City of Tulare
Parks and Recreation Master Plan

2023

TULARE COMMUNITY SERVICES DEPARTMENT

MISSION

OUR MISSION IS TO PROVIDE RECREATIONAL EXPERIENCES, ENHANCE HUMAN DEVELOPMENT, PROMOTE HEALTH AND WELLNESS, SUPPORT CULTURAL UNITY, FACILITATE COMMUNITY PROBLEM-SOLVING, PROTECT NATURAL RESOURCES, STRENGTHEN COMMUNITY IMAGE AND SENSE OF PLACE, SUPPORT ECONOMIC DEVELOPMENT, STRENGTHEN COMMUNITY SAFETY THROUGH THE PROVISION OF LEISURE PROGRAMS.

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CHAPTER ONE – EXECUTIVE SUMMARY

The Tulare Community Services Department's Parks and Recreation Division provides a wide array of programs for the entire family. The division is responsible for coordinating activities including instructional classes and sports programs for youth and adults, as well as special community events. It also maintains all city parks totaling 363 acres, city medians, and landscaping and lighting districts. The goal of the division is to create community through people, parks, and programs.

Additionally, the division is also responsible for the execution of the long-term goal of the City to develop an emergency shelter for unhoused individuals to live as they transition back to permanent housing. Funded by the approval of Measure Y, the City of Tulare has begun the development of the permanent homeless shelter that will be managed by a third-party operator whose contract will be overseen by the Community Services Department. While the permanent shelter is being developed, the City obtained a grant through the State of California and the Community Services Department led the effort to establish a temporary encampment that can begin to address the needs of our unsheltered community members.

1.1 PROJECT PURPOSE AND GOAL

The purpose of the City of Tulare Parks and Recreation Master Plan is to provide a roadmap for future investment in recreational experiences, parks, and facilities for the city over the next 10 years. This plan is based on recognized park planning principles and standards, and reflects input from Tulare residents including, but not limited to, City Council, City staff, Parks and Recreation Advisory Board, and project steering committee.

The City of Tulare Parks and Recreation Master Plan (Master Plan) focuses on identifying the City's current and future recreation needs to aid City staff and decision-makers in providing and equitable distribution of recreational facilities and opportunities to Tulare residents and stakeholders. Primary outcomes of the Master Plan include:

- Evaluation of the existing parks and recreation system;
- Establishing the vision, goals, and policies to guide decision-making;
- Documenting priorities and needs of the current and future population based on data-driven input;
- Developing a 10-year departmental capital improvement reinvestment strategy that outlines projects, anticipated costs, and implementation strategy;
- Providing a record of issues discussed and decisions made;

1.2 PROJECT PROCESS

The foundation of the Master Plan was to incorporate a variety of data and mine local knowledge using a comprehensive stakeholder participation process and community surveys. The stakeholder input process incorporated a variety of methods that included interviews, focus group meetings, and public forums/presentations. The data generated from these critical community interactions helped to define the true unmet recreation needs of the community, as well as address key operational issues, provide recommendations for business-related changes, and strategize on how to best position the City and Community Services Department to move forward for optimal results.

1.3 ELEMENTS OF THE PLAN

The planning process for the *Master Plan* was completed with City staff and included:

- The collection of available information;
- Data analysis to determine inventory and condition of current facilities;
- Determination of supply and demand within the community; and
- Developing recommendations for meeting the needs of the community through an analysis of programs and facilities.

The data collected from the staff and onsite facility assessments was utilized to identify key factors, issues, and concerns regarding the parks and recreation system and how the City's Community Services Department manages operations.

1.4 TULARE MASTER PLAN ORGANIZATION

This *Master Plan* presents the overall analysis, findings, and recommendations for the next 10 years. This study begins with an Executive Summary that provides an overview, and the following sections respond to the primary outcomes, determine needs, and offer operational and capital improvement recommendations.

1.5 SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

Following the assessment of the City's parks and recreation system, a variety of key findings were identified to support the implementation of the *Master Plan*. These key findings help to guide decision-making for the next five to ten years.

1.5.1 MARKET ANALYSIS KEY FINDINGS

POPULATION

The population is projected to remain relatively constant and is projected to experience a population increase of 14.1% over the next 15 years. This is in-line with the national average over the same time period. With a growing population, park and recreation services will need to strategically reinvest and expand parks and recreation facilities in relation to current and future residential population.

AGE SEGMENTATION

Tulare has a balanced age segmentation with the largest group being 18-34 (27%). Over the next 15 years, the city is projected to be younger than national averages as the 65+ segment will make up only 12% of Tulare's population in 2037 – U.S. projections are for the 65+ population to be 23% of the total population.

RACE AND ETHNICITY

A very diversify community will likely focus the city on providing traditional and emerging programming and service offerings.

HOUSEHOLDS AND INCOME

With median and per capita household income averages consistent with MSA and national averages, it would be important for the city to prioritize providing offerings that are first class with exceptional customer service while seeking modest opportunities to create revenue generation.

1.5.2 COMMUNITY INPUT KEY FINDINGS

Input from the community confirmed that Tulare's parks are loved by many, but there are gaps in service and amenities and additional City investment is needed to maintain and reinvest in parks and facilities for the community. Participants see the system as one that is well-maintained with great staff. They also enjoy the numerous programs and amenities offered. Unmet needs exist as the demand for select services is currently outweighing the available facilities and/or existing amenities. The following summarizes the themes of community input:

ECONOMIC DEVELOPMENT THROUGH PARK REINVESTMENT

Opportunity exists for park development to enhance and/or advance economic development. There is also an opportunity for economic development to enhance and support park development.

- Parks and recreation can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community's value set and the City's overall attitude of being an active player in the betterment of the community.

INVESTING IN THE EXISTING PARKS SYSTEM

- Continue to focus on reinvesting in, and maintaining existing parks and facilities.
- Programs and services need to evolve with recreational trends change.
- Additional athletic fields are highly desired by the community.

TRAILS AND CONNECTIVITY

- Desire for a connected, accessible recreational trail system that also supports active transportation and Safe Routes to School initiatives.
- Opportunities exist to, in part, help meet the trail needs of the community, in partnership with the development community.

ADVOCACY AND AWARENESS

- Increased communication/marketing is needed to develop more advocacy for, and the awareness of, the parks and recreation system.

FUNDING THE PARKS AND RECREATION SYSTEM

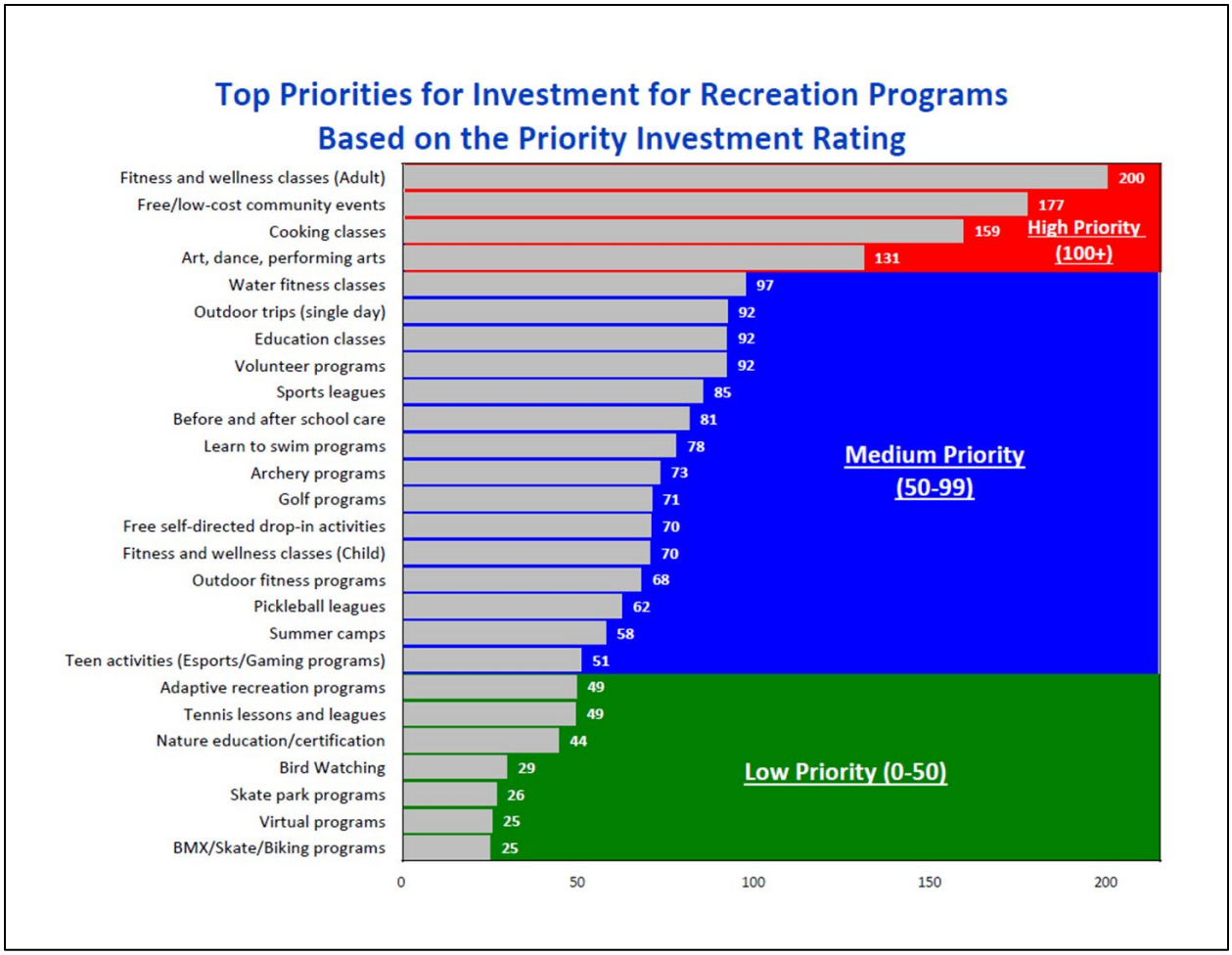
- Creative and multiple funding strategies are required to meet the needs of the community, specifically for operations and maintenance of parks.
- Securing grant funding through multiple State and Federal funded grant programs will be critical for funding park developments over the next 10 years.

1.5.3 PROGRAM AND FACILITY PRIORITY RANKINGS

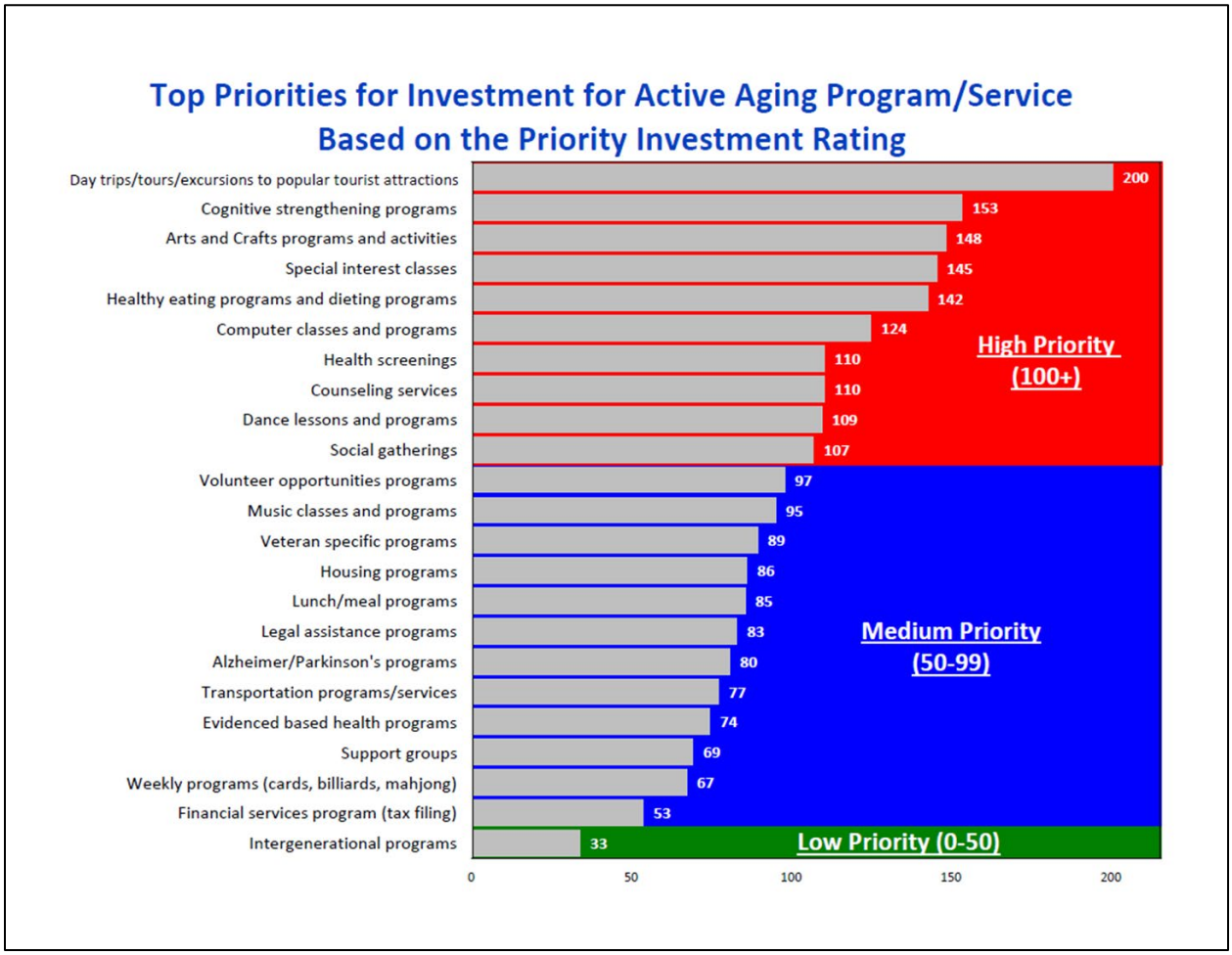
The purpose of the Program and Facility Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the city. The analysis completed evaluated both quantitative and qualitative data.

The results of the priority rankings are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third) and are summarized below:

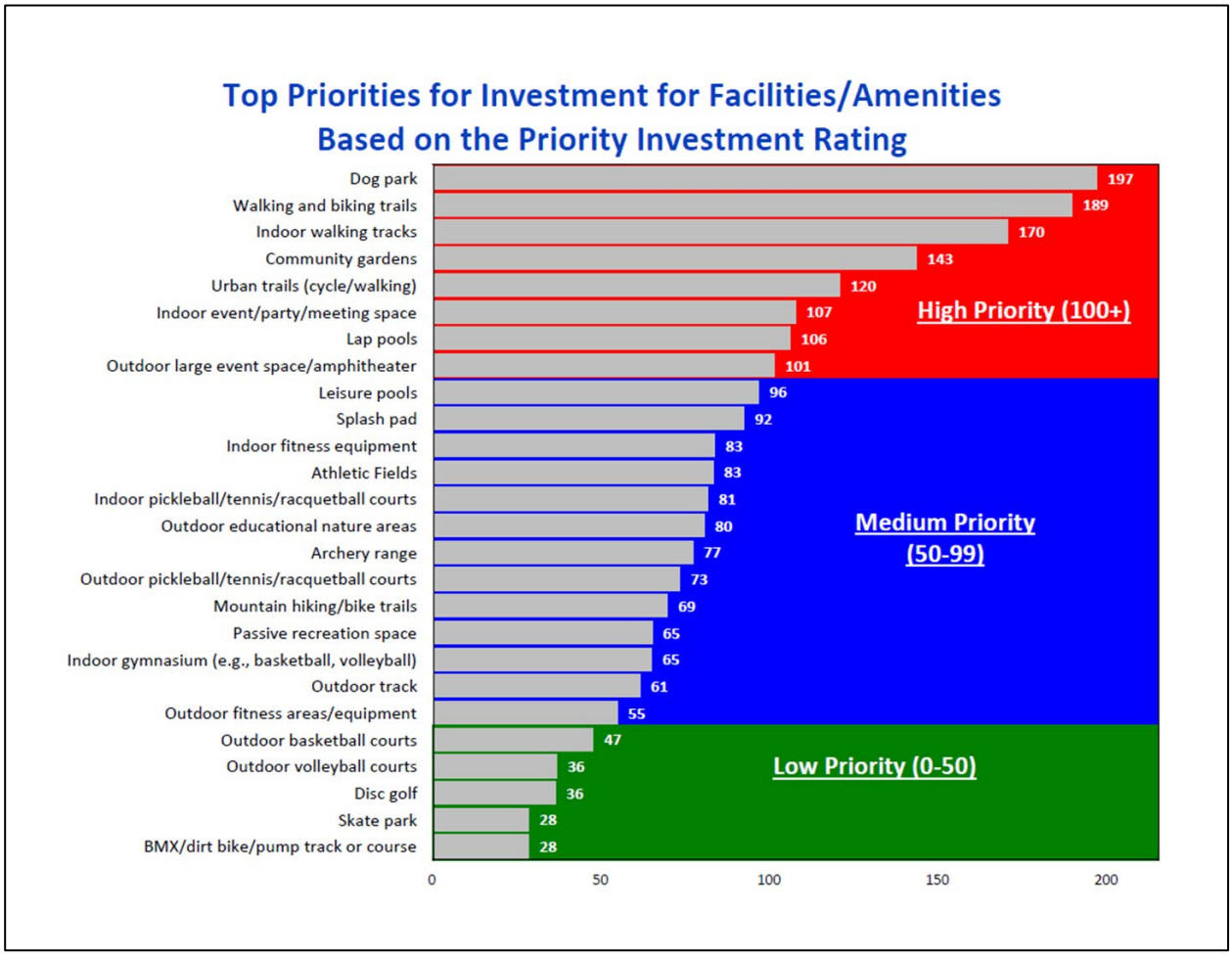
1.5.4 RECREATION PROGRAM RANKINGS



1.5.1 ACTIVE AGING PROGRAM AND SERVICE RANKINGS



1.5.1 PARK, FACILITY AND AMENITY RANKINGS



1.5.2 LEVEL OF SERVICE AND FACILITY ANALYSIS

KEY FINDINGS

The Tulare Community Services Department currently has a quality staff that operates and manages a unique system of parks, trails, community facilities, and open spaces that are generally in good condition.

- Tulare currently provides a total LOS of 3.29 acres of developed parks per 1,000 residents based on the City's current population. When compared to the General Plan 2035 targeted LOS standards for developed parks at 4.0 acres per 1,000 residents, the city is currently *deficient by 64 acres*.
- To keep up with the projected population growth and to meet the General Plan 2035 recommended LOS standards, the city will need to develop and add a total of 89 *acres* of developed parks to the system by the year 2037.
- The city currently meets the 2037 standards for community parks, as well as skate parks, urban fishing lakes, and disc golf courses but is deficient in athletic fields, sport courts, indoor recreation facility square footage, and a variety of other park and recreation amenities.

- The top two park classification needs in the city in 2023 and the future are neighborhood parks and regional parks.

KEY RECOMMENDATIONS

Based on a thorough review of the parks and recreation system and public input, it is recommended that the city pursue the redevelopment of specific parks as well as the development of trails and 89 acres of park land to meet the communities needs by 2037.

The table on the following page details the current and recommended LOS for the Tulare Parks and Recreation System.

Park Classification		2022 Inventory: City Inventory		Total Inventory	Current % of Inventory Provided by City	Service Levels: Current Service Level based upon Current City Population			Recommended Service Levels TBD			2037 Needs: Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed in 2037	
PARKS														
POCKET PARKS	Acre(s)	6.58		6.58	100%	0.09	acres per	1,000	0.11	acres per	1,000	Need Exists	2	Acre(s)
NEIGHBORHOOD PARKS	Acre(s)	44.00		44.00	100%	0.63	acres per	1,000	0.64	acres per	1,000	Need Exists	7	Acre(s)
COMMUNITY PARKS	Acre(s)	126.10		126.10	100%	1.80	acres per	1,000	1.57	acres per	1,000	Meets Standard	-	Acre(s)
REGIONAL PARKS	Acre(s)	54.00		54.00	100%	0.77	acres per	1,000	1.68	acres per	1,000	Need Exists	80	Acre(s)
Total	Acre(s)	**230.68**	-	**230.68**	100%	**3.29**	**acres per**	**1,000**	**4.00**	acres per	**1,000**	**Need Exists**	**89**	**Acre(s)**
OPEN SPACE AND LINEAR PARK														
CONSERVATION PARK	Acre(s)			-	NA	-	acres per	1,000	NA	acres per	1,000	NA	NA	Acre(s)
LINEAR PARK	Acre(s)	45.00		45.00	100%	0.64	acres per	1,000	NA	acres per	1,000	NA	NA	Acre(s)
PAVED TRAILS	Miles	7.00		7.00	100%	NA	miles per	1,000	NA	miles per	1,000	NA	NA	Miles

Outdoor Amenities and Facilities		2022 Inventory: City Inventory	SCHOOL INVENTORY	Total Inventory	Current % of Inventory Provided by City	Service Levels: Current Service Level based upon Current City Population			Recommended Service Levels			2037 Needs: Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed in 2037	
AMENITIES AND FACILITIES														
BASEBALL FIELD	Field	5.00	1.00	6.00	100%	1.00	Field per	14,002	1.00	Field per	7,500	Need Exists	5	Field
SOFTBALL FIELD	Field	7.00	1.00	8.00	0%	1.00	Field per	10,001	1.00	Field per	7,500	Need Exists	3	Field
FOOTBALL FIELD	Field		1.00	1.00	NA	1.00	Field per	NA	1.00	Field per	20,000	Need Exists	3	Field
SOCCER FIELD	Field	15.00	-	15.00	100%	1.00	Field per	4,667	1.00	Field per	3,500	Need Exists	8	Field
OUTDOOR BASKETBALL COURT	Court	1.50	44.50	46.00	2%	1.00	Court per	886	1.00	Court per	1,600	Need Exists	4	Court
OUTDOOR PICKLEBALL COURT	Court	-	-	-	NA	1.00	Court per	NA	1.00	Court per	10,000	Need Exists	8	Court
OUTDOOR TENNIS COURT LIGHTED	Court	4.00	-	4.00	0%	1.00	Court per	2,693	1.00	Court per	8,000	Need Exists	6	Court
OUTDOOR VOLLEYBALL COURT (SAND/GRASS)	Court	3.00	-	3.00	13%	1.00	court per	2,917	1.00	court per	15,000	Need Exists	2	Court
PLAYGROUNDS	Site	21.00	1.00	22.00	38%	1.00	Site per	1,250	1.00	Site per	3,300	Need Exists	2	Site
DOG PARK/OFF-LEASH AREA	Site		-	-	NA	1.00	Site per	NA	1.00	Site per	30,000	Need Exists	3	Site
PICNIC SHELTERS	Site	18.00	-	18.00	100%	1.00	Site per	3,889	1.00	Site per	3,500	Need Exists	5	Site
DISC GOLF COURSE	Course		1.00	1.00	0%	1.00	Course per	70,010	1.00	Course per	100,000	Meets Standard	-	Course
SKATE PARK/PLAZA	Site	1.00	-	1.00	100%	1.00	Site per	70,010	1.00	Site per	100,000	Meets Standard	-	Site
OUTDOOR SWIMMING POOL	Pool	1.00	-	1.00	33%	1.00	Pool per	23,337	1.00	Pool per	50,000	Need Exists	1	Pool
SPLASH PAD	Site	2.00		2.00	100%	1.00	Site per	35,005	1.00	Site per	30,000	Need Exists	1	Site
AMPHITHEATER	Site	1.00	1.00	2.00	33%	1.00	Site per	23,337	1.00	Site per	30,000	Need Exists	1	Site
UBRAN FISHING LAKE	Site	1.00		1.00	100%	1.00	Site per	70,010	1.00	Site per	100,000	Meets Standard	-	Site

Indoor Community Recreation Facility		2022 Inventory: City Inventory		Total Inventory	Current % of Inventory Provided by City	Service Levels: Current Service Level based upon Current City Population			Recommended Service Levels TBD			2037 Needs: Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed in 2037	
TEEN CENTER	Square Feet	20,004.00		20,004.00	100%	0.29	Sq. Ft. per	Person	0.25	Sq. Ft. per	Person	Meets Standard	-	Square Feet
SENIOR CENTER	Square Feet	11,000.00		11,000.00	0%	0.16	Sq. Ft. per	Person	0.10	Sq. Ft. per	Person	Meets Standard	-	Square Feet
COMMUNITY CENTER	Square Feet	9,053.00		9,053.00	100%	0.13	Sq. Ft. per	Person	0.50	Sq. Ft. per	Person	Need Exists	30,899	Square Feet

1.5.3 CAPITAL IMPROVEMENT PLAN

To plan and prioritize capital improvement projects, recommendations include balancing the maintenance of current assets with the development of new facilities. The Capital Improvement Plan (CIP) framework is utilized to determine CIP projects in concert with an implementable financial plan.

A three-tier plan is recommended to help guide the decision-making process for CIP investments. The three-tiered plan acknowledges a fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources. A complete list of the projects in each is identified in this chapter. The three tiers include:

- **Sustainable -** Critical maintenance projects, including lifecycle replacement, repair of existing equipment, safety and ADA improvements and existing debt service obligations.
- **Expanded Services -** Projects that include strategic changes to the existing parks system to better meet the unmet needs of the community, including adding features to extend recreation opportunities, such as dog parks, splash pads and trail loops in existing parks.
- **Visionary -** Complete Park renovation, land acquisition and new park/trail development. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new/future development.

CAPITAL IMPROVEMENT SUMMARY BY TIER

The following table summarizes the three-tier approach to the development of the capital improvement plan associated with the Master Plan.

Tier	Estimated Total Project Cost
Sustainable Projects	$22,930,342
Expanded Service Projects	$1,700,000
Visionary Park and Recreation Projects	$88,850,000
Visionary Trail Projects	$16,833,906
TOTAL	**$130,314,248**

1.6 IMPLEMENTING THE MASTER PLAN

The Master Plan Implementation Matrix can be utilized by the Department to develop and prioritize work plans. The key to success for the Department is to continue to build on current achievements while adding programs, services, and facility improvements that will generate revenue, reduce operational expenditures, and enhance recreation experiences for the residents of Tulare.

CHAPTER TWO - DEMOGRAPHIC AND TREND ANALYSIS

2.1 INTRODUCTION

A key component of the Parks and Recreation Master Plan ("Plan") is a Demographic & Recreation Trends Analysis. This provides the City of Tulare's Community Services Department ("City") insight into the general makeup of the population served and identifies market trends in recreation. It also helps quantify the market in and around the city and understand the types of parks, facilities, and programs / services that are most appropriate to satisfy the needs of residents.

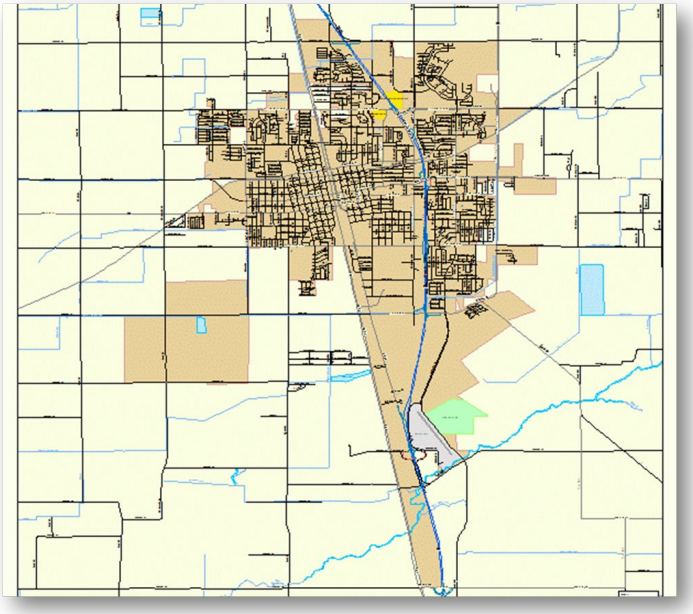
This analysis is two-fold – it aims to answer the *who* and the *what*. First, it assesses the demographic characteristics and population projections of City residents to understand *who* they serve. Secondly, recreational trends are examined on a national, regional, and local level to understand *what* the population served wants to do. Findings from this analysis establish a fundamental understanding that provide a basis for prioritizing the community need for parks, trails, facilities, and recreation programs.

2.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within the city. This assessment is reflective of the City's total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

2.3 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and 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 September 2022 and reflects actual numbers as reported in the 2010 and 2020 Census. ESRI then estimates the current population (2022) as well as a 5-year projection (2027). PROS utilized straight line linear regression to forecast demographic characteristics for 2032 and 2037.

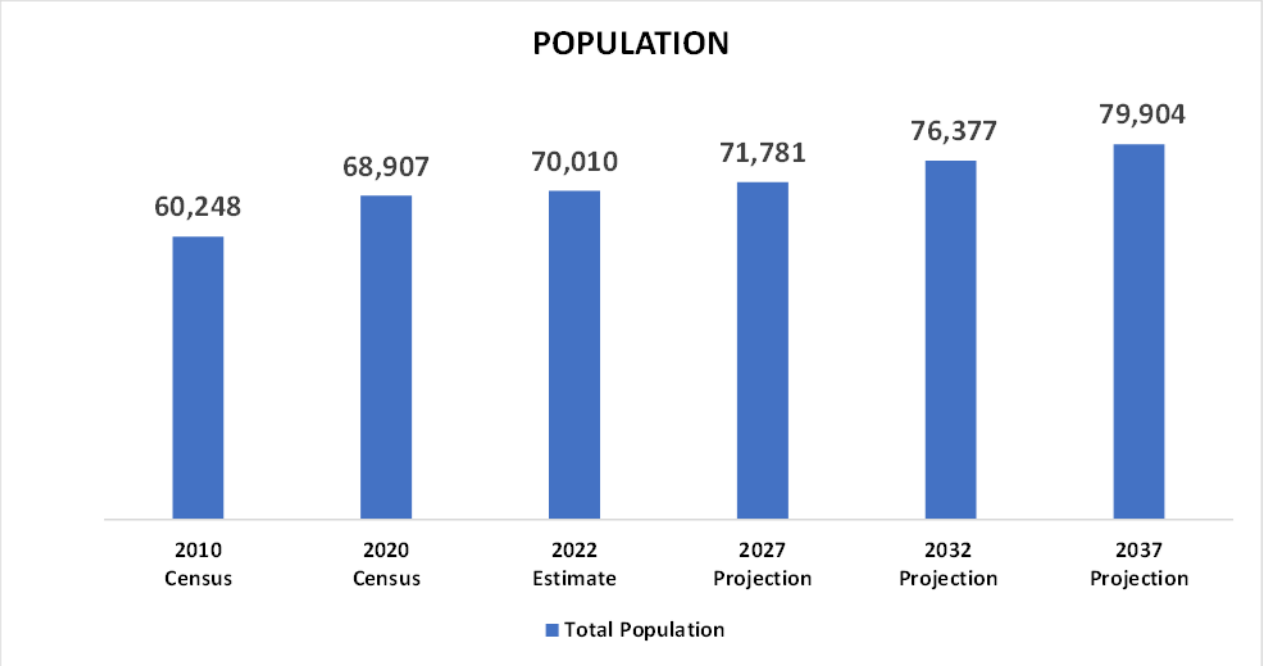


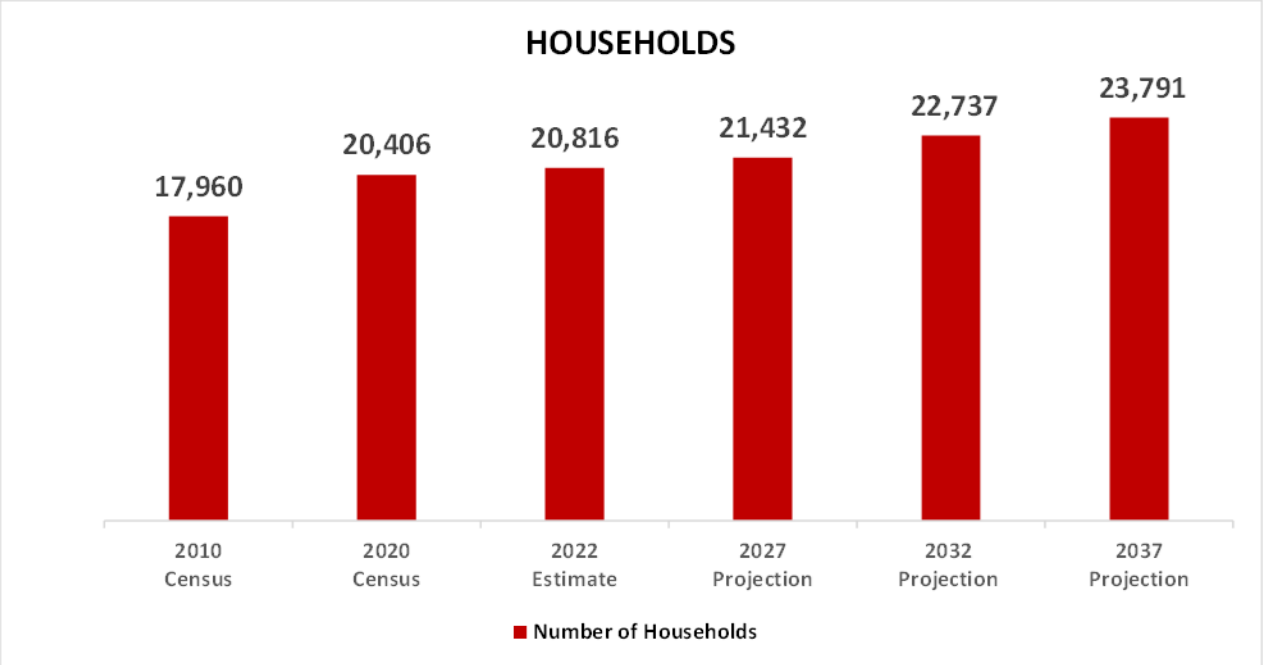
2.3.1 CITY POPULACE

POPULATION

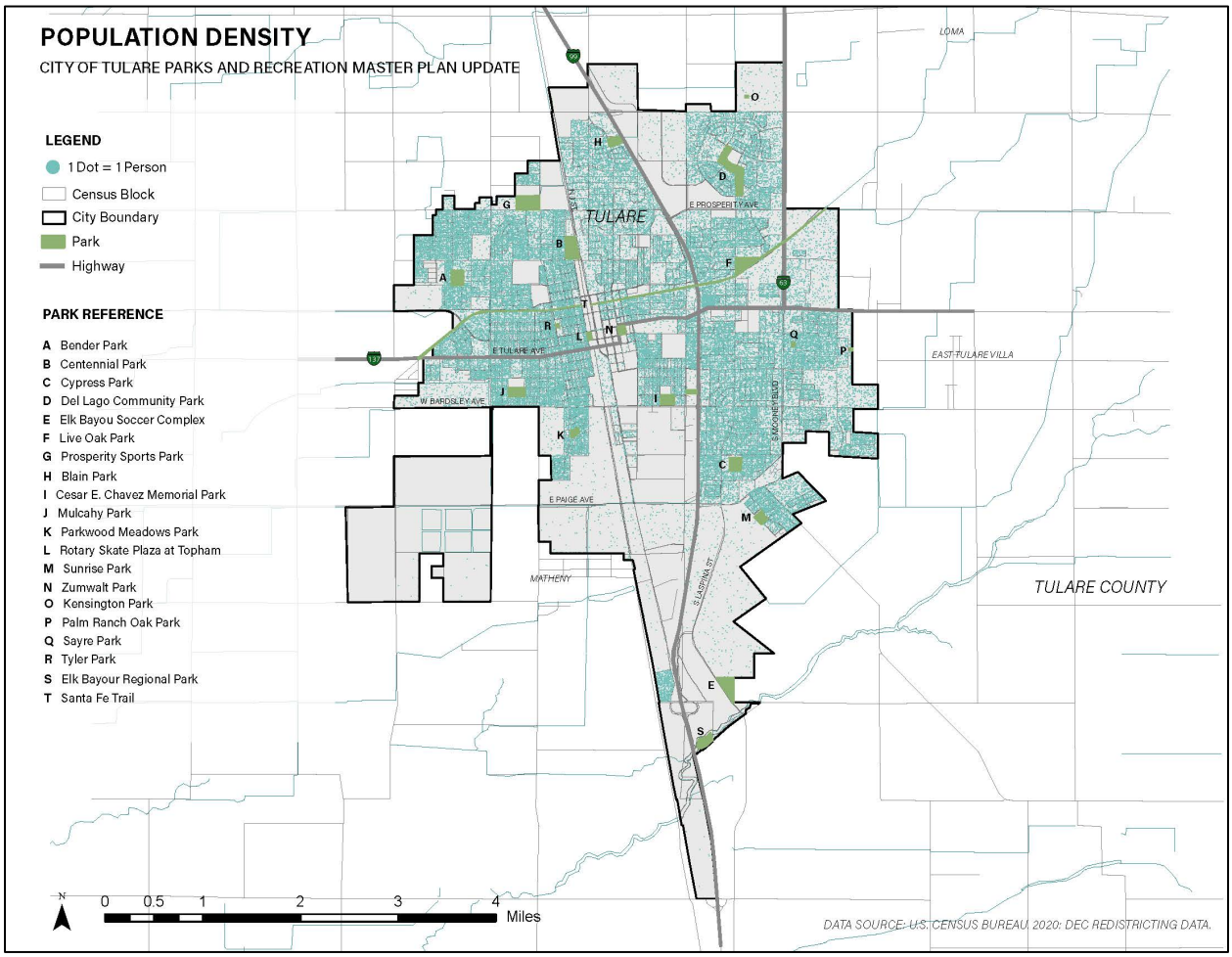
The City's population has grown steadily over the last 12 years, approximately 1.3% annually. This is slightly above the national annual growth rate of 0.81% (from 2010-2022). Like the population, the total number of households also have grown steadily.

Currently, the population is estimated at 70,010 individuals living within 20,816 households (3.31 persons per household, which is much greater than the national average of 2.51). Projecting ahead, the total population growth is expected to increase moderately. By 2037, the City's population is projected at 79,904 residents living within 23,791 households.



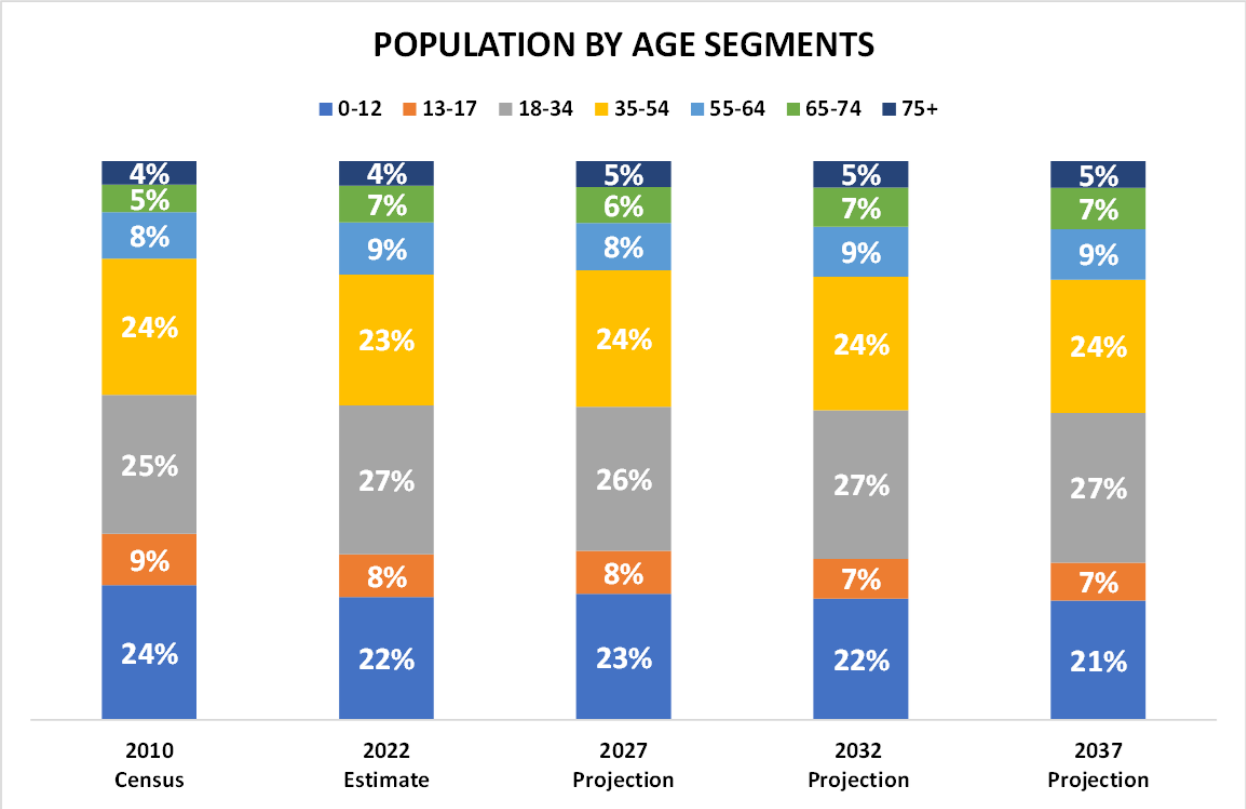


POPULATION DENSITY



AGE SEGMENT

Evaluating the City's age segmentation, the population has remained very balanced in the last 12 years. In 2010, the 55+ population made up 9% of the population, whereas today it makes up 11% of Tulare's populace, an increase of only 2%. The 2022 population has a median age of 30.7 years old which is significantly younger than the U.S. median age of 38.5 years. The projected trend is that Tulare will remain balanced and younger over the next 15 years. By 2037, the 65-74, and 75+ segments are expected to represent only 12% of the total population whereas as those same population segments for the U.S. are expected to make up 23% of the populace.



PLEASE NOTE: The United States Census Bureau will not be providing age segment distribution for the 2020 Census until May 2023.

RACE AND ETHNICITY DEFINITIONS

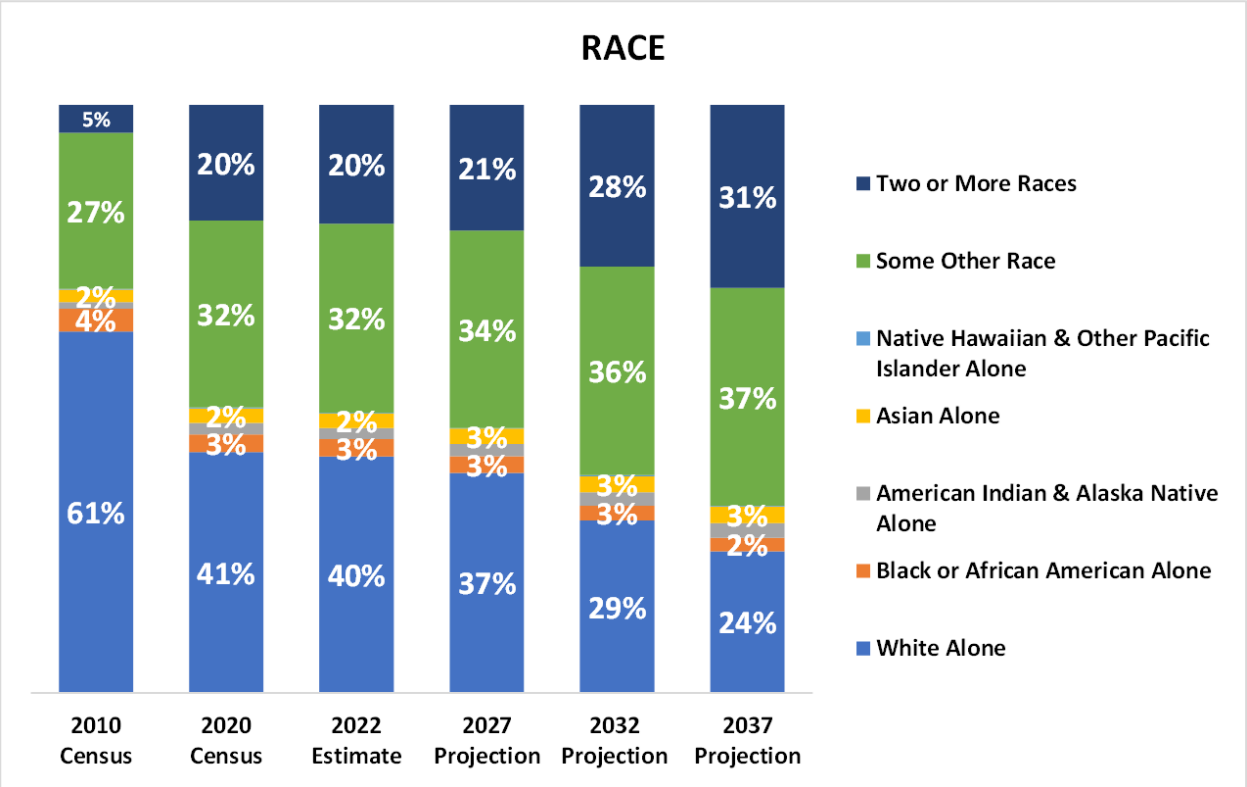
The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2020 data on race are not directly comparable with data from the 2010 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2020) definitions and nomenclature are used within this analysis.

- **American Indian** – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian** – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black Alone** – This includes a person having origins in any of the black racial groups of Africa.
- **Native Hawaiian or Other Pacific Islander** – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White Alone** – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Hispanic or Latino** – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian and/or Alaska Native, Native Hawaiian and/or Other Pacific Islander, some other race, or a combination of these, while Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.

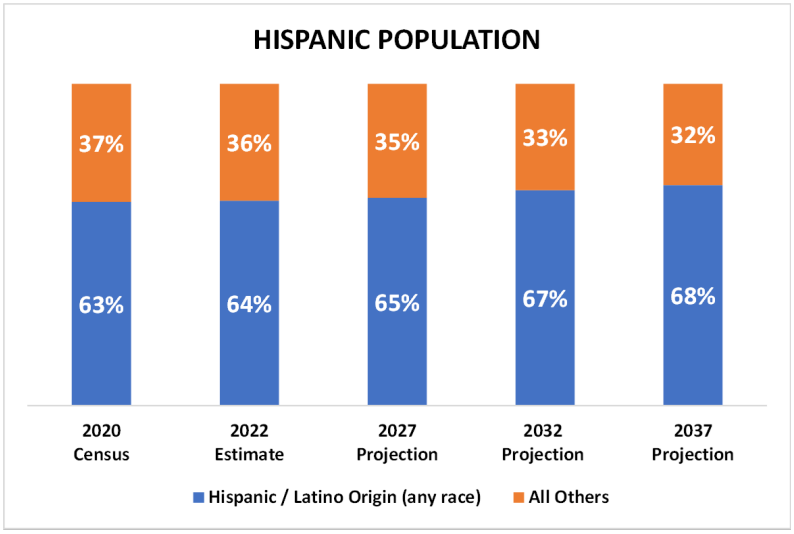
RACE

Assessing race, the City's current population has diversified greatly over the last 12 years as the White Alone population has decreased by 20%. Though still the largest racial segmentation in the City, the White Alone population represents only 40% and the largest minority is Some Other Race (32%). The predictions for 2037 expect the population to become more diverse, with a Some Other Race making up 37% of the population while the White Alone population will decrease to 24%.

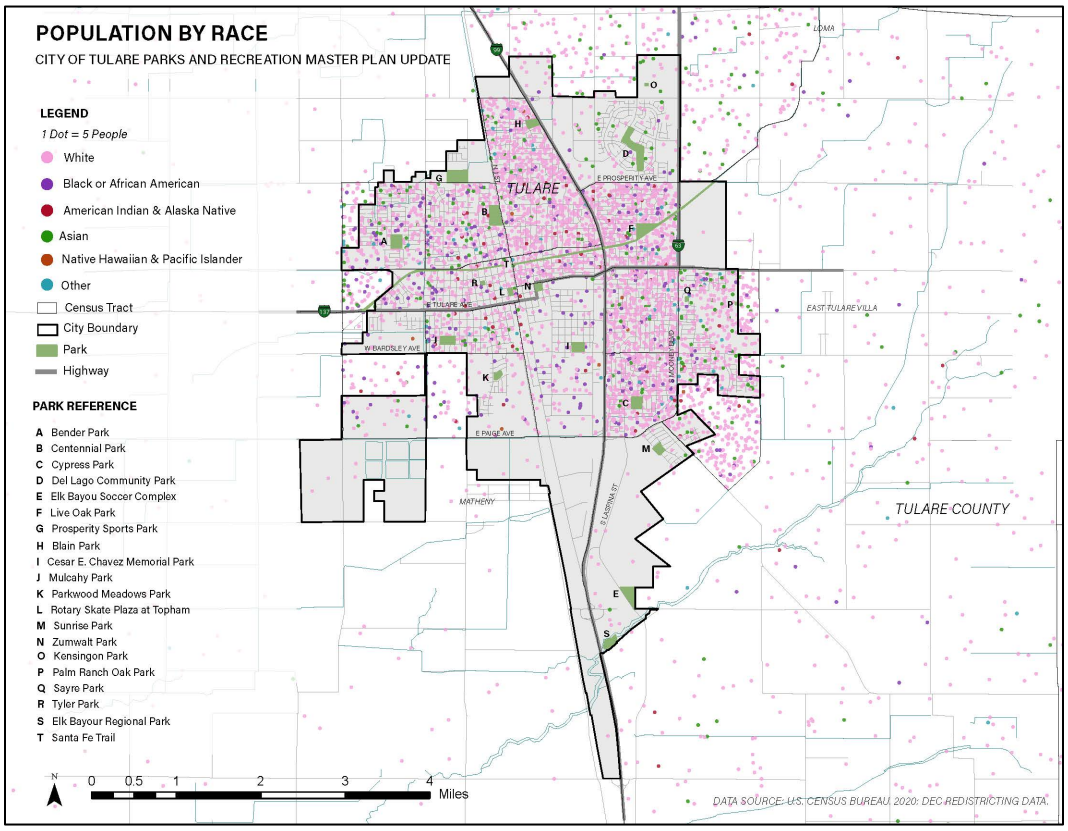


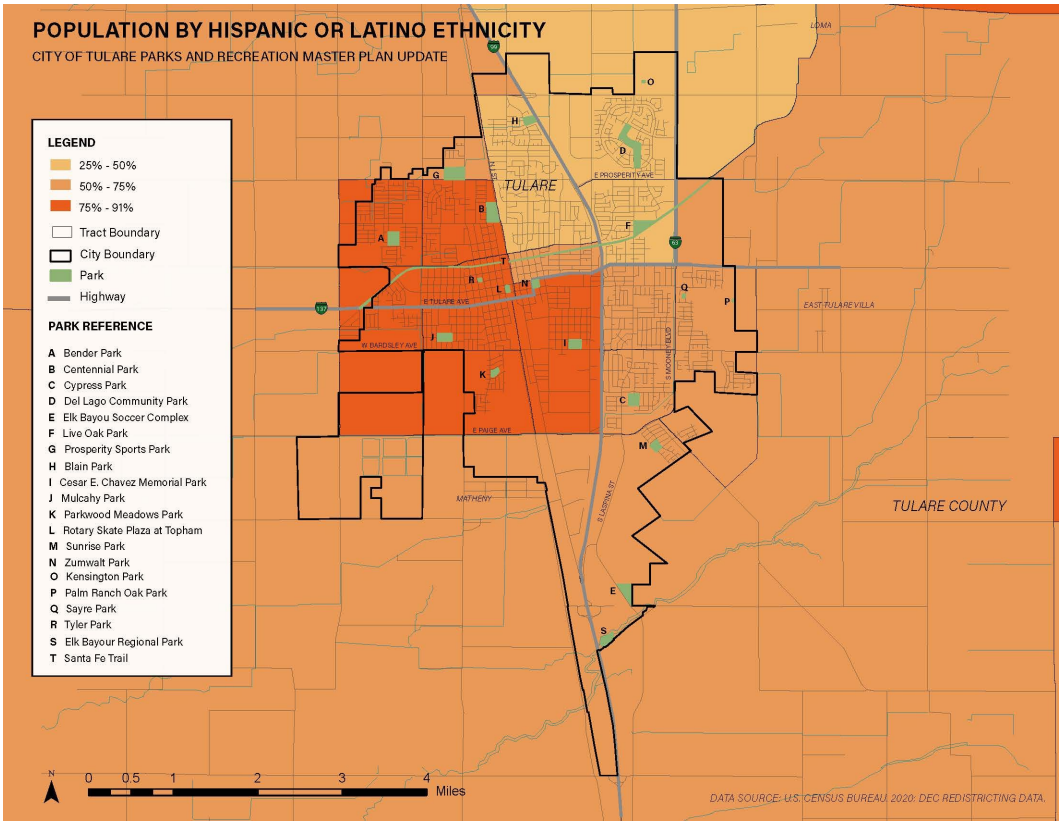
ETHNICITY

The City's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.



People of Hispanic/Latino origin has remained consistent over the last 12 years and currently represents approximately 64% of the City's population, which is well below the national average (19% Hispanic/Latino). The Hispanic/ Latino population is expected to slightly grow to 68% of the City's total population by 2037.


POPULATION BY RACE
CITY OF TULARE PARKS AND RECREATION MASTER PLAN UPDATE
LEGEND
1 Dot = 5 People
White
Black or African American
American Indian & Alaska Native
Asian
Native Hawaiian & Pacific Islander
Other
Census Tract
City Boundary
Park
Highway
PARK REFERENCE
A Bender Park
B Centennial Park
C Cypress Park
D Del Lago Community Park
E Elk Bayou Soccer Complex
F Live Oak Park
G Prosperity Sports Park
H Blain Park
I Cesar E. Chavez Memorial Park
J Mulcahy Park
K Parkwood Meadows Park
L Rotary Skate Plaza at Topham
M Sunrise Park
N Zumwalt Park
O Kensington Park
P Palm Ranch Oak Park
Q Sayre Park
R Tyler Park
S Elk Bayour Regional Park
T Santa Fe Trail
N
0 0.5 1 2 3 4 Miles
DATA SOURCE: U.S. CENSUS BUREAU, 2020; DEC REDISTRICTING DATA.
TULARE
TULARE COUNTY
LOMA
EAST TULARE VILLA
MATHENY


POPULATION BY HISPANIC OR LATINO ETHNICITY
CITY OF TULARE PARKS AND RECREATION MASTER PLAN UPDATE
LEGEND
25% - 50%
50% - 75%
75% - 91%
Tract Boundary
City Boundary
Park
Highway
PARK REFERENCE
A Bender Park
B Centennial Park
C Cypress Park
D Del Lago Community Park
E Elk Bayou Soccer Complex
F Live Oak Park
G Prosperity Sports Park
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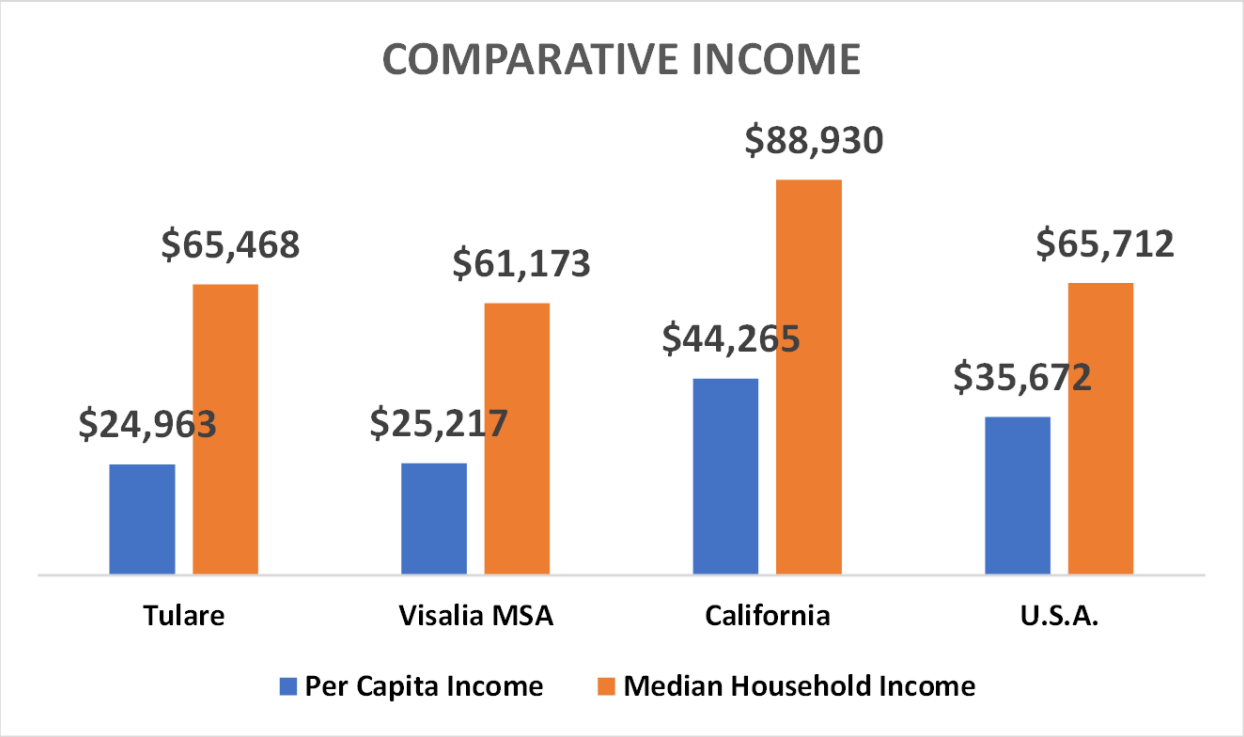
0 0.5 1 2 3 4 Miles
DATA SOURCE: U.S. CENSUS BUREAU, 2020; DEC REDISTRICTING DATA.
TULARE
TULARE COUNTY
LOMA
EAST TULARE VILLA
MATHENY

HOUSEHOLD INCOME

As seen below, the City's per capita income ($24,963) and median household income ($65,468) are both in-line with the averages of Visalia Metropolitan Statistical Area that comprises Tulare and other surrounding communities and the U.S. The per capita income is that earned by an individual while the median household income is based on the total income of everyone over the age of 16 living under the same roof. Though these above average income characteristics indicate that the average household may have more disposable income, residents are still likely to be price conscious and have a need to understand the value that correlates with quality-of-life indicators.



2.4 TULARE DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

POPULATION

The population is projected to remain relatively constant and is projected to experience a population increase of 14.1% over the next 15 years. This is in-line with the national average over the same time period. With a growing population, park and recreation services will need to strategically reinvest and expand parks and recreation facilities in relation to current and future residential population.

AGE SEGMENTATION

Tulare has a balanced age segmentation with the largest group being 18-34 (27%). Over the next 15 years, the city is projected to be younger than national averages as the 65+ segment will make up only 12% of Tulare's population in 2037 – U.S. projections are for the 65+ population to be 23% of the total population.

RACE AND ETHNICITY

A very diversify community will likely focus the city on providing traditional and emerging programming and service offerings.

HOUSEHOLDS AND INCOME

With median and per capita household income averages consistent with MSA and national averages, it would be important for the city to prioritize providing offerings that are first class with exceptional customer service while seeking modest opportunities to create revenue generation.

2.5 NATIONAL RECREATION TRENDS ANALYSIS

The Recreational Trends Analysis provides an understanding of national and local recreational trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically-valid survey results, or NRPA Park Metrics.

2.5.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2022* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends

The study is based on findings from surveys carried out in 2021 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 304,745,039 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 118 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50-times per year, while for sports, the threshold for core participation is typically 13-times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than causal participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

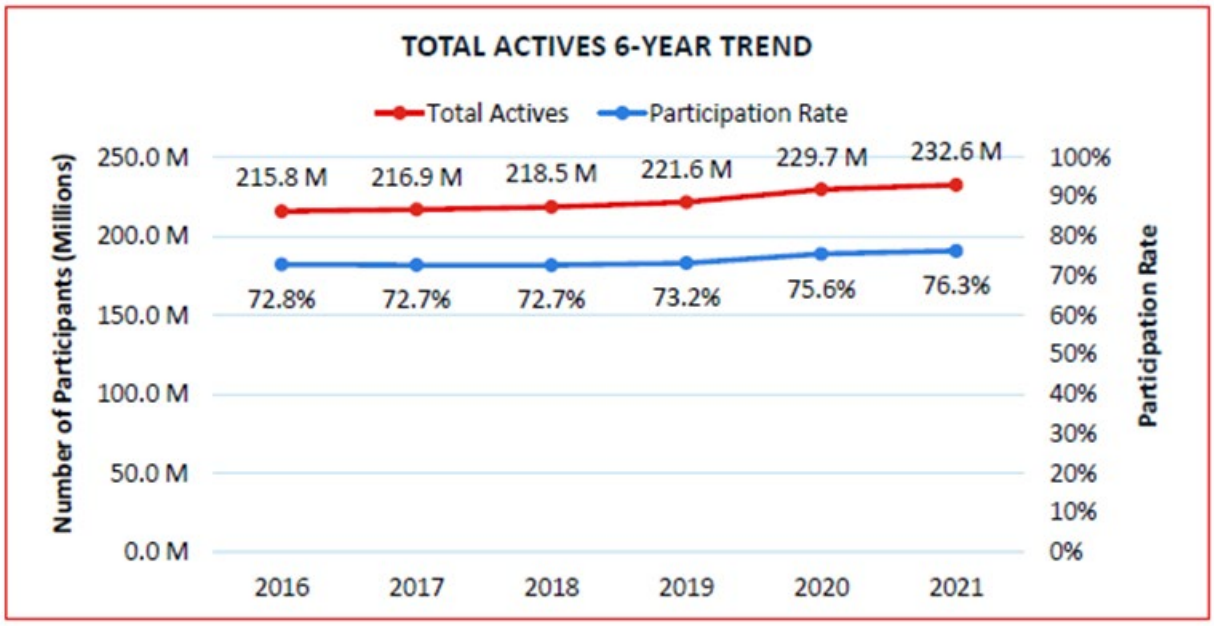
2.5.2 IMPACT OF COVID-19

Approximately 232.6 million people ages 6 and over reported being active in 2021, which is a 1.3% increase from 2020 and the greatest number of active Americans in the last 5 years. There were more things to do as outdoor activities thrived, fitness at home became more popular, and team sports started back up after the COVID-19 hiatus.

Americans continued to practice yoga, attend Pilates training, and workout with kettlebells. They were drawn to the ease of pickleball and the competitiveness of tennis. Many started at indoor climbing, while others took to the hiking trail. The waterways traffic had an increase of stand-up paddlers, kayaks, and jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in participation rates. Activities such as kayaking, stand-up paddling, and boardsailing/windsurfing all contributed to the 2.0 percent increase. Outdoor sports continued to grow with 53.9 percent of the U.S. population participating. This rate remains higher than pre-pandemic levels, having 6.2 percent gain over 50.7 percent participation rate in 2019. The largest contributor to this gain was trail running having increased 5.6 percent in one year and 13.9 percent from 2019.

Generationally, fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation participated in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z.

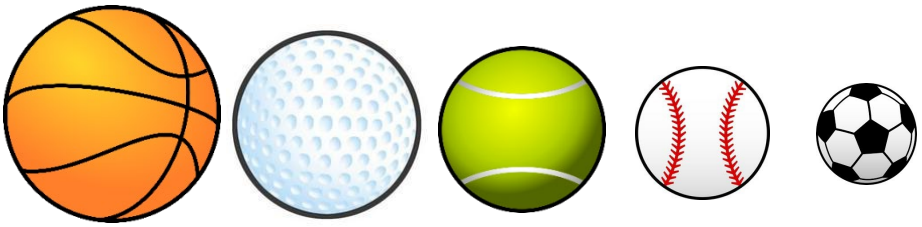


2.5.3 NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The top sports most heavily participated in the United States were Basketball (27.1 million), Golf (25.1 million), and Tennis (22.6 million) which have participation figures well in excess of the other activities within the general sports category. Baseball (15.5 million), and Outdoor Soccer (12.5 million) round out the top five.

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at most American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or Golf Entertainment Venues have increased drastically (72.3%) as a 5-year trend, using Golf Entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.



Basketball	Golf	Tennis	Baseball	Soccer
27.1 million	25.1 million	22.6 million	15.5 million	12.5 million

FIVE-YEAR TREND

Since 2016, Pickleball (71.2%), Golf- Entertainment Venues (51.3%), and Tennis (25.1%) have shown the largest increase in participation. Similarly, Basketball (21.4%) and Boxing for Competition (20.7%) have also experienced significant growth. Based on the five-year trend from 2016-2021, the sports that are most rapidly declining in participation include Ultimate Frisbee (-40.4%), Roller Hockey (-26.1%), Volleyball (Sand/Beach) (-23.8%), Squash (-23.5%), Slow Pitch Softball (-21.9%), and Gymnastics (-20.7%).

ONE-YEAR TREND

The most recent year shares some similarities with the five-year trends; with Pickleball (14.8%) and Boxing for Competition (7.3%) experiencing some of the greatest increases in participation this past year. The greatest one-year increases also include Fast Pitch Softball (15.3%), Gymnastics (10.9%), and Court Volleyball (8.1%). Basketball (-2.2%), Flag Football (-1.6%), Indoor Soccer (-0.6%) and Baseball (-0.5%) have shown a five-year trend increase, but a decrease over the last year. This is likely a direct result of coming out of the COVID-19 pandemic. Similarly, other team sports such as Ultimate Frisbee (-5.8%), Slow Pitch Softball (-5.4%), Roller Hockey (-5%), Racquetball (-4.8%) and Beach/Sand Volleyball (-3.1%), also had significant decreases in participation over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

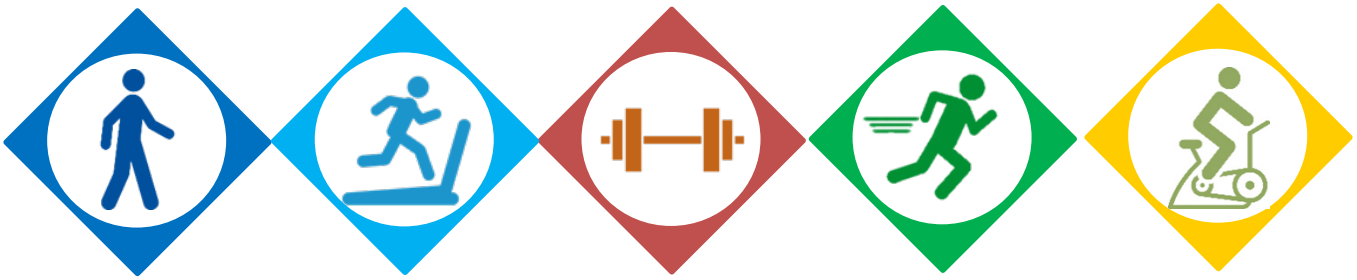
Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball generally have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Due to the COVID-19 Pandemic, most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for Court Volleyball, Pickleball, Fast Pitch Softball, Gymnastics and Lacrosse in the past year.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Basketball	22,343	27,753	27,135	21.4%	-2.2%
Golf (9 or 18-Hole Course)	23,815	24,804	25,111	5.4%	1.2%
Tennis	18,079	21,642	22,617	25.1%	4.5%
Baseball	14,760	15,731	15,587	5.6%	-0.9%
Soccer (Outdoor)	11,932	12,444	12,556	5.2%	0.9%
Golf (Entertainment Venue)	8,173	12,057	12,362	51.3%	2.5%
Softball (Slow Pitch)	7,690	6,349	6,008	-21.9%	-5.4%
Football (Flag)	6,173	7,001	6,889	11.6%	-1.6%
Volleyball (Court)	6,216	5,410	5,849	-5.9%	8.1%
Badminton	7,354	5,862	6,061	-17.6%	3.4%
Soccer (Indoor)	5,117	5,440	5,408	5.7%	-0.6%
Football (Touch)	5,686	4,846	4,884	-14.1%	0.8%
Football (Tackle)	5,481	5,054	5,228	-4.6%	3.4%
Gymnastics	5,381	3,848	4,268	-20.7%	10.9%
Volleyball (Sand/Beach)	5,489	4,320	4,184	-23.8%	-3.1%
Track and Field	4,116	3,636	3,587	-12.9%	-1.3%
Cheerleading	4,029	3,308	3,465	-14.0%	4.7%
Pickleball	2,815	4,199	4,819	71.2%	14.8%
Racquetball	3,579	3,426	3,260	-8.9%	-4.8%
Ice Hockey	2,697	2,270	2,306	-14.5%	1.6%
Ultimate Frisbee	3,673	2,325	2,190	-40.4%	-5.8%
Softball (Fast Pitch)	2,467	1,811	2,088	-15.4%	15.3%
Lacrosse	2,090	1,884	1,892	-9.5%	0.4%
Wrestling	1,922	1,931	1,937	0.8%	0.3%
Roller Hockey	1,929	1,500	1,425	-26.1%	-5.0%
Boxing for Competition	1,210	1,361	1,460	20.7%	7.3%
Rugby	1,550	1,242	1,238	-20.1%	-0.3%
Squash	1,549	1,163	1,185	-23.5%	1.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.5.4 NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2021 also were those that could be done at home or in a virtual class environment. The activities with the most participation are as follows: Fitness Walking (115.8 million), Treadmill (53.6 million), Free Weights (52.6 million), Running/Jogging (48.9 million), and Yoga (34.3 million).



FITNESS WALKING 115.8

TREADMILL 53.6 MILLION

DUMBBELL FREE WEIGHTS

RUNNING/ JOGGING 48.9

STATIONARY CYCLING 32.4 MILLION

FIVE-YEAR TREND

Over the last five years (2016-2021), the activities growing at the highest rate are Trail Running (45.9%), Yoga (30.8%), Dance, Step & Choreographed Exercise (13.3%), and Pilates Training (9.6%). Over the same time frame, the activities that have undergone the biggest decline include: Group Stationary Cycling (-33.5%), Traditional Triathlon (26.4%), Cardio Kickboxing (-26.1%), Cross-Training Style Workout (-24.4%) and Non-Traditional Triathlons (-23.5%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were those that can be done alone at home or socially distanced outdoors. The top increases were in Treadmill (7.6%), Cross-Training Style Workouts (6.4%) Trail Running (5.6%), Yoga (4.7%), and Stair Climbing (4.7%). In the same span, the activities that had the largest decline in participation were those that would generally take more time and investment. The greatest drops were seen in Traditional Triathlon (-5.3%), Aerobics (-5.1%), Non-Traditional Triathlons (-4.3%), and Cardio Kickboxing (-3.7%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all had increases in their casual user base (participating 1-49 times per year) over the last year. These fitness activities include: Fitness Walking, Free Weights, Running/Jogging, Treadmills, Yoga, and Recumbent/Upright Stationary Cycling.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Fitness Walking	107,895	114,044	115,814	7.3%	1.6%
Treadmill	51,872	49,832	53,627	3.4%	7.6%
Free Weights (Dumbbells/Hand Weights)	51,513	53,256	52,636	2.2%	-1.2%
Running/Jogging	47,384	50,652	48,977	3.4%	-3.3%
Stationary Cycling (Recumbent/Upright)	36,118	31,287	32,453	-10.1%	3.7%
Weight/Resistant Machines	35,768	30,651	30,577	-14.5%	-0.2%
Elliptical Motion Trainer	32,218	27,920	27,618	-14.3%	-1.1%
Yoga	26,268	32,808	34,347	30.8%	4.7%
Free Weights (Barbells)	26,473	28,790	28,243	6.7%	-1.9%
Dance, Step, & Choreographed Exercise	21,839	25,160	24,752	13.3%	-1.6%
Bodyweight Exercise	25,110	22,845	22,629	-9.9%	-0.9%
Aerobics (High Impact/Intensity Training HII	10,575	10,954	10,400	-1.7%	-5.1%
Stair Climbing Machine	15,079	11,261	11,786	-21.8%	4.7%
Cross-Training Style Workout	12,914	9,179	9,764	-24.4%	6.4%
Trail Running	8,582	11,854	12,520	45.9%	5.6%
Stationary Cycling (Group)	8,937	6,054	5,939	-33.5%	-1.9%
Pilates Training	8,893	9,905	9,745	9.6%	-1.6%
Cardio Kickboxing	6,899	5,295	5,099	-26.1%	-3.7%
Boot Camp Style Cross-Training	6,583	4,969	5,169	-21.5%	4.0%
Martial Arts	5,745	6,064	6,186	7.7%	2.0%
Boxing for Fitness	5,175	5,230	5,237	1.2%	0.1%
Tai Chi	3,706	3,300	3,393	-8.4%	2.8%
Barre	3,329	3,579	3,659	9.9%	2.2%
Triathlon (Traditional/Road)	2,374	1,846	1,748	-26.4%	-5.3%
Triathlon (Non-Traditional/Off Road)	1,705	1,363	1,304	-23.5%	-4.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.5.5 NATIONAL TRENDS IN OUTDOOR RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate strong growth in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with proper social distancing in a group, and are not as limited by time constraints. In 2021, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Hiking (Day) (58.6 million), Road Bicycling (42.7 million), Freshwater Fishing (40.8 million), Camping within ¼ mile of Vehicle/Home (35.9 million), and Recreational Vehicle Camping (16.3 million). PLEASE NOTE: Hiking (Day) = a hike that is short enough to be completed in a single day.

HIKING (DAY) 58.6 MILLION

BICYCLING (ROAD) 42.7 MILLION

FISHING (FRESHWATER) 40.8 MILLION

CAMPING (<¼MI.OF CAR/HOME) 35.9 MILLION

CAMPING (RV) 16.3 MILLION

FIVE-YEAR TREND

From 2016-2021, Hiking (Day) (39.3%), Camping within ¼ mile of Vehicle/Home (36.0%), Skateboarding (35.8%), Birdwatching (27.8%), BMX Bicycling (24.4%), and Fly Fishing (15.5%) have undergone the largest increases in participation. The five-year trend also shows activities such as Adventure Racing (-39.1%), Traditional Climbing (-14.9%), In-Line Roller Skating (-8.2%), and Archery (-7.1%) to be the only activities with decreases in participation.

ONE-YEAR TREND

The one-year trend shows almost all activities declining in participation from the previous year. The growing activities being Indoor Climbing (2.7%), Hiking (Day) (1.5%), Archery (1.3%), In-Line Roller Skating (1.0%), Boulder Climbing (0.5%), and over the last year, the activities that underwent the biggest decreases in participation were Recreational Vehicle Camping (-8.2%) and Adventure Racing (-7.1%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

Most outdoor activities have experienced participation growth in the last five years. Although this a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Hiking (Day)	42,128	57,808	58,697	39.3%	1.5%
Bicycling (Road)	38,365	44,471	42,775	11.5%	-3.8%
Fishing (Freshwater)	38,121	42,556	40,853	7.2%	-4.0%
Camping (< 1/4 Mile of Vehicle/Home)	26,467	36,082	35,985	36.0%	-0.3%
Camping (Recreational Vehicle)	15,855	17,825	16,371	3.3%	-8.2%
Fishing (Saltwater)	12,266	14,527	13,790	12.4%	-5.1%
Birdwatching (>1/4 mile of Vehicle/Hom	11,589	15,228	14,815	27.8%	-2.7%
Backpacking Overnight	10,151	10,746	10,306	1.5%	-4.1%
Bicycling (Mountain)	8,615	8,998	8,693	0.9%	-3.4%
Archery	7,903	7,249	7,342	-7.1%	1.3%
Fishing (Fly)	6,456	7,753	7,458	15.5%	-3.8%
Skateboarding	6,442	8,872	8,747	35.8%	-1.4%
Climbing (Indoor)	-	5,535	5,684	N/A	2.7%
Roller Skating, In-Line	5,381	4,892	4,940	-8.2%	1.0%
Bicycling (BMX)	3,104	3,880	3,861	24.4%	-0.5%
Climbing (Traditional/Ice/Mountaineerir	2,790	2,456	2,374	-14.9%	-3.3%
Climbing (Sport/Boulder)	-	2,290	2,301	N/A	0.5%
Adventure Racing	2,999	1,966	1,826	-39.1%	-7.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.5.6 NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2021, Fitness Swimming remained the overall leader in participation (25.6 million) amongst aquatic activities, even though most, if not all, aquatic facilities were forced to close at some point due to the COVID-19 pandemic.

SWIMMING (FITNESS) 25.6 MILLION

AQUATIC EXERCISE 10.4 MILLION

SWIMMING (COMPETITION) 2.8 MILLION

FIVE-YEAR TREND

Assessing the five-year trend, no activity has experienced an increase from 2016-2021, most likely due to the accessibility of facilities during COVID-19. While Fitness Swimming and Aquatic Exercise underwent a slight decline, dropping -3.7% and -1.7% respectively, Competitive Swimming suffered a -16.2% decline in participation.

ONE-YEAR TREND

The impact of the COVID-19 pandemic is seen here as most aquatic facilities were forced to shut down for some part of the year. This caused decreases to Aquatic Exercise (-5.1%) having the largest decline, followed by Fitness Swimming (-0.2%). Participation in Competitive swimming increased by 8%.

CORE VS. CASUAL TRENDS IN AQUATICS

Only Aquatic Exercise has undergone an increase in casual participation (1-49 times per year) over the last five years, however, they have all seen a drop in core participation (50+ times per year) in the same time frame. This was happening before the COVID-19 pandemic, and the large decreases in all participation over the last year have furthered this trend.

