed by Public Works or another city utility department.

GRASP® Components and Definitions

Table 10: GRASP® Outdoor Component List

GRASP® Outdoor Component List	
GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses. The type specified in the comments.
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A human-made basin designed for people to immerse themselves in water and intended for swimming laps.
Aquatics, Leisure Pool	A human-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero-depth entry, slides, and spray features.



Aquatics, Spray Pad	A water play feature without immersion intended for interaction with moving water.
Basketball Court	A dedicated full-sized outdoor court with two goals.
Basketball, Practice	A basketball goal for half-court play or practice that includes goals in spaces associated with other uses.
Batting Cage	A batting cage has pitching machines and restricted entry.
Bike Course	A designated area for non-motorized bicycle use, constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course.
Camping, Defined	Defined campsites may include a variety of facilities such as restrooms, picnic tables, water supply. Quantity based on official agency count.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in undefined sites. Undefined campsite receives a quantity of one for each park or location. Use this component when the number of spots is not available or for dispersed camping.
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing not limited to play
Climbing, General	Indicates allowance for users to participate in a climbing activity. Use a quantity of one for each park or other location
Concession	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	A diamond field describes softball and baseball fields suitable for organized diamond sports games. Not specific to size or age-appropriateness
Diamond Field, Complex	Many ballfields at a single location suitable for tournaments.
Diamond Field, Practice	An open or grassy area used for the practice of diamond sports. Distinguished from ballfield in that it doesn't lend itself to organized diamond sports games and from open turf by the presence of a backstop
Disc Golf	A designated area for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians.

Educational Experience	Signs, structures, or features that provide an educational, cultural, or historical experience. Assign a quantity of one for each contiguous site. Distinguished from public art by the presence of interpretive signs or other information.
Equestrian Facility	An area designated for equestrian use. Typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, band shell, stage.
Fitness Course	One or more features intended for personal fitness activities. A course receives a quantity of one for each complete grouping.
Game Court	Outdoor court designed for a game other than tennis, basketball, volleyball, as distinguished from a multi-use pad, including bocce, shuffleboard, lawn bowling. The type specified in the comments. Quantity counted per court.
Garden, Community	A garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	A garden area that is designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, an arboretum.
Golf	A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in a location suitable for tournaments.
Ice Hockey	Regulation size outdoor rink explicitly built for ice hockey games and practice. General ice skating included in "Winter Sport."
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.



Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one distinct course is present.
Multi-Use Pad	A paved and painted area with games such as hopscotch, 4 square, tetherball. Often found in schoolyards. As distinguished from "Games Court," which is typically single-use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	An active or passive component that does not fall under another component definition. Specified in comments.
Passive Node	A place that is designed to create a pause or particular focus within a park and includes seating areas, plazas, overlooks. Not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.
Playground, Destination	A destination playground is intended to attract families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play
Playground, Local	A playground that is intended to serve the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Park generally does not have restrooms or on-site parking.
Public Art	Any art installation on public property. It receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in a single location suitable for tournament use.

<p>Rectangular Field, Large</p>	<p>Describes a specific field large enough to host one adult rectangular field sports game such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180' x 300' (60 x 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.</p>
<p>Rectangular Field, Multiple</p>	<p>Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in any manner of configurations for any number of rectangular field sports. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use.</p>
<p>Rectangular Field, Small</p>	<p>Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.</p>
<p>Shelter, Large</p>	<p>A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated. Address lack of seating in scoring.</p>
<p>Shelter, Small</p>	<p>A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.</p>
<p>Skate Feature</p>	<p>A stand-alone feature primarily for wheel sports such as skateboarding, in-line skating. The component may or may not allow freestyle biking. May be associated with a playground but is not part of it. Categorize dedicated bike facilities as Bike Course.</p>



Skate Park	An area set aside primarily for wheel sports such as skateboarding, in-line skating. The park may or may not allow freestyle biking. May be specific to one user group or allow for several user types. It can accommodate multiple abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice or competitive target activities. The type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	One standard regulation court is suitable for recreation or competitive play. Quick Start or other non-standard types specified in comments.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation-sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connection to walkers, bikers, rollerbladers, and equestrian users. Paths that make a circuit within a single site are Loop Walks.
Trail, Primitive	A path, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.
Trail, Water	A river, stream, canal, or other waterway used as a trail for floating, paddling, or other watercraft
Trailhead	A designated staging area at a trail access point. May include restrooms, an information kiosk, parking, drinking water, trash receptacles, seating
Volleyball Court	One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts associated with sports such as handball and racquetball. The type specified in the comments.
Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, fishing facilities. Specified in comments, including quantity for each unique type.

Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.
Water Feature	A passive water-based amenity provides a visual focal point that includes fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport - 71	An area designated for a winter sport or activity such as a downhill ski area, Nordic ski area, sledding hill, toboggan run, recreational ice. The type specified in the comments.

Table 10: GRASP® Indoor Component List

GRASP® Indoor Component List	
GRASP® Indoor Component Type	Definition
Arts and Crafts	A room with a non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.
Auditorium/Theater	A large room explicitly designed as a performance/lecture space that includes a built-in stage, seating and can accommodate stage lighting and sound amplification.
Childcare/Preschool	A room or space with built-in secure entry and cabinets, a small toilet, designated outdoor play area. Intended for short-term child watch or half or full-day preschool use.
Fitness/Dance	A room with resilient flooring and mirrors.
Food - Full Service	Staffed food service with a commercial kitchen and dining room with waiter services.
Food - Vending	A non-staffed area with vending machines or self-service food options.
Gallery/Exhibits	A space intended for the display of art, interpretive information, or another type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.
Sport Court	An active recreation space can accommodate basketball, volleyball, or other indoor court sports with one or more courts designated in quantity



Track, Indoor	Course with painted lanes, banked corners, resilient surface, and marked distances suitable for exercise walking, jogging, or running.
Kitchen - Kitchenette	Area for preparing, warming, or serving food.
Kitchen - Commercial	A kitchen meeting local codes for commercial preparation food services.
Lobby/Entryway	An area at the entry of a building intended for sitting and waiting or relaxing.
Multi-Purpose Room	A multi-purpose room can accommodate a variety of activities, including events, classes, meetings, banquets, medical, or therapeutic uses. It also includes rooms or areas designated or intended as games rooms, libraries, or lounges. Rooms may be dividable.
Patio/Outdoor Seating	Outdoor space or seating area designed to be used exclusively in conjunction with indoor space and primarily accessed through an indoor space.
Retail/Pro-shop	An area for retail sales of sporting equipment, gifts. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.
Sauna/Steam Room	A facility with built-in seating and a heat source intended for heat therapy. May be steam or dry heat.
Specialty Services	Any specialty services available at an indoor location.
Specialty Training	Any specialty training available at an indoor location that includes gymnastics and circuit training.
Weight/Cardio Equipment	A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation, and ceiling heights appropriate for high-intensity workouts.
Woodshop	A room with wood-working equipment that contains an adequate power supply and ventilation.

Note: Include any component from the outdoor component list as an indoor component



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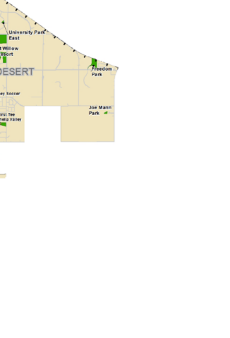
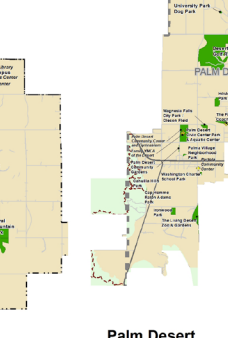
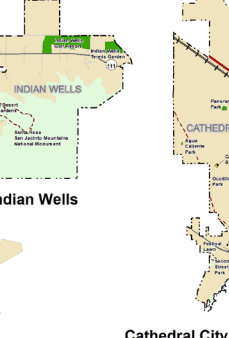
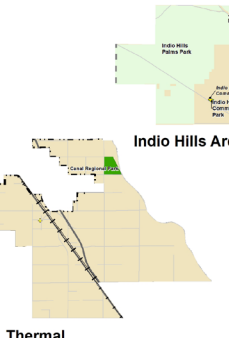
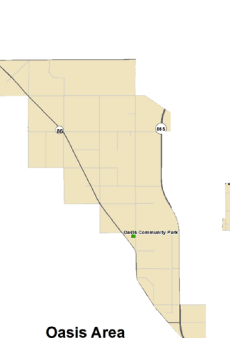
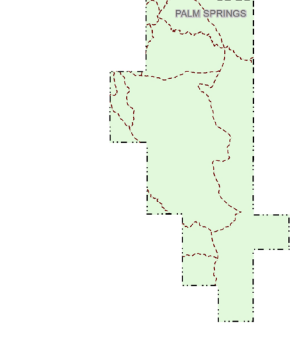
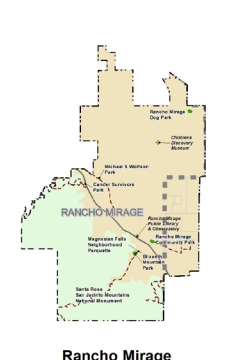
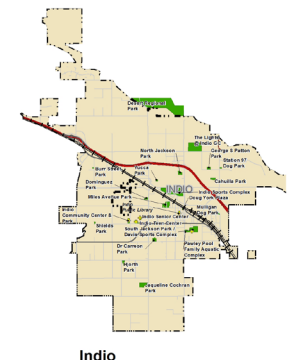
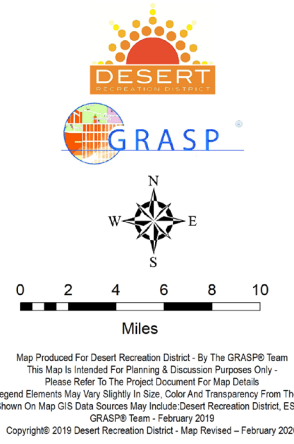
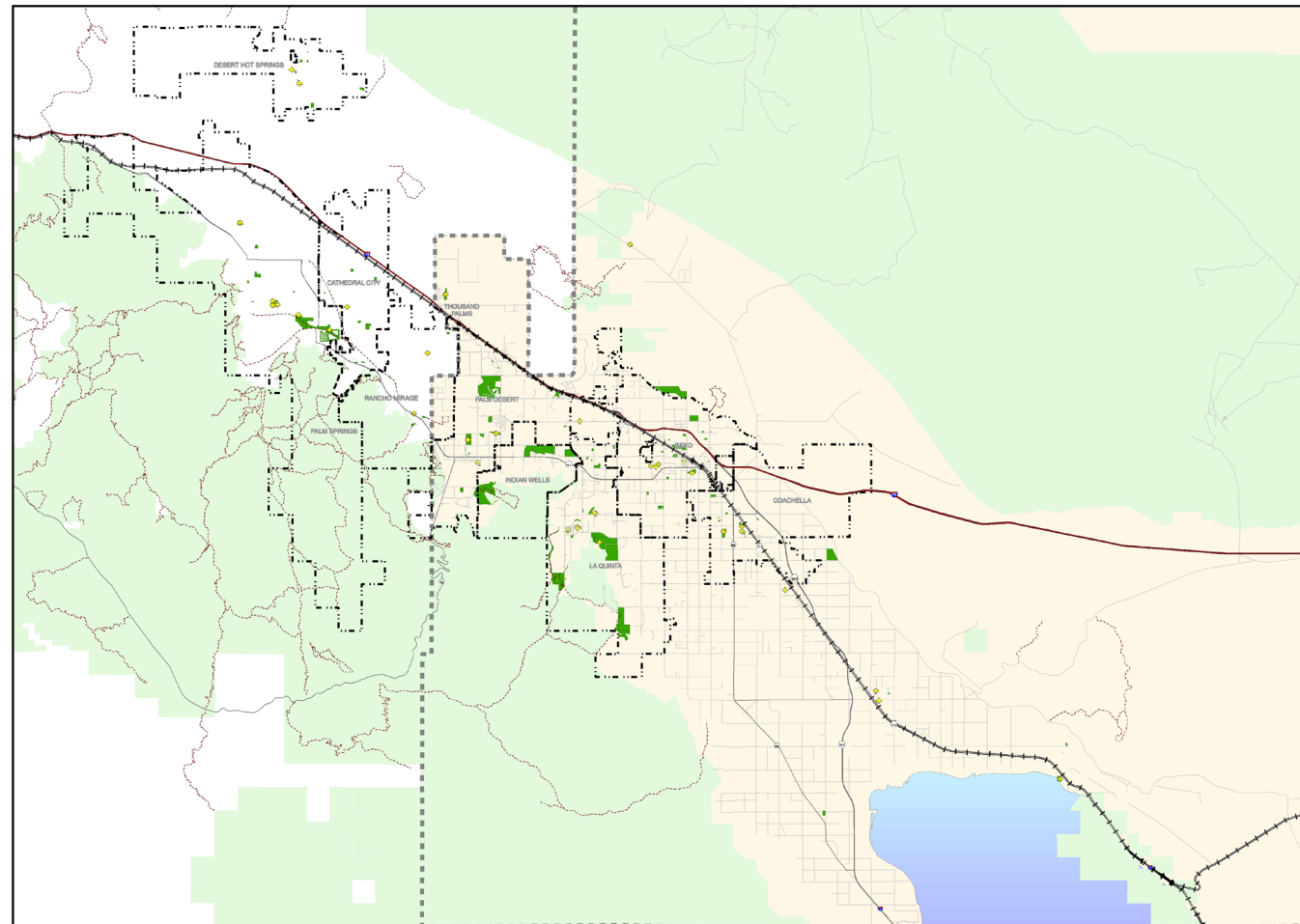
APPENDIX G - GRASP® Perspective

Figure 68: Map A: System Map (Enlarged)

Desert Recreation District: Parks and Recreation Master Plan Map A: System Map and City Thumbnails

Fun In the Sun!

