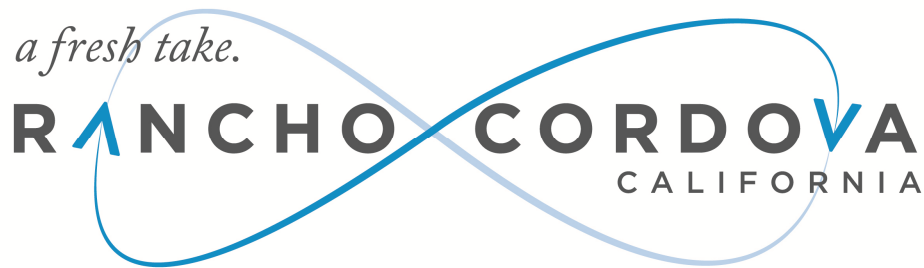


CITY OF RANCHO CORDOVA



CONCURRENT MEETING CITY COUNCIL/SUCCESSOR AGENCY TO THE COMMUNITY REDEVELOPMENT AGENCY (CRA)/RANCHO CORDOVA FINANCING CORPORATION (RCFC)

City Hall
2729 Prospect Park Drive, Rancho Cordova

Thursday, August 21, 2014

5:30 PM – Special Meeting
American River Community Room North

AGENDA

1. WORK SESSION - CALL TO ORDER/ROLL CALL

Council Members Budge, McGarvey, Sander, Terry and Mayor Skoglund.

2. PUBLIC COMMENT

At a special meeting, citizens wishing to address the Council for any matter on the agenda may do so at the time the matter is discussed. Note, under the provisions of the California Government Code, the City Council is prohibited from discussing or taking action on any item not on the agenda.

3. SPECIAL MEETING ITEM

- 3.1 **Subject:** Joint Work Session Between the Rancho Cordova City Council and the Cordova Recreation and Park District Board of Directors.

4. ADJOURNMENT

ADDITIONAL INFORMATION

In compliance with the Americans with Disabilities Act, if you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in this meeting, please contact the City Clerk's Office at (916) 851-8720 at least 48 hours prior to the meeting.

CERTIFICATION OF POSTING OF AGENDA

I, Mindy Cuppy, MMC, City Clerk for the City of Rancho Cordova, declare that the foregoing agenda for the Thursday, August 21, 2014 Special Meeting of the Rancho Cordova City Council/Successor Agency to the CRA/RCFC was posted and available for review on Wednesday, August 20, 2014 at City Hall of the City of Rancho Cordova, 2729 Prospect Park Drive, Rancho Cordova, California, 95670. The agenda is also available on the city website at www.cityofranhocordova.org.

Signed Wednesday, August 20, 2014 at Rancho Cordova, California.


Mindy Cuppy, MMC, City Clerk

JOINT WORK SESSION AGENDA
BETWEEN THE RANCHO CORDOVA CITY COUNCIL AND THE
CORDOVA RECREATION AND PARK DISTRICT BOARD OF DIRECTORS
 Thursday, August 21, 2014, 5:30 pm

Review the objectives for the joint work sessions and the agenda for tonight's session (*Laura Mason-Smith, consultant/facilitator*)

- Build a path toward common ground and start meaningfully working together as a team to enhance effectively providing park and recreation services to City of Rancho Cordova residents
- Develop a common vision for growth – build shared understanding of the related Citywide Goals and the District's overall vision, Master Plan, and implementation plan related to the huge anticipated growth and development in the District
- Agree on how the District and City can partner to better serve the common good of the citizens of Rancho Cordova

Review the Working Agreements for the joint work sessions and recognize the results thus far of the Joint Work Sessions (*see attached*)

Review the status of the Draft CRPD Master Plan for New Development in Incorporated Areas 2014:

- Presentation (*Jim Rodems and CRPD staff*)
 - Outline the status of the Master Plan review process and the Outreach Process
 - Explain the comparison methodology and facility standards utilized in the Plan
 - Discuss the process for park design and development
 - Highlight comments received and subsequent research and related results
- Q&A

Clarify next steps and timing

Recognize the benefits of the three Joint Work Sessions

Close

JOINT WORK SESSION AGENDA
BETWEEN THE RANCHO CORDOVA CITY COUNCIL AND THE
CORDOVA RECREATION AND PARK DISTRICT BOARD OF DIRECTORS
Thursday, August 21, 2014, 5:30 pm

WORKING AGREEMENTS FOR THE SESSIONS

On February 11, 2014, the participants identified working agreements for the Joint Work Sessions as:

1. Stay focused on what is best for the Rancho Cordova community
2. Check our egos at the door
3. Understand issues before rushing to conclusions
4. Listen for understanding and demonstrate respect for all
5. One speaker at a time, no side conversations, and no one dominating
6. Each person speaks for herself or himself only ("I" rather than "we" or "they")
7. Nothing is obvious until stated – so speak up and surface assumptions
8. Set aside questions when necessary
9. Be hard on issues but soft on people
10. Get out of our typical patterns
11. Cell phones off until breaks
12. Everyone is responsible for what happens – it's a partnership
13. Go around the room at the end of each session for everyone to be able to speak

JOINT WORK SESSION AGENDA
BETWEEN THE RANCHO CORDOVA CITY COUNCIL AND THE
CORDOVA RECREATION AND PARK DISTRICT BOARD OF DIRECTORS
Thursday, August 21, 2014, 5:30 pm

ACCOMPLISHMENTS OF THE JOINT WORK SESSION
PROCESS THUS FAR:

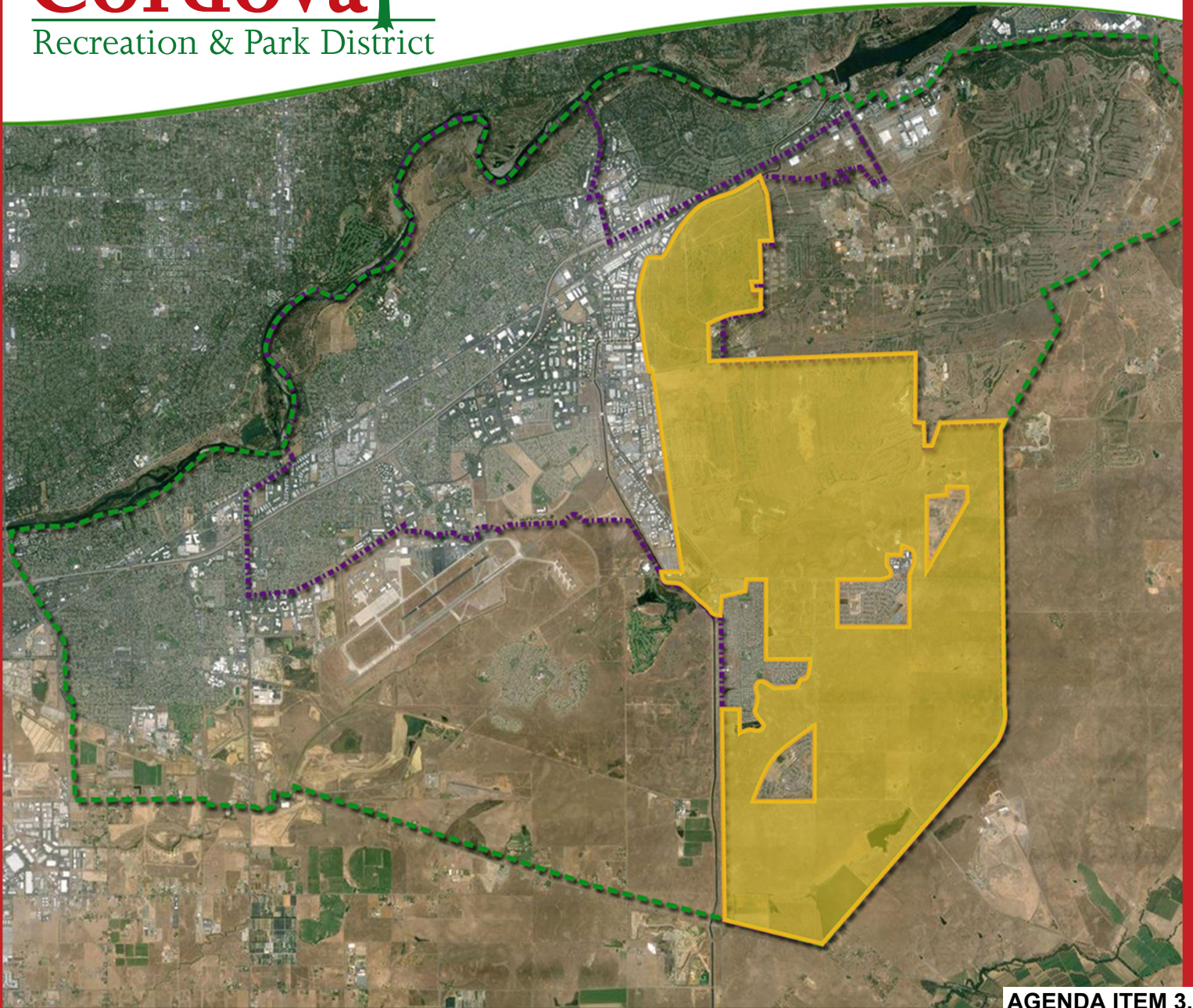
First meeting on February 11, 2014:

1. Recognized what we all value about parks and all the values we share
2. Developed Working Agreements for how we will work together well
3. Identified questions about how the Park District facilitates community events
4. Clarified the process for development of and input on the CRPD's Master Plan for New Development in Incorporated Areas 2014

Second meeting on April 9, 2014:

1. Reaffirmed our Working Agreements
2. Reviewed and provided input on the MOU between CRPD and CCC regarding access and production for CCC Annual Events on CRPD property (*which has now been finalized*)
3. Agreed on a process for the CRPD to access Park Renovation Fees through an MOU
4. Reviewed the March 11, 2014 Draft Master Plan for New Development in Incorporated Areas 2014
5. Agreed on the process for providing input on the Draft Master Plan

Master Plan for New Development in Incorporated Areas 2014



ACKNOWLEDGEMENTS

Cordova Recreation and Park District

Board

Inez Reyes, Board Chairperson
 Lee Garrison, Vice-Chairperson
 Rick Sloan, Secretary
 Mark Baxter
 Brian Danzl

Staff

James M. Rodems, District Administrator

Compiled and Summarized by:
 Laura L. Taylor, ASLA
 Park Planning and Development Manager

With Assistance from:

Danielle Jones, Clerk of the Board
 Kathleen Franklin, Park Planner
 Linda Roberson, Park Planner

Jessica Bannerman-Richter
 Asem Page Designs

Brenna Castro
 Callander Associates

Cordova Recreation and Park District Master Plan for New Development in Incorporated Areas 2014

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2. *Cordova Recreation and Park District Park Standards & Guidelines for New Development*, October, 2005, by MIG (Guidelines)
3. *Open Space Settlement Agreement between the North State Building Industry Association (BIA), the City of Rancho Cordova and the Cordova Recreation and Park District*, February 2006
4. *Rancho Cordova General Plan*, 2006
5. *Proposed Development Park Facilities Preliminary Distribution & Cost Analysis*, April 2010 by Gates + Associates
6. *Capital Facilities Plan Summary, Cordova Recreation and Park District*, April 2010, by Gates + Associates and former District Administrator, David Edmonds
7. *Cordova Recreation and Park District Capital Improvement Plan – New Growth Development – City of Rancho Cordova*, June 2012, by Doug Critchfield of CRPD in consultation with PROS Consulting
8. *Cordova Recreation and Park District Inventory and Assessment Plan*, 2012, by PROS Consulting (Note: This document was formerly titled “Strategic Master Plan”.)
9. *CRPD Board Action on September 12, 2012 approving a District-wide Development Impact Fee Program with a cost per Dwelling Unit Equivalent (DUE) of \$8,420*
10. *CRPD Board Adoption of Resolution 13/14-24 of the Formation of Community Facilities District No. 2014-01 (Montelena)*
11. *Cordova Recreation and Park District Park Impact Fee Nexus Study*, March 2014, by Goodwin Consulting Group
12. *Cordova Recreation and Park District “Design Standards, Constuction Specifications and Details”*, revised August 2014.

BACKGROUND

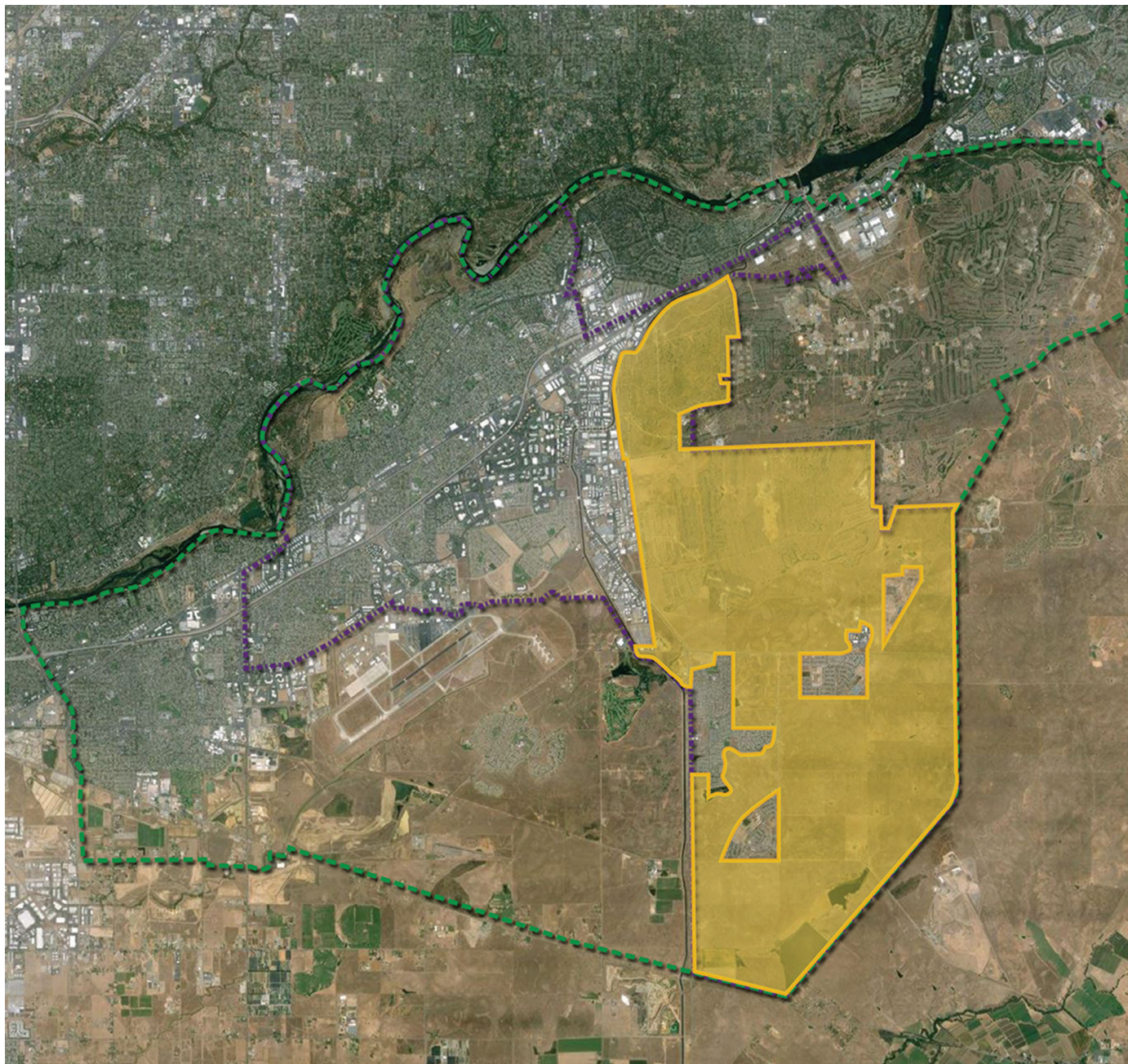
The Cordova Recreation and Park District (the District or CRPD) was formed in 1958. Up until the 1990's the District was focused on meeting the recreation needs of residents and focused on sports organizations and maintaining assets with little funding. Development pressure in the 1990's drove the need for District master planning to fully develop financing plans for capital improvements and long-term maintenance. Master planning in cooperation with the City of Rancho Cordova became an absolute necessity when the City incorporated in 2003.

This Master Plan addresses undeveloped areas in the City of Rancho Cordova City Limits. It focuses on park and recreation facilities that will be needed by the future population. The City limits fall entirely within the boundary of the Cordova Recreation and Park District (Map 1). The City's area of influence (aka Planning Area Boundary) is very similar to the boundaries of the District (Map 2). The District and the City have cooperated in planning efforts since the City's inception. Both the City and the District hired the same consulting firm to develop their first design guidelines. For the past decade Cordova Recreation and Park District (CRPD) has conducted several planning and financing efforts leading up to the development of a final master plan. In the early 2000's planning goals and proposed amenities were extensive. The standards set by other local communities were used for comparison to assist in the development of the District's standards. The other local communities programming goals were near to or greater than the levels proposed in District's documents of the early 2000's. The proposed levels of improvements were later found to be too expensive for the developing community to bear. Affordability and sustainability of the proposed programming levels became a major issue with the great recession that started in 2007.

Upon the City of Rancho Cordova's incorporation in 2003, Cordova Recreation and Park District participated with the City envisioning the ultimate goals for a well planned community that included parks and open space. The Quimby Act was amended in 1982 to limit park land dedication requirements to a maximum of 5 acres per 1000 population. There was concern by City representatives early on that the District had heavily programmed the parks. The City wanted to ensure adequate unprogrammed and passive open space for City residents. The City initiated a separate requirement for two acres of open space for every 1,000 residents. The City's open space requirement is not part of the Quimby park land requirement. The coordinated planning effort between the City and the District is demonstrated by the fact that the design guidelines for the District parks and the City's open space were prepared by the same consulting firm, Moore, Iacofano, Goltsman, Inc. (MIG) under separate contracts. The two agencies purposely coordinated through the same consultant. Recently the City reduced the open space requirement to one acre per 1,000 residents for reasons that will be explained later in this document.

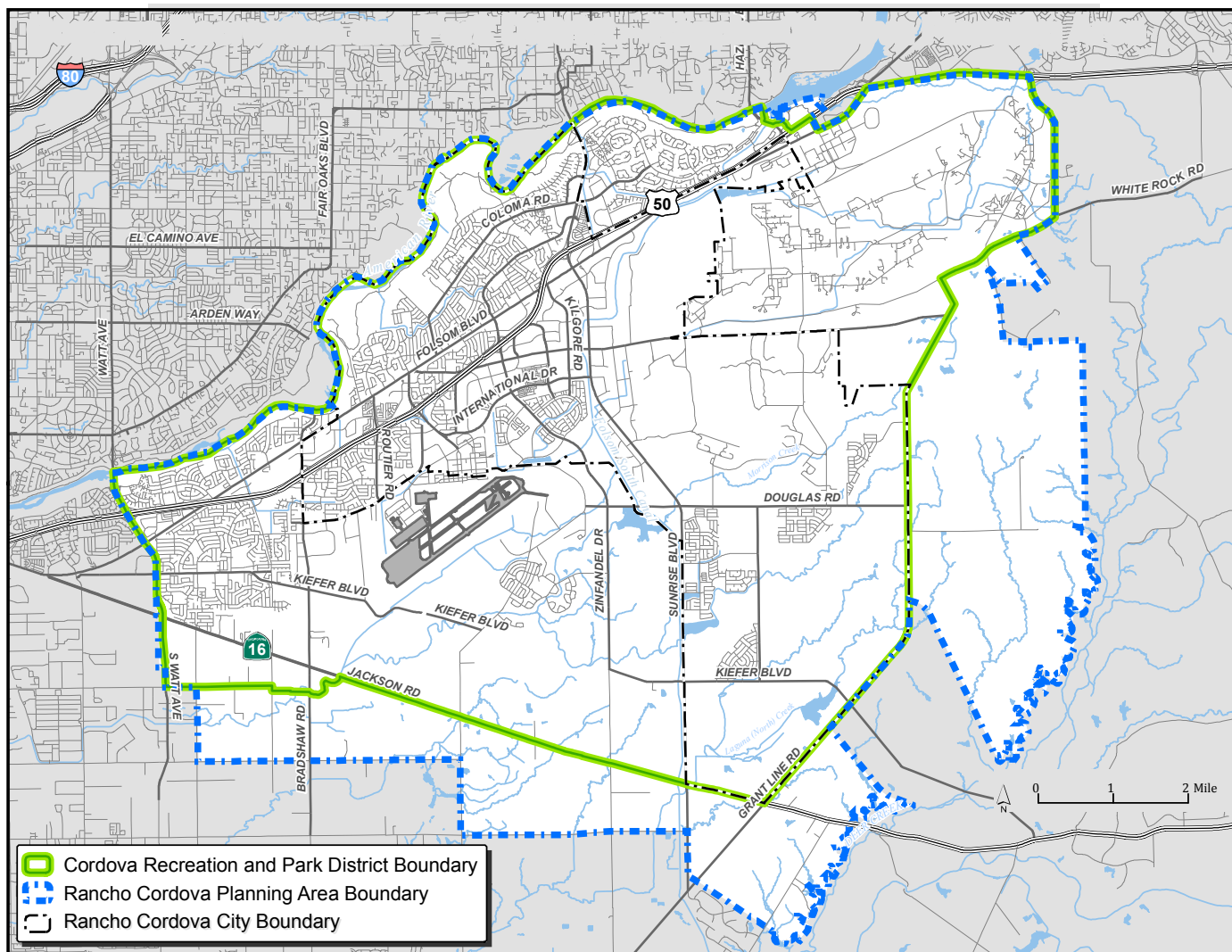
This document will introduce, describe and incorporate the guiding planning and financing publications used by the District since the early 2000's. The guiding premises of successive documents were adjusted slightly to accommodate changes in the District and/or economic realities. The adjustments will be explained as those documents are incorporated into this cohesive master planning document.

Project Limits



Map 1 – CRPD, City of Rancho Cordova, and New Build Area boundaries

Cordova Recreation and Park District – Rancho Cordova Planning Area



Map 2 – CRPD and City of Rancho Cordova boundaries



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EXECUTIVE SUMMARY

Approximately two thirds of the area within the Cordova Recreation and Park District boundary is undeveloped. At current growth rates the District's population will more than double in the next 40 years. The District's park system will be greatly expanded to meet the demands of population growth. The District has prepared to meet the challenge.

This document consolidates ten years of planning efforts by the District for areas within the City limits of Rancho Cordova. The District has worked in concert with the City of Rancho Cordova's leaders to set goals, plan and to implement a premier system of parks and open space. The Master Plan continues that coordination by describing how the City will be involved in the park development process. The District's goals and strategies were recently summarized in the 2012 *Inventory and Assessment Plan*. The goal for land and facilities is two parts; provide five acres of neighborhood parks and community parks per 1,000 residents to meet Quimby requirements, and to provide safe, functional and well-maintained facilities to meet the recommended standard for assets to equitably meet the CRPD population needs.

The community participated in public meetings and surveys conducted in 2008. PROS Consulting found that the District caters to a very wide and diverse population base. The consultant used the data to provide a prioritized list of facility/amenity and recreation program needs for the community. The model used a weighted scoring system balancing community survey results, survey ranking of importance for facilities and programs, and the consultant's evaluation of facility priority based on the survey, demographics, trends and overall community input. The ranking for facilities and amenities showed that walking, biking trail and greenways, small family picnic area and shelters and small neighborhood parks were the top three facilities followed by playground equipment, outdoor swimming pools, and indoor running/walking tracks.

A major component of this master plan is establishing the level of service, or number of amenities, to serve the population. Near the end of the ten year planning effort, it was found that the levels of service proposed in early 2000 were not fully fundable or sustainable. The proposed service levels were reevaluated in 2012 combining comparative performance standards by Gates + Associates and the needs-based analysis performed by PROS Consulting to generate a program that was flexible, operationally feasible, financially sustainable, and addressed community needs.

A distribution and space analysis was derived from the proposed level of service. The analysis shows that parks and amenities required by the level of service standard are well distributed around the future development area of Rancho Cordova. The analysis is conceptual and flexible to allow adjustments as individual developments come forward.

The District has ensured the level of service and resulting Capital Improvement Plan is fundable. Park land in the new build areas will be dedicated as authorized by the Quimby Act. A large majority of the cost of new construction will come from impact fees from new residential development. The timing of implementation will be dependent upon the rate of residential development. A Nexus Study (in 2013 dollars) prepared by Goodwin Consulting found that a park fee of \$8,420 per single-family residence is needed to fund the Capital Improvement Plan. The District Board adopted the Park Fee Nexus Study

in April 2014.

The successful implementation of the Master Plan will require continued cooperation and coordination between the District and the City of Rancho Cordova representatives. Two Joint Work Sessions between the District Board and Rancho Cordova City Council were conducted to review the content of this Master Plan. There will be many more opportunities to coordinate between the agencies as the development of each project becomes eminent. For larger community parks the District will conduct public meetings to take input from the public as well as all agencies, organizations and other stakeholders. The programming for each new community park will be finalized based on the input received. A concept plan derived from the program statement for each park will be presented in a follow up public meeting for additional review and comment by interested parties. Construction plans are routinely submitted to City Planning and Building Departments for review and approval.

Several action items between the District and the City have been identified to pave the way for smooth implementation of a premier system of parks, trails and open space as envisioned in the District and City's planning guidelines. The action items are detailed in Chapter 9 and briefly stated here. The City should adopt the District's Park Fee as justified in the Nexus Study. An agreement should be formalized between the District and the City about design, construction, funding and maintenance of the City's open space. Both the City and the District must work together to secure funding to renovate the existing park system where adequate funding methods are not in place, especially high cost renovations such as the Cordova Community Pool.

This Master Plan focuses on the future development areas within the Rancho Cordova City Limits. The District and the City have the same goal – to provide current and future citizens a premier system of parks, trails and open space to enhance quality of life and the desirability of the area to live, work and play. The City and District representatives must continue to work together to make this vision a reality.



CHAPTER 1

INTRODUCTION

The Cordova Recreation and Park District (the District or CRPD) encompasses 75 square miles in Sacramento County, California. The 2010 US Census estimates the population within the District's boundaries to be 115,000 (67,000 in the City of Rancho Cordova and 48,000 in the County). It is one of the largest Independent Special Districts in the Sacramento area providing recreation and park services separate from Sacramento County and The City of Rancho Cordova. The District currently has 35 parks, a regional sports center, a golf course, shooting center, a senior center, and two community buildings. Approximately one half of the land area within the District's boundaries is undeveloped. The undeveloped areas are fairly evenly split between the land authorities of the County and the City.

Future development inside the Rancho Cordova City Limits is expected to increase the City's population by 100,000. The District's standards have been established and refined through the decade-long planning process. The District is well-positioned to manage the development of future parks and facilities that will be needed to serve the City's growing population. The District intends to apply the standards set by this document to the unincorporated areas within the District's boundaries. Much of the new development areas in the County are within the City of Rancho Cordova's area of influence and could eventually be annexed into the City. In general terms development in the unincorporated areas could add another 50,000 to 100,000 residents to the District depending on the density of development.



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CHAPTER 2

PLAN DEVELOPMENT & CONTINUATION PROCESS

Organization of the Master Plan Document

This document contains elements typical to a master plan and is broadly organized into chapters with applicable references. The referenced documents were prepared and completed separately over the past ten years. Each chapter describes the documents contributing to that master planning element. Where it is practical, a duplication of the relevant information is included herein. Where it is not practical to duplicate, the reference is provided below.

The guiding premises of some documents are adjusted slightly to accommodate for changes in the District and/or economic realities. Any conceptual changes or adjustments to original documents are explained as those documents are incorporated into this master plan. The goal is to provide a cohesive master plan document that adapts to recent changes yet retains the integrity of those original documents.

Guiding Documents

- ◆ *City of Rancho Cordova Design Guidelines*, 2005, by Pacific Municipal Consultants(PMC)
The newly formed City of Rancho Cordova published Design Guidelines in 2005, referenced in this Master Plan as “City Guidelines”. These standards suggested a City Open Space standard of 2 acres/1000 over the 5 acre Quimby park standard. The City wanted to offset the heavily programmed park land with additional open space to ensure enough passive areas.
- ◆ *Cordova Recreation and Park District Park Standards & Guidelines for New Development*, October, 2005, by MIG (Guidelines)
The District hired MIG to establish standards and guidelines for parks, referenced in this Master Plan as “Park Guidelines”. The District’s Guidelines for Park Development worked in concert with the City’s Open Space Guidelines. This document described the Master Plan vision and set initial standards for amenities.
- ◆ *Open Space Settlement Agreement between the North State Building Industry Association (BIA), the City of Rancho Cordova and the Cordova Recreation and Park District*, February 2006
The BIA objected to park land dedication above the Quimby-allowed five acres per 1,000 population. This agreement defined the purpose of the City’s mandatory open space dedication to adequately differentiate the use of the land from active recreation park facilities. The definitions were memorialized in the City’s Open Space Guidelines that were recently updated and approved in January 2014.
- ◆ *Rancho Cordova General Plan*, 2006
The City’s General Plan includes a “Park and Open Space Element” that sets a goal for a premier system of Parks and Open Space. The City’s Open space requirement was set at 1.75 acres/1,000 in this document.
- ◆ *Proposed Development Park Facilities Preliminary Distribution & Cost Analysis*, April 2010 by Gates

+ Associates

The District hired Gates + Associates to prepare a Capital Improvement Plan based on the earlier 2005 Guidelines by PMC. The Gates Study landed amenities into proposed parkland at the pre-determined standard (the number of amenities per 100,000 population).

- ◆ *Capital Facilities Plan Summary, Cordova Recreation and Park District*, April 2010, by Gates + Associates and former District Administrator, David Edmonds

The vision provided in the Guidelines by PMC, the Capital Improvement Plan by Gates and the cost to develop and maintain park property was summarized in the document referenced above. The summary was presented to the District Board and City Council in a Joint Work Session in 2011 by former District Administrator, David Edmonds. By the time the information was consolidated and presented, the recession was in full swing and the cost for both the park improvement fee and maintenance would not be supported by the development community.

- ◆ *Cordova Recreation and Park District Capital Improvement Plan – New Growth Development – City of Rancho Cordova*, June 2012, by Doug Critchfield of CRPD in consultation with PROS Consulting

This spreadsheet printed in 11 X 17 inch format documents the comparisons and considerations made when reducing the overall cost of the capital improvement plan and long-term maintenance. The information presented in this spreadsheet was incorporated into the service level standards published in the *Cordova Recreation and Park District Inventory and Assessment Plan* described below.

- ◆ *Cordova Recreation and Park District Inventory and Assessment Plan*, 2012, by PROS Consulting

The District Inventory & Assessment Plan included some elements of a master plan but more accurately contained a self-evaluation of the state of the District leading up to its publication. With the arrival of a new District Administrator, Jim Rodems, the planning effort took a hard look at the affordability and sustainability of the previously set level of service. The final publication of this document adjusted the recommended level of service to a level that would be accepted by the development community and with a maintenance fee that would be palatable to future residents.

This document was originally titled “*Strategic Master Plan*” but was later renamed the “*Inventory and Assessment Plan*” because it lacked elements typical to a complete master plan.

- ◆ *CRPD Board Action on September 12, 2012 approving a District-wide Development Impact Fee Program with a cost per Dwelling Unit Equivalent (DUE) of \$8,420*

A staff report presented to the District Board of Directors on this topic summarized the evolution of the level or service standards, adjustment to the capital improvement plan and resulting final park development fee based on a per dwelling unit cost of \$8,420.

- ◆ *CRPD Board Adoption of Resolution 13/14-24 of the Formation of Community Facilities District No. 2014-01 (Montelena)*

A staff report presented to the Board of Directors on January 15, 2014 on this topic explains the maintenance services and replacements to be funded by a special tax allowed by the Mello-Roos Community Facilities Act of 1982. The resolution establishes an annual tax rate on single-family residences within the CFD of \$350.

- ◆ *Cordova Recreation and Park District Park Impact Fee Nexus Study*, March 2014, by Goodwin Consulting Group

The District hired Goodwin Consulting Group to prepare an Impact Fee Nexus Study that complies

with Assembly Bill 1600 and demonstrates a nexus between the park improvement fee and residential development. The Land Authorities (City and County) require this document to formally adopt the District's fee.

Future Revisions

A master plan must remain flexible to allow for changing demographics, trends in recreation, community needs and fiscal climates. The Master Plan should be updated every five to ten years. Park impact fees and maintenance (Community Facility District (CFD)) fees should be adjusted for inflation annually. The California Government Code requires the District to publish a report describing impact fee expenditures every five years. This five-year requirement may well serve as a trigger to update the master plan as a result of the findings.



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CHAPTER 3

GOALS

The District’s mission is to “create and maintain excellent leisure facilities and recreation programs that inspire and illuminate the human spirit.” A variety of documents contribute to this mission, beginning with the 2005 *Cordova Recreation and Park District Park Standards & Guidelines for New Development*, portions of which are reproduced below.

1. INTRODUCTION

The Cordova Recreation and Park District (District) provides park and recreational services to the City of Rancho Cordova (City) as well as the surrounding areas in unincorporated Sacramento County (County). Regional growth will bring over 100,000 new residents to the area in the near future. This report addresses the new parks that will be built in the District as a result of new housing developments.

Rancho Cordova—the newest city in California—will be the recipient of a major portion of this new housing. Rancho Cordova’s City Council and the District worked together to develop a vision for the parks and open space system. Rancho Cordova leaders and residents seek to “build a city, not a suburb is a vibrant destination in the region. The City’s vision document states:

- Rancho Cordova will have an identifiable look and feel. You will know immediately that you are in Rancho Cordova—the quality of the built environment, the character of the neighborhoods, and the dynamic sensibility of the public spaces will draw visitors from throughout the region.
- Rancho Cordova will be a city full of open spaces and opportunities for exercise and recreation. Trails and open spaces will be integrated into the city’s neighborhoods, linking people with shopping areas, public areas, and neighboring communities. Civic gathering places will be a focus of activity. They will be places where the community comes together to meet, hear concerts, see plays, and experience other cultures.

Schools and parks will be integral parts of the community, providing additional opportunities for recreation, arts, or just peace and quiet.

- Rancho Cordova will be a multicultural city that recognizes and celebrates the many cultures that make up its neighborhoods. The city’s public spaces and commercial areas will make important connections with the people, foods, and ideas of other cultures and ethnicities.

The report sets guidelines for the park system that works in concert with the open space framework document, “Rancho Cordova Open Space Standards: Trails, Greenways, and Neighborhood Greens,” and the District’s park and recreation master plan. It articulates the vision for the parks, identifies general performance criteria, defines the park types along with their associated facilities and activities, and describes conceptual development costs. These guidelines will be used for all parks under District responsibility.

Cordova Recreation and Park District Park Standards and Design Guidelines | 7

An update to the text above is that Rancho Cordova is no longer the newest city in California.

2. PARKS AND COMMUNITY DEVELOPMENT

Great parks make great cities. In fact, the type, quality, quantity, and care of a city's parks are critical elements that help define a city's quality of life. Parks are an outward reflection of a community's values. They are places where people come together across cultural and class lines to enjoy recreational activities, appreciate the beauty of nature, relieve stress, learn about the natural environment, and feel a sense of identity and connectedness to nature and their community.

Community Livability

When evaluating livability of a community, schools and environmental factors (especially parks, public spaces, and natural features) are the two indicators most often cited as to why someone chooses a particular community in which to live. (See sidebar.)

In fact, parks provide a number of benefits to a community's livability:

1. **Parks help build community connections.** Connection to nature can restore the spirit by creating a sense of place and positive image that increases people's pride in their community. In connected communities people better understand their neighbors, their history and their environment.
2. **Parks promote personal health and human development.** Healthy lifestyles can increase life expectancy by up to two years. Play and sports help develop healthy children, who have better social and motor skills, intellectual capacity, creativity and other life skills.

Quality of Life Indicators

According to a study by the Urban Land Institute, the two key indicators that attract new residents (and thus new businesses) to a community are a *high quality of educational opportunities* and a *high quality environment* (both natural and built). These factors in turn affect economic development, housing and population.

- **Education:** Quality of Schools, dropout rate, level of education, availability of early childhood programs, community education
- **Environment:** City image, traffic and public transportation, noise, graffiti, waste management, recycling, green space, water quality, biodiversity, air quality
- **Population/People:** Population growth, ethnicity, age, families and households
- **Standard of Living:** Expenditure per household, income, cost of living
- **Economic Development:** Growth in business, economic growth, employment, retail sales, tourism, new construction
- **Housing:** Costs and affordability, variety of choices, density, home ownership, rental, turnover of property
- **Health:** Mental health and well-being, low birth weights, teen pregnancy, life expectancy, infant mortality, access to healthcare, health status, disease, risk factors
- **Safety:** Perceptions of safety, crime, child safety, road casualties

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3. **Parks reduce health care and social services costs.**

Healthy lifestyles lead to reductions in medical and mental healthcare costs through lower rates of diabetes, heart disease, cancer, depression, anti-social behavior, smoking and substance abuse

4. **Parks reduce infrastructure costs.** Tree cover shades the built environment, diminishing the city's "heat islands" and associated energy costs. Tree cover also filters carbon monoxide, ozone and other pollutants, leading to improved air quality and more readily meets federal requirements. Landscaping provides areas where stormwater can percolate into the ground, reducing costs associated with stormwater runoff systems.

5. **Parks reduce police and justice costs.** Crime rates decrease when youths have activities and places to gather where they can be part of a connected community.

6. **Parks preserve natural resources.** Green spaces and vegetation improve air quality and water quality, help prevent flooding, protect watersheds and habitats, and increase biodiversity. They also provide a context for environmental education.

7. **Parks provide significant economic generators.** Usable open space and recreation areas are relocation magnets; they attract and maintain residents, businesses and tourists. Employees who have access to usable open space near their workplace increase their productivity and decrease absenteeism, staff turnover and on-the-job accidents.

Placemaking as a Development Concept

As a community uses a place regularly, social connections are made, and the spaces that support these connections take on special meaning. Over time these places become more meaningful, and the community values them more and more. "Placemaking" is an approach to creating public places where these meaningful interactions can occur. It is intentional design for social interaction and community identity, and it results in spaces that are not just "public" places, but "community" places.

Placemaking's central focus is people. It begins with creating a healthy human "habitat," a place that supports people's behavioral needs. These needs are:

1. Social interaction and cultural identity
2. Physical comfort and safety
3. Community connections and identity
4. Stimulation and discovery
5. Fun and joy
6. Beauty, spiritual restoration, and meaning.

Research has shown that these needs can be accommodated by effectively addressing the following four key elements: accessibility, comfort, sociability, and activities.

Accessibility

A community place must be very visible and easy to get to. It should provide for easy circulation within it for people of all abilities and ages, as well as ways to reach it by multiple modes of transportation: public transit, car, bicycle, or walking.

Sociability

A community place is one where people see friends and neighbors, and also feel comfortable interacting with new people. A place that fosters this social interaction will have informal food service (as food and drink universally encourage sociability), moveable seating or seating arranged so that people can talk to each other face-to-face, activities to watch or participate in, and natural elements for their calming effect and tendency to create a sharing atmosphere. Water especially is an essential natural element in community spaces because of its universal attraction and ability to provide an array of interactive experiences.

Comfort

A community place makes visitors feel safe and comfortable. It must meet local perceptions of cleanliness and public safety, and provide buildings and pathways designed to a human scale. Community places must also provide shade, protection from wind and weather, and comfortable places to sit and rest.

Activities

A community place is built on the activities and uses found there. These are the elements that give the space vitality and provide the

opportunities for stimulation, discovery, fun, and joy that encourage people to return again and again. It is important to include a variety of activities that appeal to people of all ages and cultures. These activities are supported by facilities, which can be designed at once or designed over time as activity needs are identified.

By understanding what people need and how people use space, the public realm can be developed into vital, distinctive places—places that are well integrated into the community fabric and enrich people's experience of public life. Making each park a special place will go a long way toward creating a city that has a distinctive regional identity, a city that serves the entire spectrum of people in the community through different experiences relative to each park's purpose and community context. How should the District develop a system of parks with the intention of creating these valued community places?

3. RANCHO CORDOVA PARKS DEVELOPMENT PROCESS

The District Board and the City Council have set high standards for parks and open space. The two agencies envision a system of parks and open space that not only meets the active recreational needs of the community, but also provides pedestrian and bicycle circulation, informal places for resting and gathering, relief from dense development, and District community facilities that will enrich the park landscape. Through their planning efforts, the District and the City have determined that the traditional standard of 5 acres of parks per 1,000 residents is not adequate to satisfy the varied community needs associated with parks and open space.

Since the community wants high quality, unique parks, each park will be developed with different features, activities, and identities. This “non-cookie-cutter” approach requires that the facilities that support the different activities be grouped or combined to create activity settings that provide residents a broad range of experiences. In other words, a ball field must be more than just a ball field. For example, while any large patch of grass can be used to play ball, to be a complete activity setting—a place for the entire community—a ball field may need to be grouped with a shade structure, picnic area, small children’s play area, a gathering and game-watching area, as well as supporting restrooms, drinking fountains, storage, fencing, and parking. To make it unique to the neighborhood, the shade structure, fencing, or even the backstop can be designed as an art piece or customized to reflect something about the community.

Setting-based Park Design

Setting-based park design refers to designing parks and their facilities with the goal of creating activity *settings* where people share experiences with each other and their environment. Each physical setting in a park is composed of various elements, and these elements support each activity. Together, the setting and the activity allow experiences for the user, and by including combinations of various settings (some usual and some not so usual), the user can choose a broad range of experiences in which to engage. To provide users with meaningful or special experiences, each setting should be context-specific; that is, it should take into consideration the site’s physical, social, and cultural conditions. Taking the ball field example above, this setting can be further combined with other settings such as a library, farmer’s market, or water play area to create multiple reasons for the community to gather, and at the same time creating different activities and experiences as a result of their adjacencies. This type of design has a higher probability of resulting in “community” places. Creating settings and combinations of settings is the way that all new park development will be programmed. This type of programming enriches the parks’ design thinking and amenities, so that in the Cordova Recreation and Park District, a ball field will no longer be just a ball field.

The *City of Rancho Cordova General Plan* formalized the vision that both City and District representatives worked together refining in the year following incorporation. The General Plan summarized the content of the respective Guidelines with a stated goal, policies and action items. Pages 6 and 7 of the General Plan, Section VII Open Space, Parks and Trails Element directly apply to parks and recreation and are inserted below.



VII OPEN SPACE, PARKS, AND TRAILS ELEMENT



GOAL OSPT.1 - CREATE A PREMIER SYSTEM OF PUBLIC PARKS AND RECREATION PROGRAMS THAT MEET THE NEEDS OF ALL RESIDENTS.

Policy OSPT.1.1 - Review all proposals for new residential development to ensure each project complies with the City's minimum standards for parkland dedication, and is consistent with Cordova Recreation and Park District goals.

- **Action OSPT.1.1.1** - Require developers of all new residential development to dedicate parkland at a rate of five acres of land per 1,000 population. When necessary, provide an in-lieu payment option, which allows the developer to fund the acquisition of acceptable land equal to the dedication requirement. Calculate required parkland dedication exclusive of required open space.
- **Action OSPT.1.1.2** – Consult with the Cordova Recreation and Park District prior to determining the acceptability of lands proposed for dedication as public parkland including grading, circulation, and drainage.
- **Action OSPT.1.1.3** – Establish a procedure for determining an appropriate in lieu fee amount that ensures CRPD will have adequate funds to purchase required parkland for which in lieu fees are paid.

Policy OSPT.1.2 - Coordinate with the Cordova Recreation and Park District to ensure that parks are provided, developed, and operated in a way that ensures that the City's parks goals are achieved throughout the community.

Policy OSPT.1.3 - Encourage park development adjacent to school sites and other compatible uses (public and private) for enhanced civic space and integration into the community.

- **Action OSPT.1.3.1** – Continue to lead the region in the co-location of park and school sites and promote joint use agreements between school and park districts.
- **Action OSPT.1.3.2** – Work collaboratively with the Park District in the land planning process to support the co-location of park with public/quasi-public and non-residential lands to encourage the integration of compatible uses and creation of dynamic gathering places within the City's neighborhoods. Well-designed pedestrian and bicycle connectivity between compatible uses will be a critical component of success.

Cross reference:
ISF 2.3

VII OPEN SPACE, PARKS, AND TRAILS ELEMENT



Policy OSPT.1.4 – Ensure that adequate and reliable funding sources are established for the long-term maintenance of parks and trails.

- **Action OSPT.1.4.1** - Ensure that sufficient funding for maintenance of parks is assured prior to approval of any Final Subdivision Map that includes public parks and/or related facilities.
- **Action OSPT.1.4.2** - Consider creating a fee and assessment program to provide increased funding for existing parks, in collaboration with the Cordova Recreation and Park District. This could include local or regional bond measures or assessment districts, public or private grants or partnerships, homeowners associations, or other methods deemed appropriate by the City.

Policy OSPT.1.5 - Support the Cordova Recreation and Park District in their construction and maintenance of recreational facilities.

- **Action OSPT.1.5.1** - Continue to work with the Cordova Recreation and Park District on this issue, and implement funding mechanisms as part of the City's review and approval of new development projects.
- **Action OSPT.1.5.2** - Explore the possibility of the Cordova Recreation and Park District constructing a community pool that is usable year-round.
- **Action OSPT.1.5.3** - Expand the Cordova Senior Center at the Lincoln Village Community Park, and the construction of new senior community facilities as demand for such facilities increases.



Policy OSPT.1.6 – Provide sports and recreation facilities sufficient to attract regional sporting events.

- **Action OSPT.1.6.1** - Continue to work with the Cordova Recreation and Park District in the planning and execution of park and recreation facilities to accommodate a variety of regional sports venues.
- **Action OSPT.1.6.2** – Work cooperatively with the Sacramento Sports Commission and Chamber of Commerce Visitor and Tourist Bureau to attract and host regional sporting activities.

Cross reference:
ED 1.9.1

Cross reference:
ED 1.9.3 and
1.9.4

The *Inventory and Assessment Plan* further refined the goal and strategies more concisely than the two earlier publications.

8.5 LAND / FACILITIES

8.5.1 GOAL FOR LAND / FACILITIES

Provide 5 acres of neighborhood parks and community parks per 1,000 residents to meet QUIMBY requirements. To provide safe, functional and well-maintained facilities to meet the recommended standard for assets to equitably meet the CRPD population

8.5.1.1 STRATEGY

- Develop neighborhood parks, community parks and recreation facilities in the underserved areas of the District
- Partner with the school Districts to develop or enhance school sites, when practical, to develop land and facility offerings
- Establish an acquisition and site selection criteria for acquiring appropriate types of park land based on unmet needs
- Ensure consistency system-wide through design principles, standards and branding guidelines
- Ensure safe and inviting parks to maximize use and minimize liability
- Leverage signature parks and facilities to enhance the livability of CRPD and generate economic impact through tourism

CHAPTER 4

COMMUNITY INPUT AND DEMOGRAPHIC ANALYSIS

In Chapter 2 of the *Cordova Recreation and Park District Inventory and Assessment Plan*, PROS Consulting describe the outreach and analysis process which is reproduced here as Chapter 4. The District expanded the community engagement process to capture more up-to-date needs based information and to respond to comments gathered during our peer and administrative review phases of the document preparation. Additional feedback includes interviews with athletic organizations, school districts, Sacramento County Regional Parks Department and Cordova Recreation and Park District recreation and facilities staff. Results and records of this outreach can be found in Appendix I of this document. While many of the questions and analyses completed by PRO's Consulting are not specific to new park and facility development, the entire Chapter has been included to ensure consistency for the reader.



CHAPTER TWO - COMMUNITY INPUT RESULTS AND DEMOGRAPHIC AND TRENDS ANALYSIS

2.1 COMMUNITY INPUT SUMMARY

One of the most important elements of the Strategic Master Plan process is the community input, which provides residents with an opportunity to express their perspectives of the Cordova Recreation and Park District's ("District") services. PROS Consulting, LLC ("PROS") facilitated a series of focus groups, key leader interviews, and a public meeting. These groups were organized by the District and the invitations to attend were sent out accordingly.

Specifically, this included:

- Fourteen key leader interviews
- Two focus groups, the Community Council and the Senior Advisory Board, consisting of nine attendees
- A public meeting

Note: These meetings were held in late 2008 and as such reflect the reality of that time. PROS recognizes that many of the issues may have changed from that point but still need to document what the community has expressed at that time.

The following represents a summary of the information provided. Each question is listed with a summary of the responses while the detailed responses are provided in **Appendix 1**.

2.1.1 HAVE YOU USED ANY OF THE PARKS AND RECREATION AMENITIES OFFERED BY THE DISTRICT? IF SO WHAT HAVE YOU USED?

The respondents primarily named Hagan Park. Otherwise, they predominantly named outdoor activities such as sports and events. They have used rental facilities and taken advantage of the Senior Center.

2.1.2 WHAT ARE THE STRENGTHS OF THE DISTRICT THAT WE NEED TO BUILD ON FOR THIS MASTER PLAN?

Respondents cited the staff as a strength. They cited the abundance of parks and their locations as definite strengths. The maintenance of the parks is also viewed positively. Respondents also responded favorably about the Senior Center. They appreciated the new attitude present among the staff and the willingness to work with the seniors.

2.1.3 WHAT ARE THE KEY ISSUES FACING THE DISTRICT AS IT APPLIES TO PARKS AND RECREATION THAT WE NEED TO ADDRESS IN THIS MASTER PLAN?

Respondents named finance, internal and external communication, and marketing as three of the major issues, with finance being the number one issue. The financial situation in California is affecting every agency, including the District. As a result of the lack of financial resources, the interview and focus group participants mentioned the need for more staff. Reference was made to unfilled key positions in the District that are in great need of being filled.



Public input participants feel there is not enough communication among the employees within the District or between the District and the public. Examples were given of groups using a park and not getting returned phone calls or not receiving the help and support they were counting on from District staff. Safety issues, staffing issues, and leadership issues were also mentioned. There does not seem to be leadership presence in the community, at community events, or establishing relationships with key players in the community. Community Council members expressed concern about the District not reaching out enough to community groups.

The lack of District marketing was also mentioned as a key area. There is not enough promotional effort, building relationships with the business community, and people seem unaware of what the District is doing. There should be new signs at all parks and updated signage to reflect a consistent brand.

2.1.4 HOW BALANCED DO YOU THINK THE PARKS AND RECREATION SYSTEMS ARE IN THE DISTRICT IN TERMS OF PARK TYPES (NEIGHBORHOOD, COMMUNITY, REGIONAL, AND TRAILS)?

In talking about the balance of systems in the District, respondents replied that there were amenities missing at some parks, such as restrooms or drinking fountains and that the ones with these amenities, had non-functioning ones. Hagan Park was mentioned by several respondents. They mentioned that the park closes early enough that several residents cannot utilize it. They also mentioned the lack of programming as an issue that seems to need some balance. There was discussion of expanding the Senior Center and creating a Teen Center as well. Respondents feel as if there is not an adequate balance of programs and they would like to see a better balance between old and new programs.

2.1.5 WHAT TYPES OF RECREATION FACILITIES OR AMENITIES ARE MISSING IN THE COMMUNITY THAT THIS PLAN NEEDS TO ADDRESS?

The main thing mentioned by respondents is that the existing facilities need to be renovated and updated. The District is 50 years old and it seems that several of the parks and facilities have not been updated in over 10 years. Specific things to add that were mentioned were additional skate parks, dog parks, urban campgrounds, and facilities with electricity. There is inadequate ADA access at some of the parks, specifically Dave Roberts Park.

2.1.6 WHAT ARE THE RECREATION PROGRAM NEEDS YOU HEAR ABOUT THAT ARE NEEDED IN RANCHO CORDOVA?

Several respondents mentioned programs for youth, and specifically for at-risk youth. Several participants commented that the Police Activities League offers programs the District should be offering. Programs for active seniors were also suggested, such as sports leagues. They also mentioned that there is difficulty registering for the existing classes and programs which could be causing attendance numbers to be down.

2.1.7 ARE THERE ANY OPERATIONAL OR MAINTENANCE ISSUES THAT NEED TO BE ADDRESSED IN THIS PLAN?

Respondents named a number of issues related to updating and renovating. Security issues included the maintenance yard and administrative building, which have both been broken into. There have also been several robberies that should be addressed. Also, there are cosmetic issues in various places. The Senior Center needs a lot of attention such as a designated cross walk, designated van parking, more parking for times that the pool is in use, and a new roof installed.

2.1.8 ARE THERE OPPORTUNITIES FOR PARTNERING FOR THE DEVELOPMENT OR DELIVERY OF PARKS, RECREATION FACILITIES OR PROGRAMS THAT THE RECREATION AND PARK DISTRICT SHOULD BE WORKING TOWARDS?

Many respondents mentioned private partnerships without naming specific ideas. They also mentioned closer partnerships with the City and with the School District. Another partnership type named was business partnerships. There is an existing partnership with the school District that respondents would like to see strengthened. They would also like to see all parks labeled with the District's name to create more visibility for the District. The partnership mentioned that is lacking in closeness and strength is with the Chamber and tourism industry. Strengthening these partnerships will increase the ability to have tournaments in the area.

2.1.9 HOW WOULD YOU ASSESS PUBLIC INFORMATION, COMMUNICATIONS, AND MARKETING OF PROGRAMS AND SERVICES FROM THE DISTRICT?

Respondents assessed the public information, communication and marketing as needing significant help. The communications about activities were cited as good, but anything else, including expansion and development, is cited as needing improvement. The respondents would like to see more online communication and information in a consistently updated Web site and social networking sites. They were in favor of a mailed newsletter, citing the use of the City newsletter, and the District is currently in the process of developing a mailing list. This would predominantly be for the older citizens who do not have a computer or internet access.

2.1.10 WHAT OUTCOMES WOULD YOU LIKE TO SEE AS A RESULT OF THIS PLAN?

The chief outcome that respondents would like to see is an achievable plan that would be implemented. There were several things that the respondents would like to see as a result of this plan, among them modernized parks, improved management, and better safety in all the parks and facilities. The participants' referenced previous master plans that were not implemented as well as they would have liked. The respondents would like to see better inclusion of people. There should be more services for the youth. The administration needs to work on being more transparent and being more available to their constituents.

2.2 COMMUNITY INTEREST AND OPINION SURVEY

2.2.1 OVERVIEW OF THE METHODOLOGY

The Cordova Recreation and Park District conducted a Community Interest and Opinion Survey during October and November of 2010. The purpose of the survey was to help establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households in the District. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Cordova Recreation and Park District officials, as well as members of the PROS Consulting project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Leisure Vision mailed surveys to a random sample of 2,000 households throughout the District. Approximately three days after the surveys were mailed each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone. The goal was to obtain a total of at least 400 completed surveys from District households. This goal was accomplished, with a total of 410 surveys having been completed. The results of the random sample of 410 households have a 95% level of confidence with a precision of at least $\pm 4.8\%$. The following pages summarize major survey findings.

2.2.2 VISITING CRPD PARKS, RECREATION FACILITIES & SPORTS FIELDS

Seventy-two percent (72%) of households have visited Cordova Recreation and Park District parks, recreation facilities, or sports fields during the past year (Figure 1).

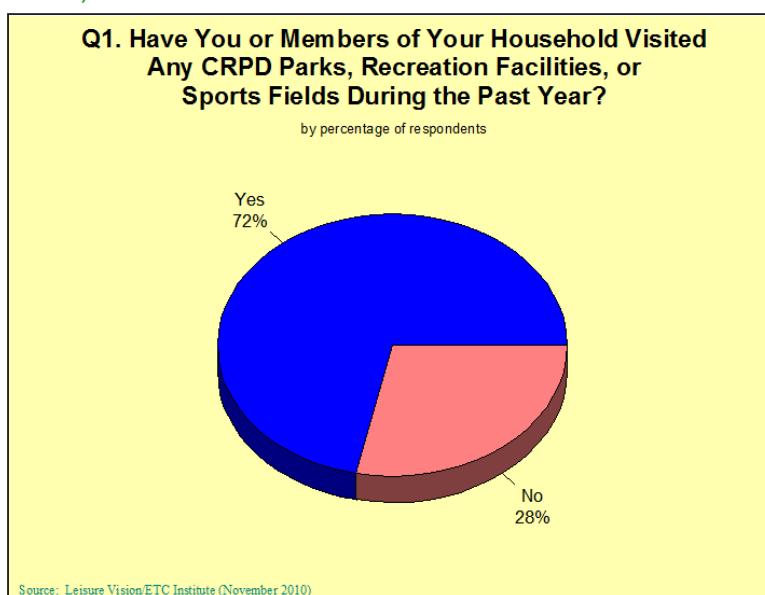


Figure 1 - Visiting CRPD Parks, Recreation Facilities & Sports Fields

2.2.3 FREQUENCY OF VISITING CRPD PARKS, RECREATION FACILITIES & SPORTS FIELDS

Of the 72% of households that have visited Cordova Recreation and Park District parks, recreation facilities, or sports fields during the past year, 71% have visited them at once a month or more. This includes 34% that have visited CRPD parks, recreation facilities or sports fields at least once a week, 24% that have visited them a few times a month, and 13% that have visited them at least once a month (Figure 2).

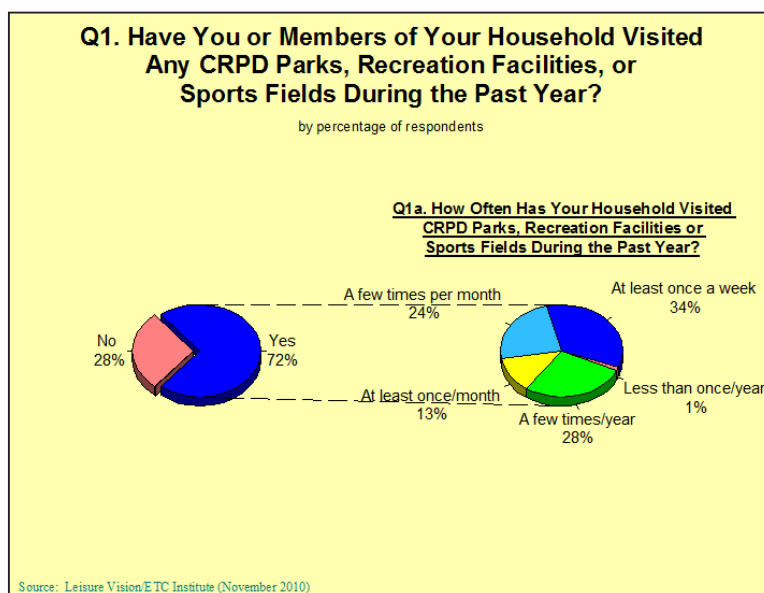


Figure 2 - Frequency of Visiting CRPD Parks, Recreation Facilities & Sports Fields

2.2.4 RATING THE PHYSICAL CONDITION OF CRPD PARKS, RECREATION FACILITIES & SPORTS FIELDS

Of the 72% of households that have visited CRPD parks, recreation facilities, or sports fields during the past year, 63% rated the physical condition as either excellent (24%) or above average (39%). Thirty-two percent (32%) of households rated the parks, facilities and sports fields as average, and only 5% rated them as below average (4%) or poor (1%) (Figure 3).

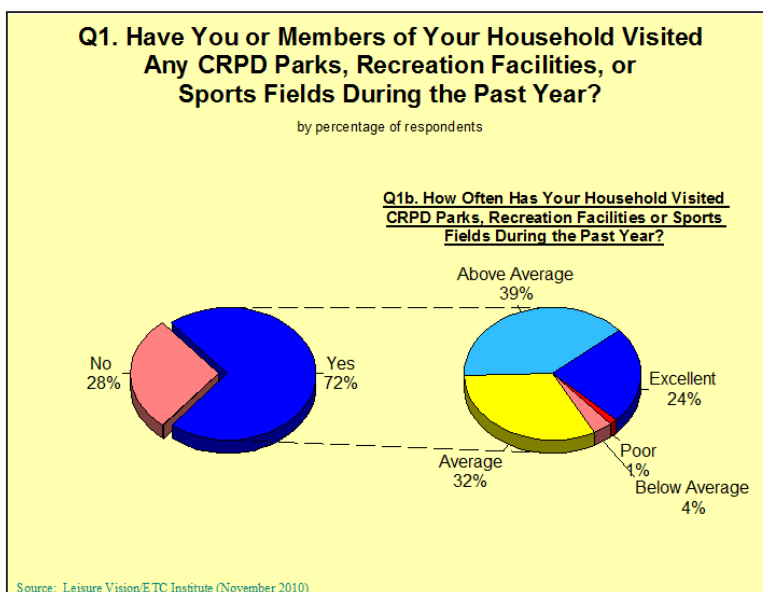


Figure 3 - Rating the Physical Condition of CRPD Parks, Recreation Facilities & Sports Fields

2.2.5 CONCERNS WITH CRPD PARKS, RECREATION FACILITIES AND SPORTS FIELDS

Of the 72% of households that have visited CRPD parks, recreation facilities, or sports fields during the past year, 36% indicated they have no concerns. The most frequently mentioned concerns respondents do have with CRPD parks, facilities, or sports fields are: security and safety issues (24%) and park maintenance and cleanliness (22%) (Figure 4).

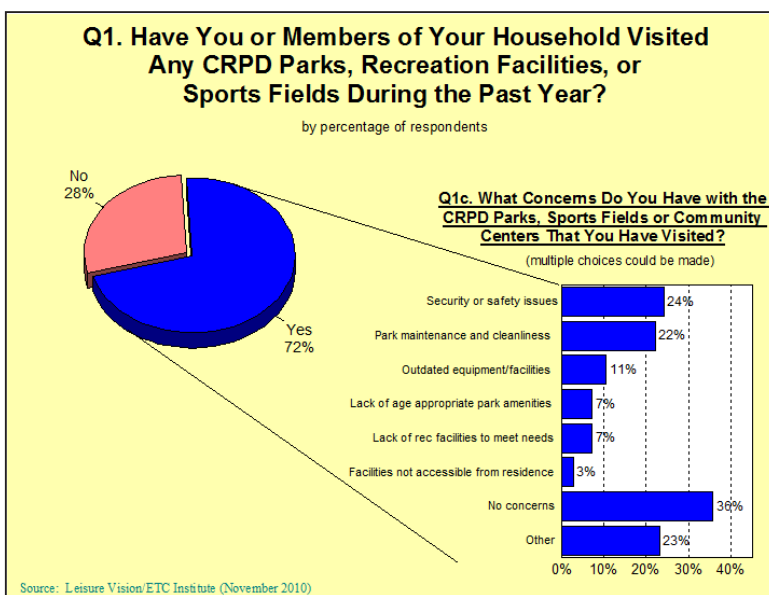


Figure 4 - Concerns with CRPD Parks, Recreation Facilities and Sports Fields

2.2.6 FREQUENCY OF VISITING VARIOUS CRPD FACILITIES

Of the 72% of households that have visited CRPD parks, recreation facilities, or sports fields during the past year, 24% have visited the Hagan Park Community Center at least once a month, and 19% have visited the Mather Sports Center at least once a month (Figure 5).

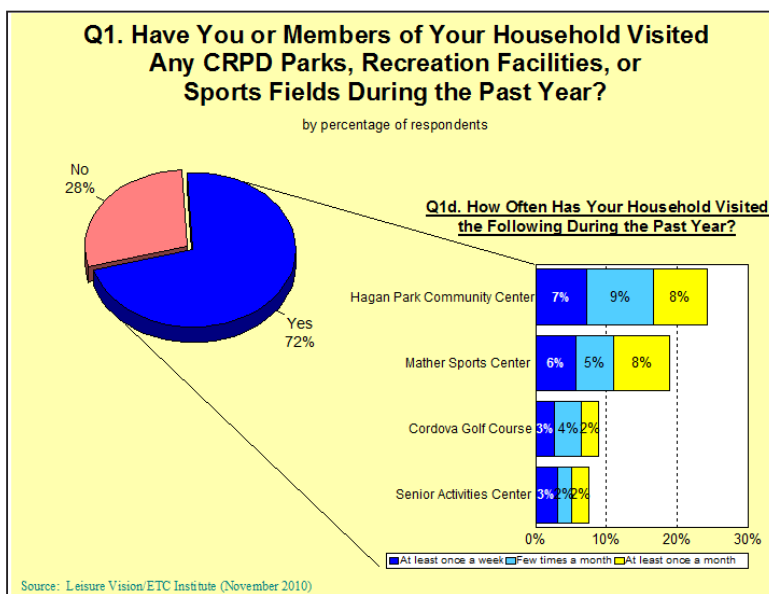


Figure 5 - Frequency of Visiting Various CRPD Facilities

2.2.7 PARTICIPATION IN CRPD PROGRAMS/ACTIVITIES

Twenty-seven percent (27%) of households have participated in programs or activities offered by the CRPD during the past 12 months (Figure 6).

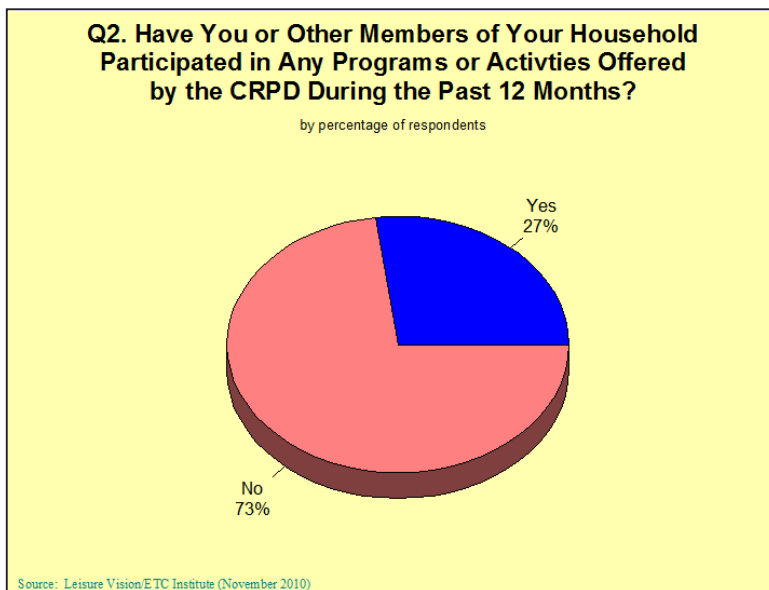


Figure 6 - Participation in CRPD Programs/Activities

2.2.8 RATING OF THE OVERALL QUALITY OF CRPD PROGRAMS/ACTIVITIES

Of the 27% of households that have participated in CRPD programs/activities, 82% rated the overall quality of programs or activities they've participated in as either excellent (37%) or above average (45%). Sixteen percent (16%) rated them as "average", 2% rated them as "below average", and no respondents rated them as "poor" (Figure 7).

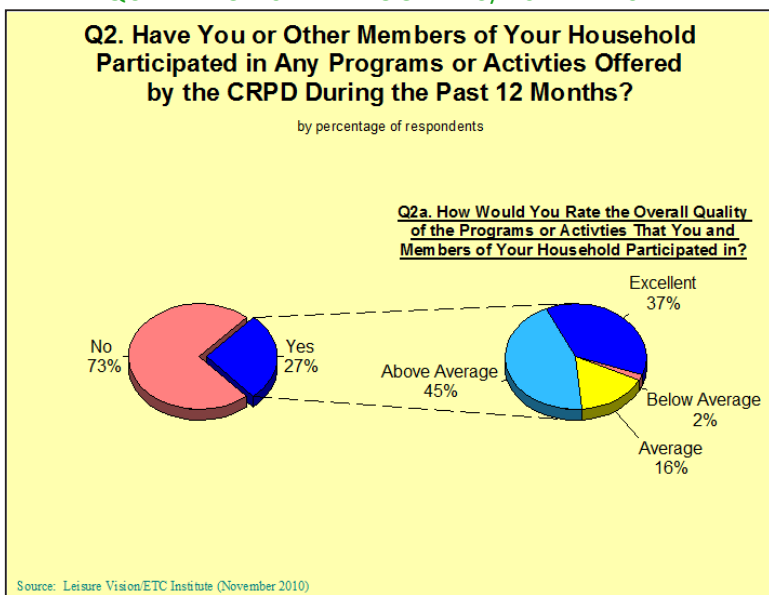


Figure 7 - Rating of the Overall Quality of CRPD Programs/Activities

2.2.9 PARTICIPATION IN CRPD EVENTS

Twenty-one percent (21%) of households have participated in events offered by the CRPD during the past 12 months (**Figure 8**).

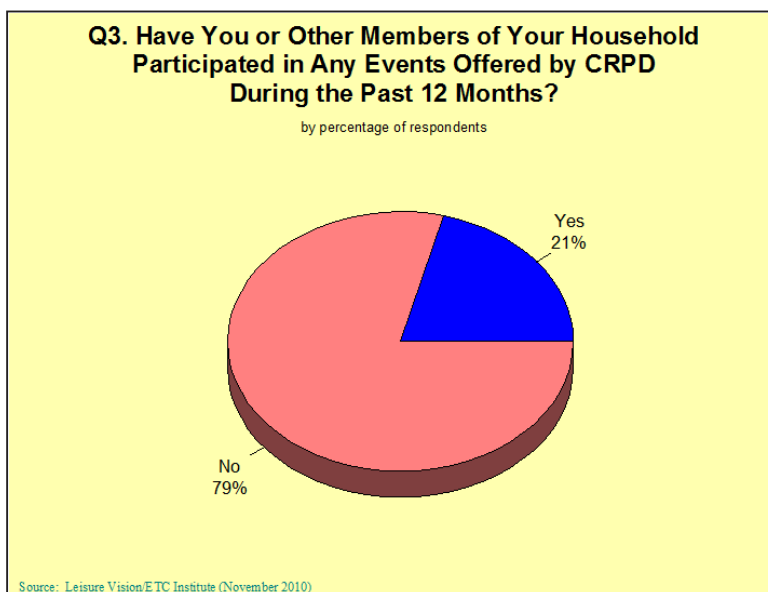


Figure 8 - Participation in CRPD Events

2.2.10 RATING OF THE OVERALL QUALITY OF CRPD EVENTS

Of the 21% of households that have participated in CRPD events, 81% rated the overall quality of the events they've participated in as either excellent (44%) or above average (37%). Nineteen percent (19%) rated the events as "average" and no respondents rated them as "below average" or "poor" (**Figure 9**).

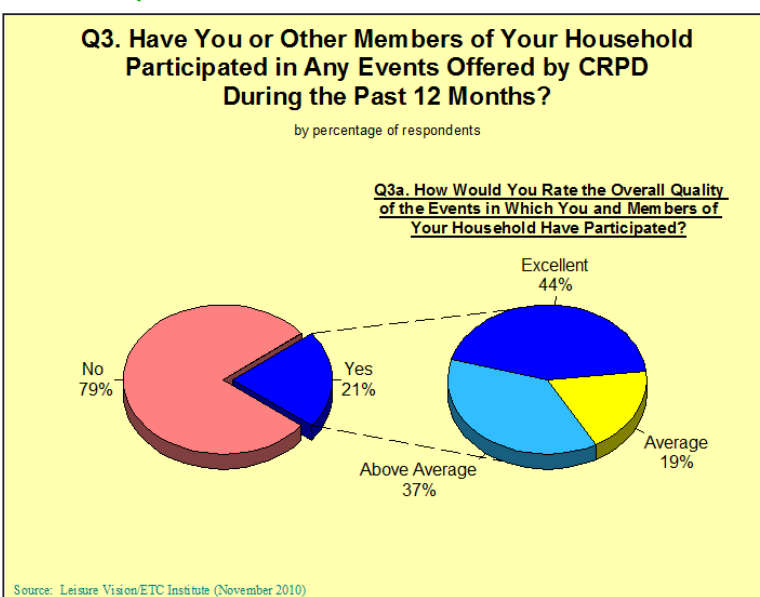


Figure 9 - Rating of the Overall Quality of CRPD Events

2.2.11 WAYS RESPONDENTS LEARN ABOUT CRPD PROGRAMS AND ACTIVITIES

The most frequently mentioned ways that respondents have learned about CRPD programs and activities are: flyers/newsletter (47%), Tri-Annual Activity Guide (44%), from friends and neighbors (29%), and newspaper (26%) (Figure 10).

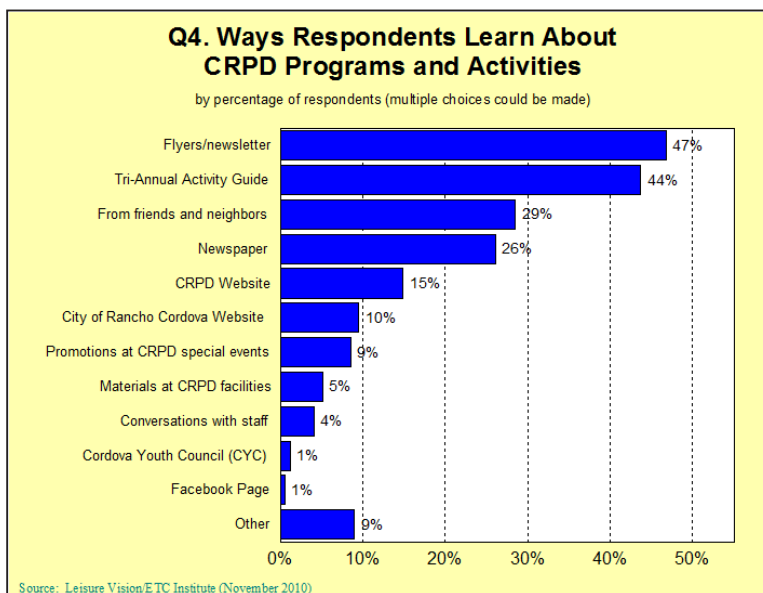


Figure 10 - Ways Respondents Learn About CRPD Programs and Activities

2.2.12 REASONS PREVENTING THE USE OF CRPD PARKS, FACILITIES, PROGRAMS MORE OFTEN

“Too busy/not enough time” (17%) is the most frequently mentioned reason preventing households from using CRPD parks, recreation facilities or programs more often (Figure 11). Other frequently mentioned reasons include: “program times are not convenient” (16%), “do not know what is being offered” (11%), and “fees are too high” (11%).

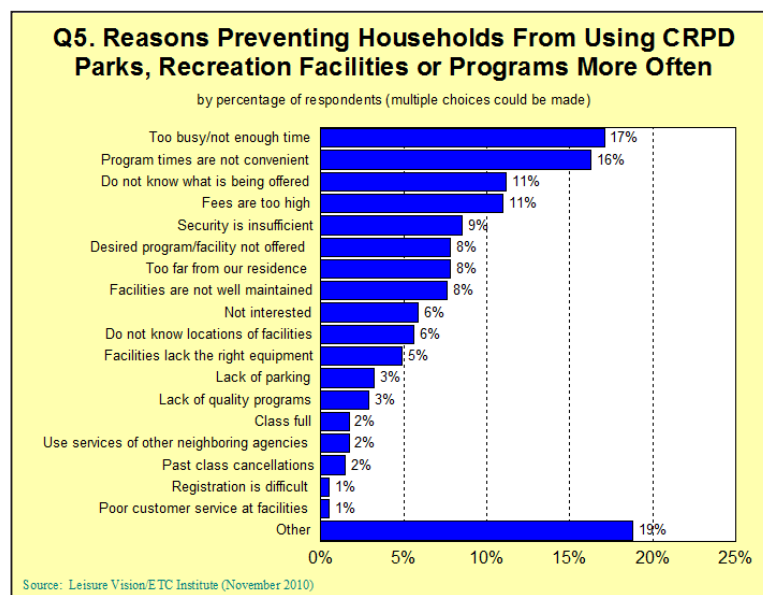


Figure 11 - Reasons Preventing the Use of CRPD Parks, Facilities, Programs More Often

2.2.13 LEVEL OF SATISFACTION WITH THE CUSTOMER SERVICE EXPERIENCE RECEIVED WHEN USING CRPD FACILITIES AND PROGRAMS

Sixty percent (60%) of respondents are either very satisfied (35%) or somewhat satisfied (25%) with the customer service experience they receive when using CRPD facilities and programs (Figure 12). Only 4% of respondents are somewhat dissatisfied or very dissatisfied with the customer service experience they receive when using CRPD facilities and programs. In addition, 36% of respondents rated the customer service experience they receive as “neutral”.

Q6. Level of Satisfaction with the Customer Service Experience Households Receive When Using CRPD Facilities and Programs

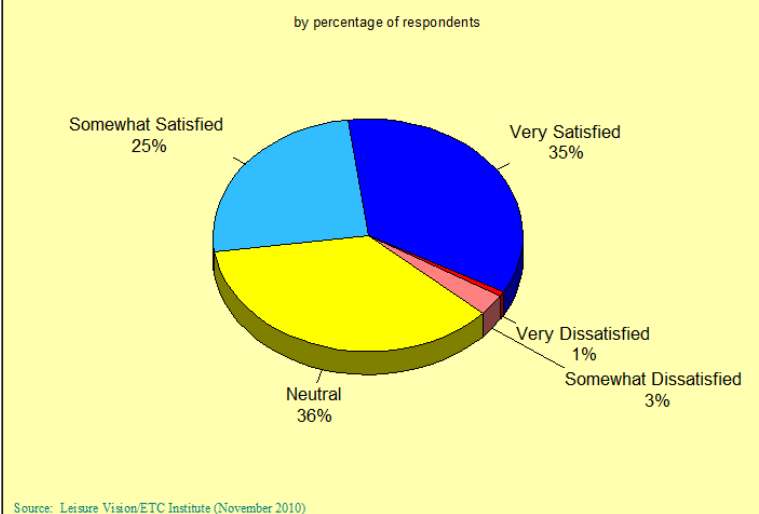


Figure 12 - Level of Satisfaction with the Customer Service Experience Received When Using CRPD Facilities and Programs

2.2.14 NEED FOR PARKS AND RECREATION FACILITIES

The parks and recreation facilities that the highest percentage of households has a need for are: walking, biking trails, and greenways (64%), small family picnic areas and shelters (60%), small neighborhood parks (59%), large community parks (46%), playground equipment (44%) (Figure 13).

Q7. Households That Have a Need for Various Parks and Recreation Facilities

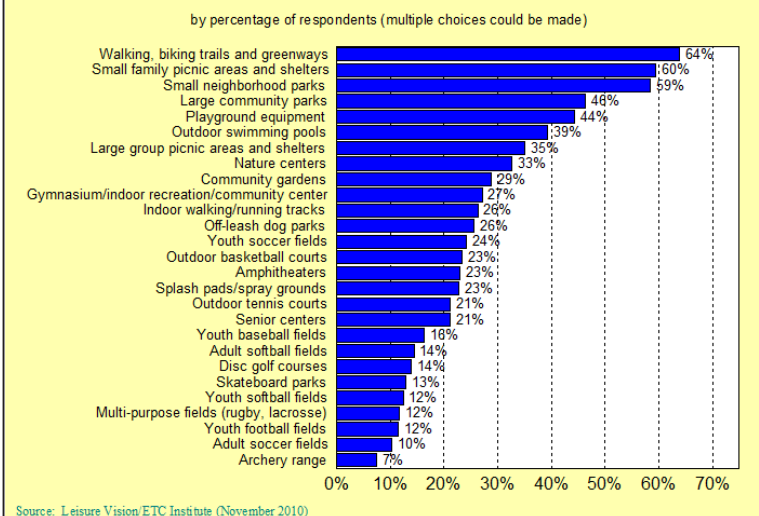


Figure 13 - Need for Parks and Recreation Facilities

2.2.15 NEED FOR PARKS AND RECREATION FACILITIES IN THE CRPD

From a list of 27 various parks and recreation facilities, respondents were asked to indicate all of the ones that members of their household have a need for. **Figure 14** shows the estimated number of households in the Cordova Recreation and Park District that have a need for various parks and recreation facilities, based on 34,300 households in the District.

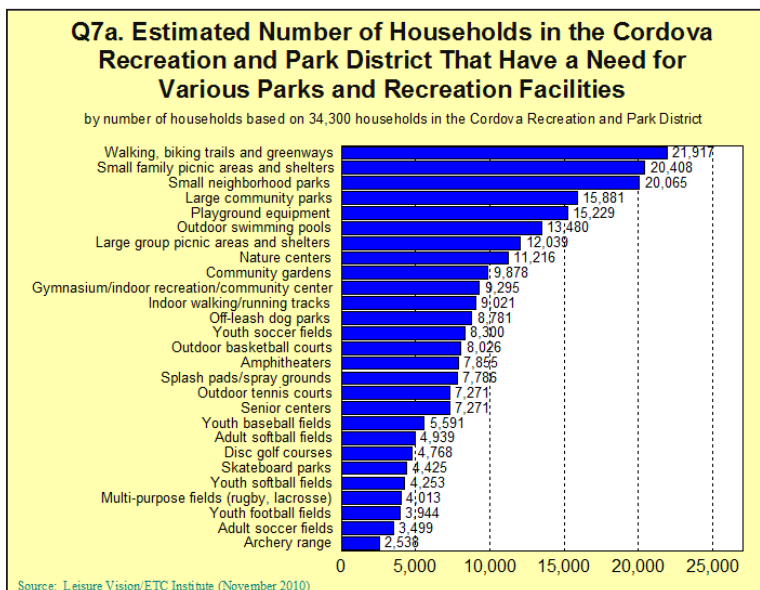


Figure 14 - Need for Parks and Recreation Facilities in the CRPD

2.2.16 HOW WELL PARKS AND RECREATION FACILITIES MEET NEEDS

For all parks and facilities, 55% or less of respondents indicated that the park/facility completely meets the needs of their household (**Figure 15**).

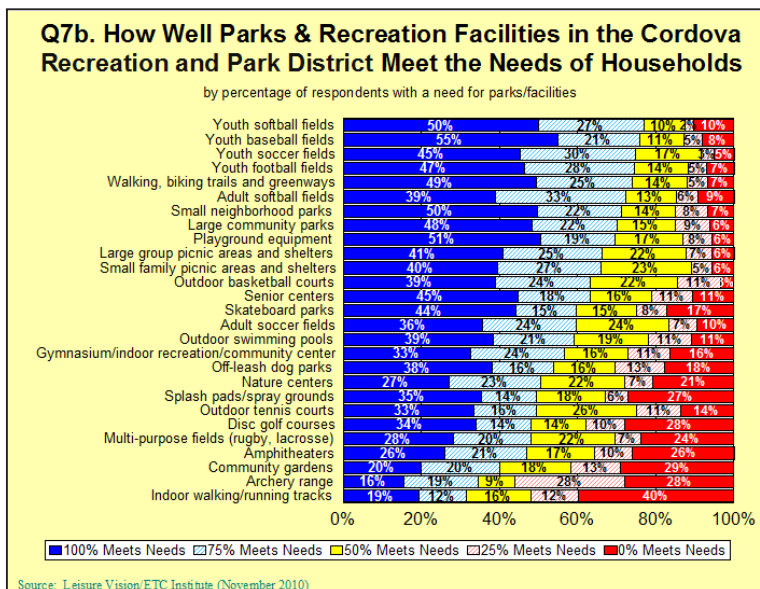


Figure 15 - How Well Parks and Recreation Facilities Meet Needs

2.2.17 CRPD HOUSEHOLDS WITH THEIR FACILITY NEEDS BEING 50% MET OR LESS

From the list of 27 parks and recreation facilities, households that have a need for parks/facilities were asked to indicate how well these types of parks/facilities in the Cordova Recreation and Park District meet their needs. **Figure 16** shows the estimated number of households in the Cordova Recreation and Park District whose needs for parks/facilities are only being 50% met or less, based on 34,300 households in the District.