National Participatory Trends - Aquatics					
Activity	**Participation Levels**			**% Change**	
	2016	**2020**	**2021**	**5-Year Trend**	**1-Year Trend**
Swimming (Fitness)	26,601	25,666	25,620	-3.7%	-0.2%
Aquatic Exercise	10,575	10,954	10,400	-1.7%	-5.1%
Swimming (Competition)	3,369	2,615	2,824	-16.2%	8.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.5.7 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVEL

The most popular water sports / activities based on total participants in 2020 were Recreational Kayaking (13.3 million), Canoeing (9.2 million), and Snorkeling (7.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

KAYAKING
13.3 MILLION

CANOEING
9.2 MILLION

SNORKELING
7.3 MILLION

JET SKIING
5.1 MILLION

SAILING
3.5 MILLION

FIVE-YEAR TREND

Over the last five years, Recreational Kayaking (33.3%), Surfing (24%), and Stand-Up Paddling (16.1%) were the fastest growing water activities. White Water Kayaking (1.4%) was the only other activity with an increase in participation. From 2016-2021, activities declining in participation most rapidly were Boardsailing/Windsurfing (-25.3%), Scuba Diving (-20.4%), Water Skiing (-17.4%), Sea Kayaking (-17.2%) Snorkeling (-16.1%), and Sailing (-15.4%).

ONE-YEAR TREND

Recreational Kayaking (2.7%) and Stand-Up Paddling (1.7%) were the activities to grow both over 5 years and in the last one year. Activities which experienced the largest decreases in participation in the most recent year include Surfing (-8.9%), Snorkeling (-5.3%), Scuba Diving (-4.3%), and Canoeing (-4.1%).

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why most water sports/activities have experienced decreases in participation in recent years.

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Kayaking (Recreational)	10,017	13,002	13,351	33.3%	2.7%
Canoeing	10,046	9,595	9,199	-8.4%	-4.1%
Snorkeling	8,717	7,729	7,316	-16.1%	-5.3%
Jet Skiing	5,783	4,900	5,062	-12.5%	3.3%
Sailing	4,095	3,486	3,463	-15.4%	-0.7%
Stand-Up Paddling	3,220	3,675	3,739	16.1%	1.7%
Rafting	3,428	3,474	3,383	-1.3%	-2.6%
Water Skiing	3,700	3,050	3,058	-17.4%	0.3%
Surfing	2,793	3,800	3,463	24.0%	-8.9%
Wakeboarding	2,912	2,754	2,674	-8.2%	-2.9%
Scuba Diving	3,111	2,588	2,476	-20.4%	-4.3%
Kayaking (Sea/Touring)	3,124	2,508	2,587	-17.2%	3.1%
Kayaking (White Water)	2,552	2,605	2,587	1.4%	-0.7%
Boardsailing/Windsurfing	1,737	1,268	1,297	-25.3%	2.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.6 PARTICIPATION BY GENERATION

Boomers (1945 – 1964)

	2019	2020	2021
Fitness Sports	59.8%	59.9%	64.4%
Individual Sports	23.1%	22.3%	22.9%
Outdoor Sports	39.4%	39.5%	41.9%
Racquet Sports	5.5%	6.4%	6.8%
Team Sports	4.3%	4.9%	5.1%
Water Sports	7.4%	7.8%	8.2%
Winter Sports	3.9%	3.5%	3.7%

Gen X (1965~1979)

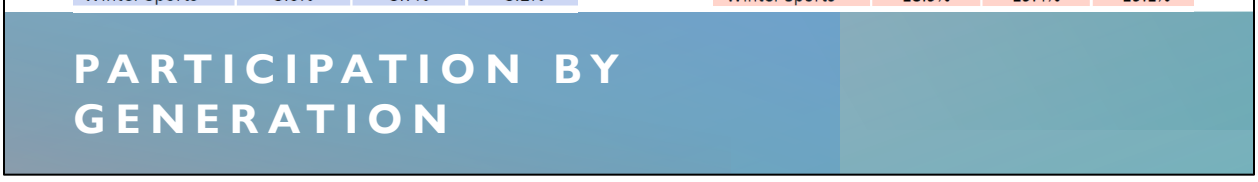
	2019	2020	2021
Fitness Sports	65.1%	66.0%	64.2%
Individual Sports	29.9%	31.5%	29.6%
Outdoor Sports	50.4%	52.2%	50.4%
Racquet Sports	10.1%	12.2%	11.8%
Team Sports	12.0%	15.5%	15.2%
Water Sports	10.9%	13.0%	12.3%
Winter Sports	8.6%	8.7%	8.2%

Millennials (1980~1999)

	2019	2020	2021
Fitness Sports	68.3%	68.7%	70.0%
Individual Sports	39.8%	41.5%	41.3%
Outdoor Sports	57.5%	59.4%	60.5%
Racquet Sports	17.6%	19.3%	19.3%
Team Sports	27.2%	30.4%	30.6%
Water Sports	15.0%	17.1%	17.2%
Winter Sports	14.9%	14.5%	14.0%

Gen Z (2000+)

	2019	2020	2021
Fitness Sports	53.5%	55.2%	55.8%
Individual Sports	42.0%	44.3%	44.0%
Outdoor Sports	59.1%	60.6%	60.8%
Racquet Sports	18.1%	22.4%	22.6%
Team Sports	56.3%	56.6%	55.8%
Water Sports	12.9%	16.3%	15.8%
Winter Sports	18.9%	19.4%	19.1%



2.7 NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.

2.8 RECREATION TRENDS FOR THE SENIOR POPULATION (55+)

Today, Tulare's population is aging with greater and contrasting needs and desires. The Community Services Department has evolved to ensure that all members of the community are able to benefit from their vast holdings of open space, recreation facilities and service offerings. One area of growing interest is serving the expanding population of older adults.

As mentioned previously, 21% of the population in Tulare will be 55+ by 2037.

The findings in a research report produced by NRPA affirms that parks and recreation is a vital service provider to older adults, and yet there remains significant opportunity to do much more. Some of the key findings in the report indicate that more than nine in 10 park and recreation agencies report that they offer facilities, activities and programming that cater to older adults. These activities vary greatly, including providing older adults with chances to socialize with others, ways to stay healthy and active, and opportunities to serve others in their communities. Following is a list of activities that are among those most often geared to older adults:

- Exercise classes
- Field trips, tours, vacations
- Arts and crafts classes
- Opportunities to volunteer
- Special events and festivals targeted to older adults
- Group walks
- Paid job opportunities to lead exercise classes, work in recreation centers or at parks.

As noted above, the list of activities varies greatly from active to passive and everywhere in-between.

Where Tulare can make a real, lasting difference is in providing evidence-based chronic disease prevention and/or management programs that keep older adults healthy and active for years to come. The trend to accomplish this is for the Department to offer these types of programs for older adults in Tulare, including those focused on enhanced fitness, diabetes management, living with arthritis and improving balance.

The wide breadth of service offerings for older adults should reflect the broad population served. This includes Tulare following a wide definition of "older adults" when designing and marketing offerings — in many cases starting with adults as young as 55 years old.

Furthermore, Tulare may be unique in ensuring that the needs of underserved older adults are met. The Department can be a critical, lifesaving resource for lower and/or fixed income segments of the older adult population. This can possibly include transportation to and from activities and facilities and low-cost or free fitness programs.

Tulare could consider developing programming for older adults with key partners. To best serve this population, partnerships can include, but not limited to:

- Area agencies on aging.
- Retirement communities.
- Senior meals providers.

- Hospitals and doctors' offices.
- Local health departments.
- Health insurance companies.
- Community-based organizations (e.g., faith-based).

But even with these partners, Tulare will have hurdles that must be overcome before providing more services to older adults. The most common challenges are the result of inadequate resources, including facility space shortages, insufficient funding, and inadequate staffing. Presumably, these resource constraints will become even more acute as the older adult population grows and the demand for these services increase.

2.9 LOCAL TRENDS – GENERAL SPORTS MARKET POTENTIAL

ESRI's 2022 Sports and Leisure Market Potential Data measures the likely demand for recreation activities as well as expected consumer attitudes towards these activities by City of Tulare residents. The MPI shows the likelihood that a resident of the City of Tulare will participate in certain activities when compared to the US National average. The City is compared to the national average in three (3) categories – general sports, fitness, and outdoor recreation. PLEASE NOTE: The participation by Tulare residents in these activities is not restricted geographically to the City of Tulare. For example, a Tulare resident may participate in an activity offered by the City of Visalia.

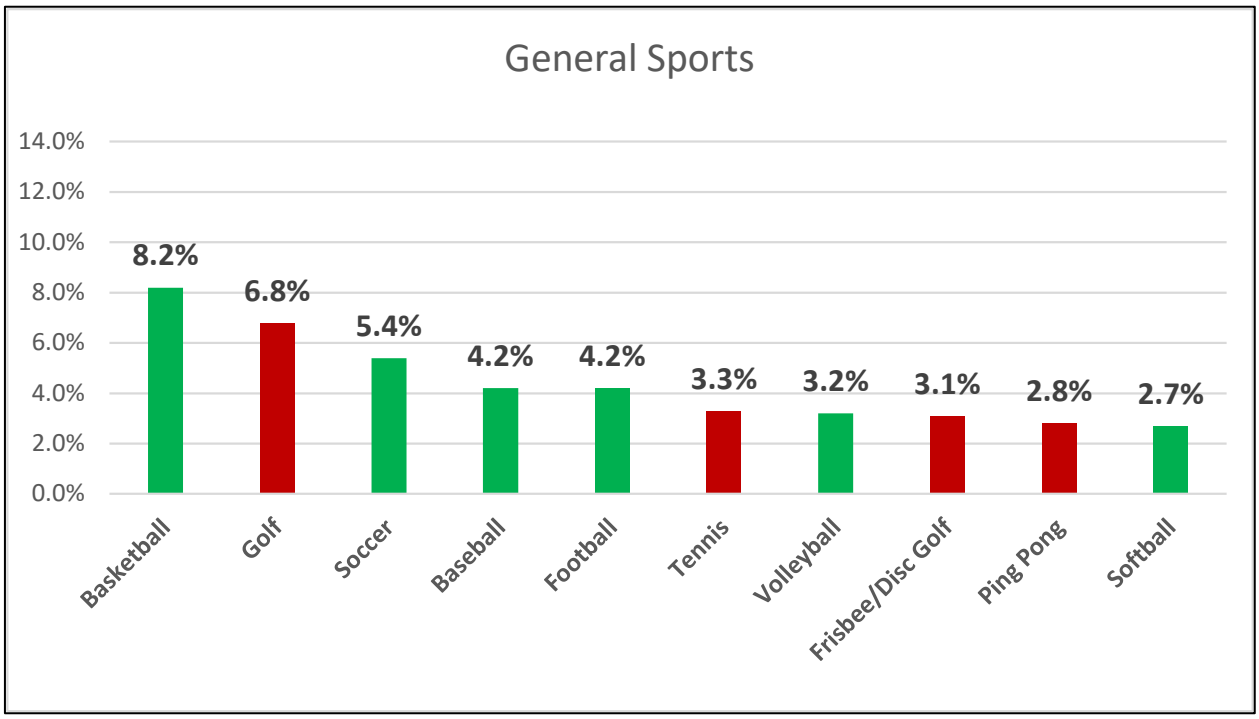
Overall, Tulare demonstrates below average market potential index numbers. Looking at the three categories (general sports, fitness, and outdoor activity), Tulare's MPI percentages show that Tulare has low participation rates when it comes to outdoor recreation and fitness activities; general sport activities are generally in-line with or below the national averages.

Activities with MPI numbers greater than the national average are significant because they demonstrate that there is a greater potential that Tulare residents will actively participate in offerings if these activities were provided by the city or surrounding communities. Activities with MPI numbers lower than the national average are also significant because they demonstrate that there is either a lower potential that Tulare residents will participate in these activities or the opportunity to participate in these activities is not available to them.

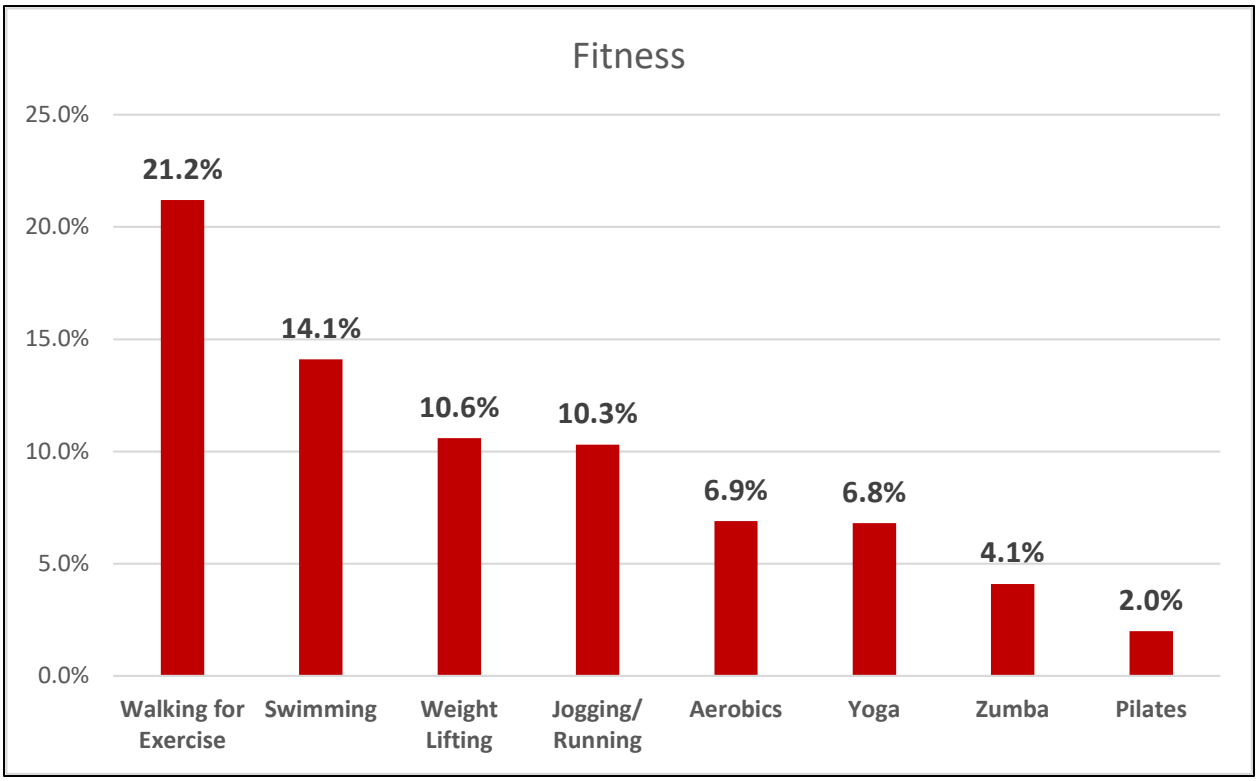
This data should be interfaced with other key findings derived during the master planning process to determine an appropriate level of service for park acreage and amenities for the City of Tulare. Other key factors that determine level of service include, but are not limited to: demographic projections, resident need as determined by the community engagement process, current level of service (existing park and amenity inventory), and access to existing parks and amenities.

PLEASE NOTE: 1% of Tulare's population = 700 residents

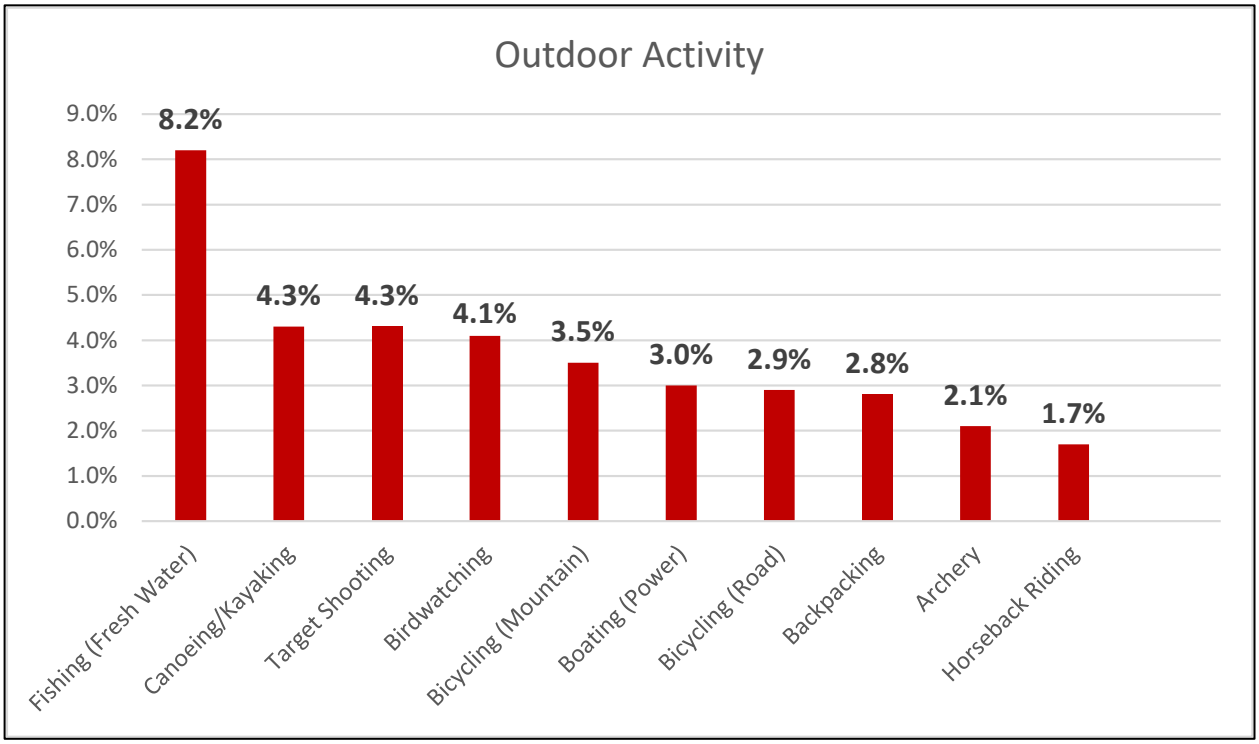
2.9.1 GENERAL SPORTS MARKET POTENTIAL INDEX



2.9.2 GENERAL FITNESS MARKET POTENTIAL INDEX



2.9.3 OUTDOOR ACTIVITY MARKET POTENTIAL INDEX



2.10 RECREATION TRENDS SUMMARY

It is critically important for Tulare Community Services Department to understand the local and national participation trends in recreation activities. In doing so, the Department can gain general insight into the lifecycle stage of recreation programs and activities (emerging, stable, and declining) and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Tulare. Here are some major takeaways for local and national recreation trends:

- Fitness walking remained the most popular activity OVERALL nationally and locally (21.2% of residents walk for exercise). This activity will likely continue to grow in popularity in Tulare.
- Basketball is the most participated in **sport** both nationally and locally.
- Softball and football are losing participants both locally and nationally, though local MPI numbers are above the national average for softball and football.
- Outdoor recreational activities are on the rise nationally, but are not popular locally.
- Based on national measurements, income level has a positive impact on activity rate. Higher income households tend to have higher activity rates.
- Age is also a significant factor to inactivity level. Generation Z (age 6-17) had the lowest inactivity rate while the boomers (age 55+) had the highest inactivity rate.
- Specific strategies must be developed to address the growing and diversifying senior (55+) population.

2.11 CONCLUSION

It is critically important for Tulare to understand the national participation trends in recreation activities. In doing so, the department can gain general insight into the lifecycle stage of recreation programs and activities and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Tulare.

Locally, participation in almost all activities is at or above average and indicate an opportunity to grow these services.

CHAPTER THREE - COMMUNITY NEEDS ASSESSMENT

The efforts in creating this Master Plan were based in an evaluation of existing resources and capacity as well as community input. Thus, a key consideration to creating a vision for parks and recreation in Tulare is to understand current community values, needs, and desires. The assessment of these values is accomplished by triangulating information generated from focus groups with staff, public input received via public meetings, a statistically valid survey, and reinforced through intercept and electronic surveys. The surveys were written to reflect issues and wishes that emerged from the qualitative data gathered through discussions with staff. Triangulation occurs when findings of the qualitative work is supported by the quantitative work. The following sections discuss this process and resulting findings.

3.1 QUALITATIVE INPUT SUMMARY

In the spring of 2022, the consultant team conducted a series of focus group meetings in partnership with City staff that included representatives from the master plan steering committee and various stakeholder groups, including school district, business, and civic leaders, athletic organizations, and the Chamber of Commerce. The results of these focus group discussions, as well as the input received via public meetings, were condensed to a series of key themes that emerged.

Discussion with staff, community leaders and citizens revealed the following key themes related to parks and recreation in Tulare.

3.1.1 COMMUNITY INPUT KEY FINDINGS

Input from the community confirmed that Tulare's parks are loved by many, but there are gaps in service and amenities and additional City investment is needed to maintain and reinvest in parks and facilities for the community. Participants see the system as one that is well-maintained with great staff. They also enjoy the numerous programs and amenities offered. Unmet needs exist as the demand for select services is currently outweighing the available facilities and/or existing amenities. The following summarizes the themes of community input:

ECONOMIC DEVELOPMENT THROUGH PARK REINVESTMENT

Opportunity exists for park development to enhance and/or advance economic development. There is also an opportunity for economic development to enhance and support park development.

- Parks and recreation can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community's value set and the City's overall attitude of being an active player in the betterment of the community.

INVESTING IN THE EXISTING PARKS SYSTEM

- Continue to focus on reinvesting in, and maintaining existing parks and facilities.
- Programs and services need to evolve with recreational trends change.
- Additional athletic fields are highly desired by the community.

TRAILS AND CONNECTIVITY

- Desire for a connected, accessible recreational trail system that also supports active transportation and Safe Routes to School initiatives.
- Opportunities exist to, in part, help meet the trail needs of the community, in partnership with the development community.

ADVOCACY AND AWARENESS

- Increased communication/marketing is needed to develop more advocacy for, and the awareness of, the parks and recreation system.

FUNDING THE PARKS AND RECREATION SYSTEM

- Creative and multiple funding strategies are required to meet the needs of the community, specifically for operations and maintenance of parks.
- Securing grant funding through multiple State and Federal funded grant programs will be critical for funding park developments over the next 10 years.

3.2 STASTICALLY VALID SURVEY

3.2.1 OVERVIEW

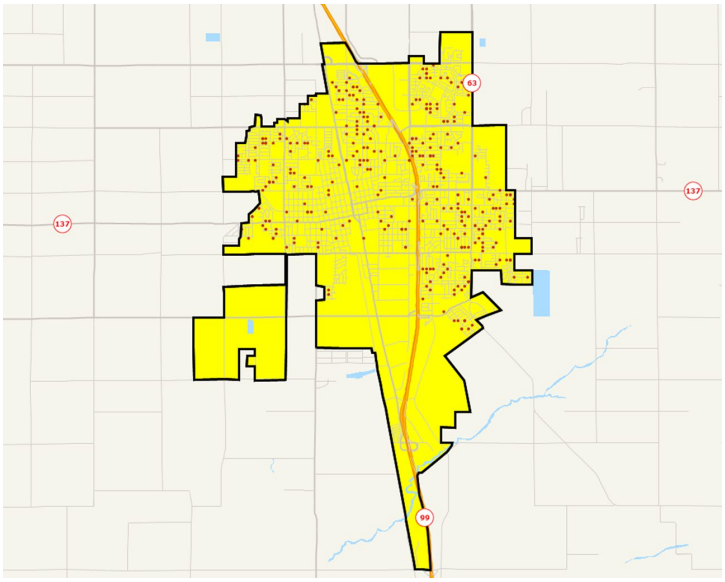
ETC Institute administered a needs assessment survey for Tulare during the summer of 2022. The survey was administered as part of the City's Parks and Recreation Master Plan for their residents. The survey results will aid Tulare in taking a resident-driven approach to making decisions that will enrich and positively affect the lives of residents.

3.2.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the City of Tulare. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at TulareParksSurvey.org.

After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Tulare from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to complete a minimum of 300 completed surveys from City residents. The goal was exceeded with 317 completed surveys collected. The overall results for the sample of 317 households have a precision of at least +/-5.5 at the 95% level of confidence. The following scatterplot graph indicates where completed surveys were received from residents in Tulare.



The major findings of the survey are summarized on the following pages. Complete survey results are provided as an Appendix to the Master Plan.

3.2.3 TULARE PARKS, FACILITIES, AND SERVICES USE

- **Use of Facilities:** Respondents were asked to indicate how often their household used seven Tulare Parks and Recreation facilities. Other city-owned parks not listed (74%), the city library (64%), and city-owned sports fields (49%) were used most often by respondents.
- **Barriers to Use:** Respondents were asked to identify all the reasons they did not use three types of recreation facilities more often. The top reasons respondents did not utilize city libraries more often were not needing library services (32%) and not knowing what is offered (23%). Lack of park amenities of interest (22%) and too crowded/lack of availability (19%) were the most common barriers to park, field, or amenity usage. Respondents listed not being old enough to use senior center (63%), not knowing what was offered (33%), and not interested in offerings (18%) as the major barriers to community center usage.
- **Use of Library Services.** Respondents were asked to select all the library services their household used over the last two years. Checking out a book/audiobook (37%), asking a librarian a question (32%), and accessing a government form (18%) were the most utilized library services. Respondents were then asked to rate their level of satisfaction with each of the library services. Respondents were most satisfied (rating either "very satisfied" or "satisfied") with the cleanliness/maintenance of facilities (87%), courteousness of staff (83%), and knowledge of staff (84%).
- **Benefits of Community Service Department.** Respondents were asked to rate their level of agreement with 12 statements regarding the benefits of the Tulare Community Services Department. Respondents most often agreed (choosing either "strongly agree" or "agree") that community services are age-friendly to all people (46%), is physically accessible to all people (46%), and makes Tulare a more desirable place to live (43%).

3.2.4 TULARE SPECIAL EVENTS AND PROGRAMS

- **Interest in Special Events.** Respondents were asked to select up to three special event concepts their household would be most interested in. Food/beverage events such as farmers market, tasting, etc. was the most popular (71%) followed by entertainment (movies/music/performers) (55%) and cultural celebrations/festivals (39%).
- **Ways Households Learn about Programs and Events:** Respondents were asked to select all the ways they learned about Tulare Parks and Recreation programs and activities. The highest number of respondents received communication via friends and neighbors (48%), Facebook (46%), and the City's website (32%). Respondents were then asked to rank their top 3 preferred communication methods to learn about programs and events. These were the top three selected choices:
    - Facebook (43%)
    - City website (28%)
    - Friends and neighbors (27%)

3.2.5 FUNDING AND IMPROVEMENTS

- **Vote on Bond:** Respondents were asked how they would vote on a General Obligation Bond to increase property tax for improvements to trails, aquatics, and parks. The answers were somewhat evenly divided. Twenty-eight percent (28%) might vote in favor, 25% would vote in favor, 27% would vote against, and 20% were not sure. Of those who answered "not sure" or "would vote against", they most often said it was because they do not support any increase in taxes (57%) followed by needing more information before being able to respond (21%).
- **Support for Improvements:** Respondents were asked rate their level of support for 13 potential improvements to existing facilities and 7 potential developments. Respondents most supported (rating "very supportive" or "somewhat supportive") improving restroom facilities in existing parks (78%), general repairs and increasing maintenance to existing facilities/parks (77%), and improving the existing trails system (75%). Respondents were then asked to select the top four improvements most important to their household. These were the items selected most often:
    - General repair and increase maintenance (41%)
    - Improve restroom facilities in existing parks (28%)
    - Improve existing trail systems (23%)
    - Improve existing athletic facilities (20%)

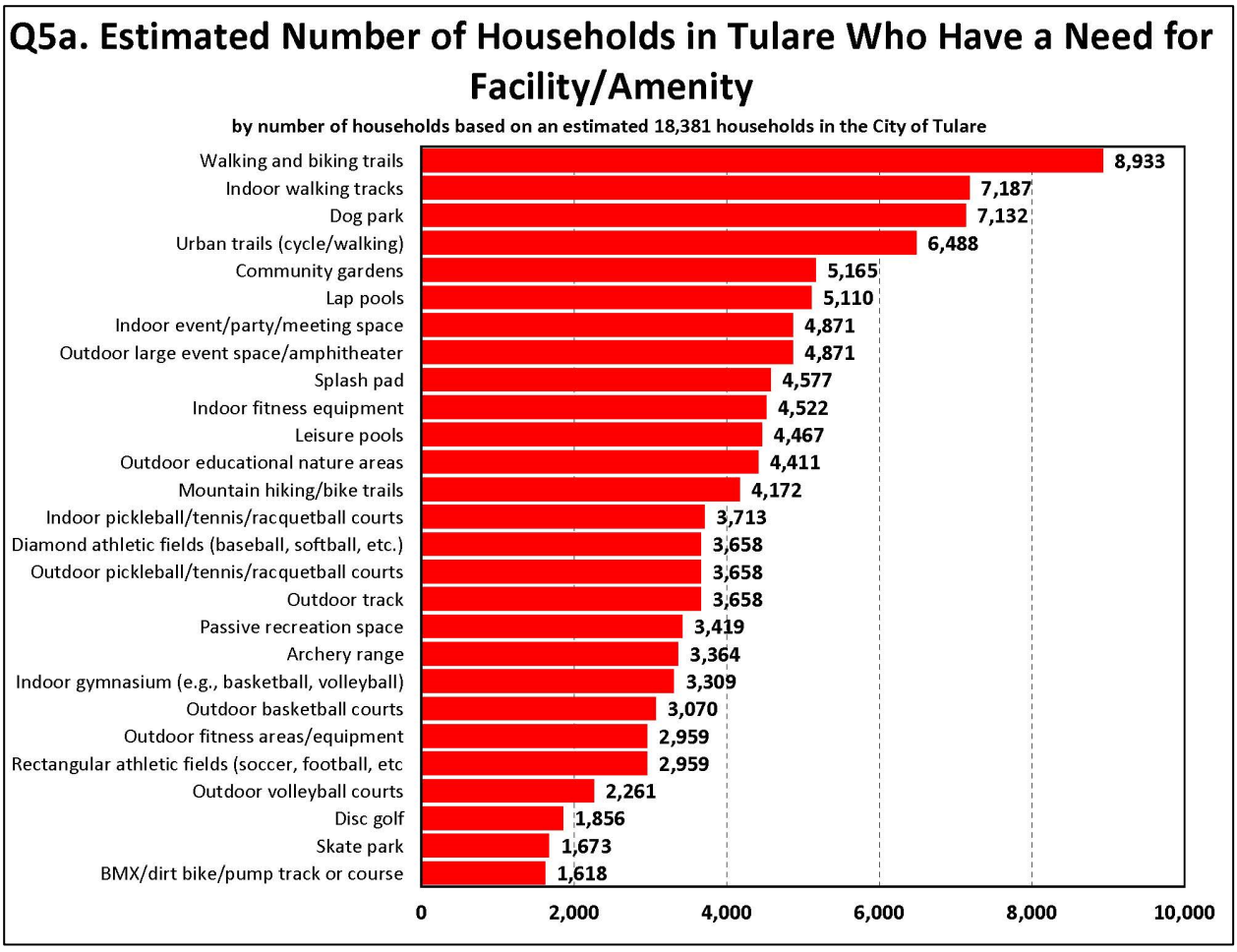
3.2.6 PARKS AND RECREATION FACILITIES NEEDS

- **Facility Needs:** Respondents were asked to identify if their household had a need for 27 parks and recreation facilities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities.

  The three parks and recreation facilities with the highest percentage of households that have an unmet need:

  1. Walking & biking trails – 6,807 households
  2. Dog Park – 6,590 households
  3. Indoor walking tracks – 6,547 households

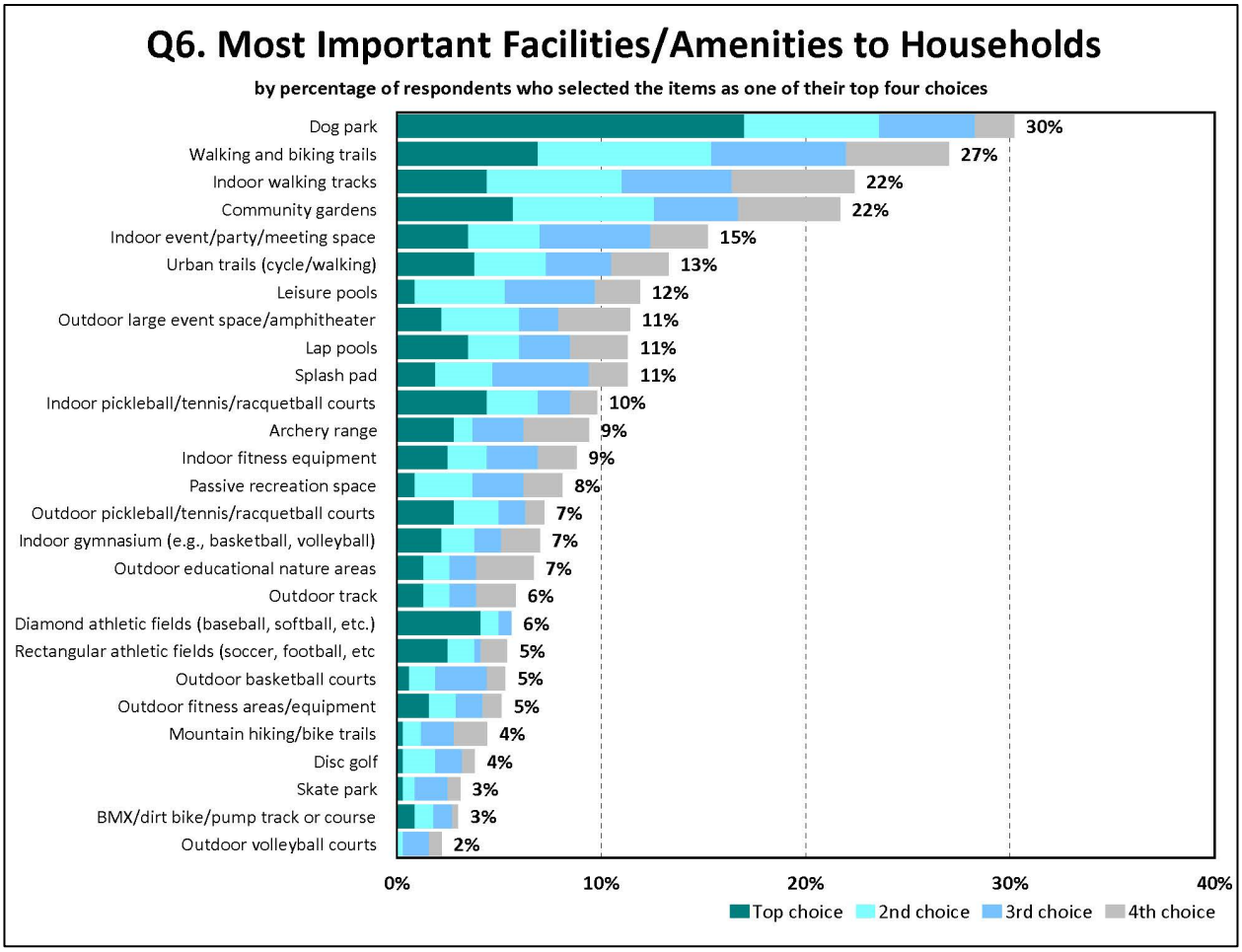
  The estimated number of households that have unmet needs for each of the 27 parks and recreation center facilities assessed is shown in the chart below.



- **Facilities Importance:** In addition to assessing the needs for each Parks and Recreation facility, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four facilities ranked most important to residents:

    1. Dog park (30%)
    2. Walking and biking trails (27%)
    3. Indoor walking tracks (22%)
    4. Community Gardens (22%)

  The percentage of residents who selected each facility as one of their top four choices is shown in the chart below.

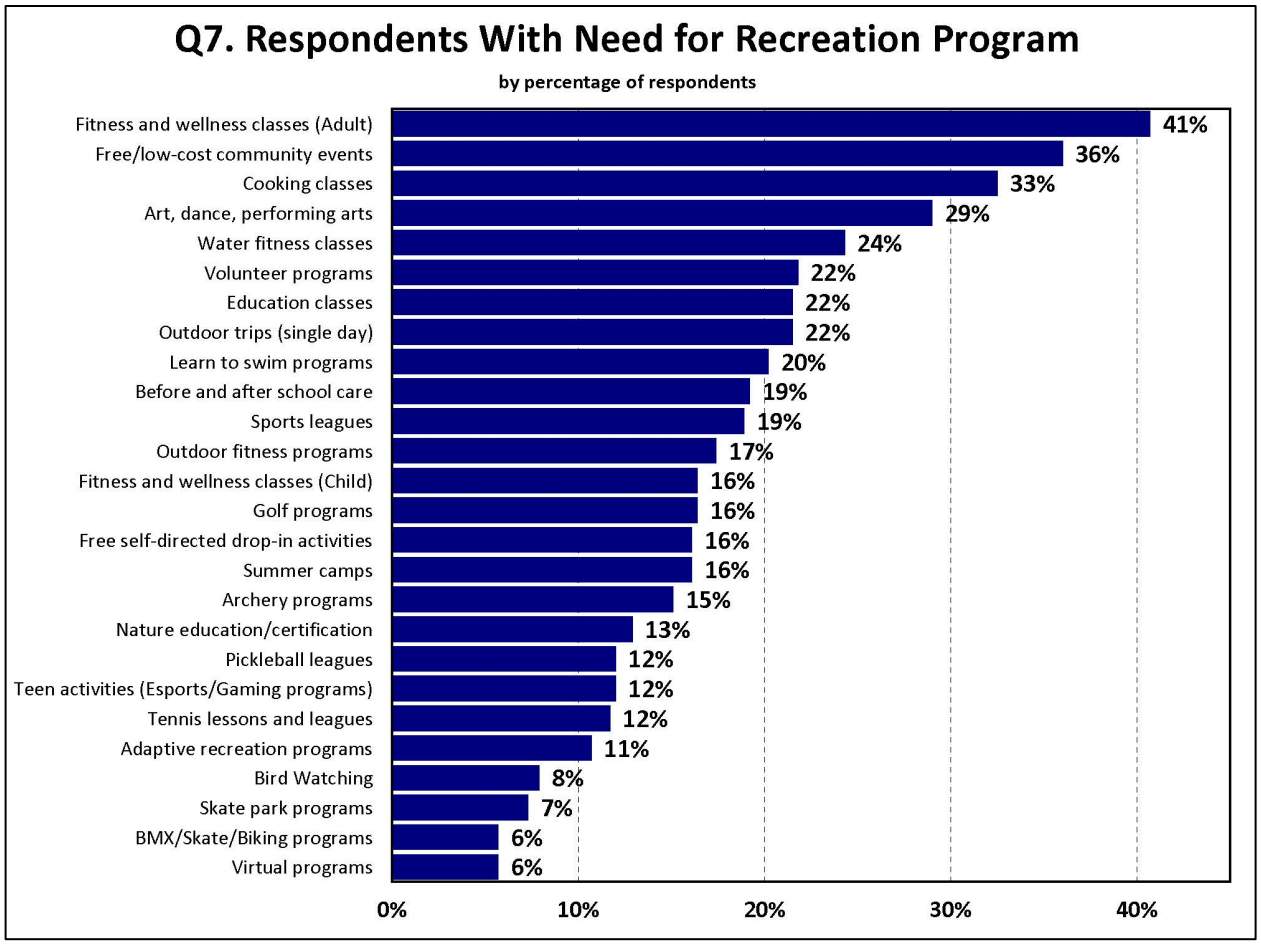


3.2.7 TULARE PROGRAM NEEDS

- **Program Needs:** Respondents were asked to identify if their household had a need for 26 programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities/amenities. The three programs with the highest percentage of households that have an unmet need:

    1. Fitness and wellness classes (Adult) – 6,658 households
    2. Free/low-cost community events – 5,889 households
    3. Cooking classes – 5,627 households

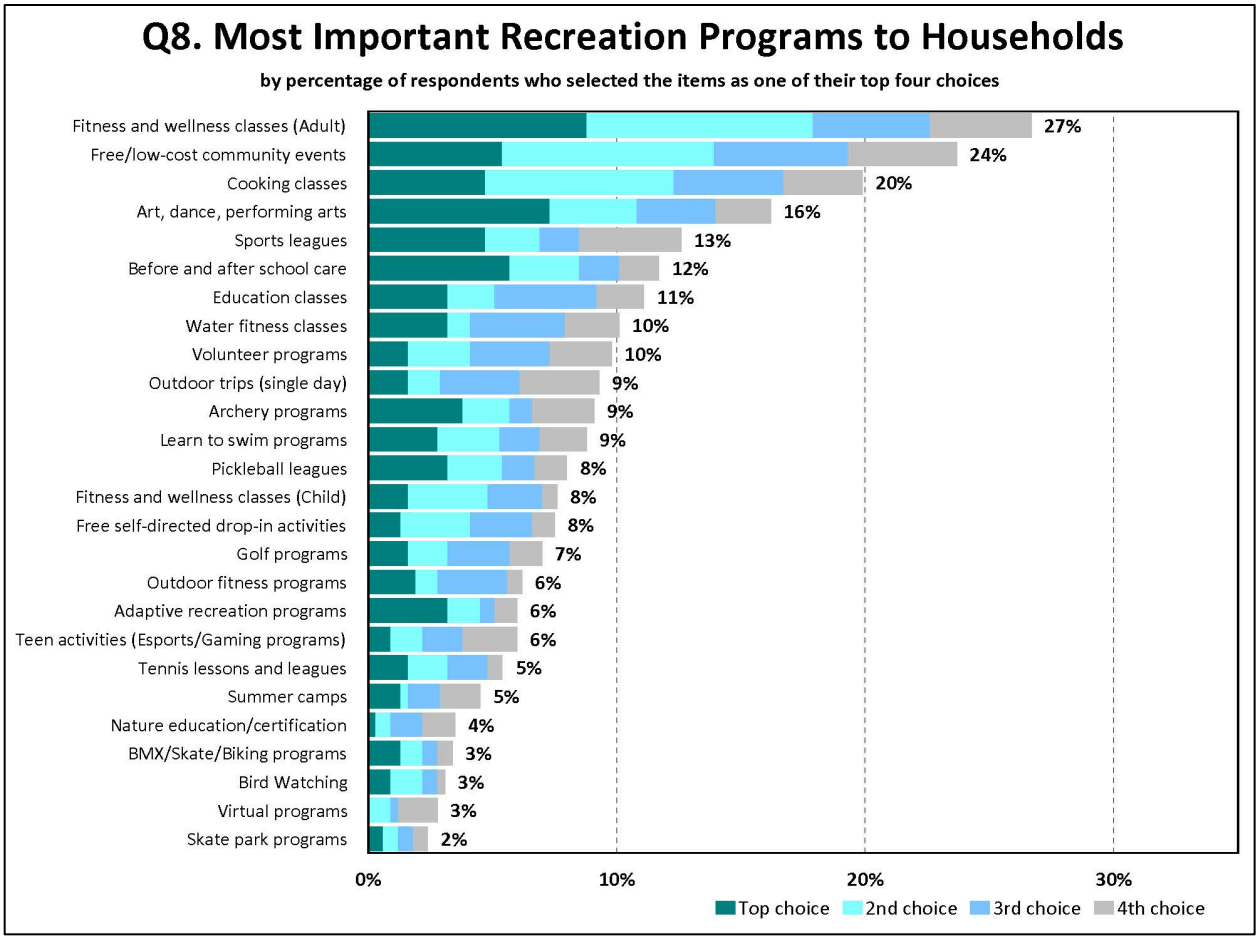
  The estimated number of households that have unmet needs for each of the 26 parks and recreation programs assessed is shown in the chart below.



- **Programs Importance:** In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these are the four most important programs to residents:

    1. Adult fitness & wellness classes (Adult) (27%)
    2. Free/ low-cost community events (24%)
    3. Cooking classes (20%)
    4. Art, dance, performing arts (16%)

  The percentage of residents who selected each program as one of their top four choices is shown in the chart below.

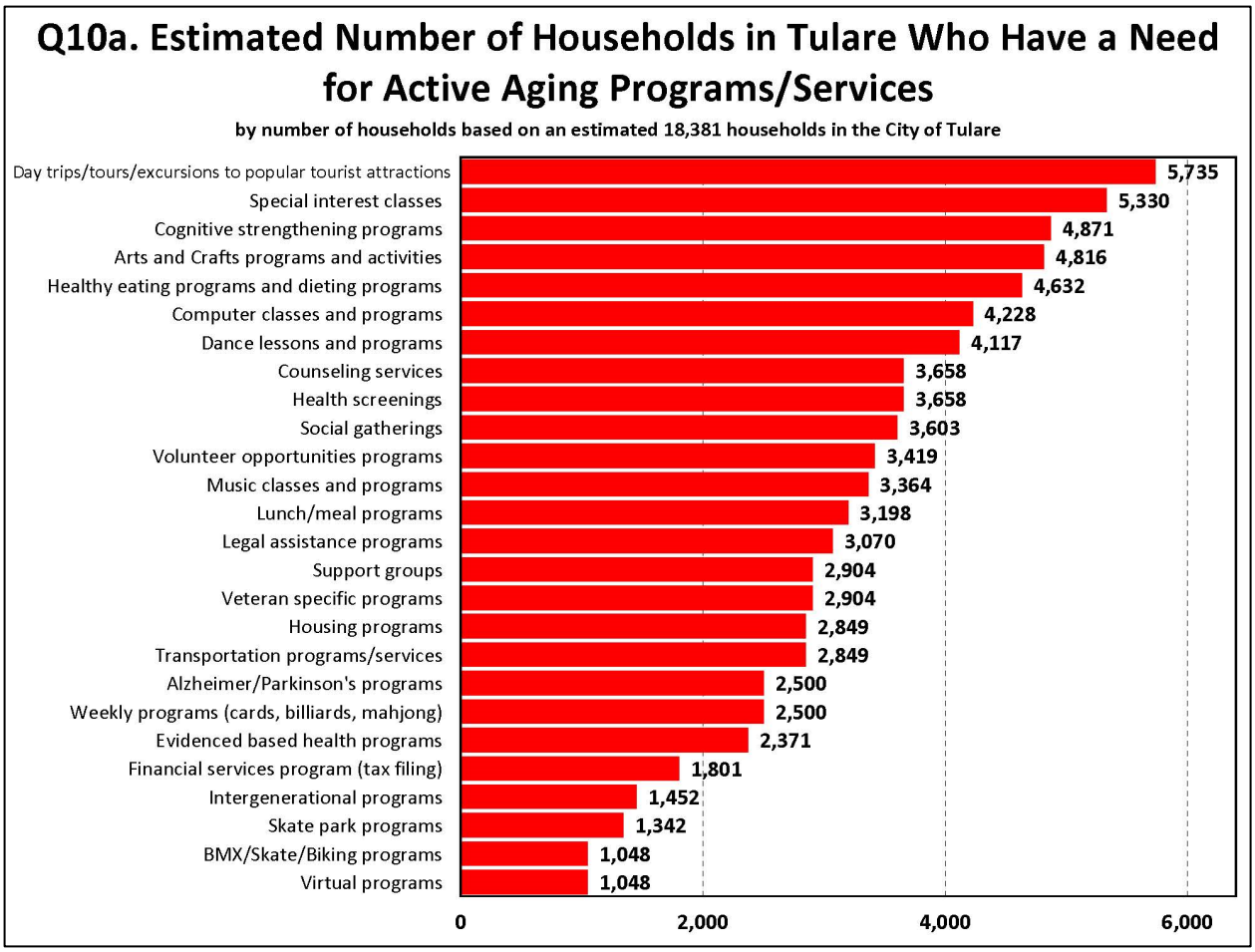


3.2.8 TULARE ACTIVE AGING SERVICE/PROGRAM NEEDS

- **Program/Service Needs:** Respondents were asked to identify if their household had a need for 23 active aging services/programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various active aging services/programs. The three programs/services with the highest percentage of households that have an unmet need:

    1. Day trips, tours, or excursions to popular tourist attractions - 5,494 households
    2. Special interest classes - 4,957 households
    3. Cognitive strengthening programs - 4,574 households

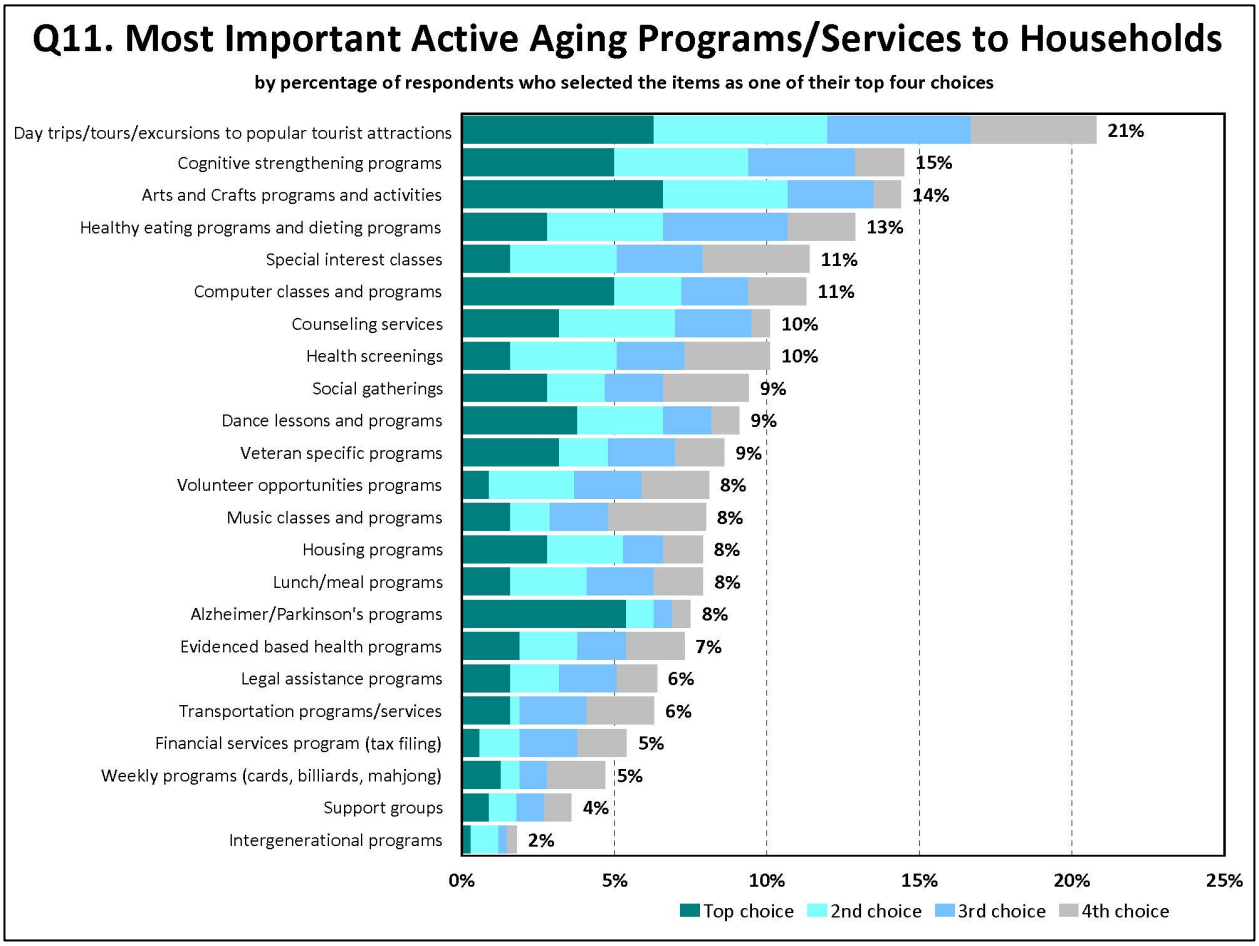
  The estimated number of households that have unmet needs for each of the 23 active aging services/programs assessed is shown in the chart below.



- **Active Aging Services/Programs Importance:** In addition to assessing the needs for each program/service, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these are the four most important programs/services to residents:

    1. Day trips, tours, or excursions to popular tourist attractions (21%)
    2. Cognitive strengthening programs (15%)
    3. Arts and crafts programs and activities (14%)
    4. Healthy eating programs and dieting programs (13%)

  The percentage of residents who selected each program as one of their top four choices is shown in the chart below.



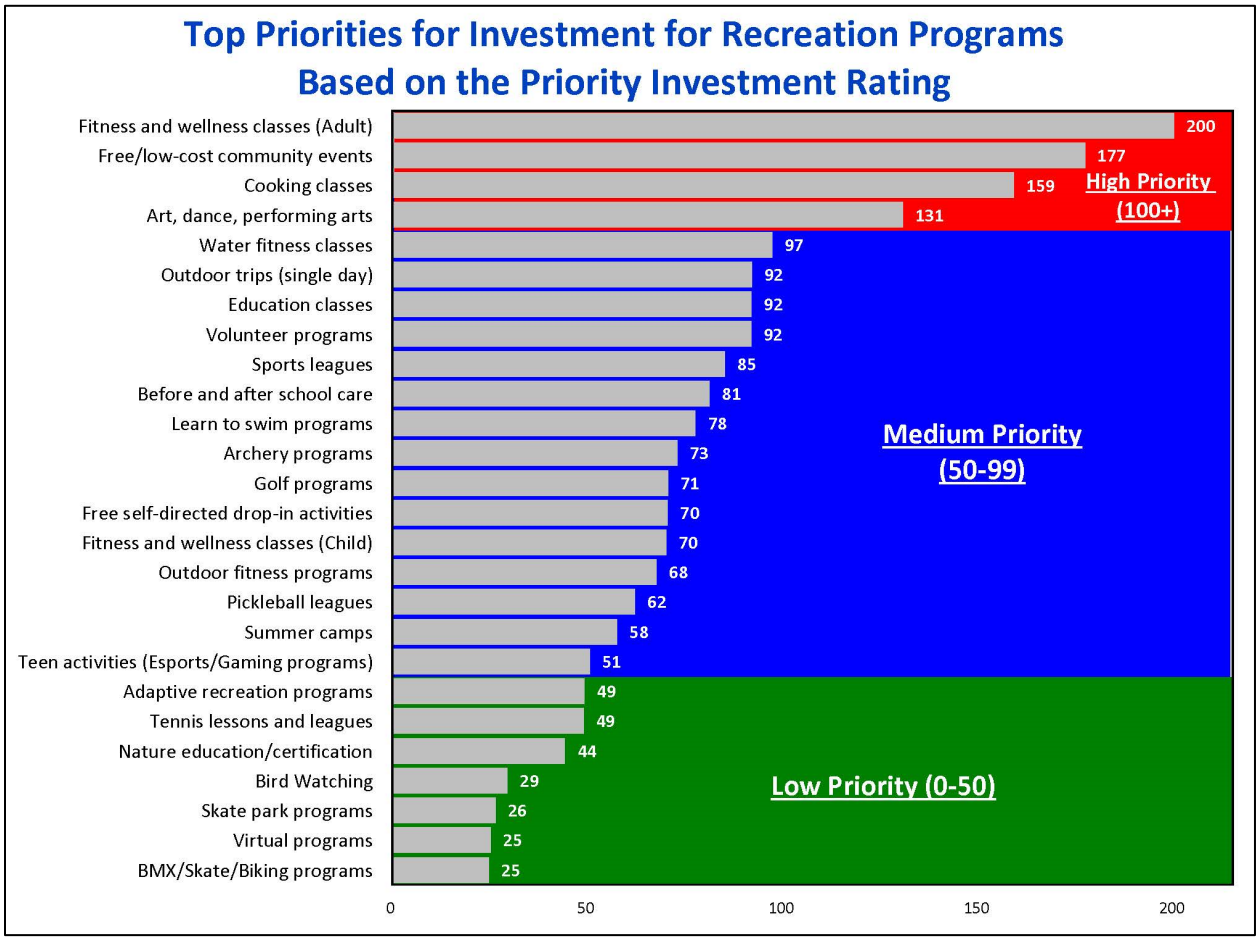
3.3 PRIORITY INVESTMENT RANKINGS

The purpose of the Program and Facility Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by Tulare Parks and Recreation. This model evaluates both quantitative and qualitative data.

- Quantitative data includes the statistically valid survey and the electronic community survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.

The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

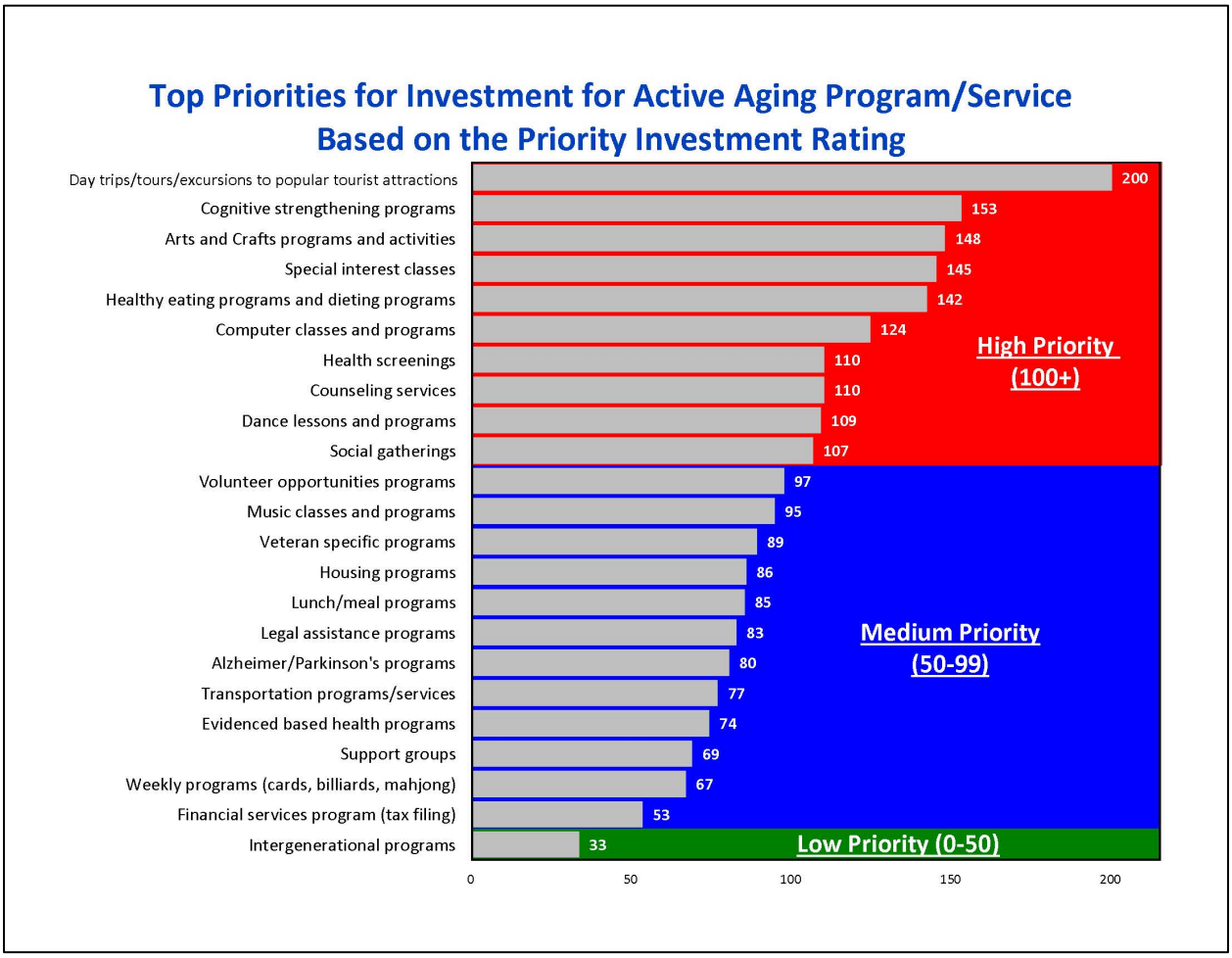
3.3.1 RECREATION PROGRAM RANKINGS



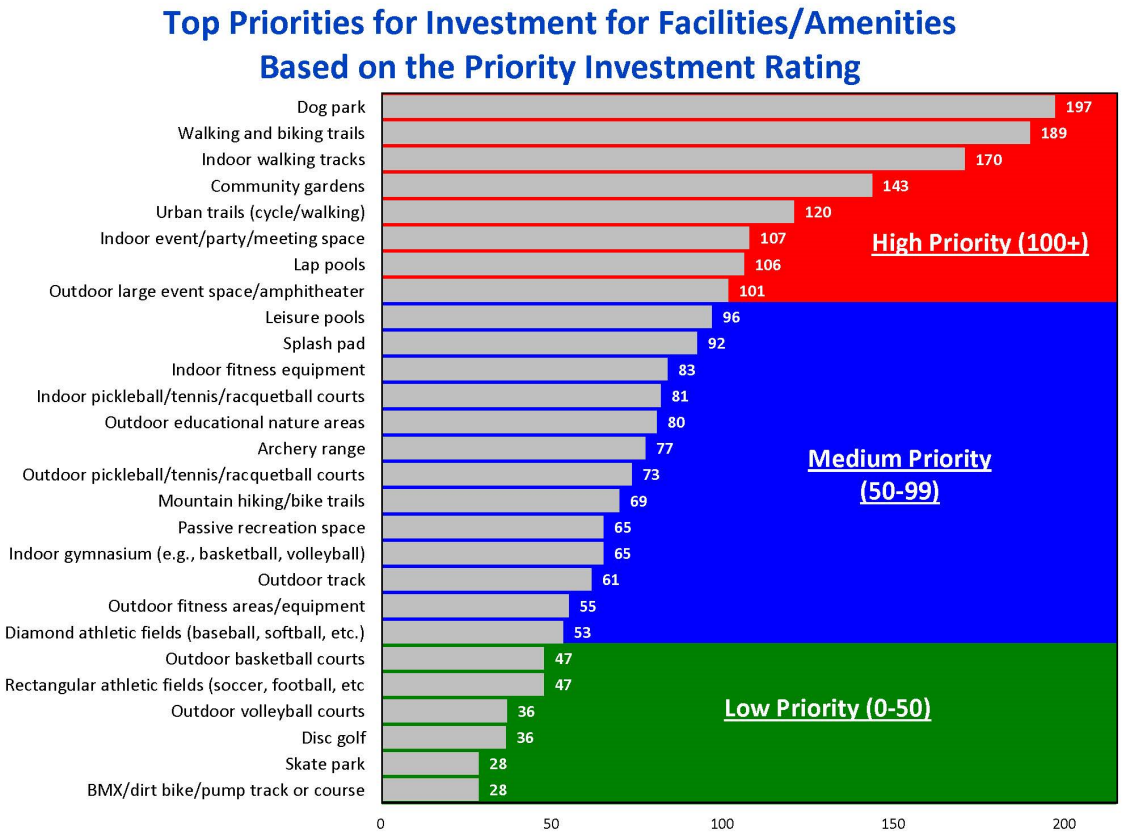
Further analysis of the highest Recreation program and service priorities revealed a high level of consistency by age/household type, with the expected age/household specific differences. The following chart identifies program priorities by age/household type.

Recreation Program and Service Prioritization by Household Type					
High Priority Programs and Services	**City-Wide**	**Households with Young Children Ages 0-9**	**Households with Teens/Young Adults Children Ages 10-19**	**Households Young/Middle Age Adults Ages 20-54 NO Children**	**Households Ages 55+ NO Children**
Fitness and wellness classes (Adult)	●	●	●	●	●
Free/low-cost community events	●	●	●	●	●
Cooking classes	●	●	●	●	●
Art, dance, performing arts	●	●	●	●	
Learn to swim programs		●			
Sports leagues		●			
Before and after school care		●			
Fitness and wellness classes (Child)		●	●		
Water fitness classes		●		●	
Sports leagues		●	●		
Volunteer programs			●		
Education classes			●		
Teen activities (Esports/Gaming programs)			●		
Golf programs			●		
Outdoor fitness programs			●		
Outdoor trips (single day)				●	
Volunteer programs				●	

3.3.2 ACTIVE AGING PROGRAM RANKINGS (AGES 55+) – OVERALL



3.3.3 PARK, FACILITY AND AMENITY RANKINGS – OVERALL



Further analysis of the highest park, facility and amenities priorities revealed a high level of consistency by age/household type, with the expected age/household specific differences. The following chart identifies program priorities by age/household type.

Facility and Amenity Prioritization by Household Type					
High Priority Park, Facilities, Amenities	**City-Wide**	**Households with Young Children Ages 0-9**	**Households with Teens/Young Adults Children Ages 10-19**	**Households Young/Middle Age Adults Ages 20-54 NO Children**	**Households Ages 55+ NO Children**
Dog park	●	●	●	●	●
Walking and biking trails	●	●	●	●	●
Indoor walking tracks	●	●	●	●	●
Community gardens	●	●		●	●
Urban trails (cycle/walking)	●	●	●	●	●
Indoor event/party/meeting space	●	●	●	●	
Lap pools	●	●		●	
Outdoor large event space/amphitheater	●	●			
Splash pad		●			
Leisure pools		●			
Indoor pickleball/tennis/racquetball courts		●			
Outdoor pickleball/tennis/racquetball courts		●			
Indoor gymnasium (e.g., basketball, volleyball)		●			
Outdoor educational nature areas		●			
Indoor fitness equipment		●			
Archery range		●			
Athletic Fields		●			

CHAPTER FOUR - PROGRAM AND SERVICES ASSESSMENT

4.1 OVERVIEW OF PRIORITIES AND CORE PROGRAM AREAS

The Tulare Community Services Department has a professional staff that annually delivers a comprehensive parks and recreation program to Tulare residents. Department staff are responsible for the management and implementation of a diverse array recreation programs, special community-wide events, and the operation of multiple facilities. Employees are engaged year-round in planning, implementing, conducting, and evaluating programs and events. All functions within the Department combine to provide hundreds of offerings in the areas of youth camps, aquatics, sports, health, fitness, senior services, and special events. But in addition to the provision of services provided directly by the Department, partnerships with other organizations are utilized throughout the service area. Through formal and informal cooperative relationships, various nonprofit agencies and other community partners assist with delivering select programs and indoor space to provide access for programs.

CORE PROGRAM APPROACH

The vision of the Department is to be a premier parks and recreation systems in the region providing all residents access to high-quality programs and experiences. Part of realizing this vision involves identifying Core Program Areas to create a sense of focus around activities and outcomes of greatest importance to the community as informed by current and future needs. However, public recreation is challenged by the premise of being all things to all people, especially in a community such as Tulare. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

4.1.1 TULARE RECREATION CORE PROGRAM AREAS

The Department currently offers programs in 11 Core Program Areas. These core program areas are listed below:

Core Program Area	Brief Description
Aquatics	Swim Lessions, Recreational/Public Swim, Pool Rentals, and Aquatics Classes at the TWHS Pool
Adult Athletics	Youth sports provides recreational opportunities for adults who wish to play in competitive league.
Camps	Provide camps as a quality method of day care for adults who work year round. Provide opportunities for kids to have fun over the summer and during school breaks.
Community Events	Large and small events that bring the community together including residents, surrounding communities and local businesses.
Enrichment Programs	Provide classes, programs & afterschool programs that promote growth and development, or teach a skill for target age groups.
Health & Wellness	Provide opportunities to increase physical and mental health through movement, exercise, engagement in life-giving activitites
Rental Spaces	Provide quality indoor and outdoor spaces that residents and non-residents can reserve to administer their personal events and activities, and special groups a space to have meetings
Senior Services	Offer a huge variety of recreational opportunities including health and nutrition education, meal services, social services and leisure activities.
Teen Services	Provides progams and activities for teens.
Theraputic Recreation	Programs for children with physical and developmental disabilities. These programs are usually volunteer-run and free for participants. Programs include Adaptive and Inclusive Sports Camp.
Youth Sports	Youth sports provides recreational opportunities for boys and girls of all ages who wish to play in a non competitive league. Children are introduced to the fundamentals and basic skills of youth sports.

In addition to the 11 core programs noted above, the Department is also responsible for the execution of the long-term goal of the City to develop an emergency shelter for unhoused individuals to live as they transition back to permanent housing. Funded by the approval of Measure Y, the City of Tulare has begun the development of the permanent homeless shelter that will be managed by a third-party operator whose contract will be overseen by the Community Services Department. While the permanent shelter is being developed, the City obtained a grant through the State of California and the Community Services Department led the effort to establish a temporary encampment that can begin to address the needs of our unsheltered community members.

4.1.2 ENSURING THE RIGHT CORE PROGRAM MIX

The Core Program Areas provided by Tulare currently appear to meet some of the community's major needs as identified in the survey results, but the program mix must be evaluated on a regular basis to ensure that the offerings within each Core Program Area – and the Core Program Areas themselves – align with changing leisure trends, demographics, and needs of residents. NRPA recommends that six determinants be used to inform what programs and services are provided by the Department. According to NRPA, those determinants are:

- **Conceptual foundations of play, recreation, and leisure** – Programs and services should encourage and promote a degree of freedom, choice, and voluntary engagement in their structure and design. Programs should reflect positive themes aimed at improving quality of life for both individuals and the overall community.
- **Organizational philosophy, mission, and vision** – Programs and services should support the City's and the Department's vision statements, values, goals, and objectives. These generally center on promoting personal health, community well-being, social equality, environmental awareness, and economic vitality.
- **Constituent interests and desired needs** – Departments should actively seek to understand the recreational needs and interests of their constituency. This not only ensures an effective (and ethical) use of taxpayer dollars, but also helps to make sure that programs perform well and are valued by residents.
- **Creation of a constituent-centered culture** – Programs and services reflect a Departmental culture where constituents' needs are the prime factor in creating and providing programs. This should be reflected not only in program design, but in terms of staff behaviors, architecture, furniture, technology, dress, forms of address, decision-making style, planning processes, and forms of communication.
- **Experiences desirable for clientele** – Programs and services should be designed to provide the experiences desirable to meet the needs of the participants/clients in a community and identified target markets. This involves not only identifying and understanding the diversity of needs in a community, but also applying recreation programming expertise and skills to design, implement, and evaluate a variety of desirable experiences for residents to meet those needs.
- **Community opportunities** – When planning programs and services, a department should consider the network of opportunities afforded by other organizations such as nonprofits, schools, other public agencies, and the private sector. Departments should also recognize where gaps in service provision occur and consider how unmet needs can be addressed.

4.2 AGE SEGMENT ANALYSIS

The table below depicts each program along with the age segments they serve. Recognizing that many programs serve multiple age segments, Primary and secondary markets were identified.

AGES SERVED							
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Young Adult (18-34)	Adult (35-54)	Active Older Adult (55-64)	Senior (65+)
Aquatics	P	P	S	S	S	S	S
Adult Athletics				P	P	P	P
Camps	P	P					
Community Events	P	P	P	P	P	P	P
Enrichment Programs	P	P	P	P	P	P	P
Health & Wellness	P	P	P	P	P	P	P
Rental Spaces	P	P	P	P	P	P	P
Senior Services			P		S		
Teen Services						P	P
Theraputic Recreation	P	P	S		S	S	S
Youth Sports	P	P	P	S			
TOTAL	P-8 S-0	P-8 S-0	P-6 S-2	P-5 S-2	P-5 S-3	P-6 S-2	P-6 S-2

4.2.1 AGE SEGMENT ANALYSIS – CURRENT SEGMENTS SERVED

Findings from the analysis show that the Department provides a strong balance of programs across all age segments. All segments are targeted as a primary market for at least three programs.

This balance should be maintained moving forward, and the Department should update this Age Segment Analysis every year to note changes or to refine age segment categories. Given the growing population trend for residents ages 55 and over and the growing demand for services in this age bracket, it is also recommended that the Department further segment this group into 65-74 and 75+. These two sub-segments will have increasingly different needs and expectations for programs and services in coming years, and program planning will be needed to provide differing requirements.

Age Segment Analyses should ideally be done for every program offered by the Department. Program coordinators/managers should include this information when creating or updating program plans for individual programs. An Age Segment Analysis can also be incorporated into Mini Business Plans for comprehensive program planning.

4.3 LIFECYCLE ANALYSIS

A lifecycle analysis involves reviewing every program identified by City of Tulare staff to determine the stage of growth or decline for each as a way of informing strategic decisions about the overall recreation program portfolio. The various stages of program lifecycles are as follows:

- Introduction - New program; modest participation.
- Take-Off - Rapid participation growth.
- Growth - Moderate, but consistent participation growth.
- Mature - Slow participation growth.
- Saturated - Minimal to no participation growth; extreme competition.
- Decline - Declining participation.

This analysis is not based on strict quantitative data, but rather is based on staff's knowledge of their program areas. The table below shows the percentage distribution of the various lifecycle categories of the Department's recreation programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff.

All Programs: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	0%	0	60.4%	50-60%
Take-Off	6%	3		
Growth	54%	26		
Mature	13%	6	12.5%	40%
Saturated	10%	5	27.1%	0-10%
Decline	17%	8		
Total	**100%**	**48**		

4.3.1 RECREATION PROGRAM LIFECYCLE ANALYSIS - CURRENT DISTRIBUTION AND RECOMMENDATIONS

Overall, the lifecycle analysis results indicate an unbalanced distribution of all programs across the lifecycle. A combined total of 60.4% of programs fall into the **Introduction, Take-off,** and **Growth** stages. It is recommended that this be approximately 50-60% of the overall program portfolio to provide new programs to align with trends and help meet the evolving needs of the community,

In addition to the need to always introduce new programming to meet community need, it is also important to have a stable core segment of programs that are in the Mature stage. Currently, the Department only has 12.5% of their programs in this category. It is recommended that this be approximately 40% to provide stability to the overall program portfolio, but without dominating the portfolio with programs that are advancing to the later stages of the lifecycle. Programs in the Mature stage should be tracked for signs they are entering the Saturation or Decline stages. There should be an ongoing process to evaluate program participation and trends to ensure that program offerings continue to meet the community's needs.

A total of 27.1% of programs are saturated or declining. It is recommended keeping as few programs as possible in these two stages, but it is understood that programs eventually evolve into saturation and decline. If programs never reach these stages, it is an indication that staff may be "over-tweaking" their offerings and abbreviating the natural evolution of programs. This prevents programs from reaching their maximum participation, efficiency, and effectiveness. For Departments challenged with doing the most they can with limited resources, this has the potential to be an area of concern.

As programs enter the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, it is recommended to modify these programs to begin a new lifecycle with the introductory stage or to add new programs based upon community needs and trends.

Staff should complete a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance.

4.4 PROGRAM AND SERVICE CLASSIFICATION

The Community Services Department currently does not classify its programs and services. Classifying programs and services is an important process for an agency to follow in order to remain aligned with the community's interests and needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. The criteria utilized and recommended in program classification stems from the concept detailed by Dr. John Crompton, Distinguished University Professor in the Recreation, Park and Tourism Sciences Department at Texas A&M University and Dr. Charles W. Lamb, Chair, Department of Information Systems and Supply Chain Management at Texas Christian University. In *Marketing Government and Social Services*, they purport that programs need to be evaluated on the criteria of type, who benefits, and who bears the cost of the program.

The approach taken in this analysis expands classifying services in the following ways:

- For whom the program is targeted?
- For what purpose?
- For what benefits?
- For what cost?
- For what outcome?

4.4.1 PARAMETERS FOR CLASSIFYING PROGRAM TYPES

The first milestone is to develop a classification system for the services and functions of the City of Tulare Community Services Department. These systems need to reflect the statutory obligations of the city, the support functions performed, and the value-added programs that enrich both the customer's experience and generate earned revenues in mission-aligned ways to help support operating costs. In order to identify how the costs of services are supported and by what funding source, the programs are to be classified by their intended purpose and what benefits they provide. Then funding source expectations can then be assigned and this data used in future cost analysis. The results of this process are a summary of classification definitions and criteria, classification of programs within the City of Tulare Community Services Department and recommended cost recovery targets for each service based on these assumptions.

Program classification is important as financial performance (cost recovery) goals are established for each category of services. This is then linked to the recommendations and strategies for each program. These classifications need to be organized to correspond with cost recovery expectations defined for each category. For the Master Plan effort, each program area is assigned a specific cost recovery target that aligns to these expectations.

4.4.2 SERVICE CLASSIFICATION PROCESS

The service classification process consists of the following steps:

1. Develop a definition for each program classification that fits the legislative intent and expectations of the Department; the ability of the Department to meet public needs within the appropriate areas of service; and the mission and core values of City of Tulare's Community Services Department.
2. Develop criteria that can be used to evaluate each program and function within the Department and determine the classification that best fits.

4.4.3 PROGRAM CLASSIFICATION DESCRIPTIONS

The program classification matrix was developed as a guide for the Department staff to follow when classifying programs, and how that program needs to be managed with respect to cost recovery. By establishing clarification of what constitutes a "Essential Public Service," "Important Public Service," and "Value Added Service" will provide the Department and its stakeholders a better understanding of why and how to manage each program area as it applies to public and private value.

Additionally, the effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified. Where a program falls within this matrix can help to determine the most appropriate cost recovery rate that should be pursued and measured. This includes being able to determine what level of public and private benefit exists as they apply to each program area. Public benefit is described as, "everyone receives the same level of benefit with equal access". Private benefit is described as "the user receives exclusive benefit above what a general taxpayer receives for their personal benefit."