A

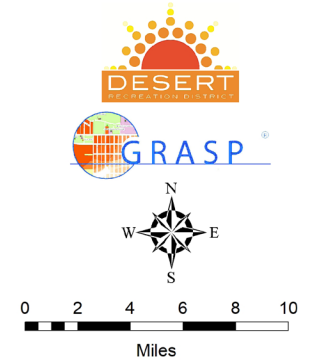
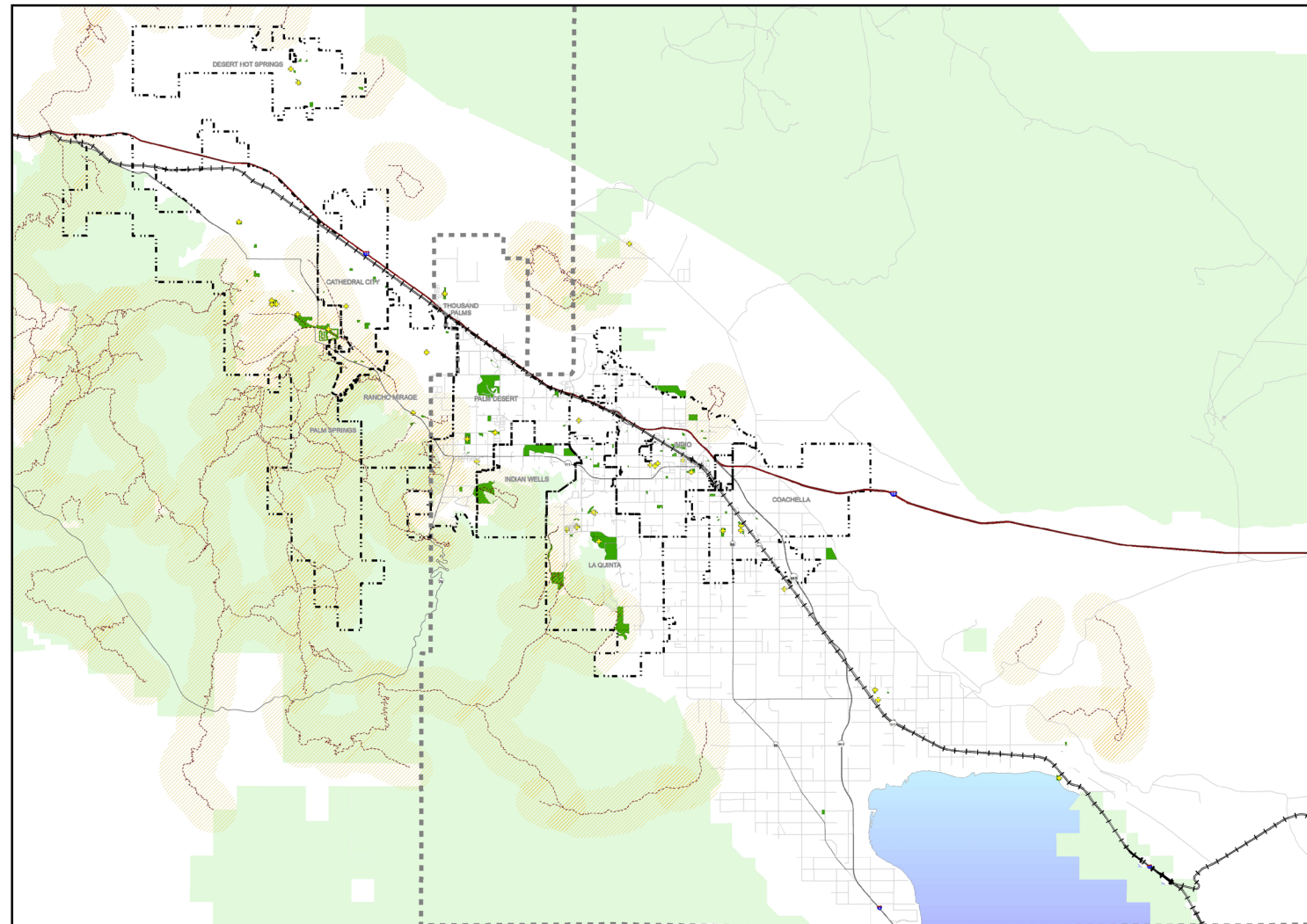


Coachella Desert Hot Springs Thousand Palms Mecca Area Oasis Area Thermal North Shore Area Indian Wells Cathedral City La Quinta Palm Desert

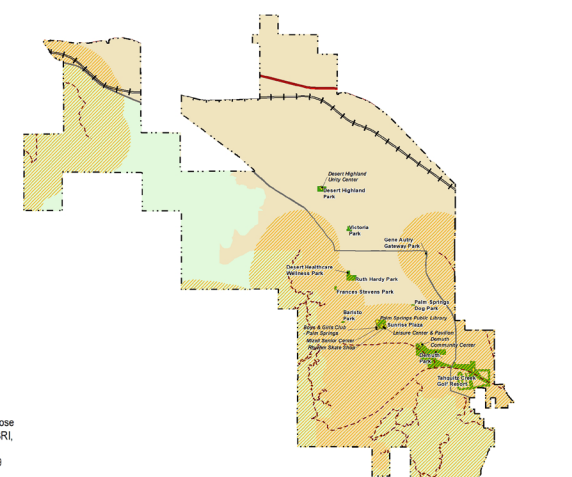
Figure 69: Map B: Access to trails (Enlarged)

Desert Recreation District: Parks and Recreation Master Plan
Map B: Access to Authorized Trails (1-mile)

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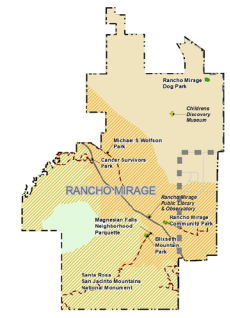
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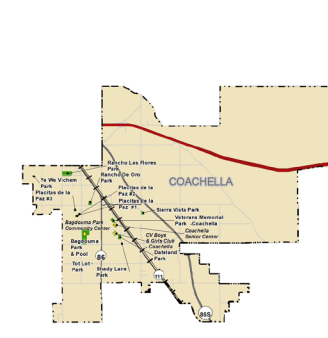
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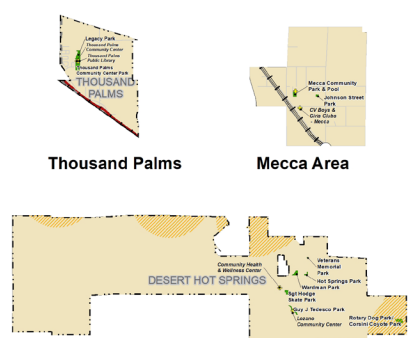
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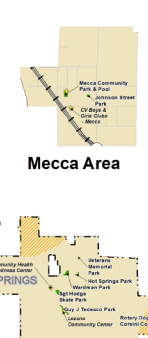
Rancho Mirage



Coachella



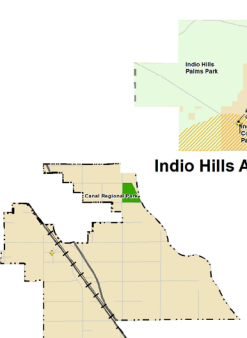
Thousand Palms



Mecca Area



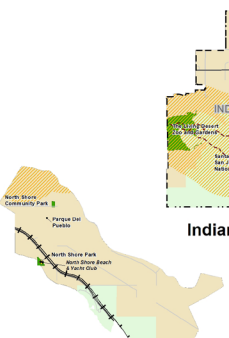
Oasis Area



Thermal



Indio Hills Area



North Shore Area



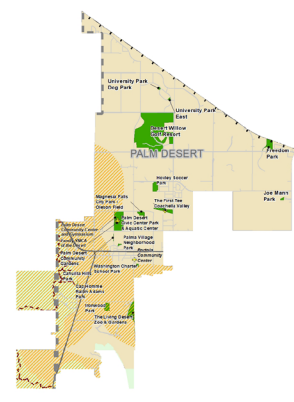
Indian Wells



Cathedral City



La Quinta

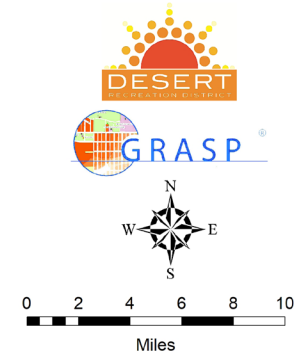
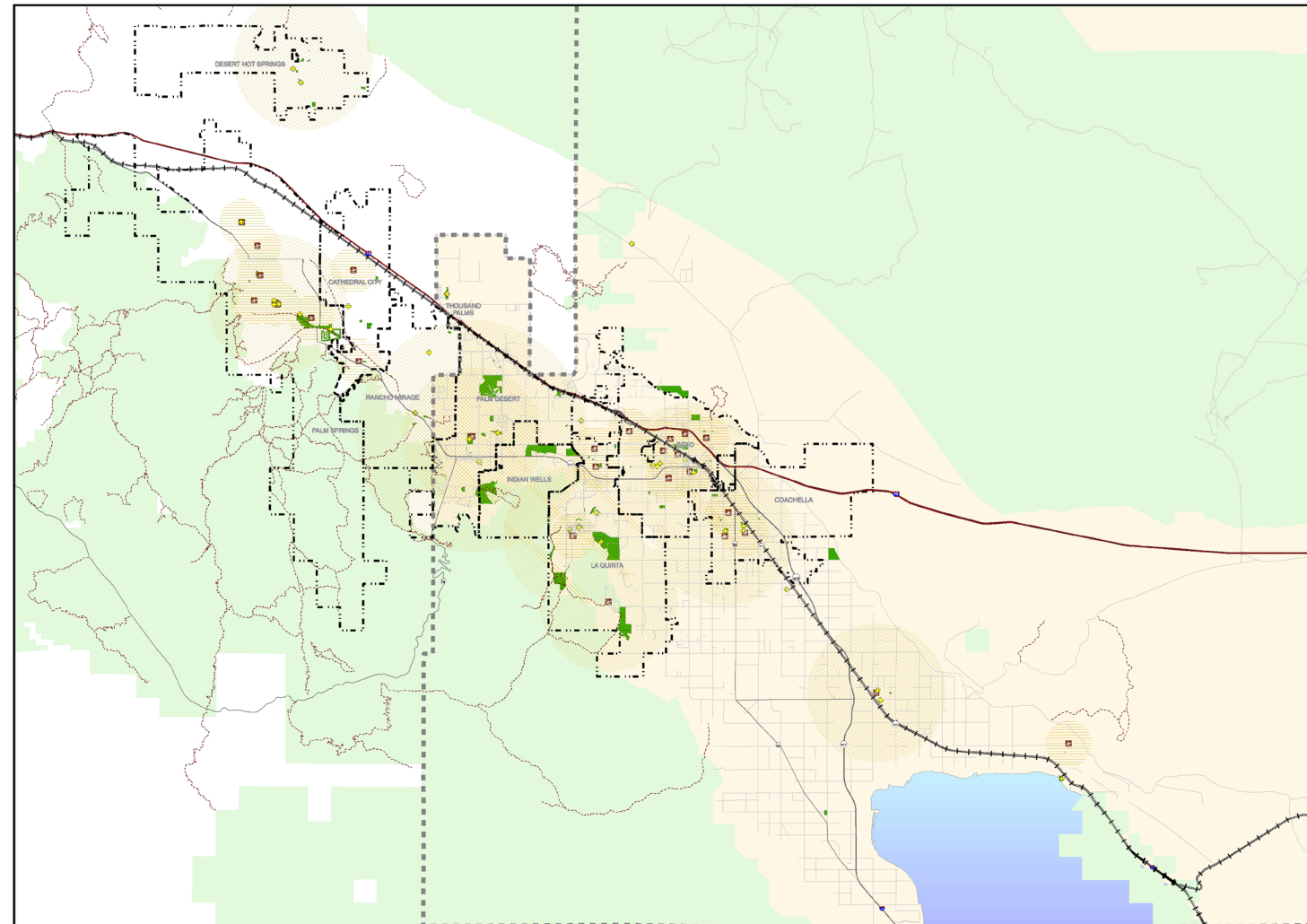