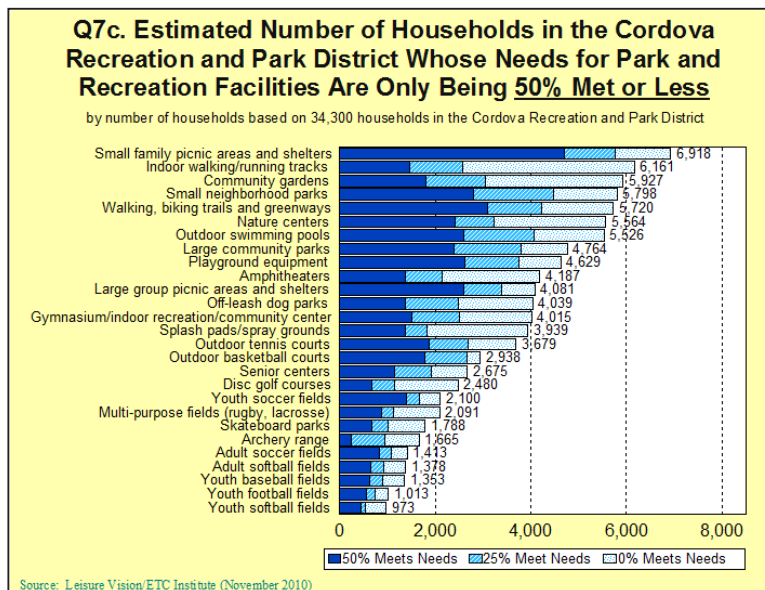


Figure 16 - CRPD Households with Their Facility Needs Being 50% Met or Less

2.2.18 MOST IMPORTANT PARKS AND RECREATION FACILITIES

Based on the sum of their top four choices, the parks and recreation facilities that households rated as the most important include: walking, biking trails, and greenways (34%), small family picnic areas and shelters (29%), small neighborhood parks (28%), playground equipment (24%), and outdoor swimming pools (20%). It should also be noted that walking, biking trails and greenways had the highest percentage of respondents select it as their first choice as the most important park/facility (**Figure 17**).

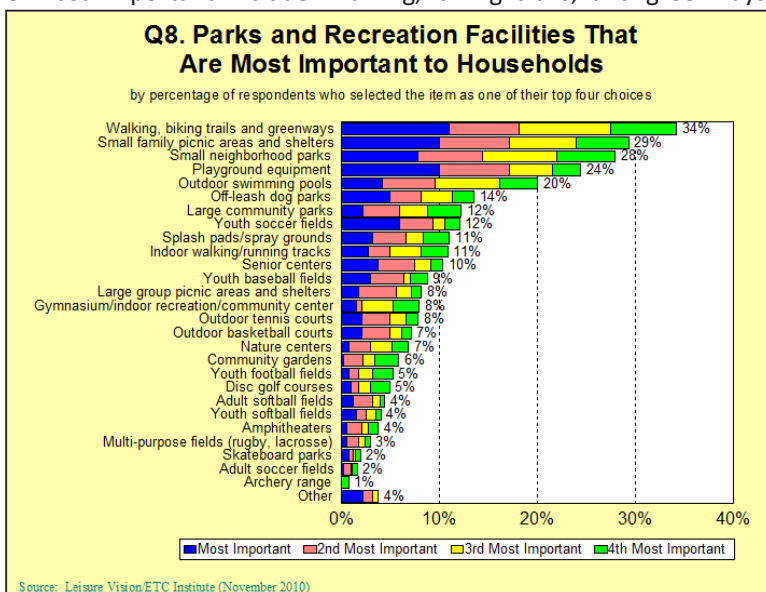


Figure 17 - Most Important Parks and Recreation Facilities

2.2.19 NEED FOR RECREATION PROGRAMS

The recreation programs that the highest percentage of households has a need for are: adult fitness and wellness programs (36%), community-wide special events (35%), swim lessons/aquatics programs (32%), and cultural programs (25%) (Figure 18).

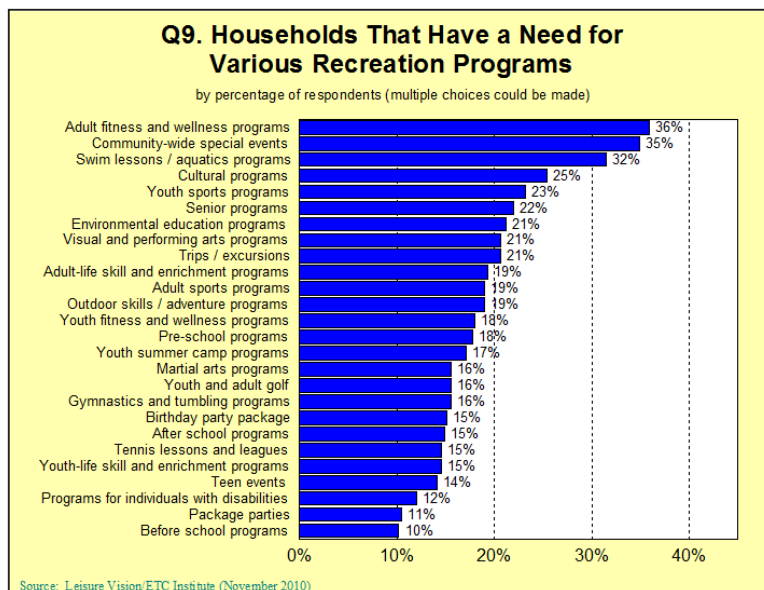


Figure 18 - Need for Recreation Programs

2.2.20 NEED FOR RECREATION PROGRAMS IN THE CRPD

From a list of 26 recreation programs, respondents were asked to indicate all of the ones that members of their household have a need for. Figure 19 shows the estimated number of households in the Cordova Recreation and Park District that have a need for recreation programs, based on 34,300 households in the District.

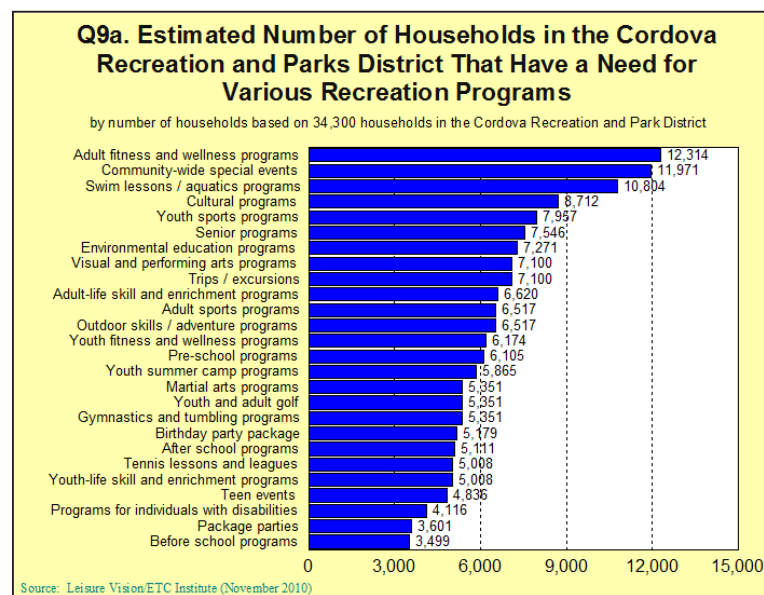


Figure 19 - Need for Recreation Programs in the CRPD

2.2.21 HOW WELL RECREATION PROGRAMS MEET NEEDS

For all 26 recreation programs, less than 45% of respondents indicated that the program completely meets the needs of their household (Figure 20).

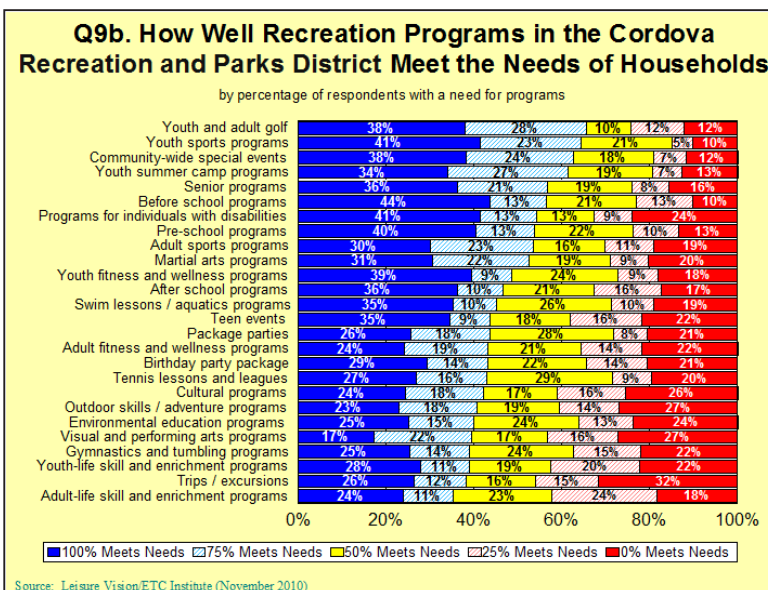


Figure 20 - How Well Recreation Programs Meet Needs

2.2.22 CRPD HOUSEHOLDS WITH THEIR PROGRAM NEEDS BEING 50% MET OR LESS

From a list of 26 recreation programs, households that have a need for programs were asked to indicate how well these types of programs in the Cordova Recreation and Park District meet their needs. Figure 21 shows the estimated number of households in the Cordova Recreation and Park District whose needs for programs are only being 50% met or less, based on 34,300 households in the District.

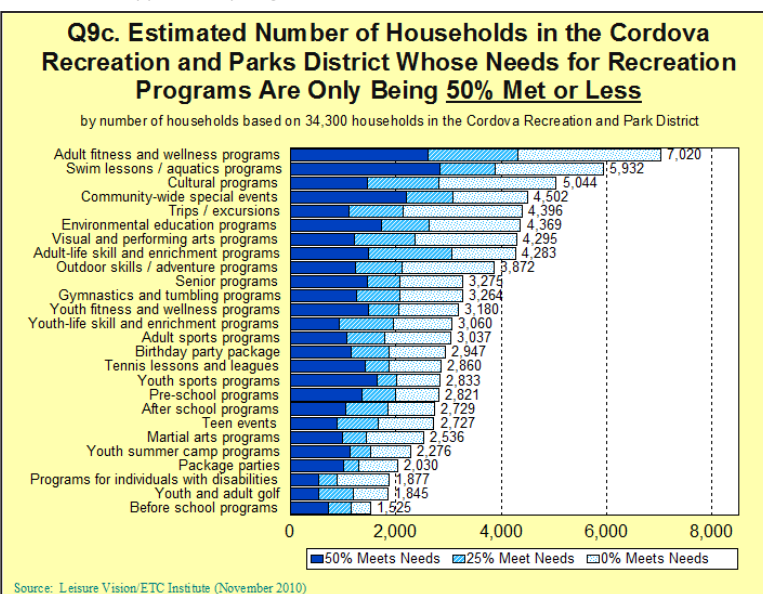


Figure 21 - CRPD Households with Their Program Needs Being 50% Met or Less

2.2.23 MOST IMPORTANT RECREATION PROGRAMS

Based on the sum of their top four choices, the recreation programs that households rated as the most important include: swim lessons/aquatics programs (19%), adult fitness and wellness programs (19%), and community-wide special events (16%). It should also be noted that swim lessons/aquatic programs had the highest percentage of respondents select it as their first choice as the most important program to their household (Figure 22).

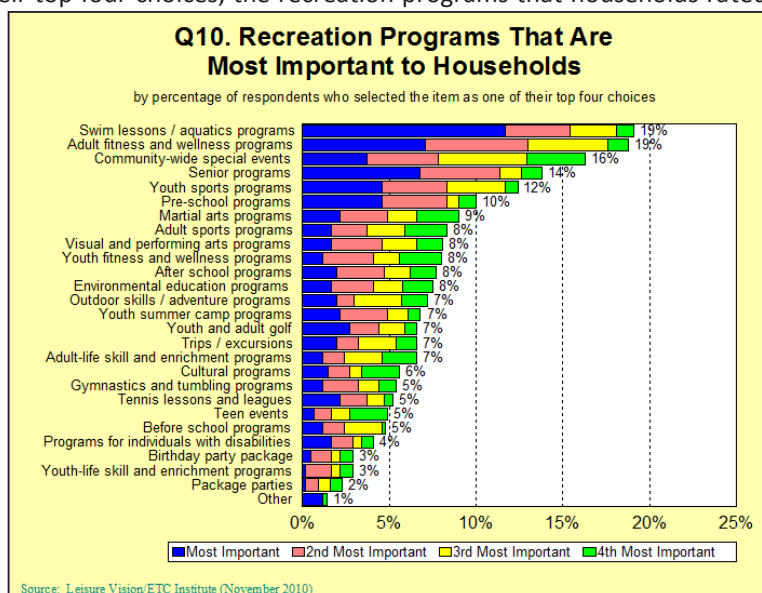


Figure 22 - Most Important Recreation Programs

2.2.24 MOST FREQUENTLY USED METHOD TO ACCESS CRPD PARKS & RECREATION FACILITIES

Seventy percent (70%) of households indicated that “driving” is their most frequently used method to access CRPD parks and recreation facilities (Figure 23). In addition, 24% of respondents walk to CRPD parks and facilities, and 11% bike to CRPD parks and recreation facilities.

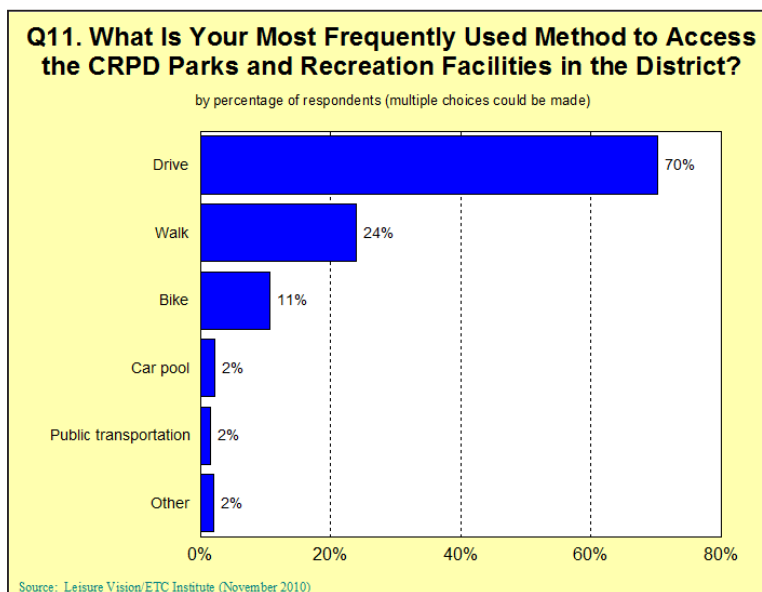
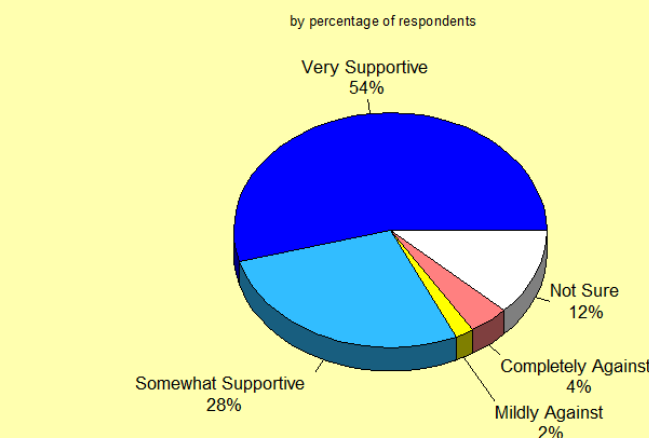


Figure 23 - Most Frequently Used Method to Access CRPD Parks & Recreation Facilities

2.2.25 LEVEL OF SUPPORT FOR DEVELOPING WALKING/BIKING TRAILS TO CREATE AN INTERCONNECTED COMMUNITY AND A SUSTAINABLE BUILT ENVIRONMENT

Eighty-two percent (82%) of respondents are either very supportive (54%) or somewhat supportive (28%) of an effort to develop walking/biking trails to create an interconnected community and a sustainable built environment (Figure 24). Only 6% of respondents are mildly against it, and 12% indicated "not sure".

Q12. How Supportive Would You Be of an Effort to Develop Walking/Biking Trails to Create an Interconnected Community and a Sustainable Built Environment?



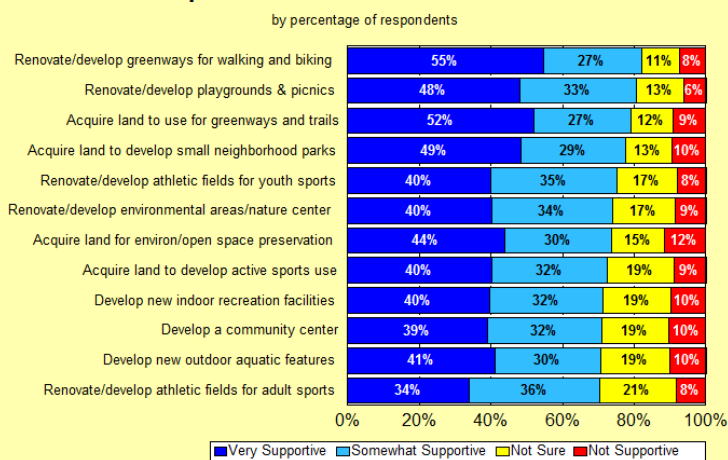
Source: Leisure Vision/ETC Institute (November 2010)

Figure 24 - Level of Support for Developing Walking/Biking Trails to Create an Interconnected Community and a Sustainable Built Environment

2.2.26 SUPPORT FOR ACTIONS TO IMPROVE/EXPAND PARKS AND RECREATION FACILITIES

There are four actions that over 45% of respondents are very supportive of CRPD taking to improve and expand parks and recreation facilities: renovate/develop greenways for walking and biking (55%), acquire land to use for greenways and trails (52%), acquire land to develop small neighborhood parks (49%), and renovate/develop playgrounds and picnics (48%) (Figure 25).

Q13. Level of Support for Various Actions the Cordova Recreation and Parks District Could Take to Improve and Expand Parks and Recreation Facilities



Source: Leisure Vision/ETC Institute (November 2010)

Figure 25 - Support for Actions to Improve/Expand Parks and Recreation Facilities

2.2.27 MOST IMPORTANT ACTIONS TO IMPROVE/EXPAND PARKS & RECREATION FACILITIES

Based on the sum of their top four choices, the most important actions that CRPD could take to improve/expand parks and recreation facilities are: renovate/develop greenways for walking and biking (45%) renovate/develop playgrounds and picnics (28%), acquire land to develop for small neighborhood parks (28%), and acquire land to use for greenways and trails (27%). It should also be noted that renovate/develop greenways for walking and biking had the highest percentage of respondents select it as their first choice as the most important park/facility to improve/expand.

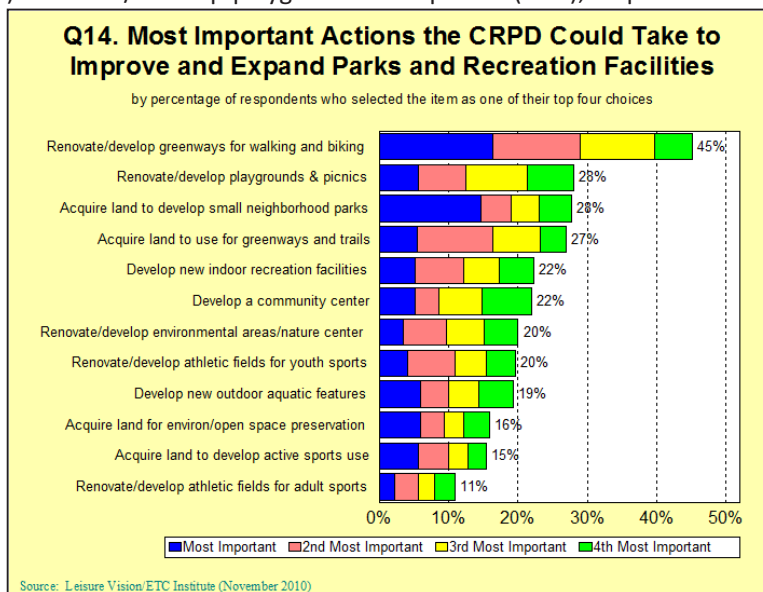


Figure 26 - Most Important Actions to Improve/Expand Parks & Recreation Facilities

2.2.28 ALLOCATION OF \$100 AMONG VARIOUS PARKS AND RECREATION CATEGORIES

Respondents would allocate \$49 out of \$100 towards the improvements/maintenance of existing parks, trails, sports, and recreation facilities (Figure 27). The remaining \$51 were allocated as follows: development of new parks, trails, and sports facilities (\$20), development of new community center/recreation facilities (\$16), and acquisition of new park land and open space (\$15).

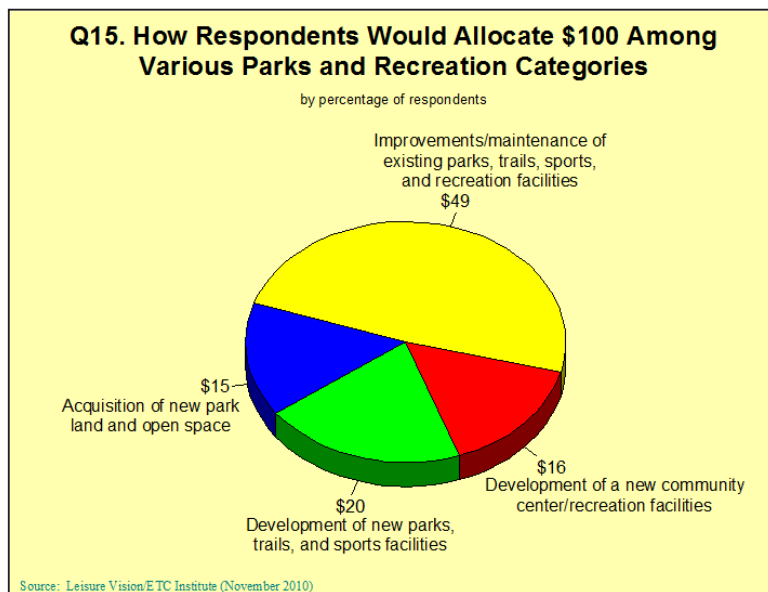


Figure 27 - Allocation of \$100 among Various Parks and Recreation Categories

2.2.29 LEVEL OF SUPPORT FOR VARIOUS MONTHLY ASSESSMENTS TO FUND PARKS, GREENWAYS, OPEN SPACE, AND RECREATION FACILITIES

Fifty-one percent (51%) of respondents are either strongly supportive (39%) or somewhat supportive (12%) of paying \$5 per month to fund the development and operations of parks, greenways, open space, and recreation facilities that are most important to their household (Figure 28).

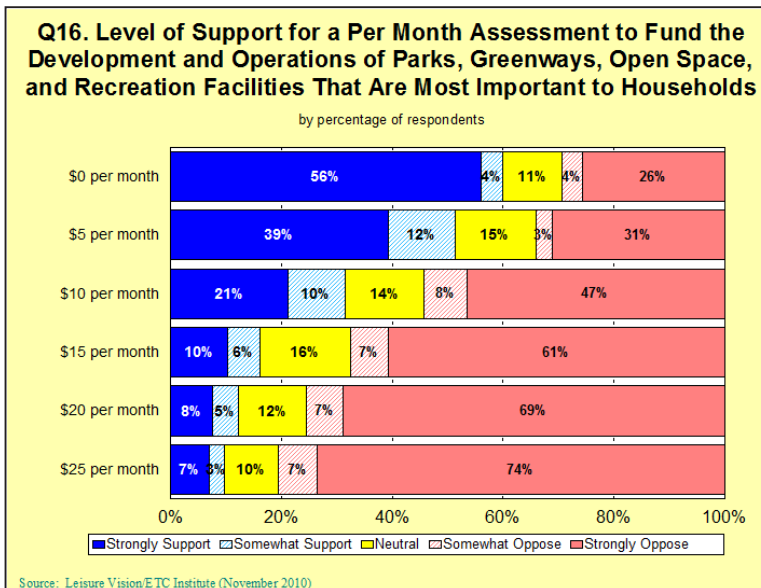


Figure 28 - Level of Support for Various Monthly Assessments to Fund Parks, Greenways, Open Space, and Recreation Facilities

2.2.30 DEMOGRAPHICS

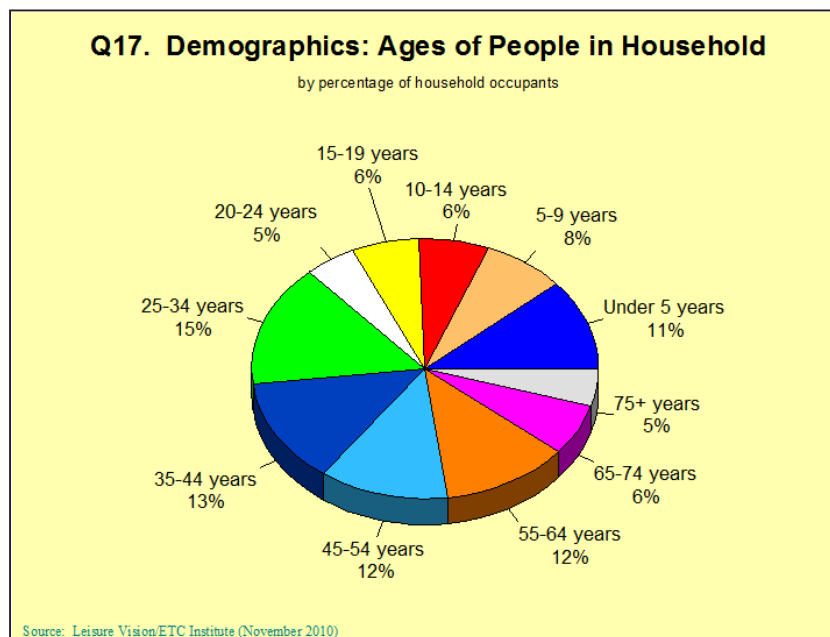


Figure 29 - Ages of People in Household

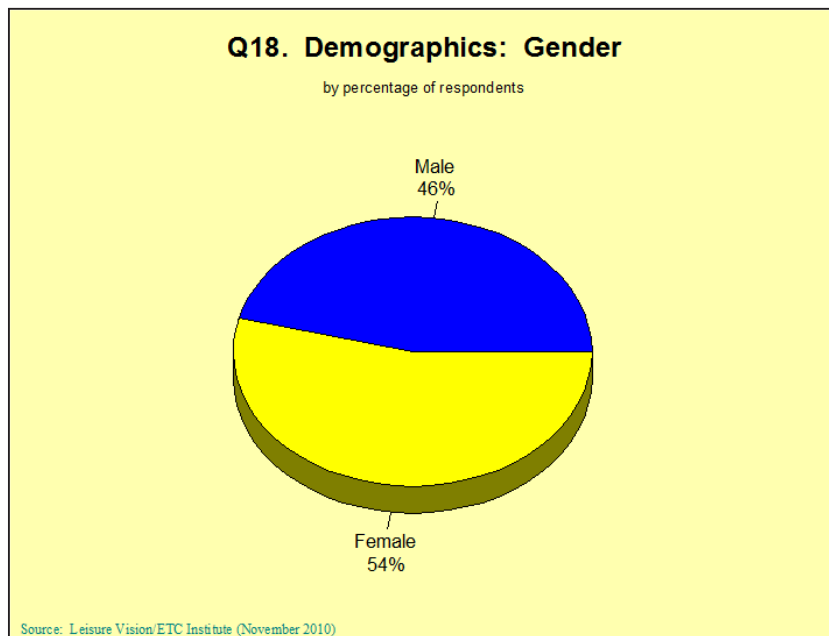


Figure 30 - Gender

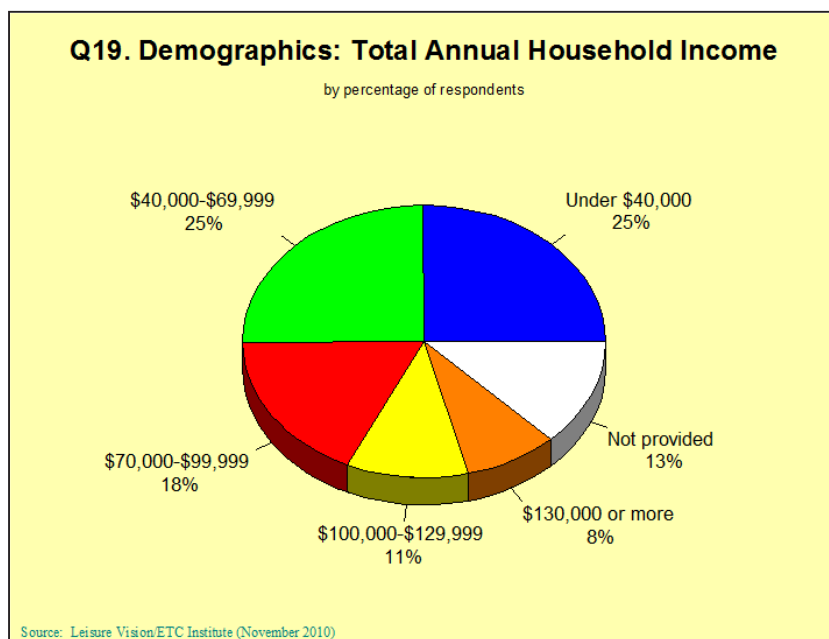


Figure 31 - Total Annual Household Income

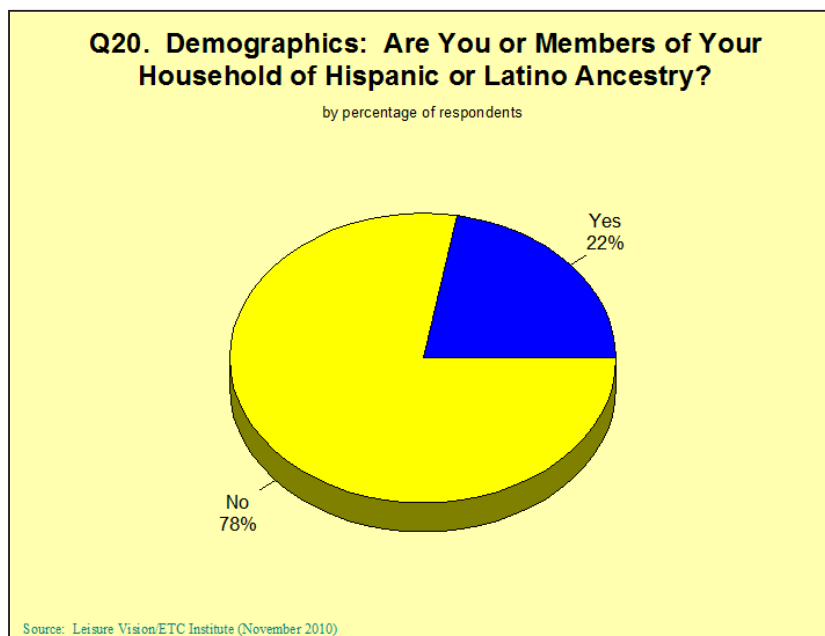


Figure 32 - Are You or Members of Your Household of Hispanic or Latino Ancestry

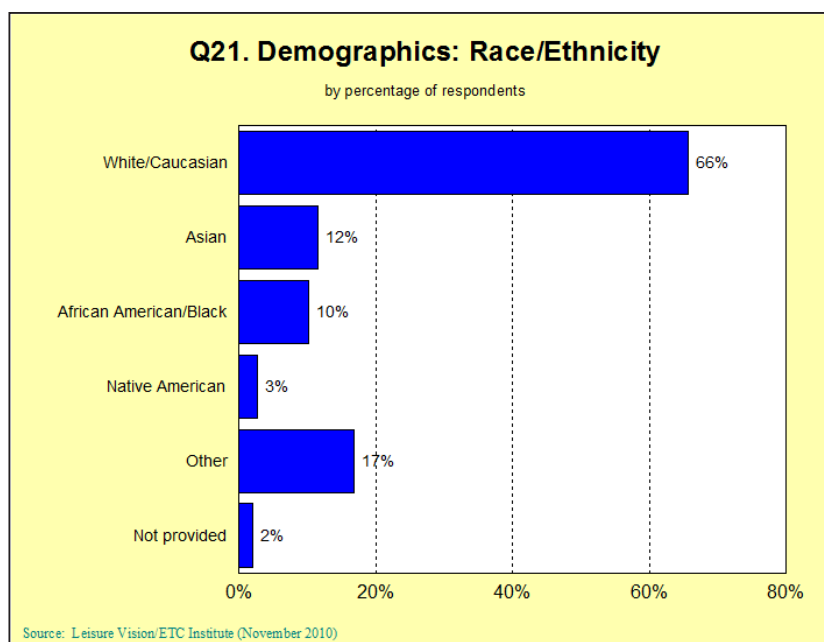


Figure 33 - Race/Ethnicity

2.3 DEMOGRAPHICS AND TRENDS ANALYSIS

The Demographic Analysis provides a better understanding of the population composition of the Cordova Census-Designated Place (CDP) as defined by the U.S. Census Bureau. This analysis helps define the characteristics of overall population based on age segment, race and ethnicity, and income characteristics of the residents.

All future demographic projections are based on observed historical trends. The projections must be considered with the caveat that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

2.3.1 SUMMARY

The **total population** of the Cordova CDP service area has exhibited a rapid growth pattern over the last decade. From 2000 to 2009, the service area population grew by 12.3% to a total population of 110,662. This entails an increase of 13,663 total persons at an annual growth rate of 1.5%. The projected population growth is 5.6% from 2009 – 2014, 5.6% from 2014 – 2019 and 5.5% from 2019 – 2024 respectively.

From an **age segment** standpoint, the highest age group by numbers is the 35-54 age group which comprises 27% of the population or 29,921 individuals. This is a slight reduction from 28.8% in 2000 and it is projected to further decrease to 23.9% by 2024. This reduction is offset by the consistent increase in the 55+ age segment which is projected to increase from 22.3% currently to 27.3% by 2024.

From a **race** standpoint, the District service area has a racially and ethnically diverse population. Much like the national demographic trends, the District service area's diversity is projected to increase in the years to come. The majority, White Alone population, is expected to reduce from 68% in 2000 to 60% in 2009 and as low as 50% by 2024. Effectively, this means that by 2024 one out of two individuals within the District service area will not identify as White Alone. The largest shift being witnessed is with those who identify as being of Hispanic / Latino origin, of any race. This segment is expected to grow significantly from 12% in 2000 to 15.7% in 2009 and increasing up to 21% by 2024.

The **income characteristics** are average at best. The service area's current median household income is \$54,270 and it is projected to grow to \$66,657 by 2024. The per capita income, too, is projected to increase from \$24,792 currently to \$28,605 by 2024. However, the Cordova CDP's income characteristics are lower in comparison with that of the State and National averages.

2.3.2 METHODOLOGY

All data used in this analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2010, and reflects actual numbers as reported in the 2000 Census and demographic projections for 2009 and 2014 as estimated by ESRI; straight line linear regression was utilized for projected 2019 and 2024 demographics. The Cordova Recreation and Park District service area was utilized as the boundary for the demographic analysis.



2.3.3 DISTRICT SERVICE AREA

2.3.3.1 POPULATION

The District CDP service area has exhibited a rapid growth pattern over the last decade. From 2000 to 2009, the service area population grew by 12.3% to a total population of 110,662. This entails an increase of 13,663 total persons at an annual growth rate of 1.5%. In comparison, the U.S. population grew at an annual rate of 0.9% over the same time frame.

Future projections indicate that the growth rate is expected to increase at a decreasing rate. The projected population growth is 5.6% from 2009 – 2014, 5.6% from 2014 – 2019 and 5.5% from 2019 – 2024 respectively. This would result in approximately 132,048 total residents in the service area by 2024. The number of households would also increase from 42,413 currently to 51,311 by 2024 (**Figure 34**).

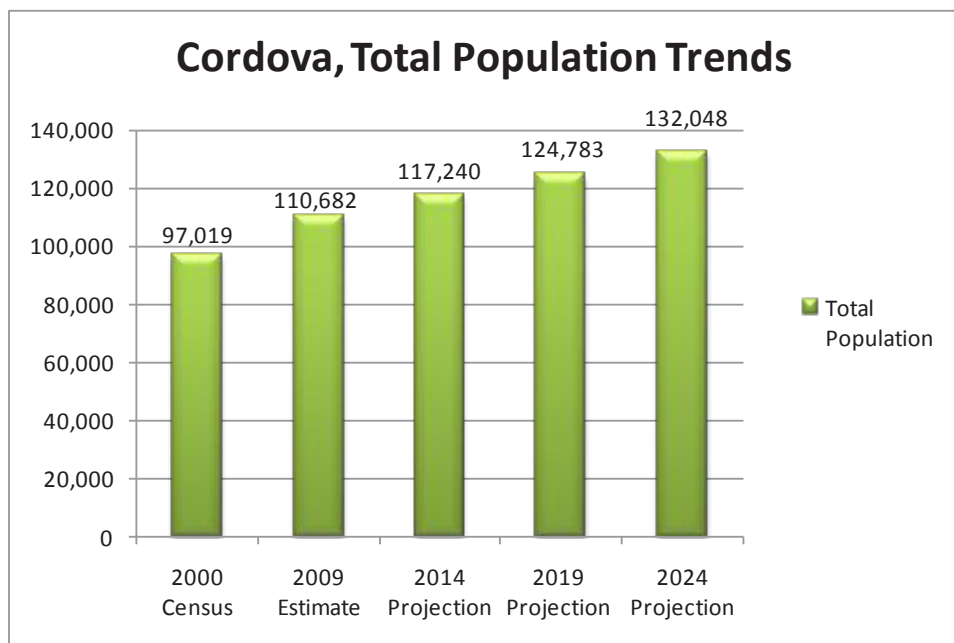


Figure 34 –Total Population Trends

2.3.3.2 AGE SEGMENT

Evaluating the age segment breakup, the Cordova CDP population exhibits a very balanced age segment distribution with a mild aging pattern (**Figure 35**).

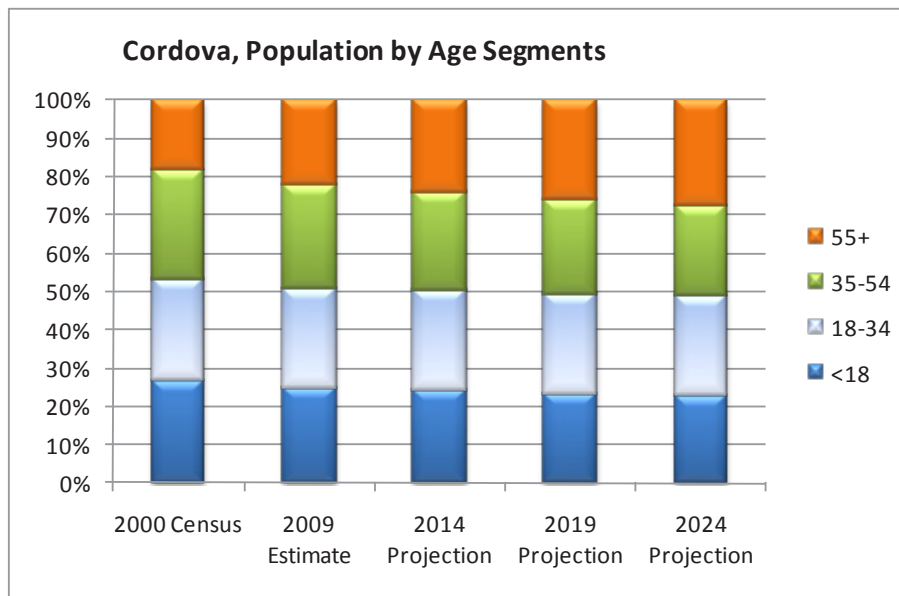


Figure 35 - Population by Major Age Segment

Currently, the highest age group by numbers is the 35-54 age group which comprises 27% of the population or 29,921 individuals. This is a slight reduction from 28.8% in 2000 and it is projected to further decrease to 23.9% by 2024. This reduction is offset by the consistent increase in the 55+ age segment which is projected to increase from 22.3% currently to 27.3% by 2024. While this entails a noticeable growth in the 55+ age group, it is less in comparison to national trends and those exhibited by many surrounding communities in the area.

One potential reason for that is the high influx of younger families in the area. The rapid population growth seems to have been driven by younger families with children moving into the Cordova Recreation and Park District area. This would explain the consistent 18-34 population mix (almost 26% throughout the study period) and also the relatively high rate of U-18 individuals (25% currently).

Thus, the District truly caters to a very wide and diverse population base and the program offering would have to focus on youth centered programs as a means to continue attracting younger families and fresh job seekers. Some programs types include youth based programming, learn to swim programs, before and after school programs as well as youth and adult sports leagues and tournaments catered to them. At the same time, the active adult population would certainly demand increased availability of fitness and wellness programs, life skill programs, aquatics – aquarobics, therapeutic recreation and leisure activities.

Overall, in order to create the sense of community and tie the diverse segments together, it would be beneficial to have a variety of special events and family-based recreation opportunities for a multi-generational audience.

2.3.3.3 GENDER

The gender distribution does indicate a slight skew towards the female population. The ratio of females to males within the service area is expected to be around 51% females to 49% males over the entire study period (**Figure 36**)

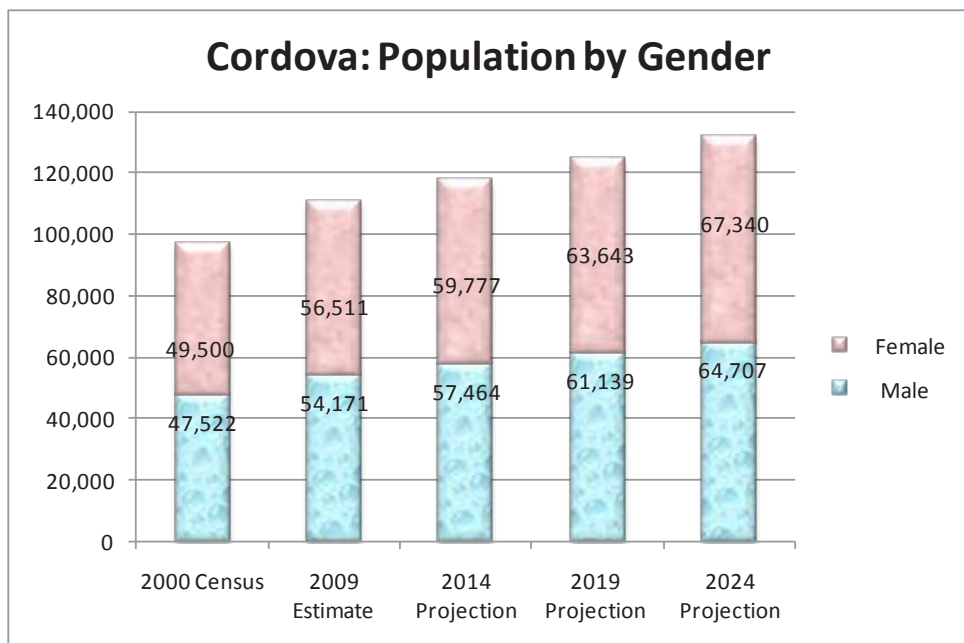


Figure 36 –Population by Gender

Recreational trends from the last few years indicate that, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Female participation rates, however, are slightly lower than their male counterparts – 61% of females participate at least once per year in a sport or recreational activity compared to a 69% participation rate of men. According to recreational trends research performed in the industry over the past twenty years, the top ten recreational activities for females are currently:

1. Walking
2. Aerobics
3. General exercising
4. Biking
5. Jogging
6. Basketball

7. Lifting weights
8. Golf
9. Swimming
10. Tennis

The top ten recreational activities for males are:

1. Golf
2. Basketball
3. Walking
4. Jogging
5. Biking
6. Lifting weights
7. Football
8. Hiking
9. Fishing
10. Hunting

While men and women have some common activities among the top ten, the frequency of participation in their preferred activities is higher in men than it is in women over a ninety-day span. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, but also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

This mature female demographic is opting for less team oriented activities which dominate the female youth recreational environment, instead shifting more towards a diverse selection of individual participant activities, as evident in the top ten recreational activities mentioned above.

2.3.3.4 RACE AND ETHNICITY

From a race standpoint, the Cordova CDP service area has racially and ethnically diverse population and this diverse mix is projected to increase in the years to come (**Figure 37**). The majority White Alone population is expected to reduce from 68% in 2000 to 50% by 2024. At the same time, the Black Alone and Asian population will increase to 11% and 15% respectively by 2024. Also, those belonging to two or more races will comprise 13% of the population by 2024. This diverse racial composition also results in a varied program preference as will be seen by Participation Trends by Race / Ethnicity later in this section.

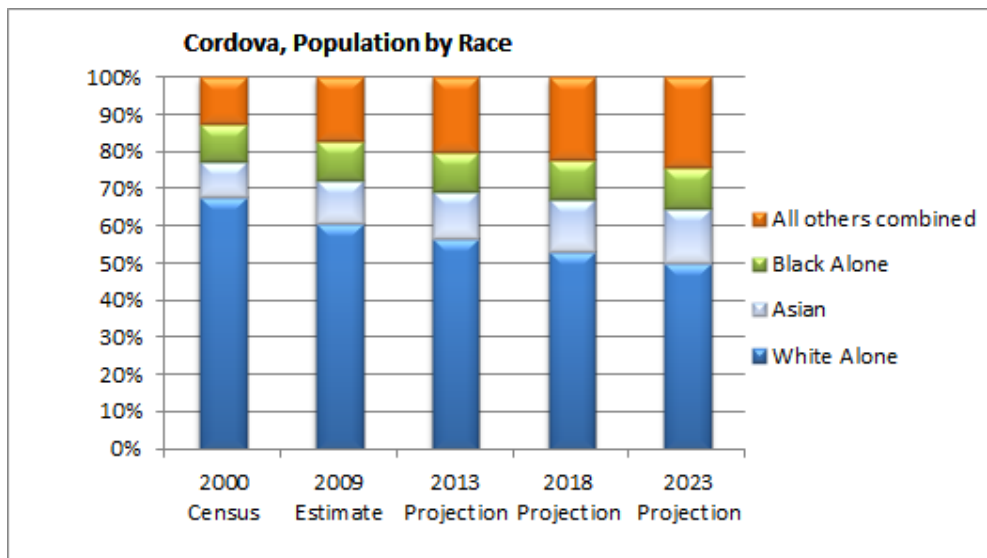


Figure 37 - Population by Race/Ethnicity

Another shift, from an ethnicity standpoint, is being witnessed in those being classified as being of Hispanic / Latino origin of any race. This segment is expected to grow significantly from 12% in 2000 to 21% by 2024 (Figure 38).

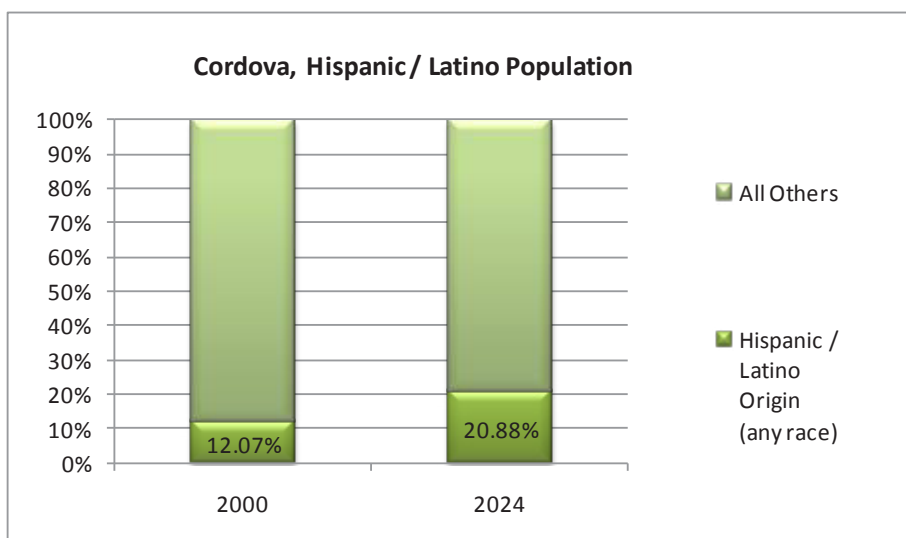


Figure 38 - Percentage of Individuals of Hispanic / Latino origin

PARTICIPATION TRENDS BY RACE/ETHNICITY

The White Alone population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the White Alone populace has an affinity for outdoor non-traditional sports.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. Different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever-greater contact with Caucasian middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire, and both the minority and youth populations continue to increase.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group exist. Large group pavilions with picnicking amenities and multi-purpose fields are integral in the communal pastime shared by many Hispanics / Latinos.

The Black Alone population has historically been an ethnic group that participates in active team sports, most notably football, basketball, and baseball. The African-American populace exhibits a strong sense of neighborhood and local community through large special events and gatherings with extended family and friends, including family reunions. Outdoor and water based activities, such as, hiking, water skiing, rafting, and mountain biking, are not much of a factor in the participatory recreational activities.

The Asian population is a very different yet distinct ethnic group compared with the three main groups in the U.S. – Caucasian, African-American, and Hispanic. The Asian population has some similarities to the Hispanic population, but many seem to shy away from traditional team sports and outdoor and water based activities. They are often involved in walking/running, bowling and racket sports such as tennis, ping pong and badminton.

Utilizing the Ethnicity Study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to each race/ethnic group.

A participation index was also reviewed. An index is a gauge of likelihood that a specific ethnic group will participate in an activity as compared to the U.S. population as a whole. An index of 100 signifies that participation is on par with the general population; an index less than 100 means that the segment is less likely to participate, more than 100 signifies the group is more likely than the general public to participate.

The most popular activities for those classified as **White Alone** in terms of total participation percentage, the percentage by which you can multiply the entire population by to arrive at activity participation of at least once in the past twelve months, are:

1. Recreational Swimming – 38.9% participation rate (38.9% of the population has participated at least once in the last year)
2. Recreational Walking – 37.0% participation rate
3. Recreational Bicycling – 20.6% participation rate
4. Bowling – 20.4% participation rate



5. Treadmill Exercise – 19.1% participation rate

High participation percentages in freshwater fishing (17.3% participation rate), hiking (17.2% participation rate), and tent camping (17.2% participation rate) demonstrate the high value that the Caucasian population places on outdoor activities. Sailing (Index of 124), kayaking (Index of 121), and golf (Index of 120) are three activities that the Caucasian population is more likely to participate in than the general public.

The five most popular activities for those of **Hispanic / Latino descent** are:

1. Recreational Swimming – 33.2% participation rate
2. Recreational Walking – 31.2% participation rate
3. Recreational Bicycling – 19.7% participation rate
4. Bowling – 18.5% participation rate
5. Running/Jogging – 18.0% participation rate

In terms of participation index, the Hispanic populace is more than twice as likely as the general population to participate in boxing (Index of 264), very likely to participate in soccer (Index of 177), and more likely to participate in paintball (Index of 155) than any other ethnic group. For comparison reasons, although Hispanics are nearly twice as likely to participate in soccer as any other race, only 9.0% of the Hispanic population participated in the sport at least once in the last year.

The top five recreational activities for the **Asian** populace in regards to participation percentages are:

1. Recreational Walking – 33.3% participation rate
2. Recreational Swimming – 31.9% participation rate
3. Running/Jogging – 21.6% participation rate
4. Bowling – 20.5% participation rate
5. Treadmill Exercise – 20.3% participation rate

The Asian populace participates in multiple recreational activities at a greater rate than the general population, with lacrosse being the activity boasting the greatest index of 615. Squash (Index Of 414), mountain/rock climbing (Index of 262), yoga/tai chi (Index 229), martial arts (227), artificial wall climbing (224), badminton (222), and rowing machine exercise (206) each represent an activity that Asians are more than twice as likely to participate in than the general public.

Analyzing the top five activities that the **Black Alone** populace participates in at the greatest rate results in:

1. Recreational Walking – 26.7% participation rate
2. Recreational Swimming – 20.2% participation rate
3. Basketball – 19.8% participation rate
4. Bowling – 17.5% participation rate

5. Running/Jogging – 14.3% participation rate

The African-American population, like the Hispanic population, is more than twice as likely to participate in boxing (Index of 208). Football (Index of 199) and basketball (Index of 160) are also among the higher participated in activities among the African-American populace.

2.3.3.5 HOUSEHOLD INCOME

The Cordova CDP's income characteristics are average and projected to grow at a slow pace in the upcoming years.

The service area's current median household income is \$54,270 and it is projected to grow to \$66,657 by 2024. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, too, is projected to increase from \$24,792 currently to \$28,605 by 2024 (**Figure 39**).

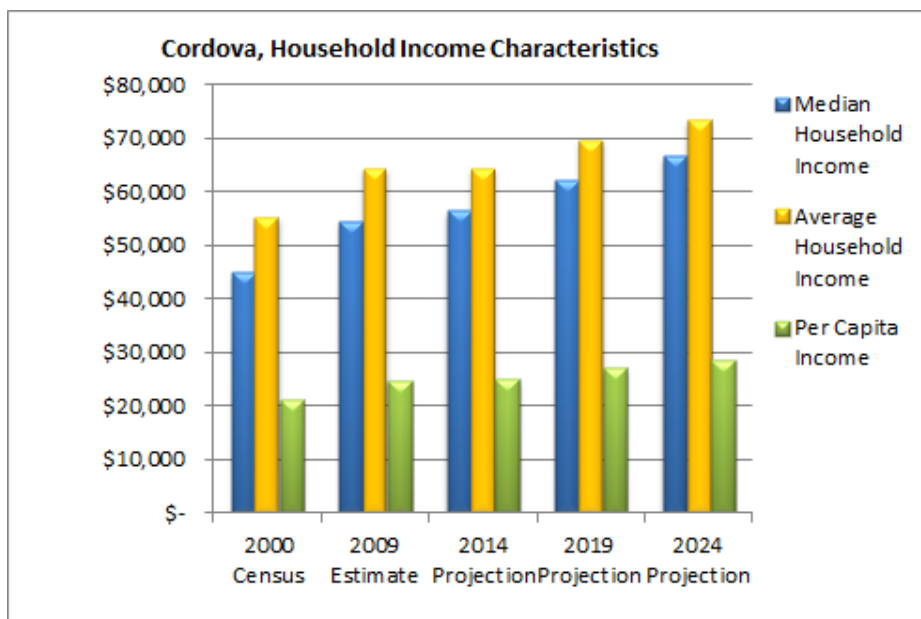


Figure 39 –Cordova Income Characteristics

As seen in **Figure 40**, Cordova CDP's income characteristics are lower in comparison with that of the State and National averages. The median household income, the average household income and the per capita income are all lower than state and national averages. Part of this could be attributed to the presence of a large number of younger families that are newer in the workforce and also not at the same education levels, thus depressing their earnings. Given these characteristics, it would be important to focus on offerings that target family-based recreation and provide a good value for money.

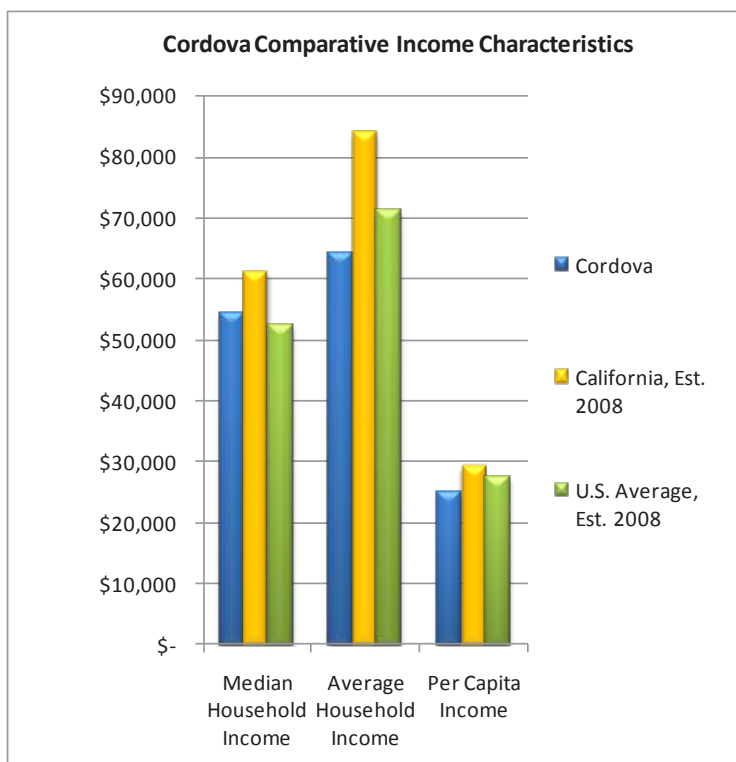


Figure 40 - Comparative Income Characteristics

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CHAPTER 5

PRIORITY RANKINGS

In addition to the outreach and demographic analysis cited in Chapter 4, *The Inventory and Assessment Plan* also presents information on priority rankings as interpreted by PROS Consulting. The priority rankings summarized in figure 41 are particularly relevant to Chapter 6 of this document where facility and amenity standards are discussed in greater detail with more supporting documentation.



CHAPTER FOUR - PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility / amenity and recreation program needs for the communities served by the District.

The ranking model used by the PROS team evaluated both quantitative and qualitative data. The statistically valid Community Survey was used to provide quantitative data. The survey asked respondents to list what they thought were their unmet needs and then to rank those needs in order of importance. The qualitative data was based primarily on resident feedback obtained through community input meetings.

The model also used a weighted scoring system to determine the priorities for parks and recreation facilities / amenities and recreation programs. This weighted scoring system provided values of three (3) for both unmet needs and importance, and four (4) for consultant evaluation. This breaks down so that out of a total of 100% unmet needs equals 30% of total score importance equals 30% of total score, and consultant evaluation equals 40% of total score.

These rankings were used in developing the Capital Improvement Plan as well as the overall recommendations.

This scoring system considers the following:

- Community Survey
 - Unmet needs for facilities and recreation programs – Factor derived from the total number of households mentioning whether they have a need for a facility / program and the extent to which their need for facilities and programs has been met. Survey participants were asked to identify this for 27 different facilities / amenities and 26 recreation programs. Weighted by a value of 3.
 - Importance ranking for facilities and programs – Factor derived from the importance allocated to a facility or program by survey respondents. Each respondent was asked to identify the top four most important facilities and recreation programs. Weighted by a value of 3.
- Consultant Evaluation
 - Factor derived from the consultant's evaluation of program and facility priority. Based on survey results, demographics, trends and overall community input. Weighted by a value of 4.

These weighted scores were then summed to provide an overall score and priority ranking for the District's system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (1-9), Medium Priority (10-18), and Low Priority (19-27).

The combined total of the weighted scores for Community Unmet Needs, Community Importance and Consultant Evaluation is the total score based on which the Facility / Amenity and Program Priority is determined. **Figure 61** and **Figure 62** below depict the Facility / Amenity and Recreation Program Priority Rankings.



Cordova Recreation & Park District

Figure 41* shows that walking, biking trails and greenways, small family picnic area and shelters and small neighborhood parks were the top three facilities / amenities. These were followed by playground equipment, outdoor swimming pools and indoor running / walking track.

Cordova Rec. and Park District Facility/Amenity Priority Rankings	
	Overall Ranking
Walking, biking trails & greenways	1
Small family picnic area & shelters	2
Small neighborhood parks	3
Playground equipment	4
Outdoor swimming pools	5
Indoor / walking running tracks	6
Off-leash dog parks	7
Splash pads / spray grounds	8
Large community parks	9
Nature center	10
Community gardens	11
Large family picnic area & shelters	12
Youth soccer fields	13
Senior center	14
Gyms / indoor recreation or comm. centers	15
Outdoor tennis courts	16
Amphitheaters	17
Disc golf course	18
Outdoor basketball courts	19
Youth baseball fields	20
Adult soccer fields	21
Multi-purpose fields	22
Adult softball fields	23
Youth softball fields	24
Skateboard parks	25
Youth football fields	26
Archery range	27

Figure 41 - Facility/Amenity Priority Rankings

* Note: Corrected from native document which originally reads "Figure 42".

Figure 42* shows that Adult fitness and wellness programs, swim lesson / aquatics programs and community wide special events were the top three program priorities in the community. Senior programs, Visual and performing arts programs and cultural programs round up the top six.

Cordova Rec. and Park District Program Priority Rankings	
	Overall Ranking
Adult fitness and wellness programs	1
Swim lessons / aquatics programs	2
Community wide special events	3
Senior programs	4
Visual and performing arts programs	5
Cultural programs	6
Youth sports programs	7
Environmental education programs	8
Trips / excursions	9
Pre-School programs	10
Martial arts	11
Outdoor skills / adventure programs	12
Youth fitness and wellness programs	13
Adult life skill and enrichment programs	14
Adult sports programs	15
After school programs	16
Gymnasium / tumbling programs	17
Youth summer camp programs	18
Youth life skill and enrichment programs	19
Tennis lessons / leagues	20
Youth and adult golf	21
Teen events	22
Birthday party package	23
Programs for individuals with disabilities	24
Before school programs	25
Package parties	26

Figure 42 - Program Priority Rankings

* Note: Corrected from native document which originally reads "Figure 43".

CHAPTER 6

FACILITY AND AMENITY STANDARDS, LEVELS OF SERVICE AND RE-EVALUATION

Beginning with *The Cordova Recreation and Park District Park Standards & Guidelines for New Development* prepared by Moore, Iacofano, Goltsman, Inc (MIG), *The Inventory and Assessment Plan* explains the process and rationale for service level adjustments subsequently established by Gates + Associates in 2009 and September of 2012. PRO's Consulting then published, in the *Inventory and Assessment Plan*, Appendix 4 "Service Level Standards". These standards were ultimately refined and incorporated by Goodwin Consulting Group, Inc. in *The Cordova Recreation and Park District Park Impact Fee Nexus Study* to provide specific costs associated with proposed capital improvements.

Section 3.2 Facility/Amenity Standards, Levels of Service and Service Area Analysis of *The Inventory and Assessment Plan* is inserted below, followed by the Capital Improvement Plan.





3.2 FACILITY/AMENITY STANDARDS, LEVELS OF SERVICE AND SERVICE AREA ANALYSIS

3.2.1 FACILITY STANDARDS OVERVIEW

Facility Standards are guidelines that support investment decisions related to parks, facilities and amenities. Facility Standards could change over time as the program lifecycles change and demographics of a community change. Park Service Areas determine how much of the population within a certain proximity will be served by a specific type of facility. Park Service Levels indicate how many of the resident population will be served by a specific facility.

3.2.2 SERVICE LEVEL ANALYSIS

In 2009, the District utilized a City of Rancho Cordova General Plan Survey conducted in 2004, a CRPD Park Standards and Needs Assessment conducted in 2005 by MIG, Inc., and a comparative analysis performed by Gates & Associates in 2009 to initiate the discussion about the appropriate service levels for the District. The original service levels proposed in 2006 included heavily programmed park sites with limited use facilities and numerous community-wide and District-wide features, such as football fields, rubberized tracks, a campground and an indoor soccer arena. These levels were revised due to the high capital costs that were proposed. In 2009, the Gates study analyzed park amenity service levels of the Roseville, Folsom and Cosumnes areas and developed comparable standards for the District (see **Figure 41**). This methodology and outcome was presented to a Joint Work Session of the City of Rancho Cordova City Council and the CRPD Board of Directors on January 27, 2011. During that same time period, CRPD worked with PROS Consulting to conduct two surveys to determine demographic trends and associated park and recreation needs of the District (see **Chapter 2**). Simultaneously, from 2009 to 2011, CRPD participated with the Northstate Building Industry Association (BIA) and Sacramento County to write a 'Tentative Agreement in Principle' to the Sacramento County Board of Supervisors to produce a park 'Quimby' standard for all of the Park Districts in Sacramento County. Standards for the 'Infill Park Districts' were adopted in 2010. Discussions with the 'New Growth Districts' stalled as the proposal did not address geographic differences, future needs and demographic trends. The CRPD determined to proceed with a policy that would create parity throughout all areas of the District and determined that CRPD would negotiate its own service level program with Sacramento County. In 2010, PROS evaluated Park Service Level standards using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, standards established by the Quimby Act in California, and recreation activity participation rates reported by American Sports Data as it applies to activities that occur in the United States. Pros also performed a needs-based analysis for the Cordova Recreation and Park District area. A summary findings of this analysis can be found in **Chapter 4**.

3.2.3 SERVICE LEVEL AND SERVICE AREA REEVALUATION

After receiving public testimony at the joint CRPD Board/Rancho Cordova City Council/BIA meeting on January 27, 2011, a re-evaluation of the service level program was performed.

CRPD went through an administrative change on February 16, 2012. On April 9 2012, the CRPD Board of Directors, new administrator and the CRPD Management Team held a retreat to determine the future of the District over the next five years. One of the outcomes of this retreat was a determination by the Board of Directors and staff to make the District's future park facilities attractive, reasonable and financially sustainable. Park development standards were subsequently revised to include a philosophy that neighborhood parks would be more passive in nature and community parks would be more active in nature. The park program would also include larger, but limited district-wide attractions and facilities. Based on this new philosophy, the service-level program was once again reevaluated from March 2012 to August 2012 combining the comparative performance standards analysis work performed by Gates & Associates and the hierarchical needs-based analysis performed by PROS Consulting to generate a program that was flexible, operationally feasible, financially sustainable, and addressed community needs.

Several changes were made to make the program more sustainable and include:

- 1) Moving sports facilities and restrooms from the neighborhood parks to the community parks.
- 2) Increasing flexibility in field use by reducing limited-use and enhancing multi-use fields.
- 3) Reducing the total number of sprayground facilities in neighborhood parks and replacing with enhanced facilities in community parks.
- 4) Replacing full-court basketball in neighborhood parks with half-court facilities.
- 5) Eliminating CRPD-built football field and track facilities and entering into agreements with the four school districts within CRPD boundaries to utilize football and track facilities in a joint-use format.

Park Service Areas and Standards are defined as follows:

- 1) Neighborhood Parks shall be located in neighborhoods. They are 2 acres to 15 acres in size with passive programming and a service radius area of ½ to ¾ mile. They shall be bordered on three sides with residential street frontage (one side of residential street frontage may be substituted by elementary school frontage). The remaining property line shall be fenced by a 6' CMU split-face wall with a decorative cap when bordered with residential or commercial properties (this may be substituted by creek frontage if applicable). When adjacent to schools, decorative fencing with access gates shall be used on the property line. Neighborhood Parks shall not be located on lands that are unusable or not programmable.
- 2) Community Parks shall be centralized in villages and community areas. They are 15 acres or greater in size with active programming with a service radius of 1 – 1 ½ miles. They shall be bordered on two sides with residential street frontage and one side with connector roads (one side of residential street frontage may be



substituted by high school or middle school frontage). The remaining property line shall be fenced by a 6' CMU split-face wall with a decorative cap when bordered with residential or commercial properties (this may be substituted by creek or lake frontage if applicable). When adjacent to schools, decorative fencing with access gates shall be used on the property line. Community center buildings shall be located on or adjacent to Community Parks. Community Parks shall not be located on lands that are unusable or not programmable.

- 3) District-Wide Facilities are facilities that serve the entire District (Office Complex, Corporation Yard) shall be constructed in centralized locations near to or on Community Park property.
- 4) Urban Plazas are parks that are urban in nature with a plaza-like feel and are acceptable in commercial and densely urbanized areas. They are eligible for Quimby credit and shall be reviewed and credited on a case-by-case basis.
- 5) Lakes and Creeks – CRPD will not accept or maintain lakes or creeks. These are not eligible for Quimby Credit.
- 6) Drainage Basins – CRPD will not accept or maintain any portion of a drainage retention/detention basin.
- 7) Other than Quimby Parkland: Any additional parkland outside of the 5 acres per 1,000 population shall be owned and maintained by the City, County, POA or HOA in which it is located. The District may enter into an MOU to maintain these facilities only if fully funded.

The 'City-wide' category was eliminated and the aquatics facility service level was redefined at 1 per 140,000 population. The Quimby provision requirement remained at 5 acres per 1,000 population.

With this new program, the final service level program was approved by the Cordova Recreation and Park District Board of Directors on September 12, 2012. This program can be viewed in **Appendix 4**.

Table 2
Capital Improvement Plan

Facility	per 100K	Service Level
<u>Basic Park Improvements</u>		
Neighborhood Parks - Basic Improvements	240	1 per 417
Community Parks - Basic Improvements	260	1 per 385
<u>Playgrounds</u>		
Play Area - Neighborhood	45	1 per 2,222
Play Area - Community	6	1 per 16,667
Play Area - Universal	1	1 per 100,000
<u>Shade Structures</u>		
Group Shade/Picnic Area - Small Neighborhood	54	1 per 1,852
Group Shade/Picnic Area - Small Community	10	1 per 10,000
Group Shade/Picnic Area - Large Neighborhood	15	1 per 6,667
Group Shade/Picnic Area - Large Community	10	1 per 10,000
Group Shade/Picnic Area - Destination	2	1 per 50,000
<u>Sports Fields</u>		
Baseball Field - Little League - Lighted - Game	4	1 per 25,000
Baseball Field - Little League - Unlighted - Game	6	1 per 16,667
Softball Field - Adult lighted - Synthetic	3	1 per 33,333
Softball Field - Girl's Unlighted - Game	6	1 per 16,667
Softball Field - Girl's Lighted - Game	4	1 per 25,000
Soccer Field - bantam - Small - Community	5	1 per 20,000
Soccer Field - bantam - Large - Community	5	1 per 20,000
Soccer Field - bantam - Regulation Grass - Comm	17	1 per 5,882
Soccer Field - Regulation Synthetic turf - Lighted	2	1 per 50,000
Multi-use Turf Area - Small Neighborhood	18	1 per 5,556
Multi-use Turf Area - Small Community	2	1 per 50,000
Multi-use Turf Area - Large Neighborhood	7	1 per 14,286
Multi-use Turf Area - Large Community	3	1 per 33,333
<u>Sports Courts</u>		
Basketball Outdoor Neighborhood Park (1/2 court)	16	1 per 6,250
Basketball Outdoor Community Park (full court)	8	1 per 12,500
Bocce Ball/Petanque - competition (4 court)	3	1 per 33,333
Tennis Courts - Lighted (2 courts ea.)	10	1 per 10,000
Volleyball (sand) tournament (6-court complex)	2	1 per 50,000
Horseshoes - Neighborhood	10	1 per 10,000
Horseshoes - Community (2 court)	8	1 per 12,500
<u>Skate Parks</u>		
Skate Park - Community Park	2	1 per 50,000
<u>Aquatics and Spray Parks</u>		
Aquatic Center ¹	0.71	1 per 140,000
Spray Area - Community Park	5	1 per 20,000
<u>Gathering Places</u>		
Amphitheater for 500	2	1 per 50,000
Community Market Place	1	1 per 100,000
Neighborhood Gather Place	5	1 per 20,000
Community Gathering Place	4	1 per 25,000

¹ 71% of the total costs are being allocated to new development.

Source: Cordova Recreation and Park District; Goodwin Consulting Group, Inc.

Table 6-1 – Capital Improvement Plan (List of Standard Park Elements)

Table 2 – Continued
Capital Improvement Plan

Facility	per 100K	Service Level
<u>Offsite Structures</u>		
Teen Before/After School/day Camp Activity Center	2	1 per 50,000
Community Center (24,000 sq. ft.)	2	1 per 50,000
Wellness/Senior Center (12,000 sq. ft.)	1	1 per 100,000
Site Storage Facilities	3	1 per 33,333
Corporation Yard ²	0.4	1 per 250,000
District Offices ²	0.4	1 per 250,000
Restrooms Small - Community Park	5	1 per 20,000
Restrooms Medium - Community Park	9	1 per 11,111
Restroom/concession/storage (1,700 sq. ft.)	1	1 per 100,000
Sport Park Concession	2	1 per 50,000
<u>Miscellaneous Features</u>		
Batting Cages	2	1 per 50,000
Batting Cages - Small	1	1 per 100,000
Dog Park - Community Park	3	1 per 33,333
Water Feature - Community Park	2	1 per 50,000
Disc Golf Course	1	1 per 100,000
<u>Parking</u>		
Off-street parking	1,475	1 per 68

A detailed analysis between the Gates + Associates baseline, national standards and the final 2012 Service Level Standard is demonstrated in a chart prepared by District staff and PROS Consulting (Table 6-2). The final service levels resulted in a 15% reduction in fee from the Gates + Associates levels. The column titled “PROS Rank” is derived from Figure 41 of the PROS study (found in Chapter 5 of this document). Reasons for the adjustments are explained in the last column of the chart.

Sustainability

Park system planning must consider the initial construction cost, long-term maintenance and replacement cost to ensure District’s goals at met in perpetuity. Members of the North State Building Industry Association (BIA) are experts in establishing price points for new homes and a tolerable level of long-term financial incumbrances (special taxes) by the consumer. The BIA provided input about park development fees and annual maintenance taxes (CFD special taxes). BIA information and support was vital in establishing a maximum pricing for impact fees and maintenance taxes.

BIA contended that the market would not bear the \$632 annual maintenance tax established in the September 2012 Capital Improvement Plan (C.I.P.). Negotiations to establish a fair and reasonable annual maintenance tax allowed for an initial lower annual tax rate of \$350 as formalized in the Montelena CFD. An initial lower annual tax was justified by the recognition that maintenance costs are not substantially required until the development project is near full build out. Park facilities are typically fully constructed in the middle or near the end of build out of the adjacent development. That allows maintenance fees collected during build out to be reserved and collect interest to contribute toward the initial shortfall. In addition to building up a reserve, a higher inflationary rate was negotiated as a means for the annual maintenance tax to increase at a faster rate. The Park Development Agreement states, “The District and Developer agree that the cost of living escalation factor shall be calculated using the greater of the Consumer Price Index (CPI) for San Francisco/Oakland/San Jose or the Consumer Price Index for Pacific West Coast Cities, All Urban Wage Earners and Clerical Workers.” The higher inflationary rate will eventually allow the annual tax to achieve the level as established in the 2012 Capital Improvement Plan.

The District will lower replacement costs from those used in the 2012 C.I.P. by upgrading the quality of initial construction. Design and construction documents for each park will be evaluated to maximize savings in life-cycle costs; for example, park pathways will be constructed with concrete instead of asphalt for lower life-cycle costs. Under new management the District will improve preventative maintenance to further extend the life expectancy of new construction.



Cordova Recreation and Park District - Capital improvement Plan - New Growth DEVELOPMENT - CITY OF RANCHO CORDOVA

Comparative Analysis proposed by Gates and Associates

February 2010 - baseline

National Standards Proposal by Pros

25% reduction in fee

Combined Needs Based Survey and Comparative Analysis

15% Reduction in Fee

CURRENT PROGRAM by GATES AND ASSOCIATES										NATIONAL STANDARDS by PROS CONSULTING					COMBINED ANALYSIS PROGRAM by CRPD STAFF									
Facility	per 100K	Service Level	Unit Cost	Total Cost	CFD Cost	Total revenue	per 100K	Service Level	Unit Cost	Total Cost	Change	CFD Cost	Total revenue	Pros Rank	per 100K	Service Level	Unit Cost	Total Cost	Change	CFD Cost	Total revenue	Reason for Proposal		
Neighborhood Parks - Basic Improvements	240		\$259,851	\$62,364,240	\$157.86	\$5,406,073.56	150		\$259,851	\$38,977,650	-\$23,386,590	\$157.86	\$5,406,073.56	3	240		\$259,851	\$62,364,240	\$0	\$157.86	\$5,406,073.56			
Community Parks - Basic Improvements	260		\$265,048	\$68,912,480	\$142.97	\$4,896,150.62	350		\$265,048	\$92,766,800	\$23,854,320	\$142.97	\$4,896,150.62	9	260		\$265,048	\$68,912,480	\$0	\$142.97	\$4,896,150.62			
Baseball Field - Adult - Lighted - Game	1	1 per 100,000	\$611,170	\$611,170	\$1.99	\$68,149.54	8	1 per 12,500	\$611,170	\$4,889,360	\$4,278,190	\$15.92	\$545,196.32	20	0	0 per 100,000	\$611,170	\$0	-\$611,170	\$7.96	\$272,598.16	high school to provide/MSC		
Baseball Field - Little League - Lighted - Game	6	1 per 16,667	\$348,125	\$2,088,750	\$6.77	\$231,845.42	7	1 per 14,286	\$348,125	\$2,436,875	\$348,125	\$7.90	\$270,486.32	20	2	1 per 50,000	\$348,125	\$696,250	-\$1,392,500	\$2.26	\$77,281.81	low rank - high O/M cost - 4 field w/ girls soft in Rio del Orc		
Baseball Field - Little League - Unlighted - Game	6	1 per 16,667	\$155,625	\$933,750	\$4.04	\$138,353.84	7	1 per 14,286	\$155,625	\$1,089,375	\$155,625	\$4.71	\$161,412.81	20	8	1 per 12,500	\$155,625	\$1,245,000	\$311,250	\$5.39	\$184,471.79	absorbs lighted loss		
Baseball Field - Senior/LL/Teen - Lighted - Game	1	1 per 100,000	\$611,170	\$611,170	\$2.20	\$75,341.20	5	1 per 20,000	\$611,170	\$3,055,850	\$2,444,680	\$11.00	\$376,706.00	20	0	0 per 100,000	\$611,170	\$0	-\$611,170	\$0.00	\$0.00	low rank - high school provided		
Basketball Outdoor Neighborhood Park	16	1 per 6,250	\$51,977	\$831,632	\$2.84	\$97,258.64	12	1 per 8,333	\$51,977	\$623,724	-\$207,908	\$2.13	\$72,943.98	19	8	1 per 12,500	\$51,977	\$415,816	-\$415,816	\$1.42	\$48,629.32	low rank - split into (16) 1/2 courts		
Basketball Outdoor Community Park	12	1 per 8,333	\$51,977	\$623,724	\$2.13	\$72,943.98	8	1 per 12,500	\$51,977	\$415,816	-\$207,908	\$1.42	\$48,629.32	19	10	1 per 10,000	\$51,977	\$519,770	-\$103,954	\$1.78	\$60,786.65	low rank		
Football Field	1	1 per 100,000	\$255,333	\$255,333	\$0.68	\$23,287.28	0	0 per 100,000	\$255,333	\$0	-\$255,333	\$0.00	\$0.00	26	0	0 per 100,000	\$255,333	\$0	-\$255,333	\$0.00	\$0.00	low rank - high school provided		
Football Field with Synthetic track	1	1 per 100,000	\$619,434	\$619,434	\$1.33	\$45,547.18	0	0 per 100,000	\$619,434	\$0	-\$619,434	\$0.00	\$0.00	26	0	0 per 100,000	\$619,434	\$0	-\$619,434	\$0.00	\$0.00	low rank - high school provided		
Indoor Soccer	1	1 district-wide	\$2,182,405	\$2,182,405	\$13.90	\$476,019.40	0	0 district-wide	\$2,182,405	\$0	-\$2,182,405	\$0.00	\$0.00	22	0	0 district-wide	\$2,182,405	\$0	-\$2,182,405	\$0.00	\$0.00	low rank - high O/M cost - private sector provided		
Softball Field - Men's lighted - Synthetic	4	1 per 25,000	\$1,043,403	\$4,173,612	\$12.13	\$415,403.98	0	0 per 100,000	\$1,043,403	\$0	-\$4,173,612	\$0.00	\$0.00	23	2	1 per 50,000	\$1,043,403	\$2,086,806	-\$2,086,806	\$6.07	\$207,701.99	low rank - high O/M Cost		
Softball Field - Girl's Unlighted - Game	6	1 per 16,667	\$189,141	\$1,134,846	\$5.32	\$182,188.72	0	0 per 100,000	\$189,141	\$0	-\$1,134,846	\$0.00	\$0.00	24	8	1 per 12,500	\$189,141	\$1,513,128	\$378,282	\$7.09	\$242,918.29	absorbs lighted loss		
Softball Field - Girl's Lighted - Game	6	1 per 16,667	\$383,428	\$2,300,568	\$8.13	\$278,419.98	0	0 per 100,000	\$383,428	\$0	-\$2,300,568	\$0.00	\$0.00	24	2	1 per 50,000	\$383,428	\$766,856	-\$1,533,712	\$2.71	\$92,806.66	low rank - high O/M cost - 4 field w/ I league in Rio del Orc		
Soccer Field - bantam - Small - Neighborhood	5	1 per 20,000	\$10,242	\$51,210	\$0.56	\$19,177.76	0	0 per 100,000	\$10,242	\$0	-\$51,210	\$0.00	\$0.00	13	0	0 per 100,000	\$10,242	\$0	-\$51,210	\$0.00	\$0.00	mid- rank locate in community park		
Soccer Field - bantam - Small - Community	1	1 per 100,000	\$10,242	\$10,242	\$0.11	\$3,767.06	0	0 per 100,000	\$10,242	\$0	-\$10,242	\$0.00	\$0.00	13	6	1 per 16,667	\$10,242	\$61,452	\$51,210	\$0.66	\$22,602.36	w/ add in from neighborhood park		
Soccer Field - bantam - Large - Neighborhood	4	1 per 25,000	\$10,698	\$42,792	\$0.50	\$17,123.00	0	0 per 100,000	\$10,698	\$0	-\$42,792	\$0.00	\$0.00	13	0	0 per 100,000	\$10,698	\$0	-\$42,792	\$0.00	\$0.00	mid- rank locate in community park		
Soccer Field - bantam - Large - Community	2	1 per 50,000	\$10,698	\$21,396	\$0.25	\$8,561.50	0	0 per 100,000	\$10,698	\$0	-\$21,396	\$0.00	\$0.00	13	6	1 per 16,667	\$10,698	\$64,188	\$42,792	\$0.75	\$25,684.50	w/ add in from neighborhood park		
Soccer Field - bantam - Regulation Grass Neighborhood	9	1 per 11,111	\$116,562	\$1,049,058	\$4.77	\$163,353.42	0	0 per 100,000	\$116,562	\$0	-\$1,049,058	\$0.00	\$0.00	13	0	0 per 100,000	\$116,562	\$0	-\$1,049,058	\$0.00	\$0.00	mid- rank locate in community park		
Soccer Field - bantam - Regulation Grass - Community	10	1 per 10,000	\$116,562	\$1,165,620	\$5.30	\$181,503.80	0	0 per 100,000	\$116,562	\$0	-\$1,165,620	\$0.00	\$0.00	13	19	1 per 5,263	\$116,562	\$2,214,678	\$1,049,058	\$10.07	\$344,857.22	w/ add in from neighborhood park		
Soccer Field - Regulation Synthetic turf - Lighted Handball	3	1 per 33,333	\$911,474	\$2,734,422	\$7.16	\$245,201.36	0	0 per 100,000	\$911,474	\$0	-\$2,734,422	\$0.00	\$0.00	21	2	1 per 50,000	\$911,474	\$1,822,948	-\$911,474	\$4.77	\$163,467.57	low rank - two field at MSC - add two at Rio del Orc		
Bocce Ball/Petanque - neighborhood (2 court complex)	2	1 per 50,000	\$20,343	\$40,686	\$0.05	\$1,712.30	0	0 per 100,000	\$20,343	\$0	-\$40,686	\$0.00	\$0.00	0	0	0 per 100,000	\$20,343	\$0	-\$40,686	\$0.00	\$0.00	no ranking - private sector to supply		
Bocce Ball/Petanque - competition (4 court complex)	4	1 per 25,000	\$34,846	\$139,384	\$0.46	\$15,753.16	0	0 per 100,000	\$34,846	\$0	-\$139,384	\$0.00	\$0.00	0	0	0 per 100,000	\$34,846	\$0	-\$139,384	\$0.00	\$0.00	moved to community parks		
Horseshoes - Neighborhood	2	1 per 50,000	\$442,948	\$885,896	\$2.22	\$76,026.12	0	0 per 100,000	\$442,948	\$0	-\$885,896	\$0.00	\$0.00	0	3	1 per 33,333	\$442,948	\$1,328,844	\$442,948	\$3.33	\$114,039.18	competition - reduced O/M costs - fenced		
Horseshoes - Community (2 court)	10	1 per 10,000	\$6,442	\$64,420	\$0.12	\$4,109.52	0	0 per 100,000	\$6,442	\$0	-\$64,420	\$0.00	\$0.00	0	10	1 per 10,000	\$6,442	\$64,420	\$0	\$0.12	\$4,109.52	low cost - no change		
Skate Park - Community Park	8	1 per 12,500	\$14,423	\$115,384	\$0.34	\$11,643.64	0	0 per 100,000	\$14,423	\$0	-\$115,384	\$0.00	\$0.00	0	8	1 per 12,500	\$14,423	\$115,384	\$0	\$0.34	\$11,643.64	low cost - no change		
Skate Park - Community Park	1	1 per 100,000	\$1,193,720	\$1,193,720	\$2.12	\$72,601.52	2	1 per 50,000	\$1,193,720	\$2,387,440	\$1,193,720	\$4.24	\$145,203.04	25	2	1 per 50,000	\$1,193,720	\$2,387,440	\$1,193,720	\$4.24	\$145,203.04	w/add in from BMX		
Skate/BMX	1	1 per 100,000	\$348,040	\$348,040	\$0.98	\$33,561.08	0	0 per 100,000	\$348,040	\$0	-\$348,040	\$0.00	\$0.00	25	0	0 per 100,000	\$348,040	\$0	-\$348,040	\$0.00	\$0.00	no BMX - high risk - moved to Community		
Skate BMX 'spot'	4	1 per 25,000	\$94,336	\$377,344	\$2.10	\$71,916.60	0	0 per 100,000	\$94,336	\$0	-\$377,344	\$0.00	\$0.00	25	0	0 per 100,000	\$94,336	\$0	-\$377,344	\$0.00	\$0.00	no BMX - high risk - moved to Community		
Tennis Courts - Lighted (2 courts ea.)	10	1 per 10,000	\$249,489	\$2,494,890	\$1.79	\$61,300.34	20	1 per 5,000	\$249,489	\$4,989,780	\$2,494,890	\$3.58	\$122,600.68	16	10	1 per 10,000	\$249,489	\$2,494,890	\$0	\$1.79	\$61,300.34	mid-rank - no change		
Track for fitness - 1/2 mile																								

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Park Standards

DEFINITIONS AND STANDARDS

The *Inventory and Assessment Plan* provided definitions for the different park types in Section 3.2.3. This document provides a brief summary of the definitions for the most common park types and a list of standard amenities for each park type. More specific standards are found in the “Design Guidelines, Construction Specifications and Standard Details”.