PROGRAM CLASSIFICATIONS

Program Characteristics	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest; Legal Mandate; Mission Alignment	• High public expectation	• High public expectation	• High individual and interest group expectation
Financial Sustainability	• Free, nominal or fee tailored to public needs • Requires public funding	• Fees cover some direct costs • Requires a balance of public funding and a cost recovery target	• Fees cover most direct and indirect costs • Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	• Substantial public benefit (negative consequence if not provided)	• Public and individual benefit	• Primarily individual benefit
Competition in the Market	• Limited or no alternative providers	• Alternative providers unable to meet demand or need	• Alternative providers readily available
Access	• Open access by all	• Open access • Limited access to users	• Limited access to users

4.4.4 CLASSIFICATION OF SERVICES - KEY RECOMMENDATIONS

The following recommendations should be considered to improve the fiscal performance and the delivery of programs and services.

- **Implement the Classification of Services and Cost Recovery Goals:** Through the program assessment analysis, the major functional program areas were assessed and classified based on the criteria identified in Section 4.4. This process included determining which programs and services fit into each classification criteria. Then cost recovery goals were established based on the guidelines included in this plan. The percentage of cost recovery is based on the classification of services and will *typically* fall within these ranges, *although anomalies will exist*:
    - Essential 0-25%.
    - Important 50-75%.
    - Value Added 75%+.

The tables on the following pages represent a summary of programs and services, the classification of those programs, the current direct cost of service recovery goal and the recommended TOTAL cost of service recovery goals to be achieved within 5 years.

4.4.5 AQUATICS

Core Program/Service Area	Program	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Aquatics	Pool Rentals	Individual	Value Added	User Fee/General Fund	75-100%
Aquatics	Recreational/Public Swim	Community	Essential	General Fund	0-25%
Aquatics	Swim Lessons	Community	Essential	General Fund	0-25%
Aquatics	Splash Ball	Individual	Value Added	User Fee/General Fund	75-100%

4.4.6 ADULT ATHLETICS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Adult Athletics	Adult Softball	Individual	Value Added	User Fees/General Fund	100%
Adult Athletics	Adult Volleyball	Individual	Value Added	User Fees/General Fund	100%

4.4.7 YOUTH ATHLETICS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Youth Athletics	PreSports	Merit	Important	User Fees/General Fund	50-75%
Youth Athletics	Little Dunkers	Merit	Important	User Fees/General Fund	50-75%
Youth Athletics	Little Sluggers	Merit	Important	User Fees/General Fund	50-75%
Youth Athletics	Little Kickers	Merit	Important	User Fees/General Fund	50-75%
Youth Athletics	Little Dancers	Merit	Important	User Fees/General Fund	50-75%
Youth Athletics	Little Tumblers	Merit	Important	User Fees/General Fund	50-75%
Youth Athletics	Youth Volleyball	Merit	Important	User Fees/General Fund	50-75%
Youth Athletics	Afterschool Sports	Merit	Important	User Fees/General Fund	50-75%

4.4.8 CAMPS

Core Program/Service Area	Program	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Camps	Spring Camp	Merit	Important	User Fee/General Fund	50-75%
Camps	Summer Camp	Merit	Important	User Fee/General Fund	50-75%
Camps	Winter Camp	Merit	Important	User Fee/General Fund	50-75%
Camps	Summer Drop In @ Prosperity	Individual	Value Added	User Fee/General Fund	75-100%

4.4.9 COMMUNITY EVENTS

Core Program/Service Area	Fall Festival	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Community Events	Spring Carnival	Community	Essential	General Fund	0-25%
Community Events	Kids Day	Community	Essential	General Fund	0-25%
Community Events	Movies in the Park	Community	Essential	General Fund	0-25%
Community Events	Concerts in the Park	Community	Essential	General Fund	0-25%
Community Events	Fishing Derby	Community	Essential	General Fund	0-25%

4.4.10 ENRICHMENT

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Enrichment Programs	B.E.S.T. Club Afterschool Program	Merit	Important	User Fees	50-75%

4.4.11 HEALTH AND WELLNESS

Core Program/Service Area	Core Program/Service Area	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Health & Wellness	Yoga	Individual	Value Added	User Fee/General Fund	75-100%
Health & Wellness	CPR for Kids	Individual	Value Added	User Fee/General Fund	75-100%
Health & Wellness	Super Sitters	Individual	Value Added	User Fee/General Fund	75-100%

4.4.12 RENTALS

Core Program/Service Area	Program	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Rentals	Park Rentals	Individual	Value Added	User Fee/General Fund	75-100%
Rentals	Facility Rentals	Individual	Value Added	User Fee/General Fund	75-100%

4.4.13 SENIOR SERVICES

Core Program/Service Area	Program	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Seniors	Meals On Wheels	Community	Essential	General Fund	0-10%
Seniors	Grab N Go Meals	Community	Essential	General Fund	0-10%
Seniors	Chair Exercise	Merit	Important	User Fee/General Fund	25-50%
Seniors	Knitting	Merit	Important	User Fee/General Fund	25-50%
Seniors	Painting	Merit	Important	User Fee/General Fund	25-50%
Seniors	Bible Study	Merit	Important	User Fee/General Fund	25-50%
Seniors	Line Dancing	Merit	Important	User Fee/General Fund	25-50%
Seniors	BINGO	Merit	Important	User Fee/General Fund	25-50%
Seniors	Friday Night Dances	Merit	Important	User Fee/General Fund	25-50%
Seniors	Down Memory Lane Writing	Merit	Important	User Fee/General Fund	25-50%
Seniors	Mahjong Tiles	Merit	Important	User Fee/General Fund	25-50%
Seniors	Table Tennis	Merit	Important	User Fee/General Fund	25-50%
Seniors	Wii Bowling	Merit	Important	User Fee/General Fund	25-50%
Seniors	Card Group	Merit	Important	User Fee/General Fund	25-50%
Seniors	Day Trips	Merit	Important	User Fee/General Fund	25-50%
Seniors	Instruction	Individual	Value Added	User Fee/General Fund	75-100%

4.4.14 TEENS

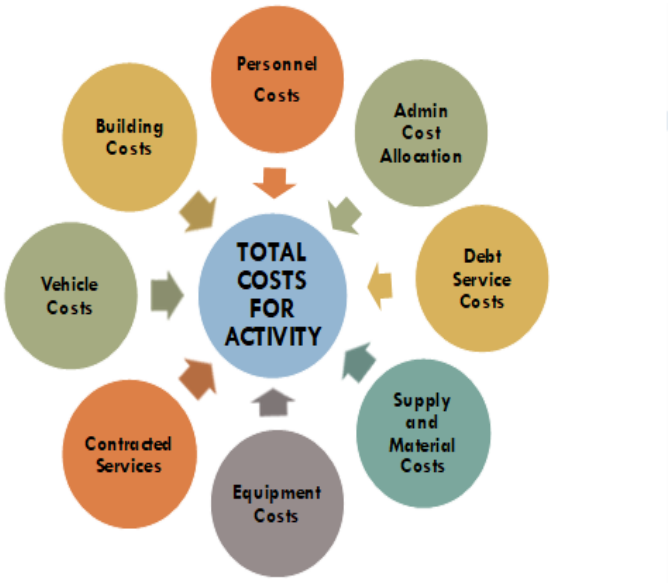
Core Program/Service Area	Program	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Teens	Teens On Board	Community	Essential	General Fund	0-10%
Teens	Teen Hero	Community	Essential	General Fund	0-10%
Teens	VolunTeens	Community	Essential	General Fund	0-10%

4.4.15 THERAPEUTIC RECREATION

Core Program/Service Area	Program	Benefit Level	Classification	Pricing Strategy	Cost Recovery Goal
Therapeutic Recreation	Sports Camp	Merit	Important	User Fee/General Fund	25-50%

4.5 UNDERSTANDING THE FULL COST OF SERVICE

To properly fund all programs, either through tax subsidies or user fees, and to establish the right cost recovery targets, a Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program but provides information that can be used to price programs based upon accurate delivery costs. The figure to the right illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.



The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants.
- Number of tasks performed.
- Number of consumable units.
- Number of service calls.
- Number of events.
- Required time for offering program/service.

Agencies use Cost of Service Analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by Tulare between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Department staff should be trained on the process of conducting a Cost-of-Service Analysis and the process undertaken on a regular basis.

4.5.1 COST OF SERVICE RECOMMENDATIONS

Currently, the Tulare Community Services Department does track revenue, expenditures, and cost recovery goals for each program, but is not consistent in doing so. To track cost of service and cost recovery more accurately, the following is recommended:

1. **Develop New Pricing Policy Based on Classification of Programs and Services:** Given the recommended shift in philosophical approach, it is important to refocus the Department on cost recovery goals by functional program area or line of service. Pricing based on established operating budget recovery goals will provide flexibility to maximize all pricing strategies to the fullest. Allowing the staff to work within a pricing range tied to cost recovery goals will permit them to set prices based on market factors and differential pricing (prime-time/non-primetime, season/off-season rates) to maximize user participation and also encourage additional group rate pricing where applicable.

   The cost recovery goals are expected to be achieved over a 5-year period and there should be no expectation that they be realized immediately. It is expected that an iterative implementation process of introducing the classification methodology and a new pricing policy along with the completion of the Department's cost of service analysis will occur in 2019/2020. This process will have an impact on cost recovery as it will result in the refinement of foundational business elements including but not limited to service levels, service delivery, pricing and the guidelines developed to secure external operational funding sources such as grants, donations, and partnerships. Additionally, external factors such as economic conditions and changes to the City's financial policies will have a bearing on achieving a cost recovery goal in which revenue offsets 50% of expenditures.

2. **Develop Pricing Strategies:** As the Community Services Department embarks on the implementation of a new pricing policy, it will be necessary to expand upon and implement pricing strategies that will not only increase sales but also maximize the utilization of the City's parks, programs, and recreation facilities. By creating pricing options, customers are given the opportunity to choose which option best fits their schedule and price point. It is recommended that the Department continue to explore pricing strategies that create options for the customer.

The following table offers examples of pricing options.

• Primetime	• Incentive Pricing
• Non-primetime	• Length of Stay Pricing
• Season and Off-season Rates	• Cost Recovery Goal Pricing
• Multi-tiered Program Pricing	• Level of Exclusivity Pricing
• Group Discounting and Packaging	• Age Segment Pricing

4.6 OTHER KEY FINDINGS

- **Program Evaluation:** Assessment and evaluation tools to measure the success of programs and services are in place.
- **Customer Satisfaction and Retention:** The Department currently tracks customer satisfaction ratings, but not customer retention percentages.
- **Staff Training/Evaluation:** The Department has a staff training program and solid evaluation methods in place.

- **Public Input:** The Department does not utilize survey tools to continually gather feedback on needs and unmet needs for programming on a regular basis.
- **Marketing:** The Department utilizes several marketing strategies to inform City residents of the offerings of the community; however, it lacks a formalized Marketing Plan which can be utilized to create target marketing strategies.
- **Volunteers:** The Department has a strong volunteer program.
- **Partnerships**: The Department utilizes several partner providers to deliver programs to Tulare residents and has developed a formal partnership policy.
- **Competition**: The Department has a general understanding of other service providers.

4.7 OTHER KEY RECOMMENDATIONS

- **Participation Data Analysis:** Through ongoing participation data analysis, refine recreation program offerings to reduce low enrollment or cancelled programs due to no enrollment.
- **Expand programs and services in the areas of greatest demand:** Ongoing analysis of the participation trends of programming and services in Tulare is significant when delivering high quality programs and services. By doing so, staff will be able to focus their efforts on the programs and services of the greatest need and reduce or eliminate programs and services where interest is declining. Specific efforts should be made to increase programming in the areas of greatest UNMET need as identified in the statistically valid survey.
- **Evaluation:** Implement the program assessment and evaluation tool as recommended.

4.8 PROGRAM PLAN SUMMARY

The Department is delivering quality programs, services, and events to the community, ***however, does have opportunity for improvement.*** The chart below provides a summary of the recommended actions that the Department should implement in developing a program plan to meet the needs of residents.

4.8.1 RECREATION PROGRAMS

Recreation Programs and Services		Action
PROGRAMS AND SERVICES	COMMUNITY NEED	
Fitness and wellness classes (Adult)	High	Expand
Free/low-cost community events	High	Expand
Cooking classes	High	Add
Art, dance, performing arts	High	Expand
Water fitness classes	Medium	Continue
Outdoor trips (single day)	Medium	Consider
Education classes	Medium	Continue
Volunteer programs	Medium	Continue
Sports leagues	Medium	Continue
Before and after school care	Medium	Continue
Learn to swim programs	Medium	Continue
Archery programs	Medium	Consider
Golf programs	Medium	Partner with Private Provider
Free self-directed drop-in activities	Medium	Continue
Fitness and wellness classes (Child)	Medium	Consider
Pickleball leagues	Medium	Consider
Summer camps	Medium	Continue
Teen activities (Esports/Gaming programs)	Medium	Consider
Adaptive recreation programs	Low	Continue
Tennis lessons and leagues	Low	Continue
Nature education/certification	Low	Continue
Bird Watching	Low	Only if partnership available
Skate park programs	Low	Consider as needed
Virtual programs	Low	Do Not Offer
BMX/Skate/Biking programs	Low	Consider as needed

4.8.1 ACTIVE AGING PROGRAMS

Active Aging Services		Action
PROGRAMS AND SERVICES	COMMUNITY NEED	
Day trips/tours/excursions	High	Expand
Cognitive strengthening programs	High	Expand
Arts and Crafts programs and activities	High	Expand
Special interest classes	High	Expand
Healthy eating programs and dieting programs	High	Expand
Computer classes and programs	High	Expand
Health screenings	High	Expand
Counseling services	High	Expand
Dance lessons and programs	High	Expand
Social gatherings	High	Expand
Volunteer opportunities programs	Medium	Continue
Music classes and programs	Medium	Continue
Veteran specific programs	Medium	Continue
Housing programs	Medium	Continue
Lunch/meal programs	Medium	Continue
Legal assistance programs	Medium	Continue
Alzheimer/Parkinson's programs	Medium	Continue
Transportation programs/services	Medium	Continue
Evidenced based health programs	Medium	Continue
Support groups	Medium	Continue
Weekly programs (cards, billiards, mahjong)	Medium	Continue
Financial services program (tax filing)	Medium	Continue
Intergenerational programs	Low	Consider resource based programming if needed

CHAPTER FIVE - FACILITY ASSESSMENTS AND SERVICE LEVELS ANALYSIS

5.1 PARK CLASSIFICATION AND PARK DESIGN PRINCIPLES

In developing design principles for parks, it is important that each park be programmed, planned, and designed to meet the needs of its service area and classification within the overall parks and recreation system. The term programming, when used in the context of planning and developing parkland, refers to a list of uses and facilities and does not always include staff-managed recreation programs. The program for a site can include such elements as ball fields, spray parks, shelters, restrooms, game courts, trails, natural resource stewardship, open meadows, nature preserves, or interpretive areas. These types of amenities are categorized as lead or support amenities. The needs of the population of the park it is intended to serve should be considered and accommodated at each type of park.

Every park, regardless of type, needs to have an established set of outcomes. Park planners and designers design to those outcomes, including operational and maintenance costs associated with the design outcomes.

Each park classification category serves a specific purpose, and the features and facilities in the park must be designed for the number of age segments the park is intended to serve, the desired length of stay deemed appropriate, and the uses it has been assigned. Recreation needs and services require different design standards based on the age segments that make up the community that will be using the park. A varying number of age segments will be accommodated with the park program depending on the classification of the park.

PLEASE NOTE: All parks and recreation facilities and amenities are required, by federal law, to adhere to Americans with Disabilities Act (ADA) regulations.

5.1.1 TERMINOLOGY UTILIZED IN PARK DESIGN PRINCIPLES

- **Land Usage**: The percentage of space identified for either passive use or active use in a park. A Parks and Recreation Master Plan should follow land usage recommendations.
- **Programming**: Can include active or passive programming. Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, disc golf, reading, or walking the dog.
- **Park/Facility Classifications:** Includes Pocket Park, Neighborhood Park, Community Park, Regional Park, Sports Complex Facility, Recreation/Special Use Park and Greenbelts and Conservation.
- **Revenue Facilities:** These include facilities that charge to play on them in the form of an access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, reservable shelters, outdoor or indoor theatre space, and special event spaces.
- **Signature Facility/Amenity:** This is an enhanced facility or amenity which is viewed by the community as deserving of special recognition due to its design, location, function, natural resources, etc.

Design Principles for each park classification are included in the following sections.

5.1.2 POCKET PARKS

A pocket park is a small outdoor space, usually less than 0.25 acres up to three acres, most often located in an urban area surrounded by commercial buildings or houses. Pocket parks are small spaces that may serve a variety of functions, such as: small event space, play areas for children, spaces for relaxing and socializing, taking lunch breaks, etc. Successful pocket parks have four key qualities: they are accessible; allow people to engage in activities; are comfortable spaces and inviting; and are sociable places. In general, pocket parks offer minimal amenities on site and are not designed to support programmed activities. The service area for pocket parks is usually less than a quarter-mile and they are intended for users within close walking distance of the park.

5.1.3 NEIGHBORHOOD PARK

A neighborhood park should be three to 10 acres; however, some neighborhood parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is one mile. Neighborhood parks should have safe pedestrian access for surrounding residents; parking typically not provided for neighborhood parks less than 5 acres in size, but if included accounts for less than ten cars and provides for ADA access. Neighborhood parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity.

- Service radius: 1.0-mile radius.
- Site Selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks.
- Length of stay: One-hour experience or less.
- Amenities: One signature amenity (e.g., playground, spray ground park, sport court, gazebo); no restrooms unless necessary for signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12; no reservable shelters; loop trails; one type of sport court; benches, small picnic shelters next to play areas.
- Landscape Design: Appropriate design to enhance the park theme/use/experience.
- Revenue facilities: none.
- Land usage: 85 percent active/15 percent passive.
- Programming: Typically, none, but a signature amenity may be included which is programmed.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Signage: Directional signage and facility/amenity regulations to enhance user experience.
- Parking: Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including accessible spaces. Traffic calming devices encouraged next to park.
- Lighting: Security only.
- Size of park: Typically, Three to 10 acres.

5.1.4 COMMUNITY PARK

Community parks are intended to be accessible to multiple neighborhoods and should focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. Community parks are generally larger in scale than neighborhood parks, but smaller than regional parks and are designed typically for residents who live within a three-mile radius. When possible, the park may be developed adjacent to a school. Community parks provide recreational opportunities for the entire family and often contain facilities for specific recreational purposes: athletic fields, tennis courts, extreme sports amenity, loop trails, picnic areas, reservable picnic shelters, sports courts, restrooms with drinking fountains, large turfed and landscaped areas and a playground or spray ground. Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place at community parks.

Community parks generally range from 10 to 75 acres depending on the community. Community parks serve a larger area – radius of one to three miles and contain more recreation amenities than a Neighborhood Park.

- Service radius: One to three-mile radius.
- Site Selection: On two collector streets minimum and preferably one arterial street. If near an arterial street, provide natural or artificial barrier. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks.
- Length of stay: Two to three hours experience.
- Amenities: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/ pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms with drinking fountains, ample parking, and security lighting. Sport Fields and Sport Complexes are typical at this park.
- Revenue facilities: One or more (e.g., pool, sports complex, pavilion).
- Land usage: 65 percent active and 35 percent passive.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Parking: Sufficient to support the amenities; occupies no more than 10 percent of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.
- Other: Strong appeal to surrounding neighborhoods; loop trail connectivity; linked to Regional Park, trail or recreation facility.
- Size of park: Typically, 10 to 75 acres.

5.1.5 REGIONAL PARK

A regional park functions as a destination location that serves a large area of several communities, residents within a city or county, or across multiple counties. Depending on activities within a regional park, users may travel as many as 60 miles for a visit. Regional parks include recreational opportunities such as soccer, softball, golf, boating, camping, conservation-wildlife viewing and fishing. Although regional parks usually have a combination of passive areas and active facilities, they are likely to be predominantly natural resource-based parks.

A common size for a regional park is 75 to 1,000 acres but some parks can be 2,000 to 5,000 acres in size. A regional park focuses on activities and natural features not included in most types of parks and often based on a specific scenic or recreational opportunity. Facilities could include those found in a community park and have specialized amenities such as an art center, amphitheater, boating facility, golf course, or natural area with interpretive trails. Regional parks can and should promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region.

- Service radius: Three mile or greater radius.
- Site Selection: Prefer location which can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.
- Length of stay: All or multiple day experience.
- Amenities: 10 to 12 amenities to create a signature facility (e.g., golf course, tennis complex, sports complex, lake, regional playground, 3+ reservable picnic shelters, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, specialty facilities); restrooms with drinking fountains, concessions, restaurant, ample parking, special event site. Sport Fields and Sport Complexes are typical at this park.
- Revenue facilities: Typically, park designed to produce revenue to offset operational costs.
- Land usage: Up to 50 percent active/50 percent passive.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Directional signage and facility/amenity regulations to enhance user experience, may include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.
- Other: Linked to major trails systems, public transportation available, concessions, and food and retail sales available, dedicated site managers on duty. Wi-Fi and Telephone/Cable TV conduit.
- Size of park: Typically, 75 to 1,000 acres.

5.1.6 SPORTS COMPLEX

Sports complexes at community parks, regional parks, and stand-alone sports complexes are developed to provide 4 to 16+ fields or courts in one setting. A sports complex may also support extreme sports facilities, such as BMX and skateboarding. Sports complexes can be single focused or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields should be lighted to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs.

Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between City and schools and/or sports associations and dependent upon adequate funding.

- Service radius: Determined by community demand.
- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or regional Park sections if sport complex located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- Length of stay: Two to three hours experience for single activities. Can be all day for tournaments or special events.
- Amenities: Four to sixteen or more fields or sports courts in one setting; restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting.
- Revenue facilities: Four or more (e.g., fields, concession stand, picnic pavilion).
- Land usage: 95 percent active and 5 percent passive.
- Programming: Focus on active programming of all amenities.
- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex.
- Size of park: Preferably 20 or more acres for stand-alone complexes.

5.1.7 RECREATION/SPECIAL USE AREAS

Recreation/special use areas are those spaces that do not fall within a typical park classification. A major difference between a special use facility and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible for a special use facility to be located inside another park. Special use facilities generally fall into four categories:

- **Cemeteries -** burial-ground that is generally viewed as a large public park or ground laid out expressly for the interment of the dead. Cemeteries are normally distinct from churchyards, which are typically consecrated according to one denomination and are attached directly to a single place of worship. Cemeteries can be viewed as historic sites.
- **Historic/Cultural/Social Sites** – unique local resources offering historical, educational, and cultural opportunities. Examples include historic downtown areas, plaza parks, performing arts parks, arboretums, display gardens, performing arts facilities, indoor theaters, churches, and amphitheaters. Frequently, these are in community or regional parks.
- **Golf Courses** – Nine and 18-hole complexes with ancillary facilities such as club houses, driving ranges, program space and learning centers. These facilities are highly maintained and support a wide age level of males and females. Programs are targeted for daily use play, tournaments, leagues, clinics, and special events. Operational costs come from daily play, season pass holders, concession stands, driving range fees, earned income opportunities and sale of pro shop items.
- **Indoor Recreation Facilities** – specialized or single purpose facilities. Examples include community centers, senior centers, and community theaters. Frequently, these are in community or regional Parks.
- **Outdoor Recreation Facilities** – Examples include baseball stadiums, aquatic parks, disc golf, skateboard, BMX, and dog parks, which may be in a park.
    - Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards.
    - Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population.
    - Site Selection: Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site itself should be located where it is appropriate for its use.
    - Length of stay: varies by facility.
    - Amenities: varies by facility.
    - Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed.
    - Land usage: varies by facility.
    - Programming: varies by facility.
    - Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities (i.e., rose gardens) will require Level 1 maintenance.
    - Parking: On-street or off-street parking is provided as appropriate. Goal is to maximize usable park space. As necessary, provide a minimum of five to 10 spaces within park including accessible spaces. Traffic calming devices encouraged next to park.
    - Lighting: Security or amenity only.

- Signage: Directional and regulation signage to enhance user experience.
- Landscape Design: Appropriate design to enhance the park theme/use/experience.

5.1.8 OPEN SPACE/NATURAL AREA PARKS

Open space/natural area parks are undeveloped but may include natural or paved trails. Grasslands under power line corridors are one example; creek areas are another. Open space/natural area parks contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality and endangered species. Open space/natural area parks also can provide opportunities for nature-based, unstructured, low-impact recreational opportunities such as walking and nature viewing.

- Amenities: May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation, and education facilities.
- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.
- Lighting: None.
- Signage: Interpretive kiosks as deemed appropriate.
- Landscape Design: Generally, none. Some areas may include landscaping, such as entryways or around buildings. In these situations, sustainable design is appropriate.

5.1.9 TRAILS/LINEAR PARKS

Trails/Linear Parks are recognized for their ability to connect people and places while serving as active transportation facilities. Linking neighborhoods, parks, recreation facilities, attractions, and natural areas with a multi-use trail fulfills three guiding principles simultaneously: protecting natural areas along river and open space areas and providing people with a way to access and enjoy them. Multi-use trails also offer a safe, alternative form of active transportation, provide substantial health benefits, habitat enhancements for plants and wildlife, and unique opportunities for outdoor education and cultural interpretation.

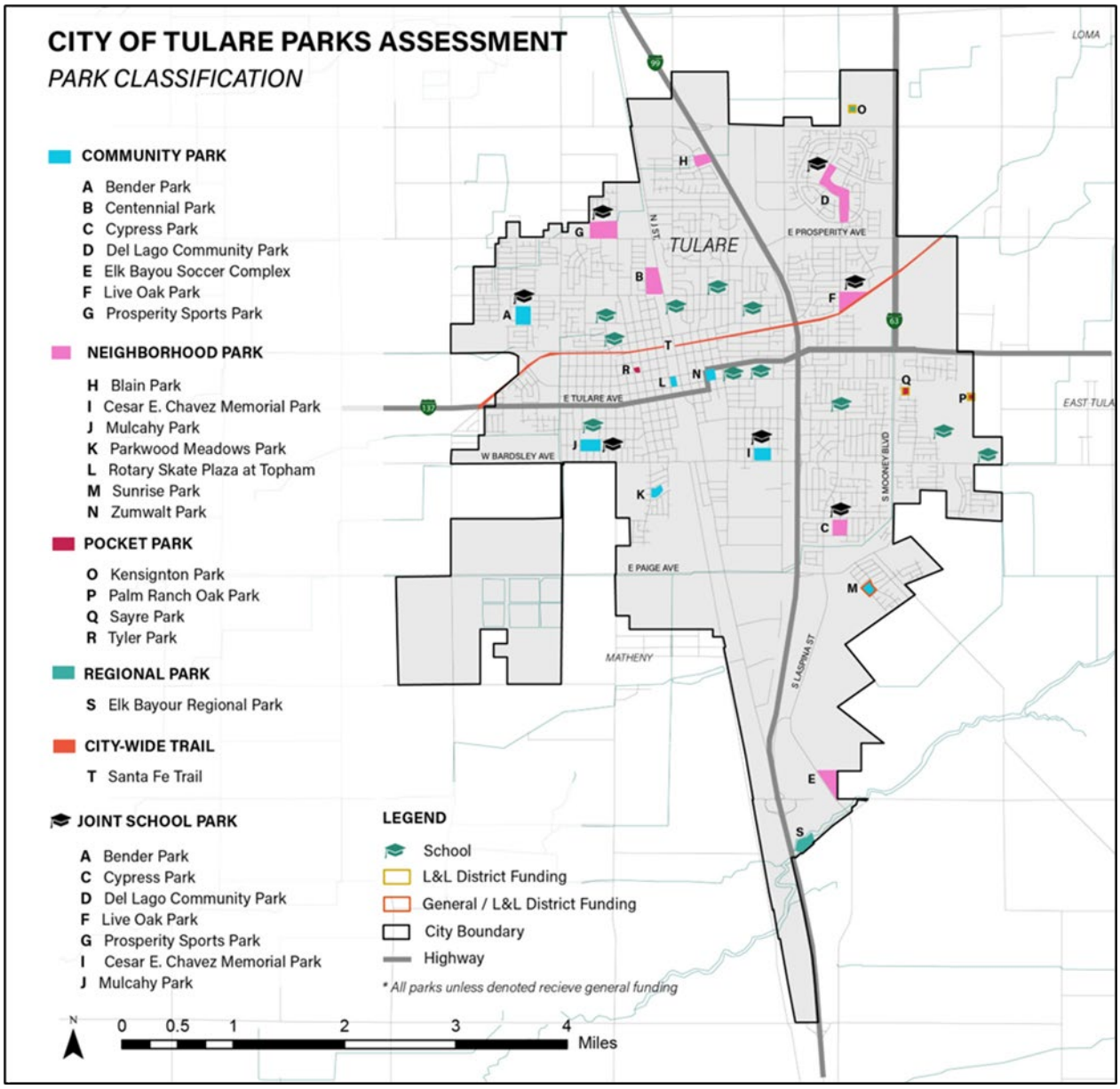
- Site Selection: Located consistent with approved Bicycle, Pedestrian and Trails Master Plan.
- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail.
- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.
- Lighting: Security lighting at trailheads and along trail is preferred.
- Signage: Mileage markers at ¼ mile intervals. Interpretive kiosks at all trailheads and as deemed necessary.
- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas.
- Other: Connectivity to parks or other City attractions and facilities is desirable.
- Size: Typically, at least 30 ft. width of unencumbered land for a Greenbelt. May include a trail to support walk, bike, run, equestrian type activities. Typically, an urban trail is 8-10 feet wide

to support pedestrian and bicycle uses. Trails incorporate signage to designate where a user is located and where the trails connect in the city.

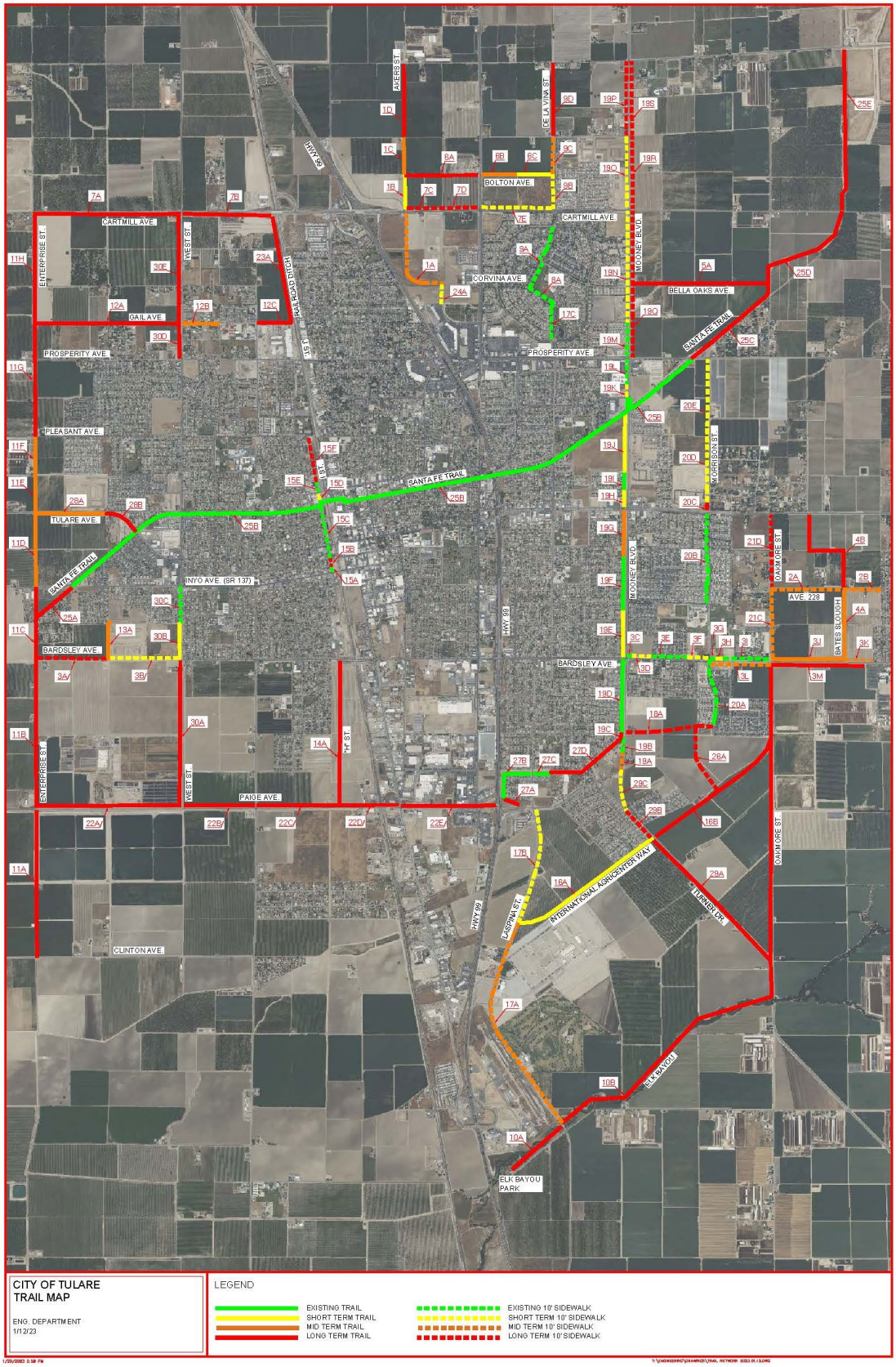
5.1.10 CITY OF TULARE PARKS

Park Name	Park Type	Year Constructed	Size (Acres)
Bender Park	Community	1993	13.10
Blain Park	Neighborhood	1996	7.60
Centennial Park	Community	1976	12.00
Cesar E. Chavez Memorial Park	Neighborhood	1995	10.00
Cypress Park	Community	1985	13.00
Del Lago Community Park	Community	2008/2009	29.00
Elk Bayou Regional Park	Regional	1972	54.00
Elk Bayou Soccer Complex	Community	1999	22.00
Kensington Park	Pocket	2018	2.93
Live Oak Park	Community	1978	15.00
Mulcahy Park	Neighborhood	2010	10.00
Palm Ranch Oak Park	Pocket	2008	0.90
Parkwood Meadows Park	Neighborhood	1998	4.50
Prosperity Sports Park	Community	2000	22.00
Rotary Skate Plaza at Topham Park	Neighborhood	2008	1.90
Santa Fe Trail	Linear Park	2004	45.00
Sayre Park	Pocket	2014	2.00
Sunrise Park	Neighborhood	1993	6.20
Tyler Park	Pocket	1991	0.75
Zumwalt Park	Neighborhood	1888	3.80

5.1.11 CITY OF TULARE PARKS MAP



5.1.12 CITY OF TULARE TRAILS NETWORK



5.2 DEVELOPED PARK/FACILITY INVENTORY AND ASSESSMENT

To support the development of this master plan, the Consultant team assessed the city's parks. The assessment is meant to give the City a clear understanding of existing issues, needs, and opportunities at existing parks. It provides an important foundation for both identifying improvements at each specific site and drawing broader recommendations for the system as a whole. This memo summarizes the key findings of the parks assessment.

A description of the scoring criteria follows the summary of key findings. The complete scoring worksheet is provided as an electronic document, which the City of Tulare may use to periodically assess parks in the years ahead.

5.2.1 METHODOLOGY

The Tulare Park system includes 20 city parks, including community, neighborhood, pocket, and regional parks and a city-wide trail. The city also has joint-use agreements for recreation facilities at seven schools. Over two days in March 2022, the Consultant team visited and assessed all 20 city parks, using a scoring form and scoring criteria for some 32 considerations in four categories: access & connectivity, condition, functionality, and experience & sense of safety.

Each of these categories consists of factors that were rated on a scale from 1 to 5 (larger number representing highest value). A weight was assigned to each factor, as it was recognized that not each factor is equal in importance. An overall aggregate score was determined, rating parks as poor, fair, or great within each category. The Consultant team also took open-ended notes while out on the field to supplement the scoring exercise. The next sections summarize our findings in each of the four themes.

5.2.2 ACCESS + CONNECTIVITY

For access and connectivity, the following factors were assessed: edge permeability, signage, maps and branding, ADA-accessible entrances and pathways, presence of safe pedestrian crossings, sidewalks and surrounding circulation, path connectivity, parking, accessibility by bike route, adequate bike parking, connectivity to trails (when applicable), and proximity to public transportation (for community parks only, which are expected to draw people from all over town).

FENCED PERIMETERS

Of the 20 parks assessed, seven are directly adjacent to school sites where the city has a joint use agreement: Bender Park, Cesar E. Chavez Memorial Park, Cypress Park, Del Lago Park, Live Oak Park, Mulcahy Park, and Prosperity Sports Park. Each of these parks are delineated by chain link fences. Barriers between parks and school grounds are necessary for safety reasons, and there are generally chain-link fences around areas used by schools.

At some parks, fencing extended around a much larger area. Fencing along the sidewalk around the entirety of Cesar E. Chavez Park appears unwelcoming and makes this park difficult to access. A main park entrance has a lockable gate, and the fence separates the park from the neighborhood all around it. During school hours, only a small buffer around the perimeter, with limited recreation amenities, appears to be accessible for public use.

Cypress Park and Bender Park appeared to be more successful in how school and park spaces are delineated for usage during specific time periods. This observation relies on the fact that these two parks had fences closer to the school buildings and playground versus extending the fence boundaries outward towards the parks surrounding sidewalks and open fields as seen at Cesar E. Chavez Park.

POOR DRAINAGE LIMITING CIRCULATION

At the time of the park assessment, four parks experienced some flooded areas in designated basins. Ponded water was observed in drainage basins at Bender Park, Cesar E. Chavez Memorial Park, Live Oak Park, and Parkwood Meadows Park. Ponding water necessarily limits recreation at sites where parks serve a dual use function for drainage. However, at Live Oak Park, a portion of a main path was inundated, limiting park access and circulation. Cesar E. Chavez Memorial Park experienced large ponding throughout the open field making extensive areas not functional.

Parkwood Meadows Park and Bender Park, on the contrary, appeared to have better drainage and basin delineation. Park Meadows, for example, had its lowest point fenced off with trees planted around the basin. Bender Park appeared to have its primary circulation path sited away at a higher elevation to prevent internal pathway flooding, the opposite of what was observed at Live Oak Park.

PEDESTRIAN CROSSINGS

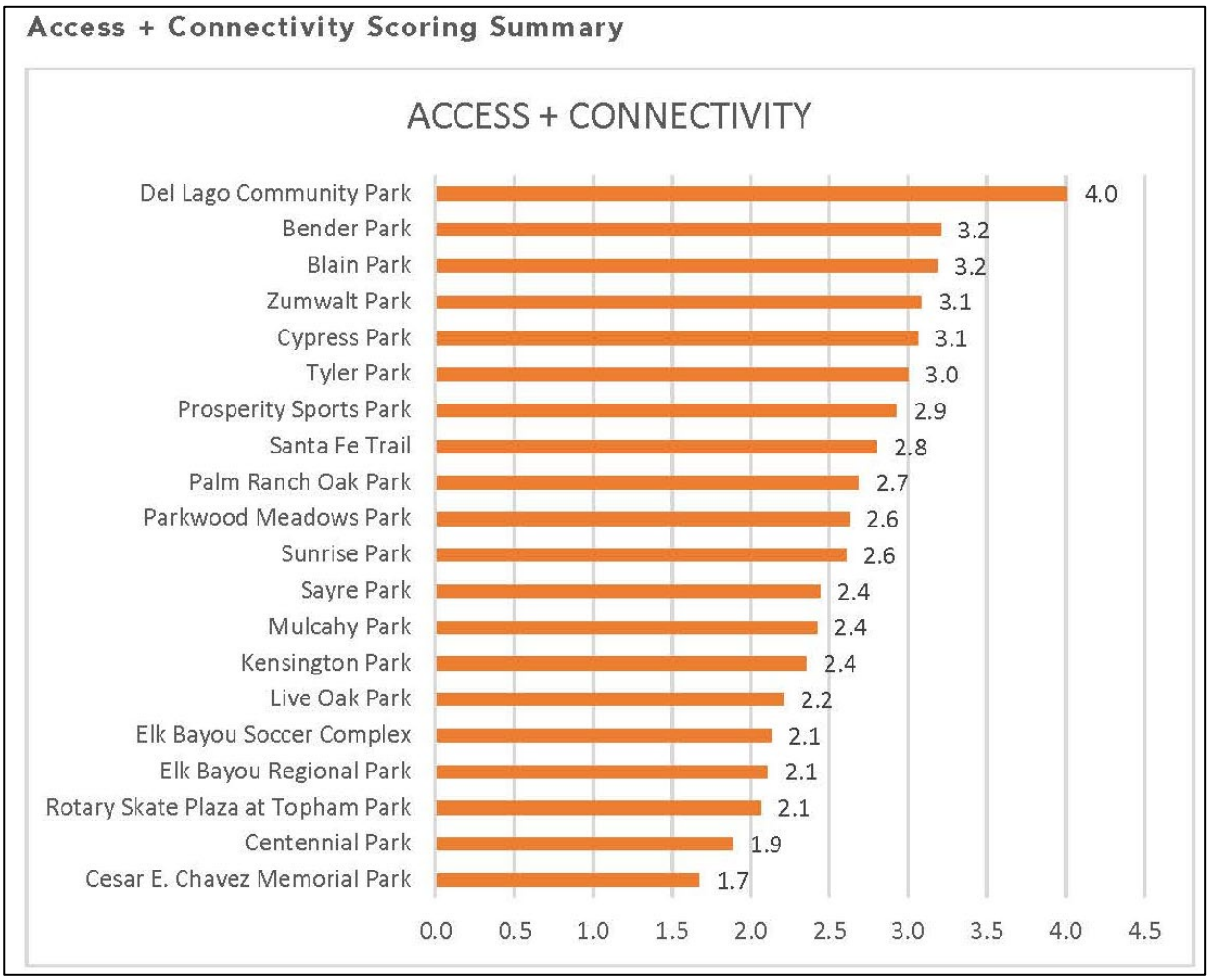
A fundamental characteristic for park access is the presence of safe pedestrian street crossings that are aligned with both the street and sidewalk network and the park's path system. Pedestrian crossings reinforce neighborhood access and pedestrian safety.

At Parkwood Meadows Park, Tyler Park, Live Oak Park, and Mulcahy Park, we observed a lack of such pedestrian crossings. As an example, at Parkwood Meadows Park, a pedestrian crossing does not exist at an adjacent intersection; if one did, such a crossing would perfectly align with the park's internal path system. At Live Oak Park, pedestrian crossings are lacking on a busy street at the park edge. At some parks, the absence of safe pedestrian crossings also has implications for accessibility at the curb, potentially limiting access for people of all ages and abilities.

ACCESS + CONNECTIVITY SCORING SUMMARY

The parks that received the top individual access and connectivity scores are Del Lago Park (4.0), Bender Park (3.2), Blain Park (3.2), Zumwalt Park (3.1) and Cypress Park (3.1). The parks that received low scores are Cesar E. Chavez Memorial Park (1.7), Centennial Park (1.9), Rotary Skate Plaza at Topham Park (2.1), and Elk Bayou Regional Park (2.1).

Cesar E. Chavez Memorial Park appeared to present access challenges entrances and pathways, safe pedestrian street crossings, or access by bike route. Centennial Park similarly appeared to present accessibility challenges. Elk Bayou Regional Park's location distant from neighborhoods and the lack of sidewalk or bike route access contributed to its lower score.



5.2.3 CONDITION

The condition of each of the following park elements was assessed in our evaluation: hardscape, planting, play areas, recreation amenities, restroom facilities, and seating / gathering areas. Issues around the condition of planting and play areas are summarized here.

DIRT PATCHES

The Consultant team considered overgrown grass or dirt patches, overall maintenance of planted areas, appropriate pruning, and presence of weeds. Five parks had a distinct presence of dirt patches that altered the overall visual quality: Bender Park, Cesar E. Chavez Memorial Park, Elk Bayou Regional Park, Live Oak Park, and Parkwood Meadows Park. Dirt patches were also seen at other parks but less significantly.

PLAY AREA CONDITION

When evaluating play areas, factors taken into consideration were equipment condition, rust, mulch, and rubber surfacing. At some parks, including Sayre Park, there was an evident mismatch between the lifecycle of play equipment—which appeared to be in relatively good condition—and the play surfacing, which was experiencing major warping. This warping of the rubber has resulted in large gaps between what should be a flush transition of concrete meeting the rubber play area, and suggests the potential for tripping hazards.

HARDSCAPE

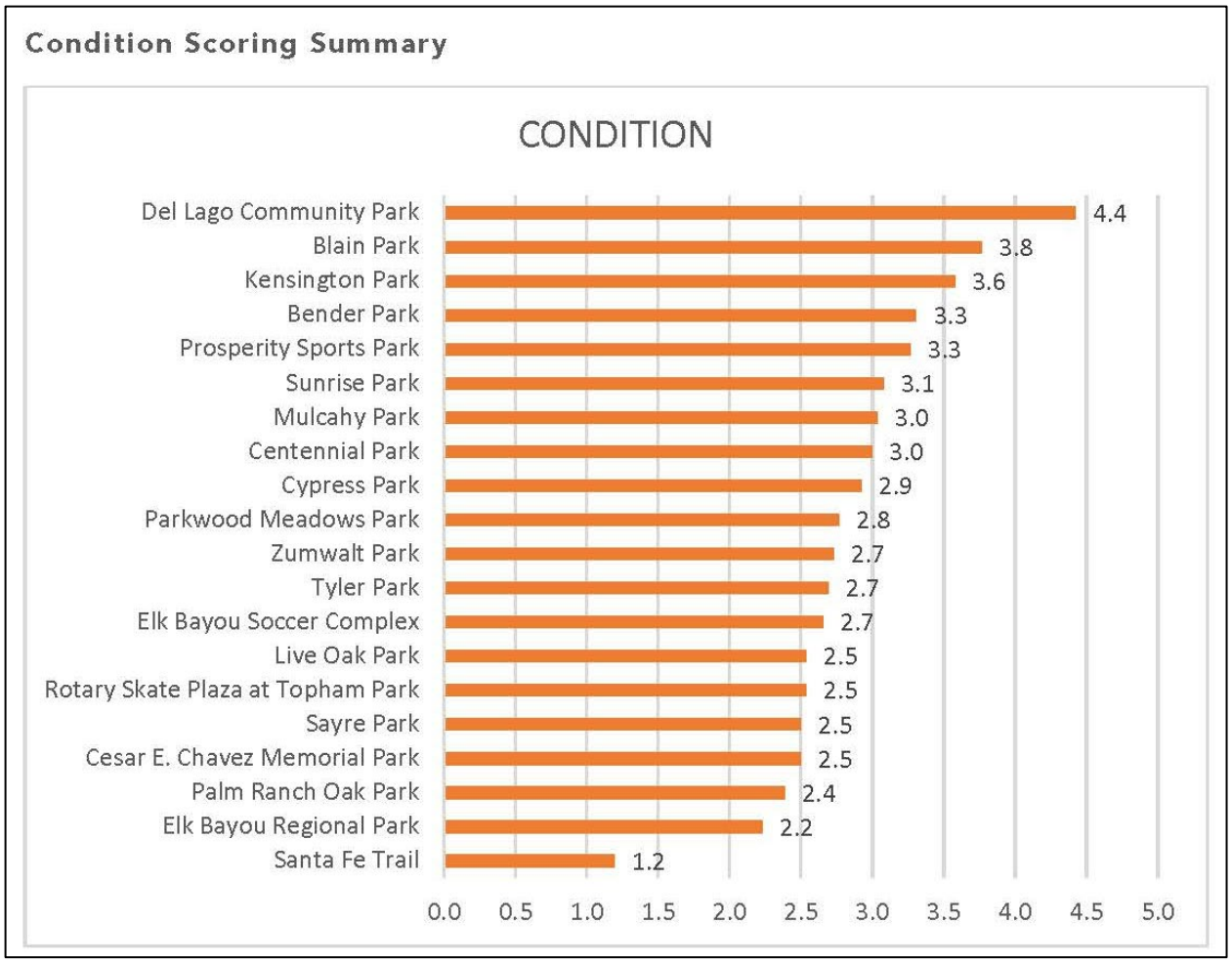
At least six parks displayed some amount of pavement upheaving and cracking that altered the overall physical appearance of park paths. At Elk Bayou Regional Park, for example, large cracks can be seen under a shaded picnic structure. Paths at Parkwood Meadows Park, on the other hand, appeared in quite good condition.

CONDITION SCORING SUMMARY

The parks which received the top individual condition scores are Del Lago Park (4.4), Blain Park (3.8), Kensington Park (3.6), and Bender Park (3.3). The parks that received low individual condition scores are the Santa Fe Trail (1.2) followed by Elk Bayou Regional Park (2.2), Palm Ranch Oak Park (2.4) and Cesar E. Chavez Memorial Park (2.5).

For Elk Bayou Regional Park, the following observations influenced the park's condition score. Sand surfacing in the play area had many weeds growing throughout the entire play zone. Gopher holes were prevalent, and a portion of sidewalk appeared hollowed out by tunneling. Some mature trees showed inadequate pruning decreasing overall appearance value and shade. Wood rotting at one of the shade structures was also noticeable and raised questions about the structure's stability and life expectancy.

Palm Ranch Oak Park, a pocket park, had fewer amenities to consider. A meandering path and planting were the park's main features; the path's edging was in poor condition, and dead shrubs were observed.



5.2.4 FUNCTIONALITY

Planting, play areas, recreation amenities, and seating and gathering areas were also evaluated from the perspective of functionality. In this case, features were considered for the way the contributed or did not contribute to a usable, enjoyable park experience. This category also considered how parks were integrated with adjacent schools.

PLANTING

Most parks in Turlock appeared to have a significant amount of lawn, but limited planting beds. Some parks tend toward a very limited palette of plant types. Greater plant variety can enhance parks visually, and even provide a tactile experience. Indeed, some parks demonstrate the value of planting variety. Palm Ranch Oak Park features ornamental grasses, while Tyler Park provides pink flowering shrubs at one of the main gathering areas. Mulcahy Park displays a nice planting zone at the primary programming area, with a variety of shrubs and ground cover.

FURNISHING / AMENITY SITING

In some parks, the placement of park furnishings and amenities reduced functionality. This was especially noticeable with the location and distribution of benches. In some places, benches did not seem to be placed in a way that could take advantage of shade, views over open lawns or active use areas, or places to rest along walking paths.

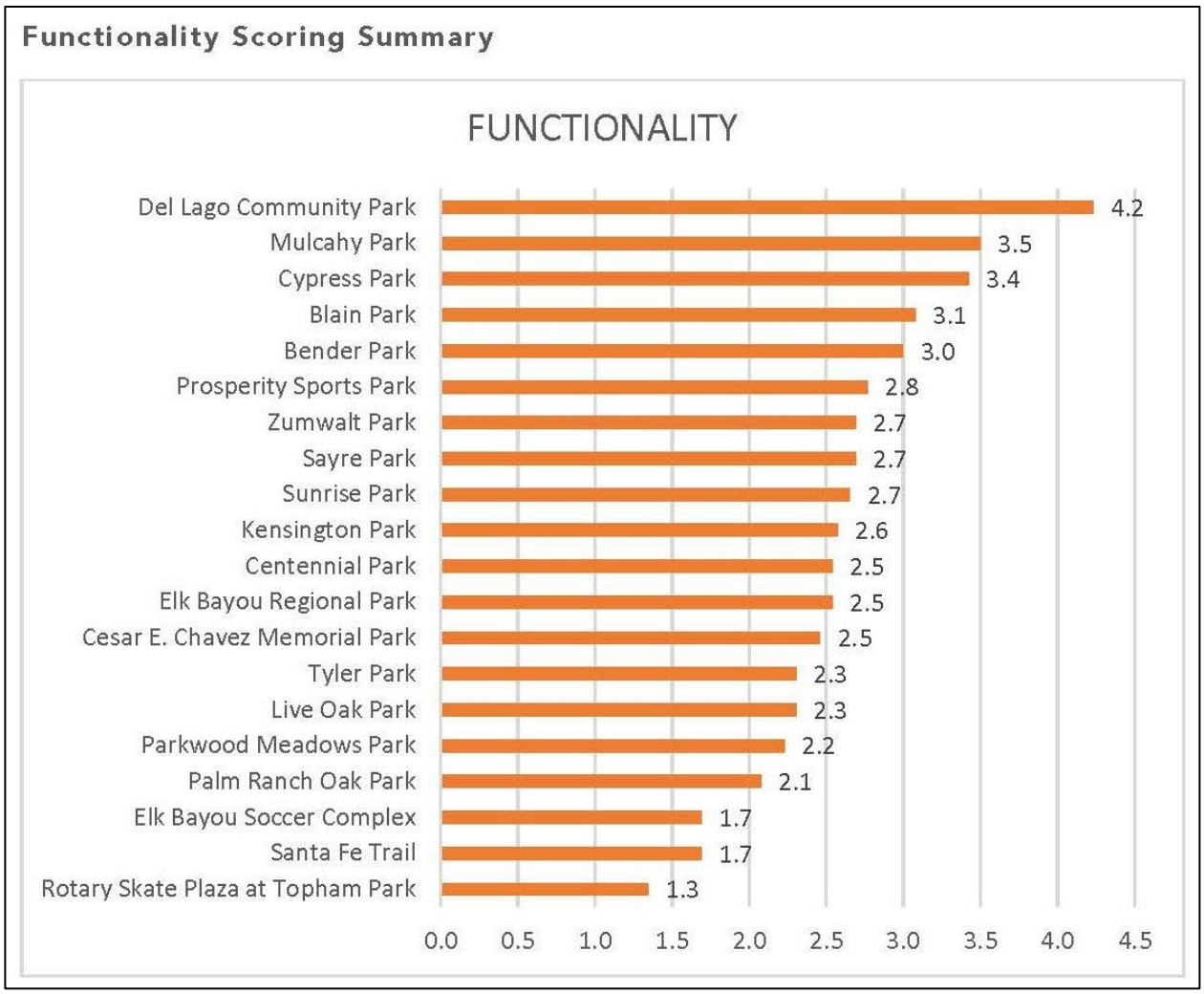
The distribution and placement of trash receptacles was observed as a potential issue at some parks. At Live Oak Park and Del Lago Park, there appeared to be ample trash receptacles, yet litter was still present at Live Oak Park on the day of the site assessment. It may be that having too many receptacles throughout the park increases maintenance time; strategic placement of receptacles may help with this.

FUNCTIONALITY SCORING SUMMARY

The parks which received the top individual functionality scores are Del Lago Park (4.2), Mulcahy Park (3.5), Cypress Park (3.4), and Blain Park (3.1). The parks that received low functionality scores are Rotary Skate Plaza at Topham (1.3), Santa Fe Trail (1.7), and Elk Bayou Soccer Complex (1.7) all which are unique cases. The parks that ranked just above these are Palm Ranch Oak (2.1) Parkwood Meadows Park (2.3), Tyler Park (2.3) and Live Oak Park (2.3).

Palm Ranch Oak Park provides primarily a passive use experience, as it lacks play or recreational elements. On the other hand, the planting variety and the placement and distribution of seating were positive in this park.

Parkwood Meadows Park's was observed to have limited recreational amenities, and the functionality of seating / gathering areas could be improved. At the time of the assessment, the volleyball court was lacking a net. The park included a path loop, however, benches for resting were not seen along the path. Benches were present near the playground, where picnic tables with shade would have been valued.



5.2.5 EXPERIENCE & SENSE OF SAFETY

The following factors were evaluated to understand park experience and sense of safety: evidence of illicit or unauthorized uses, road/ traffic calming measures, eyes on the park/ natural surveillance, mitigation of views and noise from surrounding land uses, access to drinking fountains, shade, lighting at major amenity areas, variety of spaces for passive and active uses, and character uniqueness.

UNIQUE PARK CHARACTER

From field observations, older parks were often felt to have more character than newer parks. Parks that appeared to have a unique character include Zumwalt Park, Elk Bayou Regional Park, Cypress, and Blain Park. Zumwalt Park expressed a civic character, with an outdoor pavilion and a variety of tree types and plantings. Elk Bayou Regional Park, which has less than favorable conditions in some ways, expressed an interesting identity with the architectural style of the multiple shade structures. Both Cypress Park and Blain Park provided a sense of nature, owing to the log play elements at Cypress Park and the dry creek and boulders at Blain Park.

The need for a greater sense of place was felt at Sunrise Park and Kensington Park, both of which feature extensive open fields, playgrounds that were relatively simple in terms of play variety, and limited other features.

UNUSABLE DRINKING FOUNTAINS AND RESTROOMS

At the time of the assessment, restrooms were closed at a significant number of parks. Park users expressed that having open restrooms, especially where activities are occurring, would enhance the park experience. Broken drinking fountains were also a noticeable factor. Several parks had drinking fountains, yet many were shut off, or did not function properly.

EXPERIENCE & SENSE OF SAFETY SCORING SUMMARY

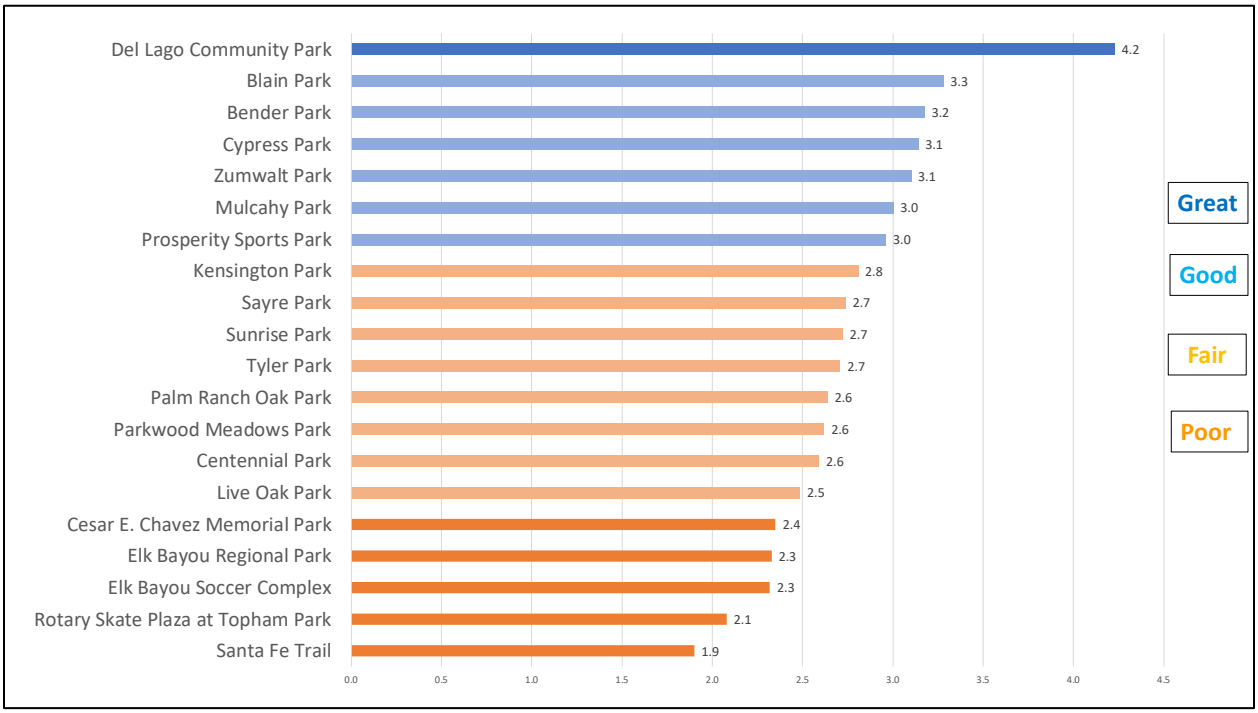
The parks which received the top individual experience and sense of safety scores are Del Lago Community Park (4.3), Zumwalt Park (4.0), Palm Ranch Oak Park (3.4), and Sayre Park (3.3). The parks that received low individual experience and sense of safety scores are the Santa Fe Trail (1.9) and Rotary Skate Plaza at Topham (2.4) followed by Elk Bayou Regional Park (2.4), Sunrise Park (2.6), and Kensington Park (2.7).

Elk Bayou Regional Park's experience and sense of safety is mainly influenced by eyes on the park and natural surveillance. This is primarily due to the park's being located at the southern end of Tulare and adjacent to agricultural fields.

Both Sunrise Park and Kensington Park's lower scores in this category are due to climate comfortability. Sunrise Park, for example, had no shading available for picnic tables or benches. At Kensington Park, trees are young and do not yet provide shade. At mature size, these trees would still not provide shade for the play area, the park's primary feature.

Experience & Sense of Safety Scoring Summary

5.2.6 PARKS OVERALL SCORING SUMMARY



5.3 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities, and amenities. LOS standards can and will change over time; as the population increases, the need to acquire additional land and develop parks also increases as will the costs to do so.

The consultant team evaluated LOS standards using a combination of local, regional, and national resources, including:

- Demographic projections (including population, age, and diversity segmentation).
- 2035 Vision Tulare General Plan.
- National Recreation and Park Association (NRPA) guidelines.
- Recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2022 Study of Sports.
- Ability for the city to acquire park land for developed parks, trails, and open space.
- Community and stakeholder input and needs prioritization.
- Planned yet not developed parks in the city.
- The ability for the city to financially sustain a high-quality park, open space, and trail system.

These resources provide LOS guidelines based on population to inform and support investment decisions related to parks, facilities, and amenities. When coupled with local input on the needs of the Tulare community, these standards help to identify park and facility/amenity gaps and surpluses. The findings of the LOS standards analysis are summarized below:

- Tulare currently provides a total LOS of 3.29 acres of developed parks per 1,000 residents based on the City's current population. When compared to the General Plan 2035 targeted LOS standards for developed parks at 4.0 acres per 1,000 residents, the city is currently *deficient by 64 acres*.
- To keep up with the projected population growth and to meet the General Plan 2035 recommended LOS standards, the city will need to develop and add a total of 89 *acres* of developed parks to the system by the year 2037.
- The city currently meets the 2037 standards for community parks, as well as skate parks, urban fishing lakes, and disc golf courses but is deficient in athletic fields, sport courts, indoor recreation facility square footage, and a variety of other park and recreation amenities.
- The top two park classification needs in the city in 2023 and the future are neighborhood parks and regional parks.

Based on a thorough review of the parks and recreation system and public input, it is recommended that the city pursue the redevelopment of specific parks to include at least one dog park and one splashpad to meet the communities needs for these amenities by 2037.

The table on the following page details the current and recommended LOS for the Tulare Parks and Recreation System.

Park Classification		2022 Inventory: City Inventory		2022 Inventory: Total Inventory	2022 Inventory: Current % of Inventory Provided by City	Service Levels: Current Service Level based upon Current City Population			Service Levels: Recommended Service Levels TBD			2037 Needs: Meet Standard/ Need Exists	2037 Needs: Additional Facilities/ Amenities Needed in 2037	
PARKS														
POCKET PARKS	Acre(s)	6.58		6.58	100%	0.09	acres per	1,000	0.11	acres per	1,000	Need Exists	2	Acre(s)
NEIGHBORHOOD PARKS	Acre(s)	44.00		44.00	100%	0.63	acres per	1,000	0.64	acres per	1,000	Need Exists	7	Acre(s)
COMMUNITY PARKS	Acre(s)	126.10		126.10	100%	1.80	acres per	1,000	1.57	acres per	1,000	Meets Standard	-	Acre(s)
REGIONAL PARKS	Acre(s)	54.00		54.00	100%	0.77	acres per	1,000	1.68	acres per	1,000	Need Exists	80	Acre(s)
Total	Acre(s)	**230.68**	-	**230.68**	100%	**3.29**	**acres per**	**1,000**	**4.00**	acres per	**1,000**	**Need Exists**	**89**	**Acre(s)**
OPEN SPACE AND LINEAR PARK														
CONSERVATION PARK	Acre(s)			-	NA	-	acres per	1,000	NA	acres per	1,000	NA	NA	Acre(s)
LINEAR PARK	Acre(s)	45.00		45.00	100%	0.64	acres per	1,000	NA	acres per	1,000	NA	NA	Acre(s)
PAVED TRAILS	Miles	7.00		7.00	100%	NA	miles per	1,000	NA	miles per	1,000	NA	NA	Miles

Outdoor Amenities and Facilities		2022 Inventory: City Inventory	2022 Inventory: SCHOOL INVENTORY	2022 Inventory: Total Inventory	2022 Inventory: Current % of Inventory Provided by City	Service Levels: Current Service Level based upon Current City Population			Service Levels: Recommended Service Levels			2037 Needs: Meet Standard/ Need Exists	2037 Needs: Additional Facilities/ Amenities Needed in 2037	
AMENITIES AND FACILITIES														
BASEBALL FIELD	Field	5.00	1.00	6.00	100%	1.00	Field per	14,002	1.00	Field per	7,500	Need Exists	5	Field
SOFTBALL FIELD	Field	7.00	1.00	8.00	0%	1.00	Field per	10,001	1.00	Field per	7,500	Need Exists	3	Field
FOOTBALL FIELD	Field		1.00	1.00	NA	1.00	Field per	NA	1.00	Field per	20,000	Need Exists	3	Field
SOCCER FIELD	Field	15.00	-	15.00	100%	1.00	Field per	4,667	1.00	Field per	3,500	Need Exists	8	Field
OUTDOOR BASKETBALL COURT	Court	1.50	44.50	46.00	2%	1.00	Court per	886	1.00	Court per	1,600	Need Exists	4	Court
OUTDOOR PICKLEBALL COURT	Court	-	-	-	NA	1.00	Court per	NA	1.00	Court per	10,000	Need Exists	8	Court
OUTDOOR TENNIS COURT LIGHTED	Court	4.00	-	4.00	0%	1.00	Court per	2,693	1.00	Court per	8,000	Need Exists	6	Court
OUTDOOR VOLLEYBALL COURT (SAND/GRASS)	Court	3.00	-	3.00	13%	1.00	court per	2,917	1.00	court per	15,000	Need Exists	2	Court
PLAYGROUNDS	Site	21.00	1.00	22.00	38%	1.00	Site per	1,250	1.00	Site per	3,300	Need Exists	2	Site
DOG PARK/OFF-LEASH AREA	Site		-	-	NA	1.00	Site per	NA	1.00	Site per	30,000	Need Exists	3	Site
PICNIC SHELTERS	Site	18.00	-	18.00	100%	1.00	Site per	3,889	1.00	Site per	3,500	Need Exists	5	Site
DISC GOLF COURSE	Course		1.00	1.00	0%	1.00	Course per	70,010	1.00	Course per	100,000	Meets Standard	-	Course
SKATE PARK/PLAZA	Site	1.00	-	1.00	100%	1.00	Site per	70,010	1.00	Site per	100,000	Meets Standard	-	Site
OUTDOOR SWIMMING POOL	Pool	1.00	-	1.00	33%	1.00	Pool per	23,337	1.00	Pool per	50,000	Need Exists	1	Pool
SPLASH PAD	Site	2.00		2.00	100%	1.00	Site per	35,005	1.00	Site per	30,000	Need Exists	1	Site
AMPHITHEATER	Site	1.00	1.00	2.00	33%	1.00	Site per	23,337	1.00	Site per	30,000	Need Exists	1	Site
UBRAN FISHING LAKE	Site	1.00		1.00	100%	1.00	Site per	70,010	1.00	Site per	100,000	Meets Standard	-	Site

Indoor Community Recreation Facility		2022 Inventory: City Inventory		2022 Inventory: Total Inventory	2022 Inventory: Current % of Inventory Provided by City	Service Levels: Current Service Level based upon Current City Population			Service Levels: Recommended Service Levels TBD			2037 Needs: Meet Standard/ Need Exists	2037 Needs: Additional Facilities/ Amenities Needed in 2037	
TEEN CENTER	Square Feet	20,004.00		20,004.00	100%	0.29	Sq. Ft. per	Person	0.25	Sq. Ft. per	Person	Meets Standard	-	Square Feet
SENIOR CENTER	Square Feet	11,000.00		11,000.00	0%	0.16	Sq. Ft. per	Person	0.10	Sq. Ft. per	Person	Meets Standard	-	Square Feet
COMMUNITY CENTER	Square Feet	9,053.00		9,053.00	100%	0.13	Sq. Ft. per	Person	0.50	Sq. Ft. per	Person	Need Exists	30,899	Square Feet

5.4 PROXIMITY STANDARDS

Further service delivery analysis should be undertaken to ensure equitable access to Parks, Recreation and Community Services facilities. The service area of a park is another level of service measurement that the department should consider to assess the quality of the system. Service area is directly attributable to how accessible the park system is to the City's residents. In short, a park or facility's service area is the accepted amount of time that most park patrons will travel from their home to get to a given recreation destination. The service area standards by park/facility type could be as follows:

PARK/FACILITY TYPE	DRIVING DISTANCE SERVICE AREA
Neighborhood Park	<1 mile
Community Park	<5 mile
Regional Park	<10 mile
Community Center	<5 mile
Senior Center	<5 mile
Library	<15 mile

A potential goal of the department could be for each household in the city to be served by a neighborhood, community, district, and regional park utilizing a set of driving distance standards. Staff acknowledge, however, that development patterns across the city make certain areas not suitable for neighborhood, and in some cases, community parks. Given these limitations, the Department should focus on proximity standard goals for community and regional parks.

CHAPTER SIX – CAPITAL IMPROVEMENT COST ESTIMATING

To plan and prioritize capital improvement projects, recommendations include balancing the maintenance of current assets with the development of new facilities. The departmental Capital Improvement Plan (CIP) framework is utilized to determine CIP projects in concert with an implementable financial plan. A key priority is also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities. Maintaining current infrastructure with limited funding will inhibit the City's ability to take care of all existing assets and build new facilities.

A three-tier plan is recommended to help guide the decision-making process for CIP investments. The three-tiered plan acknowledges a fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources. A complete list of the projects in each is identified in this chapter. The three tiers include:

- **Sustainable -** Critical maintenance projects, including lifecycle replacement, repair of existing equipment, safety and ADA improvements and existing debt service obligations. Many of these types of improvements typically require one-time funding and are not likely to increase annual operations and maintenance costs. In many cases, these types of projects may reduce annual operations and maintenance costs. A lifecycle replacement schedule has been provided in the Appendix of this document.
- **Expanded Services -** Projects that include strategic changes to the existing parks system to better meet the unmet needs of the community, including adding features to extend recreation opportunities, such as dog parks, splash pads and trail loops in existing parks. These types of improvements typically require one-time funding and may trigger slight increases in annual operations and maintenance costs, depending on the nature of the improvements.
- **Visionary -** Complete Park renovation, land acquisition and new park/trail development, including but not limited to, the renovation/reconstruction of Cassel Hills Pool, the development of the Foxfire Pocket Park, the redevelopment of Jeffers and Helke Parks and the creation of a Trails Master Plan. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new/future development.

6.1 10-YEAR CAPITAL IMPROVEMENT PLAN DEVELOPMENT – GENERAL ASSUMPTIONS

The following are the general assumptions utilized in the development of the recommended 10-year capital improvement plan:

- All projects must be financially viable.
- Only projects likely to be implemented within 10-year plan period are included in the plan.
- Projects must be consistent with other planning efforts, where applicable.

PLEASE NOTE: Cost estimates are provided in 2022 dollars.

6.2 SUSTAINABLE PROJECT RECOMMENDATIONS – MAINTAINING WHAT WE HAVE

This section outlines the projects that focus on the repair and lifecycle replacement of existing parks, facilities, and amenities as well as administrative planning efforts.

SUSTAINABLE PROJECTS (Repair Existing)		
Asset	**Brief Description**	**Estimated Total Project Cost**
Bender Park	Playground Replacement with Shade	$250,000
Blain Park	Playground Replacement with Shade; Pedestrian Bridge replacement	$350,000
Centennial Park	Lifecycle Replacement of all assets in park (playground, tennis courts, fencing, etc.)	$700,000
Cypress Park	Playground Replacement with Shade and Picnic Arbor Replacement	$550,000
Del Lago Community Park	Playground Replacement with Shade including Poured in Place Surfacing; Tennis Court Resurfacing; Lighting Conversion to LED	$450,000
Elk Bayou Regional Park	Playground Replacement; Picnic Arbor Replacement; Restroom Replacement, Well Replacement; Parking Lot Replacement	$1,250,000
Elk Bayou Soccer Complex	Paye and Stripe 3 Parking Lots; Replace Athletic Field Lighting; Replace Restroom/Concession Stand; Replace Metal Shade Structure with Picnic Arbor	$950,000
Kensington Park	Playground Replacement with Shade	$200,000
Live Oak Park	Tennis Court Replacement; Picnic Arbor Replacement; Restroom Replacement; Volleyball Court Replacement (sand)	$900,000
Mulcahy Park	Playground Replacement with Shade; Splashpad Replacement	$750,000
Parkwood Meadows	Playground Replacement with Shade	$250,000
Prosperity Sports Park	Stadium Lights Replacement	$100,000
Rotary Skate Park	Replacement or Relocation	$1,500,000
Sayre Park	Basketball Court Resurfacing; Playground Replacement with Shade	$300,000
Sunrise Park	Playground Replacement with Shade	$250,000
Tyler Park	Playground Replacement with Shade	$250,000
Zumwalt Park	Implement Existing Site Specific Master Plan	$5,000,000
Systemwide	Energy Services Upgrades (lighting, solar, HVAC, etc.)	$8,930,342
	TOTAL SUSTAINABLE PROJECTS	**$22,930,342**

6.3 EXPANDED SERVICES RECOMMENDATIONS – IMPROVING WHAT WE HAVE

Options described in this section provide the extra services or capital improvement that could be undertaken to meet need(s) with a focus on enhancements to existing facilities. The following provides a summary of the expanded service options.

EXPANDED SERVICE PROJECTS (Upgrade and Renovation)		
Asset	**Brief Description**	**Estimated Total Project Cost**
Bender Park	Addition of Picnic Arbor (north end of park)	$250,000
Centennial Park	Addition of Parking Lot near Teen Center; Addition of Walking Paths throughout park	$300,000
Del Lago Community Park	Addition of Restroom on North End of Park	$500,000
Elk Bayou Regional Park	Soft Surface Trail along creek	$100,000
Elk Bayou Soccer Complex	Addition of Restroom near Field 5	$500,000
Palm Ranch Oak Park	Addition of Walking Path through park	$50,000
	TOTAL EXPANDED SERVICE PROJECTS	**$1,700,000**

6.4 VISIONARY RECOMMENDATIONS – DEVELOPING NEW OPPORTUNITIES

Recommendations described in this section represent the complete set of services and facilities desired by the community. It can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies. The following new development and redevelopment projects have been identified as relevant to the interests and needs of the community and are relevant to the City's focus because they feature a high probability of success.