Palm Desert

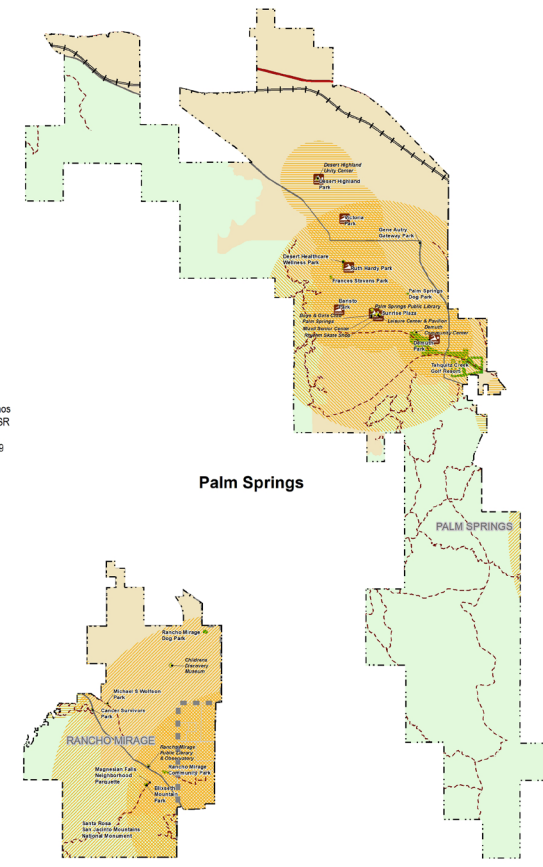
Figure 70: Map C: Neighborhood access to aquatic facilities

Desert Recreation District: Parks and Recreation Master Plan

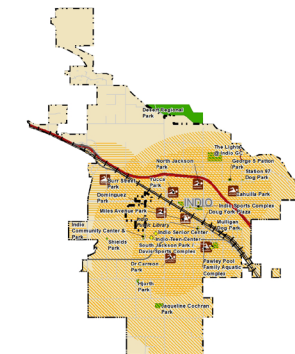
Map C: Access to Aquatics (Spray Pads 1-mile, Public Pool 3-mile, Aquatic Center 5-mile) *Fun In the Sun!*



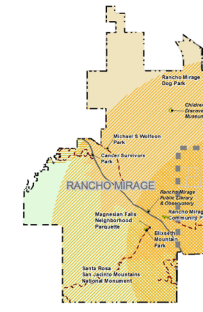
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 GRASP® Team - February 2019
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Palm Springs



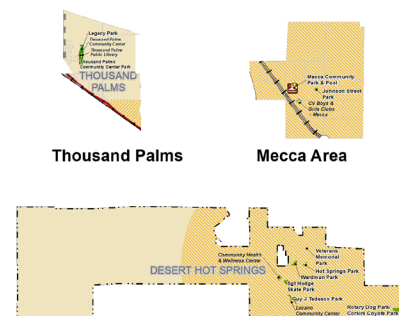
Indio



Rancho Mirage



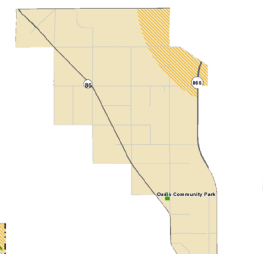
Coachella



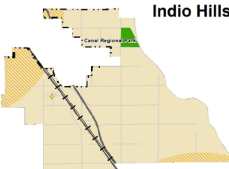
Thousand Palms
Desert Hot Springs



Mecca Area



Oasis Area



Thermal



Indio Hills Area



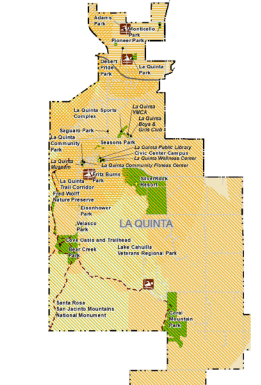
North Shore Area



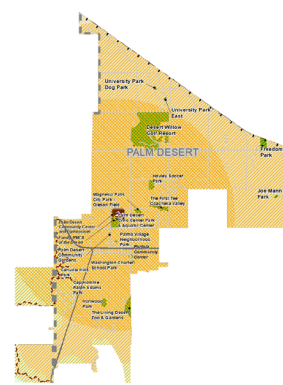
Indian Wells



Cathedral City



La Quinta



Palm Desert

Figure 71: One-mile access to spray pools (Enlarged)

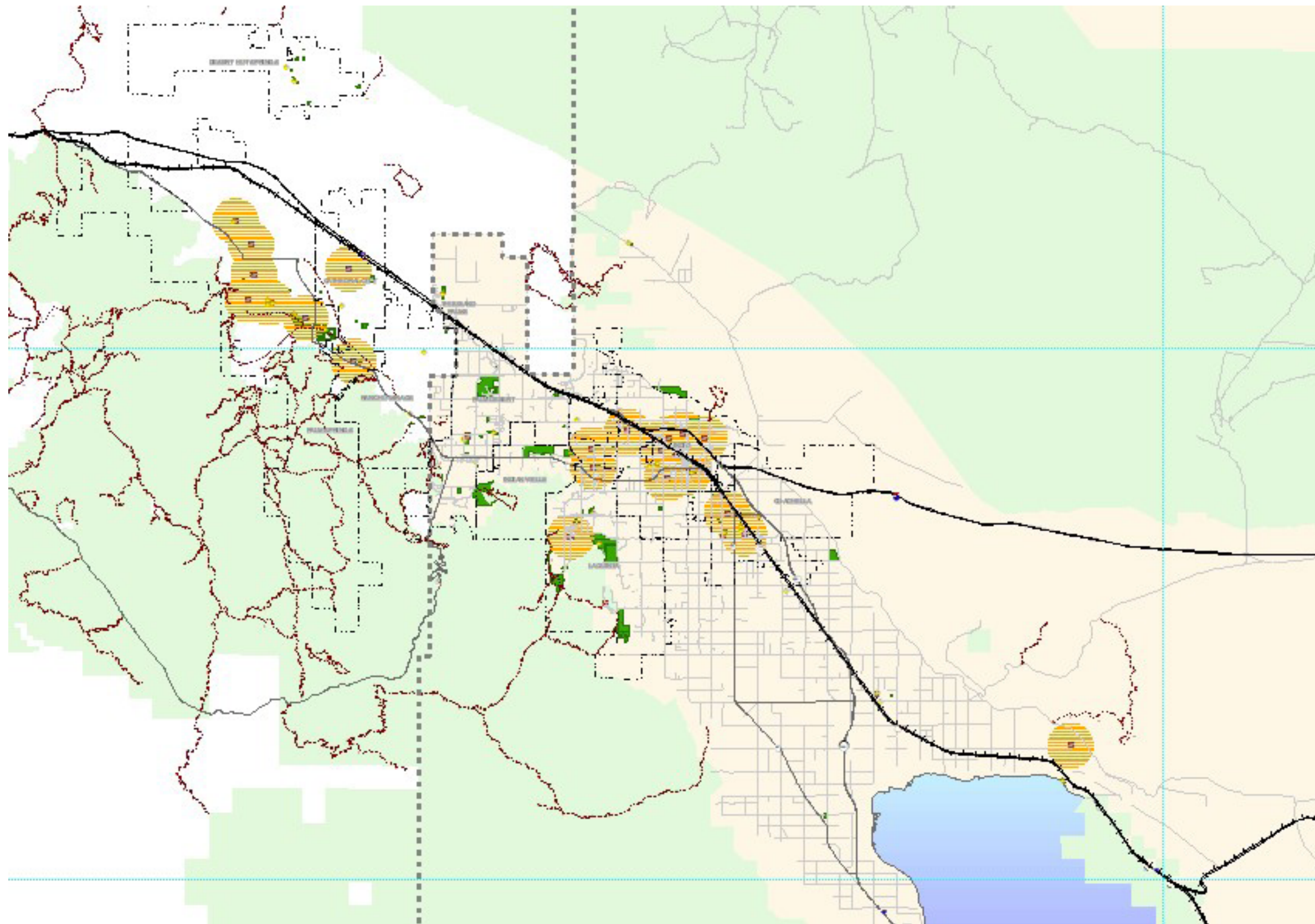


Figure 72: Three-mile access to spray pools (Enlarged)