Regional Facilities

- ◆ One regional amenity - Mather Sports Complex and one regional park - Hagan Park
- ◆ Available to District-wide residents but also marketed outside of the District
- ◆ Sporting facilities or unique features are intended to attract regional tournaments
- ◆ Designed for large crowds and durability
- ◆ Regional use of the facility adds to tourism revenue



Mather Sports Complex

Community Parks

- ◆ Ideally 15 acres or larger
- ◆ Active programming
- ◆ Service area radius of 1 – 1 ½ mile
- ◆ Street frontage on two sides (High School property on one side may substitute for street frontage)
- ◆ In addition to athletic facilities, each community park typically has:
 - ▷ Restrooms
 - ▷ Play structures - community sized
 - ▷ Group shade/picnic areas, large and small
 - ▷ Furnishings such as benches, picnic tables, barbeques (large and small), drinking fountains, trash cans, bike racks, etc.
 - ▷ Horseshoes – 2 court



Stone Creek Amphitheater

Neighborhood Parks

- ◆ Ideally two to 15 acres in size, with four to six acres being the preferred size
- ◆ Service area radius of ½ to ¾ mile
- ◆ Residential street frontage on three sides (elementary school property may substitute for one street)
- ◆ Each neighborhood park typically has:
 - ▷ Play structure serving toddlers to 5 years old and 5 to 10 years old.
 - ▷ Group shade/picnic areas, small and medium sized



- ▷ Furnishings such as benches, picnic tables, barbeques (small), and trash cans

City Open Space (AKA Neighborhood Greens)

- ◆ Part of the City of Rancho Cordova Open Space requirement of one acre per 1,000 residents
- ◆ Not part of the Quimby park land dedication
- ◆ Size typically ranges from ½ to two acres in size
- ◆ Small developed and landscaped areas within residential neighborhoods
- ◆ The City prefers walkable locations away from parks
- ◆ May include interior trail loops and pedestrian paseos as connectors
- ◆ May include benches, tables and shade structures
- ◆ Design should enhance a “sense of place”

Quality Standards

The District requires that new parks be built to a specified quality standard. Design standards and construction standards are enforced throughout the development review process, preparation of design documents and by inspections by District staff during construction. The District has published a manual called “Cordova Recreation and Park District Design Guidelines and Construction Specifications”. This document must be periodically updated to reflect changes in building codes, technology and construction methods. The 2012 version is currently being reviewed for necessary revisions. All park development agreements require compliance to District standards of design and construction. The District manual is attached as an exhibit to all Park Development Agreements and is distributed to consultants who design District parks. These combined measures ensure that parks meet the District quality standards.



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CHAPTER 7

DISTRIBUTION OF FUTURE AMENITIES AND SPACE ANALYSIS

Distribution of Parks and Amenities

In April 2010, Gates + Associates prepared a summary of the *Capital Improvement Plan*. Page 17 from that document is shown below. This page describes the process by which proposed parks and amenities are distributed throughout the future development areas.

CAPITAL FACILITIES FINANCING PLAN

FACILITY DISTRIBUTION - CITY OF RANCHO CORDOVA

As the park system facilities list was finalized based on desired standards, community needs and costs, the program was “tested” by distributing it out across proposed and anticipated development. The land plans for the new developments that are expected to result in the 100,000 increase in population were used to estimate the populations, park locations and park sizes for each planned development. Although the plans were at varying stages of approval, they were considered sufficient as planning tools. A single map with all proposed development was created to guide the distribution of facilities throughout the total planned development.

The proportional share of the facilities in the program was determined for each proposed development based on its expected population. This information combined with the overall map of the developments was used to prepare a preliminary distribution of the park system. Special care was taken to equitably distribute facilities throughout the proposed neighborhoods, particularly in the case of ball fields (lighted, unlighted, little league and softball), soccer fields, basketball courts, play areas, restrooms, and gathering spaces. A number of the neighborhood parks proposed in development documents show smaller (less than 5 acres) neighborhood parks. This required more active uses to be located in larger, community parks.

Lighted and in some cases synthetic fields were clustered in larger community parks to increase usability, facilitate tournament use and optimized maintenance efficiency. Unlighted practice fields have been located in neighborhood parks to ensure easy access to practice opportunities but minimize impacts of lighting and increased traffic on residences.

The distribution maps created during this planning process are provided in the following pages.

Map 3 (February 2014) illustrates the proposed development areas mentioned in the paragraph above. Proposed parks and neighborhood greens are distinguished.

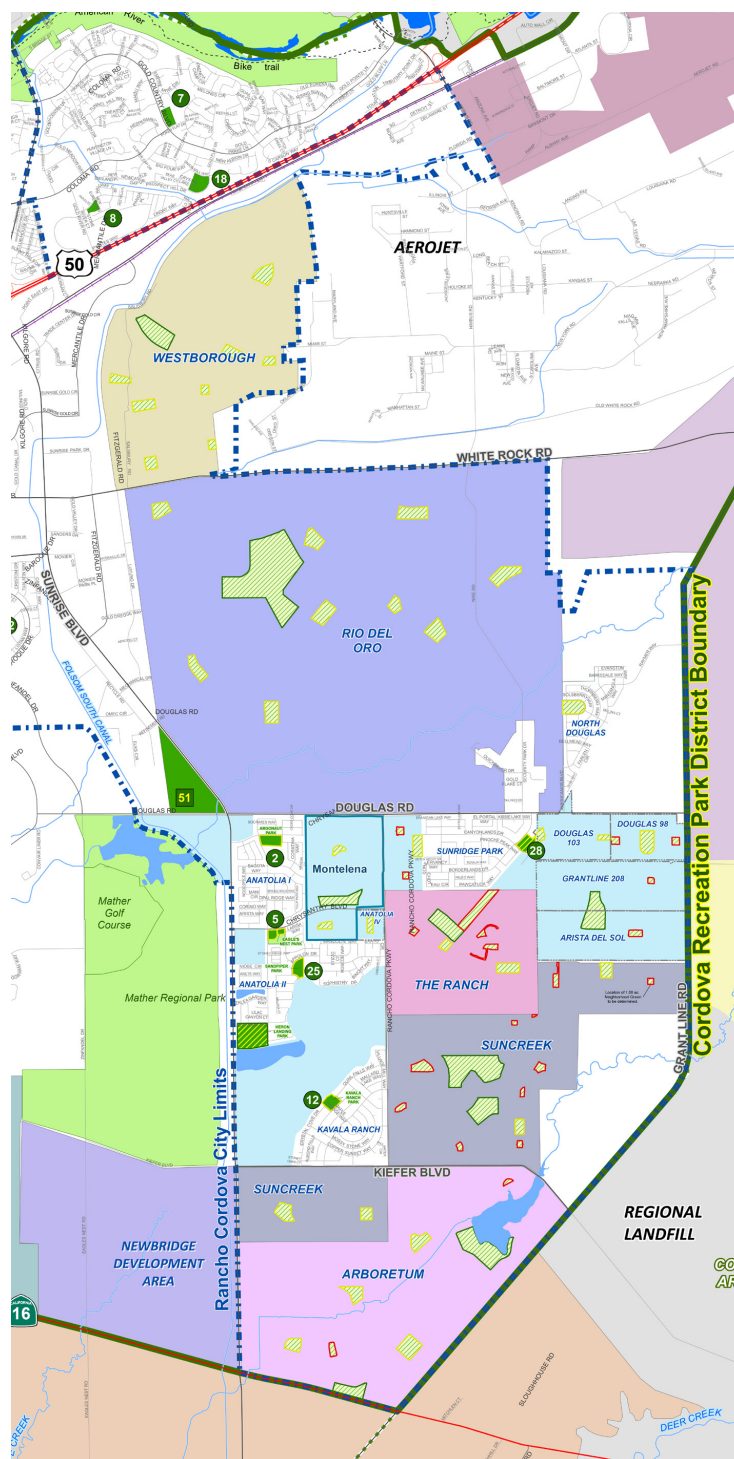
Distribution of New Parks

Proposed Parks

- 1 large Community Park with Potential Regional Facilities
- 7 New Community Parks
- 35 New Neighborhood Parks
- 22 New Neighborhood Greens

Legend

	Rancho Cordova City Boundary
	Cordova Recreation Park District Boundary
	Other Park District Boundaries
	Project Boundaries
CRPD Parks/Facilities	
	Existing
	Under Construction
	Future Parks
	Other Parks
Park Classification	
	Community Park
	Neighborhood Park
	Neighborhood Green



Map 3 – Distribution of New Parks

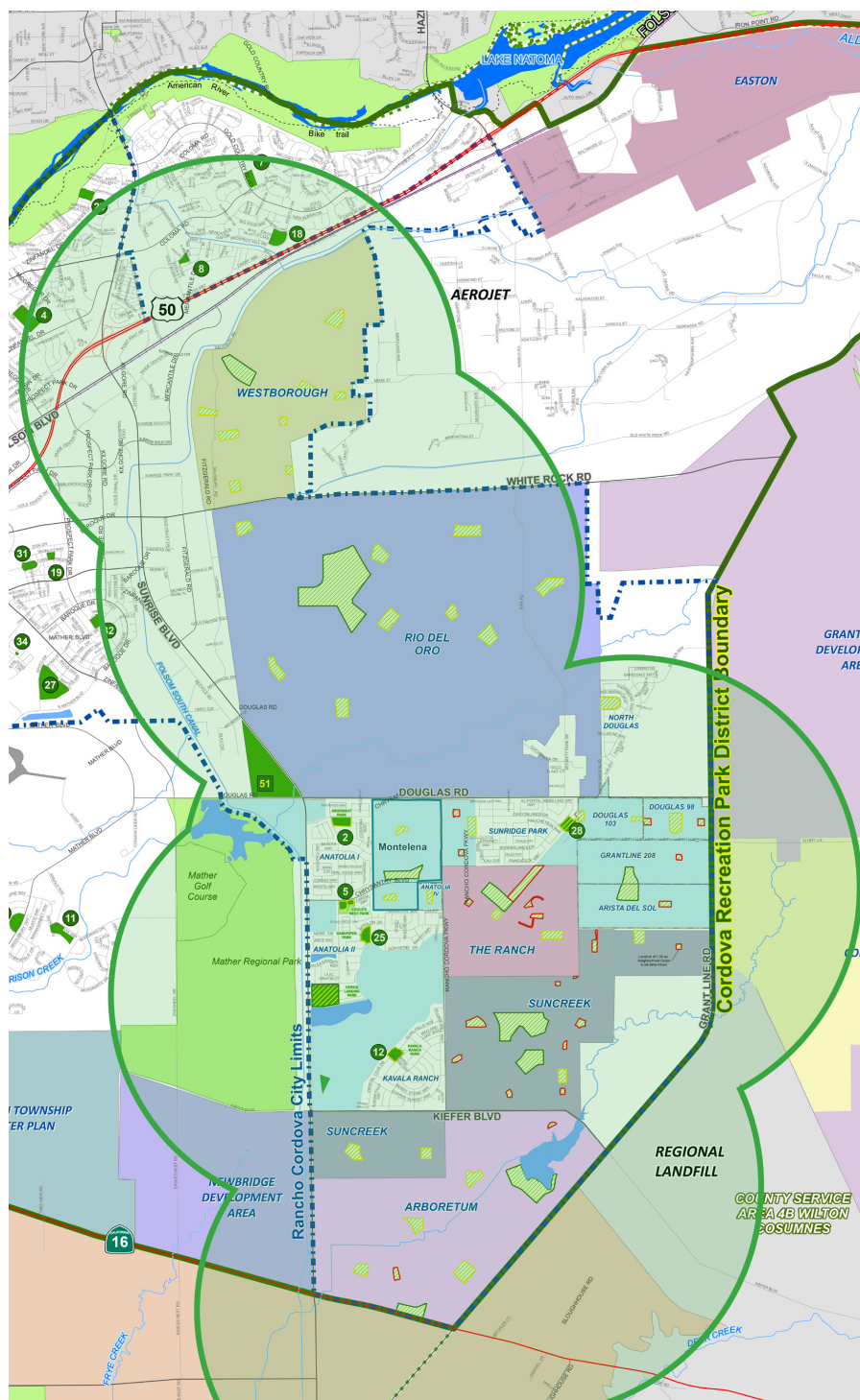
A study to determine compliance with stated standards for spacing of community and neighborhood parks was prepared as part of compiling this document. Community parks service an area around them of one to 1 ½ miles. Neighborhood parks service an area of ½ to ¾ of a mile around them. Map 4 and Map 5 below illustrate this standard is being met in the compiled single map of proposed land uses.

Distribution of Community Parks

Service Area:

1 to 1-1/2 Mile
Service Radius

Map Illustrates
No Gaps in the
Service Areas



Map 4 – Distribution of Community Parks

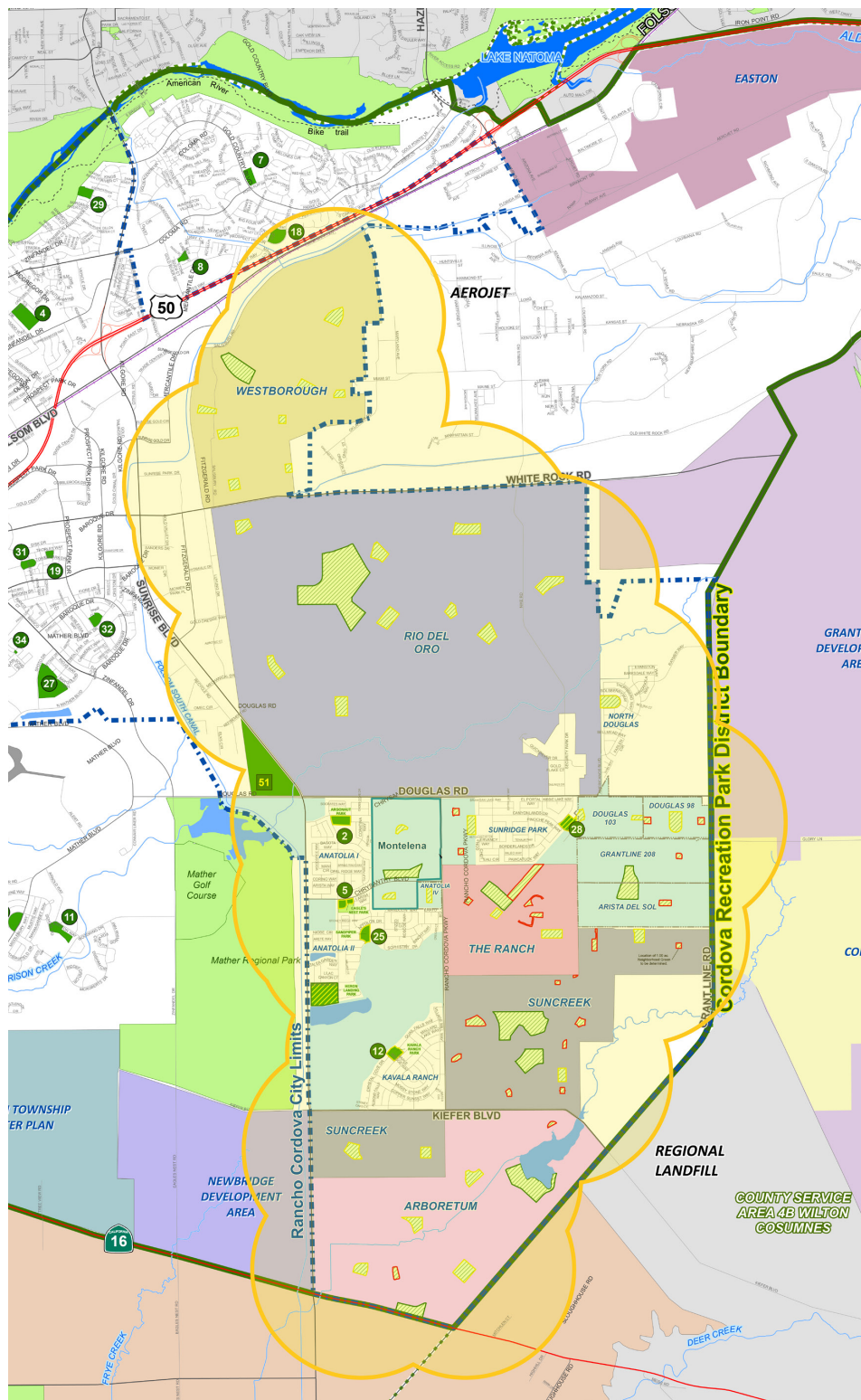
Cordova Recreation and Park District ♦ Master Plan for New Development in Incorporated Areas

Distribution of Neighborhood Parks

Service Area:

1/2 to 3/4 Mile
Service Radius

Map Illustrates
No Gaps in the
Service Areas



Map 5 – Distribution of Neighborhood Parks

Amenity distribution maps prepared by Gates + Associates as part of the 2010 Capital Improvement Plan were based on higher service levels as described by PROS Consulting in Chapter 6. See Table 6-1 for the final Service Level Standards.

The proposed distribution of future amenities was adjusted in 2012 to reflect final service levels. The adjustments were documented in a spreadsheet developed by CRPD Assistant Administrator, Doug Critchfield included in this document as Table 7-1.



Cordova Recreation and Park District - Capital Improvement Plan - New Growth Development - CITY OF RANCHO CORDOVA

Approved September 12, 2012

Total Cost per DUE = \$8,420

Facility	per 100K	Service Level		Unit Cost	Total Cost	Notes - Rancho Cordova Properties
BASE PARK IMPROVEMENTS						
Neighborhood Parks - Basic Improvements	240	1	per	417	\$257,908	\$61,897,954
Community Parks - Basic Improvements	260	1	per	385	\$257,908	\$67,056,116
PLAYGROUNDS						
Play Area - Neighborhood	45	1	per	2,222	\$295,544	\$13,299,480
Play Area - Community	6	1	per	16,667	\$301,572	\$1,809,432
Play Area - Universal	1	1	per	100,000	\$999,852	\$999,852
SHADE STRUCTURES						
Group Shade/Picnic Area - Small Neighborhood	54	1	per	1,852	\$66,348	\$3,582,792
Group Shade/Picnic Area - Small Community	10	1	per	10,000	\$66,348	\$663,480
Group Shade/Picnic Area - Large Neighborhood	15	1	per	6,667	\$117,020	\$1,755,300
Group Shade/Picnic Area - Large Community	10	1	per	10,000	\$117,020	\$1,170,200
Group Shade/Picnic Area - Destination	2	1	per	50,000	\$349,395	\$698,790
SPORTS FIELDS						
Baseball Field - Little League - Lighted - Game	4	1	per	25,000	\$348,125	\$1,392,500
Baseball Field - Little League - Unlighted - Game	6	1	per	16,667	\$155,625	\$933,750
Softball Field - Adult lighted - Synthetic	3	1	per	33,333	\$1,043,403	\$3,130,209
Softball Field - Girl's Unlighted - Game	6	1	per	16,667	\$189,141	\$1,134,846
Softball Field - Girl's Lighted - Game	4	1	per	25,000	\$383,428	\$1,533,712
Soccer Field - bantam - Small - Community	5	1	per	20,000	\$10,242	\$51,210
Soccer Field - bantam - Large - Community	5	1	per	20,000	\$10,698	\$53,490
Soccer Field - bantam - Regulation Grass - Comm	17	1	per	5,882	\$116,562	\$1,981,554
Soccer Field - Regulation Synthetic turf - Lighted	2	1	per	50,000	\$911,474	\$1,822,948
Multi-use Turf Area - Small Neighborhood	18	1	per	5,556	\$9,900	\$178,200
Multi-use Turf Area - Small Community	2	1	per	50,000	\$9,900	\$19,800
Multi-use Turf Area - Large Neighborhood	7	1	per	14,286	\$31,900	\$223,300
Multi-use Turf Area - Large Community	3	1	per	33,333	\$31,900	\$95,700
SPORT COURTS						
Basketball Outdoor Neighborhood Park (1/2 court)	16	1	per	6,250	\$25,989	\$415,816
Basketball Outdoor Community Park (full court)	8	1	per	12,500	\$51,977	\$415,816
Bocce Ball/Petanque - competition (4 court)	3	1	per	33,333	\$442,948	\$1,328,844
Tennis Courts - Lighted (2 courts ea.)	10	1	per	10,000	\$249,489	\$2,494,890
Volleyball (sand) tournament (6-court complex)	2	1	per	50,000	\$228,600	\$457,200
Horseshoes - Neighborhood	10	1	per	10,000	\$6,442	\$64,420
Horseshoes - Community (2 court)	8	1	per	12,500	\$14,423	\$115,384
SKATE PARK						
Skate Park - Community Park	2	1	per	50,000	\$1,193,720	\$2,387,440
AQUATICS AND SPRAY PARKS						
Aquatic Center	0.71	1	per	140,000	\$9,714,700	\$9,714,700
Spray Area - Neighborhood	5	1	per	20,000	\$349,272	\$1,746,360
Spray Area - Community	5	1	per	20,000	\$786,544	\$3,932,720
EVENT FACILITIES						
Amphitheater for 500	2	1	per	50,000	\$892,901	\$1,785,802
Community Market Place	1	1	per	100,000	\$544,558	\$544,558
Neighborhood Gather Place	5	1	per	20,000	\$126,258	\$631,290

Geographical Distribution - Rancho Cordova	
Community Parks	
Westborough	
Rio Del Oro	
The Ranch	
Suncreek	
Arboretum	
Sunridge East (Douglas East, Grant Line)	
Baseball/Softball	
Wagon Wheel #1 - Wes (2) LL, (2)Girls soft	
Wagon Wheel #2 - Rio I (2) LL light, (2) Girls soft light	
Wagon Wheel #3 - Rio I (3) Adult soft lighted	
Wagon Wheel #4 - Sunc (2) LL, (2)Girls soft	
Wagon Wheel #5 - Arbc (2) LL light, (2) Girls soft light	
Wagon Wheel #6 - Sunr (2) LL, (2)Girls soft	
Community Centers	
Rio Del Oro	24,000 sq. ft.
Suncreek	24,000 sq. ft.
Senior Center	
Rio Del Oro	12,000 sq. ft.
Teen Activity Centers	
Rio Del Oro	2,000 sq. ft.
Suncreek	2,000 sq. ft.
Community Market Place	
Rio Del Oro	
Dog Parks	
Ranch	
Rio Del Oro	
Arboretum	
Sports Park Concession	
Rio Del Oro	large concession
Arboretum	small concession
Suncreek	small concession
Batting Cages	
Rio Del Oro	large
Arboretum	large
Suncreek	small

(1)Rio, (1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1) Rio

(1)Rio, (1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

all neighborhood parks

(1)Rio, (1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1) Rio

all neighborhood parks w/ out large neighborhood shelter

(3)Rio, (2)Arboretum, (1) westb, (1) Ranch, (2) Suncreek, (1) SunE

(3)Rio, (3)Arboretum, (2) westb, (2) Ranch, (3) Suncreek, (2) SunE

(3)Rio, (2)Arboretum, (1) westb, (1) Ranch, (2) Suncreek, (1) SunE

(1)Rio, (1)Sun Creek

(2) WW#2 (2) WW#5

(2)WW#1, (2)WW#4, (2) WW#6

(2)WW#3

(2)WW#1, (2)WW#4, (2) WW#6

(2) WW#2 (2) WW#5

(1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(4)Rio, (3)Arboretum, (2) westb, (2) Ranch, (3) Suncreek, (3) SunE

(2) at Rio del Oro

(4)Rio, (3)Arboretum, (3) westb, (3) Ranch, (3) Suncreek, (2) SunE

(1) Ranch, (1) SunE

(2)Rio, (1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1)Rio, (1)Arboretum, (1) Suncreek

(3)Rio, (3)Arboretum, (2) westb, (3) Ranch, (3) Suncreek, (2) SunE

(2)Rio, (2)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

fenced (1) Rio, (1) Suncreek, (1) Arboretum

(2)Rio, (2)Arboretum, (1) westb, (2) Ranch, (2) Suncreek, (1) SunE

(1) Rio, (1) Suncreek

(2)Rio, (2)Arboretum, (1) westb, (2) Ranch, (2) Suncreek, (1) SunE

(2)Rio, (2)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1) Rio, (1) Arboretum

(1)Rio - if Hagan Aquatic Complex is improved - 71% to new devel in RC

(1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

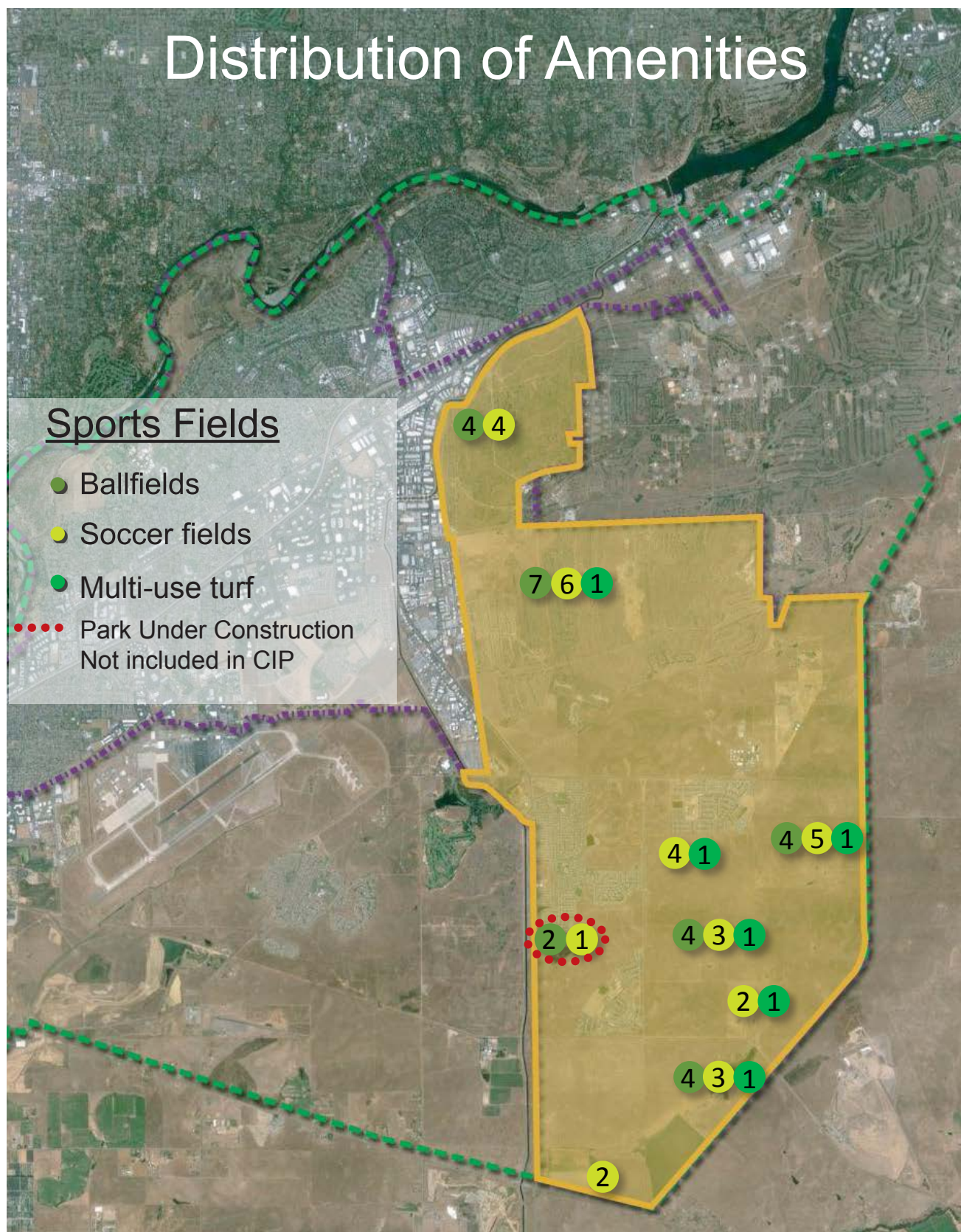
(1) Rio, (1) Arboretum

(1) Rio

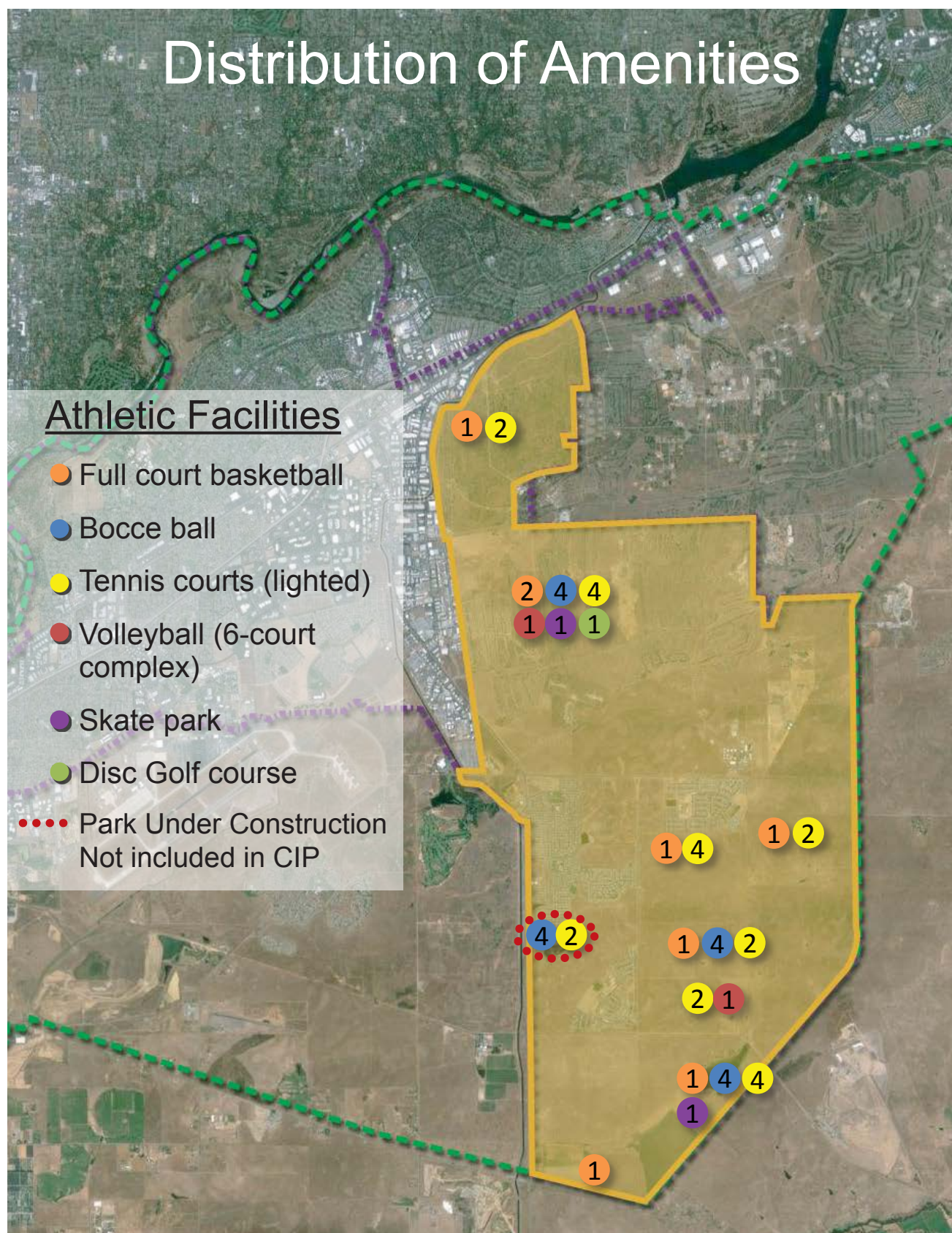
(1)Rio, (1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

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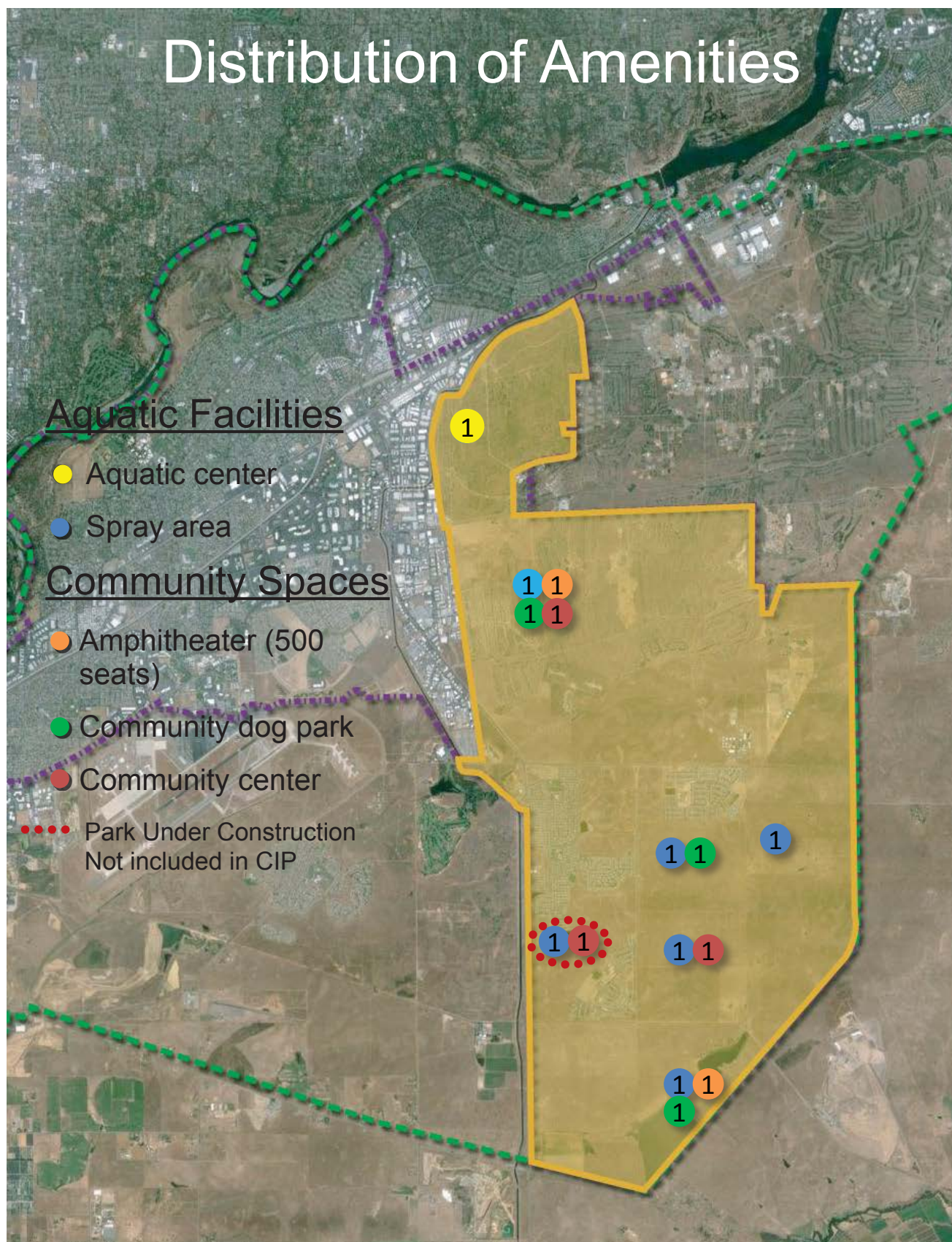
The following distribution maps illustrate the proposed distribution for major amenities across the future development areas. The circle diagrams indicate the number of that type of amenity proposed for that community park location.



Map 6 – Distribution of Amenities, Sports Fields



Map 7 – Distribution of Amenities, Athletic Facilities



Map 8 – Distribution of Amenities, Aquatic Facilities and Community Spaces

Space Analysis

In the beginning of the master planning process a study was done to estimate the amount of park land needed to accomplish the District's needs in future growth areas. The first space analysis was documented in the 2005 *Park Standards & Guidelines for New Development* by MIG. MIG called the space analysis a Land Use Plan. The findings justified the need for five acres of parkland per 1,000 residents. An excerpt from the Activity/Facility Land Use Plan portion of the MIG document on page 14 states, "This analysis shows that the bare bones space requirements for individual facilities can be accommodated within 5 acres/1,000 people allocation (i.e. individual soccer fields but no adjacent shade trees, gathering space, picnicking lawn, or game-watching area). To ensure that each facility becomes an activity setting, an additional .85 acres per 1,000 people is needed. This additional acreage is what ensures that a ball field is not just a ball field, but a place for the entire community. It ensures that a ball field is not a place of isolated activity, but rather a place that encourages interaction with adjacent activities, where the energy of the game synergistically creates a lively sense of community throughout the park. This additional acreage is essential to developing the vibrant network of unique parks that are envisioned." The additional .85 acres was made part of the City's Open Space requirement. The MIG study listed the amount of acres needed for each proposed activity and facility as well as the support space needed for that element. Support space includes parking stalls, access roads, left over landscape spaces due to alignment of the fields, activities, and grades.

The *Proposed Development Park Facilities Preliminary Distribution & Cost Analysis*, April 2010 by Gates + Associates used similar acreage amounts for amenity activity and support areas. The Gates study assigned the amenities to specific proposed parks using the projected population for each development area. The Gates study did not include a space analysis to verify that the proposed amenities would fit within the size of the individual parks being proposed. However, the study verified the amenities would fit within the total park acreage proposed.

The assignment of amenities to specific parks must be considered conceptual and flexible. The District and community require that adjustments can be made as individual developments come forward. This space analysis was conducted to verify adequate space to house the proposed level of service for amenities. The following Tables 7-2 and 7-3 were prepared by synthesizing the space requirements for proposed amenities (as listed in the Gates study) within each proposed community park as identified in the "Cordova Recreation and Park District Capital Improvement Plan – New Growth Development – City of Rancho Cordova", June 2012, by CRPD's Doug Critchfield. It demonstrates that the community parks will house the proposed amenities overall but there is shortage of acres in a few parks following the 2012 Capital Improvement Plan precisely.

TABLE 7-2
Programmed Acreage
LARGE COMMUNITY PARKS

DEVELOPMENT	# OF ACRES	FACILITY/ACTIVITY	# OF AMENITIES	ACTIVITY SPACE REQUIRED (Acres)	SUPPORT SPACE REQUIRED (Acres)	TOTAL ACRES PROGRAMMED
Westborough	18					
		Community Play Area	1	0.400	0.200	0.600
		Group Shade/Picnic Area - Small Community	1	0.020	0.014	0.034
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Baseball Field - Little League - Unlighted - Game	2	1.100	0.500	3.200
		Softball Field - Girl's Unlighted - Game	2	1.100	0.500	3.200
		Soccer Field - Bantam - Small - Community	1	1.000	0.250	1.250
		Soccer Field - Bantam - Large - Community	1	1.250	0.500	1.750
		Soccer Field - Regulation Grass - Comm	2	1.600	1.370	5.940
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Tennis Courts - Lighted (2 courts)	1	0.600	0.400	1.000
		Horseshoes - Community (1 each)	2	0.016	0.008	0.048
		Spray Area - Community	1	0.220	0.000	0.220
		Community Gather Place	1	2.000	0.000	2.000
		Restroom Medium - Community	1	0.017	0.000	0.017
TOTALS	18		18			19.919

continued



Table 7-2, Programmed Acreage, Large Community Parks (cont)

DEVELOPMENT	# OF ACRES	FACILITY/ACTIVITY	# OF AMENITIES	ACTIVITY SPACE REQUIRED (Acres)	SUPPORT SPACE REQUIRED (Acres)	TOTAL ACRES PROGRAMMED
Rio Del Oro	104					
		Community Play Area	1	0.400	0.200	0.600
		Play Area - Universal	1	0.750	0.250	1.000
		Group Shade/Picnic Area - Small Community	3	0.020	0.014	0.102
		Group Shade/Picnic Area - Large Community	3	0.050	0.200	0.750
		Group Shade/Picnic Area - Destination	1	0.250	0.500	0.750
		Baseball Field - Little League -Lighted - Game	2	1.100	0.500	3.200
		Softball Field - Girl's Lighted - Game	2	1.100	0.500	3.200
		Softball Field - Adult Lighted - Synthetic	3	1.900	1.180	9.240
		Soccer Field - Regulation Grass - Comm	4	1.600	1.370	11.880
		Soccer Field - Regulation Synthetic Turf - Lighted	2	1.600	1.370	5.940
		Multi-Use Turf Area - Large Community	1	2.160	0.820	2.980
		Basketball Outdoor Community Park (Full Court)	2	0.110	0.300	4.920
		Bocce Ball/Petanque - Competition (4 courts)	1	0.500	0.000	0.500
		Tennis Courts - Lighted (2 courts)	2	0.600	0.400	2.000
		Volleyball (Sand) Tournament (6 courts)	1	0.750	0.250	1.000
		Horseshoes - Community (1 each)	4	0.016	0.008	0.096
		Skate Park - Community Park	1	0.900	0.600	1.500
		Aquatic Center	1	7.500	2.840	10.340
		Amphitheater - Seating for 500	1	1.500	0.500	2.000
		Community Market Place	1	0.500	0.000	0.500
		Community Gather Place	1	2.000	0.000	2.000
		Teen/Before/After School/Day Camp Activity Cr	1	0.460	0.000	0.460
		Community Center - (24,000 sq ft)	1	0.600	1.400	2.000
		Wellness/Senior Center (12,000 sq ft)	1	0.250	0.820	1.070
		Site Storage Facilities	1	0.250	0.250	0.500
		Corporation Yard	1	7.000	0.000	7.000
		District Offices	1	0.000	0.000	0.000
		Restrooms Medium Community	2	0.017	0.000	0.034
		Restroom/Concession/Storage (1,700 sq ft)	1	0.400	0.000	0.400
		Batting Cages	1	0.150	0.100	0.250
		Dog Park - Community	1	2.500	0.000	2.500
		Water Feature - community	1	0.020	0.030	0.050
		Disc Golf Course	1	0.000	0.000	0.000
TOTALS	104		51			78.762

continued

 Acreage Unknown

Table 7-2, Programmed Acreage, Large Community Parks (cont)

DEVELOPMENT	# OF ACRES	FACILITY/ACTIVITY	# OF AMENITIES	ACTIVITY SPACE REQUIRED (Acres)	SUPPORT SPACE REQUIRED (ACRES)	TOTAL ACRES PROGRAMMED
Arboretum I	23					
		Community Play Area	1	0.400	0.200	0.600
		Group Shade/Picnic Area - Small Community	1	0.020	0.014	0.034
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Baseball Field - Little League -Lighted - Game	2	1.100	0.500	3.200
		Softball Field - Girl's Lighted - Game	2	1.100	0.500	3.200
		Soccer Field - Bantam - Large - Comm	1	1.250	0.500	1.750
		Soccer Field - Bantam - Regulation Grass - Comm	2	1.600	1.370	5.940
		Multi-Use Turf Area - Large Community	1	2.160	0.820	2.980
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Bocce Ball/Petanque - Competition (4 Courts)	1	0.500	0.000	0.500
		Tennis Courts - Lighted (2 courts)	2	0.600	0.400	2.000
		Horseshoes - Community (1 each))	2	0.016	0.008	0.048
		Skate Park - Community Park	1	0.900	0.600	1.500
		Spray Area - Community	1	0.220	0.000	0.220
		Amphitheater - Seating for 500	1	1.500	0.500	2.000
		Community Gather Place	1	2.000	0.000	2.000
		Site Storage Facilities	1	0.250	0.250	0.500
		Restrooms Medium Community	1	0.017	0.000	0.017
		Sport Park Concession	1	0.000	0.000	0.000
		Batting Cages	1	0.150	0.100	0.250
		Dog Park - Community	1	2.500	0.000	2.500
		Water Feature - Community	1	0.020	0.030	0.050
TOTALS	23		27			29.949
Suncreek I	34.2					
		Community Play Area	1	0.400	0.200	0.600
		Group Shade/Picnic Area - Small Community	2	0.020	0.014	0.068
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Baseball Field - Little League - Unlighted - Game	2	1.100	0.500	3.200
		Softball Field - Girl's Unlighted - Game	2	1.100	0.500	3.200
		Soccer Field - Bantam - Large - Comm	1	1.250	0.500	1.750
		Soccer Field - Regulation Grass - Comm	2	1.600	1.370	5.940
		Multi-Use Turf Area - Large Community	1	2.160	0.820	2.980
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Bocce Ball/Petanque - Competition (4 courts)	1	0.500	0.000	0.500
		Tennis Courts - Lighted (2 courts)	1	0.600	0.400	1.000
		Horseshoes - Community (1 each)	2	0.016	0.008	0.048
		Spray Area - Community	1	0.220	0.000	0.220
		Community Gather Place	1	2.000	0.000	2.000
		Teen/Before/After School/Day Camp Activity Cr	1	0.460	0.000	0.460
		Community Center (24,000)	1	0.600	1.400	2.000
		Site Storage Facilities	1	0.250	0.250	0.500
		Restrooms Medium Community	1	0.017	0.000	0.017
		Sport Park Concession -(Included in Wagon Wheel)	1	0.000	0.000	0.000
		Batting Cages - Small	1	0.000	0.000	0.000
TOTALS	34.2		25			25.143

continued

Table 7-2, Programmed Acreage, Large Community Parks (cont)

DEVELOPMENT	# OF ACRES	FACILITY/ACTIVITY	# OF AMENITIES	ACTIVITY SPACE REQUIRED (Acres)	SUPPORT SPACE REQUIRED (Acres)	TOTAL ACRES PROGRAMMED
Suncreek II	15.7					
		Play Area - Neighborhood	0	0	0	0
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Soccer Field - Bantam - Small Community	1	1.000	0.250	1.250
		Soccer Field - Regulation Grass - Comm	1	1.600	1.370	2.970
		Multi-Turf Area - Large Neighborhood	1	2.160	0.820	2.980
		Tennis Courts - Lighted (2 Courts)	2	0.600	0.400	2.000
		Volleyball (Sand) Tournament (6 courts)	1	0.750	0.250	1.000
		Restrooms Medium Community	1	0.017	0.000	0.017
TOTALS	15.7		8			10.467
Grantline 208 and Arista Del Sol	18.7					
		Community Play Area	1	0.400	0.200	0.600
		Group Shade/Picnic Area - Small Community	1	0.050	0.014	0.064
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Baseball Field - Little League - Unlighted - Game	2	1.100	0.500	3.200
		Softball Field - Girl's Unlighted - Game	2	1.100	0.500	3.200
		Soccer Field - Small - Bantam Community	1	1.000	0.250	1.250
		Soccer - Large - Bantam Community	1	1.250	0.500	1.750
		Soccer Field - Regulation Grass - Comm	3	1.600	1.370	8.910
		Multi-Use Turf Area - Small Community	1	1.000	0.600	1.600
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Tennis courts - Lighted (2 courts)	1	0.600	0.400	1.000
		Horseshoes - Community (2 courts)	2	0.016	0.008	0.048
		Spray Area - Community	1	0.220	0.000	0.220
		Neighborhood Gather Place	0	0.000	0.000	0.000
		Restroom Medium Community	1	0.017	0.000	0.017
TOTALS	18.7		19			22.519

continued

Possible Addition - Discuss at Development

TABLE 7-3
Programmed Acreage
SMALL COMMUNITY PARKS (LESS THAN 15 ACRES)

DEVELOPMENT	# OF ACRES	FACILITY/ACTIVITY	# OF AMENITIES	ACTIVITY SPACE REQUIRED (Acres)	SUPPORT SPACE REQUIRED (Acres)	TOTAL ACRES PROGRAMMED
The Ranch (Previously known as "The Preserve at Sunridge"	12.9					
		Community Play Area	1	0.400	0.200	0.600
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Soccer Field - Bantam - Small Community	1	1.000	0.250	1.250
		Soccer Field - Bantam - Large Community	1	1.250	0.500	1.750
		Soccer Field - Bantam - Regulation Grass - Comm	2	1.600	1.370	5.940
		Multi-Use Turf Area - Small Community	1	1.000	0.600	1.600
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Tennis Courts - Lighted (2 courts)	2	0.600	0.400	2.000
		Horseshoes - Community (1 each)	2	0.016	0.008	0.048
		Spray Area - Community	1	0.220	0.000	0.220
		Neighborhood Gather Place	0	0.000	0.000	0.000
		Restrooms Medium Community	1	0.017	0.000	0.017
		Dog Park - Community	1	2.500	0.000	2.500
TOTALS	12.9		15			16.585
Arboretum II	10					
		Play Area - Neighborhood	0	0.000	0.000	0.000
		Group Shade/Picnic Area - Small Community	1	0.020	0.014	0.034
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Soccer Field - Bantam - Small Community	1	1.000	0.250	1.250
		Soccer Field - Bantam - Regulation Grass - Comm	1	1.250	0.500	1.750
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Spray Park - Neighborhood	1	0.000	0.000	0.000
		Horseshoes - Community (1 each)	2	0.016	0.008	0.048
		Restrooms Medium Community	1	0.017	0.000	0.017
TOTALS	10		9			3.759

CHAPTER 8

CAPITAL IMPROVEMENT PLAN AND FINANCING

The *Inventory and Assessment Plan* provided extensive financial analysis and strategies for funding operations, programs, and maintenance of existing facilities in Chapter 7 of that document. This Master Plan focuses on funding development of new facilities in future growth areas. Funding for new construction is addressed in Section 7.10 Funding Plan of The *Inventory and Assessment Plan* by listing and describing potential sources of funding for construction projects, both new construction and maintenance and renovation projects.



7.10 FUNDING PLAN

In order to continue to build and maintain a great park system, the District should pursue funding sources presented in this section for operations and Capital Improvement Plan projects.

New, sustainable funding sources are essential to implementing the Master Plan. The District has relied heavily on developer impact fees, Lighting and Landscape assessments, and user fees to support the entire system. The key for the future is to diversify sources of funding to accomplish the initiatives outlined in this Master Plan. These sources need to be committed on a long-term basis to assure a continuing income stream. There is significant potential to increase revenue to operate the parks and recreation services, while still meeting the objectives of providing affordable programs.

The project team conducted a workshop to discuss the major funding options. The staff has been provided a funding model to document the potential funding sources.

The following section lists and describes potential funding options that have been used successfully in other park and recreation systems throughout the United States.

7.10.1 EXTERNAL FUNDING

The following examples provide external funding opportunities for the District to consider for the future. Each of these sources should be evaluated in more detail to determine the level of funding they would yield, if pursued aggressively. Amounts shown are new funds above and beyond any existing amounts collected. Some funding sources were evaluated and determined to not produce significant additional revenue and therefore may not be preferred external funding sources.

7.10.1.1 CORPORATE SPONSORSHIPS

This revenue source allows corporations to invest in the development or enhancement of new or existing facilities in the park system. Most commonly, sponsorships are used for programs and events as an additional source of marketing for the corporate sponsors.

7.10.1.2 PARTNERSHIPS

Partnerships are joint development funding sources, or operational funding sources, between two separate agencies, such as government entities, non-profit and public entities, or private businesses. The concept is that two or more partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management. Partnership responsibilities are generally based on the strengths and weaknesses of each partner, in order to increase capacities not possible by either entity alone.



7.10.1.3 FOUNDATIONS / GIFTS

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gift catalogs, fundraisers, endowments, sales of items, etc.

7.10.1.4 DONATIONS

Private Donations may be received in the form of cash funds, land, facilities, equipment, art, or in-kind services. Donations from local and regional businesses, wealthy District residents, and charity organizations should be pursued by the District.

7.10.1.5 FRIENDS ASSOCIATIONS

These are groups that are formed to raise money, typically for a singularly focused purpose and generally with the association's special interest in mind. Groups can fund anything from park facilities to specific programs, and generally better the community as a whole.

7.10.1.6 IRREVOCABLE REMAINDER TRUSTS

These trusts are set up by individuals who typically have more than \$1 million in wealth. Similar to trusts left to heirs, the individual bequeaths a portion of their wealth to the agency, in the form of an irrevocable trust fund, that allows the agency to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

7.10.1.7 VOLUNTEERISM

Volunteer time can be utilized as an indirect, in-kind revenue source provided by persons willing to donate time to assist the District. Volunteers can offer assistance on anything ranging from providing specific products for sale to performing services typically done by District staff on an hourly basis. Volunteers reduce the District's costs in providing service while concurrently building advocacy for the park system.

7.10.1.8 SPECIAL FUNDRAISERS

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

7.10.2 CAPITAL FEES

Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are removed after the improvement is paid off.

7.10.2.1 DEDICATION/DEVELOPMENT IMPACT FEES

These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc.

7.10.2.2 IMPACT FEES

These fees are different than the ones above since these fees are in addition to the set user rate for accessing facilities such as golf courses, recreation centers and pool facilities to support capital improvements that benefit the user of the facility.

7.10.2.3 MELLO ROOS DISTRICT

The District currently uses this funding for operations, maintenance, and capital. These are fees for a specific purpose with an election requiring a 2/3 majority for approval.

7.10.3 USER FEES

These fees are charged primarily to recreation program users and are based on the direct and indirect cost to provide consumptive recreation services. User fees should vary based on the cost recovery goals of the District as well as pricing policies for core programs. The District has been currently employing a majority of these initiatives and should continue the same.

7.10.3.1 RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by a local ordinance or other government procedures, for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

The District must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35 percent to 50 percent of operating expenditures.

7.10.3.2 TICKET SALES/ADMISSIONS

These revenues come from users paying for access to facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. The fees are intended to help offset operational costs of the specific facility being directly used.

7.10.3.3 PERMITS (SPECIAL USE PERMITS)

Special permits allow individuals or groups to use specific park facilities for financial gain. The District either receives a set amount of money for use or a percentage of the gross income created from the service provided.

7.10.3.4 EQUIPMENT RENTAL

Rental of equipment owned by the District, such as tables, chairs, tents, stages, bicycles, roller blades, boogie boards, etc., can be used as a revenue source. These revenues could be used for maintenance of equipment or for other recreational or facility purposes.



7.10.4 GRANTS

The Grant market is still an option though the reducing spending at the state and federal level makes this tougher to obtain than in previous years. Grant writers and researchers are required to make this funding source work financially. Matching dollars are required for most grants in order to leverage the investment made by the grantor.

7.10.4.1 PARTNERSHIP ENHANCEMENT MONETARY GRANT PROGRAM

The Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust, provides funding for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation. Matching funds are required on a 50/50 cost share basis.

7.10.4.2 CDBG FUNDING

Funding received in accordance with the Community Development Block Grant (CDBG) Program's national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies. CDBG requires a partnership with the City of Rancho Cordova or County of Sacramento.

7.10.5 LAND TRUST

Many systems have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

7.10.6 LIGHTING AND LANDSCAPE DISTRICT

This is a special property owner-approved assessment. The District uses this funding source for Proposition 218, which was passed by voters in 1997. The District currently has one Lighting and Landscape District serving the Independence at Mather housing development.

7.10.6.1 SPECIAL TAXES

Based on gross receipts from charges and meal services, special taxes, such as hotel, motel, and restaurant taxes, may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities. These taxes are governed by the City of Rancho Cordova or County of Sacramento. Although it is a possible source of funding for the District, the City of Rancho Cordova and County of Sacramento are facing their own funding challenges and are using special revenues for their programs.

7.10.6.2 SPECIAL IMPROVEMENT DISTRICT/BENEFIT DISTRICT

Special taxing districts can be established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements made with these revenues may include landscaping, the erection of fountains, acquisition of art, and promote improvements to other recreation and cultural enhancements.

7.10.6.3 SALES TAX

Tax revenues levied from the point of sale of goods has been a very successful source of funding for park systems throughout the U.S. Sales tax revenues benefiting parks is most popular in high-traffic tourism areas, where non-property tax payers tend to be the bulk of users of parks facilities. Sales taxes are not likely to be feasible for the District as there are not high levels of tourism facility users, and it would require partnership with the City of Rancho Cordova or County of Sacramento for revenue sharing.

7.10.6.4 FOOD AND BEVERAGE TAX

This tax is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses. This requires a partnership with the City.

7.10.6.5 PUBLIC IMPROVEMENT DISTRICTS (PID)

New developments can establish a Public Improvement District (PID) when authorized by a city and legally set up according to state law. A PID provides funds especially for the operation and maintenance of public amenities, such as parks and major boulevards, within designated newly developing areas.

7.10.7 FRANCHISES AND LICENSES

7.10.7.1 CATERING PERMITS AND SERVICES

This is a license to allow caterers to work in the park system on a permit basis with a set fee, or to provide a percentage of food sale revenues to the permitting agency. Alternatively, some park and recreation agencies operate their own catering services and utilize revenues from the sale of their food for agency activities and maintenance.

7.10.7.2 POURING RIGHTS

Many private soft drink companies and vendors will execute an agreement with an agency for the exclusive right to pour all drinks within park facilities. Generally, the agreement provides a portion of the gross sales to the agency with other profits going to the soft drink company or vendor.

7.10.7.3 CONCESSION MANAGEMENT

Revenue from the retail sale or rental of soft goods, hard goods, or consumable items through concession management, is a popular form of income for many agencies around the country. Typically the agency either contracts out for the service, receives a set amount of the gross percentage, or manages the service themselves, collecting all profit after expenses.

7.10.7.4 PRIVATE CONCESSIONAIRES

Private concessionaire contracts are a popular form of public-private partnerships that involve an agreement with a private business to provide and operate recreational activities.



This agreement may involve projects/activities that are financed, constructed, and operated by the private business with compensation paid to the agency for use of their land or facilities. Alternatively, private concessionaire contracts may also be used solely for the operation of facilities by the private business, but financed and constructed by the public agency.

7.10.7.5 GREENWAY UTILITY

Greenway utilities are used to finance the acquisition and development of greenways by selling underground development rights. Businesses such as communications companies and other private utilities then utilize the underground space for making capital infrastructure improvements, such as fiber optic networks. The proceeds from the sale of the development rights can then be used by the agency to build greenways.

7.10.7.6 NAMING RIGHTS

Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development costs associated with the improvement. The naming rights are generally purchased by private companies who are interested in naming facilities as a marketing tool.

7.10.7.7 PRIVATE DEVELOPERS

Developers lease space from agency-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas. Future discussions need to be conducted with the City of Rancho Cordova and County of Sacramento to determine feasibility.

7.10.7.8 EASEMENTS

Similar to greenway utilities, easements can be revenue generating when the District allows utility companies, businesses or individuals to develop some type of an improvement above or below ground on their property, generally for a set period of time. These agreements typically garner a set dollar amount to be received by the District on an annual basis. The District is using this concept with cellular companies in a number of parks and corridors, but should be explored further as a source to increase annual revenues.

7.10.7.9 ADVERTISING SALES

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the agency's program guide, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that exposes the product or service to many people.

7.10.7.10 INTERLOCAL AGREEMENTS

Contractual relationships entered into between two or more government agencies and/or between a government agency and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

7.10.8 FUNDING PLAN SUMMARY

The District should periodically review the funding model to consider new and enhanced funding opportunities. The staff has not quantified the estimated potential additional funding. In PROS experience, similar agencies have identified \$250,000 to \$1,000,000 annually in additional non-tax and non-fee revenues.

The major funding source for new construction will be Dedication/Development Impact Fees as described in Section 7.10.2.1 (also known as Park Impact Fees). The *Inventory and Assessment Plan* did not provide total costs for new construction projects needed to accomplish the recommended level of service in the future development areas. Development of a Capital Improvement Plan for new construction with specific financing strategies occurred concurrently with the *Inventory and Assessment Plan*. The total costs for new construction was summarized in the chart titled “Cordova Recreation and Park District Capital Improvement Plan – New Growth Development – City of Rancho Cordova, June 2012”, Table 6-2-appendix. The *Cordova Recreation and Park District Park Impact Fee Nexus Study* (Nexus Study), prepared by Goodwin Consulting Group, published a C.I.P adjusted to include all the sustainability issues addressed in the final version of the “Inventory and Assessment”.

Development of new facilities to service the estimated increase in population of 100,000 will be largely paid for by Park Impact Fees. The fee per future dwelling unit required to provide the necessary construction cost was mathematically derived from the total construction cost divided by 100,000 persons and multiplied by persons per dwelling unit [the calculations are described in detail in section V of the Nexus Study.

The Dwelling Unit Equivalent (DUE) is critical in determining the projected population for development projects. The projected population determines the amount of acreage required for park land dedication. For developments where park land dedications will be over the required five acres/1,000 population, a proportionate increase in the park impact fee per dwelling unit is required to fund improvements on the additional acreage.

The District’s Nexus Study utilized the most current DUE’s stated by the California Department of Finance of 2.92 persons per single-family household. A multi-family unit houses 2.30 persons per household. A multi-family dwelling unit is defined as single-family detached homes, duplexes, and half-plex units. Multi-family units are within residential buildings with three or more attached units. The City of Rancho Cordova recently approved similar DUE’s in several documents, but the City has not yet adjusted their municipal code to reflect these numbers. The District has anticipated the City’s adjustment of these numbers in the preparation of the District’s Nexus Plan. The District recognizes that population projections must be calculated with the same methodology as the land authority to ensure consistency throughout the planning approval process. It is not practical for the District to use a different definition of multi-family housing or a different method to evaluate the projected population. The District will continue to coordinate with the land authority in the future to ensure the same DUE’s are utilized. If significant changes are made in the persons per household used for the DUE’s, than the park impact fee per unit may need to be adjusted accordingly.

On September 12, 2012 the District Board approved a District-wide Development Impact Fee Program (also known as a Park Fee Program) with a cost per Dwelling Unit Equivalent (DUE) of \$8,420 based on the data provided by CRPD staff.

The District hired Goodwin Consulting Group to confirm the proposed fee calculations and prepare a Nexus Study that complied with State AB 1600 rules. The entire Nexus Fee is not duplicated in this master plan. The most important tables and the fee recommendations are reiterated here so that this Master Plan document will stand as a complete “go to” resource for implementation.

The Capital Improvement Plan published in the Nexus Study is very similar to the September 12, 2012 version. Some minor changes were made. Some elements listed as neighborhood park amenities in the 2012 CIP were shifted to Community Parks. This enhanced consistency with the current definition of park types. Table 2 of the Nexus Study is the most current Capital Improvement Plan.

Table 2
Capital Improvement Plan

Facility	per 100K	Service Level	Unit Cost	Total Cost
<u>Basic Park Improvements</u>				
Neighborhood Parks - Basic Improvements	240	1 per 417	\$257,908	\$61,897,954
Community Parks - Basic Improvements	260	1 per 385	\$257,908	\$67,056,116
<u>Playgrounds</u>				
Play Area - Neighborhood	45	1 per 2,222	\$295,544	\$13,299,480
Play Area - Community	6	1 per 16,667	\$301,572	\$1,809,432
Play Area - Universal	1	1 per 100,000	\$999,852	\$999,852
<u>Shade Structures</u>				
Group Shade/Picnic Area - Small Neighborhood	54	1 per 1,852	\$66,348	\$3,582,792
Group Shade/Picnic Area - Small Community	10	1 per 10,000	\$66,348	\$663,480
Group Shade/Picnic Area - Large Neighborhood	15	1 per 6,667	\$117,020	\$1,755,300
Group Shade/Picnic Area - Large Community	10	1 per 10,000	\$117,020	\$1,170,200
Group Shade/Picnic Area - Destination	2	1 per 50,000	\$349,395	\$698,790
<u>Sports Fields</u>				
Baseball Field - Little League - Lighted - Game	4	1 per 25,000	\$348,125	\$1,392,500
Baseball Field - Little League - Unlighted - Game	6	1 per 16,667	\$155,625	\$933,750
Softball Field - Adult lighted - Synthetic	3	1 per 33,333	\$1,043,403	\$3,130,209
Softball Field - Girl's Unlighted - Game	6	1 per 16,667	\$189,141	\$1,134,846
Softball Field - Girl's Lighted - Game	4	1 per 25,000	\$383,428	\$1,533,712
Soccer Field - bantam - Small - Community	5	1 per 20,000	\$10,242	\$51,210
Soccer Field - bantam - Large - Community	5	1 per 20,000	\$10,698	\$53,490
Soccer Field - bantam - Regulation Grass - Comm	17	1 per 5,882	\$116,562	\$1,981,554
Soccer Field - Regulation Synthetic turf - Lighted	2	1 per 50,000	\$911,474	\$1,822,948
Multi-use Turf Area - Small Neighborhood	18	1 per 5,556	\$9,900	\$178,200
Multi-use Turf Area - Small Community	2	1 per 50,000	\$9,900	\$19,800
Multi-use Turf Area - Large Neighborhood	7	1 per 14,286	\$31,900	\$223,300
Multi-use Turf Area - Large Community	3	1 per 33,333	\$31,900	\$95,700
<u>Sports Courts</u>				
Basketball Outdoor Neighborhood Park (1/2 court)	16	1 per 6,250	\$25,989	\$415,816
Basketball Outdoor Community Park (full court)	8	1 per 12,500	\$51,977	\$415,816
Bocce Ball/Petanque - competition (4 court)	3	1 per 33,333	\$442,948	\$1,328,844
Tennis Courts - Lighted (2 courts ea.)	10	1 per 10,000	\$249,489	\$2,494,890
Volleyball (sand) tournament (6-court complex)	2	1 per 50,000	\$228,600	\$457,200
Horseshoes - Neighborhood	10	1 per 10,000	\$6,442	\$64,420
Horseshoes - Community (2 court)	8	1 per 12,500	\$14,423	\$115,384
<u>Skate Parks</u>				
Skate Park - Community Park	2	1 per 50,000	\$1,193,720	\$2,387,440
<u>Aquatics and Spray Parks</u>				
Aquatic Center ¹	0.71	1 per 140,000	\$13,682,676	\$9,714,700
Spray Area - Community Park	5	1 per 20,000	\$1,135,816	\$5,679,080
<u>Gathering Places</u>				
Amphitheater for 500	2	1 per 50,000	\$892,901	\$1,785,802
Community Market Place	1	1 per 100,000	\$544,558	\$544,558
Neighborhood Gather Place	5	1 per 20,000	\$126,258	\$631,290
Community Gathering Place	4	1 per 25,000	\$510,180	\$2,040,720

¹ 71% of the total costs are being allocated to new development.

Source: Cordova Recreation and Park District; Goodwin Consulting Group, Inc.

Table 2 – Continued
Capital Improvement Plan

Facility	per 100K	Service Level	Unit Cost	Total Cost
<u>Offsite Structures</u>				
Teen Before/After School/day Camp Activity Center	2	1 per 50,000	\$913,800	\$1,827,600
Community Center (24,000 sq. ft.)	2	1 per 50,000	\$10,965,600	\$21,931,200
Wellness/Senior Center (12,000 sq. ft.)	1	1 per 100,000	\$5,482,800	\$5,482,800
Site Storage Facilities	3	1 per 33,333	\$653,453	\$1,960,359
Corporation Yard ²	0.4	1 per 250,000	\$10,000,000	\$3,800,000
District Offices ²	0.4	1 per 250,000	\$1,401,420	\$1,401,420
Restrooms Small - Community Park	5	1 per 20,000	\$152,808	\$764,040
Restrooms Medium - Community Park	9	1 per 11,111	\$277,693	\$2,499,237
Restroom/concession/storage (1,700 sq. ft.)	1	1 per 100,000	\$711,682	\$711,682
Sport Park Concession	2	1 per 50,000	\$1,099,714	\$2,199,428
<u>Miscellaneous Features</u>				
Batting Cages	2	1 per 50,000	\$156,288	\$312,576
Batting Cages - Small	1	1 per 100,000	\$55,000	\$55,000
Dog Park - Community Park	3	1 per 33,333	\$547,071	\$1,641,213
Water Feature - Community Park	2	1 per 50,000	\$245,454	\$490,908
Disc Golf Course	1	1 per 100,000	\$510,180	\$510,180
<u>Parking</u>				
Off-street parking	1,475	1 per 68	\$1,450	\$2,138,750
SUB TOTAL				\$241,286,968
Design/Engineering		10.0%		\$24,128,697
Construction Management		4.0%		\$9,651,479
Admin Costs		3.5%		\$8,445,044
Art in the Park		2.0%		\$4,825,739
TOTAL				\$288,337,927

² 38% of the total costs are being allocated to new development.

Source: Cordova Recreation and Park District; Goodwin Consulting Group, Inc.

The Nexus Study itemizes costs in the Capital Improvement Plan by park category in Tables 3 – 5 of the Nexus Study. The three park categories are neighborhood parks, community parks, and district-wide parks. The fee per park category in each DUE fee is identified including a fourth category for Administration. Table 7 of the Nexus Study breaks down the Park Fee by category.

Table 7
Park Fee by Park Category

Park Category	Single Family Unit	Multifamily Unit
Neighborhood Park Fee Component	\$2,900	\$2,284
Community Park Fee Component	\$4,666	\$3,675
District-Wide Park Fee Component	\$961	\$757
Administration Fee	\$257	\$203
Total Park Fee	\$8,784	\$6,919

The *Cordova Recreation and Park District Park Impact Fee Nexus Study* prepared by Goodwin Consulting Group found that “the Park Fee Program is compliant with the requirements set forth in the Mitigation Fee Act, also known as AB 1600, and ensures that a nexus exists between future residential development in the District and (i) the use of the fee, (ii) the need for the park facilities, and (iii) the amount of the fee assigned to future development.” The Nexus Study will be presented at a public hearing on March 19, 2014. Final adoption by a District ordinance is expected on April 16, 2014.

A portion of District-wide Community Facilities will need to be funded by means other than Park Impact Fees. New District-wide facilities and major renovations and upgrades require significant funding not usually available from the sources listed in section 7.10 of the *Inventory and Assessment Plan* document. Two potential funding sources not identified in section 7.10 are a park renovation fee and a local bond measure. The City of Rancho Cordova has implemented a park renovation fee per household of \$1,000. The District may apply to the City to access these funds. The District has requested a joint work session between the City Council and the District Board for clarification from the City on the application process. A local bond measure is another potential funding source that, if approved by the voters, can provide adequate funding for major projects. The public may be willing to fund new facilities if they can be assured the funds will go to a specific use and there is no other means to fund the project. A bond feasibility survey can determine the level of voter support for specific projects.

CHAPTER 9 IMPLEMENTATION

District-City Coordination

The Cordova Recreation and Park District has a history of working with the City of Rancho Cordova to align goals and complete projects. Part of the compilation process for this Master Plan included a review of all documented comments received from City representatives on the *Inventory and Assessment Plan* draft in 2011 and 2012, both written and from meeting minutes. The District Board and City Council participated in a Joint Work Session in February 2014 where the District staff presented the concept and status of this Master Plan compilation. The District committed to distributing a draft of the Master Plan document in mid-March 2014 for review and comment by City representatives. A Joint Work Session to receive input from City representatives will be scheduled in April 2014. The District will consider all comments made by the City and finalize the Master Plan concurrent with the fiscal year 2014/15 budget preparation process in the spring and summer of 2014.

Public Meetings

Extensive public input was sought during the formulation of the guiding documents that are compiled into this Master Plan. There are still more opportunities for public input. The past and future Joint Work Sessions described in the paragraph above are open to the public. The draft Master Plan will be presented to the District Board on March 19, 2014 at a meeting open to the public. The first reading of the ordinance for adoption of the Nexus Study will be considered by the District Board during a public hearing after the joint session meeting with the City Council on March 19, 2014.

Environmental Review

The Master Plan is exempt from the California Environmental Quality Act (CEQA) Guidelines under Article 18 – Statutory Exemptions, Section 15262 - Feasibility and Planning Studies. Section 15262 states: “A project involving only feasibility or planning studies for possible future actions which the agency, board, or commission has not approved, adopted, or funded does not require the preparation of an EIR or negative declaration but does require consideration of environmental factors. This section does not apply to the adoption of a plan that will have a legally binding effect on later activities.”

The Master Plan will function as a planning tool and guideline for the District to follow for the future development of parks; their uses, placement of amenities and landscaping. Parkland is dedicated as a result of development planning through the specific plan and/or entitlement process. All CEQA evaluation is done during the development planning process, prior to park dedication to the District. The District Board of Directors does not approve, adopt or fund the projects. Furthermore, the Master Plan functions as a feasibility study and is not legally binding.

Development Review

District and City staff are currently working together coordinating review and comments on all phases of development projects. District planning staff routinely attend the City’s Development Services Team meeting and the Community Development Management Team meeting. The District’s Administrative Office was relocated to Suite 230 of the Rancho Cordova City Hall in May 2013. This new proximity has greatly enhanced District and City staff coordination.

Programming for Future Parks

The District has the legal authority and sole responsibility for the design and construction of parks under the Quimby requirement. New residential development and population growth drive the construction of new parks. The programming and design of neighborhood parks is straightforward because they are more passive with limited amenities. Community parks require an evaluation of the short and long-term recreational needs of the community. Recreational needs, available funding and long-term sustainability are all factors that contribute to the program statement for each park.

The District's standards and the resulting Capital Improvement Plan ensure that adequate funding is available to build community parks that will meet recreational needs of future residents. If the annual growth rate for the past 10 years remains constant at 1.5% per year then it will take approximately 43 years to achieve build out for 100,000 new residents. Recreational needs and demographics will change over that time span.

Programming for each new park will be evaluated when funding is eminent. The District will utilize the standards described in Chapter 6 and future updates of this Master Plan as a starting point for evaluation. Input will be sought through advertised public meetings for every community park. All governmental agencies, organizations, special interests and citizens will be given the opportunity to make their needs and wants known. With clear communication from the District participants in the public planning process will understand the need to balance public input and necessity of proposed amenities. A program statement for each community park identifying the community needs to be addressed in that park, amenities, supporting facilities and a cost budget for each park will be developed prior to proceeding with detailed design documents. Stakeholders will be consulted where additional information is needed to refine the program and budget.

Approval of Future Design and Construction Projects

The District has a legal mandate to determine the program, design and construction of parks. However, the District endeavors to work cooperatively with the land use authority and the community to produce successful projects. After the initial public meeting(s) are conducted for the purpose of developing a program statement, follow-up public meeting(s) will be held. The concept design derived from the program for each community park will be presented to the community and stakeholders for further input. Stakeholders will be engaged in the continuing design process if their needs warrant technical input.

All new District park construction projects within the City of Rancho Cordova must comply with the City's standard planning and building approval process. The City's standard fees are paid by the District for the City's review and approval of construction documents and construction inspection. District projects are routinely presented at the City's Development Services Team meeting and are discussed at Community Development Management Team meetings. District and City staff are working together to ensure the park projects are well designed and constructed.

Park Design and Construction Process

One strategy for funding park construction allows the developer the option of constructing parks to the District standards and then dedicating the land and fully constructed amenities to the District; this strategy is known as "turn key".

Developers tend to prefer delivering turn key neighborhood parks. Neighborhood park design is not complex. They are often constructed concurrently with the subdivision infrastructure as a marketing component of the development. Community meetings for Neighborhood park design are irrelevant and not used in the turn key strategy. Community park design and construction is more complex and expensive. Developers do not usually choose to deliver Community parks in a turn key strategy. The

District typically manages the design and construction of Community parks. The list below serves to summarize and detail the opportunities for collaboration between the agencies during the design of community parks and the construction process. This is a typical process. Some variation to this process may occur to accommodate unusual or unanticipated circumstances.

1. City planning staff solicits input from District planning staff on new development submittals. Planning staff from both agencies coordinate review comments throughout the approval of specific plans, finance plans, Development Agreements, tentative maps and final maps.
2. The City routes construction plans for new development and related infrastructure to District planning staff for review and comments related to infrastructure for future park construction.
3. Development is approved and building of new subdivisions commences. Park impact fees are collected and accumulate to fund design and construction of new parks.
4. Park impact fees (or credits) have accumulated to a level where full funding of the park construction or a large first phase of construction is eminent. The District initiates and advertises a public meeting to solicit input from all governmental agencies, organizations, special interests and citizens. Information is gathered to contribute to developing a program specific to the park under consideration. Stakeholders are invited and encouraged to provide detail of their needs.
5. The District will provide the opportunity for a joint session with the City Council after the first community meeting.
6. A program statement for the park and conceptual budget is prepared.
7. A draft concept plan is prepared. It may include several alternative layouts. The concept plan is presented to the City of Rancho Cordova in the Development Services Team and the Community Development Management Team meetings. Where necessary the concept plan will be adjusted to accommodate planning comments from the City that will significantly affect the proposed concept plan(s). The concept plans are then presented to all the interested parties in a second public meeting.
8. Based on input from the second public meeting a final concept plan will be prepared and presented at a third public meeting.
9. The concept plan and funding plan for the new park is presented for approval by the District Board of Directors.
10. The park design will be developed and construction documents prepared. The construction documents will be routed to the City of Rancho Cordova planning and building departments for final review and approval.
11. Staff from the City of Rancho Cordova Public Works and Building Department and the District coordinate on inspections throughout the construction process and the final construction approval.
12. A grand opening is planned and scheduled by the District. Representatives from both agencies take part in the celebration with the community.

Action Items

- ◆ The Master Plan will be scheduled for approval by the District's Board of Directors after the City's input is received during the 2014 Joint Work Sessions.
- ◆ The District requests the City Council as the Land Use Authority in the incorporated area adopt the park impact fees justified in the District's 2014 Nexus Study.
- ◆ The City and District have discussed coordinating the design, construction and maintenance of the City's Neighborhood Greens. The City's Development Agreements and the District's Park Development Agreements will formalize the authority, liability, maintenance funding and maintenance responsibilities for these "mini parks" on a case-by-case basis. Development submittals for design and construction documents of neighborhood greens will soon be submitted

for review and approval.

- ◆ The City and the District should formalize the process by which funding from the City's Park Renovation fee is accessed for renovation of existing parks.

Conclusion

This document consolidates and finalizes ten years of planning efforts by the District for areas within the City limits of Rancho Cordova. Working in concert with the City of Rancho Cordova's leaders to set goals, plan and implement a premier system of parks and open spaces, the District and City representatives must continue to work together and maintain this collaboration as a priority in order to make this vision a reality. Both agencies should be vigilant in protecting the working relationship between the agencies by fostering mutual respect, understanding and enhanced communication. Continued cooperation will yield the best outcome for our mutual constituents.