6.4.1 PARKS AND RECREATION PROJECTS

VISIONARY PROJECTS (New/Major Upgrade)		
PARK AND RECREATION		
Asset	**Brief Description**	**Estimated Total Project Cost**
Cesar Chavez Park	Site Specific Master Plan and Park Redevelopment	$5,075,000
Regional Park (80 acre sports complex)	Site Specific Master Plan and Park Development	$50,000,000
Pocket Park (2 acres)	Site Specific Master Plans and Park Development	$1,500,000
Neighborhood Park Development (7 acres)	Site Specific Master Plans and Park Development	$7,075,000
Community Center Development	30,000 Sq. Ft. Community Center Development	$25,000,000
2033 Parks and Recreation Master Plan	Update to Parks and Recreation Master Plan (2033)	$200,000
	TOTAL PARK AND RECREATION VISIONARY PROJECTS	**$88,850,000**

6.4.2 TRAIL PROJECTS

VISIONARY PROJECTS (New/Major Upgrade)			
TRAILS			
Trail Segment	**Trail Type**	**Trail Length (Miles)**	**Estimated Total Project Cost**
Akers Street Corridor			
A. Retherford St. to Cartmill Ave. (N&E/side)	10' Sidewalk	0.67	$204,777
B. Cartmill Ave. to Bolton Ave.	Multi-Use Trail	0.25	$141,250
C. Bolton Ave. to Pacific Ave.	Multi-Use Trail	0.25	$141,250
Avenue 228 Corridor			
A. Oakmore St. to Bates Slough	10' Sidewalk	0.25	$76,250
B. Bates Slough to W/o Road 130	10' Sidewalk	0.25	$76,250
Bardsley Avenue Corridor			
A. 1/2 mi. E/o Enterprise St. to West St. (N/side)	10' Sidewalk	0.50	$152,500
B. 130' E/o Mooney Blvd. to Nelder Grove St. (N/side)	10' Sidewalk	0.25	$76,250
C. 1195' E/o Nelder Grove to Morrison St. (N/side)	10' Sidewalk	0.14	$42,746
D. 220' E/o Morrison St. to 430' E/o Morrison St. (N/side)	10' Sidewalk	0.04	$12,131
E. Oakmore St. to Bates Slough Ditch (N/side)	Multi-Use Trail	0.50	$282,500
F. Bates Slough Ditch to 1020' East (N/side)	10' Sidewalk	0.19	$58,920
G. MorHison St. to Oakmore St. (S/side)	10' Sidewalk	0.40	$122,000
Bates Slough Corridor			
A. Bardsley Ave. to Ave. 228	Multi-Use Trail	0.50	$282,500
Bolton Avenue Corridor			
A. Hillman St. to 1/4 mile E/o Hillman St.	Multi-Use Trail	0.50	$282,500
B. 1/4 mile E/o Hillman St. to De La Vina St.	Multi-Use Trail	0.50	$282,500
Cartmill Avenue Corridor			
A. Hillman St. to De La Vina (N/side)	10' Sidewalk	0.50	$152,500
De La Vina Corridor (Laspina Street Corridor Extension)			
A. Cartmill Ave. to Bolton Ave. (W/side)	10' Sidewalk	0.25	$76,250
B. Bolton Ave. to Pacific Ave. (W/side)	10' Sidewalk	0.25	$76,250
Enterprise Street Corridor			
A. Inyo Ave. to Tulare Ave. (E/side)	Multi-Use Trail	0.50	$282,500
B. Tulare Ave. to Pleasant Ave. (E/side)	Multi-Use Trail	0.50	$282,500
Gail Avenue Corridor			
A. West St. to Northridge St.	10' Sidewalk	0.25	$76,250
Gemini Street Corridor			
A. Bardsley Ave. to Sonora Ave.	Multi-Use Trail	0.37	$209,050
"I" Street Corridor			
A. Santa Fe Trail to Cross Ave. (E/side)	10' Sidewalk	0.05	$13,864
International AgriCenter Way Corridor			
A. Laspina St. to Turner Dr. (S/side)	Multi-Use Trail	1.05	$593,250
Laspina Street Corridor			
A. Hosfield Rd. to International AgriCenter Way (E/side)	10' Sidewalk	0.63	$192,150
B. International AgriCenter Way to Paige Ave. (E/side)	10' Sidewalk	0.75	$228,750
Mooney Blvd. Corridor			
A. Foster Dr. to 550' N/o Foster Dr.	10' Sidewalk	0.10	$31,771
B. T.I.D. Canal Crossing	Ped Bridge		$75,000
C. Bardsley Ave. to Marvin Ct.	Multi-Use Trail	0.32	$182,448
D. Marvin Ct. to Shell Ct.	Multi-Use Trail	0.36	$202,458
E. Shell Ct. to Tulare Ave.	Multi-Use Trail	0.30	$171,212
F. Tulare Ave. to 665' N/o Tulare Ave.	Multi-Use Trail	0.13	$71,160
G. Eastgate Ave. to Santa Fe Trail	Multi-Use Trail	0.40	$225,786
H. Cross Ave. to 430' N/o Cross Ave. (W/side)	10' Sidewalk	0.08	$24,839
I. 1200' N/o Prosperity Ave. to Cartmill Ave. (W/side)	10' Sidewalk	0.72	$219,600
J. Cartmill Ave. to Pacific Ave. (W/side)	10' Sidewalk	0.50	$152,500
Morrison Street Corridor			
A. 265' N/o Tulare Ave. to Seminole Ave. (W/side)	10' Sidewalk	0.45	$136,326
B. Seminole Ave. to Prosperity Ave. (W/side)	10' Sidewalk	0.50	$152,500
Oakmore Street from Bardsley Avenue to Turner Drive			
A. Bardsley Ave. to Ave. 228 (E/side)	10' Sidewalk	0.50	$152,500
Retherford Street Corridor			
A. Horizon Outlet Mall to Corvina Ave.	10' Sidewalk	0.11	$34,659
Santa Fe Trail - EXISTING			
A. Site Specifc Master Plan and Redevelopment	Multi-Use Trail	7.00	$10,000,000
Tulare Avenue Corridor			
A. Enterprise St. to Cross Ave. (S/side)	Multi-Use Trail	0.47	$267,519
Turner Drive Corridor (Extension of Mooney Corridor)			
A. Tahoe Ave. to Foster Dr. (W/side)	10' Sidewalk	0.57	$174,740
West Street Corridor			
A. Bardsley Ave. to S/o Sonora Ave. (W/side)	Multi-Use Trail	0.25	$141,250
TOTAL TRAIL VISIONARY PROJECTS			**$ 16,833,906**

6.5 CAPITAL IMPROVEMENT SUMMARY BY TIER

The following table summarizes the three-tier approach to the development of the capital improvement plan associated with the Master Plan.

Tier	Estimated Total Project Cost
Sustainable Projects	$22,930,342
Expanded Service Projects	$1,700,000
Visionary Park and Recreation Projects	$88,850,000
Visionary Trail Projects	$16,833,906
TOTAL	**$130,314,248**

6.6 PROJECT PRIORITIZATION CRITERIA

In order to help prioritize projects based on limited funding sources, staff developed draft criteria for evaluating a project's ability to meet a variety of park and recreation needs and provide additional benefits. The criteria are shown in the table on the following page and focus on the following:

- **Financial Viability** – All projects must demonstrate that funding is available for both capital and long-term operations and maintenance costs. The city should not take on a project that it cannot afford to maintain.
- **Immediate Projects** - Projects needed due to health, safety, legal and/or ADA issues, as well as to protect the City's current investment in facilities.
- **Benefit-Driven Projects** - Projects that meet the park land and amenity needs of the community, complete a partially-developed project and/or serve as a potential catalyst for economic development.
- **Opportunity-Driven Projects -** Projects that leverage resources and offer partnership opportunities, are located on a significant site and/or promote economic development opportunities.

City of Tulare
Parks and Recreation Master Plan Update
Project Prioritization Criteria

	Category	Description	Project Examples
For All Projects	**1. Financial Viability**	All projects must demonstrate that funding is available for capital AND long-term operation/maintenance costs.	• Installation/eventual replacement of park furniture, fixtures and equipment (i.e. play structures, shade structures, benches, etc.)
Immediate	**2. Health/Safety/ Legal/ADA**	Immediate health & safety risk, ADA improvements, settlement requirements.	• ADA • Safety improvements
	3. Taking Care of Existing Investments	Lifecycle replacement and enhancement of existing parks, trails and building facilities.	• Equipment replacement/repairs at existing parks and facilities • Trail lighting, signage
Benefit-Driven	**4. High Unmet Need**	Development of amenities based on unmet needs identified in the Level of Service (LOS) analysis.	• Renovate Cesar Chavez Park
	5. Completeness	Site or trail is partially improved. Benefits are limited until site is fully developed.	• Trails system
	6. Economic Revitalization	Potential for project to serve as a catalyst for other investment.	• Develop Sports Complex
Opportunity-Driven	**7. Ability to Leverage Resources**	Are other projects occurring on or near the site or are there other funding sources available?	• Trail improvements • ADA upgrade projects

CHAPTER SEVEN - CAPITAL IMPROVEMENT PLAN FUNDING

Municipal Parks and Recreation agencies across the United States today have learned to manage revenue options to support Parks and Recreation, especially with the limited availability of tax dollars. Municipal Park and Recreation systems can no longer rely on taxes as their sole revenue option and have developed new revenue sources/options to help support capital and operational needs.

A growing number of municipalities have developed policies on pricing of services, cost recovery rates, and partnership agreements for programs and facilities provided to the community. They also have developed strong partnerships that are fair and equitable in the delivery of services based on whom receives the service, for what purpose, for what benefit, and for what costs. In addition, agencies have learned to use Parks and Recreation facilities, amenities, programs, and events, to generate revenue and support economic development. Municipalities have also learned to recognize that people will drive to their community for quality recreation facilities such as sports complexes, pools, and tournaments, if the facilities/events are well managed and properly marketed.

In order to continue to build and maintain the Parks and Recreation system, funding should be pursued for the capital investments, such as those presented in this plan. The following section provide fundings strategies for the city to consider for improving its Parks and Recreation system.

7.1 HIGHLY IMPLEMENTABLE FUNDING STRATEGIES

- **Grants:** Grant funds are used by many agencies to enhance parks and the availability of grants continues to grow annually. The city should continue to pursue grant opportunities. Matching dollars are required for most federal grants and many state grants.
    - **California Department of Parks and Recreation Grants – Competitive Programs**
        - Statewide Park Program (SPP) – The Round 5 application cycle is postponed. An update may be available in Summer 2023.
        - Outdoor Equity Grants Program - A draft Round 2 Application Guide will be available for public comment in Spring 2023.
        - Land and Water Conservation Fund - June 1, 2023, Application Deadline
        - Recreational Trails Program – June 15, 2023 Application Deadline
        - Habitat Conservation Fund – June 15, 2023 Application Deadline
        - Outdoor Recreation Legacy Partnership (ORLP) Program – Application Deadline was December 15, 2022
        - Regional Parks Program - Application Deadline was January 20, 2022
        - Rural Recreation and Tourism Program (RRT) - Application Deadline was January 20, 2022
        - Locally-Operated State Parks Program - Application Deadline was August 31, 2021
    - **California Department of Parks and Recreation Grants – Non-Competitive Programs**
        - Per Capita Program (block grant based on population)
        - Recreational Infrastructure Revenue Enhancement (RIRE) Program: $37,000,000

- **General Obligation Bond:** A general obligation bond is a municipal bond secured by a taxing authority such as the City to improve public assets that benefits the municipal agency involved that oversee the Parks and Recreation facilities. General Obligation Bonds should be considered for park and recreation facility projects, such as updates to a community or regional park, trails, recreation centers, aquatic centers, or a sports complex. Improvements to parks should also be covered by these funding sources because there are very little operational revenues associated with these parks to draw from, and some of the city parks need upgrades and renovations. These parks help frame the city image and benefit a wide age segment of users and updating these parks will benefit the community as a whole and stabilize neighborhoods and other areas of the city. According to Trust for Public Land research, over the last 10 years across the United States over 90% of park and recreation bond issues have passed in cities when offered to the community to vote to support the community needs for Parks and Recreation.
- **National Recreational Trails Program:** These grants are available to government and nonprofit agencies, for amounts ranging from $5,000 to $50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.
- **Design Arts Program:** The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to $50,000
- **Developer Cash-in-Lieu of meeting the Open Space Requirement:** Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement.
- **Land Leases/Concessions:** Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations, Cell Towers, hotels, to full management of recreation attractions. Leases usually pay back to the city a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or attractions. They also pay sales tax and employee income tax to the city.
- **Parking Fee:** Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from $3 to $4 dollars a day. This funding source could work for helping to support special events, festivals, and sports tournaments (i.e., Tulare Sports Complex).
- **User Fees:** User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the Department in operating a park, a recreation facility or in delivering programs and services. A perception of "value" has to be instilled in the community by the Parks and Recreation staff for what benefits the city is providing to the user. As the Department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer.

It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue for the Department. For services where the City feels that they cannot move forward on adequate user fees to obtain the required cost recovery, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the city dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

- **Permit Fees:** This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are provided by the city, and competition tournaments held in the city by other organizations who make a profit off of City owned facilities. Permit fees include a base fee for all direct and indirect costs for the city to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on City owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits which would generate more dollars for the city for these special use areas. These dollars could be applied to the Recreation and Park Revolving Fund if developed to help support park improvements and operations.
- **Business/Resident Donations:** Individual donations from corporations and private donations can be accepted to support specific improvements and amenities.
- **Nonprofit Organizations:** Nonprofit organizations can provide support for green space and parks in various ways.
    - **Conservancy or Friends Organization:** This type of nonprofit is devoted to supporting a specific park like the Sports Complex. These Park Conservancy's or Friends Groups are a major funding source for parks in the United States and should be considered for the Parks and Recreation facilities in the city.
    - **Community Service Workers:** Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to work with the sheriff's or City police department on using community service workers.
    - **Greenway Fundraising Programs:** Agencies across the United States have used greenways for not-for-profit fundraisers in the form of walks, runs, bicycle races, and special events. The local managing agency usually gets $2-$5 per participants in the events to go back to support the operations and maintenance costs.
    - **Volunteer Work:** Community volunteers may help with greenway construction, as well as conduct fundraisers. Organizations that might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.
- **Concessions:** Concessions can be leased out to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over a park site could manage concessions.
- **Field Permits:** The City can issue recreational use permits for activities, practice, or games. Permits should cover the operational cost of each field and management costs. If a private operator desires to rent the site for a sporting tournament for private gain, the city should provide a permit fee plus a percentage of gross from the event for the exclusive use of the fields.

- **Cell Tower:** Cell tower leases can be used. This revenue source would support $35,000-$50,000 annually for the site if cell towers in areas needing cell towers.
- **Volunteerism:** The revenue source is an indirect revenue source in that persons donate time to the city to assist in providing a product or service on an hourly basis. This reduces the City's cost in providing the service plus it builds advocacy for the city.

7.2 FUNDING STRATEGY OPPORTUNITIES FOR CONSIDERATION

- **Lease Back:** Lease backs are a source of capital funding in which a private sector entity such as a development company buys the park land site or leases the park land and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20-to-30-year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations.
- **Corporate Sponsorships:** Corporations can also underwrite a portion or all the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities through friends' groups and advisory boards.
    - Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the city to help support operational costs have been an acceptable practice in Parks and Recreation systems for a long time and should be considered by the city to support operational costs.
- **Maintenance Endowment Fund:** This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protecting the asset where the activity is occurring.
- **Park and Recreation Revenue Revolving Fund:** This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park system. The City could establish a revolving fund supported by all of the funding sources identified in this section and kept separate from the tax general fund. This has worked well in many cities across the United States.
- **Parks Foundation.** The utilization of a Parks Foundation is a joint-development funding source with the city. The foundation operates as a non-profit organization, working on behalf of the public agency to raise needed dollars to support its vision and operational needs.
    - The dollars that would be raised by the foundation are tax-exempt. Foundations promote specific causes, activities, or issues that the Department needs to address. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of park-related memorabilia, etc.
    - Private donations may be received in the form of cash, securities, land, facilities, recreation equipment, art, or in-kind services.

- **Private Foundation Funds:** Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park and recreation amenities. The Department should consider developing a good parks foundation.
- **Nonprofit Organizations:** Nonprofit organizations can provide support for green space and parks in various ways. Examples include:
    - **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a City-wide basis. The city could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in the city. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. Indianapolis Greenway Foundation has a specific Greenway Trail license plate they have had in place for over 20 years to help support the development and maintenance of trails in the city.
    - **Adopt-a-Park, -Trail, -Stream:** In this approach local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park or an amenity. Adopt-a-Park, or similar arrangements are particularly well-suited for the Department.
- **Local Private-Sector Funding:** Local industries and private businesses may agree to provide support for greenway development through one or more of the following methods:
    - Donations of cash to a specific greenway segment.
    - Donations of services by businesses and corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway.
    - Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development.
- **Adopt-A-Foot Program:** These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of cash contributions that range from $2,640 to $26,400 over a five-year period.
- **Food and Equipment Sponsors:** Official drink and food sponsors can be utilized for the city. Official drink and food sponsors pay the city a set percentage of gross. Typically, this is 15%-20% of costs for being the official product and receiving exclusive pouring and food rights to the complex. Likewise, official equipment sponsors work well for trucks, mowers, and tractors.
- **Advertising Revenue:** Advertising revenue can come from the sale of ads on banners in the parks. The advertising could include trashcans, trail markers, visitor pull trailers, tee boxes, scorecards, and in restrooms.
- **Catering:** The City has many sites that set up well to have high, medium, and low-level caterers on contract that groups can use. Caterers usually provide the parks with a fixed gross rate on food and beverage at 12%-15% of the cost of food and 18% of drink back to the city.

7.3 FUNDING STRATEGY OPPORTUNITIES FOR OTHER DEPARTMENTS

- **Federal Lands Access Program (FLAP) grants** - The Federal Lands Access Program (Access Program) was established in 23 U.S.C. 204 to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands. The Access Program supplements State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.
- **Federal Housing Grants** can also help support parks near federal housing areas and should be pursued if appropriate. Several communities have used HUD funds to develop greenways, including the Boscobel Heights' "Safe Walk" Greenway in Nashville, Tennessee.
- **Watershed Protection and Flood Prevention (Small Watersheds) Grants:** The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50-percent local match for public recreation, and fish and wildlife projects.
- **Tax Abatement.** The governing body of a political subdivision may grant a current or prospective abatement, by contract or otherwise, of the taxes imposed by the political subdivision on a parcel of property, which may include personal property and machinery, or defer the payments of the taxes and abate the interest and penalty that otherwise would apply, if:
    - it expects the benefits to the political subdivision of the proposed abatement agreement to at least equal the costs to the political subdivision of the proposed agreement or intends the abatement to phase in a property tax increase, and
    - it finds that doing so is in the public interest because it will:
        - increase or preserve tax base;
        - provide employment opportunities in the political subdivision;
        - provide or help acquire or construct public facilities;
        - help redevelop or renew blighted areas;
        - help provide access to services for residents of the political subdivision;
        - finance or provide public infrastructure;
        - phase in a property tax increase on the parcel resulting from an increase of 50 percent or more in one year on the estimated market value of the parcel, other than increase attributable to improvement of the parcel; or
        - stabilize the tax base through equalization of property tax revenues for a specified period with respect to a taxpayer whose real and personal property is subject to valuation
- **Tax Allocation or Tax Increment District:** Commonly used for financing redevelopment projects. A Tax Allocation District (TAD) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers. As redevelopment occurs in the City, the "tax increment" resulting from redevelopment projects is

used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TADs can be used to fund park improvements and development as an essential infrastructure cost. These funds would work well in the downtown park redevelopment and in trail development.

- **Utility Lease Fee:** Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff and paying for development rights below the ground. This funding source is derived from fees on property own by the City based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many cities to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to contribute to support the parks and trails in the future. This has been very successful in Houston along their bayous.
- **Food and Beverage Tax:** This 1/8% sales tax is currently used by cities across the United States and usually requires voter approval. These dollars can come from the local community as well as visitors to the city to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most communities.
- **Tax Increment Financing (TIF Funds):** The concept behind the tax increment financing is that taxes in a designated area are frozen and the redevelopment that occurs in the blighted, conservation, or economic development area will increase the assessed valuation of the property and generate new property tax revenues. The increase can be used on an annual basis to retire revenue bonds issued to finance redevelopment costs. A great deal of development is required to generate sufficient revenues to make it work.
- **State Water Management Funds:** Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include the purchase of critical strips of land along rivers and streams for protection, which could then also be used for greenways; develop educational materials, displays; or for storm water management.
- **Wi-Fi Revenue:** The City can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site. This revenue has amounted to $20,000-$50,000 in revenue for similar systems.

7.4 GRANTS THROUGH PRIVATE FOUNDATIONS AND CORPORATIONS

Many communities have solicited greenway funding from a variety of private foundations and other conservation-minded benefactors. Some of these grants include:

- **Coors Pure Water 2000 Grants:** Coors Brewing Company and its affiliated distributors provide funding and in-kind services to grassroots organizations that are working to solve local, regional and national water-related problems. Coors provides grants, ranging from a few hundred dollars to $50,000, for projects such as river cleanups, aquatic habitat improvements, water quality monitoring, wetlands protection, pollution prevention, water education efforts, groundwater protection, water conservation and fisheries.

- **World Wildlife Fund Innovative Grants Program:** This organization awards small grants to local, regional, and statewide nonprofit organizations to help implement innovative strategies for the conservation of natural resources. Grants are offered to support projects that accomplish one or more of the following: (1) conserve wetlands; (2) protect endangered species; (3) preserve migratory birds; (4) conserve coastal resources; and (5) establish and sustain protected natural areas, such as greenways.
- **Innovative Grants**: This funding can help pay for the administrative costs for projects including planning, technical assistance, legal and other costs to facilitate the acquisition of critical lands; retaining consultants and other experts; and preparing visual presentations and brochures or other conservation activities. The maximum award for a single grant is typically $10,000.
- **Bikes Belong:** Bikes Belong coalition is sponsored by members of the American Bicycle Industry. The grant program is a national discretionary program with a small budget, to help communities build trail projects. They like to fund high-profile projects and like regional coalitions. An application must be supported by the local bicycle dealers (letters of support should be attached). Bikes Belong also offers advice and information on how to get more people on bikes. Government and nonprofit agencies are eligible, and no match is required. The maximum amount for a grant proposal is $10,000. Applications may be submitted at any time and are reviewed as they are received.
- **Partnership Development Agreement:** Each partner would develop their respective facilities based on set design guidelines with the city managing all the site elements. Partners would work collectively to promote the site versus individual amenities. This process was successful for Papago Park, located in the City of Phoenix, Arizona. The site included a major league spring training facility and minor league baseball complex, zoo, botanical gardens, history museum, and other attractions on site.
- **Community Forest and Open Space Program:** Federal Grant with Estimated Total Program Funding of $3,150,000. Individual grant applications may not exceed $400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.
- **Congestion Mitigation and Air Quality Program-fund:** This source is for transportation projects that improve air quality and reduce traffic congestion. Projects can include bicycle and pedestrian projects, trails, links to communities, bike rack facilities. Average grant size $50,000-$100,000.
- **Community Facilities Grant and Loan Program-Grant Program:** This source is established to assist communities with grant and loan funding for the expansion, renovation and or remodeling of former school facilities and or existing surplus government facilities that have an existing or future community use. Facilities may be space for community gatherings and functions, recreational athletic facilities for community members, particularly youth. These include space for non-for-profit offices, childcare, community education, theater, senior centers, youth centers, and after school programs. CFP match requirements for requests up to $250,000 are 10-% eligible project costs. For requests over $250,000 to $1 million, the match is 15%.
- **American Hiking Society:** Fund on a national basis for promoting and protecting foot trails and the hiking experience.

- **The Helen R. Buck Foundation:** This foundation provides funding for playground equipment and recreational activities.
- **Deupree Family Foundation:** The Deupree Family Foundation provides grants for Recreation, parks/playgrounds, and children/youth, on a national basis. This foundation supports building/renovation, equipment, general/operating support, program development, and seed money.
- **The John P. Ellbogen Foundation:** Children/youth services grants as well as support for capital campaigns, general/operating support, and program development.
- **Economic Development Grants for Public Works and Development of Facilities:** The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where the federal contribution can reach 80%.

CHAPTER EIGHT – MAINTENANCE ASSESSMENTS

Parks and amenities that are clean and functioning efficiently are a critical element to delivering high quality programs and services. The Tulare Community Services Department maintains 275.68 acres of developed parks (not including special use parks, facility grounds and right-of-way/median landscape acreage).

8.1 PARKS MAINTENANCE LINES OF SERVICE

The core lines of service (functions) performed by the Parks Division are numerous. The lines of service are as follows:

Parks Maintenance Lines of Service
Athletic Field - Game Preparation
Athletic Field Maintenance - Diamond Fields
Aquatics Maintenance
Citizen Inquiries
Equipment Maintenance (park maintenance equipment - mowers, etc)
Furniture, Fixtures, Systems (lighting, etc.) Maintenance and Repair
Integrated Pest Management
Irrigation Systems
Landscape Beautification
Maintenance Yard Management
Park Permit/Special Event Facilitation
Playground Maintenance
Public Facility Grounds Maintenance
Right of Way and Median Maintenance
Restroom Custodial Services
Special Projects
Special Event Support
Sport Courts (Basketball, Tennis, Sand Volleyball Courts
Storm Clean-up
Trails
Turf Management
Urban Forestry
Volunteer Management

8.2 MAINTENANCE MODES AND STANDARDS

Regular maintenance requires unit-based quantification for most major resource requirements and provides the methods for projecting future resource needs. The City's maintenance efforts as detailed are expansive and address diverse aspects of maintaining high-quality parks, amenities, and infrastructure to preserve the integrity of public assets and their meaningful use. The prevailing objectives of a standards-based park maintenance program are presented below but not in order of importance:

- Maintain and improve the sites, grounds, facilities, and structures of the City's parks system to provide optimal and enjoyable use.
- Provide landscaping and general maintenance for a multitude of City amenities, including but not limited to, landscaped beds and turf, urban open spaces, urban forests, and selected park buildings and structures.
- Be responsive to maintenance needs of the City's open-space tracts. Particular attention must be paid to access points, trail repair, erosion control, and trash removal.
- Protect and preserve the value of City assets so that long-term maintenance costs are minimal due to extending the service life of those assets.

Many of the objectives assigned to the Park's maintenance teams go beyond the traditional responsibilities of park maintenance employees.

It is recommended that all park maintenance agencies adopt a system of grounds maintenance levels wherein functions are organized into a tiered structure with three different levels of service. These levels are referred to as maintenance modes, and each has a unique standard that dictates routine maintenance tasks and their frequency. The appropriate maintenance mode is assigned to each park or site, which creates a framework for organizing and scheduling tasks and responsibilities at each location. A description of each of the maintenance modes is provided below:

8.2.1 MAINTENANCE MODE/LEVEL 1

Maintenance Mode/Level 1 (Mode/Level 1) applies to parks or sites that require the greatest level of maintenance standard in the system. These parks or sites are often revenue producing facilities, such as the athletic fields, where the quality and level of maintenance has a direct impact on the park facility's ability to maximize revenue generation.

8.2.2 MAINTENANCE MODE/LEVEL 2

Maintenance Mode/Level 2 (Mode/Level 2) applies to parks or sites that require a moderate level of effort and maintenance standards in the system. These include developed and undeveloped parks with amenities that are heavily used such as trails, community and pocket parks, and special-use facilities found in the City's parks system.

8.2.3 MAINTENANCE MODE/LEVEL 3

Maintenance Mode/Level 3 (Mode/Level 3) applies to parks or sites that require a nominal level of effort and maintenance standards in the system. These generally include undeveloped parks with minimal amenities.

8.3 PARK MAINTENANCE KEY FINDINGS

8.3.1 MAINTENANCE MANAGEMENT PLAN

Through the review of data and workshops with staff, the PROS Consulting team determined that the Parks Division does generally try to operate within the maintenance modes identified above. Parks maintenance also intuitively follows a set of routine parks and grounds maintenance standards with task, frequency, and season of year for each of the functional work areas, however, a formalized, documented, detailed maintenance management plan does not exist. A formalized maintenance management plan includes not only maintenance modes and standards for each park but also tracks the performance of the work against a set of defined outcomes as well as the costs expended to achieve each outcome. A maintenance management plan is typically memorialized within an asset-based work order management system.

8.3.2 GIS-BASED ASSET MANAGEMENT WORK ORDER SYSTEM

Parks maintenance in the City of Tulare does not currently utilize a GIS-based asset management work order system and should consider the implementation of such a system to document maintenance and asset replacement schedules as well as the track the time and resources required to perform work in the field. A work order management system can also determine the level of unproductive time expended by staff (i.e., travel time to parks).

8.3.3 EQUIPMENT

Staff does not lack the necessary equipment or resources to perform tasks.

8.3.4 STAFFING LEVELS

Developed Parks: The Parks Maintenance Division is comprised of approximately 12.2 full-time equivalents (FTES) – 11.1 full-time employees and 1.1 part-time FTEs - dedicated to maintaining the developed parks system. An additional 3.6 FTE of maintenance is provided through third party contractors bringing the total FTE available for parks maintenance functions to 15.8.

BEST PRACTICE STAFFING LEVELS

- Level 2 Standard Staffing: Best practice ratio of FTE per park acres maintained at a Level 2 standard is 1:15 acres.

With the responsibility of actively managing 275.68 acres of parks at a level 2 standard, the Parks Maintenance Division DOES NOT HAVE the staffing capacity to manage the developed parks system. The division should have approximately 18.4 FTE available for parks maintenance functions. The Parks Division is currently understaffed by 2.6 FTES.

Developed Parks Maintenance Staffing						
FUNCTION	PARK ACREAGE	MAINTENANCE STANDARD	* CURRENT STAFFING LEVEL (FTES)	CURRENT STAFFING LEVEL FTE PER ACRES	BEST PRACTICE STAFFING LEVEL FTE PER ACRES	ADDITIONAL STAFFING NEEDED TO MEET BEST PRACTICE STAFFING LEVEL
Developed Parks Maintenance	276	Level 2	15.8	1 FTE PER 17.7 ACRES	1 FTE per 15 acres	2.6

8.3.5 ANNUAL PARK OPERATION AND MAINTENANCE FUNDING

Based on analysis conducted by the project team as summarized in the table below, unit costs for parks maintenance are not in alignment with best practice cost per acre for the maintenance of parks. The following table indicates that the Parks Division is currently underfunded by $260,000 annually.

Developed Parks Funding						
MAINTENANCE FUNCTION	PARK ACREAGE / MILES	MAINTENANCE STANDARD	* ANNUAL OPERATION BUDGET (GENERAL FUND)	CURRENT ANNUAL SPENDING PER ACRE OF DEVELOPED PARK	BEST PRACTICE COST PER ACRE / MILE	ADDITIONAL ANNUAL FUNDING NEEDED TO MEET BEST COST PER ACRE / MILE
Developed Parks (acres)	276	Level 2	$1,393,260	$5,053.90	$6,000	$260,820
		TOTALS	$1,393,260			$260,820

8.4 PARK MAINTENANCE KEY RECOMMENDATIONS

8.4.1 IMPLEMENT A GIS-BASED ASSET MANAGEMENT WORK ORDER SYSTEM

A work order system should be used to track lifecycle maintenance requirements that are tied to weekly and monthly work orders. This will help the staff to stay ahead of preventative maintenance and limit breakdowns. Further, utilizing the system will provide staff the necessary "actual cost" data for work being performed. The typical components of a work order management system are as follows:

- Schedule Work Activities
    - Detailed framework for asset management by incorporating GIS into the asset repository. Allows for grouping of assets by location, type, age, or other key parameters. These groupings can then be used to create maintenance activities such as preventive work, reactive work, tests, or inspections.
- Mapping Tools
    - ArcGIS maps are an integral part of the work management process. This allows for the creation of map visualizations of database queries including open work orders, service requests, or work orders of a specific type and assignment. These tools empower both management and staff to interact with asset data.
- Data Mobility
    - A variety of tools to help maintenance staff access and update valuable information while in the field.
- Asset Management
    - Track work performed on any asset at any given time throughout its lifecycle. Users can easily search for active work orders and view them dynamically on the GIS map. Track overdue work orders and monitor work associated with a specific task, contractor, or project.

- Track Unproductive Time
    - A key component of creating an efficient parks maintenance operation is to minimize unproductive time, such as travel time between parks. Travel time on average should not exceed the maximum threshold of 2.2 hours for every 8-hour day.

8.4.2 COST OF SERVICE/SYSTEMATIC APPROACH TO CONTRACTING SERVICES

Through the development of management processes, the Parks Division must begin to track cost of service at a unit activity level through the implementation of a work order management system. This, in turn, would internally analyze the unit cost to perform work internally against the unit cost to perform work by a third-party vendor, in particular right-of-way, median and public facility grounds landscape maintenance.

8.4.3 DEVELOPED PARKS AND TRAILS MAINTENANCE FUNDING

It is recommended that the Parks Maintenance Division develop line-item budgets for each functional area of work.

8.4.4 ANNUAL PARK MAINTENANCE FUNDING AND STAFFING

It is recommended that the Park Maintenance Operation be allocated an additional $260,000 annually for enhanced management and maintenance of parks. Of this funding, approximately $170,000 should be allocated for the addition of 2.6 FTES for this functional work area.

8.5 OTHER PARKS MAINTENANCE RECOMMENDATIONS

8.5.1 COST AVOIDANCE

Maintenance operations are typically spent in divisions that do not have direct revenue sources that can offset expenditures. There are opportunities, however, to reduce expenditures through the following strategies.

- **Adopt-a-Trail Programs:** These programs are similar to the popular “adopt-a-mile” highway programs most states utilize. Adopt-a-trail programs can also take the form of cash contributions in the range of $12,000 to $16,000 per mile to cover operational costs.
- **Adopt-a-Park Programs:** These are small-grant programs that fund new construction and provide maintenance support. Adopt-A-Park programs can also take the form of cash contributions in the range of $1,000 to $5,000 per acre to cover operational costs.
- **Operational Partnerships:** Partnerships are operational funding sources formed from two separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Two partners jointly share risk, operational costs, responsibilities, and asset management based on the strengths of each partner.

CHAPTER NINE – STRATEGIC IMPLEMENTATION

The consultant synthesized its findings to develop a framework of strategic recommendations for the City of Tulare Community Services Department. It is recommended that the strategies align with six major categories of best practices:

1. Level of Service Provision
2. Trails and Connectivity
3. Park Land Improvements
4. Recreation Programming
5. Operations and Staffing
6. Financing the Park System

The implementation matrix should be evaluated and refined as development, economic and political circumstances shift and be used to validate the City's vision and mission. A complete implementation plan matrix, including tactics, accountability, timelines, and performance measures, will be provided as a separate document.

	Park and Recreation Master Plan Goal #1: Level of Service Provision
	Maintain the proportion of park acres per population through a variety of park type amenities, and open space options.
Strategy 1.1	Collaborate with local partners, in public and private sectors, to develop innovative parks and spaces to maintain the levels of service targeted in this plan and that are aligned with an updated Quimby Ordinance.
Strategy 1.2	Utilize the Bicycle, Pedestrian and Trails Master Plan as a guide to strive for parks and green spaces to be within a 10-minute walk/bike ride for every household in Tulare.
Strategy 1.3	Develop a network of parks, trails and open spaces that protect the natural areas in public spaces in Tulare and connect to population centers that will support the needs of all residents through well designed parks and recreation amenities.
Strategy 1.4	Utilize the design principles in this plan for each type of park (pocket, community, regional, special use, sports complex, etc.) to guide landscape architects when designing parks and operational staff to follow for maintaining the park or amenity after it is developed.
Strategy 1.5	Determine if the Santa Fe Linear Park and Trail is to be defined as destination location parks that frame the highest quality of land management maintenance and park related services.
Strategy 1.6	Continually update the lifecycle asset management plan for the Department.

	Parks and Recreation Master Plan Goal #2. Trails and Connectivity
	Establish connectivity between parks and greenways that is accessible by pedestrians, bikes and parks and open space in Tulare.
Strategy 2.1	Work with other city departments to connect sidewalk and bike lanes to trails to improve access to desirable destinations.
Strategy 2.2	Prioritize existing City-owned land and potential future land acquisition decisions to focus investments in a bike pedestrian trail system that achieves active transportation strategies and the development of a contiguous network.
Strategy 2.3	Continually update the lifecycle asset management plan for the ongoing maintenance of the trail system.
Strategy 2.4	Continually encourage and seek funding for the development of trails and trail amenities, and construct in appropriate areas of the City upon the completion of a Bicycle, Pedestrian and Trails Master Plan; Consider partnerships for the maintenance of the trails.

	Parks and Recreation Master Plan Goal #3. Park Land Improvements
	Provide a park and recreation system offering the community a variety of parks and services that integrate environmental design, safety, community needs and emerging trends.
Strategy 3.1	Utilizing the Master Plan as a guide, implement improvements that are mindful of environmental stewardship to aid in the protection of park resources and ensure that they will be protected for future generations.
Strategy 3.2	Update Public Art Policy and consider art in parks to encourage interest and appreciation.
Strategy 3.3	Make all parks and services welcome and accessible to all level of users, i.e., adults, children, seniors, and all-abilities through clean restrooms when feasible, seating or benches, running water fountains or water stations, and park features usable for all abilities in parks (ADA).
Strategy 3.4	Consider the incorporation of technology into the design of parks and programming through partnerships to produce a state-of-the-art park system (systems such as cameras, irrigation, Wi-Fi, pedestrian counters, automated restrooms, solar, Sybertech trash receptables, etc.).

	Park and Recreation Master Plan Goal #4. Recreation Programming
	Increase community participation in programs to 40% to align with national standards.
Strategy 4.1	Refine core program services that align with community need.
Strategy 4.2	Track lifecycles of programs and drop programs in their down cycle by adding new programs to take their place.
Strategy 4.3	Create additional target marketing strategies to inform residents of the services being provided.
Strategy 4.4	Develop a yearly program plan specifically for the core program areas.
Strategy 4.5	Update the special event policy to ensure equitable utilization of City resources when supporting external events.
Strategy 4.6	Create equitable partnerships across the system with sports and not-for-profit groups.
Strategy 4.7	Engage volunteers in the delivery of programs and services to build advocacy and support for the park and recreation system.

	Parks and Recreation Master Plan Goal #5. Operations and Staffing
	Empower and train current department employees while growing staff to meet the emerging needs of the community.
Strategy 5.1	Ensure job descriptions are reviewed and updated and salary assessments is completed to meet pay levels that keep salaries competitive.
Strategy 5.2	Seek to add 2.6 FTE to the Park Maintenance Division by 2025.
Strategy 5.3	Create a succession plan for the Department.
Strategy 5.4	Continually encourage and seek funding to meet the emerging functions of the Department, including, but not limited to, trail maintenance, work order management, urban forest management, sports complex management, etc.

	Parks and Recreation Master Plan Goal #6. Financing the Parks System
	Pursue adequate funding to support existing parks, new parks, and other park types.
Strategy 6.1	Ensure a fiscally sustainable parks system by leveraging financially-driven decisions.
Strategy 6.2	Ensure funding sources, including grants, are pursued to maintain the current level of service for parks and recreation within the community.
Strategy 6.3	Seek additional funding opportunities to support capital and operational needs as identified in the Plan.
Strategy 6.4	Establish a performance measure for the Community Services Department to become 40% self-supporting from user fees, permits, reservations, earned income and effective partnerships.

CHAPTER TEN – CONCLUSION

The City of Tulare Parks and Recreation Master Plan was developed to provide the organization a roadmap for the future using knowledge gained from community input, park and program inventory review, comparison to national standards and trends and an assessment of the current economic and political climate. The planning process incorporated a comprehensive series of discovery and analysis strategies to understand the workings of the organization and included a strong community engagement process. Several strategic recommendations resulted from this effort and were aligned into the eight major categories of implementation actions found in Chapter 9.

Overall, the park system is highly valued by community residents and leaders. It serves multiple purposes including recreational, environmental, educational, social, economic development and higher quality of life. Adequate funding for upkeep of existing parks is a priority for residents as well as developing new amenities in parks. Improved communication between the community and the Department is another opportunity for enhancing programs, services, and project activities. In short, investment in the city's park and recreation system should be a priority.

Programmatically, the Tulare Community Services Department is meeting the major needs of the community, but a regular review of offerings will ensure successful outcomes.

Operationally, the department is meeting expectations. The continued development of processes that will allow for improved maintenance decision-making is recommended as staffing and funding levels are below needs.

To ensure that the city has a plan for capital projects, a three-tier approach was developed that organizes projects into the following categories: Sustainable projects, Expanded Services projects, and Visionary projects. Each of these approaches provides a way to categorize and prioritize projects which ultimately furnished a comprehensive capital improvement plan totaling $121.3M to be accomplished over the next 10 years.

The Parks and Recreation Master Plan includes a system-wide approach for accomplishing short and long-term goals, initiatives, tactics, and measurements to ensure that as the city manages forward over the next decade, the Department does so as well – effectively, efficiently, and sustainably – while providing top-tier programs, services, parks, and facilities to the community for many years to come.

APPENDIX A – RECREATION PROGRAM STANDARDS

Recreation program standards are developed to support core recreation services. The standards focus on delivering a consistent high-quality experience while achieving operational and cost recovery goals as well as marketing and communication standards that are needed to create awareness and customer loyalty.

To assist staff in its continual pursuit of delivering high quality consistent programs to the community and in achieving the cost recovery goals, the following standards may be considered for implementation.

HIGH-QUALITY EXPERIENCE STANDARDS

For core services, the following standards must be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with in-the-field experience in the program specialty for which they are responsible.
- The instructor-to-participant ratios are appropriate for the participant to feel safe and attended to.
- The program is provided in the appropriate safe and clean recreation space, either indoor or outdoor, designed for that program.
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- Staff is trained in first aid and CPR. Volunteers are trained in first aid and CPR when appropriate.
- A first aid kit is readily available and accessible in less than a minute.
- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This should include pre- and/or post-evaluation focus groups or trailer calls.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that Tulare Community Services Department is investing in their experience.
- Each instructor or program supervisor will be provided a toolbox that includes their class or program roster, with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent recreation information and emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes we hope to achieve.

- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children will have background checks.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and is signed off by the appropriate program staff within the Community Services Department.
- Staff will be dressed in the appropriate Tulare recreation uniform that includes a nametag.
- Drivers that transport participants must have the appropriate license, certifications, and authorization.
- Equipment or program space will be inspected prior to the class or program; noted by the instructor or program supervisor; and recorded daily, weekly, and monthly.
- Performance measures tracked will be shared with instructors or program staff at the end of each session.
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to re-hire or not.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies are spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager.
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin.

OPERATIONAL AND PRICING STANDARDS FOR PROGRAMS

- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices.
- Scholarship programs will be in place for those that require financial assistance in order to participate in Tulare Community Services Department recreation facilities and programs.
- Results of cost of service for programs will be posted and shared with staff on all services regardless of whether they are underperforming, meeting, or exceeding the recovery goals.
- On a regular basis, competitor and other service providers will be benchmarked and evaluated for changes they are making and how they compare with division efforts in their core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.

- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time.
- Maintenance and recreation staff will discuss standards for programs taking place in recreation amenities in Tulare Community Services Department annually.

APPENDIX B – LIFECYCLE REPLACEMENT SCHEDULE

Amenities	Unit	Suggested Lifecycle (in years) - LOW	Suggested Lifecycle (in years) - HIGH	Average Replacement Cost (per Unit) - LOW	Average Replacement Cost (per Unit) - HIGH	Notes
Aquatic Center	SF	25	35	$500	$750	Dependent upon type of pool
Recreation Building	SF	40	50	$500	$600	
Athletic Field Lighting for Baseball/Softball Field	EA	20	30	$500,000	$750,000	To retrofit to LED, cost is $500 more per bulb
Athletic Field Lighting for Multi-Purpose (Soccer) Field	EA	20	30	$500,000	$1,000,000	To retrofit to LED, cost is $500 more per bulb
Basketball - Outdoor Court - surface	EA	20	30	$60,000	$75,000	
Basketball - Outdoor Court - surface and lighting	EA	20	30	$100,000	$150,000	
BBQ Grill	EA	10	15	$500	$1,500	
Bench	EA	10	15	$2,500	$3,000	Metal with Powder Coating
Bike Rack	EA	10	15	$500	$1,500	Metal with Powder Coating
Bocce Ball Court	EA	10	15	$30,000	$60,000	12' x 60' court
Concession Stand	SF	20	30	$400	$600	
Disc Golf Course (Tee pads and baskets)	EA	10	20	$1,000	$2,000	Cost is per hole
Dog Park Lighting	AC	20	30	$70,000	$150,000	Lighting is for security lighting (low level); does not include furniture
Drinking Fountain	EA	10	15	$12,000	$15,000	
Emergency Phone	EA	10	15	$1,800	$3,500	Assumes replacement of public phone with emergency phone
Fencing	LF	20	30	$25	$40	Installed Assumes vinyl coated
Fit Course	Course	10	15	$1,500	$2,500	Assumes cost of single piece of equipment
Fire Pit	EA	10	15	$250	$2,000	
Flag Pole	EA	25	35	$3,500	$5,000	
Fountain (decorative)	EA	20	30	$2,500	$25,000	Highly dependent upon complexity and size of fountain
Gate (Park Entrance)	EA	20	30	$3,500	$5,000	Assume double swing gates used to close parks
Horseshoe Pit	EA	20	30	$10,000	$16,000	Rebuild New
In-Line Hockey - Surface	EA	20	30	$20,000	$40,000	
In-Line Hockey - Surface and Lighting	EA	20	30	$100,000	$150,000	
Lake Renovation	AC	25	50	$500,000	$1,000,000	Assume renovation
Parking Lot	EA Space	15	25	$10,000	$15,000	Cost per parking space
Pedestrian Bridge	LF	30	50	$1,000	$2,500	Highly dependent upon complexity of the crossing - LINEAR FT
Pickleball Court - Surface	EA	20	30	$100,000	$150,000	Assume 4 courts (equivalent of one tennis court)
Pickleball Court - Surface and Lighting	EA	20	30	$100,000	$200,000	Assume 4 courts (equivalent of one tennis court)
Picnic Table	EA	10	15	$3,000	$5,000	
Playground (Shaded)	EA	15	20	$300,000	$1,000,000	2-5 year old and 5-12 year old components
Ramada/Shelter 10 x 10	EA	25	35	$100,000	$200,000	
Ramada/Shelter 20 x 20	EA	25	35	$250,000	$500,000	
Restroom	EA	20	30	$350,000	$500,000	
Scoreboard	EA	10	15	$55,000	$75,000	Digital on pedestal
Shade Canopys (separate from Playgrounds)	EA	10	15	$30,000	$100,000	Fabric shade sail
Shuffleboard Court	EA	20	30	$12,000	$18,000	
Signage (Monument-Park Name)	EA	20	30	$10,000	$20,000	Low End - Neighborhood Park; High End - Community Park
Signage (Rules & Reg)	EA	10	15	$500	$1,500	
Skate Park above ground	SF	10	15	$40	$75	
Skate Park in-ground	SF	20	30	$300	$700	
Synthetic Turf - Rectangular Field	EA	7	10	$1,000,000	$1,500,000	
Tennis Court - Surface	EA	20	30	$100,000	$150,000	
Tennis Court - Surface and Lighting	EA	20	30	$100,000	$200,000	
Trail (Decomposed Granite)	LF	20	30	$7	$15	
Trail (Paved)	LF	20	30	$25	$40	Assume concrete surface
Trail (Unpaved)	LF	25	25	$3	$5	
Trash (Receptacle)	EA	10	15	$1,000	$2,500	
Volleyball Court (Sand Replacement)	EA	20	30	$15,000	$25,000	
Volleyball Court (Sand and Lighting Replacement)	EA	20	30	$50,000	$75,000	
Walkway	LF	20	30	$15	$35	Assume concrete

Assumptions

1. Cost estimates do not include demolition of existing infrastructure
2. Cost estimates do not include design or other "soft" costs
3. Cost estimates are in 2022 dollars. A 3-5% annual escalator should be applied to the pricing schedule.

APPENDIX C – CEQA DETERMINATION

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Memorandum

To:	Michael Svetz, PROS Consulting
From:	Briza Sholars
Subject:	City of Tulare, Parks and Recreation Master Plan, CEQA Determination
Date:	March 31, 2023

Task

Provost & Pritchard has been asked to review the 2023 City of Tulare Parks and Recreation Master Plan (Master Plan), prepared by PROS Consulting, against the City of Tulare (City) General Plan and General Plan Environmental Impact Report (EIR). An analysis and determination, which is contained herein, will be used to confirm the necessity of further environmental analysis resulting from the preparation of the Master Plan. Analysis and determinations have been made in conformance with California Code of Regulations Section 15162(a). Analysis has been based on the assumption that the Master Plan is in alignment with the Goals and Policies of the City's General Plan.

Background

The City adopted its General Plan in 2014, providing analysis of potential future buildout of the city through 2035. The General Plan provides Goals and Policies for the development and maintenance of parks and open space facilities within the city. The EIR, also adopted in 2014, provides an environmental analysis of the future buildout of the city under the General Plan, discussing the potential for buildout activities to have a significant impact on the environment. Impacts to parks and recreation were discussed under the Public Services and Recreation section of the EIR. Both the General Plan and the EIR discuss parks and recreation at a programmatic level.

Analysis

The Master Plan has been developed to provide a roadmap for the future development and investment in parks and recreational facilities within the city over a 10-year span. While the Master Plan recommends the investment and renovation of existing parks and recommends the development of future parks within a Capital Improvement Plan, no construction is being proposed under the Master Plan. Any future projects to renovate existing park facilities, or to construct new park facilities in an area that has been planned and zoned for such use would be required to provide its own level of environmental analysis, the scope of which would depend on the specifics of that individual project. As a result, the Master Plan, like the General Plan and EIR, serves as a programmatic level document, broadly discussing parks and recreational facilities existing in the city today, and an overview of how growth could occur over the life of the Master Plan.

Determination

The Master Plan serves to provide an overview of existing parks and recreational facilities, while providing a capital improvement program and recommendations for how facilities could either be renovated or developed in the future. The Master Plan does not propose the immediate construction of any parks and recreational facilities within the city. Future parks and recreational facilities projects would be analyzed for potential environmental impacts on a case-by-case basis in the future, as they are proposed. At such a time, the appropriate level of environmental analysis would occur. The Master Plan serves as a programmatic document and as a result, it has been determined that an addendum to the EIR is not necessary for the purposes of the Master Plan.

Thank you,

Briza Sholars

Briza Sholars, Project Manager

APPENDIX D - STATISTICALLY VALID SURVEY

2022

City of Tulare, California

Parks and Recreation Department Needs Assessment

Findings Report

ETC INSTITUTE

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1 Executive Summary

2022 City of Tulare
Needs Assessment Survey
Executive Summary

Overview

ETC Institute administered a Community Needs Assessment Survey for the City of Tulare Parks and Recreation Department during the months of summer 2022. The survey will help the Tulare Parks and Recreation Department plan for future recreation programs and facilities that meet the community's needs and preferences.

Methodology

ETC Institute mailed a survey packet to a random sample of households in the City of Tulare. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at *TulareParksSurvey.org*.

After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Tulare from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to complete a minimum of 300 completed surveys from City residents. The goal was exceeded with 317 completed surveys collected. The overall results for the sample of 317 households have a precision of at least +/-5.5 at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 2)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 3)
- Priority Investment Ratings by Household Type (Section 4)
- Tabular data showing the overall results for all questions on the survey (Section 5)
- Responses to open-ended questions (Section 7)
- A copy of the survey instrument (Section 7)

The major findings of the survey are summarized on the following pages.

Tulare Parks, Facilities, and Services Use

Use of Facilities: Respondents were asked to indicate how often their household used seven Tulare Parks and Recreation facilities. Other city-owned parks not listed (74%), the city library (64%), and city-owned sports fields (49%) were used most often by respondents.

Barriers to Use: Respondents were asked to identify all the reasons they did not use three types of recreation facilities more often. The top reasons respondents did not utilize city libraries more often were not needing library services (32%) and not knowing what is offered (23%). Lack of park amenities of interest (22%) and too crowded/lack of availability (19%) were the most common barriers to park, field, or amenity usage. Respondents listed not being old enough to use senior center (63%), not knowing what was offered (33%), and not interested in offerings (18%) as the major barriers to community center usage.

Use of Library Services. Respondents were asked to select all the library services their household used over the last two years. Checking out a book/audiobook (37%), asking a librarian a question (32%), and accessing a government form (18%) were the most utilized library services. Respondents were then asked to rate their level of satisfaction with each of the library services. Respondents were most satisfied (rating either "very satisfied" or "satisfied") with the cleanliness/maintenance of facilities (87%), courteousness of staff (83%), and knowledge of staff (84%).

Benefits of Community Service Department. Respondents were asked to rate their level of agreement with 12 statements regarding the benefits of the Tulare Community Services Department. Respondents most often agreed (choosing either "strongly agree" or "agree") that community services is age-friendly to all people (46%), is physically accessible to all people (46%), and makes Tulare a more desirable place to live (43%).

Tulare Special Events and Programs

Interest in Special Events. Respondents were asked to select up to three special event concepts their household would be most interested in. Food/beverage events such as farmers market, tasting, etc. was the most popular (71%) followed by entertainment (movies/music/performers) (55%) and cultural celebrations/festivals (39%).

Ways Households Learn about Programs and Events: Respondents were asked to select all the ways they learned about Tulare Parks and Recreation programs and activities. The highest number of respondents received communication via friends and neighbors (48%), Facebook (46%), and the City's website (32%). Respondents were then asked to rank their top 3 preferred communication methods to learn about programs and events. These were the top three selected choices:

- Facebook (43%)
- City website (28%)
- Friends and neighbors (27%)

Funding and Improvements

Vote on Bond: Respondents were asked how they would vote on a General Obligation Bond to increase property tax for improvements to trails, aquatics, and parks. The answers were somewhat evenly divided. Twenty-eight percent (28%) might vote in favor, 25% would vote in favor, 27% would vote against, and 20% were not sure. Of those who answered "not sure" or "would vote against", they most often said it was because they do not support any increase in taxes (57%) followed by needing more information before being able to respond (21%).

Support for Improvements: Respondents were asked rate their level of support for 13 potential improvements to existing facilities and 7 potential developments. Respondents most supported (rating "very supportive" or "somewhat supportive") improving restroom facilities in existing parks (78%), general repairs and increasing maintenance to existing facilities/parks (77%), and improving the existing trails system (75%). Respondents were then asked to select the top four improvements most important to their household. These were the items selected most often:

- General repair and increase maintenance (41%)
- Improve restroom facilities in existing parks (28%)
- Improve existing trail systems (23%)
- Improve existing athletic facilities (20%)

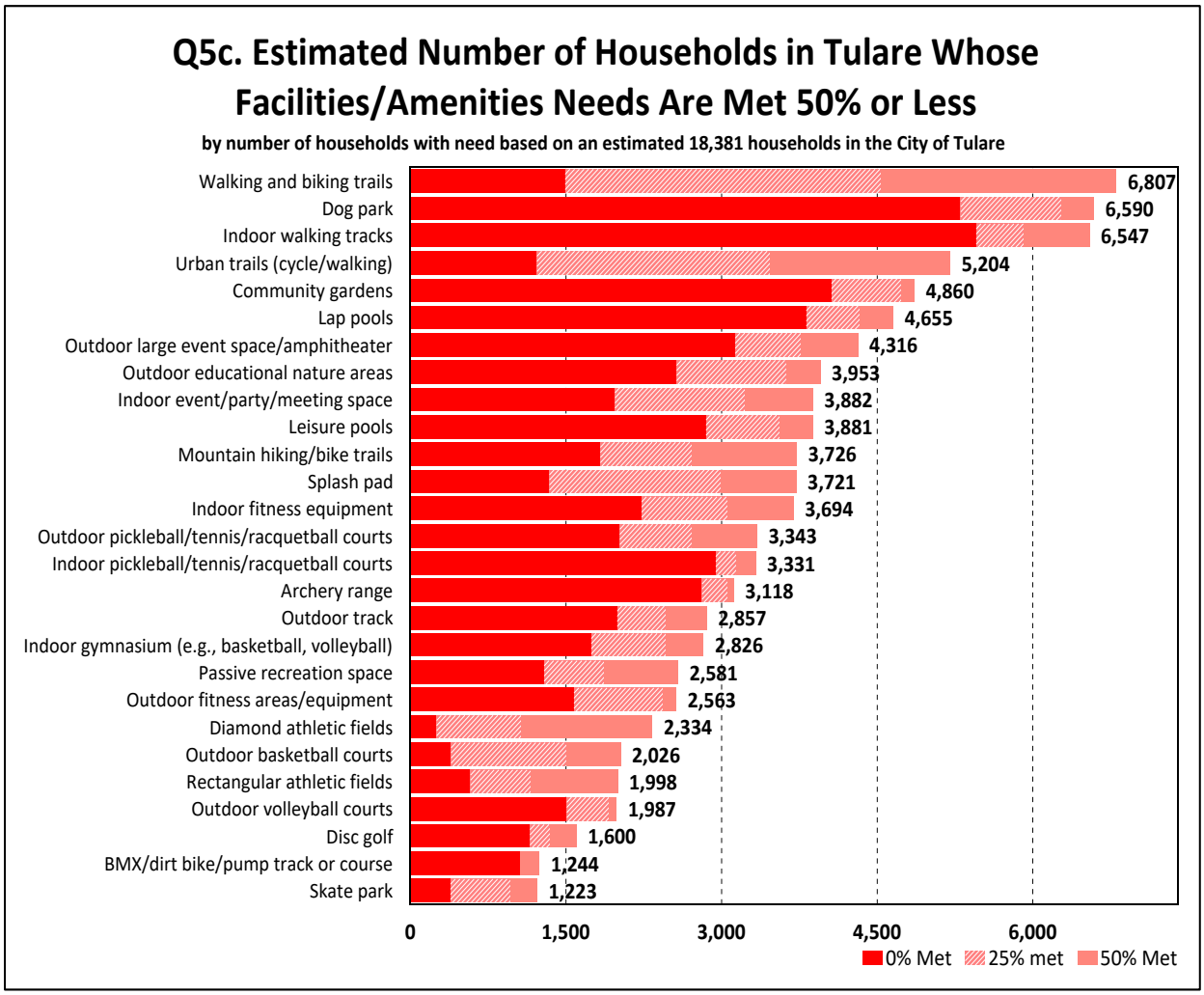
Parks and Recreation Facilities Needs and Priorities

Facility Needs: Respondents were asked to identify if their household had a need for 27 parks and recreation facilities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities.

The three parks and recreation facilities with the highest percentage of households that have an unmet need:

1. Walking & biking trails – 6,807 households
2. Dog Park – 6,590 households
3. Indoor walking tracks – 6,547 households

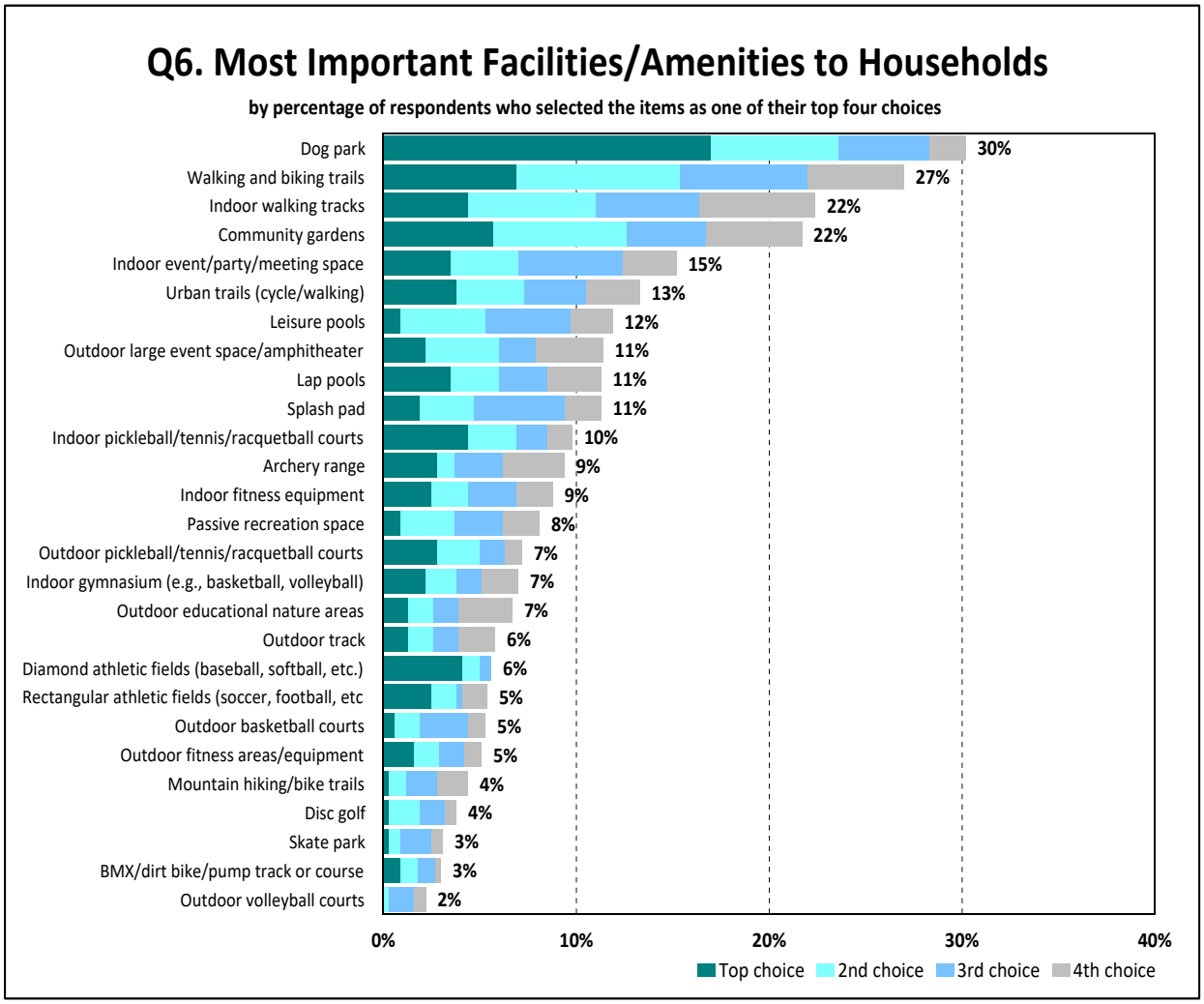
The estimated number of households that have unmet needs for each of the 27 parks and recreation center facilities assessed is shown in the chart below.



Facilities Importance: In addition to assessing the needs for each Parks and Recreation facility, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four facilities ranked most important to residents:

1. Dog park (30%)
2. Walking and biking trails (27%)
3. Indoor walking tracks (22%)
4. Community Gardens (22%)

The percentage of residents who selected each facility as one of their top four choices is shown in the chart below.

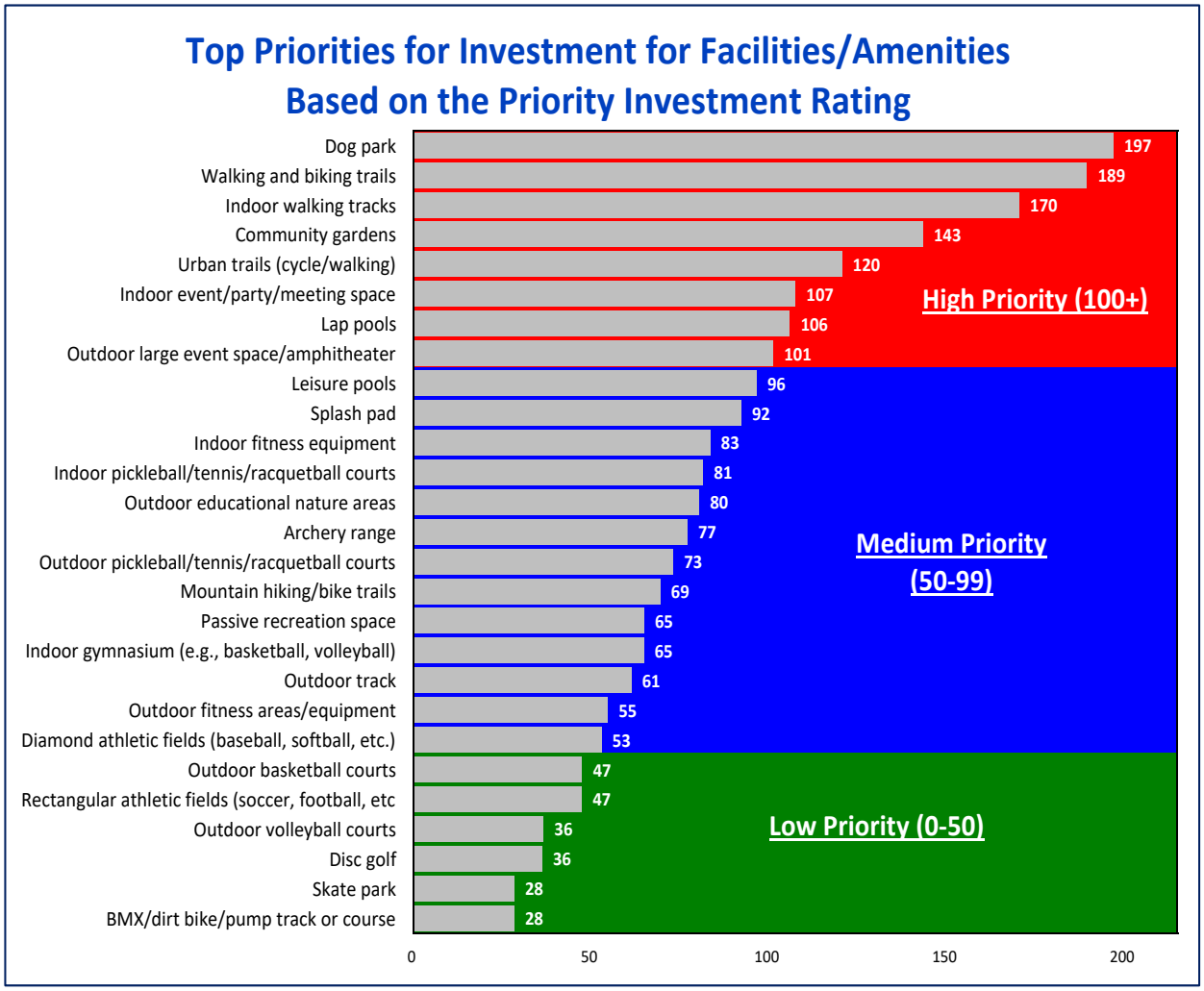


Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on amenities/facilities and (2) how many residents have unmet needs for the amenity/facility. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Dog park (PIR=197)
- Walking and biking trails (PIR=189)
- Indoor walking tracks (PIR=170)
- Community gardens (PIR=143)
- Urban trails (cycle/walking) (PIR=120)
- Indoor event/party/meeting space (PIR=107)
- Lap pools (PIR=106)
- Outdoor large event space/amphitheater (PIR=101)

The chart below shows the Priority Investment Rating for each of the 27 recreation facilities assessed on the survey.



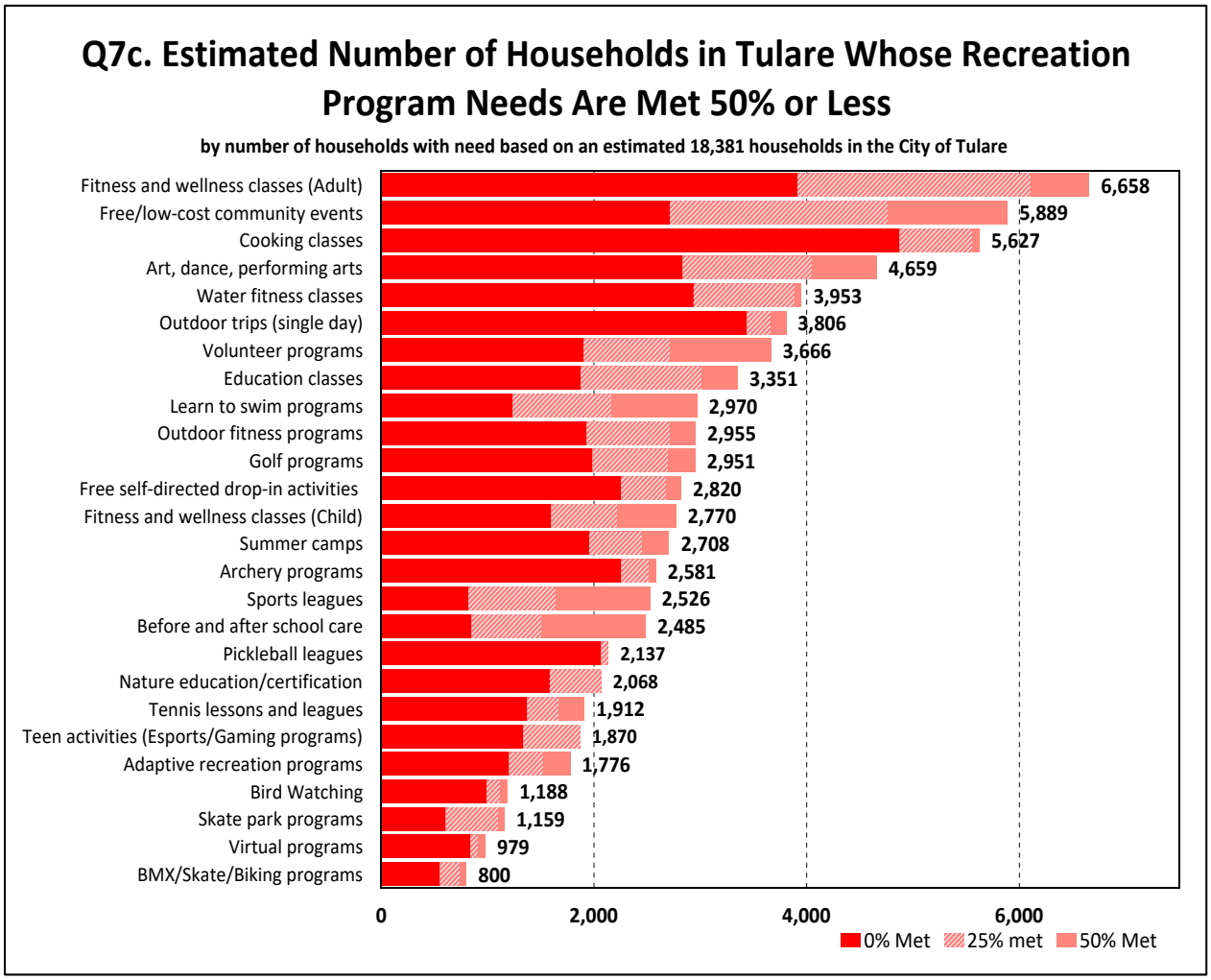
Tulare Program Needs and Priorities

Program Needs: Respondents were asked to identify if their household had a need for 26 programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities/amenities.

The three programs with the highest percentage of households that have an unmet need:

1. Fitness and wellness classes (Adult) – 6,658 households
2. Free/low-cost community events – 5,889 households
3. Cooking classes – 5,627 households

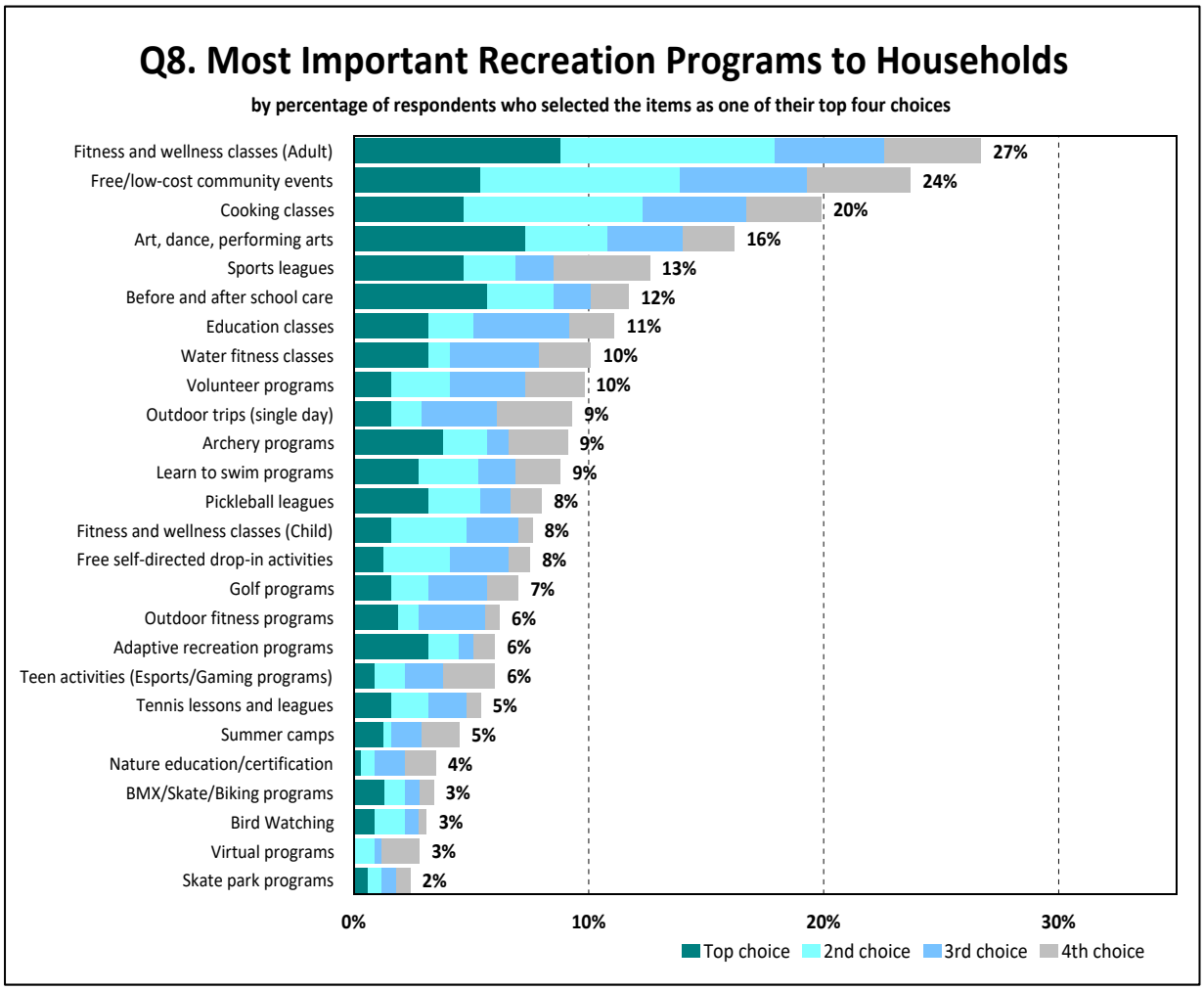
The estimated number of households that have unmet needs for each of the 26 parks and recreation programs assessed is shown in the chart below.



Programs Importance: In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these are the four most important programs to residents:

1. Adult fitness & wellness classes (Adult) (27%)
2. Free/ low-cost community events (24%)
3. Cooking classes (20%)
4. Art, dance, performing arts (16%)

The percentage of residents who selected each program as one of their top four choices is shown in the chart below.

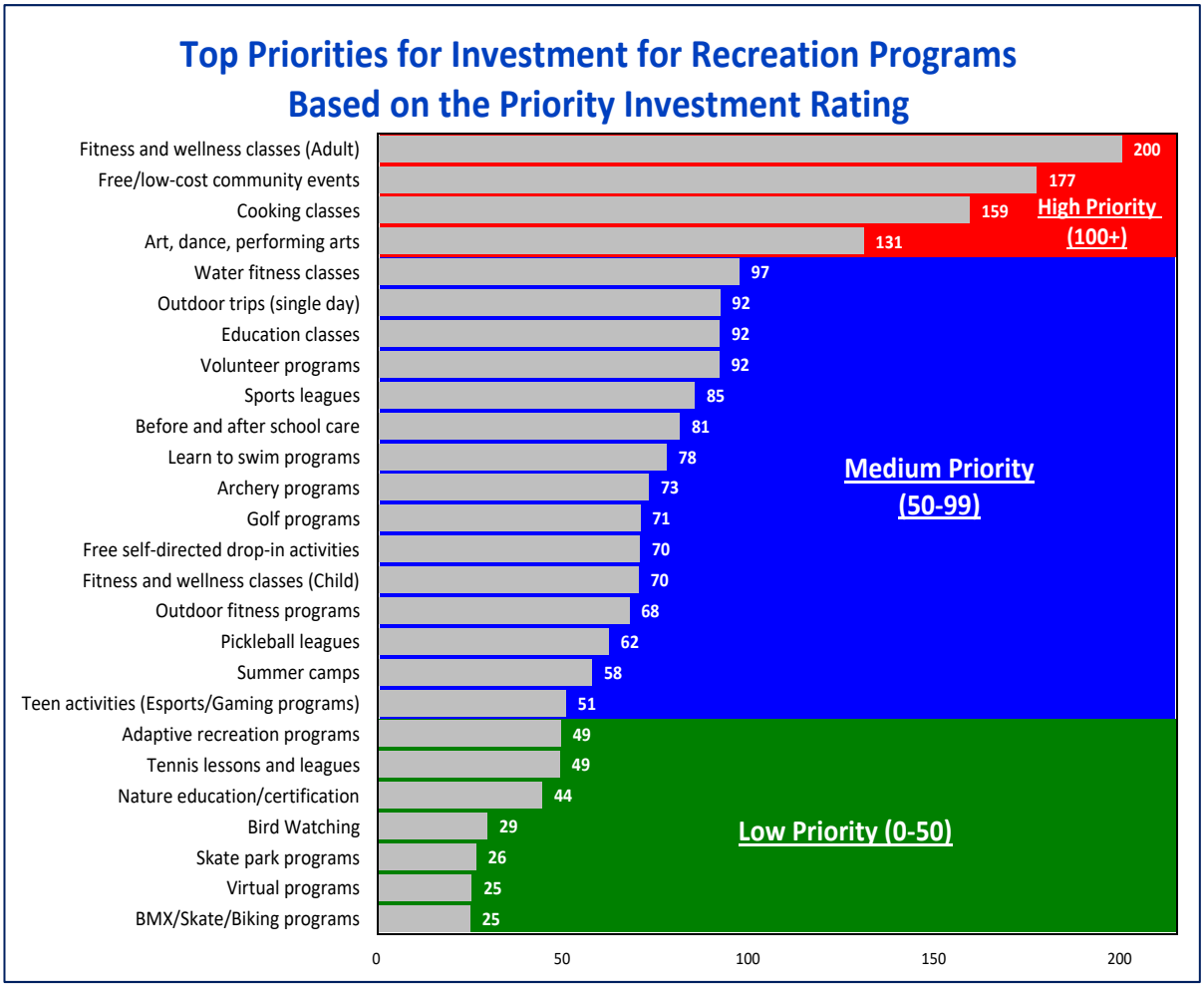


Priorities for Program Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on each program and (2) how many residents have unmet needs for the program. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following Tulare programs were rated as high priorities for investment:

- Fitness and wellness classes (Adult) (PIR=200)
- Free/low-cost community events (PIR=177)
- Cooking classes (PIR=159)
- Art, dance, performing arts (PIR=131)

The chart below shows the Priority Investment Rating for each of the 26 programs assessed.