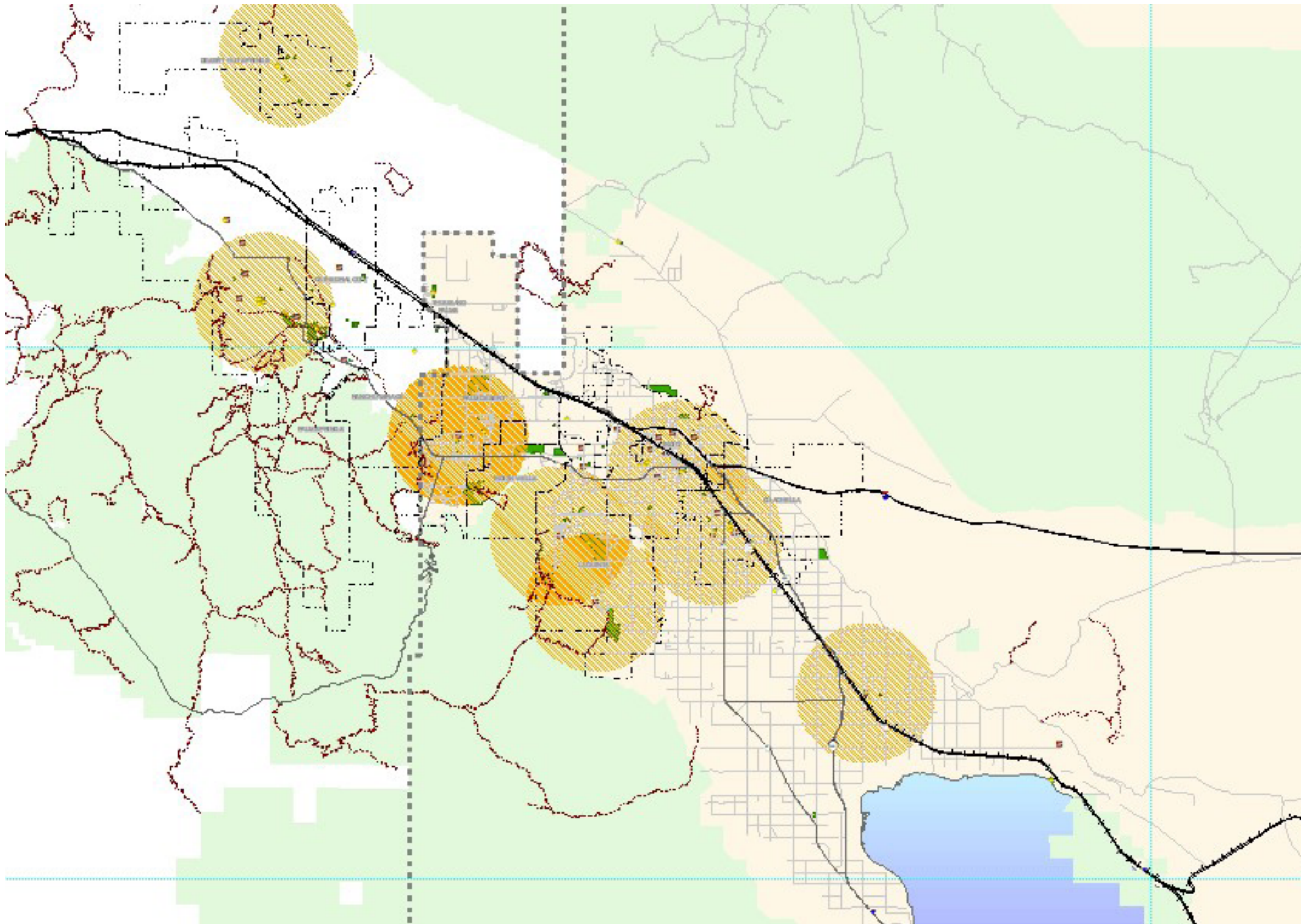


Figure 73: Five-mile access to Palm Desert Aquatic Center

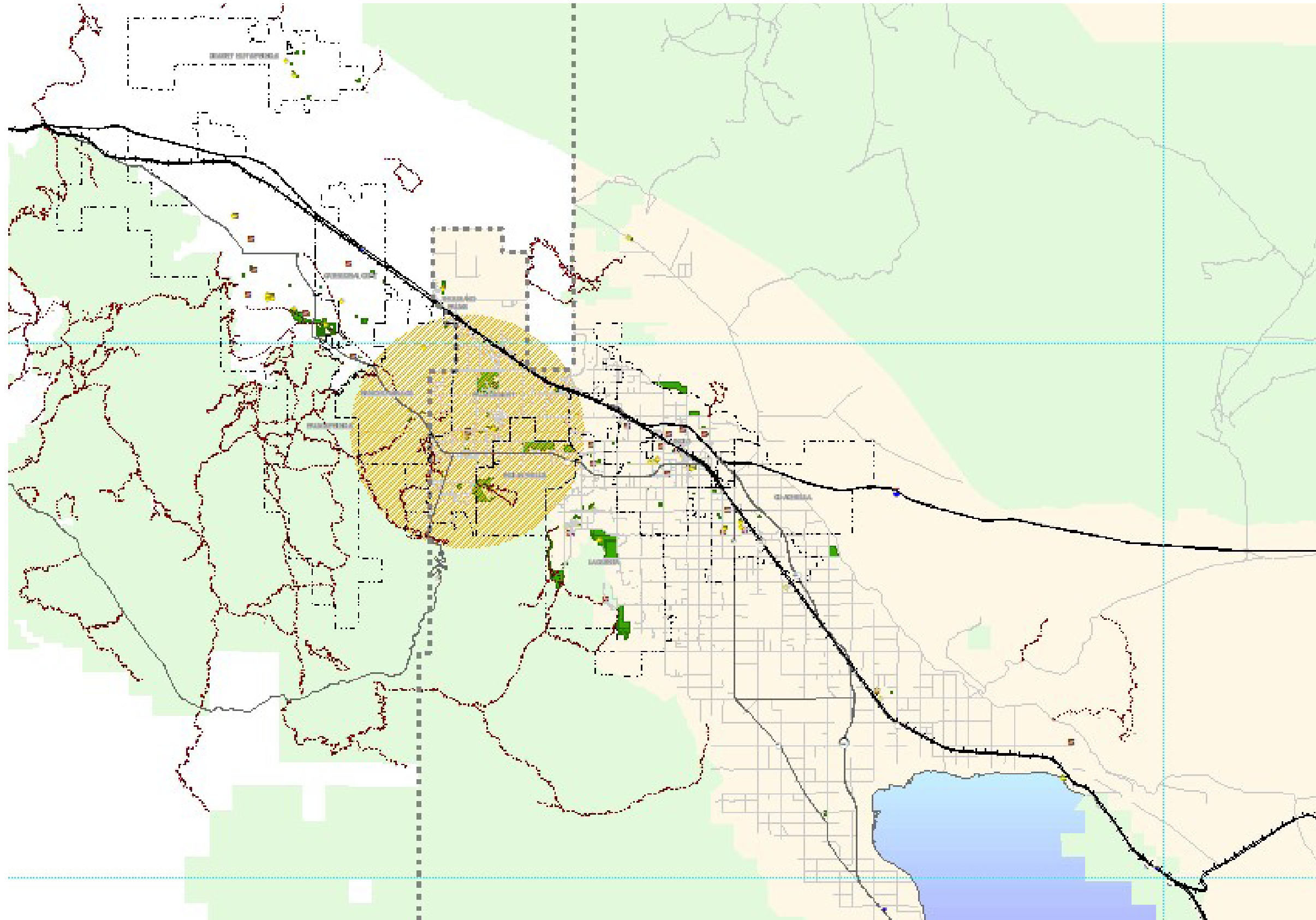
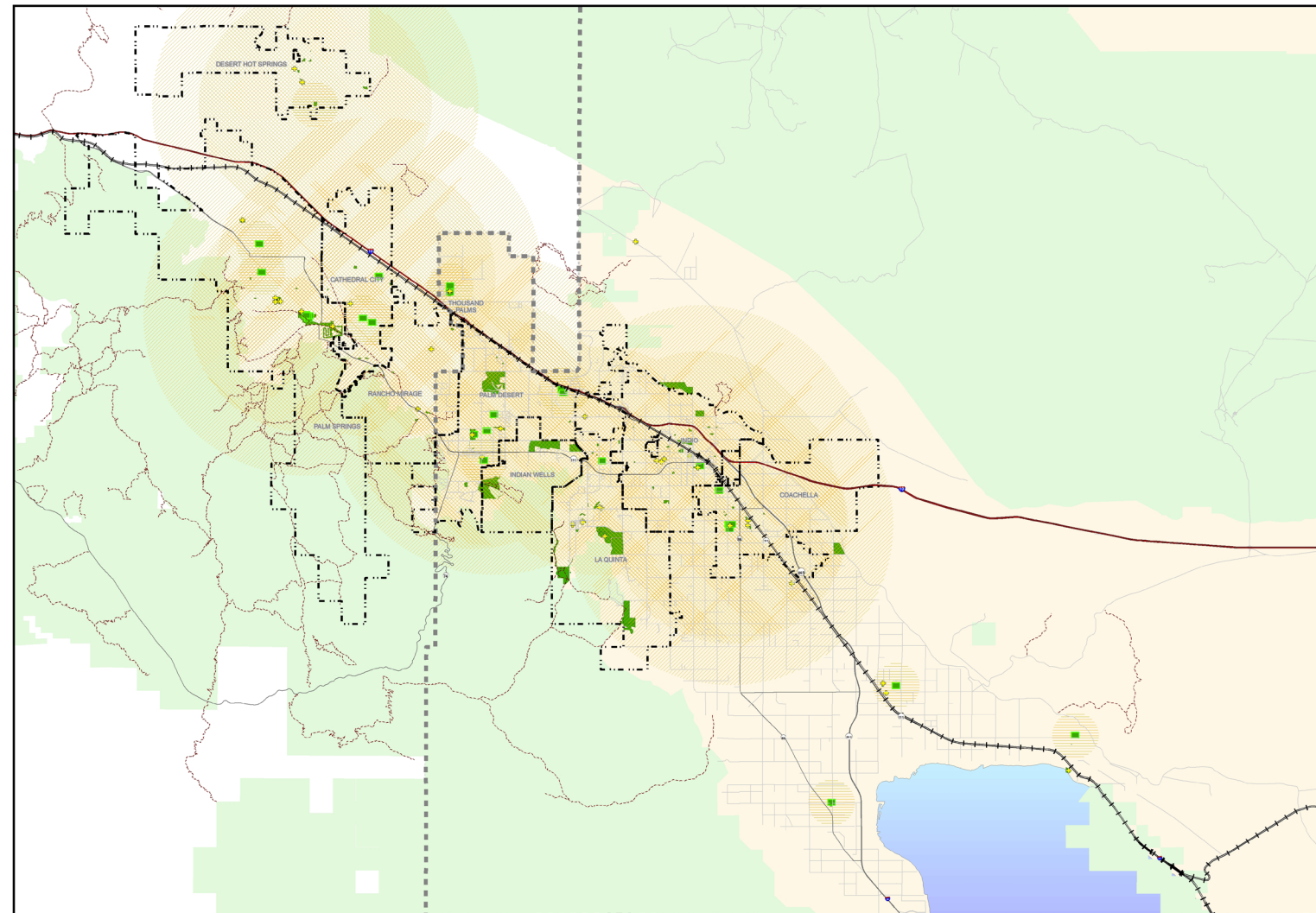


Figure 74: Map D: Access to rectangular fields (Enlarged)

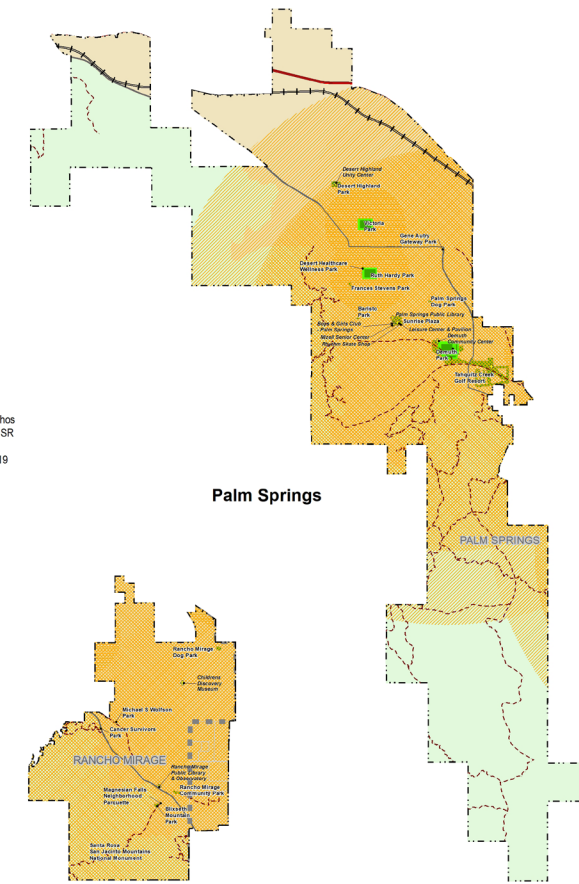
Desert Recreation District: Parks and Recreation Master Plan

Map D: Access to Rectangle Fields (1 Field 1-mile, 2+ 5-mile, Tourney Fields 7-mile)

Fun In the Sun!

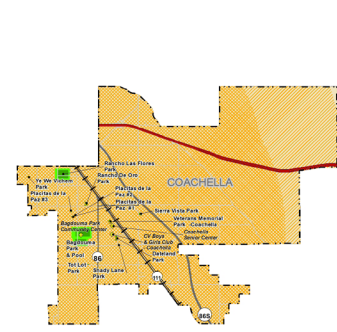


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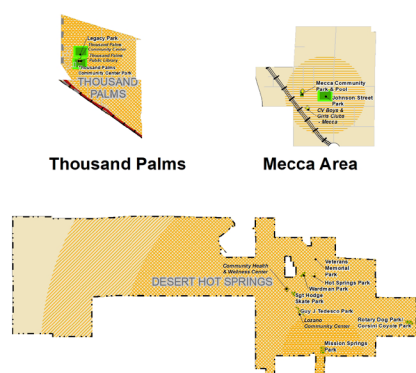