Strategies for Moving Forward

The approval and publication of this Master Plan document marks an important step for the District. It represents the first of several updated and new planning documents intended to help guide developers, staff, elected officials and the public in the design and development of Cordova parks. Over time, the District will continue to work closely with various stakeholders and the general public to develop a variety of resources for public park planning and implementation. Some of these resources may include policy and procedures updates, a refined scope and clarification on Capital Improvement Planning, the development of a reserve study, which addresses life span, replacement, and deferred maintenance costs for existing and proposed parks, and finally an updated and expanded Master Plan including all areas within the Cordova Recreation and Park District boundary.

APPENDIX

I. OUTREACH

OUTREACH RESULTS

In an effort to support District goals and promote equitable recreation and open space opportunities, the Cordova Recreation and Park District engaged the public's participation in the planning process. The purpose of this outreach is to provide guidance and clarity to Board members, local government agencies, members of the public and Cordova Recreation and Park District staff in the acquisition and development of District parks and play fields.

Methodology

In the first half of 2014, Cordova Recreation and Park District staff invited a representative from each local athletic organization, Elk Grove and Folsom-Cordova Unified School Districts and the Sacramento County Regional Parks Department to meet and discuss the future development of parks and play fields. Using the draft Master Plan document as a basis for predicting growth, each representative answered questions to help staff determine the best strategies for planning facilities that meet the needs of the most users. The results from meeting minutes as well as each interview were recorded and verified by District staff and the participating representatives for completeness and accuracy.

ATHLETICS LEAGUE FEEDBACK

Rancho Cordova Little League

Representative – Dennis Lamantia

Interview - May 30, 2014

With primary growth from Anatolia subdivision, the Rancho Cordova Little League expects continued, steady growth and a need for baseball fields. The ideal configuration is a 'hub and spoke' model where amenities such as restrooms, storage, snack-bar and seating are located in the center. A spectators section would be located in the adjacent ring and play fields would make up the outermost ring. The fields would include one large, regulation baseball field, three medium or little league fields, two or three small T-ball fields approximately 100 sf. The league would like the district to remain mindful that softball has very different field requirements such as, skin vs. grass infield, no mound and base lines are different distances. Rules for co-ed play further impact the field resources, for example a dugout configuration that provides two egresses is required; therefore the fields are interchangeable but only with modifications. RCLL is active nearly year round and encourages the idea of developmental baseball described as a field configuration that accommodates a young players' access to older, more experienced players. Many young players lose interest around the age of 14, a critical age for development, and membership tends to taper off. RCLL believes access to more diverse facilities –with respect to age, would increase participation beyond the age of 14.

Rosemont Little League

Representative – Frank Villalpando

Interview - June 5, 2014

Rosemont is a fully built out development and new growth in the area is not expected. There is interest in establishing more activities for teenagers (such as a skateboard park) to counteract the influ-

ence of gangs and crime. Rosemont Little League would prefer an equitable fee structure and feels that any increase is prohibitive to low income players. The organization is open to establishing relationships to address funding (such as sponsorship). Games and practices generally end before 10PM and lighting is not a priority however parking is a conflict on some streets.

Rancho Cordova Soccer Club

Representative – Bill Leach

Interview - June 9, 2014

The Rancho Cordova Soccer Club provides play opportunities for youth throughout the region and maintains that enrollment dictates the field size and use. Club growth is anticipated from neighborhoods in Anatolia, Old Rancho Cordova, Routier Road and the West side of Rancho Cordova. The Club has been approached by businesses that want to provide scholarships for students and they are open to developing partnerships that benefit the Club and Club facilities. The Club is generally happy with the park facilities, responsiveness (service) and developing relationships. Rancho Cordova Soccer Club expresses no interest in using lighted, artificial turf fields. Currently, the Club Board of Directors turns over every 3-4 years and has no long term planning efforts underway with respect to facility upgrades and funding options.

Capital Athletic Soccer Association

Representative – Ed Dudensing

Interview – June 16, 2014

The Capital Athletic Soccer Association (CASA also referred to as BOCA) primarily uses Larchmont Park fields. They use Mather fields when lights and artificial turf are required. CASA plays year-round and would like to see additional amenities, particularly restroom facilities at Larchmont Park. The club is interested in hearing about more specific opportunities regarding partnerships as well as facilities and would like to be involved in those conversations. The organization contributes aggressively to maintenance in order to maintain a primary use agreement at Larchmont. There is interest in shared use arrangements for other sport fields. For example, the club has been in conversation with schools and pro-bono architects to develop parking and restroom facilities at Larchmont. Membership growth is flat but is expected to increase over time – ultimately they would like three fields with freeway access for members who travel. CASA prefers one artificial field and one natural field with the ability to alternate use; they would like lighting. The group would like to increase the use of additional resources with a clear description of potential options; however, currently they have nothing in place for 5, 10 or 15 year strategic upgrades or funding options.

Capital Futbol Club United

Representative – Ab Alvarez

Interview – June 17, 2014

While most of the club members are within the Cordova Recreation and Park District area, many Cap FC United participants come from throughout the Sacramento region. The club is always looking for places and ways to grow and feel that wherever they have access to fields the club will continue to grow. They are looking to accommodate potentially 450 – 600 players year-round. The club uses a variety of facilities other than CRPD for practice and games including Capital Christian and Cordova High schools. Cap FC United does see partnership potential particularly at Stone Creek however they do have concerns over maintenance with respect to irrigation coordination and oversight. The club is

pleased to use artificial turf, which they feel is best for practices and training, and prefer well maintained, natural turf for games and competition. Additionally, they would like to see goals that can be removed from the field and stored in a locked facility to reduce wear from people who use the field during off times. Understanding that multi-use is a requirement of CRPD, Cap FC United is open to investing for exclusive use however they need more clarity on the desired level of cooperation. Generally, they would need more information regarding cost, conditions of use, potential for revenue generation and fee offsets, as well as more specific information regarding the level of cooperation with education, outreach, parent involvement and community participation. Cap FC United is a US Club member and therefore may only play other US Club member teams. Their ideal field distribution would be spread out to provide access throughout the region with a cluster of fields around a center. The club would like to maintain a focus on building community – with facilities that provide restrooms, meeting and office space as well as play fields.

San Juan Soccer Club

Representative – Warren Holt

Interview – June 24, 2014

San Juan Soccer Club represents the largest club in the Cordova Recreation and Park District drawing members from throughout Sacramento County as well as Fresno, Woodland and El Dorado Hills. This range of membership necessitates a diversity of programs and facilities. The club is interested in hosting national tournaments in which case they would require a minimum of sixteen fields. San Juan is happy with the Mather facility however would prefer to see additional artificial turf fields for practice and a high quality natural field that meets Elite Club National standards for competition and tournament play. The organizations' priorities are 1) more practice fields for training and 2) building a place to host tournament and competition games. The San Juan Soccer Club is registered as a 501 C-3 nonprofit organization and prepared to enter into various agreements. They are open to shared use with similar sports such as lacrosse, rugby, softball and baseball. Lighting is not a priority as most games are played between 10am-3pm yet may be a requirement for tournament and competition play. The club is primarily using Mather to serve their current population as well as Albert Einstein, Folsom Lake, El Camino and Mitchell. Other resources include those fields at Cherry Island, Fairfield, Placer Co., Folsom High School and Cosumnes. San Juan Soccer Club is always looking for fields to play and expects continued growth from various communities. They are willing to coordinate with other organizations to meet their overall needs both present and future.

Cordova Girls Softball League

Representative – Rod Borba

Interview – July 24, 2014

The Cordova Girls Softball League, bounded by Bradshaw, Jackson Highway, Grant Line Road and the American River, serves about 250 families with girls between the ages of 5 and 16. There are four school districts within the same boundary area. The League currently uses seven fields without lighting and feel that a four-plex with lights would be functional. Parking is critical. Nightly play requires at least 150 spaces, however, the use of lights could encourage more double headers and reduce the pressure for more parking. Clusters are best for tournament play. The League currently uses Folsom 8 fields and Mills 7, which allows for a capacity of sixty teams in a tournament. Demand for parking during a tournament is nearly triple the need of a nightly function or about 450 spaces. Potentially the league could double in size. The league raises revenue through sales from snack bar which requires enhanced amenities and ADA upgrades. Additional needs include storage for maintenance and play equipment,

access roads for delivery to storage, fields and snack bar, restrooms (flushing toilets), covered dugouts with two openings for each onto the field. Attention to foul balls and design. The League is currently using and maintaining five fields at full capacity during the season. Generally Spring season (Feb-May) all fields are used every night with limited use on Sundays. All star season (June-July) five of seven fields are used every week night. Winter ball season (Aug-Oct) five of seven fields used daily with double headers on Saturdays or Sundays. Between five and seven fields are used for practice throughout the year. There is no curfew but generally T ball games are over by 7PM; with lights, play could be extended until 10 PM. The organization is also using Mills Middle School and shows interest in coordinating with other organizations. There is no formal plan for facility upgrades and funding options and the League relies almost completely on volunteers or public facilities. The Amateur Softball Association has certain standards, particularly related to dugouts, safety and accessibility. With respect to field type, artificial turf is hot, affects game management decisions, and is expensive however does have advantages. The League is currently maintaining fields in exchange for greater access. Regarding multiple use fields, a priority system must be policy and schedules coordinated with priority given to local users. The League feels it is important for all parties to understand that there is a cost to play but play can not be thought of as an enterprise operation.

SCHOOL DISTRICT FEEDBACK

On June 30, Cordova park district staff met with representatives of the Elk Grove Unified School District Planning and Facilities staff to discuss the proposed development of Cordova parks. The school district is a valued partner in creating facilities that benefit both agencies by strengthening community networks, establishing safe and accessible resources and developing sustainable, responsible strategies for maintenance and growth. The coordination of key issues are discussed below.

Joint Use

The Elk Grove Unified School District (EGUSD) and Cordova Recreation and Park District (CRPD) currently hold existing joint use agreements and would like to explore additional opportunities. The school district prefers to have a park/school adjacency that defines property lines with fencing for safety and security reasons. The school district is open to discussion of after school and weekend use agreements wherein the school is responsible for scheduling any use of the play fields. Additionally, the school district would like to explore the option of joint theater uses. The district has nine high schools, two of which house performing arts centers. The park district was reminded that elementary schools typically require 100 parking spaces and generally have more flexibility in programming than senior high and middle schools. It is not probable that there will be expanded gymnasium programming.

Access

Understanding that property lines are defined through the use of fencing, the School District's Planning Department expressed interest in establishing 'fencing' partnerships with the parks district.

Programming

The School District approves of public access to school sites after hours and they are open to discussing evening and weekend use in more detail. Programming is not dedicated with respect to times and activities, particularly at new sites; however, older sites have more definitive agreements between the School District and Parks District. High school and middle schools do share some facilities therefore; each high school is equipped with a 400 meter track to facilitate physical education requirements. The

School District typically will not light baseball fields.

Maintenance

Currently, the school district has facility use agreements with athletic organizations in exchange for field maintenance.

On June 3, 2014 Cordova Recreation and Park District staff also met with the Folsom Cordova Joint Unified School District to discuss, among other items, the proposed development of the District. The key issues are included here.

Draft Master Plan for Incorporated Areas

Relevant portions of the draft Master Plan along with a Standards chart were introduced for comments from the School District.

Joint Use

Cordova Recreation and Park District is responsible for scheduling the school field use. There exists a Joint Use Agreement, originally signed on July 1, 2007 and amended on February 25, 2010, which includes use of school facilities as well as Cordova Community Pool. The FCUSD swim team currently uses the pool for practice and swim meets. The pool is in need of repair at an estimated cost of \$2.7 million. The School District does not have plans to construct a new pool and does not have funding to contribute towards repairs or a new pool facility. Any contribution of funding by the School District is subject to School Board approval.

Access

The School District property is available for use by the public after school hours and fencing is not a requirement between FCUSD property and adjacent CRPD. New school properties are developed with fencing around the School District property but allows entry through a main access point at the front of the school, typically near the Administrative Offices. Public access points are not readily available along the perimeter of the site.

Programming

CRPD does not run football or track programs in addition to the School District's programs. Therefore, those amenities have been removed from CRPD's future growth CIP. FCUSD currently has use agreements with some local athletic organizations for use of their fields. The CRPD does not anticipate the need to partner with the School District for use of School District gymnasiums.

Maintenance

Existing maintenance agreements were updated in July of 2010 and April 2014.

SACRAMENTO COUNTY REGIONAL PARKS DEPARTMENT FEEDBACK

In addition to engaging our local school districts, Cordova Recreation and Park District (the District) staff coordinated with our partners at the Sacramento County Regional Parks Department (the County) on June 30, 2014, where key personnel met to discuss goals, to clarify development processes and exchange ideas for potential development in new growth areas.

The County provides essential support to the District in terms of management and maintenance of trails that connect District properties and the communities who use them. The following highlights the key discussion items relevant to the District Master Plan document.

Jurisdictional Discussion

The County park system manages trails very well, while they struggle with programming and scheduling parks in the absence of a recreation department. Currently, all County maintenance is done in house with approximately 50 full time employees. It was determined a better use of resources for the County to oversee trails, negotiating fees and maintenance independently, without complicating the scope of work with the unique mechanism of Quimby park land. Thus, Cordova Recreation and Park District shall design and manage the parks and recreational facilities resulting from Quimby land allocations.

Regional Trails in New Growth Areas

The Cordova Recreation and Park District maintains the position that trail planning is a function of community connectivity through transportation planning. The District continues to work in concert with all responsible land use agencies authorized to address the transition of trails located within district park properties.

The County Department of Transportation, South Gate Recreation and Park District and the County Regional Parks Department all own regional trails however, the majority are owned and managed by the County Regional Parks Department. (The South Gate Recreation and Park District negotiated trail maintenance into their development plan as part of the Community Facility District fees.) The County parks department agrees that they will include right-of-ways or easements through parks where appropriate and necessary. Both agencies agree that the trail land should not be considered part of Quimby dedication even when it continues through a park. Trails are a public health benefit, provide the opportunity for landscaped easements and function for transportation, but should not be considered Quimby park land. All agree that it is important to hold this standard or the cumulative effects of degraded development agreements will erode actual park land for trail easements. This action, over time, removes the ability to provide communities with high quality, programmable, active recreation space.

It was further discussed that regional trails that exist through open space easements should be a minimum of 150 feet wide and regional trails that exist through landscaped areas in communities should be a minimum of 40 feet wide. The County is considering 12 foot wide paths for major trail corridors and 8 foot wide paths for interior trails.

The County Regional Parks will negotiate trail development and maintenance agreements and agree to keep them separate from Quimby land. It was also agreed that developers will be conditioned to create a funding mechanism for non-Quimby allocated land. The County currently prefers CFD's and additional trail maintenance will most likely be contracted out.

II DISTRICT COMPARISONS

According to the National Recreation and Park Association (NRPA) document, “Recreation, Park and Open Space Standards and Guidelines”, park and recreation services are community services and national standards should provide adequate services in communities of all sizes. However, “The uniqueness of every community, due to differing geographical, cultural, climatic, and socioeconomic characteristics, makes it imperative that every community develop its own standards for recreation, parks and open space.”

The information below provides general comparisons between park districts. We established three criteria for selecting districts to compare, geographic location, district type and large growth potential within their boundaries. This criteria ensures a sample set of local districts, special independent districts and state variants. While local districts correlate geographically to Cordova Recreation and Park District, the special districts more appropriately compare governance, funding sources and service standards. The analysis criteria examines census data and provides equal comparisons of each district regardless of geographic location or district type. The information is taken from the 2010 Census.

The Population Growth Chart demonstrates the similarities and differences in district size, population and growth since 2008. US Census data was provided by the relevant California Councils of Government; however, not all Councils have published growth projections beyond 2013. In the cases of Pleasant Hill and Conejo, the data fields for 2020 and 2035 remain unpopulated. Additionally, we have been strongly advised by the Sacramento Area Council of Governments to use the 2035 projections rather than the 2020 forecast numbers. The projection series was constructed at the beginning of the Great Recession. While it considered some of the expected economic downturn, it did not build in the extent of the downturn we actually experienced in either employment or new housing growth.

The Jurisdictional Matrix outlines property ownership and jurisdictional responsibilities with respect to open space, park and recreational land uses. The matrix also provides partnership information on joint use and maintenance agreements (excluding school districts). The land agency may be responsible for design, maintenance and management of a property or it may enter into mutually beneficial arrangements for various services to encourage a more efficient use of land and resources. The table illustrates existing coordination efforts and highlights the wide variety of open space types; underscoring the importance of maintaining a clear distinction between Quimby land use and other open space classifications.

Maps of each district are also provided to illustrate district boundaries relative to each other and Cordova Recreation and Park District. Each map contains the same basic information including total population and density by census block, school type and location, existing parks and district limits. The maps, along with the District Boundary Overlap (Table 11), help to convey that each district functions in a very different way. Although they may have some similarities, municipal and special, independent districts are fundamentally different, precluding them from any useful comparative analysis. We continued to look at district comparisons by examining the playfields in each district. The Field Service analyses explains how we were able to establish more accurate comparisons of district assets by converting the data into ratios. However, the overall information does not provide any unique insight for amending the current planning strategies.

District Comparisons

District Selection Criteria:

1. Geographic Location
2. District Type (Special, independent or Municipal)

CORDOVA : Sacramento County – Independent Special District

COSUMNES: Sacramento County – Independent Special District

FOLSOM: Sacramento County – Municipal District

ROSEVILLE: Placer County – Municipal District

PLEASANT HILL: Contra Costa County – Independent Special District

CONEJO: Ventura County – Independent Special District

Analysis Criteria:

Population – Current and Projected Growth

Area - District Service area vs. Incorporated area

Density - Population per Square Mile

Tenure - Home Ownership

Income - Median Household Income

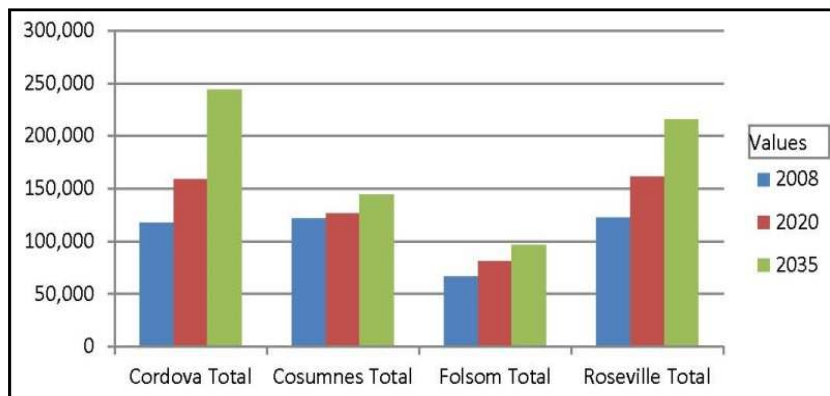
Age – as percent of total current population

Demographic Data Set		Cordova	Cosumnes	Conejo	Pleasant Hill	Folsom	Roseville
Population		110,941	156,302	134,520	38,443	72,189	118,798
Land Area (sq. mi.)		33.51	42.19	55.03	7.07	21.95	36.22
Service Area (sq. mi.)		75	108	65	7	22	36
Density (sq. mi.)		1,933.2	3,626.8	2,302.0	4,687.8	3,290.2	3,279.4
Home Ownership		56.3%	73.8%	73.3%	59.9%	69.9%	65.7%
Housing Units		25,479	50,634	47,497	14,321	26,109	47,757
Median Income		\$53,313	\$79,559	\$100,156	\$76,750	\$95,623	\$74,579
Age (%)	Youth (under 5)	8.3%	7.2%	5.2%	5.5%	6.1%	6.8%
	Middle (under 18)	26.3%	30.1%	23.7%	19.8%	24.3%	26.3%
	Senior (65 & over)	10.2%	8.3%	14.7%	13.9%	9.6%	13.4%

Table 8 – District Comparison Chart

Population Growth						
Agency	County	Service Area	2008	2010	2020	2035
Cordova	Sacramento	75 sq. mi.	117,851	110,941	158,767	243,869
Local Districts						
Roseville	Placer	36 sq. mi.	122,653	118,798	161,477	215,303
Folsom	Sacramento	22 sq. mi.	66,205	72,189	81,025	96,816
Cosumnes*	Sacramento	108 sq. mi.	121,995	156,302	126,825	144,141
Special Districts						
Pleasant Hill	Contra Costa	7 sq. mi.	33,110	38,443		
Conejo	Ventura	65 sq. mi.	126,683	134,520		

*Indicates both Local and Special District



All districts expected to grow at a consistent rate

Cordova is expected to experience greatest amount of growth at slightly faster rate

Table 9 – Population Projections

Jurisdictional Matrix - Ownership and Partnership Chart					
Land Use Category	CRPD	CoRC	County	US	Other
Neighborhood Park	X				
Community Park	X				
Urban Plaza	X	O			
Dog Play Area	X	O			
Neighborhood Green	O	X			
Pedestrian Paseo	O	X			
Open Space	O	X			
Trails within CoRC	O	X	X		
Trails in unincorporated areas	O	O	X		
Greenways/Greenbelts	O	X	X		
Bike Paths	O	X	X		
Drainage basin		X	X		
Wetland			X	X	X
Easements					
Utility/Power Lines					X
Wildlife/Ecological Corridors				X	
Floodways				X	
Habitat Corridor Plan (HCP)					X
Air Rights				X	X
Key X - Land Agent of Record O - Joint Use-Maintenance Agreements					

Table 10 – Jurisdictional Matrix

Demonstrates that **Municipal Districts** serve a consistent area within city boundaries while **Special Independent Districts** overlap various jurisdictional boundaries; a fundamental difference making some comparisons difficult, if not impossible.

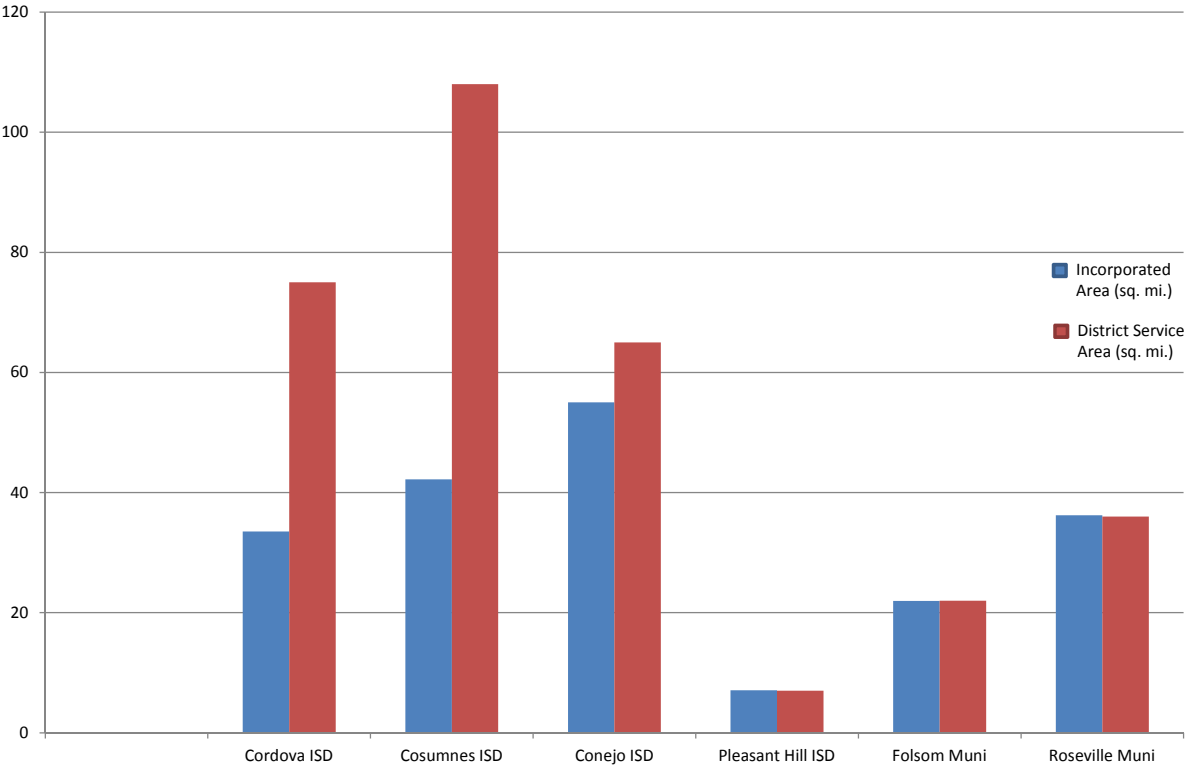
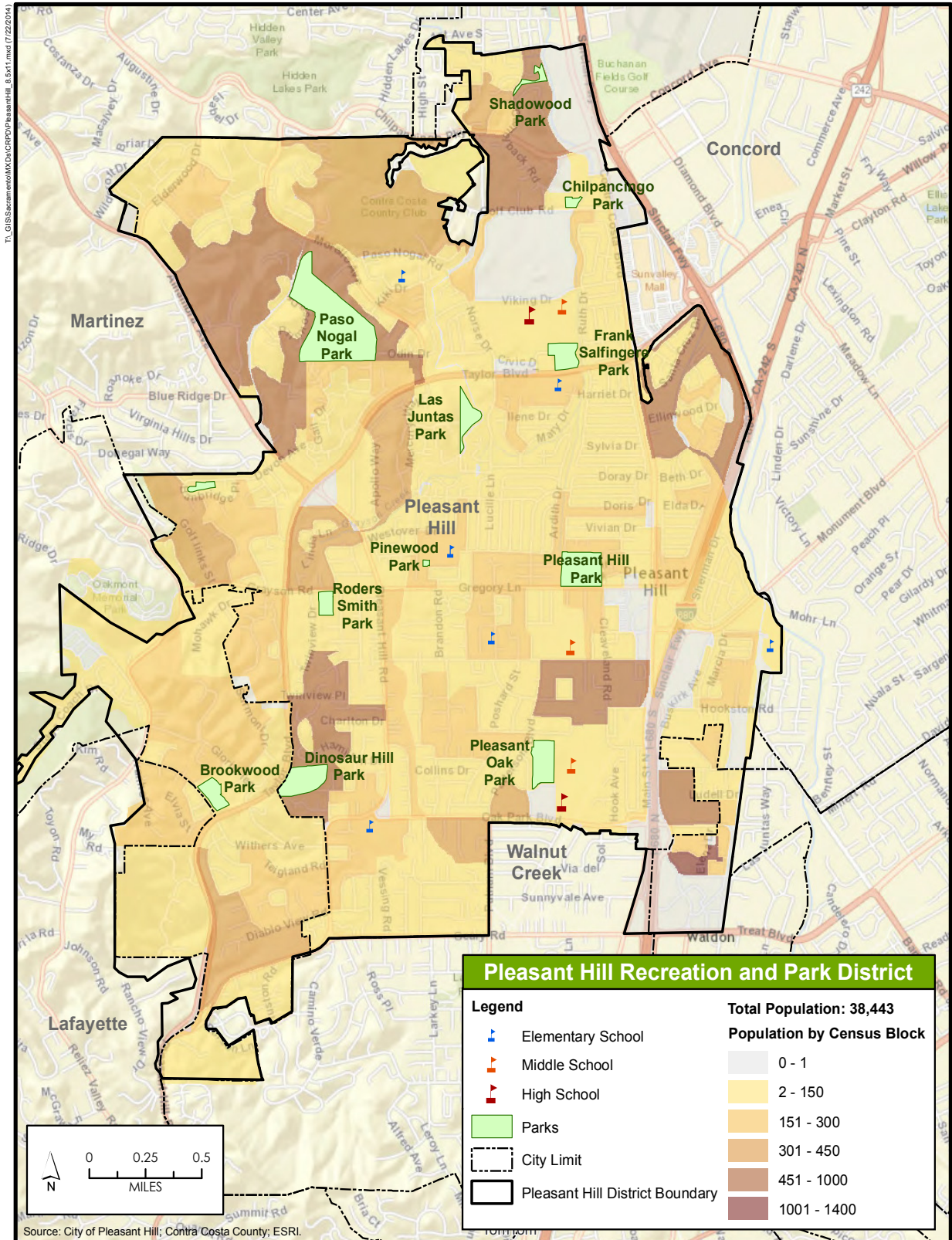
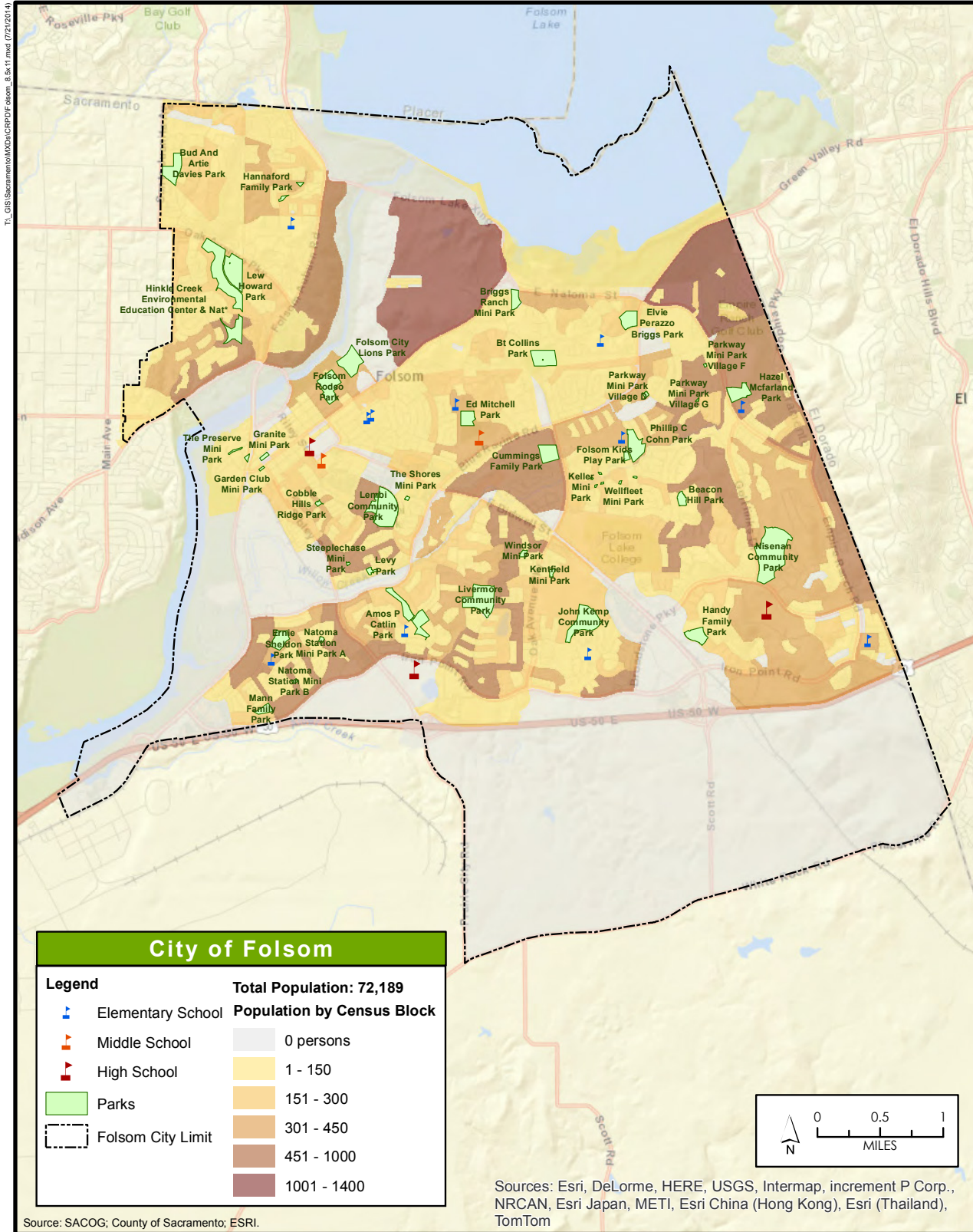


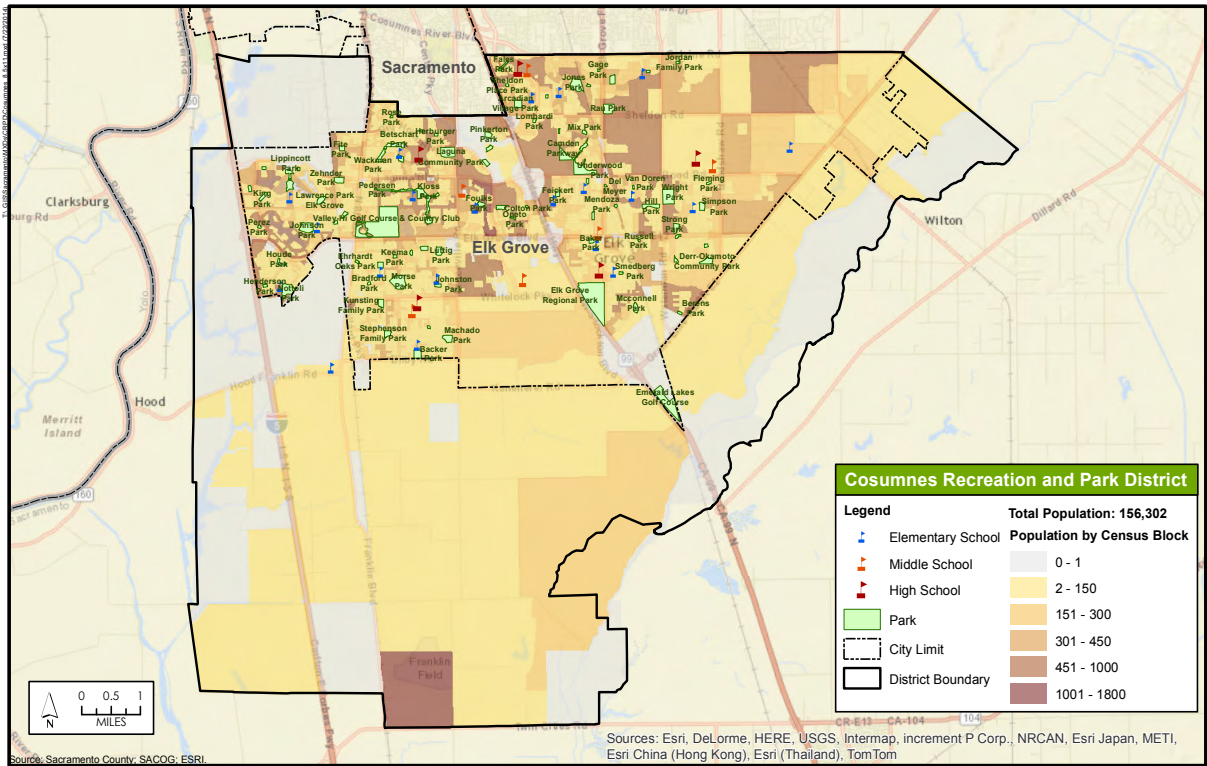
Table 11 – District Boundary Overlap



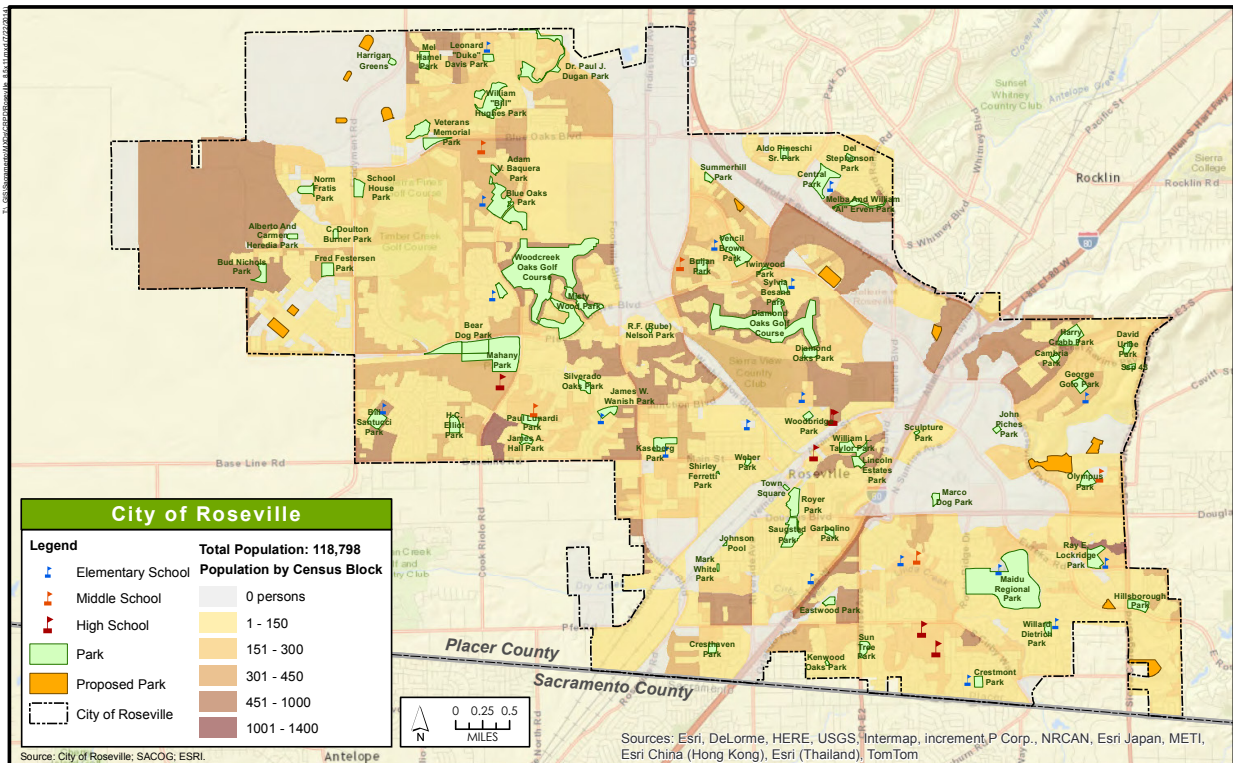
Map 9 – Pleasant Hill Recreation and Parks District Map



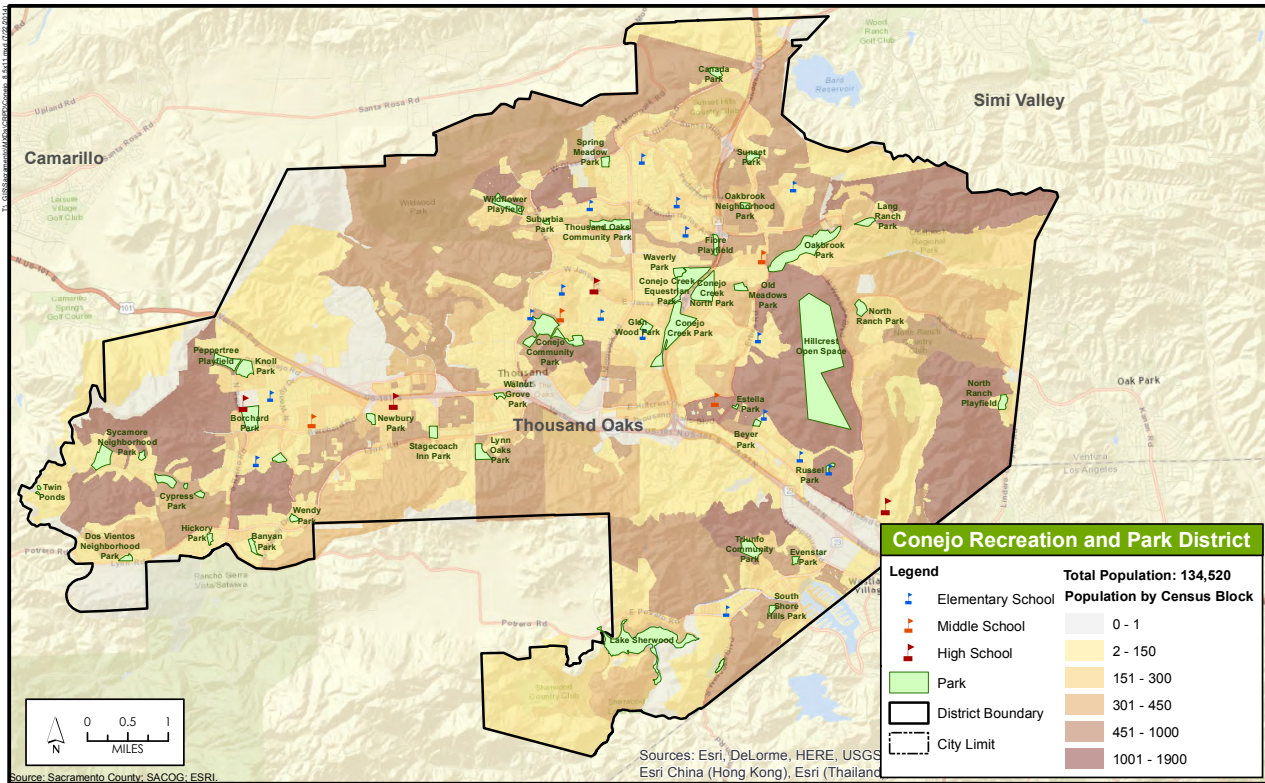
Map 10 – Folsom Recreation and Parks District Map



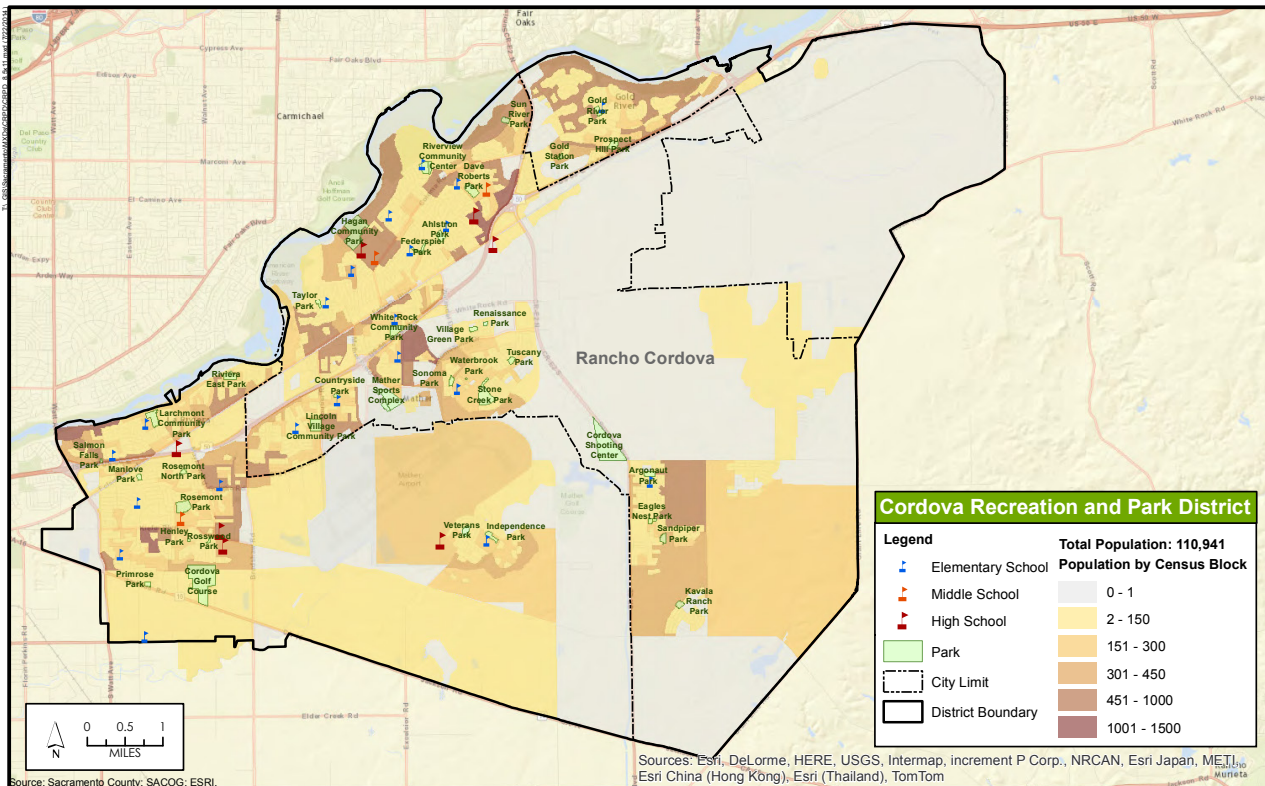
Map 11 – Cosumnes Recreation and Parks District Map



Map 12 – Roseville Recreation and Parks District Map



Map 13 – Conejo Recreation and Parks District Map



Map 14 – Cordova Recreation and Parks District Map

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FIELD SERVICE RATIO COMPARISON CHART												
	CRPD	Service Ratio	ROSEVILLE	Service Ratio	CONSUMNES	Service Ratio	FOLSOM	Service Ratio	Pleasant Hill	Service Ratio	Conejo	Service Ratio
2010 Total Population (US Census Data)	110,941	1/100,000	118,798	1/100,000	156,302	1/100,000	72,189	1/100,000	38,443	1/100,000	134,520	1/100,000
Softball Fields - no lights	3	2.70	9	7.58	10	6.40	3	4.16	7	18.21	5	3.72
Softball Fields - with lights	2	1.80	8	6.73	9	5.76	8	11.08	3	7.80	16	11.89
Baseball Fields - no lights	6	5.41	13	10.94	Sm - 23 / Lg - 5	14.71 / 3.20	7	9.70	5*	13.01	11	8.18
Baseball Fields - with lights	0	0	5	4.21	2	1.28	5	6.93	0	0	3	2.23
Soccer Fields - no lights	14	12.62	40	33.67	N/A	0	16	22.16	0	0	11	8.18
Soccer Fields - with lights	0	0	6	5.05	N/A	0	0	0	0	0	22	16.35
Multi-Use Fields - no lights	3	2.70	0	0	Sm - 18 / Lg -11	11.50 / 7.04	0	0	0	0	0	0
Multi-Use Fields - with lights	0	0	0	0	3	1.92	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	2	1.80	2	1.68	4	2.56	3	4.16	0	0	0	0
Artificial Turf Fields - softball no lights	0	0	0	0	N/A	0	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	3	2.70	0	0	N/A	0	0	0	0	0	0	0
Clustered Fields (Fields included in above counts)	MSC - 3 SB Fields, 2 Soccer		Maidu - 4 SB, 5 soccer Mahany - 4 BB		Elk Grove Park - 3 SB. Bartholomew - 3 SB 4 Multi Rau - 3 Little League Complex		Lembi Park - 3 SB Livermore - 3 SB Hazel - 3 SB John Kemp - 3 Soccer		*Multi-use included with SB counts			

Table 12 – Existing Field Service Ratio Comparison Chart

Rational Comparison

Each district provided information unique to their service areas. To be sure that we were making equal comparisons we had to create a ratio.

For example:
Cordova has 3 softball fields for 110,941 residents.
Cosumnes has 10 softball fields for 156,302 residents.

We wanted to compare the field data when each district had an equal population. So we created a ratio of 1/100,000.

1

100,000

X

3

110,941

(Number of Fields)

(Population)

Now, we can see that Cordova has 2.7 softball fields while Cosumnes has 6.4, Folsom has 4.16 , and Conejo has 3.72

Proposed Service Ratio - Local District Comparison

	CRPD Service Ratio	RPD (P) Service Rati	Avg. Service Ratio	Roseville	Cosumnes	Folsom
	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000
Softball Fields - no lights	2.70	6	6.05	7.58	6.40	4.16
Softball Fields - with lights	1.80	4	7.86	6.73	5.76	11.08
Baseball Fields - no lights	5.41	6	12.88	10.94	14.71 / 3.20	9.70
Baseball Fields - with lights	0	4	4.14	4.21	1.28	6.93
Soccer Fields - no lights	12.62	27	18.61	33.67	0	22.16
Soccer Fields - with lights	0	0	1.68	5.05	0	0
Multi-Use Fields - no lights	2.70	5	6.17	0	11.50/ 7.04	0
Multi-Use Fields - with lights	0	0	0.64	0	1.92	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	1.80	2	2.80	1.68	2.56	4.16
Artificial Turf Fields - softball no lights	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	2.70	3	0	0	0	0

Table 13 – Proposed Field Service Ratio Chart - Local District Comparison

Proposed Service Ratio - All District Comparison

	CRPD Service Ratio	RPD (P) Service Rati	Avg. Service Ratio	Roseville	Cosumnes	Folsom	Pleasant Hill	Conejo
	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000
Softball Fields - no lights	2.70	6	4.37	7.58	6.40	4.16	0	3.72
Softball Fields - with lights	1.80	4	10.73	6.73	5.76	11.08	18.21	11.89
Baseball Fields - no lights	5.41	6	10.92	10.94	14.71 / 3.20	9.7	7.80	8.18
Baseball Fields - with lights	0	4	5.53	4.21	1.3	6.93	13.01	2.23
Soccer Fields - no lights	12.62	27	12.80	33.67	0	22.16	0	8.18
Soccer Fields - with lights	0	0	4.28	5.05	0	0	0	16.35
Multi-Use Fields - no lights	2.70	5	3.70	0	11.50 / 7.04	0	0	0
Multi-Use Fields - with lights	0	0	0.38	0	1.92	0	0	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	1.80	2	1.68	1.68	2.56	4.16	0	0
Artificial Turf Fields - softball no lights	0	0	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	2.70	3	0	0	0	0	0	0

Table 14 – Proposed Field Service Ratio Chart - All District Comparison

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CHAPTER 9 IMPLEMENTATION

District-City Coordination

The Cordova Recreation and Park District has a history of working with the City of Rancho Cordova to align goals and complete projects. Part of the compilation process for this Master Plan included a review of all documented comments received from City representatives on the *Inventory and Assessment Plan* draft in 2011 and 2012, both written and from meeting minutes. The District Board and City Council participated in a Joint Work Session in February 2014 where the District staff presented the concept and status of this Master Plan compilation. The District committed to distributing a draft of the Master Plan document in mid-March 2014 for review and comment by City representatives. A Joint Work Session to receive input from City representatives will be scheduled in April 2014. The District will consider all comments made by the City and finalize the Master Plan concurrent with the fiscal year 2014/15 budget preparation process in the spring and summer of 2014.

Public Meetings

Extensive public input was sought during the formulation of the guiding documents that are compiled into this Master Plan. There are still more opportunities for public input. The past and future Joint Work Sessions described in the paragraph above are open to the public. The draft Master Plan will be presented to the District Board on March 19, 2014 at a meeting open to the public. The first reading of the ordinance for adoption of the Nexus Study will be considered by the District Board during a public hearing after the joint session meeting with the City Council on March 19, 2014.

Environmental Review

The Master Plan is exempt from the California Environmental Quality Act (CEQA) Guidelines under Article 18 – Statutory Exemptions, Section 15262 - Feasibility and Planning Studies. Section 15262 states: “A project involving only feasibility or planning studies for possible future actions which the agency, board, or commission has not approved, adopted, or funded does not require the preparation of an EIR or negative declaration but does require consideration of environmental factors. This section does not apply to the adoption of a plan that will have a legally binding effect on later activities.”

The Master Plan will function as a planning tool and guideline for the District to follow for the future development of parks; their uses, placement of amenities and landscaping. Parkland is dedicated as a result of development planning through the specific plan and/or entitlement process. All CEQA evaluation is done during the development planning process, prior to park dedication to the District. The District Board of Directors does not approve, adopt or fund the projects. Furthermore, the Master Plan functions as a feasibility study and is not legally binding.

Development Review

District and City staff are currently working together coordinating review and comments on all phases of development projects. District planning staff routinely attend the City’s Development Services Team meeting and the Community Development Management Team meeting. The District’s Administrative Office was relocated to Suite 230 of the Rancho Cordova City Hall in May 2013. This new proximity has greatly enhanced District and City staff coordination.

Programming for Future Parks

The District has the legal authority and sole responsibility for the design and construction of parks under the Quimby requirement. New residential development and population growth drive the construction of new parks. The programming and design of neighborhood parks is straightforward because they are more passive with limited amenities. Community parks require an evaluation of the short and long-term recreational needs of the community. Recreational needs, available funding and long-term sustainability are all factors that contribute to the program statement for each park.

The District's standards and the resulting Capital Improvement Plan ensure that adequate funding is available to build community parks that will meet recreational needs of future residents. If the annual growth rate for the past 10 years remains constant at 1.5% per year then it will take approximately 43 years to achieve build out for 100,000 new residents. Recreational needs and demographics will change over that time span.

Programming for each new park will be evaluated when funding is eminent. The District will utilize the standards described in Chapter 6 and future updates of this Master Plan as a starting point for evaluation. Input will be sought through advertised public meetings for every community park. All governmental agencies, organizations, special interests and citizens will be given the opportunity to make their needs and wants known. With clear communication from the District participants in the public planning process will understand the need to balance public input and necessity of proposed amenities. A program statement for each community park identifying the community needs to be addressed in that park, amenities, supporting facilities and a cost budget for each park will be developed prior to proceeding with detailed design documents. Stakeholders will be consulted where additional information is needed to refine the program and budget.

Approval of Future Design and Construction Projects

The District has a legal mandate to determine the program, design and construction of parks. However, the District endeavors to work cooperatively with the land use authority and the community to produce successful projects. After the initial public meeting(s) are conducted for the purpose of developing a program statement, follow-up public meeting(s) will be held. The concept design derived from the program for each community park will be presented to the community and stakeholders for further input. Stakeholders will be engaged in the continuing design process if their needs warrant technical input.

All new District park construction projects within the City of Rancho Cordova must comply with the City's standard planning and building approval process. The City's standard fees are paid by the District for the City's review and approval of construction documents and construction inspection. District projects are routinely presented at the City's Development Services Team meeting and are discussed at Community Development Management Team meetings. District and City staff are working together to ensure the park projects are well designed and constructed.

Park Design and Construction Process

One strategy for funding park construction allows the developer the option of constructing parks to the District standards and then dedicating the land and fully constructed amenities to the District; this strategy is known as "turn key".

Developers tend to prefer delivering turn key neighborhood parks. Neighborhood park design is not complex. They are often constructed concurrently with the subdivision infrastructure as a marketing component of the development. Community meetings for Neighborhood park design are irrelevant and not used in the turn key strategy. Community park design and construction is more complex and expensive. Developers do not usually choose to deliver Community parks in a turn key strategy. The

District typically manages the design and construction of Community parks. The list below serves to summarize and detail the opportunities for collaboration between the agencies during the design of community parks and the construction process. This is a typical process. Some variation to this process may occur to accommodate unusual or unanticipated circumstances.

1. City planning staff solicits input from District planning staff on new development submittals. Planning staff from both agencies coordinate review comments throughout the approval of specific plans, finance plans, Development Agreements, tentative maps and final maps.
2. The City routes construction plans for new development and related infrastructure to District planning staff for review and comments related to infrastructure for future park construction.
3. Development is approved and building of new subdivisions commences. Park impact fees are collected and accumulate to fund design and construction of new parks.
4. Park impact fees (or credits) have accumulated to a level where full funding of the park construction or a large first phase of construction is eminent.
5. The CRPD Board approves the selection of a Landscape Architect. CRPD requests City Council or staff representation on the consultant selection committee. Representation by stakeholders will be solicited as needed.
6. The District initiates and advertises a public meeting to solicit input from all governmental agencies, organizations, special interests and citizens. Information is gathered to contribute to developing a program specific to the park under consideration. Stakeholders are invited and encouraged to provide detail of their needs.
7. The District will provide the opportunity for a joint session with the City Council after the first community meeting.
 - ◆ Review/Comment on Facility Program Statement
 - ◆ Review Community Input
 - ◆ Review/Comment on Design Components
 - ◆ Review/Comment on number and type of facilities
 - ◆ Facilitate any additional comments by Stakeholders*
 - ◆ Gain consensus on general park plan
8. A program statement for the park and conceptual budget is prepared.
9. A draft concept plan is prepared. It may include several alternative layouts. The concept plan is presented to the City of Rancho Cordova in the Development Services Team (DST) and the Community Development Management Team (CDMT) meetings. Where necessary the concept plan will be adjusted to accommodate planning comments from the City that will significantly affect the proposed concept plan(s). The concept plans are then presented to all the interested parties and stakeholders in a second public meeting.
10. Based on input from the second public meeting a final concept plan will be prepared and presented at a third public meeting.
11. The concept plan for the new park is presented to the City's DST and CDMT. City staff may take final concept to the Council for review and comment.
12. The concept plan and funding plan is presented for approval by the District Board of Directors.
13. The park design will be developed and construction documents prepared. The construction documents will be routed to the City of Rancho Cordova planning and building departments for final review and approval.
14. Staff from the City of Rancho Cordova Public Works and Building Department and the District coordinate on inspections throughout the construction process and the final construction approval.

15. A grand opening is planned and scheduled by the District. Representatives from both agencies take part in the celebration with the community.

Action Items

- ◆ The Master Plan will be scheduled for approval by the District's Board of Directors after the City's input is received during the 2014 Joint Work Sessions.
- ◆ The District requests the City Council as the Land Use Authority in the incorporated area adopt the park impact fees justified in the District's 2014 Nexus Study.
- ◆ The City and District have discussed coordinating the design, construction and maintenance of the City's Neighborhood Greens. The City's Development Agreements and the District's Park Development Agreements will formalize the authority, liability, maintenance funding and maintenance responsibilities for these "mini parks" on a case-by-case basis. Development submittals for design and construction documents of neighborhood greens will soon be submitted for review and approval.
- ◆ The City and the District should formalize the process by which funding from the City's Park Renovation fee is accessed for renovation of existing parks.

Conclusion

This document consolidates and finalizes ten years of planning efforts by the District for areas within the City limits of Rancho Cordova. Working in concert with the City of Rancho Cordova's leaders to set goals, plan and implement a premier system of parks and open spaces, the District and City representatives must continue to work together and maintain this collaboration as a priority in order to make this vision a reality. Both agencies should be vigilant in protecting the working relationship between the agencies by fostering mutual respect, understanding and enhanced communication. Continued cooperation will yield the best outcome for our mutual constituents.

Strategies for Moving Forward

The approval and publication of this Master Plan document marks an important step for the District. It represents the first of several updated and new planning documents intended to help guide developers, staff, elected officials and the public in the design and development of Cordova parks. Over time, the District will continue to work closely with various stakeholders and the general public to develop a variety of resources for public park planning and implementation. Some of these resources may include policy and procedures updates, a refined scope and clarification on Capital Improvement Planning, the development of a reserve study, which addresses life span, replacement, and deferred maintenance costs for existing and proposed parks, and finally an updated and expanded Master Plan including all areas within the Cordova Recreation and Park District boundary.

FIELD SERVICE RATIO COMPARISON CHART												
	CRPD	Service Ratio	ROSEVILLE	Service Ratio	CONSUMNES	Service Ratio	FOLSOM	Service Ratio	Pleasant Hill	Service Ratio	Conejo	Service Ratio
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Baseball Fields - with lights	0	0	5	4.21	2	1.28	5	6.93	0	0	3	2.23
Soccer Fields - no lights	14	12.62	40	33.67	N/A	0	16	22.16	0	0	11	8.18
Soccer Fields - with lights	0	0	6	5.05	N/A	0	0	0	0	0	22	16.35
Multi-Use Fields - no lights	3	2.70	0	0	Sm - 18 / Lg -11	11.50 / 7.04	0	0	0	0	0	0
Multi-Use Fields - with lights	0	0	0	0	3	1.92	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	2	1.80	2	1.68	4	2.56	3	4.16	0	0	0	0
Artificial Turf Fields - softball no lights	0	0	0	0	N/A	0	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	3	2.70	0	0	N/A	0	0	0	0	0	0	0
Clustered Fields (Fields included in above counts)	MSC - 3 SB Fields, 2 Soccer		Maidu - 4 SB, 5 soccer Mahany - 4 BB		Elk Grove Park - 3 SB. Bartholomew - 3 SB 4 Multi Rau - 3 Little League Complex		Lembi Park - 3 SB Livermore - 3 SB Hazel - 3 SB John Kemp - 3 Soccer		*Multi-use included with SB counts			

Table 12 – Existing Field Service Ratio Comparison Chart

Rational Comparison

Each district provided information unique to their service areas. To be sure that we were making equal comparisons we had to create a ratio.

For example:
Cordova has 3 softball fields for 110,941 residents.
Cosumnes has 10 softball fields for 156,302 residents.

We wanted to compare the field data when each district had an equal population. So we created a ratio of 1/100,000.

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100,000

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3

110,941

(Number of Fields)

(Population)

Now, we can see that Cordova has 2.7 softball fields while Cosumnes has 6.4, Folsom has 4.16 , and Conejo has 3.72

Proposed Service Ratio - Local District Comparison

	CRPD Service Ratio	RPD (P) Service Rati	Avg. Service Ratio	Roseville	Cosumnes	Folsom
	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000
Softball Fields - no lights	2.70	6	6.05	7.58	6.40	4.16
Softball Fields - with lights	1.80	4	7.86	6.73	5.76	11.08
Baseball Fields - no lights	5.41	6	12.88	10.94	14.71 / 3.20	9.70
Baseball Fields - with lights	0	4	4.14	4.21	1.28	6.93
Soccer Fields - no lights	12.62	27	18.61	33.67	0	22.16
Soccer Fields - with lights	0	0	1.68	5.05	0	0
Multi-Use Fields - no lights	2.70	5	6.17	0	11.50/ 7.04	0
Multi-Use Fields - with lights	0	0	0.64	0	1.92	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	1.80	2	2.80	1.68	2.56	4.16
Artificial Turf Fields - softball no lights	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	2.70	3	0	0	0	0

Table 13 – Proposed Field Service Ratio Chart - Local District Comparison

Proposed Service Ratio - All District Comparison

	CRPD Service Ratio	RPD (P) Service Rati	Avg. Service Ratio	Roseville	Cosumnes	Folsom	Pleasant Hill	Conejo
	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000
Softball Fields - no lights	2.70	6	4.37	7.58	6.40	4.16	0	3.72
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Baseball Fields - no lights	5.41	6	10.92	10.94	14.71 / 3.20	9.7	7.80	8.18
Baseball Fields - with lights	0	4	5.53	4.21	1.3	6.93	13.01	2.23
Soccer Fields - no lights	12.62	27	12.80	33.67	0	22.16	0	8.18
Soccer Fields - with lights	0	0	4.28	5.05	0	0	0	16.35
Multi-Use Fields - no lights	2.70	5	3.70	0	11.50 / 7.04	0	0	0
Multi-Use Fields - with lights	0	0	0.38	0	1.92	0	0	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	1.80	2	1.68	1.68	2.56	4.16	0	0
Artificial Turf Fields - softball no lights	0	0	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	2.70	3	0	0	0	0	0	0

Table 14 – Proposed Field Service Ratio Chart - All District Comparison

CRPD Master Plan Review by City Staff, provided on May 16, 2014

CRPD's responses to the City staff comments are "tracked changes".

In reviewing the CRPD Park Master Plan, City staff focused on four key issues noted below: Proposed Facilities; Comparison to Neighboring Jurisdictions; Tournament Complexes; and, Fit and Finish. These factors are considered key features for meeting the park and recreational needs of the community.

Proposed Facilities

This factor focuses primarily on active recreation – organized sports and the various associated fields. CRPD has completed numerous efforts over the years to determine the correct number of sports fields for the community. Early proposals (pre 2010) were the most facility rich and the District has reduced facilities in recent years to address concerns of high costs for building facilities (funded by development impact fees) and the maintenance and ultimate replacement of the facilities (funded by homeowner special taxes).

Table 6.1 of the CRPD Master Plan provides the most detailed review of how CRPD determined park facilities. The first section of this table is titled "Current Program by Gates and Associates" and CRPD staff has stated the service levels in this section are roughly consistent with adopted standards for neighboring cities. The second section of this table is titled "National Standards Proposed by PROS." The final section is titled "Combined Analysis Program by CRPD Staff" and this section reflects the standards proposed under the Draft CRPD Master Plan and has resulted in the currently proposed Park Impact Fee of \$8,420 (\$8,784 with inflation factor applied to 2014 approved fee) per single family home. Major changes between the facilities proposed by Gates and the current CRPD proposals include:

- Reduced high cost/high use fields - lighted fields reduced (some replaced by unlighted fields) and reduction in synthetic fields, minor reduction in total fields.
- Smaller skate/BMX facilities removed
 - One skate park was added to community
- One Community Center downsized from 40,000 sf to 24,000 sf. The District requires space for meetings and programs. This would be non-court space. The District could partner with other agencies to make a larger facility to meet broader needs.
- Two dog parks added
- Two destination play areas eliminated
- Five (of 13) neighborhood spray features eliminated. Clarification on most current CIP - Splash pads will only be constructed in community parks. This cost item was shifted to community parks to make larger splash pads.
- All three destination spray features eliminated
- 33 (of 41) restrooms in neighborhood and small community parks eliminated
- 24 (of 30) neighborhood gathering places eliminated
- Eliminated all gym and ball field expansions on school properties. This concept was further reviewed with EGUSD and FCUSD during follow up meetings in June 2014.
 - Had budgeted \$12 million for these projects

Comparisons to Neighboring Jurisdictions

The City is often interested in the quality and quantity of facilities in neighboring jurisdictions as these communities are considered our competition for new home buyers. The CRPD Master Plan includes Table 6.2 that identifies proposed facilities and the service level (number of people served) for each facility. CRPD staff, working with Gates + Associates, prepared the 2010 Baseline list of facilities with the intent of meeting the levels of facilities planned for our neighboring jurisdictions (the level of facilities that would keep Rancho Cordova on par with our competition). Unfortunately, no detailed documentation is provided for how these standards determined. CRPD staff contacted Gates + Associates to obtain detailed backup information. Gates was not able to provide the backup data used in the 2010 baseline. CRPD staff has stated that the 2010 Baseline standards reflect what our neighboring cities have planned (their facility standards) but not what they have actually built. It appears our neighbors are not fully achieving their park standards.

City staff conducted a very high level review of facilities that are actually on the ground for Roseville, Folsom and Elk Grove. The table below compares the CRPD Master Plan proposed athletic fields to our neighboring jurisdictions, with service level standardized at fields per 100,000 residents.

	Baseball and Softball Fields/100,000	Soccer Fields/100,000	Soccer Overlays/100,000
CRPD CIP Summary	23	29	Not called out
Elk Grove	30	18	14
Folsom	36	21	3
Roseville	31	28	3

Because Gates backup data was not provided and in response to the City's concern about a comparison to neighboring jurisdictions, CRPD staff conducted an indepth comparison. This comparison will be presented at next Joint Session with the City Council and published in the final document.

Given the CRPD information above is based on proposed facilities, the level of service described may or may not actually be achieved as parks are constructed. The two primary reasons facilities would not be built are ultimate funding shortfalls (cost of construction exceeds estimates in fee calculations) and resident opposition (this recently occurred in the elimination of baseball fields at the Anatolia Community Park). Design of the Anatolia Community Park was delayed due to the economy. During the delay purchasers of residences in Anatolia were not properly informed by the sellers about the future community park. In response CRPD has imposed standard conditions of approval requiring both accurate signage and recordation of a "Notice of Active Recreation Use" for every lot within 1,000 feet of the park site.

Note: in reviewing Table 6.2 and the table in Chapter 7 that is titled CRPD Capital Improvement Plan – Approved September 12, 2012 there are minor discrepancies in total fields. City and CRPD should discuss whether these discrepancies are a concern. A redlined table comparison is attached. The

modifications are minor shifts between the quantities of unlit fields and lit fields and upgrading of two smaller soccer fields to one larger one.

Tournament Complexes

Staff understands there is interest in providing clusters of fields to support local youth sport programs, particularly to allow tournament play. While an interest in field complexes has been noted during discussions with Council, staff is not completely clear on which types of fields and how many fields in a complex would be required to meet this need. It is assumed that the field complexes would be most important to soccer, baseball and softball, but it is less clear whether there is the opportunity to meet the needs of more than one sport within a given field complex. Wherever possible CRPD will seek to increase flexibility of fields. The District will strive for flexibility during the design of each facility. The artificial turf fields at Mather Sports Complex allow much flexibility.

Athletic fields in the cities of Elk Grove, Folsom and Roseville were reviewed to understand how these communities have addressed this need. This review was at a relatively high level and focused on baseball and soccer fields. Appendix A presents collected information and it should be noted all ball fields are referred to as “baseball” in the Appendix, while these fields are actually a combination of various scales of softball and baseball.

Based upon this review it appears the complexes in our neighboring jurisdictions are deployed in a manner similar to the CRPD configuration. The CRPD Master Plan would actually result in more large clusters of athletic fields than have been developed in our neighboring jurisdictions. After considering the total amount of acreage available for parks, the desire to have parks spread throughout a community, and the goal of provide a range of parks with both active and passive recreation, it appears that a comparatively high commitment of resources to youth athletic programs would be required to provide multiple, large sport field complexes within a suburban park system. CRPD believes the proposed standard meets the needs of CRPD’s constituents. Building more fields and complexes becomes a higher standard than the needs of the constituency.

Beyond a comparison of facilities with neighboring jurisdiction, the City has an interest in how well the configuration of athletic fields meet the community’s needs. One key concern is the involvement of local youth sports organizations in the park planning process and the ways in which CRPD has addressed the interests and concerns of these groups.^[LT1] A second area of interest is whether future facilities will have the capacity to host sports tournaments or other activities that would support economic development within the community.^[LT2]

Fit and Finish

Fit and finish refers primarily to the quality of materials used in park construction and the design of individual parks (unique character versus “cookie cutter” parks). The Master Plan does not provide great detail in this area. Given that most neighborhood parks are anticipated to be turn-key (developer taking the lead in design and construction), having clear expectations on the character and quality of park improvements is a critical to creating high quality parks in Rancho Cordova. Complying with CRPD’s

“Design Guidelines and Standards” dated March 2012 is made a requirement and an attachment to all new Park Development Agreements. This document is currently being updated to current equipment references, methods and constructability. It will be updated periodically as needed.

Details of design (whether lead by CRPD or by a developer) will be determined as individual parks are designed. As a general observation, the parks of Villages of Zinfandel (constructed by Elliott Homes) demonstrate a high level of fit and finish and could be considered an appropriate standard for the quality of design and the fit and finish in parks. CRPD agrees and intends to hold Developers to this standard or better in future parks. The City strongly supports establishing clear design expectations for parks and looks forward to working with CRPD on the development of such standards. We will provide the updated “Design Guidelines and Standards” to City staff for input in the near future.

Specific Comments on the Master Plan Document

Many of the comments made below are mechanical and are being addressed in the final Master Plan document. Some comments are made about previously completed documents that were inserted for reference into the draft Master Plan. CRPD will not edit previously published documents. Responses to the comments that require more consideration are provided below.

- Executive Summary
 - Page 4. In last paragraph, revise to read as: “A Nexus Study (in 2013 dollars) prepared by Goodwin Consulting found that a park fee of \$8,420 per single family dwelling is needed to fund the Capital Improvement Plan. Final adoption of the Park Nexus Study by the District Board is expected in April 2014. City adoption of the Park Fee Nexus Study is needed for the fee to take effect.”
 - Page 5, second paragraph. Should be revised to note that the Master Plan describes how the City will be involved in the design of CRPD parks.
- Chapter 1
 - Page 1. Background overstates MIG's role in City open space planning. They contributed early on, but never completed a draft document acceptable to the City.
 - Page 2. Map shows several projects excluded from the Mater Plan - should explain why these are excluded and how this affects ultimate collection of parks and facilities.
 - Page 5 discusses CRPD/City work sessions - could be deleted.
 - Page 7 wrongly cites MIG's role on the 2005 Design Guidelines – they were not involved
 - Page 7. Recommend deleting Settlement Agreement as a Guiding Document (page 7) and adding City Open Space Guidelines, adopted in 2013.
- Chapter 2
 - Page 7. First bullet under Guiding Documents, third sentence: insert “The” before City.
 - Page 8. Second bullet: first sentence there should be a word or words after “maintain”
- Chapter 3

- Page 10. Goals - unclear what I'm reading. Are these restatements from CRPD Design Guidelines document? Almost seem like they originated as City statements. These should be the goals of the CRPD Park Master Plan itself, not a restatement of older documents.
- Page 10. Introduction second paragraph: the statement "build a city, not a suburb is a vibrant destination in the region" doesn't make sense.
- Page 10 again cites RC OS Standards (MIG?) that were never adopted by the City.
- Page 14. Makes a great statement of "unique, place based design" - this would be a great outcome, but does not seem to be occurring in recent park designs. Is this a realistic goal for RC parks and, if so, how do we make it happen. CRPD agrees that the design of the neighborhood parks in Anatolia were not to the aesthetic quality of VOZ. CRPD intends to hold the Developer's design consultants to the design guidelines moving forward.
- Page 17. Introduces a goal and strategies from Pros. All the referenced goals are good background, but no clear statement of what the goals of this Master Plan are. The goals of this document are stated in the second paragraph of Chapter 2.
- Page 17. Section 8.5.1.1. Last bullet: "enhance the livability of CRPD" doesn't make sense.
- Chapter 4
 - 35 pages of the document review the PROS survey results, but there is no concise explanation of what was found. The Master Plan could distill key findings into a few pages and move the 35 pages of questions/responses to an appendix. Chapter 5 discusses the rankings that resulted from the survey results. The ranking summarizes the survey results.
 - I would condense the PROS findings into key groups of statements that helped guide the Master Plan process. Maybe focus sections on demographics, user preferences and other key decision making issues.
- Chapter 5
 - Page 49. Should delete reference to a mistake in a past document – we are moving forward.
 - Page 50. Ranking intro is detailed and a bit confusing - reader doesn't need a full page on survey methodology.
 - Document would benefit from more extrapolation of the meaning of survey results and how the rankings affect Master Plan decisions.
- Chapter 6 - Facility Standards
 - General Comments:
 - For all the varied references and sections of other documents, the key feature of the Master Plan, a list of proposed amenities, is poorly presented.
 - Too much confusing discussion of the source of standards - this document should just state the standards, maybe a brief reference that previous work contributed.
 - This Chapter has been reworked to make more clear and concise. CRPD collected more data to compare CRPD with neighboring communities and Special Districts.
 - Specific Comments:

- Middle of page 44 references comparative studies for surrounding jurisdictions – this information is not clearly presented in the Master Plan and should be clearly described.
 - Bottom of page 44 references summary of needs-based analysis – this summary is not readily apparent and should be easily and clearly displayed. In Chapter 4.
 - Page 55, Neighborhood Parks discussion – should state a preference is no fence between schools and parks, if required by school then should be decorative.
 - Statements 6 and 7 on page 56 should be reviewed and discussed by CRPD and City staff.
 - Table on page 57 is "Appendix" and "Final" in this document (is this really the Final standard?). I don't see the correlation with Table 6-2
 - Page 59 references Figure 41 – where is this figure?
 - Page 59, delete portion of sentence: "Members of the North State BIA ~~are experts in establishing price points for new homes and a tolerable level of long term financial encumbrances (special taxes) by the consumer. The BIA provided input about...~~"
 - Table 6-2 is confusing and difficult to read. City requests time to meet and review this table with CRPD staff.
 - Page 62, City Open Space is described as only Neighborhood Greens - approximately half the City OS is incorporated into traditional CRPD parks to provide extra space. Clarification noted.
- Chapter 7 - Distribution of Future Amenities
 - Page 65. Rio big park shown as "Community" not "Regional". Agree.
 - Page 65. Areas omitted in earlier diagram (Sunridge SP) are now included in the Service Area radius maps - not consistent. Intended to show system as a whole. Existing parks are relevant.
 - Pages 65 and 66. Distribution Maps are not well executed - not clear which parks fit each category - relevant parks should be highlighted in bold color with consistent boundary lines.
 - Page 69. Exhibit depict clustering of facilities planned by CRPD. Does this meet needs for sport field clusters to support tournament play?
 - Page 71. Can't distinguish between Aquatic Center and Spray parks.
 - Chapter 8 - Funding
 - Title is "Capital Improvement Plan" but chapter opens with six pages of potential funding streams - most or all seem to be potential operational funding sources.
 - Seems like funding should start with an overview of funding issues - not a long collection of potential (and in many cases somewhat minor) revenue sources. Will not rewrite PROS Consulting document.
 - Page 86, fourth paragraph, 2.3 persons per multi-family dwelling is not consistent with the City's adopted Quimby formula. Goodwin Consulting Group utilized current California Department of Finance Data to determine the DUE. The District's more current DUE should be closer to a DUE the City and County may adopt when they update their DUE's. CRPD recognizes that the ultimate population for each development will be determined by the Land Authority and CRPD will make Quimby calculations based on the population as projected by the Land Authority. The change in the fee per unit when calculated using the different DUE's is insignificant.

- Chapter 9 – Implementation
 - Pages 91 and 92. Insert amendments per Board/Council study session. Clarify City role and add statement that it is CRPD's goal to resolve all issues of concern on the part of Council prior to proceeding with approval of policy documents and specific park designs. CRPD proposed to hold a joint session between the City and the Board after the first public meeting during the design process for a community park. This step has been added to the section titled "Park Design and Construction Process".