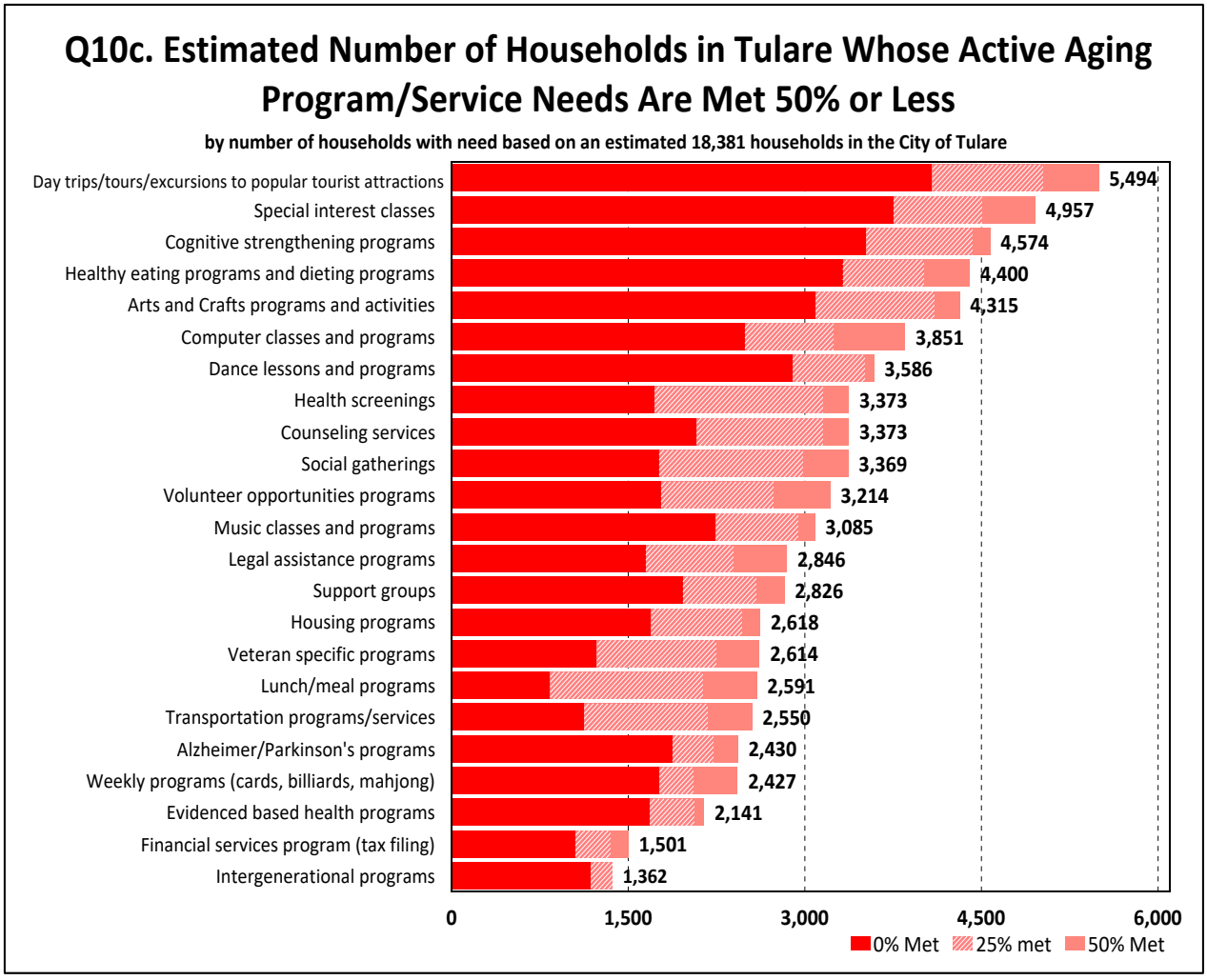
Tulare Active Aging Service/Program Needs and Priorities

Program/Service Needs: Respondents were asked to identify if their household had a need for 23 active aging services/programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various active aging services/programs.

The three programs/services with the highest percentage of households that have an unmet need:

1. Day trips, tours, or excursions to popular tourist attractions – 5,494 households
2. Special interest classes – 4,957 households
3. Cognitive strengthening programs – 4,574 households

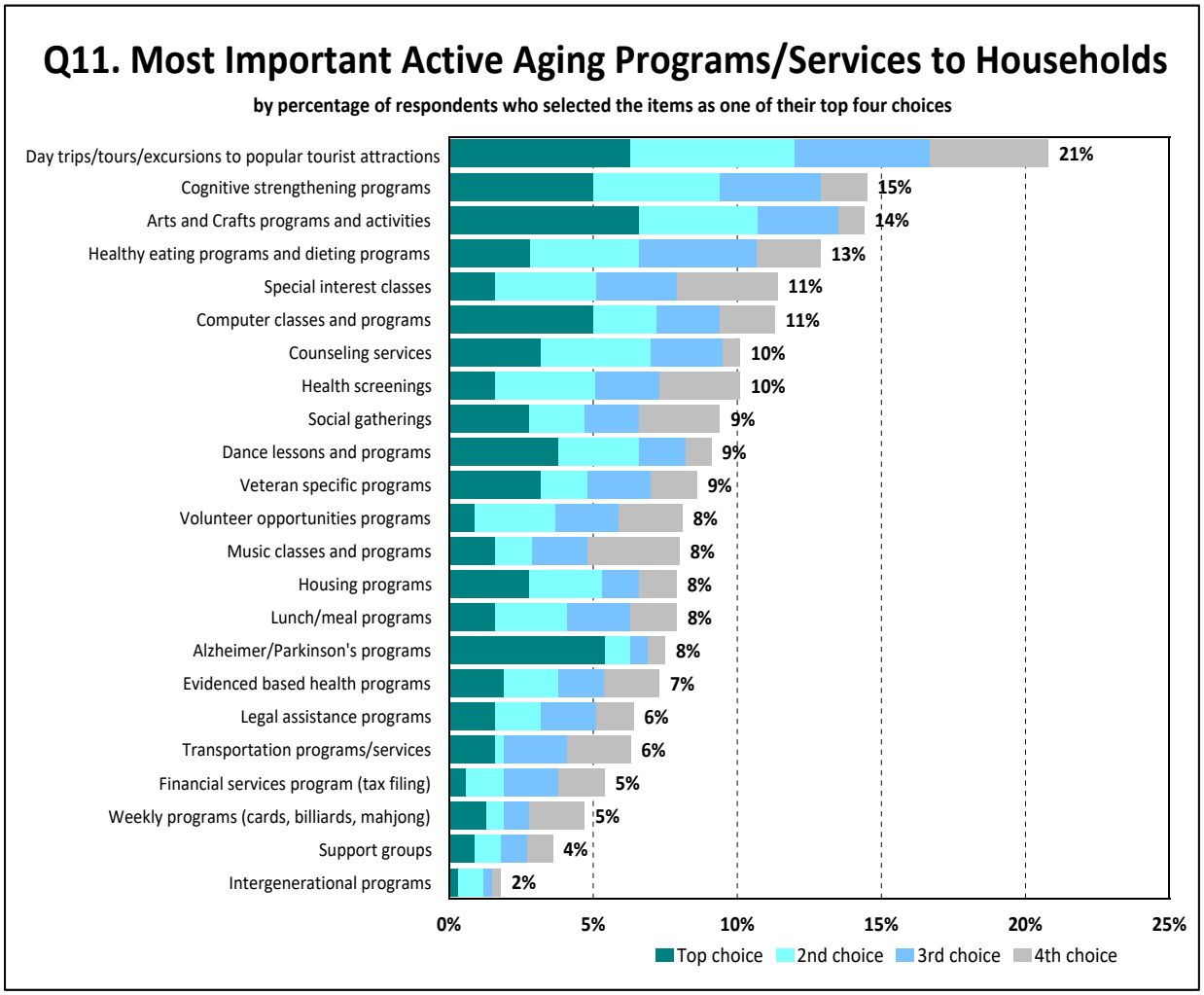
The estimated number of households that have unmet needs for each of the 23 active aging services/programs assessed is shown in the chart below.



Active Aging Services/Programs Importance: In addition to assessing the needs for each program/service, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these are the four most important programs/services to residents:

1. Day trips, tours, or excursions to popular tourist attractions (21%)
2. Cognitive strengthening programs (15%)
3. Arts and crafts programs and activities (14%)
4. Healthy eating programs and dieting programs (13%)

The percentage of residents who selected each program as one of their top four choices is shown in the chart below.

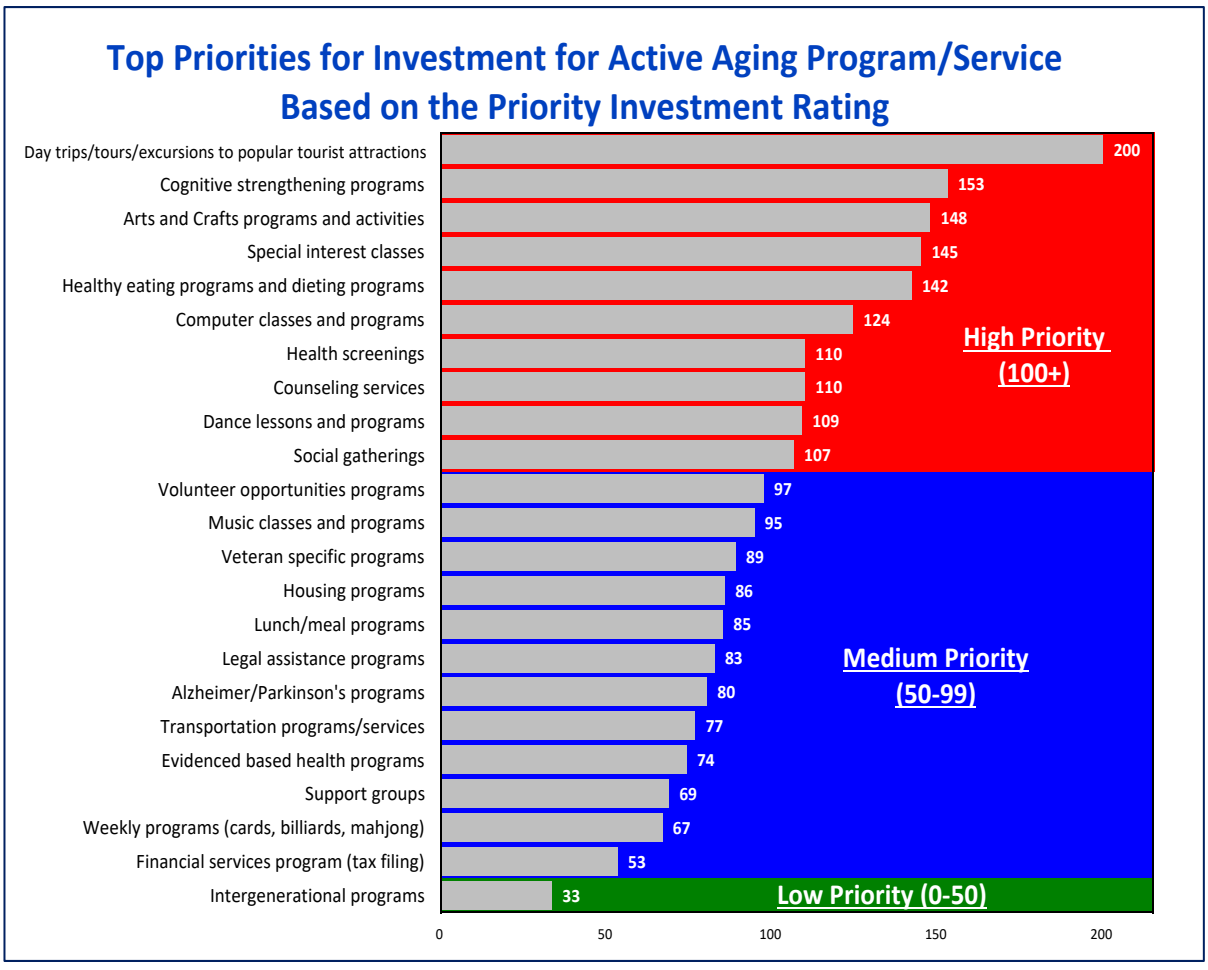


Priorities for Program Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on each active aging service/program and (2) how many residents have unmet needs for the service/program. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following Tulare active aging services/programs were rated as high priorities for investment:

- Day trips/tours/excursions to popular tourist attractions (PIR=200)
- Cognitive strengthening programs (PIR=153)
- Arts and Crafts programs and activities (PIR=148)
- Special interest classes (PIR=145)
- Healthy eating programs and dieting programs (PIR=142)
- Computer classes and programs (PIR=124)
- Health screenings (PIR=110)
- Counseling services (PIR=110)
- Dance lessons and programs (PIR=109)
- Social gatherings (PIR=107)

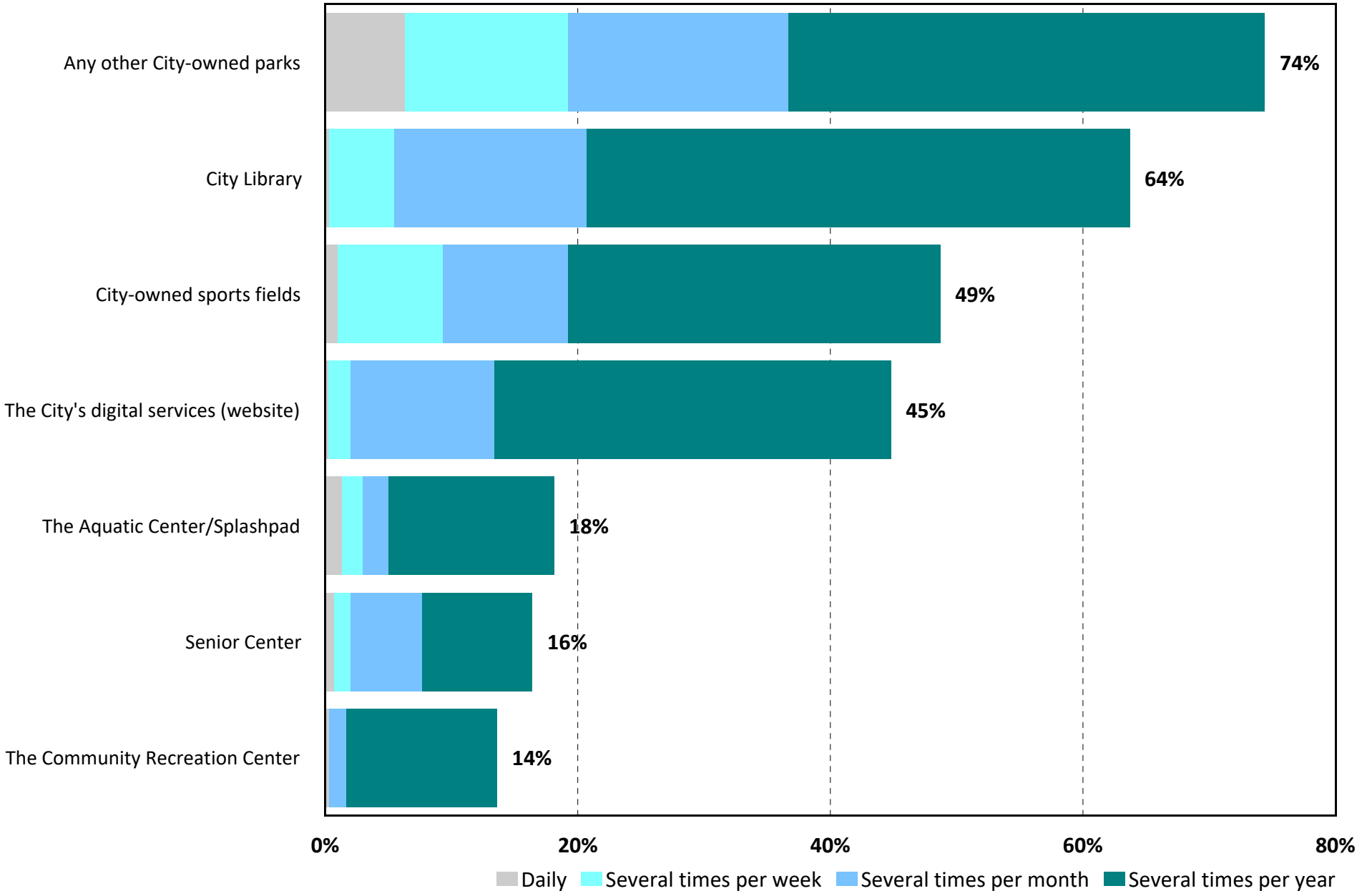
The chart below shows the Priority Investment Rating for each of the 23 services/programs assessed.



2 Charts and Graphs

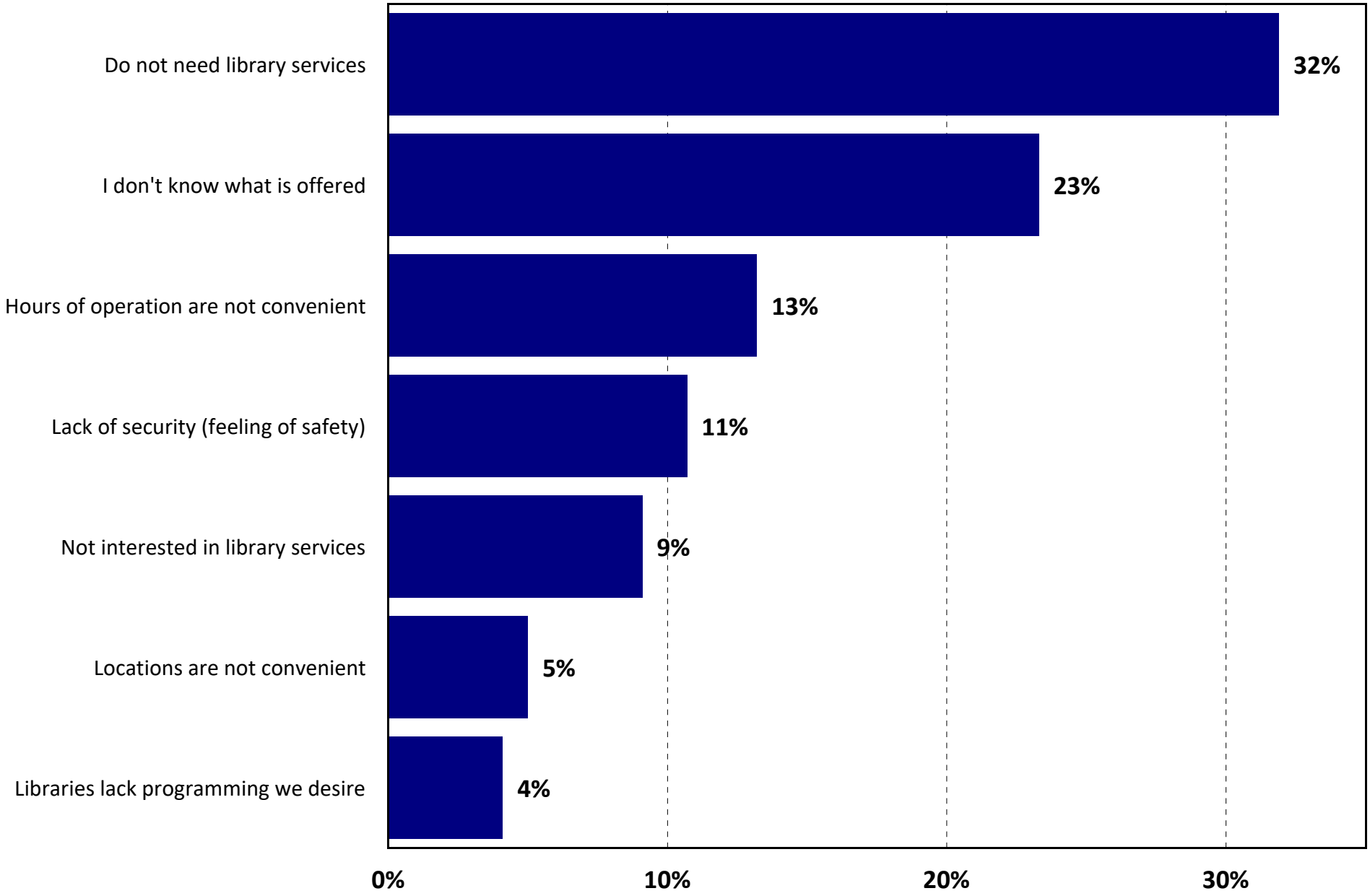
Q1. How Often Households Use or Visit Facilities

by percentage of respondents who selected the items as one of their top four choices



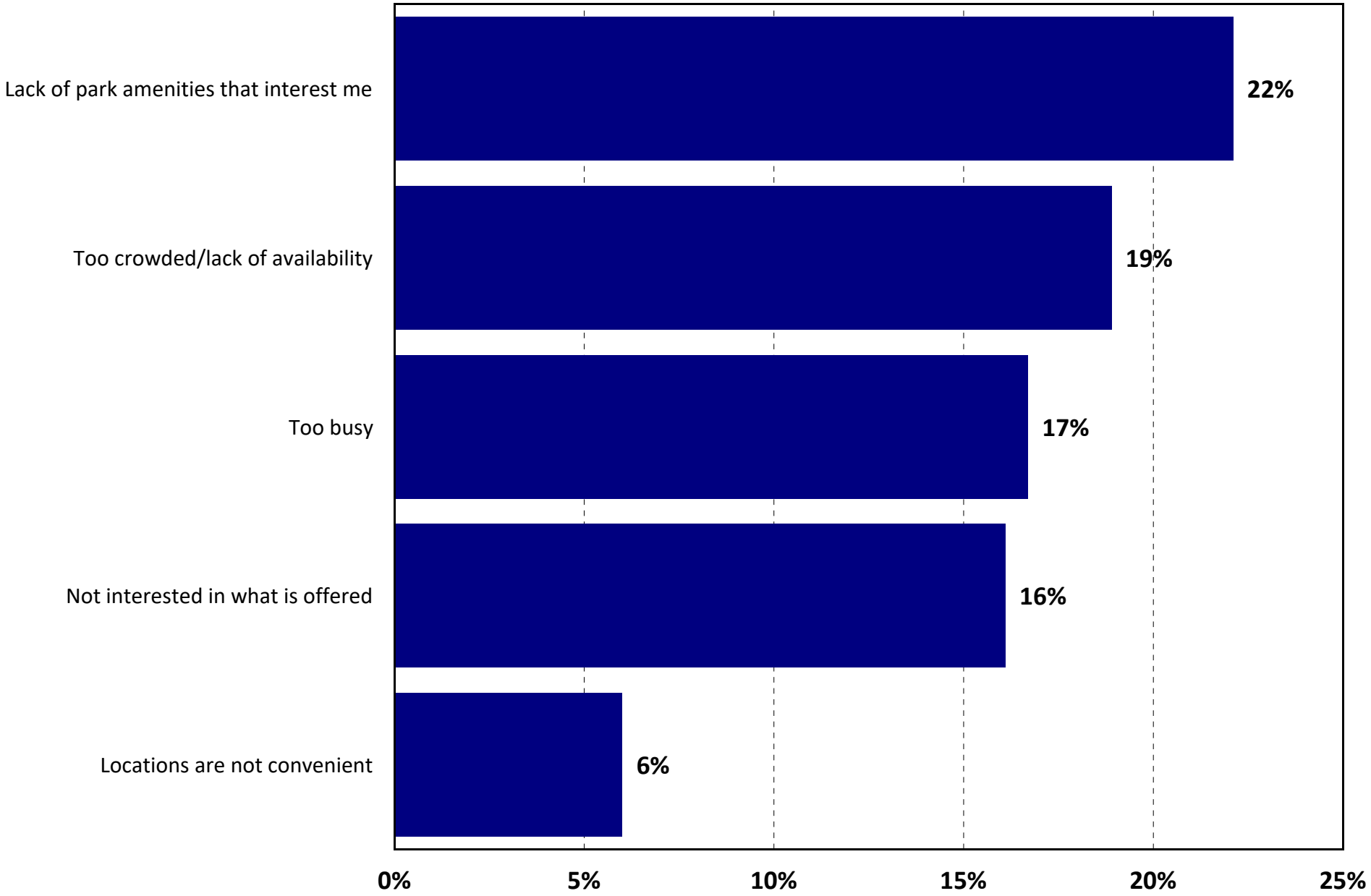
Q2. Barriers to Library Usage

by percentage of respondents



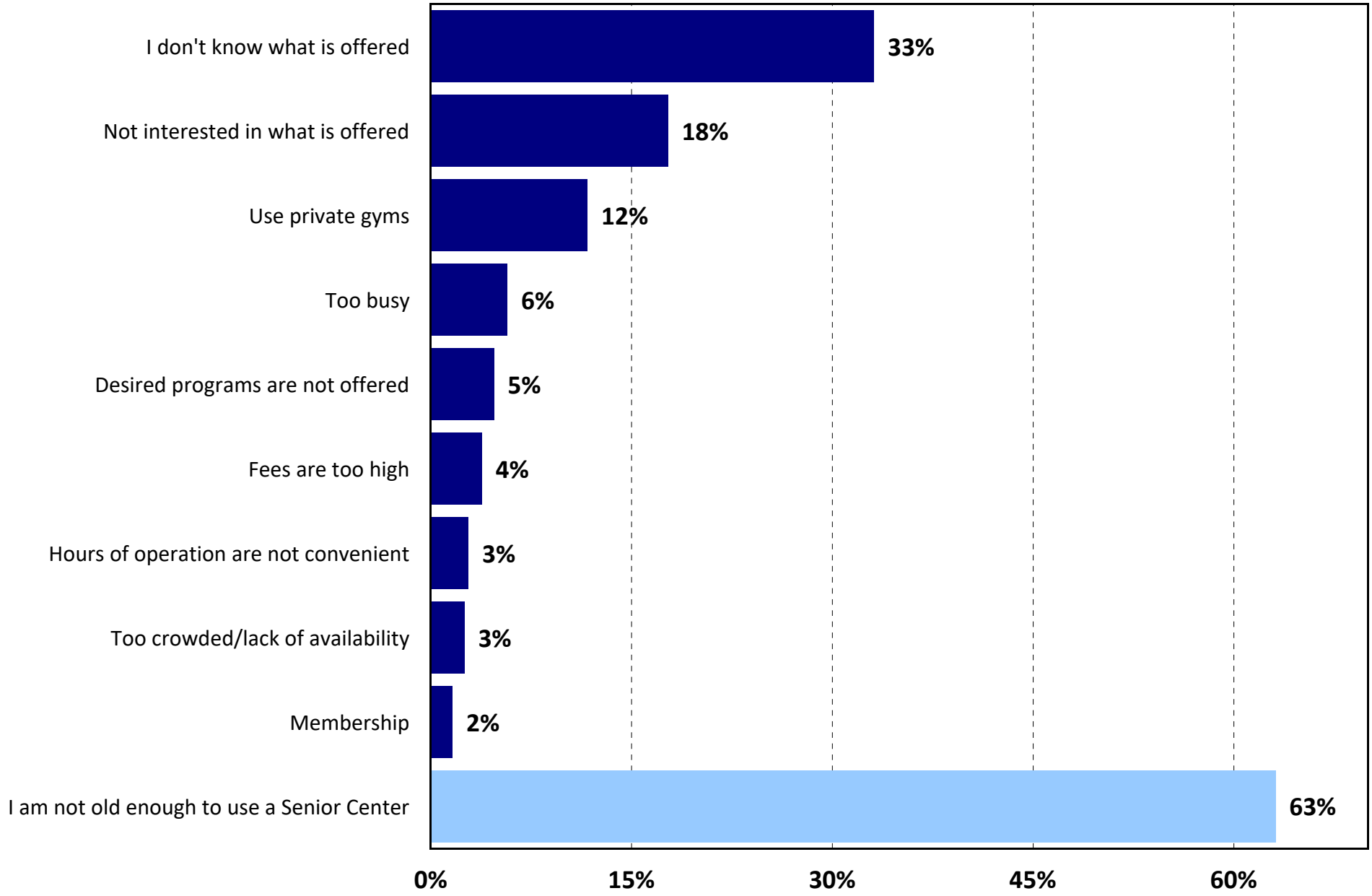
Q3. Barriers to Park, Field, or Amenity Usage

by percentage of respondents



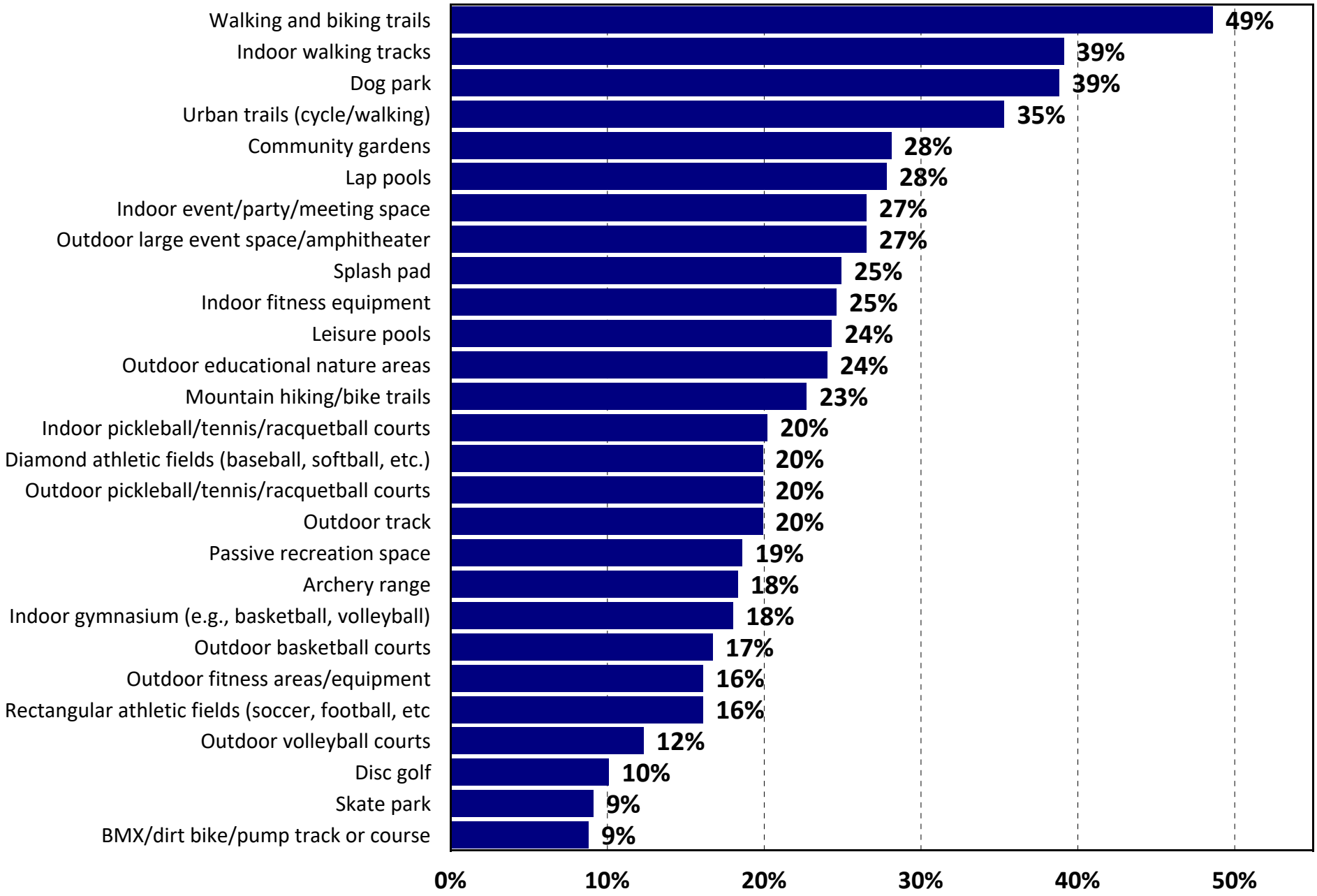
Q4. Barriers to Community Center Usage

by percentage of respondents



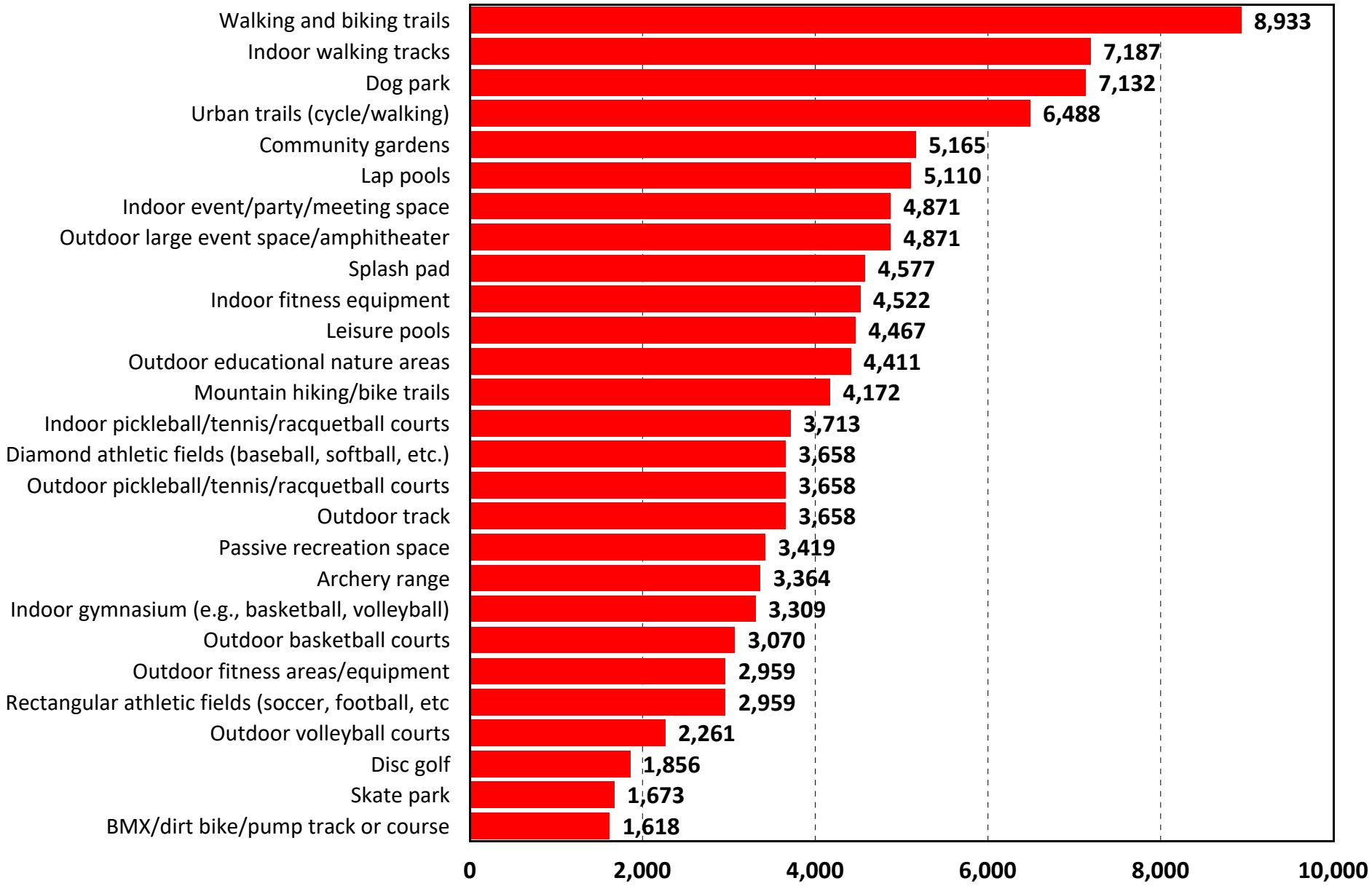
Q5. Respondents With Need for Facility/Amenity

by percentage of respondents



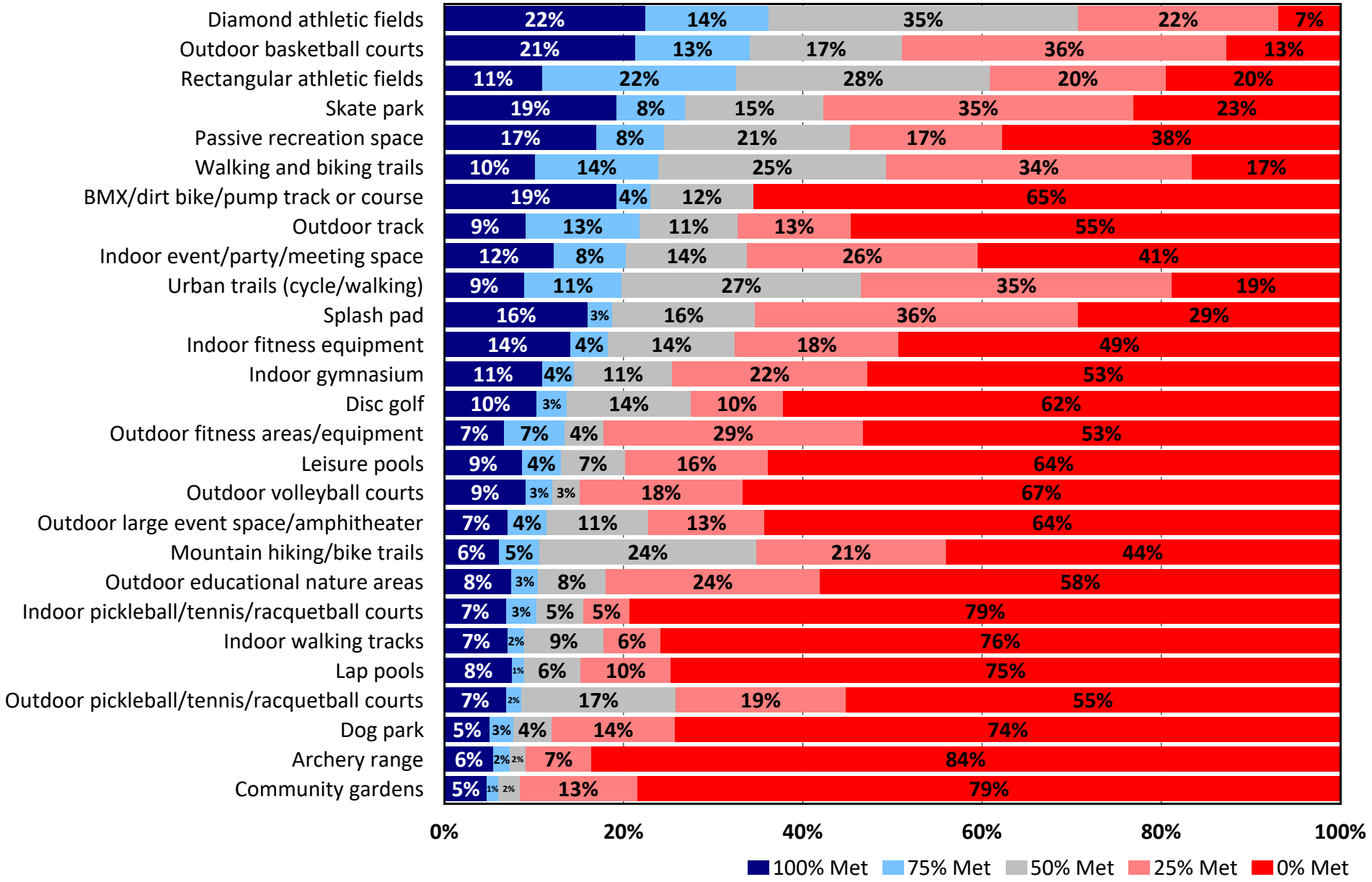
Q5a. Estimated Number of Households in Tulare Who Have a Need for Facility/Amenity

by number of households based on an estimated 18,381 households in the City of Tulare



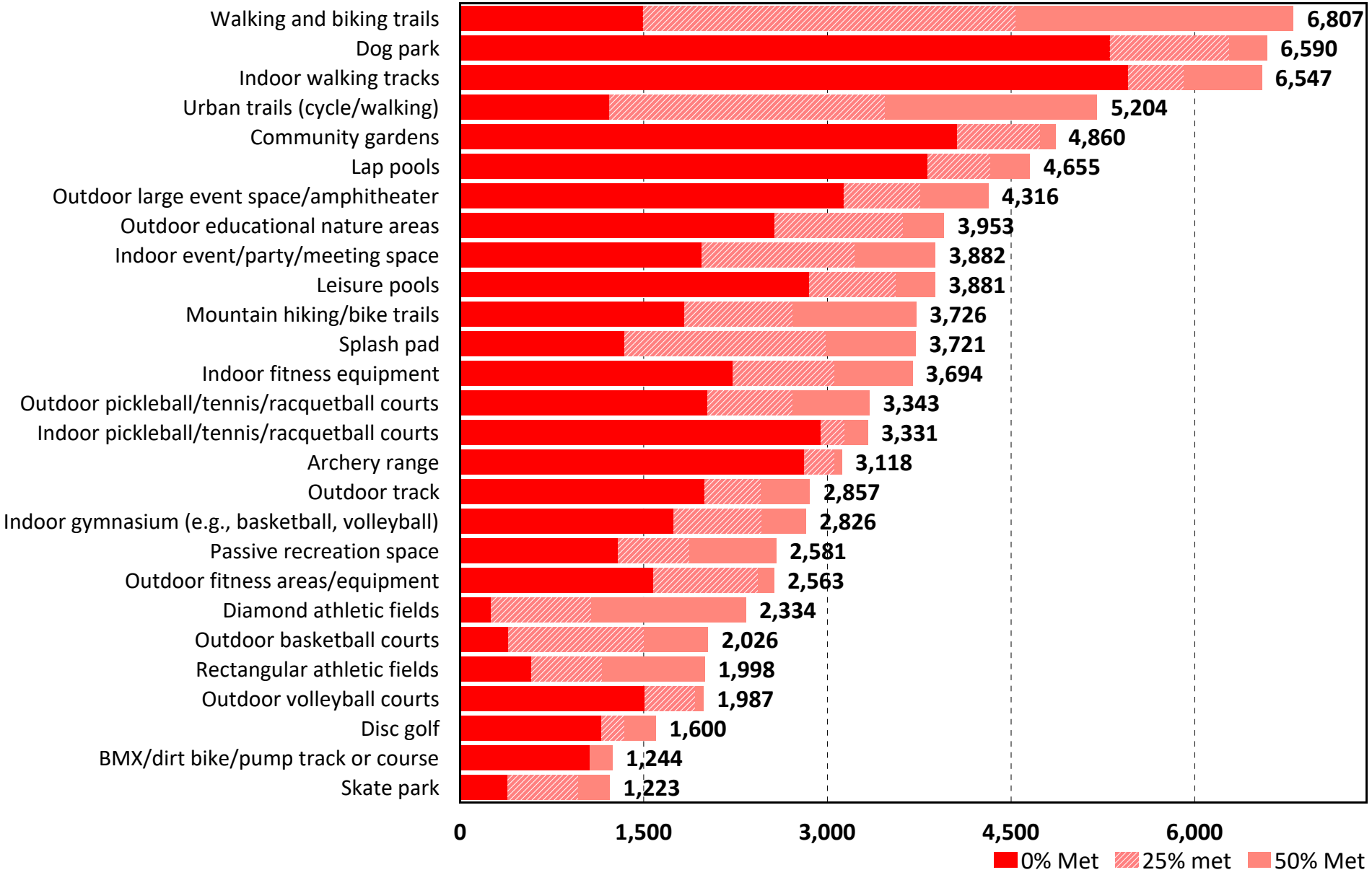
Q5b. How Well Households' Need For Facilities/Amenities Is Currently Being Met

by percentage of respondents who answered "Yes" to Q5



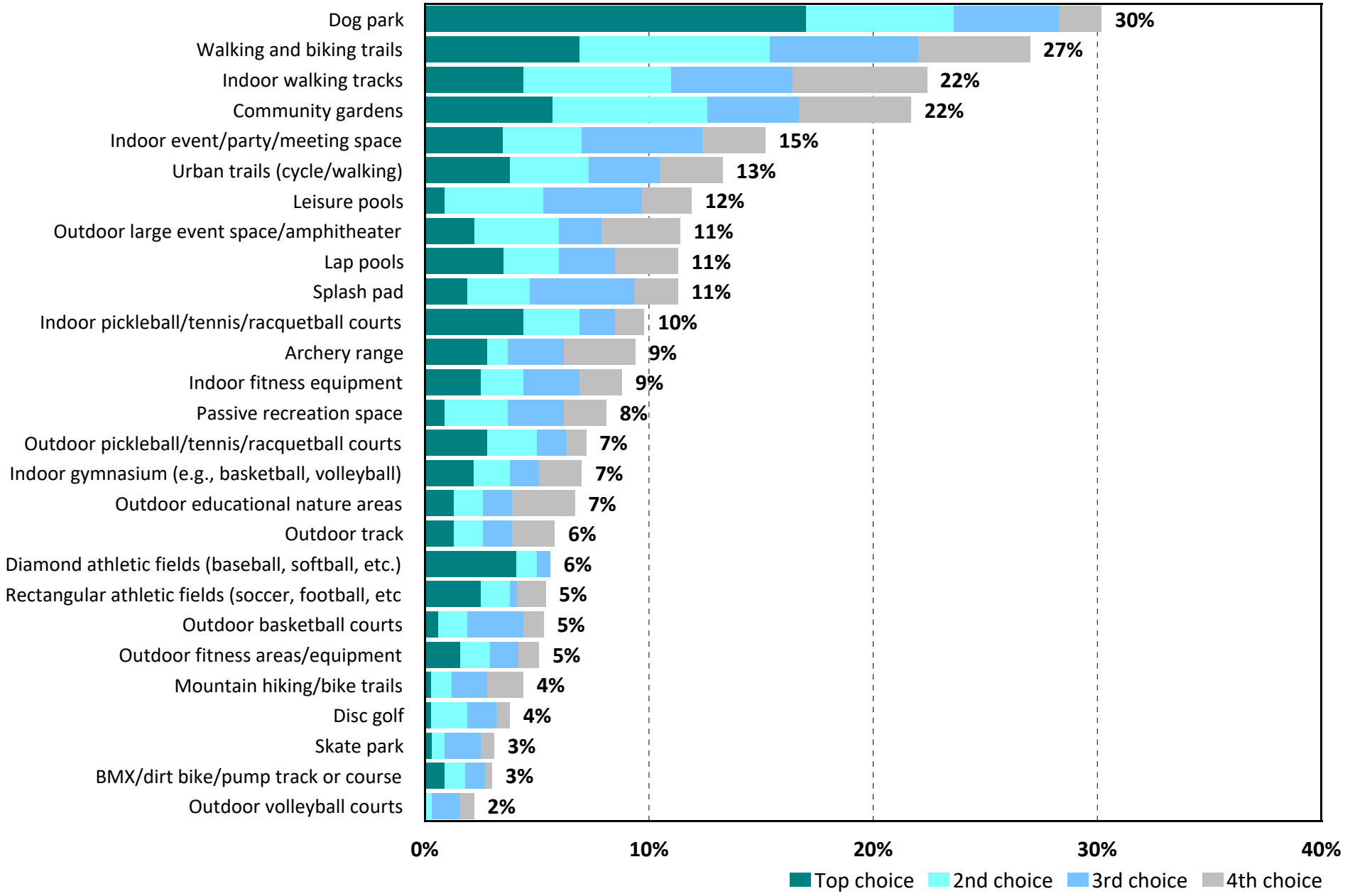
Q5c. Estimated Number of Households in Tulare Whose Facilities/Amenities Needs Are Met 50% or Less

by number of households with need based on an estimated 18,381 households in the City of Tulare



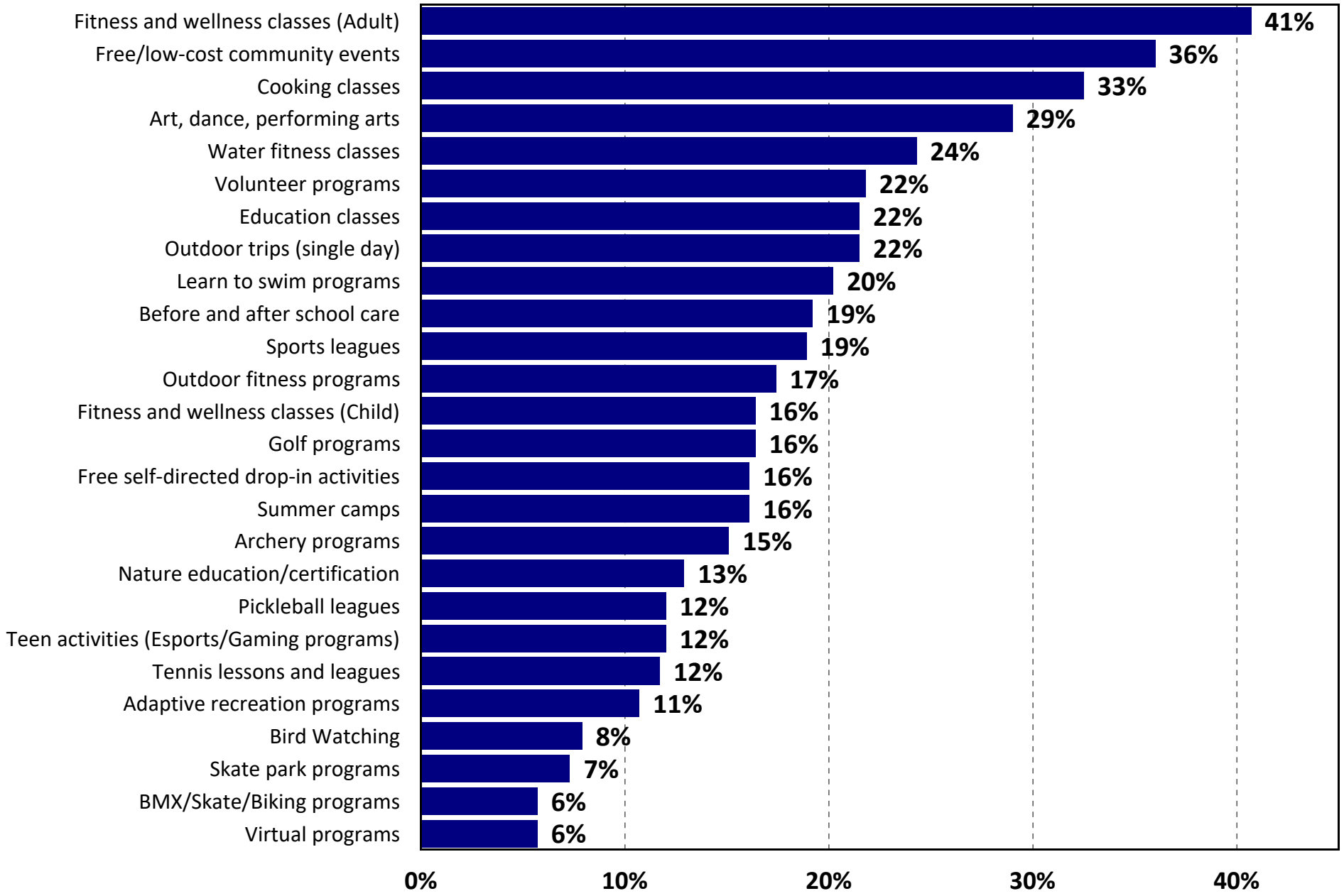
Q6. Most Important Facilities/Amenities to Households

by percentage of respondents who selected the items as one of their top four choices



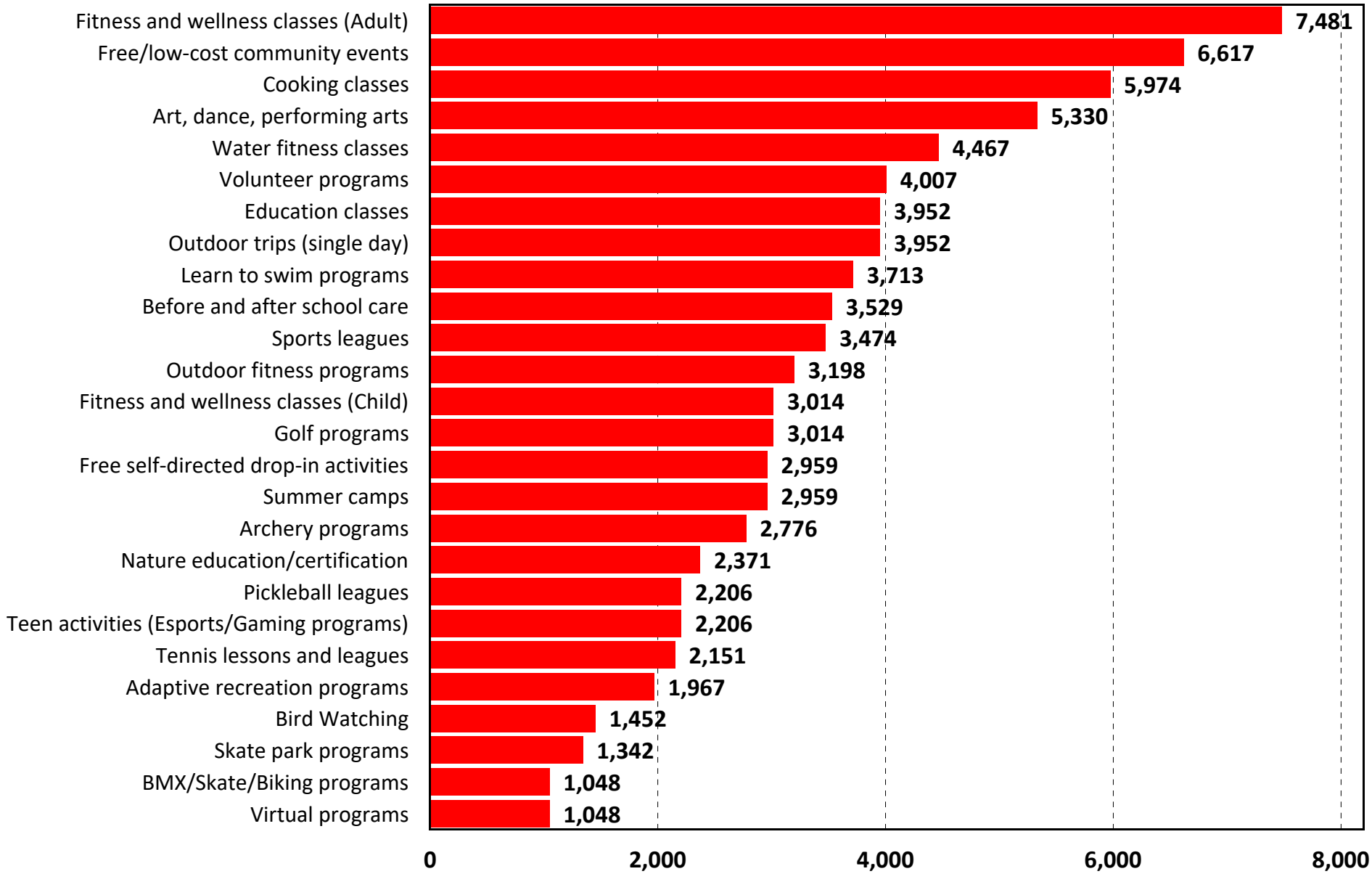
Q7. Respondents With Need for Recreation Program

by percentage of respondents



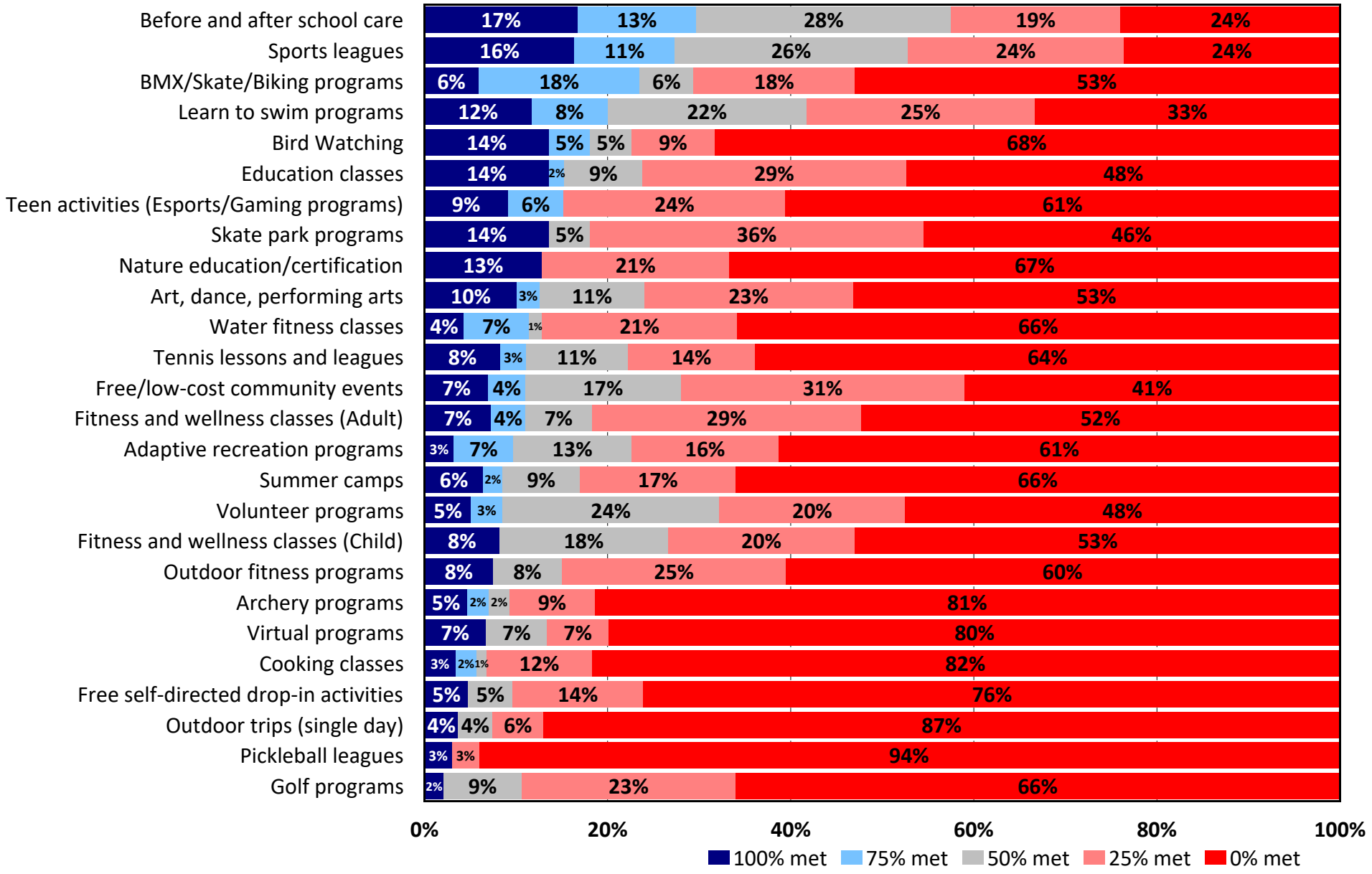
Q7a. Estimated Number of Households in Tulare Who Have a Need for Recreation Programs

by number of households based on an estimated 18,381 households in the City of Tulare



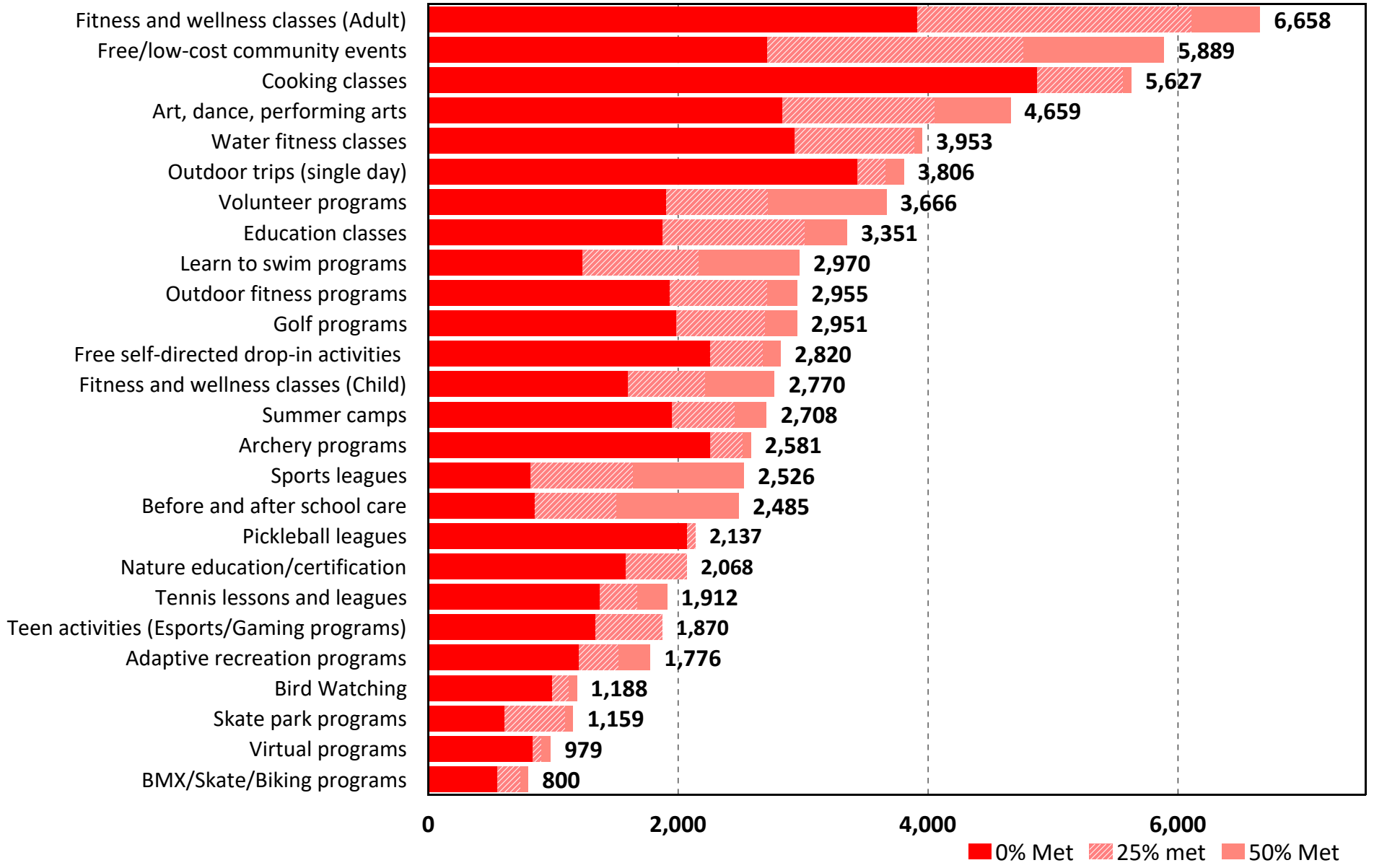
Q7b. How Well Households' Need For Recreation Programs Is Currently Being Met

by percentage of respondents who answered "Yes" to Q7



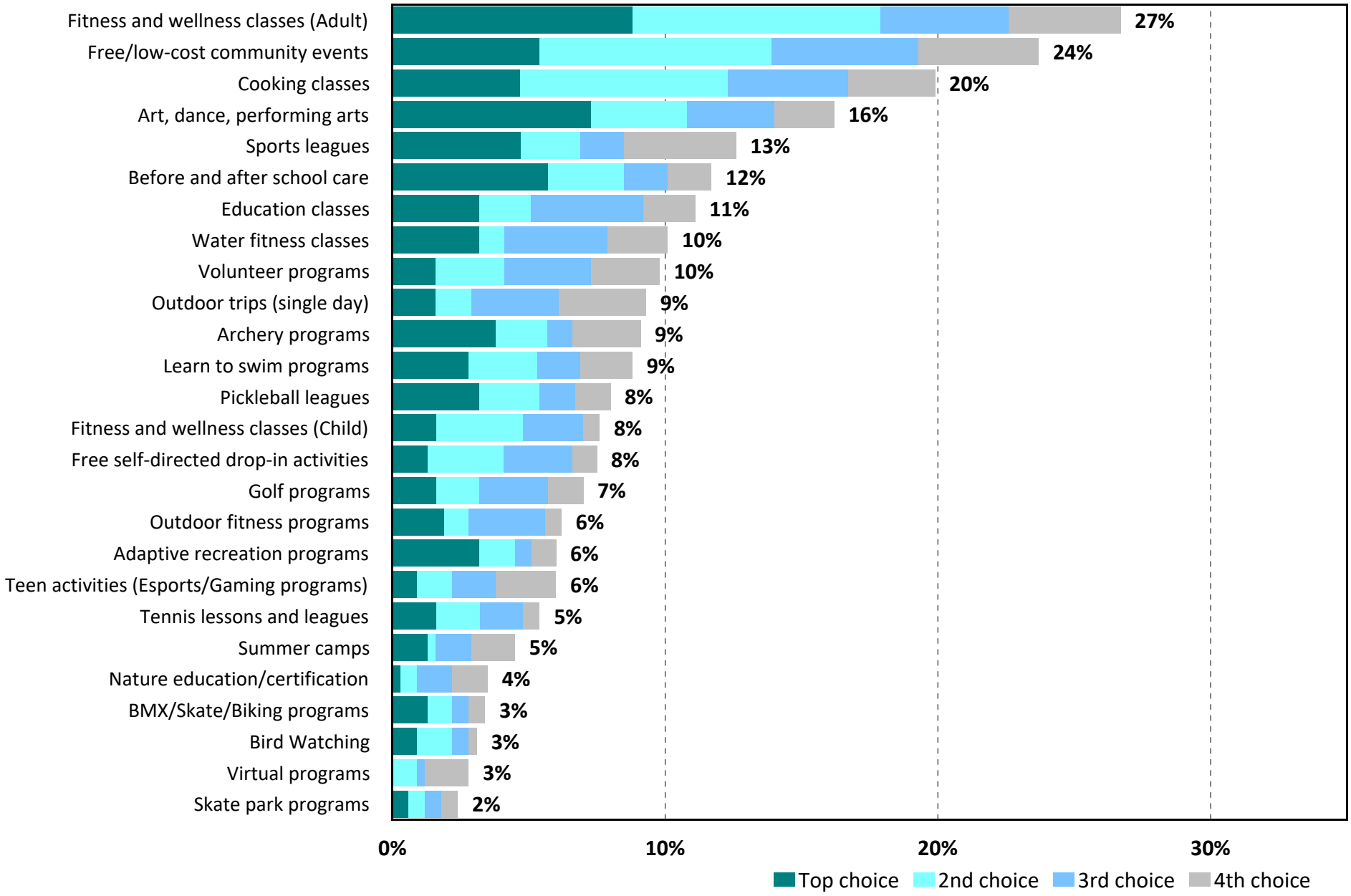
Q7c. Estimated Number of Households in Tulare Whose Recreation Program Needs Are Met 50% or Less

by number of households with need based on an estimated 18,381 households in the City of Tulare



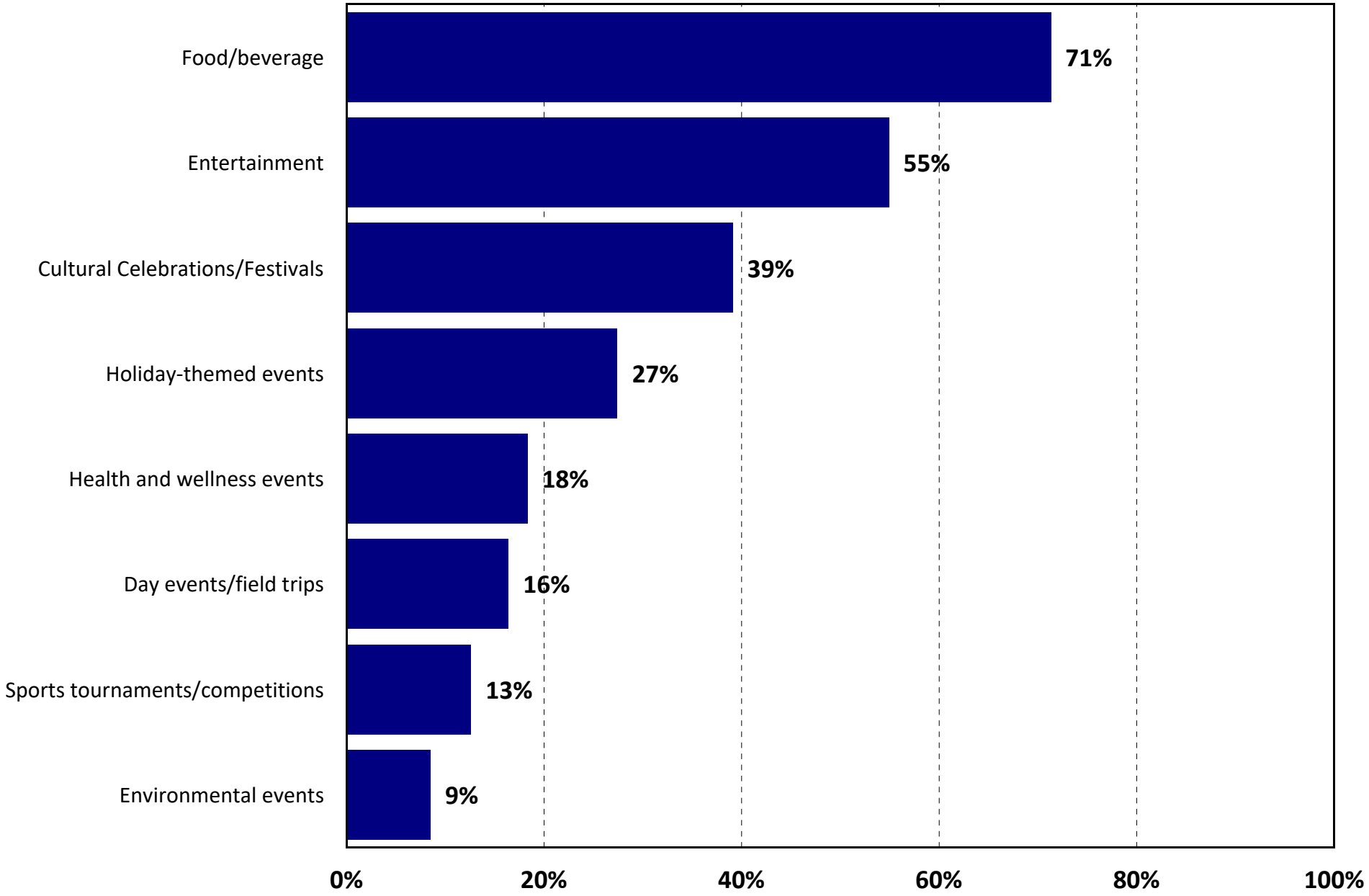
Q8. Most Important Recreation Programs to Households

by percentage of respondents who selected the items as one of their top four choices

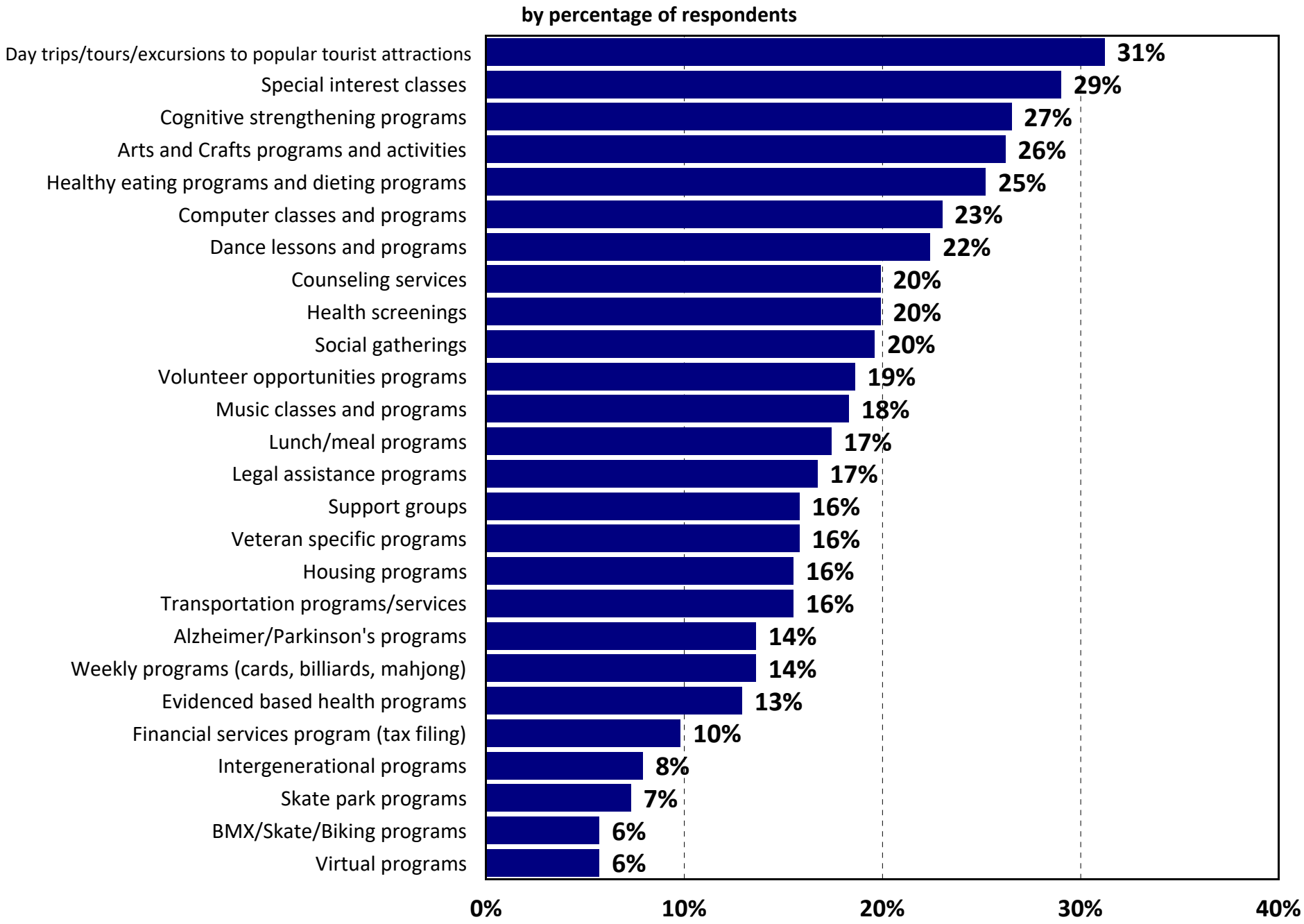


Q9. Special Events Households Would Be Most Interested In

by percentage of respondents who chose the event as one of their top 3 choices

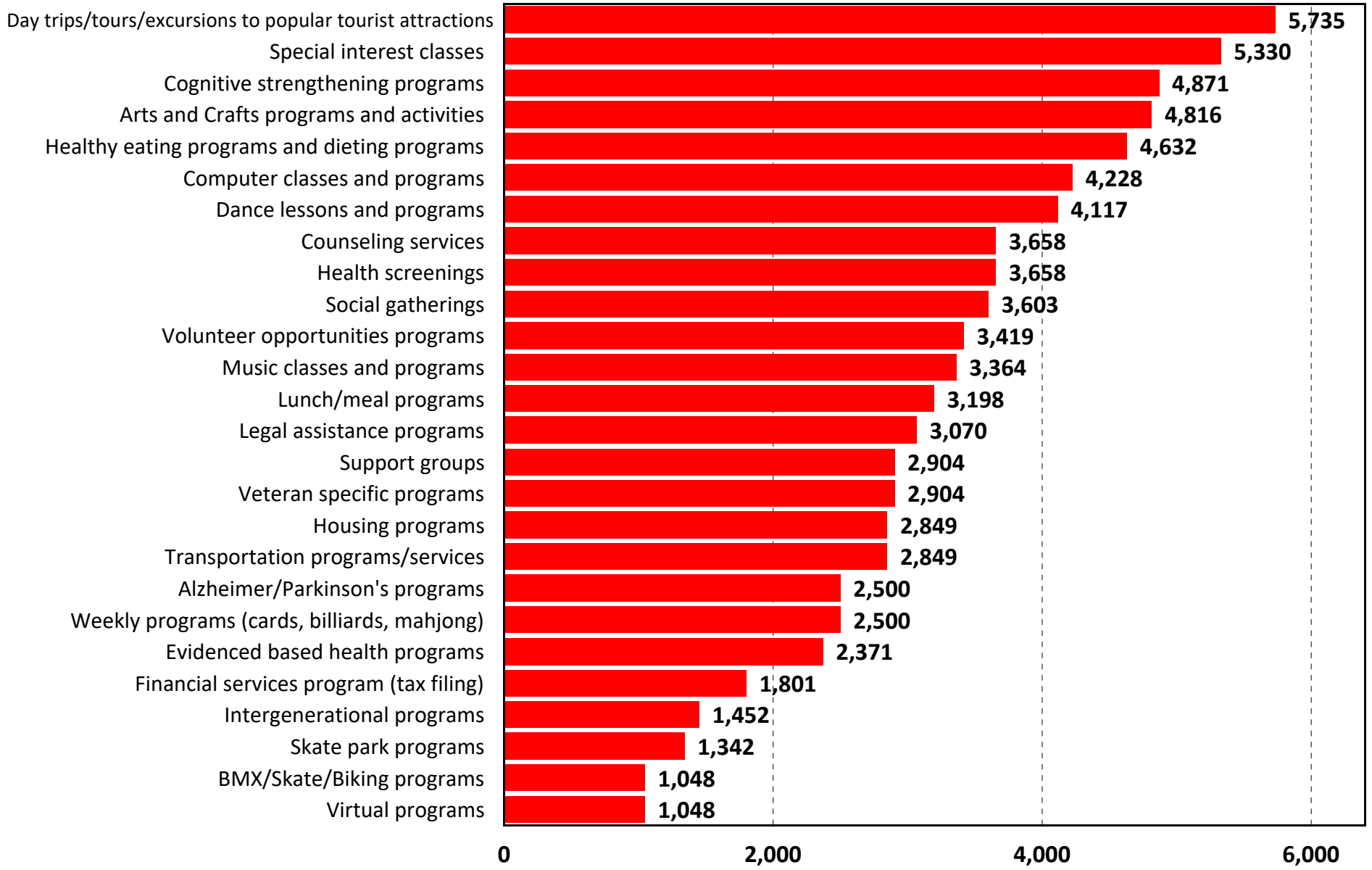


Q10. Respondents With Need for Active Aging Programs/Services



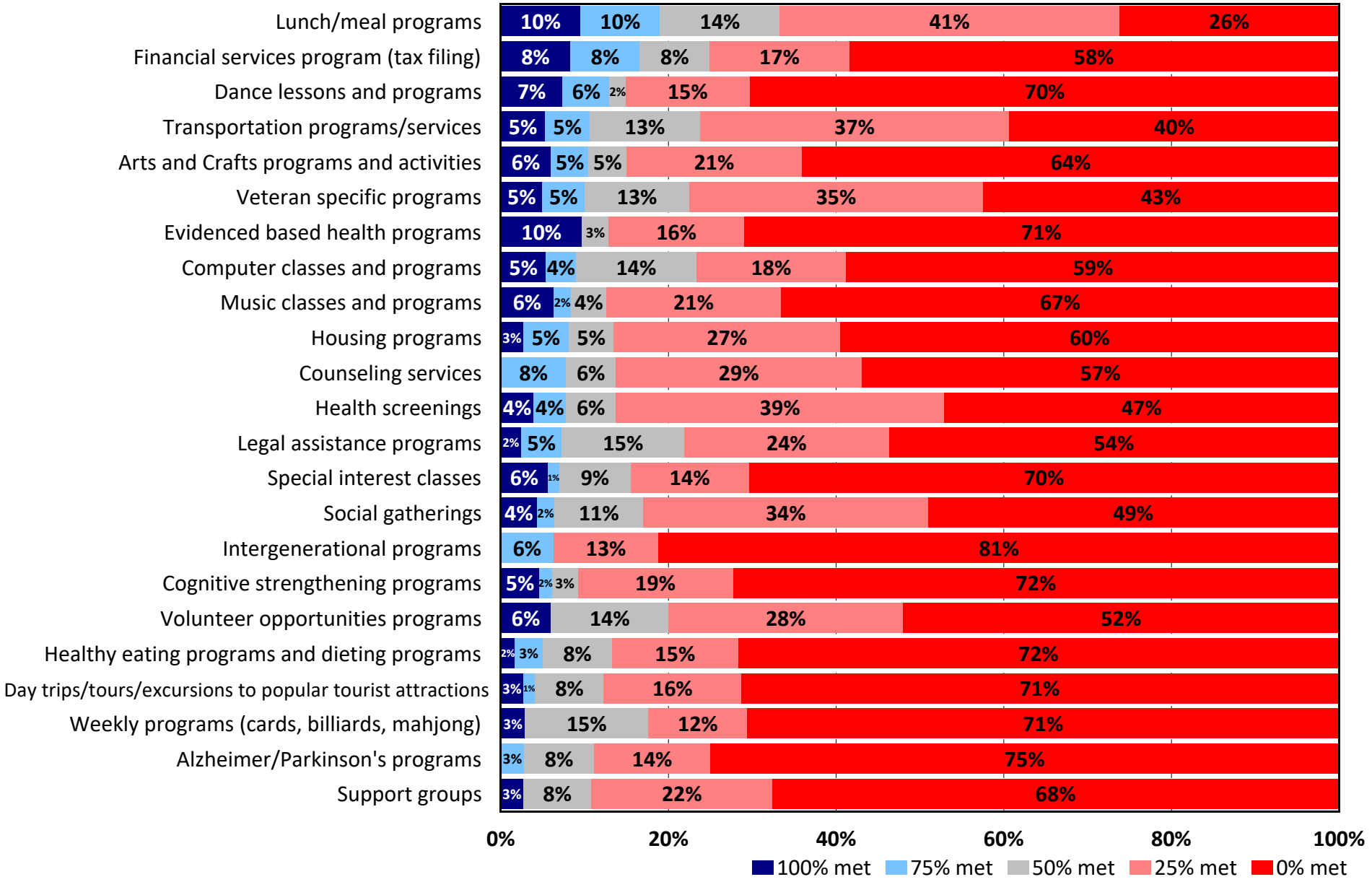
Q10a. Estimated Number of Households in Tulare Who Have a Need for Active Aging Programs/Services

by number of households based on an estimated 18,381 households in the City of Tulare