Indio

Rancho Mirage



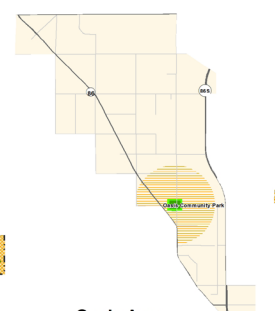
Coachella



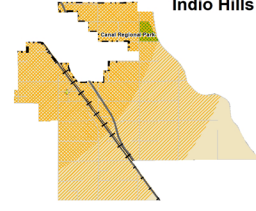
Desert Hot Springs



Mecca Area



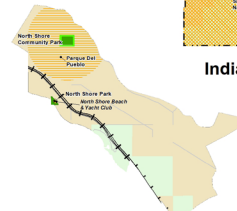
Oasis Area



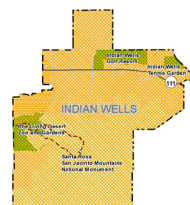
Thermal



Indian Wells Area



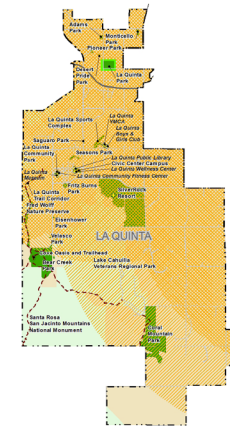
North Shore Area



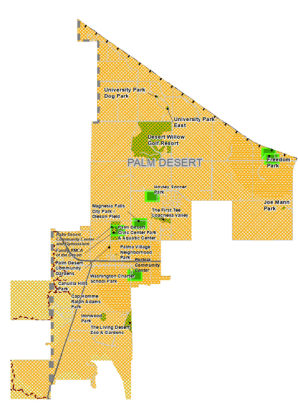
Indian Wells



Cathedral City



La Quinta



Palm Desert

Figure 75: Half-mile access to practice diamond fields

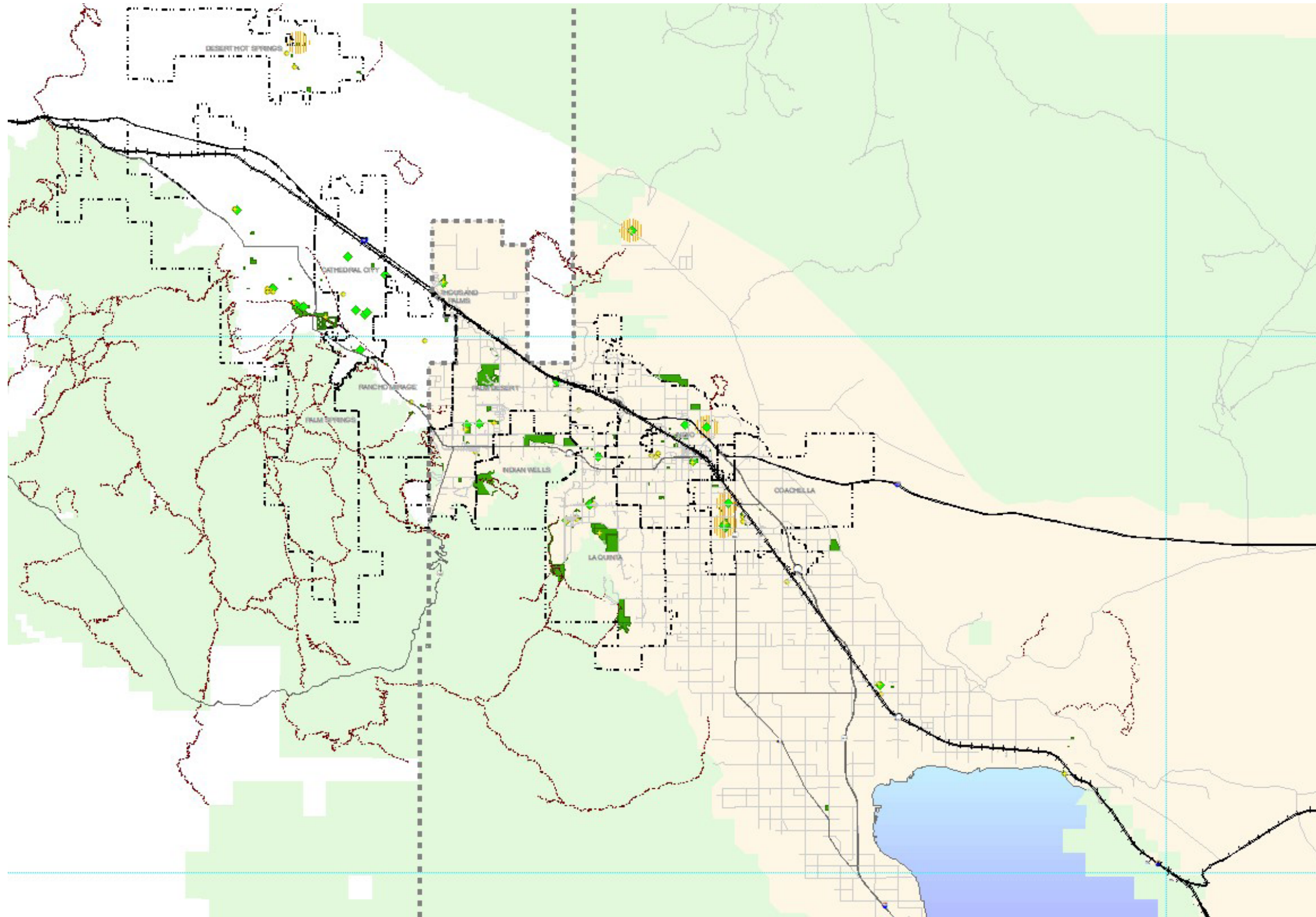


Figure 76: One-mile access to single diamond fields (Enlarged)

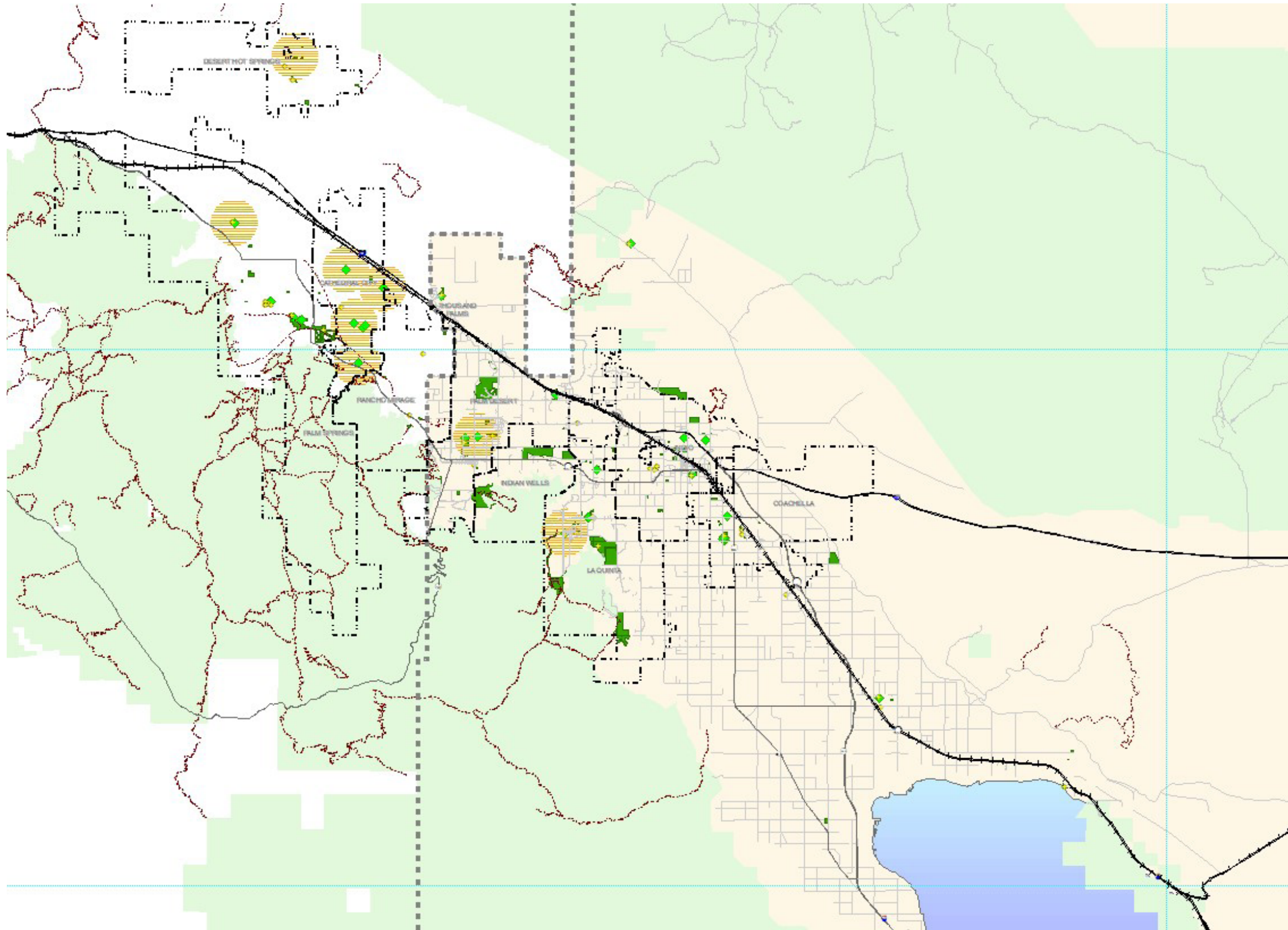


Figure 77: Five-mile access to two or more diamond fields

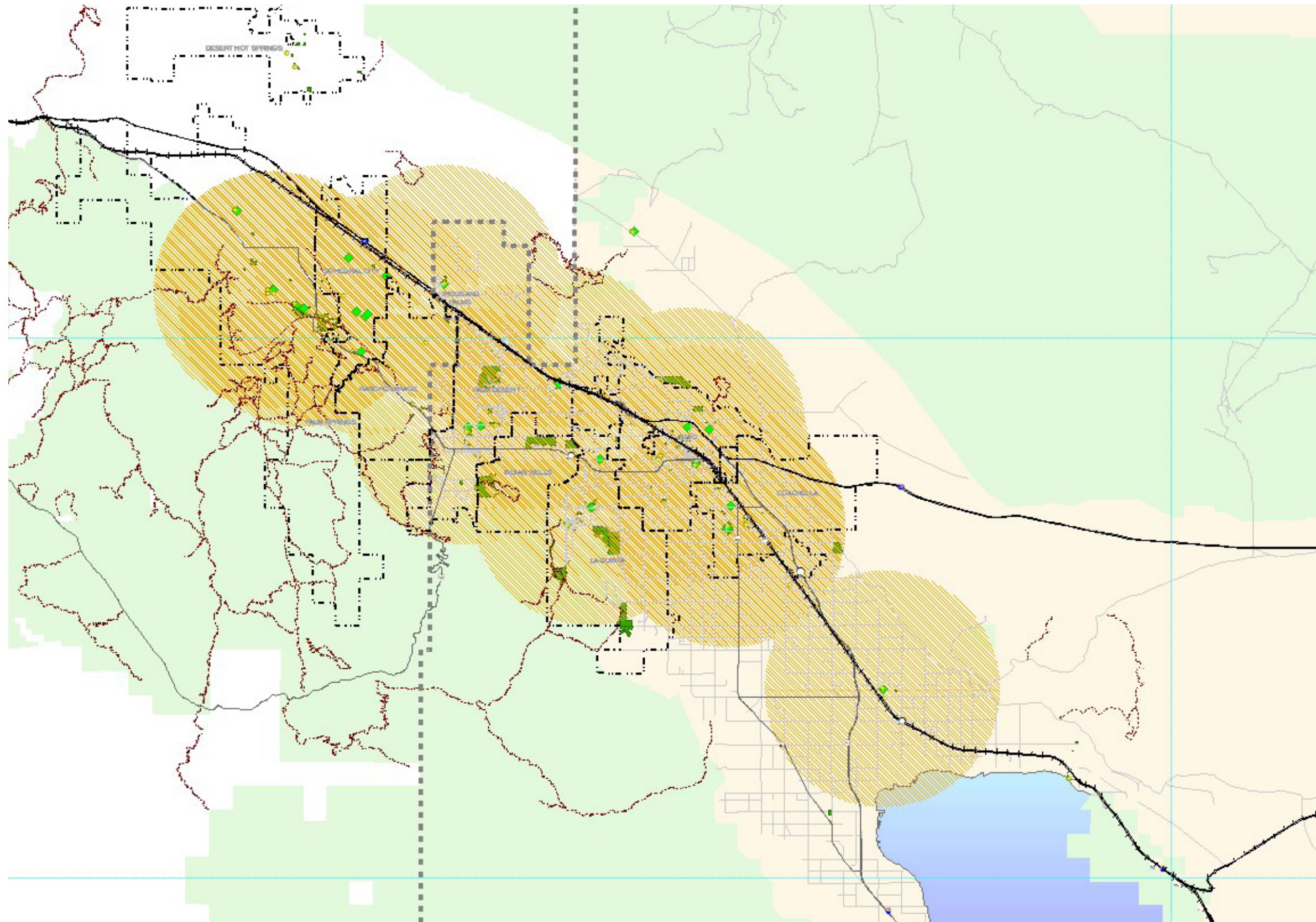


Figure 78: Seven-mile access to tournament fields (Enlarged)