Appendix A - Comparisons of Athletic Fields in Neighboring Jurisdictions

Folsom – Major Athletic Fields

- Population 67,000

Amos P. Catlin Park

- 1 baseball field

Bud and Artie Davies Park

- 1 soccer field

Ed Mitchell Park

- 4 soccer fields
- 1 baseball field

Elvie Perazzo Briggs Park

- 1 baseball field
- 1 soccer overlay

Ernie Sheldon Park

- 1 soccer field
- 2 baseball fields

Folsom City Lion's Park/Zoo

- 1 baseball field

Handy Family Park

- 1 soccer field

Hazel McFarland Park

- 3 Baseball Fields

John Kemp Community Park

- 2 baseball fields
- 2 synthetic soccer fields (lighted)

Lembi Community Park

- 4 baseball fields (lighted)
- 3 soccer fields

Livermore Community Park

- football field (synthetic and lighted)
- 3 baseball fields (lighted)
- 1 soccer overlay

Mann Family Park

- 1 baseball field

Phillip C. Cohn Park

- 2 baseball fields

Rodeo Park

- 1 baseball field (lighted)
- 2 baseball field/soccer overlay
- 1 soccer field

Nisenan Park

- 1 baseball field

Roseville – Major Athletic Fields

- Population 124,500

Besana, Sylvia Park

- 1 Baseball Field
- 1 Soccer Field

Brown, Vencil Park

- 2 Baseball Fields
- 1 Soccer Overlay

Buljan Park

- 3 Baseball Fields
- 1 Soccer Field
- 1 Soccer Overlay

Burner, Doulton C. Park

- 1 Soccer Field

Central Park

- 1 Soccer Field

Cresthaven Park

- 1 baseball
- 1 soccer overlay

Crestmont Park

- 2 Baseball Fields

Davis, Leonard "Duke" Park

- 1 Multi-Use Field

Diamond Oaks Park

- 1 baseball field
- 1 soccer field

Dietrich, Willard Park

- 1 Multi-Use Field

Doyle, Robert L. Park

- 1 Baseball Field
- 1 Soccer Field

Dugan, Dr. Paul J. Park

- 1 Baseball Field
- 1 Soccer Field

Eastwood Park

- 1 Baseball Field
- 1 Multi-Use Field

Elliot Park

- 1 baseball field
- 1 Soccer Field

Festersen, Fred Park

- 1 Soccer Field

Fratris, Norm Park

- 1 Multi-Use Field
- 1 Soccer Field

Garbolino, Park

- 2 Baseball Fields
- 1 Soccer Field

Goto, George Park

- 1 Soccer Field

Hamel, Mel Park

- 1 Soccer Field

Harrigan Greens

- 1 Multi- Use Field

Hillsborough Park

- 2 baseball fields
- 1 soccer field

Hughes, William "Bill" Park

- 2 Soccer Fields

Kaseberg Park

- 2 Baseball Fields
- 1 Soccer Field

Lincoln Estates Park

- 1 Baseball Field
- 1 Soccer Field

Lockridge, Ray E. Park

- 1 Baseball Field
- 1 Soccer Field

Mahany Park

- 2 baseball fields (lighted)
- 4 field baseball complex (lighted)
- 1 synthetic turf football/soccer field

Maidu Regional Park

- 4 baseball fields lighted
- 5 soccer fields lighted
- Soccer arena (lighted and covered)

Misty Wood Park

- 1 Multi-Use Field

Nichols, Bud Park

- 1 Baseball Field
- 1 Multi-Use Field

Olympus Park

- 3 baseball fields
- 1 soccer field

Pineschi, Aldo Sr. Park

- 1 Multi-Use Field
- 1 Soccer Field

Royer Park

- 1 baseball field
- 1 soccer field

Santucci Park

- 2 baseball fields
- 2 soccer fields

Saugstad Park

- 2 Baseball Fields

Silverado Oaks Park

- 1 Baseball Field

Uribe, David Park

- 1 Soccer Field

Veteran's Memorial Park

- 2 Baseball Field
- 2 Soccer Fields

Wanish, James W. Park

- 3 Baseball Fields
- 1 Soccer Field

Weber Park

- 3 Baseball Fields

Elk Grove – Major Athletic Fields

- Population 159,000

Asmundson Park

- 1 Soccer Field
- 1 Baseball Field

Backer , Sr. Park

- 1 Baseball Field

Bartholomew Park

- 1 Soccer Field

Bartholomew Sports Complex

- 4 multi-purpose fields (lighted)
- 4 baseball fields (lighted)

Betschart Park

- 1 Baseball Field
- 3 Soccer Fields

Case Park

- 1 Baseball Field

Elk Grove Regional Park

- 8 baseball fields (lighted)
- 1 Multi-purpose field

Fite Park

- 1 Soccer Field

Foulks Park

- 1 Baseball Field
- 1 Soccer Overlay

Gates Park

- 1 Soccer Field

Guttridge Park

- 1 Baseball Field
- 1 Soccer Overlay

Hill Park

- 2 Baseball Fields
- 1 Soccer Overlay

Johnson Park

- 3 Baseball Fields
- 1 Soccer Field

Jones Park

- 2 Baseball Fields
- 2 Soccer Overlays

Jungkeit Park

- 1 Baseball Field
- 1 Soccer Overlay

King Park

- 1 Soccer Field

Kloss Park

- 2 Baseball Fields
- 1 Soccer Overlay

Kunsting Park

- 1 Soccer Field

Laguna Community Park

- 2 Soccer fields
- 2 Baseball Fields

Lawrence Park

- 1 Soccer Field

Lichtenberger North & South Park

- 2 Baseball Fields
- 2 Soccer Overlays

Luttig Park

- 1 Baseball field
- 1 Soccer Overlay

MacDonald Park

- 1 Soccer Field

Machado Dairy Park

- 1 Soccer Field

Miwok Park

- 1 Soccer Field

Morse Park

- 4 Baseball Fields
- 1 Soccer Field

Nottoli Park

- 2 Baseball Fields (lighted)
- 1 Soccer Field
- 1 Soccer Overlay

Rau Park

- 3 Baseball Fields
- 1 Soccer Overlay

Simpson Park

- 1 Baseball Field
- 1 Soccer Overlay

Strong Park

- 1 Baseball Field
- 1 Soccer Field

Underwood Park

- 1 Soccer Field

Wackman Park

- 1 Baseball Field
- 1 Soccer Overlay

Womack Park

- 1 Soccer Field

Zehnder Park

- 2 Baseball Fields
- 1 Soccer Overlay

Zimbelman Park

- 1 Baseball Field
- 1 Soccer Overlay

JOINT WORK SESSION AGENDA
BETWEEN THE RANCHO CORDOVA CITY COUNCIL AND THE
CORDOVA RECREATION AND PARK DISTRICT BOARD OF DIRECTORS
 Thursday, August 21, 2014, 5:30 pm

Review the objectives for the joint work sessions and the agenda for tonight's session (*Laura Mason-Smith, consultant/facilitator*)

- Build a path toward common ground and start meaningfully working together as a team to enhance effectively providing park and recreation services to City of Rancho Cordova residents
- Develop a common vision for growth – build shared understanding of the related Citywide Goals and the District's overall vision, Master Plan, and implementation plan related to the huge anticipated growth and development in the District
- Agree on how the District and City can partner to better serve the common good of the citizens of Rancho Cordova

Review the Working Agreements for the joint work sessions and recognize the results thus far of the Joint Work Sessions (*see attached*)

Review the status of the Draft CRPD Master Plan for New Development in Incorporated Areas 2014:

- Presentation (*Jim Rodems and CRPD staff*)
 - Outline the status of the Master Plan review process and the Outreach Process
 - Explain the comparison methodology and facility standards utilized in the Plan
 - Discuss the process for park design and development
 - Highlight comments received and subsequent research and related results
- Q&A

Clarify next steps and timing

Recognize the benefits of the three Joint Work Sessions

Close

JOINT WORK SESSION AGENDA
BETWEEN THE RANCHO CORDOVA CITY COUNCIL AND THE
CORDOVA RECREATION AND PARK DISTRICT BOARD OF DIRECTORS
Thursday, August 21, 2014, 5:30 pm

WORKING AGREEMENTS FOR THE SESSIONS

On February 11, 2014, the participants identified working agreements for the Joint Work Sessions as:

1. Stay focused on what is best for the Rancho Cordova community
2. Check our egos at the door
3. Understand issues before rushing to conclusions
4. Listen for understanding and demonstrate respect for all
5. One speaker at a time, no side conversations, and no one dominating
6. Each person speaks for herself or himself only ("I" rather than "we" or "they")
7. Nothing is obvious until stated – so speak up and surface assumptions
8. Set aside questions when necessary
9. Be hard on issues but soft on people
10. Get out of our typical patterns
11. Cell phones off until breaks
12. Everyone is responsible for what happens – it's a partnership
13. Go around the room at the end of each session for everyone to be able to speak

JOINT WORK SESSION AGENDA
BETWEEN THE RANCHO CORDOVA CITY COUNCIL AND THE
CORDOVA RECREATION AND PARK DISTRICT BOARD OF DIRECTORS
Thursday, August 21, 2014, 5:30 pm

**ACCOMPLISHMENTS OF THE JOINT WORK SESSION
PROCESS THUS FAR:**

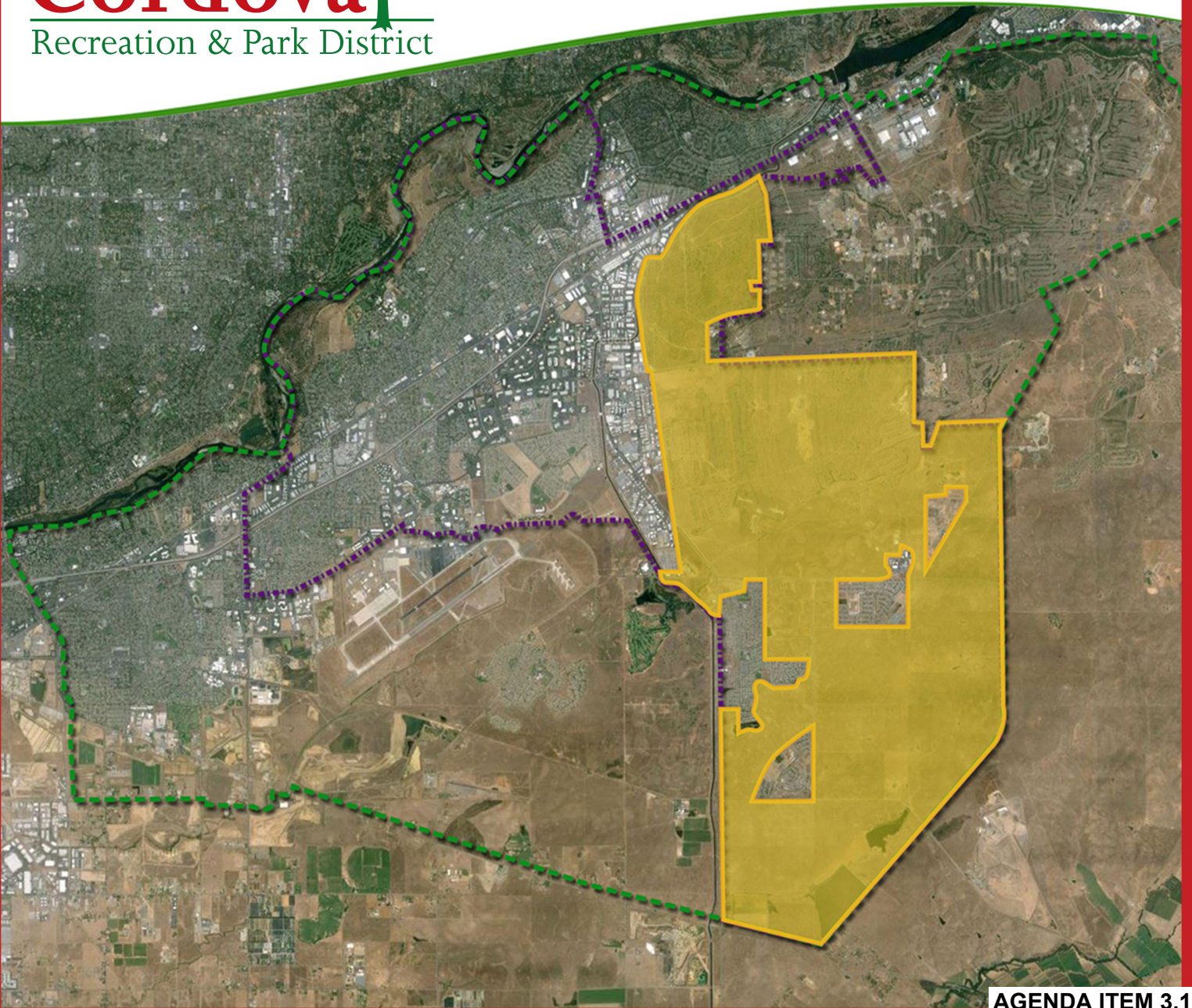
First meeting on February 11, 2014:

1. Recognized what we all value about parks and all the values we share
2. Developed Working Agreements for how we will work together well
3. Identified questions about how the Park District facilitates community events
4. Clarified the process for development of and input on the CRPD's Master Plan for New Development in Incorporated Areas 2014

Second meeting on April 9, 2014:

1. Reaffirmed our Working Agreements
2. Reviewed and provided input on the MOU between CRPD and CCC regarding access and production for CCC Annual Events on CRPD property (*which has now been finalized*)
3. Agreed on a process for the CRPD to access Park Renovation Fees through an MOU
4. Reviewed the March 11, 2014 Draft Master Plan for New Development in Incorporated Areas 2014
5. Agreed on the process for providing input on the Draft Master Plan

Master Plan for New Development in Incorporated Areas 2014



ACKNOWLEDGEMENTS

Cordova Recreation and Park District

Board

Inez Reyes, Board Chairperson
 Lee Garrison, Vice-Chairperson
 Rick Sloan, Secretary
 Mark Baxter
 Brian Danzl

Staff

James M. Rodems, District Administrator

Compiled and Summarized by:
 Laura L. Taylor, ASLA
 Park Planning and Development Manager

With Assistance from:

Danielle Jones, Clerk of the Board
 Kathleen Franklin, Park Planner
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Brenna Castro
 Callander Associates

Cordova Recreation and Park District **Master Plan for New Development in Incorporated Areas** **2014**

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6. *Capital Facilities Plan Summary, Cordova Recreation and Park District*, April 2010, by Gates + Associates and former District Administrator, David Edmonds
7. *Cordova Recreation and Park District Capital Improvement Plan – New Growth Development – City of Rancho Cordova*, June 2012, by Doug Critchfield of CRPD in consultation with PROS Consulting
8. *Cordova Recreation and Park District Inventory and Assessment Plan*, 2012, by PROS Consulting (Note: This document was formerly titled “Strategic Master Plan”.)
9. *CRPD Board Action on September 12, 2012 approving a District-wide Development Impact Fee Program with a cost per Dwelling Unit Equivalent (DUE) of \$8,420*
10. *CRPD Board Adoption of Resolution 13/14-24 of the Formation of Community Facilities District No. 2014-01 (Montelena)*
11. *Cordova Recreation and Park District Park Impact Fee Nexus Study*, March 2014, by Goodwin Consulting Group
12. *Cordova Recreation and Park District “Design Standards, Constuction Specifications and Details”*, revised August 2014.

BACKGROUND

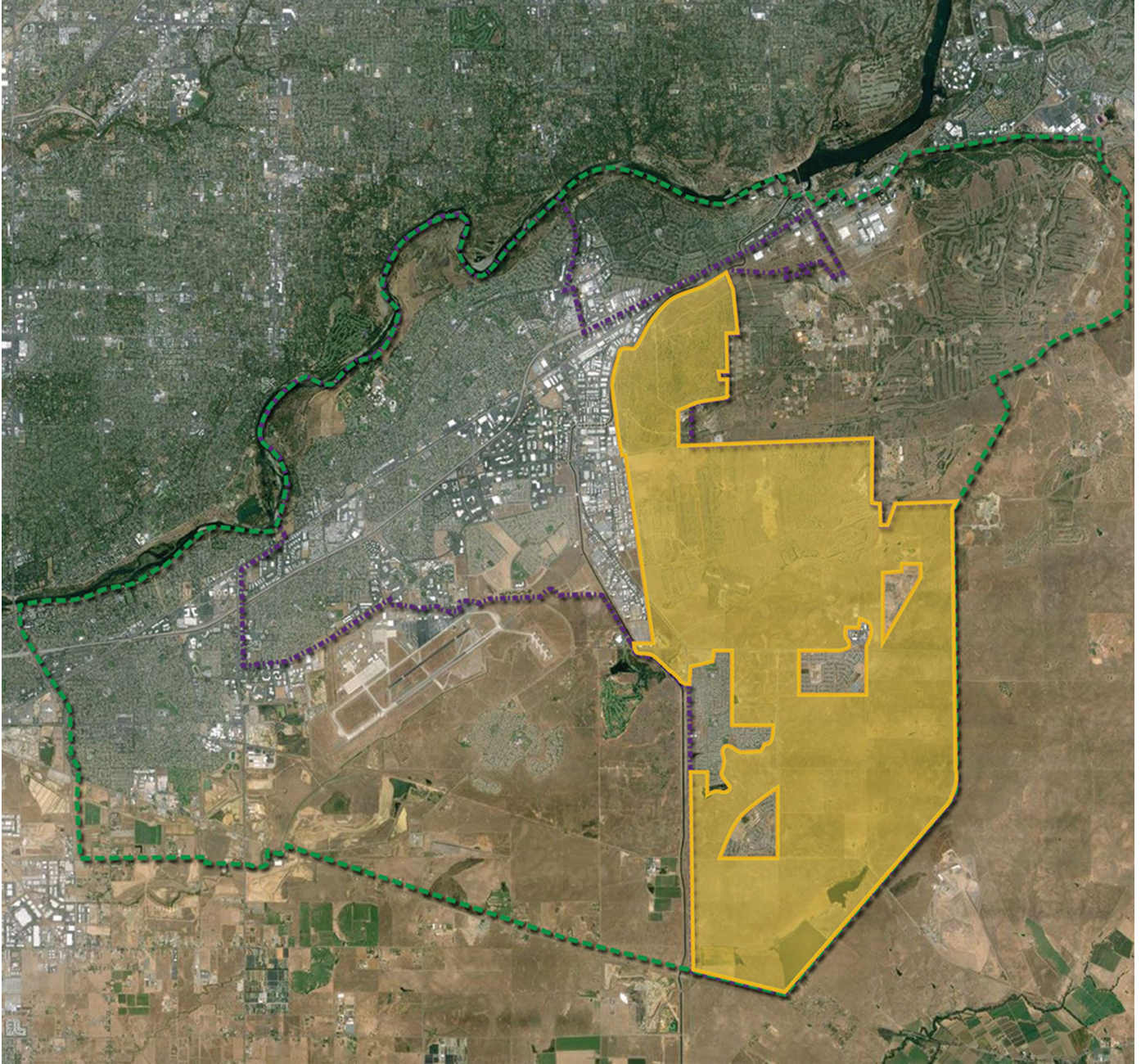
The Cordova Recreation and Park District (the District or CRPD) was formed in 1958. Up until the 1990's the District was focused on meeting the recreation needs of residents and focused on sports organizations and maintaining assets with little funding. Development pressure in the 1990's drove the need for District master planning to fully develop financing plans for capital improvements and long-term maintenance. Master planning in cooperation with the City of Rancho Cordova became an absolute necessity when the City incorporated in 2003.

This Master Plan addresses undeveloped areas in the City of Rancho Cordova City Limits. It focuses on park and recreation facilities that will be needed by the future population. The City limits fall entirely within the boundary of the Cordova Recreation and Park District (Map 1). The City's area of influence (aka Planning Area Boundary) is very similar to the boundaries of the District (Map 2). The District and the City have cooperated in planning efforts since the City's inception. Both the City and the District hired the same consulting firm to develop their first design guidelines. For the past decade Cordova Recreation and Park District (CRPD) has conducted several planning and financing efforts leading up to the development of a final master plan. In the early 2000's planning goals and proposed amenities were extensive. The standards set by other local communities were used for comparison to assist in the development of the District's standards. The other local communities programming goals were near to or greater than the levels proposed in District's documents of the early 2000's. The proposed levels of improvements were later found to be too expensive for the developing community to bear. Affordability and sustainability of the proposed programming levels became a major issue with the great recession that started in 2007.

Upon the City of Rancho Cordova's incorporation in 2003, Cordova Recreation and Park District participated with the City envisioning the ultimate goals for a well planned community that included parks and open space. The Quimby Act was amended in 1982 to limit park land dedication requirements to a maximum of 5 acres per 1000 population. There was concern by City representatives early on that the District had heavily programmed the parks. The City wanted to ensure adequate unprogrammed and passive open space for City residents. The City initiated a separate requirement for two acres of open space for every 1,000 residents. The City's open space requirement is not part of the Quimby park land requirement. The coordinated planning effort between the City and the District is demonstrated by the fact that the design guidelines for the District parks and the City's open space were prepared by the same consulting firm, Moore, Iacofano, Goltsman, Inc. (MIG) under separate contracts. The two agencies purposely coordinated through the same consultant. Recently the City reduced the open space requirement to one acre per 1,000 residents for reasons that will be explained later in this document.

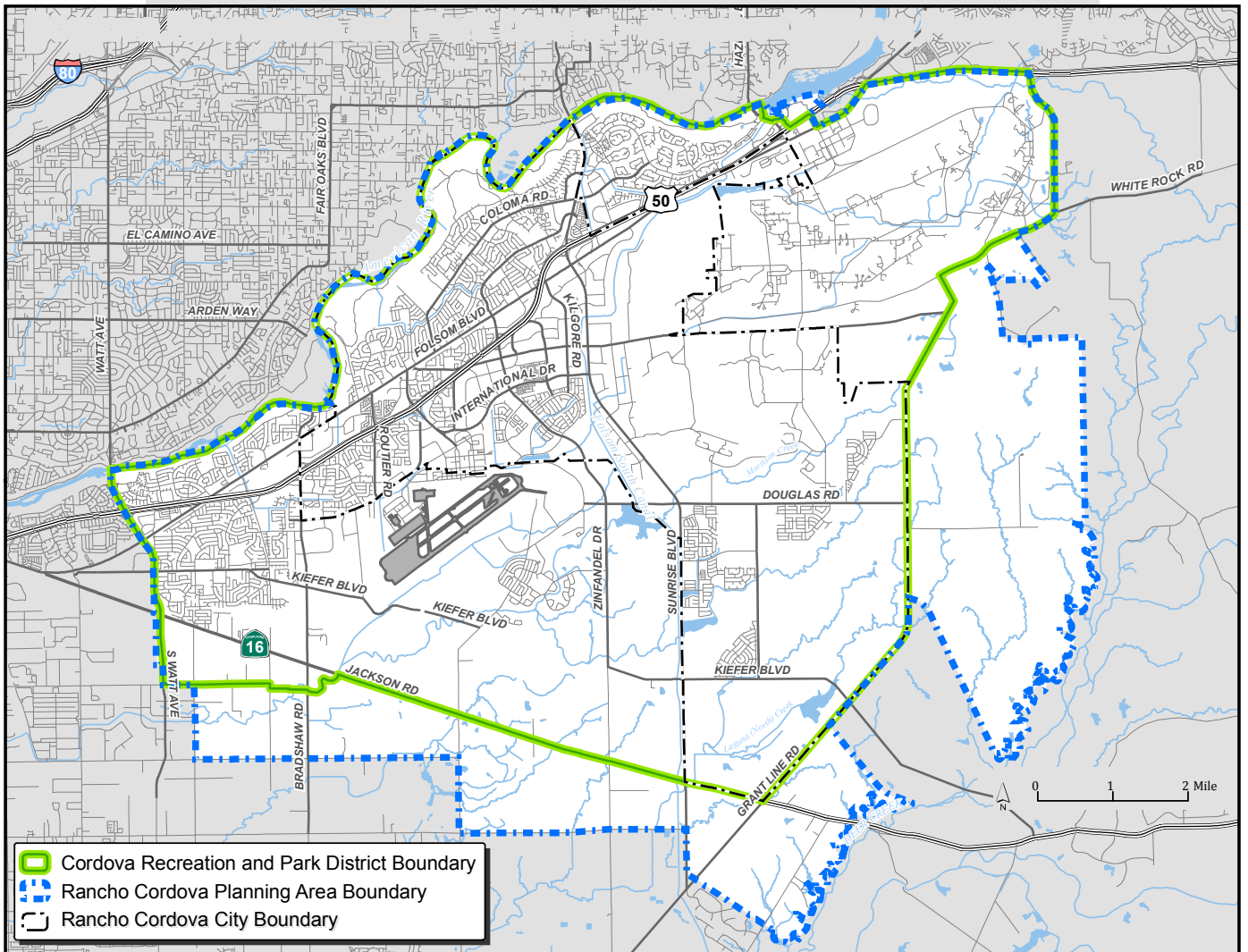
This document will introduce, describe and incorporate the guiding planning and financing publications used by the District since the early 2000's. The guiding premises of successive documents were adjusted slightly to accommodate changes in the District and/or economic realities. The adjustments will be explained as those documents are incorporated into this cohesive master planning document.

Project Limits



Map 1 – CRPD, City of Rancho Cordova, and New Build Area boundaries

Cordova Recreation and Park District – Rancho Cordova Planning Area



Map 2 – CRPD and City of Rancho Cordova boundaries



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EXECUTIVE SUMMARY

Approximately two thirds of the area within the Cordova Recreation and Park District boundary is undeveloped. At current growth rates the District's population will more than double in the next 40 years. The District's park system will be greatly expanded to meet the demands of population growth. The District has prepared to meet the challenge.

This document consolidates ten years of planning efforts by the District for areas within the City limits of Rancho Cordova. The District has worked in concert with the City of Rancho Cordova's leaders to set goals, plan and to implement a premier system of parks and open space. The Master Plan continues that coordination by describing how the City will be involved in the park development process. The District's goals and strategies were recently summarized in the 2012 *Inventory and Assessment Plan*. The goal for land and facilities is two parts; provide five acres of neighborhood parks and community parks per 1,000 residents to meet Quimby requirements, and to provide safe, functional and well-maintained facilities to meet the recommended standard for assets to equitably meet the CRPD population needs.

The community participated in public meetings and surveys conducted in 2008. PROS Consulting found that the District caters to a very wide and diverse population base. The consultant used the data to provide a prioritized list of facility/amenity and recreation program needs for the community. The model used a weighted scoring system balancing community survey results, survey ranking of importance for facilities and programs, and the consultant's evaluation of facility priority based on the survey, demographics, trends and overall community input. The ranking for facilities and amenities showed that walking, biking trail and greenways, small family picnic area and shelters and small neighborhood parks were the top three facilities followed by playground equipment, outdoor swimming pools, and indoor running/walking tracks.

A major component of this master plan is establishing the level of service, or number of amenities, to serve the population. Near the end of the ten year planning effort, it was found that the levels of service proposed in early 2000 were not fully fundable or sustainable. The proposed service levels were reevaluated in 2012 combining comparative performance standards by Gates + Associates and the needs-based analysis performed by PROS Consulting to generate a program that was flexible, operationally feasible, financially sustainable, and addressed community needs.

A distribution and space analysis was derived from the proposed level of service. The analysis shows that parks and amenities required by the level of service standard are well distributed around the future development area of Rancho Cordova. The analysis is conceptual and flexible to allow adjustments as individual developments come forward.

The District has ensured the level of service and resulting Capital Improvement Plan is fundable. Park land in the new build areas will be dedicated as authorized by the Quimby Act. A large majority of the cost of new construction will come from impact fees from new residential development. The timing of implementation will be dependent upon the rate of residential development. A Nexus Study (in 2013 dollars) prepared by Goodwin Consulting found that a park fee of \$8,420 per single-family residence is needed to fund the Capital Improvement Plan. The District Board adopted the Park Fee Nexus Study

in April 2014.

The successful implementation of the Master Plan will require continued cooperation and coordination between the District and the City of Rancho Cordova representatives. Two Joint Work Sessions between the District Board and Rancho Cordova City Council were conducted to review the content of this Master Plan. There will be many more opportunities to coordinate between the agencies as the development of each project becomes eminent. For larger community parks the District will conduct public meetings to take input from the public as well as all agencies, organizations and other stakeholders. The programming for each new community park will be finalized based on the input received. A concept plan derived from the program statement for each park will be presented in a follow up public meeting for additional review and comment by interested parties. Construction plans are routinely submitted to City Planning and Building Departments for review and approval.

Several action items between the District and the City have been identified to pave the way for smooth implementation of a premier system of parks, trails and open space as envisioned in the District and City's planning guidelines. The action items are detailed in Chapter 9 and briefly stated here. The City should adopt the District's Park Fee as justified in the Nexus Study. An agreement should be formalized between the District and the City about design, construction, funding and maintenance of the City's open space. Both the City and the District must work together to secure funding to renovate the existing park system where adequate funding methods are not in place, especially high cost renovations such as the Cordova Community Pool.

This Master Plan focuses on the future development areas within the Rancho Cordova City Limits. The District and the City have the same goal – to provide current and future citizens a premier system of parks, trails and open space to enhance quality of life and the desirability of the area to live, work and play. The City and District representatives must continue to work together to make this vision a reality.



CHAPTER 1

INTRODUCTION

The Cordova Recreation and Park District (the District or CRPD) encompasses 75 square miles in Sacramento County, California. The 2010 US Census estimates the population within the District's boundaries to be 115,000 (67,000 in the City of Rancho Cordova and 48,000 in the County). It is one of the largest Independent Special Districts in the Sacramento area providing recreation and park services separate from Sacramento County and The City of Rancho Cordova. The District currently has 35 parks, a regional sports center, a golf course, shooting center, a senior center, and two community buildings. Approximately one half of the land area within the District's boundaries is undeveloped. The undeveloped areas are fairly evenly split between the land authorities of the County and the City.

Future development inside the Rancho Cordova City Limits is expected to increase the City's population by 100,000. The District's standards have been established and refined through the decade-long planning process. The District is well-positioned to manage the development of future parks and facilities that will be needed to serve the City's growing population. The District intends to apply the standards set by this document to the unincorporated areas within the District's boundaries. Much of the new development areas in the County are within the City of Rancho Cordova's area of influence and could eventually be annexed into the City. In general terms development in the unincorporated areas could add another 50,000 to 100,000 residents to the District depending on the density of development.



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CHAPTER 2

PLAN DEVELOPMENT & CONTINUATION PROCESS

Organization of the Master Plan Document

This document contains elements typical to a master plan and is broadly organized into chapters with applicable references. The referenced documents were prepared and completed separately over the past ten years. Each chapter describes the documents contributing to that master planning element. Where it is practical, a duplication of the relevant information is included herein. Where it is not practical to duplicate, the reference is provided below.

The guiding premises of some documents are adjusted slightly to accommodate for changes in the District and/or economic realities. Any conceptual changes or adjustments to original documents are explained as those documents are incorporated into this master plan. The goal is to provide a cohesive master plan document that adapts to recent changes yet retains the integrity of those original documents.

Guiding Documents

- ◆ *City of Rancho Cordova Design Guidelines*, 2005, by Pacific Municipal Consultants(PMC)
The newly formed City of Rancho Cordova published Design Guidelines in 2005, referenced in this Master Plan as “City Guidelines”. These standards suggested a City Open Space standard of 2 acres/1000 over the 5 acre Quimby park standard. The City wanted to offset the heavily programmed park land with additional open space to ensure enough passive areas.
- ◆ *Cordova Recreation and Park District Park Standards & Guidelines for New Development*, October, 2005, by MIG (Guidelines)
The District hired MIG to establish standards and guidelines for parks, referenced in this Master Plan as “Park Guidelines”. The District’s Guidelines for Park Development worked in concert with the City’s Open Space Guidelines. This document described the Master Plan vision and set initial standards for amenities.
- ◆ *Open Space Settlement Agreement between the North State Building Industry Association (BIA), the City of Rancho Cordova and the Cordova Recreation and Park District*, February 2006
The BIA objected to park land dedication above the Quimby-allowed five acres per 1,000 population. This agreement defined the purpose of the City’s mandatory open space dedication to adequately differentiate the use of the land from active recreation park facilities. The definitions were memorialized in the City’s Open Space Guidelines that were recently updated and approved in January 2014.
- ◆ *Rancho Cordova General Plan*, 2006
The City’s General Plan includes a “Park and Open Space Element” that sets a goal for a premier system of Parks and Open Space. The City’s Open space requirement was set at 1.75 acres/1,000 in this document.
- ◆ *Proposed Development Park Facilities Preliminary Distribution & Cost Analysis*, April 2010 by Gates

+ Associates

The District hired Gates + Associates to prepare a Capital Improvement Plan based on the earlier 2005 Guidelines by PMC. The Gates Study landed amenities into proposed parkland at the pre-determined standard (the number of amenities per 100,000 population).

- ◆ *Capital Facilities Plan Summary, Cordova Recreation and Park District*, April 2010, by Gates + Associates and former District Administrator, David Edmonds

The vision provided in the Guidelines by PMC, the Capital Improvement Plan by Gates and the cost to develop and maintain park property was summarized in the document referenced above. The summary was presented to the District Board and City Council in a Joint Work Session in 2011 by former District Administrator, David Edmonds. By the time the information was consolidated and presented, the recession was in full swing and the cost for both the park improvement fee and maintenance would not be supported by the development community.

- ◆ *Cordova Recreation and Park District Capital Improvement Plan – New Growth Development – City of Rancho Cordova*, June 2012, by Doug Critchfield of CRPD in consultation with PROS Consulting

This spreadsheet printed in 11 X 17 inch format documents the comparisons and considerations made when reducing the overall cost of the capital improvement plan and long-term maintenance. The information presented in this spreadsheet was incorporated into the service level standards published in the *Cordova Recreation and Park District Inventory and Assessment Plan* described below.

- ◆ *Cordova Recreation and Park District Inventory and Assessment Plan*, 2012, by PROS Consulting

The District Inventory & Assessment Plan included some elements of a master plan but more accurately contained a self-evaluation of the state of the District leading up to its publication. With the arrival of a new District Administrator, Jim Rodems, the planning effort took a hard look at the affordability and sustainability of the previously set level of service. The final publication of this document adjusted the recommended level of service to a level that would be accepted by the development community and with a maintenance fee that would be palatable to future residents.

This document was originally titled “*Strategic Master Plan*” but was later renamed the “*Inventory and Assessment Plan*” because it lacked elements typical to a complete master plan.

- ◆ *CRPD Board Action on September 12, 2012 approving a District-wide Development Impact Fee Program with a cost per Dwelling Unit Equivalent (DUE) of \$8,420*

A staff report presented to the District Board of Directors on this topic summarized the evolution of the level or service standards, adjustment to the capital improvement plan and resulting final park development fee based on a per dwelling unit cost of \$8,420.

- ◆ *CRPD Board Adoption of Resolution 13/14-24 of the Formation of Community Facilities District No. 2014-01 (Montelena)*

A staff report presented to the Board of Directors on January 15, 2014 on this topic explains the maintenance services and replacements to be funded by a special tax allowed by the Mello-Roos Community Facilities Act of 1982. The resolution establishes an annual tax rate on single-family residences within the CFD of \$350.

- ◆ *Cordova Recreation and Park District Park Impact Fee Nexus Study*, March 2014, by Goodwin Consulting Group

The District hired Goodwin Consulting Group to prepare an Impact Fee Nexus Study that complies

with Assembly Bill 1600 and demonstrates a nexus between the park improvement fee and residential development. The Land Authorities (City and County) require this document to formally adopt the District's fee.

Future Revisions

A master plan must remain flexible to allow for changing demographics, trends in recreation, community needs and fiscal climates. The Master Plan should be updated every five to ten years. Park impact fees and maintenance (Community Facility District (CFD)) fees should be adjusted for inflation annually. The California Government Code requires the District to publish a report describing impact fee expenditures every five years. This five-year requirement may well serve as a trigger to update the master plan as a result of the findings.



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CHAPTER 3

GOALS

The District’s mission is to “create and maintain excellent leisure facilities and recreation programs that inspire and illuminate the human spirit.” A variety of documents contribute to this mission, beginning with the 2005 *Cordova Recreation and Park District Park Standards & Guidelines for New Development*, portions of which are reproduced below.

1. INTRODUCTION

The Cordova Recreation and Park District (District) provides park and recreational services to the City of Rancho Cordova (City) as well as the surrounding areas in unincorporated Sacramento County (County). Regional growth will bring over 100,000 new residents to the area in the near future. This report addresses the new parks that will be built in the District as a result of new housing developments.

Rancho Cordova—the newest city in California—will be the recipient of a major portion of this new housing. Rancho Cordova’s City Council and the District worked together to develop a vision for the parks and open space system. Rancho Cordova leaders and residents seek to “build a city, not a suburb is a vibrant destination in the region. The City’s vision document states:

- Rancho Cordova will have an identifiable look and feel. You will know immediately that you are in Rancho Cordova—the quality of the built environment, the character of the neighborhoods, and the dynamic sensibility of the public spaces will draw visitors from throughout the region.
- Rancho Cordova will be a city full of open spaces and opportunities for exercise and recreation. Trails and open spaces will be integrated into the city’s neighborhoods, linking people with shopping areas, public areas, and neighboring communities. Civic gathering places will be a focus of activity. They will be places where the community comes together to meet, hear concerts, see plays, and experience other cultures.

Schools and parks will be integral parts of the community, providing additional opportunities for recreation, arts, or just peace and quiet.

- Rancho Cordova will be a multicultural city that recognizes and celebrates the many cultures that make up its neighborhoods. The city’s public spaces and commercial areas will make important connections with the people, foods, and ideas of other cultures and ethnicities.

The report sets guidelines for the park system that works in concert with the open space framework document, “Rancho Cordova Open Space Standards: Trails, Greenways, and Neighborhood Greens,” and the District’s park and recreation master plan. It articulates the vision for the parks, identifies general performance criteria, defines the park types along with their associated facilities and activities, and describes conceptual development costs. These guidelines will be used for all parks under District responsibility.

Cordova Recreation and Park District Park Standards and Design Guidelines | 7

An update to the text above is that Rancho Cordova is no longer the newest city in California.

2. PARKS AND COMMUNITY DEVELOPMENT

Great parks make great cities. In fact, the type, quality, quantity, and care of a city's parks are critical elements that help define a city's quality of life. Parks are an outward reflection of a community's values. They are places where people come together across cultural and class lines to enjoy recreational activities, appreciate the beauty of nature, relieve stress, learn about the natural environment, and feel a sense of identity and connectedness to nature and their community.

Community Livability

When evaluating livability of a community, schools and environmental factors (especially parks, public spaces, and natural features) are the two indicators most often cited as to why someone chooses a particular community in which to live. (See sidebar.)

In fact, parks provide a number of benefits to a community's livability:

1. **Parks help build community connections.** Connection to nature can restore the spirit by creating a sense of place and positive image that increases people's pride in their community. In connected communities people better understand their neighbors, their history and their environment.
2. **Parks promote personal health and human development.** Healthy lifestyles can increase life expectancy by up to two years. Play and sports help develop healthy children, who have better social and motor skills, intellectual capacity, creativity and other life skills.

Quality of Life Indicators

According to a study by the Urban Land Institute, the two key indicators that attract new residents (and thus new businesses) to a community are a *high quality of educational opportunities* and a *high quality environment* (both natural and built). These factors in turn affect economic development, housing and population.

- **Education:** Quality of Schools, dropout rate, level of education, availability of early childhood programs, community education
- **Environment:** City image, traffic and public transportation, noise, graffiti, waste management, recycling, green space, water quality, biodiversity, air quality
- **Population/People:** Population growth, ethnicity, age, families and households
- **Standard of Living:** Expenditure per household, income, cost of living
- **Economic Development:** Growth in business, economic growth, employment, retail sales, tourism, new construction
- **Housing:** Costs and affordability, variety of choices, density, home ownership, rental, turnover of property
- **Health:** Mental health and well-being, low birth weights, teen pregnancy, life expectancy, infant mortality, access to healthcare, health status, disease, risk factors
- **Safety:** Perceptions of safety, crime, child safety, road casualties

3. **Parks reduce health care and social services costs.** Healthy lifestyles lead to reductions in medical and mental healthcare costs through lower rates of diabetes, heart disease, cancer, depression, anti-social behavior, smoking and substance abuse
4. **Parks reduce infrastructure costs.** Tree cover shades the built environment, diminishing the city's "heat islands" and associated energy costs. Tree cover also filters carbon monoxide, ozone and other pollutants, leading to improved air quality and more readily meets federal requirements. Landscaping provides areas where stormwater can percolate into the ground, reducing costs associated with stormwater runoff systems.
5. **Parks reduce police and justice costs.** Crime rates decrease when youths have activities and places to gather where they can be part of a connected community.
6. **Parks preserve natural resources.** Green spaces and vegetation improve air quality and water quality, help prevent flooding, protect watersheds and habitats, and increase biodiversity. They also provide a context for environmental education.
7. **Parks provide significant economic generators.** Usable open space and recreation areas are relocation magnets; they attract and maintain residents, businesses and tourists. Employees who have access to usable open space near their workplace increase their productivity and decrease absenteeism, staff turnover and on-the-job accidents.

Placemaking as a Development Concept

As a community uses a place regularly, social connections are made, and the spaces that support these connections take on special meaning. Over time these places become more meaningful, and the community values them more and more. "Placemaking" is an approach to creating public places where these meaningful interactions can occur. It is intentional design for social interaction and community identity, and it results in spaces that are not just "public" places, but "community" places.

Placemaking's central focus is people. It begins with creating a healthy human "habitat," a place that supports people's behavioral needs. These needs are:

1. Social interaction and cultural identity
2. Physical comfort and safety
3. Community connections and identity
4. Stimulation and discovery
5. Fun and joy
6. Beauty, spiritual restoration, and meaning.

Research has shown that these needs can be accommodated by effectively addressing the following four key elements: accessibility, comfort, sociability, and activities.

Accessibility

A community place must be very visible and easy to get to. It should provide for easy circulation within it for people of all abilities and ages, as well as ways to reach it by multiple modes of transportation: public transit, car, bicycle, or walking.

Sociability

A community place is one where people see friends and neighbors, and also feel comfortable interacting with new people. A place that fosters this social interaction will have informal food service (as food and drink universally encourage sociability), moveable seating or seating arranged so that people can talk to each other face-to-face, activities to watch or participate in, and natural elements for their calming effect and tendency to create a sharing atmosphere. Water especially is an essential natural element in community spaces because of its universal attraction and ability to provide an array of interactive experiences.

Comfort

A community place makes visitors feel safe and comfortable. It must meet local perceptions of cleanliness and public safety, and provide buildings and pathways designed to a human scale. Community places must also provide shade, protection from wind and weather, and comfortable places to sit and rest.

Activities

A community place is built on the activities and uses found there. These are the elements that give the space vitality and provide the

opportunities for stimulation, discovery, fun, and joy that encourage people to return again and again. It is important to include a variety of activities that appeal to people of all ages and cultures. These activities are supported by facilities, which can be designed at once or designed over time as activity needs are identified.

By understanding what people need and how people use space, the public realm can be developed into vital, distinctive places—places that are well integrated into the community fabric and enrich people's experience of public life. Making each park a special place will go a long way toward creating a city that has a distinctive regional identity, a city that serves the entire spectrum of people in the community through different experiences relative to each park's purpose and community context. How should the District develop a system of parks with the intention of creating these valued community places?

3. RANCHO CORDOVA PARKS DEVELOPMENT PROCESS

The District Board and the City Council have set high standards for parks and open space. The two agencies envision a system of parks and open space that not only meets the active recreational needs of the community, but also provides pedestrian and bicycle circulation, informal places for resting and gathering, relief from dense development, and District community facilities that will enrich the park landscape. Through their planning efforts, the District and the City have determined that the traditional standard of 5 acres of parks per 1,000 residents is not adequate to satisfy the varied community needs associated with parks and open space.

Since the community wants high quality, unique parks, each park will be developed with different features, activities, and identities. This “non-cookie-cutter” approach requires that the facilities that support the different activities be grouped or combined to create activity settings that provide residents a broad range of experiences. In other words, a ball field must be more than just a ball field. For example, while any large patch of grass can be used to play ball, to be a complete activity setting—a place for the entire community—a ball field may need to be grouped with a shade structure, picnic area, small children’s play area, a gathering and game-watching area, as well as supporting restrooms, drinking fountains, storage, fencing, and parking. To make it unique to the neighborhood, the shade structure, fencing, or even the backstop can be designed as an art piece or customized to reflect something about the community.

Setting-based Park Design

Setting-based park design refers to designing parks and their facilities with the goal of creating activity *settings* where people share experiences with each other and their environment. Each physical setting in a park is composed of various elements, and these elements support each activity. Together, the setting and the activity allow experiences for the user, and by including combinations of various settings (some usual and some not so usual), the user can choose a broad range of experiences in which to engage. To provide users with meaningful or special experiences, each setting should be context-specific; that is, it should take into consideration the site’s physical, social, and cultural conditions. Taking the ball field example above, this setting can be further combined with other settings such as a library, farmer’s market, or water play area to create multiple reasons for the community to gather, and at the same time creating different activities and experiences as a result of their adjacencies. This type of design has a higher probability of resulting in “community” places. Creating settings and combinations of settings is the way that all new park development will be programmed. This type of programming enriches the parks’ design thinking and amenities, so that in the Cordova Recreation and Park District, a ball field will no longer be just a ball field.

The *City of Rancho Cordova General Plan* formalized the vision that both City and District representatives worked together refining in the year following incorporation. The General Plan summarized the content of the respective Guidelines with a stated goal, policies and action items. Pages 6 and 7 of the General Plan, Section VII Open Space, Parks and Trails Element directly apply to parks and recreation and are inserted below.



VII OPEN SPACE, PARKS, AND TRAILS ELEMENT



GOAL OSPT.1 - CREATE A PREMIER SYSTEM OF PUBLIC PARKS AND RECREATION PROGRAMS THAT MEET THE NEEDS OF ALL RESIDENTS.

Policy OSPT.1.1 - Review all proposals for new residential development to ensure each project complies with the City's minimum standards for parkland dedication, and is consistent with Cordova Recreation and Park District goals.

- **Action OSPT.1.1.1** - Require developers of all new residential development to dedicate parkland at a rate of five acres of land per 1,000 population. When necessary, provide an in-lieu payment option, which allows the developer to fund the acquisition of acceptable land equal to the dedication requirement. Calculate required parkland dedication exclusive of required open space.
- **Action OSPT.1.1.2** – Consult with the Cordova Recreation and Park District prior to determining the acceptability of lands proposed for dedication as public parkland including grading, circulation, and drainage.
- **Action OSPT.1.1.3** – Establish a procedure for determining an appropriate in lieu fee amount that ensures CRPD will have adequate funds to purchase required parkland for which in lieu fees are paid.

Policy OSPT.1.2 - Coordinate with the Cordova Recreation and Park District to ensure that parks are provided, developed, and operated in a way that ensures that the City's parks goals are achieved throughout the community.

Policy OSPT.1.3 - Encourage park development adjacent to school sites and other compatible uses (public and private) for enhanced civic space and integration into the community.

- **Action OSPT.1.3.1** – Continue to lead the region in the co-location of park and school sites and promote joint use agreements between school and park districts.
- **Action OSPT.1.3.2** – Work collaboratively with the Park District in the land planning process to support the co-location of park with public/quasi-public and non-residential lands to encourage the integration of compatible uses and creation of dynamic gathering places within the City's neighborhoods. Well-designed pedestrian and bicycle connectivity between compatible uses will be a critical component of success.

Cross reference:
ISF 2.3

VII OPEN SPACE, PARKS, AND TRAILS ELEMENT



Policy OSPT.1.4 – Ensure that adequate and reliable funding sources are established for the long-term maintenance of parks and trails.

- **Action OSPT.1.4.1** - Ensure that sufficient funding for maintenance of parks is assured prior to approval of any Final Subdivision Map that includes public parks and/or related facilities.
- **Action OSPT.1.4.2** - Consider creating a fee and assessment program to provide increased funding for existing parks, in collaboration with the Cordova Recreation and Park District. This could include local or regional bond measures or assessment districts, public or private grants or partnerships, homeowners associations, or other methods deemed appropriate by the City.

Policy OSPT.1.5 - Support the Cordova Recreation and Park District in their construction and maintenance of recreational facilities.

- **Action OSPT.1.5.1** - Continue to work with the Cordova Recreation and Park District on this issue, and implement funding mechanisms as part of the City's review and approval of new development projects.
- **Action OSPT.1.5.2** - Explore the possibility of the Cordova Recreation and Park District constructing a community pool that is usable year-round.
- **Action OSPT.1.5.3** - Expand the Cordova Senior Center at the Lincoln Village Community Park, and the construction of new senior community facilities as demand for such facilities increases.



Policy OSPT.1.6 – Provide sports and recreation facilities sufficient to attract regional sporting events.

- **Action OSPT.1.6.1** - Continue to work with the Cordova Recreation and Park District in the planning and execution of park and recreation facilities to accommodate a variety of regional sports venues.
- **Action OSPT.1.6.2** – Work cooperatively with the Sacramento Sports Commission and Chamber of Commerce Visitor and Tourist Bureau to attract and host regional sporting activities.

Cross reference:
ED 1.9.1

Cross reference:
ED 1.9.3 and
1.9.4

The *Inventory and Assessment Plan* further refined the goal and strategies more concisely than the two earlier publications.

8.5 LAND / FACILITIES

8.5.1 GOAL FOR LAND / FACILITIES

Provide 5 acres of neighborhood parks and community parks per 1,000 residents to meet QUIMBY requirements. To provide safe, functional and well-maintained facilities to meet the recommended standard for assets to equitably meet the CRPD population

8.5.1.1 STRATEGY

- Develop neighborhood parks, community parks and recreation facilities in the underserved areas of the District
- Partner with the school Districts to develop or enhance school sites, when practical, to develop land and facility offerings
- Establish an acquisition and site selection criteria for acquiring appropriate types of park land based on unmet needs
- Ensure consistency system-wide through design principles, standards and branding guidelines
- Ensure safe and inviting parks to maximize use and minimize liability
- Leverage signature parks and facilities to enhance the livability of CRPD and generate economic impact through tourism

CHAPTER 4

COMMUNITY INPUT AND DEMOGRAPHIC ANALYSIS

In Chapter 2 of the *Cordova Recreation and Park District Inventory and Assessment Plan*, PROS Consulting describe the outreach and analysis process which is reproduced here as Chapter 4. The District expanded the community engagement process to capture more up-to-date needs based information and to respond to comments gathered during our peer and administrative review phases of the document preparation. Additional feedback includes interviews with athletic organizations, school districts, Sacramento County Regional Parks Department and Cordova Recreation and Park District recreation and facilities staff. Results and records of this outreach can be found in Appendix I of this document. While many of the questions and analyses completed by PRO's Consulting are not specific to new park and facility development, the entire Chapter has been included to ensure consistency for the reader.



CHAPTER TWO - COMMUNITY INPUT RESULTS AND DEMOGRAPHIC AND TRENDS ANALYSIS

2.1 COMMUNITY INPUT SUMMARY

One of the most important elements of the Strategic Master Plan process is the community input, which provides residents with an opportunity to express their perspectives of the Cordova Recreation and Park District's ("District") services. PROS Consulting, LLC ("PROS") facilitated a series of focus groups, key leader interviews, and a public meeting. These groups were organized by the District and the invitations to attend were sent out accordingly.

Specifically, this included:

- Fourteen key leader interviews
- Two focus groups, the Community Council and the Senior Advisory Board, consisting of nine attendees
- A public meeting

Note: These meetings were held in late 2008 and as such reflect the reality of that time. PROS recognizes that many of the issues may have changed from that point but still need to document what the community has expressed at that time.

The following represents a summary of the information provided. Each question is listed with a summary of the responses while the detailed responses are provided in **Appendix 1**.

2.1.1 HAVE YOU USED ANY OF THE PARKS AND RECREATION AMENITIES OFFERED BY THE DISTRICT? IF SO WHAT HAVE YOU USED?

The respondents primarily named Hagan Park. Otherwise, they predominantly named outdoor activities such as sports and events. They have used rental facilities and taken advantage of the Senior Center.

2.1.2 WHAT ARE THE STRENGTHS OF THE DISTRICT THAT WE NEED TO BUILD ON FOR THIS MASTER PLAN?

Respondents cited the staff as a strength. They cited the abundance of parks and their locations as definite strengths. The maintenance of the parks is also viewed positively. Respondents also responded favorably about the Senior Center. They appreciated the new attitude present among the staff and the willingness to work with the seniors.

2.1.3 WHAT ARE THE KEY ISSUES FACING THE DISTRICT AS IT APPLIES TO PARKS AND RECREATION THAT WE NEED TO ADDRESS IN THIS MASTER PLAN?

Respondents named finance, internal and external communication, and marketing as three of the major issues, with finance being the number one issue. The financial situation in California is affecting every agency, including the District. As a result of the lack of financial resources, the interview and focus group participants mentioned the need for more staff. Reference was made to unfilled key positions in the District that are in great need of being filled.



Public input participants feel there is not enough communication among the employees within the District or between the District and the public. Examples were given of groups using a park and not getting returned phone calls or not receiving the help and support they were counting on from District staff. Safety issues, staffing issues, and leadership issues were also mentioned. There does not seem to be leadership presence in the community, at community events, or establishing relationships with key players in the community. Community Council members expressed concern about the District not reaching out enough to community groups.

The lack of District marketing was also mentioned as a key area. There is not enough promotional effort, building relationships with the business community, and people seem unaware of what the District is doing. There should be new signs at all parks and updated signage to reflect a consistent brand.

2.1.4 HOW BALANCED DO YOU THINK THE PARKS AND RECREATION SYSTEMS ARE IN THE DISTRICT IN TERMS OF PARK TYPES (NEIGHBORHOOD, COMMUNITY, REGIONAL, AND TRAILS)?

In talking about the balance of systems in the District, respondents replied that there were amenities missing at some parks, such as restrooms or drinking fountains and that the ones with these amenities, had non-functioning ones. Hagan Park was mentioned by several respondents. They mentioned that the park closes early enough that several residents cannot utilize it. They also mentioned the lack of programming as an issue that seems to need some balance. There was discussion of expanding the Senior Center and creating a Teen Center as well. Respondents feel as if there is not an adequate balance of programs and they would like to see a better balance between old and new programs.

2.1.5 WHAT TYPES OF RECREATION FACILITIES OR AMENITIES ARE MISSING IN THE COMMUNITY THAT THIS PLAN NEEDS TO ADDRESS?

The main thing mentioned by respondents is that the existing facilities need to be renovated and updated. The District is 50 years old and it seems that several of the parks and facilities have not been updated in over 10 years. Specific things to add that were mentioned were additional skate parks, dog parks, urban campgrounds, and facilities with electricity. There is inadequate ADA access at some of the parks, specifically Dave Roberts Park.

2.1.6 WHAT ARE THE RECREATION PROGRAM NEEDS YOU HEAR ABOUT THAT ARE NEEDED IN RANCHO CORDOVA?

Several respondents mentioned programs for youth, and specifically for at-risk youth. Several participants commented that the Police Activities League offers programs the District should be offering. Programs for active seniors were also suggested, such as sports leagues. They also mentioned that there is difficulty registering for the existing classes and programs which could be causing attendance numbers to be down.

2.1.7 ARE THERE ANY OPERATIONAL OR MAINTENANCE ISSUES THAT NEED TO BE ADDRESSED IN THIS PLAN?

Respondents named a number of issues related to updating and renovating. Security issues included the maintenance yard and administrative building, which have both been broken into. There have also been several robberies that should be addressed. Also, there are cosmetic issues in various places. The Senior Center needs a lot of attention such as a designated cross walk, designated van parking, more parking for times that the pool is in use, and a new roof installed.

2.1.8 ARE THERE OPPORTUNITIES FOR PARTNERING FOR THE DEVELOPMENT OR DELIVERY OF PARKS, RECREATION FACILITIES OR PROGRAMS THAT THE RECREATION AND PARK DISTRICT SHOULD BE WORKING TOWARDS?

Many respondents mentioned private partnerships without naming specific ideas. They also mentioned closer partnerships with the City and with the School District. Another partnership type named was business partnerships. There is an existing partnership with the school District that respondents would like to see strengthened. They would also like to see all parks labeled with the District's name to create more visibility for the District. The partnership mentioned that is lacking in closeness and strength is with the Chamber and tourism industry. Strengthening these partnerships will increase the ability to have tournaments in the area.

2.1.9 HOW WOULD YOU ASSESS PUBLIC INFORMATION, COMMUNICATIONS, AND MARKETING OF PROGRAMS AND SERVICES FROM THE DISTRICT?

Respondents assessed the public information, communication and marketing as needing significant help. The communications about activities were cited as good, but anything else, including expansion and development, is cited as needing improvement. The respondents would like to see more online communication and information in a consistently updated Web site and social networking sites. They were in favor of a mailed newsletter, citing the use of the City newsletter, and the District is currently in the process of developing a mailing list. This would predominantly be for the older citizens who do not have a computer or internet access.

2.1.10 WHAT OUTCOMES WOULD YOU LIKE TO SEE AS A RESULT OF THIS PLAN?

The chief outcome that respondents would like to see is an achievable plan that would be implemented. There were several things that the respondents would like to see as a result of this plan, among them modernized parks, improved management, and better safety in all the parks and facilities. The participants' referenced previous master plans that were not implemented as well as they would have liked. The respondents would like to see better inclusion of people. There should be more services for the youth. The administration needs to work on being more transparent and being more available to their constituents.

2.2 COMMUNITY INTEREST AND OPINION SURVEY

2.2.1 OVERVIEW OF THE METHODOLOGY

The Cordova Recreation and Park District conducted a Community Interest and Opinion Survey during October and November of 2010. The purpose of the survey was to help establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households in the District. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Cordova Recreation and Park District officials, as well as members of the PROS Consulting project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Leisure Vision mailed surveys to a random sample of 2,000 households throughout the District. Approximately three days after the surveys were mailed each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone. The goal was to obtain a total of at least 400 completed surveys from District households. This goal was accomplished, with a total of 410 surveys having been completed. The results of the random sample of 410 households have a 95% level of confidence with a precision of at least $\pm 4.8\%$. The following pages summarize major survey findings.

2.2.2 VISITING CRPD PARKS, RECREATION FACILITIES & SPORTS FIELDS

Seventy-two percent (72%) of households have visited Cordova Recreation and Park District parks, recreation facilities, or sports fields during the past year (Figure 1).

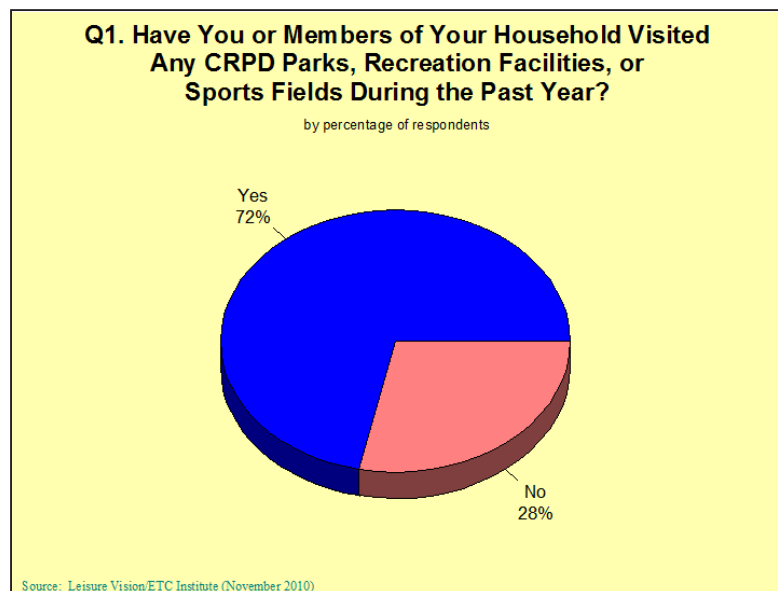


Figure 1 - Visiting CRPD Parks, Recreation Facilities & Sports Fields

2.2.3 FREQUENCY OF VISITING CRPD PARKS, RECREATION FACILITIES & SPORTS FIELDS

Of the 72% of households that have visited Cordova Recreation and Park District parks, recreation facilities, or sports fields during the past year, 71% have visited them at once a month or more. This includes 34% that have visited CRPD parks, recreation facilities or sports fields at least once a week, 24% that have visited them a few times a month, and 13% that have visited them at least once a month (Figure 2).

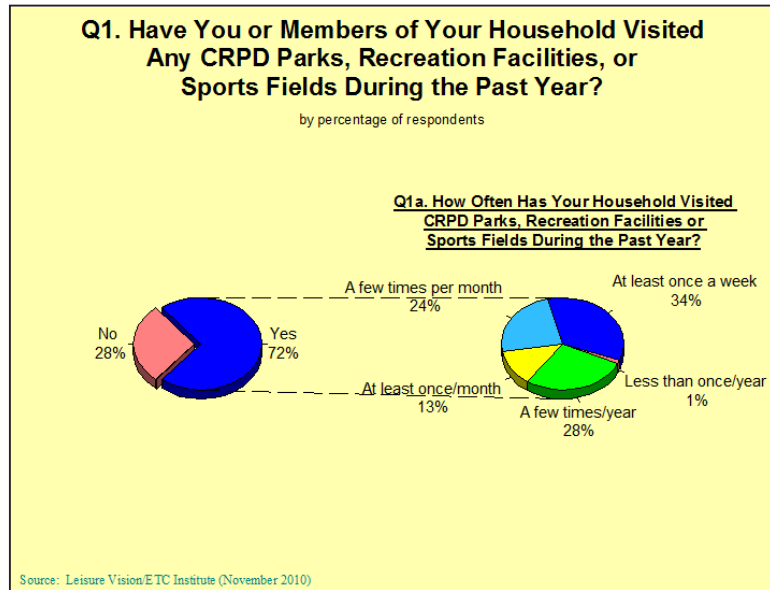


Figure 2 - Frequency of Visiting CRPD Parks, Recreation Facilities & Sports Fields

2.2.4 RATING THE PHYSICAL CONDITION OF CRPD PARKS, RECREATION FACILITIES & SPORTS FIELDS

Of the 72% of households that have visited CRPD parks, recreation facilities, or sports fields during the past year, 63% rated the physical condition as either excellent (24%) or above average (39%). Thirty-two percent (32%) of households rated the parks, facilities and sports fields as average, and only 5% rated them as below average (4%) or poor (1%) (Figure 3).

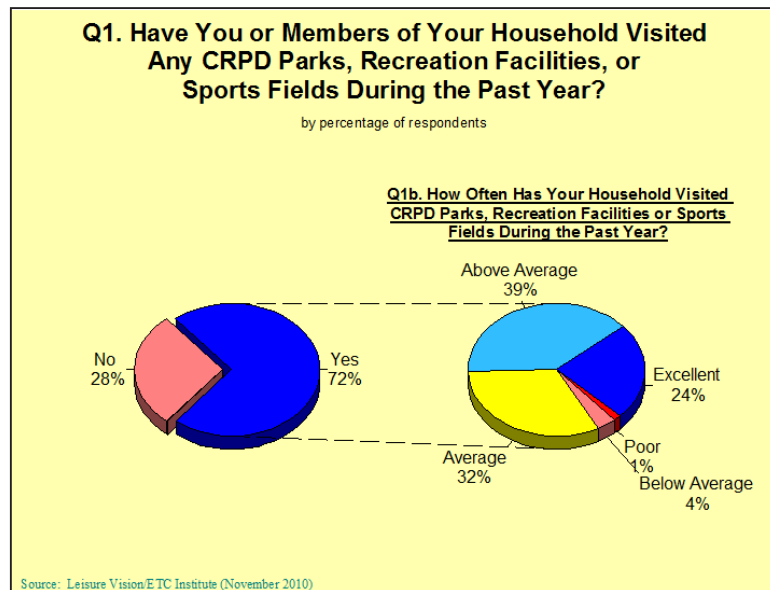


Figure 3 - Rating the Physical Condition of CRPD Parks, Recreation Facilities & Sports Fields

2.2.5 CONCERNS WITH CRPD PARKS, RECREATION FACILITIES AND SPORTS FIELDS

Of the 72% of households that have visited CRPD parks, recreation facilities, or sports fields during the past year, 36% indicated they have no concerns. The most frequently mentioned concerns respondents do have with CRPD parks, facilities, or sports fields are: security and safety issues (24%) and park maintenance and cleanliness (22%) (Figure 4).

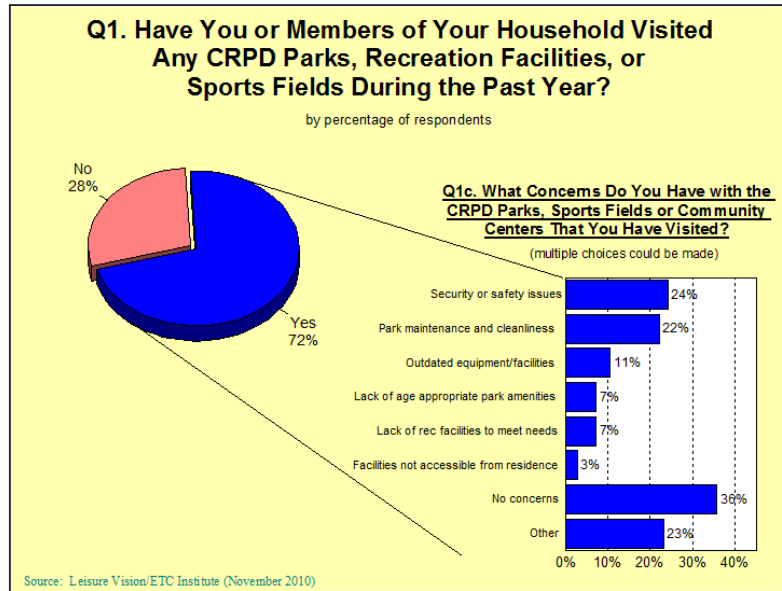


Figure 4 - Concerns with CRPD Parks, Recreation Facilities and Sports Fields

2.2.6 FREQUENCY OF VISITING VARIOUS CRPD FACILITIES

Of the 72% of households that have visited CRPD parks, recreation facilities, or sports fields during the past year, 24% have visited the Hagan Park Community Center at least once a month, and 19% have visited the Mather Sports Center at least once a month (Figure 5).

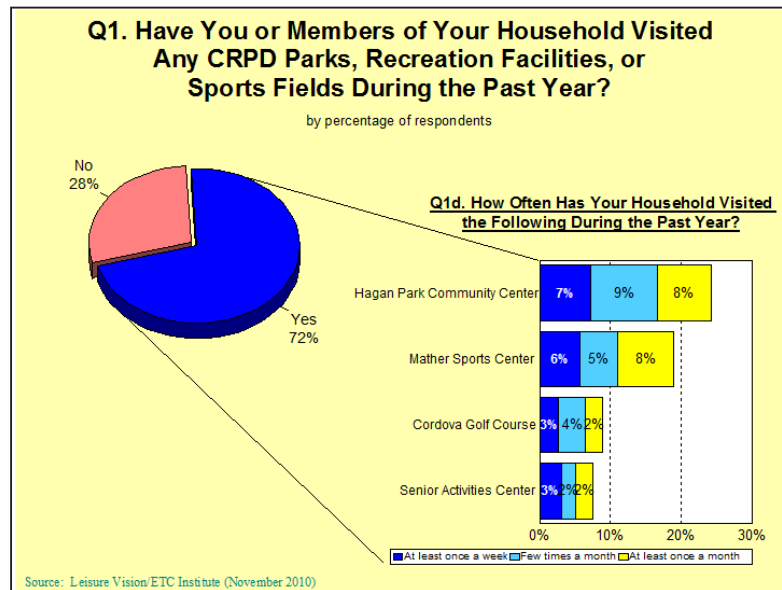


Figure 5 - Frequency of Visiting Various CRPD Facilities

2.2.7 PARTICIPATION IN CRPD PROGRAMS/ACTIVITIES

Twenty-seven percent (27%) of households have participated in programs or activities offered by the CRPD during the past 12 months (Figure 6).

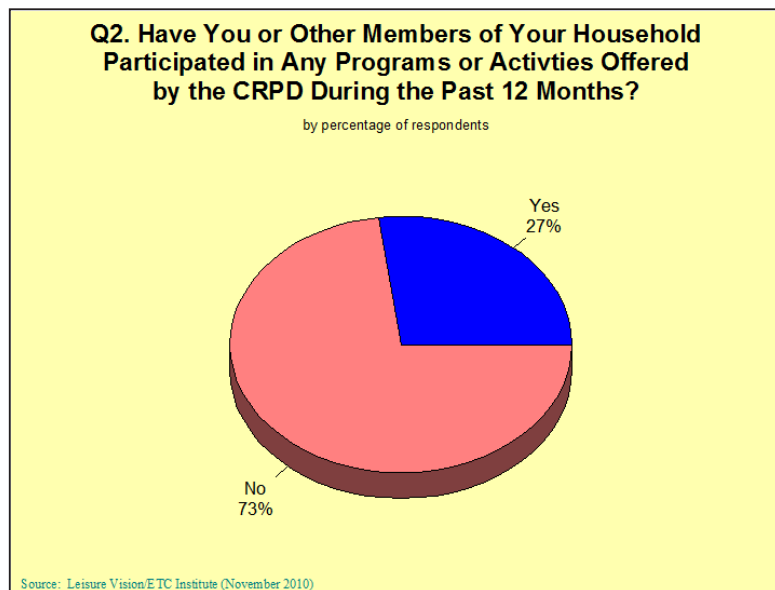


Figure 6 - Participation in CRPD Programs/Activities

2.2.8 RATING OF THE OVERALL QUALITY OF CRPD PROGRAMS/ACTIVITIES

Of the 27% of households that have participated in CRPD programs/activities, 82% rated the overall quality of programs or activities they've participated in as either excellent (37%) or above average (45%). Sixteen percent (16%) rated them as "average", 2% rated them as "below average", and no respondents rated them as "poor" (Figure 7).

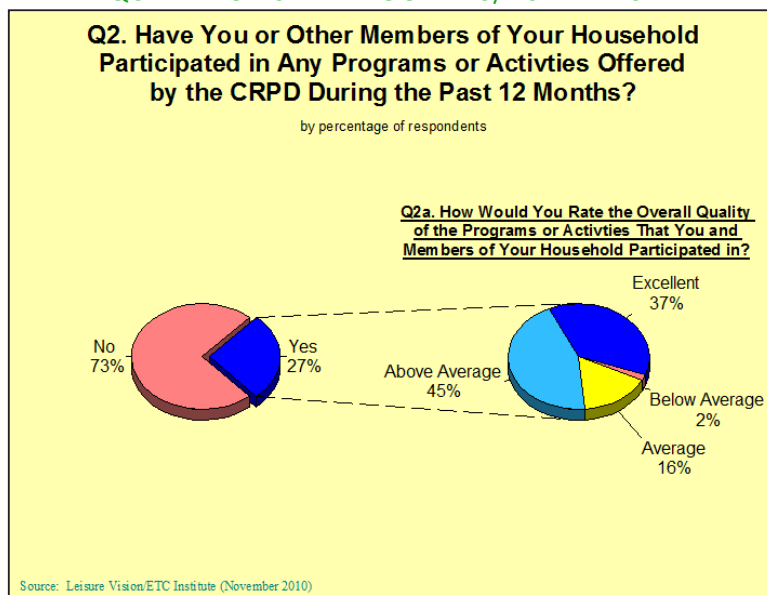


Figure 7 - Rating of the Overall Quality of CRPD Programs/Activities

2.2.9 PARTICIPATION IN CRPD EVENTS

Twenty-one percent (21%) of households have participated in events offered by the CRPD during the past 12 months (**Figure 8**).

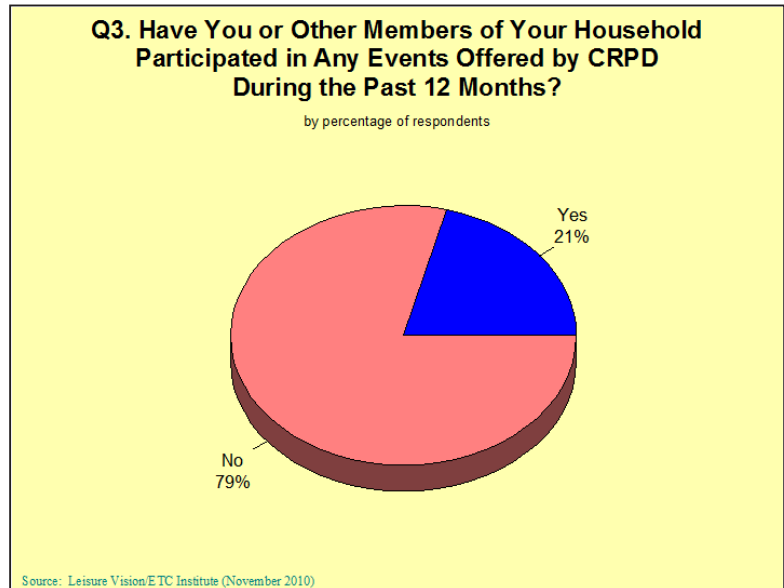


Figure 8 - Participation in CRPD Events

2.2.10 RATING OF THE OVERALL QUALITY OF CRPD EVENTS

Of the 21% of households that have participated in CRPD events, 81% rated the overall quality of the events they've participated in as either excellent (44%) or above average (37%). Nineteen percent (19%) rated the events as "average" and no respondents rated them as "below average" or "poor" (**Figure 9**).

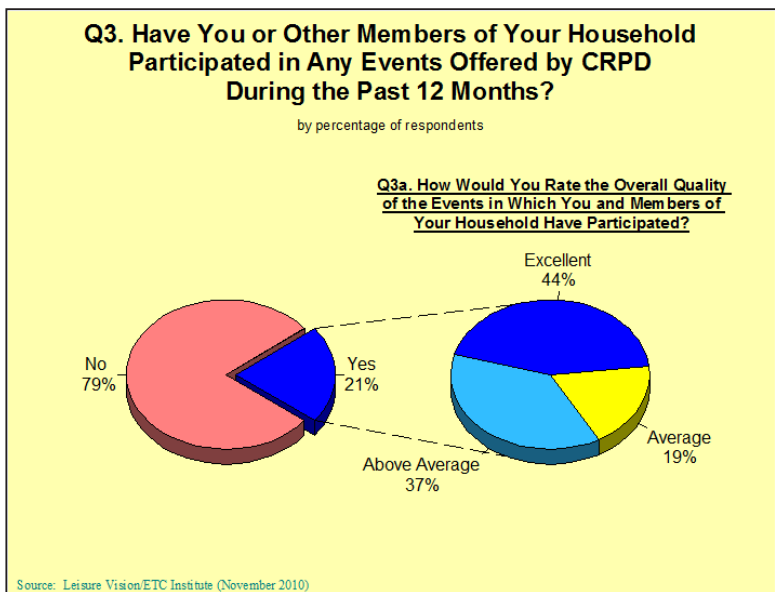


Figure 9 - Rating of the Overall Quality of CRPD Events

2.2.11 WAYS RESPONDENTS LEARN ABOUT CRPD PROGRAMS AND ACTIVITIES

The most frequently mentioned ways that respondents have learned about CRPD programs and activities are: flyers/newsletter (47%), Tri-Annual Activity Guide (44%), from friends and neighbors (29%), and newspaper (26%) (Figure 10).

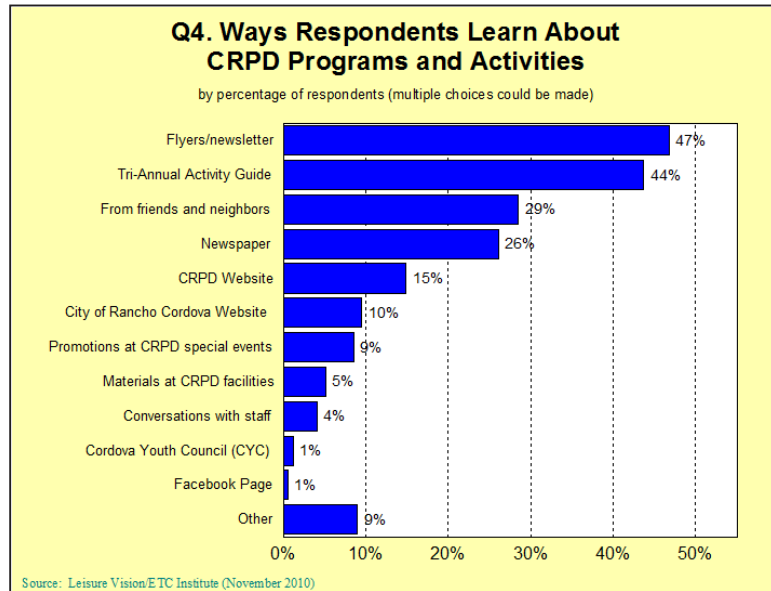


Figure 10 - Ways Respondents Learn About CRPD Programs and Activities

2.2.12 REASONS PREVENTING THE USE OF CRPD PARKS, FACILITIES, PROGRAMS MORE OFTEN

“Too busy/not enough time” (17%) is the most frequently mentioned reason preventing households from using CRPD parks, recreation facilities or programs more often (Figure 11). Other frequently mentioned reasons include: “program times are not convenient” (16%), “do not know what is being offered” (11%), and “fees are too high” (11%).

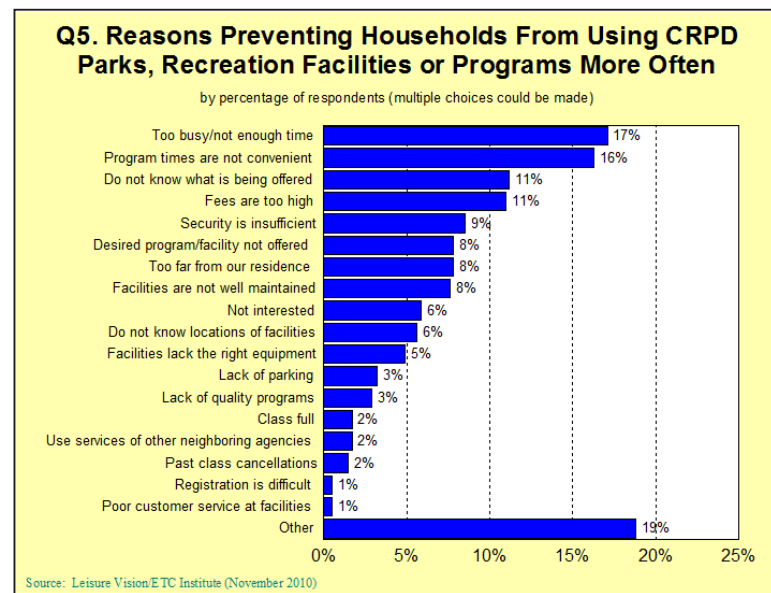


Figure 11 - Reasons Preventing the Use of CRPD Parks, Facilities, Programs More Often

2.2.13 LEVEL OF SATISFACTION WITH THE CUSTOMER SERVICE EXPERIENCE RECEIVED WHEN USING CRPD FACILITIES AND PROGRAMS

Sixty percent (60%) of respondents are either very satisfied (35%) or somewhat satisfied (25%) with the customer service experience they receive when using CRPD facilities and programs (Figure 12). Only 4% of respondents are somewhat dissatisfied or very dissatisfied with the customer service experience they receive when using CRPD facilities and programs. In addition, 36% of respondents rated the customer service experience they receive as “neutral”.

Q6. Level of Satisfaction with the Customer Service Experience Households Receive When Using CRPD Facilities and Programs

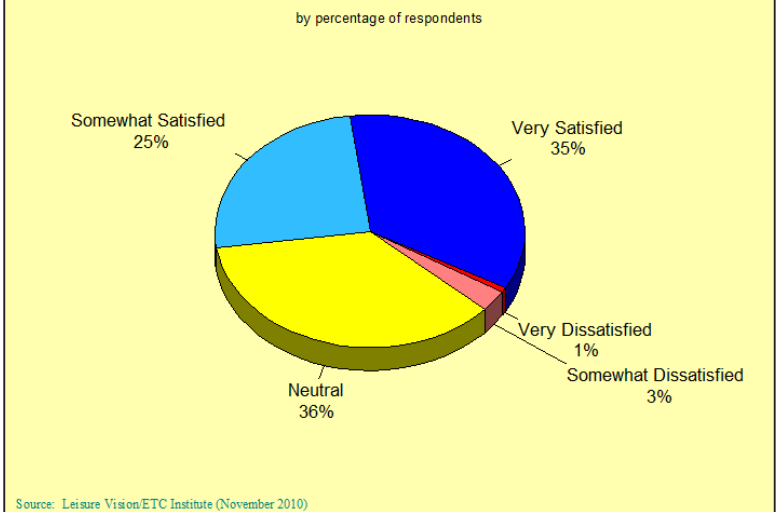


Figure 12 - Level of Satisfaction with the Customer Service Experience Received When Using CRPD Facilities and Programs

2.2.14 NEED FOR PARKS AND RECREATION FACILITIES

The parks and recreation facilities that the highest percentage of households has a need for are: walking, biking trails, and greenways (64%), small family picnic areas and shelters (60%), small neighborhood parks (59%), large community parks (46%), playground equipment (44%), outdoor swimming pools (39%), large group picnic areas and shelters (35%), nature centers (33%), community gardens (29%), gymnasium/indoor recreation/community center (27%), indoor walking/running tracks (26%), off-leash dog parks (26%), youth soccer fields (24%), outdoor basketball courts (23%), amphitheaters (23%), splash pads/spray grounds (23%), outdoor tennis courts (21%), senior centers (21%), youth baseball fields (18%), adult softball fields (14%), disc golf courses (14%), skateboard parks (13%), youth softball fields (12%), multi-purpose fields (rugby, lacrosse) (12%), youth football fields (12%), adult soccer fields (10%), and archery range (7%).

Q7. Households That Have a Need for Various Parks and Recreation Facilities

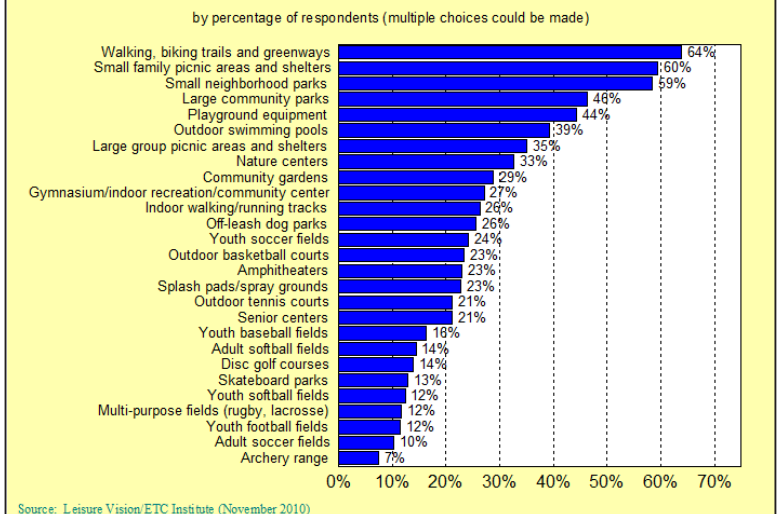


Figure 13 - Need for Parks and Recreation Facilities

2.2.15 NEED FOR PARKS AND RECREATION FACILITIES IN THE CRPD

From a list of 27 various parks and recreation facilities, respondents were asked to indicate all of the ones that members of their household have a need for. **Figure 14** shows the estimated number of households in the Cordova Recreation and Park District that have a need for various parks and recreation facilities, based on 34,300 households in the District.

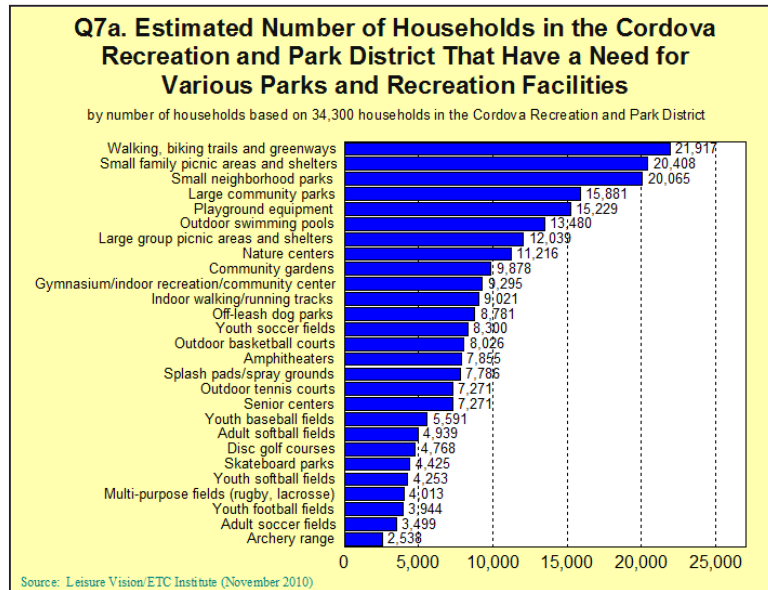


Figure 14 - Need for Parks and Recreation Facilities in the CRPD

2.2.16 HOW WELL PARKS AND RECREATION FACILITIES MEET NEEDS

For all parks and facilities, 55% or less of respondents indicated that the park/facility completely meets the needs of their household (**Figure 15**).

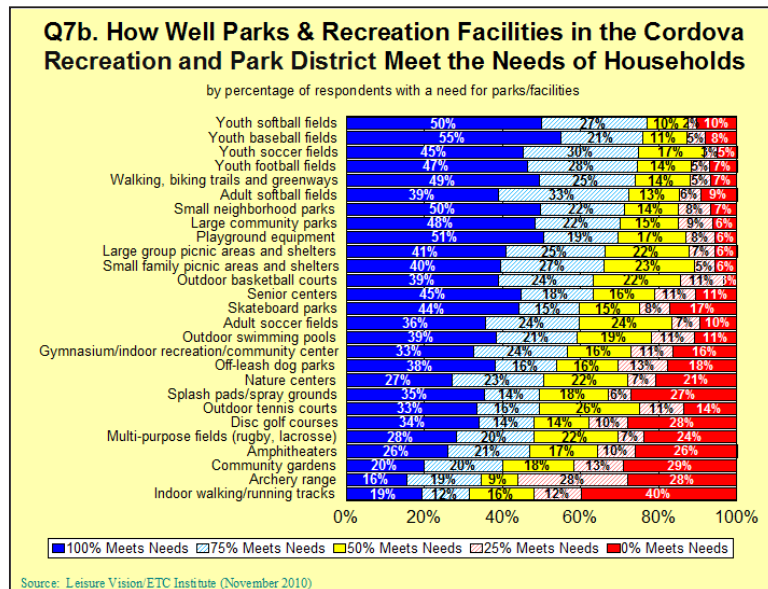


Figure 15 - How Well Parks and Recreation Facilities Meet Needs

2.2.17 CRPD HOUSEHOLDS WITH THEIR FACILITY NEEDS BEING 50% MET OR LESS

From the list of 27 parks and recreation facilities, households that have a need for parks/facilities were asked to indicate how well these types of parks/facilities in the Cordova Recreation and Park District meet their needs. **Figure 16** shows the estimated number of households in the Cordova Recreation and Park District whose needs for parks/facilities are only being 50% met or less, based on 34,300 households in the District.