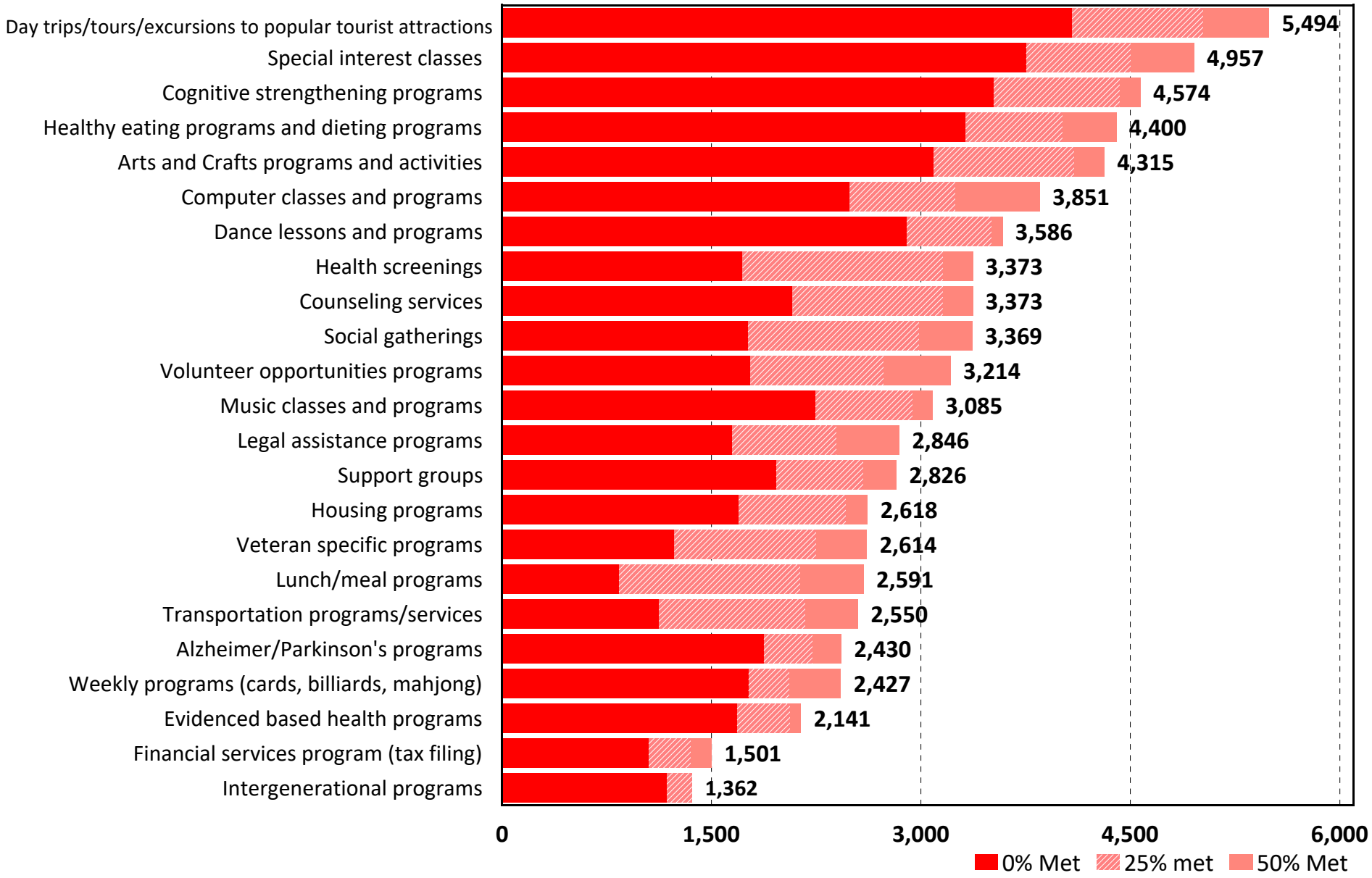
Q10b. How Well Households' Need For Active Aging Programs/Services Is Currently Being Met

by percentage of respondents who answered "Yes" to Q10



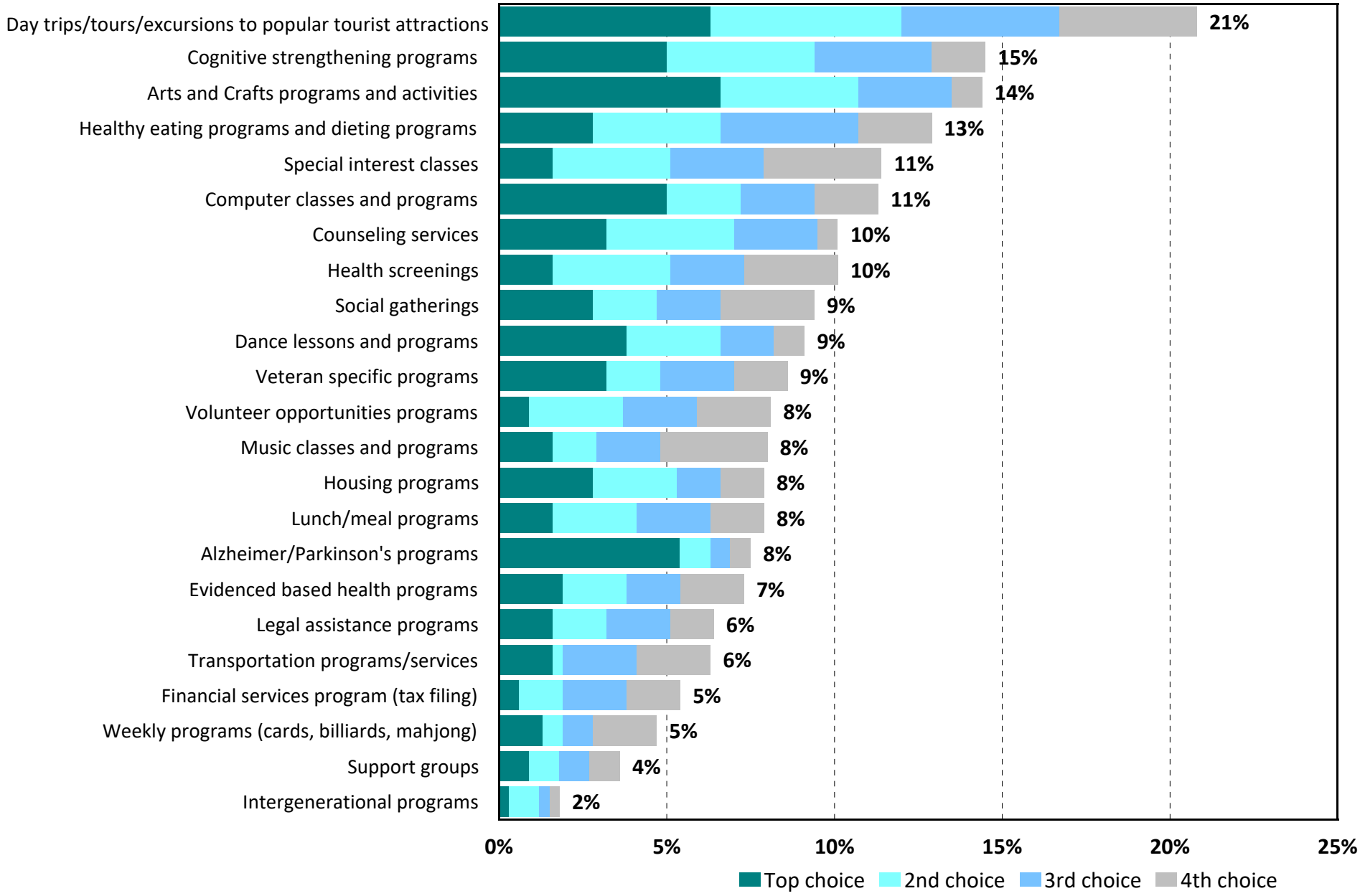
Q10c. Estimated Number of Households in Tulare Whose Active Aging Program/Service Needs Are Met 50% or Less

by number of households with need based on an estimated 18,381 households in the City of Tulare



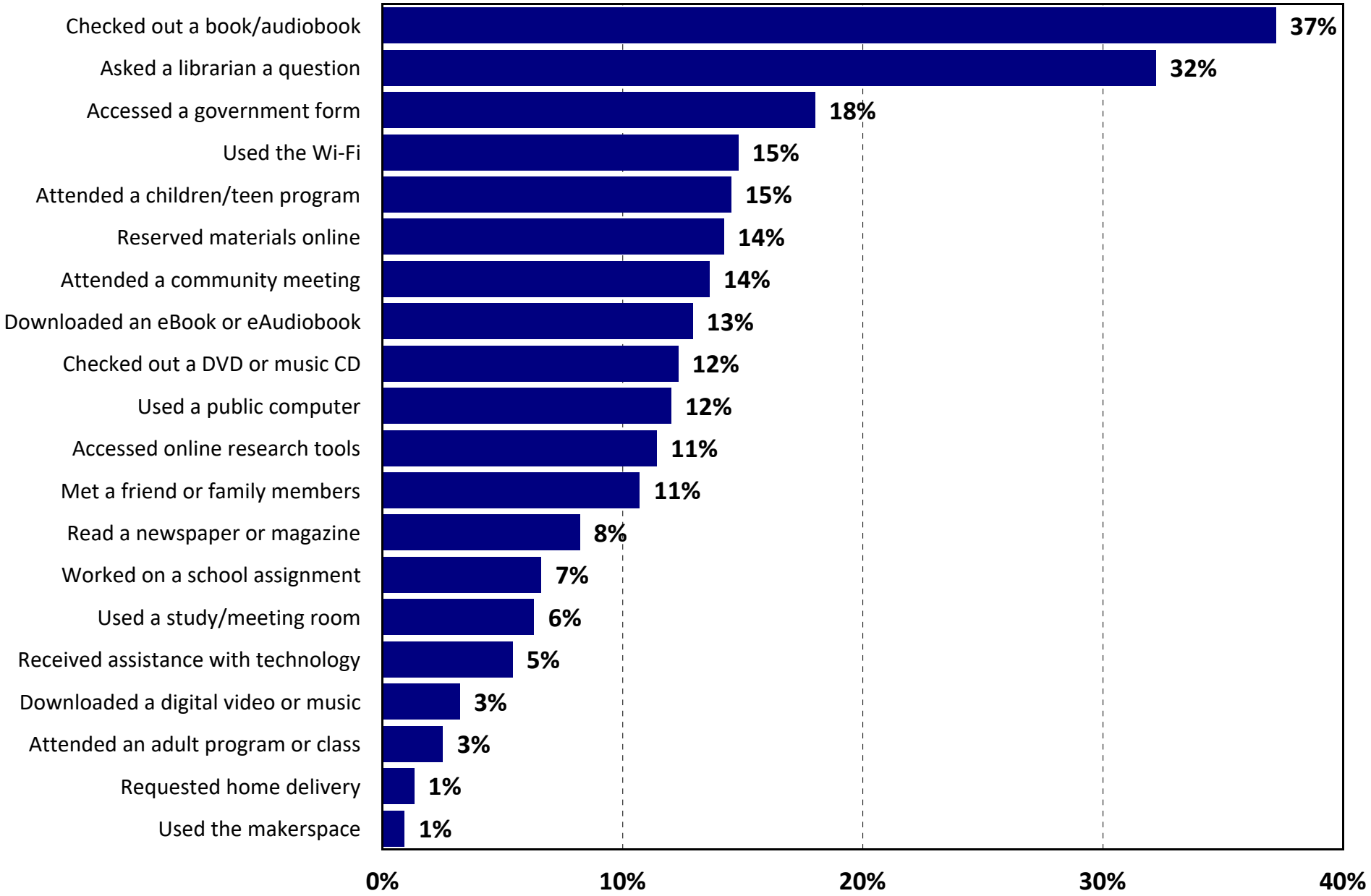
Q11. Most Important Active Aging Programs/Services to Households

by percentage of respondents who selected the items as one of their top four choices



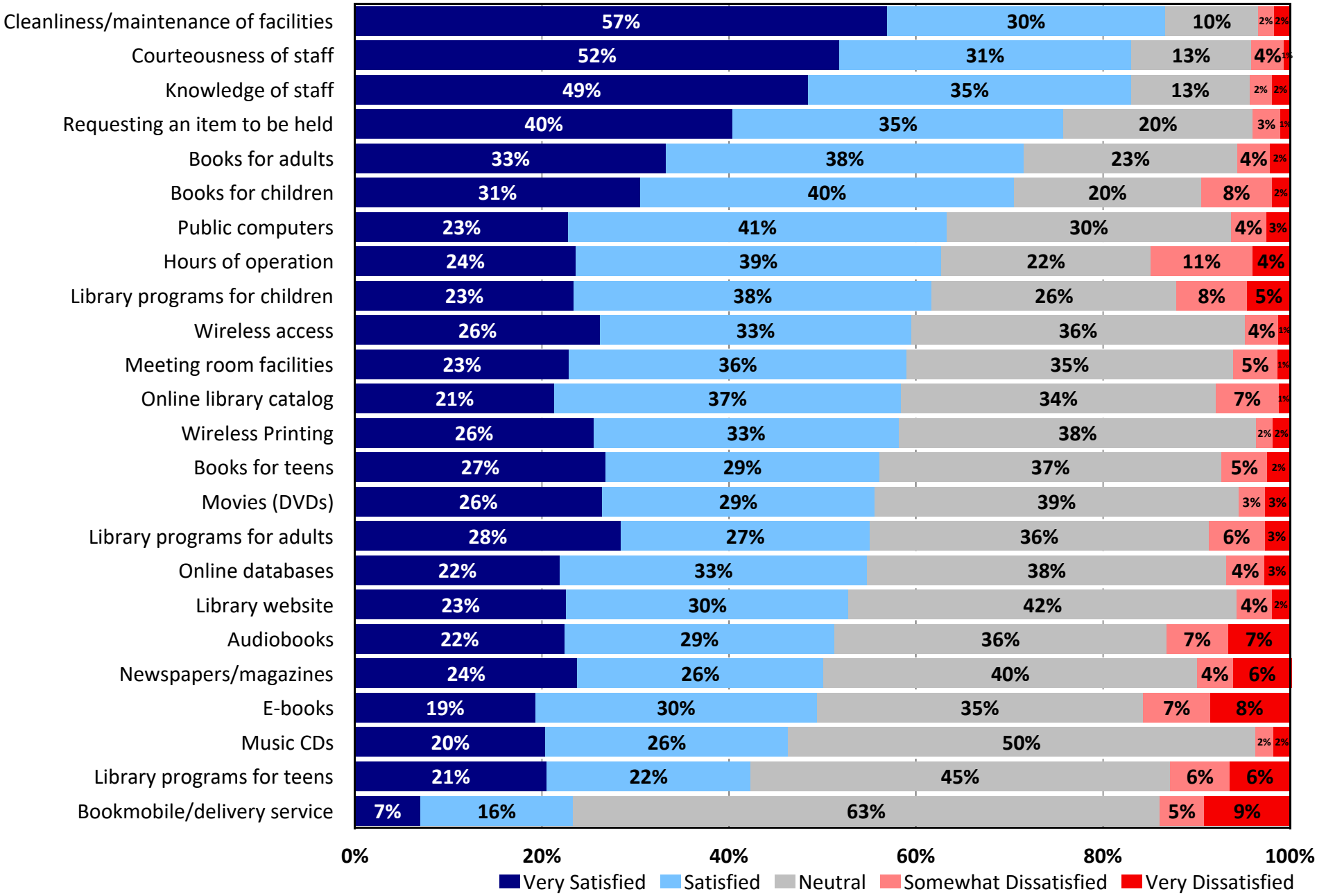
Q12. Household Use of Library Services Over the Last Two Years

by percentage of respondents (multiple selections could be made)



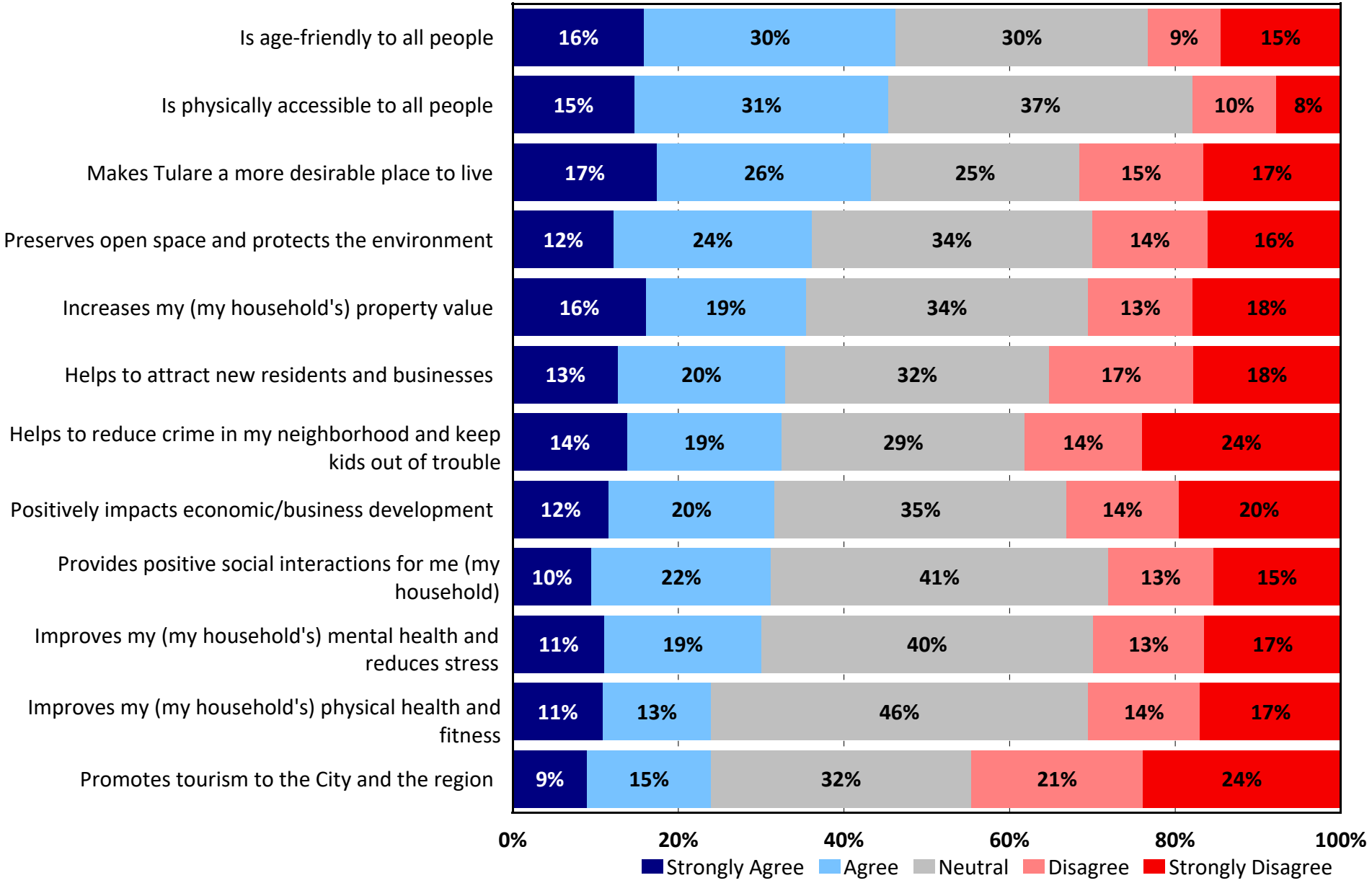
Q13. Rating Library Services

by percentage of respondents (excluding "don't use")



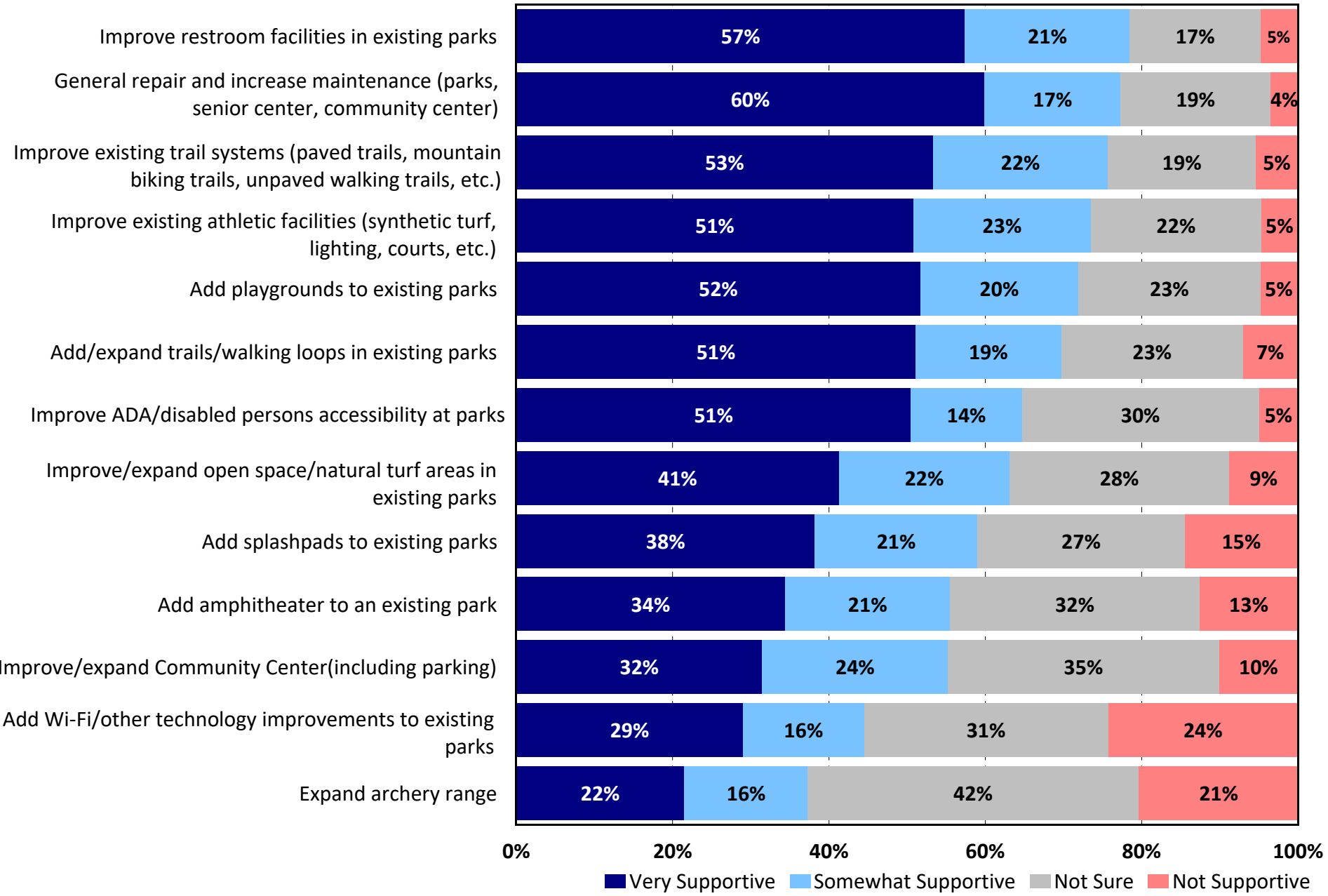
Q14. Level of Agreement With Statements About Tulare Community Services Department

by percentage of respondents (excluding "don't know")



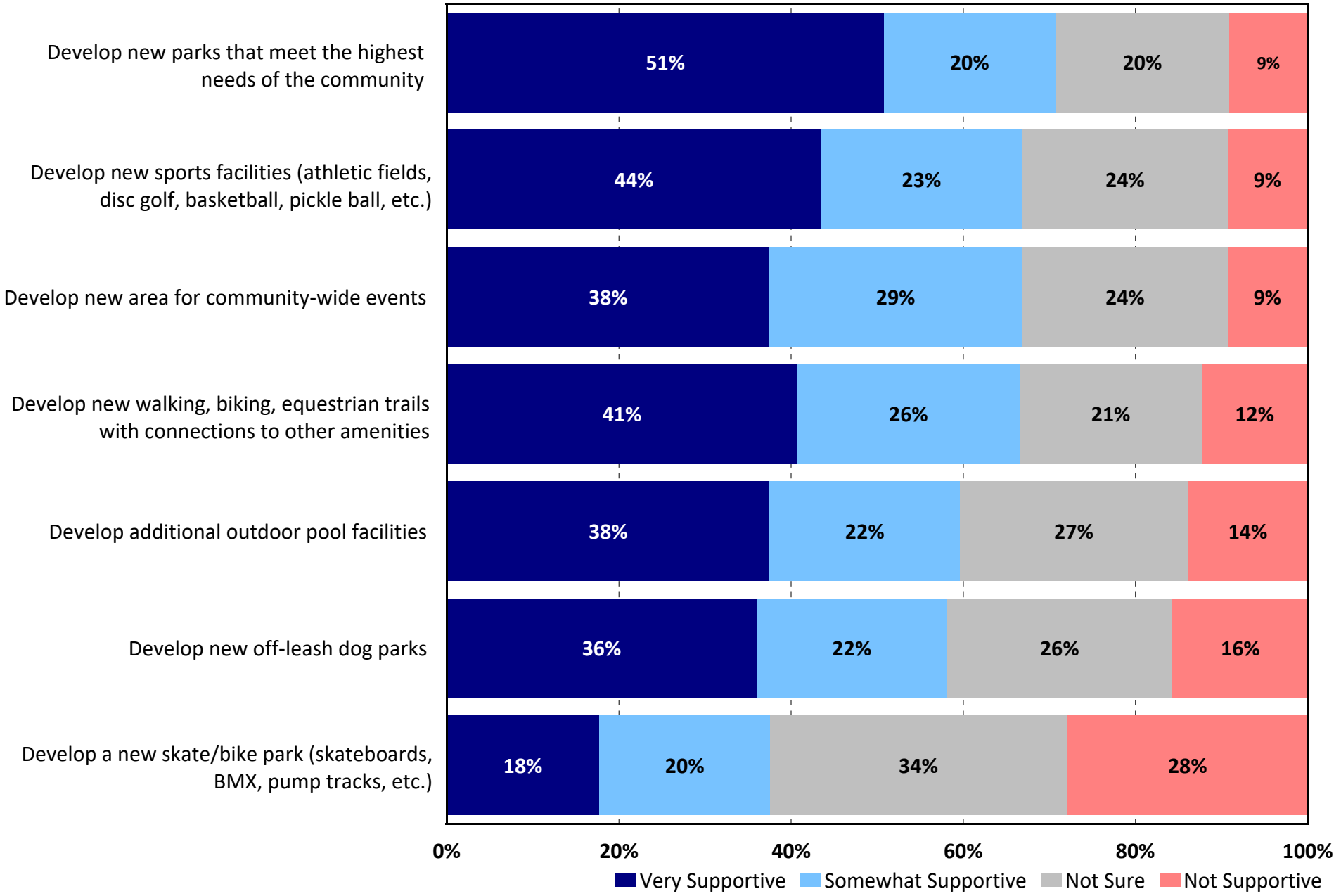
Q15. Level of Support for Improvement Actions (to Existing Facilities)

by percentage of respondents



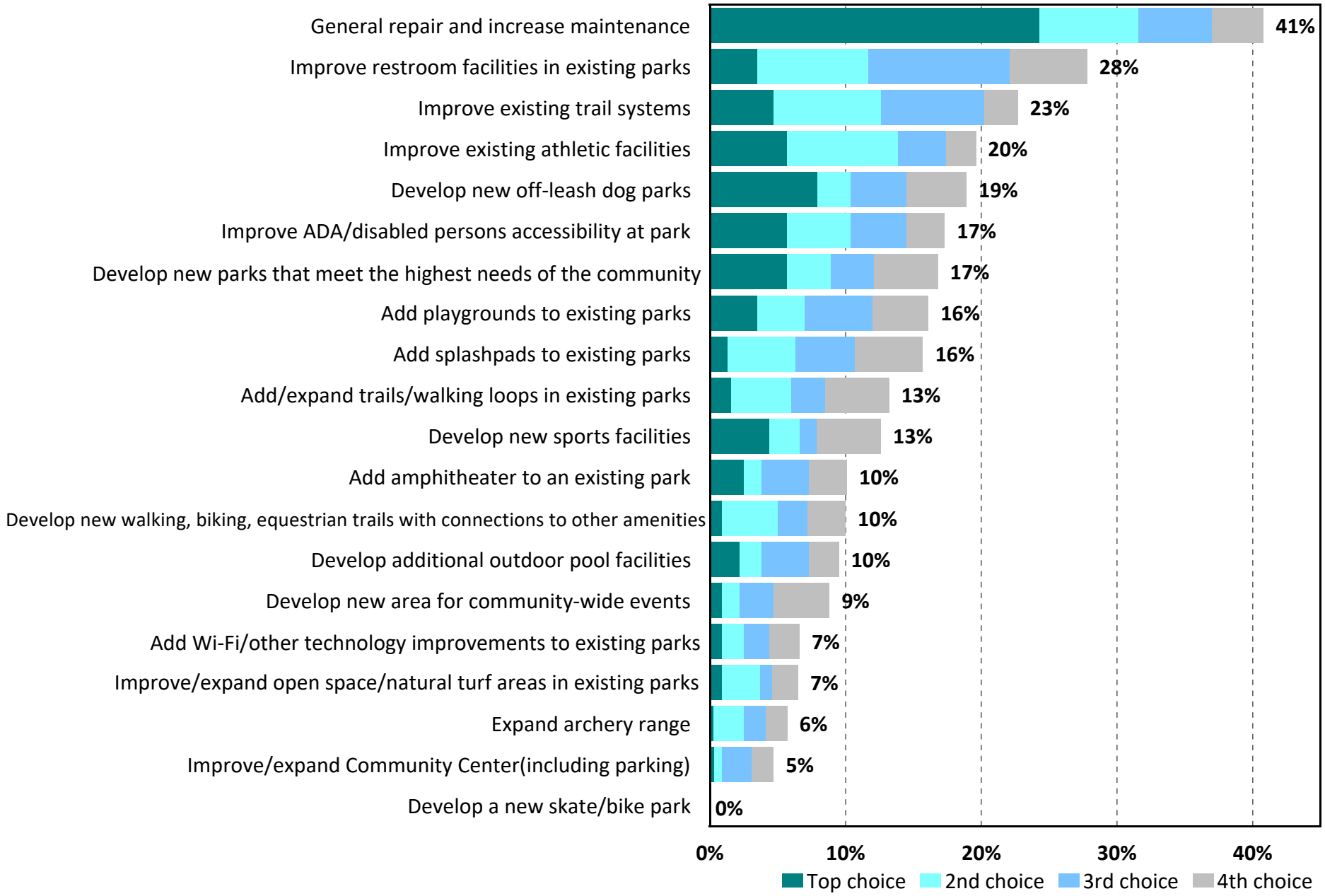
Q15. Level of Support for Improvement Actions (Developing New Facilities)

by percentage of respondents



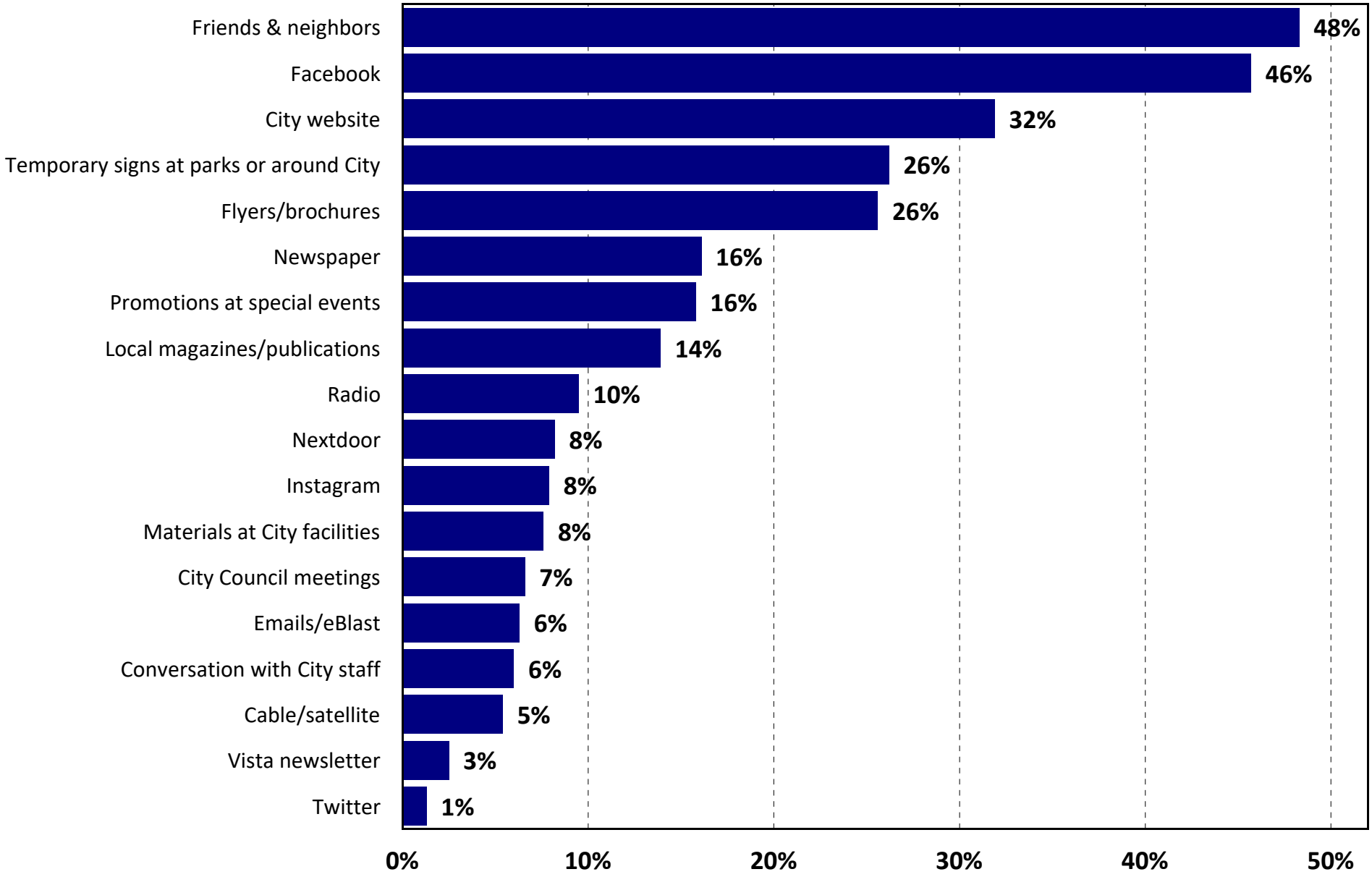
Q16. Most Important Improvements to Households

by percentage of respondents who selected the items as one of their top four choices



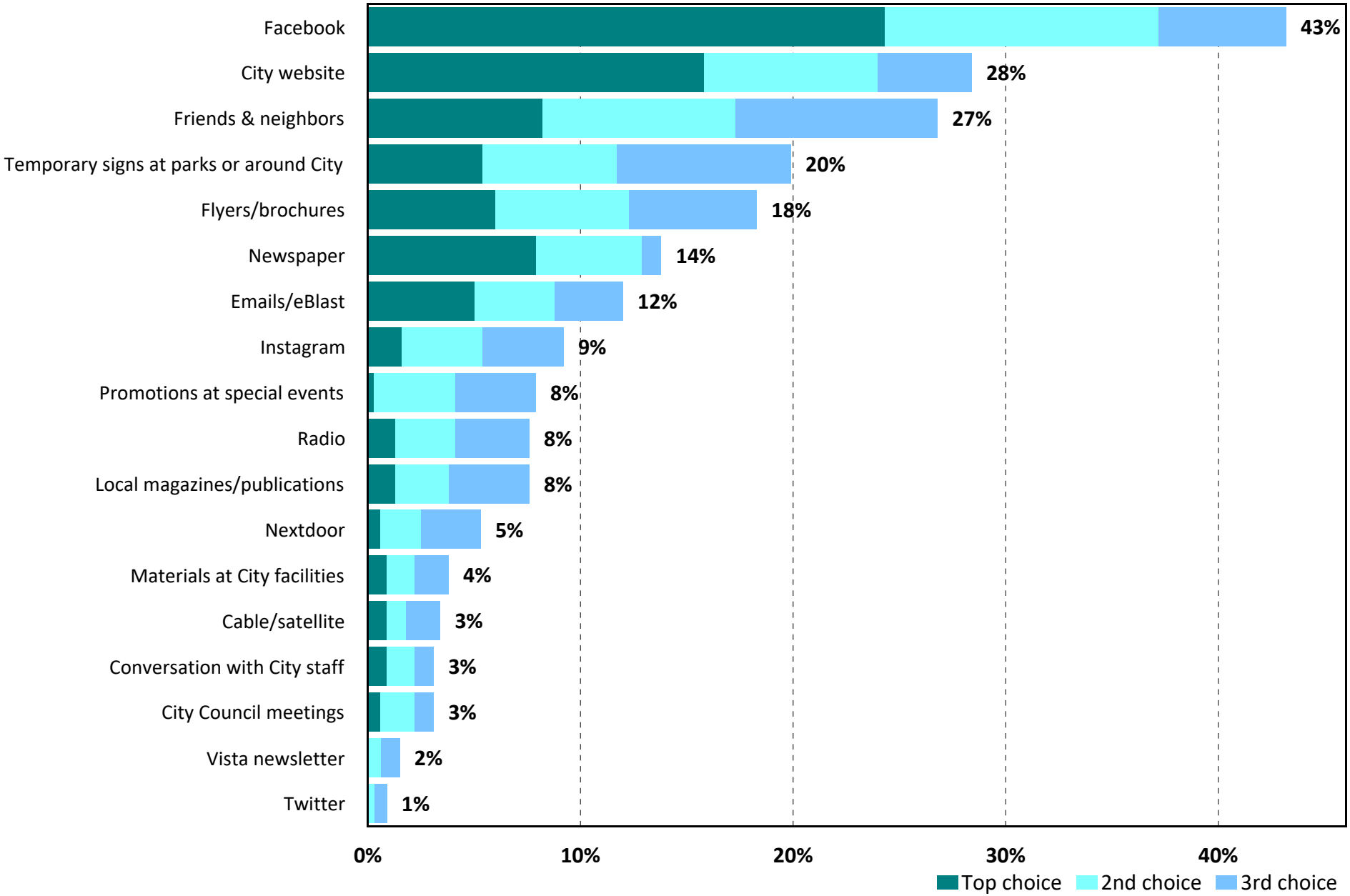
Q17. All the Ways Respondents Currently Learn About Recreation Programs and Activities

by percentage of respondents (multiple selections could be made)



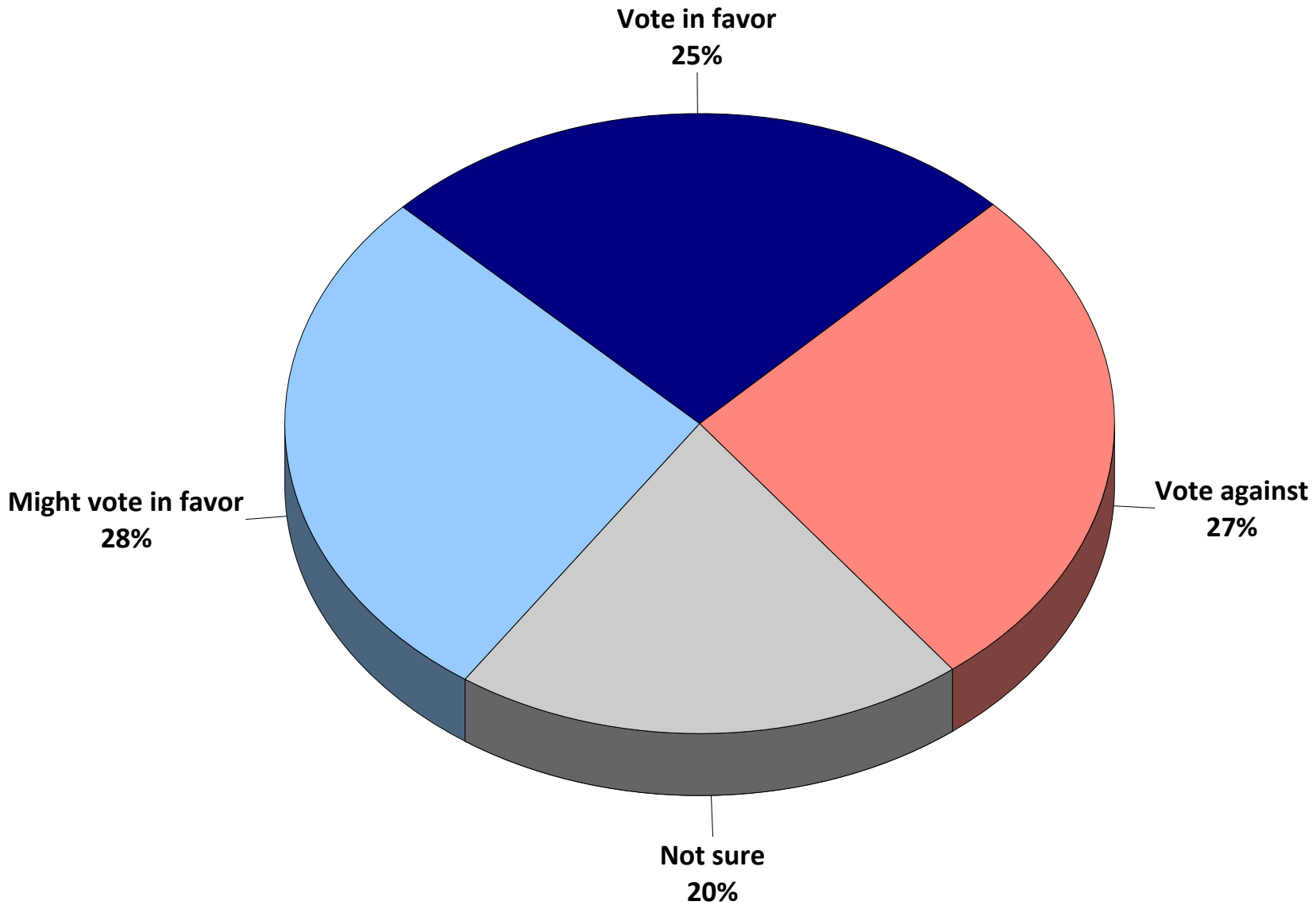
Q18. Most Preferred Communication Sources

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



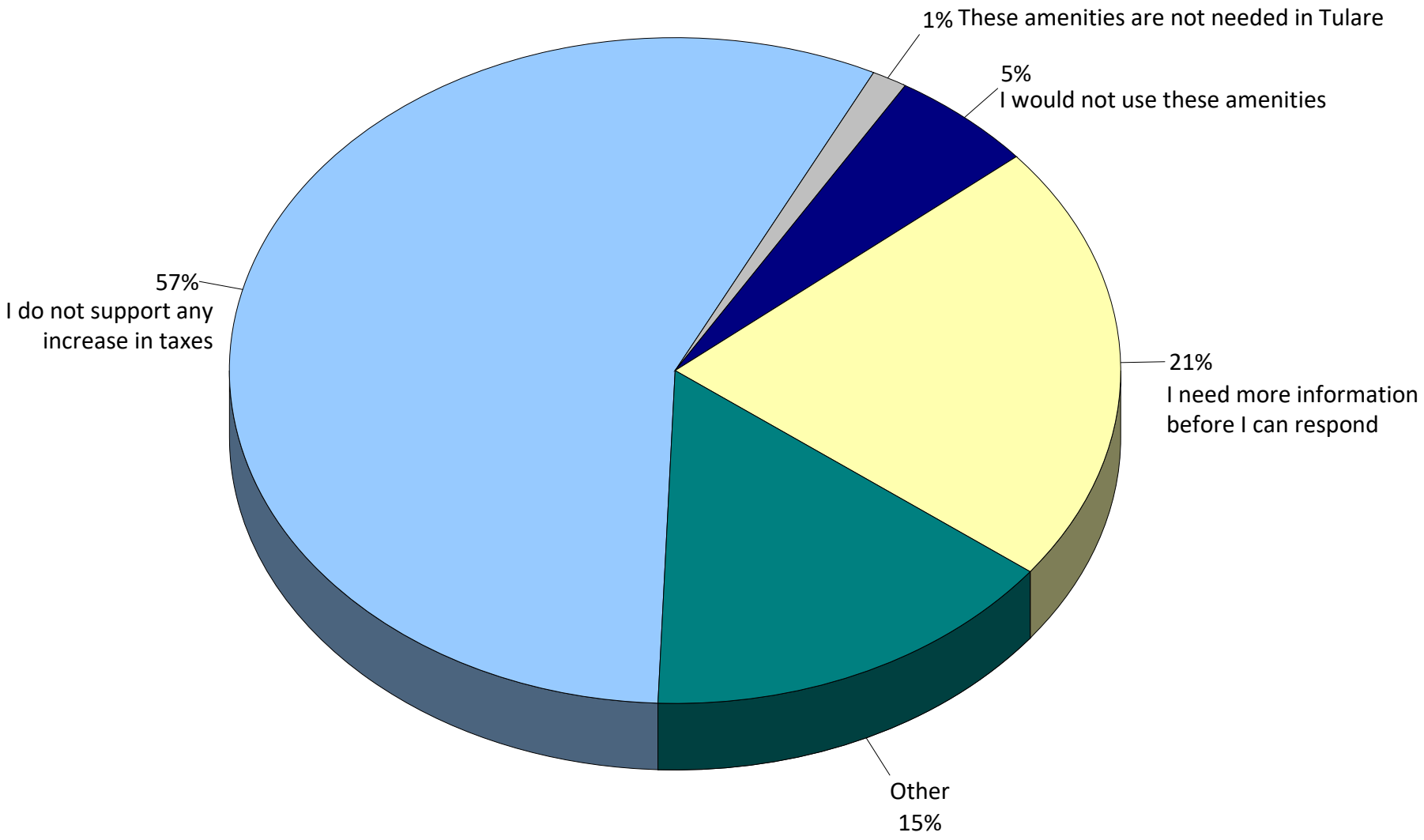
Q19. How Would You Vote on a Potential General Obligation Bond to Fund Additional Parks and Recreation Improvements?

by percentage of respondents



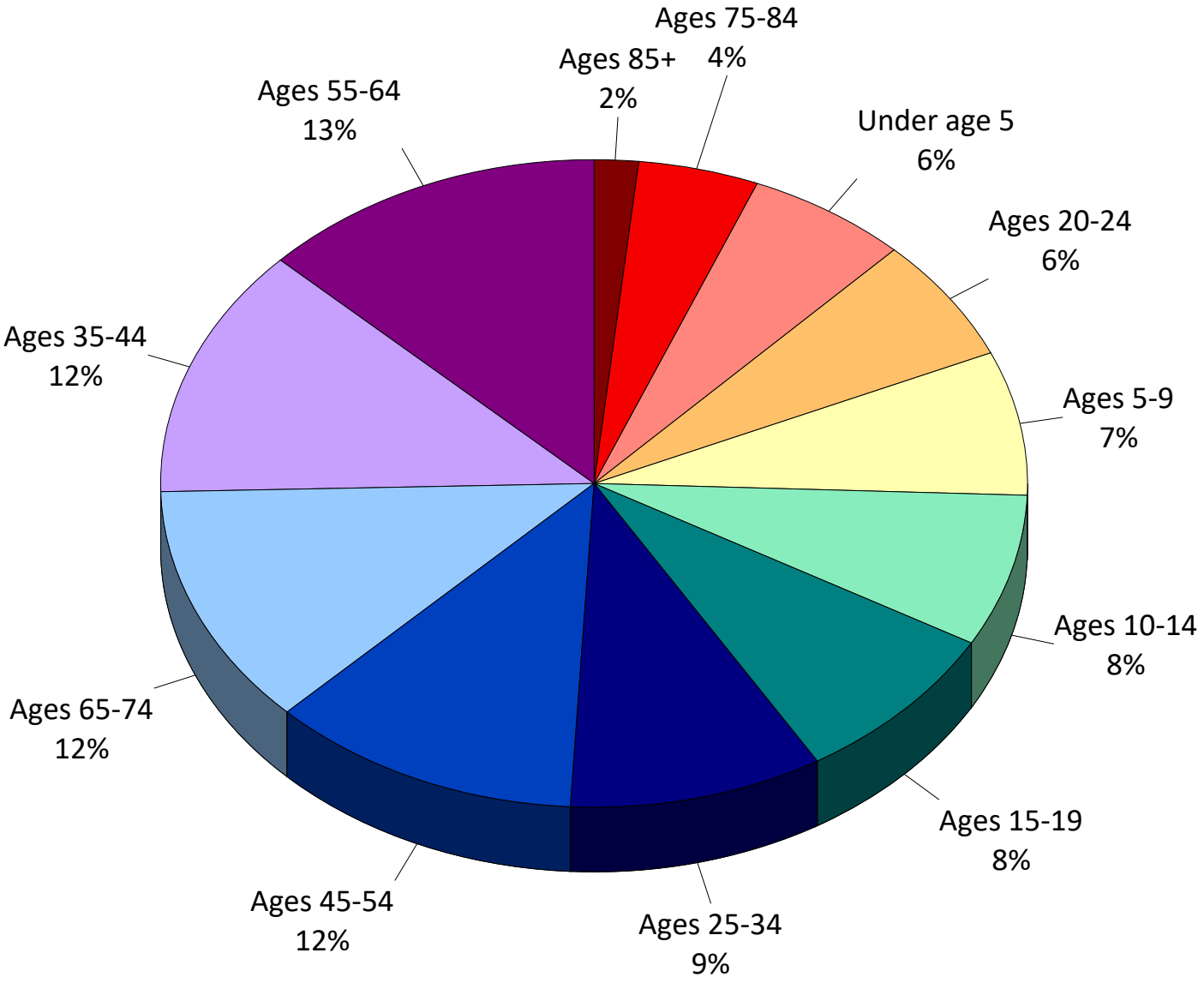
Q19a. If you answered "Not Sure" or "Vote Against" to Question 19, please indicate the reason for your answer.

by percentage of respondents (multiple selections could be made)



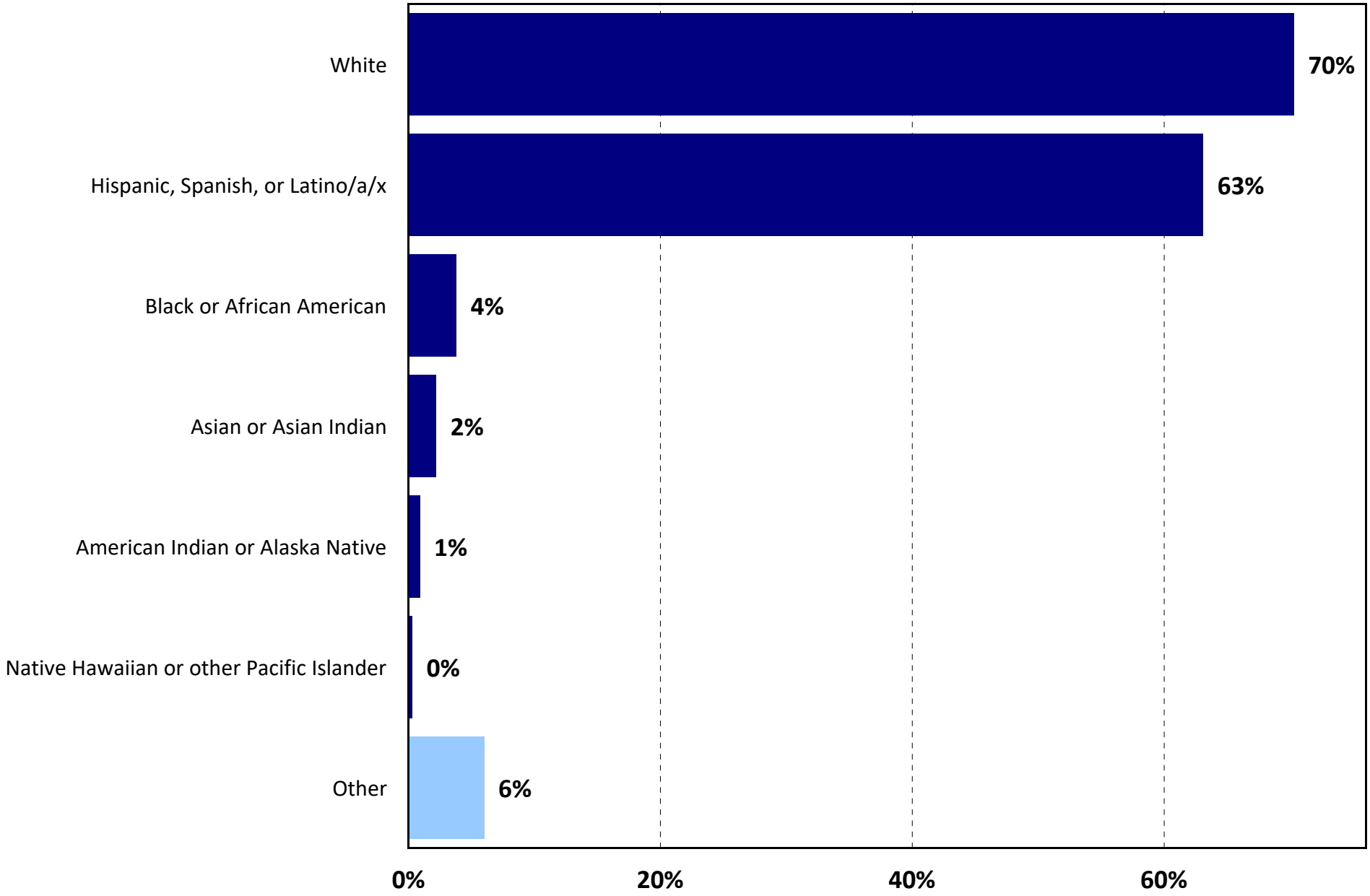
Q20. Counting yourself, how many people in your household are in the following age groups?

by percentage of persons in household



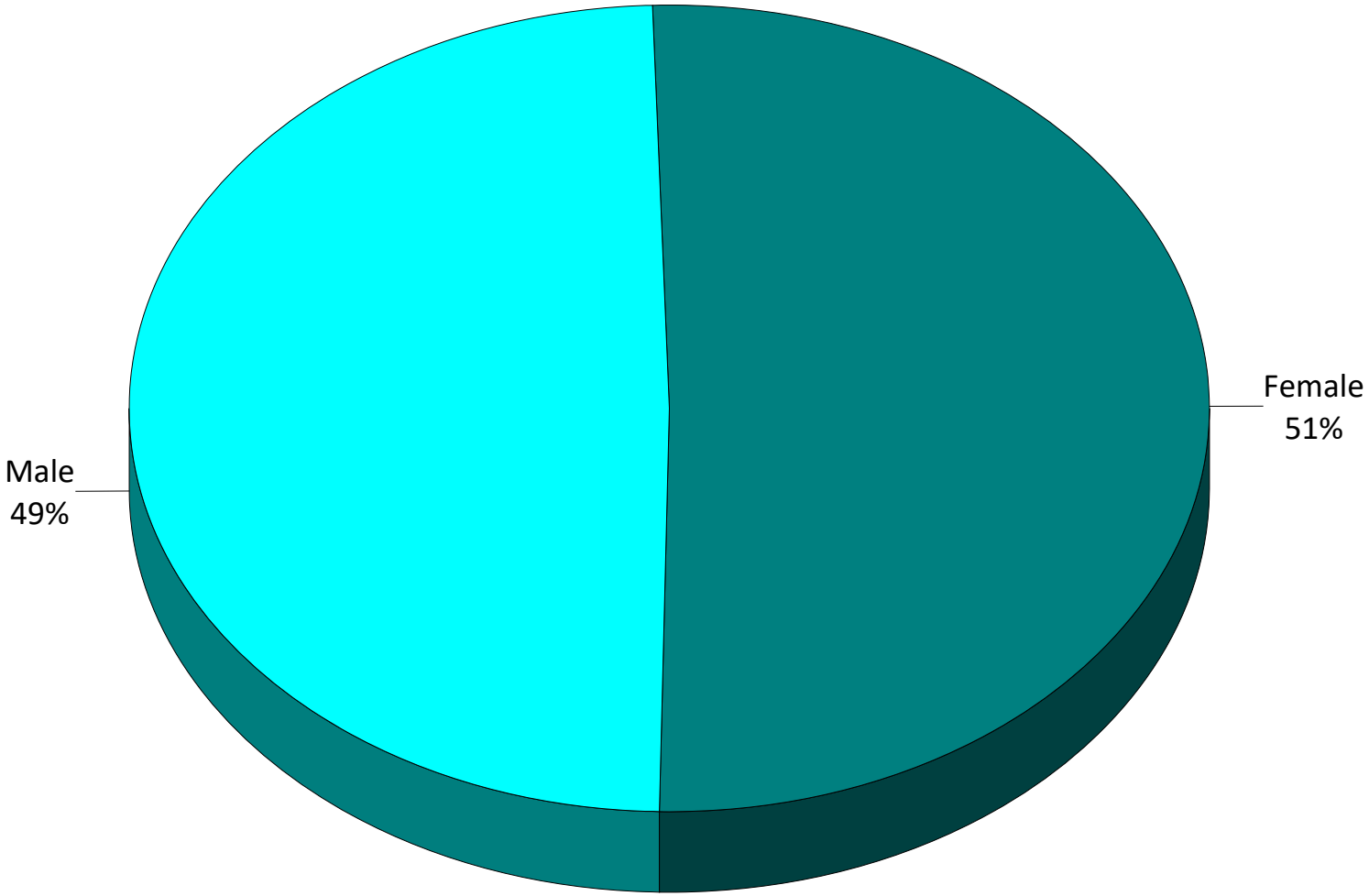
Q21. Which of the following best describes your race/ethnicity?

by percentage of respondents (multiple selections could be made)



Q22. Your gender:

by percentage of respondents (excluding “not provided”)



3 Priority Investment Ratings

Priority Investment Rating
Tulare, California

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are not met or only partly met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

PIR = UNR + IR

For example, if the Unmet Needs Rating for Community Gardens were 98.9 (out of 100) and the Importance Rating for Community Gardens were 21.6 (out of 100), the Priority Investment Rating for the Farmer's Market would be 120.5 (out of 200).

How to Analyze the Charts:

- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.

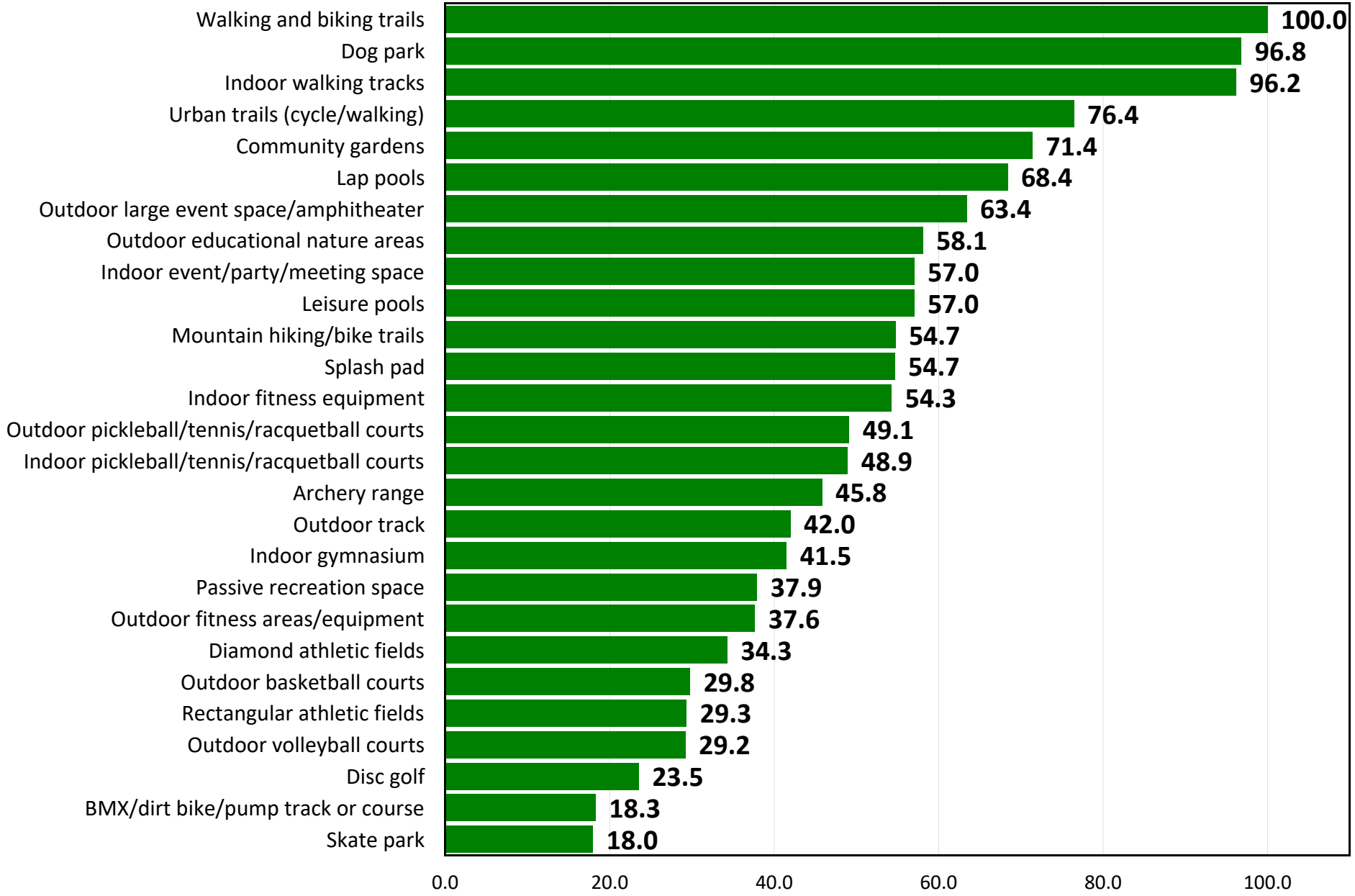
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.

- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The following pages show the Unmet Needs Rating, Importance Rating, and Priority Investment Rating for facilities and programs.