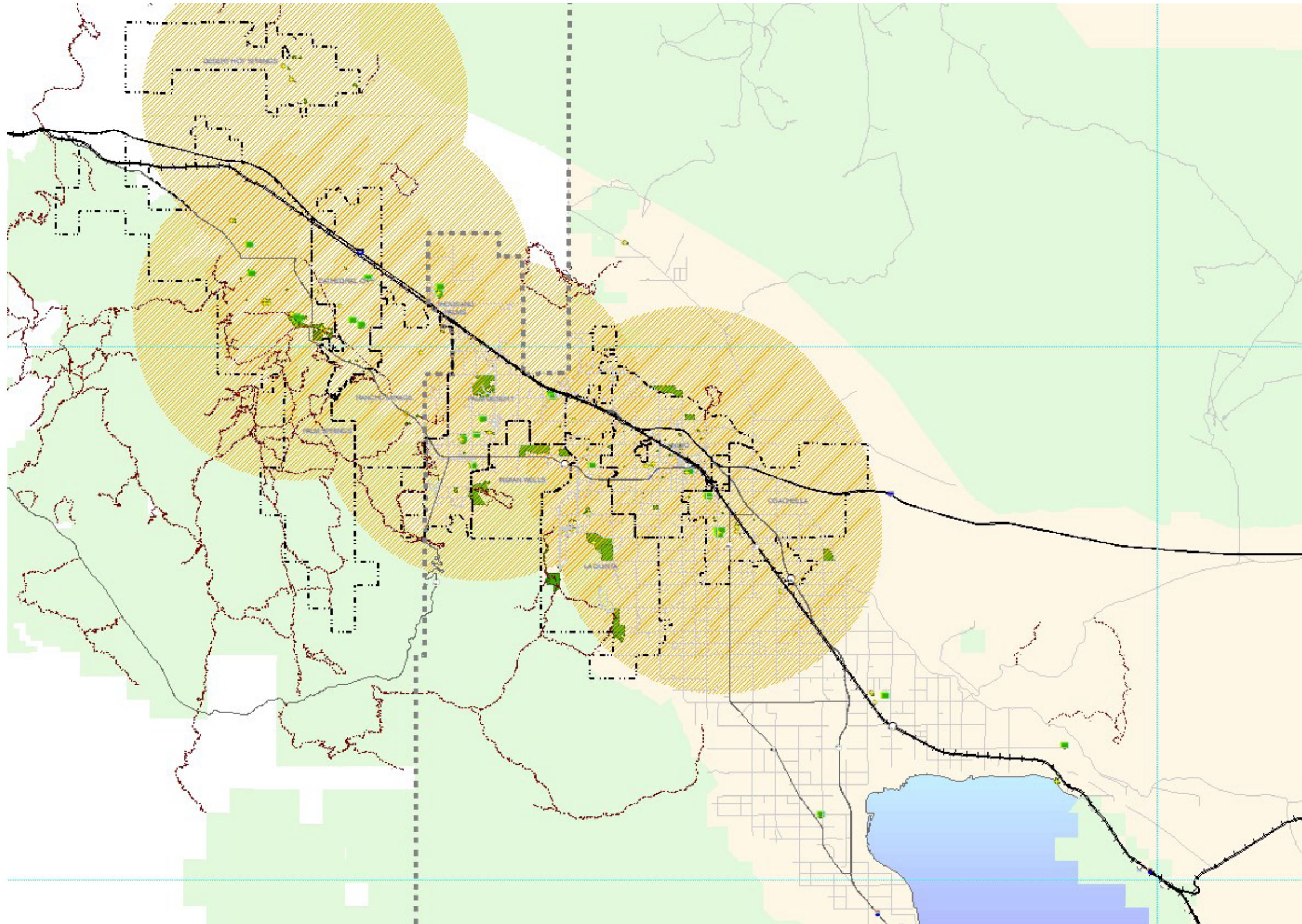


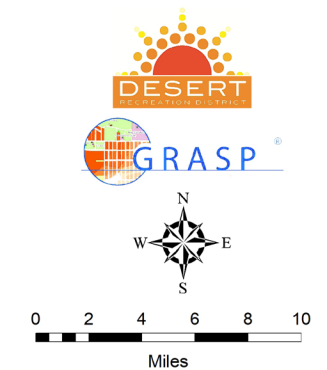
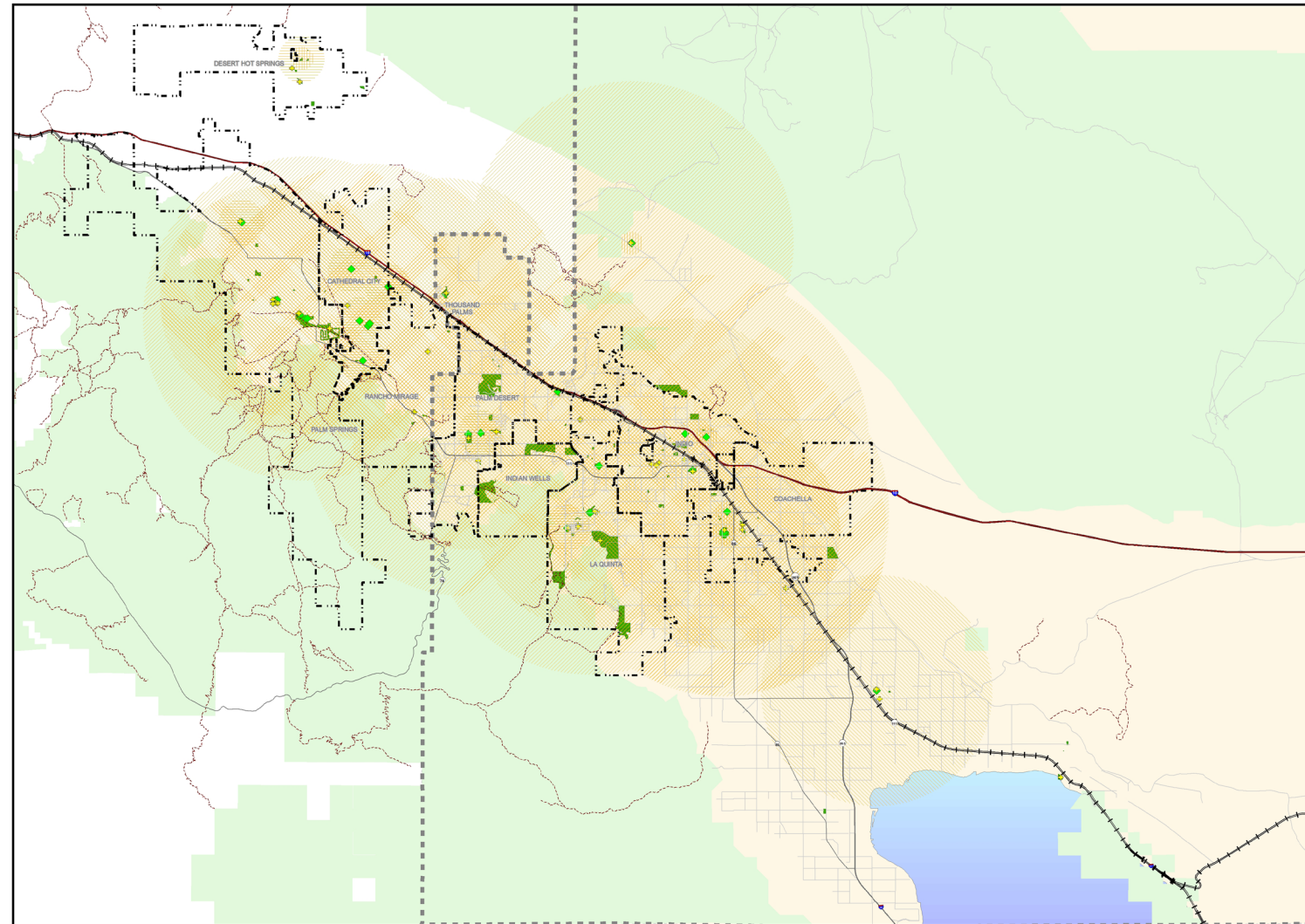
Figure 79: Map E: Access to Diamond Fields (Enlarged)

Desert Recreation District: Parks and Recreation Master Plan

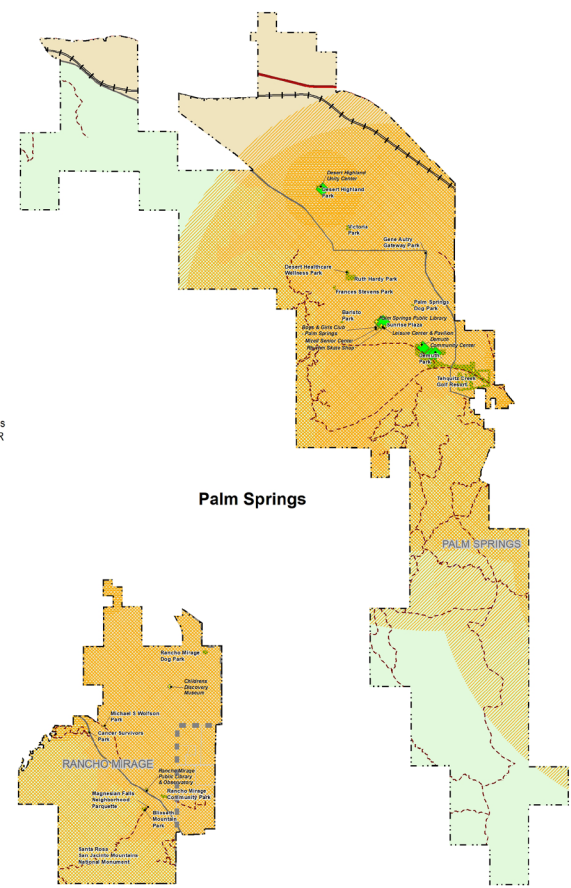
Map E: Access to Diamond Fields (Practice 1/2-mile, Single 1-mile, 2+ 5-mile, Tournament 7-mile)

E

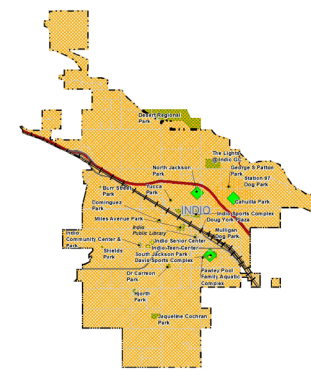
Fun In the Sun!



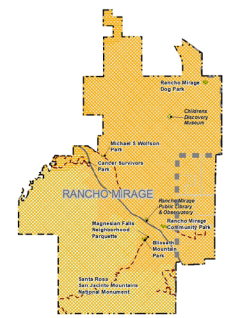
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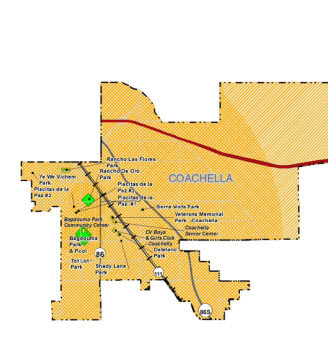
Palm Springs



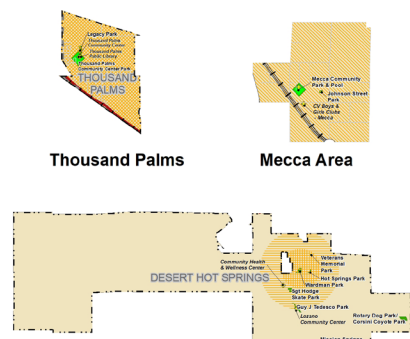
Indio



Rancho Mirage



Coachella

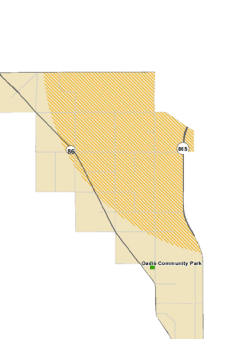


Thousand Palms

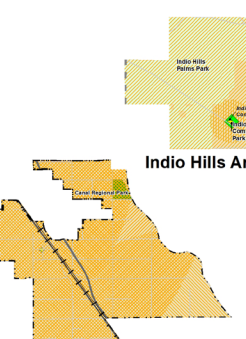
Desert Hot Springs



Mecca Area

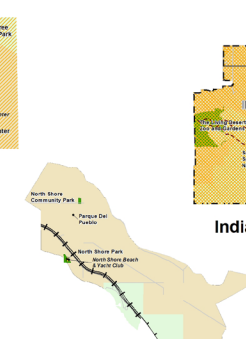


Oasis Area

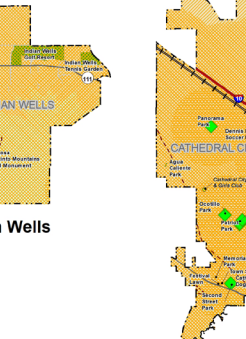


Indio Hills Area

Thermal



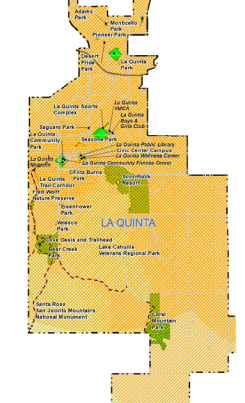
North Shore Area



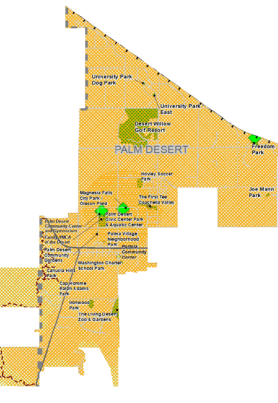
Indian Wells



Cathedral City



La Quinta



Palm Desert

Figure 80: Map F: Neighborhood access to developed parks (Enlarged)

Desert Recreation District: Parks and Recreation Master Plan

Map E: Access to Diamond Fields (Practice 1/2-mile, Single 1-mile, 2+ 5-mile, Tournament 7-mile)

E

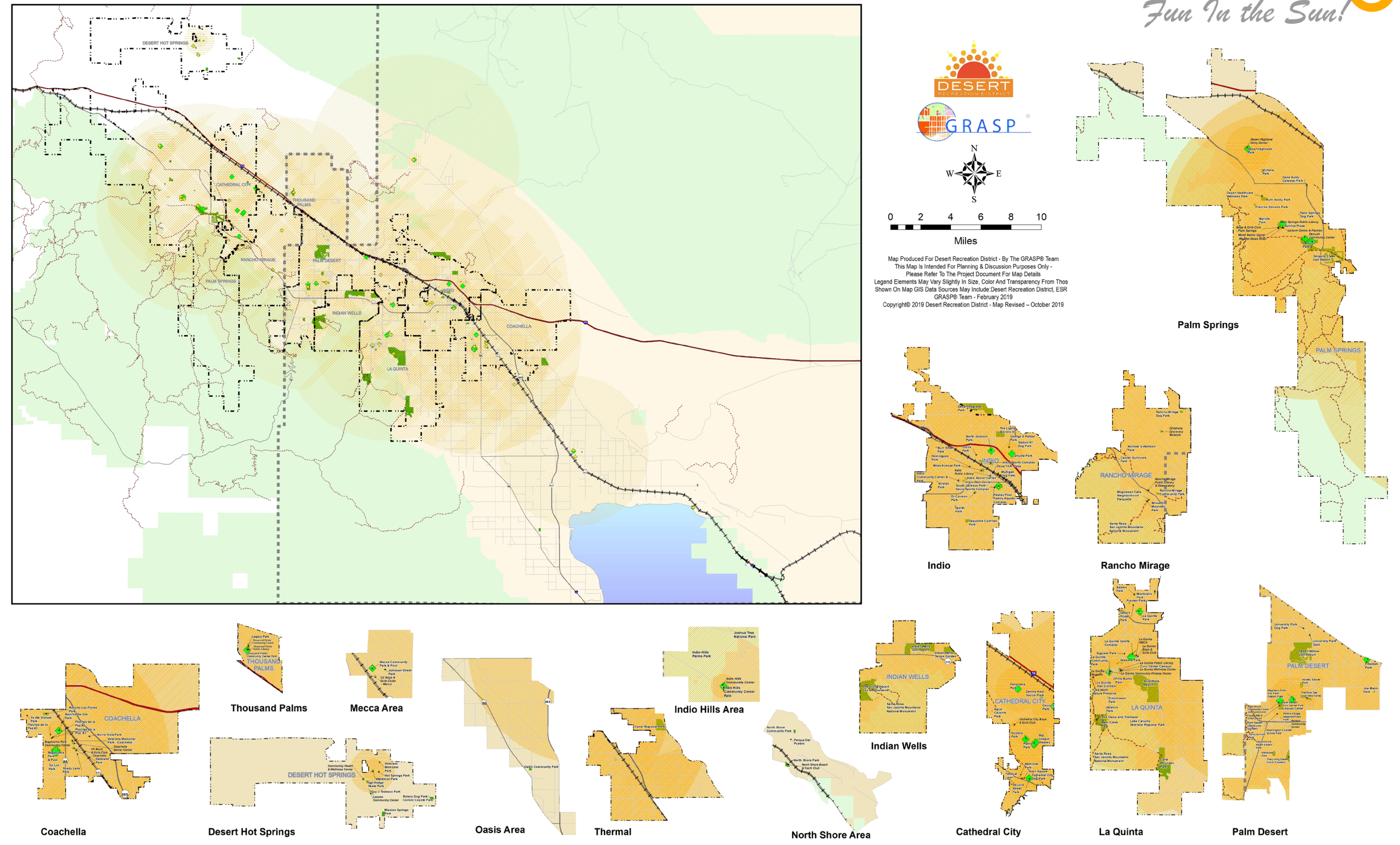


Figure 81: One-mile access to developed parks (Enlarged)