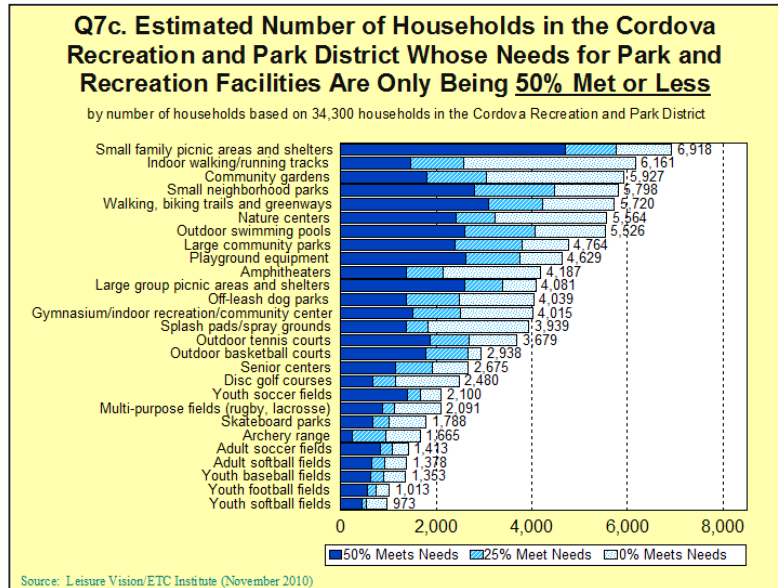


Figure 16 - CRPD Households with Their Facility Needs Being 50% Met or Less

2.2.18 MOST IMPORTANT PARKS AND RECREATION FACILITIES

Based on the sum of their top four choices, the parks and recreation facilities that households rated as the most important include: walking, biking trails, and greenways (34%), small family picnic areas and shelters (29%), small neighborhood parks (28%), playground equipment (24%), and outdoor swimming pools (20%). It should also be noted that walking, biking trails and greenways had the highest percentage of respondents select it as their first choice as the most important park/facility (**Figure 17**).

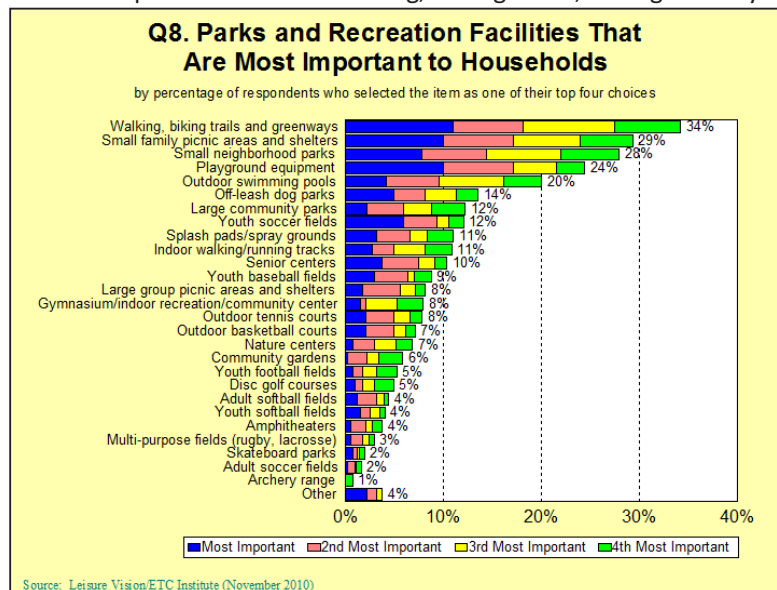


Figure 17 - Most Important Parks and Recreation Facilities

2.2.19 NEED FOR RECREATION PROGRAMS

The recreation programs that the highest percentage of households has a need for are: adult fitness and wellness programs (36%), community-wide special events (35%), swim lessons/aquatics programs (32%), and cultural programs (25%) (Figure 18).

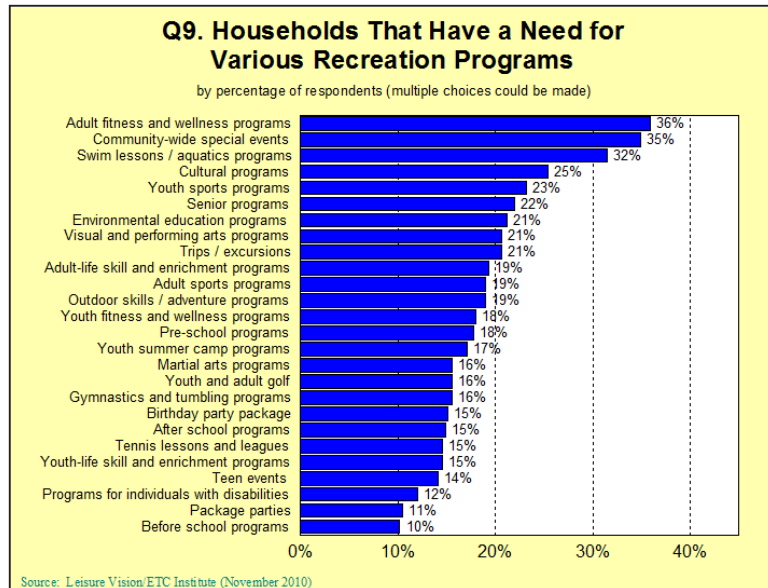


Figure 18 - Need for Recreation Programs

2.2.20 NEED FOR RECREATION PROGRAMS IN THE CRPD

From a list of 26 recreation programs, respondents were asked to indicate all of the ones that members of their household have a need for. Figure 19 shows the estimated number of households in the Cordova Recreation and Park District that have a need for recreation programs, based on 34,300 households in the District.

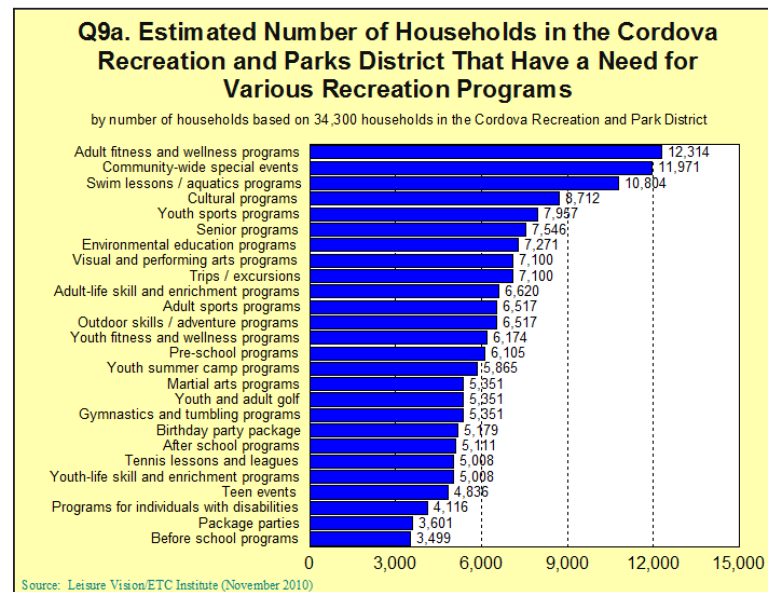


Figure 19 - Need for Recreation Programs in the CRPD

2.2.21 HOW WELL RECREATION PROGRAMS MEET NEEDS

For all 26 recreation programs, less than 45% of respondents indicated that the program completely meets the needs of their household (Figure 20).

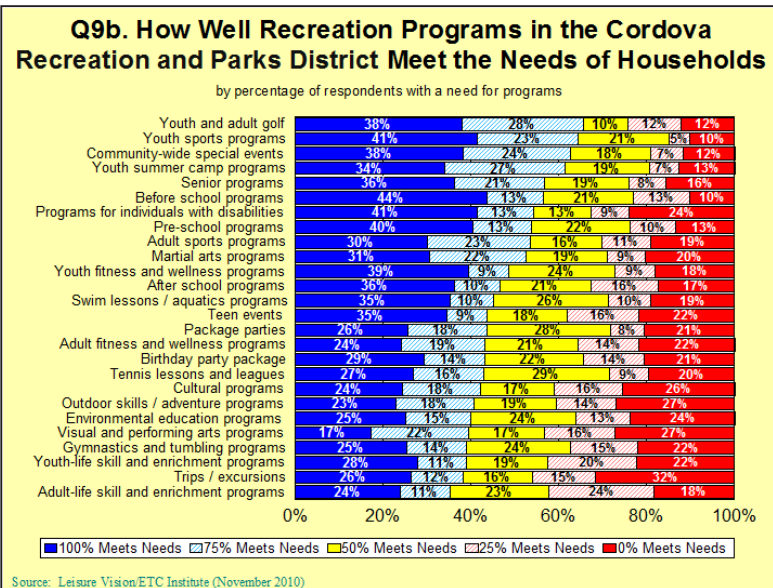


Figure 20 - How Well Recreation Programs Meet Needs

2.2.22 CRPD HOUSEHOLDS WITH THEIR PROGRAM NEEDS BEING 50% MET OR LESS

From a list of 26 recreation programs, households that have a need for programs were asked to indicate how well these types of programs in the Cordova Recreation and Park District meet their needs. Figure 21 shows the estimated number of households in the Cordova Recreation and Park District whose needs for programs are only being 50% met or less, based on 34,300 households in the District.

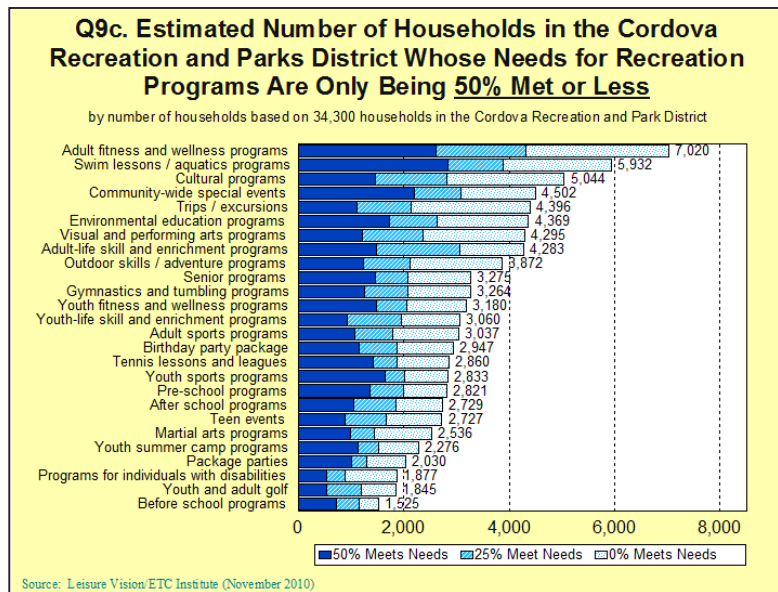


Figure 21 - CRPD Households with Their Program Needs Being 50% Met or Less

2.2.23 MOST IMPORTANT RECREATION PROGRAMS

Based on the sum of their top four choices, the recreation programs that households rated as the most important include: swim lessons/aquatics programs (19%), adult fitness and wellness programs (19%), and community-wide special events (16%). It should also be noted that swim lessons/aquatic programs had the highest percentage of respondents select it as their first choice as the most important program to their household (Figure 22).

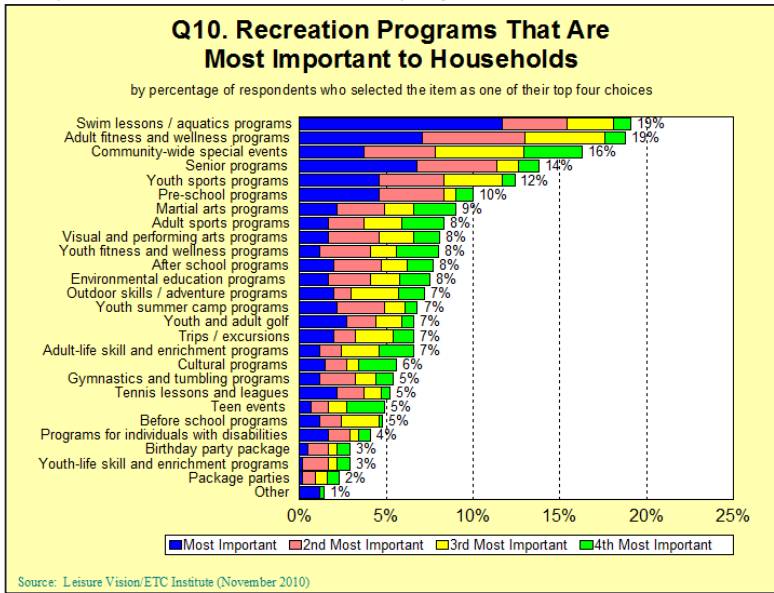


Figure 22 - Most Important Recreation Programs

2.2.24 MOST FREQUENTLY USED METHOD TO ACCESS CRPD PARKS & RECREATION FACILITIES

Seventy percent (70%) of households indicated that “driving” is their most frequently used method to access CRPD parks and recreation facilities (Figure 23). In addition, 24% of respondents walk to CRPD parks and facilities, and 11% bike to CRPD parks and recreation facilities.

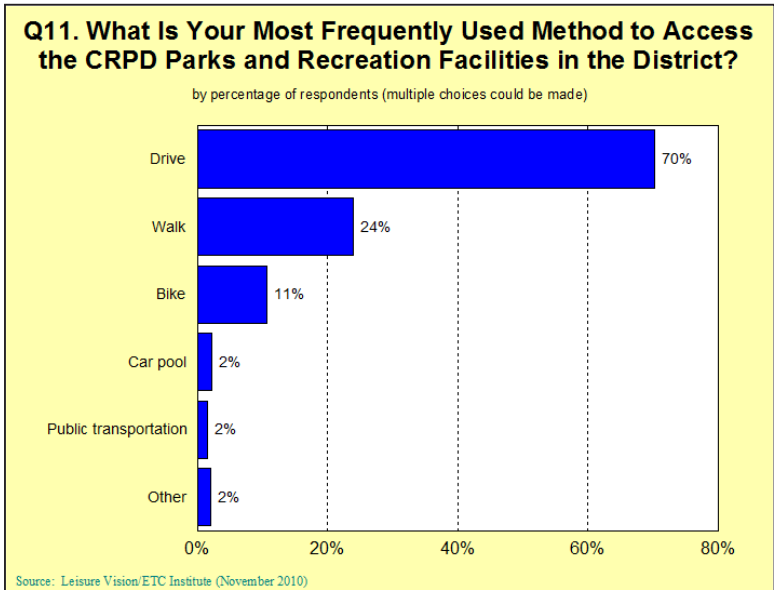
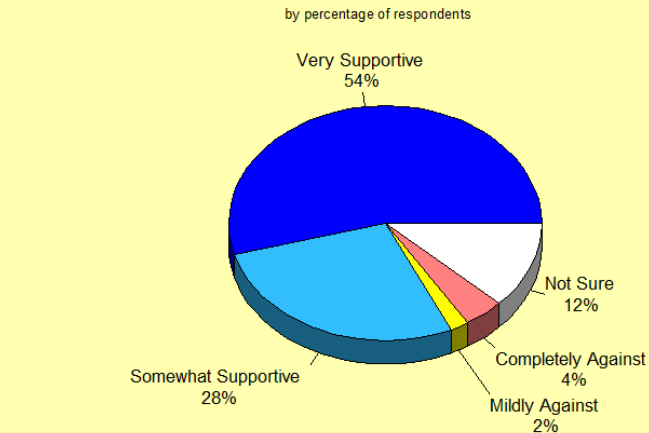


Figure 23 - Most Frequently Used Method to Access CRPD Parks & Recreation Facilities

2.2.25 LEVEL OF SUPPORT FOR DEVELOPING WALKING/BIKING TRAILS TO CREATE AN INTERCONNECTED COMMUNITY AND A SUSTAINABLE BUILT ENVIRONMENT

Eighty-two percent (82%) of respondents are either very supportive (54%) or somewhat supportive (28%) of an effort to develop walking/biking trails to create an interconnected community and a sustainable built environment (Figure 24). Only 6% of respondents are mildly against it, and 12% indicated “not sure”.

Q12. How Supportive Would You Be of an Effort to Develop Walking/Biking Trails to Create an Interconnected Community and a Sustainable Built Environment?



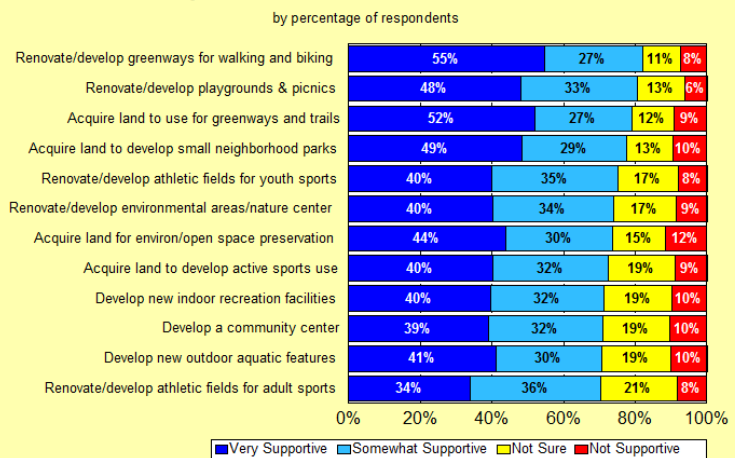
Source: Leisure Vision/ETC Institute (November 2010)

Figure 24 - Level of Support for Developing Walking/Biking Trails to Create an Interconnected Community and a Sustainable Built Environment

2.2.26 SUPPORT FOR ACTIONS TO IMPROVE/EXPAND PARKS AND RECREATION FACILITIES

There are four actions that over 45% of respondents are very supportive of CRPD taking to improve and expand parks and recreation facilities: renovate/develop greenways for walking and biking (55%), acquire land to use for greenways and trails (52%), acquire land to develop small neighborhood parks (49%), and renovate/develop playgrounds and picnics (48%) (Figure 25).

Q13. Level of Support for Various Actions the Cordova Recreation and Parks District Could Take to Improve and Expand Parks and Recreation Facilities



Source: Leisure Vision/ETC Institute (November 2010)

Figure 25 - Support for Actions to Improve/Expand Parks and Recreation Facilities

2.2.27 MOST IMPORTANT ACTIONS TO IMPROVE/EXPAND PARKS & RECREATION FACILITIES

Based on the sum of their top four choices, the most important actions that CRPD could take to improve/expand parks and recreation facilities are: renovate/develop greenways for walking and biking (45%) renovate/develop playgrounds and picnics (28%), acquire land to develop for small neighborhood parks (28%), and acquire land to use for greenways and trails (27%). It should also be noted that renovate/develop greenways for walking and biking had the highest percentage of respondents select it as their first choice as the most important park/facility to improve/expand.

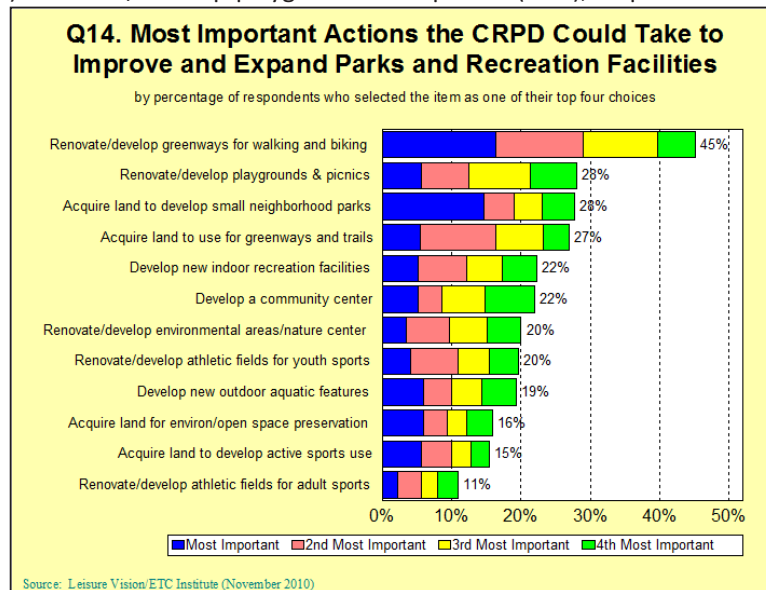


Figure 26 - Most Important Actions to Improve/Expand Parks & Recreation Facilities

2.2.28 ALLOCATION OF \$100 AMONG VARIOUS PARKS AND RECREATION CATEGORIES

Respondents would allocate \$49 out of \$100 towards the improvements/maintenance of existing parks, trails, sports, and recreation facilities (Figure 27). The remaining \$51 were allocated as follows: development of new parks, trails, and sports facilities (\$20), development of new community center/recreation facilities (\$16), and acquisition of new park land and open space (\$15).

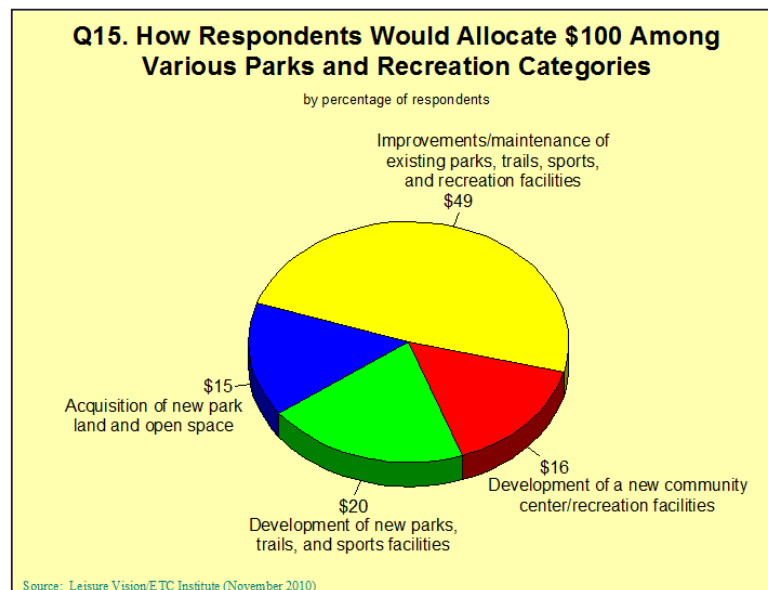


Figure 27 - Allocation of \$100 among Various Parks and Recreation Categories

2.2.29 LEVEL OF SUPPORT FOR VARIOUS MONTHLY ASSESSMENTS TO FUND PARKS, GREENWAYS, OPEN SPACE, AND RECREATION FACILITIES

Fifty-one percent (51%) of respondents are either strongly supportive (39%) or somewhat supportive (12%) of paying \$5 per month to fund the development and operations of parks, greenways, open space, and recreation facilities that are most important to their household (Figure 28).

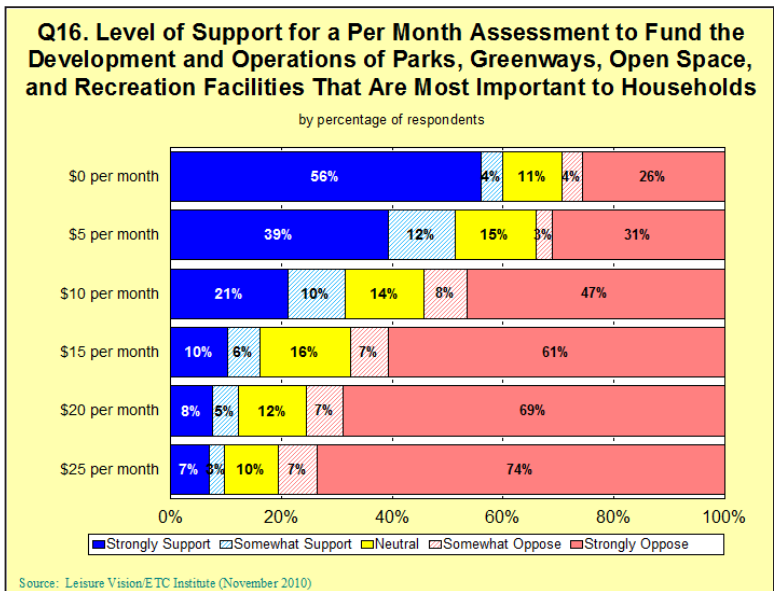


Figure 28 - Level of Support for Various Monthly Assessments to Fund Parks, Greenways, Open Space, and Recreation Facilities

2.2.30 DEMOGRAPHICS

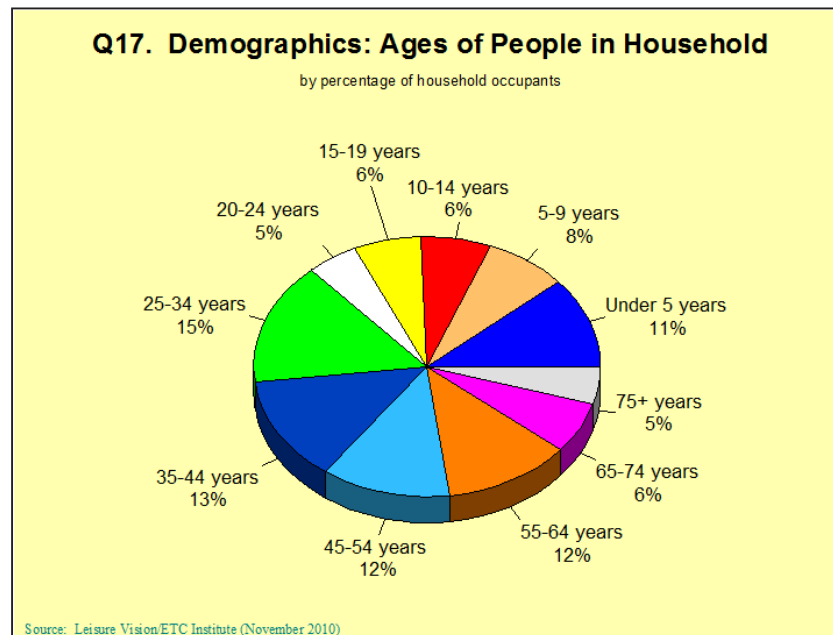


Figure 29 - Ages of People in Household

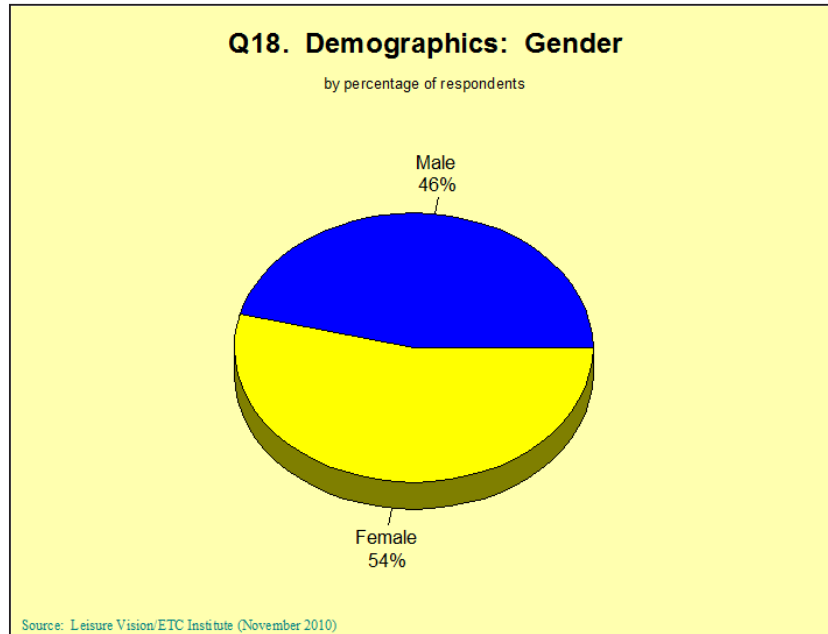


Figure 30 - Gender

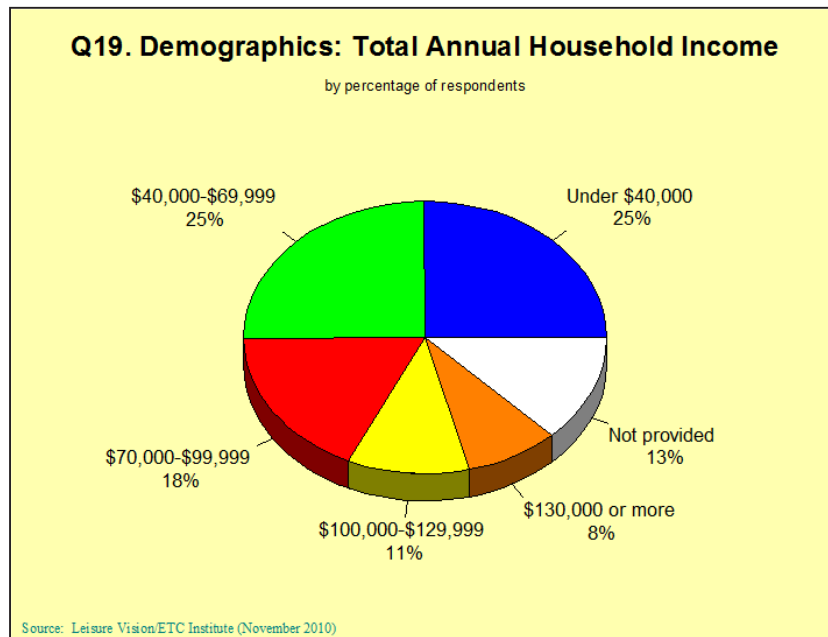


Figure 31 - Total Annual Household Income

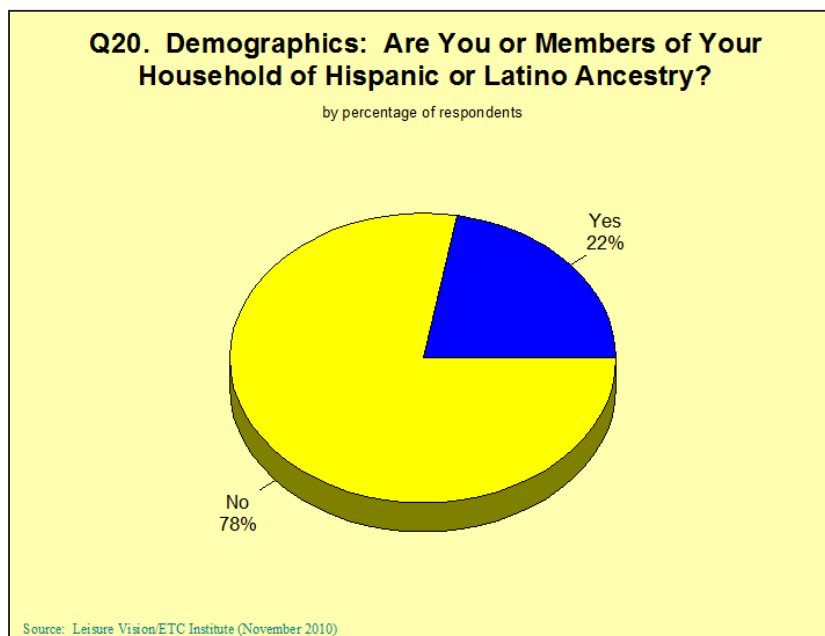


Figure 32 - Are You or Members of Your Household of Hispanic or Latino Ancestry

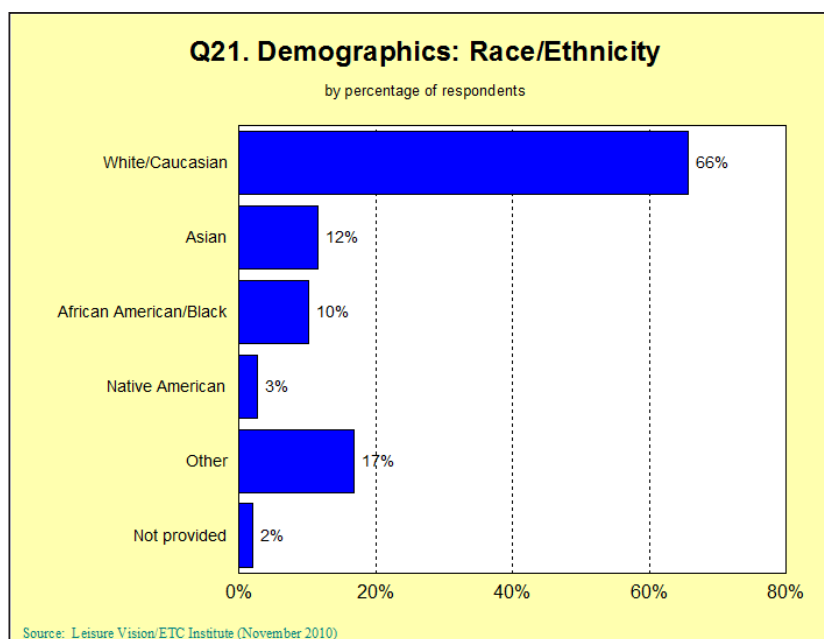


Figure 33 - Race/Ethnicity

2.3 DEMOGRAPHICS AND TRENDS ANALYSIS

The Demographic Analysis provides a better understanding of the population composition of the Cordova Census-Designated Place (CDP) as defined by the U.S. Census Bureau. This analysis helps define the characteristics of overall population based on age segment, race and ethnicity, and income characteristics of the residents.

All future demographic projections are based on observed historical trends. The projections must be considered with the caveat that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

2.3.1 SUMMARY

The **total population** of the Cordova CDP service area has exhibited a rapid growth pattern over the last decade. From 2000 to 2009, the service area population grew by 12.3% to a total population of 110,662. This entails an increase of 13,663 total persons at an annual growth rate of 1.5%. The projected population growth is 5.6% from 2009 – 2014, 5.6% from 2014 – 2019 and 5.5% from 2019 – 2024 respectively.

From an **age segment** standpoint, the highest age group by numbers is the 35-54 age group which comprises 27% of the population or 29,921 individuals. This is a slight reduction from 28.8% in 2000 and it is projected to further decrease to 23.9% by 2024. This reduction is offset by the consistent increase in the 55+ age segment which is projected to increase from 22.3% currently to 27.3% by 2024.

From a **race** standpoint, the District service area has a racially and ethnically diverse population. Much like the national demographic trends, the District service area's diversity is projected to increase in the years to come. The majority, White Alone population, is expected to reduce from 68% in 2000 to 60% in 2009 and as low as 50% by 2024. Effectively, this means that by 2024 one out of two individuals within the District service area will not identify as White Alone. The largest shift being witnessed is with those who identify as being of Hispanic / Latino origin, of any race. This segment is expected to grow significantly from 12% in 2000 to 15.7% in 2009 and increasing up to 21% by 2024.

The **income characteristics** are average at best. The service area's current median household income is \$54,270 and it is projected to grow to \$66,657 by 2024. The per capita income, too, is projected to increase from \$24,792 currently to \$28,605 by 2024. However, the Cordova CDP's income characteristics are lower in comparison with that of the State and National averages.

2.3.2 METHODOLOGY

All data used in this analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2010, and reflects actual numbers as reported in the 2000 Census and demographic projections for 2009 and 2014 as estimated by ESRI; straight line linear regression was utilized for projected 2019 and 2024 demographics. The Cordova Recreation and Park District service area was utilized as the boundary for the demographic analysis.



2.3.3 DISTRICT SERVICE AREA

2.3.3.1 POPULATION

The District CDP service area has exhibited a rapid growth pattern over the last decade. From 2000 to 2009, the service area population grew by 12.3% to a total population of 110,662. This entails an increase of 13,663 total persons at an annual growth rate of 1.5%. In comparison, the U.S. population grew at an annual rate of 0.9% over the same time frame.

Future projections indicate that the growth rate is expected to increase at a decreasing rate. The projected population growth is 5.6% from 2009 – 2014, 5.6% from 2014 – 2019 and 5.5% from 2019 – 2024 respectively. This would result in approximately 132,048 total residents in the service area by 2024. The number of households would also increase from 42,413 currently to 51,311 by 2024 (Figure 34).

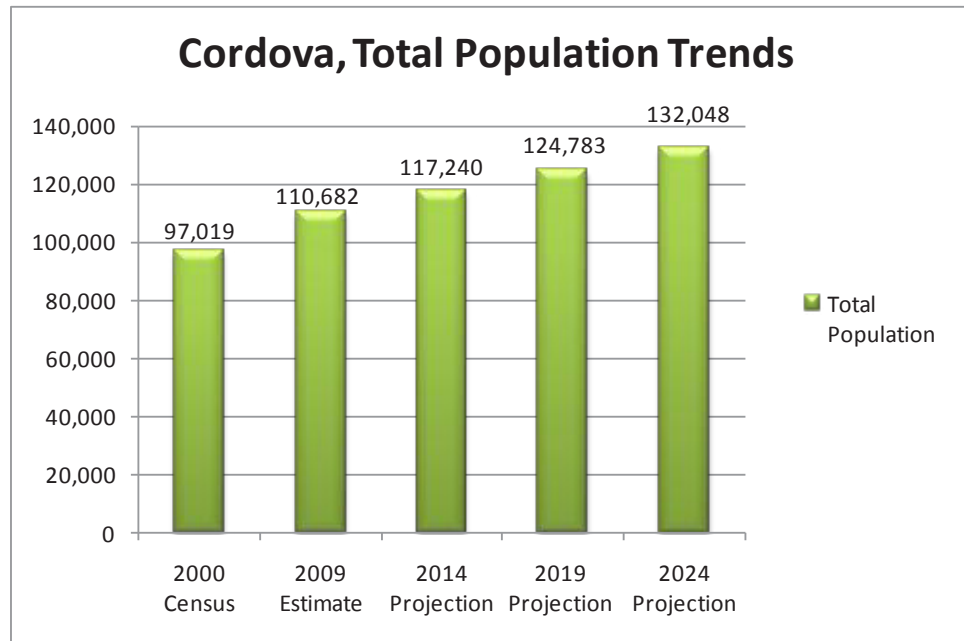


Figure 34 –Total Population Trends

2.3.3.2 AGE SEGMENT

Evaluating the age segment breakup, the Cordova CDP population exhibits a very balanced age segment distribution with a mild aging pattern (**Figure 35**).

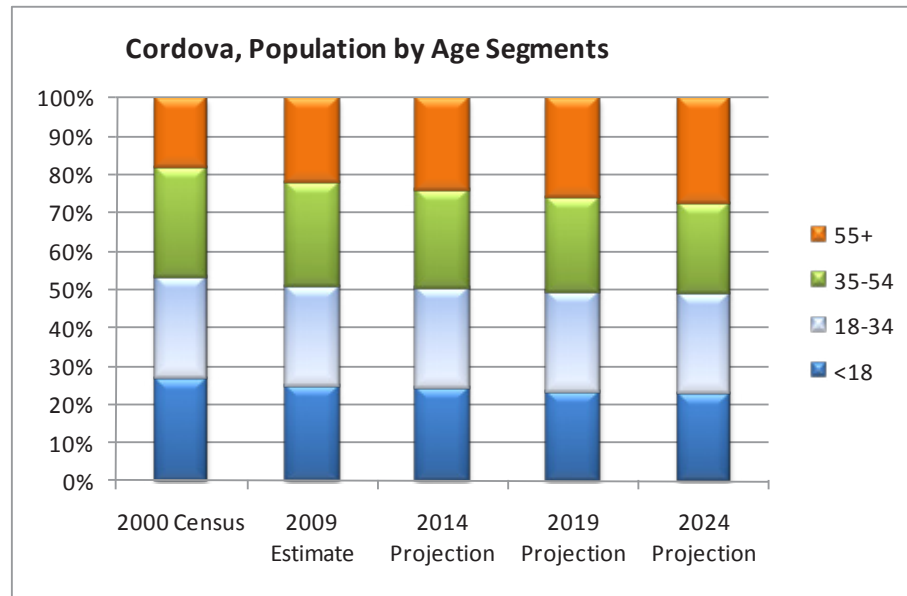


Figure 35 - Population by Major Age Segment

Currently, the highest age group by numbers is the 35-54 age group which comprises 27% of the population or 29,921 individuals. This is a slight reduction from 28.8% in 2000 and it is projected to further decrease to 23.9% by 2024. This reduction is offset by the consistent increase in the 55+ age segment which is projected to increase from 22.3% currently to 27.3% by 2024. While this entails a noticeable growth in the 55+ age group, it is less in comparison to national trends and those exhibited by many surrounding communities in the area.

One potential reason for that is the high influx of younger families in the area. The rapid population growth seems to have been driven by younger families with children moving into the Cordova Recreation and Park District area. This would explain the consistent 18-34 population mix (almost 26% throughout the study period) and also the relatively high rate of U-18 individuals (25% currently).

Thus, the District truly caters to a very wide and diverse population base and the program offering would have to focus on youth centered programs as a means to continue attracting younger families and fresh job seekers. Some programs types include youth based programming, learn to swim programs, before and after school programs as well as youth and adult sports leagues and tournaments catered to them. At the same time, the active adult population would certainly demand increased availability of fitness and wellness programs, life skill programs, aquatics – aquarobics, therapeutic recreation and leisure activities.



Overall, in order to create the sense of community and tie the diverse segments together, it would be beneficial to have a variety of special events and family-based recreation opportunities for a multi-generational audience.

2.3.3.3 GENDER

The gender distribution does indicate a slight skew towards the female population. The ratio of females to males within the service area is expected to be around 51% females to 49% males over the entire study period (**Figure 36**)

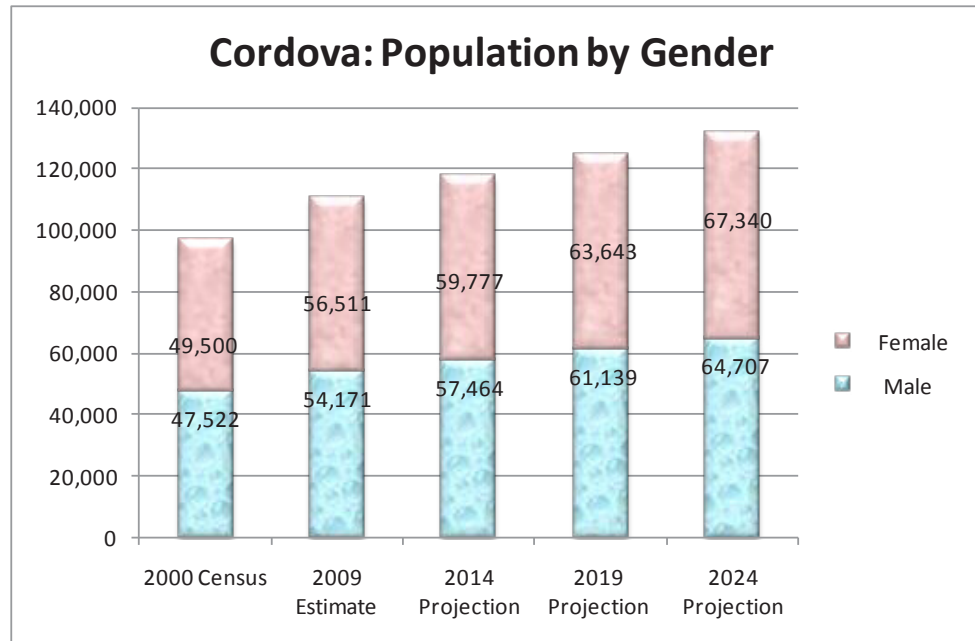


Figure 36 –Population by Gender

Recreational trends from the last few years indicate that, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Female participation rates, however, are slightly lower than their male counterparts – 61% of females participate at least once per year in a sport or recreational activity compared to a 69% participation rate of men. According to recreational trends research performed in the industry over the past twenty years, the top ten recreational activities for females are currently:

1. Walking
2. Aerobics
3. General exercising
4. Biking
5. Jogging
6. Basketball

7. Lifting weights
8. Golf
9. Swimming
10. Tennis

The top ten recreational activities for males are:

1. Golf
2. Basketball
3. Walking
4. Jogging
5. Biking
6. Lifting weights
7. Football
8. Hiking
9. Fishing
10. Hunting

While men and women have some common activities among the top ten, the frequency of participation in their preferred activities is higher in men than it is in women over a ninety-day span. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, but also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

This mature female demographic is opting for less team oriented activities which dominate the female youth recreational environment, instead shifting more towards a diverse selection of individual participant activities, as evident in the top ten recreational activities mentioned above.

2.3.3.4 RACE AND ETHNICITY

From a race standpoint, the Cordova CDP service area has racially and ethnically diverse population and this diverse mix is projected to increase in the years to come (**Figure 37**). The majority White Alone population is expected to reduce from 68% in 2000 to 50% by 2024. At the same time, the Black Alone and Asian population will increase to 11% and 15% respectively by 2024. Also, those belonging to two or more races will comprise 13% of the population by 2024. This diverse racial composition also results in a varied program preference as will be seen by Participation Trends by Race / Ethnicity later in this section.

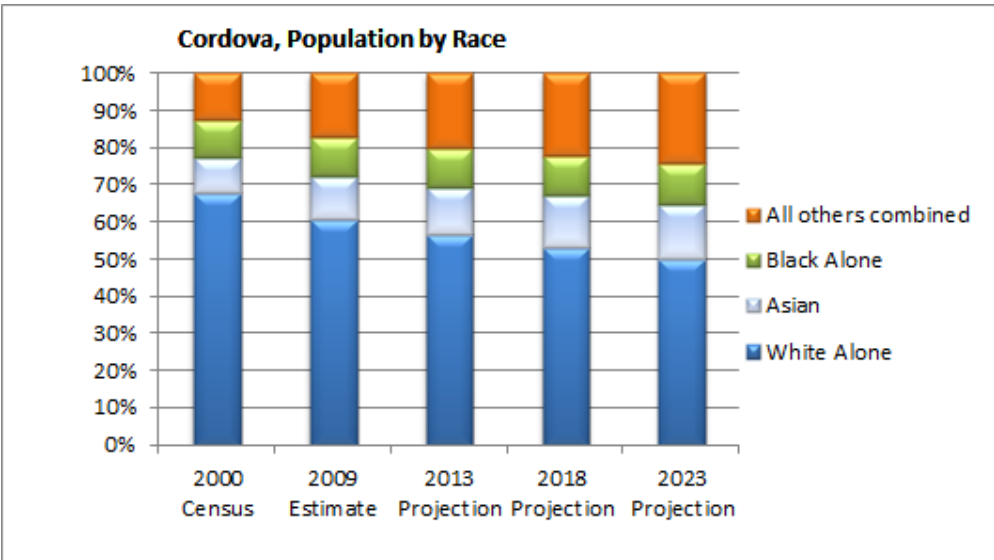


Figure 37 - Population by Race/Ethnicity

Another shift, from an ethnicity standpoint, is being witnessed in those being classified as being of Hispanic / Latino origin of any race. This segment is expected to grow significantly from 12% in 2000 to 21% by 2024 (Figure 38).

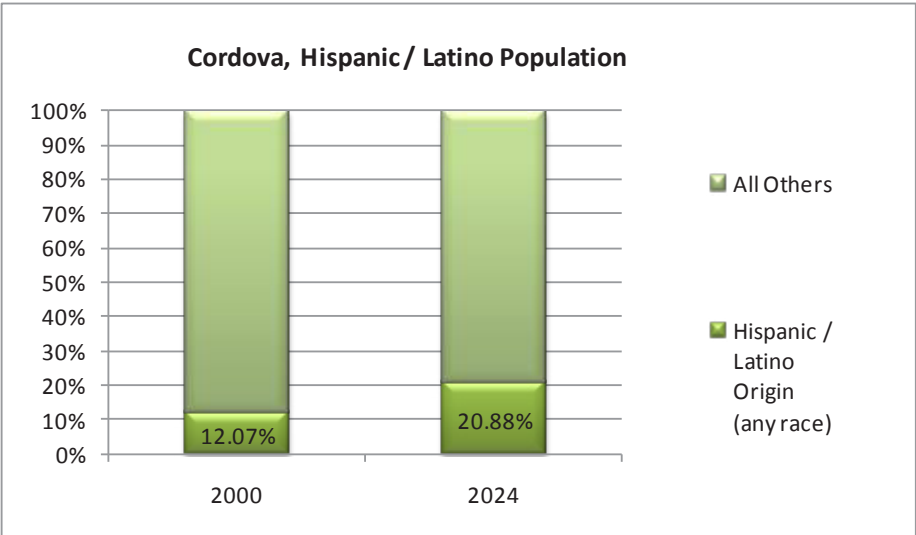


Figure 38 - Percentage of Individuals of Hispanic / Latino origin

PARTICIPATION TRENDS BY RACE/ETHNICITY

The White Alone population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the White Alone populace has an affinity for outdoor non-traditional sports.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. Different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever-greater contact with Caucasian middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire, and both the minority and youth populations continue to increase.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group exist. Large group pavilions with picnicking amenities and multi-purpose fields are integral in the communal pastime shared by many Hispanics / Latinos.

The Black Alone population has historically been an ethnic group that participates in active team sports, most notably football, basketball, and baseball. The African-American populace exhibits a strong sense of neighborhood and local community through large special events and gatherings with extended family and friends, including family reunions. Outdoor and water based activities, such as, hiking, water skiing, rafting, and mountain biking, are not much of a factor in the participatory recreational activities.

The Asian population is a very different yet distinct ethnic group compared with the three main groups in the U.S. – Caucasian, African-American, and Hispanic. The Asian population has some similarities to the Hispanic population, but many seem to shy away from traditional team sports and outdoor and water based activities. They are often involved in walking/running, bowling and racket sports such as tennis, ping pong and badminton.

Utilizing the Ethnicity Study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to each race/ethnic group.

A participation index was also reviewed. An index is a gauge of likelihood that a specific ethnic group will participate in an activity as compared to the U.S. population as a whole. An index of 100 signifies that participation is on par with the general population; an index less than 100 means that the segment is less likely to participate, more than 100 signifies the group is more likely than the general public to participate.

The most popular activities for those classified as **White Alone** in terms of total participation percentage, the percentage by which you can multiply the entire population by to arrive at activity participation of at least once in the past twelve months, are:

1. Recreational Swimming – 38.9% participation rate (38.9% of the population has participated at least once in the last year)
2. Recreational Walking – 37.0% participation rate
3. Recreational Bicycling – 20.6% participation rate
4. Bowling – 20.4% participation rate



5. Treadmill Exercise – 19.1% participation rate

High participation percentages in freshwater fishing (17.3% participation rate), hiking (17.2% participation rate), and tent camping (17.2% participation rate) demonstrate the high value that the Caucasian population places on outdoor activities. Sailing (Index of 124), kayaking (Index of 121), and golf (Index of 120) are three activities that the Caucasian population is more likely to participate in than the general public.

The five most popular activities for those of **Hispanic / Latino descent** are:

1. Recreational Swimming – 33.2% participation rate
2. Recreational Walking – 31.2% participation rate
3. Recreational Bicycling – 19.7% participation rate
4. Bowling – 18.5% participation rate
5. Running/Jogging – 18.0% participation rate

In terms of participation index, the Hispanic populace is more than twice as likely as the general population to participate in boxing (Index of 264), very likely to participate in soccer (Index of 177), and more likely to participate in paintball (Index of 155) than any other ethnic group. For comparison reasons, although Hispanics are nearly twice as likely to participate in soccer as any other race, only 9.0% of the Hispanic population participated in the sport at least once in the last year.

The top five recreational activities for the **Asian** populace in regards to participation percentages are:

1. Recreational Walking – 33.3% participation rate
2. Recreational Swimming – 31.9% participation rate
3. Running/Jogging – 21.6% participation rate
4. Bowling – 20.5% participation rate
5. Treadmill Exercise – 20.3% participation rate

The Asian populace participates in multiple recreational activities at a greater rate than the general population, with lacrosse being the activity boasting the greatest index of 615. Squash (Index Of 414), mountain/rock climbing (Index of 262), yoga/tai chi (Index 229), martial arts (227), artificial wall climbing (224), badminton (222), and rowing machine exercise (206) each represent an activity that Asians are more than twice as likely to participate in than the general public.

Analyzing the top five activities that the **Black Alone** populace participates in at the greatest rate results in:

1. Recreational Walking – 26.7% participation rate
2. Recreational Swimming – 20.2% participation rate
3. Basketball – 19.8% participation rate
4. Bowling – 17.5% participation rate

5. Running/Jogging – 14.3% participation rate

The African-American population, like the Hispanic population, is more than twice as likely to participate in boxing (Index of 208). Football (Index of 199) and basketball (Index of 160) are also among the higher participated in activities among the African-American populace.

2.3.3.5 HOUSEHOLD INCOME

The Cordova CDP’s income characteristics are average and projected to grow at a slow pace in the upcoming years.

The service area’s current median household income is \$54,270 and it is projected to grow to \$66,657 by 2024. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, too, is projected to increase from \$24,792 currently to \$28,605 by 2024 (Figure 39).

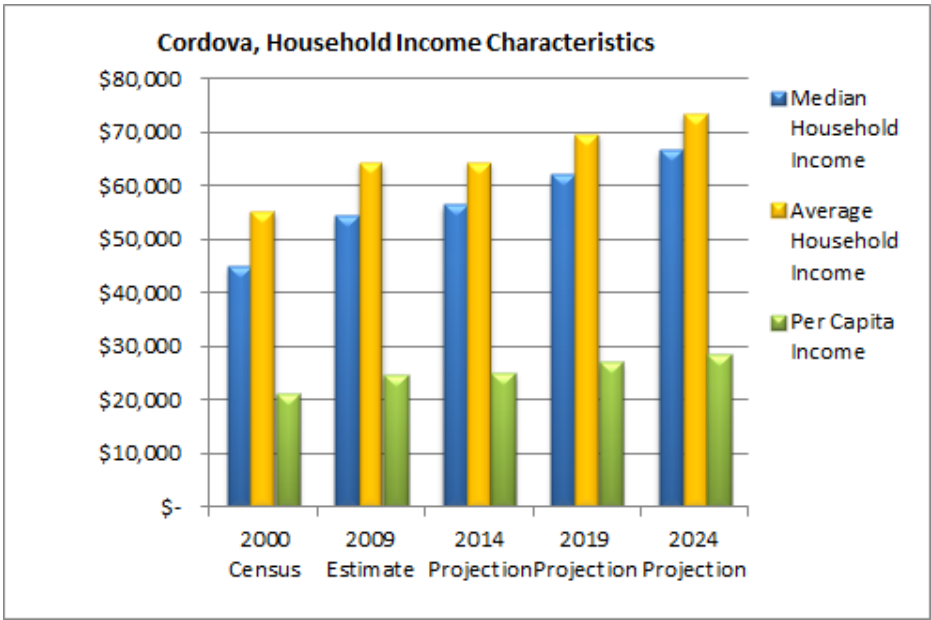


Figure 39 –Cordova Income Characteristics



As seen in **Figure 40**, Cordova CDP's income characteristics are lower in comparison with that of the State and National averages. The median household income, the average household income and the per capita income are all lower than state and national averages. Part of this could be attributed to the presence of a large number of younger families that are newer in the workforce and also not at the same education levels, thus depressing their earnings. Given these characteristics, it would be important to focus on offerings that target family-based recreation and provide a good value for money.

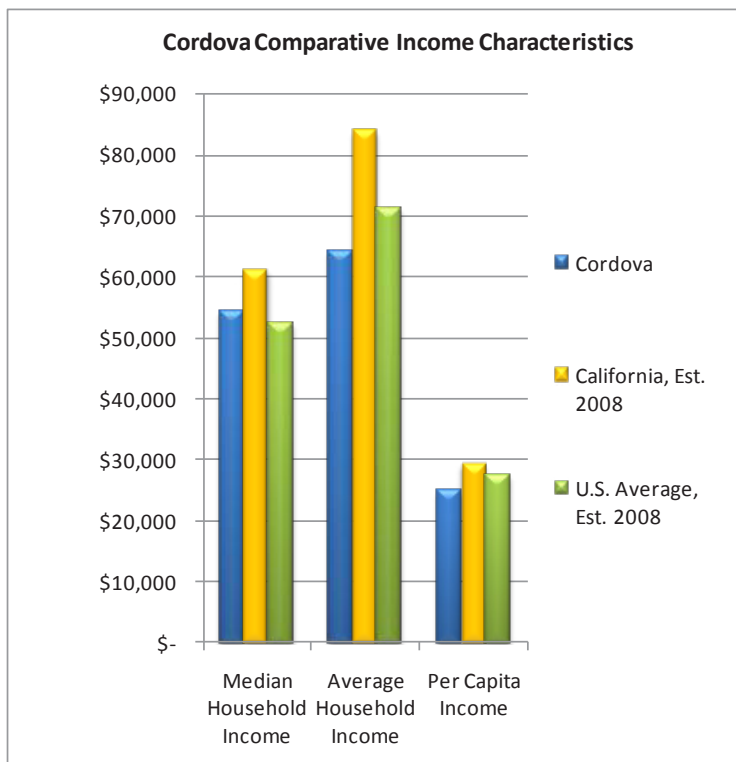


Figure 40 - Comparative Income Characteristics

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CHAPTER 5

PRIORITY RANKINGS

In addition to the outreach and demographic analysis cited in Chapter 4, *The Inventory and Assessment Plan* also presents information on priority rankings as interpreted by PROS Consulting. The priority rankings summarized in figure 41 are particularly relevant to Chapter 6 of this document where facility and amenity standards are discussed in greater detail with more supporting documentation.



CHAPTER FOUR - PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility / amenity and recreation program needs for the communities served by the District.

The ranking model used by the PROS team evaluated both quantitative and qualitative data. The statistically valid Community Survey was used to provide quantitative data. The survey asked respondents to list what they thought were their unmet needs and then to rank those needs in order of importance. The qualitative data was based primarily on resident feedback obtained through community input meetings.

The model also used a weighted scoring system to determine the priorities for parks and recreation facilities / amenities and recreation programs. This weighted scoring system provided values of three (3) for both unmet needs and importance, and four (4) for consultant evaluation. This breaks down so that out of a total of 100% unmet needs equals 30% of total score importance equals 30% of total score, and consultant evaluation equals 40% of total score.

These rankings were used in developing the Capital Improvement Plan as well as the overall recommendations.

This scoring system considers the following:

- Community Survey
 - Unmet needs for facilities and recreation programs – Factor derived from the total number of households mentioning whether they have a need for a facility / program and the extent to which their need for facilities and programs has been met. Survey participants were asked to identify this for 27 different facilities / amenities and 26 recreation programs. Weighted by a value of 3.
 - Importance ranking for facilities and programs – Factor derived from the importance allocated to a facility or program by survey respondents. Each respondent was asked to identify the top four most important facilities and recreation programs. Weighted by a value of 3.
- Consultant Evaluation
 - Factor derived from the consultant's evaluation of program and facility priority. Based on survey results, demographics, trends and overall community input. Weighted by a value of 4.

These weighted scores were then summed to provide an overall score and priority ranking for the District's system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (1-9), Medium Priority (10-18), and Low Priority (19-27).

The combined total of the weighted scores for Community Unmet Needs, Community Importance and Consultant Evaluation is the total score based on which the Facility / Amenity and Program Priority is determined. **Figure 61** and **Figure 62** below depict the Facility / Amenity and Recreation Program Priority Rankings.



Cordova Recreation & Park District

Figure 41* shows that walking, biking trails and greenways, small family picnic area and shelters and small neighborhood parks were the top three facilities / amenities. These were followed by playground equipment, outdoor swimming pools and indoor running / walking track.

Cordova Rec. and Park District Facility/Amenity Priority Rankings	
	Overall Ranking
Walking, biking trails & greenways	1
Small family picnic area & shelters	2
Small neighborhood parks	3
Playground equipment	4
Outdoor swimming pools	5
Indoor / walking running tracks	6
Off-leash dog parks	7
Splash pads / spray grounds	8
Large community parks	9
Nature center	10
Community gardens	11
Large family picnic area & shelters	12
Youth soccer fields	13
Senior center	14
Gyms / indoor recreation or comm. centers	15
Outdoor tennis courts	16
Amphitheaters	17
Disc golf course	18
Outdoor basketball courts	19
Youth baseball fields	20
Adult soccer fields	21
Multi-purpose fields	22
Adult softball fields	23
Youth softball fields	24
Skateboard parks	25
Youth football fields	26
Archery range	27

Figure 41 - Facility/Amenity Priority Rankings

* Note: Corrected from native document which originally reads "Figure 42".

Figure 42* shows that Adult fitness and wellness programs, swim lesson / aquatics programs and community wide special events were the top three program priorities in the community. Senior programs, Visual and performing arts programs and cultural programs round up the top six.

Cordova Rec. and Park District Program Priority Rankings	
	Overall Ranking
Adult fitness and wellness programs	1
Swim lessons / aquatics programs	2
Community wide special events	3
Senior programs	4
Visual and performing arts programs	5
Cultural programs	6
Youth sports programs	7
Environmental education programs	8
Trips / excursions	9
Pre-School programs	10
Martial arts	11
Outdoor skills / adventure programs	12
Youth fitness and wellness programs	13
Adult life skill and enrichment programs	14
Adult sports programs	15
After school programs	16
Gymnasium / tumbling programs	17
Youth summer camp programs	18
Youth life skill and enrichment programs	19
Tennis lessons / leagues	20
Youth and adult golf	21
Teen events	22
Birthday party package	23
Programs for individuals with disabilities	24
Before school programs	25
Package parties	26

Figure 42 - Program Priority Rankings

* Note: Corrected from native document which originally reads "Figure 43".

CHAPTER 6

FACILITY AND AMENITY STANDARDS, LEVELS OF SERVICE AND RE-EVALUATION

Beginning with *The Cordova Recreation and Park District Park Standards & Guidelines for New Development* prepared by Moore, Iacofano, Goltsman, Inc (MIG), *The Inventory and Assessment Plan* explains the process and rationale for service level adjustments subsequently established by Gates + Associates in 2009 and September of 2012. PRO's Consulting then published, in the *Inventory and Assessment Plan*, Appendix 4 "Service Level Standards". These standards were ultimately refined and incorporated by Goodwin Consulting Group, Inc. in *The Cordova Recreation and Park District Park Impact Fee Nexus Study* to provide specific costs associated with proposed capital improvements.

Section 3.2 Facility/Amenity Standards, Levels of Service and Service Area Analysis of *The Inventory and Assessment Plan* is inserted below, followed by the Capital Improvement Plan.





3.2 FACILITY/AMENITY STANDARDS, LEVELS OF SERVICE AND SERVICE AREA ANALYSIS

3.2.1 FACILITY STANDARDS OVERVIEW

Facility Standards are guidelines that support investment decisions related to parks, facilities and amenities. Facility Standards could change over time as the program lifecycles change and demographics of a community change. Park Service Areas determine how much of the population within a certain proximity will be served by a specific type of facility. Park Service Levels indicate how many of the resident population will be served by a specific facility.

3.2.2 SERVICE LEVEL ANALYSIS

In 2009, the District utilized a City of Rancho Cordova General Plan Survey conducted in 2004, a CRPD Park Standards and Needs Assessment conducted in 2005 by MIG, Inc., and a comparative analysis performed by Gates & Associates in 2009 to initiate the discussion about the appropriate service levels for the District. The original service levels proposed in 2006 included heavily programmed park sites with limited use facilities and numerous community-wide and District-wide features, such as football fields, rubberized tracks, a campground and an indoor soccer arena. These levels were revised due to the high capital costs that were proposed. In 2009, the Gates study analyzed park amenity service levels of the Roseville, Folsom and Cosumnes areas and developed comparable standards for the District (see **Figure 41**). This methodology and outcome was presented to a Joint Work Session of the City of Rancho Cordova City Council and the CRPD Board of Directors on January 27, 2011. During that same time period, CRPD worked with PROS Consulting to conduct two surveys to determine demographic trends and associated park and recreation needs of the District (see **Chapter 2**). Simultaneously, from 2009 to 2011, CRPD participated with the Northstate Building Industry Association (BIA) and Sacramento County to write a 'Tentative Agreement in Principle' to the Sacramento County Board of Supervisors to produce a park 'Quimby' standard for all of the Park Districts in Sacramento County. Standards for the 'Infill Park Districts' were adopted in 2010. Discussions with the 'New Growth Districts' stalled as the proposal did not address geographic differences, future needs and demographic trends. The CRPD determined to proceed with a policy that would create parity throughout all areas of the District and determined that CRPD would negotiate its own service level program with Sacramento County. In 2010, PROS evaluated Park Service Level standards using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, standards established by the Quimby Act in California, and recreation activity participation rates reported by American Sports Data as it applies to activities that occur in the United States. Pros also performed a needs-based analysis for the Cordova Recreation and Park District area. A summary findings of this analysis can be found in **Chapter 4**.

3.2.3 SERVICE LEVEL AND SERVICE AREA REEVALUATION

After receiving public testimony at the joint CRPD Board/Rancho Cordova City Council/BIA meeting on January 27, 2011, a re-evaluation of the service level program was performed.

CRPD went through an administrative change on February 16, 2012. On April 9 2012, the CRPD Board of Directors, new administrator and the CRPD Management Team held a retreat to determine the future of the District over the next five years. One of the outcomes of this retreat was a determination by the Board of Directors and staff to make the District's future park facilities attractive, reasonable and financially sustainable. Park development standards were subsequently revised to include a philosophy that neighborhood parks would be more passive in nature and community parks would be more active in nature. The park program would also include larger, but limited district-wide attractions and facilities. Based on this new philosophy, the service-level program was once again reevaluated from March 2012 to August 2012 combining the comparative performance standards analysis work performed by Gates & Associates and the hierarchical needs-based analysis performed by PROS Consulting to generate a program that was flexible, operationally feasible, financially sustainable, and addressed community needs.

Several changes were made to make the program more sustainable and include:

- 1) Moving sports facilities and restrooms from the neighborhood parks to the community parks.
- 2) Increasing flexibility in field use by reducing limited-use and enhancing multi-use fields.
- 3) Reducing the total number of sprayground facilities in neighborhood parks and replacing with enhanced facilities in community parks.
- 4) Replacing full-court basketball in neighborhood parks with half-court facilities.
- 5) Eliminating CRPD-built football field and track facilities and entering into agreements with the four school districts within CRPD boundaries to utilize football and track facilities in a joint-use format.

Park Service Areas and Standards are defined as follows:

- 1) Neighborhood Parks shall be located in neighborhoods. They are 2 acres to 15 acres in size with passive programming and a service radius area of ½ to ¾ mile. They shall be bordered on three sides with residential street frontage (one side of residential street frontage may be substituted by elementary school frontage). The remaining property line shall be fenced by a 6' CMU split-face wall with a decorative cap when bordered with residential or commercial properties (this may be substituted by creek frontage if applicable). When adjacent to schools, decorative fencing with access gates shall be used on the property line. Neighborhood Parks shall not be located on lands that are unusable or not programmable.
- 2) Community Parks shall be centralized in villages and community areas. They are 15 acres or greater in size with active programming with a service radius of 1 – 1 ½ miles. They shall be bordered on two sides with residential street frontage and one side with connector roads (one side of residential street frontage may be



substituted by high school or middle school frontage). The remaining property line shall be fenced by a 6' CMU split-face wall with a decorative cap when bordered with residential or commercial properties (this may be substituted by creek or lake frontage if applicable). When adjacent to schools, decorative fencing with access gates shall be used on the property line. Community center buildings shall be located on or adjacent to Community Parks. Community Parks shall not be located on lands that are unusable or not programmable.

- 3) District-Wide Facilities are facilities that serve the entire District (Office Complex, Corporation Yard) shall be constructed in centralized locations near to or on Community Park property.
- 4) Urban Plazas are parks that are urban in nature with a plaza-like feel and are acceptable in commercial and densely urbanized areas. They are eligible for Quimby credit and shall be reviewed and credited on a case-by-case basis.
- 5) Lakes and Creeks – CRPD will not accept or maintain lakes or creeks. These are not eligible for Quimby Credit.
- 6) Drainage Basins – CRPD will not accept or maintain any portion of a drainage retention/detention basin.
- 7) Other than Quimby Parkland: Any additional parkland outside of the 5 acres per 1,000 population shall be owned and maintained by the City, County, POA or HOA in which it is located. The District may enter into an MOU to maintain these facilities only if fully funded.

The 'City-wide' category was eliminated and the aquatics facility service level was redefined at 1 per 140,000 population. The Quimby provision requirement remained at 5 acres per 1,000 population.

With this new program, the final service level program was approved by the Cordova Recreation and Park District Board of Directors on September 12, 2012. This program can be viewed in **Appendix 4**.

Table 2
Capital Improvement Plan

Facility	per 100K	Service Level
<u>Basic Park Improvements</u>		
Neighborhood Parks - Basic Improvements	240	1 per 417
Community Parks - Basic Improvements	260	1 per 385
<u>Playgrounds</u>		
Play Area - Neighborhood	45	1 per 2,222
Play Area - Community	6	1 per 16,667
Play Area - Universal	1	1 per 100,000
<u>Shade Structures</u>		
Group Shade/Picnic Area - Small Neighborhood	54	1 per 1,852
Group Shade/Picnic Area - Small Community	10	1 per 10,000
Group Shade/Picnic Area - Large Neighborhood	15	1 per 6,667
Group Shade/Picnic Area - Large Community	10	1 per 10,000
Group Shade/Picnic Area - Destination	2	1 per 50,000
<u>Sports Fields</u>		
Baseball Field - Little League - Lighted - Game	4	1 per 25,000
Baseball Field - Little League - Unlighted - Game	6	1 per 16,667
Softball Field - Adult lighted - Synthetic	3	1 per 33,333
Softball Field - Girl's Unlighted - Game	6	1 per 16,667
Softball Field - Girl's Lighted - Game	4	1 per 25,000
Soccer Field - bantam - Small - Community	5	1 per 20,000
Soccer Field - bantam - Large - Community	5	1 per 20,000
Soccer Field - bantam - Regulation Grass - Comm	17	1 per 5,882
Soccer Field - Regulation Synthetic turf - Lighted	2	1 per 50,000
Multi-use Turf Area - Small Neighborhood	18	1 per 5,556
Multi-use Turf Area - Small Community	2	1 per 50,000
Multi-use Turf Area - Large Neighborhood	7	1 per 14,286
Multi-use Turf Area - Large Community	3	1 per 33,333
<u>Sports Courts</u>		
Basketball Outdoor Neighborhood Park (1/2 court)	16	1 per 6,250
Basketball Outdoor Community Park (full court)	8	1 per 12,500
Bocce Ball/Petanque - competition (4 court)	3	1 per 33,333
Tennis Courts - Lighted (2 courts ea.)	10	1 per 10,000
Volleyball (sand) tournament (6-court complex)	2	1 per 50,000
Horseshoes - Neighborhood	10	1 per 10,000
Horseshoes - Community (2 court)	8	1 per 12,500
<u>Skate Parks</u>		
Skate Park - Community Park	2	1 per 50,000
<u>Aquatics and Spray Parks</u>		
Aquatic Center ¹	0.71	1 per 140,000
Spray Area - Community Park	5	1 per 20,000
<u>Gathering Places</u>		
Amphitheater for 500	2	1 per 50,000
Community Market Place	1	1 per 100,000
Neighborhood Gather Place	5	1 per 20,000
Community Gathering Place	4	1 per 25,000

¹ 71% of the total costs are being allocated to new development.

Source: Cordova Recreation and Park District; Goodwin Consulting Group, Inc.

Table 6-1 – Capital Improvement Plan (List of Standard Park Elements)

Table 2 – Continued
Capital Improvement Plan

Facility	per 100K	Service Level
<u>Offsite Structures</u>		
Teen Before/After School/day Camp Activity Center	2	1 per 50,000
Community Center (24,000 sq. ft.)	2	1 per 50,000
Wellness/Senior Center (12,000 sq. ft.)	1	1 per 100,000
Site Storage Facilities	3	1 per 33,333
Corporation Yard ²	0.4	1 per 250,000
District Offices ²	0.4	1 per 250,000
Restrooms Small - Community Park	5	1 per 20,000
Restrooms Medium - Community Park	9	1 per 11,111
Restroom/concession/storage (1,700 sq. ft.)	1	1 per 100,000
Sport Park Concession	2	1 per 50,000
<u>Miscellaneous Features</u>		
Batting Cages	2	1 per 50,000
Batting Cages - Small	1	1 per 100,000
Dog Park - Community Park	3	1 per 33,333
Water Feature - Community Park	2	1 per 50,000
Disc Golf Course	1	1 per 100,000
<u>Parking</u>		
Off-street parking	1,475	1 per 68

A detailed analysis between the Gates + Associates baseline, national standards and the final 2012 Service Level Standard is demonstrated in a chart prepared by District staff and PROS Consulting (Table 6-2). The final service levels resulted in a 15% reduction in fee from the Gates + Associates levels. The column titled “PROS Rank” is derived from Figure 41 of the PROS study (found in Chapter 5 of this document). Reasons for the adjustments are explained in the last column of the chart.

Sustainability

Park system planning must consider the initial construction cost, long-term maintenance and replacement cost to ensure District’s goals at met in perpetuity. Members of the North State Building Industry Association (BIA) are experts in establishing price points for new homes and a tolerable level of long-term financial incumbrances (special taxes) by the consumer. The BIA provided input about park development fees and annual maintenance taxes (CFD special taxes). BIA information and support was vital in establishing a maximum pricing for impact fees and maintenance taxes.

BIA contended that the market would not bear the \$632 annual maintenance tax established in the September 2012 Capital Improvement Plan (C.I.P.). Negotiations to establish a fair and reasonable annual maintenance tax allowed for an initial lower annual tax rate of \$350 as formalized in the Montelena CFD. An initial lower annual tax was justified by the recognition that maintenance costs are not substantially required until the development project is near full build out. Park facilities are typically fully constructed in the middle or near the end of build out of the adjacent development. That allows maintenance fees collected during build out to be reserved and collect interest to contribute toward the initial shortfall. In addition to building up a reserve, a higher inflationary rate was negotiated as a means for the annual maintenance tax to increase at a faster rate. The Park Development Agreement states, “The District and Developer agree that the cost of living escalation factor shall be calculated using the greater of the Consumer Price Index (CPI) for San Francisco/Oakland/San Jose or the Consumer Price Index for Pacific West Coast Cities, All Urban Wage Earners and Clerical Workers.” The higher inflationary rate will eventually allow the annual tax to achieve the level as established in the 2012 Capital Improvement Plan.

The District will lower replacement costs from those used in the 2012 C.I.P. by upgrading the quality of initial construction. Design and construction documents for each park will be evaluated to maximize savings in life-cycle costs; for example, park pathways will be constructed with concrete instead of asphalt for lower life-cycle costs. Under new management the District will improve preventative maintenance to further extend the life expectancy of new construction.



Cordova Recreation and Park District - Capital improvement Plan - New Growth DEVELOPMENT - CITY OF RANCHO CORDOVA

Comparative Analysis proposed by Gates and Associates

February 2010 - baseline

National Standards Proposal by Pros

25% reduction in fee

Combined Needs Based Survey and Comparative Analysis

15% Reduction in Fee

CURRENT PROGRAM by GATES AND ASSOCIATES							NATIONAL STANDARDS by PROS CONSULTING							COMBINED ANALYSIS PROGRAM by CRPD STAFF									
Facility	per 100K	Service Level	Unit Cost	Total Cost	CFD Cost	Total revenue	per 100K	Service Level	Unit Cost	Total Cost	Change	CFD Cost	Total revenue	Pros Rank	per 100K	Service Level	Unit Cost	Total Cost	Change	CFD Cost	Total revenue	Reason for Proposal	
Neighborhood Parks - Basic Improvements	240		\$259,851	\$62,364,240	\$157.86	\$5,406,073.56	150		\$259,851	\$38,977,650	-\$23,386,590	\$157.86	\$5,406,073.56	3	240		\$259,851	\$62,364,240	\$0	\$157.86	\$5,406,073.56		
Community Parks - Basic Improvements	260		\$265,048	\$68,912,480	\$142.97	\$4,896,150.62	350		\$265,048	\$92,766,800	\$23,854,320	\$142.97	\$4,896,150.62	9	260		\$265,048	\$68,912,480	\$0	\$142.97	\$4,896,150.62		
Baseball Field - Adult - Lighted - Game	1	1 per 100,000	\$611,170	\$611,170	\$1.99	\$68,149.54	8	1 per 12,500	\$611,170	\$4,889,360	\$4,278,190	\$15.92	\$545,196.32	20	0	0 per 100,000	\$611,170	\$0	-\$611,170	\$7.96	\$272,598.16	high school to provide/MSC	
Baseball Field - Little League - Lighted - Game	6	1 per 16,667	\$348,125	\$2,088,750	\$6.77	\$231,845.42	7	1 per 14,286	\$348,125	\$2,436,875	\$348,125	\$7.90	\$270,486.32	20	2	1 per 50,000	\$348,125	\$696,250	-\$1,392,500	\$2.26	\$77,281.81	low rank - high O/M cost - 4 field w/ girls soft in Rio del Oro	
Baseball Field - Little League - Unlighted - Game	6	1 per 16,667	\$155,625	\$933,750	\$4.04	\$138,353.84	7	1 per 14,286	\$155,625	\$1,089,375	\$155,625	\$4.71	\$161,412.81	20	8	1 per 12,500	\$155,625	\$1,245,000	\$311,250	\$5.39	\$184,471.79	absorbs lighted loss	
Baseball Field - Senior/LL/Teen - Lighted - Game	1	1 per 100,000	\$611,170	\$611,170	\$2.20	\$75,341.20	5	1 per 20,000	\$611,170	\$3,055,850	\$2,444,680	\$11.00	\$376,706.00	20	0	0 per 100,000	\$611,170	\$0	-\$611,170	\$0.00	\$0.00	low rank - high school provided	
Basketball Outdoor Neighborhood Park	16	1 per 6,250	\$51,977	\$831,632	\$2.84	\$97,258.64	12	1 per 8,333	\$51,977	\$623,724	-\$207,908	\$2.13	\$72,943.98	19	8	1 per 12,500	\$51,977	\$415,816	-\$415,816	\$1.42	\$48,629.32	low rank - split into (16) 1/2 courts	
Basketball Outdoor Community Park	12	1 per 8,333	\$51,977	\$623,724	\$2.13	\$72,943.98	8	1 per 12,500	\$51,977	\$415,816	-\$207,908	\$1.42	\$48,629.32	19	10	1 per 10,000	\$51,977	\$519,770	-\$103,954	\$1.78	\$60,786.65	low rank	
Football Field	1	1 per 100,000	\$255,333	\$255,333	\$0.68	\$23,287.28	0	0 per 100,000	\$255,333	\$0	-\$255,333	\$0.00	\$0.00	26	0	0 per 100,000	\$255,333	\$0	-\$255,333	\$0.00	\$0.00	low rank - high school provided	
Football Field with Synthetic track	1	1 per 100,000	\$619,434	\$619,434	\$1.33	\$45,547.18	0	0 per 100,000	\$619,434	\$0	-\$619,434	\$0.00	\$0.00	26	0	0 per 100,000	\$619,434	\$0	-\$619,434	\$0.00	\$0.00	low rank - high school provided	
Indoor Soccer	1	1 district-wide	\$2,182,405	\$2,182,405	\$13.90	\$476,019.40	0	0 district-wide	\$2,182,405	\$0	-\$2,182,405	\$0.00	\$0.00	22	0	0 district-wide	\$2,182,405	\$0	-\$2,182,405	\$0.00	\$0.00	low rank - high O/M cost - private sector provided	
Softball Field - Men's lighted - Synthetic	4	1 per 25,000	\$1,043,403	\$4,173,612	\$12.13	\$415,403.98	0	0 per 100,000	\$1,043,403	\$0	-\$4,173,612	\$0.00	\$0.00	23	2	1 per 50,000	\$1,043,403	\$2,086,806	-\$2,086,806	\$6.07	\$207,701.99	low rank - high O/M Cost	
Softball Field - Girl's Unlighted - Game	6	1 per 16,667	\$189,141	\$1,134,846	\$5.32	\$182,188.72	0	0 per 100,000	\$189,141	\$0	-\$1,134,846	\$0.00	\$0.00	24	8	1 per 12,500	\$189,141	\$1,513,128	\$378,282	\$7.09	\$242,918.29	absorbs lighted loss	
Softball Field - Girl's Lighted - Game	6	1 per 16,667	\$383,428	\$2,300,568	\$8.13	\$278,419.98	0	0 per 100,000	\$383,428	\$0	-\$2,300,568	\$0.00	\$0.00	24	2	1 per 50,000	\$383,428	\$766,856	-\$1,533,712	\$2.71	\$92,806.66	low rank - high O/M cost - 4 field w/ I league in Rio del Oro	
Soccer Field - bantam - Small - Neighborhood	5	1 per 20,000	\$10,242	\$51,210	\$0.56	\$19,177.76	0	0 per 100,000	\$10,242	\$0	-\$51,210	\$0.00	\$0.00	13	0	0 per 100,000	\$10,242	\$0	-\$51,210	\$0.00	\$0.00	mid- rank locate in community park	
Soccer Field - bantam - Small - Community	1	1 per 100,000	\$10,242	\$10,242	\$0.11	\$3,767.06	0	0 per 100,000	\$10,242	\$0	-\$10,242	\$0.00	\$0.00	13	6	1 per 16,667	\$10,242	\$61,452	\$51,210	\$0.66	\$22,602.36	w/ add in from neighborhood park	
Soccer Field - bantam - Large - Neighborhood	4	1 per 25,000	\$10,698	\$42,792	\$0.50	\$17,123.00	0	0 per 100,000	\$10,698	\$0	-\$42,792	\$0.00	\$0.00	13	0	0 per 100,000	\$10,698	\$0	-\$42,792	\$0.00	\$0.00	mid- rank locate in community park	
Soccer Field - bantam - Large - Community	2	1 per 50,000	\$10,698	\$21,396	\$0.25	\$8,561.50	0	0 per 100,000	\$10,698	\$0	-\$21,396	\$0.00	\$0.00	13	6	1 per 16,667	\$10,698	\$64,188	\$42,792	\$0.75	\$25,684.50	w/ add in from neighborhood park	
Soccer Field - bantam - Regulation Grass Neighborhood	9	1 per 11,111	\$116,562	\$1,049,058	\$4.77	\$163,353.42	0	0 per 100,000	\$116,562	\$0	-\$1,049,058	\$0.00	\$0.00	13	0	0 per 100,000	\$116,562	\$0	-\$1,049,058	\$0.00	\$0.00	mid- rank locate in community park	
Soccer Field - bantam - Regulation Grass - Community	10	1 per 10,000	\$116,562	\$1,165,620	\$5.30	\$181,503.80	0	0 per 100,000	\$116,562	\$0	-\$1,165,620	\$0.00	\$0.00	13	19	1 per 5,263	\$116,562	\$2,214,678	\$1,049,058	\$10.07	\$344,857.22	w/ add in from neighborhood park	
Soccer Field - Regulation Synthetic turf - Lighted	3	1 per 33,333	\$911,474	\$2,734,422	\$7.16	\$245,201.36	0	0 per 100,000	\$911,474	\$0	-\$2,734,422	\$0.00	\$0.00	21	2	1 per 50,000	\$911,474	\$1,822,948	-\$911,474	\$4.77	\$163,467.57	low rank - two field at MSC - add two at Rio del Oro	
Handball	2	1 per 50,000	\$20,343	\$40,686	\$0.05	\$1,712.30	0	0 per 100,000	\$20,343	\$0	-\$40,686	\$0.00	\$0.00	0	0	0 per 100,000	\$20,343	\$0	-\$40,686	\$0.00	\$0.00	no ranking - private sector to supply	
Bocce Ball/Petanque - neighborhood (2 court complex)	4	1 per 25,000	\$34,846	\$139,384	\$0.46	\$15,753.16	0	0 per 100,000	\$34,846	\$0	-\$139,384	\$0.00	\$0.00	0	0	0 per 100,000	\$34,846	\$0	-\$139,384	\$0.00	\$0.00	moved to community parks	
Bocce Ball/Petanque - competition (4 court complex)	2	1 per 50,000	\$442,948	\$885,896	\$2.22	\$76,026.12	0	0 per 100,000	\$442,948	\$0	-\$885,896	\$0.00	\$0.00	0	3	1 per 33,333	\$442,948	\$1,328,844	\$442,948	\$3.33	\$114,039.18	competition - reduced O/M costs - fenced	
Horseshoes - Neighborhood	10	1 per 10,000	\$6,442	\$64,420	\$0.12	\$4,109.52	0	0 per 100,000	\$6,442	\$0	-\$64,420	\$0.00	\$0.00	0	10	1 per 10,000	\$6,442	\$64,420	\$0	\$0.12	\$4,109.52	low cost - no change	
Horseshoes - Community (2 court)	8	1 per 12,500	\$14,423	\$115,384	\$0.34	\$11,643.64	0	0 per 100,000	\$14,423	\$0	-\$115,384	\$0.00	\$0.00	0	8	1 per 12,500	\$14,423	\$115,384	\$0	\$0.34	\$11,643.64	low cost - no change	
Skate Park - Community Park	1	1 per 100,000	\$1,193,720	\$1,193,720	\$2.12	\$72,601.52	2	1 per 50,000	\$1,193,720	\$2,387,440	\$1,193,720	\$4.24	\$145,203.04	25	2	1 per 50,000	\$1,193,720	\$2,387,440	\$1,193,720	\$4.24	\$145,203.04	w/add in from BMX	
Skate/BMX	1	1 per 100,000	\$348,040	\$348,040	\$0.98	\$33,561.08	0	0 per 100,000	\$348,040	\$0	-\$348,040	\$0.00	\$0.00	25	0	0 per 100,000	\$348,040	\$0	-\$348,040	\$0.00	\$0.00	no BMX - high risk - moved to Community	
Skate BMX 'spot'	4	1 per 25,000	\$94,336	\$377,344	\$2.10	\$71,916.60	0	0 per 100,000	\$94,336	\$0	-\$377,344	\$0.00	\$0.00	25	0	0 per 100,000	\$94,336	\$0	-\$377,344	\$0.00	\$0.00	no BMX - high risk - moved to Community	
Tennis Courts - Lighted (2 courts ea.)	10	1 per 10,000	\$249,489	\$2,494,890	\$1.79	\$61,300.34	20	1 per 5,000	\$249,489	\$4,989,780	\$2,494,890	\$3.58	\$122,600.68	16	10	1 per 10,000	\$249,489	\$2,494,890	\$0	\$1.79	\$61,300.34	mid-rank - no change	
Track for fitness - 1/2 mile	2	1 per																					

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Park Standards

DEFINITIONS AND STANDARDS

The *Inventory and Assessment Plan* provided definitions for the different park types in Section 3.2.3. This document provides a brief summary of the definitions for the most common park types and a list of standard amenities for each park type. More specific standards are found in the “Design Guidelines, Construction Specifications and Standard Details”.