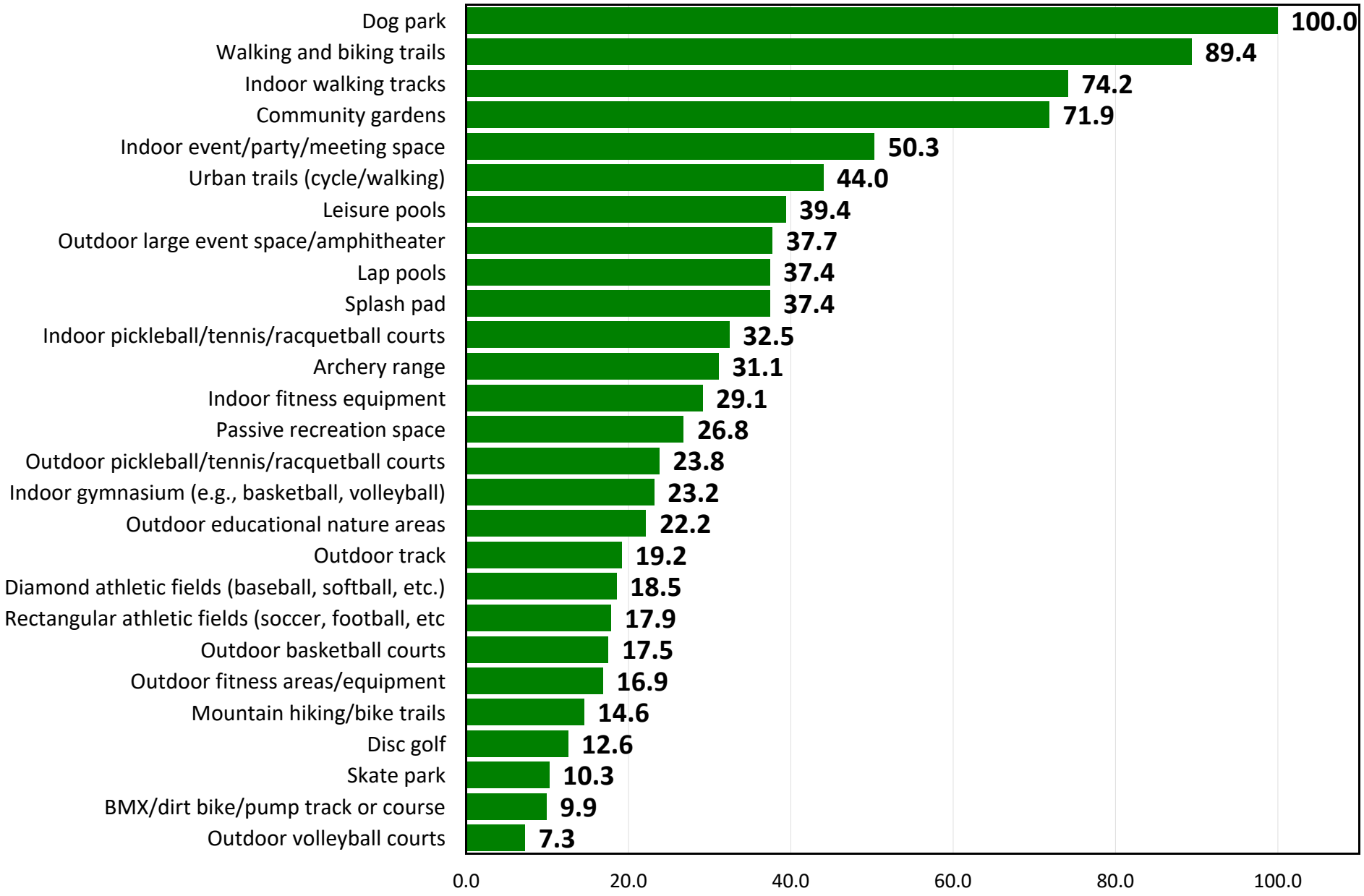
Unmet Needs Rating for Facility/Amenity

the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need

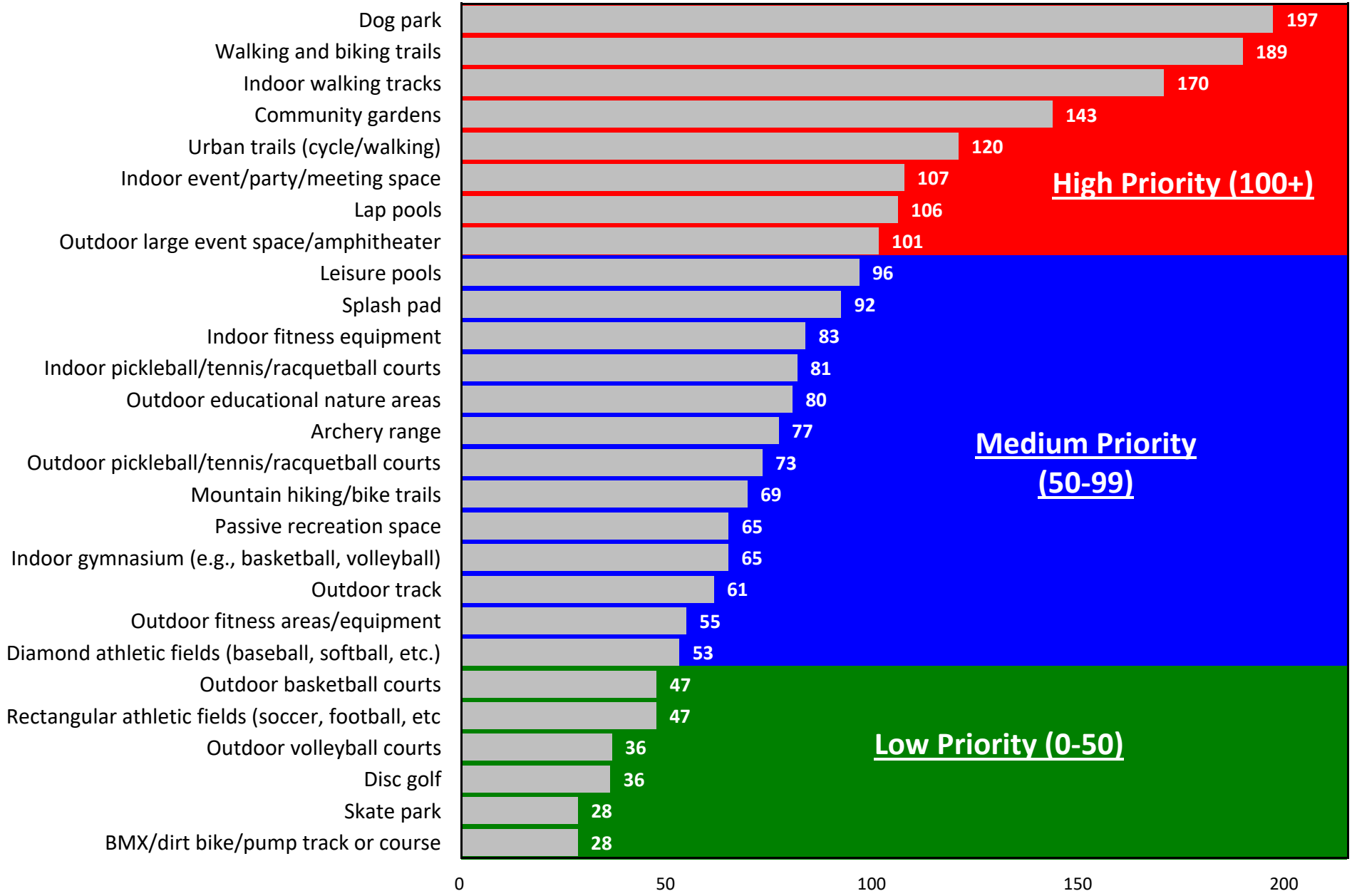


Importance Rating for Facility/Amenity

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important

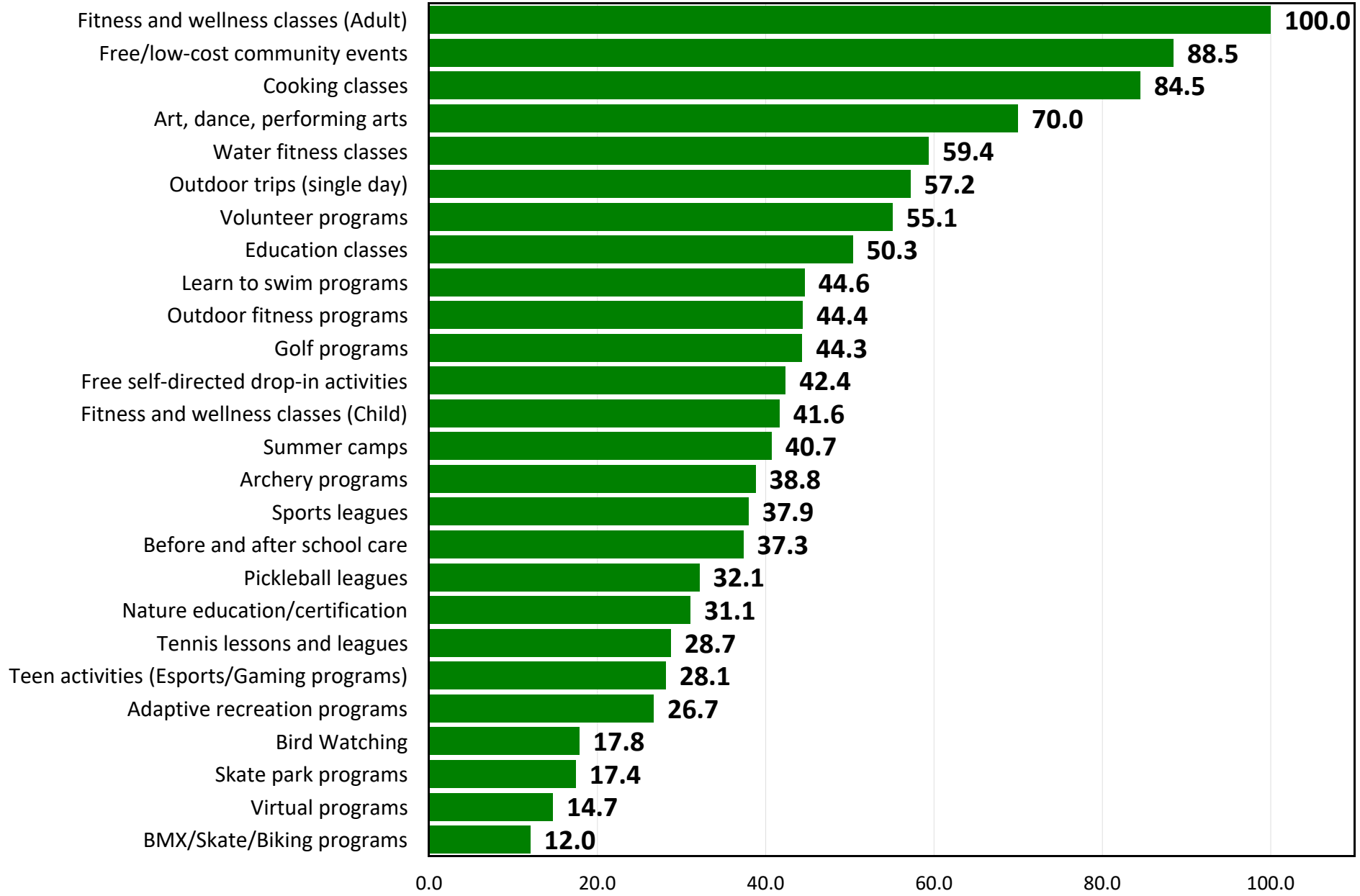


Top Priorities for Investment for Facilities/Amenities Based on the Priority Investment Rating



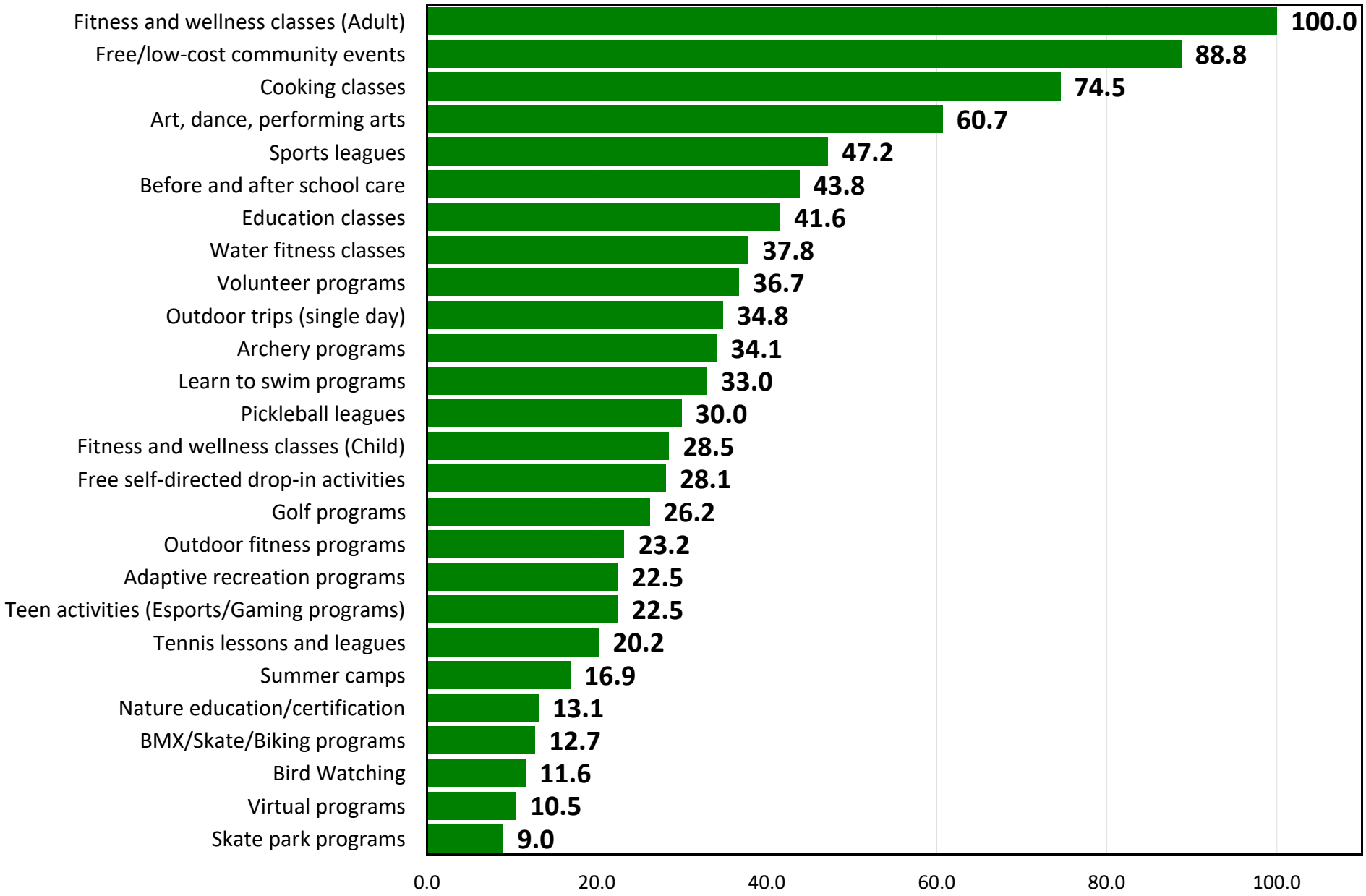
Unmet Needs Rating for Recreation Programs

the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need

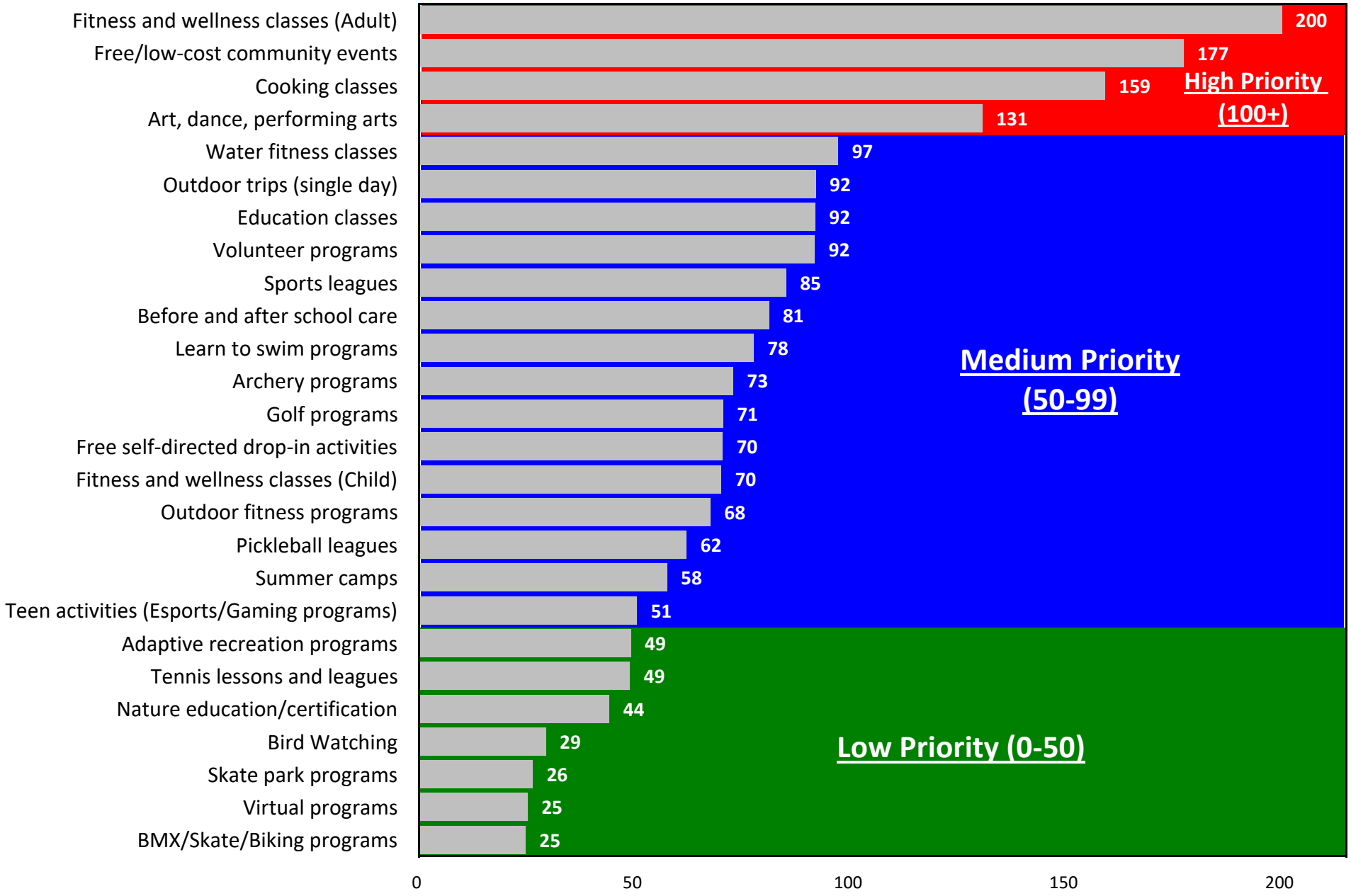


Importance Rating for Recreation Programs

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important

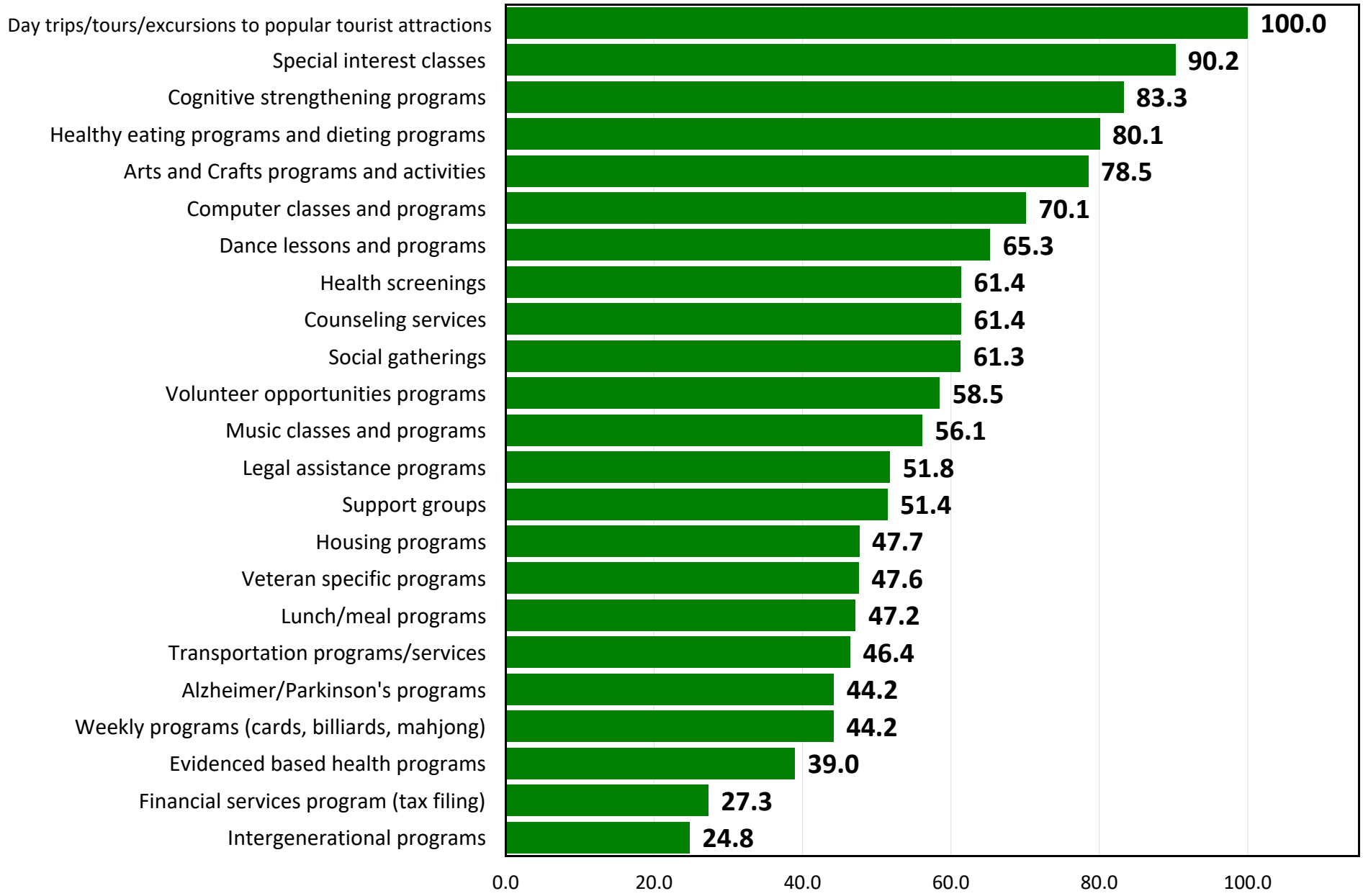


Top Priorities for Investment for Recreation Programs Based on the Priority Investment Rating



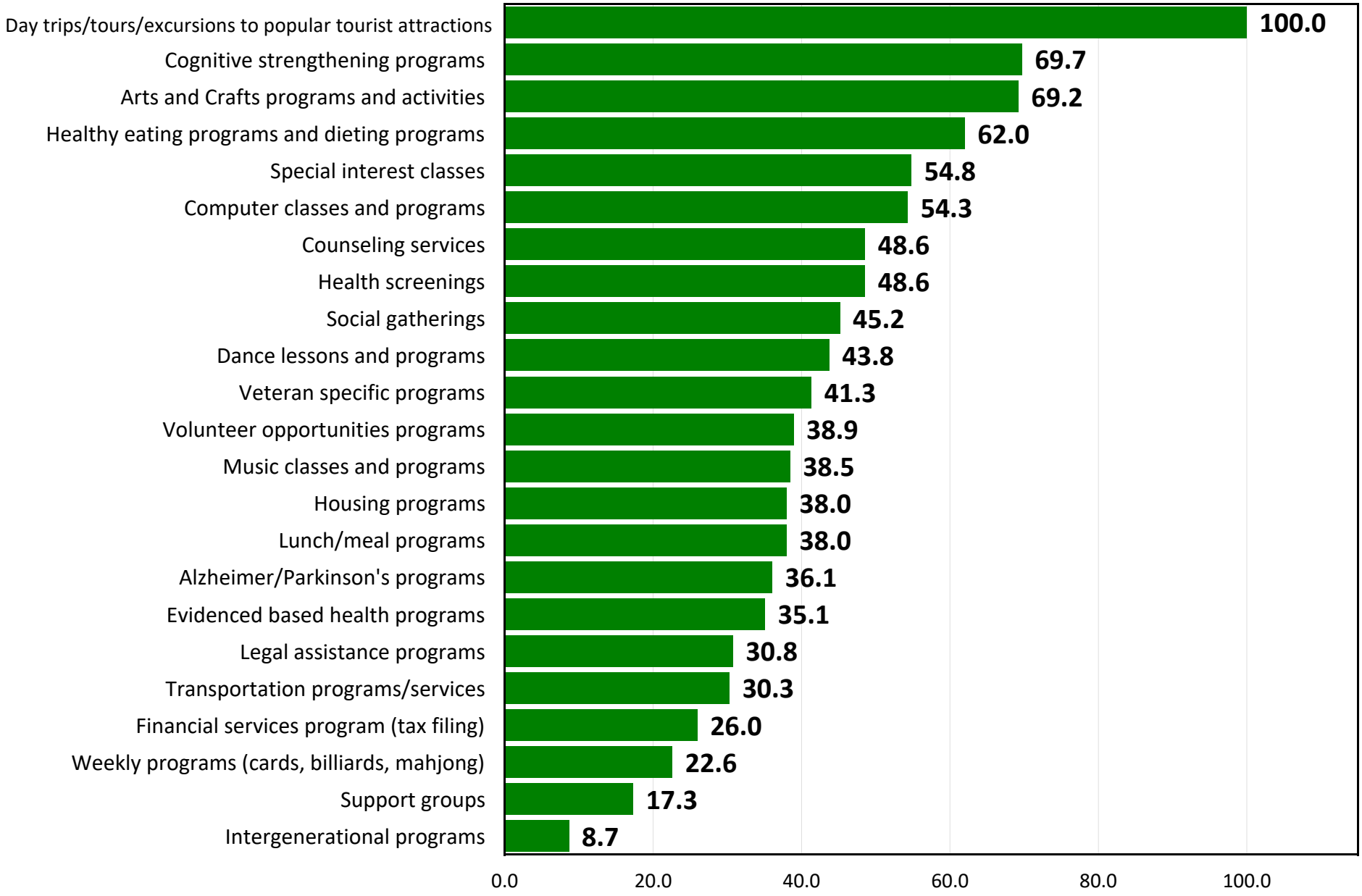
Unmet Needs Rating for Active Aging Program/Service

the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need

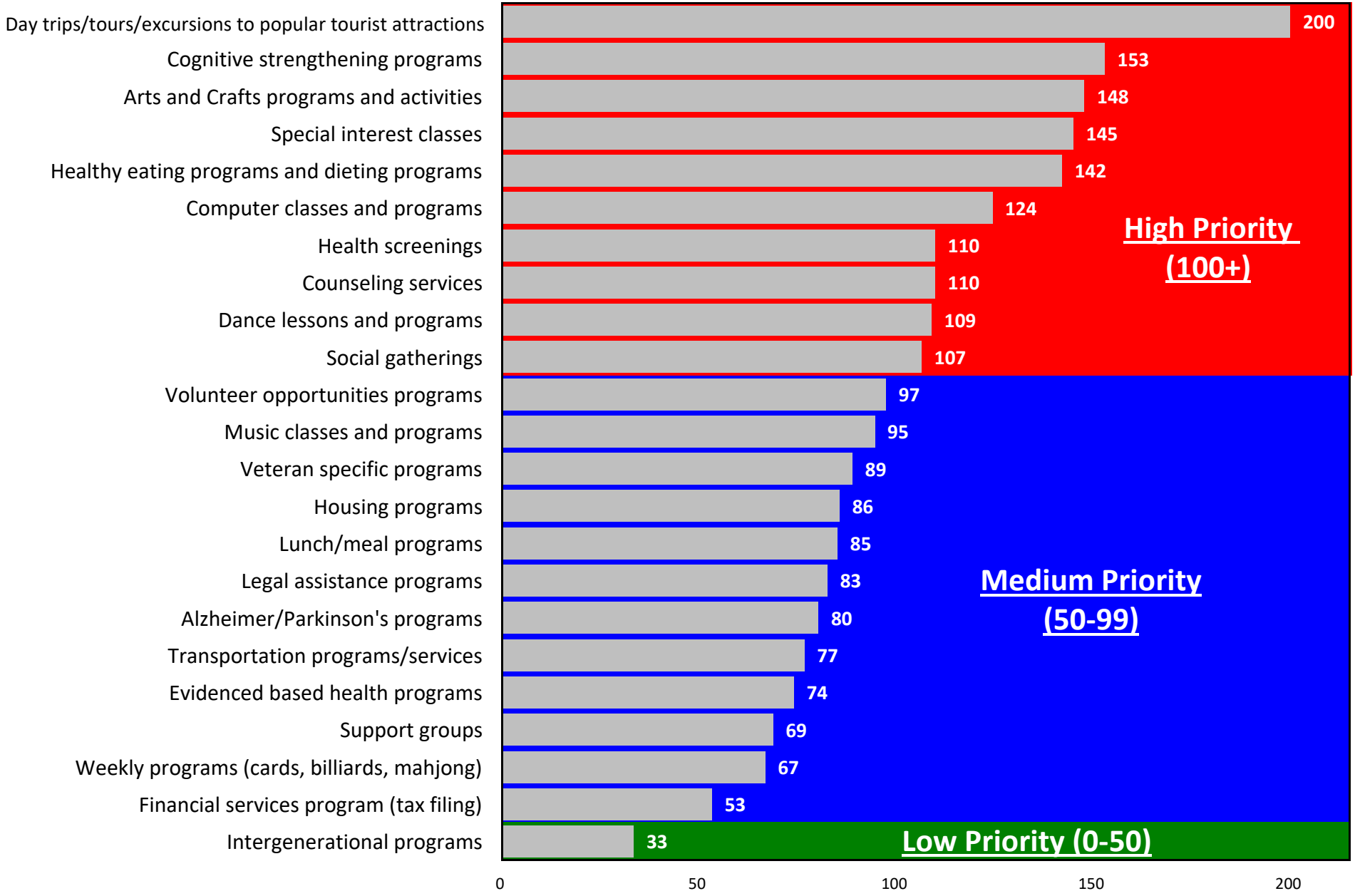


Importance Rating for Active Aging Program/Service

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



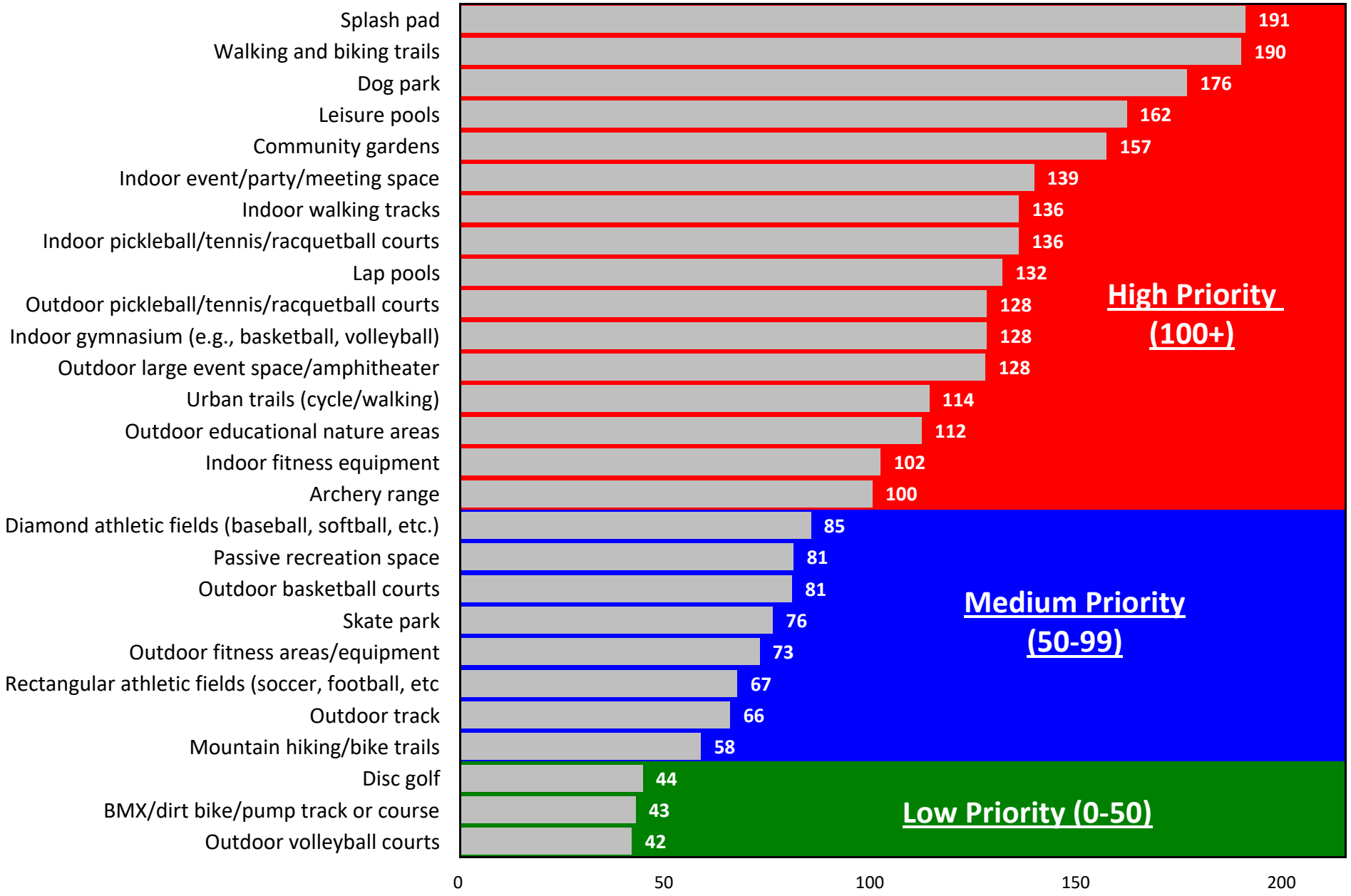
Top Priorities for Investment for Active Aging Program/Service Based on the Priority Investment Rating



4 PIR by Household Type

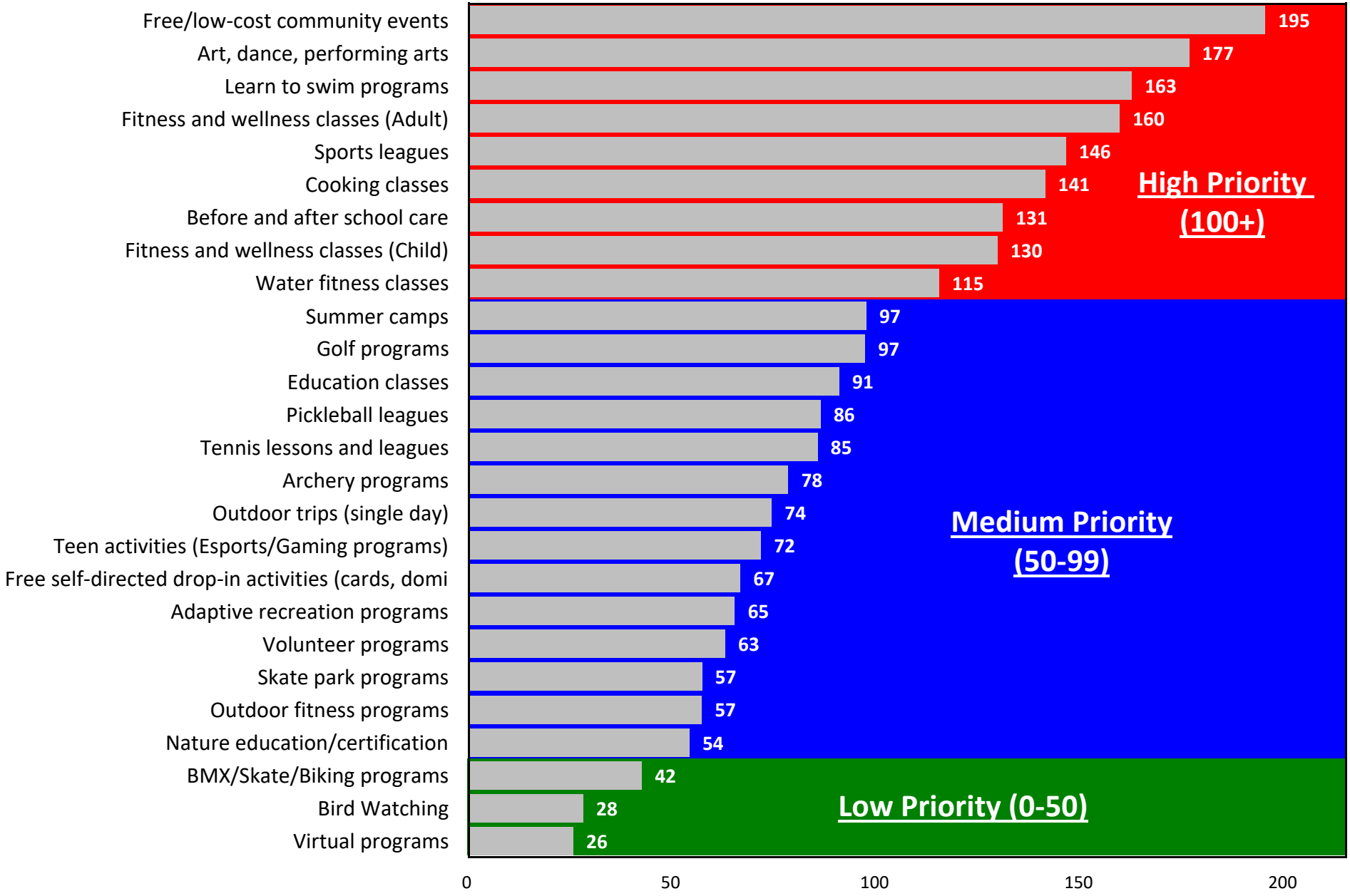
Households with Children < 10 Years Old

Priority Investment Rating for Facilities/ Amenities



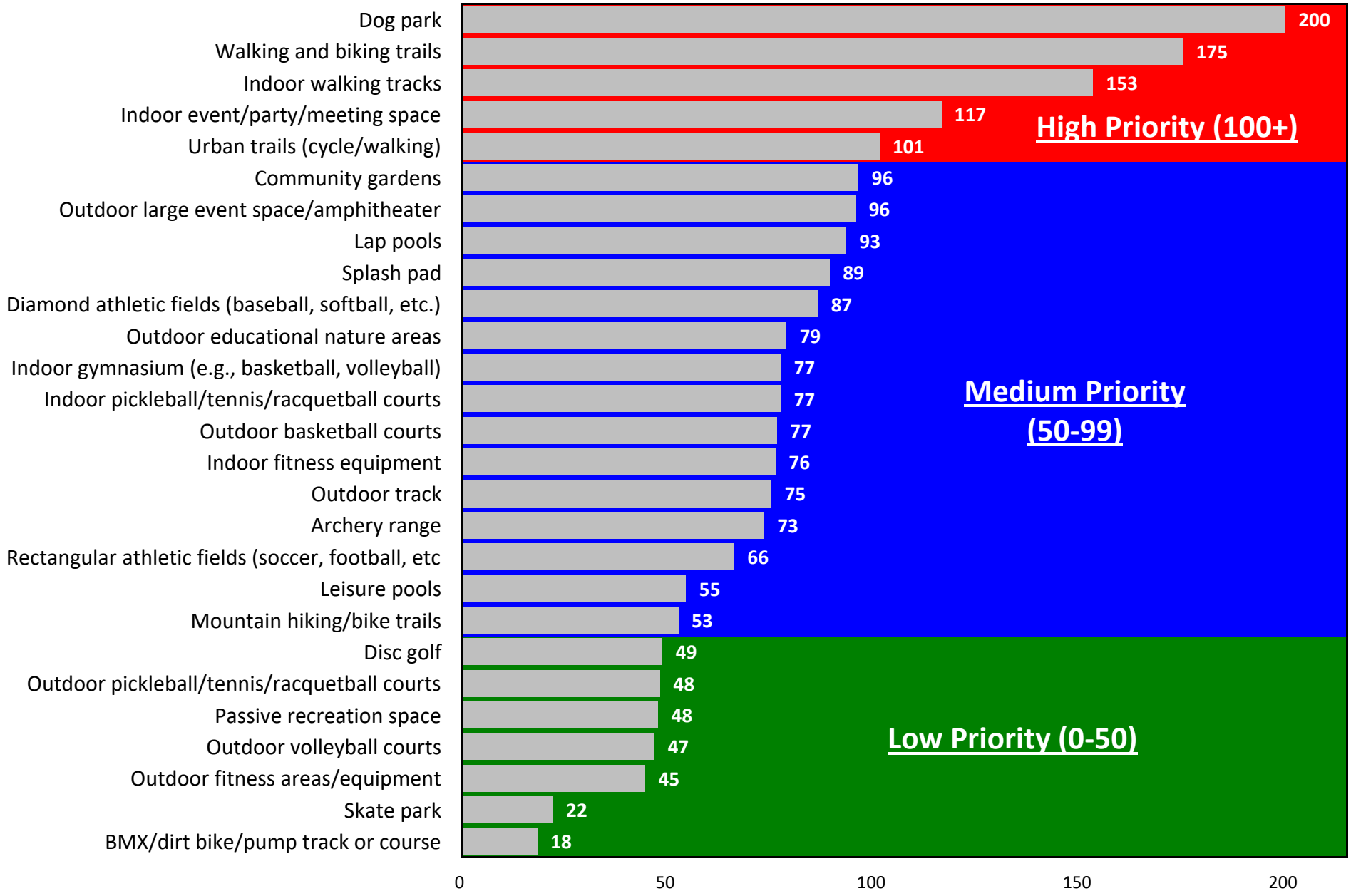
Households with Children < 10 Years Old

Priority Investment Rating for Recreation Programs



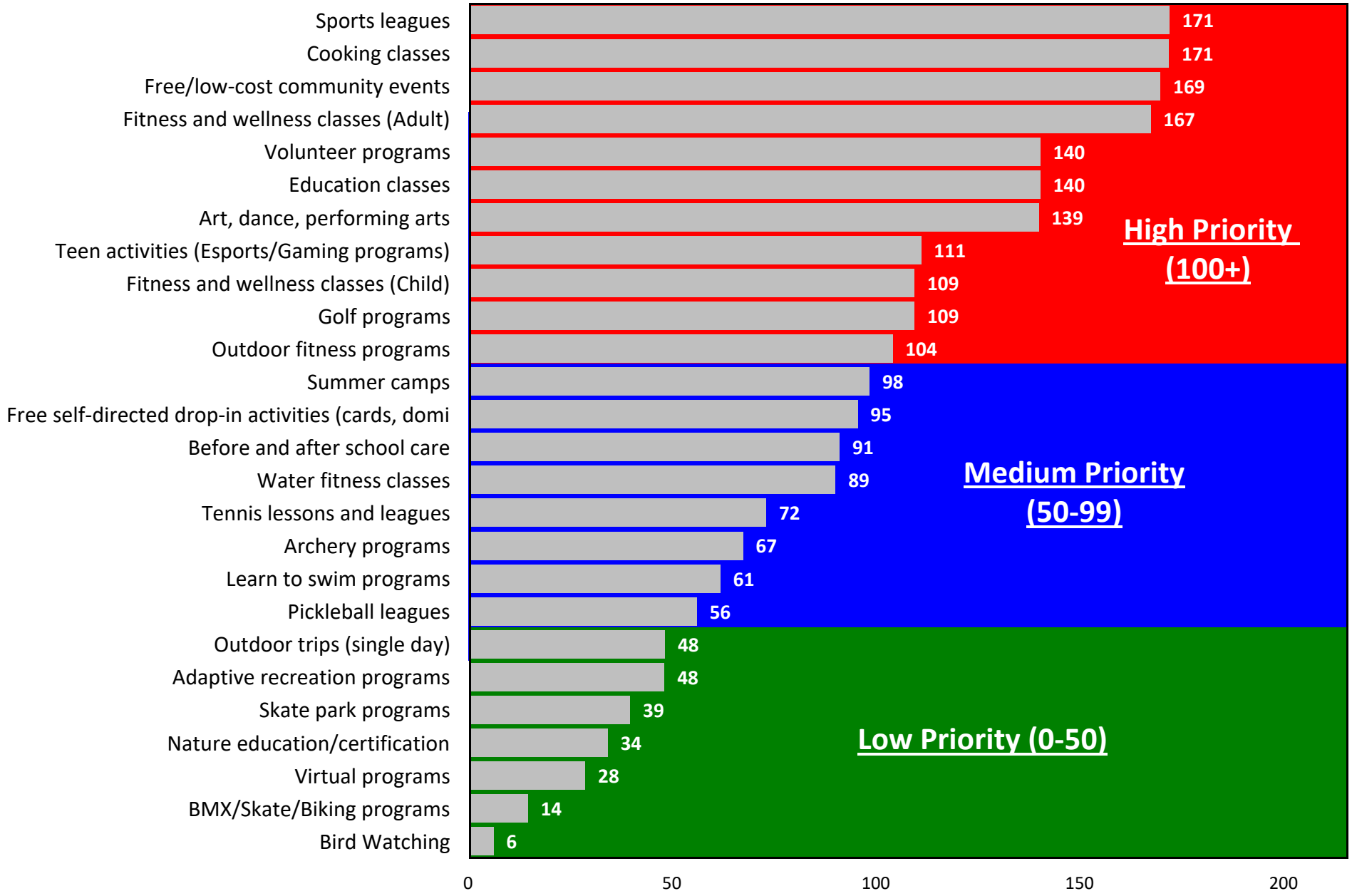
Households with Children 10-19 Years Old

Priority Investment Rating for Facilities/ Amenities



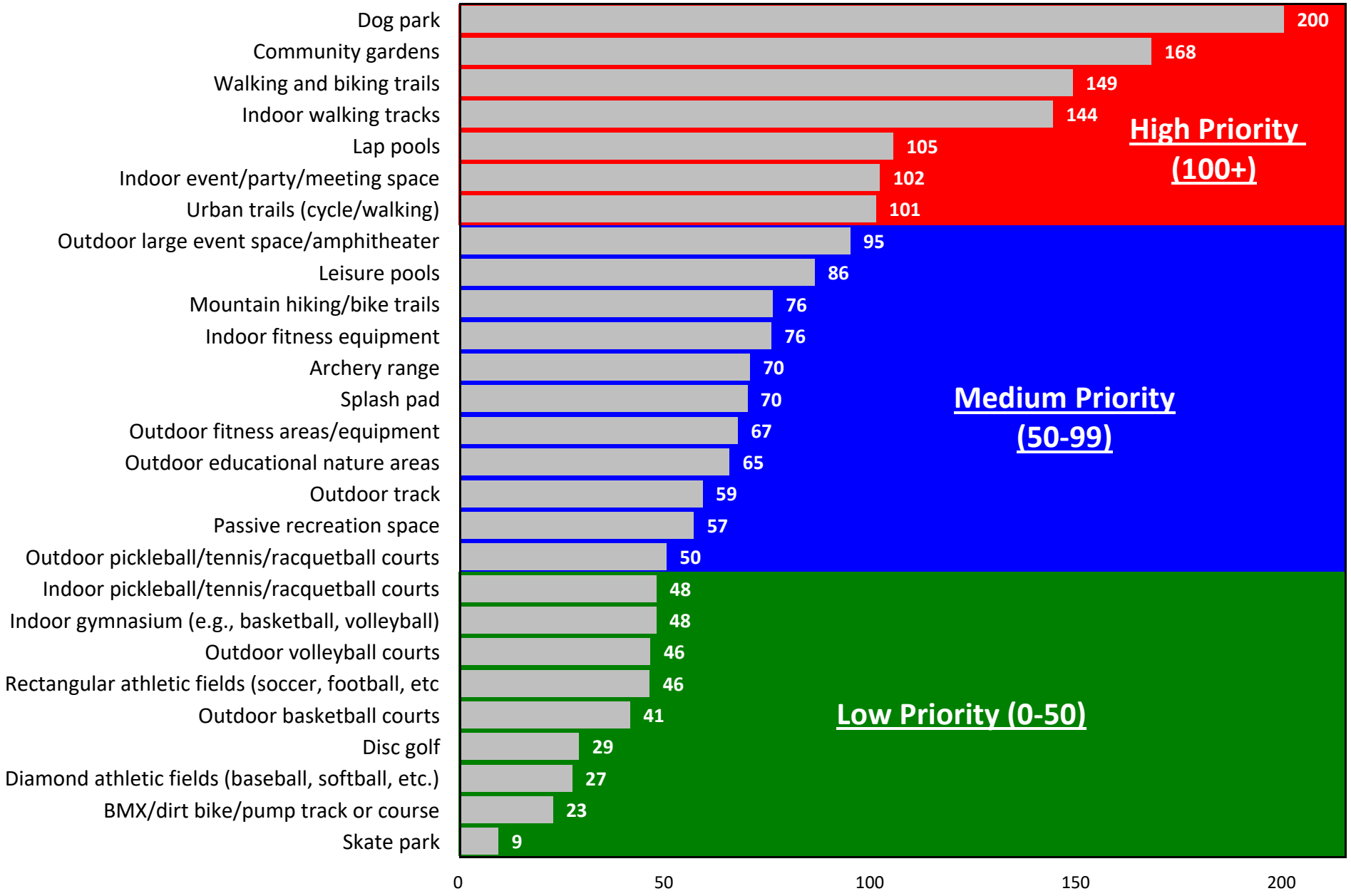
Households with Children 10-19 Years Old

Priority Investment Rating for Recreation Programs



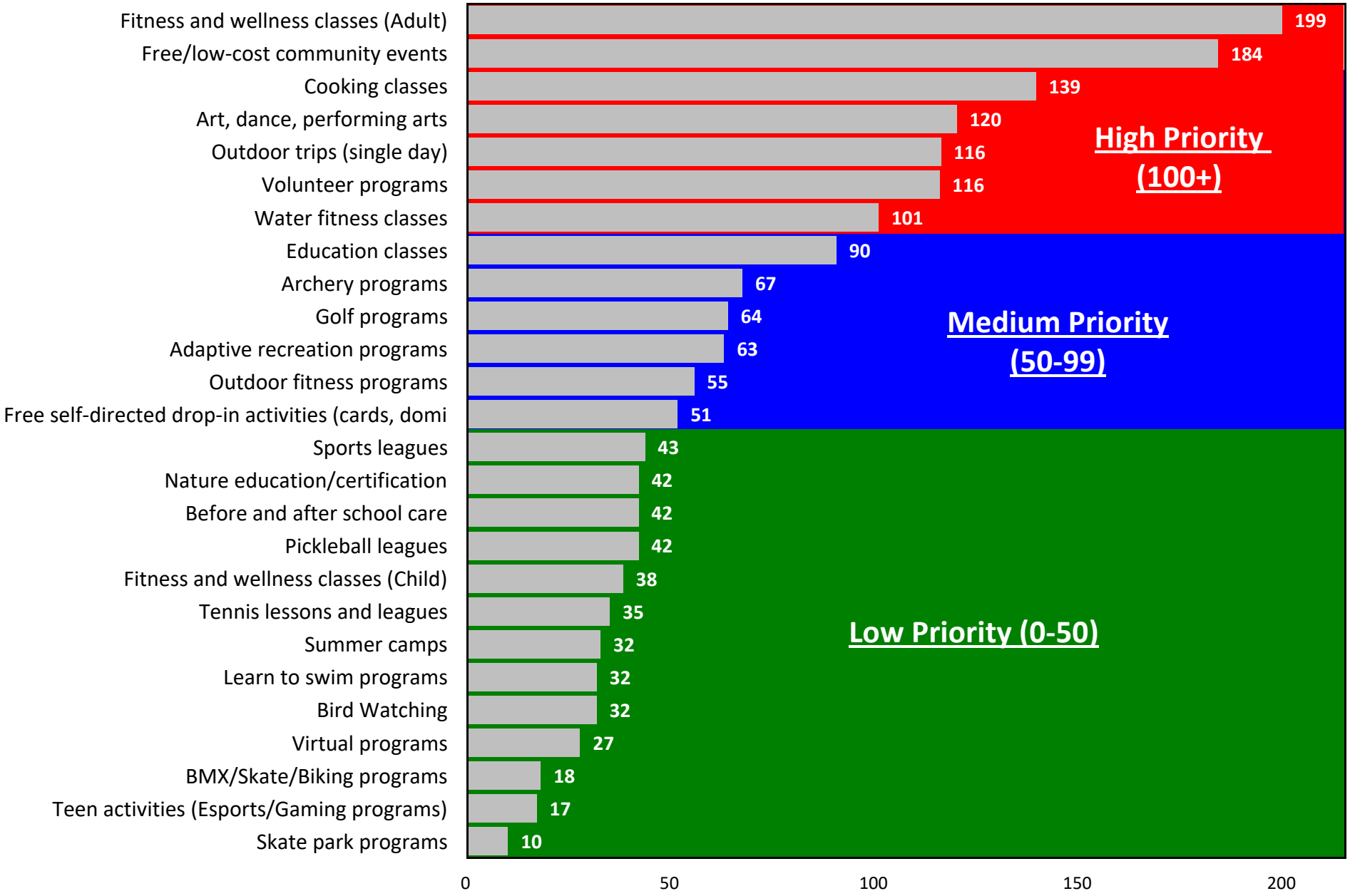
Households Without Children (Ages 20-54)

Priority Investment Rating for Facilities/ Amenities



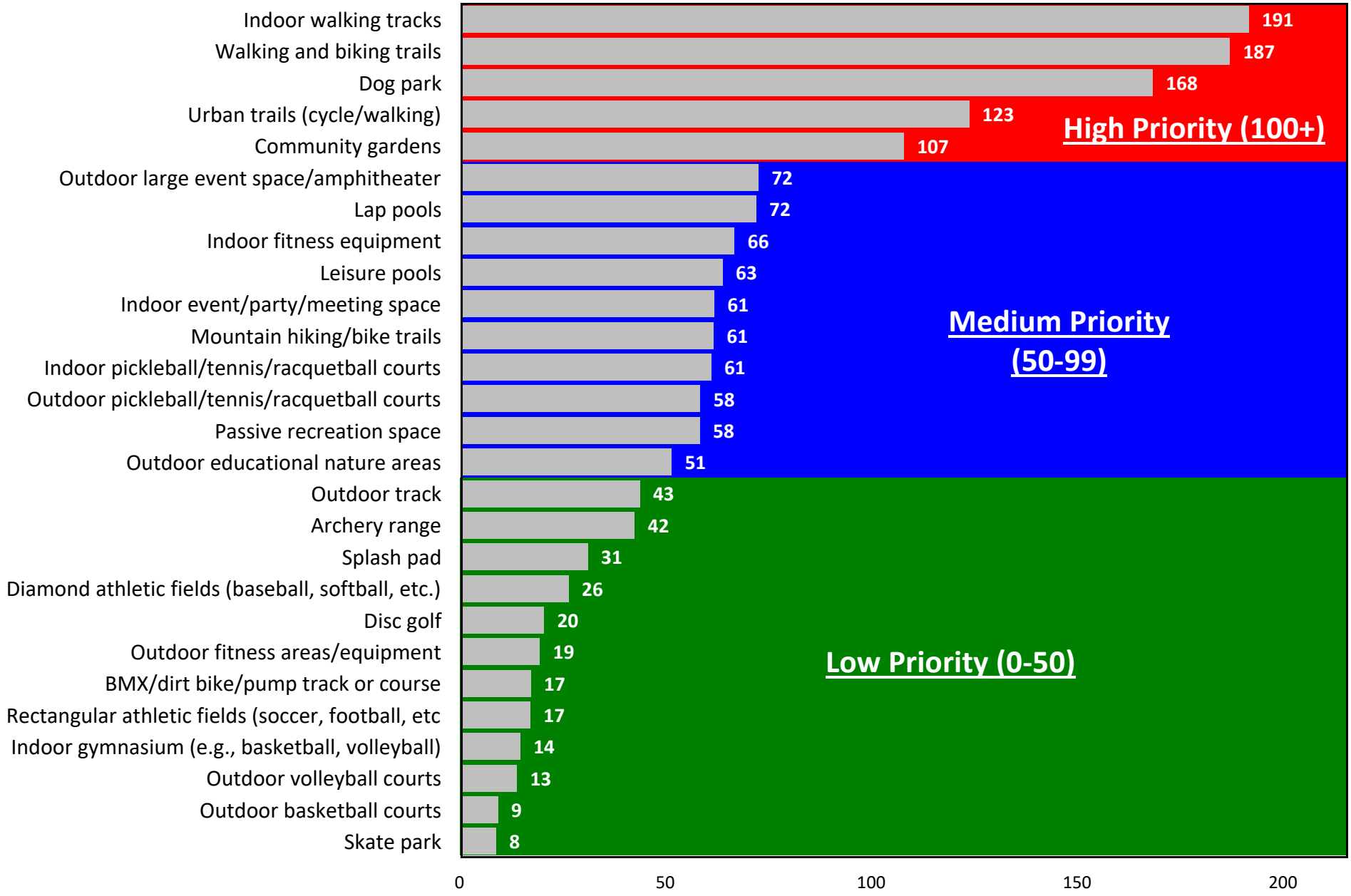
Households Without Children (Ages 20-54)

Priority Investment Rating for Recreation Programs



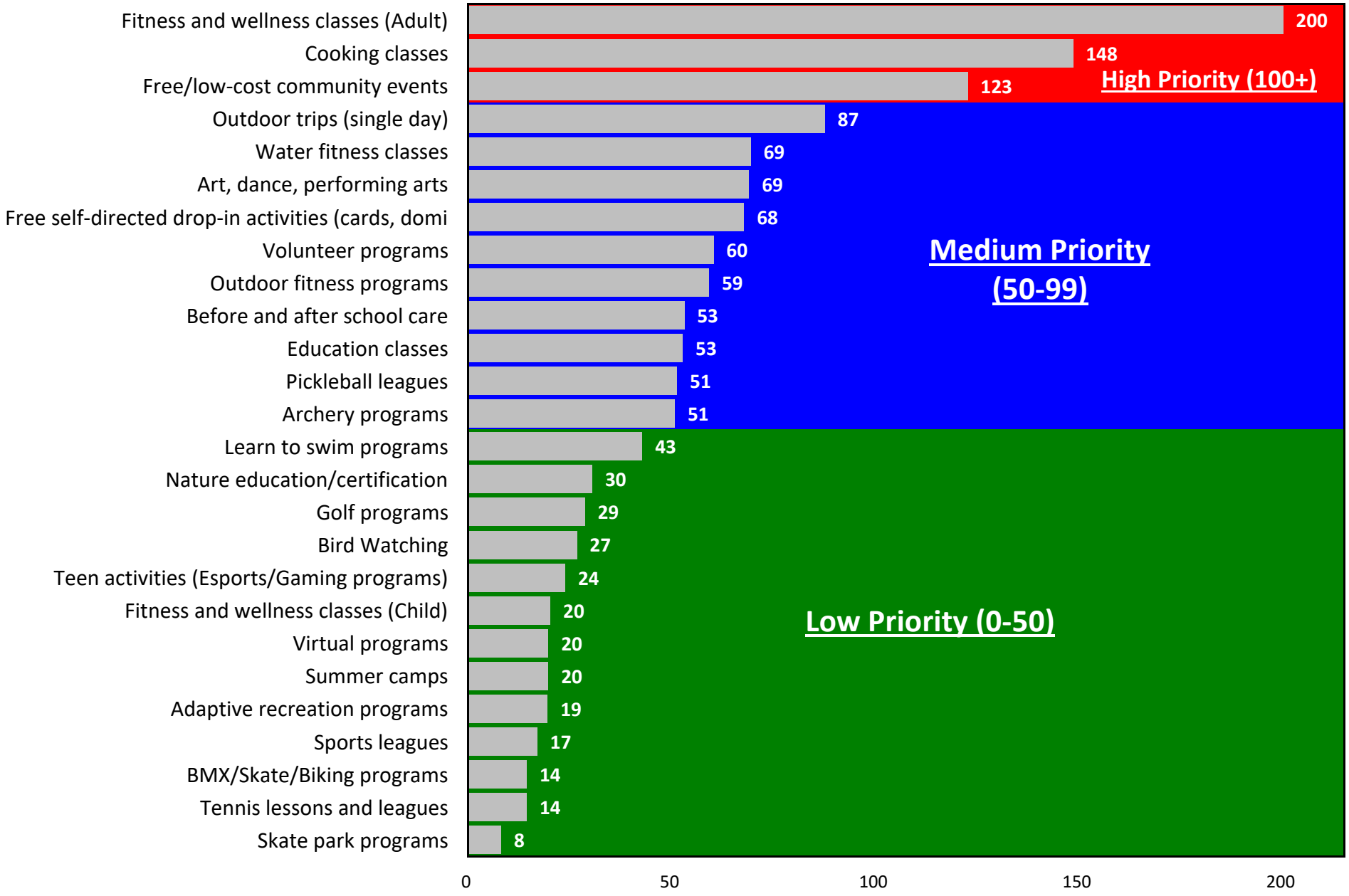
Households Without Children (Ages 55+)

Priority Investment Rating for Facilities/ Amenities



Households Without Children (Ages 55+)

Priority Investment Rating for Recreation Programs



5 Tabular Data

Q1. Facility Use. For each of the following, please indicate how often you or the members of your household use or visit each of the facilities listed below using a scale of 5 to 1, where 5 means "Daily," and 1 means "Never."

(N=317)

	Daily	Several times per week	Several times per month	Several times per year	Never	Not provided
Q1-1. City Library	0.3%	5.0%	14.8%	42.0%	35.3%	2.5%
Q1-2. The Community Recreation Center	0.3%	0.0%	1.3%	11.0%	80.4%	6.9%
Q1-3. The Aquatic Center/Splashpad	1.3%	1.6%	1.9%	12.3%	77.0%	6.0%
Q1-4. Senior Center	0.6%	1.3%	5.4%	8.2%	79.2%	5.4%
Q1-5. City-owned sports fields	0.9%	7.9%	9.5%	28.1%	48.9%	4.7%
Q1-6. Any other City-owned parks	6.0%	12.3%	16.7%	36.0%	24.3%	4.7%
Q1-7. The City's digital services (website)	0.3%	1.6%	10.7%	29.7%	52.1%	5.7%

WITHOUT "NOT PROVIDED"

Q1. Facility Use. For each of the following, please indicate how often you or the members of your household use or visit each of the facilities listed below using a scale of 5 to 1, where 5 means "Daily," and 1 means "Never." (without "not provided")

(N=317)

	Daily	Several times per week	Several times per month	Several times per year	Never
Q1-1. City Library	0.3%	5.2%	15.2%	43.0%	36.2%
Q1-2. The Community Recreation Center	0.3%	0.0%	1.4%	11.9%	86.4%
Q1-3. The Aquatic Center/Splashpad	1.3%	1.7%	2.0%	13.1%	81.9%
Q1-4. Senior Center	0.7%	1.3%	5.7%	8.7%	83.7%
Q1-5. City-owned sports fields	1.0%	8.3%	9.9%	29.5%	51.3%
Q1-6. Any other City-owned parks	6.3%	12.9%	17.5%	37.7%	25.5%
Q1-7. The City's digital services (website)	0.3%	1.7%	11.4%	31.4%	55.2%

Q2. Barriers to Library Usage. Please indicate which of the following are the biggest barriers to you or anyone in your household using the City's libraries. If you currently use the City's libraries, please indicate what keeps you from using them MORE OFTEN.

Q2. Biggest barriers to your household using City's libraries	Number	Percent
Do not need library services	101	31.9 %
Not interested in library services	29	9.1 %
Libraries lack programming we desire	13	4.1 %
I don't know what is offered	74	23.3 %
Hours of operation are not convenient	42	13.2 %
Locations are not convenient	16	5.0 %
Lack of security (feeling of safety)	34	10.7 %
Other	35	11.0 %
Total	344	

Q3. Barriers to Park, Field, or Amenity Usage. Please indicate which of the following are the biggest barriers to you or anyone in your household using the City's parks, fields, or amenities. If you currently use the City's parks, fields, or amenities, please indicate what keeps you from using them MORE OFTEN.

Q3. Biggest barriers to your household using City's parks, fields, or amenities	Number	Percent
Locations are not convenient	19	6.0 %
Too busy	53	16.7 %
Too crowded/lack of availability	60	18.9 %
Lack of park amenities that interest me	70	22.1 %
Not interested in what is offered	51	16.1 %
Other	111	35.0 %
Total	364	

Q4. Barriers to Community Center Usage. Please indicate which of the following are the biggest barriers to you or anyone in your household using the Community Recreation Center or Senior Center. If you currently use the Community Recreation Center or Senior Center, please indicate what keeps you from using them MORE OFTEN.

Q4. Biggest barriers to your household using Community Recreation Center or Senior Center	Number	Percent
Too crowded/lack of availability	8	2.5 %
Fees are too high	12	3.8 %
I don't know what is offered	105	33.1 %
Too busy	18	5.7 %
Use private gyms	37	11.7 %
Desired programs are not offered	15	4.7 %
Membership	5	1.6 %
Not interested in what is offered	56	17.7 %
Hours of operation are not convenient	9	2.8 %
Other	22	6.9 %
I am not old enough to use a Senior Center	200	63.1 %
Total	487	

Q5. Please indicate if you or any member of your household has a need for each type of facility or amenity listed below.

(N=317)

	Yes	No
Q5-1. Archery range	18.3%	81.7%
Q5-2. BMX/dirt bike/pump track or course	8.8%	91.2%
Q5-3. Community gardens	28.1%	71.9%
Q5-4. Diamond athletic fields (baseball, softball, etc.)	19.9%	80.1%
Q5-5. Disc golf	10.1%	89.9%
Q5-6. Dog park	38.8%	61.2%
Q5-7. Indoor event/party/meeting space	26.5%	73.5%
Q5-8. Indoor fitness equipment	24.6%	75.4%
Q5-9. Indoor gymnasium (e.g., basketball, volleyball)	18.0%	82.0%
Q5-10. Indoor pickleball/tennis/ racquetball courts	20.2%	79.8%
Q5-11. Indoor walking tracks	39.1%	60.9%
Q5-12. Lap pools	27.8%	72.2%
Q5-13. Leisure pools	24.3%	75.7%
Q5-14. Mountain hiking/bike trails	22.7%	77.3%
Q5-15. Outdoor basketball courts	16.7%	83.3%
Q5-16. Outdoor educational nature areas	24.0%	76.0%
Q5-17. Outdoor fitness areas/equipment	16.1%	83.9%
Q5-18. Outdoor large event space/ amphitheater	26.5%	73.5%
Q5-19. Outdoor pickleball/tennis/ racquetball courts	19.9%	80.1%

Q5. Please indicate if you or any member of your household has a need for each type of facility or amenity listed below.

	Yes	No
Q5-20. Outdoor track	19.9%	80.1%
Q5-21. Outdoor volleyball courts	12.3%	87.7%
Q5-22. Passive recreation space	18.6%	81.4%
Q5-23. Rectangular athletic fields (soccer, football, etc.)	16.1%	83.9%
Q5-24. Skate park	9.1%	90.9%
Q5-25. Splash pad	24.9%	75.1%
Q5-26. Urban trails (cycle/walking)	35.3%	64.7%
Q5-27. Walking & biking trails	48.6%	51.4%
Q5-28. Other	6.9%	93.1%

Q5. If "Yes," how well are your needs being met?

(N=276)

	100% met	75% met	50% met	25% met	0% met
Q5-1. Archery range	5.5%	1.8%	1.8%	7.3%	83.6%
Q5-2. BMX/dirt bike/pump track or course	19.2%	3.8%	11.5%	0.0%	65.4%
Q5-3. Community gardens	4.8%	1.2%	2.4%	13.1%	78.6%
Q5-4. Diamond athletic fields (baseball, softball, etc.)	22.4%	13.8%	34.5%	22.4%	6.9%
Q5-5. Disc golf	10.3%	3.4%	13.8%	10.3%	62.1%
Q5-6. Dog park	5.1%	2.6%	4.3%	13.7%	74.4%
Q5-7. Indoor event/party/meeting space	12.2%	8.1%	13.5%	25.7%	40.5%
Q5-8. Indoor fitness equipment	14.1%	4.2%	14.1%	18.3%	49.3%
Q5-9. Indoor gymnasium (e.g., basketball, volleyball)	10.9%	3.6%	10.9%	21.8%	52.7%
Q5-10. Indoor pickleball/tennis/ racquetball courts	6.9%	3.4%	5.2%	5.2%	79.3%
Q5-11. Indoor walking tracks	7.1%	1.8%	8.9%	6.3%	75.9%
Q5-12. Lap pools	7.6%	1.3%	6.3%	10.1%	74.7%
Q5-13. Leisure pools	8.7%	4.3%	7.2%	15.9%	63.8%
Q5-14. Mountain hiking/bike trails	6.1%	4.5%	24.2%	21.2%	43.9%
Q5-15. Outdoor basketball courts	21.3%	12.8%	17.0%	36.2%	12.8%
Q5-16. Outdoor educational nature areas	7.5%	3.0%	7.5%	23.9%	58.2%
Q5-17. Outdoor fitness areas/ equipment	6.7%	6.7%	4.4%	28.9%	53.3%
Q5-18. Outdoor large event space/ amphitheater	7.1%	4.3%	11.4%	12.9%	64.3%

Q5. If "Yes," how well are your needs being met?

	100% met	75% met	50% met	25% met	0% met
Q5-19. Outdoor pickleball/tennis/ racquetball courts	6.9%	1.7%	17.2%	19.0%	55.2%
Q5-20. Outdoor track	9.1%	12.7%	10.9%	12.7%	54.5%
Q5-21. Outdoor volleyball courts	9.1%	3.0%	3.0%	18.2%	66.7%
Q5-22. Passive recreation space	17.0%	7.5%	20.8%	17.0%	37.7%
Q5-23. Rectangular athletic fields (soccer, football, etc.)	10.9%	21.7%	28.3%	19.6%	19.6%
Q5-24. Skate park	19.2%	7.7%	15.4%	34.6%	23.1%
Q5-25. Splash pad	16.0%	2.7%	16.0%	36.0%	29.3%
Q5-26. Urban trails (cycle/walking)	8.9%	10.9%	26.7%	34.7%	18.8%
Q5-27. Walking & biking trails	10.1%	13.8%	25.4%	34.1%	16.7%
Q5-28. Other	11.8%	17.6%	0.0%	17.6%	52.9%

Q6. Which FOUR facilities/amenities from the list in Question 5 are MOST IMPORTANT to you and the members of your household?

Q6. Top choice	Number	Percent
Archery range	9	2.8 %
BMX/dirt bike/pump track or course	3	0.9 %
Community gardens	18	5.7 %
Diamond athletic fields (baseball, softball, etc.)	13	4.1 %
Disc golf	1	0.3 %
Dog park	54	17.0 %
Indoor event/party/meeting space	11	3.5 %
Indoor fitness equipment	8	2.5 %
Indoor gymnasium (e.g., basketball, volleyball)	7	2.2 %
Indoor pickleball/tennis/racquetball courts	14	4.4 %
Indoor walking tracks	14	4.4 %
Lap pools	11	3.5 %
Leisure pools	3	0.9 %
Mountain hiking/bike trails	1	0.3 %
Outdoor basketball courts	2	0.6 %
Outdoor educational nature areas	4	1.3 %
Outdoor fitness areas/equipment	5	1.6 %
Outdoor large event space/amphitheater	7	2.2 %
Outdoor pickleball/tennis/racquetball courts	9	2.8 %
Outdoor track	4	1.3 %
Passive recreation space	3	0.9 %
Rectangular athletic fields (soccer, football, etc.)	8	2.5 %
Skate park	1	0.3 %
Splash pad	6	1.9 %
Urban trails (cycle/walking)	12	3.8 %
Walking & biking trails	22	6.9 %
None chosen	67	21.1 %
Total	317	100.0 %

Q6. Which FOUR facilities/amenities from the list in Question 5 are MOST IMPORTANT to you and the members of your household?

Q6. 2nd choice	Number	Percent
Archery range	3	0.9 %
BMX/dirt bike/pump track or course	3	0.9 %
Community gardens	22	6.9 %
Diamond athletic fields (baseball, softball, etc.)	3	0.9 %
Disc golf	5	1.6 %
Dog park	21	6.6 %
Indoor event/party/meeting space	11	3.5 %
Indoor fitness equipment	6	1.9 %
Indoor gymnasium (e.g., basketball, volleyball)	5	1.6 %
Indoor pickleball/tennis/racquetball courts	8	2.5 %
Indoor walking tracks	21	6.6 %
Lap pools	8	2.5 %
Leisure pools	14	4.4 %
Mountain hiking/bike trails	3	0.9 %
Outdoor basketball courts	4	1.3 %
Outdoor educational nature areas	4	1.3 %
Outdoor fitness areas/equipment	4	1.3 %
Outdoor large event space/amphitheater	12	3.8 %
Outdoor pickleball/tennis/racquetball courts	7	2.2 %
Outdoor track	4	1.3 %
Outdoor volleyball courts	1	0.3 %
Passive recreation space	9	2.8 %
Rectangular athletic fields (soccer, football, etc.)	4	1.3 %
Skate park	2	0.6 %
Splash pad	9	2.8 %
Urban trails (cycle/walking)	11	3.5 %
Walking & biking trails	27	8.5 %
None chosen	86	27.1 %
Total	317	100.0 %

Q6. Which FOUR facilities/amenities from the list in Question 5 are MOST IMPORTANT to you and the members of your household?

Q6. 3rd choice	Number	Percent
Archery range	8	2.5 %
BMX/dirt bike/pump track or course	3	0.9 %
Community gardens	13	4.1 %
Diamond athletic fields (baseball, softball, etc.)	2	0.6 %
Disc golf	4	1.3 %
Dog park	15	4.7 %
Indoor event/party/meeting space	17	5.4 %
Indoor fitness equipment	8	2.5 %
Indoor gymnasium (e.g., basketball, volleyball)	4	1.3 %
Indoor pickleball/tennis/racquetball courts	5	1.6 %
Indoor walking tracks	17	5.4 %
Lap pools	8	2.5 %
Leisure pools	14	4.4 %
Mountain hiking/bike trails	5	1.6 %
Outdoor basketball courts	8	2.5 %
Outdoor educational nature areas	4	1.3 %
Outdoor fitness areas/equipment	4	1.3 %
Outdoor large event space/amphitheater	6	1.9 %
Outdoor pickleball/tennis/racquetball courts	4	1.3 %
Outdoor track	4	1.3 %
Outdoor volleyball courts	4	1.3 %
Passive recreation space	8	2.5 %
Rectangular athletic fields (soccer, football, etc.)	1	0.3 %
Skate park	5	1.6 %
Splash pad	15	4.7 %
Urban trails (cycle/walking)	10	3.2 %
Walking & biking trails	21	6.6 %
None chosen	100	31.5 %
Total	317	100.0 %

Q6. Which FOUR facilities/amenities from the list in Question 5 are MOST IMPORTANT to you and the members of your household?

Q6. 4th choice	Number	Percent
Archery range	10	3.2 %
BMX/dirt bike/pump track or course	1	0.3 %
Community gardens	16	5.0 %
Disc golf	2	0.6 %
Dog park	6	1.9 %
Indoor event/party/meeting space	9	2.8 %
Indoor fitness equipment	6	1.9 %
Indoor gymnasium (e.g., basketball, volleyball)	6	1.9 %
Indoor pickleball/tennis/racquetball courts	4	1.3 %
Indoor walking tracks	19	6.0 %
Lap pools	9	2.8 %
Leisure pools	7	2.2 %
Mountain hiking/bike trails	5	1.6 %
Outdoor basketball courts	3	0.9 %
Outdoor educational nature areas	9	2.8 %
Outdoor fitness areas/equipment	3	0.9 %
Outdoor large event space/amphitheater	11	3.5 %
Outdoor pickleball/tennis/racquetball courts	3	0.9 %
Outdoor track	6	1.9 %
Outdoor volleyball courts	2	0.6 %
Passive recreation space	6	1.9 %
Rectangular athletic fields (soccer, football, etc.)	4	1.3 %
Skate park	2	0.6 %
Splash pad	6	1.9 %
Urban trails (cycle/walking)	9	2.8 %
Walking & biking trails	16	5.0 %
None chosen	137	43.2 %
Total	317	100.0 %

Q6. Which FOUR facilities/amenities from the list in Question 5 are MOST IMPORTANT to you and the members of your household? (top 4)

Q6. Top choice	Number	Percent
Archery range	30	9.5 %
BMX/dirt bike/pump track or course	10	3.2 %
Community gardens	69	21.8 %
Diamond athletic fields (baseball, softball, etc.)	18	5.7 %
Disc golf	12	3.8 %
Dog park	96	30.3 %
Indoor event/party/meeting space	48	15.1 %
Indoor fitness equipment	28	8.8 %
Indoor gymnasium (e.g., basketball, volleyball)	22	6.9 %
Indoor pickleball/tennis/racquetball courts	31	9.8 %
Indoor walking tracks	71	22.4 %
Lap pools	36	11.4 %
Leisure pools	38	12.0 %
Mountain hiking/bike trails	14	4.4 %
Outdoor basketball courts	17	5.4 %
Outdoor educational nature areas	21	6.6 %
Outdoor fitness areas/equipment	16	5.0 %
Outdoor large event space/amphitheater	36	11.4 %
Outdoor pickleball/tennis/racquetball courts	23	7.3 %
Outdoor track	18	5.7 %
Outdoor volleyball courts	7	2.2 %
Passive recreation space	26	8.2 %
Rectangular athletic fields (soccer, football, etc.)	17	5.4 %
Skate park	10	3.2 %
Splash pad	36	11.4 %
Urban trails (cycle/walking)	42	13.2 %
Walking & biking trails	86	27.1 %
None chosen	67	21.1 %
Total	945	

Q7. Please indicate if you or any member of your household has a need for each type of recreation program listed below.

(N=317)

	Yes	No
Q7-1. Adaptive recreation programs	10.7%	89.3%
Q7-2. Archery programs	15.1%	84.9%
Q7-3. Art, dance, performing arts	29.0%	71.0%
Q7-4. Before & after school care	19.2%	80.8%
Q7-5. Bird watching	7.9%	92.1%
Q7-6. BMX/skate/biking programs	5.7%	94.3%
Q7-7. Cooking classes	32.5%	67.5%
Q7-8. Education classes	21.5%	78.5%
Q7-9. Fitness & wellness classes (adult)	40.7%	59.3%
Q7-10. Fitness & wellness classes (child)	16.4%	83.6%
Q7-11. Free self-directed drop-in activities (cards, dominos, board games, etc.)	16.1%	83.9%
Q7-12. Free/low-cost community events	36.0%	64.0%
Q7-13. Golf programs	16.4%	83.6%
Q7-14. Learn to swim programs	20.2%	79.8%
Q7-15. Nature education/certification	12.9%	87.1%
Q7-16. Outdoor fitness programs	17.4%	82.6%
Q7-17. Outdoor trips (single day)	21.5%	78.5%
Q7-18. Pickleball leagues	12.0%	88.0%
Q7-19. Skate park programs	7.3%	92.7%
Q7-20. Sports leagues	18.9%	81.1%
Q7-21. Summer camps	16.1%	83.9%

Q7. Please indicate if you or any member of your household has a need for each type of recreation program listed below.

	Yes	No
Q7-22. Teen activities (eSports/gaming programs)	12.0%	88.0%
Q7-23. Tennis lessons & leagues	11.7%	88.3%
Q7-24. Virtual programs	5.7%	94.3%
Q7-25. Volunteer programs	21.8%	78.2%
Q7-26. Water fitness classes	24.3%	75.7%
Q7-27. Other	3.5%	96.5%

Q7. If "Yes," how well are your needs being met?

(N=262)

	100% met	75% met	50% met	25% met	0% met
Q7-1. Adaptive recreation programs	3.2%	6.5%	12.9%	16.1%	61.3%
Q7-2. Archery programs	4.7%	2.3%	2.3%	9.3%	81.4%
Q7-3. Art, dance, performing arts	10.1%	2.5%	11.4%	22.8%	53.2%
Q7-4. Before & after school care	16.7%	13.0%	27.8%	18.5%	24.1%
Q7-5. Bird watching	13.6%	4.5%	4.5%	9.1%	68.2%
Q7-6. BMX/skate/biking programs	5.9%	17.6%	5.9%	17.6%	52.9%
Q7-7. Cooking classes	3.4%	2.3%	1.1%	11.5%	81.6%
Q7-8. Education classes	13.6%	1.7%	8.5%	28.8%	47.5%
Q7-9. Fitness & wellness classes (adult)	7.3%	3.7%	7.3%	29.4%	52.3%
Q7-10. Fitness & wellness classes (child)	8.2%	0.0%	18.4%	20.4%	53.1%
Q7-11. Free self-directed drop-in activities (cards, dominos, board games, etc.)	4.8%	0.0%	4.8%	14.3%	76.2%
Q7-12. Free/low-cost community events	7.0%	4.0%	17.0%	31.0%	41.0%
Q7-13. Golf programs	2.1%	0.0%	8.5%	23.4%	66.0%
Q7-14. Learn to swim programs	11.7%	8.3%	21.7%	25.0%	33.3%
Q7-15. Nature education/certification	12.8%	0.0%	0.0%	20.5%	66.7%
Q7-16. Outdoor fitness programs	7.5%	0.0%	7.5%	24.5%	60.4%
Q7-17. Outdoor trips (single day)	3.7%	0.0%	3.7%	5.6%	87.0%
Q7-18. Pickleball leagues	3.0%	0.0%	0.0%	3.0%	93.9%
Q7-19. Skate park programs	13.6%	0.0%	4.5%	36.4%	45.5%
Q7-20. Sports leagues	16.4%	10.9%	25.5%	23.6%	23.6%

Q7. If "Yes," how well are your needs being met?

	100% met	75% met	50% met	25% met	0% met
Q7-21. Summer camps	6.4%	2.1%	8.5%	17.0%	66.0%
Q7-22. Teen activities (eSports/ gaming programs)	9.1%	6.1%	0.0%	24.2%	60.6%
Q7-23. Tennis lessons & leagues	8.3%	2.8%	11.1%	13.9%	63.9%
Q7-24. Virtual programs	6.7%	0.0%	6.7%	6.7%	80.0%
Q7-25. Volunteer programs	5.1%	3.4%	23.7%	20.3%	47.5%
Q7-26. Water fitness classes	4.3%	7.1%	1.4%	21.4%	65.7%
Q7-27. Other	14.3%	14.3%	0.0%	0.0%	71.4%

Q8. Which FOUR programs from the list in Question 7 are MOST IMPORTANT to you and the members of your household?

Q8. Top choice	Number	Percent
Adaptive recreation programs	10	3.2 %
Archery programs	12	3.8 %
Art, dance, performing arts	23	7.3 %
Before & after school care	18	5.7 %
Bird watching	3	0.9 %
BMX/skate/biking programs	4	1.3 %
Cooking classes	15	4.7 %
Education classes	10	3.2 %
Fitness & wellness classes (adult)	28	8.8 %
Fitness & wellness classes (child)	5	1.6 %
Free self-directed drop-in activities (cards, dominos, board games, etc.)	4	1.3 %
Free/low-cost community events	17	5.4 %
Golf programs	5	1.6 %
Learn to swim programs	9	2.8 %
Nature education/certification	1	0.3 %
Outdoor fitness programs	6	1.9 %
Outdoor trips (single day)	5	1.6 %
Pickleball leagues	10	3.2 %
Skate park programs	2	0.6 %
Sports leagues	15	4.7 %
Summer camps	4	1.3 %
Teen activities (eSports/gaming programs)	3	0.9 %
Tennis lessons & leagues	5	1.6 %
Volunteer programs	5	1.6 %
Water fitness classes	10	3.2 %
None chosen	88	27.8 %
Total	317	100.0 %

Q8. Which FOUR programs from the list in Question 7 are MOST IMPORTANT to you and the members of your household?

Q8. 2nd choice	Number	Percent
Adaptive recreation programs	4	1.3 %
Archery programs	6	1.9 %
Art, dance, performing arts	11	3.5 %
Before & after school care	9	2.8 %
Bird watching	4	1.3 %
BMX/skate/biking programs	3	0.9 %
Cooking classes	24	7.6 %
Education classes	6	1.9 %
Fitness & wellness classes (adult)	29	9.1 %
Fitness & wellness classes (child)	10	3.2 %
Free self-directed drop-in activities (cards, dominos, board games, etc.)	9	2.8 %
Free/low-cost community events	27	8.5 %
Golf programs	5	1.6 %
Learn to swim programs	8	2.5 %
Nature education/certification	2	0.6 %
Outdoor fitness programs	3	0.9 %
Outdoor trips (single day)	4	1.3 %
Pickleball leagues	7	2.2 %
Skate park programs	2	0.6 %
Sports leagues	7	2.2 %
Summer camps	1	0.3 %
Teen activities (eSports/gaming programs)	4	1.3 %
Tennis lessons & leagues	5	1.6 %
Virtual programs	3	0.9 %
Volunteer programs	8	2.5 %
Water fitness classes	3	0.9 %
None chosen	113	35.6 %
Total	317	100.0 %

Q8. Which FOUR programs from the list in Question 7 are MOST IMPORTANT to you and the members of your household?

Q8. 3rd choice	Number	Percent
Adaptive recreation programs	2	0.6 %
Archery programs	3	0.9 %
Art, dance, performing arts	10	3.2 %
Before & after school care	5	1.6 %
Bird watching	2	0.6 %
BMX/skate/biking programs	2	0.6 %
Cooking classes	14	4.4 %
Education classes	13	4.1 %
Fitness & wellness classes (adult)	15	4.7 %
Fitness & wellness classes (child)	7	2.2 %
Free self-directed drop-in activities (cards, dominos, board games, etc.)	8	2.5 %
Free/low-cost community events	17	5.4 %
Golf programs	8	2.5 %
Learn to swim programs	5	1.6 %
Nature education/certification	4	1.3 %
Outdoor fitness programs	9	2.8 %
Outdoor trips (single day)	10	3.2 %
Pickleball leagues	4	1.3 %
Skate park programs	2	0.6 %
Sports leagues	5	1.6 %
Summer camps	4	1.3 %
Teen activities (eSports/gaming programs)	5	1.6 %
Tennis lessons & leagues	5	1.6 %
Virtual programs	1	0.3 %
Volunteer programs	10	3.2 %
Water fitness classes	12	3.8 %
None chosen	135	42.6 %
Total	317	100.0 %

Q8. Which FOUR programs from the list in Question 7 are MOST IMPORTANT to you and the members of your household?

Q8. 4th choice	Number	Percent
Adaptive recreation programs	3	0.9 %
Archery programs	8	2.5 %
Art, dance, performing arts	7	2.2 %
Before & after school care	5	1.6 %
Bird watching	1	0.3 %
BMX/skate/biking programs	2	0.6 %
Cooking classes	10	3.2 %
Education classes	6	1.9 %
Fitness & wellness classes (adult)	13	4.1 %
Fitness & wellness classes (child)	2	0.6 %
Free self-directed drop-in activities (cards, dominos, board games, etc.)	3	0.9 %
Free/low-cost community events	14	4.4 %
Golf programs	4	1.3 %
Learn to swim programs	6	1.9 %
Nature education/certification	4	1.3 %
Outdoor fitness programs	2	0.6 %
Outdoor trips (single day)	10	3.2 %
Pickleball leagues	4	1.3 %
Skate park programs	2	0.6 %
Sports leagues	13	4.1 %
Summer camps	5	1.6 %
Teen activities (eSports/gaming programs)	7	2.2 %
Tennis lessons & leagues	2	0.6 %
Virtual programs	5	1.6 %
Volunteer programs	8	2.5 %
Water fitness classes	7	2.2 %
None chosen	164	51.7 %
Total	317	100.0 %

Q8. Which FOUR programs from the list in Question 7 are MOST IMPORTANT to you and the members of your household? (top 4)

Q8. Top choice	Number	Percent
Adaptive recreation programs	19	6.0 %
Archery programs	29	9.1 %
Art, dance, performing arts	51	16.1 %
Before & after school care	37	11.7 %
Bird watching	10	3.2 %
BMX/skate/biking programs	11	3.5 %
Cooking classes	63	19.9 %
Education classes	35	11.0 %
Fitness & wellness classes (adult)	85	26.8 %
Fitness & wellness classes (child)	24	7.6 %
Free self-directed drop-in activities (cards, dominos, board games, etc.)	24	7.6 %
Free/low-cost community events	75	23.7 %
Golf programs	22	6.9 %
Learn to swim programs	28	8.8 %
Nature education/certification	11	3.5 %
Outdoor fitness programs	20	6.3 %
Outdoor trips (single day)	29	9.1 %
Pickleball leagues	25	7.9 %
Skate park programs	8	2.5 %
Sports leagues	40	12.6 %
Summer camps	14	4.4 %
Teen activities (eSports/gaming programs)	19	6.0 %
Tennis lessons & leagues	17	5.4 %
Virtual programs	9	2.8 %
Volunteer programs	31	9.8 %
Water fitness classes	32	10.1 %
None chosen	88	27.8 %
Total	856	

Q9. Special Events. From the following list, please check the THREE SPECIAL EVENT concepts you and the members of your household would be MOST INTERESTED in.