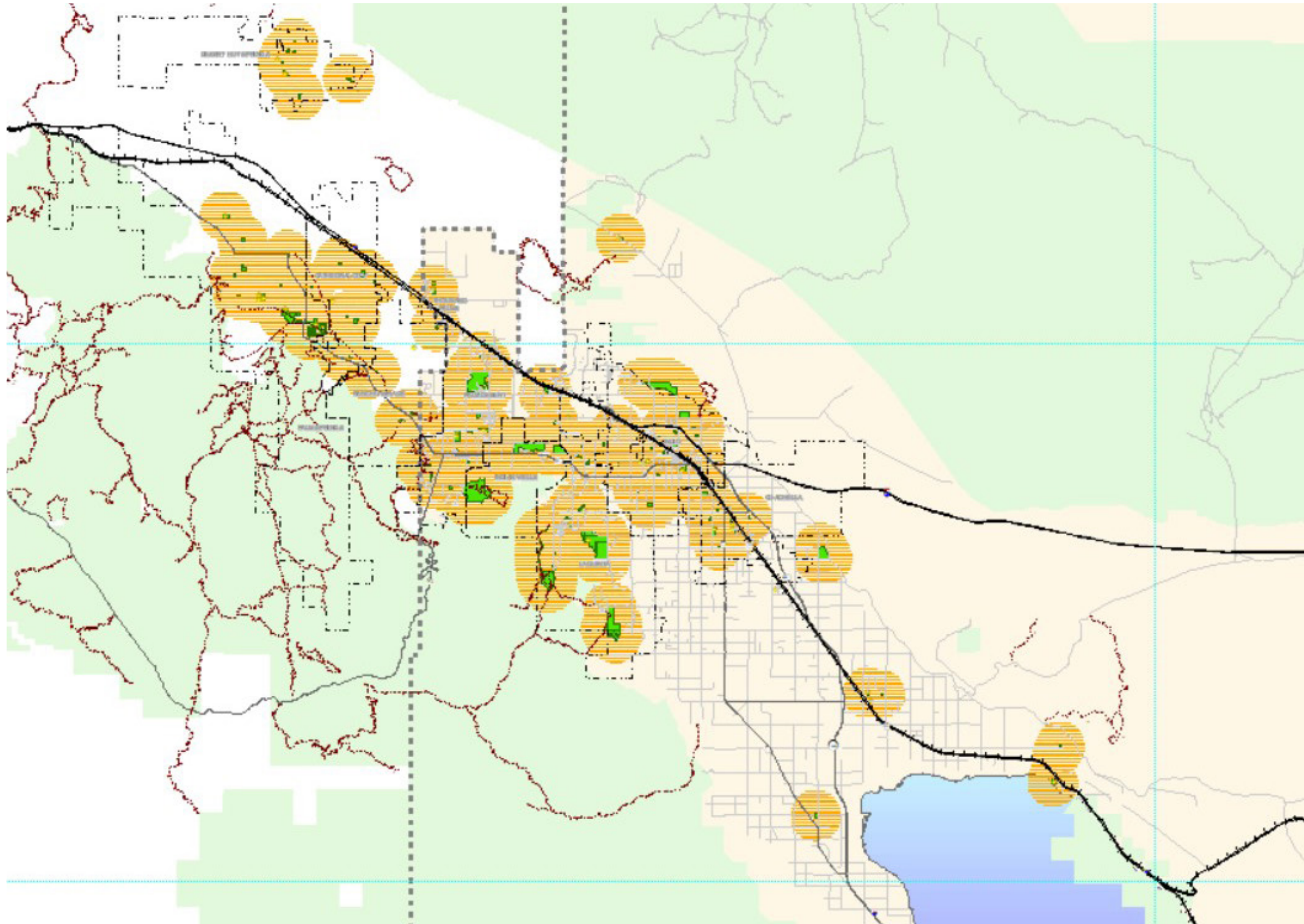


Figure 82: Three-mile access to developed parks (Enlarged)

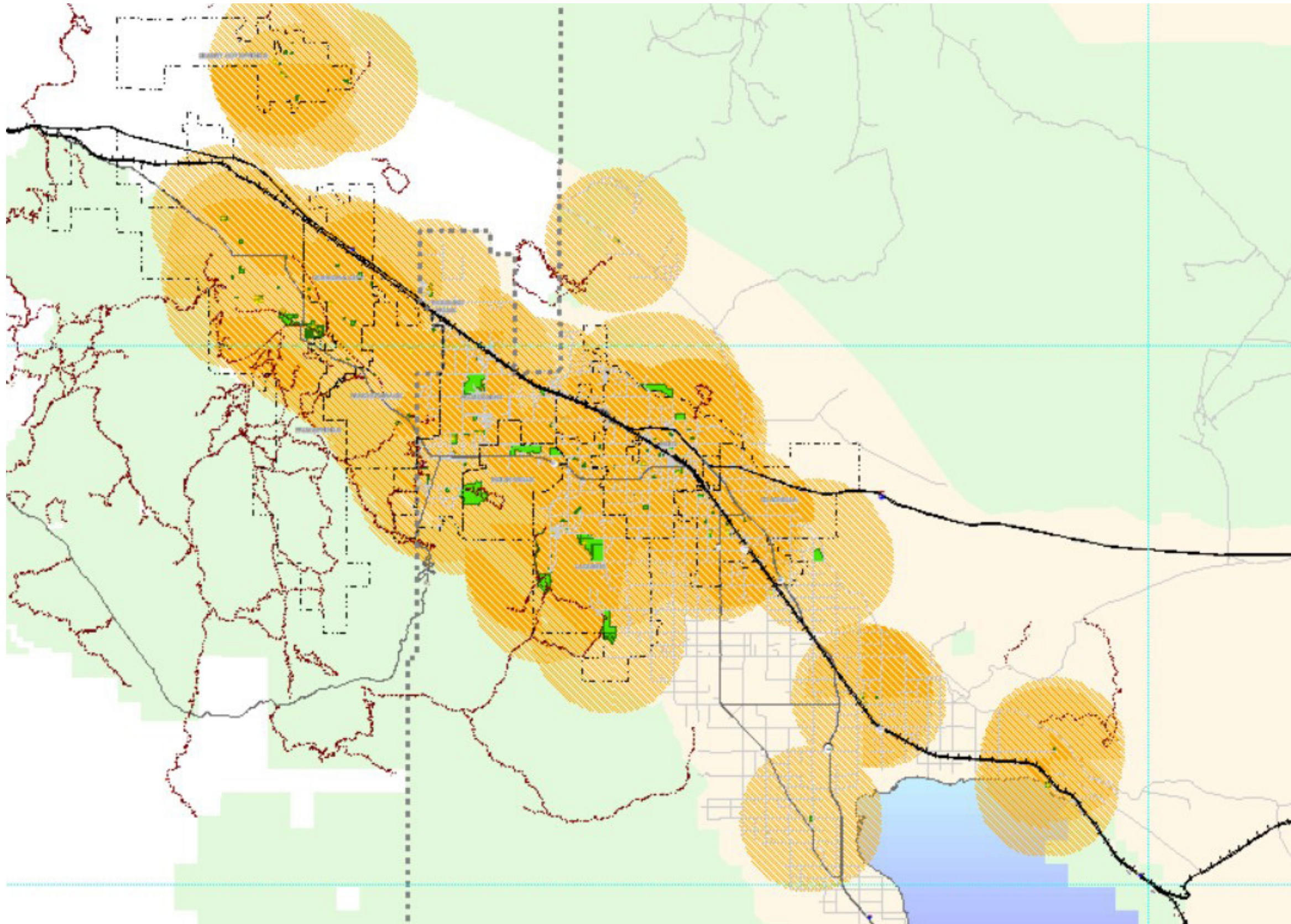


Figure 83: Five-mile access to developed parks (Enlarged)