Regional Facilities

- ◆ One regional amenity - Mather Sports Complex and one regional park - Hagan Park
- ◆ Available to District-wide residents but also marketed outside of the District
- ◆ Sporting facilities or unique features are intended to attract regional tournaments
- ◆ Designed for large crowds and durability
- ◆ Regional use of the facility adds to tourism revenue



Mather Sports Complex

Community Parks

- ◆ Ideally 15 acres or larger
- ◆ Active programming
- ◆ Service area radius of 1 – 1 ½ mile
- ◆ Street frontage on two sides (High School property on one side may substitute for street frontage)
- ◆ In addition to athletic facilities, each community park typically has:
 - ▷ Restrooms
 - ▷ Play structures - community sized
 - ▷ Group shade/picnic areas, large and small
 - ▷ Furnishings such as benches, picnic tables, barbeques (large and small), drinking fountains, trash cans, bike racks, etc.
 - ▷ Horseshoes – 2 court



Stone Creek Amphitheater

Neighborhood Parks

- ◆ Ideally two to 15 acres in size, with four to six acres being the preferred size
- ◆ Service area radius of ½ to ¾ mile
- ◆ Residential street frontage on three sides (elementary school property may substitute for one street)
- ◆ Each neighborhood park typically has:
 - ▷ Play structure serving toddlers to 5 years old and 5 to 10 years old.
 - ▷ Group shade/picnic areas, small and medium sized



- ▷ Furnishings such as benches, picnic tables, barbeques (small), and trash cans

City Open Space (AKA Neighborhood Greens)

- ◆ Part of the City of Rancho Cordova Open Space requirement of one acre per 1,000 residents
- ◆ Not part of the Quimby park land dedication
- ◆ Size typically ranges from ½ to two acres in size
- ◆ Small developed and landscaped areas within residential neighborhoods
- ◆ The City prefers walkable locations away from parks
- ◆ May include interior trail loops and pedestrian paseos as connectors
- ◆ May include benches, tables and shade structures
- ◆ Design should enhance a “sense of place”

Quality Standards

The District requires that new parks be built to a specified quality standard. Design standards and construction standards are enforced throughout the development review process, preparation of design documents and by inspections by District staff during construction. The District has published a manual called “Cordova Recreation and Park District Design Guidelines and Construction Specifications”. This document must be periodically updated to reflect changes in building codes, technology and construction methods. The 2012 version is currently being reviewed for necessary revisions. All park development agreements require compliance to District standards of design and construction. The District manual is attached as an exhibit to all Park Development Agreements and is distributed to consultants who design District parks. These combined measures ensure that parks meet the District quality standards.



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CHAPTER 7

DISTRIBUTION OF FUTURE AMENITIES AND SPACE ANALYSIS

Distribution of Parks and Amenities

In April 2010, Gates + Associates prepared a summary of the *Capital Improvement Plan*. Page 17 from that document is shown below. This page describes the process by which proposed parks and amenities are distributed throughout the future development areas.

CAPITAL FACILITIES FINANCING PLAN

FACILITY DISTRIBUTION - CITY OF RANCHO CORDOVA

As the park system facilities list was finalized based on desired standards, community needs and costs, the program was “tested” by distributing it out across proposed and anticipated development. The land plans for the new developments that are expected to result in the 100,000 increase in population were used to estimate the populations, park locations and park sizes for each planned development. Although the plans were at varying stages of approval, they were considered sufficient as planning tools. A single map with all proposed development was created to guide the distribution of facilities throughout the total planned development.

The proportional share of the facilities in the program was determined for each proposed development based on its expected population. This information combined with the overall map of the developments was used to prepare a preliminary distribution of the park system. Special care was taken to equitably distribute facilities throughout the proposed neighborhoods, particularly in the case of ball fields (lighted, unlighted, little league and softball), soccer fields, basketball courts, play areas, restrooms, and gathering spaces. A number of the neighborhood parks proposed in development documents show smaller (less than 5 acres) neighborhood parks. This required more active uses to be located in larger, community parks.

Lighted and in some cases synthetic fields were clustered in larger community parks to increase usability, facilitate tournament use and optimized maintenance efficiency. Unlighted practice fields have been located in neighborhood parks to ensure easy access to practice opportunities but minimize impacts of lighting and increased traffic on residences.

The distribution maps created during this planning process are provided in the following pages.

Map 3 (February 2014) illustrates the proposed development areas mentioned in the paragraph above. Proposed parks and neighborhood greens are distinguished.

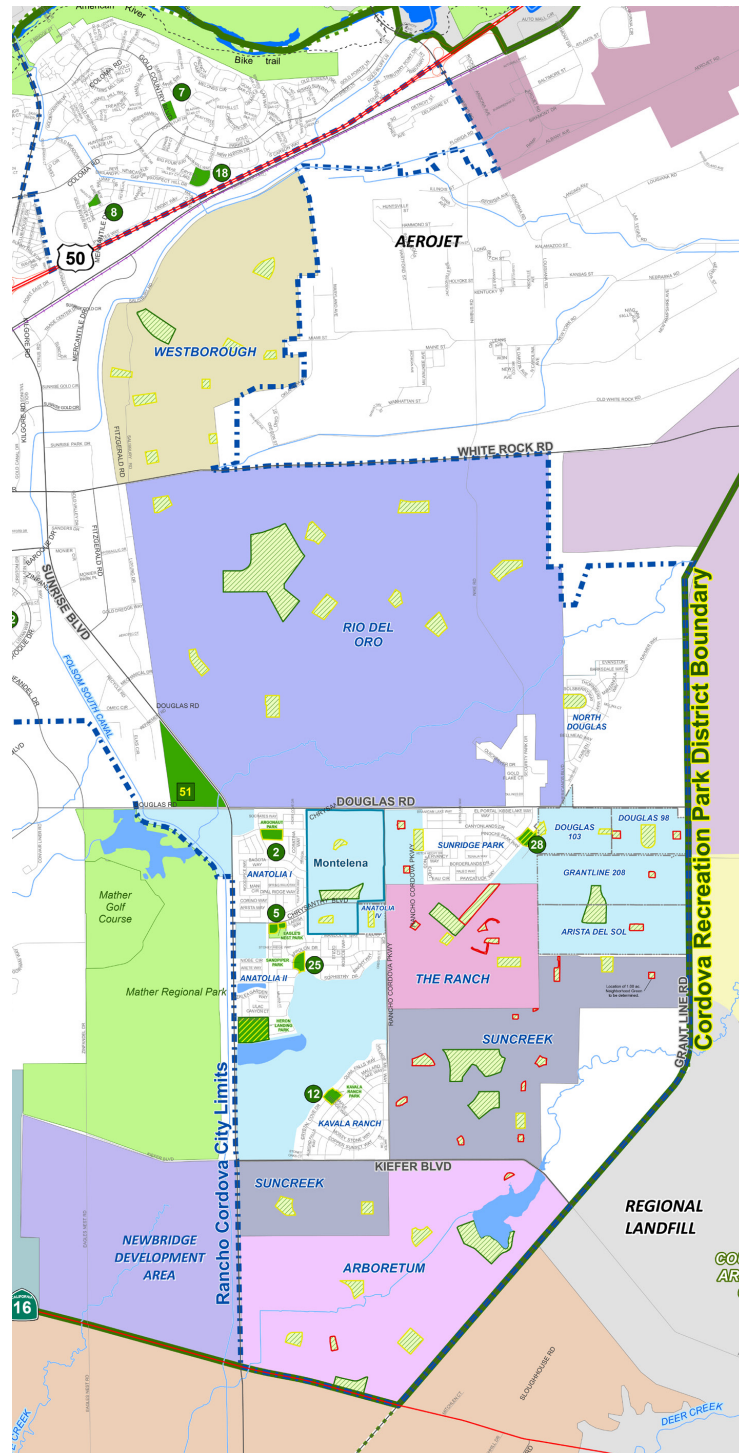
Distribution of New Parks

Proposed Parks

- 1 large Community Park with Potential Regional Facilities
- 7 New Community Parks
- 35 New Neighborhood Parks
- 22 New Neighborhood Greens

Legend

	Rancho Cordova City Boundary
	Cordova Recreation Park District Boundary
	Other Park District Boundaries
	Project Boundaries
CRPD Parks/Facilities	
	Existing
	Under Construction
	Future Parks
	Other Parks
Park Classification	
	Community Park
	Neighborhood Park
	Neighborhood Green



Map 3 – Distribution of New Parks

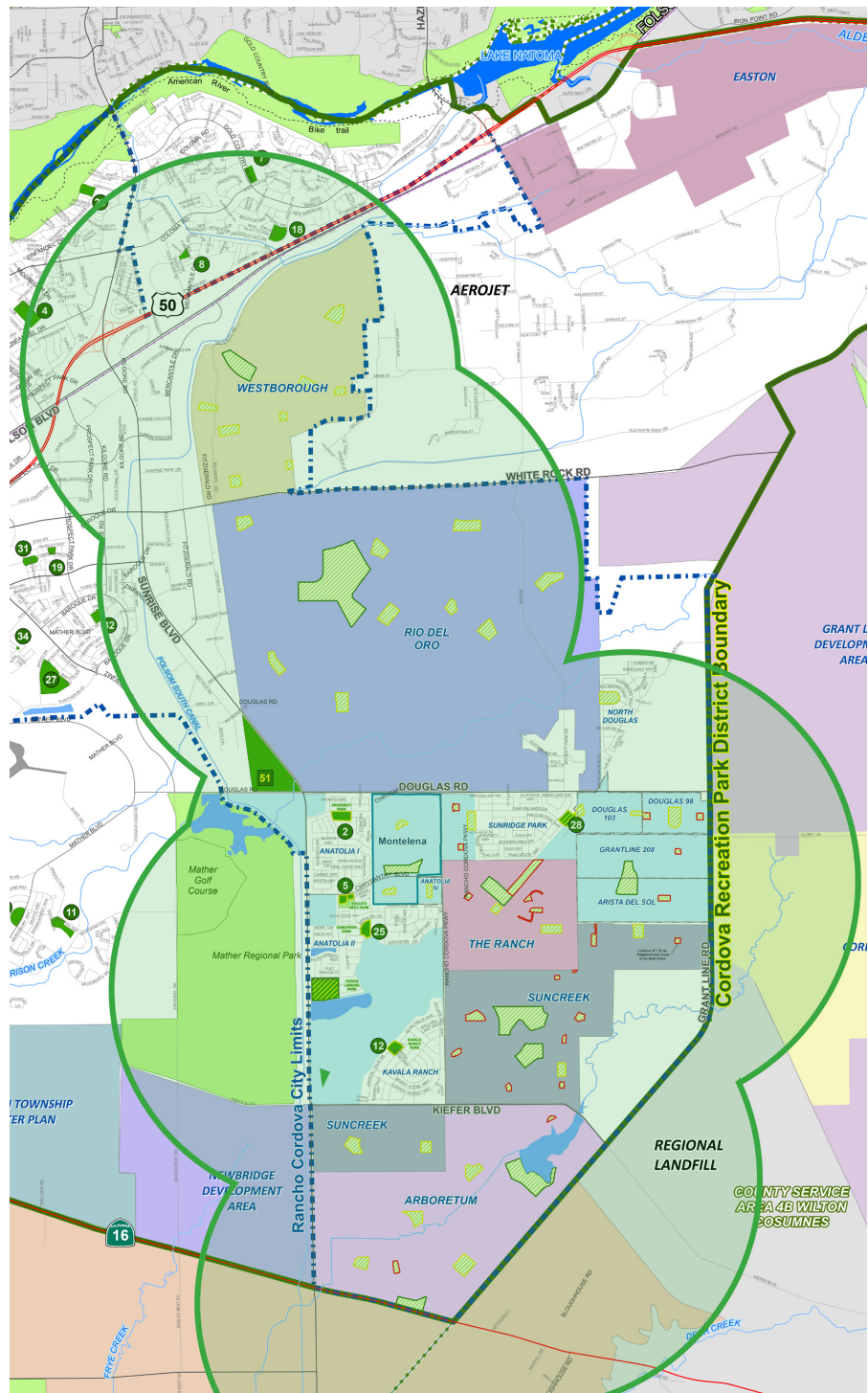
A study to determine compliance with stated standards for spacing of community and neighborhood parks was prepared as part of compiling this document. Community parks service an area around them of one to 1 ½ miles. Neighborhood parks service an area of ½ to ¾ of a mile around them. Map 4 and Map 5 below illustrate this standard is being met in the compiled single map of proposed land uses.

Distribution of Community Parks

Service Area:

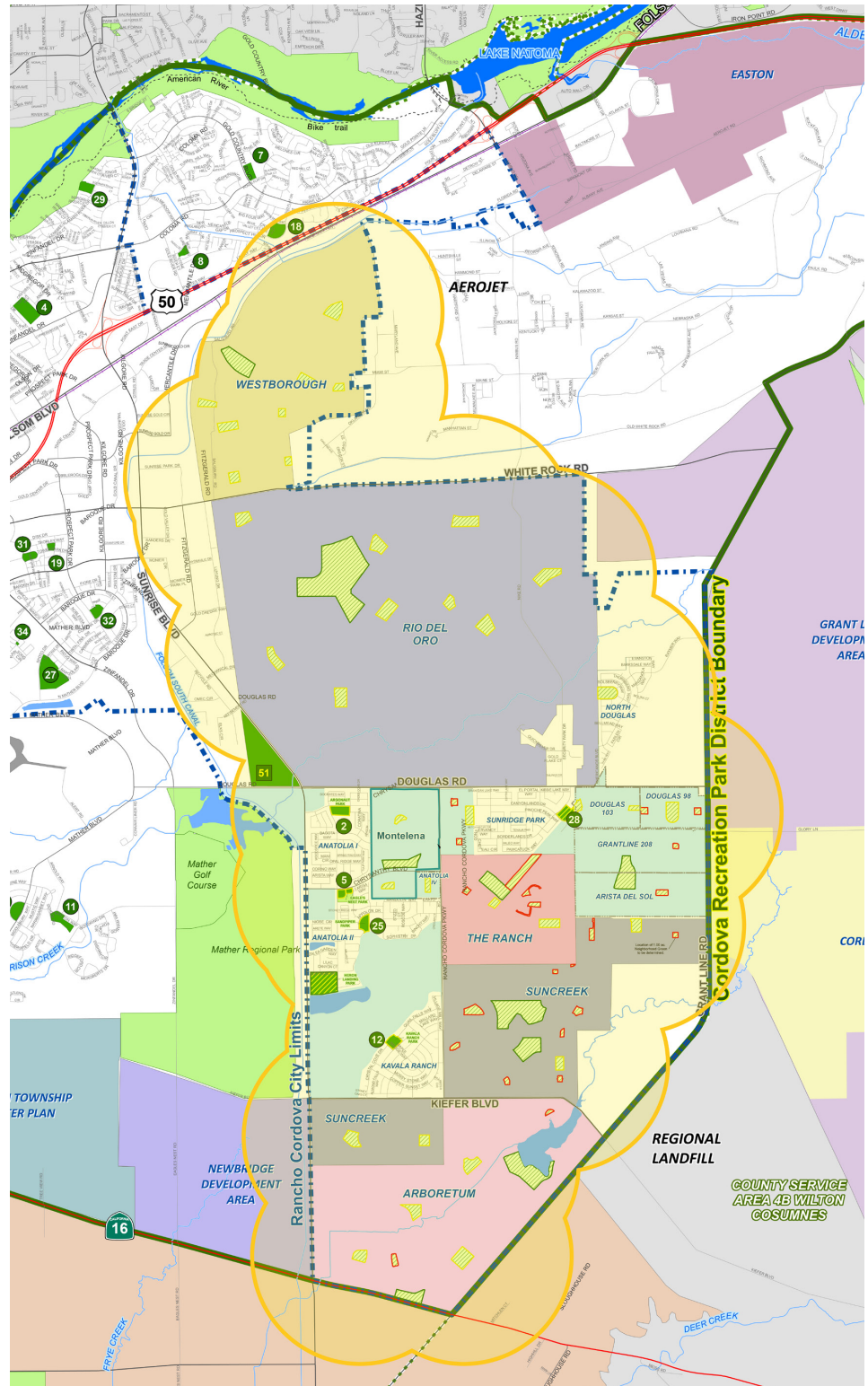
1 to 1-1/2 Mile
Service Radius

Map Illustrates
No Gaps in the
Service Areas



Map 4 – Distribution of Community Parks

Map Illustrates No Gaps in the Service Areas



AGENDA ITEM 3.1

Amenity distribution maps prepared by Gates + Associates as part of the 2010 Capital Improvement Plan were based on higher service levels as described by PROS Consulting in Chapter 6. See Table 6-1 for the final Service Level Standards.

The proposed distribution of future amenities was adjusted in 2012 to reflect final service levels. The adjustments were documented in a spreadsheet developed by CRPD Assistant Administrator, Doug Critchfield included in this document as Table 7-1.



Cordova Recreation and Park District - Capital Improvement Plan - New Growth Development - CITY OF RANCHO CORDOVA

Approved September 12, 2012

Total Cost per DUE = \$8,420

Facility	per 100K	Service Level		Unit Cost	Total Cost	Notes - Rancho Cordova Properties
BASE PARK IMPROVEMENTS						
Neighborhood Parks - Basic Improvements	240	1	per	417	\$257,908	\$61,897,954
Community Parks - Basic Improvements	260	1	per	385	\$257,908	\$67,056,116
PLAYGROUNDS						
Play Area - Neighborhood	45	1	per	2,222	\$295,544	\$13,299,480
Play Area - Community	6	1	per	16,667	\$301,572	\$1,809,432
Play Area - Universal	1	1	per	100,000	\$999,852	\$999,852
SHADE STRUCTURES						
Group Shade/Picnic Area - Small Neighborhood	54	1	per	1,852	\$66,348	\$3,582,792
Group Shade/Picnic Area - Small Community	10	1	per	10,000	\$66,348	\$663,480
Group Shade/Picnic Area - Large Neighborhood	15	1	per	6,667	\$117,020	\$1,755,300
Group Shade/Picnic Area - Large Community	10	1	per	10,000	\$117,020	\$1,170,200
Group Shade/Picnic Area - Destination	2	1	per	50,000	\$349,395	\$698,790
SPORTS FIELDS						
Baseball Field - Little League - Lighted - Game	4	1	per	25,000	\$348,125	\$1,392,500
Baseball Field - Little League - Unlighted - Game	6	1	per	16,667	\$155,625	\$933,750
Softball Field - Adult lighted - Synthetic	3	1	per	33,333	\$1,043,403	\$3,130,209
Softball Field - Girl's Unlighted - Game	6	1	per	16,667	\$189,141	\$1,134,846
Softball Field - Girl's Lighted - Game	4	1	per	25,000	\$383,428	\$1,533,712
Soccer Field - bantam - Small - Community	5	1	per	20,000	\$10,242	\$51,210
Soccer Field - bantam - Large - Community	5	1	per	20,000	\$10,698	\$53,490
Soccer Field - bantam - Regulation Grass - Comm	17	1	per	5,882	\$116,562	\$1,981,554
Soccer Field - Regulation Synthetic turf - Lighted	2	1	per	50,000	\$911,474	\$1,822,948
Multi-use Turf Area - Small Neighborhood	18	1	per	5,556	\$9,900	\$178,200
Multi-use Turf Area - Small Community	2	1	per	50,000	\$9,900	\$19,800
Multi-use Turf Area - Large Neighborhood	7	1	per	14,286	\$31,900	\$223,300
Multi-use Turf Area - Large Community	3	1	per	33,333	\$31,900	\$95,700
SPORT COURTS						
Basketball Outdoor Neighborhood Park (1/2 court)	16	1	per	6,250	\$25,989	\$415,816
Basketball Outdoor Community Park (full court)	8	1	per	12,500	\$51,977	\$415,816
Bocce Ball/Petanque - competition (4 court)	3	1	per	33,333	\$442,948	\$1,328,844
Tennis Courts - Lighted (2 courts ea.)	10	1	per	10,000	\$249,489	\$2,494,890
Volleyball (sand) tournament (6-court complex)	2	1	per	50,000	\$228,600	\$457,200
Horseshoes - Neighborhood	10	1	per	10,000	\$6,442	\$64,420
Horseshoes - Community (2 court)	8	1	per	12,500	\$14,423	\$115,384
SKATE PARK						
Skate Park - Community Park	2	1	per	50,000	\$1,193,720	\$2,387,440
AQUATICS AND SPRAY PARKS						
Aquatic Center	0.71	1	per	140,000	\$9,714,700	\$9,714,700
Spray Area - Neighborhood	5	1	per	20,000	\$349,272	\$1,746,360
Spray Area - Community	5	1	per	20,000	\$786,544	\$3,932,720
EVENT FACILITIES						
Amphitheater for 500	2	1	per	50,000	\$892,901	\$1,785,802
Community Market Place	1	1	per	100,000	\$544,558	\$544,558
Neighborhood Gather Place	5	1	per	20,000	\$126,258	\$631,290

Geographical Distribution - Rancho Cordova	
Community Parks	
Westborough	
Rio Del Oro	
The Ranch	
Suncreek	
Arboretum	
Sunridge East (Douglas East, Grant Line)	
Baseball/Softball	
Wagon Wheel #1 - Wes (2) LL, (2)Girls soft	
Wagon Wheel #2 - Rio I (2) LL light, (2) Girls soft light	
Wagon Wheel #3 - Rio I (3) Adult soft lighted	
Wagon Wheel #4 - Sunc (2) LL, (2)Girls soft	
Wagon Wheel #5 - Arbc (2) LL light, (2) Girls soft light	
Wagon Wheel #6 - Sunr (2) LL, (2)Girls soft	
Community Centers	
Rio Del Oro	24,000 sq. ft.
Suncreek	24,000 sq. ft.
Senior Center	
Rio Del Oro	12,000 sq. ft.
Teen Activity Centers	
Rio Del Oro	2,000 sq. ft.
Suncreek	2,000 sq. ft.
Community Market Place	
Rio Del Oro	
Dog Parks	
Ranch	
Rio Del Oro	
Arboretum	
Sports Park Concession	
Rio Del Oro	large concession
Arboretum	small concession
Suncreek	small concession
Batting Cages	
Rio Del Oro	large
Arboretum	large
Suncreek	small

(1)Rio, (1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1) Rio

all neighborhood parks

(1)Rio, (1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1)Rio, (2)Arboretum, (1) westb, (1) Ranch, (2) Suncreek, (1) SunE

(3)Rio, (3)Arboretum, (2) westb, (2) Ranch, (3) Suncreek, (2) SunE

(3)Rio, (2)Arboretum, (1) westb, (1) Ranch, (2) Suncreek, (1) SunE

(1)Rio, (1)Sun Creek

(2) WW#2 (2) WW#5

(2)WW#1, (2)WW#4, (2) WW#6

(2)WW#3

(2)WW#1, (2)WW#4, (2) WW#6

(2) WW#2 (2) WW#5

(1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(4)Rio, (3)Arboretum, (2) westb, (2) Ranch, (3) Suncreek, (3) SunE

(2) at Rio del Oro

(4)Rio, (3)Arboretum, (3) westb, (3) Ranch, (3) Suncreek, (2) SunE

(1) Ranch, (1) SunE

(2)Rio, (1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1)Rio, (1)Arboretum, (1) Suncreek

(3)Rio, (3)Arboretum, (2) westb, (3) Ranch, (3) Suncreek, (2) SunE

(2)Rio, (2)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

fenced (1) Rio, (1) Suncreek, (1) Arboretum

(2)Rio, (2)Arboretum, (1) westb, (2) Ranch, (2) Suncreek, (1) SunE

(1) Rio, (1) Suncreek

(2)Rio, (2)Arboretum, (1) westb, (2) Ranch, (2) Suncreek, (1) SunE

(2)Rio, (2)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1) Rio, (1) Arboretum

(1)Rio - if Hagan Aquatic Complex is improved - 71% to new devel in RC

(1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

(1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

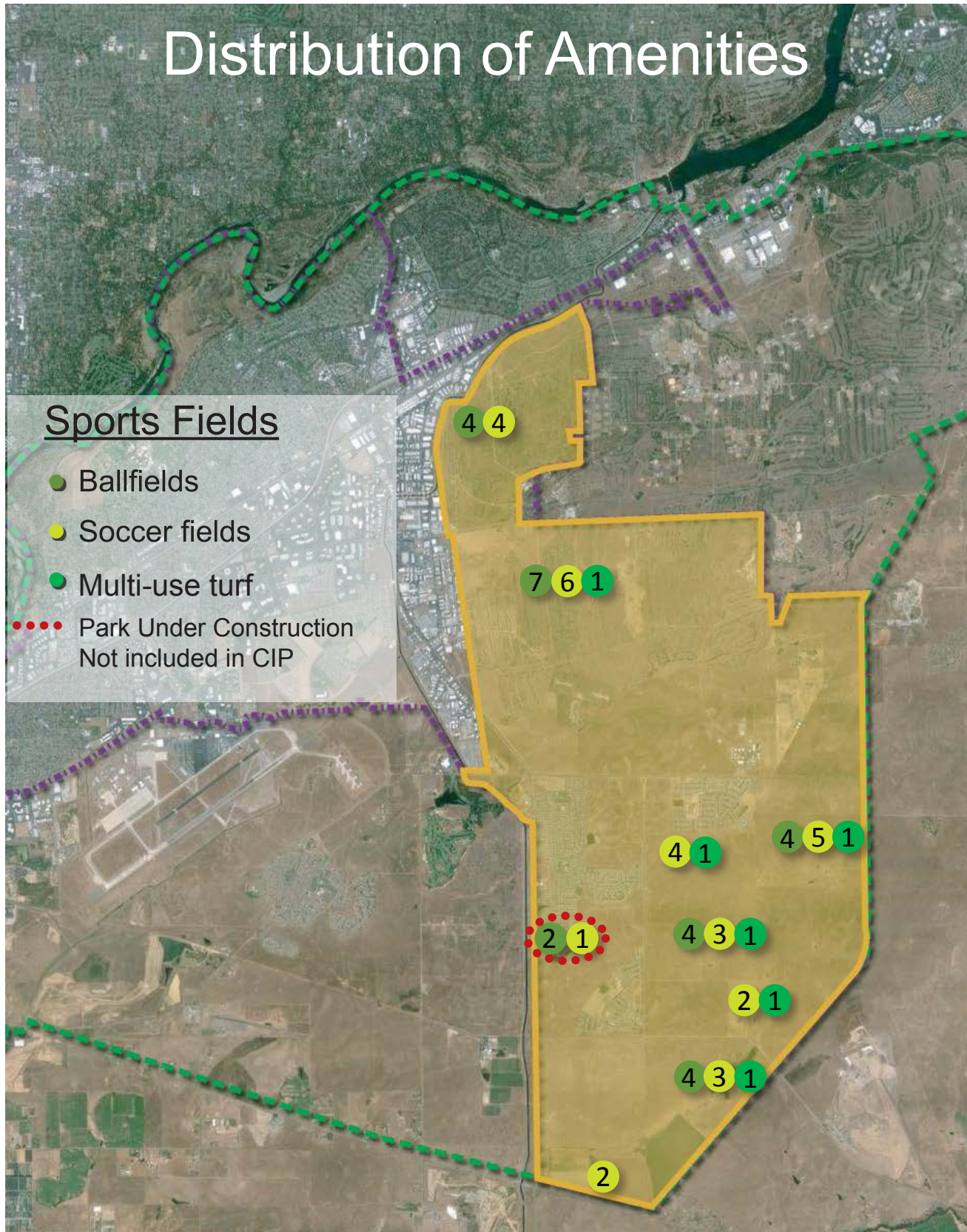
(1) Rio, (1) Arboretum

(1) Rio

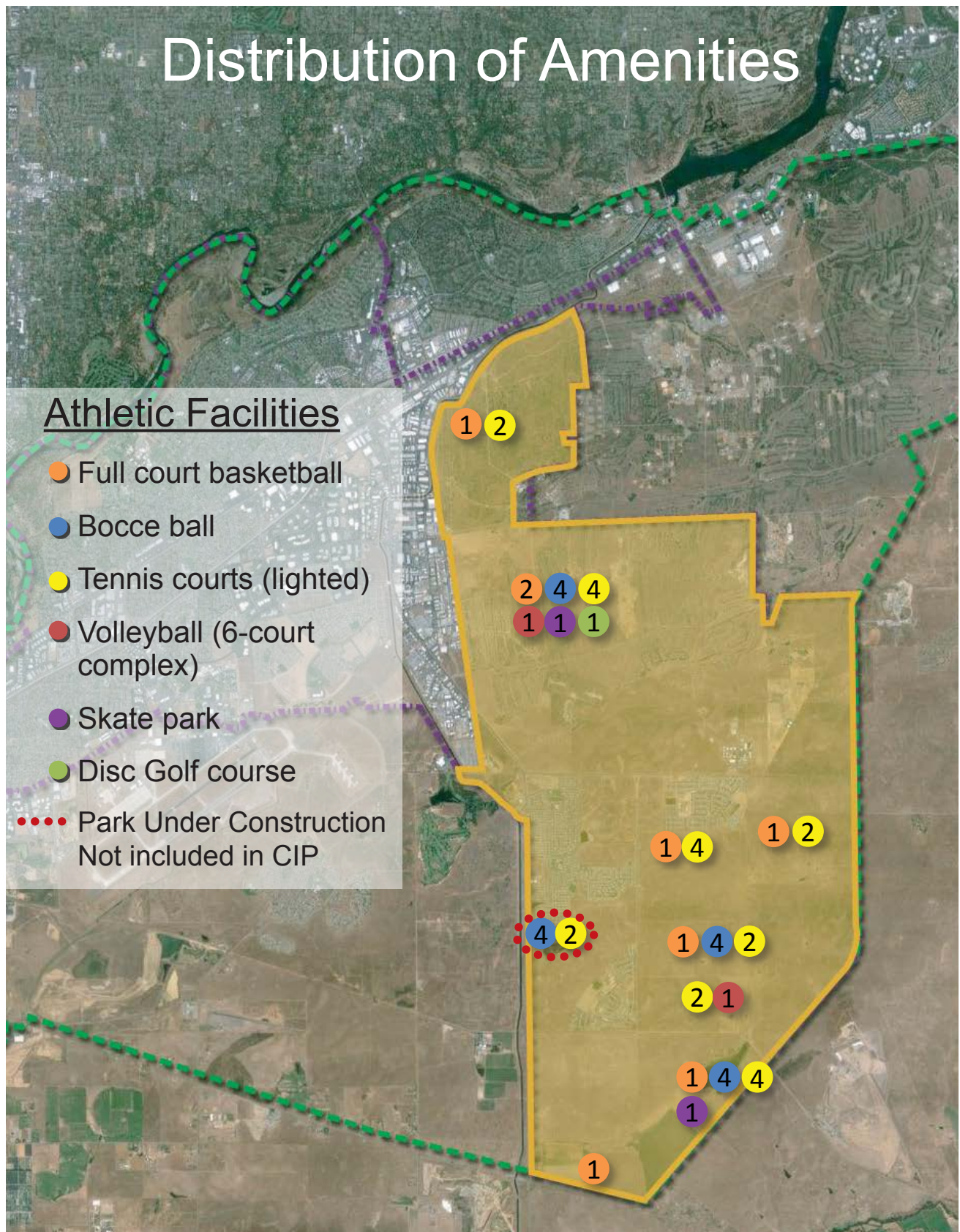
(1)Rio, (1)Arboretum, (1) westb, (1) Ranch, (1) Suncreek, (1) SunE

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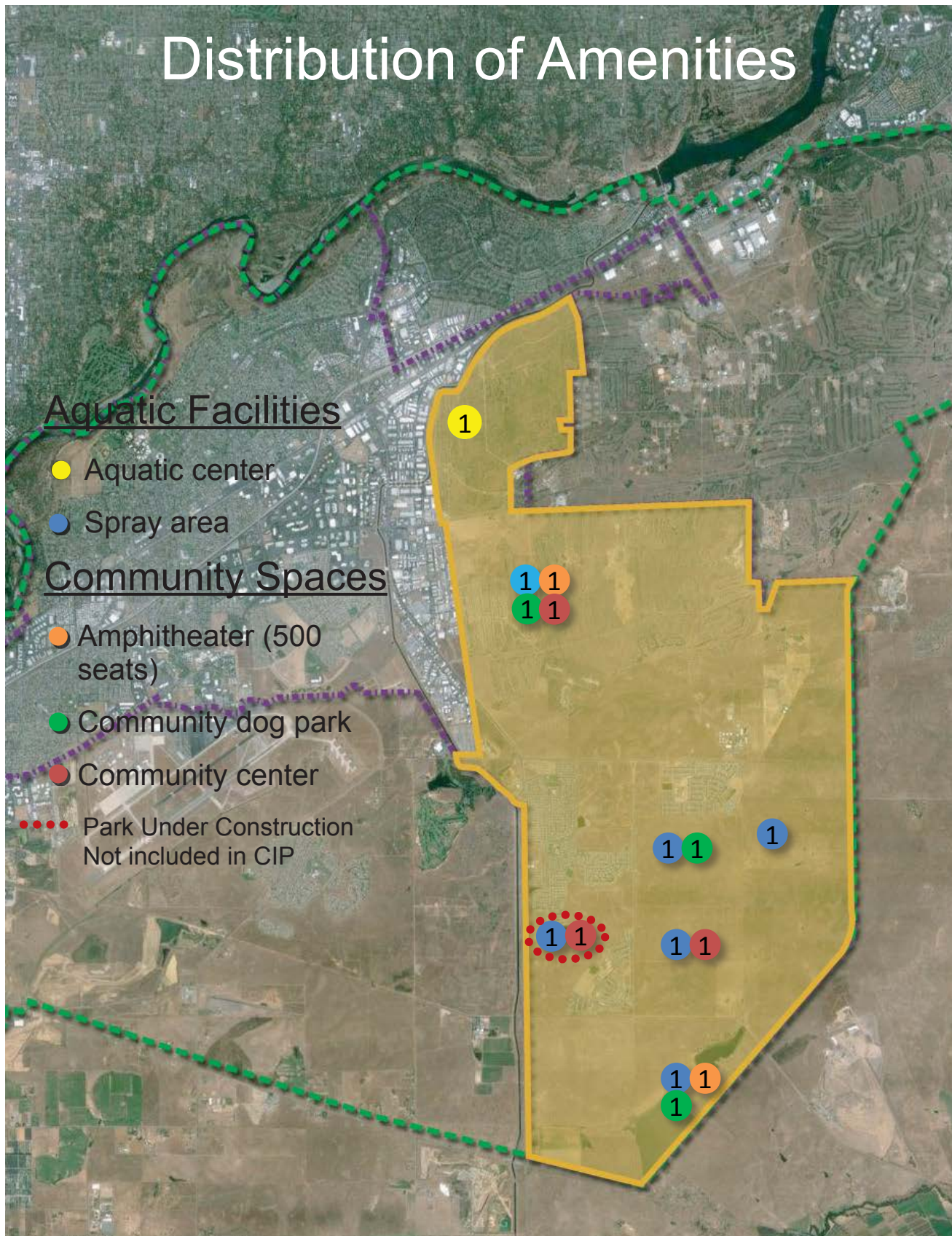
The following distribution maps illustrate the proposed distribution for major amenities across the future development areas. The circle diagrams indicate the number of that type of amenity proposed for that community park location.



Map 6 – Distribution of Amenities, Sports Fields



Map 7 – Distribution of Amenities, Athletic Facilities



Map 8 – Distribution of Amenities, Aquatic Facilities and Community Spaces

Space Analysis

In the beginning of the master planning process a study was done to estimate the amount of park land needed to accomplish the District's needs in future growth areas. The first space analysis was documented in the 2005 *Park Standards & Guidelines for New Development* by MIG. MIG called the space analysis a Land Use Plan. The findings justified the need for five acres of parkland per 1,000 residents. An excerpt from the Activity/Facility Land Use Plan portion of the MIG document on page 14 states, "This analysis shows that the bare bones space requirements for individual facilities can be accommodated within 5 acres/1,000 people allocation (i.e. individual soccer fields but no adjacent shade trees, gathering space, picnicking lawn, or game-watching area). To ensure that each facility becomes an activity setting, an additional .85 acres per 1,000 people is needed. This additional acreage is what ensures that a ball field is not just a ball field, but a place for the entire community. It ensures that a ball field is not a place of isolated activity, but rather a place that encourages interaction with adjacent activities, where the energy of the game synergistically creates a lively sense of community throughout the park. This additional acreage is essential to developing the vibrant network of unique parks that are envisioned." The additional .85 acres was made part of the City's Open Space requirement. The MIG study listed the amount of acres needed for each proposed activity and facility as well as the support space needed for that element. Support space includes parking stalls, access roads, left over landscape spaces due to alignment of the fields, activities, and grades.

The *Proposed Development Park Facilities Preliminary Distribution & Cost Analysis*, April 2010 by Gates + Associates used similar acreage amounts for amenity activity and support areas. The Gates study assigned the amenities to specific proposed parks using the projected population for each development area. The Gates study did not include a space analysis to verify that the proposed amenities would fit within the size of the individual parks being proposed. However, the study verified the amenities would fit within the total park acreage proposed.

The assignment of amenities to specific parks must be considered conceptual and flexible. The District and community require that adjustments can be made as individual developments come forward. This space analysis was conducted to verify adequate space to house the proposed level of service for amenities. The following Tables 7-2 and 7-3 were prepared by synthesizing the space requirements for proposed amenities (as listed in the Gates study) within each proposed community park as identified in the "Cordova Recreation and Park District Capital Improvement Plan – New Growth Development – City of Rancho Cordova", June 2012, by CRPD's Doug Critchfield. It demonstrates that the community parks will house the proposed amenities overall but there is shortage of acres in a few parks following the 2012 Capital Improvement Plan precisely.

TABLE 7-2
Programmed Acreage
LARGE COMMUNITY PARKS

DEVELOPMENT	# OF ACRES	FACILITY/ACTIVITY	# OF AMENITIES	ACTIVITY SPACE REQUIRED (Acres)	SUPPORT SPACE REQUIRED (Acres)	TOTAL ACRES PROGRAMMED
Westborough	18					
		Community Play Area	1	0.400	0.200	0.600
		Group Shade/Picnic Area - Small Community	1	0.020	0.014	0.034
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Baseball Field - Little League - Unlighted - Game	2	1.100	0.500	3.200
		Softball Field - Girl's Unlighted - Game	2	1.100	0.500	3.200
		Soccer Field - Bantam - Small - Community	1	1.000	0.250	1.250
		Soccer Field - Bantam - Large - Community	1	1.250	0.500	1.750
		Soccer Field - Regulation Grass - Comm	2	1.600	1.370	5.940
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Tennis Courts - Lighted (2 courts)	1	0.600	0.400	1.000
		Horseshoes - Community (1 each)	2	0.016	0.008	0.048
		Spray Area - Community	1	0.220	0.000	0.220
		Community Gather Place	1	2.000	0.000	2.000
		Restroom Medium - Community	1	0.017	0.000	0.017
TOTALS	18		18			19.919

continued



Table 7-2, Programmed Acreage, Large Community Parks (cont)

DEVELOPMENT	# OF ACRES	FACILITY/ACTIVITY	# OF AMENITIES	ACTIVITY SPACE REQUIRED (Acres)	SUPPORT SPACE REQUIRED (Acres)	TOTAL ACRES PROGRAMMED
Rio Del Oro	104					
		Community Play Area	1	0.400	0.200	0.600
		Play Area - Universal	1	0.750	0.250	1.000
		Group Shade/Picnic Area - Small Community	3	0.020	0.014	0.102
		Group Shade/Picnic Area - Large Community	3	0.050	0.200	0.750
		Group Shade/Picnic Area - Destination	1	0.250	0.500	0.750
		Baseball Field - Little League -Lighted - Game	2	1.100	0.500	3.200
		Softball Field - Girl's Lighted - Game	2	1.100	0.500	3.200
		Softball Field - Adult Lighted - Synthetic	3	1.900	1.180	9.240
		Soccer Field - Regulation Grass - Comm	4	1.600	1.370	11.880
		Soccer Field - Regulation Synthetic Turf - Lighted	2	1.600	1.370	5.940
		Multi-Use Turf Area - Large Community	1	2.160	0.820	2.980
		Basketball Outdoor Community Park (Full Court)	2	0.110	0.300	4.920
		Bocce Ball/Petanque - Competition (4 courts)	1	0.500	0.000	0.500
		Tennis Courts - Lighted (2 courts)	2	0.600	0.400	2.000
		Volleyball (Sand) Tournament (6 courts)	1	0.750	0.250	1.000
		Horseshoes - Community (1 each)	4	0.016	0.008	0.096
		Skate Park - Community Park	1	0.900	0.600	1.500
		Aquatic Center	1	7.500	2.840	10.340
		Amphitheater - Seating for 500	1	1.500	0.500	2.000
		Community Market Place	1	0.500	0.000	0.500
		Community Gather Place	1	2.000	0.000	2.000
		Teen/Before/After School/Day Camp Activity Cr	1	0.460	0.000	0.460
		Community Center - (24,000 sq ft)	1	0.600	1.400	2.000
		Wellness/Senior Center (12,000 sq ft)	1	0.250	0.820	1.070
		Site Storage Facilities	1	0.250	0.250	0.500
		Corporation Yard	1	7.000	0.000	7.000
		District Offices	1	0.000	0.000	0.000
		Restrooms Medium Community	2	0.017	0.000	0.034
		Restroom/Concession/Storage (1,700 sq ft)	1	0.400	0.000	0.400
		Batting Cages	1	0.150	0.100	0.250
		Dog Park - Community	1	2.500	0.000	2.500
		Water Feature - community	1	0.020	0.030	0.050
		Disc Golf Course	1	0.000	0.000	0.000
TOTALS	104		51			78.762

continued

 Acreage Unknown

Table 7-2, Programmed Acreage, Large Community Parks (cont)

DEVELOPMENT	# OF ACRES	FACILITY/ACTIVITY	# OF AMENITIES	ACTIVITY SPACE REQUIRED (Acres)	SUPPORT SPACE REQUIRED (ACRES)	TOTAL ACRES PROGRAMMED
Arboretum I	23					
		Community Play Area	1	0.400	0.200	0.600
		Group Shade/Picnic Area - Small Community	1	0.020	0.014	0.034
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Baseball Field - Little League -Lighted - Game	2	1.100	0.500	3.200
		Softball Field - Girl's Lighted - Game	2	1.100	0.500	3.200
		Soccer Field - Bantam - Large - Comm	1	1.250	0.500	1.750
		Soccer Field - Bantam - Regulation Grass - Comm	2	1.600	1.370	5.940
		Multi-Use Turf Area - Large Community	1	2.160	0.820	2.980
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Bocce Ball/Petanque - Competition (4 Courts)	1	0.500	0.000	0.500
		Tennis Courts - Lighted (2 courts)	2	0.600	0.400	2.000
		Horseshoes - Community (1 each))	2	0.016	0.008	0.048
		Skate Park - Community Park	1	0.900	0.600	1.500
		Spray Area - Community	1	0.220	0.000	0.220
		Amphitheater - Seating for 500	1	1.500	0.500	2.000
		Community Gather Place	1	2.000	0.000	2.000
		Site Storage Facilities	1	0.250	0.250	0.500
		Restrooms Medium Community	1	0.017	0.000	0.017
		Sport Park Concession	1	0.000	0.000	0.000
		Batting Cages	1	0.150	0.100	0.250
		Dog Park - Community	1	2.500	0.000	2.500
		Water Feature - Community	1	0.020	0.030	0.050
TOTALS	23		27			29.949
Suncreek I	34.2					
		Community Play Area	1	0.400	0.200	0.600
		Group Shade/Picnic Area - Small Community	2	0.020	0.014	0.068
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Baseball Field - Little League - Unlighted - Game	2	1.100	0.500	3.200
		Softball Field - Girl's Unlighted - Game	2	1.100	0.500	3.200
		Soccer Field - Bantam - Large - Comm	1	1.250	0.500	1.750
		Soccer Field - Regulation Grass - Comm	2	1.600	1.370	5.940
		Multi-Use Turf Area - Large Community	1	2.160	0.820	2.980
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Bocce Ball/Petanque - Competition (4 courts)	1	0.500	0.000	0.500
		Tennis Courts - Lighted (2 courts)	1	0.600	0.400	1.000
		Horseshoes - Community (1 each)	2	0.016	0.008	0.048
		Spray Area - Community	1	0.220	0.000	0.220
		Community Gather Place	1	2.000	0.000	2.000
		Teen/Before/After School/Day Camp Activity Cr	1	0.460	0.000	0.460
		Community Center (24,000)	1	0.600	1.400	2.000
		Site Storage Facilities	1	0.250	0.250	0.500
		Restrooms Medium Community	1	0.017	0.000	0.017
		Sport Park Concession -(Included in Wagon Wheel)	1	0.000	0.000	0.000
		Batting Cages - Small	1	0.000	0.000	0.000
TOTALS	34.2		25			25.143

continued

Table 7-2, Programmed Acreage, Large Community Parks (cont)

DEVELOPMENT	# OF ACRES	FACILITY/ACTIVITY	# OF AMENITIES	ACTIVITY SPACE REQUIRED (Acres)	SUPPORT SPACE REQUIRED (Acres)	TOTAL ACRES PROGRAMMED
Suncreek II	15.7					
		Play Area - Neighborhood	0	0	0	0
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Soccer Field - Bantam - Small Community	1	1.000	0.250	1.250
		Soccer Field - Regulation Grass - Comm	1	1.600	1.370	2.970
		Multi-Turf Area - Large Neighborhood	1	2.160	0.820	2.980
		Tennis Courts - Lighted (2 Courts)	2	0.600	0.400	2.000
		Volleyball (Sand) Tournament (6 courts)	1	0.750	0.250	1.000
		Restrooms Medium Community	1	0.017	0.000	0.017
TOTALS	15.7		8			10.467
Grantline 208 and Arista Del Sol	18.7					
		Community Play Area	1	0.400	0.200	0.600
		Group Shade/Picnic Area - Small Community	1	0.050	0.014	0.064
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Baseball Field - Little League - Unlighted - Game	2	1.100	0.500	3.200
		Softball Field - Girl's Unlighted - Game	2	1.100	0.500	3.200
		Soccer Field - Small - Bantam Community	1	1.000	0.250	1.250
		Soccer - Large - Bantam Community	1	1.250	0.500	1.750
		Soccer Field - Regulation Grass - Comm	3	1.600	1.370	8.910
		Multi-Use Turf Area - Small Community	1	1.000	0.600	1.600
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Tennis courts - Lighted (2 courts)	1	0.600	0.400	1.000
		Horseshoes - Community (2 courts)	2	0.016	0.008	0.048
		Spray Area - Community	1	0.220	0.000	0.220
		Neighborhood Gather Place	0	0.000	0.000	0.000
		Restroom Medium Community	1	0.017	0.000	0.017
TOTALS	18.7		19			22.519

continued

Possible Addition - Discuss at Development

TABLE 7-3
Programmed Acreage
SMALL COMMUNITY PARKS (LESS THAN 15 ACRES)

DEVELOPMENT	# OF ACRES	FACILITY/ACTIVITY	# OF AMENITIES	ACTIVITY SPACE REQUIRED (Acres)	SUPPORT SPACE REQUIRED (Acres)	TOTAL ACRES PROGRAMMED
The Ranch (Previously known as "The Preserve at Sunridge"	12.9					
		Community Play Area	1	0.400	0.200	0.600
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Soccer Field - Bantam - Small Community	1	1.000	0.250	1.250
		Soccer Field - Bantam - Large Community	1	1.250	0.500	1.750
		Soccer Field - Bantam - Regulation Grass - Comm	2	1.600	1.370	5.940
		Multi-Use Turf Area - Small Community	1	1.000	0.600	1.600
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Tennis Courts - Lighted (2 courts)	2	0.600	0.400	2.000
		Horseshoes - Community (1 each)	2	0.016	0.008	0.048
		Spray Area - Community	1	0.220	0.000	0.220
		Neighborhood Gather Place	0	0.000	0.000	0.000
		Restrooms Medium Community	1	0.017	0.000	0.017
		Dog Park - Community	1	2.500	0.000	2.500
TOTALS	12.9		15			16.585
Arboretum II	10					
		Play Area - Neighborhood	0	0.000	0.000	0.000
		Group Shade/Picnic Area - Small Community	1	0.020	0.014	0.034
		Group Shade/Picnic Area - Large Community	1	0.050	0.200	0.250
		Soccer Field - Bantam - Small Community	1	1.000	0.250	1.250
		Soccer Field - Bantam - Regulation Grass - Comm	1	1.250	0.500	1.750
		Basketball Outdoor Community Park (Full Court)	1	0.110	0.300	0.410
		Spray Park - Neighborhood	1	0.000	0.000	0.000
		Horseshoes - Community (1 each)	2	0.016	0.008	0.048
		Restrooms Medium Community	1	0.017	0.000	0.017
TOTALS	10		9			3.759

CHAPTER 8

CAPITAL IMPROVEMENT PLAN AND FINANCING

The *Inventory and Assessment Plan* provided extensive financial analysis and strategies for funding operations, programs, and maintenance of existing facilities in Chapter 7 of that document. This Master Plan focuses on funding development of new facilities in future growth areas. Funding for new construction is addressed in Section 7.10 Funding Plan of The *Inventory and Assessment Plan* by listing and describing potential sources of funding for construction projects, both new construction and maintenance and renovation projects.



7.10 FUNDING PLAN

In order to continue to build and maintain a great park system, the District should pursue funding sources presented in this section for operations and Capital Improvement Plan projects.

New, sustainable funding sources are essential to implementing the Master Plan. The District has relied heavily on developer impact fees, Lighting and Landscape assessments, and user fees to support the entire system. The key for the future is to diversify sources of funding to accomplish the initiatives outlined in this Master Plan. These sources need to be committed on a long-term basis to assure a continuing income stream. There is significant potential to increase revenue to operate the parks and recreation services, while still meeting the objectives of providing affordable programs.

The project team conducted a workshop to discuss the major funding options. The staff has been provided a funding model to document the potential funding sources.

The following section lists and describes potential funding options that have been used successfully in other park and recreation systems throughout the United States.

7.10.1 EXTERNAL FUNDING

The following examples provide external funding opportunities for the District to consider for the future. Each of these sources should be evaluated in more detail to determine the level of funding they would yield, if pursued aggressively. Amounts shown are new funds above and beyond any existing amounts collected. Some funding sources were evaluated and determined to not produce significant additional revenue and therefore may not be preferred external funding sources.

7.10.1.1 CORPORATE SPONSORSHIPS

This revenue source allows corporations to invest in the development or enhancement of new or existing facilities in the park system. Most commonly, sponsorships are used for programs and events as an additional source of marketing for the corporate sponsors.

7.10.1.2 PARTNERSHIPS

Partnerships are joint development funding sources, or operational funding sources, between two separate agencies, such as government entities, non-profit and public entities, or private businesses. The concept is that two or more partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management. Partnership responsibilities are generally based on the strengths and weaknesses of each partner, in order to increase capacities not possible by either entity alone.



7.10.1.3 FOUNDATIONS / GIFTS

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gift catalogs, fundraisers, endowments, sales of items, etc.

7.10.1.4 DONATIONS

Private Donations may be received in the form of cash funds, land, facilities, equipment, art, or in-kind services. Donations from local and regional businesses, wealthy District residents, and charity organizations should be pursued by the District.

7.10.1.5 FRIENDS ASSOCIATIONS

These are groups that are formed to raise money, typically for a singularly focused purpose and generally with the association's special interest in mind. Groups can fund anything from park facilities to specific programs, and generally better the community as a whole.

7.10.1.6 IRREVOCABLE REMAINDER TRUSTS

These trusts are set up by individuals who typically have more than \$1 million in wealth. Similar to trusts left to heirs, the individual bequeaths a portion of their wealth to the agency, in the form of an irrevocable trust fund, that allows the agency to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

7.10.1.7 VOLUNTEERISM

Volunteer time can be utilized as an indirect, in-kind revenue source provided by persons willing to donate time to assist the District. Volunteers can offer assistance on anything ranging from providing specific products for sale to performing services typically done by District staff on an hourly basis. Volunteers reduce the District's costs in providing service while concurrently building advocacy for the park system.

7.10.1.8 SPECIAL FUNDRAISERS

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

7.10.2 CAPITAL FEES

Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are removed after the improvement is paid off.

7.10.2.1 DEDICATION/DEVELOPMENT IMPACT FEES

These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc.

7.10.2.2 IMPACT FEES

These fees are different than the ones above since these fees are in addition to the set user rate for accessing facilities such as golf courses, recreation centers and pool facilities to support capital improvements that benefit the user of the facility.

7.10.2.3 MELLO ROOS DISTRICT

The District currently uses this funding for operations, maintenance, and capital. These are fees for a specific purpose with an election requiring a 2/3 majority for approval.

7.10.3 USER FEES

These fees are charged primarily to recreation program users and are based on the direct and indirect cost to provide consumptive recreation services. User fees should vary based on the cost recovery goals of the District as well as pricing policies for core programs. The District has been currently employing a majority of these initiatives and should continue the same.

7.10.3.1 RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by a local ordinance or other government procedures, for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

The District must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35 percent to 50 percent of operating expenditures.

7.10.3.2 TICKET SALES/ADMISSIONS

These revenues come from users paying for access to facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. The fees are intended to help offset operational costs of the specific facility being directly used.

7.10.3.3 PERMITS (SPECIAL USE PERMITS)

Special permits allow individuals or groups to use specific park facilities for financial gain. The District either receives a set amount of money for use or a percentage of the gross income created from the service provided.

7.10.3.4 EQUIPMENT RENTAL

Rental of equipment owned by the District, such as tables, chairs, tents, stages, bicycles, roller blades, boogie boards, etc., can be used as a revenue source. These revenues could be used for maintenance of equipment or for other recreational or facility purposes.



7.10.4 GRANTS

The Grant market is still an option though the reducing spending at the state and federal level makes this tougher to obtain than in previous years. Grant writers and researchers are required to make this funding source work financially. Matching dollars are required for most grants in order to leverage the investment made by the grantor.

7.10.4.1 PARTNERSHIP ENHANCEMENT MONETARY GRANT PROGRAM

The Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust, provides funding for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation. Matching funds are required on a 50/50 cost share basis.

7.10.4.2 CDBG FUNDING

Funding received in accordance with the Community Development Block Grant (CDBG) Program's national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies. CDBG requires a partnership with the City of Rancho Cordova or County of Sacramento.

7.10.5 LAND TRUST

Many systems have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

7.10.6 LIGHTING AND LANDSCAPE DISTRICT

This is a special property owner-approved assessment. The District uses this funding source for Proposition 218, which was passed by voters in 1997. The District currently has one Lighting and Landscape District serving the Independence at Mather housing development.

7.10.6.1 SPECIAL TAXES

Based on gross receipts from charges and meal services, special taxes, such as hotel, motel, and restaurant taxes, may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities. These taxes are governed by the City of Rancho Cordova or County of Sacramento. Although it is a possible source of funding for the District, the City of Rancho Cordova and County of Sacramento are facing their own funding challenges and are using special revenues for their programs.

7.10.6.2 SPECIAL IMPROVEMENT DISTRICT/BENEFIT DISTRICT

Special taxing districts can be established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements made with these revenues may include landscaping, the erection of fountains, acquisition of art, and promote improvements to other recreation and cultural enhancements.

7.10.6.3 SALES TAX

Tax revenues levied from the point of sale of goods has been a very successful source of funding for park systems throughout the U.S. Sales tax revenues benefiting parks is most popular in high-traffic tourism areas, where non-property tax payers tend to be the bulk of users of parks facilities. Sales taxes are not likely to be feasible for the District as there are not high levels of tourism facility users, and it would require partnership with the City of Rancho Cordova or County of Sacramento for revenue sharing.

7.10.6.4 FOOD AND BEVERAGE TAX

This tax is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses. This requires a partnership with the City.

7.10.6.5 PUBLIC IMPROVEMENT DISTRICTS (PID)

New developments can establish a Public Improvement District (PID) when authorized by a city and legally set up according to state law. A PID provides funds especially for the operation and maintenance of public amenities, such as parks and major boulevards, within designated newly developing areas.

7.10.7 FRANCHISES AND LICENSES

7.10.7.1 CATERING PERMITS AND SERVICES

This is a license to allow caterers to work in the park system on a permit basis with a set fee, or to provide a percentage of food sale revenues to the permitting agency. Alternatively, some park and recreation agencies operate their own catering services and utilize revenues from the sale of their food for agency activities and maintenance.

7.10.7.2 POURING RIGHTS

Many private soft drink companies and vendors will execute an agreement with an agency for the exclusive right to pour all drinks within park facilities. Generally, the agreement provides a portion of the gross sales to the agency with other profits going to the soft drink company or vendor.

7.10.7.3 CONCESSION MANAGEMENT

Revenue from the retail sale or rental of soft goods, hard goods, or consumable items through concession management, is a popular form of income for many agencies around the country. Typically the agency either contracts out for the service, receives a set amount of the gross percentage, or manages the service themselves, collecting all profit after expenses.

7.10.7.4 PRIVATE CONCESSIONAIRES

Private concessionaire contracts are a popular form of public-private partnerships that involve an agreement with a private business to provide and operate recreational activities.



This agreement may involve projects/activities that are financed, constructed, and operated by the private business with compensation paid to the agency for use of their land or facilities. Alternatively, private concessionaire contracts may also be used solely for the operation of facilities by the private business, but financed and constructed by the public agency.

7.10.7.5 GREENWAY UTILITY

Greenway utilities are used to finance the acquisition and development of greenways by selling underground development rights. Businesses such as communications companies and other private utilities then utilize the underground space for making capital infrastructure improvements, such as fiber optic networks. The proceeds from the sale of the development rights can then be used by the agency to build greenways.

7.10.7.6 NAMING RIGHTS

Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development costs associated with the improvement. The naming rights are generally purchased by private companies who are interested in naming facilities as a marketing tool.

7.10.7.7 PRIVATE DEVELOPERS

Developers lease space from agency-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas. Future discussions need to be conducted with the City of Rancho Cordova and County of Sacramento to determine feasibility.

7.10.7.8 EASEMENTS

Similar to greenway utilities, easements can be revenue generating when the District allows utility companies, businesses or individuals to develop some type of an improvement above or below ground on their property, generally for a set period of time. These agreements typically garner a set dollar amount to be received by the District on an annual basis. The District is using this concept with cellular companies in a number of parks and corridors, but should be explored further as a source to increase annual revenues.

7.10.7.9 ADVERTISING SALES

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the agency's program guide, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that exposes the product or service to many people.

7.10.7.10 INTERLOCAL AGREEMENTS

Contractual relationships entered into between two or more government agencies and/or between a government agency and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

7.10.8 FUNDING PLAN SUMMARY

The District should periodically review the funding model to consider new and enhanced funding opportunities. The staff has not quantified the estimated potential additional funding. In PROS experience, similar agencies have identified \$250,000 to \$1,000,000 annually in additional non-tax and non-fee revenues.

The major funding source for new construction will be Dedication/Development Impact Fees as described in Section 7.10.2.1 (also known as Park Impact Fees). The *Inventory and Assessment Plan* did not provide total costs for new construction projects needed to accomplish the recommended level of service in the future development areas. Development of a Capital Improvement Plan for new construction with specific financing strategies occurred concurrently with the *Inventory and Assessment Plan*. The total costs for new construction was summarized in the chart titled “Cordova Recreation and Park District Capital Improvement Plan – New Growth Development – City of Rancho Cordova, June 2012”, Table 6-2-appendix. The *Cordova Recreation and Park District Park Impact Fee Nexus Study* (Nexus Study), prepared by Goodwin Consulting Group, published a C.I.P adjusted to include all the sustainability issues addressed in the final version of the “Inventory and Assessment”.

Development of new facilities to service the estimated increase in population of 100,000 will be largely paid for by Park Impact Fees. The fee per future dwelling unit required to provide the necessary construction cost was mathematically derived from the total construction cost divided by 100,000 persons and multiplied by persons per dwelling unit [the calculations are described in detail in section V of the Nexus Study.

The Dwelling Unit Equivalent (DUE) is critical in determining the projected population for development projects. The projected population determines the amount of acreage required for park land dedication. For developments where park land dedications will be over the required five acres/1,000 population, a proportionate increase in the park impact fee per dwelling unit is required to fund improvements on the additional acreage.

The District’s Nexus Study utilized the most current DUE’s stated by the California Department of Finance of 2.92 persons per single-family household. A multi-family unit houses 2.30 persons per household. A multi-family dwelling unit is defined as single-family detached homes, duplexes, and half-plex units. Multi-family units are within residential buildings with three or more attached units. The City of Rancho Cordova recently approved similar DUE’s in several documents, but the City has not yet adjusted their municipal code to reflect these numbers. The District has anticipated the City’s adjustment of these numbers in the preparation of the District’s Nexus Plan. The District recognizes that population projections must be calculated with the same methodology as the land authority to ensure consistency throughout the planning approval process. It is not practical for the District to use a different definition of multi-family housing or a different method to evaluate the projected population. The District will continue to coordinate with the land authority in the future to ensure the same DUE’s are utilized. If significant changes are made in the persons per household used for the DUE’s, than the park impact fee per unit may need to be adjusted accordingly.

On September 12, 2012 the District Board approved a District-wide Development Impact Fee Program (also known as a Park Fee Program) with a cost per Dwelling Unit Equivalent (DUE) of \$8,420 based on the data provided by CRPD staff.

The District hired Goodwin Consulting Group to confirm the proposed fee calculations and prepare a Nexus Study that complied with State AB 1600 rules. The entire Nexus Fee is not duplicated in this master plan. The most important tables and the fee recommendations are reiterated here so that this Master Plan document will stand as a complete “go to” resource for implementation.

The Capital Improvement Plan published in the Nexus Study is very similar to the September 12, 2012 version. Some minor changes were made. Some elements listed as neighborhood park amenities in the 2012 CIP were shifted to Community Parks. This enhanced consistency with the current definition of park types. Table 2 of the Nexus Study is the most current Capital Improvement Plan.

Table 2
Capital Improvement Plan

Facility	per 100K	Service Level	Unit Cost	Total Cost
<u>Basic Park Improvements</u>				
Neighborhood Parks - Basic Improvements	240	1 per 417	\$257,908	\$61,897,954
Community Parks - Basic Improvements	260	1 per 385	\$257,908	\$67,056,116
<u>Playgrounds</u>				
Play Area - Neighborhood	45	1 per 2,222	\$295,544	\$13,299,480
Play Area - Community	6	1 per 16,667	\$301,572	\$1,809,432
Play Area - Universal	1	1 per 100,000	\$999,852	\$999,852
<u>Shade Structures</u>				
Group Shade/Picnic Area - Small Neighborhood	54	1 per 1,852	\$66,348	\$3,582,792
Group Shade/Picnic Area - Small Community	10	1 per 10,000	\$66,348	\$663,480
Group Shade/Picnic Area - Large Neighborhood	15	1 per 6,667	\$117,020	\$1,755,300
Group Shade/Picnic Area - Large Community	10	1 per 10,000	\$117,020	\$1,170,200
Group Shade/Picnic Area - Destination	2	1 per 50,000	\$349,395	\$698,790
<u>Sports Fields</u>				
Baseball Field - Little League - Lighted - Game	4	1 per 25,000	\$348,125	\$1,392,500
Baseball Field - Little League - Unlighted - Game	6	1 per 16,667	\$155,625	\$933,750
Softball Field - Adult lighted - Synthetic	3	1 per 33,333	\$1,043,403	\$3,130,209
Softball Field - Girl's Unlighted - Game	6	1 per 16,667	\$189,141	\$1,134,846
Softball Field - Girl's Lighted - Game	4	1 per 25,000	\$383,428	\$1,533,712
Soccer Field - bantam - Small - Community	5	1 per 20,000	\$10,242	\$51,210
Soccer Field - bantam - Large - Community	5	1 per 20,000	\$10,698	\$53,490
Soccer Field - bantam - Regulation Grass - Comm	17	1 per 5,882	\$116,562	\$1,981,554
Soccer Field - Regulation Synthetic turf - Lighted	2	1 per 50,000	\$911,474	\$1,822,948
Multi-use Turf Area - Small Neighborhood	18	1 per 5,556	\$9,900	\$178,200
Multi-use Turf Area - Small Community	2	1 per 50,000	\$9,900	\$19,800
Multi-use Turf Area - Large Neighborhood	7	1 per 14,286	\$31,900	\$223,300
Multi-use Turf Area - Large Community	3	1 per 33,333	\$31,900	\$95,700
<u>Sports Courts</u>				
Basketball Outdoor Neighborhood Park (1/2 court)	16	1 per 6,250	\$25,989	\$415,816
Basketball Outdoor Community Park (full court)	8	1 per 12,500	\$51,977	\$415,816
Bocce Ball/Petanque - competition (4 court)	3	1 per 33,333	\$442,948	\$1,328,844
Tennis Courts - Lighted (2 courts ea.)	10	1 per 10,000	\$249,489	\$2,494,890
Volleyball (sand) tournament (6-court complex)	2	1 per 50,000	\$228,600	\$457,200
Horseshoes - Neighborhood	10	1 per 10,000	\$6,442	\$64,420
Horseshoes - Community (2 court)	8	1 per 12,500	\$14,423	\$115,384
<u>Skate Parks</u>				
Skate Park - Community Park	2	1 per 50,000	\$1,193,720	\$2,387,440
<u>Aquatics and Spray Parks</u>				
Aquatic Center ¹	0.71	1 per 140,000	\$13,682,676	\$9,714,700
Spray Area - Community Park	5	1 per 20,000	\$1,135,816	\$5,679,080
<u>Gathering Places</u>				
Amphitheater for 500	2	1 per 50,000	\$892,901	\$1,785,802
Community Market Place	1	1 per 100,000	\$544,558	\$544,558
Neighborhood Gather Place	5	1 per 20,000	\$126,258	\$631,290
Community Gathering Place	4	1 per 25,000	\$510,180	\$2,040,720

¹ 71% of the total costs are being allocated to new development.

Source: Cordova Recreation and Park District; Goodwin Consulting Group, Inc.

Table 2 – Continued
Capital Improvement Plan

Facility	per 100K	Service Level	Unit Cost	Total Cost
<u>Offsite Structures</u>				
Teen Before/After School/day Camp Activity Center	2	1 per 50,000	\$913,800	\$1,827,600
Community Center (24,000 sq. ft.)	2	1 per 50,000	\$10,965,600	\$21,931,200
Wellness/Senior Center (12,000 sq. ft.)	1	1 per 100,000	\$5,482,800	\$5,482,800
Site Storage Facilities	3	1 per 33,333	\$653,453	\$1,960,359
Corporation Yard ²	0.4	1 per 250,000	\$10,000,000	\$3,800,000
District Offices ²	0.4	1 per 250,000	\$1,401,420	\$1,401,420
Restrooms Small - Community Park	5	1 per 20,000	\$152,808	\$764,040
Restrooms Medium - Community Park	9	1 per 11,111	\$277,693	\$2,499,237
Restroom/concession/storage (1,700 sq. ft.)	1	1 per 100,000	\$711,682	\$711,682
Sport Park Concession	2	1 per 50,000	\$1,099,714	\$2,199,428
<u>Miscellaneous Features</u>				
Batting Cages	2	1 per 50,000	\$156,288	\$312,576
Batting Cages - Small	1	1 per 100,000	\$55,000	\$55,000
Dog Park - Community Park	3	1 per 33,333	\$547,071	\$1,641,213
Water Feature - Community Park	2	1 per 50,000	\$245,454	\$490,908
Disc Golf Course	1	1 per 100,000	\$510,180	\$510,180
<u>Parking</u>				
Off-street parking	1,475	1 per 68	\$1,450	\$2,138,750
SUB TOTAL				\$241,286,968
Design/Engineering		10.0%		\$24,128,697
Construction Management		4.0%		\$9,651,479
Admin Costs		3.5%		\$8,445,044
Art in the Park		2.0%		\$4,825,739
TOTAL				\$288,337,927

² 38% of the total costs are being allocated to new development.

Source: Cordova Recreation and Park District; Goodwin Consulting Group, Inc.

The Nexus Study itemizes costs in the Capital Improvement Plan by park category in Tables 3 – 5 of the Nexus Study. The three park categories are neighborhood parks, community parks, and district-wide parks. The fee per park category in each DUE fee is identified including a fourth category for Administration. Table 7 of the Nexus Study breaks down the Park Fee by category.

Table 7
Park Fee by Park Category

Park Category	Single Family Unit	Multifamily Unit
Neighborhood Park Fee Component	\$2,900	\$2,284
Community Park Fee Component	\$4,666	\$3,675
District-Wide Park Fee Component	\$961	\$757
Administration Fee	\$257	\$203
Total Park Fee	\$8,784	\$6,919

The *Cordova Recreation and Park District Park Impact Fee Nexus Study* prepared by Goodwin Consulting Group found that “the Park Fee Program is compliant with the requirements set forth in the Mitigation Fee Act, also known as AB 1600, and ensures that a nexus exists between future residential development in the District and (i) the use of the fee, (ii) the need for the park facilities, and (iii) the amount of the fee assigned to future development.” The Nexus Study will be presented at a public hearing on March 19, 2014. Final adoption by a District ordinance is expected on April 16, 2014.

A portion of District-wide Community Facilities will need to be funded by means other than Park Impact Fees. New District-wide facilities and major renovations and upgrades require significant funding not usually available from the sources listed in section 7.10 of the *Inventory and Assessment Plan* document. Two potential funding sources not identified in section 7.10 are a park renovation fee and a local bond measure. The City of Rancho Cordova has implemented a park renovation fee per household of \$1,000. The District may apply to the City to access these funds. The District has requested a joint work session between the City Council and the District Board for clarification from the City on the application process. A local bond measure is another potential funding source that, if approved by the voters, can provide adequate funding for major projects. The public may be willing to fund new facilities if they can be assured the funds will go to a specific use and there is no other means to fund the project. A bond feasibility survey can determine the level of voter support for specific projects.

CHAPTER 9 IMPLEMENTATION

District-City Coordination

The Cordova Recreation and Park District has a history of working with the City of Rancho Cordova to align goals and complete projects. Part of the compilation process for this Master Plan included a review of all documented comments received from City representatives on the *Inventory and Assessment Plan* draft in 2011 and 2012, both written and from meeting minutes. The District Board and City Council participated in a Joint Work Session in February 2014 where the District staff presented the concept and status of this Master Plan compilation. The District committed to distributing a draft of the Master Plan document in mid-March 2014 for review and comment by City representatives. A Joint Work Session to receive input from City representatives will be scheduled in April 2014. The District will consider all comments made by the City and finalize the Master Plan concurrent with the fiscal year 2014/15 budget preparation process in the spring and summer of 2014.

Public Meetings

Extensive public input was sought during the formulation of the guiding documents that are compiled into this Master Plan. There are still more opportunities for public input. The past and future Joint Work Sessions described in the paragraph above are open to the public. The draft Master Plan will be presented to the District Board on March 19, 2014 at a meeting open to the public. The first reading of the ordinance for adoption of the Nexus Study will be considered by the District Board during a public hearing after the joint session meeting with the City Council on March 19, 2014.

Environmental Review

The Master Plan is exempt from the California Environmental Quality Act (CEQA) Guidelines under Article 18 – Statutory Exemptions, Section 15262 - Feasibility and Planning Studies. Section 15262 states: “A project involving only feasibility or planning studies for possible future actions which the agency, board, or commission has not approved, adopted, or funded does not require the preparation of an EIR or negative declaration but does require consideration of environmental factors. This section does not apply to the adoption of a plan that will have a legally binding effect on later activities.”

The Master Plan will function as a planning tool and guideline for the District to follow for the future development of parks; their uses, placement of amenities and landscaping. Parkland is dedicated as a result of development planning through the specific plan and/or entitlement process. All CEQA evaluation is done during the development planning process, prior to park dedication to the District. The District Board of Directors does not approve, adopt or fund the projects. Furthermore, the Master Plan functions as a feasibility study and is not legally binding.

Development Review

District and City staff are currently working together coordinating review and comments on all phases of development projects. District planning staff routinely attend the City’s Development Services Team meeting and the Community Development Management Team meeting. The District’s Administrative Office was relocated to Suite 230 of the Rancho Cordova City Hall in May 2013. This new proximity has greatly enhanced District and City staff coordination.

Programming for Future Parks

The District has the legal authority and sole responsibility for the design and construction of parks under the Quimby requirement. New residential development and population growth drive the construction of new parks. The programming and design of neighborhood parks is straightforward because they are more passive with limited amenities. Community parks require an evaluation of the short and long-term recreational needs of the community. Recreational needs, available funding and long-term sustainability are all factors that contribute to the program statement for each park.

The District's standards and the resulting Capital Improvement Plan ensure that adequate funding is available to build community parks that will meet recreational needs of future residents. If the annual growth rate for the past 10 years remains constant at 1.5% per year then it will take approximately 43 years to achieve build out for 100,000 new residents. Recreational needs and demographics will change over that time span.

Programming for each new park will be evaluated when funding is eminent. The District will utilize the standards described in Chapter 6 and future updates of this Master Plan as a starting point for evaluation. Input will be sought through advertised public meetings for every community park. All governmental agencies, organizations, special interests and citizens will be given the opportunity to make their needs and wants known. With clear communication from the District participants in the public planning process will understand the need to balance public input and necessity of proposed amenities. A program statement for each community park identifying the community needs to be addressed in that park, amenities, supporting facilities and a cost budget for each park will be developed prior to proceeding with detailed design documents. Stakeholders will be consulted where additional information is needed to refine the program and budget.

Approval of Future Design and Construction Projects

The District has a legal mandate to determine the program, design and construction of parks. However, the District endeavors to work cooperatively with the land use authority and the community to produce successful projects. After the initial public meeting(s) are conducted for the purpose of developing a program statement, follow-up public meeting(s) will be held. The concept design derived from the program for each community park will be presented to the community and stakeholders for further input. Stakeholders will be engaged in the continuing design process if their needs warrant technical input.

All new District park construction projects within the City of Rancho Cordova must comply with the City's standard planning and building approval process. The City's standard fees are paid by the District for the City's review and approval of construction documents and construction inspection. District projects are routinely presented at the City's Development Services Team meeting and are discussed at Community Development Management Team meetings. District and City staff are working together to ensure the park projects are well designed and constructed.

Park Design and Construction Process

One strategy for funding park construction allows the developer the option of constructing parks to the District standards and then dedicating the land and fully constructed amenities to the District; this strategy is known as "turn key".

Developers tend to prefer delivering turn key neighborhood parks. Neighborhood park design is not complex. They are often constructed concurrently with the subdivision infrastructure as a marketing component of the development. Community meetings for Neighborhood park design are irrelevant and not used in the turn key strategy. Community park design and construction is more complex and expensive. Developers do not usually choose to deliver Community parks in a turn key strategy. The

District typically manages the design and construction of Community parks. The list below serves to summarize and detail the opportunities for collaboration between the agencies during the design of community parks and the construction process. This is a typical process. Some variation to this process may occur to accommodate unusual or unanticipated circumstances.

1. City planning staff solicits input from District planning staff on new development submittals. Planning staff from both agencies coordinate review comments throughout the approval of specific plans, finance plans, Development Agreements, tentative maps and final maps.
2. The City routes construction plans for new development and related infrastructure to District planning staff for review and comments related to infrastructure for future park construction.
3. Development is approved and building of new subdivisions commences. Park impact fees are collected and accumulate to fund design and construction of new parks.
4. Park impact fees (or credits) have accumulated to a level where full funding of the park construction or a large first phase of construction is eminent. The District initiates and advertises a public meeting to solicit input from all governmental agencies, organizations, special interests and citizens. Information is gathered to contribute to developing a program specific to the park under consideration. Stakeholders are invited and encouraged to provide detail of their needs.
5. The District will provide the opportunity for a joint session with the City Council after the first community meeting.
6. A program statement for the park and conceptual budget is prepared.
7. A draft concept plan is prepared. It may include several alternative layouts. The concept plan is presented to the City of Rancho Cordova in the Development Services Team and the Community Development Management Team meetings. Where necessary the concept plan will be adjusted to accommodate planning comments from the City that will significantly affect the proposed concept plan(s). The concept plans are then presented to all the interested parties in a second public meeting.
8. Based on input from the second public meeting a final concept plan will be prepared and presented at a third public meeting.
9. The concept plan and funding plan for the new park is presented for approval by the District Board of Directors.
10. The park design will be developed and construction documents prepared. The construction documents will be routed to the City of Rancho Cordova planning and building departments for final review and approval.
11. Staff from the City of Rancho Cordova Public Works and Building Department and the District coordinate on inspections throughout the construction process and the final construction approval.
12. A grand opening is planned and scheduled by the District. Representatives from both agencies take part in the celebration with the community.

Action Items

- ◆ The Master Plan will be scheduled for approval by the District's Board of Directors after the City's input is received during the 2014 Joint Work Sessions.
- ◆ The District requests the City Council as the Land Use Authority in the incorporated area adopt the park impact fees justified in the District's 2014 Nexus Study.
- ◆ The City and District have discussed coordinating the design, construction and maintenance of the City's Neighborhood Greens. The City's Development Agreements and the District's Park Development Agreements will formalize the authority, liability, maintenance funding and maintenance responsibilities for these "mini parks" on a case-by-case basis. Development submittals for design and construction documents of neighborhood greens will soon be submitted

for review and approval.

- ◆ The City and the District should formalize the process by which funding from the City's Park Renovation fee is accessed for renovation of existing parks.

Conclusion

This document consolidates and finalizes ten years of planning efforts by the District for areas within the City limits of Rancho Cordova. Working in concert with the City of Rancho Cordova's leaders to set goals, plan and implement a premier system of parks and open spaces, the District and City representatives must continue to work together and maintain this collaboration as a priority in order to make this vision a reality. Both agencies should be vigilant in protecting the working relationship between the agencies by fostering mutual respect, understanding and enhanced communication. Continued cooperation will yield the best outcome for our mutual constituents.

Strategies for Moving Forward

The approval and publication of this Master Plan document marks an important step for the District. It represents the first of several updated and new planning documents intended to help guide developers, staff, elected officials and the public in the design and development of Cordova parks. Over time, the District will continue to work closely with various stakeholders and the general public to develop a variety of resources for public park planning and implementation. Some of these resources may include policy and procedures updates, a refined scope and clarification on Capital Improvement Planning, the development of a reserve study, which addresses life span, replacement, and deferred maintenance costs for existing and proposed parks, and finally an updated and expanded Master Plan including all areas within the Cordova Recreation and Park District boundary.

APPENDIX

I. OUTREACH

OUTREACH RESULTS

In an effort to support District goals and promote equitable recreation and open space opportunities, the Cordova Recreation and Park District engaged the public's participation in the planning process. The purpose of this outreach is to provide guidance and clarity to Board members, local government agencies, members of the public and Cordova Recreation and Park District staff in the acquisition and development of District parks and play fields.

Methodology

In the first half of 2014, Cordova Recreation and Park District staff invited a representative from each local athletic organization, Elk Grove and Folsom-Cordova Unified School Districts and the Sacramento County Regional Parks Department to meet and discuss the future development of parks and play fields. Using the draft Master Plan document as a basis for predicting growth, each representative answered questions to help staff determine the best strategies for planning facilities that meet the needs of the most users. The results from meeting minutes as well as each interview were recorded and verified by District staff and the participating representatives for completeness and accuracy.