Q9. Special event concepts your household would be most interested in	Number	Percent
Food/beverage (farmers market, tastings, etc.)	226	71.3 %
Entertainment (music, movies, performers, etc.)	174	54.9 %
Cultural celebrations/festivals (food, performances, arts, etc.)	124	39.1 %
Holiday-themed events (Halloween, Easter, etc.)	87	27.4 %
Health & wellness events (bike, walk, run, etc.)	58	18.3 %
Day events/field trips	52	16.4 %
Sports tournaments/competitions (basketball, football, soccer, etc.)	40	12.6 %
Environmental events (Earth Day, Arbor Day, volunteer, etc.)	27	8.5 %
Total	788	

Q10. Please indicate if you or any member of your household has a need for each of the following programs/services that promote ACTIVE AGING.

(N=317)

	Yes	No
Q10-1. Alzheimer/Parkinson's programs	13.6%	86.4%
Q10-2. Arts & crafts programs & activities	26.2%	73.8%
Q10-3. Cognitive strengthening programs (memory exercises)	26.5%	73.5%
Q10-4. Computer classes & programs	23.0%	77.0%
Q10-5. Counseling services	19.9%	80.1%
Q10-6. Dance lessons & programs	22.4%	77.6%
Q10-7. Day trips, tours, & excursions to popular tourist attractions	31.2%	68.8%
Q10-8. Evidence based health programs	12.9%	87.1%
Q10-9. Financial services program (tax filing)	9.8%	90.2%
Q10-10. Health screenings (blood pressure, cancer, vision, etc.)	19.9%	80.1%
Q10-11. Healthy eating programs & dieting programs	25.2%	74.8%
Q10-12. Housing programs	15.5%	84.5%
Q10-13. Intergenerational programs	7.9%	92.1%
Q10-14. Legal assistance programs	16.7%	83.3%
Q10-15. Lunch/meal programs	17.4%	82.6%
Q10-16. Music classes & programs	18.3%	81.7%
Q10-17. Social gatherings	19.6%	80.4%
Q10-18. Special interest classes (gardening, writing, book clubs)	29.0%	71.0%

Q10. Please indicate if you or any member of your household has a need for each of the following programs/services that promote ACTIVE AGING.

	Yes	No
Q10-19. Support groups (bereavement, Alzheimer's, Parkinson's)	15.8%	84.2%
Q10-20. Transportation programs/ services	15.5%	84.5%
Q10-21. Veteran specific programs	15.8%	84.2%
Q10-22. Volunteer opportunities programs	18.6%	81.4%
Q10-23. Weekly programs (cards, billiards, mahjong)	13.6%	86.4%
Q10-24. Other	0.9%	99.1%

Q10. If "Yes," how well are your needs being met?

(N=241)

	100% met	75% met	50% met	25% met	0% met
Q10-1. Alzheimer/Parkinson's programs	0.0%	2.8%	8.3%	13.9%	75.0%
Q10-2. Arts & crafts programs & activities	6.0%	4.5%	4.5%	20.9%	64.2%
Q10-3. Cognitive strengthening programs (memory exercises)	4.6%	1.5%	3.1%	18.5%	72.3%
Q10-4. Computer classes & programs	5.4%	3.6%	14.3%	17.9%	58.9%
Q10-5. Counseling services	0.0%	7.8%	5.9%	29.4%	56.9%
Q10-6. Dance lessons & programs	7.4%	5.6%	1.9%	14.8%	70.4%
Q10-7. Day trips, tours, & excursions to popular tourist attractions	2.7%	1.4%	8.2%	16.4%	71.2%
Q10-8. Evidence based health programs	9.7%	0.0%	3.2%	16.1%	71.0%
Q10-9. Financial services program (tax filing)	8.3%	8.3%	8.3%	16.7%	58.3%
Q10-10. Health screenings (blood pressure, cancer, vision, etc.)	3.9%	3.9%	5.9%	39.2%	47.1%
Q10-11. Healthy eating programs & dieting programs	1.7%	3.3%	8.3%	15.0%	71.7%
Q10-12. Housing programs	2.7%	5.4%	5.4%	27.0%	59.5%
Q10-13. Intergenerational programs	0.0%	6.3%	0.0%	12.5%	81.3%
Q10-14. Legal assistance programs	2.4%	4.9%	14.6%	24.4%	53.7%
Q10-15. Lunch/meal programs	9.5%	9.5%	14.3%	40.5%	26.2%
Q10-16. Music classes & programs	6.3%	2.1%	4.2%	20.8%	66.7%
Q10-17. Social gatherings	4.3%	2.1%	10.6%	34.0%	48.9%
Q10-18. Special interest classes (gardening, writing, book clubs)	5.6%	1.4%	8.5%	14.1%	70.4%

Q10. If "Yes," how well are your needs being met?

	100% met	75% met	50% met	25% met	0% met
Q10-19. Support groups (bereavement, Alzheimer's, Parkinson's)	2.7%	0.0%	8.1%	21.6%	67.6%
Q10-20. Transportation programs/ services	5.3%	5.3%	13.2%	36.8%	39.5%
Q10-21. Veteran specific programs	5.0%	5.0%	12.5%	35.0%	42.5%
Q10-22. Volunteer opportunities programs	6.0%	0.0%	14.0%	28.0%	52.0%
Q10-23. Weekly programs (cards, billiards, mahjong)	2.9%	0.0%	14.7%	11.8%	70.6%
Q10-24. Other	0.0%	33.3%	0.0%	0.0%	66.7%

Q10-24. Other

Q10-24. Other	Number	Percent
Pottery with clay classes	1	33.3 %
Computer classes	1	33.3 %
Line dancing classes	1	33.3 %
Total	3	100.0 %

Q11. Which FOUR active aging programs/services from the list in Question 10 are MOST IMPORTANT to you and the members of your household?

Q11. Top choice	Number	Percent
Alzheimer/Parkinson's programs	17	5.4 %
Arts & crafts programs & activities	21	6.6 %
Cognitive strengthening programs (memory exercises)	16	5.0 %
Computer classes & programs	16	5.0 %
Counseling services	10	3.2 %
Dance lessons & programs	12	3.8 %
Day trips, tours, & excursions to popular tourist attractions	20	6.3 %
Evidence based health programs	6	1.9 %
Financial services program (tax filing)	2	0.6 %
Health screenings (blood pressure, cancer, vision, etc.)	5	1.6 %
Healthy eating programs & dieting programs	9	2.8 %
Housing programs	9	2.8 %
Intergenerational programs	1	0.3 %
Legal assistance programs	5	1.6 %
Lunch/meal programs	5	1.6 %
Music classes & programs	5	1.6 %
Social gatherings	9	2.8 %
Special interest classes (gardening, writing, book clubs)	5	1.6 %
Support groups (bereavement, Alzheimer's, Parkinson's)	3	0.9 %
Transportation programs/services	5	1.6 %
Veteran specific programs	10	3.2 %
Volunteer opportunities programs	3	0.9 %
Weekly programs (cards, billiards, mahjong)	4	1.3 %
None chosen	119	37.5 %
Total	317	100.0 %

Q11. Which FOUR active aging programs/services from the list in Question 10 are MOST IMPORTANT to you and the members of your household?

Q11. 2nd choice	Number	Percent
Alzheimer/Parkinson's programs	3	0.9 %
Arts & crafts programs & activities	13	4.1 %
Cognitive strengthening programs (memory exercises)	14	4.4 %
Computer classes & programs	7	2.2 %
Counseling services	12	3.8 %
Dance lessons & programs	9	2.8 %
Day trips, tours, & excursions to popular tourist attractions	18	5.7 %
Evidence based health programs	6	1.9 %
Financial services program (tax filing)	4	1.3 %
Health screenings (blood pressure, cancer, vision, etc.)	11	3.5 %
Healthy eating programs & dieting programs	12	3.8 %
Housing programs	8	2.5 %
Intergenerational programs	3	0.9 %
Legal assistance programs	5	1.6 %
Lunch/meal programs	8	2.5 %
Music classes & programs	4	1.3 %
Social gatherings	6	1.9 %
Special interest classes (gardening, writing, book clubs)	11	3.5 %
Support groups (bereavement, Alzheimer's, Parkinson's)	3	0.9 %
Transportation programs/services	1	0.3 %
Veteran specific programs	5	1.6 %
Volunteer opportunities programs	9	2.8 %
Weekly programs (cards, billiards, mahjong)	2	0.6 %
None chosen	143	45.1 %
Total	317	100.0 %

Q11. Which FOUR active aging programs/services from the list in Question 10 are MOST IMPORTANT to you and the members of your household?

Q11. 3rd choice	Number	Percent
Alzheimer/Parkinson's programs	2	0.6 %
Arts & crafts programs & activities	9	2.8 %
Cognitive strengthening programs (memory exercises)	11	3.5 %
Computer classes & programs	7	2.2 %
Counseling services	8	2.5 %
Dance lessons & programs	5	1.6 %
Day trips, tours, & excursions to popular tourist attractions	15	4.7 %
Evidence based health programs	5	1.6 %
Financial services program (tax filing)	6	1.9 %
Health screenings (blood pressure, cancer, vision, etc.)	7	2.2 %
Healthy eating programs & dieting programs	13	4.1 %
Housing programs	4	1.3 %
Intergenerational programs	1	0.3 %
Legal assistance programs	6	1.9 %
Lunch/meal programs	7	2.2 %
Music classes & programs	6	1.9 %
Social gatherings	6	1.9 %
Special interest classes (gardening, writing, book clubs)	9	2.8 %
Support groups (bereavement, Alzheimer's, Parkinson's)	3	0.9 %
Transportation programs/services	7	2.2 %
Veteran specific programs	7	2.2 %
Volunteer opportunities programs	7	2.2 %
Weekly programs (cards, billiards, mahjong)	3	0.9 %
None chosen	163	51.4 %
Total	317	100.0 %

Q11. Which FOUR active aging programs/services from the list in Question 10 are MOST IMPORTANT to you and the members of your household?

Q11. 4th choice	Number	Percent
Alzheimer/Parkinson's programs	2	0.6 %
Arts & crafts programs & activities	3	0.9 %
Cognitive strengthening programs (memory exercises)	5	1.6 %
Computer classes & programs	6	1.9 %
Counseling services	2	0.6 %
Dance lessons & programs	3	0.9 %
Day trips, tours, & excursions to popular tourist attractions	13	4.1 %
Evidence based health programs	6	1.9 %
Financial services program (tax filing)	5	1.6 %
Health screenings (blood pressure, cancer, vision, etc.)	9	2.8 %
Healthy eating programs & dieting programs	7	2.2 %
Housing programs	4	1.3 %
Intergenerational programs	1	0.3 %
Legal assistance programs	4	1.3 %
Lunch/meal programs	5	1.6 %
Music classes & programs	10	3.2 %
Social gatherings	9	2.8 %
Special interest classes (gardening, writing, book clubs)	11	3.5 %
Support groups (bereavement, Alzheimer's, Parkinson's)	3	0.9 %
Transportation programs/services	7	2.2 %
Veteran specific programs	5	1.6 %
Volunteer opportunities programs	7	2.2 %
Weekly programs (cards, billiards, mahjong)	6	1.9 %
None chosen	184	58.0 %
Total	317	100.0 %

Q11. Which FOUR active aging programs/services from the list in Question 10 are MOST IMPORTANT to you and the members of your household? (top 4)

Q11. Top choice	Number	Percent
Alzheimer/Parkinson's programs	24	7.6 %
Arts & crafts programs & activities	46	14.5 %
Cognitive strengthening programs (memory exercises)	46	14.5 %
Computer classes & programs	36	11.4 %
Counseling services	32	10.1 %
Dance lessons & programs	29	9.1 %
Day trips, tours, & excursions to popular tourist attractions	66	20.8 %
Evidence based health programs	23	7.3 %
Financial services program (tax filing)	17	5.4 %
Health screenings (blood pressure, cancer, vision, etc.)	32	10.1 %
Healthy eating programs & dieting programs	41	12.9 %
Housing programs	25	7.9 %
Intergenerational programs	6	1.9 %
Legal assistance programs	20	6.3 %
Lunch/meal programs	25	7.9 %
Music classes & programs	25	7.9 %
Social gatherings	30	9.5 %
Special interest classes (gardening, writing, book clubs)	36	11.4 %
Support groups (bereavement, Alzheimer's, Parkinson's)	12	3.8 %
Transportation programs/services	20	6.3 %
Veteran specific programs	27	8.5 %
Volunteer opportunities programs	26	8.2 %
Weekly programs (cards, billiards, mahjong)	15	4.7 %
None chosen	119	37.5 %
Total	778	

Q12. Have you or members of your household used any of the following library services provided by the library IN THE LAST TWO YEARS?

Q12. Services provided by the library in last two years has your household used	Number	Percent
Accessed a government form	57	18.0 %
Accessed online research tools	36	11.4 %
Asked a librarian a question	102	32.2 %
Attended a children/teen program	46	14.5 %
Attended a community meeting	43	13.6 %
Attended an adult program or class	8	2.5 %
Checked out a book/audiobook	118	37.2 %
Checked out a DVD or music CD	39	12.3 %
Downloaded a digital video or music	10	3.2 %
Downloaded an eBook or eAudiobook	41	12.9 %
Met a friend or family members	34	10.7 %
Read a newspaper or magazine	26	8.2 %
Received assistance with technology	17	5.4 %
Requested home delivery	4	1.3 %
Reserved materials online	45	14.2 %
Used a public computer	38	12.0 %
Used a study/meeting room	20	6.3 %
Used the makerspace	3	0.9 %
Used the Wi-Fi	47	14.8 %
Worked on a school assignment	21	6.6 %
Total	755	

Q13. Rating Library Services. Please rate each of the following library services using a scale of 5 to 1, where 5 means "Very Satisfied," and 1 means "Very Dissatisfied."

(N=317)

	Very satisfied	Satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Don't use
Q13-1. Library programs for adults	10.4%	9.8%	13.2%	2.2%	0.9%	63.4%
Q13-2. Library programs for teens	5.0%	5.4%	11.0%	1.6%	1.6%	75.4%
Q13-3. Library programs for children	7.9%	12.9%	8.8%	2.5%	1.6%	66.2%
Q13-4. Bookmobile/ delivery service	0.9%	2.2%	8.5%	0.6%	1.3%	86.4%
Q13-5. Books for adults	15.1%	17.4%	10.4%	1.6%	0.9%	54.6%
Q13-6. Books for teens	6.9%	7.6%	9.5%	1.3%	0.6%	74.1%
Q13-7. Books for children	10.1%	13.2%	6.6%	2.5%	0.6%	66.9%
Q13-8. Newspapers/ magazines	6.0%	6.6%	10.1%	0.9%	1.6%	74.8%
Q13-9. Audiobooks	5.4%	6.9%	8.5%	1.6%	1.6%	76.0%
Q13-10. eBooks	5.0%	7.9%	9.1%	1.9%	2.2%	73.8%
Q13-11. Music CDs	3.5%	4.4%	8.5%	0.3%	0.3%	83.0%
Q13-12. Library website	7.6%	10.1%	13.9%	1.3%	0.6%	66.6%
Q13-13. Movies (DVDs)	6.0%	6.6%	8.8%	0.6%	0.6%	77.3%
Q13-14. Online databases	5.0%	7.6%	8.8%	0.9%	0.6%	77.0%
Q13-15. Online library catalog	6.0%	10.4%	9.5%	1.9%	0.3%	71.9%

Q13. Rating Library Services. Please rate each of the following library services using a scale of 5 to 1, where 5 means "Very Satisfied," and 1 means "Very Dissatisfied."

	Very satisfied	Satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Don't use
Q13-16. Public computers	5.7%	10.1%	7.6%	0.9%	0.6%	75.1%
Q13-17. Wireless access	6.9%	8.8%	9.5%	0.9%	0.3%	73.5%
Q13-18. Requesting an item to be held	12.6%	11.0%	6.3%	0.9%	0.3%	68.8%
Q13-19. Wireless printing	4.4%	5.7%	6.6%	0.3%	0.3%	82.6%
Q13-20. Courteousness of staff	27.8%	16.7%	6.9%	1.9%	0.3%	46.4%
Q13-21. Knowledge of staff	25.2%	18.0%	6.6%	1.3%	0.9%	47.9%
Q13-22. Cleanliness/ maintenance of facilities	32.5%	17.0%	5.7%	0.9%	0.9%	42.9%
Q13-23. Hours of operation	12.9%	21.5%	12.3%	6.0%	2.2%	45.1%
Q13-24. Meeting room facilities	6.0%	9.5%	9.1%	1.3%	0.3%	73.8%

WITHOUT "DON'T USE"

Q13. Rating Library Services. Please rate each of the following library services using a scale of 5 to 1, where 5 means "Very Satisfied," and 1 means "Very Dissatisfied." (without "don't use")

(N=317)

	Very satisfied	Satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied
Q13-1. Library programs for adults	28.4%	26.7%	36.2%	6.0%	2.6%
Q13-2. Library programs for teens	20.5%	21.8%	44.9%	6.4%	6.4%
Q13-3. Library programs for children	23.4%	38.3%	26.2%	7.5%	4.7%
Q13-4. Bookmobile/delivery service	7.0%	16.3%	62.8%	4.7%	9.3%
Q13-5. Books for adults	33.3%	38.2%	22.9%	3.5%	2.1%
Q13-6. Books for teens	26.8%	29.3%	36.6%	4.9%	2.4%
Q13-7. Books for children	30.5%	40.0%	20.0%	7.6%	1.9%
Q13-8. Newspapers/magazines	23.8%	26.3%	40.0%	3.8%	6.3%
Q13-9. Audiobooks	22.4%	28.9%	35.5%	6.6%	6.6%
Q13-10. eBooks	19.3%	30.1%	34.9%	7.2%	8.4%
Q13-11. Music CDs	20.4%	25.9%	50.0%	1.9%	1.9%
Q13-12. Library website	22.6%	30.2%	41.5%	3.8%	1.9%
Q13-13. Movies (DVDs)	26.4%	29.2%	38.9%	2.8%	2.8%
Q13-14. Online databases	21.9%	32.9%	38.4%	4.1%	2.7%
Q13-15. Online library catalog	21.3%	37.1%	33.7%	6.7%	1.1%
Q13-16. Public computers	22.8%	40.5%	30.4%	3.8%	2.5%
Q13-17. Wireless access	26.2%	33.3%	35.7%	3.6%	1.2%
Q13-18. Requesting an item to be held	40.4%	35.4%	20.2%	3.0%	1.0%
Q13-19. Wireless printing	25.5%	32.7%	38.2%	1.8%	1.8%
Q13-20. Courteousness of staff	51.8%	31.2%	12.9%	3.5%	0.6%
Q13-21. Knowledge of staff	48.5%	34.5%	12.7%	2.4%	1.8%

WITHOUT "DON'T USE"

Q13. Rating Library Services. Please rate each of the following library services using a scale of 5 to 1, where 5 means "Very Satisfied," and 1 means "Very Dissatisfied." (without "don't use")

	Very satisfied	Satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied
Q13-22. Cleanliness/maintenance of facilities	56.9%	29.8%	9.9%	1.7%	1.7%
Q13-23. Hours of operation	23.6%	39.1%	22.4%	10.9%	4.0%
Q13-24. Meeting room facilities	22.9%	36.1%	34.9%	4.8%	1.2%

Q14. Please indicate your level of agreement with the following statements about Tulare Community Services Department using a scale of 5 to 1, where 5 means "strongly agree," and 1 means "strongly disagree."

(N=317)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q14-1. Improves my (my household's) physical health & fitness	6.6%	7.9%	27.8%	8.2%	10.4%	39.1%
Q14-2. Helps to reduce crime in my neighborhood & keep kids out of trouble	9.8%	13.2%	20.8%	10.1%	17.0%	29.0%
Q14-3. Makes Tulare a more desirable place to live	13.6%	20.2%	19.6%	11.7%	12.9%	22.1%
Q14-4. Preserves open space & protects the environment	8.8%	17.4%	24.6%	10.1%	11.7%	27.4%
Q14-5. Increases my (my household's) property value	11.4%	13.6%	24.0%	8.8%	12.6%	29.7%
Q14-6. Improves my (my household's) mental health & reduces stress	7.6%	12.9%	27.4%	9.1%	11.4%	31.5%
Q14-7. Provides positive social interactions for me (my household)	6.6%	15.1%	28.4%	8.8%	10.7%	30.3%
Q14-8. Is physically accessible to all people	10.1%	21.1%	25.2%	6.9%	5.4%	31.2%
Q14-9. Helps to attract new residents & businesses	8.5%	13.6%	21.5%	11.7%	12.0%	32.8%
Q14-10. Promotes tourism to City & the region	6.3%	10.4%	22.1%	14.5%	16.7%	30.0%

Q14. Please indicate your level of agreement with the following statements about Tulare Community Services Department using a scale of 5 to 1, where 5 means "strongly agree," and 1 means "strongly disagree."

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q14-11. Positively impacts economic/ business development	7.9%	13.6%	24.0%	9.1%	13.2%	32.2%
Q14-12. Is age-friendly to all people	11.4%	21.8%	21.8%	6.3%	10.4%	28.4%

WITHOUT "DON'T KNOW"

Q14. Please indicate your level of agreement with the following statements about Tulare Community Services Department using a scale of 5 to 1, where 5 means "strongly agree," and 1 means "strongly disagree." (without "don't know")

(N=317)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q14-1. Improves my (my household's) physical health & fitness	10.9%	13.0%	45.6%	13.5%	17.1%
Q14-2. Helps to reduce crime in my neighborhood & keep kids out of trouble	13.8%	18.7%	29.3%	14.2%	24.0%
Q14-3. Makes Tulare a more desirable place to live	17.4%	25.9%	25.1%	15.0%	16.6%
Q14-4. Preserves open space & protects the environment	12.2%	23.9%	33.9%	13.9%	16.1%
Q14-5. Increases my (my household's) property value	16.1%	19.3%	34.1%	12.6%	17.9%
Q14-6. Improves my (my household's) mental health & reduces stress	11.1%	18.9%	40.1%	13.4%	16.6%
Q14-7. Provides positive social interactions for me (my household)	9.5%	21.7%	40.7%	12.7%	15.4%
Q14-8. Is physically accessible to all people	14.7%	30.7%	36.7%	10.1%	7.8%
Q14-9. Helps to attract new residents & businesses	12.7%	20.2%	31.9%	17.4%	17.8%
Q14-10. Promotes tourism to City & the region	9.0%	14.9%	31.5%	20.7%	23.9%
Q14-11. Positively impacts economic/ business development	11.6%	20.0%	35.3%	13.5%	19.5%
Q14-12. Is age-friendly to all people	15.9%	30.4%	30.4%	8.8%	14.5%

WITHOUT "DON'T KNOW"

Q15(1-13). Types of Improvements: The following is a list of actions the City of Tulare could take to improve the parks, trails, and recreation system. Please indicate YOUR SUPPORT FOR each potential action by circling the corresponding number to the right of the item.

(N=317)

	Very supportive	Somewhat supportive	Not sure	Not supportive
Q15-1. General repair & increase maintenance (parks, senior center, community center)	59.9%	17.4%	19.2%	3.5%
Q15-2. Improve existing athletic facilities (synthetic turf, lighting, courts, etc.)	50.8%	22.7%	21.8%	4.7%
Q15-3. Improve existing trail systems (paved trails, mountain biking trails, unpaved walking trails, etc.)	53.3%	22.4%	18.9%	5.4%
Q15-4. Add/expand trails/walking loops in existing parks	51.1%	18.6%	23.3%	6.9%
Q15-5. Improve ADA/disabled persons accessibility at parks	50.5%	14.2%	30.3%	5.0%
Q15-6. Improve/expand open space/ natural turf areas in existing parks	41.3%	21.8%	28.1%	8.8%
Q15-7. Improve restroom facilities in existing parks	57.4%	21.1%	16.7%	4.7%
Q15-8. Add playgrounds to existing parks	51.7%	20.2%	23.3%	4.7%
Q15-9. Expand archery range	21.5%	15.8%	42.3%	20.5%
Q15-10. Improve/expand Community Center (including parking)	31.5%	23.7%	34.7%	10.1%
Q15-11. Add splashpads to existing parks	38.2%	20.8%	26.5%	14.5%
Q15-12. Add amphitheater to an existing park	34.4%	21.1%	31.9%	12.6%
Q15-13. Add Wi-Fi/other technology improvements to existing parks	29.0%	15.5%	31.2%	24.3%

Q15(14-20). Developing New Facilities: The following is a list of actions the City of Tulare could take to improve the parks, trails, and recreation system. Please indicate YOUR SUPPORT FOR each potential action by circling the corresponding number to the right of the item.

(N=317)

	Very supportive	Somewhat supportive	Not sure	Not supportive
Q15-14. Develop new parks that meet highest needs of the community	50.8%	19.9%	20.2%	9.1%
Q15-15. Develop new sports facilities (athletic fields, disc golf, basketball, pickleball, etc.)	43.5%	23.3%	24.0%	9.1%
Q15-16. Develop new off-leash dog parks	36.0%	22.1%	26.2%	15.8%
Q15-17. Develop new walking, biking, equestrian trails with connections to other amenities	40.7%	25.9%	21.1%	12.3%
Q15-18. Develop new area for community-wide events	37.5%	29.3%	24.0%	9.1%
Q15-19. Develop additional outdoor pool facilities	37.5%	22.1%	26.5%	13.9%
Q15-20. Develop a new skate/bike park (skateboards, BMX, pump tracks, etc.)	17.7%	19.9%	34.4%	28.1%

Q16. Which FOUR of the types of improvement listed in Question 15 do you believe are MOST IMPORTANT to make?

Q16. Top choice	Number	Percent
General repair & increase maintenance (parks, senior center, community center)	77	24.3 %
Improve existing athletic facilities (synthetic turf, lighting, courts, etc.)	18	5.7 %
Improve existing trail systems (paved trails, mountain biking trails, unpaved walking trails, etc.)	15	4.7 %
Add/expand trails/walking loops in existing parks	5	1.6 %
Improve ADA/disabled persons accessibility at parks	18	5.7 %
Improve/expand open space/natural turf areas in existing parks	3	0.9 %
Improve restroom facilities in existing parks	11	3.5 %
Add playgrounds to existing parks	11	3.5 %
Expand archery range	1	0.3 %
Improve/expand Community Center (including parking)	1	0.3 %
Add splashpads to existing parks	4	1.3 %
Add amphitheater to an existing park	8	2.5 %
Add Wi-Fi/other technology improvements to existing parks	3	0.9 %
Develop new parks that meet highest needs of the community	18	5.7 %
Develop new sports facilities (athletic fields, disc golf, basketball, pickleball, etc.)	14	4.4 %
Develop new off-leash dog parks	25	7.9 %
Develop new walking, biking, equestrian trails with connections to other amenities	3	0.9 %
Develop new area for community-wide events	3	0.9 %
Develop additional outdoor pool facilities	7	2.2 %
None chosen	72	22.7 %
Total	317	100.0 %

Q16. Which FOUR of the types of improvement listed in Question 15 do you believe are MOST IMPORTANT to make?

Q16. 2nd choice	Number	Percent
General repair & increase maintenance (parks, senior center, community center)	23	7.3 %
Improve existing athletic facilities (synthetic turf, lighting, courts, etc.)	26	8.2 %
Improve existing trail systems (paved trails, mountain biking trails, unpaved walking trails, etc.)	25	7.9 %
Add/expand trails/walking loops in existing parks	14	4.4 %
Improve ADA/disabled persons accessibility at parks	15	4.7 %
Improve/expand open space/natural turf areas in existing parks	9	2.8 %
Improve restroom facilities in existing parks	26	8.2 %
Add playgrounds to existing parks	11	3.5 %
Expand archery range	7	2.2 %
Improve/expand Community Center (including parking)	2	0.6 %
Add splashpads to existing parks	16	5.0 %
Add amphitheater to an existing park	4	1.3 %
Add Wi-Fi/other technology improvements to existing parks	5	1.6 %
Develop new parks that meet highest needs of the community	10	3.2 %
Develop new sports facilities (athletic fields, disc golf, basketball, pickleball, etc.)	7	2.2 %
Develop new off-leash dog parks	8	2.5 %
Develop new walking, biking, equestrian trails with connections to other amenities	13	4.1 %
Develop new area for community-wide events	4	1.3 %
Develop additional outdoor pool facilities	5	1.6 %
None chosen	87	27.4 %
Total	317	100.0 %

Q16. Which FOUR of the types of improvement listed in Question 15 do you believe are MOST IMPORTANT to make?

Q16. 3rd choice	Number	Percent
General repair & increase maintenance (parks, senior center, community center)	17	5.4 %
Improve existing athletic facilities (synthetic turf, lighting, courts, etc.)	11	3.5 %
Improve existing trail systems (paved trails, mountain biking trails, unpaved walking trails, etc.)	24	7.6 %
Add/expand trails/walking loops in existing parks	8	2.5 %
Improve ADA/disabled persons accessibility at parks	13	4.1 %
Improve/expand open space/natural turf areas in existing parks	3	0.9 %
Improve restroom facilities in existing parks	33	10.4 %
Add playgrounds to existing parks	16	5.0 %
Expand archery range	5	1.6 %
Improve/expand Community Center (including parking)	7	2.2 %
Add splashpads to existing parks	14	4.4 %
Add amphitheater to an existing park	11	3.5 %
Add Wi-Fi/other technology improvements to existing parks	6	1.9 %
Develop new parks that meet highest needs of the community	10	3.2 %
Develop new sports facilities (athletic fields, disc golf, basketball, pickleball, etc.)	4	1.3 %
Develop new off-leash dog parks	13	4.1 %
Develop new walking, biking, equestrian trails with connections to other amenities	7	2.2 %
Develop new area for community-wide events	8	2.5 %
Develop additional outdoor pool facilities	11	3.5 %
None chosen	96	30.3 %
Total	317	100.0 %

Q16. Which FOUR of the types of improvement listed in Question 15 do you believe are MOST IMPORTANT to make?

Q16. 4th choice	Number	Percent
General repair & increase maintenance (parks, senior center, community center)	12	3.8 %
Improve existing athletic facilities (synthetic turf, lighting, courts, etc.)	7	2.2 %
Improve existing trail systems (paved trails, mountain biking trails, unpaved walking trails, etc.)	8	2.5 %
Add/expand trails/walking loops in existing parks	15	4.7 %
Improve ADA/disabled persons accessibility at parks	9	2.8 %
Improve/expand open space/natural turf areas in existing parks	6	1.9 %
Improve restroom facilities in existing parks	18	5.7 %
Add playgrounds to existing parks	13	4.1 %
Expand archery range	5	1.6 %
Improve/expand Community Center (including parking)	5	1.6 %
Add splashpads to existing parks	16	5.0 %
Add amphitheater to an existing park	9	2.8 %
Add Wi-Fi/other technology improvements to existing parks	7	2.2 %
Develop new parks that meet highest needs of the community	15	4.7 %
Develop new sports facilities (athletic fields, disc golf, basketball, pickleball, etc.)	15	4.7 %
Develop new off-leash dog parks	14	4.4 %
Develop new walking, biking, equestrian trails with connections to other amenities	9	2.8 %
Develop new area for community-wide events	13	4.1 %
Develop additional outdoor pool facilities	7	2.2 %
None chosen	114	36.0 %
Total	317	100.0 %

Q16. Which FOUR of the types of improvement listed in Question 15 do you believe are MOST IMPORTANT to make? (top 4)

Q16. Top choice	Number	Percent
General repair & increase maintenance (parks, senior center, community center)	129	40.7 %
Improve existing athletic facilities (synthetic turf, lighting, courts, etc.)	62	19.6 %
Improve existing trail systems (paved trails, mountain biking trails, unpaved walking trails, etc.)	72	22.7 %
Add/expand trails/walking loops in existing parks	42	13.2 %
Improve ADA/disabled persons accessibility at parks	55	17.4 %
Improve/expand open space/natural turf areas in existing parks	21	6.6 %
Improve restroom facilities in existing parks	88	27.8 %
Add playgrounds to existing parks	51	16.1 %
Expand archery range	18	5.7 %
Improve/expand Community Center (including parking)	15	4.7 %
Add splashpads to existing parks	50	15.8 %
Add amphitheater to an existing park	32	10.1 %
Add Wi-Fi/other technology improvements to existing parks	21	6.6 %
Develop new parks that meet highest needs of the community	53	16.7 %
Develop new sports facilities (athletic fields, disc golf, basketball, pickleball, etc.)	40	12.6 %
Develop new off-leash dog parks	60	18.9 %
Develop new walking, biking, equestrian trails with connections to other amenities	32	10.1 %
Develop new area for community-wide events	28	8.8 %
Develop additional outdoor pool facilities	30	9.5 %
None chosen	72	22.7 %
Total	971	

Q17. From the following list, please CHECK ALL of the following ways YOU CURRENTLY LEARN about recreation programs and activities.

Q17. All the ways you currently learn about recreation programs & activities	Number	Percent
City website	101	31.9 %
Materials at City facilities	24	7.6 %
Conversation with City staff	19	6.0 %
Newspaper	51	16.1 %
Friends & neighbors	153	48.3 %
Promotions at special events	50	15.8 %
Temporary signs at parks or around City	83	26.2 %
Emails/eBlast	20	6.3 %
Nextdoor	26	8.2 %
Facebook	145	45.7 %
Twitter	4	1.3 %
Instagram	25	7.9 %
Flyers/brochures	81	25.6 %
City Council meetings	21	6.6 %
Radio	30	9.5 %
Cable/satellite	17	5.4 %
Local magazines/publications	44	13.9 %
Vista newsletter	8	2.5 %
Other	9	2.8 %
Total	911	

Q18. Which THREE sources from the list in Question 17 are YOUR MOST PREFERRED SOURCES for learning about recreation programs and activities?

Q18. Top choice	Number	Percent
City website	50	15.8 %
Materials at City facilities	3	0.9 %
Conversation with City staff	3	0.9 %
Newspaper	25	7.9 %
Friends & neighbors	26	8.2 %
Promotions at special events	1	0.3 %
Temporary signs at parks or around City	17	5.4 %
Emails/eBlast	16	5.0 %
Nextdoor	2	0.6 %
Facebook	77	24.3 %
Instagram	5	1.6 %
Flyers/brochures	19	6.0 %
City Council meetings	2	0.6 %
Radio	4	1.3 %
Cable/satellite	3	0.9 %
Local magazines/publications	4	1.3 %
None chosen	60	18.9 %
Total	317	100.0 %

Q18. Which THREE sources from the list in Question 17 are YOUR MOST PREFERRED SOURCES for learning about recreation programs and activities?

Q18. 2nd choice	Number	Percent
City website	26	8.2 %
Materials at City facilities	4	1.3 %
Conversation with City staff	4	1.3 %
Newspaper	16	5.0 %
Friends & neighbors	29	9.1 %
Promotions at special events	12	3.8 %
Temporary signs at parks or around City	20	6.3 %
Emails/eBlast	12	3.8 %
Nextdoor	6	1.9 %
Facebook	41	12.9 %
Twitter	1	0.3 %
Instagram	12	3.8 %
Flyers/brochures	20	6.3 %
City Council meetings	5	1.6 %
Radio	9	2.8 %
Cable/satellite	3	0.9 %
Local magazines/publications	8	2.5 %
Vista newsletter	2	0.6 %
None chosen	87	27.4 %
Total	317	100.0 %

Q18. Which THREE sources from the list in Question 17 are YOUR MOST PREFERRED SOURCES for learning about recreation programs and activities?

Q18. 3rd choice	Number	Percent
City website	14	4.4 %
Materials at City facilities	5	1.6 %
Conversation with City staff	3	0.9 %
Newspaper	3	0.9 %
Friends & neighbors	30	9.5 %
Promotions at special events	12	3.8 %
Temporary signs at parks or around City	26	8.2 %
Emails/eBlast	10	3.2 %
Nextdoor	9	2.8 %
Facebook	19	6.0 %
Twitter	2	0.6 %
Instagram	12	3.8 %
Flyers/brochures	19	6.0 %
City Council meetings	3	0.9 %
Radio	11	3.5 %
Cable/satellite	5	1.6 %
Local magazines/publications	12	3.8 %
Vista newsletter	3	0.9 %
None chosen	119	37.5 %
Total	317	100.0 %

Q18. Which THREE sources from the list in Question 17 are YOUR MOST PREFERRED SOURCES for learning about recreation programs and activities? (top 3)

Q18. Top choice	Number	Percent
City website	90	28.4 %
Materials at City facilities	12	3.8 %
Conversation with City staff	10	3.2 %
Newspaper	44	13.9 %
Friends & neighbors	85	26.8 %
Promotions at special events	25	7.9 %
Temporary signs at parks or around City	63	19.9 %
Emails/eBlast	38	12.0 %
Nextdoor	17	5.4 %
Facebook	137	43.2 %
Twitter	3	0.9 %
Instagram	29	9.1 %
Flyers/brochures	58	18.3 %
City Council meetings	10	3.2 %
Radio	24	7.6 %
Cable/satellite	11	3.5 %
Local magazines/publications	24	7.6 %
Vista newsletter	5	1.6 %
None chosen	60	18.9 %
Total	745	

Q19. Knowing that a "YES" vote would result in additional increases to your annual City property tax, how would you vote on a potential General Obligation Bond to fund additional Parks and Recreation improvements to trails, aquatics, and parks throughout the City?

Q19. How would you vote on a potential General Obligation Bond	Number	Percent
Vote in favor	80	25.2 %
Might vote in favor	88	27.8 %
Not sure	63	19.9 %
Vote against	86	27.1 %
Total	317	100.0 %

Q19a. If you answered "Not Sure" or "Vote Against" to Question 19, please indicate the reason for your answer.

Q19a. Why did you answer Not Sure or Vote Against to Question 19	Number	Percent
I need more information before I can respond	32	21.5 %
I would not use these amenities	8	5.4 %
These amenities are not needed in Tulare	2	1.3 %
I do not support any increase in taxes	85	57.0 %
Other	23	15.4 %
Total	150	

Q20. Including yourself, how many people in your household are...

	Mean	Sum
Under age 5	0.2	61
Ages 5-9	0.2	70
Ages 10-14	0.2	75
Ages 15-19	0.3	83
Ages 20-24	0.2	63
Ages 25-34	0.3	93
Ages 35-44	0.4	124
Ages 45-54	0.4	116
Ages 55-64	0.4	128
Ages 65-74	0.4	120
Ages 75-84	0.1	44
Ages 85+	0.1	16

Q21. With of the following best describes your race/ethnicity?

Q21. Your race/ethnicity	Number	Percent
Asian or Asian Indian	7	2.2 %
Black or African American	12	3.8 %
American Indian or Alaska Native	3	0.9 %
White	223	70.3 %
Native Hawaiian or other Pacific Islander	1	0.3 %
Hispanic, Spanish, or Latino/a/x	200	63.1 %
Other	19	6.0 %
Total	465	

Q21-7. Self-describe your race/ethnicity:

Q21-7. Self-describe your race/ethnicity	Number	Percent
Portuguese	6	31.6 %
Mixed	5	26.3 %
Italian/Hispanic	1	5.3 %
Latin	1	5.3 %
Caucasian	1	5.3 %
White in Portuguese	1	5.3 %
Multiple races	1	5.3 %
More than one	1	5.3 %
White & Hispanic	1	5.3 %
Arabic	1	5.3 %
Total	19	100.0 %

Q22. With what gender do you identify?

Q22. Your gender	Number	Percent
Male	149	47.0 %
Female	154	48.6 %
Not provided	14	4.4 %
Total	317	100.0 %

WITHOUT "NOT PROVIDED"

Q22. With what gender do you identify? (without "not provided")

Q22. Your gender	Number	Percent
Male	149	49.2 %
Female	154	50.8 %
Total	303	100.0 %

6 Open-Ended Questions

Open-Ended Response Comments

Q2—"Other": Barriers to Library Usage. Please indicate which of the following are the biggest barriers to you or anyone in your household using the City's libraries. If you currently use the City's libraries, please indicate what keeps you from using them MORE OFTEN.

- Age and physical limitations. When younger and with family physical facilities used quite frequently.
- availability of material
- Barrier is my current life and work schedule, and the hours of operation I feel are perfect and suit the needs of the community. This for me is scheduling and making the time to take advantage of the services and resources offered. Our society is post pandemic and transitioning into returning to society interaction is a process and as the pandemic eases you will see an increase in attendance in the library in addition more outreach to educators to encourage and promote families to utilize the library services in person or online.
- Covid
- Currently busy with other things.
- Don't always have time to visit the library. The services provided are adequate.
- Handicapped. Hard to get from parking lot to doors. Pretty dark walk. Not planned well.
- Homeless are close by.
- I am knew to the area and do not know where it is at. I will look for it in the real near future.
- I have no barriers to using the library.
- "I have two young children. Going anywhere is hard.
- Also, covid safety precautions prevent us from going inside places for the most part. "
- I love our library but don't go there too often. The children s area is awesome.
- I use it once and awhile. Mostly to use computer and copy machines
- just busy
- Late fees are ridiculous. Public owned library that charges late fees for public owned books is so asinine.
- Library fines are prohibitive.
- Library programs not offered or advertised
- Library utilizes Overdrive but would be really wonderful if they also partnered with the Libby App to easily access those digital materials.
- Lots of homeless in that area.
- Not enough time to go more
- Not on my radar unless my grandchild asks to take her to the library.
- Not really sure. I love books I have a kindle so I use that.
- Son's bike was stolen in front of the library and don't feel it has proper security.
- Staff is not understanding of special needs children and their needs.
- The library does a poor job keeping the Fresno Bee and USA Today papers coming on a continuous basis. When they are missing, nobody seems to know or care what happened to them.
- There is really not a reason l don't use the library more often. I love the library and the services provided.

- To many homeless around the facilities not worth my safety!
- too far to walk
- Too many homeless people surrounding the library.
- transportation
- Use the digital library on a daily basis
- Utilize digital content from home
- We are the older generation and do not use a lot of the city services. All of them should be kept for the younger bunch. Cal
- We don't have the time a lot to go to the library
- we love our library, but we just get busy and don't go

Q3—"Other": Barriers to Park, Field, or Amenity Usage. Please indicate which of the following are the biggest barriers to you or anyone in your household using the City's parks, fields, or amenities. If you currently use the City's parks, fields, or amenities, please indicate what keeps you from using them MORE OFTEN.

- All of the current parks are in poor locations and filled with homeless. A large park near Alpine vista would be nice
- At times disrespectful kids and parents. Also homeless taking OUR parks and walkways over!
- bathrooms not open, too expensive to reserve places.
- Bathrooms are usually occupied by the homeless and are not safe. The hand washing station in the bathroom is never clean or stocked with what is needed to wash and sanitize your hand. The lighting in the bathrooms is terrible. A person with vision impairment has a hard time seeing. Also the sprinklers go off during the day and have wet my children, family and myself numerous times. Watering schedules should be posted. The picnic tables are often dirty and have food and trash for days. The city workers only spray things off and don't actually clean or sanitize. They are also rude to citizens who let them know if there is an issue.
- Del Lago children's play area is poorly maintained. Bird feces are everywhere. There are very minimal choices in the toddler play area and older children are frequently there behaving inappropriately.
- Dirty, needles ducks make a mess
- Don't have an interest in using the facilities close to me.
- Don't feel safe there
- don't visit
- Due to weather. Too cold at times and too hot at others. I'd love walks in the morning, but am afraid - drug dealings and many unrecognizable faces or homeless whom I don't know Heather they are harmless or not.
- feel safer
- Feeling unsafe due to vagrant occupation.
- handicapped availability
- Homeless
- Homeless
- Homeless
- Homeless
- Homeless
- Homeless
- Homeless
- Homeless and mainly do feel safe in city anymore
- Homeless and night creepers
- Homeless are close by.
- homeless camps
- Homeless drug using vagrants. Parks are not safe.
- Homeless hanging around the area makes it feel unsafe.
- Homeless have over run the parks and I am scared of catching a disease.
- Homeless individuals are present some days and make it undesirable to take my granddaughters

- Homeless people
- Homeless people
- Homeless people
- "Homeless people are everywhere. It is not safe"
- homeless people loitering and felt unsafe with others
- Homeless people using them for bathrooms on the ground and using them to trash and to sleep at. Scares my children. It’s a safety issue.
- Homeless people, trash, and don’t feel safe at them
- homeless population
- Homeless population/not being safe.
- Homeless problem do not feel safe for family in parks also dirty due to homeless problems
- Homeless taking over
- Homelessness making visits feel unsafe/unsanitary.
- I don't have small children, but when I do have my Great Grandbabies with me I might go there. But it's seems not to safe (homeless around) or it's to hot
- I have to go outside of my neighborhood to the park. When we purchased our home near Alpine Vista we were told that a park would be built. There is a perfectly great space for one right next to the school and right in the middle of the neighborhood.
- I just returned after 20 yrs. in Bay Area. Am STUNNED a city the size of Tulare with HUGE & plentiful park has not yet taken a single corner of even ONE, to put a gated dog play area in. Appalling in this day & age. Truly. So sad for people who live in apts & other housing without yards.
- I love our Tulare parks and the Sante Fe Trail. I think Del Lago is super. Live Oak is great but would be used more if it had shade covering. I play Pickleball three times a week at Plaza Park and would welcome a similar set up in Tulare. I know many Tulare residents that go to Visalia to play. Please get us some courts in Tulare! Live Oak has lines on the Tennis courts which is great but not the same.
- I use two of the city parks locations everyday .
- I used to walk my dog every day in the park on M street but she died and I haven’t found anyone to walk with
- Infields are not taking care
- It doesn’t always appear safe.
- Just the weather. It's too hot out there. We love our local parks.
- Kids are grown so we don't go anymore.
- lack of security
- Lack of security and homeless people.
- Large homeless population keeps us from feeling safe there.
- Limited physical ability.
- Managing our schedules but we mostly utilize the parks early morning hours for exercise and mindfulness exercises.
- more concerts
- My husband is sick.
- need cleaner restrooms

- Need more green grass not green weeds and shade
- need pickleball courts
- Not able to utilize at all in some cases
- Not enough around the city.
- Not enough swings! Too crowded.
- Not safe
- Not safe
- Not safe
- Not safe
- Not safe with the people around the area
- Not safe, like the tennis courts we use to use all the time, but now the homeless have taken over that site.
- Our hired City and Maintenance people seem to do the best they can with what they have available. I'm not wild about my wife and kids using any parks besides Del Lago because of our Homeless issue. I absolutely will not let my wife or kids use the walk trail. City personnel clean up the parks and trails and within 24 hours we have trash everywhere. On a positive note who ever is in charge of Trees around town you can tell they are doing a good job and finally being maintained. Walk trails, Tulare Ave center Island etc.
- Safety
- Safety
- Safety
- Safety
- Safety
- Safety and security
- safety early morning, and late night
- Safety non-existent. Homelessness and/or drug use is prolific. The west side is a mess.
- Safety these days
- Safety. I have found used condoms and needles at Live Oak Park, which is near my home.
- Sometimes the parks are not clean.
- The amount of homeless people and their presence is concerning.
- The baseball park that is near us doesn't have a big enough playground area and the area that is available, is not well kept. We drive to the one at Del Lago but it is a bit further away.
- The homeless are out of control.
- The only one decent park that is not ran down is too far from me
- The parks are "Trash" literally not kept up , full of homeless people and their belongings unless O drive across town to Del Lago where they take care of the grounds
- The splash pads need to be open during the week so the people that live near the park can enjoy it, and not just on the weekends when everyone else comes to the park and its crowded.
- There are too many homeless around now.
- They're nasty and need to be cleaned.
- Tired of homeless and all of bb their garbage everywhere. Parks literally smell like crap and urine

- To many homeless ?? living in or around parks, dogs, stealing, trash all around Westside parks but u don't allow them on Eastside parks like were lesser people ?? an our kids don't deserve the same, they maybe people but most chose that life an it's GG forced on us.
- too busy
- Too many homeless and drug paraphernalia
- Too many homeless around the area and making people feel unsafe to be there with children
- too much drugs there
- Unsafe
- Unsafe feelings from homeless population when going alone
- unsafe-too many homeless and drug users
- Up keep and lighting
- Use a 5-10 times a year, no need for more than that
- Use when kids want to go.
- Usually use del lago. Smokers. Loud music. Adults fishing and cussing so kot family friendly in evenings. Too many fowl for the size of the Park. Nice birds driven out by the aggressive ducks.
- We currently use the park in Laspina daily. We have to be careful as to not going to early due to the homeless sleeping in the park.
- We do not feel safe and that the parks are not clean or free of Hyper dermic needles. Trash or other harmful things do to The take over and rapid growing numbers of homeless / drug addicts alcoholics and a few Mentally ill living and abusing the parks created for are family's children and loved ones to exercise or to read a book in peace with a safe Environment. As property owner and tax payer in Tulare. This saddens me everyday how are city has changed for the worse do to all this
- We love the play structures available but shade is the biggest issue for us. I'm fully aware that the summer heat doesn't help the situation but even at 9am the parks in Tulare are rendered useless for us due to the fact that most of the slides are in direct sunlight. Del Lago and Mulchay park have been riddled with trash on our last few visits. Mulchay park is rife with graffiti containing horrible, derogatory words and drawings of genitalia. Elk Bayou park is great space for little ones to run because it's far enough from the road but the mass amount of squirrels holes are hazardous.
- We need a sports complex for soccer. Visalia has an amazing soccer complex with soccer fields and big enough to house adult, kids and also. Open year round. Not trying to put a full city on 5 fields
- weather
- Wish they were cleaned more regularly
- Work schedule
- Would be wonderful if Tulare had a dog park and more walking trails.

Q4—"Other": Barriers to Community Center Usage. Please indicate which of the following are the biggest barriers to you or anyone in your household using the Community Recreation Center or Senior Center. If you currently use the Community Recreation Center or Senior Center, please indicate what keeps you from using them MORE OFTEN.

- Age limitations
- At 70 as a single person I still work full time.
- bad neighborhood
- Every time I go online I am told that it is closed. If it is open, someone needs to update the website.
- Homeless are close by.
- Homeless don't need them!
- I am 71 and still able to cook and am not needing the services or at least not yet.
- I don't need their services very often, but when I do, they are there for me
- I need to get on your email list to keep myself in the loop of what classes are offered as I tend to use my own private gym membership and forget about the cities services
- I would like to see the city advertise what goes on where to the new residents. We all get a city bill, put some upcoming advertising in them. Especially for new residents.
- In my experience the staff at the location on Blackstone has not been very pleasant or helpful.
- is it open after covid?
- I've never heard about such services. Maybe advertisement might help with communication?
- kids don't need the services
- location
- New to the area, hasn't had the time to locate the center
- Not safe!!!!!!
- Stopped going to senior center when Covid shut it down.one thing other cities have is a spay/ neuter program for seniors with pets at a reduced fee vets come to the center
- The Senior Center is closed at this time per the website.
- They no longer offer help with drawing up and completing Healthcare Directives or Wills.
- unsure if center is open
- We usually only go to community centers for parties or receptions. And I just haven't gone to the Seniors center yet.

Q5—"Other": Facility/Amenity Needs.

- Water park like Adventure Park in Visalia. Bowling Alley
- Gym geared toward people who are handicapped and senior citizens with mobility issues.
- I don't really know I just know we are spending money in areas that all the years I have been in Tulare like 60 years and the city keeps trying to do the same things over and over failing
- I feel Tulare has a pretty good selection of parks and sports facilities. I would just like to see them maintained better than what they are now. Softball, baseball and soccer fields need to be closed after each season and have renovation done on playing surfaces.
- It would be nice to have a leisure pool with Senior hours, and a nice comfortable place to listen to a outdoor concert . A indoor walking place would be great. It would be safer and wouldn't be to hot or to cold to walk.
- Lighting for outdoor facilities. Somewhere safe.
- More indoor activities. Tai Chi, etc.
- More soccer fields as there is over 1700 kids playing in the area plus adult use
- My needs are already being served.
- neighborhood watch
- outdoor concert venue
- photography outdoor
- Playground for older special needs children. These kids are bigger and still want to play on the equipment but can't because of their size.
- Pools in this hot town that is a community pool with snack bar etc. for all of us too use with small fee.
- Soccer not enough space or fields
- Sports complex. SOCCER FIELDS
- Target shooting
- Trails not over run with homeless and safer
- Used to walk on the Santa Fe Trail, but it is not safe. After being followed twice, I stopped using that trail.
- Water Misters on walkways
- We have our beautiful Santa Fe Trail which we used to use often, but it had been taken over by homelessness. It is no longer safe
- youth football fields

Q7—"Other": Recreation Program Needs

- Bowling Alley, Water park like Adventure Park in Visalia
- Community cook offs tamale festival chili cook-off or salsa festival brew fests
- Dances and dance lessons for adults
- Del lago park fishing. Nastiest park in Tulare. Water is horrible.
- Free or discounted CPR classes
- More for seniors activities
- Performing Arts- music
- Soccer complex (bigger)
- Summer concerts in the park. Ridiculous the groups had to PAY to use city facility to perform when they used to get an honorarium. The community groups are fine. Don't need the high dollar rock band type groups.
- These are all wants not NEEDS
- Writing class at the senior center needs more people

Q17—"Other": From the following list, please CHECK ALL of the following ways YOU CURRENTLY LEARN about recreation programs and activities.

- Facebook would is used by general public or twice a year newsletter to all residents reminding of services, either separately or with water bills.
- Google
- I usually see notes come home from school.
- Information from water bill
- live in Tulare
- never hear of activities/except at park on Tulare Ave
- Place info in monthly utility bill.
- See it the day of .
- Through the kids school

Q19—"Other": If you answered "Not Sure" or "Vote Against" to Question 15, please indicate the reason for your answer.

- bigger issues
- City services probably be overrun by homeless. The city in general is really going in direction of feeling unsafe/unclean. I wouldn't want my taxes to improve services which would attract panhandling and the homeless population growing in the city
- expenses should be shared with everyone, not just property owners.
- Fix the safety and homeless issues and help fund the improvements of existing old building in downtown and poor rundown areas like Inyo Ave
- homeless are killing Tulare
- I believe we are taxed enough. The city needs better management of funds. I have seen how the city spends there money as I work at a local supply store. Employees and managers favor responses are well its not our money. Or we'll this is just your tax money we are spending.

- I can't even use the facilities we have now as drug-use and homelessness have become the norm. Do you sign your kids up for sports here knowing they might get stabbed by a needle from some careless addict? Wouldn't even be the first kid. Maybe get the homeless to set the parks on fire so the teardown (and subsequent rebuild) is cheaper?
- I don’t feel that the city uses our tastes for what we want when it comes to these issues. We need first and foremost to get the homeless population under control.
- I feel like the amenities we currently have are not maintained so why build new infrastructure. Also, the city builds and waste money on things that the community as a whole aren’t benefiting from
- I removed my comments and shredded them. Wasted words & energy sending them. Last time I sent something personal and confidential, Josh McDonnell scanned and sent it to everyone just to be an... Not like he can help it.
- I want to know exactly what the budget or percentage of money would go to which projects. Many of the things you just showed in the survey are of little interest to me. I am also not interested in funding repairs to places that have already destroyed what was given to them. Out neighborhood just got a needed play area and it is worse than what was there to begin with. We need pickleball courts (dozens go to Visalia for it) Disc golf, lap pools for fitness, etc. We can always use more fields for kids to practice at as well.
- it should be a general use, not a tax bond- all use
- Let’s be real. The city of Tulare can’t do anything right. So raising taxes and letting the people in charge keep doing what that are doing scares. The city is ran so backwards
- need to clean up the drugs
- No time right now, maybe in the future.
- Not opposed to raising taxes as long as the money is used properly.
- The parks and walking trails we have now that are taken care of by local tax dollars have been taken over by homeless and can’t be used by the taxpayers anymore. I don’t want to put out anymore money to support that. Used to use the trail everyday for walking but never use it anymore. It has been taken over by homeless, drug usage and isn’t safe for the citizens anymore. Nothing is going to change about that.
- There is no investment in the West side.
- too many homeless
- Until this city solves the homelessness problem, than any improvements will only make it nicer for them (the homey), NOT the citizens and taxpayers of Tulare
- use money in budget already
- with all the homeless around the parks, we feel unsafe using any park. Any new parks would suffer the same issue
- You already have tax dollar revenue Make developers pay more

7 Survey Instrument

July 1, 2022

Dear City of Tulare Resident,

Your response to the attached/linked survey is very important.

The City of Tulare Community Services Department is developing a long-range Parks and Recreation Master Plan and Needs Assessment, and we are launching the effort with a parks, recreation, and libraries survey. The results of this survey will be used to establish priorities for improvements to our park and open space system, recreation opportunities, and library services. The Community Services Department oversees over 20 parks and open space areas, manages the City's library and numerous recreation facilities including pools and community centers, and provides hundreds of programs and events each year.

Your household was one of a limited number selected at random to receive this survey, therefore it is very important that you participate. We greatly value your time and feedback.

We have selected ETC Institute, an independent consulting company, as our partner to administer this survey. They will compile the data received and present the results to the City's Parks and Recreation Commission and City Council. **Your responses will remain confidential and are treated anonymously.**

We expect this survey to take approximately 10-15 minutes to complete, however, each question is important. The time you invest in completing this survey will help us take a resident driven approach to making decisions about the future of our City's parks recreation and library system.

Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. If you would like to take the survey online, the website address is TulareParksSurvey.org.

If you have questions, you may also contact:

- Jason Glick, Community Services Director at jglick@tulare.ca.us / 559-684-4315, or
- Brian Beck, Recreation Manager at bbeck@tulare.ca.gov / 559-684-4317

Kind Regards!

Jason Glick
Community Services Director

Una versión en español de esta encuesta está disponible en línea en TulareParksSurvey.org, también puede llamar al 844-811-0411 para completar la encuesta por teléfono.

City of Tulare Parks and Recreation Needs Assessment

This survey will take 10-15 minutes to complete. When you are finished, please return this survey using the included postage paid return reply envelope. If you prefer, you may also complete this survey online at TulareParksSurvey.org. We greatly appreciate your time.

---

1. Facility Use. For each of the following, please indicate how often you or the members of your household use or visit each of the facilities listed below using a scale of 5 to 1, where 5 means "Daily," and 1 means "Never."

	How often do you use or visit...	Daily	Several Times Per Week	Several Times Per Month	Several Times Per Year	Never
1.	City Library	5	4	3	2	1
2.	The Community Recreation Center	5	4	3	2	1
3.	The Aquatic Center/Splashpad	5	4	3	2	1
4.	Senior Center	5	4	3	2	1
5.	City-owned sports fields	5	4	3	2	1
6.	Any other City-owned parks	5	4	3	2	1
7.	The City's digital services (website)	5	4	3	2	1

2. Barriers to Library Usage. Please indicate which of the following are the biggest barriers to you or anyone in your household using the City's libraries. If you currently use the City's libraries, please indicate what keeps you from using them MORE OFTEN. *[Check all that apply.]*

____(1) Do not need library services
____(2) Not interested in library services
____(3) Libraries lack the programming we desire
____(4) I don't know what is offered
____(5) Hours of operation are not convenient
____(6) Locations are not convenient
____(7) Lack of security (feeling of safety)
____(8) Other: _____

3. Barriers to Park, Field, or Amenity Usage. Please indicate which of the following are the biggest barriers to you or anyone in your household using the City's parks, fields, or amenities. If you currently use the City's parks, fields, or amenities, please indicate what keeps you from using them MORE OFTEN. *[Check all that apply.]*

____(1) Locations are not convenient
____(2) Too busy
____(3) Too crowded/lack of availability
____(4) Lack of park amenities that interest me
____(5) Not interested in what is offered
____(6) Other: _____

4. Barriers to Community Center Usage. Please indicate which of the following are the biggest barriers to you or anyone in your household using the Community Recreation Center or Senior Center. If you currently use the Community Recreation Center or Senior Center, please indicate what keeps you from using them MORE OFTEN. *[Check all that apply.]*

____(01) Too crowded/lack of availability
____(02) Fees are too high
____(03) I don't know what is offered
____(04) Too busy
____(05) Use private gyms
____(06) Desired programs are not offered
____(07) Membership
____(08) Not interested in what is offered
____(09) Hours of operation are not convenient
____(10) Other: _____
____(11) I am not old enough to use a Senior Center

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5. Please indicate if you or any member of your household has a need for each type of facility or amenity listed below by circling either "Yes" or "No." If "Yes," please rate how well your needs for facilities/amenities of this type are being met by the City of Tulare and/or other private sector agencies.

	Type of Facility/Amenity	Do you have a need for this facility/amenity?		If "Yes," how well are your needs being met?				
				100% Met	75% Met	50% Met	25% Met	0% Met
01.	Archery range	Yes	No	5	4	3	2	1
02.	BMX/dirt bike/pump track or course	Yes	No	5	4	3	2	1
03.	Community gardens	Yes	No	5	4	3	2	1
04.	Diamond athletic fields (baseball, softball, etc.)	Yes	No	5	4	3	2	1
05.	Disc golf	Yes	No	5	4	3	2	1
06.	Dog park	Yes	No	5	4	3	2	1
07.	Indoor event/party/meeting space	Yes	No	5	4	3	2	1
08.	Indoor fitness equipment	Yes	No	5	4	3	2	1
09.	Indoor gymnasium (e.g., basketball, volleyball)	Yes	No	5	4	3	2	1
10.	Indoor pickleball/tennis/racquetball courts	Yes	No	5	4	3	2	1
11.	Indoor walking tracks	Yes	No	5	4	3	2	1
12.	Lap pools	Yes	No	5	4	3	2	1
13.	Leisure pools	Yes	No	5	4	3	2	1
14.	Mountain hiking/bike trails	Yes	No	5	4	3	2	1
15.	Outdoor basketball courts	Yes	No	5	4	3	2	1
16.	Outdoor educational nature areas	Yes	No	5	4	3	2	1
17.	Outdoor fitness areas/equipment	Yes	No	5	4	3	2	1
18.	Outdoor large event space/amphitheater	Yes	No	5	4	3	2	1
19.	Outdoor pickleball/tennis/racquetball courts	Yes	No	5	4	3	2	1
20.	Outdoor track	Yes	No	5	4	3	2	1
21.	Outdoor volleyball courts	Yes	No	5	4	3	2	1
22.	Passive recreation space	Yes	No	5	4	3	2	1
23.	Rectangular athletic fields (soccer, football, etc.)	Yes	No	5	4	3	2	1
24.	Skate park	Yes	No	5	4	3	2	1
25.	Splash pad	Yes	No	5	4	3	2	1
26.	Urban trails (cycle/walking)	Yes	No	5	4	3	2	1
27.	Walking and biking trails	Yes	No	5	4	3	2	1
28.	Other: _____	Yes	No	5	4	3	2	1

6. Which FOUR facilities/amenities from the list in Question 5 are MOST IMPORTANT to you and the members of your household? *[Write in your answers below using the numbers from the list in Question 5, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

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7. Please indicate if you or any member of your household has a need for each type of recreation program listed below by circling either "Yes" or "No." If "Yes," please rate how well your needs for programs of this type are being met by the City of Tulare and/or other private sector agencies.

	Type of Program	Do you have a need for this Program?		If "Yes," how well are your needs being met?				
				100% Met	75% Met	50% Met	25% Met	0% Met
01.	Adaptive recreation programs	Yes	No	5	4	3	2	1
02.	Archery programs	Yes	No	5	4	3	2	1
03.	Art, dance, performing arts	Yes	No	5	4	3	2	1
04.	Before and after school care	Yes	No	5	4	3	2	1
05.	Bird Watching	Yes	No	5	4	3	2	1
06.	BMX/Skate/Biking programs	Yes	No	5	4	3	2	1
07.	Cooking classes	Yes	No	5	4	3	2	1
08.	Education classes	Yes	No	5	4	3	2	1
09.	Fitness and wellness classes (Adult)	Yes	No	5	4	3	2	1
10.	Fitness and wellness classes (Child)	Yes	No	5	4	3	2	1
11.	Free self-directed drop-in activities (cards, dominos, board games, etc.)	Yes	No	5	4	3	2	1
12.	Free/low-cost community events	Yes	No	5	4	3	2	1
13.	Golf programs	Yes	No	5	4	3	2	1
14.	Learn to swim programs	Yes	No	5	4	3	2	1
15.	Nature education/certification	Yes	No	5	4	3	2	1
16.	Outdoor fitness programs	Yes	No	5	4	3	2	1
17.	Outdoor trips (single day)	Yes	No	5	4	3	2	1
18.	Pickleball leagues	Yes	No	5	4	3	2	1
19.	Skate park programs	Yes	No	5	4	3	2	1
20.	Sports leagues	Yes	No	5	4	3	2	1
21.	Summer camps	Yes	No	5	4	3	2	1
22.	Teen activities (Esports/Gaming programs)	Yes	No	5	4	3	2	1
23.	Tennis lessons and leagues	Yes	No	5	4	3	2	1
24.	Virtual programs	Yes	No	5	4	3	2	1
25.	Volunteer programs	Yes	No	5	4	3	2	1
26.	Water fitness classes	Yes	No	5	4	3	2	1
27.	Other: _____	Yes	No	5	4	3	2	1

8. Which FOUR programs from the list in Question 7 are MOST IMPORTANT to you and the members of your household? *[Write in your answers below using the numbers from the list in Question 7, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

9. <u>Special Events.</u> From the following list, please check the THREE SPECIAL EVENT concepts you and the members of your household would be MOST INTERESTED in. *[Check up to THREE.]*

____(1) Cultural Celebrations/Festivals (food, performances, arts, etc.)
____(2) Food/beverage (farmers market, tastings, etc.)
____(3) Entertainment (music, movies, performers, etc.)
____(4) Health and wellness events (bike, walk, run, etc.)
____(5) Environmental events (Earth Day, Arbor Day, volunteer, etc.)
____(6) Holiday-themed events (Halloween, Easter, etc.)
____(7) Sports tournaments/competitions (basketball, football, soccer, etc.)
____(8) Day events/field trips

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10. Please indicate if you or any member of your household has a need for each of the following programs/services that promote ACTIVE AGING by circling either "Yes" or "No." If "Yes," please rate how well your needs for program/service of this type are being met by the City of Tulare and/or other private sector agencies.

	Type of Active Aging Programs/Services	Do you have a need for this Program?		If "Yes," how well are your needs being met?				
				100% Met	75% Met	50% Met	25% Met	0% Met
01.	Alzheimer/Parkinson's programs	Yes	No	5	4	3	2	1
02.	Arts and Crafts programs and activities	Yes	No	5	4	3	2	1
03.	Cognitive strengthening programs (memory exercises)	Yes	No	5	4	3	2	1
04.	Computer classes and programs	Yes	No	5	4	3	2	1
05.	Counseling services	Yes	No	5	4	3	2	1
06.	Dance lessons and programs	Yes	No	5	4	3	2	1
07.	Day trips, tours, and excursions to popular tourist attractions	Yes	No	5	4	3	2	1
08.	Evidenced based health programs	Yes	No	5	4	3	2	1
09.	Financial services program (tax filing)	Yes	No	5	4	3	2	1
10.	Health screenings (blood pressure, cancer, vision, etc.)	Yes	No	5	4	3	2	1
11.	Healthy eating programs and dieting programs	Yes	No	5	4	3	2	1
12.	Housing programs	Yes	No	5	4	3	2	1
13.	Intergenerational programs	Yes	No	5	4	3	2	1
14.	Legal assistance programs	Yes	No	5	4	3	2	1
15.	Lunch/meal programs	Yes	No	5	4	3	2	1
16.	Music classes and programs	Yes	No	5	4	3	2	1
17.	Social gatherings	Yes	No	5	4	3	2	1
18.	Special interest classes (gardening, writing, book clubs)	Yes	No	5	4	3	2	1
19.	Support groups (bereavement, Alzheimer's, Parkinson's)	Yes	No	5	4	3	2	1
20.	Transportation programs/services	Yes	No	5	4	3	2	1
21.	Veteran specific programs	Yes	No	5	4	3	2	1
22.	Volunteer opportunities programs	Yes	No	5	4	3	2	1
23.	Weekly programs (cards, billiards, mahjong)	Yes	No	5	4	3	2	1
24.	Other: _____	Yes	No	5	4	3	2	1

11. Which FOUR active aging programs/services from the list in Question 10 are MOST IMPORTANT to you and the members of your household? *[Write in your answers below using the numbers from the list in Question 10, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

12. Have you or members of your household used any of the following library services provided by the library IN THE LAST TWO YEARS?

____(01) Accessed a government form
____(02) Accessed online research tools
____(03) Asked a librarian a question
____(04) Attended a children/teen program
____(05) Attended a community meeting
____(06) Attended an adult program or class
____(07) Checked out a book/audiobook
____(08) Checked out a DVD or music CD
____(09) Downloaded a digital video or music
____(10) Downloaded an eBook or eAudiobook
____(11) Met a friend or family members
____(12) Read a newspaper or magazine
____(13) Received assistance with technology
____(14) Requested home delivery
____(15) Reserved materials online
____(16) Used a public computer
____(17) Used a study/meeting room
____(18) Used the makerspace
____(19) Used the Wi-Fi
____(20) Worked on a school assignment

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13 Rating Library Services. Please rate each of the following library services using a scale of 5 to 1, where 5 means "Very Satisfied," and 1 means "Very Dissatisfied." *[If you have not utilized any of the following services, please select 9 for "Don't Use."]*

	How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Don't Use
01.	Library programs for adults	5	4	3	2	1	9
02.	Library programs for teens	5	4	3	2	1	9
03.	Library programs for children	5	4	3	2	1	9
04.	Bookmobile/delivery service	5	4	3	2	1	9
05.	Books for adults	5	4	3	2	1	9
06.	Books for teens	5	4	3	2	1	9
07.	Books for children	5	4	3	2	1	9
08.	Newspapers/magazines	5	4	3	2	1	9
09.	Audiobooks	5	4	3	2	1	9
10.	E-books	5	4	3	2	1	9
11.	Music CDs	5	4	3	2	1	9
12.	Library website	5	4	3	2	1	9
13.	Movies (DVDs)	5	4	3	2	1	9
14.	Online databases	5	4	3	2	1	9
15.	Online library catalog	5	4	3	2	1	9
16.	Public computers	5	4	3	2	1	9
17.	Wireless access	5	4	3	2	1	9
18.	Requesting an item to be held	5	4	3	2	1	9
19.	Wireless Printing	5	4	3	2	1	9
20.	Courteousness of staff	5	4	3	2	1	9
21.	Knowledge of staff	5	4	3	2	1	9
22.	Cleanliness/maintenance of facilities	5	4	3	2	1	9
23.	Hours of operation	5	4	3	2	1	9
24.	Meeting room facilities	5	4	3	2	1	9

14. Please indicate your level of agreement with the following statements about Tulare Community Services Department using a scale of 5 to 1, where 5 means "strongly agree," and 1 means "strongly disagree."

	The Parks and Recreation system in Tulare...	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
01.	Improves my (my household's) physical health and fitness	5	4	3	2	1	9
02.	Helps to reduce crime in my neighborhood and keep kids out of trouble	5	4	3	2	1	9
03.	Makes Tulare a more desirable place to live	5	4	3	2	1	9
04.	Preserves open space and protects the environment	5	4	3	2	1	9
05.	Increases my (my household's) property value	5	4	3	2	1	9
06.	Improves my (my household's) mental health and reduces stress	5	4	3	2	1	9
07.	Provides positive social interactions for me (my household)	5	4	3	2	1	9
08.	Is physically accessible to all people	5	4	3	2	1	9
09.	Helps to attract new residents and businesses	5	4	3	2	1	9
10.	Promotes tourism to the City and the region	5	4	3	2	1	9
11.	Positively impacts economic/business development	5	4	3	2	1	9
12.	Is age-friendly to all people	5	4	3	2	1	9

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15. The following is a list of actions the City of Tulare could take to improve the parks, trails, and recreation system. Please indicate <u>YOUR SUPPORT FOR</u> each potential action by circling the corresponding number to the right of the item.

	Types of Improvements:	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
Improvements to *Existing* Facilities					
01.	General repair and increase maintenance (parks, senior center, community center)	4	3	2	1
02.	Improve existing athletic facilities (synthetic turf, lighting, courts, etc.)	4	3	2	1
03.	Improve existing trail systems (paved trails, mountain biking trails, unpaved walking trails, etc.)	4	3	2	1
04.	Add/expand trails/walking loops in existing parks	4	3	2	1
05.	Improve ADA/disabled persons accessibility at parks	4	3	2	1
06.	Improve/expand open space/natural turf areas in existing parks	4	3	2	1
07.	Improve restroom facilities in existing parks	4	3	2	1
08.	Add playgrounds to existing parks	4	3	2	1
09.	Expand archery range	4	3	2	1
10.	Improve/expand Community Center (including parking)	4	3	2	1
11.	Add splashpads to existing parks	4	3	2	1
12.	Add amphitheater to an existing park	4	3	2	1
13.	Add Wi-Fi/other technology improvements to existing parks	4	3	2	1
Developing *New* Facilities					
14.	Develop new parks that meet the highest needs of the community	4	3	2	1
15.	Develop new sports facilities (athletic fields, disc golf, basketball, pickle ball, etc.)	4	3	2	1
16.	Develop new off-leash dog parks	4	3	2	1
17.	Develop new walking, biking, equestrian trails with connections to other amenities	4	3	2	1
18.	Develop new area for community-wide events	4	3	2	1
19.	Develop additional outdoor pool facilities	4	3	2	1
20.	Develop a new skate/bike park (skateboards, BMX, pump tracks, etc.)	4	3	2	1

16. Which FOUR of the types of improvement listed in Question 15 do you believe are MOST IMPORTANT to make? *[Write in your answers below using the numbers from the list in Question 15, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

17. From the following list, please CHECK ALL of the following ways YOU CURRENTLY LEARN about recreation programs and activities. *[Check all that apply.]*

____(01) City website
____(02) Materials at City facilities
____(03) Conversation with City staff
____(04) Newspaper
____(05) Friends and neighbors
____(06) Promotions at special events
____(07) Temporary signs at parks or around City
____(08) Emails/E-blast
____(09) Nextdoor
____(10) Facebook
____(11) Twitter
____(12) Instagram
____(13) Flyers/brochures
____(14) City Council meetings
____(15) Radio
____(16) Cable/Satellite
____(17) Local magazines/publications
____(18) Vista newsletter
____(19) Other: _____

18. Which THREE sources from the list in Question 17 are YOUR MOST PREFERRED SOURCES for learning about recreation programs and activities? *[Write in your answers below using the numbers from the list in Question 17, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ NONE

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19. Knowing that a "YES" vote would result in additional increases to your annual City property tax, how would you vote on a potential General Obligation Bond to fund additional Parks and Recreation improvements to trails, aquatics, and parks throughout the City?

____(4) Vote in Favor ____(3) Might Vote in Favor ____(2) Not Sure ____(1) Vote Against

19a. If you answered "Not Sure" or "Vote Against" to Question 15, please indicate the reason for your answer. *[Check ALL that apply.]*

____(1) I need more information before I can respond
____(2) I would not use these amenities
____(3) These amenities are not needed in Tulare
____(4) I do not support any increase in taxes
____(5) Other: _____

Demographics

20. Including yourself, how many people in your household are...

Under age 5: ____	Ages 15-19: ____	Ages 35-44: ____	Ages 65-74: ____
Ages 5-9: ____	Ages 20-24: ____	Ages 45-54: ____	Ages 75-84: ____
Ages 10-14: ____	Ages 25-34: ____	Ages 55-64: ____	Ages 85+: ____

21. With of the following best describes your race/ethnicity? *[Check all that apply.]*

____(1) Asian or Asian Indian
____(2) Black or African American
____(3) American Indian or Alaska Native
____(4) White
____(5) Native Hawaiian or other Pacific Islander
____(6) Hispanic, Spanish, or Latino/a/x
____(99) Other: _____

22. With what gender do you identify? ____(1) Male ____(2) Female ____(3) Prefer not to say

23. Would you be willing to participate in future surveys sponsored by the City of Tulare?

____(1) Yes *[Please answer Q23a.]* ____(2) No

Q23a. Please provide your contact information.

Mobile Phone Number: _____

Email Address: _____

This concludes the survey. Thank you for your time!

Please return your completed survey in the enclosed return-reply envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential. The information to the right will ONLY be used to help identify the level of need in your area. Thank you!

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