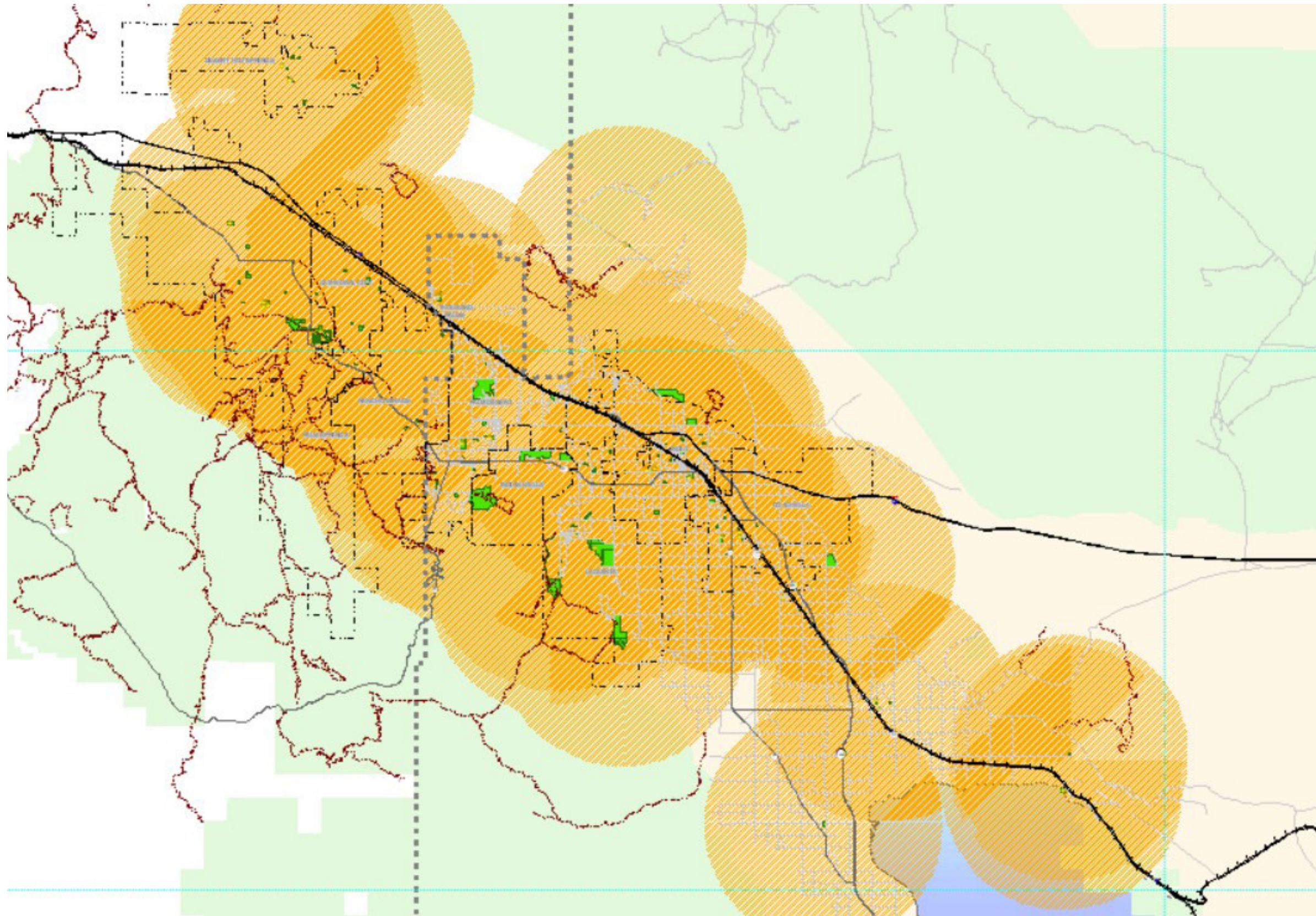
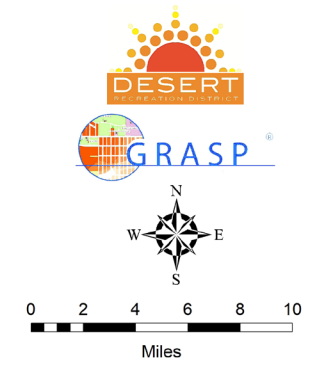
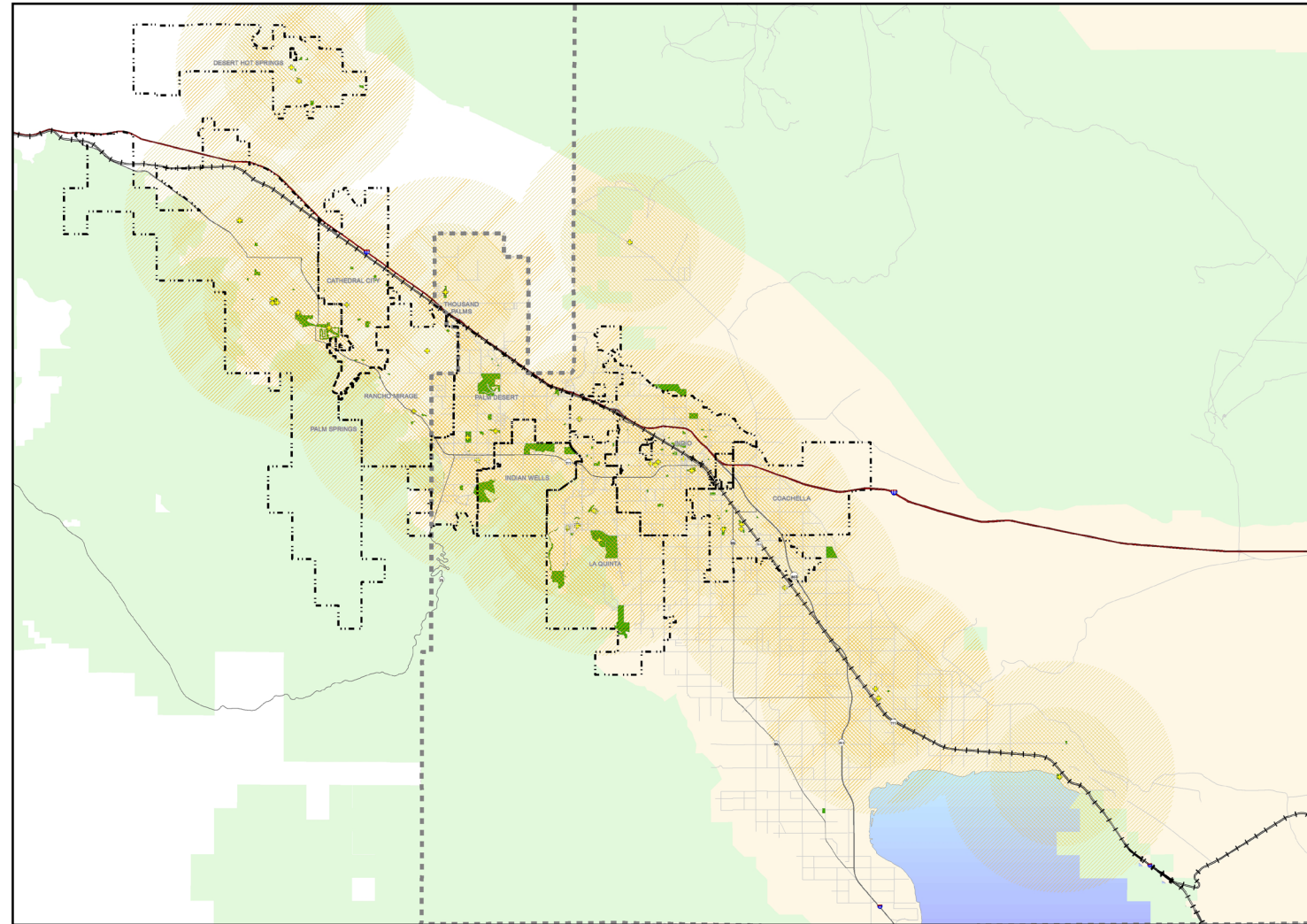


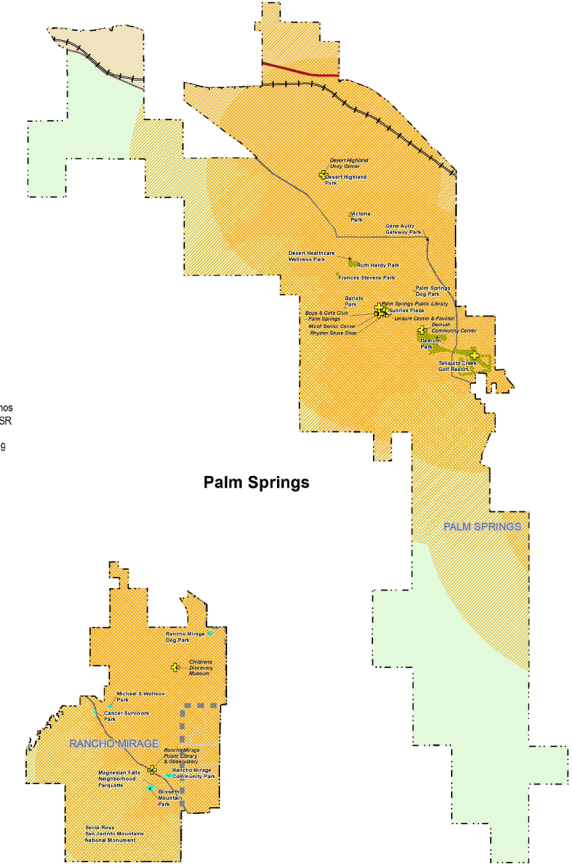
Figure 84: Map G: Neighborhood access to indoor facilities (Enlarged)

Desert Recreation District: Parks and Recreation Master Plan
Map G: Neighborhood Access to Indoor Facilities (3 and 5 mile)

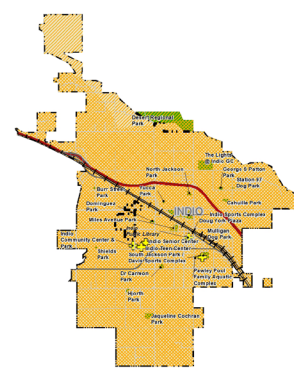


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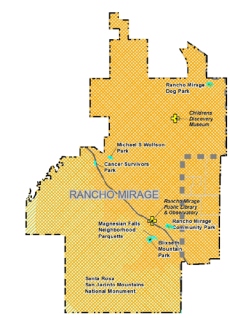
Fun In the Sun! **G**



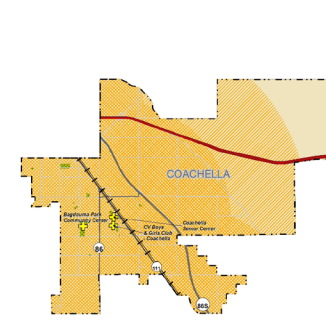
Palm Springs



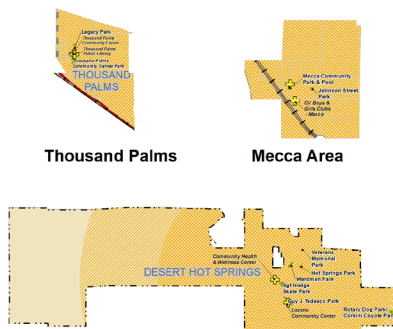
Indio



Rancho Mirage



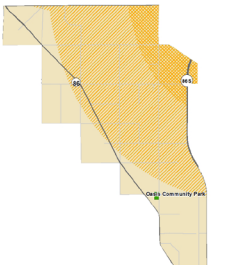
Coachella



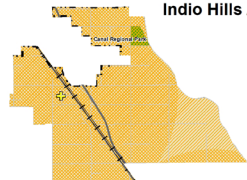
Thousand Palms



Mecca Area



Oasis Area



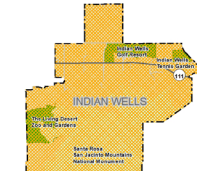
Thermal



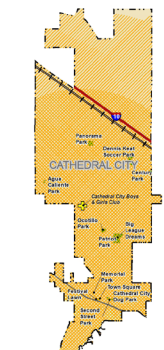
Indio Hills Area



North Shore Area



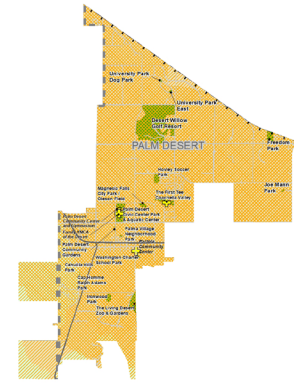
Indian Wells



Cathedral City



La Quinta



Palm Desert

Figure 85: Three-mile access to indoor facilities (Enlarged)

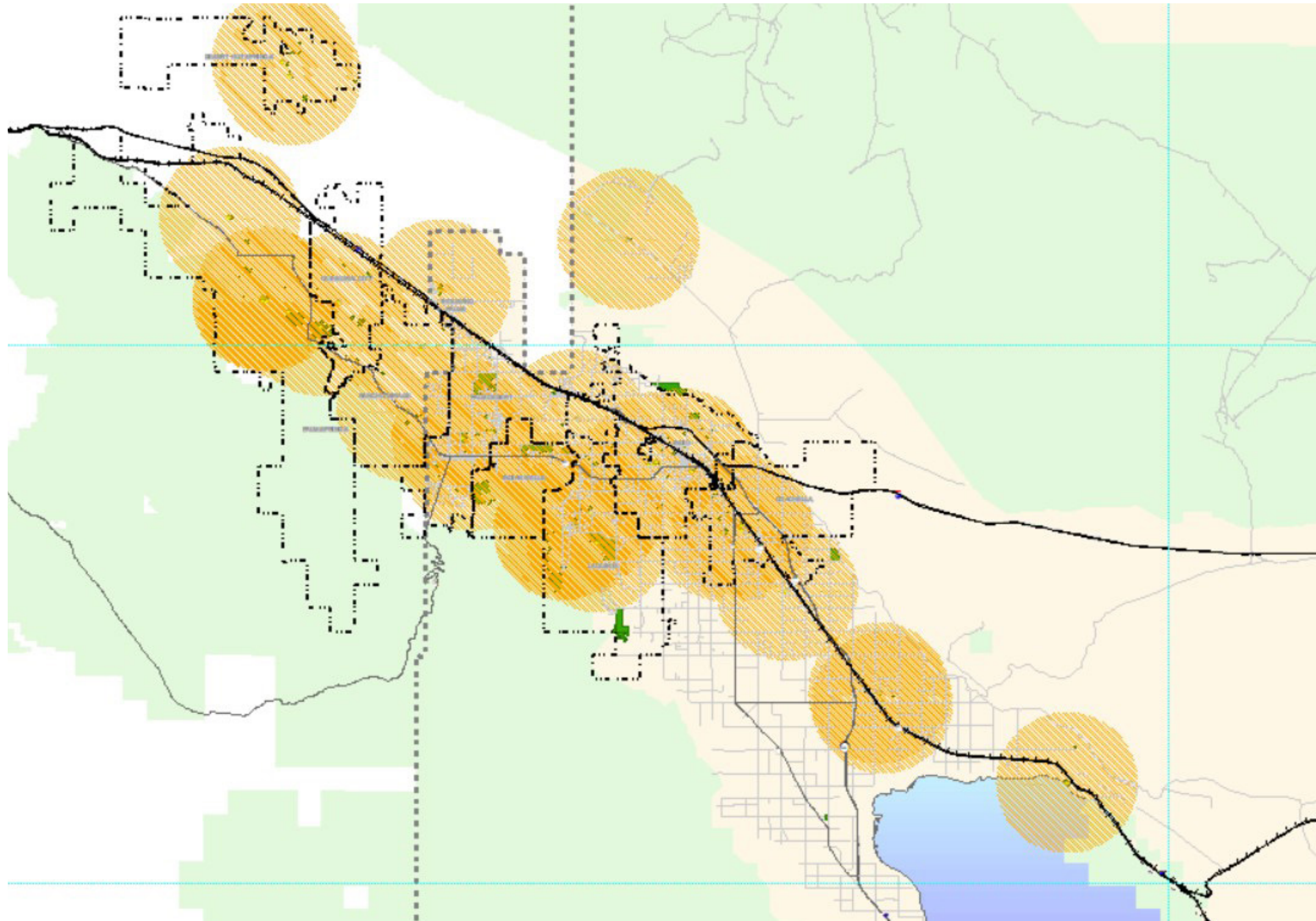


Figure 86: Five-mile access to indoor facilities (Enlarged)