ATHLETICS LEAGUE FEEDBACK

Rancho Cordova Little League

Representative – Dennis Lamantia

Interview - May 30, 2014

With primary growth from Anatolia subdivision, the Rancho Cordova Little League expects continued, steady growth and a need for baseball fields. The ideal configuration is a 'hub and spoke' model where amenities such as restrooms, storage, snack-bar and seating are located in the center. A spectators section would be located in the adjacent ring and play fields would make up the outermost ring. The fields would include one large, regulation baseball field, three medium or little league fields, two or three small T-ball fields approximately 100 sf. The league would like the district to remain mindful that softball has very different field requirements such as, skin vs. grass infield, no mound and base lines are different distances. Rules for co-ed play further impact the field resources, for example a dugout configuration that provides two egresses is required; therefore the fields are interchangeable but only with modifications. RCLL is active nearly year round and encourages the idea of developmental baseball described as a field configuration that accommodates a young players' access to older, more experienced players. Many young players lose interest around the age of 14, a critical age for development, and membership tends to taper off. RCLL believes access to more diverse facilities –with respect to age, would increase participation beyond the age of 14.

Rosemont Little League

Representative – Frank Villalpando

Interview - June 5, 2014

Rosemont is a fully built out development and new growth in the area is not expected. There is interest in establishing more activities for teenagers (such as a skateboard park) to counteract the influ-

ence of gangs and crime. Rosemont Little League would prefer an equitable fee structure and feels that any increase is prohibitive to low income players. The organization is open to establishing relationships to address funding (such as sponsorship). Games and practices generally end before 10PM and lighting is not a priority however parking is a conflict on some streets.

Rancho Cordova Soccer Club

Representative – Bill Leach

Interview - June 9, 2014

The Rancho Cordova Soccer Club provides play opportunities for youth throughout the region and maintains that enrollment dictates the field size and use. Club growth is anticipated from neighborhoods in Anatolia, Old Rancho Cordova, Routier Road and the West side of Rancho Cordova. The Club has been approached by businesses that want to provide scholarships for students and they are open to developing partnerships that benefit the Club and Club facilities. The Club is generally happy with the park facilities, responsiveness (service) and developing relationships. Rancho Cordova Soccer Club expresses no interest in using lighted, artificial turf fields. Currently, the Club Board of Directors turns over every 3-4 years and has no long term planning efforts underway with respect to facility upgrades and funding options.

Capital Athletic Soccer Association

Representative – Ed Dudensing

Interview – June 16, 2014

The Capital Athletic Soccer Association (CASA also referred to as BOCA) primarily uses Larchmont Park fields. They use Mather fields when lights and artificial turf are required. CASA plays year-round and would like to see additional amenities, particularly restroom facilities at Larchmont Park. The club is interested in hearing about more specific opportunities regarding partnerships as well as facilities and would like to be involved in those conversations. The organization contributes aggressively to maintenance in order to maintain a primary use agreement at Larchmont. There is interest in shared use arrangements for other sport fields. For example, the club has been in conversation with schools and pro-bono architects to develop parking and restroom facilities at Larchmont. Membership growth is flat but is expected to increase over time – ultimately they would like three fields with freeway access for members who travel. CASA prefers one artificial field and one natural field with the ability to alternate use; they would like lighting. The group would like to increase the use of additional resources with a clear description of potential options; however, currently they have nothing in place for 5, 10 or 15 year strategic upgrades or funding options.

Capital Futbol Club United

Representative – Ab Alvarez

Interview – June 17, 2014

While most of the club members are within the Cordova Recreation and Park District area, many Cap FC United participants come from throughout the Sacramento region. The club is always looking for places and ways to grow and feel that wherever they have access to fields the club will continue to grow. They are looking to accommodate potentially 450 – 600 players year-round. The club uses a variety of facilities other than CRPD for practice and games including Capital Christian and Cordova High schools. Cap FC United does see partnership potential particularly at Stone Creek however they do have concerns over maintenance with respect to irrigation coordination and oversight. The club is

pleased to use artificial turf, which they feel is best for practices and training, and prefer well maintained, natural turf for games and competition. Additionally, they would like to see goals that can be removed from the field and stored in a locked facility to reduce wear from people who use the field during off times. Understanding that multi-use is a requirement of CRPD, Cap FC United is open to investing for exclusive use however they need more clarity on the desired level of cooperation. Generally, they would need more information regarding cost, conditions of use, potential for revenue generation and fee offsets, as well as more specific information regarding the level of cooperation with education, outreach, parent involvement and community participation. Cap FC United is a US Club member and therefore may only play other US Club member teams. Their ideal field distribution would be spread out to provide access throughout the region with a cluster of fields around a center. The club would like to maintain a focus on building community – with facilities that provide restrooms, meeting and office space as well as play fields.

San Juan Soccer Club

Representative – Warren Holt

Interview – June 24, 2014

San Juan Soccer Club represents the largest club in the Cordova Recreation and Park District drawing members from throughout Sacramento County as well as Fresno, Woodland and El Dorado Hills. This range of membership necessitates a diversity of programs and facilities. The club is interested in hosting national tournaments in which case they would require a minimum of sixteen fields. San Juan is happy with the Mather facility however would prefer to see additional artificial turf fields for practice and a high quality natural field that meets Elite Club National standards for competition and tournament play. The organizations' priorities are 1) more practice fields for training and 2) building a place to host tournament and competition games. The San Juan Soccer Club is registered as a 501 C-3 nonprofit organization and prepared to enter into various agreements. They are open to shared use with similar sports such as lacrosse, rugby, softball and baseball. Lighting is not a priority as most games are played between 10am-3pm yet may be a requirement for tournament and competition play. The club is primarily using Mather to serve their current population as well as Albert Einstein, Folsom Lake, El Camino and Mitchell. Other resources include those fields at Cherry Island, Fairfield, Placer Co., Folsom High School and Cosumnes. San Juan Soccer Club is always looking for fields to play and expects continued growth from various communities. They are willing to coordinate with other organizations to meet their overall needs both present and future.

Cordova Girls Softball League

Representative – Rod Borba

Interview – July 24, 2014

The Cordova Girls Softball League, bounded by Bradshaw, Jackson Highway, Grant Line Road and the American River, serves about 250 families with girls between the ages of 5 and 16. There are four school districts within the same boundary area. The League currently uses seven fields without lighting and feel that a four-plex with lights would be functional. Parking is critical. Nightly play requires at least 150 spaces, however, the use of lights could encourage more double headers and reduce the pressure for more parking. Clusters are best for tournament play. The League currently uses Folsom 8 fields and Mills 7, which allows for a capacity of sixty teams in a tournament. Demand for parking during a tournament is nearly triple the need of a nightly function or about 450 spaces. Potentially the league could double in size. The league raises revenue through sales from snack bar which requires enhanced amenities and ADA upgrades. Additional needs include storage for maintenance and play equipment,

access roads for delivery to storage, fields and snack bar, restrooms (flushing toilets), covered dugouts with two openings for each onto the field. Attention to foul balls and design. The League is currently using and maintaining five fields at full capacity during the season. Generally Spring season (Feb-May) all fields are used every night with limited use on Sundays. All star season (June-July) five of seven fields are used every week night. Winter ball season (Aug-Oct) five of seven fields used daily with double headers on Saturdays or Sundays. Between five and seven fields are used for practice throughout the year. There is no curfew but generally T ball games are over by 7PM; with lights, play could be extended until 10 PM. The organization is also using Mills Middle School and shows interest in coordinating with other organizations. There is no formal plan for facility upgrades and funding options and the League relies almost completely on volunteers or public facilities. The Amateur Softball Association has certain standards, particularly related to dugouts, safety and accessibility. With respect to field type, artificial turf is hot, affects game management decisions, and is expensive however does have advantages. The League is currently maintaining fields in exchange for greater access. Regarding multiple use fields, a priority system must be policy and schedules coordinated with priority given to local users. The League feels it is important for all parties to understand that there is a cost to play but play can not be thought of as an enterprise operation.

SCHOOL DISTRICT FEEDBACK

On June 30, Cordova park district staff met with representatives of the Elk Grove Unified School District Planning and Facilities staff to discuss the proposed development of Cordova parks. The school district is a valued partner in creating facilities that benefit both agencies by strengthening community networks, establishing safe and accessible resources and developing sustainable, responsible strategies for maintenance and growth. The coordination of key issues are discussed below.

Joint Use

The Elk Grove Unified School District (EGUSD) and Cordova Recreation and Park District (CRPD) currently hold existing joint use agreements and would like to explore additional opportunities. The school district prefers to have a park/school adjacency that defines property lines with fencing for safety and security reasons. The school district is open to discussion of after school and weekend use agreements wherein the school is responsible for scheduling any use of the play fields. Additionally, the school district would like to explore the option of joint theater uses. The district has nine high schools, two of which house performing arts centers. The park district was reminded that elementary schools typically require 100 parking spaces and generally have more flexibility in programming than senior high and middle schools. It is not probable that there will be expanded gymnasium programming.

Access

Understanding that property lines are defined through the use of fencing, the School District's Planning Department expressed interest in establishing 'fencing' partnerships with the parks district.

Programming

The School District approves of public access to school sites after hours and they are open to discussing evening and weekend use in more detail. Programming is not dedicated with respect to times and activities, particularly at new sites; however, older sites have more definitive agreements between the School District and Parks District. High school and middle schools do share some facilities therefore; each high school is equipped with a 400 meter track to facilitate physical education requirements. The

School District typically will not light baseball fields.

Maintenance

Currently, the school district has facility use agreements with athletic organizations in exchange for field maintenance.

On June 3, 2014 Cordova Recreation and Park District staff also met with the Folsom Cordova Joint Unified School District to discuss, among other items, the proposed development of the District. The key issues are included here.

Draft Master Plan for Incorporated Areas

Relevant portions of the draft Master Plan along with a Standards chart were introduced for comments from the School District.

Joint Use

Cordova Recreation and Park District is responsible for scheduling the school field use. There exists a Joint Use Agreement, originally signed on July 1, 2007 and amended on February 25, 2010, which includes use of school facilities as well as Cordova Community Pool. The FCUSD swim team currently uses the pool for practice and swim meets. The pool is in need of repair at an estimated cost of \$2.7 million. The School District does not have plans to construct a new pool and does not have funding to contribute towards repairs or a new pool facility. Any contribution of funding by the School District is subject to School Board approval.

Access

The School District property is available for use by the public after school hours and fencing is not a requirement between FCUSD property and adjacent CRPD. New school properties are developed with fencing around the School District property but allows entry through a main access point at the front of the school, typically near the Administrative Offices. Public access points are not readily available along the perimeter of the site.

Programming

CRPD does not run football or track programs in addition to the School District's programs. Therefore, those amenities have been removed from CRPD's future growth CIP. FCUSD currently has use agreements with some local athletic organizations for use of their fields. The CRPD does not anticipate the need to partner with the School District for use of School District gymnasiums.

Maintenance

Existing maintenance agreements were updated in July of 2010 and April 2014.

SACRAMENTO COUNTY REGIONAL PARKS DEPARTMENT FEEDBACK

In addition to engaging our local school districts, Cordova Recreation and Park District (the District) staff coordinated with our partners at the Sacramento County Regional Parks Department (the County) on June 30, 2014, where key personnel met to discuss goals, to clarify development processes and exchange ideas for potential development in new growth areas.

The County provides essential support to the District in terms of management and maintenance of trails that connect District properties and the communities who use them. The following highlights the key discussion items relevant to the District Master Plan document.

Jurisdictional Discussion

The County park system manages trails very well, while they struggle with programming and scheduling parks in the absence of a recreation department. Currently, all County maintenance is done in house with approximately 50 full time employees. It was determined a better use of resources for the County to oversee trails, negotiating fees and maintenance independently, without complicating the scope of work with the unique mechanism of Quimby park land. Thus, Cordova Recreation and Park District shall design and manage the parks and recreational facilities resulting from Quimby land allocations.

Regional Trails in New Growth Areas

The Cordova Recreation and Park District maintains the position that trail planning is a function of community connectivity through transportation planning. The District continues to work in concert with all responsible land use agencies authorized to address the transition of trails located within district park properties.

The County Department of Transportation, South Gate Recreation and Park District and the County Regional Parks Department all own regional trails however, the majority are owned and managed by the County Regional Parks Department. (The South Gate Recreation and Park District negotiated trail maintenance into their development plan as part of the Community Facility District fees.) The County parks department agrees that they will include right-of-ways or easements through parks where appropriate and necessary. Both agencies agree that the trail land should not be considered part of Quimby dedication even when it continues through a park. Trails are a public health benefit, provide the opportunity for landscaped easements and function for transportation, but should not be considered Quimby park land. All agree that it is important to hold this standard or the cumulative effects of degraded development agreements will erode actual park land for trail easements. This action, over time, removes the ability to provide communities with high quality, programmable, active recreation space.

It was further discussed that regional trails that exist through open space easements should be a minimum of 150 feet wide and regional trails that exist through landscaped areas in communities should be a minimum of 40 feet wide. The County is considering 12 foot wide paths for major trail corridors and 8 foot wide paths for interior trails.

The County Regional Parks will negotiate trail development and maintenance agreements and agree to keep them separate from Quimby land. It was also agreed that developers will be conditioned to create a funding mechanism for non-Quimby allocated land. The County currently prefers CFD's and additional trail maintenance will most likely be contracted out.

II DISTRICT COMPARISONS

According to the National Recreation and Park Association (NRPA) document, “Recreation, Park and Open Space Standards and Guidelines”, park and recreation services are community services and national standards should provide adequate services in communities of all sizes. However, “The uniqueness of every community, due to differing geographical, cultural, climatic, and socioeconomic characteristics, makes it imperative that every community develop its own standards for recreation, parks and open space.”

The information below provides general comparisons between park districts. We established three criteria for selecting districts to compare, geographic location, district type and large growth potential within their boundaries. This criteria ensures a sample set of local districts, special independent districts and state variants. While local districts correlate geographically to Cordova Recreation and Park District, the special districts more appropriately compare governance, funding sources and service standards. The analysis criteria examines census data and provides equal comparisons of each district regardless of geographic location or district type. The information is taken from the 2010 Census.

The Population Growth Chart demonstrates the similarities and differences in district size, population and growth since 2008. US Census data was provided by the relevant California Councils of Government; however, not all Councils have published growth projections beyond 2013. In the cases of Pleasant Hill and Conejo, the data fields for 2020 and 2035 remain unpopulated. Additionally, we have been strongly advised by the Sacramento Area Council of Governments to use the 2035 projections rather than the 2020 forecast numbers. The projection series was constructed at the beginning of the Great Recession. While it considered some of the expected economic downturn, it did not build in the extent of the downturn we actually experienced in either employment or new housing growth.

The Jurisdictional Matrix outlines property ownership and jurisdictional responsibilities with respect to open space, park and recreational land uses. The matrix also provides partnership information on joint use and maintenance agreements (excluding school districts). The land agency may be responsible for design, maintenance and management of a property or it may enter into mutually beneficial arrangements for various services to encourage a more efficient use of land and resources. The table illustrates existing coordination efforts and highlights the wide variety of open space types; underscoring the importance of maintaining a clear distinction between Quimby land use and other open space classifications.

Maps of each district are also provided to illustrate district boundaries relative to each other and Cordova Recreation and Park District. Each map contains the same basic information including total population and density by census block, school type and location, existing parks and district limits. The maps, along with the District Boundary Overlap (Table 11), help to convey that each district functions in a very different way. Although they may have some similarities, municipal and special, independent districts are fundamentally different, precluding them from any useful comparative analysis. We continued to look at district comparisons by examining the playfields in each district. The Field Service analyses explains how we were able to establish more accurate comparisons of district assets by converting the data into ratios. However, the overall information does not provide any unique insight for amending the current planning strategies.

District Comparisons

District Selection Criteria:

1. Geographic Location
2. District Type (Special, independent or Municipal)

CORDOVA : Sacramento County – Independent Special District

COSUMNES: Sacramento County – Independent Special District

FOLSOM: Sacramento County – Municipal District

ROSEVILLE: Placer County – Municipal District

PLEASANT HILL: Contra Costa County – Independent Special District

CONEJO: Ventura County – Independent Special District

Analysis Criteria:

Population – Current and Projected Growth

Area - District Service area vs. Incorporated area

Density - Population per Square Mile

Tenure - Home Ownership

Income - Median Household Income

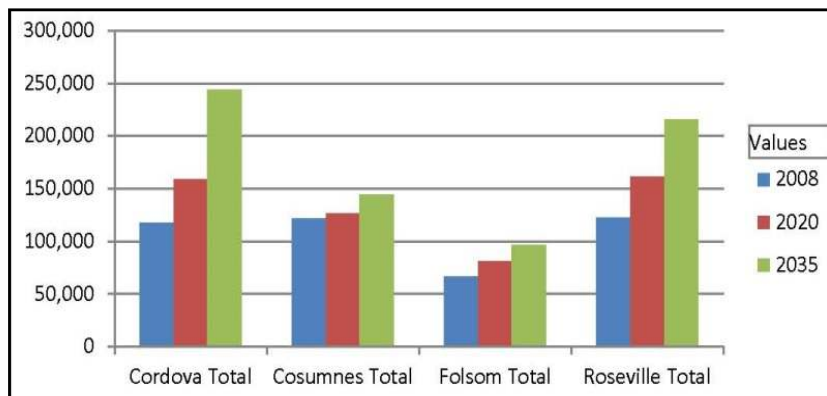
Age – as percent of total current population

Demographic Data Set		Cordova	Cosumnes	Conejo	Pleasant Hill	Folsom	Roseville
Population		110,941	156,302	134,520	38,443	72,189	118,798
Land Area (sq. mi.)		33.51	42.19	55.03	7.07	21.95	36.22
Service Area (sq. mi.)		75	108	65	7	22	36
Density (sq. mi.)		1,933.2	3,626.8	2,302.0	4,687.8	3,290.2	3,279.4
Home Ownership		56.3%	73.8%	73.3%	59.9%	69.9%	65.7%
Housing Units		25,479	50,634	47,497	14,321	26,109	47,757
Median Income		\$53,313	\$79,559	\$100,156	\$76,750	\$95,623	\$74,579
Age (%)	Youth (under 5)	8.3%	7.2%	5.2%	5.5%	6.1%	6.8%
	Middle (under 18)	26.3%	30.1%	23.7%	19.8%	24.3%	26.3%
	Senior (65 & over)	10.2%	8.3%	14.7%	13.9%	9.6%	13.4%

Table 8 – District Comparison Chart

Population Growth						
Agency	County	Service Area	2008	2010	2020	2035
Cordova	Sacramento	75 sq. mi.	117,851	110,941	158,767	243,869
Local Districts						
Roseville	Placer	36 sq. mi.	122,653	118,798	161,477	215,303
Folsom	Sacramento	22 sq. mi.	66,205	72,189	81,025	96,816
Cosumnes*	Sacramento	108 sq. mi.	121,995	156,302	126,825	144,141
Special Districts						
Pleasant Hill	Contra Costa	7 sq. mi.	33,110	38,443		
Conejo	Ventura	65 sq. mi.	126,683	134,520		

*Indicates both Local and Special District



All districts expected to grow at a consistent rate

Cordova is expected to experience greatest amount of growth at slightly faster rate

Table 9 – Population Projections

Jurisdictional Matrix - Ownership and Partnership Chart					
Land Use Category	CRPD	CoRC	County	US	Other
Neighborhood Park	X				
Community Park	X				
Urban Plaza	X	O			
Dog Play Area	X	O			
Neighborhood Green	O	X			
Pedestrian Paseo	O	X			
Open Space	O	X			
Trails within CoRC	O	X	X		
Trails in unincorporated areas	O	O	X		
Greenways/Greenbelts	O	X	X		
Bike Paths	O	X	X		
Drainage basin		X	X		
Wetland			X	X	X
Easements					
Utility/Power Lines					X
Wildlife/Ecological Corridors				X	
Floodways				X	
Habitat Corridor Plan (HCP)					X
Air Rights				X	X
Key X - Land Agent of Record O - Joint Use-Maintenance Agreements					

Table 10 – Jurisdictional Matrix

Demonstrates that **Municipal Districts** serve a consistent area within city boundaries while **Special Independent Districts** overlap various jurisdictional boundaries; a fundamental difference making some comparisons difficult, if not impossible.

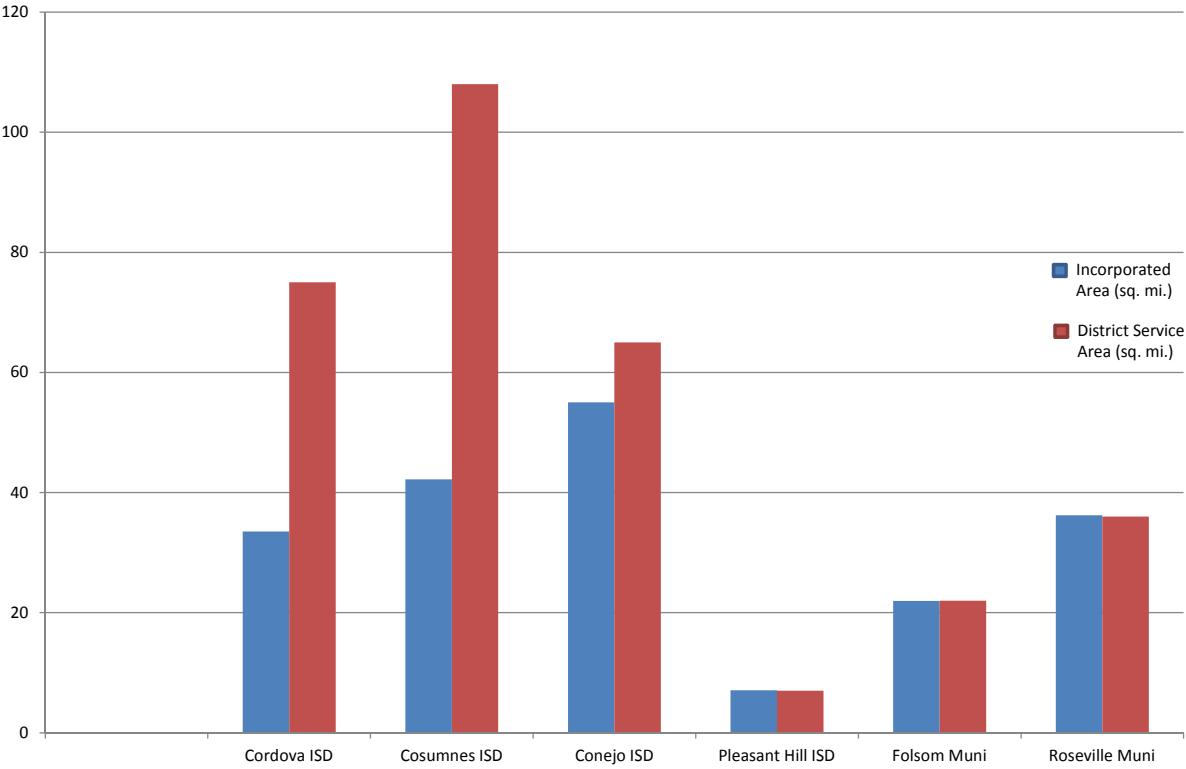
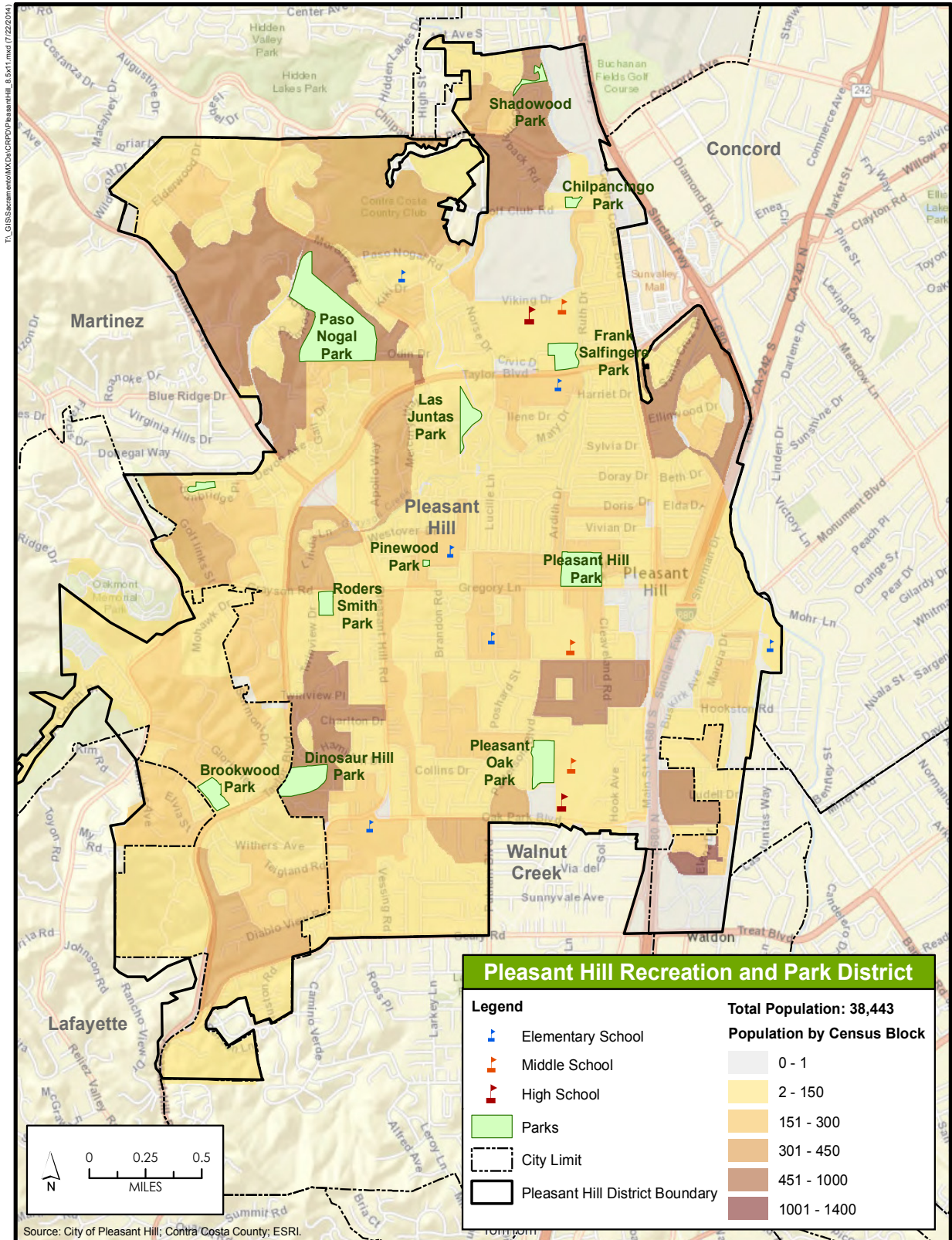
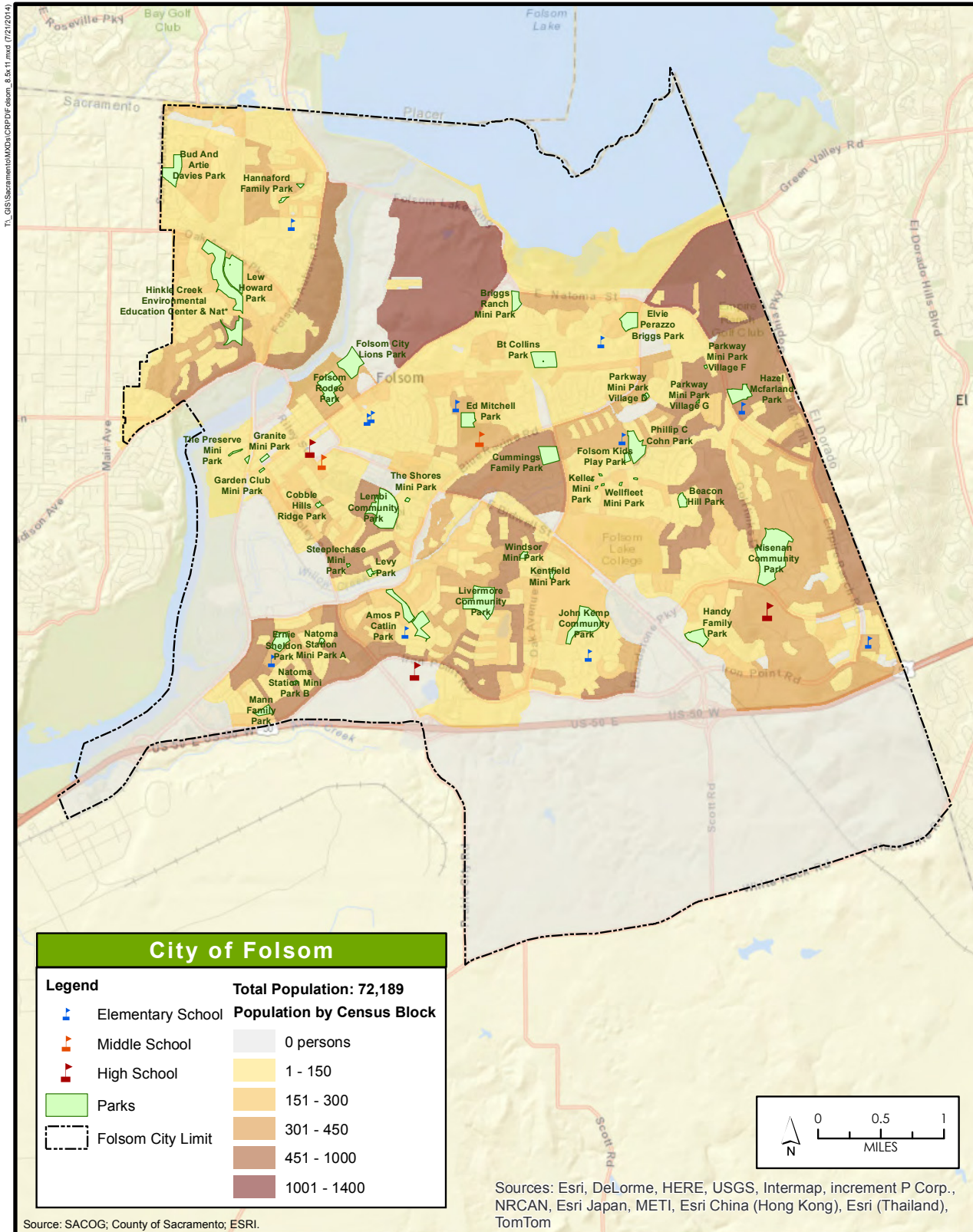


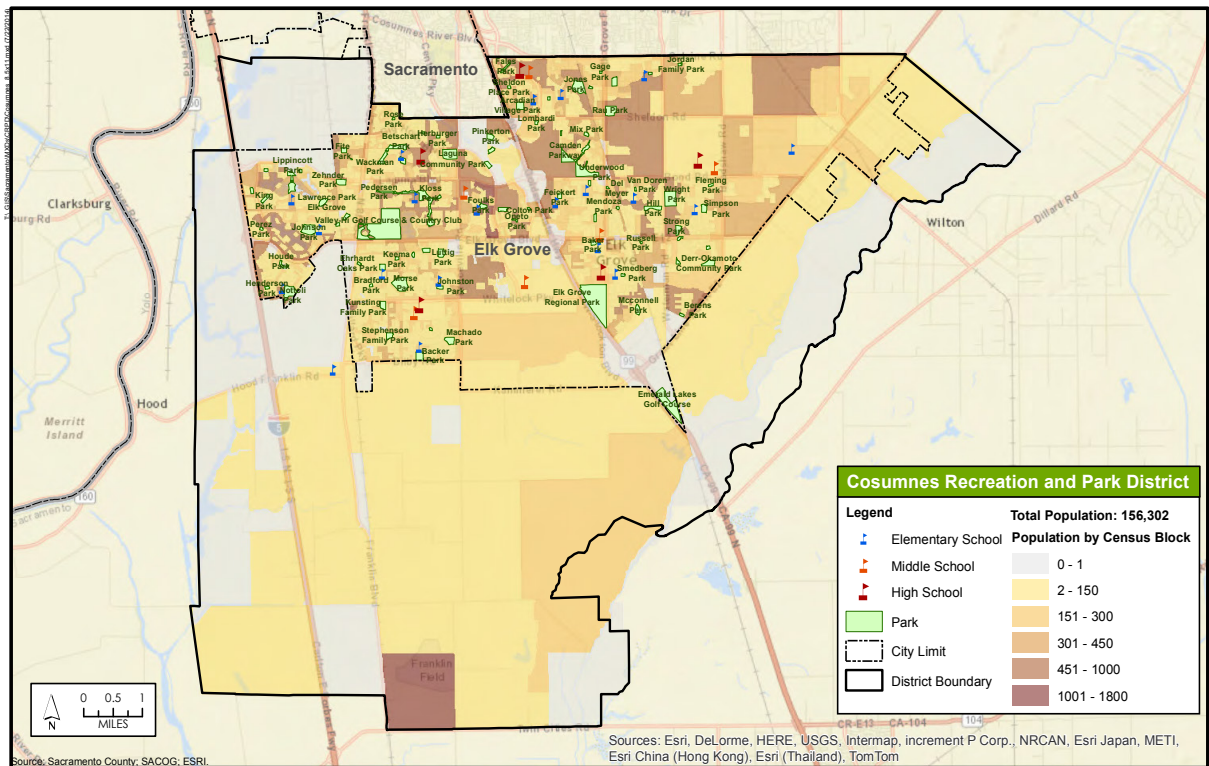
Table 11 – District Boundary Overlap



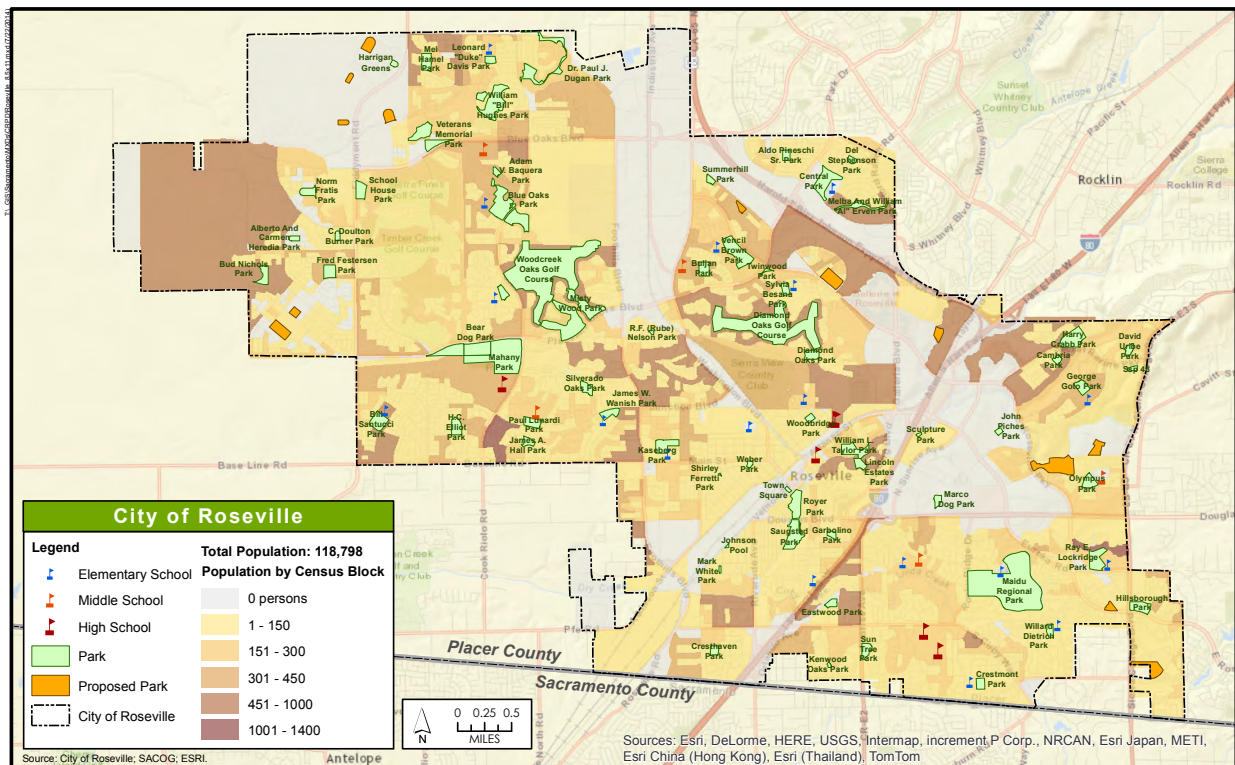
Map 9 – Pleasant Hill Recreation and Parks District Map



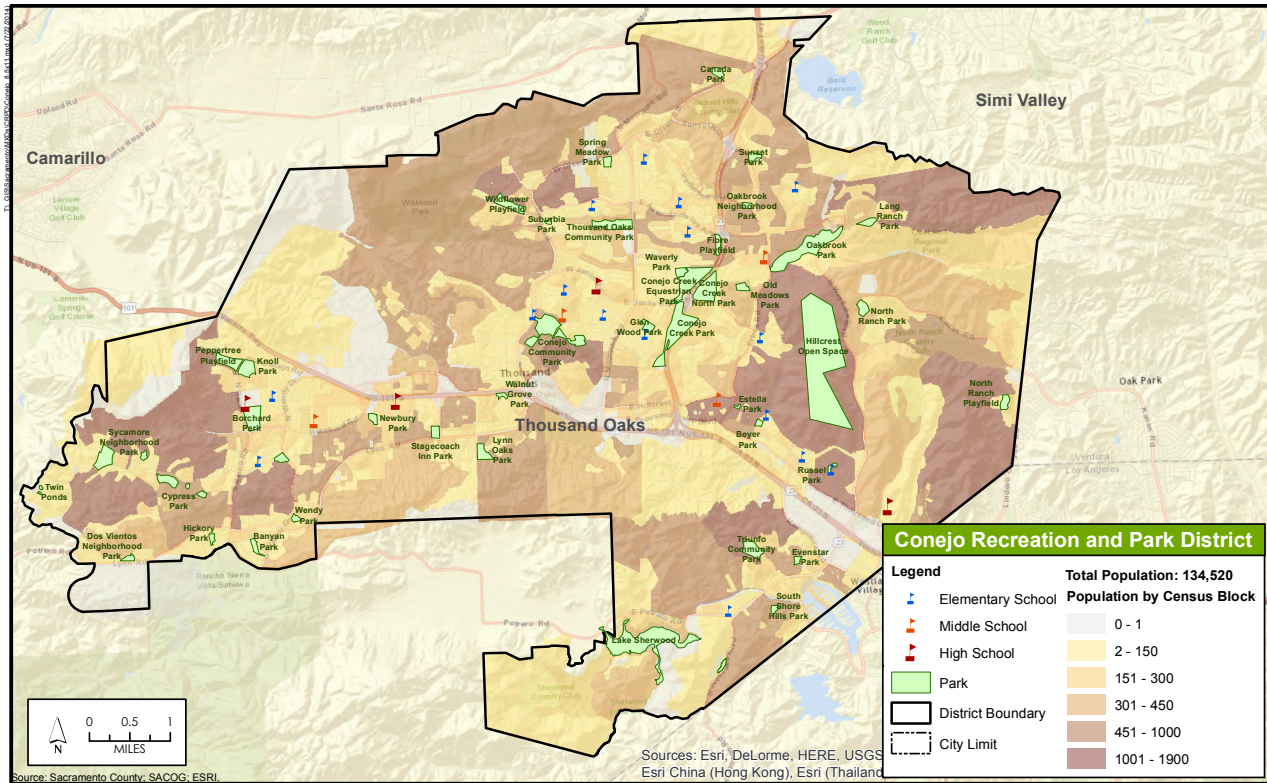
Map 10 – Folsom Recreation and Parks District Map



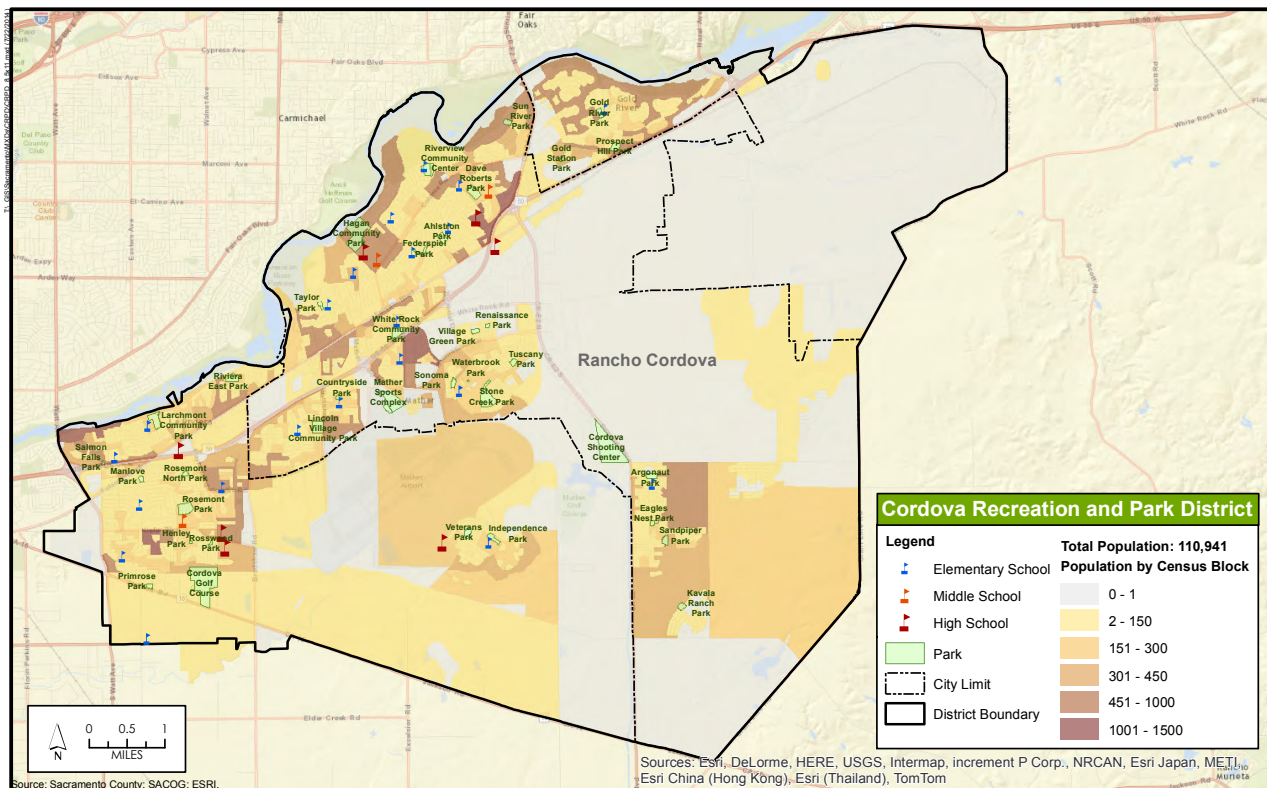
Map 11 – Cosumnes Recreation and Parks District Map



Map 12 – Roseville Recreation and Parks District Map



Map 13 – Conejo Recreation and Parks District Map



Map 14 – Cordova Recreation and Parks District Map

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FIELD SERVICE RATIO COMPARISON CHART												
	CRPD	Service Ratio	ROSEVILLE	Service Ratio	CONSUMNES	Service Ratio	FOLSOM	Service Ratio	Pleasant Hill	Service Ratio	Conejo	Service Ratio
2010 Total Population (US Census Data)	110,941	1/100,000	118,798	1/100,000	156,302	1/100,000	72,189	1/100,000	38,443	1/100,000	134,520	1/100,000
Softball Fields - no lights	3	2.70	9	7.58	10	6.40	3	4.16	7	18.21	5	3.72
Softball Fields - with lights	2	1.80	8	6.73	9	5.76	8	11.08	3	7.80	16	11.89
Baseball Fields - no lights	6	5.41	13	10.94	Sm - 23 / Lg - 5	14.71 / 3.20	7	9.70	5*	13.01	11	8.18
Baseball Fields - with lights	0	0	5	4.21	2	1.28	5	6.93	0	0	3	2.23
Soccer Fields - no lights	14	12.62	40	33.67	N/A	0	16	22.16	0	0	11	8.18
Soccer Fields - with lights	0	0	6	5.05	N/A	0	0	0	0	0	22	16.35
Multi-Use Fields - no lights	3	2.70	0	0	Sm - 18 / Lg -11	11.50 / 7.04	0	0	0	0	0	0
Multi-Use Fields - with lights	0	0	0	0	3	1.92	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	2	1.80	2	1.68	4	2.56	3	4.16	0	0	0	0
Artificial Turf Fields - softball no lights	0	0	0	0	N/A	0	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	3	2.70	0	0	N/A	0	0	0	0	0	0	0
Clustered Fields (Fields included in above counts)	MSC - 3 SB Fields, 2 Soccer		Maidu - 4 SB, 5 soccer Mahany - 4 BB		Elk Grove Park - 3 SB. Bartholomew - 3 SB 4 Multi Rau - 3 Little League Complex		Lembi Park - 3 SB Livermore - 3 SB Hazel - 3 SB John Kemp - 3 Soccer		*Multi-use included with SB counts			

Table 12 – Existing Field Service Ratio Comparison Chart

Rational Comparison

Each district provided information unique to their service areas. To be sure that we were making equal comparisons we had to create a ratio.

For example:
Cordova has 3 softball fields for 110,941 residents.
Cosumnes has 10 softball fields for 156,302 residents.

We wanted to compare the field data when each district had an equal population. So we created a ratio of 1/100,000.

1

100,000

X

3

110,941

(Number of Fields)

(Population)

Now, we can see that Cordova has 2.7 softball fields while Cosumnes has 6.4, Folsom has 4.16 , and Conejo has 3.72

Proposed Service Ratio - Local District Comparison

	CRPD Service Ratio	RPD (P) Service Rati	Avg. Service Ratio	Roseville	Cosumnes	Folsom
	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000
Softball Fields - no lights	2.70	6	6.05	7.58	6.40	4.16
Softball Fields - with lights	1.80	4	7.86	6.73	5.76	11.08
Baseball Fields - no lights	5.41	6	12.88	10.94	14.71 / 3.20	9.70
Baseball Fields - with lights	0	4	4.14	4.21	1.28	6.93
Soccer Fields - no lights	12.62	27	18.61	33.67	0	22.16
Soccer Fields - with lights	0	0	1.68	5.05	0	0
Multi-Use Fields - no lights	2.70	5	6.17	0	11.50/ 7.04	0
Multi-Use Fields - with lights	0	0	0.64	0	1.92	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	1.80	2	2.80	1.68	2.56	4.16
Artificial Turf Fields - softball no lights	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	2.70	3	0	0	0	0

Table 13 – Proposed Field Service Ratio Chart - Local District Comparison

Proposed Service Ratio - All District Comparison

	CRPD Service Ratio	RPD (P) Service Rati	Avg. Service Ratio	Roseville	Cosumnes	Folsom	Pleasant Hill	Conejo
	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000
Softball Fields - no lights	2.70	6	4.37	7.58	6.40	4.16	0	3.72
Softball Fields - with lights	1.80	4	10.73	6.73	5.76	11.08	18.21	11.89
Baseball Fields - no lights	5.41	6	10.92	10.94	14.71 / 3.20	9.7	7.80	8.18
Baseball Fields - with lights	0	4	5.53	4.21	1.3	6.93	13.01	2.23
Soccer Fields - no lights	12.62	27	12.80	33.67	0	22.16	0	8.18
Soccer Fields - with lights	0	0	4.28	5.05	0	0	0	16.35
Multi-Use Fields - no lights	2.70	5	3.70	0	11.50 / 7.04	0	0	0
Multi-Use Fields - with lights	0	0	0.38	0	1.92	0	0	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	1.80	2	1.68	1.68	2.56	4.16	0	0
Artificial Turf Fields - softball no lights	0	0	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	2.70	3	0	0	0	0	0	0

Table 14 – Proposed Field Service Ratio Chart - All District Comparison

(End of Document)

CHAPTER 9 IMPLEMENTATION

District-City Coordination

The Cordova Recreation and Park District has a history of working with the City of Rancho Cordova to align goals and complete projects. Part of the compilation process for this Master Plan included a review of all documented comments received from City representatives on the *Inventory and Assessment Plan* draft in 2011 and 2012, both written and from meeting minutes. The District Board and City Council participated in a Joint Work Session in February 2014 where the District staff presented the concept and status of this Master Plan compilation. The District committed to distributing a draft of the Master Plan document in mid-March 2014 for review and comment by City representatives. A Joint Work Session to receive input from City representatives will be scheduled in April 2014. The District will consider all comments made by the City and finalize the Master Plan concurrent with the fiscal year 2014/15 budget preparation process in the spring and summer of 2014.

Public Meetings

Extensive public input was sought during the formulation of the guiding documents that are compiled into this Master Plan. There are still more opportunities for public input. The past and future Joint Work Sessions described in the paragraph above are open to the public. The draft Master Plan will be presented to the District Board on March 19, 2014 at a meeting open to the public. The first reading of the ordinance for adoption of the Nexus Study will be considered by the District Board during a public hearing after the joint session meeting with the City Council on March 19, 2014.

Environmental Review

The Master Plan is exempt from the California Environmental Quality Act (CEQA) Guidelines under Article 18 – Statutory Exemptions, Section 15262 - Feasibility and Planning Studies. Section 15262 states: “A project involving only feasibility or planning studies for possible future actions which the agency, board, or commission has not approved, adopted, or funded does not require the preparation of an EIR or negative declaration but does require consideration of environmental factors. This section does not apply to the adoption of a plan that will have a legally binding effect on later activities.”

The Master Plan will function as a planning tool and guideline for the District to follow for the future development of parks; their uses, placement of amenities and landscaping. Parkland is dedicated as a result of development planning through the specific plan and/or entitlement process. All CEQA evaluation is done during the development planning process, prior to park dedication to the District. The District Board of Directors does not approve, adopt or fund the projects. Furthermore, the Master Plan functions as a feasibility study and is not legally binding.

Development Review

District and City staff are currently working together coordinating review and comments on all phases of development projects. District planning staff routinely attend the City’s Development Services Team meeting and the Community Development Management Team meeting. The District’s Administrative Office was relocated to Suite 230 of the Rancho Cordova City Hall in May 2013. This new proximity has greatly enhanced District and City staff coordination.

Programming for Future Parks

The District has the legal authority and sole responsibility for the design and construction of parks under the Quimby requirement. New residential development and population growth drive the construction of new parks. The programming and design of neighborhood parks is straightforward because they are more passive with limited amenities. Community parks require an evaluation of the short and long-term recreational needs of the community. Recreational needs, available funding and long-term sustainability are all factors that contribute to the program statement for each park.

The District's standards and the resulting Capital Improvement Plan ensure that adequate funding is available to build community parks that will meet recreational needs of future residents. If the annual growth rate for the past 10 years remains constant at 1.5% per year then it will take approximately 43 years to achieve build out for 100,000 new residents. Recreational needs and demographics will change over that time span.

Programming for each new park will be evaluated when funding is eminent. The District will utilize the standards described in Chapter 6 and future updates of this Master Plan as a starting point for evaluation. Input will be sought through advertised public meetings for every community park. All governmental agencies, organizations, special interests and citizens will be given the opportunity to make their needs and wants known. With clear communication from the District participants in the public planning process will understand the need to balance public input and necessity of proposed amenities. A program statement for each community park identifying the community needs to be addressed in that park, amenities, supporting facilities and a cost budget for each park will be developed prior to proceeding with detailed design documents. Stakeholders will be consulted where additional information is needed to refine the program and budget.

Approval of Future Design and Construction Projects

The District has a legal mandate to determine the program, design and construction of parks. However, the District endeavors to work cooperatively with the land use authority and the community to produce successful projects. After the initial public meeting(s) are conducted for the purpose of developing a program statement, follow-up public meeting(s) will be held. The concept design derived from the program for each community park will be presented to the community and stakeholders for further input. Stakeholders will be engaged in the continuing design process if their needs warrant technical input.

All new District park construction projects within the City of Rancho Cordova must comply with the City's standard planning and building approval process. The City's standard fees are paid by the District for the City's review and approval of construction documents and construction inspection. District projects are routinely presented at the City's Development Services Team meeting and are discussed at Community Development Management Team meetings. District and City staff are working together to ensure the park projects are well designed and constructed.

Park Design and Construction Process

One strategy for funding park construction allows the developer the option of constructing parks to the District standards and then dedicating the land and fully constructed amenities to the District; this strategy is known as "turn key".

Developers tend to prefer delivering turn key neighborhood parks. Neighborhood park design is not complex. They are often constructed concurrently with the subdivision infrastructure as a marketing component of the development. Community meetings for Neighborhood park design are irrelevant and not used in the turn key strategy. Community park design and construction is more complex and expensive. Developers do not usually choose to deliver Community parks in a turn key strategy. The

District typically manages the design and construction of Community parks. The list below serves to summarize and detail the opportunities for collaboration between the agencies during the design of community parks and the construction process. This is a typical process. Some variation to this process may occur to accommodate unusual or unanticipated circumstances.

1. City planning staff solicits input from District planning staff on new development submittals. Planning staff from both agencies coordinate review comments throughout the approval of specific plans, finance plans, Development Agreements, tentative maps and final maps.
2. The City routes construction plans for new development and related infrastructure to District planning staff for review and comments related to infrastructure for future park construction.
3. Development is approved and building of new subdivisions commences. Park impact fees are collected and accumulate to fund design and construction of new parks.
4. Park impact fees (or credits) have accumulated to a level where full funding of the park construction or a large first phase of construction is eminent.
5. The CRPD Board approves the selection of a Landscape Architect. CRPD requests City Council or staff representation on the consultant selection committee. Representation by stakeholders will be solicited as needed.
6. The District initiates and advertises a public meeting to solicit input from all governmental agencies, organizations, special interests and citizens. Information is gathered to contribute to developing a program specific to the park under consideration. Stakeholders are invited and encouraged to provide detail of their needs.
7. The District will provide the opportunity for a joint session with the City Council after the first community meeting.
 - ◆ Review/Comment on Facility Program Statement
 - ◆ Review Community Input
 - ◆ Review/Comment on Design Components
 - ◆ Review/Comment on number and type of facilities
 - ◆ Facilitate any additional comments by Stakeholders*
 - ◆ Gain consensus on general park plan
8. A program statement for the park and conceptual budget is prepared.
9. A draft concept plan is prepared. It may include several alternative layouts. The concept plan is presented to the City of Rancho Cordova in the Development Services Team (DST) and the Community Development Management Team (CDMT) meetings. Where necessary the concept plan will be adjusted to accommodate planning comments from the City that will significantly affect the proposed concept plan(s). The concept plans are then presented to all the interested parties and stakeholders in a second public meeting.
10. Based on input from the second public meeting a final concept plan will be prepared and presented at a third public meeting.
11. The concept plan for the new park is presented to the City's DST and CDMT. City staff may take final concept to the Council for review and comment.
12. The concept plan and funding plan is presented for approval by the District Board of Directors.
13. The park design will be developed and construction documents prepared. The construction documents will be routed to the City of Rancho Cordova planning and building departments for final review and approval.
14. Staff from the City of Rancho Cordova Public Works and Building Department and the District coordinate on inspections throughout the construction process and the final construction approval.

15. A grand opening is planned and scheduled by the District. Representatives from both agencies take part in the celebration with the community.

Action Items

- ◆ The Master Plan will be scheduled for approval by the District's Board of Directors after the City's input is received during the 2014 Joint Work Sessions.
- ◆ The District requests the City Council as the Land Use Authority in the incorporated area adopt the park impact fees justified in the District's 2014 Nexus Study.
- ◆ The City and District have discussed coordinating the design, construction and maintenance of the City's Neighborhood Greens. The City's Development Agreements and the District's Park Development Agreements will formalize the authority, liability, maintenance funding and maintenance responsibilities for these "mini parks" on a case-by-case basis. Development submittals for design and construction documents of neighborhood greens will soon be submitted for review and approval.
- ◆ The City and the District should formalize the process by which funding from the City's Park Renovation fee is accessed for renovation of existing parks.

Conclusion

This document consolidates and finalizes ten years of planning efforts by the District for areas within the City limits of Rancho Cordova. Working in concert with the City of Rancho Cordova's leaders to set goals, plan and implement a premier system of parks and open spaces, the District and City representatives must continue to work together and maintain this collaboration as a priority in order to make this vision a reality. Both agencies should be vigilant in protecting the working relationship between the agencies by fostering mutual respect, understanding and enhanced communication. Continued cooperation will yield the best outcome for our mutual constituents.

Strategies for Moving Forward

The approval and publication of this Master Plan document marks an important step for the District. It represents the first of several updated and new planning documents intended to help guide developers, staff, elected officials and the public in the design and development of Cordova parks. Over time, the District will continue to work closely with various stakeholders and the general public to develop a variety of resources for public park planning and implementation. Some of these resources may include policy and procedures updates, a refined scope and clarification on Capital Improvement Planning, the development of a reserve study, which addresses life span, replacement, and deferred maintenance costs for existing and proposed parks, and finally an updated and expanded Master Plan including all areas within the Cordova Recreation and Park District boundary.

FIELD SERVICE RATIO COMPARISON CHART												
	CRPD	Service Ratio	ROSEVILLE	Service Ratio	CONSUMNES	Service Ratio	FOLSOM	Service Ratio	Pleasant Hill	Service Ratio	Conejo	Service Ratio
2010 Total Population (US Census Data)	110,941	1/100,000	118,798	1/100,000	156,302	1/100,000	72,189	1/100,000	38,443	1/100,000	134,520	1/100,000
Softball Fields - no lights	3	2.70	9	7.58	10	6.40	3	4.16	7	18.21	5	3.72
Softball Fields - with lights	2	1.80	8	6.73	9	5.76	8	11.08	3	7.80	16	11.89
Baseball Fields - no lights	6	5.41	13	10.94	Sm - 23 / Lg - 5	14.71 / 3.20	7	9.70	5*	13.01	11	8.18
Baseball Fields - with lights	0	0	5	4.21	2	1.28	5	6.93	0	0	3	2.23
Soccer Fields - no lights	14	12.62	40	33.67	N/A	0	16	22.16	0	0	11	8.18
Soccer Fields - with lights	0	0	6	5.05	N/A	0	0	0	0	0	22	16.35
Multi-Use Fields - no lights	3	2.70	0	0	Sm - 18 / Lg -11	11.50 / 7.04	0	0	0	0	0	0
Multi-Use Fields - with lights	0	0	0	0	3	1.92	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	2	1.80	2	1.68	4	2.56	3	4.16	0	0	0	0
Artificial Turf Fields - softball no lights	0	0	0	0	N/A	0	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	3	2.70	0	0	N/A	0	0	0	0	0	0	0
Clustered Fields (Fields included in above counts)	MSC - 3 SB Fields, 2 Soccer		Maidu - 4 SB, 5 soccer Mahany - 4 BB		Elk Grove Park - 3 SB. Bartholomew - 3 SB 4 Multi Rau - 3 Little League Complex		Lembi Park - 3 SB Livermore - 3 SB Hazel - 3 SB John Kemp - 3 Soccer		*Multi-use included with SB counts			

Table 12 – Existing Field Service Ratio Comparison Chart

Rational Comparison

Each district provided information unique to their service areas. To be sure that we were making equal comparisons we had to create a ratio.

For example:
Cordova has 3 softball fields for 110,941 residents.
Cosumnes has 10 softball fields for 156,302 residents.

We wanted to compare the field data when each district had an equal population. So we created a ratio of 1/100,000.

1

100,000

X

3

110,941

(Number of Fields)

(Population)

Now, we can see that Cordova has 2.7 softball fields while Cosumnes has 6.4, Folsom has 4.16 , and Conejo has 3.72

Proposed Service Ratio - Local District Comparison

	CRPD Service Ratio	RPD (P) Service Rati	Avg. Service Ratio	Roseville	Cosumnes	Folsom
	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000
Softball Fields - no lights	2.70	6	6.05	7.58	6.40	4.16
Softball Fields - with lights	1.80	4	7.86	6.73	5.76	11.08
Baseball Fields - no lights	5.41	6	12.88	10.94	14.71 / 3.20	9.70
Baseball Fields - with lights	0	4	4.14	4.21	1.28	6.93
Soccer Fields - no lights	12.62	27	18.61	33.67	0	22.16
Soccer Fields - with lights	0	0	1.68	5.05	0	0
Multi-Use Fields - no lights	2.70	5	6.17	0	11.50/ 7.04	0
Multi-Use Fields - with lights	0	0	0.64	0	1.92	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	1.80	2	2.80	1.68	2.56	4.16
Artificial Turf Fields - softball no lights	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	2.70	3	0	0	0	0

Table 13 – Proposed Field Service Ratio Chart - Local District Comparison

Proposed Service Ratio - All District Comparison

	CRPD Service Ratio	RPD (P) Service Rati	Avg. Service Ratio	Roseville	Cosumnes	Folsom	Pleasant Hill	Conejo
	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000	1/100,000
Softball Fields - no lights	2.70	6	4.37	7.58	6.40	4.16	0	3.72
Softball Fields - with lights	1.80	4	10.73	6.73	5.76	11.08	18.21	11.89
Baseball Fields - no lights	5.41	6	10.92	10.94	14.71 / 3.20	9.7	7.80	8.18
Baseball Fields - with lights	0	4	5.53	4.21	1.3	6.93	13.01	2.23
Soccer Fields - no lights	12.62	27	12.80	33.67	0	22.16	0	8.18
Soccer Fields - with lights	0	0	4.28	5.05	0	0	0	16.35
Multi-Use Fields - no lights	2.70	5	3.70	0	11.50 / 7.04	0	0	0
Multi-Use Fields - with lights	0	0	0.38	0	1.92	0	0	0
Artificial Turf Fields - soccer/multi-use no lights	0	0	0	0	0	0	0	0
Artificial Turf Fields - soccer/multi-use with lights	1.80	2	1.68	1.68	2.56	4.16	0	0
Artificial Turf Fields - softball no lights	0	0	0	0	0	0	0	0
Artificial Turf Fields - softball with lights	2.70	3	0	0	0	0	0	0

Table 14 – Proposed Field Service Ratio Chart - All District Comparison

CRPD Master Plan Review by City Staff, provided on May 16, 2014

CRPD's responses to the City staff comments are "tracked changes".

In reviewing the CRPD Park Master Plan, City staff focused on four key issues noted below: Proposed Facilities; Comparison to Neighboring Jurisdictions; Tournament Complexes; and, Fit and Finish. These factors are considered key features for meeting the park and recreational needs of the community.

Proposed Facilities

This factor focuses primarily on active recreation – organized sports and the various associated fields. CRPD has completed numerous efforts over the years to determine the correct number of sports fields for the community. Early proposals (pre 2010) were the most facility rich and the District has reduced facilities in recent years to address concerns of high costs for building facilities (funded by development impact fees) and the maintenance and ultimate replacement of the facilities (funded by homeowner special taxes).

Table 6.1 of the CRPD Master Plan provides the most detailed review of how CRPD determined park facilities. The first section of this table is titled "Current Program by Gates and Associates" and CRPD staff has stated the service levels in this section are roughly consistent with adopted standards for neighboring cities. The second section of this table is titled "National Standards Proposed by PROS." The final section is titled "Combined Analysis Program by CRPD Staff" and this section reflects the standards proposed under the Draft CRPD Master Plan and has resulted in the currently proposed Park Impact Fee of \$8,420 (\$8,784 with inflation factor applied to 2014 approved fee) per single family home. Major changes between the facilities proposed by Gates and the current CRPD proposals include:

- Reduced high cost/high use fields - lighted fields reduced (some replaced by unlighted fields) and reduction in synthetic fields, minor reduction in total fields.
- Smaller skate/BMX facilities removed
 - One skate park was added to community
- One Community Center downsized from 40,000 sf to 24,000 sf. The District requires space for meetings and programs. This would be non-court space. The District could partner with other agencies to make a larger facility to meet broader needs.
- Two dog parks added
- Two destination play areas eliminated
- Five (of 13) neighborhood spray features eliminated. Clarification on most current CIP - Splash pads will only be constructed in community parks. This cost item was shifted to community parks to make larger splash pads.
- All three destination spray features eliminated
- 33 (of 41) restrooms in neighborhood and small community parks eliminated
- 24 (of 30) neighborhood gathering places eliminated
- Eliminated all gym and ball field expansions on school properties. This concept was further reviewed with EGUSD and FCUSD during follow up meetings in June 2014.
 - Had budgeted \$12 million for these projects

Comparisons to Neighboring Jurisdictions

The City is often interested in the quality and quantity of facilities in neighboring jurisdictions as these communities are considered our competition for new home buyers. The CRPD Master Plan includes Table 6.2 that identifies proposed facilities and the service level (number of people served) for each facility. CRPD staff, working with Gates + Associates, prepared the 2010 Baseline list of facilities with the intent of meeting the levels of facilities planned for our neighboring jurisdictions (the level of facilities that would keep Rancho Cordova on par with our competition). Unfortunately, no detailed documentation is provided for how these standards determined. CRPD staff contacted Gates + Associates to obtain detailed backup information. Gates was not able to provide the backup data used in the 2010 baseline. CRPD staff has stated that the 2010 Baseline standards reflect what our neighboring cities have planned (their facility standards) but not what they have actually built. It appears our neighbors are not fully achieving their park standards.

City staff conducted a very high level review of facilities that are actually on the ground for Roseville, Folsom and Elk Grove. The table below compares the CRPD Master Plan proposed athletic fields to our neighboring jurisdictions, with service level standardized at fields per 100,000 residents.

	Baseball and Softball Fields/100,000	Soccer Fields/100,000	Soccer Overlays/100,000
CRPD CIP Summary	23	29	Not called out
Elk Grove	30	18	14
Folsom	36	21	3
Roseville	31	28	3

Because Gates backup data was not provided and in response to the City's concern about a comparison to neighboring jurisdictions, CRPD staff conducted an indepth comparison. This comparison will be presented at next Joint Session with the City Council and published in the final document.

Given the CRPD information above is based on proposed facilities, the level of service described may or may not actually be achieved as parks are constructed. The two primary reasons facilities would not be built are ultimate funding shortfalls (cost of construction exceeds estimates in fee calculations) and resident opposition (this recently occurred in the elimination of baseball fields at the Anatolia Community Park). Design of the Anatolia Community Park was delayed due to the economy. During the delay purchasers of residences in Anatolia were not properly informed by the sellers about the future community park. In response CRPD has imposed standard conditions of approval requiring both accurate signage and recordation of a "Notice of Active Recreation Use" for every lot within 1,000 feet of the park site.

Note: in reviewing Table 6.2 and the table in Chapter 7 that is titled CRPD Capital Improvement Plan – Approved September 12, 2012 there are minor discrepancies in total fields. City and CRPD should discuss whether these discrepancies are a concern. A redlined table comparison is attached. The

modifications are minor shifts between the quantities of unlit fields and lit fields and upgrading of two smaller soccer fields to one larger one.

Tournament Complexes

Staff understands there is interest in providing clusters of fields to support local youth sport programs, particularly to allow tournament play. While an interest in field complexes has been noted during discussions with Council, staff is not completely clear on which types of fields and how many fields in a complex would be required to meet this need. It is assumed that the field complexes would be most important to soccer, baseball and softball, but it is less clear whether there is the opportunity to meet the needs of more than one sport within a given field complex. Wherever possible CRPD will seek to increase flexibility of fields. The District will strive for flexibility during the design of each facility. The artificial turf fields at Mather Sports Complex allow much flexibility.

Athletic fields in the cities of Elk Grove, Folsom and Roseville were reviewed to understand how these communities have addressed this need. This review was at a relatively high level and focused on baseball and soccer fields. Appendix A presents collected information and it should be noted all ball fields are referred to as “baseball” in the Appendix, while these fields are actually a combination of various scales of softball and baseball.

Based upon this review it appears the complexes in our neighboring jurisdictions are deployed in a manner similar to the CRPD configuration. The CRPD Master Plan would actually result in more large clusters of athletic fields than have been developed in our neighboring jurisdictions. After considering the total amount of acreage available for parks, the desire to have parks spread throughout a community, and the goal of provide a range of parks with both active and passive recreation, it appears that a comparatively high commitment of resources to youth athletic programs would be required to provide multiple, large sport field complexes within a suburban park system. CRPD believes the proposed standard meets the needs of CRPD’s constituents. Building more fields and complexes becomes a higher standard than the needs of the constituency.

Beyond a comparison of facilities with neighboring jurisdiction, the City has an interest in how well the configuration of athletic fields meet the community’s needs. One key concern is the involvement of local youth sports organizations in the park planning process and the ways in which CRPD has addressed the interests and concerns of these groups.^[LT1] A second area of interest is whether future facilities will have the capacity to host sports tournaments or other activities that would support economic development within the community.^[LT2]

Fit and Finish

Fit and finish refers primarily to the quality of materials used in park construction and the design of individual parks (unique character versus “cookie cutter” parks). The Master Plan does not provide great detail in this area. Given that most neighborhood parks are anticipated to be turn-key (developer taking the lead in design and construction), having clear expectations on the character and quality of park improvements is a critical to creating high quality parks in Rancho Cordova. Complying with CRPD’s

“Design Guidelines and Standards” dated March 2012 is made a requirement and an attachment to all new Park Development Agreements. This document is currently being updated to current equipment references, methods and constructability. It will be updated periodically as needed.

Details of design (whether lead by CRPD or by a developer) will be determined as individual parks are designed. As a general observation, the parks of Villages of Zinfandel (constructed by Elliott Homes) demonstrate a high level of fit and finish and could be considered an appropriate standard for the quality of design and the fit and finish in parks. CRPD agrees and intends to hold Developers to this standard or better in future parks. The City strongly supports establishing clear design expectations for parks and looks forward to working with CRPD on the development of such standards. We will provide the updated “Design Guidelines and Standards” to City staff for input in the near future.

Specific Comments on the Master Plan Document

Many of the comments made below are mechanical and are being addressed in the final Master Plan document. Some comments are made about previously completed documents that were inserted for reference into the draft Master Plan. CRPD will not edit previously published documents. Responses to the comments that require more consideration are provided below.

- Executive Summary
 - Page 4. In last paragraph, revise to read as: “A Nexus Study (in 2013 dollars) prepared by Goodwin Consulting found that a park fee of \$8,420 per single family dwelling is needed to fund the Capital Improvement Plan. Final adoption of the Park Nexus Study by the District Board is expected in April 2014. City adoption of the Park Fee Nexus Study is needed for the fee to take effect.”
 - Page 5, second paragraph. Should be revised to note that the Master Plan describes how the City will be involved in the design of CRPD parks.
- Chapter 1
 - Page 1. Background overstates MIG's role in City open space planning. They contributed early on, but never completed a draft document acceptable to the City.
 - Page 2. Map shows several projects excluded from the Mater Plan - should explain why these are excluded and how this affects ultimate collection of parks and facilities.
 - Page 5 discusses CRPD/City work sessions - could be deleted.
 - Page 7 wrongly cites MIG's role on the 2005 Design Guidelines – they were not involved
 - Page 7. Recommend deleting Settlement Agreement as a Guiding Document (page 7) and adding City Open Space Guidelines, adopted in 2013.
- Chapter 2
 - Page 7. First bullet under Guiding Documents, third sentence: insert “The” before City.
 - Page 8. Second bullet: first sentence there should be a word or words after “maintain”
- Chapter 3

- Page 10. Goals - unclear what I'm reading. Are these restatements from CRPD Design Guidelines document? Almost seem like they originated as City statements. These should be the goals of the CRPD Park Master Plan itself, not a restatement of older documents.
- Page 10. Introduction second paragraph: the statement "build a city, not a suburb is a vibrant destination in the region" doesn't make sense.
- Page 10 again cites RC OS Standards (MIG?) that were never adopted by the City.
- Page 14. Makes a great statement of "unique, place based design" - this would be a great outcome, but does not seem to be occurring in recent park designs. Is this a realistic goal for RC parks and, if so, how do we make it happen. CRPD agrees that the design of the neighborhood parks in Anatolia were not to the aesthetic quality of VOZ. CRPD intends to hold the Developer's design consultants to the design guidelines moving forward.
- Page 17. Introduces a goal and strategies from Pros. All the referenced goals are good background, but no clear statement of what the goals of this Master Plan are. The goals of this document are stated in the second paragraph of Chapter 2.
- Page 17. Section 8.5.1.1. Last bullet: "enhance the livability of CRPD" doesn't make sense.
- Chapter 4
 - 35 pages of the document review the PROS survey results, but there is no concise explanation of what was found. The Master Plan could distill key findings into a few pages and move the 35 pages of questions/responses to an appendix. Chapter 5 discusses the rankings that resulted from the survey results. The ranking summarizes the survey results.
 - I would condense the PROS findings into key groups of statements that helped guide the Master Plan process. Maybe focus sections on demographics, user preferences and other key decision making issues.
- Chapter 5
 - Page 49. Should delete reference to a mistake in a past document – we are moving forward.
 - Page 50. Ranking intro is detailed and a bit confusing - reader doesn't need a full page on survey methodology.
 - Document would benefit from more extrapolation of the meaning of survey results and how the rankings affect Master Plan decisions.
- Chapter 6 - Facility Standards
 - General Comments:
 - For all the varied references and sections of other documents, the key feature of the Master Plan, a list of proposed amenities, is poorly presented.
 - Too much confusing discussion of the source of standards - this document should just state the standards, maybe a brief reference that previous work contributed.
 - This Chapter has been reworked to make more clear and concise. CRPD collected more data to compare CRPD with neighboring communities and Special Districts.
 - Specific Comments:

- Middle of page 44 references comparative studies for surrounding jurisdictions – this information is not clearly presented in the Master Plan and should be clearly described.
 - Bottom of page 44 references summary of needs-based analysis – this summary is not readily apparent and should be easily and clearly displayed. In Chapter 4.
 - Page 55, Neighborhood Parks discussion – should state a preference is no fence between schools and parks, if required by school then should be decorative.
 - Statements 6 and 7 on page 56 should be reviewed and discussed by CRPD and City staff.
 - Table on page 57 is "Appendix" and "Final" in this document (is this really the Final standard?). I don't see the correlation with Table 6-2
 - Page 59 references Figure 41 – where is this figure?
 - Page 59, delete portion of sentence: "Members of the North State BIA ~~are experts in establishing price points for new homes and a tolerable level of long term financial encumbrances (special taxes) by the consumer. The BIA provided input about...~~"
 - Table 6-2 is confusing and difficult to read. City requests time to meet and review this table with CRPD staff.
 - Page 62, City Open Space is described as only Neighborhood Greens - approximately half the City OS is incorporated into traditional CRPD parks to provide extra space. Clarification noted.
- Chapter 7 - Distribution of Future Amenities
 - Page 65. Rio big park shown as "Community" not "Regional". Agree.
 - Page 65. Areas omitted in earlier diagram (Sunridge SP) are now included in the Service Area radius maps - not consistent. Intended to show system as a whole. Existing parks are relevant.
 - Pages 65 and 66. Distribution Maps are not well executed - not clear which parks fit each category - relevant parks should be highlighted in bold color with consistent boundary lines.
 - Page 69. Exhibit depict clustering of facilities planned by CRPD. Does this meet needs for sport field clusters to support tournament play?
 - Page 71. Can't distinguish between Aquatic Center and Spray parks.
 - Chapter 8 - Funding
 - Title is "Capital Improvement Plan" but chapter opens with six pages of potential funding streams - most or all seem to be potential operational funding sources.
 - Seems like funding should start with an overview of funding issues - not a long collection of potential (and in many cases somewhat minor) revenue sources. Will not rewrite PROS Consulting document.
 - Page 86, fourth paragraph, 2.3 persons per multi-family dwelling is not consistent with the City's adopted Quimby formula. Goodwin Consulting Group utilized current California Department of Finance Data to determine the DUE. The District's more current DUE should be closer to a DUE the City and County may adopt when they update their DUE's. CRPD recognizes that the ultimate population for each development will be determined by the Land Authority and CRPD will make Quimby calculations based on the population as projected by the Land Authority. The change in the fee per unit when calculated using the different DUE's is insignificant.

- Chapter 9 – Implementation
 - Pages 91 and 92. Insert amendments per Board/Council study session. Clarify City role and add statement that it is CRPD's goal to resolve all issues of concern on the part of Council prior to proceeding with approval of policy documents and specific park designs. CRPD proposed to hold a joint session between the City and the Board after the first public meeting during the design process for a community park. This step has been added to the section titled "Park Design and Construction Process".

Appendix A - Comparisons of Athletic Fields in Neighboring Jurisdictions

Folsom – Major Athletic Fields

- Population 67,000

Amos P. Catlin Park

- 1 baseball field

Bud and Artie Davies Park

- 1 soccer field

Ed Mitchell Park

- 4 soccer fields
- 1 baseball field

Elvie Perazzo Briggs Park

- 1 baseball field
- 1 soccer overlay

Ernie Sheldon Park

- 1 soccer field
- 2 baseball fields

Folsom City Lion's Park/Zoo

- 1 baseball field

Handy Family Park

- 1 soccer field

Hazel McFarland Park

- 3 Baseball Fields

John Kemp Community Park

- 2 baseball fields
- 2 synthetic soccer fields (lighted)

Lembi Community Park

- 4 baseball fields (lighted)
- 3 soccer fields

Livermore Community Park

- football field (synthetic and lighted)
- 3 baseball fields (lighted)
- 1 soccer overlay

Mann Family Park

- 1 baseball field

Phillip C. Cohn Park

- 2 baseball fields

Rodeo Park

- 1 baseball field (lighted)
- 2 baseball field/soccer overlay
- 1 soccer field

Nisenan Park

- 1 baseball field

Roseville – Major Athletic Fields

- Population 124,500

Besana, Sylvia Park

- 1 Baseball Field
- 1 Soccer Field

Brown, Vencil Park

- 2 Baseball Fields
- 1 Soccer Overlay

Buljan Park

- 3 Baseball Fields
- 1 Soccer Field
- 1 Soccer Overlay

Burner, Doulton C. Park

- 1 Soccer Field

Central Park

- 1 Soccer Field

Cresthaven Park

- 1 baseball
- 1 soccer overlay

Crestmont Park

- 2 Baseball Fields

Davis, Leonard "Duke" Park

- 1 Multi-Use Field

Diamond Oaks Park

- 1 baseball field
- 1 soccer field

Dietrich, Willard Park

- 1 Multi-Use Field

Doyle, Robert L. Park

- 1 Baseball Field
- 1 Soccer Field

Dugan, Dr. Paul J. Park

- 1 Baseball Field
- 1 Soccer Field

Eastwood Park

- 1 Baseball Field
- 1 Multi-Use Field

Elliot Park

- 1 baseball field
- 1 Soccer Field

Festersen, Fred Park

- 1 Soccer Field

Fratris, Norm Park

- 1 Multi-Use Field
- 1 Soccer Field

Garbolino, Park

- 2 Baseball Fields
- 1 Soccer Field

Goto, George Park

- 1 Soccer Field

Hamel, Mel Park

- 1 Soccer Field

Harrigan Greens

- 1 Multi- Use Field

Hillsborough Park

- 2 baseball fields
- 1 soccer field

Hughes, William "Bill" Park

- 2 Soccer Fields

Kaseberg Park

- 2 Baseball Fields
- 1 Soccer Field

Lincoln Estates Park

- 1 Baseball Field
- 1 Soccer Field

Lockridge, Ray E. Park

- 1 Baseball Field
- 1 Soccer Field

Mahany Park

- 2 baseball fields (lighted)
- 4 field baseball complex (lighted)
- 1 synthetic turf football/soccer field

Maidu Regional Park

- 4 baseball fields lighted
- 5 soccer fields lighted
- Soccer arena (lighted and covered)

Misty Wood Park

- 1 Multi-Use Field

Nichols, Bud Park

- 1 Baseball Field
- 1 Multi-Use Field

Olympus Park

- 3 baseball fields
- 1 soccer field

Pineschi, Aldo Sr. Park

- 1 Multi-Use Field
- 1 Soccer Field

Royer Park

- 1 baseball field
- 1 soccer field

Santucci Park

- 2 baseball fields
- 2 soccer fields

Saugstad Park

- 2 Baseball Fields

Silverado Oaks Park

- 1 Baseball Field

Uribe, David Park

- 1 Soccer Field

Veteran's Memorial Park

- 2 Baseball Field
- 2 Soccer Fields

Wanish, James W. Park

- 3 Baseball Fields
- 1 Soccer Field

Weber Park

- 3 Baseball Fields

Elk Grove – Major Athletic Fields

- Population 159,000

Asmundson Park

- 1 Soccer Field
- 1 Baseball Field

Backer , Sr. Park

- 1 Baseball Field

Bartholomew Park

- 1 Soccer Field

Bartholomew Sports Complex

- 4 multi-purpose fields (lighted)
- 4 baseball fields (lighted)

Betschart Park

- 1 Baseball Field
- 3 Soccer Fields

Case Park

- 1 Baseball Field

Elk Grove Regional Park

- 8 baseball fields (lighted)
- 1 Multi-purpose field

Fite Park

- 1 Soccer Field

Foulks Park

- 1 Baseball Field
- 1 Soccer Overlay

Gates Park

- 1 Soccer Field

Guttridge Park

- 1 Baseball Field
- 1 Soccer Overlay

Hill Park

- 2 Baseball Fields
- 1 Soccer Overlay

Johnson Park

- 3 Baseball Fields
- 1 Soccer Field

Jones Park

- 2 Baseball Fields
- 2 Soccer Overlays

Jungkeit Park

- 1 Baseball Field
- 1 Soccer Overlay

King Park

- 1 Soccer Field

Kloss Park

- 2 Baseball Fields
- 1 Soccer Overlay

Kunsting Park

- 1 Soccer Field

Laguna Community Park

- 2 Soccer fields
- 2 Baseball Fields

Lawrence Park

- 1 Soccer Field

Lichtenberger North & South Park

- 2 Baseball Fields
- 2 Soccer Overlays

Luttig Park

- 1 Baseball field
- 1 Soccer Overlay

MacDonald Park

- 1 Soccer Field

Machado Dairy Park

- 1 Soccer Field

Miwok Park

- 1 Soccer Field

Morse Park

- 4 Baseball Fields
- 1 Soccer Field

Nottoli Park

- 2 Baseball Fields (lighted)
- 1 Soccer Field
- 1 Soccer Overlay

Rau Park

- 3 Baseball Fields
- 1 Soccer Overlay

Simpson Park

- 1 Baseball Field
- 1 Soccer Overlay

Strong Park

- 1 Baseball Field
- 1 Soccer Field

Underwood Park

- 1 Soccer Field

Wackman Park

- 1 Baseball Field
- 1 Soccer Overlay

Womack Park

- 1 Soccer Field

Zehnder Park

- 2 Baseball Fields
- 1 Soccer Overlay

Zimbelman Park

- 1 Baseball Field
- 1 Soccer Overlay

